



**CITY OF DULUTH GEORGIA
ANNUAL BUDGET REPORT
FISCAL YEAR 2017**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Duluth
Georgia**

For the Fiscal Year Beginning

July 1, 2015

Jeffrey R. Egan

Executive Director

MAYOR and COUNCIL



Nancy Harris
Mayor



Marsha Bomar
Councilmember
Post 1



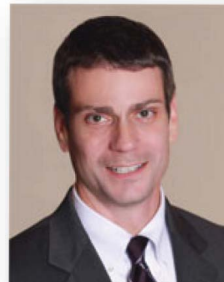
Jim Dugan
Mayor Pro Tem
Councilmember
Post 2



Billy Jones
Councilmember
Post 3



Kelly Kelkenberg
Councilmember
Post 4



Greg Whitlock
Councilmember
Post 5

MANAGEMENT



James Riker
City Manager



Teresa Lynn
City Clerk



Charles L. Barrett III
Judge



Audrey Turner
Public Works
Director



Randall Belcher
Chief of Police



Nick Colonna
Community
Development
Director



Kathy Marelle
Parks & Recreation
Director

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FISCAL YEAR 2017 BUDGET MESSAGE

Madam Mayor, Members of City Council, and Citizens of Duluth:

It is my privilege to present the City of Duluth's Fiscal Year 2017 Annual Operating and Capital Budget. This budget continues to build on many of the long range objectives, visions and policy directives that the Mayor and Council have charged staff with implementing to ensure that the city continues to grow, remains financially strong, promotes a positive economic environment, and is safe for citizens and visitors alike.

Highlights

- Overall 2017 General Fund budgeted expenditures are projected to increase by 1.2% over 2016 adopted expenditures.
- The millage rate was increased from 5.991 mills to 6.551 mills, which is a .56 mill increase.
- Property tax revenues are projected to increase by over 15% due to property reassessments, new construction and a millage rate increase.
- Employee benefits cost (medical, dental, life and disability insurance) was held with no increase this year and the rate for life and disability coverage is guaranteed for two years.
- Budgeted expenditures include a 1% cost of living adjustment and 2% merit based salary increase.
- The addition of a full-time Code Compliance Supervisor in the Community Development department.
- The elimination of the full-time City Engineer position. This is now a contract service with an outside engineering company.

City of Duluth FY 2017 Budget at a Glance

REVENUES		EXPENDITURES	
	FY17		FY17
General Fund	\$17,544,119	General Fund	\$21,238,180
Special Revenue Funds	206,397	Special Revenue Funds	363,970
Enterprise Funds	830,836	Enterprise Funds	725,998
Internal Service Funds	325,040	Internal Service Funds	349,368
Trust & Agency Funds	3,196,700	Trust & Agency Funds	3,196,700
Prior Year Reserve	3,771,124		
TOTAL:	\$25,874,216	TOTAL:	\$25,874,216

FISCAL YEAR 2017 BUDGET MESSAGE

Strategic Vision Statements and Budgeting

In order for the City to achieve its goals, it must have a vision and principles as a guide or road map. The City of Duluth's Fiscal Year 2017 budget is guided by the long term strategic vision statements established by the Mayor and Council. These statements were developed to be the prism through which both non-financial and financial initiatives and projects are to be viewed.

1. **Attractive Destination:** To be a uniquely creative, fun and inviting destination for residents, visitors and businesses.
2. **Quality Community:** To enhance and create a welcoming, safe, healthy and sustainable community by embracing growth and diversity.
3. **World Class Government:** To provide exceptional service through innovative thinking, balanced growth and ethical effective processes.
4. **Sustainable Economic Environment:** To create a vibrant, inviting and regionally recognized community with policies and procedures that fosters economic growth and investment.

With these vision statements in mind, Council and staff have worked over the past several years to implement a long term strategy to create the following; 1) a city that allows residents to live, work and play in their community, 2) a regional downtown entertainment district that will draw residents from the surrounding area to come for dining, shopping and entertainment, 3) policies to create a community with an environment that allows current businesses to thrive and new businesses to be created, and 4) a city in which children go off to school to receive a secondary education, but return to Duluth to work, live and raise a family of their own.

To achieve this long term vision, Council and staff have focused on what we believe to be several key factors. One of the key components is the cultivation of a city staff that is dedicated to providing a level of service that not only meets the needs of its citizens and visitors, but often times exceeds those expectations.

Duluth is also working to create an environment that fosters a sense of community bringing various ages and ethnic groups together with a myriad of community events. Council and staff are constantly seeking opportunities for citizens, business owners and visitors to share their thoughts and provide input to shape the future of Duluth. Lastly, we are creating a stable, but growing tax base that can provide a revenue stream to ensure the resources necessary to continue to provide the level of service citizens expect.

Implementing the Long Term Strategy

The implementation of this strategy is and will continue to be accomplished with the hard work of each employee and the creativity of every department. In the Police Department for instance, the focus has shifted away from simply adding more police officers to utilizing new technology in an effort to make the existing force more efficient.

In the Parks & Recreation department the City is currently in the process of updating the Master Park Plan, which included an on-line survey and several community meetings intended to obtain citizen's input on park needs and improvements. The results of the survey will be used to determine future park amenities and how programming for the individual parks will occur.

The Public Works department is utilizing a Pavement Preservation and Management Plan. This plan emphasizes early prevention measures to extend the useful life of the road, which will result in long term savings to the City and reduces the need for costly resurfacing of the road. When the program was first started in 2012, the overall Pavement Condition Index (PCI) was 46, which is an overall rating of "poor". Through the use of these measures and funding spent to resurface streets, the latest PCI was 59, which is an overall rating of "good".

FISCAL YEAR 2017 BUDGET MESSAGE

Last year the Community Development department completed a comprehensive update to the City's Unified Development Code (UDC). The UDC is a comprehensive set of regulations that govern land use and development. This update was intended to consolidate various regulations in a comprehensive manual, remove contradictory language and simplify the use of the manual for developers. In addition, this department, with the assistance of an outside consulting firm, looked at traits of successful downtowns throughout the United States and Canada, and determined they commonly meet the "10+10+10" Rule. This rule states that a successful downtown should have 10 places that serve food within three lineal blocks, 10 destination retail shops, and 10 places open after 6:00 pm (preferably one being entertainment). This rule has played an important part in confirming the city's redevelopment efforts.

Finally, the Public Information and Marketing department developed an online satisfaction survey designed to solicit feedback from citizens and visitors about the service they receive when visiting the various departments and how they obtain news and information about the events happening in Duluth. The results of the survey were recently presented to the council and staff, and included several recommendations. Some of these can be acted on rather quickly, while others will require further research prior to commencement.

Many of the initiatives mentioned above will be carried out over the next several years and will take additional funding to accomplish. However, once implemented, Duluth will be 1) an innovative city that provides exceptional service to its citizens, 2) a community that seeks and values input from its citizens to help shape its future, and 3) provides an inviting and attractive place where citizens can work, live and play.

Fiscal Year 2017 Budget

The City of Duluth's 2017 General Fund Budget has been influenced by many factors that can be directly or indirectly attributed to the long term strategies previously mentioned. We believe these strategies will lead to a reoccurring revenue stream able to support the increased need for services. Due in part to these strategies, the City continues to see positive growth in many of its sources of revenue and it is anticipated that this trend will continue. Part of the reason for this positive outlook is the public and private investment in the immediate downtown area. While the forecasts are very favorable, the City must continue to closely monitor its expenditures due to the fact that the full financial impact of the recent redevelopment has yet to be realized.

The FY2017 budget shows positive trends in many of the City's main sources of revenue, including property taxes, franchise taxes, occupational taxes and commercial development permits. Much of this trend can be attributed to new residential development in the City, which has led to an increase in business activity, and has been followed by an increase in visitors to the City. All of these factors have contributed to a projected increase in revenues. One revenue source not expected to have a positive trend in FY2017 is from Court Fines. This revenue source is projected to decrease almost 9% or \$200,000, from \$2,300,000 to \$2,100,000, mainly due to historical trends and recent monthly revenue collections. In addition, revenue projections for property taxes were based on the current millage rate of 5.991 mills when the budget was adopted. Since then, the Council has voted to increase the millage rate by .56 mills to 6.551 mills. It is anticipated the new rate will result in an increase of \$600,000 in property tax revenue. Excluding the change in millage rate and the reduction in Court Fines, overall revenues were projected to increase by 1.6% or \$283,658 over FY2016 Adopted Revenues. Factoring in these recent changes, overall revenues are now projected to increase 4.2% over FY2016 Adopted Revenues.

FISCAL YEAR 2017 BUDGET MESSAGE

In terms of expenditures, the FY2017 General Fund budgeted expenditures are \$21,238,180, which is roughly 1% or \$259,577 more than the FY2016 Adopted Expenditures of \$20,978,603. The FY2017 budgeted expenditures continue to build on the initiatives of the past several years. One important initiative is to continue to invest in and retain the employees who currently work for the City. It is important to provide compensation, training and benefits that will allow Duluth to attract quality employees when vacancies need to be filled. Changes in population over the past few years and the increase in new business activity in the City will require staff to provide additional services at the highest level of quality. To ensure that we continue to retain a dedicated staff, the FY2017 budget includes a 1% Cost of Living (COLA) adjustment and 2% merit increase for all full-time and regular part-time employees. Additionally, the City was able to negotiate a 0.00% increase in employee benefits (medical, dental, life and disability insurance). This rate increase is guaranteed for two years for life and disability insurance.

The FY2017 budget also includes investments in new technology to improve the efficiency of staff, thus resulting in more productivity. One such investment is the purchase of new host servers for the city staff housed in City Hall. Replacing the 7 year old servers will improve the efficiency of individual staff computers and allow for greater storage capacity for data. Another investment will be the upgrade of the police department Aegis computer software from version 10 to version 11. The upgrade will effect most of the systems used by the department, including the computer used for dispatching, in-car mobile computers and overall operating software.

An area where citizens have provided input about the finances of the City has been through the Citizens Budget Review Advisory Committee (CBRA). This committee, made up of interested citizens, meets with staff to review the current year's budget, next year's proposed budget, and 10 year financial projections prior to Council's adoption of the budget. This committee has provided recommendations to the City Council for the past several years. This

year, the committee recommended the following 1) to closely monitor expenditures (specifically utility expenditures), 2) maintain adequate capital reserves and 3) hire a Code Enforcement Supervisor to ensure neighborhood stabilization and improvement efforts.

The City has already been following through on these recommendations by installing more efficient lighting in the Bunten Park gym, soccer fields, baseball fields and tennis courts as funding is available. Staff has also drafted a policy that will address the need to maintain adequate capital reserves, and the FY2017 budget includes funding for a Code Enforcement Supervisor.

It can be truly said the FY2017 General Fund budget continues to build on much of the long term strategy Duluth has developed.

Other Fund and Activities

The City of Duluth operates a Stormwater Utility Fund for the repair and maintenance of its stormwater infrastructure, which includes underground pipes, catch basins, detention ponds and street sweeping. The FY2017 budgeted revenue for this fund is \$830,836 compared to FY2016 actual revenues of \$802,830. The FY2017 budgeted expenditures for this fund are \$725,998 compared to FY2016 actual expenditures of \$988,463. The decrease in budgeted expenditures in this fund can be largely attributed to the need for a one-time storm drain repair costing approximately \$300,000. The fund received reimbursement of \$100,000 toward this expenditure from a third party.

Staff performs periodic inspections of all aspects of the stormwater infrastructure in order to assess if the system is functioning as required and to keep up with ongoing maintenance. Repairs to the system are sometimes performed by staff, but are bid out to private contractors if heavy equipment is needed to make the repairs. When it is discovered that a repair is needed, the repair will be first added to an overall Stormwater project tracking system. Staff uses this

FISCAL YEAR 2017 BUDGET MESSAGE

system to score projects, based on various criteria that rank the critical nature of the projects. Projects with the highest score and therefore deemed the most critical are completed first. (It should be noted that projects often move up and down the list based on their score.) In addition to ongoing salaries, benefits and operating cost the Stormwater Utility fund budget include \$429,000 for drainage repairs and maintenance, which accounts for over 60% of the total budgeted expenditures.

As was mentioned in the FY2016 Budget Message, Duluth is working with two private companies to develop approximately 37,500 square feet of high end restaurant and retail space on a two acre site previously owned by the City, located adjacent to an area known as the Town Green. A portion of financing for the project is being provided to the developer by the Duluth Downtown Development Authority (DDA) in the form of a revenue bond. The repayment of the bond is scheduled to begin a short time after the businesses begin operations.

I'm happy to report this project is on track and the developers continue to exceed our expectations for creating a first class development in downtown. In fact, one of the developers constructing a stand-alone restaurant as part of the development has completed construction and recently opened their doors for business. The remainder of the development is approximately 60% complete with tenants expected to begin occupancy by early to mid-2017. Repayment to the DDA from the stand-alone restaurant will begin in December of 2016 and the other developer will begin repayment in January of 2018.

Other downtown projects have been slower to start. Unfortunately, the city was unable to reach an agreement with a nationally known residential builder to develop approximately 22 acres of land in the immediate downtown area. However, the city is now working with a well know regional builder to develop this same land. The city did

sell a portion of site (3.60 acres of overall 22 acres) in June to the regional builder and 36 townhomes will be constructed within the next three years.

The regional builder is currently performing environmental testing on the remaining 18 acres and anticipates closing on the property by mid-2017. Following closing, the developer intends to build a subdivision comprised of single family homes and townhomes.

Conclusion

Changes that were once only dreamt of by staff and the Mayor and Council are now becoming a reality, and the vision is now coming into focus. You can truly feel the excitement that is in the air about all the changes that are taking place. New parking and road construction needed to accommodate increased traffic in the area continues to move smoothly and is nearing completion. A fully revitalized Downtown Duluth is just over the horizon.

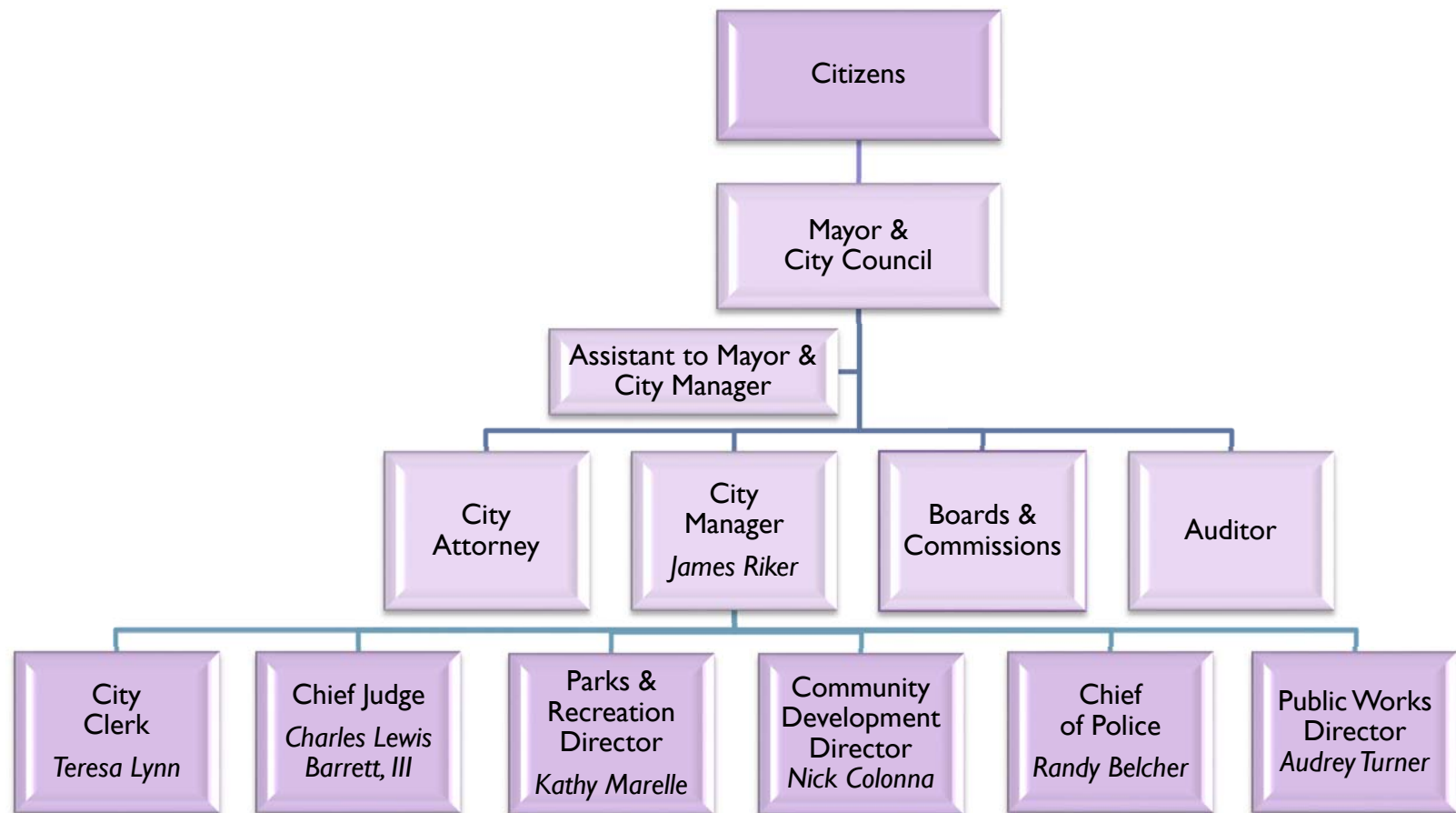
I would like to thank the Mayor and Council for their commitment and leadership in keeping the city moving in the right direction. I also want to thank staff for their hard work in carrying out these plans. Our staff deserves the credit that goes along with our noteworthy accomplishments and continued success.

Respectfully submitted,

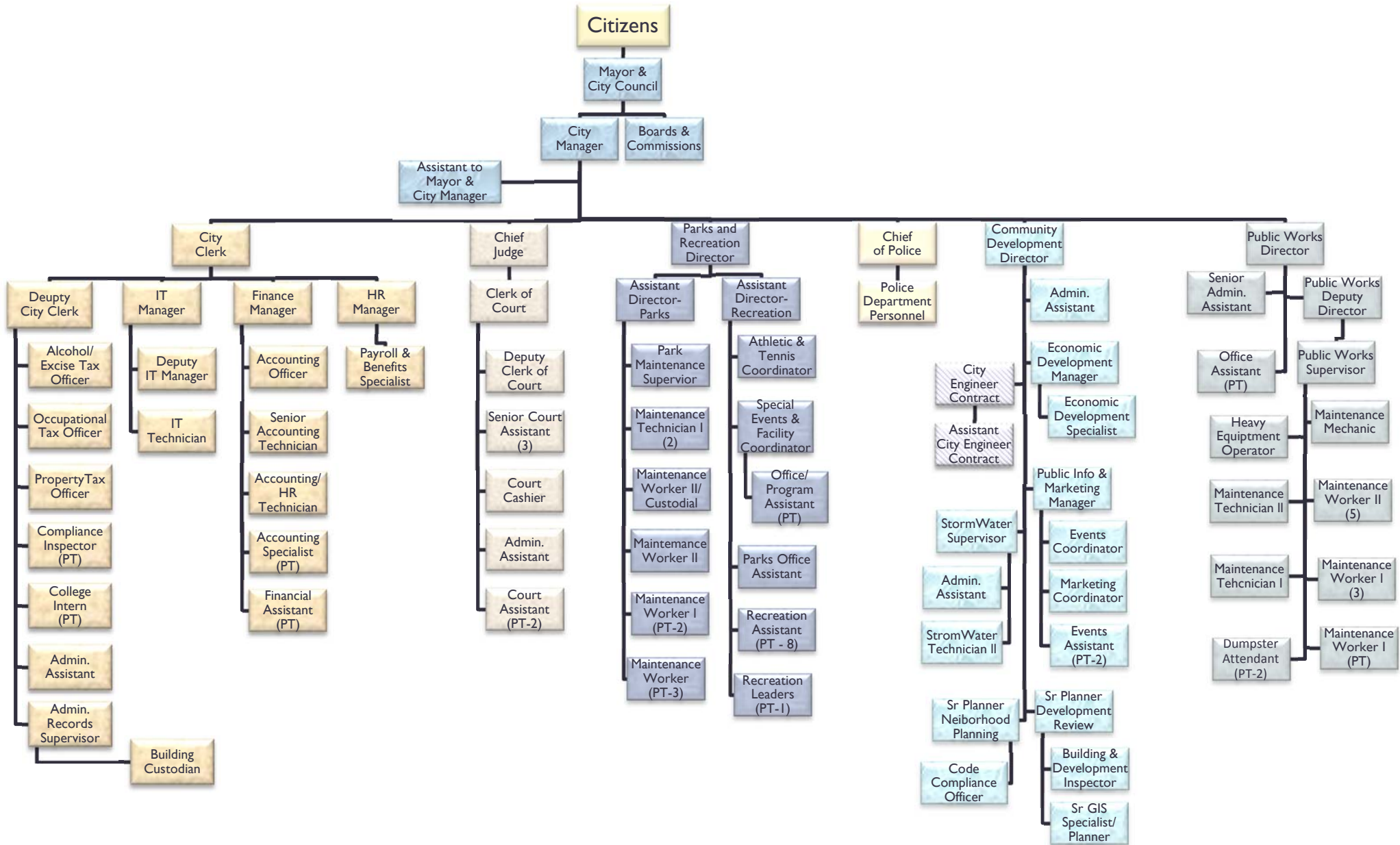


James Riker
City Manager

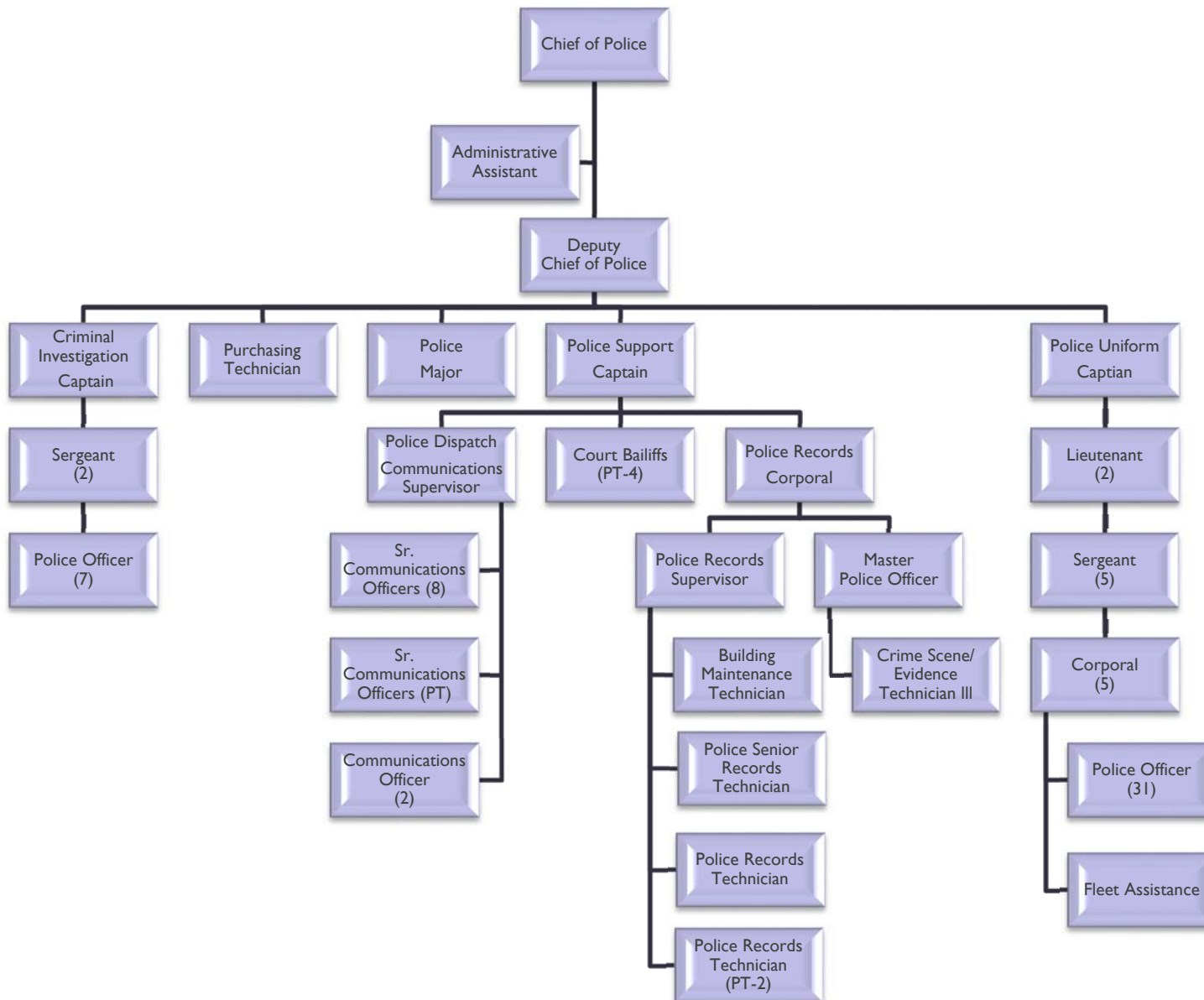
ORGANIZATIONAL CHART FISCAL YEAR 2017



ORGANIZATIONAL CHART FISCAL YEAR 2017



ORGANIZATIONAL CHART FISCAL YEAR 2017



FISCAL YEAR 2017 AUTHORIZED PERSONNEL

	FY13		FY14		FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
City Manager										
City Manager										
Assistant to Mayor & City Manager										
Total City Manager:	2	0	2	0	2	0	2	0	2	0
Clerk Administration										
City Clerk										
Deputy City Clerk										
Administrative Records Supervisor										
Compliance Inspector										
College Intern										
Total Clerk Administration:	3	2	3	1	3	2	3	2	3	2
Business Office										
Property Tax Officer										
Occupational Tax Officer										
Alcohol/Excise Tax Officer										
Administrative Assistant										
Total Business Office:	4	0	4	0	4	0	4	0	4	0
Finance Department										
Finance Manager										
Accounting Officer										
Senior Accounting Technician										
Accounting/HR Technician							0.5		0.5	
Accounting Specialist										
Financial Assistant										
Total Finance:	3	2	3	3	3	3	3.5	2	3.5	2
Human Resources										
Human Resources Manager										
Payroll & Benefits Specialist										
Accounting/HR Technician							0.5		0.5	
Total Human Resources:	2	0	2	1	2	1	2.5	0	2.5	0
Information Technology										
Information Technology Manager										
Deputy Information Technology Manager										
Information Technology Technician										
Total Information Technology:	2	0	2	0	3	0	3	0	3	0
Custodial										
Building Custodian										
Total Custodial:	1	0	1	0	1	0	1	0	1	0

FISCAL YEAR 2017 AUTHORIZED PERSONNEL

	FY13		FY14		FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Municipal Court										
Chief Court Judge	1		1		1		1		1	
Clerk of Court	1		1		1		1		1	
Deputy Clerk of Court	1		1		1		1		1	
Senior Court Assistants	2		3		3		3		3	
Administrative Assistant	1		1		1		1		1	
Court Cashier (1)	2	1	1	2						
Court Records Technician		1								
Court Assistant (1)					1	2	1	2		2
Total Municipal Court:	8	2	8	2	8	2	8	2	8	2
Parks & Recreation										
Parks & Recreation Director	1		1		1		1		1	
Assistant Director - Parks	1		1		1		1		1	
Assistant Director - Recreation	1		1		1		1		1	
Festival Center Manager	1									
Athletic & Tennis Coordinator	1		1		1		1		1	
Special Events & Facility Coordinator	1		1		1		1		1	
Maintenance Grounds Supervisor (2)	1		1		1		1			
Parks Office Assistant	1	2	1	1	1	1	1	1	1	1
Parks Maintenance Supervisor			1		1		1		1	
Park Maintenance Technician I							2		2	
Maintenance Worker II (3)	3		2		2				1	
Maintenance Worker I (3) (4)	1	2	1	1	1	1	1	1		2
Maintenance Worker II/Custodial	1		1		1		1		1	
Office/Program Assistant		1				1				
Office/Program Assistant		1		1						
Recreation Assistant (5)		4		7		4		9		8
Camp Director						1				
Recreation Leader						3				1
Park Maintenance Worker						5		3		3
Total Parks and Recreation:	13	10	12	10	12	16	12	15	11	15
Public Works										
Public Works Director	1		1		1		1		1	
Public Works Deputy Director	1		1		1		1		1	
Public Works Supervisor (6)	2		2		2		2		1	
Senior Administrative Assistant	1		1		1		1		1	
Heavy Equipment Operator	1		1		1		1		1	
Maintenance Mechanic	1		1		1		1		1	
Maintenance Worker II	8		7		10		5		5	
Maintenance Worker I (7)	1	3	1	3		1	1	1	3	1
Maintenance Technician I (8)							2		1	
Maintenance Technician II							1		1	
Office Assistant		1		1		1		1		1
Dumpster Attendant						2		2		2
Total Public Works:	16	4	15	4	17	4	16	4	16	4

FISCAL YEAR 2017 AUTHORIZED PERSONNEL

	FY13		FY14		FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
<u>Police Administration</u>										
Chief of Police	1		1		1		1		1	
Deputy Chief of Police	1		1		1		1		1	
Police Major	1		1		1		1		1	
Administrative Assistant	1		1		1		1		1	
Purchasing Technician	1		1		1		1		1	
Total Police Administration:	5	0	5	0	5	0	5	0	5	0
<u>C.O.P.S</u>										
Lieutenant	1									
Sergeant	1									
Police Officer	2									
Total C.O.P.S:	4	0	0	0	0	0	0	0	0	0
<u>Criminal Investigation</u>										
Captain	1		2		1		1		1	
Sergeant	6		8		2		2		2	
Police Officer			1		6		7		7	
Total Criminal Investigation:	8	0	12	0	9	0	10	0	10	0
<u>Police Support Services</u>										
Captain							1		1	
Lieutenant	1		1		1					
Corporal					1		1		1	
Master Police Officer (9)										
Police Records Supervisor	1		1		1		1		1	
Police Records Technician (10)	3	2	3	2	2	2	2	2	1	2
Police Senior Records Technician (10)										
Building Maintenance Technician	1		1		1		1		1	
Crime Scene/Evidence Technician	1		2		2					
Crime Scene/Evidence Technician III (9)							2		1	
Court Bailiff		4		4		4		4		4
Total Police Support Services:	7	6	8	6	8	6	8	6	8	6
<u>Police Dispatch</u>										
Communication Supervisor	1		1		1		1		1	
Senior Communications Officer	8		7	1	8	1	8	1	8	1
Communications Officer	1		2		2		2		2	
Total Police Dispatch:	10	0	10	1	11	1	11	1	11	1
<u>Police Uniform Division</u>										
Major			1		1					
Captain	1		1		1		1		1	
Lieutenant	3		2		2		2		2	
Corporal	5		5		5		5		5	
Sergeant	5		5		5		5		5	
Patrol Officer	27		26		30		31		31	
Fleet Assistant		1		1		1		1		1
Total Police Uniform Division:	41	1	40	1	44	1	45	0	45	0

FISCAL YEAR 2017 AUTHORIZED PERSONNEL

	FY13		FY14		FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Planning & Development										
Community Development Director	1		1		1		1		1	
Deputy Director	1									
Senior Planner / Development Review (11)									1	
Senior Planner / Neighborhood Planning (12)									1	
Planner I (13)			1		1		1			
City Engineer (14)	1		1		1		1			
Building & Development Inspector			1		1		1		1	
GIS Manager	1									
Development Planner	1		1							
Zoning/Development Planner (11)					1		1			
Code Compliance Officer	1	1	1		1	1	1		1	
Administrative Assistant	1		1		1		1		1	
Sr GIS Specialist (15)									1	
GIS Specialist (15)					0.5		0.5			
Total Planning & Development:	7	1	7	0	7.5	1	7.5	0	7	0
Public Information & Marketing										
Public Info & Marketing Director	1									
Public Info & Marketing Manager			1		1		1		1	
Festival Center Manager										
Marketing Coordinator				1	1		1		1	
Office Assistant										
Webmaster		1								
Events Coordinator		1	1		1		1		1	
Events Assistant (16)		1								2
Marketing Assistant				1						
Downtown Coordinator (17)					1		1			
Total Public Information & Marketing:	1	3	2	2	4	0	4	0	3	2
Economic Development										
Economic Development Manager	1		1		1		1		1	
Economic Development Specialist							1		1	
Downtown Coordinator			1							
Administrative Assistant					1					
Total Economic Development:	1	0	2	0	2	0	2	0	2	0
Total General Fund:	138	31	138	31	145.5	37	147.5	32	145	34
StormWater										
StormWater Supervisor	1		1		1		1		1	
StormWater Technician I (18)	1	1	2		1		1			
StormWater Technician II (18)									1	
Administrative Assistant					1		1		1	
GIS Specialist (15)					0.5		0.5		0	
Total StormWater:	2	1	3	0	3.5	0	3.5	0	3	0
Total City of Duluth Authorized Personnel:	140	32	141	31	149	37	151	32	148	34

FISCAL YEAR 2017 AUTHORIZED PERSONNEL

- (1) In fiscal year 2016, renamed full time position title from Court Assistant to Court Cashier*
- (2) In fiscal year 2016, eliminated Maintenance Grounds Supervisor position*
- (3) In fiscal year 2016, promoted Maintenance Worker I to Maintenance Worker II*
- (4) In fiscal year 2016, added part time Maintenance Worker I*
- (5) In fiscal year 2016, eliminated part time Recreation Assistant*
- (6) In fiscal year 2016, eliminated one Public Works Supervisor position*
- (7) In fiscal year 2016, added two Maintenance Worker I positions*
- (8) In fiscal year 2016, eliminated one Maintenance Technician I position*
- (9) In fiscal year 2016, one Crime Scene/Evidence Technician III was promoted to Master Police Officer*
- (10) In fiscal year 2016, one Police Records Technician was promoted to Police Senior Records Technician*
- (11) In fiscal year 2016, Zoning/Development Planner was promoted to Sr Planner / Development Review*
- (12) In fiscal year 2016, added one full time Senior Planner/Neighborhood Planning position*
- (13) In fiscal year 2016, eliminated Planner I position for outsourced Assistant City Engineer*
- (14) In fiscal year 2016, eliminated City Engineer position for outsourced City Engineer*
- (15) In fiscal year 2016, GIS Specialist was promoted to Sr. GIS Specialist and the position is now predominately in Community Development department*
- (16) In fiscal year 2016, added two part time Events Assistant positions*
- (17) In fiscal year 2016, eliminated Downtown Coordinator position*
- (18) In fiscal year 2016, Stormwater Technician I promoted to Stormwater Technician II*

THE HISTORY OF DULUTH



In the early 1800's there were no known white settlers in the area known as Duluth, Georgia. This was then a part of the Cherokee Indian territory. In 1818 Gwinnett County was created by an act of the General Assembly of Georgia and the area was opened to settlers.

When Evan Howell came to the area, there was only one open road in the section, which was the Peachtree Road, an offshoot of an old Indian trail that ran along the bridge, south of the Chattahoochee River. It had been surveyed and constructed during the War of 1812 and connected Fort Daniel with the fort at Standing Peachtree, 30 miles downriver. Peachtree Road is still the most famous road in Georgia.

Howell realized that more roads were needed in order for the area to develop, so he obtained permission in February 1833 to construct a road from the Chattahoochee River across his land to intersect Peachtree Road. This intersection became known as Howell's Cross and was known by this name for 40 years.

In 1821, Evan Howell developed the town of Howell Crossing which later evolved into a major artery for the railroad. With the visionary acumen of his grandson, Evan P. Howell, changes were on the horizon in 1873. The opportunity to build and link a railway system from North to South was about to unfold. Representative J. Proctor Knott delivered a speech to the United States House of Representatives

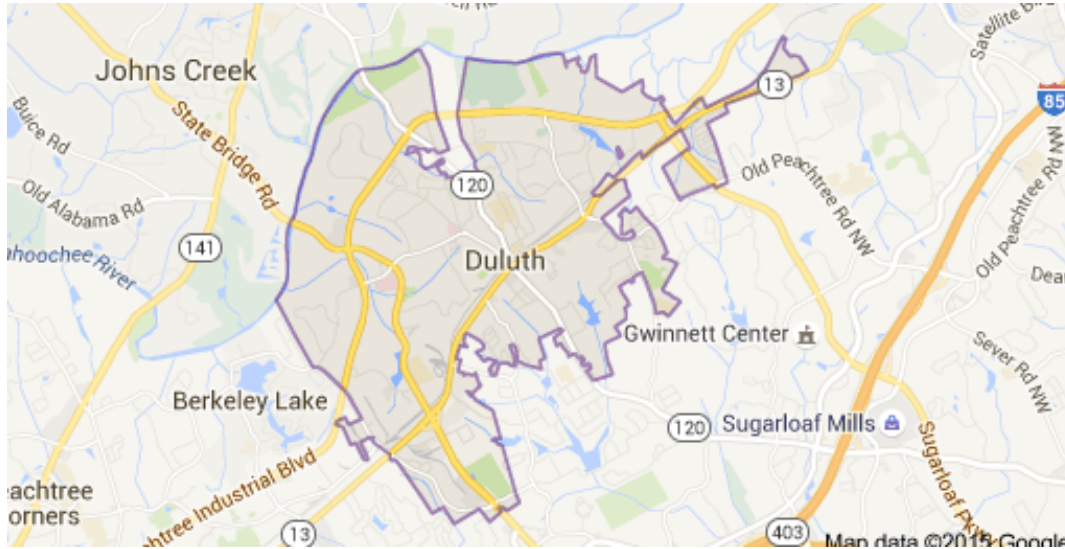
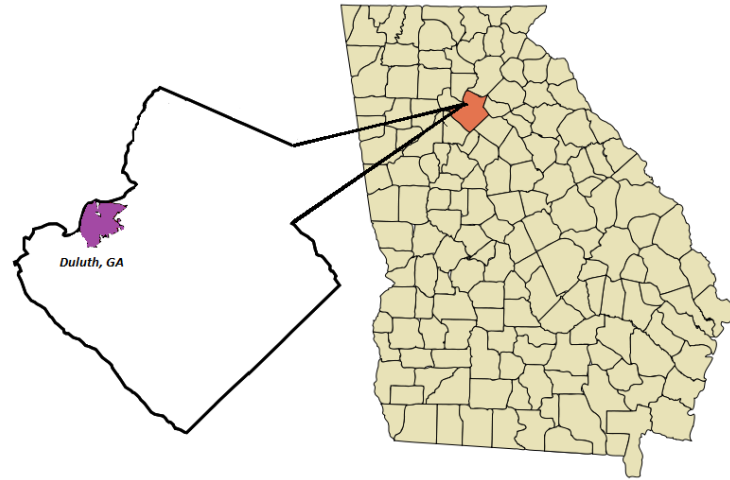
the main streets were virtually impassable. While they were in the town, families stocked up on store bought goods and supplies from local merchants.

At one time, Duluth could boast of three cotton gins, ten cotton buyers, several warehouses, three mule trading barns, and three blacksmith shops. While much of the small-town character of this old cotton city remains, the hand of progress has led Duluth boldly and swiftly into the present. There is a lot of talk about the old days, and nostalgia runs as deep as the Chattahoochee River. "Pride in Old and New" is not a motto the citizens of Duluth take lightly. Everyone here takes pride in what the community was, what it is today, and what it will be in the future. Duluth is a progressive City with its sights set firmly on the future, where all citizens

Capture the Spirit of Good Living!



MAP of DULUTH



The City of Duluth currently encompasses 10.1 square miles, or 6441 acres. Located in the western portion of Gwinnett County, the City is approximately 20 miles northeast of Atlanta. Duluth is bordered by Fulton County along the Chattahoochee River and is situated between the cities of Norcross and Suwanee in Gwinnett County.

STATEMENT OF OUR PHILOSOPHY

The City of Duluth's employees are totally dedicated to providing quality customer service to all members of our community. We have published standards displayed at the entrances of each department. Our Vision is that of a vibrant City, where people are excited about living.

A City dedicated to its citizens to ensure:

- A safe and secure community
- A dynamic and efficient organization
- A clean environment
- Innovative regional leadership
- A proactive approach to all issues

We intend to provide the highest quality service to all City residents and to all who interact with municipal government. In all activities, especially the budget, City employees strive to achieve total customer understanding and satisfaction. We maintain the

highest standards of honesty, integrity, and trust; and thereby earn the confidence and respect of the community. We follow the basic tenants of the International City-County Management Association's (ICMA) Code of Ethics in all we do.

We share the fundamental belief that the quality of our performance as an organization is directly related to how well we inspire and support each other as colleagues and team members.

We are consequently committed to being role models to create a quality work environment which:

- Values accountability
- Rewards individual performance and organizational productivity
- Fosters teamwork
- Maximizes the development of personal performance
- Stimulates empowerment and openness
- Encourages quality and excellence

STATEMENT OF OUR MISSION

The City of Duluth serves the needs of the community in the following areas:

Efficient Refuse Collection
Recycling
Parks & Recreation
City Newsletter
Full Service Police Protection
Duluth Against Drugs
Vacation House Checks
Traffic Study Analysis

Downtown Programs: including concerts, movies, festivals, etc.

Zoning & Code Compliance
Comprehensive Planning
Services Building Inspection
Street Lights
Highway Beautification
Drainage/Catch Basin Maintenance
Franchise Management
Street Maintenance/Resurfacing

FINANCIAL POLICIES

The City of Duluth's Financial Policies and Procedures set forth the basic framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies guide the decision-making process of the Mayor, Council and Administration. The Annual Budget is a fiscal plan which presents the services to be provided to the community and the funds necessary to perform these services.

Budget Preparation

The City of Duluth operates under a fiscal year that begins on July 1st and ends June 30th. The budget process is the primary mechanism by which key decisions are made regarding the types and levels of service to be provided by the City given the anticipated amount of available resources. The major steps in the process are outlined below with a detailed schedule on page 30.

Proposed Budget- A proposed budget shall be prepared by the City Manager with the participation of all the City's Department Directors within the provisions of the City Charter. The City will avoid budgetary procedures that cover current expenditures at the expense of meeting future years' expenditures.

- a. Budget process begins in January of each year and is a six month process detailed in the budget calendar
- b. Department Directors develop expenditure requests for the next fiscal year.

- c. During the months of March and April, the Budget Committee reviews all departmental budget request to recommend a balanced budget.
- d. At least 60 days prior to the start of the fiscal year the City Manager submits to Council a proposed operating budget and capital improvement budget.
- e. A series of work session and public meeting are held to review and finalize the City Manager recommended budget.
- f. The annual budget is formally adopted by Council before July 1st.

Expenditure Control

The General Fund provides for the overall operations of the City. Each Department Director is responsible for monitoring their revenues and expenditures. On a citywide basis, the Finance Manager working with the City Clerk monitors all General Fund accounts.

Budget Control

Georgia Law, O.C.G.A. 36-81-2 establishes the legal level of budgetary control at the department level, which is the same level that has been adopted by the City. Within the overall budget limitations, authority is delegated to the City Manager and Department Directors intra-departmental transfer of non-personnel appropriations and revenue anticipation may be approved as deemed necessary. Under no circumstances, however may personnel appropriations or the total budget of any department be increased or decreased without Council approval.

FINANCIAL POLICIES

Reporting

Monthly Budget Performance Reports will be prepared by the Finance Manager to enable Department Directors to manage their budgets and to enable the Finance Manager to monitor and control the budget as authorized by the City Clerk.

Policy Guidelines

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. The following section outlines some of the policies used to guide the preparation and management of the City's budget. This section consists of operating budget policies, revenue policies, and financial accounting policies.

The development and preparation of the City's budget is guided by the following policies:

- All funds are required to balance. Anticipated revenues must equal the sum of budgeted expenditures. All funds should be included in the budget process.
- The Capital Improvement Program requires coordination and planning in conjunction with the various operating fund budgets.
- The General Fund is based on long-range financial plans which include unallocated fund reserves. The goal is to keep the reserve equal to or greater than four months of operating expenses and other financing uses.
- The City Council has mandated that the City shall maintain a designated Capital Reserve in an amount not less than two million dollars.

- The City Council has also approved that the General Fund Budget shall include a contingency equal to or less than 3% of the total General Fund Operating Budget.

Revenue Policies

The City will maintain effective collection systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.

The City will maintain a broad revenue base with widely diversified revenue sources that will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.

The City will implement user fees in all areas where feasible and productive as well as seek to set fees at levels related to the costs of providing the services and to be consistent with what other jurisdictions/organizations are charging. Moreover, user fees will be reviewed annually as part of the budget process and will be adjusted as needed with Council approval in order to recoup costs.

The projection of revenues at the fund level will be both realistic and conservative in order that actual revenues will consistently equal or exceed budgeted revenues.

FINANCIAL POLICIES

Financial Structure

The City accounting system is organized and operated on a fund basis, with financial transactions budgeted and recorded in individual funds. A fund is an independent financial and accounting entity. It is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. Funds have a balancing set of accounts and records, cash and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives on accordance with special regulations or restrictions. All of the City's individual funds are first classified by category and then by fund type within that category. The following is a description of the three fund types and a description of the funds in each category:

- I. **Governmental Fund Types:** The funds through which most governmental functions typically are financed. All governmental funds are accounted for on a spending or "financial flow" measurement focus. The acquisition, use and balances of the City's expendable financial resources, and related liabilities (except those accounted for in proprietary funds) are accounted for in governmental funds.
 - a. **General Fund:** The general operating fund for the City. Accounts for all financial resources except those required to be accounted for in another fund. Most financial transactions are reported in this fund. Only one general fund is permitted for reporting purposes.
 - b. **Special Revenue Funds:** Are created to account for the proceeds of specific revenue sources that are restricted legally to expenditure for specific purpose.
 - c. **Capital Project Funds:** Are used to account for financial resources to be used for the acquisition or construction of major capital improvements
 - d. **Debt Service Funds:** Are used to account for resources used to repay the principal and interest on general long-term debt, such a general obligation bonds.
 - e. **Permanent Funds:** Are used to report resources that are legally restricted to the extent that only earnings, and not principal may be used for purposes that support the reporting government's programs.
2. **Proprietary Funds:** The funds used to account for government activities that are similar to business operations in the commercial sector or the funds used when the reporting focus is on determining net income, financial positions, and changes in financial position.
 - a. **Enterprise Funds:** Used to report any activity for which the government charges a fee to external users for goods or services.
 - b. **Internal Service Funds:** Used to account for the financing of goods or services provided by one department to other departments of the City, on a cost reimbursement basis.

FINANCIAL POLICIES

3. **Fiduciary Fund Types:** Are created to account for assets held by the government in a trustee or agent capacity such as taxes collected and held on behalf of other local governments and trusts which receive external donations for the benefit of parties external to the reporting government.
- a. **Agency Funds:** Are holding accounts for assets belonging to some other agency/government other than the reporting government.
 - b. **Pension Trust Funds:** Account for those assets held for retirement payments to the employees of the reporting government.
 - c. **Investment Trust Funds:** Are used to account for the external portion of a government sponsored investment pool. The Georgia Fund I is an example of this type of fund.
 - d. **Private-Purpose Trust Funds:** Are used to report resources held and administered by the reporting government when it is acting in a fiduciary capacity for individuals, private organizations, or other governments.

Accounting Basis

The governmental funds are accounted for on the modified accrual basis of accounting. Under this basis, revenues are recognized when they are susceptible to accrual, when they

become measurable and available. Likewise, expenditures are recorded as the liabilities are incurred, if measurable. However, principal and interest on general long-term debt are recorded as fund liabilities when due. Revenues susceptible to accrual are property taxes, licenses, interest revenues and charges for services. Fines are not susceptible to accrual generally since they are not measurable until received in cash. The City considers property taxes as available in the period for which they were levied if they are collected within 60 days after year-end.

The accrual basis of accounting is utilized by proprietary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

Budgetary Basis

All budgets are adopted on a basis of accounting consistent with Generally Accepted Accounting Principles (GAAP). The General, Special Revenue and Capital Project funds are developed on a modified accrual basis. The Enterprise fund is developed on the accrual basis. All annual appropriations lapse at the fiscal year end. The basis for budgeting is consistent with the basis for accounting with the difference being encumbrances. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation, is utilized in governmental funds. Encumbrances outstanding at year-end lapse and may be appropriated in the subsequent years' budget.

FINANCIAL POLICIES

Investment Policies

Disbursement, collection and deposit of all funds will be appropriately scheduled to ensure the timely payment of expenses and investment of funds. The amount of total bank balances is classified into categories of credit risk:

- a. Cash that is insured or collateralized with securities held by the City or by its agent in the City's name; or
- b. Cash collateralized with securities held by the pledging financial institution's trust department or agent in the City's name.

Georgia statutes only authorize the City to invest in obligations of the United States Treasury or Agencies, banker's acceptances, repurchase agreements, the State of Georgia Local Government Investment Pool (Georgia Fund I), and certificates of deposit in national and state banks insured by the Federal Deposit Insurance Corporation.

The City has by ordinance established a Finance Committee, which is composed of up to eight members. The committee is made up of two members of the City Council, one to four residents of the City of Duluth, two of which may be business owners with a current city occupational tax certificate and two city residents, the Human Resources Manager, and the Finance Manager.



FINANCIAL POLICIES

Fund Balance

In conjunction with Governmental Accounting Standards Board Statement 54 (GASB 54), the City shall maintain the following fund balance categories for all of the City's governmental funds:

Classification		Definition	Examples
Nonspendable		<p>"Amounts that cannot be spent because they are either:</p> <ul style="list-style-type: none"> a. Not in spendable form; or b. Legally or contractually required to be maintained intact."¹ 	<ul style="list-style-type: none"> • Inventories • Prepaid items • Long-term receivables • Permanent endowments
Restricted		<p>"Fund balance should be reported as restricted when constraints placed on the use of resources are either:</p> <ul style="list-style-type: none"> a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or b. Imposed by law through constitutional provisions or enabling legislation."² 	<ul style="list-style-type: none"> • Restricted by state statute • Unspent bond proceeds • Grants earned but not spent • Debt covenants • Taxes dedicated to a specific purpose, and • Revenues restricted by enabling legislation.
Unrestricted	Committed	"Used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority" ³	<ul style="list-style-type: none"> • Amounts Council sets aside by resolution.
	Assigned	"Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed" ⁴	<ul style="list-style-type: none"> • Council delegates the authority to assign fund balance to the City Manager. • Council has appropriated fund balance during the budget process.
	Unassigned	<p>"Unassigned fund balance is the residual classification for the General Fund. This is fund balance that has not been reported in any other classification. The General Fund is the only fund that can report a positive unassigned fund balance. Other governmental funds would report deficit fund balances as unassigned."⁵</p>	

¹ GASB Statement No. 54, ¶ 6

² GASB Statement No. 54, ¶ 8

³ GASB Statement No. 54, ¶ 10

⁴ GASB Statement No. 54, ¶ 13

⁵ GASB Statement No. 54, ¶ 17

FINANCIAL POLICIES

The City of Duluth's fund balance policy is guided by the GFOA's recommended practice "Appropriate Level of Unrestricted Fund Balance in the General Fund." Measures should be applied within the context of long-term forecasting, thereby avoiding the risk of placing too much emphasis upon the level of unrestricted fund balance in the general fund at any one time. The City has established fund balance guidelines for Capital Reserve and Operating Reserve.

Capital Reserve

The Council has mandated that the City shall maintain a designated capital reserve in an amount to be set forth in the budget each fiscal year. Interest income generated from said reserve and payable in any particular fiscal year shall remain in the capital reserve. Withdrawal of said reserves is contingent upon the passage of an ordinance requiring the affirmative vote of at least four Council members (City Charter; Section 6.32).

Operating Reserve

The City will seek to maintain a level of unassigned fund balance in its General Fund greater than or equal to four (4) months of operating expenditures and other financing uses based on the current fiscal year's budget.

Use of "Excess" Fund Balance

Fund balance beyond designated or restricted reserves may be used as a funding source for the following year's budget, just like any recurring revenue, to pay for needed services and/or provide tax relief.

Debt Policies

The City avoids using short-term debt to fund any operating costs. The capital reserve, operating reserve, and contingency

safeguards are intended to eliminate the need for short-term borrowing or debt. If, in spite of these safeguards, short-term borrowing becomes unavoidable, then the appropriate form for such borrowing would be competitively bid Tax Anticipation Notes (TANs) authorized in open session by Council. The City has eliminated the use of TANs for the last ten years.

If deemed in the best interest of the City, issuing long-term debt for capital improvements or participating in Georgia Municipal Association lease-purchase plans is possible. The only long term debt obligations of the City consist of revenue bonds issued through the Downtown Development Authority (DDA) and the Urban Redevelopment Agency (URA). The revenue bond funds have been used for various capital projects, including the Town Green (Series 2000), the Public Safety Building (Series 2012-refunding of Series 2003), the New City Hall (Series 2006) and The Block Development Project (Series 2015). While the debt associated with these borrowing resides with the DDA/URA that borrowed the funds, in the Series 2000, 2012, and 2006 offerings, the City has entered into an intergovernmental agreement in which the City has agreed to purchase the completed capital asset from the DDA/URA and in return, the City will make semiannual payments to the DDA/URA equal to the amount of the semiannual bond payments. In regards to the Series 2015 offering, the City has entered into an intergovernmental agreement in which the City has agreed to make semiannual payments to the DDA equal to the amount of the semiannual bond payments, in exchange for the DDA using the bond funds to make loans to private developers for the construction of the project.

FINANCIAL POLICIES

Long-Term Debt Obligations

Entering into fiscal year 2017, the City (including its contractual agreements with its two component units - the DDA and URA), has the following long term debt obligations:

City of Duluth Long-Term Debt Obligations* June 30, 2016					
	DDA Revenue Bond Series 2000	URA Revenue Bond Series 2006	URA Revenue Bond Series 2012**	DDA Revenue Bond Series 2015	Total
Obligation Amount:	\$2,930,000	\$2,130,000	\$5,270,000	\$7,235,000	\$17,565,000
Purpose of Issue:	Town Green	New City Hall	Public Safety Building	The Block	
Date of Issue:	October 1, 2000	November 21, 2006	December 4, 2012	May 28, 2015	
Maturity Date:	December 1, 2020	June 1, 2024	June 2, 2024	December 1, 2025	
Amount of Issue:	\$6,520,000	\$5,000,000	\$7,095,000	\$7,500,000	
Interest Dates:	June & December	June & December	June & December	June & December	
Interest Rate:	5.29%	3.65% to 4.25%	1.63%	3.50%	
Call Date:	Noncallable	Beginning June 1, 2016	Noncallable	Callable	
Paying Agent:	Wells Fargo	U.S. Bank	SunTrust Bank	Regions Bank	
* Intergovernmental agreements between City and DDA/URA. ** Refunding of URA Revenue Bond Series 2003.					

FINANCIAL POLICIES

In December 2012 with long-term interest rates at near historically low levels, the City did an advance refunding of their URA Revenue Bond Series 2003 in order to obtain significant savings from the difference between current rates and the rates on the outstanding bonds. Advance refunding is a financing technique that allowed the City to obtain the benefit of the current lower interest rates when the outstanding bonds were not currently callable. The proceeds from the sale of the refunding bonds - Revenue Bond Series 2012 – were used to purchase government securities, which were then deposited into an escrow account. At the date the Revenue Bond Series 2003 were callable (December 1, 2013), the funds in the escrow account were used to pay all principal and interest on these bonds. For accounting and financial reporting purposes, as of the date of the advance refunding, December 4, 2012, the URA Revenue Bond Series 2003 were considered defeased (void).

Debt Service Requirements

The historical and future debt service requirements (principal and interest payments) of the City are shown below.

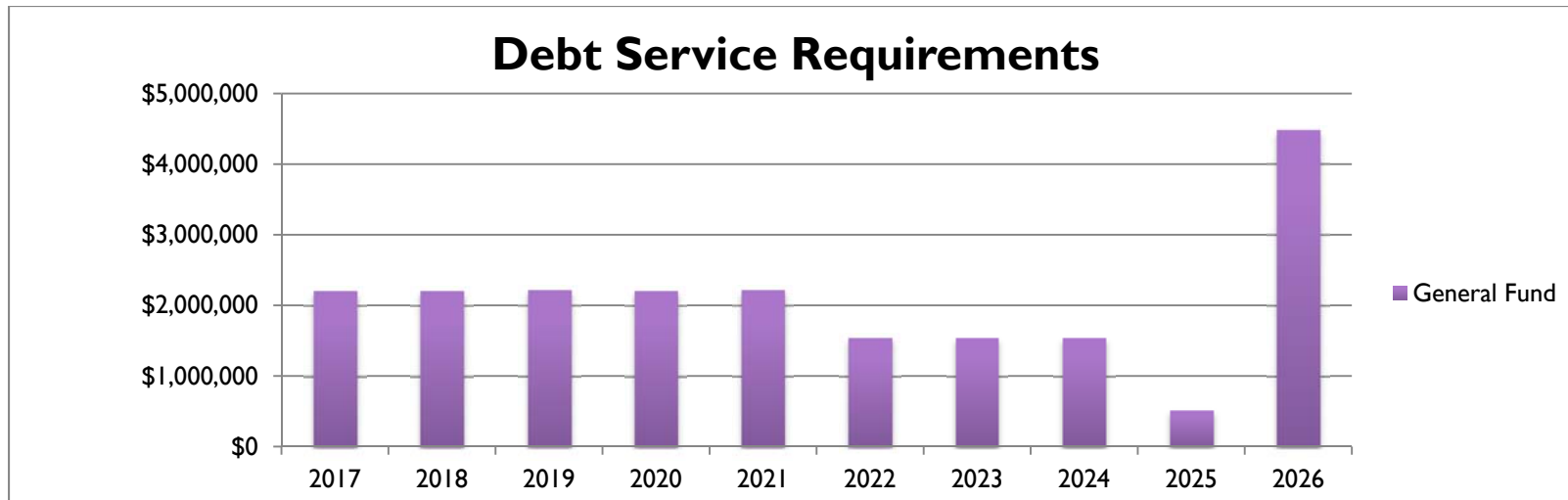
City of Duluth Debt Service Requirements				
	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Budget
General Fund:				
City-Wide Computer Software Lease/Purchase Agreement:				
Bank of America	412,093	-	-	-
DDA:				
Revenue Bond Series 2000	667,141	643,428	668,222	666,115
Revenue Bond Series 2015			522,863	523,413
URA:				
Revenue Bond Series 2006	-	300,753	316,463	318,280
Revenue Bond Series 2012	710,328	705,624	705,844	705,910
Total General Fund	1,789,562	1,649,805	2,213,391	2,213,718
SPLOST 05:				
URA:				
Revenue Bond Series 2006	312,858	14,405	505	-
Total SPLOST 05	312,858	14,405	505	-
Total City of Duluth	\$ 2,102,420	\$ 1,664,210	\$ 2,213,896	\$ 2,213,718

FINANCIAL POLICIES

DDA/URA Revenue Bonds Principal and Interest Requirements			
Fiscal Year	Interest	Principal	Debt Service Requirements
2017	563,718	1,650,000	2,213,718
2018	506,117	1,705,000	2,211,117
2019	445,913	1,775,000	2,220,913
2020	382,997	1,830,000	2,212,997
2021	317,309	1,900,000	2,217,309
2022	266,872	1,280,000	1,546,872
2023	232,559	1,315,000	1,547,559
2024	197,016	1,350,000	1,547,016
2025	160,300	360,000	520,300
2026	77,000	4,400,000	4,477,000
	\$ 3,149,800	\$ 17,565,000	\$ 20,714,800



FINANCIAL POLICIES



Legal Debt Margin

Under Georgia Constitution's Article 9, Section 5, Paragraph I, the City has a legal debt limitation not to exceed 10% of the total assessed valuation of taxable property within the City boundaries. The legal debt margin represents the net amount of external financing resources that is available to the City through the issuance of general obligation (G.O.) bonds. G.O. bonds are debt instruments issued in the name of the government and whose repayment is guaranteed through a pledge of the full faith and credit of the issuer. In layman's terms, when the majority of voters in a city approve a general obligation bond referendum, they are guaranteeing the purchaser of that bond that they will pay property taxes in an amount that is sufficient to redeem the bond upon maturity and pay the interest earned on the outstanding bonds. The legal debt margin is calculated at any point in time by deducting the amount of the current outstanding G.O. debt from the statutory debt limit. The reason for performing this calculation is to determine the maximum amount of new debt that could be legally issued should the need arise. The City of Duluth has no outstanding general obligation bond indebtedness and has the entire 100% percent of its legal debt capacity available. As provided by law, the issuance of revenue bonds by the City's component units, does not count against the legal debt margin.

FINANCIAL POLICIES

As indicated by the calculation in the table below, the legal debt margin for the City at the end of fiscal year 2016 is \$117,864,999. This is based on the latest tax digest (2016 calendar year).

City of Duluth Legal Debt Margin		FY 2016
Assessed value of all taxable property		\$ 1,178,649,990
Debt limit 10% of assessed value		117,864,999
Total debt applicable to limit		-
Legal debt margin		<u>\$ 117,864,999</u>
Total debt applicable to the limit as a percentage of debt limit		0.00%

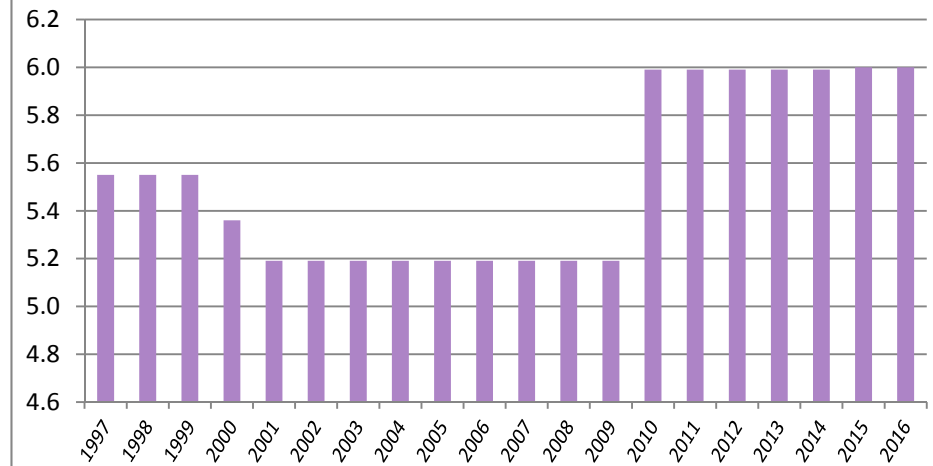
Tax Millage Rate

As part of the budget adoption process, the City Council adopts a millage rate that provides the revenue needed, when combined with other revenue sources, to fund the appropriations and meet the City Charter's mandate of a balanced budget. The millage rate for the fiscal year 2016 will remain at 5.991 mills.

Millage Rates 1997 to 2016

1997	5.550	2004	5.191	2011	5.991
1998	5.550	2005	5.191	2012	5.991
1999	5.550	2006	5.191	2013	5.991
2000	5.360	2007	5.191	2014	5.991
2001	5.191	2008	5.191	2015	5.991
2002	5.191	2009	5.191	2016	5.991
2003	5.191	2010	5.991		

Millage Rate History



FINANCIAL POLICIES

Fund/Account Structure

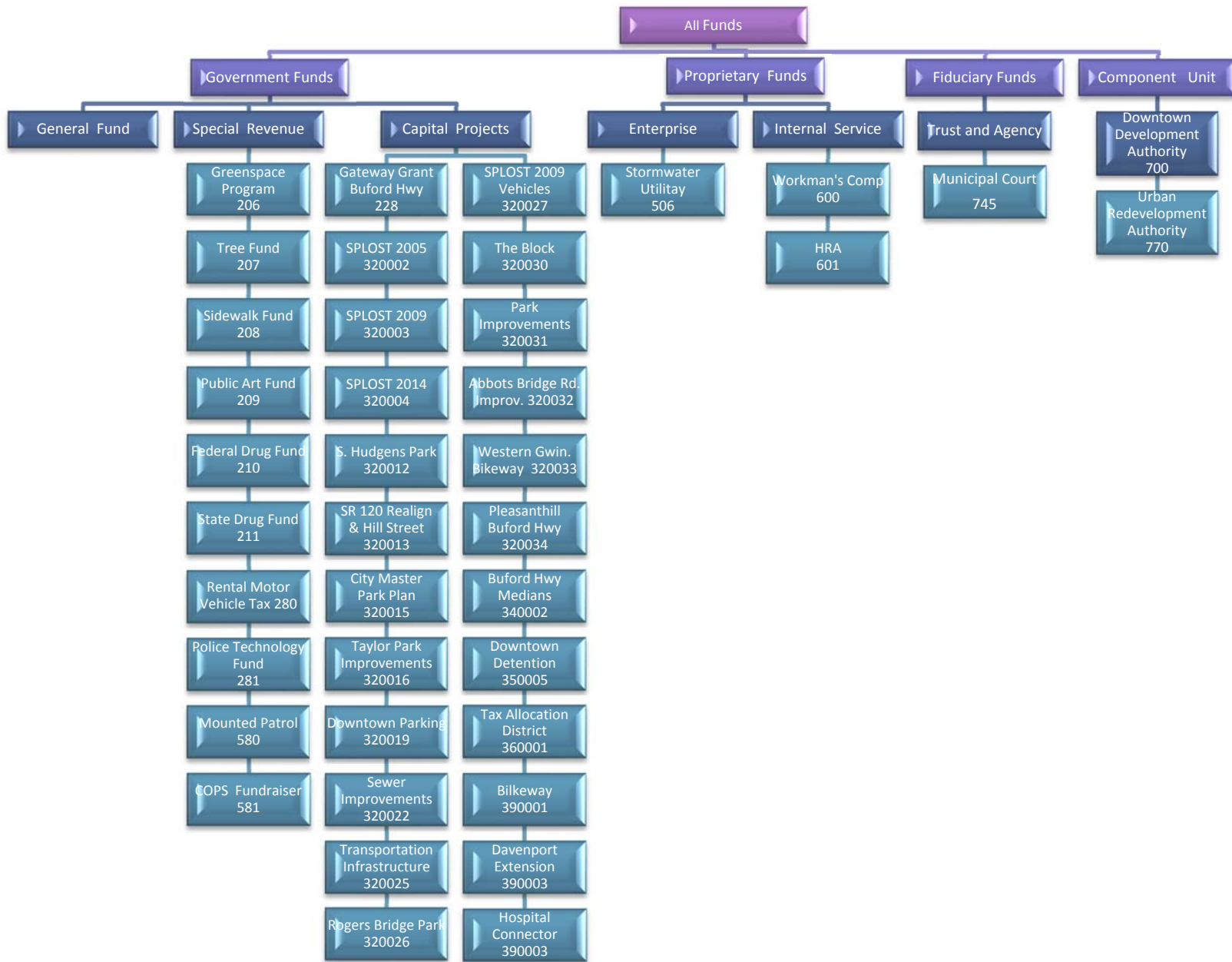
The City of Duluth's accounting system is organized and operated on a fund basis. All of the City's individual funds are first classified by category and then by fund type within and category. Duluth uses three primary categories:

1. **Governmental Funds:** The funds through which most governmental functions typically are financed.
2. **Proprietary Funds:** The funds used to account for government activities that are similar to business operations in the commercial sector or the funds used when the reporting focus is on determining net income, financial positions, and changes in financial position.
3. **Component Unit:** a legally separate entity for which the governing board and/or management of Duluth is financially accountable.

The three categories above are divided into the following fund types:

1. **General Fund:** Account for all financial resources except those required to be accounted for in another fund.
2. **Special Revenue Fund:** Account for the proceeds of specific revenue sources that are restricted legally to expenditure for specific purpose.
3. **Capital Project Funds:** Account for financial resources to be used for the acquisition or construction of major capital facilities.
4. **Enterprise Funds:** A government may use an enterprise fund to report any activity for which it charges a fee to external users for goods or services.
5. **Internal Service Funds:** Account for the financing of goods or services provided by one department to other departments of the City, on a cost reimbursement basis.
6. **Trust and Agency Funds:** Account for assets held by government in a trustee capacity or as an agent for individuals, private organizations, other government units, and or funds.

FINANCIAL POLICIES



FINANCIAL POLICIES

Department/Fund Relationship

	Government Funds			Proprietary Funds		Fiduciary Funds	Component Unit
Department	General Fund	Special Revenue	Capital Projects	Stormwater Utility	Internal Service	Municipal Court	DDA & URA
Mayor & Council	X		X	X	X		
City Manager	X		X	X	X		X
City Clerk	X		X	X	X		X
General Government	X						
Public Information/Marketing	X	X					
Municipal Court	X		X			X	
Police	X	X	X				
Public Works	X		X	X			
Parks & Recreation	X		X				
Planning & Development	X	X	X	X			X

The table above shows the relationship of each department to the City of Duluth funds. The City departments are represented in the left most column of the table and the City funds are represented along the top of the table. An "X" in a box illustrates that the corresponding department may have received an appropriation from that fund or is involved in the operation of the fund.

FINANCIAL POLICIES

Account Coding Structure

The City of Duluth adheres to the Uniform Chart of Accounts for Local Governments in Georgia. The primary goal in establishing a Uniform Charts of Accounts is to improve government accountability by making financial information reported by Georgia's local governments more comparable, thereby enabling local taxpayers and local policy makers to better understand and evaluate local government service delivery and operations.

Fund	Function	Activity	Account
100	3000	3223	531104

Examples of Duluth's account coding structure:

The purchase of supplies for the police uniform division is coded: 100.3000.3223.531104

Fund: 100 – General Fund
Function: 3000 – Police
Activity: 3223 – Uniform Division
Account: 531104 – Supplies

The purchase of building maintenance for Rogers Bridge Park is coded 100.6000.6218.522130

Fund: 100 – General Fund
Function: 6000 – Parks and Recreation
Activity: 6218 – Rogers Bridge Park
Account: 522130 – Building Maintenance

The grant payment for the Community Betterment Program is coded: 100.7000.7410.573002

Fund: 100 – General Fund
Function: 7000 – Planning and Development
Activity: 7410 – Planning and Development Administration
Account: 573002 – Community Betterment Program



BUDGET CALENDAR

	Jan	Feb	Mar	April	May	June
Strategic Planning & Budget Development						
▪ Budget Calendar presented to begin drafting of 2017 departmental Budget	➡					
▪ 1st Citizens Budget Committee - Budget Overview / Directive		➡				
▪ Dept Budget Meeting - Community Development / Parks & Recreation / Public Works			➡			
▪ Dept Budget Meeting -All Police units / Court Services			➡			
▪ Dept Budget Meeting - Mayor, City Manager & Council / City Clerk, Business Office, Finance, IT, HR, General Government			➡			
▪ Budget Meeting - Review of All CIP's-All Depts			➡			
▪ Budget Meeting - Initial Revenues			➡			
▪ Dept Directors finalize Budget			➡			
▪ Revenues Finalized - Changes no longer accepted			➡			
▪ Capital Projects finalized for all depts			➡			
▪ 2nd & 3rd Citizens Budget Committee			➡			
Finalize and Adopt						
▪ Budget Draft is finalized by City Manager				➡		
▪ Post Public Notice and E-mail newspaper for the three work sessions for the Council's review of the proposed budget				➡		
▪ Proposed 2017 Budget Draft presented to the Mayor and Council, and to the City Attorney for review*				➡		
▪ Budget Committee recommendation presented to Council				➡		
▪ First Council review of proposed revenues & proposed Dept Budget				➡		
▪ Second Council review of proposed Dept Budgets & proposed CIP's				➡		
▪ Post Public Hearing Notice and Adoption schedule-E-mail newspaper for the Public Hearing of the proposed budget before Council				➡		
▪ Final Council Review of proposed CIP's and Dept Budgets (if needed)				➡		
▪ Public Hearing					➡	
▪ Adoption of Budget						➡

*Charter requirement

BUDGET AT A GLANCE

The 2017 City of Duluth budget will become effective on July 1, 2016 and run through June 30, 2017. The City provides many services to its current residents and businesses, as well as planning for those that will be available in the future. The FY2017 Annual Budget accounts for over \$25 million* in general fund revenue, grants from a variety of sources and Fund Balance.

*This does not include the Capital Improvement program which is multi-year project based program and Component Units which are budgeted separately from the governmental operating budgets.

The Mayor and Council spend several sessions reviewing and revising the budget as presented by staff. The City Council makes the final determination as to how much money will be approved for the operating budget and capital improvement budget. The last step of the process is the public hearing, where citizen input is accepted and considered. Once adopted, the budget is put into place and becomes the spending plan for the fiscal year.

Property Tax Rates

Ad Valorem Property Taxes are the largest single revenue source for the City of Duluth. The millage rates have remained steady historically, as you can see from the previous table. The City has been able to accomplish this objective as a result of new residential and commercial development and also through wise financial management. This expansion in residential and commercial development increases the demand for City services. The City's goal is to try to maintain the current level of services with minimal tax increases for the citizens of Duluth.

In addition to other revenues, Property Taxes provide support for expenditures of all city departments, with the exception of project specific grant funds. An illustration of how your property tax bill is calculated is shown below and is based on the current millage rate of 5.991 (0.005991).

EXAMPLE:

Based on a home with a fair market value of \$200,000, the assessed value would be \$80,000 ($\$200,000 \times 40\%$), as tax bills are calculated using 40% of a property's fair market value. The amount billed for property taxes would be $\$80,000 \times .005991 = \479.28 per year. The property tax bill would be further reduced by any exemptions available to the property tax owner and the tax bill its self would be reduced by any tax credit available.



BUDGET AT A GLANCE

Balanced Budget

REVENUES

Projected Revenues and Grants	\$ 22,103,092
Prior Year Reserves	<u>3,771,124</u>
Total Revenues	<u>\$ 25,874,216</u>

EXPENDITURES

Operations Budget	\$ 21,238,180
Other Funds	<u>4,636,036</u>
Total Expenditures	<u>\$ 25,874,216</u>
Difference in Revenues and Expenditures	<u>\$ -0-</u>

Revenue Summary

In FY 2017, it is anticipated that the City will take in \$22,103,092 in revenue and various grants. This includes funds received from taxes, license fees, fines, user fees, intergovernmental grants, and bonds. For FY 2017, the City has budgeted to expend \$25,874,216. As a result, it will be necessary to use \$3,771,124 of the City's savings (prior year reserves) to fund the budgeted expenditures. Therefore, in FY2017 the City has a balanced budget.



BUDGET AT A GLANCE

ORDINANCE

TO ADOPT THE FISCAL YEAR 2017 BUDGET FOR EACH FUND OF THE CITY OF DULUTH, GEORGIA, APPROPRIATING THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES/EXPENSES, ADOPTING THE SEVERAL ITEMS OF REVENUE ANTICIPATIONS, AND PROHIBITING EXPENDITURES OR EXPENSES FROM EXCEEDING THE ACTUAL FUNDING AVAILABLE. THE FISCAL YEAR 2017 BUDGET IS ATTACHED AS EXHIBIT "A."

WHEREAS, sound governmental operations require a budget in order to plan the financing of services for the residents of the City of Duluth; and

WHEREAS, Title 36, Chapter 81, Article 1 of the Official Code of Georgia, Annotated (OCGA) requires a balanced budget for the City's fiscal year, which runs from July ^{Pt} to June 30th of each year; and

WHEREAS, the City Council held public hearings on May 9, 2016, and June 13, 2016, duly noticed as prescribed by law and published in the Gwinnett Daily Post at which time the public was given the opportunity to voice their protests, suggestions, or criticisms, if any, on the budget; and

WHEREAS, the Mayor and Council of the City of Duluth have reviewed the proposed FY17 budget as presented by the City Manager; and

WHEREAS, each of these funds is a balanced budget, so that anticipated revenues and other financial resources for each fund equal the proposed expenditures or expenses; and

WHEREAS, the Mayor and Council wish to adopt this proposal as the Fiscal Year 2017 Annual Budget, effective July 1, 2016 to June 30, 2017.

NOW THEREFORE, the Council of the City of Duluth, Georgia hereby ordains as follows:

- Section 1. That the proposed Fiscal Year 2017 Budget attached hereto as shown on Exhibit "A" and incorporated herein as a part of this Ordinance is hereby adopted as the Budget for the City of Duluth, Georgia for Fiscal Year 2017 with a tentative millage rate of 5.991 mills.
- Section 2. That the several items of revenues, other financial resources, and sources of cash shown in the budget for each fund in the amounts anticipated are hereby adopted, and that the several amounts shown in the budget for each fund as proposed expenditures or expense, and uses of cash are hereby appropriated to the departments named in each fund.
- Section 3. That the "Legal levels of Control" as defined in OCGA 36-81 are set at the departmental fund level.
- Section 4. That all appropriations shall lapse at the end of the fiscal year.

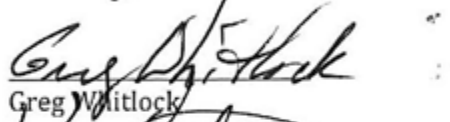
BUDGET AT A GLANCE

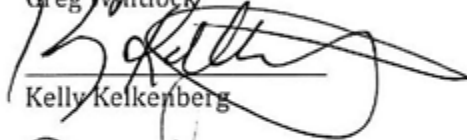
Section 5. That this Ordinance shall be and remain in full force and effect from and after its date of adoption.

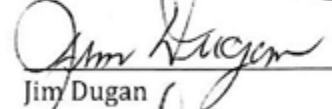
IT IS SO ORDAINED this 13th day of June, 2016.

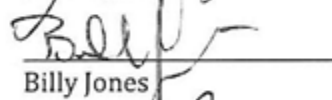
Those councilmembers
voting in favor:

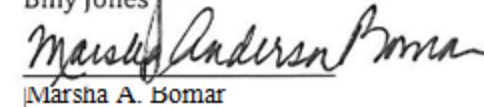

Mayor Nancy Harris


Greg Whitlock


Kelly Kelkenberg

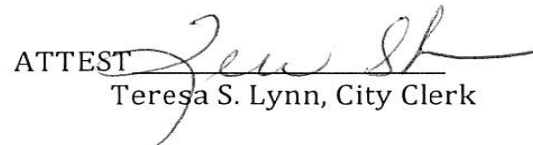

Jim Dugan


Billy Jones


Marsha A. Bomar

Those councilmembers
voting in opposition:

ATTEST


Teresa S. Lynn, City Clerk

FUND BALANCE

ALL FUNDS SUMMARY

		FY14		FY15		FY16		FY17
		Actual		Actual		Amended Budget		Adopted Budget
BEGINNING BALANCE	\$	2,611,839	\$	4,119,520	\$	1,991,312	\$	(533,861)
REVENUES/SOURCES								
General Fund		16,960,452		17,973,301		17,507,411		17,544,119
Special Revenue Fund		156,794		216,871		239,820		206,397
Enterprise Fund		2,552,522		778,203		775,600		830,836
Internal Service Fund		337,108		324,754		324,800		325,040
Trust & Agency Fund		2,761,369		2,761,369		3,345,520		3,196,700
Component Unit		1,802,141		1,945,208		2,779,699		2,431,418
Total Revenue/Sources		24,570,386		23,999,706		24,972,850		24,534,510
EXPENDITURES/USES								
General Fund		17,931,675		20,051,728		21,401,014		21,238,180
Special Revenue Fund		178,403		231,218		495,822		363,970
Enterprise Fund		650,329		1,347,553		1,098,249		725,998
Internal Service Fund		336,812		406,507		303,520		349,368
Trust & Agency Fund		2,761,369		2,761,369		3,345,520		3,196,700
Component Unit		1,204,117		1,329,539		853,898		778,718
Total Expenditures/Uses		23,062,705		26,127,914		27,498,023		26,652,934
Excess Revenues over Expenditures		1,507,681		(2,128,208)		(2,525,173)		(2,118,424)
ENDING BALANCE	\$	4,119,520	\$	1,991,312	\$	(533,861)	\$	(2,652,285)

FUND BALANCE

ALL FUNDS DETAIL

		FY14		FY15		FY16		FY17
		Actual		Actual		Amended Budget		Adopted Budget
BEGINNING BALANCE	\$	2,611,839	\$	4,119,520	\$	1,991,312	\$	(533,861)
REVENUES/SOURCES								
<i>General Fund</i>								
General Property Tax		9,045,691		9,167,465		9,370,600		9,446,331
Excise Tax		613,121		645,817		618,500		625,000
Business Tax		2,446,375		2,635,987		2,515,000		2,629,000
Penalty & Interest on Delinquent Taxes		70,236		70,696		61,900		49,900
Licenses & Permits		442,687		801,160		614,100		668,400
Intergovernmental Revenues		1,136,793		1,144,442		1,111,357		1,123,198
Charges for Service		595,756		627,274		589,818		591,838
Fines & Forfeitures		2,094,554		2,354,902		2,300,100		2,100,100
Investment Income		67,890		65,246		49,500		54,300
Contributions & Donations		11,778		116,352		63,950		26,900
Miscellaneous Revenue		110,330		216,247		104,775		106,676
Other Financing Sources		325,241		127,714		107,811		122,476
Total General Fund		16,960,452		17,973,301		17,507,411		17,544,119
<i>Enterprise Fund</i>								
Stormwater		2,552,522		778,203		775,600		830,836
Total Enterprise Fund		2,552,522		778,203		775,600		830,836
<i>Internal Service Fund</i>								
Workers Compensation Fund		254,360		254,754		254,800		255,040
Health Reimbursement Account		82,748		70,000		70,000		70,000
Total Internal Service Fund	\$	337,108	\$	324,754	\$	324,800	\$	325,040

Continued on next page

FUND BALANCE

ALL FUNDS DETAIL

L FUNDS DETAIL

	FY14	FY15	FY16	FY17
	Actual	Actual	Amended Budget	Adopted Budget
Special Revenue				
Greenspace Program	\$ -	\$ -	\$ -	\$ -
Landscaping Tree Fund	-	-	-	-
Sidewalk Fund	-	-	-	-
Public Art Fund	-	30,000	1,000	1,000
Federal Drug Fund	-	2,564	-	-
State Drug Fund	2,628	15,564	15,000	40,000
H.E.A.T	17,831		-	-
J.A.G		-	-	-
Rental Car Tax	35,969	46,311	102,625	47,400
Police Technology Fund	94,931	111,582	112,000	110,000
Mounted Patrol		-	-	-
COPS Fundraiser	5,435	10,850	9,195	7,997
Gateway Grant Buford Highway	-	5,762	55,728	-
Total Special Revenue	156,794	216,871	239,820	206,397
Trust & Agency Fund				
Municipal Court	2,761,369	2,761,369	3,345,520	3,196,700
Total Trust & Agency Fund	2,761,369	2,761,369	3,345,520	3,196,700
Component Unit				
DDA	778,956	931,014	1,756,887	1,407,228
URA	1,023,185	1,014,194	1,022,812	1,024,190
Total Component Unit	1,802,141	1,945,208	2,779,699	2,431,418
Total Revenue/Sources	\$ 24,570,386	\$ 23,999,706	\$ 24,972,850	\$ 24,534,510
Continued on next page				

FUND BALANCE

ALL FUNDS DETAIL

	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget
EXPENDITURES/USES				
<i>General Fund</i>				
Mayor & Council	\$ 61,878	\$ 74,441	\$ 175,994	\$ 187,797
City Manager	499,284	355,013	395,503	462,517
City Clerk/Business Office	2,358,498	2,510,086	2,819,051	2,897,670
Public Information & Marketing	564,526	691,332	687,341	673,849
Municipal Court	538,111	544,845	629,503	641,444
Public Safety	7,454,234	7,572,737	8,570,595	8,665,984
Public Works	1,269,950	1,498,108	1,737,292	1,693,552
Parks & Recreation	1,595,935	1,705,062	1,792,950	1,794,668
Planning & Development	1,216,353	1,047,021	1,194,591	1,254,978
General Governmental	2,372,906	4,053,084	3,398,194	2,965,721
Total General Fund	17,931,675	20,051,728	21,401,014	21,238,180
<i>Enterprise Fund</i>				
Stormwater	650,329	1,347,553	1,098,249	725,998
Total Enterprise Fund	650,329	1,347,553	1,098,249	725,998
<i>Internal Service Fund</i>				
Workers Compensation Fund	301,654	351,872	217,880	270,228
Health Reimbursement Account	35,158	54,635	85,640	79,140
Total Internal Service Fund	\$ 336,812	\$ 406,507	\$ 303,520	\$ 349,368

Continued on next page

FUND BALANCE

ALL FUNDS DETAIL

	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget
<i>Special Revenue</i>				
Greenspace Program	\$ -	\$ -	\$ 59,467	\$ 59,467
Landscaping Tree Fund	1,500	-	3,779	3,779
Sidewalk Fund	-	-	8,000	8,000
Public Art Fund	-	30,000	10,000	1,000
Federal Drug Fund	28,148	-	727	727
State Drug Fund	30,283	16,457	26,783	88,000
H.E.A.T	-	-	-	-
J.A.G	894	-	-	-
Rental Car Tax	9,225	32,324	216,145	50,000
Police Technology Fund	100,000	100,000	112,000	100,000
Mounted Patrol	4,422	-	645	2,997
COPS Fundraiser	3,931	52,437	58,276	50,000
Gateway Grant Buford Highway	-	5,762	55,728	-
Total Special Revenue	178,403	231,218	495,822	363,970
<i>Trust & Agency Fund</i>				
Municipal Court	2,761,369	2,761,369	3,345,520	3,196,700
Total Trust & Agency Fund	2,761,369	2,761,369	3,345,520	3,196,700
<i>Component Unit</i>				
DDA	937,842	1,084,039	661,086	604,528
URA	266,275	245,500	192,812	174,190
Total Component Unit	1,204,117	1,329,539	853,898	778,718
Total Expenditures/Uses	23,062,705	26,127,914	27,498,023	26,652,934
Excess Revenues over Expenditures	1,507,681	(2,128,208)	(2,525,173)	(2,118,424)
ENDING BALANCE	\$ 4,119,520	\$ 1,991,312	\$ (533,861)	\$ (2,652,285)

FUND BALANCE

ALL FUNDS BALANCE CHANGE

CHANGE IN ENDING FUND BALANCE 2016 AMENDED BUDGET COMPARED TO 2017 ADOPTED				
	2016 Amended Ending Fund Balance	2017 Adopted Ending Fund Balance	Change in Fund Balance	% Change
General Fund	\$ 8,510,709	\$ 4,816,647	\$ (3,694,061)	-43%
Special Revenue Fund	(14,251)	(171,824)	(157,573)	1106%
Enterprise Fund	1,539,364	1,644,202	104,838	7%
Internal Service Fund	610,218	585,890	(24,328)	-4%
Component Unit	(11,179,901)	(9,527,201)	1,652,700	-15%
	\$ (533,861)	\$ (2,652,285)	\$ (2,118,424)	397%

Explanation of Changes in Fund Balance Greater Than 10%

General Fund - FY 2017 expenditures are projected to exceed revenues by \$3,694,061. This is largely due to budget practices that budget revenues conservatively and expenditures without discounting, often leaving funds unspent. Economic development in the downtown, greater than forecast, should produce higher revenues and help to balance the budget. Overall funds needed to balance the budget are \$199,542 less than FY16.

Special Revenue Fund - Greenspace Program, Landscaping/Tree and Sidewalk funds will use fund balance for downtown streetscaping project and the funds will be closed. State Drug fund may also use fund balance to purchase police equipment. The police department is again request additional funds from COPS Fundraiser Fund to mentor youth in the City.

Component Unit - Main revenue source is the transfer of funds from the General Fund to pay semi-annual bond payments. Higher bond principal payments will result in a positive change in the overall fund balance.

FUND BALANCE

GENERAL FUND

	FY14		FY15		FY16		FY17	
	Actual		Actual		Amended Budget		Adopted Budget	
BEGINNING BALANCE	\$	15,453,962	\$	14,482,739	\$	12,404,312	\$	8,510,709
REVENUES/SOURCES								
General Property Tax		9,045,691		9,167,465		9,370,600		9,446,331
Excise Tax		613,121		645,817		618,500		625,000
Business Tax		2,446,375		2,635,987		2,515,000		2,629,000
Penalty & Interest on Delinquent Taxes		70,236		70,696		61,900		49,900
Licenses & Permits		442,687		801,160		614,100		668,400
Intergovernmental Revenues		1,136,793		1,144,442		1,111,357		1,123,198
Charges for Service		595,756		627,274		589,818		591,838
Fines & Forfeitures		2,094,554		2,354,902		2,300,100		2,100,100
Investment Income		67,890		65,246		49,500		54,300
Contributions & Donations		11,778		116,352		63,950		26,900
Miscellaneous Revenue		110,330		216,247		104,775		106,676
Other Financing Sources		325,241		127,714		107,811		122,476
Total Revenue/Sources		16,960,452		17,973,301		17,507,411		17,544,119
EXPENDITURES/USES								
Mayor & Council		61,878		74,441		175,994		187,797
City Manager		499,284		355,013		395,503		462,517
City Clerk/Business Office		2,358,498		2,510,086		2,819,051		2,897,670
Public Information & Marketing		564,526		691,332		687,341		673,849
Municipal Court		538,111		544,845		629,503		641,444
Public Safety		7,454,234		7,572,737		8,570,595		8,665,984
Public Works		1,269,950		1,498,108		1,737,292		1,693,552
Parks & Recreation		1,595,935		1,705,062		1,792,950		1,794,668
Planning & Development		1,216,353		1,047,021		1,194,591		1,254,978
General Governmental		2,372,906		4,053,084		3,398,194		2,965,721
Total Expenditures/Uses		17,931,675		20,051,728		21,401,014		21,238,180
Excess Revenues over Expenditures		(971,223)		(2,078,427)		(3,893,603)		(3,694,061)
ENDING BALANCE	\$	14,482,739	\$	12,404,312	\$	8,510,709	\$	4,816,647

FUND BALANCE

SPECIAL REVENUE FUND

	FY14		FY15		FY16		FY17	
	Actual		Actual		Amended Budget		Adopted Budget	
BEGINNING BALANCE	\$	277,707	\$	256,098	\$	241,751	\$	(14,251)
REVENUES/SOURCES								
Greenspace Program	-	-	-	-	-	-	-	-
Landscaping Tree Fund	-	-	-	-	-	-	-	-
Sidewalk Fund	-	-	-	-	-	-	-	-
Public Art Fund	-	30,000	-	1,000	-	1,000	-	1,000
Federal Drug	-	2,564	-	-	-	-	-	-
State Drug	2,628	15,564	-	15,000	-	40,000	-	40,000
HEAT Grant	17,831	-	-	-	-	-	-	-
J.A.G	-	-	-	-	-	-	-	-
Rental Vehicle	35,969	46,311	-	102,625	-	47,400	-	47,400
Police Tech	94,931	111,582	-	112,000	-	110,000	-	110,000
Mounted Patrol	-	-	-	-	-	-	-	-
COPS Fundraiser	5,435	10,850	-	9,195	-	7,997	-	7,997
Gateway Grant Buford Highway	-	5,762	-	55,728	-	-	-	-
Total Revenue/Sources	156,794	222,633	295,548	206,397				
EXPENDITURES/USES								
Greenspace Program	-	-	59,467	59,467	-	-	-	-
Landscaping Tree Fund	1,500	-	3,779	3,779	-	-	-	-
Sidewalk Fund	-	-	8,000	8,000	-	-	-	-
Public Art Fund	-	30,000	10,000	1,000	-	-	-	-
Federal Drug	28,148	-	727	727	-	-	-	-
State Drug	30,283	16,457	26,783	88,000	-	-	-	-
HEAT Grant	-	-	-	-	-	-	-	-
J.A.G	894	-	-	-	-	-	-	-
Rental Vehicle	9,225	32,324	216,145	50,000	-	-	-	-
Police Tech	100,000	100,000	112,000	100,000	-	-	-	-
Mounted Patrol	4,422	-	645	2,997	-	-	-	-
COPS Fundraiser	3,931	52,437	58,276	50,000	-	-	-	-
Gateway Grant Buford Highway	-	5,762	55,728	-	-	-	-	-
Total Expenditures/Uses	178,403	236,980	551,550	363,970				
Excess Revenues over Expenditures	(21,609)	(14,347)	(256,002)	(157,573)				
ENDING BALANCE	\$	256,098	\$	241,751	\$	(14,251)	\$	(171,824)

FUND BALANCE

ENTERPRISE FUND

		FY14 Actual		FY15 Actual		FY16 Amended Budget		FY17 Adopted Budget
BEGINNING BALANCE	\$	529,170	\$	2,431,363	\$	1,862,013	\$	1,539,364
REVENUES/SOURCES								
Stormwater		2,552,522		778,203		775,600		830,836
Total Revenue/Sources		2,552,522		778,203		775,600		830,836
EXPENDITURES/USES								
Stormwater		650,329		1,347,553		1,098,249		725,998
Total Expenditures/Uses		650,329		1,347,553		1,098,249		725,998
Excess Revenues over Expenditures		1,902,193		(569,350)		(322,649)		104,838
ENDING BALANCE	\$	2,431,363	\$	1,862,013	\$	1,539,364	\$	1,644,202

FUND BALANCE

INTERNAL SERVICE FUND

		FY14		FY15		FY16		FY17
		Actual		Actual		Amended Budget		Adopted Budget
BEGINNING BALANCE	\$	670,395	\$	670,691	\$	588,938	\$	610,218
REVENUES/SOURCES								
Work Comp		254,360		254,754		254,800		255,040
HRA		82,748		70,000		70,000		70,000
Total Revenue/Sources		337,108		324,754		324,800		325,040
EXPENDITURES/USES								
Work Comp		301,654		351,872		217,880		270,228
HRA		35,158		54,635		85,640		79,140
Total Expenditures/Uses		336,812		406,507		303,520		349,368
Excess of Revenues over Expenditures		296		(81,753)		21,280		(24,328)
ENDING BALANCE	\$	670,691	\$	588,938	\$	610,218	\$	585,890

FUND BALANCE

TRUST & AGENCY FUND

		FY14		FY15		FY16		FY17
		Actual		Actual		Amended		Adopted
						Budget		Budget
BEGINNING BALANCE	\$	-	\$	-	\$	-	\$	-
REVENUES/SOURCES								
Municipal Court		2,761,369		2,761,369		3,345,520		3,196,700
Total Revenue/Sources		2,761,369		2,761,369		3,345,520		3,196,700
EXPENDITURES/USES								
Municipal Court		2,761,369		2,761,369		3,345,520		3,196,700
Total Expenditures/Uses		2,761,369		2,761,369		3,345,520		3,196,700
Excess of Revenues over Expenditures		-		-		-		-
ENDING BALANCE	\$	-	\$	-	\$	-	\$	-

FUND BALANCE

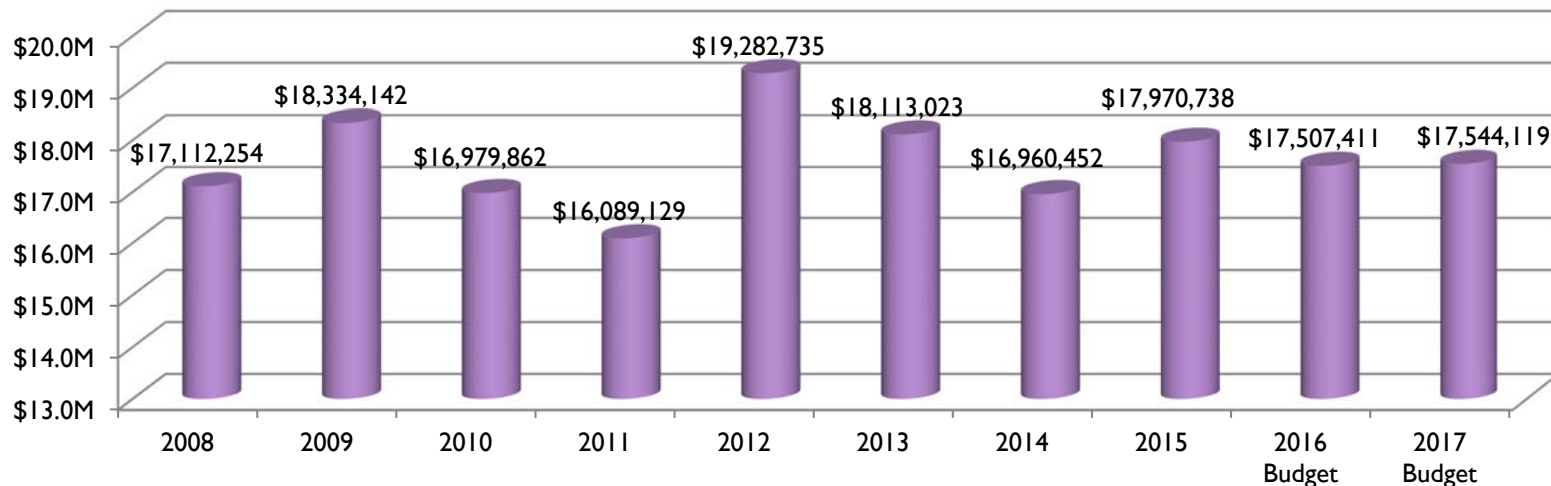
COMPONENT UNITS

		FY14 Actual		FY15 Actual		FY16 Amended Budget		FY17 Adopted Budget
BEGINNING BALANCE	\$	(14,319,395)	\$	(13,721,371)	\$	(13,105,702)	\$	(11,179,901)
REVENUES/SOURCES								
DDA		778,956		931,014		1,756,887		1,407,228
URA		1,023,185		1,014,194		1,022,812		1,024,190
Total Revenue/Sources		1,802,141		1,945,208		2,779,699		2,431,418
EXPENDITURES/USES								
DDA		937,842		1,084,039		661,086		604,528
URA		266,275		245,500		192,812		174,190
Total Expenditures/Uses		1,204,117		1,329,539		853,898		778,718
Excess Revenues over Expenditures		598,024		615,669		1,925,801		1,652,700
ENDING BALANCE	\$	(13,721,371)	\$	(13,105,702)	\$	(11,179,901)	\$	(9,527,201)

GENERAL FUND REVENUES

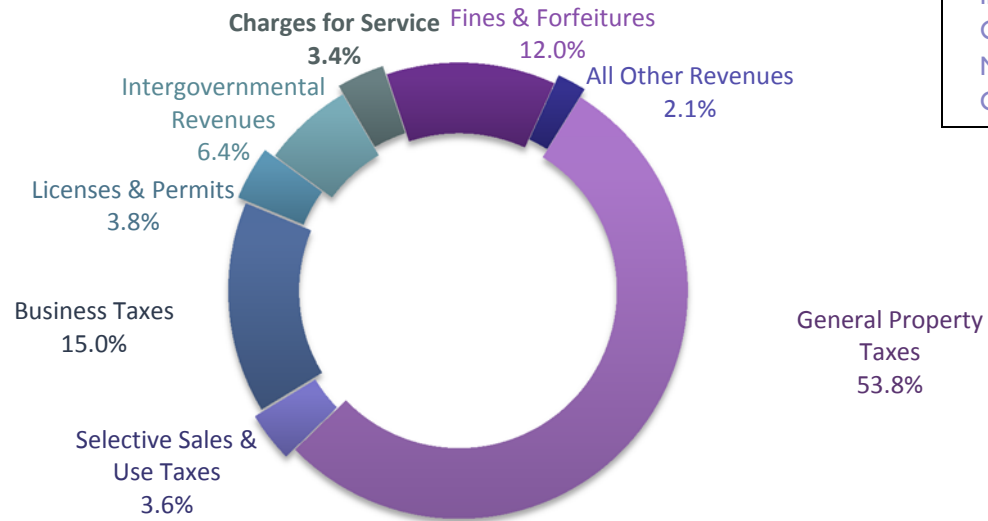
Description	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change	% Total
General Property Taxes	\$ 9,045,691	\$ 9,167,465	\$ 9,370,600	\$ 9,446,331	\$ 75,731	0.8%	53.8%
Selective Sales & Use Taxes	613,121	645,817	618,500	625,000	6,500	1.1%	3.6%
Business Taxes	2,446,375	2,635,987	2,515,000	2,629,000	114,000	4.5%	15.0%
Penalties & Interest on Delinquent Taxes	70,236	70,696	61,900	49,900	(12,000)	-19.4%	0.3%
Licenses & Permits	442,687	801,660	614,100	668,400	54,300	8.8%	3.8%
Intergovernmental Revenues	1,136,793	1,144,442	1,111,357	1,123,198	11,841	1.1%	6.4%
Charges for Service	595,756	627,274	589,818	591,838	2,020	0.3%	3.4%
Fines & Forfeitures	2,094,554	2,354,902	2,300,100	2,100,100	(200,000)	-8.7%	12.0%
Investment Income	67,890	65,246	49,500	54,300	4,800	9.7%	0.3%
Contributions & Donations	11,778	116,352	63,950	26,900	(37,050)	-57.9%	0.2%
Miscellaneous Revenue	110,330	215,747	104,775	105,676	901	0.9%	0.6%
Other Financing Sources	325,241	125,150	107,811	123,476	15,665	14.5%	0.7%
Total Operating Revenue:	\$ 16,960,452	\$ 17,970,738	\$ 17,507,411	\$ 17,544,119	\$ 36,708	0.2%	100%

The overall budgeted revenue \$17,544,119 has increased by \$36,708 from the FY 2016 amended budget.

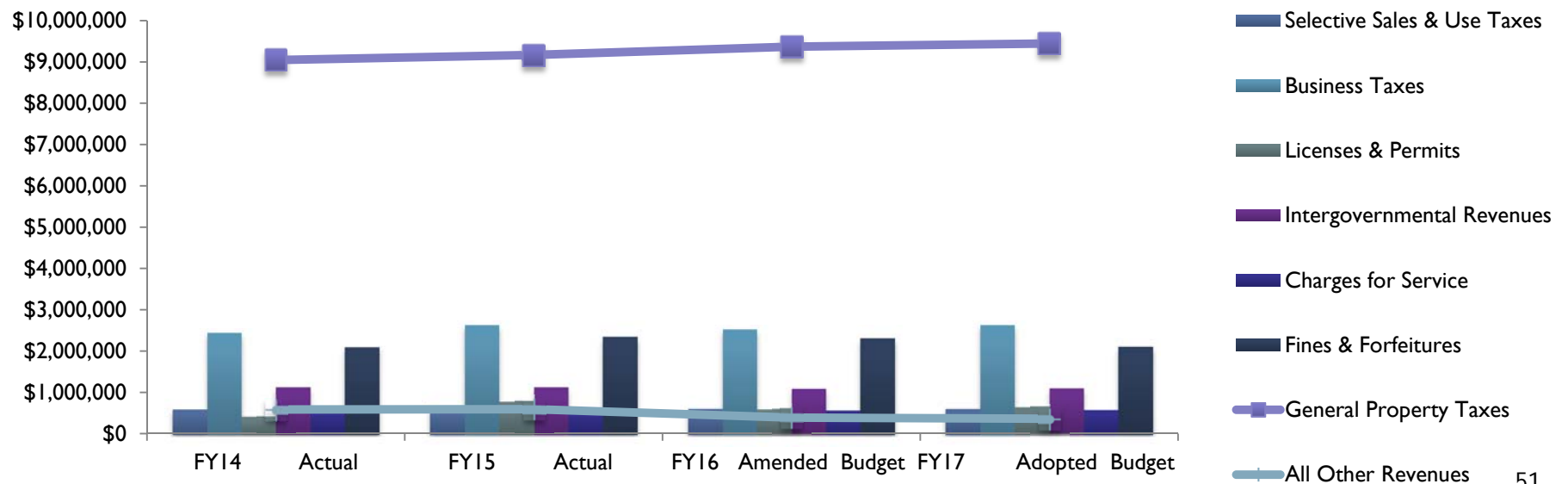


Total Revenue

GENERAL FUND REVENUES



All Other Revenue:
 Penalties & Interest on Delinquent Taxes
 Investment Income
 Contributions & Donations
 Miscellaneous Revenue
 Other Financing Sources

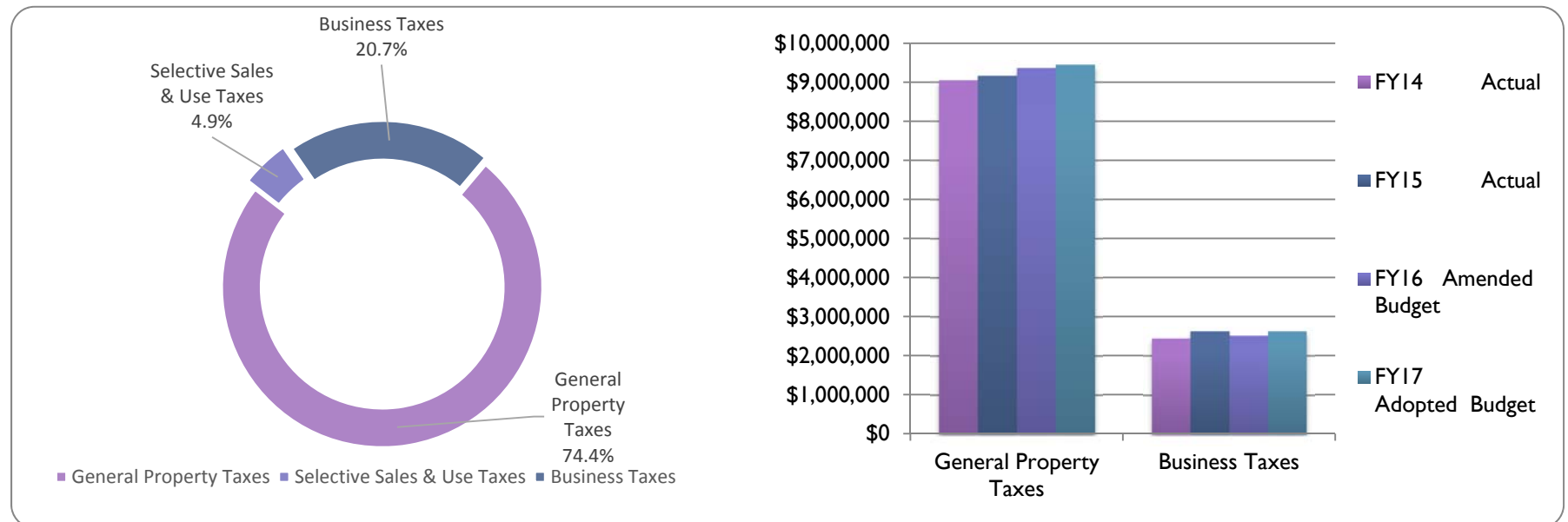


REVENUE – GENERAL FUND

June 30, 2016 to July 1, 2017

Taxes

The City of Duluth's main revenue source is collected through Taxes. There are four primary categories for tax revenues: General Property Taxes, Excise Taxes, Business Taxes, and Penalties and Interest on Delinquent Taxes. This category represents 72.7% of the total FY 2017 proposed general fund revenues. The City has budgeted to collect \$12,750,231 in Tax revenue during FY 2017, an increase of 1.5% from FY 2016. Most of newly built residential and commercial units are not included in FY 2017 tax revenue yet thus there is no noticeable increase in Taxes revenue.

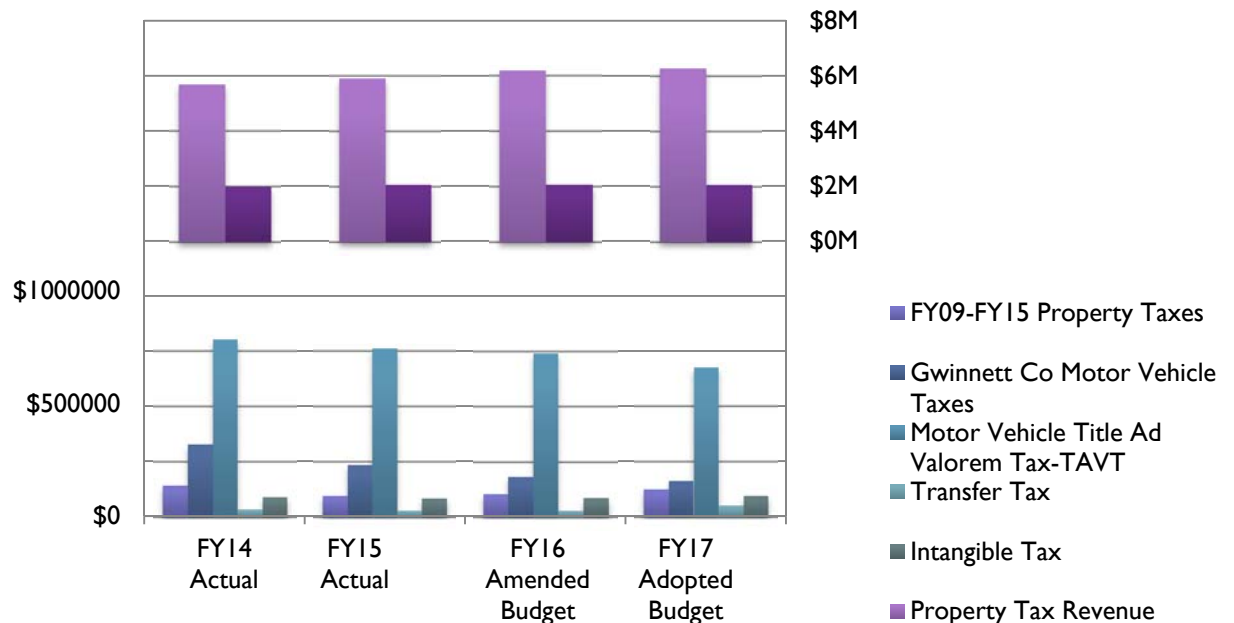
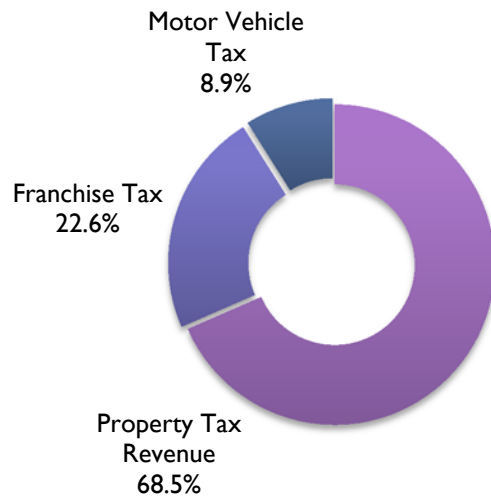


GENERAL FUND REVENUES

GENERAL PROPERTY TAX

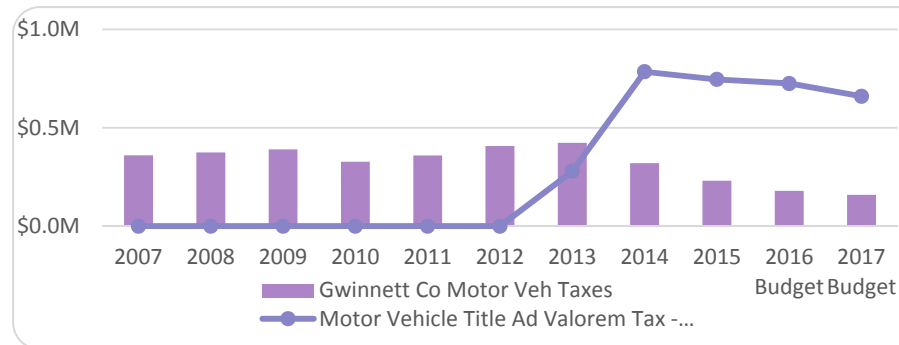
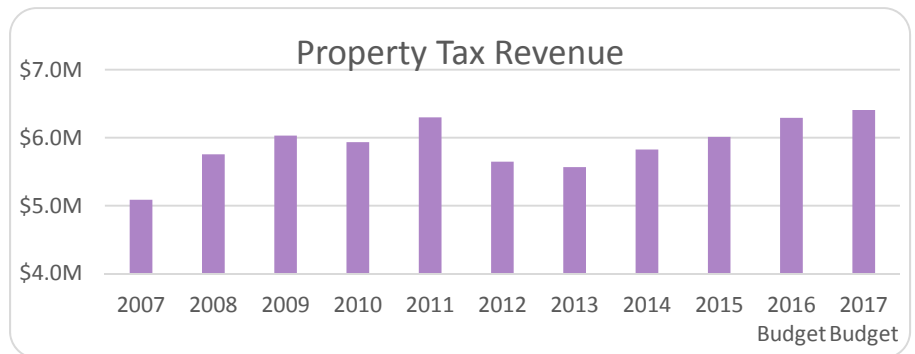
General Property Tax	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Property Tax Revenue	\$ 5,684,289	\$ 5,916,845	\$ 6,190,000	\$ 6,285,000	\$ 95,000	1.5%
FY09-FY15 Property Taxes	140,059	94,436	101,600	122,331	20,731	20.4%
Gwinnett Co Motor Vehicle Taxes	320,755	231,005	180,000	160,000	(20,000)	-11.1%
Motor Vehicle Title Ad Valorem Tax-TAVT	784,491	745,570	725,000	660,000	(65,000)	-9.0%
Transfer Tax	34,273	28,739	29,000	50,000	21,000	72.4%
Intangible Tax	88,210	83,343	85,000	94,000	9,000	10.6%
Franchise Tax	1,993,614	2,067,526	2,060,000	2,075,000	15,000	0.7%
Total:	\$ 9,045,691	\$ 9,167,465	\$ 9,370,600	\$ 9,446,331	\$ 75,731	0.8%

General Property Taxes are ad valorem taxes levied on an assessed valuation of Real and/or Personal Property, Motor Vehicles, Intangible Taxes and Franchise Taxes within the City limits of Duluth. The City projects 0.8% more general property tax revenue than FY 2016. Current active development within the City will not affect FY 2017 revenue since most of them are not included in City's tax bill yet.



GENERAL FUND REVENUES

Property Taxes: Each year the Duluth City Council adopts a property tax rate for the ensuing fiscal year. Bills are mailed each fall, after the tax digest has been reviewed and approved by the Georgia Department of Revenue. The Tax Commissioner of Gwinnett County is responsible for preparing the annual digest and submitting it to the City. The assessed valuation is 40% of the actual value of the property. 90% of property taxes are collected on or before November 30th. Collections received after November 30th are considered delinquent and penalties accrue. With the millage rate remaining the same at 5.991, we projects FY17 property tax revenue of \$6,285,000 – an increase of \$95,000 from FY 16.



Gwinnett Motor Vehicle Taxes: Revenues that are received from ad valorem taxes levied on motor vehicle personal property. Effective March 1, 2013, House Bill 386 removed the sales tax and the annual ad valorem tax on newly purchased vehicles. It replaced these taxes with a new Motor Vehicle Title Ad Valorem Tax (TAVT) that is expected to phase in over several years while the old tax is phase out. When you consider taxing methods and the fair market values used by both taxes, the new TAVT is expected to generate more revenue than the prior Gwinnett Co Motor Vehicle Tax.

Transfer Taxes: This revenue is collected as a real estate excise tax on transactions involving the sale of property. It is imposed at \$1 on the first \$1,000 or fractional value, then \$.10 per additional \$100 of value. The tax is divided among overlapping local governments proportionally, based on millage rates.

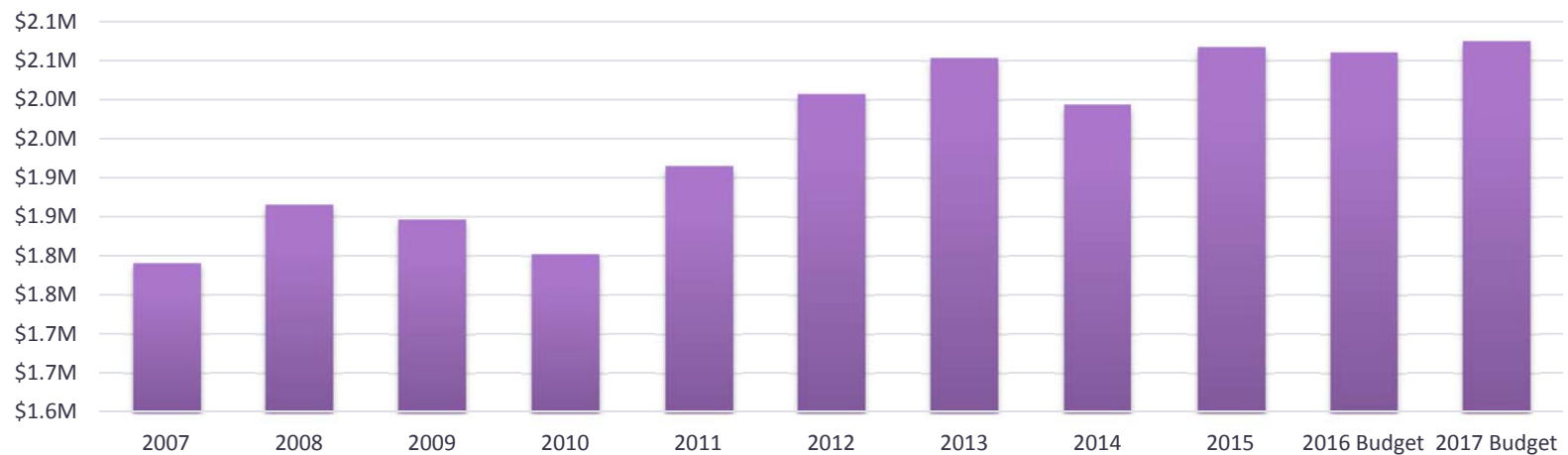
Intangible Taxes: Revenues that are received from a tax on long term notes secured by real estate. The tax is imposed at a rate of \$1.50 for each \$500 of long term indebtedness.



GENERAL FUND REVENUES

Franchise Taxes: Taxes imposed on private companies for the privilege of using public property for private purposes. Public Utilities operating within the City of Duluth must pay to the City a franchise fee in return for the right to do business within the City and for the right to use public rights-of way for transmission lines, pipes, wires, etc. The City receives franchise fees from Ga. Power, Jackson EMC, Republic Services, Atlanta Gas Light Company, AT&T, American Towers, and the Cable TV companies. These funds are collected quarterly, with the exception of Ga. Power which is the largest and is collected annually in late February.

Franchise Tax

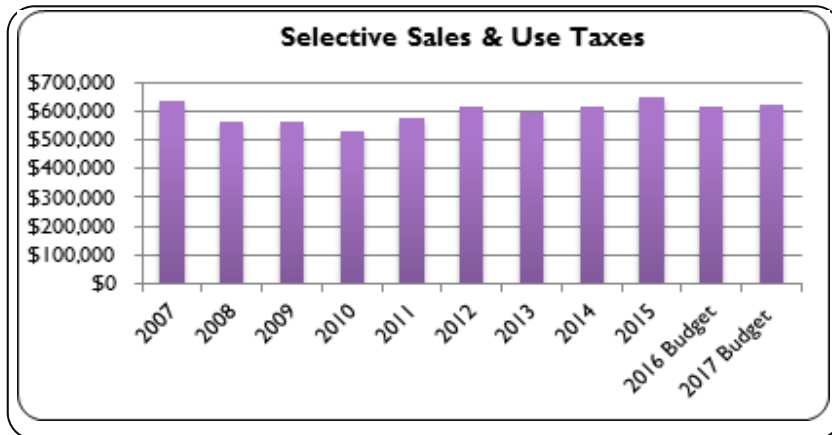


GENERAL FUND REVENUES

Selective Sales and Use Taxes	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Alcohol Beverage Tax	\$ 564,317	\$ 585,349	\$ 565,000	\$ 570,000	\$ 5,000	0.9%
Mixed Drink Excise Tax	44,718	52,331	44,000	44,000	-	0.0%
Energy Excise Tax	4,086	8,137	9,500	11,000	1,500	15.8%
Total:	\$ 613,121	\$ 645,817	\$ 618,500	\$ 625,000	\$ 6,500	1.1%

Selective Sales and Use Taxes

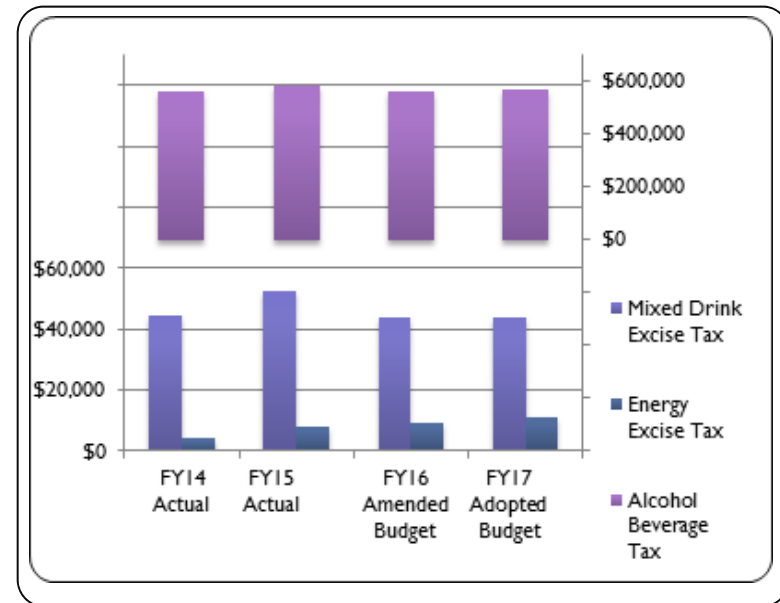
Selective Sales and Use Taxes are levied on the sale, distribution and consumption of selected goods and services in the City limits. This category represents 3.6% of the total FY 2017 general fund revenues. Projections are based on recent years' trends and overall increase of 1.1% of this revenue category is projected.



Alcohol Beverage Tax: Taxes that are levied on the distribution of distilled spirits, malt beverages, and wine.

Mixed Drink Excise Tax: Taxes that are levied on the sale of distilled spirits by the drink.

Energy Excise Tax: House Bill 386 authorized a new local excise tax on energy that is levied on the sales, use, storage, or consumption of energy.



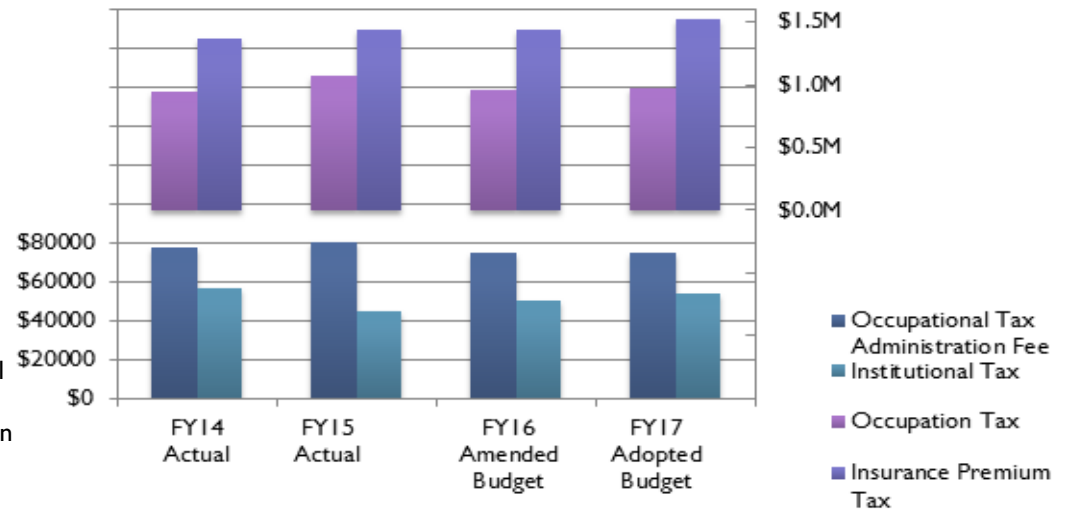
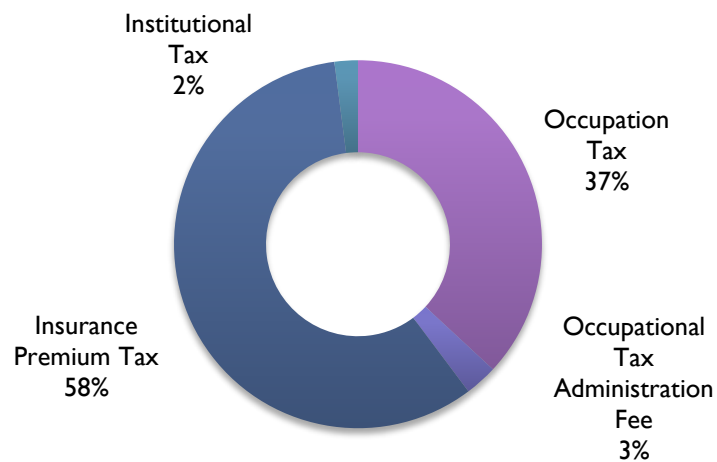
GENERAL FUND REVENUES

Business Taxes

Business Taxes are revenues from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City limit. This category represents 15% of the total FY 2017 general fund revenues and is projected to increase by 4.5% from FY 2016 based on new Commercial & Residential developments in the city and the recent years' trend.



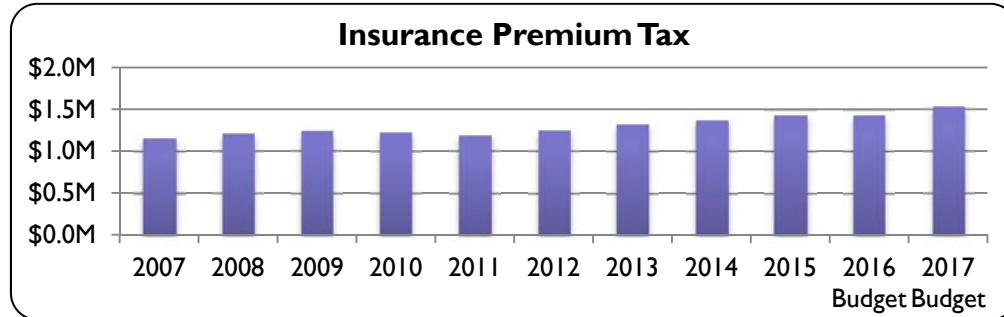
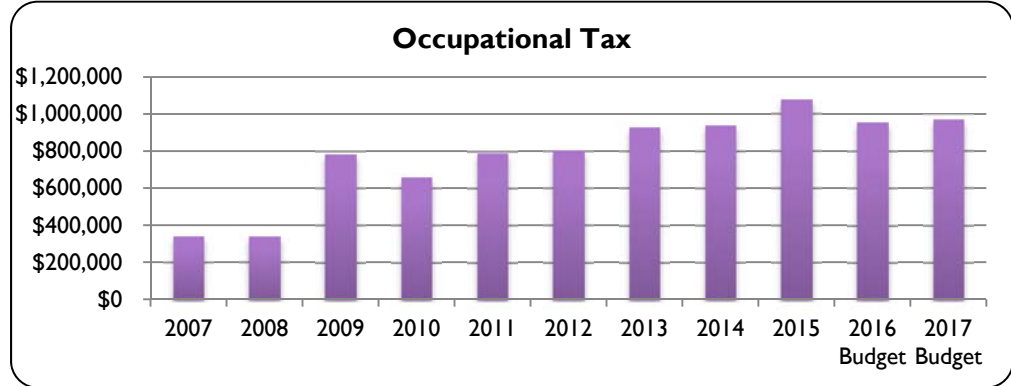
Business Tax	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Occupation Tax	\$ 940,514	\$ 1,075,851	\$ 955,000	\$ 970,000	\$ -	1.6%
Occupational Tax Administration Fee	77,239	80,557	75,000	75,000	(11,000)	0.0%
Insurance Premium Tax	1,372,134	1,434,719	1,435,000	1,530,000	-	6.6%
Institutional Tax	56,489	44,859	50,000	54,000	(1,000)	8.0%
Total:	\$ 2,446,375	\$ 2,635,987	\$ 2,515,000	\$ 2,629,000	\$ 114,000	4.5%



GENERAL FUND REVENUES

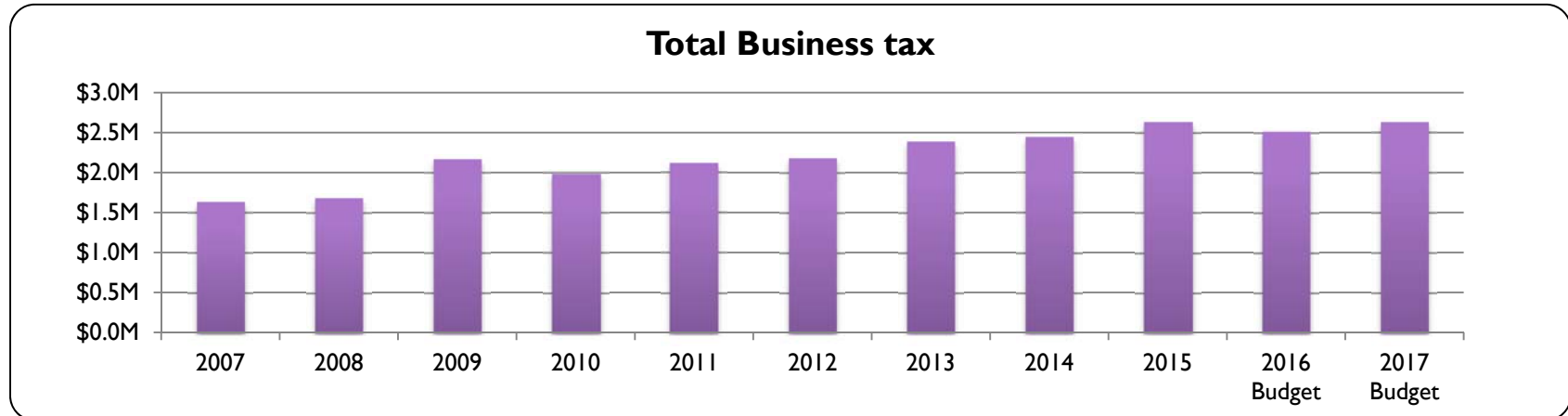
Occupational Taxes: Taxes levied on businesses and practitioners of occupations and professions which maintain a physical location or office within the City limits. This tax is based on one or more the following: flat tax, probability, and/or gross receipts. Such taxes are due at the time the business begins operation and are renewed thereafter on or before January 30th each year.

Occupational Tax Administration Fees: These funds are collected to cover the administrative costs associated with the processing of the Occupational Tax Applications.



Insurance Premium Tax: The State of Georgia levies a tax on insurance premiums collected within the City limits. Revenue from this tax is then distributed back to the City each October.

Institutional Tax: Taxes on depository financial institutions located in the City limits. Renewals are mailed out in January with a March 31st deadline. The majority of these funds are collected in March.



GENERAL FUND REVENUES

Penalty & Interest on Delinquent Taxes

Penalties and interest on delinquent taxes are amounts assessed as penalties for the payment of taxes after their due date, and the interest charged on delinquent taxes from their due date to the date of actual payment. The projected amounts are based on the recent years' trend.

Penalties & Interest on Delinquent Taxes	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Interest on Delinquent Taxes	\$ 25,443	\$ 21,134	\$ 19,000	\$ 19,000	\$ -	0.0%
Tax Penalty	29,960	31,279	31,000	20,000	(11,000)	-35.5%
Alcohol Late Penalty	1,945	-	100	100	-	0.0%
Occupational Tax Penalty	11,091	16,890	10,000	9,000	(1,000)	-10.0%
Tax FIFA Cost	1,797	1,392	1,800	1,800	-	0.0%
Total:	\$ 70,236	\$ 70,696	\$ 61,900	\$ 49,900	\$ (12,000)	-19.4%

Interest on Delinquent Taxes: All tax payments that are considered delinquent are subject to accrue interest. Interest is charged at a rate of 1% per month, or fraction of a month, beyond the due date.

Tax Penalty: Property tax billings are mailed out September 1st each year. Collections received after November 30th are considered delinquent and charged a 10% penalty plus 1% interest per month the tax is delinquent.

Alcohol Late Penalty: Alcohol renewals are mailed in April to renew for the following year. Renewals are due back to the City by June 1st of each year, after June 1st renewals are considered delinquent and subject to a 10% penalty.

Occupational Tax Penalties: Occupational Taxes received after March 31st are considered delinquent and charged a 10% penalty plus 1.5% interest per month the tax is delinquent.

Tax FI FA cost: This revenue is collected to recover the City's cost of filing Fieri Facias (Fi Fa's) on delinquent taxes and fees for filing tax liens on properties with severely delinquent property taxes.

GENERAL FUND REVENUES

Licenses and Permits

The City of Duluth has three categories for the collection of revenues from licenses and permits: Business Licenses, Non-Business Licenses & Permits, and Regulatory Fees. The City has budgeted to collect \$668,400 in Licenses and Permits revenue during FY 2017, an increase of 8.8% from FY 2016. This is mainly due to active residential and commercial developments within the city limits.

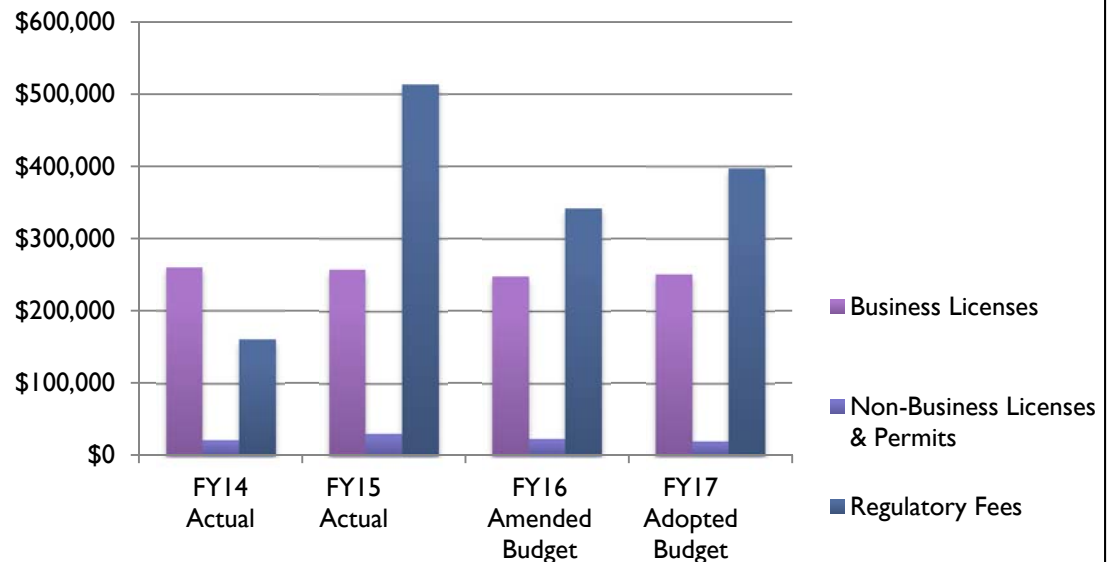
Licenses & Permits	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Business Licenses	\$259,993	\$256,975	\$ 247,950	\$ 250,900	\$ 2,950	1.2%
Non-Business Licenses & Permits	22,474	31,312	23,650	20,300	(3,350)	-14.2%
Regulatory Fees	160,221	513,373	342,500	397,200	54,700	16.0%
Total:	\$442,687	\$801,660	\$ 614,100	\$ 668,400	\$ 54,300	8.8%

Regulatory
Fees
59.4%



Non-Business
Licenses &
Permits
4.3%

Business
Licenses
37.5%



GENERAL FUND REVENUES

Business Licenses

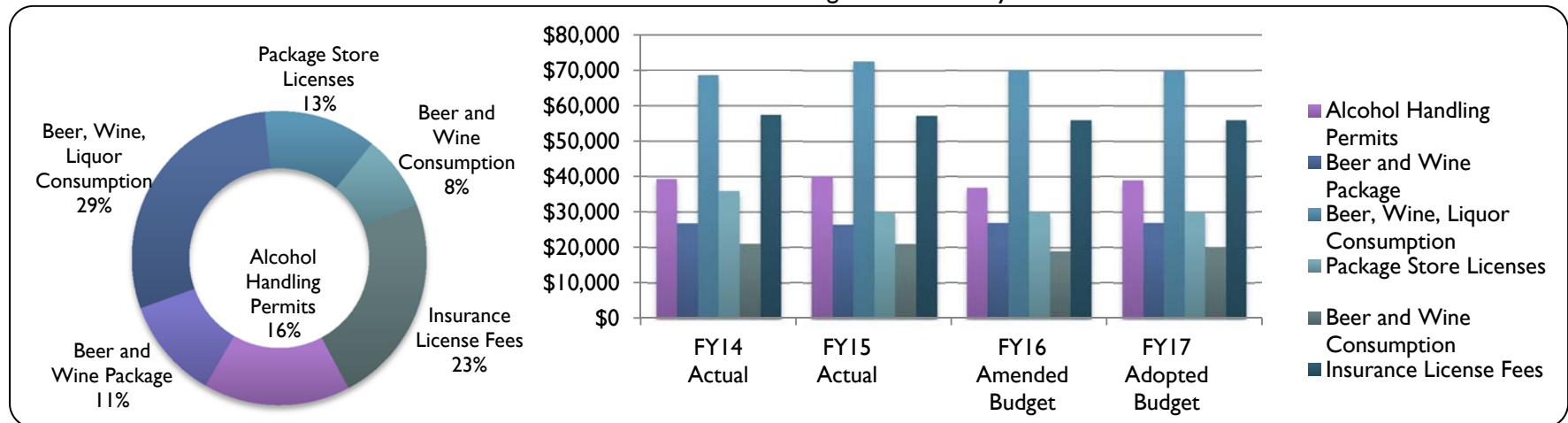
Business Licenses are revenues collected from businesses for the issuance of various licenses and permits by the City.

Business Licenses	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Alcohol Handling Permits	\$ 39,340	\$ 40,153	\$ 37,000	\$ 39,000	\$ 2,000	5.4%
Beer Only Package	1,000	1,000	1,000	1,000	-	0.0%
Beer and Wine Package	26,800	26,600	27,000	27,000	-	0.0%
Beer, Wine, Liquor Consumption	68,550	72,675	70,000	70,000	-	0.0%
Package Store Licenses	36,000	30,000	30,000	30,000	-	0.0%
Beer and Wine Consumption	21,150	21,050	19,000	20,000	1,000	5.3%
Beer Only Consumption	4,550	3,850	3,500	3,500	-	0.0%
Liquor Consumption	300	300	300	450	150	50.0%
Wine Only Consumption	100	100	100	100	-	0.0%
Insurance License Fees	57,463	57,263	56,000	56,000	-	0.0%
Business Permits	190	145	50	50	-	NA
Alcohol Application Fees	4,550	3,340	4,000	3,800	(200)	-5.0%
Appeal Hearing Fees	-	500	-	-	-	NA
Total:	\$259,993	\$256,975	\$ 247,950	\$ 250,900	\$ 2,950	1.2%

Alcohol Beverage: All fees collected from businesses for the issuance of licenses related to alcoholic beverage sales.

Alcohol Handling Permits: Fees collected for the issuance of permits authorizing the sale and/or pouring of alcoholic beverages in the City limits.

Insurance License Fee: Annual flat fee collected from insurance brokers doing business in City limits.



GENERAL FUND REVENUES

Regulatory Fees

Regulatory Fees are revenues assessed by the City of Duluth on businesses and occupations for which the City customarily performs investigations or inspections. The fee must be **revenue-neutral** and must approximate the reasonable cost of the actual regulatory activity performed by the local government.

Regulatory Fees	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Development Permits/Land Disturb	\$ 3,662	\$ 17,406	\$ 3,500	\$ 3,500	\$ -	0.0%
Reinspection fees	-	-	100	50	(50)	-50.0%
V/SE/CU Application	2,357	450	1,000	500	(500)	-50.0%
Building Permits Residential	39,806	332,592	220,000	190,000	(30,000)	-13.6%
Building Permits Commercial	99,494	149,029	105,000	192,500	87,500	83.3%
Mechanical Permits	10,140	9,720	10,000	9,000	(1,000)	-10.0%
Swimming Pool Permits	200	400	400	400	-	0.0%
NPDES Stormwater/ Dev Fee	712	1,276	1,000	500	(500)	-50.0%
P & Z Misc Income	3,850	2,500	1,500	750	(750)	-50.0%
Total:	\$160,221	\$513,373	\$ 342,500	\$ 397,200	\$ 54,700	16.0%

Development Permits/ Land Disturbance: Fees from permits for development and land disturbance such as clearing, grubbing, and grading.

Reinspection Fee: Fee required for construction reinspection to correct deficiencies, there is no charge for the first inspection.

V/SE/CU: Fees collected to review clients request for variances and conditional uses of property and building within City limits.

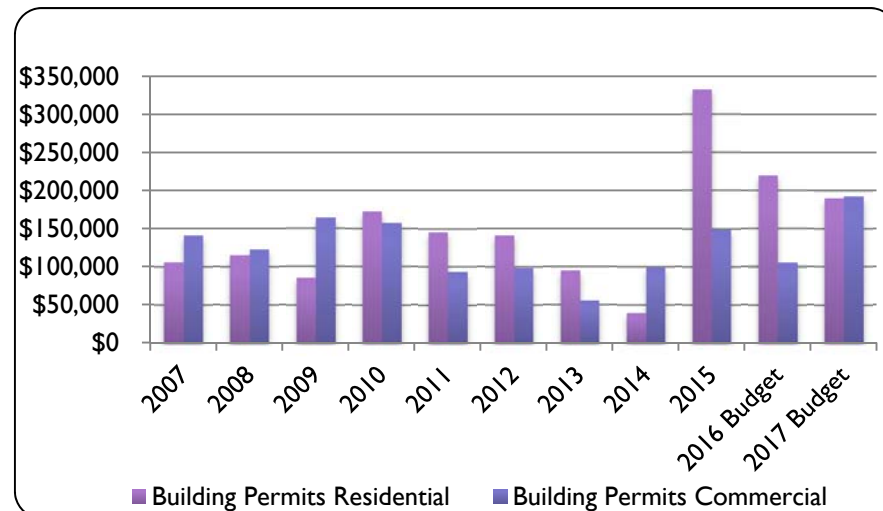
Mechanical Permits: Fees associated with stand-alone permits for plumbing, HVAC, or electrical work.

Swimming Pool Permits: Permit fee for the construction and inspection of new swimming pool within City limits.

NPDES Stormwater/Development Fee: National Pollutant Discharge Elimination System is a fee assessed by the City and the State on any land disturbance \$40 per disturbed acre is paid to the State and \$40 per disturbed acre is paid to the City.

Residential Building Permits: Fees associated with residential buildings that are approved for construction or alteration with the City limits.

Commercial Building Permits: Fees associated with commercial building that are approved for construction or alteration within the City limit.



GENERAL FUND REVENUES

Non-Business Licenses & Permits

Non-Business Licenses & Permits are revenues from all non-business licenses and permits levied according to the benefits presumably conferred by the license or permit. Budgeted amounts indicate 14.2% decrease from FY 2016 according to the recent years' trend.

Non-Business Licenses & Permits	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Repermitting Building Permits	\$ 50	\$ 533	\$ 100	\$ 100	\$ -	0.0%
Rezoning	838	7,068	1,500	1,500	-	0.0%
Sign Permits	13,700	14,950	16,000	12,000	(4,000)	-25.0%
Planning Review Fees	4,665	8,241	6,000	6,500	500	8.3%
Vendor Fees	3,221	370	-	150	150	N/A
Filming Permits and Fees	-	150	50	50	-	N/A
Total:	\$ 22,474	\$ 31,312	\$ 23,650	\$ 20,300	\$ (3,350)	-14.2%

Repermitting Building Permits: Fee charged when it is necessary to repermit a building construction project.

Rezoning: Fees collected from applicants for the review and processing of zoning applications and modifications.

Sign Permits: Fees collected for the issuance of permits authorizing the use of freestanding signs.

Planning Review Fees: Fees collected from compliance reviews of residential and commercial plans.

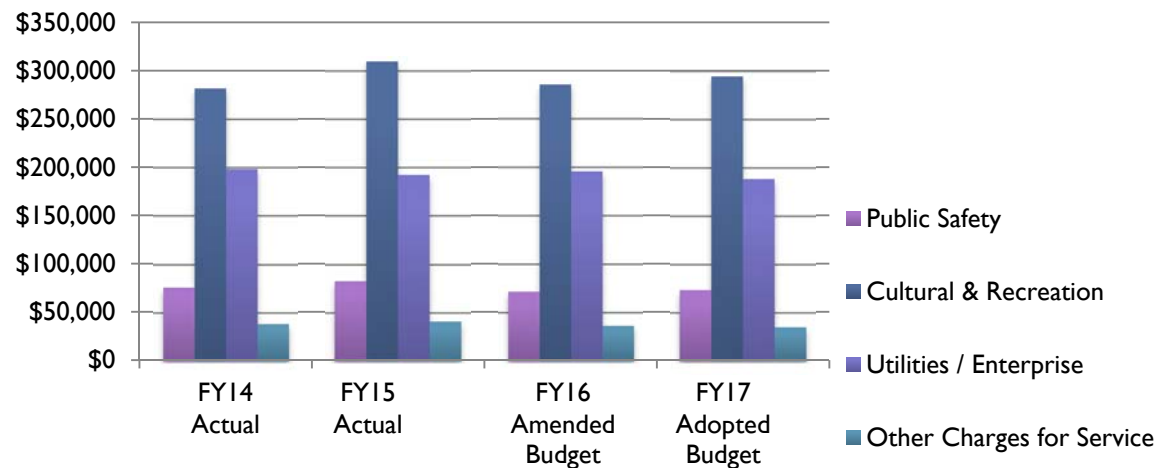
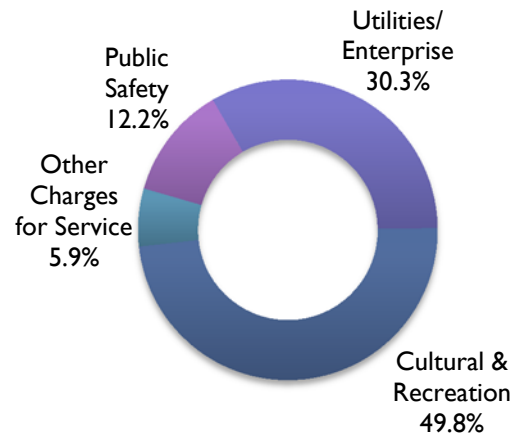


GENERAL FUND REVENUES

Charges for Service

Charges for Service are fees collected by the City of Duluth for services that it provides. The City of Duluth collects revenues from four primary categories of service: Public Safety, Utilities/Enterprise, Cultural and Recreation, and Other Charges for Service. This category represents 3.4% of total budgeted revenue. The City has budgeted to collect \$591,838 in Charges for Service revenue during FY 2017, an increase of 0.3% from FY 2016. The projected amounts are based on historical trends and changes in fee schedule.

Charges for Service	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Public Safety	\$ 76,399	\$ 83,220	\$ 72,000	\$ 73,500	\$ 1,500	2.1%
Utilities / Enterprise	198,729	192,500	195,518	188,338	(7,180)	-3.7%
Cultural & Recreation	282,146	310,191	285,600	294,800	9,200	3.2%
Other Charges for Service	38,483	41,362	36,700	35,200	(1,500)	-4.1%
Total:	\$ 595,756	\$627,274	\$589,818	\$591,838	\$ 2,020	0.3%



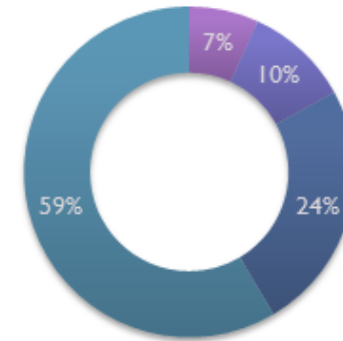
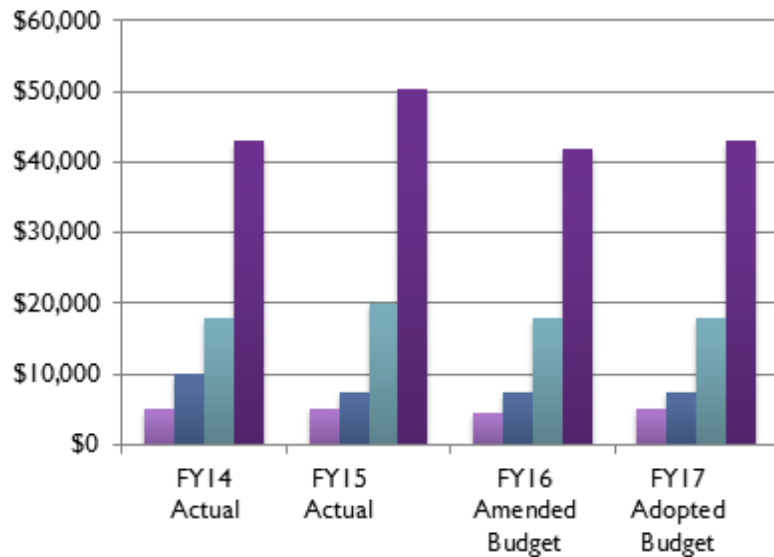
GENERAL FUND REVENUES

Public Safety

Public Safety revenues are fees collected by the City of Duluth to help defray the cost of selected public safety services are increased by 2.1% from FY 2016. The projected amounts are based on historical trends and changes in fee schedule.



Public Safety	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Police Department Copies	\$ 5,204	\$ 5,132	\$ 4,500	\$ 5,000	\$ 500	11.1%
False Alarms	10,100	7,575	7,500	7,500	-	0.0%
Police Department Fingerprints	17,981	20,105	18,000	18,000	-	0.0%
Criminal History Background	43,114	50,408	42,000	43,000	1,000	2.4%
Total:	\$ 76,399	\$ 83,220	\$ 72,000	\$ 73,500	\$ 1,500	2.1%

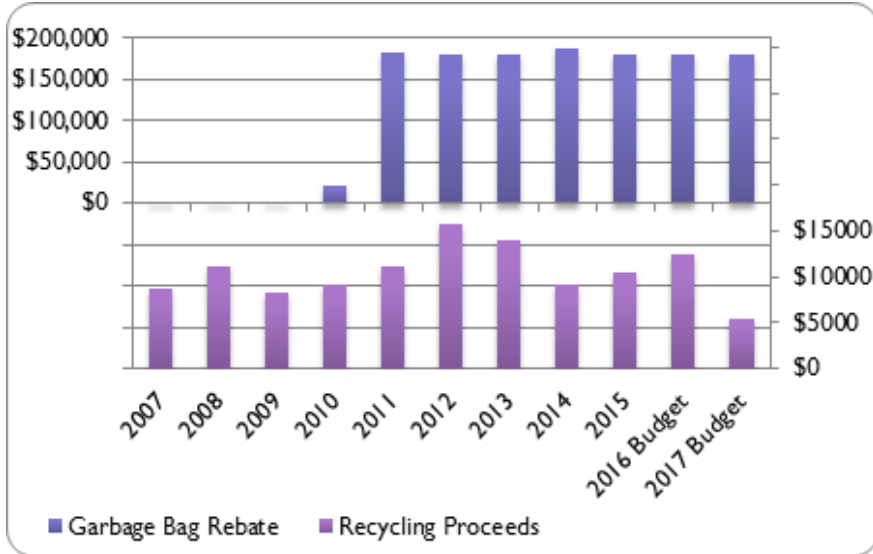


■ Police Department Copies
 ■ False Alarms
 ■ Police Department Fingerprints
 ■ Criminal History Background

GENERAL FUND REVENUES

Utilities/Enterprises

Utilities/Enterprises are fees charges for utility services provided by the City of Duluth and a decrease of 3.7% is expected from FY 2016.



Garbage Bags: In FY 2014, the City of Duluth renewed its contract with Republic Services for garbage collection. The City's garbage collection is financed through the sale of mandatory garbage bags which can be purchased at several locations such as the City Hall and local grocery stores. City offers discount on garbage bags for seniors/disabled residents with qualifying income levels. Further information can be found at http://www.duluthga.net/departments/public_works/garbage.php.

Garbage Bag Rebate: The City receives rebates from the sale of garbage bags.

*Due to significant decrease in per LB metal scrap price

Utilities/Enterprises	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Garbage Bags - 32 Gallon	\$ 1,280	\$ 983	\$ 1,120	\$ 1,120	\$ -	0.0%
Garbage Bags - Senior 32 Gallon	1,206	1,232	1,200	1,120	(80)	-6.7%
Garbage Bags - 13 Gallon	253	231	252	252	-	0.0%
Garbage Bags - Senior 13 Gallon	165	236	220	220	-	0.0%
Garbage Bags - 42 Gallon	250	100	200	200	-	0.0%
Garbage Bags - Senior 42 Gallon	39	-	26	26	-	0.0%
Paper Recycling Proceeds	9,234	10,417	12,500	5,400	*(7,100)	-56.8%
Garbage Bag Rebate	186,303	179,302	180,000	180,000	-	0.0%
Total:	\$ 198,729	\$ 192,500	\$ 195,518	\$ 188,338	\$ (7,180)	-3.7%

GENERAL FUND REVENUES



Cultural and Recreation

Cultural and Recreation revenues are collected as fees administered by the City for the renting of City facilities and offering various recreational programs and camps. City charges minimal fees to offset the cost of facility maintenance and direct costs related to offered programs. The projected amounts are based on historical trends and an increase of 3.2% from FY 2016 is expected.

Cultural & Recreation	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Bunten Rd. Facility Rental	\$ 5,685	\$ 5,035	\$ 5,500	\$ 5,000	\$ (500)	-9.1%
Pavilion Rental	3,110	4,295	3,000	3,000	-	0.0%
Field Rental	17,863	37,557	30,000	35,000	5,000	16.7%
Gym Rental	10,323	11,974	11,500	10,500	(1,000)	-8.7%
Facility Rental - Rogers Bridge	2,650	1,650	2,000	2,000	-	0.0%
Facility Rental - WVP Jones	340	2,170	1,800	1,800	-	0.0%
Recreation Programs	82,215	83,876	80,000	81,000	1,000	1.3%
Camps	130,518	130,859	122,000	127,000	5,000	4.1%
Tennis Court Fees	26,702	24,189	23,000	23,000	-	0.0%
Special Events Camps	1,470	-	1,000	-	(1,000)	NA
Senior Programs	860	6,265	4,800	5,500	700	14.6%
Concessions	410	2,322	1,000	1,000	-	0.0%
Total:	\$ 282,146	\$ 310,191	\$ 285,600	\$ 294,800	\$ 9,200	3.2%

GENERAL FUND REVENUES

Facility Rentals: Revenue fees to be collected from rental of park facilities for special events such as business meetings, birthday parties, and receptions.

Contractual Fees/Field Rentals: Revenue fees to be collected from organizations that are under contract with the City for the use of Parks facilities/fields such as, but not limited to, Peachtree Ridge Youth, Notre Dame Academy and Atlanta United Fire.

Gym Rental: This revenue source is collected thru rental fees for recreational programs such as basketball tournaments and practices. These fees are collected in advance of rental.

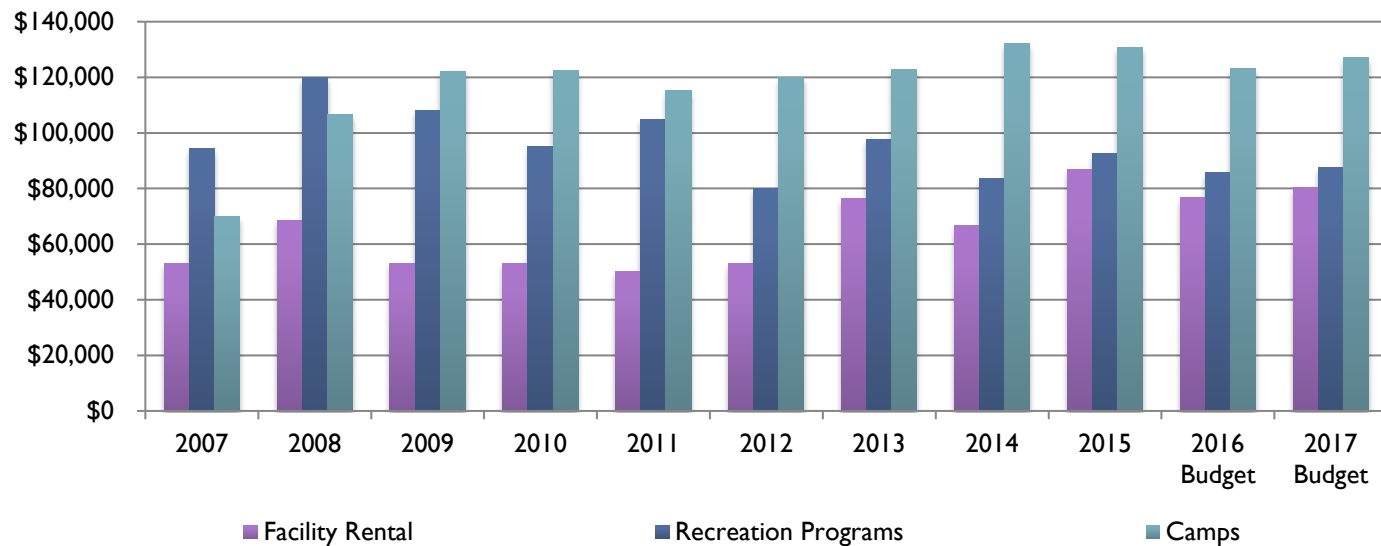
Recreational Programs: This revenue source is collected thru registration fees from various classes offered by City. City offers various recreational programs to promote healthy and quality life of its community. Class details can be found at Duluth Life newsletter available on City's website. Newsletters are mailed out to residents each quarter and also available for pick up at City hall.

Day Camp: This revenue source is collected thru registration fees from Bunten Park's weekly themed summer day camps for children ages 4-12 offered throughout the summer vacation.

Concessions: newly added to provided concession service to park events.

Tennis Court Fees: This revenue source is collected as a usage fee from the City's tennis programs and court rentals. Tennis court usage fees are collected for the use of both W.P. Jones and Bunten Road Park tennis complexes.

Senior Programs: City of Duluth Fifty and Beyond Group program offers various activities and social services for seniors.



GENERAL FUND REVENUES

Other Charges for Service

The City of Duluth collects revenue from other charges for service including Bad Check Fees, Online Convenience Fees, Event Attendant Fees, and Alcohol Training Class. The projected amounts are based on historical trends and are expected to decrease by 4.1% from FY 2016.

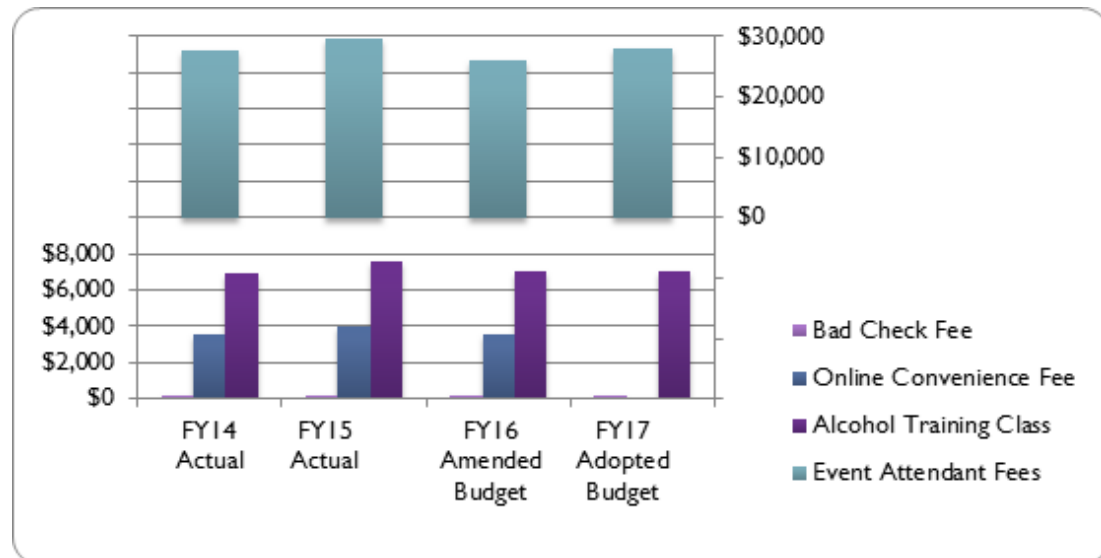
Other Charges for Services	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Bad Check Fee	\$ 190	\$ 225	\$ 200	\$ 200	\$ -	0.0%
Online Convenience Fee	3,560	4,025	3,500	-	(3,500)	-100.0%
Event Attendant Fees	27,813	29,493	26,000	28,000	2,000	7.7%
Alcohol Training Class	6,920	7,620	7,000	7,000	-	0.0%
Total:	\$ 38,483	\$ 41,362	\$ 36,700	\$ 35,200	\$ (1,500)	-4.1%

Bad Check Fee: Bounced checks written to the City of Duluth are considered bad and are subject to a fee.

Online Convenience Fee: Revenues collected by the City for the payment of taxes and fines online to offset the credit card processing fees charged to the City for such payments.

Event Attendant Fees: Fees collected by the City to cover the labor cost for Event attendants.

Alcohol Training Class: City offers mandatory Alcohol awareness training class throughout the year to reduce abuse and accidents related to alcohol consumption and handling.



GENERAL FUND REVENUES

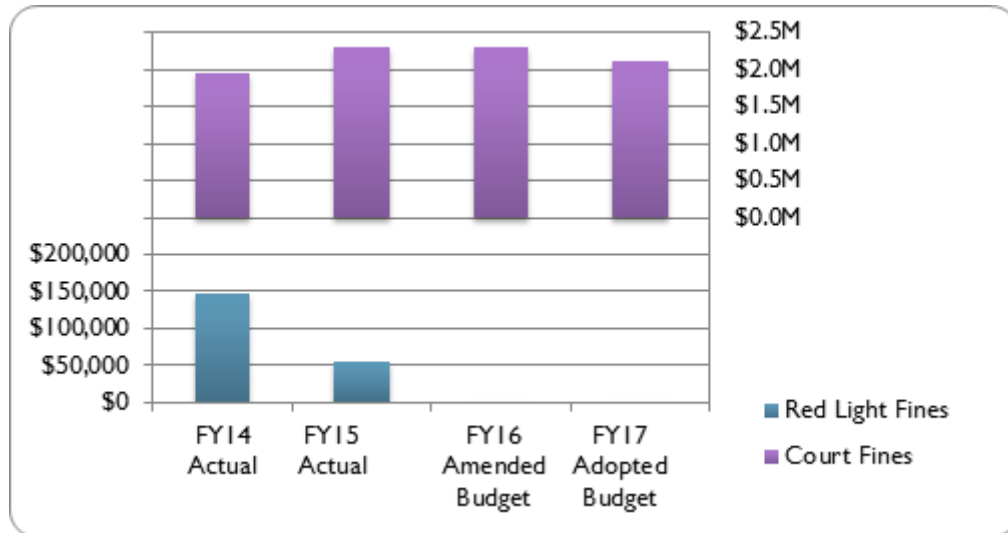
Fines and Forfeitures

Fines and Forfeitures include monies derived from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for the neglect of official duty. The City has three types of Fines and Forfeitures: Court Fines, Bond and Forfeitures, Cash Confiscation and Red Light Camera Fines. This category represents 12% of the total FY 2017 proposed general fund revenues. Duluth has budgeted to collect \$2,100,100 in Fines and Forfeitures revenues in FY 2017. The projected value is based on recent years' trend.

Court Fines: Revenues received from fines imposed upon those violating Georgia laws and county and municipal ordinances in City limits.

Cash Confiscation: Revenue derived from Court ordered forfeiture of assets based on a violation of Georgia law.

Red Light Fines: The City of Duluth contracts out our red light camera monitoring to an external private company. The dollar amount presented in this budget document is the City's net revenue after covering the cost of the monitoring service. Currently City's permit has been expired and City needs to reapply for permit to reinstate cameras.



Fines & Forfeitures	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Court Fines	\$ 1,945,993	\$ 2,298,752	\$ 2,300,000	\$ 2,100,000	\$ (200,000)	-8.7%
Cash Confiscation	-	-	100	100	-	0.0%
Red Light Fines	148,561	56,150	-	-	-	NA
Total:	\$ 2,094,554	\$ 2,354,902	\$ 2,300,100	\$ 2,100,100	\$ (200,000)	-8.7%

GENERAL FUND REVENUES

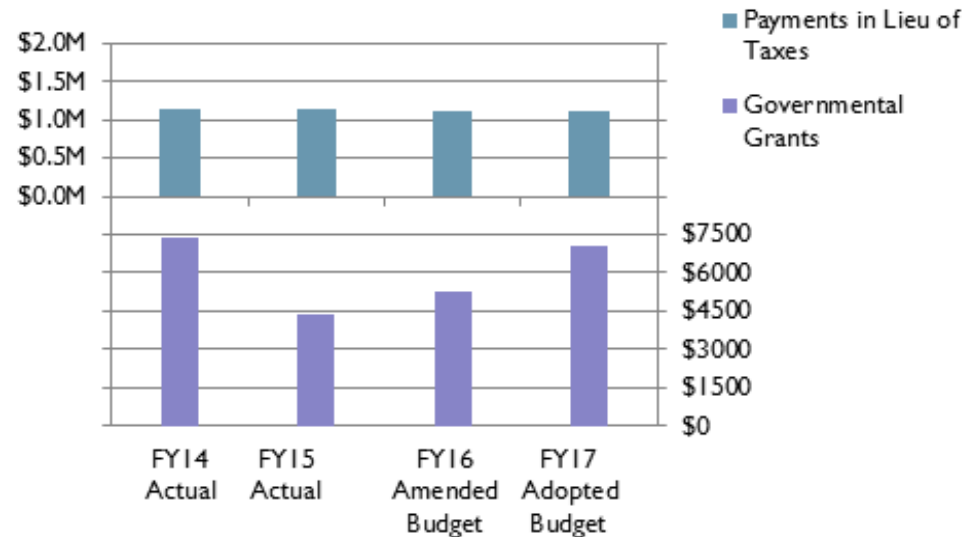
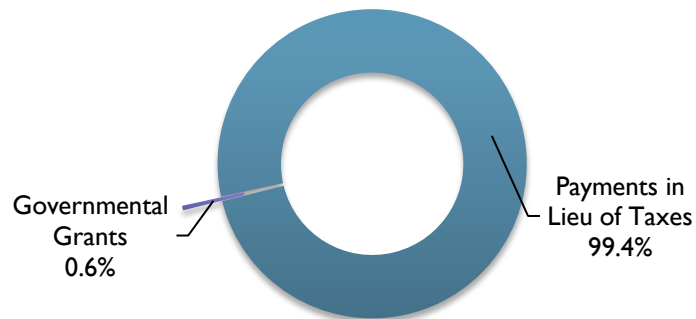
Intergovernmental Revenues

Intergovernmental Revenues are revenues from other governmental entities or non-profits in the form of operating grants, entitlements, shared revenues, or payments in lieu of taxes. The City has budgeted to collect \$1,123,198 in Intergovernmental Revenues during FY 2017, an increase of 1.1% from FY 2016. The additional revenue is due to a slight increase in payments from Gwinnett County for E-911 expenditures and an annual police payment based on a court settlement.

Intergovernmental Revenues	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Governmental Grants	\$ 7,422	\$ 4,399	\$ 5,247	\$ 7,088	\$ 1,841	35.1%
Payments in Lieu of Taxes	1,129,371	1,140,043	1,106,110	1,116,110	10,000	0.9%
Total:	\$1,136,793	\$1,144,442	\$1,111,357	\$1,123,198	\$ 11,841	1.1%

Governmental Grants: Payments to the City of Duluth by the federal or state government for specified purposes.

Payments in Lieu of Taxes: Payments received by the City of Duluth made from another governmental entity or non-profit in lieu of property taxes that it would have had to pay had its property been subject to taxation on the same basis as privately owned property.

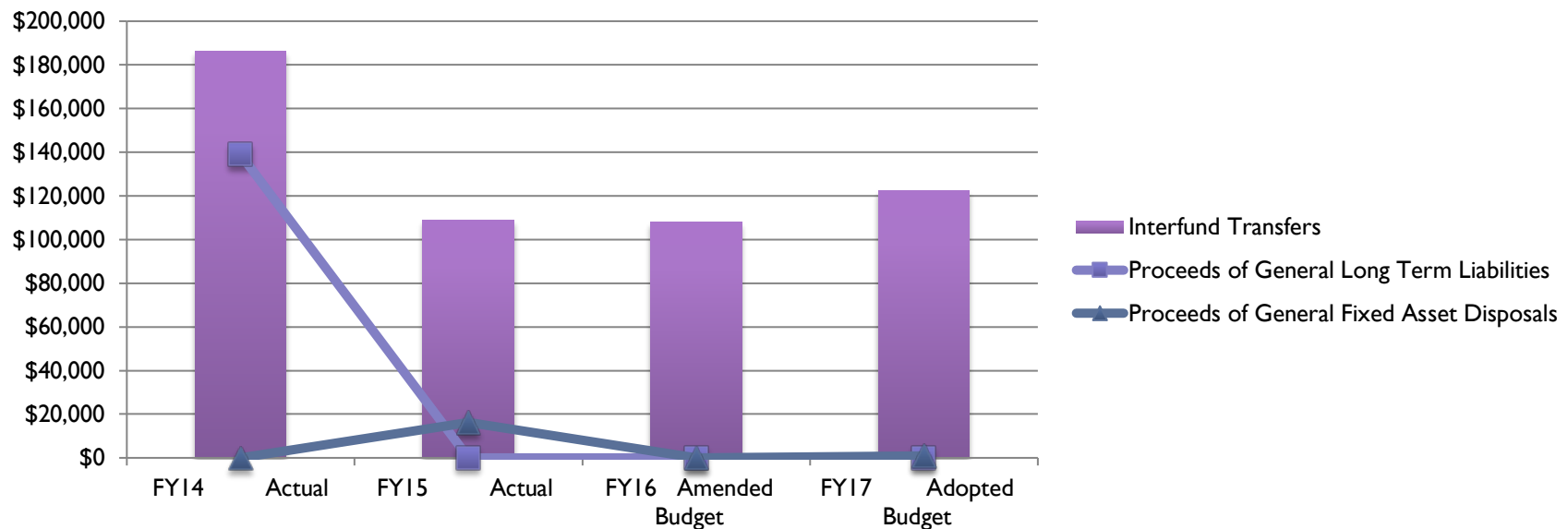


GENERAL FUND REVENUES

Other Financing Sources

Other Financing Sources include any revenues collected by the City that are not included in other funds already described. The City of Duluth has two primary categories for this fund: Interfund Transfers and Proceeds from General Long Term Liabilities. The City has budgeted \$123,476 in Other Financing Source revenues during FY 2017, an increase of 14.5% from FY 2016. This revenue is derived mainly from an annual transfer from the Police Technology Fund to cover the cost on new police technology.

Other Financing Sources	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Interfund Transfers	\$186,411	\$108,946	\$107,811	\$122,476	\$ 14,665	13.6%
Proceeds of General Fixed Asset Disposals	-	16,204	-	1,000	1,000	NA
Proceeds of General Long Term Liabilities	138,830	-	-	-	-	NA
Total:	\$ 325,241	\$125,150	\$ 107,811	\$ 123,476	\$ 15,665	14.5%

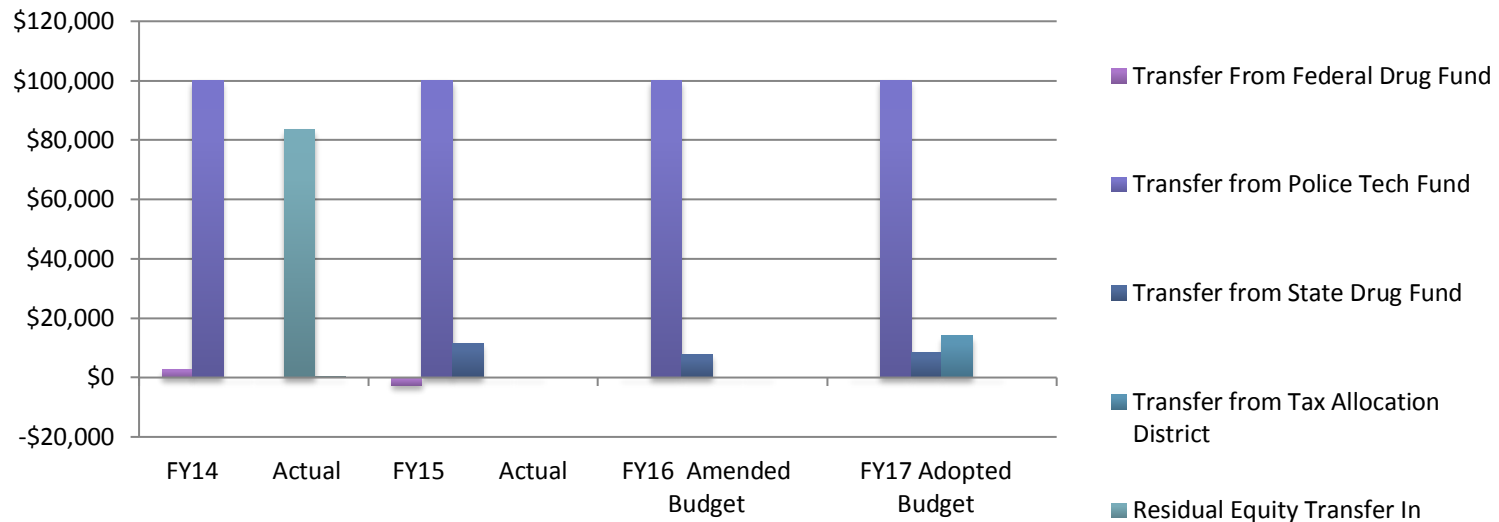


GENERAL FUND REVENUES

Interfund Transfers

Interfund Transfers are used to record the transfer of monies from one fund to another.

Interfund Transfer	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Transfer From Federal Drug Fund	\$ 2,875	\$ (2,564)	\$ -	\$ -	\$ -	NA
Transfer from Police Tech Fund	100,000	100,000	100,000	100,000	-	0.0%
Transfer from State Drug Fund	-	11,510	7,811	8,476	665	NA
Transfer from Tax Allocation District	-	-	-	14,000	14,000	NA
Residual Equity Transfer In	83,536	-	-	-	-	NA
Total:	\$ 186,411	\$ 108,946	\$ 107,811	\$ 122,476	\$ 14,665	13.6%



Residual Equity Transfer: Transfer of equity between funds that is a non-recurring or non-routine.

GENERAL FUND REVENUES

Proceeds from General Fixed Asset Disposals

Proceeds of General Fixed Asset Disposals	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Sale of Assets (not Capital)	\$ -	\$ 500	\$ -	\$ -	0	NA
Auction Proceeds	-	-	-	1,000	0	NA
Sale of Property/ Capital Assets	-	15,704	-	-	665	NA
Total:	\$ -	\$ 16,204	\$ -	\$ 1,000	1,000	NA

Proceeds from General Long Term Liabilities

Proceeds from General Long Term Liabilities are the cash inflow from proceeds received from lessor related to a long term capital lease obligation.

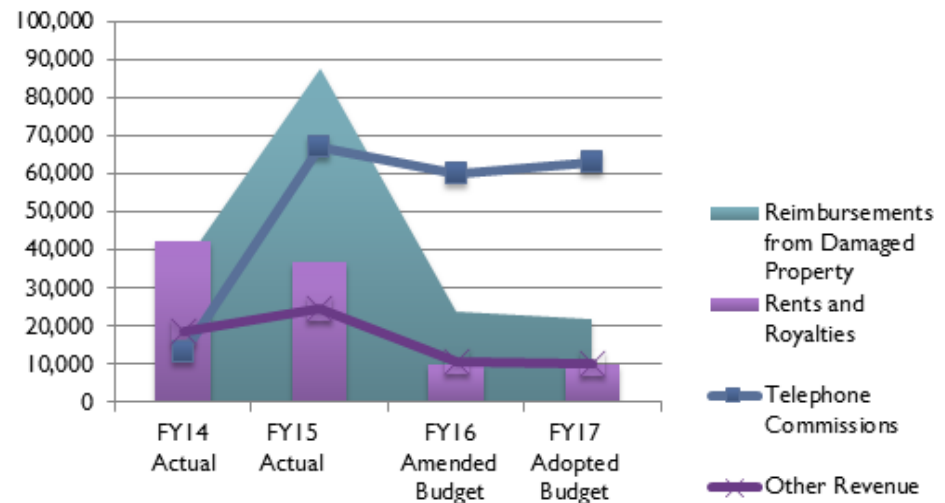
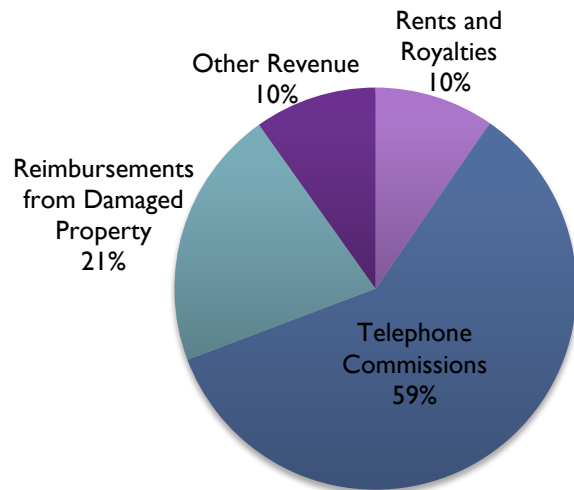
Proceeds of General Long Term Liabilities	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Inception of Capital Lease	\$ 138,830	\$ -	\$ -	\$ -	\$ -	NA
Total:	\$ 138,830	\$ -	\$ -	\$ -	\$ -	NA

GENERAL FUND REVENUES

Miscellaneous Revenue

Miscellaneous revenues are revenues received that are not otherwise classified. The City of Duluth has four primary categories of Miscellaneous Revenues: Rents and Royalties, Telephone Commissions, Reimbursements from Damaged Property, and Other Revenue. The City has budgeted to collect \$105,676 in Miscellaneous Revenues during FY 2017, an increase of 0.9% from FY 2016.

Miscellaneous Revenues	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Rents and Royalties	\$ 42,498	\$ 36,956	\$ 10,175	\$ 10,175	\$ -	0.0%
Telephone Commissions	13,059	66,845	60,000	63,001	3,001	5.0%
Reimbursements from Damaged Property	36,121	87,514	24,100	22,100	(2,000)	-8.3%
Other Revenue	18,652	24,432	10,500	10,400	(100)	-1.0%
Total:	\$110,330	\$215,747	\$104,775	\$105,676	\$ 901	0.9%



GENERAL FUND REVENUES

Rents and Royalties

Rents and Royalties are financial resources derived from the use by others of the City's tangible and intangible assets.

Rents and Royalties	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Downtown Rental Income	\$ 30,018	\$ 28,026	\$ 6,600	\$ 6,600	\$ -	0.0%
Community Room Rental	-	75	-	-	-	NA
Festival Center Rental	8,225	5,665	3,000	3,000	-	0.0%
F/C Patron Table Rental	680	2,200	-	-	-	NA
F/C Linen/Equip Rental	3,475	590	500	500	-	0.0%
Alcohol Posted Sign	100	400	75	75	-	NA
Total:	\$ 42,498	\$ 36,956	\$ 10,175	\$ 10,175	\$ -	0.0%

Downtown Rental Income: Revenue collected by the City from private companies for the rental of City owned properties.

Community Room Rental: Revenue collected by the City from the private rental of the City Hall Community Room.

Festival Center Rental: Revenue collected by the City from the private rental of the downtown Festival Center.

Festival Center Table, Linen, and Equipment Rental: Revenue collected by the City from the private rental of City owned tables, linens, and equipment for private events.

Telephone Commission

Telephone Commissions are collected by the City as a result of private telephone equipment being located on the City's property and City projected \$3,001 more income than FY 2016. The projection is based on the recent years' trend.

Telephone Commissions	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Rental Income Grid	\$13,059	\$66,845	\$60,000	\$63,001	\$3,001	5.0%
Total:	\$13,059	\$66,845	\$60,000	\$63,001	\$3,001	5.0%

Rental Income Grid: The City receives payments for leasing of public owned land to private companies for the placement of cellular towers.

GENERAL FUND REVENUES

Other Revenue

Other Revenue income is all miscellaneous revenues not included above.

Other Revenue	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Miscellaneous Revenue	\$ 7,632	\$ 7,748	\$ 2,000	\$ 5,000	\$ 3,000	150%
Police Dept. Misc. Revenue	4,770	4,094	4,300	1,200	(3,100)	-72%
Income from Copies, etc.	62	495	100	100	-	0%
Town Market	870	-	-	-	-	NA
Dumpster Card Fees	1,150	1,125	1,000	1,000	-	0%
Sale of Misc. Merchandise	95	58	50	50	-	NA
Flexible Spending Gain/Loss	-	5,309	50	50	-	0%
401A Employee Forfeitures	4,073	5,604	3,000	3,000	-	0%
Total:	\$ 18,652	\$ 24,432	\$ 10,500	\$ 10,400	\$ (100)	-1.0%

Miscellaneous Revenue: All other revenues not classified elsewhere.

Police Department Miscellaneous Revenue: All police revenues not classified elsewhere.

Dumpster Card Fees: Revenue collected by City from issuance of extra dumpster cards. A Dumpster card with twelve trips to City's dumpsters is issued free of charge per household each year. Additional cards can be issued with fees: second and third will be \$25, the fourth and subsequent cards will be \$50.

Reimbursement from Damaged Property

Reimbursement from Damaged Property	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Reimbursement - Damaged Property	\$ 2,214	\$ 33	\$ 100	\$ 100	\$ -	0%
Insurance Proceeds - Accidents	33,907	41,579	22,000	20,000	(2,000)	-9%
Insurance Claims Reimbursements	-	45,902	2,000	2,000	-	0%
Total:	\$ 36,121	\$ 87,514	\$ 24,100	\$ 22,100	\$ (2,000)	-8%

GENERAL FUND REVENUES

Investment Income

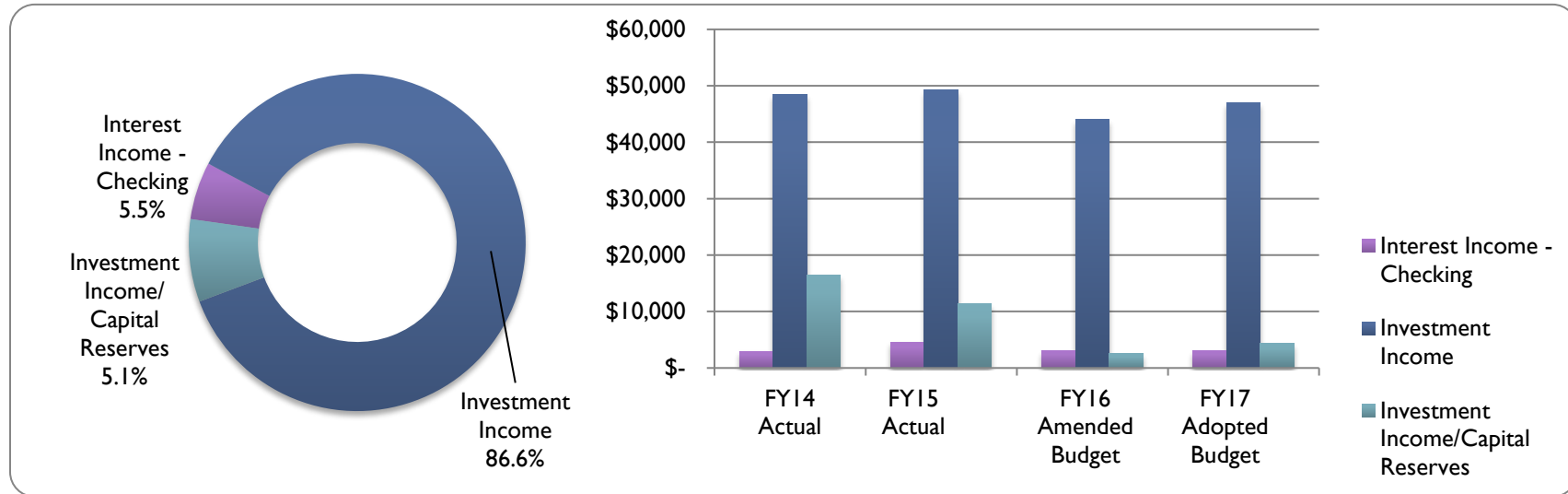
Investment income includes monies derived from the investment of City assets. The City of Duluth has three sources of Investment Income: Interest Income from Checking, General Investment Income, and Investment Income from Capital Reserves. The City has budgeted to collect \$54,300 in Investment Income revenues during FY 2017, an increase of 9.7% from FY 2016. This is due to increase in interest rate in financial market.

Investment Income	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Interest Income - Checking	\$ 2,964	\$ 4,608	\$ 3,000	\$ 3,000	\$ -	0%
Investment Income	48,443	49,304	44,000	47,000	3,000	6.8%
Investment Income/Capital Reserves	16,483	11,335	2,500	4,300	1,800	72.0%
Total:	\$ 67,890	\$ 65,246	\$ 49,500	\$ 54,300	\$ 4,800	9.7%

Interest Income from Checking: Revenues derived from interest earned on the City's checking accounts.

General Investment Income: Revenues derived from short term cash investments including Certificate of Deposits (CD) and Money Markets.

Investment Income from Capital Reserves: Revenues derived from interest earned on the City's capital reserve investment consisting of a single CD.



GENERAL FUND REVENUES

Contributions and Donations

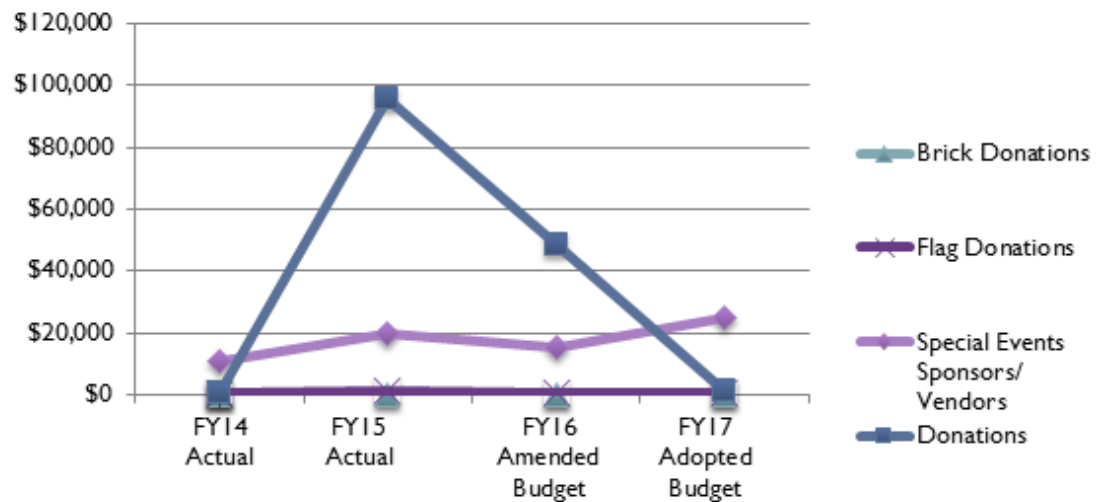
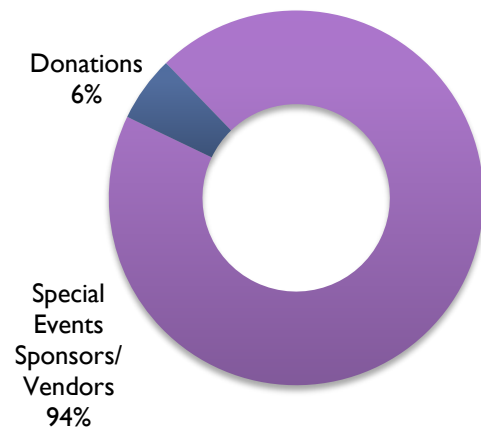
Contributions and Donations are financial resources provided by private contributions. The City has budgeted to collect \$26,900 in Contributions and Donations revenue during FY 2017, a decrease of 57.9% from FY 2016.

Contributions and Donations	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Brick Donations	\$ 20	\$ -	\$ -	\$ -	\$ -	N/A
Flag Donations	500	1,310	500	400	(100)	-20%
Special Events Sponsors/ Vendors	10,958	19,642	15,000	25,000	10,000	N/A
Donations	300	95,400	48,450	1,500	(46,950)	-96.9%
Total:	\$ 11,778	\$ 116,352	\$ 63,950	\$ 26,900	\$ (37,050)	-57.9%

Flag Donations: Revenues derived from donations to support the City's popular placement of flags and markers to honor veterans during various holidays.

Special Events Sponsors: Revenues derived from sponsorships by individuals and businesses that are used to support various City events.

Donations: Revenues derived from donations other than the above

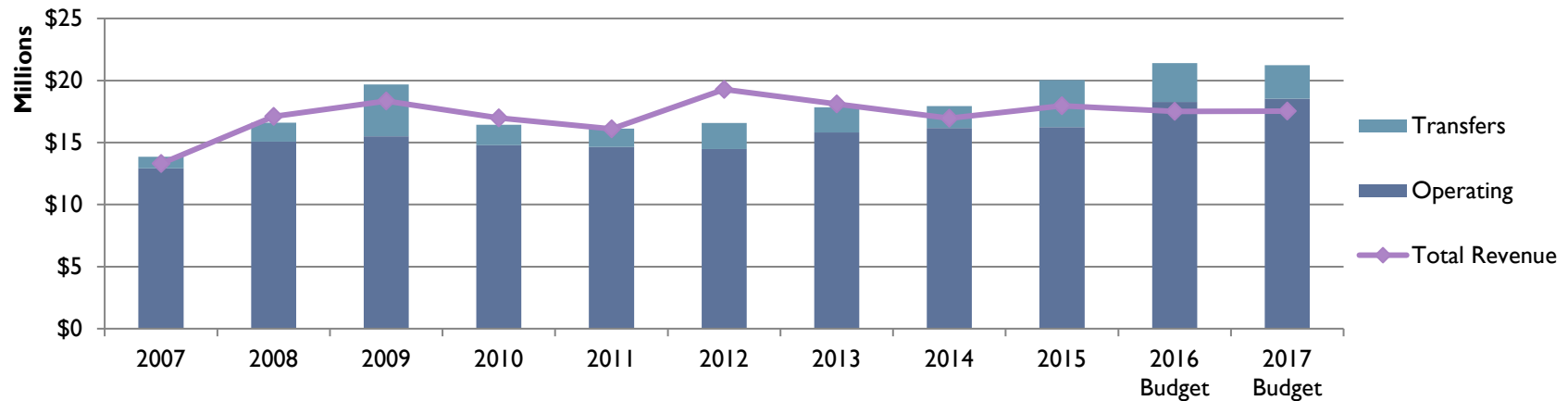


GENERAL FUND EXPENDITURES

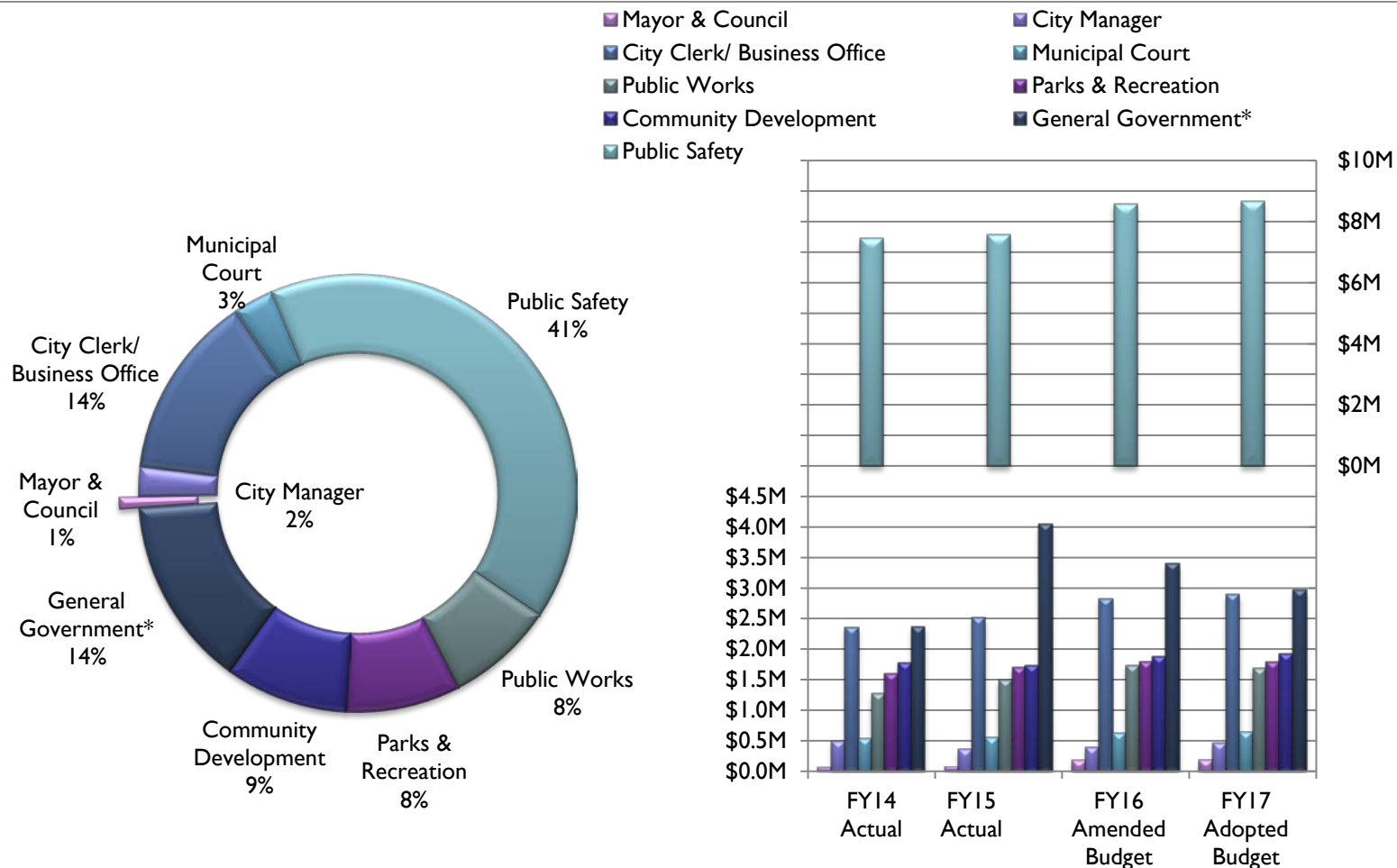
Expenditure Summary By Function

Description	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change	% Total
Mayor & Council	\$ 61,879	\$ 74,441	\$ 175,994	\$ 187,797	\$ 11,803	6.71%	0.9%
City Manager	499,284	355,013	395,503	462,517	67,014	16.94%	2.2%
City Clerk/ Business Office	2,358,498	2,510,086	2,819,051	2,897,670	78,619	2.79%	13.6%
Municipal Court	538,111	544,845	629,503	641,444	11,941	1.90%	3.0%
Public Safety	7,454,234	7,572,737	8,570,595	8,665,984	95,389	1.11%	40.8%
Public Works	1,269,950	1,498,108	1,737,292	1,693,552	(43,740)	-2.52%	8.0%
Parks & Recreation	1,595,935	1,705,062	1,792,950	1,794,668	1,718	0.10%	8.5%
Community Development	1,780,879	1,738,353	1,881,932	1,928,827	46,895	2.49%	9.1%
General Government*	2,372,906	4,050,520	3,398,194	2,965,721	(432,473)	-12.73%	14.0%
Total Expenditure	\$ 17,931,677	\$ 20,049,164	\$ 21,401,014	\$ 21,238,180	\$ (162,834)	-0.76%	100.0%

*Please note: General Government includes Boards and Committees, Debt Service, and Other Financing.



GENERAL FUND EXPENDITURES



* General Government includes Boards and Committees, Debt Service, and Other Financing.

GENERAL FUND EXPENDITURES

General Fund Expenditure by Function						
Description			FY 2016	FY 2017		
	FY 2014	FY 2015	Amended	Adopted	%	%
	Actual	Actual	Budget	Budget	Change	Total
Mayor	\$ 61,879	\$ 74,441	\$ 175,994	\$ 187,797	6.7%	0.9%
Alcohol Review Board	404	108	1,487	753	-49.3%	0.0%
Finance Committee	215	323	531	538	1.4%	0.0%
Zoning Board	242	296	1,912	969	-49.3%	0.0%
Planning Commission	754	996	3,823	2,422	-36.6%	0.0%
City Manager	499,284	355,013	395,503	462,517	16.9%	2.2%
Clerk Administration	762,031	805,911	929,707	938,150	0.9%	4.4%
Finance Office	336,360	365,338	392,727	415,950	5.9%	2.0%
Business Office	248,558	228,363	253,829	257,005	1.3%	1.2%
Info. Technology	726,140	822,818	899,617	937,697	4.2%	4.4%
Human Resources	234,993	231,832	263,082	276,973	5.3%	1.3%
Custodial/Bldg. Maintenance	50,416	55,825	80,088	71,895	-10.2%	0.3%
General Government Operations/Srvcs	181,674	200,198	222,682	222,848	0.1%	1.0%
Red Clay Theatre	25,491	37,930	33,500	36,472	8.9%	0.2%
Public Information Administration	317,600	467,408	414,991	385,099	-7.2%	1.8%
Downtown/Main Street	246,926	223,923	272,350	288,750	6.0%	1.4%
Municipal Court	538,111	544,845	629,503	641,444	1.9%	3.0%
Police Administration	796,573	892,272	882,777	950,350	7.7%	4.5%
Criminal Investigations Division	\$ 776,769	\$ 810,256	\$ 928,709	\$ 975,090	5.0%	4.6%
			continued to next page			

GENERAL FUND EXPENDITURES

General Fund Expenditure by Function						
Description			FY 2016	FY 2017		
	FY 2014	FY 2015	Amended	Adopted	%	%
	Actual	Actual	Budget	Budget	Change	Total
Police Uniform Division	\$ 3,465,118	\$ 3,671,080	\$ 3,998,185	\$ 4,060,017	1.5%	19.1%
Police Support Services Division	953,688	947,011	1,250,919	1,258,694	0.6%	5.9%
Police Dispatch	738,583	744,034	966,712	881,405	-8.8%	4.2%
Vehicle Maintenance Division	609,203	470,085	543,294	540,429	-0.5%	2.5%
Red Light Monitoring	114,300	38,000	-	-	NA	0.0%
Public Works Administration	1,090,808	1,320,051	1,532,709	1,504,521	-1.8%	7.1%
Community Enhancement	20,757	17,472	23,054	21,550	-6.5%	0.1%
Citywide Building/Property Maintenance	158,385	160,585	181,529	167,481	-7.7%	0.8%
Cultural Recreation Administration	1,309,410	1,402,944	1,471,546	1,432,200	-2.7%	6.7%
Recreation Programs	115,448	134,728	140,898	130,352	-7.5%	0.6%
Festival Center	39,233	39,270	48,881	52,760	7.9%	0.2%
Park Areas	131,844	128,120	131,625	179,356	36.3%	0.8%
Planning & Development Administration	770,008	540,772	633,105	689,311	8.9%	3.2%
Street Lights	310,831	324,005	327,000	329,640	0.8%	1.6%
Economic Development	135,514	182,244	234,486	236,027	0.7%	1.1%
Debt Service	412,091	-	-	-	NA	0.0%
Other Financing Uses	1,752,035	3,810,669	3,134,259	2,701,718	-13.8%	12.7%
Total General Fund Expenditure	17,931,677	20,049,164	21,401,014	21,238,180	-0.8%	100.0%
Total General Fund Revenues	16,960,452	17,970,738	17,507,411	17,544,119	0.2%	
Net Change in Fund Balance	\$ (971,225)	\$ (2,078,427)	\$ (3,893,603)	\$ (3,694,061)	-5.1%	

GENERAL FUND EXPENDITURES

FY 2017 Expenditure by Department

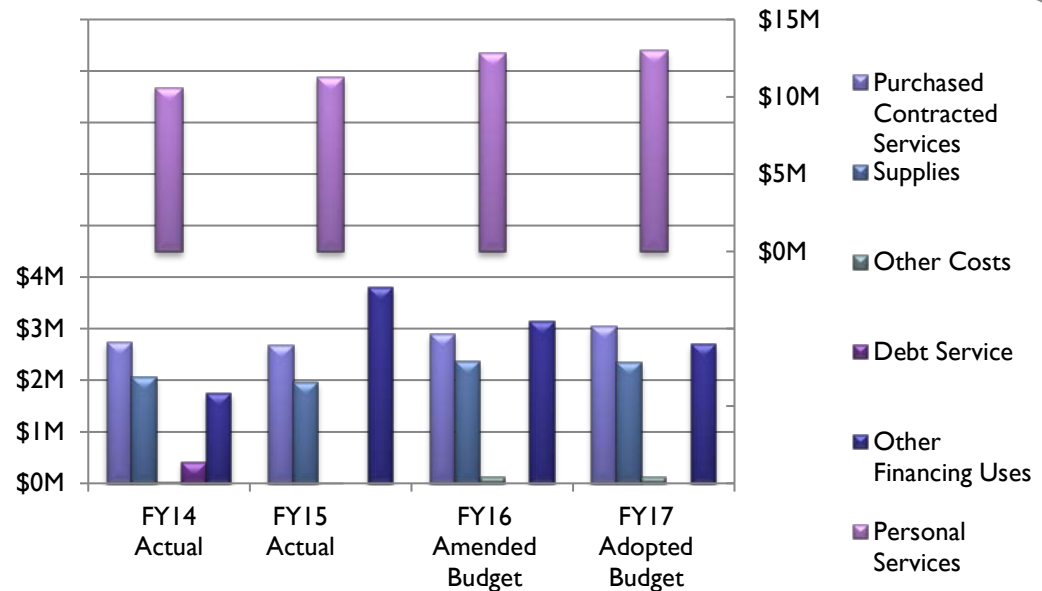
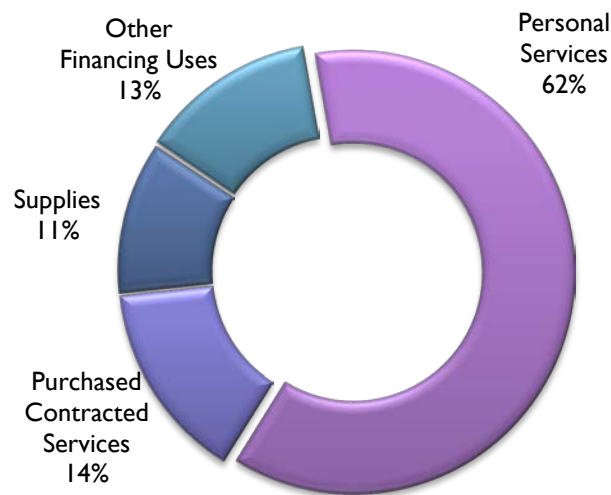
Department	FY 2017 Budget
City Manager	
City Manager	\$ 462,517
City Clerk / Business Office	
Clerk Administration	938,150
Finance Office	415,950
Business Office	257,005
Information Technology	937,697
Human Resources	276,973
Custodian/Building Maintenance	71,895
Total: City Clerk / Business Office	\$ 2,897,670
Public Safety	
Police Administration	950,350
Criminal Investigation	975,090
Police Uniform Division	4,060,017
Police Support Division	1,258,694
Police Dispatch	881,405
Vehicle Maintenance Division	540,429
Total: Public Safety	\$ 8,665,984
Parks and Recreation	
Cultural Recreation Administration	1,432,200
Recreation Programs	130,352
Park Areas	232,116
Total: Parks & Recreation	\$ 1,794,668

Department	FY 2017 Budget
Municipal Court	
Municipal Court	\$ 641,444
General Government	
Mayor & Council	187,797
Boards and Committees	4,683
General Government	259,320
Other Financing	2,701,718
Total General Government	\$ 3,153,518
Public Works	
Public Works Administration	1,504,521
Community Enhancement	21,550
Citywide Building/Property Maintenance	167,481
Total: Public Works	\$ 1,693,552
Community Development	
Community Development Administration	689,311
Street Lights	329,640
Economic Development	236,027
Public Information Administration	385,099
Downtown/Main Street	288,750
Total: Community Development	\$ 1,928,827
Total: General Fund Expenditures	\$ 21,238,180

GENERAL FUND EXPENDITURES

Expenditure Summary By Object Classification

Description	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change	% Total
Personal Services	\$10,582,808	\$11,284,520	\$12,811,861	\$12,995,373	\$ 183,512	1.4%	61.2%
Purchased Contracted Services	2,743,014	2,704,715	2,917,327	3,058,949	141,622	4.9%	14.4%
Supplies	2,070,194	1,988,100	2,382,601	2,359,680	(22,921)	-1.0%	11.1%
Capital Outlays	346,952	259,870	34,000	4,000	(30,000)	-88.2%	0.0%
Interdepartmental Charges	966	430	965	600	(365)	-38%	0.0%
Other Costs	23,617	860	120,002	117,860	(2,142)	-2%	0.6%
Debt Service	412,091	-	-	-	-	NA	0.0%
Other Financing Uses	1,752,035	3,810,669	3,134,259	2,701,718	(432,541)	-13.8%	12.7%
Total General Fund Expenditure	\$17,931,677	\$20,049,164	\$21,401,014	\$21,238,180	\$ (162,834)	-0.8%	100%



MAYOR AND COUNCIL

Mayor and Council

Mission

The City Council is the legislative governing body of the City, that establishes policies and ordinances that will provide the highest quality of life for those who live, work or play in the community and foster an environment for business to prosper. They are dedicated to an open and transparent government that provides progressive, efficient and professional leadership.

Department Description

The City of Duluth is served by a Mayor and five Councilmembers. All members are elected at-large, meaning they represent all citizens and serving four-year staggered terms. The City Council serves as the legislative governing body responsible for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to the City Manager. The Council appoints the City Manager, Chief of Police, City Clerk, City Attorney, Municipal Court Judge and Solicitors, Board Members, and City Auditor and designates the City's legal organ. The City Council strives to improve the quality of life and opportunity for economic prosperity for all City residents and businesses, while assuring all citizens a clean, safe, economically viable and progressive city that is responsive to changing needs.



Objectives

- Ongoing Provide policy direction and leadership to the City Manager and staff
- Ongoing Identify and implement strategies that assist in realizing the City's vision and goals.
- Ongoing Solicit and obtain citizen input on issues of concern and adopt policies that protect and improve the life of City residents
- Ongoing Work diligently to earn the trust, respect and support of our citizens
- Ongoing Institute policies and ordinances that ensure the continued fiscal and economic health of the City and improve the quality of services to residents and business
- Ongoing Promote local performing and public art to create a culturally rich environment through the City that is an economic drive for tourism along with people and businesses look to relocate here

MAYOR AND COUNCIL

Mayor and Council

- Ongoing Recognize residents who demonstrate a commitment to Duluth with the “Capture the Spirit” awards
- FY 16-17 Support policies and initiatives which will help to create the appropriate mix of residential housing for all lifestyles and income levels
- FY 16-17 Continue to work with staff to facilitate policies and ordinances that will lead to the redevelopment of the downtown through both public and private investments to create opportunities for commercial and residential redevelopment
- FY 16-17 Continue to support initiatives to foster greater citizen and business involvement in all aspects of city government through outreach to various ethnic and community groups

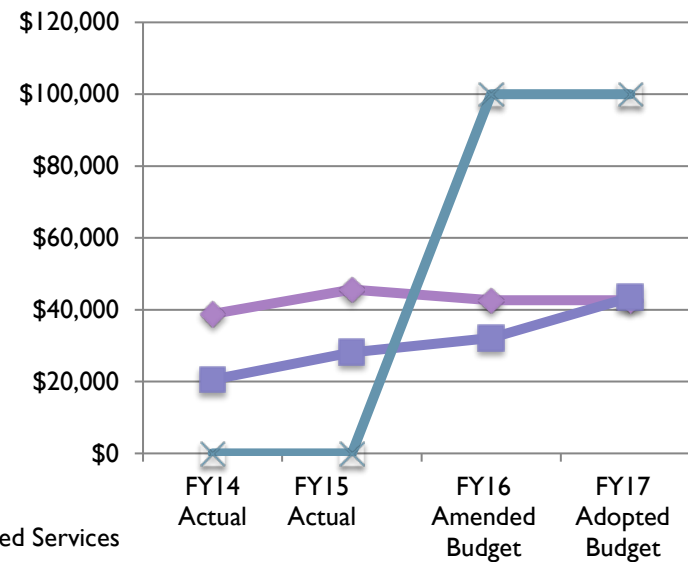
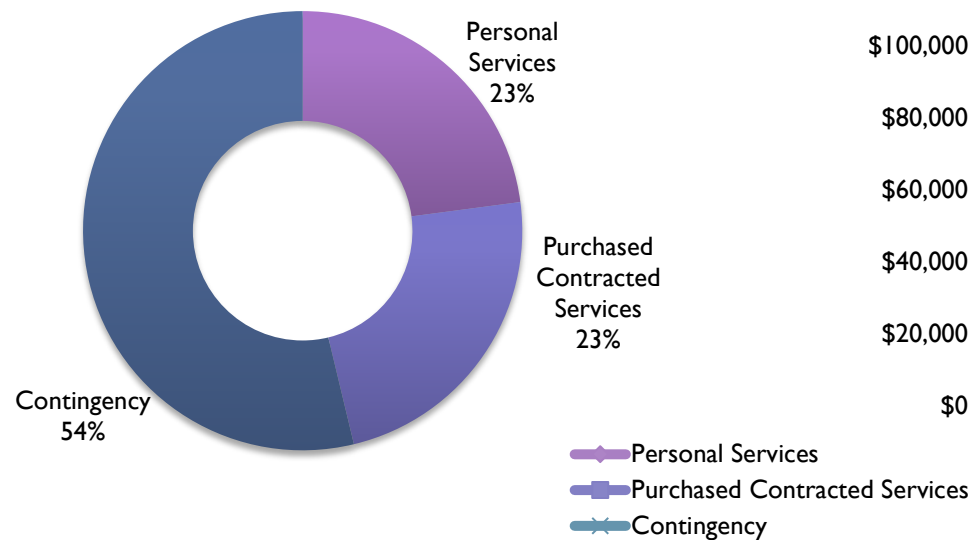


Aerial photo taken by drone: City Hall

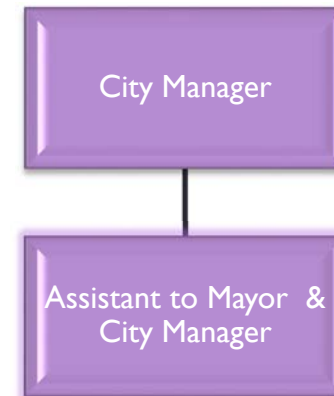
MAYOR AND COUNCIL

Mayor & Council	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 38,821	\$ 45,616	\$ 42,649	\$ 42,629	\$ (20)	0.0%
Purchased Contracted Services	20,541	28,103	32,087	43,412	*11,325	35.3%
Supplies	2,517	722	1,258	1,756	498	39.6%
Contingency	-	-	100,000	100,000	-	0.0%
Total:	\$ 61,879	\$ 74,441	\$ 175,994	\$ 187,797	\$ 11,803	6.7%

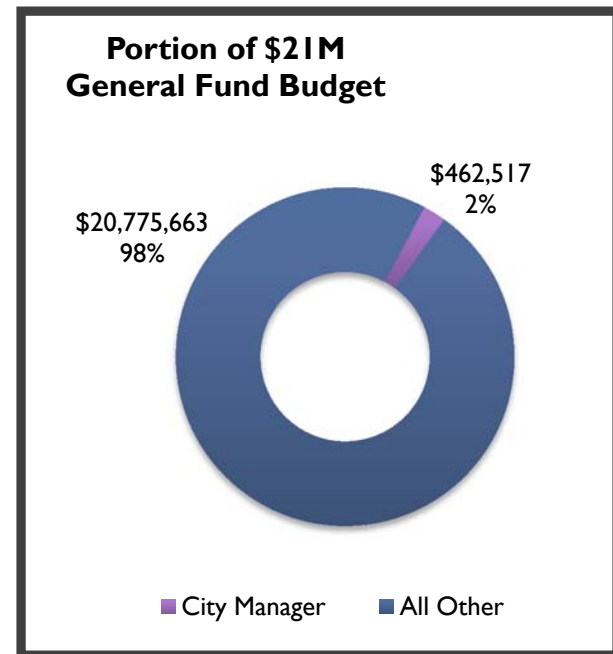
*Budget increased for GMA-District training, ARC Out of State Meetings, and Gwinnett Chamber/ARC Strategic Leadership



CITY MANAGER



Functions	Serves as the chief executive officer of the City and liason between City Council and staff
Positions	2 full time
Current FY 2016 Budget	\$395,503
Adopted FY 2017 Budget	\$462,517
Change from PY Budget	\$67,014
Notable FY 2017 Budget Items	<ul style="list-style-type: none"> •Continue downtown revitalization efforts •Increased Professional Services by \$27,272 for environmental consultants



City Manager

Mission

The City Manager is responsible for carrying out the City Council's policies and directives, for providing leadership and vision to the organization to achieve the City's Strategic Vision, for developing programs and initiative to meet the future needs of the city. The City Manager is charged with developing the annual budget, insuring financial stability, and maintaining the City's overall commitment to providing high quality services to residents and visitors.



Department Description

The City Manager serves as the chief executive officer of the City responsible for directing and supervising all activities of the City to implement policy as set by the City Council in accordance with local ordinances and laws. The City Manager develops, articulates and manages the City's annual budget, and evaluates the current and long-term financial condition of the City. The City Manager represents City Council's position in intergovernmental relations, contract negotiations, and support for state and federal legislation. The City Manager also provides advisement to the Mayor and Council on departmental programing, strategic and tactical planning, and issues of concern.

Objectives

- | | |
|---------|---|
| Ongoing | Provide effective and efficient management of the City organization to implement the policies and goals established by the City Council |
| Ongoing | Advise Council on the city's current and future needs |
| Ongoing | Provide continuous oversight of the City operations to maintain financial stability |
| Ongoing | Develops Duluth as the best place to work, live, learn, shop and visit |
| Ongoing | Manage annual and capital budget with oversight for the best allocation and use of limited resources |
| Ongoing | Increase staff development and abilities by encouraging attendance at training seminars, conferences and in-house webinars |
| Ongoing | Plan and organize annual strategic conference with the Mayor and Council to provide a long-term roadmap for the City |

CITY MANAGER

City Manager

Ongoing	Establish plans for the redevelopment of downtown by facilitating necessary infrastructure improvement, reviewing ordinances and regulation and attracting outside developers
Ongoing	Work with Planning and Economic Development Departments to undertake measures to encourage economic development in the Downtown area, along Buford Highway and the Peachtree Industrial Road corridor
FY 16-17	Continue to implement overall plans for the redevelopment of downtown by facilitating necessary infrastructure improvement, directing review of ordinances and regulation and attracting outside developers
FY 16-17	Continue to work with Community Development and Economic Development Departments to undertake measures to encourage economic development in the Downtown area, along Buford Highway and the Peachtree Industrial Road corridor
FY 16-17	Continue implementation of measures to ensure the long-term financial stability of the City by work with the Finance Manager to monitor long range forecast, analyze economic developments and changes in laws
FY 16-17	Work with Community Development Department to develop an neighborhood stabilization plan that will encourage the revitalization of various residential area through the City where housing is currently under developed

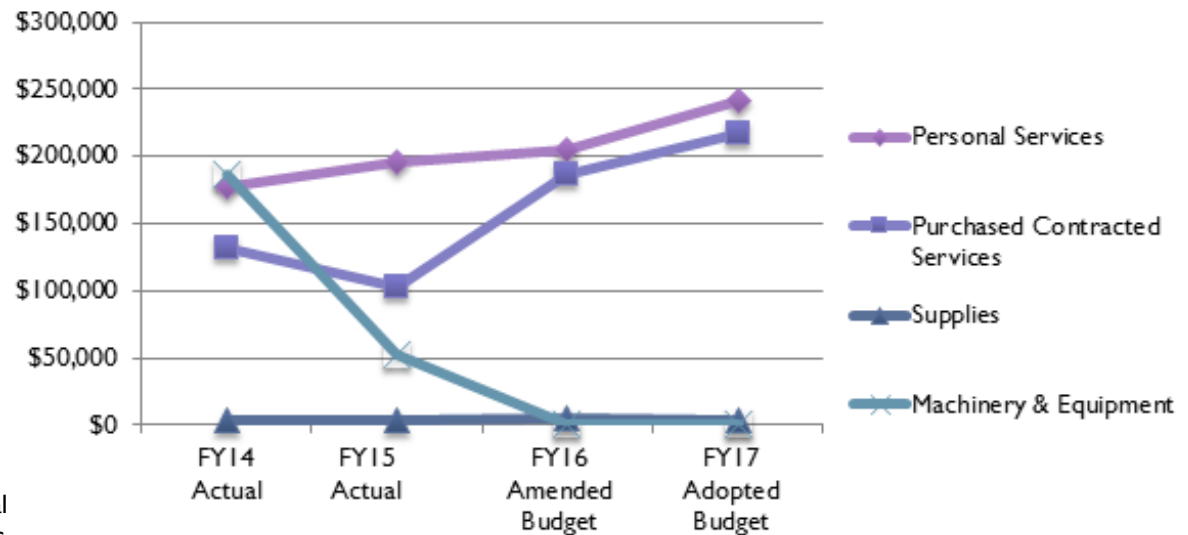
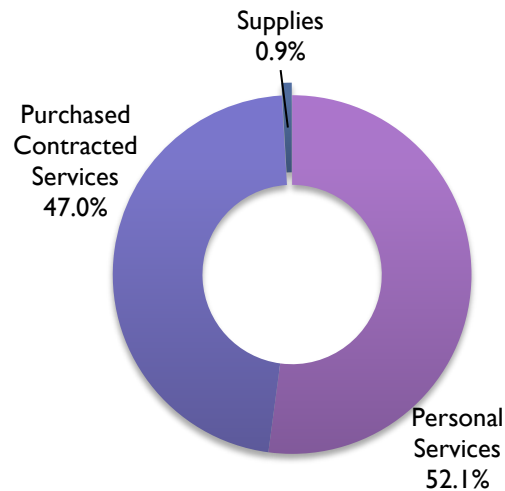


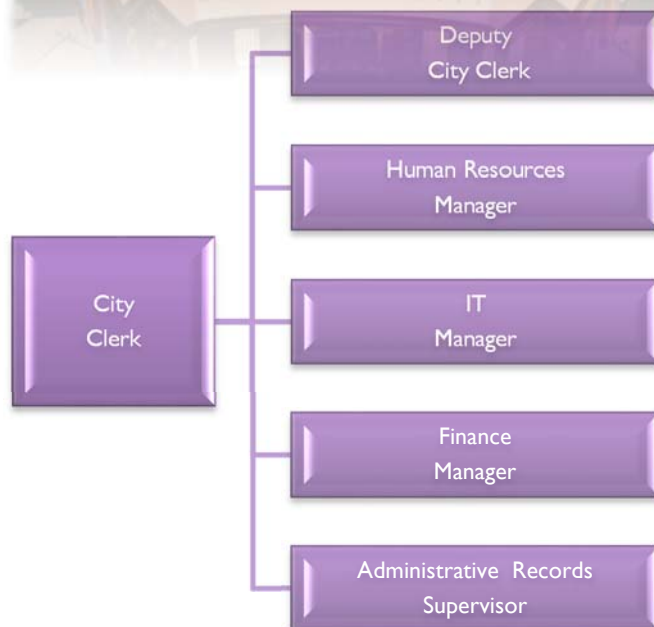
CITY MANAGER

City Manager	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
City Manager	1		1		1	
Assistant to Mayor & City Manager	1		1		1	
Total:	2	0	2	0	2	0

*Budget increased for Environmental Consultant service purchase in FY 2017

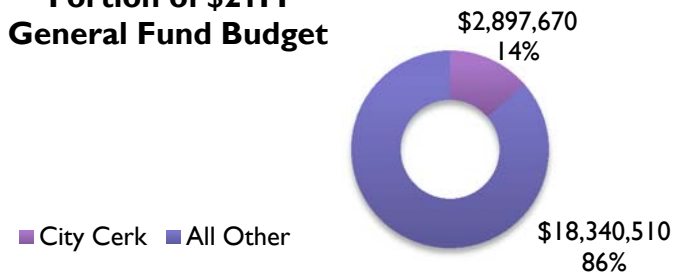
City Manager	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 178,020	\$ 196,509	\$ 205,197	\$ 241,050	\$ 35,853	17.5%
Purchased Contracted Services	131,727	102,867	185,866	217,217	*31,351	16.9%
Supplies	2,841	2,909	4,440	4,250	(190)	-4.3%
Machinery & Equipment	186,697	52,728	-	-	-	NA
Total:	\$ 499,284	\$ 355,013	\$ 395,503	\$ 462,517	\$ 67,014	16.9%





CITY CLERK

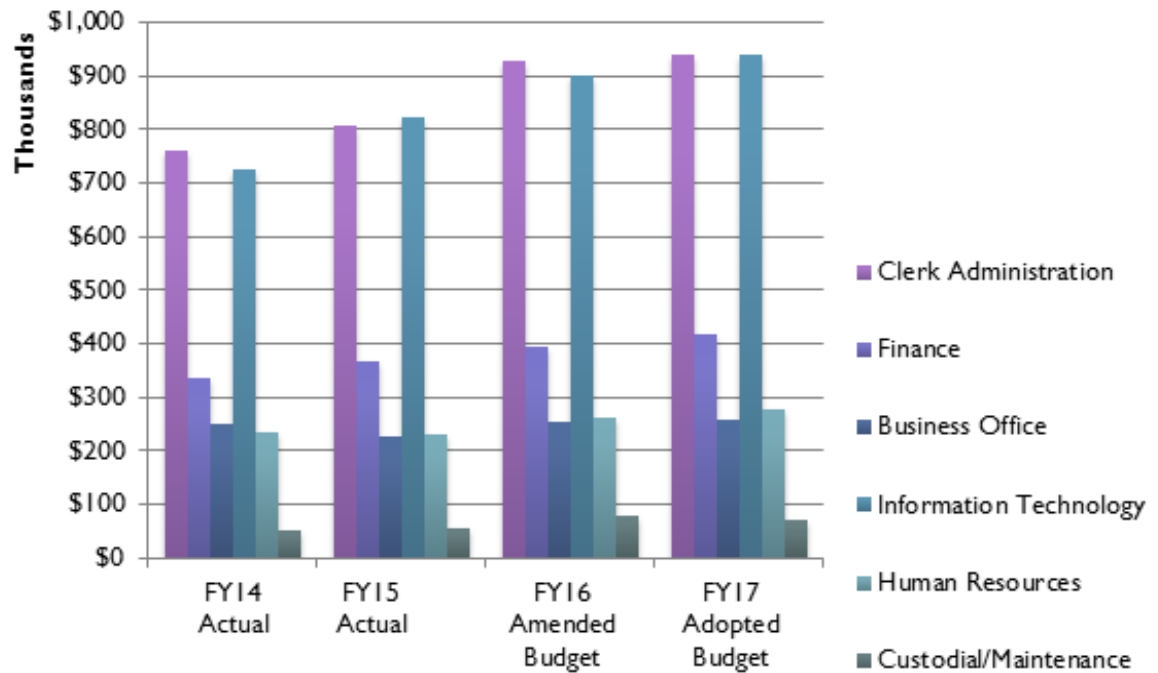
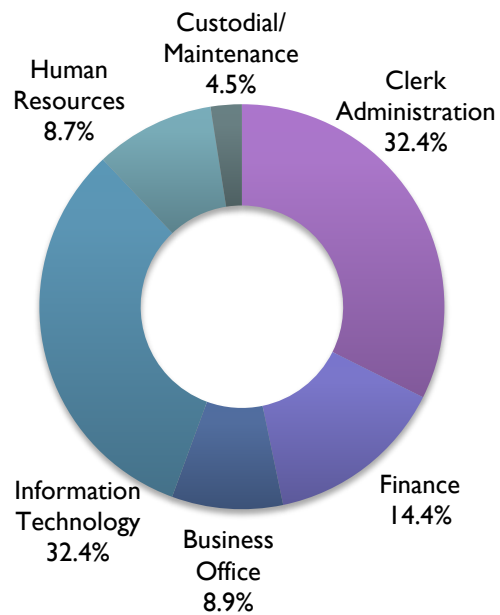
Portion of \$21M General Fund Budget



Functions	Administration and supervision of various functions including property taxes, alcohol permit and training, occupational licenses, Human Resources, Finance, IT and City Hall custodial service
Positions	17 full time, 3 part time and 1 part time college intern
Current FY 2016 Budget	\$2,819,051
Adopted FY 2017 Budget	\$2,897,670
Change from PY Budget	\$78,619
Notable FY 2017 Budget Items	<ul style="list-style-type: none"> • Implementation of new property tax software • Replacement of City Hall host servers • Replacement of 20% of computers & laptops

CITY CLERK

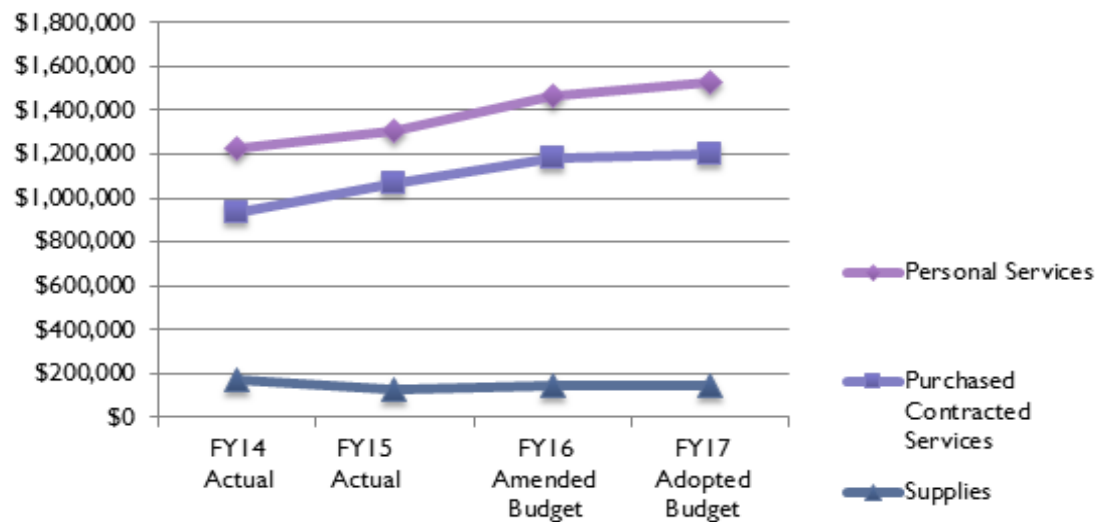
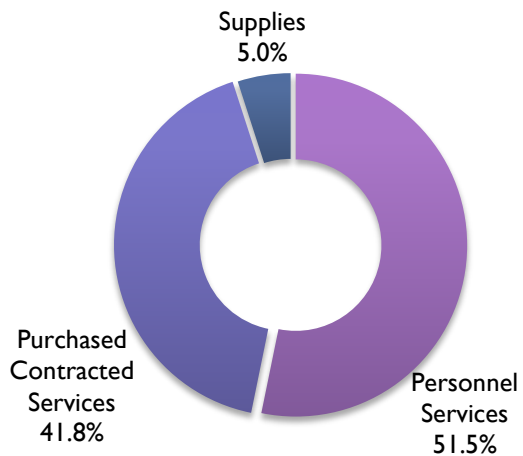
City Clerk/Business Office	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Clerk Administration	\$ 762,031	\$ 805,911	\$ 929,707	\$ 938,150	\$ 8,442	0.9%
Finance	336,360	365,338	392,727	415,950	23,224	5.9%
Business Office	248,558	228,363	253,829	257,005	3,176	1.3%
Information Technology	726,140	822,818	899,617	937,697	38,080	4.2%
Human Resources	234,993	231,832	263,082	276,973	13,890	5.3%
Custodial/Maintenance	50,416	55,825	80,088	71,895	(8,193)	-10.2%
Total: City Clerk/Business Office	\$ 2,358,498	\$ 2,510,086	\$ 2,819,051	\$2,897,670	\$ 78,619	2.8%



CITY CLERK

City Clerk/Business office	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$1,229,119	\$1,308,818	\$1,465,219	\$1,532,147	\$*66,928	4.6%
Purchased Contracted Services	934,106	1,068,659	1,186,990	1,203,408	16,418	1.4%
Supplies	170,690	131,320	145,875	143,655	(2,220)	-1.5%
Interdepartmental Charges	966	430	965	600	(365)	-38%
Other Costs	23,617	860	20,002	17,860	(2,142)	-10.7%
Total: City Clerk/Business Office	\$2,358,498	\$2,510,086	\$2,819,051	\$2,897,670	\$78,619	2.8%

*Reflects 1% COLA for all City employees & 2% Merit adjustment for the qualified upon annual performance review



Mission

The City Clerk Department ensures that meetings and actions of the governing body comply with Federal, State, and City law and regulations. That official actions and records are documented, archived, and preserved for future retrieval.

All City elections are conducted fairly and in accordance with Federal and State laws. That the various customer service related functions and internal support functions under the direction of this department receive appropriate supervision and instruction.



Department Description

The City Clerk Department is managed by the City Clerk and is responsible for supervising various functions including property taxes, alcohol permit and training, occupational licenses, human resources, finance, information technology and City Hall custodial services. The City Clerk/Treasurer is an Officer established through the City Charter and is appointed by the City Council. This department is charged with ensuring that official City Council meeting, actions and documentation comply with Federal, State and City laws and regulations. That these meetings are properly noticed and the actions and records are archived and preserved for future retrieval. The office disseminates information regarding council legislative action and policy decisions to other City departments, outside agencies and the public. They are also charged with conducting all City-wide elections to ensure they are properly noticed, fair and confirm to Federal and State laws. The department regularly meets with and assists citizens, business owner, City staff and the general public with general inquiries and specific department related request.

Objectives

- | | |
|---------|---|
| Ongoing | Continue to maintain a high level of customer service for Duluth citizens and businesses and other City departments |
| Ongoing | Maintain a well trained professional staff that is dedicated to the citizens they serve |
| Ongoing | Preserve, maintain and record official actions of the Mayor and Council |
| Ongoing | Ensure departmental compliance with Federal, State and Local laws and ordinances |
| Ongoing | Seek innovative solutions to maintain high quality core services; promote financial transparency and ensure the City financial stability through the monitoring of financial activities |
| Ongoing | Continue to provide efficient and effective service by exploring ways to streamline processes through the use of technology |

CITY CLERK

City Clerk Administration

- FY 16-17 Complete the implementation of the new property tax software to improve customer service and employee efficiency
- FY 16-17 Conduct city general election and runoff, if necessary

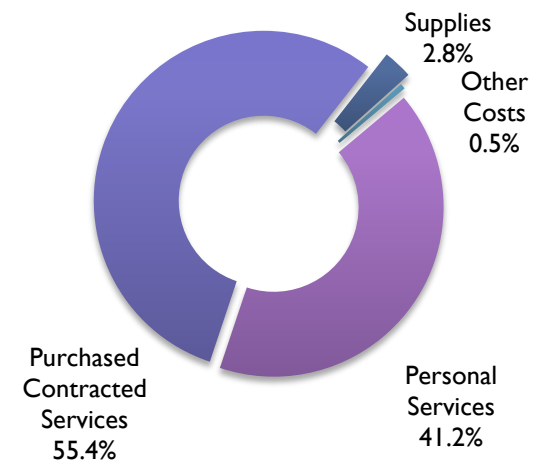
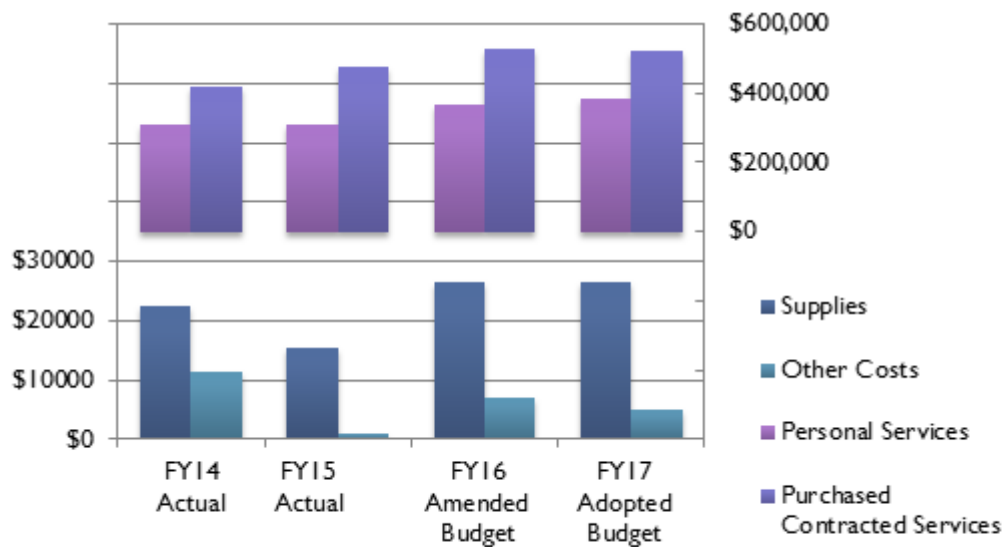


Council Chambers at City Hall

CITY CLERK

Clerk Administration	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
City Clerk						
Deputy City Clerk						
Administrative Records Supervisor						
Compliance Inspector						
College Intern						
Total:	3	1	3	2	3	2

Clerk Administration	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 309,019	\$ 312,028	\$ 369,536	\$ 386,939	\$ 17,402	4.7%
Purchased Contracted Services	419,260	477,744	526,679	520,039	(6,640)	-1.3%
Supplies	22,345	15,279	26,490	26,312	(178)	-0.7%
Other Costs	11,407	860	7,002	4,860	(2,142)	-30.6%
Total:	\$ 762,031	\$ 805,911	\$ 929,707	\$ 938,150	\$ 8,442	0.9%



City Clerk Business Office

Mission

The City Clerk's Business Office staff strives to provide the highest quality in customer service, ensuring the maximum degree of public trust and cooperation with the citizens and businesses they serve through prompt, professional service. By providing thorough information to the community either in person or electronically, and maintaining compliance with City ordinances in an accurate and efficient manner, the department also facilitates personal interaction and prides itself on positive customer experiences.

Department Description

The Business Office is the first point of contact for administrative affairs within City Hall and the primary source of information and communication with city residents for general customer service. In addition, this department is charged with billing and collecting the annual property taxes, issuing and collecting occupational tax licenses (based on gross earnings and business tax class) and licensing code compliance. Additionally, the department issues alcohol licenses to businesses and alcohol handling permits to individuals, offering alcohol training classes designed to encourage compliance with state and local laws to ensure responsible alcohol sales and service within the City. The Business Office also collects alcohol excise taxes, motor vehicle excise taxes, and manages regulatory business processes within the City.



Objectives

- | | |
|---------|---|
| Ongoing | Continue to offer prompt, courteous customer service to the citizens, businesses, and visitors that we come into contact with each day, whether in-person, via telephone or email |
| Ongoing | Continue to act as the administrative hub of information, also participating in citywide marketing and promotion through constant review and revision of the City website |
| Ongoing | Attend local and national conferences to improve employee skills and knowledge base through ongoing training and peer-to-peer interaction |

CITY CLERK

City Clerk Business Office

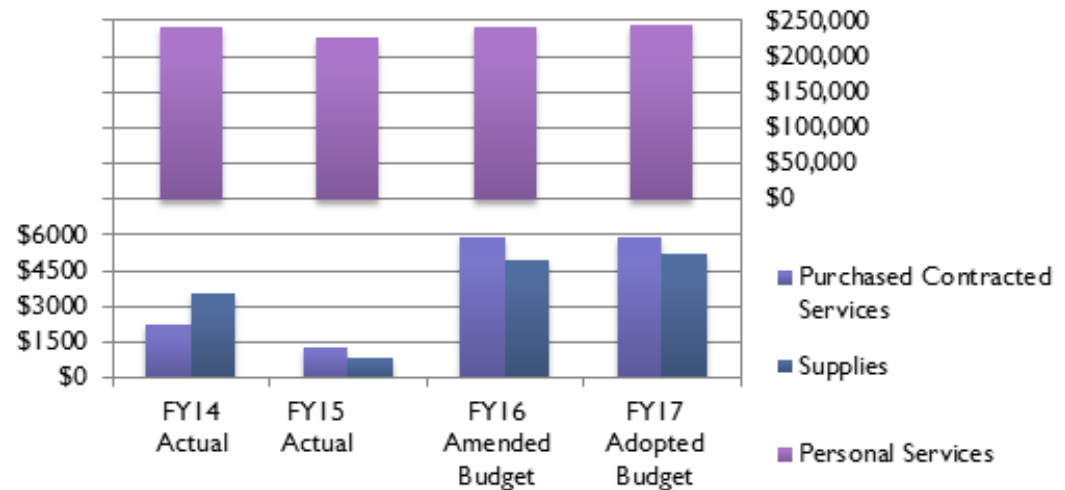
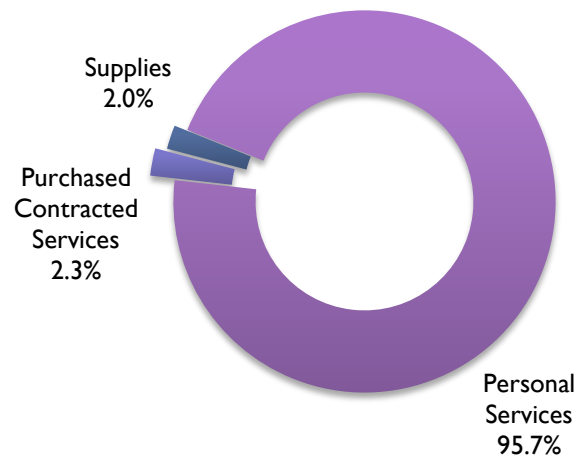
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| Ongoing | Continue to offer alcohol training and awareness program classes to individuals receiving alcohol handling permits for responsible alcohol sales in all parts of the City, working with police enforcement for the protection of citizens and the youth of our community |
| Ongoing | Enhance the citywide goals and vision of our leaders through review, compare/contrast of Duluth ordinances to meet the demands of our ever changing environment and to ensure compliance with state and local laws |
| FY 16-17 | Achieve successful implementation of new Incode Property Tax Software to improve customer service and employee efficiency, beginning with tax year 2016 |
| FY 16-17 | Continue working with the Finance Department for offering the ease of online payment solutions for tax payments and other e-government services where possible |
| FY 16-17 | Continue revising online forms/applications to become “fillable” for ease of the customer |
| FY 16-17 | Ensure a thorough and accurate process for the 2017 Municipal Election |



CITY CLERK

Business Office	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Property Tax Officer						
Occupational Tax Officer						
Alcohol/Excise Tax Officer						
Administrative Assistant						
Total:	4	0	4	0	4	0

Business Office	FY15		FY16		Amount Change	% Change
	FY14 Actual	FY15 Actual	Amended Budget	Adopted Budget		
Personal Services	\$ 241,815	\$225,826	\$242,000	\$245,304	\$ 3,304	1.4%
Purchased Contracted Services	2,215	1,250	5,909	5,928	19	0.3%
Supplies	3,563	857	4,955	5,173	218	4.4%
Intergovernmental	966	430	965	600	(365)	-37.8%
Total:	\$ 248,558	\$228,363	\$253,829	\$257,005	\$ 3,176	1.3%



Mission

The City Clerk Custodial Department is responsible for maintaining safe, clean and well-maintained facilities that leave a positive impression on citizens and visitors.

Department Description

The City Clerk Custodial Department is responsible for maintaining the City Hall building and surrounding grounds in a clean, attractive and comfortable environment for employees and visitors. This department is also charged with scheduling of all necessary contract building maintenance, scheduling maintenance and repairs on City Hall vehicles, and stocking of meeting supplies. When available the Custodial staff will utilize community service workers to assist in maintaining the building and grounds.



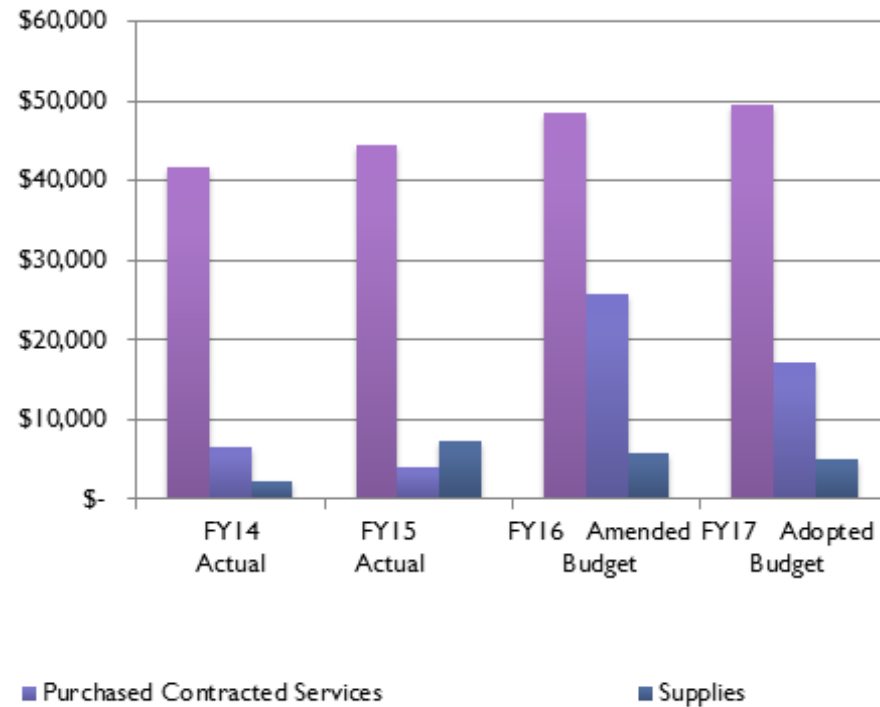
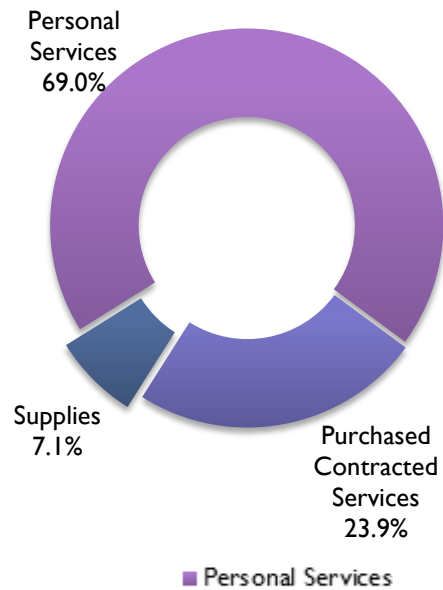
Objectives

- | | |
|---------|---|
| Ongoing | Continue to use environmentally/earth friendly cleaning products. Follow cleaning/maintenance schedule for the City Hall building and surrounding grounds to creates a clean, attractive and comfortable environment for employees and visitors |
| Ongoing | Manage document shredding and recycle program for City Hall building. |
| Ongoing | Utilize community service workers, when available, to augment custodial staff. |
| Ongoing | When City Hall staff is away from their office for an extended period of time, thoroughly clean their office. |
| Ongoing | Continue to switch light bulbs to LED bulbs that are longer lasting and conserve energy. |
| Ongoing | Continue to work with Public Works when maintenance and minor repairs are needed before contacting outside vendors. |
| Ongoing | Assist with seasonal decorations to City Hall. Maintain flag protocol for City Hall building. |

CITY CLERK

	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Custodial/Building Maintenance						
Personal Services	\$ 41,656	\$ 44,447	\$ 48,544	\$ 49,601	\$ 1,057	2.2%
Purchased Contracted Services	6,527	4,036	25,764	17,174	*(8,590)	-33.3%
Supplies	2,233	7,342	5,780	5,120	(660)	-11.4%
Total:	\$ 50,416	\$ 55,825	\$ 80,088	\$ 71,895	\$ (8,193)	-10.2%

*Reflects budget decrease for Exterior Building Maintenance



Mission

The City Clerk Finance department is charged with stewardship and oversight of the City's financial resources on behalf of the citizens and the City Council. The focus is to ensure compliance with all relevant financial and budgetary regulations, including local, state, and federal laws governing financial information.

Department Description

The City Clerk Finance Department provides financial management services to City Council, City departments and the Finance Committee. The department oversees the management of the City's general fund, as well as specialized funds, prepares appropriate financial reports, prepares and monitors the annual budget, handles the City's payable and receivables, maintains the fixed asset records and monitors the City's cash and investments.



Objectives

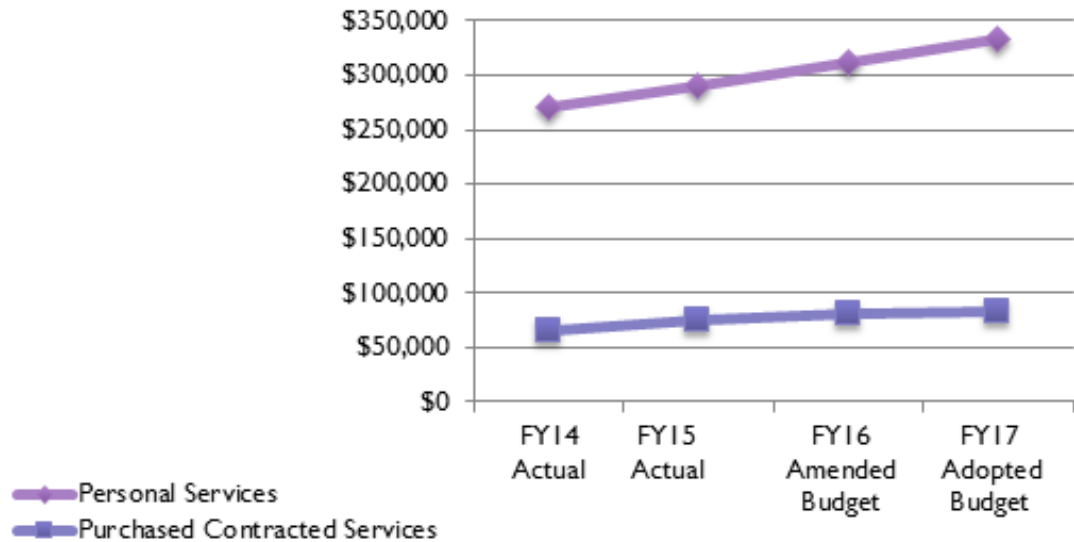
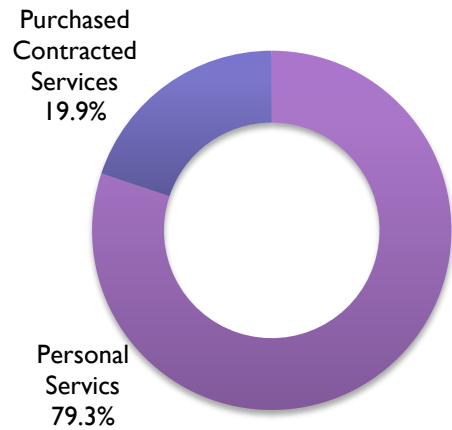
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| Ongoing | Distribute monthly Budget Performance Report to Department Directors before the end of the first full working week of the month |
| Ongoing | Verify accuracy of payroll journal entry and ensure that the payroll tax liability is paid in a timely manner |
| Ongoing | Ensure that vendor invoices are supported by adequate documentation, approved by the appropriate person and paid within 30 days of the invoice date |
| Ongoing | Continue to earn the Distinguished Budget Award from the Government Finance Officers Association's (GFOA) Distinguished Budget Award Program |
| Ongoing | Scan all vendor invoice payment documentation into the City's electronic document archiving system (Laserfiche) within 30 days of payment |
| Ongoing | Continue staff development through training and seminars so as to maintain a high level of professional accounting and financial reporting |

FY 16-17	Continue training of Accounting/Human Resources Technician with Carl Vinson Institute to receive Level I – Certified Local Government Finance Officer Program certification
FY 16-17	Work with Tyler Technology, Property Tax Officer and IT Department to complete implementation of SmartFusion property tax software
FY 16-17	Update 10 year Financial Forecast based on FY 2016 audited results, review/update projections for out years and prepare presentation for Strategic Conference, if necessary
FY 16-17	Prepare Annual Financial Report (CAFR) for auditors and gather additional information for supplementary schedules need to submit report for GFOA financial reporting award
FY 16-17	Assist City Manager with developing revenue projects and project category budget for 2017 SPLOST funds, if approved by voters
FY 16-17	Work with City Manager and City Clerk to develop framework for implementation of Capital Asset Replacement Plan
FY 16-17	Develop policy for fund balance that includes definition and limits for establishing a capital reserve along with the current operating reserve

CITY CLERK

Finance Department	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Finance Manager						
Accounting Officer						
Senior Accounting Technician						
Accounting/HR Technician			0.5		0.5	
Accounting Specialist						
Financial Assistant						
Total:	3	3	3.5	2	3.5	2

Finance Department	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 271,417	\$ 290,618	\$ 312,198	\$ 333,093	\$ 20,896	6.7%
Purchased Contracted Services	64,863	74,720	80,279	82,607	2,328	2.9%
Supplies	80	-	250	250	-	0.0%
Total:	\$ 336,360	\$ 365,338	\$ 392,727	\$ 415,950	\$ 23,224	5.9%



City Clerk Human Resources

Mission

The City Clerk Human Resources Department is responsible for providing responsive service and support to department directors and employees regarding employment, training, employee relations, benefits and compensation to attract, develop, and retain a talented, diverse, energetic workforce in a supportive work environment. This department is also responsible for ensuring the City's compliance with Federal and State employment laws.



Department Description

The City Clerk Human Resources Department is responsible for developing jobs descriptions, preparing the annual salary survey, developing annual employee evaluations, administration of all employee benefits, processing of the bi-weekly payroll, processing of all new hires and terminations, handling of employee grievances and actions, complying with all HR related open records requests. The Human Resources Manager also serves as a permanent member of the City's Finance Committee and is responsible for administering the City's Wellness Program. This department strives to treat all employees fairly and equally while acting with integrity and high ethical standards.

Objectives

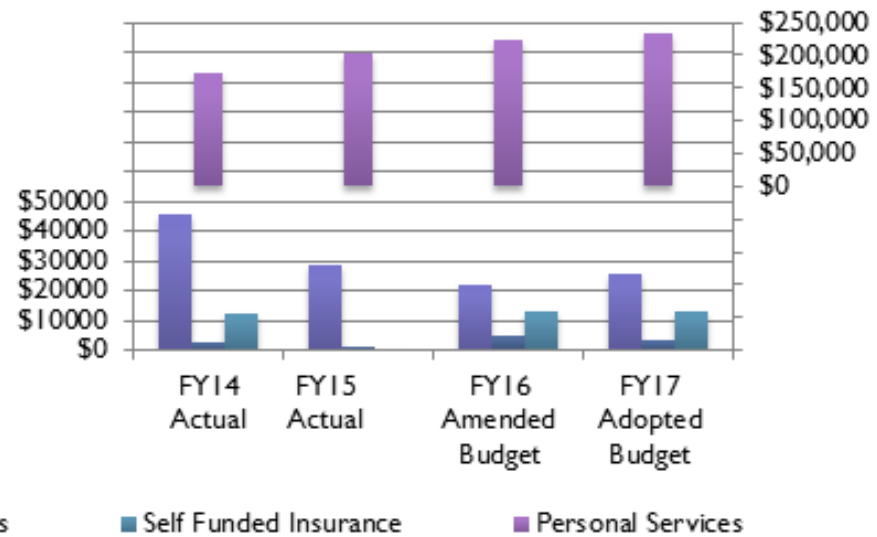
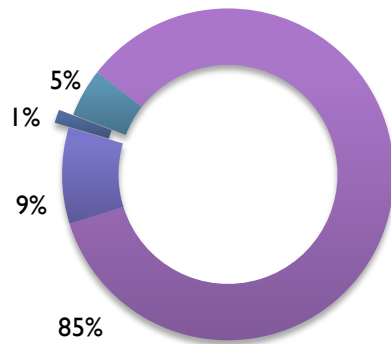
Ongoing	Continue to provide recruitment, selection, hiring and retention assistance to City departments
Ongoing	Continue to provide new employee orientation that will provide new hire employees with policies and other pertinent information regarding the City on their first day of reporting
Ongoing	Work with Insurance Broker to administer, enroll, monitor and educate employees on benefit changes, in particular the effects of the Patient Protection and Affordable Care Act
Ongoing	Continue efforts to increase employee participation in the City offered retirement benefits, with specific focus on increasing enrollment in the Deferred Compensation Plan (457b)
Ongoing	Maintain a high level of customer service for coworkers, new hires and outside individuals/organizations
FY 16-17	Re-establish the Employee Wellness Committee to focus on greater employee participation and review overall program criteria
FY 16-17	Explore methods of increasing the efficiency and effectiveness of the application and new hire processes, seeking technology solutions in place of manual paperwork processing

CITY CLERK

Human Resources	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Human Resources Manager	1		1		1	
Payroll & Benefits Specialist	1		1		1	
HR/Accounting Technician		1	0.5		0.5	
Total:	2	1	2.5	0	2.5	0

Human Resources	FY15		FY16		FY17	
	FY14 Actual	FY15 Actual	Amended Budget	Adopted Budget	Amount Change	% Change
Personal Services	\$ 174,625	\$ 201,991	\$ 223,612	\$ 234,413	\$ 10,800	4.8%
Purchased Contracted Services	45,867	28,732	21,920	25,960	*4,040	18.4%
Supplies	2,290	1,108	4,550	3,600	(950)	-20.9%
Self-Funded Insurance	12,210	-	13,000	13,000	-	0.0%
Total:	\$ 234,993	\$ 231,832	\$ 263,082	\$ 276,973	\$ 13,890	5.3%

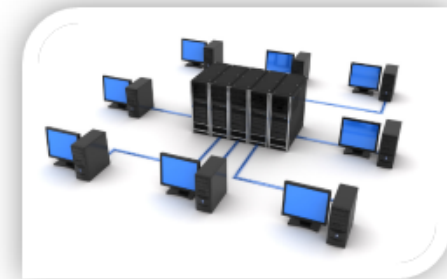
*Increased budget for staff training, Dues & Professional Fees, Management Consulting Services



City Clerk Information Technology

Mission

The City Clerk Information Technology Department is responsible for implementing innovative and creative technological solutions, in the most cost effective manner, that enable staff to perform their jobs more efficiently & timely and to support public access to the City through electronic means.



Department Description

The City Clerk Information Technology (IT) Department is responsible for the voice and data network infrastructure for all City staff; this includes, but is not limited to computers, phones, servers, and internet connections. This department manages both physical and virtual servers; contracts for and maintains internet connections among all City buildings; purchases, installs and maintains all citywide computers; and purchase, contracts for and tracks all other electronic equipment, including phones and tablets. The IT Department is also responsible for maintaining firewall protections, offering advice on all software purchases, training for new systems and equipment and citywide copier leasing and maintenance.

Objectives

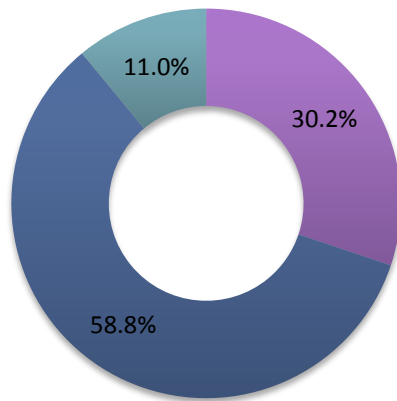
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| Ongoing | Replace 20% of the desktop computer based on the City's 5 year replacement policy |
| Ongoing | Assist all City departments with the purchase, installation and maintenance of computer related equipment and software |
| Ongoing | Manage all citywide equipment lease including copiers, phones systems and mobile phones |
| FY 16-17 | Replace the HOST servers for City Hall to improve speed and data storage abilities |
| FY 16-17 | Replace all police in-car computer and upgrade to Windows 10 |
| FY 16-17 | Upgrade police Aegis software from version 10 to version 11, which includes upgrades to all operating systems |

CITY CLERK

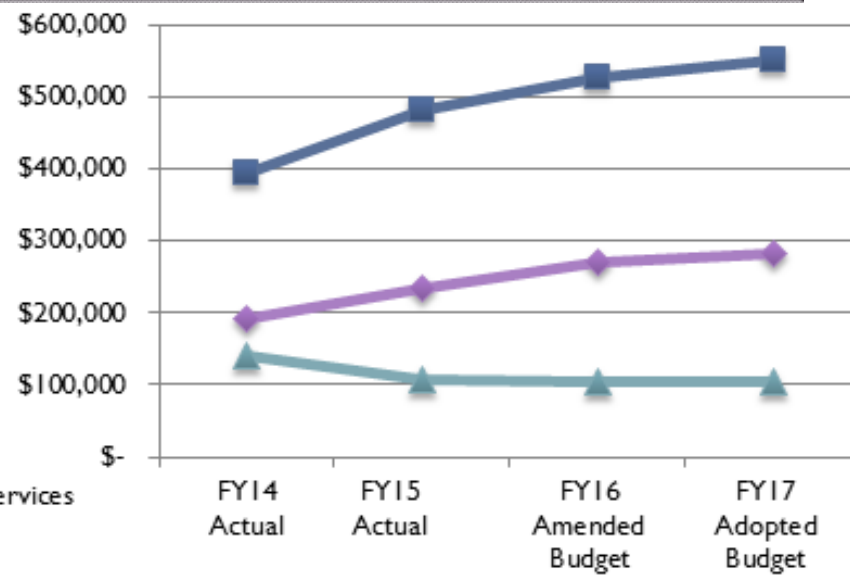
Information Technology	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Information Technology Manager	1		1		1	
Deputy Information Technology Manager	1		1		1	
Information Technology Technician	1		1		1	
Total:	3	0	3	0	3	0

Information Technology	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 190,587	\$ 233,908	\$269,328	\$ 282,797	\$ 13,469	5.0%
Purchased Contracted Services	395,374	482,177	526,439	551,700	*25,261	4.8%
Supplies	140,178	106,733	103,850	103,200	(650)	-0.6%
Total:	\$ 726,140	\$ 822,818	\$899,617	\$ 937,697	\$ 38,080	4.2%

*Reflects budget increase for Telephone, Technical services associated with New World system, and staff training



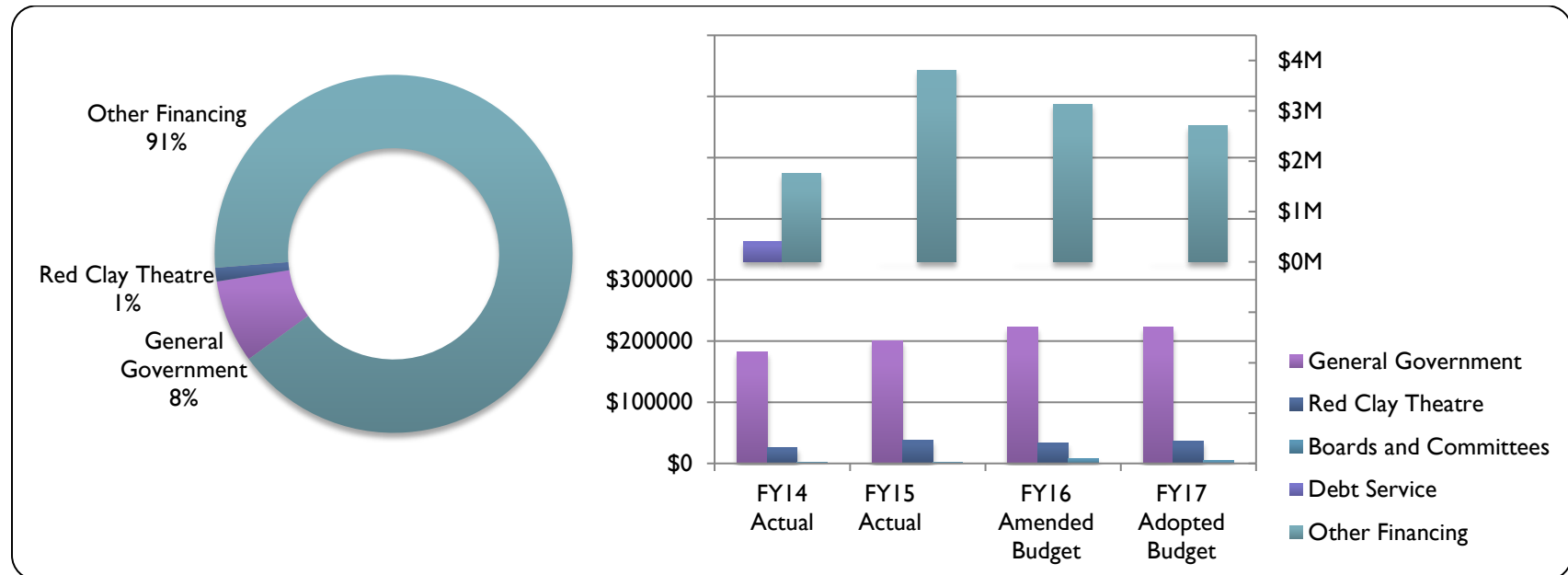
◆ Personal Services
■ Purchased Contracted Services
▲ Supplies



GENERAL GOVERNMENT

General Government	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
General Government	\$ 181,674	\$ 200,198	\$ 222,682	\$ 222,848	\$ 166	0.1%
Red Clay Theatre	25,491	37,930	33,500	36,472	2,972	8.9%
Boards and Committees	1,615	1,722	7,753	4,683	(3,070)	-39.6%
Debt Service	412,091	-	-	-	-	NA
Other Financing	1,752,035	3,810,669	3,134,259	2,701,718	(432,541)	-13.8%
	\$ 2,372,906	\$ 4,050,520	\$ 3,398,194	\$ 2,965,721	\$ (432,473)	-12.7%

Most City departments budget for the cost of their department within a single departmental budget, the General Government section of the budget covers the cost of services that support all or most City departments, but are not budgeted in the individual departments. An example of a service that supports other departments would be landscaping, postage and utilities, such as electric or water. Due to the fact that this department supports all other departments and the impracticality of budgeting for this cost in the individual departments its cost is included in this section. This section also includes the costs for the utilities and maintenance of the Red Clay. The Red Clay is an entertainment venue that the City owns but contracts with a private company for the day to day operations.



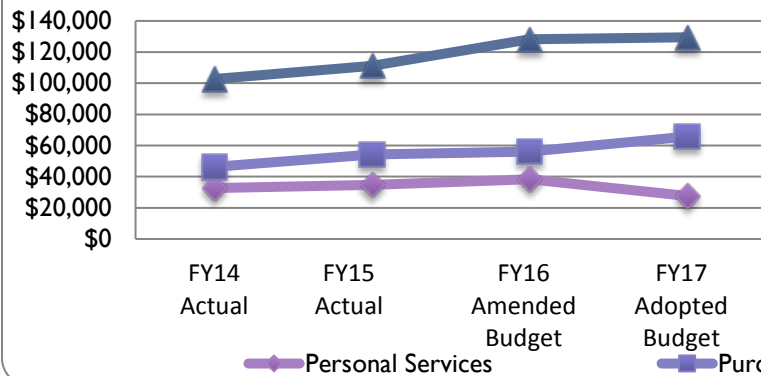
GENERAL GOVERNMENT

General Government	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 32,695	\$ 34,759	\$ 38,328	\$ 27,597	\$ *(10,731)	-28.0%
Purchased Contracted Services	46,290	54,179	56,180	65,762	**9,582	17.1%
Supplies	102,690	111,260	128,174	129,489	1,315	1.0%
Total:	\$ 181,674	\$ 200,198	\$ 222,682	\$ 222,848	\$ 166	0.1%

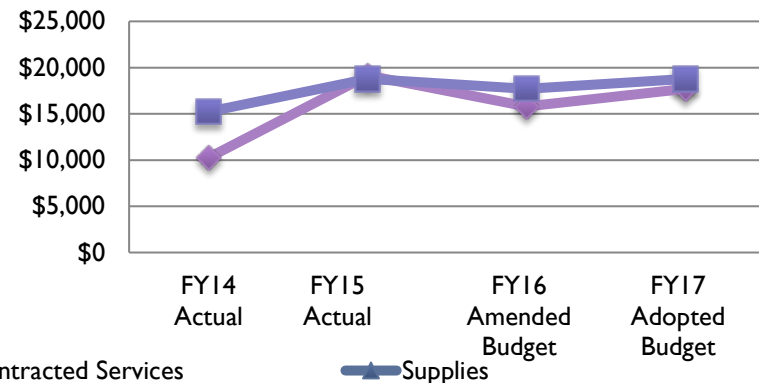
*Budget decreased for Event Salaries

**Increased budget for Landscaping Downtown Properties – The Block, Corner of Buford Hwy & Sugarloaf Pkwy, and more budget for Town Green mowing

General Government



Red Clay Theatre

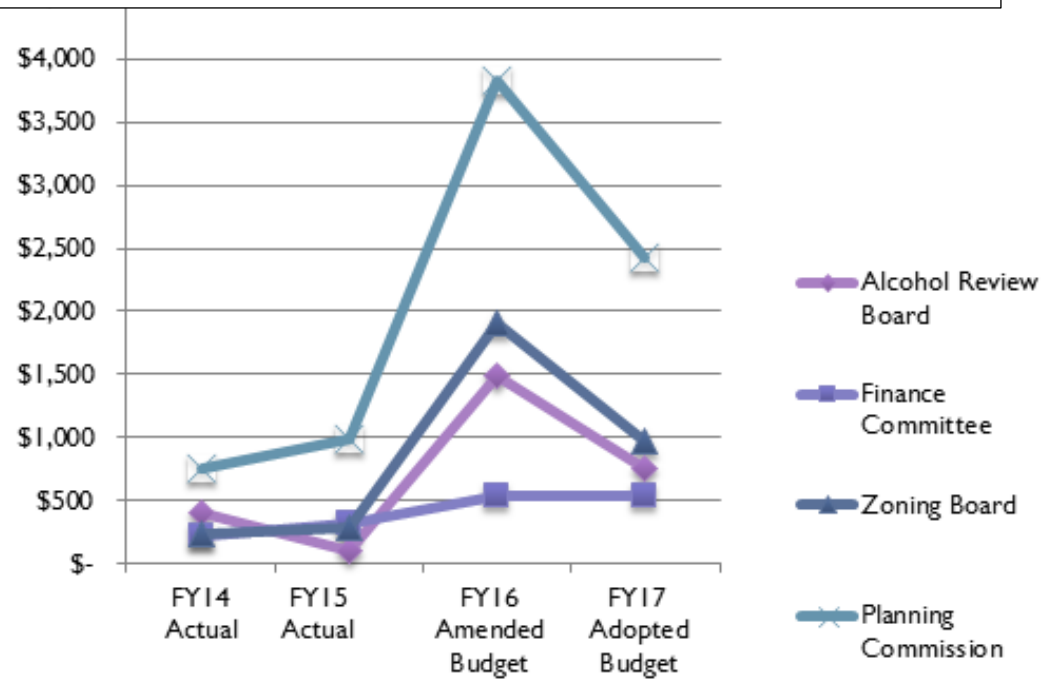
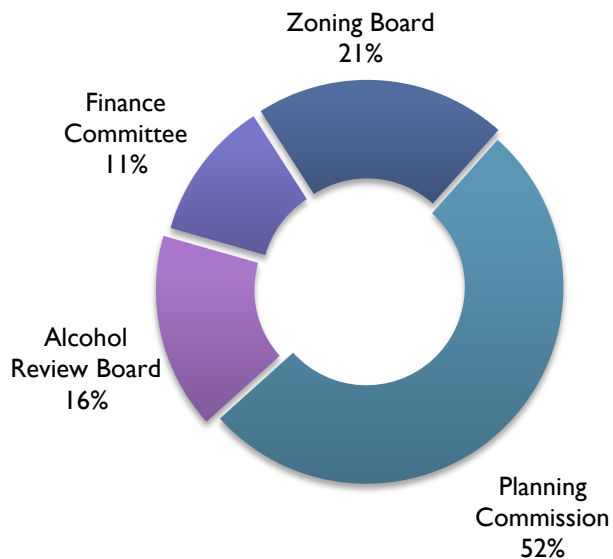


Red Clay Theatre	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services	\$ 10,262	\$ 19,149	\$ 15,800	\$ 17,692	\$ 1,892	12.0%
Supplies	15,229	18,781	17,700	18,780	1,080	6.1%
Total:	\$ 25,491	\$ 37,930	\$ 33,500	\$ 36,472	\$ 2,972	8.9%

BOARDS AND COMMISSIONS

Boards & Committees	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Alcohol Review Board	\$ 404	\$ 108	\$ 1,487	\$ 753	\$ (734)	-49.3%
Finance Committee	215	323	531	538	7	1.4%
Zoning Board	242	296	1,912	969	(943)	-49.3%
Planning Commission	754	996	3,823	2,422	(1,401)	-36.6%
Total:	\$ 1,615	\$ 1,722	\$ 7,753	\$ 4,683	\$ *(3,070)	-39.6%

*Budget adjusted according to the number of expected meetings for the 2017 Fiscal year



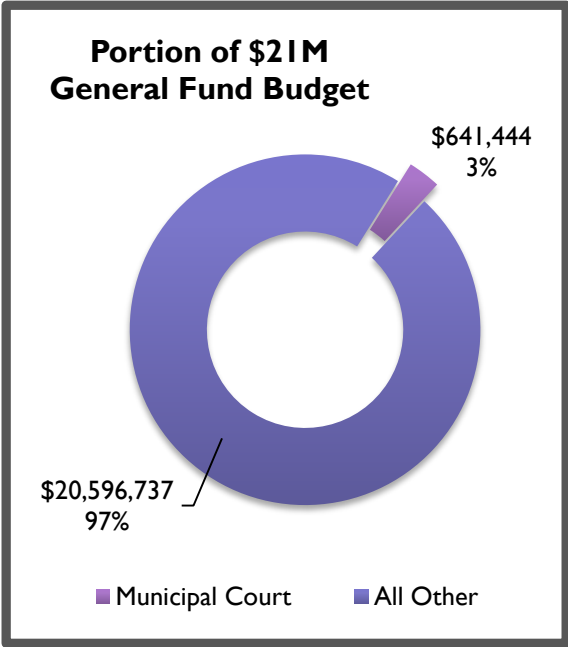
OTHER FINANCING USES

Other Financing	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Other Financing Uses	\$1,752,035	\$ 3,810,669	\$ 3,134,259	\$ 2,701,718	\$ (432,541)	-13.8%
Total:	\$1,752,035	\$ 3,810,669	\$ 3,134,259	\$ 2,701,718	\$ (432,541)	-13.8%

Other Financing	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Transfer to 222 HEAT Grant	\$ 17,831	\$ -	\$ -	\$ -	\$ -	NA
Transfer to SPLOST 2005	-	-	5,047	-	(5,047)	NA
Transfer to Workers Comp 600	250,000	250,000	250,000	250,000	-	NA
Transfer to Fund 700 DDA	667,141	828,428	1,608,530	1,354,528	(254,002)	-15.8%
Transfer to Fund 770 URA	710,328	999,789	1,022,812	1,024,190	1,378	0.1%
Transfer to Fund 360	(62,452)	33,678	26,522	-	(26,522)	-100.0%
Transfer to SPLOST 09 Vehicles	-	-	54,362	-	(54,362)	-100.0%
Transfer to Police Capital Projects	85,193	-	-	-	-	NA
Transfer to HRA Fund 601	82,748	70,000	70,000	70,000	-	NA
Transfer to The Block CD 64	1,246	134,989	37,471	-	(37,471)	-100.0%
Transfer to Fund 209 Public Art	-	30,000	-	-	-	NA
Transfer to Downtown Detention Facility CD-68	-	1,458,024	53,787	-	(53,787)	-100.0%
Transfer to Gateway Buford Hwy CD-69	-	5,762	5,728	-	(5,728)	-100.0%
Transfer to Tax Allocation District	-	-	-	3,000	3,000	NA
Total:	\$ 1,752,035	\$ 3,810,669	\$ 3,134,259	\$ 2,701,718	\$ (432,541)	-13.8%

Debt Service	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Principal	\$ 397,389	\$ -	\$ -	\$ -	\$ -	NA
Interest	14,702	-	-	-	-	NA
Total:	\$ 412,091	\$ -	\$ -	\$ -	\$ -	NA

MUNICIPAL COURT



Functions	Operation of Duluth Municipal Court to accomplish the duties incumbent in the City Charter and the laws of the State of Georgia
Positions	8 full time and 2 part time
Current FY 2016 Budget	\$629,503
Adopted FY 2017 Budget	\$641,444
Change from PY Budget	\$11,941
Notable FY 2017 Budget Items	<ul style="list-style-type: none">•No new position added•Overall 2% increase in departmental budget for FY16

MUNICIPAL COURT

Municipal Court

Mission

The Municipal Court is dedicated to providing fair, equal, and impartial justice to all under the laws of the state of Georgia, to process cases efficiently and in a timely manner. In addition, the Municipal Court strives to provide a courteous and professional environment for all persons who come in contact with the Duluth Municipal Court.

Department Description

The Municipal Court adjudicates cases arising out of citations issued by the Duluth Police Department and other enforcement personnel of the City's Planning and Development Department and City Clerk Office. The Municipal Court is a trial Court with limited jurisdiction as established by State Law and the Charter of the City of Duluth. The Court is also charged with the maintenance, retention and disclosure of court records and documents within legal guidelines. The department maintains various performance measures, monitors case dispositions, processes discovery requests from attorneys, and responds to requests under the Georgia Open Records Law.



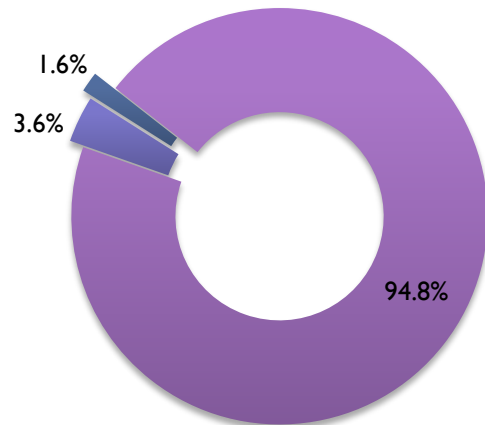
Objectives

Ongoing	Provide great customer service to citizens and all who come in contact with the court
Ongoing	Ensure that justice is administered in a fair and impartial manner
Ongoing	Provide training for all court personnel for both professional certification and continuing education purposes
Ongoing	Complete all state-mandated documentation and reporting requirement to ensure compliance with all laws and regulations
Ongoing	Continue "Teen-Driver Court" program to reduce traffic incidents involving younger drivers
Ongoing	Continue to achieve an 80% or greater case closure rate, with 80% of all cases being closed within 90 days of arraignment
Ongoing	Continue to conduct Access & Fairness Surveys to determine if customers feel they have been treated in a professional and courteous manner
Ongoing	Monitor/update City website and user informational brochure to enhance public awareness and education concerning the workings of the court
FY 16-17	Continue initiatives to "go paperless" and use of Government Windows" software program to improve customer services and staff efficiency

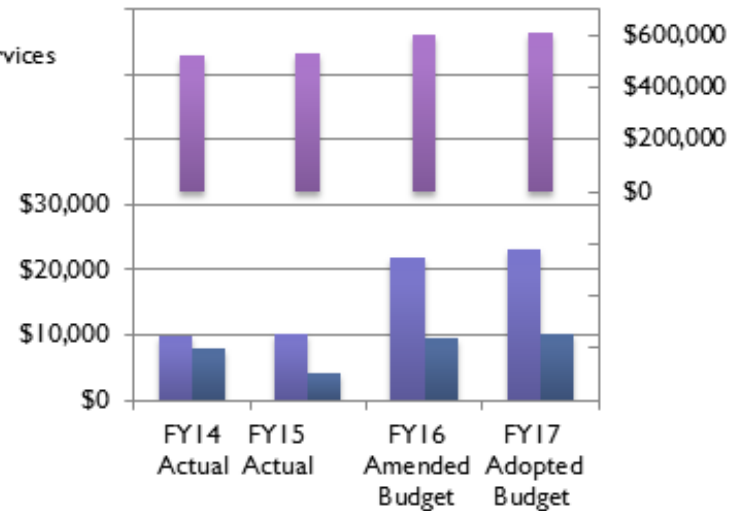
MUNICIPAL COURT

Municipal Court	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Chief Court Judge	1		1		1	
Clerk of Court	1		1		1	
Deputy Clerk of Court	1		1		1	
Senior Court Assistants	3		3		3	
Administrative Assistant	1		1		1	
Court Cashier						
Court Assistant	1	2	1	2		2
Total :	8	2	8	2	8	2

Municipal Court	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 519,956	\$ 530,310	\$ 597,887	\$ 608,278	\$ 10,391	1.7%
Purchased Contracted Services	10,032	10,267	21,901	23,091	1,190	5.4%
Supplies	8,124	4,268	9,715	10,075	360	3.7%
Total:	\$ 538,111	\$ 544,845	\$ 629,503	\$ 641,444	\$ 11,941	1.9%



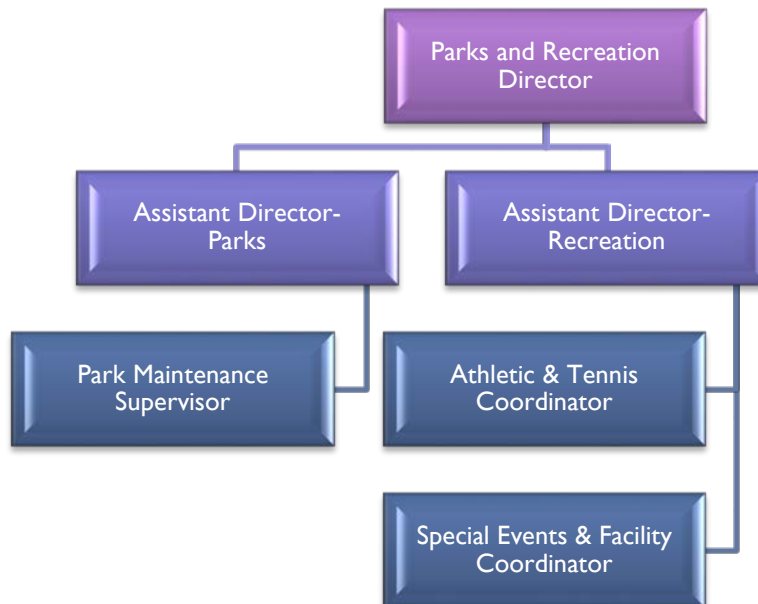
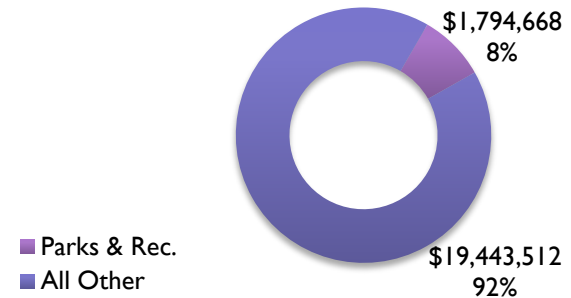
■ Purchased Contracted Services
■ Supplies
■ Personal Services



PARKS & RECREATION



**Portion of \$21M
General Fund Budget**



Functions	Includes the operation and management of over 135 acres for active and passive park land. Offering activities and recreational programs for individual of all activity levels.
Positions	11 full time and 15 part time
Current FY 2016 Budget	\$1,792,950
Adopted FY 2017 Budget	\$1,794,668
Change from PY Budget	\$1,718
Notable FY 2017 Budget Items	<ul style="list-style-type: none"> •Eliminated full time Maintenance Grounds Supervisor position •Resurfacing Bunten Road Park tennis courts \$12,000 •Purchase new tractor \$20,000 •Sand for athletic fields \$6,000

Mission

Duluth Parks and Recreation strives to provide high quality parks, facilities, programs, and services that contribute to the quality of life of the citizens of Duluth. We are committed to enhancing the lives of both our youth and adults through a variety of programs and activities, while preserving and promoting an appreciation for green space and celebrating the diversity in our community.

Department Description

The Parks and Recreation Department is responsible for the operation and management of six parks within the City totaling approximately 140 acres. The department is also tasked with the operation of the Bunten Road Park Athletic Center, Town Green Festival Center, and the W. P. Jones Activity Building. We strive to maintain the parks and green space at a level that exceeds the minimum standards set by the Georgia Parks and Recreation Association. The Parks and Recreation Department offers a wide variety of programs and activities for children and citizens of all ages and activity levels, including summer day camp, tennis instruction, recreational athletic fields, walking trails, senior programs, instructor lead exercise classes and fitness room to promote a healthy active life style.



Objectives

- | | |
|---------|---|
| Ongoing | Preserve and enhance city owned parks and facilities through proper maintenance and equipment upgrades |
| Ongoing | Promote a healthy active lifestyle for the citizens for Duluth |
| Ongoing | Provide great customer service to citizens and all who come in contact with parks personnel |
| Ongoing | Offer a full range of quality classes, activities, athletics, special events, and facilities based on a citizen-driven approach for all segments of the population. |
| Ongoing | Maintain park green space and facilities at a level that exceeds the minimum standards set by the Georgia Parks and Recreation Association |

PARKS AND RECREATION

Ongoing	Solicit feedback from park users through surveys to gauge satisfaction with park programs and services to better improve current programs
Ongoing	Continue in-house park landscaping to reduce overall maintenance cost and better serve park user
Ongoing	Continue to develop adult sport leagues.
FY 16-17	Complete construction of traffic flow and parking improvements at Scott Hudgens Park.
FY 16-17	Continue architectural design for the Rogers Bridge Park bridge restoration/construction through the Intergovernmental Agreement with Johns Creek, Gwinnett County, Fulton County, and Atlanta Regional Commission
FY 16-17	Complete update to City Master Park Plan with involvement of various stakeholders to meet the needs of the community.

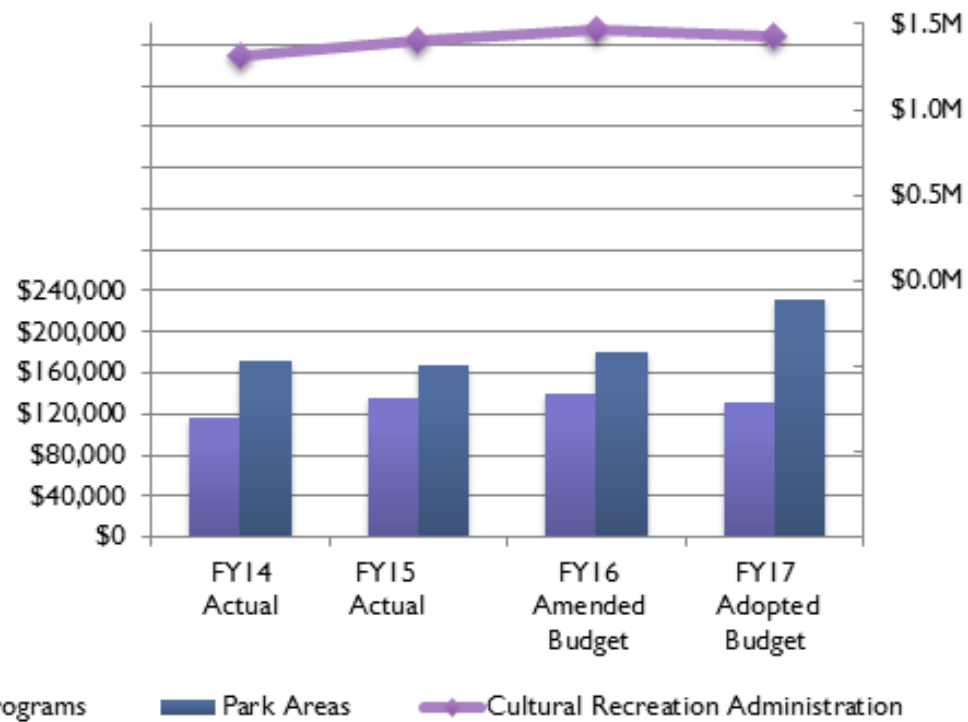
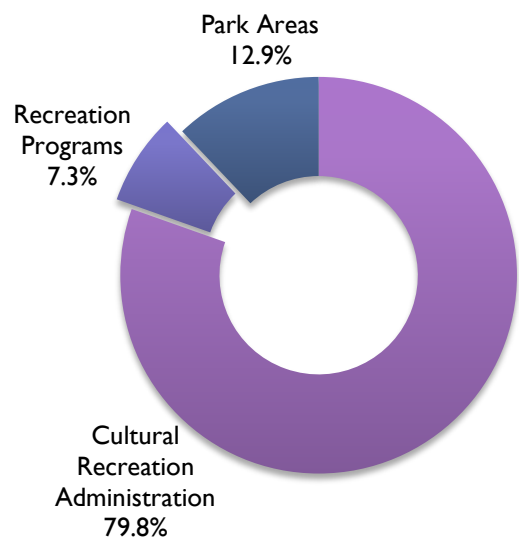
PARKS AND RECREATION

Parks and Recreation	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Parks & Recreation Director	1		1		1	
Assistant Director - Parks	1		1		1	
Assistant Director - Recreation	1		1		1	
Athletic & Tennis Coordinator	1		1		1	
Special Events & Facility Coordinator	1		1		1	
Maintenance Grounds Supervisor	1		1		1	
Parks Office Assistant	1	1	1	1	1	1
Parks Maintenance Supervisor	1		1		1	
Park Maintenance Technician I			2		2	
Maintenance Worker II	2				1	
Maintenance Worker I	1	1	1	1		2
Maintenance Worker II/Custodial	1		1		1	
Office/Program Assistant		1				
Recreation Assistant		4		9		8
Camp Director		1				
Recreation Leader		3		1		1
Park Maintenance Worker		5		3		3
Total Parks and Recreation:	12	16	12	15	11	15



PARKS AND RECREATION

Parks & Recreation	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Cultural Recreation Administration	\$1,309,410	\$1,402,944	\$1,471,546	\$1,432,200	\$ (39,346)	-2.7%
Recreation Programs	115,448	134,728	140,898	130,352	(10,546)	-7.5%
Park Areas	171,077	167,390	180,506	232,116	51,610	28.6%
Total:	\$1,595,935	\$1,705,062	\$1,792,950	\$1,794,668	\$ 1,718	0.1%

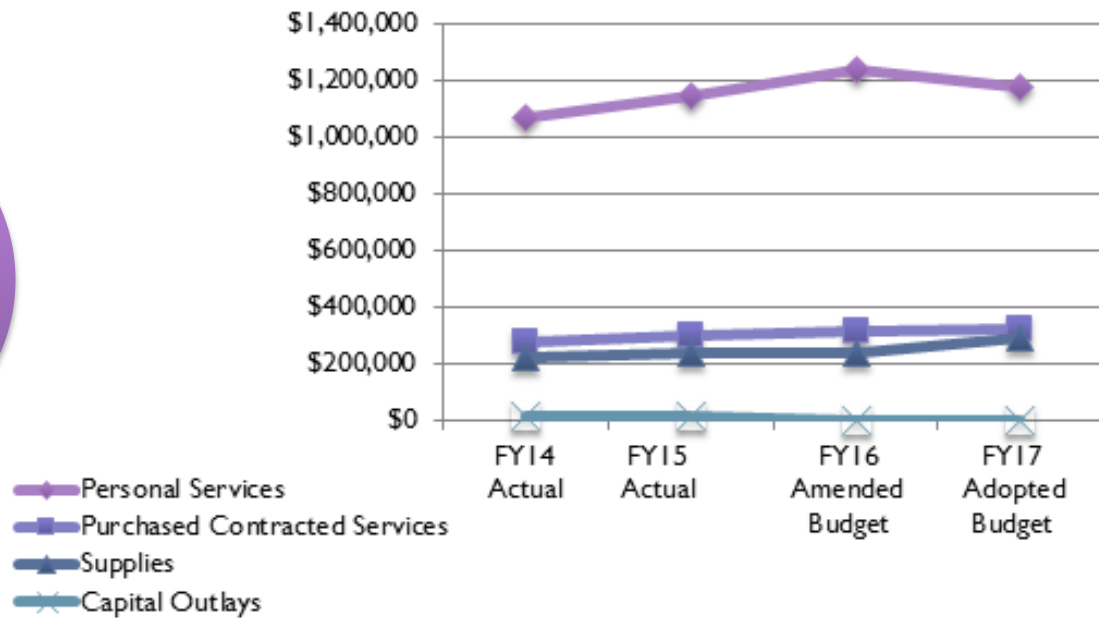
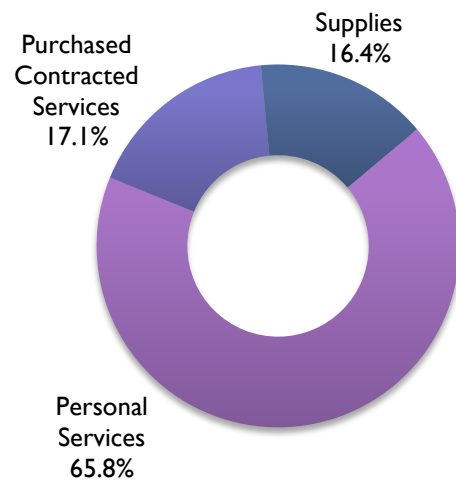


PARKS AND RECREATION

Parks and Recreation	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$1,073,461	\$1,150,678	\$1,237,499	\$1,181,705	\$ *(55,794)	-4.5%
Purchased Contracted Services	277,177	297,138	319,243	319,472	229	0.1%
Supplies	226,820	238,491	236,208	293,491	**57,283	24.3%
Capital Outlays	18,477	18,755	-	-	-	NA
Total:	\$1,595,935	\$1,705,062	\$1,792,950	\$1,794,668	\$ 1,718	0.1%

*Reflects budget cut for Seasonal Labor for Summer Camps & Contract Labor for Recreation Programs

**Budget reflects Utility expense increase throughout City's Park facility & Small Equipment purchase for Park maintenance

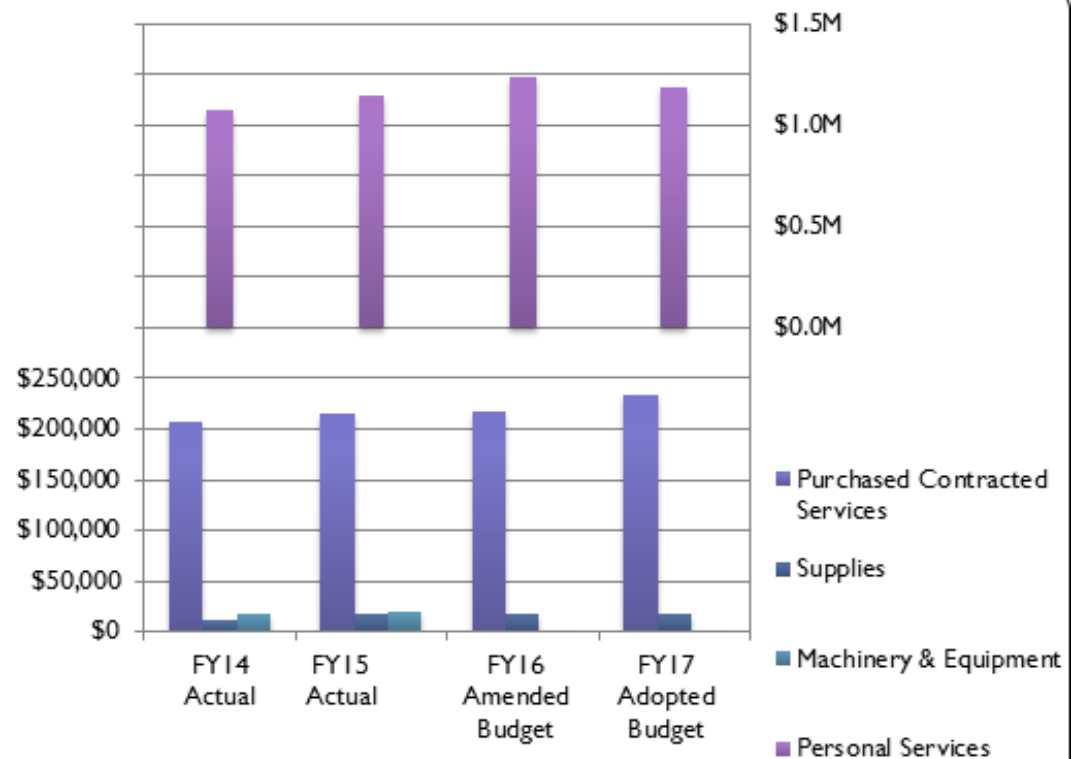
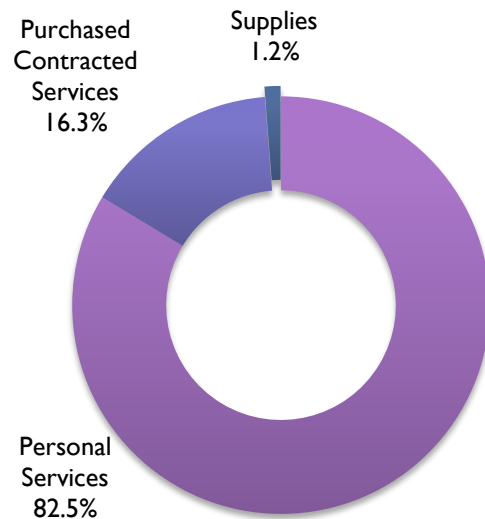


PARKS AND RECREATION

Cultural Recreation Administration	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$1,073,461	\$1,150,678	\$1,237,499	\$1,181,705	\$ *(55,794)	-4.5%
Purchased Contracted Services	206,253	215,136	216,613	233,552	**16,939	7.8%
Supplies	11,219	18,375	17,434	16,943	(491)	-2.8%
Machinery & Equipment	18,477	18,755	-	-	-	NA
Total:	\$1,309,410	\$1,402,944	\$1,471,546	\$1,432,200	\$ (39,346)	-2.7%

*Budget cut for summer camps' seasonal labor

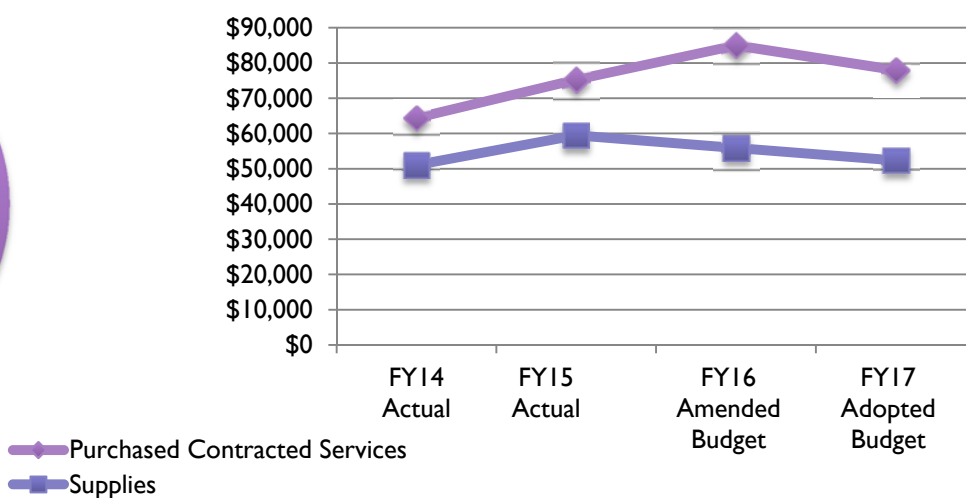
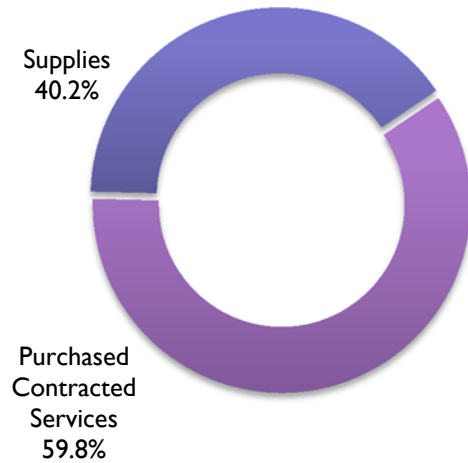
**Reflects budget increase for Tennis courts resurfacing at Bunten Park



PARKS AND RECREATION

Recreational Programs	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services	\$ 64,432	\$ 75,247	\$ 85,000	\$ 78,000	\$ *(7,000)	-8.2%
Supplies	51,016	59,481	55,898	52,352	(3,546)	-6.3%
Total:	\$ 115,448	\$ 134,728	\$ 140,898	\$ 130,352	\$ (10,546)	-7.5%

*Budget amount decreased for Annual instructor/referee fees

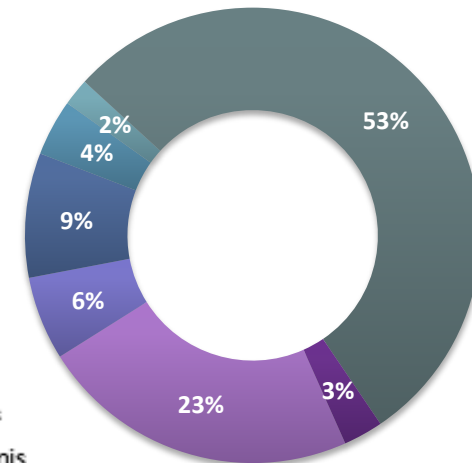
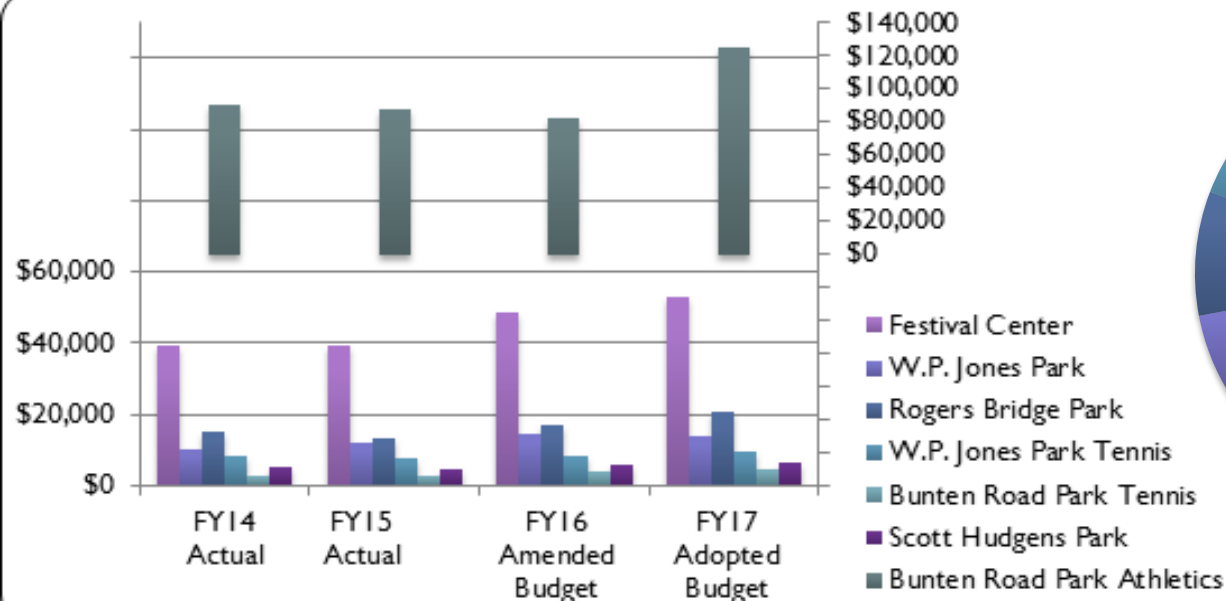


PARKS AND RECREATION

Park Areas	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Festival Center	\$ 39,233	\$ 39,270	\$ 48,881	\$ 52,760	\$ *3,879	7.9%
W.P. Jones Park	10,122	11,907	14,664	13,800	(864)	-5.9%
Rogers Bridge Park	15,287	13,115	17,020	20,520	*3,500	20.6%
W.P. Jones Park Tennis	8,494	7,809	8,046	9,300	*1,254	15.6%
Bunten Road Park Tennis	2,926	2,741	3,900	4,500	*600	15.4%
Bunten Road Park Athletics	90,007	87,798	82,205	124,696	^*42,491	51.7%
Scott Hudgens Park	5,008	4,750	5,790	6,540	*750	13.0%
Total:	\$ 171,077	\$ 167,390	\$ 180,506	\$ 232,116	\$ 51,610	28.6%

*Budget increased for utility expense at the parks

^Reflects budget increase for Small Equipment line item – includes a tractor purchase

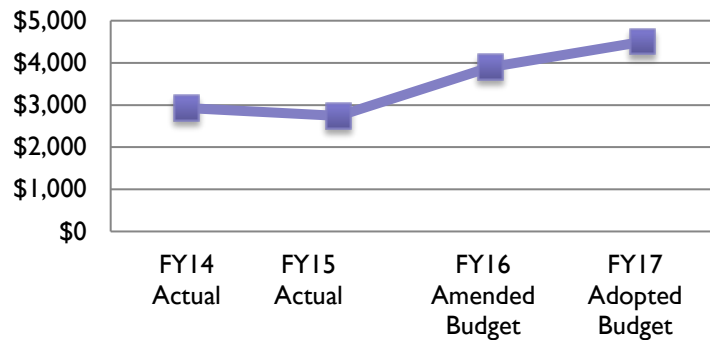


PARKS AND RECREATION

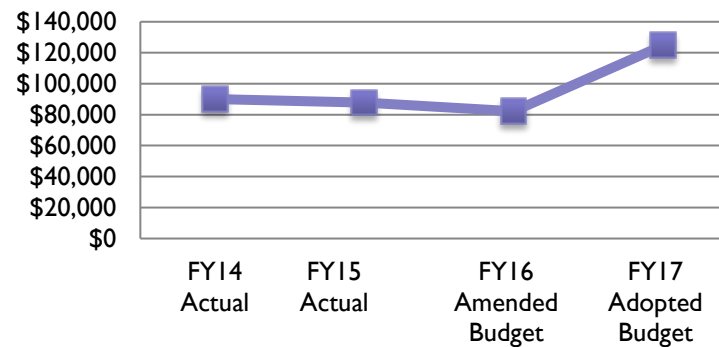
Bunten Road Park Athletics		FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Supplies		\$ 90,007	\$ 87,798	\$ 82,205	\$ 124,696	\$ * 42,491	51.7%
Total:		\$ 90,007	\$ 87,798	\$ 82,205	\$ 124,696	\$ 42,491	51.7%

*Budget increase due to Utility expense increase at Bunten Park & Small equipment purchase – a Tractor

Bunten Road Park Tennis



Bunten Road Park Athletics

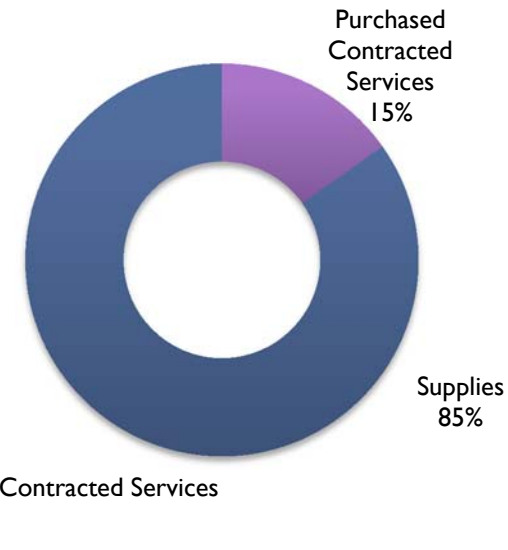
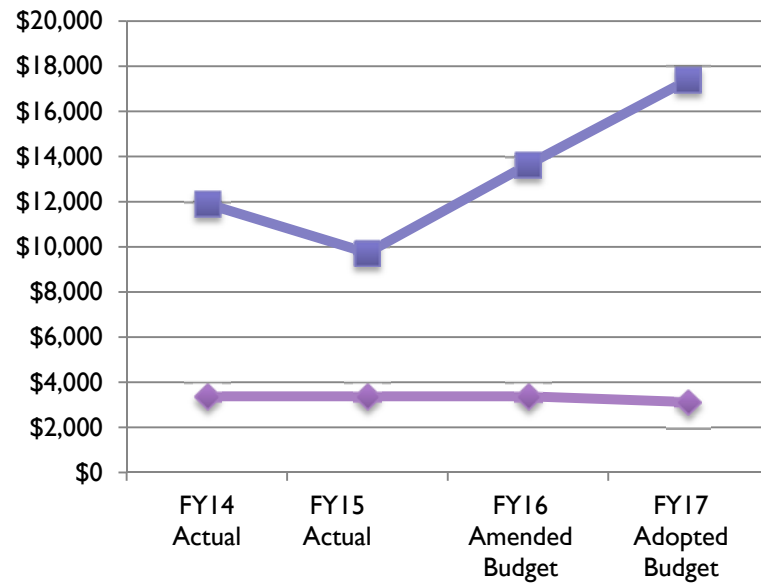


Bunten Road Park Tennis		FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Supplies		\$ 2,926	\$ 2,741	\$ 3,900	\$ 4,500	\$ 600	15.4%
Total:		\$ 2,926	\$ 2,741	\$ 3,900	\$ 4,500	\$ 600	15.4%

PARKS AND RECREATION

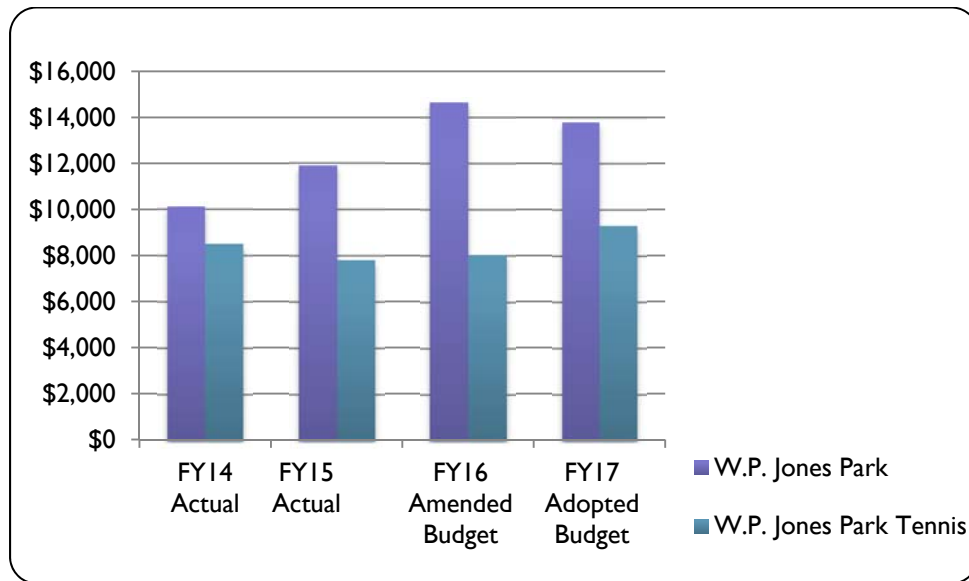
Rogers Bridge Park		FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services		\$ 3,380	\$ 3,380	\$ 3,380	\$ 3,120	\$ (260)	-7.7%
Supplies		11,907	9,735	13,640	17,400	*3,760	27.6%
Total:		\$ 15,287	\$ 13,115	\$ 17,020	\$ 20,520	\$ 3,500	20.6%

*Budget increased for Water/Sewer expense



PARKS AND RECREATION

W.P. Jones Park		FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Supplies		\$ 10,122	\$11,907	\$ 14,664	\$ 13,800	\$ *(864)	-5.9%
Total:		\$ 10,122	\$11,907	\$ 14,664	\$ 13,800	\$ (864)	-5.9%



*Each department's cable expense is consolidated into one-line item in IT Department for FY 2017.

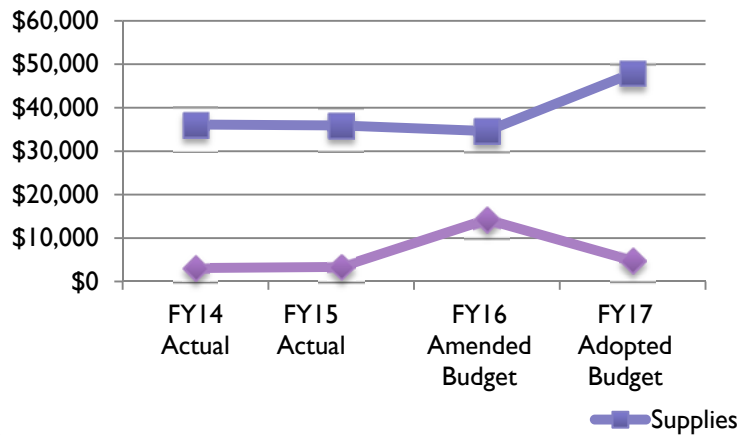
**Increased budget for utility expense

W.P. Jones Park Tennis		FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Supplies		\$ 8,494	\$ 7,809	\$ 8,046	\$ 9,300	\$ **1,254	15.6%
Total:		\$ 8,494	\$ 7,809	\$ 8,046	\$ 9,300	\$ 1,254	15.6%

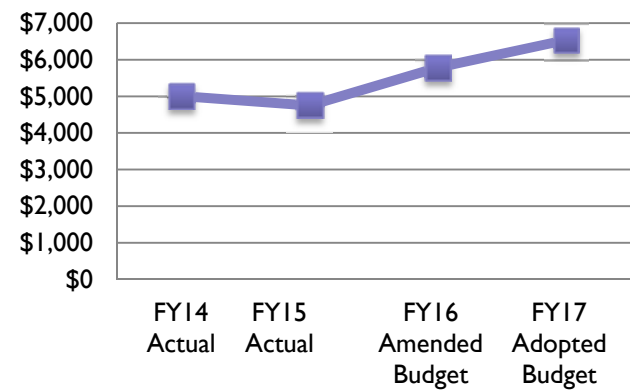
PARKS AND RECREATION

Scott Hudgens Park		FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Supplies		\$ 5,008	\$ 4,750	\$ 5,790	\$ 6,540	\$ *750	13.0%
Total:		\$ 5,008	\$ 4,750	\$ 5,790	\$ 6,540	\$ 750	13.0%

Festival Center



Scott Hudgens Park



*Budget increased for utility expenses

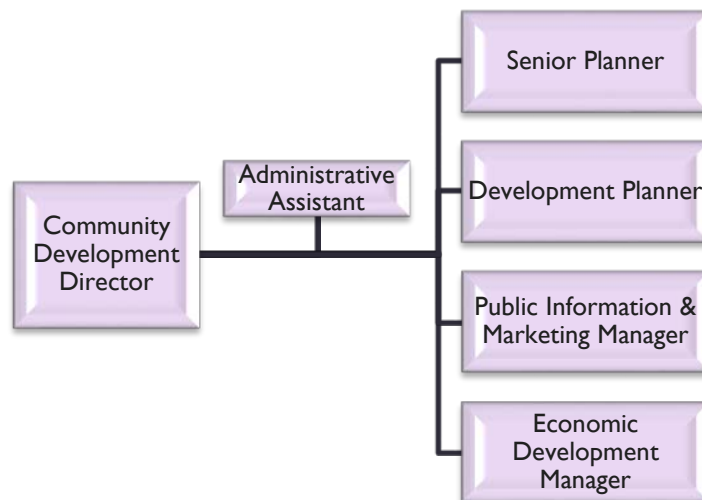
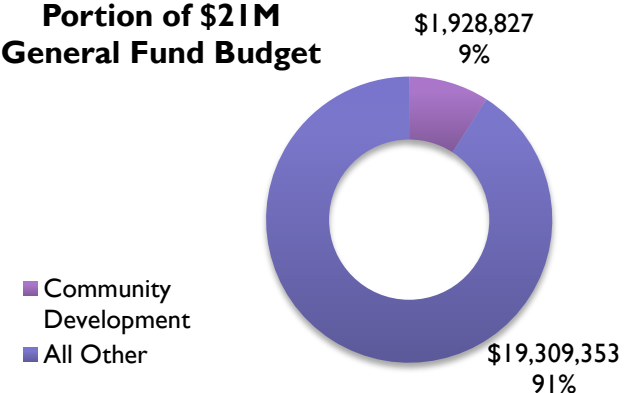
**Building maintenance expense transferred to Park Administration's Landscaping Line item

Festival Center		FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services		\$ 3,112	\$ 3,374	\$ 14,250	\$ 4,800	\$ **(-9,450)	-66.3%
Supplies		36,121	35,896	34,631	47,960	*13,329	38.5%
Total:		\$39,233	\$ 39,270	\$ 48,881	\$ 52,760	\$ 3,879	7.9%



COMMUNITY DEVELOPMENT

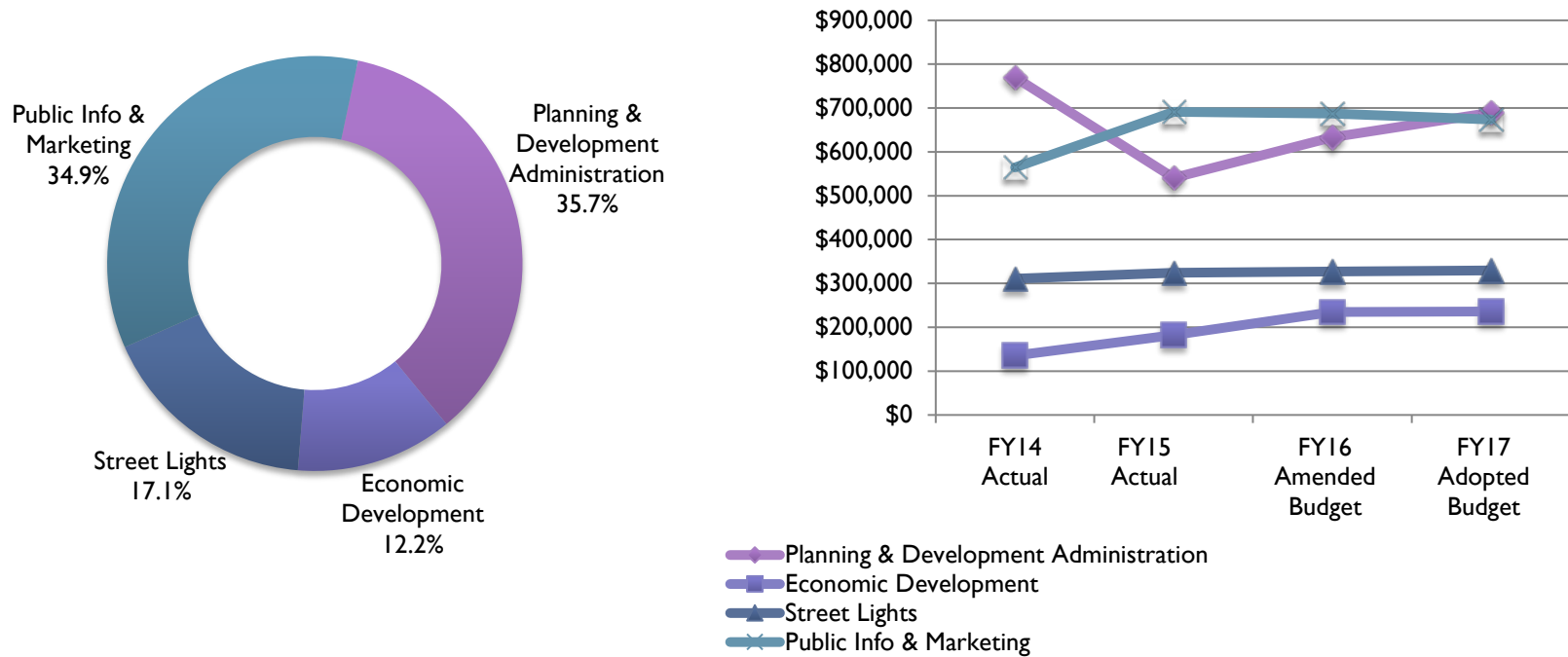
Portion of \$21M General Fund Budget



Functions	Includes operations of Planning & Development, Economic Development, and Public Information & Marketing
Positions	12 full time & 2 part time
Current FY 2016 Budget	\$1,881,932
Adopted FY 2017 Budget	\$1,928,827
Change from PY Budget	\$46,895
Notable FY 2017 Budget Items	<ul style="list-style-type: none"> •Add full-time Senior Planner/Neighborhood Planning position •Eliminated City Engineer position – now a contracted service •Eliminated Downtown Coordinator position and added two part-time Events Assistants positions •Increase contract labor \$7,505 for temporary staff for event set up and clean up

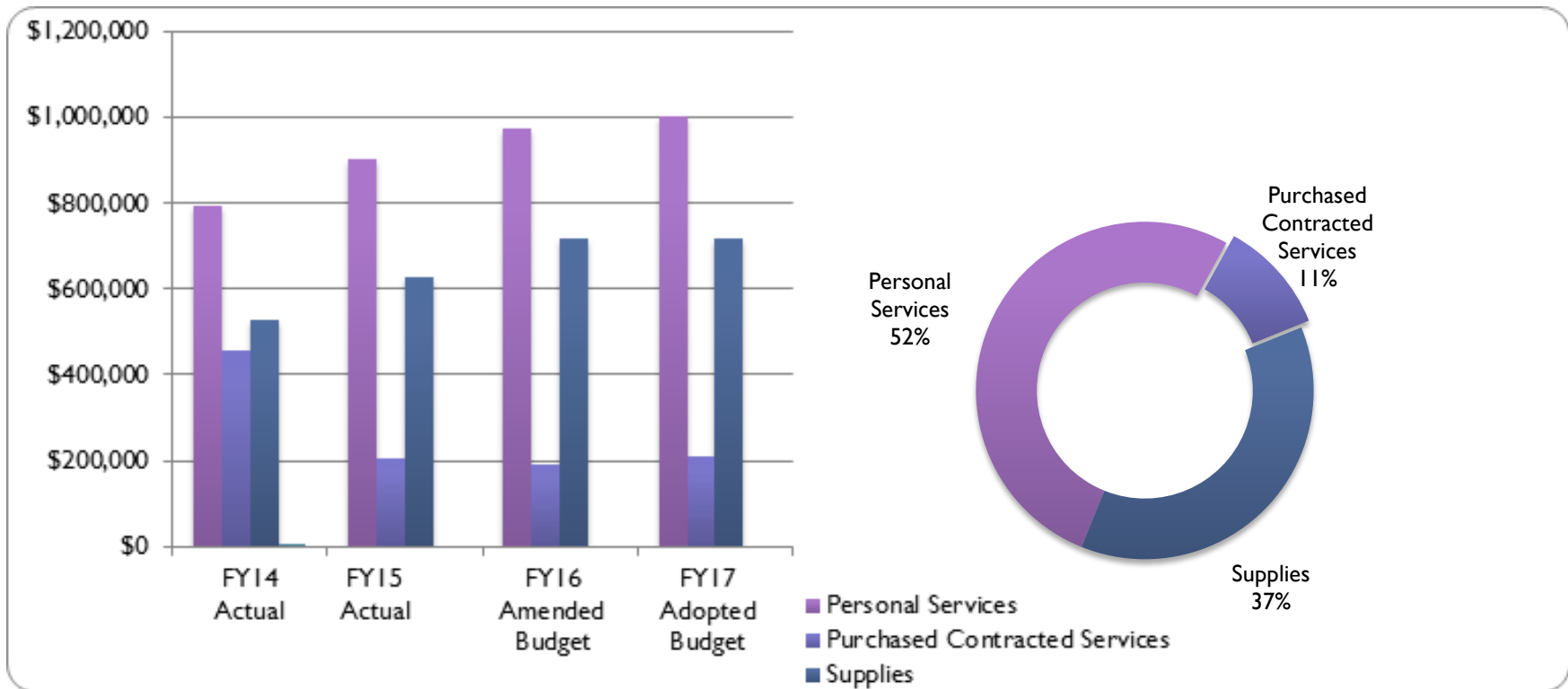
COMMUNITY DEVELOPMENT

Community Development	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Planning & Development Administration	\$ 770,008	\$ 540,772	\$ 633,105	\$ 689,311	\$ 56,206	8.9%
Economic Development	135,514	182,244	234,486	236,027	1,541	0.7%
Street Lights	310,831	324,005	327,000	329,640	2,640	0.8%
Public Info & Marketing	564,526	691,332	687,341	673,849	(13,491)	-2.0%
Total:	\$ 1,780,879	\$ 1,738,353	\$ 1,881,932	\$ 1,928,827	\$ 46,895	2.5%



COMMUNITY DEVELOPMENT

Community Development	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 795,365	\$ 905,783	\$ 972,901	\$ 1,001,413	\$ 28,512	2.9%
Purchased Contracted Services	456,553	203,534	189,284	209,533	20,249	10.7%
Supplies	528,960	629,036	719,747	717,881	(1,866)	-0.3%
Total:	\$ 1,780,879	\$ 1,738,353	\$ 1,881,932	\$ 1,928,827	\$ 46,895	2.5%



Planning and Development

Mission the Community Development Department is responsible for managing current and long-range planning activities, overseeing development review activities and stormwater management. This department is committed to managing Duluth's growth in a manner that promotes business enterprises through economic development attraction and retention, marketing and event programming in order to sustain the highest quality of life for the citizens of Duluth.

Department Description

The Planning and Development Department is responsible for comprehensive planning, site and subdivision development review, rezoning applications, geographic mapping, code compliance, city engineering, transportation planning, economic development annexation and marketing and event programming. Our staff regularly deals with developers and the general public to review growth-related issues affecting the future urban pattern of the community. Additionally, the department through its Community Agenda seeks to attract and retain business that compliments the City's vision.



Objectives

Ongoing Provide prompt, fair and respectful customer service

Ongoing Successfully undertake the department's daily activities

- Manage the development process
- Manage rezoning/variance/SUP processes
- Manage zoning ordinance and development regulations
- Enforce all development regulations
- Conduct plan reviews for all projects
- Conduct business retention and attraction
- Manage the City's Stormwater Structures
- Manage the City's GIS data base

Ongoing Research grant opportunities to allow for the implement of various projects

COMMUNITY DEVELOPMENT

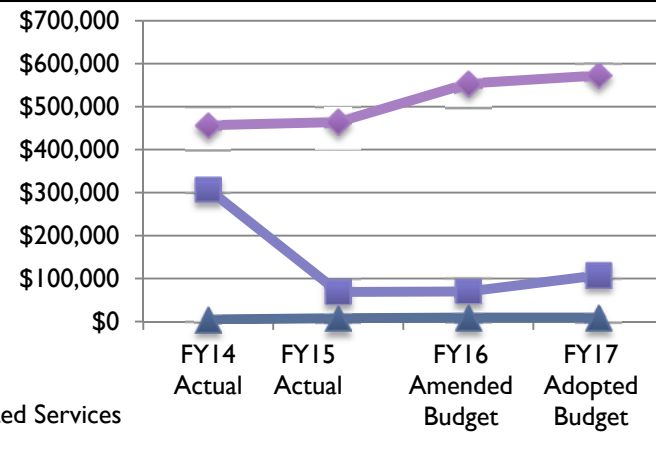
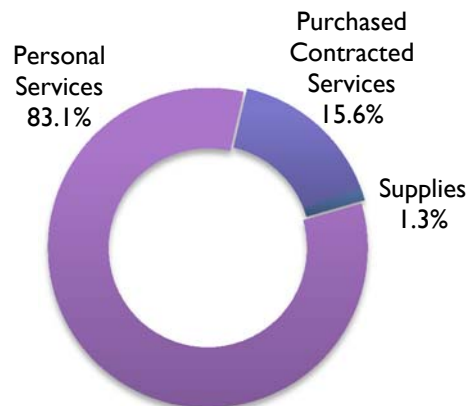
Ongoing	Repair and address deficiencies in stormwater run-off
Ongoing	Enforcement of housing, sign, zoning and environmental regulations
Ongoing	Respond to and resolve citizen complaints and inquiries
Ongoing	Proactive removal of illegal signs on City's right-of-way
Ongoing	Continue participation in various community and state-wide activities and organizations
Ongoing	Conduct erosion control inspections
Ongoing	Continue education of citizens and businesses about code enforcement regulations and issues
FY 16-17	Hire Planner II/Code Enforcement Supervisor
FY 16-17	Prepare housing stabilization draft report for council to focus on neighbor stabilization and redevelopment
FY 16-17	Complete downtown capital improvement projects including SR 120 Realignment, Main Street parking Phase II and The Block redevelopment improvements

COMMUNITY DEVELOPMENT

Planning & Development	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Community Development Director	1		1		1	
Senior Planner/Development Review					1	
Senior Planner/Neighborhood Planning					1	
Planner I	1		1			
City Engineer	1		1			
Building & Development Inspector	1		1		1	
Zoning/Development Planner	1		1			
Code Compliance Officer	1	1	1		1	
Administrative Assistant	1		1		1	
Senior GIS Specialist					1	
GIS Specialist	0.5		0.5			
Total:	7.5	1	7.5	0	7	0

Planning & Development	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$456,887	\$464,189	\$ 554,050	\$ 572,523	\$ 18,473	3.3%
Purchased Contracted Services	308,138	68,930	69,884	107,593	*37,709	54.0%
Supplies	4,983	7,653	9,171	9,195	24	0.3%
Total:	\$770,008	\$540,772	\$ 633,105	\$ 689,311	\$ 56,206	8.9%

*Budget increase for On-call Engineer service for City's Capital Projects



Economic Development

Mission

The Economic Development Department is responsible for leading efforts to retain, expand and attract businesses through initiatives that leverage resources to create a vibrant and robust City while ensuring a high quality of life for our citizens.



Department Description

The Economic Development Department is responsible for working closely with commercial property owners, business owners and developers to actively market the City to recruit new businesses and help existing businesses thrive. The goal of economic development is to encourage a healthy mix of commercial, retail, restaurant and residential uses within the City. This department also works closely with the Planning & Development department to promote annexation efforts based on local leadership, superior services and a high quality of life.

Objectives

- | | |
|---------|--|
| Ongoing | Mange general economic and community development activities |
| Ongoing | Provide superior service to local businesses, merchant associations, developers and potential business owners |
| Ongoing | Continue participation in various community and state-wide activities and organizations |
| Ongoing | Evaluate use of local incentives to entice businesses to locate to Duluth |
| Ongoing | Continue to support Partnership Gwinnett activities; Partnership Gwinnett is the primary traditional economic development recruiting organization for our County |
| Ongoing | Continue annexation efforts through various marketing strategies, recruitment efforts and face to face meetings |
| Ongoing | Continue effort to implement Tax Allocation District for the nearer-term redevelopment focused around “Duluth Downtown” |

COMMUNITY DEVELOPMENT

Economic Development

- Ongoing Represent and market the City through membership in various local and state civic and trade organizations
- Ongoing Act as a liaison between the City and the Downtown Development Authority to help support downtown businesses
- FY 16-17 Develop agreement and documents for the sale of approximately 18 acres of land in the immediate downtown to a developer for residential housing through the Downtown Development Authority
- FY 16-17 Work to attract new businesses to the Buford Highway corridor, to build on recent redevelopment initiative in this area



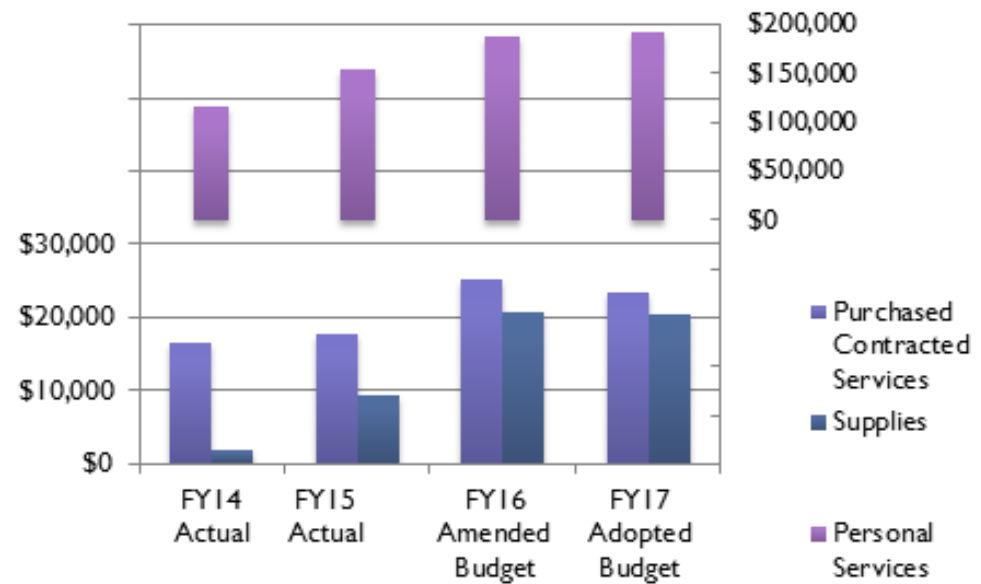
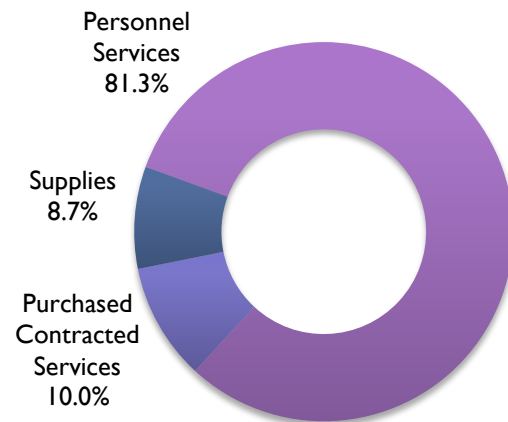
Aerial photo taken by drone: The Block under construction

COMMUNITY DEVELOPMENT

Economic Development	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Economic Development Manager	1		1		1	
Economic Development Specialist			1		1	
Administrative Assistant	1					
Total Economic Development:	2	0	2	0	2	0

Economic Development	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 117,039	\$ 155,057	\$ 188,680	\$ 191,941	\$ 3,261	1.7%
Purchased Contracted Services	16,688	17,874	25,130	23,540	*(1,590)	-6.3%
Supplies	1,787	9,313	20,676	20,546	(130)	-0.6%
Total:	\$ 135,514	\$ 182,244	\$ 234,486	\$ 236,027	\$ 1,541	0.7%

*Reflects budget decrease for cell phones & staff training



Public Information and Marketing

Mission

To promote an educated, involved and informed citizenry through public relations activities regarding events, opportunities, activities, services, projects taking place within the City. This goal is achieved through the communication principles of open two-way communication, community participation, proactive outreach, inclusive processes, strong and consistent messages.

Department Description

The Public Information & Marketing Department handles a wide variety of projects and activities in addition to its primary responsibility of providing information and promoting the City of Duluth. These services include, but are not limited to media relations, website design and development, production and marketing of City events, management of social media, publication and advertising design, various education and outreach activities.



Objectives

- | | |
|---------|--|
| Ongoing | Manage City's overall message and image-related materials to external audiences |
| Ongoing | Ensure that information is shared to emphasize open two-way communication that promotes active community participation |
| Ongoing | Produce annual State of the City address |
| Ongoing | Manage all media relations and social media efforts |
| Ongoing | Produce quarterly newsletter for residents containing information on City services, events and recreational programs |
| Ongoing | Manage advertising message, design, and placement |
| Ongoing | Communicate the City's economic development message/strategy |

Public Information and Marketing

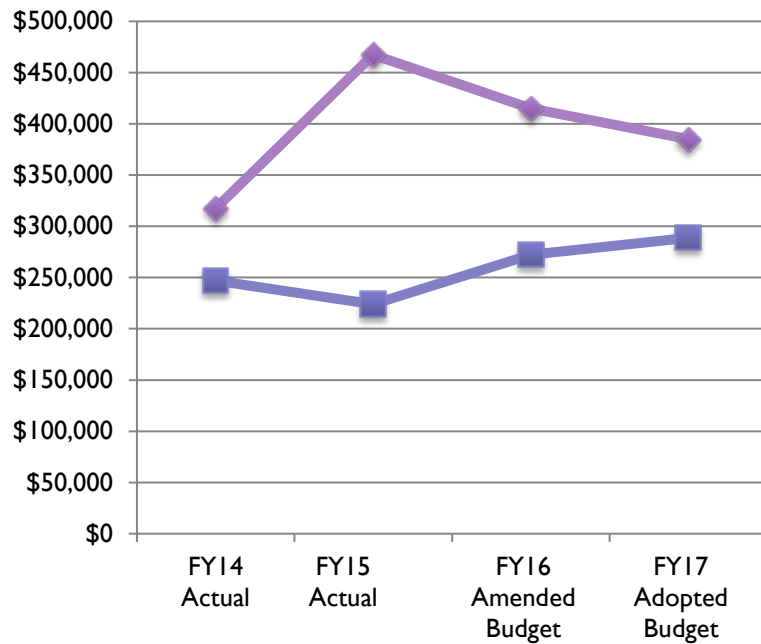
- Ongoing Manage the City's website ensuring content is comprehensive, accurate and up-to-date
- Ongoing Produce, set-up and manage various City annual events (Concerts, Fridays N Duluth, New Year's Eve Celebration, Duluth Celebrates America, Lighting of the Tree and more)
- Ongoing Continually strive to make the City more attractive to a variety of stakeholders, enhance our identity and make the City more visible locally and regionally through marketing strategy
- FY 16-17 Add funding for contract labor to assist with event set up/clean up



AIA Concert –Duluth
Town Green

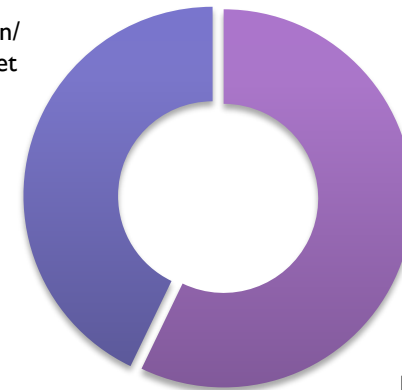
COMMUNITY DEVELOPMENT

Public Information & Marketing	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Public Information Administration	\$ 317,600	\$ 467,408	\$ 414,991	\$ 385,099	\$ *(29,891)	-7.2%
Downtown/Main Street	246,926	223,923	272,350	288,750	**16,400	6.0%
Total:	\$ 564,526	\$ 691,332	\$ 687,341	\$ 673,849	\$ (13,491)	-2.0%



*Budget decreased for Purchased Marketing Services & Newsletter Advertising expenses
 **Budget increase for Events Contract Labor & New Year's Eve Celebration Entertainment

Downtown/
Main Street
37.9%

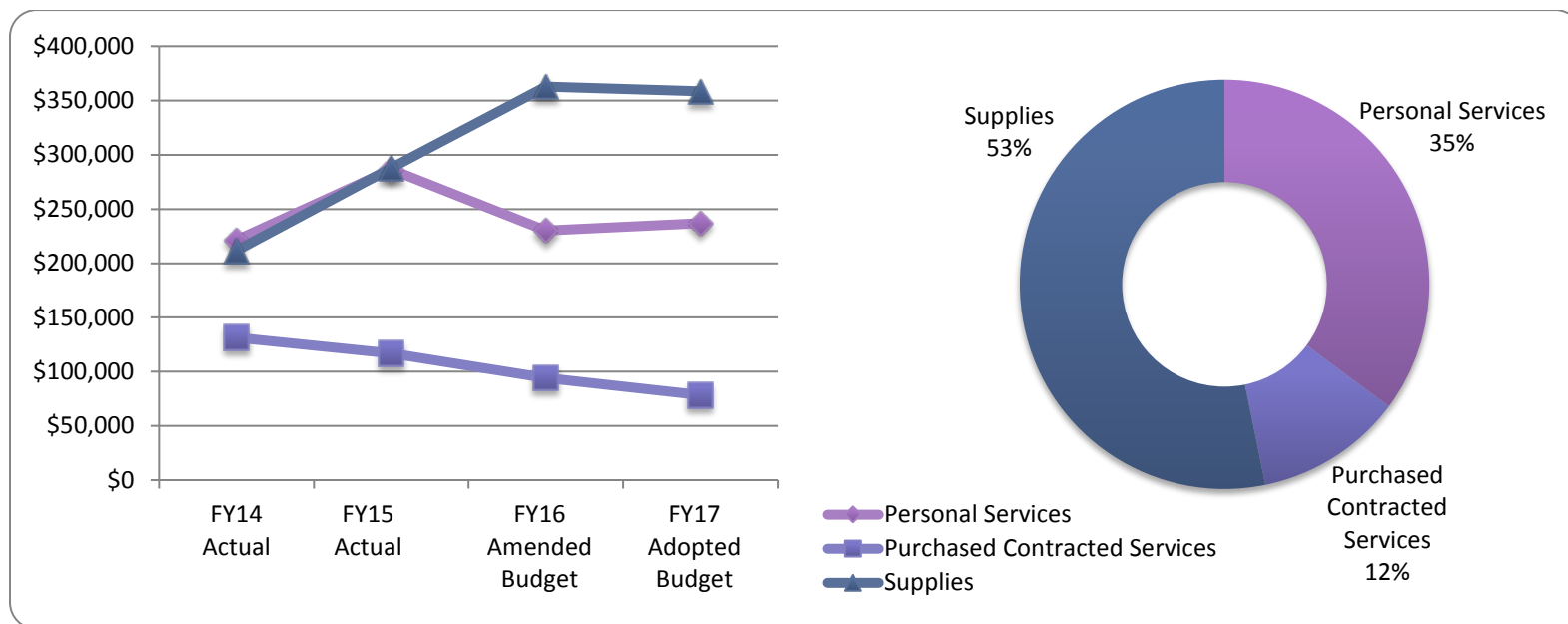


Public
Information
Administration
57.1%

Public Information Administration
Downtown/Main Street

COMMUNITY DEVELOPMENT

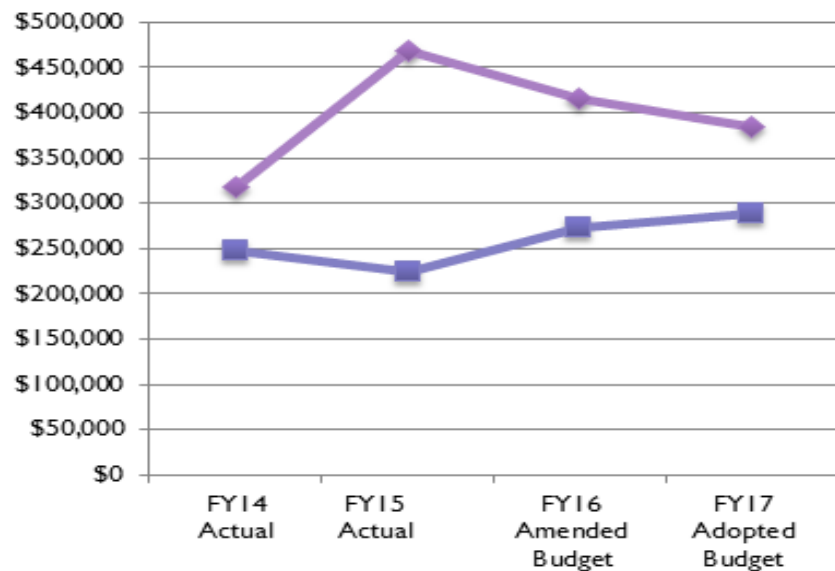
Public Information & Marketing	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 221,440	\$ 286,537	\$ 230,171	\$ 236,949	\$ 6,779	2.9%
Purchased Contracted Services	131,308	116,730	94,270	78,400	(15,870)	-16.8%
Supplies	211,778	288,065	362,900	358,500	(4,400)	-1.2%
Total:	\$ 564,526	\$ 691,332	\$ 687,341	\$ 673,849	\$ (13,491)	-2.0%



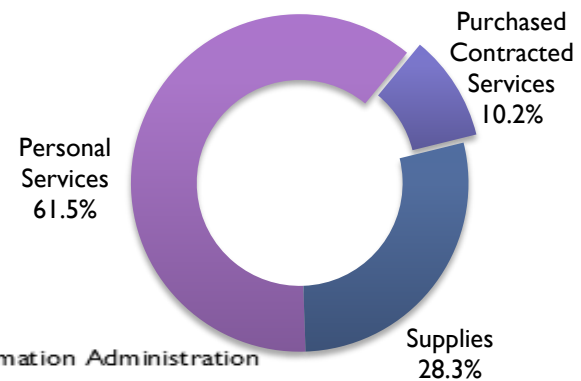
COMMUNITY DEVELOPMENT

Public Information and Marketing	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Public Info & Marketing Manager	1		1		1	
Marketing Coordinator	1		1		1	
Events Coordinator	1		1		1	
Events Assistant						2
Downtown Coordinator	1		1			
Total:	4	0	4	0	3	2

Public Information Administration	FY14		FY15		FY16	FY17	Amount Change	% Change
	Actual		Actual		Amended Budget	Adopted Budget		
Personal Services	\$ 221,440		\$ 286,537		\$ 230,171	\$ 236,949	\$ 6,779	2.9%
Purchased Contracted Services	7,860		83,388		62,720	39,200	*(23,520)	-37.5%
Supplies	88,299		97,484		122,100	108,950	** (13,150)	-10.8%
Total:	\$ 317,600		\$ 467,408		\$ 414,991	\$ 385,099	\$ (29,891)	-7.2%

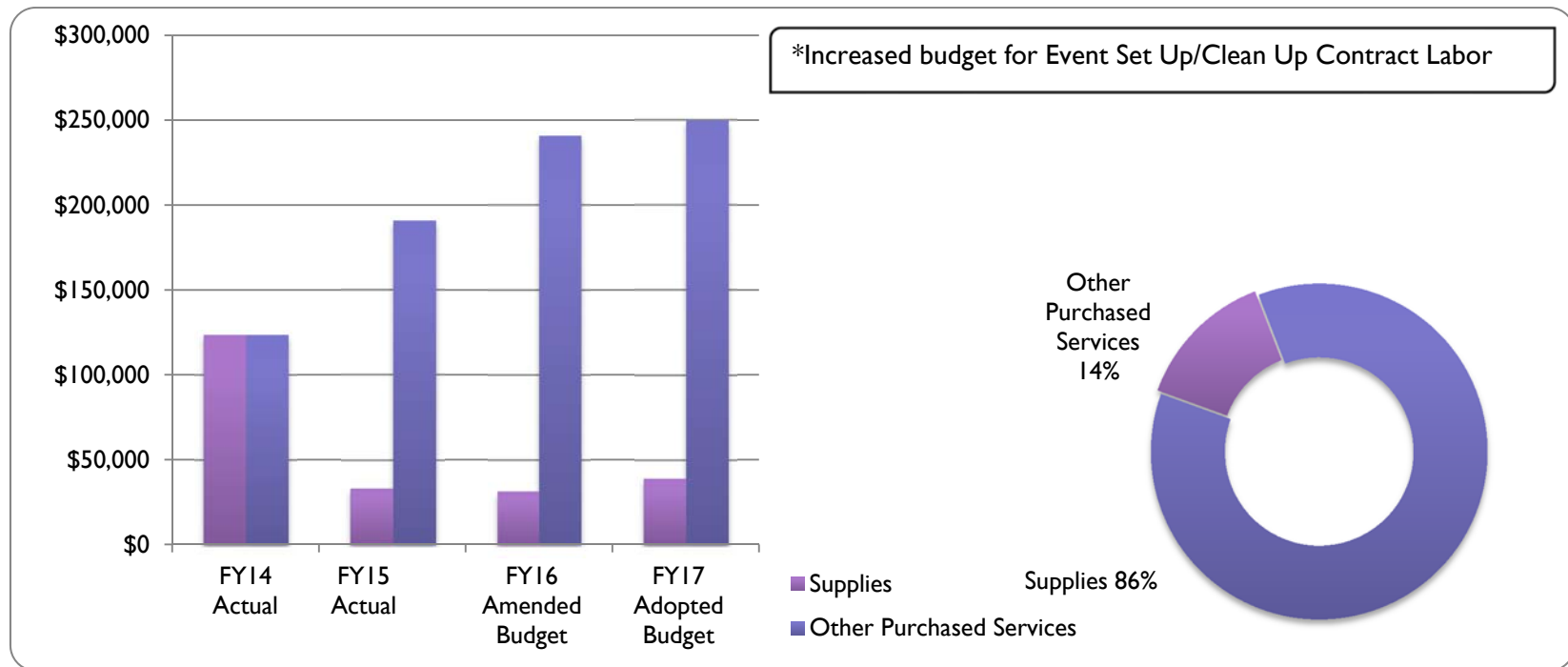


*Decreased budget for Purchased Marketing Services
 **Budget cut for Newsletter advertisement & Employee/Council & Community Relations expense



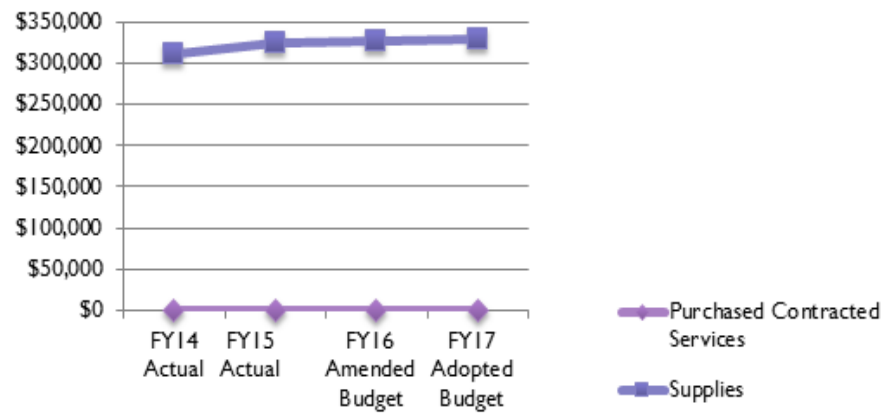
COMMUNITY DEVELOPMENT

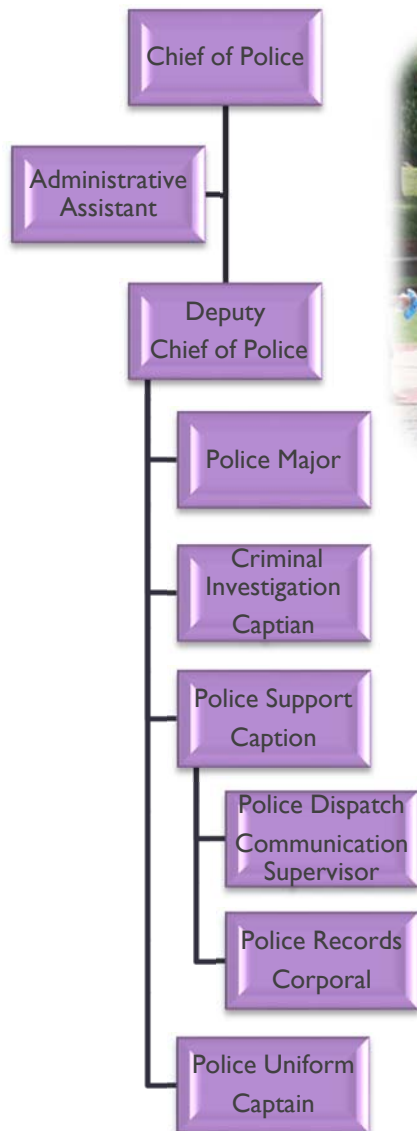
Downtown/Main Street	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Other Purchased Services	\$ 123,447	\$ 33,342	\$ 31,550	\$ 39,200	\$ *7,650	24.2%
Supplies	123,479	190,581	240,800	249,550	8,750	3.6%
Total:	\$ 246,926	\$ 223,923	\$ 272,350	\$ 288,750	\$ 16,400	6.0%



COMMUNITY DEVELOPMENT

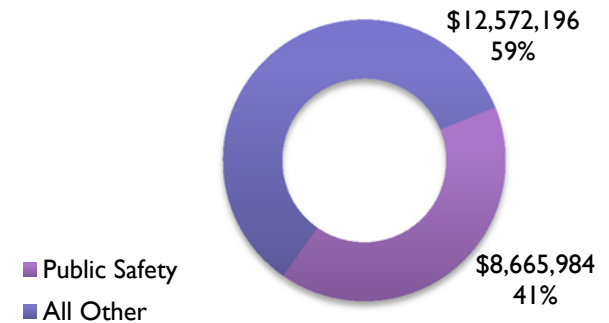
Street Lights	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services	\$ 420	\$ -	\$ -	\$ -	\$ -	NA
Supplies	310,411	324,005	327,000	329,640	2,640	0.8%
Total:	\$310,831	\$324,005	\$327,000	\$329,640	\$ 2,640	0.8%





PUBLIC SAFETY

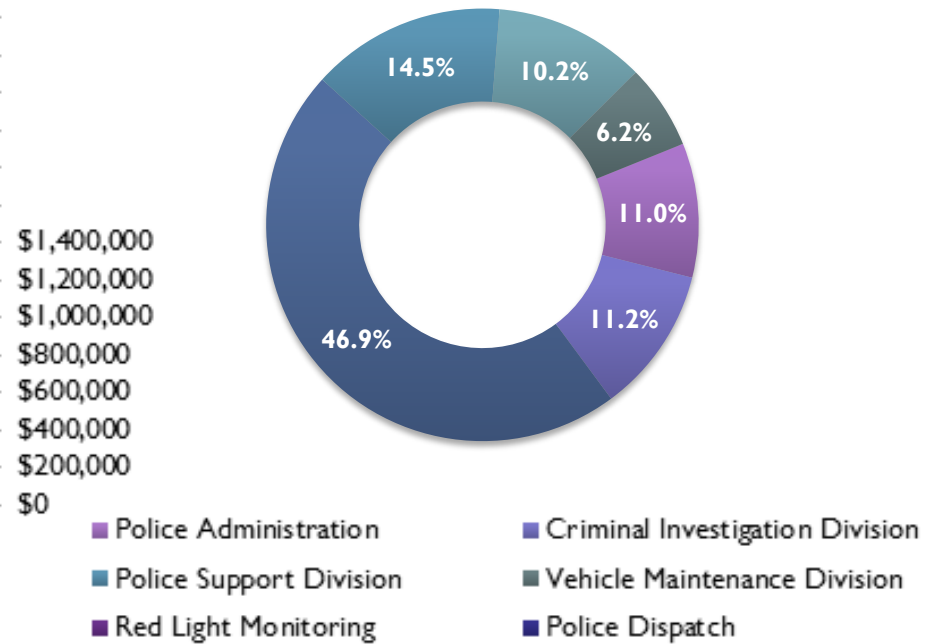
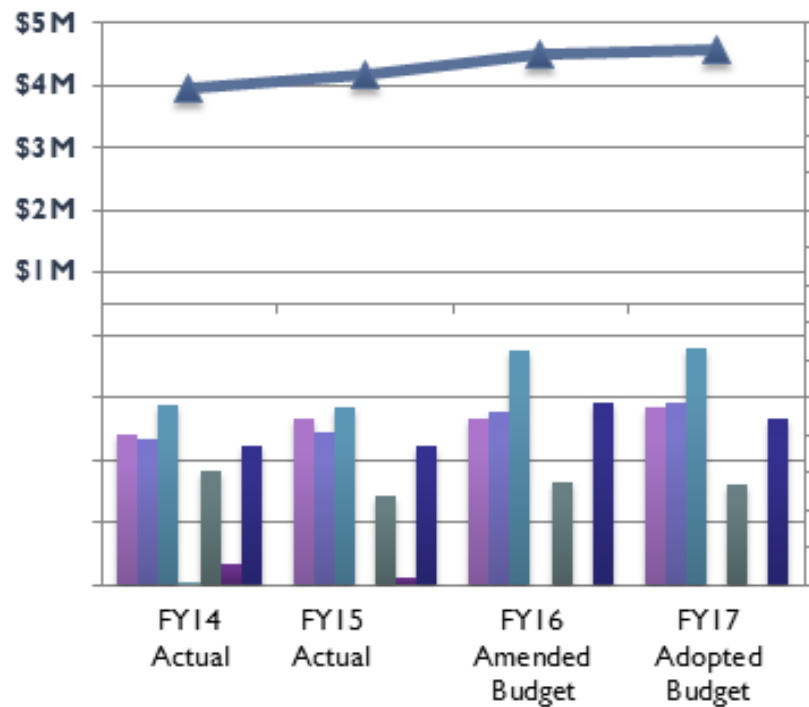
**Portion of \$21M
General Fund Budget**



Functions	Includes the operations of Police Administration, Criminal Investigation, Police Support Services, Dispatch, Uniform, and Vehicle Maintenance
Positions	79 full time and 7 part time
Current FY 2016 Budget	\$8,570,595
Adopted FY 2017 Budget	\$8,665,984
Change from PY Budget	\$95,389
Notable FY 2017 Budget Items	<ul style="list-style-type: none"> •No added new position •Computer software system upgrades \$148,353 •New position of Crime Analyst/Social Media Coordinator •Public Safety building parking lot striping and sealing \$21,000

PUBLIC SAFETY

Public Safety	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Police Administration	\$ 796,573	\$ 892,272	\$ 882,777	\$ 950,350	\$ 67,573	7.7%
Criminal Investigation Division	776,769	810,256	928,709	975,090	46,381	5.0%
Police Uniform Division	3,465,118	3,671,080	3,998,185	4,060,017	61,832	1.5%
Police Support Division	953,688	947,011	1,250,919	1,258,694	7,776	0.6%
Police Dispatch	738,583	744,034	966,712	881,405	(85,308)	-8.8%
Vehicle Maintenance Division	609,203	470,085	543,294	540,429	(2,865)	-0.5%
Red Light Monitoring	114,300	38,000	-	-	-	NA
Total:	\$7,454,234	\$7,572,737	\$8,570,595	\$8,665,984	\$ 95,389	1.1%

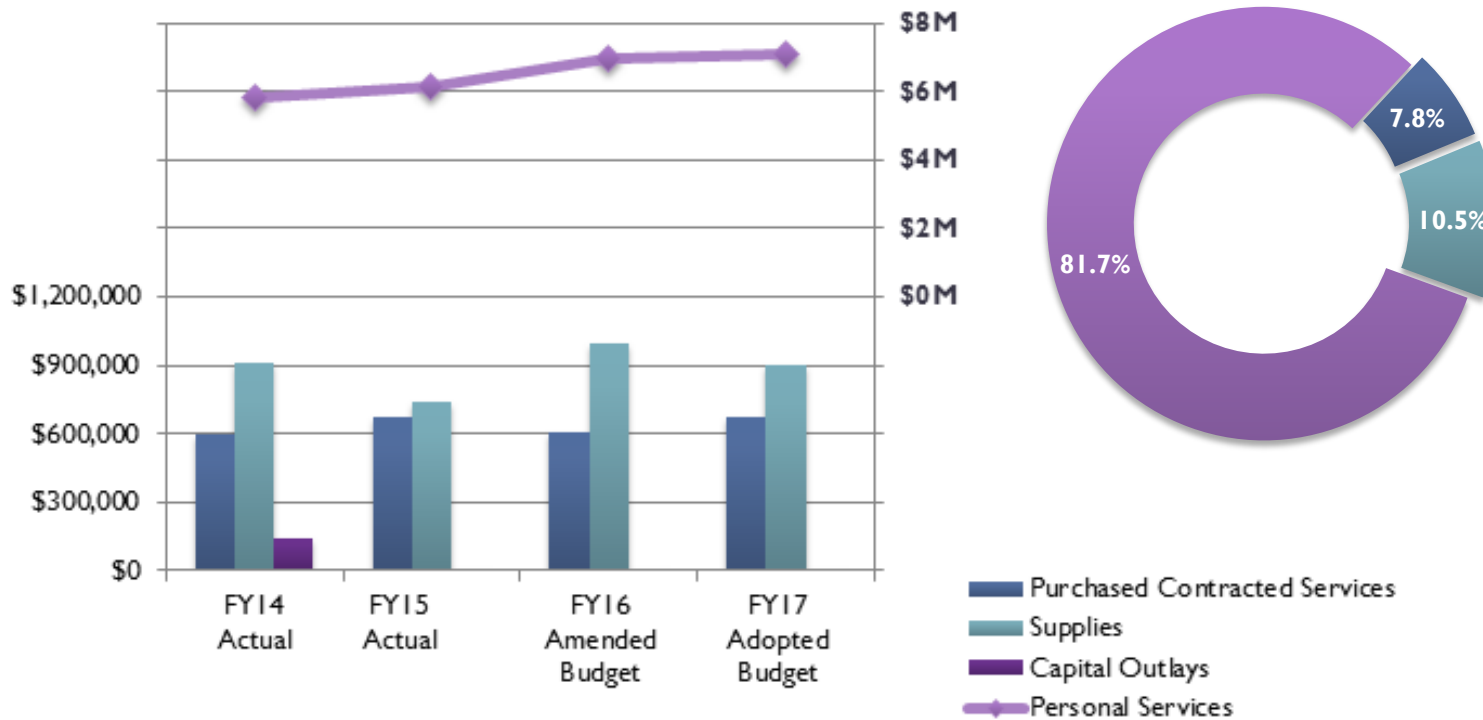


PUBLIC SAFETY

Public Safety	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 5,809,229	\$ 6,150,460	\$6,963,637	\$7,079,627	\$ 115,990	1.7%
Purchased Contracted Services	596,125	673,551	610,531	676,924	^66,393	10.9%
Supplies	907,101	744,795	992,427	905,433	*(86,994)	-8.8%
Capital Outlays	141,779	3,931	4,000	4,000	-	0.0%
Total:	\$ 7,454,234	\$ 7,572,737	\$8,570,595	\$8,665,984	\$ 95,389	1.1%

^Budget increase for HVAC & Parking Lot maintenance

*Budget decrease for Police & Office equipment



Police Administration

Mission

The Police Administration Division is committed to enhancing the quality of life for our citizens by protecting and serving our public with fairness, courtesy and respect. The department is committed to providing professional services through aggressive law enforcement, including vigorous enforcement of traffic laws and zero-tolerance to all crime, education of the public and creating partnerships with the community.



Department Description

The City of Duluth Police Administration Division is responsible for the direction and supervision of the Criminal Investigation Division, Uniform Patrol Division, Support Services Division, and Community Oriented Police Division. Police Administration strives to promote quality performance from all members of the department by providing the foundation upon which all operational decisions and organizational directives are formed. Directives include rules, regulations and standards operating policies, procedures and practices.

The Police Administration functions include:

- Preparing the departmental operating budget for review and consideration
- Monitoring and ensuring the scheduling and assigning of work, the instruction and training of employees, as well as exercising disciplinary action when necessary
- Development, implementation and enforcement of departmental rules, regulations, standard operating procedures, policies and programs
- Development and supervision of the hiring process including testing, interviews, background investigations and job offers
- Maintenance of standards to ensure statewide certification from the Georgia Association of Chiefs of Police
- The internal affairs function of investigating citizen complaints and employee grievances

Objectives

Ongoing Oversee and direct the training activities of all police department personnel

Police Administration

- Ongoing Maintain standards to ensure statewide certification from the Georgia Association of Chiefs of Police every 3 years
- Ongoing Oversee the hiring of new police department personnel, including pre-employment investigation; physical and psychological examinations
- FY16-17 Continue to seek out way to improve policing through the use of technology – e.g. Software version upgrade, City wide camera system, new drug testing equipment

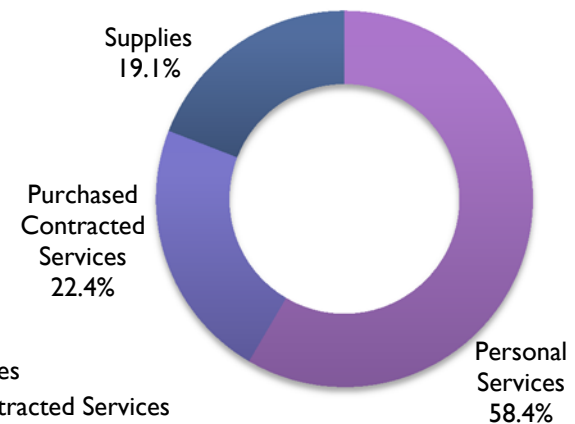
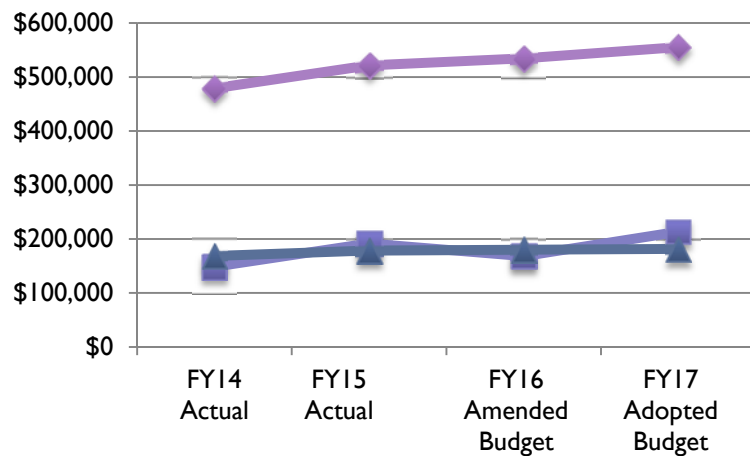


PUBLIC SAFETY

Police Administration	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Chief of Police						
Deputy Chief of Police						
Police Major						
Administrative Assistant						
Purchasing Technician						
Total:	5	0	5	0	5	0

Police Administration	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 479,309	\$ 521,658	\$ 534,511	\$ 555,445	\$ 20,934	3.9%
Purchased Contracted Services	148,617	191,815	168,266	213,325	*45,059	26.8%
Supplies	168,647	178,799	180,000	181,580	1,580	0.9%
Total	\$ 796,573	\$ 892,272	\$ 882,777	\$ 950,350	\$ 67,573	7.7%

*Reflects budget increase for HVAC Maintenance & budget addition for Parking Lot Maintenance – Striping and Sealing



Police Support Services

Mission

The Police Support Services Division is charged with providing an array of essential services that support the function and operation of other police divisions and units. To continually search for and implement technology and software to enhance the operations of the law enforcement activities of the department. The support services range from technology related, to staffing and manpower, to daily operations and recordkeeping.



Department Description

The Police Support Services Division of the City of Duluth is responsible for building maintenance, technology upgrades and maintenance, courtroom security, crime scene processing, and evidence collection and storage. This division is also charged with the supervision and direction of the Records Division and Radio/Dispatch Division. It is comprised of both sworn and non-sworn personnel who provide vital support that contributes to the smooth operation of the Department. On a daily basis members of this department are asked to deal with highly diverse groups that ranging from citizens and the public at large, to trained professionals on highly technical issues.

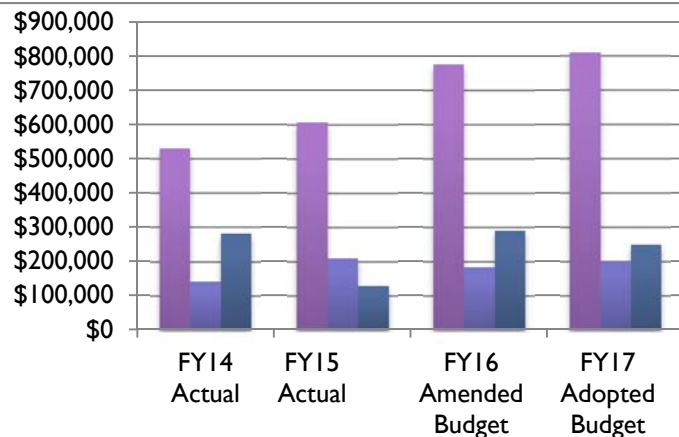
Objectives

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| Ongoing | Ensure that all open records request are responded to in accordance with State Law |
| Ongoing | Ensure the safety and security of all visitors and court staff during open court sessions through proper screening and monitoring |
| Ongoing | Follow cleaning/maintenance schedule for the Public Safety building and surrounding grounds to create a clean, attractive and comfortable environment for employees and visitors |
| Ongoing | Provide a continuous cycle of Integrated Virtual Reality (IVR) training to all personnel to assist in Use of Force decision making, target identification, and assistance to personnel with needed weapons training |
| FY 16-17 | Upgrade Bravos E-Ticket Interface software |
| FY 16-17 | Upgrade New World (police operations software) from version 10 to 11 |
| FY 16-17 | Continue with implementation of Rifle Grade Body Armor for officers with issued patrol rifles |

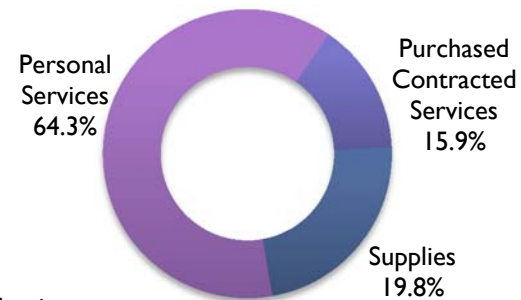
PUBLIC SAFETY

Police Support Services	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Captain			1		1	
Lieutenant	1					
Corporal	1		1		1	
Master Police Officer					1	
Police Records Supervisor	1		1		1	
Police Records Technician	2	2	2	2	1	2
Police Senior Records Technician					1	
Building Maintenance Technician	1		1		1	
Crime Scene/Evidence Technician	2					
Crime Scene/Evidence Technician III			2		1	
Court Bailiff		4		4		4
Total Police Support Services:	8	6	8	6	8	6

Police Support Division	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 531,239	\$ 607,226	\$ 775,567	\$ 809,203	\$ 33,637	4.3%
Purchased Contracted Services	141,924	210,891	184,343	200,108	15,765	9%
Supplies	280,525	128,894	291,009	249,383	*(41,626)	-14%
Total:	\$ 953,688	\$ 947,011	\$1,250,919	\$1,258,694	\$ 7,776	0.6%



*Reflects \$118,644 increase in Computer upgrades – New World system upgrade & \$159,815 decrease in Police equipment purchase



Police Uniform Division

Mission

The Police Uniform Patrol Division is charged with providing professional and courteous Police services while protecting and preserving the quality of life of citizens, businesses and motorists in the City. This is accomplished through street patrols, traffic enforcement, apprehension of criminals and responding to call for service.

Department Description

The Police Uniform Patrol Division is the largest division within the police department and is considered “the backbone” of the agency. This division patrols the City streets 24-hours a day, 7 days a week and is often the first responders and initial investigators on calls from citizens. The Uniform Patrol Division is tasked with responding to a variety of situations including traffic accidents, suspicious people or activity, domestic disputes, thefts, robberies and many other emergency and non-emergency calls. Also included in this division are the Crime Suppression Unit and the Special Operations Unit, which includes K-9, and DUI enforcement.



Objectives

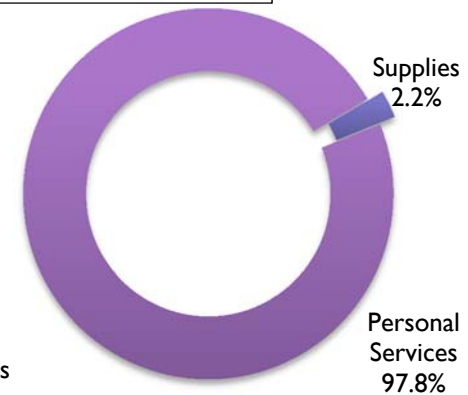
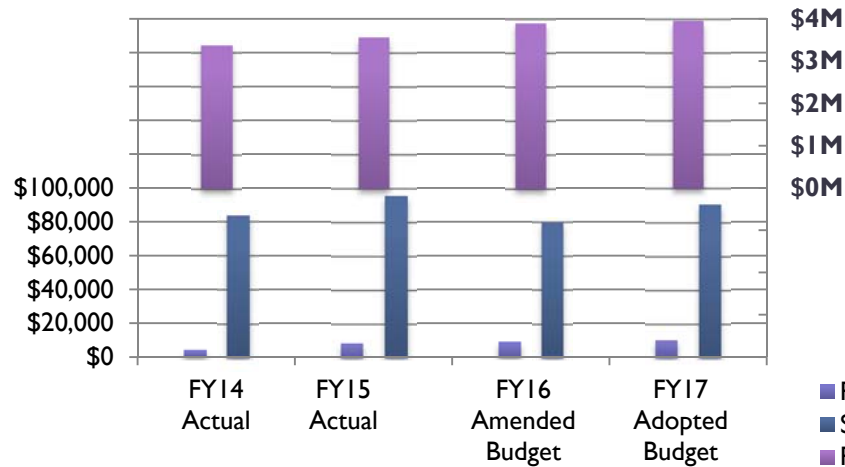
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| Ongoing | Require a professional work ethic and professional work product by officer engaged in routine police duties |
| Ongoing | Have a highly visible presence through patrols to improve the quality of life for citizens, businesses and the public |
| Ongoing | Prevent and deter crime through constant patrol, crime suppression and traffic enforcement |
| Ongoing | Ensure the safety of the public by working to apprehend criminal suspects |
| Ongoing | Provide assistance to investigative personnel and other divisions |
| FY16-17 | Assist with the upgrade of the patrol vehicle computers |
| FY16-17 | Promote police conduct that is responsive and sensitive to the needs of the community |
| FY16-17 | Recognize the exceptional work by employees and stress the responsibility of all employees to be accountable to the department and the community for their actions. |

PUBLIC SAFETY

Police Uniform Division	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Major	1					
Captain	1		1		1	
Lieutenant	2		2		2	
Corporal	5		5		5	
Sergeant	5		5		5	
Patrol Officer	30		31		31	
Fleet Assistant		1	1		1	
Total:	44	1	45	0	45	0

Police Uniform Division	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 3,376,939	\$ 3,566,621	\$ 3,909,089	\$ 3,958,471	\$ 49,382	1.3%
Purchased Contracted Services	4,414	8,665	9,010	10,710	1,700	18.9%
Supplies	83,765	95,794	80,086	90,836	*10,750	13.4%
Total:	\$ 3,465,118	\$ 3,671,080	\$ 3,998,185	\$ 4,060,017	\$ 61,832	1.5%

*Increased budget for Police Equipment & Uniforms expenses



Police Criminal Investigation

Mission

The Criminal Investigation Division is charged with the investigation all criminal activity that occur within the City, the prevention of crime through focused identification and enforcement techniques, and educating the public about crime prevention measures and tips.

Department Description

The Criminal Investigation Division (CID) of the City of Duluth is comprised of two units, Investigations, and Community Policing. The Investigations unit is charged with investigating all types of cases including crimes against persons, property, vice and narcotics crimes. The Community Policing unit coordinates educational programs in local schools, Neighborhood Watch programs, conducts training with residential and business groups and initiates other crime prevention related programs for the community. CID operates with the goal of identifying and apprehending offenders, recovering lost or stolen property, investigating and evaluating evidence regarding criminal activity, and assisting in the prosecution of those charges with a crime.



Objectives

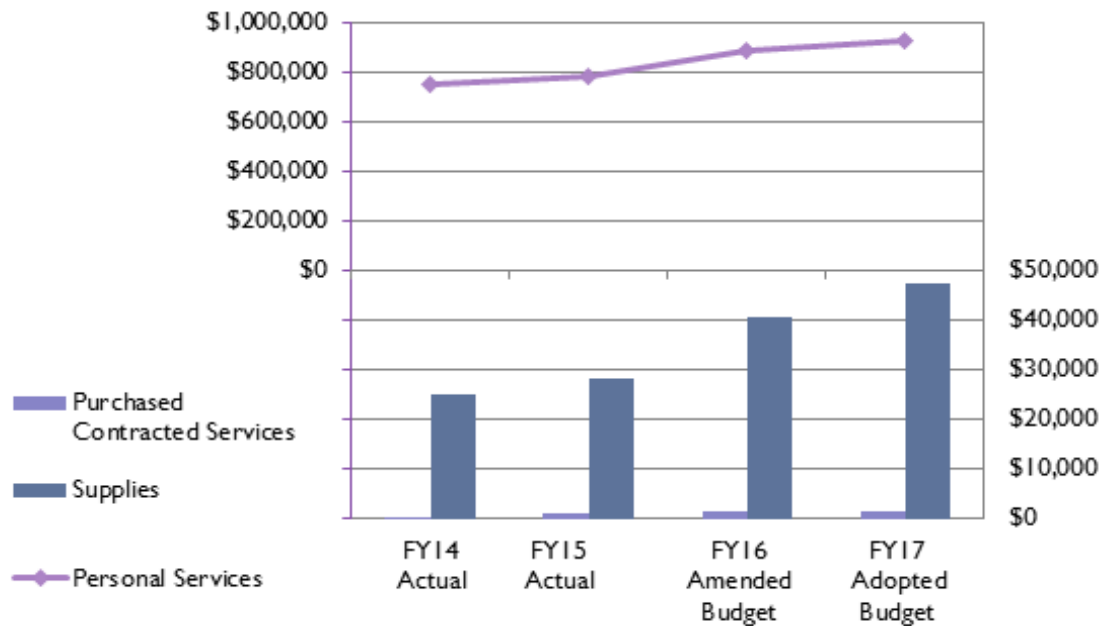
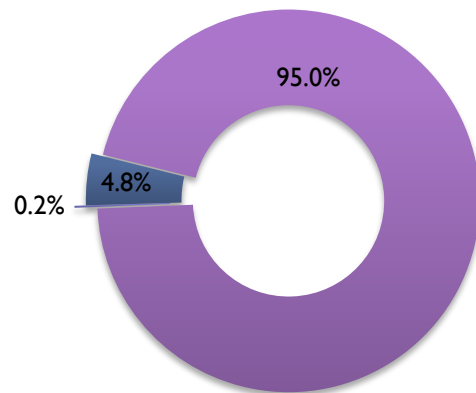
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| Ongoing | Continue to monitor crime statistics and trends in order to better direct the activities of the Crime Suppression Unit |
| Ongoing | Continue efforts through the C.O.P.S. unit to educate elementary, middle and high school students about the danger of drug, gangs, bullying and negative choices |
| Ongoing | Continue to assist families and children in need during the winter holiday season through Shop with a Cop program |
| FY 16-17 | Obtain Crime Scene Technician certification for second member of the Crime Scene Unit |
| FY 16-17 | Improve crime scene processing through training and analysis techniques for greater identification, apprehension and prosecution of criminals |
| FY 16-17 | Prevent crime through educational programs and services such A.D.V.A.N.C.E. (Avoiding Drugs, Violence and Negative Choices Early) B.A.D.G.E. (Bullying, Alcohol, Drugs, and Gang Education) and Teen Court to educate young drivers |

PUBLIC SAFETY

Criminal Investigation	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Captain	1		1		1	
Sergeant	2		2		2	
Police Officer	6		7		7	
Total:	9	0	10	0	10	0

Criminal Investigation Division	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 751,313	\$ 781,019	\$ 886,331	\$ 926,254	\$ 39,923	4.5%
Purchased Contracted Services	300	1,000	1,600	1,600	-	0.0%
Supplies	25,156	28,236	40,778	47,236	*6,458	16%
Total	\$ 776,769	\$ 810,256	\$ 928,709	\$ 975,090	\$ 46,381	5.0%

*Budget reflects 21 units of Police Vests purchase in FY 2017 - 8 more units than FY 2016



Mission

The Police Dispatch Unit strives to serve as a vital link between the public and public safety first responders by supplying necessary and accurate information, while maintaining the highest level of professional service to all.

Department Description

The City of Duluth Police Dispatch Unit operates 24 hours a day, seven day a week and is responsible for answering all 911 and non-emergency calls for service. Police Dispatch Unit is also responsible for monitoring the City's camera surveillance system which operates 24 hours a day also. This unit prides itself on having dedicated, highly trained personnel who are committed to providing professional and responsive communications services.



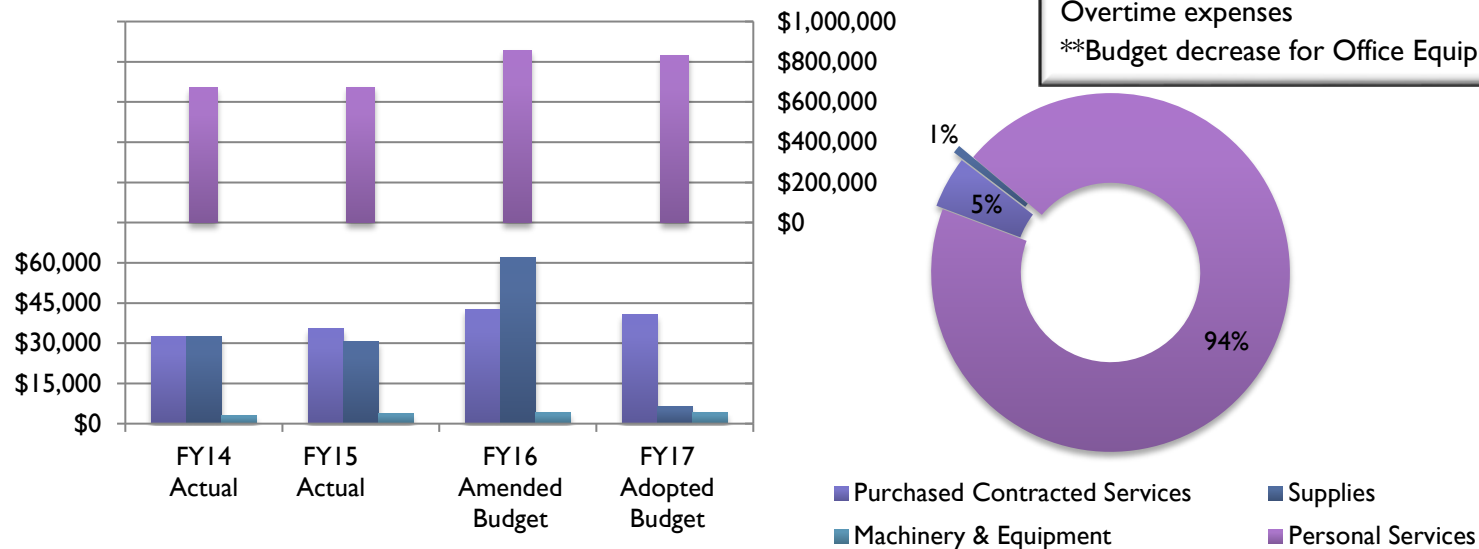
Objectives

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| Ongoing | Answer all emergency and non-emergency call on a professional and courteous manner |
| Ongoing | Dispatch all calls for service where police service is needed |
| FY 16-17 | Upgrade monitor for computer aided dispatch stations |
| FY 16-17 | Reduce call receipt to dispatch time to one (1) minute or less |
| FY 16-17 | Purchase new computers and headsets for dispatch operators |

PUBLIC SAFETY

Police Dispatch	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Communication Supervisor	1		1		1	
Senior Communications Officer	8	1	8	1	8	1
Communications Officer	2		2		2	
Total:	11	1	11	1	11	1

Police Dispatch	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$670,429	\$ 673,935	\$ 858,140	\$ 830,255	\$ *(27,886)	-3.2%
Purchased Contracted Services	32,653	35,428	42,732	40,740	(1,992)	-5%
Supplies	32,553	30,740	61,840	6,410	** (55,430)	-90%
Machinery & Equipment	2,949	3,931	4,000	4,000	-	0%
Total:	\$738,583	\$ 744,034	\$ 966,712	\$ 881,405	\$ (85,308)	-8.8%



*Budget reflects decrease in Group insurance & Overtime expenses
 **Budget decrease for Office Equipment purchase

Police Fleet Maintenance

Mission

The Police Fleet Maintenance Unit is charged with the acquisition, maintenance and repair of the department's emergency vehicles and investigating vehicle technology related equipment to assist the officers and ensure a safe community for our citizens.

Department Description

The City of Duluth Police Fleet Maintenance Unit is responsible for the purchase and additional equipment installation for all new police vehicles, along with overseeing the vehicle preventive maintenance program to ensure vehicles are inspected, maintained, and repaired on a regular basis. This unit also works with insurance carriers to file claims for vehicle accidents and damage that are insurance related. Police Fleet Maintenance handles the disposal of vehicle at the end of their useful life, either through auction or trade-in. Other duties assigned to this unit include managing the vehicle equipment leases, monitoring City wide fuel purchases and maintaining the Police Mobile Command Unit. Police Fleet Maintenance works to ensure that the department's fleet is adequately maintained to provide for safe and reliable operation for our officers and the most effective and efficient service to our citizens.



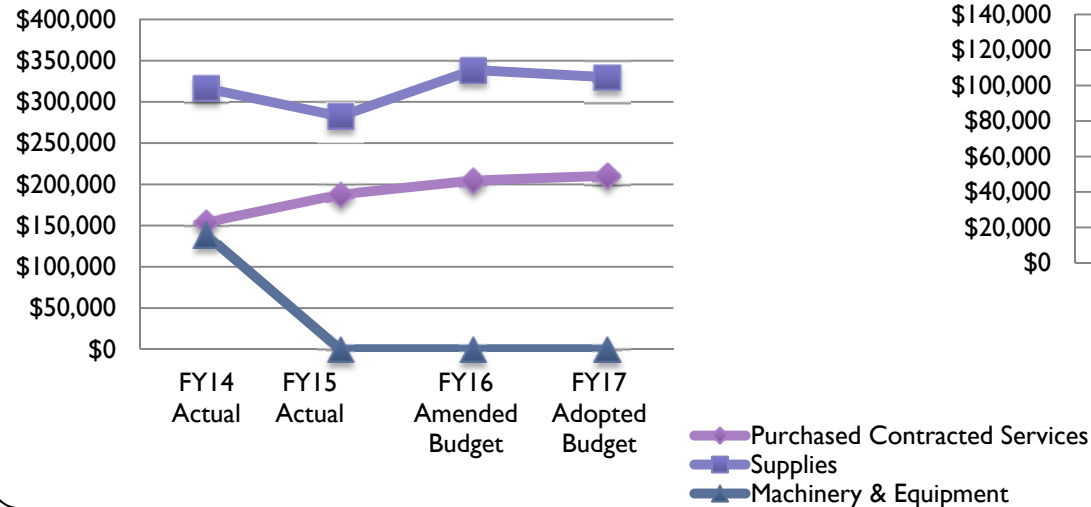
Objectives

- | | |
|----------|---|
| Ongoing | Ensure that all police vehicle are maintained and repaired according to manufacturer's schedule and department guidelines |
| Ongoing | File all incident claim report with our insurance carrier in a timely manner to limit vehicle out of service time |
| Ongoing | Assist all City departments in the purchase of vehicles and equipment so that it is well suited for their needs, at the best possible price |
| Ongoing | Complete upgrades to Camera Systems, Satellite TV and incident command software in the Mobile Command Unit to assure the vehicles readiness |
| FY 16-17 | Upgrade communication system in the mobile command unit to assure vehicle readiness |
| FY 16-17 | Continue training of new full-time employee in the day-to-day operations, as well as in billing and budgeting procedures |
| FY 16-17 | Upgrade in-car computer for patrol car for better call dispatching |

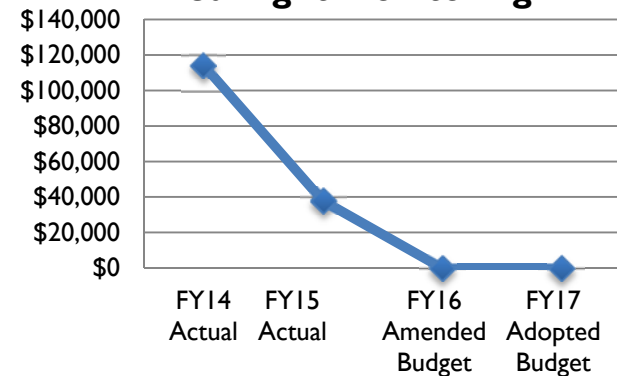
PUBLIC SAFETY

Vehicle Maintenance Division	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services	\$ 153,917	\$ 187,753	\$ 204,580	\$ 210,441	\$ 5,861	3%
Supplies	316,456	282,332	338,714	329,988	(8,726)	-3%
Machinery & Equipment	138,830	-	-	-	-	NA
Total:	\$ 609,203	\$ 470,085	\$ 543,294	\$ 540,429	\$ (2,865)	-1%

Vehicle Maintenance



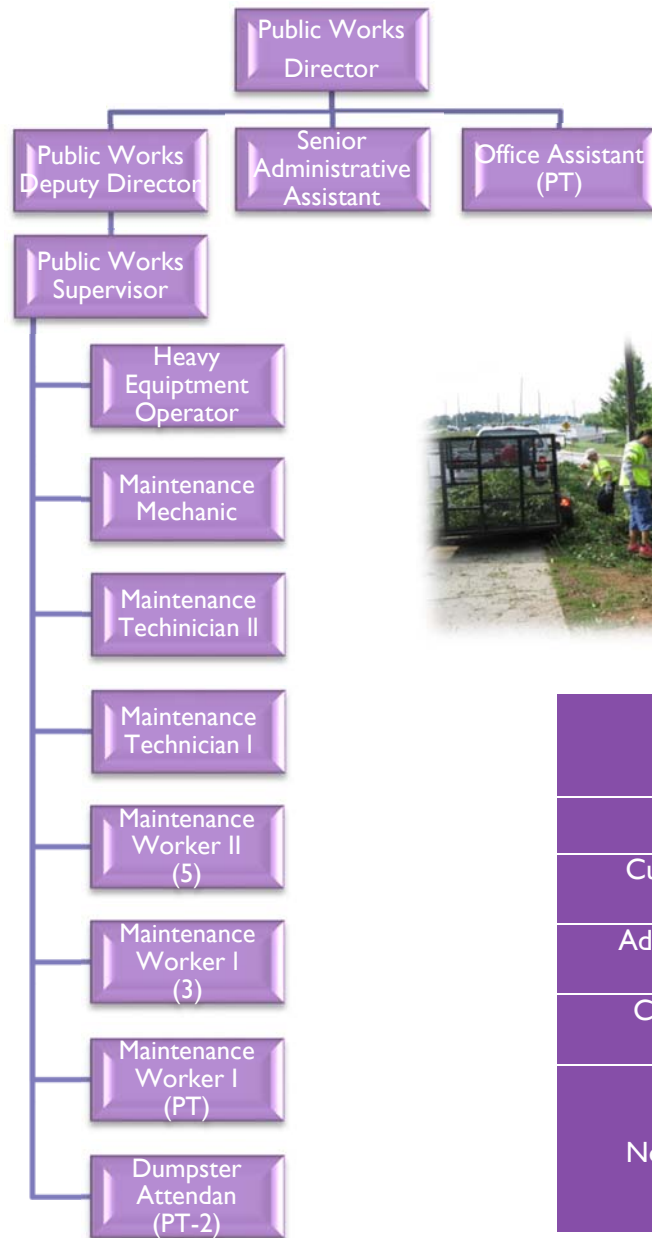
Red Light Monitoring



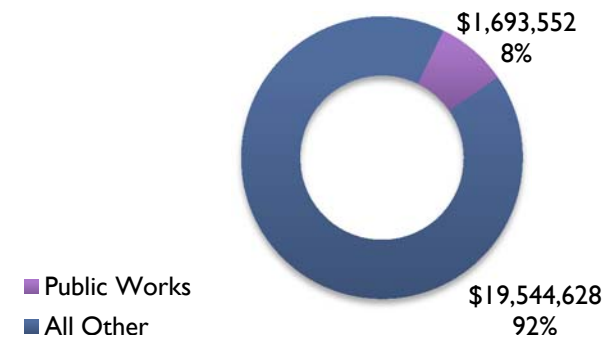
Red Light Monitoring*	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services	\$ 114,300	\$ 38,000	\$ -	\$ -	\$ -	NA
Total:	\$ 114,300	\$ 38,000	\$ -	\$ -	\$ -	NA

*No Expenditure budget due to permit expiration

PUBLIC WORKS



**Portion of \$21M
General Fund Budget**



Functions	Includes the operations of Public Works Administration, Community Enhancement, and Citywide Building/Property Maintenance
Positions	16 full time and 4 part time
Current FY 2016 Budget	\$1,737,292
Adopted FY 2017 Budget	\$1,693,552
Change from PY Budget	\$(43,740)
Notable FY 2017 Budget Items	<ul style="list-style-type: none"> •Purchase of GPS tracking units from public works vehicle \$2,100 •Continue use of Pavement Preservation techniques and investigate new emerging technologies to improve pavement longevity •Metal doors for downtown dumpster enclosure \$6,500 •Continue renovation at Public Works complex \$55,000

Mission

The mission of the Public Works Department is to provide citizens and the public with safe, high quality, responsive service with regards to the management, development, safety and maintenance of the City's infrastructure system.

Department Description

The Duluth Public Works Department is responsible for assuring that the streets within the City are safe and maintained in a good drivable condition. These goals are accomplished through regular street maintenance and resurfacing, ensuring that all regulatory and street signs are visible and adequately maintained, and that right-of-way areas are free of debris and mowed regularly. The Public Works Department is tasked with maintaining City owned property and buildings, community enhancement, and maintenance of all non-police vehicles.



Objectives

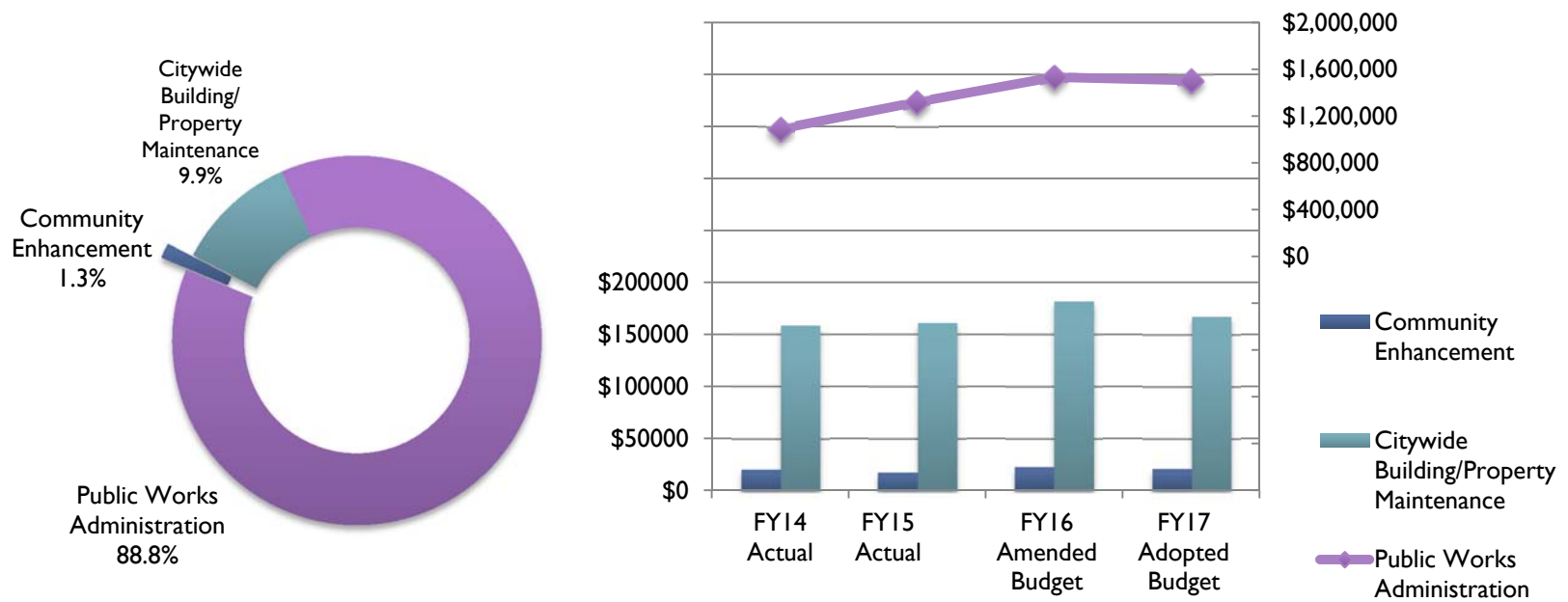
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| Ongoing | Direct, supervise and coordinate the operations of the Public Works Department to ensure that responsibilities and projects are performed in the most efficient, practical and cost effective manner |
| Ongoing | Continue to monitor and address service requests and work orders in a timely manner to provide good customer service |
| Ongoing | Continue and improve maintenance of City right-of-ways, and highway medians |
| Ongoing | Implement Pavement Management Plan to invest in paving of roadways to improve their overall condition and provide for safer vehicle travel |
| Ongoing | Maintain the streetlights in good working condition to enhance the beauty of the City and to provide a safe environment for vehicles and pedestrians alike |
| Ongoing | Provide functional and informative signage and traffic markings on all roads in accordance with state and federal laws |

PUBLIC WORKS

Ongoing	Monitor and direct the inmate labor force from Gwinnett County Department of Corrections to augment City employees in ground maintenance, etc.
Ongoing	Manage service contracts and annual inspections for all City owned building for HVAC, elevator, back flow inspections, fire system inspections, etc.
FY 16-17	Complete Phase II renovations to the Public Works facility with a focus on exterior building and outside storage
FY 16-17	Continue Pavement Preservation techniques for the sealing and rejuvenation of pavement to help prevent deterioration
FY 16-17	Replace current wooden doors on the downtown dumpster enclosures with metal doors
FY 16-17	Use data from the updated Street Re-Inspections to prepare bid and award contract for resurfacing of City streets

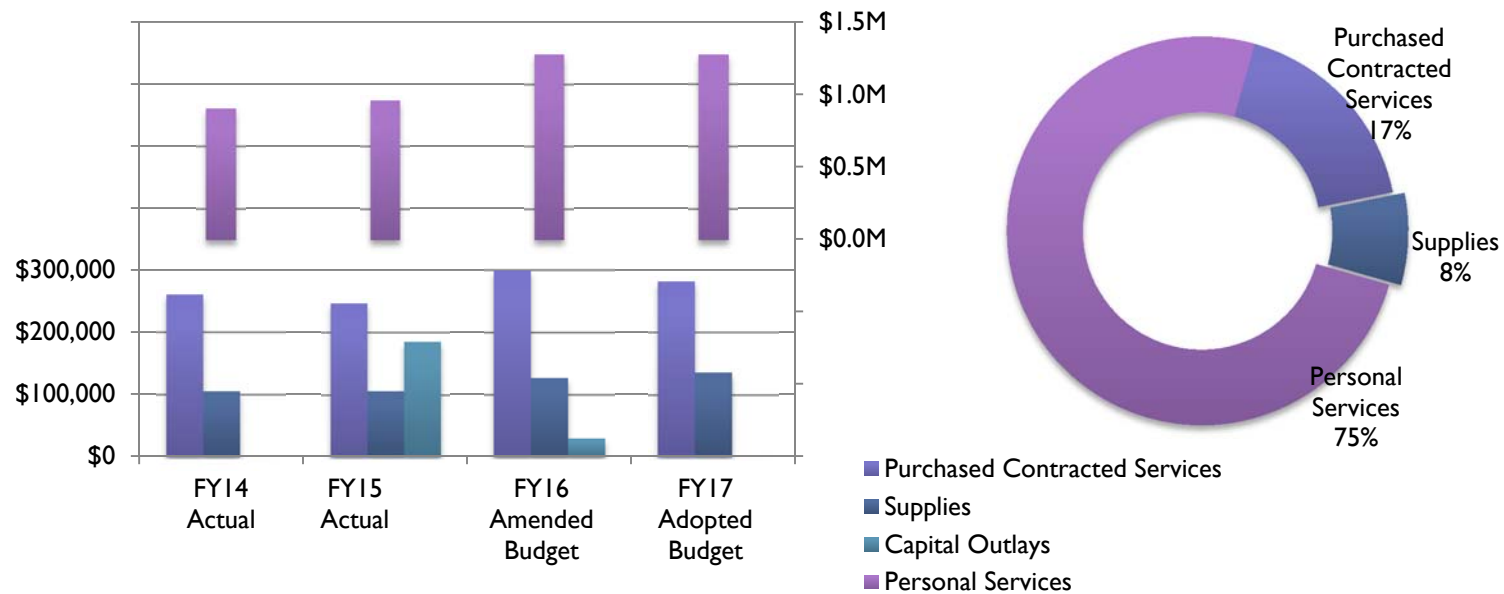
PUBLIC WORKS

Public Works	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Public Works Administration	\$ 1,090,808	\$ 1,320,051	\$ 1,532,709	\$ 1,504,521	\$ (28,188)	-1.8%
Community Enhancement	20,757	17,472	23,054	21,550	(1,504)	-6.5%
Citywide Building/Property Maintenance	158,385	160,585	181,529	167,481	(14,048)	-7.7%
Total:	\$ 1,269,950	\$ 1,498,108	\$ 1,737,292	\$ 1,693,552	\$ (43,740)	-2.5%



PUBLIC WORKS

Public Works	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 904,526	\$ 959,867	\$ 1,280,790	\$ 1,276,244	\$ (4,546)	-0.4%
Purchased Contracted Services	260,201	247,268	299,445	282,438	(17,007)	-5.7%
Supplies	105,222	106,518	127,057	134,870	7,813	6.1%
Capital Outlays	-	184,456	30,000	-	(30,000)	-100.0%
Total:	\$ 1,269,950	\$ 1,498,108	\$ 1,737,292	\$ 1,693,552	\$ (43,740)	-2.5%



PUBLIC WORKS

Public Works	FY15		FY16		FY17	
	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Public Works Director	1		1		1	
Public Works Deputy Director	1		1		1	
Public Works Supervisor	2		2		1	
Senior Administrative Assistant	1		1		1	
Heavy Equipment Operator	1		1		1	
Maintenance Mechanic	1		1		1	
Maintenance Worker II	10		5		5	
Maintenance Worker I		1	1	1	3	1
Maintenance Technician I			2		1	
Maintenance Technician II			1		1	
Office Assistant		1		1		1
Dumpster Attendant		2		2		2
Total Public Works:	15	4	17	4	16	4

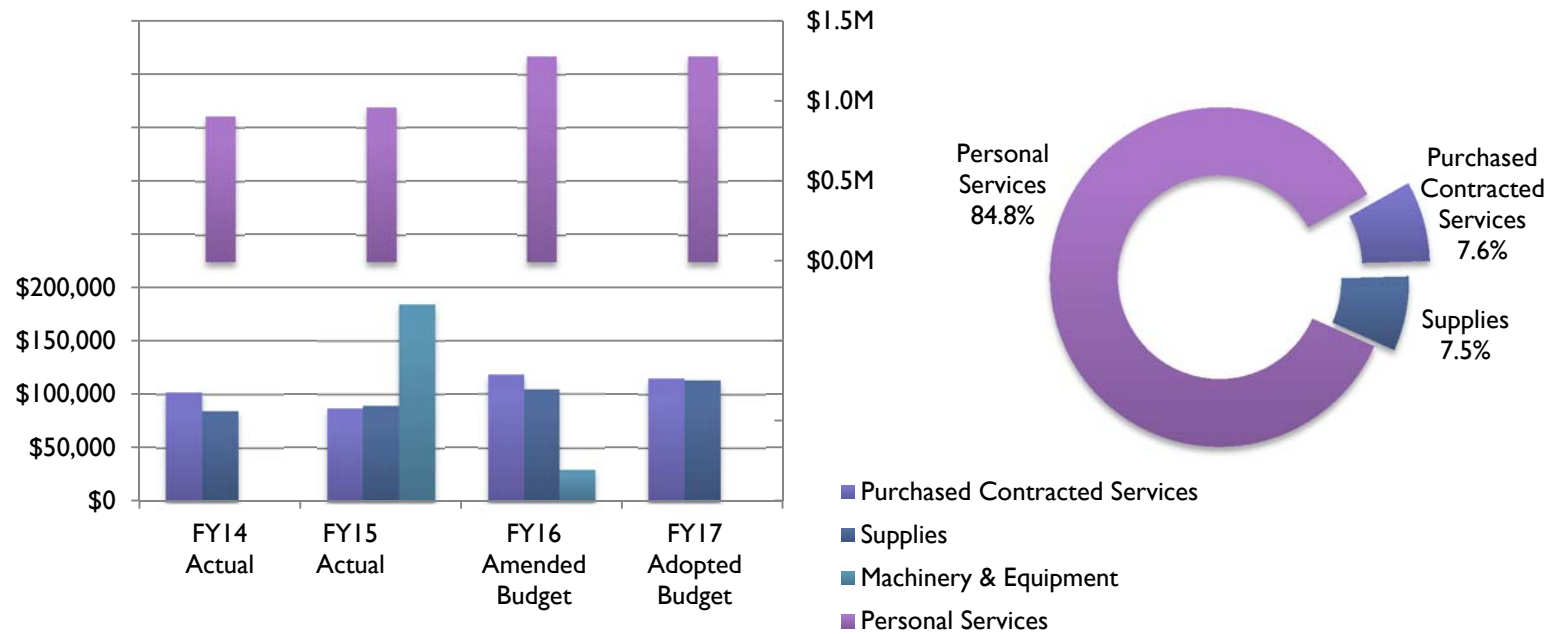


PUBLIC WORKS

Public Works Administration	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Personal Services	\$ 904,526	\$ 959,867	\$ 1,280,790	\$ 1,276,244	\$ (4,546)	-0.4%
Purchased Contracted Services	101,816	86,683	117,916	114,957	(2,959)	-2.5%
Supplies	84,466	89,046	104,003	113,320	*9,317	9.0%
Machinery & Equipment	-	184,456	30,000	-	**(30,000)	-100.0%
Total	\$ 1,090,808	\$ 1,320,051	\$ 1,532,709	\$ 1,504,521	\$ (28,188)	-1.8%

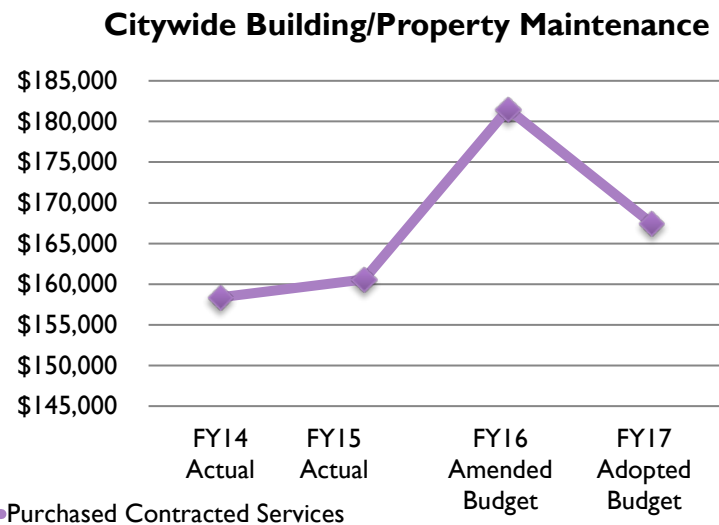
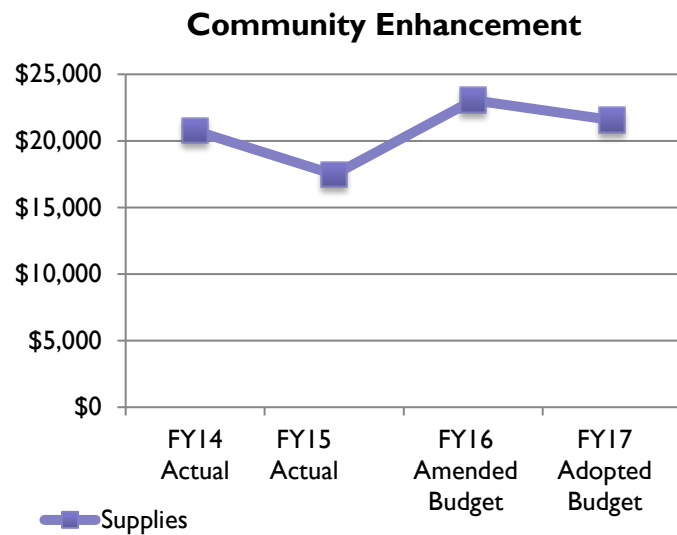
*Budget increase for Street signage, Safety / Disaster Management Supplies, & Small Equipment purchase

**No budget for Machinery & Equipment purchase in FY 2017



PUBLIC WORKS

Community Enhancement	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Supplies	\$ 20,757	\$ 17,472	\$ 23,054	\$ 21,550	\$ (1,504)	-6.5%
Total:	\$ 20,757	\$ 17,472	\$ 23,054	\$ 21,550	\$ (1,504)	-6.5%



Citywide Building/Property Maintenance	FY14 Actual	FY15 Actual	FY16 Amended Budget	FY17 Adopted Budget	Amount Change	% Change
Purchased Contracted Services	\$ 158,385	\$ 160,585	\$ 181,529	\$167,481	\$ *(14,048)	-7.7%
Total:	\$ 158,385	\$ 160,585	\$ 181,529	\$167,481	\$ (14,048)	-7.7%

*Budget decreased for General repair for City owned properties

Ten Year Financial Forecast

With the City's growing budget that incorporates ongoing and future developments throughout the City, staff prepared a 10 year forecast to assist the Council and other personnel with making decisions on allocating the current and future year's financial resources, as well as to assist in the development strategy for long-term sustainability. The financial forecast incorporates various factors such as population growth based on government census data; historical financial and non-financial data trends; current local and national economic conditions; staff knowledge; and the assistance of a local economist for the development of forecast models.

Revenue Assumptions

The City's General Fund revenues are derived from a variety of sources with over 90% of the revenue generated from 15 major sources. For this reason, an in-depth analysis was completed on each of the major revenue sources and the other 10% was forecast using the Consumer Price Index (CPI). Some of the major revenue producers are property taxes, motor vehicle taxes, franchise taxes, occupational taxes, insurance premium taxes, commercial and residential building permits, police fines, alcohol beverage taxes, recreational camp fees and garbage bag rebates. Property tax projections are based on a 2% historical reassessment growth from 2007 to 2015, plus projected new construction, and the current millage rate. Occupational taxes are based on previous growth of 6.2% from 2009 to 2015, plus current applications, and available retail and commercial space. Due to the historical changes in commercial and residential building permit revenue, projections are largely based on planning applications, current activity, and historical

growth. Staff knowledge, local and regional economic conditions, historical data trends, and the Consumer Price Index are factors that affect the forecast of other revenue sources.

Expenditure Assumptions

As with most private businesses and other governments, the largest expenditure for the City is employee salaries and benefits, which account for over 61% of the total General Fund expenditures. Forecasting is based on three main components: future staffing needs, wage increases based on annual performance reviews, and increases in health insurance and other related benefits. Future staffing needs are projected based on population projections and maintaining current staffing ratios as the population increases. The population is projected to grow from 29,668 in fiscal year 2017 to 32,707 in fiscal year 2025. Wage increases are based on current and past trends with a projected average increase of 3% during the forecast period. Insurance and retirement benefits are reviewed on an annual basis. Based on the analysis and recent changes in health insurance, medical insurance is projected to increase by an average of 10% and other insurance benefits are projected to increase by an average of 2%. Retirement benefits are projected to continue at current funding levels throughout the forecast period. Other operating costs have been inflated by 2.3% in fiscal year 2017. These costs may increase to 2.4% by fiscal year 2019 and then continue at this through the end of the forecast. Staffing changes are built into the forecast, but are not automatic additions and will continue to be monitored and evaluated annually.

FINANCIAL FORECAST

10 Year Financial Forecast General Fund

		Projections																			
		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
Revenues																					
Property Taxes	\$	6,110,120	\$	6,280,902	\$	6,708,738	\$	6,876,049	\$	7,022,928	\$	7,155,203	\$	7,298,307	\$	7,444,274	\$	7,593,159	\$	7,745,022	
Court Fines		2,336,155		2,371,196		2,404,032		2,434,584		2,462,932		2,489,232		2,513,564		2,535,927		2,556,558		2,575,456	
Franchise Tax		2,106,809		2,146,838		2,187,628		2,229,193		2,271,548		2,314,707		2,358,687		2,403,502		2,449,168		2,495,703	
Insurance Premium Tax		1,532,819		1,581,312		1,625,277		1,664,987		1,700,737		1,732,828		1,761,562		1,787,233		1,810,120		1,830,492	
Intergovernmental Revenue		1,167,104		1,134,304		1,148,272		1,164,335		12,284		-		-		-		-		-	
Occupational Tax		1,142,554		1,213,392		1,288,622		1,368,517		1,453,365		1,543,474		1,639,169		1,740,797		1,848,727		1,963,348	
Motor Vehicle Title Ad Valorem Tax		745,570		762,312		777,355		790,836		802,888		813,641		823,217		831,732		839,292		845,996	
Alcohol Beverage Tax		599,398		613,783		628,514		643,598		659,045		674,862		691,058		707,644		724,627		742,018	
Gwinnett Co Motor Veh Taxes		178,536		137,984		106,643		82,420		63,700		63,700		63,700		63,700		63,700		63,700	
Red Light Fines/ Income		-		-		-		-		-		-		-		-		-		-	
Camps		134,102		137,022		139,644		141,993		144,092		145,963		147,629		149,110		150,425		151,590	
Transfer from Police Tech Fund		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000	
Building Permits-Commercial		214,258		136,574		186,443		108,866		111,344		113,878		116,470		119,121		121,832		124,605	
Building Permits-Residential		309,490		191,663		142,206		144,800		95,000		95,000		95,000		95,000		95,000		95,000	
Other Revenue Sources		1,410,855		1,435,711		1,465,641		1,497,590		1,530,306		1,563,807		1,598,112		1,633,240		1,669,211		1,706,046	
Total Revenues	\$	18,269,988	\$	18,427,947	\$	19,096,529	\$	19,437,664	\$	18,622,274	\$	19,000,454	\$	19,402,532	\$	19,809,080	\$	20,221,230	\$	20,639,861	
Expenditures																					
Salaries & Wages	\$	8,525,759	\$	8,779,736	\$	9,150,104	\$	9,444,420	\$	9,840,565	\$	10,251,694	\$	10,604,604	\$	10,918,597	\$	11,398,304	\$	11,789,337	
Employee Benefits		3,220,435		3,457,196		3,725,207		4,003,277		4,315,675		4,518,950		4,724,722		4,946,863		5,313,441		5,699,436	
Prof, Tech, Maint Services		651,107		666,082		681,402		697,756		714,502		731,650		749,209		767,190		785,603		804,457	
Repairs & Maintenance		583,394		535,432		547,747		560,893		574,355		588,139		602,255		616,709		631,510		646,666	
Equipment Rental/Leases		206,570		211,321		216,181		221,369		226,682		232,123		237,694		243,398		249,240		255,222	
Property Liability Insurance		300,442		307,168		314,049		321,394		328,915		336,617		344,504		352,580		360,850		369,319	
Purchased Services		659,338		674,503		690,017		706,577		723,535		740,900		758,681		776,890		795,535		814,628	
Travel & Training		122,310		125,123		128,001		131,073		134,218		137,440		140,738		144,116		147,575		151,116	
Supplies		225,914		230,676		239,051		241,716		250,589		253,531		262,688		265,921		275,375		278,912	
Utilities & Fuel		1,064,741		1,089,230		1,114,283		1,141,026		1,168,410		1,196,452		1,225,167		1,254,571		1,284,681		1,315,513	
Computers/Equip/Vehicles		291,700		375,030		389,375		391,892		393,509		412,441		417,178		426,238		434,165		443,210	
Advertising/Promotions		353,011		353,926		354,862		355,861		356,884		357,932		359,005		360,104		361,229		362,381	
Other Expenditures		94,985		97,170		99,405		101,791		104,234		106,735		109,297		111,920		114,606		117,357	
Operating Transfers Out		3,120,011		2,698,702		2,696,117		2,705,913		2,532,997		2,537,309		1,866,872		1,867,559		1,867,016		840,300	
Total Expenditures	\$	19,419,716	\$	19,601,295	\$	20,345,800	\$	21,024,957	\$	21,665,071	\$	22,401,913	\$	22,402,614	\$	23,052,655	\$	24,019,129	\$	23,887,853	
Change in Fund Balance	\$	(1,149,727)	\$	(1,173,349)	\$	(1,249,272)	\$	(1,587,293)	\$	(3,042,797)	\$	(3,401,459)	\$	(3,000,081)	\$	(3,243,575)	\$	(3,797,899)	\$	(3,247,992)	
Beginning Fund Balance		14,482,738		13,333,010		12,159,662		10,910,390		9,323,097		6,280,301		2,878,842		(121,240)		(3,364,815)		(7,162,714)	
Ending Fund Balance	\$	13,333,010	\$	12,159,662	\$	10,910,390	\$	9,323,097	\$	6,280,301	\$	2,878,842	\$	(121,240)	\$	(3,364,815)	\$	(7,162,714)	\$	(10,410,706)	

FINANCIAL FORECAST

10 Year Financial Forecast Population to Employee Ratio

		Projections									
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Population		29,668	30,113	30,530	30,918	31,278	31,612	31,921	32,205	32,467	32,707
Employees											
Departments:	Range:										
City Managers Office		2	2	2	2	2.5	2.5	2.5	2.5	2.5	2.5
Employee per 1,000 population	.05 to .10	0.07	0.07	0.07	0.06	0.08	0.08	0.08	0.08	0.08	0.08
City Clerk		19	19	19	19	19.5	19.5	19.5	19.5	20.5	20.5
Employee per 1,000 population	.55 to .65	0.64	0.63	0.62	0.61	0.62	0.62	0.61	0.61	0.63	0.63
Municipal Court		9	9	9.5	9.5	9.5	10	10	10	10	10
Employee per 1,000 population	.29 to .35	0.30	0.30	0.31	0.31	0.30	0.32	0.31	0.31	0.31	0.31
Police-total		82.5	82.5	84	84	84	86	86	86	88	88
Employee per 1,000 population	2.55 to 2.95	2.78	2.74	2.75	2.72	2.69	2.72	2.69	2.67	2.71	2.69
Public Works		18	18	18	18	19	19	19	19	19	20
Employee per 1,000 population	.53 to .63	0.61	0.60	0.59	0.58	0.61	0.60	0.60	0.59	0.59	0.61
Cultural Recreation		19.5	18.5	18.5	18.5	19	19	19.5	19.5	19.5	19.5
Employee per 1,000 population	.50 to .70	0.66	0.61	0.61	0.60	0.61	0.60	0.61	0.61	0.60	0.60
Community Development		13.5	13	13.5	14	14	14	14.5	14.5	14.5	14.5
Employee per 1,000 population	.40 to .50	0.46	0.43	0.44	0.45	0.45	0.44	0.45	0.45	0.45	0.44
Total Employees		163.5	162	164.5	165	167.5	170	171	171	174	175
Employee per 1,000 population		5.51	5.38	5.39	5.34	5.36	5.38	5.36	5.31	5.36	5.35
Population change per year		475	445	417	388	360	334	309	284	262	240
Employee change per year		-0.5	-1.5	2.5	0.5	2.5	2.5	1	0	3	1

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted to expenditure for specific purposes. For Duluth these include the Greenspace, Landscaping/Tree, Sidewalk, Public Art, Federal Drug, State Drug, Rental Vehicle Tax, Police Technology, Mounted Patrol and COPS Fundraiser.

City of Duluth Greenspace Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 206 - Greenspace Program					
	EXPENSE				
522149	Landscaping	\$ -	\$ -	\$ 59,467	\$ 59,467
	EXPENSE TOTALS	-	-	59,467	59,467
	REVENUE TOTALS	-	-	-	-
	EXPENSE TOTALS	-	-	59,467	59,467
Fund 206 - Greenspace Program Totals		\$ -	\$ -	\$ (59,467)	\$ (59,467)

SPECIAL REVENUE FUNDS

City of Duluth

Landscaping/Tree Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 207 - Landscaping/Tree Fund					
	EXPENSE				
522149	Landscaping	\$ 1,500	\$ -	\$ 3,779	\$ 3,779
	EXPENSE TOTALS	1,500	-	3,779	3,779
	REVENUE TOTALS	-	-	-	-
	EXPENSE TOTALS	1,500	-	3,779	3,779
Fund 207 - Landscaping/Tree Fund Totals		\$ (1,500)	\$ -	\$ (3,779)	\$ (3,779)

SPECIAL REVENUE FUNDS

City of Duluth Sidewalk Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 208 - Sidewalk Fund					
	EXPENSE				
541400	Infrastructure	\$ -	\$ -	\$ 8,000	\$ 8,000
	EXPENSE TOTALS	-	-	8,000	8,000
	REVENUE TOTALS	-	-	-	-
	EXPENSE TOTALS	-	-	8,000	8,000
Fund 208 - Sidewalk Fund Totals		\$ -	\$ -	\$ (8,000)	\$ (8,000)

SPECIAL REVENUE FUNDS

City of Duluth Public Art Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 209 - Public Art					
	REVENUE				
371005	Donations	\$ -	\$ -	\$ 1,000	\$ 1,000
391210	Transfer From Fund 100	-	30,000	-	-
	REVENUE TOTALS	-	30,000	1,000	1,000
	EXPENSE				
521300	Technical Services	-	30,000	10,000	1,000
	EXPENSE TOTALS	-	30,000	10,000	1,000
	REVENUE TOTALS	-	30,000	1,000	1,000
	EXPENSE TOTALS	-	30,000	10,000	1,000
Fund 209 - Public Art Totals		\$ -	\$ -	\$ (9,000)	\$ -

SPECIAL REVENUE FUNDS

City of Duluth Federal Drug Fund

Account Number	Description			2016	2017
		2014	2015	Amended	Adopted
		Actual	Actual	Budget	Budget
Fund 210 - Police Federal Drug Fund					
	EXPENSE				
531603	Police Equipment	\$ 25,273	\$ -	\$ 727	\$ 727
611000	Transfer to Fund 100	2,875	(2,564)	-	-
	EXPENSE TOTALS	28,148	(2,564)	727	727
REVENUE TOTALS		-	-	-	-
EXPENSE TOTALS		28,148	(2,564)	727	727
Fund 210 - Police Federal Drug Fund Totals		\$ (28,148)	\$ 2,564	\$ (727)	\$ (727)

SPECIAL REVENUE FUNDS

City of Duluth State Drug Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 211 - Police State Drug Fund					
	REVENUE				
351360	Sale of Confiscated Property	\$ 2,627	\$ 15,544	\$ 15,000	\$ 40,000
389000	Miscellaneous Revenue	-	20	-	-
	REVENUE TOTALS	2,627	15,564	15,000	40,000
	EXPENSE				
531603	Police Equipment	30,283	2,585	23,783	76,524
571000	Intergovernmental Expenditures	-	2,362	3,000	3,000
611000	Transfer to Fund 100	-	11,510	-	8,476
	EXPENSE TOTALS	30,283	16,457	26,783	88,000
	REVENUE TOTALS	2,627	15,564	15,000	40,000
	EXPENSE TOTALS	30,283	16,457	26,783	88,000
Fund 211 - Police State Drug Fund Totals		\$ (27,656)	\$ (893)	\$ (11,783)	\$ (48,000)

SPECIAL REVENUE FUNDS

City of Duluth Rental Vehicle Tax Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 280 - Rental Motor Vehicle Tax Fund					
	REVENUE				
314400	Excise Tax Rental Motor Veh	\$ 35,969	\$ 46,311	\$ 39,600	\$ 47,400
371005	Donations	-	-	60,000	-
383005	Insurance Claims Reimbursements	-	-	3,025	-
	REVENUE TOTALS	35,969	46,311	102,625	47,400
	EXPENSE				
531103	Signs/Banners	9,225	32,324	166,145	-
611042	Transfer to Fund 700 DDA	-	-	50,000	50,000
	EXPENSE TOTALS	9,225	32,324	216,145	50,000
	REVENUE TOTALS	35,969	46,311	102,625	47,400
	EXPENSE TOTALS	9,225	32,324	216,145	50,000
Fund 280 - Rental Motor Vehicle Tax Fund Totals		\$ 26,744	\$ 13,987	\$ (113,520)	\$ (2,600)

SPECIAL REVENUE FUNDS

City of Duluth

Police Technology Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 281 - Police Technology Fund					
	REVENUE				
391276	Transfer from Fund 745	\$ 94,930	\$ 111,581	\$ 112,000	\$ 110,000
	REVENUE TOTALS	94,930	111,581	112,000	110,000
	EXPENSE				
611000	Transfer to Fund 100	-	-	-	-
611000	Transfer to Fund 100	100,000	100,000	112,000	100,000
	EXPENSE TOTALS	100,000	100,000	112,000	100,000
	REVENUE TOTALS	94,930	111,581	112,000	110,000
	EXPENSE TOTALS	100,000	100,000	112,000	100,000
Fund 281 - Police Technology Fund Totals		\$ (5,070)	\$ 11,581	\$ -	\$ 10,000

SPECIAL REVENUE FUNDS

City of Duluth Mounted Patrol Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 580 - Mounted Patrol					
	EXPENSE				
531104	Supplies	4,422	-	-	-
611000	Transfer to Fund 100	-	-	-	-
611040	Transfer to COPS 581	-	-	645	2,997
	EXPENSE TOTALS	4,422	-	645	2,997
	REVENUE TOTALS	-	-	-	-
	EXPENSE TOTALS	4,422	-	645	2,997
Fund 580 - Mounted Patrol Totals		\$ (4,422)	\$ -	\$ (645)	\$ (2,997)

SPECIAL REVENUE FUNDS

City of Duluth COPS Fundraiser Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 581 - COPS Fundraiser/Donations					
	REVENUE				
371005	Donations	\$ 5,435	\$ 10,850	\$ 8,550	\$ 5,000
391274	Transfer frm Fd 580 Mount Patrol	-	-	645	2,997
	REVENUE TOTALS	5,435	10,850	9,195	7,997
	EXPENSE				
531104	Supplies	-	-	-	3,000
531603	Police Equipment	-	45,974	-	45,000
523500	Travel/Parking	-	-	-	-
531104	Supplies	3,931	6,463	58,276	2,000
	EXPENSE TOTALS	3,931	52,437	58,276	50,000
	REVENUE TOTALS	5,435	10,850	9,195	7,997
	EXPENSE TOTALS	3,931	52,437	58,276	50,000
Fund 581 - COPS Fundraiser/Donations Totals		\$ 1,504	\$ (41,587)	\$ (49,081)	\$ (42,003)

ENTERPRISE FUNDS

Enterprise Funds are used to report the activity of funds that are supported by fees and contributions for outside users or supporters. Duluth has a single enterprise fund, Stormwater Utility.

City of Duluth Stormwater Utility Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 506 - Stormwater Utility					
	REVENUE				
319100	Interest on Delinquent Taxes/Fees	\$ 2,117	\$ 3,966	\$ 2,100	\$ 2,100
319101	Tax/Fee Penalty	3,563	3,987	3,500	3,500
344260	Stormwater Utility Charges	783,937	772,596	770,000	825,236
344261	Stormwater Utility Charges - 2011	113	(1,042)	-	-
344262	Stormwater Utility Charges - 2012	(375)	(1,194)	-	-
344263	Stormwater Utility Charges - 2013	-	1,471	-	-
344264	Stormwater Utility Charges - 2014	-	(1,581)	-	-
393800	Capital Contributions from Governmental Activities	1,763,167	-	-	-
	REVENUE TOTALS	\$ 2,552,522	\$ 778,203	\$ 775,600	\$ 830,836

Continued on next page

ENTERPRISE FUNDS

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
EXPENSE					
511000	Salaries & Wages	\$ 115,218	\$ 152,248	\$ 184,486	\$ 141,509
511101	Part Time Salaries & Wages	136	2,122	-	-
511300	Overtime	1,170	788	1,799	3,004
512100	Group Insurance	21,620	33,219	54,858	56,101
512200	FICA Tax	9,027	12,258	14,543	11,055
512400	Retirement Contrib/Pension	7,938	6,446	19,462	14,218
521200	Professional Services	-	26,634	38,735	-
521300	Technical Services	45,138	24,098	24,000	32,000
522202	Vehicle Repairs/Maintenance	457	589	2,000	5,000
522206	Repairs & Maint - Equipment	514	-	-	-
522209	Repairs & Maint - Drainage	188,860	887,219	724,036	429,000
522321	Linen/Uniform Rental Service	746	1,794	2,981	2,000
523203	Cell Phones	815	1,408	2,208	2,112
523700	Certification/ Educ/Training	1,864	4,724	7,751	5,000
531100	Office Supplies	1,614	5,461	1,000	2,000
531104	Supplies	22,195	9,858	10,000	10,000
531270	Fuel & Oil	1,061	530	4,000	5,000
541200	Site Improvements	19,835	-	-	-
542400	Computers	2,968	199	-	3,000
552513	Claims - Stormwater	1,357	766	6,391	5,000
EXPENSE TOTALS		442,531	1,170,360	1,098,249	725,998
REVENUE TOTALS		2,552,522	778,203	775,600	830,836
EXPENSE TOTALS		442,531	1,170,360	1,098,249	725,998
Fund 506 - Stormwater Utility Totals		\$ 2,109,991	\$ (392,157)	\$ (322,649)	\$ 104,838

INTERNAL SERVICE FUNDS

Internal Service Funds account for the financing of goods or services provided by one department to other departments of the city. Duluth has two funds, Worker's Compensation and Health Reimbursement Account (HRA). The City self-insures for worker's compensation and the Workers Compensation Fund is used to account for this cost in all citywide departments. The HRA fund was created when the City increased the employee health insurance deductible. The savings resulting from the increased deductible is transferred to this fund and used to reimbursement employees for any health related expenditures above the original \$1,000 deductible. It also funds the activities of the Employee Wellness Program.

City of Duluth

Worker's Compensation Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 600 - Worker's Compensation					
	REVENUE				
361001	Investment Income	\$ 4,359	\$ 4,754	\$ 4,800	\$ 5,040
391210	Transfer From Fund 100	250,000	250,000	250,000	250,000
	REVENUE TOTALS	\$ 254,359	\$ 254,754	\$ 254,800	\$ 255,040

Continued on next page

INTERNAL SERVICE FUNDS

Worker's Compensation Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
EXPENSE					
523102	Insurance Workers Comp	\$ 36,070	\$ 40,489	\$ 45,500	\$ 45,500
552100	Annual Assessments	11,215	10,048	17,000	11,700
552200	Claims	99,024	99,026	(76,954)	9,000
552500	Claims - City Manager	-	-	1,000	1,000
552501	Claims - City Clerk	-	-	1,000	1,000
552502	Claims - Business Office	-	-	1,000	1,000
552503	Claims - Marketing & Public Rel	-	-	1,391	1,000
552504	Claims - Planning & Development	-	1,210	1,109	1,500
552505	Claims - Parks & Recreation	15,353	43,024	25,654	24,238
552506	Claims - Public Works	23,015	9,850	86,028	42,290
552507	Claims - Police Administration	-	-	1,000	1,000
552508	Claims - CID	-	-	1,000	1,000
552509	Claims - Dispatch	-	3,475	1,000	1,000
552510	Claims - Police Support Services	710	-	1,000	1,000
552511	Claims - Court	2,184	282	2,000	2,000
552512	Claims - Police Uniform	114,083	144,468	109,152	126,000
EXPENSE TOTALS		301,653	351,872	217,880	270,228
REVENUE TOTALS		254,359	254,754	254,800	255,040
EXPENSE TOTALS		301,653	351,872	217,880	270,228
Fund 600 - Worker's Compensation Totals		\$ (47,294)	\$ (97,118)	\$ 36,920	\$ (15,188)

INTERNAL SERVICE FUNDS

City of Duluth

Health Reimbursement Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 601 - Health Reimbursement Account					
	REVENUE				
391210	Transfer From Fund 100	\$ 82,748	\$ 70,000	\$ 70,000	\$ 70,000
	REVENUE TOTALS	82,748	70,000	70,000	70,000
	EXPENSE				
512901	Health & Wellness	831	-	8,000	8,000
552101	Administrative Fees	6,375	5,646	5,640	5,640
552500	Claims - City Manager	-	-	1,500	1,500
552501	Claims - City Clerk	1,000	-	2,528	3,000
552502	Claims - Business Office	5,508	8,985	8,472	6,500
552503	Claims - Marketing & Public Rel	313	1,187	3,000	2,000
552504	Claims - Planning & Development	1,000	-	5,500	4,500
552505	Claims - Parks & Recreation	3,000	171	7,500	6,500
552506	Claims - Public Works	411	2,854	7,500	6,500
552507	Claims - Police Administration	-	1,500	104	1,500
552508	Claims - CID	4,000	2,703	8,412	3,000
552509	Claims - Dispatch	1,108	8,226	3,555	3,000
552510	Claims - Police Support Services	4,039	2,708	9,445	9,000
552511	Claims - Court	1,000	9,000	1,817	3,500
552512	Claims - Police Uniform	6,575	11,656	12,667	15,000
	EXPENSE TOTALS	35,158	54,635	85,640	79,140
	REVENUE TOTALS	82,748	70,000	70,000	70,000
	EXPENSE TOTALS	35,158	54,635	85,640	79,140
Fund 601 - Health Reimbursement Account Totals		\$ 47,590	\$ 15,365	\$ (15,640)	\$ (9,140)

TRUST AND AGENCY FUNDS

Trust & Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for other agencies/governments other than the reporting government. The Municipal Court agency fund to capture all fines and fees collected by the City's Municipal Court that will ultimately be paid to other appropriate taxing agencies. The residual fine amount is then transferred to the City's General Fund.

City of Duluth

Municipal Court Fund

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 745 - Municipal Court Fund					
	REVENUE				
351170	Court Fines	\$ 2,547,150	\$ 2,975,519	\$ 3,028,234	\$ 2,830,862
351200	Bonds & Forfeitures	214,219	351,643	317,286	365,838
	REVENUE TOTALS	2,761,369	3,327,162	3,345,520	3,196,700
	EXPENSE				
523801	Software Licenses	12,165	14,296	27,960	26,500
572001	Peace Officers A & B	76,067	99,035	96,360	98,000
572002	Peace Officer Training	127,569	169,150	164,520	167,000
572003	Local Victim Assistance	63,596	85,961	84,120	85,500
572004	Georgia Crime Victims	1,279	1,222	3,000	1,500
572005	Brain & Spinal Injury	4,111	4,387	6,000	5,200
572006	Crime Lab Fee	1,426	1,450	3,000	2,500
572007	Jail Construction	128,041	172,525	168,900	175,000
572008	County Drug Abuse	22,037	20,413	28,000	20,000
572009	IDF	136,702	182,778	176,220	185,000
572010	Drivers Education Fund	26,209	25,916	25,440	25,500
573001	Cash Bond Refund	121,243	139,696	185,000	195,000
611000	Transfer to Fund 100	1,945,993	2,298,752	2,265,000	2,100,000
611013	Transfer to 281 Police Tech Fund	94,930	111,581	112,000	110,000
	EXPENSE TOTALS	2,761,369	3,327,162	3,345,520	3,196,700
	REVENUE TOTALS	2,761,369	3,327,162	3,345,520	3,196,700
	EXPENSE TOTALS	2,761,369	3,327,162	3,345,520	3,196,700
Fund 745 - Municipal Court Fund Totals		\$ -	\$ -	\$ -	\$ -

COMPONENT UNITS

Component Units are legally separate entities for which the governing board or management of the municipality are financially accountable. The City has two component units, the Downtown Development Authority (DDA) and the Urban Redevelopment Authority (URA). Their mission is to create, revitalize, preserve and maintain the areas surrounding the City's downtown.

City of Duluth

Downtown Development Authority

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 700 - Downtown Development Authority					
REVENUE					
361000	Interest Income - Checking	462	190	360	300
361001	Investment Income	-	349	-	2,400
371005	Donations	10,000	-	100,000	-
389000	Miscellaneous Revenue	101,352	102,048	-	-
391210	Transfer From Fund 100	667,141	828,428	1,606,527	1,354,528
391278	Transfer from Fund 280	-	-	50,000	50,000
REVENUE TOTALS		778,955	931,015	1,756,887	1,407,228
EXPENSE					
541200	Site Improvements	25,794	106,077	-	-
521200	Professional Services	6,512	-	-	-
523301	Advertising/Promotions	-	57,250	59,973	60,000
523602	Bank/Credit Card Fees	-	-	27	-
523700	Certification/ Educ/Training	-	690	-	-
523850	Contract Labor	75,000	104,000	155,000	155,000
582100	Bond Interest	414,452	403,685	428,090	389,528
541200	Site Improvements	4,547	800	17,996	-
EXPENSE TOTALS		526,306	672,502	661,086	604,528
REVENUE TOTALS		778,955	931,015	1,756,887	1,407,228
EXPENSE TOTALS		526,306	672,502	661,086	604,528
Fund 700 - Downtown Development Authority Totals		\$ 252,649	\$ 258,513	\$ 1,095,801	\$ 802,700

COMPONENT UNITS

City of Duluth Urban Redevelopment Authority

Account Number	Description	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Fund 770 - Urban Redevelopment					
	REVENUE				
391210	Transfer From Fund 100	\$ 710,328	\$ 999,789	\$ 1,022,812	\$ 1,024,190
391230	Transfer from SPLOST 2005	312,858	14,405	-	-
	REVENUE TOTALS	1,023,185	1,014,194	1,022,812	1,024,190
	EXPENSE				
582300	Interest Expense	266,276	245,500	192,812	174,190
	EXPENSE TOTALS	266,276	245,500	192,812	174,190
	REVENUE TOTALS	1,023,185	1,014,194	1,022,812	1,024,190
	EXPENSE TOTALS	266,276	245,500	192,812	174,190
Fund 770 - Urban Redevelopment Totals		\$ 756,910	\$ 768,694	\$ 830,000	\$ 850,000

Capital Improvements

Overview

The Capital Improvement Program (CIP) assists in the planning, acquisition, and financing of capital projects. Capital project funds are designated to account for all activity, revenues and expenditures, on each capital project. Among the benefits of the City's CIP is that it:

- Allows the City to clearly assess its needs,
- Ensures projects that are proposed are the ones that will best serve the community,
- Promotes financial stability through long term planning of resources and needs,
- Provides a tool to help the taxpayer better understand the needs of the City and the manner in which they will be addressed, and
- Educates and promotes collaboration among the Mayor and Council and City management to ensure that the City's vision is upheld.

Definition

The classification of a project as a capital improvement is based on the project's cost and frequency of funding. A capital improvement is relatively costly and funded infrequently. Capital improvement projects will typically meet at least one of the following criteria:

1. The cost to purchase is high (generally \$5,000 or more),
2. The purchase does not recur annually,
3. The useful life is long (generally 3 years or more),
4. The purchased item will become part of the City's fixed assets inventory.

Capital improvement projects include the acquisition, construction, and improvement of major items. Major equipment (expensive and long useful life), new property (buildings, land, and parks), public improvement projects (road and park improvements, sidewalk/bikeway/path projects, etc.), facility improvements, and vehicle replacements are some examples of projects considered capital improvement.

Ranking Criteria and Process

The capital improvement projects are separated into two sections, non-competing and ranked competing projects. Non-competing projects are funded 100% by outside funds, such as grant money. If these funds do not materialize, the projects will drop out of the budget.

The competing projects are ranked numerous times by the City Manager, the City Clerk, and the Chief of Police. The Mayor and Council consider these employees' rankings and then conduct their own rankings in budget work sessions. The list of projects is always much larger at the beginning of the budget cycle and is pared down to meet the absolute minimum realistic needs and available revenue. Funds available for the

CAPTIAL IMPROVEMENTS

capital projects are determined by the operations budget and revenue projections. Revenues in excess of the operations budget, along with funding sources dedicated to the capital projects, are available for the capital projects. Items that fall below the available funding line are dropped and often reappear to compete in the following year's iterations.

The following criteria are used by the Mayor and Council and City department heads to rank competing capital projects.

- Most directly benefit the community,
- Support all departments,
- Yield the highest return-on-investment,
- Maintain the department heads' rankings,
- Are the least costly, when project rankings are tied.

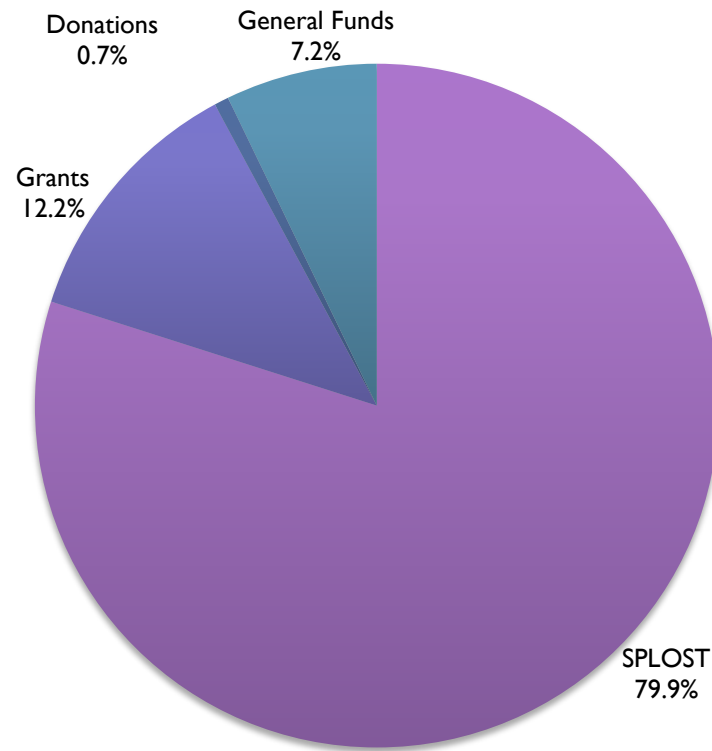
Budget

The capital improvement budget is the City's annual appropriation for capital spending and is legally adopted by the Mayor and Council. The budget authorizes specific projects and appropriates specific funding for those projects. The capital improvement budget provides legal authority to proceed with specific projects.

The City operates under a project-length budget for each capital project fund in use by the City. The budgets for capital projects do not lapse at the end of the fiscal year, but remain in effect until project completion or re-appropriation by the Mayor and Council.

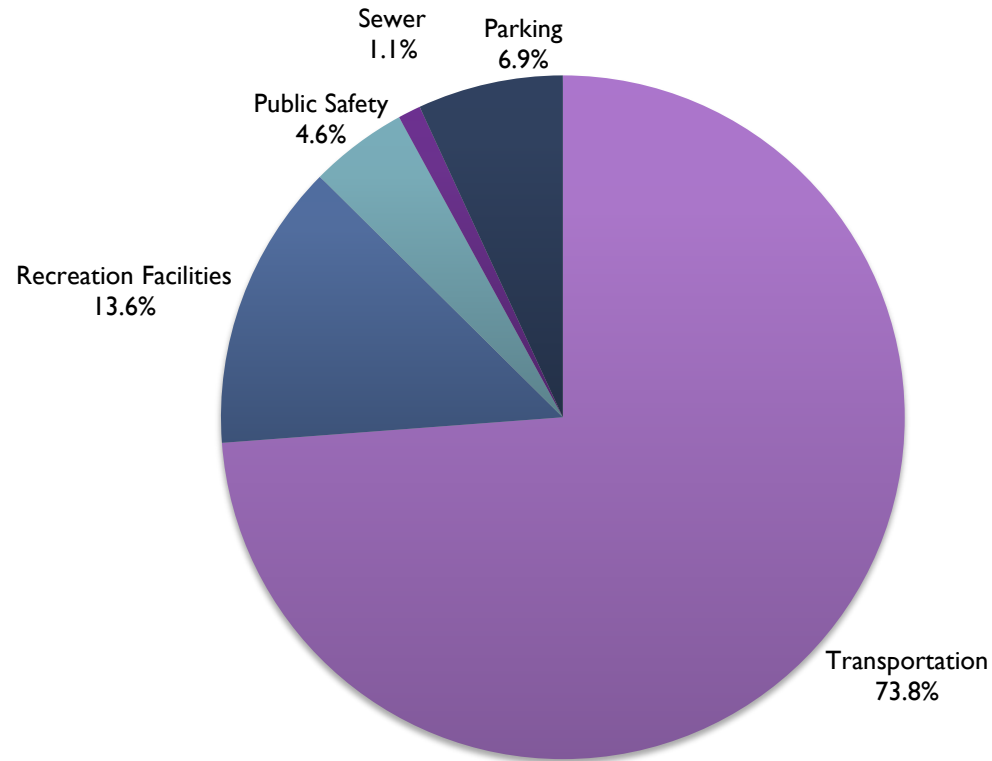
Over the past several years, funding for capital projects has been largely done with the Special Local Option Sales Tax (SPLOST). Grants provide another source of funding for the Transportation capital projects. Generally, funds from the General Fund operating budget are used sparingly for capital projects.

Funding Sources



The City continues its commitment to furnish and maintain its capital assets, such as roadways, parks, public safety and other public infrastructures. In the FY 2017 budget, Transportation capital projects account over \$24 million of the total \$33 million CIP budget.

Expenditures by Category



The following section includes a summary of the City's capital projects and a detailed table for each capital project. The table for each capital project provides a description of the project, the project's total budget by funding sources and project cost types, and the project's impact on the operating budget. The project's budget identifies its life-to-date costs and its projected costs over the next 5 years. As indicated on the Summary of Projects, some projects are made up of multiple "sub-projects" or phases. Completed "sub-projects" or phases are combined together and are shown as one total. A detailed table is provided for each "sub-project" or phase and for the project in total.

City of Duluth
Capital Improvement Projects
5-Year Plan
Summary of Projects


Transportation	Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Transportation and Infrastructure Improv. (ST-32)							
Completed	\$ 2,227,825	\$ -	\$ -	\$ -	\$ -	\$ -	2,227,825
Recurring	2,683,828	9,462	1,128,381	1,105,633	1,081,748	1,056,669	7,065,721
LMIG 2015	-	600,000	630,000	661,500	694,575	729,304	3,315,379
TOTAL	4,911,653	609,462	-	-	-	-	5,521,114
Western Gwinnett Bikeway (CD-20)	1,288,443	1,183	-	-	-	-	1,289,626
SR 120 Realignment (CD-46)	2,539,545	756,634	-	-	-	-	3,296,179
Hospital Connector Rd/George Rogers Ave (CD-47)	1,365,385	887,397	435,387	-	-	-	2,688,168
Davenport Road improvements (CD-55)	1,661,204	78,620	235,861	628,963	628,963	-	3,233,610
Buford Highway Medians (CD-60)	309,101	399,809	300,000	-	-	-	1,008,910
The Block (CD-64)							
Completed	230,634	-	-	-	-	-	230,634
The Plaza, Alley & Parking	2,876,364	828,319	-	-	-	-	3,704,683
TOTAL	3,106,998	828,319	-	-	-	-	3,935,317
Pleasant Hill/Buford Highway Intersection (CD-65)	78,976	161,744	383,856	383,856	191,928	-	1,200,360
Abbotts Bridge Road Improvements (CD-66)							
Phase I	128,578	152,319	152,319	242,179	-	-	675,395
Phase II	-	-	-	-	943,360	943,360	1,886,720
TOTAL	128,578	152,319	152,319	242,179	943,360	943,360	2,562,115
Western Gwinnett Bikeway Phase III (CD-67)	-	369,150	369,150	-	-	-	738,300
Downtown Detention Facility (CD-68)	1,459,404	52,407	-	-	-	-	1,511,810
Gateway Grant - Buford Highway (CD-69)	43,535	-	-	-	-	-	43,535
	\$ 16,892,821	\$ 4,297,043	\$ 1,876,573	\$ 1,254,998	\$ 1,764,251	\$ 943,360	\$ 27,029,045

Continued on next page


City of Duluth
Capital Improvement Projects
5-Year Plan
Summary of Projects

Recreation Facilities		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Scott Hudgens Park (PK-27)								
Park Circulation & Parking Improvements		\$ 58,450	\$ 705,777	\$ -	\$ -	\$ -	\$ -	764,227
2nd Restroom Facility		-	-	42,927	42,927	-	-	85,853
TOTAL		58,450	705,777	42,927	42,927	-	-	850,080
Taylor Park Improvements (PK-29)								
Completed		18,450	-	-	-	-	-	18,450
Fountain Improvements/Pump House		161,823	-	-	-	-	-	161,823
TOTAL		180,273	-	-	-	-	-	180,273
Rogers Bridge Park (PK-33)								
Completed		1,005,058	-	-	-	-	-	1,005,058
Restroom Facility		-	-	-	190,000	190,000	-	380,000
Security Cameras		-	-	-	-	-	-	-
Rogers Bridge Rehabilitation		63,720	375,000	125,000	-	-	-	563,720
TOTAL		1,068,778	375,000	125,000	190,000	190,000	-	1,948,778
Park Improvements (PK-36)		1,925,965	13,706	-	-	-	-	1,939,671
City Master Park Plan (PK-37)		11,781	54,345					66,125
		3,245,247	1,148,828	167,927	232,927	190,000	-	4,984,927
Public Safety		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST Vehicles (PD-20)		1,690,441	5,299	-	-	-	-	1,695,741
Sewer		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Water/Sewer Improvements on Buford Hwy (CD-62)		12,020	-	190,304	190,304	-	-	392,628
Parking Facilities		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Downtown Parking (CA-24)								
Completed		954,929	-	-	-	-	-	954,929
Main St. Parking/Sidewalks Phase I		488,605	-	-	-	-	-	488,605
Main St. Parking/Sidewalks Phase II		945,392	69,591	38,913	-	-	-	1,053,896
Downtown Parking - Signage		-	10,837	10,837	-	-	-	21,674
TOTAL		2,388,926	80,427	49,750	-	-	-	2,519,103
Grand Total		\$ 24,229,455	\$ 5,531,597	\$ 2,284,553	\$ 1,678,228	\$ 1,954,251	\$ 943,360	\$ 36,621,444


CAPTIAL IMPROVEMENTS

Project Name (Number): ST-32 Transportation and Infrastructure Improvements (320025) - TOTAL										
Project Category: Transportation							Project Length: Recurring			
Project Description:							Operating Budget Impact:			
This capital project is established to preserve, rejuvenate and reconstruct roads throughout the City based on the street evaluation report. The City of Duluth's goal is to increase the average Pavement Condition Index (PCI) for all streets in the City from a score of 46 (2012 average rating) to 70.							No additional operating costs are associated with this project. With the focus on street preservation, potential savings could occur due to longer lives of the City's streets.			
Funding Sources:		Prior Years		FY17	FY18	FY19		FY20	FY21	Total
SPLOST 2005	\$	450,701	\$	-	\$	-	\$	-	\$	450,701
SPLOST 2009		1,952,011		-		-		-		1,952,011
SPLOST 2014		2,009,518		442,750		-		-		2,452,268
Grants (LMIG)		499,422		166,712		-		-		666,134
Total		4,911,653		609,462		-		-		5,521,114
Project Costs:		Prior Years		FY17	FY18	FY19		FY20	FY21	Total
Completed Projects		2,227,825		-		-		-		2,227,825
Recurring		2,683,828		9,462		-		-		2,693,290
LMIG 2015-Howell Ferry Road		-		600,000		-		-		600,000
Total		4,911,653		609,462		-		-		5,521,114
Operating Budget Impact:				FY17	FY18	FY19		FY20	FY21	Total
Personnel										-
Other Operating Costs										-
Total				\$	-	\$	-	\$	-	\$


CAPTIAL IMPROVEMENTS

Project Name (Number): ST-32 Transportation and Infrastructure Improvements (320025) - COMPLETED								
Project Category: Transportation						Project Length: Completed		
Project Description:						Operating Budget Impact:		
Completed projects include the installation of a traffic signal at the intersection of Peachtree Industrial Blvd. and Chattahoochee Drive and the milling/patching/resurfacing of various streets using LMIG 2014 funding. The full depth reclamation of Brookshire Way (LMIG 2013), and Howell Ferry Road (LMIG 2015)						No additional operating costs are associated with this project. With the focus on street preservation, potential savings could occur due to longer lives of the City's streets.		
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2005							\$	-
SPLOST 2009		1,034,436						1,034,436
SPLOST 2014		693,966						693,966
Grants (LMIG)		499,422						499,422
Total		2,227,825	-	-	-	-	-	2,227,825
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Traffic Signal		50,000						50,000
LMIG 2013 (Brookshire Way)		343,328						343,328
LMIG 2014 - 2015		1,834,497						1,834,497
Total		2,227,825	-	-	-	-	-	2,227,825
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total			\$ -	\$ -	\$ -	\$ -	\$ -	-


CAPTIAL IMPROVEMENTS

Project Name (Number): ST-32 Transportation and Infrastructure Improvements (320025) - RECURRING								
Project Category: Transportation						Project Length: Recurring		
Project Description:						Operating Budget Impact:		
This capital project is established to preserve, rejuvenate and reconstruct roads throughout the City based on the street evaluation report. The City of Duluth's goal is to increase the average Pavement Condition Index (PCI) for all streets in the City from a score of 59 (2015 average rating) to 70.						No additional operating costs are associated with this project. With the focus on street preservation, potential savings could occur due to longer lives of the City's streets.		
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2005		\$	450,701					\$ 450,701
SPLOST 2009			917,575					917,575
SPLOST 2014			1,315,552	9,462	1,128,381	1,105,633	1,081,748	1,056,669 5,697,445
Grants (LMIG)								-
Total			2,683,828	9,462	1,128,381	1,105,633	1,081,748	1,056,669 7,065,721
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services								-
Infrastructure			2,683,828	9,462	1,128,381	1,105,633	1,081,748	1,056,669 7,065,721
Machinery/Equipment								-
Contingency								-
Total			2,683,828	9,462	1,128,381	1,105,633	1,081,748	1,056,669 7,065,721
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total			\$	- \$	- \$	- \$	- \$	- \$


CAPTIAL IMPROVEMENTS

Project Name (Number): ST-32 Transportation and Infrastructure Improvements (320025) - LMIG 2016 to 2020									
Project Category: Transportation						Project Length: 2017 - 2021			
Project Description:						Operating Budget Impact:			
This sub-project is for the FY17 patching, milling & resurfacing of Carriage House Lane, Chattahoochee Drive, Courtenay Court, Crestview Circle, East Whippoorwill, Montrose Pond Court and South Street. Future projects (FY18 to FY21) will be added when Local Maintenance & Improvement Grant funds are awarded.						No additional operating costs are associated with this project. With the focus on street preservation, potential savings could occur due to longer lives of the City's streets.			
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total	
SPLOST 2005							\$	-	
SPLOST 2009								-	
SPLOST 2014			433,288	454,952	477,700	501,585	526,664	2,394,190	
Grants (LMIG)			166,712	175,048	183,800	192,990	202,639	921,189	
Total		-	600,000	630,000	661,500	694,575	729,304	3,315,379	
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total	
Land								-	
Professional Services								-	
Infrastructure			545,455	572,727	601,364	631,432	663,003	3,013,981	
Machinery/Equipment								-	
Contingency			54,545	57,273	60,136	63,143	66,300	301,398	
Total		-	600,000	630,000	661,500	694,575	729,304	3,315,379	
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total	
Personnel								-	
Other Operating Costs								-	
Total		\$	-	\$	-	\$	-	\$	-

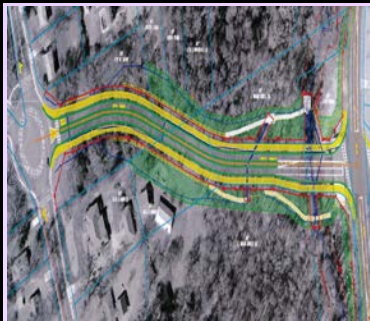
CAPTIAL IMPROVEMENTS

Project Name (Number): CD-20 Western Gwinnett Bikeway (390001.0520)										
Project Category: Transportation							Project Length: 2000 - 2017			
Project Description:							Operating Budget Impact:			
Completed Phase I & II of the development of the Western Gwinnett Bikeway within the City limits of Duluth. Phase I & II covers North Berkeley Lake Road to Rogers Bridge Road. Phase III, Rogers Bridge Road to the northern City limit along Peachtree Industrial Boulevard, is in new project CD-67. Remaining funds will be moved to this new phase as needed.							Maintenance costs will be approximately \$1,500 annually, to be budgeted by the Department of Public Works.			
Funding Sources:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total		
SPLOST 2005	\$	525,582						\$	525,582	
SPLOST 2009		473,235	1,183						474,418	
General Fund		289,626							289,626	
Total		1,288,443	1,183	-	-	-	-		1,289,626	
Project Costs:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total		
Land									-	
Professional Services		250,000							250,000	
Infrastructure		1,038,443	1,183						1,039,626	
Machinery/Equipment									-	
Contingency									-	
Total		1,288,443	1,183	-	-	-	-		1,289,626	
Operating Budget Impact:			FY16	FY17	FY18	FY19	FY20	Total		
Personnel			1,000	1,000	1,000	1,000	1,000		5,000	
Other Operating Costs			500	500	500	500	1,000		3,000	
Total	\$	1,500	\$	1,500	\$	1,500	\$	2,000	\$	8,000


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-46 SR 120 Realignment, Sidewalks, and Gateway Improvements (320013)								
Project Category: Transportation				Project Length: 2003 - 2017				
Project Description:				Operating Budget Impact:				
This capital project includes a new intersection at Main Street and Abbotts Bridge Road, a new signal with decorative mast arms at Main Street and West Lawrenceville Street, upgraded signal at Buford Highway, curb and gutter, drainage improvements, sidewalks and landscaping.				Normal City maintenance of street, sidewalks, and curb & gutter will be required.				
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2001		\$	68,249				\$	68,249
SPLOST SR120			1,804,423	1				1,804,424
SPLOST 2014			571,339	756,634				1,327,973
Grants (Federal LCI)			95,533					95,533
Total			2,539,545	756,634	-	-	-	3,296,179
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services			390,797	79,989				470,786
Infrastructure			2,148,747	676,645				2,825,393
Machinery/Equipment								-
Contingency								-
Total			2,539,545	756,634	-	-	-	3,296,179
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total			\$	-	\$	-	\$	-
* A FY2017 budget request adding \$1,438.06 of interest earned over the past year on SPLOST SR120 funds.								


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-47 Hospital Connector/George Rogers Avenue (390003.0550)										
Project Category: Transportation					Project Length: 2003 - 2017					
Project Description:					Operating Budget Impact:					
<p>George Rogers Avenue is a new east-west roadway that will connect the roundabout at the intersection of McClure Bridge, Irvindale Road and West Lawrenceville Street to Abbotts Bridge/SR120 adjacent to the proposed new entrance to Duluth High School. The new roadway will improve traffic operation by developing a grid system near the City Center and will improve traffic congestion, pedestrian access to downtown and enhanced connectivity. The proposed 1/2 mile roadway will have multi-use paths on both sides and a raised median, which will be sodded until future landscaping is installed.</p>					<p>This new roadway will be added to the list of streets that the Department of Public Works maintains.</p>					
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total		
SPLOST 2001		\$	179,167					\$	179,167	
SPLOST 2005			235,983	-					235,983	
SPLOST 2009			124,606	286,301	25,675				436,582	
SPLOST 2014			1,320						1,320	
Grants (Federal LCI)			765,003	579,620	409,712				1,754,335	
General Fund			59,306	21,476					80,781	
Total			1,365,385	887,397	435,387	-	-	-	2,688,168	
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total		
Land			701,421	-					701,421	
Professional Services			663,963	12,397					676,360	
Infrastructure				875,000	435,387				1,310,387	
Machinery/Equipment									-	
Contingency									-	
Total			1,365,385	887,397	435,387	-	-	-	2,688,168	
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total		
Personnel					1,000	1,000	1,000	3,000		
Other Operating Costs					100	100	100	300		
Total			\$	-	\$	-	\$	1,100	\$	3,300


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-55 Davenport Road Extension (390003.0557)								
Project Category: Transportation				Project Length: 2004 - 2020				
Project Description:				Operating Budget Impact:				
This project will create a new intersection and corresponding road at Buford Highway and the existing Davenport Road, adjacent to the Duluth Police Safety Center. The new Davenport Road extension will link to Main Street and create a downtown transportation grid complete with turning lanes, sidewalks, signage, lighting, and curb and gutter. The new roadway will seamlessly incorporate a planned 13 acre downtown neighborhood anticipated to begin in 2017-2018. City staff is actively working with Georgia Department of Transportation (GDOT) and Norfolk Southern Railroad to coordinate the exact design and location of the roadway.				Normal City maintenance of street, sidewalks, and curb & gutter will be required.				
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2001	\$	82,563					\$	82,563
SPLOST 2005		71,677						71,677
SPLOST 2009		1,100,200	-					1,100,200
SPLOST 2014		13,584	78,620	235,861	628,963	628,963		1,585,990
Grants (Federal LCI)		42,258						42,258
Norfolk Southern Donation						-		-
General Fund		350,922						350,922
Total		1,661,204	78,620	235,861	628,963	628,963	-	3,233,610
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land		1,451,122			500,000	424,999		2,376,121
Professional Services		210,082	78,620	88,611				377,313
Infrastructure				147,250	128,963	203,964	-	480,176
Machinery/Equipment								-
Contingency								-
Total		1,661,204	78,620	235,861	628,963	628,963	-	3,233,610
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total	\$	-	\$	-	\$	-	\$	-


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-60 Buford Highway Medians & Landscape (340002)										
Project Category: Transportation				Project Length: 2009 - 2017						
Project Description:				Operating Budget Impact:						
<p>This project will construct a new raised landscape median and landscaping on Buford Highway. Sections of the median will include stamped decorative concrete. The landscaping will utilize small trees and shrubs and include seasonal plantings. The median will provide a more aesthetically pleasing view for motorists and local shops. The project will enhance the pedestrian facilities along the edge of Buford Highway by upgrading pedestrian ramps to comply with ADA standards. All crosswalks and driveways will be reconstructed. Finally, a grass buffer between the curb and the sidewalk will be included to provide a boulevard environment and safer separation between traffic and pedestrians.</p>				<p>Landscaping installed within the Buford Highway medians will require ongoing maintenance costs.</p>						
Funding Sources:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total		
SPLOST 2005		\$	128,270					\$	128,270	
SPLOST 2009			60,000	-					60,000	
SPLOST 2014			120,831	249,809					370,640	
Grants (Federal TE)				150,000	300,000				450,000	
Total			309,101	399,809	300,000	-	-	-	1,008,910	
Project Costs:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total		
Land									-	
Professional Services			640						640	
Infrastructure			308,461	399,809	300,000				1,008,270	
Machinery/Equipment									-	
Contingency									-	
Total			309,101	399,809	300,000	-	-	-	1,008,910	
Operating Budget Impact:			FY16	FY17	FY18	FY19	FY20	Total		
Personnel									-	
Other Operating Costs					2,500	2,500	2,500		7,500	
Total			\$	-	\$	-	\$	2,500	\$	7,500


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-64 The Block (320030) - TOTAL															
Project Category: Transportation/Parking/Sewer							Project Length: 2012 - 2017								
Project Description:							Operating Budget Impact:								
The Block is a commercial mixed use redevelopment project established by the City Council. The redevelopment of The Block will generate new life in Duluth and create one of the region's great downtown areas. This project includes the demolition of buildings, the creation of a plaza and alley, and improved parking on The Block.							Additional operating costs can be expected for the upkeep of the hardscape and landscape.								
Funding Sources:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
SPLOST 2009 Sewer		\$	281,219	\$	288,542	\$	-	\$	-	\$	-	\$	-	\$	569,761
SPLOST SR120			30,000		-		-		-		-		-		30,000
SPLOST 2014 Infrastructure			1,636,543		-		-		-		-		-		1,636,543
SPLOST 2014 Parking			874,319		293,594		-		-		-		-		1,167,913
General Fund			267,362		13,738		-		-		-		-		281,100
Donations			17,555		232,445		-		-		-		-		250,000
Total			3,106,998		828,319		-		-		-		-		3,935,317
Project Costs:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
Completed Phases			230,634		-		-		-		-		-		230,634
Plaza, Alley & Parking			2,876,364		828,319		-		-		-		-		3,704,683
Total			3,106,998		828,319		-		-		-		-		3,935,317
Operating Budget Impact:				FY17		FY18		FY19		FY20		FY21		Total	
Personnel				500		500		500		500		500		2,500	
Other Operating Costs				2,500		6,000		6,000		6,000		6,000		26,500	
Total				\$ 3,000		\$ 6,500		\$ 6,500		\$ 6,500		\$ 6,500		\$ 29,000	


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-64 The Block (320030) - COMPLETED								
Project Category: Transportation/Parking/Sewer					Project Length: 2012 - 2015			
Project Description:					Operating Budget Impact:			
The completed portions of this capital project are the disposition and/or repair of certain city-owned buildings, paving of a parking lot, construction of a walkway, and partial demolition of a warehouse building.					A minimal increase in maintenance costs can be expected.			
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009 Sewer							\$	-
SPLOST SR120		30,000						30,000
SPLOST 2014 Infrastructure		91,994						91,994
SPLOST 2014 Parking								
General Fund		108,640						108,640
Donations								
Total		230,634	-	-	-	-	-	230,634
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services		5,182						5,182
Infrastructure		225,452						225,452
Machinery/Equipment								-
Contingency								-
Total		230,634	-	-	-	-	-	230,634
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total			\$ -	\$ -	\$ -	\$ -	\$ -	-


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-64 The Block (320030) - The PLAZA, ALLEY & PARKING									
Project Category: Transportation/Parking/Sewer						Project Length: 2015 - 2017			
Project Description:						Operating Budget Impact:			
The Block Plaza is the focal point of the commercial mixed use redevelopment project established by the City Council. The Plaza will create a gathering space that will link old and new buildings with an evolving community. Included in the design will be an alley that will lead to the Plaza from Main Street and connect to West Lawrenceville Street. Project cost include design, engineering and construction.						Additional operating costs can be expected for the upkeep of the hardscape and landscape.			
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009 Sewer		\$	281,219	\$	288,542			\$	569,761
SPLOST SR120									-
SPLOST 2014 Infrastructure			1,544,549		-				1,544,549
SPLOST 2014 Parking			874,319		293,594				1,167,913
General Fund			158,722		13,738				172,460
Donations			17,555		232,445				250,000
Total			2,876,364		828,319	-	-	-	3,704,683
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
Land									-
Professional Services			372,674		10,302				382,976
Infrastructure			2,503,690		818,017				3,321,707
Machinery/Equipment									-
Contingency									-
Total			2,876,364		828,319	-	-	-	3,704,683
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total
Personnel				500	500	500	500	500	2,500
Other Operating Costs				2,500	6,000	6,000	6,000	6,000	26,500
Total				\$ 3,000	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	29,000


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-65 Pleasant Hill & Buford Highway Interchange (320034)															
Project Category: Transportation							Project Length: 2014 - 2020								
Project Description:							Operating Budget Impact:								
<p>This project will create a landscaped gateway at the interchange of Pleasant Hill Road and Buford Highway (SR 13). Project amenities will include landscaping, signage, lighting and minor traffic safety improvements. The overall improvements will create a visually pleasing experience that will announce to motorists they have arrived in Duluth. The project scope will be coordinated with the State Transportation Improvement Program (TIP) and developed in accordance with the Georgia Department of Transportation (GDOT) Plan Development Process (PDP).</p>							<p>Maintenance of landscaping installed within the interchange will require ongoing utility and landscaped maintenance costs.</p>								
Funding Sources:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
SPLOST 2014		\$	15,795	\$	32,637	\$	76,771	\$	76,771	\$	38,386		\$	240,360	
Grants (State Billboard - GDOT)			63,181		129,107		307,085		307,085		153,542			960,000	
Total			78,976		161,744		383,856		383,856		191,928		-	1,200,360	
Project Costs:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
Land														-	
Professional Services			78,976		161,744									240,720	
Infrastructure							383,856		383,856		191,928			959,640	
Machinery/Equipment														-	
Contingency														-	
Total			78,976		161,744		383,856		383,856		191,928		-	1,200,360	
Operating Budget Impact:				FY17		FY18		FY19		FY20		FY21		Total	
Personnel														-	
Other Operating Costs													15,000	15,000	
Total		\$	-	\$	-	\$	-	\$	-	\$	-	\$	15,000	\$	15,000
<p>* A FY2017 budget request transferred \$40,000 in 2014 SPLOST from Davenport Road to this project for additional matching funds.</p>															
<p>** A FY2017 budget request increased the State Billboard Grant from \$800,000 to \$960,000 (federal portion only).</p>															


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-66 Abbotts Bridge Road Improvements (320032) - TOTAL															
Project Category: Transportation							Project Length: 2015 - 2021								
Project Description:							Operating Budget Impact:								
This project will include sidewalk, curb and gutter and associated drainage improvements along Abbotts Bridge Road. The project is broken up into two phases. Phase I is from US23/Buford Highway continuing southeasterly and Phase II is from Hill Street to Albion Farm Road. This will be a City/Gwinnett County 2014 SPLOST jointly funded project. The City entered into an intergovernmental agreement with Gwinnett County in September 2014.							Normal City maintenance of street, sidewalks, and curb & gutter will be required.								
Funding Sources:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
SPLOST 2014		\$ 84,619		\$ 28,941		\$ 28,941		\$ -		\$ -		\$ -		\$ 142,500	
City/County SPLOST 2014		43,959		123,378		123,378		242,179		943,360		943,360		2,419,615	
Total		128,578		152,319		152,319		242,179		943,360		943,360		2,562,115	
Project Costs:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
Phase I		128,578		152,319		152,319		242,179		-		-		675,395	
Phase II		-		-		-		-		943,360		943,360		1,886,720	
Total		128,578		152,319		152,319		242,179		943,360		943,360		2,562,115	
Operating Budget Impact:				FY17		FY18		FY19		FY20		FY21		Total	
Personnel										500		500		1,000	
Other Operating Costs										100		100		200	
Total				\$ -		\$ -		\$ -		\$ 600		\$ 600		\$ 1,200	


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-66 Abbotts Bridge Road Improvements (320032) - PHASE I									
Project Category: Transportation					Project Length: 2015 - 2019				
Project Description:					Operating Budget Impact:				
This project will include sidewalk, curb and gutter and associated drainage improvements along Abbotts Bridge Road. Phase I is from US23/Buford Highway continuing southeasterly. This will be a City/Gwinnett County 2014 SPLOST jointly funded project. The project is in the preliminary design stage.					Normal City maintenance of street, sidewalks, and curb & gutter will be required.				
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2014	\$	84,619	\$	28,941	\$	28,941		\$	142,500
City/County SPLOST 2014		43,959		123,378		123,378	242,179	-	532,895
Total		128,578		152,319		152,319	242,179	-	675,395
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
Land									-
Professional Services		128,578		13,942					142,520
Infrastructure				138,376	152,319	242,179			532,875
Machinery/Equipment									-
Contingency									-
Total		128,578		152,319	152,319	242,179	-	-	675,395
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total
Personnel							500	500	1,000
Other Operating Costs							100	100	200
Total	\$	-	\$	-	\$	-	600	\$	600
									1,200


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-66 Abbotts Bridge Road Improvements (320032) - PHASE II							
Project Category: Transportation					Project Length: 2015 - 2021		
Project Description:					Operating Budget Impact:		
This project will include sidewalk, curb and gutter and associated drainage improvements along Abbotts Bridge Road. Phase II is from Hill Street to Albion Farm Road. This will be a City/Gwinnett County 2014 SPLOST jointly funded project. Funding has not yet been determined for the 19% city match.					Normal City maintenance of street, sidewalks, and curb & gutter will be required.		
Funding Sources:	Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2014						\$	-
City/County SPLOST 2014					943,360	943,360	1,886,720
Total	-	-	-	-	943,360	943,360	1,886,720
Project Costs:	Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land							-
Professional Services							-
Infrastructure					943,360	943,360	1,886,720
Machinery/Equipment							-
Contingency							-
Total	-	-	-	-	943,360	943,360	1,886,720
Operating Budget Impact:		FY17	FY18	FY19	FY20	FY21	Total
Personnel							-
Other Operating Costs							-
Total	\$	- \$	- \$	- \$	- \$	- \$	-

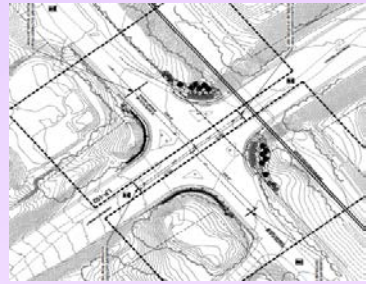
CAPTIAL IMPROVEMENTS

Project Name (Number): CD-67 Western Gwinnett Bikeway Phase III (320033)									
Project Category: Transportation						Project Length: 2015 - 2018			
Project Description:						Operating Budget Impact:			
This project is the continuation of the Western Gwinnett Bikeway multi-use path. Phase III extension continues on Peachtree Industrial Boulevard from south of Rogers Bridge Road to the northern City limits eventually connecting to McGinnis Ferry Road in the City of Suwanee. The project is a collaborative effort between Duluth, Suwanee, and Gwinnett County. This will be a City/Gwinnett County 2014 SPLOST jointly funded project with Gwinnett County being responsible for design and construction. The City entered into an intergovernmental agreement with Gwinnett County in September 2014. The project is in the initial stages of preliminary design.						Maintenance costs will be approximately \$1,000 annually, to be budgeted by the Department of Public Works.			
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total	
SPLOST 2014		\$	70,139	\$	70,139		\$	140,277	
City/County SPLOST 2014			299,012		299,012			598,023	
Total		-	369,150		369,150	-	-	738,300	
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total	
Land								-	
Professional Services								-	
Infrastructure			369,150		369,150			738,300	
Machinery/Equipment								-	
Contingency								-	
Total		-	369,150		369,150	-	-	738,300	
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total	
Personnel					750	750	750	2,250	
Other Operating Costs					100	100	100	300	
Total		\$	-	\$	-	\$	850	\$	2,550


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-68 Downtown Detention Facility (350005)									
Project Category: Transportation						Project Length: 2015 - 2017			
Project Description:						Operating Budget Impact:			
This project is for the construction of a stormwater detention facility in downtown Duluth. 6.53 acres of land has been purchased from DKT Management, LLP. Costs to establish the stormwater detention facility on the property included in the project are the design and construction documents, phase I & II environmental testing, and a title search.						Maintenance costs will be approximately \$5,000 annually, to be budgeted by the Stormwater Utility Fund.			
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
General Funds		\$	1,459,404	\$	52,407				\$ 1,511,810
Total			1,459,404		52,407	-	-	-	1,511,810
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
Land			1,402,859						1,402,859
Professional Services			56,545	52,407					108,952
Infrastructure									-
Machinery/Equipment									-
Contingency									-
Total			1,459,404	52,407	-	-	-	-	1,511,810
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total
Personnel						2,000	3,500	3,500	9,000
Other Operating Costs						500	1,500	1,500	3,500
Total		\$	-	\$	-	\$ 2,500	\$ 5,000	\$ 5,000	\$ 12,500


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-69 Gateway Grant - Buford Highway (228.4227) - COMPLETED													
Project Category: Transportation					Project Length: 2015 - 2016								
Project Description:					Operating Budget Impact:								
The City was awarded a \$50,000 Georgia Department of Transportation (GDOT) GATEway grant for installation of landscaping at the intersection of Buford Highway and Sugarloaf Parkway. The grant will pay for all landscaping and the City will cover the costs of design, permitting and maintenance.					Maintenance will be minimal in the first year, but as the planting grows, maintenance will range between \$1,100 and \$2,800 per year.								
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total				
General Funds	\$	8,532	\$	-				\$	8,532				
GDOT State Grant		35,003		-					35,003				
Total		43,535		-	-	-	-	-	43,535				
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total				
Land									-				
Professional Services		8,532		-					8,532				
Infrastructure		35,003		-					35,003				
Machinery/Equipment									-				
Contingency									-				
Total		43,535		-	-	-	-	-	43,535				
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total				
Personnel									-				
Other Operating Costs				550	1,100	1,950	2,800	2,800	9,200				
Total		\$	550	\$	1,100	\$	1,950	\$	2,800	\$	2,800	\$	9,200


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-27 Scott Hudgens Park (320012) - TOTAL															
Project Category: Recreation Facilities								Project Length: 2014 - 2018							
Project Description:								Operating Budget Impact:							
This capital project is for the construction of a 2nd restroom facility and park circulation and parking improvements in Scott Hudgens Park .								An increase in park supplies, utilities and maintenance costs can be expected for the new restroom facility. A minimal increase in maintenance costs for the improved parking will be needed.							
Funding Sources:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
SPLOST 2009		\$	58,450	\$	705,777	\$	42,927	\$	42,927	\$	-	\$	-	\$	850,080
Total			58,450		705,777		42,927		42,927		-		-		850,080
Project Costs:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
Park Circulation & Parking Improvements			58,450		705,777		-		-		-		-		764,227
2nd Restroom Facility			-		-		42,927		42,927		-		-		85,853
Total			58,450		705,777		42,927		42,927		-		-		850,080
Operating Budget Impact:				FY17		FY18		FY19		FY20		FY21		Total	
Personnel					-		500		500		1,500		1,500		4,000
Other Operating Costs					-		100		100		1,600		1,600		3,400
Total				\$	-	\$	600	\$	600	\$	3,100	\$	3,100	\$	7,400


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-27 Scott Hudgens Park (320012.6220) - PARK CIRCULATION & PARKING IMPROV.										
Project Category: Recreation Facilities							Project Length: 2015 - 2017			
Project Description:							Operating Budget Impact:			
This part of the project improves the traffic flow, after the southern vehicle access point to the park is eliminated, and includes improvements for ingress, egress, and parking at Scott Hudgens Park.							A minimal increase in maintenance costs for the improved traffic flow and parking will be needed.			
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total	
SPLOST 2009	\$	58,450	\$	705,777	\$	-			\$	764,227
SPLOST 2014		80		-		-				80
Total		58,450		705,777		-	-	-	-	764,227
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total	
Land										-
Professional Services		58,450		6,885						65,335
Infrastructure				698,892	-					698,892
Machinery/Equipment										-
Contingency										-
Total		58,450		705,777	-	-	-	-		764,227
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total	
Personnel					500	500	500	500	2,000	
Other Operating Costs					100	100	100	100	400	
Total	\$	-	\$	600	\$	600	\$	600	\$	2,400


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-27 Scott Hudgens Park (320012.6220) - 2nd RESTROOM FACILITY								
Project Category: Recreation Facilities					Project Length: 2014 - 2018			
Project Description:					Operating Budget Impact:			
A 2nd restroom facility will be added at Scott Hudgens Park.					An increase in park supplies, utilities and maintenance costs can be expected for the new restroom facility.			
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009			\$ 42,927	\$ 42,927	\$ -	\$ -	\$ -	85,853
Total		-	-	42,927	42,927	-	-	85,853
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services								-
Infrastructure				42,927	42,927			85,853
Machinery/Equipment								-
Contingency								-
Total		-	-	42,927	42,927	-	-	85,853
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel						1,000	1,000	2,000
Other Operating Costs						1,500	1,500	3,000
Total		\$ -	\$ -	\$ -	\$ -	2,500	2,500	5,000


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-29 Taylor Park Improvements (320016) - TOTAL															
Project Category: Recreation Facilities							Project Length: 2014 - 2016								
Project Description:							Operating Budget Impact:								
This capital project is for improvements to the Taylor Park fountain, construction of a new fountain pump house/building, and installation of an UgMo irrigation system at Taylor Park.							No additional operating costs are associated with this project.								
Funding Sources:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
SPLOST 2009		\$	180,273	\$	-	\$	-	\$	-	\$	-	\$	-	\$	180,273
Total			180,273		-		-		-		-		-		180,273
Project Costs:		Prior Years		FY17		FY18		FY19		FY20		FY21		Total	
Irrigation-Bunten Road Park			18,450		-		-		-		-		-		18,450
Fountain/Control Room			161,823		-		-		-		-		-		161,823
Total			180,273		-		-		-		-		-		180,273
Operating Budget Impact:				FY17		FY18		FY19		FY20		FY21		Total	
Personnel														-	
Other Operating Costs														-	
Total				\$	-	\$	-	\$	-	\$	-	\$	-	\$	-


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-29 Taylor Park Improvements (320016.6220.0012) - COMPLETED								
Project Category: Recreation Facilities				Project Length: 2014 - 2015				
Project Description:				Operating Budget Impact:				
The installation of an UgMo irrigation system at Taylor Park has been completed.				It is anticipated that water usage will decrease with the installation of the UgMo irrigation system.				
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009		\$ 18,450					\$	18,450
Total		18,450	-	-	-	-	-	18,450
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services								-
Infrastructure								-
Machinery/Equipment		18,450						18,450
Contingency								-
Total		18,450	-	-	-	-	-	18,450
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total			\$ -	\$ -	\$ -	\$ -	\$ -	-


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-29 Taylor Park Improv. (320016.6220) - FOUNTAIN/PUMP HOUSE - COMPLETED										
Project Category: Recreation Facilities							Project Length: 2014 - 2016			
Project Description:							Operating Budget Impact:			
This portion of the project is for improvements to the Taylor Park fountain and the construction of a pump house.							Maintenance costs may decrease with the new pump house and improvements to the fountain.			
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total	
SPLOST 2009	\$	161,823	\$	-	\$	-	\$	-	\$	161,823
Total		161,823		-		-		-		161,823
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total	
Land										-
Professional Services										-
Infrastructure		102,321		-						102,321
Machinery/Equipment		59,502		-						59,502
Contingency										-
Total		161,823		-		-		-		161,823
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total	
Personnel										-
Other Operating Costs										-
Total		\$	-	\$	-	\$	-	\$	-	-


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-33 Rogers Bridge Park (320026) - TOTAL									
Project Category: Recreation Facilities						Project Length: 2010 - 2020			
Project Description:						Operating Budget Impact:			
<p>This capital project will fund the development of a multiuse park off Rogers Bridge Road, bordered by the Chattahoochee River. The master park plan, dog park and canoe ramp portions of this project have been completed. The next phase of the project includes a new restroom facility, and the rehabilitation of Rogers Bridge. A playground and improved parking are in consideration for future enhancements.</p>									
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2005		\$	77,532	\$ -	\$ -	\$ -	\$ -	\$ -	77,532
SPLOST 2009			961,326	-	-	190,000	190,000	-	1,341,326
SPLOST 2014			29,921	18,750	6,250				54,921
Federal Grant - TIP			-	300,000	100,000				400,000
Local Government Grants			-	56,250	18,750				75,000
Total			1,068,778	375,000	125,000	190,000	190,000	-	1,948,778
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
Completed Projects			1,005,058	-	-	-	-	-	1,005,058
Restroom Facility			-	-	-	190,000	190,000	-	380,000
Security Cameras			-	-	-	-	-	-	-
Rogers Bridge Rehabilitation			63,720	375,000	125,000	-	-	-	563,720
Total			1,068,778	375,000	125,000	190,000	190,000	-	1,948,778
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total
Personnel				1,000	1,000	1,000	1,000	2,000	6,000
Other Operating Costs				1,500	1,500	1,500	1,500	3,000	9,000
Total		\$	2,500	\$	2,500	\$	2,500	\$	5,000
									15,000


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-33 Rogers Bridge Park (320026) - COMPLETED							
Project Category: Recreation Facilities					Project Length: 2010 - 2015		
Project Description:					Operating Budget Impact:		
The master park plan, dog park and canoe ramp portions of this project have been completed.							
Funding Sources:	Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2005	\$ 77,532					\$	77,532
SPLOST 2009	899,326						899,326
SPLOST 2014	28,201						28,201
Total	1,005,058	-	-	-	-	-	1,005,058
Project Costs:	Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Master Plan	25,931						25,931
Dog Park	591,557						591,557
Canoe Ramp	387,570						387,570
Total	1,005,058	-	-	-	-	-	1,005,058
Operating Budget Impact:		FY17	FY18	FY19	FY20	FY21	Total
Personnel		1,000	1,000	1,000	1,000	1,000	5,000
Other Operating Costs		1,500	1,500	1,500	1,500	1,500	7,500
Total	\$	2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	12,500


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-33 Rogers Bridge Park (320026.6220.0009) - RESTROOM FACILITY								
Project Category: Recreation Facilities						Project Length: 2017 - 2019		
Project Description:						Operating Budget Impact:		
This portion of the capital project is for the construction of a restroom facility at Rogers Bridge Park.						Additional supplies, utilities, water, and maintenance costs will be required for the new restroom facility.		
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009					\$ 190,000	\$ 190,000	\$	380,000
Total		-	-	-	190,000	190,000	-	380,000
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services								-
Infrastructure					190,000	190,000		380,000
Machinery/Equipment								-
Contingency								-
Total		-	-	-	190,000	190,000	-	380,000
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel							1,000	1,000
Other Operating Costs							1,500	1,500
Total		\$	-	\$	-	\$	-	\$ 2,500


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-33 Rogers Bridge Park (320026.6220.0010) - SECURITY CAMERAS - REMOVED							
Project Category: Recreation Facilities					Project Length: 2017		
Project Description:					Operating Budget Impact:		
This portion of the capital project includes the expansion of the Iron Sky security camera system into the City of Duluth parks.					The Iron Sky support contract will increase due to the additional cameras in the parks.		
Funding Sources:	Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009			\$	-		\$	-
Total	-	-	-	-	-	-	-
Project Costs:	Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land							-
Professional Services							-
Infrastructure							-
Machinery/Equipment				-			-
Contingency							-
Total	-	-	-	-	-	-	-
Operating Budget Impact:		FY17	FY18	FY19	FY20	FY21	Total
Personnel							
Other Operating Costs				-	-	-	-
Total	\$	- \$	- \$	- \$	- \$	- \$	-


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-33 Rogers Bridge Park (320026.6220.0014) - ROGERS BRIDGE REHABILITATION								
Project Category: Recreation Facilities				Project Length: 2015 - 2020				
Project Description:				Operating Budget Impact:				
This is a restoration project at Rogers Bridge Park that will preserve a historic bridge for the purpose of providing a public walking trail over the Chattahoochee River. This a joint project with the City of Johns Creek, Fulton County and Gwinnett County. The project has received an ARC grant of \$400,000, with \$100,000 matching funds. A contract has been awarded to an outside firm for project design.				At this time, there are no additional operating costs associated with this project.				
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009		\$ 62,000					\$	62,000
SPLOST 2014		1,720	18,750	6,250				26,720
Federal Grant - TIP			300,000	100,000				400,000
Local Government Grants			56,250	18,750				75,000
Total		63,720	375,000	125,000	-	-	-	563,720
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services		63,720	375,000	125,000				563,720
Infrastructure								-
Machinery/Equipment								-
Contingency								-
Total		63,720	375,000	125,000	-	-	-	563,720
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								
Other Operating Costs								
Total			\$ -	\$ -	\$ -	\$ -	\$ -	-


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-36 Park Improvements (320031)									
Project Category: Recreation Facilities						Project Length: 2013 - 2017			
Project Description:						Operating Budget Impact:			
<p>This capital project is for various improvements to all City of Duluth parks. The initial completed improvements were replacement of the Bunten Road activity building roof, a new playground structure at Bunten Road, and improvements to the Bunten Road park irrigation system. The installation of new city-wide park signage, resurfacing of the paved Bunten Road trail, and Bunten Road parking infrastructure improvements, including stadium seating, were completed in FY 2015. In FY 2016 two retaining walls were replaced at Bunten Road park to drainage.</p>						<p>No additional operating costs are associated with this project. The upgrades to the park infrastructure may reduce operating costs.</p>			
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009		\$	1,925,965	\$	13,706				\$ 1,939,671
Total			1,925,965		13,706	-	-	-	1,939,671
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
Bunten Road Park Playground			376,675						376,675
Bunten Road Trail/Parking/Seating			1,251,452	13,706					1,265,158
Bunten Road Activities Building Roof			91,600						91,600
City-Wide Park Signage			155,080						155,080
Irrigation-Bunten Road Park			25,200						25,200
Retaining Walls -Bunten Road Park			25,959						25,959
Total			1,925,965	13,706	-	-	-	-	1,939,671
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total
Personnel									-
Other Operating Costs									-
Total		\$	-	\$	-	\$	-	\$	-


CAPTIAL IMPROVEMENTS

Project Name (Number): PK-37 City Master Park Plan (320015)									
Project Category: Recreation Facilities						Project Length: 2016 - 2017			
Project Description:						Operating Budget Impact:			
<p>This capital project is for an update to the city master park plan. The first master plan was adopted in 2007 and has guided the development the City's park system. An update to the plan is vital in identifying future capital projects and improvement to current park to correspond with the changing needs of the community.</p>						<p>No additional operating costs are associated with this project.</p>			
Funding Sources:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009		\$	11,781	\$	54,345			\$	66,125
Total			11,781		54,345	-	-	-	66,125
Project Costs:		Prior Years		FY17	FY18	FY19	FY20	FY21	Total
Land			-						-
Professional Services			11,781		54,345				66,125
Infrastructure			-						-
Machinery/Equipment			-						-
Contingency			-						-
Total			11,781		54,345	-	-	-	66,125
Operating Budget Impact:				FY17	FY18	FY19	FY20	FY21	Total
Personnel									-
Other Operating Costs									-
Total		\$	-	\$	-	\$	-	\$	-



CAPTIAL IMPROVEMENTS

Project Name (Number): PD-20 SPLOST Vehicles (320027)								
Project Category: Public Safety			Project Length: Recurring					
Project Description:			Operating Budget Impact:					
This capital project has been established to purchase new police vehicles with SPLOST revenue.			Additional vehicle insurance and maintenance costs will be required for new vehicles that are not replacing existing vehicles. However, a reduction in costs associated with maintaining older/higher mileage vehicles can be anticipated with the replacement of exiting vehicles.					
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009	\$	1,000,001					\$	1,000,001
SPLOST 2014		587,951	5,299	-				593,250
General Fund		102,490	-					102,490
Total		1,690,441	5,299	-	-	-	-	1,695,741
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services								-
Infrastructure								-
Machinery/Equipment		1,690,441	5,299	-				1,695,741
Contingency								-
Total		1,690,441	5,299	-	-	-	-	1,695,741
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total			\$ -	\$ -	\$ -	\$ -	\$ -	-


CAPTIAL IMPROVEMENTS

Project Name (Number): CD-62 Water/Sewer Improvements on Buford Highway (320022)								
Project Category: Sewer					Project Length: 2010 - 2019			
Project Description:					Operating Budget Impact:			
This capital project is for the installation of water and sewer lines in the City's downtown area. The purpose of this capital project is to encourage redevelopment and economic growth within this area.					No additional operating costs are associated with this project.			
Funding Sources:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
SPLOST 2009		\$ 12,020	\$ -	190,304	\$ 190,304		\$ -	392,628
Total		12,020	-	190,304	190,304	-	-	392,628
Project Costs:		Prior Years	FY17	FY18	FY19	FY20	FY21	Total
Land								-
Professional Services								-
Infrastructure		12,020		190,304	190,304			392,628
Machinery/Equipment								-
Contingency								-
Total		12,020	-	190,304	190,304	-	-	392,628
Operating Budget Impact:			FY17	FY18	FY19	FY20	FY21	Total
Personnel								-
Other Operating Costs								-
Total			\$ -	\$ -	\$ -	\$ -	\$ -	-


CAPTIAL IMPROVEMENTS

Project Name (Number): CA-24 Downtown Parking (320019) - TOTAL																
Project Category: Parking Facilities									Project Length: 2011 - 2018							
Project Description:									Operating Budget Impact:							
This capital project will demolish obsolete buildings, provide safe, clean parking, provide safe access to the Town Green, establish a new visual gateway to downtown, and provide directional signage in the downtown area. The project will be completed in three phases, with phase II currently underway.													A minimal increase in maintenance costs can be expected.			
Funding Sources:		Prior Years		FY16		FY17		FY18		FY19		FY20		Total		
SPLOST 2009		\$	1,173,689	\$	10,837	\$	10,837	\$	-	\$	-	\$	-	\$	1,195,362	
SPLOST 2014			1,215,237		69,591		38,913		-		-		-		1,323,741	
Total			2,388,926		80,427		49,750		-		-		-		2,519,103	
Project Costs:		Prior Years		FY16		FY17		FY18		FY19		FY20		Total		
Completed Phases			954,929		-		-		-		-		-		954,929	
Main St. Parking-Phase I			488,605		-		-		-		-		-		488,605	
Main St. Parking-Phase II			945,392		69,591		38,913		-		-		-		1,053,896	
Signage			-		10,837		10,837		-		-		-		21,674	
Total			2,388,926		80,427		49,750		-		-		-		2,519,103	
Operating Budget Impact:				FY16		FY17		FY18		FY19		FY20		Total		
Personnel					200		700		700		700		700		3,000	
Other Operating Costs					5,500		5,600		5,600		5,600		5,600		27,900	
Total				\$	5,700	\$	6,300	\$	6,300	\$	6,300	\$	6,300	\$	30,900	


CAPTIAL IMPROVEMENTS

Project Name (Number): CA-24 Downtown Parking (320019) - COMPLETED								
Project Category: Parking Facilities					Project Length: 2011 - 2015			
Project Description:					Operating Budget Impact:			
A master plan was developed for The Block, an old police storage building was demolished on The Block and the parking lot was refurbished, and property (Ridgeway/Hill St., Najar property, & Main/Knox St.) was purchased for future parking/development in the downtown area.					A minimal increase in maintenance costs can be expected.			
Funding Sources:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total
SPLOST 2009	\$	854,912					\$	854,912
SPLOST 2014		100,017						100,017
Total		954,929	-	-	-	-	-	954,929
Project Costs:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total
Master Plan - The Block		6,150						6,150
Bldg. Demo/Refurbish Parking Lot		112,136						112,136
Ridgeway/Hill Street Property		500,000						500,000
Najar Property		236,626						236,626
Main/Knox Street Property		100,017						100,017
Total		954,929	-	-	-	-	-	954,929
Operating Budget Impact:			FY16	FY17	FY18	FY19	FY20	Total
Personnel			100	100	100	100	100	500
Other Operating Costs			5,000	5,000	5,000	5,000	5,000	25,000
Total	\$	5,100	\$	5,100	\$	5,100	\$	25,500


CAPTIAL IMPROVEMENTS

Project Name (Number): CA-24 Downtown Parking (320019.4221) - MAIN ST. PARKING/SIDEWALKS PHASE I									
Project Category: Parking Facilities						Project Length: 2014 - 2016			
Project Description:						Operating Budget Impact:			
Main Street Parking/Sidewalks Phase I extends from Knox Street to SR-120. The redesign of Main Street consists of wider sidewalks, parallel parking and landscaping. This project will accommodate outdoor dining, buskers and community gathering activities to enhance the downtown experience. Several midblock crossings will be added to provide pedestrian safety throughout the downtown.						A minimal increase in maintenance costs can be expected.			
Funding Sources:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total	
SPLOST 2009		\$	257,819					\$	257,819
SPLOST 2014			230,786	-					230,786
Total			488,605	-	-	-	-	-	488,605
Project Costs:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total	
Land									-
Professional Services			31,807	-					31,807
Infrastructure			456,797	-					456,797
Machinery/Equipment-Signage									-
Contingency									-
Total			488,605	-	-	-	-	-	488,605
Operating Budget Impact:			FY16	FY17	FY18	FY19	FY20	Total	
Personnel			100	100	100	100	100	500	
Other Operating Costs			500	500	500	500	500	2,500	
Total			\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	3,000	

CAPTIAL IMPROVEMENTS

Project Name (Number): CA-24 Downtown Parking (320019.4221) - MAIN ST. PARKING/SIDEWALKS PHASE II								
Project Category: Parking Facilities					Project Length: 2014 - 2018			
Project Description:					Operating Budget Impact:			
The Main Street Parking/Sidewalks Phase II is from SR120 to Brock Road and consists of roadway improvements, curb and gutter, drainage, sidewalks, lighting, parking and landscaping that will create a safe pedestrian experience for those coming to the downtown area. The project also includes additional parking.					A minimal increase in maintenance costs can be expected.			
Funding Sources:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total
SPLOST 2009	\$	60,958					\$	60,958
SPLOST 2014		884,434	69,591	38,913				992,938
Total		945,392	69,591	38,913	-	-	-	1,053,896
Project Costs:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total
Land								-
Professional Services		119,599	7,456					127,055
Infrastructure		825,794	62,135					887,928
Machinery/Equipment-Signage								-
Contingency				38,913				38,913
Total		945,392	69,591	38,913	-	-	-	1,053,896
Operating Budget Impact:			FY16	FY17	FY18	FY19	FY20	Total
Personnel				500	500	500	500	2,000
Other Operating Costs				100	100	100	100	400
Total			\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 2,400

CAPTIAL IMPROVEMENTS

Project Name (Number): CA-24 Downtown Parking-Signage (320019.4270)								
Project Category: Parking Facilities					Project Length: 2011 - 2018			
Project Description:					Operating Budget Impact:			
This portion of the project will provide directional signage in the downtown area.					A minimal increase in maintenance costs can be expected.			
Funding Sources:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total
SPLOST 2009		\$	10,837	\$	10,837		\$	21,674
SPLOST 2014								-
Total		-	10,837	10,837	-	-	-	21,674
Project Costs:		Prior Years	FY16	FY17	FY18	FY19	FY20	Total
Land								-
Professional Services								-
Infrastructure								-
Machinery/Equipment-Signage			10,837	10,837				21,674
Contingency								-
Total		-	10,837	10,837	-	-	-	21,674
Operating Budget Impact:			FY16	FY17	FY18	FY19	FY20	Total
Personnel								-
Other Operating Costs								-
Total			\$ -	\$ -	\$ -	\$ -	\$ -	-

5-Year Capital Improvements Program

The City's five-year capital improvement program is a planning tool that gives a snapshot into the next five years. It serves as a guide for future planning and will be updated and revised each year to reflect the changing needs and priorities of the City. The five-year capital improvement plan is not an appropriation of resources. The Mayor and Council will review the five-year plan when it approves the annual appropriation for capital spending. The five-year CIP identifies the capital projects that are expected to be undertaken during the next five years, the amount expected to be expended on each project by year, and the proposed method of financing these expenditures. This is a key element for identification and implementation of the City's long-range strategic plan, goals, and objectives.

The City's 2017-2021 five-year capital improvements budget has been developed with the following assumptions:

- The CIP does not include any SPLOST funding beyond the current SPLOST 2014 program.
- The CIP does not include the use of any debt, loans, or bonds.
- Proposed SPLOST 2014 funds are estimates only.
- Proposed project costs are estimates only.

The five-year capital improvements budget is presented below with projects summarized by category, funding source, and operating budget impact.

CAPTIAL IMPROVEMENTS

FY 2016 Major Accomplishments

- Full depth reclamation of Howell Ferry Road (LMIG 2015 project)
- Completed Taylor Park fountain and pump house improvements
- Completed right-of-way acquisition for George Rogers Avenue (Hospital Connector)
- Completed right-of-way acquisition for Buford Highway medians.
- Completed 85% of SR 120 Re-alignment including street re-alignment and resurfacing, new curb and sidewalks, installation of signalized intersection and landscape improvements
- Completed 50% of concept design of Pleasant Hill Road/Buford Highway interchange improvements
- Completed design phase of Scott Hudgens Park traffic circulations improvements and 20% of construction
- Received grant funding for Rogers Bridge Park bridge rehabilitation and procured design team
- Completed 60% design for Abbotts Bridge Road east sidewalk improvements
- Completed 75% of the public space improvements (parking, plaza and alleyways) at The Block

FY 2017 Goals

- Complete construction of SR 120 Re-alignment
- Complete construction of traffic circulation/parking improvements at Scott Hudgens Park
- Complete construction of Main Street Phase II parking improvement
- Complete ten year update to the City Master Park Plan
- Complete construction of The Block plaza, alley ways and parking
- Continue the design phase for the Pleasant Hill/Buford Highway interchange (Construction to start in 2018)
- Complete design of Buford Highway Medians and start construction.
- Begin design for Rogers Bridge Park pedestrian bridge improvements. Project will be ongoing for several years.
- Complete the design for Abbotts Bridge Road east sidewalks and start right-of-way acquisition. ROW acquisition estimated at 1-1.5 years.

City of Duluth
Capital Improvement Projects
5-Year Plan
Summary of Projects by Category

Transportation	FY17	FY18	FY19	FY20	FY21	Total
Transportation and Infrastructure Improvements (ST-32)	\$ 609,462	\$ -	\$ -	\$ -	\$ -	609,462
Western Gwinnett Bikeway (CD-20)	1,183	-	-	-	-	1,183
SR 120 Realignment (CD-46)	756,634	-	-	-	-	756,634
Hospital Connector Road/George Rogers Avenue (CD-47)	887,397	435,387	-	-	-	1,322,784
Davenport Road improvements (CD-55)	78,620	235,861	628,963	628,963	-	1,572,406
Buford Highway Medians (CD-60)	399,809	300,000	-	-	-	699,809
The Block (CD-64)	828,319	-	-	-	-	828,319
Pleasant Hill/Buford Highway Intersection (CD-65)	161,744	383,856	383,856	191,928	-	1,121,384
Abbotts Bridge Road Improvements (CD-66)	152,319	152,319	242,179	943,360	943,360	2,433,537
Western Gwinnett Bikeway Phase III (CD-67)	369,150	369,150	-	-	-	738,300
Downtown Detention Facility (CD-68)	52,407	-	-	-	-	52,407
Gateway Grant - Buford Highway (CD-69)	-	-	-	-	-	-
	\$ 4,297,043	\$ 1,876,573	\$ 1,254,998	\$ 1,764,251	\$ 943,360	\$ 10,136,224
Recreation Facilities	FY17	FY18	FY19	FY20	FY21	Total
Scott Hudgens Park (PK-27)	705,777	42,927	42,927	-	-	791,630
Taylor Park Improvements (PK-29)	-	-	-	-	-	-
Rogers Bridge Park (PK-33)	375,000	125,000	190,000	190,000	-	880,000
Park Improvements (PK-36)	13,706	-	-	-	-	13,706
City Master Park Plan (PK-37)	\$54,345					\$54,345
	\$ 1,148,828	\$ 167,927	\$ 232,927	\$ 190,000	\$ -	\$ 1,739,681
Public Safety	FY17	FY18	FY19	FY20	FY21	Total
SPLOST Vehicles (PD-20)	5,299	-	-	-	-	5,299
Sewer	FY17	FY18	FY19	FY20	FY21	Total
Water/Sewer Improvements on Buford Highway (CD-62)	-	190,304	190,304	-	-	380,608
Parking Facilities	FY17	FY18	FY19	FY20	FY21	Total
Downtown Parking (CA-24)	80,427	49,750	-	-	-	130,177
Grand Total	\$ 5,531,597	\$ 2,284,553	\$ 1,678,228	\$ 1,954,251	\$ 943,360	\$ 12,391,989

City of Duluth
Capital Improvement Projects
5-Year Plan
Summary of Projects by Funding Source

SPLOST 2005	FY17	FY18	FY19	FY20	FY21	Total
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Transportation

Hospital Connector Road/George Rogers Avenue (CD-47)	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	-

SPLOST 2009	FY17	FY18	FY19	FY20	FY21	Total
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Transportation

Western Gwinnett Bikeway (CD-20)	1,183	-	-	-	-	1,183
Hospital Connector Road/George Rogers Avenue (CD-47)	286,301	25,675	-	-	-	311,976
Buford Highway Medians (CD-60)	-	-	-	-	-	-

Recreation Facilities

Scott Hudgens Park (PK-27)	705,777	42,927	42,927	-	-	791,630
Taylor Park Improvements (PK-29)	-	-	-	-	-	-
Rogers Bridge Park (PK-33)	-	-	190,000	190,000	-	380,000
Park Improvements (PK-36)	\$13,706	-	-	-	-	\$13,706
City Master Park Plan (PK-37)	\$54,345	-	-	-	-	\$54,345

Sewer

Water/Sewer Improvements on Buford Highway (CD-62)	-	190,304	190,304	-	-	380,608
The Block (CD-64)	288,542	-	-	-	-	288,542

Parking Facilities

Downtown Parking (CA-24)	10,837	10,837	-	-	-	21,674
	\$ 1,360,690	\$ 269,742	\$ 423,230	\$ 190,000	\$ -	2,243,662

Continued on next page

City of Duluth
Capital Improvement Projects
5-Year Plan
Summary of Projects by Funding Source

SPLOST 2014	FY17	FY18	FY19	FY20	FY21	Total
Transportation						
Transportation and Infrastructure Improvements (ST-32)	\$ 442,750	\$ -	\$ -	\$ -	\$ -	442,750
SR 120 Realignment and Hill Street (CD-46)	756,634	-	-	-	-	756,634
Davenport Road improvements (CD-55)	78,620	235,861	628,963	628,963		1,572,406
Buford Highway Medians & Landscape (CD-60)	\$249,809	-	-	-	-	\$249,809
The Block (CD-64)	-	-	-	-	-	-
Pleasant Hill/Buford Highway Intersection (CD-65)	32,637	76,771	76,771	38,386	-	224,565
Abbotts Bridge Road Improvements (CD-66)	28,941	28,941	-	-	-	57,881
Western Gwinnett Bikeway Phase III (CD-67)	\$70,139	\$70,139		-	-	140,277
Recreation Facilities						
Rogers Bridge Park (PK-33)	\$18,750	\$6,250	-	-	-	\$25,000
Public Safety						
SPLOST Vehicles (PD-20)	5,299	-	-	-	-	5,299
Parking Facilities						
The Block (CD-64)	293,594	-	-	-	-	293,594
Downtown Parking (CA-24)	69,591	38,913	-	-	-	108,504
	\$ 2,046,763	\$ 456,874	\$ 705,734	\$ 667,349	\$ -	3,876,719

SPLOST 2014 Gwinnett County	FY17	FY18	FY19	FY20	FY21	Total
Transportation						
Abbotts Bridge Road Improvements (CD-66)	123,378	123,378	242,179	943,360	943,360	2,375,656
Western Gwinnett Bikeway Phase III (CD-67)	\$299,012	\$299,012	-	-	-	\$598,023
	\$ 422,390	\$ 422,390	\$ 242,179	\$ 943,360	\$ 943,360	2,973,679

SPLOST SR120	FY17	FY18	FY19	FY20	FY21	Total
Transportation						
SR 120 Realignment and Hill Street (CD-46)	\$ 1	\$ -	\$ -	\$ -	\$ -	1

Continued on next page

City of Duluth
Capital Improvement Projects
5-Year Plan
Summary of Projects by Funding Source

Grants	FY17	FY18	FY19	FY20	FY21	Total
State Grant - LMIG						
Transportation and Infrastructure Improvements (ST-32)	\$ 166,712	\$ -	\$ -	\$ -	\$ -	166,712
Federal Grant - LCI						
Hospital Connector Road/George Rogers Avenue (CD-47)	579,620	409,712	-	-	-	989,332
Federal Grant - TE						
Buford Highway Medians (CD-60)	150,000	300,000	-	-	-	450,000
State Grant - Billboard (GDOT)						
Pleasant Hill/Buford Highway Intersection (CD-65)	129,107	307,085	307,085	153,542	-	896,819
Federal Grant - TIP						
Rogers Bridge Park (PK-33)	\$300,000	\$100,000	-	-	-	400,000
Local Government Grant						
Rogers Bridge Park (PK-33)	\$56,250	\$18,750	-	-	-	\$75,000
	\$ 1,381,689	\$ 1,135,547	\$ 307,085	\$ 153,542	\$ -	2,977,863
Donations	FY17	FY18	FY19	FY20	FY21	Total
Transportation						
The Block (CD-64)	\$232,445	-	-	-	-	232,445
General Funds	FY17	FY18	FY19	FY20	FY21	Total
Transportation						
Hospital Connector Road/George Rogers Avenue (CD-47)	21,476	-	-	-	-	21,476
The Block (CD-64)	13,738	-	-	-	-	13,738
Downtown Detention Facility (CD-68)	52,407	-	-	-	-	52,407
Gateway Grant - Buford Highway (CD-69)	-	-	-	-	-	-
Public Safety						
SPLOST Vehicles (PD-20)	-	-	-	-	-	-
	\$ 87,620	\$ -	\$ -	\$ -	\$ -	87,620
Grand Total	\$ 5,531,597	\$ 2,284,553	\$ 1,678,228	\$ 1,954,251	\$ 943,360	12,391,989

City of Duluth
Capital Improvement Projects
5-Year Plan
Operating Budget Impact - Net Cost/(Savings)

Transportation	FY17	FY18	FY19	FY20	FY21	Total
Transportation and Infrastructure Improvements (ST-32)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Western Gwinnett Bikeway (CD-20)	1,500	1,500	1,500	1,500	2,000	8,000
SR 120 Realignment (CD-46)	-	-	-	-	-	-
Hospital Connector Road/George Rogers Avenue (CD-47)	-	-	1,100	1,100	1,100	3,300
Davenport Road improvements (CD-55)	-	-	-	-	-	-
Buford Highway Medians (CD-60)	-	-	2,500	2,500	2,500	7,500
The Block (CD-64)	3,000	6,500	6,500	6,500	6,500	29,000
Pleasant Hill/Buford Highway Intersection (CD-65)	-	-	-	-	15,000	15,000
Abbotts Bridge Road Improvements (CD-66)	-	-	-	600	600	1,200
Western Gwinnett Bikeway Phase III (CD-67)	-	-	850	850	850	2,550
Downtown Detention Facility (CD-68)	-	-	2,500	5,000	5,000	12,500
Gateway Grant - Buford Highway (CD-69)	550	1,100	1,950	2,800	2,800	9,200
	\$ 5,050	\$ 9,100	\$ 16,900	\$ 20,850	\$ 36,350	\$ 88,250
Recreation Facilities	FY17	FY18	FY19	FY20	FY21	Total
Scott Hudgens Park (PK-27)	-	600	600	3,100	3,100	7,400
Taylor Park Improvements (PK-29)	-	-	-	-	-	-
Rogers Bridge Park (PK-33)	2,500	2,500	2,500	2,500	5,000	15,000
Park Improvements (PK-36)	-	-	-	-	-	-
	\$ 2,500	\$ 3,100	\$ 3,100	\$ 5,600	\$ 8,100	\$ 22,400
Public Safety	FY17	FY18	FY19	FY20	FY21	Total
SPLOST Vehicles (PD-20)	-	-	-	-	-	-
Sewer	FY17	FY18	FY19	FY20	FY21	Total
Water/Sewer Improvements on Buford Highway (CD-62)	-	-	-	-	-	-
Parking Facilities	FY17	FY18	FY19	FY20	FY21	Total
Downtown Parking (CA-24)	5,700	6,300	6,300	6,300	6,300	30,900
Grand Total	\$ 13,250	\$ 18,500	\$ 26,300	\$ 32,750	\$ 50,750	\$ 141,550

FISCAL YEAR 2017

General Fund Line Item Revenue

				FY 2016	FY 2017
		FY 2014	FY 2015	Amended	Adopted
Account Number	Description	Actual	Actual	Budget	Budget
General Property Taxes					
311100	Property Tax Revenue	\$ 5,684,289	\$ 5,916,845	\$ 6,190,000	\$ 6,285,000
311207	FY 2009 Property Taxes	889	133	-	-
311208	FY 2010 Property Taxes	7,307	3,392	100	-
311209	FY 2011 Property Taxes	45,205	12,510	500	-
311210	FY 2012 Property Taxes	83,899	17,928	1,000	-
311211	FY 2013 Property Taxes	2,759	41,643	100,000	15,012
311212	FY 2014 Property Taxes	-	18,831	-	21,205
311213	FY 2015 Property Taxes	-	-	-	86,114
311310	Gwinnett Co Motor Veh Taxes	320,755	231,005	180,000	160,000
311315	Motor Vehicle Title Ad Valorem Tax - TAVT	784,491	745,570	725,000	660,000
311600	Transfer Tax	34,273	28,739	29,000	50,000
311601	Intangible Tax	88,210	83,343	85,000	94,000
311700	Franchise Tax	1,993,614	2,067,526	2,060,000	2,075,000
Total		9,045,691	9,167,465	9,370,600	9,446,331
Selective Sales & Use Taxes					
314200	Alcohol Beverage Tax	564,317	585,349	565,000	570,000
314300	Mixed Drink Excise Tax	44,718	52,331	44,000	44,000
314500	Energy Excise Tax	4,086	8,137	9,500	11,000
Total		613,121	645,817	618,500	625,000
Business Taxes					
316100	Occupational Tax	940,514	1,075,851	955,000	970,000
316101	Occupational Tax Admin Fee	77,239	80,557	75,000	75,000
316200	Insurance Premium Tax	1,372,134	1,434,719	1,435,000	1,530,000
316300	Institutional Tax	56,489	44,859	50,000	54,000
Total		2,446,375	2,635,987	2,515,000	2,629,000
Penalties & Interest on Delinquent taxes					
319100	Interest on Delinquent Taxes/Fees	25,443	21,134	19,000	19,000
319101	Tax/Fee Penalty	29,960	31,279	31,000	20,000
319200	Alcohol Late Penalty	1,945	-	100	100
319400	Occupational Tax Penalty	11,091	16,890	10,000	9,000
319500	Tax FIFA Cost	1,797	1,392	1,800	1,800
Total		70,236	70,696	61,900	49,900
Business Licenses					
321100	Alcohol Handling Permits	39,340	40,153	37,000	39,000
321110	Beer Only Package	1,000	1,000	1,000	1,000
321120	Beer and Wine Package	26,800	26,600	27,000	27,000
321130	Beer, Wine, Liquor Consumption	68,550	72,675	70,000	70,000
321131	Package Store Licenses	36,000	30,000	30,000	30,000
321132	Beer and Wine Consumption	21,150	21,050	19,000	20,000
321133	Beer Only Consumption	4,550	3,850	3,500	3,500
321134	Liquor Consumption	300	300	300	450
321135	Wine Only Consumption	100	100	100	100
321220	Insurance License Fees	57,463	57,263	56,000	56,000
321250	Business Permits	190	145	50	50
321900	Alcohol Application Fees	4,550	3,340	4,000	3,800
Total		\$ 259,993	\$ 256,475	\$ 247,950	\$ 250,900

FISCAL YEAR 2017

General Fund Line Item Revenue

				FY 2016	FY 2017
		FY 2014	FY 2015	Amended	Adopted
Account Number	Description	Actual	Actual	Budget	Budget
Non-Business Licenses & Permits					
322200	Repermitting Building Permits	\$ 50	\$ 533	\$ 100	\$ 100
322210	Rezoning	838	7,068	1,500	1,500
322230	Sign Permits	13,700	14,950	16,000	12,000
322240	Planning Review Fees	4,665	8,241	6,000	6,500
322901	Vendor Fees	3,221	370	-	150
322902	Filming Permits and Fees	-	150	50	50
	Total	22,474	31,312	23,650	20,300
Regulatory Fees					
323110	Development Permits/Land Disturb	3,662	17,406	3,500	3,500
323111	Reinspection fees	-	-	100	50
323113	V/SE/CU Application	2,357	450	1,000	500
323120	Building Permits Residential	39,806	332,592	220,000	190,000
323121	Building Permits Commercial	99,494	149,029	105,000	192,500
323122	Mechanical Permits	10,140	9,720	10,000	9,000
323185	Swimming Pool Permits	200	400	400	400
323900	NPDES Stormwater/ Dev Fee	712	1,276	1,000	500
323930	P & Z Misc Income	3,850	2,500	1,500	750
	Total	160,221	513,373	342,500	397,200
Federal Government Grants					
331111	DOJ Federal Grant	7,422	4,399	5,247	7,088
	Total	7,422	4,399	5,247	7,088
Local Government Unit Payment in Lieu of Taxes					
338000	Other Taxes	965	1,010	1,000	1,000
338100	Intergovernmental Revenue	1,128,406	1,139,033	1,105,110	1,115,110
	Total	1,129,371	1,140,043	1,106,110	1,116,110
Public Safety					
342112	Police Dept. Copies	5,204	5,132	4,500	5,000
342130	False Alarms	10,100	7,575	7,500	7,500
342310	Police Dept. Fingerprints	17,981	20,105	18,000	18,000
342311	Criminal History Background	43,114	50,408	42,000	43,000
	Total	76,399	83,220	72,000	73,500
Utilities/Enterprise					
344110	Garbage Bags - 32 Gallon	1,280	983	1,120	1,120
344111	Garbage Bags - Senior 32 Gal	1,206	1,232	1,200	1,120
344112	Garbage Bags - 13 Gallon	253	231	252	252
344113	Garbage Bags - Senior 13 Gal	165	236	220	220
344114	Garbage Bags - 42 Gallon	250	100	200	200
344115	Garbage Bags - Senior 42 Gallon	39	-	26	26
344130	Recycling Proceeds	9,234	10,417	12,500	5,400
344190	Garbage Bag Rebate	186,303	179,302	180,000	180,000
	Total	198,729	192,500	195,518	188,338
Other Fees					
346900	Appeal Hearing Fees	-	500	-	-
	Total	\$ -	\$ 500	\$ -	\$ -

FISCAL YEAR 2017

General Fund Line Item Revenue

		FY 2016		FY 2017	
		FY 2014	FY 2015	Amended	Adopted
Account Number	Description	Actual	Actual	Budget	Budget
Culture & Recreation					
347200	Bunten Rd. Facility Rental	\$ 5,685	\$ 5,035	\$ 5,500	\$ 5,000
347201	Pavilion Rental	3,110	4,295	3,000	3,000
347202	Field Rental	17,863	37,557	30,000	35,000
347203	Gym Rental	10,323	11,974	11,500	10,500
347204	Facility Rental - Rogers Bridge	2,650	1,650	2,000	2,000
347205	Facility Rental - VWP Jones	340	2,170	1,800	1,800
347500	Recreation Programs	82,215	83,876	80,000	81,000
347501	Camps	130,518	130,859	122,000	127,000
347502	Tennis Court Fees	26,702	24,189	23,000	23,000
347503	Special Events Camps	1,470	-	1,000	-
347504	Senior Programs	860	6,265	4,800	5,500
347900	Concessions	410	2,322	1,000	1,000
Total		282,146	310,191	285,600	294,800
Other Charges for Services					
349300	Bad Check Fee	190	225	200	200
349310	Online Convenience Fee	3,560	4,025	3,500	-
349315	Event Attendant Fees	27,813	29,493	26,000	28,000
349320	Alcohol Training Class	6,920	7,620	7,000	7,000
Total		38,483	41,362	36,700	35,200
Fines & Forfeitures					
351170	Court Fines	1,945,993	2,298,752	2,300,000	2,100,000
351320	Cash Confiscation	-	-	100	100
351900	Red Light Fines/ Income	148,561	56,150	-	-
Total		2,094,554	2,354,902	2,300,100	2,100,100
Interest Revenue					
361000	Interest Income - Checking	2,964	4,608	3,000	3,000
361001	Investment Income	48,443	49,304	44,000	47,000
361002	Investment Inc/ Capital Res	16,483	11,335	2,500	4,300
Total		67,890	65,246	49,500	54,300
Contributions & Donations from Private Sources					
371000	Brick Donations	20	-	-	-
371001	Flag Donations	500	1,310	500	400
371004	Special Events Sponsors/ Vendors	10,958	19,642	15,000	25,000
371005	Donations	300	95,400	48,450	1,500
Total		11,778	116,352	63,950	26,900
Rents & Royalties					
381000	Downtown Rental Income	30,018	28,026	6,600	6,600
381001	Community Room Rental	-	75	-	-
381002	Festival Center Rental	8,225	5,665	3,000	3,000
381003	F/C Patron Table Rental	680	2,200	-	-
381004	F/C Linen/Equip Rental	3,475	590	500	500
381005	Alcohol Posted Sign	100	400	75	75
Total		42,498	36,956	10,175	10,175

FISCAL YEAR 2017

General Fund Line Item Revenue

		FY 2014		FY 2015		FY 2016		FY 2017	
Account Number	Description	Actual		Actual		Amended Budget		Adopted Budget	
Telephone Commissions									
382001	Rental Income Grid		13,059		66,845		60,000		63,001
	Total	\$	13,059	\$	66,845	\$	60,000	\$	63,001
Reimbursement from Damaged Property									
383000	Reimb - Damaged Property	\$	2,214	\$	33	\$	100	\$	100
383001	Insurance Proceeds - Accidents		33,907		41,579		22,000		20,000
383005	Insurance Claims Reimbursements		-		45,902		2,000		2,000
	Total		36,121		87,514		24,100		22,100
Other									
389000	Miscellaneous Revenue		7,632		7,748		2,000		5,000
389001	Police Dept. Misc. Revenue		4,770		4,094		4,300		1,200
389007	Income from Copies, etc.		62		495		100		100
389008	Town Market		870		-		-		-
389009	Dumpster Card Fees		1,150		1,125		1,000		1,000
389010	Sale of Misc. Merchandise		95		58		50		50
389060	Flexible Spending Gain/Loss		-		5,309		50		50
389065	401A Employee Forfeitures		4,073		5,604		3,000		3,000
	Total		18,652		24,432		10,500		10,400
Interfund Transfers									
391220	Transfer From Federal Drug Fund		2,875		(2,564)		-		-
391222	Transfer from Police Tech Fund		100,000		100,000		100,000		100,000
391223	Transfer from State Drug Fund		-		11,510		7,811		8,476
391279	Transfer from Tax Allocation District		-		-		-		14,000
391300	Residual Equity Transfer In		83,536		-		-		-
	Total		186,411		108,946		107,811		122,476
Proceeds of General Fixed Asset Disposals									
392100	Sale of Assets (not Capital)		-		500		-		-
392101	Auction Proceeds		-		-		-		1,000
392200	Sale of Property/ Capital Assets		-		15,704		-		-
	Total		-		16,204		-		1,000
Proceeds of General Long Term Liabilities									
393500	Inception of Capital Lease		138,830		-		-		-
	Total		138,830		-		-		-
General Fund Total Revenue		\$	16,960,452	\$	17,970,738	\$	17,507,411	\$	17,544,119

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Mayor & Council					
Governing Body					
Salaries & Wages					
1000-1110-511000	Salaries & Wages	\$ 36,000	\$ 42,300	\$ 39,600	\$ 39,600
	Total	36,000	42,300	39,600	39,600
Employee Benefits					
1000-1110-512200	FICA Tax	2,821	3,316	3,049	3,029
	Total	2,821	3,316	3,049	3,029
Other Purchased Services					
1000-1110-523203	Cell Phones	880	1,040	960	960
1000-1110-523500	Travel/Parking	3,124	3,072	5,904	4,860
1000-1110-523700	Certification/ Educ/Training	11,354	16,632	16,712	21,442
1000-1110-523750	Council/Staff Meeting Expense	5,182	7,359	8,511	16,150
	Total	20,541	28,103	32,087	43,412
Supplies					
1000-1110-531703	Emp/Council & Comm. Relations	2,517	722	1,258	1,756
	Total	2,517	722	1,258	1,756
Contingencies					
1000-1110-579000	Contingency	-	-	100,000	100,000
	Total	-	-	100,000	100,000
Department Total: Governing Body		\$ 61,879	\$ 74,441	\$ 175,994	\$ 187,797
Boards & Committees					
Alcohol Review Board					
Salaries & Wages					
1010-1011-511000	Salaries & Wages	375	100	1,400	700
	Total	375	100	1,400	700
Employee Benefits					
1010-1011-512200	FICA Tax	29	8	87	54
	Total	29	8	87	54
Total: Alcohol Review Board		404	108	1,487	753
Finance Committee					
Salaries & Wages					
1010-1012-511000	Salaries & Wages	200	300	500	500
	Total	200	300	500	500
Employee Benefits					
1010-1012-512200	FICA Tax	15	23	31	38
	Total	15	23	31	38
Total: Finance Committee		215	323	531	538

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Zoning Board					
Salaries & Wages					
1010-1013-511000	Salaries & Wages	225	275	1,800	900
	Total	225	275	1,800	900
Employee Benefits					
1010-1013-512200	FICA Tax	17	21	112	69
	Total	17	21	112	69
	Total: Zoning Board	\$ 242	\$ 296	\$ 1,912	\$ 969
Planning Commission					
Salaries & Wages					
1010-1014-511000	Salaries & Wages	\$ 700	\$ 925	\$ 3,600	\$ 2,250
	Total	700	925	3,600	2,250
Employee Benefits					
1010-1014-512200	FICA Tax	54	71	223	172
	Total	54	71	223	172
	Total: Planning Commission	754	996	3,823	2,422
	Department Total: Boards & Committees	\$ 1,615	\$ 1,722	\$ 7,753	\$ 4,683
City Manager					
City Managers Office					
Salaries & Wages					
1020-1320-511000	Salaries & Wages	139,589	152,403	157,207	171,606
1020-1320-511300	Overtime	63	315	1,102	1,610
	Total	139,652	152,718	158,309	173,216
Employee Benefits					
1020-1320-512100	Group Insurance	13,465	17,025	19,167	24,588
1020-1320-512200	FICA Tax	10,000	12,357	12,146	12,619
1020-1320-512400	Retirement Contrib/Pension	11,950	11,809	12,976	28,027
1020-1320-512900	Vehicle Allowance	2,952	2,600	2,600	2,600
	Total	38,367	43,791	46,888	67,834
Purchased Professional & Technical Services					
1020-1320-521100	Meeting Facilitator	2,616	8,376	6,015	10,244
1020-1320-521200	Professional Services	46,652	36,313	54,730	82,002
	Total	49,268	44,688	60,745	92,246
Purchased Property Services					
1020-1320-522203	General Emergency Repairs	76,226	53,742	110,000	110,000
	Total	76,226	53,742	110,000	110,000

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Other Purchased Services					
I020-1320-523203	Cell Phones	690	-	-	-
I020-1320-523600	Dues & Professional Fees	512	1,360	3,955	3,770
I020-1320-523700	Certification/ Educ/Training	5,031	2,002	9,201	9,201
I020-1320-523750	Council/Staff Meeting Expense	-	1,074	1,965	2,000
	Total	6,233	4,436	15,121	14,971
Supplies					
I020-1320-531100	Office Supplies	1,750	2,284	2,190	2,000
I020-1320-531601	Office Equipment	144	-	250	250
I020-1320-531703	Emp/Council & Comm. Relations	947	624	2,000	2,000
	Total	2,841	2,909	4,440	4,250
Machinery & Equipment					
I020-1320-542100	Machinery	186,697	52,728	-	-
	Total	186,697	52,728	-	-
Department Total: City Manager		\$ 499,284	\$ 355,013	\$ 395,503	\$ 462,517
City Clerk/Business office					
Clerk Administration					
Salaries & Wages					
I040-1330-511000	Salaries & Wages	201,814	207,341	216,470	226,319
I040-1330-511101	Part Time Salaries & Wages	28,951	22,560	59,295	60,667
I040-1330-511300	Overtime	294	72	1,034	1,065
	Total	\$ 231,058	\$ 229,973	\$ 276,798	\$ 288,051
Clerk Administration					
Employee Benefits					
I040-1330-512100	Group Insurance	\$ 44,418	\$ 45,443	\$ 50,119	\$ 52,976
I040-1330-512200	FICA Tax	16,970	17,156	20,869	22,036
I040-1330-512400	Retirement Contrib/Pension	16,572	19,456	21,750	23,876
	Total	77,961	82,055	92,739	98,887
Purchased Professional & Technical Services					
I040-1330-521101	Management Consulting Services	6,962	8,165	7,568	7,900
I040-1330-521200	Professional Services	70,516	126,986	119,000	120,000
I040-1330-521300	Technical Services	-	-	1,800	2,800
	Total	77,478	135,151	128,368	130,700

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Other Purchased Services					
1040-1330-523100	Property Liability Insurance	285,285	286,427	328,233	325,000
1040-1330-523203	Cell Phones	1,920	2,880	1,920	1,920
1040-1330-523300	Advertising/Public Notices	794	1,898	4,641	4,091
1040-1330-523500	Travel/Parking	249	362	625	670
1040-1330-523600	Dues & Professional Fees	45,850	45,999	52,210	48,700
1040-1330-523700	Certification/ Educ/Training	7,684	5,026	10,682	8,958
	Total	341,782	342,593	398,311	389,339
Supplies					
1040-1330-531100	Office Supplies	8,880	7,967	9,969	9,065
1040-1330-531400	Subscriptions & Periodicals	6,338	3,044	7,964	7,964
1040-1330-531601	Office Equipment	1,449	1,450	1,025	1,083
1040-1330-531701	Election Supplies/Notices	3,275	20	3,400	4,200
1040-1330-531703	Emp/Council & Comm. Relations	2,403	2,798	4,132	4,000
	Total	22,345	15,279	26,490	26,312
Intergovernmental					
1040-1330-571001	Taxes on Purchased Property	9,660	-	3,267	1,500
	Total	9,660	-	3,267	1,500
Bad Debts					
1040-1330-574000	Bad Debts	1,747	860	3,735	3,360
	Total	1,747	860	3,735	3,360
Total: Clerk Administration		762,031	805,911	929,707	938,150
Finance Office					
Salaries & Wages					
1040-1510-511000	Salaries & Wages	164,684	187,338	194,842	203,238
1040-1510-511101	Part Time Salaries & Wages	49,048	34,207	39,626	51,710
1040-1510-511300	Overtime	80	235	532	548
	Total	213,811	221,780	235,000	255,496
Employee Benefits					
1040-1510-512100	Group Insurance	28,374	34,253	39,562	36,654
1040-1510-512200	FICA Tax	16,083	16,722	18,098	19,546
1040-1510-512400	Retirement Contrib/Pension	13,149	17,862	19,537	21,398
	Total	57,606	68,837	77,198	77,598
Purchased Professional & Technical Services					
1040-1510-521200	Professional Services	36,000	38,000	42,000	42,000
	Total	36,000	38,000	42,000	42,000

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Other Purchased Services					
I040-1510-523203	Cell Phones	-	960	960	960
I040-1510-523500	Travel/Parking	667	371	721	1,520
I040-1510-523600	Dues & Professional Fees	705	655	756	716
I040-1510-523602	Bank/Credit Card Fees	25,319	33,301	33,638	34,658
I040-1510-523700	Certification/ Educ/Training	2,172	1,433	2,204	2,753
	Total	\$ 28,863	\$ 36,720	\$ 38,279	\$ 40,607
Finance Office					
Supplies					
I040-1510-531400	Subscriptions & Periodicals	\$ 80	\$ -	\$ 250	\$ 250
	Total	80	-	250	250
	Total: Finance Office	336,360	365,338	392,727	415,950
Business Office					
Salaries & Wages					
I040-1520-511000	Salaries & Wages	163,353	153,964	160,659	165,464
I040-1520-511101	Overtime	1,127	970	2,078	2,141
	Total	164,481	154,935	162,738	167,605
Employee Benefits					
I040-1520-512100	Group Insurance	53,039	44,844	51,275	47,279
I040-1520-512200	FICA Tax	11,989	11,477	12,449	12,822
I040-1520-512400	Retirement Contrib/Pension	12,306	14,570	15,538	17,599
	Total	77,334	70,891	79,263	77,699
Other Purchased Services					
I040-1520-523500	Travel/Parking	-	520	2,465	805
I040-1520-523600	Dues & Professional Fees	120	107	245	226
I040-1520-523700	Certification/ Educ/Training	2,095	623	3,199	4,897
	Total	2,215	1,250	5,909	5,928
Supplies					
I040-1520-531400	Subscriptions & Periodicals	-	60	80	80
I040-1520-531550	Garbage Bags for Resale	3,523	160	4,500	4,500
I040-1520-531601	Office Equipment	40	637	375	593
	Total	3,563	857	4,955	5,173
Intergovernmental					
I040-1520-571000	Intergovernmental Expenditures	966	430	965	600
	Total	966	430	965	600
	Total: Business Office	248,558	228,363	253,829	257,005

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Information Technology					
Salaries & Wages					
1040-1535-511000	Salaries & Wages	134,580	168,951	188,830	196,877
1040-1535-511300	Overtime	-	131	335	1,196
	Total	134,580	169,082	189,166	198,073
Employee Benefits					
1040-1535-512100	Group Insurance	36,186	36,145	46,881	48,774
1040-1535-512200	FICA Tax	9,711	12,876	14,533	15,153
1040-1535-512400	Retirement Contrib/Pension	10,110	15,805	18,748	20,798
	Total	56,007	64,827	80,162	84,724
Purchased Professional & Technical Services					
1040-1535-521101	Management Consulting Services	8,000	4,393	5,220	6,000
1040-1535-521300	Technical Services	-	-	10,000	20,000
	Total	8,000	4,393	15,220	26,000
Purchased Property Services					
1040-1535-522201	Office Equipment Maintenance	1,600	1,920	2,000	2,000
1040-1535-522322	Equipment Leases	115,550	125,742	109,400	106,020
	Total	117,150	127,662	111,400	108,020
Other Purchased Services					
1040-1535-523201	Telephone	154,606	162,471	174,320	189,040
1040-1535-523202	Support Agreements	78,617	150,942	185,604	184,305
1040-1535-523203	Cell Phones	1,920	2,640	2,880	2,880
1040-1535-523205	Internet Commerce	3,144	3,206	3,240	3,240
1040-1535-523700	Certification/ Educ/Training	4,430	3,580	4,000	8,500
1040-1535-523801	Software Licenses	27,508	27,283	29,775	29,715
	Total	\$ 270,224	\$ 350,122	\$ 399,819	\$ 417,680
Information Technology					
Supplies					
1040-1535-531235	Cable	\$ -	\$ -	\$ -	7,200
1040-1535-531601	Office Equipment	88,903	27,015	25,000	25,000
1040-1535-531602	Computer Upgrades	51,275	79,718	78,850	71,000
	Total	140,178	106,733	103,850	103,200
Total: Information Technology		726,140	822,818	899,617	937,697
Human Resources					
Salaries & Wages					
1040-1540-511000	Salaries & Wages	124,699	144,917	151,075	157,117
1040-1540-511101	Part Time Salaries & Wages	3,197	-	-	-
1040-1540-511300	Overtime	377	170	268	998
	Total	128,273	145,087	151,342	158,115

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Employee Benefits					
1040-1540-512100	Group Insurance	22,254	27,672	38,170	38,150
1040-1540-512200	FICA Tax	9,433	10,439	11,746	12,096
1040-1540-512400	Retirement Contrib/Pension	10,519	13,733	15,354	16,602
1040-1540-512901	Health & Wellness	900	1,407	3,000	2,400
1040-1540-512902	Employee Meetings & Awards	3,246	3,654	4,000	7,050
	Total	46,352	56,904	72,270	76,298
Purchased Professional & Technical Services					
1040-1540-521101	Management Consulting Services	-	-	1,200	2,000
1040-1540-521300	Technical Services	870	963	1,580	1,500
	Total	870	963	2,780	3,500
Other Purchased Services					
1040-1540-523600	Dues & Professional Fees	803	520	865	1,115
1040-1540-523700	Certification/ Educ/Training	1,418	2,619	3,575	4,445
1040-1540-523901	Recruitment & Hiring	42,776	24,631	14,700	16,900
	Total	44,998	27,770	19,140	22,460
Supplies					
1040-1540-531109	Safety / Disaster Mgmt Supplies & Equipment	494	279	2,000	1,200
1040-1540-531400	Subscriptions & Periodicals	-	-	650	650
1040-1540-531601	Office Equipment	194	388	1,000	1,000
1040-1540-531702	Employee Relations	1,603	442	900	750
	Total	2,290	1,108	4,550	3,600
Self Funded Insurance					
1040-1540-552200	Claims	12,210	-	13,000	13,000
	Total	12,210	-	13,000	13,000
Total: Human Resources		234,993	231,832	263,082	276,973
Custodial/Bldg. Maintenance					
Salaries & Wages					
1040-1565-511000	Salaries & Wages	25,391	26,191	27,352	29,619
1040-1565-511300	Overtime	9	3	672	727
	Total	25,400	26,193	28,024	30,347
Employee Benefits					
1040-1565-512100	Group Insurance	12,354	14,032	15,574	14,202
1040-1565-512200	FICA Tax	1,779	1,813	2,144	2,322
1040-1565-512400	Retirement Contrib/Pension	2,122	2,409	2,803	2,731
	Total	16,256	18,253	20,520	19,255
Purchased Professional & Technical Services					
1040-1565-521303	Maintenance Tech/ Contracts	659	474	7,414	7,514
	Total	659	474	7,414	7,514

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Purchased Property Services					
1040-1565-522130	Bldg. Maintenance/Cleaning	5,869	3,562	18,350	9,660
	Total	\$ 5,869	\$ 3,562	\$ 18,350	\$ 9,660
Custodial/Bldg. Maintenance					
Supplies					
1040-1565-531102	Building Supplies	\$ 2,233	\$ 7,342	\$ 5,780	\$ 5,120
	Total	2,233	7,342	5,780	5,120
	Total: Custodial/Bldg. Maintenance	50,416	55,825	80,088	71,895
	Department Total: City Clerk/Business Office	\$ 2,358,498	\$ 2,510,086	\$ 2,819,051	\$ 2,897,670
General Government					
General Govt Operations/Services					
Salaries & Wages					
1060-1566-511210	Event Salaries	30,464	32,495	34,309	25,636
	Total	30,464	32,495	34,309	25,636
Employee Benefits					
1060-1566-512200	FICA Tax	2,231	2,264	4,020	1,961
	Total	2,231	2,264	4,020	1,961
Purchased Property Services					
1060-1566-522140	Landscaping Downtown Properties	32,148	39,229	38,604	46,884
1060-1566-522146	Landscaping PIB Medians	3,165	3,269	3,360	3,360
1060-1566-522147	Landscaping Public Safety	8,665	8,665	9,192	9,192
1060-1566-522202	Vehicle Repairs/Maintenance	296	-	8	810
1060-1566-522205	Repairs & Maint - Landscape	-	-	-	1,500
1060-1566-522320	Equipment Rental	2,016	2,016	2,016	2,016
	Total	46,290	53,179	53,180	63,762
Other Purchased Services					
1060-1566-523101	Insurance Deductible	-	1,000	3,000	2,000
	Total	-	1,000	3,000	2,000
Supplies					
1060-1566-531101	Postage	8,063	4,854	8,250	8,250
1060-1566-531210	Water/Sewer	11,822	13,152	16,995	18,524
1060-1566-531215	Stormwater Fees	7,484	10,135	17,437	15,755
1060-1566-531230	Electric	73,741	81,660	82,692	84,660
1060-1566-531401	Records Preservation	-	-	1,000	500
1060-1566-531702	Employee Relations	1,579	1,458	1,800	1,800
	Total	102,690	111,260	128,174	129,489
	Total: General Govt Operations/Services	181,674	200,198	222,682	222,848

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Red Clay Theatre					
Purchased Property Services					
1060-1573-522203	General Emergency Repairs	4,979	12,480	8,125	10,000
	Total	4,979	12,480	8,125	10,000
Other Purchased Services					
1060-1573-523201	Telephone	5,284	6,669	7,675	7,692
	Total	5,284	6,669	7,675	7,692
Supplies					
1060-1573-531210	Water/Sewer	1,263	1,723	1,620	1,680
1060-1573-531220	Gas	1,968	2,027	2,280	2,280
1060-1573-531230	Electric	11,999	15,031	13,800	14,820
	Total	15,229	18,781	17,700	18,780
Total: Red Clay Theatre		25,491	37,930	33,500	36,472
Department Total: General Government		\$ 207,166	\$ 238,129	\$ 256,182	\$ 259,320
Public Information/Marketing					
Public Information Administration					
Salaries & Wages					
1080-1570-511000	Salaries & Wages	156,473	212,070	154,117	160,257
1080-1570-511101	Part Time Salaries & Wages	14,294	(561)	-	18,842
1080-1570-511200	Seasonal/Temporary	-	-	18,833	-
1080-1570-511300	Overtime	865	2,302	1,524	1,569
	Total	\$ 171,633	\$ 213,811	\$ 174,473	\$ 180,669
Public Information Administration					
Employee Benefits					
1080-1570-512100	Group Insurance	\$ 26,108	\$ 37,137	\$ 27,059	\$ 25,467
1080-1570-512200	FICA Tax	12,799	16,292	13,074	13,821
1080-1570-512400	Retirement Contrib/Pension	10,900	19,298	15,564	16,992
	Total	49,807	72,726	55,697	56,280
Purchased Professional & Technical Services					
1080-1570-521200	Professional Services	-	71,393	50,500	26,000
	Total	-	71,393	50,500	26,000
Other Purchased Services					
1080-1570-523203	Cell Phones	1,460	1,560	1,920	1,920
1080-1570-523600	Dues & Professional Fees	4,160	7,364	7,700	7,280
1080-1570-523700	Certification/ Educ/Training	2,240	3,071	2,600	4,000
	Total	7,860	11,995	12,220	13,200

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Supplies					
1080-1570-531100	Office Supplies	1,991	2,040	2,400	2,400
1080-1570-531703	Emp/Council & Comm. Relations	1,106	5,816	7,900	3,850
1080-1570-531704	Citywide Promotions	48,298	51,349	57,000	57,500
1080-1570-531705	Newsletter	36,905	38,279	54,800	45,200
	Total	88,299	97,484	122,100	108,950
Total: Public Information Administration		317,600	467,408	414,991	385,099
Downtown/Main Street					
Purchased Professional & Technical Services					
1080-1571-521300	Technical Services	93,800	-	-	-
	Total	93,800	-	-	-
Other Purchased Services					
1080-1571-523301	Advertising/Promotions	21,918	26,387	26,000	26,000
1080-1571-523802	Music Licensing Fees	797	1,027	1,055	1,200
1080-1571-523850	Contract Labor	6,932	5,928	4,495	12,000
	Total	29,647	33,342	31,550	39,200
Supplies					
1080-1571-531103	Signs/Banners	3,588	6,881	5,500	5,500
1080-1571-531104	Supplies	-	3,089	2,500	4,000
1080-1571-531600	Small Equipment	-	2,714	1,800	1,300
1080-1571-531800	Special Events	58,936	136,722	181,000	182,750
1080-1571-531801	New Years Eve Celebration	40,353	30,000	35,000	40,000
1080-1571-531802	Fireworks/Concerts	20,602	11,175	15,000	16,000
	Total	123,479	190,581	240,800	249,550
Total: Downtown/Main Street		246,926	223,923	272,350	288,750
Department Total: Public Information/Marketing		\$ 564,526	\$ 691,332	\$ 687,341	\$ 673,849
Municipal Court					
Municipal Court Administration					
Salaries & Wages					
2000-2100-511000	Salaries & Wages	364,448	357,997	394,739	407,613
2000-2100-511101	Part Time Salaries & Wages	24,951	31,545	28,417	42,900
2000-2100-511200	Seasonal/Temporary	3,844	7,125	12,000	12,000
2000-2100-511300	Overtime	216	135	2,017	2,074
	Total	393,458	396,802	437,173	464,587

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General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Employee Benefits					
2000-2100-512100	Group Insurance	69,718	72,584	90,867	69,643
2000-2100-512200	FICA Tax	29,568	29,916	33,849	35,541
2000-2100-512400	Retirement Contrib/Pension	27,211	31,008	35,998	38,507
	Total	126,497	133,508	160,714	143,691
Purchased Professional & Technical Services					
2000-2100-521310	Witness Fees	-	-	150	150
2000-2100-521311	Indigent Defense	1,293	1,308	3,500	3,500
2000-2100-521312	Language Translator	1,718	1,419	4,110	4,110
2000-2100-521313	Collection Agency Fees	-	-	1	1
	Total	\$ 3,011	\$ 2,727	\$ 7,761	\$ 7,761
Municipal Court Administration					
Purchased Property Services					
2000-2100-522201	Office Equipment Maintenance	\$ 310	\$ -	\$ 600	\$ 600
2000-2100-522322	Equipment Leases	468	528	735	750
	Total	778	528	1,335	1,350
Other Purchased Services					
2000-2100-523203	Cell Phones	960	960	960	960
2000-2100-523300	Advertising/Public Notices	250	25	365	500
2000-2100-523600	Dues & Professional Fees	1,198	1,158	1,430	1,370
2000-2100-523700	Certification/ Educ/Training	3,836	4,869	10,050	11,150
	Total	6,244	7,012	12,805	13,980
Supplies					
2000-2100-531100	Office Supplies	5,382	1,983	6,000	6,000
2000-2100-531400	Subscriptions & Periodicals	712	503	670	670
2000-2100-531601	Office Equipment	1,149	1,398	2,045	2,045
2000-2100-531703	Emp/Council & Comm. Relations	880	383	1,000	1,360
	Total	8,124	4,268	9,715	10,075
Department Total: Municipal Court		\$ 538,111	\$ 544,845	\$ 629,503	\$ 641,444
Police					
Police Administration					
Salaries & Wages					
3000-3210-511000	Salaries & Wages	379,614	404,363	401,516	413,630
3000-3210-511300	Overtime	97	60	2,882	2,966
	Total	379,711	404,423	404,398	416,596

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Employee Benefits					
3000-3210-512100	Group Insurance	41,602	48,713	60,869	64,188
3000-3210-512200	FICA Tax	28,443	30,140	30,137	30,919
3000-3210-512400	Retirement Contrib/Pension	29,553	38,382	39,107	43,742
	Total	99,597	117,235	130,113	138,849
Purchased Professional & Technical Services					
3000-3210-521200	Professional Services	72,799	77,625	79,140	80,000
3000-3210-521303	Maintenance Tech/ Contracts	-	47,817	13,179	57,000
	Total	72,799	125,442	92,319	137,000
Purchased Property Services					
3000-3210-522130	Bldg. Maintenance/Cleaning	9,941	10,470	14,647	14,000
	Total	9,941	10,470	14,647	14,000
Other Purchased Services					
3000-3210-523203	Cell Phones	-	-	800	1,920
3000-3210-523600	Dues & Professional Fees	691	505	655	405
3000-3210-523700	Certification/ Educ/Training	65,187	55,398	59,845	60,000
	Total	65,877	55,903	61,300	62,325
Supplies					
3000-3210-531100	Office Supplies	22,949	17,978	20,470	21,000
3000-3210-531210	Water/Sewer	2,118	2,088	2,000	1,900
3000-3210-531230	Electric	142,087	157,323	156,000	157,000
3000-3210531702	Employee Relations	-	270	330	580
3000-3210531706	Uniforms	1,493	1,140	1,200	1,100
	Total	168,647	178,799	180,000	181,580
Total: Police Administration		796,573	892,272	882,777	950,350
Criminal Investigations Division					
Salaries & Wages					
3000-3221-511000	Salaries & Wages	528,036	535,779	597,116	624,563
3000-3221-511300	Overtime	15,151	25,448	29,291	33,303
	Total	543,188	561,227	626,407	657,866
Employee Benefits					
3000-3221-512100	Group Insurance	107,750	130,277	154,363	154,303
3000-3221-512200	FICA Tax	40,384	41,648	47,905	50,327
3000-3221-512400	Retirement Contrib/Pension	59,991	47,867	57,656	63,759
	Total	\$ 208,126	\$ 219,793	\$ 259,924	\$ 268,388

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General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Criminal Investigations Division					
Purchased Property Services					
3000-3221-522201	Office Equipment Maintenance	\$ -	\$ -	\$ 500	\$ 500
	Total	-	-	500	500
Other Purchased Services					
3000-3221-523600	Dues & Professional Fees	300	1,000	1,100	1,100
	Total	300	1,000	1,100	1,100
Supplies					
3000-3221-531104	Supplies	338	687	579	1,240
3000-3221-531107	Evidence Collection & Processing	564	35	5,000	5,000
3000-3221-531601	Office Equipment	-	-	500	500
3000-3221-531603	Police Equipment	2,257	3,522	4,569	4,790
3000-3221-531604	Police Vests	10,529	8,784	11,155	16,952
3000-3221-531703	Emp/Council & Comm. Relations	6,009	11,125	12,249	12,028
3000-3221-531706	Uniforms	5,459	4,083	6,726	6,726
	Total	25,156	28,236	40,778	47,236
Total: Criminal Investigations Division		776,769	810,256	928,709	975,090
Police Uniform Division					
Salaries & Wages					
3000-3223-511000	Salaries & Wages	2,351,822	2,441,015	2,619,730	2,659,618
3000-3223-511101	Part Time Salaries & Wages	15,917	19,096	3,000	-
3000-3223-511300	Overtime	176,269	148,188	203,808	205,677
	Total	2,544,008	2,608,299	2,826,538	2,865,295
Employee Benefits					
3000-3223-512100	Group Insurance	471,718	541,876	615,097	599,030
3000-3223-512200	FICA Tax	187,719	194,455	215,514	219,195
3000-3223-512400	Retirement Contrib/Pension	173,495	221,991	251,940	274,951
	Total	832,931	958,323	1,082,551	1,093,176
Purchased Professional & Technical Services					
3000-3223-521312	Language Translator	895	999	2,000	1,500
	Total	895	999	2,000	1,500
Purchased Property Services					
3000-3223-522201	Office Equipment Maintenance	404	142	1,000	1,000
3000-3223-522206	Repairs & Maint - Equipment	3,115	7,524	5,430	7,150
	Total	3,519	7,666	6,430	8,150

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General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Other Purchased Services					
3000-3223-523203	Cell Phones	-	-	480	960
3000-3223-523600	Dues & Professional Fees	-	-	100	100
	Total	-	-	580	1,060
Supplies					
3000-3223-531108	Prisoner Medical & Supply	3,992	8,246	14,200	16,200
3000-3223-531111	Supplies - K-9	7,130	20,563	8,720	7,971
3000-3223-531603	Police Equipment	48,912	36,112	27,387	29,576
3000-3223-531706	Uniforms	23,730	30,874	29,779	37,089
	Total	83,765	95,794	80,086	90,836
Total: Police Uniform Division		3,465,118	3,671,080	3,998,185	4,060,017
Police Support Services Division					
Salaries & Wages					
3000-3224-511000	Salaries & Wages	288,229	328,147	386,754	402,208
3000-3224-511101	Part Time Salaries & Wages	103,409	107,957	172,934	193,840
3000-3224-511300	Overtime	12,671	15,038	19,228	20,050
	Total	404,309	451,141	578,917	616,098
Employee Benefits					
3000-3224-512100	Group Insurance	76,281	94,148	115,757	105,831
3000-3224-512200	FICA Tax	29,741	32,986	44,287	47,131
3000-3224-512400	Retirement Contrib/Pension	20,908	28,950	36,606	40,142
	Total	126,930	156,085	196,650	193,105
Purchased Property Services					
3000-3224-522201	Office Equipment Maintenance	-	-	3,000	3,000
	Total	\$ -	\$ -	\$ 3,000	\$ 3,000
Police Support Services Division					
Other Purchased Services					
3000-3224-523202	Support Agreements	\$ 141,450	\$ 209,461	\$ 180,108	\$ 195,908
3000-3224-523600	Dues & Professional Fees	-	295	535	500
3000-3224-523902	Records Destruction	474	1,135	700	700
	Total	141,924	210,891	181,343	197,108
Supplies					
3000-3224-531101	Postage	6,842	7,460	7,120	7,120
3000-3224-531107	Evidence Collection & Processing	15,790	12,483	12,500	12,010
3000-3224-531601	Office Equipment	8,048	8,689	6,400	6,400
3000-3224-531602	Computer Upgrades	224,025	82,112	49,709	168,353
3000-3224-531603	Police Equipment	25,820	18,149	199,815	40,000
3000-3224-531706	Uniforms	-	-	15,465	15,500
	Total	280,525	128,894	291,009	249,383
Total: Police Support Svcs Division		953,688	947,011	1,250,919	1,258,694

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General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Police Dispatch					
Salaries & Wages					
3000-3270-511000	Salaries & Wages	444,055	427,284	513,042	538,992
3000-3270-511101	Part Time Salaries & Wages	-	-	28,200	29,074
3000-3270-511300	Overtime	25,061	33,439	39,647	33,071
	Total	469,117	460,723	580,889	601,137
Employee Benefits					
3000-3270-512100	Group Insurance	138,761	142,301	183,928	125,831
3000-3270-512200	FICA Tax	32,851	32,601	43,421	45,987
3000-3270-512400	Retirement Contrib/Pension	29,700	38,310	49,902	57,299
	Total	201,312	213,212	277,251	229,117
Purchased Property Services					
3000-3270-522322	Equipment Leases	-	1,382	3,492	3,240
	Total	-	1,382	3,492	3,240
Other Purchased Services					
3000-3270-523202	Support Agreements	32,653	34,046	39,240	37,500
	Total	32,653	34,046	39,240	37,500
Supplies					
3000-3270-531100	Office Supplies	-	-	200	200
3000-3270-531601	Office Equipment	32,553	30,740	61,640	6,210
	Total	32,553	30,740	61,840	6,410
Machinery & Equipment					
3000-3270-542400	Computers	2,949	3,931	4,000	4,000
	Total	2,949	3,931	4,000	4,000
	Total: Police Dispatch	738,583	744,034	966,712	881,405
Consolidated Vehicle Maintenance Division					
Purchased Property Services					
3000-3290-522202	Vehicle Repairs/Maintenance	112,809	116,836	126,117	132,314
3000-3290-522207	Vehicle Accident Repairs	34,147	24,274	30,000	30,000
3000-3290-522322	Equipment Leases	-	38,084	38,085	38,398
	Total	146,956	179,195	194,202	200,712
Other Purchased Services					
3000-3290-523101	Insurance Deductible	4,995	6,772	7,000	6,000
3000-3290-523600	Dues & Professional Fees	475	479	629	629
3000-3290-523903	Emissions/Tags/Titles	1,490	1,308	2,749	3,100
	Total	6,960	8,559	10,378	9,729

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General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Supplies					
3000-3290-531270	Fuel & Oil	307,480	272,209	310,712	320,000
3000-3290-531603	Police Equipment	8,976	10,122	28,002	9,988
	Total	316,456	282,332	338,714	329,988
Machinery & Equipment					
3000-3290-542100	Machinery	138,830	-	-	-
	Total	138,830	-	-	-
Total: Consolidated Vehicle Maintenance Division		\$ 609,203	\$ 470,085	\$ 543,294	\$ 540,429
Red Light Monitoring					
Purchased Property Services					
3000-3295-522322	Equipment Leases	\$ 114,300	\$ 38,000	\$ -	\$ -
	Total	114,300	38,000	-	-
Total: Red Light Monitoring		114,300	38,000	-	-
Department Total: Police		\$ 7,454,234	\$ 7,572,737	\$ 8,570,595	\$ 8,665,984
Public Works					
Public Works Administration					
Salaries & Wages					
4000-4100-511000	Salaries & Wages	560,768	584,552	722,331	739,709
4000-4100-511101	Part Time Salaries & Wages	26,387	23,629	73,929	81,475
4000-4100-511300	Overtime	49,404	47,305	60,092	58,020
	Total	636,558	655,486	856,352	879,203
Employee Benefits					
4000-4100-512100	Group Insurance	179,722	200,989	294,030	256,360
4000-4100-512200	FICA Tax	46,730	47,448	62,540	67,259
4000-4100-512400	Retirement Contrib/Pension	41,517	55,944	67,868	73,421
	Total	267,968	304,381	424,437	397,040
Purchased Professional & Technical Services					
4000-4100-521200	Professional Services	-	4,805	17,001	12,802
	Total	-	4,805	17,001	12,802
Purchased Property Services					
4000-4100-522202	Vehicle Repairs/Maintenance	10,939	10,660	15,390	16,980
4000-4100-522203	General Emergency Repairs	42,417	12,383	19,825	25,825
4000-4100-522206	Repairs & Maint - Equipment	32,683	32,644	31,880	28,480
4000-4100-522208	Repairs & Maint - Streets/ Sidewalks	1,324	9,332	7,500	7,500
4000-4100-522321	Linen/Uniform Rental Service	7,205	4,923	7,360	7,360
	Total	94,568	69,941	81,955	86,145

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Other Purchased Services					
4000-4100-523203	Cell Phones	3,849	3,620	5,640	5,520
4000-4100-523600	Dues & Professional Fees	-	4,302	4,750	4,750
4000-4100-523700	Certification/ Educ/Training	3,400	4,016	8,570	5,740
	Total	7,248	11,937	18,960	16,010
Supplies					
4000-4100-531100	Office Supplies	17,562	4,102	1,850	1,850
4000-4100-531103	Signs/Banners	11,666	8,522	9,250	11,300
4000-4100-531104	Supplies	24,640	17,932	19,300	19,500
4000-4100-531108	Prisoner Medical & Supply	11,171	22,085	10,630	14,000
4000-4100-531109	Safety / Disaster Mgmt Supplies & Equipment	739	14,913	37,400	40,000
4000-4100-531210	Water/Sewer	2,069	1,879	2,220	2,340
4000-4100-531220	Gas	2,577	3,657	3,525	3,960
4000-4100-531230	Electric	10,225	10,024	10,728	11,220
4000-4100-531235	Cable	823	846	964	-
4000-4100-531600	Small Equipment	-	2,323	4,036	5,750
4000-4100-531702	Employee Relations	-	134	-	-
4000-4100-531703	Emp/Council & Comm. Relations	2,994	2,628	4,100	3,400
	Total	84,466	89,046	104,003	113,320
Machinery & Equipment					
4000-4100-542100	Machinery	-	103,269	30,000	-
4000-4100-542200	Vehicles	-	81,187	-	-
	Total	-	184,456	30,000	-
Total: Public Works Administration		1,090,808	1,320,051	1,532,709	1,504,521
Community Enhancement					
Supplies					
4000-4120-531110	Veterans Flags & Markers	5,429	2,983	6,050	6,050
4000-4120-531707	Holiday Decorations	15,328	14,488	17,004	15,500
	Total	20,757	17,472	23,054	21,550
Total: Community Enhancement		\$ 20,757	\$ 17,472	\$ 23,054	\$ 21,550
Citywide Building/Property Maintenance					
Purchased Professional & Technical Services					
4000-4125-521303	Maintenance Tech/ Contracts	\$ 94,735	\$ 52,073	\$ 69,796	\$ 67,481
	Total	94,735	52,073	69,796	67,481
Purchased Property Services					
4000-4125-522130	Bldg. Maintenance/Cleaning	9,385	10,133	8,232	10,000
4000-4125-522210	General Repairs	54,265	98,379	103,501	90,000
	Total	63,650	108,512	111,733	100,000
Total: Citywide Building/Property Maintenance		158,385	160,585	181,529	167,481
Department Total: Public Works		\$ 1,269,950	\$ 1,498,108	\$ 1,737,292	\$ 1,693,552

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General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Parks & Recreation					
Cultural Recreation Administration					
Salaries & Wages					
6000-6110-511100	Salaries & Wages	541,767	537,538	537,031	574,999
6000-6110-511101	Part Time Salaries & Wages	143,178	166,701	184,972	183,204
6000-6110-511200	Seasonal/Temporary	124,583	166,982	197,100	140,040
6000-6110-511300	Overtime	2,911	2,977	4,174	3,783
	Total	812,439	874,198	923,278	902,026
Employee Benefits					
6000-6110-512100	Group Insurance	160,529	160,512	192,881	151,786
6000-6110-512200	FICA Tax	60,202	65,081	63,963	69,005
6000-6110-512400	Retirement Contrib/Pension	40,291	50,887	57,378	58,889
	Total	261,022	276,480	314,221	279,679
Purchased Property Services					
6000-6110-522130	Bldg. Maintenance/Cleaning	156,574	166,127	171,084	137,648
6000-6110-522144	Landscaping Buntin Road park	12,008	10,759	12,528	12,528
6000-6110-522149	Landscaping	-	-	-	42,636
6000-6110-522202	Vehicle Repairs/Maintenance	111	389	25	500
6000-6110-522206	Repairs & Maint - Equipment	-	192	-	800
	Total	168,693	177,466	183,637	194,112
Other Purchased Services					
6000-6110-523203	Cell Phones	4,890	6,240	6,000	7,680
6000-6110-523301	Advertising/Promotions	9,502	12,582	7,388	8,602
6000-6110-523500	Travel/Parking	1,736	1,863	2,128	2,663
6000-6110-523600	Dues & Professional Fees	4,735	1,530	1,555	2,015
6000-6110-523700	Certification/ Educ/Training	7,043	4,126	5,885	5,640
6000-6110-523801	Software Licenses	9,656	11,329	10,020	12,840
	Total	37,560	37,670	32,976	39,440
Supplies					
6000-6110-531100	Office Supplies	3,533	3,051	4,505	4,023
6000-6110-531235	Cable	-	838	1,410	-
6000-6110-531601	Office Equipment	1,436	4,179	345	570
6000-6110-531702	Employee Relations	-	75	-	-
6000-6110-531703	Emp/Council & Comm. Relations	3,623	5,768	6,274	5,150
6000-6110-531706	Uniforms	2,877	4,274	3,200	4,200
6000-6110-531720	Park Projects	(251)	190	1,700	3,000
	Total	11,219	18,375	17,434	16,943

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General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Cultural Recreation Administration					
Machinery & Equipment					
6000-6110-542200	Vehicles	18,477	18,755	-	-
	Total	18,477	18,755	-	-
Total: Cultural Recreation Administration		1,309,410	1,402,944	1,471,546	1,432,200
Recreation Programs					
Other Purchased Services					
6000-6115-523850	Contract Labor	64,432	75,247	85,000	78,000
	Total	\$ 64,432	\$ 75,247	\$ 85,000	\$ 78,000
Recreation Programs					
Supplies					
6000-6115-531104	Supplies	\$ 28,230	\$ 32,984	\$ 27,801	\$ 22,152
6000-6115-531105	Seniors Program Supplies	10,905	12,731	13,000	12,000
6000-6115-531106	Program Development/ Expansion	1,239	2,691	2,680	3,000
6000-6115-531300	Food / Concession Supplies	1,240	1,569	921	1,000
6000-6115-531600	Small Equipment	5,905	5,116	4,278	7,000
6000-6115-531800	Special Events	3,496	4,391	7,218	7,200
	Total	51,016	59,481	55,898	52,352
Total: Recreation Programs		115,448	134,728	140,898	130,352
Festival Center					
Purchased Property Services					
6000-6190-522130	Bldg. Maintenance/Cleaning	-	-	9,450	-
6000-6190-522321	Linen/Uniform Rental Service	3,112	3,374	4,800	4,800
	Total	3,112	3,374	14,250	4,800
Supplies					
6000-6190-531210	Water/Sewer	7,699	5,016	8,658	9,000
6000-6190-531220	Gas	7,680	5,931	4,860	10,500
6000-6190-531230	Electric	20,742	19,655	20,100	28,460
6000-6190-531235	Cable	-	794	1,013	-
6000-6190-531600	Small Equipment	-	4,500	-	-
	Total	36,121	35,896	34,631	47,960
Total: Festival Center		39,233	39,270	48,881	52,760
W.P. Jones Park					
Supplies					
6000-6217-531210	Water/Sewer	2,550	1,496	4,800	4,800
6000-6217-531220	Gas	1,316	1,662	1,700	3,000
6000-6217-531230	Electric	5,442	6,753	6,000	6,000
6000-6217-531235	Cable	814	1,996	2,164	-
	Total	10,122	11,907	14,664	13,800
Total: W.P. Jones Park		10,122	11,907	14,664	13,800

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Rogers Bridge Park					
Purchased Property Services					
6000-6218-522320	Equipment Rental	3,380	3,380	3,380	3,120
	Total	3,380	3,380	3,380	3,120
Supplies					
6000-6218-531210	Water/Sewer	9,668	7,362	10,740	14,500
6000-6218-531230	Electric	2,239	2,374	2,900	2,900
	Total	11,907	9,735	13,640	17,400
Total: Rogers Bridge Park		15,287	13,115	17,020	20,520
W.P. Jones Park Tennis					
Supplies					
6000-6220-531210	Water/Sewer	1,179	659	971	1,320
6000-6220-531230	Electric	7,315	7,150	7,075	7,980
	Total	8,494	7,809	8,046	9,300
Total: W.P. Jones Park Tennis		8,494	7,809	8,046	9,300
Bunten Park Tennis					
Supplies					
6000-6221-531230	Electric	2,926	2,741	3,900	4,500
	Total	2,926	2,741	3,900	4,500
Total: Bunten Park Tennis		2,926	2,741	3,900	4,500
Bunten Park Athletics					
Supplies					
6000-6222-531210	Water/Sewer	9,775	8,571	7,140	12,000
6000-6222-531220	Gas	1,020	1,392	2,000	3,000
6000-6222-531230	Electric	67,687	67,943	63,725	75,000
6000-6222-531600	Small Equipment	11,525	9,892	9,340	34,696
	Total	90,007	87,798	82,205	124,696
Total: Bunten Park Athletics		\$ 90,007	\$ 87,798	\$ 82,205	\$ 124,696
Scott Hudgens Park Athletics					
Supplies					
6000-6223-531210	Water/Sewer	\$ 1,160	\$ 1,134	\$ 2,040	\$ 2,040
6000-6223-531230	Electric	3,848	3,616	3,750	4,500
	Total	5,008	4,750	5,790	6,540
Total: Scott Hudgens Park Athletics		5,008	4,750	5,790	6,540
Department Total: Parks & Recreation		\$ 1,595,935	\$ 1,705,062	\$ 1,792,950	\$ 1,794,668

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Planning & Development					
Planning & Development Admin					
Salaries & Wages					
7000-7410-511000	Salaries & Wages	345,610	338,384	394,449	408,549
7000-7410-511101	Part Time Salaries & Wages	-	8,731	-	-
7000-7410-511300	Overtime	1,377	1,936	2,813	3,278
	Total	346,988	349,051	397,262	411,828
Employee Benefits					
7000-7410-512100	Group Insurance	54,677	58,920	87,131	87,046
7000-7410-512200	FICA Tax	26,271	26,789	30,196	31,505
7000-7410-512400	Retirement Contrib/Pension	28,951	29,430	39,461	42,144
	Total	109,899	115,138	156,788	160,696
Purchased Professional & Technical Services					
7000-7410-521200	Professional Services	288,274	53,984	47,080	85,760
7000-7410-521302	Building Inspector	6,210	-	-	-
	Total	294,484	53,984	47,080	85,760
Purchased Property Services					
7000-7410-522201	Office Equipment Maintenance	25	190	250	250
7000-7410-522202	Vehicle Repairs/Maintenance	74	18	1,000	1,000
	Total	99	208	1,250	1,250
Other Purchased Services					
7000-7410-523203	Cell Phones	1,466	2,032	2,112	1,728
7000-7410-523300	Advertising/Public Notices	1,674	3,050	5,300	5,000
7000-7410-523400	Printing & Binding	2,690	1,067	2,250	2,000
7000-7410-523500	Travel/Parking	810	1,112	2,852	3,735
7000-7410-523600	Dues & Professional Fees	1,109	380	1,880	980
7000-7410-523700	Certification/ Educ/Training	5,806	7,097	7,160	7,140
	Total	13,555	14,738	21,554	20,583
Supplies					
7000-7410-531100	Office Supplies	2,434	5,793	5,000	5,000
7000-7410-531104	Supplies	992	1,044	1,475	1,500
7000-7410-531400	Subscriptions & Periodicals	630	84	1,196	1,195
7000-7410-531703	Emp/Council & Comm. Relations	927	732	1,500	1,500
	Total	4,983	7,653	9,171	9,195
Total: Planning & Development Admin		770,008	540,772	633,105	689,311

FISCAL YEAR 2017

General Fund Line Item Expenditures

Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Street Lights					
Purchased Property Services					
7000-7415-522210	General Repairs	420	-	-	-
	Total	420	-	-	-
Supplies					
7000-7415-531230	Electric	310,411	324,005	327,000	329,640
	Total	310,411	324,005	327,000	329,640
	Total: Street Lights	310,831	324,005	327,000	329,640
Economic Development					
Salaries & Wages					
7000-7520-511000	Salaries & Wages	83,951	112,678	135,700	139,870
	Total	83,951	112,678	135,700	139,870
Employee Benefits					
7000-7520-512100	Group Insurance	19,779	23,895	30,116	27,525
7000-7520-512200	FICA Tax	6,094	8,312	10,381	10,700
7000-7520-512400	Retirement Contrib/Pension	7,214	10,171	12,483	13,846
	Total	\$ 33,087	\$ 42,378	\$ 52,980	\$ 52,071
Economic Development					
Other Purchased Services					
7000-7520-523203	Cell Phones	\$ 800	\$ 960	\$ 1,920	\$ 960
7000-7520-523500	Travel/Parking	-	246	300	300
7000-7520-523600	Dues & Professional Fees	14,884	14,912	16,280	16,280
7000-7520-523700	Certification/ Educ/Training	1,003	1,756	6,630	6,000
	Total	16,688	17,874	25,130	23,540
Supplies					
7000-7520-531100	Office Supplies	182	598	1,250	1,250
7000-7520-531400	Subscriptions & Periodicals	-	282	1,426	1,296
7000-7520-531601	Office Equipment	845	-	-	-
7000-7520-531704	Citywide Promotions	760	8,433	18,000	18,000
	Total	1,787	9,313	20,676	20,546
	Total: Economic Development	135,514	182,244	234,486	236,027
Department Total: Planning & Development		\$ 1,216,353	\$ 1,047,021	\$ 1,194,591	\$ 1,254,978

FISCAL YEAR 2017

General Fund Line Item Expenditures

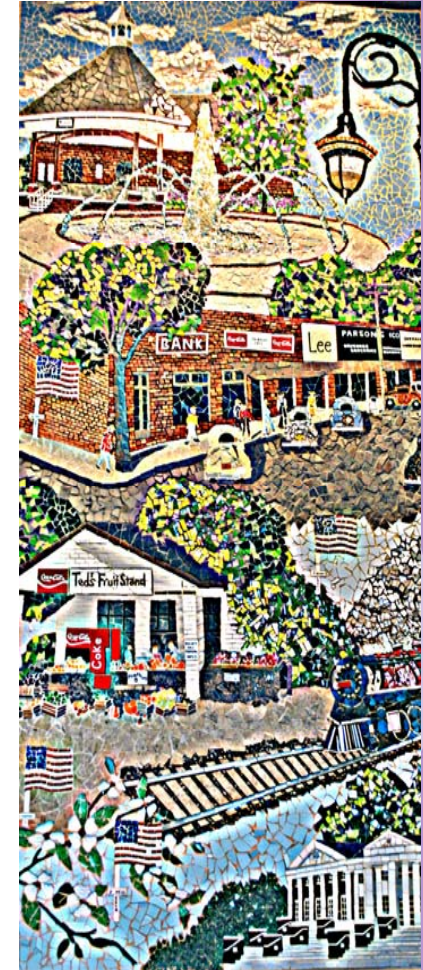
Account Number	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2017 Adopted Budget
Debt Service					
Citywide Software/ BOA					
Principal					
8100-581300	Other Debt Principal	397,389	-	-	-
Total		397,389	-	-	-
Interest					
8100-582300	Interest Expense	14,702	-	-	-
Total		14,702	-	-	-
Total: Citywide Software/ BOA		412,091	-	-	-
Department Total: Debt Service		\$ 412,091	\$ -	\$ -	\$ -
Other Financing Uses					
Operating Transfers Out					
9000-611007	Transfer to 222 HEAT Grant	17,831	-	-	-
9000-611014	Transfer to SPLOST 2005	-	-	5,047	-
9000-611041	Transfer to Workers Comp 600	250,000	250,000	250,000	250,000
9000-611042	Transfer to Fund 700 DDA	667,141	828,428	1,608,530	1,354,528
9000-611044	Transfer to Fund 770 URA	710,328	999,789	1,022,812	1,024,190
9000-611048	Transfer to Fund 360	(62,452)	33,678	26,522	-
9000-611050	Transfer to SPLOST 09 Vehicles	-	-	54,362	-
9000-611058	Transfer to Police Capital Projects	85,193	-	-	-
9000-611059	Transfer to HRA Fund 601	82,748	70,000	70,000	70,000
9000-611060	Transfer to The Block CD 64	1,246	134,989	37,471	-
9000-611062	Transfer to Fund 209 Public Art	-	30,000	-	-
9000-611065	Transfer to Downtown Detention Facility CD-68	-	1,458,024	53,787	-
9000-611066	Transfer to Gateway Buford Hwy CD-69	-	5,762	5,728	-
9000-611067	Transfer to Tax Allocation District	-	-	-	3,000
Total		1,752,035	3,810,669	3,134,259	2,701,718
Department Total: Other Financing Uses		1,752,035	3,810,669	3,134,259	2,701,718
GENERAL FUND TOTAL EXPENDITURE		\$ 17,931,677	\$ 20,049,164	\$ 21,401,014	\$ 21,238,180

SUPPLEMENTAL INFORMATION

Demographic & Statistical Information

From the US Census Bureau, 2009-13 American Community Survey 5-Year Estimates

Total Estimated Population	29,193*	
Population Composition	White	41.4%
	Black	17.8%
	Hispanic	12.8%
	Asian	25.2%
Population by Age	Under 19	28.6%
	20 to 24	4.0%
	25 to 34	16.9%
	35 to 54	32.8%
	55 to 64	10.1%
	65 & over	7.5%
Median Age		
Educational Attainment (Population 25 to 64 years)	Less than high school graduate	1087
	High school graduate	3999
	Some college or associate's degree	3986
	Bachelor's degree or higher	7313
Number of Households	10,337	
Median family income	\$65,849	
Mean family income	\$79,168	
Per capita income	\$28,047	



Accounting System: The total set of records and procedures used to record, classify, and report information on the financial position and operations of an entity

Accrual Basis: The basis of accounting under which revenues are recorded in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred, regardless of the timing or related cash flows.

Adopted Budget: The budget formally approved by the City Council.

Appropriation: An authorization granted by a legislative body to impose obligations and to expend public funds for a specified purpose. An appropriation is usually limited in the amount and as to the time when it may be expended.

Audit: An examination of documents, records, reports, systems of internal control, accounting and financial procedure.

Authorized position: Positions approved by the City Council

Available Fund Balance: This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget: A budget in which planned funds available equal planned expenditures.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budget Adjustment: A legal procedure utilized by City staff to revise a budget appropriation. The Finance Manager has the authority to adjust expenditures within departmental budgets according to budget policy, but no change in the total budget can occur without approval of the Duluth City Council.

Budget Calendar: The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within limitations of available appropriations and available revenues.

Capital Improvement Plan: A plan for capital expenditures over a period of years to meet capital needs arising from the long-term work program or otherwise. Included are expenditures made for land, buildings, permanent public works projects, major reconstruction or renovation of structures, and major landscaping or park improvements.

Capital Outlays: Expenditures for the acquisition of capital assets such as equipment, vehicles, building improvements or major repairs.

Contingency: Funds appropriated by the City Council for unforeseen needs.

Deficit: An excess of expenditures or expense over revenues and resources.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time.

Debt Limit: The maximum amounts of debt that may be legally incurred.

Debt Service: Interest and principal payments associated with the issuance of debt.

Encumbrance: An amount of money committed for the payment of goods and services not yet received or paid for.

Expenditure: Costs of goods and services rendered whether paid or unpaid.

Fiscal Year: A 12-month period of time to which the budget applies. For the City of Duluth, the fiscal year begins on July 1 and ends on June 30.

Fund: An independent fiscal and accounting entity with interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance: The fund equity (excess of assets over liabilities) of governmental funds and trust funds.

Fund Type: Any one of three categories into which all funds are classified in governmental accounting. (Governmental, Proprietary, and Fiduciary) The eleven fund types are: general, special revenue, debt service, capital projects, permanent, enterprise, internal service, private purpose trust, pension trust, investment trust, and agency.

General Fund: The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. A government can have only one General Fund.

Grant: A contribution from one government unit to another, usually made for a specific purpose and time period.

Line Item Budget: A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

Interfund Transfers: Monies appropriated from one fund to another fund. This is done to reimburse the fund for expenses or to finance the operation of the other fund.

Interdepartmental Charges: Departments charging to perform or provide specific services to other City departments on a cost for services basis. The services performed are charged to the using department.

Investments: Securities, bonds and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations

Liabilities: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Millage: The tax rate on real property based on \$1 per \$1000 of assessed property value.

Modified Accrual Basis: The accrual basis of accounting adopted to the governmental fund type. It is a modified version of the full accrual basis of accounting that, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss). Expenditures are recorded when they are measurable and incurred while revenue is recorded when it is measurable and available.

Operating Costs: Costs incurred as a result of day-to-day operations.

Ordinance: A formal legislative enactment by a governing board. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the City boundaries. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which must be by resolution.

Property Tax: A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

Resolution: A special order of the City Council that has a lower legal standing than an ordinance.

Revenues: Monies received or anticipated by a local government from both tax and non-tax sources during the fiscal year.

Special Purpose Local Option Sales Tax (SPLOST): Tax levied at the rate of one percent which applies to the same items as the State sales tax, except that the special purpose local option sales tax also applies to sales of motor fuels and groceries. The City's share of voter-approved Gwinnett County SPLOST funds allow the City to proceed with capital improvement projects, without placing additional pressure on operating budgets or tax rates.

Surplus: An excess of the assets of a fund over its liabilities and reserved equity.

Tax Allocation District (TAD): The Georgia Redevelopment Powers Law gives cities and counties the authority to issue bonds to finance infrastructure and other redevelopment costs within a specifically defined area. A tax allocation district is a contiguous geographic area within the redevelopment area defined and created by resolution of the local legislative body for the purpose of issuing tax allocation bonds to finance the redevelopment costs within that area.

Transfer In/Out: Amount transferred from one fund to another to assist in financing the services of the recipient fund.





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