

TO: Mayor and Council
FROM: Bryan Lackey, City Manager
SUBJECT: FY2022 Recommended Budget
DATE: May 13, 2021
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 2022. As we have done for many years in our preparation for the City's FY2022 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 FY2022. After which they were to present to the City Council and myself how each of these relate to the City's strategic priorities as they began to prepare their respective budgets. These presentations were a part of the initiation of the City's budget process at our annual retreat in February.

City staff received valuable input from you as to your visions about the upcoming fiscal year moving past the pandemic, and, 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 which increases our City's daytime population to over 100,000. 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 460 new jobs through new and expanding businesses and an investment of \$200,000,000 (based on calendar year 2020 data from

the EDC). The majority of this was located in the City of Gainesville. This budget seeks to continue those partnerships by allocating \$165,000 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, 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 FY2022.

- Internal Operations – City Departments continue to evaluate all Internal Operations to maximize efficiency within our current budget structure. Due to this and a continued robust economy, a 4% cost-of-living adjustment is proposed. No changes to employee benefits have been 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 continues 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.

As the pandemic eases and vaccinations become available on a broad spectrum, Parks and Recreation anticipates a great summer season with many services and camps opening at full capacity.

- 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 FY2022, the City has been allocated \$489,115 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.

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 cars and body cameras.

Attached for Mayor and Council review is the City Manager's proposed FY2022 budget. The budget contains a summary of revenues and expenditures for the General Fund and the Capital Improvements Program, as well as 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 0.735 (FY21) to 0.500.

In preparing the FY2022 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 increases for FY2022 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 9% of the total revenue with only 38.89% 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 2022 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. \$3.98 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.

The combined General Fund, Fire Services Fund, and Police Services Fund budget is \$44.9 million. Almost all departments submitted budgets that are in line with previous year requests. The other funds remain close to or below FY2021 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 in 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 the types of security breaches, we have seen in other jurisdictions around the State, we once again are budgeting funds of \$175,000 for proposed network upgrades, in addition to the funds allocated this current fiscal year.
- Police Services Fund: For FY22, a new Police Services District has been created to provide additional police services within the proposed special service district. Over time, it is the City's intent to increase uniform officers and services within the district.
- 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 increasing by 1.16% for FY2022. The Water Resources Capital Improvement Program totals \$87.2 Million.
- Chattahoochee Golf Course (CGC): Although an enterprise fund, the golf course is still dependent on the general fund to assist in covering capital expenditures for FY2022. The transfer this year is \$40,360 for capital needs.

Moving into FY2022 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.
- The City continues 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.

The City being in stable financial shape is proud to use the allocated funds from the American Rescue Plan Act of 2021 to provide a grant to taxpayers in the form of a reduction of property taxes by 1.00 mill. Individuals, homeowners, and small businesses have been particularly impacted by COVID-19 and the City wants to provide this Grant to those that have invested in Gainesville and its future. This equates to a rebate of \$250 for every \$250,000 of assessed property value. The Citizens of Gainesville are passionate in the growth and development of Gainesville and continue to make the City vibrant, relevant, and strong.

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.

CITY OF
GAINESVILLE

OFFICE OF THE CITY MANAGER

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Millage Rate	0.771	0.730	0.500
Current Real & Personal	\$ 3,900,287	\$ 3,911,710	\$ 2,790,700
Motor Vehicle	37,458	28,881	15,505
Total Current Taxes	3,937,745	3,940,591	2,806,205
Prior Year	25,476	39,117	27,908
Penalties & Interest	39,627	17,394	21,089
Total Property Taxes	4,002,848	3,997,102	2,855,202
Railroad Equipment Tax	9,251	8,550	8,550
Intangible Tax	171,048	39,283	95,394
Real Estate Transfer Tax	79,683	17,720	37,720
Insurance Premium Tax	2,591,703	2,151,114	2,151,114
Local Option Sales Tax	6,434,700	3,988,224	5,543,321
Title Ad Valorem Tax	901,129	477,392	910,707
Local Option Energy Tax	93,092	86,220	86,220
Payment in Lieu of Taxes	76,547	83,485	83,485
Occupational Tax	1,375,576	1,146,697	1,342,600
Alcoholic Beverage Taxes	1,207,300	754,264	1,091,634
Franchise Fees	4,540,980	4,032,832	4,050,741
Total Other Taxes	17,481,009	12,785,781	15,401,486
Fines, Fees, and Forfeitures	1,066,369	750,552	822,081
Permits and Zoning Fees	531,602	263,755	483,302
Other Fees and Licenses	388,957	283,638	371,849
Interest	776,618	589,729	72,070
Intergovernmental	613,842	608,571	608,571
Cemetery Lot Sales	152,915	119,241	119,241
Miscellaneous - Rent	123,661	126,612	126,612
Miscellaneous	105,934	94,448	72,391
Indirect Charges for Services	2,494,474	2,497,209	2,558,254
Total Other	6,254,372	5,333,755	5,234,371
Total Operating Revenues	27,738,229	22,116,638	23,491,059
Other Financing Sources			
Transfers from Other Funds	3,773,936	3,390,968	3,406,333
Sale of General Fixed Assets	38,923	55,000	55,000
Budgeted Fund Balance	-	3,255,898	3,978,801
Total Other Financing Sources	3,812,859	6,701,866	7,440,134
Total Revenues & Other Sources	\$ 31,551,088	\$ 28,818,504	\$ 30,931,193

SUMMARY OF EXPENDITURES & OTHER USES

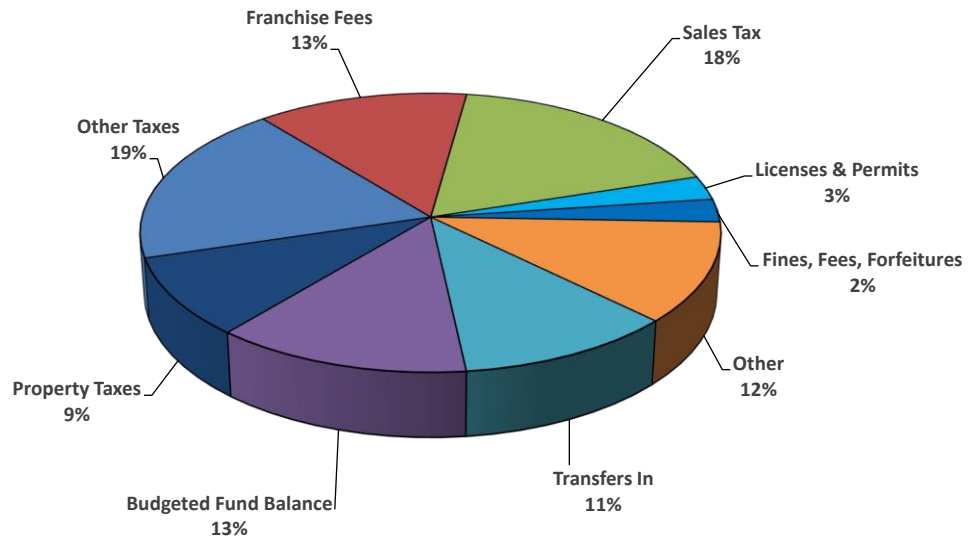
GENERAL FUND SUMMARY

DEPARTMENTAL EXPENDITURES	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
City Council	\$ 304,517	\$ 394,332	\$ 432,506
City Manager's Office	898,426	931,889	953,849
Financial Services	1,301,343	1,350,693	1,460,076
Municipal Court	603,101	613,316	661,740
Information Technology	1,030,750	1,146,003	1,200,495
Human Resources & Risk Management	754,490	839,080	1,032,248
Police	9,865,202	10,063,602	6,289,330
Public Lands & Buildings	696,278	922,090	1,032,627
Engineering Services	1,021,328	1,057,233	1,264,530
Traffic Services	1,310,449	1,480,257	1,537,583
Street Maintenance & Construction	1,653,671	1,920,457	1,949,066
Storm Water	329,816	442,185	445,158
Cemetery	576,267	646,325	693,785
Planning and Zoning	718,580	758,901	889,792
Inspections	422,623	438,626	469,233
Code Enforcement	438,623	484,199	520,162
Agency Allocations - Other	176,982	252,720	267,793
Contingency	-	617,000	629,000
Departmental Expenditures	22,102,446	24,358,908	21,728,973
Other Uses:			
TRANSFERS TO:			
Community Service Center Fund	751,163	751,163	703,749
Fire Services District	2,700,000	2,249,904	2,111,870
Police Services District	-	-	1,600,393
Golf Course Fund	473,440	279,082	40,360
Grants Special Revenue Fund	21,478	-	-
Parks and Recreation Fund	94,855	-	-
Land Bank Authority	-	-	50,000
Total Other Transfers	4,040,936	3,280,149	4,506,372
CAPITAL TRANSFERS TO:			
Capital Project Funds	2,359,248	1,179,447	4,695,848
Debt Service Fund	-	-	-
Total Other Uses	6,400,184	4,459,596	9,202,220
Total Expenditures & Other Uses	28,502,630	28,818,504	30,931,193
Revenues Over /			
(Under) Expenditures	\$ 3,048,458	\$ -	\$ -

GENERAL FUND REVENUES BY CATEGORY

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Property Taxes	\$ 4,002,848	\$ 3,997,102	\$ 2,855,202
Other Taxes	6,505,329	4,764,725	5,807,424
Franchise Fees	4,540,980	4,032,832	4,050,741
Sales Tax	6,434,700	3,988,224	5,543,321
Licenses & Permits	920,559	547,393	855,151
Fines, Fees, Forfeitures	1,066,369	750,552	822,081
Other	4,306,367	4,090,810	3,612,139
Transfers In	3,773,936	3,390,968	3,406,333
Budgeted Fund Balance	-	3,255,898	3,978,801
Total General Fund	<u>\$ 31,551,088</u>	<u>\$ 28,818,504</u>	<u>\$ 30,931,193</u>

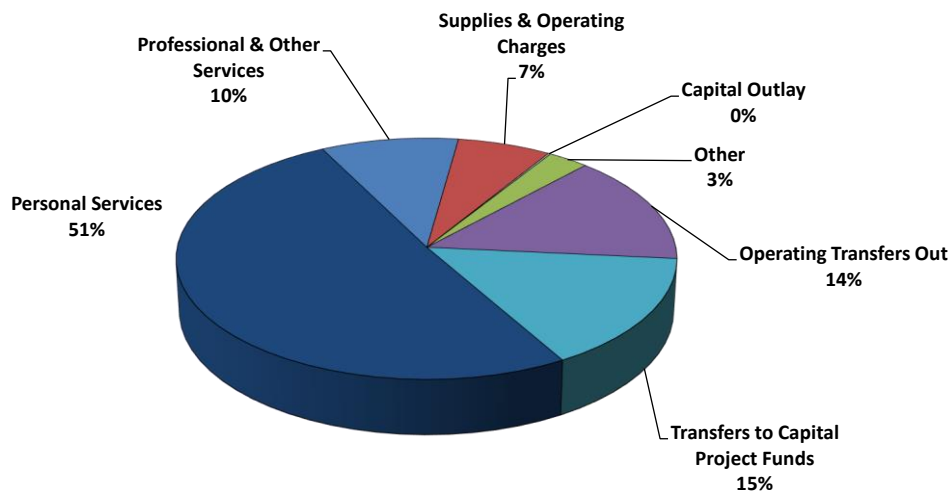
GENERAL FUND REVENUES BY CATEGORY



GENERAL FUND EXPENDITURES BY CATEGORY

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Personal Services	\$ 17,048,550	\$ 17,693,618	\$ 15,723,476
Professional & Other Services	2,729,376	3,387,235	3,008,520
Supplies & Operating Charges	2,105,959	2,360,335	2,052,184
Capital Outlay	41,579	48,000	48,000
Other	176,982	869,720	896,793
Operating Transfers Out	4,040,936	3,280,149	4,506,372
Transfers to Capital Project Funds	2,359,248	1,179,447	4,695,848
Total General Fund	<u>\$ 28,502,630</u>	<u>\$ 28,818,504</u>	<u>\$ 30,931,193</u>

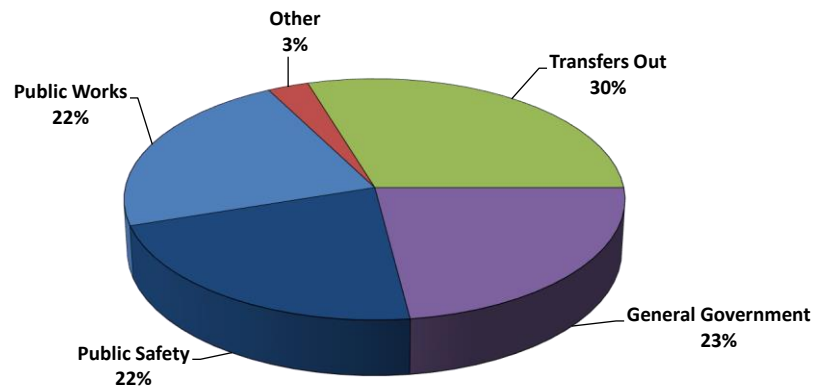
GENERAL FUND EXPENDITURES BY CATEGORY



GENERAL FUND EXPENDITURES BY SERVICE GROUP

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
General Government	\$ 6,033,830	\$ 6,472,840	\$ 7,099,939
Public Safety	10,303,825	10,547,801	6,809,492
Public Works	5,587,809	6,468,547	6,922,749
Other	176,982	869,720	896,793
Transfers Out	6,400,184	4,459,596	9,202,220
Total General Fund	<u>\$ 28,502,630</u>	<u>\$ 28,818,504</u>	<u>\$ 30,931,193</u>

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	2020	2021	2022
		ACTUAL	BUDGET	BUDGET
	Personal Services	222,973	246,270	272,203
	Professional & Other Services	74,234	133,202	132,701
	Supplies & Operating Charges	7,310	14,860	27,602
	Capital Outlay	-	-	-
		\$ 304,517	\$ 394,332	\$ 432,506

MISSION STATEMENT:

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

GOALS & OBJECTIVES:

1. Economic Development

- * 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.
- * Work with the Gainesville Non-Profit Development Foundation and the Land Bank Authority to construct additional affordable houses in the Midtown area.
- * Transform the Maple Street alley to usable public space that complements the recent private investment.

2. Infrastructure Improvements

- * Coordinate with Public Works to implement improvements identified in the transportation master plan, including beginning design for improvements on Green Street.
- * Continue to implement the Sidewalk Improvement Program for the repair and new construction of the sidewalk system.
- * Expand the City's fiber optic infrastructure to connect additional intersections to the Intelligent Transportation System.
- * Explore and begin implementing a cost-effective and environmentally friendly solids processing/reuse/disposal solution possibly in partnership with others.

3. Internal Operations

- * Constant threat monitoring 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.
- * Continue growing the Gainesville Leadership Academy. Research and invest in other professional development programs designed to improve job skills, leadership capabilities and employee productivity.
- * Keep abreast of changes in Employment/Personnel Law through research and information sent out by Associations, HR Literature, and the media.

4. Leisure Services

- * 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.
- * Establish a definitive route for the Airport Connector segment of the H2i Trail and develop construction drawings.
- * Continue to increase health and wellness opportunities by expanding fitness offerings at Frances Meadows and other facilities/parks.
- * 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.

5. Quality of Life

- * 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.
- * 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.

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
	Personal Services	692,363	684,684	736,861
	Professional & Other Services	165,315	205,816	198,694
	Supplies & Operating Charges	40,748	41,389	18,294
	Capital Outlay	-	-	-
		\$ 898,426	\$ 931,889	\$ 953,849

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"> * Construct 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. <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. * Complete streetscaping within the downtown area, including Washington and Bradford Streets.

Performance Measures							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31 FY2021	BUDGET	
		FY2018	FY2019	FY2020		FY2021	FY2022
Funds allocated for Infrastructure Improvements	II	14.249 M	20.6 M	39.175 M	15.475M	15.475 M	84.85M
Number of Registered Businesses in the City	ED	2,434	2,677	2,584	2,510	2,625	2,625
Funding for Beautification Improvement Projects	QL	1.5 M	2.6 M	1.35M	2.25M	2.25 M	2.72M

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	FY2020	FY2021	FY2022
		ACTUAL	BUDGET	BUDGET
	Personal Services	1,072,994	1,061,365	1,190,713
	Professional & Other Services	168,775	225,256	212,408
	Supplies & Operating Charges	59,574	64,072	56,955
	Capital Outlay	-	-	-
		\$ 1,301,343	\$ 1,350,693	\$ 1,460,076

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

GOALS & OBJECTIVES:
1. <u>Assure and support continued compliance with applicable laws and regulations, determining and recommending changes as appropriate.</u> * Work with Rushton and Company to implement GASB Statement No. 87. This Statement improves accounting and financial reporting for leases by governments.
2. <u>Utilize technology to improve efficiencies and decrease costs.</u> * Improve Capital Project Tracking. * Research and implement alternative ways to collect payments. * Implement new Business License software.
3. <u>Protect and improve the financial resources of the City.</u> * Update all financial reports to a more modern appearance with enhanced readability and more transparency. * Maximize investment earnings during record lows.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic	ACTUAL			YTD thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Govt. Finance Officers Assoc Awards	IO	53	56	59	60	62	65
Credit Agency Bond Rating	IO	Aa2	Aa2	Aa2	Aa1	Aa2	Aa1
Accounts Payable checks issued	IO	13,800	13,920	14,191	6,619	13,800	13,800
Average Yield Earned (Interest)	IO	0.20%	2.30%	2.08%	1.38%	1.50%	0.25%
Percent Variance of all operating fund actual revenues versus adopted budget	IO	3.0%	1.0%	2.8%	3.0%	3.0%	3.0%
Fixed Assets maintained	IO	3,200	3,450	3,550	3,550	3,500	3,650

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
	Personal Services	641,025	659,986	749,719
	Professional & Other Services	322,474	440,813	420,851
	Supplies & Operating Charges	38,112	45,204	29,925
	Capital Outlay	29,139	-	-
		\$ 1,030,750	\$ 1,146,003	\$ 1,200,495

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. <u>Effectively manage the delivery of City-wide technology services.</u> * Deploy and ensure support of a common infrastructure that meets the organization's business needs.
2. <u>Provide high quality customer service.</u> * Establish and meet customer expectations in delivering core City-wide technology services and assist them in identifying opportunities to productively introduce new technology.
3. <u>Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business critical technologies.</u> * Promote training and development. * Hire and retain highly qualified, responsive, and innovative employees.
4. <u>Reduction of security vulnerabilities in citywide network topology.</u> * Constant threat monitoring 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	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Resolve Issues sent to the IT Help Desk quickly and successfully (% of tickets resolved within established times)	IO	95.00%	96.40%	95.60%	94.00%	94%	95%
Maintain user workstations and servers with current patches and updates (% of total devices properly maintained)	IO	99.00%	98.00%	98.90%	99.00%	97%	98%
Ensure backups are functional and completed	IO	N/A	99.20%	99.00%	99.00%	99%	99%
Network/Application Availability	IO	99.00%	99.40%	99.30%	99.50%	98%	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	FY2020	FY2021	FY2022
		ACTUAL	BUDGET	BUDGET
	Personal Services	642,825	690,059	757,572
	Professional & Other Services	80,346	101,162	233,997
	Supplies & Operating Charges	31,319	47,859	40,679
	Capital Outlay	-	-	-
		\$ 754,490	\$ 839,080	\$ 1,032,248

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. * Continue to enhance the Paycom experience for employees and managers. <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. * Track completed training based on new training matrix. * 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	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
% of Personnel Policies & Procedures Reviewed	IO	25%	25%	25%	100%	50%	25%
Turn over ratio (%)	IO	12%	12%	12%	6%	12%	8%
Lost time Hrs (due to injury)	IO	1750 hrs	1750 hrs	1750 hrs	535 hrs	1750 hrs	840 hrs
Lost Time Injury Claim Occurrences	IO	N/A	N/A	7	4	7	6

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
	Personal Services	3,384,112	3,684,963	3,993,888
	Professional & Other Services	756,510	1,020,618	1,064,299
	Supplies & Operating Charges	1,116,371	1,272,781	1,371,404
	Capital Outlay	1,000	48,000	48,000
		\$ 5,257,993	\$ 6,026,362	\$ 6,477,591

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:

1. Improve and expand the City's transportation infrastructure.

- * 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.

2. Enhance the appearance of the City's public areas and Rights of Ways.

- * 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 the appearance of public areas.

3. Use technology to improve operational efficiency and level of services.

- * 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	
	FY2018	FY2019	FY2020		FY2021	FY2022
Street Miles Evaluated for Resurfacing	140	143	152	140	142	143
Signalized intersections maintained	83	87	88	87	88	88
Miles of City streets swept and litter control	3,600	6,130	8,716	3,252	6,200	8,500
Annual Facilities work orders completed	1,700	1,966	1,756	1,086	2,000	2,000
Road miles identified for Resurfacing	32	34	32	34	35	30
Road miles Resurfaced	2.07	4.50	3.90	1.10	5.00	5.00
Number of Intersections upgraded	87	37	34	37	30	30
Linear feet of sidewalks repaired or replaced	1,600	1,642	1,213	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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
	Personal Services	490,652	502,111	548,018
	Professional & Other Services	52,281	46,516	55,033
	Supplies & Operating Charges	60,168	64,689	58,689
	Capital Outlay	-	-	-
		\$ 603,101	\$ 613,316	\$ 661,740

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. Collaborate with Judge and Solicitor, establish standard offers and guidelines for case negotiations before court sessions, to reduce the court calendar numbers, and minimize delinquent cases. * Establish Standard Plea offers on misdemeanor violations. * Work jointly with the solicitor to implement the Plea in Absentia process with the Judge's approval. * Research automated phone calling system for case offers and other matters.
2. Develop a strategic business plan using the court management system to move semi-paperless in court to improve work efficiency and reduce operating expenditures. * Develop guidelines and training for entering solicitor offers in the court management system. * Implement the Solicitor and Judge's notes and sentencing process through the court management system.
3. Research and restructure the court's collection program to lower the failure to appear and warrant cases issued, reducing the totals on the case aging and non-disbursed report at fiscal year-end. * Utilize technology to reduced failure to appear and warrant cases. * Implement an effective pre-court case negotiations process to streamline and reduce cases appearing in court. * Monitor and analyze open cases to improve efficiency and reduced closure time.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
# Cases Filed- Included Prior Year Open Cases	IO	13,161	12,790	8,808	5,777	8,666	9,600
# Cases- Disposition/Closed	IO	11,518	10,878	8,515	7,084	10,632	11,700
# Cases- Bench Warrant & FTA	IO	2,254	2,186	1,756	473	708	720
# Cases- Transferred to Higher Court	IO	1,277	1,441	1,001	368	552	563
# Cases- Appearing in Court	IO	12,937	12,669	7,951	7,218	10,824	11,041

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022* BUDGET
	Personal Services	8,297,655	8,431,894	5,547,508
	Professional & Other Services	921,441	1,129,806	443,830
	Supplies & Operating Charges	646,106	501,902	297,992
	Capital Outlay	-	-	-
		\$ 9,865,202	\$ 10,063,602	\$ 6,289,330

* Police Department Revenue reduction is due to the Set up of a Police Service District Fund.

MISSION STATEMENT:
The mission of the Gainesville Police Department is to provide quality police services by being a PILLAR of our community.

GOALS & OBJECTIVES:
<p>1. Continue to address roadway safety within the City</p> <ul style="list-style-type: none"> * 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. <p>2. Continue Efforts in addressing Mental Health Issues facing Law Enforcement</p> <ul style="list-style-type: none"> * 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. <p>3. Expand Youth Programs to offer more Officer Involvement in our community's youth</p> <ul style="list-style-type: none"> * 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 FY2021	BUDGET	
		FY2018	FY2019	FY2020		FY2021	FY2022
# of Sponsored Community Outreach Events	QL	266	278	238	24	250	250
# Directed Concentrated Patrol Efforts	QL	50	87	24	21	60	60
Calls for Service	QL	83,058	65,467	59,110	30,587	70,000	75,000
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	FY2020	FY2021	FY2022
		Actual	Budget	Budget
	Personal Services	278,158	328,454	349,795
	Professional & Other Services	14,009	47,281	33,133
	Supplies & Operating Charges	37,649	66,450	62,230
	Capital Outlay	-	-	-
		\$ 329,816	\$ 442,185	\$ 445,158

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. Prioritize stormwater improvement projects

- * Inventory stormwater improvement needs, especially Lake Lanier water quality improvement projects.
- * Prioritize projects for implementation based on capital improvement funding availability.

2. Achieve permit compliance

- * Complete required inspections and reporting.
- * Coordinate with property owners, associations, and industries for community-wide water quality and flooding improvements.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			YTD thru 12/31	BUDGET	
		FY2018	FY2019	FY2020		FY2021	FY2022
Stormwater capital projects, \$M invested	II	0.08	0.80	1.01	0.07	N/A	1.00
100% Permit compliance with three (3) NPDES Stormwater Permits, the NPDES Industrial Activity Permit, and MS4	IO	100%	100%	100%	100%	100%	100%
City owned stormwater ponds inspected	IO	4	2	2	2	N/A	3
Privately owned stormwater ponds inspected (including re-inspections)	IO	83	40	20	20	N/A	80
Outfalls inspected for illicit discharge and water quality	IO	59	76	114	0	N/A	100

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	FY2020	FY2021	FY2022
		ACTUAL	BUDGET	BUDGET
	Personal Services	1,325,793	1,403,832	1,577,199
	Professional & Other Services	173,991	191,765	213,574
	Supplies & Operating Charges	68,602	86,129	88,414
	Repairs & Maintenance	-	-	-
	Capital Outlay	11,440	-	-
		\$ 1,579,826	\$ 1,681,726	\$ 1,879,187

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"> * Establish a definitive route for the Airport Connector segment of the H2I 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. <p>2. <u>Implement measures to improve housing conditions in the City.</u></p> <ul style="list-style-type: none"> * Work with the Gainesville Non-Profit Development Foundation and the Land Bank Authority to construct additional affordable houses in the Midtown area. * Continue to perform sweeps focused on housing conditions in the City. <p>3. <u>Create additional vibrant public open spaces.</u></p> <ul style="list-style-type: none"> * Develop a strategy to complete the Airport Connector segment of the H2I Trail. Work with Hall County and other community partners to determine the most feasible method to begin trail construction. * Transform the Maple Street alley to usable public space that complements the recent private investment.

PERFORMANCE MEASURES:							
MEASURES	City Wide Strategic Priorities	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Zoning Applications	ED	22	19	23	24	25	30
Inspections Conducted Within 2 Business Days	ED	13,764	13,570	11,042	5,257	15,000	17,000
Permits Issued (Building, Etc.)	ED	2,419	2,584	2,234	1,181	2,500	2,750
Code Violations Addressed	QL	5,982	6,170	5,245	2229	6,000	6,000
Affordable Housing Units Developed	QL	2	0	0	6	5	8

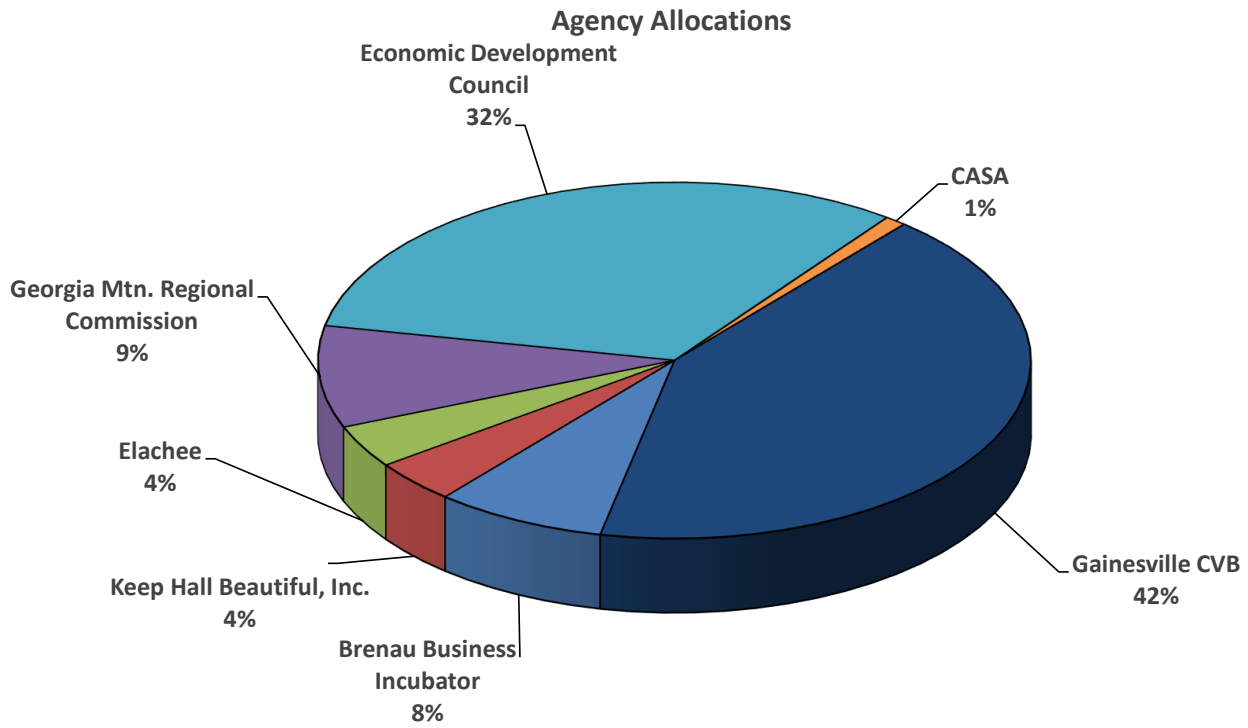
AGENCY ALLOCATIONS

DEPARTMENT DIVISION DESCRIPTION:

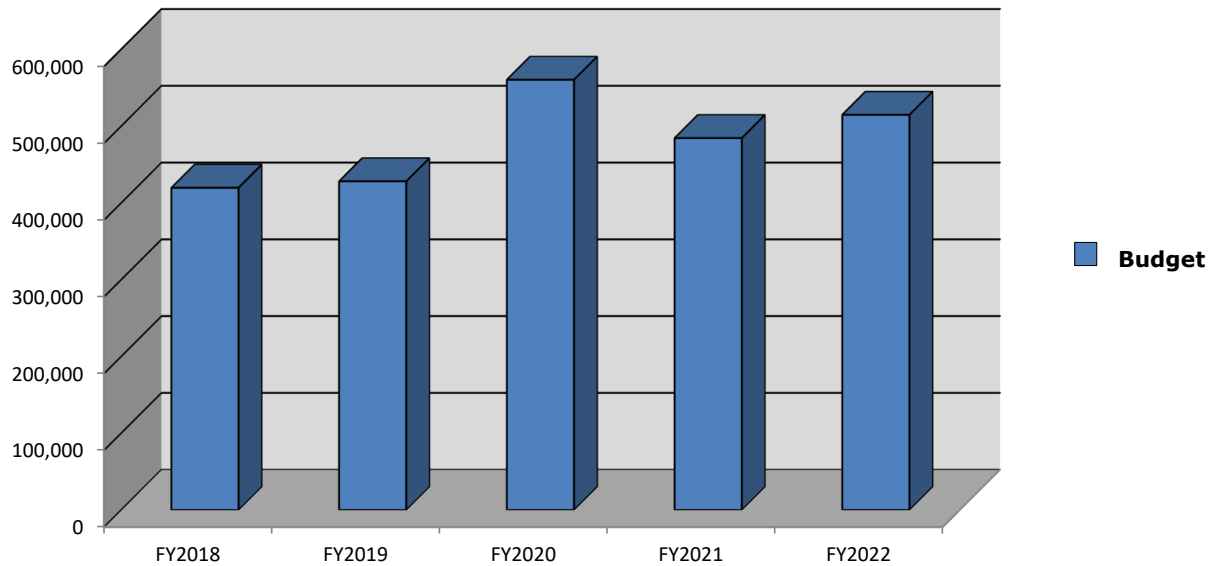
This division's budget accounts for those funds requested by local Agencies for services they provide to the City.

AGENCY ALLOCATIONS

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
General Fund			
Keep Hall Beautiful, Inc.	\$ 10,000	\$ 10,000	\$ 10,000
Georgia Mtn. Regional Commission	38,297	34,208	35,666
CASA	5,000	5,000	5,000
Gainesville CVB	128,686	203,512	217,127
Total General Fund Allocations	181,983	252,720	267,793
Public Utilities Fund			
Keep Hall Beautiful, Inc.	10,000	10,000	10,000
Elachee	17,000	20,000	20,000
Georgia Mtn. Regional Commission	11,099	11,403	11,889
Economic Development Council	150,150	150,150	165,000
Total Public Utilities Fund Allocations	188,249	191,553	206,889
Parks and Recreation			
Gainesville/Hall '96	150,000	-	-
Total Public Utilities Fund Allocations	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.	20,000	20,000	20,000
Elachee	17,000	20,000	20,000
Georgia Mtn. Regional Commission	49,396	45,610	47,555
Economic Development Council	150,150	150,150	165,000
Gainesville/Hall '96	150,000	-	-
CASA	5,000	5,000	5,000
Gainesville CVB	128,686	203,512	217,127
Brenau Business Incubator	40,000	40,000	40,000
Total Agency Allocations	\$ 560,232	\$ 484,272	\$ 514,682



Five Year Total Funding Trend



* FY2020 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 Expand WeGo Service into Hall County.

* Expand micro transit service throughout Hall County.

2. Launch Trolley Service in the Downtown Area.

* Create a lunch and dinner trolley service.

3. Complete Automization of Meals on Wheels Delivery Tracking System.

* Train 250+ volunteers and staff to operate new computerized tracking system.

4 Design Strategy for Managing Requirement of Becoming An Entitlement Community.

* In preparation of becoming an Entitlement Community following release of 2020 Census data, staff will establish a plan of action to manage federal grants made available through the Federal Transit Administration & Health and Human Services.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Hall Area Transit - Urban Trips	QL	145,706	145,948	99,615	19,298	150,000	150,000
Hall Area Transit - Rural Trips	QL	8,485	10,619	9,800	3,182	13,000	15,000
Meals Served (HDM & Congregate)	QL	102,509	121,901	132,944	67,235	140,900	137,900

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

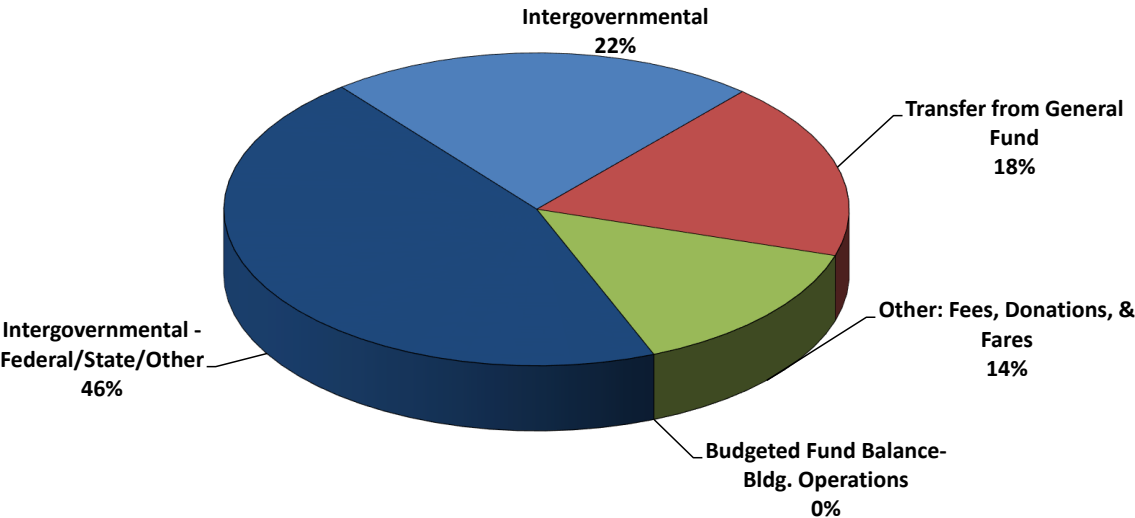
	FY2020		FY2021		FY2022	
	County	City	County	City	County	City
Senior Services	60%	40%	65%	35%	63%	37%
Hall Area Transit -Fixed Route	0%	100%	0%	100%	0%	100%
Hall Area Transit - Dial A Ride	N/A	N/A	100%	0%	75%	25%
Community Outreach	40%	60%	50%	50%	50%	50%

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.

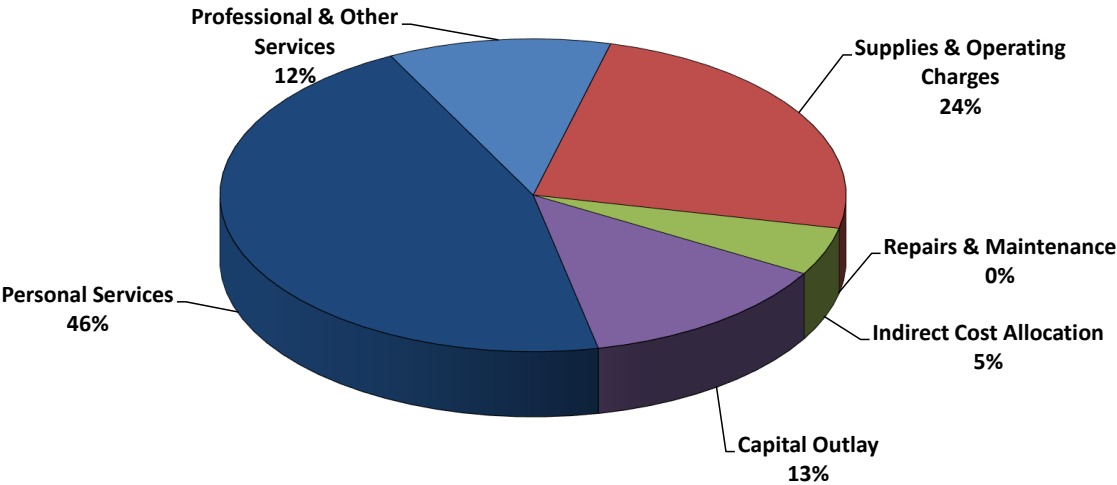
COMMUNITY SERVICE CENTER FUND SUMMARY

REVENUES	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Intergovernmental - Federal/State/Other	\$ 2,011,969	\$ 2,272,282	\$ 1,740,723
Intergovernmental	524,625	660,385	850,694
Transfer from General Fund	751,163	751,163	703,749
Other: Fees, Donations, & Fares	360,089	328,369	540,471
Budgeted Fund Balance- Bldg. Operations	-	124,016	-
Total Revenues	3,647,846	4,136,215	3,835,637
EXPENDITURES			
Personal Services	1,483,576	1,645,409	1,757,282
Professional & Other Services	313,927	376,662	441,222
Supplies & Operating Charges	882,750	902,744	937,133
Repairs & Maintenance	-	-	-
Indirect Cost Allocation	190,000	190,000	190,000
Capital Outlay	835,919	1,021,400	510,000
Total Operating Expenditures	3,706,172	4,136,215	3,835,637
Other Expenditures:			
Transfers out	-	-	-
Total Expenditures	3,706,172	4,136,215	3,835,637
Excess Revenues Over/(Under) Expenditures	\$ (58,326)	\$ -	\$ -

Expenditures by Category



Expenditures by Category



CEMETERY TRUST SPECIAL REVENUE FUND

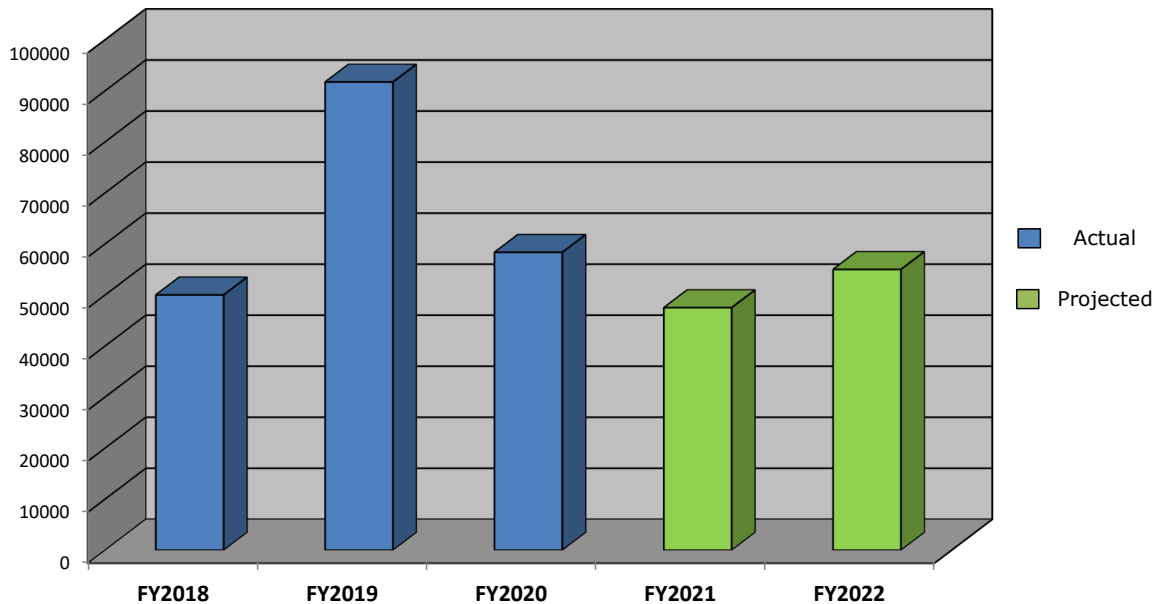
FUND DESCRIPTION:

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Interest on Investments	\$ 8,357	\$ 2,500	\$ 1,500
Sales & Services	49,990	45,000	50,000
Donations	-	-	-
Budgeted Fund Balance	-	-	3,500
Total Revenues	58,347	47,500	55,000
EXPENDITURES			
Purchased/Contracted Services	853	-	-
Available for Capital Projects	-	47,500	55,000
Total Expenditures	853	47,500	55,000
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ 57,494</i>	<i>\$ -</i>	<i>\$ -</i>

Cemetery Trust Fund Five Year Trend



CONFISCATED ASSETS FUND

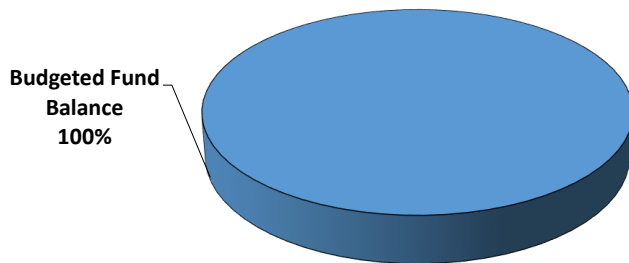
FUND DESCRIPTION:

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

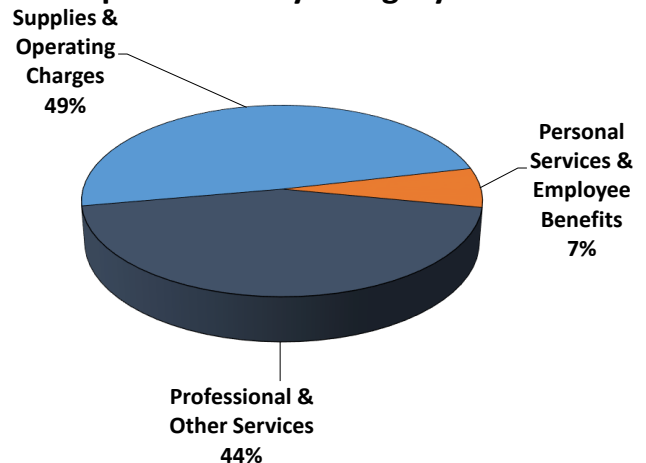
CONFISCATED ASSETS FUND SUMMARY

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Cash Confiscations - State	\$ 9,800	\$ -	\$ -
Cash Confiscations - Local	-	-	-
Cash Confiscations - Federal	93,185	-	-
Sale of Assets	-	-	-
Interest on Investments	11,270	-	-
Budgeted Fund Balance	-	323,227	150,000
Total Revenue	114,255	323,227	150,000
Expenditures			
Personal Services & Employee Benefits	\$ 22,663	\$ 15,000	\$ 10,000
Professional & Other Services	62,270	61,227	66,227
Supplies & Operating Charges	113,260	167,000	73,773
Repairs and Maintenance	7,781	-	-
Capital Outlay	126,099	80,000	-
Total Expenditures	332,073	323,227	150,000
Excess Revenues Over/(Under) Expenditures	\$ (217,817)	\$ -	\$ -

Revenues by Category



Expenditures by Category



ECONOMIC DEVELOPMENT FUND

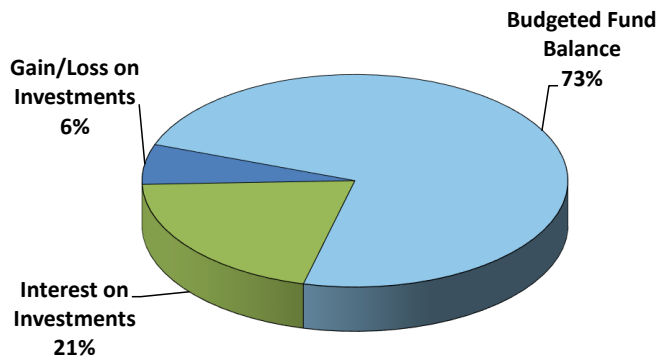
FUND DESCRIPTION:

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.

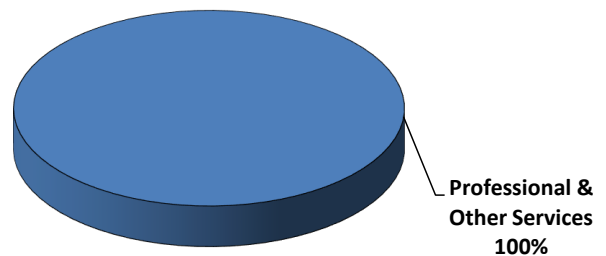
ECONOMIC DEVELOPMENT FUND SUMMARY

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Interest on Investments	\$ 108,747	\$ 38,550	\$ 15,000
Gain/Loss on Investments	5,729	4,450	4,450
Budgeted Fund Balance	-	65,000	53,550
Total Revenue	114,476	108,000	73,000
Expenditures			
Professional & Other Services	52,326	108,000	73,000
Total Expenditures	52,326	108,000	73,000
Excess Revenues Over/(Under) Expenditures	\$ 62,150	\$ -	\$ -

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 12 staff members which include Fire Administration, Fire Operations, Fire Prevention and Training Divisions, for a total of 104 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.

2. Expand coverage to areas affected by growth.

- * Continue to add preemption devices at intersections.
- * 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. Update and implement requirements for compliance with State and Federal Guidelines for Fire Departments.

- * Implement software for Policy and Procedures compliance.
- * Continue to follow Cancer Initiatives when purchasing equipment.
- * Update software for efficiency and compliance with State and Federal Guidelines.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Average Response Time (Min:Sec) (Emergency)	QL	4:37	4:48	4:58	4:52	5:00	5:00
Average Training Hours per Firefighter	IO	352	297	269	138	240	240
Total Training Hours Received	IO	35,186	29,977	27,195	13,834	24,000	24,000
Training Hours Received In-house per Firefighter	IO	314	285	280	143	180	180
ISO Rating	ED	I	I	I	I	I	I
Number of Field Inspections	IO	3784	3,673	2,821	1,458	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.

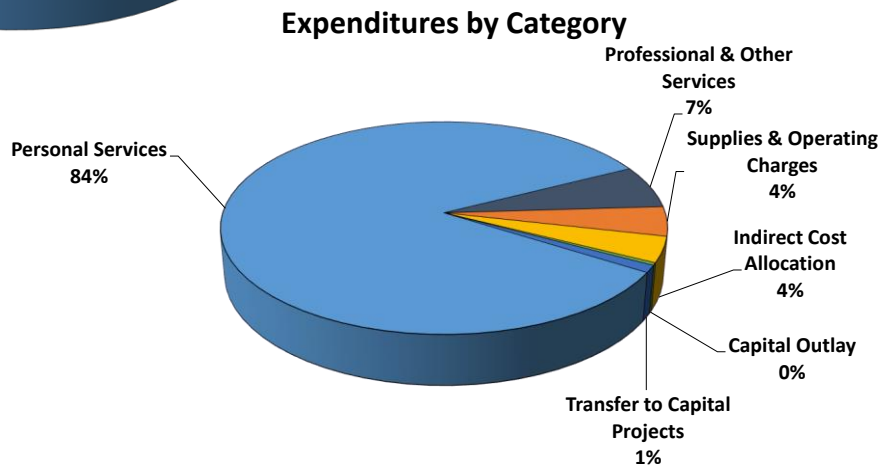
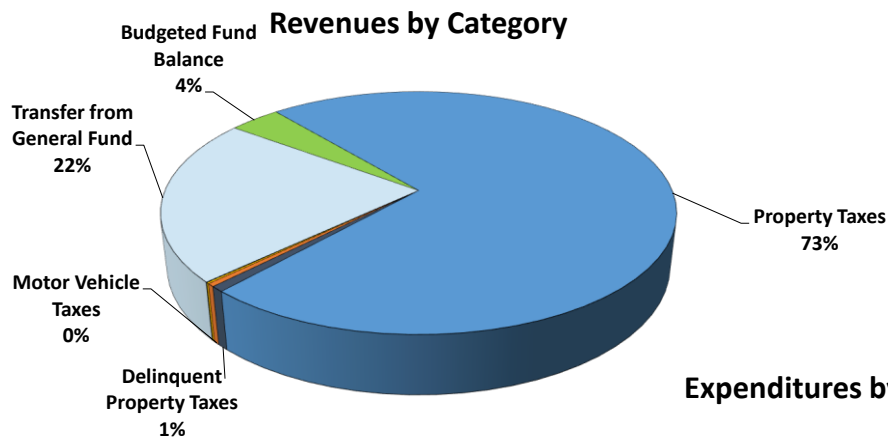
Penalties & Interest: Penalties and Interest for Delinquent Property Tax and returns not filed or filed late.

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Millage Rate	1.250	1.250	1.250
Property Taxes	\$ 6,323,452	\$ 6,652,569	\$ 6,976,748
Delinquent Property Taxes	38,686	66,526	69,767
Motor Vehicle Taxes	60,409	49,118	38,763
Grants	-	-	-
Penalties & Interest	10,135	15,860	15,860
Interest on Investments	29,556	18,026	5,600
Miscellaneous Revenue	6,311	-	-
Sale of Assets	3,300	-	-
Capital Lease	1,268,593	-	-
Transfer from General Fund	2,700,000	2,249,904	2,111,870
Budgeted Fund Balance	-	-	364,992
Total Revenues	\$ 10,440,442	\$ 9,052,003	\$ 9,583,600
EXPENDITURES			
Personal Services	7,535,503	7,609,635	8,018,050
Professional & Other Services	418,226	551,048	622,145
Supplies & Operating Charges	400,035	377,815	427,900
Indirect Cost Allocation	373,505	373,505	373,505
Debt	-	-	-
Capital Outlay	1,289,485	30,000	37,000
Transfer to Capital Projects	384,841	110,000	105,000
Total Expenditures	\$ 10,401,595	\$ 9,052,003	\$ 9,583,600
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ 38,847</i>	<i>\$ -</i>	<i>\$ -</i>



TAX ALLOCATION DISTRICT FUND

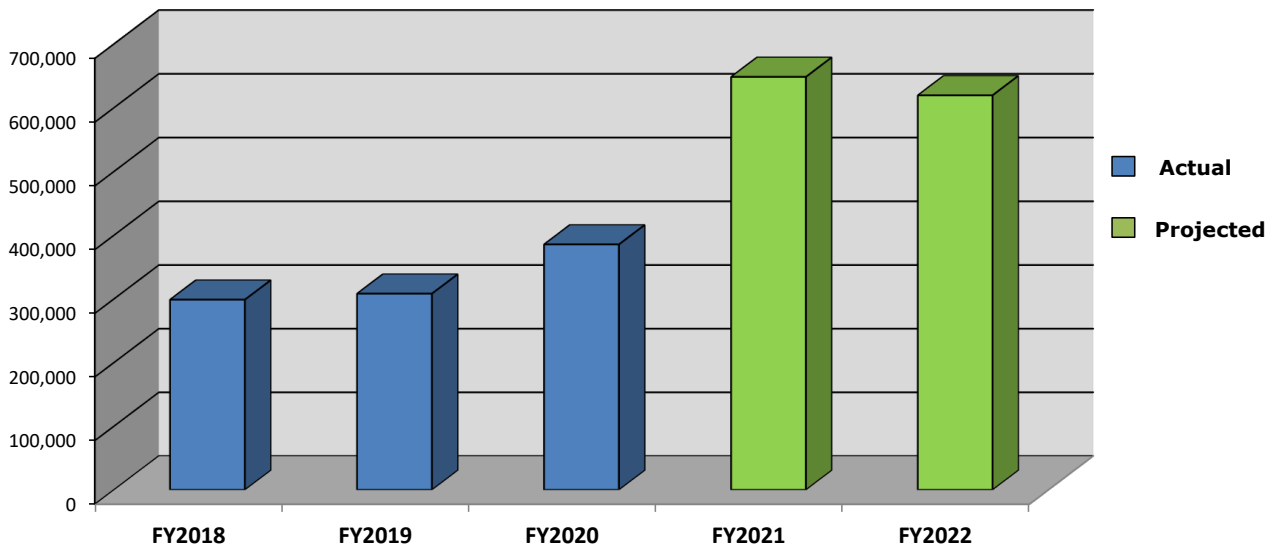
FUND DESCRIPTION:

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

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Property Tax - Current	\$ 84,987	\$ 154,263	\$ 151,359
Intergovernmental	251,939	488,069	466,903
Interest on Investments	48,620	5,950	1,100
Budgeted Fund Balance	-	-	-
Total Revenue	385,546	648,282	619,362
Expenditures			
Payments to Others	531,655	549,698	511,676
Transfer to Debt Fund	17,900	98,584	107,686
Available for Capital Projects	-	-	-
Total Expenditures	549,555	648,282	619,362
Excess Revenues Over/(Under) Expenditures	\$ (164,009)	\$ -	\$ -

Five Year Budgeted Revenue Trend



POLICE SERVICES FUND

DEPARTMENT DESCRIPTION:

The Gainesville Police Service District 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.

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. Continue to address roadway safety within the City

- * 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. Continue Efforts in addressing Mental Health Issues facing Law Enforcement

- * 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. Expand Youth Programs to offer more Officer Involvement in our community's youth

- * 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	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
# of Sponsored Community Outreach Events	QL	266	278	238	24	250	250
# Directed Concentrated Patrol Efforts	QL	50	87	24	21	60	60
Calls for Service	QL	83,058	65,467	59,110	30,587	70,000	75,000
State Certification and International Accreditation	IO	Yes	Yes	Yes	Yes	Yes	Yes

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.

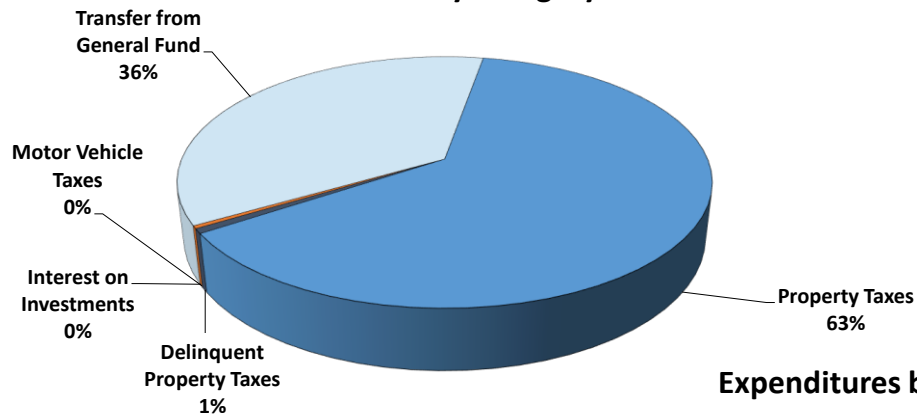
Interest is based on economic conditions, interest rates, and cash flow projections.

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.

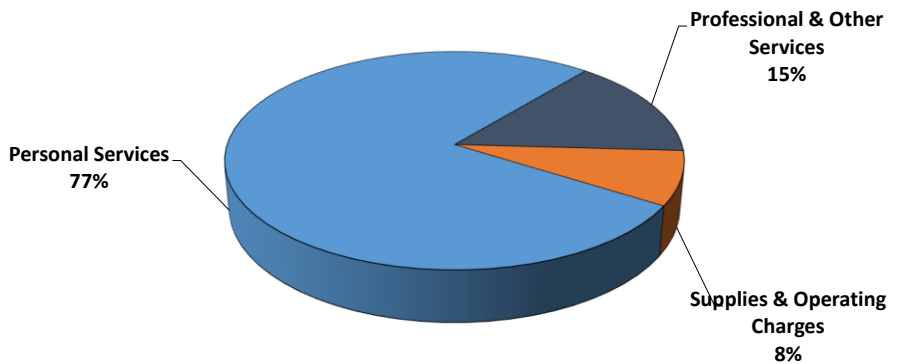
POLICE SERVICES FUND SUMMARY

REVENUES	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Millage Rate	0.000	0.000	0.500
Property Taxes	\$ -	\$ -	2,790,699
Delinquent Property Taxes	-	-	27,907
Motor Vehicle Taxes	-	-	15,505
Grants	-	-	-
Penalties & Interest	-	-	-
Interest on Investments	-	-	150
Sale of Assets	-	-	-
Transfer from General Fund	-	-	1,600,393
Budgeted Fund Balance	-	-	-
Total Revenues	\$ -	\$ -	4,434,654
EXPENDITURES			
Personal Services	-	-	3,422,304
Professional & Other Services	-	-	657,840
Supplies & Operating Charges	-	-	354,510
Indirect Cost Allocation	-	-	-
Debt	-	-	-
Capital Outlay	-	-	-
Transfer to Capital Projects	-	-	-
Total Expenditures	\$ -	\$ -	4,434,654
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ -</i>	<i>\$ -</i>	<i>-</i>

Revenues by Category



Expenditures by Category



HOTEL MOTEL TAX FUND

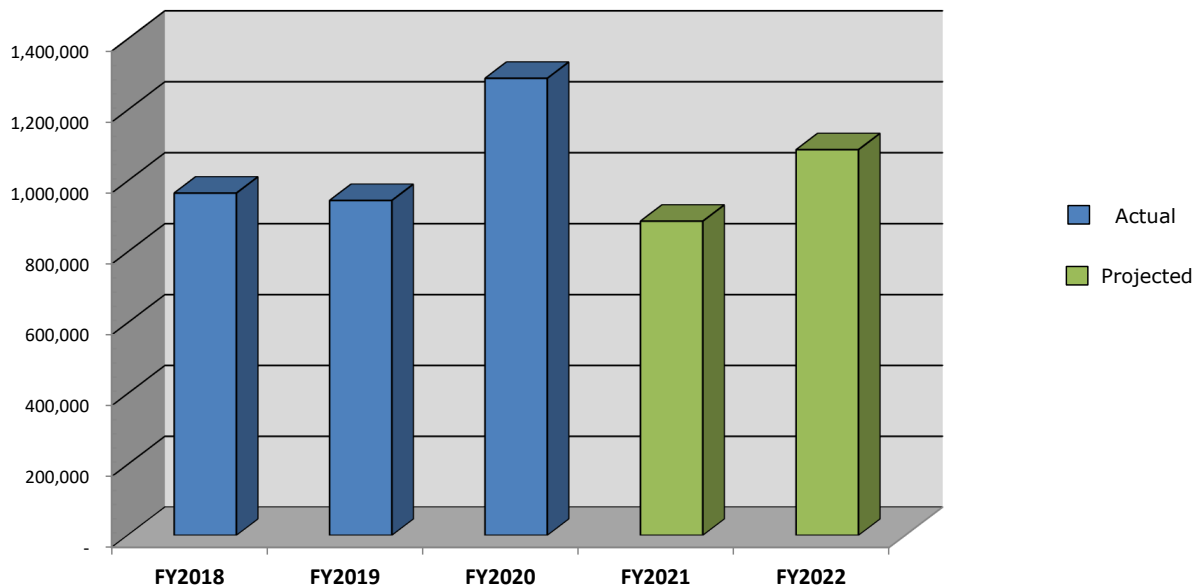
FUND DESCRIPTION:

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 and was raised to 8% thereafter. 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

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Hotel/Motel Tax - Non Restricted (3%)	\$ 446,789	\$ 332,310	\$ 407,891
Hotel/Motel Tax - CVB (3.5%)	521,253	387,695	475,873
Hotel/Motel Tax - Tourism Development or CVB (1.5%)	223,394	166,155	203,946
Interest	1,146	425	425
Other	-	-	-
Transfer from General Fund	-	-	-
Budgeted Fund Balance	-	-	-
Total Revenue	1,192,582	886,585	1,088,135
Expenditures			
Gainesville Convention and Visitor's Bureau	700,956	775,815	909,940
Available for Capital Outlay	-	-	-
Transfer to Capital Projects	326,633	-	67,425
Transfer to Debt Service	158,355	110,770	110,770
Total Expenditures	1,185,944	886,585	1,088,135
Excess Revenues Over/(Under) Expenditures	\$ 6,638	\$ -	\$ -

Five Year Trend



IMPACT FEE FUND

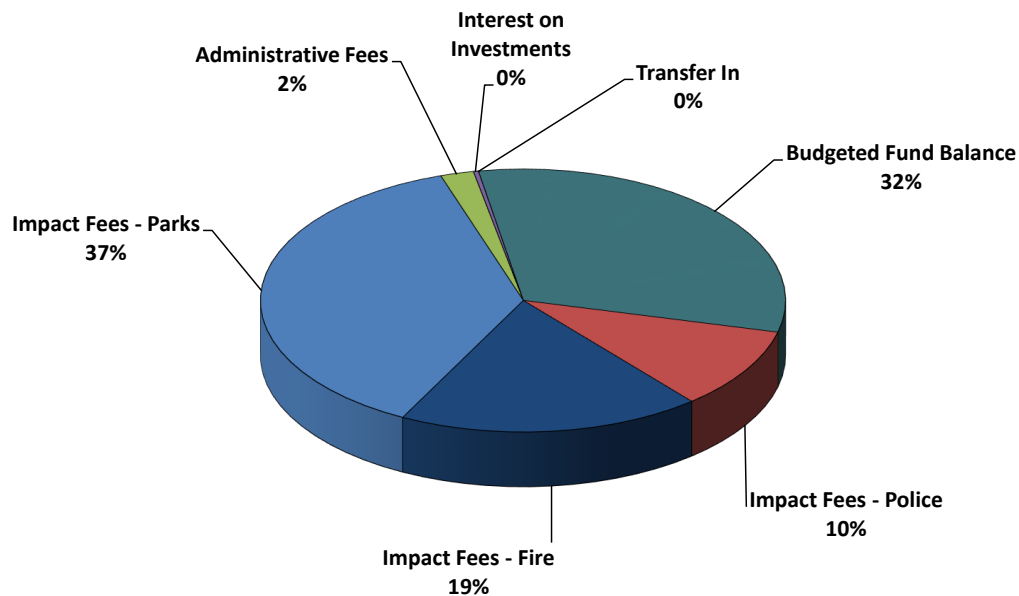
FUND DESCRIPTION:

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

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Impact Fees - Police	\$ 162,984	\$ 145,000	\$ 145,000
Impact Fees - Fire	297,717	270,000	270,000
Impact Fees - Parks	574,000	540,000	540,000
Administrative Fees	34,255	29,536	29,536
Interest on Investments	80,442	11,000	4,450
Transfer In	-	-	-
Budgeted Fund Balance	-	-	457,500
Total Revenue	1,149,398	995,536	1,446,486
Expenditures			
Transfer to General Fund	34,255	29,536	29,536
Transfer to Capital Project Funds - Police	-	-	-
Transfer to Capital Project Funds - Fire	1,200,000	-	-
Transfer to Capital Project Funds - P&R	2,523,744	-	1,000,000
Available for Capital Projects	-	966,000	416,950
Total Expenditures	3,757,999	995,536	1,446,486
Excess Revenues Over/(Under) Expenditures	\$ (2,608,601)	\$ -	\$ -

IMPACT FEE FUND REVENUES BY TYPE



INFORMATION TECHNOLOGY FUND

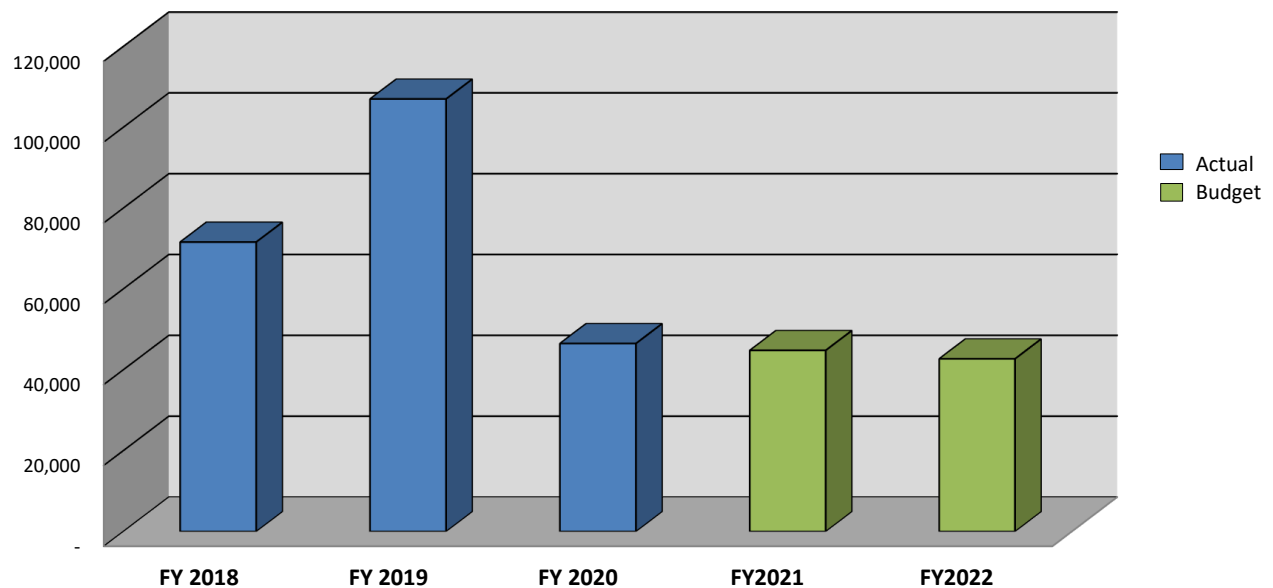
FUND DESCRIPTION:

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

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Technology Fees	\$ 41,896	\$ 44,784	\$ 42,000
Interest on Investments	4,597	-	700
Transfers In	-	-	-
Budgeted Fund Balance	-	-	-
Total Revenue	46,493	44,784	42,700
Expenditures			
Transfers to GG CIP	31,000	31,000	-
Supplies and Operating Charges	14,232	13,784	11,868
Capital Outlay	-	-	-
Available for Capital Projects	-	-	30,832
Total Expenditures	45,232	44,784	42,700
Excess Revenues Over/(Under) Expenditures	\$ 1,261	\$ -	\$ -

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.
- * Implement fee analysis recommendations applicable to Civic Center and Frances Meadows Center.
- * Continue to enhance communication with other City departments, service providers, City Schools, and County Parks & Leisure to support service
- * 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.
- * Continue to increase Staff training opportunities.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
# Park Audits Annually	IO	20	21	21	10	21	21
# Youth Athletic participants*	LS	2,365	2,371	1,918	1,311	2,500	2,250
Decrease energy consumption**	IO	1%	5%	-2%	-16%	Even	Even
# Staff training opportunities	IO	215	167	136	91	175	175
# Sponsorships	IO	77	80	76	30	80	75
# Fitness visits to Frances Meadows Center ***	LS	61,895	69,632	50,120	17,696	65,000	40,000
# Volunteer Hours	IO	10,370	10,645	7,979	3,000	11,000	7,500
Customer Service Rating ****	IO	3.8	3.9	3.8	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.

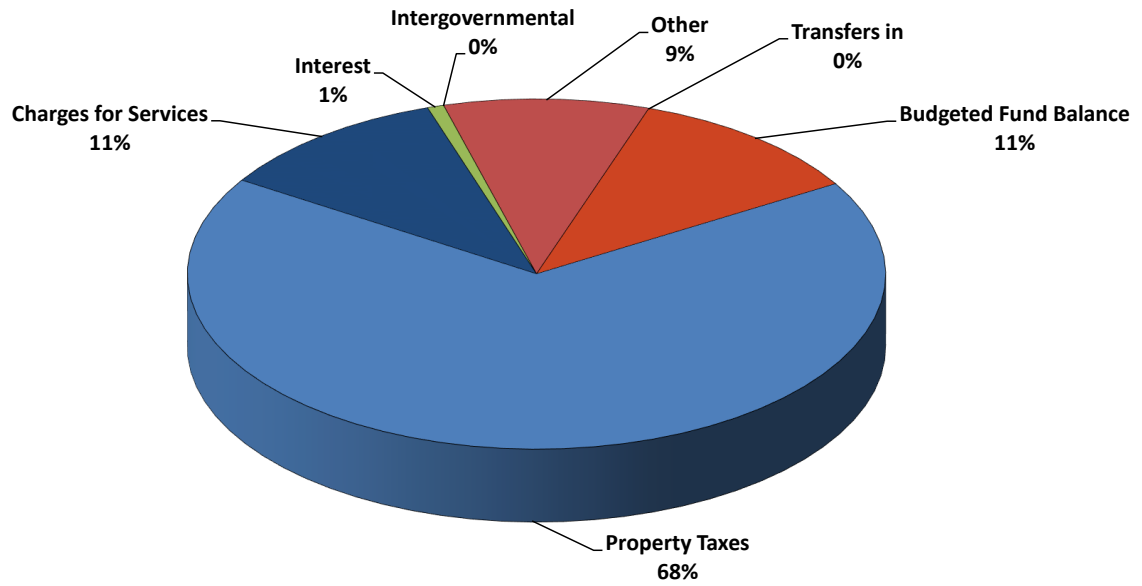
Interest is based on economic conditions, interest rates, and cash flow projections.

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.

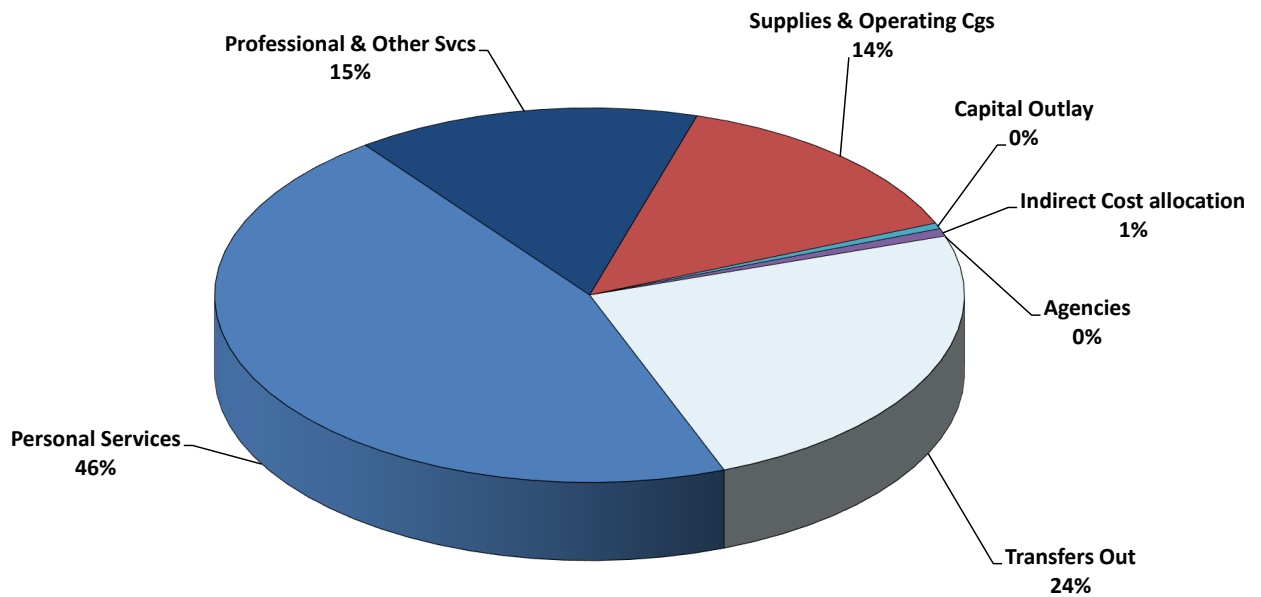
PARKS AND RECREATION FUND SUMMARY

REVENUES	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Millage Rate	0.750	0.750	0.896
Property Taxes	\$ 3,855,948	\$ 4,064,427	\$ 5,082,877
Charges for Services	616,908	837,151	823,550
Interest	89,442	27,250	57,500
Intergovernmental	200,000	-	-
Other	527,450	707,250	715,550
Transfers in	107,253	-	-
Budgeted Fund Balance	-	-	839,590
Total Revenues	5,397,001	5,636,078	7,519,067
EXPENDITURES			
Personal Services	2,860,240	3,245,010	3,430,075
Professional & Other Svcs	762,519	1,133,965	1,115,755
Supplies & Operating Cgs	792,036	1,057,103	1,060,237
Capital Outlay	-	-	38,000
Indirect Cost allocation	50,000	50,000	50,000
Agencies	-	150,000	-
Transfers Out	625,571	-	1,825,000
Total Expenditures	5,090,366	5,636,078	7,519,067
Excess Revenues Over/(Under) Expenditures	\$ 306,635	\$ -	\$ -

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

- * Update the visitors guide.
- * Recruitment of three new overnight events.
- * Launch the newly formed Greater Gainesville Sports Alliance.

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

- * Launch an extended outdoor space designated for sidewalk cafes and community engagement.
- * Work with owners of vacant building to make them more appealing and to assist with marketing the sale.
- * 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.
- * Develop a new Explore Gainesville website focusing on tourism with an emphasis on sports and recreational visitors.

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.
- * Work with stakeholders on planning and executing capital improvements to the park for enhanced community enjoyment.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY21	FY22
Events Booked	LS	29	46	17	7	50	50
Main Street Events	LS	31	31	29	22	38	38
Total Main Street Members	IO	26	14	29	8	30	30
LLOP Private Events Booked		24	21	9	3	35	35
LLOP Events		8	10	8	10	12	12
Social Media Followers	LS	19,042	25,265	36,453	36,453	29,000	29,000
Gainesville.org Users	LS	348,693	398,174	451,299	451,299	399,000	399,000
Hotel/Motel Revenue	LS	\$966,533	\$1,044,089	\$1,192,582	\$510,243	\$1,200,000	\$1,088,035

REVENUE SOURCES & ASSUMPTIONS

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

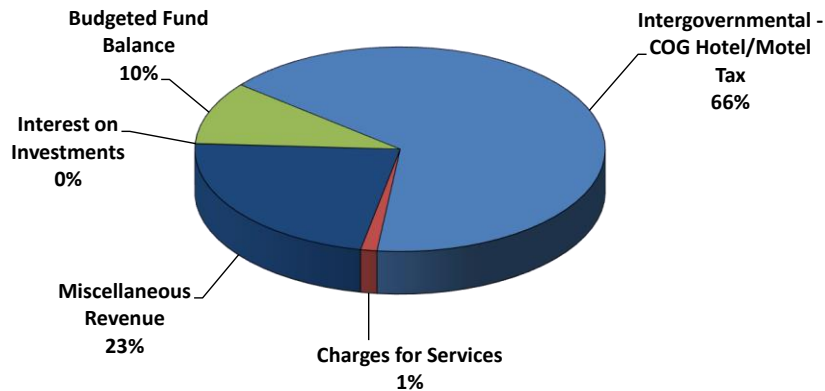
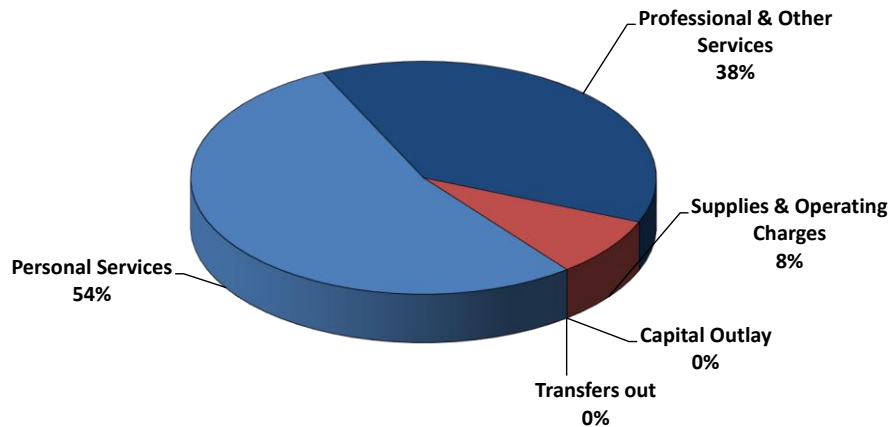
Charges for Services includes admissions, program and league fees, facility leases, concession operations, etc. Projections rely on historical trends and economic conditions.

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 purchases and other non-recurring expenditures.

GAINESVILLE CONVENTION AND VISITOR'S BUREAU FUND SUMMARY

REVENUES	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Intergovernmental - COG Hotel/Motel Tax	\$ 700,956	\$ 775,815	\$ 909,940
Charges for Services	60,754	17,700	17,700
Interest on Investments	13,611	5,000	800
Miscellaneous Revenue	177,480	452,212	313,627
Transfers In	280,571	-	-
Budgeted Fund Balance	-	28,484	137,179
Total Revenues	1,233,372	1,279,211	1,379,246
EXPENDITURES			
Personal Services	642,927	684,116	737,367
Professional & Other Services	334,016	463,967	528,276
Supplies & Operating Charges	100,093	121,128	113,603
Transfers out	-	10,000	-
Capital Outlay	-	-	-
Total Expenditures	1,077,036	1,279,211	1,379,246
<i>Excess Revenues Over/(Under) Expenditures</i>	<i>\$ 156,336</i>	<i>\$ -</i>	<i>\$ -</i>

Revenues by Category

Expenditures by Category


LAND BANK AUTHORITY

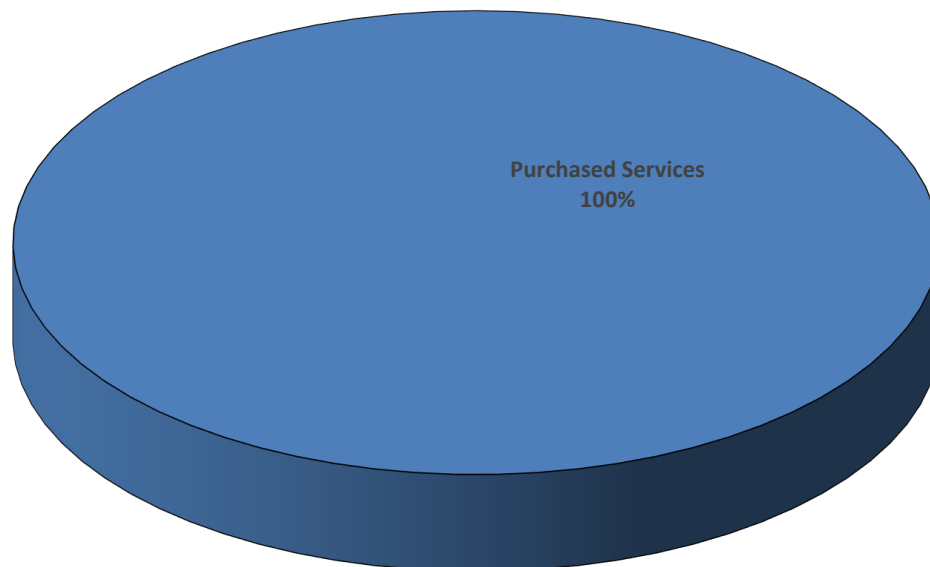
FUND DESCRIPTION:

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

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Transfers in	\$ -	\$ -	\$ 50,000
Budgeted Fund Balance	-	75,000	-
Total Revenue	-	75,000	50,000
Expenditures			
Purchased Services	-	75,000	50,000
Available for Capital Projects	-	-	-
Total Expenditures	-	75,000	50,000
Excess Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -

* The Land Bank Authority was established during FY2021.



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.

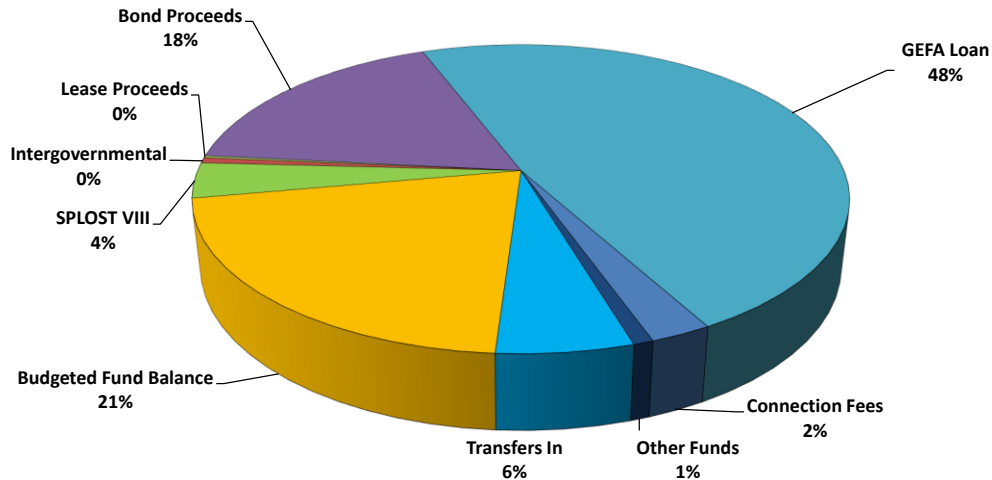
MISSION STATEMENT:

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	FY2020 BUDGET	FY2021 BUDGET	FY2022 BUDGET
Intergovernmental:			
Georgia Department of Transportation	\$ 300,000	\$ -	\$ 300,000
Federal Grants	1,216,000	893,800	402,000
Hall County	154,050	-	-
SPLOST VII	5,948,816	-	-
SPLOST VIII	-	6,469,800	4,684,476
Lease proceeds	275,000	645,000	294,000
Bond proceeds	-	-	22,260,000
GEFA Loans	-	-	60,500,000
Connection Fees	-	-	3,247,942
Airport Fund	-	247,000	-
Solid Waste Fund	-	470,000	-
Community Service Center	-	121,200	-
Operating Expenditures	-	-	1,060,110
Transfers From:			
General Fund	4,408,322	1,179,447	3,832,278
Fire District	102,000	110,000	105,000
Hotel/Motel Tax Fund	85,000	-	67,425
Cemetery Trust Fund	-	-	55,000
Information Tech Fund	31,000	-	-
Department of Water Resources Operating Fund	-	20,000	-
Impact Fee Fund	3,150,000	-	1,000,000
Solid Waste Fund	826,000	-	-
Gainesville CVB	-	10,000	-
Parks and Recreation	270,000	-	1,825,000
Grants CIP Fund	-	-	300,000
Budgeted Fund Balance:			
DWR Fund Balance	13,385,000	25,000,000	26,717,000
CSC Fund Balance	75,000	-	-
Capital Projects Fund Balance	1,250,000	-	-
Total Revenues	\$ 31,476,188	\$ 35,166,247	\$ 126,650,231

FY 2022 Funding Sources



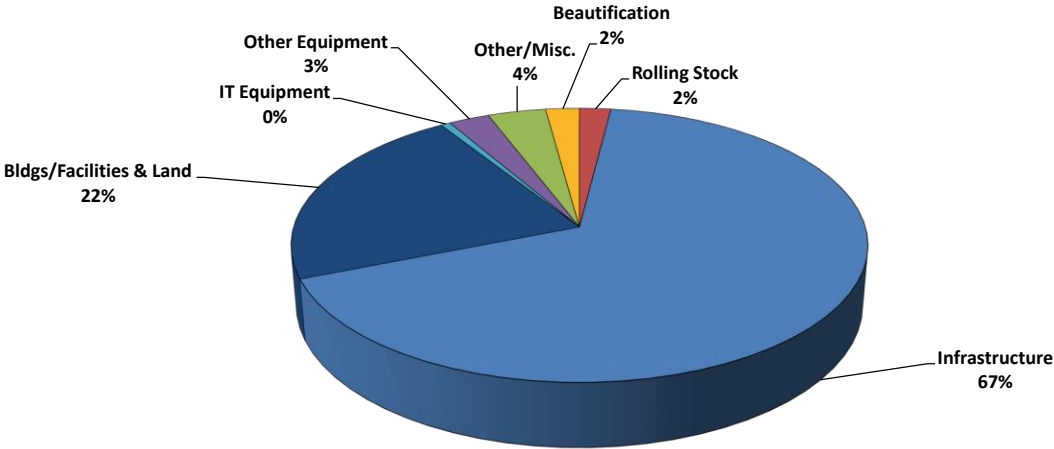
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2020 BUDGET	FY2021 BUDGET	FY2022 BUDGET
City Managers Office			
City Campus Improvements	525,000	-	-
Municipal Code Update	30,000	15,000	-
Multi Purpose Room Enhancements	96,000	61,500	-
Downtown Parking & Pedestrian Improvements	-	1,503,334	-
Placemaking Implementation	-	50,000	100,000
Fleet Van	-	50,000	-
Demolition Program	-	50,000	50,000
Signage Program	-	75,000	-
Midtown Greenway Park	-	250,000	-
Elachee Bridge	-	-	550,000
Renaissance Pocket Park and Brenau Avenue Plaza	-	-	300,000
Agenda Software	-	-	20,000
Town Square Design and Improvements	-	-	500,000
Financial Services			
New Software and Enhanced Systems	100,000	130,000	-
Information Technology			
Expansion of Disk Storage	200,000	-	200,000
Internal Duress System	-	-	34,000
Network Upgrade	100,250	150,000	175,000
Multi Purpose Room Technology	-	48,425	-
Vehicle Replacement	30,000	-	-
Community Development Department			
Vehicles	89,100	-	31,000
Comprehensive Plan Update	-	75,000	75,000
Park Hill Dr. Neighborhood Plan	35,000	-	-
ULDC Update	70,000	-	-
Police			
Police Department Fleet (New)	275,000	290,000	670,000
Vehicle Mobile Data Terminal	-	71,000	71,000
Portable Radios	93,522	93,522	65,278
Video/Audio Recording Equipment	55,000	-	-
Fire Services			
Fire Station #2 Relocation	600,000	-	-
Fleet Replacement - Battalion Vehicle Replacement	42,000	-	-
Replacement Radios	60,000	-	-
Two Fleet Replacement Pumpers	-	296,466	-
Fleet Replacement Vehicles	-	45,000	45,000
Carbon Removal System	-	30,000	30,000
Intersection Pre-emption	-	35,000	30,000
Public Works - Public Land and Buildings			
Administrative Building Renovation	771,000	25,000	-
Parking Deck Design	250,000	-	-
Fleet Replacement - Service Truck	45,000	-	-
Fleet Replacement - Fleet Vehicle	30,000	-	-
Boom Lift	-	-	55,000
Downtown Lighting and Sidewalks	-	-	50,000

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2020 BUDGET	FY2021 BUDGET	FY2022 BUDGET
Public Works - Engineering			
Street Resurfacing (Major Projects)	550,000	250,000	550,000
Roadway Patching Program	125,000	50,000	125,000
Greenway Connectivity	1,200,000	-	-
In-House Paving Program	660,000	500,000	660,000
Roadway Beautification	100,000	-	100,000
Memorial Park Drive Improvements	-	250,000	-
Transportation Plan Implementation	350,000	25,000	350,000
Downtown Alley and Plaza Program	50,000	-	-
Sidewalk Program	75,000	100,000	100,000
Bridge Maintenance Program	25,000	-	25,000
Green Street Study Implementation	50,000	25,000	-
Traffic Calming / Road Safety Devices	40,000	40,000	50,000
Asphalt Preservation	50,000	50,000	50,000
Fleet Replacement	60,000	-	40,000
City Park Roundabout	-	450,000	-
Light Duty Garbage Truck	-	-	40,000
Public Works - Traffic			
Thermoplastic Restriping	25,000	-	-
Intelligent Transportation Systems (ITS)	300,000	75,000	150,000
Sign Truck	-	-	70,000
Fleet Replacement - Traffic Emergency Response	-	-	45,000
Replacement Bucket Truck	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	-	-
Rubber Tire Loader	-	-	160,000
Dump Truck	-	-	105,000
Mowing Crew Truck	-	-	50,000
Inmate Trucks	-	-	90,000
Brine Dump Truck	180,000	-	-
Brine Maker	35,000	-	-
Hook Lift Dump Truck	180,000	-	-
Volumetric Cement Mixer	-	-	150,000
Material Handling and Storage	-	-	60,000
Stormwater			
Stormwater Rehabilitation Program	843,816	1,000,000	1,000,000
Cemetery			
Fleet Replacement	30,000	-	90,000
Mausoleum Remodel	-	-	55,000
Gainesville Convention and Visitors Bureau			
Lake Lanier Olympic Park Boathouse	-	-	16,900,000
Lake Lanier Olympic Park Storage Building	-	-	67,425
Gainesville Website Redesign	85,000	-	-

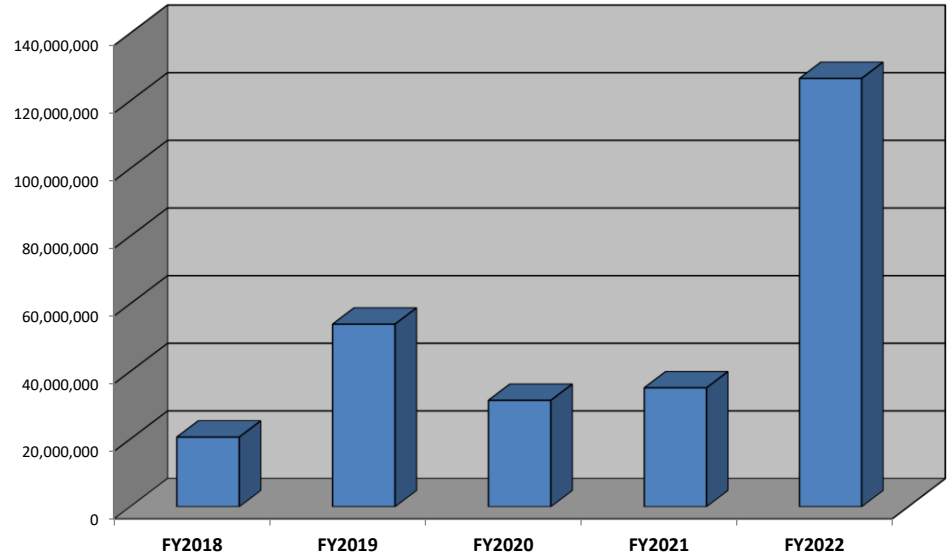
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2020 BUDGET	FY2021 BUDGET	FY2022 BUDGET
Parks and Recreation			
Youth Sports Complex	3,045,000	-	5,360,000
Civic Center Renovations	-	900,000	-
Midtown Greenway Improvements	-	900,000	1,350,000
Playground Improvements	-	-	200,000
LED Sport Field Lighting	-	-	500,000
Park Signage-System wide	100,000	-	-
FMACC PoolPaks Replacements	-	-	300,000
Skate Park	1,950,000	-	-
Concessions/Restroom Building Replacement	600,000	-	-
Park Restrooms Systemwide	-	-	200,000
Park Vehicles	55,000	-	153,000
Tennis Court Resurfacing	60,000	-	-
VSI Software Upgrade	55,000	-	-
Lake Lanier Olympic Park Improvements	250,000	-	-
Disc Golf at Wessell Park	-	-	22,000
Recreation Center	-	-	1,200,000
Community Service Center			
CSC Building Parking Lot	-	120,000	-
Gainesville Connection Buses, Software, Computers	-	950,000	-
Surveillance Cameras	-	30,000	-
Buses (Gainesville Connection)	240,000	-	-
MOW Kitchen Expansion	-	-	-
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	-	-
SLC Fleet Replacement	-	-	125,000
CSC Roadway Access Improvements	-	-	130,000
HAT Vehicle parts inventory	-	-	100,000
HAT Building furnishings	-	-	25,000
HAT Replacement PCs	-	-	15,000
HAT Parking Lot Repaving and Reengineering	-	-	150,000
HAT Building Repairs and Maintenance	-	-	60,000
Solid Waste			
Fleet Replacement Packer Truck	208,000	-	-
Self Contained Debris Collector	-	240,000	-
Downtown Solid Waste	-	-	120,000
Knuckle boom Trash Loader	175,000	-	225,000
Brush Chipper	-	80,000	-
Light Duty Garbage Truck	76,000	80,000	40,000
Street Sweeper	250,000	-	-
Leaf Vacuum Machine	40,000	70,000	-
Lift Gate Truck	42,000	-	-
Replacement Fleet Truck	35,000	-	-
Automated Recycling Truck	-	-	300,000
Airport			
Maintenance Building	-	45,000	-
Replacement Fleet Vehicle	-	40,000	-
Slope Mower	-	40,000	-
Grounds Maintenance Mower	-	42,000	-
Grounds Maintenance Tractor	-	80,000	-
MALSR Security Fencing	-	-	85,000
Golf Course			
2 Sets of Vertical Mowing Frames and Cutter Cassettes	-	-	22,110
Protective Covers for TifEagle Greens	-	-	30,000
Maintenance Building Extension	200,000	-	-
Vehicle Services			
Service Truck	-	-	60,000
Vehicle Lifts	50,000	-	-

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY			
EXPENDITURES	FY2020 BUDGET	FY2021 BUDGET	FY2022 BUDGET
Department of Water Resources			
DWR Data Management	-	300,000	-
Athens Highway Sanitary Sewer Extension	1,000,000	100,000	18,000,000
Flat Creek WRF Primary Clarifiers	-	-	400,000
FY22 New Water Meter Installations	-	-	1,750,000
Squirrel Creek Sanitary Sewer Pump Station	-	100,000	-
Flat Creek WRF Dewatering Facility	-	100,000	24,500,000
Gillsville Hwy Sanitary Sewer Pump Station	-	100,000	10,000,000
Midtown Greenway Ext Stormwater Pond	-	1,500,000	-
New Water Meter Installations	-	1,750,000	-
FY22 Sanitary Sewer System Improvements	-	-	1,500,000
Riverside Concrete Rehabilitation	-	100,000	-
FY22 Water Main Improvements	-	-	1,500,000
Road Tractor Replacement	-	150,000	-
Rubber Tire Loader Replacement	-	145,000	-
Tanks Maintenance Program	-	650,000	700,000
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	300,000	600,000	300,000
Green Street Widening	-	-	250,000
Lakeside WTP PAC Feed System	-	-	1,600,000
Linwood WRF Sludge Press and Holding Tank	-	-	100,000
Rilla Road Booster Pump Station Improvements	-	-	1,500,000
Riverside WTP High Service Pump #5 Replacement	-	-	400,000
Riverside WTP Backwash System	-	-	100,000
Sardis Road Connector Utilities Relocation	-	-	4,550,000
Flat Creek Water Reclamation Facility Improvements	-	-	1,527,000
Dawsonville Highway Utilities Relocation	-	-	100,000
Thompson Bridge Road Utilities Relocation	-	-	300,000
Glenwood Drive Roundabout Utilities Relocation	-	300,000	-
Hancock Facility Relocation	-	-	2,000,000
IT Upgrades	250,000	300,000	250,000
Riverside Drive WTP Concrete Rehabilitation	-	-	5,000,000
Lakeside WTP Filter Rehabilitation	-	100,000	5,000,000
Lift Station Improvements	850,000	1,000,000	1,250,000
Linwood Membranes	-	1,250,000	-
Riverside WTP Improvements	1,265,000	-	-
Utility Service Truck	-	-	155,000
Water Reclamation Facilities Electrical Control Upgrades	250,000	200,000	250,000
Water Treatment Plants NPDES Permit Compliance	-	-	200,000
Water Treatment Plants Electrical Control Upgrades	250,000	200,000	250,000
Downtown Utilities Improvements	2,700,000	-	200,000
Inert Landfill Closure	1,000,000	-	-
Maintenance Facility Relocation	4,000,000	11,975,000	-
Meter Maintenance Program	750,000	750,000	1,000,000
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	-
Squirrel Creek Sanitary Sewer Lift Station	-	-	2,435,000
Transfer to Water (Connection Fees)	-	-	3,247,942
Transfers to Various	-	-	1,244,476
Capital Reserves	1,554,000	-	-
Total Expenditures	\$ 31,526,188	\$ 35,166,247	\$ 126,650,231

Expenses by Category



Five-Year Budgeted Funding Trend



DEBT SERVICE FUND

FUND DESCRIPTION:

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

Entering into fiscal year 2022, the City of Gainesville's general obligation debt is projected to be \$40,365,000.

Frances Meadows Center	\$	5,575,000
Parking Deck	\$	1,795,000
Main Street Property	\$	3,785,000
TWS Building	\$	1,370,000
Parking Deck Expansion	\$	4,440,000
Olympic Park Boat House	\$	18,000,000
Youth Sport Complex	\$	5,400,000

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>5,990,322,005</u>
Debt Limit - 10% of Assessed Value	\$	599,032,201
Less General Obligation Bonds Outstanding		<u>40,365,000</u>
Legal Debt Margin	\$	<u>558,667,200.58</u>

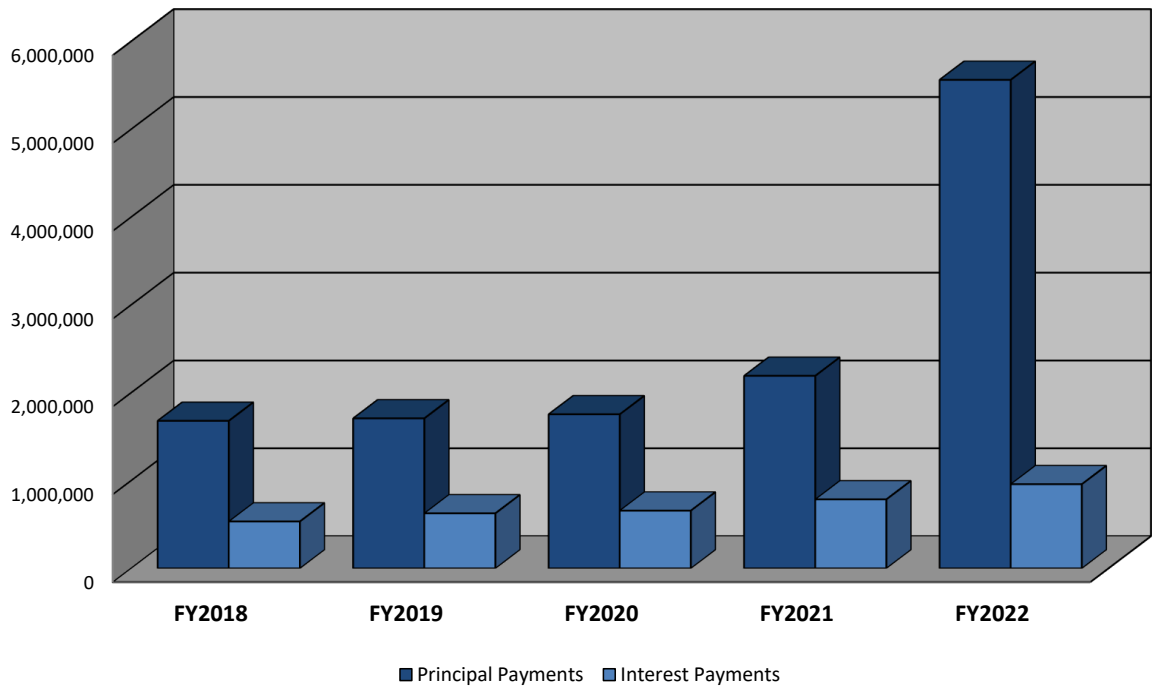
Bonded debt per capita, based on an estimated population of 44,080 is \$1,007.

The City anticipates \$294,000 in new capital leases during FY2022.

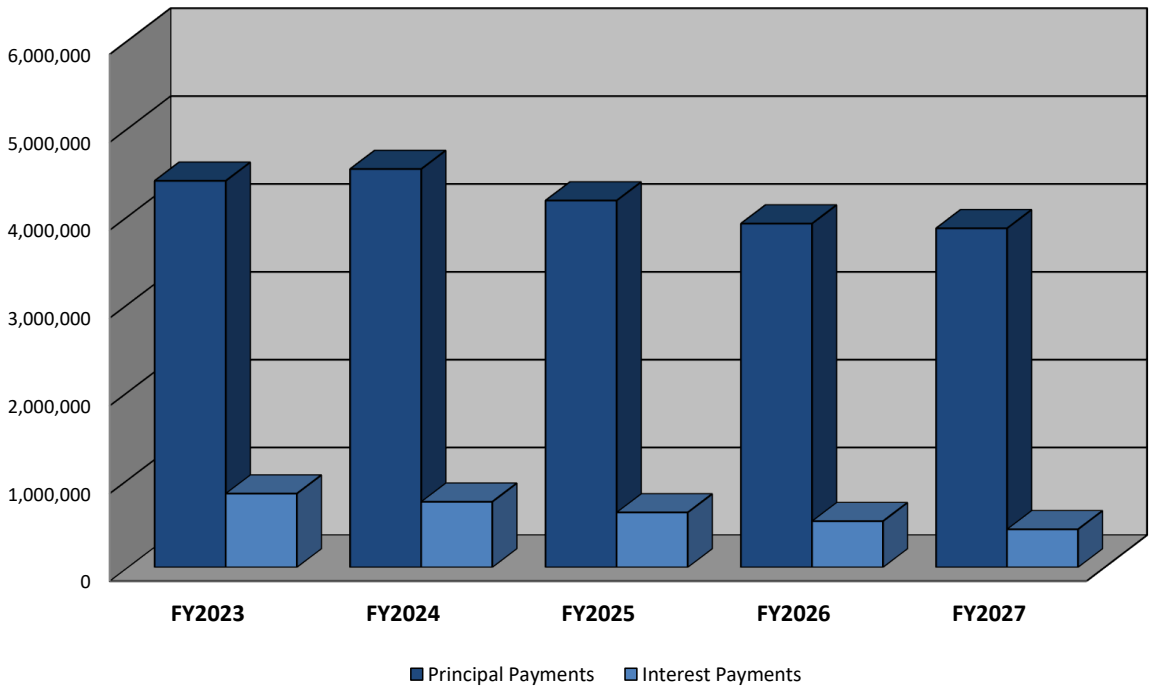
DEBT SERVICE FUND SUMMARY

REVENUES	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Millage Rate	0.551	0.510	0.510
Taxes	\$ 2,852,557	\$ 2,816,376	\$ 2,931,176
Interest on Investments	45,419	28,100	11,306
Transfers in	459,066	209,354	1,162,932
Budgeted Fund Balance	-	-	2,417,419
Total Revenues	<u>3,357,042</u>	<u>3,053,830</u>	<u>6,522,833</u>
EXPENDITURES			
Bond Principal and Interest	2,107,271	2,559,643	6,022,832
Lease Principal and Interest	304,319	417,738	497,801
Other Costs	4,422	2,200	2,200
Available for Future Debt Service	-	74,249	-
Total Expenditures	<u>2,416,012</u>	<u>3,053,830</u>	<u>6,522,833</u>
Excess Revenues Over/(Under) Expenses	<u>\$ 941,030</u>	<u>\$ -</u>	<u>\$ -</u>

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. Ensure financial stability.

- * Successfully implement the 10-year planned approved by Mayor/Council. This allows us to accelerate our capital improvements program and provide necessary operational resources while setting predictable rates.
- * Utilize financial management tools, experts, and technology to maximize revenue and control costs.

2. Ensure operational reliability.

- * Implement a model asset management program to maintain DWR assets while managing risk, providing a consistent level of service, and maximizing return on investment.
- * Explore and begin implementing a cost-effective and environmentally friendly solids processing/reuse/disposal solution possibly in partnership with others.
- * Implement capital projects and other improvements to enhance and expand our systems while optimizing power, chemical, solids handling, and other costs.

3. Develop a world class work force.

- * Provide a safe work environment and proactive safety program for all DWR employees.
- * 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.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Revenue, \$M	IO	78.1	80.6	79.9	41	NA	74.1
Number of active accounts	IO	53,545	54,729	55,859	56,636	NA	57,000
Water pumped to system, annual average mgd	IO	19	19	19.3	19.7	NA	19.8
Treated wastewater returned, highest monthly average, mgd	IO	11.5	12.4	13.1	11.9	NA	12
Permit compliance at all 4 plants, %	II	99%	100%	99%	99%	100%	100%
Complete all safety activities, %	IO	NA	NA	NA	100%	NA	100%
Real water losses, gallons/connection/day (calendar yr)	II	38	22	20	29	NA	30
Sewer spills/overflows, gallons	IO	0	2,200	21,900	2,017,700	0	0
Work orders generated, % completed	IO	NA	NA	92%	88%	NA	90%
Capital improvement projects, \$M investment	ED, II	26.1	16.3	27.7	8.4	NA	20

REVENUE SOURCES & ASSUMPTIONS

Water Revenue is the second 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 Customer Service after the due date on the billing.

Sewer Revenue is the 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.

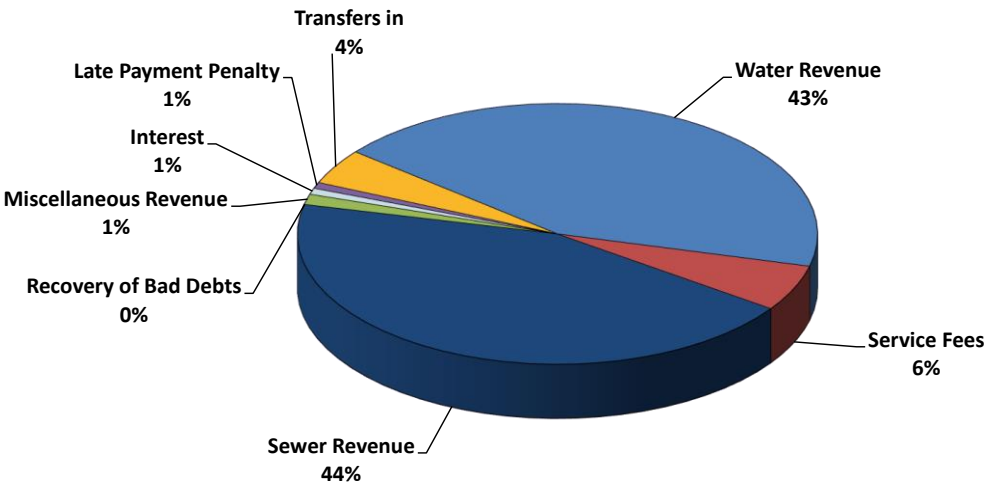
Interest Revenue is based on cash balances, the economy, and interest rates.

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.

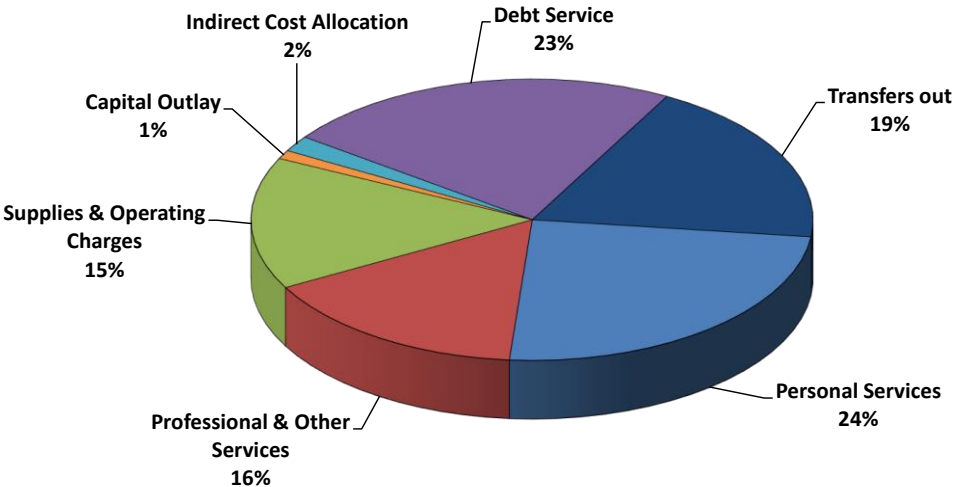
DEPARTMENT OF WATER RESOURCES FUND SUMMARY

REVENUES	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Water Revenue	\$ 33,285,988	\$ 31,260,814	\$ 30,574,614
Water Connection Fees	-	-	-
Water Connection Administration Fees	69,934	61,773	69,677
Water Tapping Fees	1,275,289	1,007,080	1,321,241
Account Service Fees	4,101,438	3,860,349	3,978,487
Service Fees	221,346	233,187	264,024
Late Payment Penalty	411,973	560,796	560,796
Sewer Revenue	32,054,477	31,488,313	31,683,647
Surcharge	1,613,393	950,000	800,000
Sewer Tapping Fees	27,900	20,520	20,520
Sewer Connection Fees	-	-	-
Sewer Connection Administration Fees	39,215	19,517	26,836
Recovery of Bad Debts	-	-	-
Miscellaneous	2,126,361	855,395	957,682
Interest	3,410,956	400,000	568,538
Gain(Loss) Sale of Fixed Assets	4,681	-	-
Intergovernmental Revenue	95,327	55,000	-
Contributions	-	-	-
Transfers In	8,879,518	2,453,112	3,247,942
Budgeted Net Position	-	-	-
Total Revenues	\$ 87,617,796	\$ 73,225,856	\$ 74,074,004
EXPENDITURES			
Personal Services	13,569,130	17,126,196	18,039,476
Professional & Other Services	10,663,111	11,531,690	11,633,583
Supplies & Operating Charges	14,215,183	11,794,502	11,239,319
Capital Outlay	106,247	1,228,056	739,500
Total Operating Expenditures	38,553,671	41,680,444	41,651,878
Indirect Cost Allocation	1,287,571	1,362,250	1,351,351
Miscellaneous	3,397	-	-
Depreciation	15,794,316	-	-
Contingency	-	-	-
Debt Service	2,901,602	17,064,024	17,016,131
Transfer to E&R Fund	-	9,737,706	-
Transfer to Other Funds	-	3,381,432	14,054,644
Total Expenditures	\$ 58,540,557	\$ 73,225,856	\$ 74,074,004
Excess Revenues Over/(Under) Expenses	\$ 29,077,239	\$ -	\$ -

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.

- * Provide recycling resources to community events as requested.
- * Market and distribute, as requested, the new 35 gallon recycling containers to residents.

3. Conduct a Solid Waste Service Audit.

- * Work with a Consultant to perform a service audit for the Downtown and surrounding areas for collection and recycling.
- * Work with the Department of Water Resources to develop tracking of new customers to insure fees are accurate with the services provided.

PERFORMANCE MEASURES:

MEASURES	City Wide Strategic Priority	ACTUAL			Thru 12/31	BUDGET	
		FY2018	FY2019	FY2020		FY2021	FY2022
Number of Customers	IO	6733	6,754	6,909	7,020	7,100	7,250
Annual Waste Tonnage Picked up	QL	8116	8,434	8,901	5,273	8,500	9,000
Annual Household Stop Volume	QL	1,400,464	1,404,832	1,437,072	730,080	1,476,600	1,508,000
Recycling (% by weight)	QL	12.12%	12.13%	8.58%	8.20%	14.17%	11.00%
Tons Recycled	QL	820	859	721	385	624	770

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.

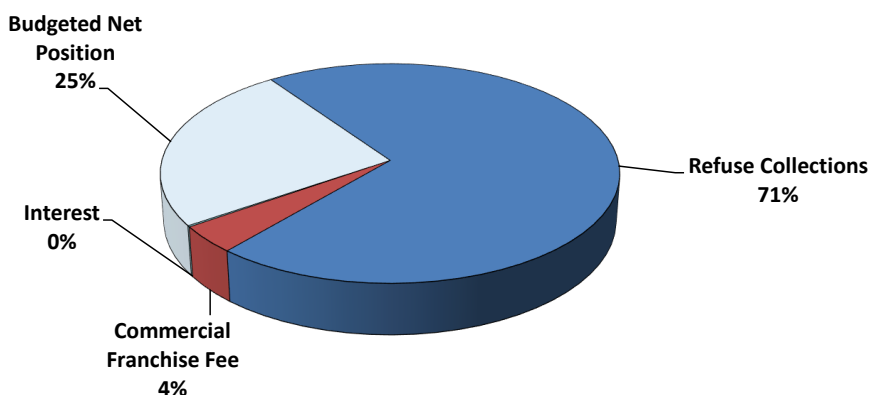
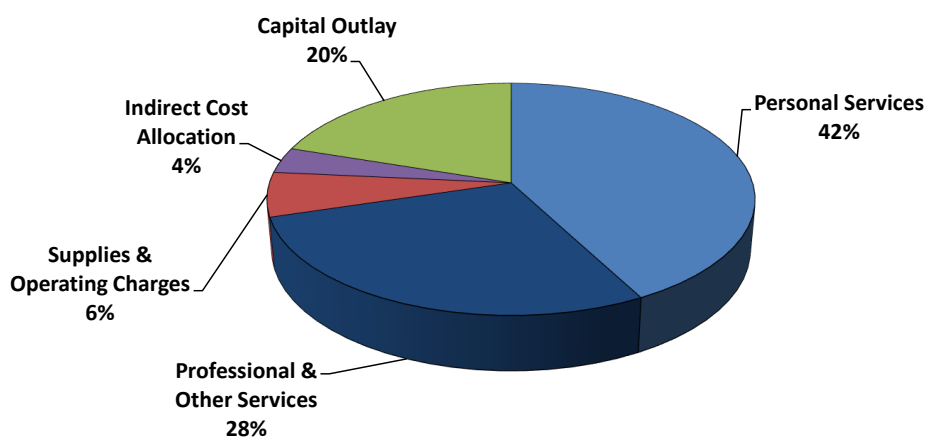
Commercial Franchise program began in FY 1994. Fees are projected at 5% of the gross receipts for all commercial garbage vendors. Assumptions are based on historical trends.

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Refuse Collections	\$ 2,812,371	\$ 2,844,920	\$ 2,902,700
Commercial Franchise Fee	165,825	165,000	165,000
Interest	81,622	7,500	7,500
Other Revenue	-	-	-
Budgeted Net Position	-	383,484	1,014,186
Total Revenues	\$ 3,059,818	\$ 3,400,904	\$ 4,089,386
EXPENDITURES			
Personal Services	1,365,829	1,439,346	1,726,196
Professional & Other Services	706,326	1,138,706	1,149,538
Supplies & Operating Charges	514,663	206,400	252,200
Depreciation	265,771	-	-
Indirect Cost Allocation	146,452	146,452	146,452
Transfer to Other Funds	335,000	-	-
Capital Outlay	-	470,000	815,000
Total Expenditures	\$ 3,334,041	\$ 3,400,904	\$ 4,089,386
Excess Revenues Over/(Under) Expenses	\$ (274,223)	\$ -	\$ -

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	
		FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Months of Accident Free Operation	IO	12	12	12	6	12	12
Number of Operations Annually (Takeoffs & Landings)	IO	31,000	31,000	31,000	15,700	31,400	32,000
Number of Based Aircraft	IO	135	135	136	136	138	138
Alternative Funding Received	IO	\$ 567,210	\$ 1,783,768	\$ -	\$ 39,000	\$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.

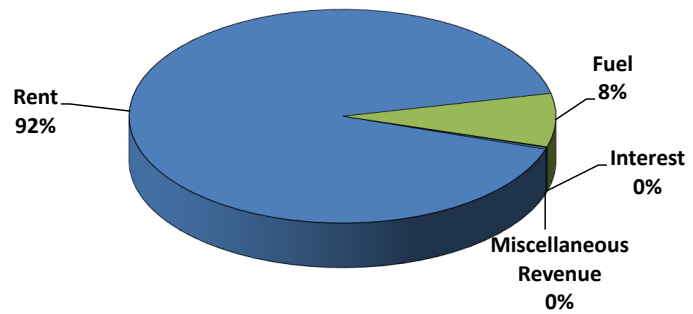
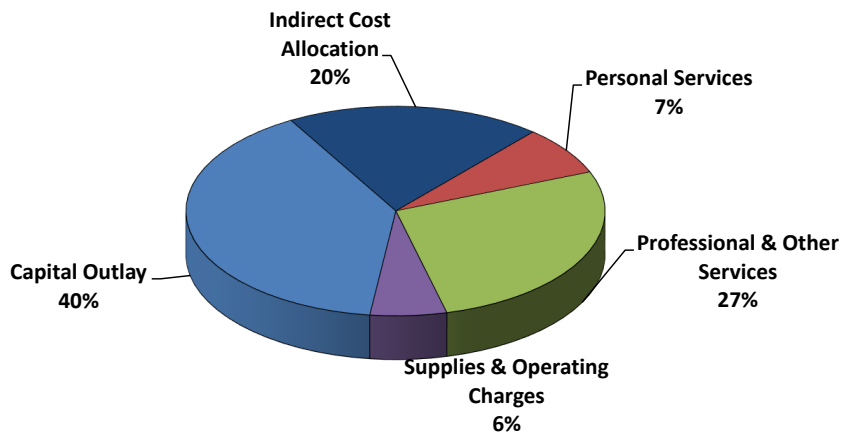
Fixed Base Operator (FBO) Lease is the lease of the facilities at the airport to the Fixed Base Operator, Champion Aviation Services, Inc. effective September 1, 2016. Monthly rate for this lease was initially set at \$2,349.22 and is to be adjusted every five years based on the All Urban Consumer Price 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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
T-Hangar Rent	\$ 361,855	\$ 378,557	\$ 383,112
Corporate Hangar Rent	399,842	390,092	429,084
Industrial Park Rent	159,498	158,645	160,512
Fuel	75,481	76,957	85,732
Intergovernmental	-	-	-
Interest	20,889	1,200	1,200
Fixed Base Operator	-	-	-
Miscellaneous Revenue	250	4,011	2,811
Grants	313,383	-	-
Budgeted Net Position	-	-	-
Total Revenues	\$ 1,331,198	\$ 1,009,462	\$ 1,062,451
EXPENDITURES			
Personal Services	60,742	68,869	80,047
Professional & Other Services	153,215	240,126	288,541
Supplies & Operating Charges	41,766	62,700	62,700
Capital Outlay	10,000	428,206	421,602
Indirect Cost Allocation	209,561	209,561	209,561
Debt Service	8,683	-	-
Available for Capital Projects	-	-	-
Depreciation	839,030	-	-
Total Expenditures	\$ 1,322,997	\$ 1,009,462	\$ 1,062,451
Excess Revenues Over/(Under) Expenses	\$ 8,201	\$ -	\$ -

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	
		FY2018	FY2019	FY 2020	FY 2021	FY2021	FY2022
Number of tournaments for online system.	IO	N/A	67	105	59	100	110
Number of participants for The Herd Jr. Program.	QL	N/A	18	18	NA - COVID	20	20
Number of hits on website video.	IO	N/A	6558	5,670	5,294	10,000	10,000
Number of Social Media Hits.	QL	2014	2,419	6,407	1,820	4,000	5,000
Number of participants for PGA Junior League.	QL	N/A	14	18	18	24	24
Number of new email addresses collected.	IO	N/A	N/A	682	682	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.

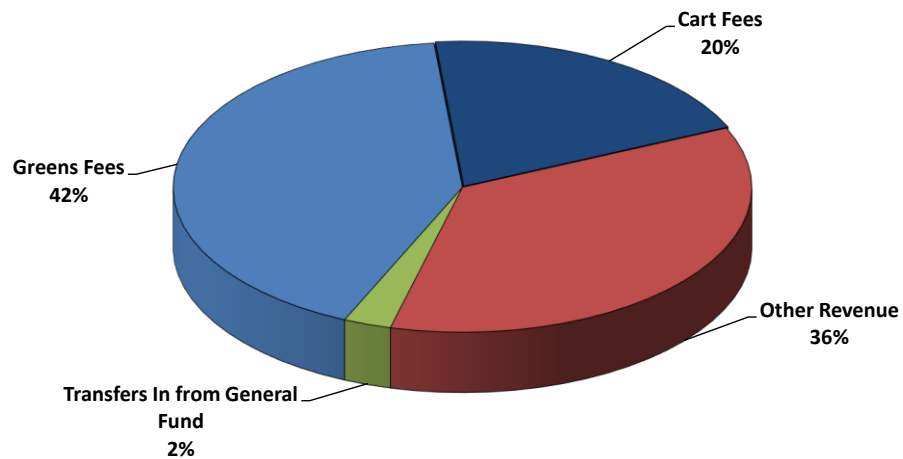
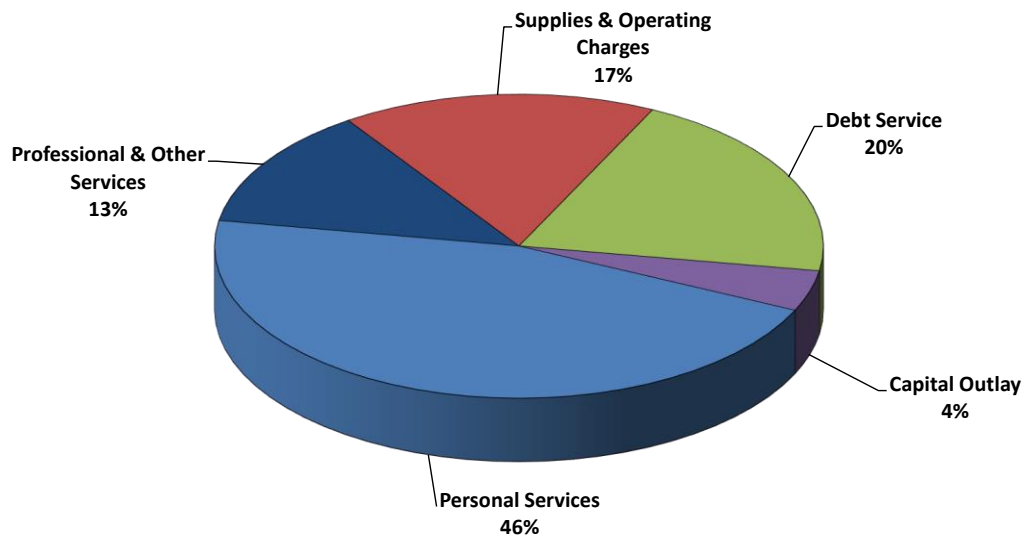
Cart Rental Fees - Cart revenues are the largest source of revenue and have remained steady over the past three years.

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Greens Fees	\$ 702,527	\$ 669,568	\$ 633,066
Cart Fees	355,169	336,460	301,136
Other Revenue	126,311	111,976	541,191
Interest On Investments	8,083	-	-
Transfers In from General Fund	473,440	279,082	40,360
Budgeted Net Position	-	-	-
Total Revenues	\$ 1,665,530	\$ 1,397,086	\$ 1,515,753
EXPENDITURES			
Personal Services	565,928	625,059	693,314
Professional & Other Services	170,101	187,147	194,455
Supplies & Operating Charges	265,020	265,600	253,600
Debt Service	52,426	305,780	308,784
Amortization/Depreciation	333,939	-	-
Capital Outlay	-	13,500	65,600
Total Expenditures	\$ 1,387,414	\$ 1,397,086	\$ 1,515,753
Excess Revenues Over/(Under) Expenses	\$ 278,116	\$ -	\$ -

Revenues by Category

Expenditures by Category


GENERAL INSURANCE FUND

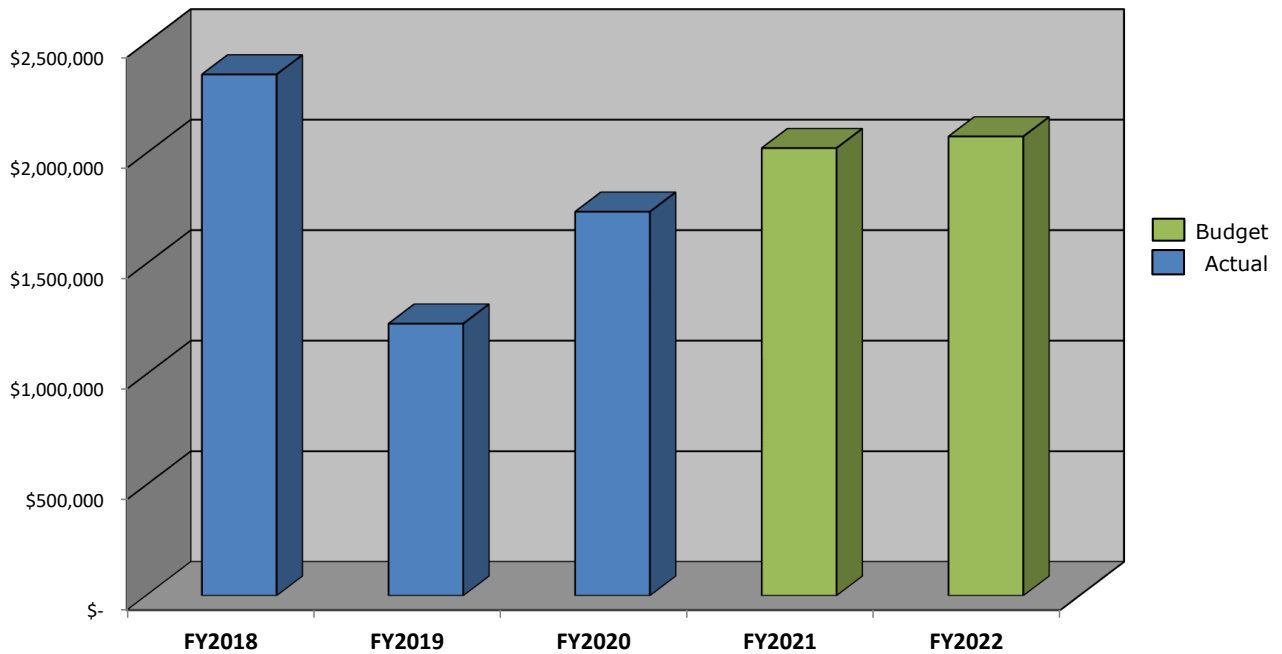
FUND DESCRIPTION:

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

	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Revenue			
Premiums and Losses Paid by Departments	\$ 1,627,790	\$ 1,971,275	\$ 2,023,902
Interest	48,585	15,000	15,000
Other	59,983	-	-
Budgeted Net Position	-	38,121	38,121
Total Revenue	\$ 1,736,358	\$ 2,024,396	\$ 2,077,023
Expenditures			
Professional & Other Services	932,777	971,725	1,024,352
Supplies & Operating Charges	577,325	875,000	875,000
Indirect Cost Allocation	177,671	177,671	177,671
Transfers Out	-	-	-
Total Expenditures	\$ 1,687,773	\$ 2,024,396	\$ 2,077,023
Excess Revenues Over/(Under) Expenditures	\$ 48,585	\$ -	\$ -

Five Year Budget Trend



EMPLOYEE BENEFITS FUND

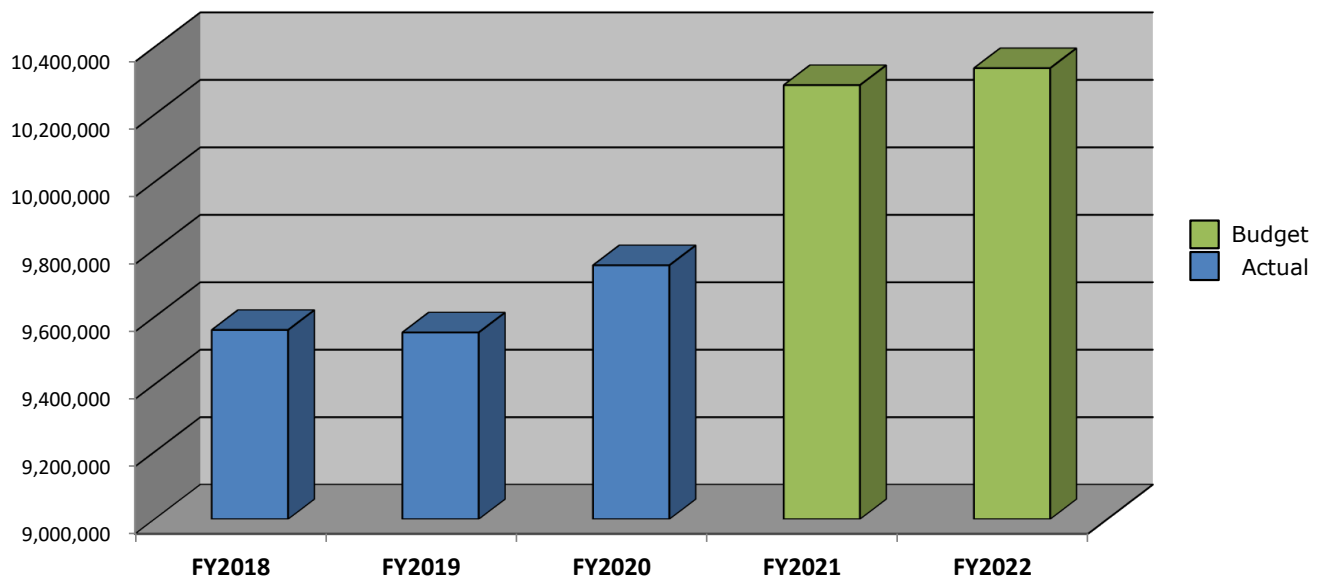
DEPARTMENT DESCRIPTION:

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Premiums	\$ 9,631,050	\$ 9,236,535	\$ 9,288,230
Interest	121,763	55,000	2,200
Budgeted Net Position	-	995,300	1,046,764
Total Revenues	9,752,813	10,286,835	10,337,194
EXPENDITURES			
Health Insurance Premiums/Claims Expense	7,120,788	7,063,894	7,430,643
Life Insurance Premiums	381,230	237,542	293,627
Vision Insurance Premiums	-	55,081	48,827
Dental Insurance Premiums	458,715	500,802	373,724
Long-term Disability Insurance	-	100,614	139,473
Short-term Disability Insurance	-	120,000	
Medical Clinic Operations	965,564	815,000	837,100
Administration/Wellness Program	-	35,349	
Other Costs	857,548	1,358,553	1,213,800
Total Expenditures	\$ 9,783,845	\$ 10,286,835	\$ 10,337,194
Excess Revenues Over/(Under) Expenditures	\$ (31,032)	\$ -	\$ -

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				BUDGET	
		FY2018	FY2019	FY2020	Thru 12/31 FY2021	FY2021	FY2022
Vehicles and Equipment Maintained	IO	374	420	430	432	445	445
Work Orders Completed	IO	2400	3,000	3,961	1,842	3,000	3,900
% Repeat Repairs	IO	2%	2%	2%	1%	2%	2%
% Total Fleet Downtime	IO	5%	5%	5%	4%	5%	5%

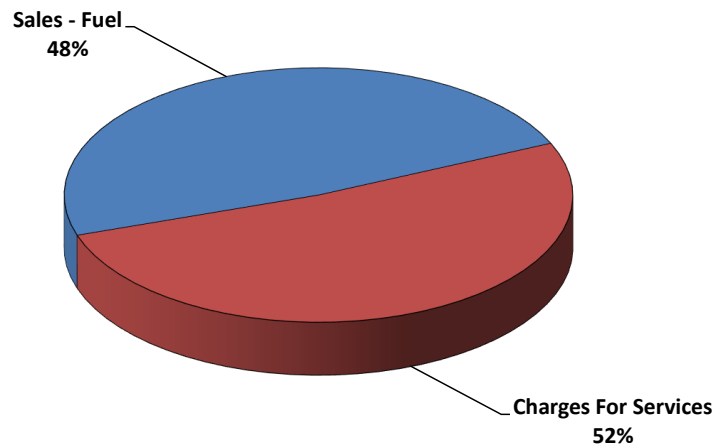
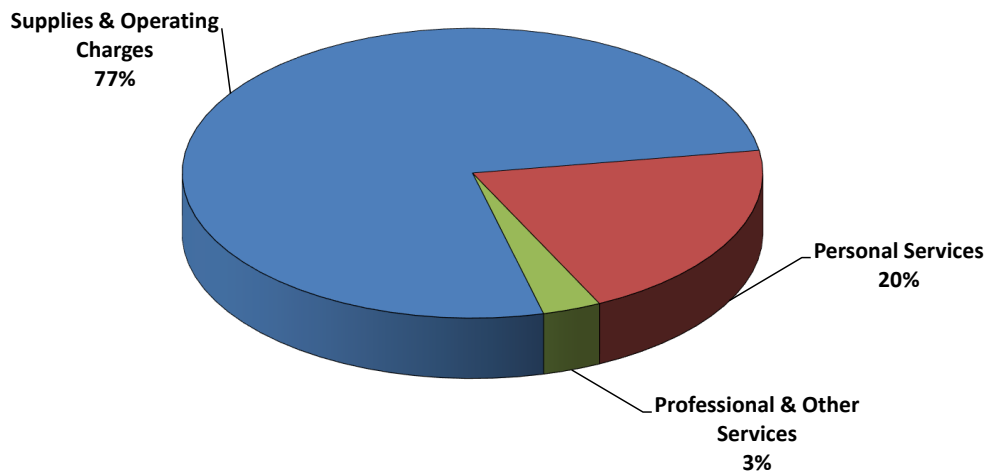
REVENUE SOURCES & ASSUMPTIONS

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	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET
Charges For Services	\$ 963,405	\$ 1,063,619	\$ 1,063,619
Sales - Fuel	1,027,472	1,536,625	1,000,000
Other	2,343	-	-
Transfers in	-	-	-
Budgeted Net Position	-	-	-
Total Revenues	\$ 1,993,220	\$ 2,600,244	\$ 2,063,619
EXPENDITURES			
Personal Services	383,594	406,266	419,021
Professional & Other Services	43,929	63,414	67,269
Supplies & Operating Charges	1,528,696	2,130,564	1,577,329
Depreciation	37,001	-	-
Capital Outlay	-	-	-
Transfers Out	-	-	-
Total Expenditures	\$ 1,993,220	\$ 2,600,244	\$ 2,063,619
Excess Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -

Revenues by Category

Expenditures by Category


PROPOSED FISCAL YEAR 2022 AUTHORIZED POSITIONS BY FUND
(5-year Summary)

DEPARTMENTS	Budget									
	FY2018		FY2019		FY2020		FY2021		FY2022	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Council		6		6		6		6		6
City Manager	6		6		6	1	6	1	6	2
Financial Services	14		14		14	1	14	1	14	1
Information Technology	7		9		9		9		9	
Human Resources Department	10		10		10		10		10	
Municipal Court	8	2	8	2	8	2	8	2	8	2
Community Development Dept.	15	7	16	7	17	7	17	7	18	7
Police Department	116	3	117	3	118	3	118	3	69	3
Public Land and Buildings	5		6		6		6		6	
Engineering Services	11		11		11		11		12	
Traffic Services	7		7		7		7		7	
Streets	25		25		25		25		24	
Storm Water	5		5		5		5		5	
Cemetery	8		8		8		8		8	
Total General Fund	237	18	242	18	244	20	244	20	196	21
Fire Service District	103		103		103		104		104	
Police Service District	-		-		-		-		49	
Community Service Center	26	14	26	17	25	16	25	17	24	26
Cable TV	2	1	2	1	-	-	-	-	-	-
Parks and Recreation	37	Varies	40	Varies	44	Varies	43	Varies	43	Varies
Airport	1		1		1		1		1	
Department of Water Resources	234	-	232	-	234	-	234	-	234	
Solid Waste Department	24	-	25	-	25	-	25	-	26	
Golf Course	5	Various	5	Various	5	Various	5	Various	5	Various
Vehicle Services	6	-	6	-	6	-	6	-	6	
Gainesville Convention and Visitor's Bureau	4	-	4	-	7	-	10	-	10	
Non-Profit Housing	2	-	1	-	2	-	2	-	2	
TOTAL AUTHORIZED POSITIONS	681	33	687	36	696	36	699	37	700	47