

CITY OF
ATLANTA



FISCAL YEAR 2018

KASIM REED
MAYOR

FIVE YEAR FINANCIAL PLAN





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FIVE YEAR PLAN

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PREFACE

CITY OFFICIALS

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CITY OFFICIALS



Kasim Reed
Mayor

Dan Gordon
Chief Operating Officer

Candace L. Byrd
Chief of Staff

J. Anthony Beard
Chief Financial Officer

Cathy Hampton
City Attorney

MEMBERS OF CITY COUNCIL

Cesar Mitchell
Council President

Carla Smith
District 1

Kwanza Hall
District 2

Ivory Lee Young, Jr.
District 3

Cleta Winslow
District 4

Natalyn Mosby Archibong
District 5

Alex Wan
District 6

Howard Shook
District 7

Yolanda Adrean
District 8

Felicia Moore
District 9

C.T. Martin
District 10

Keisha Bottoms
District 11

Joyce M. Sheperd
District 12

Michael Julian Bond
Post 1, At-Large

Mary Norwood
Post 2, At-Large

Andre Dickens
Post 3, At-Large

Rhonda Dauphin-Johnson
Municipal Clerk

JUDICIAL OFFICERS

COURT OPERATIONS

Calvin S. Graves
Chief Judge

PUBLIC DEFENDER

Rosalie Joy
Interim Public Defender

SOLICITOR

Raines F. Carter
City Solicitor

BOARD OFFICERS

ATLANTA CITIZENS REVIEW DIRECTOR

Samuel Lee Reid II
Executive Director

ETHICS OFFICER

Jabu Sengova
Interim Ethics Officer

CITY INTERNAL AUDITOR

Leslie Ward
City Auditor

DEPARTMENT OFFICERS

AVIATION

Roosevelt Council, Jr.
General Manager

CORRECTIONS

Patrick Labat
Corrections Chief

FINANCE

J. Anthony Beard
Chief Financial Officer

FIRE & RESCUE SERVICES

Joel Baker
Fire Chief

HUMAN RESOURCES

Yvonne Yancy
Commissioner

ATLANTA INFORMATION MANAGEMENT

Samir Saini
Chief Information Officer

LAW

Cathy Hampton
City Attorney

PARKS AND RECREATION

Amy Phuong
Commissioner

PLANNING & COMMUNITY DEVELOPMENT

Tim Keane
Commissioner

POLICE SERVICES

Erika Shields
Police Chief

PROCUREMENT

Adam L. Smith
Chief Procurement Officer

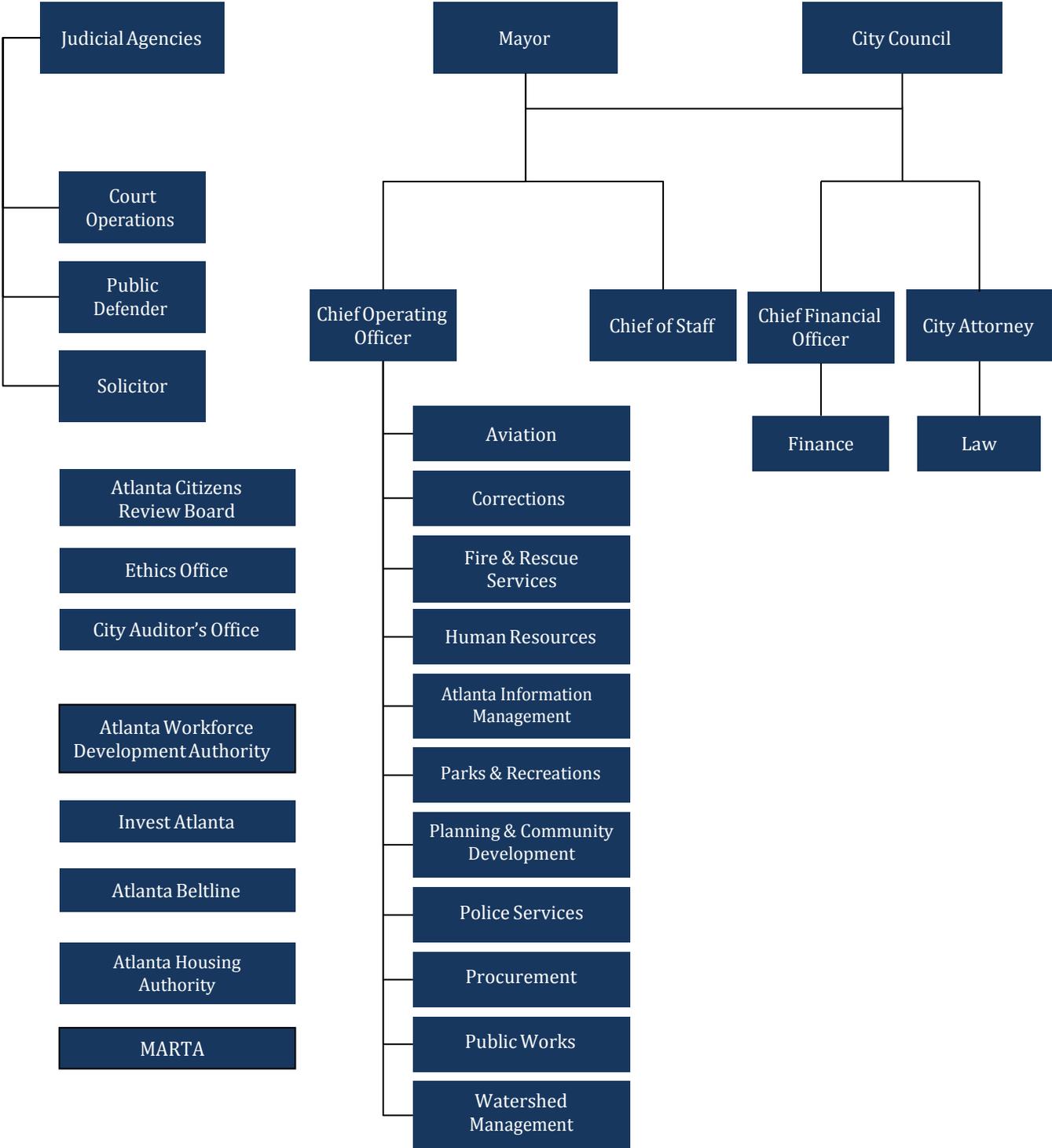
PUBLIC WORKS

William Johnson
Commissioner

WATERSHED MANAGEMENT

Kishia L. Powell
Commissioner

CITY ORGANIZATIONAL STRUCTURE





READER'S GUIDE

The City of Atlanta's Five Year Plan 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 FY2018 City of Atlanta Five Year Plan and outlines its contents. The FY2018 Five Year Plan has overview sections and detail on the overall financial data of the City of Atlanta. The entire document will be posted on the City's website at www.atlantaga.gov after it is adopted by City Council.

- The Preface** –provides an overview of the City officials, organizational structure, and purpose.
- Introduction-** provides the Mayor's and CFO's transmittal letter, which presents the framework for the City operations and services for the next five years.
- Five Year Revenue Overview and Projections** –It includes detailed information on the City's economic outlook, which provides the basis for revenue projections and methodology as well as historical trends, account details of major revenue sources.
- Five Year Expenditure Overview and Projections** - provides expense budget summaries for all operating funds and key performance plans for the next five years.
- Fund Balances-** includes the audited and projected fund balances of the various operating funds.
- Debt Management** - provides a summary for the City's general debt obligations, bond ratings and debt coverage ratios.
- Capital Project Status Summaries** - provides the status of active capital projects that are new or will continue from the previous fiscal year.
- Appendix** –includes legislation and other essential information.

PURPOSE

The City's introduction of a five year planning process allows the City to identify future revenue and expense trends and proactively identify ways to improve financial viability. A five-year plan is a critical forecasting tool for the City. The refinement of assumptions, historical trends and policy decisions will have a direct impact on the City's ability to address volatile economic conditions.

Ordinance 09-0-1406 was adopted on September 21, 2009, and it codifies the requirement to complete a five-year stabilization plan that is updated annually. The Ordinance directs the City to consider and present specific financial issues that are critical to the City's financial future by October 15 of each year. It further requires that in subsequent years, the City Council will formally adopt a plan by the 3rd Monday in January.

The legislation was updated (11-0-1415) to allow the Chief Financial Officer to consider information from the prior year closeout and auditor's recommendations.

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:
 - i. The effect of inflation on general fund budgeted costs
 - ii. A projection of pension costs as provided by the city's actuaries
 - iii. 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
- (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.

The governing body shall adopt the financial stabilization plan by April 30 of each year. In no event shall the governing body adopt the budget for the upcoming fiscal year prior to consideration of the financial stabilization plan.

INTRODUCTION

MAYOR'S LETTER

CFO'S LETTER

STRATEGIC INITIATIVES

FIVE YEAR PLAN





CITY OF ATLANTA

KASIM REED
MAYOR

55 TRINITY AVENUE, S.W.
ATLANTA, GEORGIA 30303-0300
TEL 14041 330-6100

February 10, 2017

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 of transmitting my Administration's final *Five Year Plan of the City of Atlanta for Fiscal Years 2018 to 2022*. This five year spending plan highlights our City-wide accomplishments, while speaking to the mutual success of the partnership between Atlanta City Council and my Administration.

At the start of my final year as Mayor, I reflect on our many accomplishments together. We have begun a \$250 million upgrade of our critical infrastructure through the Renew Atlanta bond program. The City's cash reserves have increased exponentially from \$7.4 million to over \$150 million during my term without an increase in property taxes. Hartsfield-Jackson Atlanta International Airport, the busiest passenger airport in the world, served one-hundred million passengers in 2016, reaching an unprecedented milestone attained by no other airport. Over the past seven years, we have made our City safer, stronger and healthier through strategic investments in public safety, youth development and business partnerships all while restoring our fiscal stability and expanding economic opportunities.

Although we have established this legacy, we must continue to prepare and build for our City's future. We must carry on with great work in the areas of public safety, economic development, and human capital.

Collaboration between our City government entities, the community and the private sector remains robust. Companies are choosing Atlanta to build new headquarters, expand their campuses and create new jobs. Our model of excellence has afforded us international recognition and prominence on a level unimaginable seven years ago.

My Administration and I appreciate the open dialogue we have had with you over the years. We look forward to our continued, joint efforts in approving this FY 2018-2022 spending plan. This plan supports and meets the needs of all of our stakeholders while moving our City in the upward direction.

Sincerely,

Kasim Reed





CITY OF ATLANTA

KASIM REED
MAYOR

DEPARTMENT OF FINANCE
68 MITCHELL STREET, S.W., SUITE 11100
ATLANTA, GEORGIA 30303-0312
TEL (404) 330-6453 FAX (404) 420-6661

J. ANTHONY "JIM" BEARD, CTP
CHIEF FINANCIAL OFFICER
jbeard@atlantaga.gov

February 10, 2017

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

Dear President Mitchell and Members of the Atlanta City Council:

It is my pleasure to submit to you the City of Atlanta's FY2018 Five Year Plan for Fiscal Years 2018 to 2022. This year's strategic plan furthers the City's mission to deliver exemplary municipal services to meet the needs of our citizens, while upholding our responsibility of fiscal stewardship.

Through collaborative efforts between Council, Finance and the Administration, the City of Atlanta continues on a path of strong economic growth and financial stability. Without a doubt, I can confidently say the City is financially well-managed. Our general fund balance reserves are healthier more than ever, with revenues exceeding general fund expenditures the past seven fiscal years (FY2010 through FY2016). The City's bond rating has been upgraded seven consecutive times by major bond rating agencies, due to the adherence of self-imposed financial practices and policy guidelines regarding cash, investments and debt portfolio management.

More importantly, we have made significant progress in providing the budgetary framework for the City to plan the management of its resources, revenues and expenditures in order to best serve the community. This Five Year Plan is indicative of an exceptional local economy. It reflects positive trends in revenue growth. Rising property, sales, and hotel/motel tax revenues, along with building permits, reveal the real estate rebound and subsequent economic recovery. This recovery is expected to continue in the coming years. Property Tax revenues are projected to increase by 1.5% annually over the next five years and Sales Tax revenues are projected to increase by 1.1% over the same period. Hotel/Motel Tax revenues are projected to increase by 1.0%, while Building Permit Revenues are projected to increase by as much as 2.4% for the next five years. Overall, the City's economic outlook is excellent.

This Five Year Plan continues to examine some of the major issues leading up to the budget process and establishes a foundation to address those issues over a multi-year timeframe. Although the City is in a strong financial position, we must continue to make sound investments in our aging infrastructure and citywide workforce as we build on the past and prepare for future prosperity.

The Five Year Forecast presented in this plan includes several key investments:

- Continued funding to support the City's aging infrastructure through the Renew Atlanta Infrastructure Bond Program
- Public Safety salary adjustments
- Longevity pay for tenured employees
- Continued investments in human capital

Sustaining our financial position is a long-term strategy requiring proactive decisions and actions over multiple years. A well-aligned portfolio of revenue growth and expense reduction initiatives should continuously be pursued as we strive to address the investments outlined as well as those on the horizon.

My summary recommendations are to:

1. Continue to thoroughly plan for City costs and revenues to avoid surprises.
2. Continue to question every dollar of expense as to its benefit.
3. Accumulate restricted reserves to build a strong general fund and correct other fund deficit positions.
4. Take action on new revenue opportunities.
5. Pursue revenue expansion at the state and federal level.
6. Invest in the City's employees.
7. Continue to leverage technology and automation, higher value work, and improve service delivery.

As is common with long-term planning efforts, the resulting forecast should be viewed as directional in nature. We received input from external and City subject matter experts to develop the financial projections included. This plan is a snapshot in time based on the information available during the development of the report. Please keep in mind it is a living document and subject to change.

This five year plan tackles the challenges of the present while making investments in our future. We are proud of our accomplishments and the progress we have made thus far, which is a testament to the leadership of the City Council, Administration and the commitment of all City employees. The City of Atlanta will continue to remain at the forefront of social and economic development and strive to be a leader in effective municipal governance.

Sincerely,



J. Anthony Beard, Chief Financial Officer

STRATEGIC INITIATIVES

Over the past seven years, in collaboration with the City Council, Mayor Kasim Reed has initiated several initiatives: public safety, fiscal accountability and governmental efficiency, youth development, business growth and tourism, and transportation and sustainability. The following descriptions describe initiatives that have been accomplished in the past, and we will continue to build on these initiatives going forward.

Public Safety

Since taking office in 2010, public safety has remained Mayor Kasim Reed's top priority. He has worked with the public safety chiefs as well as private sector partners to launch several initiatives with the Atlanta Police Department (APD), Atlanta Fire and Rescue Department (AFRD), and the Department of Corrections (DOC), to strengthen public safety throughout the city.

- Overall crime is down by 27 percent since Mayor Reed took office.
- The City reached its goal of 2,000 sworn officers in the Atlanta Police Department, the largest force in the City's history.
- A partnership with the Georgia Power Foundation will fully fund the purchase of tactical body armor.
- AFRD was awarded \$230,000 grant from the Governor's Office of Highway Safety for its car seat installation program.
- AFRD was awarded \$5.6 million from the Staffing for Adequate Fire and Emergency Response Program.
- 262 properties were closed and cleaned, saving the City \$2.2 million.
- In February 2016, the DOC launched the Love Our City Community Improvement Campaign.
- The Inmate Work Detail collected more than 7.84 million pounds of trash and 47,650 tires from city streets and bridge underpasses.

Fiscal Accountability and Governmental Efficiency

Elected with a clear mandate for fiscal reform, Mayor Reed has increased core city services and transformed the City's financial health during the worst recession in 80 years.

- The Reed Administration has had seven balanced budgets with no increase in property taxes, while the City's unemployment rate has steadily declined.
- Since 2010, the City of Atlanta's cash reserves have increased from \$7.4 million to \$153 million.
- With AA+ (Standard & Poor's), Aa1 (Moody's), and AA+ (Fitch), the credit ratings are the highest in more than two decades.
- Pension reform will save the City \$270 million over 10 years.
- Invest Atlanta helped to create more than 33,000 jobs through economic development and community revitalization programs.
- 17 major companies moved their regional headquarters to Atlanta or announced a headquarters expansion in the city, such as NCR, Porsche, Merchants e-Solutions, GE Digital and Global Payments. These major business relocations and expansions have created more than 10,000 new jobs.

Youth Development

During his first year in office, Mayor Reed fulfilled his promise and reopened all 33 recreation centers. Sixteen of those facilities offer *Center of Hope* programming. *Centers of Hope* provide quality educational, recreational and cultural programs designed for youth ages 5-18, and to date more than 3,700 young people receive leadership development and true mentorship.

- 64,911 hot meals and 62,828 snacks have been served through youth programs.
- The Department of Parks and Recreation acquired an additional 171 acres of land in the City of Atlanta, including 15 new parks, under the Reed Administration.
- 64 percent of Atlanta residents live within a half mile walk of a park, up from 50 percent four years ago.
- Key partnerships include, but are not limited to: Greening Youth (Environmental Education), Soccer in the Streets, Cambridge Heights (Debate & Computer Education), CETA Foundation (Physical Fitness & Character Development), After-School All Stars (Homework Assistance), Dance Canvas (Modern, Jazz, & Hip-Hop), and Atlanta Music Project.
- Ribbon Cuttings and Groundbreakings include, but are not limited to: Adams Park Boardwalk, Adams Park Splash Pad and Island, Chastain Park Playground, Maddox Park Pool, MLK Aquatic and Recreation Center, Ormond Grant Park Playground, Atlanta Memorial Park, Adams Park Batting Cages, Rev. James Orange Pool, Arthur Langford, Jr. Skate Park, and Lindsey Street Park.

Business Growth and Tourism

Under Mayor Kasim Reed's leadership, the City of Atlanta has continued to attract visitors, businesses and entrepreneurs who are inspired by the arts and cultural experiences, as well as the start-up scene and groundbreaking incubators such as the Women's Entrepreneurship Initiative.

- The Women's Entrepreneurship Initiative (WEI) is the only city-funded initiative of its kind in the nation. Since its inception, WEI's cumulative effect included attracting resource support from Goldman Sachs' 10K Small Business Initiative, technology sponsorship from Microsoft, and equity involvement from Atlanta-based Access to Capital for Entrepreneurs. Since June of last year, nine out of the fifteen women entrepreneurs have created their first job opportunity and seven out of the fifteen have hired one another for their business needs.
- In June 2015, President Bill Clinton announced that the Clinton Global Initiative (CGI) would hold its sixth annual CGI America meeting in the City of Atlanta. CGI America brings together leaders in business, philanthropy, government and nonprofits to develop solutions that encourage continued economic growth, support long term competitiveness and increase social mobility in the United States. CGI will return to Atlanta in 2017.
- Throughout Mayor Reed's administration, the Mayor's Office of Cultural Affairs has produced a number of significant programs and worked to collaborate with internal and external partners to enhance the reach of arts and culture throughout the City of Atlanta. The Atlanta Jazz Festival, the largest free jazz festival in the country, provides accessible arts and cultural experiences to Atlanta residents and visitors and will celebrate its' 40th anniversary Memorial Day Weekend 2017.
- The Atlanta-based Engage accelerator is open to startups across the country, with a focus placed on mentoring and market access strategies. Ten corporations have committed a total of \$15 million to the venture fund and will actively support the accelerator through mentoring, education, and collaboration.

Sustainability

Under Mayor Kasim Reed's leadership, the City of Atlanta has emerged as a national and international leader in sustainability.

- Through an innovative public-private partnership, the City of Atlanta has deployed 65 electric vehicles, deployed 32 compressed natural gas (CNG) trucks, opened two new CNG filling stations for Atlanta's fleet, and installed two publicly available charging stations.
- Atlanta is a national and global leader in reducing energy and water consumption. Over 100 million square feet of space in over 550 buildings has been pledged to reduce energy and water use by 20 percent by 2020. In 2016, the City met its water reduction goal, four years ahead of schedule.
- Atlanta is the first city in Georgia to pass a Climate Action Plan and launched its first solar energy program, Solar Atlanta. Solar panels will be installed on 28 municipal buildings, reducing energy consumption by as much as 40 percent.
- The Office of Sustainability has secured dozens of grants to strengthen Atlanta's urban agriculture network and increase access to fresh, local, and healthy foods. Key awards include the GRO1000 grant to give social entrepreneurs an opportunity to grow and sell edible plants and a U.S. Forest Service grant to establish a food forest in Southwest Atlanta.
- Each year, Atlanta diverts 35,000 tons of materials from landfills and aims to divert 90 percent of municipal and residential waste from the landfill stream by 2020.



FIVE-YEAR
REVENUE
NARRATIVE AND
ESTIMATES

ECONOMIC OUTLOOK
REVENUE FORECAST SUMMARY

FIVE YEAR PLAN



ECONOMIC OUTLOOK

THE U. S. ECONOMIC OUTLOOK FOR 2017

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

The Terry College's 2017 United States (US) economic forecast indicates that the economic recovery that began in the second half of 2009 will be sustained. The rate of 2017 Gross Domestic Product (GDP) growth – 2.5 percent – will be higher than in 2016 – 1.7 percent, but below the average of the last 50 years – 2.9 percent. Five reasons US GDP growth will be higher in 2017 than in 2016 are that we will see (1) more spending by US consumers, (2) an upturn in spending by businesses for equipment and structures, (3) an upturn in industrial production, (4) an upturn in inventory accumulation, and (5) a smaller drag from net exports.

The US is well positioned for another year of modest economic growth courtesy of extensive restructuring of the private sector, including the cleanup of the financial sector, deleveraging by consumers, low interest rates, and a favorable balance of supply and demand for residential and non-residential properties. Household balance sheets are in very good shape. Corporate balance sheets are not quite as strong, but appear to be quite manageable due to low interest rates.

With the year-over-year rate of 2017 US GDP growth predicted at a below-average rate, the US economy will be vulnerable to economic shocks and/or policy mistakes. The main risks to US economic growth are (1) financial panics and/or massive shifts in asset prices – one potential trigger would be unexpectedly large increases in interest rates, (2) a sharp slowdown in global economic growth, and (3) mistakes in US fiscal or monetary policies. Risks to the outlook have increased. The probability of a recession beginning sometime in 2017 is 35 percent,

which is higher than the 25 percent recession probability estimated at this time last year. The higher risk of recession in 2017 compared to 2016 mainly reflects concerns about inflated asset prices (e.g., equities and bonds). Consumer spending is sensitive to equity prices. As always, energy prices are a wild card.

In 2017, consumer spending, gross private domestic investment, and industrial production will contribute to US GDP growth. Also, the inventory swing will be a slightly positive factor. Spending by government will be a neutral factor in terms of 2017 US GDP growth. Also, the Federal Reserve's monetary policy stance will become less stimulative as it slowly raises short-term policy interest rates – the federal funds rate will reach 1.5 percent in December 2017. The inflation-adjusted federal fund rate therefore will still be less than zero – less stimulative, but hardly restrictive.

Net exports will subtract from 2017 US GDP growth, but the subtraction will be smaller than in 2016. Sub-par productivity growth – albeit slightly higher than in 2016 – is another factor that will hold down 2017 GDP and personal income growth. Sub-par productivity growth reflects several factors, including low levels of business investment, more regulations at every level of government, challenging demographics, and mediocre gains in educational achievement. Also, the new Fair Labor Standards Act regulations will lower productivity significantly.

Consumer Spending

Consumers' inflation-adjusted contribution to GDP growth will be positive, but only slightly larger than in 2016. The 2017 gain in inflation-adjusted consumer spending will be about 3 percent. Continuing, albeit slower, job creation will bring the economy to full employment, prompting faster wage and salary growth. The job gains – reinforced by an acceleration in wage and salary growth and low interest rates – will bolster household balance sheets. Improved labor and housing market conditions will give consumers the confidence to spend, but stock market turmoil could negatively impact consumers' confidence in the economic situation. Growth of disposable personal income will give consumers the wherewithal to spend. Credit will become more available to households, lowering one barrier to consumer spending. Many households have locked in very historically low mortgage rates. Consumers will be more willing to take on credit card and auto loan debts, but will remain reluctant to take on more home equity debt.

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

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

course, was facilitated by lax credit standards. The house became the ATM.

As households shifted their priorities from spending to savings, the savings rate has risen from its cyclical trough of only 2.2 percent in the third quarter of 2005 to 5.2 percent in 2016. Due to both the strong labor market and high levels of consumer confidence, the savings rate will decline in 2017. Thus, changes in the savings rate will be a tailwind instead of a headwind in 2017. But, over the long term, many households will find that level of savings will not be adequate to maintain current living standards in retirement, especially if returns on financial assets remain below historical norms. The household savings rate therefore needs to rise to 7 or 8 percent. That's quite attainable – a 9 percent savings rate prevailed from 1961-1990. Eventually, a rising savings rate will be a secular headwind for consumer spending, but not in 2017.

The restoration of the discipline of saving represents an overdue return to normalcy that has helped households unwind imbalances that developed in their balance sheets. For example, the household financial obligation ratio was over 280 basis points lower in 2016 than it was in late 2007. In fact, the 2016 household financial obligation ratio is lower than the levels that prevailed in the early-1980s and the early-1990s. The lower financial obligation – or debt service – ratio not only frees up spending and inspires confidence, but it also allows households to more easily service their debt. Similarly, outstanding mortgage debt has fallen from 107 percent of disposable personal income in 2007 to 74 percent in 2016. Prior to the housing boom, the ratio of outstanding mortgage debt to disposable personal income was about 80 percent. The bottom line is that households' balance sheets are in very good shape.

This protracted period of household deleveraging was painful, but it was also necessary. The statistics show that deleveraging is well advanced. One concern is that extreme volatility in the financial markets may cause jittery consumers to push

up the household savings rate very sharply in 2017, which could precipitate a recession. Fortunately, that is not the most likely scenario.

One factor behind deleveraging was the unprecedented cycle of wealth destruction that erased 19 percent – \$13.1 trillion – of households' net worth. That's a huge number. Households' net worth began to recover in the second quarter of 2009, which lessened one of the pressures that caused consumers to pull back sharply on spending. In the third quarter of 2012, households recovered all of their nominal losses, but on an inflation-adjusted basis net worth was still below its pre-recession peak. On an inflation-adjusted basis, full recovery of the wealth that was lost did not occur until the third quarter of 2013. As of early-2016, households' inflation adjusted net worth was 14 percent above its pre-recession peak. On a nominal basis, households' net worth exceeded its pre-recession peak by 30 percent.

In 2017, turmoil in the US stock market may lower consumer confidence and/or reduce financial equity wealth, but real estate wealth should continue to increase, albeit at a more modest pace. Real estate wealth tends to have a larger influence on overall consumer spending than equity-based wealth. Changes in equity-based wealth have a significant influence on spending for luxury items and on spending by retirees – or near retirees, however.

At this juncture, job creation – and the income growth that accompanies it – is absolutely vital to the outlook for both consumer spending and the overall economy. The forecast anticipates that job growth will be adequate to support 2.5 percent GDP growth, but inadequate to raise the rate of GDP growth to its long-term average of 2.9 percent. Growth in the number of jobs, the number of hours worked per job, and compensation will support this income growth. As employment expands in construction, health care, manufacturing, and professional and business services, the proportion of high paying jobs created will

rise. Low productivity growth will prevent wages from rising very rapidly, however. Also, the labor force participation rate will rise slightly, albeit from a very depressed level.

Consumer spending is likely to broaden slightly in 2017, with spending for durable goods increasing slightly faster than spending for nondurable goods and services. Among durables, outlays for new and used motor vehicles will increase very rapidly. Auto lenders are expected to extend more credit to subprime borrowers. Outlays for information processing equipment will grow strongly. Improving housing market conditions will power sales of furniture and durable household equipment. Due to higher oil prices as well as increased use, spending on nondurables such as gasoline and other energy goods will rise briskly. Demographic factors will cause spending on pharmaceuticals and other medical products to rise strongly. Higher commodity prices and population growth will cause spending on food & beverages to rise moderately. Due to lower prices, spending on clothing and footwear will not increase. Among services, spending on vehicle leasing and natural gas will increase the fastest. Providers of health care, food services, and accommodations will see above average growth in spending. In contrast, consumers' outlays for telecommunications, financial services, and recreation services will grow relatively slowly. Consumers' spending on luxury goods could be adversely effected by turmoil in the US stock market.

Labor Markets

The US economy recently posted the longest string of consecutive monthly jobs gains in the history of the nation. Job growth will continue. On an annual average basis total nonfarm employment will increase by 1.5 percent in 2017, which is slightly less than the 1.7 percent gain estimated for 2016. Courtesy of the upcycle in housing, job growth will be very broadly based. Companies will hire as domestic demand for goods and services expands. Venture capital

- which fuels job creation - will be more available than it was in 2008-16. The rate of job destruction in the private sector will be quite low. Thus, 2.5 percent GDP growth will generate 1.5 percent job growth. Also, GDP growth will outpace productivity growth in 2017, which will push firms to hire additional staff as end markets expand. GDP growth will sustain job creation, but the pace of job growth will decelerate slightly. Expectations of another year of below average top-line growth, the tighter labor market, and weak demand for US exports will be the main factors behind the slowdown in job growth. More positively, a larger share of the new jobs will be full-time rather than part-time. Assuming that the labor force participation increases only slightly, net job creation will reduce the unemployment rate from 4.8 percent to 4.6 percent on an annual average basis, which is full employment.

With the unemployment rate below 5 percent, the buyer's market for workers has become a seller's market. Indeed, it's already difficult to hire workers that have very specialized training or educational requirements. As the labor market attains, or surpasses, full employment, wage growth will accelerate, but low productivity growth will prevent wages from rising too rapidly. Wages and benefits will rise by about 3 percent. Health insurance costs will be the primary force behind benefit cost increases. Unit labor costs will rise about 2.5 percent. One implication of the slow growth of unit labor costs is that the Federal Reserve does not need to raise short term policy interest rates aggressively.

Although net hiring will expand, several factors will limit the gains. First, below average GDP growth limits the impetus to hire. Second, a slight pickup in productivity will slow job growth. Third, the strong dollar will limit sales of US exports. Fourth, the outsourcing of US jobs to developing countries will continue to spread from blue-collar occupations in manufacturing to white-collar occupations in high tech and service industries. Fifth, the federal government will be downsizing its

workforces, and this restructuring will be permanent rather than cyclical. Finally, some of the new jobs that businesses will need to create will not match the skill sets of the unemployed. Fortunately, structural unemployment stemming from labor force immobility will diminish as housing markets improve. But, structural unemployment due to the skills mismatch is unlikely to diminish and probably will worsen - a legacy of cuts in spending by many state and local governments for K-12 as well as adult/technical education and training.

In the coming year, professional and business services will post the fastest rate of employment growth. Construction companies will see the second fastest rate of job growth. Education, health services, and leisure will see solid employment gains. The housing recovery will boost hiring in home services industries. Retail, wholesale trade, and state and local government will see limited, but positive employment growth. Information Technology will see limited job growth. Providers of financial activities are not expected to gain or lose significant numbers of jobs. The federal government and utilities are the only major sectors expected to shed jobs.

US manufacturers will expand their workforce in 2017, more than offsetting the jobs manufacturers cut in 2016. Gains in manufacturing employment reflect higher commodity prices as well as cyclical factors such as consumers' and businesses' growing demand for durable goods. For example, the up-cycle for housing will provide a strong tailwind to US manufacturers of home-related goods. The strong dollar will be the biggest headwind for factory job growth, limiting exports and encouraging more import competition.

Durable goods manufacturing sub-sectors with the best prospects for 2017 job growth include wood products, furniture, and computer and electronic products. Limited, but positive job growth is expected for producers of non-metallic mineral products and fabricated metal products. In contrast, producers of primary metals, machinery, and

transportation equipment will cut jobs. Manufacturers of nondurable goods also will add to their workforces, but at a very modest rate. Among nondurables subsectors, food, plastics, and rubber products will account for most of the job growth. Jobs will be lost in the textiles, apparel, paper, and chemicals industries.

Because the economies of European Union (EU) and Japan have performed poorly, manufacturers who want, or need, to locate in developed economies increasingly will opt for locations in the US. The US ranks very high in manufacturing competitiveness in terms of talent-based innovation, high labor productivity, the legal system, property rights, physical infrastructure, and low-cost shale gas. China outranks the US in terms of both its low costs and its high levels of government investment in manufacturing/innovation focused research and development. Tightening of China's labor markets and low US energy prices are helping to shrink the cost advantage of manufacturing in China, but overall progress will be very slow as such gains will be significantly offset by rising regulatory and health care costs in the US as well as the strength of the US dollar.

Housing

Housing will continue to be a strong tailwind for US GDP growth. That's primarily due to cyclical factors, but the demographic trends also are becoming more supportive. This traditional driver of economic growth finally got traction in 2012, and gathered momentum in 2013-16, but improvements in housing activity have been uneven both temporally and geographically.

In 2017, the number of single-family home starts for new construction will increase by about 15 percent to 950 thousand units. That large percentage gain in single-family housing starts pales in comparison to the peak-to-trough plunge in activity that occurred. Single-family housing starts peaked at 1.747 million units (annualized rate) in the third quarter of 2005 and bottomed at 356 thousand units in the first quarter of 2009.

Existing single-family home prices stabilized in 2012 and rose substantially in 2013-16. Existing home prices will continue to rise, but at a much more moderate rate – about 3 percent in 2017. Any remaining pockets of home price depreciation are spotty, reflected local imbalances rather than overall macroeconomic conditions. In most markets, home price appreciation will continue to bolster the psyche of the consumer, households' net worth, and homeowners' ability to spend.

As the record of home price appreciation lengthens, potential homebuyers who have been waiting on the sidelines will increasingly opt to become homeowners. Rising rents will strongly reinforce this trend. Many investors pulled the trigger on home purchases in late 2011 or in 2012, but people who buy homes to live in them did so in increasing numbers in 2013-16. In 2017, the share of homes sold to people who live in them will rise and the share sold to investors will decline.

Going forward, the performance of the housing market will depend primarily on the performance of the labor market, with changes in mortgage rates, and credit conditions playing secondary and tertiary roles. Employment and personal income growth are expected in 2017. Those new jobs, and bigger paychecks – plus appreciating home values – will give a more people the wherewithal and the confidence to buy homes, ensuring the sustainability of the housing market's recovery. A rising proportion of high paying jobs will help bolster housing activity.

Mortgage rates will remain a tremendous bargain, but rates will move higher in 2017. The rise in mortgage rates will not be large enough to stop – or reverse – the housing recovery, but it will be a headwind. Home mortgages should be somewhat easier to obtain, however. Credit conditions will ease as home values and macroeconomic conditions improve. Despite some additional easing of credit conditions, credit will remain tight for riskier home loans. Although lending standards for new home construction and

new residential developments will get a bit easier, credit lines and money to builders will still be somewhat scarce, restricting the supply of newly built homes. Supply constraints – the scarcity of developed lots and a shortage of skilled construction tradespeople – will slow recovery of the housing market. Fortunately financing for lot development should be more available in 2017 than in recent years.

Despite recent home price gains, many households still owe more on their mortgages than their homes are worth, which limits the availability of financing, especially for those with lower credit scores. Plus, many more homeowners are in near negative equity situations. These households will not be able to absorb the transactions costs involved in selling their homes, make a significant down payment, or qualify for a new mortgage. These homeowners are stuck in their current homes, unable to trade up or trade down. Another development that will restrain housing activity for many years is that many homeowners have locked in extraordinary low mortgage rates that they will be reluctant to give up.

The strong dollar and weak foreign economies will reduce the number of foreign investors who are looking to buy residential properties in the US. Foreign buyers have played a major role in the recovery of housing markets in the urban core of many large US MSAs, especially for luxury multi-unit residents. On the plus side, several developed foreign economies are implementing substantial new taxes on foreign real estate buyers, which will encourage foreign buyers to focus more intently on US real estate markets.

A potentially powerful demand side support for homebuilding is the rebound in the rate of household formation, which was quite depressed in 2008-2010. Job growth will be the key to unlocking the pent-up demand for housing that built up as young adults opted to stay at home a bit longer. Moreover, improving job prospects will partially reverse the recent surge in college enrollment and might also slow the rate at

which student loan debt is piling up. Indeed, record breaking levels of student loan debt is one reason why young adults have delayed moving out on their own, getting married, having children, and buying a starter house.

Non Residential Construction

Although slightly higher interest rates constitute a headwind, spending for new nonresidential construction will increase in 2017, continuing the up cycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain tight in markets with high vacancy rates.

Employment and population growth will generate gains in net occupancy. In many markets, tenants will no longer have the upper hand in lease negotiations. There will be some negative trends: For example, there will be very little spending on energy-related construction. Also, the strong dollar has dampened foreign investors' interest in US real estate. These counter trends imply that the current up cycle in the nonresidential real estate will gain additional traction, but also will lack vigor.

Office and retail vacancy rates will remain elevated, but will improve. Demand for new office space will increase the most in markets that benefit from growth of high technology and health care industries. Retail construction will continue to be limited by abundant supplies of existing space as well as online competition, but pockets of new retail development will appear in the most desirable locations. Industrial development will benefit from an upturn in industrial production, with new development focused on locations with logistical advantages.

Spending for publicly funded structures will increase, reversing the downtrend of recent years. The primary headwind for public construction has been the property bust which led to downward – or at least slowed upward – adjustments in assessed property values. Typically, such adjustments lag movements in market prices by several years. Property tax bases have finally responding to the upturn in real estate prices. So,

governments' property tax bases are becoming more supportive of revenue collections and in turn public construction.

Business Spending

After dropping sharply in 2008-09, nonresidential fixed investment was a contributor to GDP growth in 2010-2015, but it did not contribute to growth in 2016. The sharp drop in oil prices undercut nonresidential fixed investment spending, but such spending bottomed out in 2016 and will increase in 2017. Due to higher commodity prices, slightly faster growth in end markets, renewed growth in corporate profits, business spending for equipment will be about 4 percent larger in 2017 than in 2016. Nonresidential fixed investment will become a tailwind rather than a headwind to US GDP growth. The need to improve productivity, good cash flows, and access to credit – albeit somewhat more expensive – will support such spending. With the economy at, or beyond, full employment, an acceleration in wage growth will incentivize businesses to substitute capital for labor, which bodes well for producers of durable equipment and software.

Due to both top line growth and better access to credit, investment spending by small businesses should grow more rapidly in 2017 than in 2016. Home price appreciation is adding to home equity which is a major source of collateral for many small business loans.

By historical standards, businesses' capital spending has been very weak over the course of the 2001-2016. Consequently, there is a need to increase spending on nonresidential fixed investment despite low levels of capacity utilization. That's because the capital stock is getting quite old. The age of nonresidential fixed assets across all private industries is at its highest level in 40 years. The average age of equipment used in manufacturing is at an all-time high. In recent years, businesses have spent aggressively on stock buybacks and acquisitions, but have not spent aggressively on equipment and other forms of capital that raise productivity.

Investments have been delayed for so long that replacement needs should raise capital spending in 2017. It helps that lending standards will not tighten in 2017. Plus, for many companies, cash flows will be adequate relative to the amount of funds they need for investment, lessening the impact of lingering credit constraints or slightly higher interest rates.

Business spending for aircraft and information processing equipment will post the largest year-over-year percentage gains. Higher spending also is expected for industrial equipment, other miscellaneous equipment, and intellectual property rights.

In 2017, below average levels of capacity utilization will be a headwind for business spending for equipment and software. The US economy is far from the point where strong GDP growth generates more GDP growth because inadequate capacity begins to encourage more capital spending. But, if much of the excess capacity is either in the wrong location, or in the wrong industry, or too old, then the push to GDP growth could be larger than expected. The rate of capacity utilization in all industries was 74.9 percent in mid-2016, which is up considerably from 66.9 percent in mid-2009, but lower than in 2015. But, the long-run (1972-2015) average rate of capacity utilization for all industries in the US is 80.0 percent.

Capacity utilization varies dramatically by industry. In mid-2016, capacity utilization for industries producing goods at the finished stage was 75.0 percent, a rate that's 2.0 percentage points below its long-run average and therefore will not spur capacity additions. Even worse, due to the collapse in energy and commodity prices, capacity utilization for industries producing crude products was only 74.8 percent, a rate 11.5 percentage points below its long-run average. An upturn in commodity and energy prices should raise capacity utilization for such industries in 2017. Capacity utilization for goods at the primary and semi-finished stages of production was only 74.9 percent, a rate 5.7 percentage points below its long-run average.

Corporate Profits

The pace of US GDP growth will accelerate modestly in 2017, which implies modest growth in domestically generated corporate profits. But, it bears keeping in mind that even though after-tax corporate profits declined in 2016, they are still at very high levels. Tight labor markets are expected to push up wage and benefit costs in 2017. Plus, the new Fair Labor Standard Act regulations will push up unit labor costs and reduce productivity. Businesses therefore should expect low-single digit percentage point gains in profits in 2017. Expense management and more broadly-based – albeit moderate – growth in demand for goods and services will be the primary factors supporting profit growth. In 2017, financing should still be easy to obtain, albeit slightly more expensive.

The upturn in the housing market will be a primary factor contributing to the broadening of the base of profit growth by boosting profits for many home-related industries. Growth in spending for business equipment bodes well for profits earned by technology-oriented companies. Higher oil and commodity prices will raise the profits of energy and commodity producing companies as well as businesses that cater to their needs. Productivity growth is likely to be slightly stronger in 2017 than it was in 2016, but still weak from a historical perspective. Faster productivity growth would be a panacea for profits as well as the overall economy.

On the negative side, businesses' pricing power is not expected to firm significantly. The strong dollar will limit profit growth based on overseas earnings. Finally, it's important to recognize that financial institutions' profit margins will be constrained by the flat yield curve. The slow expansion of foreign GDP – especially the lackluster performance of the EU – will limit sales prospects for many export-oriented companies.

International Trade

In 2017, both real exports and imports are expected to grow faster than US

GDP, reflecting the ongoing globalization of input and product markets. Imports will rise faster than exports, and the 2017 trade gap will be larger than in 2016. Hence, net exports will be a negative factor in terms of 2017 US GDP. The main obstacles to faster US export growth are the same as in 2016: the strong US dollar and economic weakness in the rest of the World. One reason why imports will grow in 2017 will be faster growth of domestic consumer spending, which implies faster growth of imports of finished goods as well as more outbound US tourists.

In 2017, US export growth will be broadly based, and growth will be faster in emerging-market economies than in developed economies. Increases are expected for all of the major categories of goods and services. Exports of services will grow faster than exports of goods. Among goods, export growth will be fastest for vehicles & parts and industrial materials and supplies. Export growth will be slowest for consumer goods. Capital goods, foods, feeds, and beverages will see moderate gains. It should be noted that the broad-based quality of US export growth reduces the chances that export growth will stall.

Slight US dollar depreciation will begin late in 2017, but that will not help US exports too much. That's because the US dollar's value will still be quite high. The 2017 current account deficit will equal about 2.7 percent of US GDP, which is about the same as in 2016.

Inflation

Consumer price inflation will increase by 2.2 percent in 2017, compared to only 1.2 percent in 2016. That's slightly higher than the range that the Federal Reserve appears to be targeting, which will encourage the Federal Reserve to increase policy interest rates in 2017. Higher commodity prices, higher housing prices – rents – and higher medical prices will drive the increase. Almost all the usual drivers of inflation will be more intense in 2017. For example, the pace of 2017 GDP growth will be

0.8 percentage points higher than in 2016. Consumer spending will grow slightly faster than in 2016. Oil and many other commodity prices have moved above their recent lows. The national unemployment rate is below 5 percent. The Census Bureau's most recent report on income and poverty documented the largest year-to-year gain in median household income in many years. Of course, there's still excess capacity in a large number of economic sectors, illustrated by the below average rate of capacity utilization, but capacity utilization will be higher in 2017 than in 2016. Plus, the strong dollar will keep inflation at bay, but the dollar probably will begin to weaken in the latter part of 2017. As long as the Federal Reserve does not keep rates too low for too long, the risk of stagflation remains very low. The evidence, however, increasingly suggests that the Federal Reserve needs to become much more aggressive in terms of hiking policy interest rates.

Although the labor market is at full employment, it's unlikely that inflation will be a major problem in 2017. Labor market conditions will continue to improve, but not fast enough to support and ignite rapidly accelerating inflation. Indeed, employment will grow more slowly in 2017 than in 2016. The bottom line is that the employment situation has improved to the point where labor market conditions will support higher inflation. Thus, the Federal Reserve needs to tighten monetary policy and raise policy interest rates to prevent inflation from getting too much traction.

The precise timing and magnitude of the future rate increases by the Federal Reserve will depend on both the

magnitude and perceived durability of the expansion. Based on the 2017 forecast of sustained modest US GDP growth, the Federal Reserve will increase short-term policy interest slowly in 2017. The upper bound of the federal funds rate will be 1.50 percent at the end of 2017 and 2.5 percent at the end of 2018. Those rate increases will not be high enough to prevent inflation from exceeding its 2 percent target, however.

Crude Oil Markets

Absent additional significant supply interruptions or additional price premiums due to increased political tensions, it is unlikely that oil prices will go much higher than \$55 per barrel. That's slightly above the approximate breakeven price for US shale oil production. Prices higher than \$55 will cause US shale oil and other marginal producers to ramp up production. Before Saudi Arabia, Iran, and Iraq decided to defend their market share by flooding the market, oil prices were about \$100 per barrel.

Because oil markets are so volatile a significant supply interruption would cause oil to trade significantly higher. There is no shortage of potential negative supply shocks, ranging from the Nigeria Delta Defenders, to the economic crisis in Venezuela, to ISIS, to hurricanes in the Gulf of Mexico. This forecast is predicated upon a slight acceleration in the modest pace of global economic growth and no major disruptions in the supply of crude or refined products.

THE GEORGIA ECONOMIC OUTLOOK FOR 2017

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

In 2017, Georgia's economy will continue to expand. The pace of GDP and personal income growth will accelerate, but the pace of job growth will slow. Because Georgia's economy is inextricably linked to the national economy, the risk of another recession is 35 percent, up from only 25 percent in 2015-16. The primary risks likely to trigger a new recession are massive shifts in asset prices (e.g., equities and/or bonds), mistakes in fiscal and/or monetary policies, a much sharper than expected slowdown in China, or a widespread financial panic due to turmoil in the credit markets.

The 2017 forecast calls for Georgia's inflation-adjusted GDP to increase by 3.2 percent, which is higher than the 2.6 percent growth estimated for 2016. Georgia's 2017 GDP growth rate will be 0.7 percentage points higher than the 2.5 percent rate estimated for US GDP. It will also be above the long-term average rate of US GDP growth – 2.9 percent. The positive differentials reflect (1) many major projects already in Georgia's economic development pipeline, (2) more leverage from the housing recovery, (3) more supportive demographic forces, (4) continuing expansion of Georgia's manufacturing industries even as US manufacturing experienced a mild recession, and (5) more small business startups and expansions.

The state's nominal personal income will grow by 5.0 percent in 2017, which is higher than the 4.1 percent gain estimated for 2016. It also exceeds the 3.1 percent gain expected for US personal income. Georgia's nonfarm employment will rise by 2.1 percent in 2017, which exceeds the 1.5 percent gain estimated for the US. It's smaller, however, than the 2.8 percent, 2.9 percent, and 2.7 percent job gains Georgia posted for 2014, 2015, or 2016, respectively.

The main headwinds in 2017 will be (1) the strong US dollar, (2) weak foreign economies, (3) higher oil prices, (4) cuts in federal spending, and (3) less monetary stimulus.

Georgia's unemployment rate for 2017 will average 4.8 percent, or about 0.5 percentage points lower than the 5.3 percent rate estimated for 2016. The unemployment rate will come down less in 2017 than in recent years because of the slowdown in job growth as well as increases in labor force participation.

Job growth will be very well balanced in 2017, with gains in both goods producing and services providing industries. The fastest job growth will occur in construction, followed by professional and business services, and leisure and hospitality. Solid, but below-average job growth is expected for education and health services, trade, transportation & utilities, financial activities, manufacturing, and other services. Positive, but very slow job growth is projected for government and information. Local government rather than federal or state government will account for most of the increase in government employment.

Prospects for Service Producing Industries in 2017

Service producing businesses led the upturn in Georgia's economy that began in early 2010, but some major service industry subsectors – financial activities and information – initially did not participate and continued to cut jobs. The 2017 forecast indicates that all Georgia's major categories of service-related businesses will expand, with the broader base of growth reflecting the upturn in housing markets, growing demand

for information and high technology services, and competitive economic development incentives.

In 2017, headquarters jobs will be an important force powering Georgia's economic growth. Hartsfield-Jackson International Airport and Georgia's ideal geographic location makes Georgia a good hub from which to serve operations in the Americas. Access to talent and the strength of the business community also are important drivers of headquarters locations in the Atlanta MSA. According to FEMA, Georgia has a very low risk for business disruption due to natural disasters, which is an important consideration for headquarters locations. Projects announced in 2015-2016 that brought, or will soon bring, job gains at headquarters operations include Mercedes Benz USA, Honeywell (division headquarters), Jindal Films (national headquarters), Merchant e-Solutions, VIX Verify, Sage (North American headquarters), magicjack for BUSINESS, mLevel, Comcast (regional headquarters), Wells Lighting, CSM Bakery Solutions, Courion, and Osmose Utilities Services. Also, Global Ministries, the philanthropic arm of the United Methodist Church, recently moved its headquarters from New York to Atlanta, creating 168 jobs.

Transactions processing, data processing, cyber security, and development of software and mobile apps will power Georgia's economic growth. IT companies that announced major projects in 2015-16, include GE Digital, Honeywell, NCR, VIX Global Solutions, ADP, Keysight Technologies, VIX Verify, Merchant e-Solutions, Applied Systems, Courion, Sage, and Stefanini. Fintech is becoming a major cluster in the Atlanta MSA. Fiserv, a provider of financial services and technology solutions, will add 500 jobs over the next five years, bringing its total employment to about 2,500 workers.

Healthcare IT is an industry that promises to create thousands of high-paying jobs in

Georgia over the next decade. For example, in 2016, Anthem Inc. announced that it will create 1,800 healthcare IT jobs at a services hub in midtown Atlanta. Also, Kaiser Permanente announced that it will create 800 jobs in the Atlanta MSA, which are in addition to the 900 jobs announced in 2015 that would be created at its new IT facility in midtown Atlanta. In 2016, Anthem, Inc. announced that it will create 450 new health-IT jobs in Columbus. Azalea Health, a health IT company that focuses on rural providers, will add 200 jobs at its Atlanta headquarters over the next several years.

The outlook for Georgia's healthcare providers is good, but not exuberant. Uncertainties regarding the ACA as well as Georgia's nonparticipation in the expanded Medicare program cloud the outlook for the industry, especially rural hospitals. Nonetheless, this sector will be one of the better performers in 2017. The large numbers of baby boomers are reaching the age where the incidence of heart attacks, strokes, cancer, and other care-intensive problems begin to rise rapidly. Basically, the population of persons with multiple chronic health conditions that require physical care continues to grow rapidly regardless of the ups and downs of the business cycle.

Service businesses that either lower costs or provide necessities should do well. Georgia's staffing and temp agencies should do very well because the modest pace of economic growth encourages many firms to remain flexible and responsive to changing economic conditions. Recent and continuing increases in spending for new equipment and software will underpin higher demand for computer services for businesses. Due to Georgia's good business climate and available workforce customer, high-tech support services providers such as Voxpro increasingly will favor sites in Georgia.

Cyclical increases in economic activity combined with Georgia's strong

transportation and logistics infrastructure will ensure job growth in the logistics and distribution industry. Announcements over the last few of years include: Tory Burch, HD Supply, Polymer Logistics, Total Quality Logistics, and United Arab Shipping Company. Georgia will benefit from many new logistical/distribution centers for both online and bricks and mortar retailers, including Home Chef, Variety Wholesalers, Amazon, Dollar General, thredUP, Ollie's, Badcock, and Walmart.

The growth of advanced manufacturing will create opportunities for firms that provide very specialized services such as the West Penn Testing Group. The faster pace of economic growth will bring relief to many consulting firms, and larger government budgets will provide gains for firms with many public-sector clients.

Generous incentives and the attainment of critical mass will ensure that Georgia's film industry contributes to economic growth in 2017. Georgia's film industry ranks third in TV and movie production, behind only California and New York. Its economic impact has been estimated at about \$7 billion.

Improving economic conditions – especially the upcycle in real estate – and improving demographic trends will help Georgia's financial institutions. Bank profits rose substantially, in 2016. Rising asset values favor banks' top- and bottom-line growth. The prospects for deposit growth are excellent. Slightly wider net interest margins in combination with higher demand for most types of loans will support Georgia banks' profits, but the high and rising compliance costs of re-regulations and less mortgage refinancing will challenge the bottom line. Traditional banks and credit unions will see more competition from large retailers, venture capital funds, microfinance, and other nonbanks that often are less heavily regulated.

For five straight years, the leisure and hospitality industry has outperformed Georgia's overall economy and will continue to do so in 2017. The lodging industry's gains will be broadly based across both limited service properties that cater primarily to tourists and full-service properties that are popular with business travelers. Lodging demand will rise significantly from already elevated levels. Because the lodging market is not oversupplied, the benefits to the industry from higher demand will be significant. Due to the industry's impressive performance, most in-state lodging markets will see new development, but the number of new hotel rooms being completed will not outpace demand growth. The favorable overall balance of supply and demand will prompt further increases in average daily room rates, thereby adding to the industry's overall profits. Off-peak rates will not increase significantly, but peak room rates at better properties will set all-time record highs. On top of higher demand for rooms, increased utilization of many hotel services will bolster revenue per available room.

Although the overall economy will be expanding there are still some headwinds and downside risks for the lodging industry. There will be more pressure on wages and salaries than in recent years, which will exert pressure on net margins. The call for a \$15 national minimum wage is a threat to Georgia's lodging industry. The \$5 statewide hotel/motel fee that went into effect in 2015 is also a negative factor. The shared economy is a potential disruptor for the traditional lodging industry, especially if such providers do not pay hotel/motel taxes and/or the new \$5 statewide hotel/motel fee.

Prospects for Manufacturing in 2017

In the first decade of the new millennium, Georgia lost over 200 thousand – or four out of every ten – manufacturing jobs. The purge

ended in early 2010. Over the last seven years, Georgia recovered over 45,000 manufacturing jobs. Indeed, throughout 2015 and 2016, Georgia's manufacturing industries continued to expand even as US manufacturing experienced a mild recession. The factors that pushed US manufacturing into recession were felt in Georgia – low commodity prices, weak exports, an inventory correction, a drop in investment spending by businesses. Georgia's manufacturing industry avoided recession because there have been many major economic development project announcements by manufacturers, bolstering growth in aircraft (e.g., Gulfstream), automobile (e.g., Sentury Tire, KIA & its growing roster of in-state suppliers), flooring (e.g., Mohawk Industries, Engineered Floors, Beaulieu International Group, Surya), building materials (e.g., Sparta Industries, EdenCrete, Caesarstone, Linzer Products, Aspen Aerogels, Viracon), food processing (e.g., Tyson Foods, Castellini Group, National Beef, Trident Seafoods), and chemical (e.g., Southern Ionics, Otsuka Chemical). It also helped that Georgia's manufacturing industry is not geared towards oil or natural gas production, and therefore was helped rather than hurt by the drop in oil and gas prices.

Going forward, Georgia will see substantial increases in advanced manufacturing activity and employment. Recent project announcements include Sentury Tire, Jindal Films, Aspen Aerogels, MI Metals, Alcon, Suniva, Eastman Kodak, Topper Print Co, Dasan Machineries, Aalto Scientific, and Gerresheimer. Sentury Tire will establish an advanced tire manufacturing and R&D center in LaGrange that will employ over 1,000. The 2016 Sentury Tire announcement illustrates Georgia's growing economic ties with China and validates the establishment of the State of Georgia's two strategic economic development offices in China.

Cyclical economic recovery, more effective economic development policies, low domestic natural gas prices, rising wages and

production costs in China – and other overseas locations – are some of the factors behind recent and expected increases in Georgia's manufacturing activity. Concerns about product quality and management of the risks associated with increasingly complex – time-sensitive – supply chains also make manufacturing in Georgia more attractive than manufacturing overseas. Additional factors that will help Georgia attract manufacturers include a superior transportation, logistics, and distribution infrastructure, low costs of doing business relative to other highly developed economies, a favorable tax structure, highly ranked colleges & universities, Quick Start, and very competitive economic development incentives.

Manufacturers' contribution to Georgia's GDP will rise in 2017, but the incoming employment data imply that manufacturing jobs are not coming back too quickly. The state added 5,600 manufacturing jobs in 2011, 4,000 jobs in 2012, 2,900 jobs in 2013, 10,300 in 2014, 11,700 in 2015, and an estimated 8,300 in 2016. Manufacturing employment will rise by 5,900 jobs in 2017. That will sustain the cyclical recovery in manufacturing employment, but at that pace it will take three decades to replace the manufacturing jobs that Georgia lost. In terms of factory jobs, the talk of a manufacturing renaissance in Georgia is probably overdone, but the sector's output is growing much faster than its employment. Also, many of the jobs that were once done inside the factory are now outsourced to service providers, which therefore are not counted as manufacturing jobs, but are nonetheless jobs that would not otherwise exist in Georgia.

The multiplier effects of factory jobs are typically much higher than jobs in most non-manufacturing industries. Many of Georgia manufacturing industries also provide relatively high paying jobs partially because many low-pay manufacturing jobs have either been offshored or replaced by technological

advances and machines. Another factor that contributes to the importance of Georgia's manufacturing base is that research and development jobs often locate near clusters of related manufacturers, especially in highly technical and innovative advanced manufacturing industries. And, those are often the manufacturing industries with the highest wages and the best potential for long-term growth.

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

Private-Sector Restructuring

The main reason why Georgia got hit harder than the nation by the Great Recession – and underperformed during the first four years of the recovery – was the state's heavy dependence on real estate development and

homebuilding as well as closely allied industries such as building materials manufacturing and real estate financing. Prior to the housing bust, Georgia – like many other Sunbelt states – had become very dependent on the in-migration of new residents and new businesses to beget yet another round of new development that was based in part on servicing the previous round of new development. Not enough of Georgia's economic growth was based on educating its own people, innovation, courting emerging high-tech industries, and promoting the growth of in-state capital markets. The financial crisis and the bursting of the housing bubble caused the inflows of people and businesses to end very abruptly. The sudden drought of new construction and the dearth of new residents precipitated a large and painful restructuring of Georgia's economy. The restructuring process was extremely drawn out due to the weakness of the national economy. Plus, it takes a long time to deleverage.

Georgia suffered from restructuring in areas unrelated to the bursting of the property bubble. For example, the state's information industry – which is heavily concentrated in Atlanta – began restructuring and losing jobs back in 2001 when the technology bubble burst. A decade later, in 2011, one-third of Georgia's information jobs were gone. Although the wired telecommunications subsector remains in secular decline, employment in Georgia's overall information industry began to recover in 2012 and expanded modestly in 2013-15, but is estimated to have lost a small number of jobs in 2016. Georgia's information industry is likely to see modest job growth in 2017. The gains reflect several factors: surging demand for newer innovative wireless services and high-volume data applications; Atlanta's deep and broad pools of IT-savvy workers – often young college graduates; and media jobs in film and television that reflect generous economic development incentives. Most of the growth of the film industry is taking place

in either the Atlanta MSA or the Savannah MSA.

As the direct and indirect effects of restructuring and the real estate bubble faded, Georgia's sub-par pace of economic recovery caught up and soon outpaced that of the nation. More specifically, in 2012, Georgia's rate of job growth fell short of the rate of US job growth by 0.3 percentage points – 1.4 percent growth in Georgia versus 1.7 percent growth in the US. In 2013, Georgia's economy performed slightly better than the U.S. economy – 2.0 percent job growth in Georgia versus 1.6 percent job growth in the US. In 2014, Georgia's economy performed much better than the US economy – a 2.8 percent advance in Georgia's job count exceeded a 1.9 percent advance in the US job count by 0.9 percentage points. In 2015, Georgia added jobs at a 2.9 percent rate, which exceeded the US job growth rate of 2.1 percent by 0.8 percentage points. The 2016 estimates show that Georgia's job count rose by 2.7 percent compared to 1.5 percent for the US, for a positive differential of 1.2 percentage points. For the fifth straight year, Georgia's economy will add jobs faster than the US economy. Specifically, the 2017 projections show 2.1 percent job growth for Georgia versus 1.5 percent for the US, or a positive differential of 0.6 percentage points.

Public-Sector Restructuring

Of the three levels of government, Georgia's state government has made the most progress adjusting its spending and staffing to reflect available revenue. The biggest remaining challenge for state government is uncertainty regarding federal funding for mandated programs such as Medicaid. Pension liabilities and retiree health care costs will be the 2nd and 3rd biggest challenges. Similar to state government, local governments will struggle with reductions in federal and state funding; pension liabilities; and retiree health

care costs. Due to the recovery of the property markets, most local governments have fully reconciled their ability to generate revenue with their spending and staffing levels. That's mostly because local governments are extremely dependent on property taxes for revenue. Real estate prices have risen off their recessionary lows and have fully recovered in many markets. So, the headwind to Georgia's economy from restructuring local government has shifted to a tailwind.

The restructuring of our federal government is a headwind for Georgia's economy that will remain strong. Data for 2015 indicates that Federal jobs account for 2.3 percent of Georgia's jobs, which is above the US average – 1.9 percent. Georgia's above-average exposure to federal layoffs is due to the presence of many large military bases. Department of Defense jobs account for one job out of every 105 in Georgia versus one job out of every 275 nationally. Similarly, location quotients, which measure the relative importance of an industry to GDP puts the federal government's military impact in Georgia at nearly twice the US average. Several regions of the state host large military bases – Hinesville, Columbus, and Valdosta – and are quite dependent on federal defense spending. The next round of Base Realignment and Closure (BRAC) is yet to be scheduled, but could begin as soon as 2019. Almost every base in the nation is at risk of getting on the list of bases to be closed or realigned.

Federal Reserve Policy

Federal Reserve actions to increase short-term policy interest rates will be a slightly stronger headwind for Georgia than for the nation as a whole. The shift in Federal Reserve policy from an extremely accommodative to a less accommodative stance will create slightly more economic

drag in Georgia than in many other states. That's because Georgians carry relatively more debt and have relatively less savings. Also, interest-sensitive economic sectors (e.g. real estate development, home building, nonresidential construction, building materials manufacturing, forestry) have a greater impact on Georgia's overall growth than on the nation's overall growth.

Economic Development

In 2012, Georgia's leaders passed key economic development legislation that made Georgia more competitive. Perhaps even more important, Georgia fields an extremely competitive team of economic development professionals. Georgia is viewed as a place where there's a good working relationship between government and other major players. Those factors plus Georgia's major transportation and logistical advantages, a competitive tax climate, and the No. 1 workforce training program in the nation – Quick Start – helped to refill Georgia's economic development pipeline. For the third straight year, site consultants ranked Georgia the top state in which to do business.

Because it often takes many years to fully build out the typical economic development project, many of the projects announced over the last 5 years will continue to provide a substantial tailwind to Georgia's economic growth in 2017 and beyond. Examples of such projects include Baxalta new facility that will add 1,500 biotechnology jobs; Home Chef's decision to open a new facility in DeKalb County that will create over 1,200 jobs; GM's IT-innovation center in Roswell that will bring 1,000 high-tech jobs, Honeywell's software development and headquarters that will create over 800 jobs, multiple floor covering manufacturers have announced expansion plans that will bring over 3,000 jobs to Dalton, Caterpillar's new facility adds 1,400 jobs in the Athens area, Ernst & Young's new global IT center in Alpharetta creates 400 new high-tech jobs,

Chime Solutions' call center in Morrow that is adding over 1,100 jobs. Sparta Industries, a manufacturer of HVAC components, will create over 1,000 jobs in Milledgeville. Kaiser Permanente will create 800 jobs at a contact center in Gwinnett County. Mercedes-Benz USA relocated its headquarters to Atlanta, creating at least 800 jobs. Tyson Foods' expansion creates 500 jobs in Dooly County. Voxpro will create over 500 high-tech support jobs in Athens. Amazon will create over 500 jobs at a fulfillment center near Braselton.

Another reason Georgia will do well in 2017 is that the US automobile manufacturing industry is becoming increasingly concentrated in the Southeast. Basically, when it comes to both distribution and consumer markets, Georgia is in the sweet spot in the middle of the Southern Auto Corridor with proximity to major assembly plants, major suppliers, interstates, ports, and rail. Georgia's major projects have included KIA's assembly plant in West Georgia and Mercedes' corporate headquarters in Atlanta. The new Volkswagen assembly plant just across the state line in Chattanooga and the recent announcement that Volvo will build an assembly plant in Charleston make Georgia an even more attractive place to site automobile parts suppliers. For example, Voestalpine Automotive Body Parts will expand its operations in Bartow County adding 150 jobs. Constellium, a manufacturer of aluminum products for the automotive and other industries, is establishing operations in Barrow County, creating over 150 jobs. NIFCO KTW is locating its US operations in Toccoa, creating 200 jobs.

Due to cost, logistics, and tax advantages, Georgia is very competitive with other states when it comes to landing economic development projects. Many companies move to Georgia to cut costs. As noted above, these advantages began to bear more fruit in 2012-16. That's partially because Georgia made several strategic shifts in its economic development strategy, including the creation

of a large deal closing fund and the elimination of sales and use taxes on energy used in manufacturing. The exemption for energy used in manufacturing was phased in and reached 100 percent in 2016. Also, in 2016, business inventories became fully exempt from the state property tax and most counties – 85 percent – already have a level one Freeport exemptions. These changes in tax policy will boost Georgia’s economy in 2017.

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

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

Housing Recovery

Home building and real estate development have long been extremely important to Georgia’s economy. This traditional driver of growth finally got traction in 2012 and continued to move forward in 2013-16. The 2017 outlook for the homebuilding industry is very good.

Housing and real estate development will be a powerful driver of Georgia’s economy in 2017, helping the state’s economy to outperform the nation’s economy. The number of single-family home starts for new construction will increase by 24%. New multi-unit homebuilding will rise by 18 percent. Georgia gets a four for one from the housing recovery because (1) home builders and realtors benefit directly and (2) demand increases nationally for goods produced by Georgia’s large floor covering, building materials, and forestry industries. Plus, (3) our large transportation and logistics industry benefits from higher levels of activity in construction – a very transportation intensive activity. Finally, (4) recent and continuing increases in US home prices will make it even easier for companies and people to relocate to Georgia.

Georgia’s housing market is responding to a more favorable balance of supply and demand. Increased demand for housing will come mostly from job growth. Those new jobs, and slightly bigger paychecks – plus appreciating home values – will give more people the wherewithal, and the confidence, to buy homes. As of mid-2016, the average price of an existing single-family home in Georgia exceed their pre-recession peak value by 4 percent. Similarly, US home prices exceed its pre-recession peak value by 3 percent. For the state and nation as a whole, the home price recovery is complete, but those gains do not take inflation into account. Nonetheless, the recovery of home prices in nominal terms will help to sustain the housing market’s recovery. Also, rent

affordability is at an all-time low. Meanwhile, mortgage rates remain a tremendous bargain from a historical perspective, but mortgage rates are above their recent historic lows and will continue to move higher as the Federal Reserve gradually reverses its easing policies.

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

Existing single-family home prices will rise by 4% in Georgia in 2017. Lower priced homes will appreciate the fastest. That's partially because the lowest tier has the most ground to make up and remains the farthest from full price recovery. But, it also reflects investors' interest in purchasing inexpensive single-family homes for use as rental properties. In contrast, price appreciation for upper tier homes is dependent on the trade up market, which is still not functioning normally.

As potential homebuyers see a record of price appreciation, more will opt to become homeowners. Rapidly rising rents will reinforce this trend. In 2012, investors were the main force behind home sales. In 2013-16, people who buy homes to live in them joined investors to become a second major force powering home sales. But, as home prices rise and the number of distressed properties shrinks, home sales to investors will drop sharply. Sustaining the recovery of the housing market through 2017 means that

trade-up buyers and first-time buyers must become more active. That up cycle has begun, but it's not too vigorous. There is tremendous potential for more active housing markets because a huge number of young people are still living at home, or are doubled up with roommates rather than living in their own apartments or homes. Improving economic and housing market conditions in combination with soaring rents will cause that potential to be unleashed.

Demographics

Demographic forces are another factor behind Georgia's improving economic performance. For decades, Georgia depended on a growth model that was based on high levels of in-migration. That growth model stopped working during the Great Recession due to a dysfunctional housing market, the weak labor market, and high levels of student loan debt. In fact, household formation dropped to its lowest levels since the 1940s. Even as Georgia's economic developers began to achieve success in recruiting new industry in 2012, the net migration of people to Georgia continued to decline through 2013. That's because it takes a while for new project announcements to generate jobs.

Due to job growth and the housing recovery, geographic mobility turned up in 2014. As net domestic and net international migration increased, Georgia's population began to grow more quickly. In 2015-16, corporate relocations and expansions brought more people to Georgia. The trend of higher migration to Georgia will persist in 2017. Jobs will attract young adults who will be more mobile than they were prior to the housing bust. The nationwide recovery in home prices will give retirees the wherewithal and confidence to move to Sunbelt states such as Georgia. Georgia's population will grow at a pace that exceeds the national average in 2017 - 1.4 percent for Georgia versus 0.8 percent for the US.

More specifically, domestic net migration will continue to recover. It rose to about 22,000 people in 2014, up from a net loss of almost 6,000 people in 2013. Domestic net migration rose to over 34,000 in 2015 and to an estimated 40,000 in 2016. Georgia's higher rate of population growth also will be dependent on net international migration of about 30,000 people in 2016 and 32,000 in 2017. Georgia's population growth should benefit from a slight increase in number of births as households become more confident in the current situation and their expectations for the future. Population growth therefore will be a much stronger driver of Georgia's GDP in 2017 than in 2008-2016.

Small Business Expansion

The lack of new business formation is one underappreciated reason why Georgia's job recovery initially lagged the nation's job recovery. It is new companies that typically create almost all net new jobs. Business formation requires cash. The typical entrepreneur often obtains the funds needed to start, or expand, their business by borrowing, using their home as collateral. That's been a problem for Georgia's entrepreneurs because (1) home price depreciation was much more intense here than it was nationally and (2) Georgia led the nation in bank failures. Federal Housing Finance Agency data show that the peak-to-trough home price decline was 28 percent in Georgia compared to 21 percent nationally. Consequently, much of the home equity that people traditionally use to start a business evaporated. Meanwhile, Georgia's relatively high number of bank failures restricted relationship-based lending to small businesses and entrepreneurs, especially outside the core of the Atlanta area. The good news is that Georgia's home prices are up about 45 percent (as of mid-2016) from their lowest point. US home prices are up 32 percent from their lowest point. So, home equity will be much more available to finance new business startups and small business expansion. Also, business people have had

enough time establish new relationships with surviving – or new – bankers. Small business expansion therefore will make a much greater contribution to Georgia's economic growth in 2017 than in recent years.

Educational Achievement

To fully leverage Georgia's new economic development policies, its restructured private-sector economy, and manufacturers' interest in producing domestically, Georgia needs to adjust its priorities to put much greater emphasis on educational achievement. That will be critical in terms of improving Georgia's productivity and competitiveness, which ultimately determines Georgians' standard of living. Success in recruiting new business and industry and retaining existing industry increasingly will be determined by the availability of labor that is qualified to utilize the latest advanced technologies. Policies that increase the supply of skilled labor will stimulate labor demand as the additional supply of skilled workers attracts employers with skilled jobs. Offering customized training will be a very effective way to recruit new industry and ensure that existing businesses expand in Georgia.

The challenge is immense: Georgia trails many other states when it comes to educating its children. According to the National Center for Education Statistics, Georgia's 8th graders rank 40th among the states in math, 34th in reading, and 28th in science. Ultimately, in a flat world a failure to educate our children lowers Georgian's relative standard of living. That's definitely showing up in the incoming data. After rising for decades, per capita person income in Georgia peaked at 95% of the US average in 1999. Since then we've seen an almost continuous slide of per capita income in Georgia relative to the US. The data for 2015 clock per capita person income in Georgia at only 85 percent of the national average, a level last seen in 1982. We

dropped 16 places in the national rankings from 26th highest per capita personal income in 1999 to 41st in 2014.

For Georgia's economy to outperform the average state's economy by the large margins that we got used to in the 1970s, 80s,

and 90s, we need to improve Georgia's competitiveness by improving educational achievement. That will go a long way towards assuring that Georgia's economic performance is once again among the best in the nation.

THE ATLANTA MSA OUTLOOK FOR 2017

BY JEFFREY M. HUMPHREYS, TERRY COLLEGE OF BUSINESS, UNIVERSITY OF GEORGIA

A revival of population growth and the housing recovery will strongly underpin Atlanta's ongoing economic recovery. A high concentration of college-educated workers, business partners, high-tech companies, and research universities will continue to attract high technology companies in life sciences, software development, research & development, IT, professional and business services, and advanced manufacturing. Life sciences companies are attracted by the presence of the CDC and nonprofits such as the national headquarters of the American Cancer Society. New high tech industries (e.g., healthcare IT, Fintech, cyber security, and mobile apps) are growing rapidly in Atlanta. The information industry is highly concentrated in the Atlanta MSA.

The innovation district that's developed around Tech Square has achieved the critical mass needed to attract high-tech companies to Midtown Atlanta. For example, GE will establish its first digital operations center in Midtown, which will create 250 jobs. Keysight Technologies will expand its presence by opening an operation in Midtown, creating over 200 software and engineering jobs. Kaiser Permanente will establish an IT campus in Midtown that will create 900 jobs. NCR is building a new global headquarters campus in Midtown near Tech Square which will also include a research, innovation, and design thinking lab. NCR will create over 1,800 jobs in its midtown

expansion. Honeywell will build its Home and Business Technology headquarters in Midtown. In 2016, the UCB Solutions Accelerator opened at Technology Square. KPMG will establish an innovation center in Midtown creating 200 jobs. Also, many startup companies are located near Tech Square.

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

On an annual average basis, the 29-county Atlanta MSA will add 55,700 jobs in 2017, a year-over-year increase of 2.1 percent. Atlanta therefore will account for 59 percent of the state's net job growth. Atlanta's high

concentration of service producing industries, IT companies, distribution companies, institutions of higher education, health care providers, life sciences companies and headquarters operations will keep the job machine in forward gear. Many of the headquarters and other large projects recently announced by the Georgia Department of Economic Development were located in the metropolitan area. Atlanta's outsized information industry will benefit from expanding film and television production as well as surging demand for more sophisticated wireless services and high-volume mobile data applications.

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

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

Due to its large meetings and convention industry, Atlanta is the seventh most-visited city in the US. It's also a popular destination for international visitors. Cyclical improvements in the national and regional economies will boost Georgia's hospitality industry. Hotel occupancy rates will be at or near record levels. Airport improvements also will help Atlanta to become even more popular as a destination for tourists, persons attending business meetings & conventions, trade shows, as well as sporting/cultural events. New attractions such as Porsche Customer and Driver Experience Center, the College Football Hall of Fame, and the Delta Flight Museum will boost Atlanta's appeal to travelers.

The Atlanta MSA is highly specialized in transportation, warehousing, and wholesale trade, with employment very highly concentrated in these highly cyclical industries. Faster growth in US GDP in 2017 than in 2016 therefore bodes well for these highly cyclical industries and in turn for Atlanta. Recent project announcements in the Atlanta MSA include Home Chef, Variety Warehouses, thredUP, Dollar General, and HD Supply. In 2017, Atlanta will continue to develop as an inland port for transportation, distribution and warehousing products. The connectivity of Georgia's ports to the interstate system, rail, and air cargo is excellent. Among major US metros, Atlanta is a relatively low-cost place to operate a warehouse.

One major plus for Atlanta is that the metro area is not very dependent on federal jobs. Only 3.0 percent of the Atlanta's area's nonfarm earnings come from federal employment versus 5.8 percent for the state as a whole. Atlanta is not the home of a major military base. Only 0.3 percent of nonfarm earnings come from Military jobs versus 2.2 percent for the state. State and local government accounts for only 9.0 percent of earnings in metro Atlanta versus 11.7 percent for the state. So, public restructuring will be

less problematic for Atlanta's growth than for growth elsewhere in Georgia.

Due to above average growth in employment and population, the housing recovery is stronger in the Atlanta MSA than in most in-state markets. Existing single-family home prices peaked in the second quarter of 2007, and bottomed out in the second quarter of 2012. From peak to trough, the metro area's existing home prices declined by 27 percent, which exceeds the decline experienced by the nation. But, home prices have recovered relatively quickly in the Atlanta market. As of mid-2016, Atlanta's home prices had returned to their pre-recession peak levels. In terms of new single-family home construction, Atlanta's housing recovery began in 2010 and gained traction in 2012-2016. The 2017 prospects for Atlanta's homebuilding outlook are excellent.

UNITED STATES BASELINE FORECAST 2016-2017

United States	2012	2013	2014	2015	2016	2017
Gross Domestic Product, Bil. of 2009\$	15,354.6	15,612.2	15,982.3	16,397.2	16,676.0	17,092.9
Percent change	2.2	1.7	2.4	2.6	1.7	2.5
Nonfarm Employment (Mil.)	134.2	136.4	139.0	141.9	144.3	146.4
Percent change	1.7	1.6	1.9	2.1	1.7	1.5
Personal Income, Bil. of 2009\$	13,102.5	13,079.4	13,452.2	13,990.5	14,239.6	14,407.3
Percent change	3.1	-0.2	2.9	4.0	1.8	1.2
Personal Income, Bil. of \$	13,904.5	14,064.5	14,683.1	15,324.1	15,768.5	16,257.3
Percent change	5.1	1.2	4.4	4.4	2.9	3.1
Civilian Unemployment Rate (%)	8.1	7.4	6.2	5.3	4.8	4.6
CPI-U, Ann. % Chg.	2.1	1.5	1.6	0.1	1.2	2.2

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/20/2016

UNITED STATES BASELINE FORECAST 2017-2022

United States	2017	2018	2019	2020	2021	2022
Gross Domestic Product, Bil. of 2009\$	17,092.9	17,537.3	17,905.5	17,961.1	18,374.2	18,796.8
Percent change	2.5	2.6	2.1	0.3	2.3	2.3
Nonfarm Employment (Mil.)	146.4	148.2	149.4	149.7	150.9	152.1
Percent change	1.5	1.2	0.8	0.2	0.8	0.8
Personal Income, Bil. of 2009\$	14,407.3	14,704.2	14,906.2	14,964.7	15,199.7	15,438.4
Percent change	1.2	2.1	1.4	0.4	1.6	1.6
Personal Income, Bil. of \$	16,257.3	16,907.6	17,465.6	17,867.3	18,492.6	19,139.9
Percent change	3.1	4.0	3.3	2.3	3.5	3.5
Civilian Unemployment Rate (%)	4.6	4.5	4.8	6.6	6.7	6.2
CPI-U, Ann. % Chg.	2.2	2.3	2.2	2.2	2.2	2.2

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/20/2016

GEORGIA BASELINE FORECAST, 2016-2017

Georgia	2012	2013	2014	2015	2016	2017
Gross Domestic Product, Bil of 2009\$	414.0	420.6	431.1	442.4	453.9	468.4
Percent change	1.4	1.6	2.5	2.6	2.6	3.2
Nonfarm Employment (thousands)	3954.0	4032.7	4145.2	4267.3	4383.1	4477.0
Percent change	1.4	2.0	2.8	2.9	2.7	2.1
Personal Income, Bil of \$	435.0	450.9	471.9	495.7	514.1	540.3
Percent change	3.8	3.7	4.6	5.1	3.7	5.1
Housing Permits, Total	24,350	36,174	39,423	45,549	52,953	60,328
Percent change	31.7	48.6	9.0	15.5	16.3	13.9
Unemployment Rate (percent)	9.2	8.2	7.1	5.9	5.2	4.8

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.

GEORGIA BASELINE FORECAST, 2017-2022

Georgia	2017	2018	2019	2020	2021	2022
Gross Domestic Product, Bil of 2009\$	468.4	484.8	499.3	502.3	517.9	534.5
Percent change	3.2	3.5	3.0	0.6	3.1	3.2
Nonfarm Employment (thousands)	4477.0	4566.6	4639.6	4653.5	4732.6	4803.6
Percent change	2.1	2.0	1.6	0.3	1.7	1.5
Personal Income, Bil of \$	540.3	569.5	597.4	612.3	642.9	675.7
Percent change	5.1	5.4	4.9	2.5	5.0	5.1
Housing Permits, Total	60,328	65,100	67,993	66,166	68,074	70,807
Percent change	13.9	7.9	4.4	-2.7	2.9	4.0
Unemployment Rate (percent)	4.8	4.5	4.7	6.5	6.8	6.0

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.

ATLANTA MSA BASELINE FORECAST, 2016-2017

Atlanta, MSA	2012	2013	2014	2015	2016	2017
Real Gross Metro Product, Bil of 2009\$	280.9	285.8	295.4	303.9	315.1	324.6
Percent change	1.6	1.7	3.4	2.9	3.7	3.0
Nonfarm Employment (thousands)	2353.6	2413.5	2502.5	2584.9	2654.7	2710.4
Percent change	1.8	2.5	3.7	3.3	2.7	2.1
Personal Income, Bil of \$	224.6	228.2	244.2	257.5	268.6	282.5
Percent change	1.6	1.6	7.0	5.4	4.3	5.2
Housing Permits, Total	14380	24297	26683	30342	36714	42625
Percent change	66.6	69.0	9.8	13.7	21.0	16.1
Unemployment Rate (percent)	8.8	7.8	6.7	5.6	5.0	4.6

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.

ATLANTA MSA BASELINE FORECAST, 2017-2022

Atlanta, MSA	2017	2018	2019	2020	2021	2022
Real Gross Metro Product, Bil of 2009\$	324.6	336.3	346.4	348.5	360.0	372.6
Percent change	3.0	3.6	3.0	0.6	3.3	3.5
Nonfarm Employment (thousands)	2710.4	2770.0	2814.3	2820.0	2870.7	2916.7
Percent change	2.1	2.2	1.6	0.2	1.8	1.6
Personal Income, Bil of \$	282.5	296.9	310.0	317.5	333.3	350.0
Percent change	5.2	5.1	4.4	2.4	5.0	5.0
Housing Permits, Total	42625	46248	48468	46674	48261	50,337
Percent change	16.1	8.5	4.8	-3.7	3.4	4.3
Unemployment Rate (percent)	4.6	4.5	4.6	6.5	6.7	6.1

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.



REVENUE FORECAST SUMMARY

FORECAST METHODOLOGY

The City's Department of Finance-Office of Revenue continues a solid partnership with the Selig Center for Economic Growth at the University of Georgia. The City began its partnership with the Selig Center at the peak of the Great Recession. This eight-year partnership has enabled City management to gain important independent economic analyses and metrics which are integrated into our multi-year revenue model. Key metrics are S&P Case-Shiller Index, Atlanta Gross Metro Product, Atlanta Unemployment rate, Building Permits, Construction Activity, Cushman and Wakefield Office Vacancy Rates, CBRE Hotel Occupancy Rates and Revenue Per Available Rooms, Atlanta Personal Income, Wages and Salary, U.S. Consumer Price Index (% Annualized), Georgia Disposable Income, and Georgia State Product by Sector. The City Office of Revenue uses Municast Financial modeling software by inputting the aforementioned key metrics tool as further enhancement in our multi-year forecasting.

CITY CHARTER REQUIREMENT

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

REVENUE ANTICIPATIONS

The FY 2017 General Fund Revenue forecast, as of the date of this Five Year Plan, is \$607.7 million and is on target with the revenue amount adopted by the Budget

Commission in June of 2016. The estimated FY 2018 General Fund Revenue Anticipation is \$623.4 million. This amount includes the Building Permit fund budget of \$26.5 million of resources, which were not part of the fiscal year 2017 adopted General fund budget. The City Finance team expects that the overall 2017 property tax revenues will continue to grow at a rate of 1.5% with the growth being attributed to new construction. As of publication of the Five Year Plan, there is no available estimate from the Tax Assessor's office on the 2017 tax digest. Therefore, the City relies on historic and other independent economic data including the Case-Shiller Index, which is a national housing price index, to determine City property valuation trends and estimates.

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

More discussion on Property Tax revenue assumptions is provided later in the trend narrative. Sales tax revenue is the next largest share of General Fund revenues accounting for approximately seventeen percent of General Fund revenues. Sales tax revenue is highly elastic and demonstrates significant peak and troughs in revenues due to changes in economic performance associated with Gross Metro Product indexes, disposable income and unemployment levels. The lodging market, which is the driver for hotel/motel tax revenues, is expected to be another important contributor to the City's economic recovery. CBRE Consulting

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

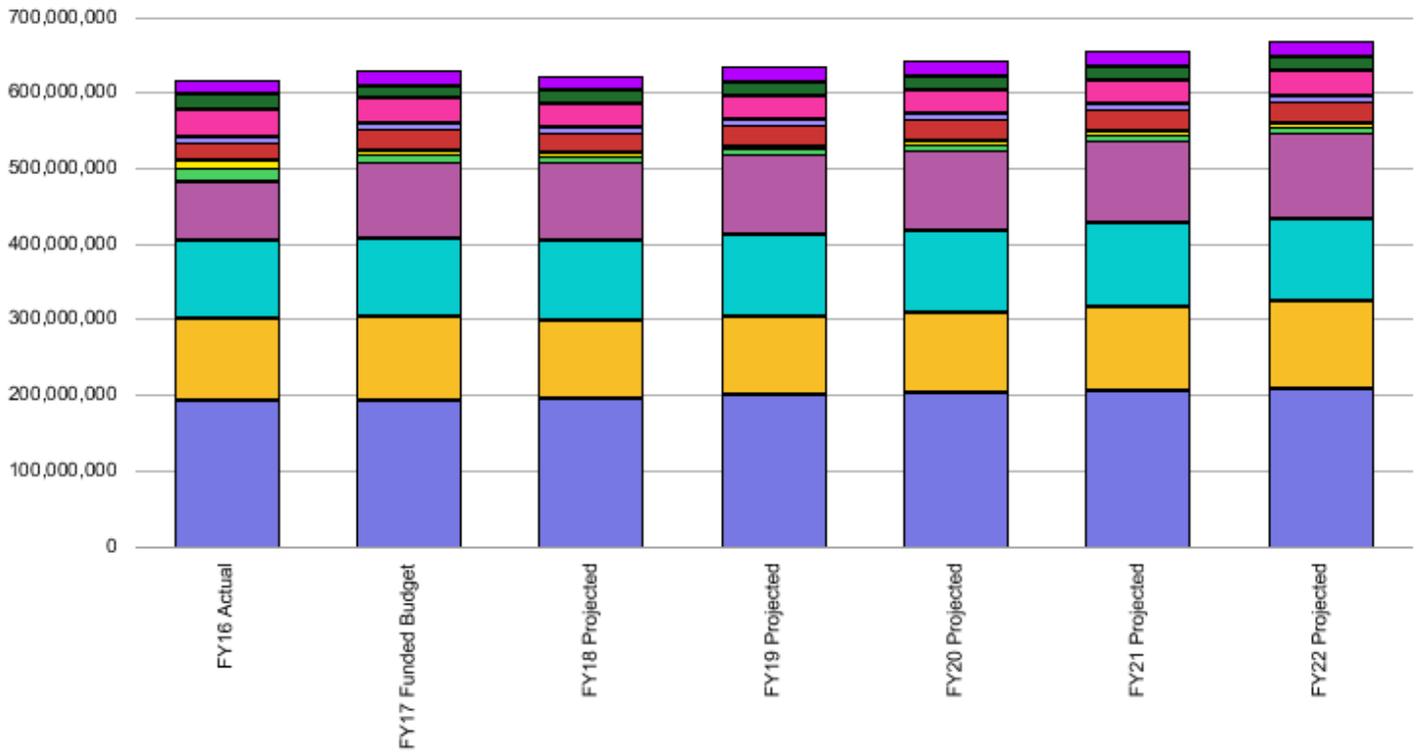
The FY 2016 General Fund Revenue anticipations are consistent with the City Charter requirements and the City Finance

team continues to exercise fiscal discipline in the revenue forecast. It is important to note, that General Fund Revenues have exceeded General Fund Expenditures the past 5 fiscal years (FY 2012 through FY 2016).

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

PROJECTED REVENUES BY MAJOR CATEGORY General Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Property Taxes	193,217,360	194,684,483	197,420,376	200,331,146	203,285,080	206,282,801	209,324,985
Public Utility, Alcoholic Beverage and Other Taxes	108,686,135	109,379,639	103,158,966	105,520,608	107,965,197	112,496,389	115,146,014
Local Option Sales Taxes	103,515,450	104,321,416	105,392,343	106,551,658	107,723,727	108,908,688	110,106,683
Licenses and Permits Revenue	78,447,025	100,334,188	103,175,544	105,968,335	106,512,326	109,042,267	111,911,405
Other Revenue	17,239,105	10,877,098	7,332,494	7,652,774	7,990,670	8,347,150	8,723,236
Charges For Current Services	10,229,588	5,039,635	4,662,826	4,724,867	4,787,760	4,851,517	4,916,151
Fines, Forfeitures and Penalties	24,392,140	28,024,153	26,108,818	26,568,306	27,036,951	27,514,951	28,002,506
Building Rentals and Concessions	7,411,202	8,281,278	7,190,662	7,476,510	7,774,202	8,084,234	8,407,122
Indirect Costs Recovery	36,807,162	32,772,876	31,431,000	32,027,000	32,507,000	33,223,000	33,857,000
Hotel & Motel Tax Revenue	18,196,674	16,810,329	17,541,183	17,716,595	17,893,761	18,072,698	18,253,425
Pilot & Franchise Fees	19,394,197	19,887,243	19,983,046	19,983,046	19,983,046	19,983,046	19,983,046
Total	\$617,536,036	\$630,412,338	\$623,397,257	\$634,520,844	\$643,459,719	\$656,806,740	\$668,631,573



- Property Taxes
- Public Utility, Alcoholic Beverage and Other Taxes
- Local Option Sales Taxes
- Licenses and Permits Revenue
- Other Revenue
- Charges For Current Services
- Fines, Forfeitures and Penalties
- Building Rentals and Concessions
- Indirect Costs Recovery
- Hotel & Motel Tax Revenue
- Pilot & Franchise Fees

GENERAL FUND

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

PROPERTY TAXES

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Property Tax	\$197,420,376	\$200,331,146	\$203,285,080	\$206,282,801	\$209,324,985

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

Current Year Property Taxes: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$187,313,689	\$190,123,393	\$192,975,249	\$195,869,872	\$198,807,926

The City of Atlanta imposes a tax on real and personal property. Revenues are derived from the millage rate and the tax digest assessed values. The first year of tax digest growth in five years following the Great Recession was in 2013. The 2014 through 2016 tax digest have continued to grow at an average of about 5.5% over the period. The 2016 tax digest increased by 3.3% with a net tax digest of \$25.7 billion compared to \$24.9 billion in 2015. The 2016 City's tax digest is comprised as follows: 47% residential and 53% non-residential. The 2017 tax digest is expected to continue the positive trend, and be reflective of the real estate rebound witness throughout our great city.

The City current year five year property tax forecast assumes a rollback of property taxes due to positive reassessment. The projected current year property tax revenue growth from new construction is estimated at 1.5%. The 1999 Taxpayers Bill of Rights allows municipalities to retain new construction growth without any additional public hearing and tax notice requirements. The collection rate assumption is 99% and is consistent with historical collection rates. According to the Selig Center Economic Outlook, "Due to above average growth in employment and population, the housing recovery is stronger in the Atlanta MSA than in most in-state markets. In terms of new single-family home construction, Atlanta's housing recovery began in 2010 and gained traction in 2012-2016. The 2017 prospects for Atlanta's homebuilding outlook are excellent."

Intangible Recording Taxes: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$5,228,389	\$5,280,673	\$5,333,479	\$5,386,814	\$5,440,682

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

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

Real Estate Transfer Tax: FY 2018-22 Forecast:

<i>FY2018</i>	<i>FY2019</i>	<i>FY2020</i>	<i>FY2021</i>	<i>FY2022</i>
\$2,568,582	\$2,594,267	\$2,620,210	\$2,646,412	\$2,672,876

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

These two revenue sources are impacted by trends in the housing market. According to the Selig Center Economic Outlook, "Existing single-family home prices peaked in the second quarter of 2007, and bottomed out in the second quarter of 2012. From peak to trough, the metro area's existing home prices declined by 27 percent, which exceeds the decline experienced by the nation. But, home prices have recovered relatively quickly in the Atlanta market. As of mid-2016, Atlanta's home prices had returned to their pre-recession peak levels." The S&P Case-Shiller Atlanta Home Price Index as of October 2016 is 133.54 as compared to 126.01 as of October 2015, which represents a 5.9% year-over-year increase. Over the Pre-Recession to Recovery horizon, the Atlanta Case-Shiller Index peaked at 136.47 in July 2007 while the Great Recession low was 82.54 in March 2012. The projected Real Estate Transfer and Intangible Recording Tax revenue growth is estimated at 1.0%.

Other Taxes: FY 2018-22 Forecast:

This category consists of Prior Year Property Taxes, Penalties & Interest, and Payments In Lieu of Taxes (PILOT). The projected Other Taxes revenue growth is estimated at 1.0%.

<i>FY2018</i>	<i>FY2019</i>	<i>FY2020</i>	<i>FY2021</i>	<i>FY2022</i>
\$2,309,716	\$2,332,813	\$2,356,142	\$2,379,703	\$2,403,501

PUBLIC UTILITY, ALCOHOL BEVERAGE AND OTHER TAXES

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Public Utility, Alcohol Beverage & Other Taxes	\$103,158,966	\$105,520,608	\$107,965,197	\$112,496,389	\$115,146,014

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

Public Utility Franchise Fee: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$42,793,230	\$43,392,336	\$43,999,828	\$46,615,826	\$47,268,447

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

This revenue source correlates with Atlanta unemployment and real estate development trends and is projected to grow at 1.4% for the upcoming fiscal year. The growth rate was adjusted for the projected changes in collections in fiscal years 2018 to 2020. As unemployment declines and real estate development increases, the demand for public utility services increases which generates additional franchise revenue.

Alcohol Tax: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$18,579,712	\$18,879,710	\$19,184,902	\$19,495,380	\$19,811,237

Alcohol taxes are levied on wholesale distributors at the rate of .22 cents per liter. A 3% tax-by-the-drink is also assessed on patrons of eating and drinking alcohol establishments within the City limits. The forecast horizon reflects 1.6% growth estimate for current year accounts, which is tied to trends in taxable sales from food and drinking establishments. Alcohol consumption has tended to be inelastic.

Insurance Premium Tax: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$27,541,410	\$28,918,481	\$30,364,405	\$31,882,625	\$33,476,756

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

Other Taxes: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$14,244,614	\$14,330,081	\$14,416,062	\$14,502,558	\$14,589,574

This category consists of various revenue sources including motor vehicle, other public utility taxes, and title ad valorem taxes. The decrease in this category in FY2018 and forward is due mainly to declines in revenues related to motor vehicle and title ad valorem taxes.

LOCAL OPTION SALES TAX (LOST)

Local option sales tax is a major revenue source for the City and is imposed on the purchase, sale, rental, storage, use, or consumption on tangible personal property and related services. Proceeds from this tax are collected by the Georgia Department of Revenue and disbursed to the county and municipalities based on a negotiated allocation between Fulton County and the cities within the county. The City of Atlanta’s share of the 1% LOST is 40.43%.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Local Option Sales Tax	\$105,392,343	\$106,551,658	\$107,723,727	\$108,908,688	\$110,106,683

FY 2018-22 Forecast:

Sales tax is one of the most economically sensitive governmental revenue sources with a close correlation to Atlanta retail sales activity, employment, and personal income levels. Sales tax revenue over the next fiscal period is projected at 1.1%. The Selig report indicates, “On an annual average basis, the 29-county Atlanta MSA will add 55,700 jobs in 2017, a year-over-year increase of 2.1 percent. Atlanta therefore will account for 59 percent of the state’s net job growth.” Real personal income is projected to increase 5.2% in 2017.

LICENSES AND PERMITS

This major revenue category consists of various revenue sources including alcohol, professional, insurance, and financial institution licenses, general business (occupation) license tax, various parking & building permits, and occupancy certificates.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Licenses and Permits	\$103,175,544	\$105,968,335	\$106,512,326	\$109,042,267	\$111,911,405

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

General Business/License Tax: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$56,722,416	\$57,836,953	\$58,973,681	\$60,133,044	\$61,315,493

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

The forecast for current year general business/license tax revenue is based on 2.0% growth and is closely correlated with employment levels and consumer demand. The Selig report indicates, Non-

Farm Employment is projected to grow by 2.1% in 2017. Businesses also are attracted by Atlanta’s extensive multi-modal transportation and distribution system. According to the Selig Center, “on an annual average basis, the Atlanta MSA will add 69,600 jobs in 2016, a year-over-year increase of 2.7%.”

Building Permits: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$26,486,387	\$27,757,734	\$26,730,698	\$27,639,542	\$28,828,042

Building Permits accounts for the collection of income and disbursement of funds associated with the operation of all building permitting activity. The Building Permits Fund which was established in November 2011 as an enterprise fund has been closed in FY2017. The revenues from the Building Permits fund have now been transferred to the General Fund in FY2017. The projected Building Permit growth is based on the information provided by the Selig Center for Economic Growth dated 12/20/2016.

This revenue summation noted above contains the revenues from the various types of Building Permits and is comprised of building, plumbing, electrical, hvac., zoning verification fees, and building inspection commercial liquor license fees.

Other Licenses/Permits: FY 2018-22 Forecast:

FY2018	FY2019	FY2020	FY2021	FY2022
\$19,966,741	\$20,373,648	\$20,807,947	\$21,269,681	\$21,767,870

This category contains all remaining revenues in the License/Permits major revenue category with the exception of various business licenses. These revenue sources include alcohol related licenses and other permits for Police, Fire and Public Works (right-of-way, sidewalk closure, parking, and driveway aprons).

This projection is tied to residential and commercial development and reflects a slight decrease from FY 2017 Adopted Budget due to revenues that are not materializing. Revenues within this category are also correlated to infrastructure investments and the hospitality related sectors.

OTHER REVENUES

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Other Revenues	\$7,332,494	\$7,652,774	\$7,990,670	\$8,347,150	\$8,723,236

FY 2018-22 Forecast:

The decrease from the prior year budget anticipation is due to changes to new revenue initiatives.

CHARGES FOR CURRENT SERVICES

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Charges For Current Services	\$4,662,826	\$4,724,867	\$4,787,760	\$4,851,517	\$4,916,151

FY 2018-22 Forecast:

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

FINES, FORFEITURES AND PENALTIES

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fines/Forfeitures/ Penalties	\$26,108,818	\$26,568,306	\$27,036,951	\$27,514,951	\$28,002,506

FY 2018-22 Forecast:

The FY 2018-2022 forecast reflects historical performance. The FY2018-2022 forecast also holds constant the current guaranteed revenue assumption from outsourced parking received through the contract with the current vendor Park Atlanta, until a new contract and amount has been finalized.

BUILDING RENTALS AND CONCESSIONS

The Building rentals and concessions major revenue category consist of revenue received from cell towers, various parks and recreation rentals, and corrections revenue from housing of federal inmates.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Building Rentals & Concessions	\$7,190,662	\$7,476,510	\$7,774,202	\$8,084,234	\$8,407,122

FY 2018-22 Forecast:

Revenue from this category is heavily dependent on the availability of city of Atlanta property lease space, commercial development lease space & pricing. The CBRE Hotels most recent quarterly report

states, “Commercial real estate contacts continued to report improvement in demand resulting in rent growth and increased absorption, but cautioned that the rate of improvement varied by metropolitan area, submarket, and property type. The majority of commercial contractors indicated that the pace of nonresidential construction activity had increased from one year ago, with many reporting backlogs of one to two years.”

INDIRECT COST RECOVERY

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Indirect Cost Recovery	\$31,431,000	\$32,027,000	\$32,507,000	\$33,223,000	\$33,857,000

FY 2018-22 Forecast:

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

HOTEL/MOTEL TAX

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Hotel/Motel Tax	\$17,541,183	\$17,716,595	\$17,893,761	\$18,072,698	\$18,253,425

FY 2018-22 Forecast:

CBRE Consulting / Hospitality Research (CBRE-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City’s hotel/motel forecast. CBRE manages an extensive database of hotel property income statements and sale prices. Occupancy Rates, Average Daily Room Rates, and Rev-Par Index (defined as Revenue Per Available Room) are all key metrics used in developing the forecast. The CBRE Hotels most recent quarterly report states, “Looking towards 2017, Atlanta RevPAR is expected to grow 3.6%. This is less than the rate of growth in 2016. Prospects for RevPAR growth in the lower-priced segment (positive 4.1%) are better than in the upper-priced segment (positive 3.3%). Atlanta market occupancy levels are expected to range from 66.3% to 69.8% during the 5-year forecast period.”

PILOT AND FRANCHISE FEES (WATERSHED)

This major revenue category consists of Watershed Pilot and franchise fee revenues derived from a 5% franchise fee levied on gross water and sewer revenues on all active accounts and a city mill rate levied on Department of Watershed real property.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Pilot & Franchise Fees	\$19,983,046	\$19,983,046	\$19,983,046	\$19,983,046	\$19,983,046

FY 2018-22 Forecast:

This forecast is based historical trends in revenues received from a Department of Watershed computation derived from the gross revenue and capital assets of the Department of Watershed Management.

OVERALL GENERAL FUND FORECAST

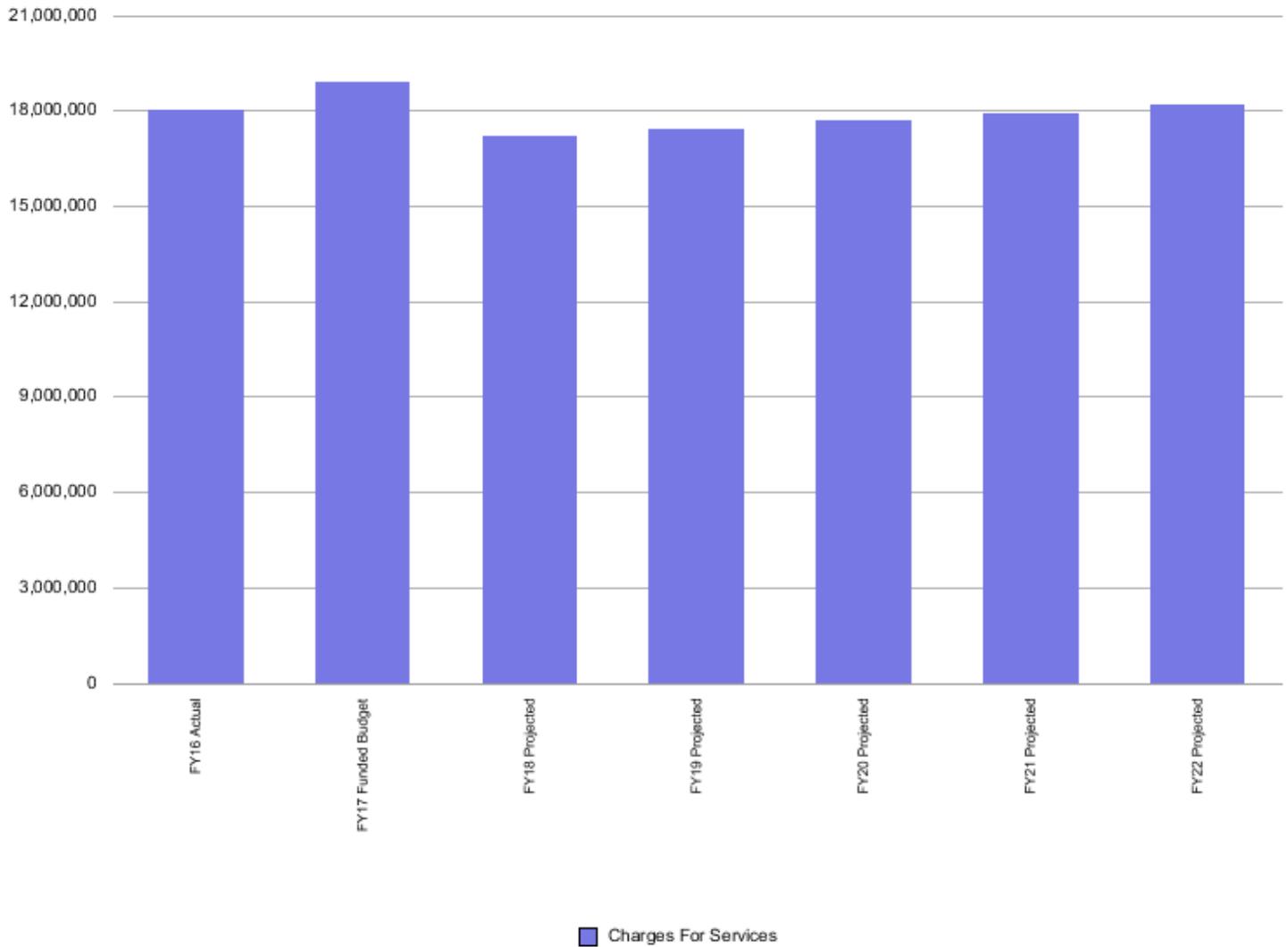
Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
General Fund	\$623,397,258	\$634,520,846	\$643,459,720	\$656,806,741	\$668,631,574

The improving local economy as indicated by the Atlanta Gross Metro Product forecasted at 3.0% and an increasing S&P Case-Shiller Index all support a General Fund Revenue anticipated growth rate of 1.2% growth for fiscal year 2018. The Fiscal Year 2018 General Fund revenue forecast is based on 1.5% new construction property tax digest growth and rollback of the current millage rate of 8.88 mills. The property tax revenue base accounts for one-third of General Fund revenues hence the emphasis on this important City revenue stream. The MuniCast financial model and the Selig Center economic report has enabled the City team to better understand, and respond to the underlying economic drivers of City revenues.

PROJECTED REVENUE BY MAJOR CATEGORY

Emergency Telephone System

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Charges For Services	18,036,472	18,922,237	17,233,845	17,475,120	17,719,771	17,967,849	18,219,397
Revenues	\$18,036,472	\$18,922,237	\$17,233,845	\$17,475,120	\$17,719,771	\$17,967,849	\$18,219,397



Emergency Telephone System Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
E-911 Revenue	\$17,233,845	\$17,475,120	\$17,719,771	\$17,967,849	\$18,219,397

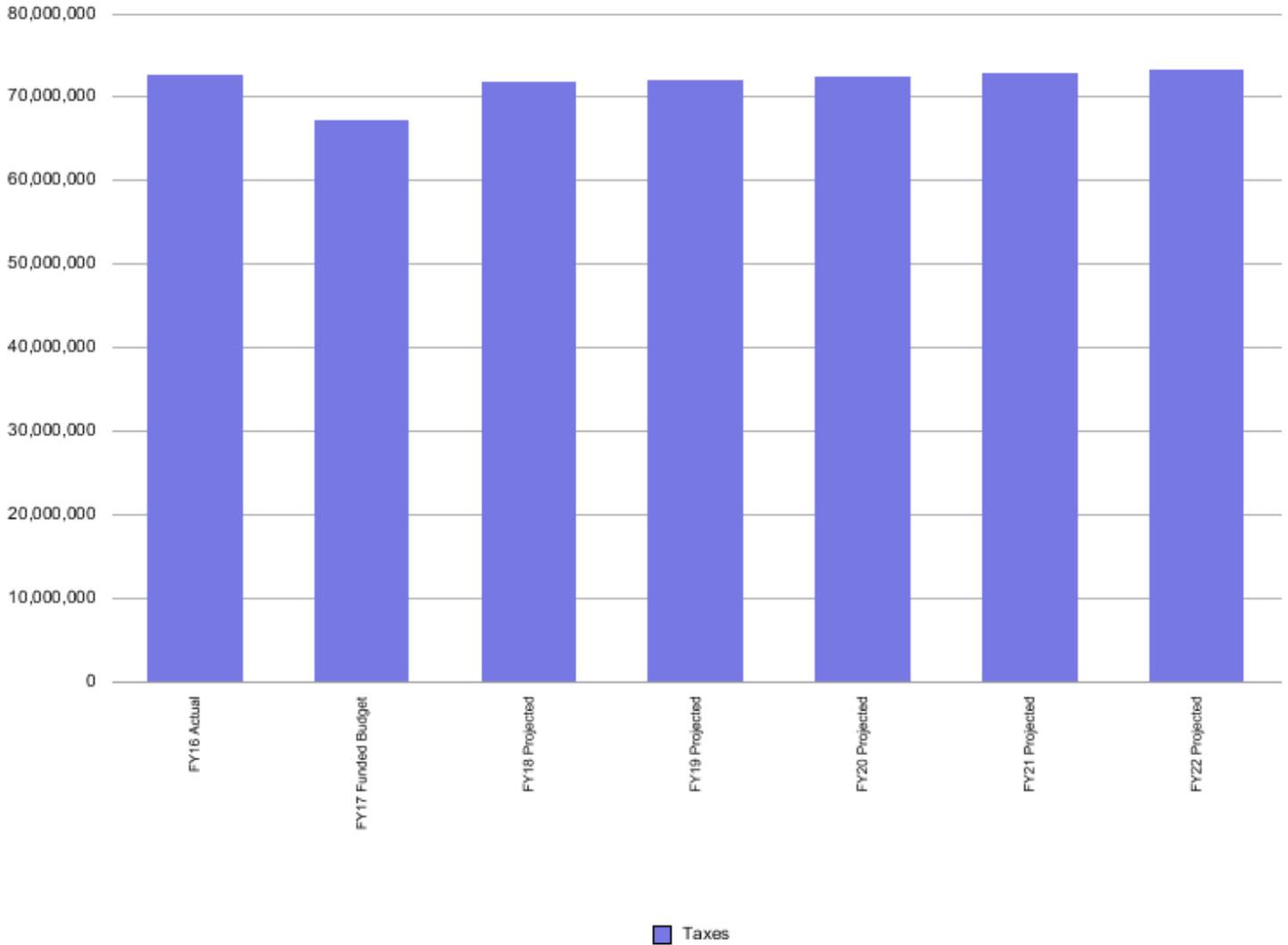
FY 2018-22 Forecast:

In the past, this fund has operated in a deficit position annually due to insufficient landline and wireless fees to cover operating expenses. The City E-911 revenue forecast correlates to per capita and telecommunication subscriber trends. Additional resources will be needed to fully recover all E-911 anticipated expenditures.

PROJECTED REVENUE BY MAJOR CATEGORY

Hotel/Motel Tax Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Taxes	72,815,822	67,268,223	71,867,980	72,227,318	72,588,456	72,951,398	73,316,155
Revenues	\$72,815,822	\$67,268,223	\$71,867,980	\$72,227,318	\$72,588,456	\$72,951,398	\$73,316,155



Hotel/Motel Tax Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Hotel/Motel Tax	\$71,867,980	\$72,227,318	\$72,588,456	\$72,951,398	\$73,316,155

FY 2018-22 Forecast:

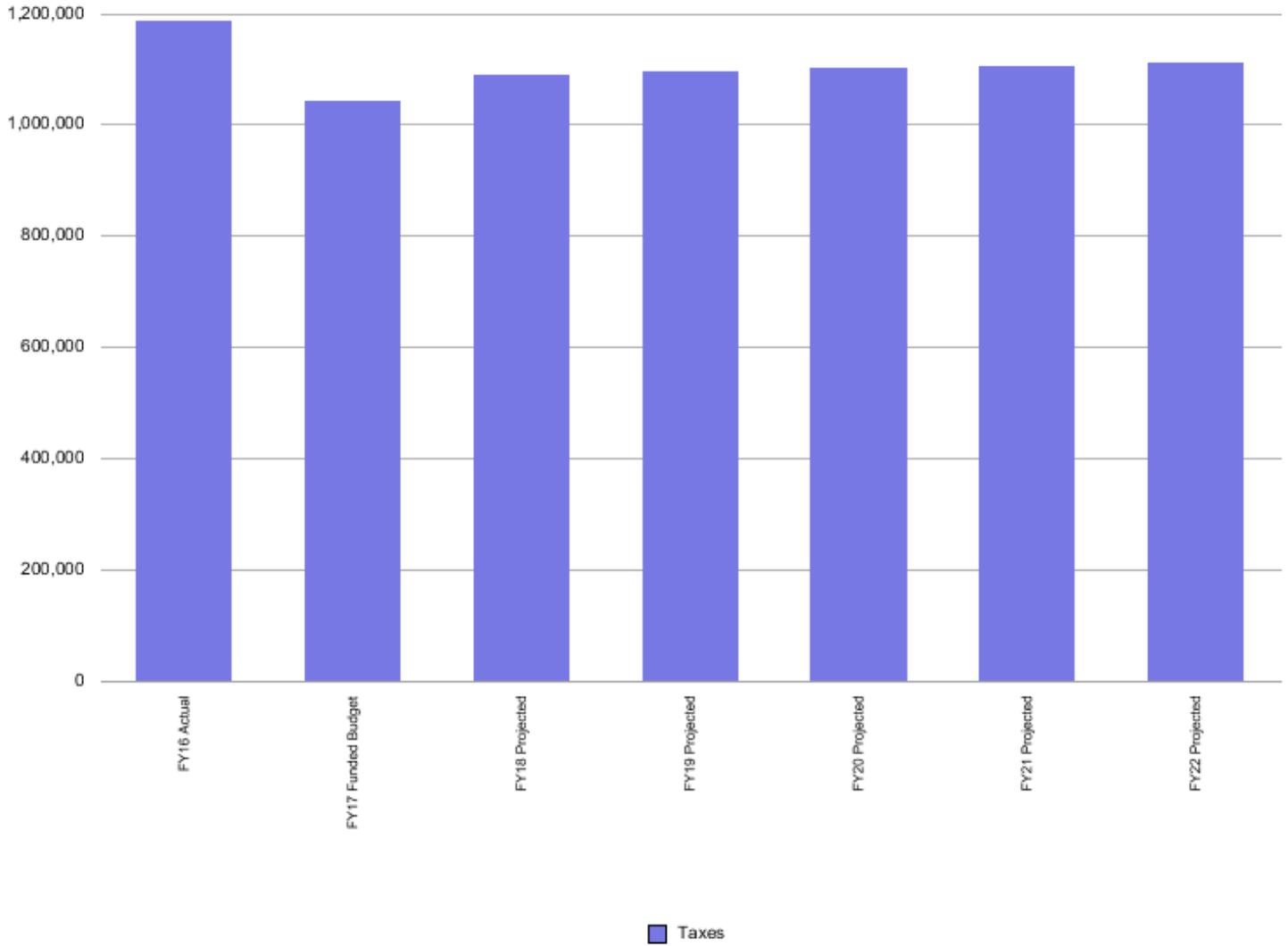
CBRE Consulting / Hospitality Research (CBRE-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City's hotel/motel forecast. CBRE manages an extensive database of hotel property income statements and sale prices. Occupancy Rates, Average Daily Room Rates, and Rev-Par Index (defined as Revenue Per Available Room) are all key metrics used in developing the forecast. The CBRE Hotels most recent quarterly report states, "Looking towards 2017, Atlanta RevPAR is expected to grow 3.6%. This is less than the rate of growth in 2016. Prospects for RevPAR growth in the lower-priced segment (positive 4.1%) are better than in the upper-priced segment (positive 3.3%). Atlanta market occupancy levels are expected to range from 66.3% to 69.8% during the 5-year forecast period."

Note : In November 2011, the Hotel Motel Tax rate increased from 7% to 8%.

PROJECTED REVENUE BY MAJOR CATEGORY

Rental/Motor Vehicle Tax Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Taxes	1,188,750	1,046,050	1,092,076	1,097,536	1,103,024	1,108,539	1,114,081
Revenues	\$1,188,750	\$1,046,050	\$1,092,076	\$1,097,536	\$1,103,024	\$1,108,539	\$1,114,081



Rental/Motor Vehicle Tax Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Rental/Motor Vehicle Tax	\$1,092,076	\$1,097,536	\$1,103,024	\$1,108,539	\$1,114,081

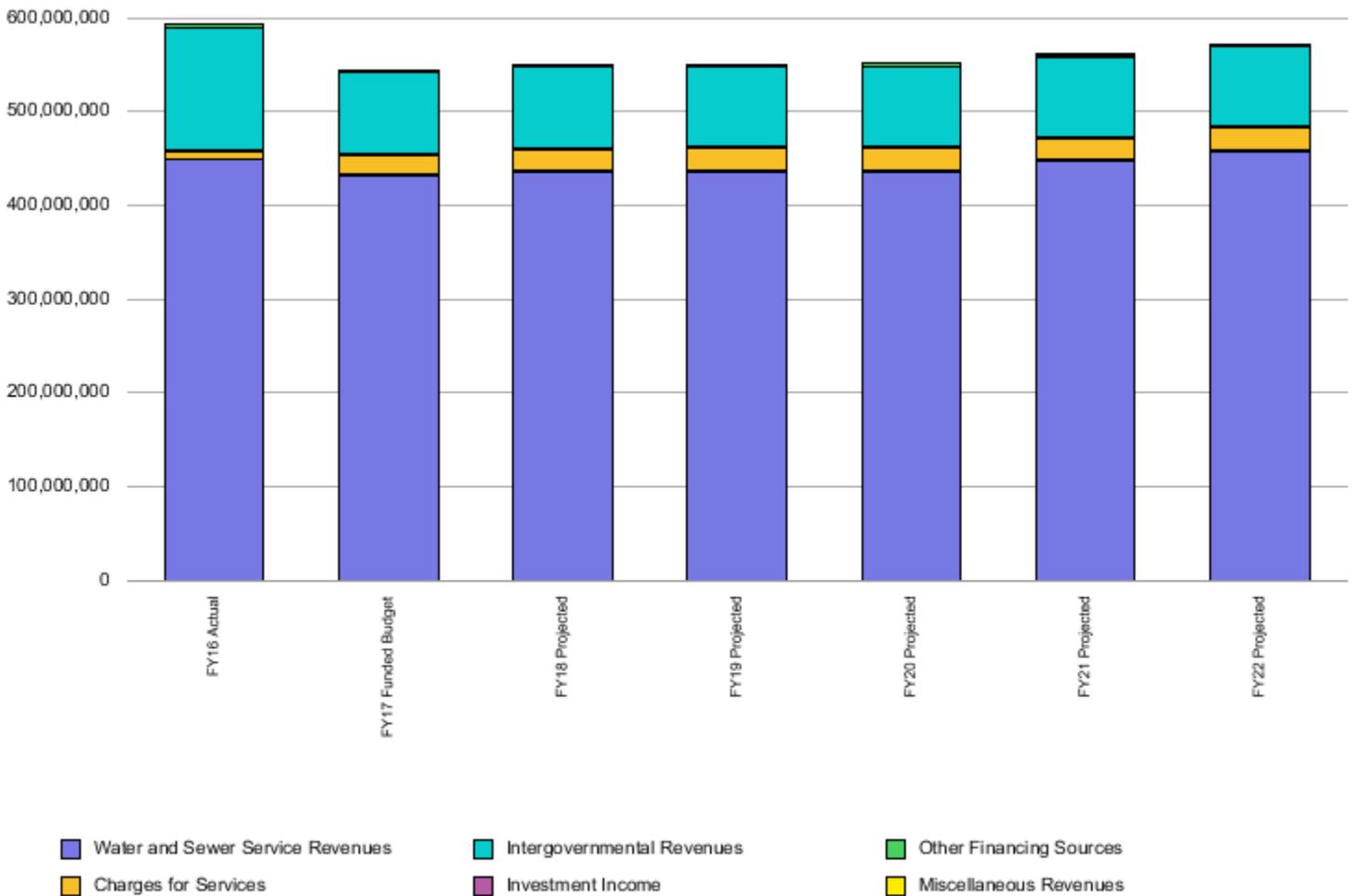
FY 2018-22 Forecast:

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

PROJECTED REVENUE BY MAJOR CATEGORY

Water & Wastewater Revenue Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Water and Sewer Service Revenues	449,286,166	431,758,197	436,715,899	436,969,236	437,226,267	447,696,696	458,628,555
Charges for Services	8,204,042	22,806,366	24,129,600	24,179,354	24,229,261	24,279,324	24,329,541
Intergovernmental Revenues	132,653,406	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000
Investment Income	985,633	601,901	455,000	455,000	455,000	455,000	455,000
Other Financing Sources	2,530,660	2,521,045	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Miscellaneous Revenues	66,195	167,546	120,000	120,000	120,000	120,000	120,000
Total	\$593,726,101	\$545,355,055	\$551,420,499	\$551,723,590	\$552,030,528	\$562,551,020	\$573,533,096



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 \$436.7M for FY 2018 is \$4.9M higher than the FY 2017 Budget of \$431.8M, but in line with projected actuals. The increase is due primarily to an expected increase in anticipated customer consumption and increase in number of active accounts. The Department does not plan to increase its water and sewer rates in FY 2018.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Water and Sewer Service Revenue	\$436,715,898	\$436,969,237	\$437,226,266	\$447,696,696	\$458,628,555

Charges for Services

This category includes Inter-jurisdictional revenue, industrial waste, inspections and reviews, as well as other selected revenue accounts. The FY 2018 projection of \$24.1M is higher than the FY 2017 Budget of \$22.8M. The increase is due primarily to an anticipated rise in fees collected from inter-jurisdictional customers and miscellaneous fees charged to government, commercial and residential customers.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Charges for Services	\$24,129,600	\$24,179,354	\$24,229,262	\$24,279,324	\$24,329,542

Intergovernmental Revenues

The FY 2018 anticipated revenues from the Municipal Option Sales Tax are \$125M, which is consistent with the amount anticipated in FY 2017. For FY18 \$87.5M of the total will be allocated in the Water and Wastewater Revenue Fund and \$37.5M 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.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Intergovernmental Revenue	\$87,500,000	\$87,500,000	\$87,500,000	\$87,500,000	\$87,500,000

Investment Income

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Investment Income	\$455,000	\$455,000	\$455,000	\$455,000	\$455,000

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 2018 fee of \$2.5M is in line with the FY 2017 amount.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Other Financing Sources	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000

Miscellaneous Revenues

This category includes revenue for recoveries of prior year delinquent accounts/arrearages and fees for land rentals. For FY16 the convenience fees collected for credit card payments is planned to be eliminated citywide. The Department based its estimate on revenues generated in prior fiscal years.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Miscellaneous Revenues	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000

Overall Water & Wastewater Revenue Fund Forecast

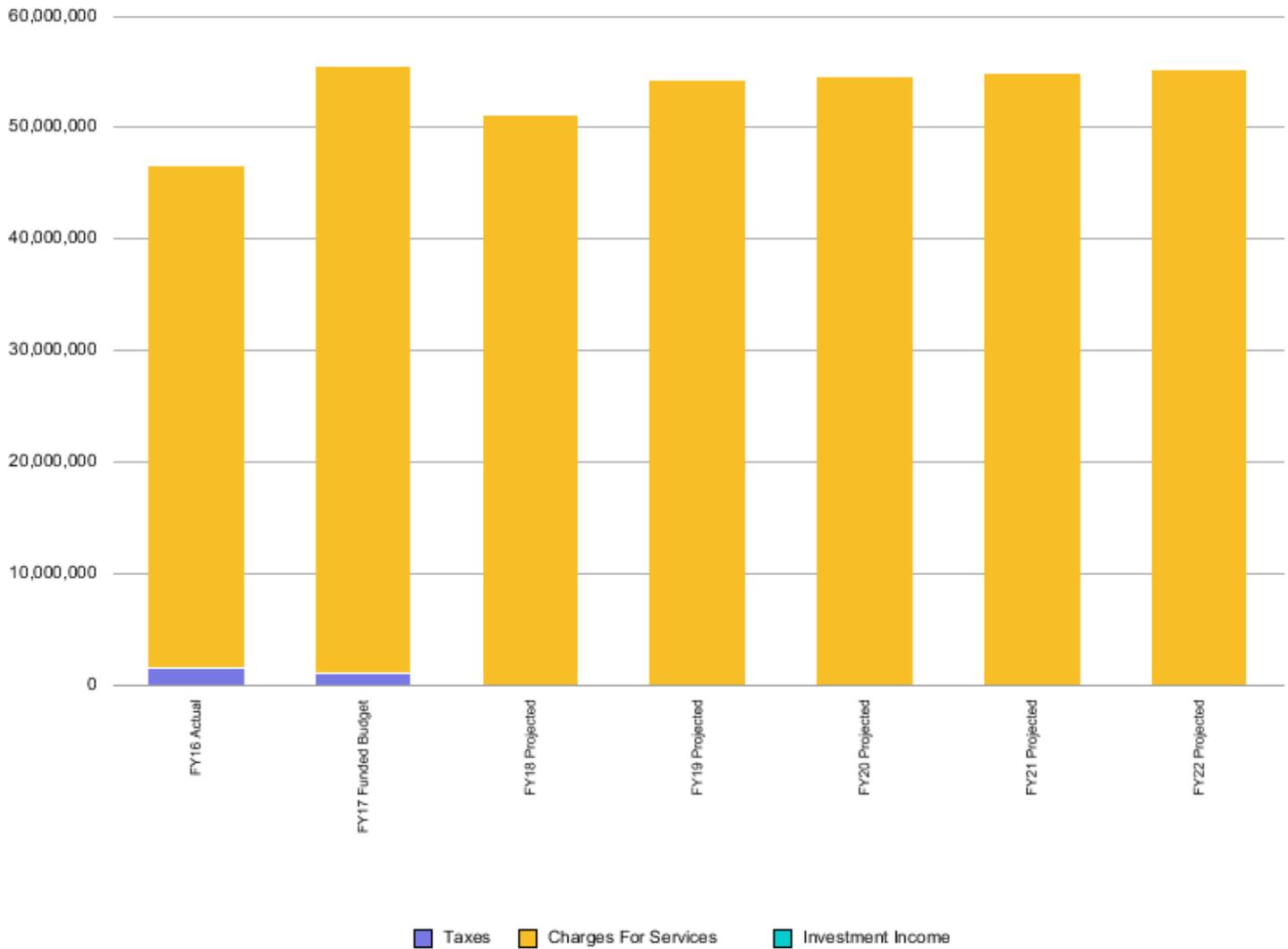
Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Water & Wastewater Revenue Fund	\$551,420,498	\$551,723,591	\$552,030,528	\$562,551,020	\$573,533,097

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

PROJECTED REVENUE BY MAJOR CATEGORY

Solid Waste Services Revenue Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Taxes	1,437,240	959,442	-	-	-	-	-
Charges For Services	45,090,258	54,629,411	51,066,125	54,321,776	54,593,704	54,866,993	55,140,648
Investment Income	60,544	18,380	63,993	63,993	63,993	63,993	63,993
Revenues	\$46,588,043	\$55,607,233	\$51,130,118	\$54,385,769	\$54,657,697	\$54,930,986	\$55,204,641



Solid Waste Services Revenue Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Solid Waste Services Revenue	\$51,130,118	\$54,385,769	\$54,657,697	\$54,930,986	\$55,204,641

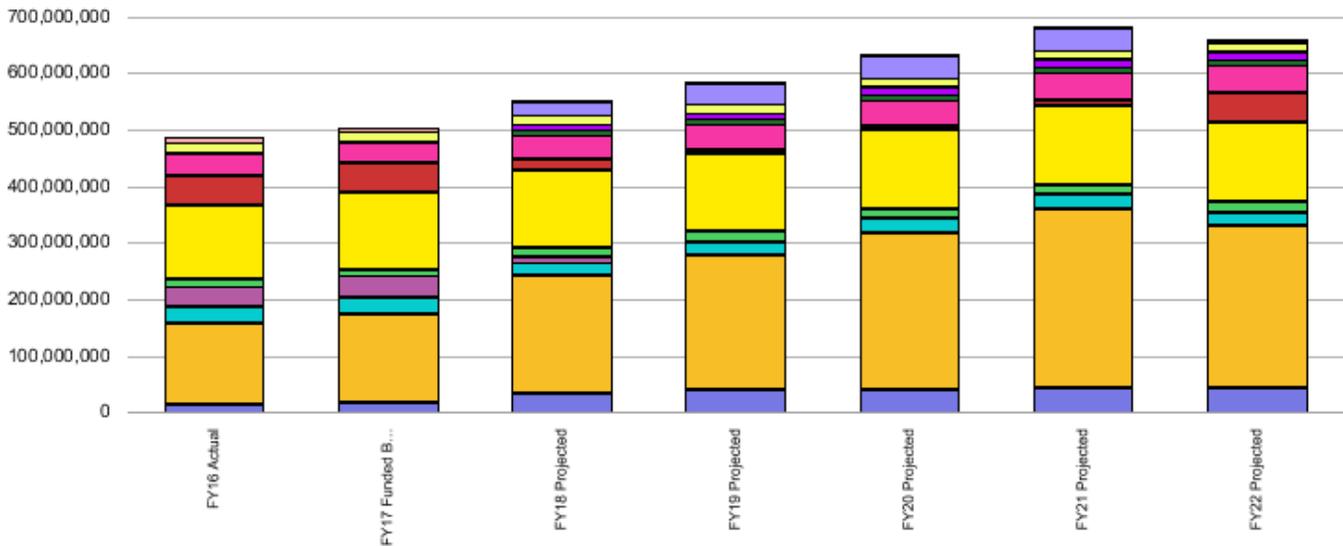
FY 2018-22 Forecast:

Solid Waste Fund revenues are primarily comprised of user fees to cover the cost of operations. A growth rate of 0.5% is forecasted, and reflects a modest trend in new construction and redevelopment within the service area. A fee increase is projected in FY19 to fund equipment purchases.

PROJECTED REVENUE BY MAJOR CATEGORY

Airport Revenue Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Aeronautical Revenues							
Landing Fees	17,245,644	19,879,200	33,949,000	40,768,000	41,885,000	46,181,000	45,891,000
Central Passenger Terminal Complex Rentals	143,018,419	156,854,596	210,000,001	239,698,001	278,202,001	316,594,001	286,255,001
Airside Rentals	28,127,466	28,712,167	22,762,130	23,300,781	23,571,785	23,855,630	24,040,250
Cost Recoveries : Airline	36,221,752	38,523,649	10,000,000	0	0	0	0
Sup-Total Aeronautical Revenues	224,613,281	243,969,612	276,711,130	303,766,781	343,658,785	386,630,630	356,186,250
Non-Aeronautical Revenues							
Landside Rentals	11,883,634	11,232,096	17,161,669	17,403,218	17,604,214	17,887,369	18,130,749
Public Parking	132,089,878	136,553,058	137,010,000	138,378,000	139,855,000	140,662,000	139,904,000
Concessions	110,786,685	109,563,169	122,382,000	127,950,000	133,744,000	139,772,000	146,043,000
Concession Credits	-58,919,887	-59,164,111	-104,232,000	-121,905,000	-126,321,000	-130,900,000	-95,301,000
Rental Car	38,811,959	37,278,909	42,557,000	44,308,000	46,126,000	48,013,000	49,971,000
Other Commercial Revenues	1,515,000	1,280,000	9,587,000	9,698,000	9,813,000	9,931,000	10,052,000
Ground Transportation	2,445,594	2,306,037	9,728,000	10,475,001	11,294,001	12,193,201	13,178,521
Cost Recoveries: Non Airlines	14,211,608	14,024,376	15,046,000	15,665,000	16,308,000	16,975,000	17,667,000
Interest Income	1,123,399	-	559,777	559,777	559,777	559,777	559,777
Other Revenues	9,373,182	6,672,227	0	0	0	0	0
Miscellaneous Revenue	1,437	-	-	-	-	-	-
Sup-Total Non-Aeronautical Revenues	263,322,489	259,745,761	249,799,447	242,531,997	248,982,993	255,093,348	300,205,048
Revenues	487,935,770	503,715,373	526,510,577	546,298,778	592,641,778	641,723,978	656,391,298



- Landing Fees
- Rental Car
- Central Passenger Terminal Complex Rentals
- Other Commercial Revenues
- Airside Rentals
- Ground Transportation
- Cost Recoveries : Airline
- Cost Recoveries: Non Airlines
- Landside Rentals
- Interest Income
- Public Parking
- Other Revenues
- Concessions
- Miscellaneous Revenue

AVIATION REVENUE FUND REVENUE SUMMARY

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

Aeronautical

Landing Fees

The Department of Aviation collects landing fees from two different sources: 1) basic landing fees and 2) Airfield Improvement Program (AIP) landing fees. The basic landing fee for signatory airlines at ATL is \$0.16 per 1,000 pounds of landed weight and is intended to recover the cost of operating and maintaining the airfield. AIP landing fees are imposed as cost recovery for certain airfield capital improvements and are collected at a fixed rate and for a fixed duration.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Landing Fees	\$33,949,000	\$40,768,000	\$41,885,000	\$46,181,000	\$45,891,000

FY18 Forecast

Landing Fees are expected to increase due to the airports new Use and Lease Agreement with the airlines; this agreement captures and recover all operating and capital expenditures related to the airfield.

Central Passenger Terminal Complex (CPTC) Rentals

The Department of Aviation charges each of its airline tenants rent for space occupied within the Central Passenger Terminal Complex (CPTC). These rents are for the recovery of capital costs associated with the construction and upgrade of the CPTC's numerous facilities.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
CPTC Rentals	\$210,000,000	\$239,698,000	\$278,202,000	\$316,594,000	\$286,255,000

FY18 Forecast

The new Use and Lease Agreement incorporates revenues previously charged under CPTC Cost Recoveries into a consolidated terminal rate. These revenues are expected to increase as the methodology of the new agreement captures all cost associated with CPTC rentals and the operating expenses for service provided for fire, police, AGTS and security.

Airside Rentals

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2022	FY 2022
Airside Rentals	\$22,762,131	\$23,300,782	\$23,571,786	\$23,855,631	\$24,040,251

FY18 Forecast

This revenue stream has decreased due to a reduction in the rental rate charged to the airlines. Appraisals were obtained and the airport's property business unit agreed to charge a lower the rate.

CPTC Cost Recoveries

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2022	FY 2022
CPTC Cost Recoveries	\$10,000,000	\$0	\$0	\$0	\$0

FY18 Forecast

These charges will be incorporated into a consolidated terminal rental rate, effective October 1, 2017. The full impact of FY18 to FY22 are reflected in the CPTC Rentals category.

Non-Aeronautical

Landside Rentals

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Landside Rentals	\$17,161,669	\$17,403,218	\$17,604,214	\$17,887,369	\$18,130,749

FY18 Forecast

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

Public Parking

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Public Parking	\$137,010,000	\$138,378,000	\$139,855,000	\$140,662,000	\$139,904,000

FY18 Forecast

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

Inside Concessions

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Inside Concessions	\$122,382,000	\$127,950,000	\$133,744,000	\$139,772,000	\$146,043,000

FY18 Forecast

Inside concessions revenue will continue to increase over the next five years. The projected increase of 1.2% in enplanements as well as the opening of new outlets will have a positive impact

on concessions. FY18 reflects an increase over FY17 as concessioners gross sales are expected to continue to increase; which results in an increase in percentage rent revenues for the airport.

Inside Concessions Credit and Per Passenger Revenue Credit

Currently, fifty percent of all concession revenues are shared with the contracting airlines. However, with the new Airport Use and Lease Agreement starting October 1, 2017, FY 2018 forecast will include the terms of the new agreement. Starting third quarter of FY18, seventy percent of concession revenues will be shared with the contracting airlines. The new agreement also calls for a .60-cent Per Enplaned Passengers Credit. Additionally, the Airport's portion of certain operational costs are reflected in this account.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Inside Concessions Cr.	(\$104,232,000)	(\$121,905,000)	(\$126,321,000)	(\$130,900,000)	(\$95,301,000)

FY18 Forecast

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

Rental Car

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Rental Car	\$42,557,000	\$44,308,000	\$46,126,000	\$48,013,000	\$49,971,000

FY18 Forecast

The Airport is anticipating growth in the next five years; due to a projected increase in originating/destination passengers of 1.2%. The origination and destination metric is a main driver in the anticipated revenue increase.

Other Commercial Revenues

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Other Commercial Revenues	\$9,587,000	\$9,698,000	\$9,813,000	\$9,931,000	\$10,052,000

FY18 Forecast

This category is expected to increase slightly. We will continue to recover the operating and maintenance cost from the cell phone providers, there will be a slight increase in security charges due to BORN violations now that all employees are screened and a new requirement by TSA to fingerprint every two years.

Ground Transportation

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Ground Transportation	\$9,728,000	\$10,475,001	\$11,294,001	\$12,193,201	\$13,178,521

FY18 Forecast

Without increases in the rates, the revenues collected from ground transportation services will increase substantially due to new agreements entered into with several TNC's.

Cost Recoveries: Non-Airline

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
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Cost Recoveries: Non-Airline	\$15,046,000	\$15,665,000	\$16,308,000	\$16,975,000	\$17,667,000
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FY18 Projection

We continue to experience an increase in utilities, especially water and sewer, which is provided by the City of College Park. In addition, the facilities are now several years old and in need of periodic maintenance. These increases in cost translate to additional revenue since utilities and the maintenance are 100% reimbursable.

Investment Income

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Investment Income	\$559,777	\$559,777	\$559,777	\$559,777	\$559,777

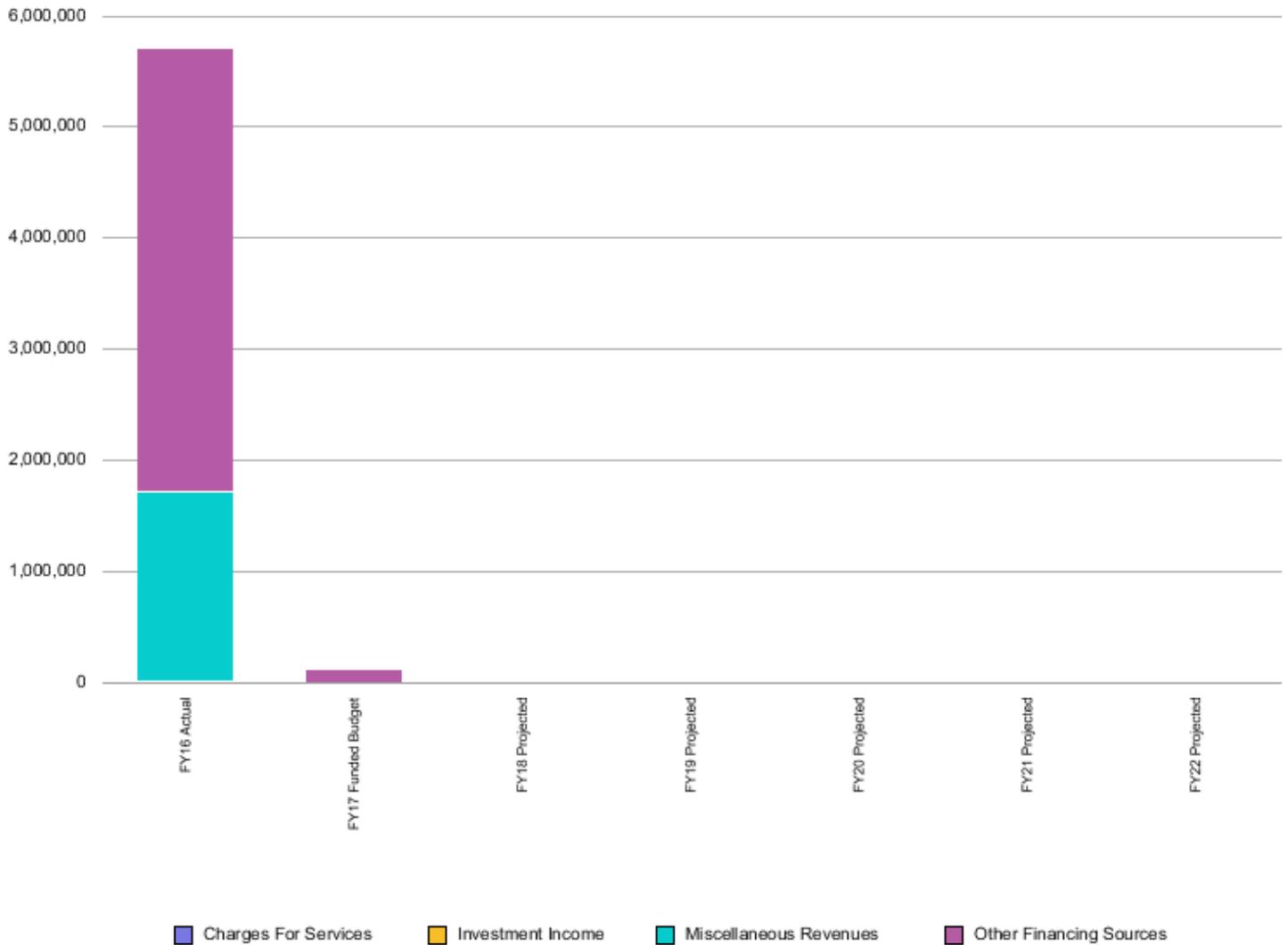
OVERALL AVIATION REVENUE FUND FORECAST

Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Water & Wastewater Revenue Fund	\$526,510,577	\$546,298,778	\$592,641,778	\$641,723,978	\$656,391,298

PROJECTED REVENUE BY MAJOR CATEGORY

Underground Atl Facil Revenue Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Charges For Services	103	-	0	-	-	-	-
Investment Income	13,239	-	-	-	-	-	-
Miscellaneous Revenues	1,695,197	-	-	-	-	-	-
Other Financing Sources	4,000,000	110,000	-	-	-	-	-
Revenues	\$5,708,538	\$110,000	\$0	-	-	-	-



Underground Atlanta Fund

The Underground Atlanta Fund was established in 1989 to account for transactions associated with the public operations of the Underground Atlanta facilities and parking decks. This fund is supported by parking and lease revenues.

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Underground Atlanta Fees	\$0	\$0	\$0	\$0	\$0

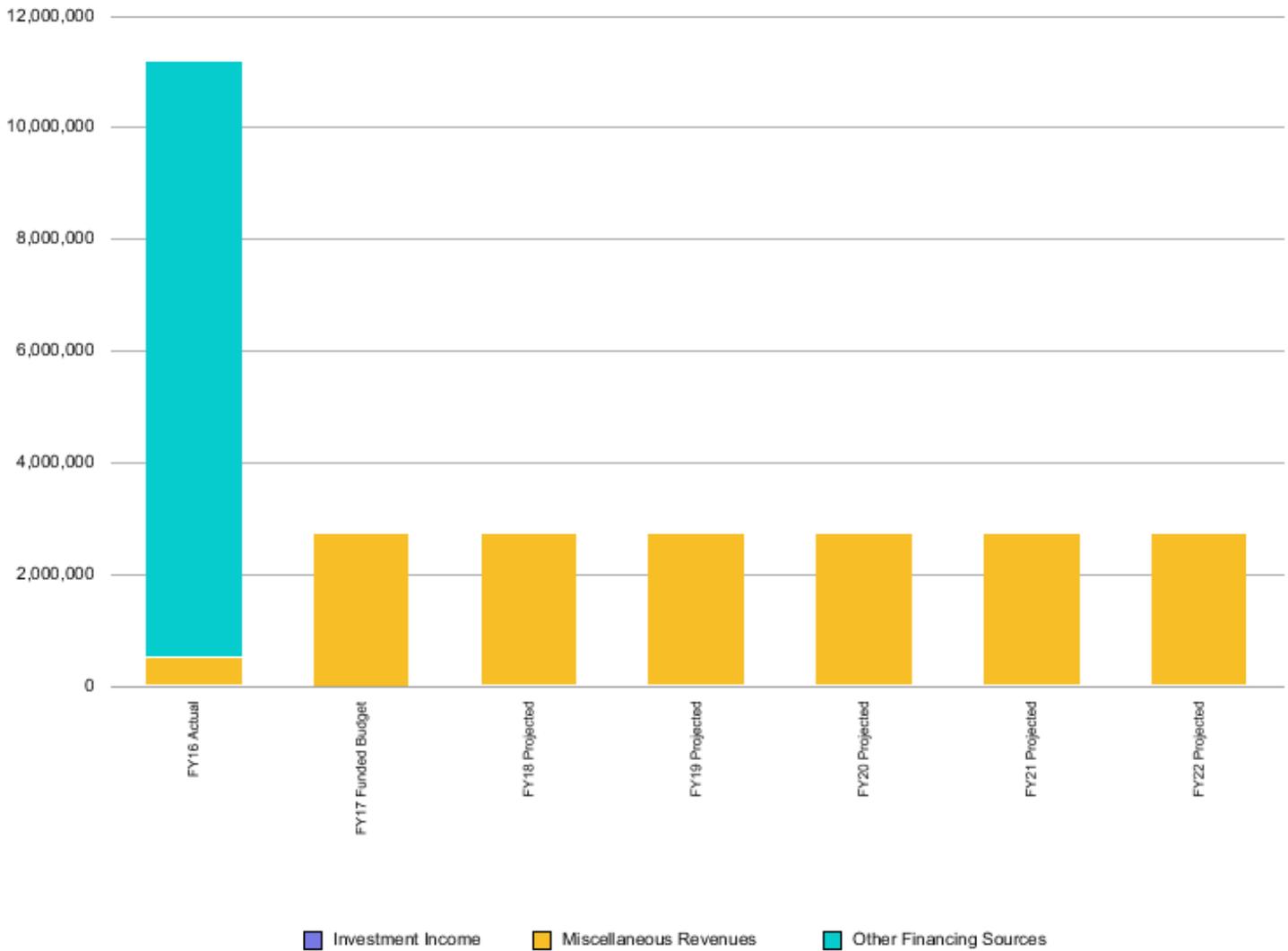
FY 2018-22 Forecast:

The Pending sale of Underground Atlanta is being monitored for fiscal year 2017. No revenues are forecasted due to the pending sale.

PROJECTED REVENUE BY MAJOR CATEGORY

City Plaza Operating Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Investment Income	15,423	-	2,694	2,694	2,694	2,694	2,694
Miscellaneous Revenues	500,000	2,746,599	2,743,905	2,743,905	2,743,905	2,743,905	2,743,905
Other Financing Sources	10,680,480	-	-	-	-	-	-
Revenues	\$11,195,903	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599



City Plaza Operating Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
City Plaza Operating Fund	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599

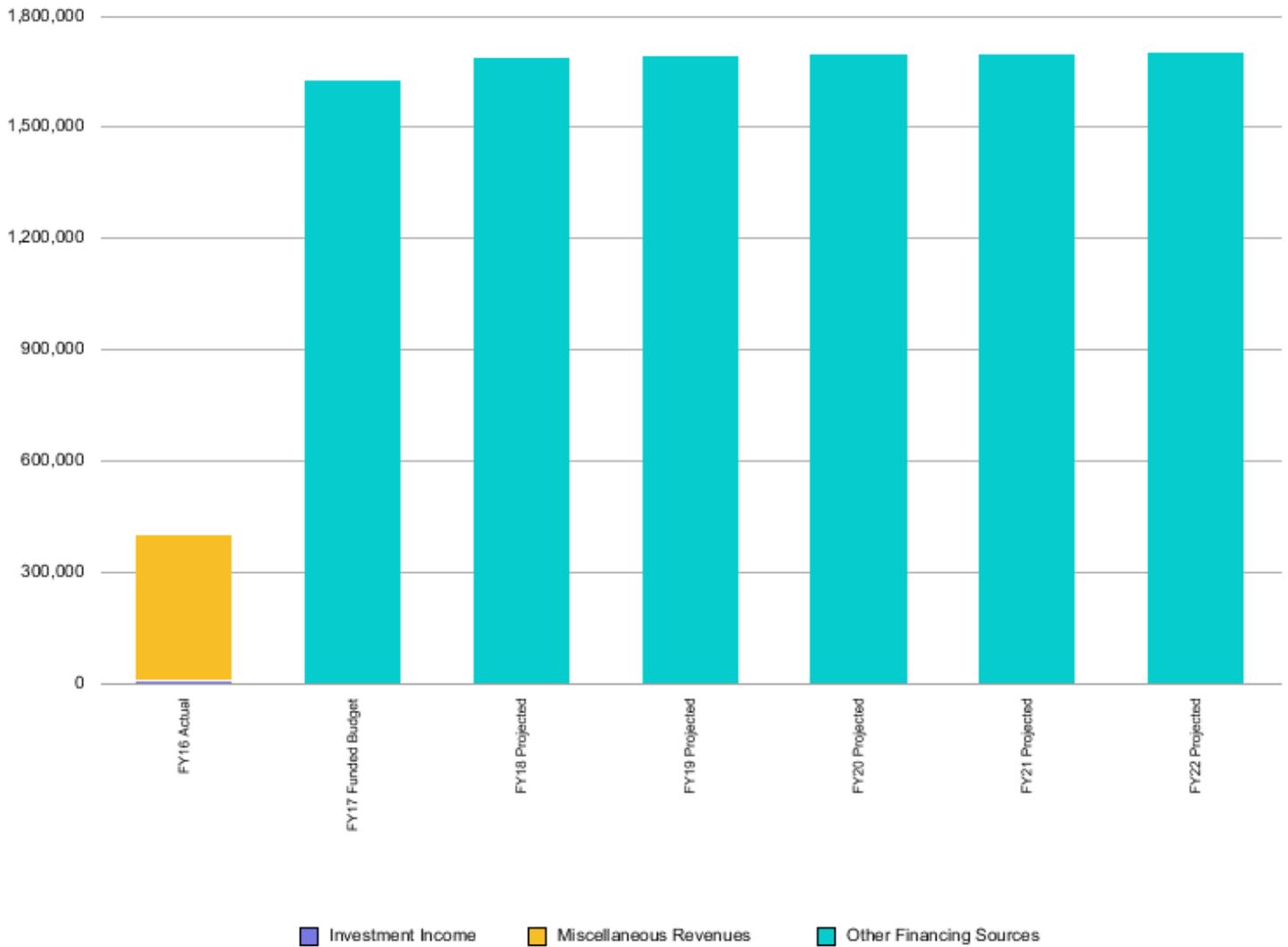
FY 2018-22 Forecast:

The City Plaza Operating Fund income forecast is primarily based on historical rents from residents, tenants, and parking fees. The City is in the process of negotiating new terms for the City Plaza building; therefore, historical data is being presented.

PROJECTED REVENUE BY MAJOR CATEGORY

Civic Center Revenue Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Investment Income	4,935	-	-	-	-	-	-
Miscellaneous Revenues	397,742	-	-	-	-	-	-
Other Financing Sources	-	1,626,006	1,689,856	1,693,330	1,696,604	1,699,865	1,703,218
Revenues	\$402,677	\$1,626,006	\$1,689,856	\$1,693,330	\$1,696,604	\$1,699,865	\$1,703,218



Atlanta Civic Center Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Civic Center Fees	\$1,689,856	\$1,693,330	\$1,696,604	\$1,699,865	\$1,703,218

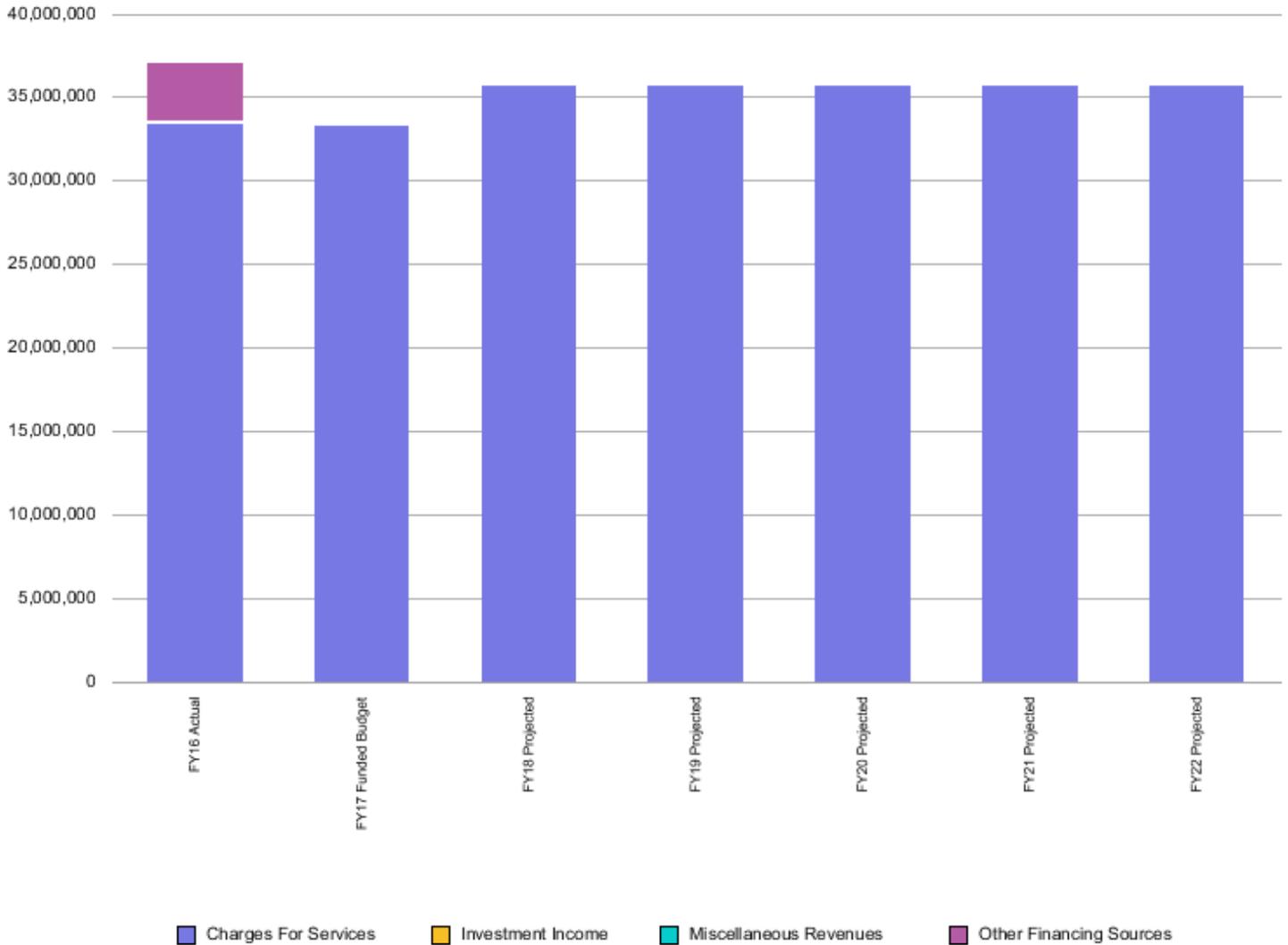
FY 2018-22 Forecast:

The Civic Center Fund had exhibited declining revenues due to competition from other private venues for the last several years. Revenues from the Civic Center for the most part have ceased due to the facility being primarily out of operation since November of 2014, except for a few random events. Civic Center Fund is forecasted to receive a General Fund subsidy of \$1.7 million in FY18 to fund maintenance and operations for the random events. The remaining fiscal years are also estimated to receive a subsidy to fund operations. A sell of the facility is pending, which is currently up for bid.

PROJECTED REVENUE BY MAJOR CATEGORY

Fleet Service Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Charges For Services	33,482,326	33,400,588	35,810,665	35,810,665	35,810,665	35,810,665	35,810,665
Investment Income	43,678	-	-	-	-	-	-
Miscellaneous Revenues	73,641	-	-	-	-	-	-
Other Financing Sources	3,500,000	-	-	-	-	-	-
Revenues	\$37,099,645	\$33,400,588	\$35,810,665	\$35,810,665	\$35,810,665	\$35,810,665	\$35,810,665



Fleet Services Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fleet Services Revenue	\$35,810,665	\$35,810,665	\$35,810,665	\$35,810,665	\$35,810,665

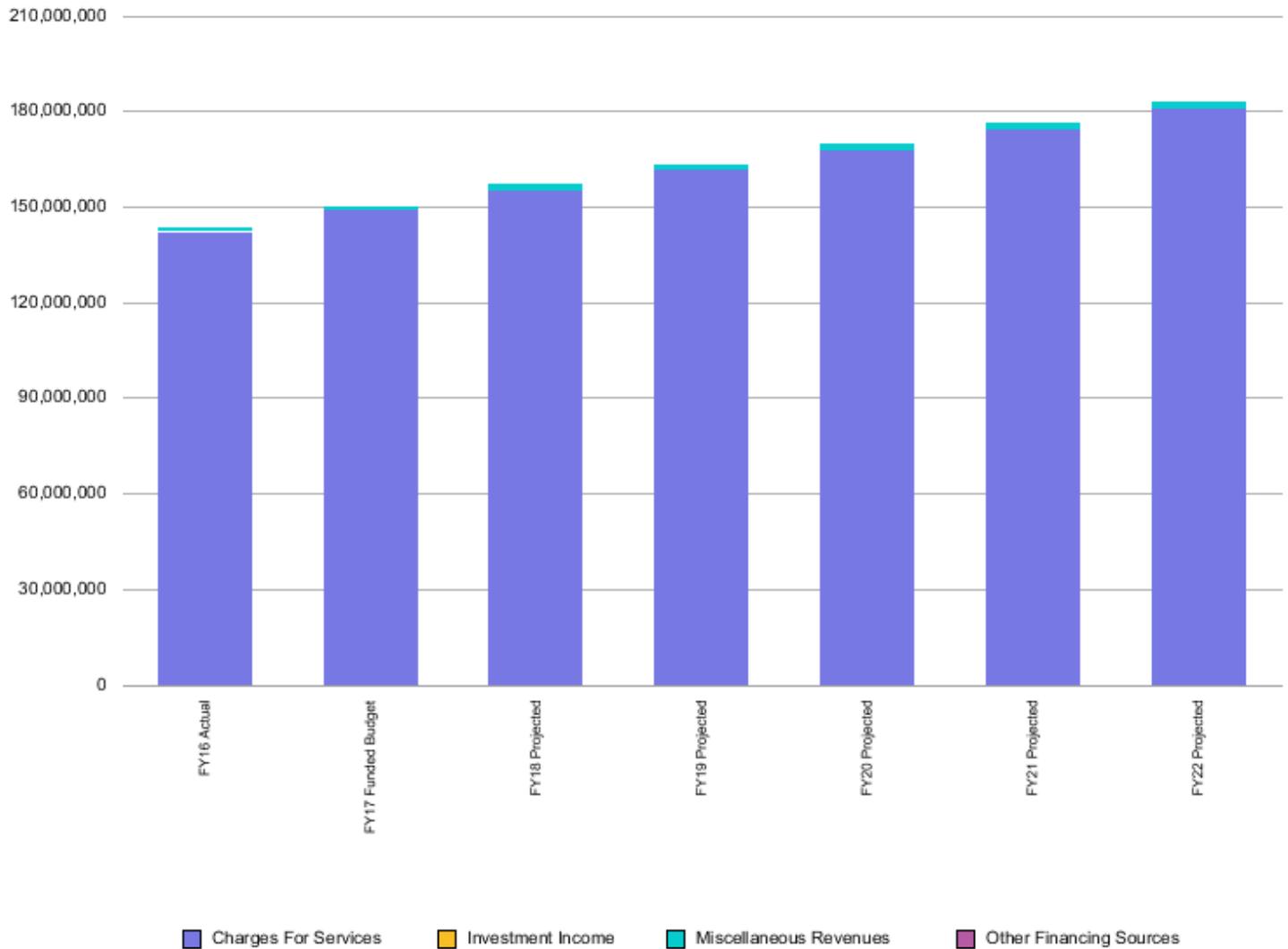
FY 2018-22 Forecast:

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

PROJECTED REVENUE BY MAJOR CATEGORY

Group Insurance Fund

	FY16 Actual	FY17 Funded Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Charges For Services	142,426,996	149,425,981	155,523,428	161,744,365	168,095,959	174,583,431	181,212,221
Investment Income	111,188	80,228	51,583	51,583	51,583	51,583	51,583
Miscellaneous Revenues	1,434,165	1,058,579	1,908,705	1,908,705	1,908,705	1,908,705	1,908,705
Other Financing Sources	-	34,906	36,302	37,754	39,264	40,835	42,468
Revenues	\$143,972,348	\$150,599,694	\$157,520,018	\$163,742,408	\$170,095,511	\$176,584,554	\$183,214,977



Group Insurance Fund

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

Major Revenue Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Group Insurance	\$157,520,018	\$163,742,408	\$170,095,511	\$176,584,555	\$183,214,977

FY 2018-22 Forecast:

The Group Insurance Fund source of income is derived from city contributions of 70 percent of overall healthcare cost, as well as employee payroll deductions and retiree pension contributions.

FIVE-YEAR
EXPENDITURE
OVERVIEW AND
PROJECTIONS

EXPENDITURE AND FORECAST SUMMARY
FUND AND DEPARTMENTAL PROJECTIONS

FIVE YEAR PLAN



EXPENDITURE ASSUMPTIONS AND FORECAST

As mandated in Ordinance 09-0-1406, expenditures in the five-year plan become the current services budget, which then serves as the baseline for the subsequent years. However, projections for FY2018 to FY2022 are based on actual expenditures through the month of December and the FY2017 budget for the months of January through June. By doing so, expenses are more in line with the actual spending patterns of the departments.

Listed below are the five year plan assumptions. All rates will be revisited during FY2018 budget development after receiving more up-to-date information. It is important to note that the five year plan funds current service levels based on FY2017 actual expenses through December and budget for the months of January to June.

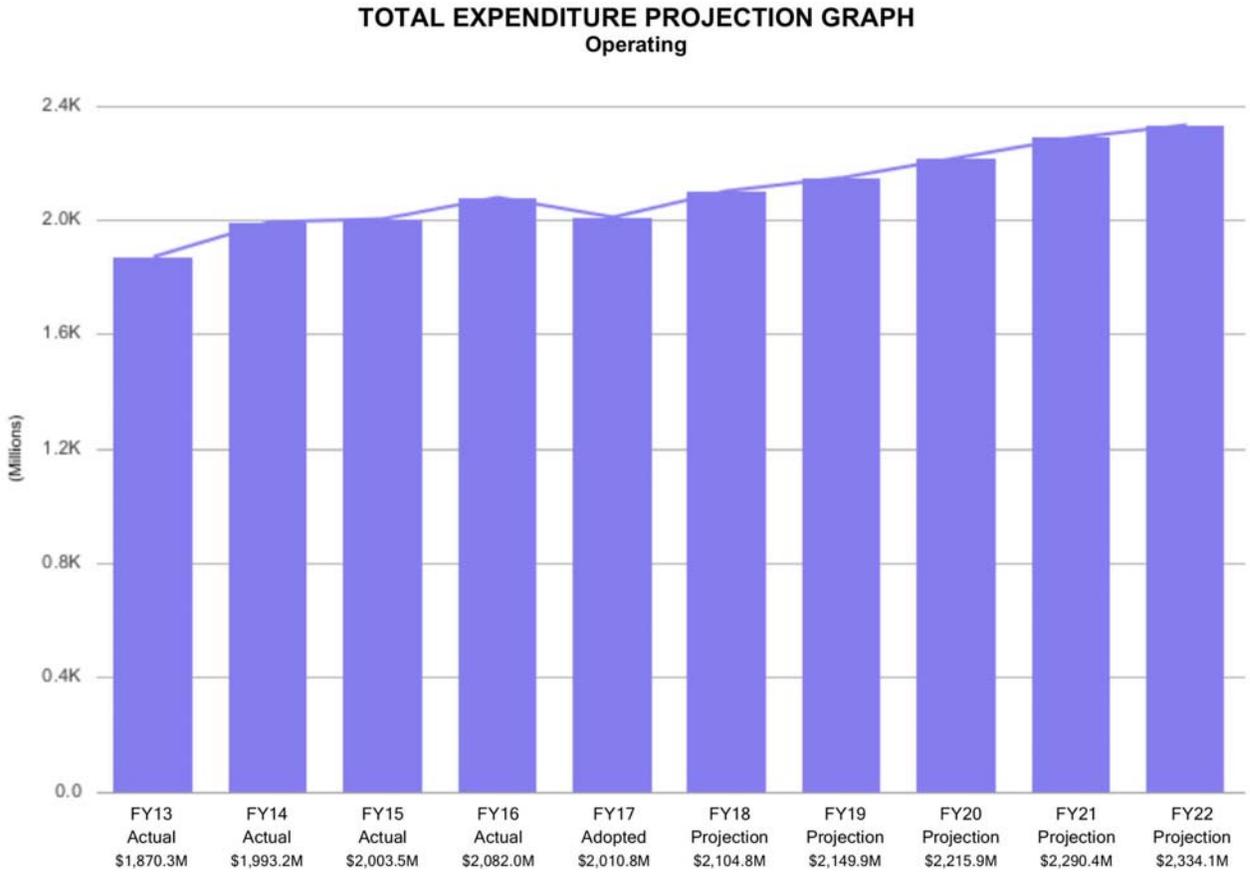
- In an effort to comply with the newly enacted **healthcare** law (Affordable Care Act) that will provide an opportunity for millions of uninsured Americans to gain access to medical coverage, the City of Atlanta is enthusiastically playing its part in this historic event. As a result, the City’s contribution increased citywide from the FY2017 Adopted budget amount of \$71.0M to \$73.9M, and increases by 4% each year thereafter. This increase will provide healthcare coverage for those who were not previously covered.
- Citywide, the **pension** rates were adjusted for all Defined Benefit Plans to account for the Annual Required Contribution (ARC).

Plan	FY16 ARC	FY17 ARC	FY18 ARC	YOY INCR
Defined Benefit (General)	\$55.6M	\$63.8M	\$57.9M	\$-5.9M
Defined Benefit (Police)	\$25.4M	\$27.4M	\$34.2M	\$6.8M
Defined Benefit (Fire)	\$16.5M	\$17.8M	\$22.0M	\$4.2M
Total	\$97.5M	\$109.0M	\$114.1M	\$5.1M

- Citywide, the **workers’ compensation** requirement is projected to increase in FY2018. The City will continue its effort in safety programs and other citywide initiatives, and monitor the impact on the number of projected workers’ compensation claims.
- Citywide, **utilities** (natural gas and electricity) are projected to increase by 8% and 10% respectively for FY2018 based on the total FY2016 utilization. Natural gas will increase 1% for FY2019 to FY2022 and electricity will increase 1% for FY2020 to FY2022. Traffic signals and street lights budgets are projected to increase by 10% in FY2018 and to increase 1% for FY2020 to FY2022.
- FY2018, **Water and Sewer** budget is projected to increase by 2%. There is no projected increase for fiscal years 2019 to 2022.
- **Fuel and maintenance** projections are based on FY2016 utilization. The FY2018 projection for fuel increased by 3%; maintenance increased by 10%. Currently, there are no further projected increases for both fuel and maintenance for fiscal years 2019 to 2022. The Department will continue to work to determine how it can gain efficiencies through fleet replacement and quantity reductions.

TOTAL OPERATING FUNDS EXPENDITURE PROJECTION

The chart below is a depiction of the total operating budget, which includes the assumptions previously listed. The five year plan includes funding to address the City's infrastructure, demolition, Citywide pay increases, and continued funding for public safety.

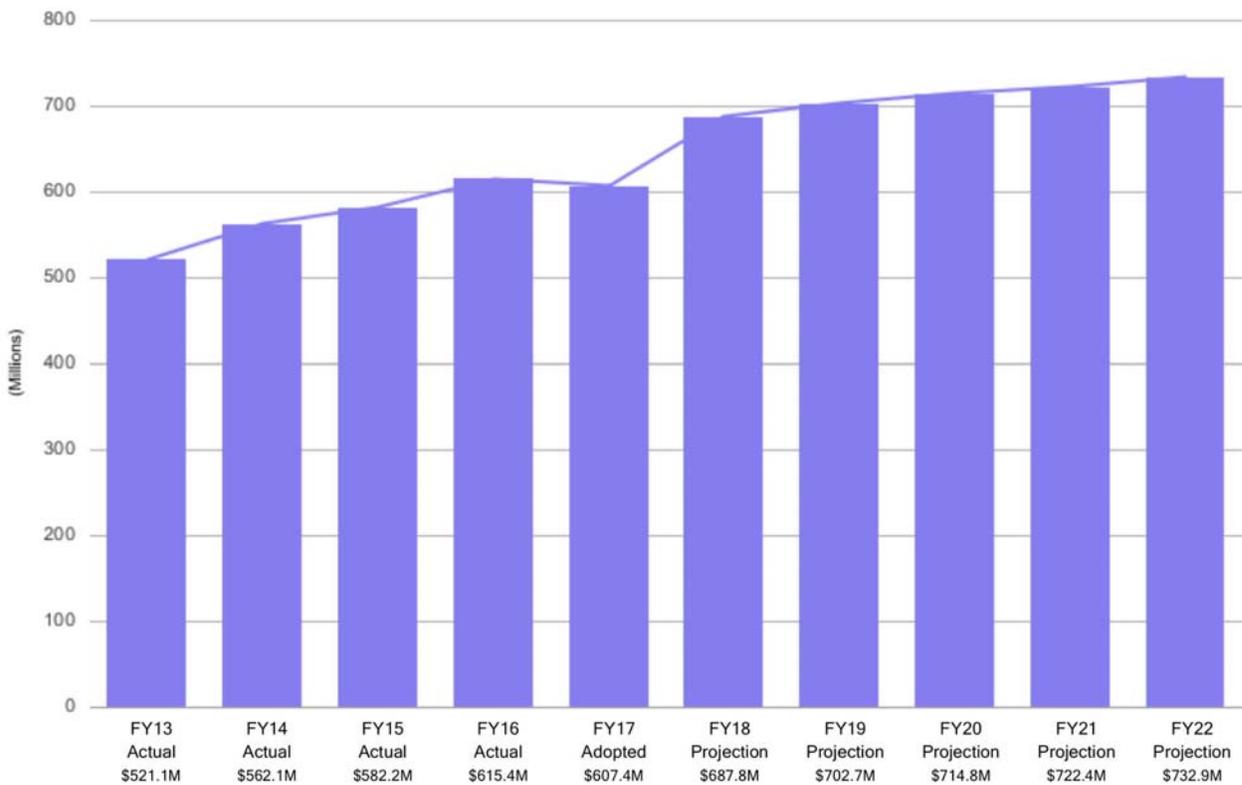


TOTAL GENERAL FUND EXPENDITURE PROJECTION

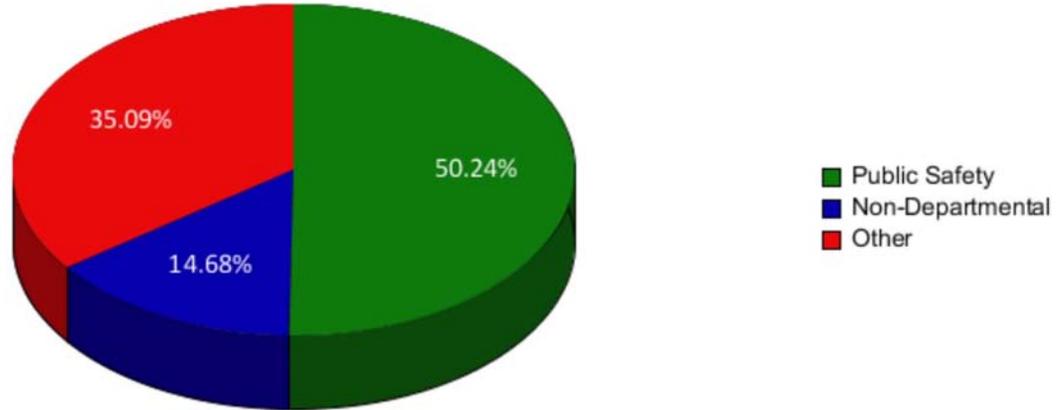
The purpose of budgeting for a reserve was to build the General Fund balance to at least \$100MM and resolve the capital fund deficit. While the goal of the general fund reserve target has been surpassed, (as of June 30, 2016, the general fund balance totaled \$153MM), efforts remain to address the capital fund deficit. The Capital Finance Fund was established to centralize all governmental capital purchases. An example of capital purchases would include vehicles for Public Safety, Public Works, and Parks & Recreation, as well as funding for the Citywide Oracle R12 upgrade.

The Five Year Plan also includes payments for the grades 19 and above salary adjustments, longevity pay, and \$15 dollar minimum wage pay. Other items in the FY2018 Five Year Plan include support for Invest Atlanta, an increased budget for Other Post-Employment Benefits (OPEB), and the Affordable Care Act.

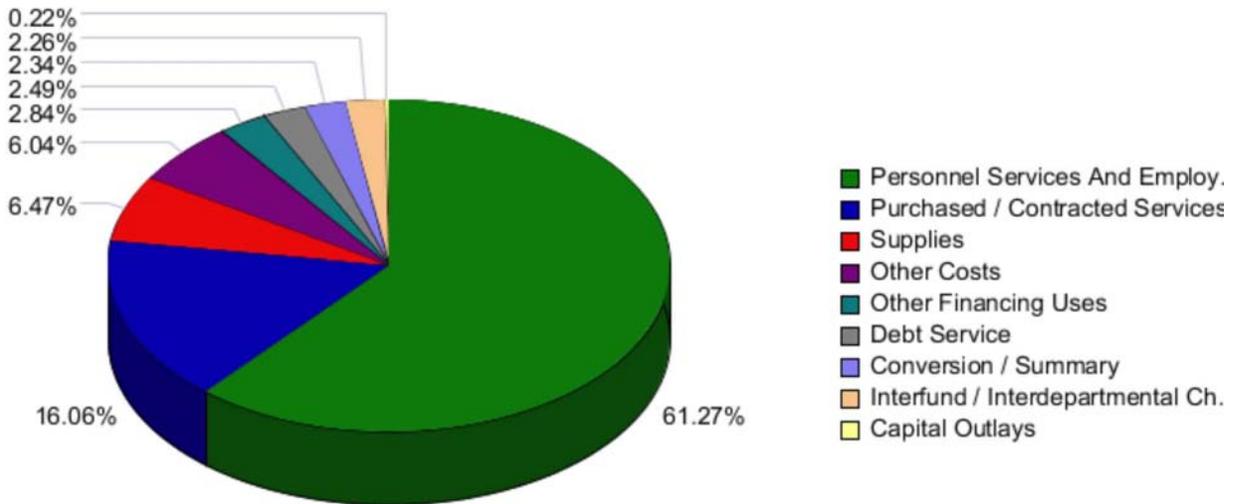
TOTAL EXPENDITURE PROJECTION GRAPH
General Fund



**GENERAL FUND FY2018 BASELINE EXPENDITURE PROJECTION
BY MAJOR DEPARTMENTAL CATEGORY**



Sixty-five percent or 65% 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. All other activities of City government such as public works, parks, code enforcement, planning, technology, and the support departments are funded with the remaining 35%.



Sixty-one percent or 61.27% of the general fund budget is comprised of Personnel expenses, of which Police Services is 40% and Fire & Rescue Services is 17% of the total. In addition to salaries, a large portion of the personnel expenses is health insurance as well as the **Defined Benefit pension plan** and other benefits paid by the City on behalf of the employees. The Defined Benefit pension plan was overhauled during the FY2012 budget adoption for general, sworn police and firefighter employees to address the growing pension crisis that had impacted the City's fiscal stability.

FUND AND DEPARTMENTAL PROJECTIONS

Although the Five Year Plan requires five-year projections for the general fund only, fund-wide projections have been included for the following operating funds:

GENERAL FUND

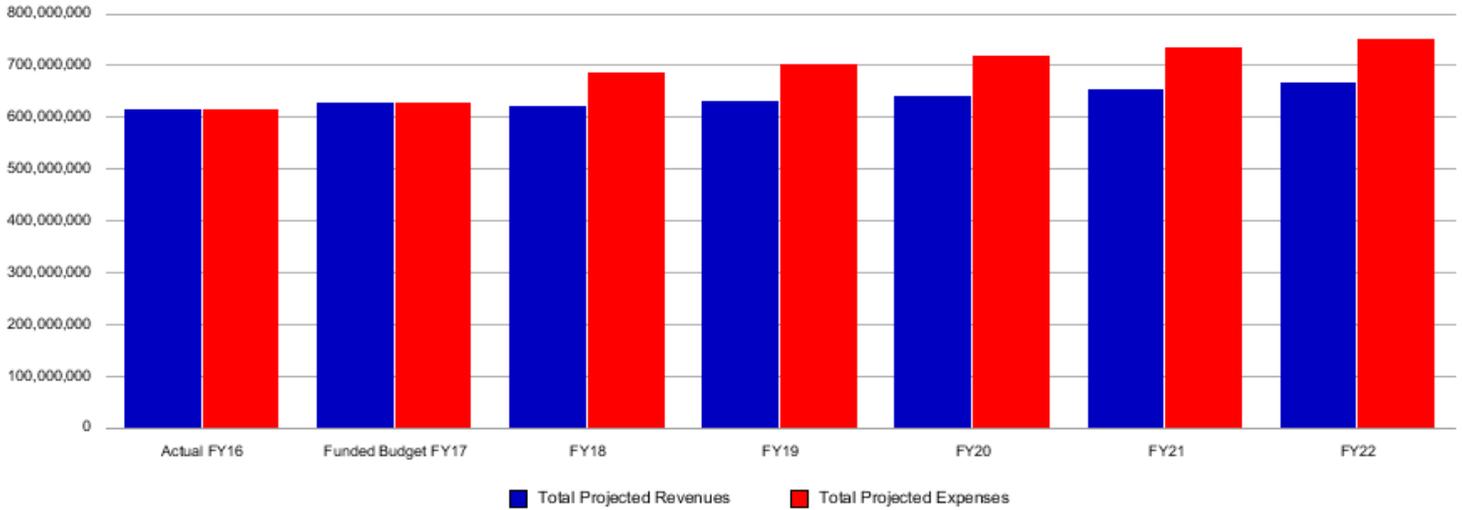
- City Council
- Executive Offices
- Atlanta Information Management
- Law
- Corrections
- Finance
- Procurement
- Public Works
- Parks, Recreation & Cultural Affairs
- Judicial – Municipal Court Operations
- Non-Departmental
- Human Resources
- Fire & Rescue
- Police Services
- Planning and Community Development
- Judicial – Solicitor
- Board Officers – Ethics Officer
- Board Officers - Atlanta Citizens Review Board Director
- Board Officers – Internal Auditor
- Judicial – Public Defender

ENTERPRISE AND OTHER FUNDS

Emergency 911 Fund
Hotel/Motel Tax Fund
Rental/Motor Vehicle Tax Fund (Car Rental)
Water & Wastewater Fund
Solid Waste Fund
Aviation Revenue Fund
Underground Atlanta Fund
Civic Center Fund
City Plaza Fund
Fleet Services Fund
Group Insurance Fund

General Fund - Five Year Plan - Baseline by Initiative

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.



	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Property Taxes	\$197,420,376	\$200,331,146	\$203,285,080	\$206,282,801	\$209,324,985	\$1,016,644,388
All Other Revenues	\$425,976,881	\$434,189,698	\$440,174,639	\$450,523,939	\$459,306,587	\$2,210,171,745
Total Projected Revenues	\$623,397,257	\$634,520,844	\$643,459,719	\$656,806,740	\$668,631,573	\$3,226,816,134
Baseline	\$660,843,434	\$673,211,308	\$684,410,476	\$699,594,269	\$712,490,746	\$3,430,550,233
Incremental	\$6,971,207	\$7,430,971	\$7,942,382	\$8,119,555	\$8,399,230	\$38,863,346
Total Projected Base Expenses	\$667,814,641	\$680,642,280	\$692,352,858	\$707,713,824	\$720,889,976	\$3,469,413,579
Capital Impact	\$15,584,931	\$19,035,625	\$22,521,090	\$22,988,236	\$23,402,105	\$103,531,988
Total Capital Impact Expenses	\$15,584,931	\$19,035,625	\$22,521,090	\$22,988,236	\$23,402,105	\$103,531,988
Initiative Costs						
Cust. Svc and Excellence Initiative	\$4,390,127	\$5,049,933	\$5,918,000	\$7,068,086	\$8,600,174	\$31,026,320
Total Initiative Costs	\$4,390,127	\$5,049,933	\$5,918,000	\$7,068,086	\$8,600,174	\$31,026,320
Total Projected Expenses	\$687,789,700	\$704,727,838	\$720,791,948	\$737,770,146	\$752,892,254	\$3,603,971,887
Revenues Over(Under) Expenses	(\$64,392,443)	(\$70,206,994)	(\$77,332,229)	(\$80,963,406)	(\$84,260,682)	(\$377,155,754)
Variance %	(10%)	(11%)	(12%)	(12%)	(13%)	(12%)

Revenue Overview:

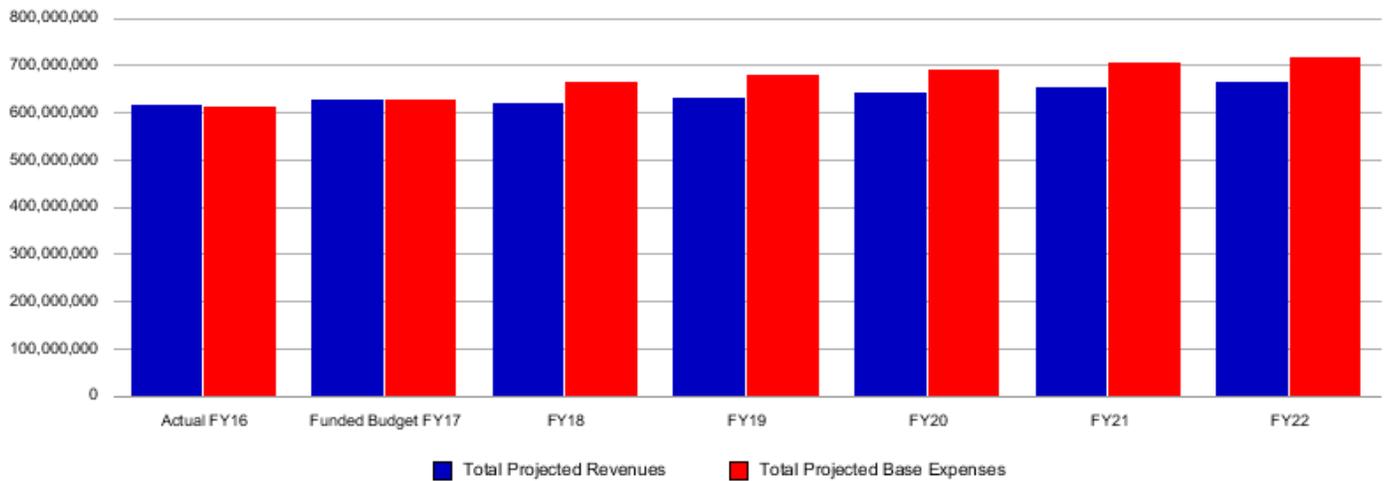
The FY2018 General Fund Revenue Anticipation is \$623MM.

Expense Overview:

The FY2018 General Fund projected expenses includes the City's infrastructure maintenance backlog, public safety salary adjustments, longevity pay, grade 19 and above salary increases, and minimum wage increase to \$15 per hour.

General Fund - Five Year Plan - Baseline by Major Account Group

The General Fund is the City's primary operating fund. It accounts for all financial transactions of the City, except those required to be accounted for in another fund.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Property Taxes	\$193,217,360	\$194,684,483	\$197,420,376	\$200,331,146	\$203,285,080	\$206,282,801	\$209,324,985	\$1,016,644,388
All Other Revenues	\$424,318,676	\$435,727,855	\$425,976,881	\$434,189,698	\$440,174,639	\$450,523,939	\$459,306,587	\$2,210,171,745
Total Projected Revenues	\$617,536,036	\$630,412,338	\$623,397,257	\$634,520,844	\$643,459,719	\$656,806,740	\$668,631,573	\$3,226,816,134
Baseline Expenses								
Personnel Services And Employee Benefits	\$368,027,137	\$387,070,462	\$418,202,962	\$422,608,555	\$426,684,428	\$431,247,495	\$435,819,130	\$2,134,562,569
Purchased / Contracted Services	\$87,170,993	\$91,232,130	\$90,234,528	\$91,588,046	\$92,961,867	\$94,356,295	\$95,771,639	\$464,912,375
Supplies	\$43,807,297	\$40,510,320	\$42,517,636	\$43,155,401	\$43,802,733	\$44,459,773	\$45,126,670	\$219,062,214
Capital Outlays	\$11,685,198	\$1,267,041	\$1,541,772	\$3,541,772	\$6,521,619	\$9,521,619	\$11,521,619	\$32,648,400
Interfund / Interdepartmental Charges	\$14,327,528	\$17,573,740	\$15,531,557	\$15,531,557	\$15,531,557	\$15,531,557	\$15,531,557	\$77,657,784
Other Costs	\$42,789,090	\$52,046,178	\$40,771,865	\$41,383,443	\$42,004,195	\$42,634,258	\$43,273,772	\$210,067,533
Debt Service	\$15,530,221	\$15,364,338	\$17,074,414	\$17,670,114	\$18,799,820	\$20,836,120	\$20,934,495	\$95,314,963
Conversion / Summary	-	\$9,101,188	\$15,461,534	\$15,728,500	\$15,943,033	\$16,263,362	\$16,547,158	\$79,943,587
Other Financing Uses	\$32,063,806	\$16,246,941	\$19,507,166	\$22,003,920	\$22,161,225	\$24,743,791	\$27,964,707	\$116,380,810
Expenses	\$615,401,271	\$630,412,338	\$660,843,434	\$673,211,308	\$684,410,476	\$699,594,269	\$712,490,746	\$3,430,550,233
Incremental Expenses								
Purchased / Contracted Services	-	-	\$4,441,796	\$4,851,560	\$5,131,971	\$5,259,144	\$5,488,819	\$25,173,291
Supplies	-	-	\$1,861,060	\$1,911,060	\$2,142,060	\$2,192,060	\$2,242,060	\$10,348,300
Other Costs	-	-	\$668,351	\$668,351	\$668,351	\$668,351	\$668,351	\$3,341,755
Total Incremental Expenses	-	-	\$6,971,207	\$7,430,971	\$7,942,382	\$8,119,555	\$8,399,230	\$38,863,346
Total Projected Base Expenses	\$615,401,271	\$630,412,338	\$667,814,641	\$680,642,280	\$692,352,858	\$707,713,824	\$720,889,976	\$3,469,413,579
Revenues Over (Under) Expenses	\$2,134,765	\$0	(\$44,417,384)	(\$46,121,435)	(\$48,893,139)	(\$50,907,084)	(\$52,258,403)	(\$242,597,446)
Variance %	0%	0%	(7%)	(7%)	(8%)	(8%)	(8%)	(8%)

Revenue Overview:

The FY2018 General Fund Revenue Anticipation is \$623MM.

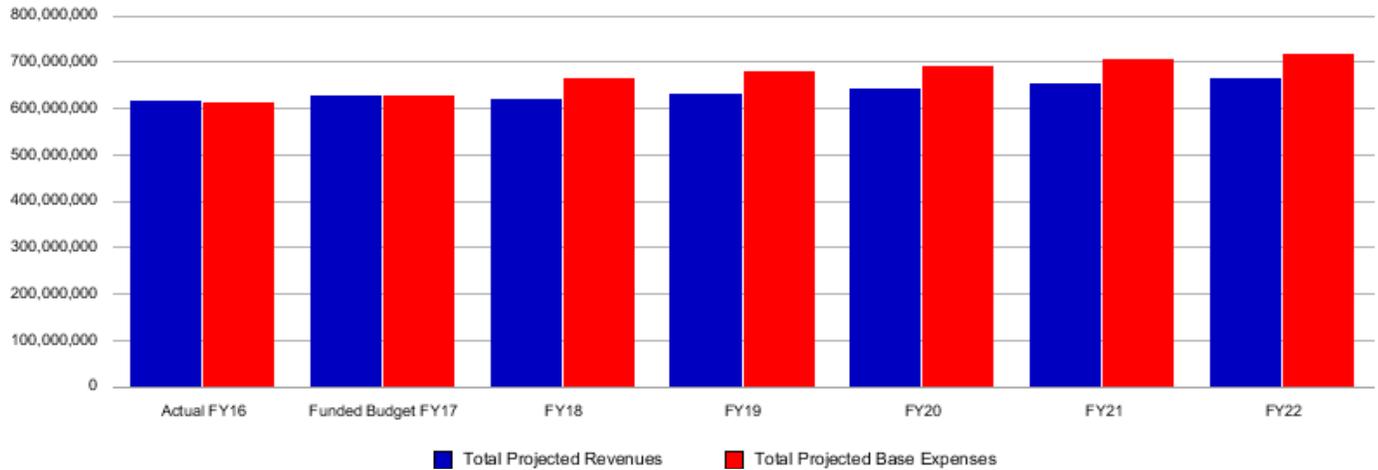
Expense Overview:

The FY2018 General Fund projected expenses includes the City's infrastructure maintenance backlog, public safety salary adjustments, longevity pay, grade 19 and above salary increases, and minimum wage increase to \$15 per hour.

Incremental - Known items included to ensure appropriate funding and increases in items that were previously budgeted

General Fund - Five Year Plan - Baseline by Major Department

The General Fund is the City's primary operating fund. It accounts for all financial transactions of the City, except those required to be accounted for in another fund.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Property Taxes	\$193,217,360	\$194,684,483	\$197,420,376	\$200,331,146	\$203,285,080	\$206,282,801	\$209,324,985	\$1,016,644,388
All Other Revenues	\$424,318,676	\$435,727,855	\$425,976,881	\$434,189,698	\$440,174,639	\$450,523,939	\$459,306,587	\$2,210,171,745
Total Projected Revenues	\$617,536,036	\$630,412,338	\$623,397,257	\$634,520,844	\$643,459,719	\$656,806,740	\$668,631,573	\$3,226,816,134
Baseline Expenses								
Public Safety	\$302,561,968	\$295,336,658	\$316,504,741	\$322,793,602	\$326,304,275	\$328,634,674	\$332,956,232	\$1,627,193,524
Department Of Public Works	\$40,739,393	\$37,585,502	\$41,847,954	\$42,341,562	\$42,795,422	\$43,097,990	\$43,750,479	\$213,833,407
Dept Of Parks & Recreation	\$36,232,768	\$34,046,878	\$40,278,346	\$41,233,047	\$41,760,343	\$41,904,670	\$42,232,747	\$207,409,152
Non-Departmental	\$96,163,583	\$106,718,896	\$95,746,265	\$97,254,262	\$102,387,582	\$112,970,410	\$118,766,143	\$527,124,662
General Government	\$139,703,559	\$156,724,404	\$166,466,128	\$169,588,836	\$171,162,855	\$172,986,524	\$174,785,145	\$854,989,488
Total Baseline Expenses	\$615,401,271	\$630,412,338	\$660,843,434	\$673,211,308	\$684,410,476	\$699,594,269	\$712,490,746	\$3,430,550,233
Incremental Expenses								
Public Safety	-	-	\$5,395,681	\$5,790,904	\$6,254,955	\$6,388,491	\$6,623,668	\$30,453,699
Dept Of Parks & Recreation	-	-	\$328,000	\$328,239	\$328,478	\$328,717	\$328,956	\$1,642,390
General Government	-	-	\$1,247,526	\$1,311,829	\$1,358,949	\$1,402,347	\$1,446,606	\$6,767,257
Total Incremental Expenses	-	-	\$6,971,207	\$7,430,971	\$7,942,382	\$8,119,555	\$8,399,230	\$38,863,346
Total Projected Base Expenses	\$615,401,271	\$630,412,338	\$667,814,641	\$680,642,280	\$692,352,858	\$707,713,824	\$720,889,976	\$3,469,413,579
Revenues Over (Under) Expenses	\$2,134,765	\$0	(\$44,417,384)	(\$46,121,435)	(\$48,893,139)	(\$50,907,084)	(\$52,258,403)	(\$242,597,446)
Variance %	0%	0%	(7%)	(7%)	(8%)	(8%)	(8%)	(8%)

Revenue Overview:

The FY2018 General Fund Revenue Anticipation is \$623MM.

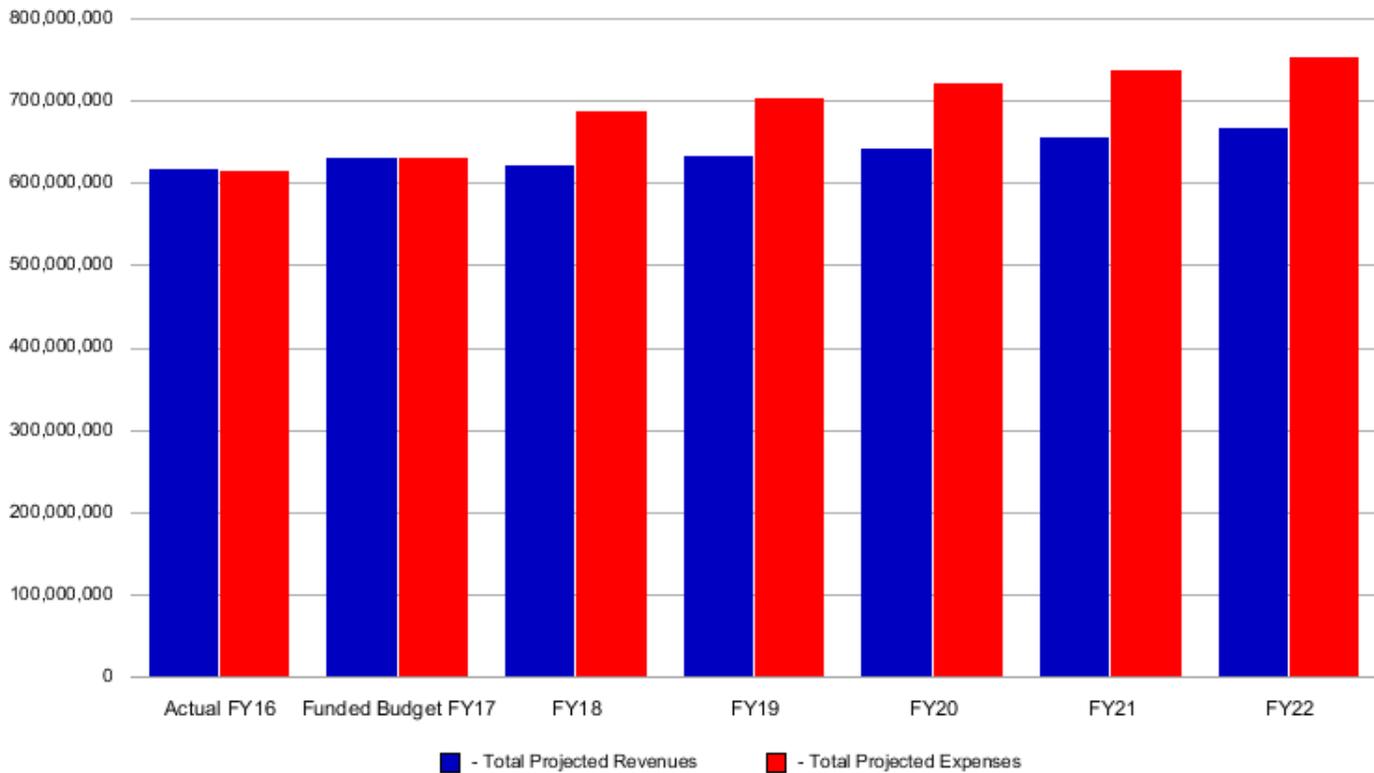
Expense Overview:

The FY2018 General Fund projected expenses includes the City's infrastructure maintenance backlog, public safety salary adjustments, longevity pay, grade 19 and above salary increases, and minimum wage increase to \$15 per hour.

Incremental - Known items included to ensure appropriate funding and increases in items that were previously budgeted

General Fund - Five Year Plan

The General Fund is the City's primary operating fund. It accounts for all financial transactions of the City, except those required to be accounted for in another fund.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$617,536,036	\$630,412,338	\$623,397,257	\$634,520,844	\$643,459,719	\$656,806,740	\$668,631,573	\$3,226,816,134
Expenses	\$615,401,271	\$630,412,338	\$660,843,434	\$673,211,308	\$684,410,476	\$699,594,269	\$712,490,746	\$3,430,550,233
Incremental	\$0	\$0	\$6,971,207	\$7,430,971	\$7,942,382	\$8,119,555	\$8,399,230	\$38,863,346
Initiative Costs	\$0	\$0	\$4,390,127	\$5,049,933	\$5,918,000	\$7,068,086	\$8,600,174	\$31,026,320
Capital Impact	\$0	\$0	\$15,584,931	\$19,035,625	\$22,521,090	\$22,988,236	\$23,402,105	\$103,531,988
Total Projected Expenses	\$615,401,271	\$630,412,338	\$687,789,700	\$704,727,838	\$720,791,948	\$737,770,146	\$752,892,254	\$3,603,971,887
Revenues Over(Under) Expenses	\$2,134,765	\$0	(\$64,392,443)	(\$70,206,994)	(\$77,332,229)	(\$80,963,406)	(\$84,260,682)	(\$377,155,754)
Variance %	0%	0%	(10%)	(11%)	(12%)	(12%)	(13%)	(12%)

Revenue Overview:

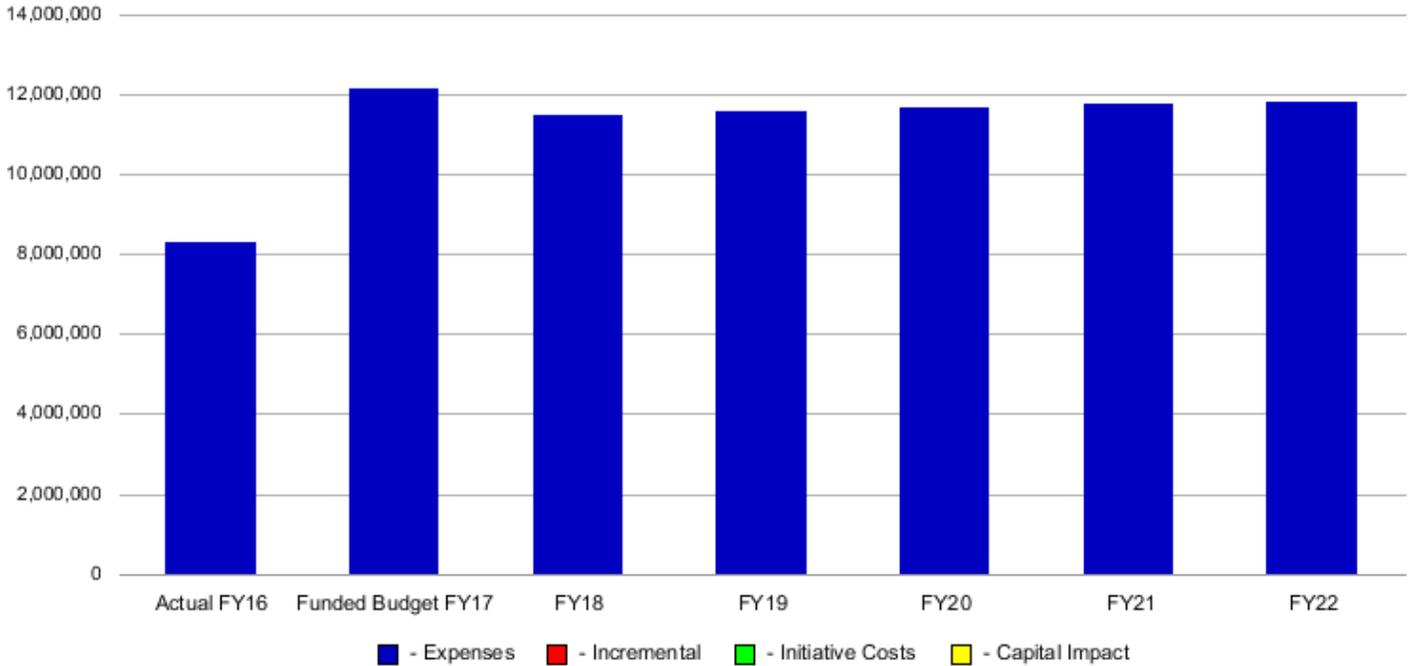
The FY2018 General Fund Revenue Anticipation is \$623MM.

Expense Overview:

The FY2018 General Fund projected expenses includes the City's infrastructure maintenance backlog, public safety salary adjustments, longevity pay, grade 19 and above salary increases, and minimum wage increase to \$15 per hour.

General Fund - City Council

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.

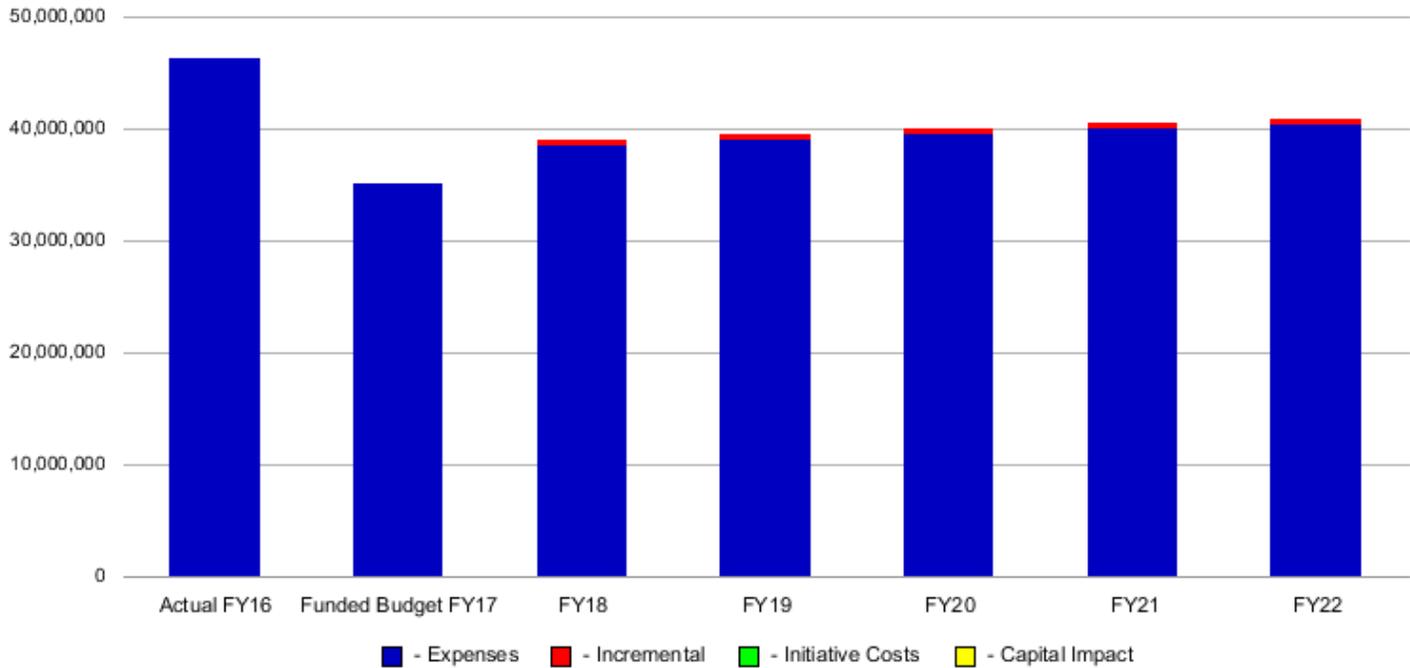


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$8,337,834	\$12,164,482	\$11,530,169	\$11,615,184	\$11,691,928	\$11,769,605	\$11,848,227	\$58,455,113
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$8,337,834	\$12,164,482	\$11,530,169	\$11,615,184	\$11,691,928	\$11,769,605	\$11,848,227	\$58,455,113

- Expenses** - Over the next five years, expenses include salaries per legislation, councilmember expenses per code, and Council Carry Forward within each Council District Office.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Executive Offices

The Department of Executive Offices mission is to communicate and implement the policy and program agenda of the Mayor. The Offices are responsible for providing leadership with City government to effectively accomplish and execute the laws of the City.

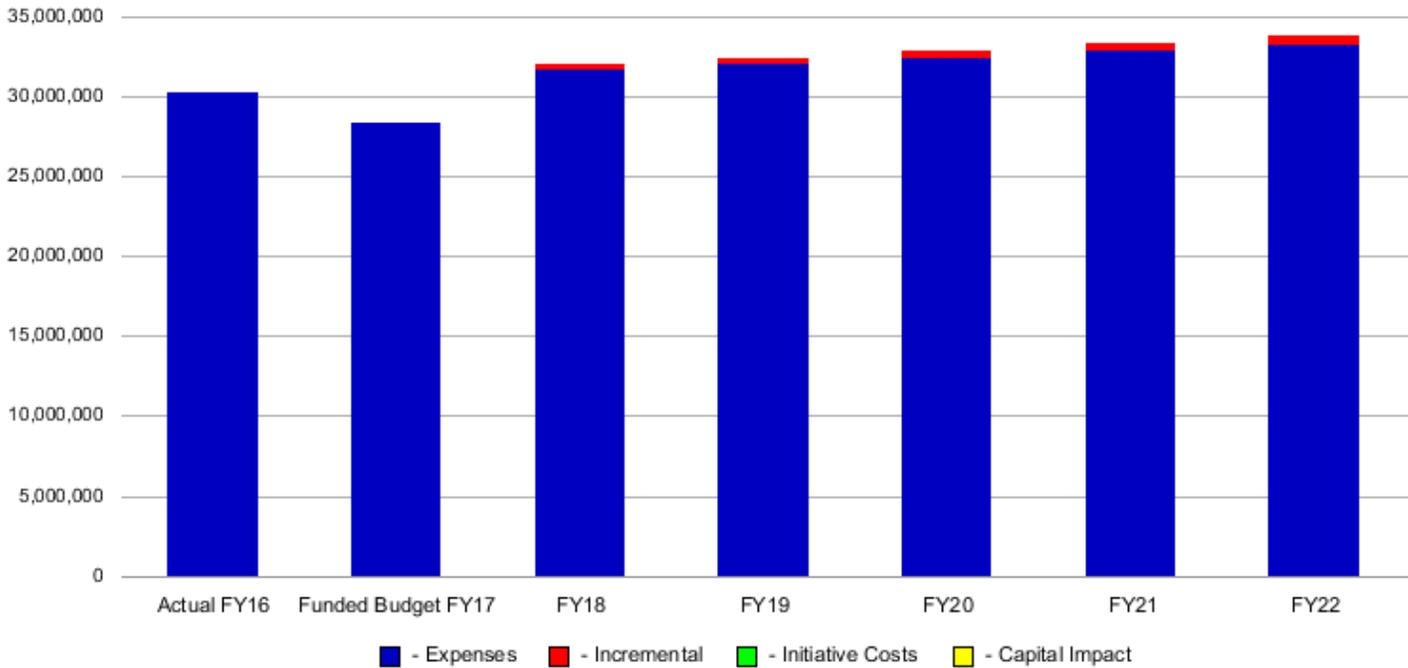


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$46,285,667	\$35,188,608	\$38,642,047	\$39,098,675	\$39,526,735	\$40,018,333	\$40,501,958	\$197,787,747
Incremental	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$46,285,667	\$35,188,608	\$39,142,047	\$39,598,675	\$40,026,735	\$40,518,333	\$41,001,958	\$200,287,747

- Expenses** - Over the next five years, expenses include personnel related costs and contractual services for RyCars Roofing, ARS Mechanical HVAC services, and Atlanta Vision electric vehicles.
- Incremental** - Incremental expenses include the Proctor Creek sustainability initiative.
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Atlanta Information Management

The Department of Atlanta Information Management's (AIM) primary objective is to enable City Operations by consistently delivering reliable and secure services, innovative solutions and best in class customer service.



	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$30,369,469	\$28,423,762	\$31,700,843	\$32,090,366	\$32,481,790	\$32,905,367	\$33,328,492	\$162,506,858
Incremental	\$0	\$0	\$348,511	\$408,231	\$450,630	\$488,791	\$527,397	\$2,223,560
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$30,369,469	\$28,423,762	\$32,049,354	\$32,498,597	\$32,932,420	\$33,394,158	\$33,855,889	\$164,730,418

Expenses

- Over the next five years, expenses include endeavors to consolidate services, contracts and strengthen the City's technology framework.

Incremental

- Incremental expenses include legislated increases for rent at 180 Peachtree St., security contracts, and ATLOne Network Upgrade costs.

Initiative Costs

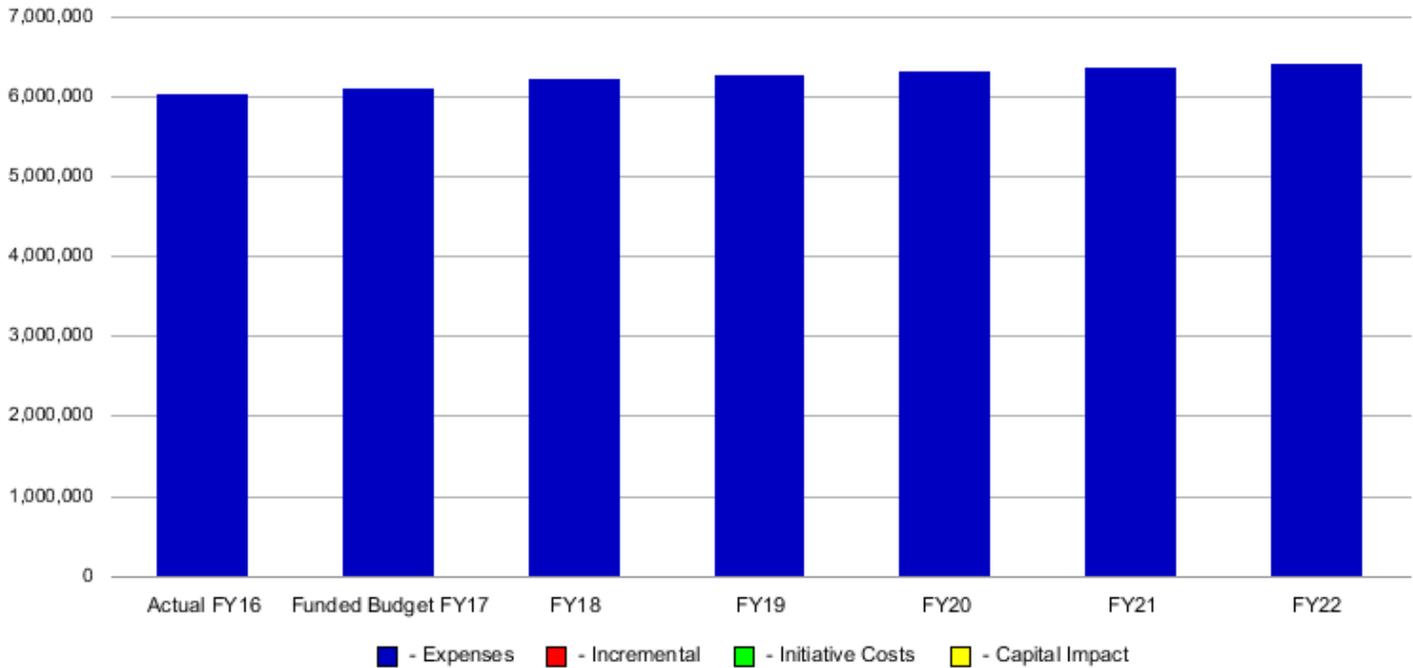
- N/A

Capital Impact

- N/A

General Fund - Department Of Law

The Law Department is a team of professionals committed to providing best-in-class legal representation to the City of Atlanta. In addition to defending the City in all types of civil litigation, the Department works proactively to prevent legal challenges by delivering sound advice, legislation and training.

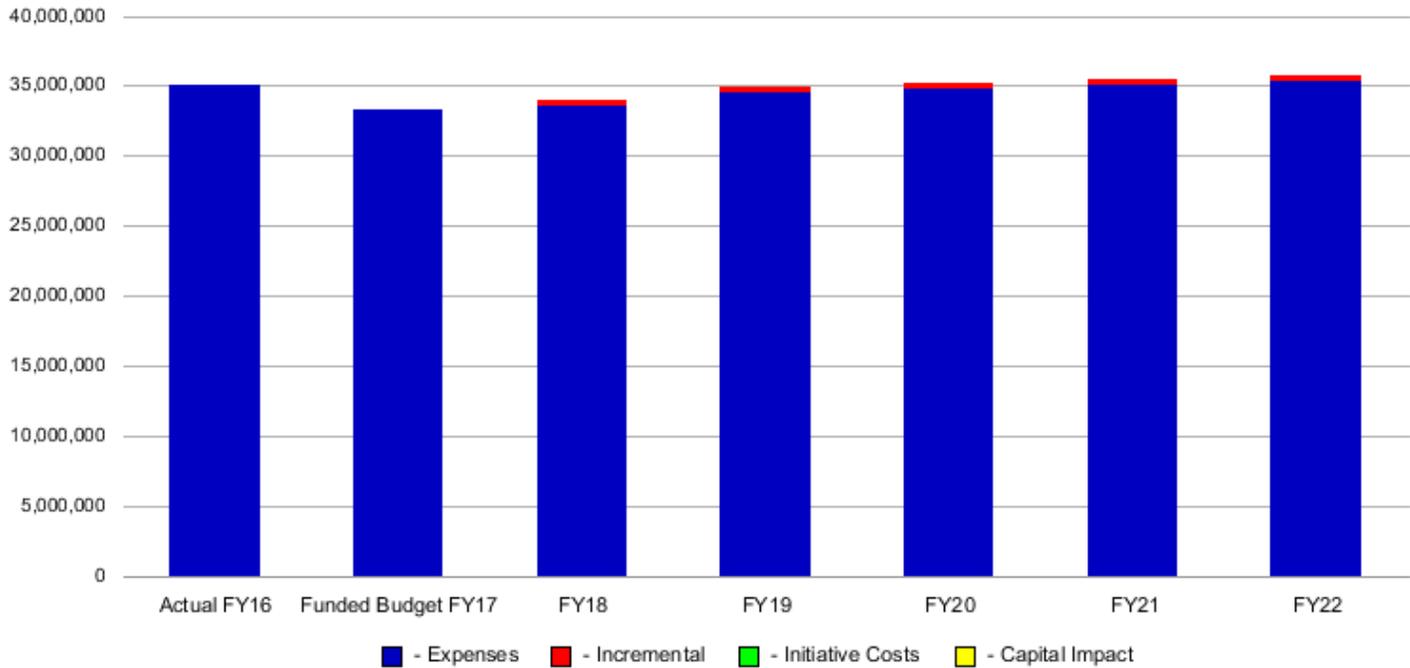


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$6,041,822	\$6,108,224	\$6,236,930	\$6,283,646	\$6,329,069	\$6,375,230	\$6,422,165	\$31,647,041
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$6,041,822	\$6,108,224	\$6,236,930	\$6,283,646	\$6,329,069	\$6,375,230	\$6,422,165	\$31,647,041

- Expenses** - Over the next five years, expenses include continued funding for personnel, outside counsel and Continued Legal Education.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Corrections

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.

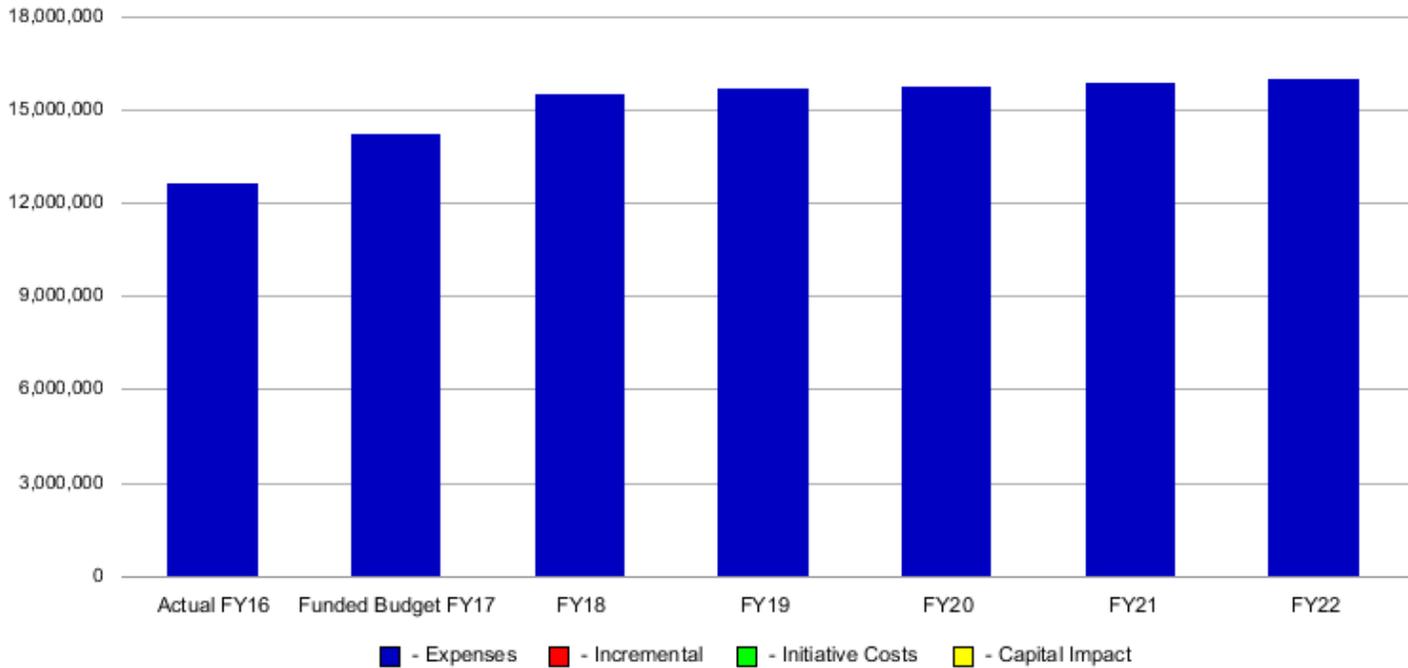


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$35,204,809	\$33,461,530	\$33,743,652	\$34,654,900	\$34,927,968	\$35,207,282	\$35,489,732	\$174,023,534
Incremental	\$0	\$0	\$349,353	\$350,974	\$352,644	\$354,364	\$356,136	\$1,763,472
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$35,204,809	\$33,461,530	\$34,093,005	\$35,005,875	\$35,280,612	\$35,561,646	\$35,845,868	\$175,787,006

- Expenses** - Over the next five years, expenses include various contracts such as Inmate Food Services, Inmate Pharmacy, and Steel Based Boarding.
- Incremental** - Incremental expenses include Body Camera maintenance, increase in Food Services contract, Verizon Wireless, and McCall Realty lease agreement.
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Finance

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

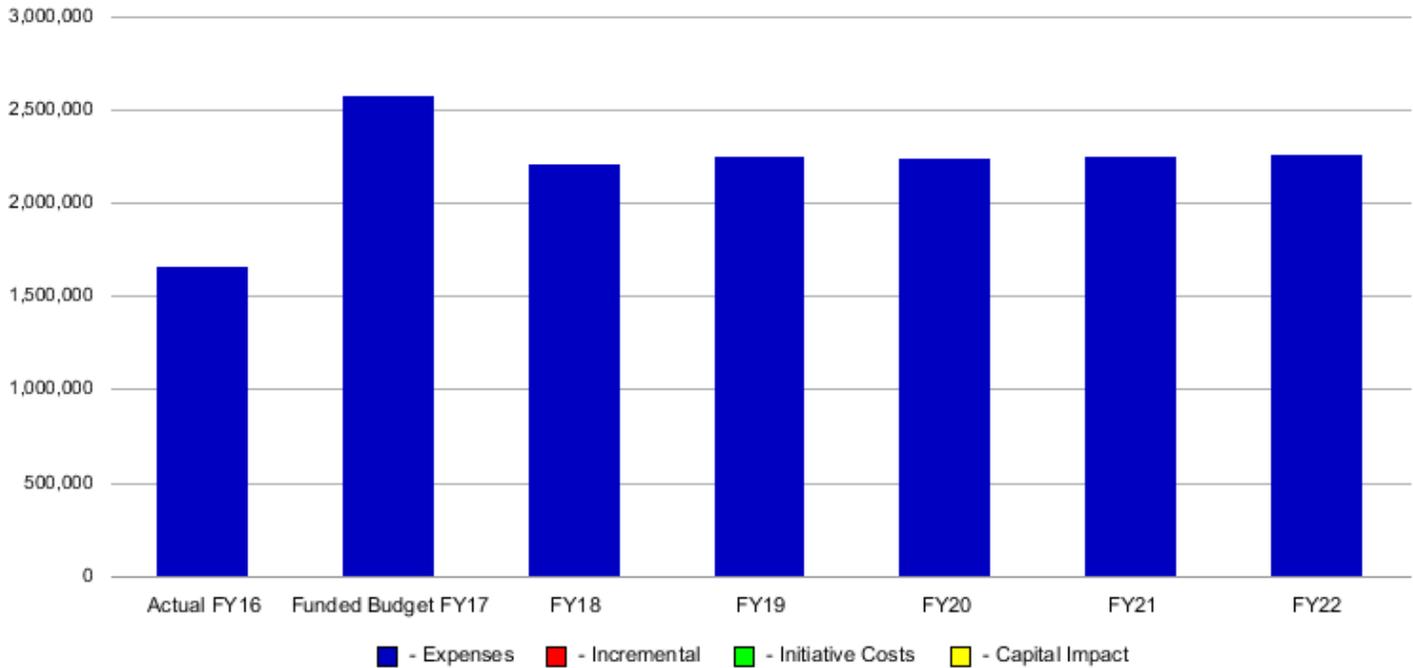


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$12,640,492	\$14,254,946	\$15,557,647	\$15,705,801	\$15,793,765	\$15,906,675	\$16,019,415	\$78,983,304
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$12,640,492	\$14,254,946	\$15,557,647	\$15,705,801	\$15,793,765	\$15,906,675	\$16,019,415	\$78,983,304

- Expenses** - Over the next five years, expenses include personnel costs, contractual services for Iron Mountain Information Management, Technology Integration Group copier lease, Drive Cam, Greenberg Traurig, and GMA lease payments.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

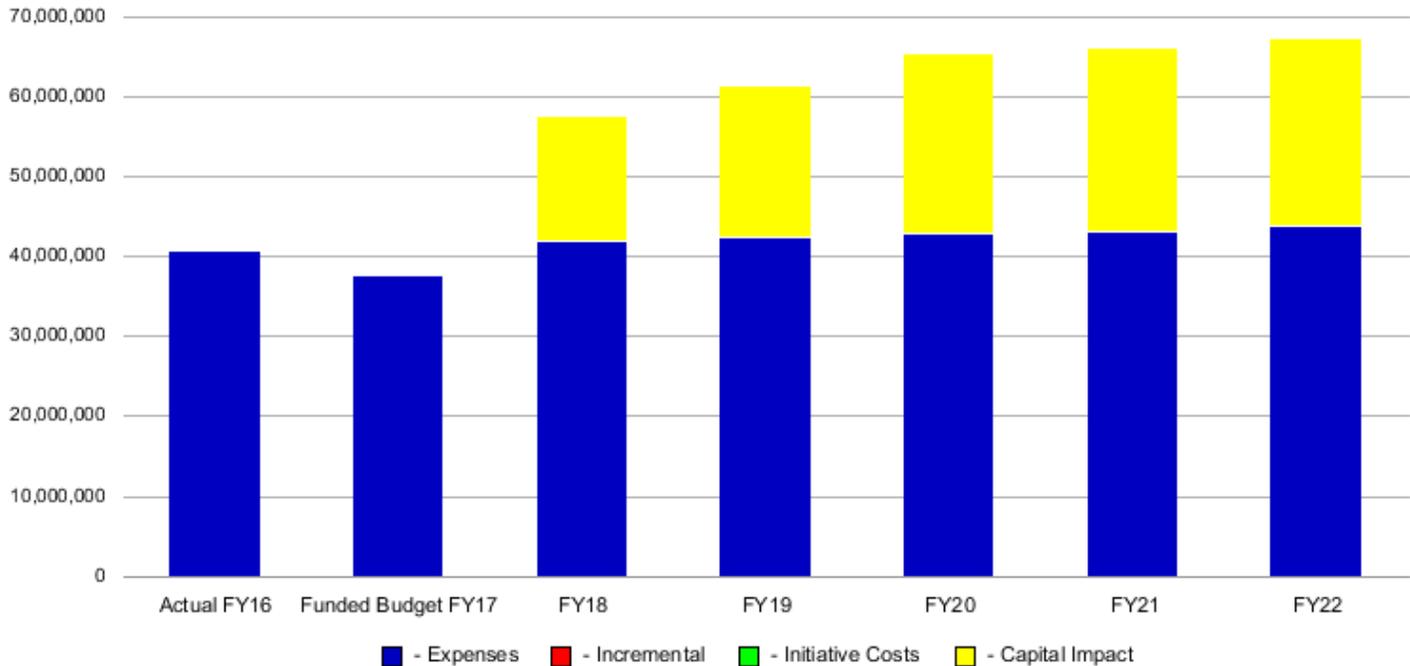


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$1,661,678	\$2,573,651	\$2,213,264	\$2,255,707	\$2,244,863	\$2,254,582	\$2,264,284	\$11,232,700
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,661,678	\$2,573,651	\$2,213,264	\$2,255,707	\$2,244,863	\$2,254,582	\$2,264,284	\$11,232,700

- Expenses** - Over the next five years, expenses include personnel costs, the Technology Integration Group copier lease, maintenance, office supplies, training/travel, wireless devices and printing.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Public Works

The Department of Public Works manages the City's public right of way and handles some of the most commonly reported issues such as traffic signals, street signs, street striping and potholes.

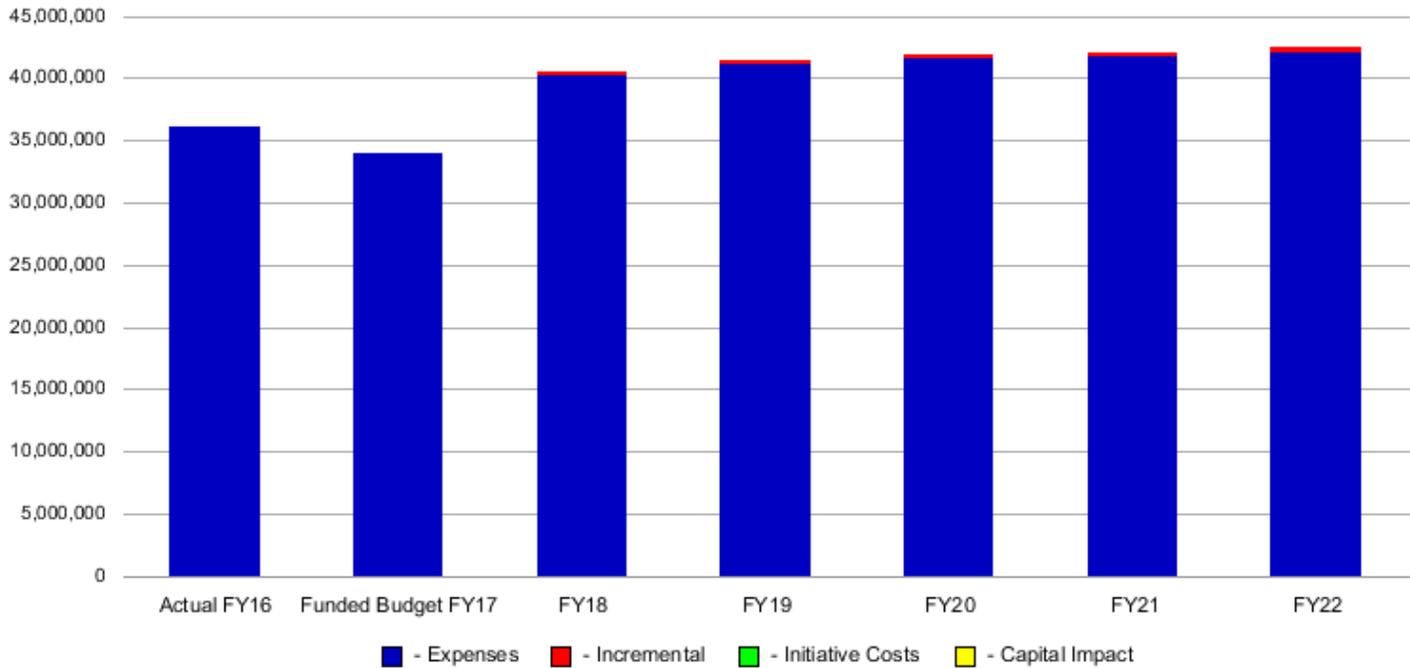


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$40,739,393	\$37,585,502	\$41,847,954	\$42,341,562	\$42,795,422	\$43,097,990	\$43,750,479	\$213,833,407
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$15,584,931	\$19,035,625	\$22,521,090	\$22,988,236	\$23,402,105	\$103,531,988
Total Projected Expenses	\$40,739,393	\$37,585,502	\$57,432,885	\$61,377,187	\$65,316,512	\$66,086,226	\$67,152,584	\$317,365,395

- Expenses** - Over the next five years, expenses include personnel and contractual services.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - Capital Impact includes the infrastructure maintenance backlog to be phased in over the five year period at the rate of 2% for FY2017, 2.5% for FY2018, 3% for FY2019 and 3.5% for FY2020.

General Fund - Dept Of Parks & Recreation

The Department of Parks and Recreation (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.

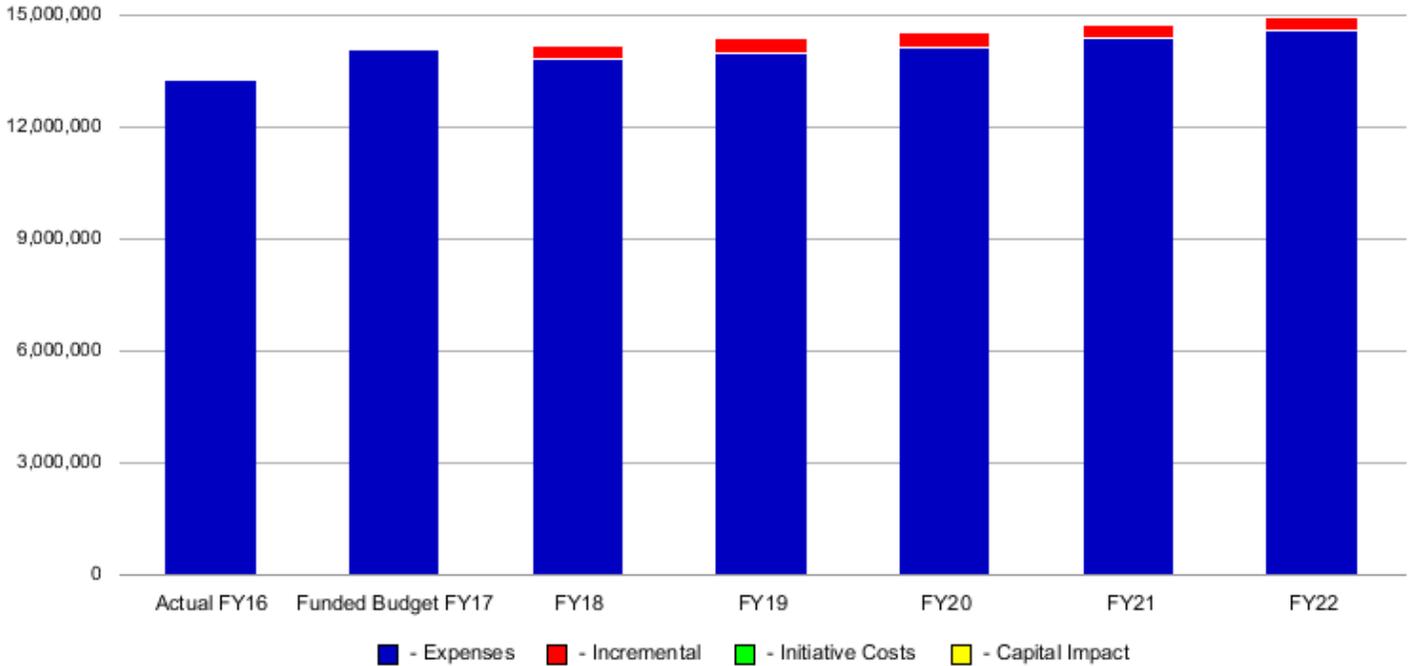


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$36,232,768	\$34,046,878	\$40,278,346	\$41,233,047	\$41,760,343	\$41,904,670	\$42,232,747	\$207,409,152
Incremental	\$0	\$0	\$328,000	\$328,239	\$328,478	\$328,717	\$328,956	\$1,642,390
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$36,232,768	\$34,046,878	\$40,606,346	\$41,561,286	\$42,088,821	\$42,233,387	\$42,561,703	\$209,051,542

- Expenses** - Over the next five years, expenses include personnel related costs and contractual services for the repair and maintenance of recreation facilities and equipment.
- Incremental** - Incremental expenses include cost for other maintenance contracts.
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Judicial Agencies

The City of Atlanta Municipal Court was created in 2004 through the consolidation of the Municipal Court and the City Court. The goal was to reduce operating costs while dispensing justice, equality, and fairness in an effective manner. Today, the Municipal Court still stands committed to seek improved methods to provide excellent customer service in a safe and secure environment while continuing to dispose of cases in an expeditious manner.

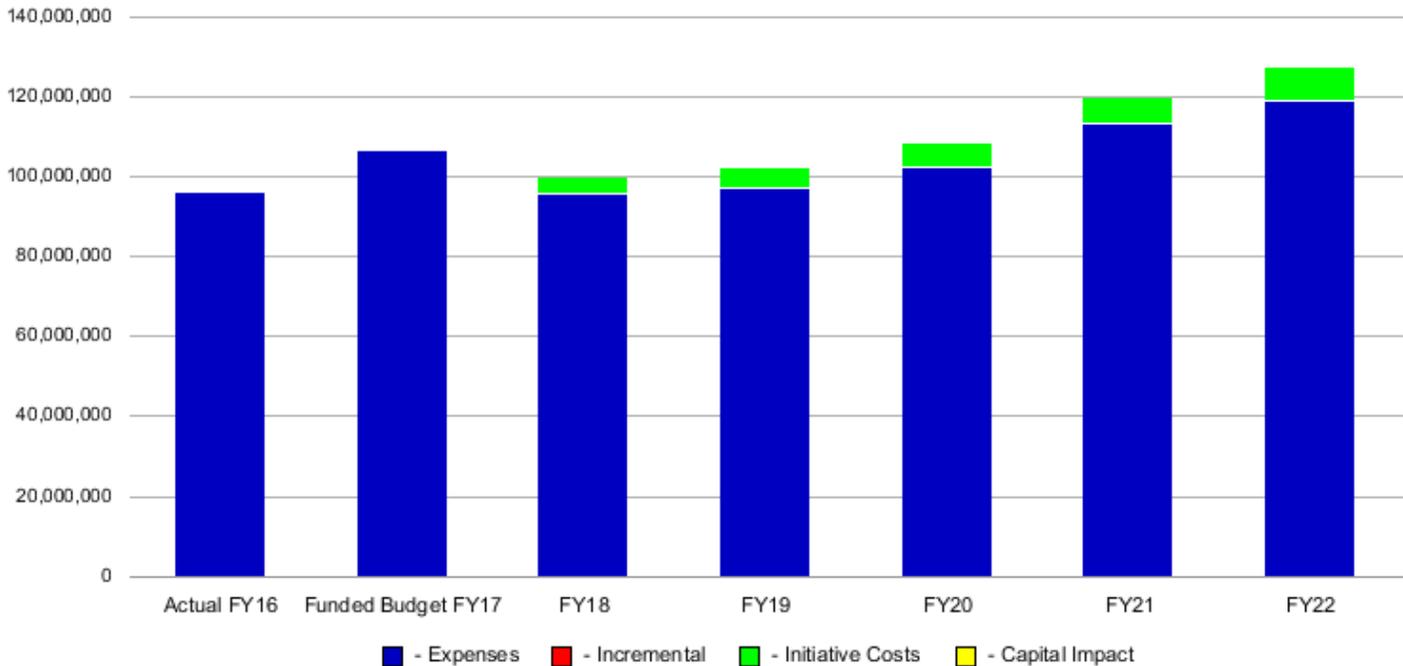


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$13,237,889	\$14,061,478	\$13,788,201	\$13,965,356	\$14,127,340	\$14,342,782	\$14,547,299	\$70,770,978
Incremental	\$0	\$0	\$393,012	\$393,012	\$393,012	\$393,210	\$393,210	\$1,965,456
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$13,237,889	\$14,061,478	\$14,181,213	\$14,358,368	\$14,520,352	\$14,735,992	\$14,940,509	\$72,736,434

- Expenses** - Over the next five years, expenses includes personnel related costs, various contracts such as Dynamic Security Guard services and Language Line translation services.
- Incremental** - Incremental expenses include funding for Drive Cam and records retention system.
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Non-Departmental

The General Fund Non-Departmental budget is to provide funding for a variety of expenditures that generally are not specific to any particular City Department, including Debt Service, Workers' Compensation, OPEB (Other Post Employee Benefits), Insurance, Unemployment Compensation, and Animal Control.

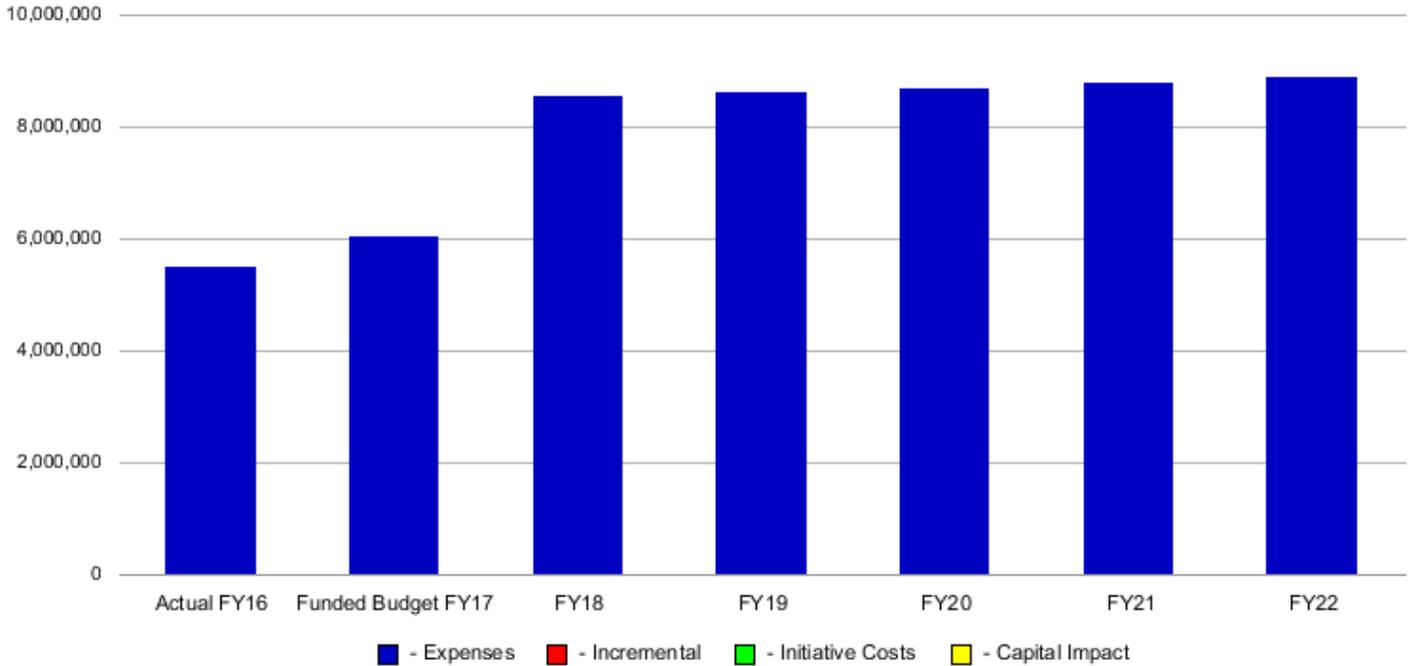


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$96,163,583	\$106,718,896	\$95,746,265	\$97,254,262	\$102,387,582	\$112,970,410	\$118,766,143	\$527,124,662
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$4,390,127	\$5,049,933	\$5,918,000	\$7,068,086	\$8,600,174	\$31,026,320
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$96,163,583	\$106,718,896	\$100,136,393	\$102,304,194	\$108,305,582	\$120,038,497	\$127,366,316	\$558,150,982

- Expenses** - Over the next five years, expenses include funding for Debt Services, Restricted Reserves, Retiree Benefits and payments to other governments.
- Incremental** - N/A
- Initiative Costs** - Initiative costs includes General Fund estimated cost of \$1.8MM salary increase for Grades 19 & above, \$1.5MM for minimum wage increase to \$15 per hour and \$954K for Longevity pay.
- Capital Impact** - N/A

General Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

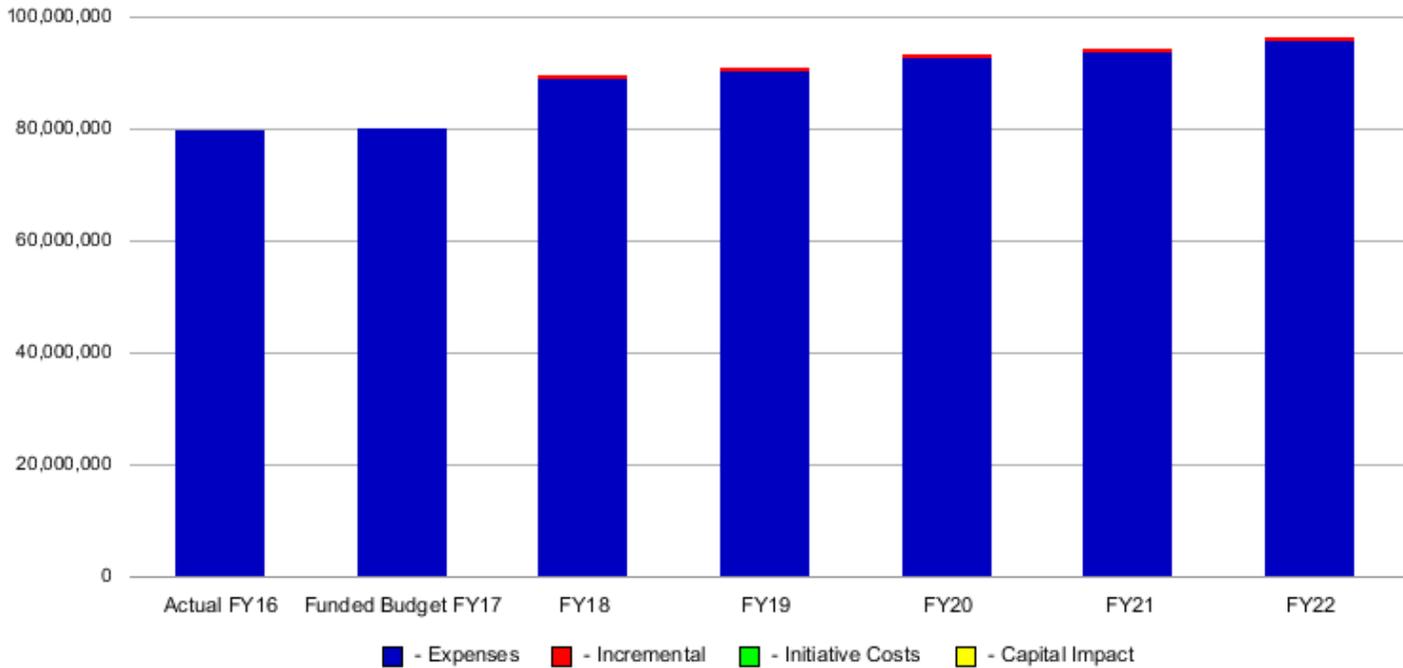


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$5,508,329	\$6,048,830	\$8,548,073	\$8,622,729	\$8,698,331	\$8,791,110	\$8,880,923	\$43,541,167
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$5,508,329	\$6,048,830	\$8,548,073	\$8,622,729	\$8,698,331	\$8,791,110	\$8,880,923	\$43,541,167

- Expenses** - Over the next five years, expenses include personnel related costs, education and training, court reporting, background services, civil service board hearings, professional membership fees, lease of copiers, printing & binding and wireless service.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Fire Services

Atlanta Fire Rescue is a modern, all-hazards fire department comprised of five divisions of labor: Office of the Fire Chief, Field Operations, Support Services, Technical Services and Airport Operations. Atlanta Fire Rescue provides prompt quality services to our stakeholders that promote safety, security, enhance sustainability and enrich the quality of life through professional development and dedication to service.

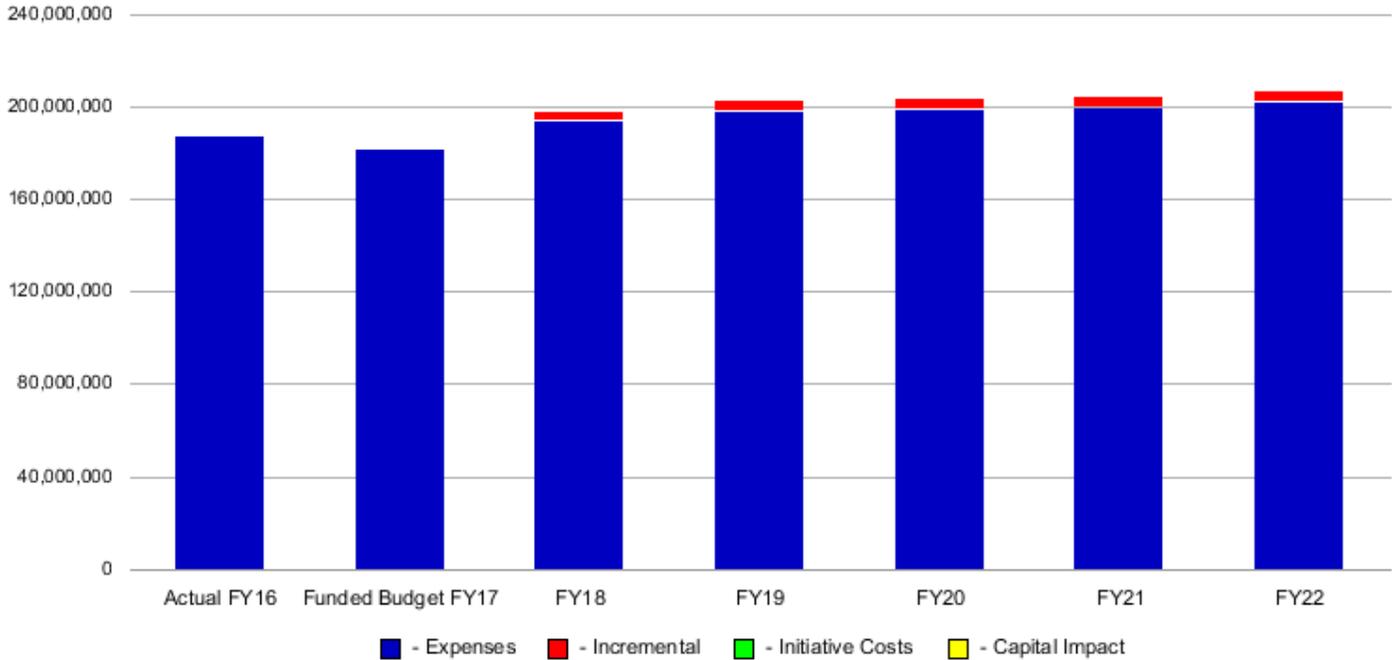


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$79,661,973	\$80,256,957	\$89,005,124	\$90,206,062	\$92,544,284	\$93,773,320	\$95,629,400	\$461,158,191
Incremental	\$0	\$0	\$709,525	\$722,236	\$735,583	\$749,594	\$772,020	\$3,688,959
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$79,661,973	\$80,256,957	\$89,714,650	\$90,928,298	\$93,279,867	\$94,522,915	\$96,401,420	\$464,847,150

- Expenses** - Over the next five years, expenses include efficiency programs and maintaining the strategy of maximizing all funding sources while enhancing current service levels and performances in emergency preparedness and response.
- Incremental** - Incremental expenses include projected legislated increases for the intergovernmental agreement for Fire Protection Services, and training contracts.
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Police Services

The City of Atlanta Police Department mission is to create a safer Atlanta by reducing crime, ensuring the safety of our citizens and building trust in partnership with our communities.

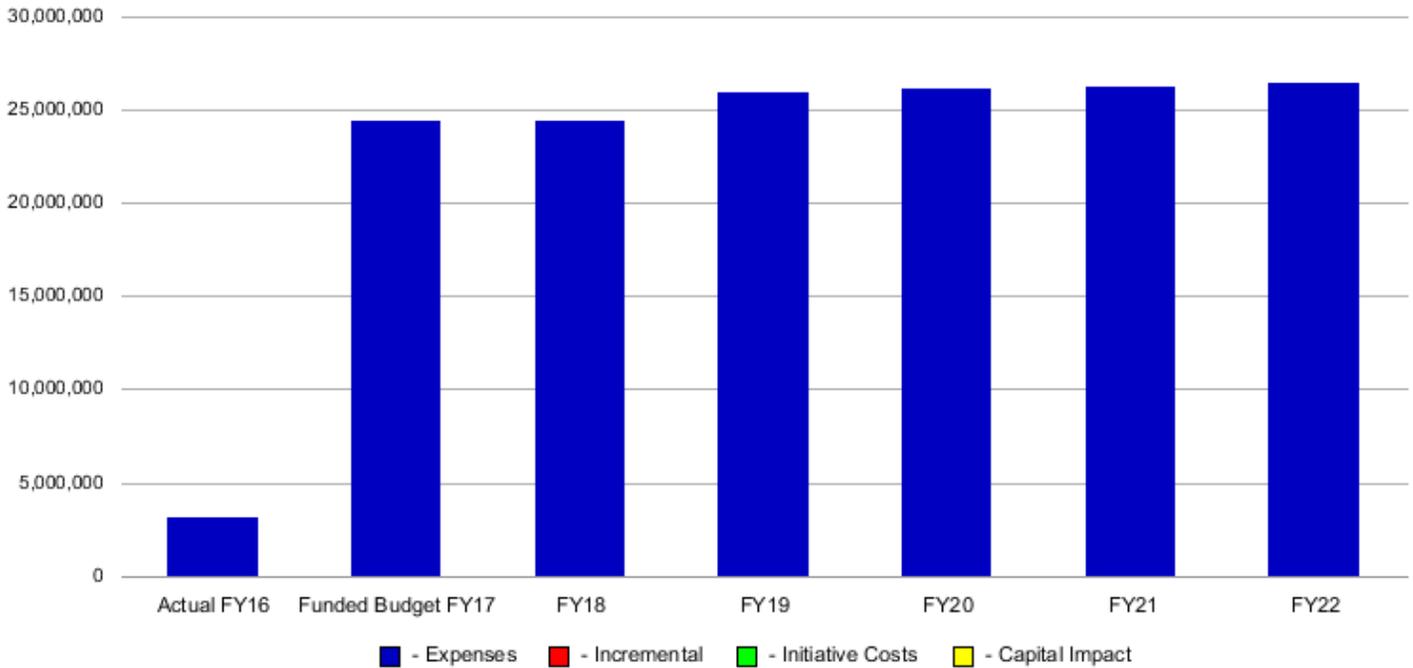


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$187,695,186	\$181,618,172	\$193,755,965	\$197,932,639	\$198,832,023	\$199,654,072	\$201,837,100	\$992,011,799
Incremental	\$0	\$0	\$4,336,803	\$4,717,693	\$5,166,728	\$5,284,532	\$5,495,512	\$25,001,268
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$187,695,186	\$181,618,172	\$198,092,768	\$202,650,332	\$203,998,750	\$204,938,605	\$207,332,612	\$1,017,013,067

- Expenses** - Over the next five years, expenses include salary increases/adjustments, Video Integration Center (VIC)/ Edge 360 maintenance, Demolition, various contracts (i.e., Watchguard, Formulytics, ARS Mechanical, and Puritan Mills Lease Agreement).
- Incremental** - Incremental expenses include Body Camera Maintenance and various contracts (i.e., Vision Internet, Enterprise, Lexis Nexis, NEC Corporation, and Target Solutions).
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Dept Of Planning & Community Development

The Department of Planning's objective is to guide the development of the City through effective measures of planning, design, review, construction plan approval, and housing preservation and assistance.

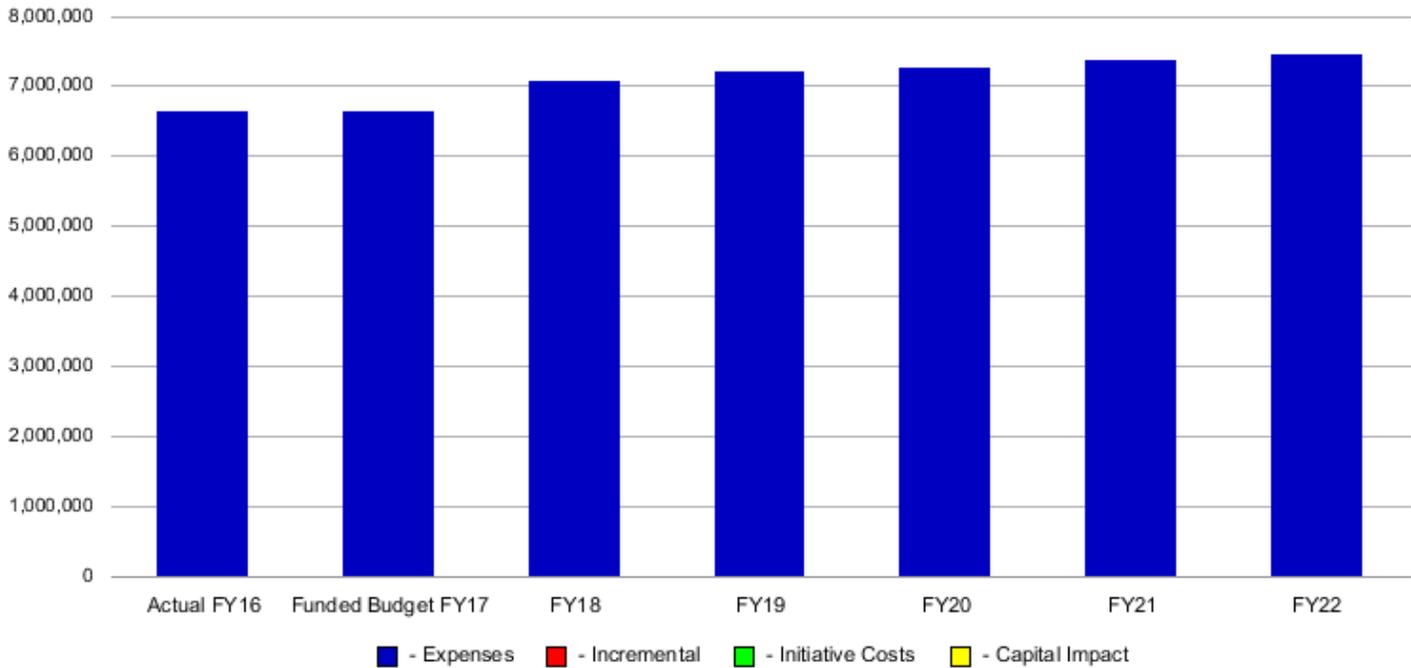


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$3,188,336	\$24,436,403	\$24,436,403	\$25,954,064	\$26,141,836	\$26,331,737	\$26,523,565	\$129,387,606
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$3,188,336	\$24,436,403	\$24,436,403	\$25,954,064	\$26,141,836	\$26,331,737	\$26,523,565	\$129,387,606

- Expenses** - Over the next five years, expenses include personnel and operating expenses to support the Department of Planning's consolidation due to the dissolving of the Building Permit Fund and creations of new offices.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of The Solicitor

The Solicitor's Office is mandated to prosecute all cases brought before Atlanta Municipal Court. In carrying out this mandate effectively, efficiently and in a fiscally responsible manner, the Office has implemented alternative prosecution programs and processes to review citations in advance to improve case management and reduce the potential liability to the City.

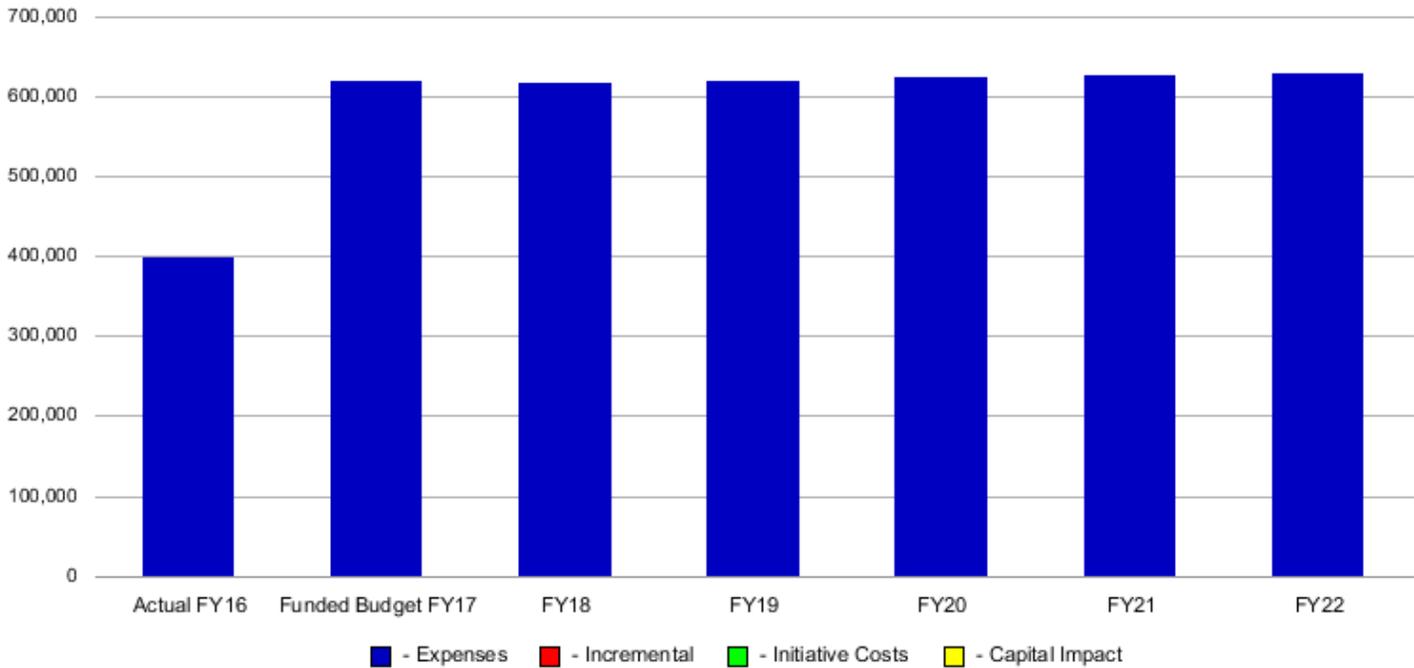


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$6,645,510	\$6,662,528	\$7,084,053	\$7,216,230	\$7,285,543	\$7,379,454	\$7,468,347	\$36,433,627
Incremental	\$0	\$0	\$0	\$0	\$0	\$192	\$192	\$385
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$6,645,510	\$6,662,528	\$7,084,053	\$7,216,230	\$7,285,543	\$7,379,647	\$7,468,540	\$36,434,012

- Expenses** - Over the next five years, expenses include the Solicitor's Office plan to improve the delivery of services by fully implementing case screening and enhancing the use of alternative/pretrial diversion programs.
- Incremental** - Incremental expenses include costs for the Drive-Cam contract.
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Ethics

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.

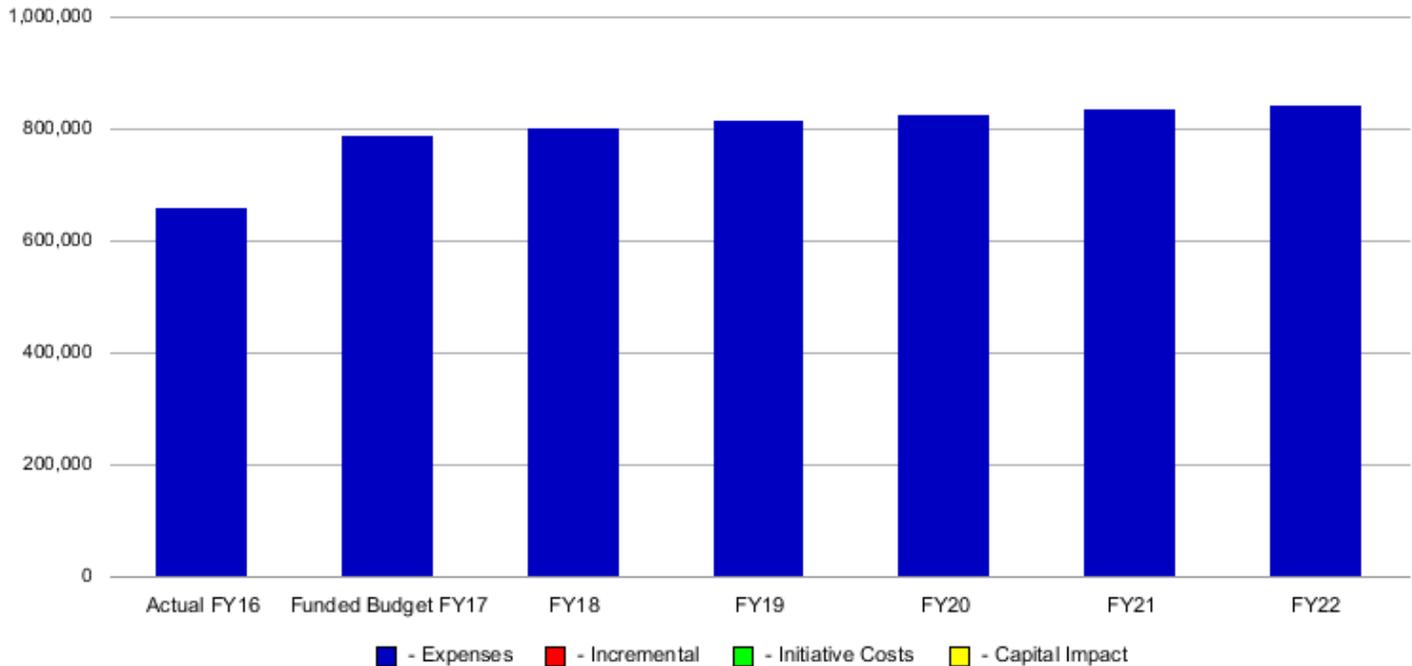


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$399,091	\$620,561	\$618,852	\$621,437	\$624,045	\$626,675	\$629,328	\$3,120,337
Incremental	\$0	\$0	\$812	\$812	\$812	\$812	\$812	\$4,060
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$399,091	\$620,561	\$619,664	\$622,249	\$624,857	\$627,487	\$630,140	\$3,124,397

- Expenses** - Over the next five years, expenses include professional training for staff members, additional training materials and media for broader outreach to City officials and employees.
- Incremental** - Incremental expenses include costs for subscriptions and published/electronic media.
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Atlanta Citizens Review Board

The Atlanta Citizen review Board (ACRB) is an independent investigative agency authorized to receive, investigate, mediate, and determine citizen complaints against law enforcement officers. and to reduce the amount of money needed to satisfy judgments and settlements based on allegations of police misconduct.

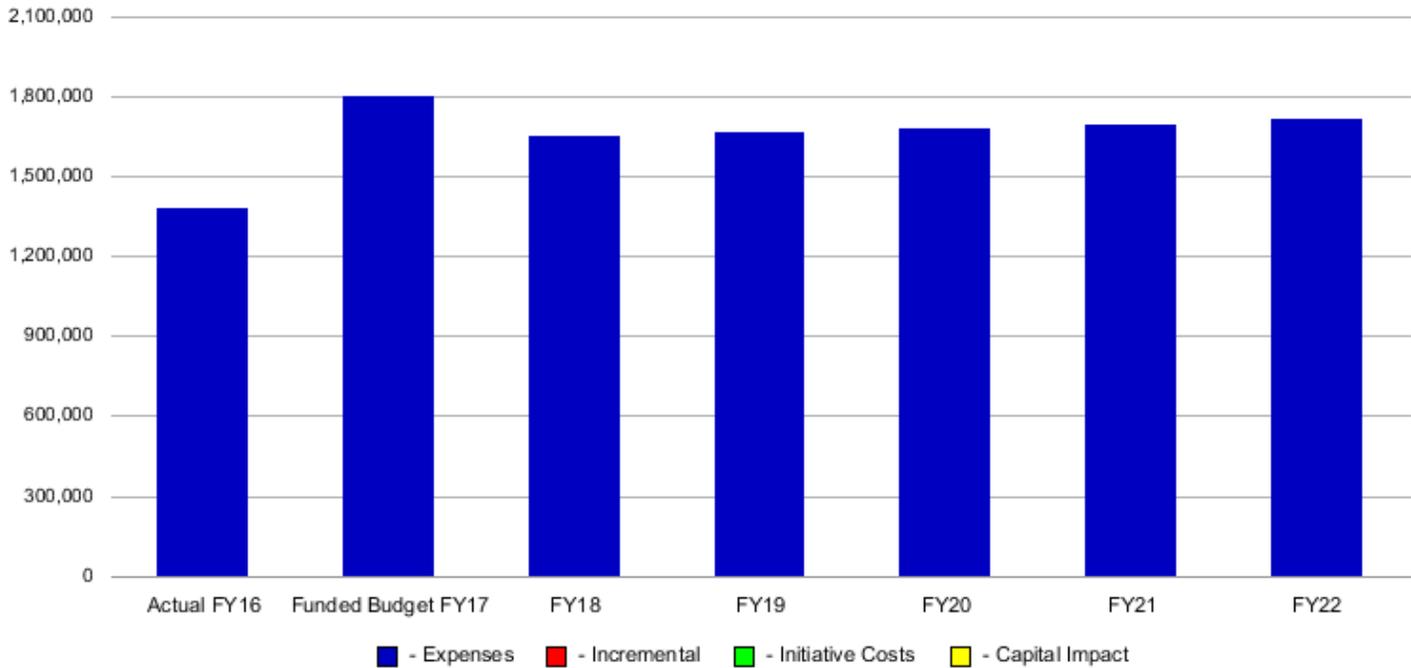


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$658,830	\$789,712	\$802,143	\$816,806	\$824,831	\$834,363	\$843,676	\$4,121,818
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$658,830	\$789,712	\$802,143	\$816,806	\$824,831	\$834,363	\$843,676	\$4,121,818

- Expenses** - Over the next five years, expenses include salaries, consulting services, printing, supplies, board membership and training fees.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Audit

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government by conducting audits to support legislative oversight and public accountability. The general fund supports audits and investigations in the general government, including programs supported by other government funds.

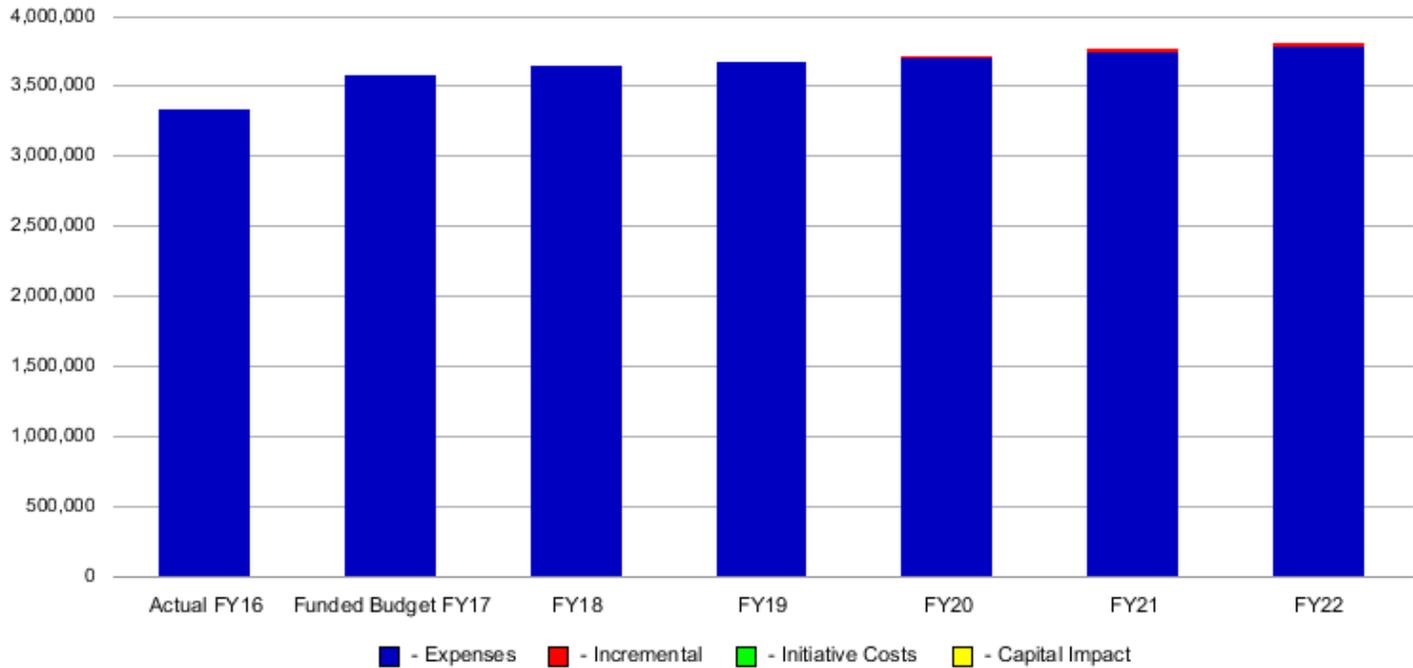


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$1,385,740	\$1,804,811	\$1,655,769	\$1,668,054	\$1,683,870	\$1,700,306	\$1,716,936	\$8,424,935
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,385,740	\$1,804,811	\$1,655,769	\$1,668,054	\$1,683,870	\$1,700,306	\$1,716,936	\$8,424,935

- Expenses** - Over the next five years, expenses include personnel costs, support for audits and investigations that focus on or include general government operations and activities.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

General Fund - Department Of Public Defender

The Public Defender's Office is constitutionally mandated to provide criminal defense for indigent clients facing charges in the Atlanta Municipal Court. Atlanta's Public Defender Office thinks and advocates holistically; seeking sustainable solutions to end the cycle of criminal conduct in a community that truly cares about its people and is known worldwide.

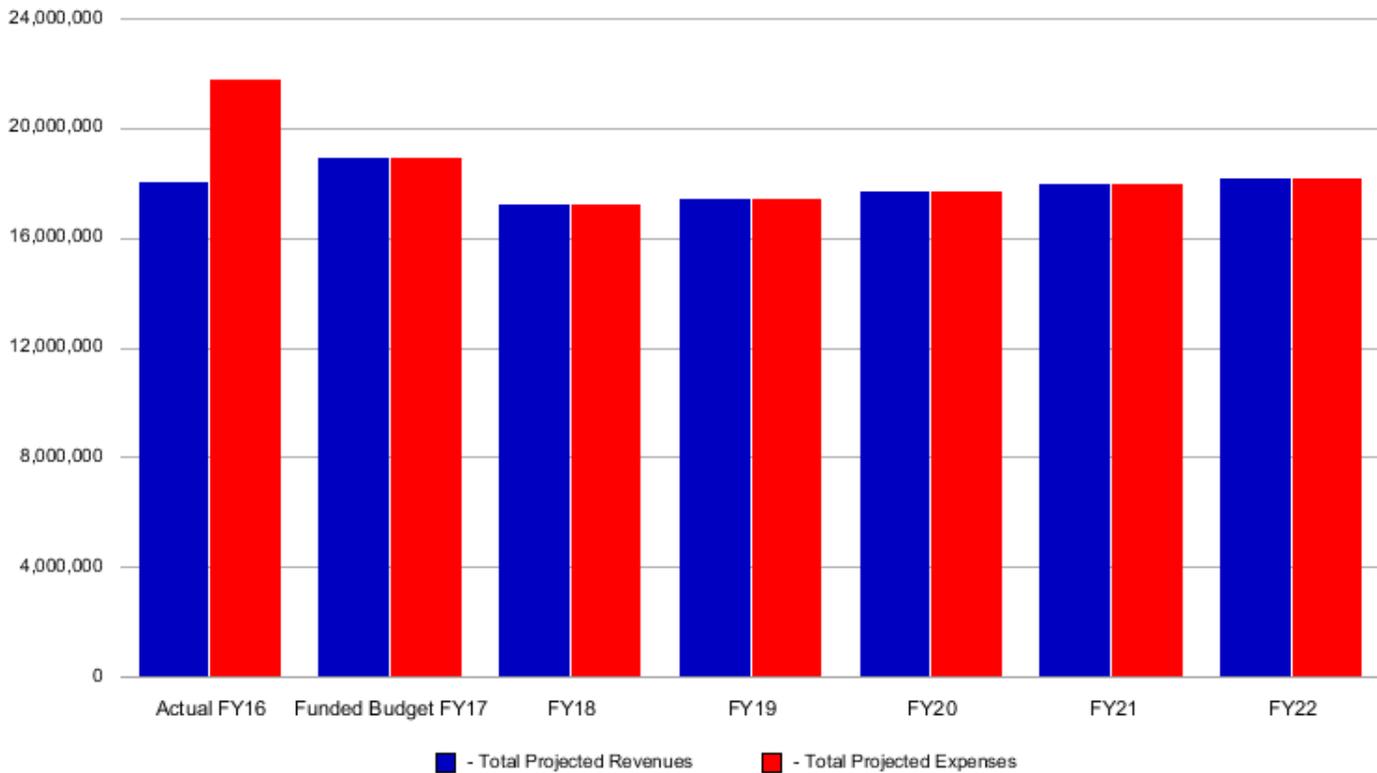


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$3,342,426	\$3,586,408	\$3,651,733	\$3,674,780	\$3,708,909	\$3,750,304	\$3,790,529	\$18,576,256
Incremental	\$0	\$0	\$5,191	\$9,774	\$14,495	\$19,342	\$24,995	\$73,797
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$3,342,426	\$3,586,408	\$3,656,924	\$3,684,554	\$3,723,404	\$3,769,646	\$3,815,524	\$18,650,053

- Expenses** - Over the next five years, expenses include various contracts such as Rental Lease and Technology Integration Group.
- Incremental** - Incremental expenses includes funding for increase in rental lease, increased court dockets, indigent clients, and the programs needed to reduce homeless, mental illness, drug addiction and other criminal conduct drivers.
- Initiative Costs** - N/A
- Capital Impact** - N/A

Emergency Telephone System - Five Year Plan

The 911 Communication Center receives, classifies and prioritize calls from the public and dispatches the calls that require police response and transfers and/or direct calls that do not require police response to the proper agency/unit.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$18,036,472	\$18,922,237	\$17,233,845	\$17,475,120	\$17,719,771	\$17,967,849	\$18,219,397	\$88,615,982
Expenses	\$21,817,430	\$18,922,237	\$17,141,247	\$17,376,626	\$17,616,402	\$17,860,235	\$18,107,353	\$88,101,863
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$92,599	\$98,494	\$103,368	\$107,614	\$112,044	\$514,119
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$21,817,430	\$18,922,237	\$17,233,845	\$17,475,120	\$17,719,771	\$17,967,849	\$18,219,397	\$88,615,982
Revenues Over(Under) Expenses	(\$3,780,958)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	(21%)	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

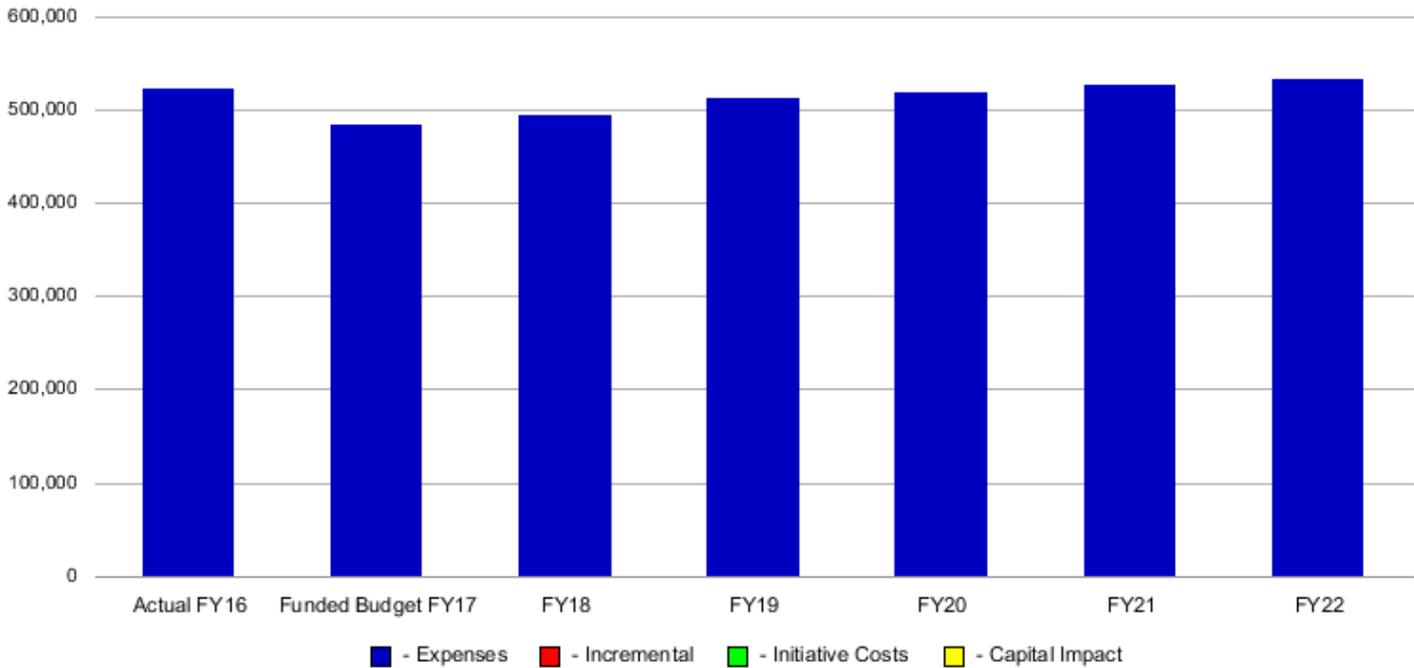
Projected revenues for FY18 are \$17MM.

Expense Overview:

Over the next five years, expenses are attributed to contracts and professional services that support the E911 system (i.e., Everbridge, Northrop Grumman, PSSI CAD, and Sewall), as well as Longevity initiative and Grade 19 and above salary increase.

Emergency Telephone System - Department Of Atlanta Information Management

The Emergency Telephone System Fund under the Department of Atlanta Information Management (AIM) is currently being used to support the E-911 Center/APD.

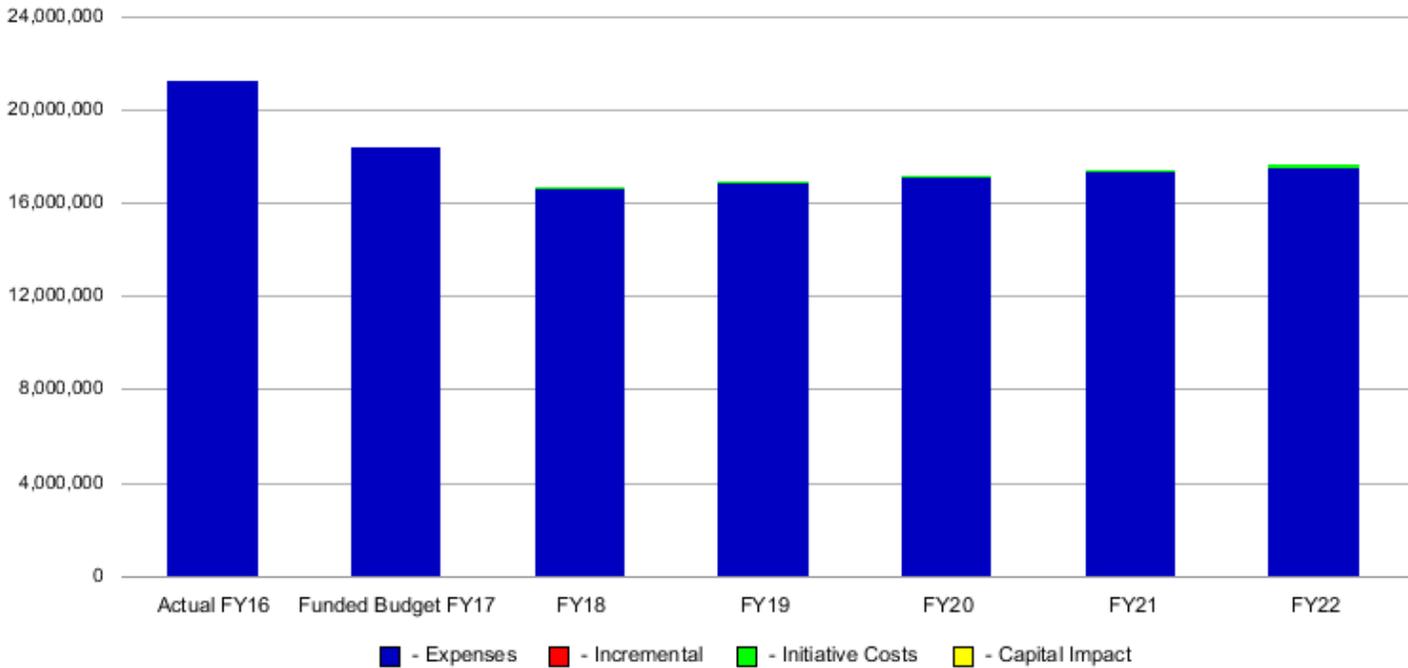


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$523,621	\$484,136	\$495,729	\$514,055	\$519,486	\$527,270	\$534,565	\$2,591,106
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$523,621	\$484,136	\$495,729	\$514,055	\$519,486	\$527,270	\$534,565	\$2,591,106

- Expenses** - Over the next five years, expenses include personnel to support APD/E-911.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Emergency Telephone System - Department Of Police Services

The 911 Communication Center receives, classifies and prioritize calls from the public and dispatches the calls that require police response and transfers and/or direct calls that do not require police response to the proper agency/unit.

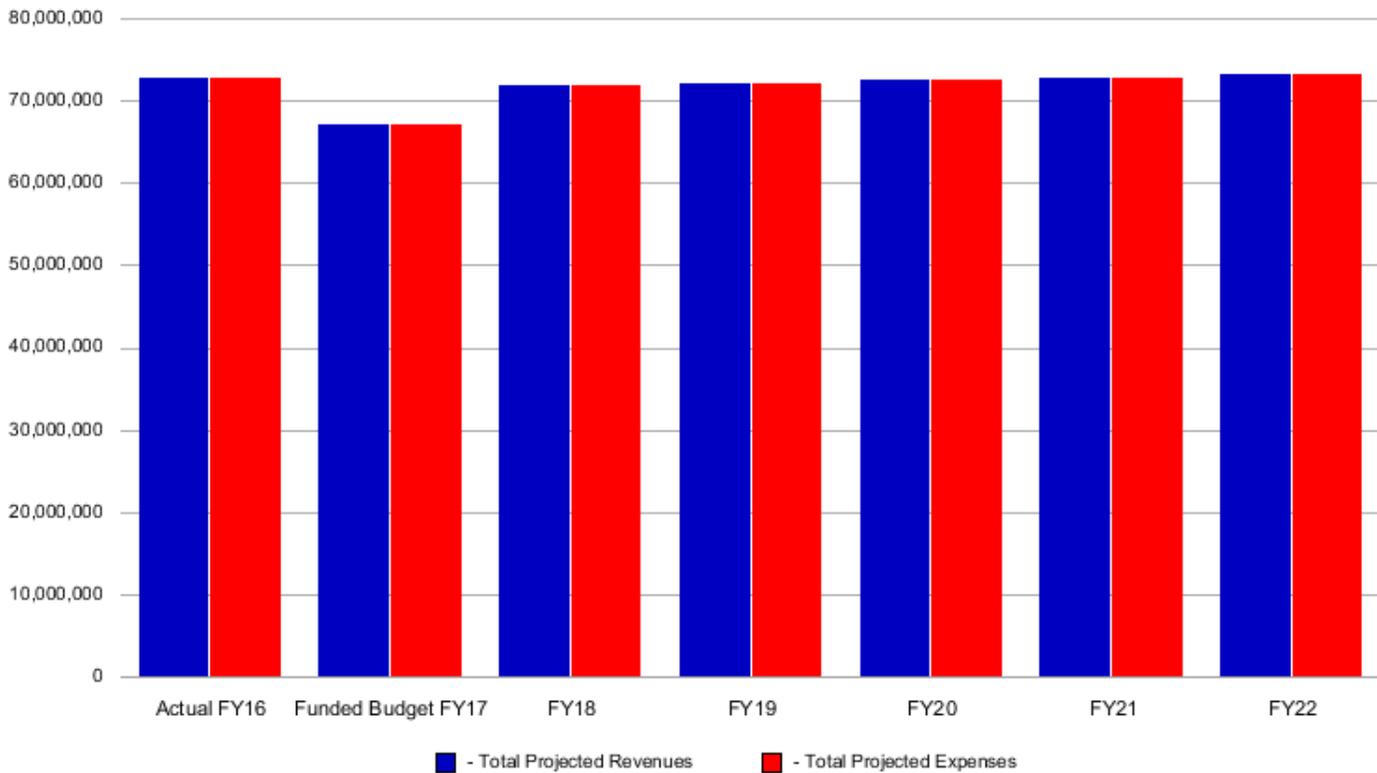


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$21,293,809	\$18,438,101	\$16,645,518	\$16,862,571	\$17,096,916	\$17,332,965	\$17,572,787	\$85,510,757
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$92,599	\$98,494	\$103,368	\$107,614	\$112,044	\$514,119
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$21,293,809	\$18,438,101	\$16,738,117	\$16,961,065	\$17,200,284	\$17,440,579	\$17,684,831	\$86,024,876

- Expenses** - Over the next five years, expenses includes various contracts such as Northrop Grumman, E911 Lease, Public Safety Systems Inc. CAD system, and AT&T.
- Incremental** - N/A
- Initiative Costs** - Initiative costs includes Longevity Pay and Pay Increase for Grade 19 and above.
- Capital Impact** - N/A

Hotel/Motel Tax Fund - Five Year Plan

The Hotel/Motel Tax is shared between the City, Atlanta Convention & Visitors Bureau, Georgia World Congress Center, and the Georgia Dome.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$72,815,822	\$67,268,223	\$71,867,980	\$72,227,318	\$72,588,456	\$72,951,398	\$73,316,155	\$362,951,307
Expenses	\$72,815,822	\$67,268,223	\$71,867,980	\$72,227,318	\$72,588,456	\$72,951,398	\$73,316,155	\$362,951,307
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$72,815,822	\$67,268,223	\$71,867,980	\$72,227,318	\$72,588,456	\$72,951,398	\$73,316,155	\$362,951,307
Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	0%	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

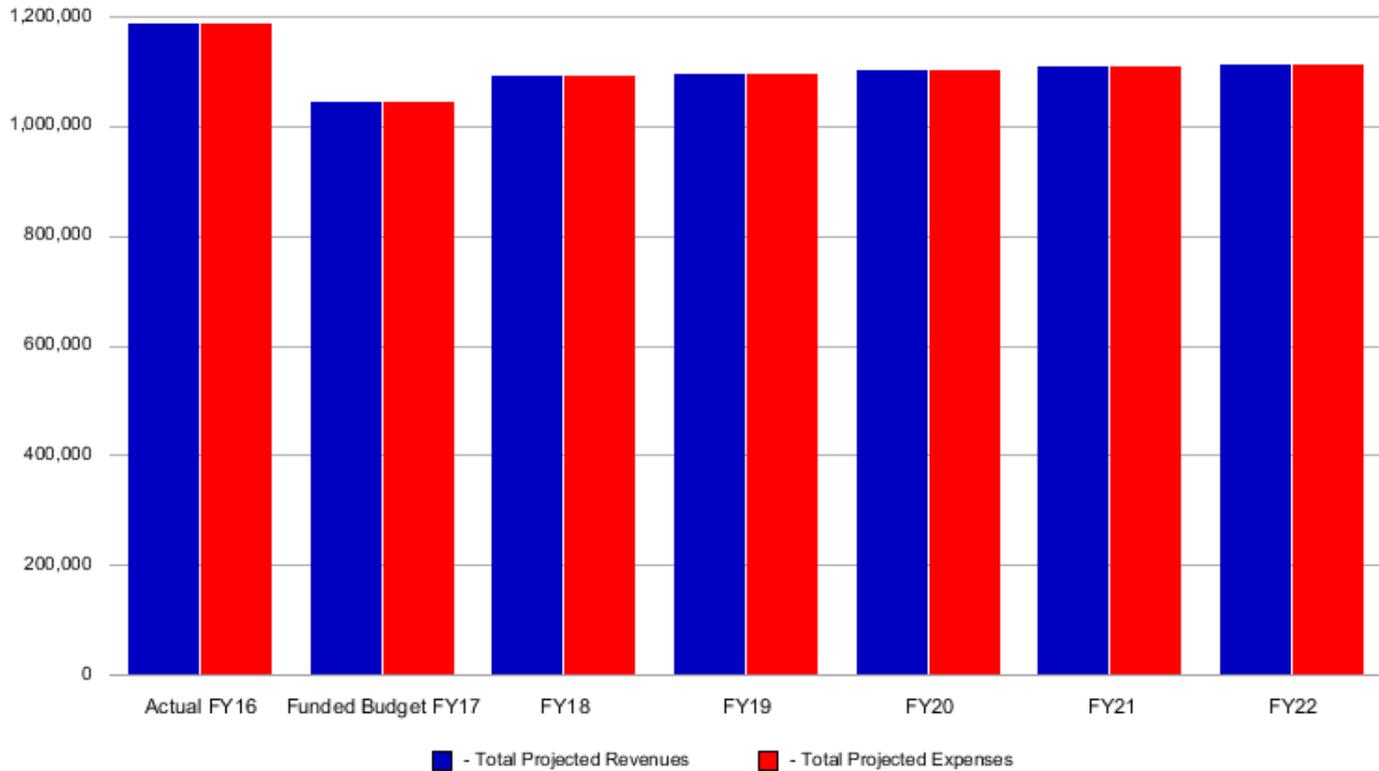
The Hotel/Motel Tax Fund revenue is derived from an 8% rate on rent for occupancy of a guestroom in a hotel in the City. The tax is shared between the City, Atlanta Convention & Visitors Bureau, Georgia World Congress Center, and the Georgia Dome.

Expense Overview:

The City's allocated share of the hotel/motel tax is 24.99%, with the remaining 75.01% distributed by the City to the aforementioned parties.

Rental/Motor Vehicle Tax Fund - Five Year Plan

The Rental/Motor Vehicle Fund contains revenue from transactions associated with a 3% excise tax levied on Car Rental Facilities within the City corporate limits.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$1,188,750	\$1,046,050	\$1,092,076	\$1,097,536	\$1,103,024	\$1,108,539	\$1,114,081	\$5,515,256
Expenses	\$1,188,750	\$1,046,050	\$1,092,076	\$1,097,536	\$1,103,024	\$1,108,539	\$1,114,081	\$5,515,256
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,188,750	\$1,046,050	\$1,092,076	\$1,097,536	\$1,103,024	\$1,108,539	\$1,114,081	\$5,515,256
Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	0%	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

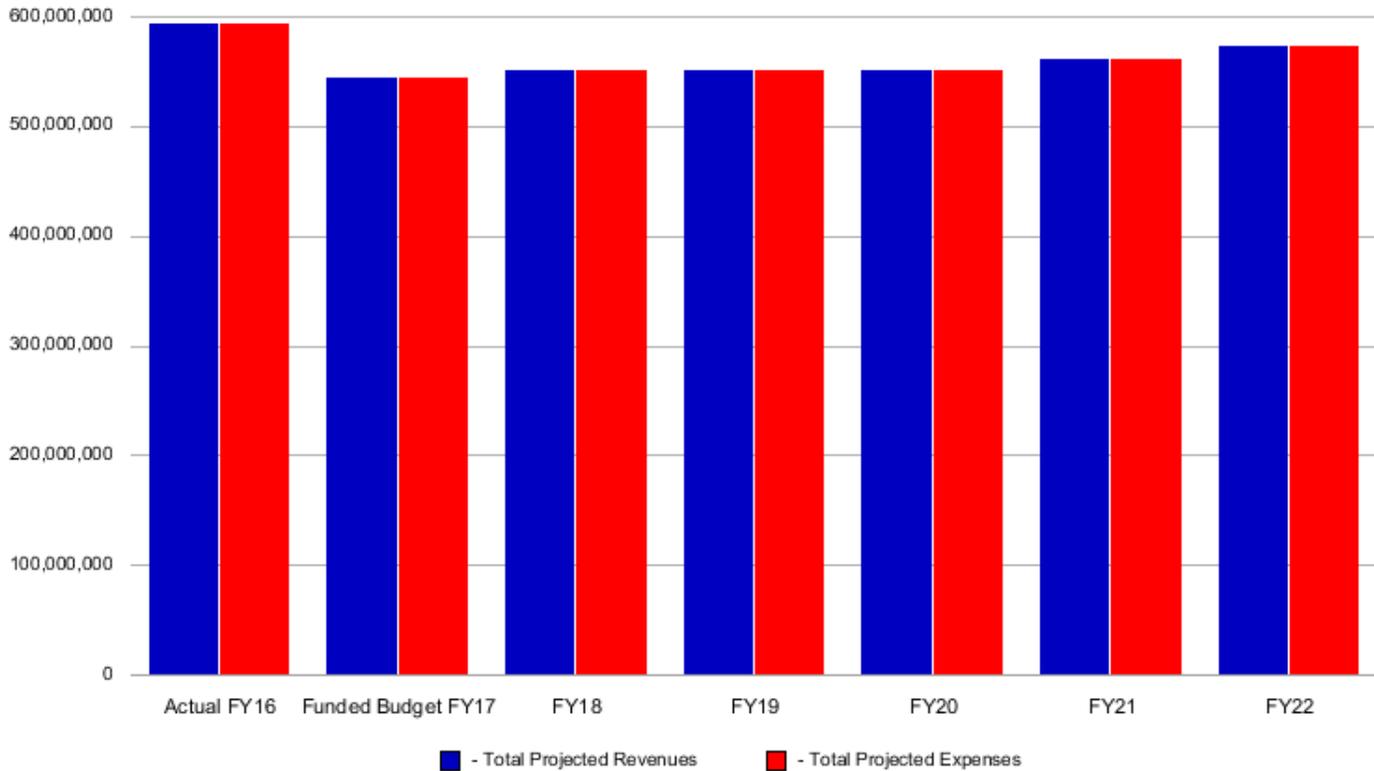
The Car Rental Tax Fund revenues correlate with travel and tourism activity.

Expense Overview:

This Fund operates as a pass through fund with all of the revenues remitted to a Bank Trustee for debt service payments pursuant to the trust indenture.

Water & Wastewater Revenue Fund - Five Year Plan

The Water & Wastewater Revenue Fund was established to account for transactions associated with the operation, development, and maintenance of the City's expansive water and wastewater infrastructure system.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$593,726,101	\$545,355,055	\$551,420,499	\$551,723,590	\$552,030,528	\$562,551,020	\$573,533,096	\$2,791,258,733
Expenses	\$594,756,237	\$545,355,055	\$550,088,448	\$550,280,956	\$550,472,284	\$560,860,010	\$571,681,262	\$2,783,382,960
Incremental	\$0	\$0	\$2,044	\$2,044	\$86	\$86	\$86	\$4,346
Initiative Costs	\$0	\$0	\$1,330,007	\$1,440,590	\$1,558,158	\$1,690,924	\$1,851,748	\$7,871,427
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$594,756,237	\$545,355,055	\$551,420,499	\$551,723,590	\$552,030,528	\$562,551,020	\$573,533,096	\$2,791,258,733
Revenues Over(Under) Expenses	(\$1,030,136)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	0%	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

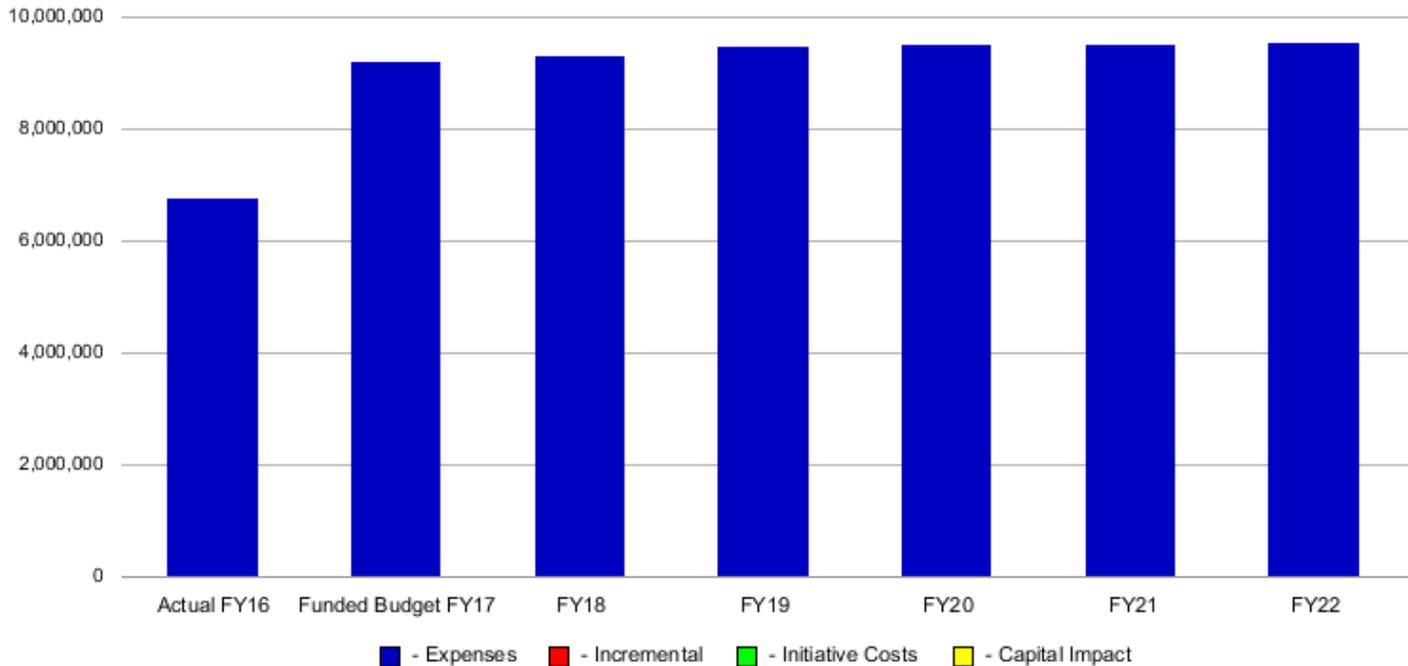
Water & Wastewater Fund revenues include Water/Sewer Service revenue, Inter-jurisdictional revenue from other local cities, Municipal Option Sales Tax (MOST), Administrative Fees, and other revenue sources.

Expense Overview:

Water & Wastewater Fund expenditures relate to Departmental O&M, Debt Service, Fund-wide reserves and funding of City departments. Initiative costs includes Longevity Pay, minimum wage increase to \$15 per hour and Pay increase for 19 and above.

Water & Wastewater Revenue Fund - Executive Offices

The Water & Wastewater Revenue Fund provides funding to divisions within the Executive Offices that service departments within the Department of Watershed. Also, the Watershed Department pays the City a yearly lease payment for the use of 72 Marietta Street. Currently, the divisions within the Executives Offices that provide service support to the Department of Watershed are the 311 Call Center and FORATLANTA.

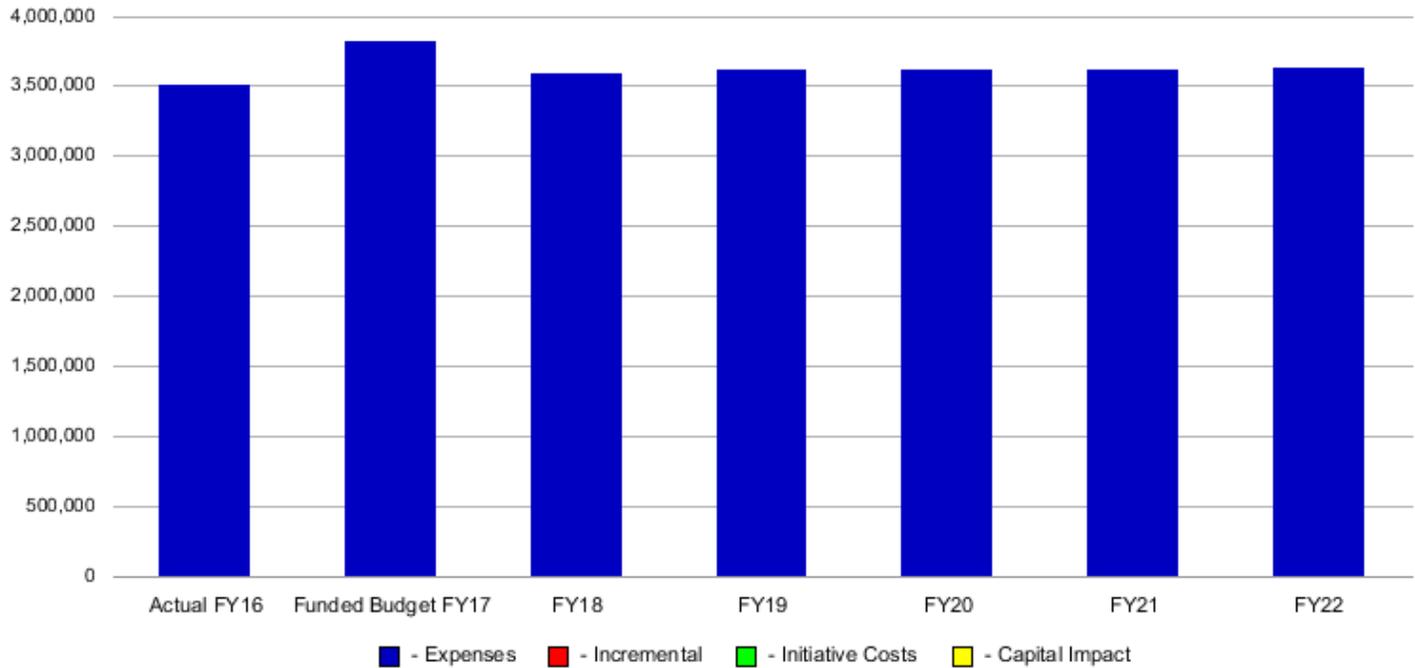


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$6,749,546	\$9,186,201	\$9,288,142	\$9,461,514	\$9,490,784	\$9,521,264	\$9,551,965	\$47,313,671
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$6,749,546	\$9,186,201	\$9,288,142	\$9,461,514	\$9,490,784	\$9,521,264	\$9,551,965	\$47,313,671

- Expenses** - Over the next five years, expenses include costs related to 311 Call Center, the Innovative Delivery Team, and repair and maintenance at 72 Marietta.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Atlanta Information Management

The Water and Wastewater Revenue Fund under the Department of Atlanta Information Management (AIM) is used for the department and support of 311 Center, Hyperion and E-Business Suite (EBS).

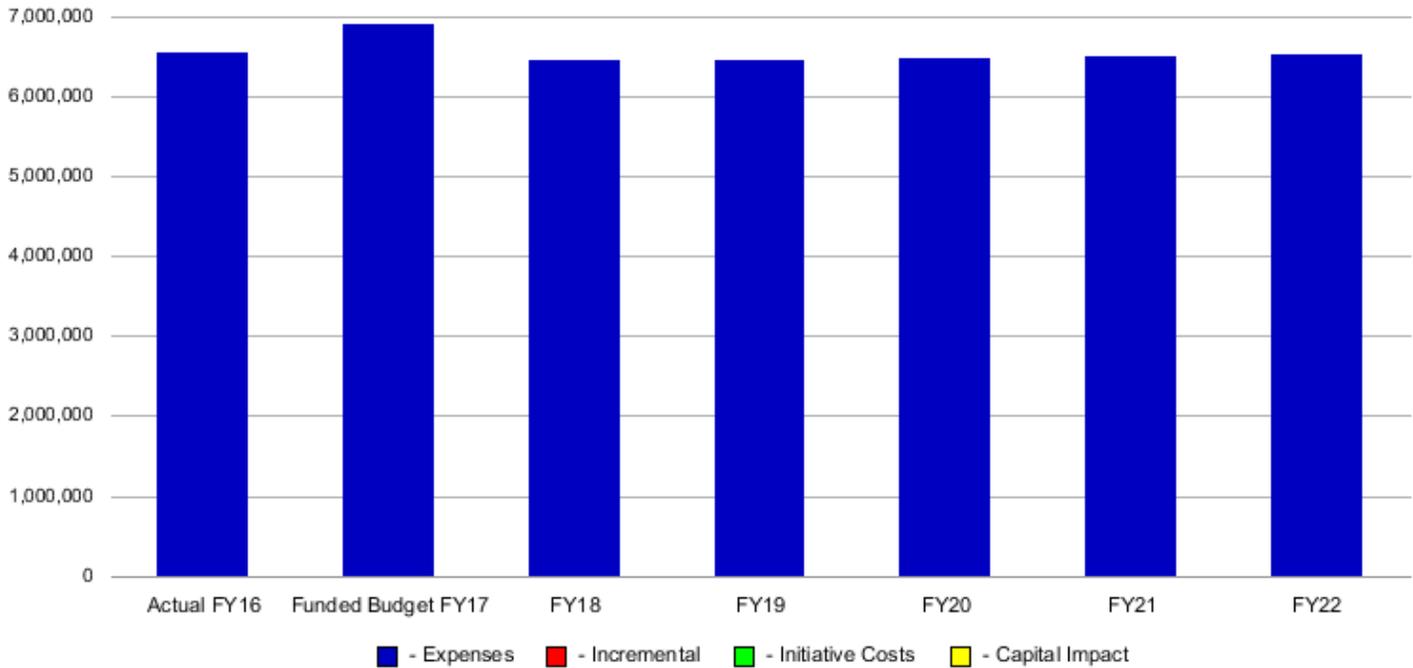


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$3,518,515	\$3,828,677	\$3,598,416	\$3,620,746	\$3,625,355	\$3,631,283	\$3,636,991	\$18,112,790
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$3,518,515	\$3,828,677	\$3,598,416	\$3,620,746	\$3,625,355	\$3,631,283	\$3,636,991	\$18,112,790

- Expenses** - Over the next five years, expenses include the endeavors to consolidate services, contracts and strengthen the City's technology framework.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Law

The Law Department is a team of professionals committed to providing best in-class legal representation to the City of Atlanta. In addition to defending the City in all types of civil litigation, the Department works proactively to prevent legal challenges by delivering sound advice, legislation and training.

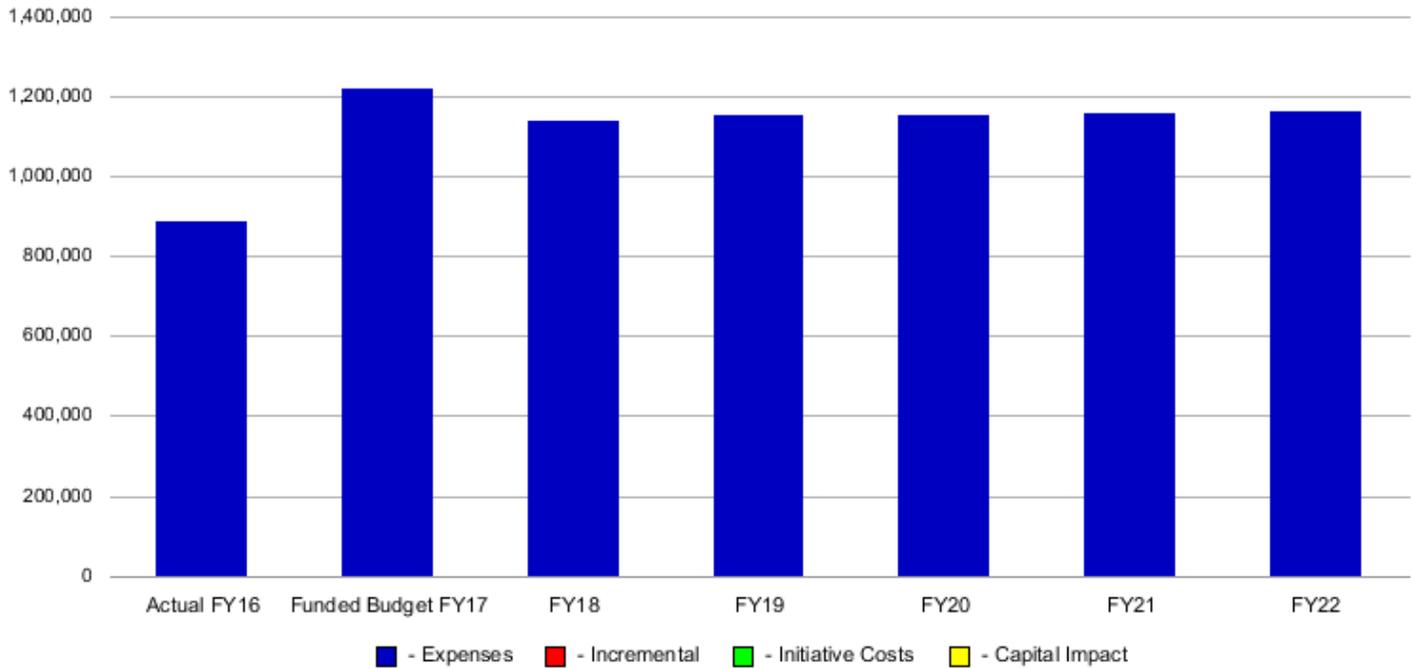


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$6,567,668	\$6,909,975	\$6,455,100	\$6,472,555	\$6,490,179	\$6,513,576	\$6,535,861	\$32,467,271
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$6,567,668	\$6,909,975	\$6,455,100	\$6,472,555	\$6,490,179	\$6,513,576	\$6,535,861	\$32,467,271

- Expenses** - Over the next five years, expenses include continued funding for personnel, outside counsel and Continued Legal Education.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Finance

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

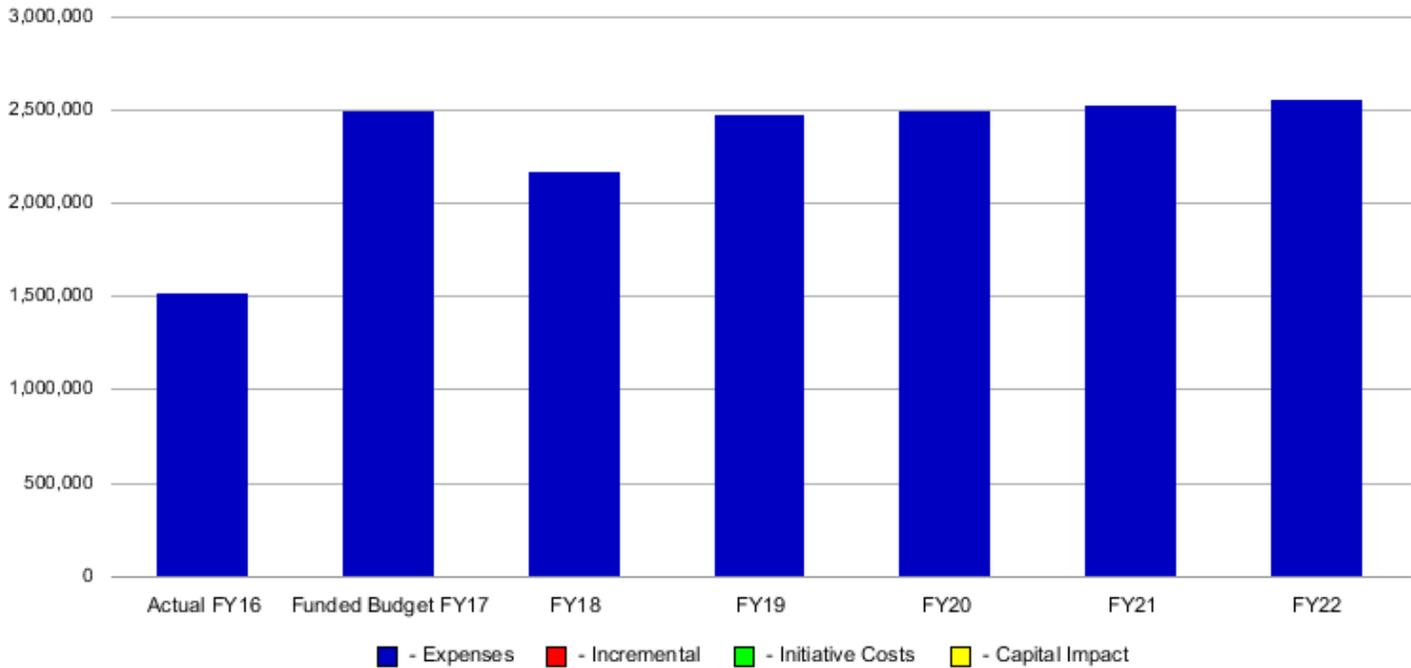


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$891,115	\$1,222,597	\$1,141,386	\$1,153,676	\$1,157,532	\$1,161,388	\$1,165,244	\$5,779,226
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$891,115	\$1,222,597	\$1,141,386	\$1,153,676	\$1,157,532	\$1,161,388	\$1,165,244	\$5,779,226

- Expenses** - Over the next five years, expenses include personnel costs, standard contracts, license agreements, and bank fees.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

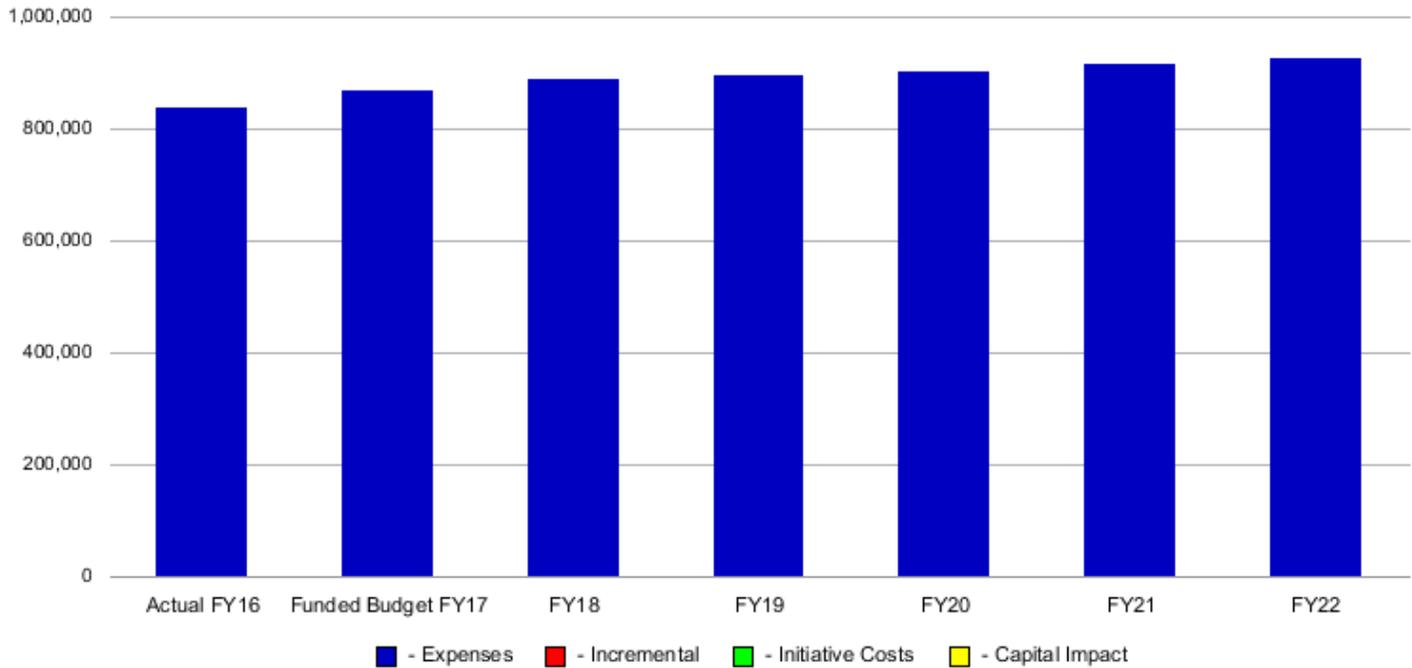


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$1,519,693	\$2,496,480	\$2,172,105	\$2,478,939	\$2,500,175	\$2,530,058	\$2,558,030	\$12,239,306
Incremental	\$0	\$0	\$1,958	\$1,958	\$0	\$0	\$0	\$3,916
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,519,693	\$2,496,480	\$2,174,063	\$2,480,897	\$2,500,175	\$2,530,058	\$2,558,030	\$12,243,222

- Expenses** - Over the next five years, expenses include personnel costs, the Technology Integration Group copier lease, maintenance, office supplies, training/travel, wireless devices and printing.
- Incremental** - Incremental expenses include costs associated with repair/maintenance of copy machines.
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Public Works

The Department of Public Works manages the City's public right of way and handles some of the most commonly reported issues such as traffic signals, street signs, street striping and potholes.

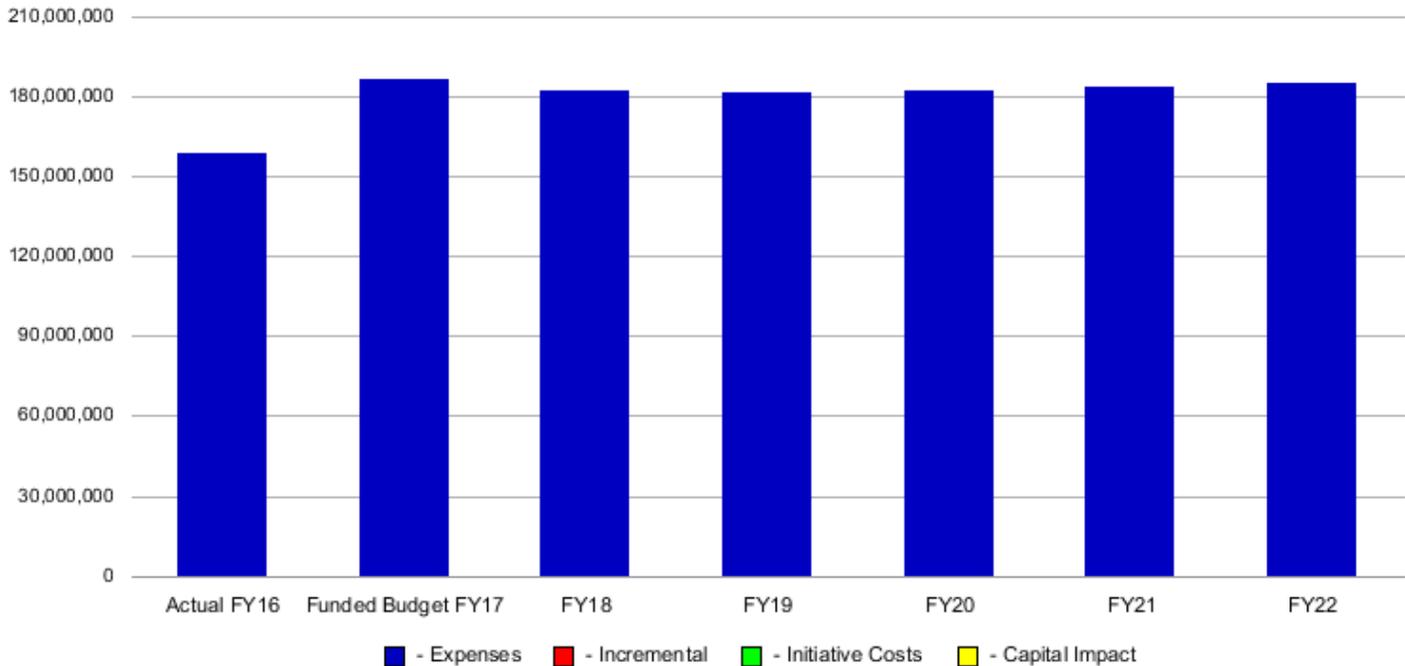


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$839,588	\$869,933	\$889,959	\$897,949	\$903,480	\$915,960	\$927,293	\$4,534,641
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$839,588	\$869,933	\$889,959	\$897,949	\$903,480	\$915,960	\$927,293	\$4,534,641

- Expenses** - Over the next five years, expenses include salaries and benefits.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Watershed Management

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

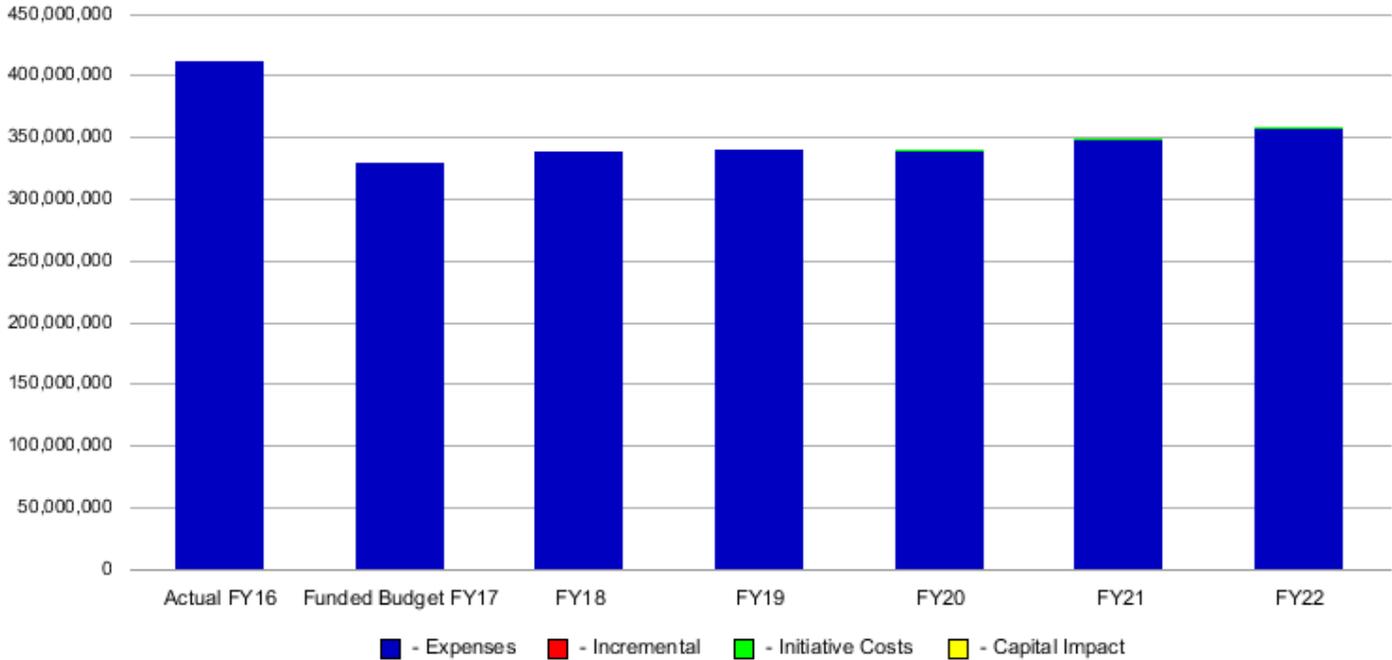


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$159,047,083	\$187,199,409	\$182,803,998	\$181,861,517	\$182,840,816	\$184,057,013	\$185,318,064	\$916,881,407
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$159,047,083	\$187,199,409	\$182,803,998	\$181,861,517	\$182,840,816	\$184,057,013	\$185,318,064	\$916,881,407

- Expenses** - Over the next five years, expenses include costs associated with operations and maintenance for the Department of Watershed Management. Decrease costs due to repairs, maintenance and supplies for water and wastewater treatment plants.
- Incremental** - N/A
- Initiative Costs** - NA
- Capital Impact** - NA

Water & Wastewater Revenue Fund - Non-Departmental

The Water & Wastewater Revenue Fund Non-Departmental budget includes funding for expenditures directly associated with debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.

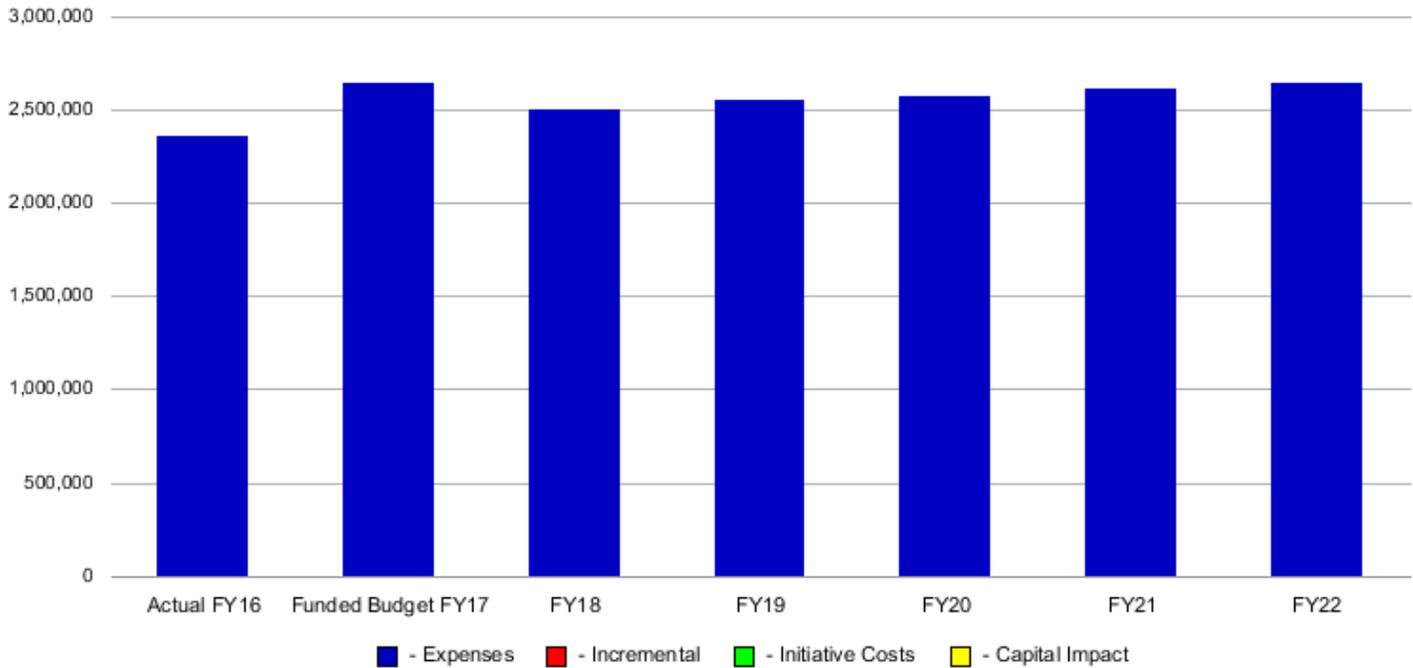


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$412,341,105	\$329,563,283	\$340,023,643	\$340,536,536	\$339,626,365	\$348,641,463	\$358,015,718	\$1,726,843,726
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$1,330,007	\$1,440,590	\$1,558,158	\$1,690,924	\$1,851,748	\$7,871,427
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$412,341,105	\$329,563,283	\$341,353,651	\$341,977,126	\$341,184,524	\$350,332,387	\$359,867,466	\$1,734,715,153

- Expenses** - Over the next five years, expenses include funding for debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.
- Incremental** - N/A
- Initiative Costs** - Initiative costs includes Longevity Pay, minimum wage increase to \$15 per hour and Pay increase for 19 and above.
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

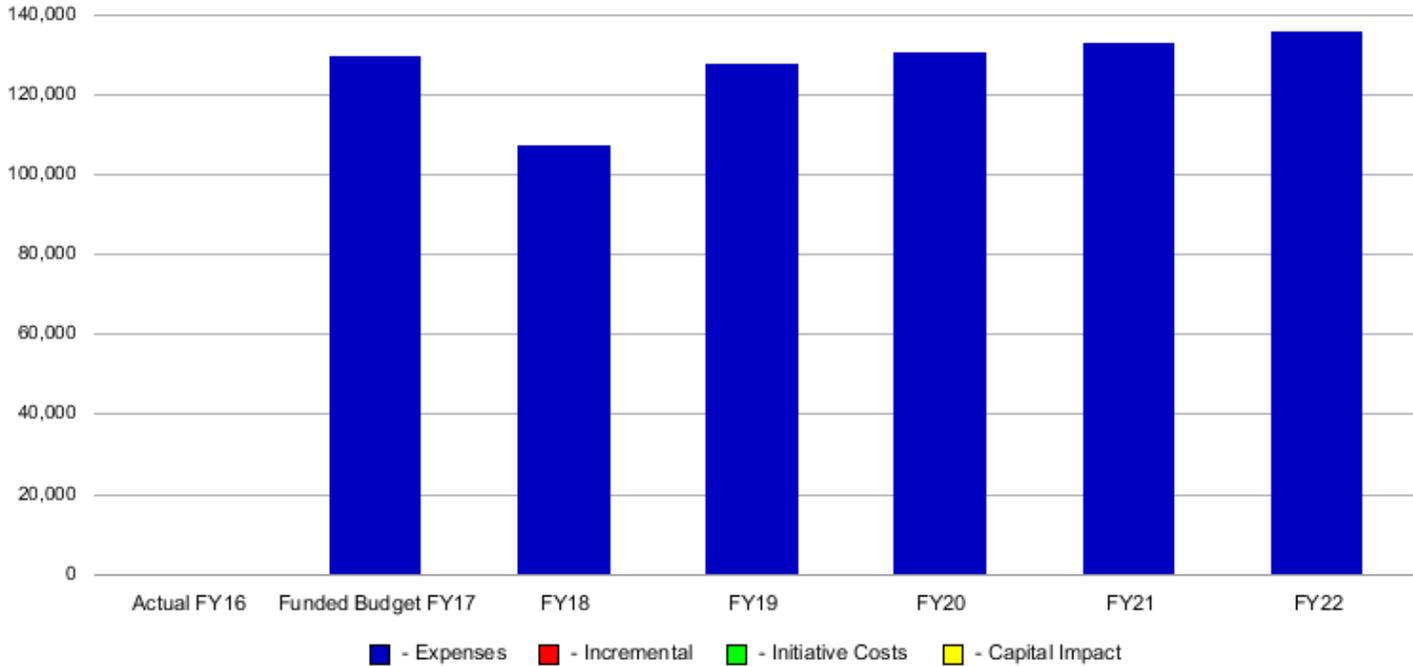


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$2,368,291	\$2,652,727	\$2,507,628	\$2,558,721	\$2,582,718	\$2,616,922	\$2,648,918	\$12,914,907
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$2,368,291	\$2,652,727	\$2,507,628	\$2,558,721	\$2,582,718	\$2,616,922	\$2,648,918	\$12,914,907

- Expenses** - Over the next five years, expenses include salaries and benefits, Civil Service Board Hearings, and other daily operational expenses.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Police Services

The City of Atlanta Police Department (APD) provides enhanced security and protection to the employees, citizens, visitors and businesses of the City of Atlanta. APD provides full time law enforcement officers to assist in the correction of loss prevention and security within DWM.

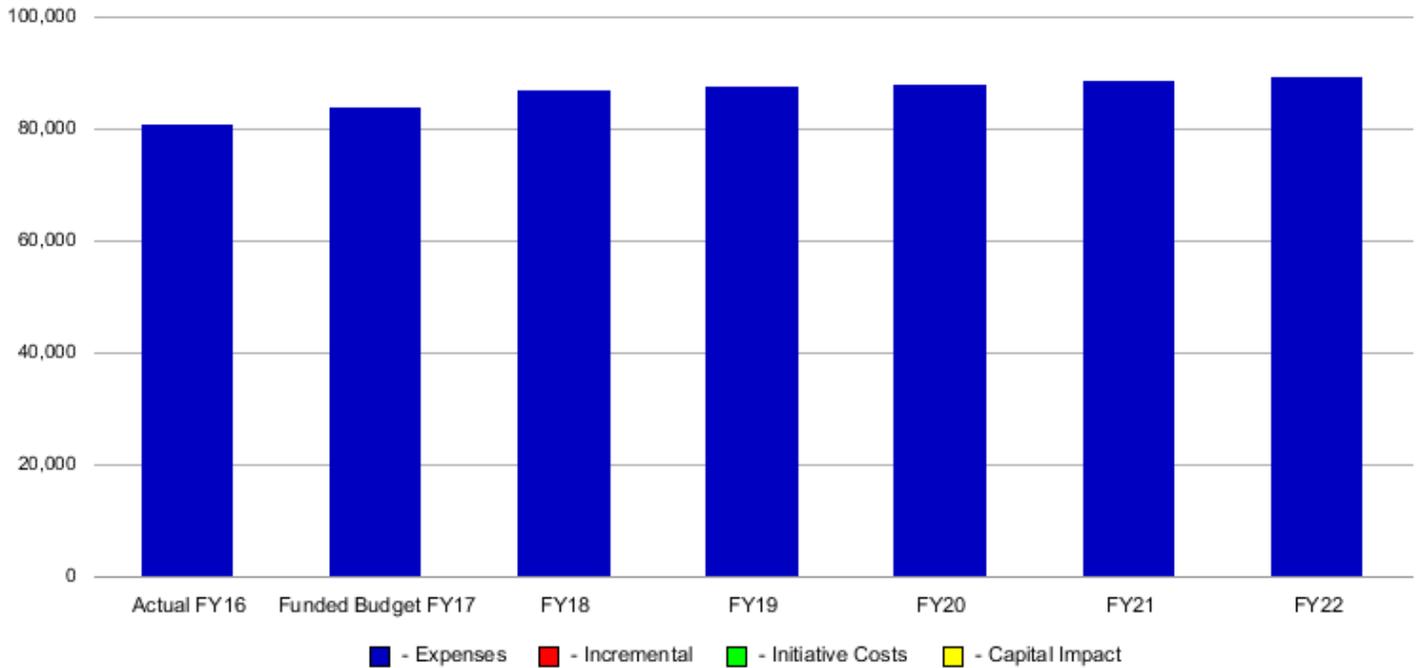


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$0	\$129,591	\$107,262	\$127,837	\$130,530	\$133,250	\$136,058	\$634,936
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$0	\$129,591	\$107,262	\$127,837	\$130,530	\$133,250	\$136,058	\$634,936

- Expenses** - Over the next five years, expenses are related to two Police Investigator positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of The Solicitor

The Solicitor's Office is mandated to prosecute all water theft cases brought before the Atlanta Municipal Court.

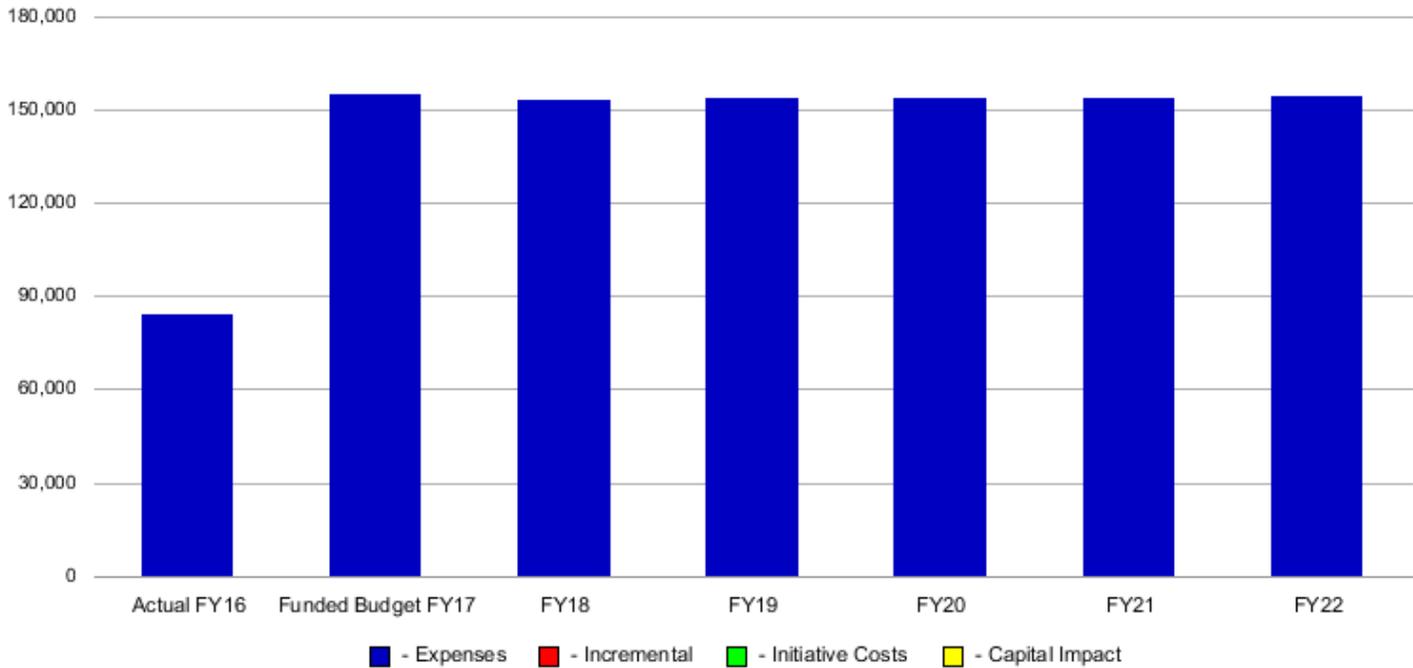


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$80,867	\$83,839	\$86,775	\$87,563	\$88,114	\$88,677	\$89,251	\$440,380
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$80,867	\$83,839	\$86,775	\$87,563	\$88,114	\$88,677	\$89,251	\$440,380

- Expenses** - Over the next five years, expenses include operational cost to process and prosecute water theft cases.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Ethics

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.

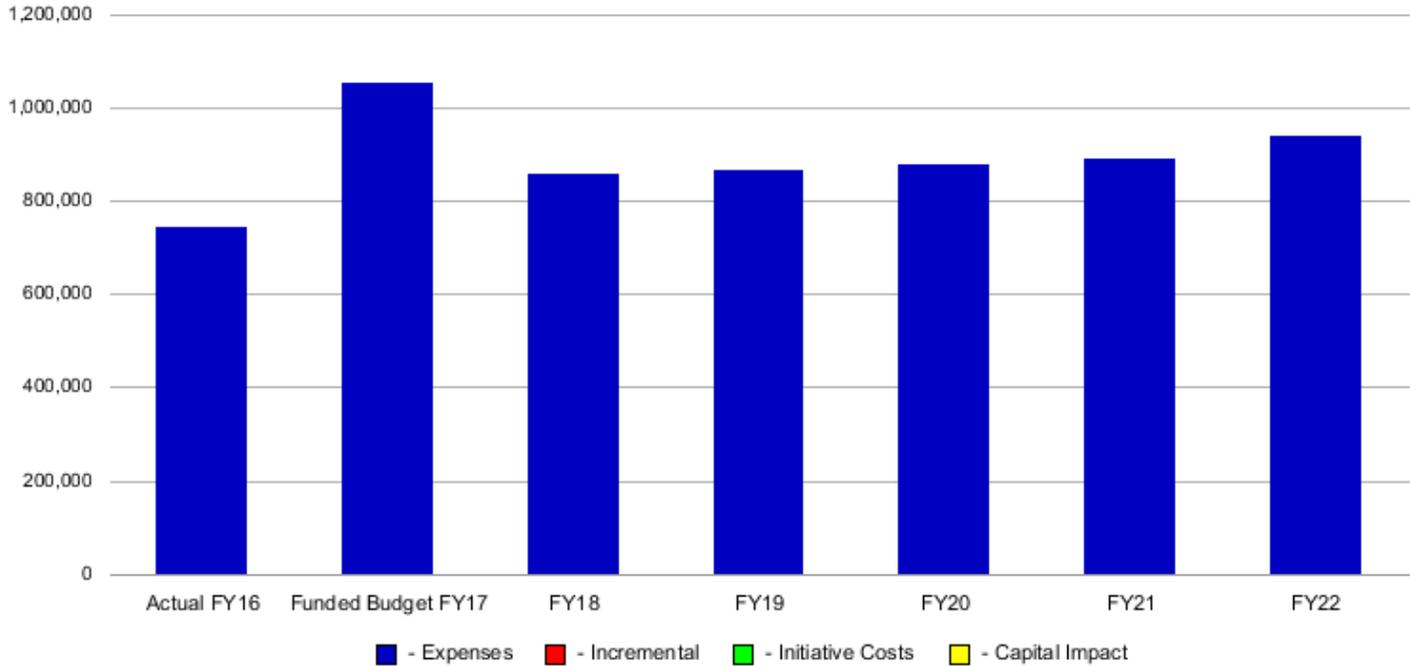


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$84,663	\$155,029	\$153,548	\$153,781	\$154,014	\$154,248	\$154,481	\$770,072
Incremental	\$0	\$0	\$86	\$86	\$86	\$86	\$86	\$430
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$84,663	\$155,029	\$153,634	\$153,867	\$154,100	\$154,334	\$154,567	\$770,502

- Expenses** - Over the next five years, expenses include professional training for staff members, additional training materials and media for broader outreach to City officials and employees.
- Incremental** - Incremental expenses include costs for subscriptions.
- Initiative Costs** - N/A
- Capital Impact** - N/A

Water & Wastewater Revenue Fund - Department Of Audit

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government by conducting audits to support legislative oversight and public accountability. The Water & Wastewater Revenue Fund supports audits and investigations in the Department of Watershed Management and related activities.

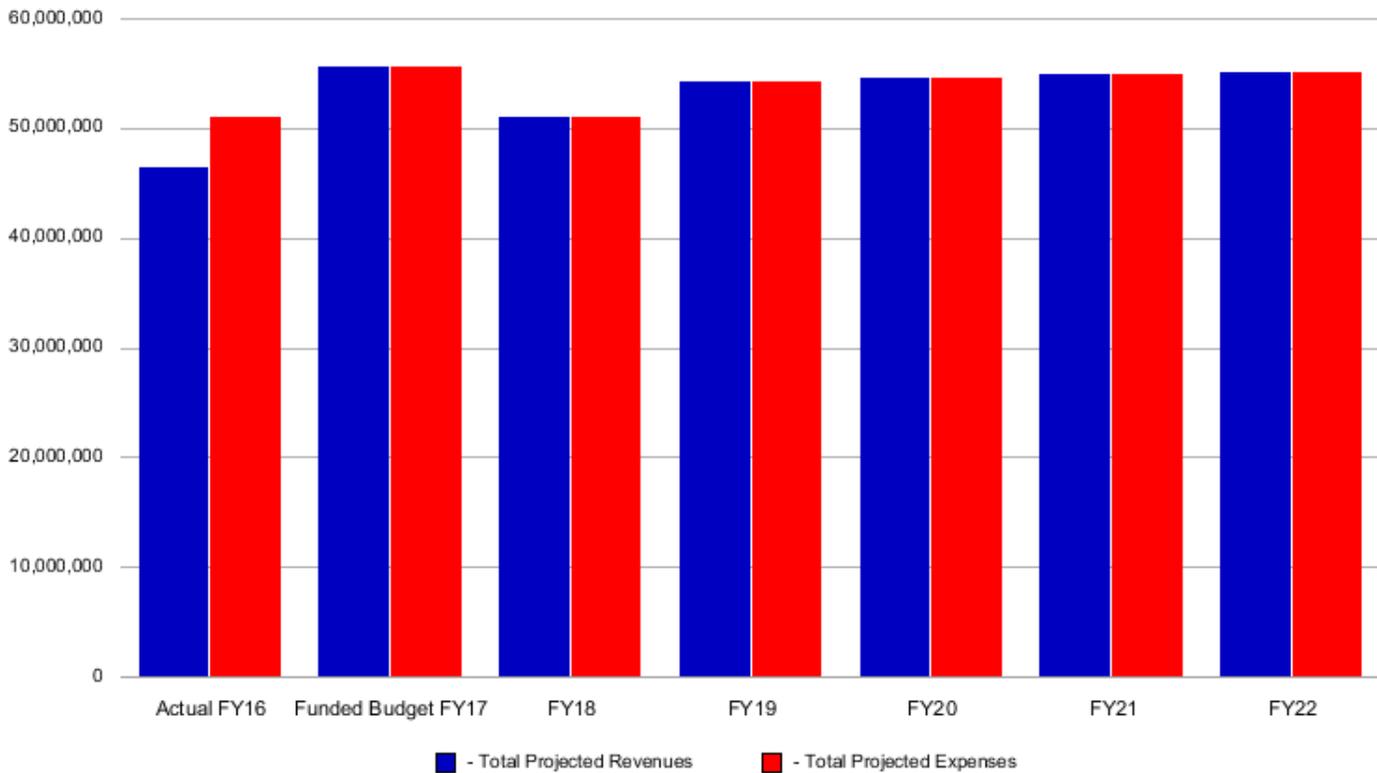


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$748,153	\$1,057,314	\$860,486	\$869,620	\$882,221	\$894,909	\$943,389	\$4,450,625
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$748,153	\$1,057,314	\$860,486	\$869,620	\$882,221	\$894,909	\$943,389	\$4,450,625

- Expenses** - Over the next five years, expenses include personnel costs, support for audits and investigations that focus on or include the Department of Watershed Management and related activities.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Solid Waste Services Revenue Fund - Five Year Plan

The primary services provided by Solid Waste Services are refuse collection and disposal, residential recycling, yard trimmings, bulk rubbish collection, and street sweeping.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$46,588,043	\$55,607,233	\$51,130,118	\$54,385,769	\$54,657,697	\$54,930,986	\$55,204,641	\$270,309,209
Expenses	\$51,037,629	\$55,607,233	\$49,640,214	\$52,431,044	\$52,073,825	\$51,496,499	\$50,616,611	\$256,258,193
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$1,489,904	\$1,954,725	\$2,583,871	\$3,434,487	\$4,588,029	\$14,051,016
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$51,037,629	\$55,607,233	\$51,130,118	\$54,385,769	\$54,657,696	\$54,930,986	\$55,204,640	\$270,309,209
Revenues Over(Under) Expenses	(\$4,449,586)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	(10%)	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

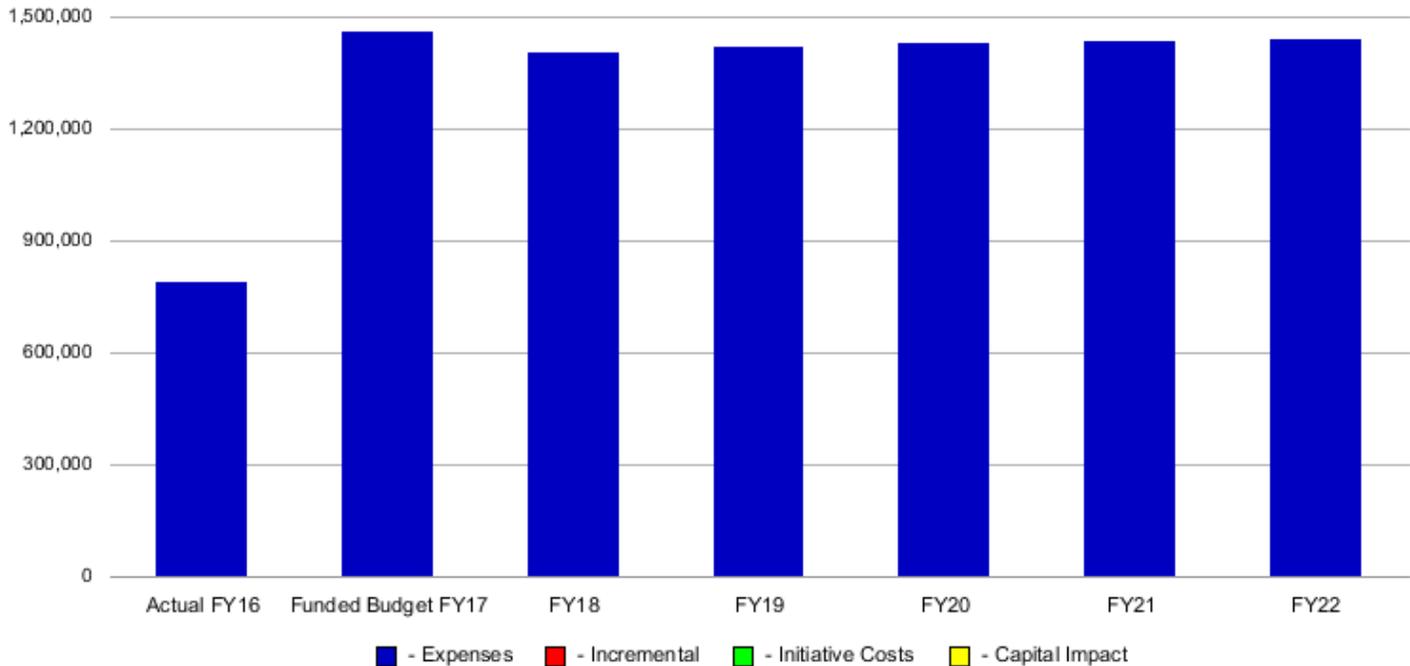
Solid Waste Fund revenues are comprised of user fees to cover the cost of operations. Revenues are projected to increase due to new construction and redevelopment within the service area and rate increases beginning in FY2019.

Expense Overview:

Expenses are projected to increase over the next five years due to indirect cost allocations and repairing and replacing aging equipment. Other cost includes Longevity pay, 3% salary increase Grades 19 & above and minimum wage increase to \$15 per hour.

Solid Waste Services Revenue Fund - Executive Offices

The Solid Waste Service Revenue Fund provides funding to divisions within the Executive Offices that service departments within Solid Waste. The 311 Call Center currently has full-time positions that are funded at a certain percentage within the Solid Waste Service Revenue Fund.

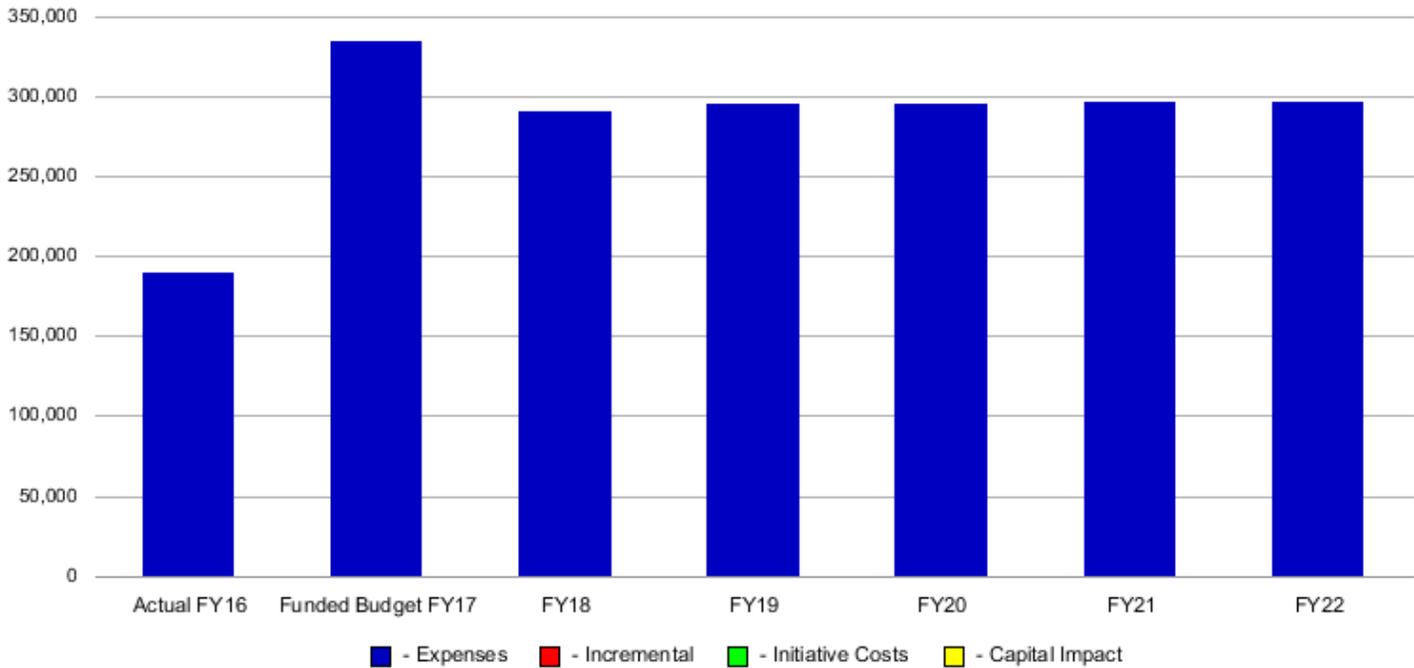


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$792,637	\$1,464,049	\$1,405,983	\$1,423,519	\$1,429,545	\$1,435,787	\$1,442,076	\$7,136,909
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$792,637	\$1,464,049	\$1,405,983	\$1,423,519	\$1,429,545	\$1,435,787	\$1,442,076	\$7,136,909

- Expenses** - Over the next five years, expenses include salaries and benefits and contracts related to the Office of Sustainability and 311 Call Center.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Solid Waste Services Revenue Fund - Department Of Atlanta Information Management

The Solid Waste Services Revenue Fund under the Department of Atlanta Information Management (AIM) is used for ongoing support of 311 Center and Hyperion.

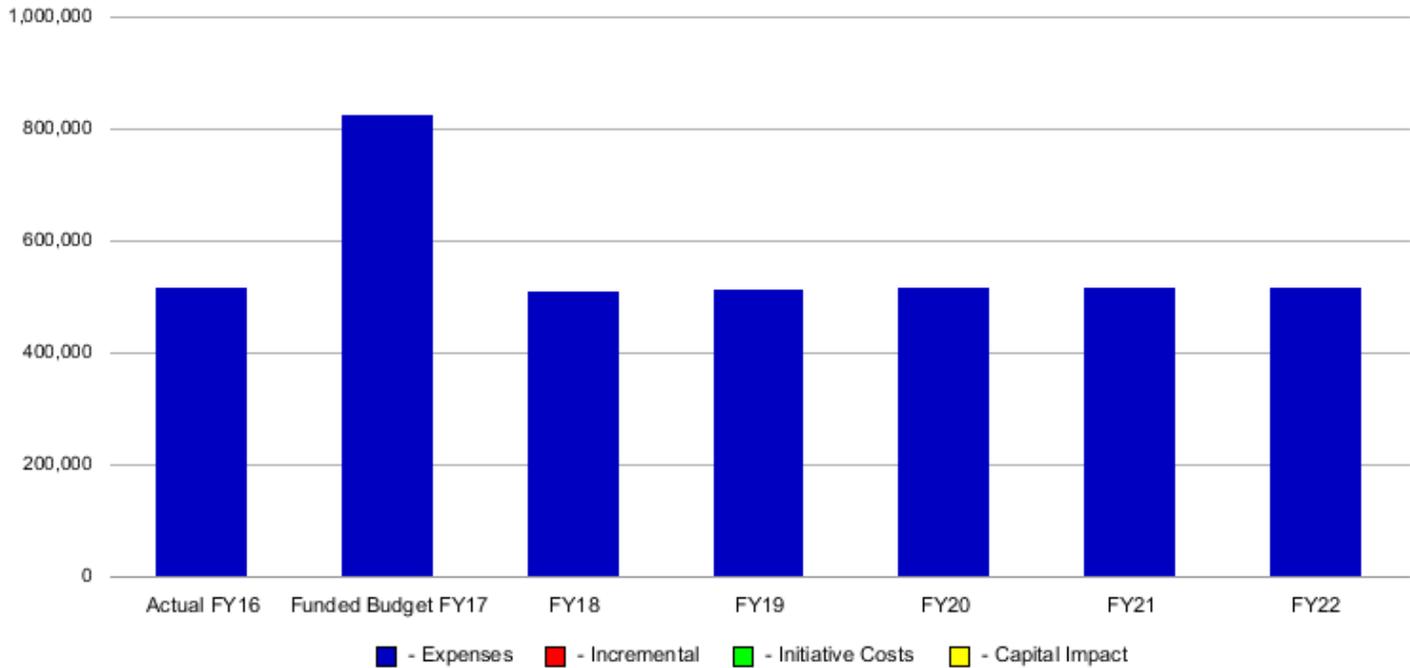


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$190,022	\$334,603	\$291,666	\$296,231	\$296,428	\$296,709	\$296,978	\$1,478,012
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$190,022	\$334,603	\$291,666	\$296,231	\$296,428	\$296,709	\$296,978	\$1,478,012

- Expenses** - Over the next five years, expenses include spit-funded positions for 311 and GIS as well as contract costs for Hyperion and the 311 Call Center.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Solid Waste Services Revenue Fund - Department Of Finance

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

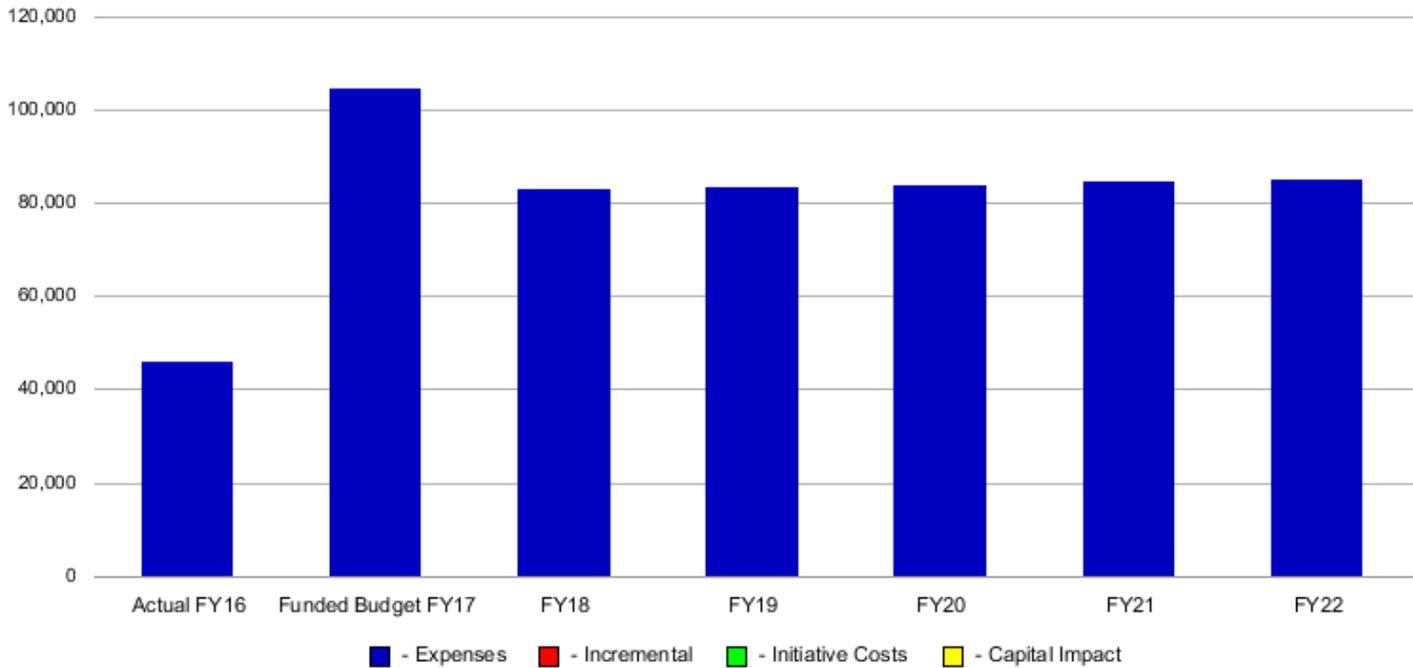


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$517,307	\$824,463	\$510,244	\$513,991	\$515,560	\$517,129	\$518,699	\$2,575,623
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$517,307	\$824,463	\$510,244	\$513,991	\$515,560	\$517,129	\$518,699	\$2,575,623

- Expenses** - Over the next five years, expenses include personnel, supplies, and Solid Waste Billing system.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Solid Waste Services Revenue Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

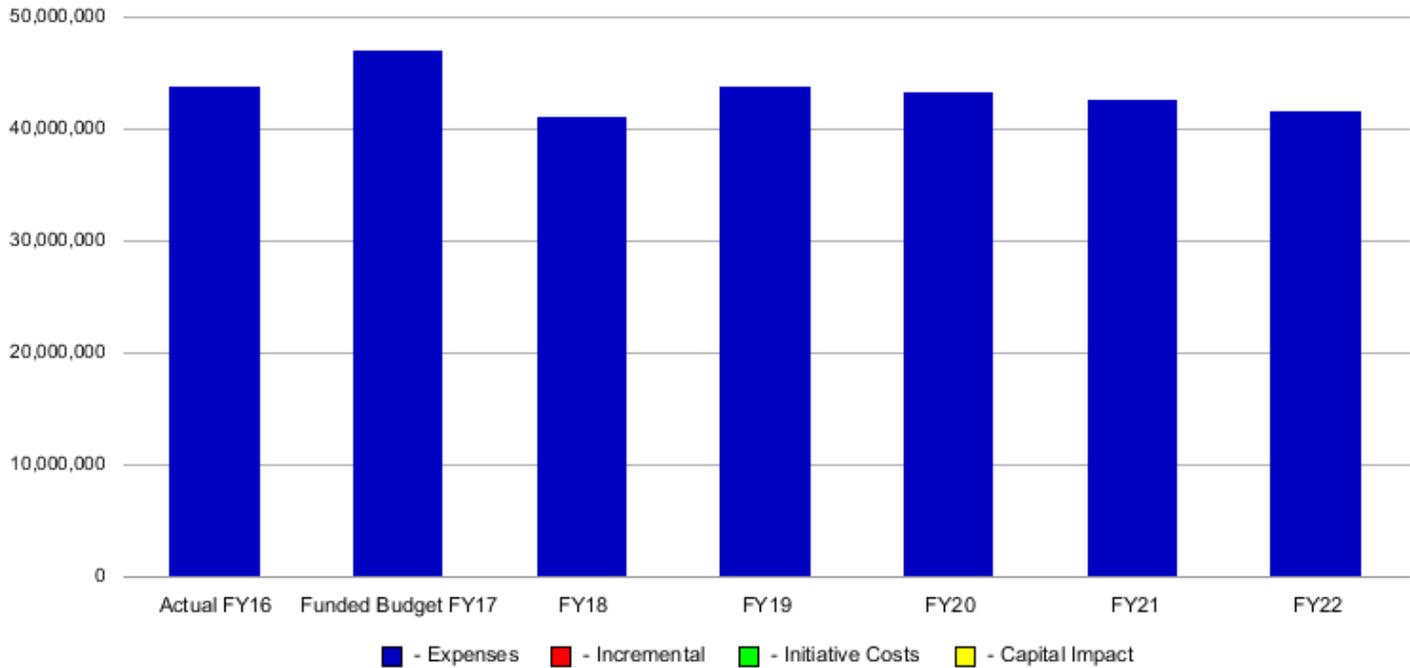


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$46,369	\$104,589	\$83,248	\$83,723	\$84,172	\$84,621	\$85,071	\$420,834
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$46,369	\$104,589	\$83,248	\$83,723	\$84,172	\$84,621	\$85,071	\$420,834

- Expenses** - Over the next five years, expenses include funding for two full-time positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Solid Waste Services Revenue Fund - Department Of Public Works

The Department of Public Works 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; street sweeping and cleaning; dead animal removal; facilitating the Keep Atlanta Beautiful program, and assisting with city-wide emergency operations.

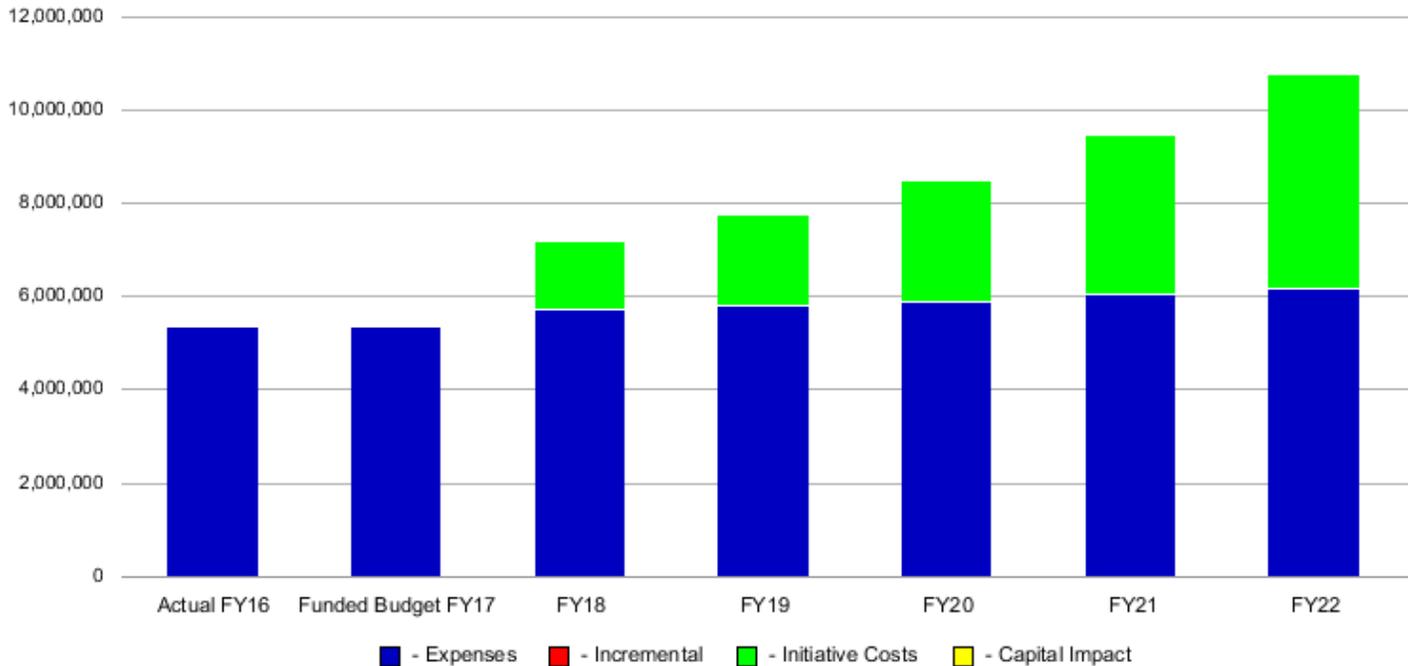


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$43,772,725	\$46,985,083	\$41,098,622	\$43,754,824	\$43,294,390	\$42,567,473	\$41,546,934	\$212,262,244
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$43,772,725	\$46,985,083	\$41,098,622	\$43,754,824	\$43,294,390	\$42,567,473	\$41,546,934	\$212,262,244

- Expenses** - Over the next five years, expenses include repairing and replacing aged equipment.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Solid Waste Services Revenue Fund - Non-Departmental

Non-Departmental is used to account for expenditures not directly associated with the operations and maintenance of the department such as debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.



	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$5,362,445	\$5,359,628	\$5,704,557	\$5,808,369	\$5,898,737	\$6,033,862	\$6,160,274	\$29,605,797
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$1,489,904	\$1,954,725	\$2,583,871	\$3,434,487	\$4,588,029	\$14,051,016
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$5,362,445	\$5,359,628	\$7,194,461	\$7,763,094	\$8,482,608	\$9,468,348	\$10,748,302	\$43,656,814

Expenses

- Over the next five years, expenses include indirect cost allocations.

Incremental

- N/A

Initiative Costs

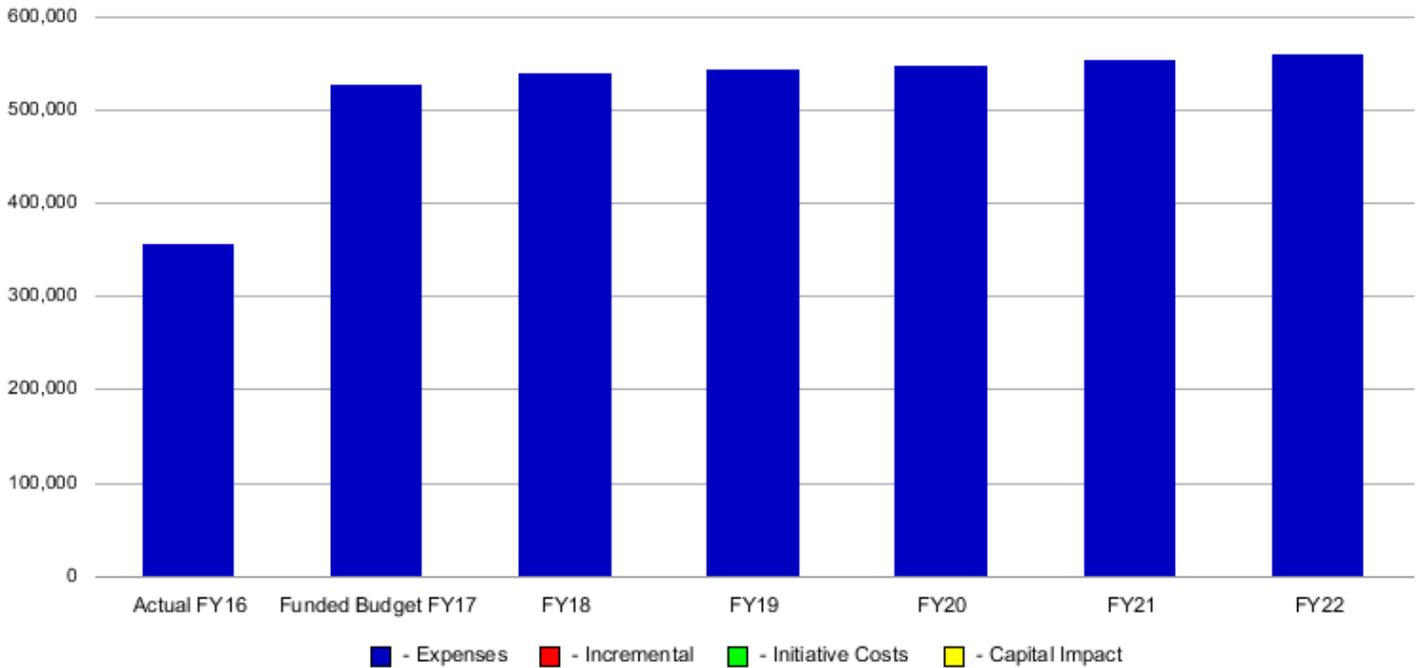
- Initiative cost includes the estimated cost of Longevity pay, 3% salary increase for Grades 19 & above and minimum wage increase to \$15 per hour.

Capital Impact

- N/A

Solid Waste Services Revenue Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

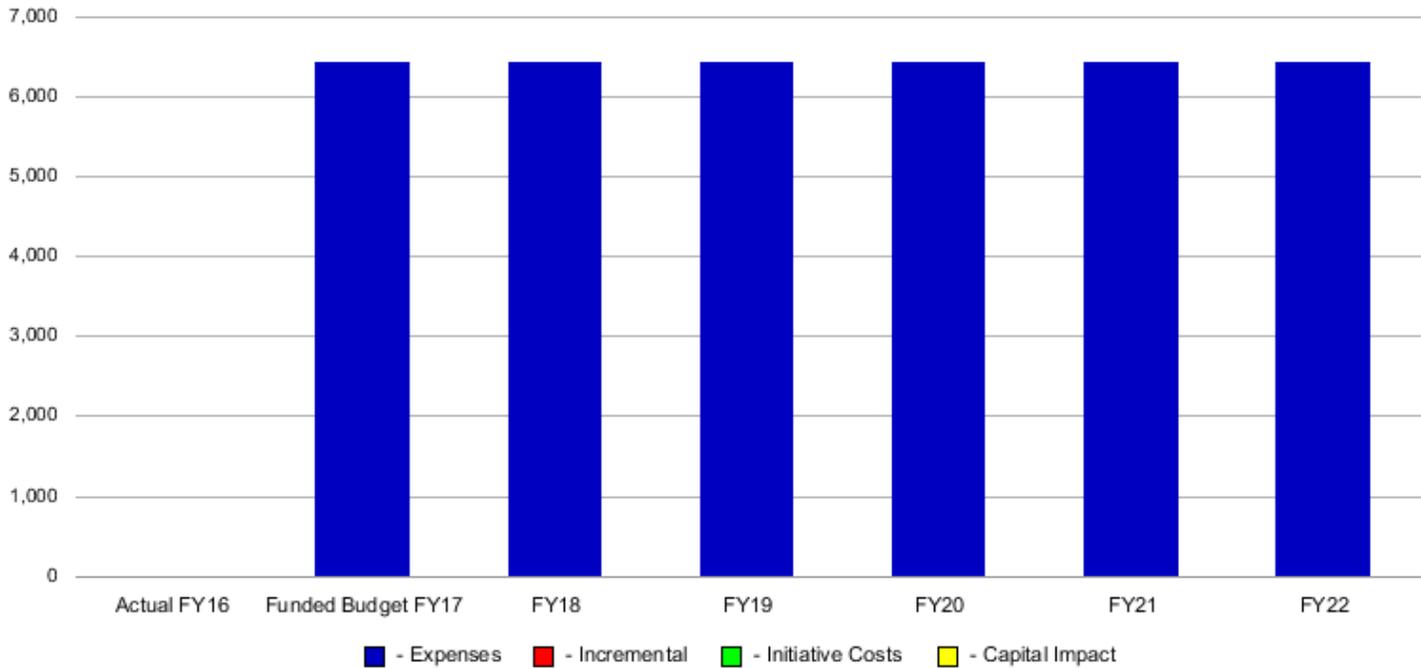


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$356,124	\$528,378	\$539,454	\$543,947	\$548,553	\$554,478	\$560,140	\$2,746,573
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$356,124	\$528,378	\$539,454	\$543,947	\$548,553	\$554,478	\$560,140	\$2,746,573

- Expenses** - Over the next five years, expenses include salaries and benefits for DHR personnel.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Solid Waste Services Revenue Fund - Department Of Ethics

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.

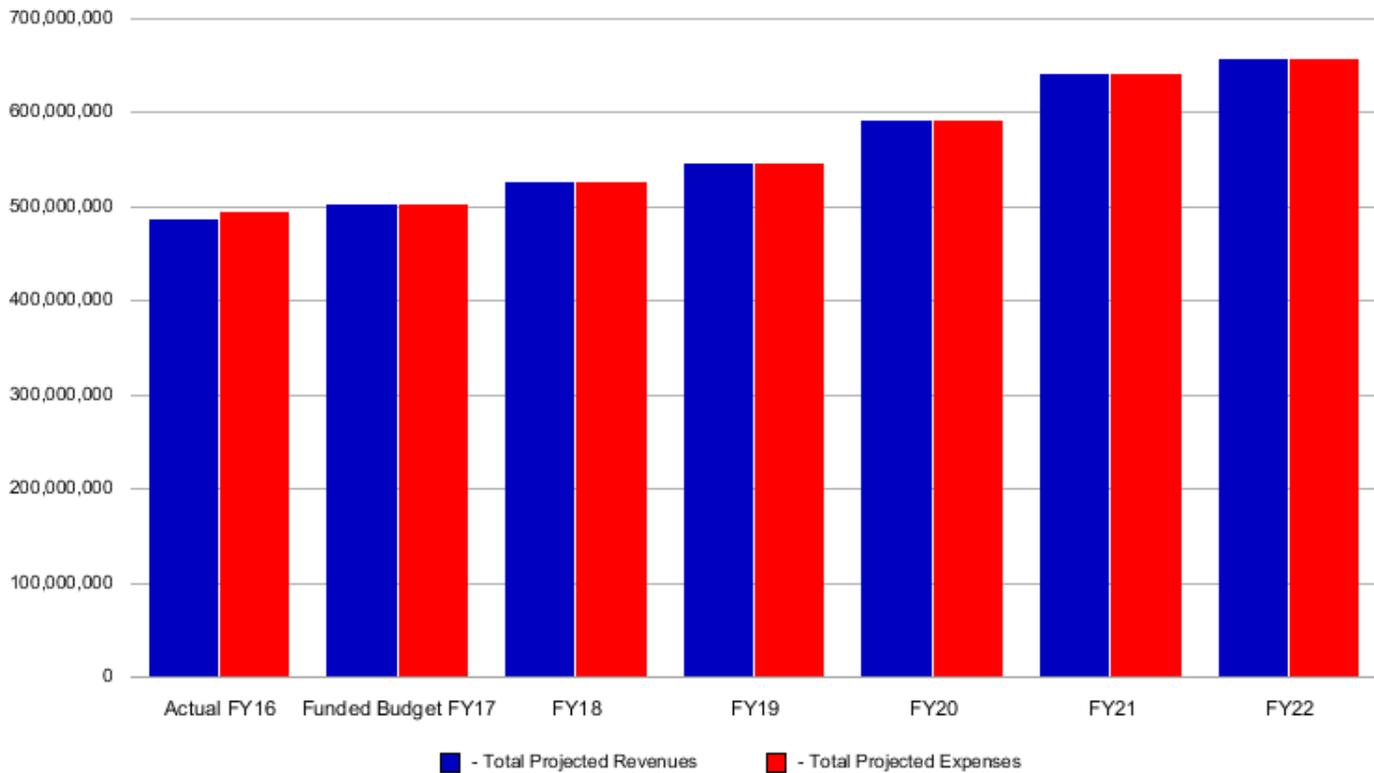


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$0	\$6,440	\$6,440	\$6,440	\$6,440	\$6,440	\$6,440	\$32,200
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$0	\$6,440	\$6,440	\$6,440	\$6,440	\$6,440	\$6,440	\$32,200

- Expenses** - Over the next five years, expenses include update and implementation of the E-file system.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Five Year Plan

Hartsfield-Jackson Atlanta International Airport's mission is to provide a safe, secure and cost-competitive gateway to the world that drives economic development, the highest level of efficiency, and exercises fiscal and environmental responsibility.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$487,935,770	\$503,715,373	\$526,510,577	\$546,298,778	\$592,641,778	\$641,723,978	\$656,391,298	\$2,963,566,409
Expenses	\$495,458,823	\$503,715,373	\$525,271,269	\$544,968,046	\$591,226,834	\$640,208,321	\$654,765,808	\$2,956,440,278
Incremental	\$0	\$0	\$5,373	\$5,373	\$86	\$6,217	\$6,217	\$23,265
Initiative Costs	\$0	\$0	\$1,233,935	\$1,325,359	\$1,414,859	\$1,509,440	\$1,619,273	\$7,102,865
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$495,458,823	\$503,715,373	\$526,510,577	\$546,298,778	\$592,641,778	\$641,723,978	\$656,391,298	\$2,963,566,409
Revenues Over(Under) Expenses	(\$7,523,053)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	(2%)	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

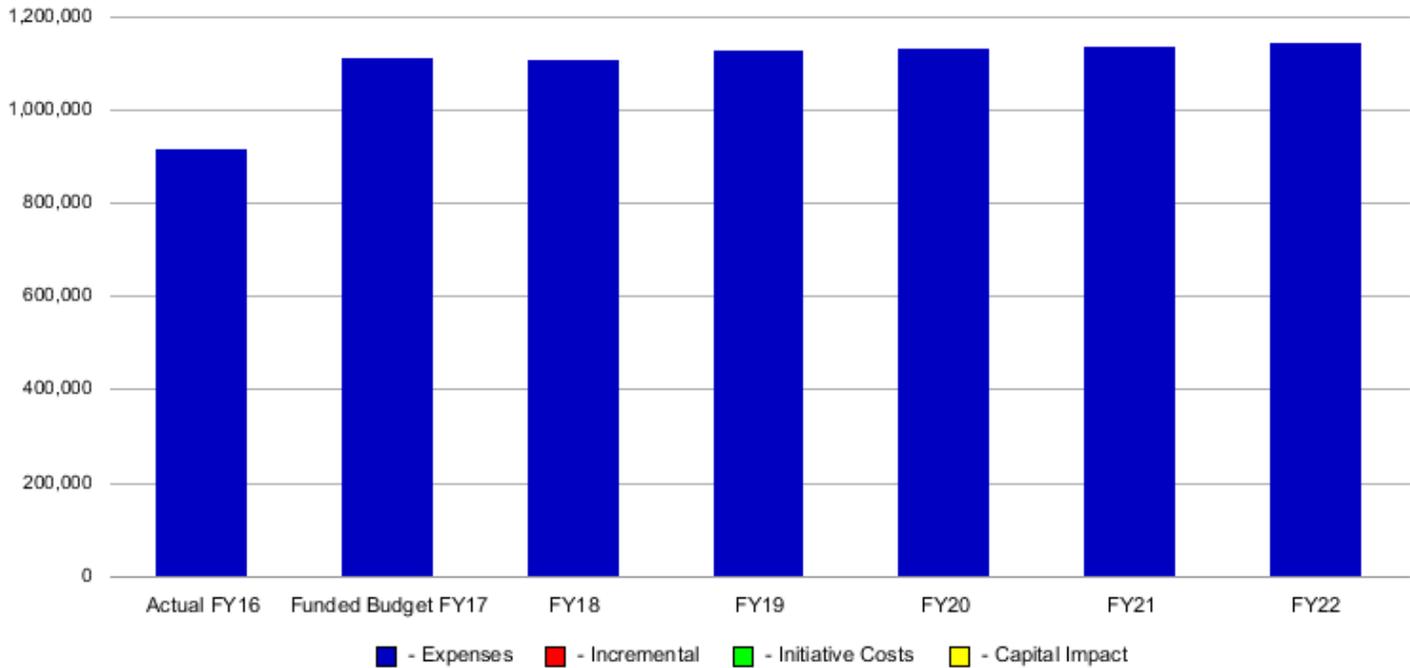
Revenues are projected to increase in FY18 due to the new agreement with the airlines, originating/destination passenger traffic, inside concessions, car rentals and Transportation Network Companies (TNC).

Expense Overview:

Expenses are projected to increase due to personnel and contractual services. Other cost includes Longevity pay, 3% salary increase for Grades 19 & above, minimum wage increase to \$15 per hour and increase in Drive Cam charges.

Airport Revenue Fund - Executive Offices

The Airport Revenue Fund provides funding to divisions within the Executive Offices that service departments within the Department of Aviation. Currently the divisions within the Executives Offices that provide service support to the Department of Aviation are the 311 Call Center and Contract Compliance.

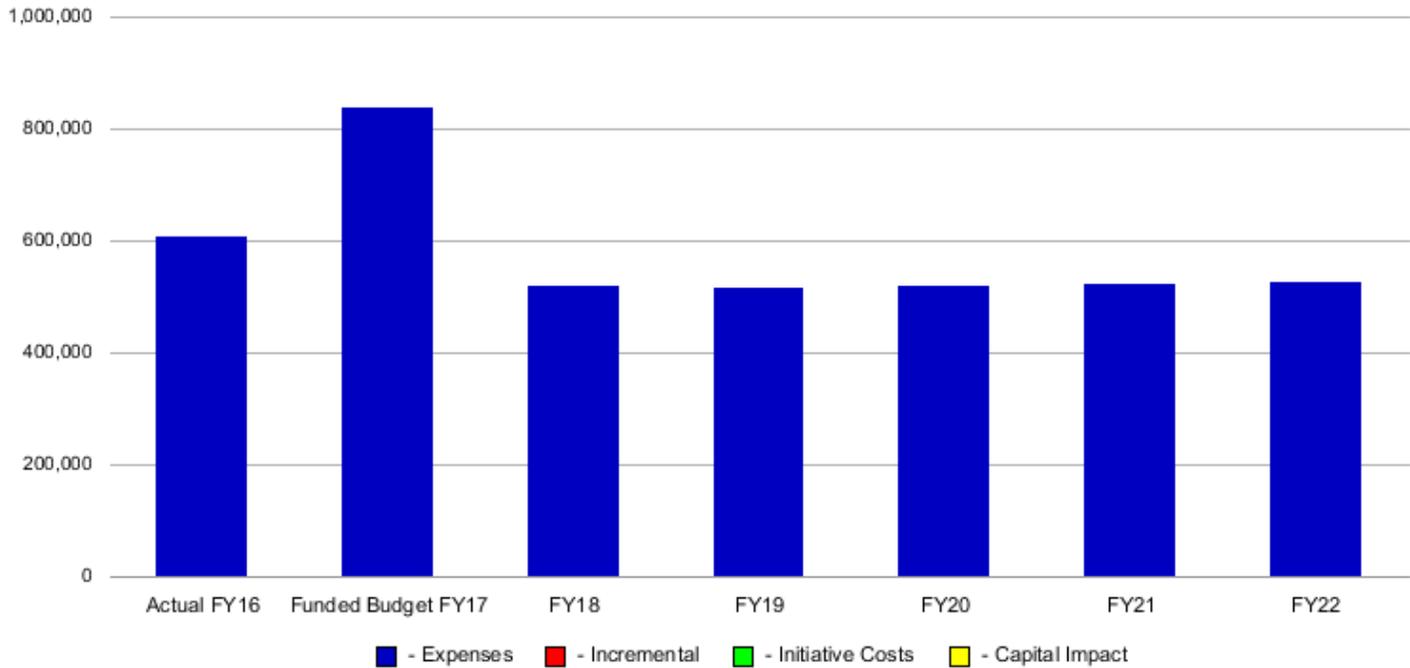


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$916,922	\$1,111,950	\$1,110,206	\$1,129,324	\$1,133,991	\$1,138,714	\$1,143,495	\$5,655,730
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$916,922	\$1,111,950	\$1,110,206	\$1,129,324	\$1,133,991	\$1,138,714	\$1,143,495	\$5,655,730

- Expenses** - Over the next five years, expenses include costs related to 311 Call Center and the Office of Contract Compliance.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Atlanta Information Management

The Airport Revenue Fund under the Department of Atlanta Information Management (AIM) is used to support activities within the department and 311, Hyperion and, E-Business Suite (EBS).

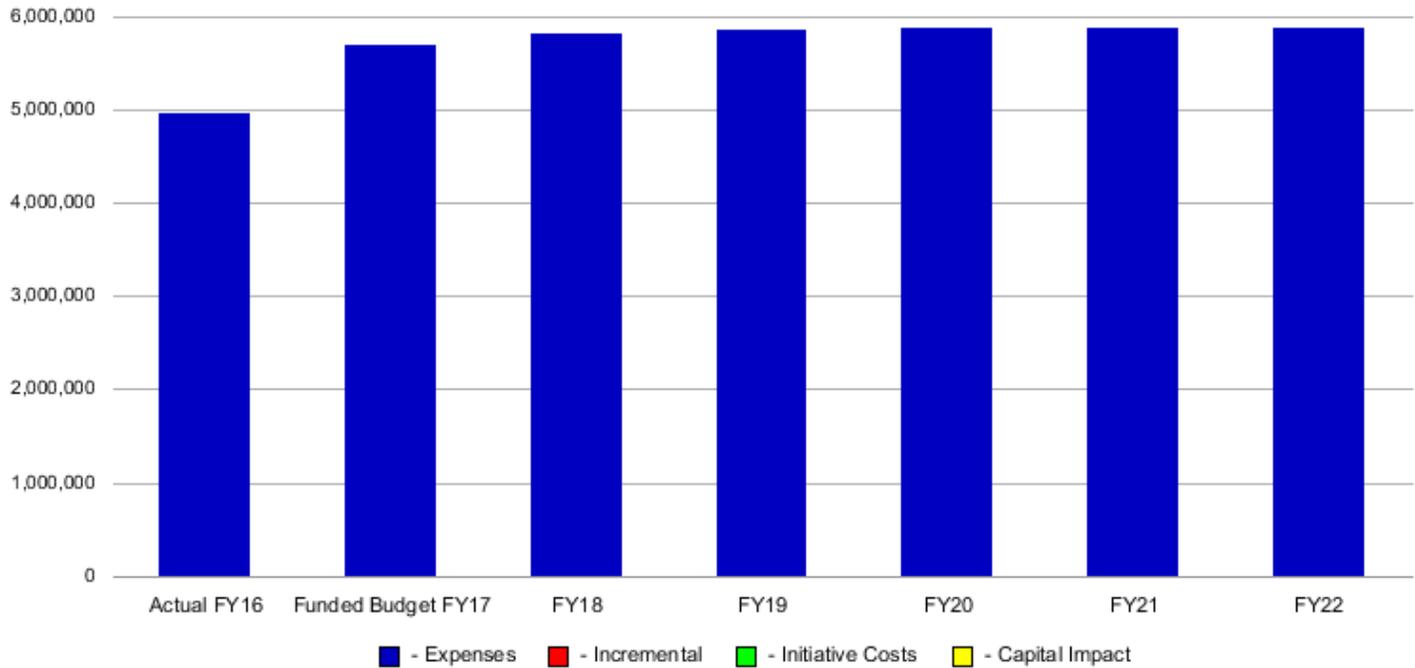


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$609,158	\$839,708	\$518,848	\$516,579	\$519,266	\$523,077	\$526,651	\$2,604,421
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$609,158	\$839,708	\$518,848	\$516,579	\$519,266	\$523,077	\$526,651	\$2,604,421

- Expenses** - Over the next five years, expenses include endeavors to consolidate services, contracts and strengthen the City's technology framework.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Law

The Law Department is a team of professionals committed to providing best in-class legal representation to the City of Atlanta. In addition to defending the City in all types of civil litigation, the Department works proactively to prevent legal challenges by delivering sound advice, legislation and training.

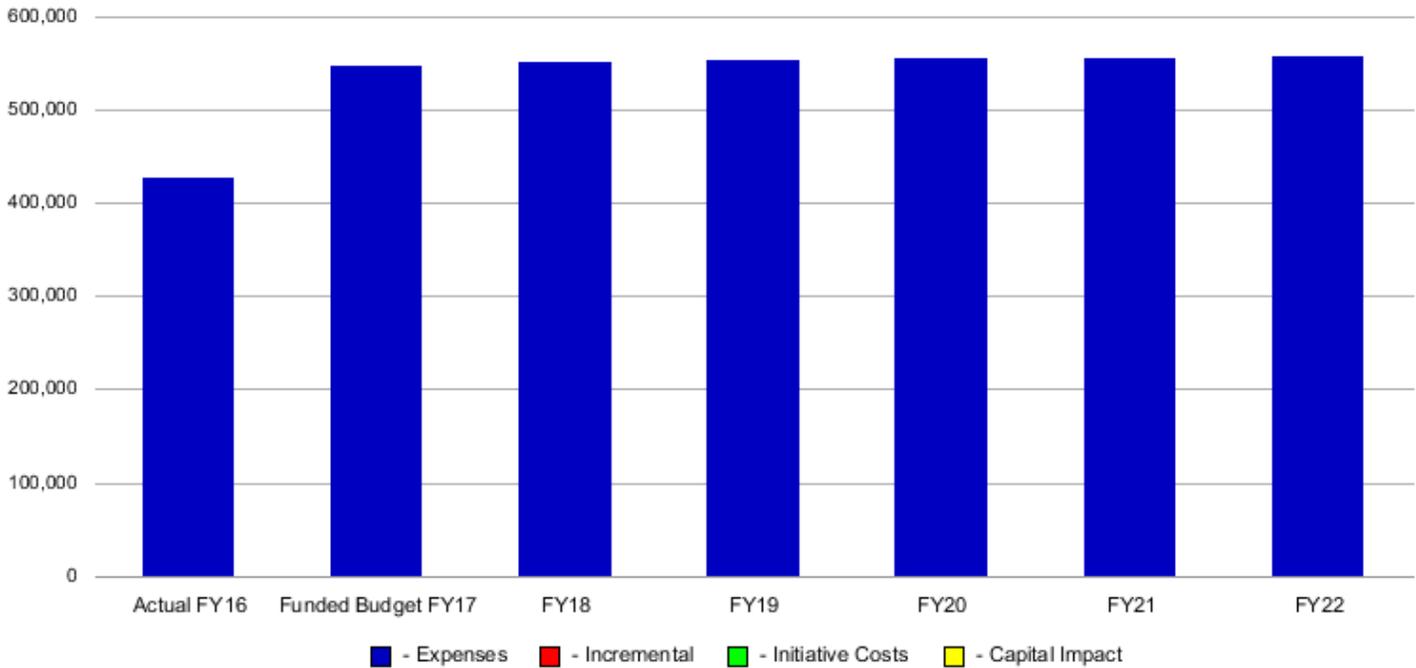


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$4,976,013	\$5,708,982	\$5,835,112	\$5,868,979	\$5,877,661	\$5,886,498	\$5,895,495	\$29,363,745
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$4,976,013	\$5,708,982	\$5,835,112	\$5,868,979	\$5,877,661	\$5,886,498	\$5,895,495	\$29,363,745

- Expenses** - Over the next five years, expenses include continued funding for personnel and outside counsel for potential protest and lawsuits related to Airport Procurements and Continued Legal Education.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Finance

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

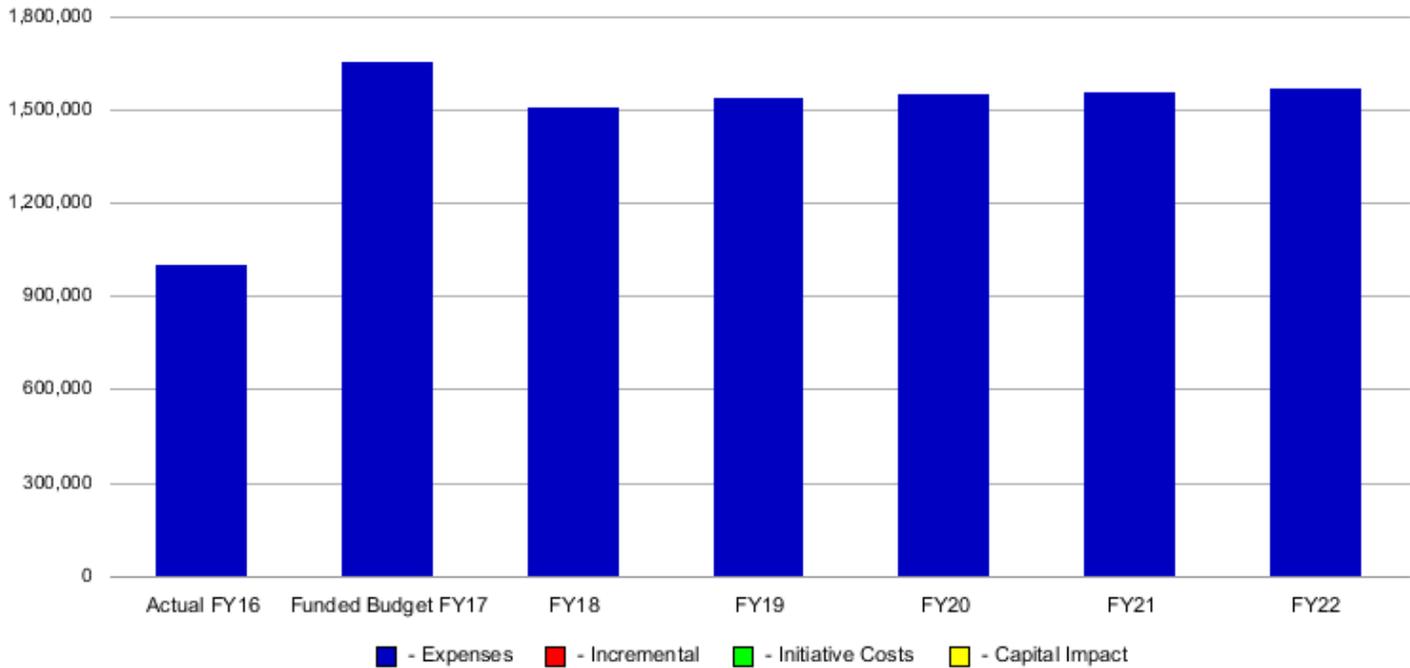


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$427,494	\$547,672	\$551,437	\$554,246	\$555,291	\$556,336	\$557,381	\$2,774,689
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$427,494	\$547,672	\$551,437	\$554,246	\$555,291	\$556,336	\$557,381	\$2,774,689

- Expenses** - Over the next five years, expenses include personnel costs, standard contracts, license agreements (i.e. Sympro, DBC Debt Management and Bloomberg) and bank fees.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

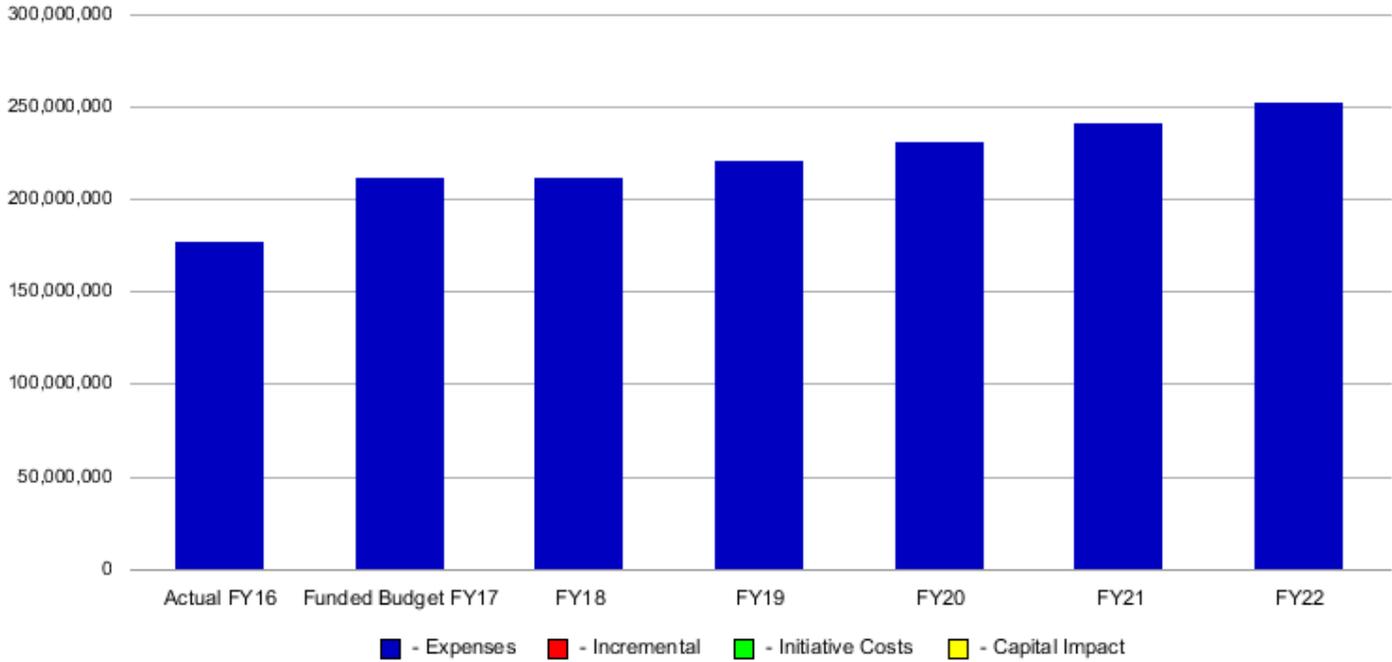


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$1,006,488	\$1,654,528	\$1,507,373	\$1,542,253	\$1,551,048	\$1,559,963	\$1,569,007	\$7,729,643
Incremental	\$0	\$0	\$5,287	\$5,287	\$0	\$0	\$0	\$10,574
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,006,488	\$1,654,528	\$1,512,660	\$1,547,540	\$1,551,048	\$1,559,963	\$1,569,007	\$7,740,217

- Expenses** - Over the next five years, expenses include personnel costs, the Technology Integration Group copier lease, maintenance, office supplies, training/travel, wireless devices and printing.
- Incremental** - Incremental expenses include costs associated with repair/maintenance of copy machines.
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Aviation

The Department of Aviation manages the operating revenue and expenses that result from the ongoing operations at Hartsfield-Jackson Atlanta International Airport. Operating revenue is principally derived from agreements relating to the use of Airport Facilities, landing fees, concessions such as parking lots, car rental agencies, etc.

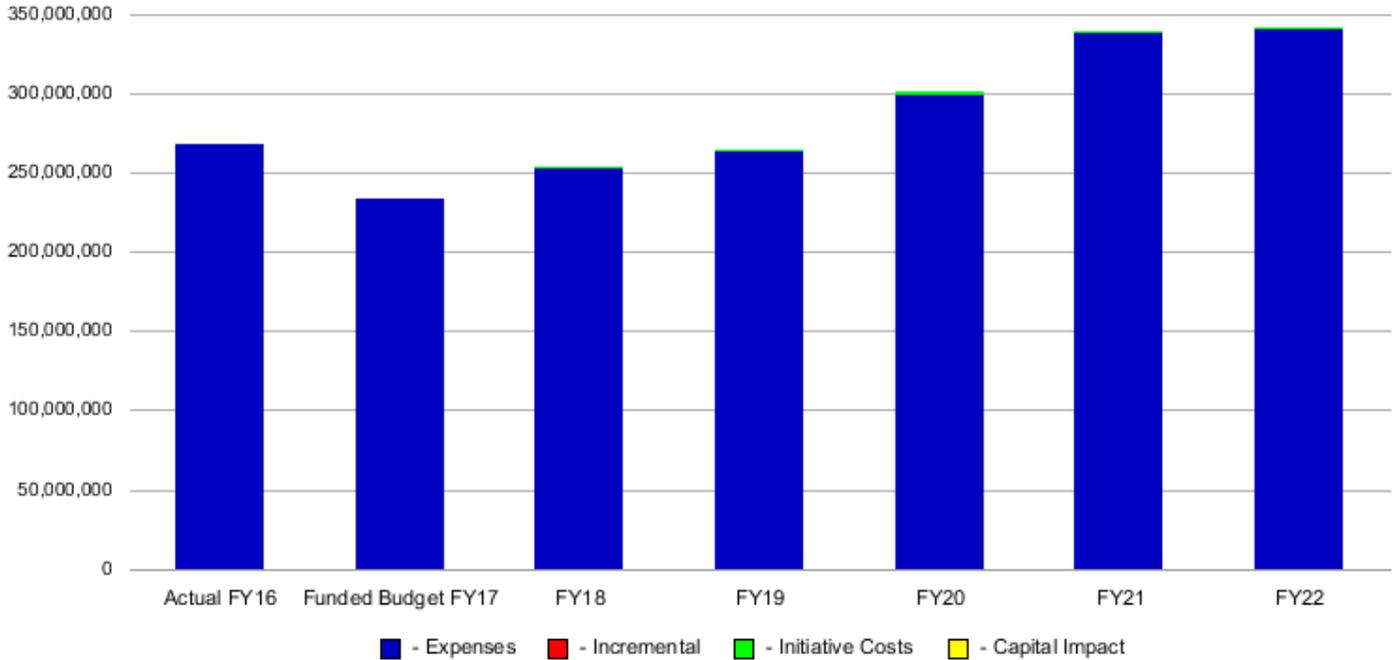


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$177,748,407	\$212,180,263	\$212,238,835	\$221,443,482	\$231,197,702	\$241,293,695	\$252,486,820	\$1,158,660,534
Incremental	\$0	\$0	\$0	\$0	\$0	\$4,239	\$4,239	\$8,477
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$177,748,407	\$212,180,263	\$212,238,835	\$221,443,482	\$231,197,702	\$241,297,934	\$252,491,059	\$1,158,669,012

- Expenses** - Over the next five years, expenses include personnel and contractual services.
- Incremental** - Incremental cost includes increase in Drive Cam charges for FY2021 and FY2022.
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Non-Departmental

Non-Departmental is used to account for expenditures not directly associated with the operations and maintenance of the department such as debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.

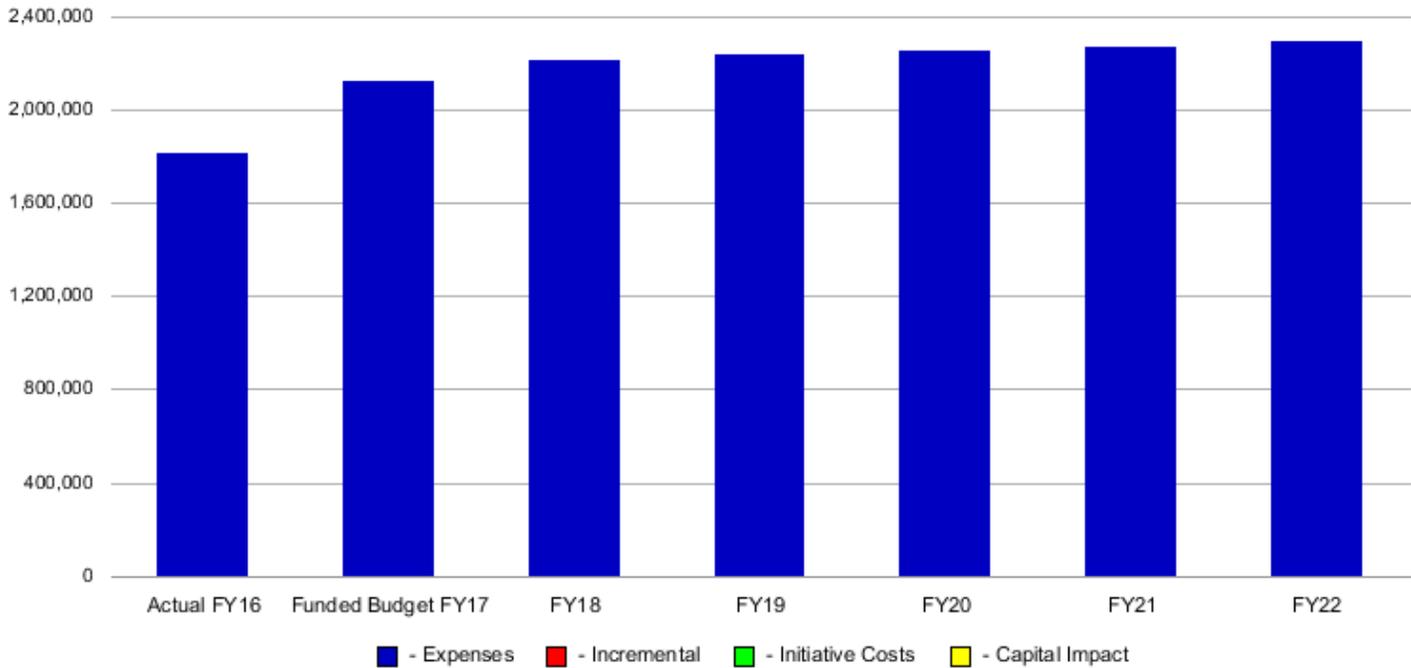


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$268,609,842	\$234,114,502	\$253,806,685	\$263,904,216	\$300,020,163	\$338,339,003	\$341,088,270	\$1,497,158,338
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$1,233,935	\$1,325,359	\$1,414,859	\$1,509,440	\$1,619,273	\$7,102,865
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$268,609,842	\$234,114,502	\$255,040,620	\$265,229,574	\$301,435,022	\$339,848,443	\$342,707,543	\$1,504,261,203

- Expenses** - Over the next five years, expenses include funding for debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.
- Incremental** - N/A
- Initiative Costs** - Initiative cost includes the estimated cost of Longevity pay, 3% salary increase for Grades 19 & above and minimum wage increase to \$15 per hour.
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

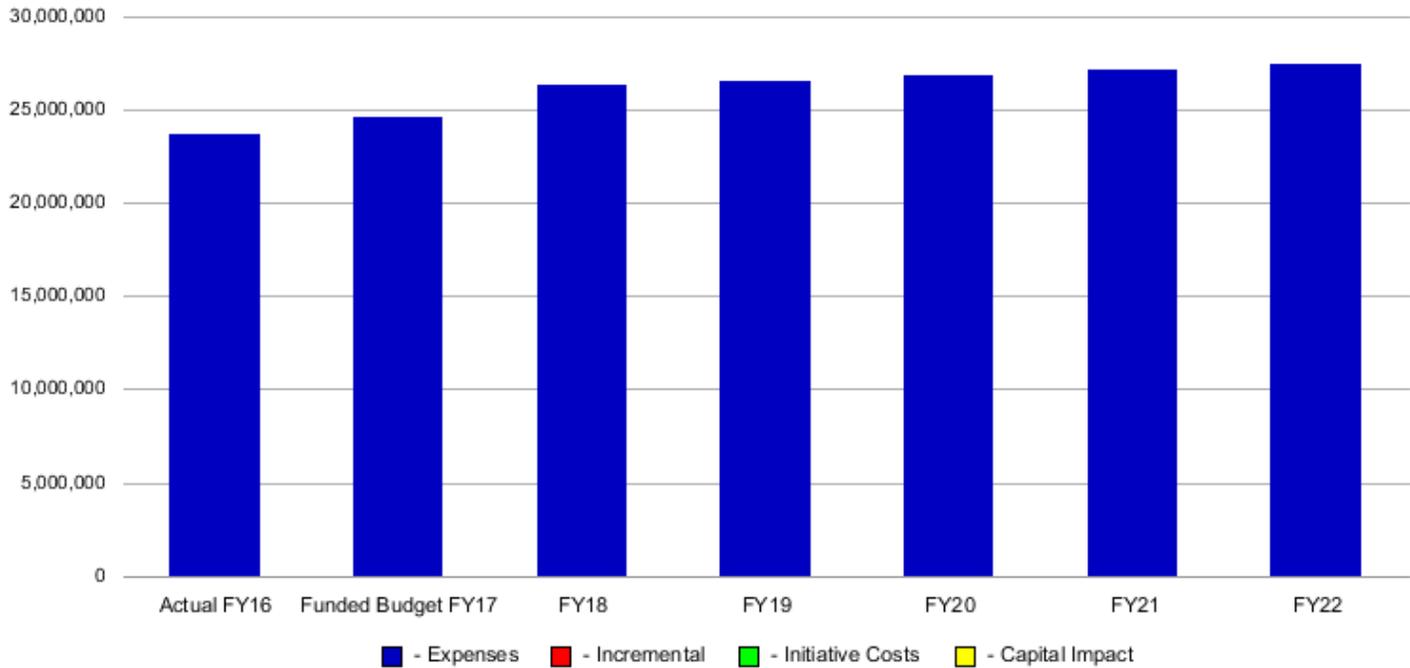


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$1,821,585	\$2,127,504	\$2,215,832	\$2,237,293	\$2,254,313	\$2,275,384	\$2,295,795	\$11,278,618
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,821,585	\$2,127,504	\$2,215,832	\$2,237,293	\$2,254,313	\$2,275,384	\$2,295,795	\$11,278,618

- Expenses** - Over the next five years, expenses include salaries, benefits and contractual services.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Fire Services

The Atlanta Fire Rescue Department serves an area of 132.6 square miles with a population of over 500,000 residents, responding to over sixty miles of interstate highways, twenty-three miles of rapid rail and protects Hartsfield-Jackson International Airport. In Addition, AFRD provides services to over one million workers, visitors, and tourists and the businesses to which they work and play.

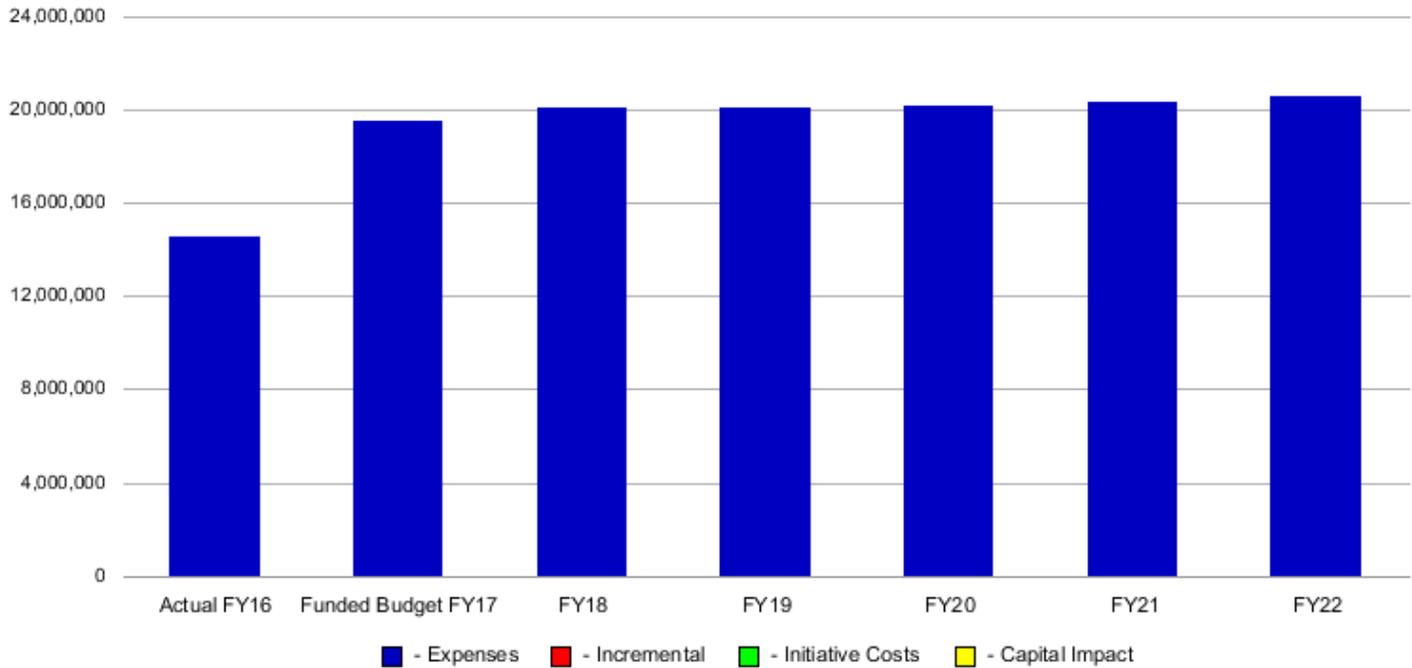


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$23,777,803	\$24,637,252	\$26,363,956	\$26,605,631	\$26,905,309	\$27,216,741	\$27,536,080	\$134,627,717
Incremental	\$0	\$0	\$0	\$0	\$0	\$1,892	\$1,892	\$3,784
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$23,777,803	\$24,637,252	\$26,363,956	\$26,605,631	\$26,905,309	\$27,218,633	\$27,537,972	\$134,631,501

- Expenses** - Over the next five years, expenses include efficiency programs and maintaining the strategy of maximizing all funding sources while enhancing current service levels and performances in emergency preparedness and response.
- Incremental** - Incremental costs include projected increase in DriveCam cost.
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Police Services

The City of Atlanta Police Department mission is to create a safer Atlanta by reducing crime, ensuring the safety of our citizens and building trust in partnership with our communities.

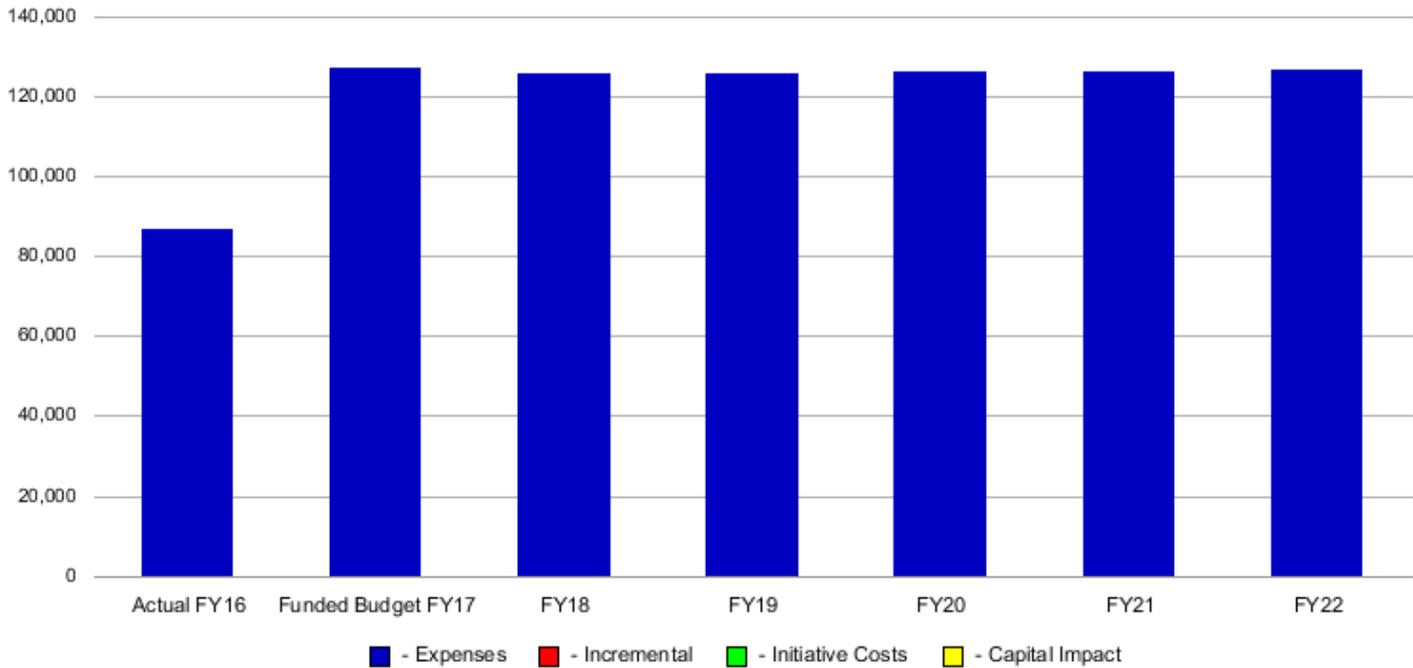


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$14,633,728	\$19,570,358	\$20,136,568	\$20,165,658	\$20,198,991	\$20,393,010	\$20,592,320	\$101,486,547
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$14,633,728	\$19,570,358	\$20,136,568	\$20,165,658	\$20,198,991	\$20,393,010	\$20,592,320	\$101,486,547

- Expenses** - Over the next five years, expenses include costs related to personnel, police contracts, and service for operational needs.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Ethics

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.

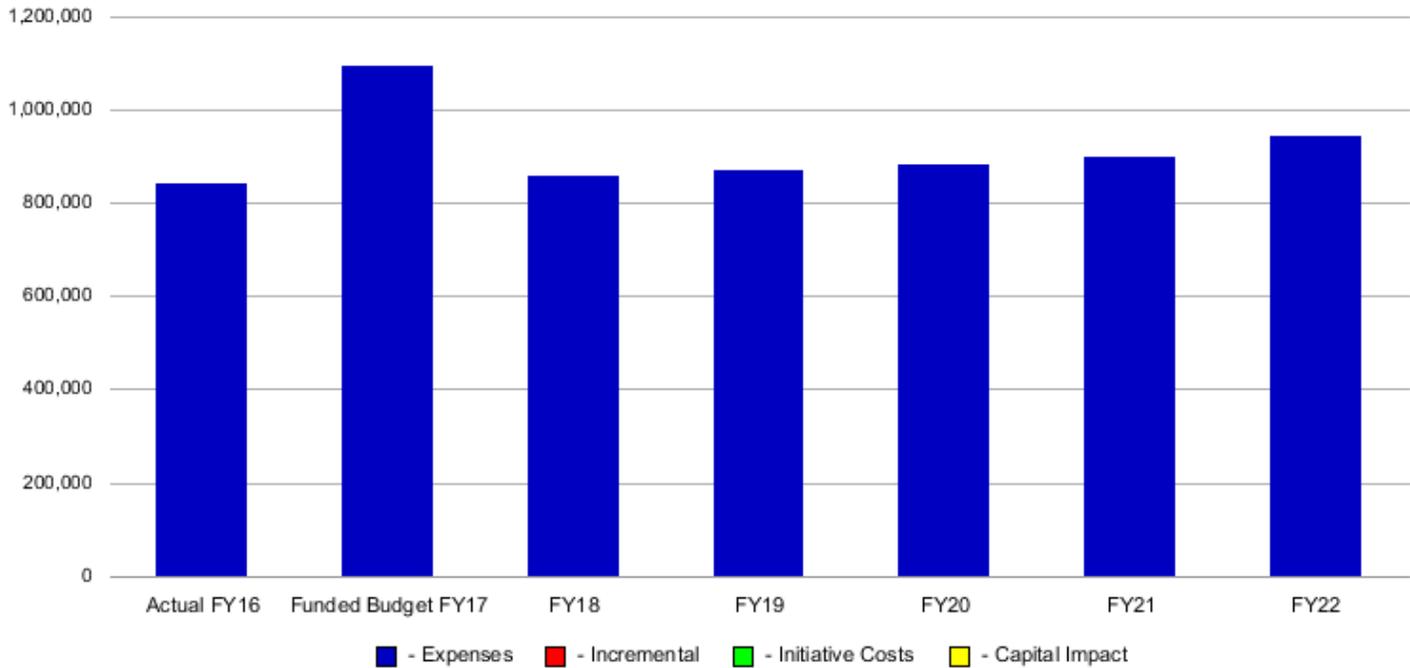


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$87,002	\$127,409	\$125,928	\$126,161	\$126,394	\$126,628	\$126,861	\$631,972
Incremental	\$0	\$0	\$86	\$86	\$86	\$86	\$86	\$430
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$87,002	\$127,409	\$126,014	\$126,247	\$126,480	\$126,714	\$126,947	\$632,402

- Expenses** - Over the next five years, expenses include professional training for staff members, additional training materials and media for broader outreach to City officials and employees.
- Incremental** - Incremental expenses include costs for subscriptions.
- Initiative Costs** - N/A
- Capital Impact** - N/A

Airport Revenue Fund - Department Of Audit

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government by conducting audits to support legislative oversight and public accountability. The Airport Revenue Fund supports audits and investigations in the Department of Aviation and related activities.

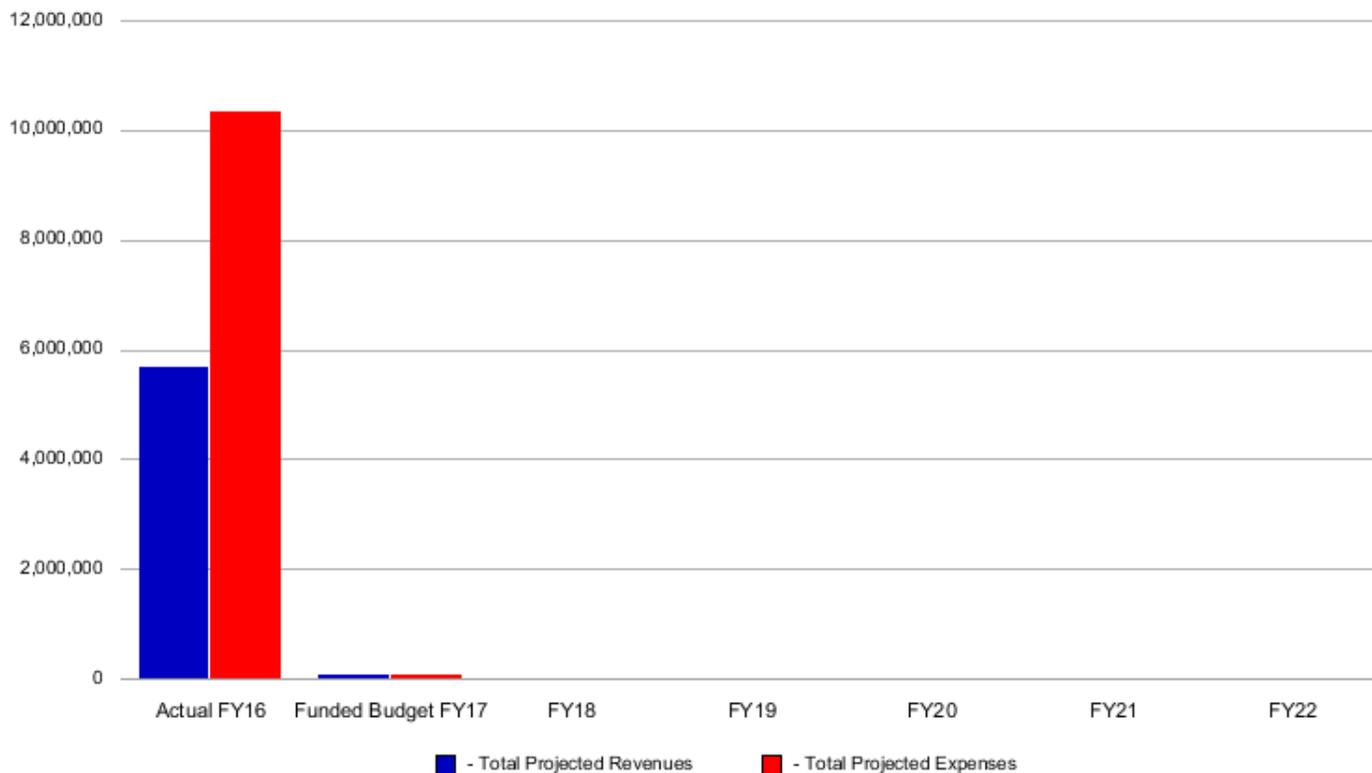


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$844,381	\$1,095,245	\$860,488	\$874,224	\$886,705	\$899,273	\$947,634	\$4,468,324
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$844,381	\$1,095,245	\$860,488	\$874,224	\$886,705	\$899,273	\$947,634	\$4,468,324

- Expenses** - Over the next five years, expenses include personnel costs, support for audits and investigations that focus on or include the Department of Aviation and related activities.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Underground Atl Facil Revenue Fund - Five Year Plan

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.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$5,708,538	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$10,365,570	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$10,365,570	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0
Revenues Over(Under) Expenses	(\$4,657,032)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	(82%)	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

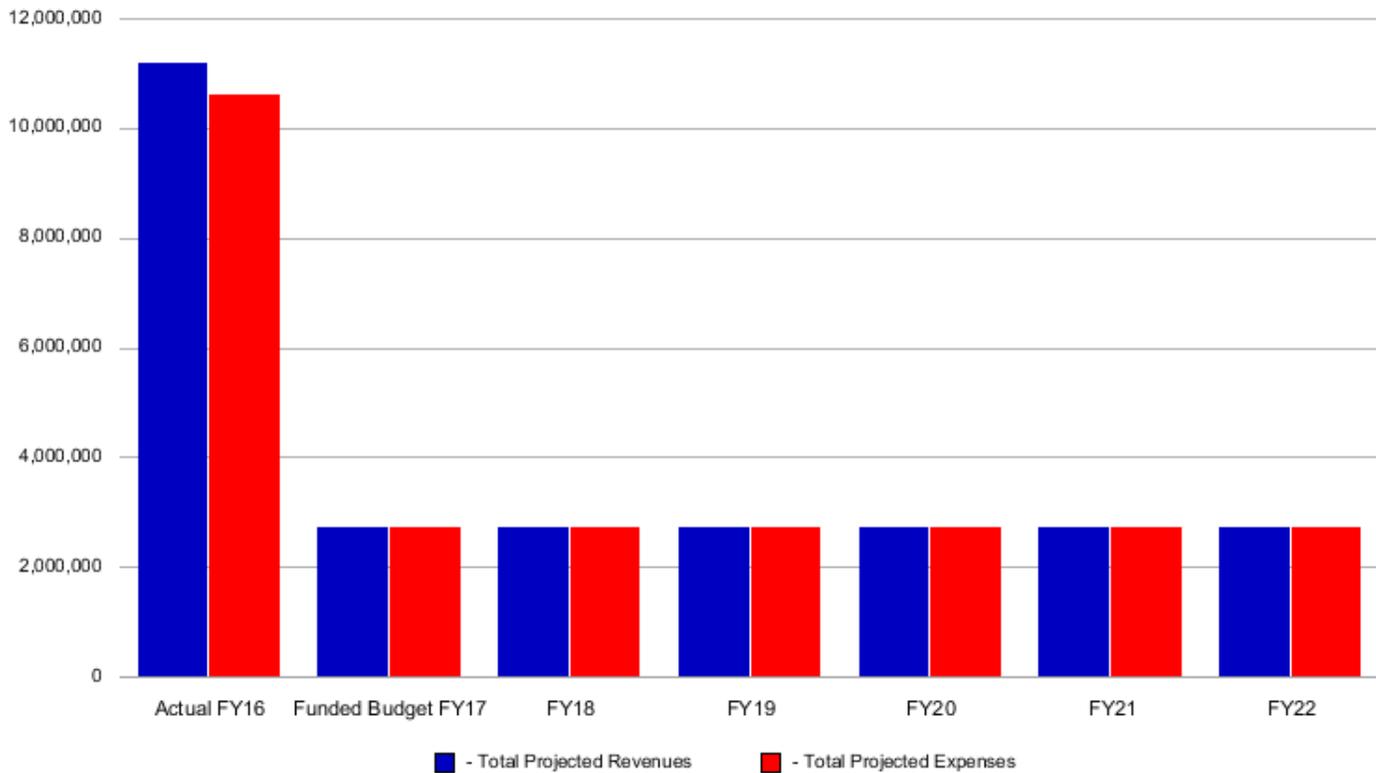
Underground operations will cease following the sale of the building.

Expense Overview:

Underground will cease operations following the sale of the building.

City Plaza Operating Fund - Five Year Plan

The City Plaza Fund was established to account for transactions associated with the public operations of the Mixed-Use facility and parking decks.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$11,195,903	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$13,732,995
Expenses	\$10,625,376	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$13,732,995
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$10,625,376	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$2,746,599	\$13,732,995
Revenues Over(Under) Expenses	\$570,527	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	5%	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

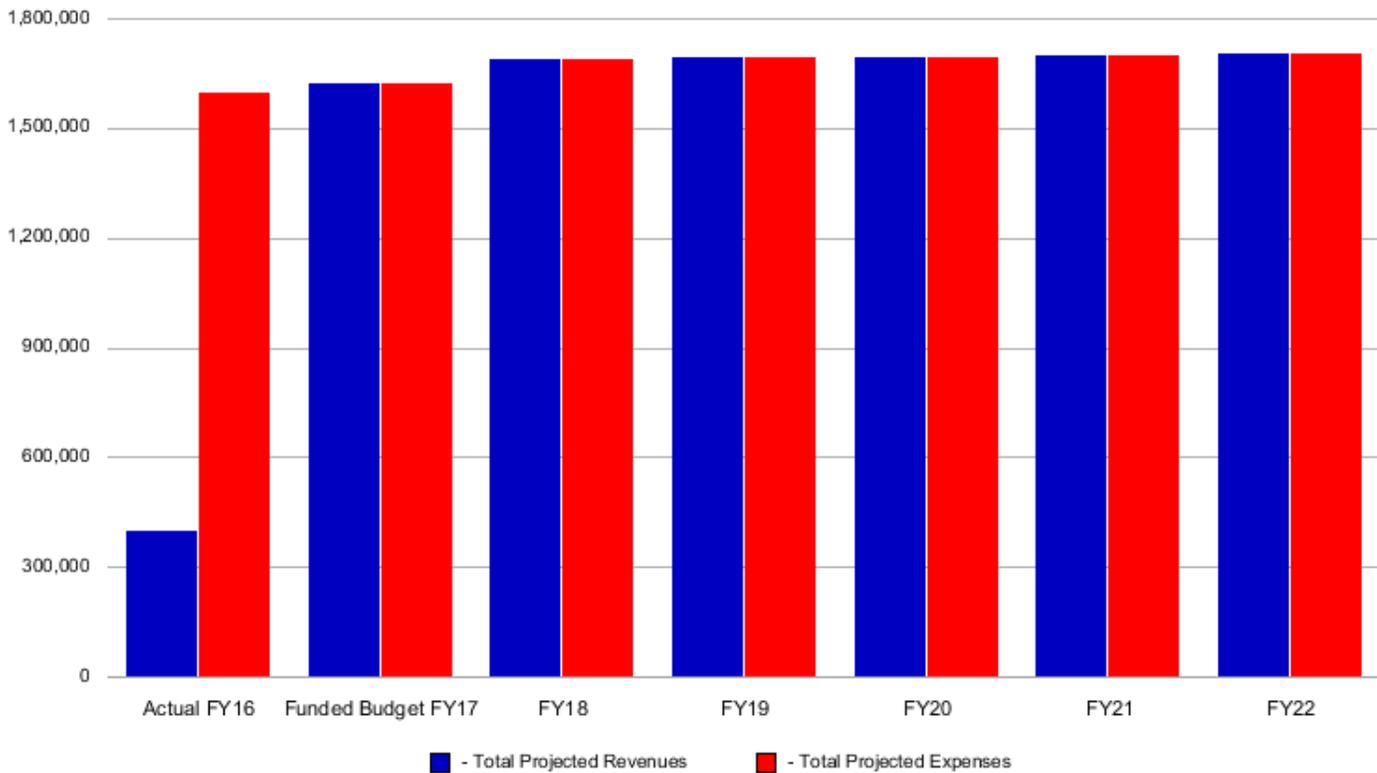
The City Plaza Fund revenue is projected to receive over \$2.7M in revenues, primarily from apartment rents and commercial income from parking.

Expense Overview:

Over the next five years, expenses include funding for maintenance of the building.

Civic Center Revenue Fund - Five Year Plan

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



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$402,677	\$1,626,006	\$1,689,856	\$1,693,330	\$1,696,604	\$1,699,865	\$1,703,218	\$8,482,873
Expenses	\$1,597,906	\$1,626,006	\$1,685,260	\$1,688,085	\$1,690,909	\$1,693,733	\$1,696,559	\$8,454,546
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$4,596	\$5,245	\$5,695	\$6,132	\$6,660	\$28,327
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,597,906	\$1,626,006	\$1,689,856	\$1,693,330	\$1,696,604	\$1,699,865	\$1,703,218	\$8,482,873
Revenues Over(Under) Expenses	(\$1,195,229)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	(297%)	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

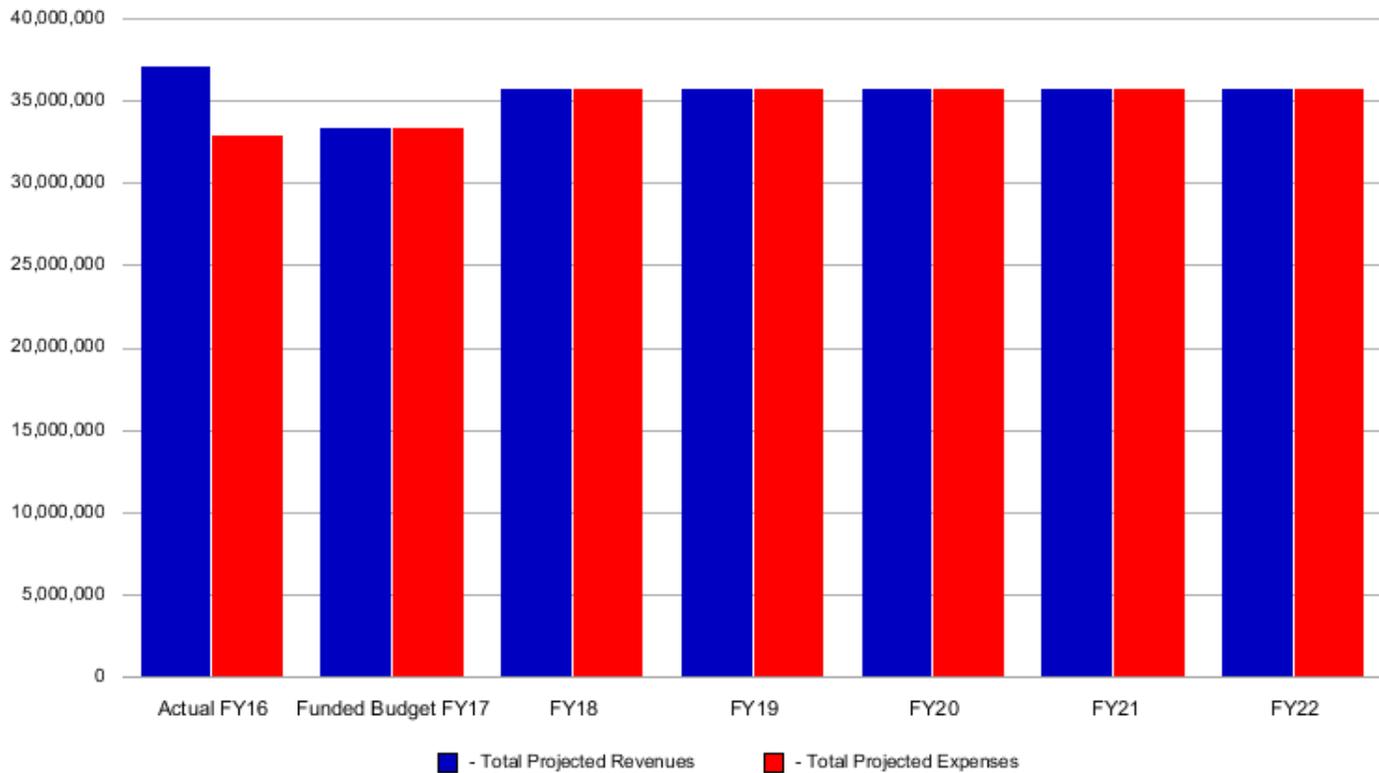
The Civic Center Revenue Fund is forecasted to receive \$1,689,856 in FY18 until the pending sale of the facility is completed.

Expense Overview:

The Civic Center expenses for FY18-FY22 include salaries, maintenance and debt service cost.

Fleet Service Fund - Five Year Plan

Fleet Management fund is established for maintaining the City of Atlanta's fleet of vehicles and motorized equipment. Fleet Management department provides fuel and maintenance services to City departments.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$37,099,645	\$33,400,588	\$35,810,665	\$35,810,665	\$35,810,665	\$35,810,665	\$35,810,665	\$179,053,327
Expenses	\$32,917,110	\$33,400,588	\$35,674,931	\$35,651,347	\$35,621,121	\$35,580,900	\$35,527,329	\$178,055,627
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$135,735	\$159,319	\$189,544	\$229,766	\$283,337	\$997,701
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$32,917,110	\$33,400,588	\$35,810,665	\$35,810,666	\$35,810,665	\$35,810,665	\$35,810,666	\$179,053,328
Revenues Over(Under) Expenses	\$4,182,535	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	11%	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

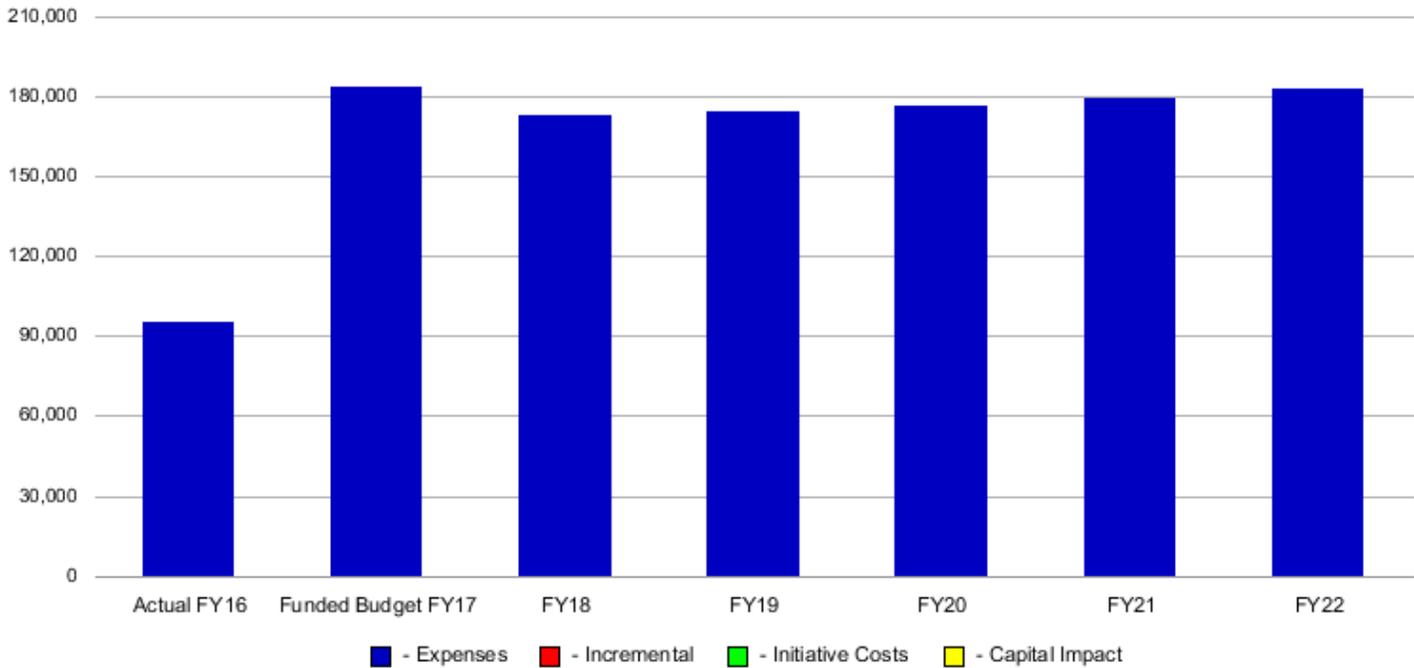
Revenues are derived from charge-back recovery to the participating City departments.

Expense Overview:

Expenses are projected to slightly increase over the next five years primarily due to indirect cost allocations. Initiative cost includes the estimated cost of Longevity pay, 3% salary increase Grades 19 & above and minimum wage increase to \$15 per hour.

Fleet Service Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

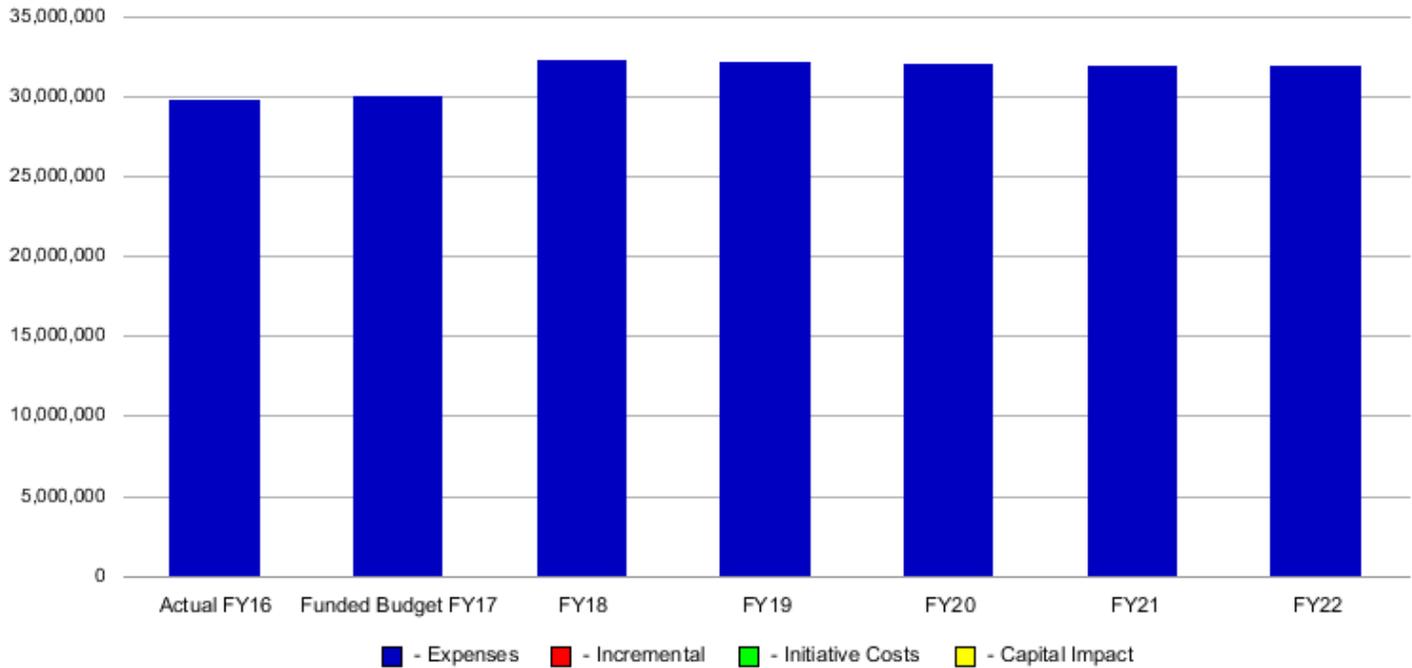


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$95,768	\$184,130	\$173,438	\$174,487	\$176,741	\$180,058	\$183,125	\$887,849
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$95,768	\$184,130	\$173,438	\$174,487	\$176,741	\$180,058	\$183,125	\$887,849

- Expenses** - Over the next five years, expenses include funding for three full-time positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Fleet Service Fund - Department Of Public Works

The Department of Public Works is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet. 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.

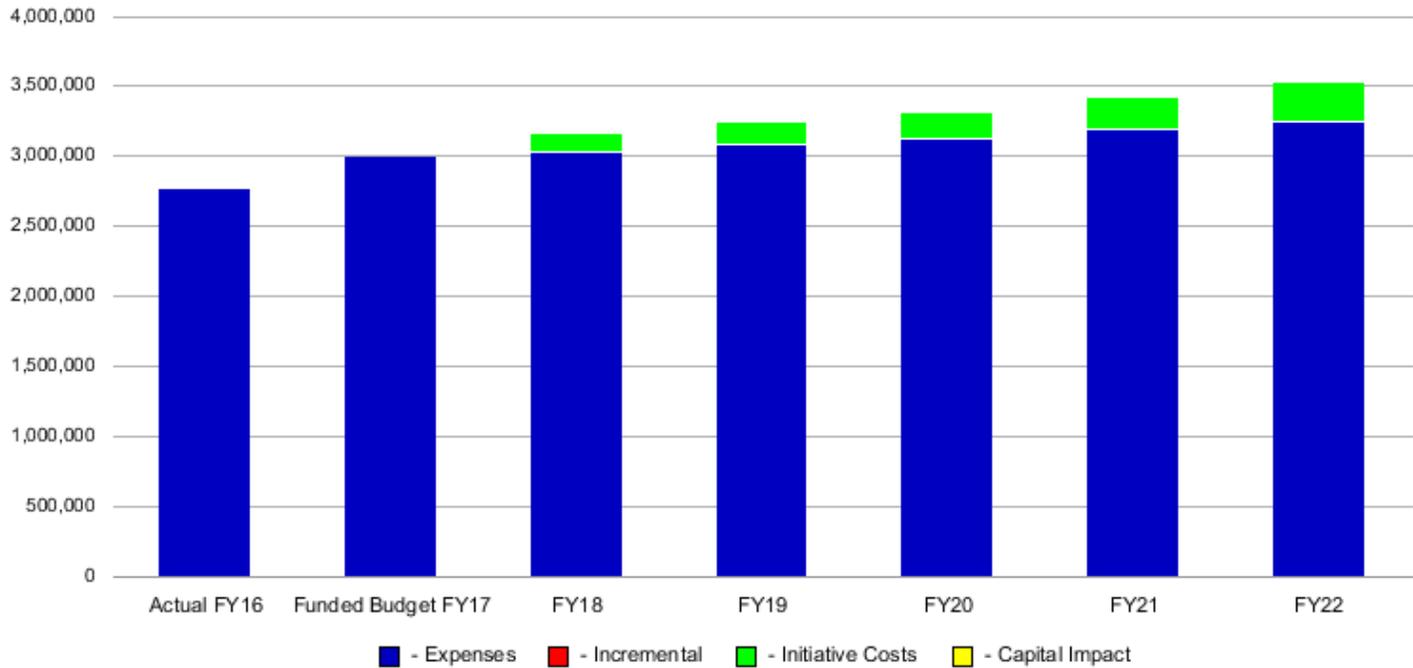


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$29,870,111	\$30,046,931	\$32,290,389	\$32,209,550	\$32,134,442	\$32,027,276	\$31,914,011	\$160,575,669
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$29,870,111	\$30,046,931	\$32,290,389	\$32,209,550	\$32,134,442	\$32,027,276	\$31,914,011	\$160,575,669

- Expenses** - Over the next five years, expenses includes contractual obligations.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Fleet Service Fund - Non-Departmental

Non-Departmental is used to account for expenditures not directly associated with the operations and maintenance of the department such as debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.

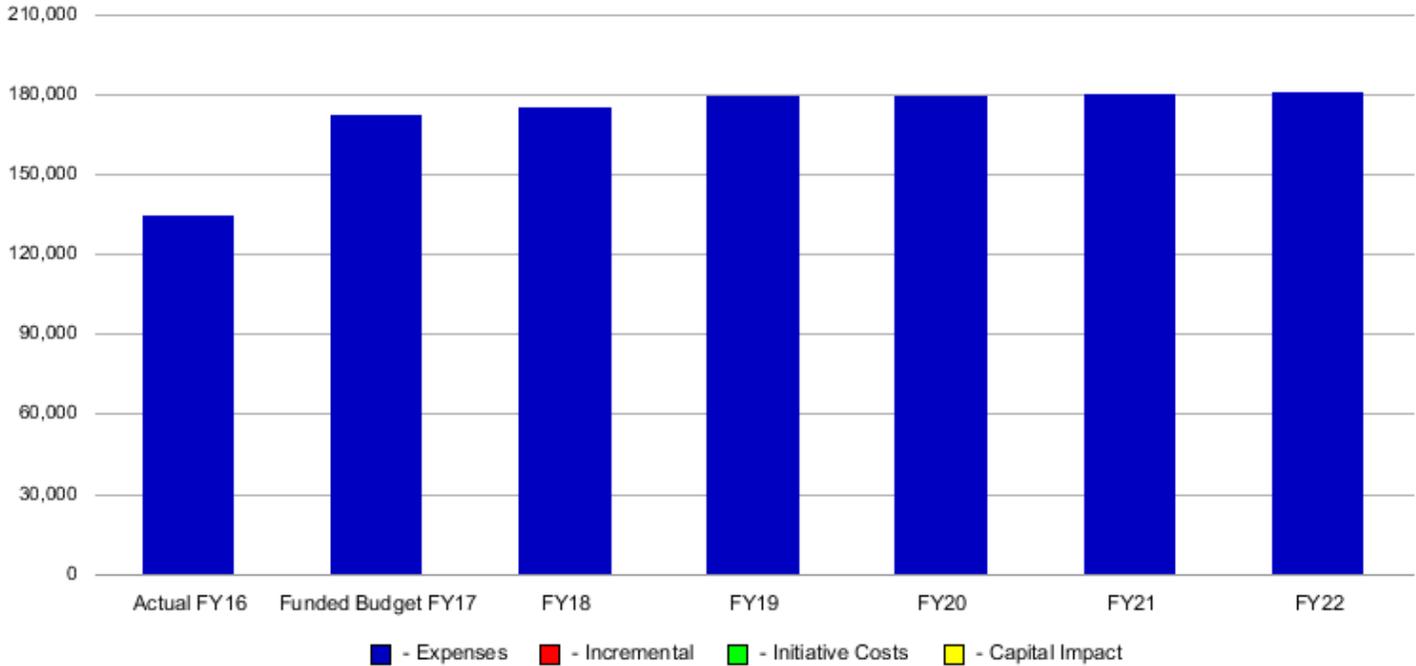


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$2,778,958	\$2,996,832	\$3,035,857	\$3,087,857	\$3,129,857	\$3,192,857	\$3,248,857	\$15,695,286
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$135,735	\$159,319	\$189,544	\$229,766	\$283,337	\$997,701
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$2,778,958	\$2,996,832	\$3,171,592	\$3,247,177	\$3,319,402	\$3,422,623	\$3,532,194	\$16,692,987

- Expenses** - Over the next five year, expenses include indirect cost allocations.
- Incremental** - N/A
- Initiative Costs** - Initiative cost includes the estimated cost of Longevity pay, 3% salary increase for Grades 19 & above and minimum wage increase to \$15 per hour.
- Capital Impact** - N/A

Fleet Service Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

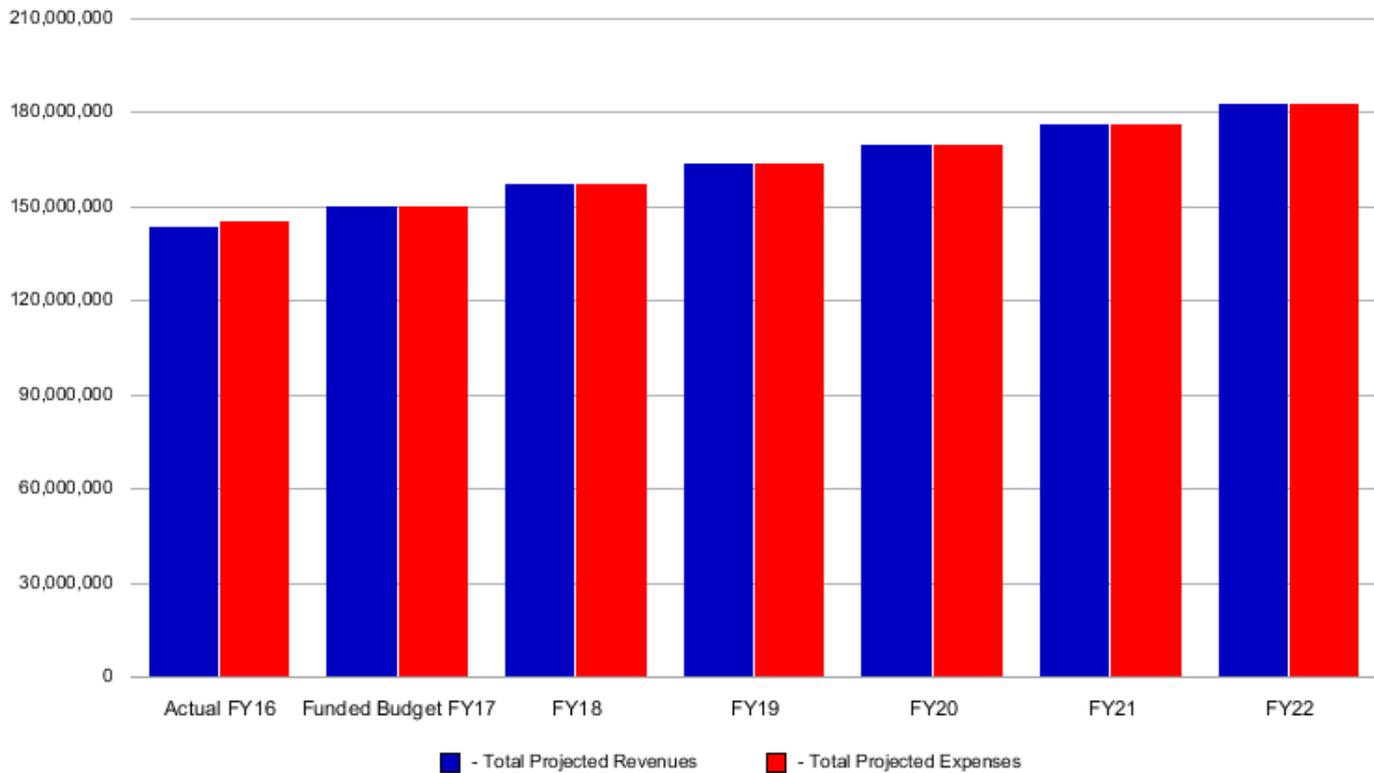


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$134,803	\$172,695	\$175,246	\$179,453	\$180,081	\$180,708	\$181,336	\$896,823
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$134,803	\$172,695	\$175,246	\$179,453	\$180,081	\$180,708	\$181,336	\$896,823

- Expenses** - Over the next five years, expenses include salaries and benefits for DHR personnel.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A

Group Insurance Fund - Five Year Plan

The Group Insurance Fund is established through employer and employee contributions; it is used for the sole purpose of paying active and retired employees and their dependents medical, dental, vision, life, and voluntary insurance premiums and expenses.



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total Plan Years
	Actual	Funded Budget						
Total Projected Revenues	\$143,972,348	\$150,599,694	\$157,520,018	\$163,742,408	\$170,095,511	\$176,584,554	\$183,214,977	\$851,157,468
Expenses	\$145,620,035	\$150,599,694	\$157,498,520	\$163,719,882	\$170,071,706	\$176,559,582	\$183,188,780	\$851,038,470
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$21,498	\$22,526	\$23,805	\$24,972	\$26,197	\$118,998
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$145,620,035	\$150,599,694	\$157,520,018	\$163,742,408	\$170,095,511	\$176,584,554	\$183,214,977	\$851,157,468
Revenues Over(Under) Expenses	(\$1,647,687)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Variance %	(1%)	0%	0%	0%	0%	0%	0%	0%

Revenue Overview:

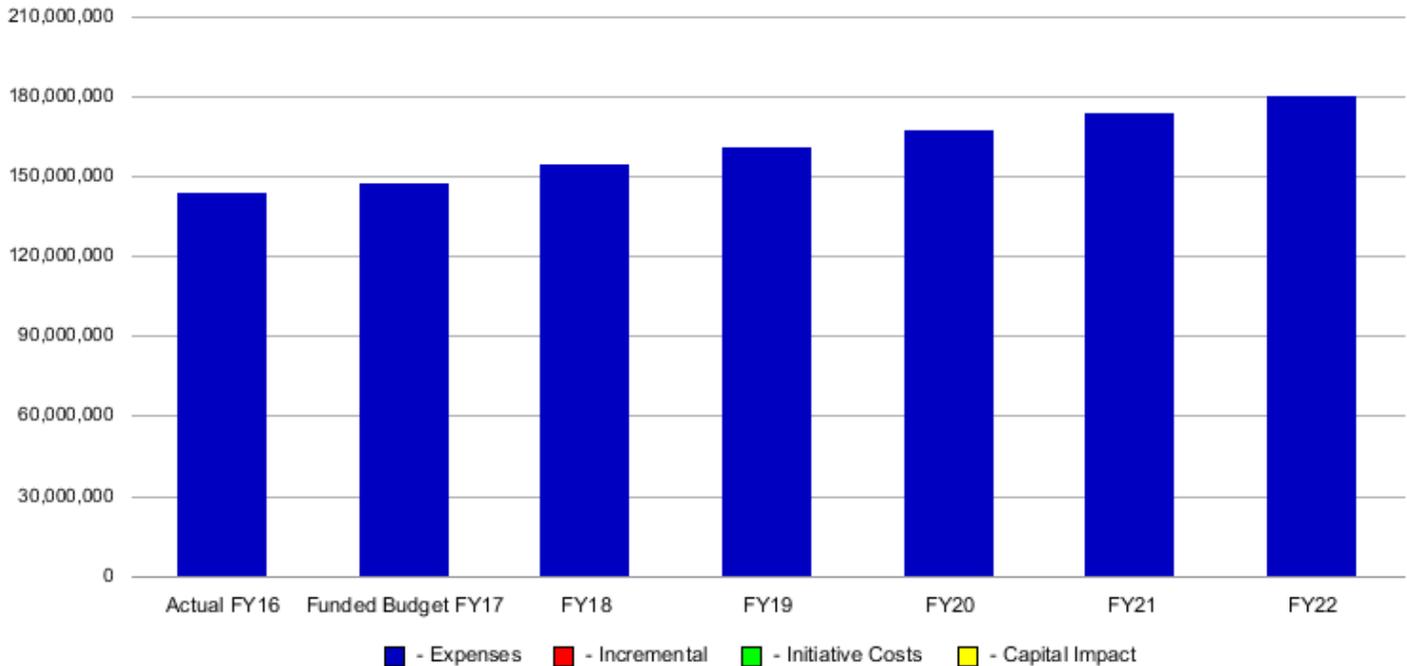
Group Insurance revenues include an initial projected increase of 4%. This amount is projected for FY18-FY22 per the anticipated employer contributions for provider services.

Expense Overview:

Group Insurance expenses include an initial projected increase of 4%. This amount is projected for FY18-FY22 per the anticipated provider payments for services.

Group Insurance Fund - Non-Departmental

The purpose of Non-Departmental Group Insurance is to provide funding for a variety of expenditures that generally are not specific to any one department within Group Insurance.

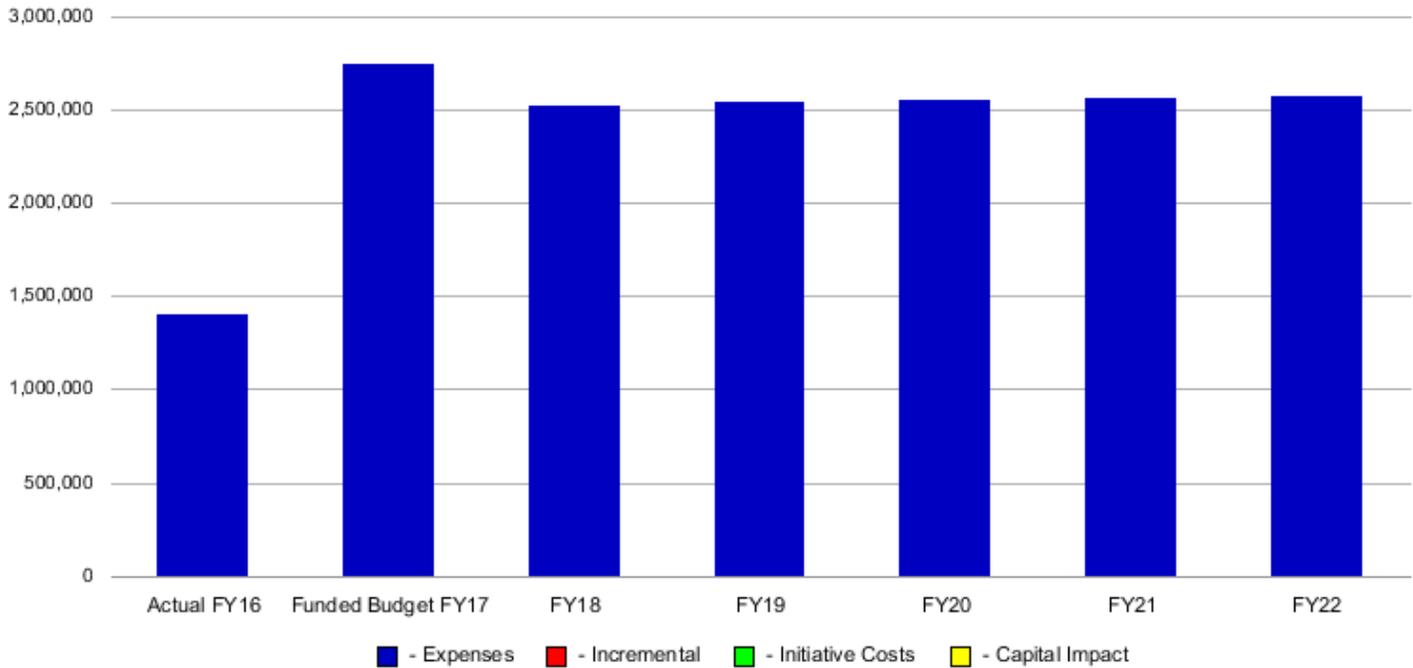


	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$144,207,895	\$147,849,301	\$154,970,555	\$161,176,178	\$167,518,937	\$173,995,156	\$180,613,123	\$838,273,949
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$21,498	\$22,526	\$23,805	\$24,972	\$26,197	\$118,998
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$144,207,895	\$147,849,301	\$154,992,053	\$161,198,704	\$167,542,742	\$174,020,127	\$180,639,320	\$838,392,946

- Expenses** - Over the next five years, expenses include the funding of health insurances as well as costs related to the Affordable Care Act.
- Incremental** - N/A
- Initiative Costs** - Initiative costs include longevity incentives and anticipated pay increases.
- Capital Impact** - N/A

Group Insurance Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.



	FY16 Actual	FY17 Funded Budget	FY18	FY19	FY20	FY21	FY22	Total Plan Years
Expenses	\$1,413,680	\$2,750,393	\$2,527,965	\$2,543,704	\$2,552,769	\$2,564,427	\$2,575,657	\$12,764,522
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Projected Expenses	\$1,413,680	\$2,750,393	\$2,527,965	\$2,543,704	\$2,552,769	\$2,564,427	\$2,575,657	\$12,764,522

- Expenses** - Over the next five years, expenses include salaries & benefits, consulting & professional services, medical services provider fees, maintenance/lease of copiers, printing & binding, wireless services, and supplies.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A



FUND BALANCES

GENERAL FUND BALANCE AND
PROJECTIONS

THE PLAN TO ADDRESS DEFICIT FUND
BALANCES

SUMMARY OF FUND BALANCE AND NET
POSITION

FIVE YEAR PLAN



GENERAL FUND BALANCE

According to GFOA, the adequacy of unassigned fund balance in the general fund should be assessed based upon a government's specific circumstances. Nevertheless, the GFOA recommends, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months (16.7%) of or regular general fund operating expenditures.

During fiscal 2012 the City adopted a fund balance policy which calls for unrestricted fund balance in the General Fund to range from no less than 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. At any time the unrestricted fund balance is within the range of 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers, upon recommendation by the Chief Financial Officer, the City Council may authorize additional transfers to a fund at its discretion, up to a maximum of 5% per year of the subsequent year's budgeted revenues in preparation for adoption of the upcoming years' budget.

If the unrestricted fund balance falls below the minimum 15% of the subsequent year's budgeted expenditures and outgoing transfers, replenishment of shortages/deficiencies will be made within specified time periods and upon the recommendation of the Chief Financial Officer.

Should the unrestricted fund balance of the General Fund exceed the maximum of 20%, such surplus fund balance may be considered for transfer to deficit balances in other funds and for one-time expenditures that are nonrecurring. At least 50% of surplus fund balance must be used to reduce any deficit fund balance prior to allocation for any one-time expenditure.

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
FY2013 Surplus	<u>11,444</u>
Fund Balance at June 30, 2013	138,164
FY2014 Surplus	<u>3,821</u>
Fund Balance at June 30, 2014	<u>141,985</u>
FY2015 Surplus	9,029
Fund Balance at June 30, 2015	<u>151,014</u>
FY2016 Surplus	<u>2,135</u>
Fund Balance at June 30, 2016	<u>153,149</u>

The following is the Fund Balance as of June 30, 2016 as presented in the format required by GASB 54.

GASB54 Category	Amount
Nonspendable	15,726
Restricted	0
Assigned	7,254
Unassigned	130,169
Total	153,149

Projected Fund Balance Change during FY17

FY 2017 Revenues Approved by City Council	630,412	
Less: GF revenue projection variance	<u>0</u>	
Net Projected Revenues as of 6/30/2017		<u>630,412</u>
FY 2017 Expenses Approved by Council	630,412	
Less: GF department projection variance	<u>(2,994)</u>	
Net Projected Expenses as of 6/30/2017		<u>627,418</u>
Net Estimated FY17 Surplus from Operations		<u>2,994</u>
Projected General Fund Balance at June 30, 2017		<u>156,142</u>

At the end of the fiscal year, unspent reserves and any other surplus funds will increase fund balance.

The following is the Fund Balance Projection as of June 30, 2017, as presented in the format required by GASB:

GASB54 Category	Amount
Nonspendable	1,946
Restricted	0
Committed	0
Assigned	7,814
Unassigned	146,382
Total	156,142
Unrestricted	154,196

THE PLAN TO ADDRESS DEFICIT FUND BALANCES

As of the FY2016 CAFR, the City has seven funds that are operating in a deficit position:

- E911 – Emergency Telephone System,
- Solid Waste Fund
- Underground Atlanta Fund,
- Civic Center Fund, and
- Fleet Services Fund.

The legislation driving this five year plan has included as an objective that each of these funds are addressed. Specifically, the legislation states the need to “eliminate any deficits in funds supported by the General Fund”. Listed below is a description of each fund with their respective FY2016 deficits and possible solutions to reduce or eliminate the balances.

E911 – EMERGENCY TELEPHONE SYSTEM

The Emergency Telephone System Fund consists of collections of an Enhanced 911 (E911) fee levied against telephone subsidies beginning in 1991. Until 1993, the collections of these fees were accounted for in the General Fund in Revenue from Charges for Services category. The rate structure mandated by the Georgia General Assembly did not adequately cover the costs of operating this function. During the 2015 legislative session, the Georgia General Assembly approved House Bill 650 to authorize the City to fix and collect a public safety assessment fee within the City for the protection of public health, welfare, and convenience of the City, and for the adequate protection of police, fire and other emergency services, as set forth in the City’s Charter at Section 1-102(c)(62). On May 4, 2015, the City passed Resolution 15-R-3526 authorizing the Mayor to execute a contract with Fulton county Tax Commissioner for the billing and collection of the E-911 Public Safety Access Assessment for the City. The legislation authorized the City to collect public safety assessment fee in the amount of \$27 per residential parcel and \$307 per nonresidential parcel. The annual billing for FY 2016 of \$6.9M is expected to contribute towards the deficit in the E911 fund. Since 2011, the general fund has transferred over \$45 million to this fund, including \$1 million in FY 2014 and \$8 million during FY 2015. There were no funds transferred from general fund to E911 fund in FY 2016. As of the close of FY2016 the amount due to the general fund is \$5.4 million, a slight increase of \$133K million from FY 2015. It is expected that the full impact of the assessment to increase revenue will occur in FY 2017 which will reduce the amount due to General fund.

SOLID WASTE FUND

Solid Waste Collection Fund consists of collections of fees for: garbage, recycling, yard waste and bulk rubbish, street sweeping, de-littering, debris removal, right-of-way-cutting, dead animal removal, education and enforcement. It also includes land post-closure management and responding to city-wide emergency operations. In FY2010, the rates were increased to cover the costs for providing these services. As a result, this fund has been covering its operating costs and funding its capital needs. As of the close of FY2016 the amount due to the general fund was \$18 million, a \$3.1 million increase from the FY2015.

UNDERGROUND ATLANTA FUND

The Underground Atlanta Fund was established in 1989 to account for transactions associated with the public operations of the Underground Atlanta facilities and the parking decks. The City has a master lease agreement with the tenant to lease the structure until 2086. The fund is supported by user fees, parking revenues and a general fund subsidy because revenues from Underground have not been sufficient to cover operating expenses and debt service payments. Since 2009, annual operating deficits have ranged from \$1-2 million. During FY2014, \$8.8 million was charged to this fund to purchase the sublease rights in preparation for the eventual sale of the property. It is expected that property sale proceeds would offset any remaining deficit at the time of closing. The deficit balance at the end of FY16 was \$12.7 million.

CIVIC CENTER FUND

The Civic Center will require significant capital investments in order to continue to attract events that result in revenues that will cover operating expenses. At the close of FY 2016, the Civic Center fund had an accumulated deficit of \$3.6 million. The City is currently weighing the options on this property including increasing event revenue, cost containment and sale of the property.

FLEET SERVICES FUND

The Fleet Services fund is an internal service fund that provides fuel and maintenance services to internal COA departments. Over time internal service funds should break-even; all costs incurred by the fund should be recouped via charges to the user departments. The Fleet Services Fund has not been recovering costs, and as of the close of FY 2016 had an accumulated deficit of \$21.8 million. During FY15 Fleet Services revisited their billing methodologies and began charging out indirect costs that were historically not billed out and hence contributed to the deficit. The goal was to cap the deficit at its current level and break even on all years going forward. During FY16, Fleet Services Fund did not contribute to the existing deficit. During the closeout of FY16, the General Fund transferred \$3.5 million to the Fleet Fund and reduced the deficit from \$27.6 million as of FY 2015 to \$21.8 million at the end of FY 16. This trend is expected to continue with further deficits being reduced by contributions from the General Fund and Enterprise Funds.

SUMMARY OF FUND BALANCE

	Beginning Fund Balance				FY16 Net	Audited Ending	% Change in
					Change in	Fund Balance	Fund Balance
		Revenues	Expenditures	Other Financing Resource	Fund Balance	2016	% Change in Fund Balance
General Fund	151,014,057	530,310,779	(545,823,166)	17,647,156	2,134,769	153,148,826	1.41%
Special Revenue Funds							
Community Development Block Grant Fund	864,525	9,440,133	(9,615,978)	-	(175,845)	688,680	-20.34%
Emergency 911 Fund	(1,047,515)	18,036,472	(21,817,430)	-	(3,780,958)	(4,828,473)	360.95%
Intergovernmental Grant Fund	(1,458,177)	37,827,580	(45,331,482)	1,355,000	(6,148,902)	(7,607,079)	421.68%
Empowerment Zone Fund	(150,390)	-	150,390	-	150,390	(0)	-100.00%
Job Training Grant Fund	143,553	7,931,145	(7,675,098)	-	256,047	399,600	178.36%
Home Investment Partnerships Program Fund	473,105	1,900,655	(2,010,646)	-	(109,991)	363,114	-23.25%
Rental Rehabilitation Fund	603	-	-	-	-	603	0.00%
Sec 108 Loan Trust Fund	5,822,912	5,012	(589,759)	-	(584,747)	5,238,165	-10.04%
Atlantic Station TAD Fund	36,613,322	21,023,158	(12,400,886)	-	8,622,272	45,235,594	23.55%
Westside TAD Fund	78,221,875	15,956,562	(18,934,047)	-	(2,977,485)	75,244,390	-3.81%
NW Atlanta TAD Fund	9,471,011	2,913,352	(1,751,470)	-	1,161,882	10,632,893	12.27%
Princeton Lakes TAD Fund	7,117,792	1,908,143	(7,443,446)	3,325,000	(2,210,303)	4,907,489	-31.05%
Eastside TAD Fund	71,800,116	13,507,173	(5,765,130)	(999,864)	6,742,179	78,542,295	9.39%
Atlanta Beltline TAD	5,284,320	28,674,794	(23,509,357)	-	5,165,437	10,449,757	97.75%
Campbellton Road TAD Fund	2,303,277	211,637	(362,111)	-	(150,474)	2,152,803	-6.53%
Hollowell/M.L. King TAD Fund	2,458,648	319,476	(82,228)	-	237,248	2,695,896	9.65%
Metropolitan Parkway TAD Fund	1,405,470	159,188	(76,585)	-	82,603	1,488,073	5.88%
Stadium Neighborhoods TAD Fund	33,837	93,538	48,039	-	141,577	175,414	418.41%
Rental/Motor Vehicle Tax	-	1,188,750	(1,188,750)	-	-	-	0.00%
Hotel/Motel Tax Fund	-	72,815,822	(54,619,148)	(18,196,674)	-	-	0.00%
Affordable Housing Fund	7,617,252	442,255	(2,903,950)	2,866,606	404,911	8,022,163	5.32%
Special 1% Sales And Use Tax Fund	-	132,653,406	-	(132,653,406)	-	-	0.00%
Perpetual Care Trust Fund	326,107	4,710	(105,267)	-	(100,557)	225,550	-30.84%
Special Revenue Total	261,327,748	383,444,359	(234,691,466)	(144,933,217)	3,819,675	265,147,423	1.46%
Capital Projects Fund							
Annual Bond Fund	343,622	3,346	-	-	3,346	346,968	0.97%
1993 School Improvement Bond	20,173	55	-	-	55	20,228	0.27%
1994 Referendum G.O. Bond Fund	364,011	3,787	-	-	3,787	367,798	1.04%
1996 G.O. Public Improvement Bond Part B	32,333	88	-	-	88	32,421	0.27%
1997 G.O. Public Improvement Bond Fund	249,469	678	-	-	678	250,147	0.27%
2000 Park Improvement Bond Fund	11,909	32	-	-	32	11,941	0.27%
2001 Quality Of Life Fund	21,689	216	-	-	216	21,905	1.00%
2004 Quality Of Life Fund	194,659	1,669	(3,364)	-	(1,695)	192,964	-0.87%
2005 B Go Project Fund	(0)	-	-	-	-	(0)	0.00%
2005A Park Improvement Bond Fund	5,771,044	565	(1,606,867)	-	(1,606,302)	4,164,742	-27.83%
Public Safety Facility Fund	2	3	(6,009,855)	6,009,855	3	5	128.76%
2008A Quality Of Life Improvement	1,602,265	1,895	(72,833)	-	(70,938)	1,531,327	-4.43%
GO Refunding Series 2014A	10,098	-	-	-	-	10,098	0.00%
GO Refunding Series 2014B	8,814	-	-	-	-	8,814	0.00%
2014A Park Improvement Revenue Refunding Bc	4,631,349	-	-	-	-	4,631,349	0.00%
2014B Park Improvement Revenue Refunding Bc	0	-	-	-	-	0	0.00%
2015 Infrastructure Bond Fund	214,517,274	2,566,066	(15,495,827)	-	(12,929,761)	201,587,513	-6.03%
2015 Municipal Facilities Bond Fund	72,998,874	2,490	(12,010,404)	-	(12,007,914)	60,990,960	-16.45%
2016 GO Project Fund	-	-	(1,095,933)	3,994,985	2,899,052	2,899,052	-
Capital Finance Fund	8,640,371	114,938	(10,594,172)	8,331,920	(2,147,314)	6,493,058	-24.85%
Special Assessment Fund	2,492,216	287,822	-	-	287,822	2,780,038	11.55%
Solid Waste Management Fac Const Fund	2,466,522	890	(2,115,225)	2,111,425	(2,910)	2,463,612	-0.12%
Capital Asset - Finance Fund	18,594,370	399,099	(10,858,769)	2,784,665	(7,675,005)	10,919,365	-41.28%
Capital Finance - Recovery	(334,650)	663,712	(333,455)	-	330,257	(4,393)	-98.69%
General Government Capital Fund	33,935,716	5,923,070	(1,110,814)	-	4,812,256	38,747,972	14.18%
Park Improvement Fund	2,516,269	11,543,986	(10,494,706)	-	1,049,280	3,565,549	41.70%
2002 Traffic Court Facility Bond	188,209	446	-	-	446	188,655	0.24%
2016 Traffic Court Facility Refunding Bond	-	-	(432,824)	4,204,998	3,772,174	3,772,174	-
Sub - Total	369,276,610	21,514,853	(72,235,048)	27,437,848	(27,054,521)	342,222,089	-7.33%
Debt Service Fund							
Bond Sinking Fund	33,758,731	42,163,702	(60,773,314)	-	(18,609,612)	15,149,119	-55.13%
Government Grand Total	815,377,147	977,433,692	(913,522,994)	(99,848,213)	(39,709,689)	775,667,458	-4.87%

SUMMARY OF NET POSITION

	Beginning Fund Balance					FY16 Net Change in Fund Balance	Audited Ending Fund Balance 2016	% Change in Fund Balance
		Revenues	Expenditures	Other Financing Resource	Non operating			
DWM	2,572,028,004.63	466,928,834.76	(324,049,529.16)	132,897,720.45	(111,802,899.23)	163,974,126.82	2,736,002,131.45	6.38%
DOA	4,666,961,118.03	486,812,371.47	(513,938,640.96)	22,504,781.46	129,486,333.48	124,864,845.45	4,791,825,963.48	2.68%
Nonmajor ENT	(34,109,052.27)	78,147,890.73	(86,911,582.85)	2,809,527.86	(753,679.54)	(6,707,843.80)	(40,816,896.07)	19.67%
Sanitation	(65,915,599.56)	46,527,498.20	(61,468,825.22)	(1,976,995.89)	43,739.93	(16,874,582.98)	(82,790,182.54)	25.60%
Parks and Recreational	(1,034,381.13)	15,228.65	(156,507.11)	-	(3,395.30)	(144,673.76)	(1,179,054.89)	13.99%
Underground Atlanta	7,754,200.24	1,695,299.60	(4,145,148.64)	-	(502,916.21)	(2,952,765.25)	4,801,434.99	-38.08%
Parking Deck	1,142,017.77	856,774.38	(469,600.00)	786,523.75	(855,204.02)	318,494.11	1,460,511.88	27.89%
Permit Fund	28,451,362.85	28,155,348.28	(18,942,595.10)	-	479,737.78	9,692,490.96	38,143,853.81	34.07%
Civic Center	(4,506,652.44)	397,741.62	(1,538,399.05)	-	(176,195.98)	(1,316,853.41)	(5,823,505.85)	29.22%
City Plaza	-	500,000.00	(190,507.73)	-	260,554.26	570,046.53	570,046.53	-
	(68,218,104.54)	156,295,781.46	(173,823,165.70)	1,619,055.72	(1,507,359.08)	(17,415,687.60)	(85,633,792.14)	25.53%
Internal Services	(17,607,100.67)	177,417,127.55	(178,125,633.89)	3,499,996.52	(250,430.38)	2,541,059.80	(15,066,040.87)	-14.43%
Fleet services	(30,069,477.65)	33,555,967.17	(32,494,190.22)	3,499,996.52	(361,618.05)	4,200,155.42	(25,869,322.23)	-13.97%
Group Insurances	12,462,376.98	143,861,160.38	(145,631,443.67)	-	111,187.67	(1,659,095.62)	10,803,281.36	-13.31%

DEBT MANAGEMENT

OVERVIEW

MUNICIPAL BOND RATINGS

DEBT FORECAST SUMMARIES

FIVE YEAR PLAN



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 program 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 outside consultants and agencies, including financial advisors, investment bankers, bond counsel and ratings agencies
- Apprises City of Atlanta leadership of debt position and transactions which includes members of the Administration and City Council, as required

This document provides an overview of the City's debt management program under the purview of the Office of Debt and Investments as well as outlines the methodology of the office's debt management practices.

Debt Management Objectives

- Maintain cost-effective access to the capital markets through prudent policies
- Maintain moderate debt and debt service payments with effective planning and coordination with the City's departments
- Meet significant capital demands through debt financing and alternative financing mechanisms
- Define the acceptable parameters and structure for each type of debt, and;
- Achieve and maintain the highest possible credit ratings within the context of the City's capital needs and financing capabilities

MUNICIPAL BOND RATINGS

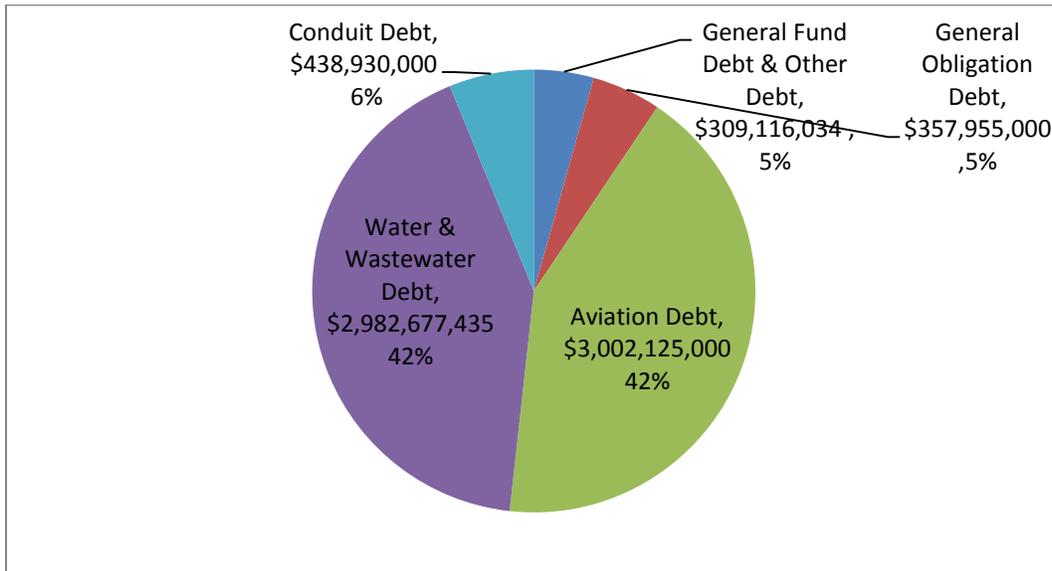
CITY OF ATLANTA			
BONDS TYPE	CREDIT RATING		
	Moody's	Standard & Poor's	Fitch
General Obligation Bonds <i>Underlying Rating</i>	Aa2	AA+	AA+
Water and Wastewater Revenue Bonds <i>Underlying Rating</i>	Aa3	AA-	A+
Hartsfield Atlanta International Airport Revenue Bonds - Senior Lien / GARBs <i>Underlying Rating</i>	Aa3	AA-	AA-
Hartsfield Atlanta International Airport Revenue Bonds GARBs/PFC <i>Underlying Rating</i>	Aa3	AA-	A+
Atlanta Development Authority <i>Underlying Rating</i>	Aa2	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>	N/A	N/A	--

Total Debt Outstanding

The City of Atlanta's outstanding debt totaled \$7.1 billion as of June 30, 2016. Total debt consists of \$1.1 billion in General Obligation and other debt (General Fund, TAD, Capital Leases, Other); \$3.0 billion in Aviation Revenue Bonds, and \$2.98 billion in Water and Wastewater Revenue Bonds. Total debt from fiscal year 2016 increased by \$42 million or 0.6% over fiscal year 2015.

In fiscal year 2016, the City issued \$9.46 million of City Plaza Revenue Bonds, issued \$3.75 million of Annual General Obligation Bonds, issued \$30.6 million of Tax Allocation Bonds (Eastside Project), executed \$10.8 million in loans for the Princeton Lakes Tax Allocation District, and issued \$300 million of Aviation Bond Anticipation Notes.

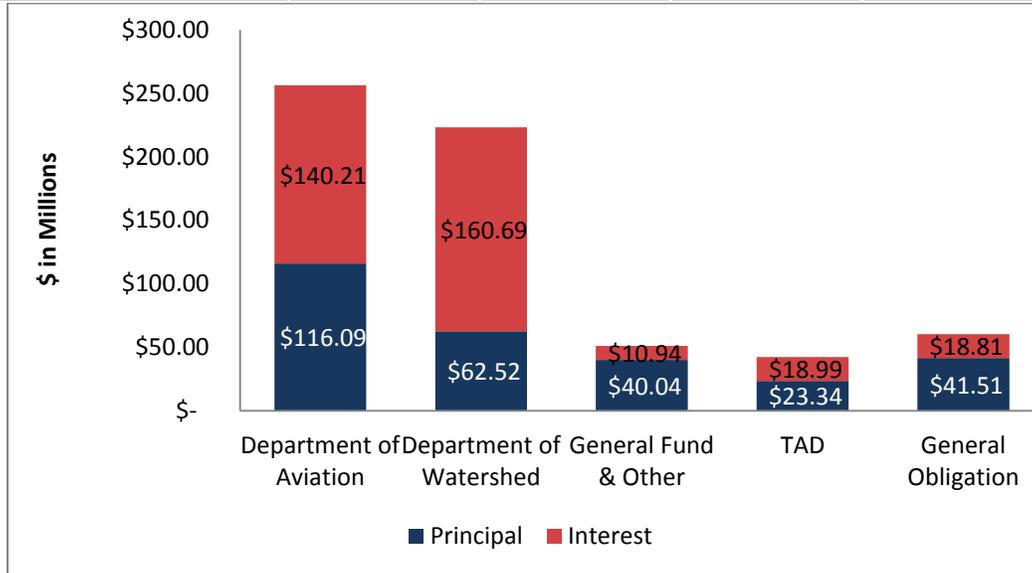
Overall, the City continues to generate enough cash from various revenue streams to cover its operating costs, make payments on outstanding debt obligations and build future reserves.



FY 2016 Principal and Interest Payments

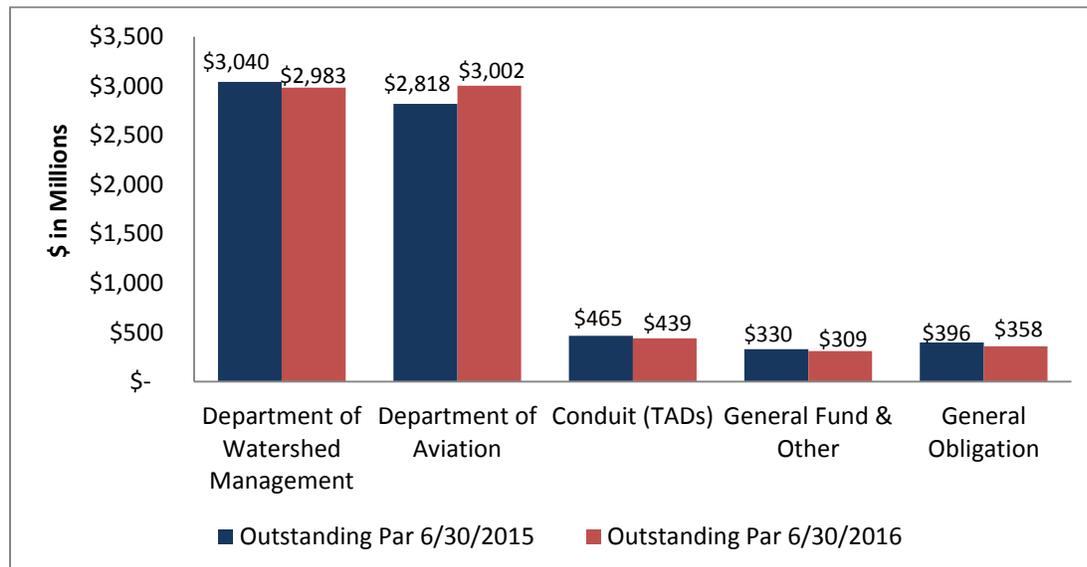
In fiscal year 2016, approximately \$633 million in revenues were used to service the outstanding long-term debt obligations of the City. \$283.5 million of this total was spent on principal and \$349.6 million on interest payments. The total debt payments by issue category are as follows:

Water / Wastewater	Aviation	General Fund & Other	TADs	General Obligation
\$223.2M	\$256.3M	\$50.9M	\$42.3M	\$60.3M



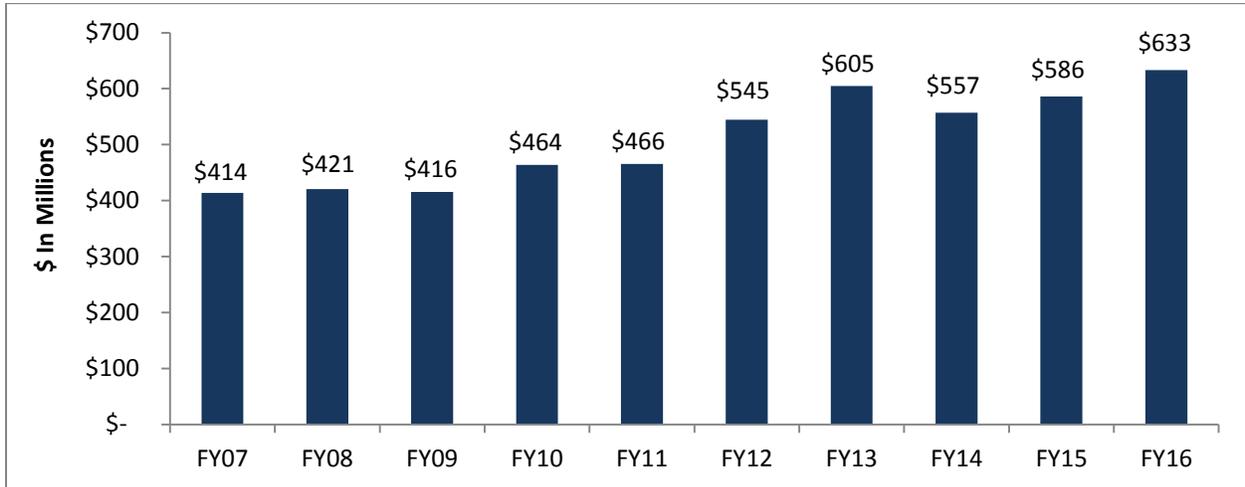
Debt Comparison

At the end of fiscal year 2016, the City's total debt outstanding was \$7.1 billion. This represents a 0.6% or approximately \$42 million decrease over the previous year's total of \$7.0 billion.



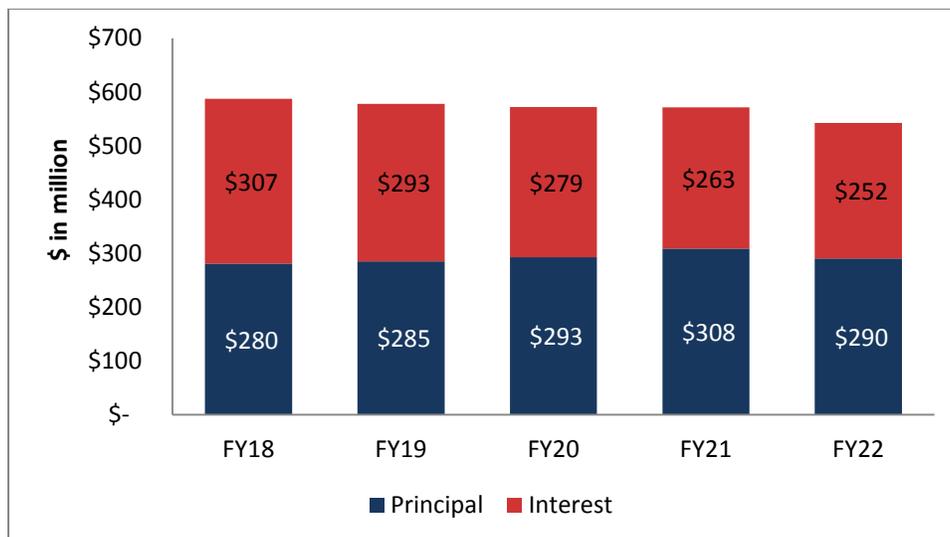
All Long Term Debt - Historical Payments

During the last 10 years, from 2007 to 2016, the City has spent \$5.1 billion in principal and interest payments on all of its long term debt obligations. The payments were for the GO bonds, Conduit bonds, General Fund bonds, Capital Leases, Aviation bonds, and Water and Wastewater bonds. The overall annual debt payment has increased approximately 1.5 times from \$413.9 million in 2007 to \$633.1 million in 2016.



All Debt - 5 Year Outlook Principal & Interest Payments

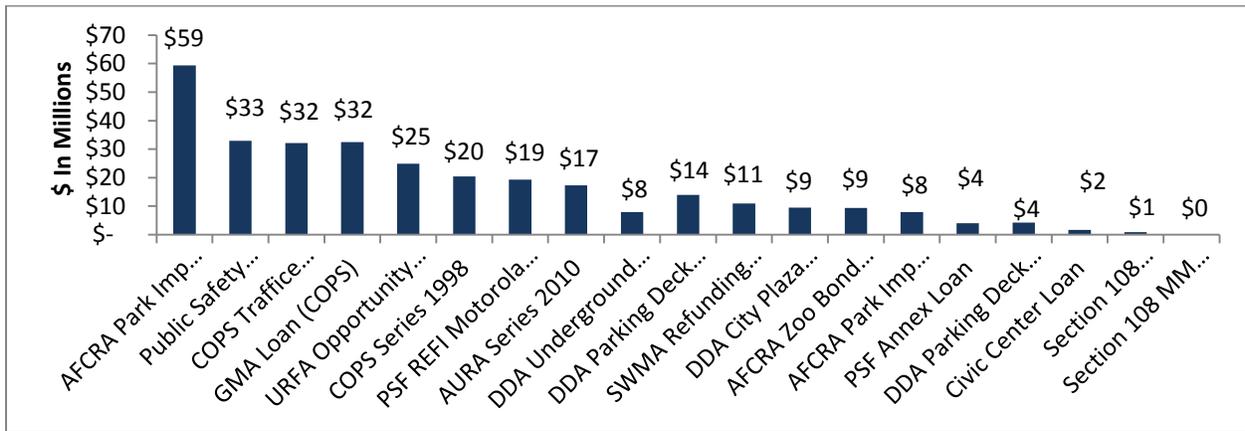
At the end of fiscal year 2016, the City had a total of \$7.1 billion in long-term debt outstanding. It is expected that the City will spend approximately \$1.39 billion in interest payments over the next five years on these bonds; this averages out to \$278.8 million annually.



General Fund & Other

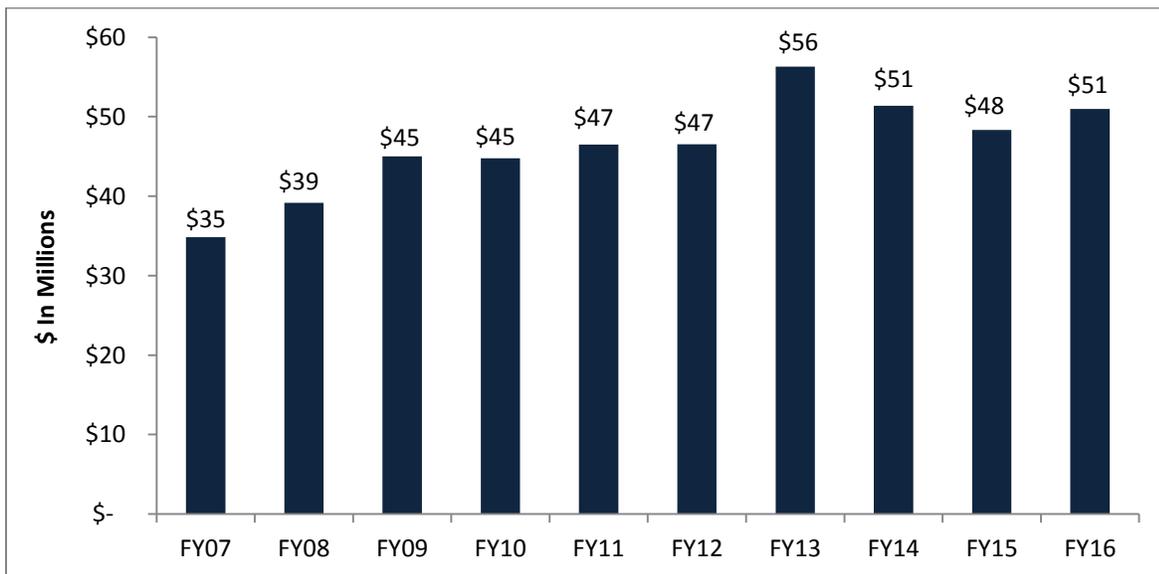
General Fund Outstanding Debt

The General Fund and Other debt obligations of the City consists of bonds issued for various purposes, and Capital Lease agreements. For the fiscal year ended 2016, \$309.1 million of the General Fund and lease obligations debt remained outstanding.



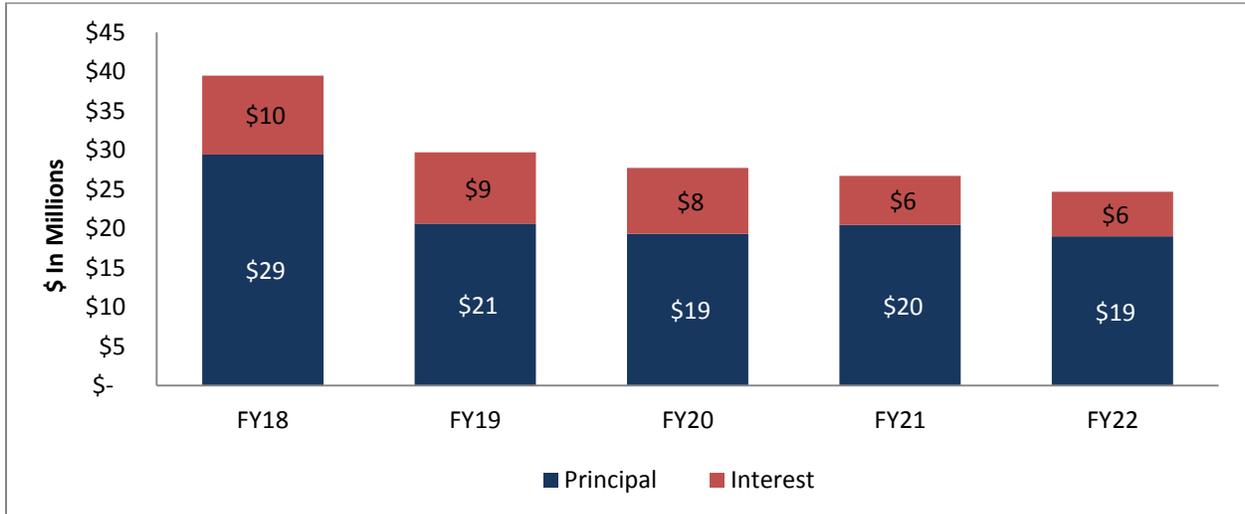
General Fund - Historical Payments

Between 2007 and 2016 the City has paid \$463.8 million on principal and interest on its general fund and other debt outstanding. During this period the debt payments has increased from \$34.8 million in 2007 to \$50.9 million annually.



General Fund - 5 Year Outlook - Principal & Interest Payments

In the next 5 years, it is expected that \$179.06 million of General Fund and Other revenues will be used to make annual debt service payments. The payments include Inter-governmental agreements that the City has with other authorities. \$125.1 million of the total amount will be used to make principal payments and \$50.8 million for interest payments.

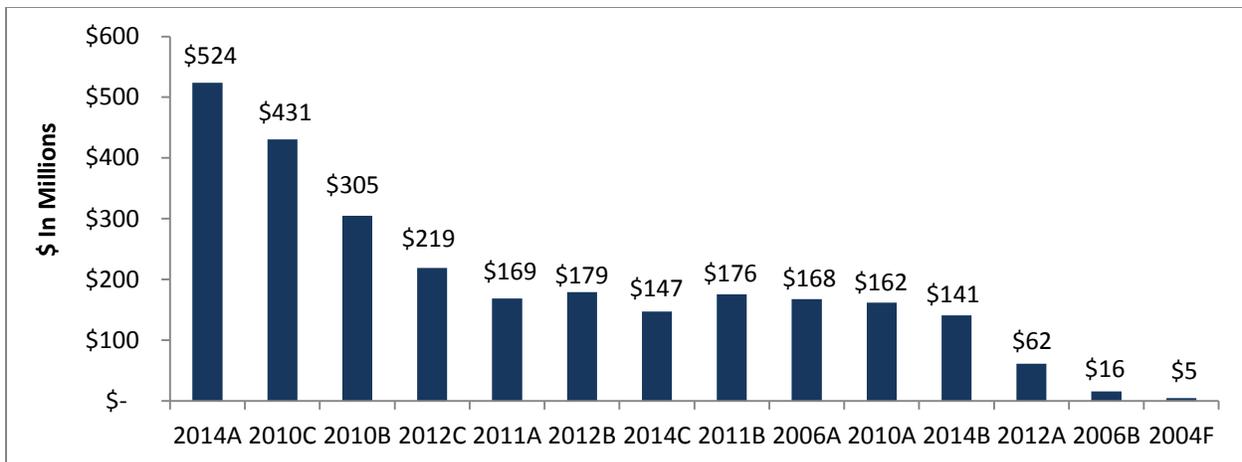


Department of Aviation

Department of Aviation – Outstanding Debt

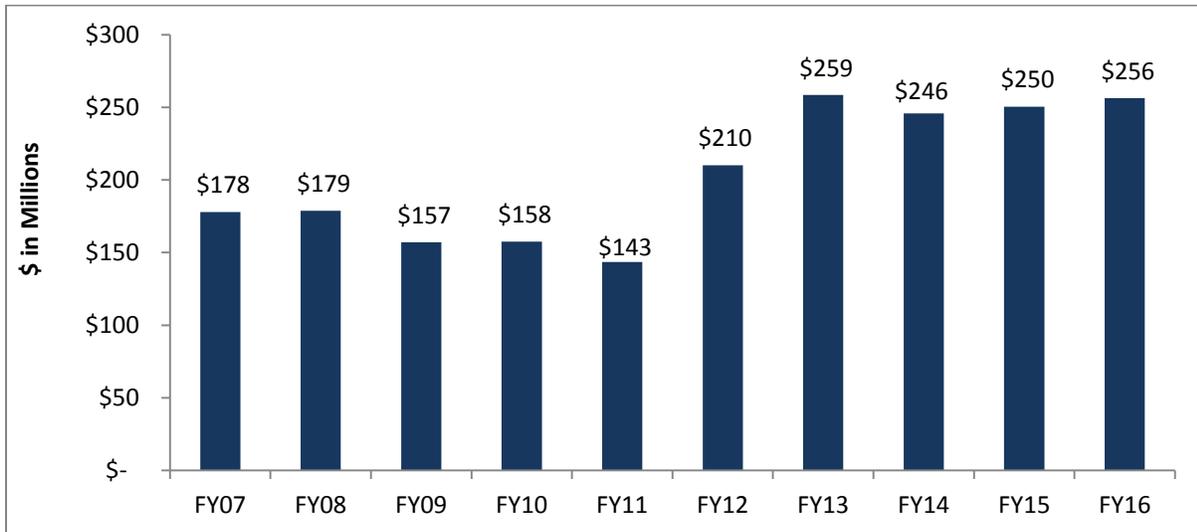
The City of Atlanta is one of 4 cities in the nation that owns and operates a World Class International airport. To maintain its position, the City issues bonds for ongoing capital improvement projects which are pledged against its revenues and have equal lien parity. Revenues pledged against the bonds issued are either General revenues, Passenger Facility Charges or Customer Facility Charges revenues.

At the end of fiscal year end 2016, the Department of Aviation had \$3.0 billion in outstanding long term debt that consist of General Airport Revenue Bonds (10), Passenger Facility Charge Bonds (2), Customer Facility Charge Bonds (2), and Bond Anticipation Notes (\$300 million) which it plans to issue long term bonds to replace. These bonds were either issued as Alternative Minimum Tax (AMT) or Non-Alternative Minimum Tax (Non-AMT),



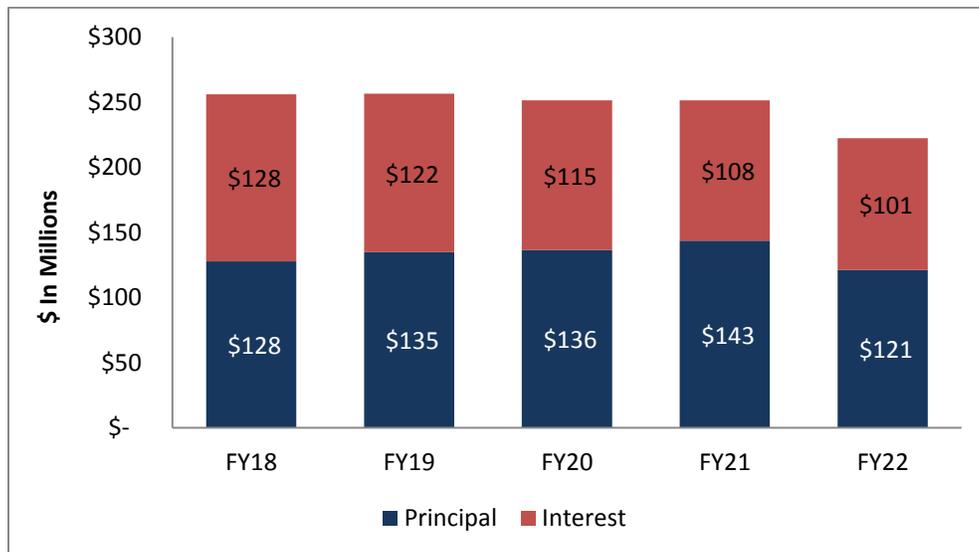
Department of Aviation - Historical Payments

During the last 10 years from 2007 to 2016 the City’s Department of Aviation has paid \$2.0 billion on principal and interest on all its revenue bonds obligations. The average annual debt service payments for the last 5 years is \$244.3 million.



Department of Aviation – 5 Year Outlook - Principal & Interest Payments

In the next 5 years, the Department of Aviation is expected to spend \$1.24 billion of revenues to make annual principal and interest payments on current outstanding debt obligations. 53.6% or \$663.5 million of the total will be used to make principal payments, and \$619.1 million or 48.3% for interest. It is expected that average annual debt service payments will be approximately \$256.6 million over the next 5 years.

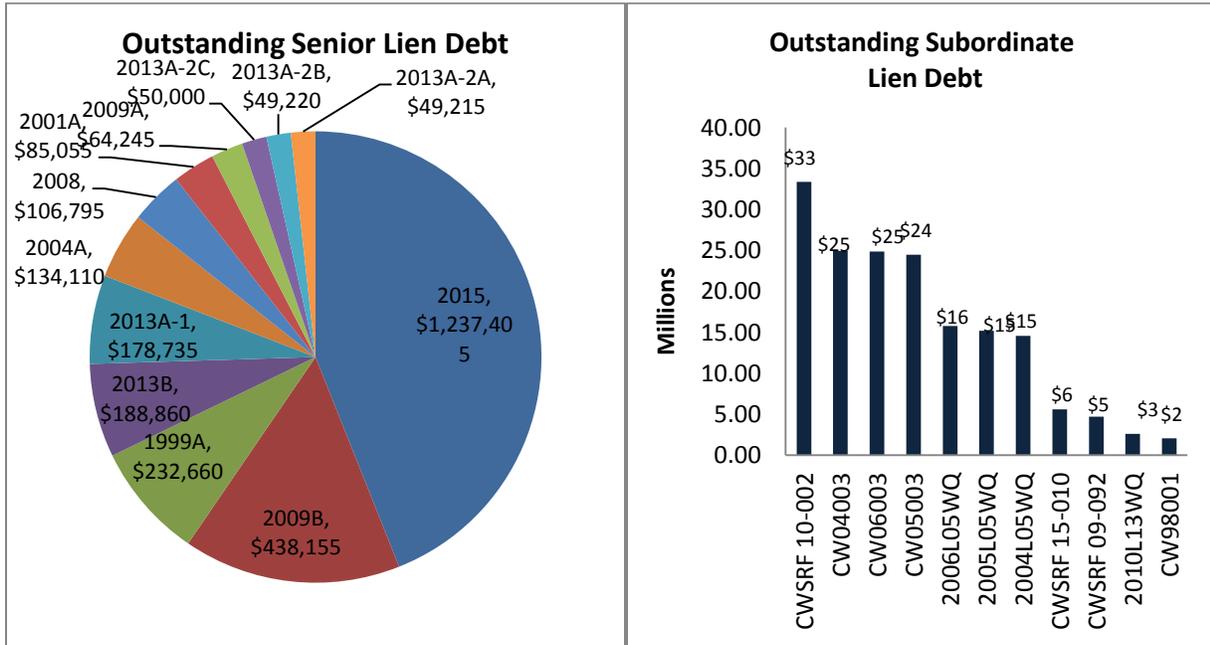


Department of Watershed Management

Department of Watershed Management – Outstanding Debt

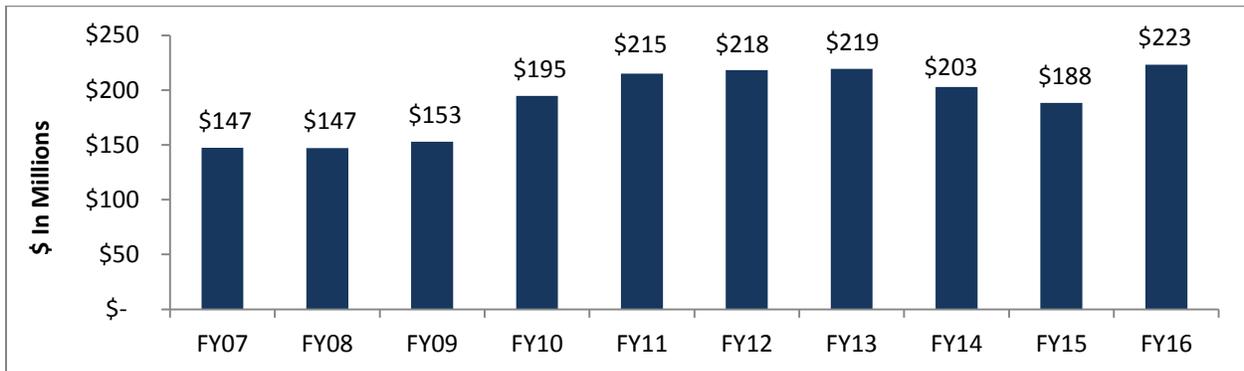
The Department of Watershed Management is responsible for operating and maintaining the City’s Water and Wastewater system in compliance with federal and state regulations. The department has issued long-term bonds and state revolving loans to provide funding for its capital improvement projects. The bonds and loans issued are pledged against the revenues generated by the system.

For fiscal year 2016, the Department had \$2.98 billion of long-term outstanding which consisted of \$2.81 billion of senior lien debt and \$168 million subordinate lien debt.



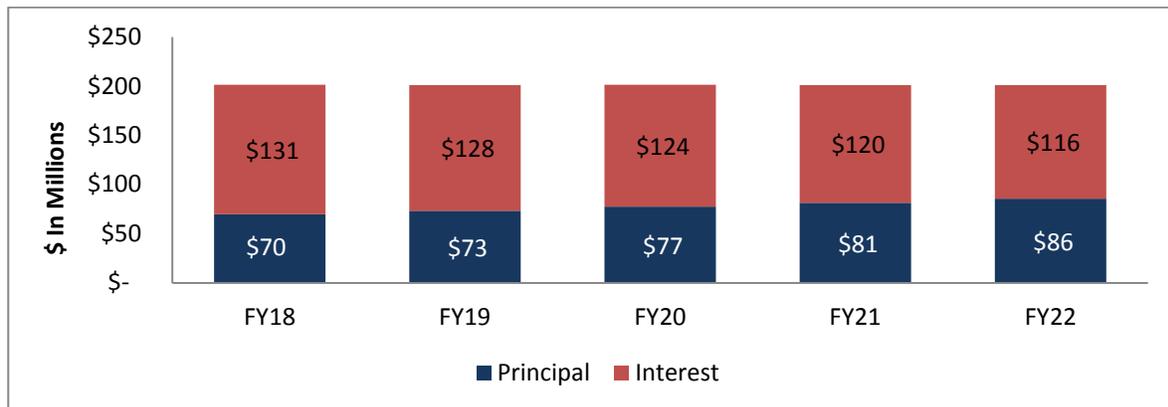
Department of Watershed Management Debt - Historical Payments

During the last 10 years from 2007 to 2016, the City’s Department of Watershed Management (DWM) has paid \$1.9 billion in principal and interest on all its revenue bonds obligations. The annual debt has increased from \$147 million in 2007 to \$223 million in 2016. The average annual debt for the last 5 years is \$210 million. It is expected that overall annual debt will be approximately \$201 million over the next 5 years. The decrease in annual debt for the department is the result Bond Refunding opportunities that the Department has executed as a result of the current low interest rate environment. It is expected that forecasted CIP will be paid from available renewal and extension funds.



Department of Watershed Management – 5 Year Outlook - Principal & Interest Payments

The Department of Watershed is expected to make approximately \$5.0 billion in total principal and interest payments on the current outstanding bonds. This represents an average of approximately \$201 million annually. \$2.98 billion or 60.2% of the total amount will be used to make annual principal payments and \$1.97 billion or 39.8% in interest.



General Obligation

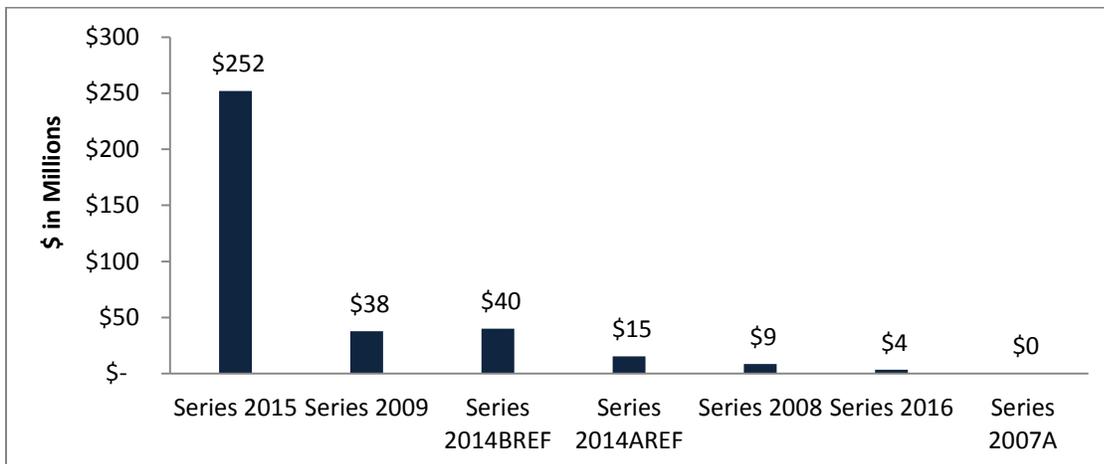
General Obligation – Outstanding Debt

As needed, the City issues \$8 million General Obligation bonds to fund capital improvement projects that enhance the quality of life of its taxpayers. Uses of the bond proceeds are appropriated in the following manner:

- \$4M towards acquiring site and constructing/equipping new municipal buildings and related facilities
- \$4M towards renovating, improving, adding to, and equipping existing school buildings and facilities, or acquiring, constructing, and equipping new school buildings and facilities

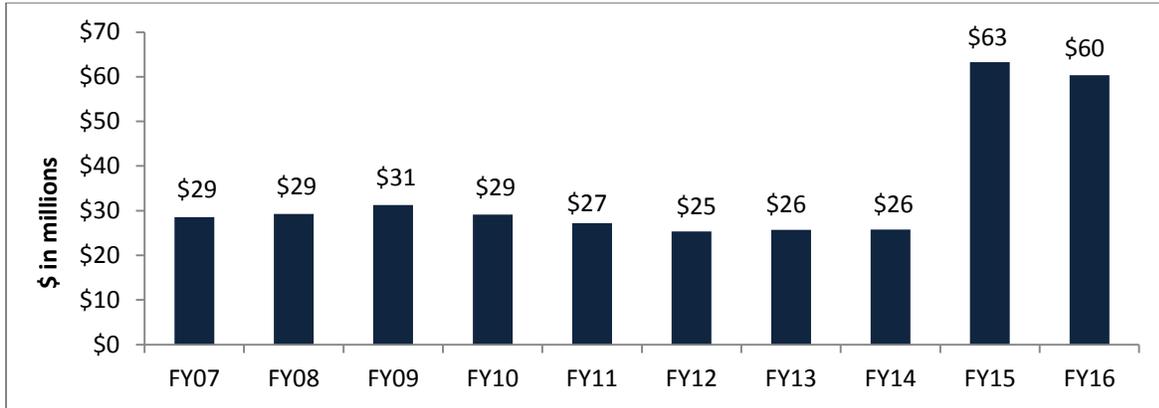
The City's General Obligation Public Improvement Bonds are used for sidewalk design and construction throughout the City, including sidewalk installations in various public housing development and for streetscape and intersection improvements throughout the City.

For the fiscal year ended June 30, 2016, the City had seven (7) General Obligation debt outstanding totaling \$357.9 million. The City used \$60.3 million of collected tax revenues to make annual principal and interest payment for the fiscal year.



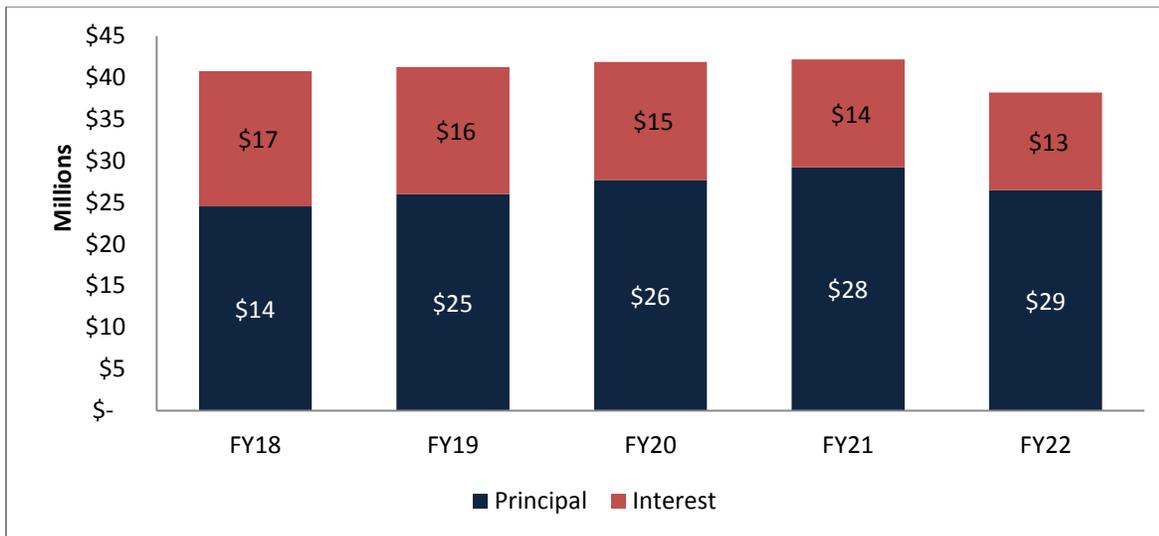
General Obligation – Historical Payments

During the last 10 years from 2007 to 2016 the City has spent \$285.5 million in principal and interest payments on its GO bond debt. During this period GO annual debt payments has grown from \$28.5 million to \$60.3 million. The fiscal year 2016 debt service payment increase is the result of the \$27.3 million bond defeasance.



General Obligation Debt – 5 Year Outlook - Principal & Interest Payments

\$204.3 million in total tax revenues will be used to make principal and interest payments on the City’s General Obligation debt outstanding in the next 5 years. \$133.9 million or 62.9% of the total amount will be used for principal payments and \$70.4 million or 37.1% for interest.

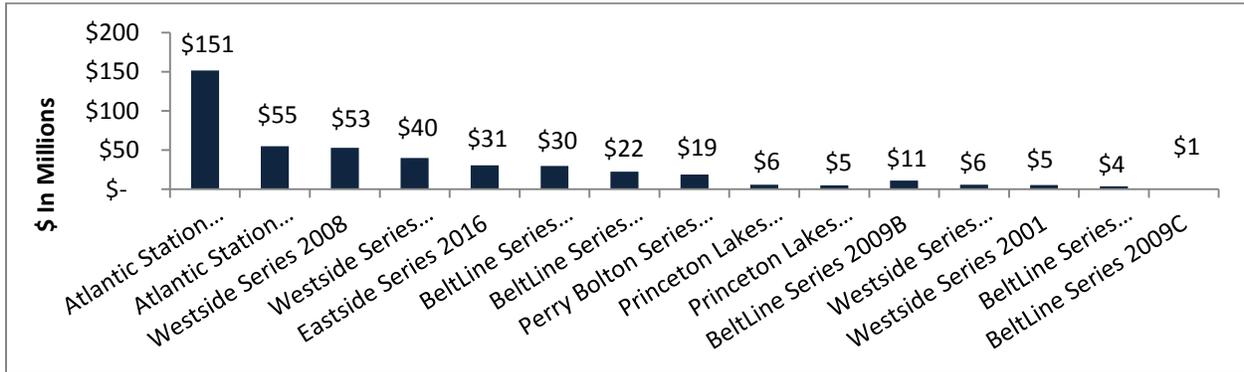


Tax Allocation Districts (TADs)

TADs – Outstanding Debt

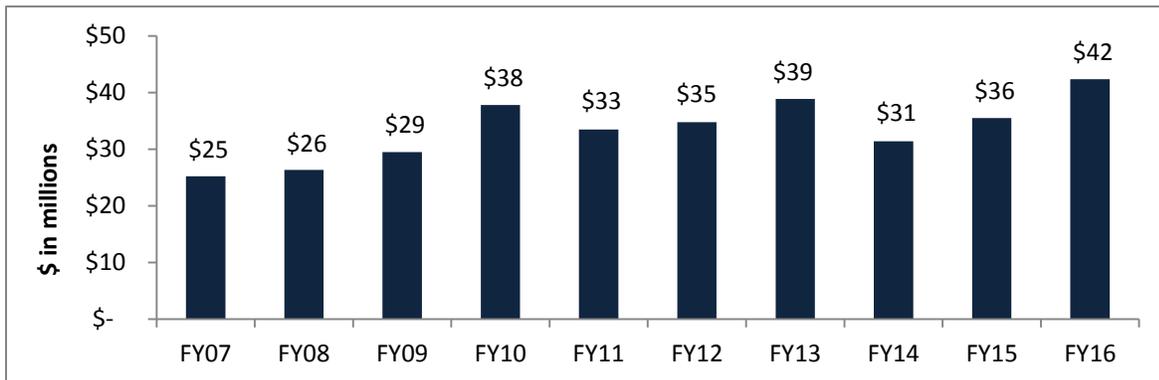
The City has issued bonds to fund various Capital Improvement Projects (CIP) in specially designated tax districts; these bond issuances are deemed as conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due.

For the fiscal year ended 2016, the City had fifteen (15) TAD bonds outstanding with a total value of \$438.9 million. During this period, \$39.8 million in tax receipts was used to make annual principal and interest payments



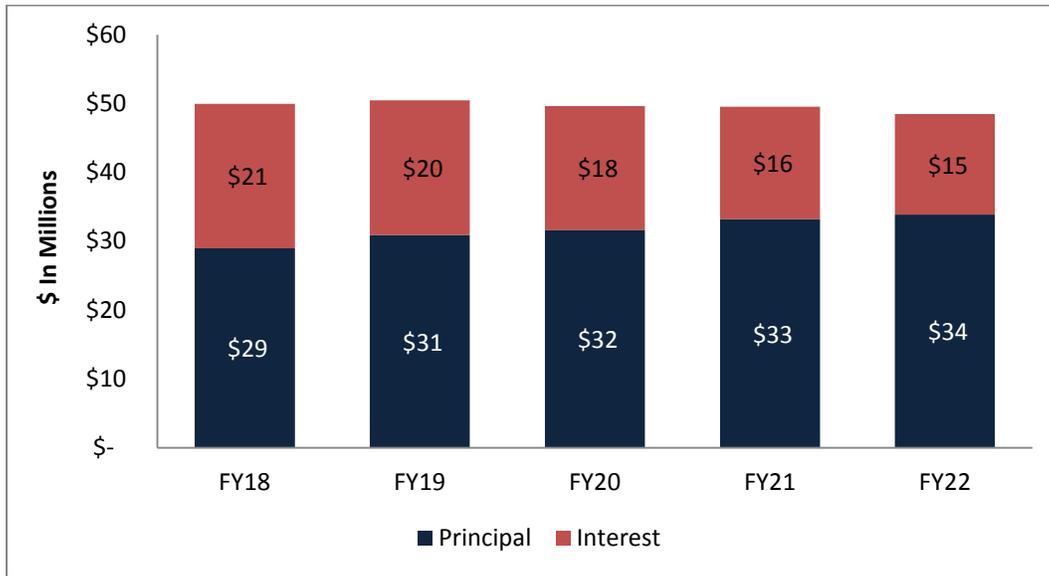
TAD – Historical Payments

Between 2007 and 2016 the City has spent \$335.1 million on principal and interest payments on its conduit debt outstanding. During this period the debt payment has increased from \$25.2 million in 2007 to \$35.5 million annually. The average annual debt service payments for the last 5 years was \$36.5 million. It is expected that the overall annual debt service for the next 5 years will be \$49.6 million.



TADs - 5 Year Outlook - Principal & Interest Payments

In the next 5 years it is expected that the City will make \$248 million in principal and interest payments on its outstanding Conduit debt. \$158.6 million or 64% of the total amount will be used to make annual principal payments and \$89.4 million or 36% in interest.





CAPITAL PROJECT
STATUS
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

FIVE YEAR PLAN



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 \geq \$50,000)
- Infrastructure projects (a road, bridge, intersection, drainage system, or sewer structure, etc.)
- Planning and inventory studies in excess of \$25,000

Project costs include all phases of a project, including planning, design, utility relocation, right of way acquisition, etc. All phases of the project are budgeted in a Capital Projects Fund.

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. 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 FY2018 to FY2022 five year plan provides the status of active capital projects that are new or will continue from the previous fiscal year. All anticipated project costs are spread over the five year period with the exception of projects anticipated to be expensed and closed-out in the current year. For these projects, funding will not be allocated in future years.



**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2005A Park Improvement Bond Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Dept Of Parks & Recreation	7,096,246					\$7,096,246
Total City Wide	\$7,096,246					\$7,096,246

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Dept Of Parks & Recreation						
Default - 000000	2,561,725					\$2,561,725
Lighting Improvements, City-Wide - 100184	174,068					\$174,068
Construction Of Bldgs., City-Wide - 100229	1,236,802					\$1,236,802
Ground & Site Imprvs., City-Wide - 100247	2,945,830					\$2,945,830
City Wide Park Furniture & Play Equip. - 100271	177,821					\$177,821
Sub-Total	\$7,096,246					\$7,096,246
Total City Wide	\$7,096,246					\$7,096,246

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2015 Infrastructure Bond**

	FY18	FY19	FY20	FY21	FY22	Total	Operating Impact
DEPARTMENT TOTALS							
Department Of Public Works	56,771,201	43,635,625	40,861,155	22,988,236	23,402,105	\$187,658,322	Yes
Total City Wide	\$56,771,201	\$43,635,625	\$40,861,155	\$22,988,236	\$23,402,105	\$187,658,322	
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works	FY18	FY19	FY20	FY21	FY22	Total	Operating
Transportation Infrastructure - 112184	40,415,537	34,035,625	35,840,187	22,988,236	23,402,105	\$156,681,690	Yes
District 1 - 112203	1,362,972	800,000	418,414			\$2,581,386	
District 2 - 112204	1,362,972	800,000	418,414			\$2,581,386	
District 3 - 112205	1,362,972	800,000	418,414			\$2,581,386	
District 4 - 112206	1,362,972	800,000	418,414			\$2,581,386	
District 5 - 112207	1,362,972	800,000	418,414			\$2,581,386	
District 6 - 112208	1,362,972	800,000	418,414			\$2,581,386	
District 7 - 112209	1,362,972	800,000	418,414			\$2,581,386	
District 8 - 112210	1,362,972	800,000	418,414			\$2,581,386	
District 9 - 112211	1,362,972	800,000	418,414			\$2,581,386	
Council District 10 - 112212	1,362,972	800,000	418,414			\$2,581,386	
District 11 - 112213	1,362,972	800,000	418,414			\$2,581,386	
District 12 - 112214	1,362,972	800,000	418,414			\$2,581,386	
Sub-Total	\$56,771,201	\$43,635,625	\$40,861,155	\$22,988,236	\$23,402,105	\$187,658,322	
Total City Wide	\$56,771,201	\$43,635,625	\$40,861,155	\$22,988,236	\$23,402,105	\$187,658,322	

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2015 Municipal Facilities Bond Fund**

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
DEPARTMENT TOTALS						
Executive Offices	19,677,891	18,213,816	18,213,816			\$56,105,523
Total City Wide	\$19,677,891	\$18,213,816	\$18,213,816			\$56,105,523
PROJECT TOTALS BY DEPARTMENT						
	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
Executive Offices						
Municipal Facilities - 112217	13,104,456	13,104,456	13,104,456			\$39,313,369
District 1-Facilities - 112221	397,583	397,583	397,583			\$1,192,750
District 2-Facilities - 112223	471,120	471,120	471,120			\$1,413,359
District 3-Facilities - 112224	474,905	474,905	474,905			\$1,424,714
District 4-Facilities - 112225	476,457	476,457	476,457			\$1,429,372
District 5-Facilities - 112226	448,833	448,833	448,833			\$1,346,500
District 6-Facilities - 112227	483,368	483,368	483,368			\$1,450,103
District 7-Facilities - 112228	473,858	473,858	473,858			\$1,421,573
District 8-Facilities - 112229	463,547	463,547	463,547			\$1,390,641
District 9-Facilities - 112230	466,017	466,017	466,017			\$1,398,051
District 10-Facilities - 112231	470,262	470,262	470,262			\$1,410,786
District 11-Facilities - 112232	483,410	483,410	483,410			\$1,450,230
District 12-Facilities - 112233	1,464,075	0	0			\$1,464,075
Sub-Total	\$19,677,891	\$18,213,816	\$18,213,816			\$56,105,523
Total City Wide	\$19,677,891	\$18,213,816	\$18,213,816			\$56,105,523

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2016 Go Project Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Executive Offices	830,142	831,142	830,142	830,142	830,142	\$4,151,710
Total City Wide	\$830,142	\$831,142	\$830,142	\$830,142	\$830,142	\$4,151,710
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Citywide Restacking - 112288	830,142	831,142	830,142	830,142	830,142	\$4,151,710
Sub-Total	\$830,142	\$831,142	\$830,142	\$830,142	\$830,142	\$4,151,710
Total City Wide	\$830,142	\$831,142	\$830,142	\$830,142	\$830,142	\$4,151,710

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Park Improvement Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Dept Of Parks & Recreation	12,053	10,202	10,202	10,202	10,202	\$52,863
Total City Wide	\$12,053	\$10,202	\$10,202	\$10,202	\$10,202	\$52,863

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Dept Of Parks & Recreation						
Default - 000000	10,202	10,202	10,202	10,202	10,202	\$51,012
City Wide Park Furniture & Play Equip. - 100271	973					\$973
Southside Butler Street Ymca, Cd-220 - 200409	878					\$878
Sub-Total	\$12,053	\$10,202	\$10,202	\$10,202	\$10,202	\$52,863
Total City Wide	\$12,053	\$10,202	\$10,202	\$10,202	\$10,202	\$52,863

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
General Government Capital Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Public Works	11,376,514					\$11,376,514
Dept Of Parks & Recreation	6,615,859					\$6,615,859
Department Of Fire Services	148,427					\$148,427
Department Of Police Services	583,814					\$583,814
Total City Wide	\$18,724,614					\$18,724,614

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Wieuca Road Sidewalk (Phase Ii) - 101639	30,742					\$30,742
Defoors Avenue Sidewalk - 101854	37,403					\$37,403
Mlk, Jr., Dr. Corridor Improvements - 102281	1					\$1
Barge Rd./Campellton Lci Grant - 102385	50,250					\$50,250
Morningside/Lenox Park - 102389	33,314					\$33,314
City Wide Intersection Timing Loop - Det - 102642	63,725					\$63,725
Hermi'S Bridge Project - 102730	23,309					\$23,309
Piedmont Intersection Impr - 110253	500,000					\$500,000
Memorial Dr Sidewalks - 110255	24,825					\$24,825
Windemere Dr Sidewalks - 110256	564					\$564
Freemont Ave Rd Constr - 110257	99,472					\$99,472
City Hall Sidewalks - 110259	200,000					\$200,000
Hollywood Road Impr - 110261	131,763					\$131,763
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	218,507					\$218,507
Buckhead Village Redevelopment - 110892	24,041					\$24,041
Dl Hollowell/Westlake-Lci - 111105	126,428					\$126,428
Glenwood/Moreland-Lci - 111106	5,132					\$5,132
Memorial Drive Corridor - 111322	72,665					\$72,665
Atlanta University Center Pedestrian Streetscape - 112170	275,000					\$275,000
Cycle Atlanta Phase 1.0 Bucycle Mobility - 112172	200,000					\$200,000
12th Street Two-Way Conversion - 112174	30,000					\$30,000
Huff Road Complete Street - 112175	150,000					\$150,000
Sr260/Sr42 Intersection Realignment - 112176	583,950					\$583,950
D.I.F.Admin-Transportation-City - 201053	8,495,423					\$8,495,423
Sub-Total	\$11,376,514					\$11,376,514
Dept Of Parks & Recreation						
Comprehen Imps Major Pks, City-Wide - 101519	147,761					\$147,761
Centennial Park Trail - 101643	250,000					\$250,000
English Avenue Trail - 101644	100,000					\$100,000
Green Space Pgm., Parks North - 201997	6,118,098					\$6,118,098
Sub-Total	\$6,615,859					\$6,615,859
Department Of Fire Services						

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
General Government Capital Fund**

	FY18	FY19	FY20	FY21	FY22	Total
Fire Station 22 Construction - 100170	148,427					\$148,427
Sub-Total	\$148,427					\$148,427
Department Of Police Services						
New Zone 3 Precinct - 111450	583,814					\$583,814
Sub-Total	\$583,814					\$583,814
Total City Wide	\$18,724,614					\$18,724,614

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Capital Finance Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Information Technology	1,697,314					\$1,697,314
Department Of Public Works	1,584,108					\$1,584,108
Dept Of Parks & Recreation	106,210					\$106,210
Judicial Agencies	1,724,947					\$1,724,947
Department Of Fire Services	95,298					\$95,298
Department Of Police Services	613,944					\$613,944
Total City Wide	\$5,821,822					\$5,821,822
PROJECT TOTALS BY DEPARTMENT						
	FY18	FY19	FY20	FY21	FY22	Total
Department Of Information Technology						
Oracle Upgrade - 111897	1,697,314					\$1,697,314
Sub-Total	\$1,697,314					\$1,697,314
Department Of Public Works						
East Atlanta Streetscapes - 100002	119,988					\$119,988
Ralph David Abernathy Streetscapes - 102114	181,315					\$181,315
Bicycle Route Sign & Marks - 110071	357,026					\$357,026
Southwest Atlanta Sidewalks - 110264	3,873					\$3,873
Sidewalks - Ada Ramps - 110820	700,850					\$700,850
Led Conversion Project - 112013	221,056					\$221,056
Sub-Total	\$1,584,108					\$1,584,108
Dept Of Parks & Recreation						
Dprca Repair & Maint Ada Comp - 211201	106,210					\$106,210
Sub-Total	\$106,210					\$106,210
Judicial Agencies						
Case Management Syst - 112467	1,724,947					\$1,724,947
Sub-Total	\$1,724,947					\$1,724,947
Department Of Fire Services						
Afr Facilities Repair & Maint. - 211200	95,298					\$95,298
Sub-Total	\$95,298					\$95,298
Department Of Police Services						
Apd Facility Improvements 2012 - 211204	349,628					\$349,628
Apd Reloca/Reno Cops/Cc - 211207	264,316					\$264,316
Sub-Total	\$613,944					\$613,944
Total City Wide	\$5,821,822					\$5,821,822

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Water & Wastewater Renewal & Extension Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	135,027,428	83,737,828	83,737,828	83,737,828	83,737,828	\$469,978,740
Total City Wide	\$135,027,428	\$83,737,828	\$83,737,828	\$83,737,828	\$83,737,828	\$469,978,740

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Department Of Watershed Management						
Water Mains, Various Locations - 100395	591,520	591,520	591,520	591,520	591,520	\$2,957,598
Phosphorous Reduction Fac, Utoy Creek - 100736	221,822	221,822	221,822	221,822	221,822	\$1,109,112
Phosphorous Reduction Fac, R.M. Clayton - 100737	1,034,598	1,034,598	1,034,598	1,034,598	1,034,598	\$5,172,992
Lease/Pur-New Traffic Court Facility - 101681	303,388	303,388	303,388	303,388	303,388	\$1,516,940
Cso-West Tunnels - 102066	3,592	3,592	3,592	3,592	3,592	\$17,962
Program Management-Year 3 - 102335	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000	\$27,000,000
Tanyard Cso Facility - 102351	96,800	96,800	96,800	96,800	96,800	\$484,000
Public Health Security-Water - 102366	29,252	29,252	29,252	29,252	29,252	\$146,260
Public Health Security- Wastewater - 102367	35,715	35,715	35,715	35,715	35,715	\$178,575
Sewer Group 2 Rehabilitation - 102445	348,859	348,859	348,859	348,859	348,859	\$1,744,293
Raw Water Transmission Mains - 102474	1,624,110	1,624,110	1,624,110	1,624,110	1,624,110	\$8,120,549
Sanitary Sewer-Annual Contract - 102506	226,986	226,986	226,986	226,986	226,986	\$1,134,931
South River Basin Relief Projects - 102648	767,014	767,014	767,014	767,014	767,014	\$3,835,069
Sses Sewer Groups - 102652	640,916	640,916	640,916	640,916	640,916	\$3,204,582
Clean Water Atlanta, Flint River - 102675	500,910	157,227	157,227	157,227	157,227	\$1,129,819
Clean Water Atlanta, R.M. Clayton - 102676	339,017	339,017	339,017	339,017	339,017	\$1,695,084
Hemphill & Chatt. Wtp Phase Ii - 110276	1,264,331	1,264,331	1,264,331	1,264,331	1,264,331	\$6,321,653
Rm Clayton Wtp Flood Repair - 110653	1,210,882	0	0	0	0	\$1,210,882
Peachtree Basin Cap Relief - 110846	6,426,823	6,426,823	6,426,823	6,426,823	6,426,823	\$32,134,113
Dwm Hazard Mitigation - 110874	632,267	632,267	632,267	632,267	632,267	\$3,161,334
Utilities Gdot & Municipal - 110893	618,344	618,344	618,344	618,344	618,344	\$3,091,718
Small Meter Audit - 111136	21,083	21,083	21,083	21,083	21,083	\$105,416
Dwm Atlanta Streetcar - 111167	3,223	0	0	0	0	\$3,223
Water Mains- Sw Quadrant - 111191	884,605	884,605	884,605	884,605	884,605	\$4,423,025
East Atl Water Main Rpmt - 111193	167,105	167,105	167,105	167,105	167,105	\$835,524
Land Support Services Project - 111194	102	0	0	0	0	\$102
Custer Ave Cso Cap Relief - 111415	8,633,782	8,633,764	8,633,764	8,633,764	8,633,764	\$43,168,837
Clear Creek Cso-Improvements - 111432	46,758	0	0	0	0	\$46,758
Nw Quadrant Water System Imp. - 111441	160,000	160,000	160,000	160,000	160,000	\$800,000
Ne Quadrant Water System Imp. - 111443	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	\$8,200,000
Intrenchment Creek Wrc Dec S/S - 111468	4,438,380	4,438,380	4,438,380	4,438,380	4,438,380	\$22,191,900
Hemphill Res #1 Embank Rep - 111469	475,656	475,656	475,656	475,656	475,656	\$2,378,279
Pipeyard Sub, Cen Whs-Pey - 111491	91,000	91,000	91,000	91,000	91,000	\$455,000
Lake Forrest Dam Improvement - 111605	216,656	216,656	216,656	216,656	216,656	\$1,083,280
Odor Mitigation Study - 111607	128,903	0	0	0	0	\$128,903

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Water & Wastewater Renewal & Extension Fund**

	FY18	FY19	FY20	FY21	FY22	Total
Wpp-Nancy Creek Basin - 111608	25,895	0	0	0	0	\$25,895
Wpp-Nancy Creek Basin - 111613	75,769	0	0	0	0	\$75,769
W'Shed Impr Prog Plan & Des - 111614	210,104	210,104	210,104	210,104	210,104	\$1,050,522
South River Wrc Various Grp 1 - 111635	62,168	62,168	62,168	62,168	62,168	\$310,839
Hartsfield Manifold Improvements - 111636	812,585	812,585	812,585	812,585	812,585	\$4,062,924
Water Sys & Fac Imp Design - 111638	78,294	78,294	78,294	78,294	78,294	\$391,468
Dwm Fac & Struc.Site Impr - 111640	1,007,811	1,007,811	1,007,811	1,007,811	1,007,811	\$5,039,055
Aeration Basin Equip - 111651	44,250	44,250	44,250	44,250	44,250	\$221,252
Treatment Fac Various Projects - 111652	996,284	996,284	996,284	996,284	996,284	\$4,981,419
Rmc Compliance Upgrades 3 - 111674	46,384,395	0	0	0	0	\$46,384,395
W'Shed Impr Plan & Design Sccs - 111688	2,088,239	2,088,239	2,088,239	2,088,239	2,088,239	\$10,441,195
Cso Various Projects - 111697	6,126	6,126	6,126	6,126	6,126	\$30,629
Cmms A & Amips - 111733	7	0	0	0	0	\$7
Raw Water Delivery Program - 111736	726,661	726,661	726,661	726,661	726,661	\$3,633,304
Design & Support Services - 111739	30,907	30,907	30,907	30,907	30,907	\$154,535
Csos. Fac. Comp. Improv. Proj. - 111741	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	\$40,000,000
Downtown H2o Storage Tanks & Pd - 111815	7,651,751	7,651,751	7,651,751	7,651,751	7,651,751	\$38,258,755
Consent Decree Rehab Comp Sewer Group - 111881	599,673	599,673	599,673	599,673	599,673	\$2,998,363
Sewer Capacity Relief - 111925	2,810,369	2,810,369	2,810,369	2,810,369	2,810,369	\$14,051,844
Distribution System R & R - 111948	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$10,000,000
Beckwith St.Trunk Cpcacity - 111959	251,205	251,205	251,205	251,205	251,205	\$1,256,023
Rmc/Cwtp Plant Entrance - 111987	3,009,614	0	0	0	0	\$3,009,614
Dwm Vehicle & Heavy Equipment - 112157	2,041,884	2,041,884	2,041,884	2,041,884	2,041,884	\$10,209,421
Up Proctor Creek Cap Relief - 112164	2,208,830	2,208,830	2,208,830	2,208,830	2,208,830	\$11,044,150
Peyton Center - 112201	227,531	227,531	227,531	227,531	227,531	\$1,137,655
Utoy Creek Cso Various Projects - 112253	268,546	268,546	268,546	268,546	268,546	\$1,342,729
Sewer Group li - 112264	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	\$15,000,000
Cip A&E & Cm Services - 112308	2,481,679	2,481,679	2,481,679	2,481,679	2,481,679	\$12,408,394
Facility Capital Maintenance - 112309	1,066,754	1,066,754	1,066,754	1,066,754	1,066,754	\$5,333,768
Distribution System Appurtenances-112516	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$5,000,000
Small Diameter Distribution System Rehad-112517	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000	\$7,700,000
SG3 Contracat-112530	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000	\$14,200,000
Most Phase 1 Stormwater-112560	62,000	62,000	62,000	62,000	62,000	\$310,000
Most Phase 2 Stormwater-112561	543,000	543,000	543,000	543,000	543,000	\$2,715,000
Proctor Creek Greenway-112562	32,000	32,000	32,000	32,000	32,000	\$160,000
Atlanta Water Customer Rebate Program - 210059	122,133	122,133	122,133	122,133	122,133	\$610,667
Dwm Water Surcharge - 210540	796,217	796,217	796,217	796,217	796,217	\$3,981,085
Nancy Creek Assess & Odor Cnt. - 211775	600,000	600,000	600,000	600,000	600,000	\$3,000,000
Bellwood Water Storage Facility - 211926	60,351	0	0	0	0	\$60,351
Small Business Development Program	40,000	40,000	40,000	40,000	40,000	\$200,000
Sub-Total	\$135,027,428	\$83,737,828	\$83,737,828	\$83,737,828	\$83,737,828	\$469,978,740
Total City Wide	\$135,027,428	\$83,737,828	\$83,737,828	\$83,737,828	\$83,737,828	\$469,978,740

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
1999 Water And Wastewater Bond Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	167,209	167,209	167,209	167,209	167,209	\$836,046
Total City Wide	\$167,209	\$167,209	\$167,209	\$167,209	\$167,209	\$836,046
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Peachtree Basin Cap Relief - 110846	167,209	167,209	167,209	167,209	167,209	\$836,046
Sub-Total	\$167,209	\$167,209	\$167,209	\$167,209	\$167,209	\$836,046
Total City Wide	\$167,209	\$167,209	\$167,209	\$167,209	\$167,209	\$836,046

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2001 Water & Wastewater Bond Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	9,753,819	1,070,042	1,070,042	1,070,042	1,070,042	\$14,033,988
Total City Wide	\$9,753,819	\$1,070,042	\$1,070,042	\$1,070,042	\$1,070,042	\$14,033,988

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	613,979	613,979	613,979	613,979	613,979	\$3,069,897
Sanitary Sewer-Annual Contract - 102506	456,063	456,063	456,063	456,063	456,063	\$2,280,314
Rmc Compliance Upgrades 3 - 111674	8,683,777	0	0	0	0	\$8,683,777
Sub-Total	\$9,753,819	\$1,070,042	\$1,070,042	\$1,070,042	\$1,070,042	\$14,033,988
Total City Wide	\$9,753,819	\$1,070,042	\$1,070,042	\$1,070,042	\$1,070,042	\$14,033,988

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2004 Water & Wastewater Bond Fund**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	2,911,108	204,174	204,174	204,174	204,174	\$3,727,802
Total City Wide	\$2,911,108	\$204,174	\$204,174	\$204,174	\$204,174	\$3,727,802
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Sewer Group 2 Rehabilitation - 102445	158,127	158,127	158,127	158,127	158,127	\$790,634
Rm Clayton- Compliance Upgrades - 102462	188,790	0	0	0	0	\$188,790
South River Basin Relief Projects - 102648	21,328	21,328	21,328	21,328	21,328	\$106,640
Sses Sewer Groups - 102652	7,790	0	0	0	0	\$7,790
South River Upgrade-Headworks - 102867	59,777	0	0	0	0	\$59,777
Hemphill & Chatt. Wtp Phase Ii - 110276	25	0	0	0	0	\$25
Water Resources Mgt Plan - 111192	24,719	24,719	24,719	24,719	24,719	\$123,594
Land Support Services Project - 111194	9,068	0	0	0	0	\$9,068
Rmc Compliance Upgrades 3 - 111674	2,441,484	0	0	0	0	\$2,441,484
Sub-Total	\$2,911,108	\$204,174	\$204,174	\$204,174	\$204,174	\$3,727,802
Total City Wide	\$2,911,108	\$204,174	\$204,174	\$204,174	\$204,174	\$3,727,802

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Ser. 2009A Water & Wastewater Rev Bd Fd**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	13,142,042	16,002,510	13,002,500	13,002,510	13,002,500	\$68,152,063
Total City Wide	\$13,142,042	\$16,002,510	\$13,002,500	\$13,002,510	\$13,002,500	\$68,152,063
PROJECT TOTALS BY DEPARTMENT						
	FY18	FY19	FY20	FY21	FY22	Total
Department Of Watershed Management						
General Improvements, C.T.P. - 100392	22,983	0	0	0	0	\$22,983
Water Mains, Various Locations - 100395	600,051	600,051	600,051	600,051	600,051	\$3,000,255
Cathodic Protection System - 100583	41,117	0	0	0	0	\$41,117
Development, North Area Treatment Plant - 100599	237,760	237,760	237,760	237,760	237,760	\$1,188,798
H.T.P., Reservoir Expansion - 100897	40,423	40,423	40,423	40,423	40,423	\$202,115
Proctor Creek Basin - 101262	19,698	0	0	0	0	\$19,698
Cso-West Tunnels - 102066	45,514	0	0	0	0	\$45,514
Small Diameter Sewer Rehab - 102350	414,616	414,616	414,616	414,616	414,616	\$2,073,079
Sewer Group 2 Rehabilitation - 102445	1,452,170	1,452,170	1,452,170	1,452,170	1,452,170	\$7,260,851
Rm Clayton- Compliance Upgrades - 102462	40,683	40,683	40,683	40,683	40,683	\$203,414
Electrical Switchgear Replacement - 102482	362,668	362,668	362,668	362,668	362,668	\$1,813,340
Sandy Creek Basin Relief Projects - 102646	53,059	53,059	53,059	53,059	53,059	\$265,296
Sewer Group 1 - Rehabilitation - 102650	46,194	46,194	46,194	46,194	46,194	\$230,971
Sses Sewer Groups - 102652	10,230	0	0	0	0	\$10,230
Soil Remediation & Site Closure - 102656	35,204	35,204	35,204	35,204	35,204	\$176,019
Small Meter Installation (New Meters) - 102658	566,841	566,851	566,841	566,851	566,841	\$2,834,225
North Area Main Improvements - 102663	1,078,677	1,078,677	1,078,677	1,078,677	1,078,677	\$5,393,383
Repair & Replace Large Water Meters - 102664	375,909	375,909	375,909	375,909	375,909	\$1,879,547
South River Tunnel & Ps - 110345	469,203	469,203	469,203	469,203	469,203	\$2,346,016
Peachtree Basin Cap Relief - 110846	825,038	825,038	825,038	825,038	825,038	\$4,125,190
Utilities Gdot & Municipal - 110893	79,964	79,964	79,964	79,964	79,964	\$399,821
Water Proj- Se Quadrant - 111093	495,504	495,504	495,504	495,504	495,504	\$2,477,520
Custer Ave Cso Cap Relief - 111415	151,149	151,149	151,149	151,149	151,149	\$755,747
Rmc Compliance Upgrades 3 - 111674	2,555,425	2,555,425	2,555,425	2,555,425	2,555,425	\$12,777,125
Clear Creek Cso - 112156	3,121,962	6,121,962	3,121,962	3,121,962	3,121,962	\$18,609,809
Sub-Total	\$13,142,042	\$16,002,510	\$13,002,500	\$13,002,510	\$13,002,500	\$68,152,063
Total City Wide	\$13,142,042	\$16,002,510	\$13,002,500	\$13,002,510	\$13,002,500	\$68,152,063

**FY18-FY22 FIVE YEAR PLAN
 CAPITAL PROJECT STATUS
 2015b Water Commerical Paper Program**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	38,248,560	38,248,560	38,248,560	38,248,560	38,248,560	\$191,242,799
Total City Wide	\$38,248,560	\$38,248,560	\$38,248,560	\$38,248,560	\$38,248,560	\$191,242,799

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Raw Water Delivery Program - 111736	38,248,560	38,248,560	38,248,560	38,248,560	38,248,560	\$191,242,799
Sub-Total	\$38,248,560	\$38,248,560	\$38,248,560	\$38,248,560	\$38,248,560	\$191,242,799
Total City Wide	\$38,248,560	\$38,248,560	\$38,248,560	\$38,248,560	\$38,248,560	\$191,242,799

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Airport Renewal And Extension Fund**

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Aviation	189,214,328	115,492,237	59,338,996	38,768,196	19,384,098	\$422,197,854
Total City Wide	\$189,214,328	\$115,492,237	\$59,338,996	\$38,768,196	\$19,384,098	\$422,197,854
	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Aip 01 - 100033	5,445,033	0	0	0	0	\$5,445,033
Hapeville Easement Program - 100312	3,239,860	3,239,860	3,239,860			\$9,719,581
Airfield Projects - 111300	5,641,198					\$5,641,198
Terminal & Atrium Projects - 111301	22,533,805	12,184,017	11,138,737	11,138,737	5,569,369	\$62,564,664
Concourse Projects - 111302	2,076,674	1,038,337				\$3,115,011
Agts System Projects - 111303	3,821,461	1,910,731				\$5,732,192
Other Facility Projects - 111304	93,860,759	57,780,743	17,330,939			\$168,972,442
Parking And Ground Transportation - 111306	14,434,272	6,443,187				\$20,877,459
Airport Wide Projects - 111307	926,789	463,394				\$1,390,183
Other Direct Costs Project - 111310	27,629,459	27,629,459	27,629,459	27,629,459	13,814,729	\$124,332,565
Noise Insulation Program - 210816	7,055,017	3,527,509				\$10,582,526
Non-Capital Projects - 211312	2,550,000	1,275,000				\$3,825,000
		\$115,492,23				
Sub-Total	\$189,214,328	7	\$59,338,996	\$38,768,196	\$19,384,098	\$422,197,854
		\$115,492,23				
Total City Wide	\$189,214,328	7	\$59,338,996	\$38,768,196	\$19,384,098	\$422,197,854

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Airport Passenger Facility Charge Fund**

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Aviation	55,448,363	37,510,073	29,675,128	10,850,429	1,100,000	\$134,583,992
Total City Wide	\$55,448,363	\$37,510,073	\$29,675,128	\$10,850,429	\$1,100,000	\$134,583,992
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Airfield Projects - 111300	19,114,979	7,247,917	2,485,000			\$28,847,896
Terminal & Atrium Projects - 111301	27,190,128	27,190,128	27,190,128	10,850,429	1,100,000	\$93,520,812
Concourse Projects - 111302	4,644,456	2,322,228				\$6,966,685
Other Facility Projects - 111304	4,498,800	749,800				\$5,248,600
Sub-Total	\$55,448,363	\$37,510,073	\$29,675,128	\$10,850,429	\$1,100,000	\$134,583,992
Total City Wide	\$55,448,363	\$37,510,073	\$29,675,128	\$10,850,429	\$1,100,000	\$134,583,992

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Airport Commercial Paper Series 2010A/B**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Aviation	9,419,363	1,569,894				\$10,989,257
Total City Wide	\$9,419,363	\$1,569,894				\$10,989,257
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal Improvements - 101352	9,419,363	1,569,894				\$10,989,257
Sub-Total	\$9,419,363	\$1,569,894				\$10,989,257
Total City Wide	\$9,419,363	\$1,569,894				\$10,989,257

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2012A Bond General Airport Revenue**

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Aviation	3,724,072	574,666				\$4,298,738
Total City Wide	\$3,724,072	\$574,666				\$4,298,738
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Concourse Projects - 111302	3,724,072	574,666				\$4,298,738
Sub-Total	\$3,724,072	\$574,666				\$4,298,738
Total City Wide	\$3,724,072	\$574,666				\$4,298,738

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2012C Bond General Airport Revenue**

	FY18	FY19	FY20	FY21	FY22	Total
DEPARTMENT TOTALS						
Department Of Aviation	11,136,945	4,235,264				\$15,372,209
Total City Wide	\$11,136,945	\$4,235,264				\$15,372,209
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Concourse Projects - 111302	10,364,662	4,235,264				\$14,599,926
Other Direct Costs Project - 111310	772,283					\$772,283
Sub-Total	\$11,136,945	\$4,235,264				\$15,372,209
Total City Wide	\$11,136,945	\$4,235,264				\$15,372,209

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Doa Series 2015 Commerical Paper Program**

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Aviation	128,304,922	125,403,225				\$253,708,147
Total City Wide	<u>\$128,304,922</u>	<u>\$125,403,225</u>				<u>\$253,708,147</u>

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal & Atrium Projects - 111301	128,304,922	125,403,225				\$253,708,147
		<u>\$125,403,22</u>				
Sub-Total	<u>\$128,304,922</u>	<u>5</u>				<u>\$253,708,147</u>
		<u>\$125,403,22</u>				
Total City Wide	<u>\$128,304,922</u>	<u>5</u>				<u>\$253,708,147</u>

**FY18-FY22 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Doa Series 2016 Bond Anticipation Notes (Ban)**

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Aviation	58,309,941	58,309,981	58,309,941	58,309,941	0	\$233,239,802
Total City Wide	\$58,309,941	\$58,309,981	\$58,309,941	\$58,309,941	\$0	\$233,239,802
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal & Atrium Projects - 111301	9,489,941	9,489,981	9,489,941	9,489,941	0	\$37,959,802
Parking And Ground Transportation - 111306	48,820,000	48,820,000	48,820,000	48,820,000	0	\$195,280,000
Sub-Total	\$58,309,941	\$58,309,981	\$58,309,941	\$58,309,941	\$0	\$233,239,802
Total City Wide	\$58,309,941	\$58,309,981	\$58,309,941	\$58,309,941	\$0	\$233,239,802

LEGISLATION
AFFORDABLE CARE ACT
GLOSSARY

APPENDIX

FIVE YEAR PLAN

16-R-3244

SOLUTION
FINANCE/EXECUTIVE COMMITTEE

RESOLUTION ADOPTING THE 2017
STATE TO THE CITY OF ATLANTA FIVE
R FINANCIAL STABILIZATION PLAN
YEARS 2017 TO 2021; AND FOR OTHER
POSES.

226

ADOPTED BY
MAR 07 2016
COUNCIL

CONSENT REFER

REGULAR REPORT REFER

ADVERTISE & REFER

FIRST ADOPT 2ND READ & REFER

PERSONAL PAPER REFER

Referred:

Referred To:

Referred:

Referred To:

Referred:

Referred To:

First Reading

Committee _____
Date _____
Chair _____
Referred To _____

Committee

Finance Executive

Date

2-24-16

Chair

[Signature]

Action

Fav, Adv, Hold (see rev. side)

Other

Members

[Signatures]

Refer To

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Refer To

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Refer To

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Refer To

FINAL COUNCIL ACTION
 2nd 1st & 2nd 3rd

Readings

Consent V Vote RC Vote

CERTIFIED
MAR 07 2016
ATLANTA CITY COUNCIL PRESIDENT
[Signature]

CERTIFIED
MAR 07 2016
Randy Daughlin Johnson
MUNICIPAL CLERK

MAYOR'S ACTION

APPROVED

MAR 16 2016

WITHOUT SIGNATURES
BY OPERATION OF LAW

**A RESOLUTION
BY FINANCE/EXECUTIVE COMMITTEE**

A RESOLUTION ADOPTING THE 2017 UPDATE TO THE CITY OF ATLANTA FIVE YEAR FINANCIAL STABILIZATION PLAN FOR YEARS 2017 TO 2021; AND FOR OTHER PURPOSES.

WHEREAS, pursuant to Resolution 09-R-1213, the Administration and the Chief Financial Officer of the City of Atlanta are authorized to develop a strategic short and long-range planning and economic forecasting, or Financial Stabilization Plan (the "Plan") which will assist in the allocation of the City's financial resources; and

WHEREAS, pursuant to Resolution 09-R-1213, following adoption of the 2009 through 2014 Financial Stabilization Plan, the Plan shall be updated annually by the Administration and the Chief Financial Officer; and

WHEREAS, Article 6, Chapter 3, Section 6-312 of the City Charter establishes that the annual update of the Plan shall be presented to City Council by February 15 of each year by the Mayor; and

WHEREAS, on February 24, 2016, the Chief Financial Officer will present the annual update of the Plan to the Finance/Executive Committee of the City Council; and

WHEREAS, the City Council desires to adopt the annual update of the Plan, which is attached as Exhibit A as the guide by which the City shall move forward in stabilizing and improving the City's financial position.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA HEREBY RESOLVES, as follows:

SECTION 1: That the attached preliminary Five Year Financial Plan Update FY 2017-2021 be approved and adopted as an update of the guide by which the City shall move forward in stabilizing and improving the city's financial position.

SECTION 2: That all resolutions and parts of resolutions in conflict herewith are hereby waived to the extent of the conflict.

RCS# 1919
3/07/16
3:35 PM

Atlanta City Council

CONSENT I

CONSENT AGENDA SECTION I: ADOPT ALL ITEMS
EXCEPT 16-O-1060
ADOPT ALL ITEMS

YEAS: 13
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 2
EXCUSED: 0
ABSENT 1

Y Smith	Y Archibong	Y Moore	Y Bond
NV Hall	Y Wan	Y Martin	Y Norwood
Y Young	Y Shook	Y Bottoms	Y Dickens
Y Winslow	Y Adrean	B Sheperd	NV Mitchell

CONSENT I

+

		03-07-16
ITEMS ADOPTED ON CONSENT	ITEMS ADOPTED ON CONSENT	
1. 16-O-1055	30. 16-R-3206	60. 16-R-3236
2. 16-O-1050	31. 16-R-3207	61. 16-R-3237
3. 16-O-1006	32. 16-R-3208	62. 16-R-3238
4. 16-O-1052	33. 16-R-3209	63. 16-R-3239
5. 16-O-1056	34. 16-R-3210	64. 16-R-3240
6. 16-O-1058	35. 16-R-3211	65. 16-R-3241
7. 16-O-1059	ITEMS ADVERSED ON CONSENT	66. 16-R-3242
8. 16-O-1064	36. 16-R-3212	
9. 16-O-1065	37. 16-R-3213	
10. 16-O-1051	38. 16-R-3214	
11. 16-O-1066	39. 16-R-3215	
12. 16-O-1071	40. 16-R-3216	
13. 16-O-1007	41. 16-R-3217	
14. 16-O-1054	42. 16-R-3218	
15. 16-O-3194	43. 16-R-3219	
16. 16-R-3195	44. 16-R-3220	
17. 16-R-3202	45. 16-R-3221	
18. 16-R-3203	46. 16-R-3222	
19. 16-R-3204	47. 16-R-3223	
20. 16-R-3201	48. 16-R-3224	
21. 16-R-3198	49. 16-R-3225	
22. 16-R-3244	50. 16-R-3226	
23. 16-R-3245	51. 16-R-3227	
24. 16-R-3200	52. 16-R-3228	
25. 16-R-3193	53. 16-R-3229	
26. 16-R-3196	54. 16-R-3230	
27. 16-R-3199	55. 16-R-3231	
28. 16-R-3243	56. 16-R-3232	
29. 16-R-3205	57. 16-R-3233	
	58. 16-R-3234	
	59. 16-R-3235	



16-R-3244

Adopted by the Atlanta City Council

March 7, 2016

APPROVED

MAR 16 2016

**WITHOUT SIGNATURE
BY OPERATION OF LAW**

MAYOR'S ACTION



AN ORDINANCE

BY COUNCIL MEMBERS *Felicia A. Moore* *Joyce M. Sheperd*
Howard Shook *Clair Muller* *Carla Smith* *C.T. Martin*
 HOWARD SHOOK, CLAIR MULLER, CARLA SMITH, C.T. MARTIN,
Mary Norwood *Ivory Lee Young, Jr.* *Anne Falver*
 MARY NORWOOD, IVORY LEE YOUNG, JR., ANNE FALVER,
Cesar Mitchell *Kwanza Hall* *H. Lamar Willis*
 CEASAR MITCHELL, KWANZA HALL, H. LAMAR WILLIS,

Jim Maddox *Natalyn Mosby Archibong* *Cleta Winslow*
 JIM MADDOX AND NATALYN MOSBY ARCHIBONG CLETA WINSLOW

AN ORDINANCE TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1, ET SEQ., AS AMENDED, BY AMENDING PART 1, SUBPART A, ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER III (FISCAL CONTROL) TO CREATE A NEW SECTION WHICH SHALL BE SECTION 6-312 TO BE ENTITLED FINANCIAL STABILIZATION PLAN, WHICH NEW SECTION 6-312 SHALL PROVIDE FOR THE DEVELOPMENT AND ADOPTION OF AN ANNUAL FINANCIAL STABILIZATION PLAN COVERING A PERIOD OF FIVE YEARS; TO REPEAL CONFLICTING ORDINANCES; AND FOR OTHER PURPOSES.

WHEREAS, the City of Atlanta (the "City") is facing unprecedented short and long-term budget challenges; and

WHEREAS, the Chief Financial Officer for the Department of Finance has stated that the City's financial recovery will span several years and that priorities will need to be established and considered before the City undertakes any new spending, which statements have been supported by recent audits and assessments and actions of the part of rating agencies; and

WHEREAS, on April 1, 2008, the City's Internal Auditor submitted a performance audit report on the 2008 General Fund Budget process, which, among other things, called for the establishment of policies to guide long and short-term financial planning and monitoring, including the maintenance of fund balances, the use of non-recurring and surplus revenues, the development of five-year financial forecasts and interim financial reporting; and



WHEREAS, in January 2009, Deloitte Consulting conducted a pro-bono assessment of the Department of Finance and provided recommendations for improvement of business processes; and

WHEREAS, in March 2009, Moody's Investor Service downgraded the City's general obligation rating from "A1" to "Aa3", which downgrade was based on the diminished financial position of the City's general fund, including the decline in fund balance levels, the prolonged trend of structural imbalance and the indefinite resolution of inter-fund receivables related to accumulated deficits in other operating funds; and

WHEREAS, in March 2009, Standard and Poor's Rating Service also lowered its standard long-term and underlying rating on the City's general obligation debt to "A" from "AA-" based on a trend of operating deficits and declining revenues during a period of strong economic growth, which has left the City with diminished revenues and a lack of financial flexibility as it enters the current economic downturn; and

WHEREAS, to address these issues the Council of the City of Atlanta desires to establish guidelines and priorities for long-term financial planning through the development of a comprehensive annual Financial Stabilization Plan; and

WHEREAS, the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., Part I, Subpart A, Article VI, Chapter III entitled Fiscal Control sets forth certain provisions governing the budgetary process and other fiscal control policies of the City; and

WHEREAS, the Council of the City of Atlanta now desires to amend Part I, Subpart A, Article VI, Chapter III of the Charter of the City of Atlanta to provide for a new section 6-312 to be entitled "Financial Stabilization Plan"; and

WHEREAS, such new Section 6-312 shall provide for the annual preparation by the Mayor of a five-year Financial Stabilization Plan, which shall project general fund revenues and general fund expenses and shall provide a calculation of the surplus or deficit produced by the projected revenues and expenditures, a cost estimate of long term initiatives, a list of revenue initiatives, and a list of cost saving initiatives;

THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA, HEREBY ORDAINS:

SECTION 1: That Part I, Subpart A, Article VI, Chapter III of the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., be amended to add a new section 6-312, which shall read as follows:

Section 6-312. Financial Stabilization Plan

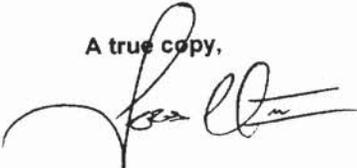
(a) The Mayor shall present to the governing body by October 15 of each year a five-year Financial Stabilization Plan consisting of the following elements:



- (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:
 - i. The effect of inflation on general fund budgeted costs;
 - ii. A projection of pension costs as provided by the City's actuaries; and
 - iii. 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.
 - (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.
- (b) The governing body shall adopt the Financial Stabilization Plan by December 31 of each year.

SECTION 2. That a copy of this proposed amendment to the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., as amended, shall be filed in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the Clerk of the Superior Courts of Fulton and DeKalb Counties and that the "Notice of Proposed Amendment to the Charter of the City of Atlanta, Georgia" attached hereto as Exhibit "A" and hereby made a part of this ordinance, be published in the official organ of the county of the legal situs of the City of Atlanta or in a newspaper of general circulation in the City of Atlanta once a week for three weeks within a period of 60 days immediately preceding the final adoption of this ordinance, and that a copy of said advertisement be attached to this ordinance prior to its final adoption by the Council of the City of Atlanta.

SECTION 3. That all ordinances and parts of ordinances in conflict herewith are hereby waived to the extent of the conflict.

A true copy,

Deputy Clerk

ADOPTED by the Atlanta City Council
APPROVED by Mayor Shirley Franklin

SEP 21, 2009
SEP 25, 2009

RCS# 3297
9/21/09
2:59 PM

Atlanta City Council

REGULAR SESSION

09-0-1406 AMEND PART1 SUBPART A ART.VI CHAPT.III
 TO CREATE NEW SEC.6-312
 FINAL ADOPT

YEAS: 12
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 3
EXCUSED: 0
ABSENT 1

Y Smith	Y Archibong	Y Moore	NV Mitchell
Y Hall	Y Fauver	Y Martin	Y Norwood
NV Young	Y Shook	B Maddox	Y Willis
Y Winslow	Y Muller	Y Sheperd	NV Borders

09-0-1406

RCS# 3268
9/08/09
5:51 PM

Atlanta City Council

REGULAR SESSION

09-O-1406 AMEND CITY CHARTER TO CREATE NEW SECTION
 6-312 ENTITLED STABILIZATION PLAN
 ADOPT/REFER

YEAS: 14
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 2
EXCUSED: 0
ABSENT 0

Y Smith	Y Archibong	Y Moore	Y Mitchell
Y Hall	Y Fauver	Y Martin	NV Norwood
Y Young	Y Shook	Y Maddox	Y Willis
Y Winslow	Y Muller	Y Sheperd	NV Borders

09-O-1406

- (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:
 - i. The effect of inflation on general fund budgeted costs;
 - ii. A projection of pension costs as provided by the City's actuaries; and
 - iii. 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.
 - (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.
- (b) The governing body shall adopt the Financial Stabilization Plan by December 31 of each year.

SECTION 2. That a copy of this proposed amendment to the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., as amended, shall be filed in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the Clerk of the Superior Courts of Fulton and DeKalb Counties and that the "Notice of Proposed Amendment to the Charter of the City of Atlanta, Georgia" attached hereto as Exhibit "A" and hereby made a part of this ordinance, be published in the official organ of the county of the legal situs of the City of Atlanta or in a newspaper of general circulation in the City of Atlanta once a week for three weeks within a period of 60 days immediately preceding the final adoption of this ordinance, and that a copy of said advertisement be attached to this ordinance prior to its final adoption by the Council of the City of Atlanta.

SECTION 3. That all ordinances and parts of ordinances in conflict herewith are hereby waived to the extent of the conflict.

#8

09-0 -1406

(Do Not Write Above This Line)

AN ORDINANCE BY COUNCILMEMBERS FELICIA K. MOORE, JOYCE SHEPHERD, HOWARD SHOOK, CLAIR MULLER, CARLA SMITH, C.T. MARTIN, MARY NORWOOD, IVORY LEE YOUNG, JR., ANNE FAUVER, CEASAR MITCHELL, KWANZA HALL, H. LAMAR WILLIS, JIM MADDOX AND NATALYN MOSBY ARCHIBONG

AN ORDINANCE TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ, UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1, ET SEQ., AS AMENDED, BY AMENDING PART 1, SUBPART A, ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER III (FISCAL CONTROL) TO CREATE A NEW SECTION WHICH SHALL BE SECTION 6-312 TO BE ENTITLED FINANCIAL STABILIZATION PLAN, WHICH NEW SECTION 6-312 SHALL PROVIDE FOR THE DEVELOPMENT AND ADOPTION OF AN ANNUAL FINANCIAL STABILIZATION PLAN COVERING A PERIOD OF FIVE YEARS; TO REPEAL CONFLICTING ORDINANCES; AND FOR OTHER PURPOSES.

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred 08/17/07 1st reading

Referred To: Finance / Exec

Date Referred 09/08/2009 ADOPTED BY

Referred To: Finance / Exec

Date Referred SEP 21 2009

Referred To: COUNCIL

Final Adoption -

First Reading

Committee _____
Date _____
Chair _____
Referred To _____

Committee Finance / Executive
Date 9/2/09
Chair H. Lamar Willis
Action Fav, Adv, Hold (see rev. side)
Other 2nd Reading 13. 1st Reading 10

Members Carla Smith, Felicia Moore, Clair Muller, H. Lamar Willis
Refer To _____

Committee Finance
Date 9-1 Date 2 009
Chair H. Lamar Willis
Action Fav, Adv, Hold (see rev. side)
Other 2nd Reading 13. 1st Reading 10

Members
Refer To _____

FINAL COUNCIL ACTION
 2nd
 1st & 2nd
 3rd
 Consent
 V Vote
 RC Vote

CERTIFIED

SEP 21 2009

CERTIFIED
SEP 21 2009

Rhonda Davidson Johnson
MUNICIPAL CLERK

APPROVED

SEP 21 2009

Mayor [Signature]

#11

11-0-1415

(Do Not Write Above This Line)

Felicia Moore Yolanda Adrean
AN ORDINANCE AND CHARTER AMENDMENT BY COUNCILMEMBERS FELICIA MOORE AND YOLANDA ADREAN

AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.

ADOPTED BY
NOV 07 2011

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred *09/19/2011*
 Referred To: *Finance/Exec*
 Date Referred *10/3/11*
 Referred To: *Finance/Exec*
 Date Referred _____
 Referred To: _____

First Reading

Committee _____
 Date _____
 Chair _____
 Referred To _____

Committee *Finance/Executive*
 Date *9/28/11*
 Chair *Yolanda Adrean*
 Action *Fav, Adv, Hold (see rev. side)*
 Other *2nd Read, 1st Adoption*
 Members *[Signatures]*
 Refer To _____

Committee *Finance/Executive*
 Date *11/2/11*
 Chair *Yolanda Adrean*
 Action *Fav, Adv, Hold (see rev. side)*
 Other *3rd Read, Final Adoption*
 Members *[Signatures]*
 Refer To _____

Committee *Finance/Executive*
 Date *10/12/11*
 Chair *Yolanda Adrean*
 Action _____
 Fav, Adv, Hold (see rev. side) _____
 Other _____
 Members _____
 Refer To _____

Committee _____
 Date _____
 Chair _____
 Action _____
 Fav, Adv, Hold (see rev. side) _____
 Other _____
 Members _____
 Refer To _____

FINAL COUNCIL ACTION

- 2nd
- 1st & 2nd
- 3rd
- Readings
- Consent
- V Vote
- RC Vote

CERTIFIED

CERTIFIED
 NOV 07 2011
 ATLANTA CITY COUNCIL PRESIDENT
[Signature]

CERTIFIED
 NOV 07 2011
 Rhonda Daughlin Johnson
 MUNICIPAL CLERK

MAYOR'S ACTION

APPROVED
 NOV 16 2011
 WITHOUT SIGNATURE
 BY OPERATION OF LAW



Felicia G. Moore

Yadreaan

11-0-1415

**AN ORDINANCE AND CHARTER AMENDMENT
BY COUNCILMEMBERS FELICIA MOORE AND YOLANDA ADREAN**

AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.

WHEREAS, Section 6-312(a) of the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq. ("Charter") requires that the Mayor present a five-year financial stabilization plan to the City Council of the City of Atlanta ("City Council") by October 15 of each year; and

WHEREAS, Section 6-312(b) of the Charter requires that City Council adopt a financial stabilization plan by December 31 of each year; and

WHEREAS, by October 15 of each year, the Chief Financial Officer has not completed the necessary accounting adjustments for close-out purposes of the prior fiscal year; and

WHEREAS, by October 15 of each year, the City's external auditor has not presented the City with its findings and recommendations for the prior fiscal year; and

WHEREAS, information from the close-out of the prior fiscal year and the external auditor's recommendations should be utilized in the preparation of the City's financial stabilization plan; and

WHEREAS, in order to present a more comprehensive financial stabilization plan, it is the desire of the City to amend Section 6-312 (a) to change the deadline for presentation of the City's financial stabilization plan from October 15 of each year to February 15 of each year; and

WHEREAS, it is the desire of the City to amend Section 6-312 (b) to change the deadline for adoption of the City's financial stabilization plan from December 31 of each year to April 30 of each year.

WHEREAS, it is the desire of the City to amend Section 6-312 (b) to require that City Council consider the financial stabilization plan prior to adoption of the budget for the upcoming fiscal year.



**THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA HEREBY ORDAINS
AS FOLLOWS:**

SECTION 1: That Part I, Subpart A, Article VI, Chapter 3, Section 6-312 of the Charter of the City of Atlanta, Georgia, Georgia, 1996 Ga. Laws P. 4469, et seq., which currently reads:

Sec. 6-312. – Financial stabilization plan.

(a) The Mayor shall present to the governing body by October 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:

i. The effect of inflation on general fund budgeted costs;

ii. A projection of pension costs as provided by the city's actuaries; and

iii. 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.

(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.

(b) The governing body shall adopt the financial stabilization plan by December 31 of each year.



be amended to make the following deletions and insertions, such that Part I, Subpart A, Article VI, Chapter 3, Section 6-312 of the Charter of the City of Atlanta, Georgia, Georgia, 1996 Ga. Laws P. 4469, et seq., shall read as follows:

Sec. 6-312. – Financial stabilization plan.

(a) The Mayor shall present to the governing body by February 15 ~~October 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:

i. The effect of inflation on general fund budgeted costs;

ii. A projection of pension costs as provided by the city's actuaries; and

iii. 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.

(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.

(b) The governing body shall adopt the financial stabilization plan by April 30 ~~December 31~~ of each year. In no event shall the governing body adopt the budget for the upcoming fiscal year prior to consideration of the financial stabilization plan.



Exhibit "A"

**NOTICE OF PROPOSED AMENDMENT
TO THE CHARTER OF THE CITY OF ATLANTA**

Notice is hereby given that an Ordinance has been introduced to amend the Charter of the City of Atlanta (Ga. Laws, 1996, p. 4469, et seq.) approved April 15, 1996, as amended, said Ordinance being captioned as follows:

AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.

A copy of the proposed Ordinance and Charter Amendment is on file in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the clerks of the Superior Courts of Fulton and DeKalb Counties, Georgia for the purpose of examination and inspection by the public.

This _____ day of _____, 2011.

Rhonda Dauphin Johnson
Municipal Clerk
City of Atlanta



Section 2: That a copy of this proposed amendment to the Charter of the City of Atlanta, Georgia 1996 Ga. Laws P. 4496 et seq., as amended, shall be filed in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the Clerks of the Superior Courts of Fulton and DeKalb Counties and that a "Notice of Proposed Amendment to the Charter of the City of Atlanta, Georgia," attached hereto and marked "Exhibit A" and made a part of this ordinance, be published in the official organ of the county of the legal situs of the City of Atlanta or in a newspaper of general circulation in the City of Atlanta once a week for three weeks within a period of 60 days immediately preceding its final adoption, and that a copy of said advertisement be attached to this ordinance prior to its final adoption by the Council of the City of Atlanta.

Section 3: That all ordinances and parts of ordinances in conflict herewith are hereby waived to the extent of the conflict.

A true copy,

Deputy Municipal Clerk

ADOPTED by the Atlanta City Council
APPROVED as per City Charter Section 2-403

Nov. 07, 2011
Nov. 16, 2011

RCS# 1531
11/07/11
4:01 PM

Atlanta City Council

REGULAR SESSION

11-O-1415 AMEND COA CHARTER PART IA/ART VI/CH3
 SEC 6-312/CHANGE DATES FOR FSP
 ADOPT

YEAS: 11
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 1
EXCUSED: 2
ABSENT 2

Y Smith	Y Archibong	Y Moore	Y Bond
Y Hall	Y Wan	Y Martin	E Watson
B Young	Y Shook	B Bottoms	Y Willis
Y Winslow	Y Adrean	E Sheperd	NV Mitchell

11-O-1415

RCS# 1456
10/03/11
2:59 PM

Atlanta City Council

REGULAR SESSION

11-O-1415

AMENDING CHARTER AND RELATED LAWS PART 1
ARTICLE IV, CH.3, SECTION 6-312
ADOPT

YEAS: 15
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 1
EXCUSED: 0
ABSENT 0

Y Smith	Y Archibong	Y Moore	Y Bond
Y Hall	Y Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	Y Willis
Y Winslow	Y Adrean	Y Sheperd	NV Mitchell

11-O-1415



AFFORDABLE CARE ACT

The Affordable Care Act (ACA) Health Reform Affordable Care Act (ACA) Health Reform Legislation was initially passed on March 23, 2010. The law started making changes in the way health care was offered in America.

Significant Points of the Health Reform Legislation-(ACA)

- Citizens and legal immigrants were extended access to health insurance coverage and were imposed an individual mandate requiring them to have coverage or pay a tax penalty
- The legislation mandates and established reporting requirements on insurers and employer sponsoring health benefits
- Established equal access requirements for women as it relates to preventive health, medical exams, screenings and counseling that had not been made available in the past
- Creates new virtual marketplaces to buy coverage (the Exchanges)
 - Provides subsidies for low-income individuals to buy Exchange coverage
- Expanded Medicare benefits
- Expanded Medicaid eligibility
 - To individuals under 65 with income under 133% of the Federal Poverty Level (FPL)

Employer Mandates Already in Effect as of 2013

- Age 26 coverage extension
- No lifetime dollars limits
- No annual dollar limits
- No preexisting condition exclusions for children
- No preexisting condition exclusions
- No cost for preventive care/immunizations; expanded Emergency Room Services
- No coverage waiting period over 90 days
- Summary of Benefits and Coverage must be provided by Employer
- W-2 reporting of health benefits costs
- Comparative Effectiveness Research Fees
- Uniform information disclosure
- Medical loss ratio rebates for insured plans

The most significant part of the legislation is the establishment of the Health Insurance Marketplace (Exchange).

- Starting on October 1, 2013, all Americans will have access to a Health Insurance Marketplace (Exchange). The Open Enrollment Period will run from October 1, 2013 through March 31, 2014 with benefits starting on January 1, 2014

Impact on the City of Atlanta

In an effort to comply with the newly enacted health-care law that will provide an opportunity for millions of uninsured Americans to gain access to medical coverage, the City of Atlanta is enthusiastically playing our part in this historic event.

As a result, the Affordable Care Act has two key areas for us to focus on.

- 1. Employer taxes**
- 2. Expansion of coverage for employees previously not offered health benefits.**

EMPLOYER TAXES

- Federal premium tax on group plans to fund comparative effectiveness research program-\$2 per enrollee for plan years ending September 30, 2014
Estimated cost-FY15 \$23,000

- Health Insurance Premium Tax
This tax only applies to fully insured plan (Kaiser) plan. The estimated tax is 3% of total Kaiser HMO premiums in the FY 13 Plan Year-(\$1.4 million dollars). Under the current contributions levels for the City/Employee & Retirees (70/30). **Estimated City contribution is \$1 million dollars.**

The current agreement with Kaiser HMO has one remaining contract renewal. During the next Benefits RFP Process, the City will need to determine if we will continue offering both a fully insured product and self- funded benefit plans and be subject to the ACA Health Insurance Premium Tax, or take on full financial responsibility for claims payment by only offering a self-funded products.

- Re-insurance Premium Program-3year program Effective 2014 – employers are required to pay \$63 per insured member annually -**Estimated cost \$1.3 million dollars for Plan Year FY15. Re-insurance premium tax will decrease to \$45 per insured member in FY 16 and decrease to \$30 per insured member in FY 17**

Expansion of Coverage

The law requires employers to offer benefits to all employees who work 30 or more hours per week.

- Approximately 385 temporary/extra help/part-time employees are not currently receiving insurance benefits from the City. Due to required expansion of coverage law, the City is required to offered healthcare benefits in our 2015 plan year, which will begin in calendar year 2014. **Estimated cost \$3 million dollars.**

Health Insurance Budget Challenges

- Annual healthcare costs increases nationally has been between 7 to 12% for the past 5 years
- Continued increases in medical cost due to:
- Increasing aging population and inability to completely utilize Medicare for retirees aged 65+
- High prevalence of Chronic Diseases within Employee/Retiree/Dependent Population
 - Diabetes
 - Heart Disease
 - Coronary Artery Disease (including circulatory restrictions and strokes)
 - Musculoskeletal Disorders (including lower back pain)
 - Digestive Disorders
- Obesity related conditions continues to have a significant impact on the overall medical costs (FY 13 Plan Year- contributed to over 40% of COA medical cost)
- High financial risk for Catastrophic Claims as a result of high prevalence of chronic disease – (i.e. FY13 Plan Year: 20 Kaiser claims (>\$137,000)-13.3% and 20 BCBS claims (>\$200,00) - 11.1% of overall paid medical claims
- Funding for Affordable Care Act Employer Taxes
- Reduction of the City's long-term OPEB liability



GLOSSARY

Auction Rate Bond/Security – An auction rate bond or security is a long term maturity instrument for which interest rates are regularly reset. The reset is normally done by a Dutch auction where the security instrument begins at a high price and is then lowered until an investor is willing to accept the auctioneer's price.

Bond Insurance – An insurance policy that guarantees that the insurance company will make principal and interest payments to a bond holder if the issuer cannot. This insurance policy usually broadens the demand of the bond to retail investors.

Conduit Bond – A bond issued by a state or local authority on behalf of a non-profit organization and business for projects to boost economic development.

Fixed Rate Bond – A fixed rate bond is a long-term debt instrument that carries a predetermined interest rate. The interest rate is known as the coupon rate and is payable at specific dates until the instruments maturity date(s). Most often fixed rate bonds pay interest semi-annually.

General Obligation Bonds – Bond issued by a local government for public purposes and require voter approval. These bonds are secured by the issuer's taxing power.

Letter of Credit/Standby (LOC) – Is a guarantee of payment issued by a bank on behalf of a client as payment of last resort should the client fail to fulfill its commitment to a third party. This credit facility is required when issuing auction rate bonds, variable rate bonds and commercial paper notes. This letter is a contract between the bank and the client and usually has a 3 year expiration date. The client is charged a quarterly fee by the bank for this service.

Municipal Bond – A debt or obligation of a public agency that bears interest and recognized by specific maturity date(s).

Refunding Bonds – Issued to refinance a previous bond issue; usually to achieve a lower rate of interest or restructure for lower payments. It uses the same security as the refunded debt (G.O. Bonds, Revenue Bonds, Leases, etc.)

Revenue Bond - A municipal bond supported by revenues from a specific project or enterprise system. Some examples of revenue bonds are water & waster bonds, airport bonds, public utility bonds, tolls authority bonds. The fees and charges collected from the enterprise systems are used to make the debt payments.

Serial Bonds – A bond issue in which portions of the bonds mature at intervals until eventually all the bonds have matured. Serial bonds pay varying interest based on the yield at which they were sold.

Term Bond – An issue of bonds that mature at the same time. The principal or outstanding par amount of the bond becomes due at the same date.

Variable Rate Bonds – A method of interest rate assignment where the interest rate is reset after a short period of time (e.g., weekly or 30-90 days). Essentially, the loan rolls over every time the rate is reset and bondholders can request repayment of principal at each reset. In addition, variable rate debt has the advantage of bearing the least expensive rates available in the market, has the disadvantage of having exposure to large scale upward interest rate movements in the market and bear additional costs from Letter of Credit protection and re-marketing fees, as a new buyer may be needed with each reset.