

TO: Mayor and Council
FROM: Bryan Lackey, City Manager
SUBJECT: FY2021 Recommended Budget
DATE: May 28, 2020
CC: Angela Sheppard; Jeremy Perry; Denise Jordan

This memo serves as an introduction and overview of my Recommended Budget for the City's Fiscal Year 2021. As we have done for many years in our preparation for the City's FY2021 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 FY2021. 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 March. As you are aware, each Department Director completed this task at the March retreat, but each were aware that the budget they had developed for that day would no longer be valid as our world and the economic environment around us was quickly changing. After this March retreat, each Director was tasked with reevaluating their proposed budget by starting with their current, FY2020 budget, as a base, and analyzing what cuts could be made from this year's budget moving forward.

However this retreat was not in vain, as City staff did receive valuable input from you as to your concerns about the onsetting COVID-19 pandemic, as well as, 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 have broken 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 300 new jobs through new and expanding businesses and an investment of \$94,400,000 (based on calendar year 2019 data from the EDC), the majority of this located in the City of Gainesville. This budget seeks to continue those partnerships by allocating \$150,150 to the Economic 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 pleased to propose the continued funding for the Intelligent Transportation System even in these trying times where Capital Investment will be reduced. 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.

Beginning July 2020, SPLOST VIII will help facilitate paving, and other road improvement projects thanks to the voters of Gainesville and Hall County approving the extension of the one cent sales tax.

Another major infrastructure improvement is the SPLOST VIII funded North Downtown Parking Deck which is a partnership with Hall County and the Hall County Library system. This will create better parking availability for both the downtown Library branch and the merchants on the north side of downtown.

Our aging stormwater system will continue to receive a much needed infusion of dedicated funding under SPLOST VIII, \$1,000,000, for stormwater infrastructure in FY2021.

- Internal Operations – With the uncertainty that comes with the COVID-19 pandemic, every City Department has and will continue to evaluate all Internal Operations to maximize efficiency within our current budget structure. Due to this, no changes to employee compensation or benefits are proposed.

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. 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.

- Leisure Services – The City is looking forward to the opening of the newly constructed 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.

Even during these trying fiscal times, the City will continue its planning efforts at Lake Lanier Olympic Park. This facility has been a major attraction for the Gainesville area for over 20 years, and the future improvements will enhance the facilities and help to promote more events and tourism.

One positive side-effect of the COVID-19 pandemic and the related Statewide Shelter-In-Place is the increased usage of the Chattahoochee Golf Course. In addition to the value of our residents taking advantage of this Leisure Service amenity, CGC's revenues have never been stronger.

- 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 FY2021, the City has been allocated \$480,624 in CDBG funding.

These accomplishments have been a successful team effort led 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 funding to replace two Fire pumper apparatus vehicles. These new units will allow the Fire Department to maintain safe, high quality

units for firefighters as they respond to fires and other incidents such as medical, rescue, and hazmat.

The Gainesville Police Department will complete the multi-year process of updating their radios and mobile data terminals, as well as, needed replacement of outdated car and body cameras.

Attached for Mayor and Council review is the City Manager's proposed FY2021 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 0.771 (FY20) to 0.730.

In preparing the FY2021 budget, many issues played a key role in its development. Most notably are the following:

- Revenues: The city's revenue portfolio, while diverse, is projected to see significant decreases for FY2021 in several areas like Title Ad Valorem Tax, Local Option Sales Tax, and Occupational Tax.
- 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 14% of the total revenue with only 38.69% 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 2020 Fund Balance: A surplus in some revenues and savings in expense line items, from prior years, will permit us to provide funding for some necessary capital items, along with offset some revenue shortfalls. Of the \$3.3 budgeted, \$1.3 million will be directed to the City's Capital Improvement Program, which includes the capital needs of the Community Service Center Fund. It is ideal to use surplus funds for capital purchases since these funds are one-time funds and not meant to supplement the operating budget; however, due to recent events, the City will use a portion of its Fund Balance to offset estimated revenue shortfalls.

The combined General Fund and Fire Services Fund budget is \$37.9 million. Almost all departments submitted budgets that are in line with previous year requests. The twenty other funds remain close to or below FY2020 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 the news media 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 jurisdictions around the State, we once again are budgeting funds, \$150,000, for network upgrades are being proposed in addition to the funds allocated this current fiscal year.
- Police: One new Mental Health Clinician position has been added. This position will allow GPD to grow the mental health clinician program to aid in establishing community partnerships for coordination of services for mental health patients.
- Capital Improvement Program (CIP): The attached budget includes a summary of proposed capital projects for the coming fiscal year. Due to the passage of SPLOST VIII to renew the one penny sales tax, the capital projects will focus on items and projects that were expressed by the Council at our February retreat. SPLOST VIII revenues will be allotted to infrastructure needs.
- Water Resources: The utility fund budget is decreasing by 0.20% for FY2021 with no rate increase. The Water Resources Capital Improvement Program totals \$20 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 \$279,082 for debt needs.

Moving into FY2021 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.

- 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 all of our Departments, through the leadership of our Department Directors, have adjusted to these unprecedented times of implementing Continuity of Operations Plans and the fiscal constraints associated with navigating the COVID-19 pandemic, continuing to provide services during a state of emergency hasn't been without its challenges. In addition to unforeseen PPE expenses to protect city employees, as well as customers, the city is now bracing for a substantial shortfall in our FY2021 budget. We expect revenues generated by the title ad valorem tax; permitting and zoning fees; and fines, fees and forfeitures will be cut in half. We also anticipate a considerable decline in Local Option Sales Tax and occupational tax revenues. These significant and abrupt revenue losses will in turn negatively impact the city's ability to deliver essential service without reductions in personnel, equipment, and other necessary resources. Our forecasts indicate that these revenue streams should demonstrate marked improvement by this time next year as we prepare for the FY2022 budget. Should they not, more drastic measures will have to be implemented to present a balanced budget for FY2022.

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 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.

PROJECTED REVENUES AND OTHER SOURCES

GENERAL FUND SUMMARY

REVENUE SOURCE	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% CHANGE
Millage Rate	0.795	0.771	0.730	
Current Real & Personal	\$ 3,714,805	\$ 3,813,627	\$ 3,911,710	2.6%
Motor Vehicle	46,353	31,329	28,881	-7.8%
Total Current Taxes	3,761,158	3,844,956	3,940,591	2.5%
Prior Year	63,785	38,136	39,117	2.6%
Penalties & Interest	25,655	10,140	17,394	71.5%
Total Property Taxes	3,850,599	3,893,232	3,997,102	2.7%
Railroad Equipment Tax	8,550	6,500	8,550	31.5%
Intangible Tax	128,902	95,000	39,283	-58.6%
Real Estate Transfer Tax	51,062	35,000	17,720	-49.4%
Insurance Premium Tax	2,433,437	2,100,000	2,151,114	2.4%
Local Option Sales Tax	6,130,320	5,400,000	3,988,224	-26.1%
Title Ad Valorem Tax	1,355,273	1,033,000	477,392	-53.8%
Local Option Energy Tax	105,555	80,000	86,220	7.8%
Payment in Lieu of Taxes	83,485	81,000	83,485	3.1%
Occupational Tax	1,418,920	1,357,000	1,146,697	-15.5%
Alcoholic Beverage Taxes	1,160,672	1,093,000	754,264	-31.0%
Franchise Fees	4,507,257	4,078,000	4,032,832	-1.1%
Total Other Taxes	17,383,433	15,358,500	12,785,781	-16.8%
Fines, Fees, and Forfeitures	1,270,227	1,363,200	750,552	-44.9%
Permits and Zoning Fees	806,171	492,400	263,755	-46.4%
Other Fees and Licenses	386,360	382,000	283,638	-25.7%
Interest	702,539	310,009	589,729	90.2%
Intergovernmental	624,189	531,614	608,571	14.5%
Cemetery Lot Sales	142,400	120,000	119,241	-0.6%
Miscellaneous - Rent	218,520	126,600	126,612	0.0%
Miscellaneous	164,269	44,072	94,448	114.3%
Indirect Charges for Services	2,249,970	2,494,474	2,497,209	0.1%
Total Other	6,564,645	5,864,369	5,333,755	-9.0%
Total Operating Revenues	27,798,677	25,116,101	22,116,638	-11.9%
Other Financing Sources				
Transfers from Other Funds	3,404,649	3,338,002	3,390,968	1.6%
Sale of General Fixed Assets	51,887	40,000	55,000	37.5%
Budgeted Fund Balance	-	3,465,309	3,255,898	-6.0%
Total Other Financing Sources	3,456,536	6,843,311	6,701,866	-2.1%
Total Revenues & Other Sources	\$ 31,255,213	\$ 31,959,412	\$ 28,818,504	-9.8%

SUMMARY OF EXPENDITURES & OTHER USES

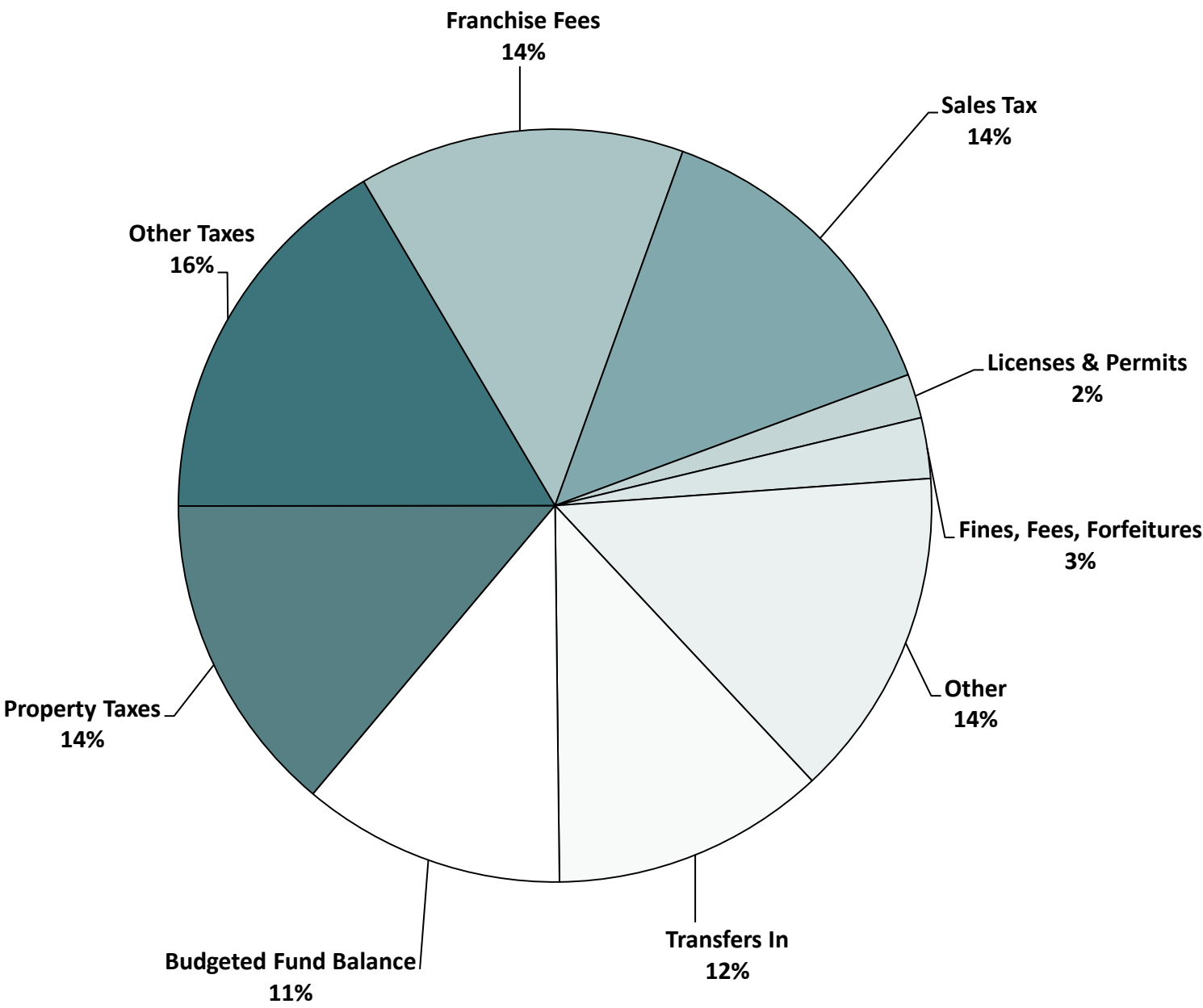
GENERAL FUND SUMMARY

DEPARTMENTAL EXPENDITURES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% CHANGE
City Council	\$ 311,275	\$ 398,275	\$ 394,332	-1.0%
City Manager's Office	855,326	933,938	931,889	-0.2%
Financial Services	1,250,276	1,346,754	1,350,693	0.3%
Municipal Court	536,900	591,500	613,316	3.7%
Information Technology	899,541	1,078,198	1,146,003	6.3%
Human Resources & Risk Management	739,589	809,608	839,080	3.6%
Police	9,417,675	9,930,208	10,063,602	1.3%
Public Lands & Buildings	1,004,184	887,154	922,090	3.9%
Engineering Services	1,011,544	1,058,242	1,057,233	-0.1%
Traffic Services	1,238,104	1,475,094	1,480,257	0.4%
Street Maintenance & Construction	1,656,208	1,921,348	1,920,457	0.0%
Storm Water	303,973	442,147	442,185	0.0%
Cemetery	573,643	645,540	646,325	0.1%
Planning and Zoning	724,095	764,068	758,901	-0.7%
Inspections	419,925	445,670	438,626	-1.6%
Code Enforcement	362,883	370,355	484,199	30.7%
Agency Allocations - Other	52,500	181,983	252,720	38.9%
Contingency	-	617,000	617,000	0.0%
Departmental Expenditures	21,357,641	23,897,082	24,358,908	1.9%
Other Uses:				
TRANSFERS TO:				
Cable TV Channel Fund	100,018	-	-	N/A
Community Service Center Fund	869,405	751,163	751,163	0.0%
Fire Services Fund	3,199,225	2,700,000	2,249,904	-16.7%
Golf Course Fund	409,016	473,440	279,082	-41.1%
Grants Special Revenue Fund	22,943	-	-	N/A
Parks and Recreation Fund	-	94,855	-	-100.0%
Land Bank Authority	-	75,000	-	-100.0%
Total Other Transfers	4,600,607	4,094,458	3,280,149	-19.9%
CAPITAL TRANSFERS TO:				
Capital Project Funds	4,741,810	3,967,872	1,179,447	-70.3%
Debt Service Fund	125,400	-	-	N/A
Total Other Uses	9,467,817	8,062,330	4,459,596	-44.7%
Total Expenditures & Other Uses	30,825,458	31,959,412	28,818,504	-9.8%
Revenues Over / (Under) Expenditures	\$ 429,755	\$ -	\$ -	N/A

GENERAL FUND REVENUES BY CATEGORY

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF TOTAL
Property Taxes	\$ 3,850,599	\$ 3,893,232	\$ 3,997,102	13.9%
Other Taxes	6,745,856	5,880,500	4,764,725	16.5%
Franchise Fees	4,507,257	4,078,000	4,032,832	14.0%
Sales Tax	6,130,320	5,400,000	3,988,224	13.8%
Licenses & Permits	1,192,531	874,400	547,393	1.9%
Fines, Fees, Forfeitures	1,270,227	1,363,200	750,552	2.6%
Other	4,153,774	3,666,769	4,090,810	14.2%
Transfers In	3,404,649	3,338,002	3,390,968	11.8%
Budgeted Fund Balance	-	3,465,309	3,255,898	11.3%
Total General Fund	\$ 31,255,213	\$ 31,959,412	\$ 28,818,504	100.0%

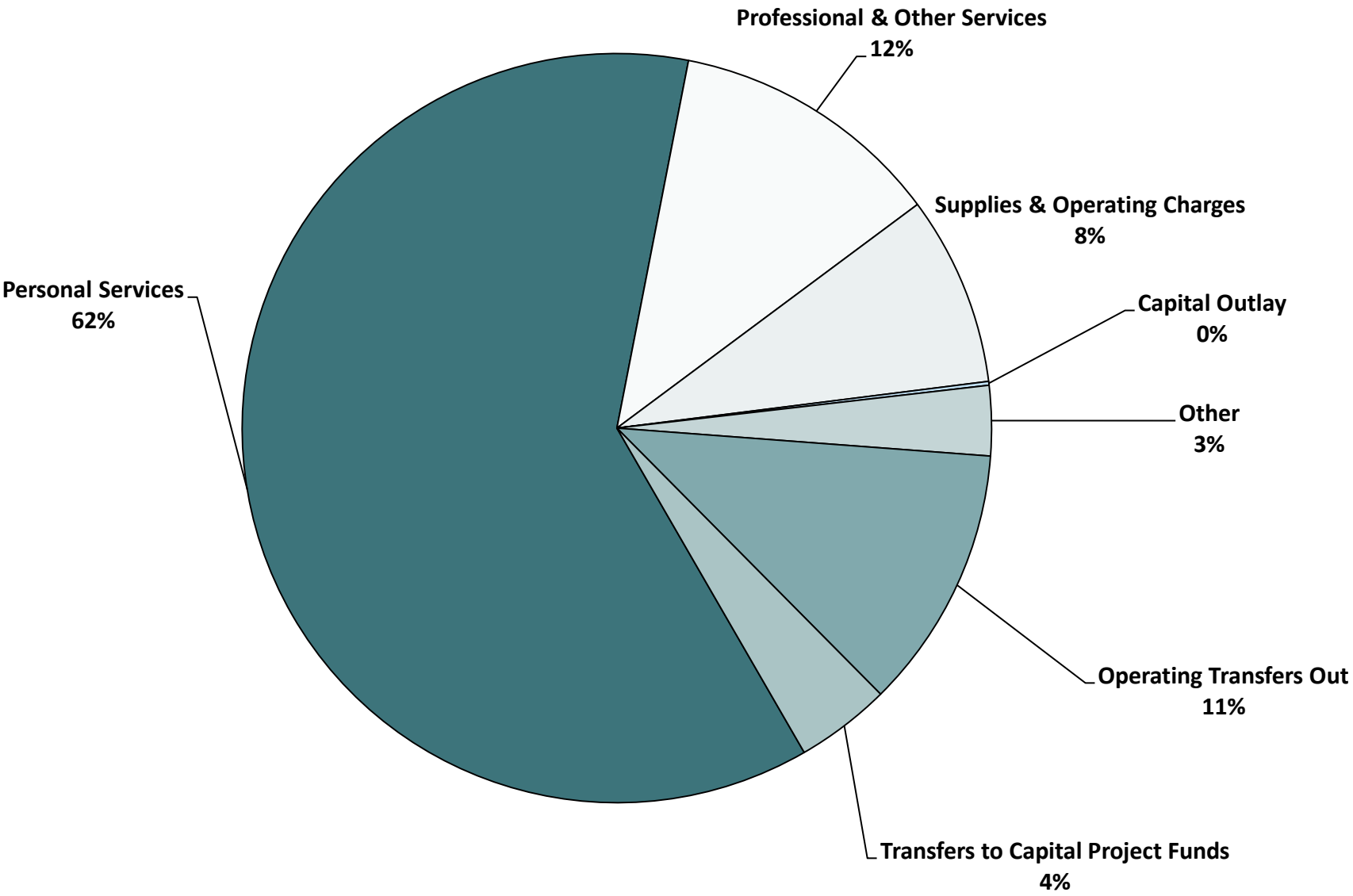
GENERAL FUND REVENUES BY CATEGORY



GENERAL FUND EXPENDITURES BY CATEGORY

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF TOTAL
Personal Services	\$ 16,249,454	\$ 17,676,820	\$ 17,693,618	61.4%
Professional & Other Services	2,897,804	3,127,220	3,387,235	11.8%
Supplies & Operating Charges	2,146,032	2,246,067	2,360,335	8.2%
Capital Outlay	11,851	48,000	48,000	0.2%
Other	52,500	798,983	869,720	3.0%
Operating Transfers Out	4,600,607	4,094,458	3,280,149	11.4%
Transfers to Capital Project Funds	4,867,210	3,967,872	1,179,447	4.1%
Total General Fund	\$ 30,825,458	\$ 31,959,420	\$ 28,818,504	100.0%

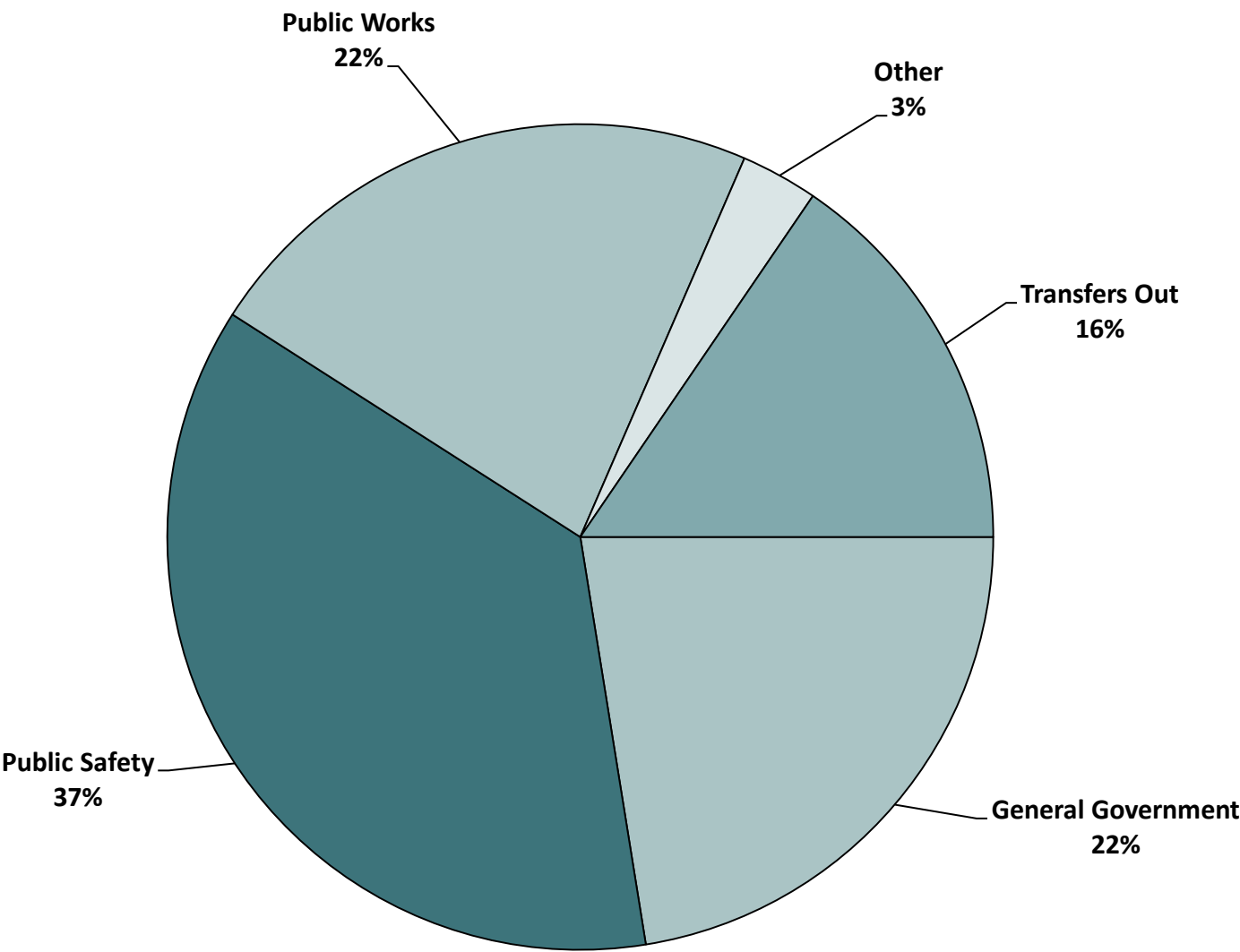
GENERAL FUND EXPENDITURES BY CATEGORY



GENERAL FUND EXPENDITURES BY SERVICE GROUP

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF TOTAL
General Government	\$ 5,736,927	\$ 6,368,011	\$ 6,472,840	22.5%
Public Safety	9,780,558	10,300,563	10,547,801	36.6%
Public Works	5,787,656	6,429,525	6,468,547	22.4%
Other	52,500	798,983	869,720	3.0%
Transfers Out	9,467,817	8,062,330	4,459,596	15.5%
Total General Fund	\$ 30,825,458	\$ 31,959,412	\$ 28,818,504	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	2019	2020	2021
		ACTUAL	BUDGET	BUDGET
	Personal Services	226,398	245,970	246,270
	Professional & Other Services	75,516	131,705	133,202
	Supplies & Operating Charges	9,360	20,600	14,860
	Capital Outlay	-	-	-
		\$ 311,274	\$ 398,275	\$ 394,332

MISSION STATEMENT:

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

GOALS & OBJECTIVES:

1. Economic Development

- * Promote Gainesville as a regional HUB for employment, retail, learning and services.
- * Support existing businesses and facilitate new business development through provision of adequate infrastructure, responsiveness to business needs and community cooperation.
Encourage and facilitate development and redevelopment of property throughout the City to eliminate blight, improve property value and enhance the growth of the City.
- * Support the Implementation of the Downtown Master Plan and Urban Redevelopment Plans.
- * Maintain ISO I rating at the Fire Department.
- * Encourage and increase tourism throughout the City and promote the City's businesses, assets and opportunities.

2. Infrastructure Improvements

- * Continue investing in the City's road network through repaving of streets, improving the sidewalk network, and expanding capacity where needed and possible.
- * Grow and improve the Intelligent Transportation System throughout the City by equipping traffic signals with fiber and video detection.
- * Implement the Transportation Master Plan and continue analysis on viable and strategic transportation improvements to improve transportation and connectivity throughout the City.
- * Invest in the improvements, maintenance and growth of the City's water, sewer and stormwater system.

3. Internal Operations

- * Focus on recruitment and retention of employees to provide citizens with the highest level of service possible.
- * Review internal process to ensure effectiveness in delivery and efficiency of process to reach goals.
- * Focus on the implementation and improvement of Information Technology to provide first-class resources to employees and citizens.
- * Encourage and facilitate an environment for a healthy and safe workforce.

4. Leisure Services

- * Provide high quality, clean, safe, accessible and diversified park amenities throughout the City.
- * Maintain Chattahoochee Golf Course as one of the top municipal courses in Georgia.
- * Increase and promote activity on Lake Lanier through events and support of the Lake Lanier Olympic Venue.
- * Incorporate "Urban Leisure" into downtown, midtown and public spaces through placemaking initiatives and the creation of more desirable and useable space in the City.

5. Quality of Life

- * Promote the development and redevelopment of multiple housing options for the citizens and workforce of Gainesville.
- * Focus on Public Safety initiatives and personnel to protect and improve the well-being of citizens, neighborhoods and property.
- * Invest in the beautification of public areas through art, signage, and landscaping.
- * Emphasize Code Enforcement for property maintenance, the removal of blight and redevelopment opportunities.

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	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
	Personal Services	638,370	684,684	684,684
	Professional & Other Services	178,816	197,684	205,816
	Supplies & Operating Charges	38,140	51,570	41,389
	Capital Outlay	-	-	-
		\$ 855,326	\$ 933,938	\$ 931,889

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"> * Begin planning and design on a new North Parking Deck for Downtown that was approved as part of SPLOST VIII. * Coordinate with Public Works to implement improvements identified in the transportation master plan, including beginning design for improvements on Green Street. * 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"> * Continue facilitation and coordination of significant privately-led developments that are planned within the City, including in downtown and midtown. * 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. * Seek re-certification of the State Opportunity Zone for the downtown and midtown area. <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. * Work with the local Placemaking Collaborative to implement placemaking practices within downtown. * Implement streetscaping within the downtown area, including Washington and Bradford Streets.

Performance Measures							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Funds allocated for Infrastructure Improvements *	II	3.749 M	14.249 M	20.6 M	39.175 M	39.175 M	15.475 M
Number of Registered Businesses in the City	ED	2,517	2,434	2,677	2,584	2,611	2,625
Funding for Beautification Improvement Projects	QL	3.3 M	1.5 M	2.6 M	1.35 M	1.35 M	2.25 M

* FY2018 Infrastructure Improvements increased due to the addition of the Department of Water Resources Capital Projects in the budget process.

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	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
	Personal Services	1,029,781	1,069,531	1,061,365
	Professional & Other Services	172,899	217,001	225,256
	Supplies & Operating Charges	47,595	60,222	64,072
	Capital Outlay	-	-	-
		\$ 1,250,275	\$ 1,346,754	\$ 1,350,693

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:
<p>1. <u>Assure and support continued compliance with applicable laws and regulations, determining and recommending changes as appropriate.</u></p> <ul style="list-style-type: none"> * Work with Rushton and Company to implement GASB Statement No. 87. The Statement improves accounting and financial reporting for leases by governments. * Change property tax bills to include the amounts of assessments levied for each of the three immediately preceding tax years. <p>2. <u>Utilize technology to improve efficiencies and decrease costs.</u></p> <ul style="list-style-type: none"> * Improve Capital Project Tracking in New World. * Research and implement alternative ways to collect payments. <p>3. <u>Protect and improve the financial resources of the City.</u></p> <ul style="list-style-type: none"> * Update all financial reports to a more modern appearance with enhanced readability and more transparency. * Work with Financial Advisors to increase credit rating.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic	ACTUAL			YTD thru 12/31	BUDGET	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Govt. Finance Officers Assoc Awards	IO	50	53	56	59	58	62
Credit Agency Bond Rating	IO	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2
Accounts Payable checks issued	IO	13,716	13,800	13,920	7,076	13,800	13,800
Average Yield Earned (Interest)	IO	0.59%	0.20%	2.30%	2.25%	2.00%	1.50%
Percent Variance of all operating fund actual revenues versus adopted budget	IO	2%	3%	1%	3%	3%	3%
Fixed Assets maintained	IO	3,133	3,200	3,450	3,500	3,290	3,500

INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTION:	EXPENDITURE SUMMARY			
Information Technology is responsible for providing strategic technology direction, IT/Cyber security efforts, central IT support organization, IT operational policies and standards, coordinating major City-wide initiatives including: IT project management, the City's IT budget, City-wide technologies and applications, and the City's internal websites.	Funding Source: General Fund	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
	Personal Services	615,866	686,705	659,986
	Professional & Other Services	246,889	348,715	440,813
	Supplies & Operating Charges	36,785	42,778	45,204
	Capital Outlay	-	-	-
		\$ 899,540	\$ 1,078,198	\$ 1,146,003

MISSION STATEMENT:

To deliver the best proven technology and services available for computer processing, data management, telecommunications, and critical business systems to both the employees of the city as well as the public through excellent customer service, continuous improvement, innovative problem-solving, adherence to standardized industry best practices and collaborative solutions.

GOALS & OBJECTIVES:

1. Effectively manage the delivery of City-wide technology services.

- * Deploy and ensure support of a common infrastructure that meets the organization's business needs

2. Provide high quality customer service.

- * Establish and meet customer expectations in delivering core City-wide technology services and assist them in identifying opportunities to productively introduce new technology

3. Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business critical technologies.

- * Promote training and development
- * Hire and retain highly qualified, responsive, and innovative employees

4. Reduction of security vulnerabilities in citywide network topology.

- * Monitor using a proactive philosophy in dealing with cyber 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	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Resolve Issues sent to the IT Help Desk quickly and successfully (% of tickets resolved within established times)	IO	N/A	95.00%	96.40%	95.60%	93%	94%
Maintain user workstations and servers with current patches and updates (% of total devices properly maintained)	IO	N/A	99.00%	98.00%	98.90%	96%	97%
Ensure backups are functional and completed	IO	N/A	N/A	99.20%	99.00%	98%	99%
Network/Application Availability	IO	N/A	99.00%	99.40%	99.30%	97%	98%

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	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
	Personal Services	629,769	687,478	690,059
	Professional & Other Services	56,048	87,339	101,162
	Supplies & Operating Charges	53,771	34,791	47,859
	Capital Outlay	-	-	-
		\$ 739,588	\$ 809,608	\$ 839,080

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. * Continue growing the Gainesville Leadership Academy. Research and invest in other professional development programs designed to improve job skills, leadership capabilities and employee productivity. <p>3. <u>Efficiently and accurately maintain personnel processes and records.</u></p> <ul style="list-style-type: none"> * Continue 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	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
% of Personnel Policies & Procedures Reviewed	IO	100.00%	25%	25%	25%	25%	5%
Turn over ratio (%)	IO	0.12	12%	12%	6.6%	12%	12%
Lost time Hrs (due to injury)	IO	1,262	1,750 hrs	1,750 hrs	710.25 Hrs	1,750 hrs	1,750 hrs
Lost Time Injury Claim Occurrences	IO	N/A	N/A	N/A	7	7	7

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	FY2019	FY2020	FY2021
		ACTUAL	BUDGET	BUDGET
	Personal Services	3,243,385	3,681,636	3,684,963
	Professional & Other Services	1,122,616	997,659	1,020,618
	Supplies & Operating Charges	1,105,830	1,260,083	1,272,781
	Capital Outlay	11,851	48,000	48,000
		\$ 5,483,682	\$ 5,987,378	\$ 6,026,362

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	
	FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Street Miles Evaluated for Resurfacing	142	140	143	140	149	149
Signalized intersections maintained	83	83	87	87	88	88
Miles of City streets swept and litter control	3,627	3,600	6,130	3,252	6,400	6,200
Annual Facilities work orders completed	1,700	1,700	1,966	1,086	2,000	2,000
Road miles identified for Resurfacing	32	32	34	34	35	35
Road miles Resurfaced	2.07	2.07	4.50	1.10	5.00	5.00
Number of Intersections upgraded	17	87	37	37	50	50
Linear feet of sidewalks repaired or replaced	1,823	1,600	1,642	1,131	2,000	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	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
	Personal Services	455,418	479,047	502,111
	Professional & Other Services	39,624	59,825	46,516
	Supplies & Operating Charges	41,859	52,628	64,689
	Capital Outlay	-	-	-
		\$ 536,901	\$ 591,500	\$ 613,316

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>Ensure the court operates efficiently, produces quality output, and complies with state and federal law and DDS regulations.</u> * Continue to develop a standard operating procedure manual for court. * Work with the solicitor's office to establish written policies and procedures regarding accusations to ensure case accuracy within the law.
2. <u>Utilize technology to improve efficiencies and decrease costs.</u> * Research online dispute resolution technology to improve case load efficiency and reduce expenses. * Research and implement a more efficient, semi-paperless alternative way to process inmate dispositions in court. * Implement the solicitor/judge process through the case management system to streamline daily tasks and improve productivity.
3. <u>Ensure Bond forfeitures are efficiently processed within GA State Law guidelines.</u> * Work with solicitor and Judge to establish and create clear bond forfeiture guidelines to improve case efficiency and accuracy within the law.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 2/28	BUDGET	
		FY2017	FY2018	FY2019		FY2020	FY2021
# of DDS Disposition Errors (annually)	IO	125	35	35	10	20	5
# of Dispositions (annually)	IO	13,723	20,000	20,000	7,256	12,000	14,000
Percent staff cross-trained	IO	60%	60%	60%	95%	100%	100%
# of DUI tickets closed (annually)	IO	317	256	256	128	400	200
# of Transfer tickets closed (annually)	IO	2,140	1,054	1,054	493	1,050	390

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		FY2019	FY2020	FY2021
				ACTUAL	BUDGET	BUDGET		
		Personal Services		7,991,870	8,501,660	8,431,894		
		Professional & Other Services		909,048	950,147	1,129,806		
		Supplies & Operating Charges		516,757	478,401	501,902		
		Capital Outlay		-	-	-		
		\$	9,417,675	\$	9,930,208	\$	10,063,602	
MISSION STATEMENT:								
The mission of the Gainesville Police Department is to provide quality police services by being a PILLAR of our community.								
GOALS & OBJECTIVES:								
1. <u>Continue to address roadway safety within the City</u>								
* Work with community groups to address distracted and driving while intoxicated awareness								
* Deploy strategic traffic enforcement and concentrated patrols based upon analysis of crash data								
* Continue use of Public Information Team to use social media as a conduit to educate the public on traffic safety and traffic alerts								
2. <u>Continue Efforts in addressing Mental Health Issues facing Law Enforcement</u>								
* Reach 75% of sworn members completing Mental Health First Aid								
* Grow the Mental Health Clinician program to aid in establishing community partnerships for coordination of services for mental health patients								
* Continue participation in ONE-Hall Groups to address community mental health concerns								
3. <u>Expand Youth Programs to offer more Officer Involvement in our community's youth</u>								
* Begin mentorship programs with non-profits and other community partners								
* Host community events geared toward youth for education on bullying, drug use, and cyber safety								
* Use Social Media to raise awareness of issues facing our younger generation								
PERFORMANCE MEASURES:								
MEASURES		City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
			FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
# of Sponsored Community Outreach Events		QL	130	266	278	173	150	250
# Directed Contentrated Patrol Efforts		QL	N/A	50	87	22	60	60
Calls for Service		QL	70,624	83,058	65,467	32,278	73,000	70,000
State Certification and International Accreditation		IO	Yes	Yes	Yes	Yes	Yes	Yes

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	FY2019	FY2020	FY2021
		Actual	Budget	Budget
	Personal Services	253,696	330,711	328,454
	Professional & Other Services	11,345	47,729	47,281
	Supplies & Operating Charges	38,932	63,707	66,450
	Capital Outlay	-	-	-
		\$ 303,973	\$ 442,147	\$ 442,185

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. <u>Position the City Stormwater Division for the future</u> * Continue to inventory stormwater facilities to be improved with future capital projects.
2. <u>Ensure financial stability</u> * Optimize available funds for greatest impact.
3. <u>Develop a world class work force</u> * Implement strategies to recruit and retain high quality staff.

PERFORMANCE MEASURES:						
MEASURES	ACTUAL			YTD thru 12/31	BUDGET	
	FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Number of potential stormwater projects identified with a total estimated repair cost exceeding \$100,000 (using SPLOST VII)	N/A	N/A	3	N/A	3	4
Linear feet of stormwater pipes assessed by video inspection	N/A	1,942 feet	196.09 feet	1,694.6 feet	3,000 feet	3,000 feet
MS4 inspections completed	N/A	445	744	111	455	455

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	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
	Personal Services	1,164,901	1,309,398	1,403,832
	Professional & Other Services	172,369	194,416	191,765
	Supplies & Operating Charges	169,634	76,279	86,129
	Repairs & Maintenance	-	-	-
	Capital Outlay	-	-	-
		\$ 1,506,904	\$ 1,580,093	\$ 1,681,726

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:
<p>1. <u>Promote systematic land use growth.</u></p> <ul style="list-style-type: none"> * Select a Consultant and begin work on the five year update to the City's Comprehensive Plan. * Update the City's Gateway Corridor Overlay Zone. <p>2. <u>Implement measures to improve housing conditions in the City.</u></p> <ul style="list-style-type: none"> * Assist the Gainesville Non-Profit Development Foundation with development of the Wood Avenue property the Foundation owns. Work with a private developer to construct affordable houses on the site. * Partner with the Hall County Marshal's Office on performing a housing sweep on residential property adjacent to one of the City's existing sweep areas. <p>3. <u>Create additional vibrant public open spaces.</u></p> <ul style="list-style-type: none"> * Establish a definitive route for the Airport Connector segment of the Highlands to Islands Trail and develop construction drawings. * Continue working in and around Downtown to establish new and/or renovated public spaces. Convert an existing alley to usable public space.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priorities	ACTUAL			Thru 12/31	BUDGET	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Zoning Applications	ED	26	22	19	13	25	25
Inspections Conducted Within 2 Business Days	ED	14,733	13,764	13,570	6,181	16,000	15,000
Number of Permits Issued (Building, Etc.)	ED	2,486	2,419	2,584	1,159	2,500	2,500
Code Violations Addressed	QL	6,201	5,982	6,170	2,806	6,000	6,000
Affordable Housing Units Developed	QL	2	2	0	0	6	5

AGENCY ALLOCATIONS

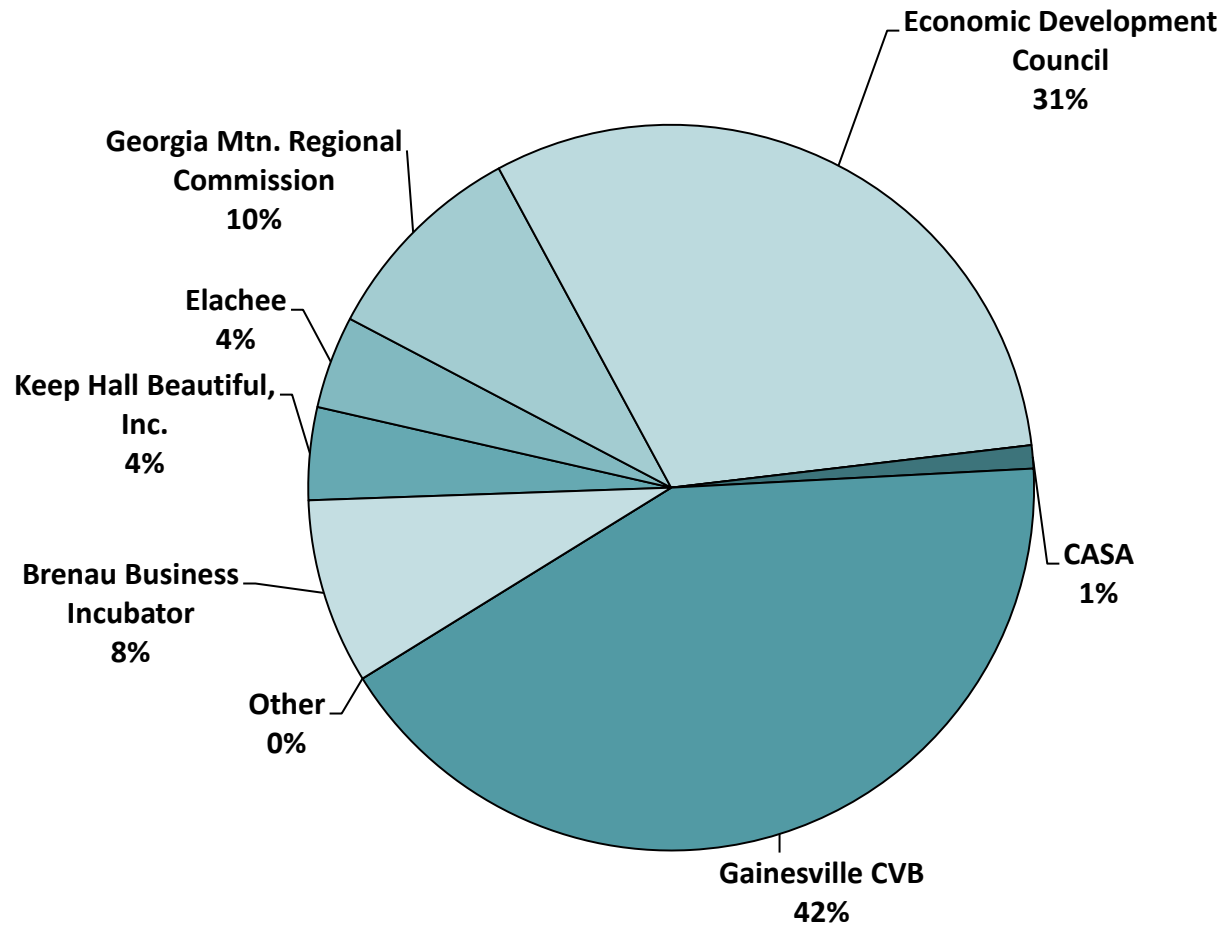
DEPARTMENT DIVISION DESCRIPTION:

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

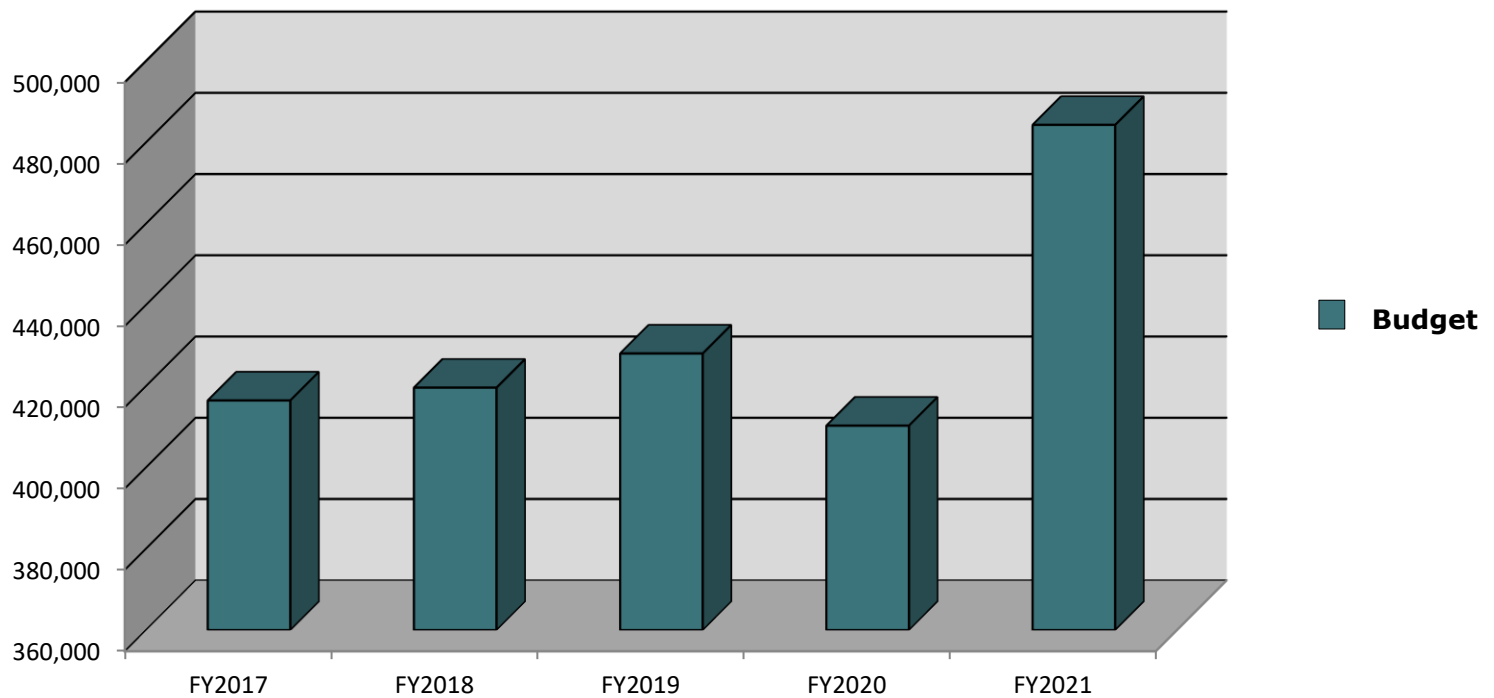
AGENCY ALLOCATIONS

	FY 2019 ACTUAL	FY 2020 BUDGET	FY2021 BUDGET
General Fund			
Keep Hall Beautiful, Inc.	\$ 7,500	\$ 10,000	\$ 10,000
Georgia Mtn. Regional Commission	33,000	38,297	34,208
CASA	5,000	5,000	5,000
Other	7,000	-	-
Gainesville CVB	-	128,686	203,512
Total General Fund Allocations	52,500	181,983	252,720
Public Utilities Fund			
Keep Hall Beautiful, Inc.	7,500	10,000	10,000
Elachee	17,000	17,000	20,000
Georgia Mtn. Regional Commission	11,000	11,099	11,403
Economic Development Council	150,000	150,150	150,150
Total Public Utilities Fund Allocations	185,500	188,249	191,553
Parks and Recreation			
Gainesville/Hall '96	150,000	150,000	-
Total Public Utilities Fund Allocations	150,000	150,000	-
Economic Development Fund			
Brenau Business Incubator	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	20,000	20,000
Elachee	17,000	17,000	20,000
Georgia Mtn. Regional Commission	44,000	49,396	45,610
Economic Development Council	150,000	150,150	150,150
Gainesville/Hall '96	150,000	-	-
CASA	5,000	5,000	5,000
Gainesville CVB	-	128,686	203,512
Other	7,000	-	-
Brenau Business Incubator	40,000	40,000	40,000
Total Agency Allocations	\$ 428,000	\$ 410,232	\$ 484,272

Agency Allocations



Five Year Total Funding Trend



* FY2021 Increased due to Lake Lanier Olympic Park moving from Parks and Recreation to the Convention and Visitor's Bureau.

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	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021	FY2020	FY2021
Hall Area Transit - Urban Trips	QL	137,294	145,706	145,948	74,711	150,000	150,000		
Hall Area Transit - Rural Trips	QL	24,962	8,485	10,619	6,539	10,000	13,000		
Meals Served (HDM & Congregate)	QL	108,271	102,509	121,901	68,333	129,251	140,900		

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

	FY2019		FY2020		FY2021	
	County	City	County	City	County	City
Senior Services	57%	43%	67%	33%	65%	35%
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	46%	54%	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

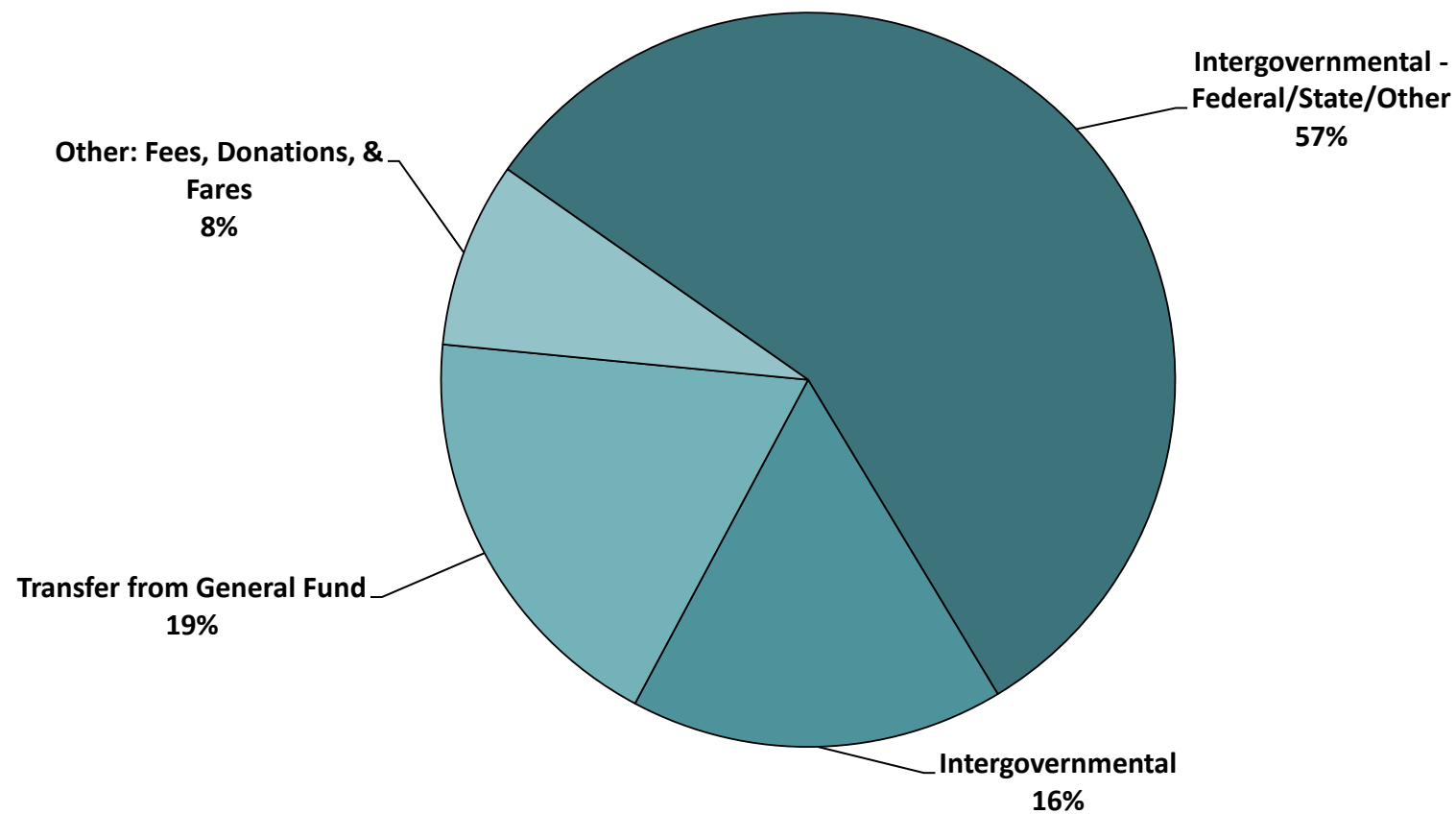
REVENUES

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Intergovernmental - Federal/State/Other	\$ 1,301,676	\$ 1,633,584	\$ 2,272,282
Intergovernmental	524,625	667,377	660,388
Transfer from General Fund	869,405	751,163	751,163
Other: Fees, Donations, & Fares	433,309	337,420	328,370
Budgeted Fund Balance- Bldg. Operations	-	150,000	124,016
Total Revenues	3,129,015	3,539,544	4,136,219

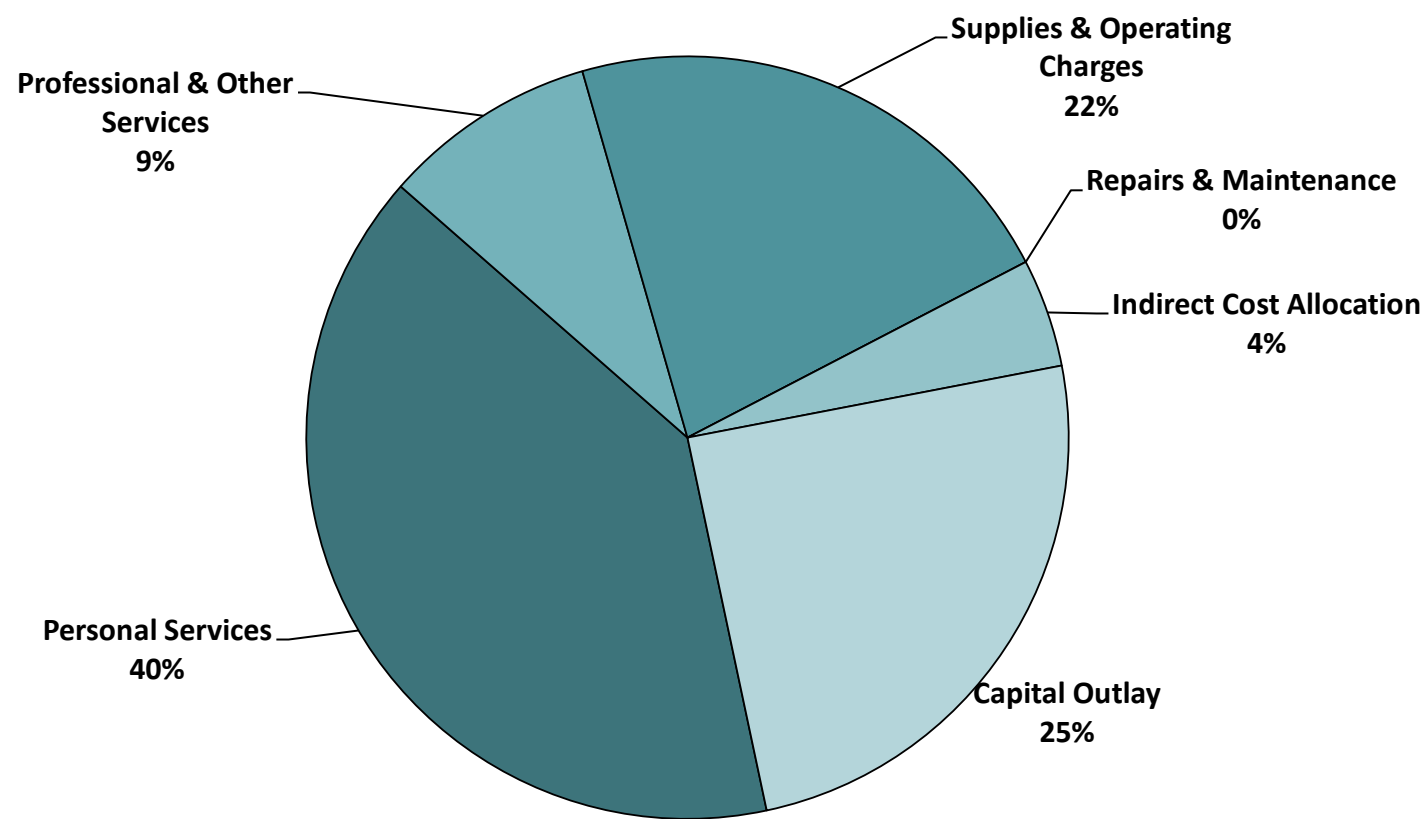
EXPENDITURES

Personal Services	1,506,210	1,631,156	1,645,409
Professional & Other Services	314,027	381,712	376,663
Supplies & Operating Charges	776,990	886,676	902,747
Repairs & Maintenance	-	-	-
Indirect Cost Allocation	190,001	190,000	190,000
Capital Outlay	46,850	450,000	1,021,400
Total Operating Expenditures	2,834,078	3,539,544	4,136,219
Other Expenditures:			
Transfers out	-	-	-
Total Expenditures	2,834,078	3,539,544	4,136,219
Excess Revenues Over/(Under) Expenditures	\$ 294,937	\$ -	\$ -

Revenues by Category



Expenditures by Category



CEMETERY TRUST SPECIAL REVENUE FUND

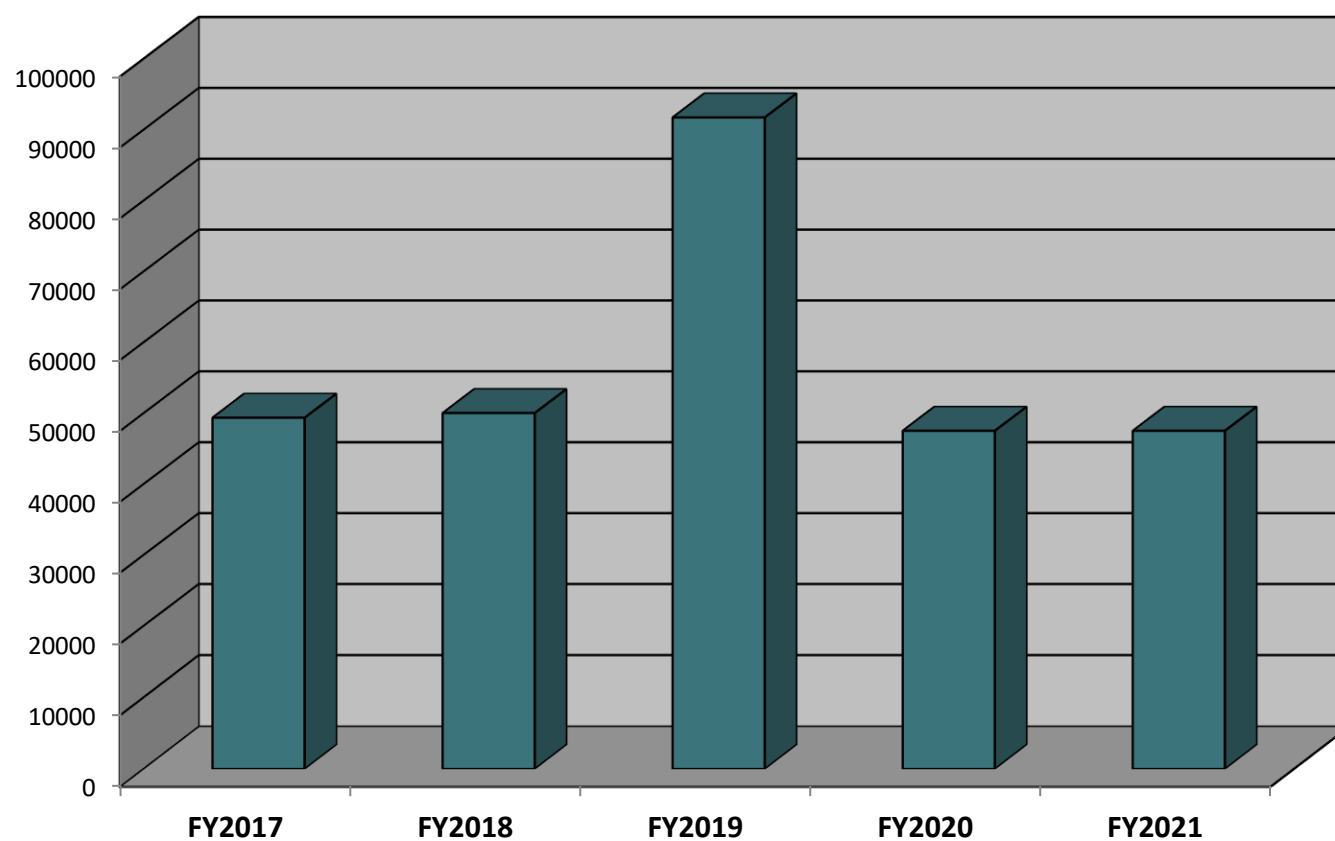
FUND DESCRIPTION:

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	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Interest on Investments	\$ 7,653	\$ 2,500	\$ 2,500
Sales & Services	58,560	45,000	45,000
Donations	25,500	-	-
Budgeted Fund Balance	-	-	-
Total Revenues	91,713	47,500	47,500
EXPENDITURES			
Purchased/Contracted Services	4,275	-	-
Available for Capital Projects	-	47,500	47,500
Total Expenditures	4,275	47,500	47,500
Excess Revenues Over/(Under) Expenditures	\$ 87,438	\$ -	\$ -

Cemetery Trust Fund Five Year Trend



CONFISCATED ASSETS FUND

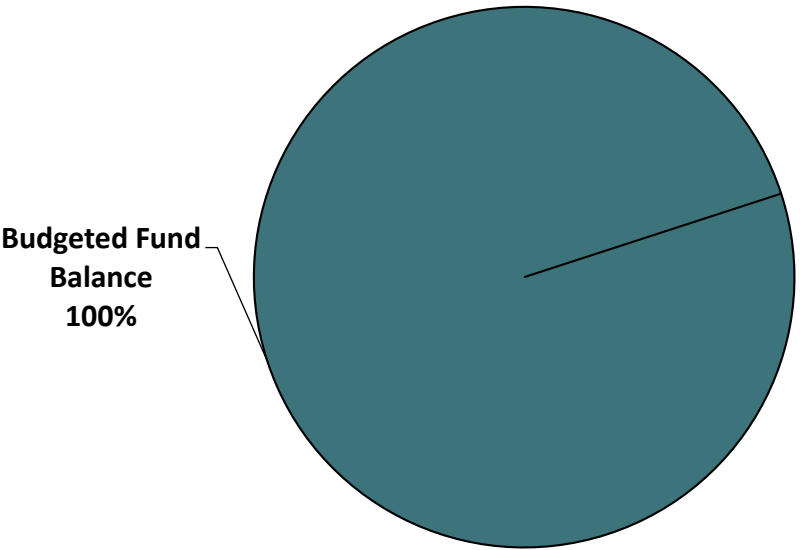
FUND DESCRIPTION:

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.

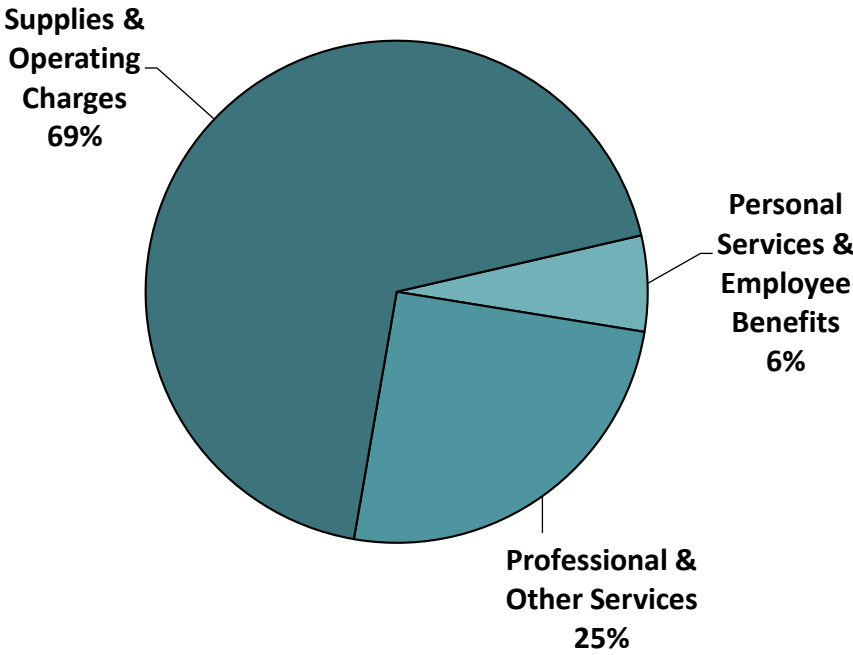
CONFISCATED ASSETS FUND SUMMARY

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Revenue			
Cash Confiscations - State	\$ 27,566	\$ -	\$ -
Cash Confiscations - Local	44,322	-	-
Cash Confiscations - Federal	336,529	-	-
Sale of Assets	1,712	-	-
Interest on Investments	15,384	-	-
Budgeted Fund Balance	-	323,227	323,227
Total Revenue	425,513	323,227	323,227
Expenditures			
Personal Services & Employee Benefits	\$ 22,369	\$ 15,000	\$ 15,000
Professional & Other Services	105,980	61,227	61,227
Supplies & Operating Charges	206,255	167,000	167,000
Repairs and Maintenance	-	-	-
Capital Outlay	183,119	80,000	80,000
Total Expenditures	517,723	323,227	323,227
Excess Revenues Over/(Under) Expenditures	\$ (92,210)	\$ -	\$ -

Revenues by Category



Expenditures by Category



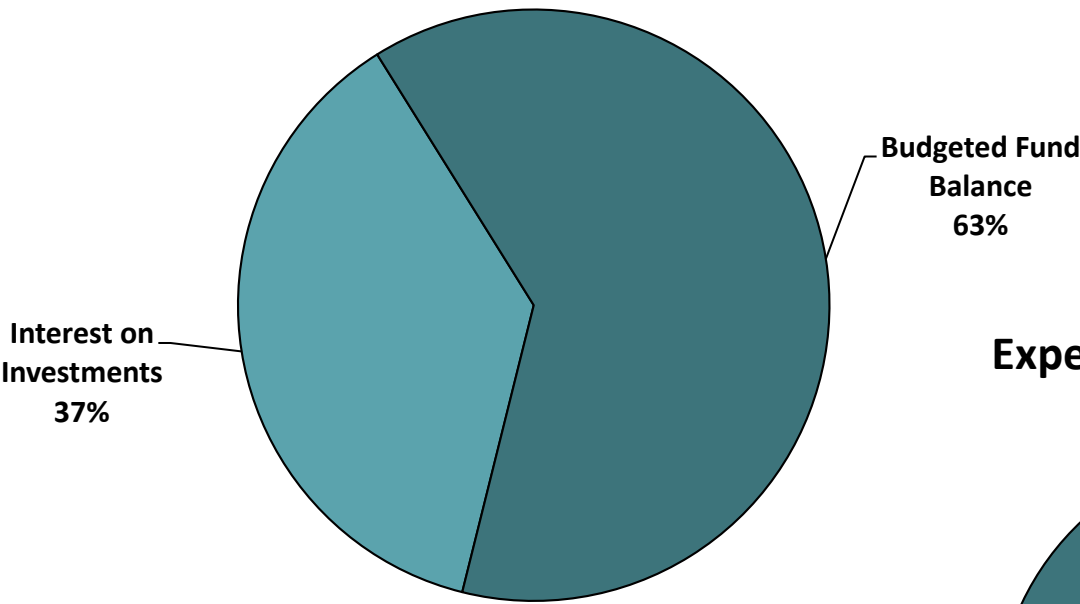
ECONOMIC DEVELOPMENT FUND

FUND DESCRIPTION:

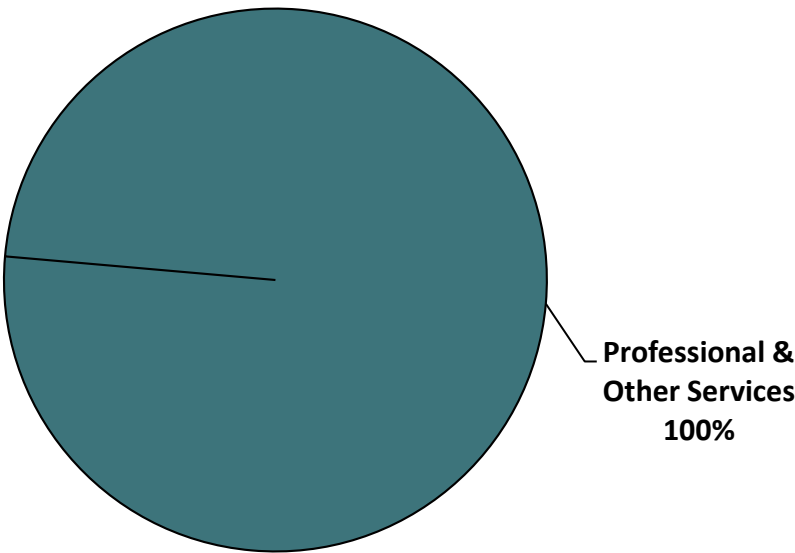
This fund is a Special Revenue fund. Funds of this type are used to account for the proceeds of specific revenue sources that are legally or donor restricted to expenditures for specific purposes. The Economic Development Fund is used to account for certain economic development activities within the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

ECONOMIC DEVELOPMENT FUND SUMMARY			
	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Revenue			
Interest on Investments	\$ 69,337	\$ 43,000	\$ 38,550
Gain/Loss on Investments	1,067,983	-	4,450
Budgeted Fund Balance	-	65,000	65,000
Total Revenue	1,137,320	108,000	108,000
Expenditures			
Professional & Other Services	210,327	108,000	108,000
Total Expenditures	210,327	108,000	108,000
<i>Excess Revenues Over/(Under) Expenditures</i>	\$ 926,993	\$ -	\$ -

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, 3 aerials, 1 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 Station #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 for safer emergency response throughout the city.

- * Implement a plan to reduce emergency response times.
- * Continue to add preemption devices at intersections.
- * Monitor and evaluate response times quarterly.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Average Response Time (Min:Sec) (Emergency)	QL	4:43	4:37	4:48	4:04	5:00	5:00
Average Training Hours per Firefighter	IO	359	352	297	131	240	240
Total Training Hours Received	IO	36,261	35,186	29,977	13,216	24,000	24,000
Training Hours Received In-house per Firefighter	IO	305	314	285	125	180	180
ISO Rating	ED	I	I	I	I	I	I
Number of Field Inspections	IO	3,541	3,784	3,673	1,722	3,500	3,500

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.

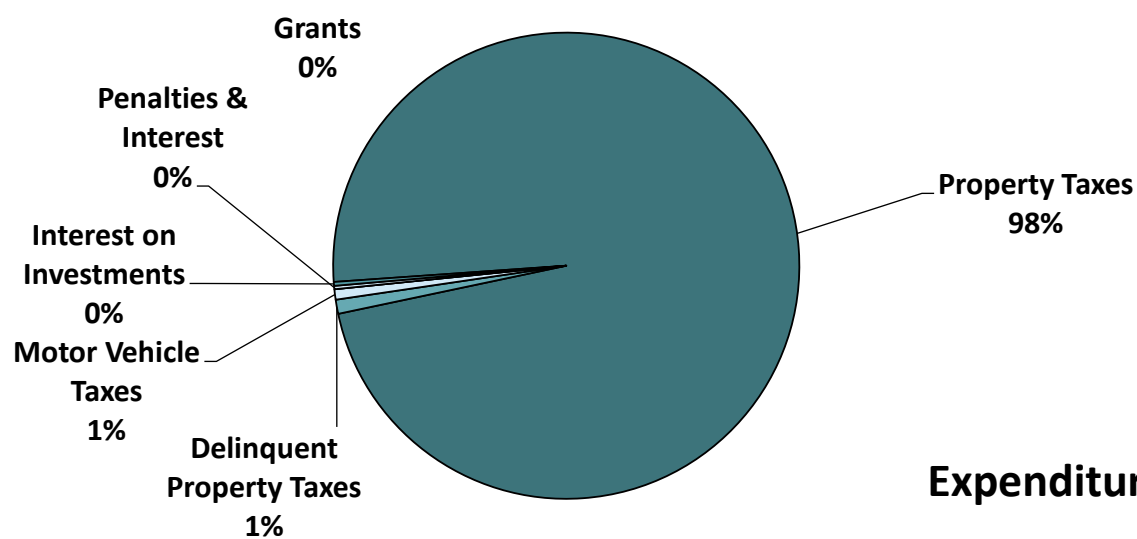
Budgeted Fund Balance in part represents prior year taxes collected in excess of budgeted amount and is used to fund capital purchases and other non-recurring expenditures.

FIRE SERVICES FUND SUMMARY

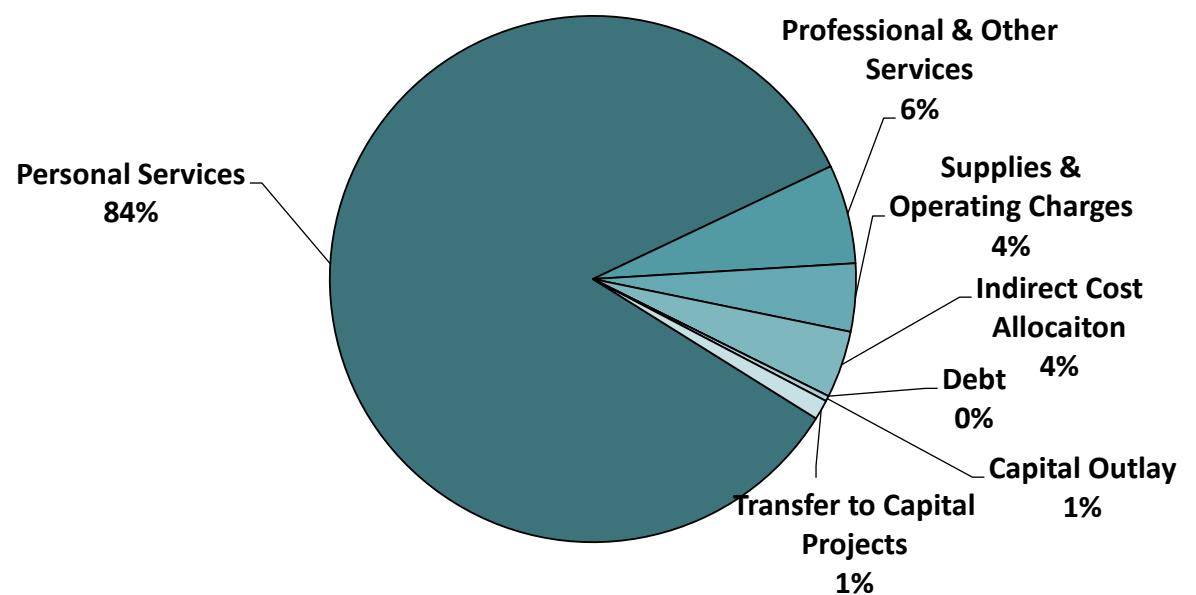
REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Millage Rate	1.250	1.250	1.250
Property Taxes	\$ 5,884,952	\$ 6,182,923	\$ 6,652,569
Delinquent Property Taxes	-	61,829	66,526
Motor Vehicle Taxes	48,742	50,794	49,118
Grants	3,298	-	-
Penalties & Interest	7,300	15,860	15,860
Interest on Investments	23,593	30,026	18,026
Sale of Assets	235	-	-
Transfer from General Fund	3,199,225	2,700,000	2,249,904
Budgeted Fund Balance	-	300,000	-
Total Revenues	\$ 9,167,345	\$ 9,341,432	\$ 9,052,003
EXPENDITURES			
Personal Services	7,300,574	7,566,045	7,609,635
Professional & Other Services	401,922	493,555	551,048
Supplies & Operating Charges	316,914	390,815	377,815
Indirect Cost Allocaiton	373,505	373,505	373,505
Debt	-	282,812	-
Capital Outlay	-	132,700	30,000
Transfer to Capital Projects	-	102,000	110,000
Total Expenditures	\$ 8,392,915	\$ 9,341,432	\$ 9,052,003
Excess Revenues Over/(Under) Expenditures	\$ 774,430	\$ -	\$ -

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

Revenues by Category



Expenditures by Category



TAX ALLOCATION DISTRICT FUND

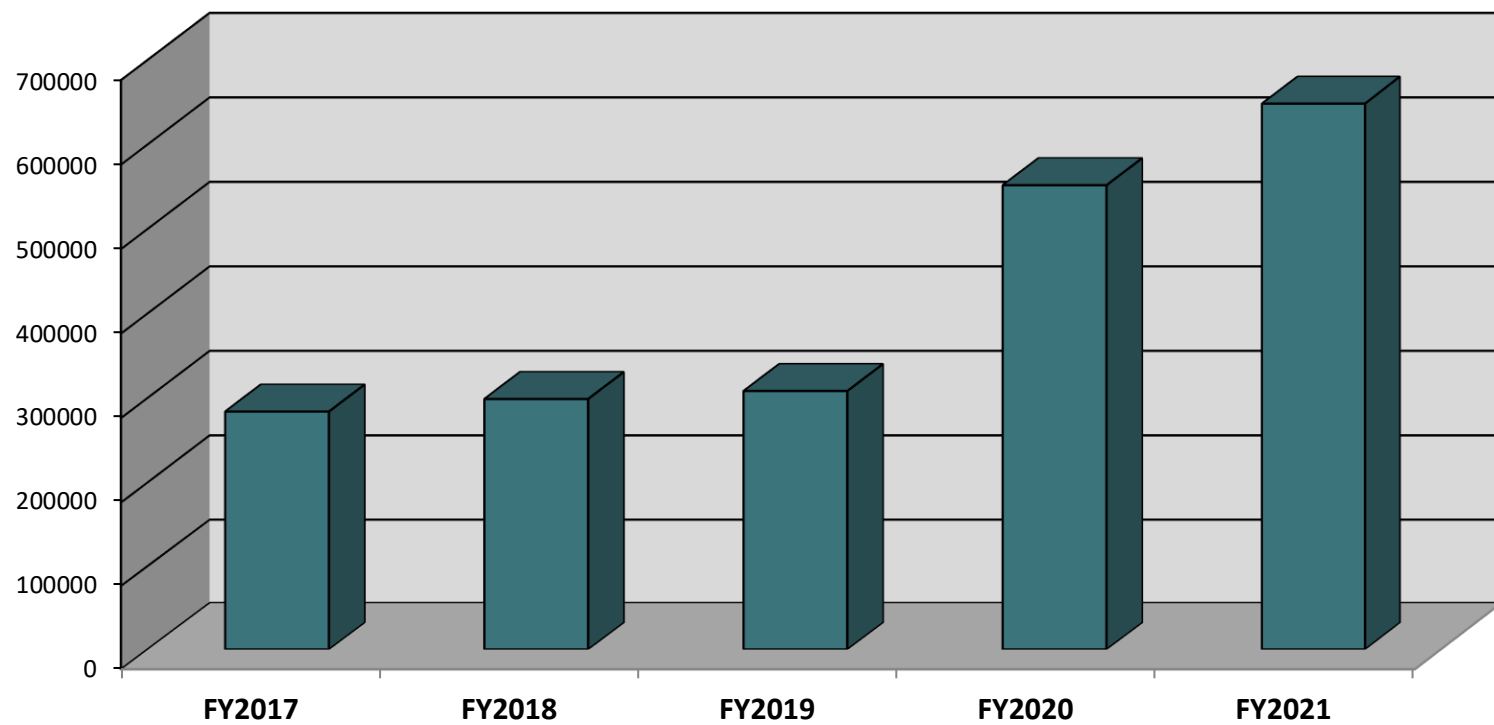
FUND DESCRIPTION:

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

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Revenue			
Property Tax - Current	\$ 60,329	\$ 62,100	\$ 154,263
Intergovernmental	207,299	209,100	488,069
Interest on Investments	40,557	15,000	5,950
Budgeted Fund Balance	-	265,543	-
Total Revenue	308,185	551,743	648,282
Expenditures			
Payments to Others	285,217	533,643	549,698
Transfer to Debt Fund	-	17,900	98,584
Available for Capital Projects	-	200	-
Total Expenditures	285,217	551,743	648,282
Excess Revenues Over/(Under) Expenditures	\$ 22,968	\$ -	\$ -

Five Year Budgeted Revenue Trend



HOTEL MOTEL TAX FUND

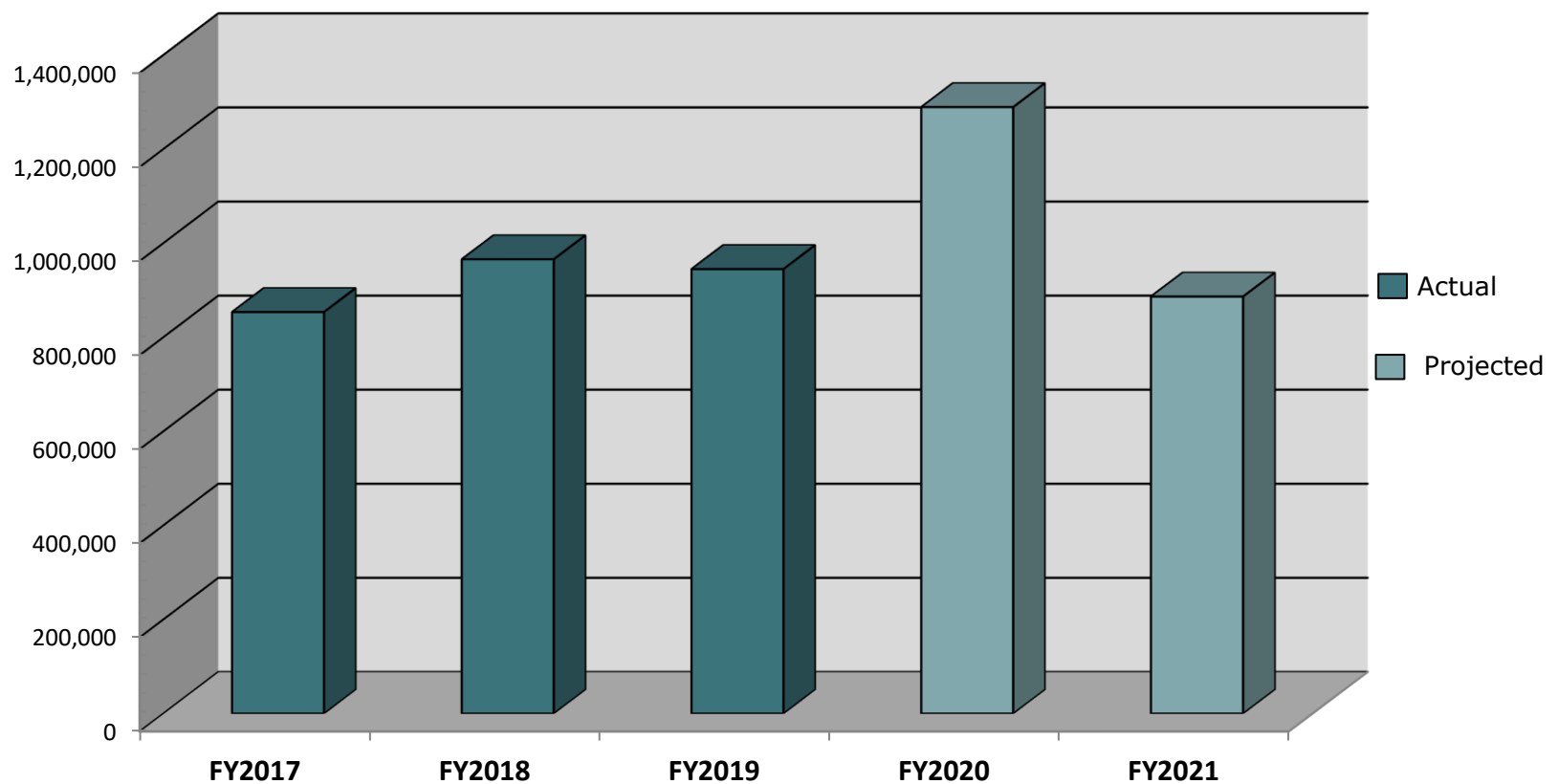
FUND DESCRIPTION:

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

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Revenue			
Hotel/Motel Taxes (5%)	\$ 878,031	\$ -	\$ -
Hotel/Motel Taxes (1% for Capital Projects)	175,652	-	-
Hotel/Motel Tax - Non Restricted (3%)	-	483,267	332,310
Hotel/Motel Tax - CVB (3.5%)	-	563,811	387,695
Hotel/Motel Tax - Tourism Development or CVB (1.5%)	-	241,633	166,155
Interest	1,591	600	425
Other	-	-	-
Transfer from General Fund	87,500	-	-
Budgeted Fund Balance	-	-	-
Total Revenue	1,142,774	1,289,311	886,585
Expenditures			
Gainesville Convention and Visitor's Bureau	764,162	942,589	775,815
Payment to Other Agencies	-	-	-
Available for Capital Outlay	-	103,367	-
Transfer to Capital Projects	216,085	85,000	-
Transfer to Debt Service	175,652	158,355	110,770
Total Expenditures	1,155,899	1,289,311	886,585
Excess Revenues Over/(Under) Expenditures	\$ (13,125)	\$ -	\$ -

Five Year Budget Trend



IMPACT FEE FUND

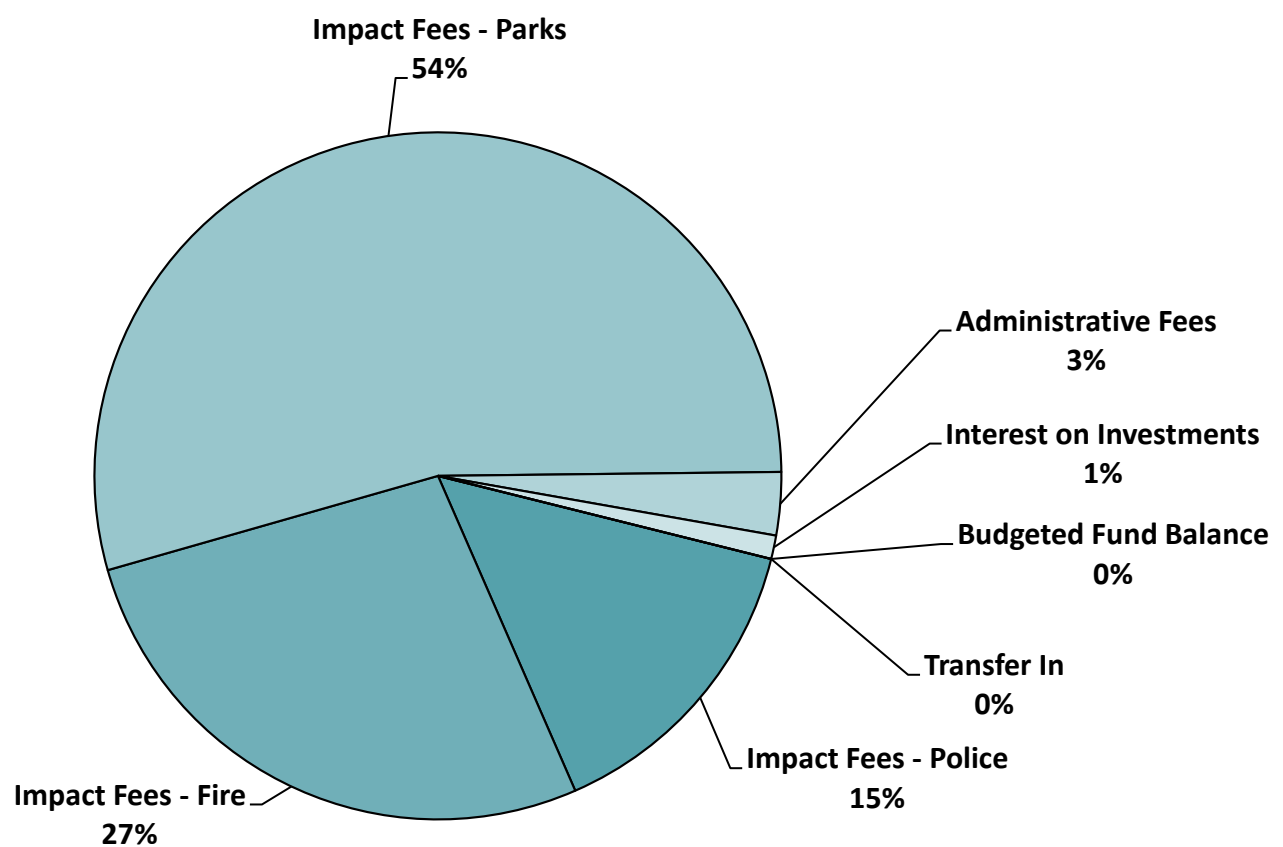
FUND DESCRIPTION:

Impact fees are collected by the City for the following areas: Police, Fire, and Parks & Recreation. The city also collects impact fees for libraries on behalf of Hall County. All fees collected are deposited into special accounts earmarked for the aforementioned divisions. In FY2020, fees pertaining to Police and Fire increased with Ordinance No. 2019-11. 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

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Revenue			
Impact Fees - Police	\$ 72,300	\$ 127,871	\$ 145,000
Impact Fees - Fire	131,777	233,574	270,000
Impact Fees - Parks	834,061	359,800	540,000
Administrative Fees	36,893	37,519	29,536
Interest on Investments	76,693	24,908	11,000
Transfer In	27,456	-	-
Budgeted Fund Balance	-	2,403,847	-
Total Revenue	1,179,180	3,187,519	995,536
Expenditures			
Transfer to General Fund	36,893	37,519	29,536
Transfer to Capital Project Funds - Police	-	-	-
Transfer to Capital Project Funds - Fire	-	600,000	-
Transfer to Capital Project Funds - P&R	650,000	2,550,000	-
Available for Capital Projects	-	-	966,000
Total Expenditures	686,893	3,187,519	995,536
Excess Revenues Over/(Under) Expenditures	\$ 492,287	\$ -	\$ -

IMPACT FEE FUND REVENUES BY TYPE



INFORMATION TECHNOLOGY FUND

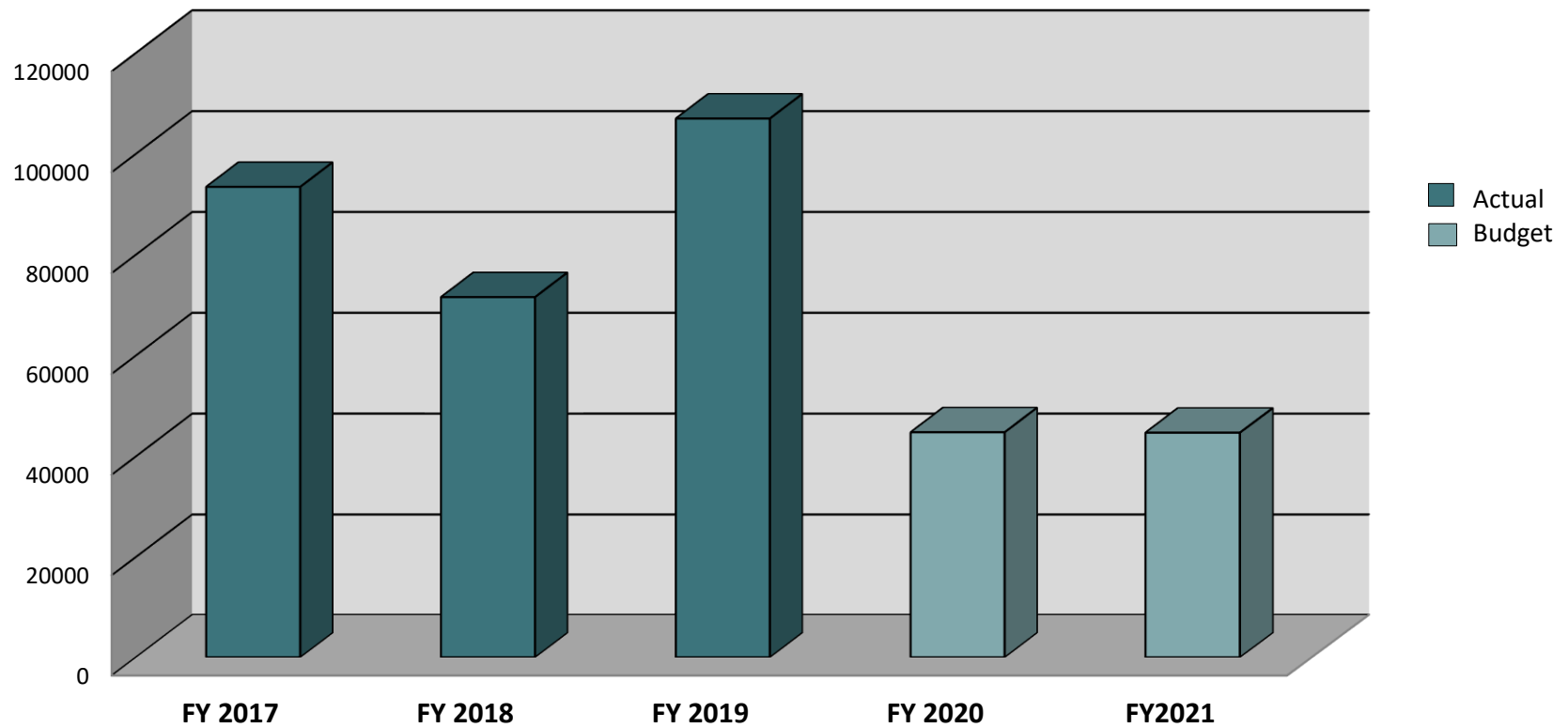
FUND DESCRIPTION:

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

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Revenue			
Technology Fees	\$ 61,792	\$ 44,784	\$ 42,000
Interest on Investments	3,962	-	2,700
Transfers In	41,250	-	-
Budgeted Fund Balance	-	-	-
Total Revenue	107,004	44,784	44,700
Expenditures			
Transfers to GG CIP	-	31,000	-
Supplies and Operating Charges	9,693	13,784	44,700
Capital Outlay	-	-	-
Available for Capital Projects	-	-	-
Total Expenditures	9,693	44,784	44,700
Excess Revenues Over/(Under) Expenditures	\$ 97,311	\$ -	\$ -

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 174 agencies nationwide and one of ten 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.
- * 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, Civic Center Renovations, Longwood Playground Improvements, Youth Sports Complex, Park Restrooms, Outdoor Pool, 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	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
# Park Audits Annually	IO	20	20	21	8	21	21
# Youth Athletic participants*	LS	2407	2365	2371	1075	2000	2500
Decrease energy consumption**	IO	-8%	1%	5%	-34%	Even	Even
# Staff training opportunities	IO	161	215	167	89	150	175
# Sponsorships	IO	75	77	80	48	75	80
# Fitness visits to Frances Meadows Center ***	LS	57800	61,895	69,632	34,314	60,000	65,000
# Volunteer Hours	IO	12435	10,370	10,645	5,666	11,000	11,000
Customer Service Rating ****	IO	3.7	3.8	3.9	3.8	3.8	3.8
# Written Partnership Agreements	IO	14	14	14	14	14	14

*Youth Athletic participation includes Travel Ball players at Lanier Point & Lanier Aquatic Swimmers **LLOP as new facility ***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.

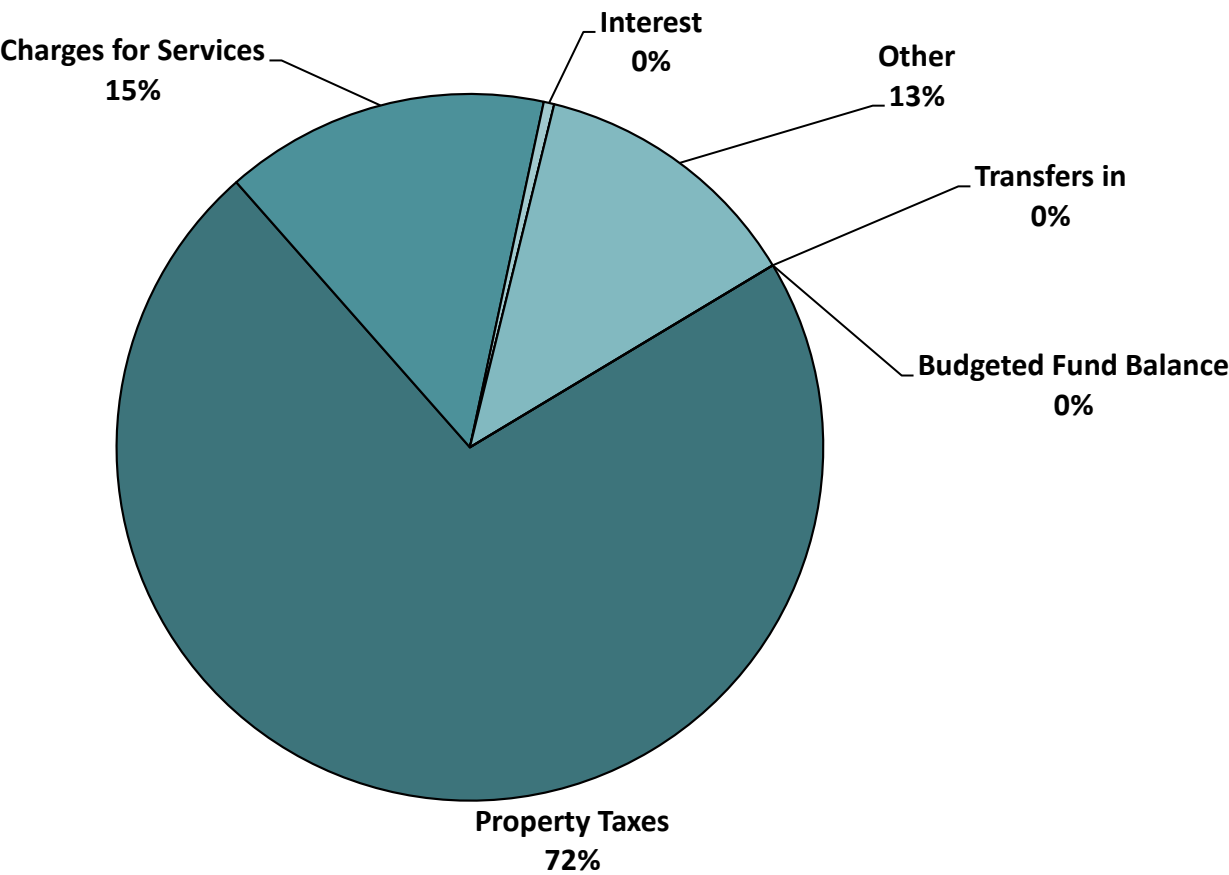
Interest is based on economic conditions, interest rates, and cash flow projections.

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.

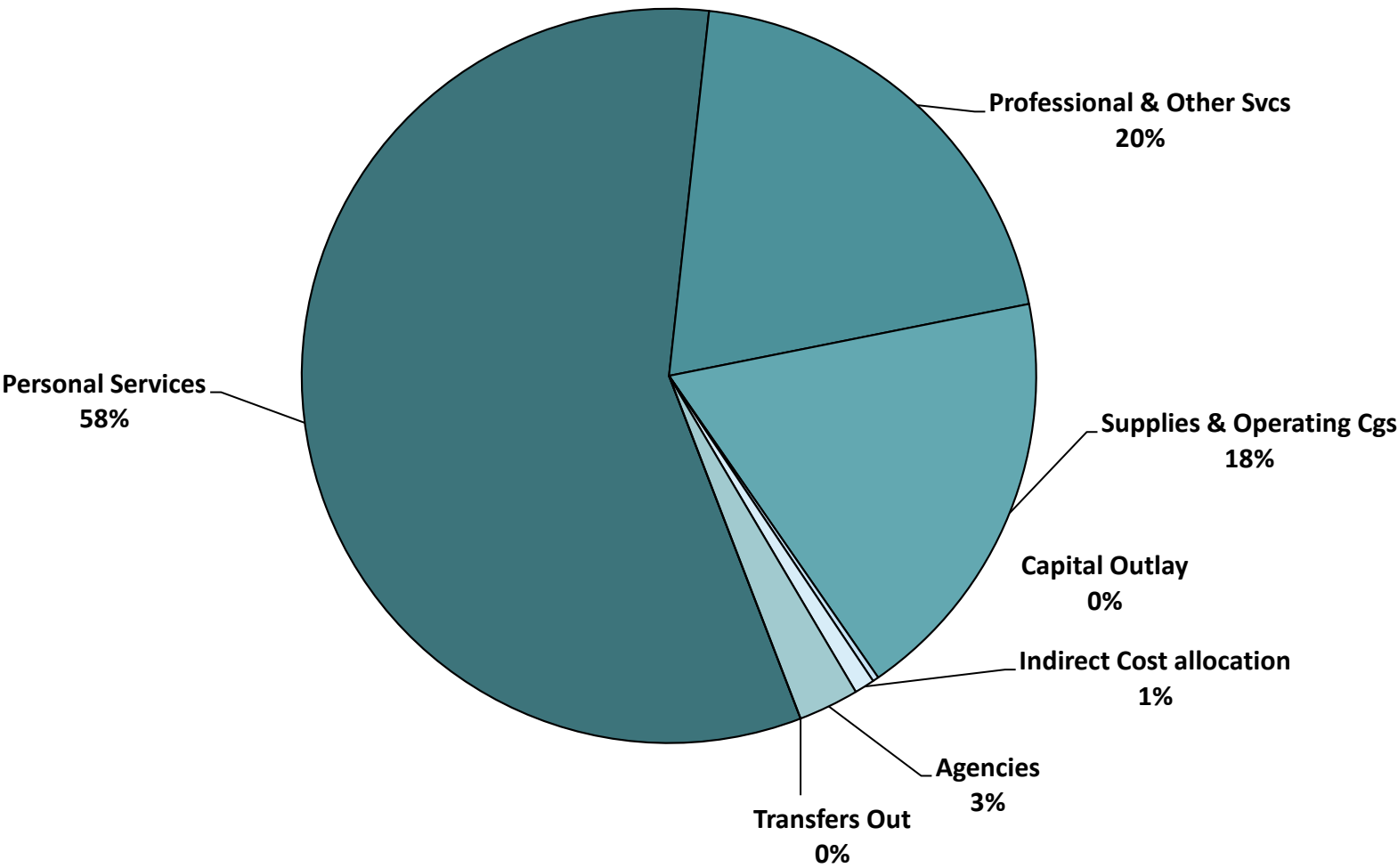
PARKS AND RECREATION FUND SUMMARY

REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Millage Rate	0.750	0.750	0.750
Property Taxes	\$ 3,595,002	\$ 3,780,828	\$ 4,064,427
Charges for Services	960,222	964,615	837,151
Interest	77,476	27,250	27,250
Intergovernmental	5,565	-	-
Other	1,082,119	878,710	707,250
Transfers in	17,236	94,855	-
Budgeted Fund Balance	-	-	-
Total Revenues	5,737,620	5,746,258	5,636,078
EXPENDITURES			
Personal Services	2,753,388	3,295,071	3,245,010
Professional & Other Svcs	866,714	1,123,238	1,133,965
Supplies & Operating Cgs	884,002	1,040,949	1,042,103
Capital Outlay	24,956	12,000	15,000
Indirect Cost allocation	50,000	50,000	50,000
Agencies	160,000	-	150,000
Transfers Out	235,000	225,000	-
Total Expenditures	4,974,060	5,746,258	5,636,078
Excess Revenues Over/(Under) Expenditures	\$ 763,560	\$ -	\$ -

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, Convention and Visitor's Bureau and the Lake Lanier Olympic Park.

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. In addition, Lake Lanier Olympic Park serves as the city's top attraction that serves over 200,000 visitors annually and produces an average annual economic impact to the community of over \$4.5M.

FY2021 GOALS & OBJECTIVES:

1. Increase Tourism Activity in Gainesville

- * Creation of Mobile/Digital Kiosk
- * Recruitment of three new overnight events
- * Creation of a City Pass program - or discounted tourism partner program

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.
- * Educate residents on city services, upcoming events, etc. via online communication platforms, including website and social media, with emphasis on increased video/photographic content
- * Redesign the city website so it is easier to access via mobile devices and offers more services.

4. Foster the development of the sports of rowing and canoe/kayak and to insure community inclusion in the use and development of programs and facilities at LLOP.

- * Continue to provide quality services and events, adding new events and rentals
- * Insure accountability and safety at LLOP
- * Improve communication with the community and stakeholders through marketing

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 03/01/2020	BUDGET	
		FY2017	FY2018	FY2019		FY20	FY21
Events Booked	LS	20	29	46	49	35	50
Main Street Events	LS	31	31	31	38	31	38
Total Main Street Members	IO	30	26	14	17	40	30
LLOP Private Events Booked		22	24	21	33	30	35
LLOP Events		2	8	10	10	10	12
Social Media Followers (Explore Gainesville, Downtown Gainesville, LLOP, Chicken Festival, City of Gainesville)	LS		19,042	25,265	26,152	27,000	29,000
Gainesville.org Users	LS	362,993	348,693	398,174	78,394	380,000	399,000
Hotel/Motel Revenue	LS	\$928,816	\$966,533	\$1,044,089	\$806,043	\$950,000	\$1,200,000

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.

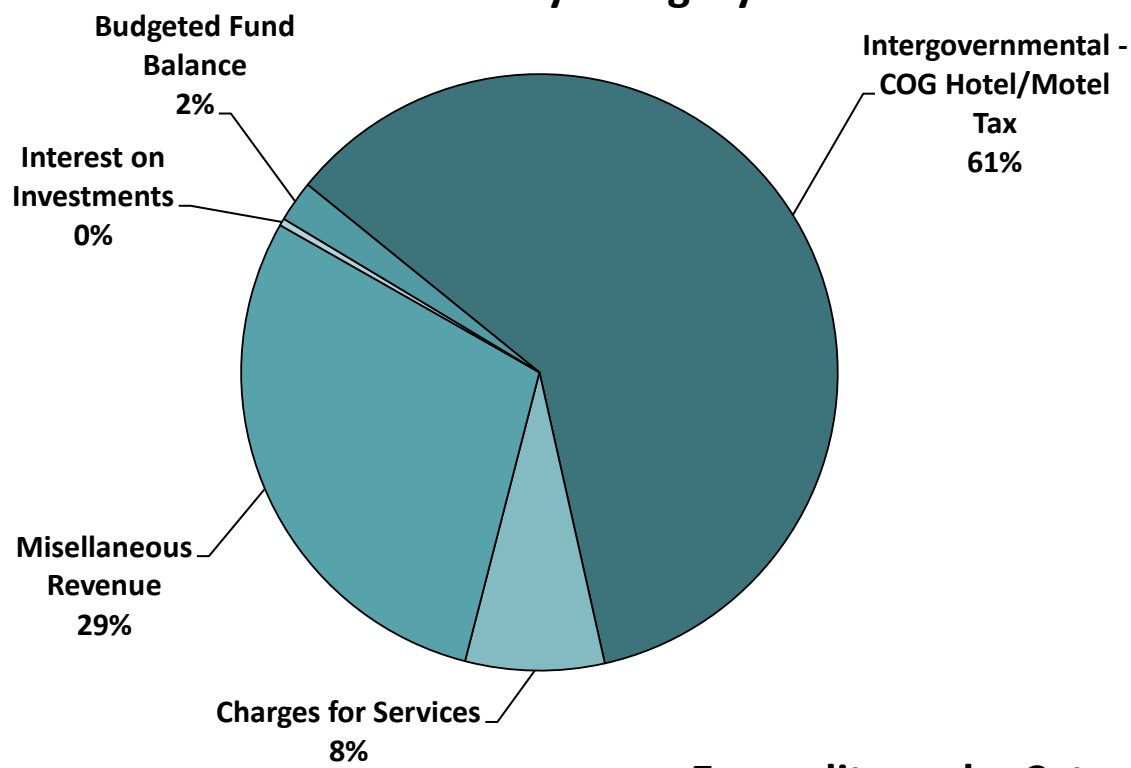
Interest is based on economic conditions, interest rates, and cash flow projections.

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

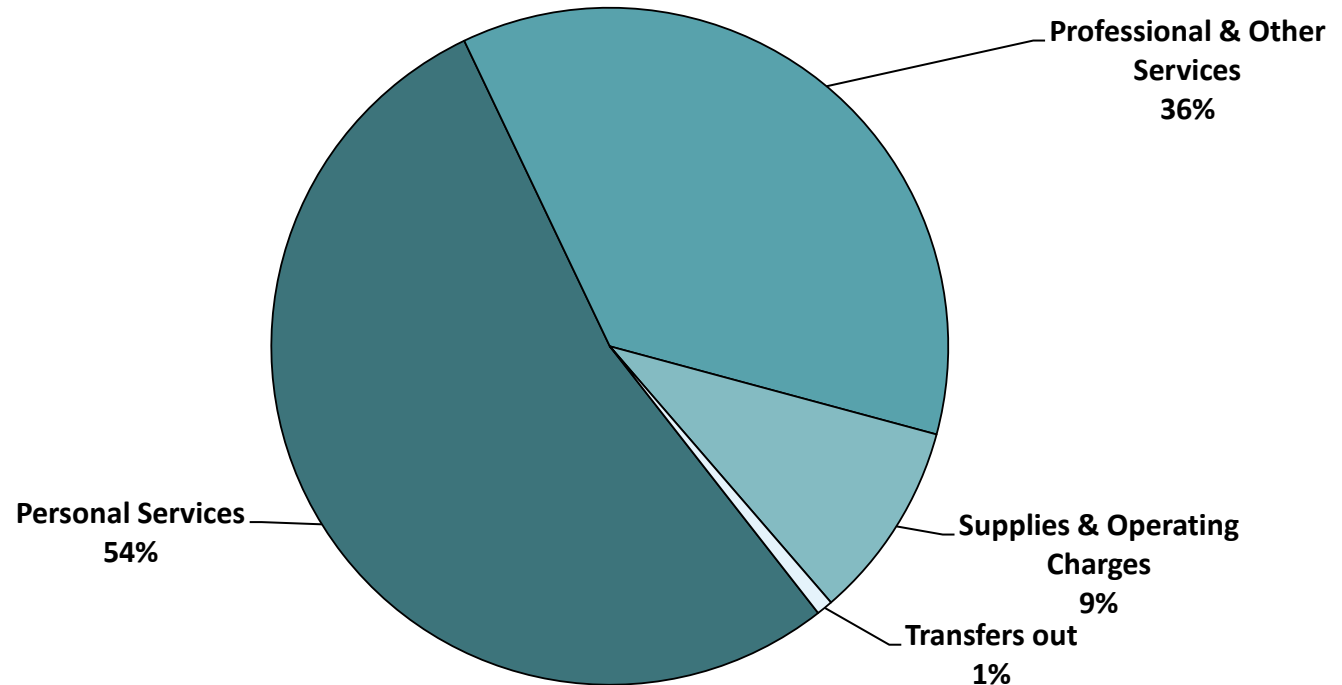
GAINESVILLE CONVENTION AND VISITOR'S BUREAU FUND SUMMARY

REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Intergovernmental - COG Hotel/Motel Tax	\$ 764,162	\$ 942,589	\$ 775,815
Charges for Services	10,667	17,700	96,400
Interest on Investments	11,785	5,003	5,000
Misellaneous Revenue	20,370	145,686	373,512
Budgeted Fund Balance	-	-	28,484
Total Revenues	806,984	1,110,978	1,279,211
EXPENDITURES			
Personal Services	314,216	518,413	684,116
Professional & Other Services	220,348	316,563	463,967
Supplies & Operating Charges	41,340	276,002	121,128
Transfers out	-	-	10,000
Capital Outlay	-	-	-
Total Expenditures	575,904	1,110,978	1,279,211
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ 231,080</i>	<i>\$ -</i>	<i>\$ -</i>

Revenues by Category



Expenditures by Category



LAND BANK AUTHORITY

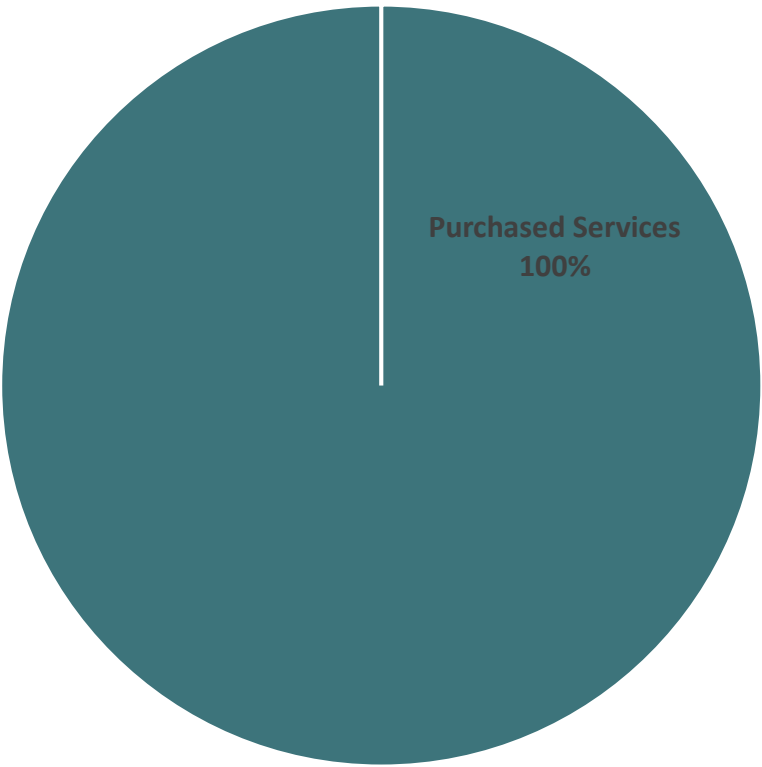
FUND DESCRIPTION:

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

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Revenue			
Transfers in	\$ -	\$ 75,000	\$ -
Budgeted Fund Balance	-	-	75,000
Total Revenue	-	75,000	75,000
Expenditures			
Purchased Services	-	75,000	75,000
Available for Capital Projects		-	-
Total Expenditures	-	75,000	75,000
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

* 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.

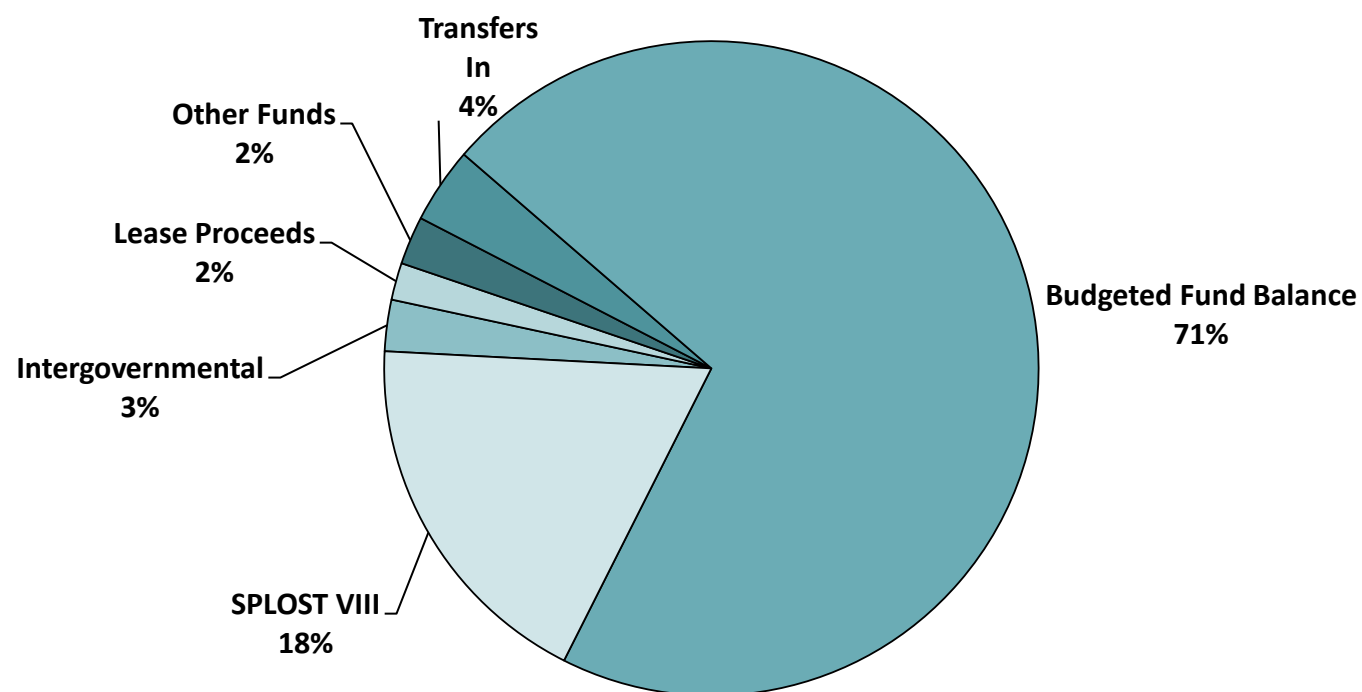
MISSION STATEMENT:

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	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET
Intergovernmental:			
Georgia Department of Transportation	\$ 250,000	\$ 300,000	\$ -
Federal Grants	959,100	1,216,000	893,800
Hall County	-	154,050	-
SPLOST VII	6,010,000	5,948,816	-
SPLOST VIII	-	-	6,469,800
Lease proceeds	961,000	275,000	645,000
Contributions	-	-	-
Airport Fund	-	-	247,000
Solid Waste Fund	-	-	470,000
Community Service Center	-	-	121,200
Transfers From:			
General Fund	4,682,542	4,408,322	1,179,447
Fire District		102,000	110,000
Hotel/Motel Tax Fund	210,000	85,000	-
Information Tech Fund	-	31,000	-
Department of Water Resources Operating Fund	919,380	-	20,000
Impact Fee Fund	1,000,000	3,150,000	-
Solid Waste Fund	435,000	826,000	-
Gainesville CVB	-	-	10,000
Parks and Recreation	210,000	270,000	-
Budgeted Fund Balance:			
DWR Fund Balance	38,368,000	13,385,000	25,000,000
CSC Fund Balance	-	75,000	-
Capital Projects Fund Balance	-	1,250,000	-
Total Revenues	\$ 54,005,022	\$ 31,476,188	\$ 35,166,247

FY 2021 Funding Sources

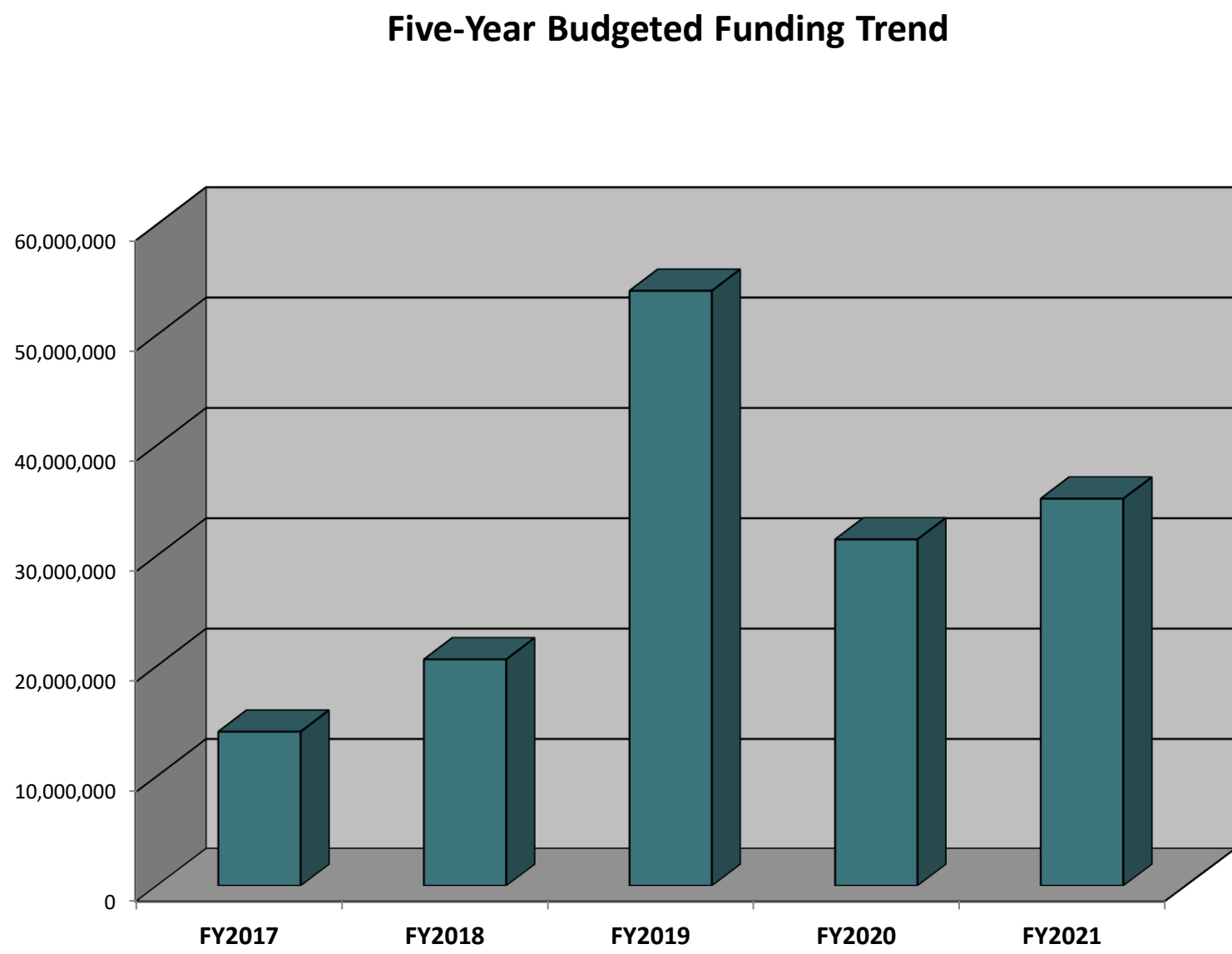
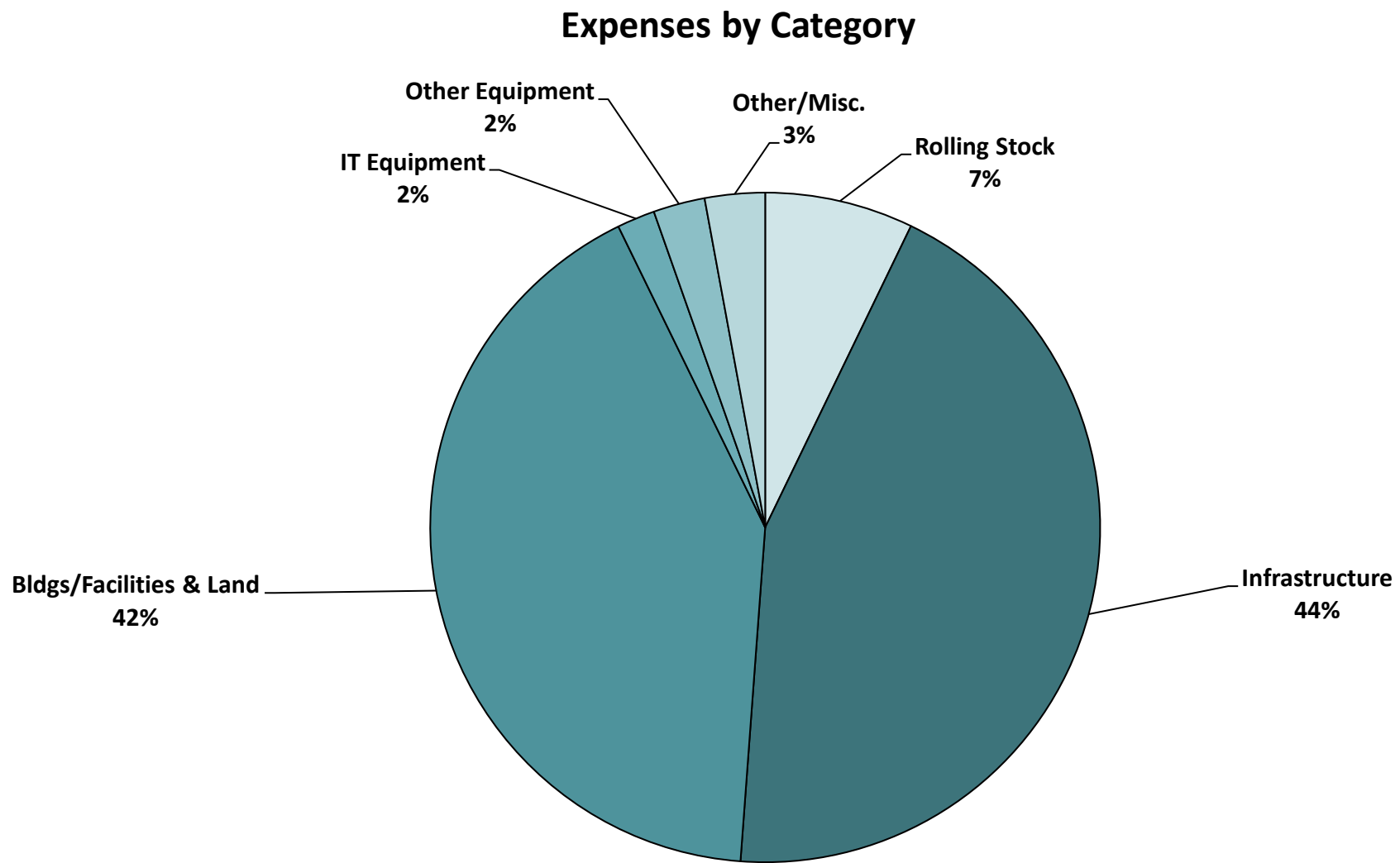


CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET
City Managers Office			
City Campus Improvements	-	525,000	-
Municipal Code Update	-	30,000	15,000
Multi Purpose Room Enhancements	-	96,000	61,500
Downtown Parking & Pedestrian Improvements	-	-	1,503,334
Placemaking Implementation	-	-	50,000
Fleet Van	-	-	50,000
Demolition Program	-	-	50,000
Signage Program	-	-	75,000
Midtown Greenway Park	-	-	250,000
Financial Services			
New Software and Enhanced Systems	-	100,000	130,000
Information Technology			
Expansion of Disk Storage	40,000	200,000	-
Network Security	60,000	-	-
Network Upgrade	148,100	100,250	150,000
Multi Purpose Room Technology	-	-	48,425
Data Center Uninterruptable Power System and A/C	275,000	-	-
Vehicle Replacement	-	30,000	-
Community Development Department			
Vehicles	-	89,100	-
Comprehensive Plan Update	-	-	75,000
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)	297,000	275,000	290,000
Vehicle Mobile Data Terminal	-	-	71,000
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	60,000	-
Two Fleet Replacement Pumpers	-	-	296,466
Fleet Replacement Vehicles	-	-	45,000
Carbon Removal System	-	-	30,000
Fleet Replacement Aerial Apparatus (Lease)	284,000	-	-
New Station #5 & #6 Planning	250,000	-	-
Intersection Pre-emption	-	-	35,000
Fire Boat	350,000	-	-
Public Works - Public Land and Buildings			
Administrative Building Renovation	825,000	771,000	25,000
Parking Deck Design	-	250,000	-
Fleet Replacement - Service Truck	-	45,000	-
Fleet Replacement - Fleet Vehicle	-	30,000	-
Roosevelt Square Lighting Project	40,000	-	-

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET
Public Works - Engineering			
Street Resurfacing (Major Projects)	500,000	550,000	250,000
Roadway Patching Program	125,000	125,000	50,000
Greenway Connectivity	-	1,200,000	-
In-House Paving Program	660,000	660,000	500,000
Roadway Beautification	150,000	100,000	-
Memorial Park Drive Improvements	-	-	250,000
Transportation Plan Implementation	500,000	350,000	25,000
Downtown Alley and Plaza Program	-	50,000	-
Sidewalk Program	75,000	75,000	100,000
Bridge Maintenance Program	-	25,000	-
Green Street Study Implementation	100,000	50,000	25,000
Traffic Calming / Road Safety Devices	40,000	40,000	40,000
Asphalt Preservation	50,000	50,000	50,000
Fleet Replacement	-	60,000	-
City Park Roundabout	-	-	450,000
Streetscaping - Washington & Bradford	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	-
Intelligent Transportation Systems (ITS)	300,000	300,000	75,000
Shallowford Corridor Signal Upgrades	100,000	-	-
Thermoplastic Restriping of City Streets	55,000	-	-
Replacement Bucket Truck	180,000	70,000	150,000
Traffic Signal Upgrades	-	50,000	-
Public Works - Street Maintenance			
Right-of-way Tractor	-	-	135,000
Fleet Replacement - Crew Truck	-	40,000	70,000
Fleet Replacement - ROW Crew Truck	-	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	900,000	843,816	1,000,000
Cemetery			
Fleet Replacement - Crew Cab Truck	-	30,000	-
Gainesville Convention and Visitors Bureau			
Gainesville Signage	100,000	-	-
Highlands to Islands Signage	75,000	-	-
Downtown Shuttle	35,000	-	-
Gainesville Website Redesign	-	85,000	-

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET
Parks and Recreation			
Youth Sports Complex	3,300,000	3,045,000	-
Civic Center Renovations	-	-	900,000
Midtown Greenway Improvements	-	-	900,000
Playground Improvements	150,000	-	-
FMAcc Pebbleflex Replacement	80,000	-	-
Park Signage-System wide	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			
CSC Building Parking Lot	-	-	120,000
Hall Area Transit Equipment	187,000	-	-
Gainesville Connection Buses, Software, Computers	-	-	950,000
Surveillance Cameras	-	-	30,000
Buses (Gainesville Connection)	645,000	240,000	-
MOW Kitchen Expansion	25,000	-	-
MOW Fleet Replacement	35,000	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	-	208,000	-
Self Contained Debris Collector	-	-	240,000
Downtown Solid Waste Study	100,000	-	-
Knuckleboom Trash Loader	190,000	175,000	-
Brush Chipper	100,000	-	80,000
Light Duty Garbage Truck	45,000	76,000	80,000
Street Sweeper	-	250,000	-
Leaf Vacuum Machine	-	40,000	70,000
Lift Gate Truck	-	42,000	-
Replacement Fleet Truck	-	35,000	-
Airport			
Maintenance Building	-	-	45,000
Replacement Fleet Vehicle	-	-	40,000
Slope Mower	-	-	40,000
Grounds Maintenance Mower	-	-	42,000
Grounds Maintenance Tractor	-	-	80,000
Golf Course			
Pump Station Repair	32,000	-	-
Toro 4500 Rotary Rough Mower	70,000	-	-
Maintenance Building Extension	-	200,000	-
Vehicle Services			
Vehicle Lifts	50,000	-	-

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET
Department of Water Resources			
DWR Data Management	-	-	300,000
Athens Highway Sanitary Sewer Extension	3,000,000	1,000,000	100,000
Flat creek Water Reclamation Facility - Digester Upgrade	1,750,000	-	-
Flat Creek WRF - Comprehensive Master Plan	250,000	-	-
Squirrel Creek Sanitary Sewer Pump Station	-	-	100,000
Flat Creek WRF Dewatering Facility	-	-	100,000
Gillsville Hwy Sanitary Sewer Pump Station	-	-	100,000
Midtown Greenway Ext Stormwater Pond	-	-	1,500,000
New Water Meter Installations	-	-	1,750,000
Meter Replacement Program	1,500,000	-	-
Riverside Concrete Rehabilitation	-	-	100,000
Riverside Drive Water Treatment Plant - concrete	620,000	-	-
Road Tractor Replacement	-	-	150,000
Rubber Tire Loader Replacement	-	-	145,000
Tanks Maintenance Program	200,000	-	650,000
Sanitary Sewer Main Improvements	-	-	1,500,000
Scada & Telemetry System Improvements	-	-	1,000,000
Automated Meter Infrastructure	150,000	150,000	150,000
Asset Management Implementation and Improvements	200,000	300,000	600,000
Athens Highway Utility Relocation Due to GA DOT Projec	500,000	-	-
Clermont Pressure Zone Backup Booster Station and Tan	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	-	300,000
Hancock Facility Relocation	1,000,000	-	-
IT Upgrades	250,000	250,000	300,000
Lake Knickerbocker Dam Improvements	1,750,000	-	-
Lake Lanier Water Quality Study	250,000	-	-
Lakeside Water Treatment Plant Improvements	500,000	-	-
Lakeside WTP Filter Rehabilitation	-	-	100,000
Lift Station Improvements	850,000	850,000	1,000,000
Linwood Discharge Pipe	3,000,000	-	-
Linwood Membranes	1,150,000	-	1,250,000
Old Cornelia Hwy/Old Athens Rd Sanitary Sewer Extensic	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	200,000
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	200,000
Downtown Utilities Improvements	-	2,700,000	-
Inert Landfill Closure	-	1,000,000	-
Maintenance Facility Relocation	-	4,000,000	11,975,000
Meter Maintenance Program	-	750,000	750,000
Riverside Contract Rehabilitation	-	620,000	-
10 Wheel Dump Truck Replacement	-	-	120,000
Fleet Replacement - Utility Service Truck	-	-	260,000
Water Main Improvements	-	-	100,000
DWR System Improvements	-	-	200,000
Capital Reserves	-	1,554,000	-
Total Expenditures	\$ 54,005,022	\$ 31,476,188	\$ 35,166,247



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 2021, the City of Gainesville's general obligation debt is projected to be \$18,775,000.

Frances Meadows Center	\$	6,225,000
Parking Deck	\$	2,150,000
Main Street Property	\$	4,265,000
TWS Building	\$	1,440,000
TAD Bond	\$	4,695,000

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	\$	<u>5,699,928,936</u>
Debt Limit - 10% of Assessed Value	\$	569,992,894
Less General Obligation Bonds Outstanding		<u>18,775,000</u>
Legal Debt Margin	\$	<u>551,217,893.60</u>

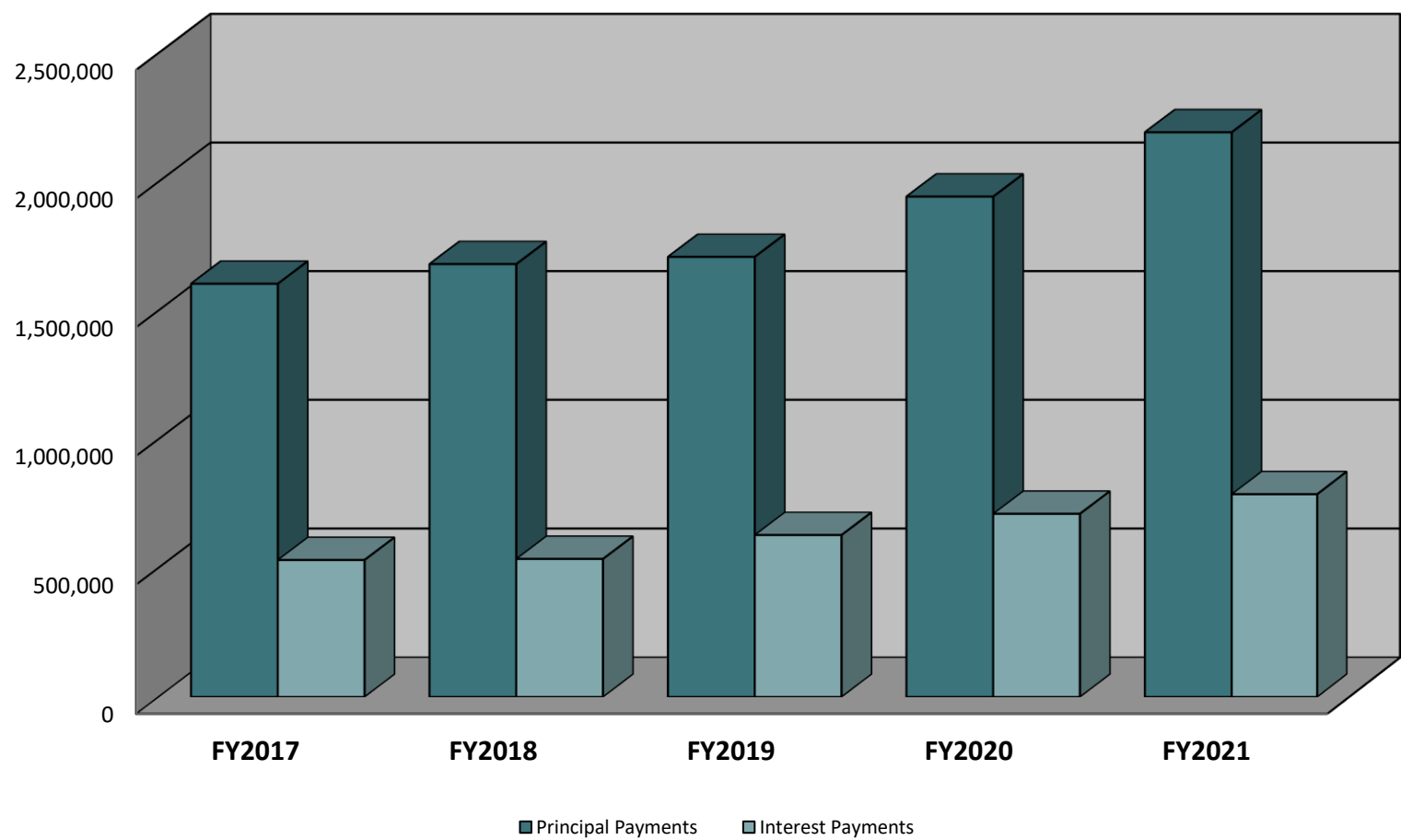
Bonded debt per capita, based on an estimated population of 44,080 is \$426.

The City anticipates \$645,000 in new capital leases during FY2021.

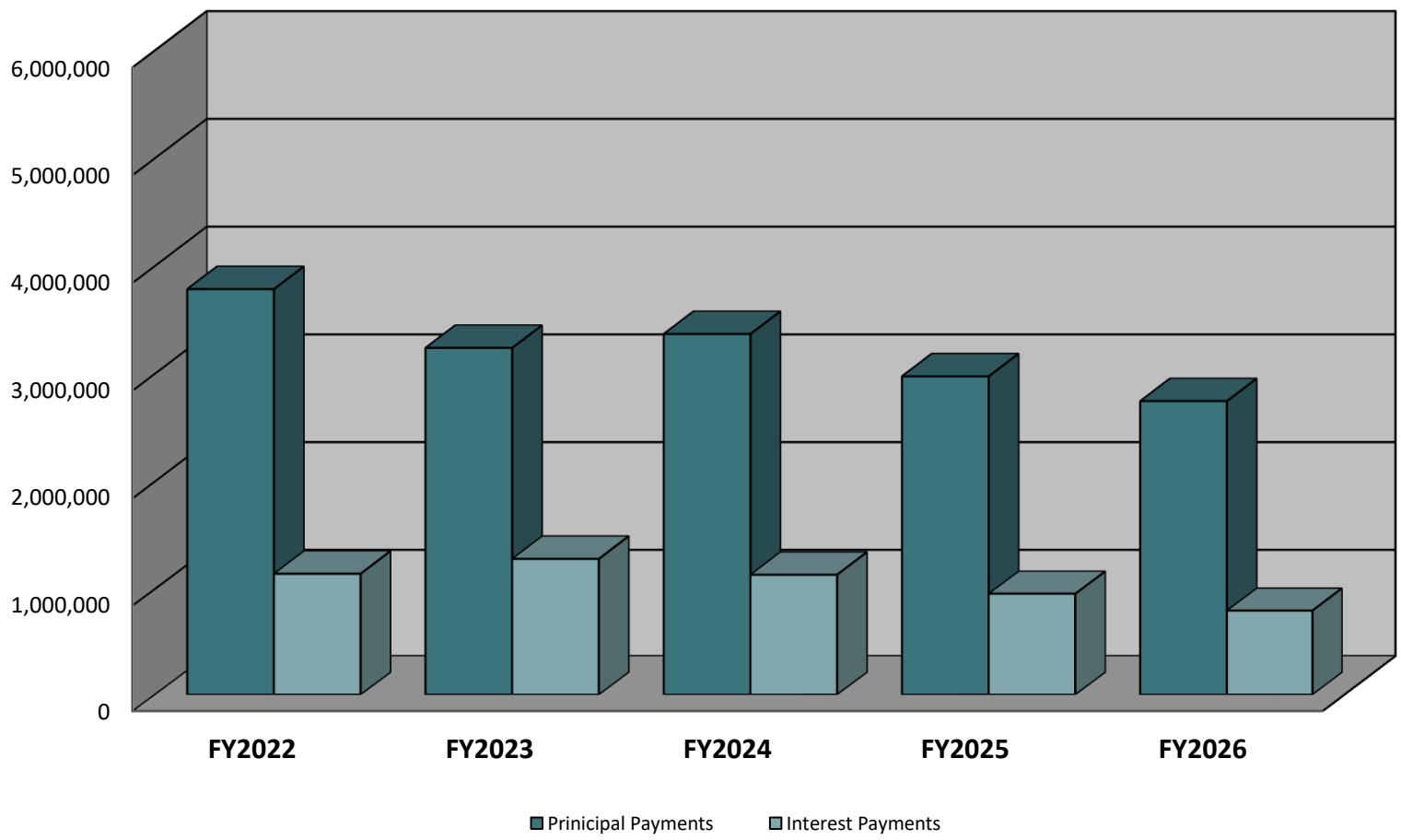
DEBT SERVICE FUND SUMMARY

REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Millage Rate	0.569	0.551	0.510
Taxes	\$ 2,737,373	\$ 2,790,540	\$ 2,816,376
Interest on Investments	52,344	46,930	28,100
Transfers in	360,451	176,255	209,354
Budgeted Fund Balance	-	-	-
Total Revenues	3,150,168	3,013,725	3,053,830
EXPENDITURES			
Bond Principal and Interest	2,045,588	2,209,580	2,559,643
Lease Principal and Interest	758,422	159,000	417,738
Other Costs	3,097	1,663	2,200
Available for Future Debt Service	-	643,482	74,249
Total Expenditures	2,807,107	3,013,725	3,053,830
Excess Revenues Over/(Under) Expenses	\$ 343,061	\$ -	\$ -

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.
- * Implement management tools to assist in making strategic operational and capital investments to maintain DWR existing facilities.

2. Ensure financial stability.

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

3. Develop a world class work force.

- * Enhance relationships with high schools, technical schools, and universities for recruiting and outreach.
- * Develop retention strategies, including training opportunities, defining career paths, and strategic assignments.

4. Determine solids handling solutions for both water and wastewater solids.

- * Explore and select a cost-effective and environmentally-friendly processing/reuse/disposal solution likely in partnership with other local governments, state agencies, GAWP, and/or MNGWPD.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2017	FY2018	FY2019		FY2020	FY2021
Preventive maintenance work orders	IO	1410	1,103	616	593	2,116	1200
Number of Leaks found w/ Leak Detection Program	II	6	3	0	1	10	10
Permit compliance (%) -Riverside	IO	100%	100%	100%	100%	100%	100%
Permit Compliance (%) -Lakeside	IO	100%	100%	100%	100%	100%	100%
Permit Compliance (%) -Flat Creek	IO	100%	99%	100%	100%	100%	100%
Permit Compliance (%) -Linwood	IO	90%	100%	100%	100%	100%	100%
Environmental Education Activities	QL	252	125	110	75	200	200
Stream Inspections/Assessments	QL	3,364	2,650	2,796	2,544	2,700	2,700
Projects managed	IO	56	70	54	51	96	65

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.

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.

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 due to new housing developments in the City limits that are served by the City's sanitary sewer system.

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.

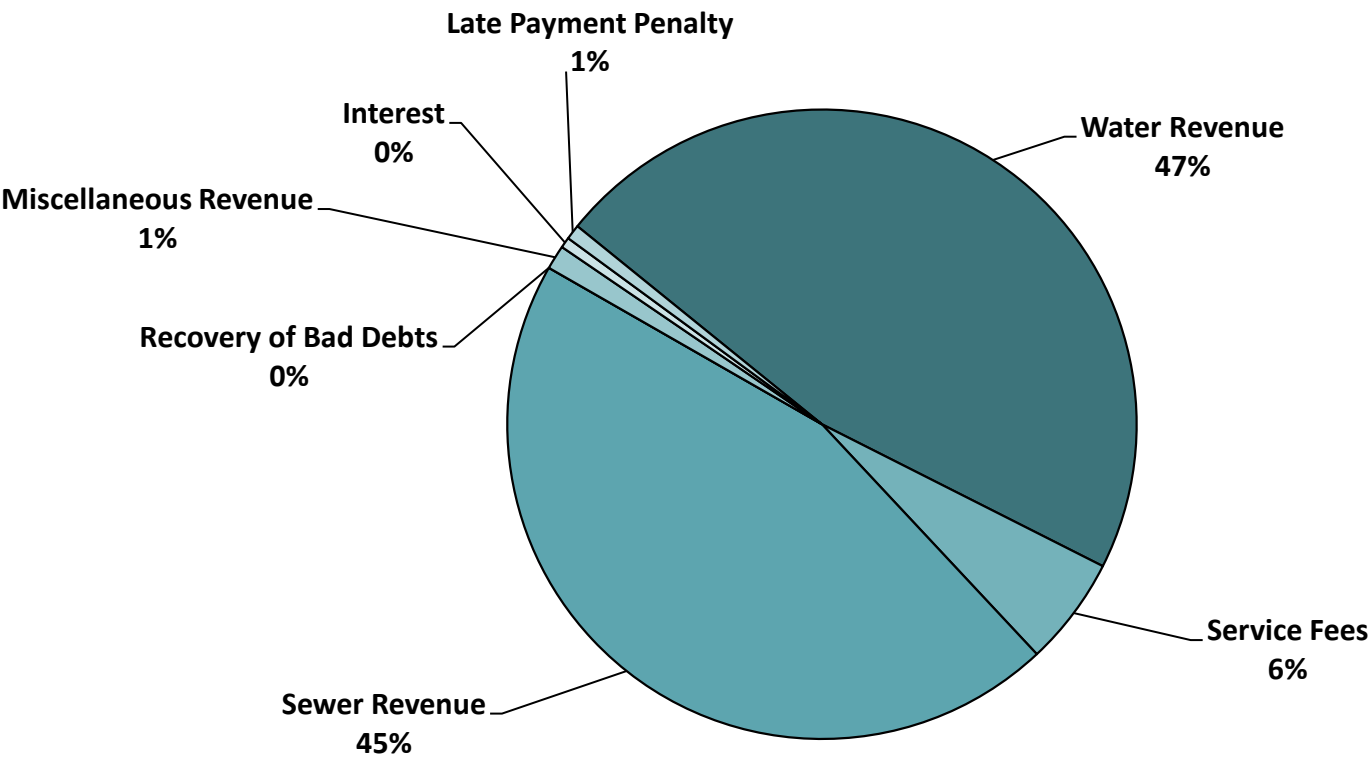
Interest Revenue is based on cash balances, the economy, and interest rates.

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.

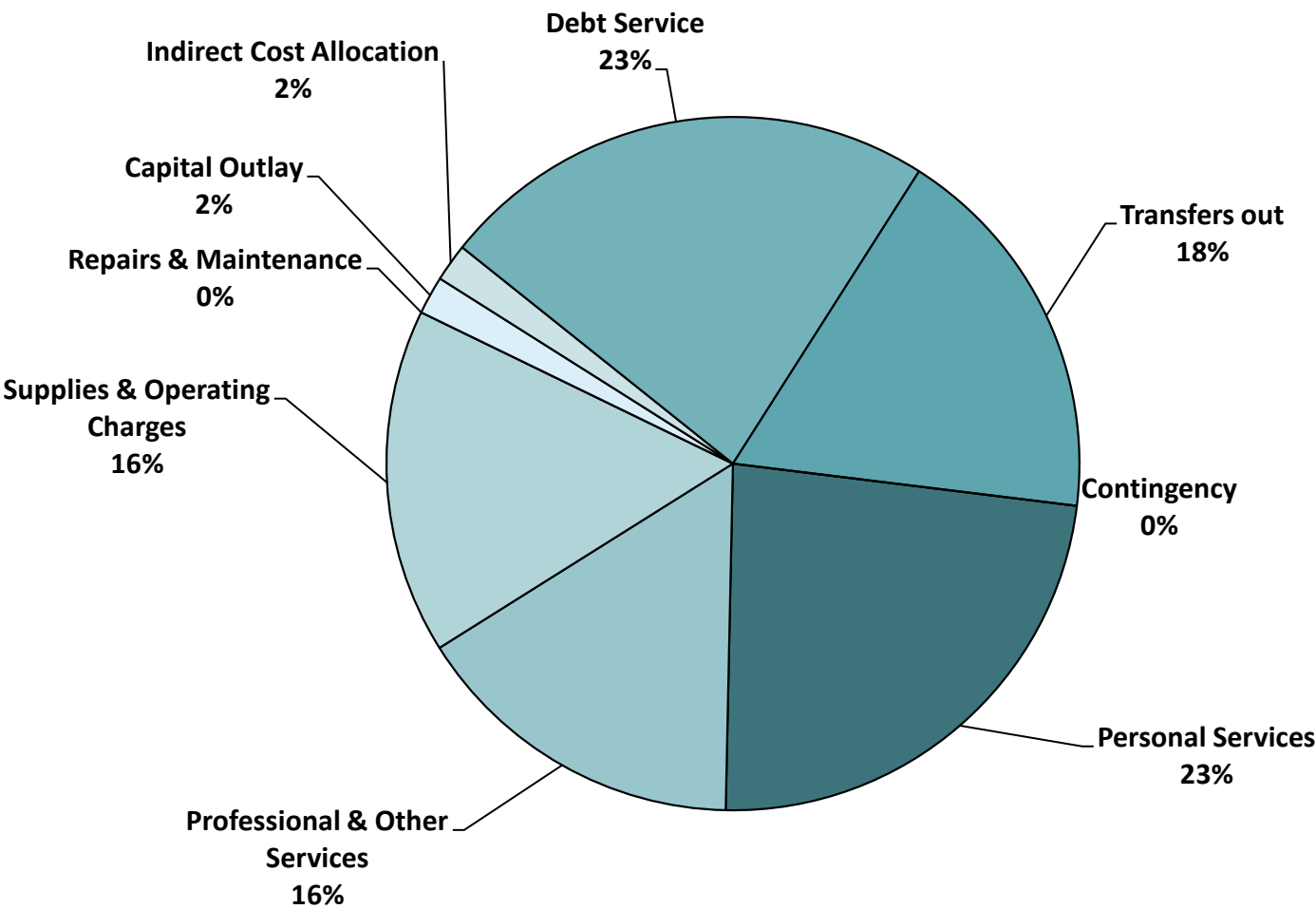
DEPARTMENT OF WATER RESOURCES FUND SUMMARY

REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Water Revenue	\$ 33,757,527	\$ 30,807,235	\$ 31,260,814
Water Connection Fees	2,486,278	2,113,487	1,801,944
Water Connection Administration Fees	74,559	62,544	61,773
Water Tapping Fees	1,281,089	1,230,237	1,007,080
Account Service Fees	4,017,714	3,773,997	3,860,349
Service Fees	259,836	255,885	233,187
Late Payment Penalty	553,675	512,206	560,796
Sewer Revenue	32,093,956	31,258,521	31,488,313
Surcharge	1,162,054	889,667	950,000
Sewer Tapping Fees	34,200	20,520	20,520
Sewer Connection Fees	1,749,360	1,098,846	651,168
Sewer Connection Administration Fees	52,864	32,935	19,517
Recovery of Bad Debts	(334)	-	-
Miscellaneous	988,661	874,152	910,395
Interest	2,035,788	400,000	400,000
Gain(Loss) Sale of Fixed Assets	(78,521)	-	-
Intergovernmental Revenue	81,638	40,338	-
Contributions	1,261,588	-	-
Transfers In	2,833,642	-	-
Budgeted Net Position	-	-	-
Total Revenues	\$ 84,645,574	\$ 73,370,570	\$ 73,225,856
EXPENDITURES			
Personal Services	13,934,034	17,254,685	17,126,196
Professional & Other Services	6,589,058	10,009,971	11,531,690
Supplies & Operating Charges	9,030,286	10,462,208	11,794,502
Repairs & Maintenance	-	-	-
Capital Outlay	171,923	403,500	1,300,000
Total Operating Expenditures	29,725,301	38,130,364	41,752,388
Indirect Cost Allocation	1,088,326	1,287,571	1,290,306
Miscellaneous	2,715	-	-
Depreciation	15,334,337	-	-
Contingency	-	-	-
Debt Service	3,332,805	15,385,244	17,064,024
Transfer to E&R Fund	919,380	-	9,737,706
Transfer to Other Funds	3,363,302	18,567,391	3,381,432
Total Expenditures	\$ 53,766,166	\$ 73,370,570	\$ 73,225,856
Excess Revenues Over/(Under) Expenses	\$ 30,879,408	\$ -	\$ -

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	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Number of Customers	IO	6,694	6,733	6,754	6,783	7,100	7,100
Annual Waste Tonnage Picked up	QL	7,743	8,116	8,434	4,105	7,808	8,500
Annual Household Stop Volume	QL	1,392,352	1,400,464	1,404,832	705,432	1,497,600	1,476,600
Recycling (% by weight)	QL	14.89%	12.12%	12.13%	10.00%	12.50%	14.17%
Tons Recycled	QL	858	820	859	312	900	624

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.

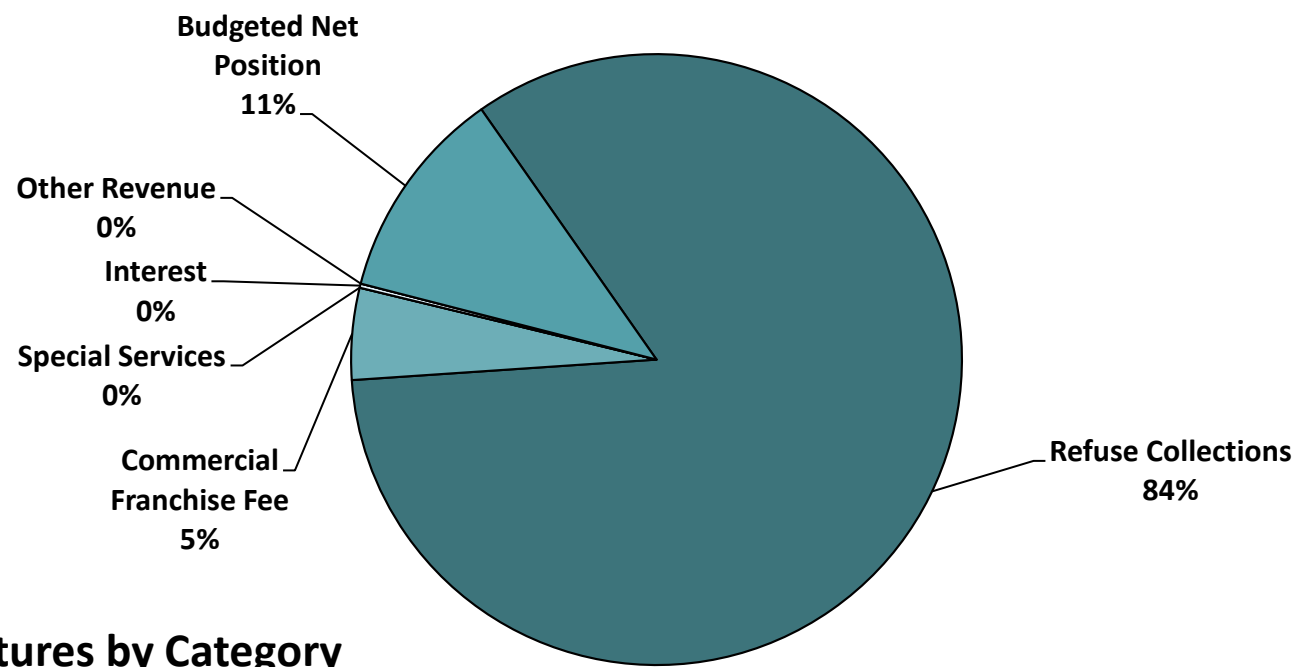
Commercial Franchise program began in FY 1994. Fees are projected at 5% of the gross receipts for all commercial garbage vendors. Assumptions are based on historical trends.

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.

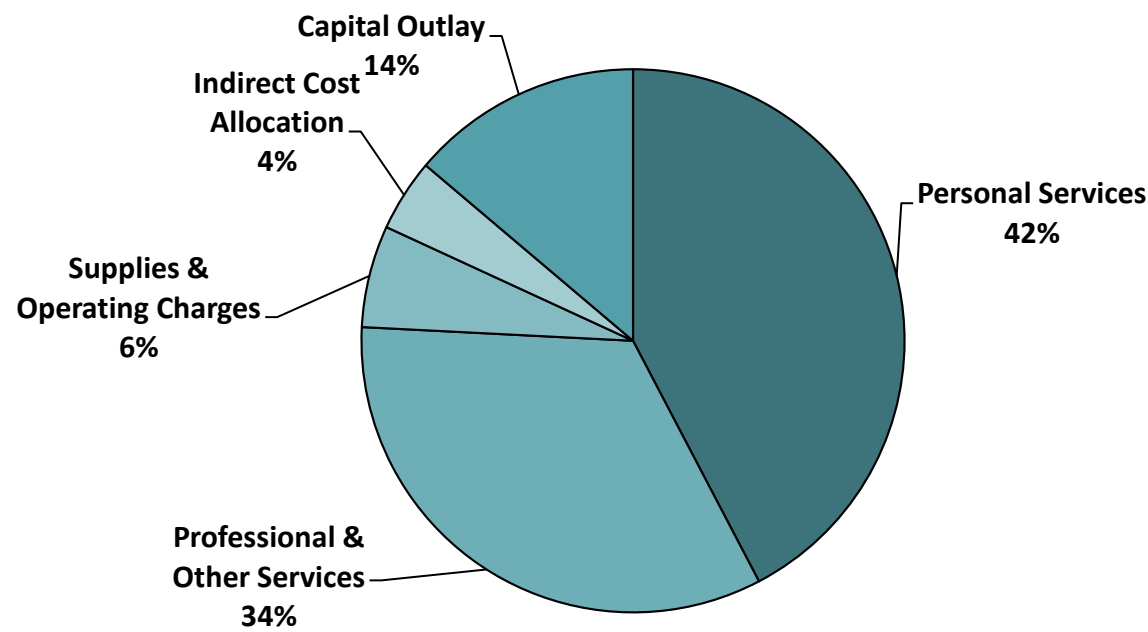
Landfill host fee is a fee paid on a per ton basis by landfills to the host city in accordance with State law.

SOLID WASTE FUND SUMMARY				
REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	
Refuse Collections	\$ 2,758,529	\$ 2,844,920	\$ 2,844,920	
Commercial Franchise Fee	221,347	165,000	165,000	
Interest	85,417	7,500	7,500	
Other Revenue	53,956	-	-	
Budgeted Net Position	-	463,933	383,484	
Total Revenues	\$ 3,119,249	\$ 3,481,353	\$ 3,400,904	
EXPENDITURES				
Personal Services	1,282,802	1,444,115	1,439,346	
Professional & Other Services	726,552	1,108,982	1,138,706	
Supplies & Operating Charges	184,050	201,804	206,400	
Depreciation	206,645	-	-	
Indirect Cost Allocation	146,452	146,452	146,452	
Capital Outlay	-	580,000	470,000	
Total Expenditures	\$ 2,546,501	\$ 3,481,353	\$ 3,400,904	
Excess Revenues Over/(Under) Expenses	\$ 572,748	\$ -	\$ -	

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	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Months of Accident Free Operation	IO	12	12	12	6	6	12
Number of Operations Annually (Takeoffs & Landings)	IO	31,000	31,000	31,000	15,700	31,400	31,400
Number of Based Aircraft	IO	139	135	135	136	136	138
Alternative Funding Received	IO	\$ 585,662	\$ 567,210	\$ 1,783,768	\$ 1,783,768	\$300,000	\$ 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.

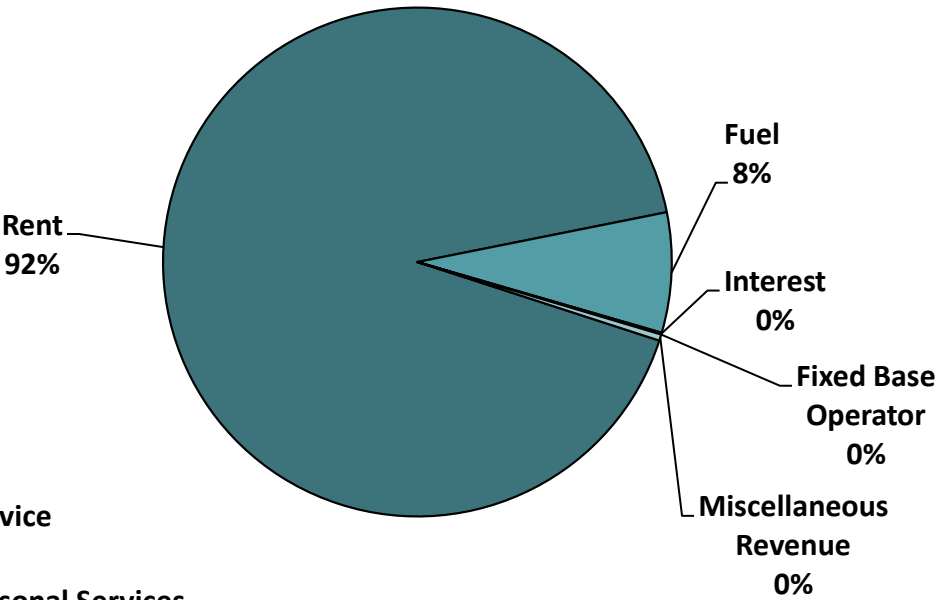
Fixed Base Operator (FBO) Lease is the lease of the facilities at the airport to the Fixed Base Operator, Champion Aviation Services, Inc. effective September 1, 2016. Monthly rate for this lease was initially set at \$2,349.22 and is to be adjusted every five years based on the All Urban Consumer Price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

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

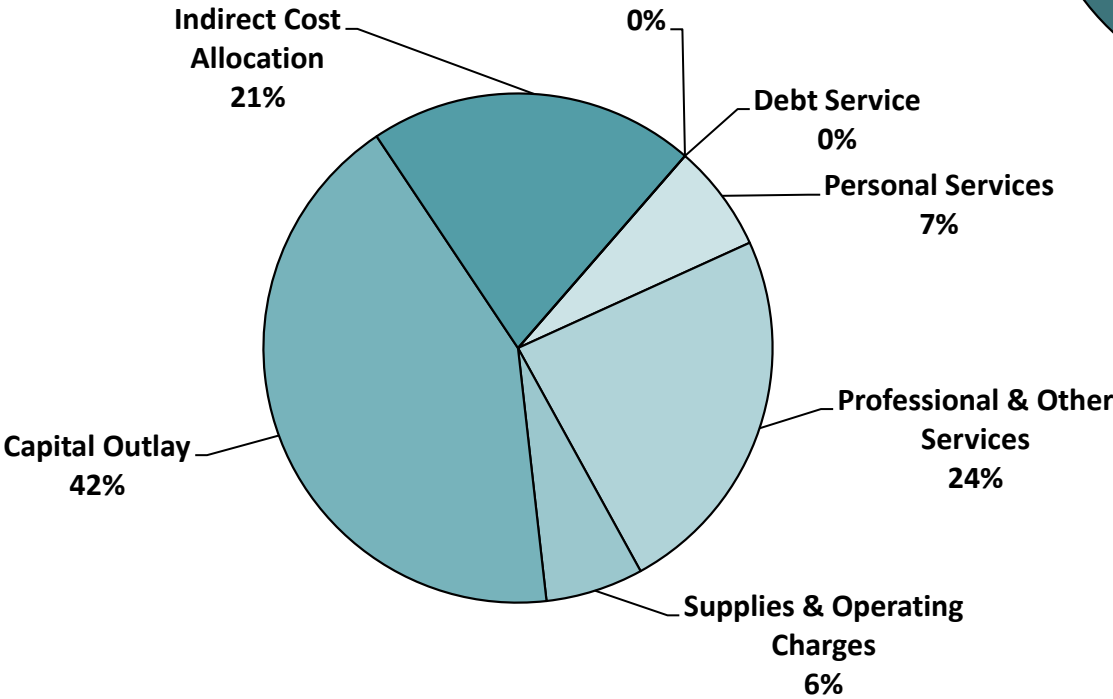
Other Income includes the flight center SASO fees, late payment fees, and wash rack fees.

AIRPORT FUND SUMMARY				
REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	
T-Hangar Rent	\$ 341,861	\$ 378,557	\$ 378,557	
Corporate Hangar Rent	390,092	390,092	390,092	
Industrial Park Rent	158,265	158,645	158,645	
Fuel	82,525	76,958	76,957	
Intergovernmental	-	-	-	
Interest	36,686	1,200	1,200	
Fixed Base Operator	-	-	-	
Miscellaneous Revenue	1,268	4,011	4,011	
Grants	1,860,304	-	-	
Budgeted Retained Earnings	-	-	-	
Total Revenues	\$ 2,871,001	\$ 1,009,463	\$ 1,009,462	
EXPENDITURES				
Personal Services	71,345	70,020	68,869	
Professional & Other Services	138,734	165,004	240,126	
Supplies & Operating Charges	46,605	55,900	62,700	
Capital Outlay	357,230	54,478	428,206	
Indirect Cost Allocation	209,563	209,561	209,561	
Debt Service	24,687	454,500	-	
Available for Capital Projects	-	-	-	
Depreciation	909,967	-	-	
Total Expenditures	\$ 1,758,131	\$ 1,009,463	\$ 1,009,462	
Excess Revenues Over/(Under) Expenses	\$ 1,112,870	\$ -	\$ -	

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	
		FY2017	FY2018	FY2019	FY 2020	FY2020	FY2021
Number of tournaments for online system.	IO	N/A	N/A	67	74	55	100
Number of participants for The Herd Jr. Program.	QL	N/A	N/A	18	18	30	20
Number of hits on website video.	IO	N/A	N/A	6,558	5,100	200	10,000
Number of Social Media Hits.	QL	N/A	2,014	2,419	2,635	3,000	4,000
Number of participants for PGA Junior League.*	QL	N/A	N/A	14	18	20	24
Number of new email addresses collected. *	IO	N/A	N/A	N/A	645	500	500

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.

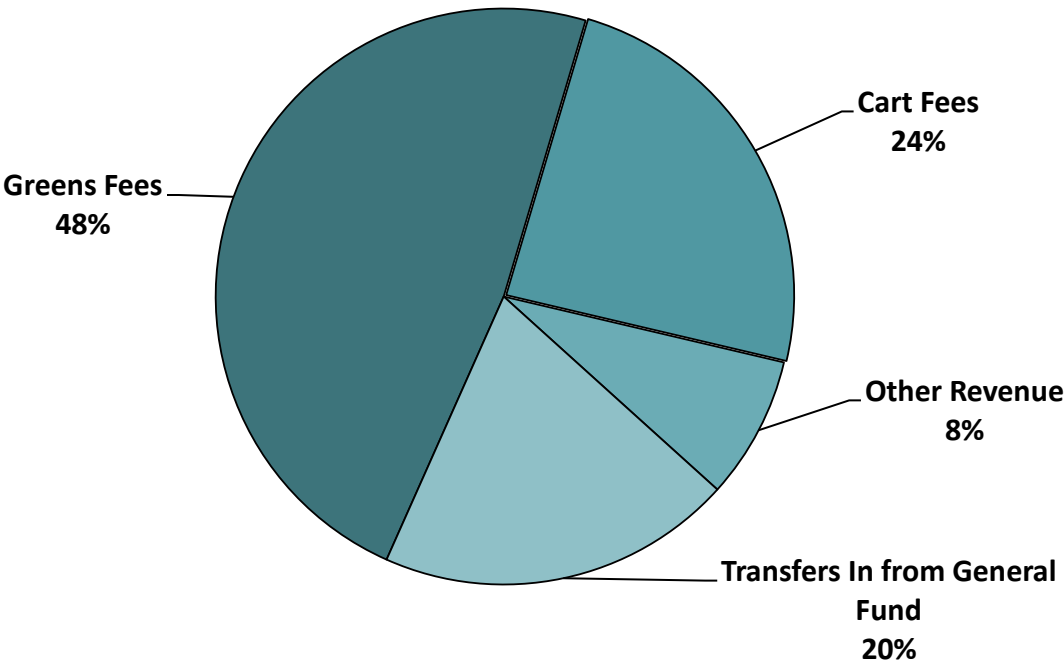
Cart Rental Fees - Cart revenues are the largest source of revenue and have remained steady over the past three years.

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.

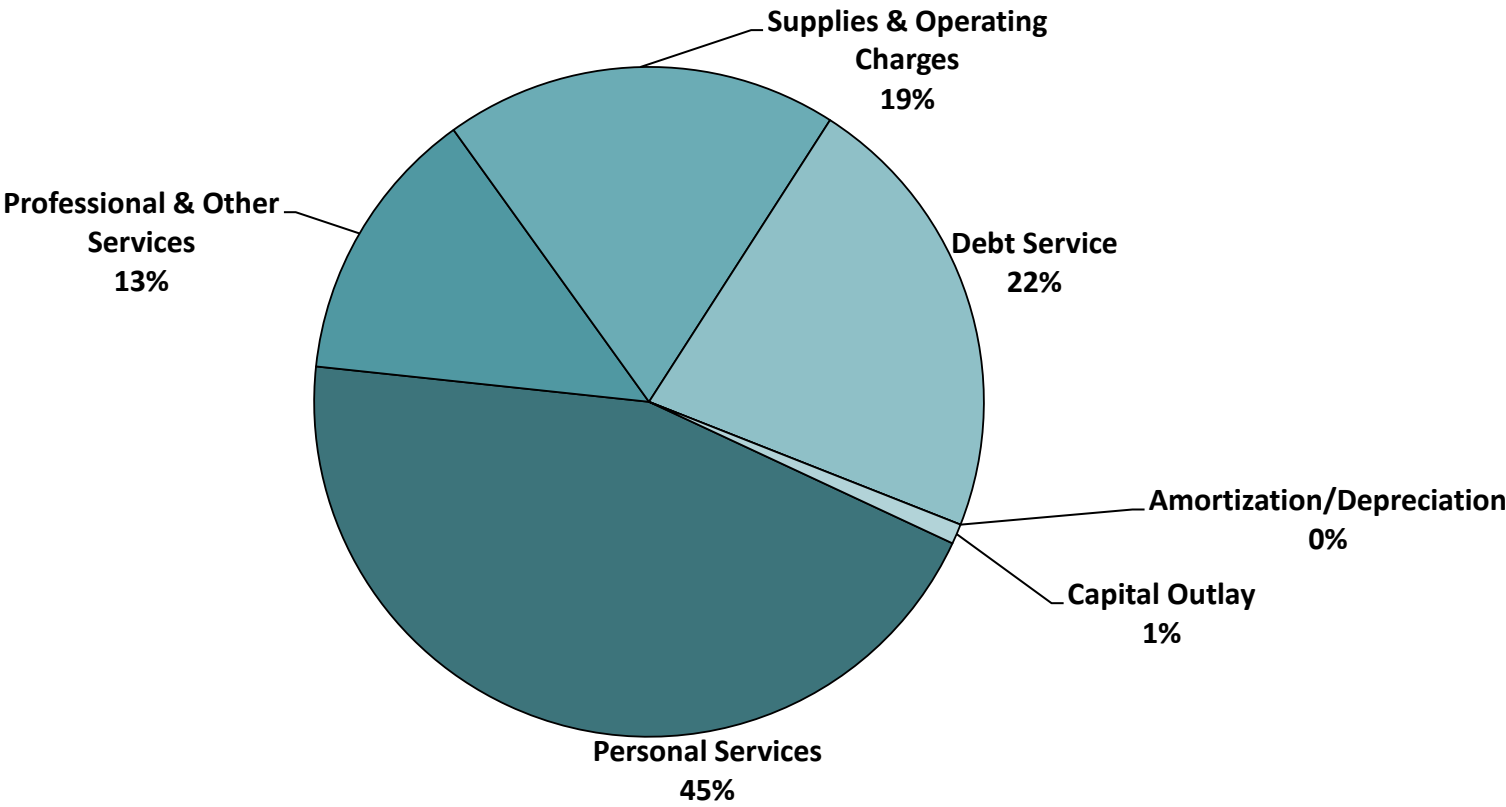
Driving Range Fees - From sales of range tokens. These fees have been stable over the past three years.

CHATTAHOOCHEE GOLF COURSE FUND SUMMARY				
REVENUES	FY2019 ACTUAL		FY2020 BUDGET	FY2021 BUDGET
Greens Fees	\$ 658,377	\$	650,977	\$ 669,568
Cart Fees	322,478		314,515	336,460
Other Revenue	90,919		106,885	111,976
Interest On Investments	11,210		-	-
Transfers In from General Fund	409,016		473,440	279,082
Budgeted Retained Earnings	-		-	-
Total Revenues	\$ 1,492,000	\$	1,545,817	\$ 1,397,086
EXPENDITURES				
Personal Services	557,973		598,595	625,059
Professional & Other Services	150,490		176,419	187,147
Supplies & Operating Charges	251,124		249,600	265,600
Debt Service	58,994		307,703	305,780
Amortization/Depreciation	302,066		-	-
Capital Outlay	5,062		213,500	13,500
Total Expenditures	\$ 1,325,709	\$	1,545,817	\$ 1,397,086
Excess Revenues Over/(Under) Expenses	\$ 166,291	\$	-	\$ -

Revenues by Category



Expenditures by Category



GENERAL INSURANCE FUND

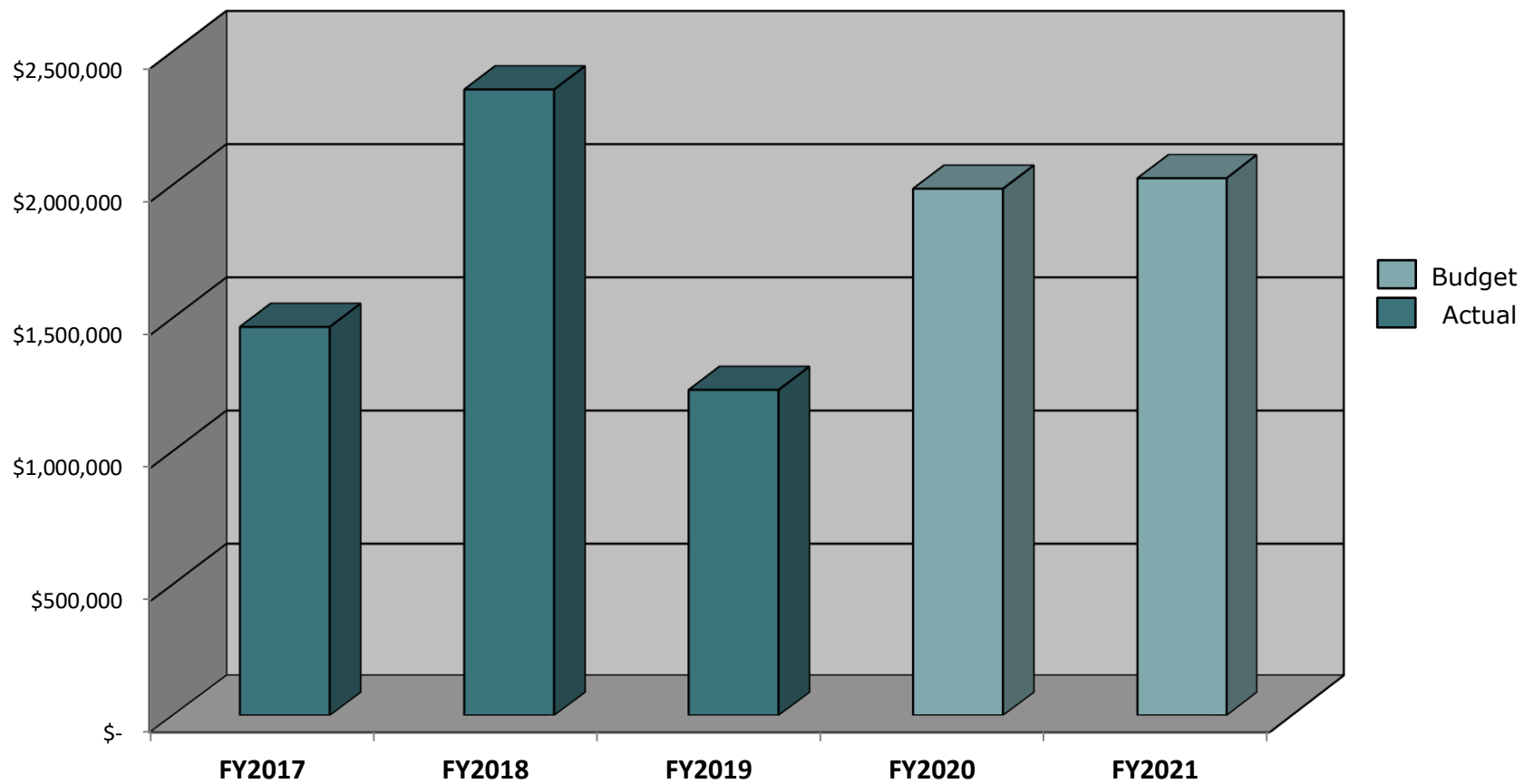
FUND DESCRIPTION:

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	\$ 1,170,652	\$ 1,916,732	\$ 1,971,275
Interest	51,701	9,273	15,000
Other	7,522	-	-
Budgeted Retained Earnings	-	59,074	38,121
Total Revenue	\$ 1,229,875	\$ 1,985,079	\$ 2,024,396
Expenditures			
Professional & Other Services	890,876	932,408	971,725
Supplies & Operating Charges	109,627	875,000	875,000
Indirect Cost Allocation	177,671	177,671	177,671
Transfers Out	-	-	-
Total Expenditures	\$ 1,178,174	\$ 1,985,079	\$ 2,024,396
Excess Revenues Over/(Under) Expenditures	\$ 51,701	\$ -	\$ -

Five Year Budget Trend



EMPLOYEE BENEFITS FUND

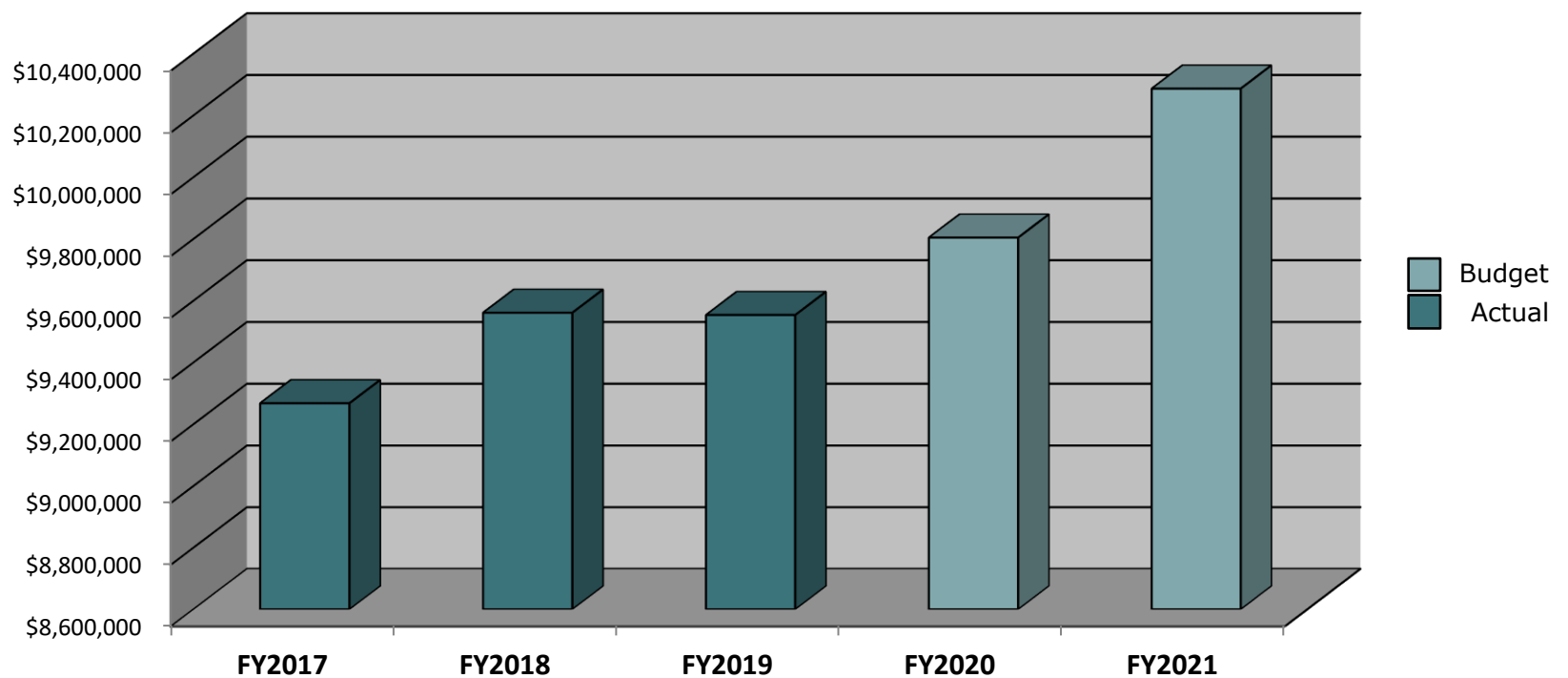
DEPARTMENT DESCRIPTION:

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	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Premiums	\$ 9,418,336	\$ 9,044,155	\$ 9,236,535
Interest	135,285	55,000	55,000
Budgeted Fund Balance	-	705,120	995,300
Total Revenues	9,553,621	9,804,275	10,286,835
EXPENDITURES			
Health Insurance Premiums/Claims Expense	7,318,986	6,977,423	7,063,894
Life Insurance Premiums	265,710	237,542	237,542
Vision Insurance Premiums	-	45,334	55,081
Dental Insurance Premiums	440,015	359,530	500,802
Long-term Disability Insurance	63,487	100,614	100,614
Short-term Disability Insurance	-	120,000	120,000
Medical Clinic Operations	895,451	870,000	815,000
Administration/Wellness Program	35,348	35,348	35,349
Other Costs	863,481	1,058,484	1,358,553
Total Expenditures	9,882,478	9,804,275	10,286,835
Excess Revenues Over/(Under) Expenditures	\$ (328,857)	\$ -	\$ -

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	
		FY2017	FY2018	FY2019	FY2020	FY2020	FY2021
Vehicles and Equipment Maintained	IO	357	374	420	430	430	445
Work Orders Completed	IO	NA	2,400	3,000	1,996	3,000	3,000
% Repeat Repairs	IO	4%	2%	2%	0.8%	2%	2%
% Total Fleet Downtime	IO	5%	5%	5%	6.3%	5%	5%

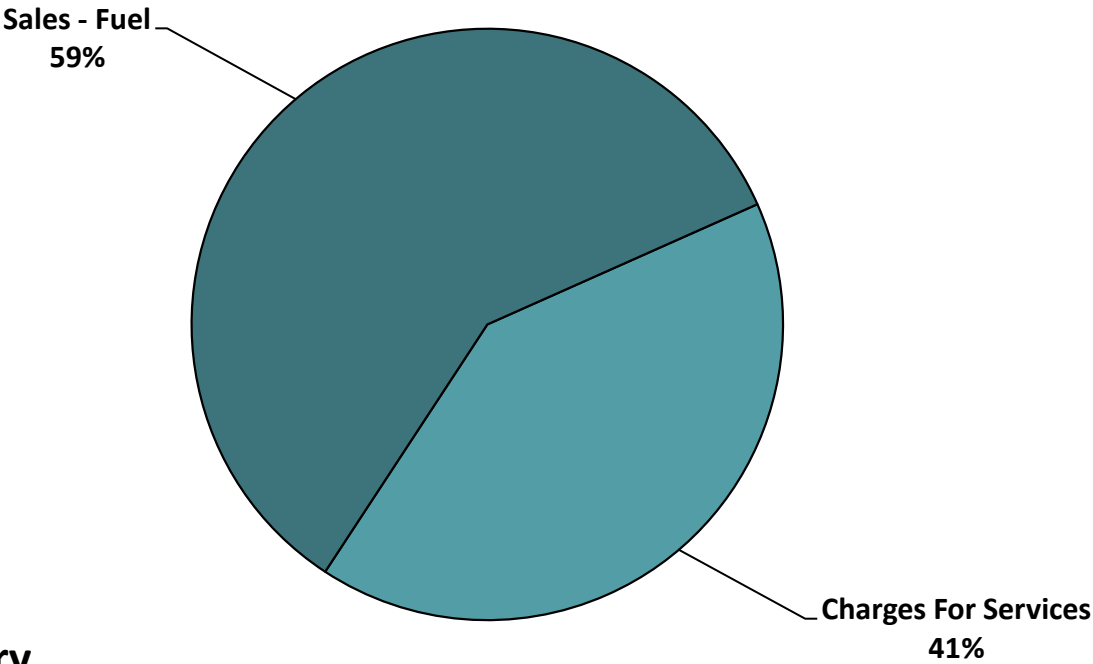
REVENUE SOURCES & ASSUMPTIONS

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

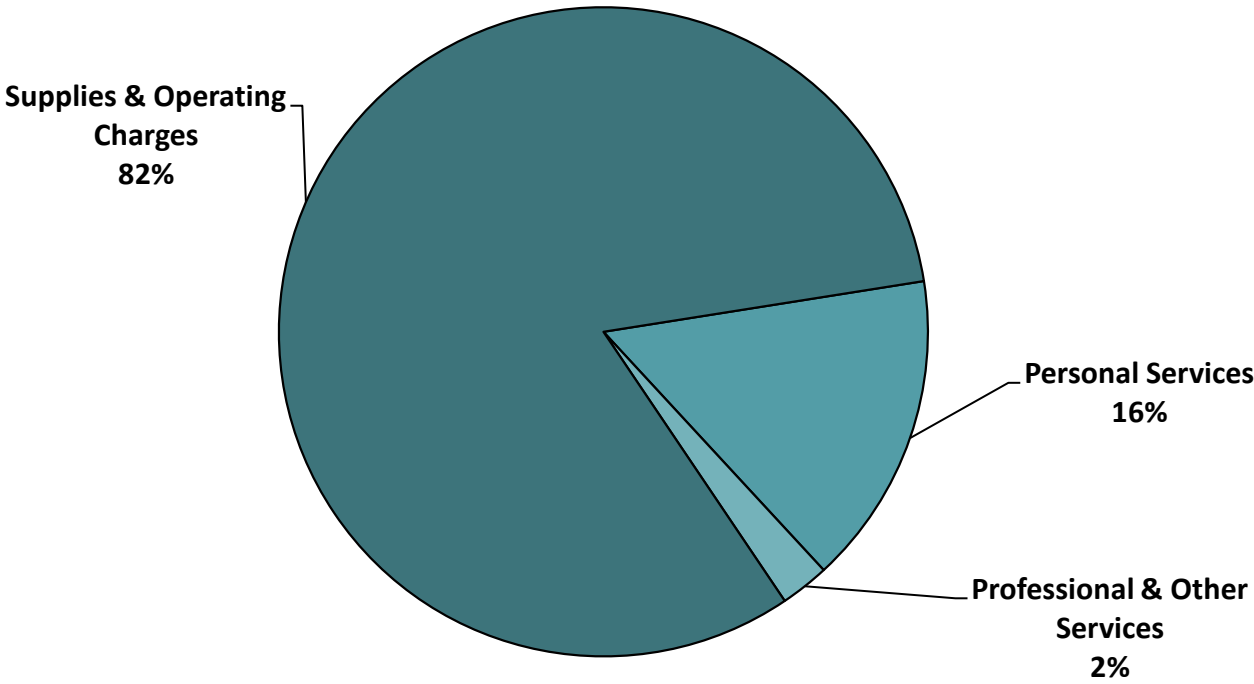
Fuel sales: These are the charges for the purchase of fuel for each City owned vehicle with each department.

VEHICLE SERVICES FUND SUMMARY			
REVENUES	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET
Charges For Services	\$ 983,550	\$ 1,068,460	\$ 1,063,619
Sales - Fuel	1,285,168	1,536,625	1,536,625
Other	3,954	-	-
Transfers in	50,000	-	-
Budgeted Retained Earnings	-	-	-
Total Revenues	\$ 2,322,672	\$ 2,605,085	\$ 2,600,244
EXPENDITURES			
Personal Services	387,228	406,587	406,266
Professional & Other Services	48,767	61,633	63,414
Supplies & Operating Charges	1,799,095	2,136,865	2,130,564
Depreciation	37,582	-	-
Capital Outlay	-	-	-
Transfers Out	50,000	-	-
Total Expenditures	\$ 2,322,672	\$ 2,605,085	\$ 2,600,244
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ -</i>	<i>\$ -</i>	<i>-</i>

Revenues by Category



Expenditures by Category



CITY OF GAINESVILLE

AUTHORIZED POSITIONS BY FUND (5-year Summary)

DEPARTMENTS	Budget									
	FY2017		FY2018		FY2019		FY2020		FY2021	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Council		7		6		6		6		6
City Manager	6		6		6		6		6	
Financial Services	15		14		14		14	1	14	1
Information Technology	7		7		9		9		9	
Human Resources Department	9		10		10		10		10	
Municipal Court	8	2	8	2	8	2	8	2	8	2
Community Development Dept.	15	7	15	7	16	7	17	7	17	7
Police Department	115	2	116	2	117	2	118	2	118	2
Public Land and Buildings	4		5		6		6		6	
Engineering Services	10		11		11		11		11	
Traffic Services	7		7		7		7		7	
Streets	24		25		25		25		25	
Storm Water	6		5		5		5		5	
Cemetery	8		8		8		8		8	
Total General Fund	234	18	237	17	242	17	244	18	244	18
Fire Department	103		103		103		103		104	
Community Service Center	26	14	26	14	26	17	25	16	25	17
Cable TV	2	1	2	1	2	1	-	-	-	-
Parks and Recreation	37	Varies	37	Varies	40	Varies	44	Varies	43	Varies
Airport	1		1		1		1		1	
Department of Water Resources	233	-	234	-	232	-	234	-	234	-
Solid Waste Department	24	-	24	-	25	-	25	-	25	-
Golf Course	4	Various	5	Various	5	Various	5	Various	5	Various
Vehicle Services	6	-	6	-	6	-	6	-	6	-
Gainesville Convention and Visitor's Bureau	4	-	4	-	4	-	7	-	11	-
Non-Profit Housing	2	-	2	-	1	-	2	-	2	-
TOTAL AUTHORIZED POSITIONS	676	33	681	32	687	35	696	34	700	35