



**Mayor & City Council
Regular Meeting Agenda**

Monday, March 27, 2023, 7:00 PM

Tucker City Hall

1975 Lakeside Pkwy, Ste 350B, Tucker, GA 30084

Members:

Frank Auman, Mayor
Roger W. Orlando, Council Member District 1, Post 1
Cara Schroeder, Council Member District 2, Post 1
Alexis Weaver, Council Member District 3, Post 1
Virginia Rece, Council Member District 1, Post 2
Noelle Monferdini, Council Member District 2, Post 2
Anne Lerner, Council Member District 3, Post 2

ZOOM Link: <https://us02web.zoom.us/j/83307494382> or Phone: 888 788 0099 (Toll Free) Webinar ID: 833 0749 4382

Pages

A. CALL TO ORDER

B. ROLL CALL

C. PLEDGE OF ALLEGIANCE

The pledge will be led by the new staff of the City of Tucker.

D. MAYOR'S OPENING REMARKS

E. PUBLIC COMMENTS

F. APPROVAL OF THE AGENDA

- Motion to approve/amend agenda

G. MONTHLY REPORTS

G.1 Financials - February 2023 3

G.2 Upcoming Agenda Items 25

H. PRESENTATIONS

H.1 Update on Economic Development Strategic Plan 26

H.2 Update on Special Purpose Local Option Sales Tax (SPLOST) 131

I. NEW BUSINESS

I.1 Comprehensive Plan 5-Year Update Kick Off and Public Hearing 137

I.2 Ordinance O2023-03-03 Stormwater 158

- First Read of an Ordinance to amend the Tucker Code to create Article I, Stormwater Utility, of Chapter 15, Utilities

I.3 Ordinance O2023-03-04 Charter

174

- First Read of an Ordinance for the purpose of amending the Charter of the City of Tucker

J. MAYOR AND COUNCIL COMMENTS

K. EXECUTIVE SESSION

- As required for personnel, real estate and/or litigation

L. ACTION AFTER EXECUTIVE SESSION

- As needed

M. ADJOURNMENT

- Motion to adjourn meeting



MEMO

To: Honorable Mayor and City Council Members
From: Beverly Hilton, Finance Director
CC: Tami Hanlin, City Manager
Date: March 27, 2023
RE: Memo for February 2023 Financials

Description for on Agenda:

February 2023 Monthly Financials

Issue:

Review Revenue and Expenditure Reports for all Funds as of February 28, 2023

Recommendation:

Review and discuss Revenue and Expenditure Reports for all Funds as of February 28, 2023

Background:

February completes the 8th month of fiscal year. We are 66.58% into the fiscal year. Staff brought Budget Amendment #1 to Council, and it was approved at the February 27 Regular Meeting.

Summary:

The financial trend in February has continued as in prior months with total revenue at or above budget and expenditures at or below expectations for the year. Franchise Fees and Business/Occupation Tax revenue will show significant increases in March due to timing of those receipts. The winners in Revenue are Alcohol Excise and Alcohol by the drink tax. Both are trending to be significantly ahead of last year. Another winner in Revenue is Building and Development permits in Community Development. Those revenues are currently 21% higher than the total for prior year. Seasonal revenue in Parks and Rec have started for their programs with one exceeding budget. All departments except for two are below projected in expenditures for the year. The departments at a slightly higher percentage used are attributed to timing of annual expenditures. Overall, the City is in sound financial shape.

The financial trend in February has continued as in prior months with total revenue at or above budget and expenditures at or below expectations for the year. Franchise Fees and Business/Occupation Tax revenue will show significant increases in March due to timing of those receipts. The winners in Revenue are Alcohol Excise and Alcohol by the drink tax. Both are trending to be significantly ahead of last year. Another winner in Revenue is Building and Development permits in Community Development. Those revenues are currently 21% higher than the total for prior year. Seasonal revenue in Parks and Rec have started for their programs with one exceeding budget. All departments except for two are below projected in expenditures (less than 66.58%) for the year. The departments at a slightly higher percentage used are due to timing of annual expenditures.

Overall, the City is in sound financial shape.

Financial Impact:

February 2023 Interim Financial statement attached

REVENUE AND EXPENDITURE REPORT FOR CITY OF TUCKER

Balance As of 02/28/2023
% Fiscal Year Completed: 66.58

GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdg Used
Fund: 100 GENERAL FUND						
Account Category: Revenues						
Department: 0000 NON DEPARTMENTAL						
100-0000-31.13100	MOTOR VEHICLE TAX	30,000.00	5,449.82	1,158.92	24,550.18	18.17
100-0000-31.13150	TITLE AD VALOREM TAX	1,000,000.00	634,720.65	94,335.29	365,279.35	63.47
100-0000-31.13400	INTANGIBLE TAXES	2,000.00	1,690.94	0.00	309.06	84.55
100-0000-31.16000	REAL ESTATE TRANSFER TAXES	1,000.00	657.38	0.00	342.62	65.74
100-0000-31.17000	FRANCHISE FEES	4,000,000.00	481,889.61	16,122.09	3,518,110.39	12.05
100-0000-31.42000	ALCOHOLIC BEVERAGE EXCISE TAX	545,000.00	393,951.47	45,938.37	151,048.53	72.28
100-0000-31.43000	LOCAL OPTION MIXED DRINK	145,000.00	85,419.08	11,527.14	59,580.92	58.91
100-0000-31.61000	BUSINESS & OCCUPATION TAXES	3,950,000.00	1,932,042.63	868,827.75	2,017,957.37	48.91
100-0000-31.62000	INSURANCE PREMIUM TAX	3,020,000.00	3,019,999.46	0.00	0.54	100.00
100-0000-31.63000	FINANCIAL INSTITUTIONS TAXES	125,000.00	0.00	0.00	125,000.00	0.00
100-0000-31.90000	PENALTIES AND INTEREST	55,000.00	39,497.29	119.34	15,502.71	71.81
100-0000-32.11000	ALCOHOLIC BEVERAGES	350,000.00	320,819.99	950.00	29,180.01	91.66
100-0000-32.12200	INSURANCE LICENSE	46,000.00	43,500.00	14,300.00	2,500.00	94.57
100-0000-34.11900	OTHER FEES	1,000.00	96.63	29.70	903.37	9.66
100-0000-34.93000	BAD CHECK FEES	500.00	320.00	0.00	180.00	64.00
100-0000-36.10000	INTEREST	240,000.00	177,276.17	28,127.74	62,723.83	73.87
100-0000-36.30000	UNREALIZED GAIN/LOSS ON INVESTMENT	(16,000.00)	(3,598.00)	0.00	(12,402.00)	22.49
100-0000-37.10000	CONTRIBUTIONS / DONATIONS	9,600.00	3,500.00	0.00	6,100.00	36.46
100-0000-38.90000	MISCELLANEOUS REVENUE	1,000.00	726.19	0.00	273.81	72.62
Total Dept 0000 - NON DEPARTMENTAL		13,505,100.00	7,137,959.31	1,081,436.34	6,367,140.69	52.85
Department: 1540 HUMAN RESOURCES						
100-1540-33.60000	LOCAL GOVERNMENT UNIT GRANT	2,500.00	1,250.00	0.00	1,250.00	50.00
Total Dept 1540 - HUMAN RESOURCES		2,500.00	1,250.00	0.00	1,250.00	50.00
Department: 2650 MUNICIPAL COURT						
100-2650-35.10000	MUNICIPAL COURT	51,000.00	2,054.81	(296,567.87)	48,945.19	4.03
100-2650-35.11000	TRAFFIC COURT	600,000.00	352,132.00	352,132.00	247,868.00	58.69
Total Dept 2650 - MUNICIPAL COURT		651,000.00	354,186.81	55,564.13	296,813.19	54.41
Department: 4224 SIDEWALKS						
100-4224-37.10000	SIDEWALK CONTRIBUTIONS	5,200.00	5,163.20	0.00	36.80	99.29
Total Dept 4224 - SIDEWALKS		5,200.00	5,163.20	0.00	36.80	99.29
Department: 6210 PARKS & RECREATION						
100-6210-31.91100	PENALTIES & INTEREST ON DELINQUENT	8,000.00	6,227.63	470.56	1,772.37	77.85
100-6210-33.70000	MILLAGE FROM DEKALB	2,050,000.00	1,959,301.16	13,513.85	90,698.84	95.58
100-6210-34.72001	CITY POOLS	58,500.00	18,615.00	59.00	39,885.00	31.82
100-6210-34.75000	PROGRAM FEES -- SUMMER CAMP	115,000.00	102,106.48	72,130.00	12,893.52	88.79
100-6210-34.75002	PROGRAM FEES - LEAGUES & TOURNAME	68,000.00	70,307.00	17,004.00	(2,307.00)	103.39
100-6210-34.75003	PROGRAM FEES -- OTHER	11,000.00	8,027.30	534.30	2,972.70	72.98
100-6210-34.75004	GYM MEMBERSHIPS	10,000.00	9,650.00	1,867.00	350.00	96.50
100-6210-34.75005	VENDING	2,900.00	574.00	0.00	2,326.00	19.79
100-6210-38.10000	RENTS & ROYALTIES	50,000.00	43,837.10	1,380.00	6,162.90	87.67
100-6210-38.10001	RENTS - FILM INDUSTRY	95,000.00	80,484.00	25,500.00	14,516.00	84.72
100-6210-38.90000	MISCELLANEOUS REVENUE	100.00	13.00	0.00	87.00	13.00
Total Dept 6210 - PARKS & RECREATION		2,468,500.00	2,299,142.67	132,458.71	169,357.33	93.14
Department: 7210 COMMUNITY DEVELOPMENT						

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdg Used
Fund: 100 GENERAL FUND						
Account Category: Revenues						
Department: 7210 COMMUNITY DEVELOPMENT						
100-7210-32.22000	BUILDING PERMITS	800,000.00	695,839.47	234,994.90	104,160.53	86.98
100-7210-32.22100	DEVELOPMENT PERMITS	30,000.00	20,969.60	2,934.40	9,030.40	69.90
Total Dept 7210 - COMMUNITY DEVELOPMENT		830,000.00	716,809.07	237,929.30	113,190.93	86.36
Department: 7520 ECONOMIC DEVELOPMENT						
100-7520-37.10000	CONTRIBUTIONS / DONATIONS	3,000.00	1,173.91	0.00	1,826.09	39.13
Total Dept 7520 - ECONOMIC DEVELOPMENT		3,000.00	1,173.91	0.00	1,826.09	39.13
Department: 9000 INTERFUND						
100-9000-39.12000	TRANSFER FROM HOTEL	575,000.00	251,379.55	0.00	323,620.45	43.72
100-9000-39.12200	TRANSFER FROM RENTAL CAR	65,000.00	33,129.57	0.00	31,870.43	50.97
Total Dept 9000 - INTERFUND		640,000.00	284,509.12	0.00	355,490.88	44.45
Revenues		18,105,300.00	10,800,194.09	1,507,388.48	7,305,105.91	59.65
Account Category: Expenditures						
Department: 1110 CITY COUNCIL						
100-1110-51.11000	REGULAR SALARIES	104,000.00	64,286.57	8,000.12	39,713.43	61.81
100-1110-51.22000	FICA TAXES	4,100.00	2,541.79	316.28	1,558.21	61.99
100-1110-51.24000	EMPLOYER 401A 10% CONTRIBUTION	6,500.00	3,832.53	476.94	2,667.47	58.96
100-1110-51.26000	UNEMPLOYMENT EXPENSE	125.00	30.21	0.00	94.79	24.17
100-1110-52.31000	GENERAL LIABILITY INSURANCE	20,000.00	17,731.00	0.00	2,269.00	88.66
100-1110-52.32000	CELL PHONES	7,200.00	2,350.42	0.00	4,849.58	32.64
100-1110-52.35000	TRAVEL EXPENSE	10,000.00	1,260.62	431.25	8,739.38	12.61
100-1110-52.37000	EDUCATION & TRAINING	10,000.00	3,250.00	0.00	6,750.00	32.50
100-1110-53.10000	OPERATING SUPPLIES - MAYOR	5,000.00	312.11	0.00	4,687.89	6.24
100-1110-53.10001	OPERATING SUPPLIES - DIST 1 POST 1	3,000.00	0.00	0.00	3,000.00	0.00
100-1110-53.10002	OPERATING SUPPLIES - DIST 1 POST 2	3,000.00	284.71	150.47	2,715.29	9.49
100-1110-53.10003	OPERATING SUPPLIES - DIST 2 POST 1	3,000.00	1,495.52	489.41	1,504.48	49.85
100-1110-53.10004	OPERATING SUPPLIES - DIST 2 POST 2	3,000.00	198.84	54.58	2,801.16	6.63
100-1110-53.10005	OPERATING SUPPLIES - DIST 3 POST 1	3,000.00	0.00	0.00	3,000.00	0.00
100-1110-53.10006	OPERATING SUPPLIES - DIST 3 POST 2	3,000.00	0.00	0.00	3,000.00	0.00
100-1110-53.17100	UNIFORMS	500.00	0.00	0.00	500.00	0.00
Total Dept 1110 - CITY COUNCIL		185,425.00	97,574.32	9,919.05	87,850.68	52.62
Department: 1320 CITY MANAGEMENT						
100-1320-51.11000	REGULAR SALARIES	332,904.00	207,047.98	25,815.84	125,856.02	62.19
100-1320-51.21000	GROUP HEALTH INSURANCE	46,000.00	27,857.06	3,794.40	18,142.94	60.56
100-1320-51.21003	LIFE INSURANCE	2,540.00	1,172.43	38.00	1,367.57	46.16
100-1320-51.21004	LONG TERM DISABILITY INSURANCE	3,900.00	2,669.31	296.59	1,230.69	68.44
100-1320-51.21005	SHORT TERM DISABILITY INSURANCE	450.00	271.02	36.00	178.98	60.23
100-1320-51.22000	FICA TAXES	5,770.00	3,021.72	374.33	2,748.28	52.37
100-1320-51.24000	EMPLOYER 401A 10% CONTRIBUTION	37,150.00	20,704.77	2,581.58	16,445.23	55.73
100-1320-51.24001	457 (B) 4% MATCHING CONTRIBUTION	14,860.00	8,281.96	1,032.64	6,578.04	55.73
100-1320-51.27000	WORKERS COMP	1,500.00	498.83	0.00	1,001.17	33.26
100-1320-52.12000	PROFESSIONAL SERVICES	26,000.00	1,575.00	0.00	24,425.00	6.06
100-1320-52.32000	CELL PHONES	1,620.00	335.77	0.00	1,284.23	20.73
100-1320-52.35000	TRAVEL EXPENSE	4,000.00	1,505.87	0.00	2,494.13	37.65
100-1320-52.36000	DUES & FEES	5,000.00	1,511.00	0.00	3,489.00	30.22

REVENUE AND EXPENDITURE REPORT FOR CITY OF TUCKER

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdg Used
Fund: 100 GENERAL FUND						
Account Category: Expenditures						
Department: 1320 CITY MANAGEMENT						
100-1320-52.37000	EDUCATION & TRAINING	6,000.00	1,655.00	0.00	4,345.00	27.58
100-1320-53.10000	OPERATING SUPPLIES	1,000.00	432.58	0.00	567.42	43.26
100-1320-53.17100	UNIFORMS	300.00	0.00	0.00	300.00	0.00
100-1320-53.17500	HOSPITALITY SUPPLIES	2,000.00	136.87	0.00	1,863.13	6.84
Total Dept 1320 - CITY MANAGEMENT		490,994.00	278,677.17	33,969.38	212,316.83	56.76
Department: 1330 CITY CLERK						
100-1330-51.11000	REGULAR SALARIES	174,000.00	97,539.31	12,137.32	76,460.69	56.06
100-1330-51.21000	GROUP HEALTH INSURANCE	26,000.00	16,442.97	2,236.34	9,557.03	63.24
100-1330-51.21003	LIFE INSURANCE	460.00	286.36	38.00	173.64	62.25
100-1330-51.21004	LONG TERM DISABILITY INSURANCE	3,500.00	2,180.07	242.23	1,319.93	62.29
100-1330-51.21005	SHORT TERM DISABILITY INSURANCE	432.00	271.27	36.00	160.73	62.79
100-1330-51.22000	FICA TAXES	2,200.00	1,414.34	176.00	785.66	64.29
100-1330-51.24000	EMPLOYER 401A 10% CONTRIBUTION	15,000.00	9,753.98	1,213.74	5,246.02	65.03
100-1330-51.24001	457 (B) 4% MATCHING CONTRIBUTION	6,001.00	3,901.61	485.50	2,099.39	65.02
100-1330-51.27000	WORKERS COMP	400.00	167.58	0.00	232.42	41.90
100-1330-52.11000	ELECTION SERVICES	25,000.00	0.00	0.00	25,000.00	0.00
100-1330-52.32000	CELL PHONES	1,200.00	497.17	0.00	702.83	41.43
100-1330-52.33000	ADVERTISING	10,000.00	5,137.00	0.00	4,863.00	51.37
100-1330-52.35000	TRAVEL EXPENSE	3,000.00	881.65	458.60	2,118.35	29.39
100-1330-52.36000	DUES & FEES	1,000.00	166.86	0.00	833.14	16.69
100-1330-52.37000	EDUCATION & TRAINING	3,000.00	1,640.00	0.00	1,360.00	54.67
100-1330-53.10000	OPERATING SUPPLIES	1,000.00	287.61	0.00	712.39	28.76
100-1330-53.13000	FOOD SUPPLIES	1,500.00	0.00	0.00	1,500.00	0.00
100-1330-53.17100	UNIFORMS	200.00	0.00	0.00	200.00	0.00
100-1330-54.24000	COMPUTER/SOFTWARE	35,000.00	21,051.43	0.00	13,948.57	60.15
Total Dept 1330 - CITY CLERK		308,893.00	161,619.21	17,023.73	147,273.79	52.32
Department: 1500 FACILITIES & BUILDINGS						
100-1500-52.12000	PROFESSIONAL SERVICES	33,600.00	10,310.00	7,580.00	23,290.00	30.68
100-1500-52.12200	ATTORNEY FEES	0.00	0.00	2,227.94	0.00	0.00
100-1500-52.21300	JANITORIAL	4,600.00	1,900.00	190.00	2,700.00	41.30
100-1500-52.22000	REPAIRS & MAINTENANCE	20,000.00	10,738.52	286.50	9,261.48	53.69
100-1500-52.23100	BUILDING & OFFICE LEASES	426,000.00	283,710.80	35,106.97	142,289.20	66.60
100-1500-52.30100	REAL ESTATE RENTS/LEASES	600.00	0.00	0.00	600.00	0.00
100-1500-52.32100	INTERNET	22,220.00	12,654.78	141.80	9,565.22	56.95
100-1500-52.39000	OTHER PURCHASED SERVICES	8,000.00	2,037.10	0.00	5,962.90	25.46
100-1500-53.12100	WATER/SEWER	1,000.00	0.00	0.00	1,000.00	0.00
100-1500-53.12300	ELECTRICITY	12,300.00	4,492.15	0.00	7,807.85	36.52
100-1500-54.25000	OTHER OFFICE EQUIPMENT	20,000.00	0.00	0.00	20,000.00	0.00
Total Dept 1500 - FACILITIES & BUILDINGS		548,320.00	325,843.35	45,533.21	222,476.65	59.43
Department: 1510 FINANCE ADMINISTRATION						
100-1510-51.11000	REGULAR SALARIES	314,000.00	203,497.72	27,883.20	110,502.28	64.81
100-1510-51.21000	GROUP HEALTH INSURANCE	94,000.00	59,555.39	8,377.58	34,444.61	63.36
100-1510-51.21001	DENTAL INSURANCE	0.00	(76.00)	0.00	76.00	100.00
100-1510-51.21002	VISION INSURANCE	0.00	(18.14)	0.00	18.14	100.00
100-1510-51.21003	LIFE INSURANCE	950.00	525.73	95.00	424.27	55.34
100-1510-51.21004	LONG TERM DISABILITY INSURANCE	5,000.00	3,693.42	410.38	1,306.58	73.87

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Fund: 100 GENERAL FUND						
Account Category: Expenditures						
Department: 1510 FINANCE ADMINISTRATION						
100-1510-51.21005	SHORT TERM DISABILITY INSURANCE	900.00	578.56	90.00	321.44	64.28
100-1510-51.22000	FICA TAXES	4,513.00	2,950.71	404.31	1,562.29	65.38
100-1510-51.24000	EMPLOYER 401A 10% CONTRIBUTION	31,124.00	20,349.80	2,788.32	10,774.20	65.38
100-1510-51.24001	457 (B) 4% MATCHING CONTRIBUTION	12,500.00	8,139.85	1,115.32	4,360.15	65.12
100-1510-51.27000	WORKERS COMP	1,000.00	347.68	0.00	652.32	34.77
100-1510-52.11000	AUDIT SERVICES	60,000.00	59,940.00	0.00	60.00	99.90
100-1510-52.12000	PROFESSIONAL SERVICES	32,000.00	30,195.25	0.00	1,804.75	94.36
100-1510-52.13000	OTHER SERVICES / TECHNICAL	500.00	43.25	0.00	456.75	8.65
100-1510-52.32000	CELL PHONES	1,200.00	499.90	0.00	700.10	41.66
100-1510-52.35000	TRAVEL EXPENSE	3,000.00	2,416.77	41.32	583.23	80.56
100-1510-52.36000	DUES & FEES	2,000.00	882.50	0.00	1,117.50	44.13
100-1510-52.37000	EDUCATION & TRAINING	3,000.00	1,096.26	0.00	1,903.74	36.54
100-1510-53.10000	OPERATING SUPPLIES	4,500.00	3,219.76	116.99	1,280.24	71.55
100-1510-53.13000	FOOD SUPPLIES	200.00	0.00	0.00	200.00	0.00
100-1510-53.17100	UNIFORMS	400.00	0.00	0.00	400.00	0.00
Total Dept 1510 - FINANCE ADMINISTRATION		570,787.00	397,838.41	41,322.42	172,948.59	69.70
Department: 1513 OPERATING CONTINGENCIES						
100-1513-57.90000	CONTINGENCIES	39,500.00	39,500.00	0.00	0.00	100.00
Total Dept 1513 - OPERATING CONTINGENCIES		39,500.00	39,500.00	0.00	0.00	100.00
Department: 1530 LEGAL SERVICES DEPARTMENT						
100-1530-52.12000	PROFESSIONAL SERVICES	150,000.00	99,891.38	(5,375.00)	50,108.62	66.59
100-1530-52.12200	ATTORNEY FEES / CITY ATTORNEY	204,000.00	162,230.00	14,682.00	41,770.00	79.52
100-1530-52.13000	OTHER SERVICES / TECHNICAL	15,000.00	5,000.00	0.00	10,000.00	33.33
100-1530-52.13100	CONTRACTUAL SERVICES	65,000.00	2,839.30	358.22	62,160.70	4.37
100-1530-52.32000	CELL PHONES	0.00	(25.97)	0.00	25.97	100.00
100-1530-52.36000	DUES & FEES	1,000.00	0.00	0.00	1,000.00	0.00
100-1530-52.37000	EDUCATION & TRAINING	1,000.00	0.00	0.00	1,000.00	0.00
100-1530-53.10000	OPERATING SUPPLIES	100.00	0.00	0.00	100.00	0.00
100-1530-53.13000	FOOD SUPPLIES	400.00	0.00	0.00	400.00	0.00
Total Dept 1530 - LEGAL SERVICES DEPARTMENT		436,500.00	269,934.71	9,665.22	166,565.29	61.84
Department: 1535 IT/GIS						
100-1535-52.12300	CONTRACTUAL SVCS INTERDEV	527,800.00	333,767.00	51,352.26	194,033.00	63.24
100-1535-54.24000	COMPUTER/SOFTWARE	326,495.00	149,011.27	7,054.79	177,483.73	45.64
Total Dept 1535 - IT/GIS		854,295.00	482,778.27	58,407.05	371,516.73	56.51
Department: 1540 HUMAN RESOURCES						
100-1540-51.11000	REGULAR SALARIES	43,000.00	16,615.37	6,153.84	26,384.63	38.64
100-1540-51.21000	GROUP HEALTH INSURANCE	5,500.00	2,287.32	770.94	3,212.68	41.59
100-1540-51.21003	LIFE INSURANCE	228.00	57.00	19.00	171.00	25.00
100-1540-51.21004	LONG TERM DISABILITY INSURANCE	800.00	0.00	0.00	800.00	0.00
100-1540-51.21005	SHORT TERM DISABILITY INSURANCE	216.00	54.00	18.00	162.00	25.00
100-1540-51.22000	FICA TAXES	724.00	240.92	89.23	483.08	33.28
100-1540-51.24000	EMPLOYER 401A 10% CONTRIBUTION	4,992.00	1,661.53	615.38	3,330.47	33.28
100-1540-51.24001	457 (B) 4% MATCHING CONTRIBUTION	1,997.00	615.40	246.16	1,381.60	30.82
100-1540-52.33000	ADVERTISING	2,000.00	0.00	0.00	2,000.00	0.00
100-1540-52.35000	TRAVEL EXPENSE	3,000.00	0.00	0.00	3,000.00	0.00

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdg Used
Fund: 100 GENERAL FUND						
Account Category: Expenditures						
Department: 1540 HUMAN RESOURCES						
100-1540-52.36000	DUES & FEES	5,000.00	2,273.60	519.70	2,726.40	45.47
100-1540-52.37000	EDUCATION & TRAINING	2,000.00	0.00	0.00	2,000.00	0.00
100-1540-53.10000	OPERATING SUPPLIES	3,000.00	451.00	0.00	2,549.00	15.03
100-1540-53.13000	FOOD SUPPLIES	500.00	0.00	0.00	500.00	0.00
Total Dept 1540 - HUMAN RESOURCES		72,957.00	24,256.14	8,432.25	48,700.86	33.25
Department: 1570 COMMUNICATIONS						
100-1570-52.12100	CONTRACTUAL SVCS CH2M	646,109.00	430,704.16	53,838.02	215,404.84	66.66
100-1570-52.32000	CELL PHONES	2,400.00	765.51	0.00	1,634.49	31.90
100-1570-52.32050	POSTAGE	25,534.00	6,369.85	541.41	19,164.15	24.95
100-1570-52.34000	PRINTING	61,090.00	23,542.88	1,825.00	37,547.12	38.54
100-1570-52.34005	PRINTING AND BINDING COMMUNITY PRO	25,000.00	14,614.84	0.00	10,385.16	58.46
100-1570-52.36000	DUES & FEES	1,500.00	732.43	0.00	767.57	48.83
100-1570-53.10000	OPERATING SUPPLIES	20,000.00	615.49	0.00	19,384.51	3.08
100-1570-53.17500	HOSPITALITY SUPPLIES	24,000.00	10.99	0.00	23,989.01	0.05
100-1570-54.24000	COMPUTER/SOFTWARE	32,930.00	2,786.30	0.00	30,143.70	8.46
Total Dept 1570 - COMMUNICATIONS		838,563.00	480,142.45	56,204.43	358,420.55	57.26
Department: 1595 GENERAL OPERATIONS						
100-1595-52.12000	PROFESSIONAL SERVICES	13,000.00	12,951.75	(413.84)	48.25	99.63
100-1595-52.13000	OTHER SERVICES / TECHNICAL	5,000.00	4,024.44	543.64	975.56	80.49
100-1595-52.21400	LANDSCAPING	2,000.00	875.00	125.00	1,125.00	43.75
100-1595-52.22222	DUE FOR CITY OWNED PROPERTY	18,700.00	18,493.70	11,942.64	206.30	98.90
100-1595-52.23202	EQUIPMENT RENTAL	23,000.00	14,669.59	14,669.59	8,330.41	63.78
100-1595-52.31000	GENERAL LIABILITY INSURANCE	67,000.00	30,349.00	0.00	36,651.00	45.30
100-1595-52.32010	PHONES	32,500.00	16,426.41	0.00	16,073.59	50.54
100-1595-52.32050	POSTAGE	13,450.00	8,352.71	5,623.81	5,097.29	62.10
100-1595-52.34000	PRINTING	16,000.00	7,186.98	293.75	8,813.02	44.92
100-1595-52.36000	DUES & FEES	35,000.00	23,788.22	6,711.10	11,211.78	67.97
100-1595-52.36100	SERVICE FEES - BANKING	57,836.00	33,749.32	1,957.05	24,086.68	58.35
100-1595-53.10000	OPERATING SUPPLIES	20,000.00	9,544.12	60.00	10,455.88	47.72
100-1595-53.11000	OFFICE SUPPLIES	14,500.00	4,365.26	27.78	10,134.74	30.11
100-1595-53.13000	FOOD SUPPLIES	14,000.00	7,043.59	29.99	6,956.41	50.31
100-1595-54.25000	OTHER OFFICE EQUIPMENT	500.00	326.00	(13,026.55)	174.00	65.20
Total Dept 1595 - GENERAL OPERATIONS		332,486.00	192,146.09	28,543.96	140,339.91	57.79
Department: 2650 MUNICIPAL COURT						
100-2650-51.11000	REGULAR SALARIES	172,667.00	92,568.60	10,153.84	80,098.40	53.61
100-2650-51.21000	GROUP HEALTH INSURANCE	36,500.00	13,586.77	1,541.88	22,913.23	37.22
100-2650-51.21003	LIFE INSURANCE	685.00	334.54	38.00	350.46	48.84
100-2650-51.21004	LONG TERM DISABILITY INSURANCE	1,600.00	895.02	95.21	704.98	55.94
100-2650-51.21005	SHORT TERM DISABILITY INSURANCE	650.00	316.91	36.00	333.09	48.76
100-2650-51.22000	FICA TAXES	2,501.00	1,341.40	147.23	1,159.60	53.63
100-2650-51.24000	EMPLOYER 401A 10% CONTRIBUTION	17,300.00	9,256.84	1,015.38	8,043.16	53.51
100-2650-51.24001	457 (B) 4% MATCHING CONTRIBUTION	6,950.00	3,702.79	406.16	3,247.21	53.28
100-2650-51.26000	UNEMPLOYMENT EXPENSE	100.00	4.19	0.00	95.81	4.19
100-2650-51.27000	WORKERS COMP	400.00	192.86	0.00	207.14	48.22
100-2650-52.12000	PROFESSIONAL SERVICES	100,000.00	87,205.21	24,052.87	12,794.79	87.21
100-2650-52.12200	ATTORNEY FEES/CITY ATTORNEY	60,000.00	0.00	0.00	60,000.00	0.00

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdg Used
Fund: 100 GENERAL FUND						
Account Category: Expenditures						
Department: 2650 MUNICIPAL COURT						
100-2650-52.32000	CELL PHONES	900.00	484.00	0.00	416.00	53.78
100-2650-52.35000	TRAVEL EXPENSE	4,600.00	1,270.15	0.00	3,329.85	27.61
100-2650-52.36000	DUES & FEES	1,000.00	977.16	325.00	22.84	97.72
100-2650-52.36101	SERVICE FEES - BANKING	2.00	2.00	0.00	0.00	100.00
100-2650-52.37000	EDUCATION & TRAINING	2,000.00	0.00	0.00	2,000.00	0.00
100-2650-53.10000	OPERATING SUPPLIES	10,000.00	8,983.53	3,877.27	1,016.47	89.84
100-2650-53.13000	FOOD SUPPLIES	7,800.00	4,943.70	0.00	2,856.30	63.38
100-2650-53.17100	UNIFORMS	1,000.00	0.00	0.00	1,000.00	0.00
100-2650-54.24000	COMPUTER/SOFTWARE	15,000.00	8,453.22	6.68	6,546.78	56.35
Total Dept 2650 - MUNICIPAL COURT		441,655.00	234,518.89	41,695.52	207,136.11	53.10
Department: 4100 CITY ENGINEER						
100-4100-52.12100	CONTRACTUAL SVCS CH2M	637,131.00	424,718.48	53,089.81	212,412.52	66.66
100-4100-52.13000	OTHER SERVICES / TECHNICAL	3,000.00	2,800.00	2,800.00	200.00	93.33
100-4100-52.22000	REPAIRS & MAINTENANCE	2,000.00	0.00	0.00	2,000.00	0.00
100-4100-52.32000	CELL PHONES	3,550.00	1,448.09	0.00	2,101.91	40.79
Total Dept 4100 - CITY ENGINEER		645,681.00	428,966.57	55,889.81	216,714.43	66.44
Department: 6210 PARKS & RECREATION						
100-6210-51.11000	REGULAR SALARIES	580,000.00	324,790.45	40,989.36	255,209.55	56.00
100-6210-51.11111	PART-TIME SALARY (PERMANENT)	171,000.00	102,475.05	13,286.79	68,524.95	59.93
100-6210-51.12000	TEMPORARY SALARIES	181,508.00	57,983.38	0.00	123,524.62	31.95
100-6210-51.13000	OVERTIME SALARIES	3.00	2.92	0.00	0.08	97.33
100-6210-51.21000	GROUP HEALTH INSURANCE	178,175.00	78,188.19	10,783.08	99,986.81	43.88
100-6210-51.21003	LIFE INSURANCE	2,055.00	1,258.07	171.00	796.93	61.22
100-6210-51.21004	LONG TERM DISABILITY INSURANCE	7,500.00	4,651.11	516.79	2,848.89	62.01
100-6210-51.21005	SHORT TERM DISABILITY INSURANCE	1,900.00	1,191.85	162.00	708.15	62.73
100-6210-51.22000	FICA TAXES	36,670.00	15,378.62	1,452.67	21,291.38	41.94
100-6210-51.24000	EMPLOYER 401A 10% CONTRIBUTION	55,180.00	35,064.79	4,354.02	20,115.21	63.55
100-6210-51.24001	457 (B) 4% MATCHING CONTRIBUTION	17,500.00	9,903.27	1,240.93	7,596.73	56.59
100-6210-51.26000	UNEMPLOYMENT EXPENSE	800.00	465.75	268.31	334.25	58.22
100-6210-51.27000	WORKERS COMP	12,000.00	4,761.92	0.00	7,238.08	39.68
100-6210-52.13000	OTHER SERVICES / TECHNICAL	3,000.00	0.00	(12,074.00)	3,000.00	0.00
100-6210-52.13020	OTHER/TECHNICAL SERVICES - ATHLETIC	18,000.00	17,320.00	17,320.00	680.00	96.22
100-6210-52.13100	CONTRACTUAL SERVICES	7,000.00	4,486.25	0.00	2,513.75	64.09
100-6210-52.21100	SANITATION SERVICE	0.00	0.00	(600.00)	0.00	0.00
100-6210-52.21300	JANITORIAL SERVICE	10,800.00	6,832.49	850.00	3,967.51	63.26
100-6210-52.21400	LANDSCAPING SERVICE	1,000.00	125.00	(3,890.58)	875.00	12.50
100-6210-52.22000	REPAIRS & MAINTENANCE	70,000.00	43,628.71	1,649.14	26,371.29	62.33
100-6210-52.22001	REPAIRS & MAINTENANCE - VEH	7,900.00	(3,015.72)	0.00	10,915.72	(38.17)
100-6210-52.23100	BUILDING & OFFICE LEASES	1,500.00	1,500.00	1,500.00	0.00	100.00
100-6210-52.23200	EQUIPMENT & VEHICLE RENTALS	1,000.00	600.00	600.00	400.00	60.00
100-6210-52.31000	GENERAL LIABILITY INSURANCE	25,000.00	21,064.00	0.00	3,936.00	84.26
100-6210-52.32000	CELL PHONES	4,992.00	3,120.50	0.00	1,871.50	62.51
100-6210-52.32100	INTERNET	35,000.00	16,161.31	0.00	18,838.69	46.18
100-6210-52.33000	ADVERTISING	5,500.00	277.94	(810.00)	5,222.06	5.05
100-6210-52.34000	PRINTING	12,500.00	5,232.00	0.00	7,268.00	41.86
100-6210-52.35000	TRAVEL EXPENSE	15,000.00	3,498.55	0.00	11,501.45	23.32

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdg't Used
Fund: 100 GENERAL FUND						
Account Category: Expenditures						
Department: 6210 PARKS & RECREATION						
100-6210-52.36000	DUES & FEES	4,550.00	2,526.01	105.00	2,023.99	55.52
100-6210-52.37000	EDUCATION & TRAINING	2,000.00	1,562.85	0.00	437.15	78.14
100-6210-53.10000	OPERATING SUPPLIES	40,000.00	26,956.69	962.54	13,043.31	67.39
100-6210-53.10010	OPERATING SUPPLIES - PROGRAMS	31,500.00	5,380.21	0.00	26,119.79	17.08
100-6210-53.10020	OPERATING SUPPLIES - ATHLETICS	36,000.00	20,906.39	554.10	15,093.61	58.07
100-6210-53.11000	OFFICE SUPPLIES	7,500.00	3,218.86	91.97	4,281.14	42.92
100-6210-53.12100	WATER/SEWER	3,500.00	1,083.90	56.74	2,416.10	30.97
100-6210-53.12200	NATURAL GAS	19,000.00	9,195.28	(993.19)	9,804.72	48.40
100-6210-53.12300	ELECTRICITY	55,000.00	42,194.80	1,223.15	12,805.20	76.72
100-6210-53.12400	BOTTLED GAS - PROPANE, ETC.	500.00	26.94	0.00	473.06	5.39
100-6210-53.12700	GASOLINE/DIESEL	7,000.00	2,495.24	0.00	4,504.76	35.65
100-6210-53.13000	FOOD SUPPLIES	5,000.00	2,204.28	0.00	2,795.72	44.09
100-6210-53.13010	FOOD SUPPLIES - PROGRAMS	1,000.00	114.48	0.00	885.52	11.45
100-6210-53.13020	FOOD SUPPLIES - ATHLETICS	1,000.00	133.86	0.00	866.14	13.39
100-6210-53.17100	UNIFORMS	4,000.00	1,272.64	0.00	2,727.36	31.82
100-6210-53.23000	FURNITURE AND FIXTURES	7,500.00	0.00	0.00	7,500.00	0.00
100-6210-54.24000	COMPUTER/SOFTWARE	7,800.00	5,812.85	0.00	1,987.15	74.52
Total Dept 6210 - PARKS & RECREATION		1,695,333.00	882,031.68	79,769.82	813,301.32	52.03
Department: 6211 PARKS						
100-6211-52.13000	OTHER SERVICES / TECHNICAL	10,000.00	2,081.45	439.75	7,918.55	20.81
100-6211-52.21100	SANITATION	39,000.00	16,081.28	817.90	22,918.72	41.23
100-6211-52.21400	LANDSCAPING	795,145.00	471,217.03	0.00	323,927.97	59.26
100-6211-52.22000	REPAIRS & MAINTENANCE	210,000.00	154,646.33	6,699.32	55,353.67	73.64
100-6211-52.23100	BUILDING & OFFICE LEASES	5,000.00	0.00	0.00	5,000.00	0.00
100-6211-52.23202	EQUIPMENT RENTAL	30,000.00	22,007.67	0.00	7,992.33	73.36
100-6211-52.31000	GENERAL LIABILITY INSURANCE	1,300.00	1,069.00	0.00	231.00	82.23
100-6211-53.10000	OPERATING SUPPLIES	30,000.00	6,008.11	0.00	23,991.89	20.03
100-6211-53.12100	WATER/SEWER	1,800.00	942.78	39.02	857.22	52.38
100-6211-53.12300	ELECTRICITY	78,000.00	52,812.17	6,433.11	25,187.83	67.71
Total Dept 6211 - PARKS		1,200,245.00	726,865.82	14,429.10	473,379.18	60.56
Department: 6212 POOLS						
100-6212-52.13000	OTHER SERVICES / TECHNICAL	2,500.00	0.00	0.00	2,500.00	0.00
100-6212-52.13100	CONTRACTUAL SERVICES	55,700.00	4,793.50	0.00	50,906.50	8.61
100-6212-52.22000	REPAIRS & MAINTENANCE	35,000.00	10,107.12	3,890.58	24,892.88	28.88
100-6212-52.31000	GENERAL LIABILITY INSURANCE	2,600.00	2,137.00	0.00	463.00	82.19
100-6212-52.32100	INTERNET	1,100.00	175.84	0.00	924.16	15.99
100-6212-53.10000	OPERATING SUPPLIES	33,500.00	2,334.36	0.00	31,165.64	6.97
100-6212-53.12300	ELECTRICITY	21,000.00	2,286.96	0.00	18,713.04	10.89
100-6212-54.23000	FURNITURE AND FIXTURES	2,500.00	0.00	0.00	2,500.00	0.00
Total Dept 6212 - POOLS		153,900.00	21,834.78	3,890.58	132,065.22	14.19
Department: 7210 COMMUNITY DEVELOPMENT						
100-7210-52.12100	CONTRACTUAL SVCS CH2M	812,517.00	541,651.28	67,706.41	270,865.72	66.66
100-7210-52.13000	OTHER SERVICES / TECHNICAL	2,000.00	364.50	0.00	1,635.50	18.23
100-7210-52.32000	CELL PHONES	2,920.00	1,354.04	0.00	1,565.96	46.37
100-7210-52.33000	ADVERTISING	500.00	230.00	0.00	270.00	46.00
100-7210-52.36000	DUES & FEES	1,300.00	116.32	0.00	1,183.68	8.95

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
Fund: 100 GENERAL FUND						
Account Category: Expenditures						
Department: 7210 COMMUNITY DEVELOPMENT						
100-7210-52.37000	EDUCATION & TRAINING	500.00	0.00	0.00	500.00	0.00
100-7210-53.10000	OPERATING SUPPLIES	1,000.00	789.02	56.37	210.98	78.90
100-7210-53.17500	HOSPITALITY SUPPLIES	2,000.00	710.93	0.00	1,289.07	35.55
Total Dept 7210 - COMMUNITY DEVELOPMENT		822,737.00	545,216.09	67,762.78	277,520.91	66.27
Department: 7400 PLANNING AND ZONING						
100-7400-52.12100	CONTRACTUAL SVCS CH2M	667,266.00	444,810.08	55,601.26	222,455.92	66.66
100-7400-52.13000	OTHER SERVICES / TECHNICAL	125,000.00	0.00	0.00	125,000.00	0.00
100-7400-52.22000	REPAIRS & MAINTENANCE	33,000.00	1,900.00	0.00	31,100.00	5.76
100-7400-52.32000	CELL PHONES	2,000.00	242.05	0.00	1,757.95	12.10
100-7400-52.32050	POSTAGE	1,000.00	615.65	0.00	384.35	61.57
100-7400-52.33000	ADVERTISING	2,500.00	413.76	0.00	2,086.24	16.55
100-7400-52.36000	DUES & FEES	750.00	27.95	0.00	722.05	3.73
100-7400-52.37000	EDUCATION & TRAINING	1,000.00	0.00	0.00	1,000.00	0.00
100-7400-53.10000	OPERATING SUPPLIES	2,000.00	817.71	0.00	1,182.29	40.89
100-7400-53.17500	HOSPITALITY SUPPLIES	500.00	277.27	0.00	222.73	55.45
Total Dept 7400 - PLANNING AND ZONING		835,016.00	449,104.47	55,601.26	385,911.53	53.78
Department: 7520 ECONOMIC DEVELOPMENT						
100-7520-51.11000	REGULAR SALARIES	81,120.00	49,824.74	6,153.84	31,295.26	61.42
100-7520-51.12000	TEMPORARY SALARIES - CONTINGENCY	1,344.00	1,344.00	0.00	0.00	100.00
100-7520-51.21000	GROUP HEALTH INSURANCE	13,719.00	7,290.20	1,541.90	6,428.80	53.14
100-7520-51.21003	LIFE INSURANCE	230.00	143.86	19.00	86.14	62.55
100-7520-51.21004	LONG TERM DISABILITY INSURANCE	3,000.00	2,232.90	248.10	767.10	74.43
100-7520-51.21005	SHORT TERM DISABILITY INSURANCE	216.00	136.28	18.00	79.72	63.09
100-7520-51.22000	FICA TAXES	1,389.00	825.27	89.23	563.73	59.41
100-7520-51.24000	EMPLOYER 401A 10% CONTRIBUTION	8,112.00	4,982.46	615.38	3,129.54	61.42
100-7520-51.24001	457 (B) 4% MATCHING CONTRIBUTION	3,250.00	1,993.03	246.16	1,256.97	61.32
100-7520-51.26000	UNEMPLOYMENT EXPENSE	100.00	0.82	0.00	99.18	0.82
100-7520-51.27000	WORKERS COMP	300.00	90.62	0.00	209.38	30.21
100-7520-52.12100	CONTRACTUAL SVCS CH2M	110,801.00	73,872.64	9,234.08	36,928.36	66.67
100-7520-52.13000	OTHER SERVICES / TECHNICAL	90,000.00	79,696.00	0.00	10,304.00	88.55
100-7520-52.32000	CELL PHONES	972.00	463.65	0.00	508.35	47.70
100-7520-52.33000	ADVERTISING	3,000.00	84.75	0.00	2,915.25	2.83
100-7520-52.35000	TRAVEL EXPENSE	2,000.00	681.66	0.00	1,318.34	34.08
100-7520-52.36000	DUES & FEES	1,500.00	1,134.20	0.00	365.80	75.61
100-7520-52.37000	EDUCATION & TRAINING	5,686.00	3,934.25	0.00	1,751.75	69.19
100-7520-53.10000	OPERATING SUPPLIES	5,000.00	3,065.47	0.00	1,934.53	61.31
100-7520-53.13000	FOOD SUPPLIES	3,000.00	1,150.37	0.00	1,849.63	38.35
100-7520-53.17500	HOSPITALITY SUPPLIES	4,000.00	2,382.87	0.00	1,617.13	59.57
Total Dept 7520 - ECONOMIC DEVELOPMENT		338,739.00	235,330.04	18,165.69	103,408.96	69.47
Department: 7550 DOWNTOWN DEVELOPMENT AUTHORITY						
100-7550-52.12000	PROFESSIONAL SERVICES	25,000.00	11,130.00	(525.00)	13,870.00	44.52
100-7550-52.37000	EDUCATION & TRAINING	3,600.00	0.00	0.00	3,600.00	0.00
100-7550-52.39000	OTHER PURCHASED SERVICES	20,000.00	0.00	0.00	20,000.00	0.00
Total Dept 7550 - DOWNTOWN DEVELOPMENT AUTHORITY		48,600.00	11,130.00	(525.00)	37,470.00	22.90
Department: 9000 INTERFUND						

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
Fund: 100 GENERAL FUND						
Account Category: Expenditures						
Department: 9000 INTERFUND						
100-9000-61.15600	TRANSFER TO STORMWATER	1,500,000.00	0.00	0.00	1,500,000.00	0.00
100-9000-61.30000	TRANSFER TO CAPITAL FUND	11,771,344.00	0.00	0.00	11,771,344.00	0.00
Total Dept 9000 - INTERFUND		13,271,344.00	0.00	0.00	13,271,344.00	0.00
Expenditures		24,131,970.00	6,285,308.46	645,700.26	17,846,661.54	26.05
Fund 100 - GENERAL FUND:						
TOTAL REVENUES		18,105,300.00	10,800,194.09	1,507,388.48	7,305,105.91	
TOTAL EXPENDITURES		24,131,970.00	6,285,308.46	645,700.26	17,846,661.54	
NET OF REVENUES & EXPENDITURES:		(6,026,670.00)	4,514,885.63	861,688.22	(10,541,555.63)	
BEG. FUND BALANCE		15,563,785.06	15,563,785.06			
END FUND BALANCE		9,537,115.06	20,078,670.69			

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Fund: 206 TREE FUND						
Account Category: Revenues						
Department: 0000 NON DEPARTMENTAL						
206-0000-37.10000	CONTRIBUTIONS / DONATIONS	64,000.00	64,000.00	37,750.00	0.00	100.00
Total Dept 0000 - NON DEPARTMENTAL		64,000.00	64,000.00	37,750.00	0.00	100.00
Revenues		64,000.00	64,000.00	37,750.00	0.00	100.00
Account Category: Expenditures						
Department: 4100 CITY ENGINEER						
206-4100-54.12000	CAPITAL - SITE IMPROVEMENTS	32,000.00	29,180.00	29,180.00	2,820.00	91.19
Total Dept 4100 - CITY ENGINEER		32,000.00	29,180.00	29,180.00	2,820.00	91.19
Department: 7400 PLANNING AND ZONING						
206-7400-52.22000	REPAIRS & MAINTENANCE	2,500.00	0.00	0.00	2,500.00	0.00
Total Dept 7400 - PLANNING AND ZONING		2,500.00	0.00	0.00	2,500.00	0.00
Expenditures		34,500.00	29,180.00	29,180.00	5,320.00	84.58
Fund 206 - TREE FUND:						
TOTAL REVENUES		64,000.00	64,000.00	37,750.00	0.00	
TOTAL EXPENDITURES		34,500.00	29,180.00	29,180.00	5,320.00	
NET OF REVENUES & EXPENDITURES:		29,500.00	34,820.00	8,570.00	(5,320.00)	
BEG. FUND BALANCE		160,275.30	160,275.30			
END FUND BALANCE		189,775.30	195,095.30			

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Fund: 230 AMERICAN RESCUE PLAN ACT OF 2021						
Account Category: Revenues						
Department: 0000 NON DEPARTMENTAL						
230-0000-33.21000	AMERICAN RESCUE PLAN ACT OF 2021	6,795,608.00	6,795,608.00	0.00	0.00	100.00
Total Dept 0000 - NON DEPARTMENTAL		6,795,608.00	6,795,608.00	0.00	0.00	100.00
Revenues		6,795,608.00	6,795,608.00	0.00	0.00	100.00
Account Category: Expenditures						
Department: 0000 NON DEPARTMENTAL						
230-0000-57.90000	CONTINGENCIES	6,463,512.00	0.00	0.00	6,463,512.00	0.00
Total Dept 0000 - NON DEPARTMENTAL		6,463,512.00	0.00	0.00	6,463,512.00	0.00
Department: 1320 CITY MANAGEMENT						
230-1320-51.11000	REGULAR SALARIES	125,000.00	16,474.59	5,990.76	108,525.41	13.18
230-1320-51.21000	GROUP HEALTH INSURANCE	29,240.00	2,329.84	758.20	26,910.16	7.97
230-1320-51.21002	VISION INSURANCE	212.00	0.00	0.00	212.00	0.00
230-1320-51.21003	LIFE INSURANCE	228.00	57.00	19.00	171.00	25.00
230-1320-51.21005	SHORT TERM DISABILITY INSURANCE	216.00	54.00	18.00	162.00	25.00
230-1320-51.22000	FICA TAXES	600.00	238.88	86.86	361.12	39.81
230-1320-51.24000	EMPLOYER 401A 10% CONTRIBUTION	11,900.00	1,647.47	599.08	10,252.53	13.84
230-1320-51.24001	457 (B) 4% MATCHING CONTRIBUTION	5,000.00	659.01	239.64	4,340.99	13.18
230-1320-52.39000-CM2203	OTHER PURCHASED SERVICES	600.00	542.81	0.00	57.19	90.47
Total Dept 1320 - CITY MANAGEMENT		172,996.00	22,003.60	7,711.54	150,992.40	12.72
Department: 4100 CITY ENGINEER						
230-4100-52.39000	OTHER PURCHASED SERVICES	200.00	182.12	0.00	17.88	91.06
Total Dept 4100 - CITY ENGINEER		200.00	182.12	0.00	17.88	91.06
Department: 6211 PARKS						
230-6211-52.39000	OTHER PURCHASED SERVICES	58,900.00	58,900.00	46,400.00	0.00	100.00
230-6211-54.12000-PR2201	FITZGERALD PARK SITE IMPROVEMENTS	100,000.00	91,215.13	0.00	8,784.87	91.22
Total Dept 6211 - PARKS		158,900.00	150,115.13	46,400.00	8,784.87	94.47
Expenditures		6,795,608.00	172,300.85	54,111.54	6,623,307.15	2.54
Fund 230 - AMERICAN RESCUE PLAN ACT OF 2021:						
TOTAL REVENUES		6,795,608.00	6,795,608.00	0.00	0.00	
TOTAL EXPENDITURES		6,795,608.00	172,300.85	54,111.54	6,623,307.15	
NET OF REVENUES & EXPENDITURES:		0.00	6,623,307.15	(54,111.54)	(6,623,307.15)	
BEG. FUND BALANCE		0.00	0.00			
END FUND BALANCE		0.00	6,623,307.15			

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Fund: 275 HOTEL/MOTEL						
Account Category: Revenues						
Department: 0000 NON DEPARTMENTAL						
275-0000-31.41000	HOTEL/MOTEL EXCISE TAX	1,200,000.00	734,994.46	64,648.99	465,005.54	61.25
Total Dept 0000 - NON DEPARTMENTAL		1,200,000.00	734,994.46	64,648.99	465,005.54	61.25
Revenues		1,200,000.00	734,994.46	64,648.99	465,005.54	61.25
Account Category: Expenditures						
Department: 6210 PARKS & RECREATION						
275-6210-61.30000	TRANSFER TO CAPITAL FUND	225,000.00	125,689.78	0.00	99,310.22	55.86
Total Dept 6210 - PARKS & RECREATION		225,000.00	125,689.78	0.00	99,310.22	55.86
Department: 7540 ECONOMIC DEV						
275-7540-57.20000	DISCOVER DEKALB	480,000.00	293,276.14	0.00	186,723.86	61.10
275-7540-61.10000	TRANSFER TO GENERAL FUND	495,000.00	251,379.55	0.00	243,620.45	50.78
Total Dept 7540 - ECONOMIC DEV		975,000.00	544,655.69	0.00	430,344.31	55.86
Expenditures		1,200,000.00	670,345.47	0.00	529,654.53	55.86
Fund 275 - HOTEL/MOTEL:						
TOTAL REVENUES		1,200,000.00	734,994.46	64,648.99	465,005.54	
TOTAL EXPENDITURES		1,200,000.00	670,345.47	0.00	529,654.53	
NET OF REVENUES & EXPENDITURES:		0.00	64,648.99	64,648.99	(64,648.99)	
BEG. FUND BALANCE		282.61	282.61			
END FUND BALANCE		282.61	64,931.60			

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
Fund: 280 RENTAL MOTOR VEHICLE FUND						
Account Category: Revenues						
Department: 0000 NON DEPARTMENTAL						
280-0000-31.44000	RENTAL CAR EXCISE TAX	65,000.00	33,129.57	0.00	31,870.43	50.97
Total Dept 0000 - NON DEPARTMENTAL		65,000.00	33,129.57	0.00	31,870.43	50.97
Revenues		65,000.00	33,129.57	0.00	31,870.43	50.97
Account Category: Expenditures						
Department: 7540 ECONOMIC DEV						
280-7540-61.10000	TRANSFER TO GENERAL FUND	65,000.00	33,129.57	0.00	31,870.43	50.97
Total Dept 7540 - ECONOMIC DEV		65,000.00	33,129.57	0.00	31,870.43	50.97
Expenditures		65,000.00	33,129.57	0.00	31,870.43	50.97
Fund 280 - RENTAL MOTOR VEHICLE FUND:						
TOTAL REVENUES		65,000.00	33,129.57	0.00	31,870.43	
TOTAL EXPENDITURES		65,000.00	33,129.57	0.00	31,870.43	
NET OF REVENUES & EXPENDITURES:		0.00	0.00	0.00	0.00	
BEG. FUND BALANCE		0.00	0.00			
END FUND BALANCE		0.00	0.00			

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Fund: 300 CAPITAL						
Account Category: Revenues						
Department: 0000 NON DEPARTMENTAL						
300-0000-33.43000	STATE GRANTS CAPITAL PROJECTS	401,814.00	401,813.46	0.00	0.54	100.00
Total Dept 0000 - NON DEPARTMENTAL		401,814.00	401,813.46	0.00	0.54	100.00
Department: 4224 SIDEWALKS						
300-4224-37.10000	CONTRIBUTIONS / DONATIONS	4,083.00	4,083.00	0.00	0.00	100.00
Total Dept 4224 - SIDEWALKS		4,083.00	4,083.00	0.00	0.00	100.00
Department: 9000 INTERFUND						
300-9000-39.12000	TRANSFER FROM HOTEL	225,000.00	125,689.78	0.00	99,310.22	55.86
300-9000-39.30000	TRANSFER FROM GENERAL FUND	11,771,344.00	0.00	0.00	11,771,344.00	0.00
Total Dept 9000 - INTERFUND		11,996,344.00	125,689.78	0.00	11,870,654.22	1.05
Revenues		12,402,241.00	531,586.24	0.00	11,870,654.76	4.29
Account Category: Expenditures						
Department: 1320 CITY MANAGEMENT						
300-1320-52.13000-CM2302	ARPA AND GRANT WRITING ASSISTANCE	10,000.00	0.00	0.00	10,000.00	0.00
300-1320-54.11000-CM2303	LAND FOR GATEWAY SIGN	400,000.00	0.00	0.00	400,000.00	0.00
300-1320-54.11000-CM2304	SITE FOR DOWNTOWN TRASH FACILITY	25,000.00	0.00	0.00	25,000.00	0.00
300-1320-54.13000-CM2305	DOWNTOWN TRASH FACILITY	250,000.00	17,380.00	4,500.00	232,620.00	6.95
Total Dept 1320 - CITY MANAGEMENT		685,000.00	17,380.00	4,500.00	667,620.00	2.54
Department: 1330 CITY CLERK						
300-1330-54.24000	COMPUTER/SOFTWARE	0.00	350.00	0.00	(350.00)	100.00
300-1330-54.24000-CC2101	NEW MEETING MGMT SOFTWARE FY21	0.00	(350.00)	0.00	350.00	100.00
300-1330-54.24000-CC2301	LASERFICHE CLOUD	27,000.00	24,723.74	0.00	2,276.26	91.57
300-1330-54.24000-CC2302	JUSTFOIA LINK TO LASERFICHE	13,500.00	8,081.51	0.00	5,418.49	59.86
Total Dept 1330 - CITY CLERK		40,500.00	32,805.25	0.00	7,694.75	81.00
Department: 1513 OPERATING CONTINGENCIES						
300-1513-57.90000-OC2001	CONTINGENCIES	576,259.00	25,250.00	0.00	551,009.00	4.38
Total Dept 1513 - OPERATING CONTINGENCIES		576,259.00	25,250.00	0.00	551,009.00	4.38
Department: 1535 IT/GIS						
300-1535-54.24000-IT2101	COMPUTER REPLACEMENT	25,101.00	10,388.92	0.00	14,712.08	41.39
Total Dept 1535 - IT/GIS		25,101.00	10,388.92	0.00	14,712.08	41.39
Department: 1570 COMMUNICATIONS						
300-1570-52.12000-CO2201	WEBSITE REDESIGN FY22	10,800.00	0.00	0.00	10,800.00	0.00
Total Dept 1570 - COMMUNICATIONS		10,800.00	0.00	0.00	10,800.00	0.00
Department: 1595 GENERAL OPERATIONS						
300-1595-54.22000-CM2301	ADMINISTRATION VEHICLE	30,000.00	0.00	0.00	30,000.00	0.00
Total Dept 1595 - GENERAL OPERATIONS		30,000.00	0.00	0.00	30,000.00	0.00
Department: 2650 MUNICIPAL COURT						
300-2650-54.23000-CT2202	FINGERRINT MACHINE FY22	15,000.00	0.00	0.00	15,000.00	0.00
300-2650-54.24000-CT2101	E TICKET SOFTWARE	50,000.00	0.00	0.00	50,000.00	0.00
Total Dept 2650 - MUNICIPAL COURT		65,000.00	0.00	0.00	65,000.00	0.00
Department: 4100 CITY ENGINEER						

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Fund: 300 CAPITAL						
Account Category: Expenditures						
Department: 4100 CITY ENGINEER						
300-4100-52.12000-CE2206	PROGRAM MGMT FY22	61,543.00	61,543.00	(19,867.78)	0.00	100.00
300-4100-52.12000-CE2210	SAFETY STUDY HUGH HOWELL RD FY22	100,000.00	0.00	0.00	100,000.00	0.00
300-4100-54.12000-CE2201	CHAMBLEE-TUCKER RD IMP FY22	1,687,697.00	1,619,852.48	0.00	67,844.52	95.98
300-4100-54.12000-CE2208	FELLOWSHIP@IDLEWOOD FY22	100,000.00	0.00	0.00	100,000.00	0.00
300-4100-54.14000-CE2102	RESURFACING FY21	52,979.00	34,888.56	0.00	18,090.44	65.85
300-4100-54.14000-CE2203	MARTA BUS PADS FY22	40,212.00	0.00	0.00	40,212.00	0.00
300-4100-54.14000-CE2204	RESURFACING FY22	585,468.00	585,468.00	0.00	0.00	100.00
300-4100-54.14000-CE2301	RESURFACING FY23	1,194,116.00	1,149,722.03	0.00	44,393.97	96.28
300-4100-54.14000-CE2302	RESURFACING FY23 LMIG	400,000.00	0.00	0.00	400,000.00	0.00
300-4100-54.14000-CE2303	BROCKETT ROAD TRAFFIC CALMING	1,275,671.00	861,611.13	0.00	414,059.87	67.54
300-4100-54.14000-CE2304	JULIETTE ROAD STREET PROJECT	2,200,000.00	321,564.25	166,564.25	1,878,435.75	14.62
300-4100-54.14000-CE2305	MARTA BUS STOPS FY23	100,000.00	0.00	0.00	100,000.00	0.00
300-4100-54.14000-CE2306	RADAR SPEED LIMIT SIGNS	35,300.00	35,300.00	0.00	0.00	100.00
300-4100-54.14000-CE2307	TRAIL PROJECTS FY23	1,000,000.00	0.00	0.00	1,000,000.00	0.00
300-4100-54.14000-CE2309	PROGRAM MANAGEMENT FY23	250,000.00	41,435.92	19,867.78	208,564.08	16.57
300-4100-54.14000-CE2310	ENGINEERING DESIGN STUDIES FY23	50,000.00	5,193.75	0.00	44,806.25	10.39
300-4100-54.14000-CE2311	NORTH / SOUTH CONNECTIVITY STUDY	300,000.00	66,835.89	0.00	233,164.11	22.28
300-4100-57.90000-CE0000	CE CONTINGENCIES	609,348.00	0.00	0.00	609,348.00	0.00
Total Dept 4100 - CITY ENGINEER		10,042,334.00	4,783,415.01	166,564.25	5,258,918.99	47.63
Department: 4224 SIDEWALKS						
300-4224-54.14000-CE2108	SIDEWALKS	59,542.00	50,404.26	0.00	9,137.74	84.65
300-4224-54.14000-CE2205	SIDEWALKS FY22	239,346.00	239,345.04	(76,017.10)	0.96	100.00
300-4224-54.14000-CE2308	TRAIL LIGHTING	134,913.00	134,913.00	0.00	0.00	100.00
Total Dept 4224 - SIDEWALKS		433,801.00	424,662.30	(76,017.10)	9,138.70	97.89
Department: 6210 PARKS & RECREATION						
300-6210-52.12000-PR2302	PARKS AND RECREATION STUDY FY23	50,000.00	0.00	0.00	50,000.00	0.00
300-6210-52.12000-PR2303	PROJECT MANAGEMENT - PARK CONSTRUC	75,000.00	4,387.50	0.00	70,612.50	5.85
300-6210-52.12000-PR2306	ENGINEERING SERVICES - PARK CONSTR	150,000.00	0.00	0.00	150,000.00	0.00
300-6210-52.12000-PR2308	PARK CONSTRUCTION PLANNING	125,000.00	0.00	0.00	125,000.00	0.00
300-6210-54.12000-PR2007	DOG PARK MONTREAL	46,805.00	0.00	0.00	46,805.00	0.00
300-6210-54.12000-PR2010	PARK IMPROVEMENTS	259,233.00	0.00	0.00	259,233.00	0.00
300-6210-54.12000-PR2301	PARKING LOT/DRIVES-PARKS	50,000.00	0.00	0.00	50,000.00	0.00
300-6210-54.12000-PR2304	TRC ACTIVITY CENTER	50,000.00	0.00	0.00	50,000.00	0.00
300-6210-54.12000-PR2305	FITZGERALD PARK IMPROVEMENTS	325,000.00	0.00	0.00	325,000.00	0.00
300-6210-54.12000-PR2309	PARK FURNISHINGS	100,000.00	29,748.74	0.00	70,251.26	29.75
300-6210-54.12000-PR2310	PARK IMPROVEMENTS-LORD PARK DISC G	50,000.00	0.00	0.00	50,000.00	0.00
300-6210-54.12000-PR2312	JHP IMPROVEMENTS GRANT MATCH-GOSP	250,000.00	31,100.00	0.00	218,900.00	12.44
300-6210-54.13000-PR2307	MAINTENANCE FACILITY - FITZGERALD	100,000.00	2,647.65	0.00	97,352.35	2.65
300-6210-54.20000-PR2012	PORTABLE GYMNASTICS	16,225.00	0.00	0.00	16,225.00	0.00
300-6210-54.20000-PR2311	PARK VEHICLES AND EQUIPMENT	175,000.00	11,995.00	0.00	163,005.00	6.85
300-6210-54.23000-PR1911	WEIGHTROOM EQUIPMENT	90.50	0.00	0.00	90.50	0.00
300-6210-54.23100-PR1913	SIGNAGE	909.50	0.00	0.00	909.50	0.00
Total Dept 6210 - PARKS & RECREATION		1,823,263.00	79,878.89	0.00	1,743,384.11	4.38
Department: 6211 PARKS						
300-6211-52.12000-PR2104	PARKS & REC STUDIES	24,000.00	0.00	0.00	24,000.00	0.00
300-6211-52.12000-PR2105	PARK CONSTRUCTION PLAN	5,960.00	2,470.00	0.00	3,490.00	41.44

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% Fiscal Year Completed: 66.58

GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
Fund: 300 CAPITAL						
Account Category: Expenditures						
Department: 6211 PARKS						
300-6211-52.12000-PR2106	PARK MASTER PLAN STUDIES	81,420.00	0.00	0.00	81,420.00	0.00
300-6211-52.39000-PR2113	RECREATION PROJECTS TOURISM	88,985.82	42,504.81	0.00	46,481.01	47.77
300-6211-54.12000-PR2101	PIER/DOCK REPAIR AND TRAILS	50,000.00	0.00	0.00	50,000.00	0.00
300-6211-54.12000-PR2108	PARK FENCING	50,000.00	0.00	0.00	50,000.00	0.00
300-6211-54.12000-PR2109	TRAILS	41,804.00	0.00	0.00	41,804.00	0.00
300-6211-54.12000-PR2113	RECREATION PROJECTS -- TOURISM H/M	216,900.00	103,106.99	445.00	113,793.01	47.54
300-6211-54.12000-PR2115	PETERS PARK	4,900.18	4,900.18	0.00	0.00	100.00
300-6211-54.12000-PR2116	J. HOMESTEAD PROJECT	69,387.00	15,869.50	7,110.00	53,517.50	22.87
300-6211-54.12000-PR2201	FITZGERALD PARK IMPROVEMENTS FY22	626,251.00	37,503.02	0.00	588,747.98	5.99
300-6211-54.12000-PR2202	GENERAL PARK IMPROVEMENTS FY22	5,322.00	5,321.79	0.00	0.21	100.00
300-6211-54.12000-PR2204	SPORTS FIELD LIGHTING FY22	200,000.00	109,500.00	0.00	90,500.00	54.75
300-6211-54.12000-PR2205	TENNIS COURT IMPROVEMENTS FY22	90,000.00	0.00	0.00	90,000.00	0.00
300-6211-54.12000-PR2206	TRAIL IMPROVEMENTS FY22	71,940.00	0.00	0.00	71,940.00	0.00
300-6211-54.12000-PR2207	COFER TRAIL PARK FY22	181,399.00	29,043.39	0.00	152,355.61	16.01
300-6211-54.12000-PR2208	BEE HAVEN INITIATIVE	24,157.00	15,918.82	0.00	8,238.18	65.90
300-6211-54.12000-PR2313	TUCKER TOWN GREEN	600,000.00	0.00	0.00	600,000.00	0.00
300-6211-54.23100-PR2112	SIGNS FOR PARKS	17,409.00	0.00	0.00	17,409.00	0.00
300-6211-54.23100-PR2114	WRP MEMORIAL	64,018.00	0.00	0.00	64,018.00	0.00
Total Dept 6211 - PARKS		2,513,853.00	366,138.50	7,555.00	2,147,714.50	14.56
Department: 6212 POOLS						
300-6212-54.12000-PR2203	POOL IMPROVEMENTS FY22	35,400.00	17,409.93	0.00	17,990.07	49.18
Total Dept 6212 - POOLS		35,400.00	17,409.93	0.00	17,990.07	49.18
Department: 7210 COMMUNITY DEVELOPMENT						
300-7210-52.12000-CD2113	SCANNING PROJECT	24,080.00	0.00	0.00	24,080.00	0.00
300-7210-52.13000-CD2301	JULIETTE ROAD / RICHARDSON STREET	100,000.00	3,400.00	1,000.00	96,600.00	3.40
300-7210-52.13000-CD2302	LAWRENCEVILLE HIGHWAY STUDY	50,000.00	2,800.00	0.00	47,200.00	5.60
300-7210-52.13000-CD2303	TUCKER COMPREHENSIVE HOUSING STUDY	100,000.00	0.00	0.00	100,000.00	0.00
300-7210-54.24000-CD2006	COMPUTER/SOFTWARE	7,604.00	0.00	0.00	7,604.00	0.00
Total Dept 7210 - COMMUNITY DEVELOPMENT		281,684.00	6,200.00	1,000.00	275,484.00	2.20
Department: 7520 ECONOMIC DEVELOPMENT						
300-7520-52.12000-ED2001	NORTHLAKE MASTER PLAN	163,969.00	0.00	0.00	163,969.00	0.00
300-7520-52.12000-ED2005	ECONOMIC DEVELOPMENT VIDEO	5,366.00	0.00	0.00	5,366.00	0.00
Total Dept 7520 - ECONOMIC DEVELOPMENT		169,335.00	0.00	0.00	169,335.00	0.00
Department: 7550 DOWNTOWN DEVELOPMENT AUTHORITY						
300-7550-52.12000-ED2001	NORTHLAKE MASTER PLAN	150,000.00	21,106.90	0.00	128,893.10	14.07
Total Dept 7550 - DOWNTOWN DEVELOPMENT AUTHORITY		150,000.00	21,106.90	0.00	128,893.10	14.07
Expenditures		16,882,330.00	5,784,635.70	103,602.15	11,097,694.30	34.26
Fund 300 - CAPITAL:						
TOTAL REVENUES		12,402,241.00	531,586.24	0.00	11,870,654.76	
TOTAL EXPENDITURES		16,882,330.00	5,784,635.70	103,602.15	11,097,694.30	
NET OF REVENUES & EXPENDITURES:		(4,480,089.00)	(5,253,049.46)	(103,602.15)	772,960.46	
BEG. FUND BALANCE		4,480,089.59	4,480,089.59			

REVENUE AND EXPENDITURE REPORT FOR CITY OF TUCKER

Balance As of 02/28/2023
 % Fiscal Year Completed: 66.58

GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
<hr/>						
Fund: 300 CAPITAL						
END FUND BALANCE		0.59	(772,959.87)			

REVENUE AND EXPENDITURE REPORT FOR CITY OF TUCKER

Balance As of 02/28/2023
% Fiscal Year Completed: 66.58

GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
Fund: 320 SPLOST FUND						
Account Category: Revenues						
Department: 0000 NON DEPARTMENTAL						
320-0000-31.32000	SPLOST - ROADS & DRAINAGE	3,950,000.00	2,497,454.04	328,341.21	1,452,545.96	63.23
320-0000-31.32001	SPLOST - SIDEWALKS & TRAILS	1,210,000.00	768,447.41	101,028.07	441,552.59	63.51
320-0000-31.32003	SPLOST - SITE IMPROVEMENTS PARKS	910,000.00	576,335.54	75,771.05	333,664.46	63.33
Total Dept 0000 - NON DEPARTMENTAL		6,070,000.00	3,842,236.99	505,140.33	2,227,763.01	63.30
Department: 4200 HIGHWAYS AND STREETS						
320-4200-37.10000	CONTRIBUTIONS / DONATIONS	330,000.00	329,392.42	55,878.93	607.58	99.82
Total Dept 4200 - HIGHWAYS AND STREETS		330,000.00	329,392.42	55,878.93	607.58	99.82
Revenues		6,400,000.00	4,171,629.41	561,019.26	2,228,370.59	65.18
Account Category: Expenditures						
Department: 0000 NON DEPARTMENTAL						
320-0000-57.90000-SP2016	CONTINGENCIES	36,652.00	0.00	0.00	36,652.00	0.00
Total Dept 0000 - NON DEPARTMENTAL		36,652.00	0.00	0.00	36,652.00	0.00
Department: 4100 CITY ENGINEER						
320-4100-52.12000-SP2305	PROGRAM MANAGEMENT FY23 SPLOST	225,000.00	5,799.56	5,799.56	219,200.44	2.58
Total Dept 4100 - CITY ENGINEER		225,000.00	5,799.56	5,799.56	219,200.44	2.58
Department: 4200 HIGHWAYS AND STREETS						
320-4200-52.12000-SP2103	PROGRAM MANAGEMENT	70,460.00	70,460.00	(5,799.56)	0.00	100.00
320-4200-54.14000-SP1907	TUCKER STREETSCAPES	366,642.00	0.00	0.00	366,642.00	0.00
320-4200-54.14000-SP2005	MIB @ US78 ENGINEERING DESIGN	425,346.00	98,801.51	18,055.27	326,544.49	23.23
320-4200-54.14000-SP2102	MAJOR ROAD IMPROVEMENTS	323,904.00	19,448.36	1,326.50	304,455.64	6.00
320-4200-54.14000-SP2104	QUICK RESPONSE PROJECTS	132,918.00	10,525.01	0.00	122,392.99	7.92
320-4200-54.14000-SP2201	RESURFACING FY22 SPLOST	1,243,509.00	1,243,451.57	0.00	57.43	100.00
320-4200-54.14000-SP2203	QUICK RESPONSE FY22	314,340.00	0.00	0.00	314,340.00	0.00
320-4200-54.14000-SP2204	MAJOR ROAD IMPROVEMENTS FY22	628,680.00	0.00	0.00	628,680.00	0.00
320-4200-54.14000-SP2301	RESURFACING FY23 SPLOST	2,796,900.00	0.00	0.00	2,796,900.00	0.00
320-4200-54.14000-SP2302	QUICK RESPONSE PROJECTS SPLOST	400,000.00	0.00	0.00	400,000.00	0.00
320-4200-54.14000-SP2304	MAJOR ROAD IMPROVEMENTS FY23 SPLOS	826,750.00	0.00	0.00	826,750.00	0.00
Total Dept 4200 - HIGHWAYS AND STREETS		7,529,449.00	1,442,686.45	13,582.21	6,086,762.55	19.16
Department: 4224 SIDEWALKS						
320-4224-54.14000-SP1906	SIDEWALKS	4,801.00	4,801.00	0.00	0.00	100.00
320-4224-54.14000-SP1908	SIDEWALKS	18,699.00	18,698.51	0.00	0.49	100.00
320-4224-54.14000-SP2009	TRAIL MODEL PROJECT	487,248.00	487,248.19	0.00	(0.19)	100.00
320-4224-54.14000-SP2105	TRAIL PROJECTS	684,252.00	325,182.00	0.00	359,070.00	47.52
320-4224-54.14000-SP2202	TRAILS FY22	964,697.00	444,453.00	0.00	520,244.00	46.07
320-4224-54.14005-SP2303	SIDEWALKS-VARIOUS LOCATIONS SPLOST	1,262,000.00	95,431.00	95,431.00	1,166,569.00	7.56
Total Dept 4224 - SIDEWALKS		3,421,697.00	1,375,813.70	95,431.00	2,045,883.30	40.21
Department: 6210 PARKS & RECREATION						
320-6210-52.12000-SP2011	ENGINEERING SERVICES	6,010.00	3,247.50	0.00	2,762.50	54.03
320-6210-52.12000-SP2106	ENGINEERING SERVICES - PARK CONST	4,089.00	0.00	0.00	4,089.00	0.00
320-6210-52.12000-SP2107	PROGRAM/PROJECT MGMT	13,534.00	5,940.00	0.00	7,594.00	43.89
320-6210-54.12000-SP1914	TRAILS PROGRAM	23,825.00	0.00	0.00	23,825.00	0.00
320-6210-54.12000-SP1917	PRIORITY PROJECTS - MASTER PLAN	69,980.00	14,213.32	4,573.71	55,766.68	20.31
320-6210-54.12000-SP2013	PARKS RESTROOMS	200,000.00	90,814.56	0.00	109,185.44	45.41

REVENUE AND EXPENDITURE REPORT FOR CITY OF TUCKER

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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
Fund: 320 SPOST FUND						
Account Category: Expenditures						
Department: 6210 PARKS & RECREATION						
320-6210-54.12000-SP2307	SPORTS FIELD LIGHTING SPOST	350,000.00	8,612.08	0.00	341,387.92	2.46
320-6210-54.12000-SP2308	PARK SIGNAGE	200,000.00	87,050.16	0.00	112,949.84	43.53
320-6210-54.13000-SP2208	TRC IMPROVEMENTS FY22	59,248.00	40,669.46	0.00	18,578.54	68.64
Total Dept 6210 - PARKS & RECREATION		926,686.00	250,547.08	4,573.71	676,138.92	27.04
Department: 6211 PARKS						
320-6211-54.12000-SP2108	SPORTS FIELD LIGHTING	9,646.00	5,339.96	0.00	4,306.04	55.36
320-6211-54.12000-SP2109	PARKING LOTS - PARKS	176,575.00	0.00	0.00	176,575.00	0.00
320-6211-54.12000-SP2110	J HOMESTEAD RESTORATION	50,000.00	0.00	0.00	50,000.00	0.00
320-6211-54.12000-SP2111	SECURITY CAMERAS	25,000.00	0.00	0.00	25,000.00	0.00
320-6211-54.12000-SP2206	FITZGERALD PARK IMP FY22	500,000.00	0.00	0.00	500,000.00	0.00
320-6211-54.12000-SP2209	ROSENFELD PARKING LOT IMP FY22	35,480.00	0.00	0.00	35,480.00	0.00
320-6211-54.12000-SP2306	ROSENFELD TENNIS COURT IMPROVEMENT	200,000.00	0.00	0.00	200,000.00	0.00
Total Dept 6211 - PARKS		996,701.00	5,339.96	0.00	991,361.04	0.54
Department: 6212 POOLS						
320-6212-54.12000-SP2112	POOL RENOVATIONS	21,645.00	9,793.22	0.00	11,851.78	45.24
320-6212-54.12000-SP2207	SPLASH PAD IMPROVEMENTS FY22	81,777.00	12,497.79	0.00	69,279.21	15.28
Total Dept 6212 - POOLS		103,422.00	22,291.01	0.00	81,130.99	21.55
Expenditures		13,239,607.00	3,102,477.76	119,386.48	10,137,129.24	23.43
Fund 320 - SPOST FUND:						
TOTAL REVENUES		6,400,000.00	4,171,629.41	561,019.26	2,228,370.59	
TOTAL EXPENDITURES		13,239,607.00	3,102,477.76	119,386.48	10,137,129.24	
NET OF REVENUES & EXPENDITURES:		(6,839,607.00)	1,069,151.65	441,632.78	(7,908,758.65)	
BEG. FUND BALANCE		8,526,676.21	8,526,676.21			
END FUND BALANCE		1,687,069.21	9,595,827.86			

REVENUE AND EXPENDITURE REPORT FOR CITY OF TUCKER

Balance As of 02/28/2023
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GL Number	Description	22-23 Amended Budget	YTD Balance 02/28/2023	Activity For 02/28/2023	Available Balance 02/28/2023	% Bdgt Used
Fund: 560 STORMWATER						
Account Category: Revenues						
Department: 9000 INTERFUND						
560-9000-39.30000	TRANSFER FROM GENERAL FUND	1,500,000.00	0.00	0.00	1,500,000.00	0.00
	Total Dept 9000 - INTERFUND	1,500,000.00	0.00	0.00	1,500,000.00	0.00
	Revenues	1,500,000.00	0.00	0.00	1,500,000.00	0.00
Account Category: Expenditures						
Department: 4910 STORMWATER						
560-4910-52.12000	PROFESSIONAL SERVICES	1,500,000.00	0.00	0.00	1,500,000.00	0.00
	Total Dept 4910 - STORMWATER	1,500,000.00	0.00	0.00	1,500,000.00	0.00
	Expenditures	1,500,000.00	0.00	0.00	1,500,000.00	0.00
Fund 560 - STORMWATER:						
	TOTAL REVENUES	1,500,000.00	0.00	0.00	1,500,000.00	
	TOTAL EXPENDITURES	1,500,000.00	0.00	0.00	1,500,000.00	
	NET OF REVENUES & EXPENDITURES:	0.00	0.00	0.00	0.00	
	BEG. FUND BALANCE	0.00	0.00			
	END FUND BALANCE	0.00	0.00			
Report Totals:						
	TOTAL REVENUES - ALL FUNDS	46,532,149.00	23,131,141.77	2,170,806.73	23,401,007.23	
	TOTAL EXPENDITURES - ALL FUNDS	63,849,015.00	16,077,377.81	951,980.43	47,771,637.19	
	NET OF REVENUES & EXPENDITURES:	(17,316,866.00)	7,053,763.96	1,218,826.30	(24,370,629.96)	



MEMO

To: Honorable Mayor and City Council Members
From: Tami Hanlin, City Manager
Date: March 27, 2023
RE: Memo for Report on Upcoming Agenda Items

Description: DRAFT List of Upcoming Council Meeting Agenda Items:

UPCOMING ITEMS FOR COUNCIL MEETING APRIL 10, 2023:

- Approval of the Minutes
- Finance Dept: Distribute Draft Budget
- Ordinance 2nd Read on Stormwater Utility
- Resolution for Completed Economic Development Strategic Plan for Adoption
- Contract for bid award for RFP 2023-001 Parks Maintenance Services
- Contract for bid award for RFP 2023-005 HVAC Preventative Maintenance at Tucker Rec Center
- Contract for bid award for RFP 2023-009 Call for Artists Award
- Contract for bid award for RFP 2023-011 Right-of-Way Acquisition Services
- Contract for bid award for RFP 2023-012 MARTA Bus Pads and Sidewalk Connections
- Supplemental Project Framework Agreement for the Tucker-Northlake Trail
- Contract for Fitzgerald Park – turf field installation – Field 2
- Contract for Trimble Cityworks Software
- Contract for Woolpert PSA Tucker Cityworks Implementation

UPCOMING ITEMS FOR COUNCIL MEETING APRIL 24, 2023:

- FY24 Budget Workshop
- Update on Public Works Contracts

TENTATIVE COUNCIL WORKSHOP MAY 1, 2023

- FY24 Budget Workshop



MEMO

To: Honorable Mayor and City Council Members
From: Jackie Moffo, Economic Development Manager
CC: Tami Hanlin, City Manager
Date: March 22, 2023
RE: Memo for Economic Development Strategic Plan Review and Discussion Prior to Adoption

Description for on Agenda:

To provide City Council with a final draft of Tucker's Economic Development Strategic Plan (EDSP) for their review and discussion prior to final adoption.

Issue: The City of Tucker hired KB Advisory Group for the development of its Economic Development Strategic Plan. As the planning period as come to an end, the Economic Development Department and KB Advisory Group are proposing the attached Economic Development Strategic Plan for review of the City Council in preparation for final adoption at the next City Council meeting.

Recommendation:

Staff recommendation is that the City Council listens reads the EDSP and prepares questions for KB Advisory during their presentation.

Background: Tucker's Comprehensive Plan, *Tucker Tomorrow*, calls for the creation of an economic development plan. The City of Tucker has contracted with a consultant, KB Advisory Group, to create Tucker's first Economic Development Strategic Plan. This plan will provide Tucker with a specific approach to economic development that will maintain our businesses, create jobs, and identify key sectors for growth.

Summary: The City of Tucker shared RFP 2022-014 for bid on May 31, 2022 and received four proposals. On Monday, August 8, 2022, the Mayor and City Council approved and award the contract for the Economic Development Strategic Plan to KB Advisory Group. Work began with a Kick-Off Meeting on September 26, 2022, at the Mayor and City Council Work Session. Since then, KB Advisory group, working with City of Tucker Staff, has worked to conduct multiple public input meetings and has gathered all necessary demographics and community data. KB Advisory Group is now ready to provide a final draft of the EDSP for the City Council's review and comment.

Financial Impact: As done in previous plans, the City of Tucker is working in partnership with TSCID and TNCID on this project. The City of Tucker budgeted \$65,000 from the City's Economic Development Budget, and \$10,000 from the DDA's Economic Development Budget and is receiving contributions of \$10,000 from TSCID and \$5,000 from TNCID to use for this plan.



City of
Tucker

Economic Development Strategic Plan

03.22.2023 DRAFT



03.22.2023 2ND DRAFT



City of
Tucker

Economic Development Strategic Plan

03.22.2023 DRAFT

ACKNOWLEDGEMENTS

The KB Advisory Group Team would like to thank the following individuals and organizations for their participation in the Economic Development Strategic Plan (EDSP) process.

City of Tucker Mayor and City Council

Frank Auman, *Mayor*
Roger W. Orlando, *District 1 - Post 1*
Virginia Rece, *District 1 - Post 2*
Cara Schroeder, *District 2 - Post 1*
Noelle Monferdini, *District 2 - Post 2*
Alexis Weaver, *District 3 - Post 1*
Anne Lerner, *District 3 - Post 2*

Others

Tucker Downtown Development Authority (DDA)
Tucker-Northlake Community Improvement District (CID)
Tucker Summit Community Improvement District (CID)

Internal City Staff

Tami Hanlin, *City Manager*
John McHenry, *Deputy City Manager*
Jackie Moffo, *Economic Development Manager*

EDSP Consulting Team

KB Advisory Group (Lead)

Geoff Koski, *Project Executive*
Tate Davis, *Project Manager*
Gabrielle Oliverio, *Analyst*

Urban Pulse (Public Engagement)

Christopher Pike, *Public Engagement Director*

Willdan (Data Analysis)

Molly McKay, *Technical Director*

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Section 1

OVERVIEW

The Economic Development Strategic Plan (EDSP) for the City of Tucker represents the first plan of its kind for the City. The EDSP is a foundational document for the City of Tucker's Economic Development. It identifies Tucker's existing assets, considers a five-year economic outlook, establishes the economic vision, and provides strategies and implementation steps to achieve the outlined goals. The creation of this plan was inclusive of input from Tucker's

- **CITIZENS,**
- **BUSINESSES,**
- **LOCAL AND REGIONAL PARTNERS,**
- **CITY STAFF AND LEADERSHIP, AND**
- **MAYOR AND CITY COUNCIL.**



THIS PAGE: Photo of Main Street shared with permission from City of Tucker.

S1: EXECUTIVE SUMMARY

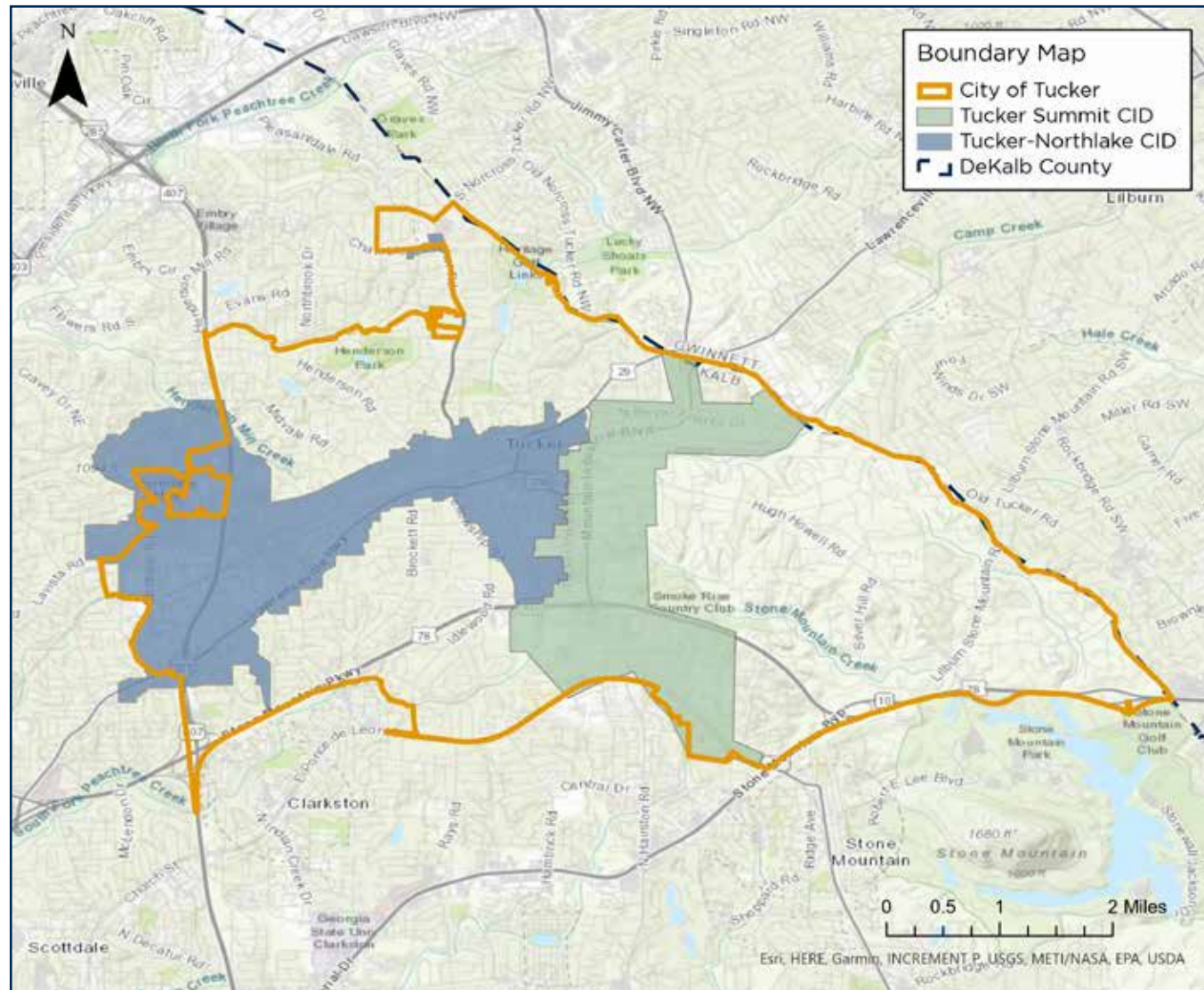
The City of Tucker benefits from its geographic position within the growing Atlanta metro. The location enables Tucker to bolster its economic base, keeping with a goal identified in the *Tucker Tomorrow Comprehensive Plan*. **Demographic trends reveal the City's many strengths, including a well-educated workforce, high-earning households, and racial and ethnic diversity.** Additionally, Tucker citizens identified **Tucker's strengths in access to greenspace, a relatively low cost of living, a strong sense of community, and authentic old-town charm within Tucker's Downtown core.** Increasingly, employers are seeking locations with a high quality of life, such as rich lifestyle amenities and conveniences, to attract and retain a stable workforce.

Existing industries within Tucker are diverse and serve as critical assets to a resilient local economy grounded by the existing employment cores: Mountain Industrial and Lawrenceville Highway Corridors, Northlake Area, and Tucker's Downtown core. These cores are uniquely categorized by industry mix and type and contribute to forming beneficial industry clusters. Mountain Industrial boasts a long-standing industrial manufacturing cluster, while the Northlake Area represents Tucker's office and medical core. Lawrenceville Highway is a significant corridor through the City, bridging the industrial, suburban, and downtown retail character areas. Downtown Tucker exhibits vital aspects of the Main Street atmosphere, mixing retailers and small businesses.

Notably, 95% of Tucker businesses are small to medium-sized, suggesting the tailoring of economic development services to the variety of industry and business size needs. However, **over 90% of Tucker residents commute regionally.** **Conversely, 96% of jobs within Tucker are filled by those living outside of the City.** Understanding this mismatch, the overall economic outlook for Tucker, and the collective vision for the future, opportunities appear for focused economic development efforts on business expansion, attraction, and internal talent pipelines.

The Industries to Target

At the culmination of the demographic and economic analysis, review of the City of Tucker plans and guiding documents, and extensive community input, target industries were identified and represent a way to sustainably propel Tucker's local economy through the next five years. Those industries are discussed on page 10.



EDSP Boundary Map by KB Advisory Group

S1: EXECUTIVE SUMMARY

TARGET INDUSTRIES



PROFESSIONAL SERVICES

The Professional Services industry grew almost 60% countywide from 2018 to 2022 and currently makes up close to 9% of the job mix in Tucker. Nearly 20% of all establishments with less than five employees are in this industry, and many businesses of this size are sole proprietorships. The City would benefit from both economic development efforts that aim to attract new employers in this industry and help promote the entrepreneurial environment of the Tucker area.



MANUFACTURING

The Manufacturing industry grew over 50% countywide from 2018 to 2022 and currently makes up over 10% of the job mix in Tucker. Manufacturing has been a staple in Tucker but currently employs the least number of working residents. Tucker would benefit from economic development efforts focusing on the talent pipeline and working with manufacturing employers to address talent needs.



HEALTHCARE

Similar to Manufacturing, there are more Healthcare jobs within the City than working residents in that industry. The Healthcare industry grew over 20% countywide from 2018 to 2022 and currently makes up almost 10% of the job mix in Tucker. Economic development efforts that expand partnerships with local institutions would benefit Tucker.

Linking the City of Tucker's economic development goals and target industries to specific initiatives, identifying and allocating resources, and assessing performance based on detailed, agreed-upon outcomes are critical to meeting the vision and objectives established by the Tucker Economic Development Strategic Plan.



The **five** Tucker EDSP **Initiatives** are:

1

Economic Development Capacity Building

As a recently formed city, efforts by Tucker focused on **establishing the role and function of the Economic Development Department are vital to success**. Current staff responsibilities vary across multiple functions and departments. That creates a reactive workflow with limited ability to concentrate efforts on strategic initiatives, such as a Business Retention and Attraction Program.

2

Business Retention and Attraction (BRA) Program

Instituting a Business Retention and Attraction (BRA) Program can help manage business needs and attract new businesses by establishing sustainable contact with the Tucker businesses, monitoring business performance, addressing obstacles, and proactively recruiting target industries.

3

Major Projects Accelerator

Although multiple planning efforts have outlined goals for economic development, Tucker needs a guiding document or a priority list for how and when the Economic Development Team should tackle these goals. A Major Projects Accelerator Program would complement the foundational aspect of Economic Development Capacity Building Initiative No 1, to advance progress against goals for all adopted plans.

4

Visibility, Marketing, and Branding

An organized Economic Development Department with proven and successful programs can **strategically promote Tucker as a great place to live and do business**. These efforts should prioritize marketing, advertising, and publicizing Tucker to build a positive relationship between the public and private sectors.

5

Business and Developer Programming

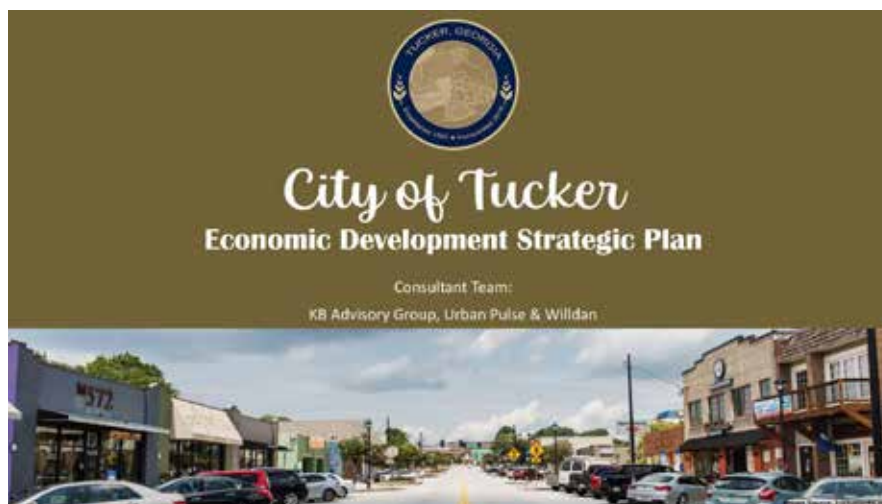
Finally, **Tucker should expand and formalize business and developer services** centered on talent and workforce development, networking and promotion, economic development and infrastructure investment alignment, and business research services.

Section 2

OVERVIEW: WHY NARRATIVE

WHAT IS THE ECONOMIC DEVELOPMENT STRATEGIC PLAN?

In 2022, the City of Tucker undertook an Economic Development Strategic Plan (EDSP) to guide the City's near-term economic development policies, programs, and investments over the next five years and make the *Tucker Tomorrow Comprehensive Plan* vision a reality.



ABOVE: Image from the Tucker Economic Development Strategic Plan Kick-Off.



THIS PAGE: Photo of "Movie on Main" shared with permission from City of Tucker.

S2: WHY NARRATIVE







In April 2018, the City of Tucker adopted the [Tucker Tomorrow Comprehensive Plan](#), which included five primary community goals for the City’s future.

The fifth goal—(to) **Bolster** (the) **Economic Base** – called for various initiatives that would leverage Tucker’s current assets and promote growth in the primary job centers of the Mountain Industrial Area, Northlake Commercial Center, Lawrenceville Highway Medical Area, and Downtown Tucker.

The City of Tucker retained local and national consulting support led by **KB Advisory Group**—joined by Urban Pulse and Willdan Group. The

EDSP will bring *Tucker Tomorrow’s* economic vision to life with action steps, assigned accountabilities, monitoring, and reporting.

What are the Goals of the Economic Strategic Plan?

- | | | | |
|--|---|---|---|
|  | Empower the City to guide planning, zoning, and economic development priorities. |  | Attract high-quality investment and redevelopment activity. |
|  | Help strategically shape the character of redevelopment according to a shared community vision of the future, established through a transparent process of consensus building and leadership. |  | Provide the specific implementation steps needed to guide Tucker’s economic development policies, programs, and investments over the next five years. |



Why is the Tucker Economic Strategic Plan Important?

The EDSP's community outreach, research, and analysis aimed to help the City understand Tucker's competitive positioning by exploring:



What is the City of Tucker's "it" factor? How can Tucker leverage the positive aspects of this community brand or identity to attract higher tax-value business investment and operations?



What industries should the City of Tucker target to diversify the economy and improve fiscal resiliency?



How can the City connect critical infrastructure investments with the EDSP's economic development strategies to bolster Tucker's Economic Base?



What best practices for new policies and programs should Tucker explore for adoption?



THIS PAGE: Photo shared with permission from City of Tucker.

S2: WHY NARRATIVE

What can we expect from the Tucker Economic Development Strategic Plan?

Similar to *Tucker Tomorrow*, the EDSP is both ambitious and practical. With the visions outlined in *Tucker Tomorrow*, the EDSP will outline how the City can realize its economic potential and leverage its existing successes.

For example, one of the primary goals of the EDSP is to define the action steps needed to accelerate the City's evolution towards a more proactive and intentional delivery of economic development services.



The EDSP also includes an economic profile report and recommended target industries to identify the City's highest-value growth sectors and associated near- to mid-term opportunities.



The EDSP guides the City's investment in new policies and programs, and how to tackle the gaps with economic development tools. It builds on our community's assets when coupled with an economic development-focused community engagement process.



With strong strategic partnerships in the community, the EDSP will position the City of Tucker to build on existing partnerships and identify new resources to support the City of Tucker's future.



THIS PAGE CLOCKWISE from the top left, photos No 1 and 2 in the City of Tucker taken by KB Advisory Group. Photos No 3 through 7 shared with permission from City of Tucker.

Section 3

OVERVIEW: PUBLIC INPUT

Input from residents and the business community was crucial in crafting the Tucker Economic Development Strategic Plan (EDSP).

Public Meetings	2 Community Meetings 2 Community SWOT Analysis Meetings 2 Consensus Building Workshops
Strategic Focus Groups	5 Focus Groups, 50+ Businesses, and Partners Engaged Business Community Lunch and Learns Tucker-Northlake CID Leadership Tucker-Summit CID Leadership Local and Regional Community Partners
One-on-One Interviews	9 Mayor, Councilmembers, City Staff 7 Major Employers and Community Partners
Online Engagement	216 Community Survey Respondents 9 faith-based institutions engaged 81 Business Survey Respondents 2,200+ shares with businesses



PUBLIC INPUT

THIS PAGE: Photo of a Tucker Economic Development Strategic Plan Public Input Session by KB Advisory Group.

S3: PUBLIC INPUT

Led by Christopher Pike of Urban Pulse, the consultant team gathered public input in the following ways:

COMMUNITY SURVEY

During the five-month public input process, the consultants were able to engage with over 200 members of the Tucker community.

The Community Survey ran from September 28, 2022, to December 2, 2022. The survey was open to the public and shared across all the City of Tucker social media platforms.

Community attributes viewed as most important to respondents were:

- Community appearance
- Amenities for recreation and parks
- Quality of schools
- Ability to walk or conveniently travel to shops and restaurants
- Affordable housing
- Parking availability

Half the respondents viewed the lack of retail, entertainment, and restaurant options as a significant community obstacle.

Aspects of Tucker that respondents were most satisfied with were:

- Cost of living
- Ability to take an active role in the community
- Population diversity

Aspects of Tucker that respondents were most dissatisfied with were:

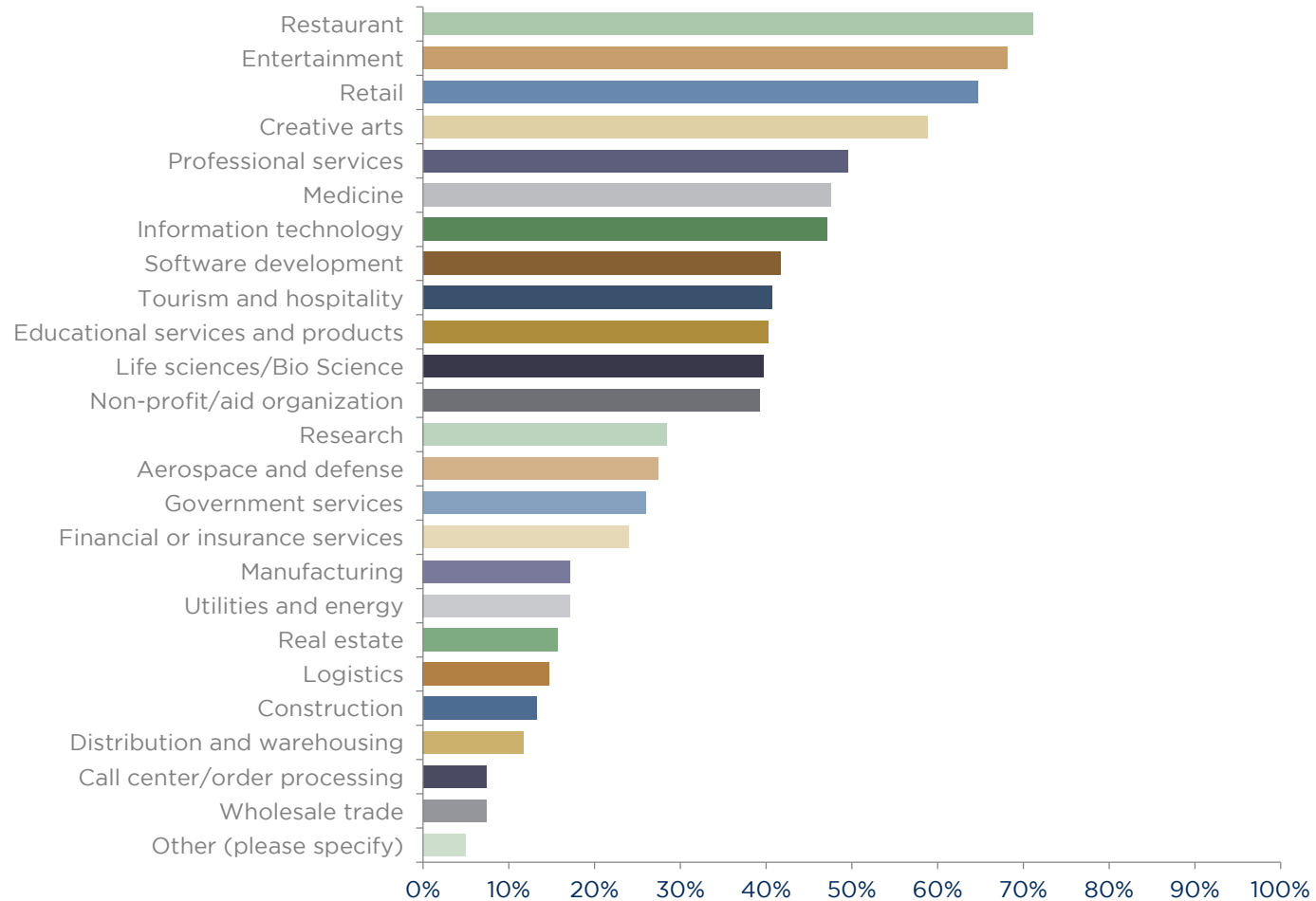
- Community appearance
- Public school quality





COMMUNITY SURVEY FEEDBACK

What do you want to see expanded in Tucker?



S3: PUBLIC INPUT

BUSINESS SURVEY

The Business Survey ran from October 18, 2022, to December 2, 2022. The survey was shared across all City of Tucker social media platforms and directly with over 2,000 businesses.

Of those that responded:

- Over 80% indicated they were self-employed or within a small business
- Over 85% reported being business owners
- Nearly half of the respondents indicated their business occurs statewide or nationally
- Over 40% of respondents indicated efforts for future expansion

Nearly 90% of respondents believed Tucker is a good place to do business; they would recommend Tucker to

other companies and are likely to remain in the City. Additionally, many further identified Science, Technology, Engineering, and Mathematics (STEM), professional services, and medical uses as strategic industries to attract others to Tucker.

The top reasons companies located in Tucker originally were:

- Low cost of doing business
- Founded in Tucker or had community ties
- Access to particular networks and markets
- Quality of life

Three overarching factors viewed as having high importance for business success in Tucker were:

- Labor and operating cost
- Logistics and transportation

- Costs associated with permits and fees, utilities, and the development and permitting process

Highly ranked obstacles were:

- Resources for business support
- Access to Capital
- Available talent pool
- A more robust business network within Tucker

Respondents also desire more lifestyle amenities, entertainment options, and retail and restaurant offerings within the City.

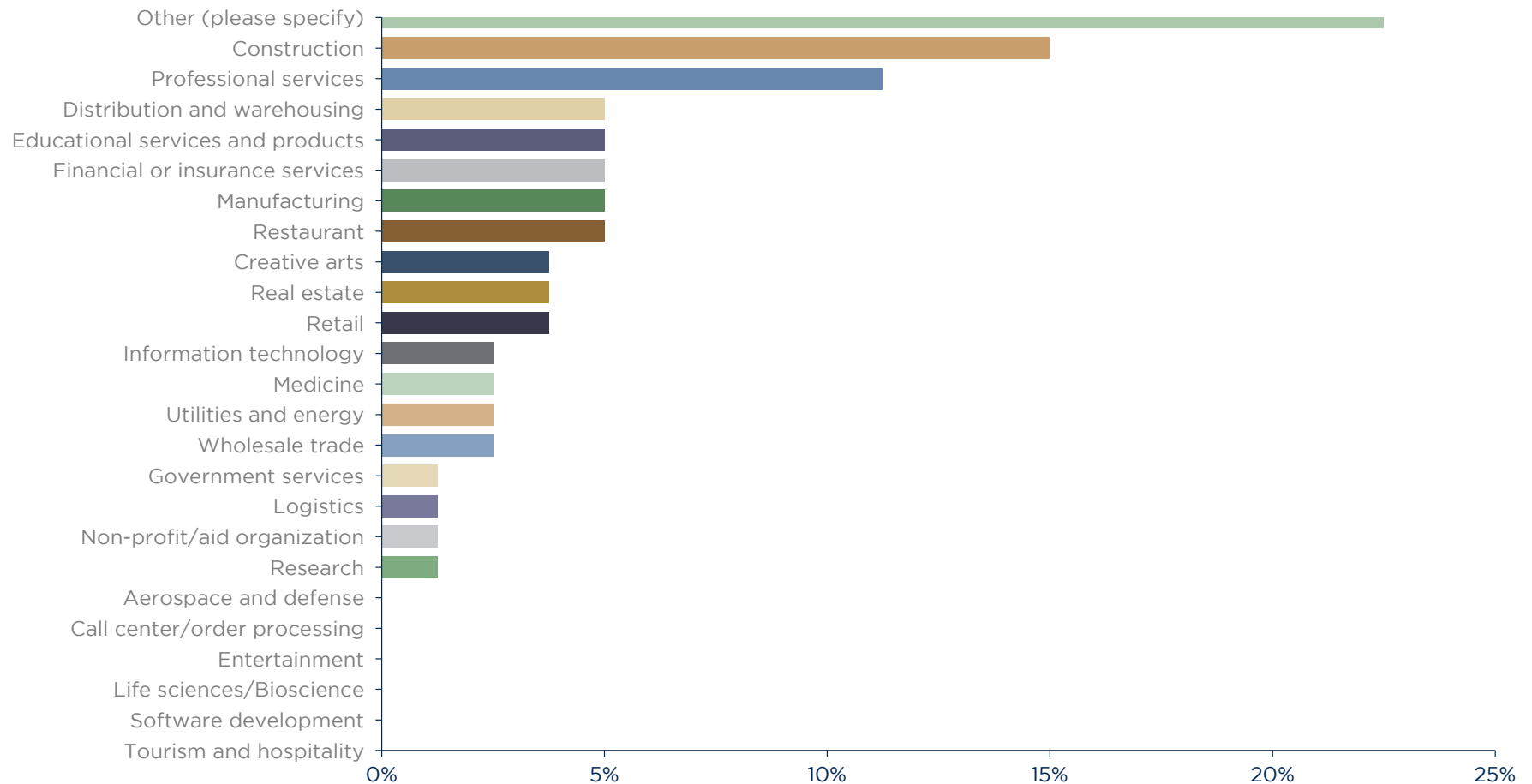
“Small town with big city advantages.”

- EDSP Business
Survey Respondent



BUSINESS SURVEY FEEDBACK

Which best describes the primary industry focus of your business?



S3: PUBLIC INPUT

SWOT

Two public input sessions took place in October 2022, and the discussion centered around questions from the survey. After these two sessions, there were two more to develop a community-wide consensus around Tucker's Strengths, Weaknesses, Opportunities, and Threats (SWOT). Below are the top five items by vote for each category.

STRENGTHS

1. Convenient location in the metro area with good access to highways and other cities
2. Parks and Nature Trails and Green Space
3. Strong Industrial Corridors – Diverse business mix with established industries
4. Small Town Feel – Community retains an authentic old town charm, downtown district
5. Great community with good people and a strong sense of community

WEAKNESSES

1. Community Appearance, Beautification, Gateways
2. Housing Density in Downtown (Lack of Housing)
3. Parking in Downtown – need for more parking options
4. Underutilized Land (Highest and Best Use (Downtown))
5. Diversity of Restaurants and Retail

OPPORTUNITIES

1. Housing Downtown to increase the customer base for businesses in the Downtown area
2. Diverse Housing Options – to include senior housing and affordable (Workforce Housing)
3. Walking Trails – Create community connectivity and mobility
4. Potential for new restaurants and retail; the local economy could support more
5. Directional Signage for Downtown (Businesses)

THREATS

1. Service Delivery (DeKalb County)
2. Irresponsible Growth and Development (Overdevelopment)
3. Destruction of Greenspace – potential for overdevelopment of specific areas
4. Rising Housing Prices
5. Maintain a Healthy Industry Mix



Economic Development Strategic Plan



Presented by KB Advisory



Community & SWOT Analysis Meetings

The Purpose?

The City of Tucker is creating the community's first Economic Development Strategic Plan (EDSP), focused on developing tactical implementation strategies and a funding road map. **WE NEED YOUR INPUT!** The EDSP will:

- Empower the City to define its vision, mission, and values to guide planning, zoning, and economic development priorities
- Attract high-quality investment and redevelopment activity
- Help strategically shape the character of redevelopment according to a shared community vision of the future, established through a transparent process of consensus-building and leadership
- Provide the specific implementation steps needed to guide Tucker's economic development policies, programs, and investments over the next five years

Provide Your Input at Our Community Sessions!

Community Meetings

Tell us what you think and take our survey!

Date: Tuesday October 11, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall

Date: Tuesday October 17, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall Annex

SWOT Analysis Meetings

What do you think our strategic plan should focus on?

Date: Tuesday October 25, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall

Date: Tuesday November 1, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall Annex

VISIT:

[TUCKERGA.GOV](https://tuckerga.gov)



TAKE OUR BRIEF SURVEY!

[CLICK HERE](#)

FOLLOW US!



ABOVE: Christopher Pike of Urban Pulse speaking during an EDSP Public Input Session and BELOW Right: Public Input Session attendees by KB Advisory Group. LEFT and BELOW Left: EDSP Announcements by Urban Pulse.



Section 4

OVERVIEW: DEMOGRAPHIC PROFILE

Before a strategy can be designed and implemented, it is essential to assess the state of Tucker today. Key demographic takeaways that are important for economic development include:

- **POPULATION:** The City of Tucker has maintained steady population growth over the past two decades, mirroring DeKalb County trends.
- **POPULATION DIVERSITY:** Racial and ethnic diversity within Tucker city limits is similar to the composition of the larger region, with a slightly more extensive representation of Asian, Hispanic, and other races.
- **EDUCATION and AGE:** Tucker has a large, well-educated resident base.
- **HOUSEHOLD INCOMES:** Tucker has a higher median household income and a smaller share of lower-to-middle-income households than the larger Atlanta region.

Businesses often serve a broad population, but the local community surrounding them is an important patron. These demographic trends help pinpoint the local customer base's size, potential preferences, and spending capabilities. With this information, the City's Economic Development Team can help better market Tucker to prospective businesses.



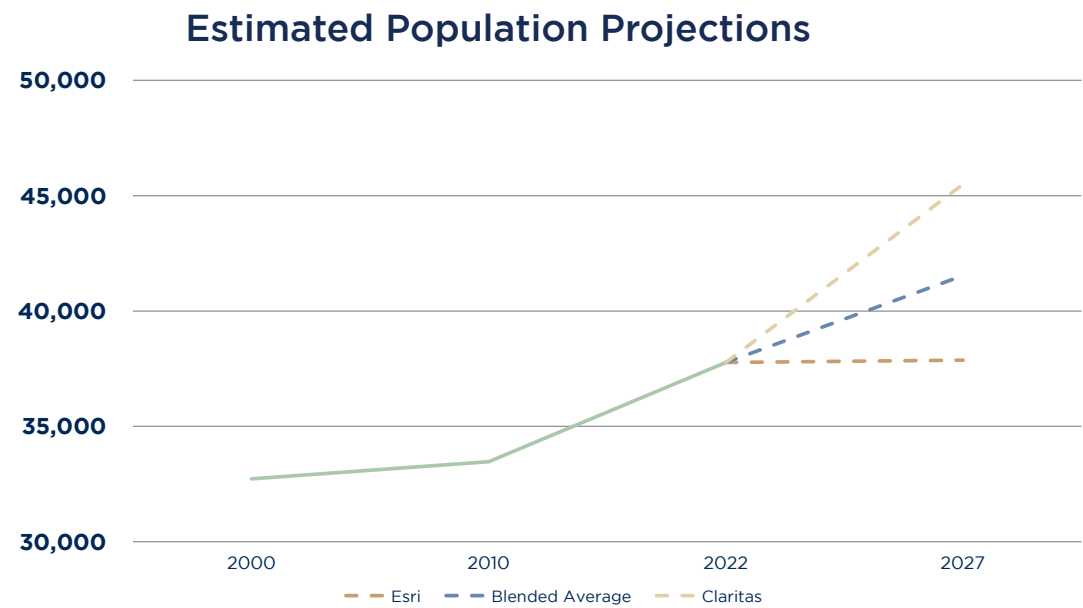
THIS PAGE: Photo of Peters Park Community Cleanup Day shared with permission from City of Tucker.

S4: DEMOGRAPHIC PROFILE

POPULATION

The City of Tucker has maintained steady population growth over the past two decades, mirroring DeKalb County trends.

Since 2000, Tucker has experienced an average annual growth of 0.7%. Population growth accelerated after 2010, with an average annual addition of 74 residents from 2000 to 2010. Considering the Decennial Census-estimated population for 2020 at 37,005, Tucker added roughly 160 residents annually from 2010 to 2020. Based on industry-standard population forecasts, the City’s population is projected to grow, on average, by 2% by 2027. However, this projection depends on housing and job supply, infrastructure capacity, regional growth, and other factors.



Population	Historical Population			2000-2022 Estimated Growth Rate
	2000	2010	2022 Est.	
Tucker	32,728	33,465	37,767	15%
DeKalb County	665,977	691,893	780,214	17%
Atlanta MSA	4,263,438	5,286,722	6,268,860	47%

SOURCE: ESRI Business Analyst; Willdan, 2022. Claritas; KB Advisory Group, 2022.

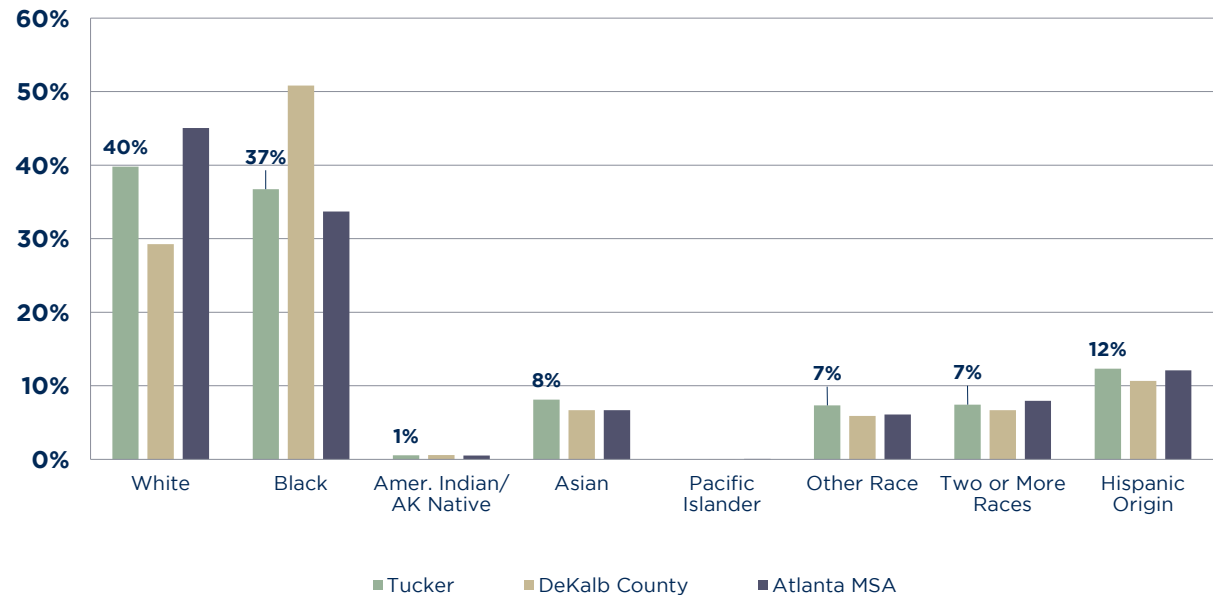


RACE

Racial and ethnic diversity within the City limits of Tucker is similar to the composition of the larger region, with a slightly more extensive representation of Asian, Hispanic, and other races.

Proportionally there is a larger share of Asian and Hispanic residents within the City, and other mixed-race residents comprise 14% of Tucker's population. This diversity is felt and seen by many community members, as diversity was a positive attribute identified during public outreach.

Population by Race



SOURCE: ESRI Business Analyst; Willdan, 2022.

Note: Persons of Hispanic origin are a subset of other race categories; therefore, totals do not add. The category labeled "Other Race" Includes the Census Categories "Indian American," "Pacific Islander," "Some Other Race Alone," and "Two or More Races," which individually represent a small percentage of the City's and County's population.

S4: DEMOGRAPHIC PROFILE

EDUCATION AND AGE

38.8%

The percent of Tucker’s Popluation
that is of Prime Working Age
(25-54)



Tucker is home to a large, well-educated resident base.

Over half of Tucker’s residents have earned a Bachelor’s degree or higher—about 1.4 times the rate of Georgia. Notably, 23% of Tucker’s residents have a Graduate or Professional Degree, representing a significant concentration of highly educated residents in DeKalb County. Almost 40% of Tucker’s population is of prime working age (25-54).



+50%

TUCKER residents with a
Bachelor’s degree or higher

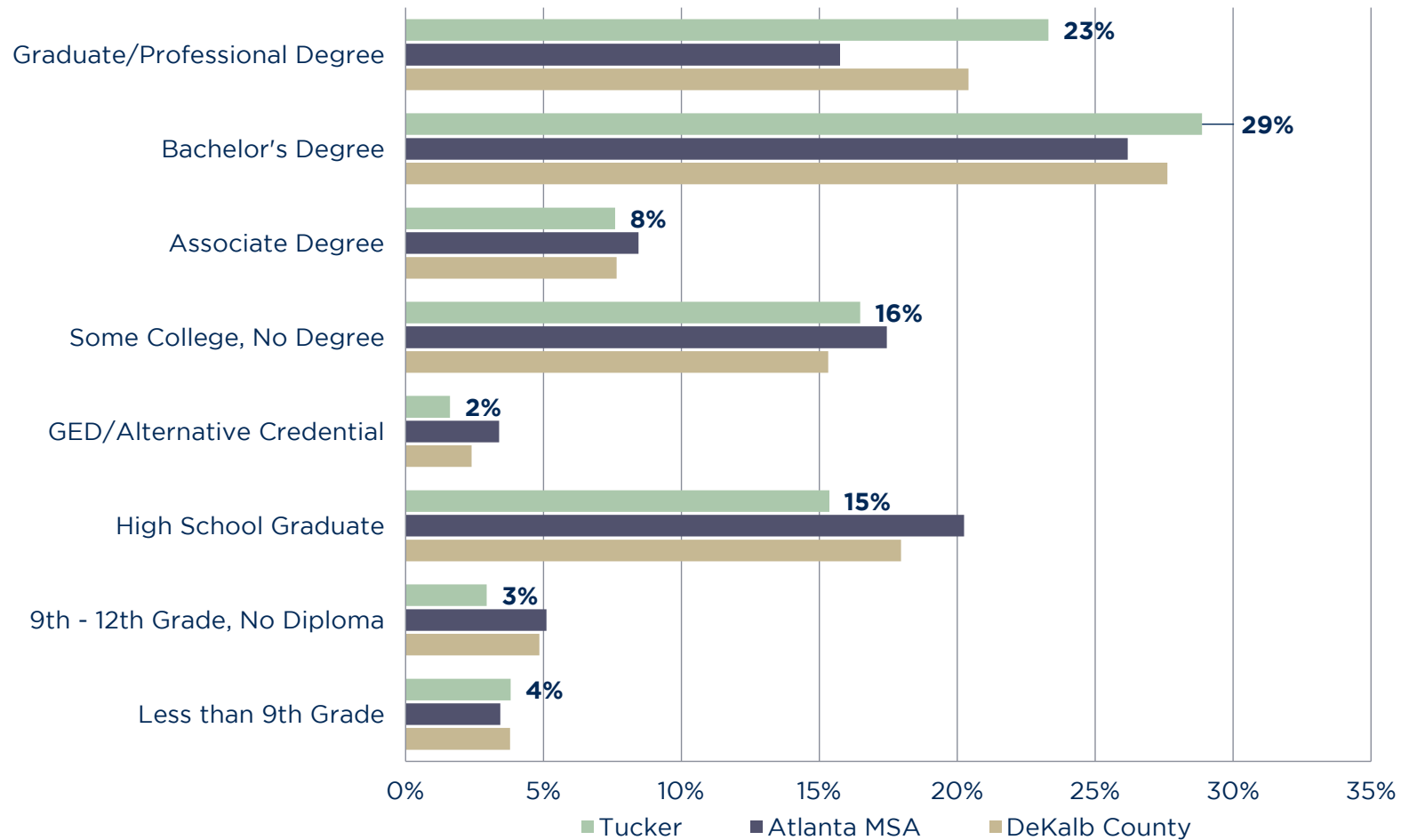
23%

TUCKER residents with a
Graduate or Professional degree





Population over age 25 by Educational Attainment



SOURCE: ESRI Business Analyst; Willdan, 2022.

S4: DEMOGRAPHIC PROFILE

HOUSEHOLD INCOME

Tucker has a higher median household income and a smaller share of lower-to-middle-income households than the larger Atlanta region.

With a median household income of over \$80,000, half of Tucker households have incomes below this, and half have over. The U.S. Department of Housing and Urban Development (HUD) defines low to middle income as making less than 120% of the observed Area Median Income. That is lower than the County (65%) and metro (62%).

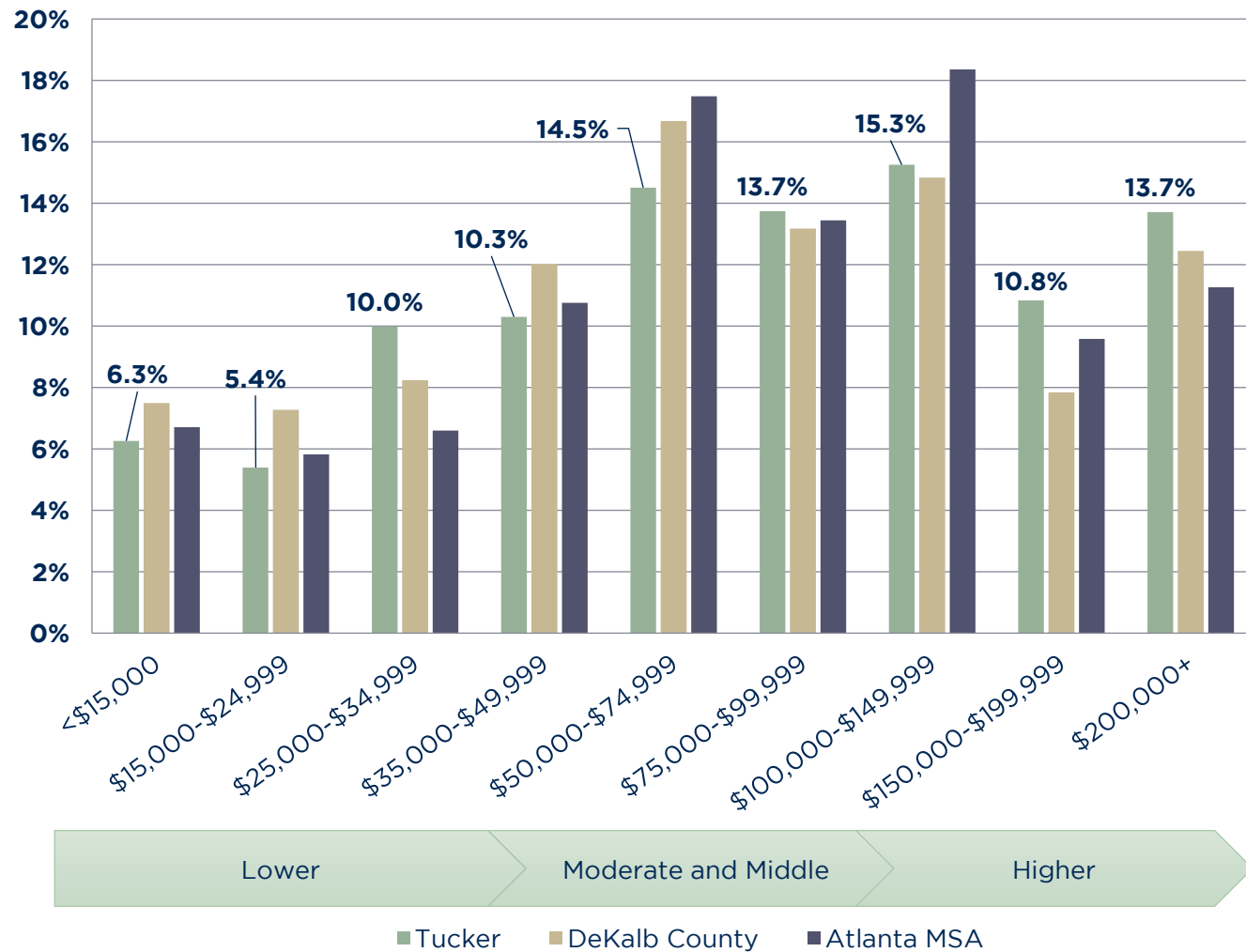
Median Household Income

Tucker	\$80,150
DeKalb County	\$71,536
Atlanta MSA	\$78,869

A local area’s median household income can be a helpful guide for the Economic Development Team. Household incomes determine spending habits and general affordability. Because local incomes are a factor for where a business locates, this number provides insight into which companies the City has the best chances of recruiting. It can be necessary if the City wants to attract a particular amenity, product, or service to the community. Additionally, more resident spending captured within the City’s limits supports more local jobs and sales tax revenues for the City.



Household Income by Income Group



SOURCE: ESRI Business Analyst; Willdan, 2022. U.S. Department of Housing and Urban Development; KB Advisory Group, 2022.

Section 5

OVERVIEW: ECONOMIC PROFILE

Multiple layers within economic development affect its ability to be successful. Municipal rules, regulations, and trends are not the only factors that influence the efficacy of local economic development initiatives. At the same time, there are many unique qualities the City can leverage for economic development.

Tucker is a valuable employment and tax-generating jurisdiction, representing 8% of DeKalb County's Gross Regional Product (GDP). By understanding the existing economic infrastructure, the Economic Development Team can better ascertain the economic drivers of Tucker and how they can leverage those drivers to meet the City's goals.



THIS PAGE: Photos shared with permission from City of Tucker.



THIS PAGE: Photo of Main Street shared with permission from City of Tucker.

S5: ECONOMIC PROFILE

Key Tucker Economic Profile takeaways include:

- **COMMUTING TRENDS:** Those living outside the city limits fill most jobs in Tucker.
- **INDUSTRY MIX:** Regarding businesses by industry, Tucker is a diversified local economy. While Tucker's existing industry mix focuses on retail and services, no specific industry dominates.
- **JOB MIX:** Professional Services, Health Care, and Manufacturing industries employ the most workers in Tucker (excluding Retail Trade).
- **EARNINGS by INDUSTRY:** On average, wages within Tucker are similar to those in the County.
- **LOCAL RESIDENT EMPLOYMENT—by INDUSTRY:** Based on local employment trends, there are opportunities for economic development efforts focused on both business expansion and attraction and internal talent pipelines.
- **ESTABLISHMENT SIZE:** Tucker is home to predominately small- to medium-sized businesses.





Understanding the existing economic base and workforce provides the Economic Development team with guidance on how City resources can fill gaps and spur opportunities.

“Tucker has a good diversity of businesses but could increase in the “things to do” category so folks don’t have to leave Tucker when they want to do something fun.”

- EDSP
Business Survey
Respondent



ABOVE: Photo by KB Advisory Group.

S5: ECONOMIC PROFILE

COMMUTING PATTERNS

Most jobs in Tucker are filled by those living outside the city limits.



Of the 96% of jobs in Tucker filled by non-residents, 27% reside in DeKalb County, 22% from Gwinnett County, and 11% from Fulton County. The data indicate that a small portion of people who work in Tucker are residents of Atlanta. Roughly 93% of residents commute outside the City for work. One-quarter of residents commute daily to Atlanta.

INDUSTRY MIX

Regarding businesses by industry, Tucker has a diversified local economy. While Tucker's existing industry mix focuses on retail and services, no specific industry dominates.



Retail Trade and Professional Services represent more than a third of the industry mix citywide and within the area of the Tucker-Northlake CID.

Given the difference in location and land use patterns, almost 40% of the industry mix within the Tucker-Summit CID area is Retail Trade, Manufacturing, and Wholesale Trade.

Note: Zip codes 30084 and 30085 were used as a reference for the Tucker EDSP analysis. Maps of commuting patterns, outbound, and inbound commuters can be found in the Appendix.



Share of Each Area's Total Industry

Industry	Tucker	Tucker-Northlake CID	Tucker-Summit CID
Retail Trade	13.2%	11.7%	14.0%
Professional, Scientific and Tech Services	11.9%	14.3%	9.4%
Other Services (excludes Public. Administration)	11.1%	11.0%	8.8%
Health Care and Social Assistance	8.0%	10.6%	1.9%
Unclassified Establishments	7.4%	7.8%	8.8%
Accommodation and Food Services	6.2%	6.9%	3.5%
Manufacturing	5.9%	3.6%	13.3%
Construction	5.9%	4.8%	6.9%
Wholesale Trade	5.0%	2.9%	11.4%
Real Estate, Rental and Leasing	4.7%	5.1%	3.5%
Finance and Insurance	4.2%	5.3%	1.9%
Admin. and Waste Management	3.2%	2.6%	3.7%
Automotive Repair and Main.	2.5%	2.5%	2.2%
Legal Services	2.4%	3.9%	0.8%
Information	2.1%	1.9%	1.9%
Educational Services	1.9%	1.6%	2.3%
Transportation and Warehousing	1.8%	0.8%	3.7%
Arts, Entertainment and Recreation	1.4%	1.3%	1.1%
Public Administration	0.8%	1.2%	0.5%
Management of Companies	0.2%	0.2%	0.5%

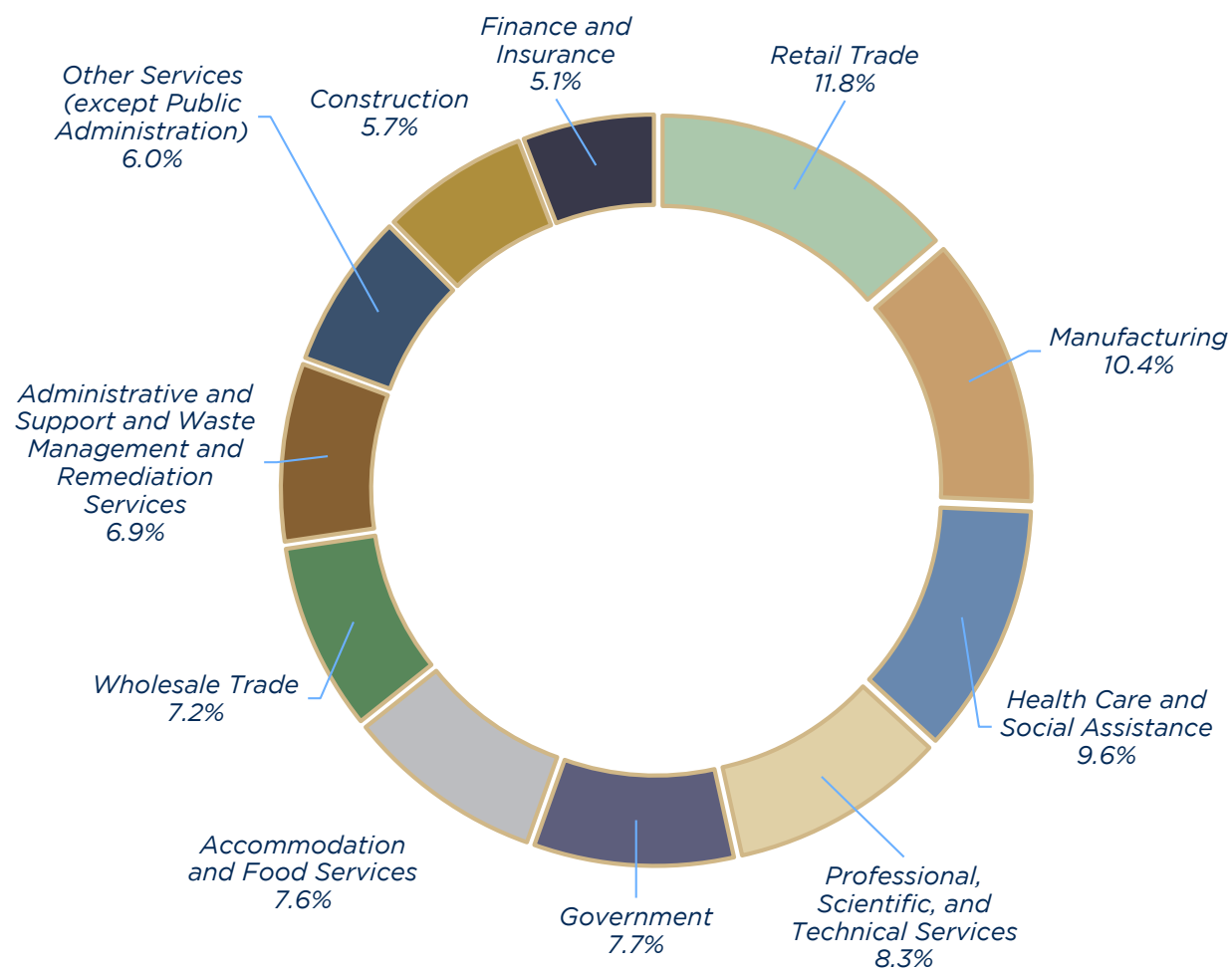
S5: ECONOMIC PROFILE

JOB MIX

Outside of Retail Trade (which typically represents a large share of jobs in suburban areas), Professional Services, Health Care, and Manufacturing industries employ the most workers in Tucker.

Tucker is unique. The industry share does not concentrate on only one or two industries. That means that economic development initiatives that are broader in scope can impact a larger share of the local economic base.

Share of Total Jobs - City of Tucker, 2022



SOURCE: ESRI Business Analyst; Willdan, 2022.



EARNINGS BY INDUSTRY

On average, wages within Tucker are similar to DeKalb County.

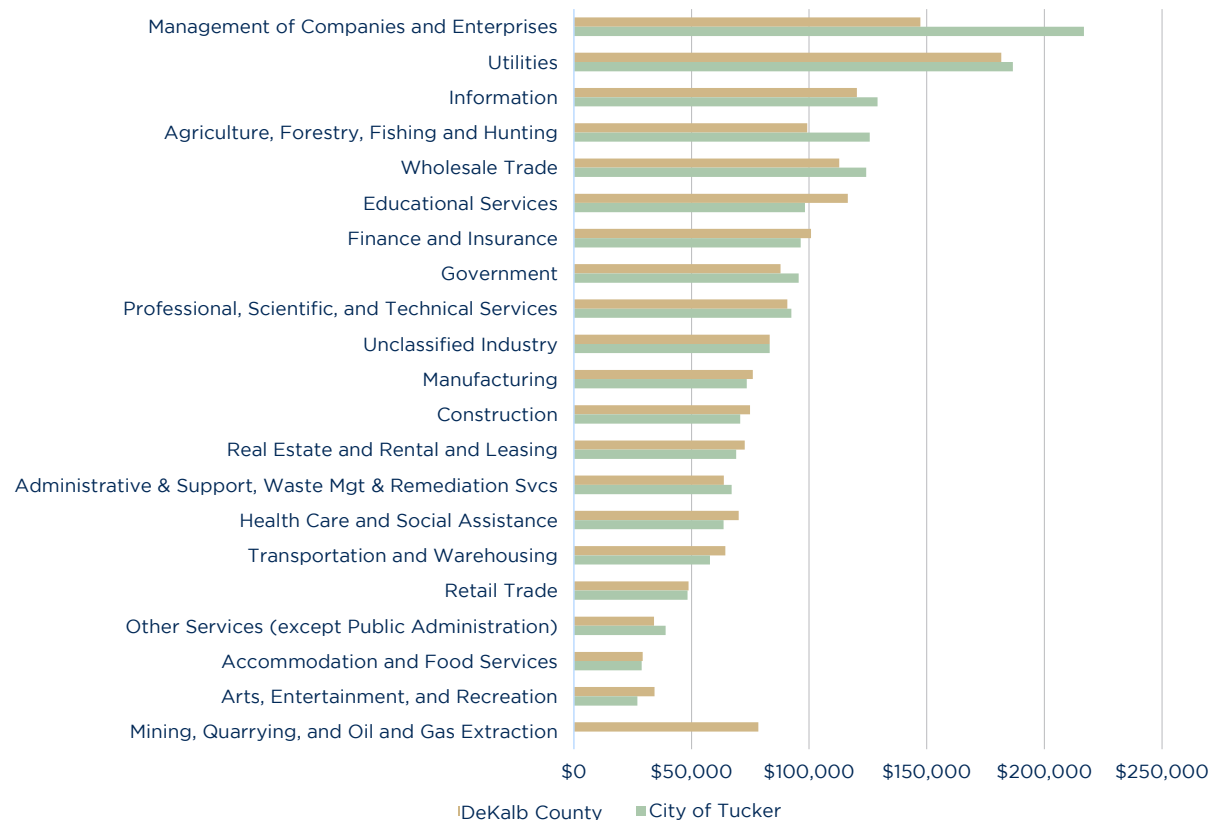
The average hourly earnings for a worker in Tucker is \$27.23 per hour, compared to \$28.83 (6% lower) in DeKalb County and \$26.24 (nearly 4% higher) statewide.



Industries where workers in Tucker, on average, earn more than the industry average in DeKalb County include:

- Management
- Utilities
- Information
- Agriculture
- Wholesale Trade

Top Industry Earnings* per Worker (2022)



*Average earnings is the sum of wages and salaries and supplements as defined by the BLS QCEW

SOURCE: ESRI Business Analyst; Willdan, 2022.

S5: ECONOMIC PROFILE

LOCAL RESIDENT EMPLOYMENT BY INDUSTRY

Based on local employment trends, there are opportunities for economic development efforts focused on both business expansion and attraction and internal talent pipelines.

When there are more working residents employed in an industry than there are jobs in that industry within the City, working residents have to commute out of the City for work. For Tucker, those industries are Educational Services, Public Administration, Professional Services, Information, and Finance. These industries may serve as potential targets for business expansion and attraction efforts.

Alternatively, there are also industries where the number of working residents is less than the number of existing jobs in that industry within the City. For Tucker, those industries are Manufacturing, Construction, Wholesale Trade, and Healthcare industries. These industries create internal talent pipeline opportunities, such as connecting industry exposure and skills training to K-12 schools.



THIS PAGE: Photos of 2022 - 2023 business-related activities shared with permission from City of Tucker.



INDUSTRY	Percent Mismatch of Tucker Residents by Industry vs. Tucker Workers by Industry
Total for All Sectors	
Educational Services	-5.17%
Public Administration	-4.12%
Professional, Scientific, and Technical Services	-2.70%
Information	-2.54%
Finance and Insurance	-2.38%
Accommodation and Food Services	-2.22%
Management of Companies and Enterprises	-1.65%
Real Estate and Rental and Leasing	-1.33%
Transportation and Warehousing	-0.88%
Arts, Entertainment, and Recreation	-0.84%
Other Services (excluding Public Administration)	-0.26%
Agriculture, Forestry, Fishing and Hunting	-0.09%
Mining, Quarrying, and Oil and Gas Extraction	-0.02%
Administration and Support	1.17%
Retail Trade	2.10%
Utilities	2.44%
Health Care and Social Assistance	2.96%
Wholesale Trade	3.67%
Construction	4.59%
Manufacturing	7.26%

More
working
residents
than jobs by
industry

More jobs
than
working
residents by
industry

SOURCE: Census OntheMap, KB Advisory Group, 2019.

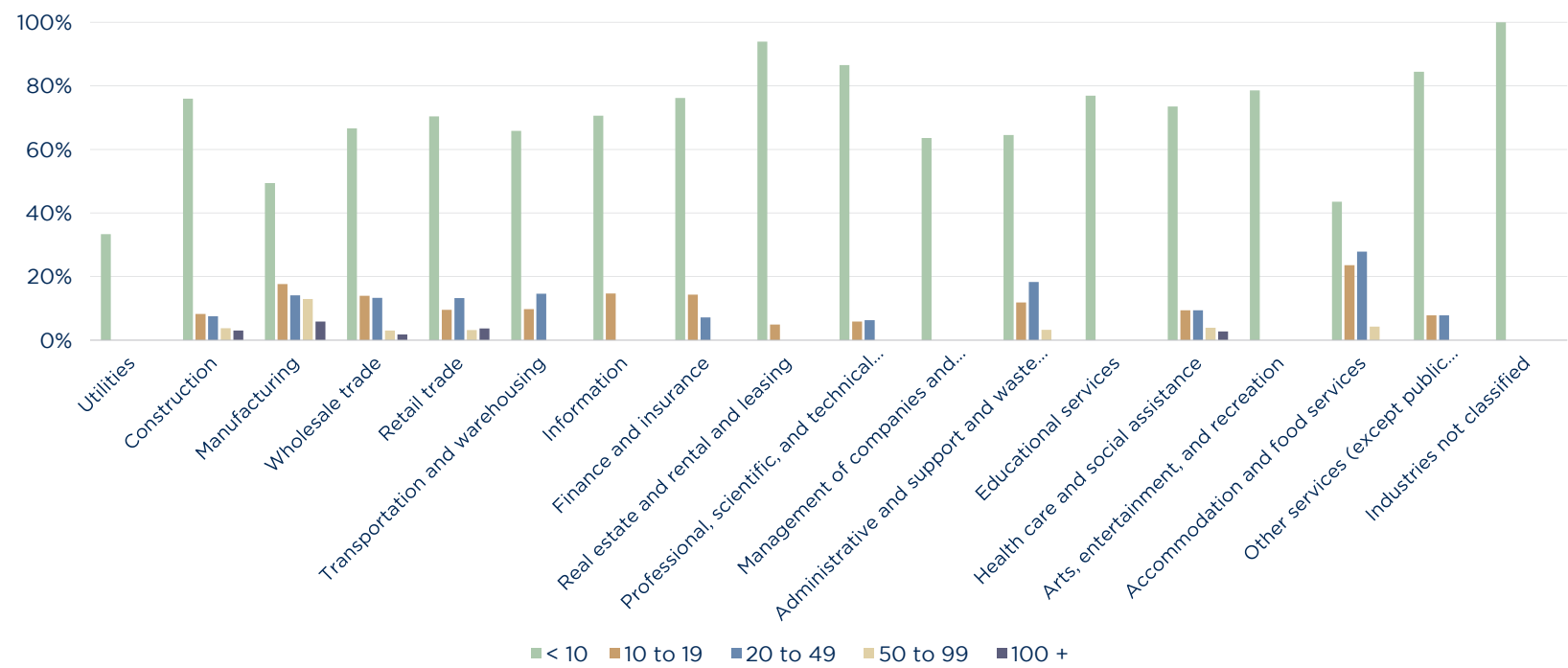
S5: ECONOMIC PROFILE

ESTABLISHMENT SIZE

Tucker is home to predominately small to medium-sized businesses.

Approximately 95% of the establishments within Tucker have less than 100 employees, and over half have less than five employees. The concentration of smaller establishments within the City could benefit from economic development initiatives tailored to entrepreneurship and small businesses.

Share of Establishments within Industry by Employment Size



SOURCE: U.S. Census Annual Business Survey (the reference year is 2019), The Metts Group; Willdan, 2022.



THIS PAGE: Photos of Downtown Tucker by KB Advisory Group.

“Tucker is a small business community. We need to support existing businesses who made Tucker what Tucker is today.”

- EDSP Business Survey
Respondent



Section 6

OVERVIEW: TARGET INDUSTRIES

Industry clusters often form on a regional or county basis, and their identification is vital for municipal economic development efforts. “Target” industries indicate the groups driving sustained economic momentum. Once “target” industries are determined, the City’s Economic Development Team has more guidance on where to focus time and resources and how to set actionable goals.

Based on employment concentration, regional job growth, and contributions to Gross Regional Product (GRP), Tucker’s target industries are identified as:

- Professional Services
- Manufacturing
- Healthcare

Beyond identifying subsectors to focus on, determining targeted industries helps shape how to tailor workforce training.

This mutually beneficial activity supports businesses and allows entry-level workers to earn a higher wage. It communicates that Tucker’s business culture is one of continued career growth and self-sufficiency. The most common entry-level jobs in some top-employing industries create transferable skills. Individuals with transferable skills are candidates for “Next-Step Occupations,” which typically offer a higher wage.



THIS PAGE: Photo shared with permission from City of Tucker.

S6: TARGET INDUSTRIES

PROFESSIONAL SERVICES

Professional Services comprise establishments specializing in performing activities that typically require a high degree of expertise and training.

The Professional Services industry grew almost 60% countywide from 2018 to 2022 and currently makes up close to 9% of the job mix in Tucker. Excluding Retail Trade, it is the third-largest industry in Tucker in terms of employment.

Professional Services has a unique role in Tucker. While it is a top industry in Tucker, many residents leave the City to work in Professional Services elsewhere. At the same time, almost 20% of all establishments with less than five employees are in this industry, and many businesses of this size are sole proprietorships. The City would benefit from both economic development efforts that aim to attract new employers in this industry and help promote the entrepreneurial environment of the Tucker area.

Subsectors of the Professional Services industry to target in Tucker relate to:

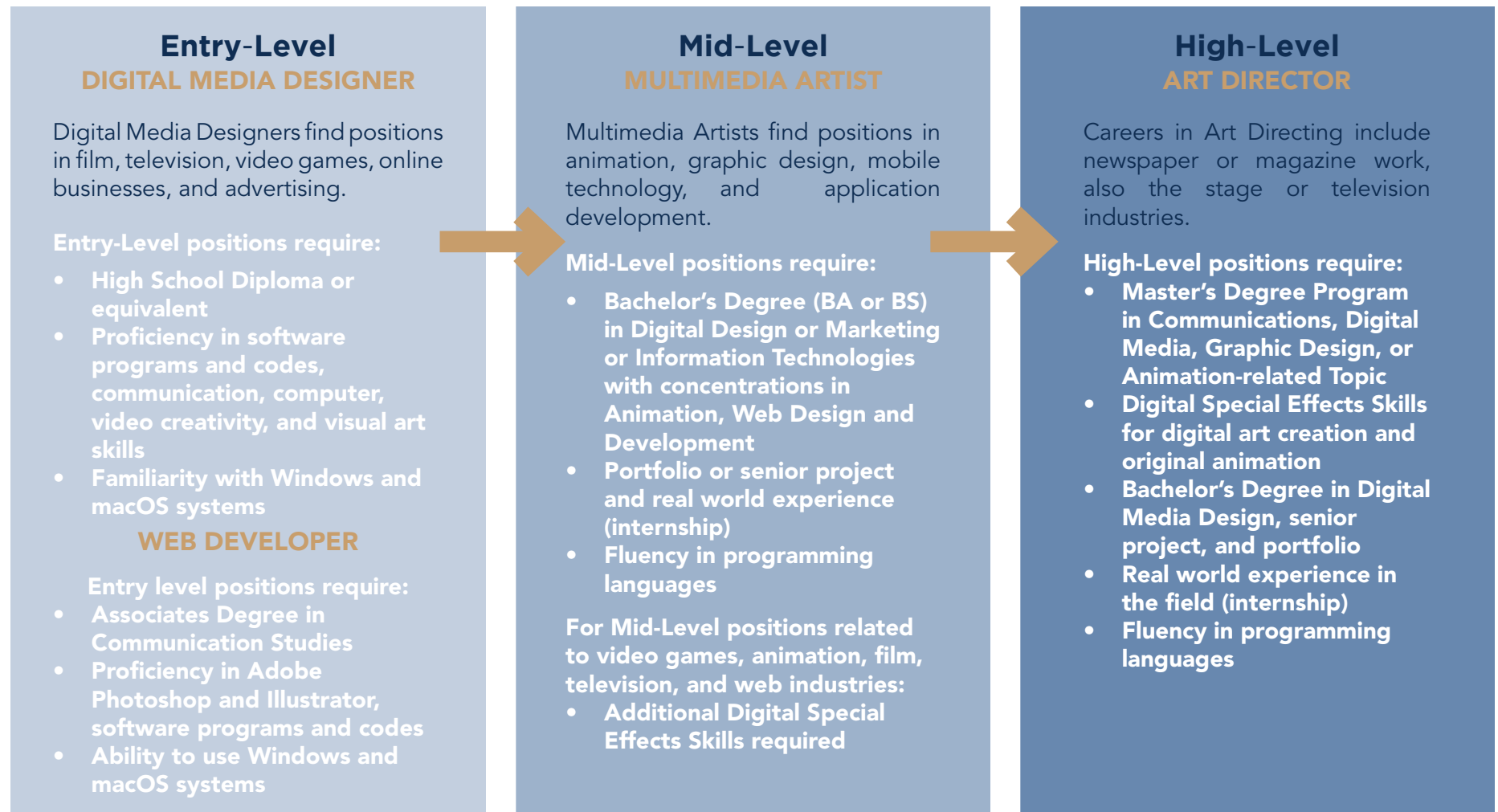
- Digital Media, Arts
- Film, Post-Production
- Graphic Design
- Business Support



* [Learn.org](https://www.learn.org/) consulted for Digital Media Designer to Art Director career FAQs.



Professional Services Upskilling Pathway: Digital Media*



S6: TARGET INDUSTRIES

MANUFACTURING

Manufacturing comprises establishments specializing in transforming materials or components into new products.

The Manufacturing industry grew over 50% countywide from 2018 to 2022 and currently makes up over 10% of the job mix in Tucker. Excluding Retail Trade, it is the largest industry in the City in terms of employment.

Manufacturing is one of the industries that has been a staple in Tucker but currently employs the least number of working residents. Tucker would benefit from economic development efforts focusing on the talent pipeline and working with manufacturing employers to address talent needs. By partnering with other departments, the Economic Development Team can also work on efforts to attract those workers to move to Tucker.

Subsectors of the Manufacturing industry to target in Tucker relate to:

- Commercial Bakeries
- Perishable Prepared Foods
- Plastics and Plumbing Fixtures
- Industrial Refrigeration Equipment
- Sustainable Manufacturing
- Agricultural Technology

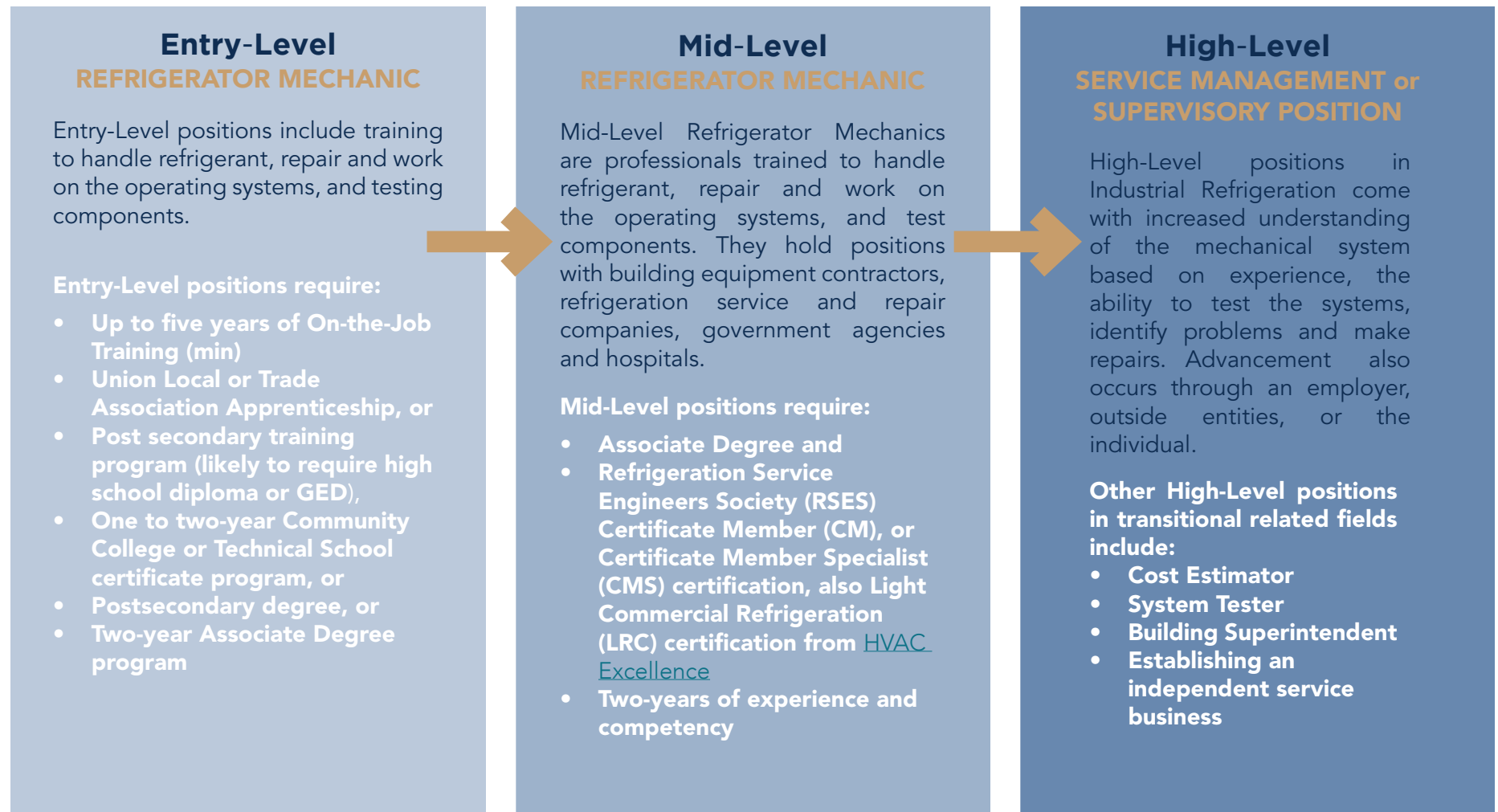
* [Learn.org](https://www.learn.org/) consulted for Professional Refrigeration (Installation and Repair) career FAQs.



ABOVE: Photo of Mountain Industrial Boulevard area of Tucker, by KB Advisory Group.



Professional Services Upskilling Pathway: Industrial Refrigeration*



S6: TARGET INDUSTRIES

HEALTHCARE

Healthcare comprises establishments that provide trained medical and related services.

The Healthcare industry grew over 20% countywide from 2018 to 2022 and currently makes up almost 10% of the job mix in Tucker. Excluding Retail Trade, it is the second-largest industry in Tucker in terms of employment.

Similar to Manufacturing, there are more Healthcare jobs within the City than working residents in that industry. Economic development efforts that expand partnerships with local institutions, such as the Emory Healthcare Network, can help train current residents in this field.

Subsectors of the Healthcare industry which Tucker can target relate to:



- Medical Labs
- Imaging
- Medical Offices

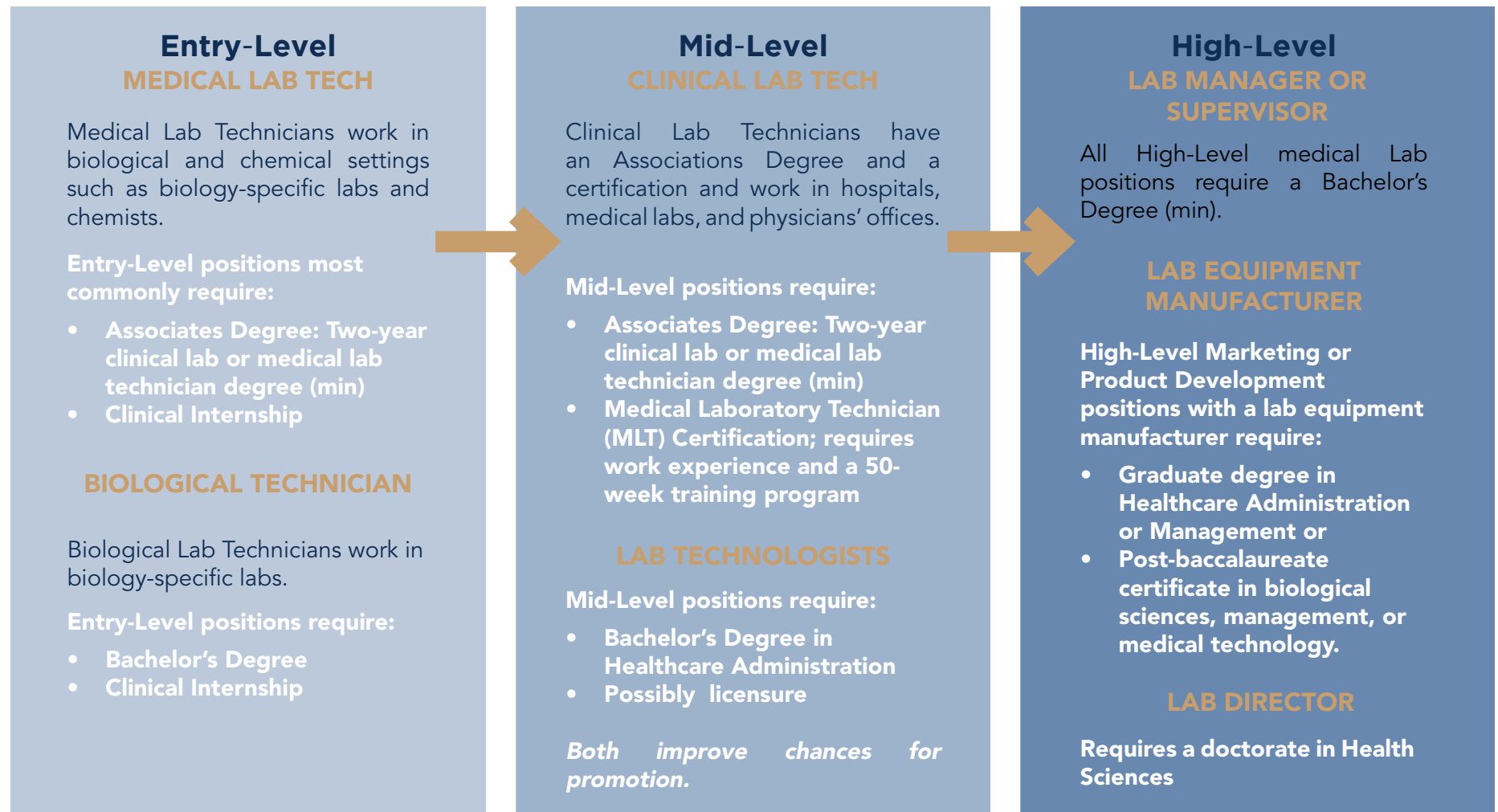
* [Learn.org](https://www.learn.org/) consulted for Clinical Lab Technician career FAQs.



ABOVE: Photo of Emory Medical Office Building shared with permission from City of Tucker.



Professional Services Upskilling Pathway: Medical Lab Technician*



S6: TARGET INDUSTRIES

OCCUPATIONAL VIEW

Beyond identifying subsectors to focus on, determining targeted industries helps shape how to tailor workforce training to match related occupations.

This mutually beneficial activity supports businesses and allows entry-level workers to earn a higher wage. It communicates that Tucker’s business culture is one of continued career growth and self-sufficiency. The most common entry-level jobs in some top-employing industries create transferable skills. Individuals with transferable skills are candidates for “Next-Step Occupations,” which typically offer a higher wage.

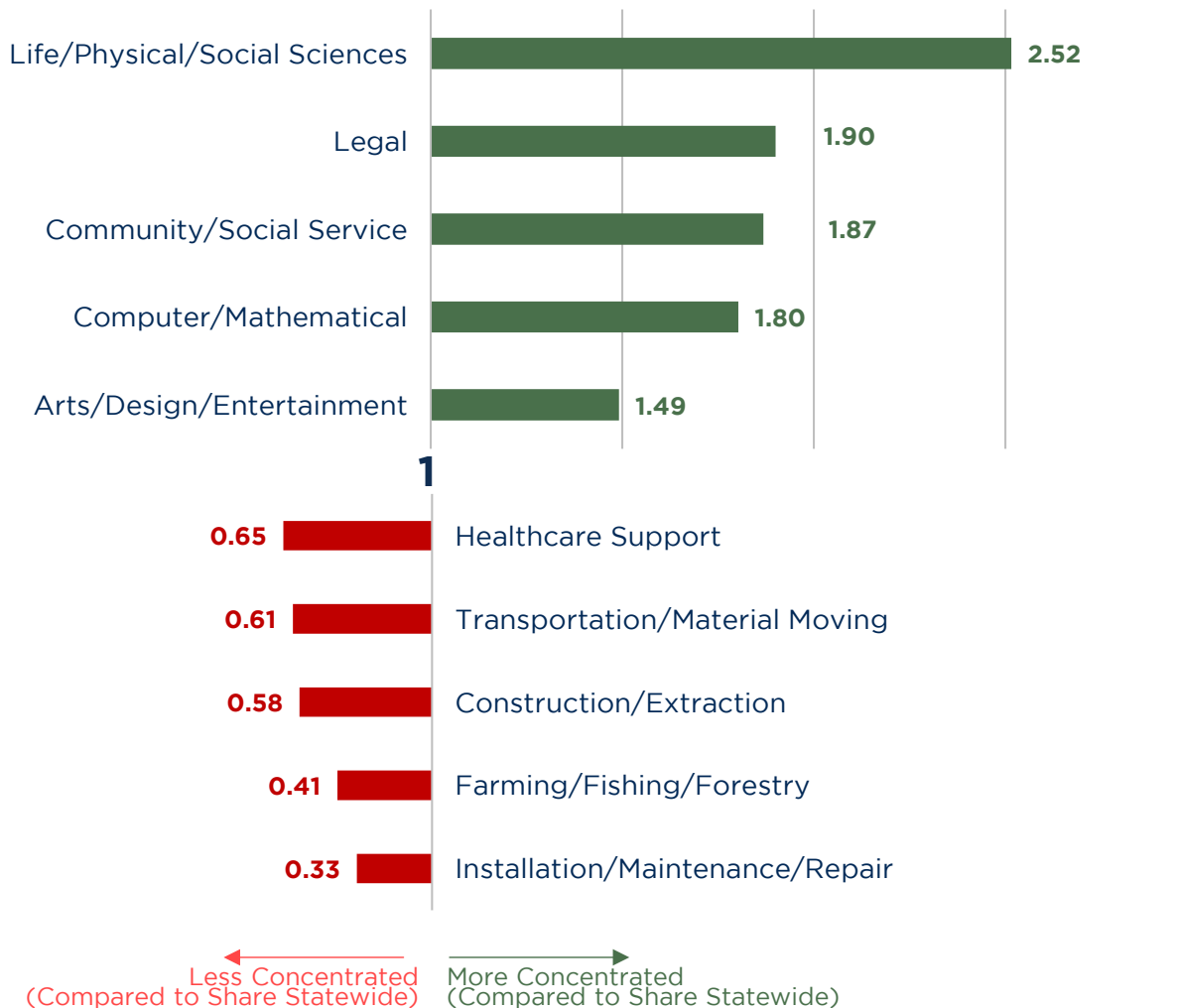
To begin, the Economic Development Team can look at where its current occupational strengths, i.e., the City of Tucker has occupational clusters that set it apart from other areas of the state. For example, Tucker has the greatest concentration in Life/Physical/Social Sciences. Additional occupational clusters in Tucker include Legal, Computer/Mathematical, and Arts/Design/Entertainment.

These clusters create a knowledge framework in Tucker that the Economic Development Team can tap into for workforce training efforts. Many of these occupations align with roles in all three target industries. With its strategic partnerships, the City can create a workforce training infrastructure that connects residents to entry-level positions in these occupations.





Tucker Occupational Concentration by Location Quotient*



*Location Quotient (LQ) in this context compares the occupation share of Tucker's employment relative to the share of that occupation statewide. An LQ greater than 1.0 will highlight a higher concentration of employment specialization than the state. Conversely, an LQ below 1.0 will reveal an occupation that is less concentrated in Tucker compared to the share of employment statewide.

SOURCE: KB Advisory Group with data from ESRI Business Analyst.

Section 7

OVERVIEW: CHARACTER AREAS

In an Economic Development Strategic Plan (EDSP), understanding the various character areas and corresponding real estate trends is essential for setting development objectives. The primary real estate categories in Tucker overlap with three broad character areas in the City:

- Office - Northlake
- Industrial - Mountain Industrial Boulevard and Lawrenceville Highway
- Retail - Downtown Tucker



THIS PAGE: Photos shared with permission from City of Tucker



THIS PAGE: Photo shared with permission from City of Tucker.

S7: CHARACTER AREAS

TRADITIONAL AND MEDICAL OFFICE - NORTHLAKE

The Northlake area is a significant gateway into Tucker, providing regional access via I-285 and LaVista Road. The Northlake Mall, office parks, medical, auto-oriented retail, and multifamily development characterize the area. The *Tucker Tomorrow Comprehensive Plan* identifies the Northlake area as a “Regional Activity Center,” calling for a higher density mix of retail, office, housing, services, and entertainment.

While Tucker is not home to large Class A offices like other areas in DeKalb County, there are still opportunities for traditional and repositioned office space. Outdated office space is not competitive in the market, and much of the existing office space could perform and be better utilized to improve performance. The area represents a critical employment and economic node with the propensity to attract new office users and improve lifestyle appeal.

Based on interviews with area real estate brokers, there is interest in office renovations and repurposing, such as repositioning Northlake Mall into an office center. The Emory Healthcare Network has agreed to lease more than 200,000 SF in the former Sears space. It will serve as administrative offices, a conference center, and potentially a new medical lab space. The Emory Healthcare Network plans to add more than 1,600 new jobs. Recently, roughly 300,000 SF of additional mall space became office space, which will boost local employment once that portion of the project attracts tenants.



ABOVE: Photos of City of Tucker City Hall by KB Advisory Group.





INDUSTRIAL - MOUNTAIN INDUSTRIAL BOULEVARD AND LAWRENCEVILLE HIGHWAY

Mountain Industrial Boulevard (MIB) and Lawrenceville Highway are important corridors and gateways in Tucker, characterized primarily by light industrial, industrial, and commercial uses.

Mountain Industrial Boulevard is a vital employment node within Tucker, with substantial real estate performance along the corridor. It provides regional connections via Highway 78 and is a southern gateway to Tucker. Industrial demand originates with last-mile oriented, small 5,000 to 200,000 sq ft users, and the premium spaces experience minimal vacancies.

However, more land must be available to support substantial expansion in the industrial sector without economic development strategies focused on connecting the City's resources to developers, owners, and operators. Although it is a valuable tax revenue generator, several areas also need help with obsolescence. For example, a 5,000 sq ft facility typically requires a 24 to 28 ft frontage; a 100,000 sq ft facility requires a 48 ft frontage. Based on broker and real estate professional feedback, renovation or retrofitting existing space is not the most financially feasible approach.

Lawrenceville Highway is the northeastern and southwestern gateway to the City. The vital thoroughfare acts as a spine between the traditional retail of Downtown Tucker and the industrial-heavy area. Auto-oriented, strip-style commercial developments characterize the corridor and need a cohesive character. Future land uses along Lawrenceville Highway include suburban and commercial redevelopment.



THIS PAGE: Photos (top and middle): Lawrenceville Highway sign, Mountain Industrial Blvd development by KB Advisory Group. Bottom photo of Ribbon Cutting for Sonnen Inc.(on Weems Rd) shared with permission from City of Tucker.

S7: CHARACTER AREAS

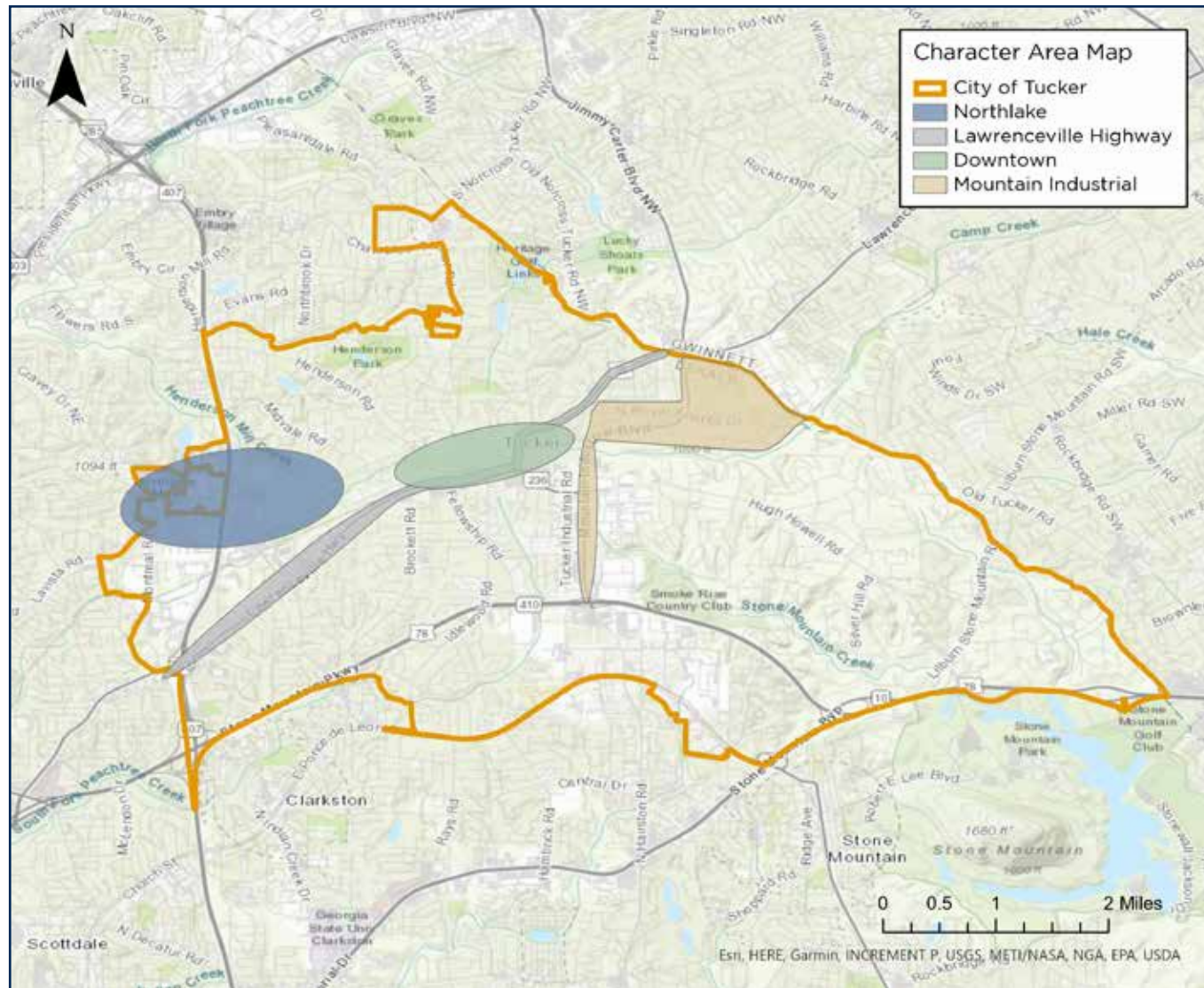
RETAIL - DOWNTOWN TUCKER

Downtown Tucker (Downtown) is centrally located within the City and features Main Street-oriented retail and small offices. As the civic heart of Tucker, Downtown centers around retail, food and beverage, and small offices catering to the Professional Services industry. Retail performance within Downtown is driven primarily by local market factors as opposed to a regional draw like Northlake. Portions of Downtown impact the ability of the area to foster a vibrant, live-work-play environment often sought after by visitors and could be developed and better performing.

Core foot traffic is between 7 AM and 9 PM (14 hours of activation) virtually every day of the week. However, Downtown Tucker's average length of stay could be improved, with most visits lasting less than one hour (61.4% of the total). **Retention of engaging retailers and attraction of new businesses has the potential to increase visitation and fuel ongoing revitalization efforts.**



RIGHT: Photo of restaurant in Downtown Tucker by KB Advisory Group.



ABOVE: Character Area Map by KB Advisory Group

Section 8

OVERVIEW: RECOMMENDATIONS AND INITIATIVES

Based on the comprehensive research and analysis conducted over the study period, the Tucker Economic Development Strategic Plan (EDSP) identifies five key themes for implementation, recommendations, and initiatives to help focus City resources. The EDSP Initiatives aim to achieve citywide economic growth, expand the *Tucker Tomorrow* vision by expanding the Economic Development Staff's capacity to attract and retain a broad spectrum of business types in Tucker, focus on outward messaging, and better prepare for revitalizing the City's strategic project areas.

The following discussion provides the rationale for each Tucker Economic Development Strategic Plan Implementation Initiative, including existing conditions and recommended action steps (see Matrices 1.0 through 5.0 in this section).



THIS PAGE: Photo of the Corner Cup Grand Opening in Downtown shared with permission from City of Tucker.

S8: RECOMMENDATIONS and INITIATIVES

The **five** Tucker EDSP **Initiatives** are:



1

Economic Development Capacity Building



2

Business Retention and Attraction (BRA) Program



3

Major Projects Accelerator



4

Visibility, Marketing, and Branding



5

Business and Developer Programming



THIS PAGE Clockwise from upper left: Photos of 2022 - 2023 business-related activities in Tucker shared with permission from City of Tucker. 1- Sign for the Tucker Trail, 2 - City of Tucker branded caps, 3 - Prudential Cleaning Services Grand Opening, 4 - Ribbon Cutting at Cakes Castle in Downtown Tucker, 5 - Panel at Tucker Manufacturing Day, Tucker High School, and 6 - Sunrise at the Grand Opening of Publix Super Market at Hugh Howell Village.

S8: RECOMMENDATIONS and INITIATIVES

8A ECONOMIC DEVELOPMENT CAPACITY BUILDING

Existing Conditions

The Economic Development Department's current responsibilities vary across multiple functions and departments. Many assignments are due to unforeseen or unscheduled needs. The Economic Development Capacity Building Initiative examines the foundational structure of the Economic Development Department. Its goal is to create a framework that allows the department to work more efficiently and effectively for the community. The City of Tucker Economic Development Department's existing Staff resources will lead the recommended new programs and initiatives in collaboration with strategic partners.

The Staff activities include:

- **Economic Development Program Management and Other Services:**
 - Economic Development Program Management
 - Business Development Services
 - New Economic Development Program expansion
 - Business Attraction and Retention Activities
 - Business and Project Recruitment
 - Tucker Manufacturing Day and Economic Development Event planning
 - Networking Events (such as local business Lunch and Learns and ribbon cuttings)
 - Broker Relations (meetings, fielding calls, and get updates)
- **Planning and Zoning Coordination and Support**
- **Tucker DDA Coordination and Support** (meetings, projects, research, and other activities)
- **Other miscellaneous projects as assigned** (i.e., grant writing support, CID support, and more)

Currently, the Economic Development Department has one (1) full-time equivalent (Economic Development Manager) and one (1) full-time contract resource (Business Outreach Coordinator). They manage the City's Community Redevelopment Area (CRA) functions. This team also helps facilitate citywide land development, significant investments in infrastructure, and street projects.



ABOVE: Photo shared with permission from City of Tucker.



The Economic Development Strategic Plan strongly recommends that the role and function of the Economic Development Department expand. The current Economic Development Manager position will have enhanced roles and responsibilities. That includes reclassifying the Manager position to Economic Development Director level, a position held by the lead in the Economic Development Departments of Tucker's neighbor cities of Chamblee and Norcross. The elevation of the current Manager position would also create the opportunity for a joint Economic Development Director and Downtown Development Authority (DDA) role. A Joint Role would provide a stable and consistent connection between the City and the DDA for Economic Development efforts. Examples of cities in Georgia where an Economic Development Director has a permanent role within the DDA include Decatur and Woodstock.

Best Practices

According to the [International Economic Development Council](#) (IEDC), the role of a local government-based economic developer in the community is to serve as an:

Analyst: Understand the strengths and weaknesses and the comparative advantages of the local economy. The analysis also provides quantitative and qualitative information to the decision and policymakers.

Catalyst: Provide inducements to leverage the investment or involvement of different public and private sector actors. The Catalyst invokes enthusiasm and excitement within the community to support initiatives.

Gap Filler: Provide facilitated support where the markets and institutions cannot or will not meet the community's needs. Public sector efforts should not supplant the private sector, where the private sector is willing and able to make needed investments.

Advocate: Speak for the community's well-being and protect existing businesses' interests.

Educator: Educate the general public and provide adequate information about economic development regarding the costs and benefits of such initiatives.

S8: RECOMMENDATIONS and INITIATIVES

8A ECONOMIC DEVELOPMENT CAPACITY BUILDING

The standard industry programs managed by a local Economic Development Organization include:

- Business and Development Research
- Business Retention and Expansion
- Business Finance
- Downtown Development and Revitalization
- Entrepreneurial and Small Business Development
- Minority Business Assistance Infrastructure Improvements
- Policy and Planning
- Real Estate Development and Reuse
- Workforce Development



Based on a focused analysis of the City of Tucker's existing Economic Development Department Staff resources and formalized programs, there is an opportunity to build incremental capacity within the department. The capacity-building initiative will require building ongoing consensus around the City's top economic development priorities, programs, and significant projects.

NOTE 1.1* and 1.6* in Initiav Matrix 1.0:

1.1: *Examples of cities in Georgia whose Economic Development Teams are led by an Economic Development Directors are the City of Suwanee and the City of Norcross.*

1.6: *An Economic Development Incentive Ordinance gives the Economic Development Team a list of pre-approved incentives it can commit a city to without approval from the Council and Mayor. Some incentives include waiving specific fees, access to additional funding, or expedited application reviews. The City can determine that such an Ordinance applies only in instances where the applicant or project meets certain thresholds. For example, the number of jobs an operation would bring to Tucker or if the work aligns with a Targeted Industry. Examples of Georgia cities with an existing Economic Development Incentive Ordinance or that had one in the past include the City of South Fulton, the City of Powder Springs, and the City of Suwanee.*

THIS PAGE: Photo of the Bo Phillips Expansion Ribbon Cutting shared with permission from City of Tucker.



MATRIX FOR INITIATIVE 1.0: Economic Development Capacity Building

					Implementation Target (Yrs. 1-5)	
ACTION		Est. Cost	Lead	Strategic Partners	Start Year	End Year
1.1*	Reclassify Position from Economic Development Manager to Economic Development Director		City of Tucker		2023	2028
1.2	Establish Yearly Performance Benchmarks and Related Priority Goals			Tucker DDA		
1.3	Acquire and Launch Project Management Software Tool (Asana or other)				2023	2028
1.4	Formalize DDA-Tucker Economic Development Collaboration		City of Tucker		2023	2028
1.4.1	Formalize Joint Economic Development Director-DDA Role	\$300	City of Tucker		2023	2028
1.4.2	Facilitate quarterly or monthly internal City-DDA collaboration work sessions to expand strategic partnerships		City of Tucker	Tucker DDA	2023	2028
1.4.3	Establish and Monitor DDA Performance Metrics					
1.5	Adopt and Incorporate DEI Best Practices in Economic Development				2023	2028
1.6*	Explore Economic Development Incentive Ordinance	\$10,000	City of Tucker		2024	2025
1.7	Monitor, Reassess and Report Priorities via City Management Team (Quarterly)		City of Tucker		2023	2028

S8: RECOMMENDATIONS and INITIATIVES

8B BUSINESS RETENTION and ATTRACTION (BRA) PROGRAM

Existing Conditions

One of the primary goals of the EDSP is to define the steps needed to accelerate the City's evolution towards a more proactive and intentional approach to delivering economic development services. Accordingly, the findings from Section 5 of the EDSP identify the City's highest-potential growth sectors and associated near to mid-term opportunities to protect and leverage economic assets. Key findings of the EDSP process include validating the perceived strength of Tucker's industrial sector along Mountain Industrial and the importance of enhancing key commercial gateways, including the Lawrenceville Highway and the Northlake areas.

During the study process, feedback from the current businesses was highly positive and valuable. For example, the input provided evidence that the local food processing sector is generally satisfied with their Tucker location. Also, the food processing sector is assessing expansion opportunities and is interested in attracting new skilled labor. **Major weaknesses and challenges to the proposed economic expansion are the availability of land, talent attraction, and training with sufficient retention to meet the business growth needs in that particular example. These challenges are consistent across multiple sectors, from manufacturing to medical office, retail/dining/entertainment, and construction.**

The City of Tucker has developed productive strategic partnerships through events like Manufacturing Day and Restaurant Week. There is an opportunity to further strengthen the City's value proposition to investors, developers, and operators by formalizing those partnerships with custom training programs on demand. This one example indicates other "informal" aspects of the City's economic development functions.

The Business Retention and Attraction Program will provide critical industry-standard programming. It will allow the Economic Development Department to serve Tucker businesses and gain vital data to discover opportunities for programming and connections to essential services. Organizing the City of Tucker's departmental functions and resources to conform to IEDC's best practices for business retention and expansion is also recommended and detailed in the following discussion.



Best Practices

According to best practices established by the IEDC, an Economic Development Department should engage in a formal Attraction (BRA) Program. A BRA program can help the City to identify business needs and economic development tools such as the following can address:

- Business and Construction Permitting and Licensing
- Export Assistance
- Infrastructure
- Financing and Non-financial Incentives
- Land and Buildings
- Marketing and Branding
- Power and Water Connections
- Retail Inventory and Technical Assistance
- Talent Attraction
- Workforce Training and Retraining



Successful BRA programs require solid strategic partnerships in the community. Tucker has existing business engagement groups and initiatives. Careful consideration of all the business interests—in combination with targeted expansion potential—would address the diversity of the existing local business community.

This plan recommends that the City establish a BRA Working Group of crucial business community members identified after the EDSP is adopted. As requested, this group would provide insight and recommendations to the Economic Development Team. Ideally, this will occur after the Economic Development team has expanded its engagement efforts and met new businesses. The City can ensure a diverse range of members by including representatives from different companies based on business size or ownership background.

THIS PAGE: Photo of the Downtown Tucker Trail Ribbon Cutting shared with permission from City of Tucker.

S8: RECOMMENDATIONS and INITIATIVES

8B BUSINESS RETENTION and ATTRACTION (BRA) PROGRAM

The EDSP Implementation Initiatives offer an overview of the annual calendar of tasks and events of a formal BRA Program. A sense of urgency and accountability should accompany staff activity assignments. The City may consider hiring an intern or part-time labor resource to expand existing staff resources dedicated to building an active contact list.

The Economic Development Manager should prioritize establishing direct contact with the City's highest tax base generators and following up on the annual Business Climate Survey results. For coordinated follow-up, enter any reported obstacles and challenges into a shared project management system (i.e., www.asana.com or other).

The Economic Development Manager or Director should organize City-hosted annual real estate redevelopment and industrial developer or operator consortiums. Those activities will enhance Tucker's visibility to an influential group. That can profoundly impact regional recognition of the market opportunities in the City's priority redevelopment areas and the positive experience of doing business with the City.



THIS PAGE: Photos taken at 2022 - 2023 business-related activities shared with permission from City of Tucker.



THIS PAGE Clockwise from upper left: Photos of 2022 - 2023 business-related activities in Tucker shared with permission from City of Tucker. 1- Meeting of the Tucker Business Association, 2 - Micellaneous types of City of Tucker collateral, 3 - Presentation of awards at Tucker Manufacturing Day, 4 - Company display at Tucker Manufacturing Day, 5 - Georgia Piedmont Technical College table at Tucker Manufacturing Day, and 6 - City of Tucker Mayor Frank Auman, Agricultural Commissioner (???), and employees of the Hormel Foods Atlanta Plant in Tucker, GA.

S8: RECOMMENDATIONS and INITIATIVES

MATRIX FOR INITIATIVE 2.0: Business Retention and Attraction (BRA) Program

					Implementation Target (Yrs. 1-5)	
ACTION		Est. Cost	Lead	Strategic Partners	Start Year	End Year
2.1	Adopt and Announce Program		City of Tucker	Tucker- Northlake CID, Tucker Summit CID, and Tucker DDA	2023	2023
2.2	Form Tucker Business Working Group with a Diverse Array of Strategic Partners and Set Quarterly Communications Strategy Assignments		City of Tucker		2026	2028
2.3	Create BRA Target and Opportunity List Annually		City of Tucker		2023	2028
2.4	Track business, developer and broker outreach targets; monitor results with a portal-based software tool (i.e., asana.com , monday.com , etc.)				2023	2028
2.5	Update and Conduct Business Climate Survey	\$1,500	City of Tucker		2024	2025
2.6	Conduct Dedicated Business Outreach to Small, Women-owned, Minority and Disadvantaged Business Entities, with support from State and Local Black Chamber of Commerce and Hispanic Chamber of Commerce		City of Tucker		2023	2028



MATRIX FOR INITIATIVE 2.0: Business Retention and Attraction (BRA) Program

Implementation
Target (Yrs. 1-5)

	<i>ACTION</i>	Est. Cost	Lead	Strategic Partners	Start Year	End Year
2.7	Publish Annual Business Climate Survey Results in an Annual Report	\$500	City of Tucker		2023	2028
2.8	Triage Critical Business Needs and Schedule Follow Up Visits		City of Tucker		2023	2028
2.9	Deliver Targeted Assistance (Check Status in 30 Days)		City of Tucker		2023	2028

S8: RECOMMENDATIONS and INITIATIVES

8C MAJOR PROJECTS ACCELERATOR

Existing Conditions

The City of Tucker has already adopted multiple plans with economic development-related goals. A few of these include the following:

- *Tucker Tomorrow Comprehensive Plan*
- Downtown Master Plan
- Tucker DDA Visioning Study

Although multiple planning efforts outline goals for economic development, there are no guiding documents or a priority list for how and when the Economic Development Team should tackle these goals.

Best Practices

A Major Projects Accelerator Program would complement the foundational aspect of Initiative No 1 Economic Development Capacity Building, to advance progress against goals for all adopted plans. The EDSP recommends that the Economic Development Team and other city staff determine which action items are catalytic projects to prioritize first. As projects near completion, the prioritization list can be revisited and updated.

Putting focused intention into these action items can help promote inter-departmental collaboration and foster communication. Working together, multiple departments within the City can leverage their resources and human capital to meet adopted goals. It will help the Economic Development Department shift from reactive to proactive implementation of primary tactics across the City of Tucker's plans. This focus allows the Department to ensure that necessary bandwidth is available to accomplish plan implementation items, which would help the City break down departmental silos.



MATRIX FOR INITIATIVE 3.0: Major Projects Accelerator

					Implementation Target (Yrs. 1-5)		
ACTION			Est. Cost	Lead	Strategic Partners	Start Year	End Year
3.1	Facilitate Implementation of Economic Development Aspects of All City Plans			City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Summit CID, Tucker Mainstreet Alliance		
3.2	Facilitate Implementation of Economic Development Elements of Downtown Master Plan Project			City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Mainstreet Alliance	2024	2028
3.3	Facilitate Implementation of Economic Development Elements of Comprehensive Plan			City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Summit CID Tucker Mainstreet Alliance	2023	2028
3.4	Facilitate Implementation of Economic Development Elements of Tucker DDA Visioning Study			City of Tucker	Tucker DDA	2023	2028
3.5	Investigate Low-interest Rehabilitation Financing Program and Lease-purchase Programs			City of Tucker	Tucker Summit CID	2027	2028

S8: RECOMMENDATIONS and INITIATIVES

8D VISIBILITY, MARKETING, and BRANDING

Existing Conditions

The City of Tucker Staff and stakeholders communicated the desire to focus on a limited number of significant projects to advance redevelopment efforts. Also, to support implementing Economic Development efforts aligned with goals and priorities from existing and future economic development plans.

The initial focus of EDSP resources should include these projects:

- Downtown Master Plan Execution and Update
- Lawrenceville Highway Revitalization
- Mountain Industrial Boulevard Improvements
- The Northlake Mall Redevelopment

Best Practices

According to the IEDC, the role of a local government economic developer in marketing and attraction is to serve as the primary marketer of the community—a point of contact and go-to resource for prospects interested in investing, locating, or expanding in the area.

Visibility, Marketing, and Branding activities should include:

- Market the community as a great place to live and do business
- Establish a positive image and attitude amongst business, political, and community leaders and unite them to collectively contribute to the required investments in the community to make it attractive to clients
- Build a positive relationship between the public and private sectors



Tucker can accomplish those activities through the following marketing techniques:

- Advertising - Print and electronic media, mailings, promotional videos
- Publicity - “Pitch Kits,” public speeches
- Promotional Materials - Trade exhibits, newsletters, web content
- Direct Mail - Brochures, letters, postcards
- Personal Selling - Trade fairs and shows, events
- Email - Electronic newsletters, event invitations, announcements
- Social Media - Instagram, Twitter, Facebook

With the EDSP complete, the City of Tucker can approach the market with a strategy and a solid and unified message. It will position Tucker as a community that is top of mind for projects and redevelopment opportunities. Examples of Georgia cities with recognizable Economic Development Departments and successful branding and visibility include Alpharetta and Peachtree Corners.

S8: RECOMMENDATIONS and INITIATIVES

MATRIX FOR INITIATIVE 4.0: Visibility, Marketing, and Branding

					Implementation Target (Yrs. 1-5)	
ACTION		Est. Cost	Lead	Strategic Partners	Start Year	End Year
4.1	Secure budget for and retain economic development branding consultant	\$20,000	City of Tucker		2023	2023
4.2	Implement the Tucker Economic Development Marketing and Branding Strategy		City of Tucker		2026	2028
4.3	Publicize a “Tucker Pitch Kit” for industry and residential targeting expanded “Tucker At a Glance”		City of Tucker		2023	2028
4.4	Attend 2-3 sector-focused trade shows annually (Regional and State NAOP, ULI, ICSC)	\$2,000	City of Tucker		2023	2028
4.5	Market Quality of Life Investments (Events, Tucker Trail naming rights, sponsorship program, and greenspace)		City of Tucker	Tucker-Northlake CID, Friends of Tucker Path, Friends of Tucker Parks	2024	2025
4.6	Market Economic Development success stories	\$5,000	City of Tucker		2023	2028



MATRIX FOR INITIATIVE 4.0: Visibility, Marketing, and Branding

					Implementation Target (Yrs. 1-5)	
ACTION		Est. Cost	Lead	Strategic Partners	Start Year	End Year
4.7	Create marketing materials for Tucker’s Priority Redevelopment Areas (i.e., Northlake Mall Area, Mountain Industrial, Lawrenceville Highway, and Downtown)	\$10,000	City of Tucker	Tucker-Northlake CID and Tucker Summit CID	2023	2028
4.8	Facilitate Economic Development promotional events	\$3,000	City of Tucker		2023	2028
4.9	Deliver Targeted Assistance (Check Status in 30 Days)		City of Tucker		2023	2028
4.10	Program events in Downtown Tucker during shoulder and off seasons		City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Mainstreet Alliance		
4.11	Implement Tucker Downtown Master Plan Branding and Wayfinding Recommendations	\$30,000	City of Tucker	Tucker-Northlake CID and Tucker DDA		
4.12	Advance Nodes Marketing with physical branding and wayfinding recommendations	\$30,000	City of Tucker	Tucker-Northlake CID, Tucker DDA, and Tucker Summit CID		

S8: RECOMMENDATIONS and INITIATIVES

8E BUSINESS and DEVELOPER PROGRAMMING

Existing Conditions

Based on the inventory of Tucker’s existing Economic Development Department functions, the City lacks a formalized approach to the following key business and developer resources:

- Talent and Workforce
- Property Repositioning
- Networking and Promotion
- Linking Economic Development Objectives to Infrastructure Investments
- Business and Research Services

As stated in Initiative 1.0: Economic Development Capacity Building (refer to page 69), Staff resources are pulled in multiple directions without consistent prioritization, tracking, monitoring, and reporting. The City of Tucker can administer these services with a focused approach to program management according to IEDC’s best practices.

Best Practices

Incentives are a “local” game—with a relative value determined by market conditions, personal relationships, and economic opportunity. While the City of Tucker lacks formalized business and developer programming, the City’s economic development function is poised to build upon its successes to date.

The IEDC Report, “[*More than Money: Alternative Incentives that Benefit Companies and Communities*](#),” indicates that local governments should adopt different nonmonetary alternative incentives. They should also use those with financial incentives to achieve the most significant competitive value. Most commonly used incentives—like workforce training



credits and expedited permitting, are considered “typical economic development practice” and not a differentiator in site selection decisions. Alternative incentives can be effectively used, especially with other financial incentives based on individual situations, likely in concert with the Downtown Development Authority. These incentives can relate to the following:

Talent and Workforce Development

Access to skilled and talented workers is considered the number one criterion for site selection decisions today, irrespective of the industry. Businesses also need to ensure they have access to training programs so that their workers can keep up with the pace of innovation and technological change. Some alternative incentives communities can offer that meet essential business needs are labor market analysis, the ability to provide customized job training, and connections to local training programs.

Networking and Promotion

Customer service is about helping incoming businesses make connections in the community. It is also about developing and strengthening existing business clusters and local supply chains through business-to-business relationships. That could include targeted networking events to reach distinct audiences (industrial, retail, residential, minority, entrepreneurial and start-ups, small businesses, and others). Business incubators, accelerator events, and training could include expanding low-cost and high-impact programs like the [Kauffman Foundation's 1,000,000 Cups](#) or launching a new *Economic Gardening® Pilot Project in partnership with the [National Center for Economic Gardening®](#). (*Economic Gardening® is an entrepreneur-centered alternative to traditional economic development. For information, see the National Center for Economic Gardening®).

Linking Economic Development Objectives to Infrastructure Investments

Locational strategies focusing limited infrastructure resources on large projects, like the Northlake Mall Redevelopment, the Mountain Industrial Boulevard and Lawrenceville Highway Corridors, and Downtown, will produce the highest return on public investment by advancing three primary anchor or attractors within the near term. The category also includes less expensive infrastructure improvements such as signage and streetscape upgrades. However, Tucker should market those locational strategies as the City's investment in advancing the implementation of its Major Projects.

S8: RECOMMENDATIONS and INITIATIVES

8E BUSINESS and DEVELOPER PROGRAMMING

Additionally, with the ongoing investment in the Tucker Trail, the City can foster trail-oriented development by adjusting permitting and variances to support destination retail and increase foot traffic.

Business and Research Services

Built on [Economic Gardening® Principles](#), communities can offer specialized data analysis services to businesses. Such services are of great value to those that lack the in-house capacity to conduct sophisticated analysis or otherwise cannot access specialized datasets. The category includes access to community-level information through an economic development agency website and connections to current employers who can offer insights into the quality of the business environment.

Based on the evaluation of existing conditions, another recommendation is for the City of Tucker to create a formal Business and Developer Outreach Program, including financial and nonmonetary incentives and other resources.

NOTE regarding 5.9*, 5.10*, and 5.11* in Strategy Matrix 5.0:

5.9: *The Kauffman Foundation 1 Million Cups program aims to foster connections between local entrepreneurs and their communities. Examples of communities in Georgia that have created a local network of the Kauffman Foundation 1 Million Cups include South Atlanta and Cherokee County.*

5.10: *Economic Gardening® focuses on internal economic growth by supporting local entrepreneurs. The National Center for Economic Gardening (NCEG) works with communities to set up pilot programs to train localities and entrepreneurs about Economic Gardening® and assist participating entrepreneurs in growing. While there has not been a network created in Georgia, there are examples nationwide: GrowFL was the country's first statewide network; Louisiana, Michigan, and Kansas have a network that stretches across each state; five counties in Minnesota created a regional network; Rochester, New York's program had almost 200 participating companies.*

5.11: *The Economic Development Team would work with landowners interested in repositioning their property and assist in connecting them with brokers and consultants to market these efforts.*



MATRIX FOR INITIATIVE 5.0: Business and Developer Programming

					Implementation Target (Yrs. 1-5)		
<i>ACTION</i>			Est. Cost	Lead	Strategic Partners	Start Year	End Year
5.1	Business and Developer Research Services						
5.1.1	Research and Information Services for Businesses			City of Tucker		2023	2028
5.2	Create Business Roadmap to provide clear pathway for permitting and licenses		\$2,000	City of Tucker		2024	2025
5.3	Create Retail Tenant Support Program		\$5,000		Tucker- Northlake CID, Tucker Summit CID, Tucker Business Association	2025	2026
5.4	Identify existing local, regional, and statewide incentives			City of Tucker		2023	2028
5.5	Real Estate Site Selection Assistance			City of Tucker	Tucker- Northlake CID, Friends of Tucker Path, Friends of Tucker Parks	2024	2025

S8: RECOMMENDATIONS and INITIATIVES

MATRIX FOR INITIATIVE 5.0: Business and Developer Programming

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5) Start Year End Year	
5.6	Investigate a Dedicated Planning and Building Case Worker		City of Tucker		2027	2028
5.7	Dedicate Efforts to Expand Talent and Workforce Development Offerings		City of Tucker	WorkSource DeKalb	2023	2024
5.7.1	Partnership pathways with educational institutions and WorkSource DeKalb		City of Tucker	WorkSource DeKalb and DeKalb County Schools	2023	2028
5.7.2	Life (Soft) Skills Training Program		City of Tucker	WorkSource DeKalb and DeKalb County Schools	2026	2027
5.7.3	Occupation Certification and Apprenticeship Partnership Opportunities with Local Universities and Community Colleges		City of Tucker	WorkSource DeKalb, DeKalb County Schools, Georgia Piedmont Technical College	2026	2027
5.8	Create Business-Focused Networking Events	\$1,000	City of Tucker		2023	2024



MATRIX FOR INITIATIVE 5.0: Business and Developer Programming

					Implementation Target (Yrs. 1-5)	
	ACTION	Est. Cost	Lead	Strategic Partners	Start Year	End Year
5.8.1	Partner with DeKalb County or Tucker Chamber to have a permanent, Go-to DeKalb liaison		City of Tucker		2023	2028
5.8.2	Launch a Networking and Mentoring Program Sponsored by the City of Tucker	\$10,000	City of Tucker		2027	2028
5.8.3	Quarterly Developer and Broker Consortium Events	\$6,000	City of Tucker		2027	2028
5.9*	Business Accelerator opportunities: Entrepreneurial Business Incubator and Accelerator Events and Training (Kauffman Foundation's 1 Million Cups and FastTrac® Programs)	\$50,000	City of Tucker	Tucker Business Association and Decide DeKalb	2027	2028
5.10*	Economic Gardening® Pilot Program	\$10,000	City of Tucker	Tucker Business Association, Decide DeKalb, Georgia Department of Economic Development	2026	2027
5.11*	Explore Formation of Property Repositioning Program	\$20,000	City of Tucker	Tucker-Northlake CID and Tucker Summit CID	2027	2028

Section 9

APPENDIX

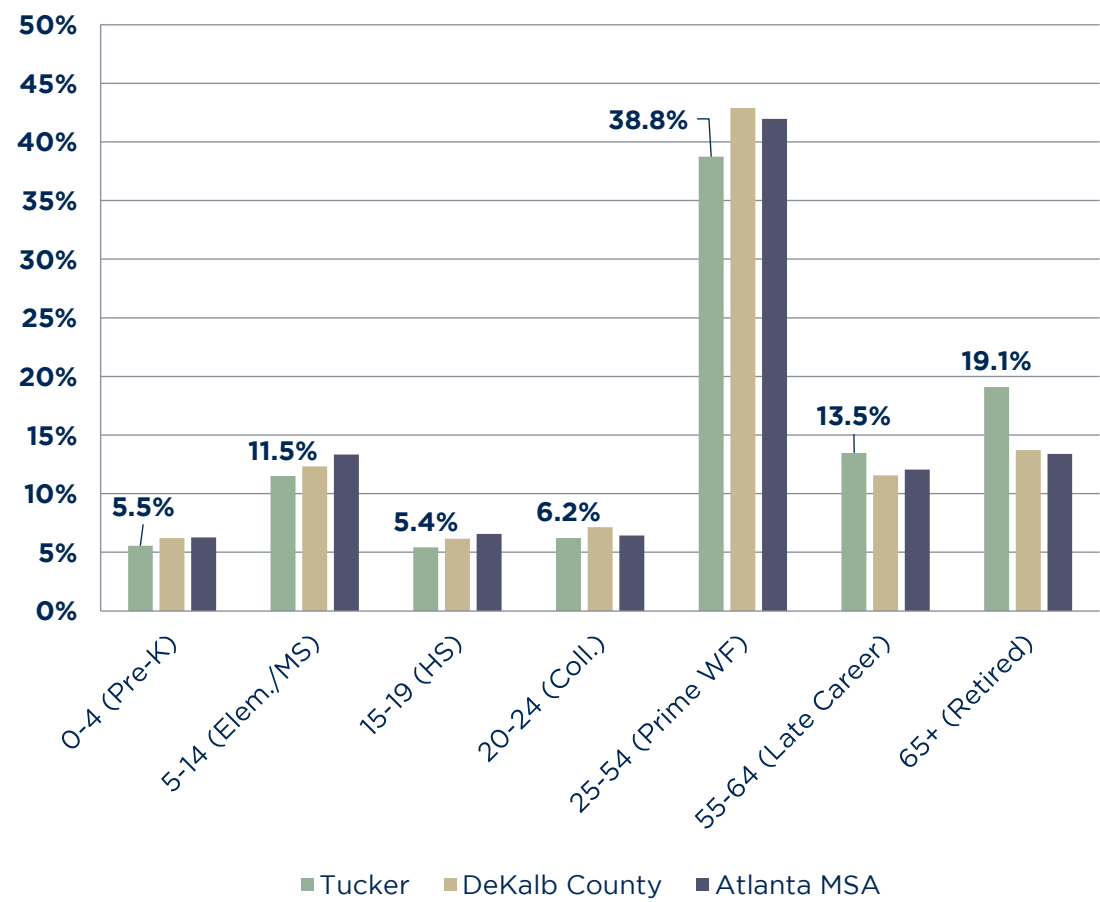
THE APPENDIX INCLUDES THE FOLLOWING ITEMS:

- Graphic excerpts from KB Advisory Group's Tucker EDSP Demographic and Economic Profile Report



ABOVE: Photo of a sunrise on Main Street shared with permission from City of Tucker.

Age Characteristics
Demographic and Economic Profile
Age Distribution by Cohort



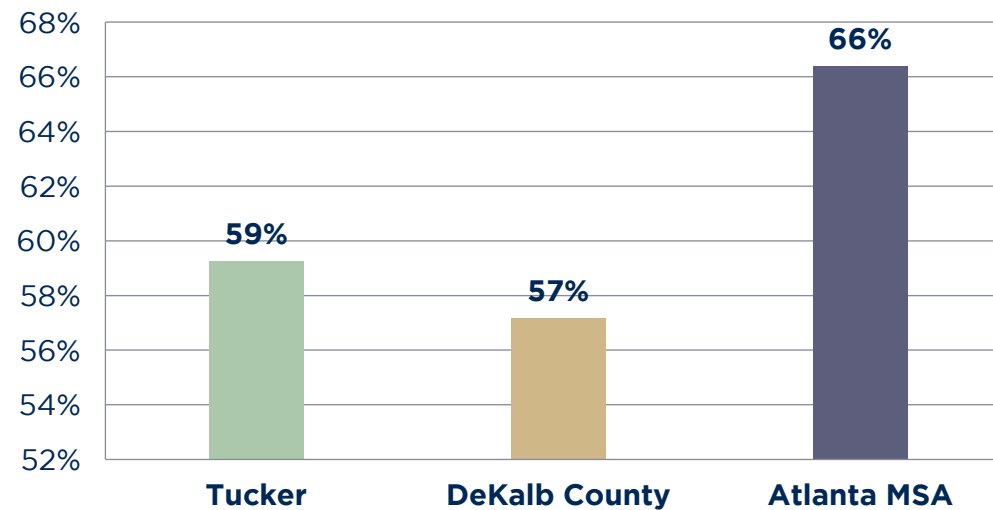
Source: ESRI Business Analyst; Willdan, 2022.



Household Characteristics

Demographic and Economic Profile

% of Family Households



Source: ESRI Business Analyst; Willdan, 2022.

S9: APPENDIX

Housing Value and Tenure Characteristics

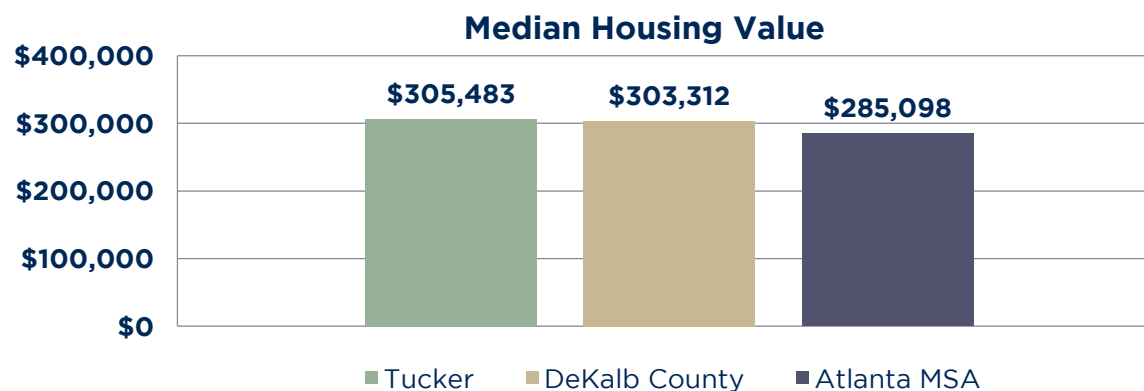
Demographic and Economic Profile

Housing Tenure Trends & Projections

Housing Tenure	2010	2022
Owner-occupied	9,149	10,290
% of Total	59.9%	61.5%
Renter-occupied	4,853	5,048
% of Total	31.8%	30.2%
Vacant	1,262	1,385
% of Total	8.3%	8.3%
Total Units:	15,264	16,723

Housing Values

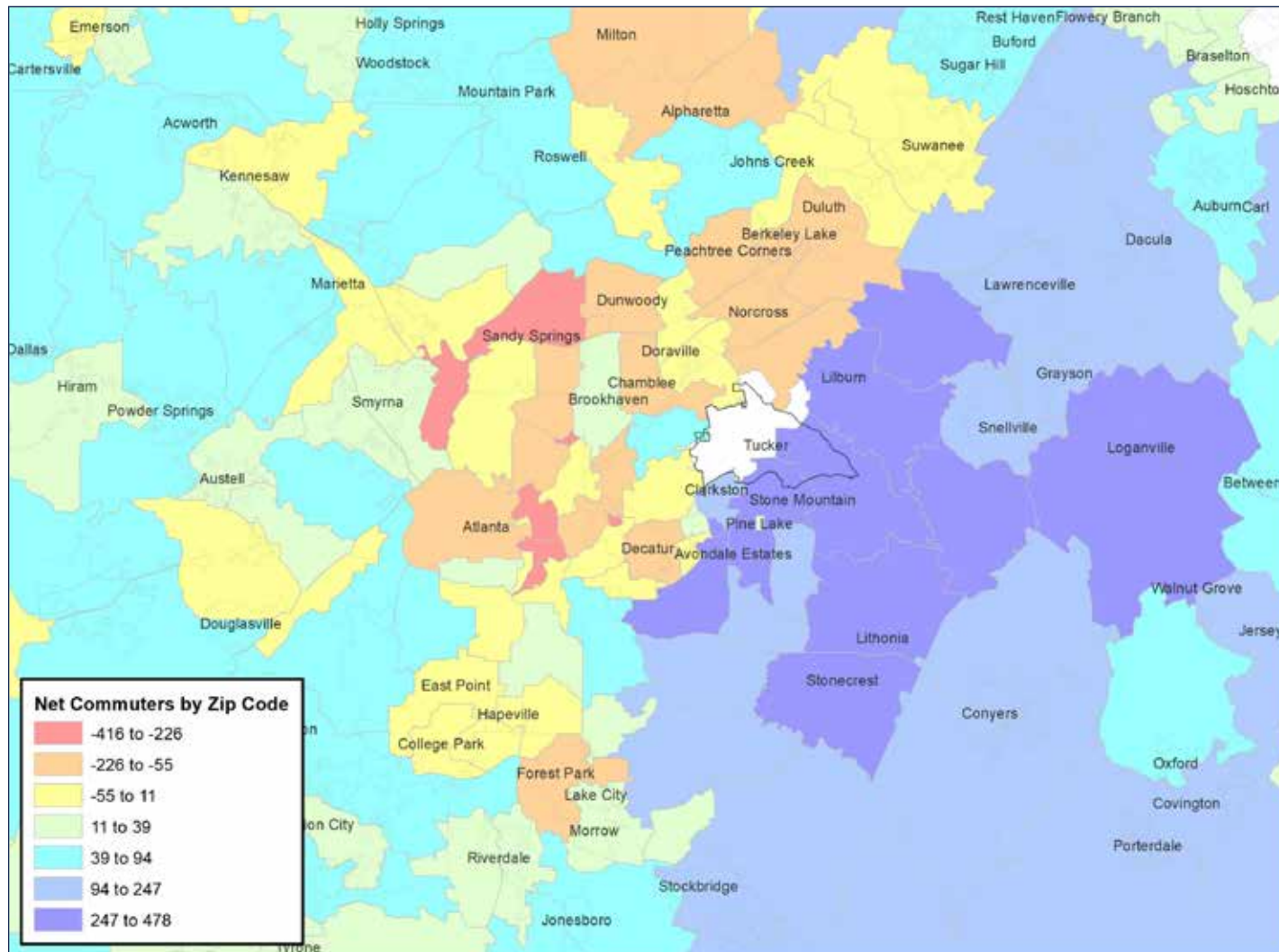
Median Value Per Unit	\$305,483
Average Value Per Unit	\$339,498



Source: ESRI Business Analyst; Willdan, 2022; Claritas.



COMMUTING PATTERNS



Note: On the map, red indicates more workers are living there than there are jobs, and net commuting is negative (i.e., the net result is that workers commute out of the region for work). For a region with more jobs than resident workers, net commuting is positive (i.e., the net result is that workers commute into the region for work).

SOURCE: Lightcast Q4 2022; The Metts Group; Willdan, 2022.

S9: APPENDIX

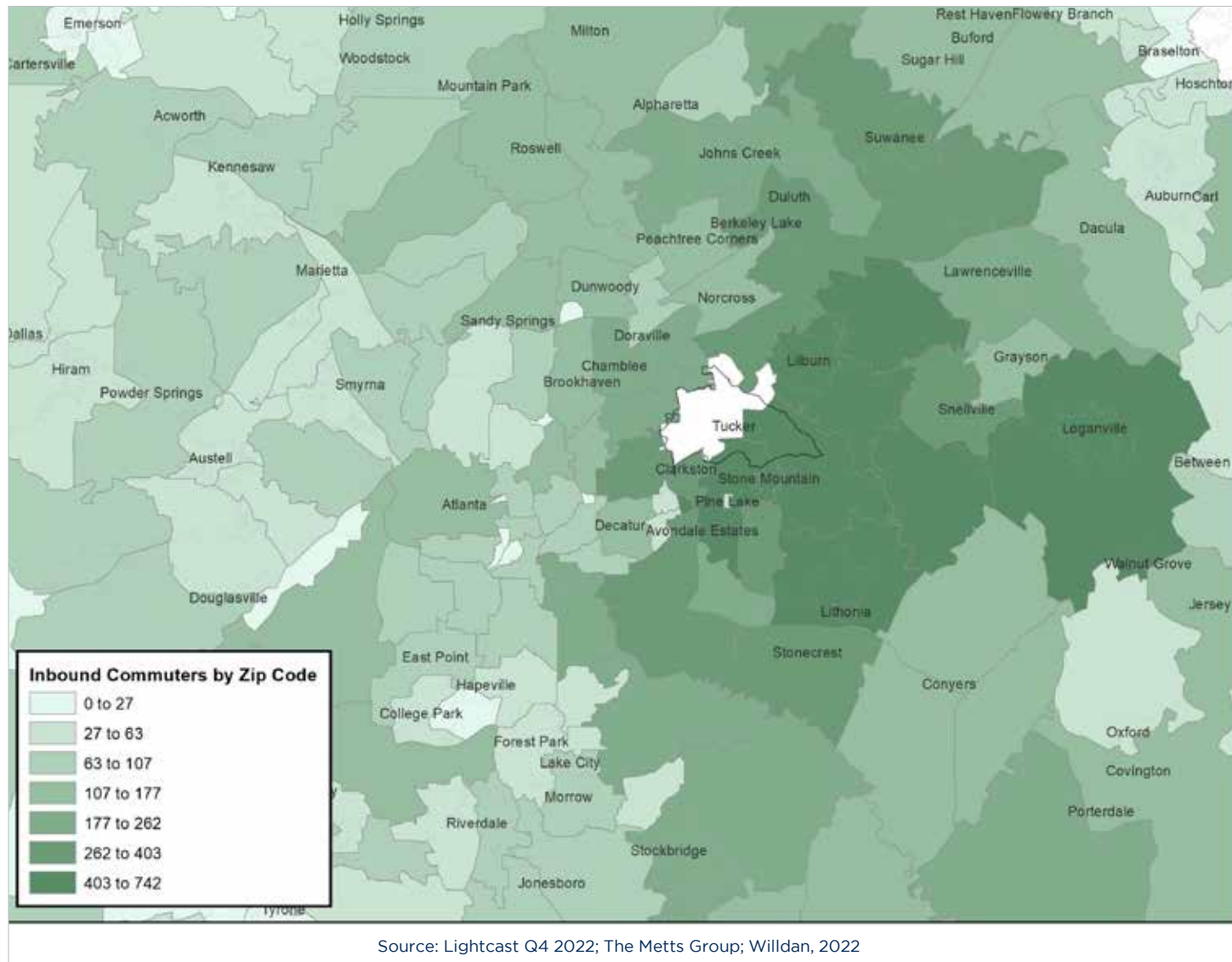
OUTBOUND COMMUTERS



Source: Lightcast Q4 2022; The Metts Group; Willdan, 2022



INBOUND COMMUTERS



S9: APPENDIX

NATIONAL MIGRATION

Economic Base and Workforce

Top Counties: Residents Migrating to and from DeKalb County, GA, 2022

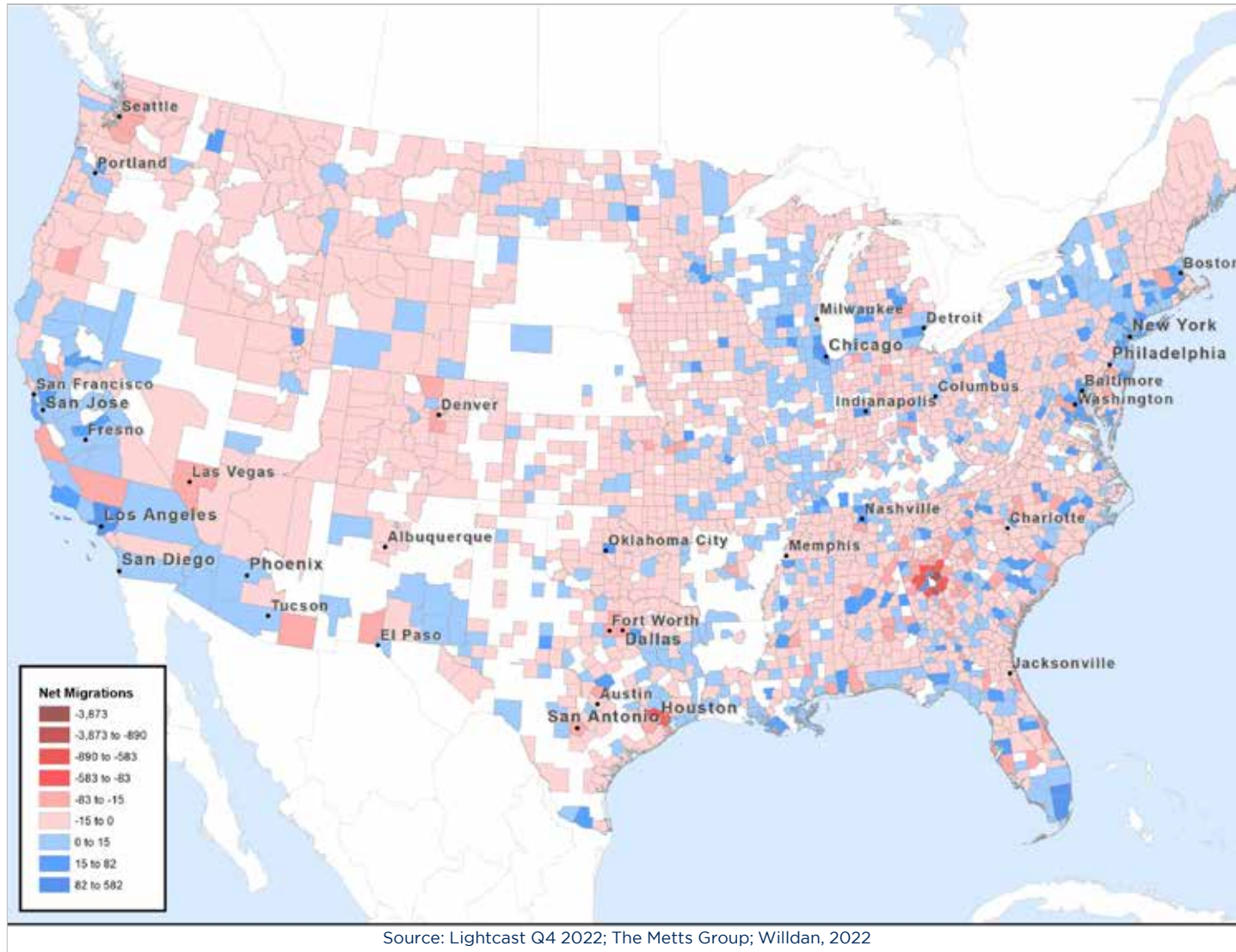
County	Inbound Migrations	Outbound Migrations	Net Migrations
Fulton County, GA	13,126	12,840	286
Kings County, NY	341	166	176
Queens County, NY	235	83	153
Los Angeles County, CA	408	280	127
Cook County, IL	372	250	123
Broward County, FL	348	229	119
Miami-Dade County, FL	311	203	108
Essex County, NJ	142	42	99
Bronx County, NY	135	42	93
New York County, NY	207	143	64
Orange County, FL	243	180	62
Ramsey County, MN	58	0	58
Middlesex County, NJ	68	14	53
Nassau County, NY	94	41	53
Bergen County, NJ	50	4	46
Dougherty County, GA	96	50	46
Suffolk County, NY	52	8	44
Leon County, FL	97	54	43
Prince George's County, MD	118	76	42
Philadelphia County, PA	146	105	42
Lowndes County, GA	77	36	41
Hillsborough County, FL	228	189	39
Clarke County, GA	169	231	(62)
Dallas County, TX	143	225	(83)
Hall County, GA	177	262	(86)
Harris County, TX	216	315	(99)
Douglas County, GA	393	496	(103)
Paulding County, GA	123	234	(111)
Fayette County, GA	163	287	(124)
Walton County, GA	180	358	(178)
Cherokee County, GA	222	402	(180)
Newton County, GA	731	1,314	(583)
Forsyth County, GA	346	967	(621)
Clayton County, GA	2,589	3,210	(621)
Rockdale County, GA	1,181	1,936	(755)
Cobb County, GA	2,439	3,328	(890)
Henry County, GA	921	1,919	(998)
Gwinnett County, GA	7,149	11,022	(3,873)
Total	49,710	58,159	(8,449)

Source: Lightcast Q4 2022; The Metts Group; Willdan, 2022

Note: This dataset shows the amount of domestic taxpayer migration among all states, MSAs, and counties in the United States (source: IRS). The source and design of this taxpayer-based dataset excludes certain groups of people and thus does not represent the entire population but rather is a good indicator of migrating workers within the labor force. See the Migration map elsewhere in Appendix.



NATIONAL MIGRATION



S9: APPENDIX

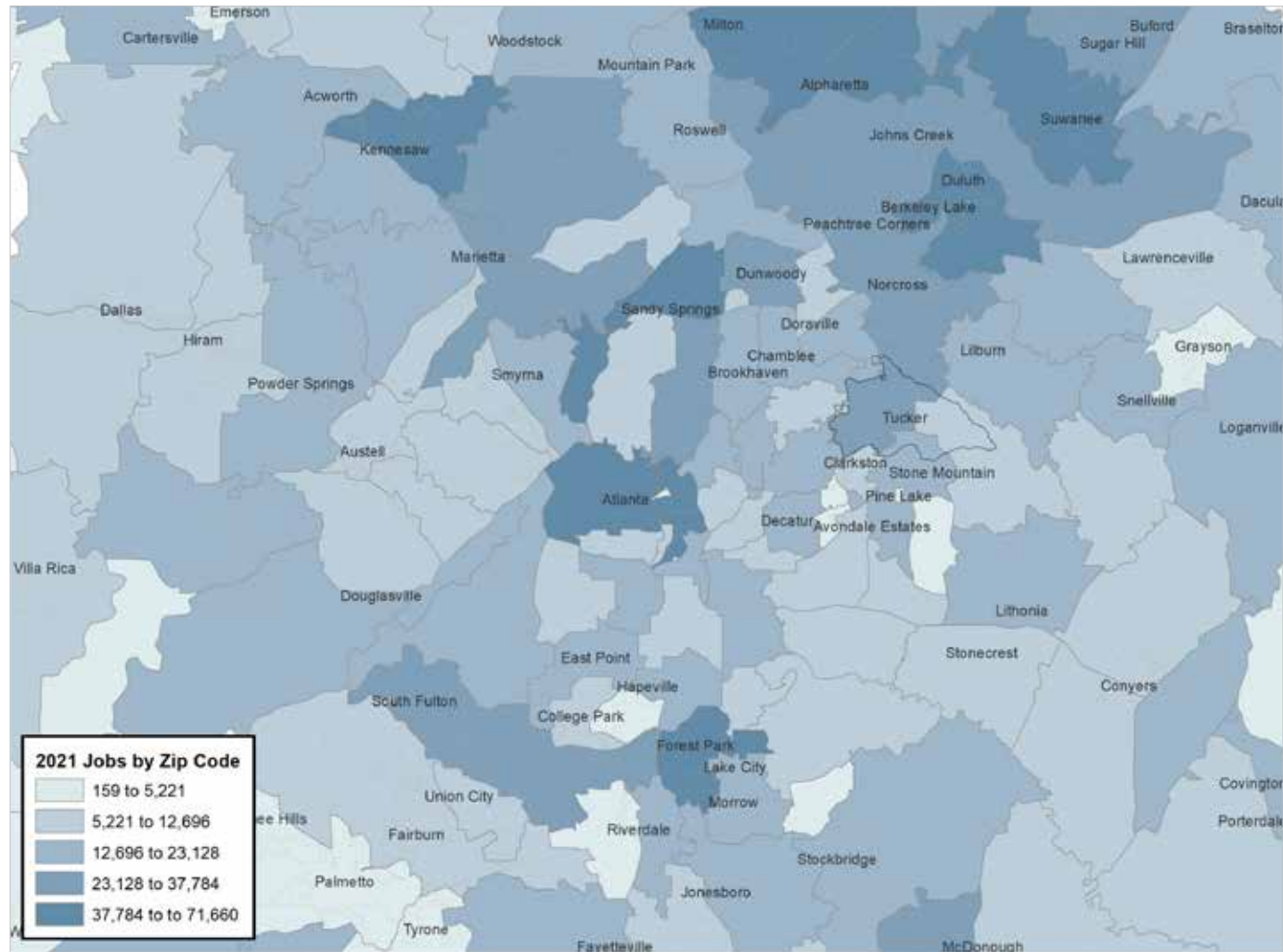
TOP TWENTY EMPLOYERS Economic Base and Workforce

Company	Street Address	SIC Description	Employees
Quest Diagnostics Inc.	1777 Montreal Cir	Medical Laboratories	1,000
Inland Seafood Inc.	1651 Montreal Cir	Fish & Seafoods	436
CSM Bakery Solutions	1912 Montreal Rd	Food Preparations, Other	400
Hormel Foods Corp.	3367 Montreal Industrial Way	Meats & Meat Products	375
Ricoh USA Inc.	4667 N Royal Atlanta Dr	Office Equipment	350
Emory Univ Orthopedics & Spine Hospital	1455 Montreal Rd	Hospitals, General Medical & Surgical	300
Flowers Baking Co. of Tucker LLC	5087 S Royal Atlanta Dr	Bread & Other Bakery Products	300
Walmart	4375 Lawrenceville Hwy	Department Stores	300
Wood	1979 Lakeside Pkwy	Construction & Mining Machinery & Equipment	275
Georgia System Operations Corp.	2100 E Exchange Pl	Electric Services	260
Georgia Transmission Corp.	2100 E Exchange Pl	Electric Services	200
Oglethorpe Power Corp.	2100 E Exchange Pl	Electric Services	170
Tucker Wellness & Rehab Center	2165 Idlewood Rd	Nursing Care Facilities	155
Flexible Metal Inc.	2467 Mountain Industrial Blvd	Indust & Comm Machinery & Equipment, Other	150
Sam's Club	1940 Mountain Industrial Blvd	Miscellaneous General Merchandise Stores	150
Kroger	4357 Lawrenceville Hwy	Grocery Stores	125
Chick-fil-A	3967 Lavista Rd	Restaurant	120
SteelMart Inc.	3476 Lawrenceville Hwy	Metals Service Centers & Offices	120
Meadowbrook Healthcare	4608 Lawrenceville Hwy	Nursing Care Facilities	110
Publix	4650 Hugh Howell Rd	Grocery Stores	110

Source: Georgia Power, 2022, The Metts Group; Willdan, 2022



EMPLOYMENT CONCENTRATION Economic Base and Workforce



Zip codes 30084 and 30085 were used as a reference for this analysis.

Source: Lightcast Q4 2022; The Metts Group; Willdan, 2022

S9: APPENDIX

INDUSTRIES AND JOBS Economic Base and Workforce

Industry	Number of Employees								
	All Establishments	< 5	5 - 9	10 - 19	20 - 49	50 - 99	100 - 249	250 - 499	500 - 999
Total for all sectors	1,669	912	289	180	194	48	33	10	3
Utilities	9	3							
Construction	133	82	19	11	10	5	4		
Manufacturing	85	32	10	15	12	11	5		
Wholesale trade	165	79	31	23	22	5	3		
Retail trade	189	97	36	18	25	6	7		
Transportation and warehousing	41	19	8	4	6				
Information	34	18	6	5					
Finance and insurance	84	46	18	12	6				
Real estate and rental and leasing	82	64	13	4					
Professional, scientific, and technical services	223	167	26	13	14				
Management of companies and enterprises	11	4	3						
Administrative and support and waste management and remediation services	93	47	13	11	17	3			
Educational services	13	10							
Health care and social assistance	181	89	44	17	17	7	5		
Arts, entertainment, and recreation	14	11							
Accommodation and food services	140	33	28	33	39	6			
Other services (except public administration)	167	106	35	13	13				
Industries not classified	5	5							

Source: U.S. Census Annual Business Survey (the reference year is 2019), The Metts Group; Willdan, 2022



WIOA ELIGIBLE TRAINING PROVIDER LIST

Provider	City
Clayton State University	Atlanta
Community of Destiny	Atlanta
Datum Tech Academy	Stone Mountain
Datum Tech Academy	Stone Mountain
Emory	Atlanta
Georgia Piedmont Technical College	Clarkston
Goodwill of North Georgia	Decatur
Goodwill of North Georgia	Decatur
Handyman Training School	Stone Mountain
Holistic Information Security Practitioner Institute	Lithonia
Independent Electrical Contractors	Atlanta
Interactive College of Technology	Chamblee
International Union of Operating Engineers	Ellenwood
Life Solutions for Health	Decatur
MedCerts	Tucker
New Apprenticeship	Atlanta
Pharaoh's Conclave, LLC	Lithonia
Roadmaster's Drivers School of Georgia	Conley
The Young Entrepreneurs of Atlanta Foundation	Lithonia
Universal Dental Assisting	Decatur

Source: WorkSource Georgia; The Metts Group; Willdan, 2022

Note: Above is the Workforce Innovation and Opportunity Act (WIOA) Eligible Training Provider List for DeKalb County—a partnership that will be critical for building a sustainable workforce. The WIOA focuses on the critical role of strong basic skills in adults' ability to attain a secondary school diploma, transition to postsecondary education and training, and secure employment. As indicated above, many upskilling opportunities exist to train the existing workforce into in-demand occupations.

KB Advisory Group (KB), EDSP Lead

Since its founding in 2001, **KB Advisory Group** has focused on helping private and public sector clients understand how the market and economic forces impact their real estate development aspirations. **KB** advises nonprofits, public authorities, local governments, developers, landowners, and investors dealing with real estate-related issues. The firm provides real estate and economic development consulting services to cities, counties, developers, community districts, nonprofits, and design firms across the Atlanta region, Georgia, and the Southeast in all commercial real estate sectors, economic development, market analysis for urban planning, and public-private partnership creation. **KB's** experience analyzing real estate development for a vast spectrum of clients gives it a unique perspective on the trends and a well-earned acumen in determining how to act successfully in the context of those trends.

Contact Information

KB Advisory Group

1447 Peachtree Street NE

Suite 610

Atlanta, GA 30309

P: 404.845.3550

W: www.kbagroup.com

The last “Inside” page is the flip side of the Back Cover.
It can remain BLANK or have some kind of content. TBD.

Back Cover

03.22.2023 DRAFT



MEMO

To: Honorable Mayor and City Council Members
From: John McHenry, Deputy City Manager
CC: Tami Hanlin, City Manager
Date: March 27th, 2023
RE: Memo for SPLOST Update

Description for on Agenda:

Update on Special Purpose Local Option Sales Tax (SPLOST)

Issue: The current DeKalb County six-year SPLOST program will expire in March of 2024. It generated \$5 million a year that was spent on capital projects per the 2017 adopted formula summarized below.

1. 65% Roads & Drainage
2. 20% Sidewalks, Bikeways & Trails
3. 15% parks and public facilities such as a fire station.

The current adopted SPLOST resolution for the City of Tucker from September 13th, 2017 is attached.

A DeKalb County bill (HB 431) went to the General Assembly to authorize SPLOST, which is a requirement to hold the referendum. The bill has passed both the House and Senate and awaits the Governor's signature. With this final approval, we the City of Tucker will have the opportunity to determine its approach to an upcoming SPLOST initiative by resolution, and then be voted on by Tucker residents in November of 2023.

Recommendation:

The Mayor and Council may have the opportunity to adopt a SPLOST project list. The past focus on transportation and parks has generated a successful delivery of an array of key projects including repaving, sidewalks, trails, intersection improvements, playgrounds, sports fields and facilities.

Summary: Past use of SPLOST is listed below by our Engineering and Parks Departments. There will be an impact to project delivery from the increased cost of projects moving forward.

Transportation: By March of next year, the City of Tucker will have spent more than \$17M of their SPLOST allocation on resurfacing city streets. Combined with other state and local funding, Tucker has resurfaced 284 streets (more than 80 miles) during the 6-year program. Approximately 60% of the City's resurfacing efforts have been funded through SPLOST. Pedestrian and bicycle connectivity remain a high priority for Tucker. We have constructed over 21,000 linear feet (4 miles) of sidewalk and 3,700 feet (0.7 miles) of trails. Approximately 55% of these projects utilized SPLOST funds. Multiple sidewalk and trail projects are in the design phase, with construction slated over the next two years. The city has been very successful in leveraging federal dollars to offset the local funding required. Examples of other engineering projects that were accomplished with SPLOST funding include traffic signal upgrades, intersection improvements, and radar speed detection

devices.

Parks: Over the last 5 years, SPLOST has provided the Parks and Recreation Department with nearly \$4.5M dollars in project funding. This additional funding combined with the City's funds has allowed the Parks and Recreation Department to accelerate improvements to our parks system. Some of our funded projects include multiple new bridges and boardwalks that has provided increased accessibility on our hiking trails, new sports field lighting on 2 multipurpose fields and 4 tennis courts, providing expanded availability for youth sports, new sidewalks in 2 parks providing safe walkability and 7 new playgrounds in the parks system. SPLOST has provided approximately 40% of the over \$11M spent completing the department's improvement projects. These projects have been vital to the success of engaging our community in the outdoors and creating a fun and safe play environment.

Financial Impact:

Currently SPLOST funding is roughly 50 percent of transportation projects currently delivered, as well as 40 percent of parks projects completed. This is clearly a very significant funding source for public amenities and improvements built by the City.

RESOLUTION

A RESOLUTION BY THE CITY OF TUCKER TO CONCUR IN THE CALL OF A REFERENDUM ELECTION IN DEKALB COUNTY FOR VOTERS TO CONSIDER APPROVING IMPLEMENTATION OF AN EQUALIZED HOMESTEAD OPTION SALES AND USE TAX AND A ONE PERCENT SPECIAL PURPOSE LOCAL OPTION SALES AND USE TAX IMPOSED IN THE SPECIAL DISTRICT COTERMINOUS WITH THE BOUNDARIES OF DEKALB COUNTY; TO APPROVE AN INTERGOVERNMENTAL AGREEMENT WITH DEKALB COUNTY FOR THE USE AND DISTRIBUTION OF PROCEEDS FROM THE ONE PERCENT SPECIAL PURPOSE LOCAL OPTION SALES AND USE TAX, IF SUCH IS APPROVED; TO SPECIFY THE PURPOSES FOR WHICH THE CITY'S PROCEEDS FROM SUCH TAX ARE TO BE USED; AND FOR OTHER PURPOSES.

WHEREAS, Part 2 of Article 2A of Chapter 8 of Title 48 of the Official Code of Georgia Annotated allows suspension of the homestead option sales and use tax authorized by O.C.G.A. § 48-8-102 (the "HOST") and replacement of such tax with the imposition of an equalized homestead option sales and use tax (the "EHOST") for the purpose of reducing the ad valorem property tax millage rates levied by the county and municipalities on homestead properties; and

WHEREAS, Part 1 of Article 3 of Chapter 8 of Title 48 of the Official Code of Georgia Annotated authorizes the imposition of a county one percent sales and use tax (the "SPLOST") for the purpose, inter alia, of financing certain projects which include transportation, public safety and other projects listed in Exhibit "B" hereto; and

WHEREAS, pursuant to O.C.G.A. § 48-8-109.2 the referendum election to determine whether to impose an EHOST must be held in conjunction with the referendum election to approve a SPLOST and unless both sales and use taxes are approved, neither shall become effective and HOST will continue without interruption; and

WHEREAS, the City Council of the City of Tucker (the "Governing Authority") has determined that it is in the best interest of the citizens of the City of Tucker (the "City") to suspend HOST and impose an EHOST to apply 100% of the proceeds collected from the tax to reduce ad valorem property tax millage rates and that it is further in the best interest of the City to impose a one percent SPLOST in a special district coterminous with the boundaries of DeKalb County for the purpose of funding certain capital outlay projects; and

NOW, THEREFORE, BE IT RESOLVED by the Governing Authority of the City of Tucker, as follows:

1. Intergovernmental Agreement. The Intergovernmental Agreement between DeKalb County, and the DeKalb municipalities, excluding City of Atlanta (the "Qualified Municipalities"), attached hereto as Exhibit "A" is hereby approved. The Mayor is authorized to execute such Agreement on behalf of the City. Furthermore, the City Manager and the City Attorney are authorized to make changes to the form of the Agreement as may be necessary to achieve consensus between DeKalb County and the Qualified Municipalities so long as such changes are consistent with the purposes of this Resolution and the Mayor is authorized to execute such Agreement as so modified by the City Manager and the City Attorney without further action by the Governing Authority.
2. Project List. The SPLOST Project List attached hereto as Exhibit "B" is hereby approved. The City's portion of funds received from the SPLOST, if approved by voters, shall be dedicated to the projects as set forth on the attached Project List.
3. Call for Referendum Election. The DeKalb County Board of Commissioners is respectfully requested to approve the attached Intergovernmental Agreement and to call a referendum to allow the citizens of DeKalb County to decide whether to impose a six (6) year EHOST/SPLOST.
4. Tucker Projects Ballot Language. The DeKalb County Board of Commissioners and the Board of Elections of DeKalb County are requested to place the following language within the notice of election and on the referendum ballot for the consideration by voters:

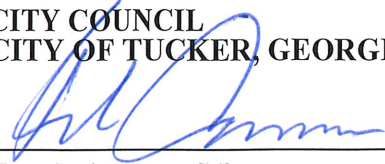
City of Tucker, projects to be funded from its share of the proceeds consisting of (a) at least 65% of the proceeds for roads and drainage; (b) at least 20% of the proceeds for multi-modal transportation consisting of sidewalks, paths, and bikeways; and (c) up to 15% for projects for fire facilities and Citywide safety equipment, capital outlay projects for the parks and recreation system, and capital outlay projects for public facilities (the "City of Tucker Projects").

5. Certificate of Distribution. The Mayor is expressly authorized to execute on behalf of the City of Tucker the Special Purpose Local Option Sales and Use Tax Certificate of Distribution under Equalized Homestead Option Sales Tax at such rate as provided in the final intergovernmental agreement governing such proceeds, provided that the City of Tucker is designated to receive at least 4.99% of such proceeds.

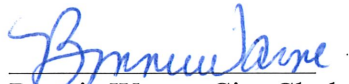
[signature page follows]

SO RESOLVED, this 13th day of September, 2017.

**CITY COUNCIL
CITY OF TUCKER, GEORGIA**


Frank Auman, Mayor

ATTEST:


Bonnie Warne, City Clerk

Approved as to Form:



Brian Anderson, City Attorney

EXHIBIT "B"

TUCKER SPLOST PROJECT LIST

In accordance with the restrictions of Equalized Homestead Option Sales Tax Act of 2015 and any future amendments, Tucker designates the following project list for the 2017 ballot referendum (the "City of Tucker Projects"):

Up to maximum of hundred percent (100%) of the proceeds for:

- (a) at least sixty-five percent (65%) of the proceeds for roads and drainage,
- (b) at least twenty percent (20%) multi-modal transportation consisting of, sidewalks, paths, and bikeways,
- (c) projects for fire facilities and Citywide safety equipment; and

up to a maximum 15% of the proceeds for capital outlay projects consisting of:

- (d) the parks and recreation system and public facilities.



MEMO

To: Honorable Mayor and City Council Members
From: Courtney Smith, Community Development Director
CC: Tami Hanlin, City Manager
Date: March 22, 2023
RE: Memo for Comprehensive Plan 5-Year Update Kick Off and Public Hearing

Description for on Agenda:

Public Hearing for the kickoff of the Comprehensive Plan 5-Year Update

Issue:

DCA requires a public hearing be held at the inception of the local planning process. The purpose of this hearing is to brief the community on the process to be used to develop the plan, opportunities for public participation in development of the plan, and to obtain input on the proposed planning process.

[Click or tap here to enter text.](#)

Background:

The City of Tucker, in partnership with the Sizemore Group consultant team, is drafting a 2023 Tucker Tomorrow Comprehensive Plan Update. This process will provide opportunities for community members and other stakeholders to share their vision of the city's long-term future.

The main focus of the update will be to include a new Community Work Program and a report of accomplishments that describes the current status of each activity in the previous Community Work Program. The update will also add language regarding broadband services and housing data.

A copy of the completed 2018 Community Work Program has been included in the packet.

Summary:

This is the first of two public hearings that will be held during the process of developing the update. The next public hearing is May 8th.



City Council Meeting

March 27, 2023

City of Tucker 2023 Comprehensive Plan

Page 138 of 177



CULTURAL PLACES • BEAUTIFUL SPACES

PROJECT TEAM

LEAD PLANNING

Sizemore Group



PRINCIPAL ARCHITECT

BILL DE ST. AUBIN, AIA, LEED AP, CEO
TOWN CENTER EXPERT



PROJECT MANAGER / LEAD PLANNER

DEANNA MURPHY, AICP, M.ARCH
ARTS & PLACEMAKING LEADER



PLANNER / URBAN DESIGNER

NISHANT OSTWAL
GRAPHICS EXPERT

TRANSPORTATION & ECONOMICS

Kimley-Horn



TRANSPORTATION PLANNER

COLE SMITH, AICP
CREATIVE TRANSPORTATION GURU



ECONOMIC DEVELOPMENT

JON TULEY, AICP
REGIONAL ECONOMIC EXPERT


WHAT IS A COMPREHENSIVE PLAN?

- Priority setting and identifying projects to achieve priorities
- DCA Requirement linked to state funding
 - CDBG
 - Water and sewer loans
 - Economic Development funding
- Plan to guide future growth and development
- Updated every 5-years



REQUIREMENTS

1. Community Goals
2. Needs and Opportunities
3. Community Work Program
4. Broadband Services Element
5. Capital Improvements Element
6. Economic Development Element
7. Land Use Element
8. Transportation Element
9. Housing Element

Goal 1: Enhance Downtown Tucker											
Goal Number		Activity	Timeframe						Responsible Party	Potential Funding Source	Estimated Cost (2017 Dollars)
			2018	2019	2020	2021	2022	LR			
G1-1		Begin analyzing options for a Tucker City Hall Complex in downtown which includes civic spaces, a park and a large multi-purpose space for community gatherings, art and cultural events.	X						City Manager, Mayor/City Council	N/A	Staff Time
G1-1.1		Begin investing in Tucker City Hall Complex in downtown and develop options that includes civic spaces, a park and a large multi-purpose space for community gatherings, art and cultural events.			X				City Manager, Mayor/City Council	Bond Funding	\$12 Million
G1-2		Evaluate the establishment of a Cultural Arts Committee comprised of residents and business leaders that advocate for the arts and make recommendations to the Mayor and Council.			X				City Manager, Mayor/City Council	N/A	Staff Time
G1-3		Consider allocating funds to create a culturally rich arts community through collaborative relationships, financial support, and strengthening local arts organizations, artists, and cultural activities.				X			City Manager, Mayor/City Council	General Fund	\$50,000
G1-4		As part of the Transportation Master Plan, study the development of attractive "Downtown Gateways" at the intersections of Main Street/Lawrenceville Highway, and Lavista Road/Main Street. Options considered should include replacing low volume dedicated turn lanes with pedestrian safety intersections that incorporate improved crosswalk visibility, signage and landscaping.	X	X					Staff, DeKalb County, Tucker-Northlake CID	General Fund	FY2018
G1-5		As part of the Transportation Master Plan or the Lawrenceville Highway Corridor Study, consider establishing a standard/typical section for future intersection improvements along the Lawrenceville Highway corridor that focuses on enhanced visual quality and increased pedestrian safety.	X	X					Staff/DeKalb County	General Fund	FY2018

TUCKER TOMORROW

2018 GOALS

Community Goal 1: Enhance Downtown

Community Goal 2: Improve Transportation Connections

Community Goal 3: Preserve and Improve Neighborhoods

Community Goal 4: Strengthen Recreational and Community Resources

Community Goal 5: Bolster Economic Base

5-YEAR UPDATE

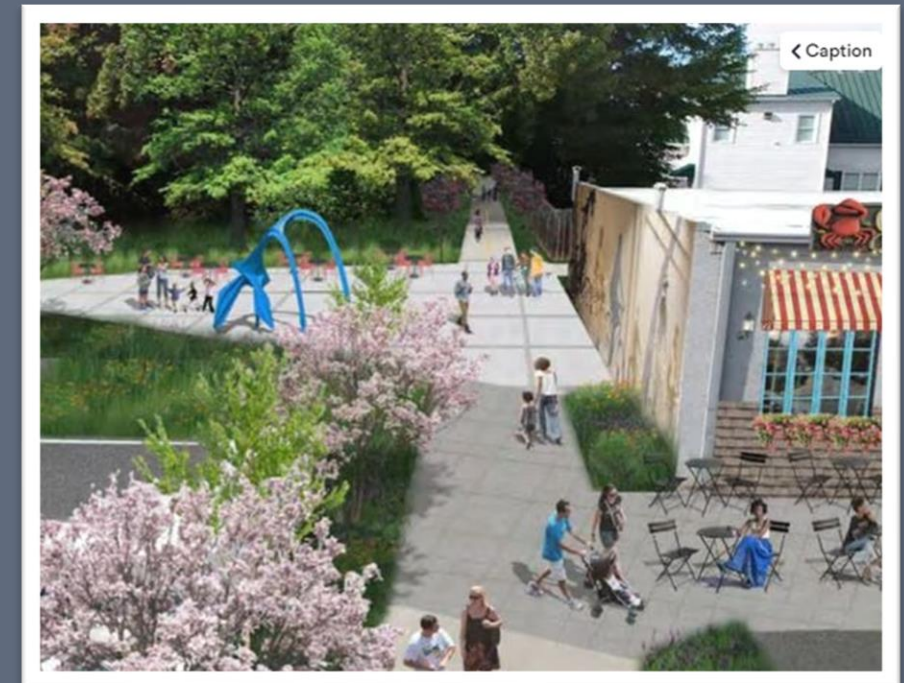
2023 FOCUS: COMMUNITY WORK PROGRAM UPDATE



TUCKER TOMORROW ACCOMPLISHMENTS

In support of Goal 1: Enhance Downtown Tucker

- a. Tucker Civic Spaces Downtown
 - a. Acquired 2.3 acres for possible future City Hall. This space is currently used as greenspace for special events.
 - b. Acquired 1.9 acres for downtown greenspace, currently under design.
 - c. Funding options for the City Hall Complex are being explored.
- b. Funding for the first piece of public art in Downtown
- c. Intersection improvements have been made at Lynburn Drive at Lawrenceville Highway
- d. Expanded the Downtown Overlay District
- e. Begun conversations with downtown landowners for parking solutions
- f. Completed an agreement with Georgia Power to allow the installation of banners along Main Street.
- g. Completed a historic resource study and report



TUCKER TOMORROW ACCOMPLISHMENTS

In support of Goal 2: Improve Transportation Connections

- a. Completed studies
 - a. 2019 Transportation Master Plan
 - b. 2019 Trail Master Plan
 - c. 2020 Freight Cluster Study
- b. Underway: Lawrenceville Highway Code Study
- c. Adopted Special Zoning Districts that include streetscape standards
- d. Adopted zoning text amendments to enhance design standards and land uses within the Mountain Industrial area



TUCKER TOMORROW ACCOMPLISHMENTS

In support of Goal 3: Preserve & Improve Neighborhoods

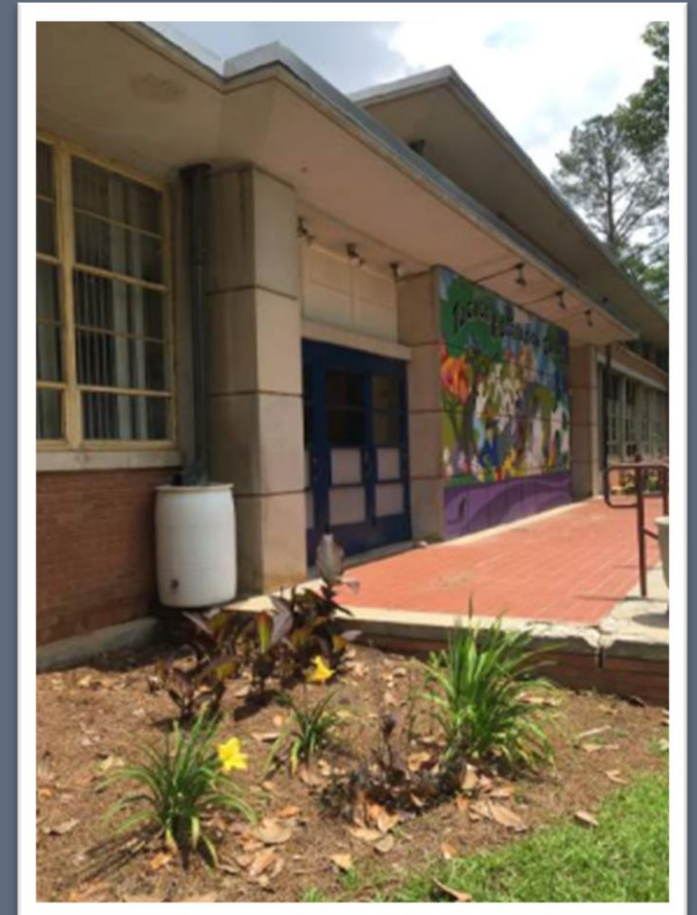
- a. Staff incorporated density comparisons and spot zoning into plan reviews to minimize increased density with a new subdivision when attached to an existing suburban residential neighborhood.
- b. As part of the Downtown Master Plan, the City identified options for redevelopment of existing single-family structures along major corridors in vicinity to Tucker.
- c. Completed the 2018 Housing Density Study.
- d. Completed text amendments to address property maintenance issues.
- e. Adopted supplemental regulations on convenience stores, video surveillance requirements, and coin operated amusement standards.
- f. Adopted zoning ordinances to address concerns with hotels, motels and extended stays.



TUCKER TOMORROW ACCOMPLISHMENTS

In support of Goal 4: Strengthen Recreational & Community Resources

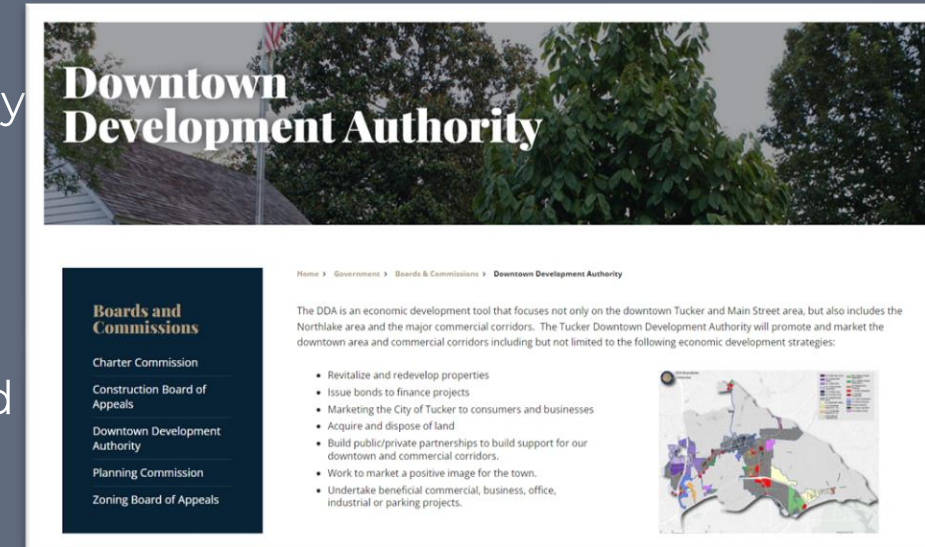
- a. Adopted native tree requirements into the Downtown and Northlake Special Zoning Districts
- b. Conducted a tree canopy study
- c. Completed the 2019 Parks and Recreation Master Plan
- d. Evaluated improvements to the Recreation Center via a feasibility study completed as part of the Parks and Recreation Master Plan
- e. Adopted the City's updated sign ordinance in 2019



TUCKER TOMORROW ACCOMPLISHMENTS

In support of Goal 5: Bolster Economic Base

- a. Created Tucker Economic Development Department
- b. Established the Tucker Downtown Development Authority
- c. Established a robust Economic Development webpage
- d. The City hosts regular meetings with state and regional economic development partners
- e. Tucker Downtown Development Authority has completed a Tax Abatement Policy
- f. Developed marketing materials highlighting Tucker's assets and incorporated this material into the webpage
- g. Worked with ULI (Urban Land Institute) to look at challenging redevelopment sites and make recommendations
- h. Planned a small business resource Expo, coming April, 2023



Project Schedule

Existing Conditions

- Review Past Plans
- Technical Analysis/Assessment

Demographics & Economic Analysis

- Demographic, Housing, Economic Assessment

Public Input

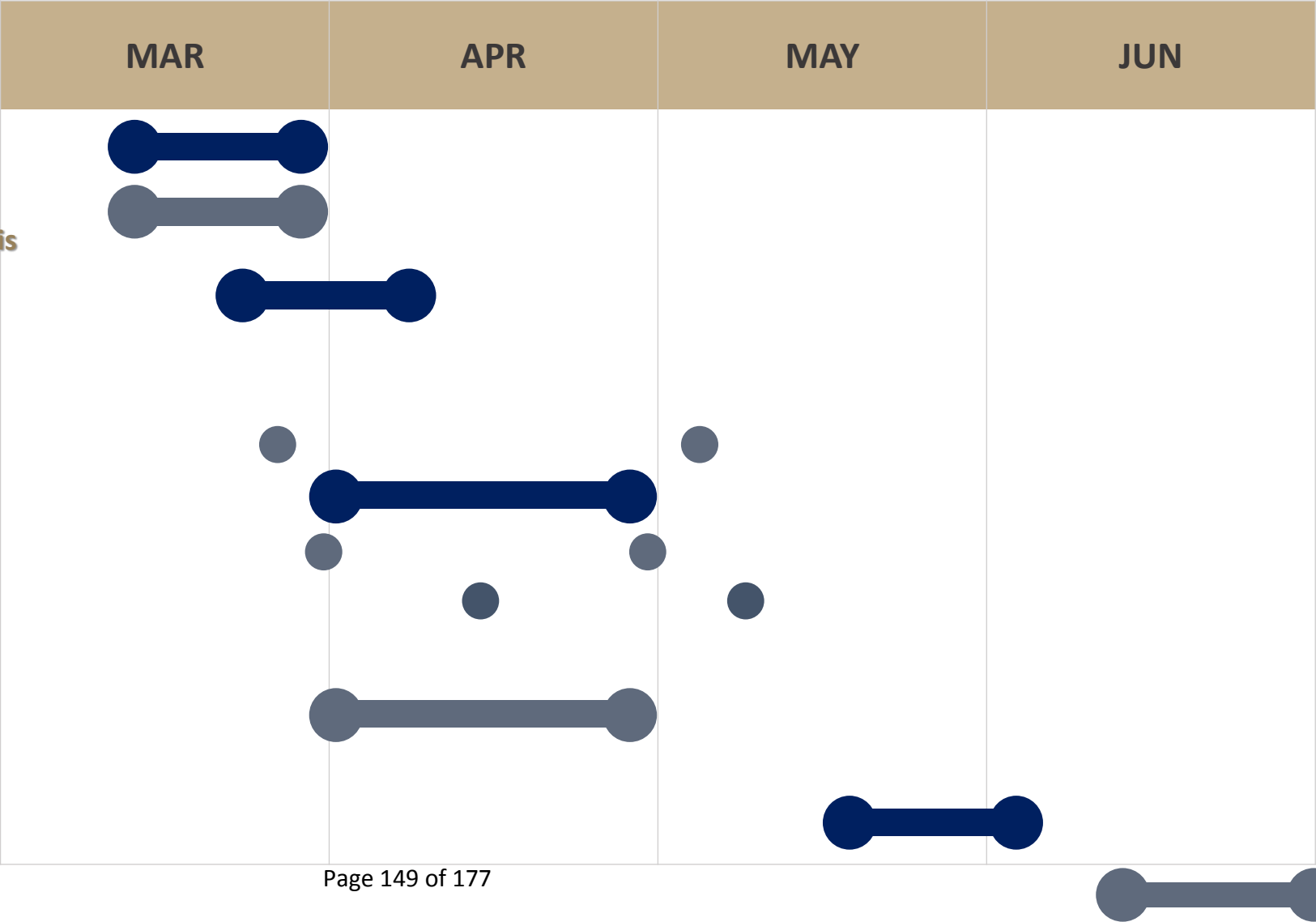
- Public Hearings (2)
- Community Survey
- Core Team Meetings (2)
- Community Meetings (2)

Comprehensive Plan

- Elements

Deliverables

- ARC and DCA Review
- Mayor and Council Adoption



COMMUNITY INPUT

Public Hearings:	March 23 May 8
Core Team Meetings:	March 30 April 27
Community Meetings:	April 15 at Spring Fling May 4
Community Survey	April 1-30

More info:

<https://www.tuckerga.gov/ttupdate/index.php>





THANK YOU!

SIZEMORE GROUP

CULTURAL PLACES • BEAUTIFUL SPACES

Goal 1: Enhance Downtown Tucker											
Goal Number	Activity	Timeframe						Responsible Party	Potential Funding Source	Estimated Cost (2017 Dollars)	Status
		2018	2019	2020	2021	2022	LR				
G1-1	Begin analyzing options for a Tucker City Hall Complex in downtown which includes civic spaces, a park and a large multi-purpose space for community gatherings, art and cultural events.	X						City Manager, Mayor/City Council	N/A	Staff Time	Complete
G1-1.1	Begin investing in Tucker City Hall Complex in downtown and develop options that includes civic spaces, a park and a large multi-purpose space for community gatherings, art and cultural events.			X				City Manager, Mayor/City Council	Bond Funding	\$12 Million	Ongoing
G-2	Evaluate the establishment of a Cultural Arts Committee comprised of residents and business leaders that advocate for the arts and make recommendations to the Mayor and Council.			X				City Manager, Mayor/City Council	N/A	Staff Time	Ongoing
G1-3	Consider allocating funds to create a culturally rich arts community through collaborative relationships, financial support, and strengthening local arts organizations, artists, and cultural activities.				X			City Manager, Mayor/City Council	General Fund	\$50,000	Ongoing
G1-4	As part of the Transportation Master Plan, study the development of attractive “Downtown Gateways” at the intersections of Main Street/Lawrenceville Highway, and Lavista Road/Main Street. Options considered should include replacing low volume dedicated turn lanes with pedestrian safety intersections that incorporate improved crosswalk visibility, signage and landscaping.	X	X					Staff, DeKalb County, Tucker Northlake CID	General Fund	FY2018	Ongoing
G1-5	As part of the Transportation Master Plan or the Lawrenceville Highway Corridor Study, consider establishing a standard/typical section for future intersection improvements along the Lawrenceville Highway corridor that focuses on enhanced visual quality and increased pedestrian safety.	X	X					Staff/DeKalb County	General Fund	FY2018	Ongoing
G1-7	Consider expansion of the Downtown Overlay District on both sides of Idlewood Road south to Cowan Road and on both sides of Cowan Road east to Hugh Howell Road.		X					Community Development Staff	N/A	FY2018	Complete
G1-8	As part of the Transportation Master Plan, evaluate the need for an extension of 4th Street from Lawrenceville Highway south to Cowan Rd.	X	X				X	Staff, DeKalb County, Mayor/City Council	General Fund	FY2018	Ongoing
G1-9	Consider the implementation of a ‘shared-parking’ system to meet short-term parking demand.		X					City Manager	General Fund	Staff Time	Ongoing
G1-10	Consider a long-term strategy of developing first a surface lot, and, when demand is sufficient, a structured parking downtown.		X					City Manager, Tucker-Northlake CID	General Fund	\$100,000	Ongoing
G1-11	Pursue the execution of an agreement with Georgia Power to allow the installation of banners along Main Street.	X						City Manager, City Attorney	N/A	Staff Time	Complete
G1-12	Consider the implementation of a “Windows into Tucker” banner/website system to recognize and honor the City’s citizens, employees, community organizations and businesses.					X		Communicatio n Staff	General Fund	\$7,500	Complete
G1-13	Conduct historic resource study and report		X					Community Development Staff	N/A	\$50,000	Complete

Goal 2: Improve Transportation Connections										
Goal Number	Activity	Timeframe						Responsible Party	Potential Funding Source	Estimated Cost (2017 Dollars)
		2018	2019	2020	2021	2022	LR			
G2-1	Complete a Transportation Master Plan	X	X					Staff	General Fund	FY2018
G2-1.1	As part of the Transportation Master Plan, study the creation of a downtown Tucker multiuse trail loop.	X	X					Staff	General Fund	FY2018
G2-1.2	As part of the Transportation Master Plan, consider the extension of the downtown trail loop to the Tucker-Reid H. Cofer Library and Tucker Nature Preserve.	X	X					Staff	General Fund	FY2018
G2-1.3	As part of the Transportation Master Plan, consider the extension of the downtown trail loop to the Tucker Recreation Center, Kelley Cofer Park and Henderson Park.	X	X					Staff	General Fund	FY2018
G2-1.4	As part of the Transportation Master Plan, consider the extension of the downtown multiuse trail to the southeast and Stone Mountain Trail via Hugh Howell Road.	X	X					Staff	General Fund	FY2018
G2-1.5	As part of the Transportation Master Plan, consider the extension of the downtown multiuse trail to the south via Idlewood Road; connect to the existing trail along the creek south of Cowan Road.	X	X					Staff	General Fund	FY2018
G2-1.6	As part of the Transportation Master Plan, consider the connection of the Downtown to the Northlake rail trail with connections to Johns Homestead and the Stone Mountain Trail.	X	X					Staff	General Fund	FY2018
G2-1.7	As part of the Transportation Master Plan, consider development of a corridor improvement plan that enhances the attractiveness of the Mountain Industrial area south of Hugh Howell.	X	X					Staff	General Fund	FY2018
G2-1.8	As part of the Transportation Master Plan, consider the development of corridor improvement plans with streetscape standards for each of the City's major transportation corridors that are similar in nature to the Lawrenceville Highway/Hugh Howell corridor plan. The plans should capitalize on the corridor's assets and include design standards that improve signage, lighting, pedestrian access and landscaping. Consider introducing a corridor specific identity by using, for example, tree planting program that is unique for each corridor.	X	X					Staff	General Fund	FY2018
G2-2	Consider the development of an incentive program that focuses on the redevelopment of large parcels along the south side of Lawrenceville Highway in the vicinity of the downtown area, that requires buildings be located closer to the street, parking behind the buildings, landscaping and other streetscape improvements.			X				Economic Development Staff, DDA	DDA Funding	\$20,000
G2-3	Consider the development of an incentive programs that creates opportunities for the City to purchase low-performing businesses located on shallow parcels on the north side of Lawrenceville Highway south of the railroad and convert them to greenspace.					X		Economic Development Staff, DDA	DDA Funding	\$20,000
G2-4	Consider the adoption of Zoning Ordinance Amendments that promote mixed use and boulevard style design along the downtown segment of the Lawrenceville Highway corridor.	X						Community Development Staff	General Fund	FY2018
G2-5	Consider the adoption of Overlay District Amendments that enhance design standards within the Mountain Industrial area and allow land uses such as live/work.	X						Community Development Staff	General Fund	FY2018
G2-6	Consider the adoption of Overlay District Amendments that enhance design standards, increase landscaping requirements and allow retail, service commercial, restaurant uses along the segment of the Hugh Howell Corridor within the Mountain Industrial area.	X						Community Development Staff	General Fund	FY2018

Goal 3: Preserve and Improve Neighborhoods										
Goal Number	Activity	Timeframe						Responsible Party	Potential Funding Source	Estimated Cost (2017 Dollars)
		2018	2019	2020	2021	2022	LR			
G3-1	Consider the adoption of regulations that ensure the expansion or improvement of homes within existing subdivisions are compatible with the existing housing stock in terms of building height, footprint and massing, particularly as viewed from the street.		X					Community Development Staff, Mayor/City Council	N/A	Staff Time
G3-2	Consider the adoption of a policy that examines minimizing increased density with a new subdivision when attached to an existing suburban residential neighborhood.		X					Community Development Staff, Mayor/City Council	N/A	Staff Time
G3-3	Consider the preparation of a redevelopment plan for existing single family structures along the major corridors in the vicinity of downtown Tucker.	X						Community Development Staff	N/A	Staff Time
G3-4	Consider conducting a maximum residential build out study to determine the number of allowed residential units per current code and development policies and to address demand and affordability.	X						Community Development Staff, Consultant	N/A	Staff Time
G3-5	Evaluate existing code regulations to determine to whether improvements to enhance property maintenance are warranted.		X					Community Development Staff	N/A	Staff Time
G3-6	Consider instituting a convenience store/service station inspection program.	X						Community Development Staff	N/A	Staff Time

G3-7	Consider instituting regular inspection programs for apartments and extended stay hotels that include the submittal of annual inspection reports for unit interiors. Consider adoption of an extended stay ordinance.	X						Community Development Staff	N/A	Staff Time
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Goal 4: Strengthen Recreational and Community Resources

Goal Number	Activity	Timeframe						Responsible Party	Potential Funding Source	Estimated Cost (2017 Dollars)
		2018	2019	2020	2021	2022	LR			
G4-1	Promote better connections to Tucker’s natural history and agricultural past by promoting native plantings.		X					Community Development Staff	N/A	Staff Time
G4-2	Conduct a canopy study as a first step toward assessing any need for amendments to the City’s tree ordinance.	X						GIS Staff	N/A	Staff Time
G4-3	Complete a Parks and Recreation Master Plan	X	X					Parks Department Staff	General Fund	FY2018
G4-3.1	As part of the Recreation Master Plan, evaluate improvements to the Recreation Center and evaluate the use of the total property.		X					Parks Department Staff	General Fund	FY2018
G4-3.2	Initiate a review of the feasibility of adaptively reusing the Smoke Rise elementary school, if property is available.		X					Parks Department Staff	N/A	Staff Time
G4-4	Consider amendments to the City’s sign ordinance with a focus on enhancing aesthetics and reducing visual clutter, consolidating regulations and reducing ordinance discrepancies.	X						Community Development Staff	General Fund	FY 2018

Goal 5: Bolster Economic Base

Goal Number	Activity	Timeframe						Responsible Party	Potential Funding Source	Estimated Cost (2017 Dollars)
		2018	2019	2020	2021	2022	LR			
G5-1	Consider the establishment of a city staffed economic development function (part time) tasked with business retention, business recruitment and promoting development within the targeted redevelopment areas of Northlake, the Medical Center area, downtown Tucker and the Mountain Industrial area.		X					City Manager, DDA	General Fund	\$75,000
G5-2	Consider developing an Economic Development section for the City's website. Include easily printable materials that highlight Tucker's assets and more specific target market information. Provide information regarding available property and buildings within the city, particularly within target redevelopment areas.	X	X					Economic Development Staff	N/A	Staff Time
G5-3	Consider developing GIS databases of both property value and business license revenues for each of the economic development priority areas. Conduct annual assessment and use results to evaluate overall effectiveness of economic development program.	X	X					GIS and Economic Development Staff	N/A	Staff Time
G5-4	In conjunction with the CIDs, host regular meetings with economic development partners including DeKalb County, Georgia Department of Industry, Trade and Tourism, Georgia Power and the Chamber of Commerce. Focus on building relationships and furthering the City's Economic Development Marketing Plan.	X	X	X	X	X	X	Economic Development Staff, Tucker-Northlake CID, Stone Mountain CID	N/A	Staff Time
G5-5	Consider the development and adoption of a Business Incentive Plan which focuses on the attraction of the desired types of businesses and the creation of high paying jobs within Tucker.		X					Economic Development Staff, DDA	DDA Funding	\$20,000
G5-6	Develop and maintain "one pager" marketing materials that summarize Tucker's assets. These materials should provide both high level information about the City, but also more detailed information regarding specific market areas such as the Mountain Industrial corridor, downtown, the Medical area and Northlake.		X	X	X	X	X	Economic Development Staff	DDA Funding	\$20,000
G5-7	Consider the development of a consolidated economic development plan for challenged sites and areas within the downtown Tucker area.	X						Economic Development Staff	General Fund	\$20,000
G5-8	Consider the establishment of an entrepreneurial program that focuses on encouraging start-ups businesses in downtown.		X					Economic Development Staff	N/A	Staff Time
G5-9	Establishment of a Downtown Development Authority (DDA).	X						City Attorney, Mayor/City Council	General Fund	\$10,000
G5-10	Consider the creation of a range of Economic Development Incentives to fund infrastructure for infill development within downtown Tucker for projects that meet City redevelopment goals and that, based upon evaluation of financials, could not occur without incentives.			X				Economic Development Staff, City Attorney, Mayor/City Council	General Fund	\$5,000



MEMO

To: Honorable Mayor and City Council Members
From: Ted Baggett, City Attorney
CC: Tami Hanlin, City Manager
Date: March 21, 2023
RE: Memo for Stormwater Utility Ordinance

Description for on Agenda:

Ordinance to Create Stormwater Utility

Issue:

Should the City Council allow for the creation of a stormwater utility.

Recommendation:

The City Council should approve the ordinance should it wish to create a stormwater utility.

Background:

Voters of the City overwhelmingly approved the city assuming control over the maintenance and operation of stormwater services within the city limits in November of 2022. This ordinance creates a stormwater utility, which essentially creates an enterprise fund financed by a fee levied on property based on the amount of impervious surface on property. DeKalb County, and the vast majority of local governments in Georgia have found it necessary to provide stormwater services to meet the federal requirements of the Clean Water Act.

Stormwater utilities such as the those operated by DeKalb County and our neighboring cities are typically funded by a stormwater utility fee. In order to be valid, fees must have some rational nexus to the benefit conferred in exchange. In upholding Columbia County's stormwater fee against a legal challenge alleging the fee was an illegal tax, the Georgia Supreme Court distinguished stormwater fees from taxes. It noted that taxes consider the ability to pay without regard to benefits conferred on the payor and that fees apply based on a determination of the contribution to the problem. Thus, the fees created by this ordinance are connected to the amount of impervious surface on different properties.

Most of the local governments in the area have established what are known as Equivalent Residential Units (ERU) as the unit of measure which provides the basis for comparing the runoff generated by one parcel with that generated by another. An ERU is the median impervious coverage of a statistical sampling of single detached dwelling lots, which has been determined to be three thousand (3,000) square feet of impervious area. Different properties are assessed their fees based on the number of ERUs present. The amount of the fee charged is per ERU and is set by

city council in a resolution. Credits and exemptions based on lack of impervious surface or methods of containing stormwater runoff are available under the ordinance.

Summary:

Approval of this ordinance allows the city to collect stormwater utility fees and to create an enterprise fund to fund the service. It also confers the legal authority for the city to provide the service.

STATE OF GEORGIA

CITY OF TUCKER

ORDINANCE O2023-03-03

AN ORDINANCE BY THE MAYOR AND CITY COUNCIL FOR THE CITY OF TUCKER, GEORGIA FOR THE PURPOSE OF AMENDING THE TUCKER CODE OF ORDINANCES TO CREATE ARTICLE I, STORMWATER UTILITY, OF CHAPTER 15, UTILITIES; TO STATE FINDINGS OF THE CITY COUNCIL; TO PROVIDE DEFINITIONS; TO PROVIDE FOR THE CREATION OF A STORMWATER UTILITY; TO PROVIDE FOR THE SCOPE OF RESPONSIBILITY OF SAID UTILITY; TO PROVIDE FOR THE CREATION OF AN ENTERPRISE FUND; TO PROVIDE FOR FEES, EXEMPTIONS, CREDITS, AND BILLING RELATED TO THE FUNDING OF SAID UTILITY; TO PROVIDE FOR INSPECTIONS OF PRIVATE PROPERTY; TO PROVIDE FOR APPEALS; TO PROVIDE AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

WHEREAS, the Georgia Constitution, Article IX, Section II, Paragraph III(a)(6) directly empowers this City to provide a stormwater collection and disposal system throughout the city; and

WHEREAS, the voters of this great city overwhelming chose in a public referendum held on November 8, 2022 to have the city begin providing stormwater management services; and

WHEREAS, the method of funding stormwater services as provided herein was recognized as a valid exercise of local government power by the Georgia Supreme Court in *McCleod v. Columbia County*, 278 Ga. 242 (2004); and

WHEREAS, a first and second read of this ordinance by the Mayor and Council took place on March 27, 2023 and April 10, 2023; and

WHEREAS, this ordinance is adopted to address the interests of public health, welfare, and safety of the citizens of the City of Tucker;

NOW THEREFORE, the Mayor and City Council find that in the interests of the public health, safety, and welfare of the residents and visitors to this city, the enactment of this ordinance by reasonable means, as allowed under state law, and not unduly oppressive is necessary to protect the health, safety, and general welfare of the citizens of the city.

SECTION ONE

The Code of Ordinances of the City of Tucker, Georgia is hereby amended to add Article I to a new Chapter 15, thereof, which shall read in words as follows:

STORMWATER UTILITY

Sec. 15-1. - Findings.

The City Council of Tucker, Georgia makes the following findings:

- (a) The City is authorized by the supplementary powers provision of the Georgia Constitution, Article IX, Section II, Paragraph III(a)(6) to provide a stormwater collection and disposal system throughout the city.
- (b) The federal Clean Water Act, as amended by the Water Quality Act of 1987 (33 U.S.C. 1251 et seq.), and rules promulgated by the United States Environmental Protection Agency pursuant to the Act emphasizes the role of local governments in developing, implementing, conducting and funding stormwater programs which address water quality impacts of storm water runoff.
- (c) Stormwater management services and facilities will assist the city in meeting the regulatory obligations imposed by its national pollutant discharge elimination system (NPDES) permit by reducing pollution and increasing water quality within the city.
- (d) The City of Tucker has obtained stormwater management systems and facilities which have been developed over many years. The future usefulness of the existing stormwater systems, and of additions and improvements thereto, rests on the ability of the city to effectively manage, protect, control, regulate, use, and enhance stormwater systems and facilities. In order to do so, the city must have adequate and stable funding for its stormwater management program's operating needs and capital.
- (e) Stormwater management services and facilities are needed throughout City because most of those areas are developed. While specific service and facility demands may differ from area to area at any given point in time, a stormwater management service area encompassing all lands and water bodies within the City is consistent with the present and future needs of the community.
- (f) The provision of stormwater management services and facilities in the City promotes an essential regulatory purpose by controlling where stormwater runoff flows and how it is disposed, and thereby reducing flooding, erosion and water pollution caused by stormwater runoff.
- (g) Stormwater management services and facilities will provide a specific service to property owners by assisting in the property owner's legal obligation to control stormwater runoff from their property and ensure that runoff does not flow upon their neighbors in greater quantities than it would if the property were in an undeveloped state. By mitigating the impact of stormwater runoff from developed property, the stormwater management system helps prevent damage that would subject a property owner to civil liability.

- (h) The governing authority of the City is responsible for the protection and preservation of the public health, safety, and welfare of the community, and finds that it is in the best interest of the health, safety, and welfare of the citizens of the city and the community at large to proceed with the development, implementation, and operation of a utility for stormwater management accounted for in the city budget as a separate enterprise fund dedicated solely to stormwater management and to institute funding methods associated therewith.
- (i) The city staff and professional consultants have studied the need for, management of, and funding for, a stormwater utility. The city staff and the professional engineering and financing feasibility analysis properly assess and define the stormwater management problems, needs, goals, program priorities and funding opportunities of the city.
- (j) As a result, the city's governing authority finds that a stormwater utility provides the most practical and appropriate means of properly delivering storm water management services and facilities, and the city's governing authority finds that a utility fee provides the most practical and appropriate means of funding stormwater management services in the City.

Sec. 15-2. - Definitions.

The following definitions shall apply to this article. Any word or phrase not defined below but otherwise defined in the Code of Ordinances shall be given that meaning. All other words or phrases shall be given their common ordinary meaning unless the context clearly requires otherwise.

Channel protection shall have the same meaning as the term is defined in the Georgia Stormwater Manual, Volume 2, as amended hereafter.

Credit shall mean a conditional reduction in the amount of a stormwater service charge to an individual property based upon the terms and conditions of this article.

Customer shall mean all persons, properties, and entities served by the utility's acquisition, management, maintenance, extension, and improvement of the public storm water management systems and facilities and regulation of public and private stormwater systems, facilities, and activities related thereto, and persons, properties, and entities which will ultimately be served or benefited as a result of the stormwater management program.

Developed land shall mean all property not deemed as undeveloped land.

Direct lien shall mean a lien enforced against an individual or property prior to obtaining a judgment against the individual or property, such as liens established by operation of law for unpaid taxes.

Equivalent residential unit (ERU) shall mean the unit of measure which provides the basis for comparing the runoff generated by one parcel with that generated by another. An ERU shall be the median impervious coverage of a statistical sampling of single detached dwelling lots in the City, which has been determined to be three thousand (3,000) square feet of impervious area.

Impervious surfaces shall mean those areas, which prevent or impede the infiltration of stormwater into the soil as it entered in natural conditions prior to development. Common

impervious surfaces include, but are not limited to, rooftops, sidewalks, walkways, patio areas, driveways, parking lots, storage areas, compacted gravel and soil surfaces, awnings and other fabric or plastic coverings.

Multiple dwelling lot shall mean a developed lot where on more than one (1) attached or detached residential dwelling units are located. Multiple dwelling lots include, but are not limited to, apartments, condominiums, duplexes and triplexes.

Other developed land shall mean, but shall not be limited to, commercial and office buildings, industrial and manufacturing buildings, storage buildings and storage areas covered with impervious surfaces, parking lots, parks, recreation properties, public and private schools and universities, research stations, hospitals and convalescent centers, airports, and agricultural uses covered by impervious surfaces.

Overbank flood protection shall have the same meaning as the term is defined in the Georgia Stormwater Manual, Volume 2, as amended hereafter.

Service fees shall mean the stormwater management service fees applicable to a parcel of developed land, which charge shall be used only for the purpose of funding the City stormwater utility's cost of providing stormwater management services and facilities.

Single dwelling lot shall mean a developed lot containing one (1) dwelling structure with its principal use being a residential dwelling. Single dwelling lots include, but are not limited to, single family homes and town homes characterized by fee simple ownership of both land and improved structures.

Stormwater management system means any one (1) or more of the various devices used in the collection, treatment, or disposition of storm, flood or surface drainage waters, including all manmade structures or natural watercourse for the conveyance or transportation of runoff, such as: detention areas, berms, swales, improved watercourses, open channels, bridges, gulches, streams, gullies, flumes, culverts, gutters, pumping stations, pipes, ditches, siphons, catch basins and street facilities; all inlets; collection, drainage or disposal lines; intercepting sewers; disposal plants; outfall sewers; all pumping, power, and other equipment and appurtenances; all extension, improvements, remodeling, additions, and alterations thereof; and any and all rights or interests in such stormwater facilities. Stormwater facilities expressly excludes any of the foregoing which exist for, or are used exclusively for the purpose of collection, treating, measuring, supplying, or distributing potable water within or as part of the water supply and treatment system, or any of the foregoing which exist for or are used exclusively for the purpose of collecting, treating, or measuring effluent within or as part of the sanitary sewer system.

Undeveloped land shall mean a lot in its unaltered natural state and which has no pavement, asphalt, or compacted gravel surfaces or structures which create an impervious surface that would prevent infiltration of stormwater or cause stormwater to collect, concentrate, or flow in a manner materially different than that which would occur if the land was in an unaltered natural state.

Water quality shall have the same meaning as the term is defined in the Georgia Stormwater Manual, Volume 2, as amended hereafter.

Sec. 15-3. - Establishment of a utility.

- (a) There is hereby established a stormwater utility which shall be responsible for stormwater management throughout the city's jurisdictional limits, and shall provide for the management, protection, control, regulation, use, and enhancement of stormwater systems and facilities. The stormwater utility management unit shall be composed of such personnel, employees and agents of the city as the city council may from time to time determine and their compensation shall be fixed and determined by the city manager as approved by the city council.
- (b) A stormwater enterprise fund shall be established in the city budget and accounting system for the purpose of dedicating and protecting all funding applicable to the purposes and responsibilities of the stormwater utility, including but not limited to rentals, rates, charges, fees and licenses as may be established by the city council and other funds that may be transferred or allocated to the stormwater utility. All revenues and receipts of the stormwater utility shall be placed in the stormwater enterprise fund and all expenses of the utility shall be paid from the stormwater enterprise fund, except that other revenues receipts, and resources not accounted for in the stormwater utility enterprise fund may be applied to stormwater management programs, facilities, operations and capital investments as deemed appropriate by the city council, upon recommendation by the city manager.
- (c) The city council confers upon the stormwater utility operational control over the existing stormwater management programs, systems and facilities performed, provided or owned by the city and other related assets, including but not limited to properties other than roadways upon which such systems and facilities are located, easements, rights-of-entry and access, and certain equipment used solely for stormwater management.

Sec. 15-4. - Scope of responsibility for the stormwater utility.

- (a) The stormwater utility shall be responsible for plan approval and construction inspection of both private stormwater facilities and public stormwater facilities located within the city. The stormwater utility shall be responsible for the design and construction of public stormwater facilities owned by the city and shall inspect, operate, and maintain them as prescribed herein.
- (b) The city drainage system consists of all rivers, streams, creeks, branches, lakes, reservoirs, ponds, drainageways, channels, ditches, swales, storm sewers, culverts, inlets, catch basins, pipes, head walls and other structures, natural or manmade, within the political boundaries of the city which control and/or convey stormwater through which the city intentionally diverts surface waters from its public streets and properties. The city owns or has legal access for purposes of operation, maintenance and improvement of those stormwater systems and facilities which:
 - (1) Are located within public streets, rights-of-way and easements;
 - (2) Are subject to easements, rights-of-entry, rights-of-access, rights-of-use or other permanent provisions for adequate access for operation, maintenance and/or improvement of systems and facilities;
 - (3) Are located on public lands to which the city has adequate access for operation, maintenance and/or improvement of systems and facilities; or

- (4) Are determined by the city attorney to be the city's responsibility.
- (c) The stormwater utility shall provide for inspection of private facilities to ascertain that the stormwater facilities are functioning as designed and approved. The stormwater utility shall provide for remedial maintenance of facilities based upon the severity of stormwater problems and potential hazard to the public health, safety, and welfare, and in cases where such remedial maintenance is required the city may bill the owner of the private facility for the costs of such maintenance.

Sec. 15-5. – Fund Policy.

- (a) Fund policy. It shall be the policy of the city that funding for the stormwater utility program, systems and facilities shall be equitably derived through methods which have a demonstrable relationship to the varied demands and impacts imposed on the stormwater program, systems and facilities by individual properties or persons and/or the level of service rendered by or resulting from the provision of stormwater programs, systems and facilities. Stormwater service charge rates shall be structured so as to be fair and reasonable, and the resultant service charges shall bear a substantial relationship to the cost of providing services and facilities. Similarly situated properties shall be charged similar rentals, rates, charges, fees or licenses. Service charge rates shall be structured to be consistent and coordinated with the use of other funding methods employed for stormwater management within the city, including but not limited to general tax revenues allocated to stormwater management, plan review and inspection fees, special fees for services, fees in lieu of regulatory requirements, impact fees, system development charges and special assessments.
- (b) The cost of stormwater management programs, systems and facilities may include operating, capital investment and reserve expenses, and may consider stormwater quality as well as stormwater quantity management problems, needs and requirements.
- (c) To the extent practicable, credits against stormwater service charges and/or other methods of funding stormwater management shall be provided for on-site stormwater control systems and activities constructed, operated, maintained and performed to the city's standards by private property owners which eliminate, mitigate or compensate for the impact that the property or person may have upon stormwater runoff discharged to public stormwater systems or facilities or to private stormwater facilities which impact the proper function of public stormwater systems or facilities.

Sec. 15-6. - Stormwater service fees established.

- (a) Stormwater service fee rates may be determined and modified from time to time by the city council so that the total revenue generated by the fees and any other sources of revenues or other resources allocated to stormwater management by the city council shall be sufficient to meet the cost of stormwater management programs, systems and facilities, including but not limited to the payment of principal and interest on debt obligations, operating expense, capital outlays, nonoperating expense, provisions for prudent reserves and other costs as deemed appropriate by the city council. Stormwater service fee revenues in any given year may exceed or be less than the cost of service in that year, provided, however, that the stormwater service

fee rate shall be based on meeting the long-term projected cost of stormwater management programs, systems and facilities. All unencumbered stormwater management funds derived from service fees and other sources of revenue not expended at the end of a fiscal year shall remain in the stormwater management utility enterprise fund account and balances shall be forwarded to the next fiscal year.

- (b) The stormwater service charge per equivalent residential unit shall be established by resolution of the city council.
- (c) All single detached dwelling lots shall be charged the rate applicable to one (1) equivalent residential unit.
- (d) All multiple dwelling lots shall be charged the rate applicable to one (1) equivalent residential unit times the number of dwelling units located on the multiple dwelling unit property times an adjustment factor that adjust the ERU to equal the median impervious coverage of a statistical sampling of a single dwelling unit within a multiple dwelling lot in City, which has been determined to be 0.5.
- (e) All other developed lands shall be billed for one (1) equivalent residential unit for each three thousand (3000) square feet of impervious surface or increment thereof on the property, rounded to the next highest tenth of an equivalent residential unit.

Sec. 15-7. - Exemptions.

The following properties are exempt from stormwater utility fees:

- (1) Undeveloped land;
- (2) All public rights-of-way; and
- (3) Railroad rights-of-way (tracks). However, railroad stations, maintenance buildings, or other developed land used for railroad purposes shall not be exempt from stormwater service charges.
- (4) Any property whereby one hundred (100) percent of the stormwater runoff is contained on the premises and no runoff enters into the stormwater management system.

Sec. 15-9. - Credits.

- (a) Property owners of developed land may receive a stormwater service charge credit for on-site systems or facilities. Stormwater service charge credits shall be determined based on the technical requirements design and performance standards contained in the Georgia Stormwater Management Manual as may be updated or amended from time to time. Stormwater service charge credits may total up to forty (40) percent of the service charge applicable to a property, and shall be granted upon a showing of any of the following:
 - (1) Ten (10) percent credit for on-site systems or facilities sized and functioning to meet water quality standards in accordance with the City Code and the Georgia Stormwater Management Manual as may be updated or amended from time to time.

- (2) Ten (10) percent credit for on-site systems or facilities properly sized and functioning to meet the channel protection standards in accordance with the City Code and the Georgia Stormwater Management Manual as may be updated or amended from time to time.
- (3) Ten (10) percent credit for on-site systems or facilities sized and functioning to meet the overbank flood protection standards in accordance with the City Code and the Georgia Stormwater Management Manual as may be updated or amended from time to time.
- (4) Ten (10) percent credit for on-site systems or facilities sized and functioning to meet the extreme flood protection standards in accordance with the City Code and the Georgia Stormwater Management Manual as may be updated or amended from time to time.
- (b) Property owners seeking service charge credits must apply for stormwater service charge credits through completion and submittal to the City of a stormwater service charge credit application prior to July 1st of the fiscal year in which stormwater service charges are to be billed by the city. Credits will only be granted through applications approved by the city for the remainder of the year in which stormwater service charges are to be billed by the city.
- (c) Upon receipt of a timely filed completed application, the City Manager or his or her designee shall review the application and make a determination as to whether the applicable criteria for a credit has been met. All decisions regarding the approval or disapproval of a stormwater credit shall be made within forty-five (45) days of the date the completed application was submitted to the city.
- (d) Any credit allowed against the service charge is conditioned on (1) continuing compliance with the city's design and performance standards as stated in the Georgia Stormwater Management Manual as may be updated or amended from time to time; and (2) upon continuing provision of the systems or facilities provided, operated, and maintained by the property owner or owners upon which the credit is based. The city may revoke any credit at any time for non-compliance with this article.
- (e) Any existing credit approved by the government of DeKalb County, Georgia prior to July 1, 2023 shall be honored by the City until such time as a determination is made that such credit is not warranted as provided for in the City Code of Ordinances.

Sec. 15-10. - Inspection of private facilities.

Continuing compliance with the city's design and performance standards may be verified by city inspection of the systems or facilities upon which the credit is based. No credit shall be given under this article unless the property owner agrees in writing in its application that the city shall have the right for its designated officers, representatives, agents, and employees to enter upon private and public property, upon reasonable notice to the owner of such property, to inspect the property and conduct surveys and engineering testing on such property in order to assure compliance with the city's design and performance standards. On-site systems or facilities determined to no longer comply with the city's design and performance standards shall subject the property owner to revocation of all, or a portion of, stormwater service charge credits based on the city inspections' estimate of capacity reduction for a period of not less than one (1) year.

Sec. 15-11. - Stormwater service charge, billing, delinquencies and collections.

A stormwater service fee bill may be sent though the United States mail or by alternative means, notifying the customer of the amount of the bill, the date the payment is due, and the date when past due. The stormwater service fee bill may be billed and collected along with other fees and charges, including but not limited other utility bills, assessments or property taxes, as deemed most effective and efficient by the city manager. Failure to receive a bill is not justification for nonpayment. Regardless of the party to whom the bill is initially directed, the owner of each parcel of developed land shall be ultimately obligated to pay such fees and other charges and any associated fines or penalties, including but not limited to interest on delinquent service fees. If a customer is underbilled or if no bill is sent for developed land, the city may backbill for a period of up to one year, but shall not assess penalties for any delinquency during that back-billed period. A late charge of one percent of the unpaid balance of any stormwater utility service fee bill shall be charged when a bill becomes delinquent. Thereafter, an additional charge of one percent based on the unpaid bill and any applicable delinquency charge shall be charged for each month the bill remains delinquent.

Sec. 15-12. - Stormwater utility service inspections and enforcement.

Every owner of real property located in the city, and every person who serves as a contractor or developer for the purpose of developing real property located in the city shall provide, manage, maintain, and operate on-site stormwater management systems and facilities sufficient to collect, convey, detain, control and discharge stormwater in a safe manner consistent with all city ordinances and development regulations, and the laws of the State of Georgia and the United States of America. Any failure to meet this obligation shall constitute a nuisance and be subject to an abatement action filed by any damaged party or city in any court of competent jurisdiction. In the event a public nuisance is found by the court to exist, which the owner fails to properly abate within such reasonable time as allowed by the court, the city may enter upon the property and cause such work as is reasonably necessary to abate the nuisance with the actual cost thereof assessed against the owner or developer, if any, on a joint and several basis. From the date of the filing of such action, the city shall have lien rights, which may be perfected, after judgment, by filing a notice of lien on the General Execution Docket of the Superior Court of DeKalb County. The City shall have the right, pursuant to the authority of this article, for its designated officers and employees to enter upon private and public property owned by entities other than the city, upon reasonable notice to the owner thereof, to inspect the property and conduct surveys and engineering tests thereon in order to assure compliance with this section.

Sec. 15-13. - Appeals.

- (a) Any customer who believes the provisions of this article have been applied in error may appeal in the following manner:
 - (1) An appeal must be filed in writing with the city manager or her designee within thirty (30) days of the decision that is appealed. In the case of service charge appeals, the appeal shall include a survey prepared by a registered land surveyor or professional engineer containing information on the total property area, the impervious surface area, and any

other features or conditions which influence the hydrologic response of the property to rainfall events.

- (2) The city manager or her designee shall conduct a technical review of the conditions on the property and respond to the appeal in writing within thirty (30) days.
- (3) In response to an appeal the city manager or her designee may adjust the stormwater service charge applicable to a property in conformance with the general purpose and intent of this article.
- (4) All decisions by the city manager shall be final.
- (b) The appeal process contained in this section shall be a condition precedent to an aggrieved customer seeking judicial relief. Any decision of the city manager may be appealed in the Superior Court of DeKalb County, filed within thirty (30) days of the date of service of the decision of the city manager.

SECTION II.

This ordinance shall become effective on July 1, 2023.

SO EFFECTIVE, this ____ day of _____ 2023.

APPROVED:

Frank Auman, Mayor

ATTEST:

Bonnie Warne, City Clerk

(seal)

STORMWATER UTILITY IMPLEMENTATION USING GIS

Bridget Lawlor¹, Alex Mohajer, P.E.², Eric Rothstein³

AUTHORS: ¹GIS Analyst, CH2M HILL. 115 Perimeter Center Place, Suite 700, Atlanta, GA 30346. ²Deputy, Stormwater Programs, DeKalb County Roads and Drainage. 727-A Camp Road, Decatur, GA 30032. ³Senior Economist, CH2M HILL. 12301 Research Boulevard, Suite 250, Building 4, Austin, TX 78759.

Abstract. In recent years, stormwater utility fees have been identified as a reasonable and effective funding mechanism to address stormwater problems. The fees provide for an equitable assignment of cost that is in proportion to the demand placed on the drainage system by an individual property's runoff. The citizens of DeKalb County are facing an increasingly acute and complex set of storm water infrastructure challenges as the County continues to grow and prosper. An effective storm water management and infrastructure system is required to protect properties from flooding, to preserve and enhance the environmental quality of area watersheds, and to comply with National Pollutant Discharge Elimination System (NPDES) requirements. (NPDES is part of the Clean Water Act enforced by the Georgia Environmental Protection Department.) A stormwater utility fee system must meet the needs of the program expenditures, be dedicated to stormwater utility programs, continue to ensure long-term effective implementation and environmental stewardship and be legally defensible within the state of Georgia. DeKalb County's stormwater utility fee system incorporated data from the County's Geographical Information System (GIS) and the Tax Assessor's database to assign the fees for each parcel within unincorporated DeKalb County. This paper describes in more detail the technical methods for calculating and assigning these fees.

INTRODUCTION

Stormwater management presents a number of challenges for the citizens of DeKalb County. Runoff from significant rainfall events threatens public safety and property and conveys a number of pollutants to receiving streams, impacting water quality. While local governments may have authority and a duty to manage stormwater runoff, it is fundamentally the responsibility of individual property owners to ensure that any adverse consequences resulting from the development of their properties, or activities conducted thereon, are not transferred to downstream or adjacent property

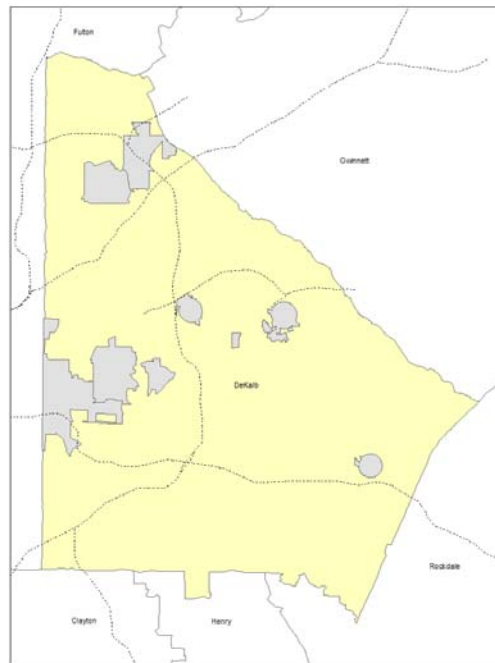


Figure 1: DeKalb County, Georgia

owners. In much the same way that raw sewage disposal, control of foul air emissions, or abatement of noise are responsibilities of those generating such impacts, owners of developed property have a measure of responsibility for flood protection and preservation of the environmental quality of watercourses and riparian corridors. County-delivered stormwater management services, therefore, help fulfill owner responsibilities for mitigating the adverse effects of stormwater runoff.

Property owners receive an array of specific benefits as a result of County-delivered stormwater management services. In particular, as County operations are expanded, existing infrastructure repaired or replaced, and new stormwater management facilities put in place, parcel owners will be subject to reduced incidence of both localized and County-wide flooding, more effective drainage of public rights of

way, and enhanced water quality and riparian ecosystems.

As with other utility services, delivery is subject to a number of regulatory requirements and generally realizes economies of scale. As with rates for water, wastewater, and other utilities, stormwater utility service rates are equitably established based on cost causation.

RATE REVENUE REQUIREMENTS

As is true of other utilities, stormwater utility rates are determined through an iterative financial planning process that identifies total operations and maintenance, capital financing, and other costs, typically for various levels of infrastructure investment or level of service. Other sources of funding, including non-rate revenues (e.g., impact fees) and grants, are deducted from annual requirements to determine revenues to be recovered through rates.

Based on the DeKalb Board of Commissioners' and the general public's acceptance of a \$4 per month per equivalent residential unit fee level, which was recommended in the County's Feasibility Study (December 2001), subsequent financial planning was based on this fee level.

COST ALLOCATION

Cost-of-service ratemaking, across various forms of utilities, is generally characterized by a cost allocation process that defines customer classes and then assigns customer class responsibilities on the basis of cost causation. In DeKalb County, customer classes have been simply defined as follows:

- Single-Family Residential
- Multi-Family Residential
- Non-residential
- Undeveloped
- City – Properties within incorporated cities

For stormwater rate design, DeKalb County has adopted the most basic of rate structures: a flat \$4 per month per 3,000 square feet of impervious area. This simple rate structure fulfills several objectives. First, as there is a well-documented correlation between impervious area and both volume of stormwater run-off and pollutant loading characteristics, this fee structure provides an equitable distribution of cost responsibilities. Parcel owners are charged on the basis of the volume and quality of the stormwater flows emanating from their properties. Second, this rate form limits the County's administrative burden, which is especially important in the initial years of program

implementation. Finally, a flat charge, complemented by an appropriate credit structure, may aid public understanding and acceptance. Publicly articulated messages to the effect that "everyone pays the same amount per unit of impervious area" tend to ring true as eminently fair and understandable.

FEE CALCULATIONS USING GIS

Stormwater utility user fee calculations are based on impervious area measurements because impervious areas (surfaces that do not absorb stormwater, such as rooftops and pavements) have been shown to contribute to increased stormwater runoff and water quality degradation. Basing fees on impervious area ensures that customers pay according to the demand their property places on the County system. Impervious areas are commonly used as the basis for charging stormwater fees.

The stormwater utility user fee calculations are based on three different data sources specific to DeKalb County: the Tax Assessor Master Account Database, parcel boundaries, and impervious ground cover. This information is then utilized in the equivalent residential unit (ERU) analysis and multi-family factor analysis to arrive at realistic assumptions for use in the fee calculations.

A geodatabase containing the impervious surfaces, parcel boundaries and other base map layers such as roads, city boundaries and land lots, stores the spatial data. A separate database stores the Tax Assessor data and the stormwater utility data.

This section further explains the data and the process for arriving at each property owner's fee.

Master Account Database for Assignment of Stormwater Rate Classes

A stormwater rate class (single-family, multi-family, non-residential, city or undeveloped) was assigned to each records in the Master Account Database. This attribute indicates how the fee was be determined for that individual account. The stormwater rate class was assigned to each parcel within the County using various fields from the database, including the property class, owner name, total assessed value, year built and total living area. The stormwater rate class determines the method in calculating or assigning the total number of ERUs.

Impervious Ground Cover

A GIS layer of impervious ground cover was developed from DeKalb County's planimetric maps. . The planimetric maps were based on aerial photography from 1995, so recent development is not reflected in the

data. The buildings and pavement lines digitized in the planimetric maps were converted to polygons so that the impervious area could be calculated. This new GIS polygon layer was reviewed and land cover types were assigned: building, street, driveway, or pervious.

Aerial photography coverage dated January 2001 was used to revise the planimetric map data in areas of recent development. For each non-residential parcel, the planimetric data was overlain on the aerial photos and the two data sources were compared. Where a significant amount of impervious ground cover was apparent in the photo but not shown in the planimetric data, additional polygons of impervious area were digitized using GIS techniques. Typical conditions where this was necessary included:

- Small driveways or paved areas not shown on the planimetric maps;
- Development between 1995 and 2000;
- Swimming pools (with decks) and tennis courts not shown in the planimetrics; and
- Compacted pervious surfaces, such as truck parking areas or unpaved driveways.

In addition to the aerial photos, field checks and development plans were reviewed in cases where the Master Account Database indicated development since the effective date of the photography, such as the development near the Stonecrest Mall.

Parcel Boundaries

DeKalb County's GIS department maintains approximately 1,400 CADD files containing the parcel boundary information. Each file covers a land lot or an individual development within a land lot. The parcel boundaries shown on the maps are schematic in nature, not being drawn to a true scale and not georeferenced to a common base map. These CADD files were converted into GIS files and then "rubber-sheeted," or stretched and fitted, to the planimetric base map as well as possible. However, a substantial number of refinements was needed to "clean up" the parcel boundaries. The refinements included assigning a Parcel ID number and relocating individual non-residential parcel boundary lines to align better with the base planimetric information, specifically so the parcel contained the appropriate corresponding impervious features. Where boundary lines remained uncertain, further investigations, including field visits and review of development plans, were used to establish more accurate locations of the parcel boundaries. The GIS layer of parcel boundaries was developed in detail only for non-residential parcels, since they are the only



Figure 2: Sample Non-residential parcel with impervious surfaces

stormwater utility customer class for which measured impervious areas are needed.

Once the non-residential parcels were complete with the parcel number attribute, the parcels were intersected with the impervious surfaces to output a feature class in the geodatabase of impervious surfaces attributed with the parcel number. A summary of the impervious surfaces was performed based on the parcel number, resulting in a square footage of driveways, buildings and parking lots for each non-residential parcel. This summary table was joined to the database containing the Tax Assessor Master Account data table to create the Master Stormwater data table.

Equivalent Residential Unit Analysis

The ERU forms the basis of the billing for the DeKalb County stormwater utility fees. It represents the typical amount of impervious ground cover on a single-family residential property in DeKalb County. Stormwater utility fees for non-residential properties are billed in proportion to the ratio of their total impervious area to that of the typical single-family residential property, represented by the ERU. While stormwater utility fees assessed to single-family residential parcels are at a flat rate for all parcels in the class, impervious areas for non-residential parcels are measured by GIS or other means. The non-residential stormwater utility fee is calculated by dividing that total measured impervious area by the ERU multiplied by the fee per ERU. Available data from the DeKalb County GIS Department were used to determine the

ERU by taking impervious area measurements of a random, statistically valid sampling of single-family residences.

For DeKalb County, it was determined an ERU would equate to 3,000 sq. ft. of impervious surfaces. For each non-residential parcel the total square footage of impervious surfaces calculated in the GIS was divided by 3,000 to produce the number of ERUs.

For multi-family parcels, an analysis was performed to calculate the average amount of impervious surface for each unit. It was determined that multi-family parcels contain approximately ½ the amount of impervious area per unit as single-family residential parcels. Therefore, the total number of ERUs assigned to multi-family parcels was calculated as ½ the number of units. For example, an apartment complex of 100 units was assigned a total ERU of 50.

The total number of ERUs for each parcel was provided to the Tax Commissioner's office to assign fees.

STATUS OF THE DEKALB COUNTY STORMWATER UTILITY

Stormwater Utility fees were issued on the 2004 property tax bills. To date, over \$15M of the \$16M fees billed have been paid. The majority of the outstanding fees are for properties owned by tax exempt entities.

The GIS data and associated databases have provided the Roads and Drainage staff with the resources to respond to customer inquiries.

CONCLUSIONS

The Stormwater Utility program has proven to be a fair and effective method to provide for DeKalb County's stormwater services. In 2005, data will be updated continuously throughout the year as development changes the stormwater status of properties throughout the county.

LITERATURE CITED

- CH2M HILL, 2001. DeKalb County Stormwater Utility Feasibility Study. Prepared for DeKalb County Public Works Department, Roads and Drainage Division.
- Rothstein, Eric; Taniguchi-Dennis, Diane; Galardi, Deborah; Richardson, Jeni; October 2001. "Analysis of Strength Loading Characteristics for Wastewater Rate Classification" *Proceedings of the Water Environment Federation Technology Exhibition and Conference*.



MEMO

To: Honorable Mayor and City Council Members
From: Ted Baggett, City Attorney
CC: Tami Hanlin, City Manager
Date: March 22, 2023
RE: Memo for Charter Amendment

Description for on Agenda:

1st Read of an ordinance to amend City Charter.

Issue:

Should the city amend the charter to accommodate the results on the November, 2022 referendum on public works and to effect one outstanding recommendation of the charter review commission.

Recommendation:

The city council should approve the changes to the charter that clarify the new millage rate cap and clarify the services the city will provide.

Background:

The Tucker City Charter purports to limit the ability of the city to provide certain services without voter approval. The voters did approve raising the ad valorem tax millage cap from 1 mill to 3 mills, and to authorize the city to provide stormwater and road maintenance. The city charter enumerates various powers and services, and those necessary to be exercised in order to accomplish the results of the referendum have been identified in the relevant section of the charter. The ordinance also indicates the newly voter approved millage rate cap of 3 mills. The city will still have to go through the millage rate adoption process and the millage rate in coming years may not be as high as 3 mills.

One outstanding recommendation of the charter review commission held pursuant to Section 6.05 of the charter in 2019, namely to increase the maximum number of days between regular meetings at which an ordinance can be read for the second time. The unanimous recommendation of the charter review commission was to change the maximum number of days between first and second reads from 60 to 65 days to allow greater flexibility in case an ordinance is deferred.

Summary:

These changes accommodate the city's entry into providing public works services.

ORDINANCE TO AMEND THE CHARTER OF THE CITY OF TUCKER

WHEREAS, the voters of the city chose overwhelmingly to have the city provide road maintenance and stormwater services and to raise the city milage cap to 3 mills in a referendum held in November of 2022 pursuant to Section 1.03(c) of the Charter; and

WHEREAS, a Charter Commission was called to review and recommend changes to the City Charter pursuant to Section 6.05 of the Charter; and

WHEREAS, the Mayor and City Council desire to amend the City Charter to incorporate into the City Charter the will of the voters and a recommendation enumerated from the Charter Review Commission Findings; and

WHEREAS, these changes are authorized to be made by the Mayor and City Council under the Home Rule Powers of a municipality as set forth in Chapter 35 of Title 36 of the O.C.G.A.; and

WHEREAS, in accordance with O.C.G.A. § 36-35-6(b)(1), a notice containing a synopsis of the proposed amendment was published in the official organ of the county or in a newspaper of general circulation in the municipal corporation once a week for three weeks within a period of 60 days immediately preceding its final adoption; and

WHEREAS, municipal charters may be amended by ordinances duly adopted at two regular consecutive meetings of the municipal governing authority, not less than seven nor more than 60 days apart; and

WHEREAS, the City of Tucker duly adopted this amendment by an ordinance duly adopted at two regular consecutive meetings of the municipal governing authority;

NOW THEREFORE, the City Council of the City of Tucker hereby ordains to amend the city charter as follows:

SECTION ONE

Paragraph (38) of Section 1.03(a) is hereby amended to read as follows:

(38) Taxes: ad valorem. To levy and provide for the assessment, valuation, revaluation, and collection of taxes on all property subject to taxation to a maximum of ~~one~~ three mills without a referendum;

SECTION TWO

Subsection (b) of Section 1.03 is hereby amended to read as follows:

(b) Except as provided in subsection (c) of this section, the city shall exercise the powers enumerated in subsection (a) of this section only for the purposes of planning and zoning, code adoption and enforcement, ~~and~~ parks and recreation services, environmental protection, motor vehicles, public improvements, public transportation, public utilities and services, regulation of roadside areas, roadways, special assessments, and those items directly related to the provision of such services and for the general administration of the city in providing such services.

SECTION THREE

Subsection (a) of Section 2.15 is hereby amended to read as follows:

(a) Every proposed ordinance and resolution shall be introduced in writing, and the city council shall have the authority to approve, disapprove, or amend such ordinance or resolution. A resolution may be passed at the time it is offered, but an ordinance shall not be adopted until the title of such ordinance shall have been read at two city council meetings, provided that the beginning of such meetings be not less than 24 hours nor more than ~~60~~5 days apart. This requirement of two readings shall not apply to emergency ordinances, to ordinances passed during the first 90 days from the date on which the city begins operation, or to ordinances adopted at the first meeting of the initial city council as elected under subsection (b) of Section 2.02 of this Charter. The catchlines of sections of this Charter or any ordinance printed in boldface type, italics, or otherwise are intended as mere catchwords to indicate the contents of the section and:

- (1) Shall not be deemed or taken to be titles of such sections or as any part of the section; and
- (2) Shall not be so deemed when any of such sections, including the catchlines, are amended or reenacted unless expressly provided to the contrary.

Furthermore, the chapter, article, and section headings contained in this Charter shall not be deemed to govern, limit, or modify or in any manner affect the scope, meaning, or intent of the provisions of any chapter, article, or section of this Charter.

SECTION FOUR

The amendments to the Charter described herein shall become effective upon approval of this ordinance and upon a copy of the amendment, the required notice of publication, and an affidavit of a duly authorized representative of the newspaper in which the notice was published, to the effect that the notice has been published as provided in this chapter, has been filed with the Secretary of State and in the office of the clerk of the superior court of the DeKalb County as required by O.C.G.A. § 36-35-5. The City Clerk is hereby authorized to effect such filings.

SO EFFECTIVE, this ____ day of _____ 2023.

APPROVED:

Frank Auman, Mayor

ATTEST:

Bonnie Warne, City Clerk (seal)