

CITY OF FLOWERY BRANCH, GEORGIA ANNUAL OPERATING AND CAPITAL BUDGET

Fiscal Year July 1, 2020 - June 30, 2021



Flowery Branch

EXECUTED JUNE 25, 2020
CITY OF FLOWERY BRANCH
5410 W. PINE ST.
FLOWERY BRANCH, GA 30542

WWW.FLOWERYBRANCHGA.ORG

CITY AT A GLANCE

The City of Flowery Branch was incorporated in 1874, one year before Richmond and Danville Air-Line Railroad Railway System built a rail line through Flowery Branch that connects Charlotte to Atlanta. The City was previously known as 'Anaguluskee,' which is the Cherokee Indian meaning for 'flowers on the branch.' Flowery Branch occupies 6.32 square miles (0.40% is water) in Hall County, on the shores of Lake Lanier and is part of the Gainesville Metropolitan area. As of the 2010 census, the estimated population was 5,679 and trends show Flowery Branch's population as rapidly growing due to its close proximity to the Atlanta Metropolitan area and its access to Lake Lanier.

The City has been working towards revitalizing its historic downtown area, now known as 'Old Town.' Old Town's location is unique in that it sits on the shore of Lake Lanier. The City of Flowery Branch has been diligent in preserving its historic features and working towards rehabilitating this area to appeal towards families and peoples of all ages. The City has been the home of the Atlanta Falcons training camp since 2005 and has turned its historic caboose into an exhibit and its historic train depot is now a museum.

Distance from Major Locations

➤ Aqualand	3.5 miles
➤ The University of Georgia	43 miles
➤ Chateau Elan Winery & Resort	11 miles
➤ Stone Mountain Park	37 miles
➤ Georgia World Congress Center	44 miles
➤ Dahlonega Wineries	33 miles
➤ Hartsfield-Jackson Atlanta International Airport	54 miles

Top 10 Employers

➤ SKF USA Inc	286
➤ Atlanta Falcons Football Club	131
➤ The Home Depot	106
➤ Publix Super Market	106
➤ Target Store	71
➤ Kohls Department Store	62
➤ Contract Lumber Inc.	54
➤ Chick-Fil-A	50
➤ Reconserv of Georgia Inc.	40
➤ Crossroads Bar & Grille	34

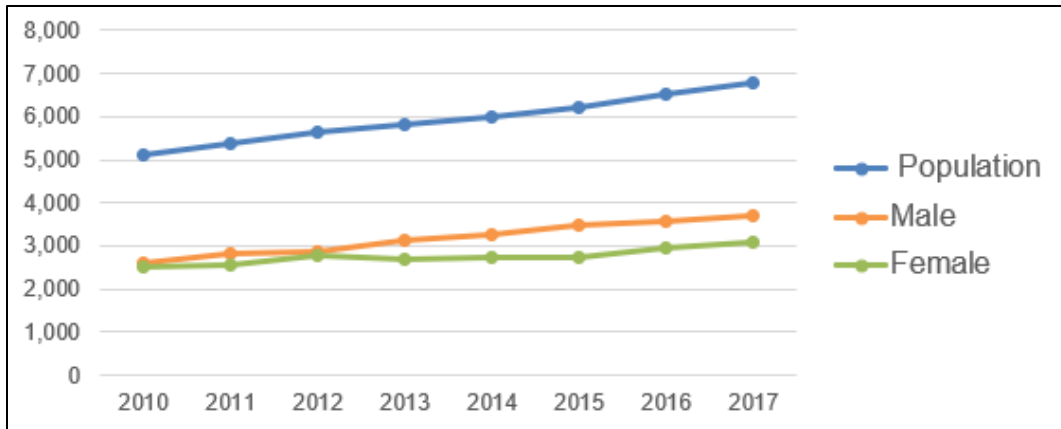
*Data derived from the following sources:

- City of Flowery Branch: <https://www.flowerybranchga.org/community/page/history-flowery-branch>
- Flowery Branch, Georgia Wikipedia: https://en.wikipedia.org/wiki/Flowery_Branch,_Georgia

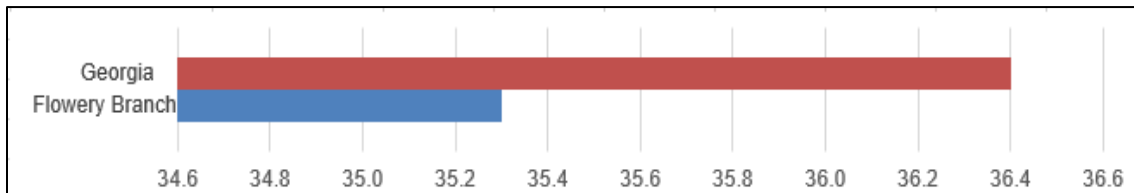
DEMOGRAPHICS

*Data derived from <https://factfinder.census.gov> 2017 ACS based on Census Bureau's Estimates and City of Flowery Branch, GA statistics.

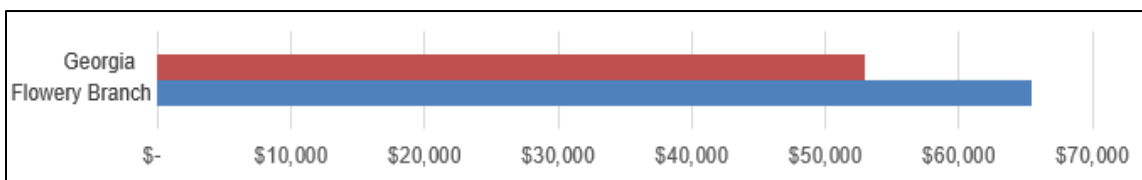
Population and Gender



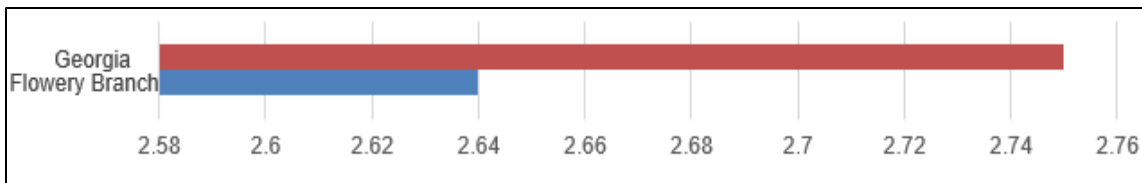
Median Resident Age



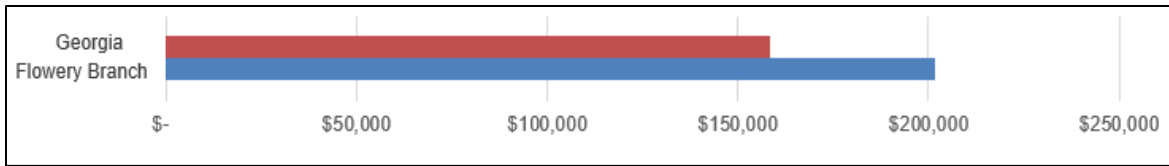
Median Household Income



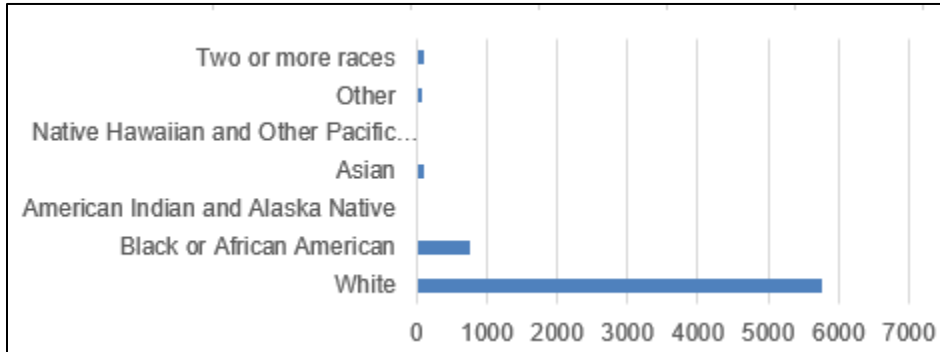
Average Household Size



Median Home Value



Racial Makeup



Education

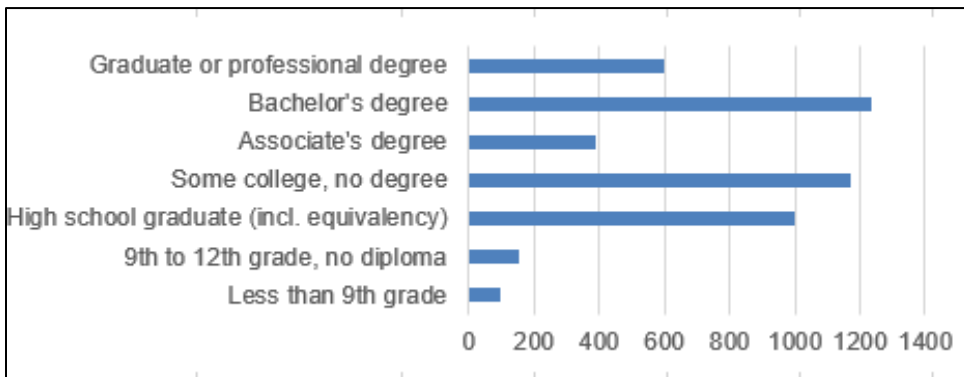


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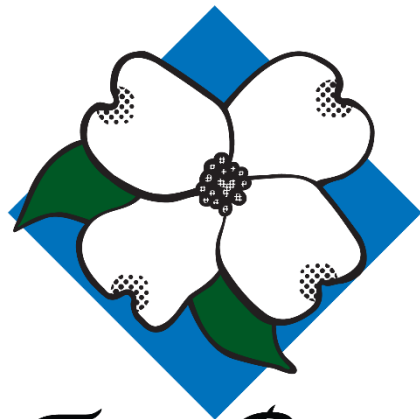
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SECTION 1

INTRODUCTION & OVERVIEW



Flowery Branch

BUDGET MESSAGE

The Adopted Budget Document for FY2021 provides annual funding levels and explains the relationship of the requested funding to the values, goals, and vision of the City. Our mission for the City is to provide the best possible service to the residents of the City of Flowery Branch at the least cost to the taxpayers.

As the budget was developed, consideration was given to accomplishing the Strategic Goals for FY2021 discussed by the Mayor and Council in February 2020 during our annual Council Retreat. The Comprehensive Plan was reviewed to assure progress has continued toward the vision for the future of our City. Council and City management provided information on their recommended needs and priorities for City funding. Finally, Department Heads considered service needs and regulatory implications associated with their operations.

Although this Budget establishes short term funding (1 year), each annual budget has long term implications in maintaining the fiscal and physical condition of the City. Therefore, forecasting of revenue is based upon a look back at historic trends for each specific source, and a forward projection which is informed by current economic activity and adjusted by potential future impacts. Similarly, planned expenditures are based upon both historic trends, and analyses of current and emerging cost implications. In the budget preparation, City staff considers and recommends revenues and expenditures that will maintain and enhance the City's future condition.

The Budget is comprised of an Operating Budget that includes costs which can be expected to recur every year such as regular maintenance, office supplies, fuel and personnel costs, and a Capital Improvement Plan that includes larger one-time expenditures such as new facilities, infrastructure or major equipment.

The Capital Improvement Plan was presented to Council in May, with public comment in June. This plan includes a six-year horizon (to coincide with SPLOST VIII term) so large expenditures may be planned and funded appropriately. Funding for Capital projects proposed in the first year of the Six-Year Capital Improvement Plan is been included in the adopted Budget.

The City Operations Budget is comprised of two major funds, the General Fund, and the Water & Wastewater Fund. In addition, the SPLOST (Special Purpose Local Option Sales Tax), Local Resources Fund and Water/Wastewater Capital Projects Fund provides funding for Capital Projects.

The City Budget process allows for Administration and Department Directors input and work sessions to enable the Mayor and Council to delve into the details of the proposed budget and identify amendments that will better conform the recommended budget to the priorities and goals of the governing body. An overview of the Operating Budget for FY2021 was presented at the June 18th and June 25th Public Hearings and Regular

Council Meeting. The Operating Budget has been available online and in hard copy since June 8, 2020, and was the focus of evaluation, three work sessions, and three public hearings as the Mayor and Council considered the city-wide budget.

The Adopted Operating Budget for FY2021 reflects a detailed and transparent consideration process. In accordance with the direction of the Mayor and City Council the following amendments were made to the recommended Budget through the process:

- 1) The recommended millage rate advertised and adopted at the scheduled public hearings was 3.264 mills. That is the same millage rate in effect from FY2016-FY2020.
- 2) All proposed new positions were eliminated from the budget due to the COVID-19 pandemic that hit the nation in Feb-March 2020. Current, full-time staffing positions maintained.
- 3) All major revenues were reduced 10-25%.
- 4) All departments were advised to cut operational costs as much as possible.
- 5) Use of 10.6% of general fund balance reserves and 0.05% of water/wastewater fund reserves to make up the above noted cuts, while maintaining the 4.5months/6 months reserves requirement set by Council, respectively.
- 6) The proposed allocation of SPLOST VIII funds, for the proposed FY2021-FY2026. SPLOST continuation, has been finalized as follows:
 - Roads, streets, bridges, sidewalks, and related improvements \$3,168,230
 - Public works facilities, land, vehicles, and equipment \$383,384
 - Parks and leisure facilities, land, and equipment \$415,000
 - Public safety vehicles and equipment \$276,000

Changes and initiatives in the Adopted Operating Budget for FY2021 are highlighted below. No significant changes are noted due to budget constraints from the COVID-19 pandemic other than the items noted above.

General Fund

Police Services and Municipal Court account for 32.7% of all the general fund expenditures. These services are highly valued by the community and serve to create a safe and secure environment. Community engagement and interaction is a priority of the Police Department and is a signature of its operations culture. The city public safety staff are professional, well trained, and engaged with the community. Programs such as the Explorers Post, Shop with a Cop, traffic safety events, and establishing and maintaining Neighborhood Watch Programs reinforce these connections which serves to make our community safer.

Public Works services account for approximately 18.2% of the general fund expenditures. This work includes street maintenance, mowing, and cemetery and property maintenance. Weekly collection of brush and leaves or grass clippings is provided by this staff. This budget funds these services at their current level. Staff continues to improve operational efficiency of these services with scheduling and route

management. Significant increases in street paving were achieved in the current year by saving three years of Local Maintenance Improvement Grant (LMIG) funding and the 30% match plus the annual SPLOST VIII paving allocation.

Parks account for approximately 3.4% of the general fund expenditures. The budget maintains the current maintenance levels plus additional funding for demolition at a new park site located in the downtown area.

Administration and Financial Services account for approximately 29.9% of the general fund expenditures. There are no changes to current services in these functional areas.

Planning and Community Development services comprise the balance of the general fund at 15.8%. There are no changes to current services in these functional areas. All new developments are expected to continue as normal with no effect from COVID-19.

Tax Allocation District Fund

Much work has been done in planning and addressing the new development and growth within of the City. In March 2020, the City of Flowery Branch entered into a contract with the Gainesville and Hall County Development Authority to issue tax-exempt revenue bonds, Series 2020, in the amount of \$4,995,000. This bond will be used for Old Town redevelopment projects within our Tax Allocation District. The projects include the following:

- 1) Downtown streetscaping
- 2) A farmer's market pavilion with additional parking
- 3) A one-half acre park featuring an amphitheater
- 4) Development of an Old Town bike-pedestrian path, connecting surrounding communities to the downtown area.

The interest and principal payments will be paid with tax allocation district funds. The projects began in March 2020 and expected to be completed by June 2021.

Hotel Motel Fund

The City's Hotel Motel Fund shows a decrease of 18% in the FY2021 budget due to the COVID-19 pandemic. This fund contributes resources to the Lake Lanier Convention Visitors Bureau to help promote events within our City and provide planning services for our downtown events.

Capital Projects Funds

The City of Flowery Branch currently has three Capital Project Funds. The Local Resources Capital Projects Fund is for general capital needs within our City and is funded through our General Operating Fund. For FY2021, the Local Resources Fund will provide road paving and maintenance and Depot, Caboose, and Roofing Repairs for the City buildings. All other general capital needs are on hold until our budget recovers from the effect of COVID-19. The SPLOST VIII Capital Projects Fund began a six-year term July 1, 2020 and the project categories were noted above. The Water/Wastewater Capital Project Fund accumulates system development charges for water and wastewater, which

in turn is used on water/wastewater infrastructure within our City. This fund will contribute to the wastewater plant expansion and water system improvement projects scheduled to begin in the Fall of 2020. The water/wastewater system improvements coincide with all the new residential developments currently in progress over the next three years. These improvements are necessary to provide quality utility services to our residents.

Water and Sewer Fund

Much work has been done in planning and addressing the infrastructure challenges of the City. System evaluation and analysis of the City's water and wastewater systems were completed. A detailed plan of water and wastewater projects was developed and prioritized to address current service issues as well as future service issues and provide for the growth anticipated in the Comprehensive Plan. A financial plan was developed to identify how to make these investments in the City infrastructure with minimum impact on utility rates. ***Investment of \$6m per year in infrastructure projects for the next 5 years is planned to achieve the condition, sustainability, and service levels needed to support the community and the long-term planned economic growth.*** The budget anticipates annual GEFA loans at less than 2% with a 25-year period to spread the cost of these improvements over current and future customers. Many of these projects will result in operational cost savings in future years.

Rates and Fees

The **General Fund** revenues are projected to decrease from the current year, with a range of 10%-25% reduction of major revenue streams. Current projections for Property Tax revenue from the County Assessor's office indicate an 8.2% increase in the Tax Digest due to growth and reassessments. The City tax rate will remain at the current rate, 3.264 mils. The Water and Sewer Fund revenues are projected to be stable from the current year, and without significant increase. A water rate increase of 5% and a wastewater rate increase of 7% for FY 2021 is projected for Fall of 2020 and is necessary to fund the debt service for the recommended \$6m investment in water and sewer system improvements in FY2021. Water and sewer rates were last increased in FY2020.

Conclusion

The adopted operating budget maintains current programs, maintains current level of responsiveness and effectiveness of City services, and continues to improve the cost efficiency of how services are provided. This budget was compiled jointly with the effort of the Department Directors, Finance Director, Alisha Gamble, City Clerk, Vickie Short, finance staff, and consultants from JAT Consulting, Rachel Bembry and Karine Brooms. With the Mayor and Council's guidance, we present to you the FY2021 Budget.

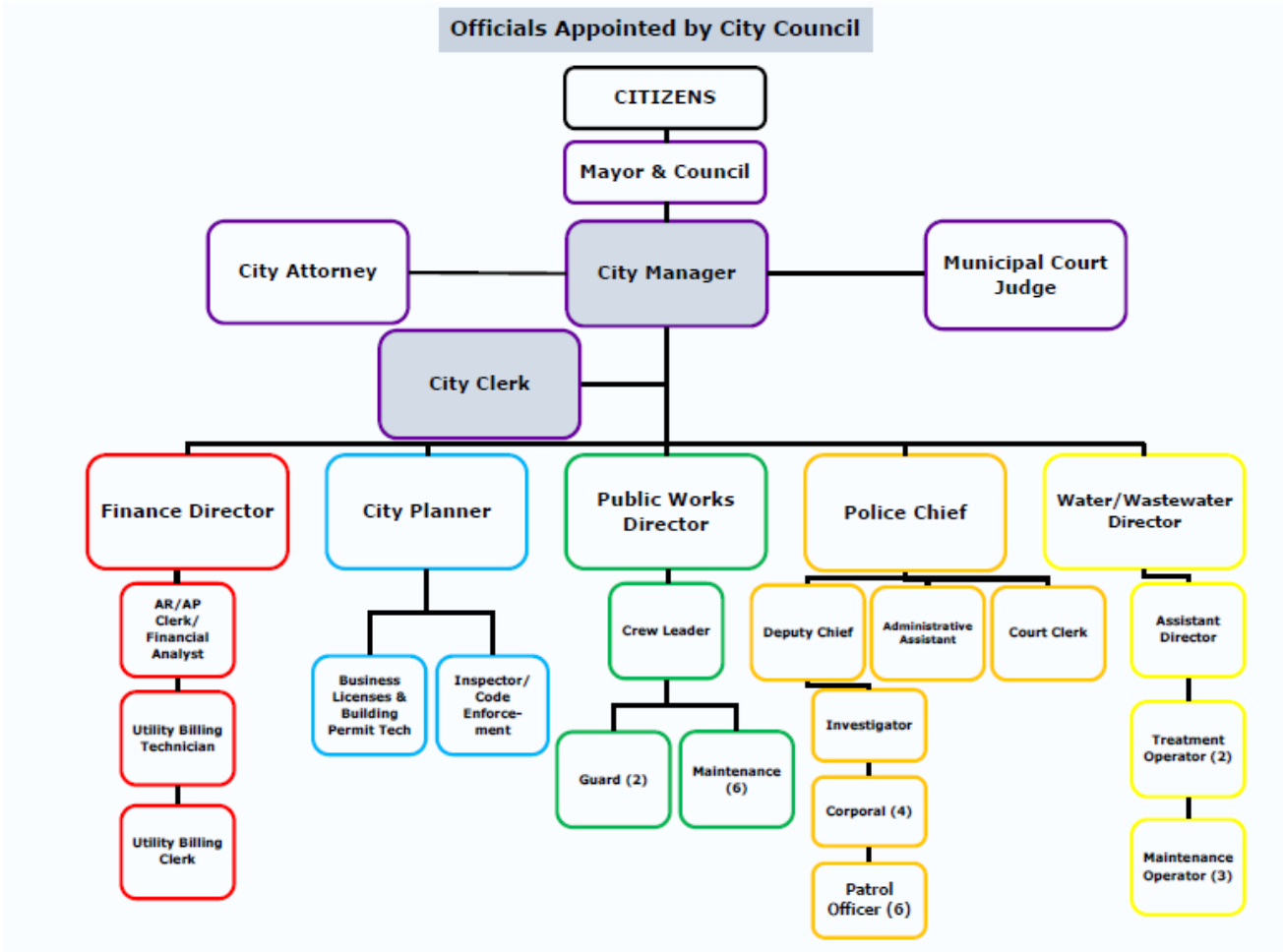


Bill Andrew, City Manager

ELECTED & APPOINTED OFFICIALS

<p>MAYOR</p>  <p>Mike Miller</p>	<p>COUNCIL MEMBER</p>  <p>Chris Mundy</p>	<p>COUNCIL MEMBER</p>  <p>Ed Asbridge</p>
<p>COUNCIL MEMBER</p>  <p>Leslie Jarchow</p>	<p>COUNCIL MEMBER</p>  <p>Joe Anglin</p>	<p>COUNCIL MEMBER</p>  <p>Amy Farah</p>

ORGANIZATIONAL CHART

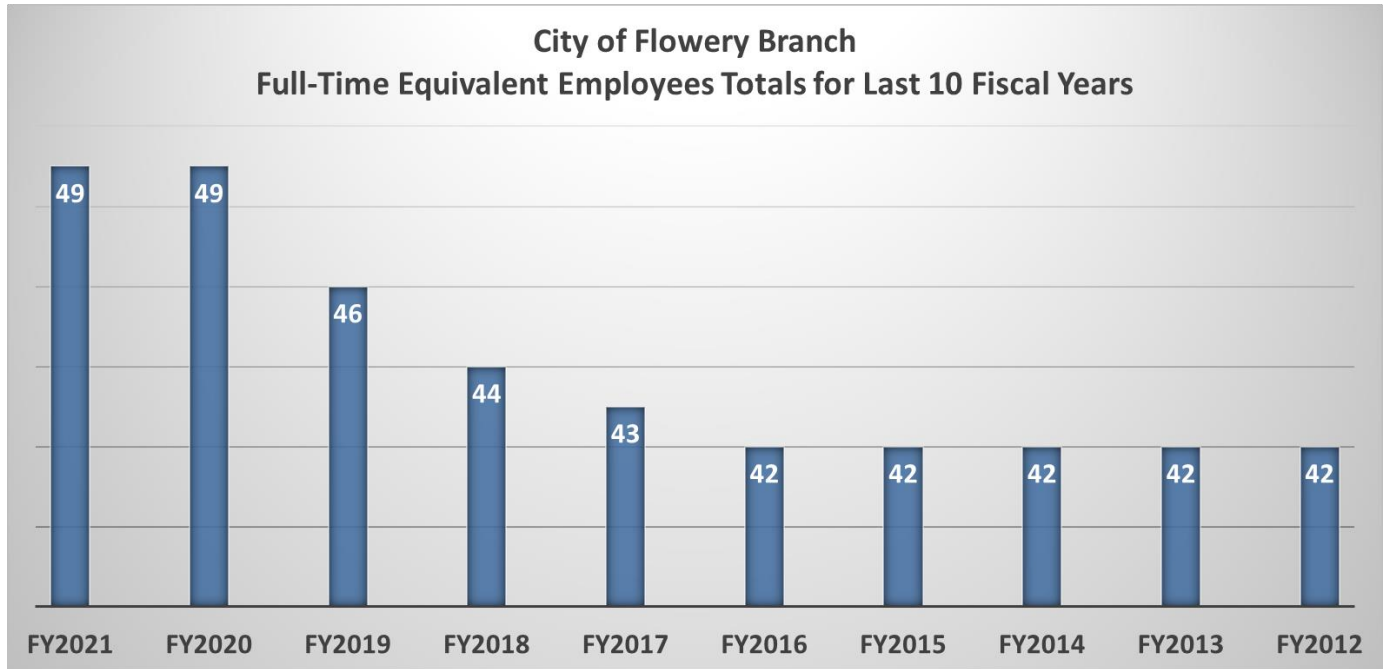


POSITION SUMMARY

FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES BY FUNCTION LAST TEN FISCAL YEARS

Function	Approved FY2021	Approved FY2020	Approved FY2019	Approved FY2018	Approved FY2017	Approved FY2016	Approved FY2015	Approved FY2014	Approved FY2013	Approved FY2012
Legislative	6	6	6	6	6	6	6	6	6	6
Administration	2	2	2	2	2	2	2	2	2	2
Finance	2	2	2	2	2	2	2	2	2	2
Judicial	2	2	2	2	2	2	2	2	2	2
Public Safety	16	16	16	14	14	13	13	13	13	13
Public Works*	8	8	8	8	7	7	7	7	7	7
Planning and Community Development	3	3	3	3	3	3	3	3	3	3
Water and Sewer*	10	10	7	7	7	7	7	7	7	7
Total	49	49	46	44	43	42	42	42	42	42

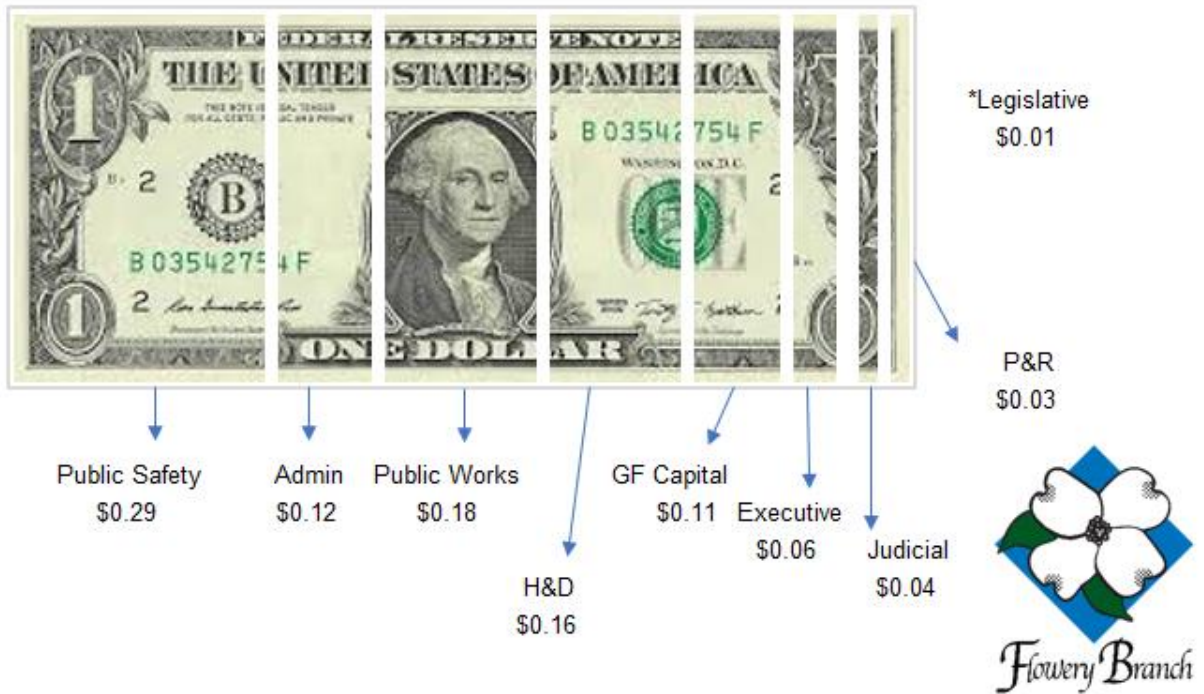
* Employees in the Public Works Department and Water and Sewer Department are split between both departments based on job allocation.



The FY2021 budget includes 49 approved positions. No new positions were added in the FY2021 budget.

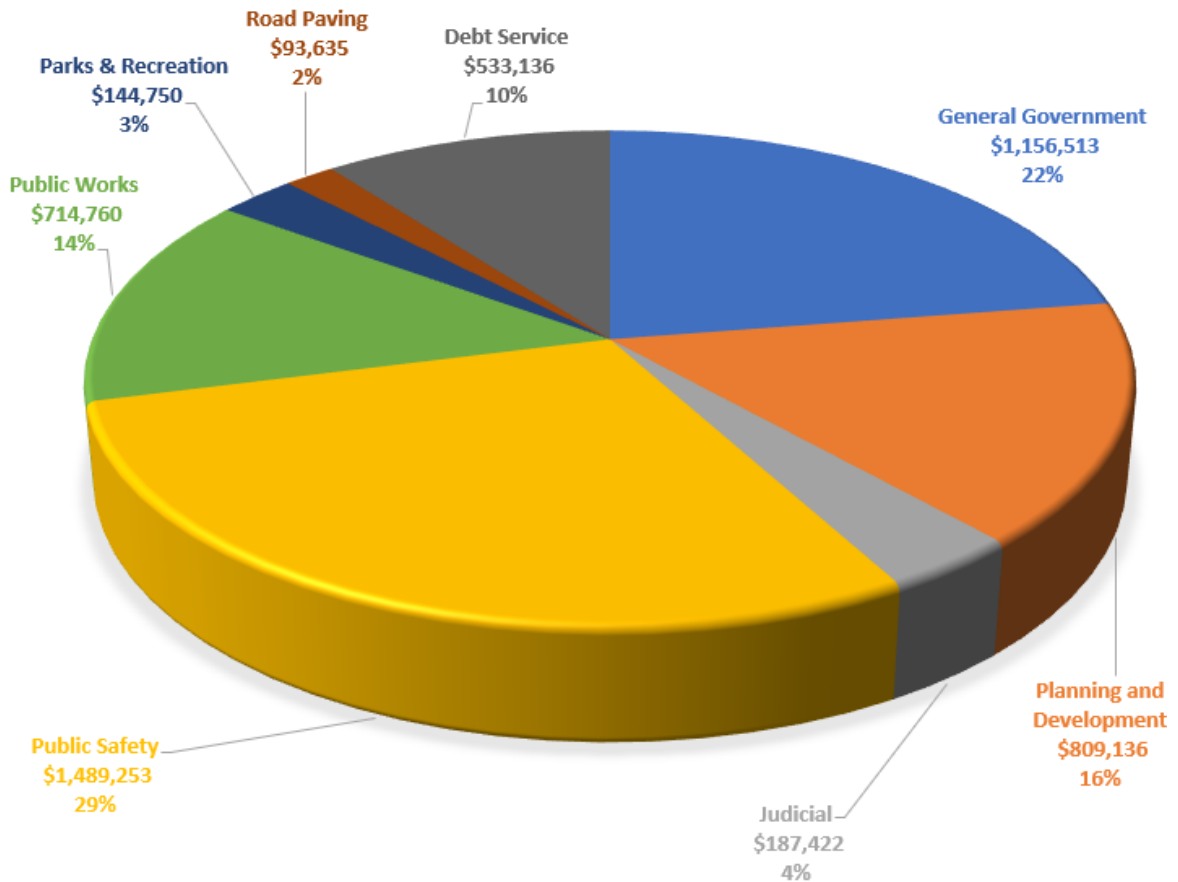
YOUR TAX DOLLAR AT WORK

A quick-look summary of the adopted \$5.129 Million FY 2021 General Fund Budget.



THE VALUE OF CITY SERVICES

A typical City of Flowery Branch homeowner with a \$250,000 home pays **\$27.20 per month** for property taxes.



COSTS:

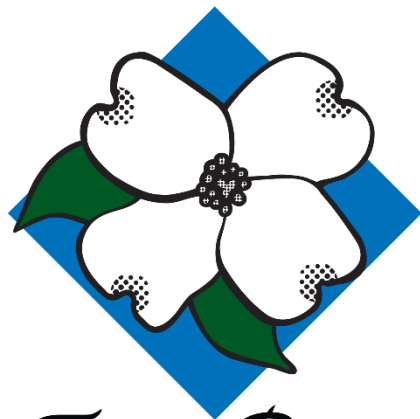
- One-time parking for an Atlanta event
- Family (2 or more) Braves tickets
- One family dinner out
- Less than ticket for an Atlanta Falcons game
- One adult ticket for terrace reserved seating at the Stone Mountain laser show
- One entry fee for Lake Lanier Islands and Water Park
- Home alarm monitoring

BENEFITS:

- 24-hour police protection
- City parks
- Safe street lighting around the City
- Street maintenance and paving
- Stormwater maintenance
- Community events
- Professional downtown development planning

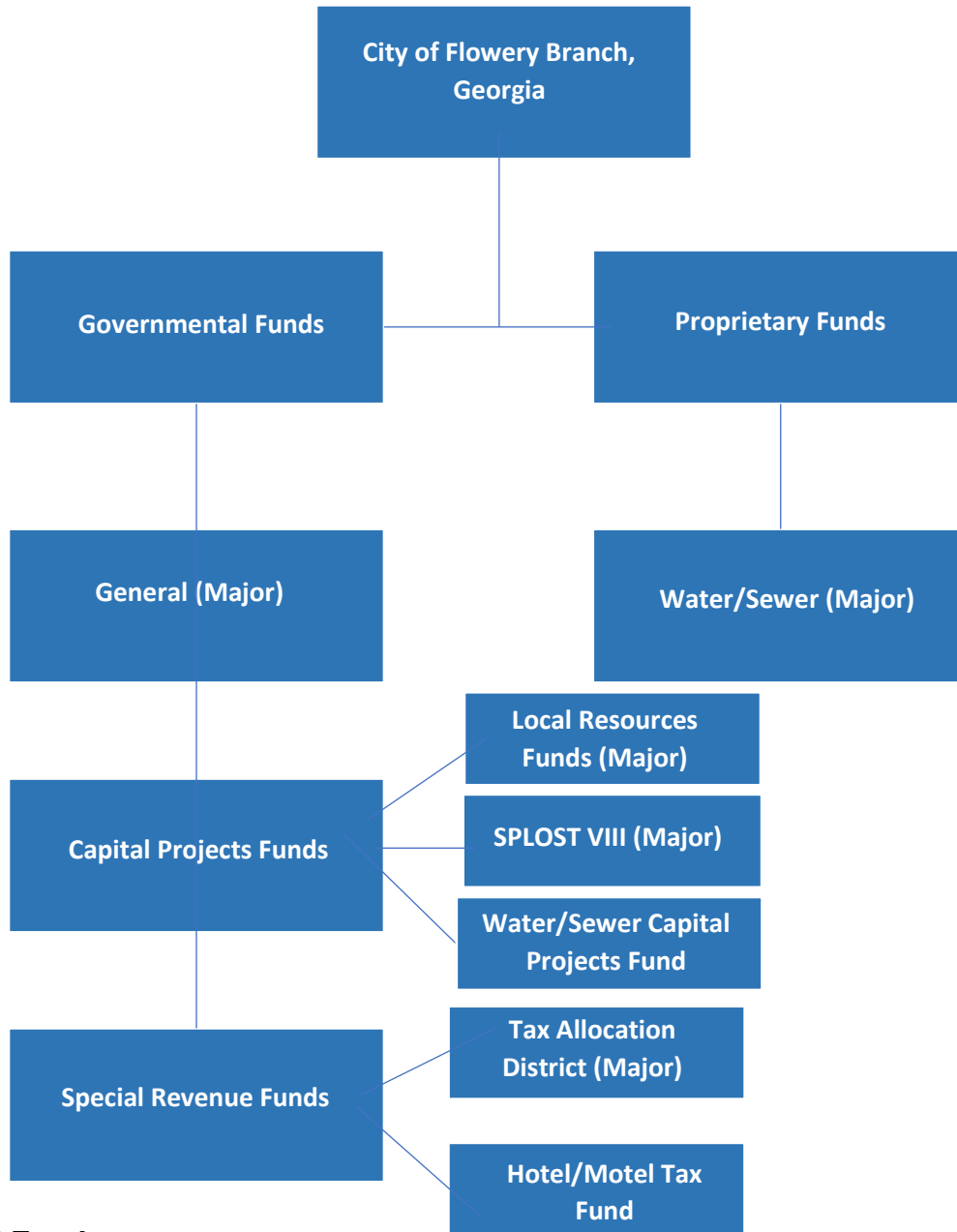
SECTION 2

Financial Structure, Policy & Process



Flowery Branch

FUND STRUCTURE



General Fund:

The General Fund is a governmental fund. It is established to account for all resources obtained and used for those services commonly provided by cities which are not accounted for in any other fund. These services include among other items: General Government, consisting of Legislative; Executive; Administration; Buildings and Plant; Risk Management; Public Information; Records Management; Judicial; Public Safety; Public Works; Culture and Recreation; and Planning and Development.

Capital Projects Fund:

Capital Projects Funds are governmental funds and established to account for capital projects. The projects included in the capital projects budget are intended to improve or expand the city infrastructure, provide for significant maintenance requirements, or provide for the acquisition of large pieces of equipment.

SPLOST VIII Fund – This fund is used to account for the special local option sales tax revenue.

Local Resources Fund – This fund accounts for capital projects financed from other unrestricted local funds.

Water/Sewer Capital Projects Fund – This fund accounts for water/sewer capital projects.

Special Revenue Fund:

Special Revenue Funds are used to account for specific revenue sources that can be legally spent for designated purposes only. All Special Revenue Funds use the modified accrual basis of accounting and budgeting.

Hotel/Motel Tax Fund – This fund accounts for the levy and collection of taxes upon hotels and motels.

Tax Allocation District (TAD) Fund – This fund accounts for taxes collected by a special taxing district.

Proprietary Fund:

Proprietary funds are used to account for operations that are financed in a manner similar to private business.

Water/Sewer Fund – This fund is used to account for the operation of the City's water and sewer utility service. This fund also accounts for the accumulation of resources for, and the payment of, long-term debt principal and interest when due throughout the year. All costs are financed through charges made to utility customers.

FINANCIAL POLICIES

OPERATING BUDGET POLICY

The purpose of this Operating Budget Policy is to guide a comprehensive plan to deliver efficient and effective services to residents and stakeholders of the City. The formulation of the operating and capital budget is one of the most important financial activities that Flowery Branch undertakes each year. This budget policy is intended to provide guidelines to assist in the formulation and consideration of broader implications of financial discussions and decisions.

Basis of Budgeting

- Government-wide and Proprietary Fund financial statements are adopted on the accrual basis of accounting.
- Governmental Fund financial statements are adopted on the modified accrual basis of accounting.

Budgetary Control

- The Flowery Branch Budget shall be adopted in accordance with all state statutes and mandates.
- Department management is responsible for administering their respective programs within the financial constraints described by the budget as adopted.
- The City Manager along with the Finance Director shall provide updates on the City's financial position by regularly reporting to City Council the status of actual expenditures, expenses, and revenues compared to the adopted budget. Further, the City Manager and the Finance Director will ensure that department management has access to timely and accurate financial data.

Balanced Budget

- The City shall endeavor to adopt a structurally balanced budget. Generally, this means that recurring revenues should fund recurring expenditures and non-recurring revenues should fund non-recurring expenditures. On occasion, the recurring revenues may cover the non-recurring expenditures when these revenues experience an unusual increase. [See Structurally Balanced Budget Policy]
- Minimum levels of reserves must be maintained unless reserves are being used in accordance with the purposes permitted by the City's policy. [See General Fund Reserves policy and Enterprise Fund Reserves policy]

Budget Structure

- The budget shall be constructed around City Council and City Administration's long- term goals for the distribution of City services and the associated desired culture and environment. When appropriate, a needs assessment of constituents'

priorities, challenges, and opportunities shall be integrated into the visioning process to assist with the establishment of both short-term and long-term goals.

- The City's departments shall create plans that describe their operational needs. These plans shall address the appropriate level of funding required to meet constituents' needs based on the established long-term and short-term goals for the City. These funding requests are to be distinguished from CIP Requests [see Capital Improvements Policy] in that they shall provide an overview of the entire department rather than just one project. These plans should contain the identification of opportunities and challenges associated with implementing the department's priorities and vision.
- The budget shall be based on programs in order to provide insight into the costs of the types of services that the City provides. Deliverables and specific actions shall be detailed at the programmatic level, which support the goals outlined in both City and department plans.
- The budget shall be prepared in a manner that reflects the full cost of providing services.
- The budget shall display estimated beginning fund balances and net position, estimated revenue and receipts, appropriations, and the estimated year-end fund balances and net position.

Estimates of Revenue, Expenditures, and Expenses

- The City shall take an objective and analytical approach to forecasting revenues, expenditures, and expenses as accurately as possible. Though the City will use the best information available to estimate revenues, including millage rates and tax revenues accurately, absolute certainty is impossible. Should revenues be overestimated, the spending plans and priorities established during the budget process shall be used to propose appropriations and spending as required to bring the budget into balance.
- The Finance Department shall monitor revenue incomes and expenditure/expense outflows to assess the implications of the annual budget in order to provide timely updates on actual financial performance.
- The Finance Department shall develop and maintain long-term financial forecasts, at least five years into the future, in order to help the City assess its long-term financial sustainability.

Stakeholder Participation

- The City shall provide meaningful opportunities for the stakeholders (constituents) to provide input into the financial planning and budget process before a budget is adopted.

Address Long-Term Liabilities

- The City shall fully fund current portions of long-term liabilities in order to maintain the trust of creditors and avoid accumulating excessive liabilities over the long-term.

Responsibilities and Calendar

- The City's fiscal year runs from July 1 to June 30. Each department shall submit their budget plans no later than February, after which the Finance Department Director and the City Manager shall review them. By May, the proposed budget shall be reviewed with the Mayor and City Council. In June, a public hearing and budget discussion shall be held to facilitate stakeholder participation, and the budget is adopted by City Council by the end of the year.
- All budget procedures shall be conducted in accordance with City ordinance and state law.

Budget Amendments

- Amendments shall be considered or adopted by City Council during formal Council meetings.

Priorities for Funding

- It is the City's policy to first spend restricted expenditures, which are defined as "when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments."
- It is the City's policy to subsequently spend unrestricted expenditures in the following order:
 - Committed expenditures, which are defined as "when they can be used only for specific purposes pursuant to constraints imposed by formal action of the City Council through the adoption of a resolution. The City Council also may modify or rescind the commitment."
 - Assigned expenditures, which are defined as "when amounts are constrained by the City's intent to be used for specific purposes but are neither restricted nor committed. Through resolution, the City Council has authorized the City manager to assign fund balances."
 - Unassigned expenditures, which are defined as "the residual amount when the balances do not meet any of the above criterion. The City reports positive unassigned fund balances only in the General Fund. Negative unassigned fund balances may be reported in all funds."
- See the City of Flowery Branch Expenditures Policy for more information on spending.

BALANCED BUDGET POLICY

The City shall endeavor to adopt a structurally balanced budget. Generally, this means that recurring revenues should fund recurring expenditures and that non-recurring revenues should fund non-recurring expenditures. On occasion, the recurring revenues may cover the non-recurring expenditures when these revenues increase due to property values or state funding.

The City's Finance Department, as a component of their annual budget presentation, shall report the City's progress in achieving a structurally balanced budget.

While it is the City's intent to provide City Council with flexibility on how to pursue and achieve a structurally balanced budget, there are some points which the City should observe very closely when developing a budget.

Employee compensation, pension liability, and other recurring expenditures

- Except in extreme circumstances, non-recurring revenues, and especially reserves, should not be used to fund employee compensation. Even one such circumstance, it should only be done in the context of a plan to return to structure balance and replenish any reserves that had been used.

Operation and maintenance costs of capital assets purchased with non-recurring revenues

- While capital assets are often appropriate to fund with non-recurring revenues, the City shall be observant of the long-term operating and maintenance costs of such purposes, lest it create new recurring expenditures that the City cannot maintain.

Replacement of short-lived assets and non-recurring revenues

- The City shall give preference to using non-recurring revenues to replace assets that have outlived their useful lives over purchasing entirely new assets, where the replacement of the obsolete or expired assets is critical to the maintenance of the City's core priorities and programs. A replacement schedule for such assets is a good indicator of when to budget for these items.

ONE-TIME REVENUES POLICY

This One-Time Revenues policy is intended to guide the City of Flowery Branch to spend within its means and stay financially healthy by specifying uses for one-time revenues.

One-Time Revenues

- When the City of Flowery Branch receives a one-time revenue, generally, it shall be used for one-time expenses. These expenses should not create an affordable obligation in future years. Examples include paying debts, refurbishing a capital asset, and building up reserves.

Undependable Revenues

- When the City of Flowery Branch receives revenues, which vary from one year to the next, it shall be treated as a one-time revenue. This is because these revenues are unstable and unreliable, so we can't assume that the same revenue will be available in future years.

EXPENDITURES POLICY

The purpose of this Expenditures Policy is to guide an efficient and effective expenditure system that guarantees the spending of public resources to match generated revenues to the greatest extent possible.

The Budget Process

- The City begins its budget process in December and, after thorough analysis, adopts the budget in June.
- One-time expenditures are generally to be funded by one-time revenues, and recurring expenditures are generally to be funded by recurring revenues [See Structurally Balanced Budget Policy]
- It is the City's policy to first spend restricted expenditures, which are defined as "when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments."
- It is the City's policy to subsequently spend unrestricted expenditures in the following order:
 - Committed expenditures, which are defined as "when they can be used only for specific purposes pursuant to constraints imposed by formal action of the City Council through the adoption of a resolution. The City Council also may modify or rescind the commitment."
 - Assigned expenditures, which are defined as "when amounts are constrained by the City's intent to be used for specific purposes but are neither restricted nor committed. Through resolution, the City Council has authorized the City Manager to assign fund balances."
 - Unassigned expenditures, which are defined as "the residual amount when the balances do not meet any of the above criterion. The City reports positive unassigned fund balances only in the General Fund. Negative unassigned fund balances may be reported in all funds."

Personnel Spending

- Salaries and benefits for City administrators and City Council are accounted for under "General Government" in the audited financial statements and in the budget. Funding for these personnel, therefore, largely comes from the General Fund. Personnel in other departments, such as Water/Sewer, is recorded as "personal services and employee benefits" in the audited financial statements and may come out of other funds, such as the Water/Sewer fund.

Privatization of Government Services

- The City shall contract out government services to private companies, known as privatization, through an open and competitive bidding process. The company selected to provide the service shall be required to submit a comprehensive plan for their service, including, but not limited to, costs, timeline, community effects,

and other evaluation standards determined by City administration, depending on the service.

Long-term Liabilities

- The City shall, to the best of its ability, fund long-term liabilities using long-term, recurring revenues, as stated in the Structurally Balanced Budget policy. The City shall not take on any long-term liabilities without careful consideration and impact evaluation.

CAPITAL POLICY

Capital assets have a major impact on the ability of the City to deliver services along with the economic vitality and overall quality of life for Flowery Branch stakeholders. The purpose of this policy is to provide guidelines to complete a comprehensive process that allocates limited resources into capital investment and management decisions.

Capital Project Selection

- An objective set of criteria will be used to assess and evaluate project proposals. Although specific criteria may be updated from time to time, the following concepts are the core principles to be considered in the development of such criteria:
 - Long-Term Forecasts: Long-term forecasts should be prepared to better understand resources available for capital spending and to assess operational impacts and eventual maintenance replacement costs.
 - Impact on Other Projects: Projects should not be considered in isolation. One project's impact on others should be recognized and costs shared between projects where appropriate.
 - Allow for Funding of Preliminary Activities: For some projects, it may be wise to fund only preliminary engineering/planning before committing to funding the whole project. However, even these expenditures can be considerable. They should, therefore, be evaluated, analyzed, and prioritized appropriately.
 - Full Lifecycle Costing: Cost analysis of a proposed project should encompass the entire life of the asset, from planning and acquisition to disposal.
 - Predictable Project Timing and Scope: Schedule and scope estimates should be practical and achievable withing the requested resources, including financial and human.

Capital Asset Classification

- The City's Capital Asset classifications are defined in three principles.
 - All depreciable assets will be at the cost of \$5,000 or higher.
 - Any assets less than \$5,000 may be maintained on the asset schedule for inventory purposes only (at the discretion of the Finance Director). For example, police car equipment, computers, IT equipment, etc.

Balanced Capital Improvement Plan

- The adopted Capital Improvement Plan is a balanced six-year plan. This means that for the entire six-year period, revenues will be equal to project expenditures in the Capital Improvement Plan. It is possible that the plan will have more expenditures than revenues in a single year, but this imbalance will be corrected through the use of interim financing as needed. However, over the life of the six-year plan, all expenditures will be provided for with identified revenues.

Capital Improvement Funding Policy

- The City provides financial resources for the Capital Improvement Plan through the following sources:
 - (Fund 100) Unrestricted general operating funds as deemed necessary.
 - Council will vote annually during the budget process on an amount of the millage and LOST collections to contribute to the capital projects fund, based on the current economic conditions.
 - (Fund 320) SPLOST VIII, which is a sales tax of one percent that must be used to fund capital projects.
 - (Fund 350) Local Maintenance Improvements Grant, which is based in the City's total centerline road miles and the total population as compared to the state's total centerline road miles and population.
 - (Fund 308) Water/Wastewater Development Charges, which is used to fund capital projects that improve the quality of the water and wastewater system and services to citizens.
 - (Fund 505) Unrestricted water/wastewater operating reserves as deemed necessary.
 - Debt may be utilized if deemed necessary only if no other funding sources are available.

Capital Budget

- Each year, the City's Finance Department will develop a Capital Budget which will contain the spending plan for Capital Projects. The first year of the adopted Capital Improvement Plan will be the Capital Budget for the fiscal year.

Capital Budget Management

- Management of Capital Projects is essential to create the best value for City taxpayers through capital spending. The following policies shall be observed in order to help insure the best project management possible.
 - Each department is responsible for their Capital Improvement Projects as follows: preparing the project proposal, developing a project budget and cash flow forecast prior to project commencement, ensuring that required phases are completed on schedule, authorizing all project expenditures, monitoring project cash flows, ensuring that all regulations and laws are observed, and periodically reporting project status. Each department must actively manage their projects and major departments may provide quarterly reports on the status of each project.

- Capital Project amendments during a year shall not exceed the annually adopted budget and funding levels. Each department must manage its capital program within certain time and cost constraints.

Asset Condition Assessment

- The City’s Finance Department may conduct a comprehensive asset inventory that projects replacement and maintenance needs for the next six years and will update this projection each year. The asset inventory will describe the current condition of the City’s assets, establish standards for asset condition, account for the complete cost to maintain assets up to standard over their lifecycle, and account for the risks associated with assets that are below condition standards. City departments shall have the responsibility for inventorying and assessing the assets within their purview and ensuring that it reconciles with the Finance Department’s capital asset records.
- The life of the assets is noted in the audited financial statements and in the following table:

Assets	Governmental Activities	Business-type Activities
Buildings and improvements	20-50 years	20-50 years
Public domain infrastructure	14-40 years	14-40 years
Machinery and Equipment	5-20 years	5-20 years
Vehicles	5 years	5 years

Prioritization of Asset Maintenance and Replacement

- It is the City’s intent to maintain its existing assets at a level that protects the initial capital investment and minimizes future maintenance and replacement costs. Based on an asset inventory and risk assessment, recommendation for asset maintenance shall be included in the Capital Improvement Plan

Funding of Asset Maintenance

- The City will ensure that adequate resources are allocated to preserve the City’s existing infrastructure to the best of its ability before allocating resources to other Capital Projects.

INVESTMENT POLICY

The primary goals of the City of Flowery Branch’s Investment Policy shall be:

1. Ensure the safety of all funds entrusted to the City;
2. Maintenance of sufficient liquidity to meet all necessary obligations to the City;

3. public trust from prudent investment activities; and
4. Provide optimization of interest earnings on the portfolio

The investment policy of the City of Flowery Branch shall govern the investments of all financial assets of the City. These funds are accounted for in the City's Annual Audit Report and include:

- General Fund
- Enterprise Funds
- Special Revenue Funds
- Capital Project Funds
- Debt Service Funds, including reserves and sinking funds, to the extent not required by law or existing contract to be kept segregated and managed separately
- Other funds established from time to time

Except for cash in certain restricted and special funds, the City may consolidate cash and investment balances to ease cash management operations and maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles. This Investment Policy shall apply to all transactions involving the financial assets and related activity for all the forgoing funds. However, this policy does not apply to the assets administered for the benefit of the City by outside agencies under deferred compensation programs or other post-employment benefits (OPEB) trust funds.

The primary objectives of investment activities shall be safety, liquidity, public trust and optimization of interest earnings. The safety of the principal invested always remains the primary objective. All investments shall be designed and managed in a manner responsive to the public trust and consistent with State and Local Law.

GENERAL FUND RESERVES POLICY

General Fund Reserves exist to support the City during unexpected revenue shortage or unplanned, necessary expenditures. This policy is intended to specify targets for the inflows and outflows of the General Fund Reserves, including the quantity of resources to be held in reserves and conditions under which reserves may be used.

Reserve Levels

- The City shall maintain a General Fund Reserves balance of 4.5 months of the General Fund Expenditures.

Cash Balance

- As of the fiscal year 2019, 4.5 months of General Fund Expenditures is approximately \$1,965,913. Although the exact amount of 4.5 months' worth of General Fund Expenditures is bound to fluctuate as expenditures themselves do,

the cash balance of General Fund Reserves shall remain approximately \$1,965,913, or whatever 4.5 months' worth happens to amount to.

Funding the Reserve

- The City's annual budget surplus funds, and unencumbered sources of funds contribute to the General Fund Reserve.

Conditions for the Use of Reserves

- Any expenditure requested by the City out of the fiscal annual budget cycle is subject to the approval of City Council. General Fund Reserves are to be used to sustain the City in situations of revenue shortages or unplanned expenditures. It is under the discretion of City Council to determine whether the state of the City warrants the use of General Fund Reserves.

Authority over Reserves

- The Finance Department for the City of Flowery Branch upholds the responsibility to maintain the General Fund Reserves at the level determined by City Council.

Assigning Fund Balance

- City Council retains the authority to assign and amend the General Fund Reserves balance, while the City Finance Department is responsible for administering the fund balance to the General Fund Reserves.

Replenishment of Reserves

- General Fund Reserves are to be replenished annually with unencumbered funds available during the annual budget process.

Excess of Reserves

- If General Fund Reserves should exceed 4.5 months of General Fund Expenditures, they are to be reviewed by both the City Finance Department along with City Council as part of their annual review. If there is a capital project in place to which the excess reserves may go to, then the reserves shall be transferred to the Local Resources Capital Projects Fund. If no such capital project exists, the excess reserves shall remain in the General Fund Reserves until one such project arises or held as operating contingency at the discretion of City Council.

ENTERPRISE FUND RESERVES POLICY

Reserves exist to support the City during unexpected revenue shortage or unplanned, necessary expenditures. This policy is intended to specify targets for the inflows and outflows of reserves in funds other than the General Fund, including the amount of resources to be held in reserves and conditions under which reserves may be used.

Reserve Levels

- The City shall maintain an Enterprise Fund Reserves balance of 6 months of expenditures with the exception of the General Fund.

Funding the Reserve

- Enterprise Fund Reserves, in addition to General Fund Reserves, are funded by the City's annual budget surplus and other unencumbered operating income.

Conditions for Use of Reserves

- Any expenditure made by the City is subject to the approval of City Council. Enterprise Fund Reserves are to be used to sustain the City's Enterprise Fund in the situations of revenue shortages or unplanned expenditures. It is under the discretion of City Council to determine whether the state of the City warrants the use of any reserves.

Authority over Reserves

- The Finance Department for the City of Flowery Branch upholds the responsibility to maintain the Enterprise Fund Reserves at the level determined by City Council.

Assigning Fund Balance

- City Council retains the authority to assign and amend the Enterprise Fund Reserves balance, while the City Finance Department is responsible for administering the fund balance to Enterprise Fund Reserves.

Replenishment of Reserves

- Enterprise Fund Reserves are to be replenished annually through the annual budget surplus. In the event that Enterprise Fund Reserves are used resulting in a balance below the six-month minimum, a plan will be developed to replenish them through the annual budget process.

Excess of Reserves

- If Enterprise Fund Reserves should exceed six months of expenditures for all funds except for the General Fund, they are to be reviewed by both the City Finance Department along with City Council as part of their annual review. If there is a capital project in place to which the excess reserves may go to, then the reserves shall be transferred to the Capital Projects Fund. If no such capital project exists, the excess reserves shall remain in the Enterprise Funds Reserves until one such project arises.

LONG-TERM PLANNING & FORECASTING POLICY

A thriving community requires a long-term perspective because financial challenges are often created over many years and can take more than a year to solve. A long-term financial plan and budget allows the City of Flowery Branch to remain mindful of its

long-term financial health. Therefore, the purpose of this policy is to give the City the best chance of a thriving community now and for future generations.

Length of the Forecast

- The City of Flowery Branch will forecast revenues, expenses and financial position at least five years into the future. The length of the forecast should be longer if five years is not enough to address issues that are a threat to the financial health of the City.

Frequency of Forecasting

- The long-term financial forecast shall be updated at least twice a year. It will be updated before the budget process to inform decision-makers of the City's financial position going into budget discussions. It will also be updated after the budget has been created to show decision-makers how the City's financial path has changed as a result of decisions made.

Assumptions and Analysis

- City staff will prepare a forecast that is based on assumptions that best reflect the status quo condition of the City. The forecast will not assume any major changes in policy where such change is speculative. Other assumptions behind the forecast will be made clear. This includes assumed growth rates in revenues and expenses. It also includes assumptions about forces that impact revenues and expenses. Examples might include changes in population, property values, etc.

Long-Term Financial Plan

- The goal of the City of Flowery Branch is for the forecast to be balanced over the time period of the forecast. Therefore, the City shall maintain a long-term financial plan that includes a statement of how it will achieve and/or maintain balance over a multiyear period.

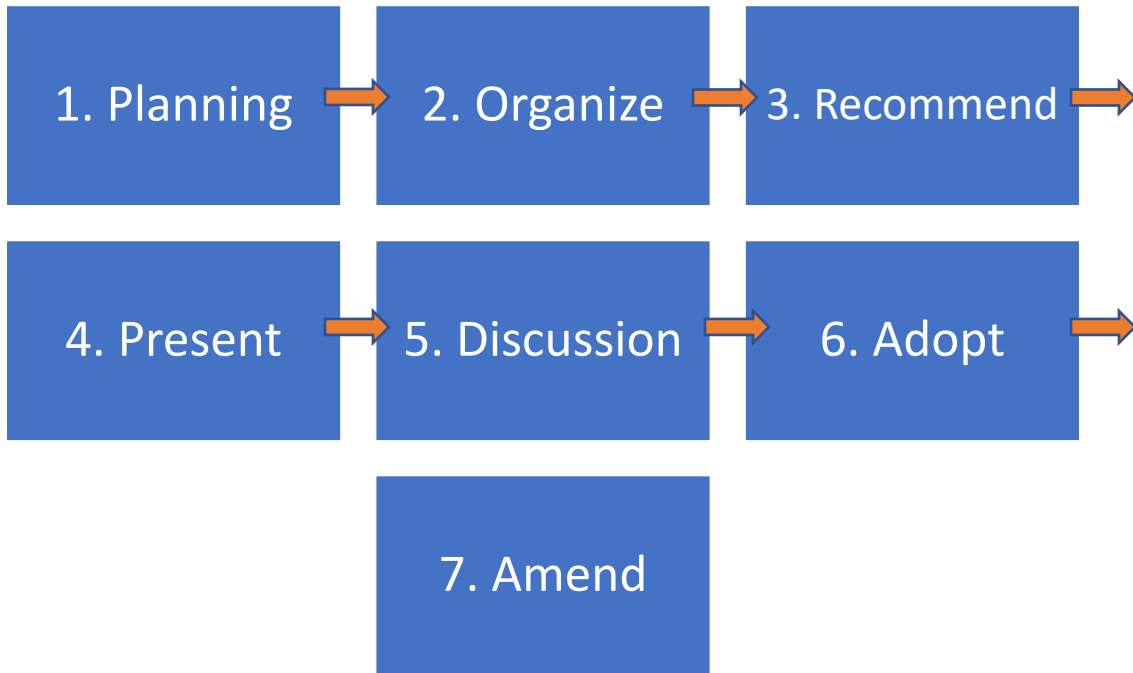
BUDGET CALENDAR

Fiscal Year 2021 Budget Calendar (July 1, 2020 – June 30, 2021)

December	<ul style="list-style-type: none">✓ Distribute capital projects budget worksheets to departments for preparation and review
January	<ul style="list-style-type: none">✓ Preparation of revenue anticipations and department budget templates✓ Meeting with City Manager to review the budget process✓ Budget Kick-off Meeting✓ Distribution of departmental budget worksheets to departments✓ Capital projects budget worksheets due from departments
February	<ul style="list-style-type: none">✓ Departmental budget worksheets due from departments✓ Review of departmental requests by Finance and City Manager✓ Council Retreat for Goals and Budget Planning
March - April	<ul style="list-style-type: none">✓ Departmental budget work sessions with City Manager as necessary
May	<ul style="list-style-type: none">✓ Review proposed budget with City Manager, Mayor, and Council in non-quorum meetings✓ Provide a proposed budget to Mayor and City Council
June 18, 2020	<ul style="list-style-type: none">✓ Work Session – Public Hearing and budget discussion
June 25, 2020	<ul style="list-style-type: none">✓ Council Meeting – Adopt Budget

BUDGET PROCESS

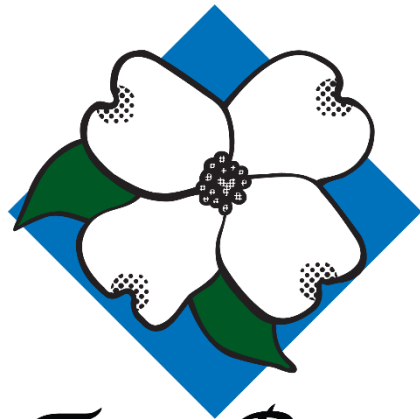
The City of Flowery Branch Budget serves as a policy document, financial plan, operation guide and communication device. Each of these elements of the document help to describe what we have done, what we plan to do, and how we will accomplish our objectives.



1. Departments submit requests for operations and capital items.
2. The City Manager and Finance Department organize and prioritize the submissions for the Mayor's consideration.
3. The Mayor considers staff's recommendations while preparing the budget for presentation to City Council.
4. The Mayor presents the proposed budget to City Council.
5. The City Council holds public hearing to discuss and review the proposed budget.
6. The Mayor and City Council vote to adopt the final budget.
7. If needed, amendments brought to Council.

SECTION 3

Financial Summaries



Flowery Branch

CITY OF FLOWERY BRANCH FY2021 BUDGET

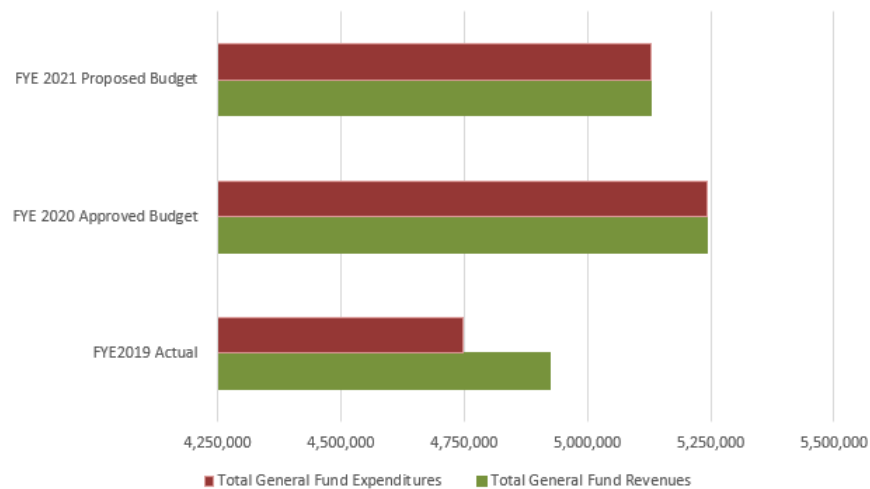
(All Appropriated Funds)

	Governmental Funds						Proprietary Fund
	General Fund	Tax Allocation District (TAD)	Hotel/Motel Tax Fund	Special Local Option Sales Tax (SPLOST) Fund	Local Resources Fund	Water/Sewer Capital Projects Fund	Water/Sewer Fund
Revenues							
Taxes	\$ 3,559,173	\$ 155,699	\$ 38,692	\$ 1,132,102	\$ -	\$ -	\$ -
Licenses and Permits	488,550	-	-	-	-	-	-
Intergovernmental Revenues	800	-	-	-	85,000	-	-
Charges for Services	26,300	-	-	-	-	647,416	2,114,173
Fines and Forfeitures	400,000	-	-	-	-	-	-
Investment Income	6,800	10,000	-	-	-	-	-
Contributions and Donations	35,245	-	-	-	-	-	-
Miscellaneous Revenue	29,788	-	-	-	-	-	71,350
Subtotal Revenues	4,546,656	165,699	38,692	1,132,102	85,000	647,416	2,185,523
Expenditures/Expenses							
General Government	\$ 1,156,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Judicial	187,422	-	-	-	-	-	-
Public Safety	1,489,253	-	-	43,000	-	-	-
Public Works	714,760	3,532,656	-	1,089,102	114,750	647,416	1,858,389
Culture and Recreation	144,750	1,766,328	13,000	-	-	-	-
Planning and Community Development	809,136	-	-	-	-	-	-
Debt Service	-	178,060	-	-	531,357	-	442,948
Subtotal Expenditures/Expenses	4,501,834	5,477,044	13,000	1,132,102	646,107	647,416	2,301,337
Other Financing Sources and (Uses)							
Transfers In	\$ 581,949	\$ -	\$ -	\$ -	\$ 561,107	\$ -	\$ -
Budgeted Fund Balance	-	5,311,345	-	-	-	-	115,814
Transfers Out	(626,771)	-	(25,692)	-	-	-	-
Subtotal Other Financing Sources and (Uses)	(44,822)	5,311,345	(25,692)	-	561,107	-	115,814
Surplus (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CITY OF FLOWERY BRANCH

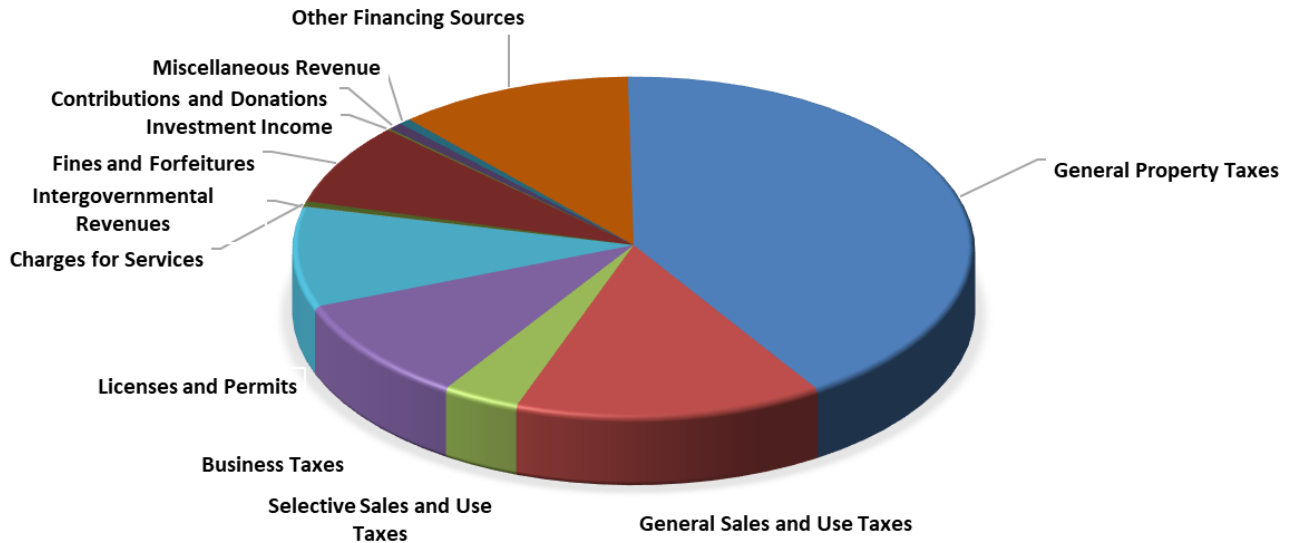
GENERAL FUND BUDGET

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Beginning Fund Balance	\$2,994,707	\$ 3,172,967	\$ 3,172,967
Revenues			
Taxes	\$3,864,920	\$ 3,912,760	\$ 3,559,173
Licenses and Permits	323,262	515,975	488,550
Intergovernmental Revenues	15,473	600	800
Charges for Services	28,564	29,291	26,300
Fines and Forfeitures	478,455	453,000	400,000
Investment Income	7,131	6,800	6,800
Contributions and Donations	44,853	40,100	35,245
Miscellaneous Revenue	80,644	24,850	29,788
Subtotal Revenues	4,843,302	4,983,376	4,546,656
Other Financing Sources	81,769	259,060	581,949
Total General Fund Revenues	4,925,072	5,242,436	5,128,605
Expenditures			
General Government	1,024,415	1,119,298	1,156,513
Judicial	175,881	185,869	187,422
Public Safety	1,260,606	1,409,816	1,489,253
Public Works	686,796	696,527	714,760
Culture and Recreation	125,286	87,458	144,750
Planning and Community Development	527,080	692,673	809,136
Subtotal Expenditures	3,800,065	4,191,641	4,501,834
Other Financing Uses	946,746	1,050,795	626,771
Total General Fund Expenditures	4,746,811	5,242,436	5,128,605
Surplus (Deficit)	178,260	-	-
Ending Fund Balance	<u>\$3,172,967</u>	<u>\$ 3,172,967</u>	<u>\$ 3,172,967</u>



GENERAL FUND REVENUE SUMMARY

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
General Property Taxes	\$2,024,543	\$2,094,420	\$2,114,673
General Sales and Use Taxes	1,029,352	1,000,000	750,000
Selective Sales and Use Taxes	301,186	321,340	188,250
Business Taxes	509,839	497,000	506,250
Licenses and Permits	323,262	515,975	488,550
Intergovernmental Revenues	15,473	600	800
Charges for Services	28,564	29,291	26,300
Fines and Forfeitures	478,455	453,000	400,000
Investment Income	7,131	6,800	6,800
Contributions and Donations	44,852	40,100	35,245
Miscellaneous Revenue	80,644	24,850	29,788
Subtotal General Fund Revenues	4,843,301	4,983,376	4,546,656
Other Financing Sources	81,769	259,060	581,949
Total General Fund Revenues	\$4,925,071	\$5,242,436	\$5,128,605



GENERAL FUND REVENUE DETAIL

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
General Property Taxes			
Real Prop Taxes - Current Year	\$ 1,305,512	\$ 1,447,920	\$ 1,421,465
Real Prop Taxes Curr Yr-Penalties	5,690	3,000	3,398
Real Prop Taxes - Prior Year	261	-	-
Real Prop Taxes - Prior Yr-Penalties	(89)	-	-
Motor Vehicle Taxes	29,676	25,000	6,750
TAVT Taxes	179,408	155,000	165,000
AAVT Taxes	-	-	5,000
Mobile Home Tax	931	500	500
Intangibles - Personal Property Tax	9,579	5,000	10,000
GA DOR - Railroad Equipment Taxes	437	300	450
Real Prop Taxes - Street Lights	9,110	9,200	9,110
Real Estate Transfer Taxes	4,966	3,500	10,000
Franchise Fees - GA Power	172,548	170,000	175,000
Franchise Fees - Jackson EMC	207,540	200,000	220,000
Franchise Fees - Southern Co. Gas	65,692	42,000	60,000
Franchise Fees - Charter Cable	20,195	20,000	15,000
Franchise Fees - BellSouth / AT&T	9,469	10,000	10,000
Franchise Fees - Others	3,618	3,000	3,000
Total General Property Taxes	\$ 2,024,543	\$ 2,094,420	\$ 2,114,673
General Sales and Use Taxes			
LOST	1,029,352	1,000,000	750,000
Total General Sales and Use Taxes	\$ 1,029,352	\$ 1,000,000	\$ 750,000
Selective Sales and Use Taxes			
Hotel Motel Tax	-	68,340	-
Excise Tax - Distributors	254,987	220,000	171,000
Excise Tax - Restaurants	28,465	23,000	17,250
Excise Tax - Other	17,734	10,000	-
Total Selective Sales and Use Taxes	\$ 301,186	\$ 321,340	\$ 188,250
Business Taxes			
Business License (Occupational Tax)	80,939	61,000	56,250
Insurance Premium Taxes	411,486	410,000	430,000
Financial Institution Tax	17,414	26,000	20,000
Total Business Taxes	\$ 509,839	\$ 497,000	\$ 506,250

GENERAL FUND REVENUE DETAIL (CONTINUED)

Licenses and Permits

Brew / Pub Licensing	700	-	-
Licenses - Beer	16,800	17,500	12,375
Licenses - Wine	15,200	16,100	11,250
Licenses-Alcohol	43,610	45,000	33,750
Miscellaneous Fees - Rev	1,194	500	500
Business Taxes (Ins. Co_ \$50.00)	18,201	17,000	17,000
Yard Sale Permits	65	75	75
Business Licenses - Admin Fees	320	4,000	500
Regulatory Licensing	1,250	1,000	800
Zoning / Land Use Fees	4,000	2,000	2,500
Building & Sign Permits	166,370	352,000	360,000
PCD / Plan Check Reviews	700	500	-
Filming Permits	800	-	-
Land Disturbance Fees	22,254	25,000	18,000
Plan Review Fees	31,798	35,000	31,500
PTV Regulatory Fees	-	300	300
Total Licenses and Permits	\$ 323,262	\$ 515,975	\$ 488,550

Intergovernmental Revenues

Operating - Direct Grant	14,820	-	-
Payment in lieu of City Taxes (BHA)	653	600	800
Total Intergovernmental Revenues	\$ 15,473	\$ 600	\$ 800

Charges for Services

Impact Fees (3% Admin. Fee)	4,265	6,000	7,500
Copies	104	150	150
Postage Fees	1	-	-
Qualifying Fees (Elections)	720	576	-
Notary Fee	32	250	250
Police Dept - Accident Reports	2,639	2,500	2,500
Police Dept - Record Restriction	50	700	300
Police Dept. - False Alarms	4,855	1,000	1,000
Police Dept -Pouring/AlcoholPrints	5,845	5,400	5,400
Police Dept - Back Ground Checks	2,530	2,200	2,500
Police Dept - Reports & Misc Rev	3,601	5,400	3,400
Police Dept - Alternative Sentencing Fees	1,510	2,265	2,500
Administrative Fees	245	-	-
C & R / Vendors/Sponsors IN & OUT	1,718	2,250	-
Miscellaneous Alcohol Licensing	450	600	800
Total Charges for Services	\$ 28,564	\$ 29,291	\$ 26,300

GENERAL FUND REVENUE DETAIL (CONTINUED)

Fine and Forfeitures

Court Fines	408,940	400,000	360,000
GA Probation Fines	69,515	52,000	39,000
PD - State Asset Forfeitures	-	1,000	1,000
Total Fines and Forfeitures	<u>\$ 478,455</u>	<u>\$ 453,000</u>	<u>\$ 400,000</u>

Investment Income

Interest Revenues	7,131	6,800	6,800
Total Investment Income	<u>\$ 7,131</u>	<u>\$ 6,800</u>	<u>\$ 6,800</u>

Contributions and Donations

Police Dept - Donations	-	-	-
Police Dept - Shop with a Cop	6,443	6,500	5,005
Police Dept - Technology Fund	31,973	33,600	30,240
PD - Explorer Post 600	6,437	-	-
Total Contributions and Donations	<u>\$ 44,852</u>	<u>\$ 40,100</u>	<u>\$ 35,245</u>

Miscellaneous Revenue

Miscellaneous Revenue	50,483	2,000	-
Surplus Sale of Equipment	-	500	500
Rent - Depot	749	1,600	-
Rent - Community Room	299	2,500	-
Rent - Main Street Rent	10,863	-	15,600
Rent - Cingular Tower	18,250	18,250	13,688
Total Miscellaneous Revenue	<u>\$ 80,644</u>	<u>\$ 24,850</u>	<u>\$ 29,788</u>

Total Revenues

<u>\$4,843,301</u>	<u>\$4,983,376</u>	<u>\$4,546,656</u>
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Other Financing Sources

Transfer In - Fund Balance Reserve	-	259,060	556,257
Transfer In - Hotel/Motel Rev	81,769	-	25,692
Total Other Financing Sources	<u>\$ 81,769</u>	<u>\$ 259,060</u>	<u>\$ 581,949</u>

Total Revenues & Other Financing Sources

<u>\$4,925,071</u>	<u>\$5,242,436</u>	<u>\$5,128,605</u>
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GENERAL FUND MAJOR REVENUES

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Major Revenues (Top Ten)			
General Property Taxes			
Real Property Taxes	\$1,311,374	\$1,450,920	\$1,424,863
Franchise Fees - GA Power	172,548	170,000	175,000
Franchise Fees - Jackson EMC	207,540	200,000	220,000
Franchise Fees - Southern Gas Co.	65,692	42,000	60,000
TAVT Taxes	179,408	155,000	165,000
General Sales and Use Taxes			
LOST	1,029,352	1,000,000	750,000
Selective Sales and Use Taxes			
Excise Tax - Distributors	254,987	220,000	171,000
Business Taxes			
Insurance Premium Tax	411,486	410,000	430,000
Licenses and Permits			
Building & Sign Permits	166,370	352,000	360,000
Fines and Forfeitures			
Court Fines	408,940	400,000	360,000
Other General Fund Revenues	717,373	842,516	1,012,742
Total General Fund Revenues	\$4,925,071	\$5,242,436	\$5,128,605

REAL PROPERTY TAXES

Real property taxes are ad valorem taxes levied on land, buildings, permanent fixtures, and improvements, based on assessing the value of the property.

This category represents 27.8% of total general fund revenues. The revenue projection FY 2021 represents a decrease of 1.8% over the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.

ELECTRIC FRANCHISE FEES

Franchise fees are implemented as part of a service agreement executed between the City and a utility company that grants the company usage of the City's rights-of-way. The

fees are intended to reimburse the City for the use and maintenance of the right-of-way. Traditionally, the fees are also viewed as compensation for the awarding by local governments of exclusive rights to specific public utility companies to provide service in specific areas.

The City currently collects electric franchise fees from two electricity providers: Georgia Power and Jackson EMC. Georgia Power and Jackson EMC remit their payments annually.

This category represents 7.7% of total general fund revenues. The current electric franchise fee rate is 4% of total electricity sales receipts. The revenue projection FY 2021 represents an increase of 12.9% over the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.

GAS FRANCHISE FEES

Franchise fees are implemented as part of a service agreement executed between the City and a utility company that grants the company usage of the City's rights-of-way. The fees are intended to reimburse the City for the use and maintenance of the right-of-way. Traditionally, the fees are also viewed as compensation for the awarding by local governments of exclusive rights to specific public utility companies to provide service in specific areas.

The City currently collects gas franchise fees from Southern Gas Company. Southern Gas Company remits their payments quarterly.

This category represents 1.2% of total general fund revenues. The current gas franchise fee rate is formula driven based on total gas sales receipts. The revenue projection FY 2021 represents an increase of 42.9% over the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.

TVAT TAXES

The Motor Vehicle TAVT (or "Title Ad Valorem Tax") is an ad valorem tax on motor vehicles that became effective March 1, 2013. The TAVT replaces the former motor vehicle "birthday tax" with a one-time tax imposed on the fair market for the vehicle at the time of sale. The Motor Vehicle TAVT is calculated by multiplying the fair market value of the purchased vehicle by the rate set by the Department of Revenue. The current rate is 6.6% of fair market value. The rate may be adjusted by the Department of Revenue, but it is statutorily capped at 9%.

This category represents 3.2% of total general fund revenues. The revenue projection FY 2021 represents an increase of 6.5% over the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.

LOCAL OPTION SALES TAX

Local Option Sales Tax (LOST) is intended to be used to assist funding services provided including police and fire protection, streets, roads, parks, and recreational programs. In

short, LOST revenues expand the total revenues available to the City to pay for services that would otherwise be paid for out of property taxes.

A one percent (1%) sales and use tax is charged within Hall County and collected by the State Revenue Commissioner. The collected funds are distributed to the cities and counties, on a monthly basis, in accordance with the formula in the Certificate of Distribution.

This category represents 14.6% of total general fund revenues. The City receives 2.92% of the one percent sales and use tax collected in Hall County. The revenue projection FY 2021 represents a decline of 25% from the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.

EXCISE TAXES - DISTRIBUTORS

Excise taxes on alcoholic beverages are levied on the sale, distribution, or consumption of selected goods and services. Included in this category are taxes imposed on the distribution of distilled spirits, malt beverages, and wine. Taxes are also imposed on the sale of distilled spirits by the drink. This category represents 3.3% of total general fund revenues. The FY 2021 amount for beverage excise taxes was computed based on the current trend from retailers.

INSURANCE PREMIUM TAX

The Insurance Premium Tax is levied on gross direct premiums on life, accident, and sickness insurance policies written on persons residing within the boundaries of the City, and other types of insurance policies written by all companies doing business in the State of Georgia. Insurance Premium Taxes are collected by the Georgia Commissioner of Insurance and distributed to municipalities based on premiums allocated on a population ratio formula (population of Flowery Branch/population of all other municipalities in Georgia). The tax is distributed in a lump sum payment each fall.

The current rates are 1% on gross direct premiums for life, accident, and sickness policies, and 2.5% on gross premiums of all other types of insurance. The taxes are distributed from the state to local governments based on current census data. Official census data is updated every ten years. Unless the State changes the tax system, this tax will remain flat until the next official census, only changing slightly due to growth in the industry.

This category represents 8.4% of total general fund revenues. The revenue projection FY 2021 represents a growth of 4.9% over the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.

BUILDING AND SIGNS PERMITS

All construction activities within the City of Flowery Branch must be permitted through the Planning and Zoning Department. This ensures that all construction is done in accordance with the codes set forth by the City of Flowery Branch, Hall County, and the State of Georgia.

City Council adopts a schedule of fees establishing the various permitting fees.

This category represents 7% of total general fund revenue. The revenue projection FY 2021 represents an increase of 2.3% from the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.

COURT FINES

Court fines are fees derived from all court proceedings in the City. This category represents 7% of total general fund revenue. The revenue projection FY 2020 represents a decline of 10% from the FY 2020 budgeted revenues and is based on a review of historical actuals and projected total receipts for FY 2021.



REVENUE ADMINISTRATION

The City levies, collects, and records certain taxes, license fees, permit fees, intergovernmental revenues, charges for service, investment income, fines and forfeitures, and other miscellaneous revenues and financing sources. This policy provides direction in the application, acceptance and administration of revenues the City receives.

DIVERSIFICATION AND STABILITY

All revenues have characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on the tax and ratepayers. A diversity of revenue sources can improve a city's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services.

The City shall strive to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any primary revenue source. When possible, the revenue mix shall combine elastic and inelastic revenue sources to minimize the effect of economic downturns.

The City has a diversified revenue base such that it is not dependent upon property taxes. If a millage rate is established the City will work to maintain its diversified base.

CONSERVATIVE REVENUE ESTIMATES

As part of the annual budget process, an objective analytical process will estimate revenues realistically and prudently. The City will estimate revenues of a volatile nature conservatively.

USER BASED FEES AND CHARGES (EXCHANGE REVENUE)

The level of user fee cost recovery should consider the community-wide versus special service nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.

The City will strive to keep a simple revenue system that will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay.

The City's revenue system will strive to maintain equity in its structure. That is, the City will seek to minimize or eliminate all forms for subsidization between entities, funds, services, utilities, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances (e.g., senior citizen partial tax abatement).

Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery.

For services associated with a user fee or charge, a fee shall offset the costs of that service, where possible. Costs of services include direct and indirect costs such as

operating and maintenance costs, administrative costs, and charges for the use of capital (e.g., depreciation and debt service).

ALTERNATE REVENUE SOURCES

The City shall seek alternative funding sources whenever possible to reduce the required revenue from non-exchange transactions (e.g., property taxes). Such alternative sources include private and public grants, federal or state assistance, and public and private contributions.

REVENUE COLLECTION

The City will follow an aggressive policy collecting revenues, consistent with state and federal laws. This policy includes charging of penalties and interest, revoking city licenses, and providing for the transferring and assignment of tax executions.

RATES AND CHARGES

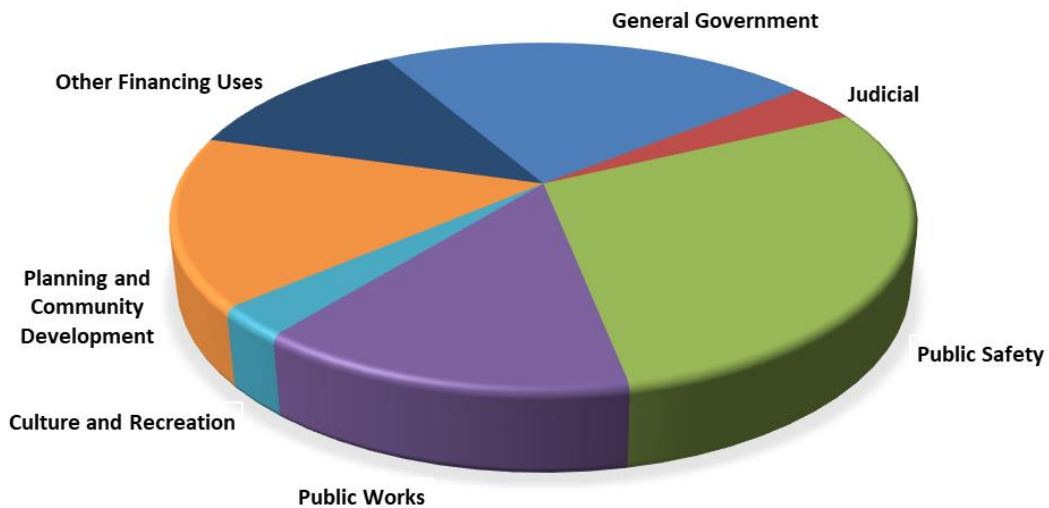
The City Council shall approve all revenue rates, charges, and processes in association with receipted funds that are deposited by the City in conjunction with the annually adopted budget.



GENERAL FUND DEPARTMENT SUMMARY

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Legislative - Governing Body	\$ 28,801	\$ 53,836	\$ 37,836
Legislative - Clerk of Council	107,533	121,983	114,432
Executive - Mayor	11,051	12,839	12,839
Executive - City Manager	194,497	200,906	201,474
Elections	2,317	4,700	2,400
General Administration	450,805	465,442	496,804
Risk Management	95,127	97,500	97,500
Buildings and Plant	126,387	153,892	184,728
Public Information	7,780	8,000	8,300
Records Management	116	200	200
Judicial - Municipal Court	175,881	185,869	187,422
Police Administration	414,827	408,197	455,387
Police Patrol	845,779	1,001,619	1,033,866
Public Works	686,796	696,527	714,760
Culture and Recreation	125,286	87,458	144,750
Planning and Development	527,080	692,673	809,136
Other Financing Uses	946,746	1,050,795	626,771
Total General Fund Expenditures	\$ 4,746,811	\$ 5,242,436	\$ 5,128,605

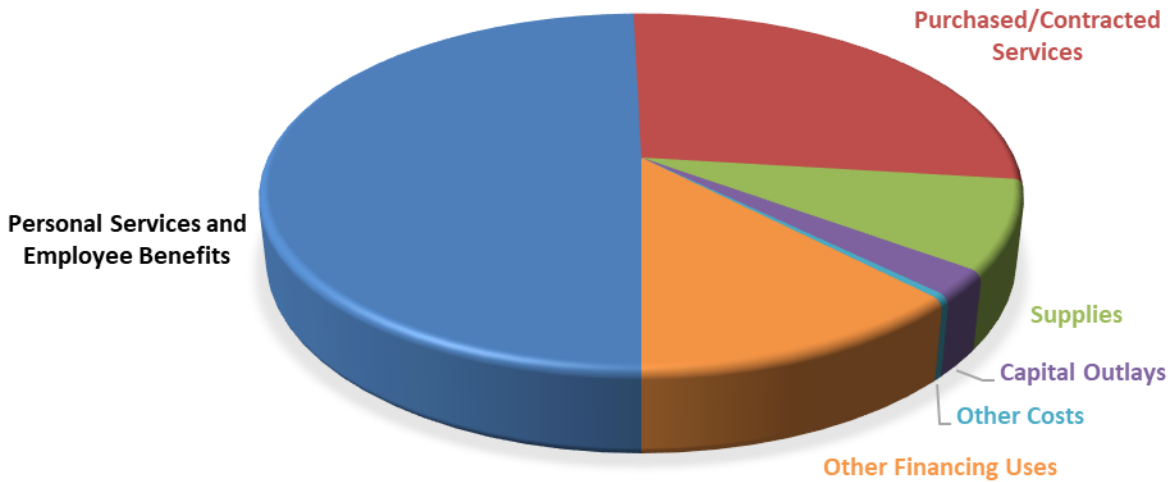
FYE2021 PROPOSED BUDGET



GENERAL FUND ACCOUNT SUMMARY

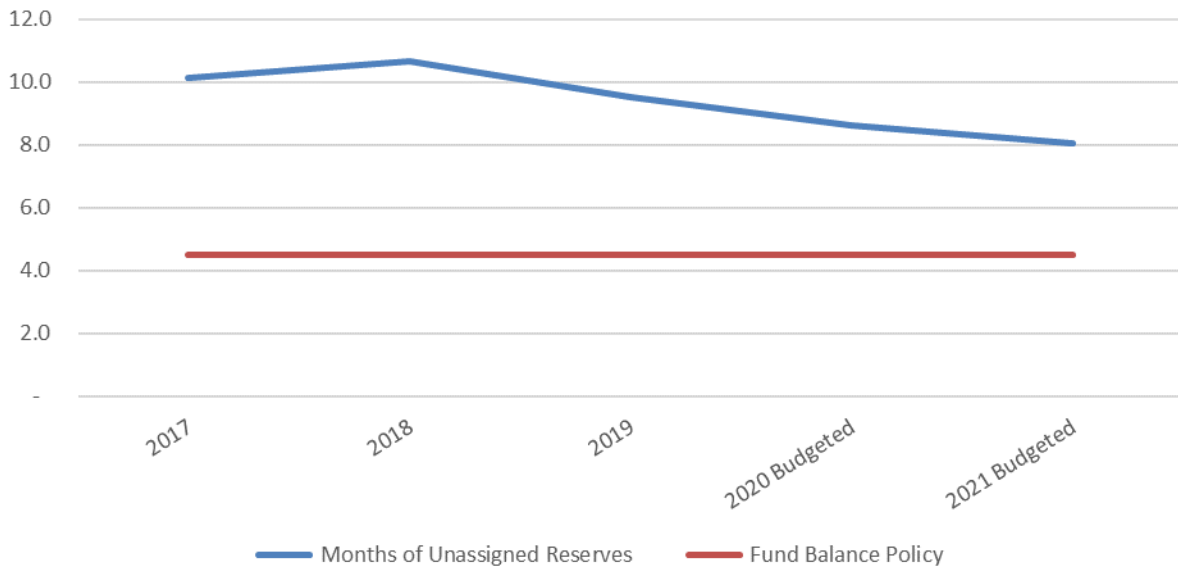
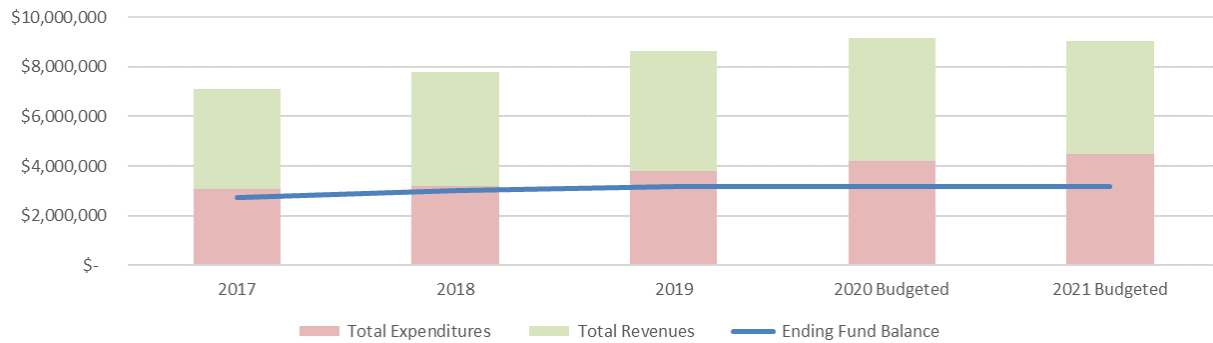
	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Personal Services and Employee Benefits	\$2,255,180	\$2,543,783	\$2,543,966
Purchased/Contracted Services	903,964	1,148,173	1,402,958
Supplies	345,503	422,685	416,910
Capital Outlays	275,419	57,000	118,000
Other Costs	20,000	20,000	20,000
Other Financing Uses	946,746	1,050,795	626,771
Total General Fund Expenditures	\$ 4,746,811	\$ 5,242,436	\$ 5,128,605

FYE2021 PROPOSED BUDGET



ANALYSIS OF GENERAL FUND BALANCE

Fiscal Year	Ending Fund Balance	Total Revenues	Total Expenditures	Months of Fund Balance Reserves	Account				Months of Fund Balance Unassigned Reserves
					Non-spendable	Restricted	Committed	Unassigned	
2017	\$2,719,701	\$ 4,051,069	\$ 3,050,597	10.7	\$ 107,365	\$ 39,380	\$ -	\$ 2,572,956	10.1
2018	\$2,994,707	\$ 4,615,823	\$ 3,185,909	11.3	\$ 118,712	\$ 43,181	\$ -	\$ 2,832,814	10.7
2019	\$3,172,967	\$ 4,843,302	\$ 3,800,065	10.0	\$ 118,684	\$ 33,553	\$ -	\$ 3,020,730	9.5
2020 Budgeted	\$3,172,967	\$ 4,983,376	\$ 4,191,641	9.1	\$ 114,920	\$ 38,705	\$ -	\$ 3,019,342	8.6
2021 Budgeted	\$3,172,967	\$ 4,546,656	\$ 4,501,834	8.5	\$ 117,439	\$ 38,480	\$ -	\$ 3,017,049	8.0



OTHER GOVERNMENTAL FUNDS

Tax Allocation District (TAD)	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Beginning Fund Balance	\$ (268,839)	\$ (55,835)	\$ (55,835)
Revenues			
TAD - Revenue - Hall Co Portion	\$ 104,755	\$ 60,000	\$ 92,219
TAD - Revenue - City's Portion	-	60,000	63,480
Interest Revenue	-	-	10,000
Transfer in 100 - General Fund	108,249	-	-
Budgeted Fund Balance	-	-	5,311,345
Total TAD Revenues	213,004	120,000	5,477,044
Expenditures			
TAD - Expense - Hall County Portion	-	60,000	-
TAD - Expense - City's Portion	-	60,000	-
Pine Street Park	-	-	883,164
Farmers Market Park	-	-	883,164
Old Town Streetscapes	-	-	883,164
Old Town Paving	-	-	883,164
Old Town Bike-Pedestrian Path	-	-	1,766,328
Interest - Series 2020 Bond	-	-	168,060
Fiscal Agent Fees	-	-	10,000
Total TAD Expenditures	-	120,000	5,477,044
Surplus (Deficit)	\$ 213,004	\$ -	\$ -
Ending Fund Balance	\$ (55,835)	\$ (55,835)	\$ (55,835)

Hotel / Motel Fund (H/M)	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Beginning Fund Balance	\$ 50	\$ 50	\$ 50
Revenues			
CVB Hotel Tax Rev - City's Portion	\$ 81,769	\$ -	\$ 25,692
CVB Hotel Tax Rev - CVB's Portion	54,513	46,920	13,000
Total H/M Revenues	136,282	46,920	38,692
Expenditures			
Convention Visitors Bureau	54,513	46,920	13,000
Trans Out 100 - General Fund	81,769	-	25,692
Total H/M Expenditures	136,282	46,920	38,692
Surplus (Deficit)	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 50	\$ 50	\$ 50

OTHER GOVERNMENTAL FUNDS (CONTINUED)

SPLOST Fund	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Beginning Fund Balance	\$ (98,024)	\$ 52,850	\$ 52,850
Revenues			
SPLOST VII	\$ 969,362	\$ 872,133	\$ -
SPLOST VIII	-	-	1,132,102
SPLOST - Interest Revenues	918	-	-
Transfer in from 308 -WS Capital Projects	171,724	-	-
Transfer in from 350-LRF Capital Projects	100,705	-	-
Budgeted Fund Balance	-	-	-
Total SPLOST Revenues	1,242,709	872,133	1,132,102
Expenditures			
Roads & Sidewalk Improvements	-	816,600	491,102
City Hall Municipal Building	155,432	-	-
East Main Culvert	485,017	-	550,000
Electronic Water Meters	-	-	-
PD Vehicles & Equipment	29,661	55,533	43,000
Public Works Vehicles & Equipment	-	-	48,000
Transfer Out 505 - Water Sewer Fund	421,724	-	-
Total SPLOST Expenditures	1,091,835	872,133	1,132,102
Surplus (Deficit)	\$ 150,874	\$ -	\$ -
Ending Fund Balance	\$ 52,850	\$ 52,850	\$ 52,850

OTHER GOVERNMENTAL FUNDS (CONTINUED)

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Local Resources Fund			
Beginning Fund Balance	\$ 1,573,484	\$ 1,481,321	\$ 1,481,321
Revenues			
LOST Collections	\$ -	\$ 236,000	\$ -
LMIG Revenue	81,317	80,000	85,000
Interest Revenues	437	-	-
Transfer in 100 - General Fund	838,497	750,765	561,107
Budgeted Fund Balance	-	34,053	-
Total Local Resources Revenues	920,252	1,100,818	646,107
Expenditures			
Paving/Repairs & Maintenance - Roads	-	486,235	114,750
Gainesville St Stormwater Repairs	77,845	75,000	-
McEver Road Intersection & Paving	243,630	-	-
New Financial Software	65,274	10,000	-
Principal - City Hall Bond	274,915	280,990	287,200
Principal - Lights Ferry Connector	189,987	191,551	193,140
Interest - City Hall Bond	56,059	54,607	50,167
Interest - Lights Ferry Connector	3,999	2,435	850
Transfer out to 320-SPLOST Fund	100,705	-	-
Total Local Resources Expenditures	1,012,414	1,100,818	646,107
Surplus (Deficit)	\$ (92,163)	\$ -	\$ -
Ending Fund Balance	<u>\$ 1,481,321</u>	<u>\$ 1,481,321</u>	<u>\$ 1,481,321</u>

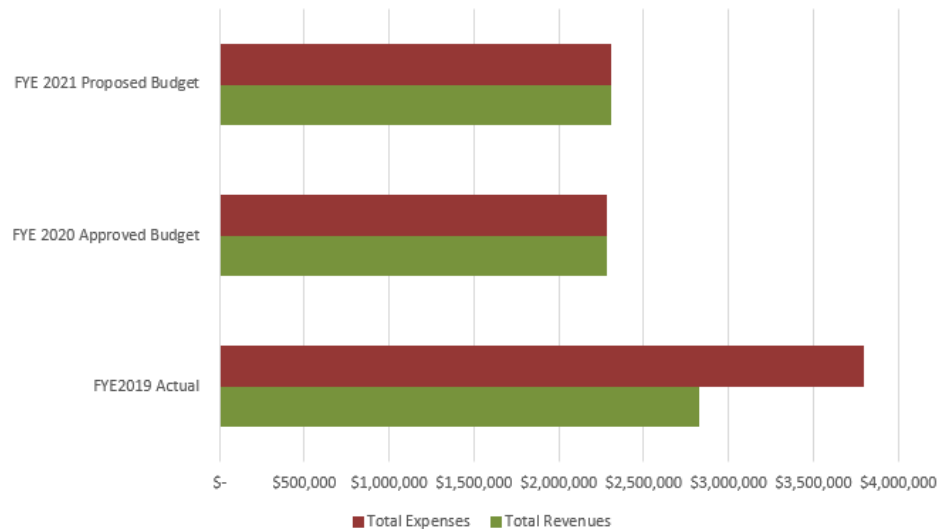
OTHER GOVERNMENTAL FUNDS (CONTINUED)

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Water Sewer Capital Projects Fund			
Beginning Fund Balance	\$ -	\$ 1,561,935	\$ 1,561,935
Revenues			
Residential Sewer Development Charges	\$ 75,701	\$ 125,000	\$ 213,708
Residential Water Development Charges	21,966	125,000	213,708
Commercial Water Development Charges	-	118,608	100,000
Commercial Sewer Development Charges	47,854	118,609	100,000
Residential Irrigation Meters	-	-	10,000
Commercial Irrigation Meters	-	-	10,000
Interest Revenues - Restricted	1,293	-	-
Transfer In 505 - W&S Fund	1,976,490	-	-
Total Local Resources Revenues	2,123,304	487,217	647,416
Expenditures			
Water Tank Improvements Planning & Design	-	121,500	647,416
Water Line Improvements Planning & Design	-	50,000	-
Effluent Discharge Force Main Replacement	-	315,717	-
Transfer out to 320-SPLOST Fund	171,724	-	-
Transfer out 505 - WS Revenue Fund	389,645	-	-
Total Local Resources Expenditures	561,369	487,217	647,416
Surplus (Deficit)	\$ 1,561,935	\$ -	\$ -
Ending Fund Balance	\$ 1,561,935	\$ 1,561,935	\$ 1,561,935



PROPRIETARY FUND SUMMARY

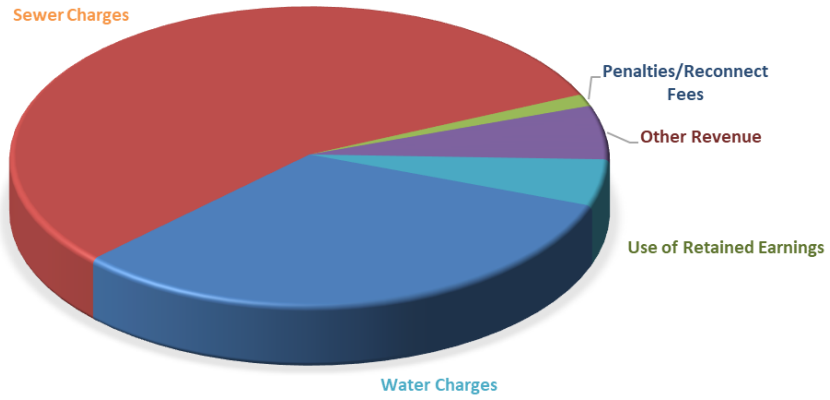
	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Water and Sewer Fund			
Beginning Fund Balance	\$ 10,886,687	9,910,112	9,910,112
Revenues			
Water Charges	\$ 657,334	\$ 617,792	\$ 741,944
Sewer Charges	1,183,757	1,155,314	1,279,229
Penalties/Reconnect Fees	60,156	60,000	30,000
Other Revenue	918,771	115,825	134,350
Use of Retained Earnings	-	331,193	115,814
Total Revenues	\$ 2,820,018	\$ 2,280,124	\$ 2,301,337
Expenses			
Water/Sewer Administration	131,996	221,353	192,138
Sewer Department	689,811	818,027	928,520
Sewer Lift Stations	76,952	87,800	102,800
Water Department	337,187	515,503	565,431
Water Supply	68,309	83,500	69,500
Pension	37,875	-	-
Depreciation	372,471	-	-
Bad Debts for Uncollectible	32,018	-	-
Contingency	-	110,500	-
Debt Service	73,483	443,441	442,948
Transfers Out	1,976,490	-	-
Total Expenses	\$ 3,796,593	\$ 2,280,124	\$ 2,301,337
Surplus (Deficit)	\$ (976,575)	\$ -	\$ -
Ending Fund Balance	\$ 9,910,112	\$ 9,910,112	\$ 9,910,112



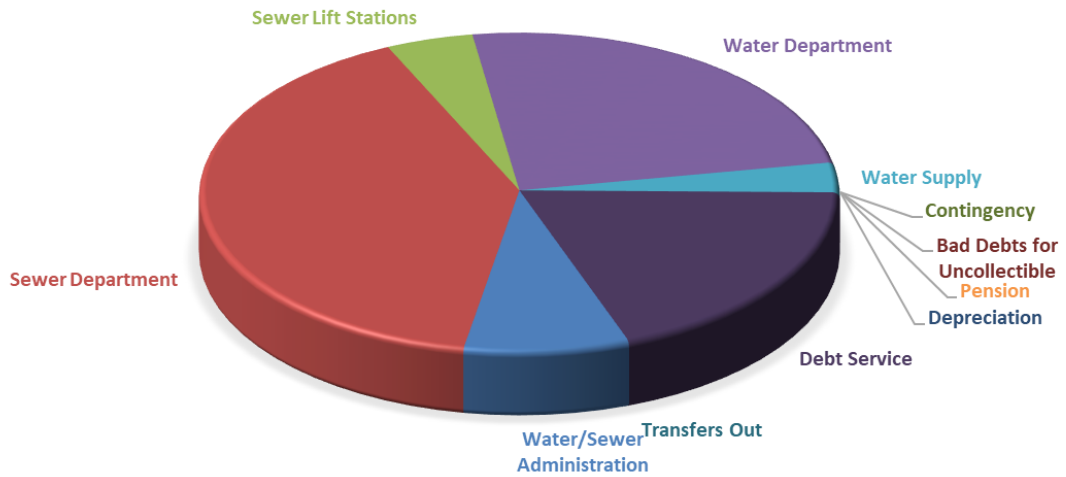
PROPRIETARY FUND REVENUES AND EXPENSES

Water and Sewer Fund

FYE 2021 PROPOSED REVENUES



FYE 2021 PROPOSED EXPENSES



PROPRIETARY FUND DETAIL

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Water and Sewer Fund			
Operating Revenues			
Water Charges	\$ 657,334	\$ 617,792	\$ 741,944
Meter Set Fees	-	-	60,000
Sewer Tap Fees - 20%	2,421	-	-
Residential Water Tap Fees	2,422	-	-
Admin. Fees	14,980	16,000	30,000
Sewer Charges - Billed By Gainesville	-	-	375,985
Sewer Charges	1,183,757	1,155,314	903,244
S/W -3% On-Line Pmt Fee	3,686	-	-
Account Service Charge W&S	28,294	50,000	-
Sewer & Water Inspection Fees	600	5,000	3,000
Bank Fees / Bad Check Fees	200	225	-
Penalties / Reconnect Fees	60,156	60,000	30,000
W&S Miscellaneous Revenue	9,112	3,000	3,500
General Assistance Revenue	(70)	-	-
S / F.O.G. & Pre-Treatment Permits	5,835	7,850	7,850
WI Rebates from Gainesville 5%	37,508	30,000	30,000
Subtotal Operating Revenues	2,006,235	1,945,181	2,185,523
Non-Operating Revenues			
Interest Revenues - Operating	\$ 2,414	\$ 3,750	\$ -
Reserves	-	331,193	115,814
Transfer in 308 - W&S Capital Projects	389,645	-	-
Transfer in 320 - SPLOST Fund	421,724	-	-
Subtotal Non-Operating Revenues	813,784	334,943	115,814
Operating Expenses			
Water / Sewer Administration			
W/S Admin / Salaries	\$ 46,664	\$ 99,837	\$ 76,008
W/S Admin / Overtime	2,353	6,598	5,249
W/S Admin / Health Insurance	6,960	20,147	16,646
W/S Admin / FICA & Medicare	3,647	8,085	6,159
Admi - Long Term Disability	904	703	364
W/S Admin / Retirement	(636)	9,493	6,023
W/S Admin / GA SUI	21	149	129
Admin - Professional Services	13,033	10,000	15,000
W/S Admin / Legal Fees	8,782	12,000	12,000
W/S Admin / Website & Software Maintenance	17,232	13,500	8,500
W/S Admin / IT Services	12,758	16,810	16,000
W/S Admin / Office Cleaning	-	-	2,760

PROPRIETARY FUND DETAIL (CONTINUED)

W/S Admin - Call Notifications Expense	-	-	1,000
W&S Admin Shipping & Postage	7,800	13,000	14,100
W/S Admin - Advertising	-	-	500
W&S Printing	1,300	3,000	3,000
S/W - Merchant Sys. Fee & Admin Fee	4,398	531	-
W/S Office Supplies	1,365	1,500	1,500
W&S Admin - Small Equipment	5,415	6,000	7,200
Subtotal Water / Sewer Administration	131,996	221,353	192,138

Sewer Department

S/ Salaries	\$ 173,516	\$ 200,532	\$ 196,018
S/ Overtime	2,345	5,125	5,153
S/ Health Insurance	49,383	51,899	49,109
S/ FICA & Medicare	12,149	15,580	15,255
S/ - Long Term Disability	1,681	945	995
S/ Retirement	(14,498)	11,346	8,806
S/ GA SU1	122	300	284
S / Engineering Fees	25,472	25,000	15,000
S/ Sewage Testing	-	2,500	2,500
S/ EPD Compliance & Fines	7,618	1,000	4,000
S/ Sludge Disposal	20,000	25,000	180,000
S/ Repairs & Maintenance	84,186	75,000	80,000
S/ Vehicle Repairs & Maintenance	1,530	2,500	2,500
S/ Communications	2,491	2,500	3,000
S/ Cell Phones	2,195	2,100	2,600
S / Shipping & Postage	194	200	-
S/ Travel Expenses	84	500	1,500
S/ Dues & Fees	2,020	1,900	2,300
S/ Education & Training	1,774	2,000	2,300
S/ Supplies & Materials	18,084	19,000	10,000
S/ Office Supplies	1,396	1,500	1,500
S/ Chemicals	129,939	160,000	140,000
S/ Electricity	148,920	150,000	135,000
S/ Gasoline & Diesel	7,426	9,600	10,000
S/ Small Equip. & Lab Equip.	7,087	10,000	10,000
S/ Uniforms	4,700	4,000	8,000
S / Capital - Machinery & Equipment	-	38,000	42,700
Subtotal Sewer Department	689,811	818,027	928,520

PROPRIETARY FUND DETAIL (CONTINUED)

Sewer Lift Stations

L/S Repairs & Maint.	\$	37,614	\$	45,000	\$	60,000
L/S Communications		2,064		3,300		3,300
L/S Water		2,125		3,500		3,500
L/S Electricity		30,815		32,500		32,500
L/S Propane Gas		4,334		3,500		3,500
Subtotal Sewer Lift Stations		76,952		87,800		102,800

Water Department

W/ Salaries	\$	215,202	\$	267,636	\$	270,202
W/ Overtime		2,234		7,113		7,478
W/ Health Insurance		26,741		64,311		66,555
W/ FICA & Medicare		14,929		20,770		20,994
W/ - Long Term Disability		280		1,099		1,124
W/ Retirement		(5,247)		15,982		12,060
W / GA SUI		146		375		388
W / Engineering Fees		23,390		20,000		20,000
W/ Water Testing & Storm Wtr Monit		8,845		8,830		8,830
W/ WaterShed Protection Plan		4,338		15,000		15,000
W/ EPD Compliance - Audits & Repts		-		8,000		8,000
W/ Repairs & Maintenance		9,031		15,000		20,000
W / Vehicle Repairs & Maintenance		269		5,000		5,000
W/ Communications		397		500		500
W/ Cell Phones		1,448		2,100		2,100
W / Shipping & Postage		400		9,600		600
W / Printing & Binding		-		15,312		-
W/ Travel Expenses		241		250		500
W/ Dues & Fees		1,782		1,900		2,000
W/ Education & Training		896		1,000		1,900
W/ Supplies & Materials		13,269		15,000		10,000
W / Meter Purchases		12,500		-		20,000
W/ Gasoline & Diesel		-		12,000		12,000
W/ Small Equipment		1,596		3,000		5,000
W/ Uniforms		4,500		5,725		12,500
W / Capital - Machinery & Equipment		-		-		42,700
Subtotal Water Department		337,187		515,503		565,431

PROPRIETARY FUND DETAIL (CONTINUED)

Water Supply

Well Buildings - Repairs/Maint	\$ 75	\$ 1,000	\$ 1,000
Wells, Pumps, Water Tanks Comm.	-	-	-
Wells & Water Tanks R&M/Inspections	27,904	29,000	20,000
Wells & Water Tanks - Electricity	35,000	47,000	42,000
Wells & Water Tanks - Chemicals	5,330	6,500	6,500
Subtotal Water Supply	68,309	83,500	69,500

Subtotal Operating Expenses	1,304,256	1,726,183	1,858,389
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Non-Operating Expenses

Pension Expense	\$ 37,875	\$ -	\$ -
Depreciation Expense	372,471	-	-
Bad Debts for Uncollectible	32,018	-	-
Contingency	-	110,500	-
Bonds - Principal Payments	-	266,000	272,000
GEFA - Principal Payments	-	69,219	70,113
Bonds - Interest Payments	49,094	85,608	79,170
Amort. of Bond Refunding Premium	5,745	5,800	5,745
GEFA - Interest Payments	18,644	16,814	15,920
Transfer Out 308 - WS Capital Projects Fund	1,976,490	-	-
Subtotal Non-Operating Expenses	2,492,337	553,941	442,948

Subtotal Revenues	2,820,018	2,280,124	2,301,337
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Total Proprietary Fund Expenses	3,796,593	2,280,124	2,301,337
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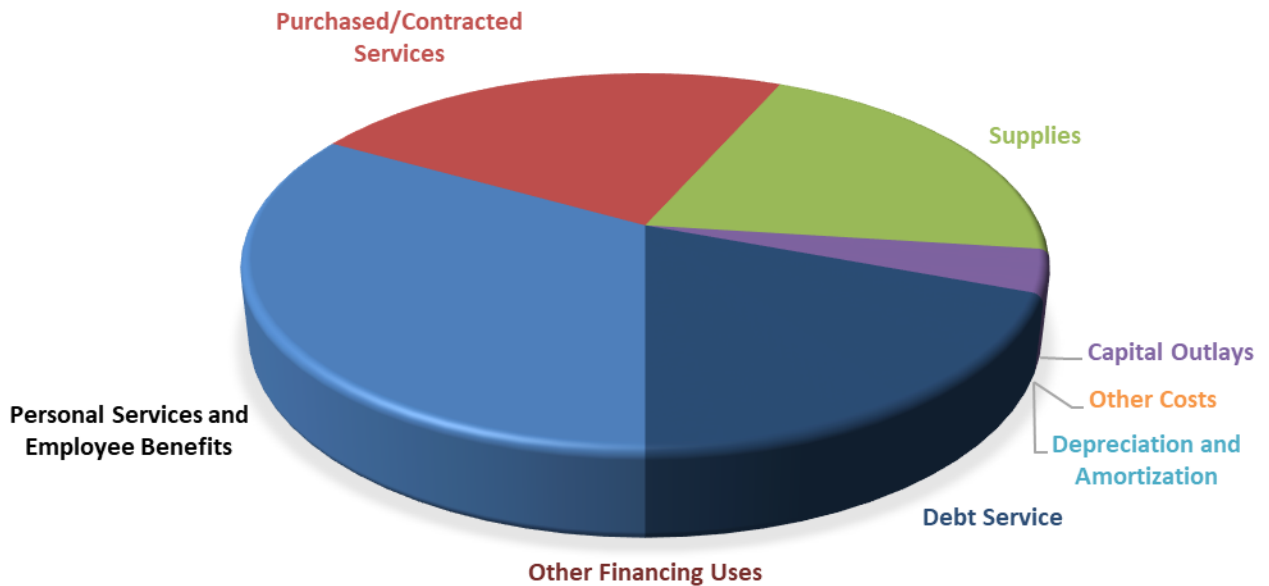
Surplus (Deficit)	\$ (976,575)	\$ -	\$ -
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PROPRIETARY FUND ACCOUNT SUMMARY

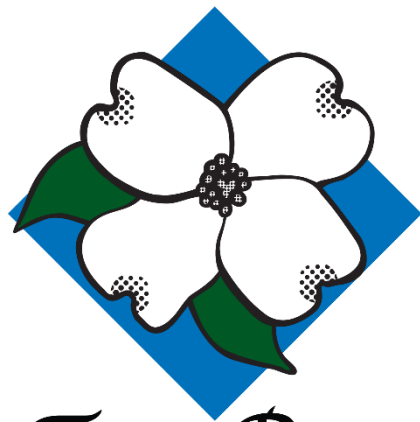
	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Personal Services and Employee Benefits	\$ 576,772	\$ 808,025	\$ 764,999
Purchased/Contracted Services	331,559	389,833	537,290
Supplies	433,799	490,325	470,700
Capital Outlays	-	38,000	85,400
Depreciation and Amortization	372,471	-	-
Other Costs	32,018	110,500	-
Debt Service	73,483	443,441	442,948
Other Financing Uses	1,976,490	-	-
Total Proprietary Fund Expenses	\$ 3,796,593	\$ 2,280,124	\$ 2,301,337

FYE2021 PROPOSED BUDGET



SECTION 4

Capital and Debt



Flowery Branch

CAPITAL PROJECTS

Flowery Branch's capital projects are funded by multiple revenue sources. Summarized below are the various projects in alphabetical order, the associated fund number(s) and the total budget per project by project name. Additional information can be located on the following detailed pages.

Project	Fund	Total Budget
5512-5514 Main Street Roof Repairs	Local Resources Fund	\$ 20,000
Atlanta Highway Water Line	GEFA Debt Proceeds	\$ 400,000
Camera System	Water / Wastewater Operating Fund	\$ 37,400
Depot and Caboose Repairs	Local Resources Fund	\$ 25,000
Farmers Markets Park	TAD 2020 Revenue Bond Proceeds	\$ 883,164
Gainesville St Water Line Improvements	GEFA Debt Proceeds	\$ 385,450
Improvements to SCADA System	GEFA Debt Proceeds	\$ 50,000
Install Pumps and Wellhouse for Well No. 4 and No. 5	GEFA Debt Proceeds	\$ 500,000
Modify Well Pumps #1 and #3	GEFA Debt Proceeds	\$ 100,000
New 250,000 Gallon Elevated Tank Construction	GEFA Debt Proceeds	\$ 500,000
Old Town Bike-Pedestrian Path	TAD 2020 Revenue Bond Proceeds	\$ 1,766,328
Old Town Paving	TAD 2020 Revenue Bond Proceeds	\$ 883,164
Old Town Stormwater	SPLOST VIII	\$ 550,000
Old Town Streetscapes	TAD 2020 Revenue Bond Proceeds	\$ 883,164
Pick Up Truck	General Operating Fund	\$ 30,000
Pine Street Park	TAD 2020 Revenue Bond Proceeds	\$ 883,164
Police Vehicles and Equipment	SPLOST VIII	\$ 43,000
Road Paving and Sidewalks	SPLOST VIII	\$ 491,102
Road Paving and Sidewalks	LMIG Grant	\$ 85,000
Road Paving and Sidewalks	Local Resources Fund	\$ 453,391
Roberts Drive P.S. Reliability Project (Natural Gas)	GEFA Debt Proceeds	\$ 250,000
Spout Springs and Hog Mountain Water Line	GEFA Debt Proceeds	\$ 400,000
Track Hoe TB 290	SPLOST VII / Water Wastewater Operating	\$ 96,000
Wastewater Expansion Construction	GEFA Debt Proceeds	\$ 4,444,000
Wastewater Expansion Construction Management Services	GEFA Debt Proceeds	\$ 175,000
Wastewater Pumping Station Modification	GEFA Debt Proceeds	\$ 100,000
Water Capital Maintenance Management System	GEFA Debt Proceeds	\$ 15,000
Water Distribution at Railroad Crossings	GEFA Debt Proceeds	\$ 250,000
Water Distribution Pumping System Modification	GEFA Debt Proceeds	\$ 100,000
Water Distribution System Upgrade	Capital Fund	\$ 200,000
Water Tank Raising	GEFA Debt Proceeds	\$ 450,000
	TOTAL	<u>\$ 15,449,327</u>

CAPITAL PROJECTS (CONTINUED)

TAX ALLOCATION DISTRICT (CAPITAL IMPROVEMENT PLAN)						
	2021	2022	2023	2024	2025	2026
CAPITAL PROJECTS:						
Pine Street Park	883,164	-	-	-	-	-
Farmers Markets Park	883,164	-	-	-	-	-
Old Town Streetscapes	883,164	-	-	-	-	-
Old Town Paving	883,164	-	-	-	-	-
Old Town Bike-Pedestrian Path	1,766,328	-	-	-	-	-
Revenue Bonds 2020 Debt Payment	168,060	158,794	268,794	345,494	394,794	397,444
Fiscal Agent Fees	10,000	10,000	5,000	3,000	-	-
TAD Fund Reserves	-	21,417	-	-	-	-
TOTAL CAPITAL PROJECTS	5,477,044	190,211	273,794	348,494	394,794	397,444
SOURCE OF FUNDS:						
TAD Collections	92,219	108,127	124,700	152,057	185,914	200,921
TAD Revenue Bonds Proceeds	5,307,564	-	-	-	-	-
Transfer In - General Fund	63,480	72,084	83,133	101,371	123,942	133,948
Interest Revenue	10,000	10,000	5,000	3,000	-	-
TAD Fund Reserves	3,781	-	60,961	92,066	84,938	62,575
TOTAL SOURCE OF FUNDS:	5,477,044	190,211	273,794	348,494	394,794	397,444

SPLOST VIII (CAPITAL IMPROVEMENT PLAN)								
	2021	2022	2023	2024	2025	2026	Project Budget	Total
CAPITAL PROJECTS:								
SPLOST VII:								
Roads, streets, bridges, sidewalks, and related improvements								3,168,230
East Main Street Storm Water Culvert	-	-	-	-	550,000	-	550,000	
Old Town (General) Stormwater	550,000	-	-	-	-	-	550,000	
Roads and Sidewalks	491,102	252,102	97,102	432,102	294,675	501,146	2,068,230	
Public works facilities, land, vehicles and equipment								383,384
Building	-	-	-	-	-	305,384	305,384	
Equipment	48,000	30,000	-	-	-	-	78,000	
Parks and leisure facilities, land and equipment								415,000
Property and Improvements	-	-	-	-	244,428	170,572	415,000	
Public safety vehicles and equipment								276,000
	43,000	43,000	35,000	35,000	43,000	77,000	276,000	
SPLOST Fund Reserves								
TOTAL CAPITAL PROJECTS:								
	1,132,102	325,102	132,102	467,102	1,132,102	1,054,102		4,242,614
SOURCE OF FUNDS:								
SPLOST VII Collections	1,132,102	325,102	132,102	467,102	1,132,102	1,054,102		4,242,614
Interest Revenue	-	-	-	-	-	-		-
SPLOST Fund Reserves	-	-	-	-	-	-		-
TOTAL SOURCE OF FUNDS:			132,102	467,102	1,132,102	1,054,102		4,242,614

LOCAL RESOURCES FUND (CAPITAL IMPROVEMENT PLAN)

2021 2022 2023 2024 2025 2026

CAPITAL PROJECTS:

Lights Ferry Road Connection Debt Service	193,990	-	-	-	-	-
Paving Projects (Various Roads) 1.5 miles	453,391	885,712	878,252	556,695	724,084	499,076
5512-5514 Main Street Roofing Repairs	20,000	-	-	-	-	-
Caboose and Depot Building Repairs	25,000	-	-	-	-	-
Municipal Building Debt Service	339,176	341,026	342,917	344,818	346,823	348,841
Local Resources Fund Reserves	-	-	-	-	-	-
TOTAL CAPITAL PROJECTS	1,031,557	1,226,738	1,221,169	901,513	1,070,907	847,917

SOURCE OF FUNDS:

LOST Collections	380,253	380,253	380,253	380,253	380,253	380,253
Transfer In - Fund Balance	-	580,631	575,062	255,406	424,800	201,810
Transfer In - General Fund (.427 mills)	180,854	180,854	180,854	180,854	180,854	180,854
Grant from LMIG (Paving Projects)	85,000	85,000	85,000	85,000	85,000	85,000
Local Resources Fund Reserves	385,450	-	-	-	-	-
TOTAL SOURCE OF FUNDS:	1,031,557	1,226,738	1,221,169	901,513	1,070,907	847,917

WATER SEWER CAPITAL PROJECTS FUND

2021 2022 2023 2024 2025 2026

CAPITAL PROJECTS:

WASTEWATER:

Wastewater Effluent Discharge Force Main - Phase 1	-	-	-	-	-	-
Wastewater Expansion Construction Management Services	175,000	524,000	87,000	-	-	-
Wastewater Expansion Construction	4,444,000	13,333,000	2,222,000	-	-	-
Wastewater Pumping Station Modification	100,000	-	-	-	-	-

WATER:

Water Distribution at Railroad Crossings	250,000	250,000	-	-	-	-
Water Tank Raising	450,000	-	-	-	-	-
Water Distribution System Upgrade	200,000	200,000	200,000	-	-	-
Atlanta Highway Water Line	400,000	-	-	-	-	-
Water Distribution Pumping System Modification	100,000	-	-	-	-	-
Roberts Drive P.S. Reliability Project (Natural Gas)	250,000	-	-	-	-	-
Spout Springs and Hog Mountain Water Line	400,000	-	-	-	-	-
Gainesville St Water Line Improvements	385,450	-	-	-	-	-
Install Pumps and Wellhouse for Well No. 4 and No. 5	500,000	-	-	-	-	-
Modify Well Pumps #1 and #3	100,000	-	-	-	-	-
Improvements to SCADA System	50,000	-	-	-	-	-
New 250,000 Gallon Elevated Tank Construction	500,000	500,000	-	-	-	-
Water Capital Maintenance Management System	15,000	15,000	-	-	-	-
Less: New Debt Payments	-	265,000	730,000	790,000	790,000	790,000
Water Sewer Capital Retained Earnings	307,966	1,132,048	-	-	-	-
TOTAL CAPITAL PROJECTS	8,627,416	16,219,048	3,239,000	790,000	790,000	790,000

SOURCE OF FUNDS:

TAP & Capacity Collections	627,416	719,048	824,378	484,811	529,809	633,537
Transfer In - Water Sewer Operating Fund	-	-	414,622	305,189	260,191	156,463
Add: New Debt Proceeds	8,000,000	15,500,000	2,000,000	-	-	-
Water Sewer Capital Retained Earnings	-	-	-	-	-	-
TOTAL SOURCE OF FUNDS:	8,627,416	16,219,048	3,239,000	790,000	790,000	790,000

DEBT MANAGEMENT

The goal of the City's debt practices is to maintain a sound fiscal position; thereby only utilizing long-term debt to provide resources to finance needed capital improvements, while accumulating adequate resources to repay the debt. In addition, it is the City's goal to maintain and improve its credit rating through strong financial administration. The City acknowledges that failure to meet the demands of growth may inhibit its continued economic viability but also realizes that excess outstanding debt may have detrimental effects on the ability of the City to meet its continuing operational needs.

Issuing debt commits the City's revenues several years into the future and may limit its flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to these debt management practices help ensure that the City issues and manages its debt prudently in order to maintain a sound financial position and protect its credit rating.

Credit ratings are the rating agencies' assessment of the City's ability and willingness to repay debt on a timely basis. Credit ratings are an important indicator in the credit markets and can influence interest rates a borrower must pay. Each of the rating agencies believes that debt management is a positive factor in evaluating issuers and assigning credit ratings. Therefore, implementing debt management practices will be viewed positively by the rating agencies and could influence the City's credit rating and ultimately lower borrowing costs.

COMPUTATION OF LEGAL DEBT LIMIT

Assessed Value	\$ 452,656,054
Debt Limit 10% of Assessed Value	<u>\$ 45,265,605</u>
Debt Applicable to Debt Limit (at 6/30/19)	\$ 5,141,659
Unused Legal Debt Limit	\$ 40,123,946

The constitutional debt limit for general obligation tax bonds which may be issued by the City is 10% of the assessed valuation of taxable property within the City. The Georgia Constitution (Article 9, Section 5, Paragraph 1) establishes the maximum debt limits for counties and other political subdivisions of the State. Under the Constitution, certain types of debt issued by a political subdivision, including cities, cannot exceed an amount that is equal to 10 percent of the assessed value of all taxable property located within that particular entity.

As indicated above, the legal debt margin of the City of Flowery Branch beginning in fiscal year 2020 is \$45,265,605. This amount is based on the 2019 tax digest. The legal debt margin amount is important in that it represents the net amount of external financing resources that is available to the City through the issuance of general obligation (G.O.) bonds. G.O. bonds are debt instruments issued in the name of the government and whose repayment is guaranteed through a pledge of the full faith and credit of the issuer. This means that when a majority of the voters in the City approve a general obligation bond referendum, they are guaranteeing the purchaser of that bond that they will pay property

taxes in amount that is sufficient to pay the bonds at maturity and the interest earned on the bonds.

The decision to issue debt should be based on several factors. A matrix can be used to highlight the pros and cons of pay-as-you-go versus debt financing.

	Pay-As-You-Go	Debt Financing
Advantages:	No interest costs. Interest savings can be used to finance additional projects.	Allows for shorter time period for financing major projects.
	No legal or bond covenant requirements.	Allocates cost to citizens who receive the benefits.
	No debt service payments required.	Expands capital improvement program.
	No additional tax levy is required.	Referendum approval indicates public support of the project.
	Conserve debt capacity and achieve a more favorable credit rating.	Usually required for revenue generating facilities.
Disadvantages:	Long savings period to finance major construction projects.	Interest costs.
	Allocates costs of project to citizens that may not benefit.	Additional tax levy may be required to repay debt.
	Limits capital improvement program to funds available.	Legal restrictions set by statute on debt issuance.
	Reserves cannot be established before the construction of revenue generating facilities.	Bond covenant requirements.
	Inflationary costs.	Voter approval may be required.

DEBT SUMMARY

	Amount Outstanding 6/30/2019
Notes Payable	\$ 1,685,544
Contracts Payable	3,456,115
Revenue bonds	1,998,000
	\$ 7,139,659

Fiscal Year	Notes Payable			Contracts Payable		
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
2020	\$ 259,678	\$ 20,206	\$ 279,884	\$ 280,990	\$ 54,607	\$ 335,597
2021	\$ 262,479	\$ 17,667	280,146	\$ 287,200	\$ 50,167	337,367
2022	\$ 70,194	\$ 15,834	86,028	\$ 293,547	\$ 45,629	339,176
2023	\$ 71,184	\$ 14,844	86,028	\$ 300,035	\$ 40,991	341,026
2024	\$ 72,187	\$ 13,841	86,028	\$ 306,666	\$ 36,251	342,917
2025-2029	\$ 376,480	\$ 53,660	430,140	\$ 1,638,033	\$ 106,395	1,744,428
2030-2034	\$ 403,761	\$ 26,379	430,140	\$ 349,644	\$ 5,524	355,168
2035-2036	\$ 169,581	\$ 174,531	344,112			-
Total	\$ 1,685,544	\$ 336,962	\$ 2,022,506	\$ 3,456,115	\$ 339,564	\$ 3,795,679

Revenue Bonds			Combined Total Debt Service
Principal	Interest	Total Debt Service	
\$ 266,000	\$ 42,804	\$ 308,804	\$ 924,285
272,000	36,366	308,366	925,879
278,000	29,786	307,786	732,990
285,000	23,044	308,044	735,098
292,000	16,136	308,136	737,081
605,000	10,883	615,883	2,790,451
-	-	-	785,308
-	-	-	344,112
\$ 1,998,000	\$ 159,019	\$ 2,157,019	\$ 7,975,204

DEBT SUMMARY (continued)

DEBT ISSUED AFTER 6/30/2019

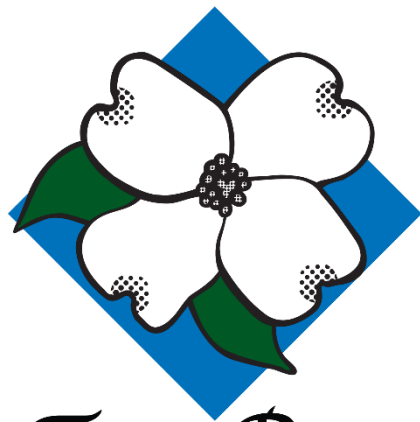
On March 10, 2020, the City entered into a contract payable with the Gainesville and Hall County Development Authority to issue tax-exempt revenue bonds, Series 2020, in the amount of \$4,995,000. The bonds bear an interest rate for arbitrage purposes of 1.70%, with semi-annual interest payments beginning October 1, 2020, and principal annual payments beginning April 1, 2023, with a maturity date of April 1, 2039. These funds will be used for Old Town redevelopments by streetscaping, Farmers Market Pavilion, two downtown parks, and an old town bike-pedestrian path. The interest and principal payments will be paid with tax allocation district funds, and the City is responsible for all the principal and interest payments. The projects began in March of 2020. All projects are expected to be complete by June 2021. As of June 30, 2020, the total outstanding debt was \$4,995,000 in principal.

The annual requirements to amortize the contract payable for governmental activities outstanding as of June 30, 2020, is as follows:

<u>June 30</u>	<u>Principal</u>	<u>Interest</u>
2021	\$ -	\$ 168,057
2022	\$ -	\$ 158,794
2023	\$ 110,000	\$ 158,794
2024	\$ 190,000	\$ 155,494
2025	\$ 245,000	\$ 149,794
2026 - 2030	\$ 1,350,000	\$ 633,619
2031 - 2035	\$ 1,620,000	\$ 370,869
2036 - 2039	\$ 1,480,000	\$ 109,394
	<u>\$ 4,995,000</u>	<u>\$ 1,904,815</u>

SECTION 5

Department Budget Detail General Fund



Flowery Branch

General Government

General Government accounts for recording expenditures of central staff performing general management functions for the government.

The City Manager is responsible for directing the day to day activities of the City. It is our mission to provide the best possible service to the residents of the City of Flowery Branch at the least possible cost to the taxpayers. The City Manager oversees all departments, staff, and operations. His responsibilities include:

- Submitting Flowery Branch's Annual Operating & Capital Budget;
- Keeping the Council apprised of the City's Financial and Operational Status;
- Providing Reports and Recommendations to the City Council;
- Ensuring all City Ordinances, Policies and Resolutions are Implemented and Enforced;
- and Hiring Department Directors.

The City of Flowery Branch's government structure consists of a Mayor and five Council Members. The City Council shall exercise the legislative functions of the City, and may pass any ordinance or resolution they deem best for the government of the City in the manner set forth in this Chapter; provided, that same is not in conflict with the Charter of the City, the Constitution or laws of the State of Georgia, or the Constitution or laws of the United States.

The Mayor shall be the chief elected officer of the City and as such shall have the following powers and duties:

- To preside at all meetings of the City Council and be recognized as the official head and spokesperson of the City for service of process and ceremonial purposes;
- To vote on matters before the City Council only in case of a tie, or if his or her vote is necessary to constitute a sufficient number to transact business;
- To sign, for and on behalf of the City, all contracts, ordinances, instruments, and other documents authorized by the City Council and which are required to be in writing, unless otherwise directed or authorized by the City Council; and
- To fulfill such other duties as authorized by the City Council.

The City Clerk has the responsibility for many functions that combine to provide citizens an effective and efficient local government. The City Clerk is responsible for keeping a journal of the proceedings of the City Council, maintaining in a safe place all records and documents pertaining to the affairs of the City and performing such other duties as may be required by law or as the Council may direct such as the following: Records Management; Council Meetings (Agenda's, Minutes, Contracts, Resolutions, Ordinances, and Proclamations); Assists with Administrative Duties for the Mayor and Council; Open

General Government (continued)

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
General Government			
Legislative - Governing Body			
Council / Salaries	\$ 20,075	\$ 24,000	\$ 24,000
Council / Meeting Per Diem	-	15,000	3,000
Council / FICA & Medicare	1,536	1,836	1,836
Council / Retreat	3,737	4,000	2,000
Council / Printing & Binding	177	1,300	1,300
Council / Travel Expense	526	3,500	1,500
Council / Education & Training	475	1,500	1,500
Council / Supplies & Material (EDC)	2,275	2,200	2,200
Council / Uniforms	-	500	500
Total Legislative - Governing Body	\$ 28,801	\$ 53,836	\$ 37,836
Legislative - Clerk of Council			
City Clerk / Salary	\$ 67,151	\$ 70,726	\$ 63,949
City Clerk / Health Insurance	23,290	32,325	32,327
City Clerk / FICA & Medicare	5,269	5,411	4,892
City Clerk / Long Term Disability	387	470	421
City Clerk / Retirement	5,170	6,752	5,848
City Clerk / GA SUI	20	65	65
City Clerk / Cell Phone	660	720	480
City Clerk / Travel Expenses	2,904	2,000	2,500
City Clerk / Dues & Fees	503	314	350
City Clerk / Education & Training	1,105	2,000	2,500
City Clerk / Supplies & Materials	918	1,000	1,000
City Clerk / Uniforms	156	200	100
Total Legislative - Clerk of Council	\$ 107,533	\$ 121,983	\$ 114,432
Executive - Mayor			
Mayor / Salary	\$ 6,000	\$ 6,000	\$ 6,000
Mayor / Meeting Per Diem	2,200	3,000	3,000
Mayor / FICA & Medicare	627	459	459
Mayor / Cell Phone	451	780	780
Mayor / Travel Expense	324	1,000	1,000
Mayor / Dues & Fees	-	-	-
Mayor / Education & Training	20	500	500
Mayor / Supplies & Material	1,429	1,000	1,000
Mayor / Uniforms	-	100	100
Total Executive - Mayor	\$ 11,051	\$ 12,839	\$ 12,839

General Government (continued)

Executive - City Manager

City Manager / Salary	\$ 123,154	\$ 126,243	\$ 126,281
City Manager / Health Insurance	26,359	32,327	32,327
City Manager / FICA & Medicare	10,135	9,657	9,661
City Manager / Long Term Disability	387	840	861
City Manager / Retirement	24,439	20,614	21,669
City Manager / GA SUI	14	65	65
City Manager / Car Allowance	5,938	6,500	6,000
City Manager / Cell Phone	960	960	960
City Manager / Meeting Expense	303	650	500
City Manager / Dues & Fees	1,273	1,350	1,450
City Manager / Education & Training	1,535	1,700	1,700
Total Executive - City Manager	\$ 194,497	\$ 200,906	\$ 201,474

FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
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Elections

Elections / Poll Workers	\$ 541	\$ -	\$ -
Elections / Professional Svcs	1,236	4,000	2,000
Elections / Advertising	100	100	100
Elections / Supplies & Materials	440	600	300
Total Elections	\$ 2,317	\$ 4,700	\$ 2,400

General Administration

Admin / Salaries	\$ 128,543	\$ 124,660	\$ 122,305
Admin / Overtime	1,168	8,554	3,003
Admin / Health Insurance	28,829	42,084	45,585
Admin / FICA & Medicare	10,128	10,153	9,842
Admin - Long Term Disability	1,002	884	882
Admin / Retirement	10,302	11,895	10,586
Admin / GA SUI	56	110	129
Admin / Workers Comp.	84,156	80,000	95,000
Admin / E-Verify & SAVE Fees	75	1,320	502
Admin / Drug Tests & Flu Shots	40	500	500
Admin / Prof. Svcs / Eng / Appraisals	2,099	8,000	20,000
Admin / Legal Fees	47,280	50,000	50,000
Admin / Annual Audit Fees	22,112	26,400	35,000
Admin / Surplus Sale Action	-	500	500
Admin / Website & Software Maintenance	25,961	13,500	8,500
Admin / IT Services	13,324	16,812	16,000
Admin / Communications	3,604	500	500
Admin / Cell Phones	720	720	720
Admin / Shipping & Postage	4,621	5,000	5,000
Admin / Advertising	2,025	2,000	2,000

General Government (continued)

Admin / Printing & Binding	1,432	2,000	5,000
Admin / Travel Expenses	1,621	6,000	7,000
Admin / Dues & Fees	7,987	7,000	8,000
Admin / Muni Code	6,554	10,000	10,000
Admin / Education & Training	4,132	6,000	7,000
Admin / Supplies & Materials	3,996	4,000	4,000
Admin / Office Supplies	4,189	4,600	5,000
Admin / Books & Periodicals	205	250	250
Admin / Small Equipment	13,000	10,000	12,000
Admin / Miscellaneous	21,644	12,000	12,000
Total General Administration	\$ 450,805	\$ 465,442	\$ 496,804

Risk Management

Risk Management / Property & Liability	\$ 94,232	\$ 96,000	\$ 96,000
Risk Management / Safety Coordinator	895	1,500	1,500
Total Risk Management	\$ 95,127	\$ 97,500	\$ 97,500

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Buildings and Plant			
City Hall & Bldgs / Security Monitoring	\$ 2,728	\$ 4,250	\$ 1,800
City Hall & Bldgs / Cleaning	17,172	17,172	17,618
City Hall & Bldgs / Lawn Treatment & Maintenance	10,200	11,750	11,750
City Hall & Bldgs / Repairs & Maintenance	11,645	25,000	35,000
City Hall & Bldgs / Pest / Termite	5,160	5,160	7,500
City Hall & Bldgs / Communications	17,787	-	25,000
City Hall & Bldgs / Supplies & Materials	2,500	21,060	21,060
City Hall & Bldgs / Water & Sewer	12,031	2,500	4,000
City Hall & Bldgs / Natural Gas	2,545	13,000	13,000
City Hall & Bldgs / Electricity	27,620	34,000	33,000
City Hall & Bldgs / Other	17,000	20,000	15,000
Total Buildings and Plant	\$ 126,387	\$ 153,892	\$ 184,728

General Government (continued)

Public Information

Public Information / GA Mtn Regional Commission	\$ 7,780	\$ 8,000	\$ 8,300
Total Public Information	\$ 7,780	\$ 8,000	\$ 8,300

Records Management

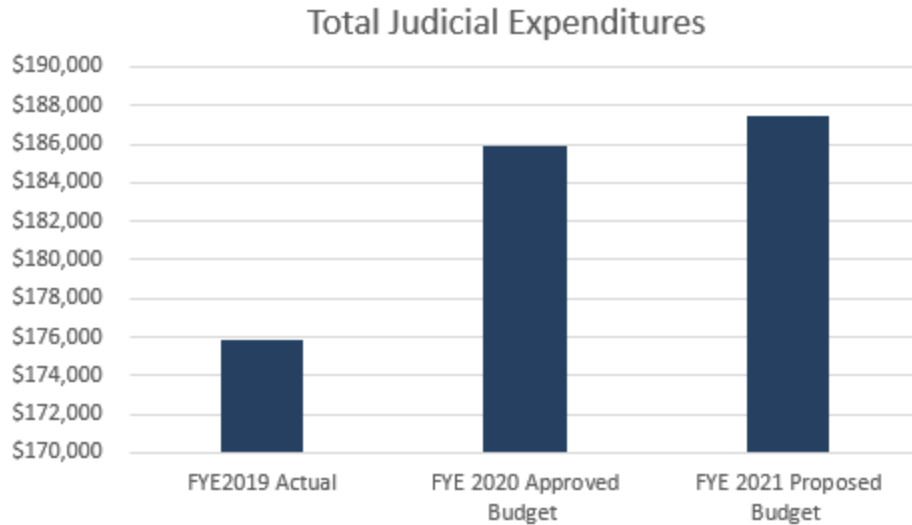
Records Management / Destruction	\$ 116	\$ 200	\$ 200
Total Records Management	\$ 116	\$ 200	\$ 200

Total General Government Expenditures	\$1,024,415	\$ 1,119,298	\$ 1,156,513
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Judicial

The Judicial Branch is responsible for municipal court proceedings and presides over all city ordinance violations.



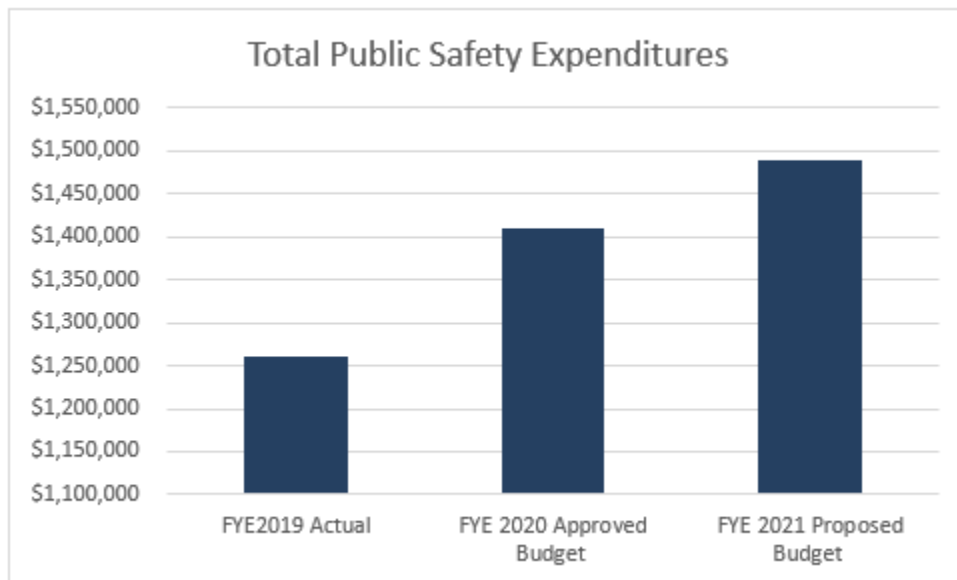
	FYE 2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Judicial			
Municipal Court			
Court Clerk / Salary	\$ 73,406	\$ 76,982	\$ 77,183
Court Clerk / Overtime	1,240	1,984	2,182
Court Clerk / Health Insurance	6,978	11,501	11,501
Court Clerk / FICA & Medicare	5,717	6,003	6,030
Court - Long Term Disability	1,165	615	638
Court Clerk / Retirement	5,867	7,327	7,031
Court Clerk / GA SUI	49	129	129
Solicitor	8,967	10,000	8,700
Public Defender	7,667	8,000	8,700
Judge	10,350	10,800	11,700
Court / CJT & SSI Software & Support	43,988	41,268	41,268
Court / Cell Phone	75	-	600
Court / Travel Expenses	595	1,400	1,400
Court / Education & Training	3,800	1,300	1,300
Translator	4,620	4,560	4,560
Prison Costs	1,399	4,000	4,500
Total Municipal Court	\$ 1,399	\$ 4,000	\$ 4,500
Total Judicial Expenditures	\$ 175,881	\$ 185,869	\$ 187,422

Public Safety

The Flowery Branch Police Department is a 24-hour full-service department that strives to protect and serve the community of Flowery Branch. The police department's mission is to vow to protect and serve the City of Flowery Branch through dedication, professionalism, and community-oriented policing by using active cooperation as well as practical, proven standards of excellence with a positive, progressive attitude.

The Police Department also has a Community Relations Unit. The focus of this unit is to foster a strong relationship of trust and teamwork between the police department and the community of which they serve. This type of connection is accomplished through community outreach and through the implementation of various community-based programs that are conducted and maintained by the Community Relations Officer. Current functions include:

- Help our neighborhoods establish and maintain Neighborhood Watch Programs
- Attend HOA Board Meetings to address citizen concerns and disseminate pertinent information
- Establish and strengthen relationships with our businesses to enhance communication and crime deterrence
- Assist with local festivals and events
- Explorer Post: To offer young adults an opportunity to explore the Criminal Justice System through training, practical experiences, competition, and other activities. Additionally, the Post promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship, and patriotism.
- Community Outreach: Providing tours of the Police Department, Shop with a Cop, Traffic Safety Events, High School Internships, etc.



Public Safety (continued)

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Public Safety			
Police Administration			
PD Admin / Salaries	\$ 140,171	\$ 149,227	\$ 149,810
PD Admin / Health Insurance	16,568	24,910	24,910
PD Admin / FICA & Medicare	9,289	11,378	11,424
PD Admin / Long Term Disability	12,073	1,145	1,207
PD Admin/ Retirement	10,748	14,248	13,687
PD Admin / GA SUI	38	129	129
PD / Drug Testing	435	400	480
PD Admin / Legal Fees	5,347	6,500	6,500
PD Admin / Public Relations	4,000	5,000	5,000
PD / State Forfeiture Materials & Equipment	-	-	-
PD / Federal Forfeiture Materials & Equipment	150	500	500
PD / Firing Range Repairs/Maint	105	500	500
PD / Refund for Overpayments	-	-	-
PD / Shop with a Cop	6,147	8,000	16,000
PD / Technology Fund Expense	9,924	-	30,240
PD / Asset Forfeiture Account	2,545	-	-
PD/ Website & Software Maintenance	1,683	1,760	8,500
PD / IT Services	12,595	12,000	16,000
PD / Vehicle Repairs & Maint.	28,294	25,000	30,000
PD / Towing of Vehicles	205	300	300
PD / Communications	6,887	7,700	10,300
PD / Radio's for Vehicles	4,960	6,300	6,300
PD / Cell Phones	10,805	10,000	13,600
PD Admin/ Shipping & Postage	293	400	400
PD / Advertising	1,490	1,000	1,000
PD/ Printing & Binding	1,301	1,500	1,500
PD / Dues & Fees / TLO / GTA	650	800	1,300
PD / Education & Training	5,584	6,000	10,000
PD/ Supplies & Materials	4,647	8,500	8,500
PD/ Office Supplies	6,000	6,000	6,000
PD / Explorer Post 600 Supplies	5,610	-	-
PD / Gasoline	53,804	54,000	58,000
PD/ Books & Periodicals	426	500	500
PD / Small Equipment	13,659	32,000	10,000
PD / Safety Vests/ B.P.	1,879	2,700	2,800
PD / Uniforms	7,296	9,800	10,000
PD / Capital Items	29,219	-	-
Total Police Administration	\$ 414,827	\$ 408,197	\$ 455,387

Public Safety (continued)

Police Patrol

Patrol / Salaries	\$ 623,036	\$ 693,504	\$ 731,014
Patrol / Overtime	17,933	16,914	20,719
Patrol / Event Support Overtime	448	1,000	2,000
Patrol / Health Insurance	103,795	162,244	173,032
Patrol / FICA & Medicare	48,614	54,079	56,966
Patrol / Long Term Disability	-	5,552	6,038
Patrol / Retirement	49,760	62,862	39,528
Patrol / Police Officers Annuity Fund	1,795	4,560	3,600
Patrol / GA SUI	397	904	969
Total Police Patrol	\$ 845,779	\$ 1,001,619	\$ 1,033,866

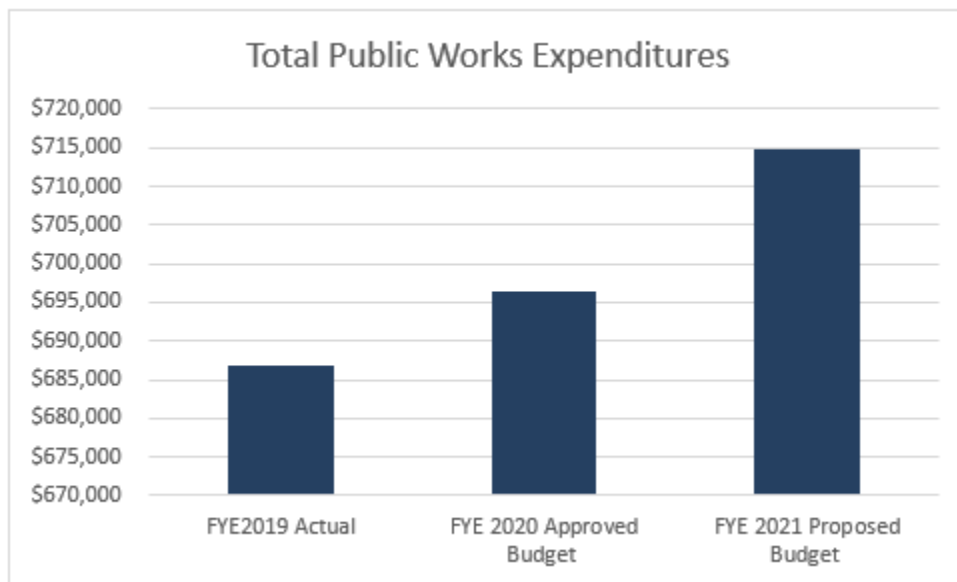
Total Public Safety Expenditures

\$ 1,260,606	\$ 1,409,816	\$ 1,489,253
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Public Works

The Public Works Department's primary responsibilities include routine maintenance and inspection of right of ways, including roadways, sidewalks, storm water, and general landscaping. This includes roadside mowing, minor road patching, tree trimming, and tree removal. Streets respond to emergencies such as street flooding, downed trees in the public right of way, and traffic sign. Additionally, this department covers the repairs of all water and sewer lines throughout the City. Public Works is committed to providing high quality and responsive service and pleasant and safe conditions along our roads for our residents, business owners, and visitors to our City.



Public Works (continued)

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Public Works			
Public Works Administration			
PW / Salaries	\$ 199,078	\$ 227,094	\$ 213,962
PW / Overtime	1,182	3,652	3,278
PW / Event Support Overtime	-	-	600
PW / Health Insurance	55,313	56,368	51,317
PW / FICA & Medicare	14,771	17,499	16,466
PWs / Long Term Disability	2,183	1,312	1,266
PW / Retirement	16,650	21,564	18,674
PWs / GA SUI	117	326	297
PWs / Legal Fees	9,420	8,000	8,000
PWs / Prof. Services	14,772	10,000	12,000
PWs / Website & Software Maintenance	1,683	13,500	8,500
PWs / IT Services	12,595	16,812	16,000
PWS / Land Fill Costs	3,560	5,000	5,000
PWs / Repairs & Maintenance	8,390	9,000	9,000
PWs / Vehicle Repairs & Maint.	6,280	8,000	12,000
PWs / Roads - Repairs & Maintenance	48,728	60,000	80,000
PWs / Signage Installation & Maintenance	-	20,000	20,000
PWs / Stormwater Management	15,612	30,000	30,000
PWs / Cell Phones	2,915	2,100	2,100
PWs / Dues and Fees	67	275	-
PWs / Education & Training	1,060	1,000	5,000
PWs / Supplies & Material	6,427	10,000	10,000
PWs / Gasoline	14,397	14,400	14,400
PWs / Small Equipment	13,799	25,000	25,000
PW / Uniforms	4,487	5,725	10,000
PWs / Property ROW Acquisition	7,401	12,000	12,000
PW / Sites	118,583	-	-
PWs / Capital Purchases	33,545	-	16,000
PWs / Vehicles	-	45,000	30,000
Total Public Works Administration	\$ 613,017	\$ 623,627	\$ 630,860

Public Works (continued)

Street Lighting

Street Lights / Electricity	\$ 61,449	\$ 58,000	\$ 70,000
Street Lights / Madison Creek	2,639	3,800	2,800
FB Welcome Sign / Electricity	883	1,000	1,000
Total Street Lighting	<u>\$ 64,971</u>	<u>\$ 62,800</u>	<u>\$ 73,800</u>

Traffic Engineering

Traffic Signal / AT&T	\$ 1,898	\$ 2,000	\$ 2,000
Traffic Signal / Electricity	1,545	1,800	1,800
Total Traffic Engineering	<u>\$ 3,443</u>	<u>\$ 3,800</u>	<u>\$ 3,800</u>

Maintenance and Shop

Shop / Repairs & Maintenance	\$ 2,929	\$ 3,000	\$ 3,000
Shop / Communications	1,436	2,300	2,300
Shop / Supplies & Maintenance	1,000	1,000	1,000
Total Maintenance and Shop	<u>\$ 5,365</u>	<u>\$ 6,300</u>	<u>\$ 6,300</u>

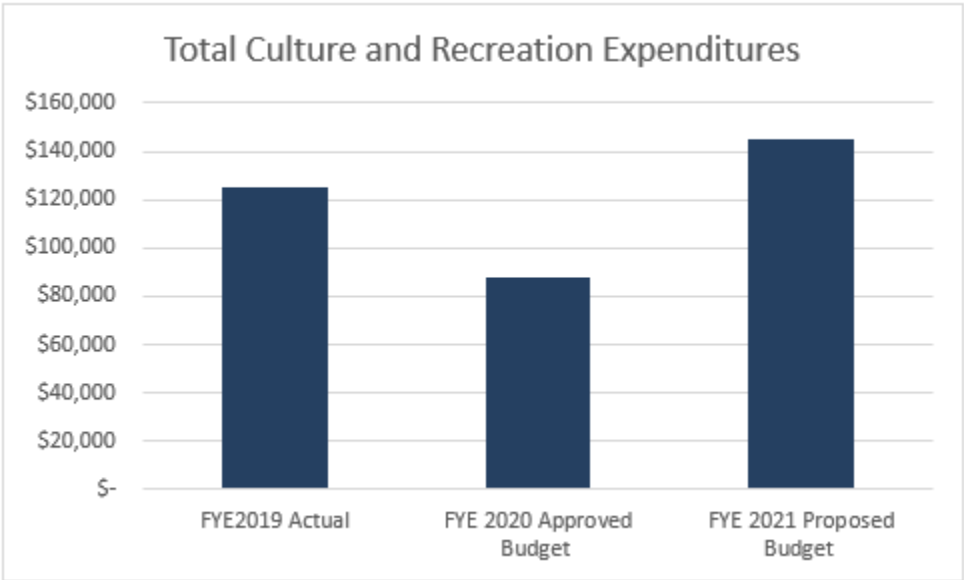
Total Public Works Expenditures

	<u>\$ 686,796</u>	<u>\$ 696,527</u>	<u>\$ 714,760</u>
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Culture and Recreation

Culture and Recreation accounts for expenditures for all cultural and recreational activities maintained for the benefit of residents and visitors. There is no department devoted to this effort, rather it is handled in part by several departments in the City, such as administration, public works, and police. The City hosts special events throughout the year, including Spring-Fall Farmers Market, 3rd Friday Block Parties, and hosting various 5-K runs within our city limits.

Culture and Recreation is also responsible for managing the rental of the City's two individual event facilities, the Historic Depot and City Hall Community Room.

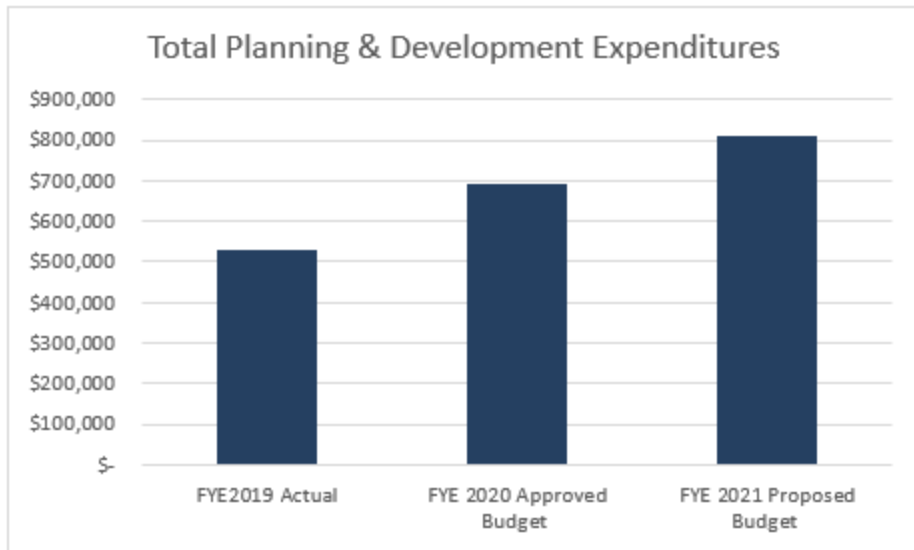


Culture and Recreation (continued)

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Culture and Recreation			
Community Center & Depot			
Depot & Comm Room / Contracted Services	\$ 4,000	\$ 6,000	\$ 6,000
Depot & Comm Rm/Caboose Repairs & Maint.	4,377	10,500	10,500
Depot / Communications	1,831	2,100	2,100
Depot & Comm Room/ Supplies & Materials	3,246	3,000	3,000
Depot/Caboose Electricity	6,310	5,700	5,700
Total Community Center & Depot	\$ 19,764	\$ 27,300	\$ 27,300
Railroad Right-of-Way			
RR / Lease Pmt. Right-Aways	\$ 2,981	\$ 2,958	\$ 4,500
RR / Improvements to Right-Aways	-	4,300	4,300
Total Railroad Right-of-Way	\$ 2,981	\$ 7,258	\$ 8,800
Recreation			
C&R / Vendors & Sponsors IN & OUT	\$ 1,452	\$ 4,100	\$ 4,100
C&R / Dues & Fees (ASCAP)	357	350	350
C&R / Porta John Rentals & Cleaning Service	-	5,850	5,850
C&R / Concert Expenses	3,320	-	4,000
C&R / Christmas Decorating	2,896	3,100	3,100
C&R / LLCVB Event Support	-	16,500	8,250
C&R / Community Art Fund	-	5,000	5,000
C&R / Supplies & Materials	1,936	3,000	3,000
Total Recreation	\$ 9,962	\$ 37,900	\$ 33,650
Parks			
Parks / Repairs & Maintenance	\$ 5,909	\$ 15,000	\$ 15,000
Parks / Site Improvements	86,671	-	60,000
Total Parks	\$ 92,580	\$ 15,000	\$ 75,000
Total Culture and Recreation Expenditures	\$ 125,286	\$ 87,458	\$ 144,750

Planning and Community Development

The Planning and Community Development Department is responsible for working with the citizens of Flowery Branch, the development community and the elected officials, while managing current and long-range planning, land development, building construction, and code compliance. The department is responsible for current and future planning, zoning, building permits, site development, plan review, building and site inspections, as well as code enforcement.



Planning and Community Development (continued)

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Planning and Development			
Planning and Zoning			
PCD/ Salaries	\$ 200,296	\$ 210,093	\$ 210,292
PCD/ Overtime	1,413	3,788	3,595
PCD/ Health Insurance	15,302	16,064	17,105
PCD/ FICA & Medicare	15,748	16,305	16,304
PCD - Long Term Disability	1,162	1,642	1,663
PCD/ Retirement	15,944	20,055	19,230
PCD/GA SUI	58	194	197
PCD / Professional Sys & Projects	87,722	110,000	100,000
PCD / MS4 Reporting	-	25,000	20,000
PCD / Contracted Services (Intern)	4,741	-	10,000
PCD/ Comprehensive Plan	-	30,000	75,000
PCD/ GIS Permitting Sys - Hall Co.	30,900	18,000	18,000
PCD / Traffic Calming	-	10,000	10,000
PCD / Contracted Services (S&E)	18,540	64,920	85,000
PCD/ Legal Fees	28,000	25,000	35,000
PCD / Plan Review Expenses	6,782	10,000	20,000
PCD/ Code Enforcement & Abatement	-	-	65,000
PCD / Website & Software Maintenance	17,207	18,500	14,800
PCD / IT Services	12,595	16,812	16,000
PCD / Vehicle Repairs & Maint	2,391	2,000	3,500
PCD/ Communications	540	500	500
PCD/ Cell Phones	1,345	2,000	2,600
PCD / Shipping & Postage	659	200	500
PCD/ Advertising	2,263	2,500	2,500
PCD/ Printing & Binding	28	150	500
PCD/ Travel Expenses	4,298	4,150	4,150
PCD/ Dues & Fees	1,000	1,000	1,000
PCD/ Education & Training	1,965	4,150	4,150
PCD / Supplies & Materials	1,551	1,500	1,500
PCD/ Office Supplies	1,000	1,200	1,200
PCD/ Gasoline	1,750	1,800	2,500
PCD/ Books & Periodicals	1,050	150	150
PCD / Small Equipment	7,500	7,000	8,200
PCD/ Uniforms	1,060	1,000	2,000
Total Planning and Zoning	\$ 484,810	\$ 625,673	\$ 772,136

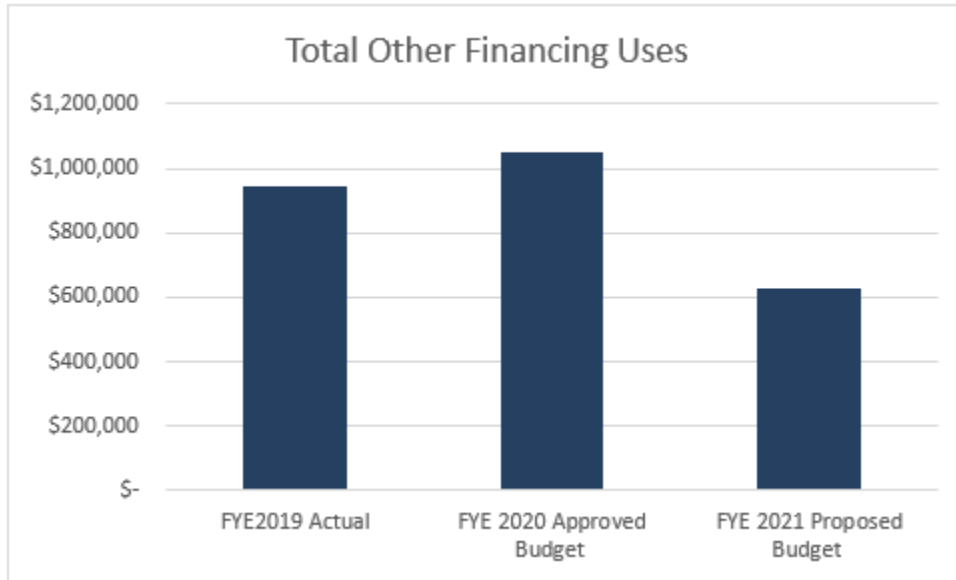
Planning and Community Development (continued)

Economic Development

Professional Services & Projects	\$ 20,575	\$ 40,000	\$ 10,000
Development Auth Supplies and Materials	1,695	7,000	7,000
E.D.C. Contract	20,000	20,000	20,000
Total Economic Development	\$ 42,270	\$ 67,000	\$ 37,000
Total Planning & Development Expenditures	\$ 527,080	\$ 692,673	\$ 809,136



Other Financing Uses



	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Other Financing Uses			
Transfer Out to TAD Fund	\$ 108,249	\$ 64,000	\$ 65,664
Trans Out to Local Resources Fund	838,497	986,795	561,107
Total Other Financing Uses	\$ 946,746	\$ 1,050,795	\$ 626,771

Department Budget Detail

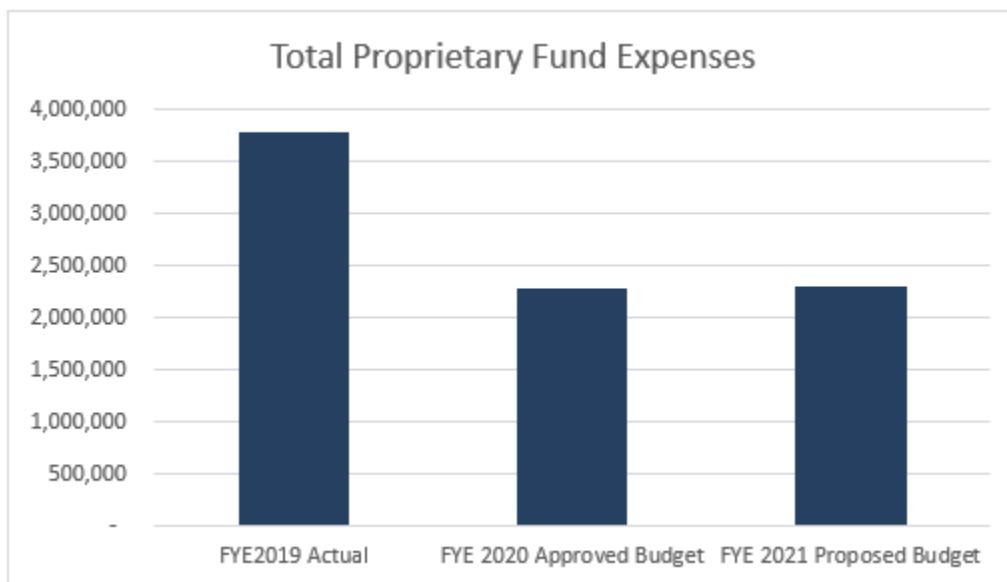
Water/Sewer Fund

PROPRIETARY FUND DETAIL - Water / Sewer Fund

The Water / Wastewater Department accounts for the operations of the water distribution system providing water and sewer service to residential and commercial, customers. The safe and reliable production of drinking water, free of harmful bacteria and other pollutants, is our top priority. Strict drinking water standards control all aspects of treatment for our public water supplies (treatment, storage, and distribution) to ensure the delivery of safe water to consumers. Our goal is to meet or exceed all standards.

Our wastewater operators, working at the Water Reclamation Facility, operate the plant with the objectives of providing the best possible treatment of waste to protect the receiving waters, downstream users, and neighbors. Delivery methods for the best possible treatment include:

- Removing debris from the wastewater and thereby safeguard the receiving waters;
- Meeting the strict government permit requirements;
- Minimizing odors to avoid nuisance complaints;
- Minimizing costs;
- Minimizing energy consumption;
- Maintaining an effective preventive maintenance program;
- And maintenance of the collection and transportation system to the treatment plant.



PROPRIETARY FUND DETAIL - Water / Sewer Fund

	FYE2019 Actual	FYE 2020 Approved Budget	FYE 2021 Proposed Budget
Operating Revenues			
Water Charges	\$ 657,334	\$ 617,792	\$ 741,944
Meter Set Fees	-	-	60,000
Sewer Tap Fees - 20%	2,421	-	-
Residential Water Tap Fees	2,422	-	-
Admin. Fees	14,980	16,000	30,000
Sewer Charges - Billed By Gainesville	-	-	375,985
Sewer Charges	1,183,757	1,155,314	903,244
S/W -3% On-Line Pmt Fee	3,686	-	-
Account Service Charge W&S	28,294	50,000	-
Sewer & Water Inspection Fees	600	5,000	3,000
Bank Fees / Bad Check Fees	200	225	-
Penalties / Reconnect Fees	60,156	60,000	30,000
W&S Miscellaneous Revenue	9,112	3,000	3,500
General Assistance Revenue	(70)	-	-
S / F.O.G. & Pre-Treatment Permits	5,835	7,850	7,850
WI Rebates from Gainesville 5%	37,508	30,000	30,000
Subtotal Operating Revenues	2,006,235	1,945,181	2,185,523
Non-Operating Revenues			
Interest Revenues - Operating	\$ 2,414	\$ 3,750	\$ -
Reserves	-	331,193	115,814
Transfer in 308 - W&S Capital Projects	389,645	-	-
Transfer in 320 - SPLOST Fund	421,724	-	-
Subtotal Non-Operating Revenues	813,784	334,943	115,814
Operating Expenses			
Water / Sewer Administration			
W/S Admin / Salaries	\$ 46,664	\$ 99,837	\$ 76,008
W/S Admin / Overtime	2,353	6,598	5,249
W/S Admin / Health Insurance	6,960	20,147	16,646
W/S Admin FICA & Medicare	3,647	8,085	6,159
Admi - Long Term Disability	904	703	364
W/S Admin / Retirement	(636)	9,493	6,023
W/S Admin / GA SUI	21	149	129
Admin - Professional Services	13,033	10,000	15,000
W/S Admin / Legal Fees	8,782	12,000	12,000
W/S Admin / Website & Software Mainten	17,232	13,500	8,500
W/S Admin / IT Services	12,758	16,810	16,000
W/S Admin / Office Cleaning	-	-	2,760
W/S Admin - Call Notifications Expense	-	-	1,000
W&S Admin Shipping & Postage	7,800	13,000	14,100
W/S Admin - Advertising	-	-	500
W&S Printing	1,300	3,000	3,000
S/W - Merchant Sys. Fee & Admin Fee	4,398	531	-
W/S Office Supplies	1,365	1,500	1,500
W&S Admin - Small Equipment	5,415	6,000	7,200
Subtotal Water / Sewer Administration	131,996	221,353	192,138

PROPRIETARY FUND DETAIL (CONTINUED)

Sewer Department

S/ Salaries	\$ 173,516	\$ 200,532	\$ 196,018
S/ Overtime	2,345	5,125	5,153
S/ Health Insurance	49,383	51,899	49,109
S/ FICA & Medicare	12,149	15,580	15,255
S/ - Long Term Disability	1,681	945	995
S/ Retirement	(14,498)	11,346	8,806
S/ GA SU1	122	300	284
S / Engineering Fees	25,472	25,000	15,000
S/ Sewage Testing	-	2,500	2,500
S/ EPD Compliance & Fines	7,618	1,000	4,000
S/ Sludge Disposal	20,000	25,000	180,000
S/ Repairs & Maintenance	84,186	75,000	80,000
S/ Vehicle Repairs & Maintenance	1,530	2,500	2,500
S/ Communications	2,491	2,500	3,000
S/ Cell Phones	2,195	2,100	2,600
S / Shipping & Postage	194	200	-
S/ Travel Expenses	84	500	1,500
S/ Dues & Fees	2,020	1,900	2,300
S/ Education & Training	1,774	2,000	2,300
S/ Supplies & Materials	18,084	19,000	10,000
S/ Office Supplies	1,396	1,500	1,500
S/ Chemicals	129,939	160,000	140,000
S/ Electricity	148,920	150,000	135,000
S/ Gasoline & Diesel	7,426	9,600	10,000
S/ Small Equip. & Lab Equip.	7,087	10,000	10,000
S/ Uniforms	4,700	4,000	8,000
S / Capital - Machinery & Equipment	-	38,000	42,700
Subtotal Sewer Department	689,811	818,027	928,520

Sewer Lift Stations

L/S Repairs & Maint.	\$ 37,614	\$ 45,000	\$ 60,000
L/S Communications	2,064	3,300	3,300
L/S Water	2,125	3,500	3,500
L/S Electricity	30,815	32,500	32,500
L/S Propane Gas	4,334	3,500	3,500
Subtotal Sewer Lift Stations	76,952	87,800	102,800

PROPRIETARY FUND DETAIL (CONTINUED)

Water Department

W/ Salaries	\$ 215,202	\$ 267,636	\$ 270,202
W/ Overtime	2,234	7,113	7,478
W/ Health Insurance	26,741	64,311	66,555
W/ FICA & Medicare	14,929	20,770	20,994
W/ - Long Term Disability	280	1,099	1,124
W/ Retirement	(5,247)	15,982	12,060
W / GA SUI	146	375	388
W / Engineering Fees	23,390	20,000	20,000
W/ Water Testing & Storm Wtr Monit	8,845	8,830	8,830
W/ WaterShed Protection Plan	4,338	15,000	15,000
W/ EPD Compliance - Audits & Repts	-	8,000	8,000
W/ Repairs & Maintenance	9,031	15,000	20,000
W / Vehicle Repairs & Maintenance	269	5,000	5,000
W/ Communications	397	500	500
W/ Cell Phones	1,448	2,100	2,100
W / Shipping & Postage	400	9,600	600
W / Printing & Binding	-	15,312	-
W/ Travel Expenses	241	250	500
W/ Dues & Fees	1,782	1,900	2,000
W/ Education & Training	896	1,000	1,900
W/ Supplies & Materials	13,269	15,000	10,000
W / Meter Purchases	12,500	-	20,000
W/ Gasoline & Diesel	-	12,000	12,000
W/ Small Equipment	1,596	3,000	5,000
W/ Uniforms	4,500	5,725	12,500
W / Capital - Machinery & Equipment	-	-	42,700
Subtotal Water Department	337,187	515,503	565,431

Water Supply

Well Buildings - Repairs/Maint	\$ 75	\$ 1,000	\$ 1,000
Wells, Pumps, Water Tanks Comm.	-	-	-
Wells & Water Tanks R&M/Inspections	27,904	29,000	20,000
Wells & Water Tanks - Electricity	35,000	47,000	42,000
Wells & Water Tanks - Chemicals	5,330	6,500	6,500
Subtotal Water Supply	68,309	83,500	69,500
Subtotal Operating Expenses	1,304,256	1,726,183	1,858,389

PROPRIETARY FUND DETAIL (CONTINUED)

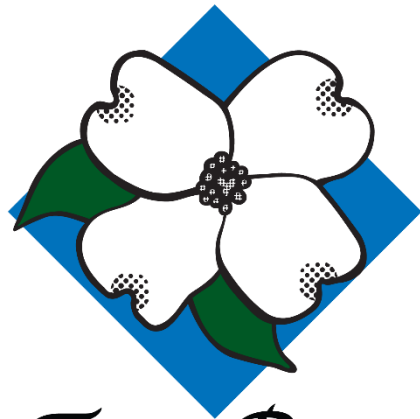
Non-Operating Expenses

Pension Expense	\$ 37,875	\$ -	\$ -
Depreciation Expense	372,471	-	-
Bad Debts for Uncollectible	32,018	-	-
Contingency	-	110,500	-
Bonds - Principal Payments	-	266,000	272,000
GEFA - Principal Payments	-	69,219	70,113
Bonds - Interest Payments	49,094	85,608	79,170
Amort. of Bond Refunding Premium	5,745	5,800	5,745
GEFA - Interest Payments	18,644	16,814	15,920
Transfer Out 308 - WS Capital Projects Fi	1,976,490	-	-
Subtotal Non-Operating Expenses	2,492,337	553,941	442,948
Subtotal Revenues	2,820,018	2,280,124	2,301,337
Subtotal Expenses	3,796,593	2,280,124	2,301,337
Surplus (Deficit)	\$ (976,575)	\$ -	\$ -



SECTION 6

Appendix



Flowery Branch

GA Law on Local Government Budget

36-81-2. Definitions

- (1) "Budget" means a plan of financial operation embodying an estimate of proposed expenditures during a budget period and the proposed means of financing them.
- (2) "Budget officer" means that local government official charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
- (3) "Budget ordinance," "ordinance," or "resolution" means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
- (4) "Budget period," means the period for which a budget is proposed or a budget ordinance or resolution is adopted.
- (5) "Capital projects fund" means a fund used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from proprietary type activities which are accounted for in enterprise funds or those financed with funds held by the local government in a trustee capacity.
- (6) "Debt service fund" means a fund used to account for the accumulation of resources for and the payment of general long-term debt principal and interest.
- (7) "Enterprise fund" means a fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing authority is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges or where the governing authority has decided that periodic determination of revenues earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. For purposes of this paragraph, the term "costs" means expenses, including depreciation.
- (8) "Fiduciary fund" means those trust and agency funds used to account for assets held by a local government in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.
- (9) "Fiscal Year" means the period for which a budget is proposed or a budget ordinance or resolution is adopted for the local government's general fund, each special revenue fund, if any, and each debt service fund, if any.
- (10) "Fund" means a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which is segregated for the purpose

of carrying on specific activities or attaining certain objectives in accordance with special regulation, restrictions, or limitations.

(11) “General fund” means the fund used to account for all financial resources except those required to be accounted for in another fund.

(12) “Governing authority” means that official or group of officials responsible for governance of the unit of local government.

(13) “Internal service fund” means a fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit or to other governmental units on a cost reimbursement basis.

(14) “Legal level of control” means the lowest level of budgetary detail at which a local government’s management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required. This does not preclude the governing authority of a local government from establishing a legal level of control at a more detailed level of budgetary control than the minimum required legal level of control.

(15) “Special Revenue Fund” means a fund used to account for the proceeds of specific revenue sources, other than those for major capital projects or those held by the government in a trustee capacity, that are legally restricted to expenditure for specified purposes.

(16) “Unit of local government,” “unit,” or “local government” means a municipality, county, consolidated city-county government, or other political subdivision of the state. Such terms do not include any local school district or board of education. For purposes of this paragraph, “county” includes any county officer who is paid in whole or in part on a salary basis and over whom the county governing authority exercises budgetary authority.

36-81-3. Establishment of fiscal year; requirement of annual balanced budget; adoption of budget ordinances or resolutions generally; budget amendments; uniform chart of accounts.

(a) The governing authority shall establish by ordinance, local law, or appropriate resolution a fiscal year for the operations of the local government.

(1) Each unit of local government shall adopt and operate under an annual balanced budget for the general fund, each special revenue fund, and each debt service fund in use by the local government. The annual balanced budget shall be adopted by ordinance or resolution and administered in accordance with this article.

(2) Each unit of local government shall adopt and operate under a project-length balanced budget for each capital projects fund in use by the government. The project-length balanced budget shall be adopted by ordinance or resolution in the year that the project

initially begins and shall be administered in accordance with this article. The project length balanced budget shall appropriate total expenditures for the duration of the capital project.

(3) A budget ordinance or resolution is balanced when the sum of estimated revenues and appropriated fund balances is equal to appropriations.

(4) Nothing contained in this Code section shall preclude a local government other than those specifically identified in paragraphs (1) and (2) of this subsection including enterprise funds, internal service funds, and fiduciary funds.

(b) For each fiscal year beginning on or after January 1, 1982, each unit of local government shall adopt and utilize and budget ordinance or resolution as provided in this article.

(c) Nothing contained in this Code section shall preclude a local Government from amending its budget so as to adapt to changing governmental needs during the budget period. Amendments shall be made as follows, unless otherwise provided by charter or local law:

(1) Any increase in appropriation at the legal level of control of the local government, whether accomplished through a change Commissioners of Georgia and the Georgia in anticipated revenues in any fund or through a transfer of appropriations among departments, shall require the approval of the governing authority. Such amendment shall be adopted by ordinance or resolution.

(2) Transfers of appropriations within any fund below the local Government's legal level of control shall require only the approval of the budget officer.

(3) The governing authority of a local government may amend the legal Level of control to establish a more detailed level of budgetary control at any time during the budget period. Said amendment shall be adopted by ordinance or resolution.

(d) The Department of Community Affairs, in cooperation with the Association County Municipal Association, shall develop local government uniform charts of accounts. The uniform charts of accounts, including any subsequent revisions thereto, shall require approval of the state auditor prior to final adoption by the Department of Community Affairs. All units of local government shall adopt and use such initial uniform charts of accounts within 18 months following adoption of the uniform charts of accounts by the Department of Community Affairs. The department shall adopt the initial local government uniform charts of accounts no later than December 31, 1998. The department shall be authorized to grant a waiver delaying adoption of the initial uniform charts of accounts for a period of time not to exceed two years upon a clear demonstration that conversion of the accounting system of the requesting local government, within the time period specified in this subsection, would be unduly burdensome.

(e) The department's implementation of subsection (e) of this Code section shall be subject to Chapter 13 of Title 50, the "Georgia Administrative Procedure Act."

36-81-4. Appointment of budget officer; performance of duties by Governing authority in absence of appointment; utilization of executive budget.

(a) Unless provided to the contrary by local charter or local Act, each local government may appoint a budget officer to serve at the will of the governing authority.

(b) In those units of local government in which there is no budget officer, the governing authority shall perform all duties of the budget officer as set forth in Code Section 36-81-5. Nothing in this Code section shall preclude the utilization of an executive budget, under which an elected or appointed official, authorized by charter or local law and acting as the chief executive of the governmental unit, exercises the initial budgetary policy-making function while another individual, designated as provided in this Code section as budget officer, exercises the administrative functions of budgetary preparation and control.

36-81-5. Preparation of proposed budget; submission to governing authority; public review of proposed budget; notice and conduct of budget hearing.

(a) By the date established by each governing authority, in such Manner and form as may be necessary to affect this article, and consistent with the local government's accounting system, the budget officer shall prepare a proposed budget for the local government for the ensuing budget period.

(b) The proposed budget shall, at a minimum, be an estimate of the financial requirements at the legal level of control for each fund requiring a budget for the appropriate budget period and shall be in such form and detail, with such supporting information and justifications, as may be prescribed by the budget officer or the governing authority. The budget document, at a minimum, shall provide, for the appropriate budget period, a statement of the amount budgeted for anticipated revenues by source and the amount budgeted for expenditures at the legal level of control. In accordance with the minimum required legal level of control, the budget document shall, at a minimum provide a statement of the amount budgeted for expenditures by department for each fund for which a budget is required. This does not preclude the governing authority of local government from preparing a budget document or establishing a legal level of control at a more detailed level of budgetary control than the minimum required legal level of control.

(c) On the date established by each governing authority, the proposed budget shall be submitted to the governing authority for that body's review prior to enactment of the budget ordinance or resolution.

(d) On the day that the proposed budget is submitted to the governing authority for consideration, a copy of the budget shall be placed in a public location which is convenient to the residents of the unit of local government. The governing authority shall make every effort to provide convenient access to the residents during reasonable business hours so as to accord every opportunity to the public to review the budget prior to adoption by the governing authority. A copy of the budget shall also be made available, upon request, the news media.

(e) A statement advising the residents of the local unit of government of the availability of the proposed budget shall be published in a newspaper of general circulation within the jurisdiction of the governing authority. The notice shall be published during the week in which the proposed budget is submitted to the governing authority. In addition, the statement shall also advise the residents that a public hearing will be held at which time any persons wishing to be heard on the budget may appear. The statement shall be a prominently displayed advertisement or news article and shall not be placed in that section of the newspaper where legal notices appear.

(f) At least one week prior to the meeting of the governing authority at which adoption of the budget ordinance or resolution will be considered, the governing authority shall conduct a public hearing, at which time any persons wishing to be heard on the budget may appear.

(g) (1) The governing authority shall give notice of the time and place of the budget hearing required by subsection (f) of this Code section at least one week before the budget hearing is held. The notice shall be published in a newspaper of general circulation within the jurisdiction of the governing authority. The statement shall be a prominently displayed advertisement or news article and shall not be placed in that section of the newspaper where legal notices appear.

(2) The notice required by paragraph (1) of this subsection may be included in the statement published pursuant to subsection (e) of this Code section in lieu of separate publication of the notice.

(h) Nothing in this Code section shall be deemed to preclude the conduct of further budget hearings if the governing body deems such hearings necessary and complies with the requirements of subsection (e) of this Code section.

36-81-6. Adoption of budget ordinance or resolution; form of budget.

(a) On the date after the conclusion of the hearing required in subsection (f) of Code Section 36-81-5, the governing authority shall adopt a budget ordinance or resolution making appropriations in such sums as the governing authority may deem sufficient, whether greater or less than the sums presented in the proposed budget. The budget ordinance or resolution shall be adopted at a public meeting which shall be advertised in accordance with the procedures set forth in subsection (e) of Code Section 36-81-5 at least one week prior to the meeting.

(b) The budget may be prepared in any form that the governing authority deems most efficient in enabling it to make the fiscal policy decisions embodied in budget, but such budget shall be subject to the provisions of this article.

Glossary of Budgetary and Financial Terminology

The City's Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Budget document in understanding these terms, a glossary has been included in this document.

A

ACCOUNTABILITY: Monitoring, measuring and evaluating the performance and progress of policies, plans and programs to ensure that results are achieved.

ACCRUAL ACCOUNTING: Method of accounting in which transactions are recorded at the time they are incurred, as opposed to when cash is received or spent.

ACTUAL EXPENDITURES: Includes personnel services, employee-related expenditures and all other operating expenditures as authorized by the City Council.

ADOPTED (APPROVED) BUDGET: The funds appropriated by the City Council at the beginning of the year.

AD VALOREM TAX: A tax based on the value of property.

ALLOCATION: The expenditure amount planned for a particular project or service, except an amount that requires additional Board action or "appropriation" before expenditures will be authorized.

AMENDED BUDGET: It is the adopted budgets plus additional expenditure appropriations resulting from legislative body decisions made throughout the year and any re-organizations.

APPROPRIATION: An authorization made by the City Council which permits officials and department heads to incur obligations against and to make expenditures of governmental resources.

ASSESSED VALUATION: The value placed on property for purposes of taxation. The City of Johns Creek accepts Fulton County's assessment of real and personal property at 100% fair market value.

ASSET: Resources owned or held by a government that have monetary value.

B

BEGINNING FUND BALANCE: A revenue account used to record resources available for expenditure in one fiscal year because of revenues collected in excess of the budget and/or expenditures less than the budget in the prior fiscal year.

BOND: A written promise to pay a specified sum of money (called principal or face value) at a specified future date along with periodic interest paid at a specific percentage of the principal. Bonds are typically used for long-term debt.

BUDGET: The financial plan for the operation of a department, program or project for the current year or for the duration of the project.

BUDGET AMENDMENT: The transfer of funds from one appropriation account to another, requiring approval of City Administrator, Finance Director, and Department Director.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.

BUDGET DOCUMENT: The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating governing body.

BUDGET RESOLUTION: The official enactment by the City Council legally authorizing City Officials to obligate and expend resources.

BUDGET OFFICER: “Budget officer” means that local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.

BUDGET ORDINANCE: “Ordinance,” or “Resolution” means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.

BUDGET PERIOD: Budget period, means the period for which a budget is proposed, or a budget ordinance or resolution is adopted.

BUDGETARY CONTROL: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

C

CAPITAL BUDGET: The first year of the Capital Improvements Plan as approved by the Commission.

CAPITAL EXPENDITURE: An expenditure for the acquisition of, or addition to, a capital asset. Items acquired for less than \$10,000 are not considered capital expenditures.

CAPITAL IMPROVEMENTS PLAN (CIP): A plan for capital expenditures to be incurred each year over a three to six-year period. This plan will meet the capital needs as defined in the long-term work program of Departments and other agencies of the local

government. It sets forth each project and it specifies the resources estimated to be available to finance the projected expenditures.

CAPITAL OUTLAY: An expenditure for the acquisition of, or addition to, a fixed asset. Items acquired for less than an agreed amount are not considered capital outlay.

CAPITAL PROJECTS: Projects that result in the acquisition or construction of capital assets of a local government which are of a long-term and permanent nature. Such assets include land, buildings, and related improvements, streets and highways, bridges, sewers and parks.

CASH BASIS ACCOUNTING: A basis of accounting under which transactions are recognized only when cash is received or disbursed.

CONTINGENCY: Funds set aside for unforeseen future needs and budgeted in an account. Can be transferred to a departmental budget only by action of the City Council.

CONTRACTUAL SERVICES: Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

COST CENTER: The allocation of resources by functional area within an agency or department.

D

DEBT: An obligation resulting from the borrowing of money or from the purchase of goods and services.

DEBT SERVICE: The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

DEBT SERVICE FUND: The fund used to account for the accumulation of resources for and the payment of, principal and interest on long-term debt, specifically bond issues.

DEPARTMENT: A major administrative division of the City with indicated overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION: The portion of the cost of a fixed asset charged as an expenditure during a particular period. The cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost.

E

ENCUMBRANCE: A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.

ENTERPRISE FUND: A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.

EXPENDITURE/EXPENSE: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. "Expenditure" applies to Governmental Funds, and "Expense" to Proprietary Funds.

F

FIDUCIARY FUND: Fiduciary Fund means those trust and agency funds used to account. "Fiscal year" means the period for which a budget is proposed, or a budget ordinance or resolution is adopted for the local government's general funds, each special revenue fund, if any, and each debt service fund, if any.

FISCAL YEAR: The time period designated by the City signifying the beginning and ending period for recording financial transactions.

FIXED ASSETS: Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FRANCHISE FEES: A fee levied on utilities in exchange for allowing the utilities the use of public right-of-way.

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.

FUND BALANCE: Refers to the excess of assets over liabilities and is therefore, generally known as amount available for appropriation.

FUND BALANCE (assigned): Amounts a government intends to use for a particular purpose.

FUND BALANCE (carried forward): Funds on hand at year-end resulting from collections of revenue in excess of anticipations and/or unexpended appropriations, which are included as a revenue source in the budget of the ensuing year.

FUND BALANCE (committed): Amounts constrained by a government using its highest level of decision-making authority.

FUND BALANCE (restricted): Amounts constrained by external parties, constitutional provision, or enabling legislation.

FUND BALANCE (unassigned): Amounts that are not constrained at all will be reported in the general fund.

G

GENERAL FUND: General fund means the fund used to account for all financial resources except those required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL OBLIGATION BONDS: Bonds whose principal and interest are paid from property tax for debt service and are backed by the City's full faith and credit. Approval by referendum vote is required for general obligation bonds to be issued.

GOALS: A measurable statement of desired conditions to be maintained or achieved.

GOVERNING AUTHORITY: Governing authority means that official or group of officials responsible for governance of the unit of local government.

GOVERNMENTAL FUNDS: Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except for those accounted for in proprietary funds and fiduciary funds.

GRANT: A contribution of assets (usually cash) from one governmental unit or organization to another. Typically, these contributions are made to local governments from the state or federal governments to be used for specific purposes and require distinctive reporting.

L

LEGAL LEVEL OF CONTROL: Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required. This does not preclude the governing authority of a local government from establishing a legal level of control at a more detailed level of budgetary control than the minimum required legal level of control.

LIABILITIES: Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events. A budget prepared along

departmental lines that focuses on what is to be bought. It lists each category of expenditures and revenues by fund, agency, department, division, and cost center.

LONG-TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

M

MILLAGE RATE: The ad valorem tax rate expressed in the amount levied per thousand dollars of the taxable assessed value of property. One mill is equal to one dollar per thousand.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recorded when collected within the current period or soon enough thereafter to be used to pay liabilities of the current period and expenditures are recognized when the related liability is incurred.

O

OBJECTIVES: Unambiguous statements of performance intentions expressed in measurable terms.

OPERATING BUDGET: The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services, and capital outlay.

P

PERFORMANCE INDICATORS: Special quantitative and qualitative measure of work performed as an objective of a department.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an activity. The three types used in the local government are: Effectiveness - The degree to which performance objectives are being achieved. Efficiency - The relationship between work performed and the resources required to perform it. Typically presented as unit costs. Workload - A quantity of work performed.

PERSONAL PROPERTY: Property that can be moved with relative ease, such as motor vehicles, boats, machinery, and inventoried goods.

POLICY: A policy is a guiding principle which defines the underlying rules which will direct subsequent decision-making processes.

PROPRIETARY FUNDS: Used to account for government's ongoing organizations and activities that are similar to those found in the private sector.

PROGRAM: A body of work that delivers a service or accomplishes a task and whose costs can be isolated and identified.

PROPERTY TAX: Tax based on assessed value of a property, either real estate or personal. Tax liability falls on the owner of record as of the appraisal date.

PROPRIETARY FUNDS: Used to account for government's ongoing organizations and activities that are similar to those found in the private sector.

PUBLIC HEARING: A public hearing is a specifically designated time, place, and opportunity for citizens, community groups, businesses, and other stakeholders to address the Legislative body on a particular issue. It allows interested parties to express their opinions and the Legislative body and/or staff to hear their concerns and advice.

R

REAL PROPERTY: Land, buildings, permanent fixtures, and improvements.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINGS: A fund equity account which reflects accumulated net earnings (or losses) in a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

RESERVE: An account to indicate that a portion of funds have been legally restricted for a specific purpose, or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, or unforeseen expenditure/revenue shortfalls.

REVENUE: Funds that the City receives as income. It includes such items as taxes, licenses, user fees, service charges, fines, penalties, and grants.

REVENUE BONDS: Bonds whose principal and interest are payable exclusively from specific projects or special assessments, rather than from general revenues. These bonds do not require approval by referendum.

S

SERVICE LEVEL: Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of a workload.

SINKING FUND: A reserve fund accumulated over a period of time for retirement of a debt.

SPECIAL REVENUE FUND: A fund in which the revenues are designated for use for specific purposes or activities.

T

TAX DIGEST: Official list of all property owners, the assessed value (100% of fair market value), and the tax due on their property.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Johns Creek are approved by the City Council and are within limits determined by the State.

U

UNIT OF LOCAL GOVERNMENT: Unit of local government, “unit,” or “local government” means a municipality, county, consolidated city-county government, or other political subdivision of the state. Such terms do not include any local school district or board of education. For purposes of this paragraph, “county” includes any county officer who is paid in whole or in part on a salary basis and whom the county governing authority exercises budgetary authority.

W

WORKING CAPITAL: A dollar amount reserved in (General Fund) fund balance that is available for unforeseen emergencies, to handle shortfalls caused by revenue declines, and to provide cash liquidity during periods of low cash flow.

