

General Fund Resources and Uses Forecast



FY 2012 - FY 2015

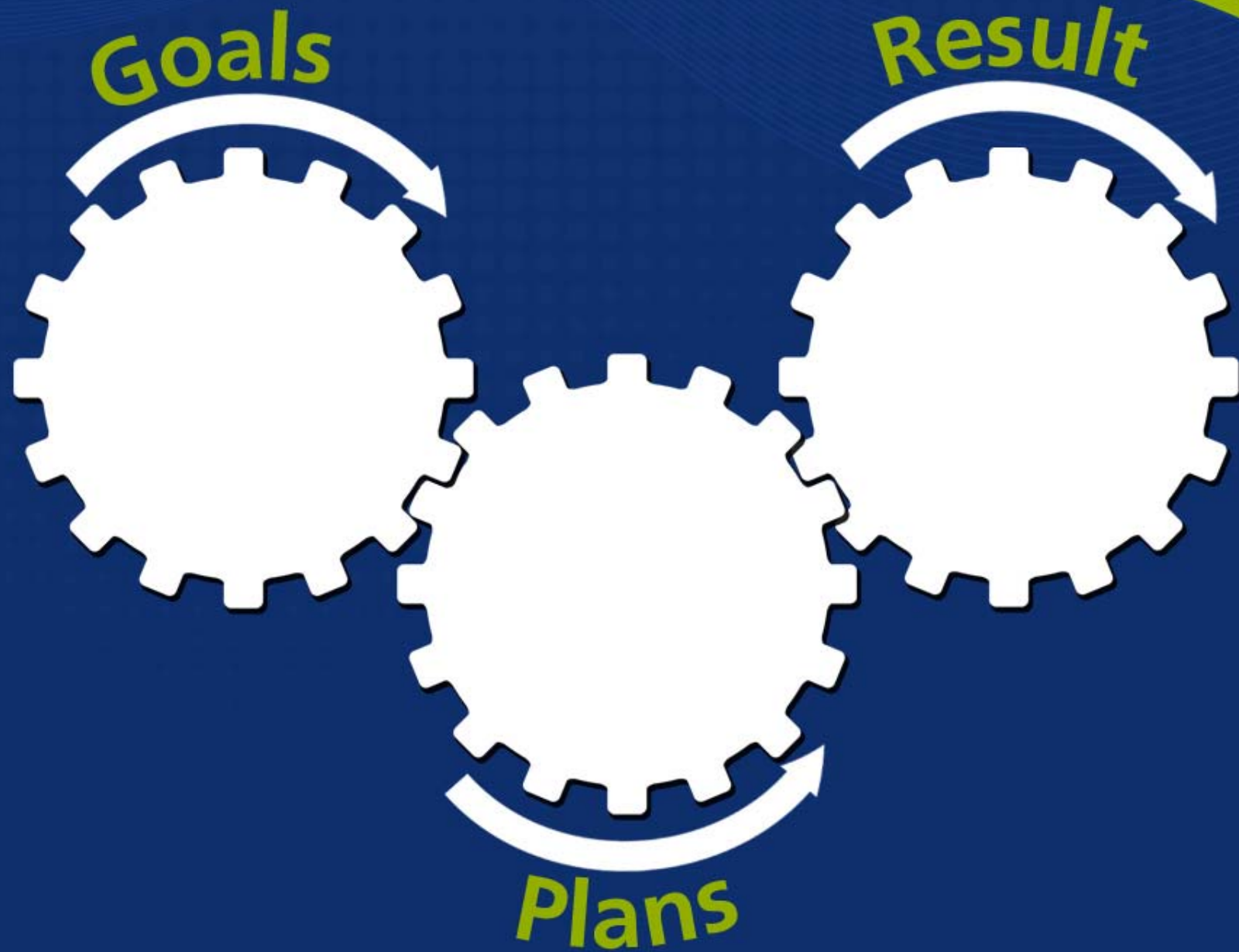
FUNDING NONOPERATING EXPENSES AND CAPITAL

Needs always exceed resources.

Bridging the Gap

with Common Sense Planning





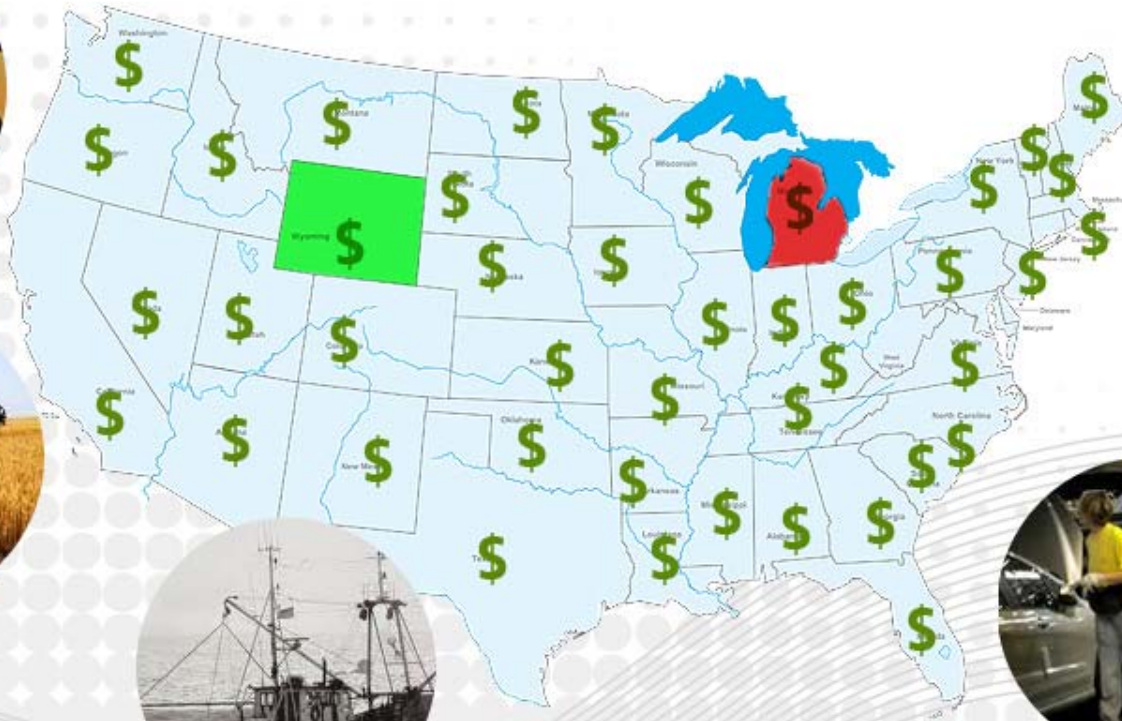
Goals

- Understand the current economic environment
- Identify key financial issues affecting Dunwoody
- Examine our General Fund operating income
- Examine our General Fund operating expenses
- Discuss methods to address our financial needs

EVERY STATE POSTED GDP GROWTH BETWEEN 2000 - 2010

- U.S DEPARTMENT OF COMMERCE

*The stability of just one or two industries in
any state can be much more important than
government planning or industrial policy.*



Dunwoody*
* Smart people – Smart city

EVERY STATE POSTED GDP GROWTH BETWEEN 2000 - 2010

- U.S DEPARTMENT OF COMMERCE



ALIGNMENT WITH COASTAL PORTS COULD PAY ATTRACTIVE RETURNS IN THE FUTURE.



UNCERTAINTY= STIFLED ECONOMIC GROWTH

- Decline in consumer spending
- Increase in the price of oil
- Lack of faith in businesses
- Upcoming presidential election



DEFICIT AFFECTS ON DUNWOODY

TAX

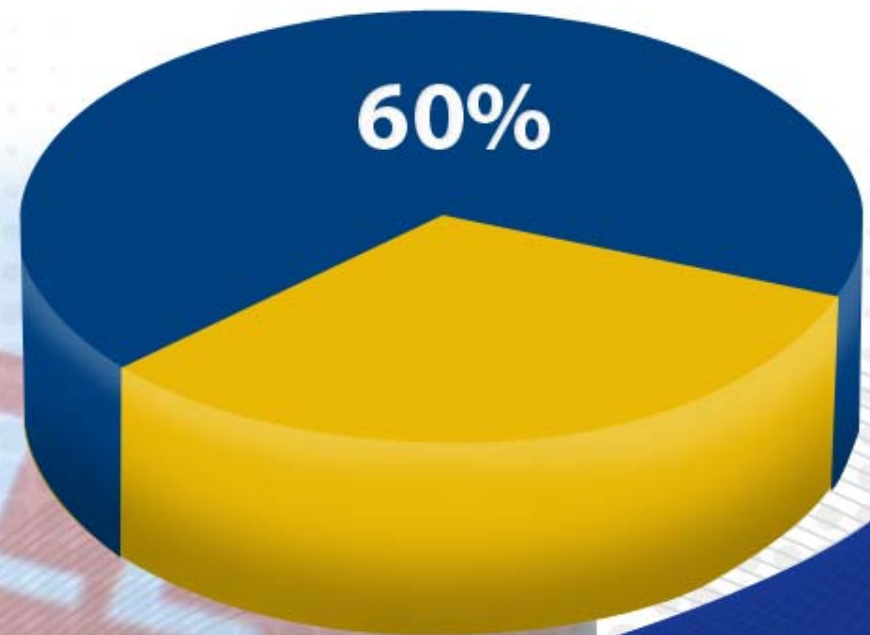
- Spending Cuts
- Tax Increases
- Burdens Shifted to County/State Levels



CURBING TAXES COULD BE CRIPLING

60% of revenue comes from:

- **Property Taxes**
- **Sales Taxes**
- **Franchise Fees**
- **Insurance Premiums Taxes**



EVALUATING LONG-TERM RESILIENCY IS CRITICAL

We should make deliberate efforts to ensure new programs, new departments, and even new employees can be sustained indefinitely.

plan + hire + **train** + work = \$



AN EDUCATED WORKFORCE IS A KEY TO SUCCESS

The strongest weapon for fiscal resiliency is ensuring our labor market is trained and ready for growth while attracting those businesses that will hire our labor.

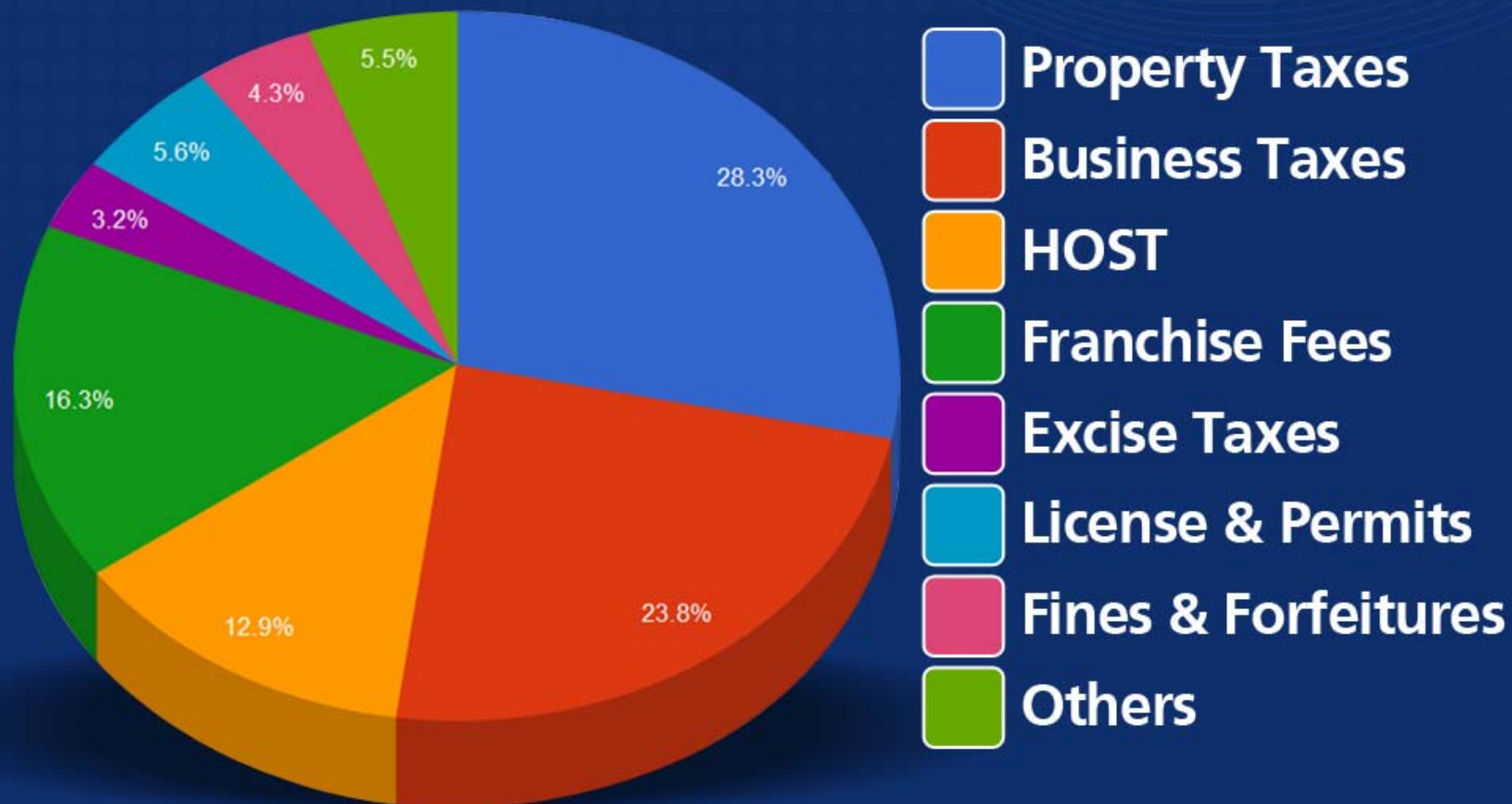


ADAPTATION TO CHANGE = SURVIVAL

Dunwoody must continue to evolve our planning processes as needed to address new issues, accommodate new stakeholders, keep up with best practices, and adapt to the changing needs of the organization.



Resources



Resources

	2009	2010	2011	2012	2013	2014	2015
Taxes	\$ 16,143,877	\$ 18,545,143	\$ 21,620,000	\$ 18,211,000	\$ 18,320,490	\$ 18,839,153	\$ 19,427,856
Property Taxes	6,500,861	6,262,609	5,850,000	5,723,000	5,466,890	5,584,752	5,757,807
Banking, Insurance & Occupational Taxes	2,158,910	4,617,312	4,660,000	4,810,000	4,922,800	5,038,512	5,157,215
Homestead Option Sales Tax	2,635,738	2,441,840	6,100,000	2,600,000	2,678,000	2,758,340	2,841,090
Franchise Fees	3,085,419	3,473,461	3,330,000	3,300,000	3,399,000	3,500,970	3,605,999
Alcohol & Motor Vehicle Excise Tax	647,781	675,535	660,000	655,000	674,650	694,890	715,736
Hotel/Motel Excise Tax	1,115,168	1,074,385	1,020,000	1,123,000	1,179,150	1,261,691	1,350,009
Licenses & Permits	\$ 1,174,800	\$ 944,671	\$ 1,010,000	\$ 872,000	\$ 887,360	\$ 903,181	\$ 919,476
Alcohol Beverage Licenses	735,389	385,315	350,000	360,000	360,000	360,000	360,000
Building Permits	421,936	559,356	650,000	512,000	527,360	543,181	559,476
Other Permits	17,475	-	10,000	-	-	-	-
Fines & Forfeitures	\$ 645,095	\$ 1,150,792	\$ 1,240,000	\$ 1,110,000	\$ 1,143,300	\$ 1,177,599	\$ 1,212,927
Municipal Court Fines & Forfeitures	645,095	1,143,749	1,240,000	1,100,000	1,133,000	1,166,990	1,202,000
Cash Confiscation	-	7,043	-	10,000	10,300	10,609	10,927
Other Revenues	\$ 412,870	\$ 529,130	\$ 742,000	\$ 1,028,500	\$ 518,455	\$ 533,859	\$ 549,724
Total Revenues	\$ 18,376,642	\$ 21,169,736	\$ 24,612,000	\$ 21,221,500	\$ 20,869,605	\$ 21,453,792	\$ 22,109,983



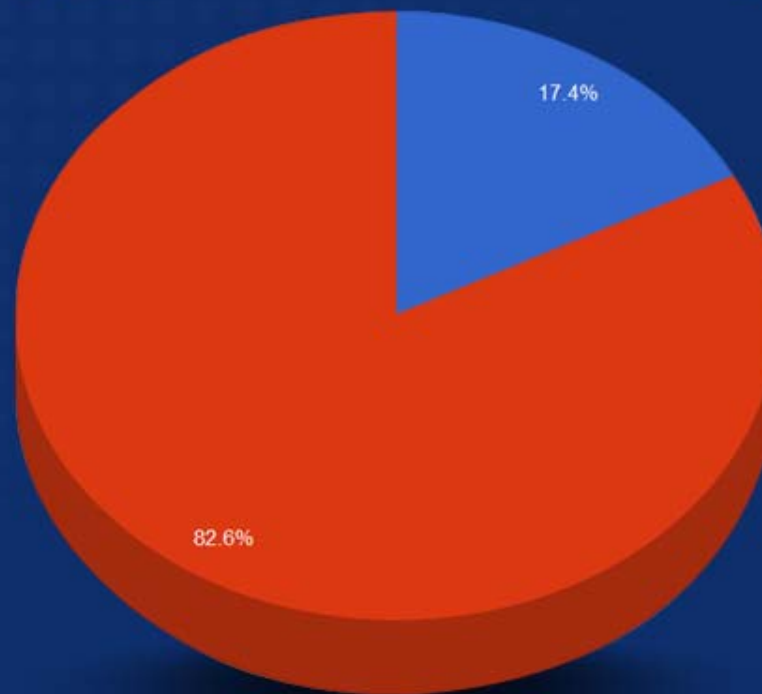
Resources

■ INELASTIC

Property Taxes
Banking Taxes
Insurance Taxes
HOST Taxes
Franchise Fees
Excise Taxes
License & Permits
Streetlight Fees

□ FLEXIBLE

Court Fines
Occupation Taxes



EXPENSES BY DEPARTMENT

	2009	2010	2011	2012	2013	2014	2015
Operating Expenses (departmental)							
City Council - 1110	\$ 141,770	\$ 172,535	\$ 191,904	\$ 198,277	\$ 201,814	\$ 205,479	\$ 209,277
City Manager - 1320	245,214	225,655	232,265	327,083	337,557	348,379	359,560
City Clerk - 1330	154,840	151,300	198,133	187,526	200,699	198,388	191,351
Finance & Admin - 1511	2,755,840	2,469,596	3,015,774	2,682,840	2,651,086	2,687,045	2,644,009
Legal - 1530	327,894	266,961	567,000	459,052	473,168	487,724	502,735
Information Technology - 1535	612,662	458,132	749,404	561,731	543,910	742,746	545,087
Marketing - 1570	78,375	187,518	218,477	288,907	297,574	306,501	315,696
Municipal Court - 2650	194,533	231,436	288,336	403,794	415,828	428,253	418,582
Police - 3200	5,059,654	4,705,030	7,406,741	5,782,984	6,414,480	6,622,180	6,368,888
E911 - 3800	-	-	217,065	369,500	380,585	392,003	403,763
Pulic Works & Admin - 4100	1,145,461	1,162,476	1,283,584	830,550	803,067	820,078	811,641
Public Works Maintenance - 4200	1,045,312	1,118,115	5,895,500	3,741,459	3,853,703	3,969,314	4,088,393
Parks & Recreation - 6200	-	764,447	2,562,963	2,216,774	2,248,760	2,287,886	2,312,345
Community Development - 7000	1,724,838	2,093,686	2,315,750	2,295,250	2,244,777	2,267,061	2,290,013
Contingency - 9000	-	-	575,000	575,000	592,250	610,018	628,318
Total Operating Expenditures	\$ 13,486,393	\$ 14,006,885	\$ 25,717,896	\$ 20,920,727	\$ 21,659,259	\$ 22,373,055	\$ 22,089,655

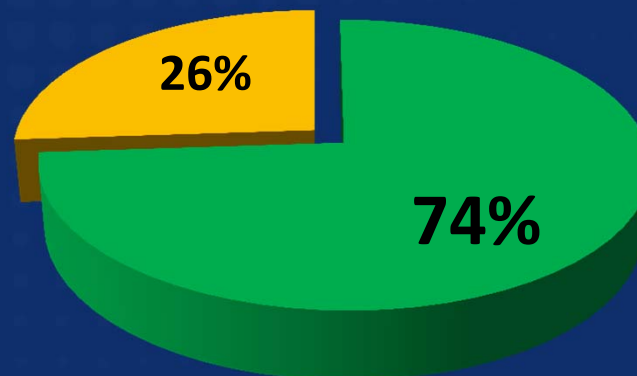


EXPENSES BY FUNCTION

	2009	2010	2011	2012	2013	2014	2015
Operating Expenses (itemized)							
Personnel Services	\$ 3,676,221	\$ 4,465,182	\$ 4,919,349	\$ 5,468,684	\$ 5,645,060	\$ 5,827,485	\$ 6,016,179
Purchased & Contracted Services	7,451,641	7,264,902	9,063,597	8,280,730	8,273,165	8,422,073	8,551,235
Supplies	907,316	944,192	1,331,660	1,305,989	1,359,869	1,416,835	1,477,127
Capital Outlays	1,016,216	211,293	-	25,000	25,750	26,523	27,318
Other Costs	-	-	575,000	575,000	592,250	610,018	628,318
Debt Service	-	8,092	-	-	-	-	-
Transfers	435,000	1,113,224	9,828,290	5,265,324	5,763,165	6,070,121	5,389,479
Total Operating Expenditures	\$ 13,486,393	\$ 14,006,885	\$ 25,717,896	\$ 20,920,727	\$ 21,659,259	\$ 22,373,055	\$ 22,089,655



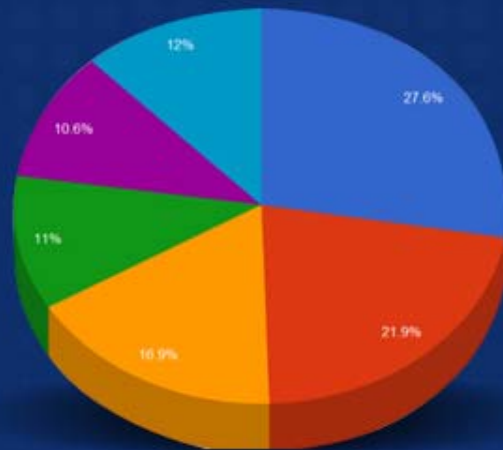
EXPENSES ARE ALSO INELASTIC



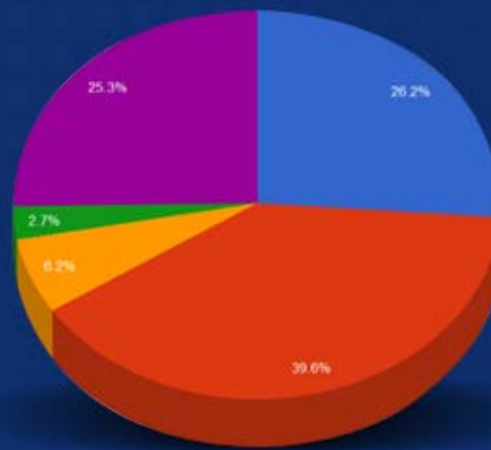
	2009	2010	2011	2012	2013	2014	2015
Inelastic	9,907,827	11,895,284	16,490,656	15,468,553	16,095,399	16,471,031	16,115,801
Elastic	3,578,566	2,111,601	9,227,240	5,452,174	5,563,859	5,902,023	5,973,855
Percent Inelastic	73%	85%	64%	74%	74%	74%	73%
Percent Elastic	27%	15%	36%	26%	26%	26%	27%

2012 EXPENSES

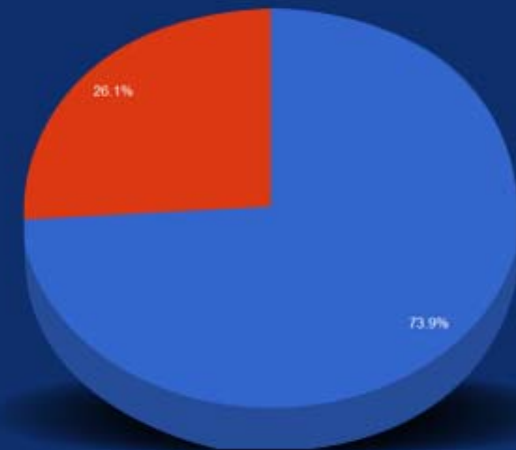
by Department



by Function



by Elasticity



FUNDING NONOPERATING EXPENSES AND CAPITAL

Needs always exceed resources.

OPTIONS

- 1. Reduce the Demand for Services**
- 2. Increase Pliable Revenues**
- 3. Finance Capital Needs**
- 4. Economic Development**
- 5. Public-Private Partnerships**
- 6. Outside Capital Funding**