



CITY OF GAINESVILLE

**OFFICE OF
THE CITY MANAGER**

Post Office Box 2496


Gainesville, Georgia 30503-2496

Telephone: 770.535.6865

Fax: 770.535.6896

Web Site: www.gainesville.org

memo

TO: Mayor and Council
FROM: Bryan Lackey, City Manager 
SUBJECT: FY2020 Recommended Budget
DATE: May 30, 2019
CC: Angela Sheppard; Jeremy Perry; Denise Jordan

In preparation of the City's FY 2020 budget, our Department Directors and other key staff were instructed to review their Department's Accomplishments over the past year, Challenges & Opportunities that lay ahead of them, and the Initiatives they plan to initiate for FY 2020. After which they were to present to the City Council and myself how each of these relate to the City's strategic priorities as they began to prepare their respective budgets. These presentations were a part of the initiation of the City's budget process at our annual retreat in February.

City staff received valuable input from you as to your priorities for the coming year while reviewing the strategic priorities as they prepared their respective budgets. These include: Economic Development, Infrastructure Improvements, Internal Operations, Leisure Services and Quality of Life. Additionally, you may recall that we broke down the City into five (5) geographic regions to identify the strategic planning needs of each of the various neighborhoods in our community. As each departmental budget was presented and reviewed, these five themes and strategic planning areas were applied to ensure consistency with the priorities and vision of the City of Gainesville. These priorities became the foundation for the formulation of departmental goals and objectives. The following sections will briefly describe how the budget addresses each strategic priority.

- Economic Development – Being the economic hub for North Georgia, Gainesville continues to lead the way as our medical, retail and industrial facilities draw countless visitors every day growing our city to over 100,000 people during daytime hours. Also, our industrial parks and businesses employ thousands each day from the region.

A part of our success is due to our partnerships with various organizations within Hall County. Due to our partnership with the Economic Development Council (EDC), our community experienced the addition of nearly 920 new jobs through new and expanding businesses and an investment of \$108,000,000 (based on calendar year 2018 data from the EDC), the majority of this located in the City of Gainesville. This budget seeks to continue those partnerships by allocating \$150,000 to the Economic



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Development Council.

Investment in the growth and success of small businesses is critical for any city. This budget proposes to continue our commitment to the Manufacturing Development Center's Business Incubator with Brenau University, by allocating \$40,000.

- Infrastructure Improvements – With our position as the economic hub of the region, the number of workers that commute along with the visitors to our city and the commerce traveling through our city from North Georgia, the City experiences a strain on our traffic network. As we have discussed through the budget planning process, both this year and last, traffic congestion will only increase throughout the City. Therefore, we are proposing the continued funding for the Intelligent Transportation System. Funding for this project allows the City to continue networking all traffic intersections with a monitoring hub that allows Public Works to more efficiently process traffic times. This project also allows Public Safety to identify high-risk areas and develop more robust traffic calming and enforcement strategies.

As in the prior four years of the program, SPLOST VII will help facilitate paving, and other road improvement projects.

Another major infrastructure improvement is the Midtown Greenway. As the Highlands to Islands progress continues to move forward, one of the most vital portions resides in our Midtown area. This project will continue creating the connectivity that will allow the trail to become fully operational as designed.

Our aging storm water system will continue to receive a much needed infusion of dedicated funding under SPLOST VII, \$843,816, for storm water infrastructure in FY20.

- Internal Operations – As our region's economy continues to accelerate, we have seen many benefits associated with this robust economic growth. However, with this growth comes market place pressures in the form of retaining and recruiting qualified employees. For FY20, we are pleased to recommend that each City employee will receive at least a 2% adjustment to employee compensation. In order for the City to retain and recruit new talent to the City's work force, the City must continue to review our compensation and benefits packages to remain competitive with other jurisdictions and private employers. The FY20 General Fund budget allocates \$299,788 for this increase.

The other major component of our employee compensation is the health care benefits we are able to offer to employees. As the health care industry continues to evolve, insurance is a major cost of any organization. The City continues to experience significant medical claims, as well as continued increases in the cost of



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employer mandates enacted through the Affordable Healthcare Act. As our insurance costs have risen, the City has attempted to absorb as much of this costs as possible. As stated last year, the City has been encouraged by the services and cost efficiencies our health care benefits administrator, Healthgram, and our clinic provider, CareATC, has brought to the City and our employees. Additionally, the City's new High-Deductible plan has shown great cost savings and we plan to offer our employees incentives to consider this new health care option for their families. In fact, these new and innovative programs have yielded results that show a decrease in the overall costs of our benefits programs.

- Leisure Services – A new and distinct feature joining the Parks and Recreation department is the addition of a skate park. This park will add to the Parks and Recreation department's mixed variety of recreational venues. The skate park will be a unique feature that will target users from all ages.

The Lake Lanier Olympic Park was recently annexed by the City of Gainesville through the approval of the state legislature and signed into law by the Governor. This facility has been a major attraction for the Gainesville area for over 20 years. For Fiscal Year 2020, the City of Gainesville will partner with the Lake Lanier Olympic Park Foundation, and the two clubs that utilize the park, on a new operational plan for the park. Improvements are planned in the budget to enhance the facilities and to promote more events and tourism.

- Quality of Life – The City continues to move forward in our efforts to remove blight and improve housing conditions in the City. To date, the city has utilized local funds combined with state and federal grants to acquire, rehabilitate, reconstruct and construct new housing to do our part in addressing the housing challenges in our community. For FY20, the City has been allocated \$498,567 in CDBG funding and \$612,000 in CHIP funding.

We are pleased that Hall County has agreed to jointly begin a Land Bank in our community that will provide an additional option to address housing needs, especially for those properties where a private market solution does not exist due to large tax delinquencies or abandonment.

These accomplishments have been a successful team effort lead by our Community Development Department and partners including various city departments, non-profit groups, the State of Georgia and the Gainesville Housing Authority.

Also, the proposed budget includes additional funding for the construction of Fire Station #2. The new Fire Station will replace a decades old facility that is becoming more costly to repair. The



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new building will help enhance the City's already effective and efficient Fire Services Department. The coverage area for the new building will include all existing areas of the current building but will help extend the reach as more development comes to the City.

Attached for Mayor and Council review is the City Manager's proposed FY 2020 budget. The budget contains a summary of revenues and expenditures for the General Fund and the Capital Improvements Program, as well as twenty other funds. This balanced budget has been prepared and is being presented to the Governing Body in accordance with the City Charter, and with Chapter 2-3 of the Gainesville City Code. The proposed millage rate for the General Fund is being reduced due to the adoption of the roll-back rate. This will be a full roll-back of the millage rate to offset property tax reassessment increases. The General Fund millage is proposed to be reduced from 0.795 (FY19) to 0.771.

In preparing the FY 2020 budget, many issues played a key role in its development. Most notably are the following:

- Revenues: The city's revenue portfolio continues to show some improvement in several areas like Title Ad Valorem Tax, Local Option Sales Tax, and Franchise Fees.
- Property taxes: Property taxes are projected to increase due to growth in the digest due primarily to new construction. Budgeted property tax revenue is at a 95% collection rate. Property taxes account for 12% of the total revenue with only 39.02% coming from residential properties. An important note is that property reassessments from last year's tax digest will have an impact on the property tax revenue.
- FY 2019 Fund Balance: A surplus in some revenue and savings in expense line items will permit us to provide funding for some necessary capital items in the amount of \$3.5 million, some of which have been delayed due to budget constraints. \$3.0 million of the budgeted fund balance amount will be directed to the City's Capital Improvement Program, while the remaining amount will be used directly to support capital needs in the Community Service Center Fund and Golf Course Fund. It is ideal to use surplus funds for these types of purchases since these funds are one-time funds and not meant to supplement the operating budget.



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The combined General Fund and Fire Services Fund budget is \$41.3 million. Almost all departments submitted budgets that are in line with previous year requests, with exception of the employee salary adjustments. The twenty other funds remain close to or below FY 2019 levels or in line with projected revenues for each fund and can be seen in the attached budget documents. However, a few departments and funds merit discussion below.

- Information Technology: As we have continued to witness through news of other jurisdictions being compromised, there are those that wish to cause harm to government related systems. These types of intrusions can cause great harm to not only how a government operates, but also the level of public trust in how a citizen or customer's data is protected. Because of these types of security breaches we have seen in other jurisdiction around the State, \$300,000 in network upgrades are being proposed in addition to the funds allocated this current fiscal year.
- Community Development: With our region's strong economic growth, the Department's work load has continued to increase. An additional Planner position is being proposed to ensure the Department can continue to provide the level of service our community has come to expect. This will ensure that the Department has the needed resources to meet the demands of our community's construction industry.
- Police: One new Crime Scene Technician position is being position added. Currently, this position splits time as an investigator, but the workload now justifies a full allocation of a dedicated technician. This will allow GPD to fully allocate in-house resources towards crime scene investigation, minimizing what currently has to be outsourced to the Georgia Bureau of Investigations.
- Public Works: With the current fiscal year being heavy with major transportation projects, the proposed Public Works budget focuses on needed facilities maintenance activities and equipment such as, a brine maker & truck, packer trucks, a street sweeper, and a knuckle boom lift truck.
- Capital Improvement Program (CIP): The attached budget includes a summary of proposed capital projects for the coming fiscal year. The capital projects will focus on items and projects that were expressed by the Council at our February retreat. SPLOST VII revenues will be allotted to infrastructure and recreation facility needs.



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- Water Resources: The utility fund budget is increasing by 2.08% for FY 2020 with no rate increase. The Water Resources Capital Improvement Program totals over \$13 Million.
- Chattahoochee Golf Course (CGC): Although an enterprise fund, the golf course is still dependent on the general fund to assist in covering debt obligation for course renovations that occurred in 2007. The transfer this year is \$273,000 for debt needs and \$200,000 for capital purchases.

Moving into FY 2020 and beyond, it is important to be aware of concerns that may impact our budget:

- As mentioned above, the City's Employee Benefits Fund continues to experience significant medical claims, as well as continued increases in the cost of employer mandates enacted through the Affordable Healthcare Act. The City has been encouraged by the services and cost efficiencies our health care benefits administrator, Healthgram, has brought to the City and our employees. Additionally, the City's new High Deductible plan has shown great cost savings and we plan to continue offering our employees incentives to consider this new health care option for their families.
- Each year, the Parks and Recreation Department is finding it harder to balance their budget with new investments in infrastructure, maintaining existing facilities, and increasing the demand for services. As we move toward FY2021, we will have to prepare for changes that will need to be made in order to balance the budget.
- Continued monitoring of our Other Post-Employment Benefits (OPEB) liability. Although some city funds have been able to fully meet this obligation; others, including the general fund, have not. This area needs continuous monitoring and an appropriate funding mechanism put in place.
- While we are proposing to make significant strides in this budget, employee compensation will remain a challenge especially as our region's economy continues to be strong. Not only will Public Safety compensation be an issue, but also in other key areas where we face market place challenges, such as Water Professionals, Engineers, Building Inspectors, CDL required positions, and street & field maintenance crews.

Our financial health is directly related to controlled spending, internal controls and the prudent financial policy direction of the Council. These actions have assisted us in continuing to provide top-level municipal services to our residents and businesses. Our efforts have resulted in substantial economic investment within the city limits by a



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number of regional, national and international companies and more is expected.

This budget was a true team effort and could not have been successfully put together without the efforts of the Department Directors, Assistant City Manager Angela Sheppard, and in particular our Chief Financial Officer Jeremy Perry, Deputy Chief Financial Officer Matt Hamby, and Budget and Purchasing Manager Kevin Hutcheson. As we move forward with the many great initiatives we have on the horizon, I appreciate the confidence and support the Mayor and Council has shown myself and our tremendous staff.

If I can answer any questions, please feel free to contact me.

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PROJECTED REVENUES AND OTHER SOURCES
GENERAL FUND SUMMARY

REVENUE SOURCE	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% CHANGE
Millage Rate	1.545	0.795	0.771	
Current Real & Personal	\$ 6,630,476	\$ 3,628,157	\$ 3,813,627	5.1%
Motor Vehicle	75,259	38,617	31,329	-18.9%
Total Current Taxes	6,705,735	3,666,774	3,844,956	4.9%
Prior Year	(20,226)	36,282	38,136	5.1%
Penalties & Interest	33,341	10,140	10,140	0.0%
Total Property Taxes	6,718,850	3,713,196	3,893,232	4.8%
Railroad Equipment Tax	7,911	6,250	6,500	4.0%
Intangible Tax	157,444	92,000	95,000	3.3%
Real Estate Transfer Tax	56,112	34,000	35,000	2.9%
Insurance Premium Tax	2,346,272	2,100,000	2,100,000	0.0%
Local Option Sales Tax	5,788,410	5,300,000	5,400,000	1.9%
Title Ad Valorem Tax	1,254,891	910,707	1,033,000	13.4%
Local Option Energy Tax	96,760	77,000	80,000	3.9%
Payment in Lieu of Taxes	81,820	81,000	81,000	0.0%
Occupational Tax	1,394,517	1,352,300	1,357,000	0.3%
Alcoholic Beverage Taxes	1,152,257	1,093,000	1,093,000	0.0%
Franchise Fees	4,208,097	4,007,864	4,078,000	1.7%
Total Other Taxes	16,544,491	15,054,121	15,358,500	2.0%
Fines, Fees, and Forfeitures	1,345,500	1,360,000	1,363,200	0.2%
Permits and Zoning Fees	757,384	495,000	492,400	-0.5%
Other Fees and Licenses	385,803	382,000	382,000	0.0%
Interest	271,934	110,000	310,009	181.8%
Intergovernmental	1,767,833	573,951	531,614	-7.4%
Cemetery Lot Sales	137,191	110,000	120,000	9.1%
Miscellaneous - Rent	226,045	235,400	126,600	-46.2%
Miscellaneous	139,219	35,000	44,072	25.9%
Indirect Charges for Services	1,830,847	2,527,335	2,494,474	-1.3%
Total Other	6,861,757	5,828,686	5,864,369	0.6%
Total Operating Revenues	30,125,098	24,596,003	25,116,101	2.1%
Other Financing Sources				
Transfers from Other Funds	3,477,093	3,257,067	3,338,002	2.5%
Sale of General Fixed Assets	906,970	40,000	40,000	0.0%
Budgeted Fund Balance	-	3,496,741	3,465,309	-0.9%
Total Other Financing Sources	4,384,063	6,793,808	6,843,311	0.7%
Total Revenues & Other Sources	\$ 34,509,161	\$ 31,389,811	\$ 31,959,412	1.8%

SUMMARY OF EXPENDITURES & OTHER USES

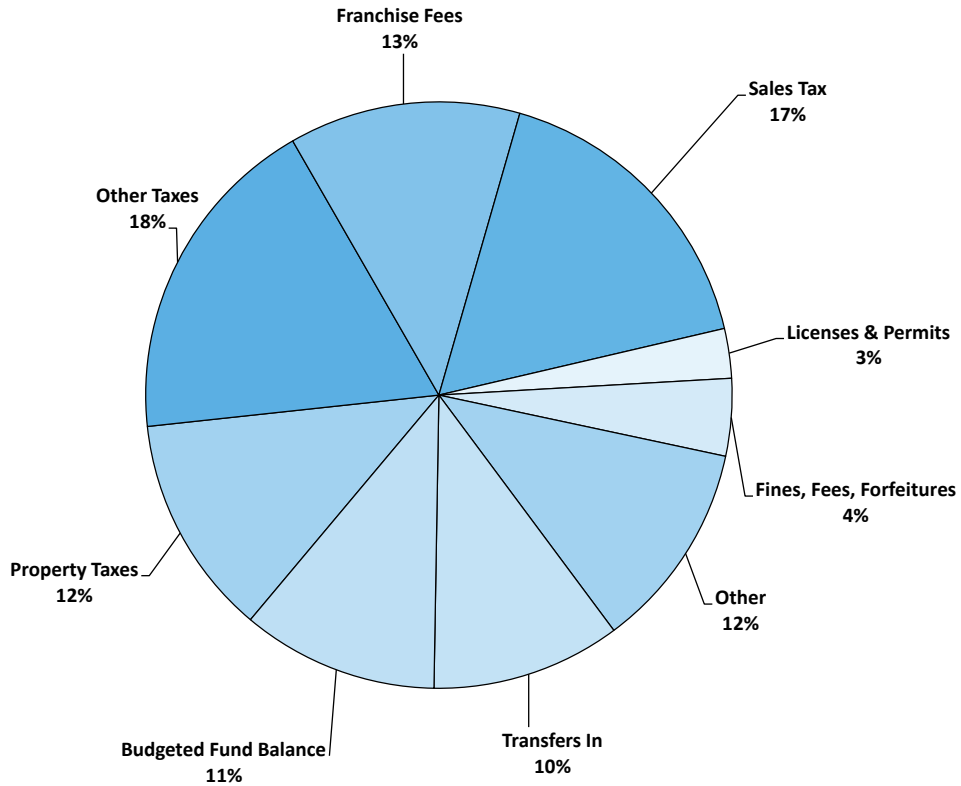
GENERAL FUND SUMMARY

DEPARTMENTAL EXPENDITURES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% CHANGE
City Council	\$ 317,339	\$ 385,920	\$ 398,275	3.2%
City Manager's Office	801,392	874,008	933,938	6.9%
Financial Services	1,158,231	1,301,737	1,346,754	3.5%
Municipal Court	523,018	572,498	591,500	3.3%
Information Technology	726,017	802,994	1,078,198	34.3%
Human Resources & Risk Management	656,266	811,732	809,608	-0.3%
Community Development	1,234,483	1,412,175	1,580,093	11.9%
Police	9,356,942	9,867,761	9,930,208	0.6%
Fire	7,945,661	-	-	N/A
Public Lands & Buildings	1,202,295	697,494	887,154	27.2%
Engineering Services	908,613	1,035,927	1,058,242	2.2%
Traffic Services	1,267,765	1,384,048	1,475,094	6.6%
Street Maintenance & Construction	1,583,421	1,832,964	1,921,348	4.8%
Storm Water	301,822	415,255	442,147	6.5%
Cemetery	550,830	609,247	645,540	6.0%
Agency Allocations - Other	44,437	45,500	181,983	300.0%
Contingency	-	691,577	617,000	-10.8%
Departmental Expenditures	28,578,529	22,740,837	23,897,082	5.1%
Other Uses:				
TRANSFERS TO:				
Cable TV Channel Fund	123,636	128,686	-	-100.0%
Community Service Center Fund	665,631	869,405	751,163	-13.6%
Fire Services Fund	-	2,699,225	2,700,000	0.0%
Golf Course Fund	293,765	354,016	473,440	33.7%
Grants Special Revenue Fund	52,443	-	-	N/A
Parks and Recreation Fund	-	-	94,855	N/A
Land Bank Authority	-	-	75,000	N/A
Vehicle Services Fund	-	-	-	N/A
Total Other Transfers	1,135,476	4,051,332	4,094,458	1.1%
CAPITAL TRANSFERS TO:				
Capital Project Funds	3,301,581	4,472,242	3,967,872	-11.3%
Debt Service Fund	156,000	125,400	-	-100.0%
Total Other Uses	4,593,057	8,648,974	8,062,330	-6.8%
Total Expenditures & Other Uses	33,171,586	31,389,811	31,959,412	1.8%
Revenues Over /				
(Under) Expenditures	\$ 1,337,575	\$ -	\$ -	N/A

GENERAL FUND REVENUES BY CATEGORY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF TOTAL
Property Taxes	\$ 6,718,850	\$ 3,713,196	\$ 3,893,232	12.2%
Other Taxes	6,547,984	5,746,257	5,880,500	18.4%
Franchise Fees	4,208,097	4,007,864	4,078,000	12.8%
Sales Tax	5,788,410	5,300,000	5,400,000	16.9%
Licenses & Permits	1,143,187	877,000	874,400	2.7%
Fines, Fees, Forfeitures	1,345,500	1,360,000	1,363,200	4.3%
Other	5,280,040	3,631,686	3,666,769	11.5%
Transfers In	3,477,093	3,257,067	3,338,002	10.4%
Budgeted Fund Balance	-	3,496,741	3,465,309	10.8%
Total General Fund	<u>\$ 34,509,162</u>	<u>\$ 31,389,811</u>	<u>\$ 31,959,412</u>	<u>100.0%</u>

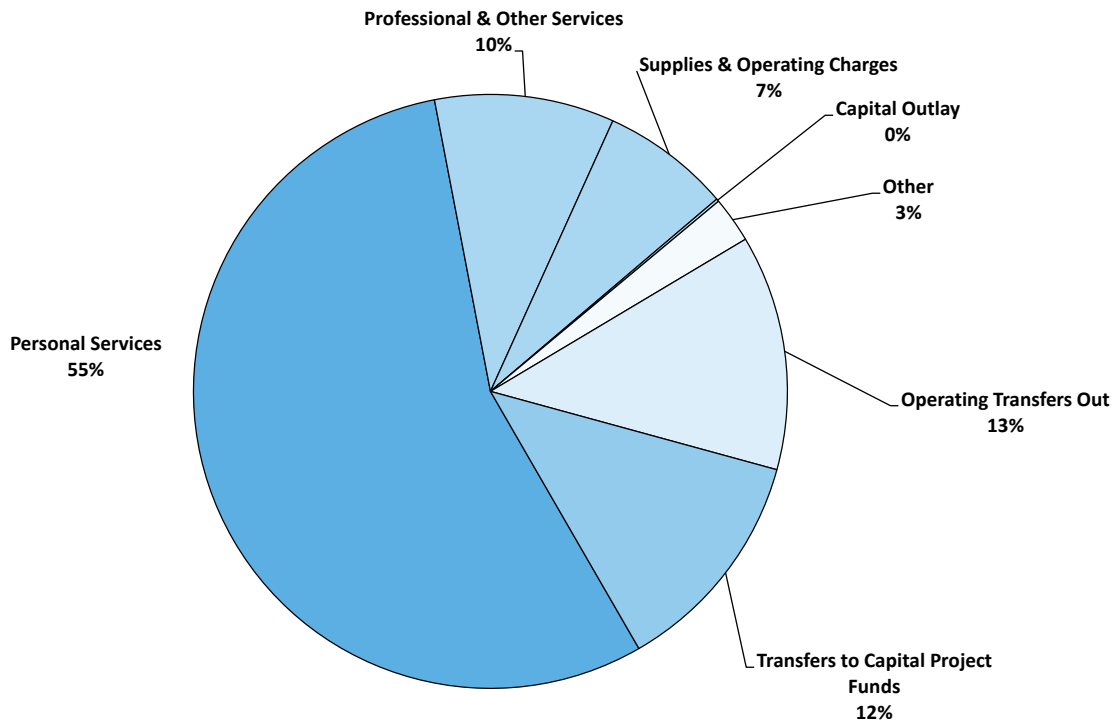
GENERAL FUND REVENUES BY CATEGORY



GENERAL FUND EXPENDITURES BY CATEGORY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF TOTAL
Personal Services	\$ 22,726,571	\$ 16,956,152	\$ 17,676,847	55.3%
Professional & Other Services	3,156,809	2,962,318	3,127,219	9.8%
Supplies & Operating Charges	2,269,386	2,055,290	2,246,033	7.0%
Capital Outlay	381,326	30,000	48,000	0.2%
Other	44,437	737,077	798,983	2.5%
Operating Transfers Out	1,135,476	4,051,332	4,094,458	12.8%
Transfers to Capital Project Funds	3,457,581	4,597,642	3,967,872	12.4%
Total General Fund	\$ 33,171,586	\$ 31,389,811	\$ 31,959,412	100.0%

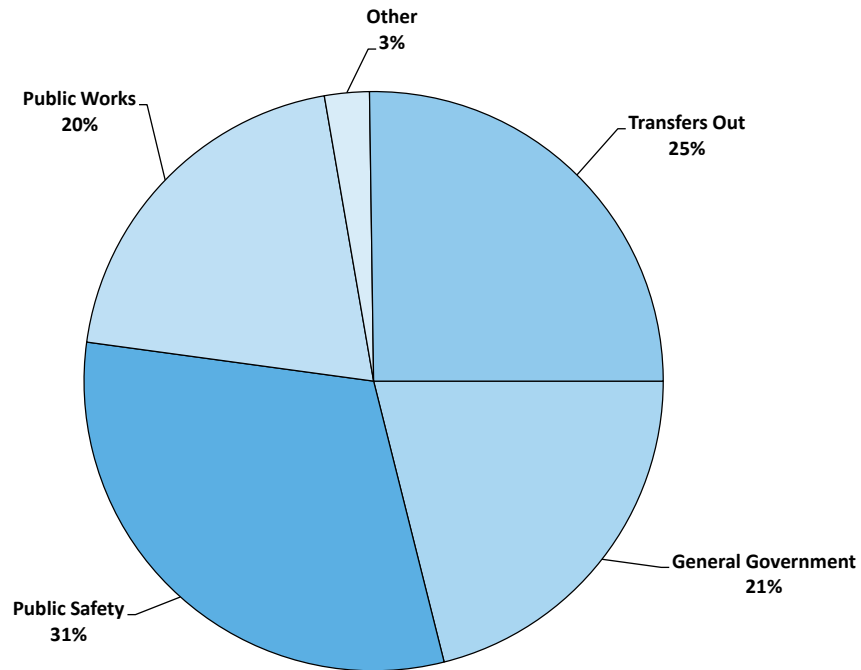
GENERAL FUND EXPENDITURES BY CATEGORY



GENERAL FUND EXPENDITURES BY SERVICE GROUP

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF TOTAL
General Government	\$ 5,416,746	\$ 6,161,064	\$ 6,738,366	21.1%
Public Safety	17,302,603	9,867,761	9,930,208	31.1%
Public Works	5,814,744	5,974,935	6,429,525	20.1%
Other	44,437	737,077	798,983	2.5%
Transfers Out	4,593,057	8,648,974	8,062,330	25.2%
Total General Fund	\$ 33,171,586	\$ 31,389,811	\$ 31,959,412	100.0%

GENERAL FUND EXPENDITURES BY SERVICE GROUP



MAYOR AND COUNCIL

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The Mayor and five Council Members represent the governing body of the City of Gainesville. One Council Member resides in each ward. Each member of the governing body is elected by the voters of the city at-large. The members of the governing body are elected via nonpartisan elections to serve four year terms which are staggered.	Funding Source: General Fund	2018	2019	2020
		ACTUAL	BUDGET	BUDGET
	Personal Services	230,243	245,970	245,970
	Professional & Other Services	74,172	126,600	131,705
	Supplies & Operating Charges	25,456	13,350	20,600
	Capital Outlay	-	-	-
		\$ 329,871	\$ 385,920	\$ 398,275

MISSION STATEMENT:

To establish policy direction and execute legislative decision making for the Gainesville City Government.

GOALS & OBJECTIVES:

1. Economic Development

- * Community Development – promote Gainesville as a regional HUB
- * Support the Implementation of the Downtown Master Plan
- * New Business Development / Existing Business Support
- * Encourage/Facilitate private development and redevelopment
- * Support Economic Development along Employment & Retail Corridors
- * Maintain ISO rating at Fire Department
- * Focus on increasing jobs through continued investment in the identification of the next industrial park
- * Foster revitalization of blighted commercial corridors

2. Infrastructure Improvements

- * Improve Traffic Flow Along Green Street/Oak Tree Drive
- * Address traffic flow along Major Corridors
- * Resurfacing of City Streets
- * Implementation of the Transportation Master Plan
- * Improved Sidewalk Network
- * Equip traffic signals with fiber and video detection for connection to the City's Intelligent Transportation System
- * Make strategic local improvements to upgrade the City's transportation network
- * Resolve Cedar Creek/North Oconee issue with County

3. Internal Operations

- * Focus on the Implementation of the I/T Master Plan
- * Review employee salaries and benefits to evaluate and improve, as needed, to employ and retain a top quality workforce
- * Encourage departments to work collectively
- * Develop a Project Management System to expedite capital project initiation and completion
- * Increase public awareness of City projects, operations and financial position by using multiple methods and outlets
- * Review internal process to ensure effectiveness in delivery and efficiency of process to reach goals
- * Involve more young people in government

4. Leisure Services

- * Direct more attention toward services for senior citizens and disabled programs
- * Continued support of the Lake Lanier Olympic Park
- * Continued commitment to maintain Chattahoochee Golf Club as one of the top Municipal courses in Georgia
- * Work with Hall County to improve library services in the downtown area
- * Enhanced recreational services for youth (baseball/softball fields)
- * Continue the development and expansion of the Highlands to Islands Trail
- * Incorporate "Urban Leisure" into downtown, midtown and public spaces through the development and/or conversion of plazas and alleyways into desirable and useable space

5. Quality of Life

- * Signage
- * Beautification of public areas including right of ways
- * Focus on Initiatives that remove commercial and residential blight
- * Code Enforcement
- * Improve the 129 South entrance to Gainesville
- * Streetscapes into and out of Square along Washington and Bradford Streets
- * Neighborhood Protection

CITY MANAGER'S OFFICE

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The City Manager is the Chief Executive and Administrative Officer of Gainesville appointed by the Mayor and Council. The City Manager's Office is responsible for the execution of policies, directives, and legislative action of the Governing Body. The City Manager's Office includes the City Clerk. The City Clerk prepares meeting items and agendas, records actions of the Governing Body, coordinates assignments to boards and committees of the City, maintains records of the governing body, oversees the adoption and publication of the Code of Ordinances and manages municipal elections.	Funding Source: General Fund	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
	Personal Services	598,636	655,970	684,684
	Professional & Other Services	151,700	178,188	197,684
	Supplies & Operating Charges	35,148	39,850	51,570
	Capital Outlay	-	-	-
		\$ 785,484	\$ 874,008	\$ 933,938

MISSION STATEMENT:
To ensure the strategic priorities of the Governing Body are achieved through properly managing and utilizing city resources, effectively communicating with and engaging others, and by providing strategic direction and support to all city departments.

GOALS & OBJECTIVES:
<p>1. <u>Facilitate essential strategic planning initiatives and infrastructure improvements throughout the City.</u></p> <ul style="list-style-type: none"> * Rebuild Fire Station #2 to better accommodate the needs of the Fire Department and general public. * Coordinate with Public Works to implement improvements identified in the transportation master plan. * Design and seek funding for construction of the gap segments of the Highlands to Island Trail within the City including complementary gathering spaces along and adjacent to the Trail. <p>2. <u>Engage in economic development activities to support and encourage business growth in the City.</u></p> <ul style="list-style-type: none"> * Facilitate the redevelopment of City-owned properties within Downtown and Midtown in accordance with the Downtown Master Plan. * Continue efforts and engage the Gainesville business community in conversations on how the City can better and further facilitate the growth of existing businesses and foster a culture for new business development. * Work with rental property owners to redevelop with City's housing stock. <p>3. <u>Beautify public areas of the City.</u></p> <ul style="list-style-type: none"> * Support Vision 2030 Public Art Committee's efforts to incorporate more public art into areas of the City. * Coordinate the installation of landscaping on public right-of-ways and properties throughout the City. * Design and/or implement streetscaping projects in the downtown and midtown areas.

Performance Measures							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Funds allocated for Infrastructure Improvements	II	2.425 M	3.749 M	14.249 M	N/A	39.175 M	18.0 M
Number of Registered Businesses in the City	ED	2,400	2,517	2,434	N/A	2,525	2,611
Funding for Beautification Improvement Projects	QL	N/A	3.3 M	1.5 M	N/A	2.9 M	1.35 M

FINANCIAL SERVICES DEPARTMENT

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The Financial Services Department is accountable for financial activity, including reporting, investments, purchasing, budget, revenue collections, and capital asset tracking.	Funding Source: General Fund	FY2018	FY2019	FY2020
		ACTUAL	BUDGET	BUDGET
	Personal Services	931,623	1,033,186	1,069,531
	Professional & Other Services	157,025	209,741	217,001
	Supplies & Operating Charges	44,574	58,810	60,222
	Capital Outlay	-	-	-
		<u>\$ 1,133,222</u>	<u>\$ 1,301,737</u>	<u>\$ 1,346,754</u>

MISSION STATEMENT:

To protect and improve the financial health of the City and teach, encourage, and assure good stewardship of City resources. To promote best management practices throughout the City's departments and provide high quality and reliable information and assistance for all administrative functions in a manner that is timely and error-free.

GOALS & OBJECTIVES:

1. Assure and support continued compliance with applicable laws and regulations, determining and recommending changes as appropriate.

- * Work with Rushton and Company, City's actuarial, and Administrative Services to implement GASB Statement No. 75. The statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expenditures pertaining to Other Postemployment Benefits.

2. Utilize technology to improve efficiencies and decrease costs.

- * Implement the budget process through New World systems.
- * Improve on the development of electronic forms and the use of Government Window's services.

3. Protect and improve the financial resources of the City.

- * Research and implement more efficient, alternative ways of processing vendor payments.
- * Further diversify the City's investment portfolio within the guidelines of the City's Cash and Investment policy and in compliance with GA State Law.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic	ACTUAL			YTD thru 12/31	BUDGET	
		FY2016	FY2017	FY2018		FY2019	FY2020
Govt. Finance Officers Assoc Awards	IO	47	50	53	56	56	58
Credit Agency Bond Rating	IO	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2
Accounts Payable checks issued	IO	13,822	13,716	13,800	13,800	13,800	13,800
Average Yield Earned (Interest)	IO	0.14%	0.59%	0.20%	2.33%	1.00%	2.00%
Percent Variance of all operating fund actual revenues versus adopted budget	IO	4%	2%	3%	3%	3%	3%
Fixed Assets maintained	IO	3,028	3,133	3,200	3,290	3,290	3,290

INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
Information Technology is responsible for providing strategic technology direction, the central IT support organization and IT operational policies and standards, and coordinating major City-wide initiatives including: IT project management, the City's IT budget, City-wide technologies and applications, and the City's public and internal websites.	Funding Source: General Fund	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
	Personal Services	511,846	536,123	686,705
	Professional & Other Services	204,688	222,710	348,715
	Supplies & Operating Charges	36,989	44,161	42,778
	Capital Outlay	-	-	-
		\$ 753,523	\$ 802,994	\$ 1,078,198

MISSION STATEMENT:
To deliver the best proven technology and services available for computer, data, telecommunications, mapping, and critical business systems to employees and the public through excellent customer service, continuous improvement, innovative problem-solving, adherence to standardized information best practices, and collaborative solutions.

GOALS & OBJECTIVES:
1. <u>Effectively manage the delivery of City-wide technology services</u> * Centralize City-wide IT functions to deliver core infrastructure services * Deploy and ensure support of a common infrastructure that meets the organization's business needs 2. <u>Provide high quality customer service</u> * Establish and meet customer expectations in delivering core City-wide technology services and assist them in identifying opportunities to productively introduce new technology 3. <u>Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business critical</u> * Promote training and development * Hire and retain highly qualified, responsive, and innovative employees 4. <u>Reduction of security vulnerabilities in citywide network topology</u> * Monitor a proactive philosophy in dealing with security. Continue to train end users with awareness training/testing. Stay abreast of changing cyber related advances.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Resolve Issues sent to the IT Help Desk quickly and successfully (% of tickets resolved within established times)	IO	N/A	N/A	95.00%	93.62%	92%	93%
Maintain user workstations and servers with current patches and updates (% of total devices properly maintained)	IO	N/A	N/A	99.00%	98.00%	95%	96%
Ensure backups are functional and completed	IO	N/A	N/A	N/A	99.20%	98%	98%
Network/Application Availability	IO	N/A	N/A	99.00%	99.40%	96%	97%

*Information Technology department was moved out of Administrative Services to its own department during FY17.

HUMAN RESOURCES

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The Human Resources Department works closely with all City Departments and the Public. We facilitate recruitment; job classification; employee relations and benefits; workforce development and risk management for the City. Human Resources strives to attract and retain a qualified workforce and to keep a positive employee morale through benefits, services, and training opportunities. Risk Management works diligently to provide a safe work environment for all employees as well as to protect public assets from loss.	Funding Source: General Fund	FY2018	FY2019	FY2020
		ACTUAL	BUDGET	BUDGET
	Personal Services	564,975	655,681	687,478
	Professional & Other Services	62,849	107,355	87,339
	Supplies & Operating Charges	17,835	48,696	34,791
	Capital Outlay	-	-	-
		\$ 645,660	\$ 811,732	\$ 809,608

MISSION STATEMENT:
The City of Gainesville's Human Resources Department is committed to delivering great customer service with a sense of warmth, friendliness, and individual pride to employees and citizens. We promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect while maintaining company compliance with employment and labor laws. Our goal is to ensure that our workforce is in a safe and discrimination/harassment free environment, reflects the diversity of the community, has opportunity for learning and personal growth, and is appropriately classified and equitably compensated. We also protect the valued assets (people, reputation and property) of the City of Gainesville, and its Citizens, through effective loss prevention, claims administration and risk financing.

GOALS & OBJECTIVES:
<p>1. <u>Ensure the City remains compliant with State and Federal Laws governing Personnel.</u></p> <ul style="list-style-type: none"> * Keep abreast of changes in Employment/Personnel Law through research and information sent out by Associations, HR Literature, and the media. * Revise policies, forms and practices regarding Personnel as State and/or Federal Law dictates. <p>2. <u>Retain and attract high quality and productive employees.</u></p> <ul style="list-style-type: none"> * Review all job specifications to ensure accurate portrayal of job duties and physical requirements. * Research better opportunities for attracting new talent. * Research and invest in professional development programs designed to improve job skills, leadership capabilities and employee productivity. Roll-out in-house Supervisor Training Program. <p>3. <u>Efficiently and accurately maintain personnel processes and records.</u></p> <ul style="list-style-type: none"> * Create internal audit procedures to ensure accuracy with benefit deductions and reporting of retirement information. <p>4. <u>Provide and maintain a safe work environment.</u></p> <ul style="list-style-type: none"> * Provide on-site and online training in a variety of safety topics to City Departments. * Analyze previous accidents and injuries, on the departmental level, in order to determine how to allocate accident prevention funds most effectively. * Conduct routine inspections within City Departments in order to identify and mitigate workplace hazards.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
% of Personnel Policies & Procedures Reviewed	IO	N/A	100%	25%	25%	25%	25%
Turn over ratio (%)	IO	N/A	12%	12%	8%	12%	12%
Lost time Hrs (due to injury)	IO	N/A	1262	1750 hrs	760.23 hrs	1750 hrs	1450 hrs
Lost Time Injury Claim Occurrences	IO	N/A	N/A	N/A	11	7	15

PUBLIC WORKS DEPARTMENT

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The Public Works Department is comprised of 5 General Fund divisions: Public Lands and Buildings (PL&B), Engineering, Traffic Engineering, Street Maintenance, and the Cemetery. PL&B ensures a safe, functional, comfortable, clean, attractive and pleasant environment in the buildings under its management. The Engineering division is responsible for the planning, design, project management, and construction of public improvements funded by the City. The Cemetery is responsible for the development, operation, and maintenance of two City owned cemeteries consisting of over 75 developed acres. Traffic Engineering is responsible for the effective operation of 87 signalized intersections, signs and markings for pedestrian and vehicular activity. Street Maintenance is responsible for the repair and maintenance of all streets, sidewalks, storm drainage infrastructure, rights-of-way, and other related facilities located within the City of Gainesville.	Funding Source: General Fund	FY 2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
	Personal Services	2,948,970	3,523,100	3,681,636
	Professional & Other Services	1,009,827	804,667	997,659
	Supplies & Operating Charges	1,075,765	1,201,913	1,260,083
	Capital Outlay	312,180	30,000	48,000
		\$ 5,346,741	\$ 5,559,680	\$ 5,987,378

MISSION STATEMENT:
To provide high quality and efficient services in order to protect and improve the infrastructure, streets, traffic, lands, Buildings and the environment of the City of Gainesville. Functional areas are Engineering, Street Maintenance, Traffic Engineering, Public Lands and buildings and the Alta Vista Cemetery.

GOALS & OBJECTIVES:
<p>1. <u>Improve and expand the City's transportation infrastructure.</u></p> <ul style="list-style-type: none"> * Work to implement projects identified in the Transportation Master Plan. * Continue to implement the Sidewalk Improvement Program for the repair and new construction of the sidewalk system. * Utilize both private contractors and in-house staff to ensure the maximum efficiency of resources for the repair and resurfacing of the City's roadways. * Identify and strategically use available funding sources at the Federal, State and local level to improve City infrastructure. <p>2. <u>Enhance the appearance of the City's public areas and Rights of Ways.</u></p> <ul style="list-style-type: none"> * Utilize Public Work's staff and inmate crews to control litter, sweep streets, and improve the general appearance of the City's streets, right of ways, and public areas. * Explore opportunities and options with GDOT to improve roadway median condition and appearance on State and Federal routes, especially on the gateway corridors entering the City. * Enhance and increase the landscaping to improve the appearance of public areas. <p>3. <u>Use technology to improve operational efficiency and level of services.</u></p> <ul style="list-style-type: none"> * Expand the City's fiber optic infrastructure to connect additional intersections to the Intelligent Transportation System. * Use technology to prioritize and schedule work orders, inspections, employees, equipment, and contractors for optimum efficiency.

PERFORMANCE MEASURES						
MEASURES	ACTUAL				YTD thru 12/31	BUDGET
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Street Miles Evaluated for Resurfacing	140	142	140	147	147	149
Signalized intersections maintained	83	83	83	87	87	88
Miles of City streets swept and litter control	4,277	3,627	3,600	3,293	6,400	6,400
Annual Facilities work orders completed	1,700	1,700	1,700	1,083	2,000	2,000
Road miles identified for Resurfacing	30	32	32	35	35	35
Road miles Resurfaced	3.80	2.07	2.07	3.60	5.50	5.00
Number of Intersections upgraded	10	17	87	62	62	50
Linear feet of sidewalks repaired or replaced	2,562	1,823	1,600	482	3,000	2,000

MUNICIPAL COURT

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
Municipal Court is a misdemeanor court that has jurisdiction over city ordinance violations and state traffic offenses. Specific type cases handled by the court include routine traffic offenses; driving under the influence of alcohol; possession of marijuana less than ounce; shoplifting less than \$ 500.00 and animal control citations. The Court also is responsible for entering case dispositions and forwarding entries to the Department of Drivers Services (DDS). The mission of municipal court clerks in Georgia is to assure the administrative efficiency of the court, to protect the court's ethical integrity, and help maintain public confidence in the court's fairness in dispensing justice impartially.	Funding Source: General Fund	FY2018	FY2019	FY2020
		ACTUAL	BUDGET	BUDGET
	Personal Services	423,904	472,671	479,047
	Professional & Other Services	53,234	61,673	59,825
	Supplies & Operating Charges	37,528	38,154	52,628
	Capital Outlay	-	-	-
		\$ 514,666	\$ 572,498	\$ 591,500

MISSION STATEMENT:
The mission of the Gainesville Police Department's Traffic Bureau and Municipal Court is to ensure the smooth and efficient flow of cases through the court system beginning with the issuance of citations through final court disposition and necessary reporting procedures.

GOALS & OBJECTIVES:
1. <u>To provide the Department of Driver Services with accurate information on all qualifying charges by reducing errors on disposition entry.</u> * Complete Department of Drivers Services on-site training class covering updates. * Create procedures to compare Court and DDS license suspension records to ensure accuracy.
2. <u>To continue working with staff to decrease the number of open arrest dispositions on GCIC- Georgia Crime Information Center system by ensuring dispositions are entered within 10 days of their origination date.</u> * Court staff will work with the Police records division to research and pull records to complete dispositions on CCH (GCIC History) from years 1999 until 2001 to move the disposition status to unrestricted.
3. <u>Provide good customer service and create a more uniform environment ensuring that Municipal Court and the Traffic Bureau is running as efficiently and effectually as possible.</u> * Establish policy and procedures for an internship program and police explorers to volunteer during court sessions. * Work with Courtware, software vendor, to improve processing speed to enable us to move semi paperless during court.
4. <u>Create DUI Stat Report to ensure the Court is closing cases at 90% rate within 10 months from the original court date.</u> * Activate and establish procedures using solicitor recommendation module in the case management system to prepare attorney plea offers before the court appearance to decrease resets.
5. <u>Create a Case Transfer Stat Report to monitor case volume, evaluate defendant's history and identify court staff making the transfer to ensure cases transfers are completed timely and cost-effective.</u> * Enhance inmate case preparation for Judge and Solicitors to reduce case transfers during court. * Monitor CJIS, Hall Inmate System, daily to ensure inmates appear in court, own recognizance bond or transferred by the Judge's order to release inmates in 48 hours.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 2/28	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
# of DDS Disposition Errors (annually)	IO	N/A	125	35	40	20	20
# of Dispositions (annually)	IO	11,015	13,723	20,000	6166	12,000	12,000
Percent staff cross-trained	IO	40%	60%	60%	85%	100%	100%
# of DUI tickets closed (annually)	IO	290	317	256	213	350	400
# of Transfer tickets closed (annually)	IO	1,761	2,140	1,054	571	1,800	1,050

POLICE DEPARTMENT

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The Gainesville Police Department provides the City of Gainesville with emergency and non-emergency service 24 hours a day to more than 40,000 city residents and an estimated 125,000 visitors everyday. Our jurisdiction covers approximately 37 square miles and includes houses and apartment complexes, businesses and industrial parks, recreational facilities, including parks on and around Lake Lanier, several golf courses, schools, churches, an airport, shopping centers and numerous strip malls.	Funding Source: General Fund	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
	Personal Services	7,667,611	8,399,986	8,501,660
	Professional & Other Services	906,208	878,475	845,146
	Supplies & Operating Charges	607,504	589,300	583,402
	Capital Outlay	-	-	-
		\$ 9,181,323	\$ 9,867,761	\$ 9,930,208

MISSION STATEMENT:

It is the mission of the Gainesville Police Department to work in partnership with the community to improve the quality of life in the City of Gainesville. We will demonstrate compassion for all people and render services with respect, dignity, and courtesy. The men and women of the Gainesville Police Department will strive to protect and to support individual rights, while at all times providing for the security of all persons and all property in our community.

GOALS & OBJECTIVES:

1. Strive to improve roadway safety within the City.

- * Provide driver awareness workshops to focus on distracted driving and driving while intoxicated.
- * Deploy strategic traffic enforcement and concentrated patrols based upon analysis of crash data.
- * Utilize the department's social media outlets for educational purposes regarding traffic laws, high traffic corridors and road closures.

2. Create Partnerships and Programs Designed to Address Opioid Use

- * Utilize OD Mapping to determine trends and prevention measures
- * Intergrate sponsored community outreach events with mobile drug collection measures
- * Participation in Drug Free Hall meetings and forums

3. Address Mental Health Issues facing Law Enforcement

- * 100% Compliance with GACP's One Mind Campaign
- * Partner with Mental Health Court and provide 100% Training for MHC
- * Participation in ONE-Hall Health Group

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31 FY2019	BUDGET	
		FY2016	FY2017	FY2018		FY2019	FY2020
# of Sponsored Community Outreach Events	QL	75	130	266	133	130	150
# Directed Contentrated Patrol Efforts	QL	N/A	N/A	50	38	60	60
Calls for Service	QL	58,784	70,624	83,058	41,119	71,000	73,000
State Certification and International Accreditation	IO	Yes	Yes	Yes	Yes	Yes	Yes

COMMUNITY DEVELOPMENT DEPARTMENT

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The Department is comprised of four divisions including: Planning, Inspections, Code Enforcement and Housing. This Department serves property owners, concerned citizens, contractors, developers and any person needing assistance concerning the development of land, construction requirements, and property maintenance issues. It is our desire to provide all of these services in a timely and professional manner.	Funding Source: General Fund	FY2018	FY2019	FY2020
		ACTUAL	BUDGET	BUDGET
	Personal Services	1,033,959	1,124,840	1,309,398
	Professional & Other Services	136,846	205,479	194,416
	Supplies & Operating Charges	109,131	81,856	76,279
	Repairs & Maintenance	-	-	-
	Capital Outlay	-	-	-
		\$ 1,279,935	\$ 1,412,175	\$ 1,580,093

MISSION STATEMENT:
The mission of the Gainesville Community Development Department is to assist the general public in all aspects of land development, construction permitting and property maintenance.

GOALS & OBJECTIVES:
1. <u>Promote systematic land use growth.</u> * Complete the expanded Park Hill Drive Neighborhood Plan. * Update the City's Unified Land Development Code to better reflect desired uses and densities in and around Downtown.
2. <u>Implement measures to improve housing conditions in the City.</u> * Construct five new houses on Davis St. and one new house on Carlton St. * Begin one new housing project utilizing the newly formed Land Bank Authority.
3. <u>Create additional vibrant public open spaces.</u> * Secure TAP funding and begin design of the final connection piece of the Highlands to Islands Trail.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priorities	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018		FY2019	FY2020
Zoning Applications	ED	28	26	22	12	25	25
Inspections Conducted Within 2 Business Days	ED	12,585	14,733	13,764	7,507	16,000	16,000
Number of Permits Issued (Building, Etc.)	ED	2,387	2,486	2,419	1,185	2,500	25,000
Code Violations Addressed	QL	4,031	6,201	5,982	2882	6,000	6,000
Affordable Housing Units Developed	QL	3	2	2	0	5	6

STORMWATER

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
The Stormwater Division of the Department of Water Resources conducts activities concerning the operation and maintenance of the stormwater collection and conveyance system. These activities concern only those facilities within the city limits and within the city right-of-way.	Funding Source: General Fund	FY2018 Actual	FY2019 Budget	FY2020 Budget
	Personal Services	262,610	308,625	330,711
	Professional & Other Services	9,832	58,430	47,729
	Supplies & Operating Charges	23,044	48,200	63,707
	Capital Outlay	-	-	-
		\$ 295,485	\$ 415,255	\$ 442,147

MISSION STATEMENT:

Protect the City's waterways and Lake Lanier by ensuring all state and local stormwater ordinances are adhered to in the most efficient, economical way.

GOALS & OBJECTIVES:

1. Position the City Stormwater Division for the future

- * Continue to inventory stormwater facilities to be improved with future capital projects.

2. Ensure financial stability

- * Optimize available funds for greatest impact.

3. Develop a world class work force

- * Implement strategies to recruit and retain high quality staff.

PERFORMANCE MEASURES:

MEASURES	ACTUAL			YTD thru 12/31	BUDGET	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Number of potential stormwater projects identified with a total estimated repair cost exceeding \$100,000	N/A	N/A	N/A	1	5	3
Linear feet of stormwater pipes assessed by video inspection	N/A	N/A	1942 feet	450 feet	3,000 feet	3,000 feet
MS4 inspections completed	N/A	N/A	445	230	455	455

AGENCY ALLOCATIONS

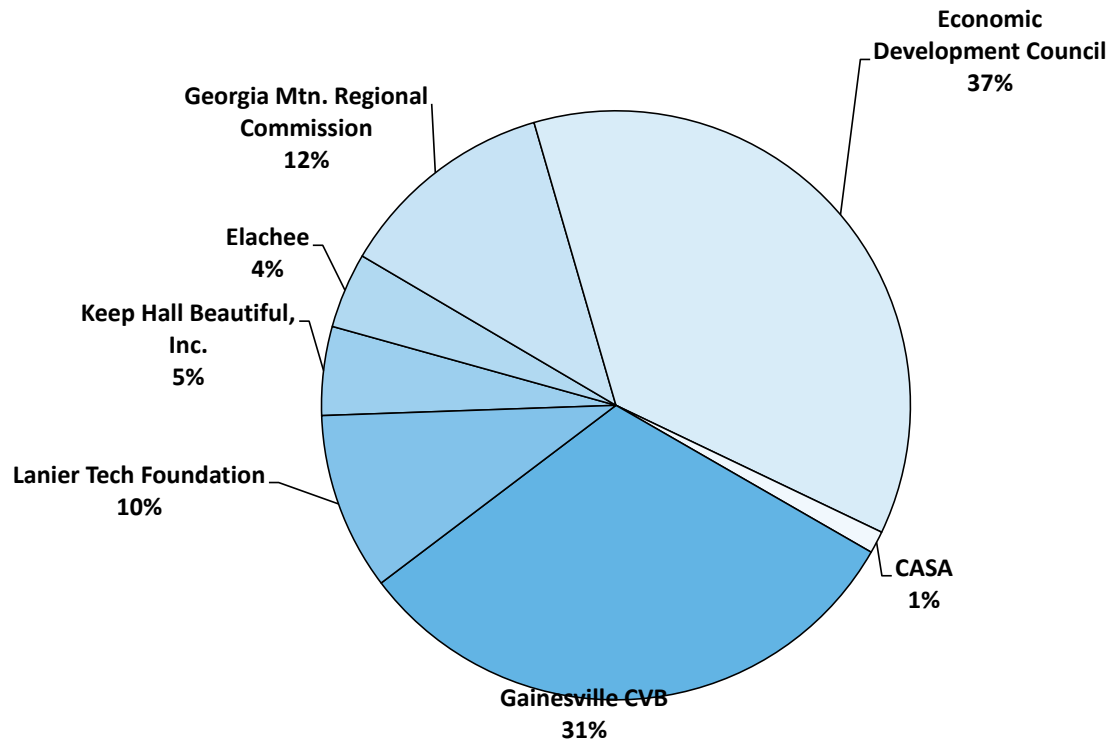
DEPARTMENT DIVISION DESCRIPTION:

This division's budget accounts for those funds requested by local Agencies for services they provide to the City.

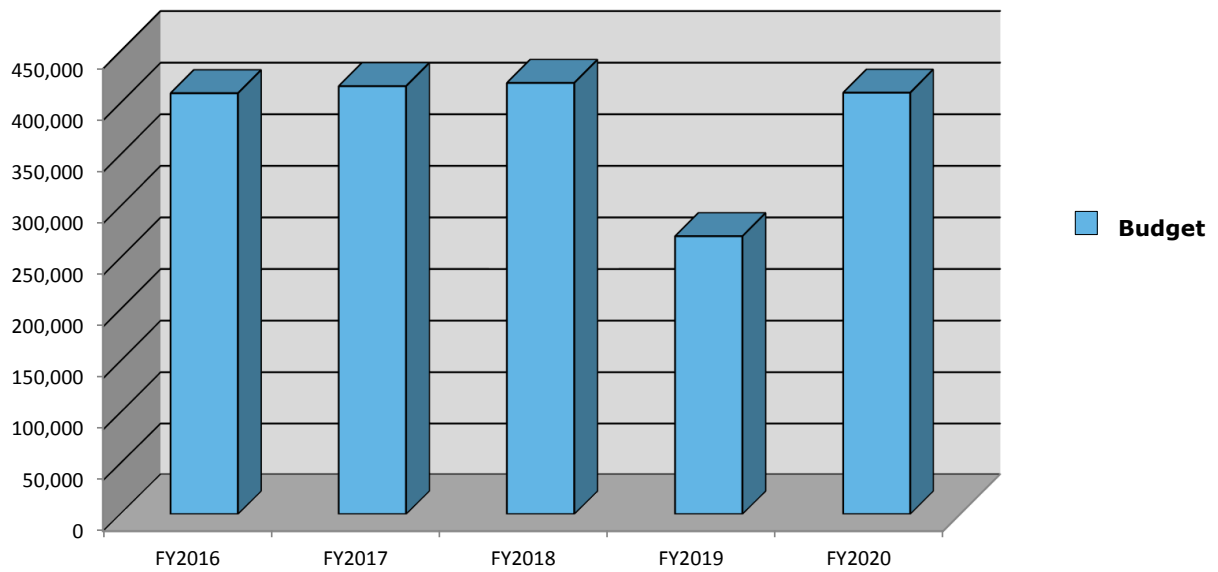
AGENCY ALLOCATIONS

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET
General Fund			
Keep Hall Beautiful, Inc.	\$ 7,500	\$ 7,500	\$ 10,000
Georgia Mtn. Regional Commission	31,938	33,000	38,297
CASA	5,000	5,000	5,000
Gainesville CVB	-	-	128,686
Total General Fund Allocations	44,438	45,500	181,983
Public Utilities Fund			
Keep Hall Beautiful, Inc.	7,500	7,500	10,000
Elachee	17,000	17,000	17,000
Georgia Mtn. Regional Commission	10,646	11,000	11,099
Economic Development Council	150,000	150,000	150,000
Total Public Utilities Fund Allocations	185,146	185,500	188,099
Parks and Recreation			
Gainesville/Hall '96	150,000	150,000	-
Total Public Utilities Fund Allocations	150,000	150,000	-
Economic Development Fund			
Lanier Tech Foundation	40,000	40,000	40,000
Total Public Utilities Fund Allocations	40,000	40,000	40,000
Total Funding			
Keep Hall Beautiful, Inc.	15,000	15,000	20,000
Elachee	17,000	17,000	17,000
Georgia Mtn. Regional Commission	42,584	44,000	49,396
Economic Development Council	150,000	150,000	150,000
CASA	5,000	5,000	5,000
Gainesville CVB	-	-	128,686
Lanier Tech Foundation	40,000	40,000	40,000
Total Agency Allocations	\$ 269,584	\$ 271,000	\$ 410,082

Agency Allocations



Five Year Total Funding Trend



COMMUNITY SERVICE CENTER

DEPARTMENT DESCRIPTION:

The Community Service Center is a jointly funded agency of the City of Gainesville and Hall County. It offers a broad range of affordable human services to residents of Gainesville-Hall County. Programs offered through the department specialize in family support services such as elder care, financial management, public transportation, and other community building projects. The department works closely with other local agencies to create a seamless system of care making it easier for families to navigate and achieve success. Finally, the department successfully uses local dollars to leverage funds from private, state and federal sources which pay for the vast majority of services.

MISSION STATEMENT:

The organization's mission is to identify and address critical social service gaps by creating solutions within its organization or by identifying and supporting other public or nonprofit agencies to such an end.

GOALS & OBJECTIVES:

1 Complete GoGo Art II Project

- * Release Call for Artists & Install Artwork in up to 12 Simme-seats

2. Replace Meals on Wheels Kitchen Floor

- * Finalize Meals on Wheels Kitchen Expansion Project by Installing Safe and Comfortable Flooring.

3. Acquire Two Trolley Buses To Serve Downtown/Midtown Areas

- * Develop a Bus Route That Will Bring Shoppers to These Areas While Also Alleviating Traffic Congestion.

4 Begin Selling Gainesville Connection Advertising on Buses and Shelters

- * Expand Revenue Stream by Selling Advertising space on Buses and Bus Shelters

5. Cause An Effective Census 2020 Campaign

- * Mobilize Partner Agencies To Market & Encourage Residents to Complete 2020 Census

6. Initiate Public-Private Micro-transit Partnership

- * Release RFP For Micro-transit Services

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018		FY2019	FY2020
Hall Area Transit - Urban Trips	QL	149,640	142,314	137,294	72,674	150,000	150,000
Hall Area Transit - Rural Trips	QL	26,981	25,432	24,962	4,455	10,000	10,000
Meals Served (HDM & Congregate)	QL	93,653	109,979	108,271	59,538	123,800	129,251

REVENUE SOURCES & ASSUMPTIONS

Intergovernmental – Federal/State/Other is based on anticipated Federal and State Grants.

Intergovernmental – County and Transfer from General Fund are the amounts needed to fund the budget after all other revenues are taken into account. It is allocated between the City and County according to the percentage of service usage for the calendar year just ended.

Local Funding Allocation Percentage (Based on percent of usage):

NOTE: Funding percentages shown include only City/County contributions and exclude all other revenue

	FY2018		FY2019		FY2020	
	County	City	County	City	County	City
Senior Services	61%	39%	64%	36%	67%	33%
Hall Area Transit -Fixed Route *	0%	100%	0%	100%	0%	100%
Hall Area Transit - Dial A Ride	N/A	N/A	100%	0%	100%	0%
Community Outreach	48%	52%	50%	50%	50%	50%

Other revenue sources include charges for services, fees, fares, reimbursements, and donations. These sources are projected based on history, planned rates for services, anticipated usage of fare/fee related programs, and other commitments.

COMMUNITY SERVICE CENTER FUND SUMMARY**REVENUES**

	FY2018		FY2019		FY2020	
	ACTUAL		BUDGET		BUDGET	
Intergovernmental - Federal/State/Other	\$	1,176,465	\$	2,052,540	\$	1,633,584
Intergovernmental		524,625		651,156		667,377
Transfer from General Fund		665,631		869,405		751,163
Other: Fees, Donations, & Fares		391,907		395,010		337,420
Budgeted Fund Balance- Bldg. Operations		-		-		150,000
Total Revenues		2,758,628		3,968,111		3,539,544

EXPENDITURES

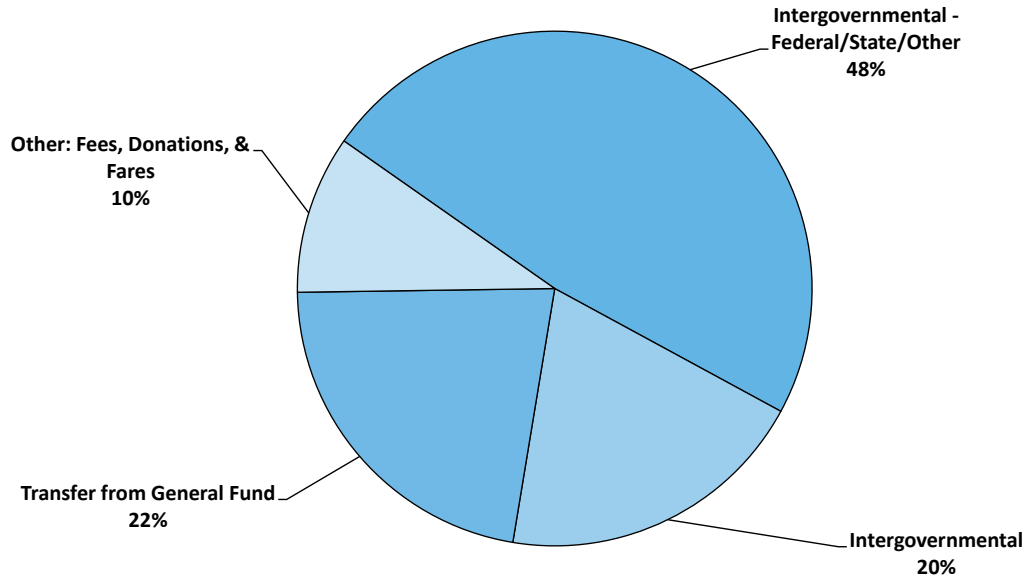
Personal Services		1,417,879		1,645,750		1,631,156
Professional & Other Services		350,422		372,118		381,712
Supplies & Operating Charges		719,423		868,242		886,676
Repairs & Maintenance		-		-		-
Indirect Cost Allocation		190,000		190,001		190,000
Capital Outlay		-		892,000		450,000
Total Operating Expenditures		2,677,724		3,968,111		3,539,544

Other Expenditures:

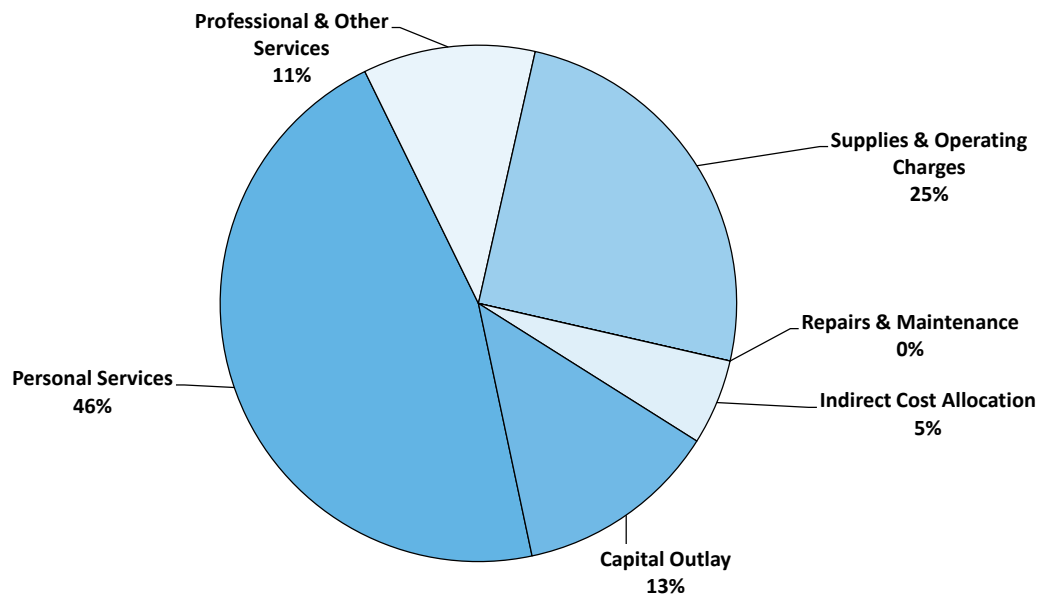
Transfers out		43,435		-		-
Total Expenditures		2,721,158		3,968,111		3,539,544

Excess Revenues Over/(Under) Expenditures	\$	37,470	\$	-	\$	-
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Revenues by Category



Expenditures by Category



CEMETERY TRUST SPECIAL REVENUE FUND

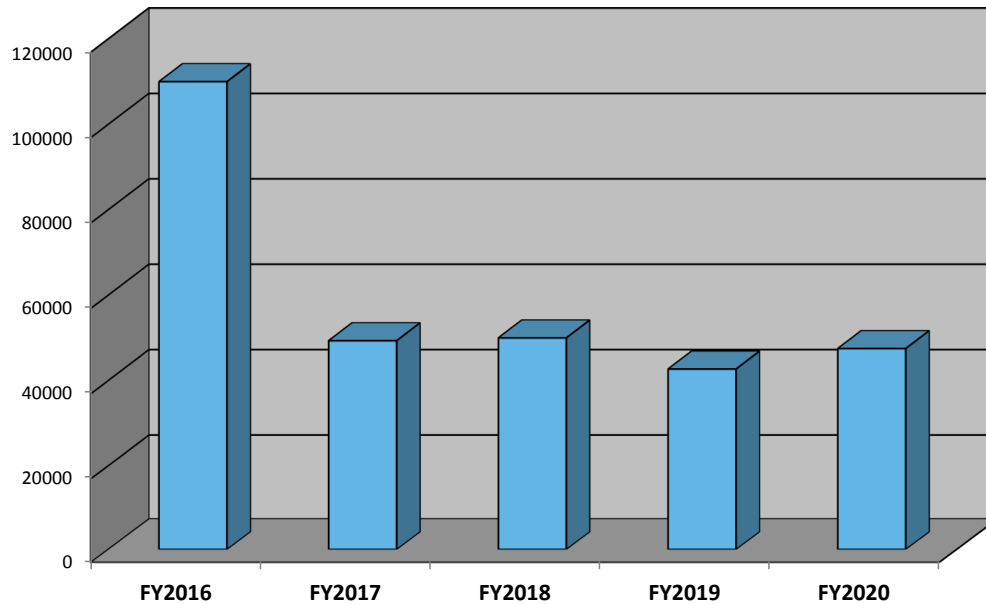
FUND DESCRIPTION:

The Cemetery Trust Fund is a Special Revenue Fund. Funds of this type are used to account for the proceeds of specific revenue sources that are legally or donor restricted to expenditures for specific purposes. The Cemetery Trust Fund is used to account for the revenues and expenditures of this fund; which are restricted to the operation and improvement of Alta Vista Cemetery.

CEMETERY TRUST FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Interest on Investments	\$ 2,834	\$ 2,704	\$ 2,500
Sales & Services	46,105	40,000	45,000
Donations	4,848	-	-
Budgeted Fund Balance	-	-	-
Total Revenues	53,787	42,704	47,500
EXPENDITURES			
Transfer to Capital Projects Fund	-	-	-
Available for Capital Projects	50,648	42,704	47,500
Total Expenditures	50,648	42,704	47,500
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ 3,139</i>	<i>\$ -</i>	<i>\$ -</i>

Cemetery Trust Fund Five Year Trend



CONFISCATED ASSETS FUND

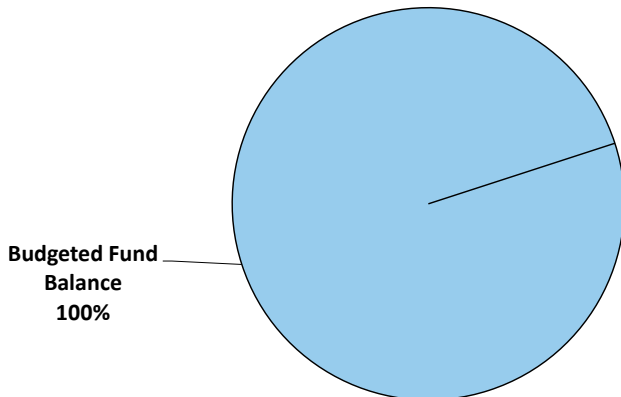
FUND DESCRIPTION:

This fund is a Special Revenue fund. Funds of this type are used to account for the proceeds of specific revenue sources that are legally or donor restricted to expenditures for specific purposes. The Confiscated Assets Fund is used to account for certain asset seizures confiscated by the City Police Department.

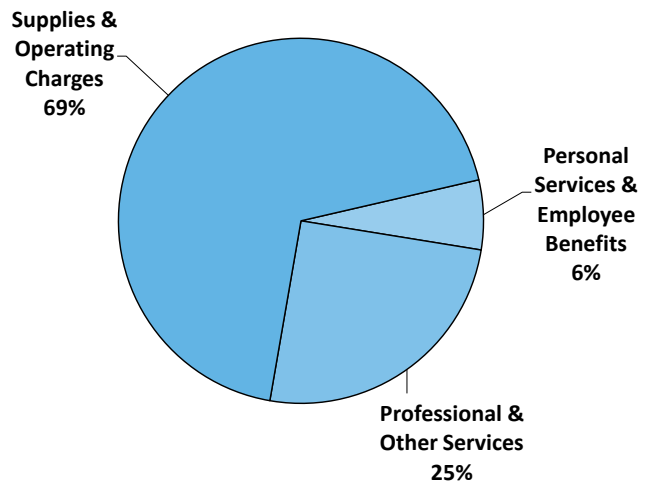
CONFISCATED ASSETS FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Cash Confiscations - State	\$ 42,690	\$ -	\$ -
Cash Confiscations - Local	60,704	-	-
Cash Confiscations - Federal	161,736	-	-
Interest on Investments	5,710	-	-
Budgeted Fund Balance	-	267,950	323,227
Total Revenue	270,840	267,950	323,227
Expenditures			
Personal Services & Employee Benefits	\$ 3,807	\$ 60,000	\$ 15,000
Professional & Other Services	40,834	57,750	61,227
Supplies & Operating Charges	163,653	150,200	167,000
Repairs and Maintenance	-	-	-
Capital Outlay	60,808	-	80,000
Total Expenditures	269,102	267,950	323,227
Excess Revenues Over/(Under) Expenditures	\$ 1,738	\$ -	\$ -

Revenues by Category



Expenditures by Category



ECONOMIC DEVELOPMENT FUND

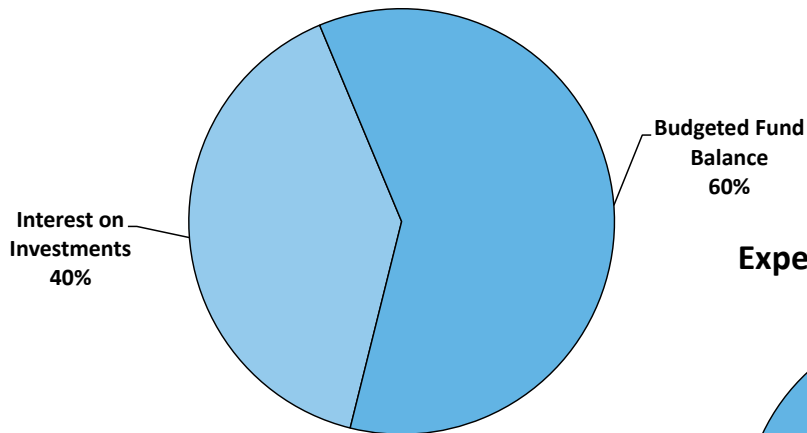
FUND DESCRIPTION:

This fund is a Special Revenue fund. Funds of this type are used to account for the proceeds of specific revenue sources that are legally or donor restricted to expenditures for specific purposes. The Economic Development Fund is used to account for certain economic development activities within the City.

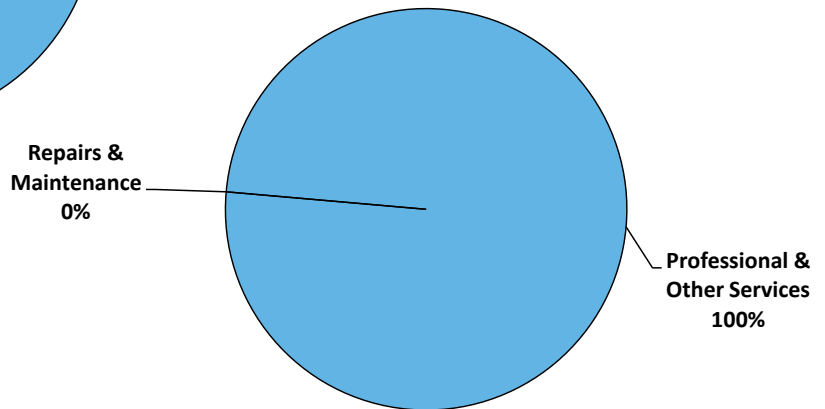
ECONOMIC DEVELOPMENT FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Interest on Investments	\$ 39,016	\$ 25,000	\$ 43,000
Payment in Lieu of Taxes	243,830	-	-
Other Revenue	-	-	-
Gain/Loss on Investments	-	-	-
Transfer from General Fund	-	-	-
Budgeted Fund Balance		58,000	65,000
Total Revenue	282,845	83,000	108,000
Expenditures			
Professional & Other Services	95,816	83,000	108,000
Supplies & Operating Charges	-	-	-
Repairs & Maintenance	-	-	-
Capital Outlay	-	-	-
Debt Service - Gainesville Business Park	-	-	-
Transfers to GG Capital Project Fund	30,000	-	-
Total Expenditures	125,816	83,000	108,000
Excess Revenues Over/(Under) Expenditures	\$ 157,030	\$ -	\$ -

Revenues by Category



Expenditures by Category



FIRE SERVICES FUND

DEPARTMENT DESCRIPTION:

Gainesville Fire District operates 4 fire stations equipped with a total of 13 fire trucks (7 engines, 2 aerials, 2 rescues, 2 squads and Georgia Search and Rescue (GSAR Task Force 1) truck). There are currently 92 employees working on three shifts (24 hours on, 48 hours off) and 11 staff members which include Fire Administration, Fire Operations, Fire Prevention and Training Divisions, for a total of 103 personnel. The Gainesville Fire Department is rated as an ISO Class I Fire Department. This rating allows our residents and businesses to receive lower insurance premiums and superior service.

MISSION STATEMENT:

Gainesville Fire Services District is committed to providing the highest level of fire and public safety services for our community. We protect lives and property through fire suppression, emergency medical response, disaster management, fire prevention and public education.

GOALS & OBJECTIVES:

1. Ensure the highest quality fire services are provided to the citizens and businesses of Gainesville.

- * Maintain our ISO Class I Rating.
- * Continued dialogue with Hall County Fire Services to ensure effective EMS service is being provided to the citizens of Gainesville.
- * Provide professional, safe and efficient emergency response.
- * Monitor and exceed acceptable thresholds within ISO's Fire Suppression Rating Schedule.
- * Monitor and exceed ISO required training hours per certified firefighter.
- Target 5 homes per month in each station's area for smoke alarm installation.

2. Expand coverage to areas affected by growth.

- * Develop a plan of action for location, personnel and equipment for a possible new Station #5 and Sta #6.
- * Develop a plan to seek funding through current and future grants.
- * Develop a plan of action to provide expanded emergency response to areas on and around Lake Lanier and commercial growth areas.

3. Develop and implement health, safety and communication initiatives.

- * Install safety measures for equipment and stations.
- * Modify existing stations to meet cancer awareness measures.
- * Improve communications at Station #2 and Station #3.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Average Response Time (Min:Sec) (Emergency)	QL	4:51	4:43	4:37	4:46	5:00	5:00
Average Training Hours per Firefighter	IO	332	359	352	137	240	240
Total Training Hours Received	IO	33195	36261	35,186	13,650	24,000	24,000
Training Hours Received In-house per Firefighter	IO	N/A	305	314	121	180	180
ISO Rating	ED	I	I	I	I	I	I
Number of Field Inspections	IO	3849	3541	3784	1671	3500	3500

REVENUE SOURCES & ASSUMPTIONS

Real & Personal Property Taxes: All taxable Real and Personal property within the City Limits of Gainesville is subject to ad valorem taxations.

Delinquent Property Taxes: Real and Personal Property Taxes collected after the fiscal year in which they are due.

Motor Vehicle Taxes: Motor vehicles within the city limits of Gainesville are subject to ad valorem taxation.

Penalties & Interest: Penalties and Interest for Delinquent Property Tax and returns not filed or filed late.

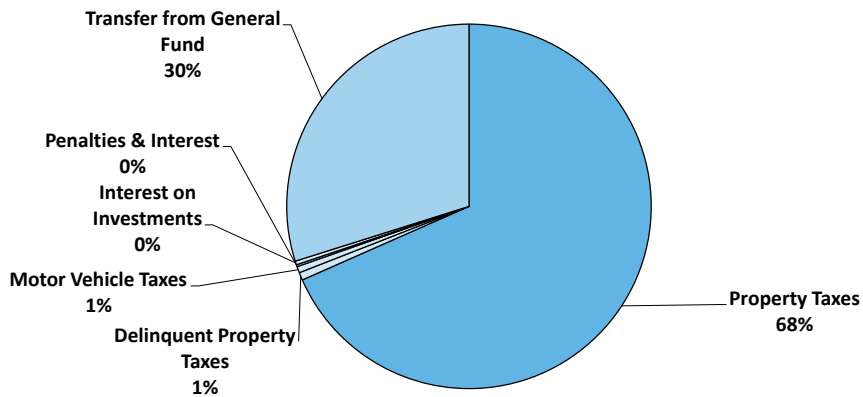
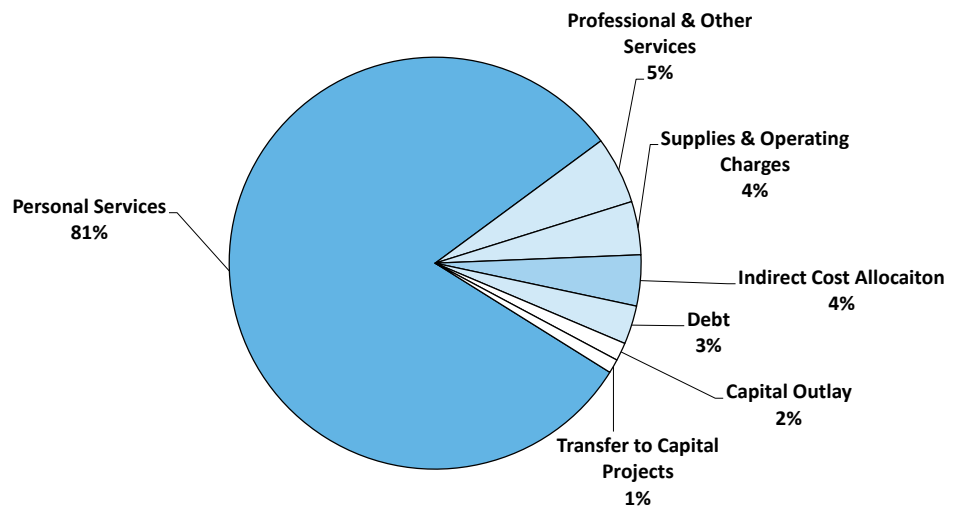
Interest is based on economic conditions, interest rates, and cash flow projections.

Budgeted Fund Balance in part represents prior year taxes collected in excess of budgeted amount and is used to fund capital purchases and other non-recurring expenditures.

FIRE SERVICES FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Millage Rate		1.250	1.250
Property Taxes	\$ -	\$ 5,704,350	\$ 6,182,923
Delinquent Property Taxes	-	57,046	61,829
Motor Vehicle Taxes	-	60,719	50,794
Penalties & Interest	-	15,860	15,860
Interest on Investments	-	20,000	30,026
Transfer from General Fund	-	2,699,225	2,700,000
Budgeted Fund Balance	-	284,000	300,000
Total Revenues	\$ -	\$ 8,841,200	\$ 9,341,432
EXPENDITURES			
Personal Services	-	7,430,171	7,566,045
Professional & Other Services	-	442,709	493,555
Supplies & Operating Charges	-	282,815	390,815
Indirect Cost Allocaiton	-	373,505	373,505
Debt	-	284,000	282,812
Capital Outlay	-	28,000	132,700
Transfer to Capital Projects	-	-	102,000
Total Expenditures	\$ -	\$ 8,841,200	\$ 9,341,432
Excess Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -

***Fire Services Fund was started in FY2019, previously in the General Fund.

Revenues by Category

Expenditures by Category


TAX ALLOCATION DISTRICT FUND

FUND DESCRIPTION:

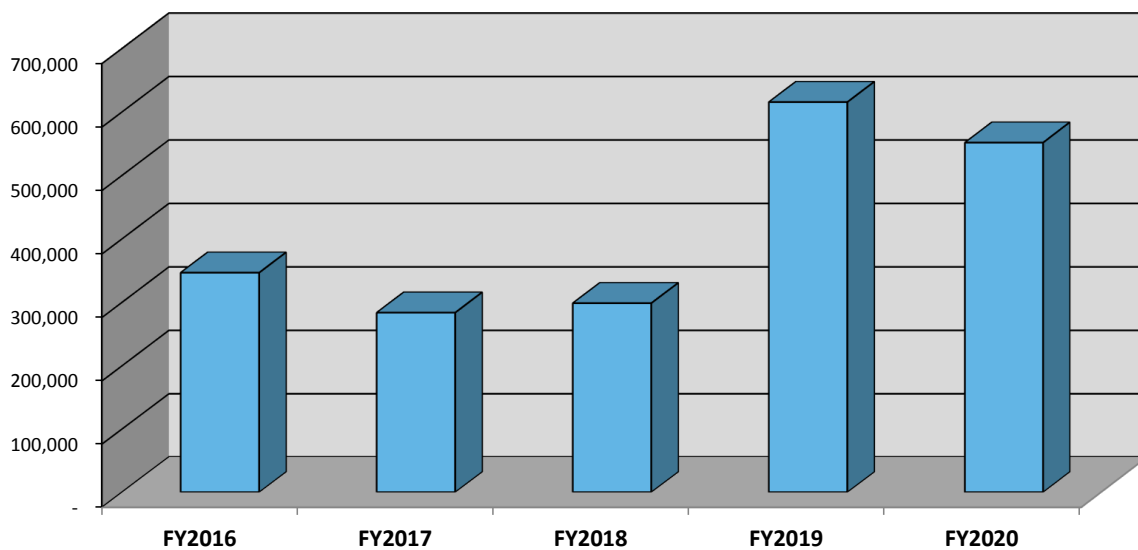
This fund is used to account for ad valorem property tax collections derived from the City's two Tax Allocation Districts (Midtown and Westside) for the purpose of stimulating private redevelopment within these areas.

TAX ALLOCATION DISTRICT FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Property Tax - Current	\$ 42,545	\$ 33,137	\$ 62,100
Intergovernmental	247,900	188,956	209,100
Interest on Investments	8,295	1,650	15,000
Budgeted Fund Balance	-	391,912	265,543
Total Revenue	298,740	615,655	551,743
Expenditures			
Payments to Others	137,350	615,655	533,843
Transfer to Debt Fund	-	-	17,900
Available for Capital Projects	-	-	-
Total Expenditures	137,350	615,655	551,743
Excess Revenues Over/(Under) Expenditures	\$ 161,391	\$ -	\$ -

* On November 20, 2018, The Gainesville City Council dissolved the Lakeshore Mall TAD and created the Westside TAD

Five Year Budgeted Revenue Trend



HOTEL MOTEL TAX FUND

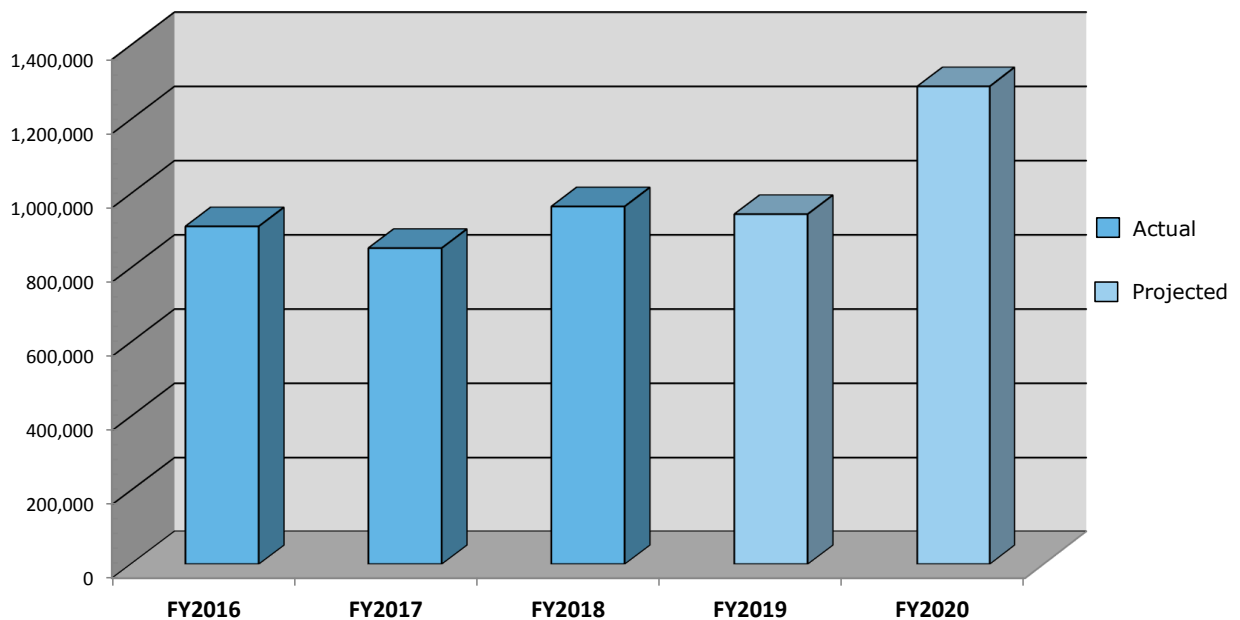
FUND DESCRIPTION:

Hotel/Motel Tax is a tax on room rentals at hotels and motels located within the City. The tax was assessed at the rate of 6% for fiscal years before 2020. The tax rate was raised to 8%. The revenue assumption for the fiscal year budget presented here was projected by calculating the forecasted tax base for the coming fiscal year (estimated by using the tax bases from several prior fiscal years) and then assessing the base at the rate of 8%.

HOTEL MOTEL TAX FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Hotel/Motel Taxes (5%)	\$ 804,167	\$ 786,462	\$ -
Hotel/Motel Taxes (1% for Capital Projects)	160,869	158,335	-
Hotel/Motel Tax - Non Restricted (3%)	-	-	483,267
Hotel/Motel Tax - CVB (3.5%)	-	-	563,811
Hotel/Motel Tax - Tourism Development or CVB (1.5%)	-	-	241,633
Interest	753	200	600
Budgeted Fund Balance		-	
Total Revenue	965,789	944,997	1,289,311
Expenditures			
Gainesville Convention and Visitor's Bureau	461,533	576,662	942,589
Payment to Other Agencies	11,250	-	-
Available for Capital Outlay	-	-	103,367
Transfer to Capital Projects	260,500	210,000	85,000
Transfer to Debt Service	160,869	158,335	158,355
Total Expenditures	894,152	944,997	1,289,311
Excess Revenues Over/(Under) Expenditures	\$ 71,638	\$ -	\$ -

Five Year Budget Trend



IMPACT FEE FUND

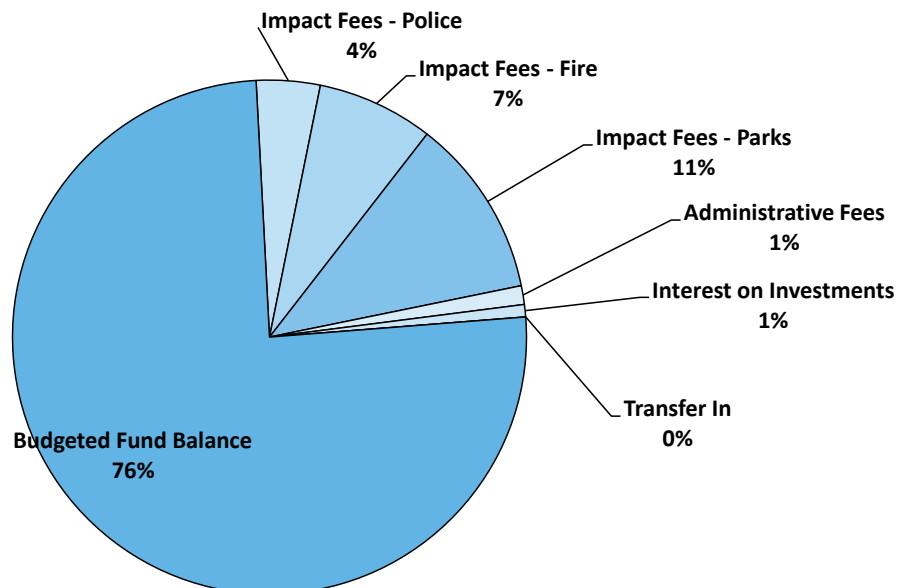
FUND DESCRIPTION:

Impact fees are collected by the City for the following areas: Police, Fire, and Parks & Recreation. The city also collects impact fees for libraries and the detention facility on behalf of Hall County. All fees collected are deposited into special accounts earmarked for the aforementioned divisions. Funds expended on these service areas must be used on items identified in the Capital Improvement Element of the City of Gainesville's Comprehensive Plan. The Financial Services Department and Department of Planning and Development are required to submit annual reports detailing the expenditure of funds to the Department of Community Affairs. The Gainesville City Council has designated, through ordinance, the Director of Planning and Development as the Impact Fee Administrator.

IMPACT FEE FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Impact Fees - Police	\$ 49,316	\$ 42,000	\$ 127,871
Impact Fees - Fire	89,850	70,000	233,574
Impact Fees - Parks	722,560	420,000	359,800
Administrative Fees	30,871	15,960	37,519
Interest on Investments	23,107	25,468	24,908
Transfer In	-	-	-
Budgeted Fund Balance	-	426,572	2,403,847
Total Revenue	915,704	1,000,000	3,187,519
Expenditures			
Transfer to General Fund	30,871	-	37,519
Transfer to Capital Project Funds - Police	-	-	-
Transfer to Capital Project Funds - Fire	-	350,000	600,000
Transfer to Capital Project Funds - P&R	230,000	650,000	2,550,000
Available for Capital Projects	-	-	-
Total Expenditures	260,871	1,000,000	3,187,519
Excess Revenues Over/(Under) Expenditures	\$ 654,833	\$ -	\$ -

IMPACT FEE FUND REVENUES BY TYPE



INFORMATION TECHNOLOGY FUND

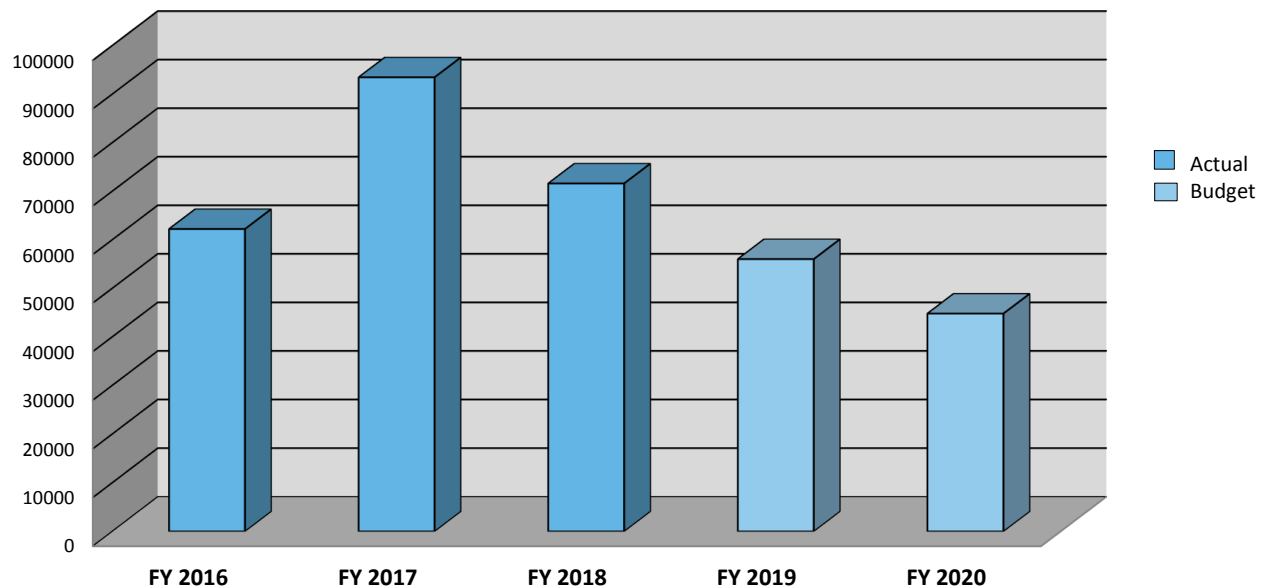
FUND DESCRIPTION:

This fund is used to account for an Information Technology fee derived from each citation issued by City of Gainesville Police officers, for the purpose of improving functionality and efficiency through the use of enhanced technology.

INFORMATION TECHNOLOGY FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Technology Fees	\$ 69,745	\$ 55,000	\$ 44,784
Interest on Investments	1,841	1,000	-
Budgeted Fund Balance	-	-	-
Total Revenue	71,586	56,000	44,784
Expenditures			
Transfers to GG CIP	181,500	-	31,000
Supplies and Operating Charges	28,574	-	13,784
Capital Outlay	-	56,000	-
Available for Capital Projects	-	-	-
Total Expenditures	210,074	56,000	44,784
Excess Revenues Over/(Under) Expenditures	\$ (138,488)	\$ -	\$ -

Five Year Trend



PARKS AND RECREATION

DEPARTMENT DESCRIPTION:

The Gainesville Parks and Recreation Agency was founded in 1924 by a special election by the citizens of Gainesville. Governed by a nine-member appointed board having the legal responsibility to provide, establish, maintain and conduct a comprehensive parks and recreation program, the Gainesville Parks and Recreation is funded through City of Gainesville ad valorem taxes and fees & charges. All programs are available to city residents as well as those residing outside the City. Therefore, in fairness to the residents of Gainesville, a non-resident fee may be added to programs to help offset the costs of providing them. The Gainesville Parks and Recreation Agency is one of only 166 agencies nationwide and one of eleven agencies in the State of Georgia to have achieved accreditation from the Commission for Accreditation of Parks and Recreation Agencies. Parks and Recreation provides benefits for Our Health, Our Community, Our Youth, Our Environment, and Our Economy.

MISSION STATEMENT:

The Gainesville Parks and Recreation Agency, through a coordinated effort, seeks to enrich the quality of life of the citizens we serve by providing safe and accessible facilities and a diversified program of activities in an effective, efficient, equitable and responsive manner.

GOALS & OBJECTIVES:

1. To enhance the quality of life of the citizens of Gainesville through Service Quality in Parks and Recreation Opportunities.

- * Provide high quality, clean, safe, accessible and diversified park amenities and open spaces that support opportunities for active and passive recreation for all citizens through continuous inspection of all parks and facilities.
- * Continue to increase health and wellness opportunities by expanding fitness offerings at Frances Meadows and other facilities/parks.
- * Provide well-maintained rental spaces that meet the needs of citizens while maximizing equipment and facility life spans.
- * Expand recreational services through operational control of Lake Lanier Olympic Park.
- * Utilize the Agency's Strategic Plan and 2030 Master Plan to focus on the future of the parks and recreation activities and services.

2. To sustain financial stewardship through streamlining leisure services and building effective partnerships that support the needs of the citizens.

- * Continue to offset operational costs through increased sponsorships.
- * Review fees and charges at Frances Meadows Aquatic Center based on operational costs, while still in line with market analysis.
- * Communicate better with other City departments, service providers, City Schools, and County Parks & Leisure to support service delivery.
- * Review service programming: Increase free opportunities; Support and promote self recreation; and review all programming based on partnerships.

3. To provide customer satisfaction for all Agency programs, facilities, and services.

- * Maintain customer service campaign that solicits and monitors public input regarding the Agency's performance in services provided.
- * Provide major and operating capital to implement updates and upgrades to facilities, parks and programs based on public input. (Park Signage, City Park Renovations, Longwood Tennis Courts Resurfaced, Skate Park Development, Etc.)
- * Improve park maintenance through a strengthened organizational structure and through promotion of external stewardship.
- * Provide Staff training opportunities.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
# Park Audits Annually	IO	20	20	20	10	21	21
# Youth Athletic participants*	LS	1814	2407	2365	1115	1750	2000
Decrease energy consumption	IO	-2%	-8%	1%	-4%	Even	Even
# Staff training opportunities	IO	154	161	215	75	150	150
# Sponsorships	IO	72	75	77	29	75	75
# Fitness visits to Frances Meadows Center **	LS	50240	57,800	61,895	32,093	50,000	60,000
# Volunteer Hours	IO	13913	12,435	10,370	5,455	10,500	11,000
Customer Service Rating ***	IO	3.7	3.7	3.8	3.7	3.8	3.8
# Written Partnership Agreements	IO	13	14	14	14	14	14

*Youth Athletic participation includes Travel Ball players at Lanier Point & Lanier Aquatic Swimmers **Fitness Center and Classes ***Rating scale 1-poor to 4-excellent.

REVENUE SOURCES & ASSUMPTIONS

Ad Valorem Tax is based on the same projected digest used for the General Fund.

Charges for Services includes admissions, program and league fees, facility leases, concession operations, etc. Projections rely on historical trends and economic conditions.

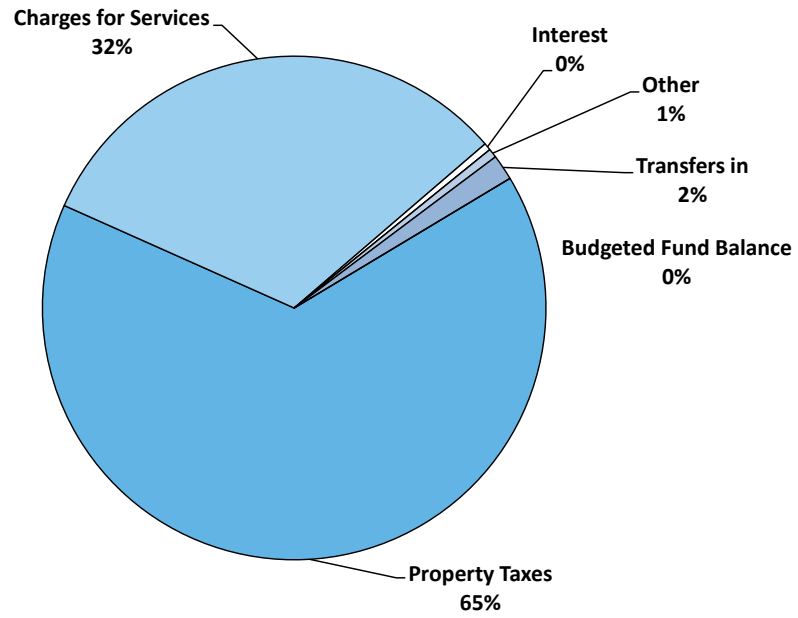
Interest is based on economic conditions, interest rates, and cash flow projections.

Budgeted Fund Balance in part represents prior year taxes collected in excess of budgeted amount and is used to fund capital purchases and other non-recurring expenditures.

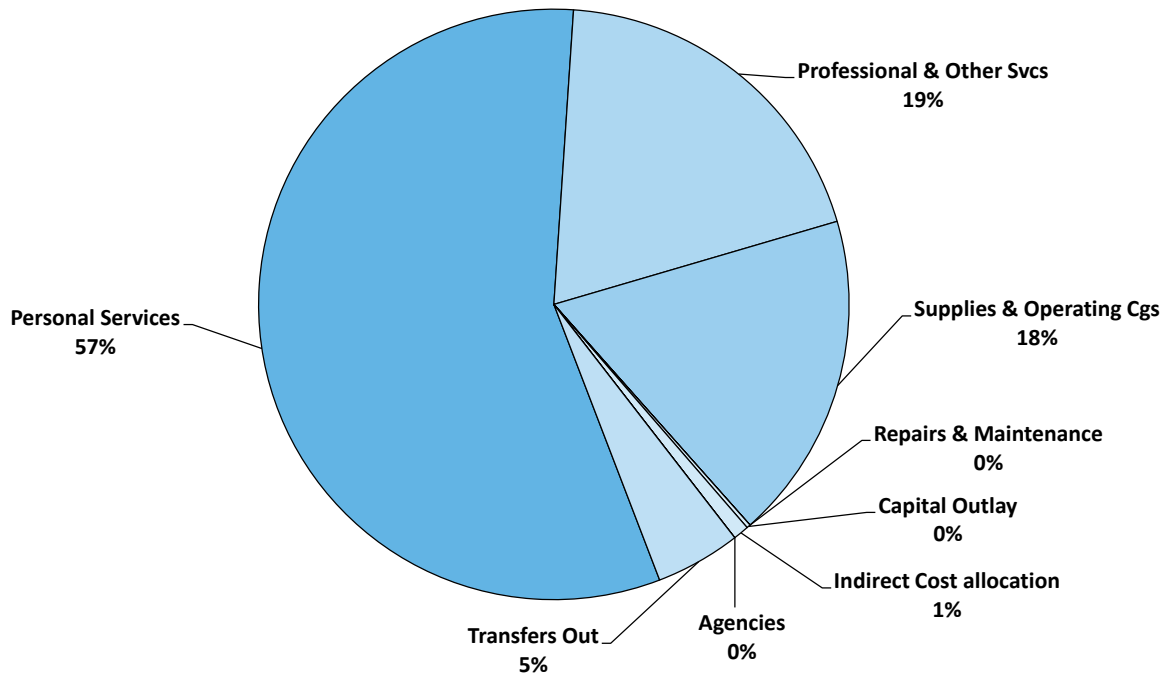
PARKS AND RECREATION FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Millage Rate	0.750	0.750	0.750
Property Taxes	\$ 3,270,267	\$ 3,476,933	\$ 3,780,828
Charges for Services	1,791,776	1,780,340	1,854,825
Interest	29,749	8,200	27,250
Intergovernmental	-	-	-
Other	50,184	2,000	33,500
Transfers in	51,577	-	94,855
Budgeted Fund Balance	-	-	-
Total Revenues	5,193,553	5,267,473	5,791,258
EXPENDITURES			
Personal Services	2,636,720	2,977,634	3,295,071
Professional & Other Svcs	882,302	623,681	1,123,238
Supplies & Operating Cgs	903,055	1,032,344	1,040,949
Repairs & Maintenance	-	205,519	-
Capital Outlay	16,500	18,295	12,000
Indirect Cost allocation	50,000	50,000	50,000
Agencies	153,572	150,000	-
Transfers Out	601,600	210,000	270,000
Total Expenditures	5,243,748	5,267,473	5,791,258
Excess Revenues Over/(Under) Expenditures	\$ (50,196)	\$ -	\$ -

Revenues by Category



Expenditures by Category



GAINESVILLE CONVENTION AND VISITOR'S BUREAU

DEPARTMENT DESCRIPTION:

The Gainesville Communications and Tourism Office combines Main Street Gainesville, Public Information for City residents and Convention and Visitor's Bureau.

MISSION STATEMENT:

Inform Gainesville residents on city government and city services, promote the downtown/midtown area as a new location for business, provide marketing support for existing businesses, and partner with area hotels and numerous local attractions to bring more visitors to the City.

FY2020 GOALS & OBJECTIVES:

1. Increase Tourism Activity in Gainesville

- * Attract four new events to benefit local hotels, which could include conventions, trade shows, sporting tournaments, or special events.
- * Create three overnight packages to be marketed online.
- * Increase awareness of lake access points via digital and print media.

2. Encourage new business development and enhance established businesses around the Gainesville Square

- * Increase connectivity throughout Historic Downtown Gainesville through promotion of the Highlands to Islands Trail.
- * Use placemaking to generate interest in under-utilized areas of downtown.
- * Increase Main Street membership.

3. Promote Community Awareness of City Services and Utilization of City Programs

- * Continue the new "mini" Citizens' Government Academy to expand the program's reach into the community.
- * Create a new "Welcome to Gainesville" program targeting foreign born residents who may be unaware of city services.
- * Redesign the city website so it is easier to access via mobile devices and offers more services.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Events Booked	LS	24	20	29	31	31	35
Main Street Events	LS	30	31	31	31	31	31
Total Main Street Members	IO	25	30	26	26	30	40
Social Media (Facebook and Twitter) Posts	LS	N/A	398	546	409	700	800
Gainesville.org Users	LS	357,324	369,022	360,031	174,498	370,000	380,000
Hotel/Motel Revenue	LS	\$902,581	\$928,816	\$966,533	\$529,512	\$944,797	\$950,000

REVENUE SOURCES & ASSUMPTIONS

Hotel/Motel Tax is a tax on room rentals at hotels and motels located within the City.

Charges for Services includes admissions, program and league fees, facility leases, concession operations, etc. Projections rely on historical trends and economic conditions.

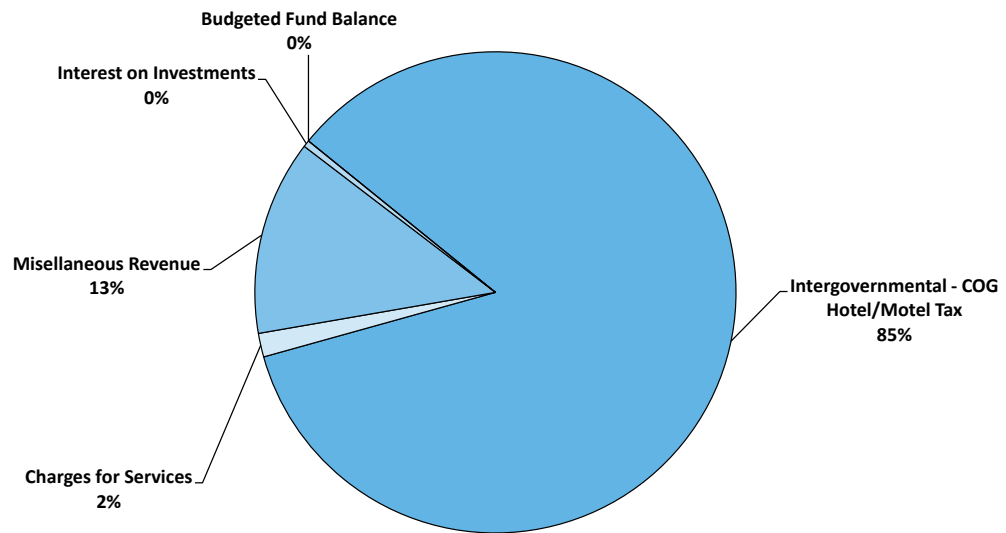
Interest is based on economic conditions, interest rates, and cash flow projections.

Budgeted Fund Balance in part represents prior year taxes collected in excess of budgeted amount and is used to fund capital

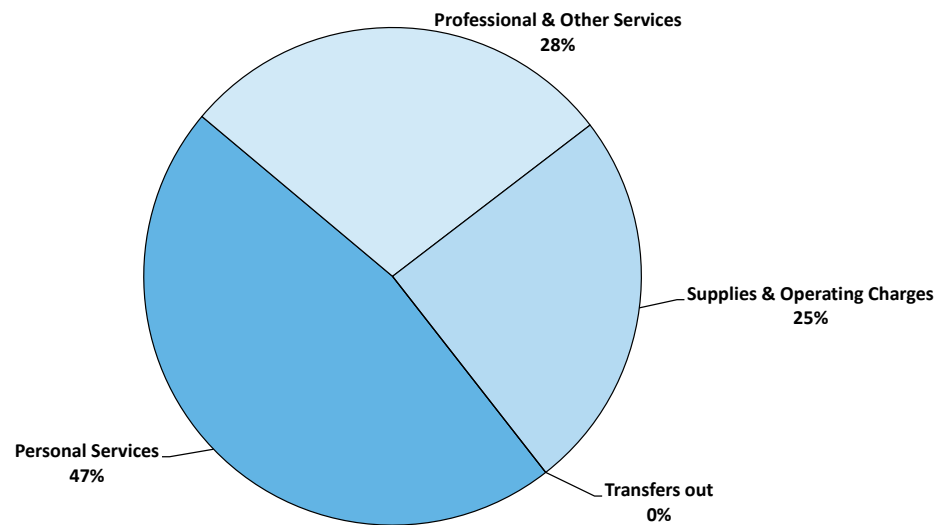
GAINESVILLE CONVENTION AND VISITOR'S BUREAU FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Intergovernmental - COG Hotel/Motel Tax	\$ 461,533	\$ 576,662	\$ 942,589
Charges for Services	17,098	2,500	17,700
Interest on Investments	4,423	4,263	5,000
Misellaneous Revenue	11,896	11,500	145,689
Budgeted Fund Balance	-	4,555	-
Total Revenues	494,950	599,480	1,110,978
EXPENDITURES			
Personal Services	351,380	337,238	518,413
Professional & Other Services	213,562	111,013	316,563
Supplies & Operating Charges	59,613	151,229	276,002
Transfers out	5,660	-	-
Capital Outlay	-	-	-
Total Expenditures	630,216	599,480	1,110,978
Excess Revenues Over/(Under) Expenditures	\$ (135,266)	\$ -	\$ -

Revenues by Category



Expenditures by Category



LAND BANK AUTHORITY

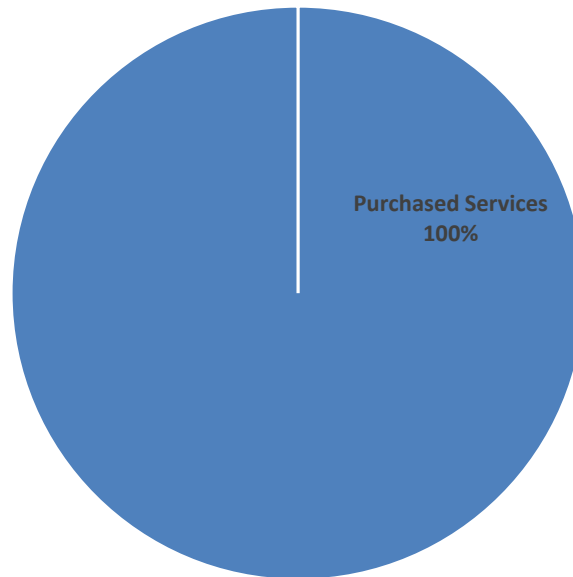
FUND DESCRIPTION:

This fund is used to account for any transactions associated with the management of property held by the Land Bank Authority.

INFORMATION TECHNOLOGY FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Transfers in	\$ -	\$ -	\$ 75,000
Interest on Investments	-	-	-
Budgeted Fund Balance	-	-	-
Total Revenue	-	-	75,000
Expenditures			
Purchased Services	-	-	75,000
Supplies and Operating Charges	-	-	-
Capital Outlay	-	-	-
Available for Capital Projects	-	-	-
Total Expenditures	-	-	75,000
Excess Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -

* The Land Bank Authority was established during FY2019.



CAPITAL IMPROVEMENT PROGRAM

FUND DESCRIPTION:

These budgets represent the first year of the present five year Capital Improvement Program (CIP). The section also includes a summary of the entire CIP, as well as more detailed information regarding those projects funded for the first year. Capital improvement budgets remain open until the project is completed.

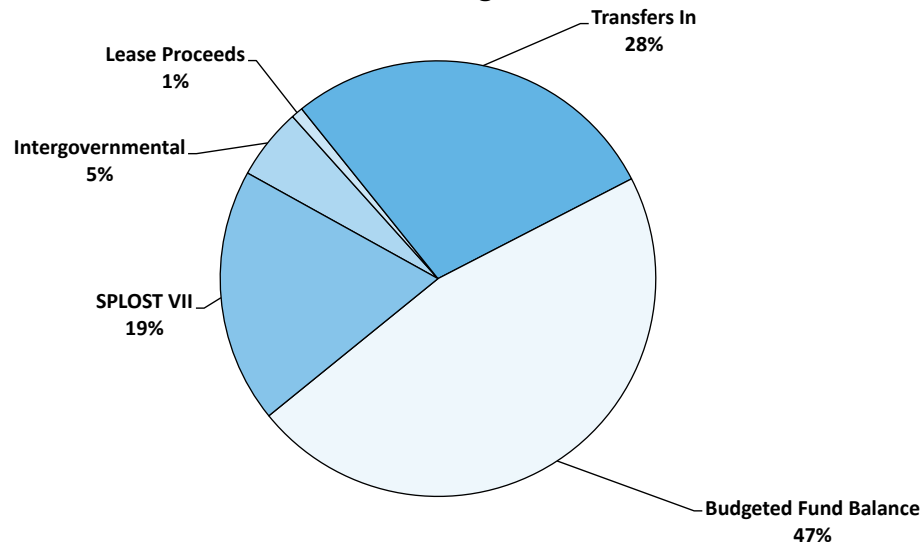
MISSION STATEMENT:

It is the mission of the Capital Improvement Program to identify, measure, and plan for future Capital needs while adhering to the central mission of the City of Gainesville.

CAPITAL IMPROVEMENTS PROGRAM FUND SUMMARY

REVENUES	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET
Intergovernmental:			
Georgia Department of Transportation	\$ 250,000	\$ 250,000	\$ 300,000
Federal Grants	737,500	959,100	1,216,000
Hall County	-	-	154,050
SPLOST VII	3,115,000	6,010,000	5,948,816
Lease proceeds	-	961,000	275,000
Contributions	-	-	-
Solid Waste Fund	235,000	-	-
Golf Course Fund	60,000	-	-
Transfers From:			
Community Service Center	28,300	-	-
Economic Development Fund	30,000	-	-
General Fund	3,300,662	4,682,542	4,408,322
Fire District			102,000
Hotel/Motel Tax Fund	250,000	210,000	85,000
Information Tech Fund	181,500	-	31,000
Department of Water Resources Operating Fund	558,480	919,380	-
Impact Fee Fund	230,000	1,000,000	3,150,000
TV-18	5,660	-	-
Cemetery Trust Fund	50,000	-	-
Solid Waste Fund	5,660	435,000	826,000
Airport	125,000	-	-
Gainesville CVB	5,660	-	-
Vehicle Services	42,000	-	-
Parks and Recreation	425,000	210,000	270,000
Budgeted Fund Balance:			
DWR Fund Balance	9,966,000	38,368,000	13,385,000
CSC Fund Balance	-	-	75,000
Capital Projects Fund Balance	1,000,000	-	1,250,000
Total Revenues	\$ 20,601,422	\$ 54,005,022	\$ 31,476,188

FY 2020 Funding Sources

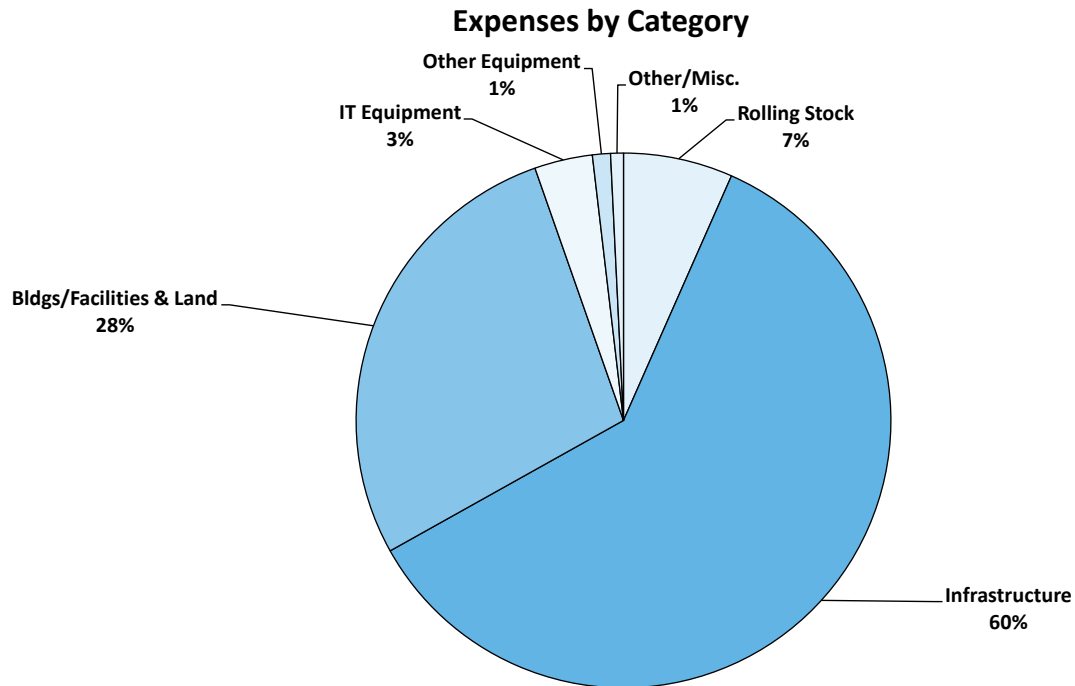


CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET
City Managers Office			
City Campus Improvements	-	-	525,000
Municipal Code Update	20,000	-	30,000
Multi Purpose Room Enhancements	-	-	96,000
Financial Services			
New Software and Enhanced Systems	-	-	100,000
Information Technology			
Expansion of Disk Storage	200,000	40,000	200,000
Network Security	40,000	60,000	-
Network Upgrade	200,000	148,100	100,250
Automated Email Archive	56,000	-	-
Intrusion Prevention/Detection System	70,000	-	-
Data Center Uninterruptable Power System and A/C	-	275,000	-
Vehicle Replacement	-	-	30,000
Community Development Department			
Vehicles	-	-	89,100
Dilapidated Property Demolition	100,000	-	-
Green Street Station Renovation	25,000	-	-
Downtown Wireless Hot Zone	60,000	-	-
Midtown Greenway - Phase III	33,400	-	-
10 Year Update - Capital Imp Element (CIE)	30,000	-	-
Park Hill Dr. Neighborhood Plan	-	30,000	35,000
Green Street Station Renovation	-	50,000	-
Midtown Greenway-Phase III	-	200,400	-
ULDC Update	-	-	70,000
Police			
Police Department Fleet (New)	405,000	297,000	275,000
MVR Camera System	-	-	-
License Plate Recognition System	40,000	-	-
Portable Radios	93,522	93,522	93,522
Video/Audio Recording Equipment	-	-	55,000
Fire Services			
Fire Station #2 Relocation	-	-	600,000
Fleet Replacement - Battalion Vehicle Replacement	-	-	42,000
Replacement Radios	110,000	110,000	60,000
New Station Planning	50,000	-	-
Preemption Lights System	70,000	-	-
Fleet Replacement - Truck (Replace 4214)	38,000	-	-
Fleet Replacement Aerial Apparatus (Lease)	-	284,000	-
New Station #5 & #6 Planning	-	250,000	-
Fire Rescue Boat	-	350,000	-
Public Works - Public Land and Buildings			
Administrative Building Renovation	500,000	825,000	771,000
Parking Deck Design	-	-	250,000
Fleet Replacement - Service Truck	-	-	45,000
Fleet Replacement - Fleet Vehicle	-	-	30,000
GAB Generator Replacement	175,000	-	-
Parking Deck Public Restroom	150,000	-	-
Cleaning and Sealing City Hall	100,000	-	-
Roosevelt Square Lighting Project	-	40,000	-

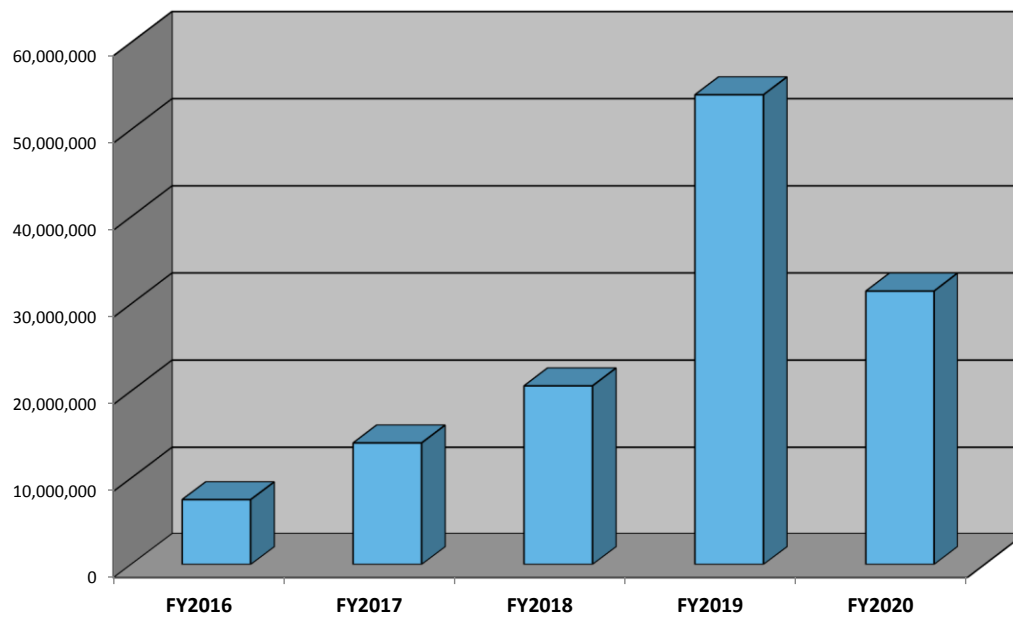
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET
Public Works - Engineering			
Street Resurfacing (Major Projects)	500,000	500,000	550,000
Roadway Patching Program	125,000	125,000	125,000
Greenway Connectivity	-	-	1,200,000
In-House Paving Program	660,000	660,000	660,000
Roadway Beautification	65,000	150,000	100,000
Interchange Beautification	80,000	-	-
Transportation Plan Implementation	900,000	500,000	350,000
Downtown Alley and Plaza Program	-	-	50,000
Sidewalk Program	75,000	75,000	75,000
Bridge Maintenance Program	25,000	-	25,000
Green Street Study Implementation	250,000	100,000	50,000
Traffic Calming / Road Safety Devices	40,000	40,000	40,000
Asphalt Preservation	25,000	50,000	50,000
Fleet Replacement	30,000	-	60,000
Streetscaping - Washington & Bradford	1,200,000	1,050,000	-
Davis Street Extension	-	75,000	-
Dawsonville Hwy/McEver Road Connector	-	900,000	-
Park Hill Drive Improvements	-	425,000	-
Public Works - Traffic			
Thermoplastic Restriping	25,000	-	25,000
Crew Cab Service Truck	50,000	-	-
New Traffic Engineering Shop (Planning)	50,000	-	-
Intelligent Transportation Systems (ITS)	200,000	300,000	300,000
Shallowford Corridor Signal Upgrades	-	100,000	-
Thermoplastic Restriping of City Streets	-	55,000	-
Replacement Bucket Truck	-	180,000	70,000
Traffic Signal Upgrades	-	-	50,000
Public Works - Street Maintenance			
Fleet Replacement - Service Truck	140,000	-	-
Backhoe Loader	100,000	-	-
Fleet Replacement - Crew Truck	40,000	-	40,000
Fleet Replacement - Light Duty Truck	40,000	-	-
Asphalt Zipper	80,000	-	-
Asphalt Roller	50,000	-	-
Fleet Replacement - ROW Crew Truck	40,000	-	40,000
Leaf Box Dump Truck (Lease)	-	200,000	-
Asphalt Patch Truck (Lease)	-	180,000	-
New Leaf Vacuum Machines 2 @ \$35k	-	70,000	-
Mini Excavator	-	100,000	-
Brine Dump Truck	-	-	180,000
Brine Maker	-	-	35,000
Hook Lift Dump Truck	-	-	180,000
Stormwater			
Stormwater Rehabilitation Program	1,000,000	900,000	843,816
Cemetery			
Freeground Memorial	50,000	-	-
Fleet Replacement - Crew Cab Truck	-	-	30,000
Gainesville Convention and Visitors Bureau			
Gainesville Signage	100,000	100,000	-
Highlands to Islands Signage	-	75,000	-
Downtown Shuttle	-	35,000	-
Gainesville Website Redesign	-	-	85,000
Cable Television Fund			
Production Equipment (Mobile)	-	-	-
Production Vehicle	-	-	-

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET
Parks and Recreation			
Youth Sports Complex	205,000	3,300,000	3,045,000
Civic Center Exterior Improvments	75,000	-	-
Parks Master Plan	150,000	-	-
Desota Park Renovations	225,000	-	-
Playground Improvements	130,000	150,000	-
Lanier Point Athletic Complex Improvements	75,000	-	-
FMACC Pebbleflex Replacement	-	80,000	-
Park Signage-Systemwide	-	150,000	100,000
FMACC Camera System Replacement	-	55,000	-
Skate Park	-	100,000	1,950,000
Concessions/Restroom Building Replacement	-	250,000	600,000
Skidsteer	-	50,000	-
Park Vehicles	-	25,000	55,000
Tennis Court Resurfacing	-	-	60,000
VSI Software Upgrade	-	-	55,000
Lake Lanier Olympic Park Improvements	-	-	250,000
Community Service Center			
Buses (Dial-A-Ride)	150,000	-	-
Hall Area Transit Equipment	132,500	187,000	-
Hall Area Transit Property	50,000	-	-
Buses (Gainesville Connection)	-	645,000	240,000
MOW Kitchen Expansion	-	25,000	-
MOW Fleet Replacement	-	35,000	35,000
CSC Building Roof Project	-	-	150,000
CSC Building Renovation	-	-	235,500
MOW Kitchen Flooring	-	-	25,000
Solid Waste			
Fleet Replacement Packer Truck	190,000	-	208,000
Fleet Replacement Scooter Truck	45,000	-	-
Downtown Solid Waste Study	-	100,000	-
Knuckleboom Trash Loader	-	190,000	175,000
Brush Chipper	-	100,000	-
Light Duty Garbage Truck	-	45,000	76,000
Street Sweeper	-	-	250,000
Leaf Vacuum Machine	-	-	40,000
Lift Gate Truck	-	-	42,000
Replacement Fleet Truck	-	-	35,000
Airport			
Terminal Building Renovations	500,000	-	-
Golf Course			
Clubhouse Roof Replacement	35,000	-	-
Cushman Truckster	25,000	-	-
Pump Station Repair	-	32,000	-
Toro 4500 Rotary Rough Mower	-	70,000	-
Maintenance Building Extension	-	-	200,000
Vehicle Services			
Fleet Replacement - Truck	42,000	-	-
Vehicle Lifts	-	50,000	-

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET
Department of Water Resources			
Annual Meter Infrastructure	150,000	-	-
Athens Highway Sanitary Sewer Extension	500,000	3,000,000	1,000,000
Environmental Services Building Imp/Upgrade	210,000	-	-
Flat creek Water Reclamation Facility - Digester Upgrade	1,000,000	1,750,000	-
Flat Creek WRF - Comprehensive Master Plan	250,000	250,000	-
Flat Creek WRF - Upgrades	1,250,000	-	-
Lakeside Drive Variable Frequency Drive	300,000	-	-
Laboratory Information Management System	150,000	-	-
Linwood WRF Membrane Replacement	2,150,000	-	-
Meter Replacement Program	500,000	1,500,000	-
Pressure Monitors	100,000	-	-
Riverside Drive Water Treatment Plant - concrete	620,000	620,000	-
Riverside WTP - #4 Raw Water Pump	116,000	-	-
Riverside WTP - Solids Handling Upgrades	1,300,000	-	-
Tanks Maintenance Program	700,000	200,000	-
Utility Service Truck	120,000	-	-
Vactor Truck	400,000	-	-
Water Distribution System Hydraulic Monitoring	150,000	-	-
Automated Meter Infrastructure	-	150,000	150,000
Asset Management Implementation and Improvements	-	200,000	300,000
Athens Highway Utility Relocation Due to GA DOT Project	-	500,000	-
Clermont Pressure Zone Backup Booster Station and Tank	-	300,000	-
Environmental Services Building HVAC	-	400,000	-
Directional Boring Machine	-	150,000	-
Trackhoe	-	250,000	-
Flat Creek Sanitary Sewer Collection Sys. Master Plan	-	500,000	-
Flat Creek Watershed Improvements	-	150,000	-
Flat Creek Water Reclamation Facility Improvements	-	2,868,000	-
FY19 Sanitary Sewer Main Improvements	-	1,750,000	-
FY19 Water Main Extensions and Improvements	-	3,000,000	-
Glenwood Drive Roundabout Utilities Relocation	-	280,000	-
Hancock Facility Relocation	-	1,000,000	-
IT Upgrades	-	250,000	250,000
Lake Knickerbocker Dam Improvements	-	1,750,000	-
Lake Lanier Water Quality Study	-	250,000	-
Lakeside Water Treatment Plant Improvements	-	500,000	-
Lift Station Improvements	-	850,000	850,000
Linwood Discharge Pipe	-	3,000,000	-
Linwood Membranes	-	1,150,000	-
Old Cornelia Hwy/Old Athens Rd Sanitary Sewer Extension	-	2,500,000	-
Riverside/Lakeside WTP Driveway Sealing	-	475,000	-
Riverside WTP High Service Pump with VFD	-	1,200,000	-
Riverside WTP Improvements	-	500,000	1,265,000
Source Water Assessment	-	200,000	-
Spout Springs Utility Relocation to GA DOT Project	-	3,500,000	-
Utility Service Truck	-	125,000	-
Water Reclamation Facilities Electrical Control Upgrades	-	500,000	250,000
Water Treatment Facilities Comprehensive Master Plan	-	500,000	-
Jesse Jewel Pkwy, Queen City Pkwy Utility Reloc	-	1,800,000	-
Water Treatment Plants Electrical Control Upgrades	-	500,000	250,000
Downtown Utilities Improvements	-	-	2,700,000
Inert Landfill Closure	-	-	1,000,000
Maintenance Facility Relocation	-	-	4,000,000
Meter Maintenance Program	-	-	750,000
Reverside Contract Rehabilitation	-	-	620,000
Capital Reserves	-	-	1,554,000
Total Expenditures	\$ 20,501,422	\$ 54,005,022	\$ 31,476,188



Five-Year Budgeted Funding Trend



DEBT SERVICE FUND

FUND DESCRIPTION:

The Debt Service Fund is used to account for the accumulation of resources and payment of general government long-term debt principal and interest from governmental resources.

Entering into fiscal year 2019, the City of Gainesville's general obligation debt is projected to be \$21,470,000

Frances Meadows Center	\$	6,845,000
Parking Deck	\$	2,485,000
Main Street Property	\$	4,735,000
TWS Building	\$	1,505,000
TAD Bond	\$	4,465,000

Georgia law provides that general obligation debt be no greater than 10% of the City's total assessed value. This 10%, minus general obligation bonds outstanding is classified as the government's legal debt margin. A computation of the City's legal debt margin follows:

Net General Obligation Bond Tax Digest	\$	5,278,694,731
Debt Limit - 10% of Assessed Value	\$	527,869,473
Less General Obligation Bonds Outstanding		20,035,000
Legal Debt Margin	\$	507,834,473.10

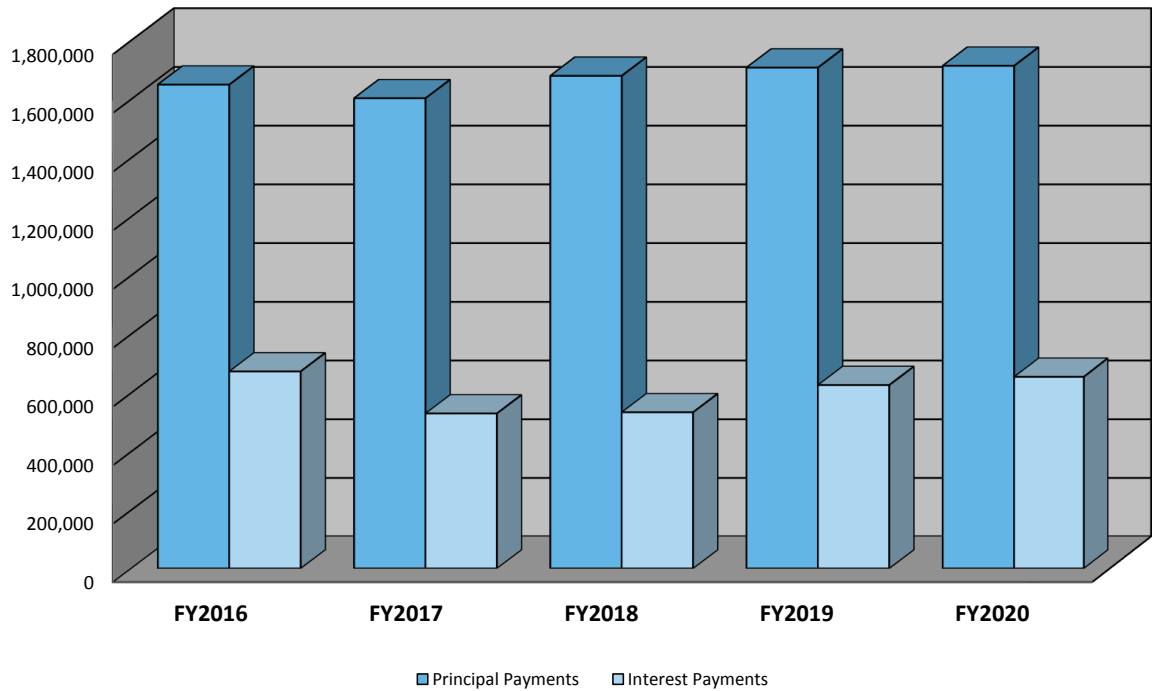
Bonded debt per capita, based on an estimated population of 40,000 is \$537.

The City's debt related to capital leases is anticipated to increase to \$272,723 during fiscal year 2018. The City anticipates \$297,000 in new capital leases during FY2019.

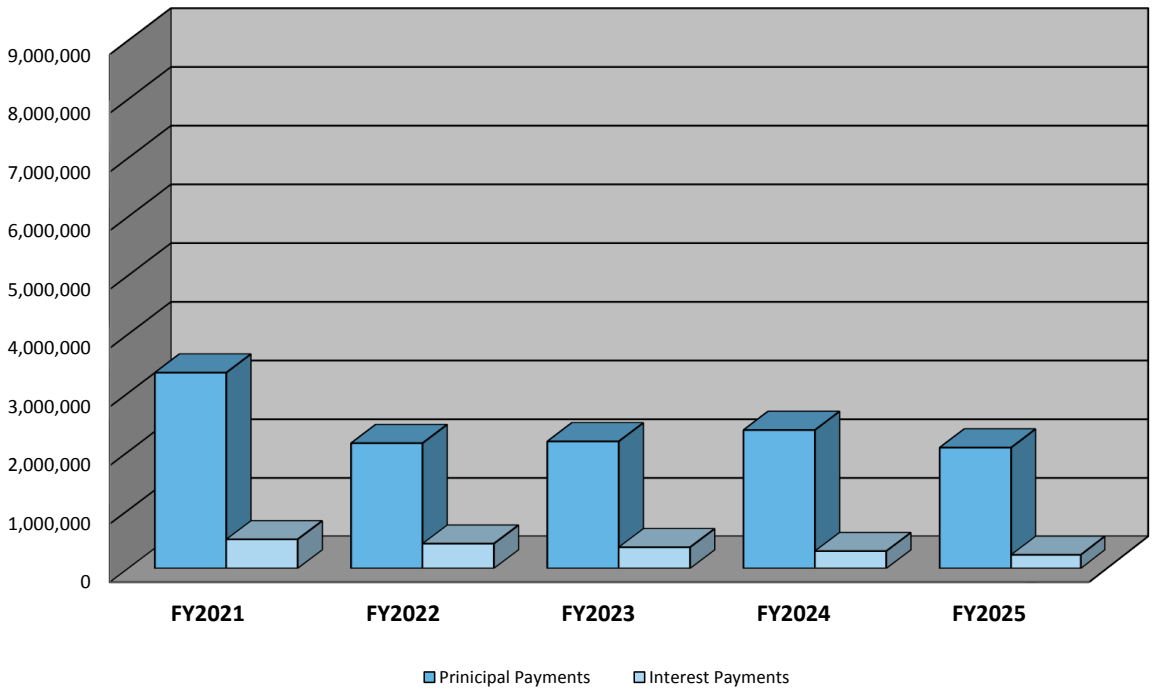
DEBT SERVICE FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Millage Rate	.569	.569	.551
Taxes	\$ 2,481,988	\$ 2,559,265	\$ 2,790,540
Interest on Investments	24,216	10,151	46,930
Transfers in	316,868	283,735	176,255
Miscellaneous Revenue	-	-	-
Budgeted Fund Balance	-	-	-
Total Revenues	2,823,072	2,853,151	3,013,725
EXPENDITURES			
Bond Principal and Interest	1,871,501	2,039,612	2,107,325
Lease Principal and Interest	105,548	294,768	159,000
Bond Refund Cost	-	-	-
Other Costs	1,663	2,200	2,200
Available for Future Debt Service	1,434	516,571	745,200
Total Expenditures	1,980,145	2,853,151	3,013,725
Excess Revenues Over/(Under) Expenses	\$ 842,927	\$ -	\$ -

Five Year Principal and Interest Trend



Five Year Principal and Interest Projections



DEPARTMENT OF WATER RESOURCES

DEPARTMENT DESCRIPTION:

The Department of Water Resources Fund is used for activities connected with the development, operation and maintenance of water and sewer service in the City of Gainesville and parts of Hall County. This is an enterprise fund, financed and operated in a manner similar to private business enterprises. Such funds are self-supporting in nature where the costs, including depreciation, of providing goods or services on a continuing basis are financed or recovered primarily through user charges.

MISSION STATEMENT:

It is the mission of the Gainesville Department of Water Resources to provide ample quantities of safe, aesthetically pleasing water at adequate pressures to our customers, and to provide this water at the lowest possible price that will allow the system to be safely operated and expanded. Furthermore, it is our goal to collect and treat all wastewater generated in our service area in a safe and environmentally-sound manner at the lowest possible price. We will endeavor to meet these goals while managing our resources as a responsible steward for the future of our community and while providing the highest level of customer service possible.

GOALS & OBJECTIVES:

1. Position the utility for the future.

- * Implement a model asset management program to maintain DWR assets while managing risk, providing a consistent level of service, and maximizing the community's investment.
- * Make strategic operational and capital investments to maintain DWR existing facilities.
- * Implement management tools to optimize decision-making based on reliable data

2. Ensure financial stability.

- * Continue to use robust financial management tools to plan for a resilient utility into the future.
- * Implement improvements for efficiency and optimization to manage power, chemical, solids handling, and other costs.
- * Implement capital projects that reduce operating costs.

3. Develop a world class work force.

- * Enhance relationships with high schools, technical schools, and universities for recruiting and outreach.
- * Continue to improve training opportunities both in-house and out-sourced.
- * Develop retention strategies, including career paths and strategic assignments.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Preventive maintenance work orders	IO	1,905	2,132	1,938	734	2,470	2116
Number of Leaks found w/ Leak Detection Program	II	12	6	3	1	10	10
Permit compliance (%) -Riverside	IO	100%	100%	100%	99%	100%	100%
Permit Compliance (%) -Lakeside	IO	100%	100%	100%	100%	100%	100%
Permit Compliance (%) -Flat Creek	IO	92%	100%	99%	100%	100%	100%
Permit Compliance (%) -Linwood	IO	89%	90%	100%	100%	100%	100%
Environmental Education Activities	QL	163	252	125	50	225	200
Stream Inspections/Assessments	QL	3,409	3,364	2,650	1,163	2,700	2,700
Projects managed	IO	55	56	70	93	95	96

REVENUE SOURCES & ASSUMPTIONS

Water Revenue is the largest revenue source in this fund. The service area includes a large portion of Hall County. Rates are different for inside City and outside City customers due to differing service costs. No rate increase is anticipated for water during this budget year.

Account Service Fees are the third largest revenue source in this fund. This fee is billed to each account on the system as a base fee that recovers the cost to read the meter and generate a bill, regardless of consumption. This base fee was previously built into the water and sewer charges, and was broken out separately as part of a rate restructuring to improve equity to customers. This revenue category is very stable and increases steadily at the rate new customers tie onto the system. This fee was increased in January 2016 to the full calculated cost that was determined at the 2015 Council Workshop. No increase is anticipated for January 2020.

Water Tapping Fees are levied to recoup the actual cost of tapping the water mains for new or additional users tapping onto an existing water line. The projected revenue is based on historical trend review and analysis, coupled with construction start projections.

Service Fees are charged when service to a user is terminated for non-payment, and as a penalty for a returned check.

Late Payment Penalties of 10% of the amount due are charged if payments reach the Customer Service & Billing Department after the due date on the billing.

Sewer Revenue is the second largest revenue source in this fund, with the majority of the service area inside the City limits. This revenue category has seen an increase in consumption usage over the past 3 years with the increase in housing developments in the City limits that are served by the City's sanitary sewer system. There is no rate increase being considered for January 2020.

Surcharges are charged to large industrial and commercial customers if their pollutant load is in excess of what is found in the normal residential effluent waste. This revenue is based on historical trends but is totally dependent on the industry permit limits.

Sewer Tapping Fees are charged for a new customer to tap onto the City's Sanitary Sewer System. This charge is set to recover the City's cost to install the actual tap to the City's sewer for new or expanded service. This projection is based on historical trend.

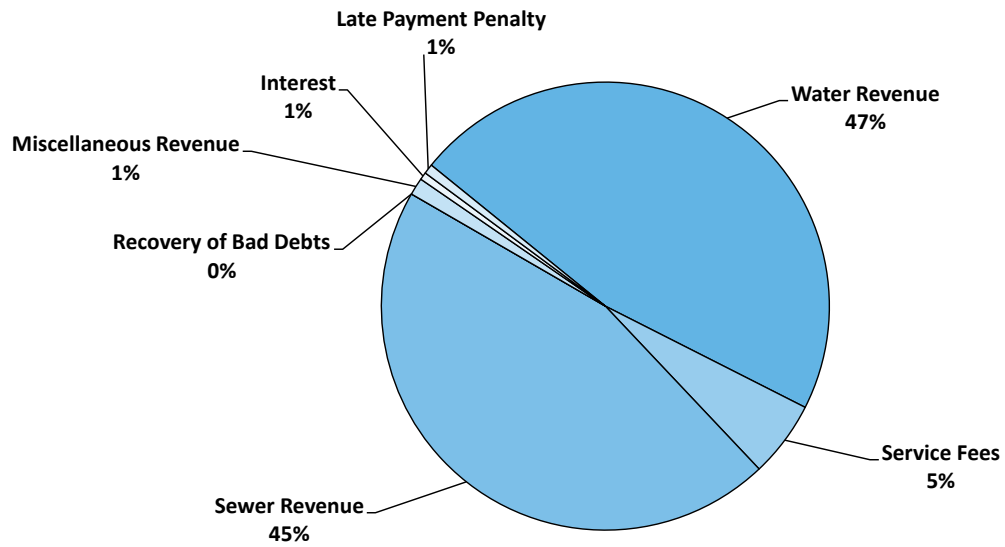
Interest Revenue is based on cash balances, the economy, and interest rates.

Water/Sewer Connection Fees are charged to enable the system to fund its expansion. These fees are based on the prorated cost of providing service with each new tap to the system and vary depending on tap size. Projections are based on anticipated new customer acquisition.

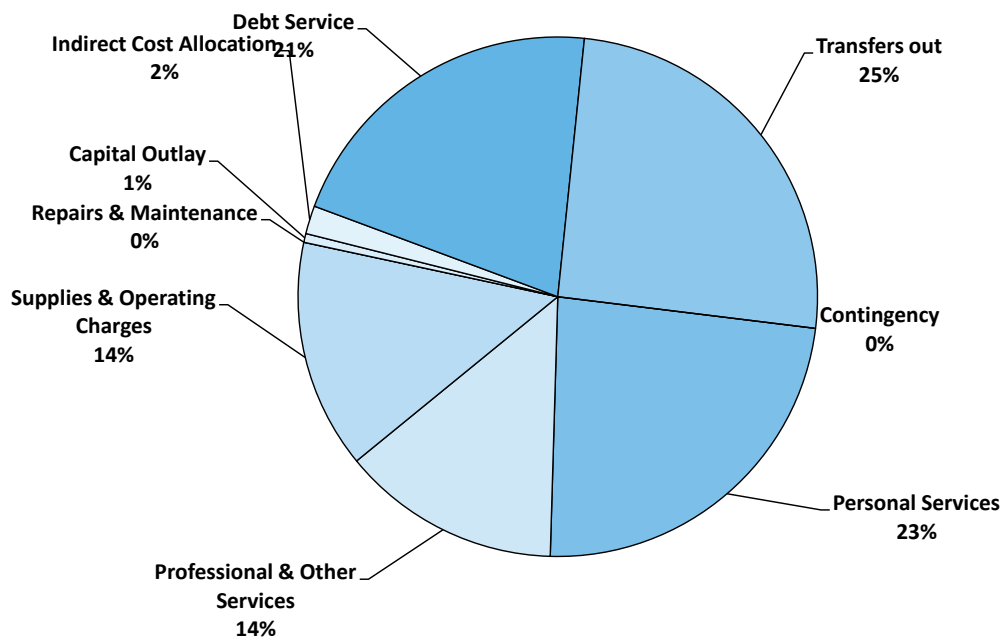
DEPARTMENT OF WATER RESOURCES FUND SUMMARY

REVENUES	FY2018	FY2019	FY2020
	Actual	Budget	Budget
Water Revenue	\$ 32,759,982	\$ 30,681,362	\$ 30,807,235
Water Connection Fees	2,321,470	2,122,980	2,113,487
Water Connection Administration Fees	75,775	62,760	62,544
Water Tapping Fees	1,408,960	1,291,012	1,230,237
Account Service Fees	3,929,664	3,690,565	3,773,997
Service Fees	299,290	303,174	255,885
Late Payment Penalty	574,916	530,831	512,206
Sewer Revenue	31,114,628	29,458,108	31,258,521
Surcharge	1,023,282	1,005,973	889,667
Sewer Tapping Fees	28,800	41,040	20,520
Sewer Connection Fees	1,715,385	1,505,826	1,098,846
Sewer Connection Administration Fees	61,261	45,133	32,935
Recovery of Bad Debts	189	-	-
Miscellaneous	873,188	790,424	914,490
Interest	1,500,421	314,102	400,000
Gain(Loss) Sale of Fixed Assets	26,053	-	-
Transfers In	583,809	-	-
Budgeted Retained Earnings	-	-	-
Total Revenues	\$ 79,657,354	\$ 71,878,305	\$ 73,370,570
EXPENDITURES			
Personal Services	13,460,569	16,830,983	17,254,685
Professional & Other Services	8,761,670	4,367,526	10,009,971
Supplies & Operating Charges	8,653,968	9,983,573	10,462,208
Repairs & Maintenance	-	3,558,386	-
Capital Outlay	-	1,135,060	403,500
Total Operating Expenditures	30,876,207	35,875,528	38,130,364
Indirect Cost Allocation	1,042,707	1,088,326	1,287,571
Miscellaneous	-	-	-
Depreciation	15,101,193	-	-
Contingency	-	-	-
Debt Service	3,868,466	19,342,934	15,385,244
Transfer to E&R Fund	-	-	15,266,908
Transfer to Other Funds	4,010,337	15,571,517	3,300,483
Total Expenditures	\$ 54,898,910	\$ 71,878,305	\$ 73,370,570
Excess Revenues Over/(Under) Expenses	\$ 24,758,444	\$ -	\$ -

Revenues by Category



Expenditures by Category



SOLID WASTE DEPARTMENT

DEPARTMENT DESCRIPTION:

Serving the City of Gainesville Residents by maintaining a clean and healthy environment by collecting and disposing of waste and recycling refuse through, bi-weekly garbage pickup, weekly curbside refuse and yard waste as needed, weekly recycling pickup, dead animals, white goods, bulky items, and special pickup on a call-in basis (user fee) charged, litter control, and special pickup of solid waste and recycling at City sponsored events.

MISSION STATEMENT:

The mission of the Solid Waste Department is to enhance the overall condition of the residential area of the city by providing a proactive and creative approach to maintaining a clean and sanitary environment through education, enforcement, and the removal of all discarded waste.

GOALS & OBJECTIVES:

1. Collaborate with outside agencies to promote and improve the appearance, health and safety of the City.

- * Continue efforts with Keep Hall Beautiful and the Hall County Green Alliance affiliated partners.
- * Work with local school systems to promote solid waste and recycling education.

2. Promote participation in recycling.

- * Utilize technology to optimize solid waste and recycling route management.
- * Market and distribute, as requested, the new 35 gallon recycling containers to residents.

3. Increase Solid Waste operational efficiencies

- * Utilize technology to optimize solid waste and recycling route management.
- * Implement a work order and work flow system for white goods and curbside services.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Number of Customers	IO	6,482	6,694	6,733	6,739	7,000	7,100
Annual Waste Tonnage Picked up	QL	7,400	7,743	8,116	3,904	7,728	7,808
Annual Household Stop Volume	QL	1,348,256	1,392,352	1,400,464	700,856	1,456,000	1,497,600
Recycling (% by weight)	QL	0.1489	0.1489	0.1212	0.1175	0.15	0.125
Tons Recycled	QL	697	858	820	415	900	900

REVENUE SOURCES & ASSUMPTIONS

Residential Collection is comprised of the existing user fee for residential garbage collection for twice weekly at the house and/or curbside pick-up. Included in this fee is once a week curbside rubbish and debris removal. Also included in this fee is once a week recycling pickup and a recycling container. The calculation is based on the annual average number of households served. The collection fee for all these services is \$32.10 per month for this budget year.

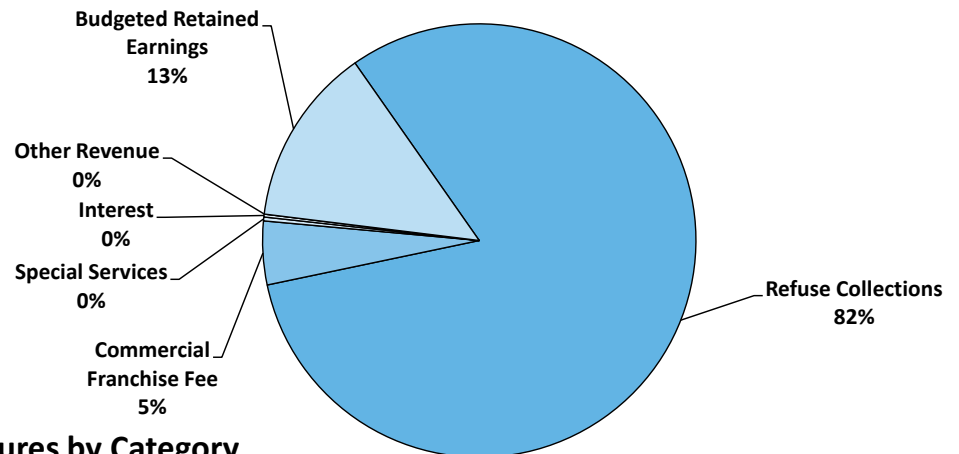
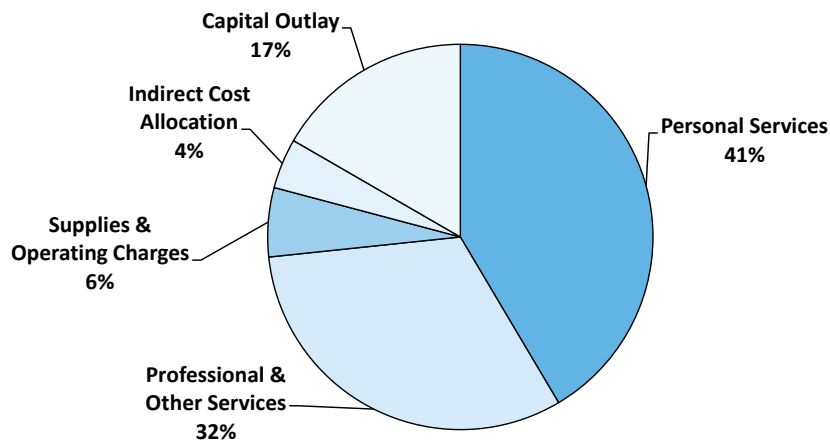
Commercial Franchise program began in FY 1994. Fees are projected at 5% of the gross receipts for all commercial garbage vendors. Assumptions are based on historical trends.

Special Services are recorded here such as the pick-up of white goods and furniture. Collection was started in FY 1995. Assumptions are based on historical trends and conservative estimates.

Landfill host fee is a fee paid on a per ton basis by landfills to the host city in accordance with State law.

SOLID WASTE FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Refuse Collections	\$ 2,735,152	\$ 2,796,400	\$ 2,834,920
Commercial Franchise Fee	152,572	165,000	165,000
Special Services	11,328	10,000	10,000
Interest	32,834	5,000	7,500
Other Revenue	6,296	-	-
Budgeted Retained Earnings	-	96,416	463,933
Total Revenues	\$ 2,938,182	\$ 3,072,816	\$ 3,481,353
EXPENDITURES			
Personal Services	1,240,095	1,437,888	1,444,115
Professional & Other Services	689,666	838,472	1,108,982
Supplies & Operating Charges	174,114	215,004	201,804
Depreciation	170,157	-	-
Indirect Cost Allocation	146,452	146,452	146,452
Transfer to Other Funds	5,660	-	-
Capital Outlay	-	435,000	580,000
Total Expenditures	\$ 2,426,143	\$ 3,072,816	\$ 3,481,353
Excess Revenues Over/(Under) Expenses	\$ 512,038	\$ -	\$ -

Revenues by Category

Expenditures by Category


AIRPORT

DEPARTMENT DESCRIPTION:

The Lee Gilmer Memorial Airport is owned and operated by the City of Gainesville's Public Works Department. The airport offers 81 T-Hangars and 12 Corporate Hangars which are available to lease for both private and corporate aircraft. The Lee Gilmer Memorial Airport consists of two runways. Runway 11/29 is 4,001x 100' and runway 5/23 is 5,500 x 100' with Medium-intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) and ILS (Instrument Landing System).

Unicom Frequency: 123.075.
ASOS: 126.475

MISSION STATEMENT:

To provide high quality, efficient services and superior infrastructure to all users of the Lee Gilmer Memorial Airport.

GOALS & OBJECTIVES:

1. Ensure the airport is maintained in the safest manner possible.

- * Identify and address all potential safety hazards that occur at or near the airport.
- * Utilize FAA-GDOT grant funding to improve runway safety by the removing of obstructions.
- * Maintain and update the safest navigational aids as per FAA requirements.

2. Enhance the appeal of airport facilities.

- * Utilize City and grant funding to further improve security of Airport property.
- * Maintain all facilities in such a manner which will be most appealing to industrial park and hangar users.

3. Procure & utilize available alternative funding sources.

- * Airport management and consultants will strive to identify and utilize all available avenues of funding.
- * Pursue funding for environmental assessment for terminal area expansion.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priorities	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Months of Accident Free Operation	IO	12	12	12	5	7	12
Number of Operations Annually (Takeoffs & Landings)	IO	31,000	31,000	31,000	15,500	31,000	31,400
Number of Based Aircraft	IO	139	135	135	136	136	138
Alternative Funding Received	IO	N/A	\$ 585,662	\$ 567,210	\$ 1,783,768	\$ 1,783,768	\$ 300,000

REVENUE SOURCES & ASSUMPTIONS

Funding Sources: Charges for Services, Federal & State Grants

T-Hangar Rent includes the monthly rental of T-Hangars. There are five types of T-Hangars designed for two different sizes of aircraft, single engine and multi-engine planes. The projections are based on 85% occupancy, economy, and historical trends.

Corporate Hangar Rent includes the monthly rents of corporate hangars and related office space. The revenue projection is based on 91% occupancy at established rental rates.

Industrial Park Rent is for the rent of land in the Industrial Park. Revenues are very stable due to tenant stability over the past several years. All leases for the Airport Industrial Park are long-term leases.

Fuel Flowage Fee has been greatly improved with the Champion Aviation FBO (Fixed Base Operator) lease effective September 1, 2016 and with the addition of Lanier Aviation self serve gas fuel sales. The FBO fuel flowage was formerly assessed at 4 tiers: The first 17,000 gallons delivered per month was levied at \$0.04 per gallon; from 17,001 to 21,000 gallons the fee was \$0.06 per gallon; from 21,001 to 25,000 gallons, the fee was \$0.08 per gallon; and any amount over 25,000 gallons was assessed at \$0.10 per gallon. With the new FBO lease, the fuel flowage was assessed at \$0.10 per gallon. The fuel flowage for Lanier Aviation is \$0.10 per gallon.

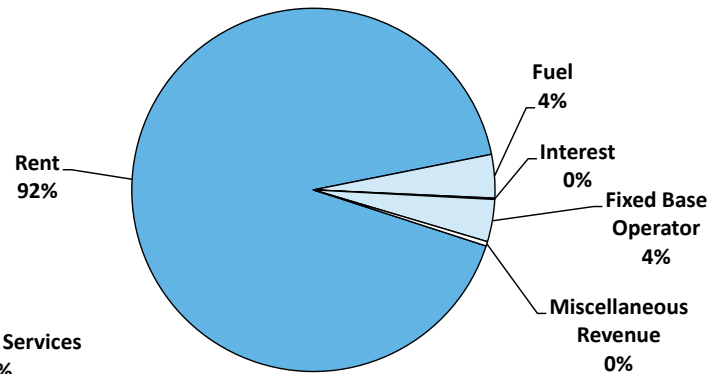
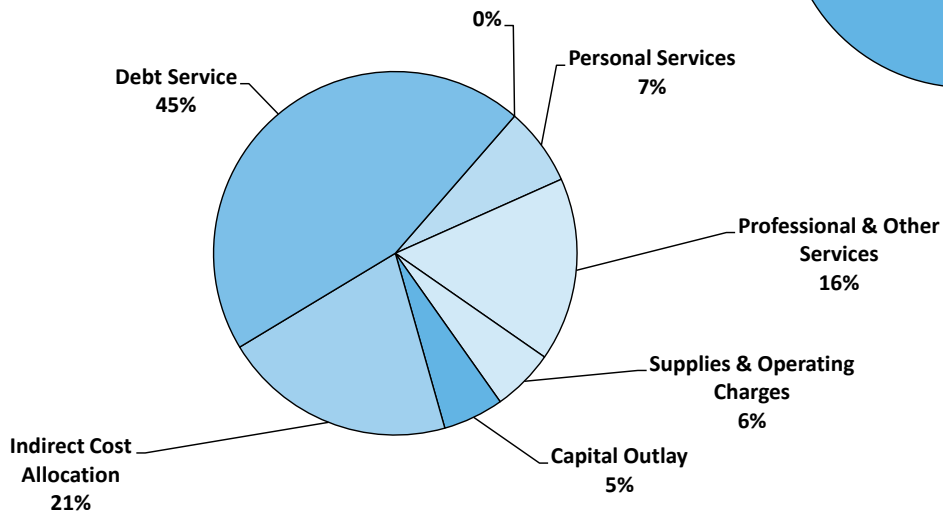
Fixed Base Operator (FBO) Lease is the lease of the facilities at the airport to the Fixed Base Operator, Champion Aviation Services, Inc. effective September 1, 2016. Monthly rate for this lease was initially set at \$2,349.22 and is to be adjusted every five years based on the All Urban Consumer Price Index CPI-U.

Interest Income projections are based on cash balances, interest rates, and the economy.

Other Income includes the flight center SASO fees, late payment fees, and wash rack fees.

AIRPORT FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
T-Hangar Rent	\$ 326,764	\$ 346,190	\$ 378,557
Corporate Hangar Rent	371,362	364,709	390,092
Industrial Park Rent	155,297	155,597	158,645
Fuel	42,685	35,600	39,000
Intergovernmental	-	-	-
Interest	23,777	2,320	1,200
Fixed Base Operator	33,855	36,832	37,958
Miscellaneous Revenue	1,415	1,200	4,011
Grants	98,172	800,000	-
Budgeted Retained Earnings	-	-	-
Total Revenues	\$ 1,053,327	\$ 1,742,448	\$ 1,009,463
EXPENDITURES			
Personal Services	60,687	68,653	70,020
Professional & Other Services	53,804	120,109	165,004
Supplies & Operating Charges	47,586	60,600	55,900
Capital Outlay	23,475	835,175	54,478
Indirect Cost Allocation	209,563	209,561	209,561
Debt Service	33,277	448,350	454,500
Available for Capital Projects	-	-	-
Depreciation	896,618	-	-
Total Expenditures	\$ 1,325,010	\$ 1,742,448	\$ 1,009,463
Excess Revenues Over/(Under) Expenses	\$ (271,683)	\$ -	\$ -

Revenues by Category

Expenditures by Category


CHATTAHOOCHEE GOLF COURSE

DEPARTMENT DESCRIPTION:

Chattahoochee Golf Course was designed by renowned architect Robert Trent Jones Sr. and opened in 1960. The course features 18 holes of Championship Golf, a practice range, two practice putting greens, a short game area, an indoor teaching facility for full swing analysis as well as an indoor putting lab. The clubhouse features a fully stocked golf pro shop, restaurant and men's and ladies locker rooms. The course was renovated in 2006 by Kevin Hargrave and Course Crafters. Chattahoochee Golf Club is the home of Tommy Aaron, the 1973 Masters Champion.

MISSION STATEMENT:

To enhance the quality of life for our citizens by providing affordable golf through first class customer service and quality golf course conditions.

GOALS & OBJECTIVES:

1. Improve golf course facility infrastructure.

- * Oversee the replacement of 200 linear feet of deteriorating cart paths.
- * Oversee and complete the addition of a 40' X 50' extension to the existing maintenance building.

2. Enhance the quality of life for local citizens through golf.

- * Advertise for a new grill vendor and oversee a successful implementation.
- * Increase participation in the PGA Junior League and The Herd golf programs.

3. Increase City Golf Course awareness throughout the region.

- * Implement an Instagram page for the golf course for more media exposure.
- * Implement a program to capture email addresses from all customers at registration check-in.
- * Develop a stand alone website for Chattahoochee Golf Course.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Through 12/31	BUDGET	
		FY2016	FY2017	FY2018		FY2019	FY2020
Number of tournaments for online system.	IO	N/A	N/A	N/A	52	52	55
Number of participants for The Herd Jr. Program.	QL	N/A	N/A	N/A	22	22	30
Number of hits on website video.	IO	N/A	N/A	N/A	N/A	N/A	200
Number of Social Media Hits.	QL	N/A	N/A	2014	1911	3000	2000
Number of participants for PGA Junior League.*	QL	N/A	N/A	N/A	12	N/A	20
Number of new email addresses collected. *	IO	N/A	N/A	N/A	317	N/A	400

REVENUE SOURCES & ASSUMPTIONS

Charges for Services include a varying range of greens fees, golf cart rental fees, driving range fees, handicap services, and locker fees. Projections rely on historical data from the last three years. Revenue has been very stable to declining somewhat over the past three years (due to the uncertain economy and increased competition).

GREENS FEES, CART FEES, AND & OTHER REVENUE

Weekend AM - The largest source of green fee revenue.

Weekday Green Fee - Available to every golfer that plays CGC during the week.

Senior - Discounted green fee only available to residents 62 years and older.

Early Twilight - Discounted green fee that is available to all patrons generally 5 hours before sun sets.

Twilight - Discounted green fee that is available to all patron generally 3 hours before sun sets.

Weekend - Hall Co. green fee offered between Weekend AM and twilight times.

Guest - Chattahoochee Country Club Members Guest Fees. This revenue should increase with the corporate agreement with CCC.

High School - High school discount is given to students during the week, and on weekends after 2:00. This class of green fees has been the stable over the past several years.

College - College discount given to students during the week. This fee has remained steady over the past years.

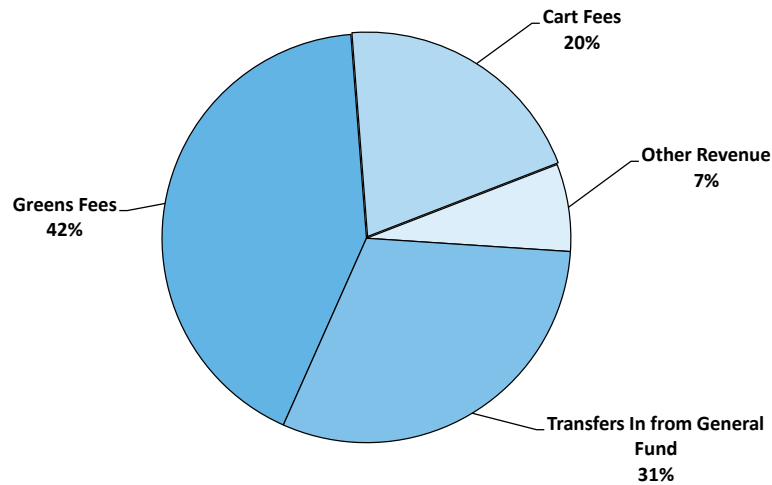
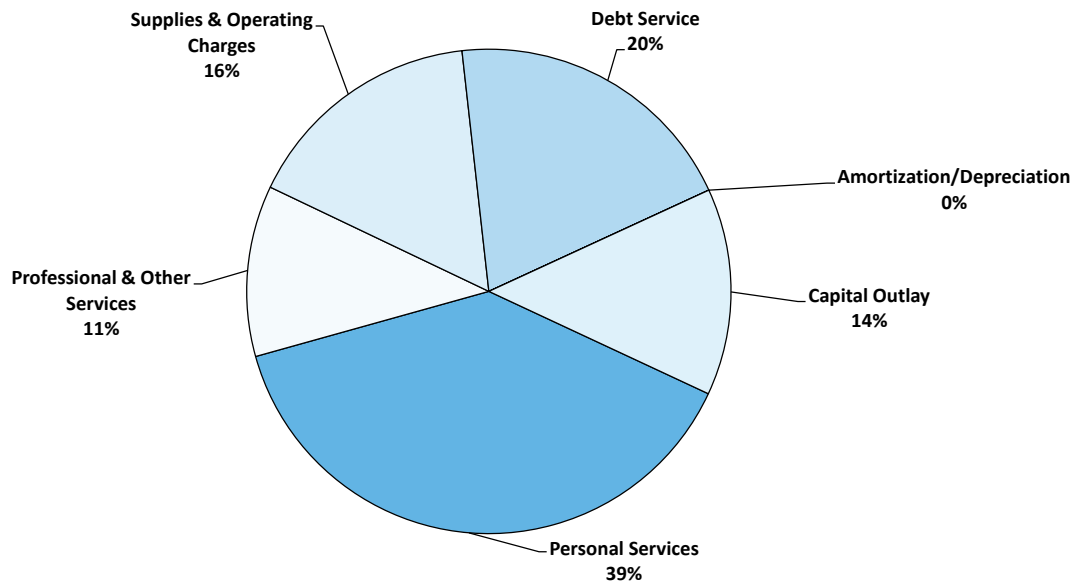
Cart Rental Fees - Cart revenues are the largest source of revenue and have remained steady over the past three years.

Handicap Fees - GSGA service that updates and maintains golfer's handicaps. The amount is \$40 per year per golfer. The course pays \$25.00 for each golfer to the GSGA for the use of their system.

Driving Range Fees - From sales of range tokens. These fees have been stable over the past three years.

CHATTAHOOCHEE GOLF COURSE FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Greens Fees	\$ 692,177	\$ 686,487	\$ 650,977
Cart Fees	291,593	284,964	314,515
Other Revenue	395,620	104,290	106,885
Interest On Investments	4,967	-	-
Transfers In from General Fund	293,765	354,016	473,440
Budgeted Retained Earnings	-	-	-
Total Revenues	\$ 1,678,122	\$ 1,429,757	\$ 1,545,817
EXPENDITURES			
Personal Services	565,522	592,231	598,595
Professional & Other Services	192,063	158,672	176,419
Supplies & Operating Charges	229,426	254,100	249,600
Debt Service	65,555	309,254	307,703
Amortization/Depreciation	303,630	-	-
Capital Outlay	-	115,500	213,500
Total Expenditures	\$ 1,356,196	\$ 1,429,757	\$ 1,545,817
Excess Revenues Over/(Under) Expenses	\$ 321,926	\$ -	\$ -

Revenues by Category

Expenditures by Category


GENERAL INSURANCE FUND

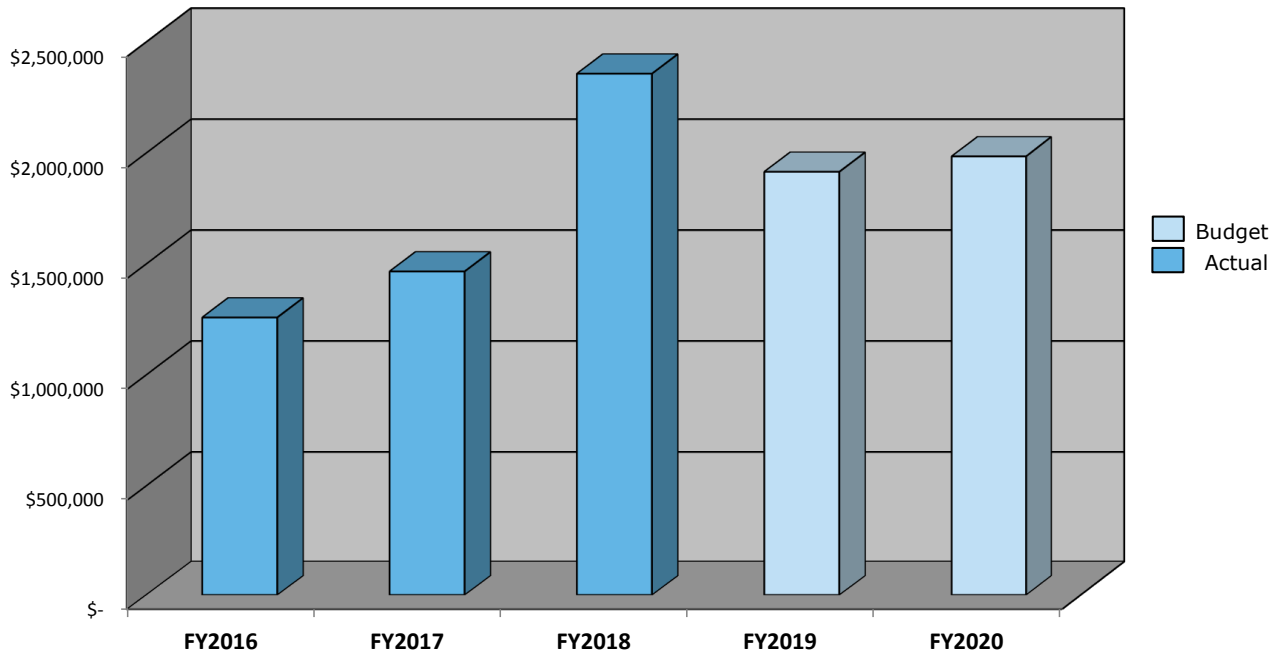
FUND DESCRIPTION:

The General Insurance Fund will account for property, liability, and workers' compensation insurance provided to the City departments. This is an internal service fund which is used to provide goods and services provided to the departments and agencies within the city. Costs of these goods and services are charged to the specific departments or units.

GENERAL INSURANCE FUND SUMMARY

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Revenue			
Premiums and Losses Paid by Departments	\$ 2,292,312	\$ 1,771,254	\$ 1,916,732
Interest	16,347	5,378	9,273
Other	49,136	-	-
Budgeted Retained Earnings	-	138,882	59,074
Total Revenue	\$ 2,357,795	\$ 1,915,514	\$ 1,985,079
Expenditures			
Professional & Other Services	815,422	862,843	932,408
Supplies & Operating Charges	1,348,355	875,000	875,000
Repairs & Maintenance	-	-	-
Indirect Cost Allocation	177,671	177,671	177,671
Transfers Out	-	-	-
Total Expenditures	\$ 2,341,448	\$ 1,915,514	\$ 1,985,079
Excess Revenues Over/(Under) Expenditures	\$ 16,347	\$ -	\$ -

Five Year Budget Trend



EMPLOYEE BENEFITS FUND

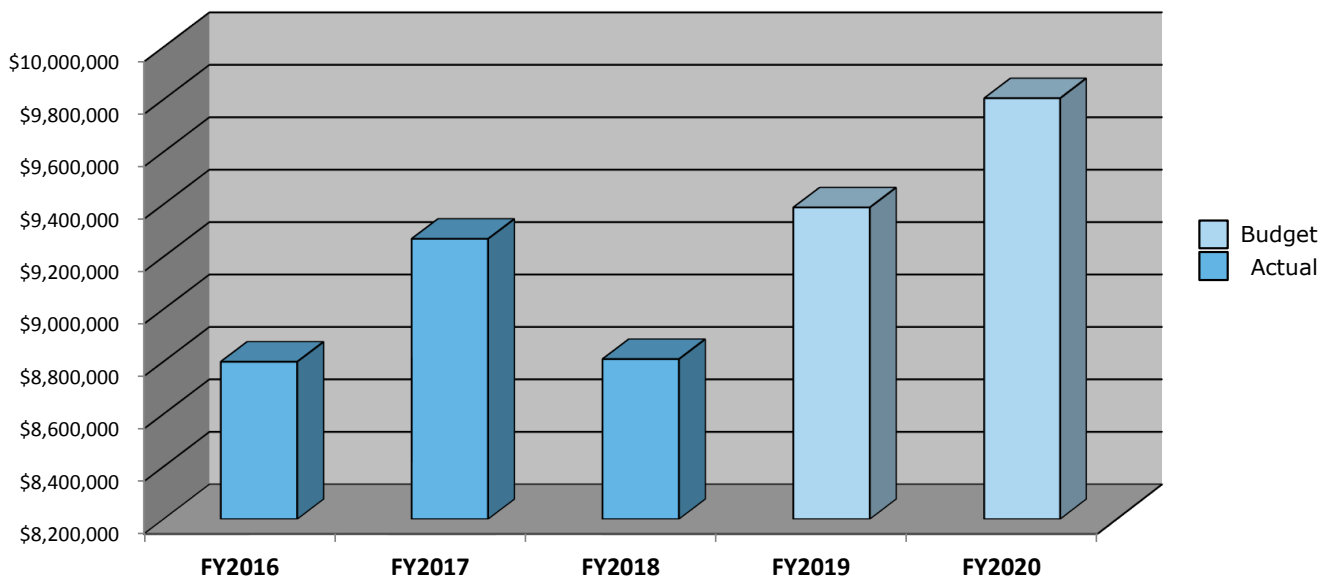
DEPARTMENT DESCRIPTION:

The Employee Benefits Fund accounts for the cost of providing life, health and other insurance benefits to City employees and retirees and their dependents, plus administrative costs and claims associated with these insurance components. As this is an internal service fund, which is used to provide goods and services to the departments and agencies within the city, costs of these goods and services are charged to the various departments.

EMPLOYEE BENEFITS FUND SUMMARY

REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Premiums	\$ 9,505,521	\$ 9,116,134	\$ 9,044,155
Interest	55,424	22,689	55,000
Budgeted Fund Balance	-	248,791	705,120
Total Revenues	9,560,945	9,387,614	9,804,275
EXPENDITURES			
Health Insurance Premiums/Claims Expense	6,428,341	6,418,838	6,977,423
Life Insurance Premiums	262,258	237,542	237,542
Vision Insurance Premiums	13,686	42,635	45,334
Dental Insurance Premiums	416,638	331,969	359,530
Long-term Disability Insurance	127,845	100,614	100,614
Short-term Disability Insurance	-	120,000	120,000
Medical Clinic Operations	904,725	870,000	870,000
Administration/Wellness Program	35,348	35,348	35,349
Other Costs	620,270	1,230,668	1,058,484
Total Expenditures	8,809,111	9,387,614	9,804,275
Excess Revenues Over/(Under) Expenditures	\$ 751,834	\$ -	\$ -

Employee Benefits Five Year Trend



VEHICLE SERVICES FUND

DEPARTMENT DESCRIPTION:

The Vehicle Services operation of Public Works is responsible for providing preventive maintenance and repairs to City vehicles and equipment ranging from automobiles and trucks to large trucks and construction equipment. Departments whose vehicles are serviced include Public Works, Fire, Police, and Hall Area Transit buses. Vehicle Services includes fueling services at the Public Works yard and the Public Utilities shop. Services within the Division include the Fuel Master (the fuel management system), repair and maintain the fleet wash bay, and emergency (24 hour on call) repair on vehicles to ensure safe and reliable operation of City owned vehicles.

MISSION STATEMENT:

To provide automotive and equipment repairs with dedication to vehicle safety and commitment to delivering secure, effective, and professional vehicle services.

GOALS & OBJECTIVES:

1. Increase functional time of all City vehicles & equipment.

- * Respond to emergency calls in less than 20 minutes.
- * Implement workmanship standards to reduce repeat repairs.
- * Improve and build on the technical skills of all shop staff by attending any relevant continuing education opportunities.

2. Ensure departmental managers can effectively manage it's fleet and fuel usage.

- * Ensure adequate fuel levels to meet departmental needs.
- * Provide monthly reports for departmental fuel usage.

3. Effectively & efficiently manage vehicle services inventory.

- * Adhere to best management practices for inventory policies.
- * Optimize inventory control policies using software upgrades as a guide for further enhancements.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Vehicles and Equipment Maintained	IO	357	357	374	408	420	430
Work Orders Completed	IO	NA	NA	2400	1573	3000	3000
% Repeat Repairs	IO	4%	4%	2%	1.1%	2%	2%
% Total Fleet Downtime	IO	5%	5%	5%	5.3%	5%	5%

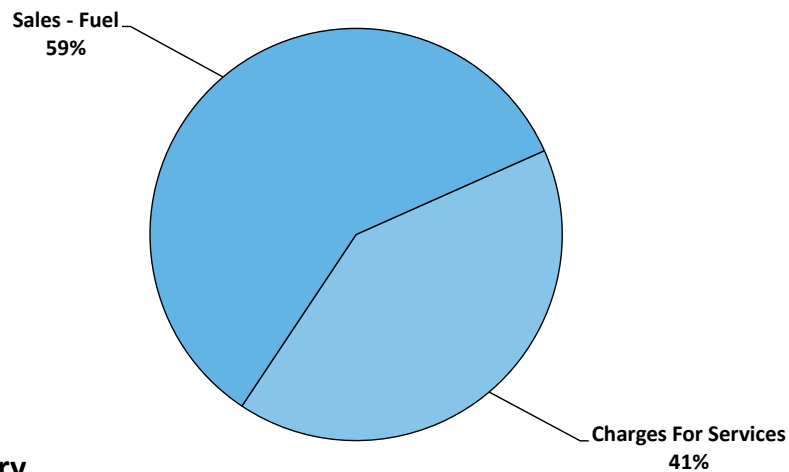
REVENUE SOURCES & ASSUMPTIONS

Charges for Services: These are charges for maintenance and routine services on city owned vehicles, to the various user departments.

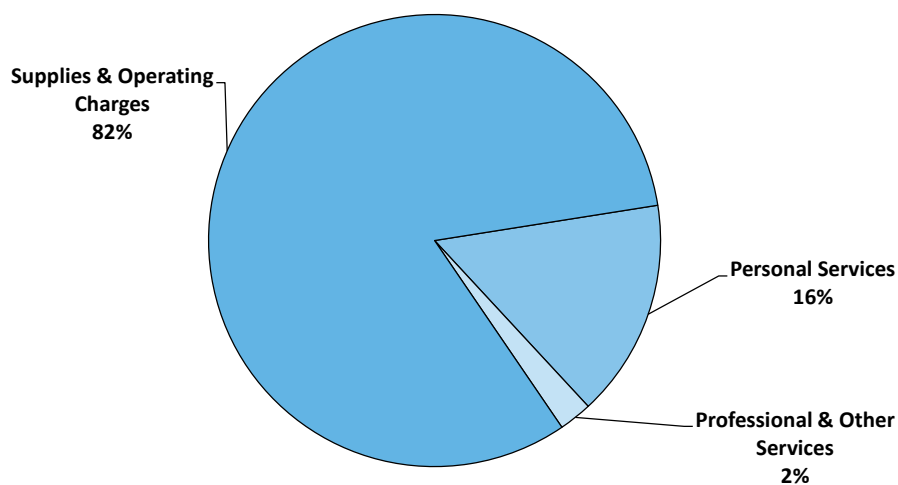
Fuel sales: These are the charges for the purchase of fuel for each City owned vehicle with each department.

VEHICLE SERVICES FUND SUMMARY			
REVENUES	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET
Charges For Services	\$ 1,005,952	\$ 1,057,247	\$ 1,068,460
Sales - Fuel	1,176,192	1,530,065	1,536,625
Other	9,545	-	-
Budgeted Retained Earnings	-	-	-
Total Revenues	\$ 2,191,689	\$ 2,587,312	\$ 2,605,085
EXPENDITURES			
Personal Services	367,314	383,191	406,587
Professional & Other Services	48,285	58,657	61,633
Supplies & Operating Charges	1,742,068	2,095,464	2,136,865
Depreciation	34,022	-	-
Capital Outlay	-	-	-
Transfers Out	-	50,000	-
Total Expenditures	\$ 2,191,689	\$ 2,587,312	\$ 2,605,085
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

Revenues by Category



Expenditures by Category



FISCAL YEAR 2020 APPROPRIATIONS RESOLUTION

ATTACHMENT B

CITY OF GAINESVILLE

AUTHORIZED POSITIONS BY FUND
(5-year Summary)

DEPARTMENTS	Budget									
	FY2016		FY2017		FY2018		FY2019		FY2020	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Council		8		7		6		6		6
City Manager	6		6		6		6		6	
Financial Services	15		15		14		14		14	
Information Technology	6		7		7		9		9	
Human Resources Department	9		9		10		10		10	
Municipal Court	8	2	8	2	8	2	8	2	8	2
Community Development Dept.	14	7	15	7	15	7	16	7	17	7
Police Department	115	2	115	2	116	2	117	2	118	2
Public Land and Buildings	4		4		5		6		6	
Engineering Services	10		10		11		11		11	
Traffic Services	7		7		7		7		7	
Streets	24		24		25		25		25	
Stormwater	2		6		5		5		5	
Cemetery	8		8		8		8		8	
Total General Fund	228	19	234	18	237	17	242	17	244	17
Fire Services	103		103		103		103		103	
Community Service Center	26	12	26	14	26	14	26	17	25	16
Cable TV	2	1	2	1	2	1	2	1	-	-
Parks and Recreation	39	Varies	37	Varies	37	Varies	40	Varies	44	Varies
Airport	1		1		1		1		1	
Department of Water Resources	233	-	233	-	234	-	232	-	234	
Solid Waste Department	24	-	24	-	24	-	25	-	25	
Golf Course	4	Various	4	Various	5	Various	5	Various	5	Various
Vehicle Services	6	-	6	-	6	-	6	-	6	
Gainesville Convention and Visitor's Bureau	4	-	4	-	4	-	4	-	7	
Non-Profit Housing	2	-	2	-	2	-	1	-	2	
TOTAL AUTHORIZED POSITIONS	569	32	573	33	578	32	584	35	593	33