Citizen's Report
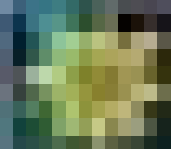
During the holiday season, 20,000 people enjoyed skating at the Ice Palace in downtown Gainesville.

Report to the Citizen

THIS REPORT was prepared to inform residents about the City of Gainesville, its operations, services, programs, and financial condition. It is suitable for those readers who prefer an overview or summary of City government and financial condition.

The following pages provide brief descriptive information about your government's organizational structure and how that structure relates to the services provided to the residents of Gainesville. Gainesville Regional Utilities (GRU) information is included in this report but in a condensed format. GRU, a major component of our organization, issues a separate report in compliance with its bond requirements.

The financial information presented here is in summarized form and does not substitute for the City's Comprehensive Annual Financial Report (CAFR). The CAFR outlines the City's financial position and operating activities for each year in great detail and in conformity with generally accepted accounting principles. This Citizen's Report, because of its summary nature, does not conform to generally accepted accounting principles and associated reporting standards set forth by applicable governing bodies. Some statistical information is from the City's Financial and Operating Plan (annual budget). Both the budget and the CAFR have received awards for outstanding financial reporting from the Government Finance Officers Association. City documents are available at the Alachua County Library. You may also find other information regarding the City, including this Citizen's Report, on the City's website.

www.cityofgainesville.org

In keeping with our commitment to excellence, we proudly present this report to you. We hope this report will give you a better understanding of the services the City provides, its accomplishments, and its overall financial condition. We welcome your comments and suggestions to improve our presentation.

Contents

Organizational Chart

Your City

THE CITY of Gainesville, Florida is the county seat and largest city in Alachua County. The City was founded in 1854 and incorporated in 1869. There are approximately 54.04 square miles of land inside the corporate boundaries of the City. As of April 1, 2003, the City's most recent population estimate made by the Bureau of Economic and Business Research at the University of Florida was 117,182.

Gainesville is a beautiful and progressive city, a leader in promoting intelligent, sustainable growth. A dense canopy of trees justifies the description of Gainesville as a "city in a forest." For the 20th consecutive year, the National Arbor Day Foundation honored Gainesville as a "Tree City USA."

Gainesville is home to the University of Florida, the State's leading research institution, and Santa Fe Community College, a provider of excellent professional and vocational education. Gainesville has one of the largest medical communities in the Southeastern U.S., and is a center for commerce, art, and culture in North Central Florida.
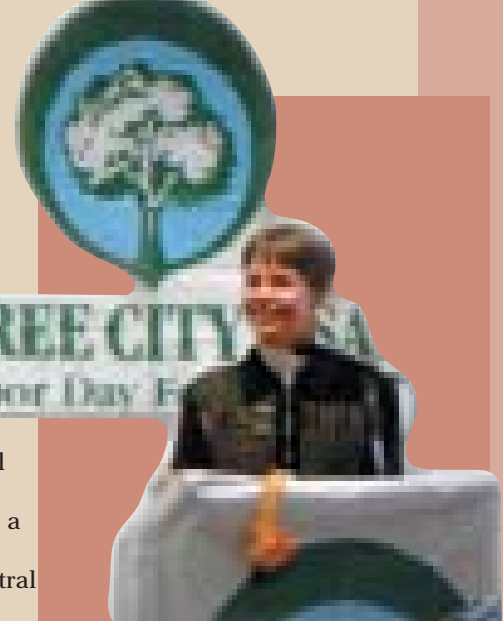
Your Government

YOUR GOVERNMENT has operated under a Commission-Manager form of government since 1927. The City Commission is responsible for enacting the ordinances and resolutions that govern the City. The City Manager, who is appointed by the City Commission, is responsible for the operations and management of all departments of City government except those controlled by other charter officers. The City Manager implements the policy directives of the City Commission. The current organizational structure is depicted to the left.

Gainesville provides its residents with a wide variety of municipal services including police and fire protection, comprehensive land use planning and zoning services, code enforcement and neighborhood improvement. Construction and maintenance of the City's infrastructure are significant ongoing services as are the planning and operation of the traffic engineering systems. Cultural opportunities, nature trails, parks, and recreation programs including a championship golf course help make Gainesville one of the most livable cities in the nation. Gainesville provides refuse removal and recycling services through a contract with a franchised commercial operator. The City owns and operates a regional transit system serving the community, the University of Florida, and a portion of unincorporated Alachua County. The City also provides the administrative services to support these activities. The preceding services are accomplished through various City departments under the direct supervision and leadership of the City Manager.

Gainesville owns and operates regional electric, water, wastewater, natural gas, and telecommunication utilities system. The General Manager for Utilities, who reports directly to the City Commission, oversees the utility operations.

The City's financial statements are organized on the basis of funds, each of which is considered a separate accounting entity. Government resources are allocated to, and accounted for in individual funds based upon the purposes for which they are to be spent, and the means by which spending activities are controlled. The City's funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

The following pages provide descriptive information about the major services and programs of each City department, as well as an overview of the City's fund structure and the resources that finance those services and programs.

Gainesville commemorated 20 years as a "Tree City USA" with the planting of more than 100 trees to celebrate the City's new Eastside Recreation Center at Cone Park.

From left to right: Commissioner Craig Lowe (District 4); Commissioner Tony Domenech (District 3); Mayor-Commissioner Pro Tem Chuck Chestnut (District 1); Mayor Tom Bussing (At Large); Commissioner Warren Nielsen (At Large); Commissioner Ed Braddy (District 2); and Commissioner Rick Bryant (At Large)

Your City Commission

DURING the fiscal year covered by this Citizen's Report, the City Commission was comprised of six commissioners and the mayor. Four commissioners are elected from single-member districts. The mayor and two commissioners are elected City-wide. The City Charter prohibits consecutive service on the City Commission for more than two three-year terms.
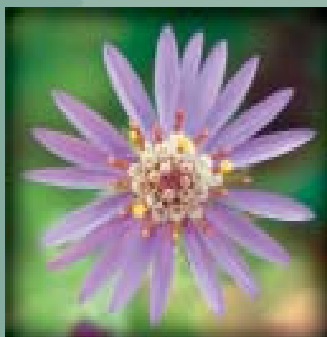
In the spring of 2004, a mayor and the commissioner representing District IV will be elected. One at-large commissioner and the commissioners representing Districts II and III will be elected in 2005; one at-large and the commissioner representing District I will be elected in 2006, completing the three-year cycle.

Your City Commission adopts the City's budget, sets the millage rate, and adopts the ordinances and resolutions, which are our local laws and policies. The commissioners are ultimately responsible to the residents of Gainesville.

The City Commission appoints the City's six charter officers. The functions of these officers are described on the following pages.

7 ELECTED OFFICIALS
TOTAL EXPENSES $200,414

**City of Gainesville
Map of Voting Districts**

Your Charter Officers

City Manager

The City Manager is the administrative head of City government, responsible for the administration of all departments except for those under the direction of the other charter officers. The City Manager's office oversees all general government programs and services, is responsible for enforcing all City laws, ordinances and policies, acts as purchasing agent for the City, prepares the budget, and performs other duties as assigned by the City Commission. These tasks are accomplished through the selection and supervision of the Assistant City Manager, Administrative Services Director, Police and Fire Chiefs, Public Works Director, Community Development Director, and Human Resources Director.

5 BUDGETED POSITIONS
TOTAL EXPENSES $544,781

City Attorney

The City Attorney has three principal responsibilities. First, the City Attorney is the chief legal officer for the City of Gainesville, prosecuting and defending the interests of the City in lawsuits and administrative proceedings. Second, the City Attorney prepares legal documents and provides legal advice and opinions to the elected and appointed officers, employees, and agents of the City. Third, the City Attorney represents the Gainesville Enterprise Zone Development Agency, the Board of Trustees of the Employees' Pension Plan, the Community Redevelopment Agency, the Gainesville Code Enforcement Board, and the Nuisance Abatement Board.

13 BUDGETED POSITIONS
TOTAL EXPENSES $1,328,174

City Manager Wayne Bowers and Assistant City Manager Barbara Lipscomb

City Auditor

The Office of the City Auditor is an independent appraisal activity established to evaluate City programs by means of financial compliance and operational audits. Functions include reviewing the reliability and integrity of financial information; reviewing established systems for compliance with policies, procedures and laws; reviewing the means of safeguarding City assets; and conducting reviews to determine whether program results are consistent with the goals and objectives of the City.

4.5 BUDGETED POSITIONS
TOTAL EXPENSES $402,318

Clerk of the Commission

The Clerk of the Commission attends and records the proceedings of all City Commission meetings, is responsible for the preparation of City Commission agendas and minutes, and provides administrative support to the Mayor and the City Commission.

The Clerk affixes the City Seal to all official documents, and maintains the City's vital records, ordinances, and resolutions. The Clerk publishes the City's notice of public meetings, hosts a public call-in and e-mail Hotline, and facilitates the appointment process to City advisory boards and committees. The Clerk updates information for the Clerk and Commission web pages, publishes legal notices, records official documents, and provides research for information requests of public records.

Website: www.cityofgainesville.org
> Government Information > Commission Information

9.5 BUDGETED POSITIONS
TOTAL EXPENSES $637,832

Equal Opportunity Director

The Equal Opportunity Office is primarily responsible for receiving and investigating complaints of discrimination that allege unlawful practices in employment, fair housing, fair credit, or public accommodations within the city limits of Gainesville. The office publishes and disseminates public information and educational materials and provides assistance to citizens in all matters related to discrimination.

The Equal Opportunity Office is also responsible for ensuring equal access to City of Gainesville services, programs, activities, and employment for all qualified persons. Addressing underutilization of women and minorities within the City's workforce is an on-going process. Working to identify and implement programs based on diversity at all levels of the organization is a focal point.

6 BUDGETED POSITIONS
TOTAL EXPENSES $320,403

General Manager for Utilities

The General Manager for Utilities oversees the operations of the City's utilities system, doing business as Gainesville Regional Utilities (GRU). GRU provides electric, natural gas, water, wastewater and telecommunications services to the greater Gainesville area. Approximately 85,000 residential and commercial customers receive one or more of these services. Additionally, GRU provides wholesale electric service and retail natural gas service to the City of Alachua, and through equity ownership in The Energy Authority (TEA) buys and sells wholesale energy on the national market. Marketing energy through TEA helps keep prices lower for our local customers.

This past year GRU welcomed 1,100 new electric customers through a new territorial agreement with Clay Electric Cooperative. This agreement eliminates duplication of electric facilities, which improves community aesthetics and helps keep costs down for customers. GRU is currently engaged in a process known as the Integrated Resource Plan (IRP), designed to include customer input in determining how to provide for the future electric needs of our community.

The Gainesville City Commission serves as GRU's Board of Directors and the residents of Gainesville, GRU's citizen owners, receive a return on their investment in the form of City services. GRU's revenues are transferred to the City's General Fund by a predetermined formula. These funds support vital City services, including police and fire protection. During the past year, GRU provided the General Fund with $25.9 million. These funds represent almost one third of the City's annual General Fund budget.

Citizens interested in a full accounting of GRU's budget may request a copy of the GRU Annual Report for 2002-2003 by calling (352) 393-1449, or by visiting our website at www.gru.com.

GRU's Water and Wastewater employees undergo rigorous and award-winning "confined space" training that prepares them to rescue a fallen coworker from a potentially dangerous environment.

Departments

Assistant City Manager

The Assistant City Manager reports directly to the City Manager and acts in place of the City Manager in his absence. The Assistant City Manager oversees administrative activities and functions of the following departments: Building Inspection, Cultural Affairs, Economic Development, Facilities Management, and Recreation and Parks. In addition, the Assistant City Manager is also responsible for coordinating the City's federal grant lobbying efforts. The Assistant City Manager's administrative expenses are included in the City Manager's budget.

Building Inspection

The Building Inspection Department promotes safety by enforcing the following Codes for new and existing buildings: the National Electric Code, the Florida Building Code, the International Plumbing, Mechanical, and Fuel Gas Code, the Florida Fire Prevention Code and the Life-Safety Code. The department provides a review service for owners and developers who can request permits by fax, known as Fast Track Permit review. Customers can pay for these services by cash, check, or major credit cards. Inspections are done within 24 hours of the request to provide efficient service delivery.

The department's First Step Development Assistance Center provides a convenient one-stop location where a resident or developer may receive permitting and development review assistance. Services include Public Works, Planning, Building, Utilities, and Life Safety.

The department processed over 7,400 permits in 2003 representing $366 million in building valuation. The department's goals and objectives for fiscal year 2004 are to continue providing prompt, efficient and quality inspections, plan review and permitting services to the residents of Gainesville.

20 BUDGETED POSITIONS
TOTAL EXPENSES $1,186,852

Cultural Affairs

The Department of Cultural Affairs (DCA) is committed to providing a range of services that increase access to the arts for all City residents and visitors. The community's needs and interests in the arts are identified in the Cultural Plan for Alachua County, the Cultural Element of the Gainesville Comprehensive Plan, and the County's Visioning Plan. The department assists in the development and marketing of cultural tourism, including nature and heritage tourism, and serves as the Local Arts Agency for Alachua County. City and County grants are administered by the DCA, and technical assistance is provided to non-profit cultural organizations throughout the county.

Top: The City's Single Family Inspector checks the specifications on the approved plans.

Bottom: Leeann Dodson's hands-on art exhibit at the Thomas Center Galleries intrigues both mother and child.

Major award winning festivals like the Hoggetowne Medieval Faire and the Downtown Festival and Art Show, which now incorporates a Jazz Festival, bring joy to visitors while showcasing local and regional talent. The "Let's Go Downtown" series from April to October, the New Year's Eve Downtown Countdown, and the celebration of national Black Music Month bring families to the revitalized center of town. Thomas Center Galleries, the ARTSREACH exhibits at City Hall, the County Administration Building, and the Airport promote the high quality of visual arts found throughout the community, and allow access to art exhibits by a larger audience. Public art programs such as the Solar Walk on NW 8th Avenue integrates art into the environment.

Channel 12 broadcast operations joined the DCA in 2003, adding another creative public service area to the department. Plans for the future include a systems upgrade to completely digital equipment and the production of more informational programming.

The department operates several historic buildings: the Wilhelmina Johnson Resource Center, Tench Building Artist Studios, and the Thomas Center. Visual artists are offered low rent studios at the Tench, and performing artists have up to four co-sponsored events a year at the Thomas Center.

With the assistance of the Gainesville-Alachua County Cultural Affairs Board, and in collaboration with other City departments, the Cultural Affairs Department is actively involved in planning for the cultural future of our community.

Website:www.gvlculturalaffairs.org

16.5 BUDGETED POSITIONS
TOTAL EXPENSES $1,919,559

Economic Development

The City of Gainesville Economic Development Department functions as the agency responsible for facilitating urban development and redevelopment citywide. Department activities are intended to nurture and grow local enterprises, expand and diversify the existing economic base, and attract new business entities to the community. Each of these activities is pursued with the objective of sustaining the City of Gainesville's exceptional quality of life through an accentuation of the City's economic assets (land, labor, capital and entrepreneurship). Specific projects supported by the department include: (1) administration of the City of Gainesville's Enterprise Zone Program which provides incentives to businesses located in the Enterprise Zone's three geographical sub-areas; (2) shared management of the Gainesville Technology Enterprise Center, a business incubator; (3) development of City owned property located at the Airport Industrial Park; (4) acting as a liaison for the business and development community with various City agencies; and, (5) participating in joint economic development activities with various external public and private organizations.

Website: www.cityofgainesville.org/
hosted/ecodev.cfm

2 BUDGETED POSITIONS
TOTAL EXPENSES $407,734

Facilities Management

Facilities Management is responsible for the maintenance and upkeep of over 80 City buildings. This responsibility includes providing heating and A/C maintenance, painting, plumbing, electrical, carpentry, general repair, and custodial services.

During the past year department staff coordinated the construction of the Cone Park Recreation Center on the east side of Gainesville. Responsibilities also included the replacement of several metal roofs at the 39th Avenue Public Works Compound.

Giant puppets Punch and Judy, recreated from Medieval woodblock prints, greet fairgoers at the Hoggetowne Medieval Faire.

During the upcoming year, the department will provide project management services for the construction of the new downtown parking garage. One of the long-range goals for Facilities Management is to fully implement and develop an energy evaluation program of all General Government buildings and to identify and install energy saving devices.

28 BUDGETED POSITIONS
TOTAL EXPENSES $2,012,806

Recreation and Parks

Fiscal Year 2003 was an exciting year for Recreation and Parks. Numerous projects and events and ongoing services were hosted throughout the year across our service areas.

A major highlight for the year was the construction of the Skate Park at Westside Park. Through a community effort of donated time and labor, the department was able to construct skating elements well over $100,000 for only $20,000. Also, Phase 1 of the much-anticipated Eastside Community Center at Cone Park began construction in 2003 and is scheduled to open in early 2004.

In Aquatics, safety was the major focus. Hard work paid off when the City received, for the thirteenth consecutive year, the highly coveted Aquatic Safety Award. For two years in a row, the department has received Platinum, the highest of the awards, from Jeff Ellis & Associates – an international aquatic safety consultant. Less than 10% of communities nationwide are awarded the Platinum.

The Athletics programs served over 5,000 youths with sports including baseball, football, basketball, softball and indoor soccer. Midnight basketball, indoor soccer, youth and adult leagues, community meetings, special functions, dances and other activities are offered every day at the Martin Luther King, Jr. Multi Purpose Center. Adult sports programs include indoor soccer, volleyball, basketball, and co-ed and men's softball. Women's soccer will be added in 2004.

Over 32,000 rounds of golf were played at Ironwood. Ironwood continued to host Special Olympics Golf, and providing training sessions for coaches and athletes alike at no charge. Ironwood was the site for many fundraisers that helped local civic clubs and charities. Investments were also made to improve the quality of play on the golf course. For 2004, a continuous loop of concrete cart paths will be constructed.

Free programs serving the community's youths and adults continued to expand in 2003. The City's free after-school program continued to excel by offering mentoring, tutoring, educational sessions, free-play, organized games and computer instruction. The department also added an after-school snack program in each of our centers to promote nutrition and healthy eating habits. The Thelma Boltin Center implemented a senior day program. Programs offered include computer classes, exercise, bingo, quilting, and bridge.

Exciting special events included Santa Calling, Fun & Fitness, dances and other special kid and adult activities throughout the year. They culminated with the City's annual Blizzard Bash in December. Over 13,000 participants were treated to over 80 tons of snow and many other great activities.

The Nature Operations Division continued to develop and conduct environmental educational programs for the Alachua County School system, community education classes, nature pre-school programs, and weekend and summer camp programs. Environmental land assessments and habitat management of undeveloped City lands were performed. These procedures included prescribed burns, plant and animal inventories, non-native pest plant removal, and others. Special events such as the Native Plant Sale, Farm and Forest Festival, Cane Boil Event and the Great Air Potato Roundup were held to provide both an educational and recreational experience to participants. The division also provided security maintenance and operational upkeep for the nature parks and preserves.

The Parks Division maintains all city parks, trees, and landscape areas, including the historic Evergreen Cemetery and Thomas Center grounds. Over the past year, the Parks Division has completed a number of community-wide projects such as new play structures and site amenities at 14 city parks, culminating with the grand playground at Westside Park.
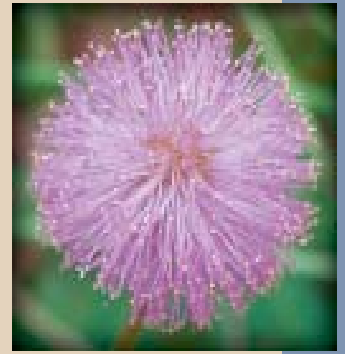
New decorative border fencing was installed along Westside, TB McPherson Parks, and Evergreen Cemetery. Improvements were made at all athletic fields by replacing old wooden bleachers with aluminum. A new "Off-Leash" Dog Park was constructed at Northeast Park, which was greeted by grateful thanks from many pet owners citywide.

To help maintain and preserve Gainesville's tree canopy, the Parks Division received $100,000 in grant funding from the Florida Division of Forestry to help Gainesville recover from the 2001-2002 Southern Pine Beetle epidemic that caused the loss of 20,000 trees from the urban forest. Tree sponsors were solicited in neighborhoods where the tree canopy was particularly impacted. New trees were planted at Cedar Grove, Oak Park, Evergreen Cemetery, and along the Archer Road bike path. Springtree Neighborhood Park was cleaned up and 120 new trees were established and labeled. These improvements enhanced our ongoing mission to maintain and strengthen Gainesville's urban forest.

94 BUDGETED POSITIONS
TOTAL EXPENSES
$8,674,833

Children enjoy their leisure time playing at the new playground area at Westside Park.

Administrative Services

The Administrative Services Director reports to the City Manager and provides oversight for the departments of Computer Services, Finance, Fleet Management, Management and Budget, Risk Management, and Small Business Development. These internal support services are essential to the successful operation of the City. Administrative Services coordinates the City's short and long-range financial planning efforts, performs trend analysis, and facilitates the ongoing strategic planning process.

2 BUDGETED POSITIONS
TOTAL EXPENSES $186,291

Computer Services

Computer Services is the technology arm for all general government computer-related issues. In 2003, Computer Services goals and objectives included major upgrades to the City's technology infrastructure. These included hardware, network, and software changes, and a significant upgrade to our existing financial system.

The finance upgrade, which focused on upgrading software from American Management Systems, had its project kickoff in January 2003. The project lasted ten months - ending October 1st. The project required changes to a number of areas including the purchase of new server hardware, an Oracle database engine, and a required change from client-server based technology to browser-based technology. Staff from Computer Services, Finance, and Management and Budget participated in this process.

Computer Services also went live in 2003 with a new Human Resources web page that contains information important to employees and information about employment opportunities. The department will continue to provide support and improvements to a wide variety of systems, including office automation, codes enforcement, legislative tracking, and more.

16 BUDGETED POSITIONS
TOTAL EXPENSES $3,421,701

The City provides ongoing employee training and development programs.

Finance

The Finance Department's primary responsibilities are to safeguard the City's assets, ensure maximum utilization of revenues, provide financial support to operating departments, and report accurate and timely financial information to the City Commission, management, and residents of the community. The department offers general accounting, treasury, revenue recovery, grant fiscal coordination, and procurement services to City departments. This includes providing financial analyses upon request, the preparation of the Comprehensive Annual Financial Report, billing and collection of revenue, administration and billing of occupational taxes, and processing of payroll and accounts payable. In addition, the department oversees the coordination of all City purchasing, cash and investment management, pension management, debt management, mail services, and the disposition of all surplus property through public auction.

Website: www.cityofgainesville.org/ hosted/finance.cfm

44.5 BUDGETED POSITIONS
TOTAL EXPENSES $2,818,434

Fleet Management

The Centralized Fleet Management Department is responsible for the administration, repair, and maintenance of the City's fleet (GRU and General Government), except for the Regional Transit System (RTS) vehicles. This diversified fleet contains 1,438 primary vehicles and 102 secondary equipment, which includes fire apparatus, police vehicles, construction equipment, aerial bucket trucks, trucks of various sizes, and sedans. Services are provided through two major garages, two satellite facilities, and a field service truck.

Fleet Management operates as an Internal Service Fund, where all expenditures are recovered through a charge-back system to the user departments. The procurement and disposition of all City vehicles (except RTS) are coordinated through Fleet Management. A Fleet Replacement Fund was established to allow for the timely retirement of General Government's fleet. The department embraces a team concept, which creates an environment for creativity and innovation. Over the past four years teamwork has been credited as the main contributor for a reduction of four staff positions and one less level of supervision. The overall result is a safe, environmentally friendly fleet that allows for maximum utilization by our internal customers at a minimal cost to taxpayers.

30 BUDGETED POSITIONS
TOTAL EXPENSES $3,376,099

Management and Budget

The Office of Management and Budget (OMB) have two major roles: strategic planning and budget management. The strategic planning aspect involves analysis of a long-range perspective. This activity is intended to protect, preserve, and enhance the financial stability of the City of Gainesville. Our strategic planning projects include annexation activities, revenue diversification, productivity analysis, program evaluation, collective bargaining activities, long-range financial forecasting, preparation of the Capital Improvement Plan, corporate goal setting, and performance management. The budget management aspect of our operation includes the preparation of a biennial budget, monitoring quarterly and annual results, and position control.

OMB also administers the City's internship program that was established in early 2001 and has provided job experience to over 70 university students. At present, 13 interns are employed by the City of Gainesville. These students are the resource that allows departments to accomplish goals and complete projects that might otherwise be delayed. The goal of the internship program is to provide employment opportunities that will equip students with practical, real-world work experiences that will help them transition into a successful career in the public or private sector.

7.5 BUDGETED POSITIONS
TOTAL EXPENSES $489,908

Risk Management

The Risk Management Department manages the general insurance and the employee health, accident, and life insurance benefits of the City. General insurance activities include a self-insurance plan for workers' compensation, automobile, and general liability coverage. Risk Management provides employee health services through a City clinic, which includes health, nutritional and psychological services. LifeQuest, the City's wellness program, received a Platinum Award from the Wellness Councils of America for its commitment to employee and retiree health and wellness objectives. Gainesville was the first municipality in the nation to receive the Platinum certification.

During the past fiscal year, the department has expanded the wellness initiative to provide access to all wellness services for retirees and spouses covered by the City's Group Health Plan. This expansion represents the City's commitment to build and maintain a healthy group, thus ensuring the future financial stability of the City's Group Health Plan.

11 BUDGETED POSITIONS
TOTAL EXPENSES $16,454,148

Small Business Development

The Small Business Development Department (SBD) oversees the City's minority and small business economic development initiatives, promotes the diversification of goods and services provided by such businesses, and strives to continually increase the City's spending with qualified local minority and small businesses. SBD provides counseling and technical assistance to businesses on issues related to small business start-up, and how to do business with the City. The department also manages the City's Minority Business Enterprise and Small Business Enterprise procurement programs, and ensures compliance with related federal and state laws. During fiscal year 2003, City government spent over $3.4 million with local qualified minority and small businesses.

Website:
www.cityofgainesville.org/
hosted/sbd.cfm

2 BUDGETED POSITIONS
TOTAL EXPENSES $82,810
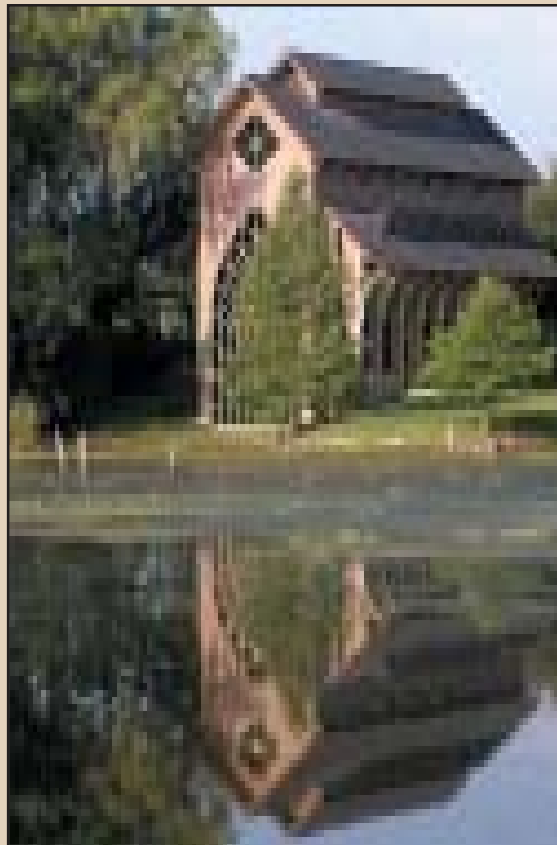
The University of Florida's Baughman Center, located on the bank of Lake Alice.

UF/IFAS

Community Development

Community development provides long-range plans for the growth and development of the City and the preservation of its natural environment. The department enhances the quality of existing neighborhoods and commercial areas through assistance in preservation and redevelopment.

The Planning Division performs special studies, suggests changes in regulations, and reviews plans, zoning proposals, and other petitions. Petitions are presented to the Development Review Board, City Plan Board, Board of Adjustment, and Historic Preservation Board. The division also reviews and suggests changes to the City's Comprehensive Plan, assists in the preservation of the City's historic districts, provides neighborhood planning services, and provides maps, graphics, and GIS work for the City.

The Housing Division provides housing assistance to low and moderate-income families through state and federally funded programs. The division also received over $1 million of State Housing Initiatives Partnership (SHIP) funds. The division assists various local not-for-profit housing providers in their efforts to renovate and construct affordable homes for low-income families through land donations and technical assistance. The division serves as a developer of new affordable housing with its Cedar Grove II project on Gainesville's eastside.

The Block Grant Division is primarily responsible for administering the Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs. The $2.4 million received under these programs support a variety of housing, human services, economic development, and public facility improvement projects.

The department also administers the Community Redevelopment Agency (CRA). CRA includes four districts: Eastside, College Park/University Heights, Fifth Avenue/Pleasant Street, and Downtown which has now expanded to include the Depot area, Porter's neighborhood and the Southeast Historic District). CRA promotes revitalization through activities and programs designed to enhance quality of life in the Districts. Several major initiatives are under way, including improvements along University Avenue, and an expanding graffiti abatement program.

The Code Enforcement Division is responsible for enforcing resident and business compliance with the City's Code of Ordinances. This includes, among others, the zoning, housing, commercial and hazardous/perilous land codes. This enforcement

Last August the expansion of an additional 4,200 seats to Ben Hill Griffin Stadium was completed.

University Athletic Association

enhances the visual integrity of the City's corridors and neighborhoods, making them attractive and stable places for new investments.

57.5 BUDGETED POSITIONS
TOTAL EXPENSES $8,018,076

Fire Rescue

It has been another year of progress in Gainesville Fire Rescue (GFR). Advances in special operations have enhanced the level of service provided by GFR. The department has received equipment and training for weapons of mass destruction, terrorism and other urban risks.

Firefighters continue to train and prepare for everyday emergencies. Each 24-hour shift averages 20 paramedics to respond across the City to any type of emergency call. GFR personnel receive ongoing medical training in the fire stations and participate in hands-on practical exercises in all aspects of the fire service.

Because the ultimate goal of GFR is to fight fires before they start, community involvement and education are the keys to a successful program. Innovative programs including the Junior Fire Academy, Kiwanis Safety City, and citizen training in CPR and fire safety help keep the number of fire incidents below the national average. In addition, GFR conducts municipal fire inspections of target facilities, including nightclubs and public schools. In 2003, GFR staff committed thousands of hours during the year exclusively to community risk reductions and prevention programs.

Technology changes and equipment further compliment the knowledge and expertise of GFR's firefighters and technical support staff. New software, created specifically for the

GFR – Educating Gainesville's children about fire safety.

department, shortens the time spent on electronic paperwork and makes programs more user friendly.

While there have been numerous changes in the department over the past year, many traditions remain. Gainesville Fire Rescue continues to take pride in civic involvement and leadership in the community. GFR personnel and firefighters support programs that extend a helping hand to those who may need it, whether it's a bicycle for a child, a drive to collect items for those who are less fortunate, or the ongoing efforts to help battle neuromuscular diseases through the Muscular Dystrophy Association.

149.5 BUDGETED POSITIONS
TOTAL EXPENSES $12,536,343

Human Resources

The Human Resources Department develops, implements and monitors systems and programs to recruit, hire, motivate, train and retain a highly qualified and diverse workforce. Services are provided to all City departments.

The Human Resources Department acts as a consultant to departments and an advisor to management in the interpretation of personnel policies, procedures and labor agreements. The department is involved in several areas related to creating a positive professional working environment for City employees. The department also provides career counseling and training to foster employment growth and development for all City employees.

During fiscal year 2003, the Human Resources Department implemented a new employee ID system, negotiated five labor agreements and conducted 195 job audits. Over 14,000 employment applications were processed resulting in 615 positions being filled. The department offered 228 training classes that were attended by 2,814 participants. Other activities included the administration of pension benefits, development and implementation of a new evaluation tool for the Regional Transit System, and the production of a monthly employee newsletter.

Website: www.cityofgainesville.org/hr/

21.5 BUDGETED POSITIONS
TOTAL EXPENSES $1,230,954

Police

During 2003, the Gainesville Police Department (GPD) continued its effort to make the City of Gainesville one of the most livable cities in the United States.

GPD has started numerous new programs that are designed to strengthen their commitment to the citizens of Gainesville, as well as make GPD the leader in the area of

GPD's new "state-of-the-art" in-car laptop computer.

community policing. In August 2003, GPD launched a comprehensive drug plan to deal with street level drugs. This effort, which cost $307,000, is designed to reduce the visible drug activity in neighborhoods. As a secondary goal, the program includes developing more community partnerships that will help to deal with drug treatment as well as help reduce the demand for drugs.

The money used for the comprehensive drug plan was part of a $5 million forfeiture GPD received from the Department of Justice as part of our agency's involvement in the arrest of an international drug smuggler. Another expenditure from this money was the purchasing and installation of laptop computers for our police cars, which will be completed in 2004.

GPD was very aggressive in acquiring grant dollars from both the State and Federal government, acquiring over $2.5 million during fiscal year 2003. Two important grants GPD received were the Domestic Violence grant and the Internet Crimes Against Children grant (ICAC). The Domestic Violence grant will allow GPD to assign full time detectives, which will not only investigate but also assist at finding solutions to domestic violence issues in Gainesville. The ICAC grant will make GPD only the second agency in the State to have a task force that deals with the ever-increasing problem of Internet crimes against children.

This year also saw the continuation and enhancement of the Data Trac program. This program is designed to identify crime and quality of life issues or problems in City neighborhoods, and then plan strategies to respond to them. The Traffic Unit started gathering information and making presentations for solutions during the current year, and there are plans for 2004 to expand this program to the Criminal Investigation Bureau.

In the coming year, GPD is going to continue its focus on crime prevention and working closer with citizens and businesses to do everything possible to increase the quality of life for the residents of Gainesville.

367 BUDGETED POSITIONS
TOTAL EXPENSES $26,935,716
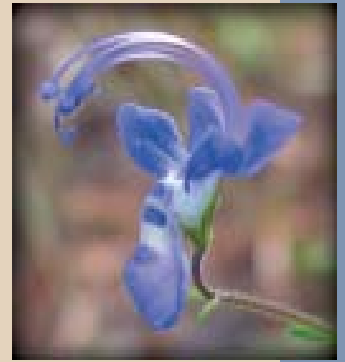
Public Works

The Public Works Department completed several major stormwater and transportation related projects this year. Southwest 5th Avenue and Spring Hill Neighborhood Stormwater Parks were completed as well as Phase 1 of the Duck Pond Wetlands Restoration. The City successfully completed its application for the National Pollutant Discharge Elimination System permit in partnership with Alachua County and the Florida Department of Transportation. Major progress was made in the development of Watershed Master Plans for Hogtown Creek and Sweetwater Branch. The department started a self assessment process with the goal of becoming an accredited public works agency through the American Public Works Association.

Several transportation projects including NW 29th Road and NW 19th Street, SE 7th Avenue, Archer Road Rail Trail Extension, SW 23rd Terrace off-road bicycle/pedestrian trail, street lighting along University Avenue and 13th Streets, and construction of the Chamber of Commerce Building/City Hall streetscape were completed. The department continued working on the Corridors to Campus projects funded by the Campus Development Agreement with the University of Florida. This is a $1 million program aimed at enhancing bicycle/pedestrian access to the University campus from the roadways surrounding the campus. Designs are also under way for the reconstruction of Depot Avenue, the extension of the Gainesville Hawthorne Rail Trail known as the Downtown Connector, and the streetscaping of SW 2nd Avenue and the Depot Avenue Stormwater Park.

Emphasis continues to be placed on neighborhood livability and enhancing bicycling and pedestrian facilities. The Operations Division installed 1,500 linear feet of new sidewalks, 60 sidewalk ramps, replaced 11,700 linear feet of damaged sidewalks, resurfaced 7 miles of road, and installed 59 speed bumps.

Several important projects on state roads were a major focus for the department. These included the reconstruction of SR 26A (SW 2nd Avenue), resurfacing of SR 26 (West University Avenue), and the resurfacing of SW 34th Street. These projects are constructed by the Florida Department of Transportation with considerable input by the City of Gainesville.

The Stormwater Management Services group has also been active in numerous stormwater projects as well as adding 13,000 new customers to the Stormwater Utility billing because of annexations. Ongoing Stormwater projects include Depot Park, Duck Pond Wetlands Restoration, Hogtown Creek Restoration Plan, and Duval Stormwater Park. All have had major work completed.

With the annexation of three separate areas into the City this past year, the Solid Waste Division welcomed over 1,000 new residential customers. The Solid Waste Division participated in 18 neighborhood cleanups. The Great American Cleanup, arranged proper solid waste collection and disposal services at special events. They continued daily enforcement of the commercial and residential solid waste codes, while beginning the remediation of the old South Main Street landfill. They also provided enclosed commercial waste compactors as a part of two downtown streetscaping projects, and promoted waste reduction and recycling public awareness. Additionally, the division is a member of the Alachua County Disaster Debris Management Team and assisted in the development of an Emergency Operations Procedures Plan for the collection of solid waste in the event of a storm or other emergency.

147.25 BUDGETED POSITIONS
TOTAL EXPENSES $19,869,607

Staff from Public Works form a retaining wall at NE 5th Avenue as a part of the Duckpond Restoration Project.

Regional Transit

The Regional Transit System (RTS) has provided public transit services throughout Gainesville and adjacent areas of Alachua County for 30 years. RTS's ridership increased 12.8% to 8.1 million for fiscal year 2003, primarily through ridership demands in areas predominately consisting of high-density off-campus student residential housing. RTS has partnered with designers of off-campus student housing to create transit-oriented developments. New routes are now able to pass through one such development, providing easy access to transit for residents and nearby neighbors. This development is just one way the City of Gainesville continues to meet the transportation needs of its community.

RTS's unlimited bus pass programs for employees of the City of Gainesville, University of Florida and Alachua County encourage ridership growth, and RTS continues to provide free service for all ADA eligible riders on the fixed route system. Expansions to RTS's existing facilities, as well as plans to construct the area's first multi-modal transfer center, are just some of the proposals for the fall of 2004. RTS has successfully negotiated a contract with Santa Fe Community College for enhanced service. RTS remains committed to the continued growth of the system through the provision of reliable, efficient, and convenient transit service to its customers.

212 BUDGETED POSITIONS
TOTAL EXPENSES $13,360,349

Financial Condition and Reporting

Economic Outlook

The economic landscape in Gainesville continues to be dominated by the government sector. Statistics compiled by the Bureau of Economic and Research at the University of Florida indicate that one of every three jobs in Gainesville is provided by federal, state or local government. This reliance on jobs from other than private sector tends to modify Gainesville's reaction to external economic stimuli, such that the local economy grows less rapidly than others during boom periods but also suffers less during economic declines. The unemployment rate remains low at 2.5%, down slightly from the 2002 level of 2.6%. The enrollment at the University of Florida, the City's largest employer, increased during the last ten years from 35,978 in 1993 to 47,858 in 2003.

The University of Florida completed the expansion of Ben Hill Griffin Stadium in August of 2003. The construction cost $55 million and accommodates 4,200 additional fans. The additional revenues brought to the community are approximately $8 million.

Major Initiatives For the Year

Pension Plans

On March 14, 2003, the City issued its Taxable Pension Obligation Bonds, Series 2003A and 2003B. The proceeds of this $89,894,759 combined issue were utilized to retire the unfunded actuarial accrued liability (UAAL) in the City's two defined benefit pension plans – the General Employees' Pension Plan and the Consolidated Police Officers and Firefighters' Pension Plan. The net interest cost on the issue was 5.61%. The proceeds retired liabilities with carrying costs of 9.25% in the General Employees' Plan ($38,634,133) and 8.50% in the Consolidated Police Officers and Firefighters' Plan ($46,919,566). The projected gross savings to the City when comparing the debt service on the bonds to the estimated amortization payments on the UAAL over the life of the issue was just over $77,800,000. This equates to a present value savings of just under $33,600,000.

Trend in Millage Rates

During the budget process, the City Commission sets the Property Tax (millage) rates, effective October 1st of each year. One mill represents $1 of tax charged per $1,000 of assessed value. Millage rates are levied based on debt service and operating needs. The current property tax millage rate of 4.0416 represents the sixteenth consecutive year in which the City's millage rate has either remained constant or decreased.


Property Tax Revenues

Property Tax Revenues represent 21% of the City's total general fund revenues. Although the tax millage rate has decreased from 10 years ago, property tax revenues have increased 42%. This is primarily due to the increase in taxable values of the property located in the city limits as determined by the County Property Appraiser, and annexation of urban fringe areas.

GRU's Integrated Resource Plan

During the past year, Gainesville's community owned utility system, GRU, initiated an Integrated Resource Plan (IRP) to study ways to meet Gainesville's future energy needs. This was necessitated by forecasts showing that GRU will need additional electric generating capacity by 2010 to meet customer demand. GRU began a community outreach project last summer to gather input from citizen customers regarding the factors and options that should be considered in meeting this need. GRU received input from hundreds of people through community workshops, homeowners association meetings, civic organizations and community advisory committees.

Customers informed GRU that they were concerned about factors such as conservation, the environment, affordability, reliability and economic benefits to the community. At the direction of the City Commission, GRU is pursuing options that will address all of those concerns. Ultimately, the City Commission will decide the best course of action for GRU's customers and the community.

GRU conducted a series of public outreach workshops during the year to gather citizen input on the best ways to meet our growing community's future electric power needs.
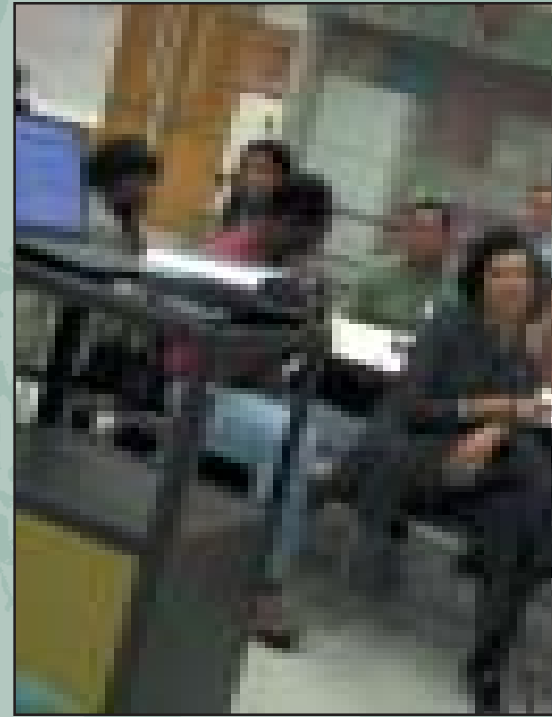
For the Future

Depot Regional Stormwater Park

During 2003, progress continued toward developing the Depot Regional Stormwater Park, a 35 acre park and stormwater treatment facility on a former industrial site near Depot Avenue and South Main Street. Several milestones were accomplished in the areas of remediation planning, contamination cleanup and stormwater engineering.

At a special public hearing in June 2003, the City Commission selected a remediation strategy for the former CSX property to remove all visibly impacted soil to the clay layer and non-visibly impacted soil to cleanup levels established for the park. Following the City Commission decision, a workshop was held to obtain public comments on treatment and disposal alternatives for the contaminated soil. The City revised its Risk Assessment and Feasibility Study reports to incorporate the City Commission decision and findings of the workshop. Engineers also began drafting a remedial action plan, which will be submitted to state regulators for approval in early 2004.

In October 2003, contractors working for the Florida Department of Environmental Protection cleaned up approximately 4,800 tons of petroleum-contaminated soil from the former Gas Depot site. The contaminated soil was thermally treated at a facility in Georgia.

The City also moved forward the design for the west stormwater basin and permit applications were submitted to state regulators. Construction of the west basin is expected to begin in early 2004 on the former Gas Depot property.

Top: Last October contractors demolished the former Gas Depot service station and removed approximately 4,800 tons of petroleum-contaminated soil from the site.

Bottom: Crews installed several monitoring wells in May of 2003, to test the Florida Aquifer on the site.

Judicial Complex and Parking Garage

In a special referendum held on March 20, 2001, the County electorate approved the levy of a one-year, one-cent local government infrastructure surtax. Use of the surtax proceeds was restricted to construction of a criminal courthouse and related parking facilities. Construction has been completed on the 118,000 square foot, four-story courthouse at the intersection of South Main Street and SW 2nd Avenue. The construction of the new parking garage has begun and the anticipated completion date is January 2005. The garage is located between SW 2nd Street and SW 3rd Street at SW 1st Avenue. The structure will have ground level plus four elevated levels of parking, totaling 850 parking spaces, and will also contain approximately 3,500 square feet of retail space on the SW 2nd Street side. The total cost of the parking garage project is $8.9 million.
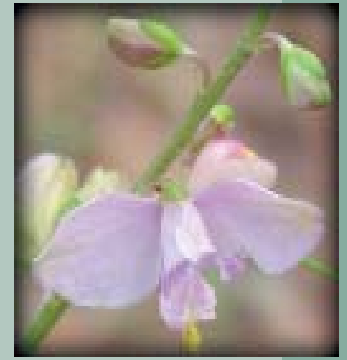
Financial Reporting

This financial summary and history is based upon a condensed view of the City's assets and liabilities for all funds at a specific point in time, September 30th, which is the end of the City's fiscal year.

Current Assets are highly liquid and include cash, investments, inventories, and receivables. **Capital Assets** are the City's long-term investments in land, buildings, equipment, improvements, infrastructure, and construction in progress. The stated values represent the original cost less an amount of depreciation and any related debt. While current assets are available to finance regular City operations, capital assets are not.

Capital Assets
As of September 30, 2003 and 2002
(Net of Depreciation)
[000's omitted]

	Governmental Activities		Business-Type Activities		Total	
	2003	2002	2003	2002	2003	2002
Land	$ 14,314	$ 14,422	$ 2,141	$ 1,928	$ 16,455	$ 16,350
Utility Plant and Equipment	—	—	611,281	594,000	611,281	594,000
Buildings	15,202	15,934	2,058	2,140	17,260	18,074
Improvements	1,046	1,072	386	423	1,432	1,495
Machinery and Equipment	11,271	10,397	7,600	8,295	18,871	18,692
Infrastructure	48,997	48,827	4,813	4,809	53,810	53,636
Construction in Progress	6,612	2,898	74,444	63,298	81,056	66,196
Total	$ 97,442	$ 93,550	$ 702,723	$ 674,893	$ 800,165	$ 768,443

Capital Assets
Fiscal Year 2003

Note: Excludes Gainesville Regional Utilities Capital Assets of $682 million.

Long-Term Liabilities represent debt obligations of the City from long-term financing. The proceeds from these various debt issues were used to finance large projects such as building construction and renovations, major equipment purchases, and roadway reconstruction. **Other Liabilities** include debts that can be paid off in a year or less.

Net Assets represent the resources the City has available to continue to provide services to the residents of Gainesville if there were no additional revenues or resources available.

The City of Gainesville's Statement of Net Assets is divided into **Governmental Activities** and **Business-Type Activities**. Taxes and intergovernmental revenues principally support governmental activities. The governmental activities of the City include general government, public safety, physical environment, transportation, economic environment, human services, culture, and recreation. Business-type are activities where the functions are intended to recover all or a significant portion of their costs through user fees and charges. Business-type activities include electric generation, transmission and distribution, natural gas, water and wastewater, telecommunications, refuse collection, stormwater management, golf course, and mass transit.

Net Assets
As of September 30, 2003 and 2002
[000's Omitted]

	Governmental Activities		Business-Type Activities		Total	
	2003	2002	2003	2002	2003	2002
Current Assets	$ 155,097	$ 65,482	$ 429,051	$ 435,941	$ 584,148	$ 501,423
Capital Assets	97,442	93,550	702,723	674,893	800,165	768,443
Total Assets	252,539	159,032	1,131,774	1,110,834	1,384,313	1,269,866
Long-Term Liabilities Outstanding	129,420	41,697	452,689	421,413	582,109	463,110
Other Liabilities	13,325	14,664	306,057	252,050	319,382	266,714
Total Liabilities	142,745	56,361	758,746	673,463	901,491	729,824
Net Assets	$ 109,794	$ 102,671	$ 373,028	$ 437,371	$ 482,822	$ 540,042

Changes in Net Assets
As of September 30, 2003 and 2002
(000's Omitted)

	Governmental Activities		Business-Type Activites		Total	
	2003	2002	2003	2002	2003	2002
Revenues:						
Charges for Services	$ 11,863	$ 10,267	$ 229,450	$ 214,226	$ 241,313	$ 224,493
Grants and Contributions	9,652	8,495	10,922	14,061	20,574	22,556
Property Taxes	16,342	13,714	—	—	16,342	13,714
Other Taxes/Licenses	17,739	16,189	—	—	17,739	16,189
Intergovernmental	2,825	2,810	—	—	2,825	2,810
Interest	1,635	1,640	6,468	7,507	8,103	9,147
Other Revenues	6,098	1,765	13,945	5,504	20,043	7,269
Total Revenues	66,154	54,880	260,785	241,298	326,939	296,178
Expenses:						
General Government	15,062	17,122	—	—	15,062	17,122
Public Safety	42,574	39,241	—	—	42,574	39,241
Transportation	9,358	8,847	—	—	9,358	8,847
Utilities	—	—	199,324	183,082	199,324	183,082
Other	18,403	13,336	24,003	22,415	42,406	35,751
Total Expenses	85,397	78,546	223,327	205,497	308,724	284,043
Increase before Transfers	(19,243)	(23,666)	37,458	35,801	18,215	12,135
Transfers	26,366	26,121	(26,366)	(26,121)	—	—
Increase in Net Assets	7,123	2,455	11,092	9,680	18,215	12,135
Net Assets - 10/01	102,671	100,216	437,371	427,691	540,042	527,907
Prior Period Adjustment	—	—	(75,435)	—	(75,435)	—
Net Assets 10/01, restated	102,671	100,216	361,936	427,691	464,607	527,907
Net Assets - 9/30	$ 109,794	$ 102,671	$ 373,028	$ 437,371	$ 482,822	$ 540,042

Governmental Funds by Fund Type
Revenues and Expenses
As of September 30, 2003 and 2002
(000's Omitted)

	2003	2002	Increase (Decrease)
Revenues			
General	$ 73,186	$ 69,135	$ 4,051
Special Revenue	15,696	8,868	6,828
Debt Service	94,351	13,234	81,117
Capital Projects	6,981	15,766	(8,785)
Total Revenues	190,214	107,003	83,211
Expenses			
General	70,084	68,822	1,262
Special Revenue	11,742	9,155	2,587
Debt Service	94,298	14,119	80,179
Capital Projects	6,215	6,662	(447)
Total Expenses	182,339	98,758	83,581
NET GAIN (LOSS)	$ 7,875	$ 8,245	$ (370)

The schedule above reflects the revenues and expenses of the City's governmental funds for the fiscal years 2003 and 2002. The schedule includes the amount of increases and decreases in relation to prior year totals.

Governmental Funds are used to account for tax-supported activities. The following are the City's governmental fund types:

The **General Fund** reflects the majority of the financial activity of departments within City government. Taxes, user fees and transfers from other City departments (including GRU) make up the majority of the funding sources.

Special Revenue Funds are used to account for specific revenue sources that are restricted to expenditures for specified purposes. The sources of these funds include federal and state grants. These monies are normally spent over an extended period of time and are reflected on the financial statements until the programs are completed.

Debt Service Funds are used to account for receipt and payment of general long-term debt principal and interest. The City typically issues bonds in order to finance large capital projects. On March 14, 2003 the City issued $89,894,759 in Taxable Pension Obligation Bonds. The proceeds of this issue were utilized to retire the Unfunded Actuarial Accrued Liability in the City's defined benefit pension plans. This financing is expected to produce approximately $77 million in gross savings or just over $33 million in present value savings over the life of the issue.

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major facilities or improvements. The sources of these funds are usually General Fund transfers, federal and state grants, and debt issues. The City maintains a five-year Capital Improvement Plan, which was adopted by the City Commission in September of 2002.

Capital Projects
Fiscal Year 2003
Expenses

Proprietary Funds Comparison for Fiscal Year 2003

Proprietary Fund by Entity Revenues and Expenses
As of September 30, 2003 and 2002
[000's Omitted]

	2003	2002	Increase (Decrease)
Revenues			
Transit	$ 13,198	$ 11,364	$ 1,834
Utilities	235,579	217,842	17,737
Stormwater	5,991	5,931	60
Ironwood Golf Course	1,027	1,232	(205)
Solid Waste	5,644	5,284	360
General Insurance	5,635	4,461	1,174
Fleet	6,361	4,974	1,387
EHAB	14,954	11,711	3,243
Total Revenues	288,389	262,799	25,590
Expenses			
Transit	$13,128	$11,085	$2,043
Utilities	227,249	209,167	18,082
Stormwater	4,286	4,087	199
Ironwood Golf Course	1,775	1,637	138
Solid Waste	6,311	5,805	506
General Insurance	5,170	7,168	(1,998)
Fleet	4,940	4,644	296
EHAB	12,039	11,403	636
Total Expenses	274,898	254,996	19,902
Shortage of Revenues Over Expenses	$ 13,491	$ 7,803	$ 5,688

Proprietary Funds

Proprietary Funds are used to account for the government's ongoing organizations and activities that are similar to those often found in the private sector. They are divided into two main categories, Enterprise and Internal Service.

Enterprise Funds are governmental self-supporting activities that provide service to the public on a user charge basis. They are financed and operated in the same way private business operates. The mission of these entities is to provide goods and/or services to the public while covering the cost of operations. Any profits are invested back into the entity for capital acquisition.

Internal Service Funds are used to give an accounting for activities provided by one governmental entity to another governmental entity. The charges for these services are designed for cost recovery only.

Total Long Term Liabilities
As of September 30, 2003 and 2002
[000's Omitted]

	2003	2002	Increase (Decrease)
Governmental Activities:			
Guaranteed Entitlement Revenue and Refunding Bonds	$ 125,187	$ 37,917	$ 87,270
Promissory Notes	1,489	1,166	323
Long-Term Liabilities	126,676	39,083	87,593
Business-Type Activities:			
Guaranteed Entitlement Revenue and Refunding Bonds (Utility)	395,920	371,050	24,870
Utility Notes Payable	71,515	74,811	(3,296)
Other Liabilities	2,111	3,111	(1,000)
Total Utility Debt	469,546	448,972	20,574
Total Long-Term Liabilities	$ 596,222	$ 488,055	$ 108,167

Morningside Nature Center's Living History Farm provides all visitors a taste of life during the early 1900s.

Fiduciary Funds

Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. These funds are not available as sources for the City's own program. The City's fiduciary fund type includes Pension Trust Funds. The pension fund assets are just over $212 million.

Debt Administration

The City's required principal and interest payments on outstanding debt were remitted timely and in full during fiscal year 2003. The reserve requirements mandated by the bond covenants remain funded at the prescribed levels. The City's total long-term liabilities at the end of the current fiscal year were just over $596 million with $467 million belonging to the Utility enterprise. The City has $13.5 million of this debt due during fiscal year 2004. The table on the left shows more information.

Component Units are presented in a

separate column in the financial statements to emphasize they are legally separate from the City. The Community Redevelopment Agency (CRA) and the Gainesville Enterprise Zone Development Agency (GEZDA) were created by ordinance of the City to carry out community redevelopment within the City of Gainesville. The City Commission appoints the boards of these organizations and approves their budgets

Community Redevelopment Agency purpose is to correct blighting influences through construction of enhancements to public places and land. Improving derelict buildings helps to create an environment conducive to private investment.

CRA has assisted with funding improvements to downtown neighborhoods, constructed downtown streetscape, and improvements to the Downtown Community Plaza. Planned projects include constructing pedestrian enhancements to existing streets, building high quality "walk-up" type townhouse units in downtown Gainesville, and assisting with the design and development of a Stormwater Park in east Gainesville.

Gainesville Enterprise Zone is an area targeted for economic revitalization. It offers financial incentives to businesses to encourage private investment and increase employment opportunity for the areas' residents. Three non-contiguous business districts within the City of Gainesville make up the Zone. During 2003, 7 applications were processed, 1,300 businesses were assisted, 165 new businesses entered the zone, and 150 new jobs were created.
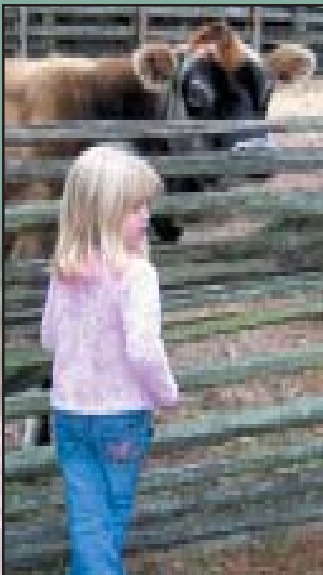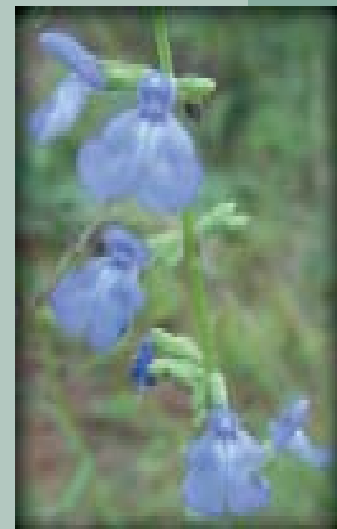
Advisory Boards and Committees

Gainesville has long been admired for its participatory style of government. The City has many advisory boards and committees that provide residents an opportunity to contribute to their local government and participate in significant policy decisions. Current boards and committees are listed below. For further information, please call the City Clerk's office at 352-334-5015.

Art In Public Places Trust - 5 member City/County appointed committee is established for each major public constructed project.

Bicycle/Pedestrian Advisory Board - 12 members: City (4), County (4) and MTPO (4). The Board shall study and make recommendations to the City Commission, the County Commission, and the MTPO on all matters concerning planning, implementation, and maintenance of policies, programs, and facilities for the safe and efficient integration of bicyclists and pedestrians into the urban area transportation system.

Board of Adjustment - 5 members City residency required. The Board of Adjustment hears and decides appeals of administrative review and special exceptions on zoning and building code matters.

Board of Trustees of the Consolidated Police Officers' and Firefighters' Retirement Plan - 5 members City residency required for the two (2) members appointed by the City Commission. The Board of Trustees oversees and administers the pension plan of the Police Officers and Firefighters for the City of Gainesville.

Citizens Advisory Committee for Community Development - 15 members City residency not required. The Citizens Advisory Committee for Community Development (CACCD) makes recommendations to the City Commission and City Manager regarding the Community Development Block Grant and HOME programs and lends support to, and seeks support for, desirable programs and projects.

City Beautification Board - 15 members City residency not required. The City Beautification Board studies, investigates, develops, assists, advises, and makes recommendations to the City Commission on matters pertaining to beautification.

City Plan Board - 7 members City residency required. The City Plan Board gathers information and makes recommendations to the City Commission on the comprehensive plan of the City of Gainesville.

College Park/University Heights Redevelopment Advisory Board - 9 members To the extent possible, members of each advisory board should reside or work in the district. Appointed by the Community Redevelopment Agency (CRA).

Development Review Board - 7 members City residency required. The Development Review Board is a citizen board that reviews, approves or denies development plans submitted for review pursuant to the provisions of Chapter 30, Gainesville Code of Ordinances.

Downtown Redevelopment Advisory Board - 7 members To the extent possible, members of each advisory board should reside or work in the district. Appointed by the Community Redevelopment Agency.

Eastside Redevelopment Advisory Board - 7 members To the extent possible, members of each advisory board should reside or work in the district. Appointed by the Community Redevelopment Agency.

Fifth Avenue/Pleasant Street Redevelopment Advisory Board - 7 members To the extent possible, members of each advisory board should reside or work in the district. Appointed by the Community Redevelopment Agency (CRA).

Fire Safety Board of Adjustment - 5 members City residency not required. The Board serves as an appeals board, authorized to hear appraisals and to vary the application of any provision of various fire safety codes.

Gainesville/Alachua County Cultural Affairs Board - 15 members City residency not required. The Cultural Affairs Board advises the Director of Cultural Affairs in the promotion of fine arts, literary arts, performing arts and crafts, develops local art resources and assists in the planning and implementation of community arts involvement in and around the City of Gainesville.

Gainesville/Alachua County Regional Airport Authority - 9 members City residency not required. The purpose of the Authority is to manage and operate the airport and airport facilities, an independent special district.

Gainesville Code Enforcement Board - 7 members City residency required. The Gainesville Code Enforcement Board has jurisdiction to hear and decide cases of alleged violations of Gainesville City codes. Members also serve on the Nuisance Abatement Board.

Gainesville Energy Advisory Committee - 9 members City residency not required. The Committee advises the City Commission on energy policy matters and reviews the continuing work of the Gainesville Regional Utilities.

Gainesville Enterprise Zone Development Agency - 9 members City residency not required. Created to carry out the economic development and redevelopment purposes of Chapter 290, Florida Statutes.

Gainesville Housing Authority - 5 members City residency not required. The authority establishes policy and is responsible for the planning, financing, construction, leasing, managing and maintaining of low-rent public housing, subject to applicable laws, and contractual relations with the US Department of Housing and Urban Development and the City Commission.

Gainesville Human Rights Board - 7 members City residency required. The purpose of the Gainesville Human Rights Board is to enforce, file, process and hear complaints of discrimination based upon age, race, color, sex, religion, creed, national origin, disabilities, marital status and sexual orientation.

Historic Preservation Board - 9 members City residency required. The responsibilities of this Board are to update the official inventory of cultural resources and submit recommendations and documentation to the City Commission; develop programs to stimulate public interest in urban neighborhood conservation policies and goals; and cooperate with City, County, Regional, State and Federal Governments in site, building, structures, object areas and districts, both public and private, for listing on the local Register for Historic places.

Nature Centers Commission - 12 members City residency not required. The Nature Centers Commission assists the City Commission through recommendations and advice given in respect to developing programs, ordinances, use regulations and resource management policies as required to protect the natural system and other values to the Nature Centers of the City of Gainesville.

Pension Review Committee - 5 members City residency not required. SUCCESSFUL INVESTMENT AND ADVISORY EXPERIENCE REQUIRED. The Committee shall assist the City Commission in carrying out its fiduciary responsibility as Board of Trustees of the City's pension funds by acting as an Advisory Committee on investment matters and Board referrals. The Committee shall also review investment policies and Investment Manager performance.

Public Recreation Board - 9 members City residency not required. The Public Recreation Board advises the City Commission and offers recommendations as to the needs of the City on all matters pertaining to recreation within the City.

Regional Transit System Advisory Board - 9 members City residency required for City appointees. The duties of the Regional Transit System Advisory Board shall be to advise the City Commission on all matters relating to the Regional Transit System.

Tree Advisory Board - 5 members The Board shall act as the technical information collector, clarify tree regulations, act on referrals, guide the creation of a Master Tree Plan, assist in the development of the goals and objectives for the City's Comprehensive Plan with respect to trees, and serve on the Tree Board of Appeals.

Tree Board of Appeals - 3 members City residency not required. The Tree Board of Appeals has been established to hear appeals regarding dangerous or dead trees designated for removal, including those recommended for removal by the City Arborist.

Citizen's Opinion Survey

Dear Citizen,

As a citizen of Gainesville, you are the best judge of the quality of service your City Government provides. I know you expect the highest quality of service and to be treated with courtesy and friendliness. To assist the City in delivering high quality services, please take a few minutes to answer the questions on the next three pages.

This survey is designed to help the City staff and Commission evaluate public opinion of City services and programs. Your household has been chosen at random to participate in this survey. To accurately reflect the views of all people living in Gainesville, we would like you to utilize the following method to determine the respondent in your household: Please select the adult (anyone 18 years or older) who most recently had his or her birthday.

Be assured that all your answers are given in complete anonymity. Let me stress again that your participation in this survey is very important, especially because you are one of the few households being asked to report your opinions about City services. It is equally important that you choose your household's respondent by the method described above. If you have any questions about this survey, feel free to contact the Office of Management and Budget at 334-5032. When you have completed the survey, please return it in the prepaid envelope.

In addition to the Citizen's Opinion Survey on services, I am also very interested in any comments you have regarding the Citizen's Report. If you have any suggestions on how the City can improve the Citizen's Report, please contact the Finance Department at 334-5054.

Thank you,

Wayne Bowers

Wayne Bowers
City Manager
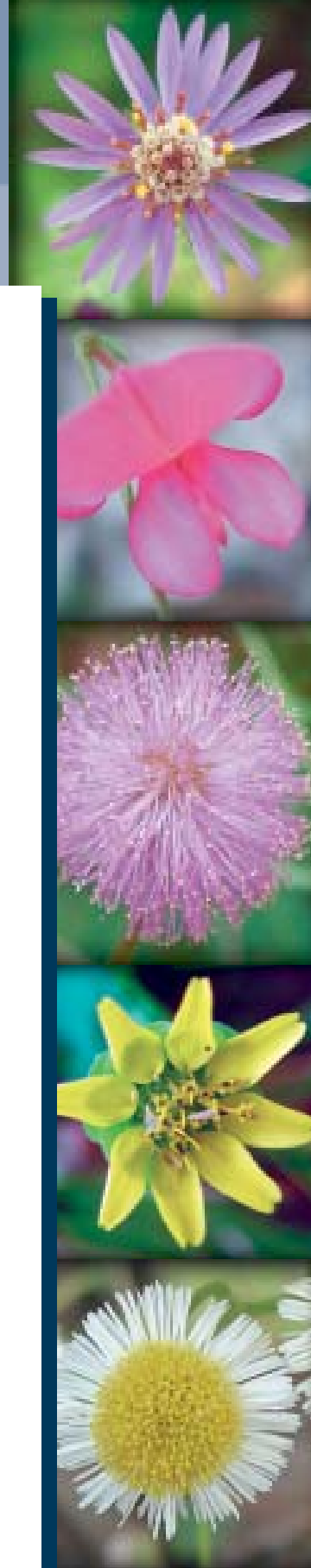
This questionnaire is included in the 2003 Citizen's Report, which is mailed out during the Spring of 2004. The addresses were selected from a random sample of GRU customers within the City limits.

1. **Overall, how would you rate the services provided by the City of Gainesville?**

   ❍ Excellent   ❍ Good   ❍ Fair   ❍ Poor   ❍ Don't Know

2. **Please rate the quality of each of the following City services, and the importance of each one to you.**

   (Check one answer on each side for each response)

Police protection	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Traffic enforcement	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Fire protection	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
City parks – e.g. Westside, McPherson	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Cultural events and exhibits	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Recreational programs	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Nature parks and greenways	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
City buses (RTS)	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Building and Codes Enforcement	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Recycling program	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Trash collection (Waste Management)	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Street maintenance and repairs	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Maintenance of the City's tree canopy	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Ironwood golf course	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Mosquito control	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not
Planning and Zoning	❍ Excellent	❍ Good	❍ Fair	❍ Poor	❍ Very	❍ Somewhat	❍ Not

3. **In the past 12 months, have you or your family done any of the following? If yes, how would you rate the helpfulness of the person(s) who handled your question or problem?**

   (Check one answer on each side for each response)

Called for a City paramedic	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Called for mosquito control	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Called the City or Waste Management about trash	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Called the Gainesville Fire Dept.	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Called the Gainesville Police Dept.	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Contacted the City to report poor road conditions	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor

4. **In the past 12 months, have you or your family done any of the following? If yes, how would you rate your overall experience?**

   (Check one answer on each side for each response)

Attended a City-sponsored concert, art festival, fair, or event	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Participated in a City athletic program	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Participated in other City recreational programs	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Recycled paper, cans, or bottles from your home	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Ridden a City bus	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Visited a City nature area; e.g., Morningside, Ring Park	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Visited a recreational park; e.g. Westside, McPherson	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Played golf at Ironwood golf course	❍ YES	❍ NO	❍ Excellent	❍ Good	❍ Fair	❍ Poor

5. **This question evaluates your general impression of the services of the Gainesville Police Department (GPD).**

Your opinion of personal safety in the City of Gainesville	❍ Excellent	❍ Good	❍ Fair	❍ Poor
General quality of service by GPD	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Your impression of professionalism of GPD staff	❍ Excellent	❍ Good	❍ Fair	❍ Poor

Questions 6 – 10 evaluate GPD's response to a specific incident. If you have not had any direct contact with GPD in the last year please go to question 11.

6. **Reason for your direct contact with the Gainesville Police Department.**
    ❍ Ticket   ❍ Suspect   ❍ Victim   ❍ Witness   ❍ Traffic Incident
    ❍ Community Activity   ❍ Other (please specify)_____

7. **Evaluation of officer/GPD staff contact.**

Manner in which situation was handled	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Level of courtesy and friendliness	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Helpfulness	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Attitude	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Level of officer's concern	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Level of professionalism	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Competence	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Appearance	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Length of time for officer to arrive or return phone call (if relevant)	❍ Excellent	❍ Good	❍ Fair	❍ Poor
If you were a victim: Information about rights provided?	❍ YES ❍ NO			
If you were a suspect: Information about rights provided?	❍ YES ❍ NO			

8. **Did an officer/investigator/detective follow up on your case?** ❍ YES ❍ NO

9. **If an officer/investigator/detective followed up, how satisfied were you?**

Amount of time to contact you	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Service provided by officer/investigator/detective	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Level of courtesy and friendliness	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Helpfulness	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Attitude	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Level of professionalism	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Competence	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Appearance	❍ Excellent	❍ Good	❍ Fair	❍ Poor

10. **What could the officer(s) have done to increase your level of satisfaction with the services provided?**
    _____
    _____

11. **Are you a member of your local Crime Watch organization?** ❍ YES ❍ NO

12. **Do you know who your neighborhood Police Officer is?** ❍ YES ❍ NO

13. **A. In the past 3 months, how many times have you visited a**

City nature park (Morningside, Bivens Arm, etc.) or a	❍ 1-5	❍ 6-10	❍ Over 10
City recreational park? (Westside, McPherson, etc.)	❍ 1-5	❍ 6-10	❍ Over 10

B. If more than 0, how would you rate

The cleanliness	❍ Excellent	❍ Good	❍ Fair	❍ Poor
The level of safety	❍ Excellent	❍ Good	❍ Fair	❍ Poor
The attractiveness	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Maintenance of the park	❍ Excellent	❍ Good	❍ Fair	❍ Poor
Maintenance of the sports fields	❍ Excellent	❍ Good	❍ Fair	❍ Poor
The educational value	❍ Excellent	❍ Good	❍ Fair	❍ Poor

14. **A. Do you feel the City of Gainesville needs more parks?** ❍ YES ❍ NO
    B. If yes, in what sector of town? (NW, NE, SW, SE) ❍ NW ❍ NE ❍ SW ❍ SE
    C. What kinds of facilities? (baseball/soccer fields, pool, gym, center)
    _____
    _____

DETACH HERE AND RETURN IN ENCLOSED ENVELOPE

15. **A. In the past 3 months, how many times have you used the City bus service (RTS)?**

○ 0   ○ 1 – 5   ○ 6 – 10   ○ Over 10

B. What would encourage you to use the City bus service more often? (Check all that apply)

○ Nothing   ○ Smaller buses   ○ More frequent buses
○ More friendly service   ○ Cleaner buses   ○ Extended hours
○ Lower fare   ○ New routes   ○ Buses being on time

16. **Rank the order of issues which you feel are the most important problems for City officials to work on first. Put a '1' next to the issue you feel is most important, a '2' next to the second most important issue, etc.**

_____ Condition of Streets & Sidewalks   _____ Pollution of the Environment
_____ Crime   _____ Sustainable Development
_____ Growth Management   _____ Taxes
_____ Jobs & the Economy   _____ Traffic
_____ Litter Control   _____ Waste Disposal
_____ Parks & Recreation Facilities   _____ Drugs

17. **For statistical purposes, please indicate family's total annual income BEFORE TAXES for 2003. (Include money from all sources for all persons living in your household.)**

○ $0 – 10,000   ○ $10,000 – 30,000   ○ $30,000 – 50,000   ○ Over $50,000

18. **Your gender:**   ○ Male   ○ Female

19. **Number of individuals in your household:**   ○ 1   ○ 2   ○ 3   ○ 4 or more

20. **Your age:**   ○ 18 – 24   ○ 25 – 34   ○ 35 – 49   ○ 50 – 64   ○ over 64

21. **Your race/ethnicity:** ○ Black   ○ White   ○ Hispanic   ○ Asian   ○ Other _____

22. **What zip code do you live in?** _____

23. **In the space below, please make any comments you have regarding City programs and services. (Remember, this survey is anonymous.)**

_____
_____
_____

24. **Did you answer this survey before reading the 2003 Citizen's Report?** .... ○ YES   ○ NO

25. **Did you like the Citizen's Report?** .... ○ YES   ○ NO

26. **Did you find the report easy to read?** .... ○ YES   ○ NO

27. **Do you feel this report provides useful information to City residents?** .... ○ YES   ○ NO
If no, why? _____

28. **Is there any information you would add or delete from the report?** .... ○ YES   ○ NO
If so, what? _____

29. **At a cost of approximately $1.40 per copy, should the City continue to provide this report to its taxpayers?** ○ YES   ○ NO

If yes, how often?   ○ Annually   ○ Every 3 years   ○ Every 5 years   ○ Other (please specify) _____

30. **Please make any other comments you have regarding the Citizen's Report, in the space below.**

_____
_____
_____

If you would like a copy of the results of this survey call 334-5032 after September 30, 2004, and a free copy will be mailed to you. Also, check out the City's website — **http://www.cityofgainesville.org**.

Contact Numbers

For numbers not listed below call (352) 334-5005

Persons with disabilities who require assistance to participate in City Commission meetings are requested to notify the Equal Opportunity Department at 334-5051 or call the TDD phone line at 334-2069 at least 48 hours in advance.

Administrative Services 334-5013
Assistant City Manager 334-5010
Building Inspection 334-5050
City Attorney.. 334-5011
City Auditor 334-5020
City Commission 334-5016
City Manager 334-5010
Clerk of Commission 334-5015
Community Development... 334-5022
Computer Services 334-5033
Cultural Affairs... 334-5064
Economic Development 334-5012
Equal Opportunity 334-5051
Facilities Management 334-2140
Finance 334-5054
Fire Rescue.. 334-5078
Fleet Management 334-2261
Gainesville Regional Utilities 334-3400
Human Resources 334-5077
Ironwood Golf Course 334-3120
Management & Budget.. 334-5032
Police... 334-2400
Public Works 334-5070
Recreation & Parks 334-5067
Regional Transit System 334-2609
Risk Management 334-5045
Solid Waste 334-5040
Stormwater Management... 334-5072
Streets... 334-2161
Traffic Engineering 334-5074
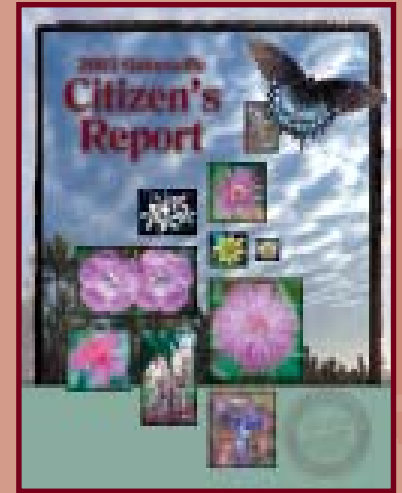
ABOUT THE COVER

The cover design is a small sample of more than 500 species of native plants at Morningside Nature Center, the oldest of the City of Gainesville's nature parks.

Flowers, top to bottom:
Blue Sage, Silver Aster, Sabatia, Green Eyes, Daisy Fleabane, Florida Foxglove, Sensitive Briar, Tephrosia, Indian Pipes and Blue Curls
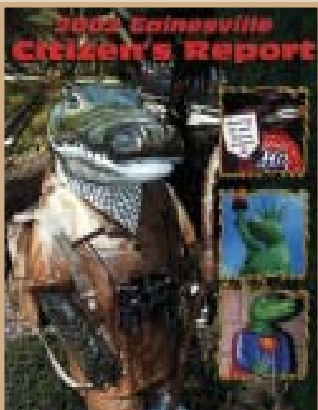
The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to the City of Gainesville for its Popular Annual Financial Report for the fiscal year ended September 30, 2002.

The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

Check out the City's website at www.cityofgainesville.org

City of Gainesville

Finance Department
PO Box 490
Gainesville, FL 32602