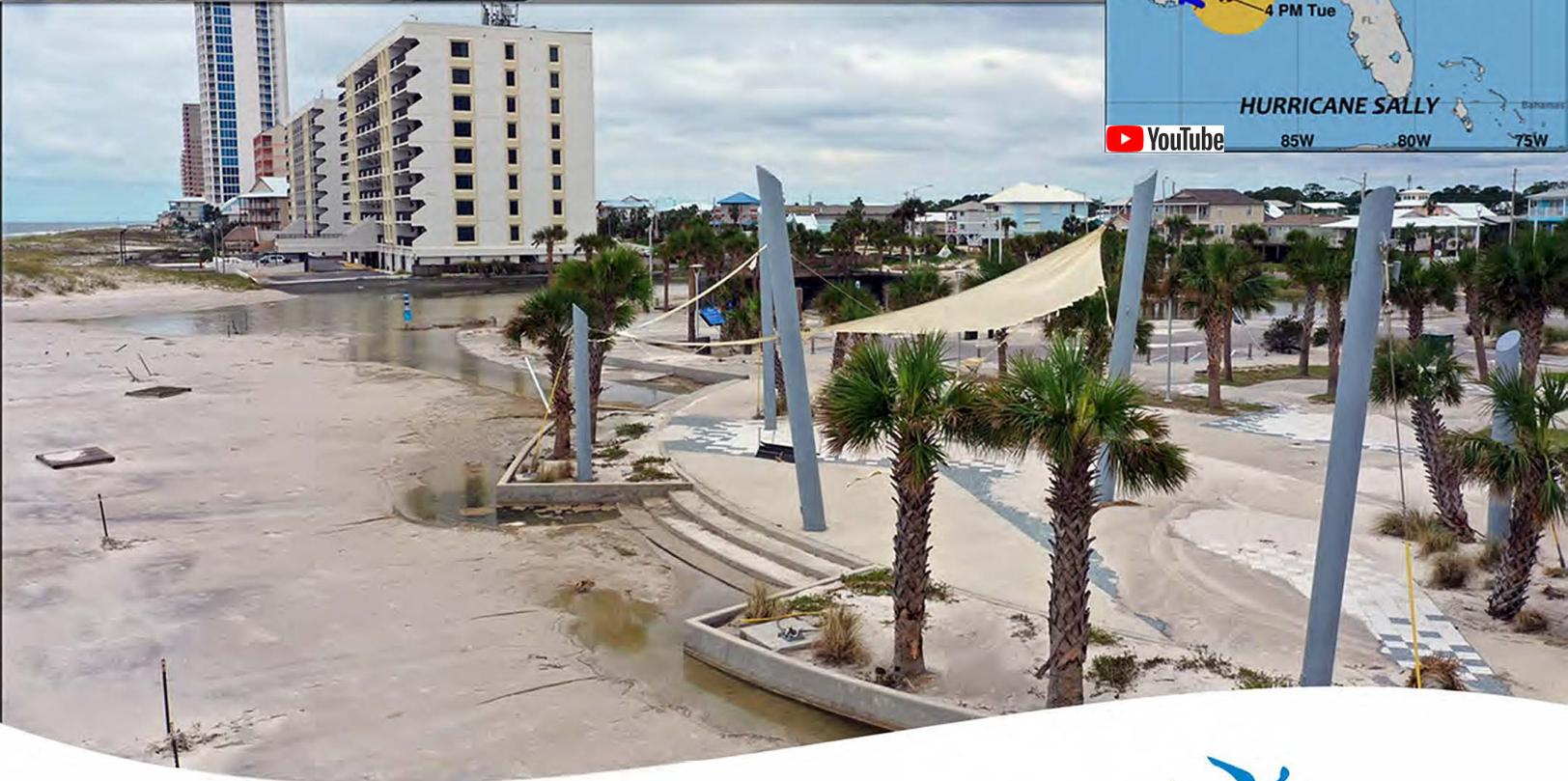
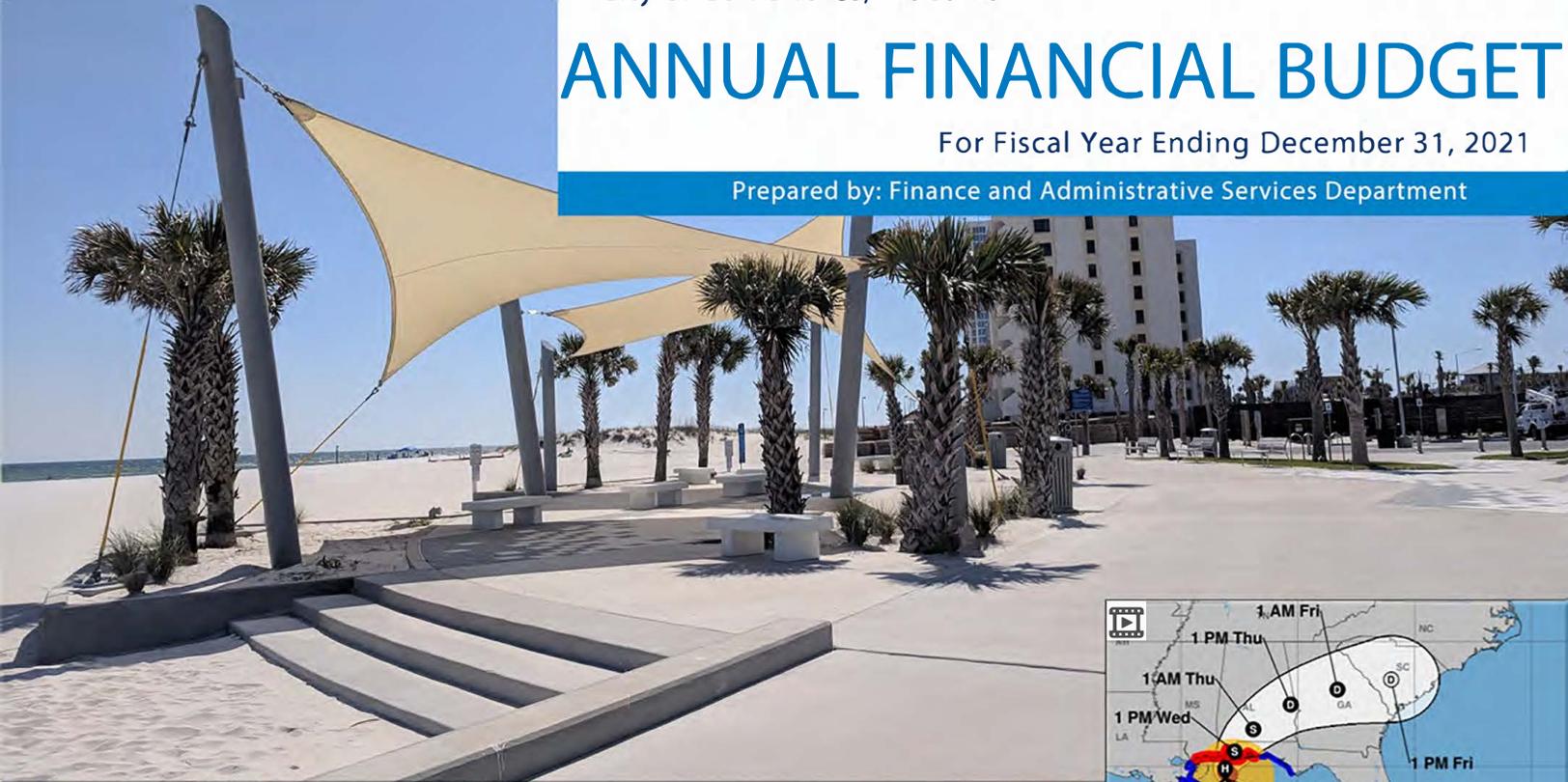


City of Gulf Shores, Alabama

# ANNUAL FINANCIAL BUDGET

For Fiscal Year Ending December 31, 2021

Prepared by: Finance and Administrative Services Department



*Gulf Place  
Before and After Hurricane Sally  
September 16, 2020*



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**CITY OF GULF SHORES, ALABAMA**  
**2021 Budget**  
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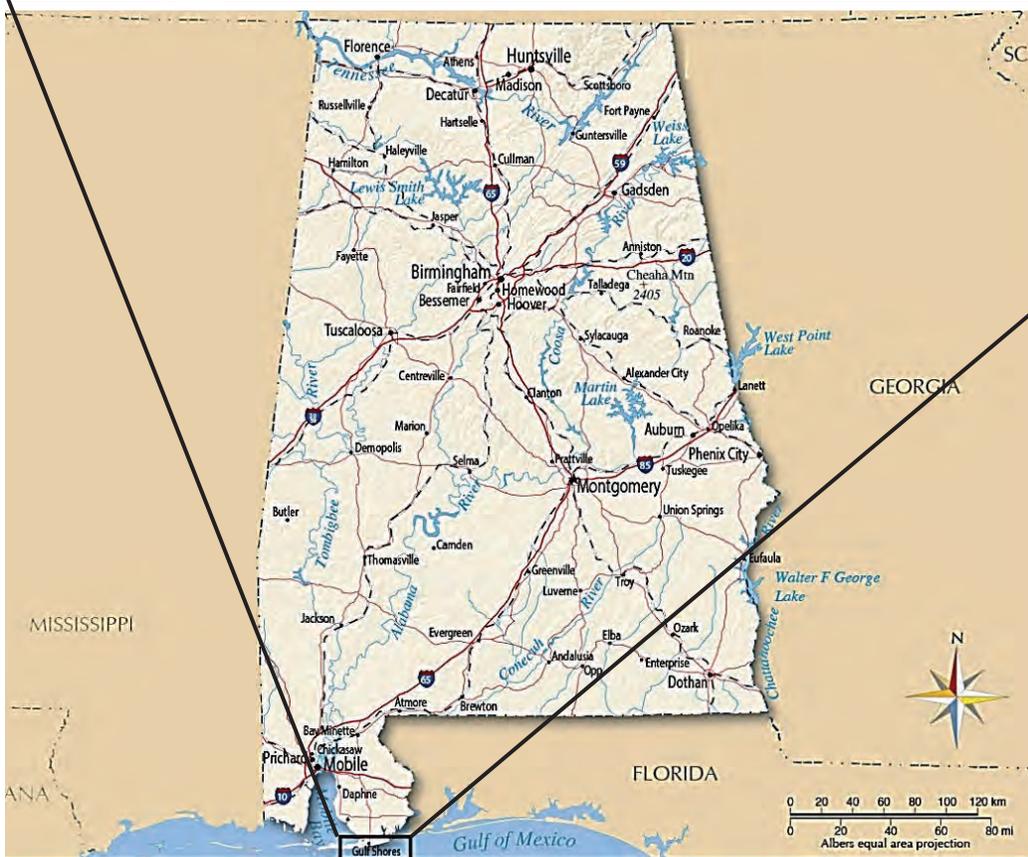
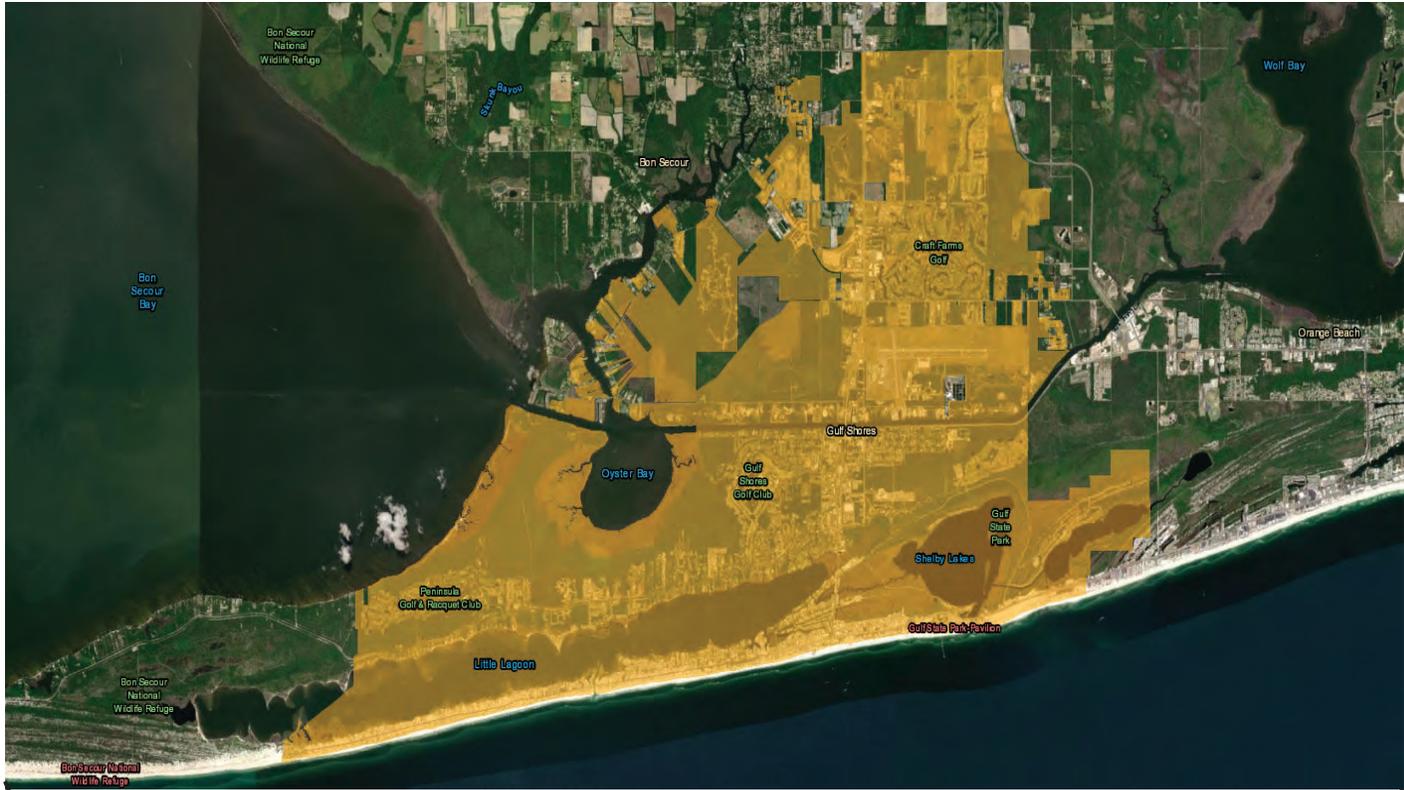
## City of Gulf Shores, Alabama Mayor and Council

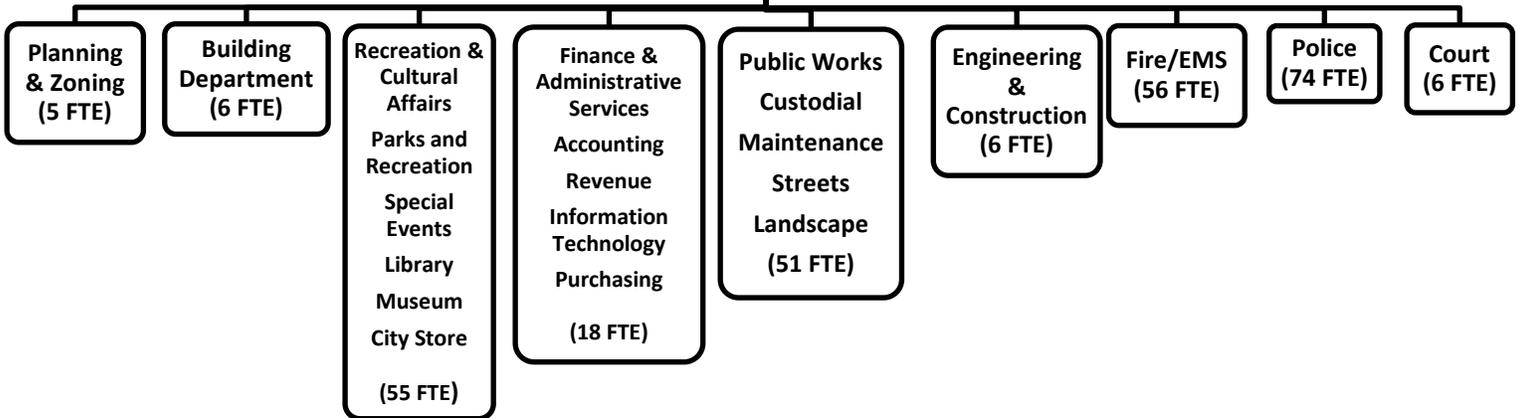
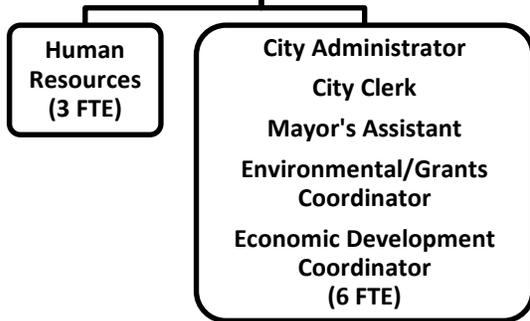
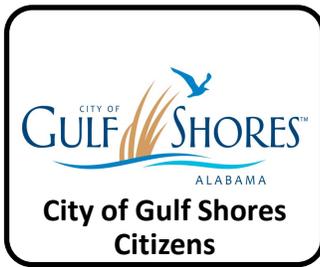


Left to Right Standing: Joe Garris, Stephen E. Jones, Jason Dyken, Gary Sinak  
Left to Right Seated: Philip Harris, Robert Craft, Mayor

# City of Gulf Shores, Alabama

With Major Highway Locator Map







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Gulf Shores**

**Alabama**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morill*

Executive Director

**DISTINGUISHED BUDGET PRESENTATION AWARD**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Gulf Shores, Alabama for its annual budget for the fiscal year beginning January 1, 2020 for the budget document created by the City. In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The Distinguished Budget Presentation Award is valid for one year only. Our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**RESOLUTION NO. 6342-20**

**A RESOLUTION ADOPTING  
CITY OF GULF SHORES  
2021 BUDGET**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GULF SHORES, ALABAMA, WHILE IN REGULAR SESSION ON November 9th, 2020 as follows:

**Section 1.** That the City of Gulf Shores 2021 Budget be adopted for the City of Gulf Shores, Alabama, for Fiscal Year 2021 beginning January 1, 2021 and ending December 31, 2021.

**GENERAL FUND BUDGET SUMMARY 2021  
(JANUARY 1, 2021 THROUGH DECEMBER 31, 2021)**

TOTAL REVENUES GENERAL FUND \$49,682,362

**EXPENDITURES:**

Executive	\$ 1,864,877	
Human Resources	751,128	
Finance & Administrative Svcs	3,351,060	
Municipal Court	473,220	
Police	7,322,113	
Fire & EMS	5,691,450	
Planning & Development	617,407	
Building	664,416	
Recreation & Cultural Affairs	455,678	
Events & Programs	758,653	
Library	695,711	
Recreation-Rec & Wellness	2,289,865	
Recreation-Sportsplex	1,219,588	
Recreation-Parks	591,114	
Recreation-City Store	185,069	
Recreation-City School Landscape	199,596	
Public Works:		
General Services	394,076	
Public Facilities-Custodial	582,245	
Public Facilities-Landscaping	966,242	
Streets	2,748,535	
Maintenance	1,328,196	
Engineering & Construction	733,759	
Airport Authority	161,336	
Outside Agencies	998,692	
SUBTOTAL OPERATIONS		\$35,044,026
<b>Capital Outlay</b>		
Finance & Admin	10,000	
Police – Capital Outlay	627,784	
Fire – Capital Outlay	72,000	
Building – Capital Outlay	36,000	
Recreation Sportsplex	87,000	
Recreation Parks	37,000	
Recreation Rec & Wellness	14,000	

Engineering 155,000

Public Works Capital:

Landscaping 90,000  
Custodial 30,000  
Streets 502,510

SUBTOTAL CAPITAL	\$1,661,294	
Operating Transfers Out	<u>\$12,499,392</u>	
Total General Fund Expenses		<u>\$49,204,712</u>
Budget Carry Forward General Fund		<u>\$ 477,650</u>

**OTHER FUND BUDGET SUMMARY 2021  
(JANUARY 1, 2021 THROUGH DECEMBER 31, 2021)**

REVENUE EXPENDITURE

**Special Revenue**

2% Lodging Tax Revenue	4,006,500		
Transfer to General Fund		3,322,408	
Transfer to Beach Fund		710,020	
Total 2% Lodging Tax Expenses			<u>\$4,032,428</u>
Budget Carry Forward 2% Lodging			<u>\$(25,928)</u>

**Police & Fire Related Grants**

Police and Fire	521,000		
Transfer to General		487,000	
Muni Court Exps		24,000	
Police		<u>10,000</u>	
SUBTOTAL			<u>521,000</u>
Budget Carry Forward Police & Fire			<u>\$0</u>

**Impact Fees Fund**

Impact Fees Revenue	1,693,100		
Recreation		702,000	
Public Works		770,000	
Police		103,600	
Fire		<u>113,000</u>	
SUBTOTAL			<u>\$1,688,600</u>
Budget Carry Forward Impact Fees			<u>\$4,500</u>

**Beach Restoration & Projects Fund**

710,020

Transfer from 2% Lodging Tax			
Recycling Revenue	20,000		
Parking Fees	<u>650,000</u>		
<b>SUBTOTAL</b>	<b>1,380,020</b>		
Police		383,096	
Fire – Beach		759,026	
Public Works – Streets		247,576	
Capital Outlay		<u>165,000</u>	
Total Beach Restoration & Projects			<u>\$1,554,698</u>
Budget Carry Forward Beach R & P			<u>\$(174,678)</u>
<b>Capital Improvements Fund</b>			
Contributions – Sidewalk/Bikeway	30,000		
2020 Debt Issue	<u>2,500,000</u>		
<b>SUBTOTAL</b>	<b>2,530,000</b>		
Capital Outlay Projects		2,500,000	
General Fund Transfer		<u>30,000</u>	<u>\$2,530,000</u>
			\$0
<b>Storm Damage Fund</b>			
Transfer from General Fund	23,078		
Parks, Recreation & Other (G)		<u>0</u>	
Budget Carry Forward Storm Damage			<u>\$0</u>
			\$23,078
<b>Taxable Warrant Fund</b>			
Proceeds from 2016 Taxable LOC	3,784,560		
Grants & Developer Matches	<u>10,047,719</u>		
<b>SUBTOTAL Revenue</b>	<b>13,832,279</b>		
Improvements Medical Facility		4,042,132	
Gulf Coast Center for Ecotourism		3,680,000	
Transportation Projects BUILD		4,227,428	
Little Lagoon Restoration Project		<u>1,882,719</u>	
<b>SUBTOTAL Expense</b>			<u>\$13,832,279</u>
			\$0
<b>Debt Service Fund</b>			
Transfers/Interest	8,472,314		
Bond Payments		8,472,314	<u>\$8,472,314</u>
			\$0
<b>2018 GO Warrants</b>			
Match/Proceeds from 2018 Warrants	8,046,566		
Capital Outlay Projects		8,046,566	<u>\$8,046,566</u>
			<u>\$0</u>
<b>Public Education Building Authority Fund</b>			
	606,550		

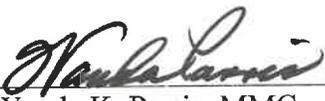
Budget Carryforward Public Ed		<u>\$606,550</u>
		\$0
<b>Total All Funds Revenue</b>	<b>90,793,769</b>	
<b>Total All Funds Expense</b>	<b>89,882,597</b>	

Budget Carry Forward:		
General Fund Budget		\$ 477,650
Special Revenue 2% Lodging		(25,928)
Impact Fees Fund		4,500
Beach Restoration & Projects Fund		(174,678)
Storm Damage Fund		23,078
Public Education Building Authority		<u>606,550</u>
Budget Carry Forward		<u><b>\$ 911,172</b></u>

**Section 2.** That this Resolution shall become effective upon its adoption.

ADOPTED this 9th day of November, 2020.

  
\_\_\_\_\_  
Robert Craft, Mayor

  
\_\_\_\_\_  
Wanda K. Parris, MMC  
City Clerk

CERTIFICATE

I, Wanda Parris, MMC, City Clerk of the City of Gulf Shores, Alabama, do hereby certify that the foregoing is a true and correct copy of Resolution No. 6342-20 (prepared by City Clerk), which Resolution was duly and legally adopted at a regular meeting of the City Council on November 9, 2020.

  
\_\_\_\_\_  
City Clerk



November 9, 2020

The Honorable Mayor, Members of the City Council  
and the Citizens of the City of Gulf Shores, Alabama

RE: 2021 BUDGET MESSAGE

On behalf of the City of Gulf Shores government staff, we are pleased to deliver the Fiscal Year 2021 Budget for the City of Gulf Shores, Alabama for the period beginning January 1, 2021 and ending December 31, 2021. The annual budget is a policy document which sets the financial course for the City and defines the service priorities provided to the community. The budget presented is a culmination of months of efforts to balance available resources so to implement the City Council's updated Strategic Plan, which in turn implements the Mayor and Council adopted Gulf Shores Vision 2025 for Sustainability. While 2020 has been a tumultuous year due to COVID-19 related beach closures, Hurricane Sally and other weather related events, the City is resilient and continues to thrive and meet the ongoing challenges.

### **Vision**

In the year 2025, the City of Gulf Shores will be the most desirable small town destination community in the South in which to live, visit, retire and invest. This will be due to its enduring, wholesome, low-key and pleasurable lifestyle amidst its restorative and vibrant natural surroundings and thriving economy. The City's commitment to Vision 2025 has been reinforced with the events of 2020.

### **Vision 2025 – Core Values**

The City intends to prioritize allocation of its resources based on these core values:

- We protect and enhance the quality of life for our residents, visitors and retirees
- We protect and preserve our unique natural resources
- We honor the family-centric and safety-oriented tradition
- We maintain a relaxed, no-hassle environment
- We support a clear culture of Southern hospitality
- We enhance the sense of place
- We embed sustainability into the fabric of the community
- We promote economic prosperity in a business-friendly atmosphere
- We boost competition in the market place unaccepting of the status quo
- We commit to excellence and the highest quality standards

## **2020 Successes:**

**Reserves** – General Fund Reserves maintained at amounts in excess of the 70% target.

**Debt** – In 2020 three debt issuances for term debt were made. The 2020-A nontaxable debt issue was to refinance \$9 million of 2012 outstanding debt at lower interest rates. The 2020-B debt issue was nontaxable for \$17,000,000 for the City School System capital needs and more improvements to the school buildings acquired pursuant to the 2019 separation agreement. The 2020-C taxable debt issue was \$10 million pay down of the 2016-B Taxable Line of Credit used primarily for creation of Gulf Place boardwalk, Public Safety Buildings and other amenities at the City Beach. The 2020-C taxable debt issue proceeds were also used to fund a \$1 million dollar payment to the Zoo and an advance pension liability payment of \$2 million. The City refinanced a 2019 line of credit for \$9.8 million in 2020 at a substantially lower interest rate. We are actively working on rate modifications for the other two lines of credit.

**Airport Authority** – In 2020 the Airport Authority completed the fifth year of operating on a self-sustaining basis which included reimbursing the City of Gulf Shores for all airport personnel and maintenance costs. Other significant Airport Authority 2020 accomplishments were:

- The 2020 year marks a record operating surplus of \$230,000, which is the highest recorded in airport history.
- Obtained \$69,000 grant from FAA for reimbursement of airport operating costs as result of CARES Act funding.
- The Authority entered into a contract with the City of Gulf Shores Public Works Department for grounds and airport maintenance on a fully reimbursable basis.
- Prepared direct presentations and met with airline officials at Elite Airways, Allegiant, Sun Country and Contour Airlines. Expecting Letter of Intent from Elite in 2020.
- Completed a seven-year program to develop from a general aviation to commercial service airport. Only remaining requirement is a letter of intent from airline to obtain final inspection and certification.
- Completed design, review, bid and obtained 100% FAA grant for new \$6.1 million air traffic control tower. Issued notice to proceed with construction. Project schedule is ten months.
- Completed replacement of taxiway lighting systems for TWY's "C", "D", and "E" utilizing FAA, ALDOT and Authority funding of \$423,000.
- Obtained TSA Airport Security Coordinator certification for both Airport Manager and COGS Chief of Police
- Entered into land lease with Allen Air for construction of new 8,000 sf corporate flight hangar.
- Approved major facility improvements to existing general aviation terminal and long-term parking facilities to be performed by Gulf Air Center.

**Beach Operations and Recycling Program** – 2020 Beach Operations continue to be successful and instrumental in keeping our beaches clean. This is the fifth year of implementing the Leave Only Footprint Ordinance and has changed the culture of our visitors leaving personal belongings behind on the beach and has drastically changed the amount of litter on our beaches. City crews continue to work with Fish and Wildlife Environmental programs to help protect nesting Sea Turtles. Eliminating challenges for Sea Turtles and removing of all debris nightly has proven to be a positive impact on nesting turtles. In 2020 we saw a significant jump in recyclable materials from the beach as a total of one hundred and ninety six tons of material were collected and discarded overnight from the beach.

This year we exceeded our anticipated recycling numbers despite the short beach closure we experienced due to COVID-19. However, also due to COVID-19 many other travel destinations were still closed after our beaches reopened, thus the influx of visitors we experience from these circumstances have overwhelmingly supported this year’s recycling efforts. The Recycling Program will continue through the beach, the community drop off center, single stream recycling, and commercial recycling with the City of Orange Beach Commercial Recycling and Residential Recycling programs. Recycling markets are at an all-time low but vendors are still receiving our commodities.

**Benefit Cost Controls** – For the 2020 year the City had 81% of all City-insured employees (215) and 66% of their spouses (108 total) participate in the City’s wellness program by having the annual health assessments in November, 2019. Symbol Health has reported that during the first 9 months of the Employee Health Clinic operations for 2020, 85% of the City employees, 62% of their spouses and 48% of their dependents utilized the clinic producing a total of 962 clinic visits. These “redirected” visits resulted in a total savings of \$120,250 to the City’s health plan had these same visits been billed through normal venues.

**City Fitness Centers:** The City’s Recreation and Fitness Centers include the David L. Bodenhamer Center which is a membership based community center that typically receives over 250,000 visits annually. The facility was redesigned in 2020 to accommodate COVID-19 enforced social distancing rules. The Center is currently open with restrictions on the number of members that can be admitted at a time. The other Recreation and Fitness Center is the Cultural Center Studio Fit which is currently closed due to COVID–19. In line with Vision 2025’s Community Planning Strategy, the Cultural Center serves to protect and enhance the quality of life for local youth, adults and seniors through multi-faceted, life-long recreational and educational opportunities. In accordance with the City’s Land Use Plan Strategic Development Concept, the Cultural Center continues to diversify and expand its provision of physical, recreational and educational services north of the Intracoastal Waterway. Noteworthy in 2020 were large scale improvements to the Bodenhamer Pool deck and replacement of cardio equipment within the Bodenhamer fitness center, in addition to innovative Safer-at-Home compliant programs such as Couch to 5k, scavenger hunts, and at home fitness challenges.

**Economic Development** – Commercial construction permits for valuations totaling \$61 million were issued for FY 2019 which was 338% more than the \$18 million amount issued in 2018. The City completed construction on the final phase of the Commerce Drive loop within the Business and Aviation Park. This roadway and utility expansion provides access to over 40 acres of industrial property

bordering Jack Edwards National Airport that has been certified as an Alabama AdvantageSite by the Economic Development Partnership of Alabama. The Gulf Shores Airport Authority broke ground on an air traffic control tower and commercial flight terminal at Jack Edwards National Airport to further efforts to establish regional commercial flights to and from Gulf Shores.

**Education** - Gulf Shores City Schools completed its first year as the first independent city school system in Baldwin County in 2020. The City budgeted in 2020 \$6.2 million additional in renovations and improvements to the school campuses which includes \$4,653,724 for refurbishing the existing High School Gym, adding another gym, remodeling and expanding locker rooms. There are currently 2,225 students in the Gulf Shores City School System. This continued investment in local education will spur residential growth, stimulate business investment and propel Gulf Shores toward a more diverse year-round economy.



**Fire and Medical/Fire Rescue** – Achieved Insurance Services Office (ISO) 1 ranking again for another four year period. The ISO scores fire departments on how they are doing against its organization’s standards to determine property insurance costs.

In June 2020, the City celebrated the groundbreaking of the new South Baldwin Regional Medical Center Freestanding Emergency Department. The \$22 million freestanding emergency department will be located off Highway 59 and adjacent to Jack Edwards National Airport in Gulf Shores.

The 14,400 square-foot facility will provide a helipad, nine private patient rooms, imaging and laboratory services and will be open 24 hours a day, seven days a week to serve patients who experience medical emergencies. Ambulances will be able to stop at the FED and save a 30 to 40 minute drive to the nearest medical center in Foley.

The addition of the Freestanding Emergency Department is completing another step in the City’s Vision 2025 for Sustainability, which includes providing leading-edge healthcare opportunities for residents and visitors.

Emergency healthcare experienced physicians, registered nurses and other patient care providers will staff the center. Direct access to the facility for patients and ambulance services will be provided through the construction of a new signalized intersection on Highway 59 at 34th Avenue and via a new roadway accessible from Cotton Creek Drive.

Construction started July 2020 with an anticipated opening of summer 2021. More than 30 new jobs will be created to serve patients at the new center, including registered nurses and lab, imaging, admitting and environmental services staff.



**Information Technology** – Provided additional fiber optic connectivity to Beach Police Sub-Station. Thirty (30) surveillance cameras were added in 2020, bringing the total to one hundred ninety (190) and includes locations at Mo’s Landing, Police Beach Sub Station, and the Gulf Shores City Schools entrance and exit roads. We added two (2) additional portable solar powered cameras at the Sacred Heart building for emergency responder / code enforcement needs.

Upon the onset of the COVID pandemic, the IT staff took all necessary actions and implemented required processes to facilitate a “work from home”, or “remote” working environment for themselves and other City staff. At the same time, they were able to ensure that all systems were running as normal to provide complete continuity of operations throughout the City. This segued into all staff present and working tirelessly during and after Hurricane Sally to ensure the same level of stability and continuity, all while maintaining safety requirements and social distancing mandates.

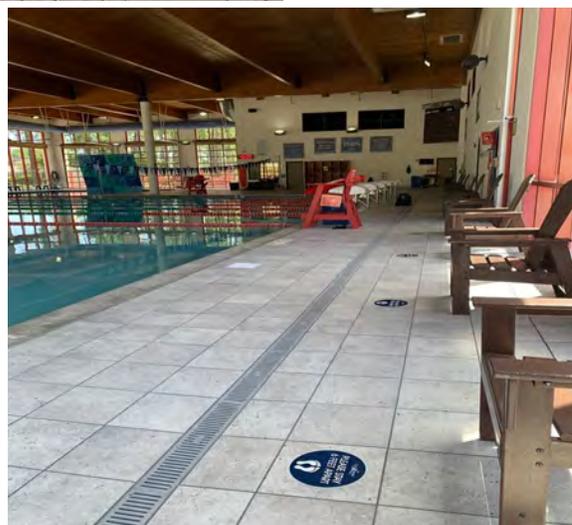
Additionally, the IT team implemented a solution for the remote/virtual meeting capabilities for City staff, the City Council, Planning Commission members, and the Gulf Shores City School Board members. Public meetings were able to be held in a safe and secure manner, while also enabling public interaction through live streaming to Facebook, as well.

Following Hurricane Sally, the IT division not only worked with Communications/Telephony Franchisees to reestablish telephone communications internally, but also assisted local residents with

post-storm issues related to telephone and internet service. Management, Council, and residents remained informed of repair timeframes, area outages, and other restoration efforts taking place.

**Recreation Capital Improvement Projects** – Major capital improvement projects for recreation were undertaken in 2020 that will benefit the City residents:

Bodenhamer Pool–Upgraded pool deck, restroom and locker drainage and installed new tile decking.



Bodenhamer Fitness Equipment – New Life Fitness Cardio Equipment purchased.



Activity Center - Remodeled and upgraded kitchen.



Gulf Shores Sportsplex – Resurfaced pole vault runway.



Gulf Shores 5-Plex – Installed 10 Shade Structures over ballfield bleachers.



Gulf Shores Dog Park – Expanded and improved park entrance and added a bottle filling station.



**Transportation** - We are nearing completion of the Coastal Gateway Boulevard improvement project which includes upgrading approximately 2 miles of the existing 2-lane roadway to a 4-lane divided major collector road complete with sidewalks, bike lanes, street lights and traffic signal upgrades. We completed construction of a roadway within our Business and Aviation Park that will support a new corporate headquarters, control tower and a future regional air travel carrier. We completed one and one-half miles of West Lagoon Drive with addition of 5 foot bike lanes and 8 foot multi-use paths.

Coastal Gateway Boulevard



Commerce Drive



West Lagoon Drive



**Zoo:** The City provided \$1 million for a Zoo operating reserve upon the Zoo's construction completion in 2020. The new and expanded Zoo is a state-of-the-art regional attraction.

## **2021 Priorities & Issues:**

The City's bond rating of Aa2 was noted November 7, 2019 in Moody's Rating Agency Annual Comment Report and by Standard & Poor's (S&P) April 2018 Ratings Direct Report as AA+/Stable. The Council will continue to pay off short term debt as quickly as possible. Rebound of Sales, Lodging Tax, and Building Permit Collections in 2020 following the April 2020 Beach closure has enabled the City to remain very secure financially.

Short-term expenditure issues impacting the City budget in 2021 were the issuance of new debt in 2020 causing debt service to increase from \$7.1 million to \$8.1 million primarily for school improvement projects. Continued designation of \$2 million for Gulf Shores City School System Expenses advances the City's Progressive Education initiative. Payment of \$750,000 in 2020 on the 2016-B Taxable Line of Credit was made to free up the line for Medical Village Improvements, BUILD-Highway 59 and Pedestrian Bridge design in 2021.

Department Heads were informed in the Budget Preparation Instructions that any new positions or initiatives will need to be covered from internally generated savings due to the increased debt cost and the ongoing school system support commitments.

**General Fund Reserves** – The Fiscal Year 2021 Budget proposes to budget \$34.7 million to continue to fund a 70% Reserve to address concerns about FEMA's ability to respond to future incidents. Of the 70% General Fund Reserve, 35% will be maintained as a stabilization reserve to enable the city to withstand fluctuations in tourism revenue streams, address any potential unfunded pension liability of the City to the Retirement Systems of Alabama (RSA), and to provide a stabilized fiscal environment to maintain and enhance bond ratings allowing the city to borrow at competitive rates. The other 35% of the General Fund Reserve is for beach replenishment should it be necessary in the event of a weather-related emergency or disaster. The 2020 Budget proposes an operations decrease of \$1,555,209 or -10%. The Operations decrease is primarily due to a reduction of \$1.3 million to Outside Agencies from 2020 for an advance pension liability payment from the General Fund and a \$1,044,651 reduction for the City School System Operations expense in 2021 in lieu of debt service payment.

### **Airport Authority:**

- Complete construction of new tower by September of 2021 and obtain federal commission November 2021.
- Establish limited charter or scheduled air service out of existing facilities.
- Move forward with engineering design and bid documents for new air service terminal on commercial apron.

**City School System** – The Fiscal Year 2021 Budget proposes to allocate another \$2 million City appropriation towards operation of a Gulf Shores City School System. Enhancing education was

identified as a top priority in Vision 2025. The Gulf Shores City School System will provide the instrument to achieve this goal through a sharpened focus on the distinct educational needs of local students. Continued investment in local education will spur residential growth, stimulate business investment and propel Gulf Shores towards a more diverse year-round economy. The separation agreement came into effect June 2019 and the Gulf Shores School System now operates independently of the Baldwin County Board of Education.

**Capital Improvement Program** – Vehicles and equipment (rolling stock) have been budgeted in accordance with the vehicle replacement policy guidelines. Seven police vehicles with mileage in excess of 115,000 will be replaced and two for new officers (one Beach Community Service Officer) will be added. Police Impact Fees will offset the expense of two of the 9 budgeted vehicles. Street Resurfacing funds of \$1,000,000 are budgeted with \$650,000 of the resurfacing funds coming from Impact Fees. Replacement vehicles/equipment of \$632,510 are budgeted for Public Works in the General Fund. Recreation and Cultural Affairs improvements will be paid with \$702,000 of Recreation Impact Fees.

**Economic Development** - Continue to prioritize the growth of the Gulf Beach District and Waterway Village District by identifying potential public-private partnerships and development opportunities in the area. Also, to encourage and facilitate new private development in the Beach Area and Waterway Districts. Continue to actively support the Gulf Shores City School System to enhance educational opportunities and encourage residential relocation. Expand on the initial workforce development partnership with the City of Mobile and the University of South Alabama to include more employers throughout the region. Continue working with the Alabama Department of Transportation, Federal Aviation Administration and the Gulf Shores Airport Authority to advance the goal of constructing a new eastern roadway connection from the Business and Aviation Park to the Beach Express.

**Information Technology** – Continue to update network devices and add to existing network infrastructure. This will allow us to leverage technology that provides solutions for the city and our residents. Expand fiber backbone to areas throughout the city. Actively recruit and continue to seek Franchisee(s) to expand and enhance internet services for commercial and residential users throughout the City. Enhance and expand City Geographical Information Systems (GIS) with an additional wet-land layer.

**Recreation Projects** - Upgrades and renovations to City properties of \$702,000 are budgeted to benefit both residents and visitors:

- Kids Park Playground Replacement and repair
- Bodenhamer Interior Remodel
- Civic Center Improvements – landscaping, sidewalk, lighting
- Meyer Park Shade Sail Structures
- Cultural Center Auditorium – interior paint and sound relocation
- Tennis Center/Pool House Flooring
- Replace Sportsplex Portable Ball Field Fence

**RESTORE Grant Funded Projects** – The following are RESTORE Grant (100% Reimbursable) funded projects beginning in 2021:

- NFWF Oyster Bay and Bon Secour Wetland Restoration
- Little Lagoon Restoration
- Gulf Coast Center for Ecotourism Improvements
- Laguna Cove Protection Project

**Public Safety Capital and Transportation Projects**– Numerous public safety capital purchases and transportation projects are planned for 2021 with \$11,939,498 City match funds including:

- Replace Fire Engine and Ladder Truck
- Oyster Bay Fire Station renovation and 3<sup>rd</sup> year purchase payment
- New pedestrian activated traffic signal at East Second on Beach Boulevard Highway 182
- Walking District Parking/Streetscape
- RESTORE - Waterway East Extension design
- RESTORE - East Canal Realignment design and permitting
- BUILD - Medical Village Roadway Improvements
- BUILD - Pedestrian Bridge design
- BUILD - Hwy 59 Widening design
- Ft Morgan Road
- 4th Street Bridge analysis
- Boardwalk repairs and improvements

**Additional Positions 2021 (Net 6 Full-time):**

**Executive** – One Public Engagement Manager to manage public interaction is recommended.

**Police** – One Communication Officer and one Police Officer are recommended to adequately meet additional demands. One Community Service Officer for beach parking services is also recommended.

**Fire** – One Chief of Staff and one Chief of Operations offset by deletion of the Deputy Fire Chief position.

**Public Works** – One Equipment Operator 1 to handle additional right-of-ways in the City.

**Personnel Expenses** – While the City continues to maintain personnel costs at 51.4% of budget, which is customarily between 60 to 75% for localities, the FY2021 budget proposes to provide funding consistent with our pay philosophy of 90 to 125% of market to remain competitive for quality employees with our neighboring cities. Our FY 2021 Budget proposes to budget \$269,054 for merit increases of 1.5% for above average to 2.5% for highest performing City employees at their anniversary dates in

2021 and \$275,104 for a 2% Wage Index Adjustment effective the first full pay period in January, 2021 for employees scoring satisfactory on their 2020 performance reviews.

- **Health Insurance:** Maintain City's health plan current split plan distribution of 85/15 split (approximately 85% City employer expense, 15% employee). However, with a 7.7% Blue Cross Blue Shield proposed increase for 2021 due to an increase in claims in 2020, we propose to fund the \$264,699 increase with the employees picking up a proportionate share of the premium increase.
- **Prescription Coverage:** Finally, in order to maintain overall health care benefits, we are proposing a Dispense as Written (DAW) program to control pharmaceutical costs.

## **Budget Adoption**

This budget was formally adopted by the City Council on November 9th, 2020 and establishes a fiscal plan for the City's Fiscal Year, January 1 to December 31, 2021. The budget provides for the policies and goals of the Council as discussed during planning retreats conducted in prior years when preparing the strategic plan. Due to COVID-19, strategic plan meetings have not yet been held in 2020, but will be held prior to year-end.

**Budget Preparation** began on July 21st and was finalized with adoption of the 2021 Budget by Council November 9<sup>th</sup>, 2020. The Finance Committee met regularly during the year to review ongoing 2020 Budget expenditures compared to budget, progress towards achieving set revenue targets, and accomplishment of the City's Financial Goals formally adopted in 2010 and updated annually beginning with the 2015 Budget. The City Council maintained its General Fund Reserves of 70% at the close of Fiscal Year 2019 and is projected to close 2020 at an excess of 70% reserves. The 2021 Budget reserve target is 70% of revenues to address concerns about FEMA's ability to respond to future incidents. The Financial Policy provides for reserve levels to enable the City to provide for continuity of operations during emergencies and disasters. A complete copy of the 2021 updated Financial Policy adopted is included later in this budget document.

Budget Preparation Instructions given to Department Heads July 21st, 2020 at the start of the budget process provided guidelines consistent with the adopted Financial Policies. Budget Expenditure Requests for 2021, should not exceed 2020 budgeted amounts, since the City will include additional debt service requirements for new debt issued in 2020 and continuing allocations for the City School system.

A narrative of activities, services or functions carried out by the organizational units was requested in the Budget Preparation Instructions. Budgets needed to be consistent with the overall strategic plan adopted by the Mayor and Council. The purpose of the linkage was to confirm that departments and Council were on the same page with no conflicting priorities. Departments were asked to specifically provide objective measures of progress toward accomplishing the department's mission as well as goals and objectives for units and programs. Strategies and priorities needed to be linked with the City Councils' adopted Strategic Plan.

The Financial Summaries Section of the 2021 Budget Book contains details of City operations on a department-by-department, fund-by-fund basis. A table of Personnel by Department for the past three years is in the Financial Summaries Section as well. Each department section includes an organizational chart, departmental function, major accomplishments for the current year and goals and objectives for 2021. Also included by department are historical, current, and future financial data and staffing by department.

All Operating Funds are adopted during the annual budget process. Total anticipated revenues and other funding sources available must equal or exceed total estimated expenditures for each fund. The legal level of budgetary control is the department level, with the Council being the only body authorized to make amendments to the budget. Revisions that alter the total expenditures of any department or fund must be approved by the Mayor and City Council.

During the course of the year, Budget Amendments are done to ensure the Council is aware of and approve expenditures beyond the original budgeted amount. Typically these over budget expenditures are the result of a change in Council priorities or departmental needs following the adoption of the budget. Interdepartmental transfers are done by budget amendment if an expenditure line is projected to go over \$5,000 of the original budget, or if a department is projected to go over the total amount originally budgeted. An explanation of the change in the budgeted amount is provided in the backup for the amendment. The last budget amendment of the year includes redistribution of the health insurance based on year-to-date actual departmental expenses since the City is self-insured and has a cap for total health insurance expenditures annually. For 2020, three budget amendments are projected to be done.

### **Current Fiscal Condition**

At the close of 2020, the City is projected to exceed the overall financial reserve target of 70% of budget or \$36.4 million comprised of \$18.2 million for the General Fund and \$18.2 million for Beach Reserves. Sales Tax collections through September 2020 decreased by 2% over the record levels of the prior boom year due to April COVID-19 beach closures. Lodging Tax collections are down 1% over the same time period of the prior year. Building permits are projected to be slightly higher than 2020.

The City continues to maintain its economic stability, even more so with the increase in activity due to Hurricane Sally hitting September 16<sup>th</sup>, 2020 and despite the decrease in the national economic activity. Increased exposure of the area will lead more tourists coming from all over the United States rather than traveling to more exotic far away locations due to COVID-19 related restrictions. The City will continue to expand the tourist base with recruitment of sports tourism once the COVID-19 Pandemic is contained and is described in more detail in the following section. Winter tourists from northern locales may not return in fall/winter 2020 due to Hurricane Sally related damages at the Gulf State Park Campground. The Music and other local festivals were cancelled in 2020 due to COVID-19. Revenue projections do not include increases at past rates of recent growth, but are tempered to reflect the possibility that growth at recent rates may not continue at a sustained level.

### **Economic Diversification Efforts Associated with the Adopted Vision Plan**

A Waterway Village District was established in 2013 to encompass property along the Intracoastal Waterway. In 2014, Acme Oyster House Restaurant opened in the South Waterway District. In 2015 several festivals and art markets were held in the district to further promote the district. In 2016 a new restaurant, The Diner, and Gulf Shores Big Beach Brewery opened. The Waterway Village District is designed to provide a new entertainment/shopping/business district north of the beach area. In 2018, Auburn University completed construction of a 24,000 square foot Veterinary Surgical Facility combined with a Cooperative Extension Service Office off Coastal Gateway Boulevard and the Foley Beach Express.

A new education campus will be built at the intersection of Coastal Gateway Boulevard and the Foley Beach Express. It is proposed to include a new high school, Coastal Alabama Community College, the University of South Alabama and other college opportunities. In 2014 the University of South Alabama began offering a new hospitality and tourism program in Gulf Shores.

The City continues to expand its foothold in the sports tourism market and has established itself as primary home of the National Collegiate Athletic Association (NCAA) Beach Volleyball Championship. This nationally televised event continues to provide significant exposure to Gulf Shores' beaches and the State of Alabama. In addition, the City, in conjunction with the Gulf Shores & Orange Beach Sports Commission, will continue to host regional NCAA Division I softball tournaments, as well as serve as the home of numerous United States Specialty Sports Association (USSSA) Global World Series and Alabama State High School baseball and softball tournaments.

The City's timely capital investments in the Sportsplex Track & Field facilities have proven to be a key strategy in implementing Vision 2025's economic, geographic and seasonal diversification priorities. As such, the City will continue to host the Alabama State High School Track Championship and the Alabama Independent School Association (AISA) State Track Championship through 2022. Due to the City's dedication and commitment to environmental stewardship, the Gulf Shores Sportsplex has been awarded the Sports Turf Managers Association's Environmentally Responsible Facility Certification.

### **STRATEGIC PLANNING**

The Mayor and Council formally adopted the Small Town, Big Beach Vision 2025 for Sustainability in June 2014. A five year Strategic Plan was developed to provide a detailed "game plan" to begin implementing the Council's Vision and was formally adopted by the City Council on October 27, 2014 and was updated by the Council on November 14<sup>th</sup>, 2016. The purpose of the Strategic Plan includes:

- Strategic Plan Outcomes (5 year goals) for each of the 5 Critical Actions of Focus within Vision 2025
- Strategic Plan Strategies for future Council policy and direction to staff for achieving the listed Outcomes
- The adopted Strategic Plan would update/replace the Council adopted 2007 Strategic Plan
- Bond rating agencies consider City Council adopted Strategic Plans, and subsequent budgeting that implements the adopted plan, a critical element in the City's bond rating.

The Strategic Plan 2015 – 2019 Laying the Foundation for 2025 is included in its entirety and updated for progress to date as follows:

### ***MISSION STATEMENT***

The City of Gulf Shores is committed to meeting and exceeding the needs and expectations of our residents, visitors and businesses. We are committed to preserving our city’s family-friendly, small-town, safe atmosphere and beautiful natural surroundings, while providing the infrastructure and amenities necessary to support a sustainable, vibrant economy.

### ***VISION 2025***

In the year 2025, the City of Gulf Shores will be the most desirable small town destination community in the South in which to live, visit, retire and invest. This will be due to its enduring, wholesome, low-key and pleasurable lifestyle amidst its restorative and vibrant natural surroundings and thriving economy.

### ***VISION 2025 – CORE VALUES***

The City intends to prioritize allocation of its resources based on these core values:

- We protect and enhance the quality of life for our residents, visitors and retirees.
- We protect and preserve our unique natural resources.
- We honor the family-centric and safety-oriented tradition.
- We maintain a relaxed, no-hassle environment.
- We support a clear culture of Southern hospitality.
- We enhance the sense of place.
- We embed sustainability into the fabric of the community.
- We promote economic prosperity in a business-friendly atmosphere.
- We boost competition in the market place unaccepting of the status quo.
- We commit to excellence and the highest quality standards.

### ***VISION 2025 – KEY STRATEGIES AND PRIORITIES***

In order to prioritize actions for implementation, we present the following key strategies.

#### **ENVIRONMENTAL STEWARDSHIP**

- The responsible use and protection of the natural environment through conservation and sustainable practices will preserve Gulf Shores’ balance with nature.
- Environmental education should be expanded in our community to promote responsible stewardship of natural resources and steps to live more sustainably.

#### **WELL-ORGANIZED INFRASTRUCTURE**

- The design of new roadways, air services and waterways as well as the enhancement of existing transportation routes are essential.
- Architecture of utilities including water, fiber, electricity, sewage and other public services are imperative.

## **ECONOMIC, GEOGRAPHIC AND SEASONAL DIVERSIFICATION**

- Foster a long-term relationship amongst ecology, technology and economy, promoting the equitable sharing of resources and reducing conflicts.
- Because the tourism-related sector is so dominant, things we do that help or hurt this sector will have a far greater effect on our economy than what happens in other sectors.
- Additionally, becoming less beach-dependent and investing in infrastructure that encourages the long-term growth of other business sectors will help diversify and stabilize the overall economy.

## **SUSTAINABILITY**

- Infrastructures that promote a natural balance, preserve biodiversity and protect our valued natural resources are solutions that benefit the land and community now and for future generations.
- Health and wellness of a community correlate to the health of a community's economy.
- Standards of excellence in service to meet and exceed the needs of the community and its safety must be upheld.

## **PROSPERITY**

- Strategies should take into account impacts across all business sectors and strive to strengthen the relationship between small town and big beach.
- To protect the quality of life for all residents and the high-value experience for our visitors, hospitality, retirement and businesses independent of these sectors, must be able to prosper.
- Thoughtful investment in our community will attract more investment.

## **LEADING EDGE HEALTHCARE**

- Enhanced healthcare services contribute to the well-being and safety of the community and contribute to the economy.

## **PROGRESSIVE EDUCATION**

- Quality education is a critical necessity for any prosperous community to attract educated professionals as well as feed our economy from within with targeted and nationally-recognized programs and facilities.

## **COMMUNITY PLANNING**

- New development and revitalization of buildings and infrastructure will enhance sense of place and quality of life.
- Ongoing and consistent enforcement of zoning and building codes and regulations will protect the health, safety and welfare of our residents and businesses.
- Infrastructure and transportation improvements will focus on creating bike-and pedestrian-friendly corridors as well as public green spaces.

## ***MEDICAL – VISION 2025***

We have a responsibility to provide direct access to quality wellness services and emergency care to our citizens and visitors. Encouraging quality public health serves the needs of our citizens and helps to foster retiree and visitor recruitment and retention.

*PROPOSAL:* The city supports the development of a prestigious medical facility invested in people, patient and family-centered care; medical discovery and education. The complex, located within the coastal Alabama region, will be impressive in scope, innovation and medical specialties.

- We must provide prompt access to our medical facilities; the difference between seconds and minutes is critical. The proposed location would provide this access for our community and would promote geographic diversification by redistributing traffic away from Highway 59.
- This state-of-the-art facility and its services would ensure our residents and visitors have access to innovative treatment specific to their needs.
- Studies have shown a direct connection between improving a community’s health and improving its economy.
- Access to quality healthcare affects our ability to attract and retain employers, families and retirees. It is important to provide the necessary resources to successfully implement workplace and community wellness programs to help improve productivity and reduce health spending.
- This medical facility would provide an opportunity to create partnerships to strengthen our education ecosystem and diversify our economy by offering residency and other academic programs.

## ***MEDICAL – STRATEGIC PLAN OUTCOMES***

In 2020, we announced and broke ground on a new regional healthcare facility to be built to serve the Alabama Gulf Coast. The development of this new facility will be the culmination of an ongoing regional cooperative effort.

By 2021, leading-edge programs will be established for maintaining the independence and quality of life for adults and their families. Additionally, the City will ensure the coordination of services for advocating, educating, coordinating and implementing programs and services for older adults.

By 2021, emergency health care facilities will be more accessible and will provide expanded superior level services to residents and visitors.

## ***MEDICAL – STRATEGIC PLAN STRATEGIES***

1. The City worked to develop a regional partnership for the development and support of a new regional healthcare facility to serve the Alabama Gulf Coast.
2. The City took a lead role in facilitating the programming and development of the new regional healthcare facility.
3. The City has taken a proactive role in targeting new economic development opportunities that will help to support and enhance services provided by the new hospital.
4. The City improved vehicular access points to and from the Baldwin Beach Express in the following ways:
  - a. Coastal Gateway Boulevard (renamed Coastal Gateway in 2018) was accepted as a City roadway

- b. An at-grade/signalized intersection was completed at Coastal Gateway
  - c. County Road 4/Cotton Creek Bridge improvements were completed
  - d. Improvements to Roscoe Road were completed and subsequently accepted as a City roadway
5. The City will promote and encourage the development of additional assisted and independent living facilities in Gulf Shores by:
    - a. Reviewing and analyzing current and future demand for assisted living facilities
    - b. Reviewing appropriate zoning and zoning regulations to encourage development
    - c. Reviewing and analyzing economic development impacts of assisted living facilities
  6. The City will take a leading role to encourage the development of local medical workforce training and supporting academic programs at the City’s new education campus.
  7. The City will continuously monitor trends within the retiree population including:
    - a. Inflow/outflow of retiree population
    - b. Pension income being spent in Gulf Shores from areas outside of the City Limits
  8. The City will analyze current and planned senior citizen locations (Oyster Bay Village, The Haven, etc.) to develop improved transportation options to and from healthcare centers.
  9. The City will foster the development of a Chamber Business Certification program to encourage local shops and restaurants to become age-friendly by implementing age-friendly hours, discounts and other incentives.
  10. The City will conduct an annual Town Hall Meeting to gather input from senior citizens on current challenges and improvements that can be explored.
  11. The City will help to develop and implement an education program to encourage the development of Aging in Place housing.
  12. The City will advocate for the development and expansion of emergency health care facilities to provide residents and visitors more access to superior level services and to accommodate future growth.

***MEDICAL – Accomplishments***

1. In 2018, the City bought the former Sacred Heart Medical Facility for a potential free standing Emergency Department and Hospital. The City negotiated and secured tenants to operate a freestanding Emergency Department as well as expanded medical office space for specialists.
2. In 2019, the City partnered with AirMedCare Network to provide ground and air ambulance transport coverage from within Baldwin County to all Gulf Shores residents. This program eliminated virtually all out-of-pocket expenses for ambulance transport for residents.
3. In 2019, construction began on a new 140,000 square foot independent and assisted living facility called Seagrass Village. The village is expected to be complete in 2020 and will offer 71 independent living units, 8 individual living cottages and 50 assisted living units.
4. In 2020, the City broke ground on a Freestanding Emergency Department to be completed by summer 2021.

***EDUCATION – VISION 2025***

Exposure to advanced levels of education and curriculum supports sustainable economic development by providing our community with a perpetual and attractive workforce.

*PROPOSAL:* The city and its partners will build a first-rate academic campus incorporating a powerful dual-enrollment model proven to promote access to higher education. The campus will feature a leading-edge design

incorporating the latest technology into a new high school and a new additional Coastal Alabama Community College location, complete with on campus housing and student life activities. This innovative campus will encourage affiliations with four-year universities to complete the higher education model by offering bachelor's and master's programs.

- This new campus and its location will support geographic diversity and the county school system's efforts to resolve overcrowding and traffic issues with our current school campus.
- This education model presents an opportunity to create nationally-recognized programs in ecology, maritime, culinary, hospitality and college preparatory specialties. These programs will enhance the education of our youth and will develop a skilled workforce to propel our local economy.
- The strategic collaboration between the City and Coastal Alabama Community College and four-year institutions will provide our citizens with a direct and affordable path to a four-year degree or vocational career without ever having to leave our community.
- Enhancing our quality of education, along with developing partnerships with respected colleges and universities, will serve as an attraction for residential retention and relocation.
- The presence of a college or university nearby will add to the cultural offerings of our area and will stimulate education industry investment and economic diversity.
- On-campus student housing can be utilized for seasonal workforce housing.
- Having a superlative education facility located in a vacation destination will support economic development by attracting educational and business conferences to bolster our shoulder season tourism.
- The reputation of providing world-class education will be invaluable for enhancing our community pride and perception.

## ***EDUCATION – OUTCOMES***

In 2017, the City of Gulf Shores supported a resolution forming a separate City School Board and City School System to include a City High School, Middle School and Elementary School in Gulf Shores.

By 2023, the first phase of the new education campus will open with a new Coastal Alabama High School and an additional Coastal Alabama Community College campus that will offer specialized dual-enrollment and vocational career programs focused on the skilled workforce development needs of the local economy.

Over the next 5 years, the construction of the Alabama Gulf Coast Center for Higher Education will be announced. The Center will be located on the Gulf Shores education campus and will provide the community with a direct and affordable path to bachelor's and master's degree programs.

## ***EDUCATION – STRATEGIC PLAN STRATEGIES***

1. The City will assemble the acreage necessary to support the development of an innovative education campus that will include a new Gulf Shores High School, an additional Coastal Alabama Community College campus that will offer specialized dual-enrollment and vocational career programs and the Alabama Gulf Coast Center for Higher Education that will offer degree programs from the University of South Alabama, the University of Alabama, Auburn University and other four-year institutions.

2. The City coordinated efforts to provide the infrastructure and funding sources necessary to support the development of the new education campus including:
  - a. County Road 8 (Coastal Gateway Boulevard) acceptance as a City roadway
  - b. An at grade/signalized intersection will be completed at Coastal Gateway
  - c. Multi-party partnership to finance the development of the new education campus
3. The City will facilitate the development and appointment of an educational campus Planning and Development Committee with representatives from Gulf Shores City Schools, Coastal Alabama Community College, the University of South Alabama, the University of Alabama and other interested four-year institutions.
4. The City will seek a public-private partnership for the development of on-campus dormitories to serve as student housing.
5. The City will establish and appoint the Alabama Gulf Coast Educational Advisory Committee to facilitate the development of specialized workforce training programs, the ongoing review of workforce training needs for education campus partners and to encourage continued advanced educational opportunities within the Digital Renaissance initiative and Learning for Life academies.

### ***EDUCATION – Accomplishments***

1. The City Council appointed a Public Education Building Authority (PEBA) to assist in providing tax exempt bond financing for new and improved education facilities in 2016. The PEBA approved bond funding for the new Auburn Vet Facility and Campus in 2017 and construction was completed in 2018.
2. The City Council assembled approximately 225 acres at the intersection of Coastal Gateway Boulevard and the Foley Beach Express for a public education facility recruitment and location. Construction was completed in 2018 on the new Auburn University Vet Facility educational complex adjacent to the planned Coastal Alabama Center for Education Excellence campus.
3. The Mayor appointed and worked with a primary and secondary public school task force to assist the City in separating from the Baldwin County Board of Education to provide new and expanded public school facilities to meet current and future needs.
4. In 2018, the 24,000-square-foot Auburn University Educational Complex opened. The complex offers veterinary care, aviation instruction, research administration and Alabama Extension support for the region.
5. In 2019, Gulf Shores City Schools officially began as the first independent city school system in Baldwin County. The City completed over \$8 million in renovations and improvements to the school campuses to enhance safety, security, vehicle and pedestrian circulation, and the overall learning environment for the school system’s 2,200 students. In 2020, \$17 million was secured for additional City School System campus improvements.

### ***WATERWAY DISTRICT – VISION 2025***

A vibrant Waterway District will create a unique sense of community and place that engages citizens and guests in an enriched experience of the local landscape, economy and culture.

**ACHIEVEMENT:** Waterway Village has taken shape along the Intracoastal Waterway. The walkable waterfront district connects north and south sides of the Intracoastal Waterway and the east and west sides of Highway 59.

Its pedestrian-friendly design will feature quaint streets with tree-lined sidewalks, inviting seating areas, decorative lamp posts and a waterfront boardwalk offering a year-round destination for dining, shopping, arts and entertainment. The proposed plan received the ALAPA 2014 Outstanding Planning Award.

- Pedestrian-friendly Waterway District established with several thriving businesses for five years now.
- The district connects north and south sides of the Intracoastal Waterway and east and west sides of Highway 59.
- The Waterway District will provide a lively destination and unique “sense of place” where locals and visitors can gather to experience a different side of Gulf Shores. Water taxis, shrimp boats, fresh seafood and produce markets, retail shops, restaurants, art galleries, music and entertainment will create a lively area to enjoy.
- The district will enhance our community’s resiliency and geographic diversification by providing a new economic hub in an area away from the beach that has proven to recover quickly after storms.
- The Waterway District attracts private enterprise investment as it becomes a hotspot for arts, culture and entertainment.
- The area’s pedestrian-friendly design helps to stimulate our local economy by providing residents and visitors easier access to local businesses.
- Form-based zoning will entice investment in the area as it allows for flexibility in land use and development within the district.
- The Gulf Shores Business and Aviation Park’s available sites and buildings and its future expansion provide additional opportunities to diversify our economy with both aviation and non-aviation business recruitment that is complementary to our quality of life and tourism economy.
- Significant marketing efforts are underway targeting aircraft maintenance, overhaul and repair services to add to an already diverse mix of seafood, environmental and service industries located in the park.
- The airport’s proximity to the Waterway District, combined with potential future connections to the Baldwin Beach Express, provides new opportunities for economic growth capacity and community-based economic development.
- Saunders Yachtworks, a high-end yacht service company located on the Intracoastal Waterway near the Business and Aviation Park, has proved to be a significant contributor to the area’s non-tourism economy and serves as an example of the potential business opportunities presented along this corridor.

### ***WATERWAY DISTRICT – OUTCOMES***

The City will facilitate additional public–private development opportunities for the revitalization and continued development of properties within Waterway Village.

Over the next 3 years, the City will work with the Army Corps of Engineers and property owners to facilitate the construction of a boardwalk and bulk head along the Intracoastal Waterway to better control erosion along the banks of the canal and to provide a new linear park for residents and visitors to enjoy.

By 2023, the City will construct a new roadway extension linking the Business and Aviation Park and Waterway East Boulevard to Cotton Creek Drive and the Foley Beach Express.

Over the next 3 years, the City will work with the Gulf Shores Airport Authority, Federal Aviation Administration and other aviation partners to offer regional charter flight services, facilitate the construction of an air traffic control tower and study the feasibility of a commercial flight terminal at Jack Edwards National Airport.

### ***WATERWAY DISTRICT – STRATEGIC PLAN STRATEGIES***

1. The City will work to strengthen its relationship with Waterway Village business owners and will explore the possibilities of developing a special tax district to support new capital improvements and marketing for the area.
2. The City will continue to encourage public-private partnerships for the adaptive reuse and revitalization of properties within Waterway Village South.
3. The City will provide support for special events and programs to help attract residents and tourists to Waterway Village.
4. The City will encourage development and redevelopment within Waterway Village North by completing streetscape and destination identity signage improvements.
5. The City will explore opportunities to construct a new roadway connecting Waterway East Boulevard and the Business and Aviation Park to Cotton Creek Drive to provide new economic development opportunities in the area.
6. The City will evaluate and assist with long term public parking needs to stimulate desired development and redevelopment within the district.
7. The City will identify and recruit targeted industries to create a more diversified and sustainable economy.
8. The City will establish and implement effective economic development strategies to encourage development within the Business and Aviation Park.
9. The City will seek Army Corps of Engineers approval for a linear park that will include a bulkhead and boardwalk along the Intracoastal Waterway. Pending approval, the City will research grants and available financial programs to fund the development, operation and maintenance of the park.
10. The City will support the extension of East 20<sup>th</sup> Avenue to connect with Canal Road to create a quainter and more pedestrian-friendly area surrounding Waterway Village South.

### ***WATERWAY VILLAGE – Accomplishments***

1. In 2019 the City fostered the creation of the Waterway Village Merchant’s Association to encourage long-term growth of the District’s business sector.
2. BUILD Grants have been awarded for the purpose of providing better transportation solutions and new economic development opportunities on both the north and south sides of Waterway Village.
3. City staff have organized a business advisory group of Waterway Village business owners for better communication, coordination and continued expansion of events and activities aimed at growing the district.
4. Successfully recruited the area’s first craft brewery, Big Beach Brewing Company, which opened in October 2016.

5. In 2015, the Business and Aviation Park was designated as an Alabama Advantage Site and new master plan and zoning ordinances were updated to help attract new, targeted economic development prospects that will result in more diversified economic growth and additional jobs within the city.
6. In 2018, the City and Baldwin County Economic Development Alliance successfully recruited Resicum International to relocate its corporate headquarters and construct an aerospace MRO facility at Jack Edwards National Airport.
7. In 2020, the City completed construction on the final phase of the Commerce Drive loop within the Business and Aviation Park. This roadway and utility expansion provides access to over 40 acres of industrial property bordering Jack Edwards National Airport.
8. In 2020, the Gulf Shores Airport Authority broke ground on an air traffic control tower and commercial flight terminal at Jack Edwards National Airport to further efforts to establish regional commercial flights to and from Gulf Shores.

### ***GULF STATE PARK – VISION 2025***

Enhancement of Gulf State Park will foster a synergistic and sustainable relationship amongst the park’s habitats, ecology and economy by promoting the equitable sharing and protecting of resources.

#### ***PROPOSAL:***

1. Proper and sustainable enhancement and protection of state park land will attract outdoor enthusiasts, photographers, academics and conservationists to appreciate our distinct bionetwork. The opportunity to be immersed in our unique surroundings will help to inspire the conservation and preservation of our environment.
2. The City will support projects to provide better access from the Baldwin Beach Express to the beach in an effort to help connect visitors to Gulf State Park.
3. Environmental improvements include an environmental research and education facility for Alabama students, trail development and enhancement in the park, dune restoration along the park’s beachfront and the establishment of a coastal ecosystems interpretive center.
  - Improved roadway connections to the beach will resolve major traffic obstacles and is a primary facilitator in our ability to develop economic diversification.
  - Reconstruction of the lodge and conference center stimulates tourism and strengthens opportunities for a year-round, stable coastal economy by supporting local jobs and introducing a new market of conference attending visitors to our area. Construction on the lodge and conference center began in 2016 and was completed in 2018.
  - Enhancements in the Gulf State Park will invite locals and visitors to become ambassadors for the Alabama Gulf Coast. RESTORE Grant funds were received by the Gulf State Park for an interpretive learning center.
  - The opportunity to work with Jean-Michel Cousteau’s Ocean Futures Society would align the City with a prestigious international initiative in the field of environmental development and preservation, enhancing the City’s ecological and educational reputation in the market.
  - Strategies to develop educational opportunities include outdoor classrooms to be utilized by our forthcoming academic campus, as well as students from throughout the nation, public excursions for visitors, coastal training and professional development.

## ***GULF STATE PARK – STRATEGIC PLAN OUTCOMES***

Over the next 5 years, the City of Gulf Shores will support and partner with the Gulf State Park to provide environmental improvements within the park, including an environmental research and education facility, new trail development and dune restoration, and the establishment of a coastal ecosystems interpretive center.

The City of Gulf Shores assisted and supported the Gulf State Park in the reconstruction of the Gulf State Park Lodge and Conference Center. The Gulf State Park Lodge and Conference Center construction was completed in 2018.

Over the next 5 years, the City of Gulf Shores will support transportation projects to provide improved access from the Baldwin Beach Express and the city’s tourist areas to the Lodge and Conference Center.

## ***GULF STATE PARK – STRATEGIC PLAN STRATEGIES***

1. The City will advocate the development of local environmental programs and initiatives to help support environmental improvement projects within Gulf State Park.
2. The City supported the Governor’s goals and efforts for the Gulf State Park Lodge and Conference Center.
3. The City secured a partnership with the Jean – Michel Cousteau’s Ocean Futures Society to establish world-class environmental education programs within the State Park.
4. The City continues the development and support for the future development of improved, safer bike and pedestrian access into and throughout the State Park.
5. The City will evaluate the feasibility of developing a trolley and other public transit options to provide improved access to and from the State Park.
6. The City supported projects to improve vehicular access to the Lodge and Conference Center including, but not limited to:
  - a. The installation of an adaptive traffic signalization stretching from north Gulf Shores along Highway 59 to Beach Boulevard
  - b. The construction of a new bridge across the Intracoastal Waterway
  - c. The development of the proposed East Beach Boulevard bypass

## ***GULF STATE PARK – Accomplishments***

1. The State of Alabama completed construction of a 350 room Hilton-branded lodge, 180 seat restaurant and 40,000 square foot conference facility that opened fall 2018.
2. Over 9 miles of new pedestrian- and bike-friendly trails are currently being completed within Gulf State Park.
3. Installation and programming of Highway 59 adaptive traffic signalization was completed in 2015.
4. The City completed new 8-foot sidewalks and access management along both sides of Highway 59 from Fort Morgan Road to Beach Boulevard in 2017. These projects combined are projected to increase traffic capacity on Highway 59 by 18%.
5. A new Master Plan for Gulf State Park was completed in 2016 which identified new and enhanced facilities and programs for residents and visitors to enjoy.

## ***GULF BEACH DISTRICT – VISION 2025***

The construction of a walkable, energetic beachfront district will attract tourism, stimulate local business, and encourage business and residential relocation.

### ***PROPOSAL:***

1. Revitalize our beachfront with the development of a quaint, landscaped boulevard that will reroute tourism traffic further from the coastline.

2. Design and construct a contemporary beachfront that is pedestrian and bike-friendly with access to beachfront dining, shopping and entertainment.

3. Connect the Gulf Beach District to Waterway Village with a pedestrian and bike-friendly route.

- This plan will rejuvenate the face of our community by enriching the experience to live, work, play and connect at the beach.

- A captivating and engaging beachfront will further instill pride with residents that love to live here and visitors that love to visit here, creating an elevated reputation of the community.

- The new Gulf Beach District takes maximum advantage of the entire half mile of city-owned beachfront.

- A pedestrian-friendly beachfront reinforces the community “sense of place,” providing a walkable community that is welcoming, safe and accessible.

- Storm damage recovery is lessened by rerouting major roadways farther north from the coastline.

- Walkable communities, including sidewalks and bike paths, are proven to increase property value and contribute to the local economy.

- The diversion of traffic from the beach along with the development of walkable, pedestrian-friendly corridors and the introduction of beach shuttles anticipates the desires of the population and positions Gulf Shores as a progressive beachfront community.

## ***GULF BEACH DISTRICT – STRATEGIC PLAN OUTCOMES***

In 2017, the City of Gulf Shores considered new and updated zoning regulations that support the desired scale and development for a walkable beachfront.

Over the last six years, the City of Gulf Shores has provided new public facilities, including new and improved beach access to enhance the numerous public beach areas throughout Gulf Shores.

In 2019, the City of Gulf Shores completed new, enhanced pedestrian and bicycle improvements along Hwy 182 from West 4<sup>th</sup> St. to West Lagoon Ave to foster a more walkable tourist destination that provides safe pedestrian access to dining, shopping and entertainment.

In 2019, the City of Gulf Shores completed the last phase of the Gulf Place Revitalization Project which transformed the city’s most iconic stretch of beachfront and stimulated economic development within the Gulf Beach District by providing a more welcoming, accessible, pedestrian- and bike-friendly environment.

In 2020, the City of Gulf Shores completed new, safer pedestrian and bicycle pathways from West Lagoon Ave to Little Lagoon Park.

In 2021, the City of Gulf Shores will complete pedestrian, landscaping, transportation and parking improvements within the Gulf Beach Walking District.

Over the next 4 years, the City of Gulf Shores will encourage public-private partnerships to facilitate increased economic development throughout the Gulf Beach District.

### ***GULF BEACH DISTRICT – STRATEGIC PLAN STRATEGIES***

1. The City has completed and will continue to implement improved pedestrian and bicycle-friendly routes to connect the Gulf Beach District to various areas of the city including, but not limited to:
  - a. Gulf Beach District to the Waterway District (completed)
  - b. Gulf Beach District to the Gulf State Park Lodge and Conference Center (completed)
  - c. Gulf Beach District to destinations north of the Intracoastal Waterway
2. The City will research the feasibility of the development of a trolley and other public transit options to improve access to and from the Gulf State Park Lodge and Conference Center, Waterway Village and other locations throughout the city.
3. The City has completed and will continue to implement pedestrian-friendly beachfront improvements that take advantage of the numerous public beach areas and provides a welcoming, safe and accessible environment.
4. The City will review and implement appropriate zoning revisions to ensure all new developments or redevelopments are of the appropriate size and scale to enhance its established Small Town, Big Beach brand.
5. The City will encourage small business growth within the Gulf Beach District by completing the Gulf Place Revitalization Project, providing additional public parking and other infrastructure improvements.

### ***GULF BEACH DISTRICT – Accomplishments***

1. In 2015, the Beach Litter Program was implemented by the City Council which established enforcement protocols, clean up/recycling operations and a beach enforcement officer program.
2. In 2016, the City of Gulf Shores partnered with the City of Orange Beach, Gulf Shores and Orange Beach Tourism and the Gulf State Park to develop and implement the “Leave Only Footprints” ordinance which requires the removal of all items from the beach daily. This program resulted in cleaner, safer and more environmentally-friendly beaches for residents and visitors to enjoy. The City secured grants and constructed new beach access facilities at West 10<sup>th</sup> and West 12<sup>th</sup> Streets. Also in 2016, the City Council adopted a new Gulf Place Master Plan and the first phase of construction is completed.
3. In 2019, the City of Gulf Shores completed the last phase of the Gulf Place Revitalization.
4. In 2019, the City partnered with ALDOT and the Gulf State Park to implement transportation improvements to better accommodate eastbound traffic (currently 22% of all traffic utilizes the W.C. Holmes Bridge) to the State Park and Orange Beach.
5. In 2019, the City secured grants and partnerships with ALDOT to provide 4 miles of new 8’ sidewalks and 5’ bike lanes, 8 new signalized pedestrian crosswalks and 1.5 miles of landscaped medians along Beach Boulevard from Gulf State Park to West Lagoon Drive. Work was completed in conjunction with ALDOT resurfacing in winter 2019.

# SUMMARY OF THE FISCAL YEAR 2021 BUDGET

## Significant Budget Items and Trends

At the September 17th, 2020 Finance Committee meeting, the City of Gulf Shores budget was presented to the Council by Department with a breakout of Fixed Personnel and Operations Costs, Additional Personnel, and Capital Requests that contained many of the items on the Ten Year Capital Plan. A Ten Year Transportation Capital Plan was presented to the Finance Committee Members at the August 13<sup>th</sup>, 2020 Finance Committee meeting.

Employee Pay Adjustments - In the 2021 Budget, \$269,054 in City General funds were set aside for merit increases based on annual review of either a 2.5% increase for exceptional employees or a 1.5% increase for above average performing employees. Also in the 2021 Budget, \$279,054 was set aside for a Wage Index Adjustment effective the first full pay period in 2021 for employees with ratings of satisfactory on their 2020 Performance Appraisal Review (PAR).

A summary of the recommended personnel changes for the Adopted 2021 Budget are a net 6 new full-time positions, and elimination of the Deputy Fire Chief position:

- One Public Engagement Manager**
- One Police Communications Officer**
- One Police Officer**
- One Community Service Officer**
- One Fire Chief of Staff**
- One Fire Chief of Operations**
- One Public Works Equipment Operator 1**

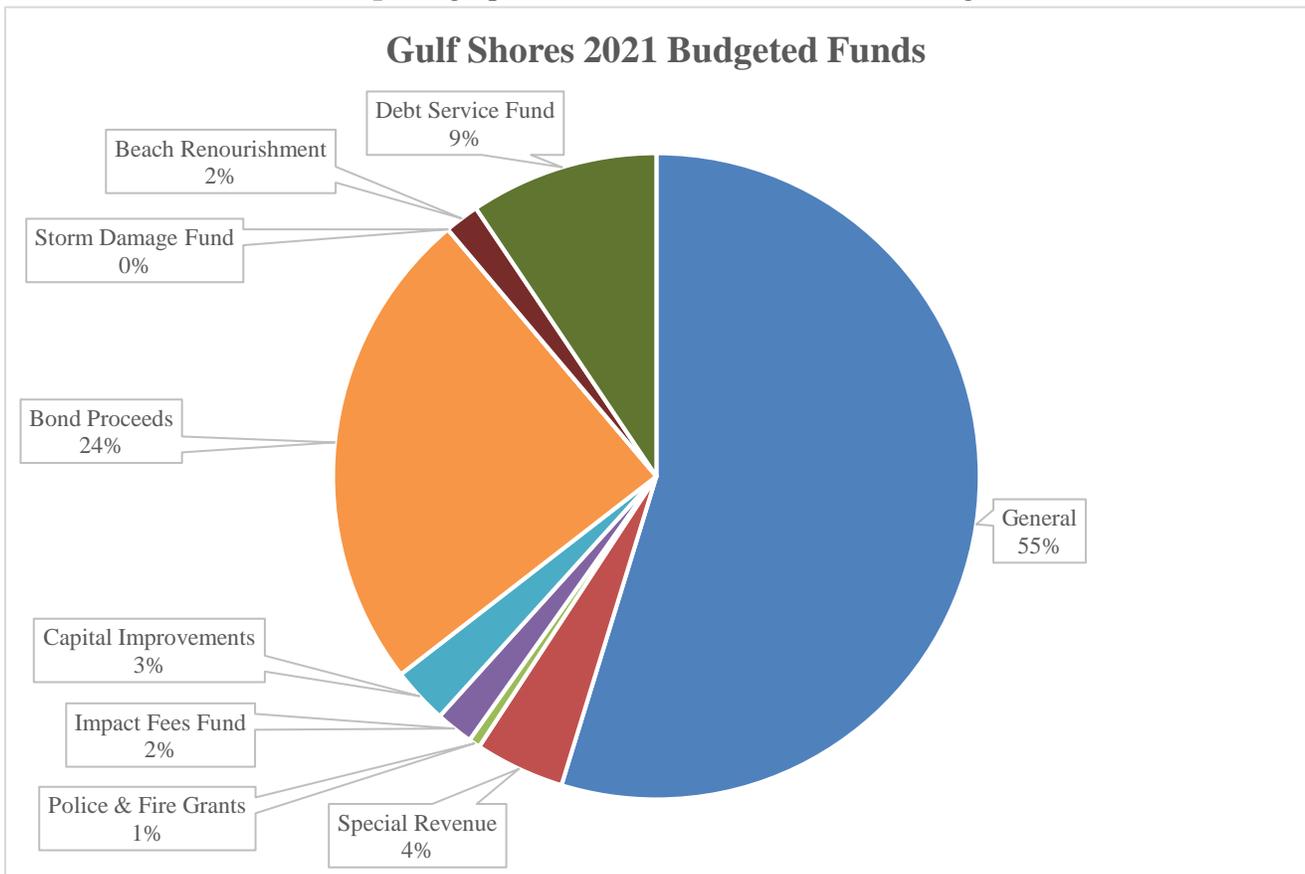
## Fund Structure

The Adopted All Funds Budget for Fiscal Year 2021 is \$89,882,597. This represents a net decrease of \$39,760,254 or 31% from the Amended Fiscal Year 2020 Budget of \$129,642,851. General Fund Expenses decreased by .53% or \$262,128. A synopsis of the total All Funds Budget appropriated is as follows:

	Amended Budget 2020	Adopted Budget 2021	Increase (Decrease)	% Change
General	49,466,840	49,204,712	-262,128	-.53%
Special Revenue	3,972,428	4,032,428	60,000	1.51%
Police & Fire Grants	512,000	521,000	9,000	1.76%

Impact Fees Fund	1,619,400	1,688,600	69,200	4.27%
Beach Restoration & Projects	1,326,515	1,554,698	228,183	17.20%
Capital Improvements Fund	14,891,320	2,530,000	-12,361,320	-83.01%
Bond Proceeds 2014 A	1,279,100	0	-1,279,100	-100.00%
Storm Damage Fund	55,000	0	-55,000	-100.00%
Capital Projects Taxable	7,665,100	13,832,279	6,167,179	80.46%
Debt Service Fund	35,702,648	8,472,314	-27,230,334	-76.27%
Capital Projects Non-Taxable	13,152,500	8,046,566	-5,105,934	-38.82%
<b>Total</b>	<b><u>\$129,642,851</u></b>	<b><u>\$89,882,597</u></b>	<b><u>-\$39,760,254</u></b>	<b>-30.67%</b>

**Fund Relationship** - A graphic view of the 2021 All Funds Budget is as follows:



## **Financial Policies**

The City's 2010 Adopted Financial Policy was updated October 2020 and is included at the end of the 2021 Budget document. Additionally the City adopted an Investment Policy in 2019 and is included at the end of the 2021 document following the Financial Policy. The updated Financial Policies formalize the plan to maintain reserves (fund balance) at 70% of budgeted expenditures. While ambitious, the Finance Committee thinks the 70% fund balance goal can be maintained given the growth anticipated for the City. Strong fund reserves are needed due to the possibility of a weather-related event and to offset any potential pension liability. A minimum of two months operating reserves of approximately \$7.25 million are needed as well as \$1.25 million per week to pay for contract debris removal based on the last major storm the City had (plus inflation estimate of 25% over the sixteen year period since Hurricane Ivan occurred). Following the last major weather event it took almost two months for receipt of any federal assistance. On September 16<sup>th</sup>, Hurricane Sally, a Category 2 hurricane, hit Gulf Shores. Preliminary Damage estimates for Hurricane Sally are \$14.5 million. The City took steps to be prepared in the event federal assistance is slow to be received following a storm and is poised to easily front the payments with its lines of credit until the federal and state matches are received.

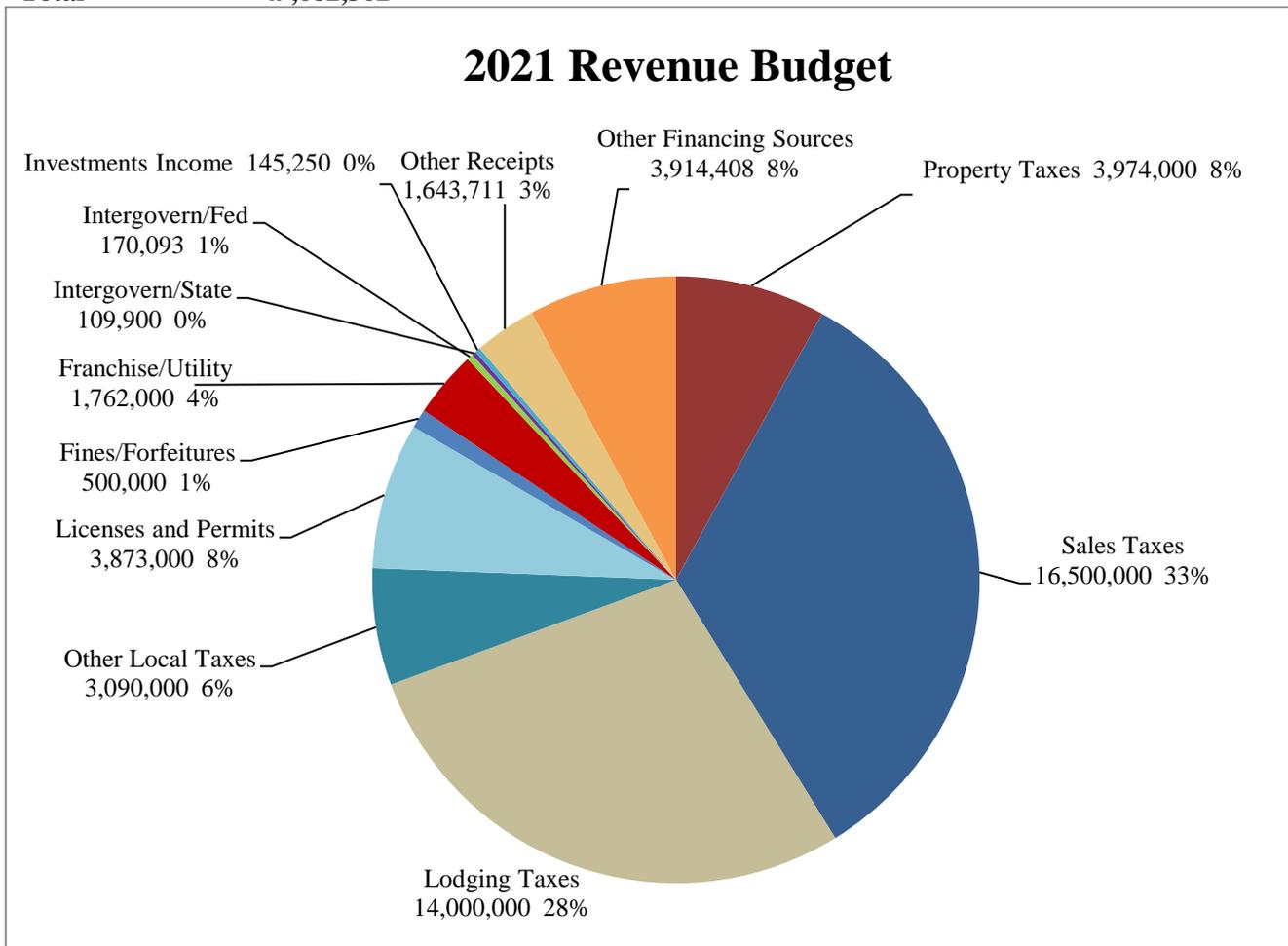
The Finance Committee in 2013 requested a longer term look at revenues, expense and reserve funds in line with the 10 year Capital Plan. Revenues, expense and reserve fund trends projections were updated in 2020 for a 10 year period with assumptions for growth more heavily weighted towards growth close to current experience at 2% to 2030 based on more moderate growth projections due to COVID-19. Expenses were also projected to grow modestly at 2% more than revenues in line with the City's conservative spending patterns.

Annually the Finance Committee reviews the 10 year Revenue, Expense and Reserve funds usage projections. Modifications are made as needed and various debt scenarios are included in the projections to see how the debt would impact reserve funding and whether the established 70% annual reserve target increase can be maintained. In 2021 the Debt Service Fund is 9.5% of total funds. In 2021 current debt service levels increased by \$1,057,382. In early 2020 the City issued term debt for 2012-C debt eligible for refinancing, to fund the City School Improvements and further advance Education goals of the Vision 2025 Strategic Plan, and to pay down the 2016-B Line of Credit used primarily for Gulf Place Improvements.

## **Revenue Trends**

The City of Gulf Shores General Funds Revenues are as follows and shown in a pie graph on the next page:

	Revenue Budget 2021	% of Budget
Property Taxes	3,974,000	8%
Sales Taxes	16,500,000	33%
Lodging Taxes	14,000,000	28%
Other Local Taxes	3,090,000	6%
Licenses and Permits	3,873,000	8%
Fines/Forfeitures	500,000	1%
Franchise/Utility	1,762,000	4%
Intergovern/State	170,093	.34%
Intergovern/Fed Investments	109,900	.22%
Income	145,250	.29%
Other Receipts	1,643,711	3%
Other Financing Sources	<u>3,914,408</u>	8%
<b>Total</b>	<b>49,682,362</b>	



Property, Sales, Lodging, and Other Local Taxes comprise 69% (3% less than 2020) of the total General Fund Revenues and are very dependent on tourism income. The beaches are beautiful and with a rebound from the April beach closure due to COVID-19 and the anticipated reconstruction due to Hurricane Sally, the City continues to experience revenue growth.

Revenue projections are based on trend analysis of prior years' receipts with recurring and non-recurring factors impacting revenue growth taken into consideration. City Revenues, due to tourism, are highly cyclical and are charted by month for the past five years with a projection made that takes into account prior years actual with an emphasis on current market trends heavily impacting the final projection.

### **Long-Range Financial Planning**

The Finance Committee regularly reviews projections for City Revenue, Expenditures and Reserve Fund balance in order to prepare for future years' budgets. Revenues are projected for ten years based on the latest data available for local economic trends. Out years revenues are projected at a range of 2% growth per year. Expenditure growth is projected on a conservative basis as the revenue projections at only 2% annually. Debt Service, as a percentage of total Revenues and Expenditures, is also projected for ten years within a range acceptable to the Finance Committee. Reserves are planned to remain at or above a target level of 70% of expenditures. At the end of this document, the updated Financial Policy for 2021 is included and includes planned allocations of reserves.

Detailed analysis of Debt Service by issue are presented to the Finance Committee during the year. Graphs are updated showing debt service expenditures by year until retirement, as well as total outstanding principal balance by year at year end. Currently, the longest debt service is scheduled to be retired in 2040.

Each year, the ten year capital plan is updated. Capital plans for rolling stock and equipment for the upcoming fiscal year are based on City-wide need, and funding is determined by the annual allocation set aside for capital purchases. City Department Heads were asked to create an out year budget along with their budget for 2021 in order to identify future funding needs. Capital Outlays were requested for a ten year period beginning in 2021, and in July the City Department Heads collaborated on the Ten Year Capital Outlay Plan reviewed by the Finance Committee. Ongoing maintenance costs for vehicles and equipment were considered prior to recommendation for replacement.

### **Capital Expenditures**

Capital Outlay for equipment, vehicles, a City signage program, transportation and City facility improvements were included in the Ten Year Capital Outlay Plan for 2021, enabling the City to replace worn out equipment and vehicles with less ongoing maintenance costs as well as maintain City assets. Cost savings on maintenance of older vehicles and equipment will offset some of the expense in 2021. Capital asset thresholds for the City are:

Land	\$ 5,000
Buildings/Improvements	\$100,000
Emergency/Fire/Police Vehicles and Equipment	\$ 15,000
Other Vehicles and Equipment	\$ 10,000
Parks and Recreational Facilities	\$ 50,000
Office Equipment	\$ 5,000

In the City's Financial Statements, depreciation of all exhaustible capital assets is recorded as an allocated expense in the Statement of Activities, with accumulated depreciation reflected in the Statement of Net Position. Depreciation is provided over the assets estimated useful lives using the straight-line method of depreciation. The range of estimated useful life by type of assets is:

Infrastructure	30-40 years
Buildings	25-40 years
Building improvements	20-30 years
Machinery and equipment	5-15 years
Furniture and fixtures	3-15 years

### **CONCLUSION**

In conclusion, the programs outlined in the following pages of this budget document are attainable and reasonable. Sincere appreciation goes to all the Department Heads for the careful effort put forth in composing their departmental budget(s).

Respectfully submitted,

Steve Griffin, City Administrator

Cynthia King, Director Finance & Administrative Services

## **Basis of Budgeting**

Governmental funds are reported using a current financial resources measurement focus and are budgeted using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual: i.e., when they become both measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for recognition of all other Governmental Fund revenues. The revenues subject to accrual are property taxes, franchise fees, utility equivalents, licenses, charges for service, interest income, grants and intergovernmental revenues. Sales taxes collected and held by the state at year end on behalf of the government are also recognized as revenues. All other governmental fund revenues are recognized when received. Expenditures are recorded when the related fund liability is incurred, as under accrual accounting. The basis of budgeting is the same as reported in the entity’s audited financial statements with the exceptions of depreciation which is not budgeted, but recognized when audited and encumbrances which are recorded during the year and closed out prior to year-end.

## Just the Facts

### All about Gulf Shores, Alabama

#### Government

- The Town of Gulf Shores was incorporated on February 12, 1957 and became a city on April 18, 1985.
- The affairs of Gulf Shores, Alabama are conducted by a Mayor and a Council consisting of five members.
- The daily operations of the city are run by the City Administrator responsible to the Mayor and Council.

#### More Facts

- Gulf Shores is a world-class all-seasons resort area on the white sandy beaches of the southern tip of Baldwin County, Alabama on the warm waters of the Gulf of Mexico.
- Gulf State Park is 6,500 acres of land partially located in Gulf Shores with 27 miles of paved trails for hiking and biking. The park includes 2.5 miles of white sand beaches, a 496 site campground, plus both fresh and saltwater fishing and swimming.
- The tourist boom in Alabama came in the early 1970s following the construction of Interstate 65, sparking development.

### Geographic Characteristics of Gulf Shores, Alabama

	Square Miles	Climate	Topography
Land Area	28.28 Square Miles		
Water Area	4.85 Square Miles		
Average Annual Temperature		69 Degrees	
Average Annual Rainfall		61.57 Inches	
Elevation			8 Feet
Land Use			
Type	Dev Status	LU Type %	
Agriculture		4.52%	
Commercial	Developed	6.04%	
Commercial	Undeveloped	6.61%	
Industrial	Developed	3.97%	
Industrial	Undeveloped	2.42%	
Mixed Use	Developed	11.54%	
Mixed Use	Undeveloped	7.31%	
Multi Family	Developed	2.23%	
Multi Family	Undeveloped	1.81%	
Open Space		26.35%	
Residential	Developed	14.17%	
Residential	Undeveloped	13.02%	
		100.00%	

## Just the Facts

### Demographics

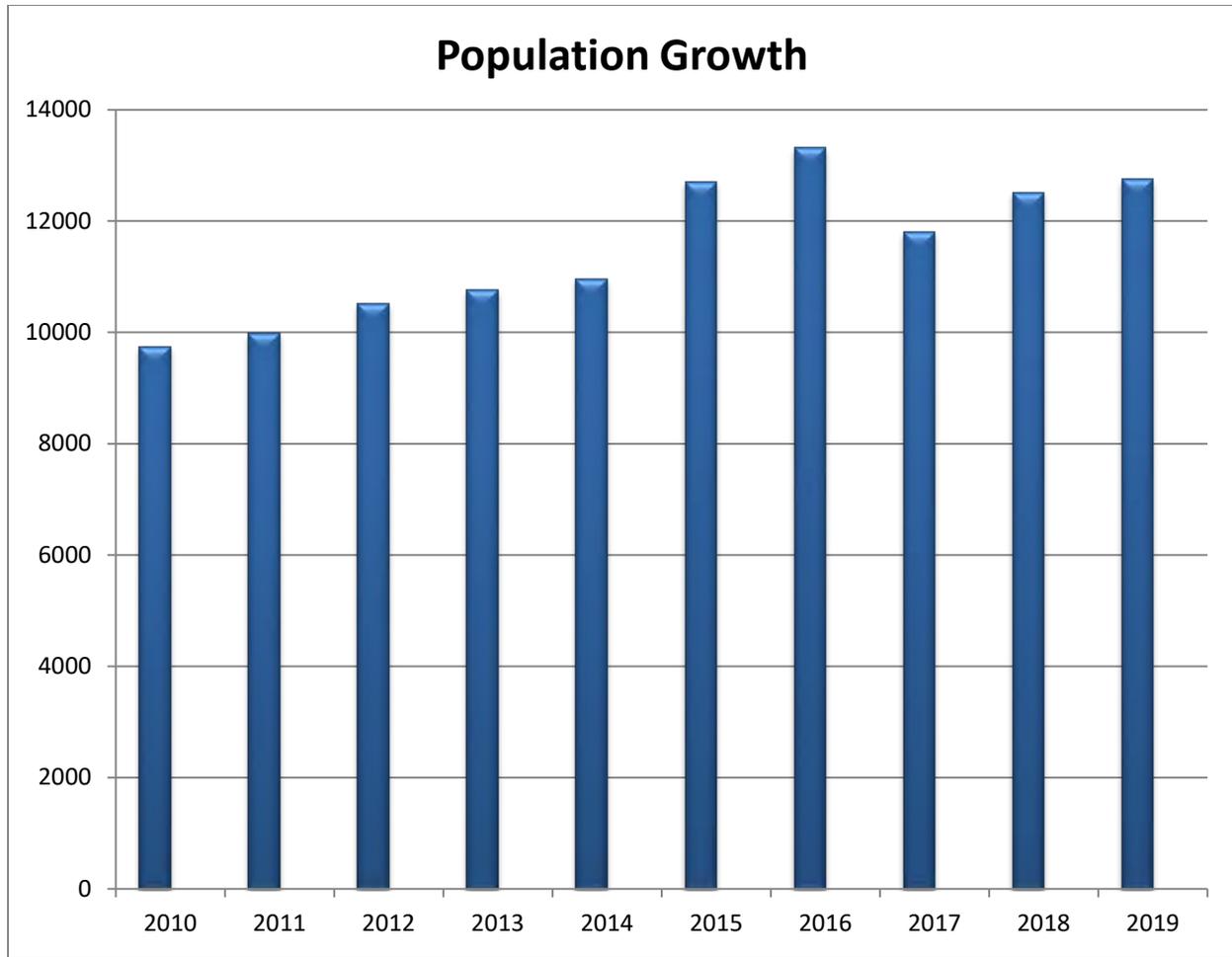
<b>Age, Race &amp; Gender Composition</b>	
White	95.1%
Hispanic	3.2%
Black	.3%
American Indian	.1%
Asian	.8%
Two or More Races	.5%
Female	54.7%
Male	45.3%
Age Under 5 Years	2.6%
Age 18 Years & Over	87.6%
Age 65 Years & Over	25.6%
Median Age is 51.6 Years*	

The table above depicts information related to the population of Gulf Shores, Alabama.

Figures based on US Census Bureau Quick Facts as of July 1, 2019.

\*Median Age from Data USA

## Just the Facts



Source: US Census Bureau Population Estimates, 2010 through 2019

Gulf Shores, Alabama population has increased by 31% during the past ten years.

The 2019 population estimate of 12,757 is 1.9 percent more than the 2018 estimate of 12,517.

## Just the Facts

### Economic Highlights

<b>Top Ten Employers in Gulf Shores, Alabama</b>				
	<b>Employer</b>	<b>Total Employees</b>	<b>FT</b>	<b>PT</b>
1	The Hangout	735	35	700
2	City of Gulf Shores	345	291	54
3	Waterville	330	20	310
4	Lulus Landing, Inc.	271	106	165
5	The Lodge at Gulf State Park	269	222	47
6	Wal-Mart	240	202	38
7	Gulf Shores Public Schools	237	225	12
8	Rouse's Enterprises	185	185	0
9	Publix Alabama	155	65	90
10	Gulf State Park	115	115	0

**Gulf Shores licensed 9,204 businesses in 2020**

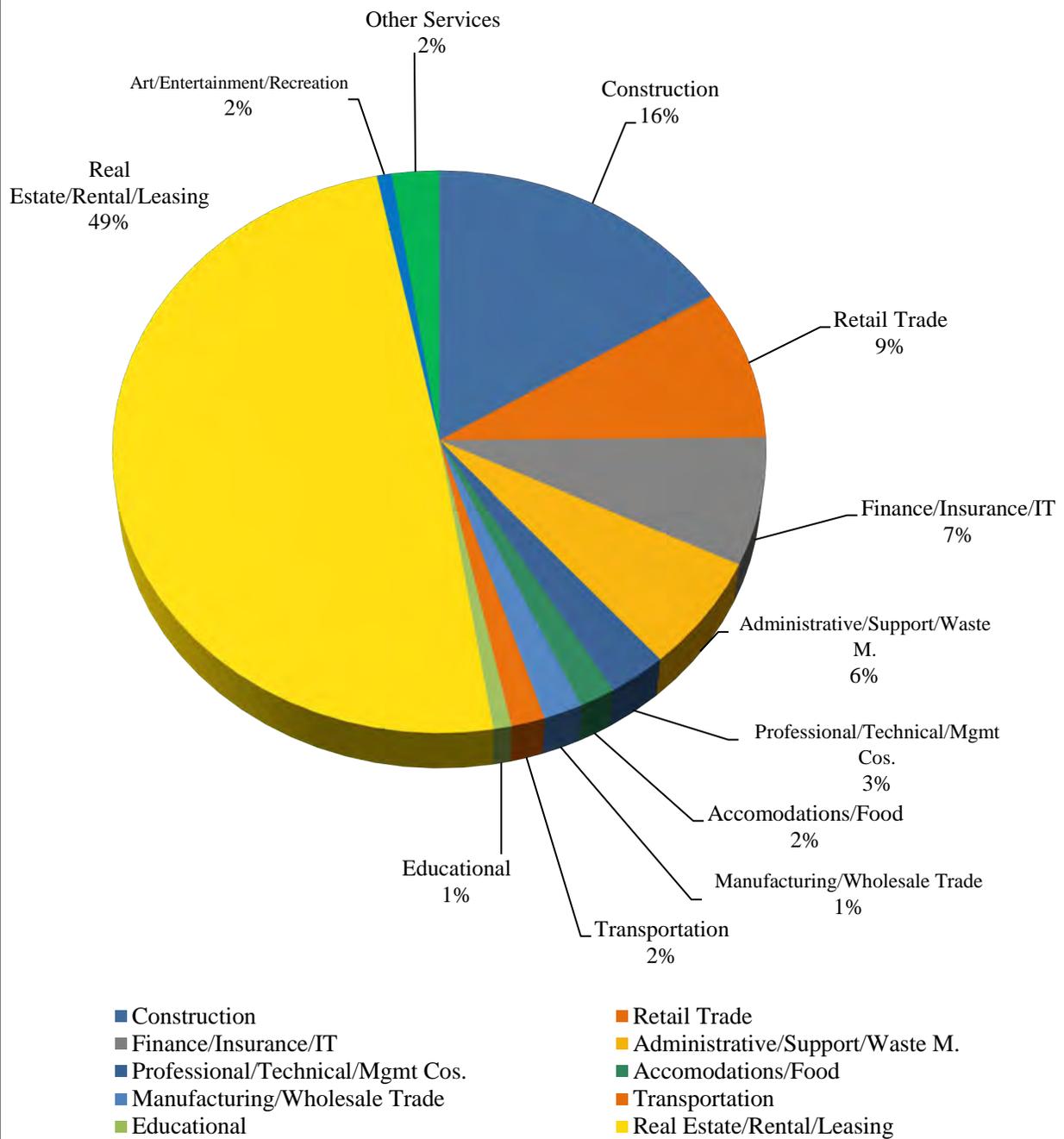
**Per Capita Income within Gulf Shores in 2018  
was 12.2% higher than the United States level.**

	<b>2018</b>
<b>United States</b>	<b>\$32,621</b>
<b>Gulf Shores</b>	<b>\$36,603</b>

**Source: US Census Bureau Quick Facts**

# Just the Facts

## Gulf Shores, Alabama Business Profile



## Just the Facts

### Housing Statistics

Current units from Planning Department 7 29 2020:

Single Family Units	5,199
Condos	6,868
Multi Dwelling Units / Apartments	1,440
Other (duplex, townhome, mobile home)	448
<b>Total</b>	<b>13,955</b>

Owner-Occupied 57%

Seasonal, Recreational or Occasional Use 6,000

**Source:** US Census Bureau Quick Facts

### Owned Homes, Apartments and Condos

Average Household Size	2.07
Median Value of Occupied Units	\$242,400

### Rented Homes, Apartments and Condos

Median Monthly Rent Asked for Vacant Units	\$1046
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## Just the Facts

### Service Statistics:

The chart below describes several of the services provided in Gulf Shores, Alabama.

<b>Public Safety 2020</b>	
<b>Fire Protection</b>	<b>Police Protection</b>
Fire Stations.....4	Primary Patrol Districts ..... 3
Sworn Employees.....51	Sworn Employees ..... 54
Civilian Employees.....1	Civilian Employees..... 21
Beach Division Seasonal...34	

<b>Park, Recreation &amp; Cultural Affairs</b>	
<b>Developed Park Properties</b>	
Neighborhood Parks.....2	Community Park.....1
Regional Parks.....2	Sports Park.....1
Skateboard Park.....1	Dog Park.....1
Special Use Parks.....4	
<b>Special Use Facilities</b>	
Auditorium..... 1	Civic Center.....1
Library..... 1	Museum.....1
Community House ..... 1	Adult Activity Center .....1
<b>Recreational Facilities</b>	
Recreation Centers .....2	Gymnasiums.....2
Swimming Pools .....2	Play Grounds.. .....3
Lighted Tennis Courts..... 18	Multi-Purpose Fields.....5
Baseball/Softball Fields ..... 13	Football Stadium .....1

## Just the Facts

Beach Volleyball Courts .....	4	Outdoor Basketball Courts..	3
Horseshoe Pits.....	10	Bocce Ball Court.....	2
Boat Launches.....	3	Shade Structures.....	6
<b>Trails (miles)</b>			
Multi-Use Paths.....	18	Bike Lanes.....	9.8
Sidewalks.....	37.5	Combination Paths.....	4

### Highways and Streets

Miles of Streets Maintained .....	85.78
Streetlights.....	2,422
Traffic Signals.....	25

### Educational System

Elementary School .....	1
Middle School.....	1
High School.....	1
Day School (ages 2-5).....	2
Community College .....	1

### Historic Sites

Fort Morgan
Knob Hill – Historic Marker
Camp Withers – Historic Marker
Callaway Home – Registered Historic Home

## Just the Facts

### For More Information

Additional community data is available on pages 160 and 161. If you would like more information about Gulf Shores, Alabama, please visit the Gulf Shores website at [www.gulfshoresal.gov](http://www.gulfshoresal.gov), or call the City of Gulf Shores at 251.968.1120.

**CITY OF GULF SHORES, ALABAMA**  
**FINANCIAL SUMMARIES**  
**FISCAL YEAR 2021**

# City of Gulf Shores, Alabama Budget 2021

## Fund/Department Cross Reference Table

Department/Division	FUND					
	General	Special Revenues	Police & Fire Grants	Impact Fees	Beach Fund	Debt Service Fund
<b>Executive</b>	X					
<b>Human Resources</b>	X					
<b>Finance &amp; Administrative Services</b>	X					
<b>Municipal Court</b>	X	X				
<b>Police</b>	X	X	X	X	X	
<b>Fire &amp; EMS</b>	X		X	X	X	
<b>Planning &amp; Zoning</b>	X					
<b>Building</b>	X					
<b>Recreation &amp; Cultural Affairs</b>	X			X		
Events & Programs	X			X		
Library	X			X		
Recreation - Rec & Wellness	X			X		
Recreation - Sportsplex	X			X		
Recreation - Parks	X			X		
Rec - School Grounds Maintenance	X					
City Store	X					
<b>Public Works - General Services</b>	X			X		
Public Works - Custodial	X					
Public Works - Landscaping	X					
Public Works - Streets	X			X	X	
Public Works - Maintenance	X					
<b>Engineering</b>	X					
Appropriations	X					
Transfers Out						X

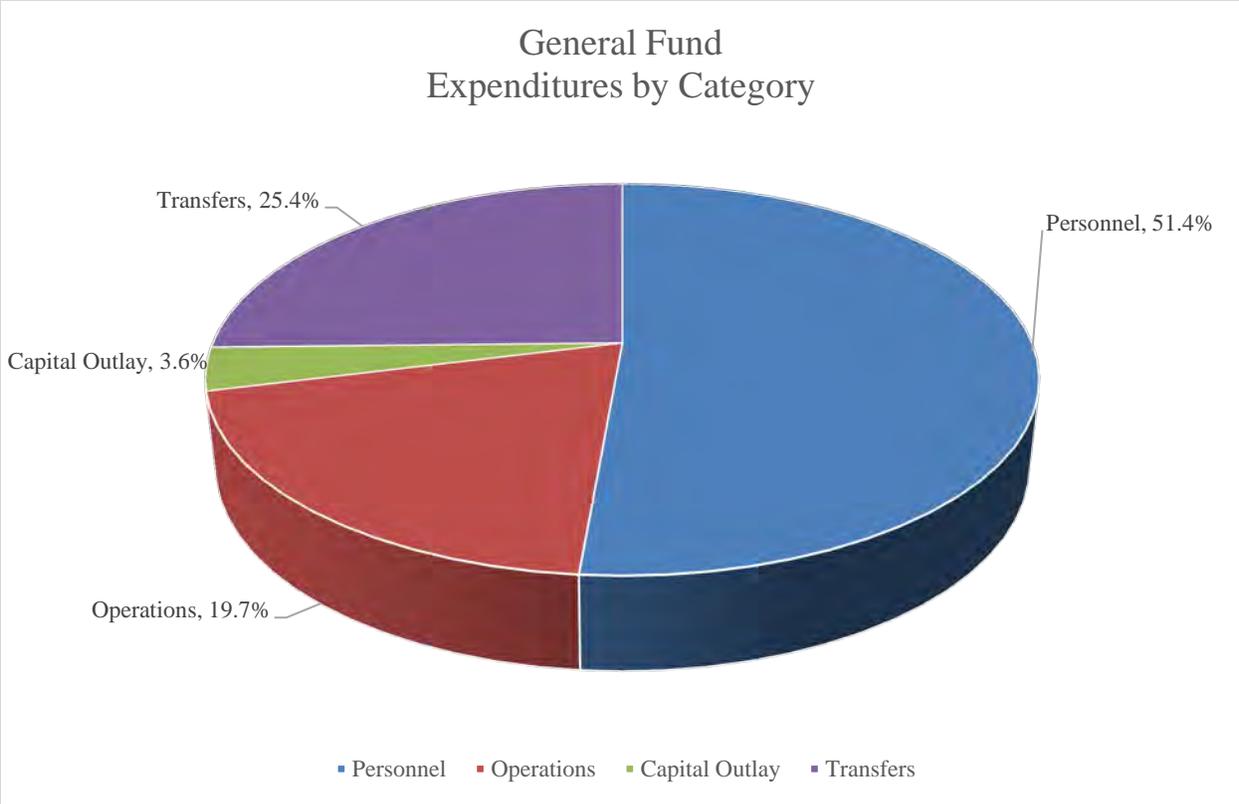
## **Fund Description**

A fund is a fiscal and accounting entity with a self-balancing set of accounts that records all financial resources and liabilities which are segregated for a specific purpose, activity or objective. For 2021, the City of Gulf Shores has the following funds: General, Special Revenue, Police & Fire Related Grants, Impact Fees, Beach Restoration & Projects, Capital Improvements Fund, Storm Damage Fund, Non-Taxable Lines of Credit, Taxable Warrant Fund, 2018 GO Warrants Fund, and Debt Service. The General Fund is used to account for all financial resources except those required to be accounted for in another fund. Transfers out of the General Fund to the Debt Service Fund are used to retire outstanding City debt. Transfers from the Designated Taxes Fund to the General Fund are used to pay for legally restricted specific purposes for Police and Fire grants. Transfers from the Impact Fees to the General Fund are used to offset Police, Fire, Recreation and Public Works Capital purchases. City fund definitions and purpose are in the following sections.

### **GENERAL FUND**

The General Fund is a governmental fund as are all the City funds with the exception of the Beach Restoration and Projects Fund. The General Fund expenses provide services to the City population and represents expenditures for governmental services normally associated with government (i.e. public safety, streets, parks, recreation facilities). General Fund revenues consist of approximately 76% Taxes and 8% Licenses and Permits. A little over half (51.4%) of the General Fund expenditures are related to salaries. Transfers for Debt Service makes up 17.2% of the General Fund Budget and is used to pay for bond improvements. Other designated transfers for Lodging Tax related to Beach Activities comprise 8.12 % of the General Fund Expenditures. In 2020 the school system repaid an \$870,000 loan with interest made from the City's taxable line of credit in 2019 and paid \$482,479 on a "due-to" the General Fund of \$582,479 that was established for expense needs exceeding \$4 million (\$2 million budgeted for both 2018 and 2019). Total school system expenses represented 4% of the General Fund expenses in 2020. In 2021, another \$2 million representing 4% of the General Fund for school expenses has been budgeted. Operational costs comprise 19.7% of the General Fund expenditures and Capital is 3.6% of the General Fund Expenditures. Capital Outlays in the General Fund Building Department are related to Alabama Department of Environmental Management (ADEM) expenditures.

The General Fund expenditures by Category are shown on the graph on the next page.



**Fund Balance:** Cash reserves are sufficient to maintain solid financial strength for future years. In 2019 additional funds of \$3 million were added to the reserves. The City is in compliance with the City’s updated City Financial Policy adopted in 2020 with the passage of the 2021 budget. The 2020 City Financial Policy requires a General Fund cash reserve equal to seventy percent for 2021. General Revenue fund reserves in 2021 will comprise 35% of the General Fund Operating Budget and a Beach Reserve equivalent to 35% of the General Fund Budget. In 2020 the City was able to maintain 70% of the General Fund target level of reserves needed of \$18,197,373 (35%) and to the Beach Reserves \$18,197,373 (35%) in order to sustain operations during fluctuations of the revenue streams. Total reserve funds target for 2021 is \$34,443,298 or 70% of the General Fund Budget expenses of \$49,204,712.

### SPECIAL REVENUES

Special Revenues Governmental Funds represent 2% of city-wide Lodging Tax collections set aside to offset beach restoration and recycling expenses. The Special Revenues paid off a bond issue in 2013 for beach restoration costs. Special Revenue Funds are not shown separately in the City’s audited financial statements but are included as part of the General Funds. In May 2018 an additional 2% city-wide Lodging Tax was enacted to offset debt borrowed in 2018 for transportation projects.

Special Revenues, other than the Lodging Tax Collections, are operating funds used to account for the proceeds of specific revenue sources that are legally restricted to be spent for specific purposes.

### **POLICE & FIRE GRANTS**

Operating funds used to account for the proceeds of specific revenue sources that are legally restricted and are to be used for specific purposes. Grants are Governmental Funds shown under Program Revenues as Operating Grants and Contributions in the audited Financial Statements.

### **IMPACT FEES**

Impact Fees Governmental Funds are imposed on property developers for new infrastructure that must be built or increased due to new developments. The Fees are shown under the heading Capital Grants and Contributions in the audited Financial Statements.

### **BEACH RESTORATION & PROJECTS FUND**

The Beach Restoration and Projects Enterprise Fund is used for the annual monitoring and tilling for the beach re-nourishment project. In 2020 continued objectives included a beach and city-wide recycling program, as well as police enforcement, enhanced beach safety program and restoration efforts. Initial capital funding for the beach recycling and enforcement efforts was provided from transfers from the 2% Lodging Tax Special Revenues Fund and in 2018, Beach Parking Revenues were added to the Beach Restoration & Projects Fund. In 2019 Lifeguard services were moved from the General Fund to the Beach Restoration Fund and became a subset of the Fire Department.

### **CAPITAL IMPROVEMENTS FUND**

The Capital Improvements Fund has not been utilized since 2015, as bond funds and lines of credit have been largely used to fund such projects. In 2019 the City opted to house the \$15 million 2019-C line of credit proceeds in this fund. The line may be used to fund capital expenses related to the newly-formed Gulf Shores City School System as well as other City capital needs. In 2020 the City elected to obtain long-term debt in the amount of \$17 million for the City School System. This paid off the current amount drawn on the 2019-C line (\$8.6 million), while leaving a reserve of \$8.3 million for future school capital projects. A rate modification for the line is requested.

### **TAXABLE WARRANT FUND**

The Taxable Warrant Fund includes the 2016-B GO which is a 10 year line of credit that has been primarily used for the acquisition and construction of the Gulf Place Revitalization Project. These investments aim to increase public access and pedestrian safety along Highway 59 and Beach Boulevard. In 2020 the City secured long term debt for \$10 million to pay down the current amount drawn on the 2016-B line (\$7 million) leaving a balance of \$2.9 million for other purposes. This fund is also used to procure land or fund improvements to real estate ventures that will be public-private partnerships. The line can be used for disaster related debris removal and beach restoration.

## 2018-A & B GO WARRANT FUNDS

The 2018-A GO Warrant is a 20 year term debt used to pay down the 2014 GO Warrant Fund, purchase capital equipment and fund improvements to road infrastructure throughout the City. Capital improvements funds are used for projects such as state transportation projects that require a City match. These improvements should reduce the operational costs for repair and maintenance in 2020 and future years and significantly improve traffic flow in and around the City. The 2018-B GO Warrant Fund is a 15 year term debt used to pay down the 2014 and 2016-B GO Warrant Funds.

## DEBT SERVICE FUND

The Debt Service Fund is used to record principal and interest payments on debt which include bond issues, general obligation warrants with banks, notes payable, and lease/purchases. The expense for Fiscal Agent Fees for bond issues is also recorded in this fund. Funding for most payments is provided by a transfer from the General Fund.

### Debt

A constitutional debt limit of 20% of the assessed value of the property within the city limits is in place for the City of Gulf Shores. Assessed property values for 2020 of \$790,117,460 were received from the Baldwin County Revenue Commissioner's Office, which would result in a debt limit of \$158,023,492. Our current debt limit is \$146,831,196 which is based on 2019 assessed property values of \$734,155,980. Current debt obligations are \$85 million. Projected 2021 Debt Service will constitute 9.5% of total fund expenditures and 17.1% of General Fund Expenditures (transfers for debt service). Due to reliance on tourist revenue streams that are highly cyclical, debt service funds that have to be set aside limits funds available for operations.

All of the long-term debt owed by the City of Gulf Shores is in the form of General Obligation Warrants. General Obligation Warrants are tax supported. The reporting entities long-term debt is segregated between the amounts to be repaid from governmental activities and amounts to be repaid from business-type activities. City debt limits for the past five years are shown in the following chart:

Fiscal Year	Assessed Value	Debt Limit %	Debt Limit \$	Total Debt
2020	790,117,460	20%	158,023,492	85,905,243
2019	734,155,980	20%	146,831,196	74,930,871
2018	668,109,200	20%	133,621,840	68,065,000
2017	616,090,320	20%	123,218,064	40,490,886
2016	566,085,720	20%	113,217,144	38,396,001

As of December 31, 2020 the governmental long term debt consisted of the following:

## **General Obligation (GO) Warrants:**

### **2020-A GO Warrant – Issue amount \$9,000,000**

The 2020-A GO Warrant at 1.57% refinanced \$9 million 2012-C Warrants at various higher interest rates. The debt will be paid off by 2025. The outstanding debt balance at the end of 2020 will be \$9,000,000. Debt Service amount due in 2021 is \$191,300; 2022 amount due is \$2,305,515.

### **2020-B GO Warrant – Issue amount \$17,000,000**

The 2020-B GO Warrant is \$17 million nontaxable term debt at 2.21% interest for 20 years. The 2020-B GO Warrant paid down \$8,661,320 of the 2019-C School Line of Credit at 3.75% to 2026 and \$8,338,680 in remaining proceeds will be used for City School improvements. The outstanding debt balance at the end of 2020 will be \$17,000,000. Debt Service amount due in 2021 is \$1,060,850; 2022 amount due is \$1,060,848.

### **2020-C GO Warrant – Issue amount \$10,000,000**

The 2020-C GO Warrant is \$10 million taxable term debt at 2.79% interest for 20 years. The 2020-C GO Warrant paid down the 2016-B Taxable Line of Credit at 2.85% to 2026 outstanding debt used for Gulf Place land and improvements, Gulf Coast Center for Ecotourism, Medical facility/land and HVAC unit as well as funds for a \$1 million payment to the Zoo and \$2 million pension liability payment. The outstanding debt balance at the end of 2020 will be \$10,000,000. Debt Service amount due in 2021 is \$659,170; 2022 amount due is \$659,174.

### **2020-D GO Warrant - Line of Credit available \$9,800,000**

The 2020-D GO Warrant is available for capital public and municipal purposes within the City, including in the wake of a natural disaster, such as a hurricane. To date we have not used any proceeds available on the line. We will make debt service payments in 2021. FEMA reimbursement funds for Hurricane Sally expenses will be used to offset the debt service payments. The line matures October 31, 2025.

### **2019-C GO Warrant – Line of Credit available \$15,000,000**

The 2019-C GO Warrant proceeds were used to fund the Gulf Shores City School System capital needs and improvements to school buildings acquired during the 2019 separation agreement. Expenses included transportation improvements, security enhancements, deferred maintenance and information technology and hardware. We don't anticipate any 2021 Debt Service payments since the 2020-B GO Warrant term debt issued for school improvements have not all yet been spent. The line matures March 15, 2026. A modification to the line for other City Capital uses and a lower rate is requested.

### **2018-A and 2018-B GO Warrants – Issue Amount \$37,080,000**

The 2018-A and 2018-B GO Warrants provided funds for capital vehicle and equipment purchases and various grant matches for transportation projects. Proceeds also paid off \$6 million on the 2014-GO line of credit and \$10.3 million on the 2016-B line of credit. The Aggregate Debt Service

(Principal and Interest) owed on the issue is \$48,598,192 and is repaid from the General Fund. Debt Service amount due in 2021 is \$3,060,688; 2022 amount due is \$3,068,638.

**2017-A GO Warrants – Issue Amount \$7,500,000**

The 2017-A GO Warrants refunded the remainder of the 2008-A GO Warrants, as well as paid down \$3.8 million on the 2014-GO line of credit. The Aggregate Debt Service (Principal and Interest) owed on the issue is \$6,088,305 and is repaid from the General Fund. Debt Service amount due in 2021 is \$870,586; amount due in 2022 is \$870,311.

**2016-B GO Warrants - Line of Credit available \$13,500,000**

The 2016-B GO Warrants proceeds are being used to fund public-private projects, including a free standing emergency medical facility and the Gulf Coast Center for Ecotourism. Expenses include land acquisition, transportation efforts as well as public and pedestrian access improvement. Non-capital storm related expenses may also be used from the line. We anticipate 2020 Debt Service payment of \$750,000 for principal and interest to be repaid from the General Fund. The line matures June 15, 2026. Additional principal payments may be made when funds are available and approved by the Finance Committee.

**2015 GO Warrants – Issue Amount \$8,830,000**

The 2015 GO Warrants refunded a portion of the 2008-A GO Warrants. The Aggregate Debt Service (Principal and Interest) owed on the issue is \$10,637,040 and is repaid from the General Fund. Debt Service amount due in 2021 is \$364,390; 2022 amount due is \$553,490.

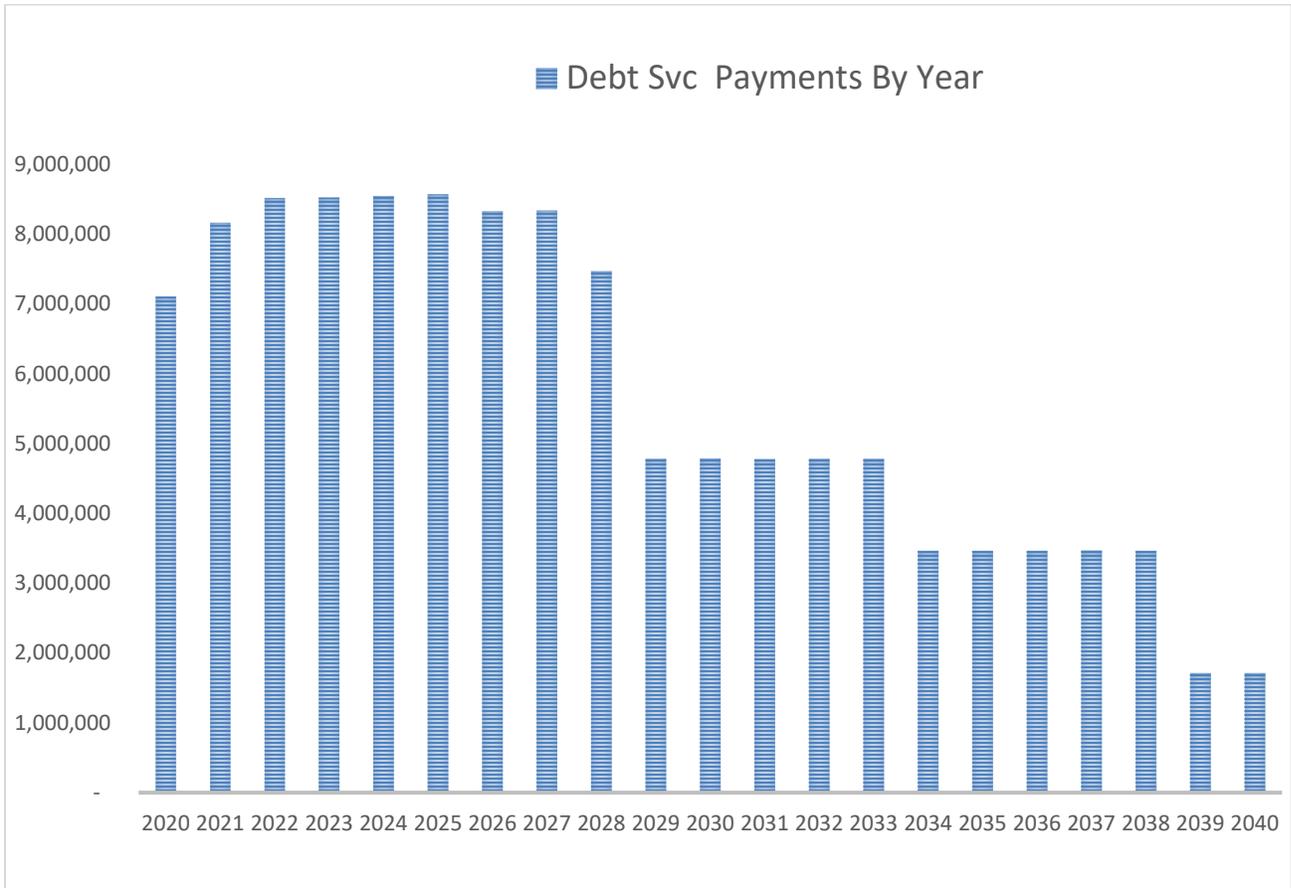
**2012-C and 2012-D GO Warrants – Issue Amount \$19,645,000**

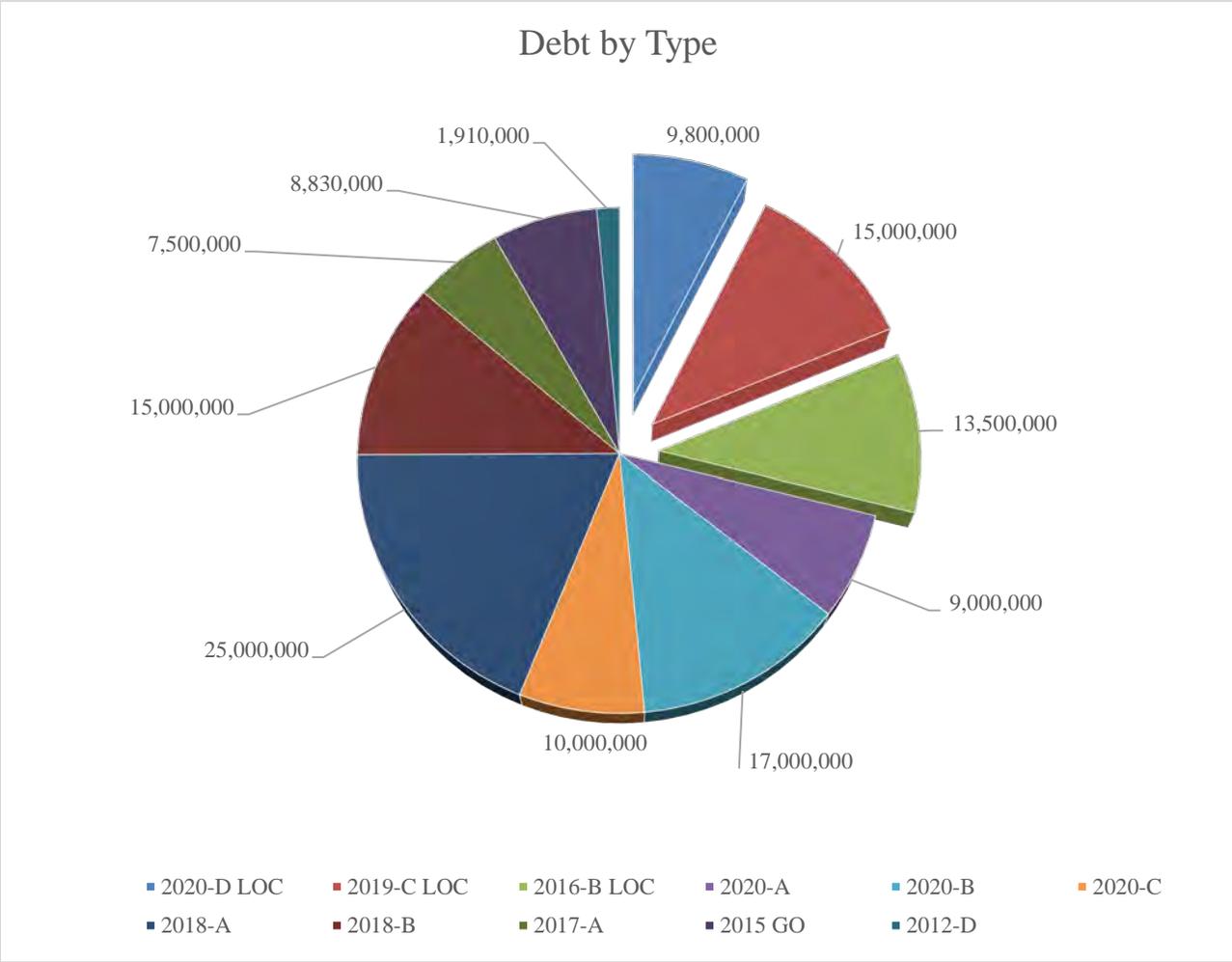
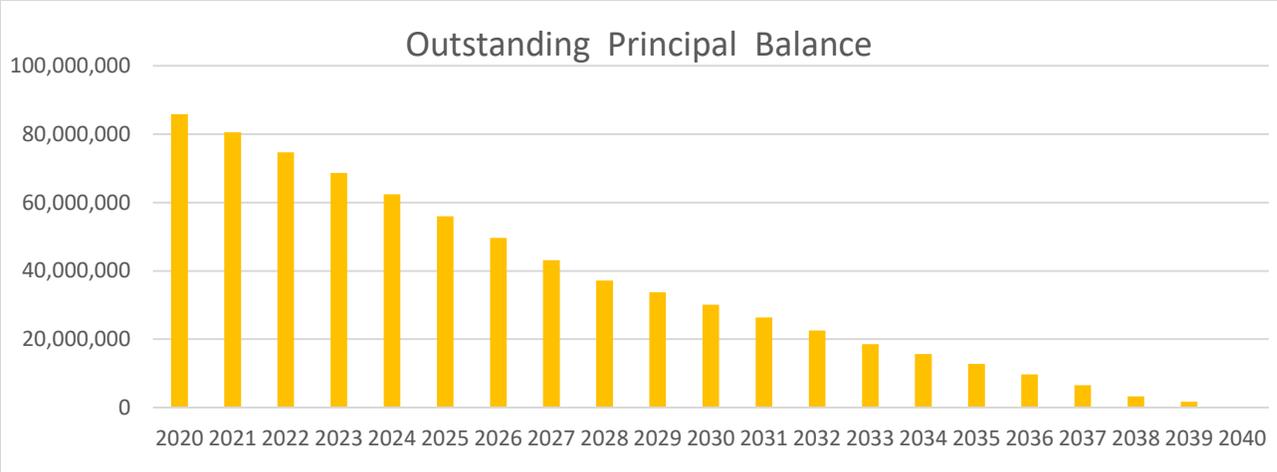
The 2012-C and 2012-D GO Warrants refunded the City’s outstanding Series 2004 and Series 2006-B Warrants and provided funds for capital improvements in the City including parking property purchase, streetscape improvements, way finding signage, building improvements, road repair and equipment purchases. The 2012-C issue was refinanced at a lower rate with the 2020-A issue. Aggregate Debt Service (Principal and Interest) owed on the remaining 2012-D issue is \$1,956,795 and will be repaid from the General Fund. In 2021 the debt will be paid off.

**Debt service payments by year are as follows as of December 31<sup>st</sup>, 2020:**

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	5,373,111	2,790,668	8,163,779
2022	5,883,672	2,634,304	8,517,976
2023	6,040,410	2,483,643	8,524,053
2024	6,218,360	2,328,711	8,547,071
2025	6,402,457	2,166,744	8,569,201
2026	6,327,997	1,998,850	8,326,847
2027	6,564,756	1,772,773	8,337,529

2028	5,934,370	1,537,242	7,471,612
2029	3,469,870	1,316,442	4,786,312
2030	3,596,130	1,193,316	4,789,446
2031	3,718,150	1,064,720	4,782,870
2032	3,855,960	930,770	4,786,730
2033	3,994,570	790,806	4,785,376
2034	2,824,020	644,762	3,468,782
2035	2,929,300	540,972	3,470,272
2036	3,035,460	432,818	3,468,278
2037	3,152,500	320,274	3,472,774
2038	3,265,460	202,818	3,468,278
2039	1,639,350	80,678	1,720,028
2040	1,679,250	40,830	1,720,080
<b>Total</b>	<b>85,905,153</b>	<b>25,272,141</b>	<b>111,177,294</b>





The chart above shows the amount of debt by type. The 3 Lines of Credit are shown in the pulled out pie slices and represent 28.9% or \$38.3 million of the total debt of \$132.54 million.

## City of Gulf Shores, Alabama 2021 Budget Calendar

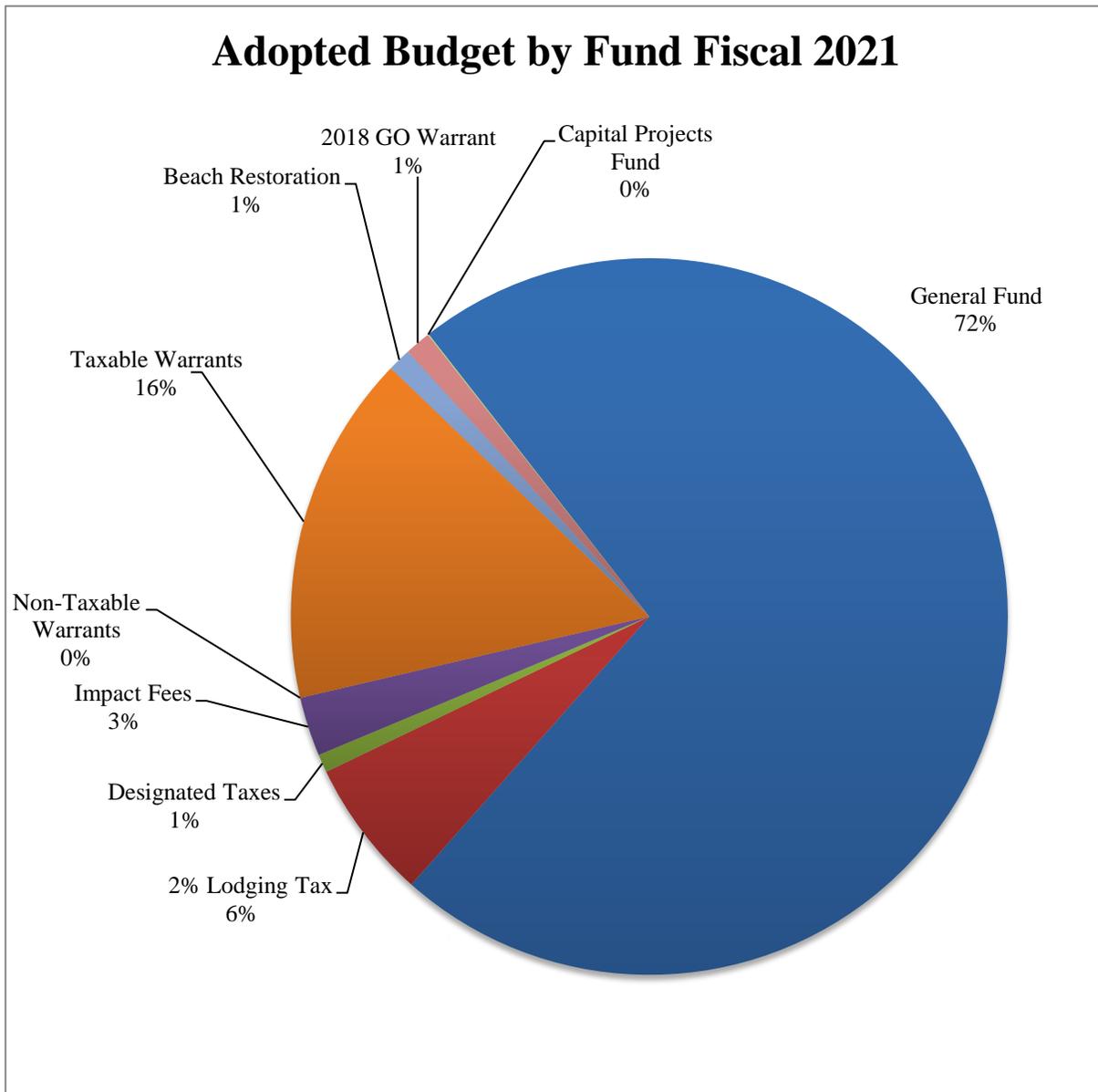
Date	Action
June 18, 2020	Departments send submissions to build Ten Year Capital Outlay Plan. Departments heard the other departments' needs and collaborated on how best to meet city-wide needs within designated resources. Finance Committee received Ten Year Capital Plan and 2021 Capital Budget Requests at the August 12th Finance Committee meeting.
July 21, 2020	Budget Preparation Instructions sent to Department Heads requested not to exceed 2020 budgeted amounts in total by Department due to COVID-19 uncertainty, to continue to provide funds for the City School System, the additional debt service on \$40 million issued in 2018 and the loss of some Hangout Music Festival reimbursements. General Fund Budget requests should be consistent with the Vision 2025 Key Strategies and Priorities set by the Mayor and Council. Departments were asked for objective measures of progress toward accomplishing the department's mission as well as goals and objectives for specific units and programs. Objectives and measures need to be linked and outcome related.
August 13, 2020	Revenue estimates, Capital requests, 10-Year Capital update to Finance Committee.
September 10, 2020	Budget Requests due to Finance & Administrative Services Director. Requests compiled with recommendations for meeting needs with revenue sources.
September 17, 2020	Capital changes, 10-Year Capital Plan, New Positions Recommendation to Finance Committee.
September 18 to October 16, 2020	City Administrator 2021 Budget recommendation prepared for Mayor and Council.
October 21, 2020	Finance Committee reviews Budget Message and Budget Book draft
November 2, 2020	Committee of the Whole (COW) meeting for full Council review
November 9, 2020	Council Adoption of 2021 Budget

**CITY OF GULF SHORES, ALABAMA**  
**FINANCIAL SUMMARIES**  
**TABLES AND GRAPHS**  
**FISCAL YEAR 2021**

**TABLE 1**  
**CITY OF GULF SHORES, ALABAMA**  
**CITY WIDE ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
General Fund	38,337,208	46,403,765	45,703,986	45,767,954	63,968	0.1%
Special Revenue Funds:						
2% Lodging Tax	3,379,295	4,035,613	3,972,428	4,006,500	34,072	0.9%
Designated Taxes	789,713	568,251	512,000	521,000	9,000	1.8%
Impact Fees	874,159	1,371,173	1,619,400	1,693,100	73,700	4.6%
Library Board Fund	106	345	0	0	0	n/a
Capital Projects Funds:					0	
Beach Restoration	649,289	806,498	676,495	670,000	(6,495)	-1.0%
Non-Taxable Lines of Credit	1,231,493	452,792	0	0	0	n/a
Taxable Warrant Fund	0	0	1,300,000	10,047,719	8,747,719	672.9%
2018 GO Warrant	64,568	212,400	1,214,220	735,000	(479,220)	-39.5%
Capital Projects Funds	33,708	3,641	30,000	30,000	0	0.0%
Storm Damage	3	0	0	0	0	n/a
Debt Service	5,379	1,384	0	0	0	n/a
<b>TOTAL REVENUES</b>	<u>45,364,922</u>	<u>53,855,862</u>	<u>55,028,529</u>	<u>63,471,273</u>	<u>8,442,744</u>	<u>15.3%</u>
<b>EXPENDITURES</b>						
General Fund	30,074,531	38,501,402	37,501,005	36,705,319	(795,686)	-2.1%
Special Revenue Funds:						
2% Lodging Tax	0	0	0	0	0	n/a
Designated Taxes	77,772	288,148	55,000	34,000	(21,000)	-38.2%
Impact Fees	734,539	820,054	1,619,400	1,688,600	69,200	4.3%
Library Board Fund	0	0	0	0	0	n/a
Capital Projects Funds:					0	n/a
Beach Restoration	1,618,892	1,399,184	1,326,515	1,554,698	228,183	17.2%
Non-Taxable Lines of Credit	5,770,985	862,127	0	0	0	n/a
Taxable Warrant Fund	7,486,605	9,310,811	6,795,100	13,832,279	7,037,179	103.6%
2018 GO Warrant	463,121	5,902,993	12,832,500	8,046,566	(4,785,934)	-37.3%
Capital Projects Funds	0	0	6,200,000	2,500,000	(3,700,000)	-59.7%
Storm Damage	66,950	28,598	55,000	0	(55,000)	-100.0%
Debt Service	20,280,798	8,174,891	32,797,133	-	(32,797,133)	-100.0%
<b>TOTAL EXPENDITURES</b>	<u>66,574,193</u>	<u>65,288,208</u>	<u>99,181,653</u>	<u>64,361,462</u>	<u>(34,820,191)</u>	<u>-35.1%</u>
<b>Excess of Revenues over</b>						
<b>Total Expenditures</b>	<u>(21,209,271)</u>	<u>(11,432,346)</u>	<u>(44,153,124)</u>	<u>(890,189)</u>	<u>43,262,935</u>	<u>-98.0%</u>
<b>OTHER FINANCING</b>						
Issuance of Debt	46,258,330	18,598,823	45,659,586	11,096,126	(34,563,460)	-75.7%
Bond Premium	3,450,789	0	0	0	0	n/a
Bond Discount	(74,102)	0	0	0	0	n/a
Proceeds from sale capital assets	105,288	85,449	80,000	80,000	0	0.0%
Transfers In	29,140,443	12,765,608	26,489,768	13,039,820	(13,449,948)	-50.8%
Transfers Out	<u>(29,140,443)</u>	<u>(12,765,608)</u>	<u>(26,489,768)</u>	<u>(13,039,820)</u>	<u>13,449,948</u>	<u>-50.8%</u>
Total Other Financing Uses	<u>49,740,305</u>	<u>18,684,272</u>	<u>45,739,586</u>	<u>11,176,126</u>	<u>(34,563,460)</u>	<u>-75.6%</u>
<b>Net Change in Fund Balance</b>	<u>28,531,034</u>	<u>7,251,926</u>	<u>1,586,462</u>	<u>10,285,937</u>	<u>8,699,475</u>	<u>-84.6%</u>
<b>Fund Balances - Beginning</b>	<u>31,151,606</u>	<u>59,682,640</u>	<u>66,934,566</u>	<u>68,521,028</u>	<u>1,586,462</u>	<u>-2.3%</u>
<b>Fund Balances - Ending</b>	<u><u>59,682,640</u></u>	<u><u>66,934,566</u></u>	<u><u>68,521,028</u></u>	<u><u>78,806,965</u></u>	<u><u>10,285,937</u></u>	<u><u>-13.1%</u></u>

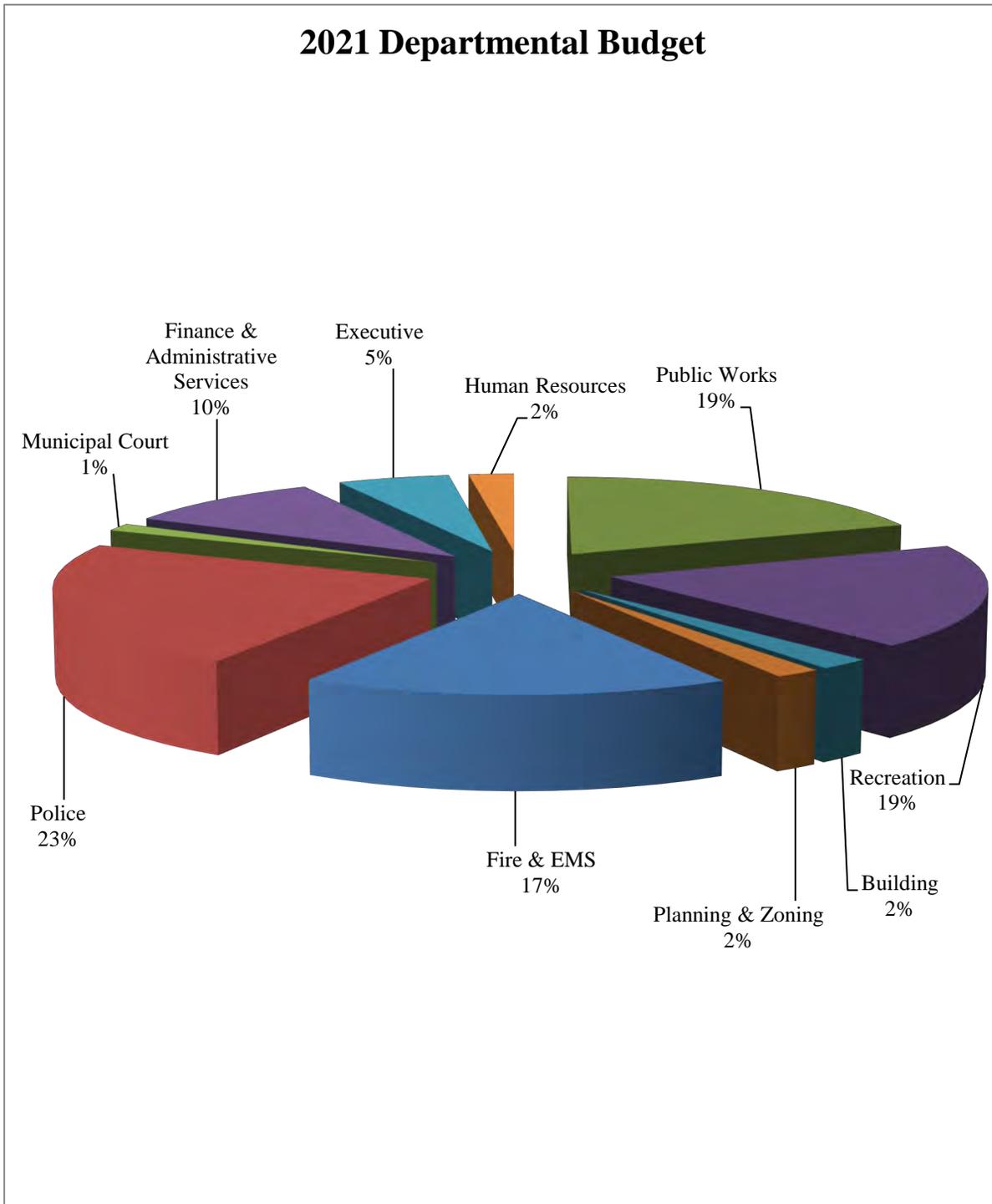
**GRAPH 1**  
**CITY OF GULF SHORES, ALABAMA**  
**CITY WIDE ADOPTED BUDGET**  
**FISCAL YEAR 2021**



**TABLE 2  
CITY OF GULF SHORES, ALABAMA  
GENERAL FUND ADOPTED BUDGET  
FISCAL YEAR 2020**

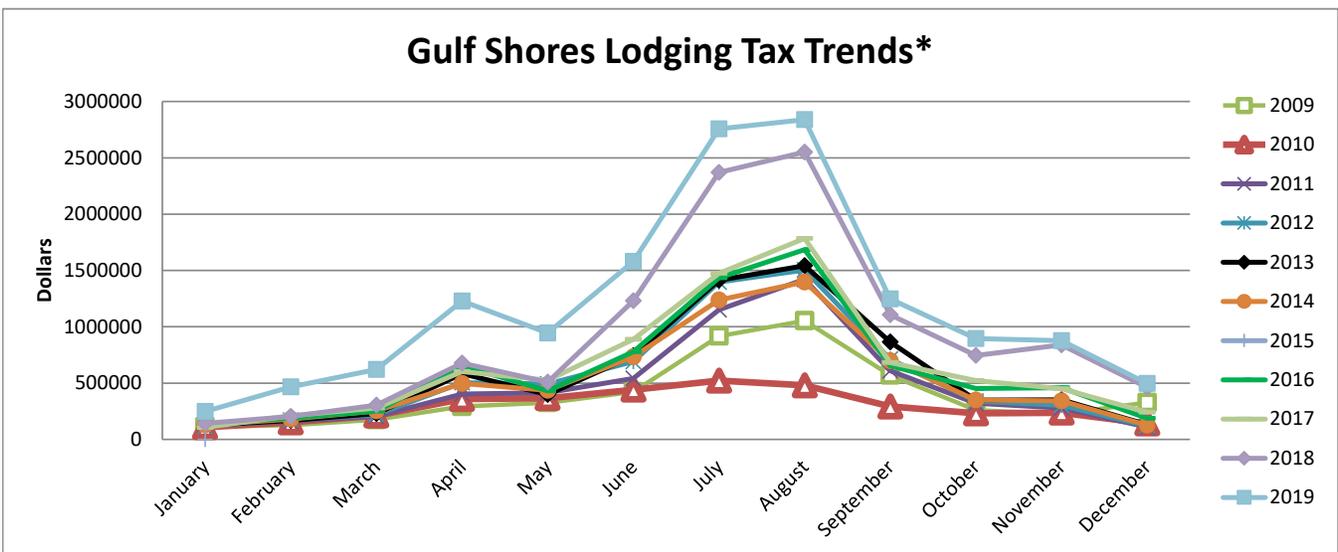
	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Property Taxes	3,387,950	3,521,657	3,697,949	3,974,000	276,051	7.46%
Sales Taxes	15,745,717	16,390,420	16,300,000	16,500,000	200,000	1.23%
Lodging Taxes	7,761,940	10,165,705	13,903,500	14,000,000	96,500	0.69%
Other Local Taxes	3,188,492	3,538,571	2,990,000	3,090,000	100,000	3.34%
Licenses and Permits	3,482,009	4,088,484	3,601,000	3,873,000	272,000	7.55%
Fines/Forfeitures	595,069	485,660	500,000	500,000	0	0.00%
Franchise/Utility	1,560,508	1,756,512	1,750,000	1,762,000	12,000	0.69%
Intergovern/Fed	314,127	484,356	757,342	170,093	(587,249)	-77.54%
Intergovern/State	199,546	3,677,291	259,900	109,900	(150,000)	-57.71%
Investments Income	91,893	296,910	263,250	145,250	(118,000)	-44.82%
Other Receipts	2,009,957	1,998,199	1,681,045	1,643,711	(37,334)	-2.22%
<b>TOTAL REVENUES</b>	<b>38,337,208</b>	<b>46,403,765</b>	<b>45,703,986</b>	<b>45,767,954</b>	<b>63,968</b>	<b>0.14%</b>
<b>EXPENDITURES</b>						
Executive	1,742,540	1,661,917	1,500,974	1,864,877	363,903	24.24%
Human Resources	638,704	637,771	693,525	751,128	57,603	8.31%
Finance & Administrative Services	2,439,563	2,657,522	3,080,041	3,361,059	281,018	9.12%
Municipal Court	407,106	462,119	452,108	473,220	21,112	4.67%
Police	6,417,317	6,371,388	7,185,647	7,949,897	764,250	10.64%
Fire & EMS	4,081,253	5,216,182	5,234,384	5,763,450	529,066	10.11%
Planning & Zoning	413,328	530,647	621,394	617,407	(3,987)	-0.64%
Building	529,519	646,180	678,540	700,416	21,876	3.22%
Recreation & Cultural Affairs	393,674	433,428	443,077	455,678	12,601	2.84%
Events & Programs	689,361	768,599	732,524	758,653	26,129	3.57%
Library	607,878	619,856	658,897	695,711	36,814	5.59%
Recreation - Bodenhamer	2,058,324	2,185,818	2,321,916	2,303,865	(18,051)	-0.78%
Recreation - Sportsplex	1,154,499	1,284,713	1,095,532	1,306,588	211,056	19.27%
Recreation - Parks	600,621	560,651	672,362	628,114	(44,248)	-6.58%
Recreation - Grounds Maint School	0	127,226	216,138	199,596	(16,542)	-7.65%
Cultural Center (2018 in Bodenhamer)	5,905	0	0	0	0	n/a
City Store	179,898	185,017	168,926	185,069	16,143	9.56%
Public Works - General Services	750,302	911,579	385,494	394,076	8,582	2.23%
Public Works - Custodial	540,244	524,507	595,823	612,245	16,422	2.76%
Public Works - Landscaping	997,601	974,080	1,049,325	1,056,242	6,917	0.66%
Public Works - Streets	2,972,871	3,234,773	3,535,621	3,251,045	(284,576)	-8.05%
Public Works - Maintenance	1,550,113	1,313,850	1,233,792	1,328,196	94,404	7.65%
Engineering & Construction	0	415	699,035	888,759	189,724	27.14%
Airport	323	371	152,587	161,336	8,749	5.73%
Appropriations	780,818	3,548,574	3,343,343	998,692	(2,344,651)	-70.13%
Capital Outlay (Land)	122,769	3,644,219	750,000	0	(750,000)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>30,074,531</b>	<b>38,501,402</b>	<b>37,501,005</b>	<b>36,705,319</b>	<b>(795,686)</b>	<b>-2.12%</b>
<b>OTHER FINANCING SOURCES</b>						
Proceeds from the sale of capital assets	105,288	85,449	80,000	80,000	0	0.00%
Operating Transfers In	3,009,638	3,234,417	6,208,508	3,834,408	(2,374,100)	-38.24%
Operating Transfers Out	(3,922,560)	(8,193,281)	(11,965,834)	(12,499,392)	(533,558)	4.46%
<b>Total Other Financing Sources</b>	<b>(807,634)</b>	<b>(4,873,415)</b>	<b>(5,677,326)</b>	<b>(8,584,984)</b>	<b>(2,907,658)</b>	<b>51.22%</b>
<b>Net Change in Fund Balance</b>	<b>7,455,043</b>	<b>3,028,948</b>	<b>2,525,655</b>	<b>477,651</b>	<b>(2,048,004)</b>	<b>-81.09%</b>
Prior Period Adjustment						
<b>Fund Balances - Beginning</b>	<b>29,169,601</b>	<b>36,624,644</b>	<b>39,653,592</b>	<b>42,179,247</b>	<b>2,525,655</b>	<b>6.37%</b>
<b>Fund Balances - Ending</b>	<b>36,624,644</b>	<b>39,653,592</b>	<b>42,179,247</b>	<b>42,656,898</b>	<b>477,651</b>	<b>1.13%</b>

**GRAPH 2**  
**CITY OF GULF SHORES, ALABAMA**  
**CITY WIDE ADOPTED BUDGET**  
**FISCAL YEAR 2021**



**TABLE 3  
CITY OF GULF SHORES, ALABAMA  
SPECIAL REVENUE FUND  
LODGING TAX ADOPTED BUDGET  
FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Taxes:						
Lodging Tax 2% Beach	3,377,059	4,032,916	3,971,428	4,004,000	32,572	1%
Interest Income	2,236	2,697	1,000	2,500	1,500	150%
<b>Total Revenue</b>	<b>3,379,295</b>	<b>4,035,613</b>	<b>3,972,428</b>	<b>4,006,500</b>	<b>34,072</b>	<b>1%</b>
<b>EXPENDITURES</b>						
Current:						
General government	0	0	0	0	0	0%
Total general government	0	0	0	0	0	0%
<b>Excess of Revenues over Total Expenditures</b>	<b>3,379,295</b>	<b>4,035,613</b>	<b>3,972,428</b>	<b>4,006,500</b>	<b>34,072</b>	<b>1%</b>
<b>OTHER FINANCING USES</b>						
Transfers Out	(3,224,353)	(3,290,050)	(3,972,428)	(4,032,428)	(60,000)	2%
<b>Total Other Financing Uses</b>	<b>(3,224,353)</b>	<b>(3,290,050)</b>	<b>(3,972,428)</b>	<b>(4,032,428)</b>	<b>(60,000)</b>	<b>2%</b>
<b>Net Change in Fund Balance</b>	<b>154,942</b>	<b>745,563</b>	<b>0</b>	<b>(25,928)</b>	<b>(25,928)</b>	<b>0%</b>
<b>Fund Balances - Beginning</b>	<b>2,109,894</b>	<b>2,264,836</b>	<b>3,010,399</b>	<b>3,010,399</b>	<b>-</b>	<b>0%</b>
<b>Fund Balances - Ending</b>	<b>\$ 2,264,836</b>	<b>\$ 3,010,399</b>	<b>3,010,399</b>	<b>2,984,471</b>	<b>(25,928)</b>	<b>-1%</b>



\*2010 Lodging Tax Losses due to BP Oil Spill. 2018 includes a 28.5% increase in Lodging Tax rate.

**TABLE 4**  
**CITY OF GULF SHORES, ALABAMA**  
**SPECIAL REVENUE FUND**  
**DESIGNATED TAXES**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Taxes:						
Intergovernmental:						
State of Alabama	788,576	566,771	512,000	521,000	9,000	2%
Interest Income	1,137	1,480	0	0	0	n/a
<b>Total Revenue</b>	<u>789,713</u>	<u>568,251</u>	<u>512,000</u>	<u>521,000</u>	<u>9,000</u>	<u>2%</u>
<b>EXPENDITURES</b>						
Current:						
General Government	77,772	288,148	55,000	34,000	-21,000	-38%
<b>Total General Government</b>	<u>77,772</u>	<u>288,148</u>	<u>55,000</u>	<u>34,000</u>	<u>-21,000</u>	<u>-38%</u>
<b>Excess of Revenues over Total Expenditures</b>	<u>711,941</u>	<u>280,103</u>	<u>457,000</u>	<u>487,000</u>	<u>30,000</u>	<u>7%</u>
<b>OTHER FINANCING USES</b>						
Transfers Out	(528,000)	(490,000)	(457,000)	(487,000)	(30,000)	7%
<b>Total Other Financing Uses</b>	<u>(528,000)</u>	<u>(490,000)</u>	<u>(457,000)</u>	<u>(487,000)</u>	<u>(30,000)</u>	<u>7%</u>
<b>Net Change in Fund Balance</b>	<u>183,941</u>	<u>(209,897)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
<b>Fund Balances - Beginning</b>	<u>280,377</u>	<u>464,317</u>	<u>254,420</u>	<u>254,420</u>	<u>0</u>	<u>0%</u>
<b>Fund Balances - Ending</b>	<u>\$ 464,318</u>	<u>\$ 254,420</u>	<u>254,420</u>	<u>254,420</u>	<u>0</u>	<u>0%</u>

**TABLE 5  
CITY OF GULF SHORES, ALABAMA  
SPECIAL REVENUE FUND  
IMPACT FEES  
ADOPTED BUDGET  
FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Impact Fees	870,345	1,363,358	1,617,900	1,688,600	70,700	4%
Interest Income	3,814	7,815	1,500	4,500	3,000	200%
<b>Total Revenue</b>	<b>874,159</b>	<b>1,371,173</b>	<b>1,619,400</b>	<b>1,693,100</b>	<b>73,700</b>	<b>5%</b>
<b>EXPENDITURES</b>						
Capital Outlay						
Fire	94,846	94,157	200,000	113,000	(87,000)	-44%
Recreation	391,503	334,145	675,000	702,000	27,000	4%
Police	48,190	91,752	94,400	103,600	9,200	10%
Public Works	200,000	300,000	650,000	770,000	120,000	18%
<b>Total Capital Outlay</b>	<b>734,539</b>	<b>820,054</b>	<b>1,619,400</b>	<b>1,688,600</b>	<b>69,200</b>	<b>4%</b>
Total Expenditures	734,539	820,054	1,619,400	1,688,600	69,200	4%
<b>Excess of Revenues over Total Expenditures</b>	<b>139,620</b>	<b>551,119</b>	<b>0</b>	<b>4,500</b>	<b>4,500</b>	<b>n/a</b>
<b>OTHER FINANCING USES</b>						
Transfers to other funds	0	0	0	0	0	n/a
<b>Total Other Financing Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>
<b>Net Change in Fund Balance</b>	<b>139,620</b>	<b>551,119</b>	<b>0</b>	<b>4,500</b>	<b>4,500</b>	<b>n/a</b>
<b>Fund Balances-Beginning(restated)</b>	<b>732,485</b>	<b>872,105</b>	<b>1,423,224</b>	<b>1,423,224</b>	<b>0</b>	<b>0%</b>
<b>Fund Balances - Ending</b>	<b>872,105</b>	<b>\$ 1,423,224</b>	<b>1,423,224</b>	<b>1,427,724</b>	<b>4,500</b>	<b>0%</b>

**TABLE 6**  
**CITY OF GULF SHORES, ALABAMA**  
**CAPITAL IMPROVEMENT FUND**  
**BEACH RESTORATION AND PROJECTS FUND**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Interest Income	395	410	0	0	0	n/a
ADEM Recycling Grant	0	136,484	0	0	0	n/a
Parking Fees	564,313	635,359	636,495	650,000	13,505	2%
Other	84,581	34,245	40,000	20,000	(20,000)	-50%
<b>Total Revenue</b>	<b>649,289</b>	<b>806,498</b>	<b>676,495</b>	<b>670,000</b>	<b>(6,495)</b>	<b>-1%</b>
<b>EXPENDITURES</b>						
Current Operating:						
Executive	0	50,000	0	0	0	n/a
Police	183,323	233,718	308,170	383,096	74,926	24%
Fire Beach	520,858	643,593	670,892	759,026	88,134	13%
Public Works	599,044	307,574	244,090	247,576	3,486	1%
<b>Total Current</b>	<b>1,303,225</b>	<b>1,234,885</b>	<b>1,223,152</b>	<b>1,389,698</b>	<b>166,546</b>	<b>14%</b>
Capital Outlay						
Police	52,180	19,516	0	32,000	32,000	n/a
Fire Beach	14,242	98,745	0	40,000	40,000	n/a
Public Works	249,245	45,693	103,363	30,000	(73,363)	-71%
Dune Enhancement	0	275	0	3,000	3,000	n/a
Beach Monitoring	0	0	0	60,000	60,000	n/a
<b>Total Capital Outlay</b>	<b>315,667</b>	<b>164,229</b>	<b>103,363</b>	<b>165,000</b>	<b>61,637</b>	<b>60%</b>
Beach Restoration						
Miscellaneous	0	70	0	0	0	n/a
<b>Total Expenditures</b>	<b>1,618,892</b>	<b>1,399,184</b>	<b>1,326,515</b>	<b>1,554,698</b>	<b>228,183</b>	<b>17%</b>
<b>Excess of Revenues over Total Expenditures</b>	<b>(969,603)</b>	<b>(592,686)</b>	<b>(650,020)</b>	<b>(884,698)</b>	<b>(234,678)</b>	<b>36%</b>
<b>OTHER FINANCING USES</b>						
Transfers In from Other Funds	748,606	575,772	650,020	710,020	60,000	9%
<b>Total Other Financing Uses</b>	<b>748,606</b>	<b>575,772</b>	<b>650,020</b>	<b>710,020</b>	<b>60,000</b>	<b>9%</b>
<b>Net Change in Fund Balance</b>	<b>(220,997)</b>	<b>(16,914)</b>	<b>0</b>	<b>(174,678)</b>	<b>(174,678)</b>	<b>n/a</b>
<b>Fund Balances - Beginning</b>	<b>146,383</b>	<b>(74,614)</b>	<b>(91,528)</b>	<b>(91,528)</b>	<b>0</b>	<b>0%</b>
<b>Fund Balances - Ending</b>	<b>(74,614)</b>	<b>(91,528)</b>	<b>(91,528)</b>	<b>(266,206)</b>	<b>(174,678)</b>	<b>191%</b>

**TABLE 7**  
**CITY OF GULF SHORES, ALABAMA**  
**CAPITAL PROJECTS FUND**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Interest Income	410	3,441	0	0	0	n/a
Other	33,298	200	30,000	30,000	0	0%
<b>Total Revenues</b>	<u>33,708</u>	<u>3,641</u>	<u>30,000</u>	<u>30,000</u>	<u>0</u>	<u>0%</u>
<b>EXPENDITURES</b>						
City School Improvements	0	0	6,200,000	2,500,000	(3,700,000)	-60%
<b>Total Expenditures</b>	<u>0</u>	<u>0</u>	<u>6,200,000</u>	<u>2,500,000</u>	<u>(3,700,000)</u>	<u>-60%</u>
<b>OTHER FINANCING SOURCES</b>						
Proceeds from 2020-B GO Warrant	0	0	17,000,000	2,500,000	(14,500,000)	-85%
Proceeds from 2019-C GO Warrant	0	8,598,823	6,200,000	0	(6,200,000)	-100%
Transfers Out	(30,000)	(30,000)	(8,691,320)	(30,000)	8,661,320	-100%
<b>Total Other Financing Sources</b>	<u>(30,000)</u>	<u>8,568,823</u>	<u>14,508,680</u>	<u>2,470,000</u>	<u>(12,038,680)</u>	<u>-83%</u>
<b>Net Change in Fund Balances</b>	<u>3,708</u>	<u>8,572,464</u>	<u>8,338,680</u>	<u>0</u>	<u>(233,784)</u>	<u>-100%</u>
<b>Fund Balance - Beginning</b>	<u>(132,839)</u>	<u>(129,131)</u>	<u>8,443,333</u>	<u>16,782,013</u>	<u>8,572,464</u>	<u>99%</u>
<b>Fund Balance - Ending</b>	<u>(129,131)</u>	<u>8,443,333</u>	<u>16,782,013</u>	<u>16,782,013</u>	<u>8,338,680</u>	<u>0%</u>

**TABLE 8**  
**CITY OF GULF SHORES, ALABAMA**  
**STORM DAMAGE CAPITAL PROJECTS FUND**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Intergovernmental Grants						
State of Alabama	0	0	0	0	0	0%
Federal Government	0	0	0	0	0	0%
Grants	0	0	0	0	0	0%
Deferred Revenue	0	0	0	0	0	0%
Interest Income	3	0	0	0	0	0%
<b>Total Revenues</b>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<b>EXPENDITURES</b>						
Emergency Protective Measures	0	0	0	0	0	0%
Engineering & Construction	0	0	0	0	0	0%
Buildings & Equipment	0	0	0	0	0	0%
Parks, Recreation & Other	66,950	28,598	55,000	0	(55,000)	-100%
Waterway Development District	0	0	0	0	0	0%
Debris Removal	0	0	0	0	0	0%
<b>Total Expenditures</b>	<u>66,950</u>	<u>28,598</u>	<u>55,000</u>	<u>0</u>	<u>(55,000)</u>	<u>-100%</u>
<b>OTHER FINANCING SOURCES (USES)</b>						
Transfer from Other Funds	23,078	23,078	23,078	23,078	0	0%
<b>Total Other Financing Uses</b>	<u>23,078</u>	<u>23,078</u>	<u>23,078</u>	<u>23,078</u>	<u>0</u>	<u>0%</u>
<b>Net Change in Fund Balance</b>	<u>(43,869)</u>	<u>(5,520)</u>	<u>(31,922)</u>	<u>23,078</u>	<u>(26,402)</u>	<u>-172%</u>
<b>Fund Balance - Beginning</b>	<u>(52,159)</u>	<u>(96,028)</u>	<u>(101,548)</u>	<u>(133,470)</u>	<u>(5,520)</u>	<u>31%</u>
<b>Fund Balance - Ending</b>	<u><u>(96,028)</u></u>	<u><u>(101,548)</u></u>	<u><u>(133,470)</u></u>	<u><u>(110,392)</u></u>	<u><u>(31,922)</u></u>	<u><u>-17%</u></u>

**TABLE 9**  
**CITY OF GULF SHORES, ALABAMA**  
**DEBT SERVICE FUND**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Interest	5,379	1,384	0	0	0	0%
Total Revenues	5,379	1,384	0	0	0	0%
<b>EXPENDITURES</b>						
Principal	18,305,287	5,581,156	29,887,793	0	(29,887,793)	-100%
Interest	1,972,662	2,589,636	2,906,265	0	(2,906,265)	-100%
Miscellaneous	2,849	4,099	3,075	0	(3,075)	-100%
Total Expenses	20,280,798	8,174,891	32,797,133	0	(32,797,133)	-100%
<b>Excess of Revenues over Total Expenditures</b>	<u>(20,275,419)</u>	<u>(8,173,507)</u>	<u>(32,797,133)</u>	<u>0</u>	<u>32,797,133</u>	<u>-100%</u>
<b>OTHER FINANCING SOURCES (USES)</b>						
Bond Issue Proceeds	0	0	19,000,000	0	(19,000,000)	0%
Transfers Out	(5,890)	0	(2,905,515)	0	2,905,515	0%
Transfers In	20,279,122	8,172,898	16,702,648	8,472,314	(8,230,334)	-49%
Total Other Financing Uses	20,273,232	8,172,898	32,797,133	8,472,314	(24,324,819)	-74%
<b>Net Change in Fund Balance</b>	<u>(2,187)</u>	<u>(609)</u>	<u>0</u>	<u>8,472,314</u>	<u>8,472,314</u>	<u>n/a</u>
<b>Fund Balances-Beginning</b>	<u>3,447</u>	<u>1,260</u>	<u>651</u>	<u>651</u>	<u>0</u>	<u>0%</u>
<b>Fund Balances - Ending</b>	<u>\$ 1,260</u>	<u>\$ 651</u>	<u>\$ 651</u>	<u>\$ 8,472,965</u>	<u>8,472,314</u>	<u>1301511%</u>

**TABLE 10**  
**CITY OF GULF SHORES, ALABAMA**  
**CAPITAL IMPROVEMENT FUND**  
**NON-TAXABLE LINES OF CREDIT**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Grants Requiring Matching Funds						
Grants	1,231,493	452,792	0	0	0	0%
Interest Income	0	0	0	0	0	0%
<b>Total Revenues</b>	<u>1,231,493</u>	<u>452,792</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<b>EXPENDITURES</b>						
Miscellaneous	33	79	0	0	0	0%
Operations						
ADECA-LWCF Little Lagoon	0	0	0	0	0	0%
ALDOT Sidewalk Grants	0	0	0	0	0	0%
Rec Trail Fort Morgan Fairway	0	0	0	0	0	0%
West 12th Street Public Access	0	0	0	0	0	0%
Capital Outlay Projects						
Fire & EMS	0	862,048	0	0	0	0%
Rec & Cultural Affairs	0	0	0	0	0	0%
Public Works	1,914,520	0	0	0	0	0%
W 10th St Public Access	0	0	0	0	0	0%
ALDOT Adaptive Signals	0	0	0	0	0	0%
Hwy 182 Improvements	3,856,432	0	0	0	0	0%
Capital Outlay	0	0	0	0	0	0%
<b>Total Expenditures</b>	<u>5,770,985</u>	<u>862,127</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<b>OTHER FINANCING SOURCES</b>						
Bond Proceeds	3,000,000	0	0	0	0	0%
Transfers In	3,330,000	450,677	0	0	0	0%
Transfers Out	0	0	(1,279,100)	0	1,279,100	0%
<b>Total Other Financing Sources</b>	<u>6,330,000</u>	<u>450,677</u>	<u>(1,279,100)</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<b>Net Change in Fund Balances</b>	<u>1,790,508</u>	<u>41,342</u>	<u>(1,279,100)</u>	<u>0</u>	<u>1,279,100</u>	<u>0%</u>
<b>Fund Balance - Beginning</b>	<u>(552,750)</u>	<u>1,237,758</u>	<u>1,279,100</u>	<u>0</u>	<u>0</u>	<u>-100%</u>
<b>Fund Balance - Ending</b>	<u><u>1,237,758</u></u>	<u><u>1,279,100</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0%</u></u>

**TABLE 11**  
**CITY OF GULF SHORES, ALABAMA**  
**CAPITAL IMPROVEMENT FUND**  
**TAXABLE WARRANT FUND**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2020**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Grant Funds	0	0	1,300,000	7,132,719	5,832,719	449%
Interest Income	0	0	0	0	0	n/a
Other	0	0	0	2,915,000	2,915,000	n/a
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>1,300,000</b>	<b>10,047,719</b>	<b>8,747,719</b>	<b>673%</b>
<b>EXPENDITURES</b>						
Administrative	1,417	140	0	0	0	n/a
Operations						
Executive Contract/Consulting S	395,079	95,135	0	0	0	n/a
Gulf Coast Ctr for Ecotourism Ops	0	298,431	180,000	180,000	0	0%
Public Works	17,143	16,927	0	0	0	n/a
Capital Outlay Projects					0	n/a
Medical Facility Improvements	0	229,987	1,730,000	4,042,132	2,312,132	134%
Gulf Coast Ctr for Ecotourism	0	380	800,000	3,500,000	2,700,000	338%
Outside Agencies	0	0	3,000,000	0	(3,000,000)	-100%
Waterway East	0	0	505,100	553,377	48,277	10%
ALDOT Capacity Project (Canal Rd.)	0	0	0	395,614	395,614	n/a
BUILD Grant Hwy 59 & Ped Bridge	0	0	0	908,437	908,437	n/a
Land & Improvements	2,908,057	6,299,311	80,000	2,370,000	2,290,000	2863%
Little Lagoon Restoration Project	0	0	500,000	1,882,719	1,382,719	277%
Executive Improvements Gulf Pl	4,164,909	2,370,500	0	0	0	n/a
<b>Total Expenditures</b>	<b>7,486,605</b>	<b>9,310,811</b>	<b>6,795,100</b>	<b>13,832,279</b>	<b>7,037,179</b>	<b>104%</b>
<b>OTHER FINANCING SOURCES</b>						
Bond Proceeds	6,178,330	10,000,000	3,459,586	3,784,560	324,974	9%
Transfer from Debt Service Fund	0	0	2,905,514	0	(2,905,514)	-100%
Transfer from 2018-B GO	1,750,000	308,767	0	0	0	n/a
Transfer to General Funds	0	0	(870,000)	0	870,000	-100%
<b>Total Other Financing Sources</b>	<b>7,928,330</b>	<b>10,308,767</b>	<b>5,495,100</b>	<b>3,784,560</b>	<b>(1,710,540)</b>	<b>-31%</b>
<b>Net Change in Fund Balances</b>	<b>441,725</b>	<b>997,956</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>
<b>Fund Balance - Beginning</b>	<b>(574,881)</b>	<b>(133,156)</b>	<b>864,800</b>	<b>864,800</b>	<b>0</b>	<b>194675%</b>
<b>Fund Balance - Ending</b>	<b>(133,156)</b>	<b>864,800</b>	<b>864,800</b>	<b>864,800</b>	<b>0</b>	<b>0%</b>

**TABLE 12**  
**CITY OF GULF SHORES, ALABAMA**  
**CAPITAL IMPROVEMENT FUND**  
**2018 GO WARRANT**  
**ADOPTED BUDGET**  
**FISCAL YEAR 2021**

	Actual 2018	Actual 2019	Amended 2020	Adopted 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
Grants Requiring Matching Funds	0	54,366	770,000	640,000	715,634	1316%
Interest Income	64,568	158,034	250,000	95,000	91,966	58%
Other	0	0	194,220	0	194,220	n/a
<b>Total Revenues</b>	<u>64,568</u>	<u>212,400</u>	<u>1,214,220</u>	<u>735,000</u>	<u>1,001,820</u>	<u>472%</u>
<b>EXPENDITURES</b>						
Administrative	0	0	0	0	0	n/a
Operations						
Executive Contract/Professional Services	0	387,753	40,000	20,000	(347,753)	-90%
Capital Outlay Projects						
Fire Capital Outlay Vehicle			25,000	1,850,000		
Business & Aviation Park	11,300	1,192,984	275,000	0	(917,984)	-77%
Transportation Improvements/Land	0	4,322,256	12,492,500	6,176,566	8,170,244	189%
Bond Issuance Costs	451,821	0	0	0	0	0%
<b>Total Expenditures</b>	<u>463,121</u>	<u>5,902,993</u>	<u>12,832,500</u>	<u>8,046,566</u>	<u>6,904,507</u>	<u>117%</u>
<b>OTHER FINANCING SOURCES</b>						
Bond Proceeds	37,080,000	0	11,938,280	7,311,566	11,938,280	n/a
Bond Premium	3,450,789	0	0	0	0	n/a
Bond Discount	(74,102)	0	0	0	0	n/a
Transfer to 2014 GO Fund	(3,300,000)	(450,677)	0	0	450,677	-100%
Transfer to 2016-B Fund	(1,750,000)	(308,767)	0	0	308,767	-100%
Transfer to 2016-B Fund	0	0	0	0	0	n/a
Transfer to General Fund	0	(137)	(250,000)	0	(249,863)	0%
Transfer to Debt Service Fund	(16,379,640)	(2,695)	(70,000)	0	(67,305)	n/a
<b>Total Other Financing Sources</b>	<u>19,027,047</u>	<u>(762,276)</u>	<u>11,618,280</u>	<u>7,311,566</u>	<u>12,380,556</u>	<u>-1624%</u>
<b>Net Change in Fund Balances</b>	<u>18,628,494</u>	<u>(6,452,869)</u>	<u>0</u>	<u>0</u>	<u>6,477,869</u>	<u>n/a</u>
<b>Fund Balance - Beginning</b>	<u>0</u>	<u>18,628,494</u>	<u>12,175,625</u>	<u>12,175,625</u>	<u>(6,452,869)</u>	<u>-35%</u>
<b>Fund Balance - Ending</b>	<u>18,628,494</u>	<u>12,175,625</u>	<u>12,175,625</u>	<u>12,175,625</u>	<u>0</u>	<u>0%</u>

**CITY OF GULF SHORES**  
**FUND BALANCE**

In 2010 the City adopted a formal Financial Policy with reserve targets established. Since 2010, the City General Fund Balance data are as follows:

Year	Fund Balance	% of Total Expenditures*	Change in Fund Balance
2010	\$13,735,069	45%	\$ 150,784
2011	\$17,683,620	50%	\$ 3,948,551
2012	\$18,604,609	50%	\$ 920,989
2013	\$20,994,052	54%	\$ 2,389,443
2014	\$22,399,386	66%	\$ 1,405,334
2015	\$24,005,631	71%	\$ 1,606,245
2016	\$26,455,361	78%	\$ 2,449,730
2017	\$29,169,603	76%	\$ 2,714,240
2018	\$36,624,645	73%	\$ 7,455,042
2019	\$39,653,592	80%	\$ 3,028,947
2020	\$42,179,247	85%	\$ 2,525,655 **Estimated

In 2019 the City added \$3,028,947 to its reserves, which brought total reserves to 78% of expenditures including debt service. In 2020 reserves are projected to add \$2,525,655 bringing the General Fund balance total to 85% of expenditures of \$49,466,840. For 2021 we also expect to maintain a healthy fund balance of \$42,656,898 or 87% of the General Fund Adopted Budget Expenses of \$49,204,712. The total General Fund expenses for 2021 decreased \$262,128 or -.53% from the 2020 Amended Budget. Appropriations decreased by \$2,344,651 in 2021 or -70% reflecting the one time pension liability payment of \$1.5 million in 2020 and reduced transfers for the City School System. Debt Service and Transfers expenses for 2021 increased by \$533,558 or 4.46% from 2020 Debt Service Expense. Capital expenses decreased by \$812,006 or -32.83% in 2021. Personnel and Operations expense increased by \$48,892 or .13% from 2020.

\*Expenditures are net of bond re-financing(s)

\*\*Estimated as of 10/26/2020

## Fund Balance

The City of Gulf Shores adopted a financial policy as of March 8, 2010, setting a fund balance of 45% of the General Fund. In 2013, the Finance Committee chose to increase the fund balance by 5% annually beginning in 2014 and capped at 70% in 2018. On February 7, 2019 the City of Gulf Shores adopted Banking and Financial Investment Policies. The updated City of Gulf Shores Financial Policy and Banking and Investment Policies are included at the end of the budget document. The Fund Balance target for 2021 is 70% of General Fund Revenues. Of the total General Fund Balance target, General Fund Reserves comprise half of the fund balance and Beach Reserves comprise the remainder. General Fund Operating reserves are two-thirds of the non-Beach Reserves and Operating reserves are the other one-third. The table below shows changes in the reserve amounts from 2018 to 2019 actual, 2020 year to date and 2021 Budgeted Reserves. The City currently has reserve funds well in excess of its 70% target.

General Fund Reserves	2018 Actual (Audited)	2019 Actual (Audited)	2020 Actual Year to Date	2021 Budget
<b>Operating</b>	\$12,214,318	\$13,224,473	\$13,936,744	\$11,598,347
<b>Stabilization</b>	<u>6,098,004</u>	<u>6,602,323</u>	<u>6,957,924</u>	<u>5,790,480</u>
<b>Subtotal General Fund</b>	\$18,312,322	\$19,826,796	\$20,894,668	\$17,388,827
<b>Beach Reserves</b>	<u>18,312,323</u>	<u>19,826,796</u>	<u>20,894,668</u>	<u>17,388,827</u>
<b>Grand Total All Reserves</b>	<b>\$36,624,645</b>	<b>\$39,653,592</b>	<b>\$41,789,336</b>	<b>\$34,777,654</b>

## Major Revenue Sources

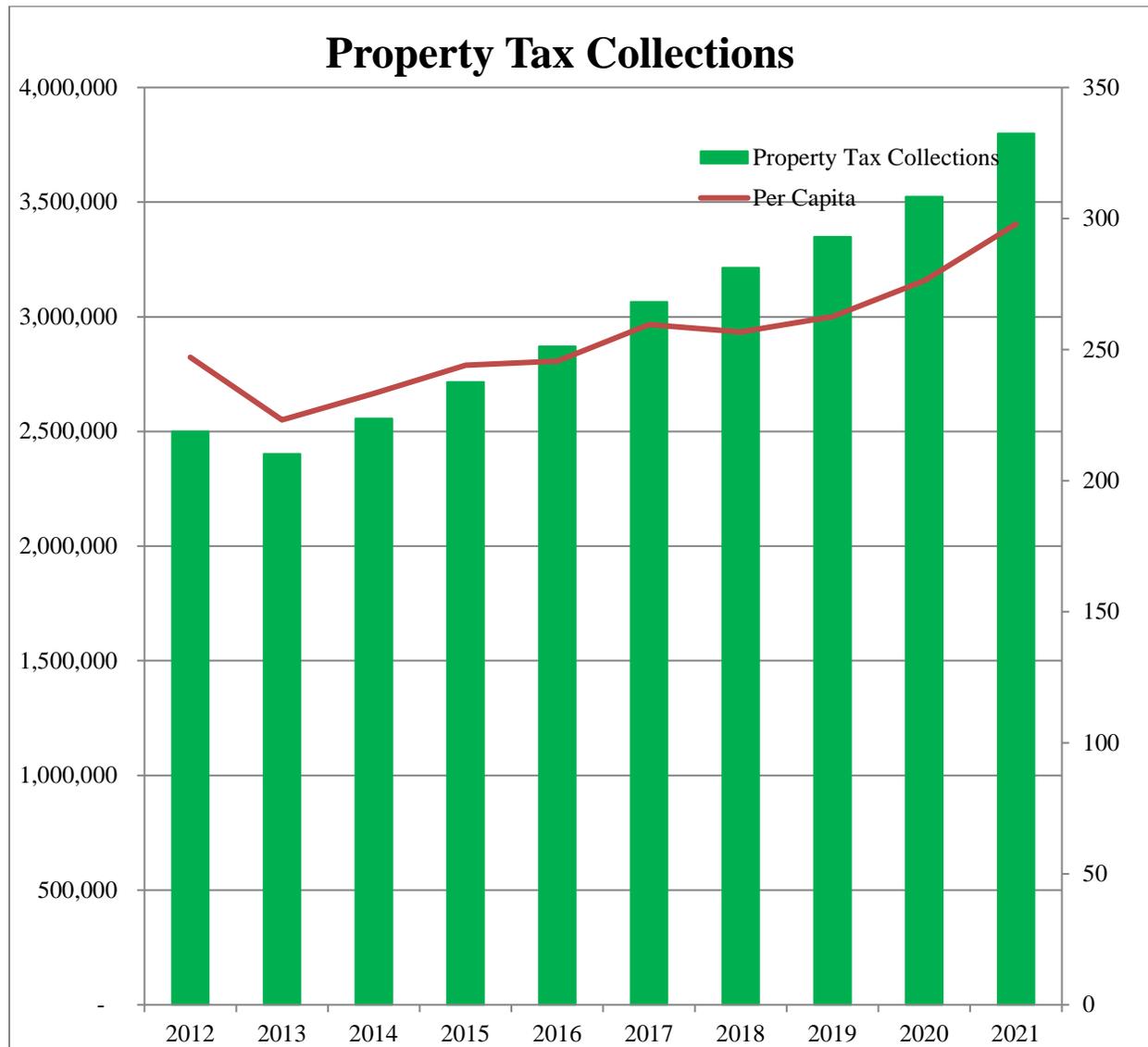
The City of Gulf Shores General Fund has four major funding sources that comprise approximately 79% of the General Fund. Shown below is a summary of the four major General Fund revenue sources and the percentage of the total General Fund Revenues for 2018 Actual, 2019 Actual, 2020 Actual Year to Date, and 2021 Budget:

Revenue Type	2018 Actual	% of Total	2019 Actual	% of Total	2020 Actual Year to Date	% of Total	2021 Budget
<b>Property</b>	\$3,387,950	9%	\$3,521,657	8%	\$1,585,450	4%	\$3,974,000
<b>Sales</b>	15,745,717	41%	16,390,420	35%	12,863,193	28%	16,500,000
<b>Lodging</b>	7,761,940	20%	10,165,705	22%	11,571,985	25%	14,000,000
<b>Business Licenses</b>	<u>3,482,009</u>	9%	<u>4,088,484</u>	9%	<u>3,918,384</u>	9%	<u>3,873,000</u>
<b>Subtotal</b>	<b>\$30,377,616</b>	<b>79%</b>	<b>\$34,166,266</b>	<b>74%</b>	<b>\$29,939,012</b>	<b>66%</b>	<b>\$38,347,000</b>

Since the four major funding sources comprise approximately 79% of the General Fund, the Finance Committee focuses on those revenue streams at their regular meetings and for budget estimation purposes. Underlying assumptions for the revenue estimates and significant revenue trends are described by each of the major revenue types shown on the following pages. For 2021 the four funds comprise 84% of the General Fund projected revenues.

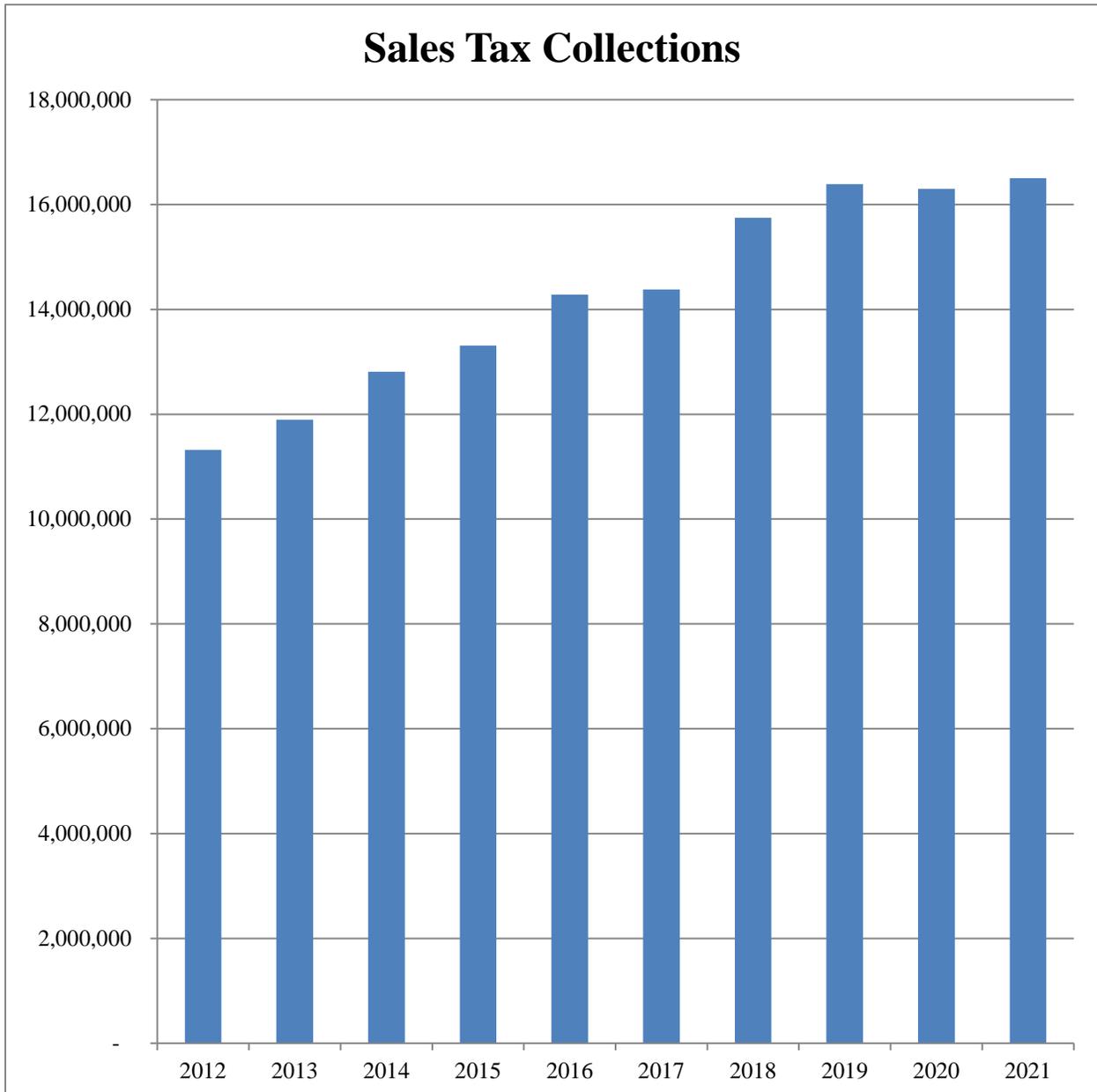
## PROPERTY TAX

Gulf Shores collects 5 mills property tax on all property within the City. The property tax rates in Alabama have been lower historically than those in other states, while sales tax rates are higher. Property Tax collection projections are based on the assessed value of all property in the City as determined by the Baldwin County Revenue Commissioner. The bulk of property taxes is collected in January each year. Assessed values for property taxes have been slowly increasing since 2012 due to market recovery and new construction. Property tax collections for the past nine years and 2021 budget are shown in the graph below. Property Tax collections for 2021 are based on the updated tax digest the County Revenue Commissioner sent in August 2020.



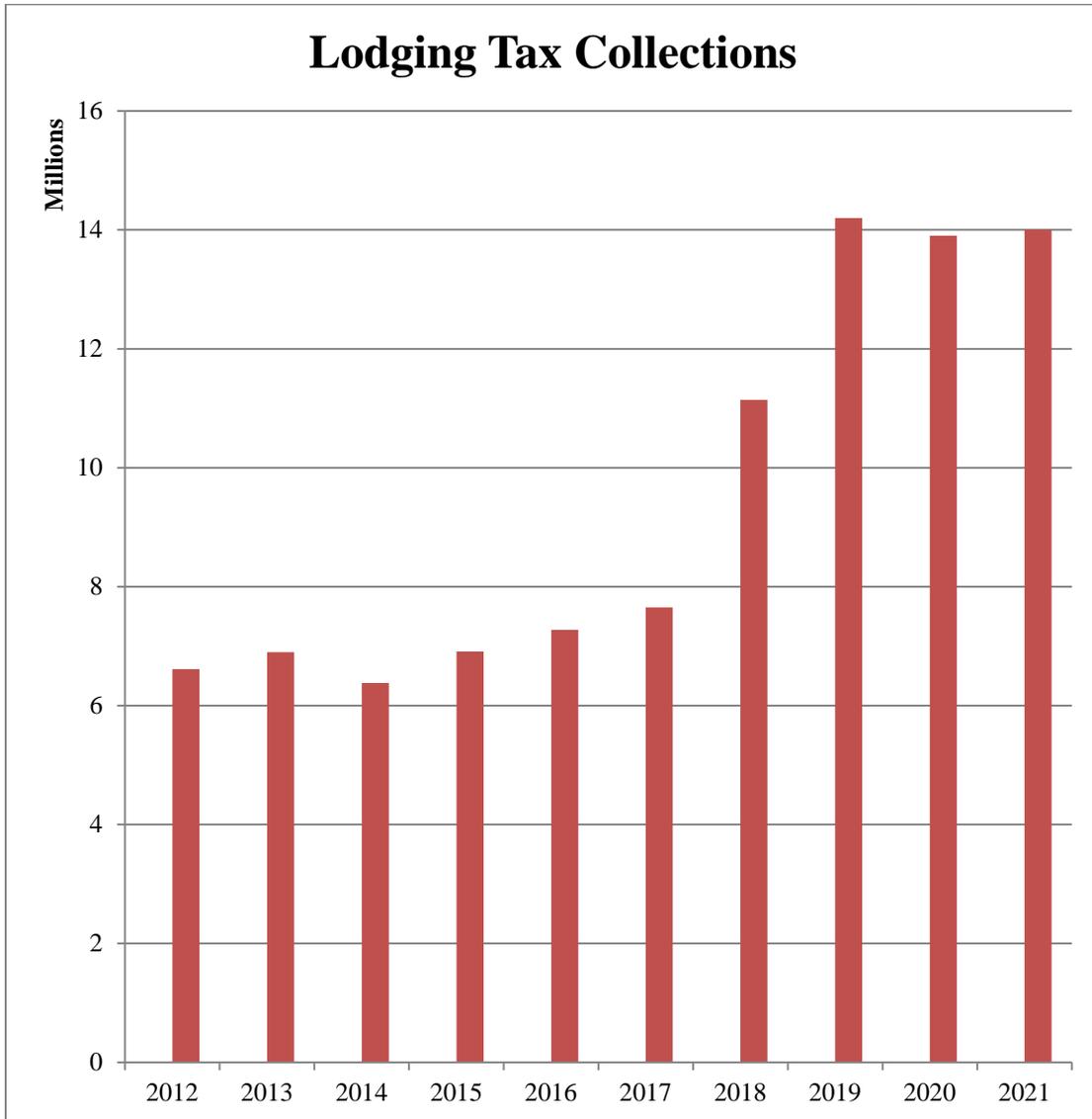
## SALES TAX

Sales Taxes of 10% are collected on all purchases in the City. The City's portion of the 10% total Sales Tax collected is 3%, Baldwin County's portion is 3%, and the State portion is 4%. Due to the city having a high rate of tourism during the spring and summer, the majority of Sales Tax collections occur during those months. Sales Taxes for 2019 were higher than 2018, making 2019 the highest sales tax collection year ever at 4% higher than the former highest year collections of 2017. No increase in Sales Tax is projected for 2020 over 2019 actual reflecting unknown impact of COVID-19. For 2021 a modest increase of 1.23% is projected based on the 2020 rebound of Sales Tax Collections following COVID-19 related Beach closures. Trend lines for the past eight years and 2020 and 2021 Budgets are shown in the graph below. The ten year average annual growth rate for sales taxes is 6%.



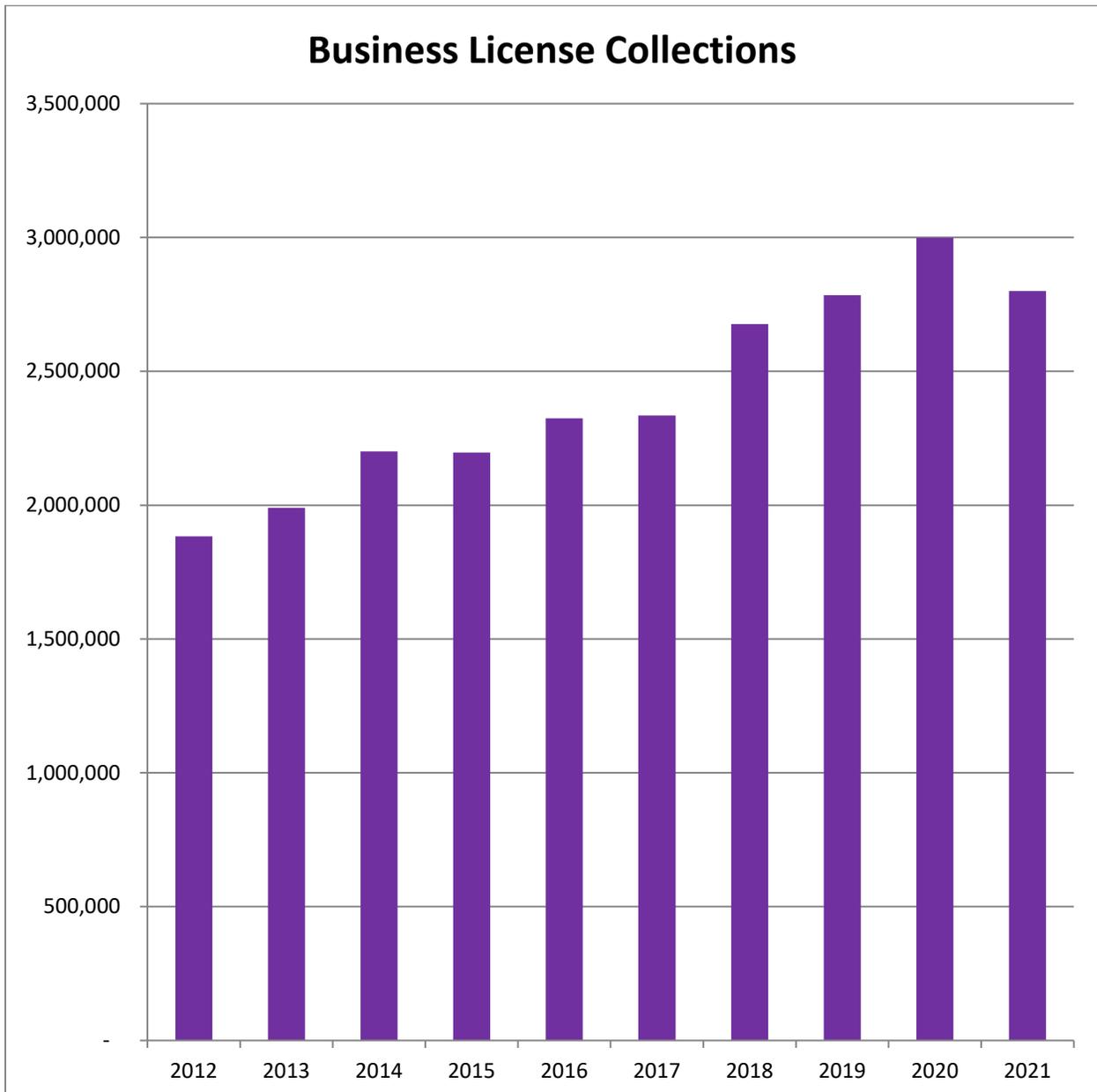
## LODGING TAX

Lodging Tax was increased by 2% effective May 2018 to offset the capital cost of transportation improvements. The City's portion of the 13% Lodging Tax collections will be 7%, the Alabama Gulf Coast Convention and Visitor's Bureau portion remains at 2%, and the State portion remains at 4%. Lodging Tax collections are highly cyclical, following the same tourist trend lines as Sales Tax collections. A factor contributing to the Lodging Tax collection increase is enhanced collection efforts of Vacation Rental By Owner (VRBO) properties. Lodging Taxes declined for 2014, due to de-annexation of 1,500 businesses. The City entered a Voluntary Collections Agreement with Airbnb effective November 2018 and The Gulf State Park Lodge and Conference Center opened in November 2018. Lodging Tax collections for 2019 were 31% higher than 2018. Year-to-date September 30, 2020 collections are down 1% or -\$166,198 compared to 2019 due to COVID-19 related beach closures in April 2020. Lodging Tax Collections for 2021 are projected to increase only 1% over 2019 projections and be just slightly under 2019 actuals due to a decrease in the number of rental units available following Hurricane Sally in September 2020.



## BUSINESS LICENSE

Business Licenses are renewable in January and vary depending on the type of business and gross receipts. Business License revenue collections for 2020 year-to-date are up 8% from 2019 business license collections primarily due to an increase in businesses working in the area following Hurricane Sally. Business license projections for 2021 are projected to decline 7% from 2020 since we don't anticipate issuing additional disaster business licenses. Business license amounts are based on prior year gross receipts. Business License collections for the past nine years and 2021 budgeted are shown in the graph below. The ten year annual growth rate has averaged 6%.



**CITY OF GULF SHORES, ALABAMA**  
**Fiscal Year 2021 Budget**  
**CAPITAL OUTLAY**

The City Department Heads developed a ten year capital plan in 2013 that enabled old equipment and vehicles to be replaced in a systematic, orderly fashion keeping ongoing maintenance costs down. Repairs and enhancements to existing infrastructure were also approved further defraying maintenance costs. A list of Capital Outlay totaling \$1,275,310 in City Capital General funds approved for 2021 are below along with the estimated recurring annual cost to operate.

**2021 Capital Equipment Budgeted from General Funds**

<b>Department</b>	<b>Description</b>	<b>Amount</b>	<b>Annual Cost to Operate</b>
Finance & Admin	New flooring and paint for downstairs IT office	10,000	
Finance & Admin	Fiber Optic Improvements Citywide**	30,000	300
Finance & Admin	Dell Isilon Storage Device Lease	35,458	355
Finance & Admin	Wireless LAN Upgrade Project	70,000	700
Building	Vehicle/Equipment ADEM funded**	36,000	1,260
Police	Replace 7 Vehicles, (2 Impact Fees), 2 for new positions	310,800	3,108
Police	License Plate Readers	80,000	800
Police	MCC 7500 model consoles	237,000	2,370
Fire & EMS	New vehicle for new Chief of Staff	47,000	470
Fire & EMS	Station 2 Paint/Refresh	25,000	
Rec Bodenhamer Center	Replace Utility Vehicle	14,000	350
Rec Sportsplex/Parks	Replace 2 Vehicles	74,000	740
Rec Sportsplex	Replace 50 HP Tractor with Turf Tires	50,000	1,250
Rec Sportsplex	Reel Mower - Equipment Lease for 2 mowers**	37,000	925
Rec Events	Christmas Decorations	50,000	500
Public Works	Maintenance Rec Center Boiler System Repair	100,000	100
Public Works	Maintenance Rec Center Controls Upgrade	95,000	950
Public Works	Maintenance Rec Center Potable Water Storage Tank	10,000	100
Public Works	Replace 4 trucks - 3 Landscape, 1 Custodial	120,000	1,250
Public Works Maintenance	Bucket Truck	155,000	3,000
Public Works Streets	Knuckle Boom replace	152,510	3,875
Engineering	Street Resurfacing*	<u>350,000</u>	<u>2,500</u>
<b>Total General Fund Capital Outlay Approved</b>		<b>1,275,310</b>	<b>15,993</b>
* \$650,000 additional Resurfacing is charged to Impact Fees			
**Not included in the total Capital Outlay (Operational/Other Funds)		<b>813,458</b>	
<b>Subtotal General Fund Capital &amp; Lease/other Operations</b>		<b>2,052,768</b>	

**2021 Capital Equipment & Improvements Budgeted from Impact Fees**

Fire	Replace 700 Megahertz mhz 6 radios	30,000	300
Fire	Polaris ATV	20,000	200
Fire	Replacement Equipment	20,000	200
Fire	Response Vehicle	43,000	
Police	Two Replacement Vehicles	103,600	1,036
Rec & Wellness	Kids Park Playground Equipment	50,000	500
Rec & Wellness	Bodenhamer Interior Repairs	195,000	1,950
Recreation	Hwy 59 Sign LED upgrade	37,000	185
Recreation	Civic Center Improvements - Landscaping/Sidewalk Lighting	45,000	450
Recreation	Track Repair	60,000	600
Recreation	Cultural Center Auditorium - Interior paint, sound relocation	35,000	350
Recreation	Tennis Center/Pool House Flooring	20,000	200
Recreation	Replace Sportsplex portable ball field fencing	40,000	400
Recreation	Meyer Park Shade Sail Structure	75,000	750
Recreation	Gulf Place Upgrades - Playground shade structure	145,000	1,450
Public Works Streets	Semi-Truck to pull Low Boy Trailer	90,000	900
Public Works Streets	Beach UTVs (2)	30,000	300
Engineering	Street Resurfacing Construction	<u>650,000</u>	<u>3,250</u>
<b>Total IMPACT FEES Capital Outlay</b>		<b>1,688,600</b>	<b>13,021</b>

**2021 Capital Budgeted for Beach Fund 37 Capital Improvements**

Police Beach	New Community Service Officer Vehicle	32,000	160
Fire Beach	Replace Response Vehicles	40,000	200
PW Streets	2 UTVs	30,000	150
Engineering	Monitoring - Beach Renourishment/Dune Enhancement	<u>63,000</u>	<u>315</u>
<b>Total BEACH Fund Capital Outlay</b>		<b>165,000</b>	<b>825</b>

**2021 Capital Budgeted for City School Improvements Fund 38 Capital Improvements**

Public Works/Schools	City School Improvements	2,500,000	n/a*
*Maintenance will be a City School System expense			
<b>Total City School Improvements Fund 38 Capital Improvements</b>		<b>2,500,000</b>	<b>-</b>

**2021 Capital Projects Budgeted in 2018 Borrowed Funds for Transportation, Fund 43**

		Total	City Match Funds	Annual Maintenance
Fire & EMS	Replace Fire Engine	650,000	650,000	
Fire & EMS	Replace Ladder Truck	1,200,000	1,200,000	
Recreation	Wayfinding Signage	20,000	20,000	200
Fire	Oyster Bay Fire Station 3rd year purchase payment/renovation	820,000	820,000	7,500
Engineering	Beach Blvd Improvements - Highway 182	350,000	350,000	1,750
Engineering	Walking District Parking/Streetscape	5,006,566	5,006,566	25,033
<b>Total CAPITAL IMPROVEMENTS FUND</b>		<b>8,046,566</b>	<b>8,046,566</b>	<b>25,033</b>

**2021 Capital Improvement Budgeted in 2016 Ten Year Term Borrowed Funds, Fund 42**

		Total	City Match Funds	
Engineering	RESTORE- Waterway East Extension	553,377	553,377	Mattei (Landowner) Contribution
Engineering	RESTORE - East Canal Realignment	395,614	395,614	
Engineering	BUILD - Medical Village Roadway Improvements Phase 1	1,882,191	1,334,000	SBaldwin Medical Contri. \$500K
Engineering	BUILD - Medical Village Improvements Phase 2	2,189,941	2,189,941	
Engineering	BUILD - Pedestrian Bridge	444,272	444,272	
Engineering	BUILD - Hwy 59 Widening	464,165	464,165	
Engineering	Ft Morgan Road	320,000	320,000	
Engineering	4th Street Bridge	25,000	25,000	Analysis/Transportation Study
Engineering	Beach Access Improvements	275,000	275,000	
Subtotal Taxable Borrowed Funds		<b>6,549,560</b>	<b>5,092,932</b>	

**2021 RESTORE GRANT Funded projects (100% Reimbursable), Fund 42**

Executive	NFWF Oyster Bay Restoration	850,000	-
Executive	Little Lagoon Restoration	1,882,719	-
Engineering	Gulf Coast Center for Ecotourism Improvements	3,500,000	-
Engineering	Laguna Cove Protection Project	900,000	-
Subtotal 100% Reimbursable Taxable Borrowed Funds		<b>7,132,719</b>	

**Total All Capital 27,393,755**

<b>General Funds</b>	1,275,310
<b>Impact Fees</b>	1,688,600
<b>Beach Funds</b>	165,000
<b>Capital Improvements Borrowed Funds</b>	12,190,507
<b>School Improvement Funds</b>	2,500,000
<b>Restore Funds</b>	8,081,710
<b>Total City Capital Expense</b>	<b>25,901,127</b>

ALDOT/ADECA/DCNR Other Match total	1,492,628
<b>Total All Capital Revenue Sources</b>	<b>27,393,755</b>

City Capital Expense-School Improvement Funds + Operations	25,671,213
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*Sportsplex Shade Structures*



*Coastal Gateway Boulevard*

Capital Improvements 2020



*New Equipment & Vehicles*



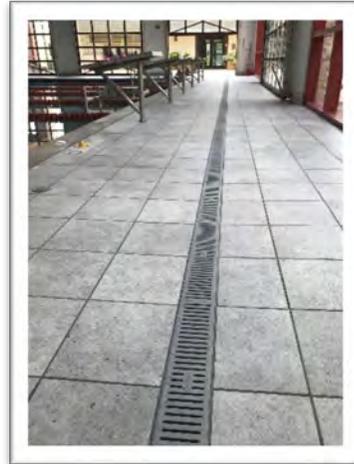
Capital Improvements 2020



*New Equipment & Vehicles*



Capital Improvements 2020



*Bodenhamer Pool Deck*



*West Lagoon Avenue*

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

Department	Description	Priority	Suggested Fund Source	2021	2022
<b>EXECUTIVE</b>	NFWF Oyster Bay Restoration Fund 42 2021		100% NFWF	850,000	125,000
	Little Lagoon Restoration Fund 42 2021		100% Restore	1,882,719	1,651,457
	City Hall Space Allocation Study				
	<b>Subtotal EXECUTIVE</b>			<b>2,732,719</b>	<b>1,776,457</b>
<b>BUILDING</b>	Vehicles/Equipment		ADEM \$42K budget	36,000	
	<b>Subtotal BUILDING</b>			<b>36,000</b>	<b>-</b>
<b>FIRE</b>	<b>Replace Response Vehicles</b>	1	Impact Fees	43,000	80,000
	New vehicle for new Chief of Staff			47,000	
	<b>Ladder Truck</b>			1,200,000	
	<b>Replace Fire Engine</b>			650,000	
	Replace Ambulance				
	Replace Utility Truck				
	Replace Holmatro Tool Set	1	Impact Fees		40,000
	New Airport Fire Truck Expans.		Bond		55,000
	700 mhz Handheld Radios	1	General Fund	30,000	
	Polaris ATV	1		20,000	18,000
	Replacement Equipment	1	Impact Fees	20,000	20,000
	Replace Therrmal Imagers x 2				
	SCBA Air Compressor				
	Air Bag Rescue Set				
	Replace Cardio Defibulators				300,000
	Airport Fire Station				
	43-879-80911 Oyster Bay Fire Station Purchase		2018 Borrowed Funds 43	70,000	
	Oyster Bay Station 4 Design		2018 Borrowed Funds 43		
	43-879-80873 Oyster Bay Station 4 Remodel		2018 Borrowed Funds 43	750,000	
	Fire Tower		General Fund		
	Station 2 Paint/Refresh			25,000	
	Fire Station 2 Reroof			-	
Beach Rescue Fire/Rescue Boat		Brandon / ADEM			
Beach Rescue Replace Response Vehicles		Beach Fund	40,000	40,000	
Beach Rescue Replace UTVs		Beach Fund	30,000	72,000	
Beach Rescue Monitoring-Beach Renourishment/Dune Enhance		Beach Fund	63,000		
Beach Rescue Replace Jet skis		Beach Fund			
Beach Rescue Lifeguard Towers Repair/replace		Beach Fund		-	
	<b>Subtotal FIRE</b>			<b>2,988,000</b>	<b>625,000</b>
<b>POLICE</b>	<b>Replace Vehicles (6)</b>	1	General \$105K	310,800	313,908
	Replacement Vehicle (2)	1	Impact Fees	103,600	104,636
	<b>License Plate Readers</b>	3		80,000	
	Jail Extension (Design 2021)	1			200,000
	<b>MCC 7500 model consoles</b>			237,000	
	Lap Top Computers for Patrol Cars				35,000
	Patrol In-Car Cameras				
	Patrol Boat upgrade				
	Beach new vehicle (Community Service Officer)		Beach Fund	32,000	
	Beach ATVs		Beach Fund		45,000
	Beach r Parking Pay Stations				150,000
	<b>Subtotal POLICE</b>			<b>763,400</b>	<b>848,544</b>

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

2023	2024	2025	2026	2027	2028	2029	2030
125,000	125,000	125,000					
1,179,171	761,867	422,029					
<b>1,304,171</b>	<b>886,867</b>	<b>547,029</b>	-	-			
-	-	-	-	-			
	800,000	1,050,000	1,250,000	180,000	75,000		90,000
150,000		150,000			500,000	165,000	175,000
150,000						50,000	50,000
40,000							
18,000		20,000		20,000	20,000	20,000	
20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
40,000							
150,000							150,000
				75,000			330,000
			200,000				
		65,000					
						50,000	50,000
18,000		72,000	18,000		72,000	18,000	
45,000			38,000				
-	-	-	-	-	-	-	-
<b>631,000</b>	<b>820,000</b>	<b>1,377,000</b>	<b>1,526,000</b>	<b>295,000</b>	<b>687,000</b>	<b>323,000</b>	<b>865,000</b>
317,047	320,218	323,420	326,654	329,920	333,220	336,552	339,897
105,682	106,739	107,807	108,885	109,973	111,073	112,184	104,266
1,000,000						45,000	
75,000		50,000	400,000		55,000		
				200,000			
<b>1,497,729</b>	<b>426,957</b>	<b>481,226</b>	<b>835,539</b>	<b>639,894</b>	<b>499,293</b>	<b>493,736</b>	<b>444,163</b>

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

Department	Description	Priority	Suggested Fund Source	2021	2022
<b>ENGINEERING</b>	Streets Resurfacing	9	General Fund	1,000,000	1,100,000
43-879-65530	Beach Blvd Improvements Hwy182	8		350,000	
42-879-65535	RESTORE- Waterway East Extension	3	Design 100% City not budgeted	553,377	8,445,977
42-879-65540	RESTORE - East Canal Realignment	4		395,614	395,614
42-501-81000	BUILD - Medical Village Phase 1	1		1,882,191	
42-501-81000	BUILD - Medical Village Phase 2	2		2,189,941	
43-879-65560	BUILD - Pedestrian Bridge	5		444,272	6,698,750
43-879-65555	BUILD - Hwy 59 Widening	6		464,165	13,139
43-879-65520	BUILD - County Road 6 West				103,247
42-879-80911	Ft Morgan Rd Access Management			320,000	
	W 20th Avenue / W 1st St Intersection				500,000
43-879-65540	Walking District Parking/Streetscape	7	\$1.2 million Durham	5,006,566	
42-879-80911	4th Street Bridge	11		25,000	
42-879-80911	Beach Access Replacement	10		275,000	200,000
	Fort Morgan Trail Phase II LBC		Borrowed/GrantFunds		
			Subtotal	12,906,126	16,356,727
			City funds estimate	9,013,384	1,323,742
				<b>21,460,176</b>	
<b>PUBLIC WKS</b>					
Maintenance Projects	Library Roof Replacement				310,000
	Rec Center Boiler System Repair	1		100,000	
	Rec Center Controls Upgrade	3		95,000	
	Rec Center Potable Water Storage Tank	2		10,000	
	City Hall EIFs Replacement				
Vehicles	<b><u>Replace Vehicles/Equipment</u></b>	3		120,000	150,000
Large Equip.	Excavator				
	Street Sweeper				
	Street Sweeper (Pickup Truck Mounted)				
	Dump Truck (16YD)				
	Double-Sided VMS (1)				17,000
	Backhoe replacement				
	<b><u>Bucket truck</u></b>	5		155,000	
	<b><u>Knuckle Boom 2</u></b>	1		152,510	154,035
	100 HP Tractor				105,000
	Belly Broom				
	Beach Rake replacement		Beach Funds		
	Side/Brush Cutter				120,000
	<b><u>Semi Truck (pulls lowboy trailer)</u></b>	6		90,000	
	Generator				100,000
	<b><u>UTV for beach &amp; Recycling</u></b>	4		30,000	30,300
	Equipment Trailer - Recycle Center		Beach Funds		12,000
	Ditch Witch				
	Chipper for debris removal/storms				
	Floor Cleaner				10,000
	<b>Subtotal PUBLIC WORKS</b>			<b>752,510</b>	<b>1,008,335</b>

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

2023	2024	2025	2026	2027	2028	2029	2030
1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,111,000
5,400,935							
6,027,686	6,027,686						
5,483,068							
3,172,139	3,172,139	705,285					
203,502	3,123,393	1,534,130					
2,037,484							
200,000	100,000						
		150,000					150,000
22,524,814	12,423,218	2,389,415	-	-	-	-	150,000
4,075,814	4,408,479	1,586,139	-				
<b>City funds needed 2021-25</b>		<b>20,407,558</b>					
375,000							
153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749
126,000					135,000		
135,000				145,000			
	40,000				45,000		
	50,000				60,000		
	18,000		19,000		20,000		21,000
		150,000					160,000
	160,000			165,000			170,000
155,575	157,131	158,703	160,290	161,892	163,511	165,146	166,798
					110,000		
55,000			60,000			65,000	
70,000			75,000			80,000	
			130,000				
		60,000				100,000	
30,603	30,909	31,218	31,530	31,846	32,164	32,486	32,811
	13,000		14,000		15,000		16,000
	40,000					45,000	
						70,000	
			12,000				
<b>1,100,178</b>	<b>665,100</b>	<b>559,102</b>	<b>664,185</b>	<b>669,350</b>	<b>749,600</b>	<b>729,935</b>	<b>742,357</b>

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

Department	Description	Priority	Suggested Fund Source	2021	2022
<b>RECREATION</b>	Branding/Wayfinding			20,000	40,000
	r Replace Vehicles			74,000	37,000
	Utility Vehicle (School)				
	r Replace Utility Vehicles 2			14,000	14,000
	r 50hp Tractor with Turf Tires			50,000	
	r Spray Rig		Impact Fees		40,000
	Replace 5 gang rotary mower				
	r Reel Mowers (3) Lease 2018		Operational	37,000	40,000
	r Grand Stand Mowers		General Fund		
	r Zero Turn Mowers(s)				
	n Vicon Spreader		General Fund		26,000
	r Field Rakes				
	Floor Scrubber				
	Shade Tents				
	Tennis Court Resurface-Hard				
	m Tennis Court Resurface-Soft				60,000
	m Sims Park Backstop/Concrete Pads				
	r <b><u>Kids Park Playground Replacement</u></b>	6		50,000	375,000
	n Outdoor Fitness Equipment				20,000
	Bodenhamer Gym Repairs				60,000
	e Recreation Center North				50,000
	m <b><u>Bodenhamer Interior Repairs</u></b>	1	Impact Fees	195,000	
	m Bodenhamer Parking Lot				150,000
	e <b><u>Civic Center Improvements</u></b>	5		45,000	50,000
	m Mo's Landing Improvements				100,000
	n <b><u>Meyer Park Shade Sail Structures</u></b>			75,000	
	m Sportplex Painting				100,000
	m <b><u>Track Repair</u></b>	2		60,000	
	r Fitness Equipment				
	r City Decorations	9		50,000	50,000
	Digital Sign @ Hwy 59	3		37,000	
	Cultural Center Auditorium	7		35,000	50,000
Tennis Center/Pool House Flooring	8		20,000		
Portable Ball Field Fence	4		40,000		
Waterway Village Improvements				50,000	
Activity Center Chairs				28,000	
<b>Subtotal 2020</b>				<b>802,000</b>	<b>1,340,000</b>
Cousteau Capital		100% Restore		3,500,000	5,700,000
e Gulf Place Upgrades				145,000	
Laguna Cove Protection Project Restore Grants				900,000	
<b>Subtotal RECREATION</b>				<b>5,347,000</b>	<b>7,040,000</b>
<b>FINANCE &amp; A. IT DIVISION</b>	New paint and flooring for IT office downstairs			10,000	
	Cisco Call Manager	2	Operational		60,000
	Dell Isilon Storage Device	1	Capital Lease	35,458	
	Storage Expansion for PD Footage	1	Capital		43,000
	Cisco 4506 Core Upgrade	2	Capital		
Wireless LAN Upgrade Project	2	Operational	70,000		

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

2023	2024	2025	2026	2027	2028	2029	2030
20,000	40,000	20,000	20,000	20,000	20,000	20,000	20,000
74,000	37,000		80,000	40,000	40,000	80,000	40,000
	32,000	16,000 16,000		34,000			16,000
		67,000			70,000		
40,000	40,000	40,000	42,000	42,000	42,000	42,000	45,000
20,000	27,000				22,000 30,000		
30,000	30,000	9,000 15,000					30,000 9,000 15,000
40,000		15,000				100,000	
495,000	495,000						
30,000							
1,000,000				100,000			
		110,000					
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
50,000				50,000			
1,849,000	751,000	358,000	192,000	336,000	274,000	292,000	225,000
1,849,000	751,000	358,000	192,000	336,000	274,000	292,000	225,000
						100,000	
		190,000					
	43,000		43,000		43,000		43,000
	98,000					98,000	
					50,000		

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

Department	Description	Priority	Suggested Fund Source	2021	2022
<b>F&amp;A Continued</b>	Fiber Optic Improvements Citywide	1	<b>Operational</b>	30,000	30,000
	<b>Subtotal IT DIVISION</b>			<b>145,458</b>	<b>133,000</b>
<b>GRAND TOTAL ALL DEPARTMENTS</b>				<b>25,671,213</b>	<b>27,788,063</b>
	By potential funding source:		<b>Capital Only</b>		
			ADEM	36,000	
			ALDOT RESTORE		7,869,000
			BUILD		4,601,985
			ALDOT FUNDING AGREEMENT		2,562,000
			ATRIP 2		
			ADECA Ft.Mrgn trail 50%		
			DCNR Lagoon Pass		
			TAP TAPAA-TA19(924)	639,365	
	Durham Development - total \$1.2 million parking spaces fee			-	1,200,000
	Waterway East - Mattei Donation (1/2 of non-grant cost)			553,377	
	Medical Complex - South Baldwin Contribution			500,000	
			Impact Fees Fire	113,000	
			Impact Fees Police	103,600	
			Impact Fees Rec	702,000	
			Impact Fees PW	770,000	
			Beach Funds	165,000	
			NRDA/2016 10 yr LOC	4,547,192	
			Restore/NFWF	8,081,710	7,476,457
			Bond/Bank LOC	7,407,201	123,742
			Subtotal Other Funds	23,618,445	23,833,184
			<b>City General Funds</b>	<b>2,052,768</b>	<b>3,954,879</b>
			Operational General	777,458	
			General Fund Capital vehicles/equipment	1,275,310	
			ADEM	36,000	
			ALDOT RESTORE/BUILD	639,365	15,032,985
			Other State Grants		
			Developer Contributions	1,053,377	-
			2016 10 Yr LOC	4,547,192	
			2018 Non taxable Borrowed Funds	7,407,201	123,742
			Restore/NFWF Funds	8,081,710	7,476,457
			Impact Fees	1,688,600	
			Beach Recycling	165,000	
			All Major projects total	25,671,213	

**City of Gulf Shores  
Capital Improvement Program  
Ten Year Plan beginning 2021**

2023	2024	2025	2026	2027	2028	2029	2030
30,000	30,000	20,000	20,000	10,000	10,000	10,000	10,000
<b>30,000</b>	<b>171,000</b>	<b>190,000</b>	<b>63,000</b>	<b>10,000</b>	<b>103,000</b>	<b>198,000</b>	<b>43,000</b>
<b>28,936,893</b>	<b>16,144,142</b>	<b>5,901,772</b>	<b>3,280,723</b>	<b>1,950,244</b>	<b>2,312,893</b>	<b>2,036,671</b>	<b>2,469,521</b>
9,431,000	4,400,000						
6,480,000	2,714,739	603,276					
1,638,000							
900,000	900,000	200,000					
1,304,171	886,867	547,029					
4,075,814	4,408,479	1,586,139					
23,828,985	13,310,085	2,936,444	-	-			
<b>5,107,908</b>	<b>2,834,057</b>	<b>2,965,328</b>	<b>3,280,723</b>	<b>1,950,244</b>	<b>2,312,893</b>	<b>2,036,671</b>	<b>2,469,521</b>

18,449,000	8,014,739	803,276
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4,075,814	4,408,479	1,586,139
1,304,171	886,867	547,029

**City of Gulf Shores Revenue, Expense and Reserve Funds Usage projected 2021**

	2020	Debt Revised % of Budget	2021	Debt % of Budget	2022	Debt % of Budget	2023	Debt % of Budget	2024	Debt % of Budget
Total Revenue (1)	<b>51,992,494</b>	14%	<b>49,682,362</b>	16%	<b>49,824,201</b>	17%	<b>51,817,169</b>	16%	<b>52,853,512</b>	16%
Total Expense	49,466,834	-2%	<b>49,204,712</b>	-1%	49,787,058	1%	50,782,799	2%	51,634,492	2%
Prior Year Debt	(8,114,791)		(7,104,305)		(8,161,687)		(8,516,159)		(8,522,519)	
Current Year Debt	7,104,305	14%	8,161,687	17%	8,516,159	17%	8,522,519	17%	8,545,578	16%
Growth % net of debt	-		-	0%	-	2%	845,333	2%	862,239	2%
Estimated Annual Expenses	<b>49,466,834</b>		<b>49,204,712</b>		<b>49,787,058</b>		<b>51,634,492</b>		<b>52,519,790</b>	
Reserve Amount 12/31/19	39,653,592	80%	42,179,252	86%	42,656,902	86%	42,694,045	84%	42,876,722	83%
<b>Reserve Balance *</b>	39,653,592		42,179,252		42,656,902		42,694,045		42,876,722	
Return to Reserves (Revenue - Expenses)	2,525,660		477,650		37,143		182,677		333,722	
Reserve Balance with return to Reserves	42,179,252		42,656,902		42,694,045		42,876,722		43,210,444	
<b>Reserves Target % of Expenses</b>	<b>39,573,467</b>	70%	<b>41,824,005</b>	70%	<b>44,808,352</b>	70%	<b>49,052,767</b>	70%	<b>52,519,790</b>	70%
Cash Reserves as % of Budget Expense	85%		87%		86%		84%		84%	
Cash Reserves as % of Budget Revenue	81%		86%		86%		83%		82%	

(1) Revenue growth from 2010 to 2019 averaged 7.6%

\*Beginning 2020 reserve amount is from 2019 audit.

The City of Gulf Shores Revenue, Expense and Reserve funds are projected from 2020 to 2030 in the spreadsheet above. A decline of 3.28 percent in revenue is projected for 2020 primarily due to the receipt of \$3.4 million in 2019 of National Fish and Wildlife Funds (NFWF) for preservation of land for wildlife. Without the \$3.4 million NFWF funds in 2019 revenue growth for 2020 is projected to be 1.5%. Revenue is projected to not increase in 2021 and increase in 2022 only 1% reflecting a general slowing projected in the national economy due to COVID-19. Lodging Tax collections are down \$165,606 for the 2020 year-to-date due to the beach closure in April and part of May because of COVID-19.

Two percent growth is projected for 2023 to 2029. Expenses net of debt service are projected to grow conservatively at 2% to 2028 and at 3% from 2028 to 2030. A decline in total expenses in 2029 will occur with the payoff of long term debt issues occurring in 2028. Debt service is estimated at between \$4.8 and \$8.6 million annually, which may increase depending on the amount of long term debt issued in 2021. Provision is made in 2021 for \$1,389,710 in rolling stock and major capital repair expense. Reserve targets are 70% in 2020 and will be maintained at that level for the near future. Reserves in 2019 were 73% of revenues and 78% of expenses.

The Forecast only included the General Fund of the City of Gulf Shores, since all the other funds are dependent on the General Fund either by transfer or repayment of borrowed funds. By 2022, it is estimated that the \$2 million annual subsidy to the Gulf Shores City School System will no longer be needed and the City School System should have enough revenues to operate independently of the City.

**City of Gulf Shores Revenue, Expense and Reserve Funds Usage projected 2021**

	Debt		Debt		Debt		Debt		Debt		Debt	
	2025	% of 2% Budget	2026	% of 2% Budget	2027	% of 2% Budget	2028	% of 2% Budget	2029	% of 2% Budget	2030	% of 2% Budget
Total Revenue	<b>53,910,583</b>	16%	<b>54,988,794</b>	15%	<b>56,088,570</b>	15%	<b>57,210,342</b>	13%	<b>58,354,548</b>	8%	<b>59,521,639</b>	8%
Total Expense	52,519,790	2%	53,422,043	2%	54,076,979	1%	55,002,991	2%	55,537,372	1%	54,294,044	-2%
Prior Year Debt	(8,545,578)		(8,568,346)		(8,326,208)		(8,337,205)		(7,471,612)		(4,786,312)	
Current Year Debt	8,568,346	<b>16%</b>	8,326,208	<b>15%</b>	8,337,205	15%	7,471,612	13%	4,786,312	9%	4,789,446	9%
Growth % net of debt	879,484	2%	897,074	2%	915,015	2%	1,399,974	3%	1,441,973	3%	1,485,232	3%
Est. Annual Expenses	<b>53,422,043</b>		<b>54,076,979</b>		<b>55,002,991</b>		<b>55,537,372</b>		<b>54,294,044</b>		<b>55,782,410</b>	
Estimated Reserves	43,210,444	82%	43,698,984	82%	44,610,800	82%	45,696,379	83%	47,369,349	85%	51,429,853	95%
Reserve Balance	43,210,444		43,698,984		44,610,800		45,696,379		47,369,349		51,429,853	
Return to Reserves	488,540		911,816		1,085,579		1,672,970		4,060,504		3,739,229	
Reserve Banlance with return to Reserves	43,698,984		44,610,800		45,696,379		47,369,349		51,429,853		55,169,082	
<b>Target % of Expenses</b>	<b>53,422,043</b>	<b>70%</b>	<b>54,076,979</b>	<b>70%</b>	<b>55,002,991</b>	<b>70%</b>	<b>55,537,372</b>	<b>70%</b>	<b>54,294,044</b>	<b>70%</b>	<b>55,782,410</b>	<b>70%</b>
% of Budget Expense	83%		84%		85%		86%		93%		102%	
% of Budget Revenue	81%		81%		81%		83%		88%		93%	

**CITY OF GULF SHORES, ALABAMA**  
**DEPARTMENTAL INFORMATION**  
**FISCAL YEAR 2021**

**City of Gulf Shores, Alabama  
2021 Annual Budget  
Personnel - All General Fund**

Fund	Department	2019	2019	2020	2020	2021	2021
		Full time	Part time	Full time	Part time	Full time	Part time
General	Executive	12	0	12	0	13	0
	Human Resources	3	0	3	0	3	0
	Finance & Administrative Services	18	1	18	1	18	1
	Municipal Court	6	0	6	0	6	0
	Police	71	0	72	1	75	1
	Fire & EMS	55	30	55	31	56	31
	Planning And Zoning	5	0	5	0	5	0
	Building	7	0	7	0	7	0
	Recreation & Cultural Affairs	3	0	3	0	3	0
	Events & Programs	5	4	6	2	6	2
	Library	8	3	8	3	8	3
	Recreation - Bodenhamer	19	22	20	20	20	20
	Recreation - Sportsplex	7	0	7	0	7	0
	Recreation - Parks	6	1	6	1	6	1
	Recreation - School Landscaping	2	0	3	0	3	0
	Recreation - City Store	1	3	1	3	1	3
	Public Works - General Services	10	1	5	0	5	0
	Public Works - Custodial	9	0	9	0	9	0
	Public Works - Landscaping	10	0	10	0	10	0
	Public Works - Streets	20	0	20	0	21	0
	Public Works - Maintenance	9	0	9	0	9	0
	Engineering	0	0	6	1	6	1
	Airport Authority	2	0	2	0	2	0
	<b>Total</b>	<b>288</b>	<b>65</b>	<b>293</b>	<b>63</b>	<b>299</b>	<b>63</b>

New Full time Positions Approved 2021

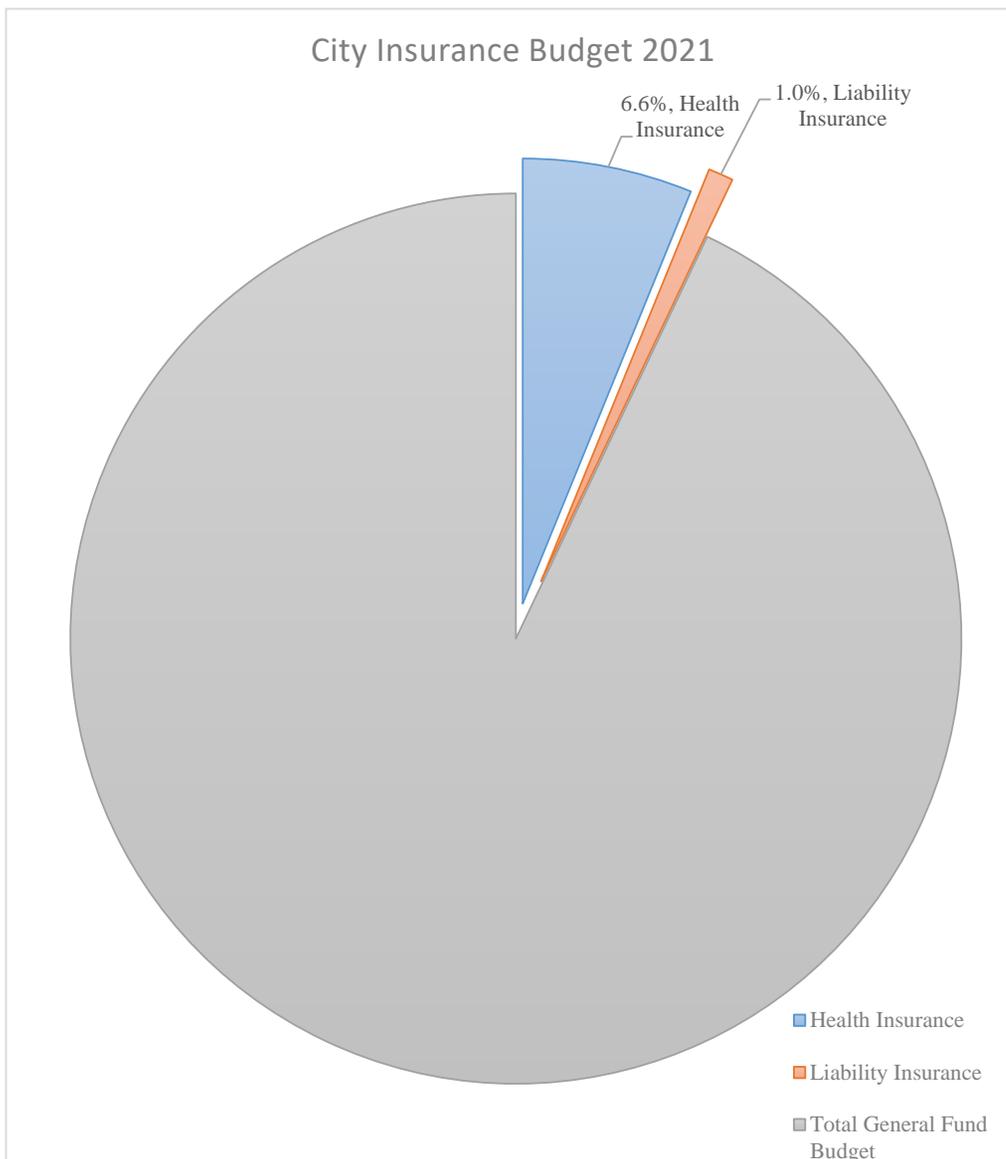
Public Engagement Manager	1
Police Officer	1
Police Communications Officer	1
Police Community Service Officer	1 Beach
Chief of Staff	1
Chief of Operations	1
Equipment Operator 1	1
<b>Total Approved</b>	<b>7</b>

**CITY OF GULF SHORES, ALABAMA  
EXPENDITURES BY CATEGORY  
BUDGET YEAR ENDING DECEMBER 31, 2021**

<b>Department</b>	<b>Personnel</b>	<b>Operations</b>	<b>Capital Outlay</b>	<b>Debt Service</b>	<b>Transfers</b>	<b>Total</b>
<b>General Fund:</b>						
Executive	1,108,402	756,475	-			1,864,877
Human Resources	618,484	132,644	-			751,128
Finance & Administrative Services	1,497,870	1,853,189	10,000			3,361,059
Municipal Court	459,930	13,290	-			473,220
Police	6,323,963	998,150	627,784			7,949,897
Fire & EMS	4,850,350	841,100	72,000			5,763,450
Planning & Zoning	537,166	80,241	-			617,407
Building	603,466	60,950	36,000			700,416
Recreation & Cultural Affairs	399,836	55,842	-			455,678
Events & Programs	447,929	310,724	-			758,653
Library	594,136	101,575	-			695,711
Recreation - Rec & Wellness	1,781,947	507,918	14,000			2,303,865
Recreation - Sportsplex	764,588	455,000	87,000			1,306,588
Recreation - Parks	423,701	167,413	37,000			628,114
Rec- School Ground Maintenance	144,074	55,522	-			199,596
City Store	108,509	76,560	-			185,069
Public Works - General Services	380,526	13,550	-			394,076
Public Works - Custodial	497,495	84,750	30,000			612,245
Public Works - Landscaping	776,842	189,400	90,000			1,056,242
Public Works - Streets	1,532,670	1,215,865	502,510			3,251,045
Public Works - Maintenance	715,296	612,900	-			1,328,196
Engineering	604,109	129,650	155,000			888,759
Airport Authority	161,337					161,337
Appropriations	0	998,692				998,692
Transfers Out	0	0			12,499,392	12,499,392
General Fund Totals	<u>25,332,626</u>	<u>9,711,400</u>	<u>1,661,294</u>	<u>0</u>	<u>12,499,392</u>	<u>49,204,712</u>
% of Total	51.5%	19.7%	3.4%		25.4%	
<b>Other Funds:</b>						
Special Revenue						
2% Lodging Tax - Transfer Out					4,032,428	4,032,428
Designated Taxes					521,000	521,000
Impact Fees		50,000	1,638,600			1,688,600
Beach Restoration & Projects	1,068,698	321,000	165,000			1,554,698
Capital Improvements-Fund 38 Trans					2,530,000	2,530,000
Storm Damage Fund			-			-
Capital Projects Taxable (Fund 42)		180,000	13,652,279			13,832,279
Capital Projects NonTax (Fund 43)			8,046,566			8,046,566
Debt Service				8,472,314		8,472,314
Subtotal Other Funds	<u>1,068,698</u>	<u>551,000</u>	<u>23,502,445</u>	<u>8,472,314</u>	<u>7,083,428</u>	<u>40,677,885</u>
<b>Grand Total</b>	<b><u>26,401,324</u></b>	<b><u>10,262,400</u></b>	<b><u>25,163,739</u></b>	<b><u>8,472,314</u></b>	<b><u>19,582,820</u></b>	<b><u>89,882,597</u></b>
				<b>Total Expenditures</b>		<b><u>\$ 89,882,597</u></b>

## City Insurance Budget 2021

	Budget 2021	% of Total Budget
<b>Health Insurance</b>	<b>\$3,261,359</b>	<b>6.6%</b>
<b>Liability Insurance</b>	<b>\$481,000</b>	<b>1.0%</b>
<b>Total General Fund Budget</b>	<b>\$49,204,712</b>	



**Health Insurance is included in the Personnel expense for each departmental budget.**

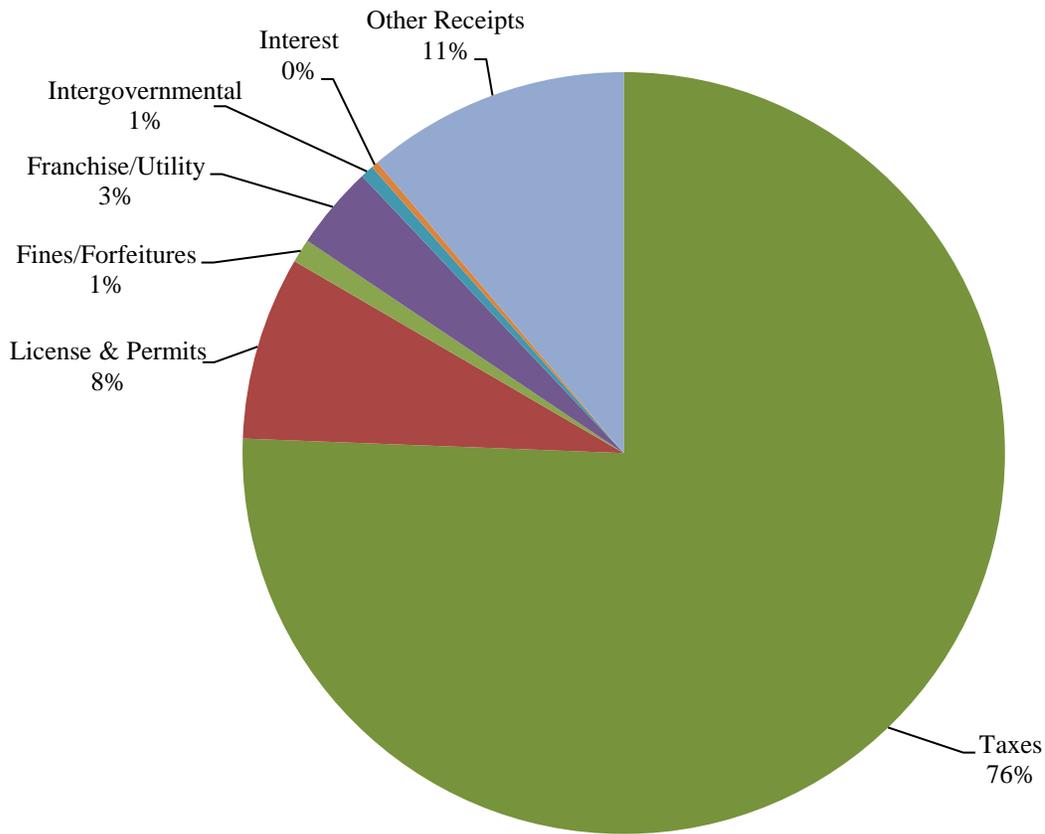
**Liability Insurance is included in the Finance & Administrative Services budget as an operations expense.**

# The City of Gulf Shores, Alabama

## General Fund Budget Summary

<b>GENERAL FUND REVENUE</b>	2018 Actual	2019 Actual	2020 Amended Budget	2021 Council Adopted	% of Total General Fund
Taxes	\$ 35,936,905	\$ 37,649,269	36,891,449	\$ 37,564,000	76%
License & Permits	3,482,009	4,088,484	3,601,000	3,873,000	8%
Fines/Forfeitures	595,069	485,860	500,000	500,000	1%
Franchise/Utility	1,560,508	1,756,512	1,750,000	1,762,000	4%
Intergovernmental	513,673	4,161,647	1,017,242	279,993	1%
Interest	91,893	296,910	263,250	145,250	0%
Other Receipts	2,649,139	5,318,065	7,969,553	5,558,119	11%
<b>Total General Fund Revenues</b>	<b>\$ 44,829,196</b>	<b>\$ 53,756,747</b>	<b>\$ 51,992,494</b>	<b>\$ 49,682,362</b>	<b>100%</b>

### General Fund Revenue FY 2021



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
<b>EXECUTIVE</b>						
Expenditures						
Personnel	853,999	961,099	924,499	1,108,402	20%	<b>1,020,779</b>
Operations	840,729	700,817	576,475	756,475	31%	<b>776,475</b>
Capital Outlay	170,178	3,644,220	750,000	0	n/a	<b>100,000</b>
<b>Executive Total</b>	<b>1,864,906</b>	<b>5,306,136</b>	<b>2,250,974</b>	<b>1,864,877</b>	<b>-17%</b>	<b>1,897,254</b>

**Executive Personnel**

	2018	2019	2020	2021
	Actual	Actual	Budget	Adopted
Positions				
Mayor	1	1	1	1
Council Members	5	5	5	5
City Administrator	1	1	1	1
City Clerk	1	1	1	1
Economic Dev Coordinator	1	1	1	1
Environmental Grants Coordinator	1	1	1	1
Public Engagement Manager	0	0	0	1
Records & Archives Clerk	0	1	1	1
Asst. Admin/City Clerk	1	1	1	1
Administrative Assistant (PT)	1	0	0	0
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>

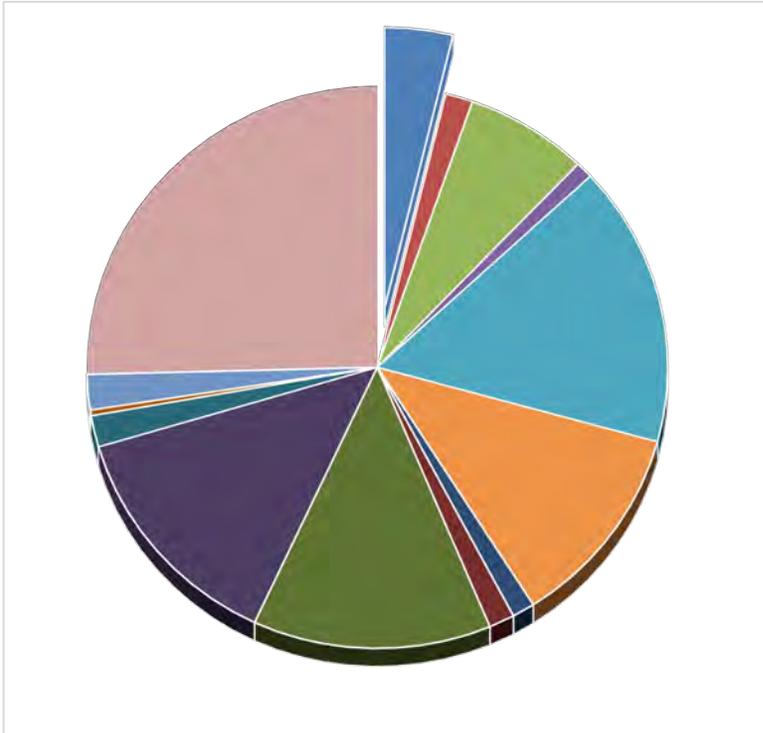
**Executive Department Functions:**

The Mayor and Council were elected in 2020 to serve a full term of four years beginning on November 2, 2020 as the governing body of the city. The City's Vision 2025 Plan for Sustainability focuses on five core values: Medical, Education, Gulf State Park, Waterway District, and Gulf Beach District. Every project, grant, budget, policy and decision centers on enhancing and advancing at least one of the core values. While keeping these core values in mind, the Council exercises legislative powers and represents the interests of the citizens in policy formulation and decision making, ensure the laws and ordinances of the City are enforced properly and equitably, initiate projects that will benefit all segments of the community, increase efficiency and effectiveness of municipal government, identify and promote events throughout the city that have high community appeal, promote cleanliness, beautification, and overall environmental quality and enhance communication and public relations.

The City Clerk is keeper of the official city seal. The City Clerk's office maintains, indexes, and preserves all official city documents. The Clerk's Office provides clerical support to the Mayor and Council as needed; prepares meeting notices and agendas, resolutions and ordinances, advertises bids, receives all claims filed against the city; updates and distributes supplements to the City Code of Ordinances; conducts impartial municipal elections and provides notary and multiple miscellaneous services to citizens, elected officials, city departments and outside organizations.

**Environmental/Grants Coordinator:** Management of grants and grant-funded projects including the Gulf Coast Center for Ecotourism & Sustainability, the Little Lagoon Habitat Restoration Project, the Laguna Cove Restoration Project, and the Oyster Bay/Bon Secour Wetland Project. Liaison to schools, universities, federal and state agencies, and community groups on environmental projects. Continue to pursue grant funding for various infrastructure and restoration projects as opportunities arise.

**Economic Development Coordinator** - Serves as liaison with public, private and non-profit organizations for business attraction, creation, expansion and retention.



Expenditure Budget 2021  
 \$ 1,864,877  
 3.8%  
 of General Government

General Government Expenditure Budget: \$49,204,712

**Department: Executive**

**Major Accomplishments:**

*Mayor and Council authorized core value projects:*

- Amend Code - COVID-19 - Prohibit Violation of an Order of the State Health Officer (**Medical**)
- Authorized Access Improvement Projects for Medical Village Facility (**Medical**)
- Authorized Gulf Shores High School Facility Renovation/Expansion (\$5M) (**Education**)
- Amend Code - Business Licenses Regulations - Add Electronic Filing (**Revenue**)
- Amend Code - Regulate Operation of Golf Carts on Certain Streets (**Transportation**)
- Amend Zoning Ordinance - Repair or Reconstruction of Nonconforming Structures (**Building**)
- Authorize Purchase of Real Property - 7.3 acres - (**Recreation**)
- Authorized BUILD Grant and RESTORE Grant Transportation Projects Contracts (\$7.8M) (**Environmental**)
- Accepted FAA Grant for construction of Air Traffic Control Tower Facility (\$5.3M) (**Airport**)
- NFWF Grant - Funding for Bon Secour/Oyster Bay Wetland Acquisition Project (**Environmental**)

*Economic Development Coordinator:*

- Completed the extension of Commerce Drive within the Airport Business and Aviation Park to provide roadway and utility access to over 40 acres of shovel-ready land.
- Secured a Development Agreement with South Baldwin Regional Medical Center for the construction of a Freestanding Emergency Department.
- Worked with the City Council to acquire 32.9 acres adjacent to the new Freestanding Emergency Department for future healthcare and commercial development.
- Established a Mobile Food Unit Pilot Program to serve as a feasibility study and better determine how food trucks should operate in Gulf Shores.
- Continue work with the Alabama Department of Transportation and the Gulf Shores Airport Authority for a new eastern roadway connection.
- Provided coordination and support to Gulf Shores City Schools.

**Executive Office**

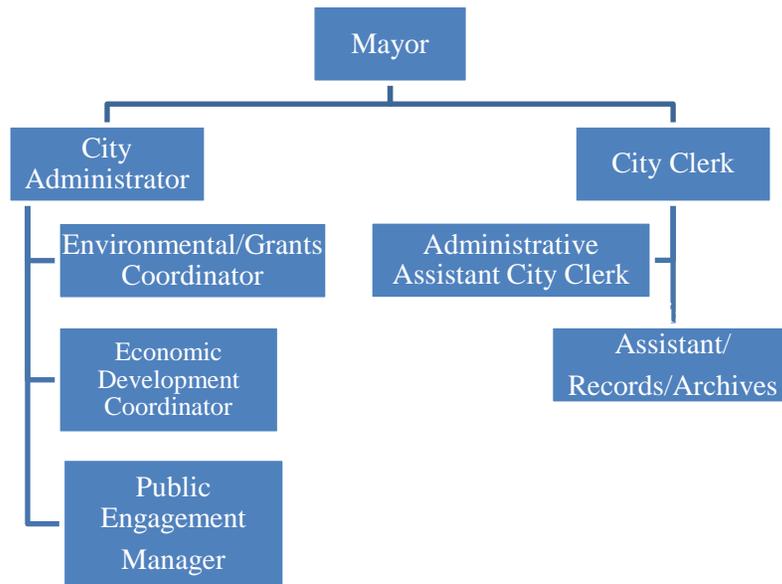
	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Target</b>	<b>2021 Target</b>
<b>Goals</b>				
City Council Agenda dispatch packages available by deadline	98%	99%	99%	100%
Ordinances processed	35	39	23	25
Resolutions processed	155	107	78	80

**Executive Staff:**

Continue to provide outstanding professional service and support to the Mayor, Council, City Administrator and internal staff while offering excellent customer service to citizens through good communication, technology and transparent reporting.

**Environmental/Grants Coordinator:** Continue to focus on grants to revitalize the Waterway District and the Gulf Beach District to improve infrastructure including sidewalks, parking, improved roads, signalization, complete streets, and public activity areas. Submit application for Waterway Village Multimodal Access Project to improve vehicular and pedestrian access and safety. Pursue funding for environmental restoration projects, manage projects once funded.

**EXECUTIVE DEPARTMENT ORGANIZATIONAL CHART**



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>HUMAN RESOURCES</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
Expenditures						
Personnel	552,164	515,357	574,830	618,484	8%	616,666
Operations	86,541	122,414	118,695	132,644	12%	131,695
Capital Outlay	0	0	0	0	n/a	0
<b>Human Resources Total</b>	<b>638,705</b>	<b>637,771</b>	<b>693,525</b>	<b>751,128</b>	8%	<b>748,361</b>

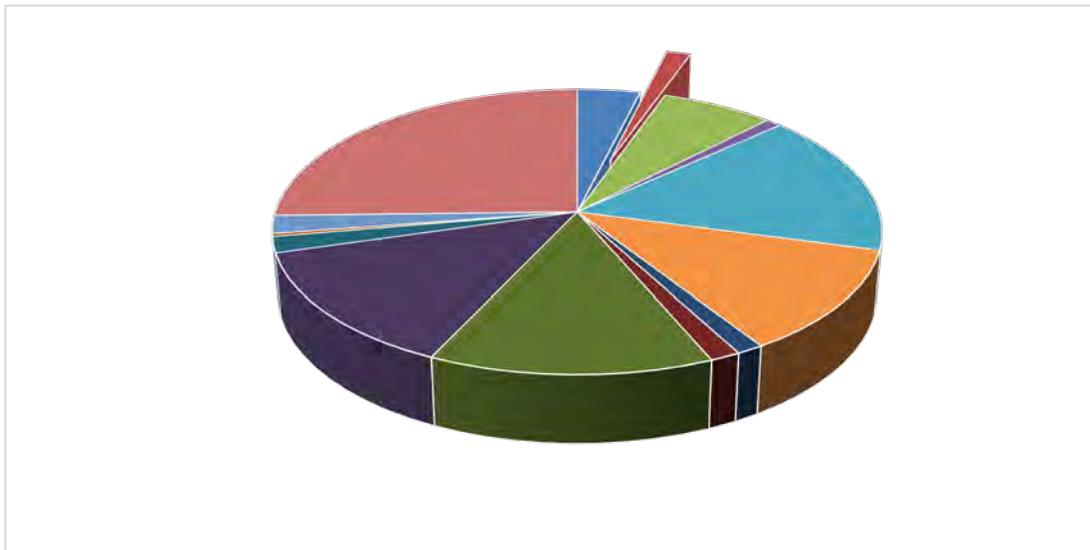
**Human Resources Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
Human Resources Officer	1	1	1	1
Payroll & Benefits Specialist	1	1	1	1
Admin. Asst. II (Full-time)	1	1	1	1
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Human Resources Department Functions:**

The Human Resources Department's main function is the administration of the City's compensation and benefits strategy in order to attract and retain the best qualified applicants for the job. The department's functions also include job analysis and classification, recruitment, testing, and developing training programs. The department works with management in the development and implementation of policies and procedures in order to be in compliance with all applicable Federal and State laws so as to maintain a fair, equitable and positive work environment for our employees. The department also oversees and manages the City's wellness program and Symbol Clinic.

Expenditure Budget 2021  
 \$ 751,128  
 1.5% of General Government



General Government Expenditure Budget: \$49,204,712

<b>Major Accomplishments:</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Increased Employee Participation in Wellness Program	78%	78%	80%
Implemented Slavin Compensation Plan within budget	0%	100%	Complete
Improved Tier 2 RSA benefits by offering Tier 1 Benefits	0%	100%	Complete

**Vision 2025 Core Value: We commit to excellence and the highest quality of standards**

**Strategy: Sustainability**

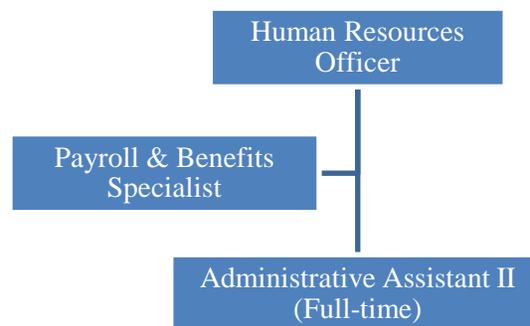
We commit to the health and wellness of the community's economy by committing to the health and safety of our employees by establishing programs and training to ensure a healthy workforce.

**Goals:**

- Maintain Symbol Wellness Point System to promote participation in the program.
- Safety Program Implementation to include utilizing new software for city-wide web based training.
- Reduce workers compensation cost by participating in the Triage Nurse Program establish by Millennium.

<b>Objectives:</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Quarterly Reports from Millennium on Work Comp injuries to establish safety needs, use Triage Nurse Program to reduce workers compensation cost.	0	25%	75%
Implement new software program for City-wide web-based safety training.	0	25%	100%
Work with Symbol on creation of reports to measure outcomes and cost effective programs. Implement points and reward system.	0	50%	75%

**HUMAN RESOURCES ORGANIZATIONAL CHART**



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

<b>FINANCE AND ADMINISTRATIVE SERVICES</b>	2018 Actual	2019 Actual	2020 Amended Budget	2021 Council Adopted	% Change 2020 to 2021	<b>2022 Projected</b>
Expenditures						
Personnel	1,231,720	1,451,075	1,460,540	1,497,870	3%	<b>1,492,816</b>
Operations	1,207,843	1,206,223	1,589,500	1,853,189	17%	<b>1,713,524</b>
Capital Outlay	0	223	30,000	10,000	-67%	<b>40,000</b>
<b>Finance &amp; Admin Total</b>	<b>2,439,563</b>	<b>2,657,521</b>	<b>3,080,040</b>	<b>3,361,059</b>	9%	<b>3,246,340</b>

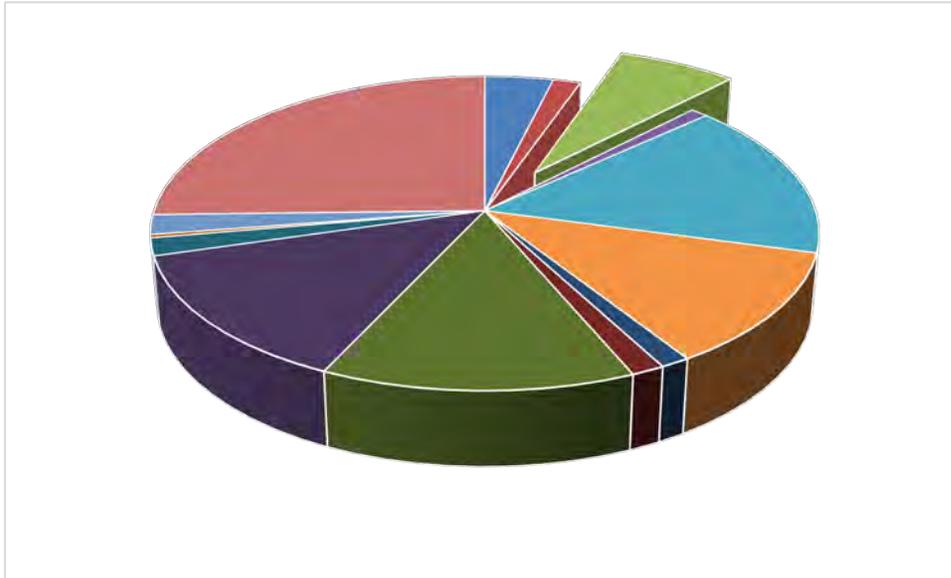
**Finance & Administrative Services Personnel**

Positions	2018 Actual	2019 Actual	2020 Budget	2021 Adopted
Director	1	1	1	1
Accountant	1	1	1	1
Accounting Supervisor	1	1	1	1
Financial Tech I	1	1	1	1
Financial Tech II	2	2	1	1
Financial Tech III	0	0	1	1
Revenue Division Coordinator	1	1	1	1
Revenue Tech	1	1	1	1
Purchasing Officer	1	1	1	1
Purchasing Tech	1	1	1	1
Revenue Supervisor	1	1	1	1
GIS Coordinator	1	1	1	1
Information Tech Officer	1	1	1	1
Information Systems Supervisor	0	1	1	1
Network Administrator	1	1	1	1
Systems Administrator	1	1	1	1
Information Tech Technician	1	1	1	1
Accountant (Part-time)	1	1	1	1
Admin Asst. I	1	1	1	1
<b>Total Personnel</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>

**Finance and Administrative Services Function:**

The Finance and Administration Department's purpose is to manage the fiscal affairs and administrative responsibilities of the City of Gulf Shores and to provide effective decision-support for City leaders. The department incorporates long range strategic planning into the budget and audit documents and provides City leadership, City departments, and the public with timely and accurate information, while assuring clarity and accountability.

Expenditure Budget 2021  
 \$ 3,361,059  
 6.8% of General Government



General Government Expenditure Budget: \$49,204,712

**Core Value: We commit to excellence and the highest quality standards**

**Major Accomplishments:**

	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Submit prior to start of fiscal (calendar) year City Budget for consideration for GFOA Certificate of Recognition for Budget Preparation and achieve award.	Submitted 12/12/2018 Received	Submitted 12/4/2019 Received	Goal 12/18/2020
Submit within 6 months of year end the Comprehensive Annual Financial Report for consideration for the Certificate of Achievement for Excellence in Financial Reporting.	Submitted 6/25/2019 Received	Submitted 6/26/2020 Received	Goal 6/25/2021
Maintain or improve City's current bond rating at AA+.	Maintain	Maintain	Maintain
IT - City-wide surveillance camera expansion for increased security.	Maintain	Expand	Expand
IT - Refresh City-wide Wireless Connectivity platform for enhanced functionality for employees and citizens.	n/a	n/a	Implement
IT - Network Security enhancements to strenghten security posture and insight City-Wide.	n/a	n/a	Implement
Maintain reserves at percentage of revenue as set by Council.	85%	70%	70%

**Finance and Administration Continued**

**Vision 2025 Key Strategy: Sustainability-Standards of excellence in service meet and exceed community needs**

**Goals:**

Maintain customer-focused service environment that exceeds the expectations of our community and citizens.

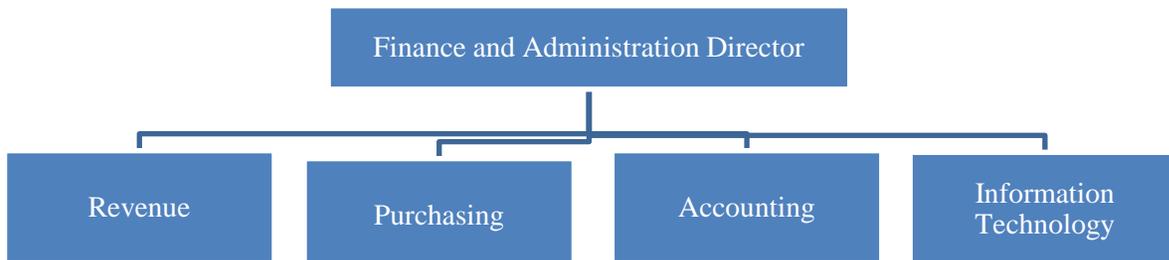
Continue to add to the existing fiber to include outlying facilities/locations to enhance citywide network.

Submit 2020 Comprehensive Annual Financial Report for Government Finance Officer's Association (GFOA) Certificate of Excellence in Financial Reporting Award and submit 2021 Budget for GFOA Distinguished Budget Presentation Award.

Continue to pursue strategies to ensure short-term rental licensing and lodging tax compliance.

<b>Objectives:</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Increase fiber backbone to encompass any new City locations and facilities. Added Gulf Shores PD Beach Sub-Station in 2020.	31	32	Maintain
Currently one hundred ninety (190) cameras are installed throughout municipal facilities/locations. New 2020 locations include new PD Beach Sub-Station, Mo's Landing, Gulf Place, and Gulf Shores City Schools entrance/exit roads.	160	190	Expand
Ensure all GFOA criteria are met to qualify for GFOA awards in order to provide greater financial transparency, enhance bond ratings and be able to borrow funds at lower interest rates to accomplish Vision 2025 goals.	Met	Met	Goal
Rental Licenses Issued	4,405	4,400	4,400

**FINANCE AND ADMINISTRATION ORGANIZATIONAL CHART**



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
<b>MUNICIPAL COURT</b>						
Expenditures						
Personnel	393,683	448,623	438,818	459,930	5%	450,638
Operations	13,423	13,495	13,290	13,290	0%	13,290
Capital Outlay	0	0	0	0	n/a	0
<b>Municipal Court Total</b>	<b>407,106</b>	<b>462,118</b>	<b>452,108</b>	<b>473,220</b>	5%	<b>463,928</b>

**Municipal Court Personnel**

	2018	2019	2020	2021
	Actual	Actual	Budget	Adopted
Positions				
Municipal Court Judge	1	1	1	1
Municipal Court Prosecutor	1	1	1	1
Municipal Court Administrator	1	1	1	1
Court Magistrate	3	3	3	3
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**Municipal Court Functions:**

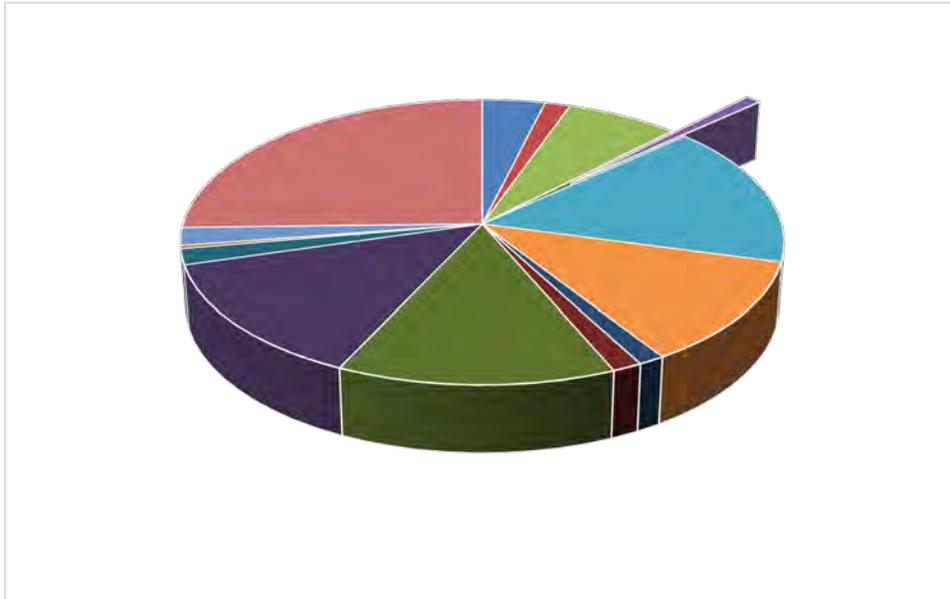
**Municipal Court Judge:** The Municipal Court Judge resides over the Municipal Court Clerk and Magistrate(s), and hears any cases brought before the Gulf Shores Municipal Court. Appointed and approved by the Mayor and City Council. The position of Municipal Court Judge is created by the Code of Alabama and directed by the Supreme Court and the Administrative Office of Courts. A Municipal Judge must be an attorney.

**Municipal Court Prosecutor:** The Municipal Court Prosecutor is appointed by the Mayor to represent the Executive Branch of the City in the Prosecution of those charged with violating Municipal Code Violations and the Code of Alabama in the Municipal Court and upon Appeal to the Circuit Court of Baldwin County. A Municipal Prosecutor must be an attorney.

**Municipal Court Clerk:** The Municipal Court Clerk is responsible for the Administration of the Municipal Court and its Records, Finances and Employees. Also, as Magistrate, accepts fine payments, holds Probable Cause Hearings, and issues Warrants. Additionally the Municipal Court Clerk holds initial Appearance/Bond Hearings with incarcerated defendants. As Administrative Law Judge, will also conduct hearings of appeals from the final decisions of the City of Gulf Shores' Chief Revenue Officer relating to business licenses and taxation.

**Municipal Court Magistrate:** The Municipal Court Magistrate accepts fine payments; holds Probable Cause Hearings, and issues Warrants. Additionally, the Municipal Court Magistrate holds initial Appearance/Bond Hearings with incarcerated defendants, as well as manages the clerical duties of the case files in the Court.

Expenditure Budget 2021  
\$ 473,220  
*1% of General Government*



General Government Expenditure Budget: \$49,204,712

**Department: Municipal Court**

**Major Accomplishments:**

An active Plea in Absentia program allowing Plea Agreements to be handled through Mail and Email and the addition of Kiosks in the Police Department lobby and continuing expansion of online capabilities is helping alleviate crowded dockets which is necessary in providing alternatives and making social distancing more easily accomplished, thus reducing the size of court dockets and reduced alias warrants for failing to appear by issuing letters of explanation and guilty/waiver packets at defendant's initial appearance hearings. Also, by the use of credit and debit cards to expedite payment processing both in person and online.

**Goals:**

Investigating establishment of remote hearings utilizing programs and hardware to allow an expanded ability to accomplish required interaction with Defendants and Prisoners electronically.

Continued improvement of caseload management to avoid large dockets which reduces overtime and need for more Court sessions and eases the complications of Social Distancing requirements.

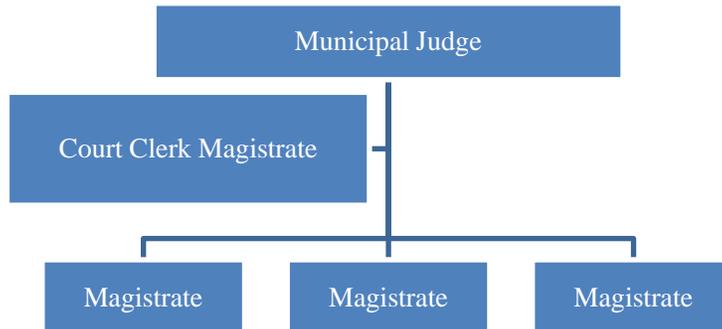
Ongoing effort to reduce inmate population with use of Court payment monitoring, rehabilitation treatment opportunities, and alternative sentencing and continued use of the PreTrial Intervention program.

Continuing to work with IT and the Court software providers to put in place an electronic parking ticket citation system, expanded online payment options, and electronic check-in procedures for PTI program.

***Municipal Court Continued***

<b>Key Measures</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Projection</b>
Total Criminal Processes handled by 4 Magistrates from 8/12/2019 to 08/12/2020 (not including Bond Hearings per arrest or window/phone interactions and Parking Tickets.)	18,400	15,900	16,500
Cost per process based on Total Court budget for year of report that includes Judge and Prosecution Salaries as well as Operating costs.	\$24.23	\$28.43	\$28.11
Average Revenue per Criminal Process based on Revenue Collected for period 8/12/2019 to 8/12/2020 for 2020 and \$1,200,000 projected for 2021.	\$57.67	\$66.10	\$72.73

**MUNICIPAL COURT ORGANIZATIONAL CHART**



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
<b>POLICE</b>						
Expenditures						
Personnel	5,026,934	5,443,365	5,937,197	6,323,963	7%	<b>6,154,534</b>
Operations	739,879	746,751	968,650	998,150	3%	<b>998,650</b>
Capital Outlay	650,504	181,272	279,800	627,784	124%	<b>268,800</b>
<b>Police Total</b>	<b>6,417,317</b>	<b>6,371,388</b>	<b>7,185,647</b>	<b>7,949,897</b>	11%	<b>7,421,984</b>

**Police Personnel**

	2018	2019	2020	2021	
	Actual	Actual	Budget	Adopted	
Positions					
Police Chief	1	1	1	1	
Deputy Chief	1	1	1	1	
Lieutenant	3	3	3	3	
Investigator Command Sargeant	0	1	1	1	
Investigator Sergeant	1	0	0	0	
Investigator	4	5	5	5	
Support Services Command Srg	0	1	1	1	
Support Services Sergeant	1	0	0	0	
Narcotics Investigator	3	2	2	2	
School Resource Officer	1	3	3	3	
SRO/Sergeant	0	2	2	2	
SRO / Corporal	1	0	0	0	
CRO/Sergeant	0	1	1	1	
CRO / Corporal	1	0	0	0	
Public Safety Academy Corpora	1	0	0	0	
Fleet/Property R Command Srgt	0	1	1	1	
Fleet / Property Room Sergeant	1	0	0	0	
Patrol Command Sergeant	0	4	4	4	
Patrol Sergeant	3	4	4	4	
K9 Patrol Sergeant	1	0	0	0	
Patrol Corporal	4	0	0	0	
K9 Officer	3	3	3	3	
Patrol Officer	15	18	18	19	
Communication Officer	7	7	8	9	
Communications Supervisor	1	1	1	1	
Detention Supervisor	1	1	1	1	
Detention Officer	8	8	8	8	
Animal Control Officer	1	0	0	0	
Administrative Assistant I	1	1	1	1	
Administrative Supervisor	1	1	1	1	
Community Service Officers	2	2	2	3	Beach Funding

**Department: Police (Continued)**

Part Time Positions:

Administrative Coordinator	0	0	1	1
<b>Total Personnel</b>	<b>67</b>	<b>71</b>	<b>73</b>	<b>76</b>

**Police Department Functions**

The Gulf Shores Police Department has three major divisions to provide the community and our visitors with service and protection.

**Mission Statement**

To Serve, Protect, and enhance the quality of life.

To be a model law enforcement agency viewed internally and externally as professional, enthusiastic, trustworthy and at the forefront of the police profession.

**Organizational Values**

We dedicate ourselves to these values with the goal of providing excellent services and programs to meet the needs of our community and those within our organization. They guide our actions and serve as the framework for the decisions and contributions we make every day – at every level.

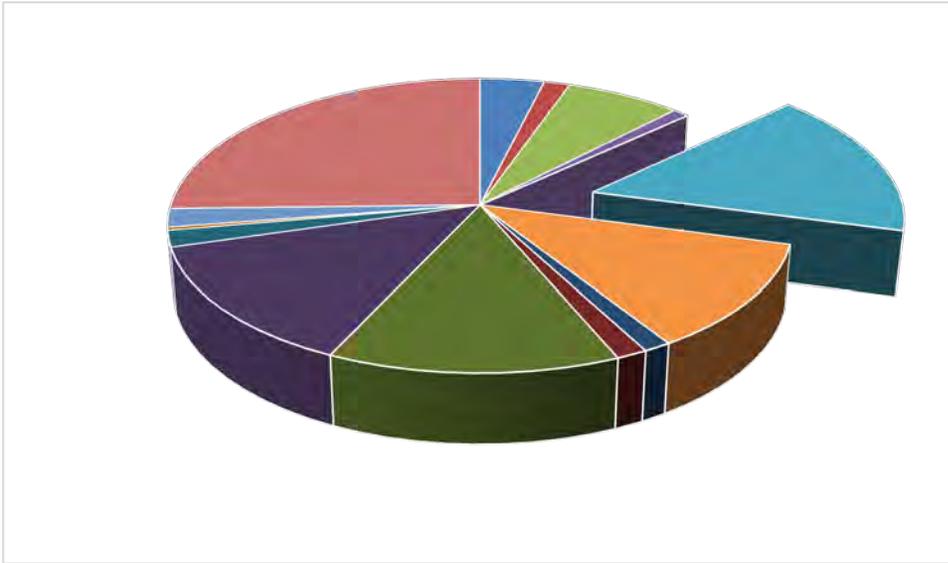
1. Integrity
2. Respect
3. Service
4. Teamwork

**Goals**

Goals are established by the Chief of Police and extend to all agency levels, becoming increasingly more specific. Provided below is a list of general goals shared on a continuous basis throughout GSPD. More specific goals are stated on an annual basis in alignment with the fiscal year budget.

1. Protect life and property
2. Respond to calls for service
3. Protect constitutional guarantees
4. Proactively enforce the law
5. Prevent crime
6. Promote traffic safety
7. Investigate crime
8. Assist in prosecution
9. Promote community partnerships
10. Solve problems
11. Maintain public confidence in the police department

Expenditure Budget 2021  
 \$ 7,949,897  
 16.2% of General Government



General Government Expenditure Budget: \$49,204,712

### Major Accomplishments

The City of Gulf Shores enjoys a low crime rate. Crimes against persons are an extremely low occurrence. Our goal as an organization is to be both professional and proactive.

	2018 Actual	2019 Actual	2020 YTD	2021 Predicted
<b>Drug Arrests</b>	<b>593</b>	<b>464</b>	<b>157</b>	<b>348*</b>

The City of Gulf Shores also realized a significant decrease in Part 1 Index Crimes. Part 1 offenses are crimes selected by the Federal Bureau of Investigation to be reported on a specified section of the Uniform Crime Report and include: Criminal Homicide, Forcible Sex Offenses, Robbery, Aggravated Assault, Burglary, Theft, Motor Vehicle Theft, and Arson. As an agency we are reluctant to take too much credit for reductions in crime since so many factors determine crime rates.

	2018 Actual	2019 Actual	2020 YTD	2021 Proposed
<b>Part 1 Crimes</b>	<b>580</b>	<b>588</b>	<b>284</b>	<b>441</b>

The percentage of Gulf Shores' total crimes increased by only 2% between FY 2018 and FY 2019.

**Police (Continued)**

	2018	2019	2020	2021
	Actual	Actual	YTD	Proposed
<b>Total of all crimes</b>	<b>3,299</b>	<b>3,245</b>	<b>1,993</b>	<b>2,433</b>

	2018	2019	2020	2021
	Actual	Actual	YTD	Predicted
<b>Percentage of Part 1 Crimes as Compared to Total Crimes</b>	<b>18%</b>	<b>18%</b>	<b>14%</b>	<b>18%</b>

	2018	2019	2020	2021
	Actual	Actual	YTD	Predicted
<b>Total Calls for Service</b>	<b>20,009</b>	<b>17,890</b>	<b>13,809</b>	<b>16,101</b>

	2018	2019	2020	2021
	Actual	Actual	YTD	Predicted
<b>Communications Processed</b>	<b>33,829</b>	<b>33,229</b>	<b>21,800</b>	<b>29,906</b>

GSPD average response times decreased from 6:47 to 6:22 in FY 2020.

	2018	2019	2020	2021
	Actual	Actual	YTD	Predicted
<b>Average Response Time</b>	<b>6:57</b>	<b>6:47</b>	<b>6:22</b>	<b>6:25</b>

**Future Outlook- Personnel**

The Police Department operates with an authorized total sworn staff. For a variety of reasons, it is rare that we are ever fully staffed. We have additional officers to work at our schools and to protect our most precious and vulnerable. As we go forward it will become necessary to add additional sworn and non-sworn personnel.

**Future Outlook- Technology**

Information technology, to include body worn cameras, cameras deployed in hot-spots, computer aided dispatching, records management, and crime mapping are now common and critical tools in law enforcement. GSPD was among the first departments in the nation to employ body worn cameras (in 2010) and will continue to actively explore ways to harness technology to meet the needs of the community, including the use of license plate readers.



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>FIRE</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
Expenditures						
Personnel	3,633,727	4,256,131	4,506,996	4,850,350	8%	4,750,353
Operations	447,525	523,237	672,388	841,100	25%	690,388
Capital Outlay	0	436,815	55,000	72,000	n/a	0
<b>Fire Total</b>	<b>4,081,252</b>	<b>5,216,183</b>	<b>5,234,384</b>	<b>5,763,450</b>	10%	<b>5,440,741</b>

**Fire Personnel**

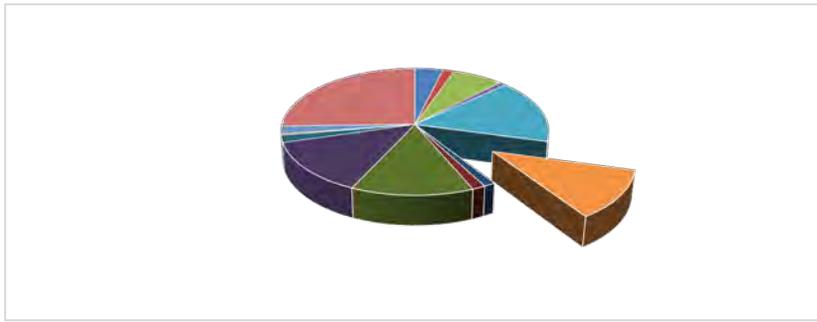
	2018	2019	2020	2021	
Positions	Actual	Actual	Budget	Adopted	
Fire Chief	1	1	1	1	
Deputy Chief	1	1	1	0	
Chief of Staff	0	0	0	1	
Chief of Operations	0	0	0	1	
Fire Marshal	1	1	1	1	
Battalion Chief	3	4	4	4	
Lieutenant	13	15	15	15	
Firefighter/Paramedic	14	14	14	14	
Firefighter/EMT	12	18	18	18	*6 from FEMA Grant
Admin Assistant	1	1	1	1	
Seasonal Lifeguards	0	30	30	30	*Beach Fund
Beach Enforcement Officer	0	0	0	1	1/2 year Fire
Beach Rangers	0	4	4	4	*Beach Fund Seasonal
<b>Total Personnel</b>	<b>46</b>	<b>89</b>	<b>89</b>	<b>91</b>	

**Fire Department Functions:**

An I.S.O. Class 1 all-hazards emergency agency operating from four fire stations providing services and programs tailored to the needs of our citizens and guests. Beyond calls to 911, we offer Community Risk Reduction activities, Aircraft Rescue Firefighting, Beach Rescue Lifeguards and wildlife rescue. We operate the Emergency Services Academy in our High School by assigning one Lieutenant as a fulltime teacher, preparing students for employment in Public Safety upon graduation.

**CORE Value:**

*We Protect and enhance the quality of life for our residents, visitors and retirees.*



Expenditure Budget 2021  
 \$ 5,763,450  
 11.7% of General Government

General Government Expenditure Budget: \$49,204,712

**Department: Fire & Emergency Services**

**Major Accomplishments:**

**Vision 2025 Key Strategy, Community Planning-Infrastructure:**

1. Remodel Oyster Bay fire station on Oak Road West to serve North Gulf Shores
2. Remodel and refresh Station 2
3. Build new training facilities to replace current facility

**Vision 2025 Key Strategy, Community Planning-Safety & Welfare**

1. Replace one fire engine and one ladder truck
2. Continue operations at City School System. USLA, EMR, Fire Prevention

**Vision 2025 Key Strategy, Leading Edge Healthcare:**

1. Acquire five mechanical CPR Devices and nine cardiac monitors through the CARES Act.
2. Maintain Public/Private partnership agreement with the AirMedCare Network to provide residents living within the City of Gulf Shores Corporate Limits prepaid membership for the ground ambulance- and helicopter/air emergency transport through the AirMedCare Network Municipal Site membership. Significantly reducing catastrophic financial risk for our Citizens due to emergency transport.
3. Encourage personnel to obtain Paramedic and Critical Care Paramedic certifications.

**Vision 2025 Key Strategy, Education:**

1. Lieutenant to head the Fire and Emergency Services Academy at Gulf Shores High School.
2. Promote and encourage personnel to attend professional development courses.

**Vision 2025 Key Strategy, Environmental Stewardship:**

1. Work in close partnership with the State Forestry Division to help mitigate urban interface situations within the Gulf State Park.

**Department: Fire & Emergency Services**

2. Through our Community Risk Reduction program we will provide information to the residents in regard to Burn Bans to help prevent accidental brush fires and property damage.

**Goals:**

**Vision 2025 Key Strategy, Community Planning-Infrastructure:**

1. Renovate Oyster Bay Fire Station on Oak Road West to improve operations while meeting community design standards.
2. I.S.O. grading maintained in 2020. The City has committed to maintaining this rating and the benefit it provides to our citizens and business partners.

<b>Key Indicators</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Projected</b>
<b>911 Calls for Service</b>			
EMS Incidents	2229	1516	2400
Fire Incidents	1107	968	1200
<b>Total Incidents</b>	<b>3336</b>	<b>2410</b>	<b>3600</b>
Department average response time. (Dispatch to arrival)	0:06:27	0:05:59	0:06:00
<i>*01/01/2020-9/1/2020</i>			

***Vision 2025 Key Strategy: Community Planning-Safety & Welfare***

**Fire Science Academy- High School**

Certified as Volunteer Firefighters	4	6	0
Certified in CPR	50	160	190
Certified in First Aid	0	125	157
Certified in Emergency Responder	41	30	30
Certified as Pool Lifeguard	10	0	15
Certified as USLA Lifeguard	0	18	50

***Vision 2025 Action 2: Education***

**Community Outreach**

CPR cards	445	250	250
First Aid cards	40	40	40
Child Seats installed	20	15	20
Fire Extinguisher Training	10	25	15
Fire Prevention out reach visits	90	120	120

***Vision 2025 Key Strategy: Community Planning-Safety & Welfare***

**Major Accomplishments: Beach Rescue**

**Vision 2025 Key Strategy, Community Planning-Infrastructure:**

1. We currently have eleven lifeguard towers spanning the beach. We are in need of adding a lifeguard tower at the Saltwater Pavilion. This is to better cover the area to enhance the safety of the beachgoers and the lifeguard staff. This is a very large beach and can accommodate a large number of people. Moving forward, we would like to have lifeguards at all city beach access points. Currently there are only two that do not have coverage.

**Vision 2025 Key Strategy, Community Planning-Safety & Welfare:**

1. Replace the following under the ten year Capital Improvement Plan: one UTV for beach response and one

emergency response vehicle for a Beach Rescue supervisor.

**Vision 2025 Key Strategy, Leading Edge Healthcare:**

1. We began the Lifeguard Academy at the Gulf Shores High School in 2020. The class currently has 20 students this semester, and scheduled to have 26 in the Spring Semester. This course will cover Surf Beach and American Red Cross Lifeguarding.

2. We are expanding the Junior Lifeguard Academy. During the summer of 2019, we had to turn participants away due to staffing the program.

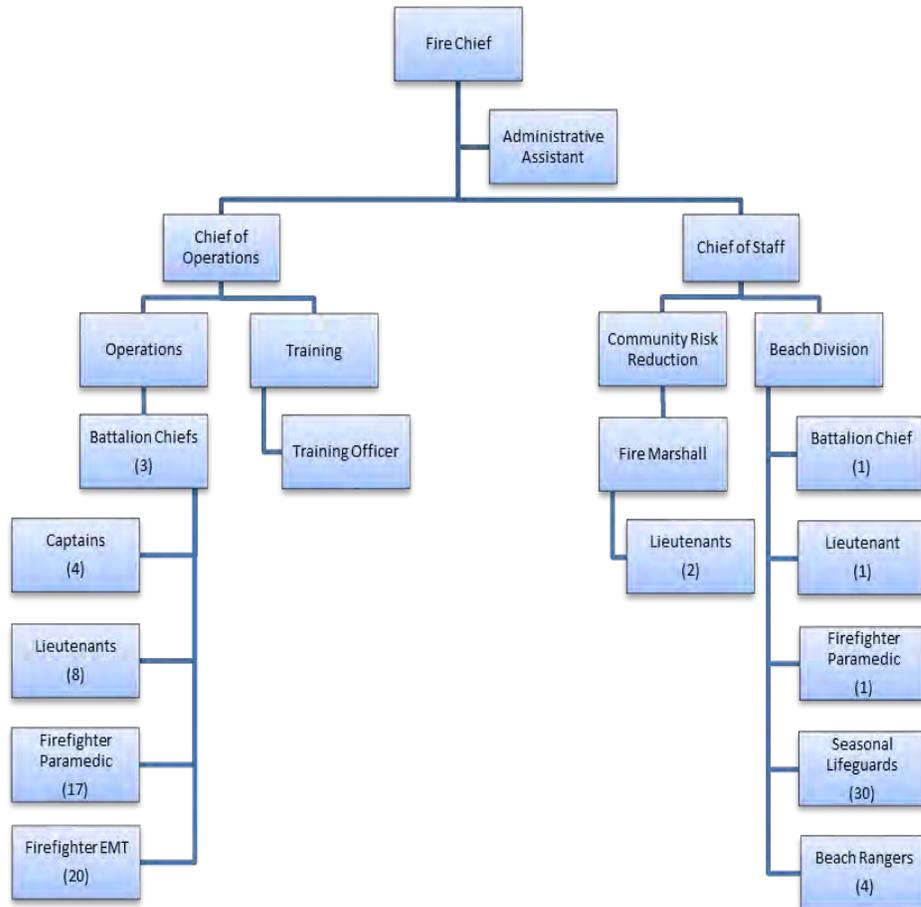
**Vision 2025 Key Strategy, Education:**

1. Currently there is Lifeguard Academy at the Gulf Shores High School. In the future, we would like to hire a full-time lifeguard that would oversee this program as well as the Junior Lifeguard Academy. These two programs will enhance overall safety and knowledge of the young people in our community as well as recruitment for employment.

**Vision 2025 Key Strategy, Environmental Stewardship:**

1. Beach Rescue responds to and handles the wildlife calls within the city limits. We would like to partner with the Orange Beach Wildlife Center so that in the event we are unable to respond their staff can ensure that the animals are being treated. With more than 100 birds taken to the Wildlife Center this year for treatment, we provided expired fluids to them that they can use but that is all.

**FIRE DEPARTMENT ORGANIZATIONAL CHART**



**The City of Gulf Shores, Alabama  
Fiscal Year 2021 Budget**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Council Adopted	% Change 2020 to 2021	2022 Projected
<b>PLANNING &amp; ZONING</b>						
Expenditures						
Personnel	347,362	464,335	522,484	537,166	3%	<b>533,941</b>
Operations	65,966	66,312	73,910	80,241	9%	<b>82,910</b>
Capital Outlay	0	0	25,000	0	n/a	<b>0</b>
<b>Planning &amp; Zoning Total</b>	<b>413,328</b>	<b>530,647</b>	<b>621,394</b>	<b>617,407</b>	-1%	<b>616,851</b>

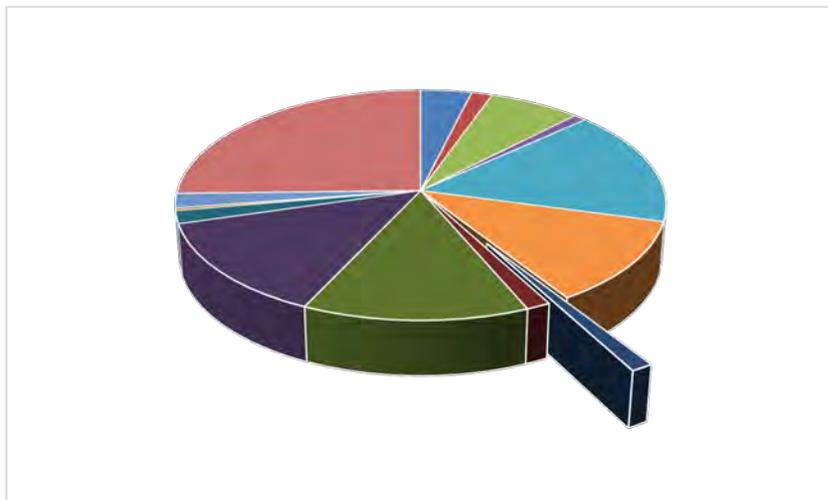
**Planning & Zoning Personnel**

	2018 Actual	2019 Actual	2020 Budget	2021 Adopted
Positions				
Director	1	1	1	1
Coordinator	0	1	1	1
Planner I	1	1	1	1
Code Enforcement Officer	1	1	1	1
Administrative Assistant	1	1	1	1
<b>Total Personnel</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>

**Planning & Zoning Department Functions:**

The Planning and Zoning Department develops and implements plans and policies that help the city grow in a manner that is orderly, dynamic, and sustainable. In developing and administering policies and regulations, Planning & Zoning strives to achieve a cohesive land development pattern, promote high quality design, and keep Gulf Shores clean and attractive -- all of which enhance quality of life. The Department strives to make Gulf Shores a place that is inviting for everyone, and where people and businesses can thrive.

Expenditure Budget 2021  
\$ 617,407  
*1.3% of General Government*



General Government Expenditure Budget: \$49,204,712

## 2020 Major Accomplishments:

**Medical Village Concept Plan.** The Vision 2025 Plan outlines 5 actions for the growth of Gulf Shores. Action Item #1 is the development of a medical facility that provides direct access to quality wellness services and emergency care to our citizens and visitors. Staff developed a conceptual master plan for an 11.5-acre parcel within the Medical Village that would contain a Freestanding Emergency Department (FED), as well as an overall transportation framework plan for the 50-acre area. Staff assisted with the review and approval of a subdivision plat and zone change that would enable the FED and future medical-related uses on the property. The FED is planned to be the City's first major medical improvement from the Vision 2025 Strategic Plan.

**Walking District Streets.** Action Item #5 of the Vision 2025 Plan states that, "The construction of a walkable, energetic beachfront district will attract tourism, stimulate local business, and encourage business and residential relocation." Staff has worked over the past year to develop detailed design plans and cross sections for W 2nd Av, E 2nd Av, W 1st Av, E 1st Av, W 1st St, and E 2nd St within the Walking District. The goal of these design plans was to balance pedestrian comfort and walkability with creating additional parking within the District.

**High School Campus Master Plan.** The Vision 2025 Plan envisions a first-rate academic campus featuring a leading-edge design incorporating the latest technology into a new high school to promote access to higher education. Staff developed a Conceptual Campus Master Plan for the new high school to help illustrate the vision for a first-class campus. The Master Plan was used as a guide to develop a request for proposals for the development of plans and architectural designs for the existing Gulf Shores City Schools campus as well as a new high school.

**2020 Census Complete Count Committee.** The population totals from the census determine the number of seats each state has in the House of Representatives. With \$675 billion in federal funding distributed to communities each year, the population totals affect funding available for the City of Gulf Shores. Planning and Zoning staff established a Complete Count Committee (CCC) to help obtain the most accurate and complete population count for Census 2020. Staff created a focused program catered to our community, and continues to work to get responses from second homeowners in particular.

**Draft Vision 2035 Plan.** Working with Department Heads and staff, P&Z is developing a draft update to the Vision 2025 Plan. This draft plan contains updated Core Values, new Goals and Objectives, as well as Implementation Strategies and Implementation Matrix.

**Food Trucks.** Working with the Economic Development Coordinator, staff developed The Mobile Food Unit Pilot Program. The program is a feasibility study to help the City of Gulf Shores determine if the allowance of food trucks on a small scale positively or negatively impacts the City. Most of the food trucks permitted by the program operate within Waterway Village. Action Item #4 of the Vision 2025 Plan is to enhance a vibrant waterway district that will create a unique sense of community and place that engages citizens and guests in an enriched experience of the local landscape, economy and culture. The program will expire at the end of 2020, and staff will consider food trucks as a permanent addition to the Zoning Ordinance.

**Amended Article 8 of the Zoning Ordinance.** This text amendment made employment dormitories and multiple-family dwelling uses permitted by Conditional Use Permit as opposed to by Right. This change provides additional criteria for Planning Commission review and analysis. It also provides the Mayor and Council the opportunity to consider feedback from residents and impacts on infrastructure prior to approving these uses.

**Amended Article 13 of the Zoning Ordinance.** There are currently 1,848 non-conforming condominium units in the Beach Area that are individually owned. This amendment allows non-conforming condominium buildings in the Beach Area to be rebuilt with the same number of dwelling units and the same gross floor area contained in the structure before its damage or destruction. Clarifying the requirements and streamlining the process for reconstruction will allow the City to be more resilient and "energetic and walkable" as envisioned by the Vision 2025 Vision Plan.

Provided **design and planning** guidance on unique **long-range planning** issues specific to particular locations within the city. Prepared and presented design plans for: Walking District Streets, 10th Street Lagoon Park Master Plan, Canal Road cross-sections, Waterway East cross-sections, 200-acre High School Master Plan, HWY 59/20th Avenue Intersection Design, West 1st St. Linear Park Concept Plan, Medical Village Concept Plan, Oyster Bay Firehouse and Park Concept Plan, Coastal Resort Properties PUD Master Plan Overlay, Sandpiper Lane Park Concept Plan, and Bon Secour Marina Concept Plan.

Provided **conceptual design** assistance to applicants on **current planning** projects. Prepared and presented design plans for: Colonial Traditions PUD Master Plan, The Grove Subdivision at Craft Farms, The Retreat at Bon Secour West, The Waterways Cottage Subdivision, Home 2 Suites, The Colony Phase 2 Subdivision, Stardance PUD Master Plan

**2021 Planning & Zoning Department Goals:**

Continually improve the digital plan review process to improve efficiency so 100% of applications are processed and meet the one month review timeline.

Finalize the 2035 Vision Plan. The 2035 Vision Plan will contain updated Core Values, new Goals and Objectives, Implementation Strategies, and an Implementation Matrix.

Apply for and obtain Silver Bicycle Friendly Community Status from the League of American Bicyclists. Key steps to achieving Silver Status are as follows: Amend the Zoning Ordinance to include APBP bicycle parking standards; Improve signage and striping on low speed streets to encourage biking; Host a League Cycling Instructor Seminar; Adopt a comprehensive road safety plan or Vision Zero policy; Create a bicycle count program by purchasing a minimum of two bicycle/ped counters

Manage growth through zoning text amendments and rezonings that balance growth with available infrastructure.

Promote new site plans, subdivisions, and developments that enhance the character of the community.

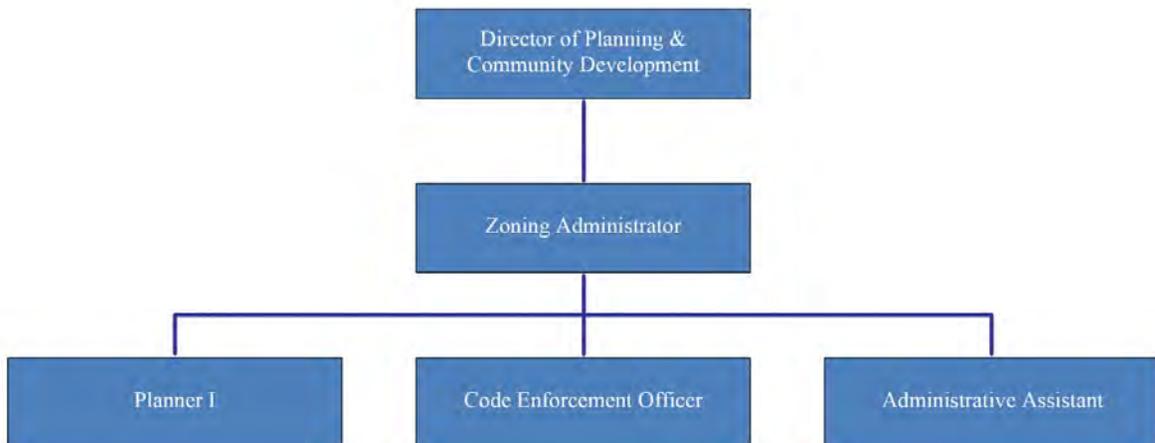
<b>Program Activities and Workload Measures</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>	<b>2022 Target</b>
Community Meetings	0	0	6	4
Small Area Plans Completed	0	0	2	2
Land Use Plan Updates	0	2	4	4
Current Planning Re/Designs	0	8	8	8
Long-range Designs/Concepts	0	7	8	8
Rezonings	5	2	4	6
Site Plans	18	11	16	16
Variances	6	8	6	4
Conditional Use Permits	0	2	4	4
Preliminary Subdivision Plats	4	3	4	4
Final Subdivision Plats	12	6	12	12
Zoning Text Amendments Initiated	2	6	6	4
Zoning Text Amendments completed	1	4	6	4
Rental Licenses	553	550	600	650

Total Code Enforcement Cases	317	330	325	325
Cases Open	15	87	90	90
Cases Closed	299	316	320	320
Citations Written	19	36	60	60
Arrests	4	6	3	3
Court Appearances	19	23	15	15

**Objectives:**

Community Planning -- Develop detailed “Small Area Plans” as part of the comprehensive planning effort. Projected small area plans include Gulf Beach District, Medical Village, and Downtown Gulf Shores (including Municipal Campus).
Community Planning -- Continue to work with property owners in the North Intracoastal Waterway area to develop plans and zoning that complement existing infrastructure and are compatible in scale and intensity with properties on the south side of the ICW.
Community Planning and Progressive Education -- Support master planning efforts in Northeast Gulf Shores (predominately undeveloped area between Craft Farms and the Foley Beach Express), including continued campus master planning; roadway design, connections, and alignment; natural resource protection; parks and open space; and land uses.
Prosperity and Community Planning -- Oversee the expansion of the Major Street Plan into a Mobility Plan for the city that incorporates bicycle and pedestrian improvements as well. Link the Mobility Plan with the Vision 2035 Plan, and continue to grow the Comprehensive Plan for the city.
Prosperity -- Expanding the City's bicycle facilities enhances the city's quality of life, promotes health and wellness, can attract economic investment to Gulf Shores, and provides high value experiences for residents and visitors. Improving the city's classification from a Bronze Level Bicycle Friendly Community to Silver Level is a measure of success.
Leading Edge Healthcare – Expand upon 11.5-acre conceptual master plan and street framework plan to develop a small area plan for all city-owned property in the southeast quadrant of the HWY 59/Cotton Creek intersection.

**PLANNING & ZONING ORGANIZATIONAL CHART**



**The City of Gulf Shores, Alabama  
Fiscal Year 2021 Budget**

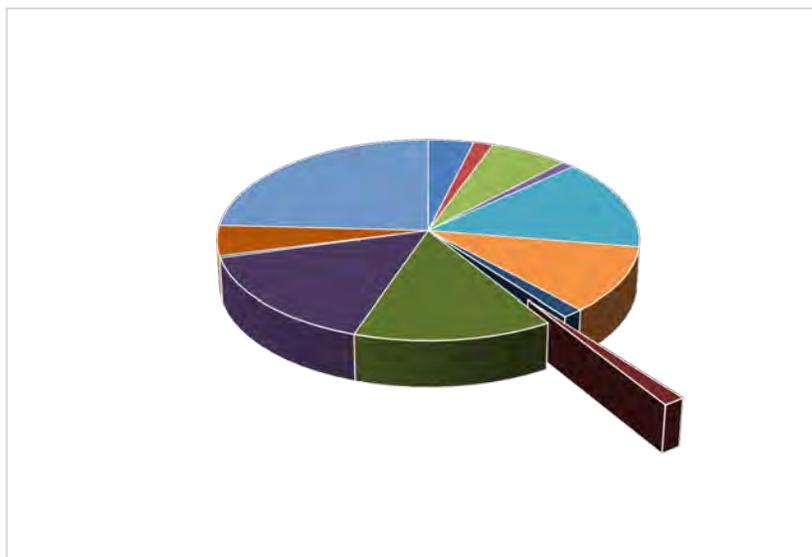
	2018	2019	2020	2021	% Change	2022
	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
<b>BUILDING</b>						
Expenditures						
Personnel	450,259	527,776	581,590	603,466	4%	<b>598,518</b>
Operations	49,290	45,660	60,950	60,950	0%	<b>60,950</b>
Capital Outlay	29,970	72,744	36,000	36,000	0%	<b>36,000</b>
<b>Building Total</b>	<b>529,519</b>	<b>646,180</b>	<b>678,540</b>	<b>700,416</b>	3%	<b>695,468</b>

**Building Personnel**

	2018	2019	2020	2021
	Actual	Actual	Budget	Adopted
Positions				
Building Official	1	1	1	1
Inspectors	4	5	5	5
Permit Clerk	1	1	1	1
<b>Total Personnel</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

**Building Department Functions:**

The Building Department is responsible for ensuring all construction projects within the corporate and police jurisdictions are in compliance with the City's adopted codes and ordinances relating to Building, Plumbing, Electrical, Mechanical, Gas; compliance with the Flood Damage Prevention Ordinance for National Flood Insurance Protection regulations; compliance with Federal and State Agencies including US Army Corp of Engineers, US Fish and Wildlife, Alabama Department of Environmental Management and Alabama Department of Conservation and Natural Resources.



Expenditure Budget 2021  
\$ 700,416  
*1.4% of General Government*

General Government Expenditure Budget: \$49,204,712

**Major Accomplishments:**

The City of Gulf Shores was one of the first jurisdictions in the nation to adopt and enforce the 2015 International Codes. The City has since updated the codes to the 2018 International Codes. The City was able to maintain a Community Rating System (CRS) level 8 in 2019, saving our flood insurance policy holders 10% on their premiums. This code adoption has also required structures be built to the Gold Level for Fortified Housing, allowing our home owners to receive additional savings on wind insurance. The City of Gulf Shores, in conjunction with Baldwin County, lead the nation in Gold Fortified Housing. The building department has gone completely paperless for inspections and reporting. Our software system has been updated to allow plan reviews and resubmittals. *The enforcement of these regulations help ensure a more sustainable, resilient community.* The Building Department has also effectively performed safety inspections for ALL short term rental units/structures. *This allows our owners and visitors a safer environment to live and visit.*

<b>Department: Building Goals:</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Continue the safety inspections for all rental units within the Corporate limits and Police Jurisdiction creating a safer environment for our tourists.	Completed inspections	begin 3rd phase	start the process anew
Implemented the new FEMA Flood Maps for construction standards and insurance purposes.	2017 Maps	2018 effective maps	

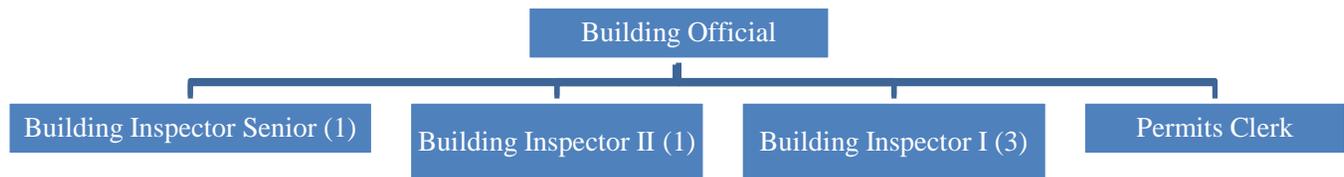
**Objectives:**

Continue to educate the public regarding the new FEMA Flood Maps and how they affect insurance. Develop outreach programs to inform the public of these new maps.

Create a data base to allow the City to coordinate meetings and inspections with Rental Management Properties.

Enforce up to date codes to ensure a sustainable community.

**BUILDING DEPARTMENT ORGANIZATIONAL CHART**



Key Indicators		FY 18 Actual	FY 19 Actual	FY 20 YTD *	FY 21 Projected
Annual Inspections		6,246	6,246	4,274	6,300
Residential New Construction Permits		259	259	266	270
Commercial New Construction Permits		52	52	34	60
Commercial Electrical Permits		97	97	34	110
Residential Electrical Permits		471	471	366	375
Commercial Plumbing Permits		37	37	24	38
Residential Plumbing Permits		271	271	269	314
Commercial Mechanical Permits		61	61	39	70
Residential Mechanical Permits		479	479	337	480

Key Measures		FY 18 Actual	FY 19 Actual	FY 20 YTD *	FY 21 Projected
Inspections Performed on Day Requested		98%	98%	99%	99%
Residential Plans Reviewed Within 2 Weeks		85%	85%	95%	95%
Commercial Plans Reviewed Within 4 Weeks		80%	80%	90%	90%
Safety Inspections Performed As Required		80%	80%	80%	90%

Annual Revenues		FY 18 Actual	FY 19 Actual	FY 20 YTD *	FY 21 Projected
Annual Revenues Collected		\$ 880,832	\$1,319,944	\$ 1,008,810	\$ 1,200,000

\* YTD Totals Represent Figures from January through August 2020.

## Recreation & Cultural Affairs Department Function

The Recreation & Cultural Affairs Department serves to support Vision 2025 and assists in the delivery of the City's mission through the provision of high quality park and recreation services, and public information.

### Mission Statement

The Gulf Shores Recreation & Cultural Affairs Department enriches lives and fosters harmony within the community through area-wide leisure services targeted to improve healthy lifestyles, educational and recreational opportunities, public participation, and environmental and economical stewardship.

The Department is comprised of the following areas:

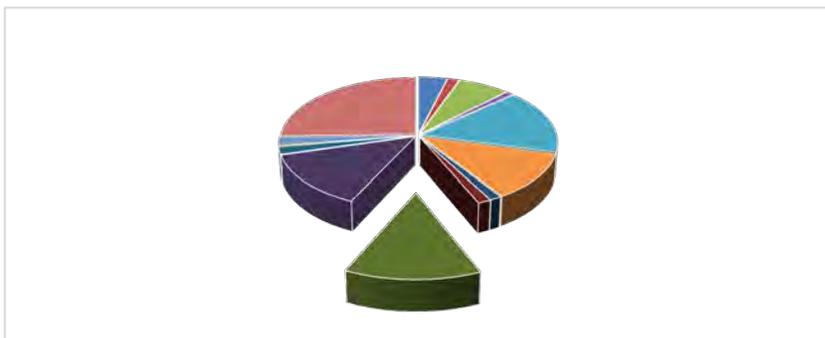
**Recreation Division:** The Recreation Division is responsible for the day to day operation of the David L. Bodenhamer Recreation Center and Gulf Shores Cultural Center which are membership and/or daily fee-based community centers that receive over 390,000 visits annually. These facilities serve as hubs for all recreational athletics and wellness, and house City of Gulf Shores Recreation Division staff offices. Both recreation complexes offer a wide variety of recreational activities including fitness center, indoor pool, racquet ball, gymnasium, tennis, pickle ball and indoor track. Additionally youth and adult programming including educational, creative and cultural arts classes, and life-long learning opportunities are offered.

**Parks & Facilities Division:** The Parks & Facilities Division is responsible for the upkeep and maintenance of all parks, sports fields and related facilities as well as the landscape maintenance of City Hall, the Municipal Annex, Library, Museum, Civic Center, Activity Center, Police and Fire Departments and the Gulf Shores City School System facilities. In addition, this Division manages the sports tourism tournament operations.

**Programs & Events Division:** The Events Division is responsible for City events including parades and festivals, managing the rental facilities, programming which takes place at various locations, and fostering equitable partnerships with like-wise organizations to enhance local arts, culture and entertainment. The City Store is an important part of this Division and provides an outlet for City service information and the opportunity for the public to obtain "Small Town, Big Beach" City merchandise which reinforces and enhances our brand.

**Library & Museum Division:** The Thomas B. Norton Public Library offers residents and visitors a wealth of useful services, helpful resources, and, of course, books. Also included is free Wi-Fi, library cards free for anyone with picture ID and valid mailing address, photocopying, printing, faxing, notary services and public internet access computers. The Gulf Shores Museum offers new and permanent exhibits as well as seasonal programs and events. Admission is free to the public.

**Marketing & Communications:** This area is responsible for the coordination of City-Wide Identification and Brand Identity, and manages the City website and social media. Additionally, this area coordinates with the Public Information Officer to release information to the media related to City message and develops contacts and relationships with media representatives to create opportunities for keeping the City and its services in front of the public and community.



Expenditure Budget 2021  
\$ 6,533,274  
*13.3% of General Government*

General Government Expenditure Budget: \$49,204,712

# RECREATION & CULTURAL AFFAIRS DEPARTMENT ORGANIZATIONAL CHART



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>RECREATION &amp; CULTURAL AFFAIRS</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
Expenditures						
Personnel	366,038	400,023	373,435	399,836	7%	398,305
Operations	27,636	33,405	69,642	55,842	-20%	69,642
Capital Outlay/Signage	0	0	0	0	n/a	0
<b>RCA Total</b>	<b>393,674</b>	<b>433,428</b>	<b>443,077</b>	<b>455,678</b>	3%	<b>467,947</b>

**Recreation & Cultural Affairs Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
Director	1	1	1	1
Assistant Director	1	1	1	1
Marketing & Com. Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Major Accomplishments:**

1. City Council adopted a Facility Use Agreement with Gulf Shores City Schools (*Sustainability*)
2. Assisted with City School communications and facility renovations. (*Progressive Education*)
3. Negotiated a 2-year AISA Track & Field Championship extension. (*Prosperity*)
4. Implemented Virtual Public Meetings and live internet broadcasting of public meetings. (*Sustainability*)

**Goals:**

<b>Performance Measures:</b>	<b>Units</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Target</b>
Park & Rec Master Plan	Status	Adopt	Implement	Review
Recreation Memberships	Each	6,522	7,000	6,800
Facility Contacts	Each	451,119	500,000	500,000
Programs Offered	Each	441	450	450
Events Hosted	Each	44	45	45
Parkland Maintained	Acres	220	260	260
City Website Visits	Each	683,788	700,000	750,000
Citizens Satisfied w/ Services	%	87%	88%	88%

**Objectives:**

1. Implement action plans set forth in the Park & Recreation Master Plan. (*Community Planning*)
2. Maintain equitable partnerships with GS School System superintendent, coaches and programs. (*Prosperity*)
3. Assist the development of management and public access plans for acquired wetland properties. (*Community Planning*)
4. Expand departmental recycling program plan in support of the City-wide recycling initiative. (*Environmental Stewardship*)
5. Increase civic knowledge of citizen benefits through strategic digital media outreach (*Prosperity*)
6. Total website revision to enhance usability and highlight resident benefits (*Prosperity*)

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

<b>RECREATION</b>	2018	2019	2020	2021	% Change	
<b>EVENTS</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>2022 Projected</b>
Expenditures						
Personnel	335,362	376,930	427,300	447,929	5%	<b>447,438</b>
Operations	353,999	391,669	305,224	310,724	2%	<b>415,224</b>
Capital Outlay	0	0	0	0	0%	<b>0</b>
<b>Events Total</b>	<b>689,361</b>	<b>768,599</b>	<b>732,524</b>	<b>758,653</b>	4%	<b>862,662</b>

**Events Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
Events Manager	1	1	1	1
Programs & Events Tech	1	1	1	1
Rental Supervisor	1	1	1	1
Event Supervisor	1	1	1	1
Program Assistant II	1	1	2	2
Programs Assistants (PT)	4	4	2	2
<b>Total Personnel</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

**Major Accomplishments:**

1. Fostered and coordinated the creation of the Waterway Merchants Association (*Prosperity*)
2. Created holiday street decorations plan and purchased event float (*Enhance Sense of Place*)
3. Significantly reduced facility utility expenses (*Sustainability*)
4. Renovated Activity Center Kitchen (*Enhance Sense of Place*)

**Goals:**

		2019	2020	2021
	Units	Actual	Budget	Target
Community Events Produced	Each	44	45	44
Facility Rentals	Each	1,888	1,750	1,750
Citizens Satisfied w/ Events	%	80%	85%	85%

**Objectives:**

1. Enhance Civic Center landscape and walkway lighting (*Enhance Sense of Place*)
2. Upgrade Cultural Center Auditorium sound and light systems (*Enhance Sense of Place*)
3. Develop and implement a permit review and recommendation committee. (*Prosperity*)

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

<b>RECREATION LIBRARY</b>	2018	2019	2020	2021	% Change	<b>2022</b>
	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
Expenditures						
Personnel	525,403	536,371	564,652	594,136	5%	<b>590,386</b>
Operations	82,475	83,485	94,245	101,575	8%	101,575
Capital Outlay	0	0	0	0	0%	<b>0</b>
<b>Library Total</b>	<b>607,878</b>	<b>619,856</b>	<b>658,897</b>	<b>695,711</b>	6%	<b>691,961</b>

**Library Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
Managing Librarian	1	1	1	1
Library Assistant Senior	4	4	4	4
Library Assistant	1	1	1	1
Reference Librarian	1	1	1	1
Museum Coordinator	1	1	1	1
Programs Assistant (PT)	1	1	1	1
Library Assistant (PT)	2	2	2	2
<b>Total Personnel</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

**Major Accomplishments:**

1. Created a system of virtual programming to continue outreach despite limitations of COVID-19, including story times, book talks, crafts, and reference services (*Progressive Education*)
2. Managing Librarian served on Executive Council of Alabama Library Association (*Progressive Education*)
3. Maintained Alabama State Association's Gold Standard Library Award. (*Sustainability*)
4. Hosted travelling exhibit at the museum from Troy University. (*Enhance the sense of place*)

**Goals:**

		2019	2020	2021
	Units	Actual	Budget	Target
Library Visits	Each	49,777	45,000	45,000
Museum Visits	Each	4,135	n/a	5,000
Public Computers Sessions	Each	10,352	14,000	10,000
Digital Materials Accessed	Each	113,878	96,000	100,000
Programs Offered	Each	365	400	400
Meeting Room Rentals	Each	361	280	350
AL Gold Star Standard Award	Maintain	Yes	Yes	Yes

**Objectives:**

1. Develop a marketing concept to promote online library services & local history. (*Prosperity*)
2. Participate in local archaeological research efforts for the benefit of the City. (*Sustainability*)
3. Host a traveling museum exhibit. (*Progressive Education*)
4. Collaborate with SPARC to produce additional youth programming. (*Progressive Education*)

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>RECREATION</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
<b>REC &amp; WELLNESS</b>						
Expenditures						
Personnel	1,582,392	1,708,548	1,728,258	1,781,947	3%	<b>1,772,732</b>
Operations	475,932	477,271	485,158	507,918	5%	<b>507,267</b>
Capital Outlay	0	0	108,500	14,000	n/a	<b>0</b>
<b>Rec &amp; Wellness Total</b>	<b>2,058,324</b>	<b>2,185,819</b>	<b>2,321,916</b>	<b>2,303,865</b>	-1%	<b>2,279,999</b>

**Rec & Wellness Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
Recreation Manager	1	1	1	1
Maintenance Worker, Senior	1	1	1	1
Athletic Coordinator, Sports	1	1	1	1
Athletic Coordinator, Tennis	1	1	1	1
Athletic Coordinator, Fitness	1	1	1	1
Athletic Coordinator, Aquatics	1	1	1	1
Lifeguard II	2	2	2	2
Administrative Asst II	1	1	1	1
Fitness Attendants	1	1	1	1
Customer Service Supervisor	1	1	1	1
Customer Service Rep	4	4	4	4
Recreation Supervisor	1	1	1	1
Programs Coordinator	1	1	1	1
Programs Assistant	2	2	3	3
Recreation Assistant (PT)	3	3	3	3
Lifeguards (PT)	11	12	12	12
Customer Service Rep (PT)	5	5	5	5
Programs Asst (PT)	2	2	0	0
<b>Total Personnel</b>	<b>40</b>	<b>41</b>	<b>40</b>	<b>40</b>

**Major Accomplishments:**

1. Renovated pool decking and drainage and upgraded fitness equipment (*Community Planning*)
2. Conducted a comprehensive Cultural Center facility inventory and needs assessment (*Community Planning*)
3. Established after school bus transportation for Rec Swim Team with GSCS (*Prosperity*)
4. Increased active volunteer base by 10% (*Well-Organized Infrastructure*)
5. Offered Outdoor Adventure programming; paddle, family camping and activities (*Enhance Sense of Place*)
6. Successfully reopened rec centers adhering to COVID-19 restrictions (*Prosperity*)

<b>Goals:</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Units</b>	<b>Actual</b>	<b>Budget</b>	<b>Target</b>
Recreation Memberships	Each	6,522	6,800	6,800
Facility Visits	Each	351,416	390,000	390,000
Programs Offered	Each	450	441	450
Volunteers Recruited	Each	250	250	250
Citizens Satisfied w/ Services	%	85%	85%	85%

**Objectives:**

1. Foster an equitable partnership with GS City School superintendent, coaches and programs (*Prosperity*)
2. Expand sports ethics and safety training for parents and coaches (*Sustainability*)
3. Refurbish Bodenhamer lobby, tennis center and pool house (*Community Planning*)
4. Perform routine patron/participant surveys (*Prosperity*)
5. Continue to test trending recreation & fitness demands in all Division areas (*Leading Edge Healthcare*)
6. Expand on-site fitness and wellness programs that complement existing Bodenhamer programs (*Prosperity*)
7. Expand organized athletic skill enhancement clinics (*Prosperity*)
8. Develop and test programming that fosters mentorship between youth and adults (*Sustainability*)
9. Expand at risk youth, teen & family programs (*Prosperity*)

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>RECREATION</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
<b>SPORTSPLEX</b>						
Expenditure						
Personnel	646,179	690,122	683,132	764,588	12%	<b>758,488</b>
Operations	464,158	456,875	394,600	455,000	15%	<b>490,300</b>
Capital Outlay	44,162	137,717	17,800	87,000	389%	<b>0</b>
<b>Sportsplex Total</b>	<b>1,154,499</b>	<b>1,284,714</b>	<b>1,095,532</b>	<b>1,306,588</b>	19%	<b>1,248,788</b>

**Sportsplex Personnel**

	2018	2019	2020	2021
	Actual	Actual	Budget	Adopted
Positions				
Manager	1	1	1	1
Crew Leader	1	1	1	1
Grounds Worker Senior	1	1	1	1
Grounds Worker	3	3	3	3
Concessions Supervisor	1	1	1	1
Customer Service Rep	0	0	0	0
Recreation Assistants (PT)	1	0	0	0
<b>Total Personnel</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>

**Major Accomplishments:**

1. Installed shade structures over Five-plex ballfield bleachers (*Community Planning*)
2. Resurfaced pole vault runway (*Sustainability*)
3. Maintained strong partnerships with local, regional and national stakeholders and advised Sport Tourism representatives on potential athletic opportunities and current limitations (*Prosperity*)

**Goals:**

		2019	2020	2021
	Units	Actual	Budget	Target
Parkland Maintained	Acres	98	98	98
Nat. Championships Hosted	Each	1	1	1
State Championships Hosted	Each	2	2	2
Tournaments Hosted	Each	28	28	28
High School Games Hosted	Each	70	70	70

**Objectives:**

1. Maintain STMA Environmental Facility Certification (*Environmental Stewardship*)
2. Resurface triple jump runway (*Sustainability*)
3. Upgrade Varsity Baseball and Softball fields (*Community Planning*)
4. Upgrade portable baseball fence (*Sustainability*)

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

<b>RECREATION</b>	2018	2019	2020	2021	% Change	<b>2022</b>
<b>PARKS</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
Expenditures						
Personnel	433,163	381,845	405,849	423,701	4%	<b>419,643</b>
Operations	134,768	161,933	162,313	167,413	3%	<b>167,413</b>
Capital Outlay	32,690	16,873	104,200	37,000	n/a	<b>0</b>
<b>Parks Total</b>	<b>600,621</b>	<b>560,651</b>	<b>672,362</b>	<b>628,114</b>	<b>-7%</b>	<b>587,056</b>

**Parks Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
Crew Leader	1	1	1	1
Crew Leader, Senior	1	1	1	1
Grounds Worker	4	4	4	4
Recreation Assistant (PT)	1	1	1	1
<b>Total Personnel</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**Major Accomplishments:**

1. Completed Gulf Shores Dog Park entrance improvements. (*Community Planning*)
2. Installed bottling filling stations at Meyer Park and Dog Park. (*Environmental Stewardship*)
3. Implemented city-wide recycling efforts at all park properties. (*Environmental Stewardship*)
4. Obtained Playground Safety Inspector Certification. Implemented safety inspection program. (*Sustainability*)

**Goals:**

		<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Units</b>	<b>Actual</b>	<b>Budget</b>	<b>Target</b>
Parkland Maintained	Acres	118	125	125
Nat. Championships Hosted	Each	1	1	1
State Championships Hosted	Each	2	2	2
Tournaments Hosted	Each	27	28	28
High School Games Hosted	Each	70	70	70

**Objectives:**

1. Install Meyer Park playground shade structure (*Community Planning*)
2. Enhance Kids Park playground and restroom accessibility (*Community Planning*)
3. Expand Park-wide recycling efforts. (*Environmental Stewardship*)

**The City of Gulf Shores, Alabama  
Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>CITY SCHOOL BOARD</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
<b>LANDSCAPING</b>						
Expenditures						
Personnel	0	71,458	147,116	144,074	-2%	<b>142,797</b>
Operations	0	19,989	55,022	55,522	1%	<b>55,022</b>
Capital Outlay	0	35,779	14,000	0	n/a	<b>0</b>
<b>Parks Total</b>	<b>0</b>	<b>127,226</b>	<b>216,138</b>	<b>199,596</b>	<b>-8%</b>	<b>197,819</b>

**Parks Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Amended Budget	Adopted Budget
Landscape Crew Leader	0	1	1	1
Landscape Ground Worker	0	1	2	2
<b>Total Personnel</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>

**Major Accomplishments:**

1. Converted High School irrigation to 100% well water (Environmental Stewardship)

**Goals:**

	Units	2019 Actual	2020 Budget	2021 Target
Landscape Maintained	Acres	44	44	44
Wells Maintained	Each	3	3	3
Irrigation Systems	Each	3	3	3

**Objectives:**

1. Maintain strong partnership with GSCS maintenance staff (*Prosperity*)
2. Review maintenance management plan (*Sustainability*)

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

<b>CITY STORE</b>	2018 Actual	2019 Actual	2020 Amended Budget	2021 Council Adopted	% Change 2020 to 2021	<b>2022 Projected</b>
Expenditures						
Personnel	79,244	91,604	104,566	108,509	4%	<b>109,056</b>
Operations	100,655	93,413	64,360	76,560	19%	<b>76,560</b>
Capital Outlay	0	0	0	0	n/a	<b>0</b>
<b>CITY STORE Total</b>	<b>179,899</b>	<b>185,017</b>	<b>168,926</b>	<b>185,069</b>	10%	<b>185,616</b>

**CITY STORE Personnel**

	2018 Actual	2019 Actual	2020 Budget	2021 Adopted
Positions				
Retail Operator Coordinator	1	1	1	1
Program Assistant <20 hrs.week	3	3	3	3
<b>Total Personnel</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**Major Accomplishments:**

1. Greeted over 12,000 City Store visitors (*Enhance the sense of place*)
2. Introduced new merchandise line (*Prosperity*)
3. Added city services including distribution of resident hurricane re-entry decals

**Goal:**

		<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
	<b>Units</b>			
On-Site Store Visits	Each	12,677	14,500	10,000
Sales - counter	Each	4,175	4,500	3,000
Sales - web-based	Each	156	200	200
Available Products	Each	88	110	80
City Store Website Visits	Each	10,027	14,000	12,000

**Objectives:**

1. Increase flagship store visibility through aesthetic updates aligned with current trends (*Prosperity*)
2. Increase store revenues to offset expenses (*Sustainability*)

**Public Works Department Functions:**

Fiscal Year 2021 Budget

The Public Works Department provides beachside trash/recycling services as well as maintains the City’s numerous public facilities, municipal buildings, public beaches, landscaping, City streets, City rights-of-way, City vehicles, equipment and the City’s stormwater systems. Public Works is comprised of the Custodial, Landscaping, Maintenance, Streets and General Services.

The General Services Division oversees the daily operations of the Department, beachside trash and City-wide recycling programs and logistical support for large City-sponsored events. In addition, the General Services Division provides critical information to our citizens related to trash collection, residential garbage collection, recycling and other utility information.

The Custodial Division has the task of keeping our municipal buildings clean and safe. Additionally, they work hard in maintaining the cleanliness of all of our public beach facilities. The Custodial Division also provides critical support to other departments for large City-sponsored events including sporting events, concerts and group rentals.

The Landscape Division designs, installs and maintains all landscaping in the rights-of-way and at all City facilities. In addition, the Landscape Division designs and installs irrigation and landscaping for all municipal facilities. They also sponsor the Green Industry/Environmental Science Academy at the High School.

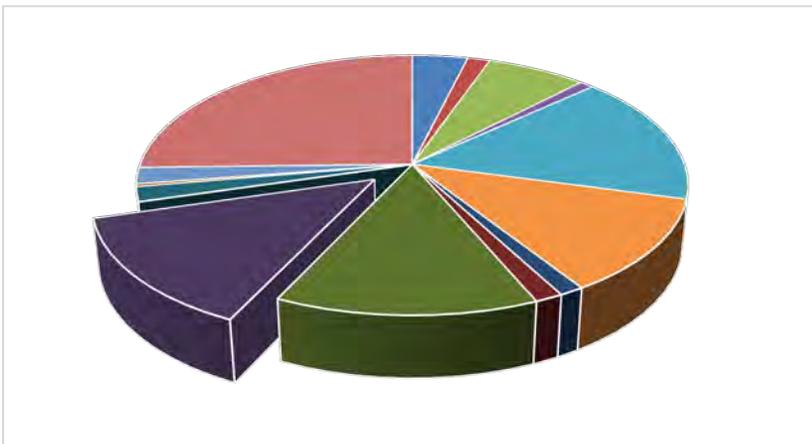
The Street Division's daily tasks include beachside trash/recycling collection, rights-of-way mowing, sign repair and maintenance, pothole repair, drainage maintenance, yard debris pickup, mosquito control, new culvert installations on single family residents, grading parking lots and dirt roads, litter pick up on the rights-of-way, and street and beach sweeping. Thanks to the Streets Department our roadways are clean, parking areas are accessible, and our beaches are beautiful.

The Maintenance Division is responsible for both the new construction and remodeling of City facilities, monitoring and maintaining the daily mechanical operations that encompass all City buildings, vehicles and equipment, and monitoring and repairing traffic signals throughout the City. They are the force that keeps our City facilities running smoothly so that we can serve the public in the best way possible.

Expenditure Budget 2021

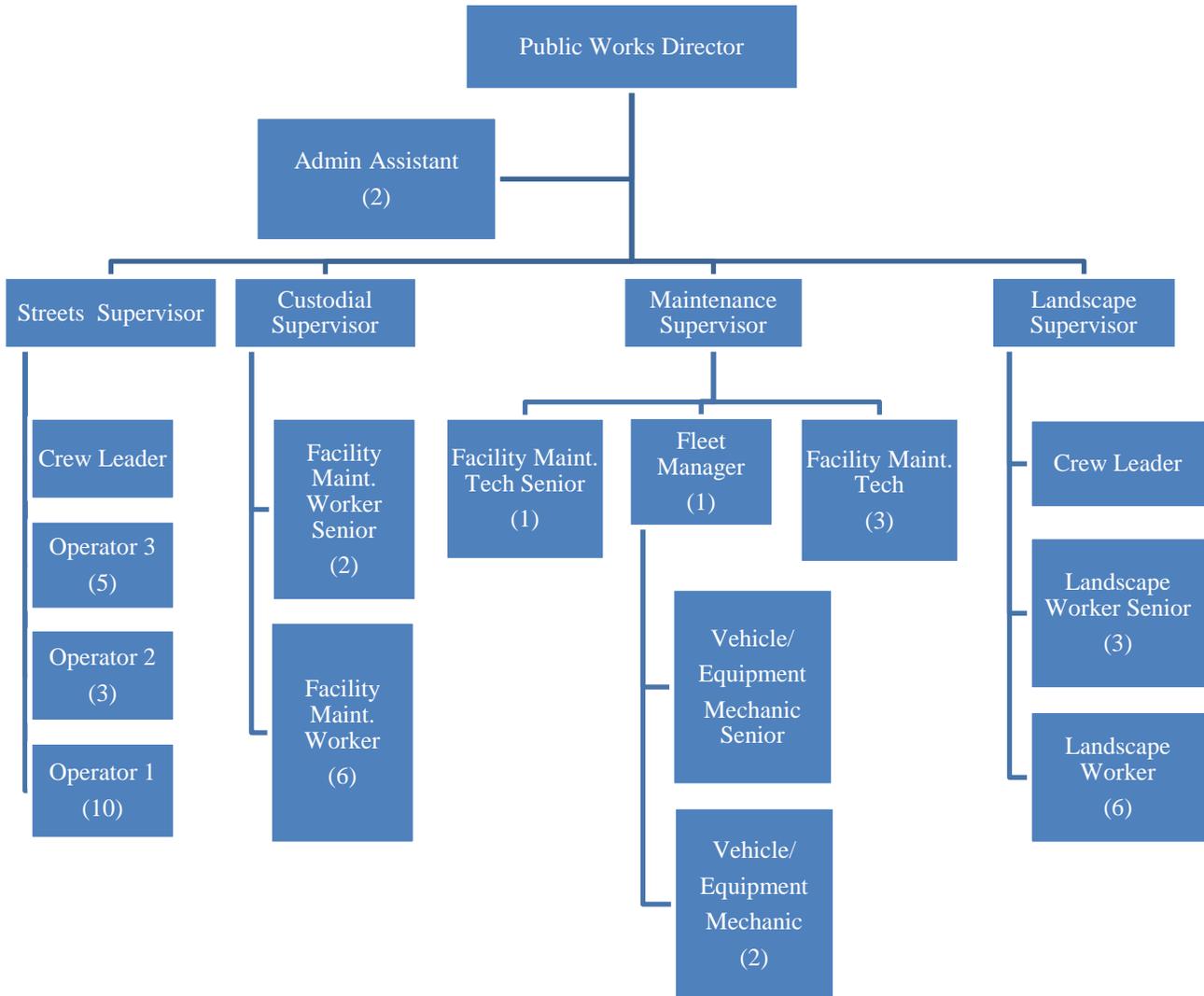
\$ 6,641,804

*13.5% of General Government*



General Government Expenditure Budget: \$49,204,712

**PUBLIC WORKS ORGANIZATIONAL CHART**



**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>PUBLIC WORKS</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
<b>GENERAL SERVICES</b>						
Expenditures						
Personnel	700,530	831,325	371,944	380,526	2%	<b>377,628</b>
Operations	49,771	46,772	13,550	13,550	0%	<b>13,550</b>
Capital Outlay	0	33,482	0	0	0%	<b>0</b>
<b>PW General Services Total</b>	<b>750,301</b>	<b>911,579</b>	<b>385,494</b>	<b>394,076</b>	2%	<b>391,178</b>

**Public Works General Services Personnel**

	2018	2019	2020	2021	
Positions	Actual	Actual	Budget	Adopted	
Director	1	1	1	1	
Assistant Director	1	1	0	0	
Inspector	1	1	0	0	Moved to Engineering
Administrative Analyst	0	0	1	1	
Administrative Assistant	3	3	2	2	1 Moved to Engineering
Administrative Assistant (PT)	1	1	0	0	Moved to Engineering
Courier	1	1	1	1	
Construction Mgr.	1	1	0	0	Moved to Engineering
Transportation Techs	1	2	0	0	Moved to Engineering
<b>Total Personnel</b>	<b>10</b>	<b>11</b>	<b>5</b>	<b>5</b>	

**Major Accomplishments:**

1. Worked with School Board/City Officials/Architect to renovate/construct Phase 2 & 3 City Schools.
2. During the COVID 19 Pandemic we concentrated on City Wide repairs while facilities were closed.
3. Worked with School Board for School District Wide Opening for City Schools during Pandemic.
4. Enhanced our Recycling Drop Off Center and installed Infeed Conveyor System to expedite sorting.

<b>Goals:</b>	<b>Units</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Materials Recycled	Tons	196	704	1,100
Streets Maintained	Miles	80.49	84.22	86.00
Special Events Support	Hours	60	9,200	9,260
Sidewalk Repairs	Linear Feet	1,067	480	500 New Item
Street Sweeping	Miles	4160	3000	3000 New Item

**Objectives:**

To achieve Vision 2025 goals by the continued implementation of a sustainable recycling program and enhance the quality of life for residents by supporting community events and improved City maintenance.

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

<b>PUBLIC WORKS CUSTODIAL</b>	2018 Actual	2019 Actual	2020 Amended Budget	2021 Council Adopted	% Change 2020 to 2021	<b>2022 Projected</b>
Expenditures						
Personnel	469,252	435,546	471,573	497,495	5%	<b>496,158</b>
Operations	70,992	88,961	89,250	84,750	-5%	<b>92,750</b>
Capital Outlay	0	0	35,000	30,000	n/a	<b>30,000</b>
<b>PW Custodial Total</b>	<b>540,244</b>	<b>524,507</b>	<b>595,823</b>	<b>612,245</b>	3%	<b>618,908</b>

**Public Works Custodial Personnel**

	2018 Actual	2019 Actual	2020 Budget	2021 Adopted
Positions				
Supervisor	1	1	1	1
Facility Maintenance Worker	6	6	6	6
Facility Maintenance Worker Sr	2	2	2	2
<b>Total Personnel</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

**Major Accomplishments:**

1. Provide support for every City associated event ranging from sports, to Shrimp and music festivals.
2. All vacuums possess HEPA filtration, and are certified by the Carpet and Rug Institute.
3. All daily cleaners are dispensed through metered dosing systems, city-wide.
4. Greater than 40% reduction in paper towel consumption from 2018.

<b>Goals:</b>	<b>Units</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Reduced Paper Towel Usage	Cases	232	136	125
Reduced Disinfectant Chemical Usage	Gallons	130	116	90
City Events Supported	Each	34	78	100

**Objectives:**

1. Increase the number of "metered" dispensers to increase efficiency and limit waste.
2. Support all City sponsored sporting, entertainment, and rental events City-wide.
3. Provide support to other departments and ensure all recyclable materials make it to appropriate sorting area.

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

<b>PUBLIC WORKS</b>	2018	2019	2020	2021	% Change	2022
<b>LANDSCAPE</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	Projected
Expenditures						
Personnel	740,415	686,402	704,825	776,842	10%	770,329
Operations	178,938	176,782	204,500	189,400	-7%	199,900
Capital Outlay	78,248	110,896	140,000	90,000	-36%	30,000
<b>PW Landscape Total</b>	<b>997,601</b>	<b>974,080</b>	<b>1,049,325</b>	<b>1,056,242</b>	1%	<b>1,000,229</b>

**Public Works Landscape Personnel**

	2018	2019	2020	2021
	Actual	Actual	Budget	Adopted
Positions				
Supervisor-Horticulture	1	1	1	1
Crew Leader	1	1	1	1
Landscape Worker Senior	4	4	4	4
Landscape Worker	4	4	4	4
<b>Total Personnel</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

**Major Accomplishments:**

1. Improved quality of life for residents and visitors by installing two miles of landscaped R-O-W along Hwy 182 in conjunction with the installation of irrigation in the medians, also the construction of a Sensory Garden for the handicapped & public at Sims Park.
2. Supported education by sponsoring the Green Industry/Environmental Science Academy at the High School and assisting the students with growing their own landscaping materials for their campus.
3. Improved sustainability by replacing numerous landscape materials with less-water consuming varieties.
4. Relocate Middle School Greenhouse to the Landscape Shop for growing annuals/ornamentals to be planted throughout the city.
5. Assist with the landscaping and tree maintenance/care for the startup of the new City school system.

<b>Goals:</b>	<b>Units</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Annuals Planted	Each	42,260	50,000	50,000
Multi-Use Trails Maintained	Miles	13.50	17.50	17.50
Landscape Beds Maintained	SF	121,380	123,000	123,000
New Trees Planted	Each	200	200	200

**Objectives:**

1. To continue to enhance the quality of life and sustainability of the community by improving the landscaping and utilizing low-impact design methods.
2. Develop a reforestation plan to reintroduce native trees back to the area, along with the development of an Urban & Community Forestry Management Plan for the care and maintenance of all trees throughout the city.
3. Develop a Tree Farm at the High School to support education through the Green Industry/Environmental Science Academy to educate students about Arboriculture and supply trees for the public.
4. Develop a compost & mulch program for the reuse of green waste collected through Public Works.

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>PUBLIC WORKS</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
<b>STREETS</b>						
Expenditures						
Personnel	1,129,743	1,448,502	1,364,756	1,532,670	12%	<b>1,520,592</b>
Operations	995,790	1,166,913	1,292,865	1,215,865	-6%	<b>1,215,865</b>
Capital Outlay	847,337	619,358	878,000	502,510	-43%	<b>870,375</b>
<b>PW Streets Total</b>	<b>2,972,870</b>	<b>3,234,773</b>	<b>3,535,621</b>	<b>3,251,045</b>	<b>-8%</b>	<b>3,606,832</b>

**Public Works Streets Personnel**

	2018	2019	2020	2021	
Positions	Actual	Actual	Budget	Adopted	
Supervisor-Streets	1	1	1	1	
Crew Leader	1	1	1	1	
Detail Maintenance Worker	1	1	1	1	
Equipment Oper I	7	7	7	8	
Equipment Oper II	3	3	3	3	
Equipment Oper III	5	5	5	5	
Recycle/Oper I	2	2	2	2	(2 Beach Funds)
<b>Total Personnel</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>21</b>	

**Major Accomplishments:**

1. Support ALDOT with HWY 59 North , median and ROW improvements.
2. Constructed additional parking lots at High School and a new entrance drive to accomodate the new Gym.
3. Gulf Place Concrete Sidewalk Crack Repairs
4. Major Drainage Outfall Maintenance and Repairs
5. 850 Acres of Airport Ground Maintenance
6. 300 Tons of Debris off the beach Trash/Recycle and Leave Only Footprints

<b>Goals:</b>	<b>Units</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Drainage Ditches Cleaned	Linear Feet	32,500	53,000	70,000
Yard Debris Collected	Cubic Yards	27,714	38,000	40,000
Potholes Paved	Tons Asphalt	96	90	90
Mosquito Spraying	Acres	66,000	91,000	95,000
Sign Replacement	Each		1,410	1,450 New Item

**Objectives:**

Provide all City services in a safe and cost effective manner. Continued support for Public Works special projects related to streets, schools, hospital and beach.

**The City of Gulf Shores, Alabama**  
**Fiscal Year 2021 Budget**

	2018	2019	2020	2021	% Change	2022
<b>PUBLIC WORKS MAINTENANCE</b>	Actual	Actual	Amended Budget	Council Adopted	2020 to 2021	<b>Projected</b>
Expenditures						
Personnel	663,522	700,928	697,192	715,296	3%	<b>709,216</b>
Operations	846,559	612,922	536,600	612,900	14%	<b>653,400</b>
Capital Outlay	40,031	0	0	0	n/a	<b>0</b>
<b>PW Maintenance Total</b>	<b>1,550,112</b>	<b>1,313,850</b>	<b>1,233,792</b>	<b>1,328,196</b>	<b>8%</b>	<b>1,362,616</b>

**Public Works Maintenance Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
Supervisor Maintenance	1	1	1	1
Facility Maintenance Tech	3	3	3	3
Vehicle/Equipment Mechanic	2	2	2	2
Facility Maint Senior	1	1	1	1
Vehicle Maintenance Tech Sr	1	1	1	1
Fleet Manager	1	1	1	1
<b>Total Personnel</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

**Major Accomplishments:**

1. Improved efficiency by performing more in-house repairs on vehicles with diagnostic equipment.
2. Improved quality of life for citizens and visitors by installing decorative LED lighting along pathways and remodeled public spaces at the Bodenhamer Center.
3. Improved sustainability by installing automatic light switches, replacing standard lights with LEDs and purchased a Freon reclamation unit to contain greenhouse gasses.

<b>Goals:</b>	<b>Units</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Energy Savings w/LED & Auto Switches	Dollars	12,048	33,000	33,000
LED Lights Installed	Each	513	1,000	1,000
Auto-Switches Installed	Each	27	60	60
Work Orders Completed	Each	1,602	1,800	1,800

**Objectives:**

Continue to improve quality of life for citizens and employees by remodeling existing City facilities while improving sustainability with energy saving retrofits.

**Engineering Department Functions:**

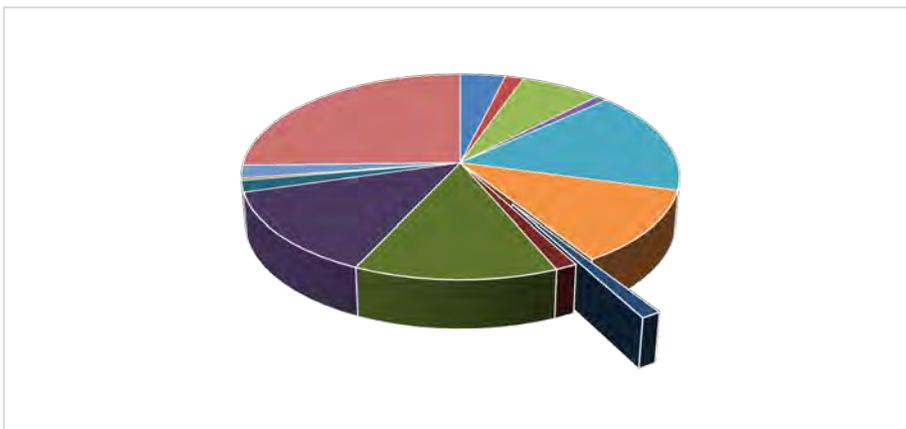
Fiscal Year 2021 Budget

The Engineering Department provides civil engineering services for the City, assists Community Development by providing engineering reviews and civil inspections for all commercial, multi-family and residential developments, administers municipal capital improvement projects, and maintains all of the traffic control systems within the corporate limits.

The Engineering Department develops short-term & long-term infrastructure improvements to keep up with growth, oversees beach renourishments, performs occasional in-house engineering design, provides civil engineering plan reviews for commercial, multi-family and residential developments, and administers Land Disturbing and Utility Permits. Engineering also develops and administers the City Franchises for commercial and residential waste. In addition, the administrative staff provides critical information to our citizens related to traffic, stormwater, trash collection, residential garbage collection, recycling and other utility information.

The Construction Division administers municipal capital improvement projects. Construction works with the City Engineer/officials/staff and residents to develop capital improvement projects and budgets for adoption in the 10-Year Capital Improvement Plan. Once adopted, Construction coordinates with architects/engineers/staff to develop plans/specifications, selects a contractor, and implements the project. During project construction, they oversee and administer all construction-related purchasing, invoicing, and inspections. Construction also provides inspections of commercial, multi-family and residential developments.

The Transportation Division maintains all of the traffic control systems within the corporate limits. They work with the City Engineer and ALDOT to calibrate and repair the numerous traffic control systems within the corporate limits to insure they operate at optimal efficiency. Transportation also provides critical traffic count and level of service data to the City Engineer to assist with infrastructure planning and economic development.



Expenditure Budget 2021  
\$ 888,759  
*1.8% of General Government*

General Government Expenditure Budget: \$49,204,712

**The City of Gulf Shores, Alabama  
Fiscal Year 2020 Budget**

	2018	2019	2020	2021	% Change	2022
<b>ENGINEERING</b>	Actual	Actual	Amended Budget	Council Adopted	2019 to 2020	Projected
Expenditures						
Personnel	0	0	584,385	604,109	n/a	<b>600,363</b>
Operations	0	0	114,650	129,650	n/a	<b>119,650</b>
Capital Outlay	0	0	0	155,000	n/a	<b>40,000</b>
<b>PW Engineering Total</b>	<b>0</b>	<b>0</b>	<b>699,035</b>	<b>888,759</b>	n/a	<b>760,013</b>

**Public Works Engineering Personnel**

	2018	2019	2020	2021
Positions	Actual	Actual	Budget	Adopted
City Engineer	0	0	1	1
Inspector	0	0	1	1
Administrative Assistant	0	0	1	1
Administrative Assistant (PT)	0	0	1	1
Construction Mgr.	0	0	1	1
Transportation Techs	0	0	2	2
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>

**Major Accomplishments:**

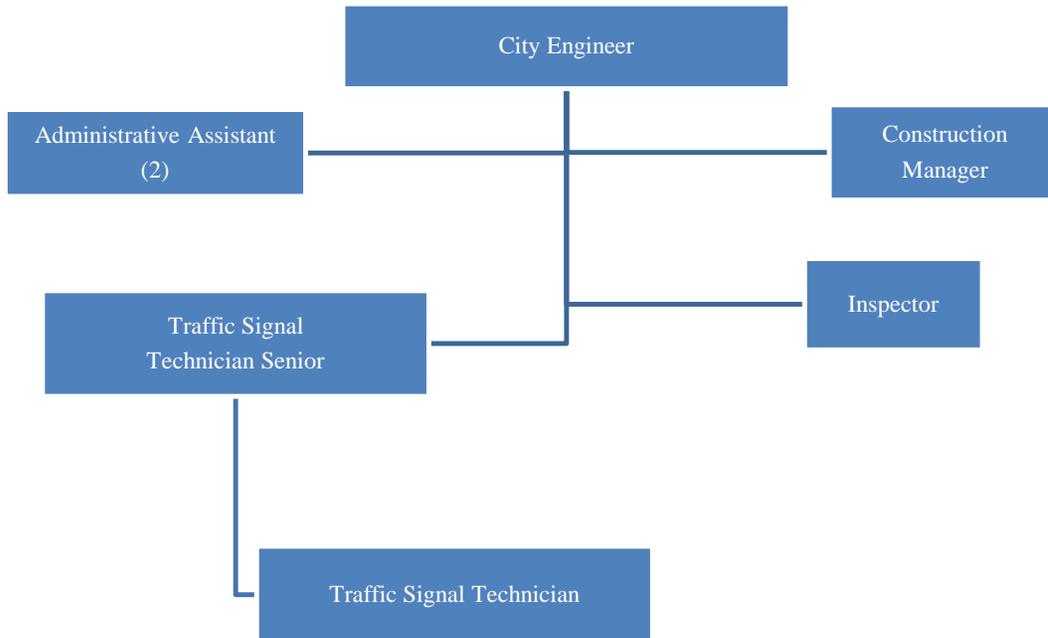
1. Planning Commission adopted the Major Street Plan that prioritizes transportation infrastructure projects through the year 2040.
2. Completed construction of the West Lagoon Ave bike lanes and multi-use path.
3. Completed 3.4 miles of Ft Morgan Multi-Use Trail improvements.
4. Completed Coastal Gateway Boulevard transportation and pedestrian improvements.
5. Completed Sidewalk and Signal Improvements for Hwy 182.

<b>Goals:</b>	<b>Units</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Target</b>
Transportation Improvements	Dollars	\$1,720,661	\$12,800,000	\$12,200,000
Sidewalks Constructed	Linear Feet	1,600	63,400	17,100
Streets Resurfaced	Miles	1.55	8.90	3.50

**Objectives:**

To achieve Vision 2025 goals by the continued implementation of transportation improvements and enhance the quality of life for residents through the construction of public facilities.

## ENGINEERING ORGANIZATIONAL CHART



**CITY OF GULF SHORES, ALABAMA**  
**EXPENDITURES BY CATEGORY**  
**PROJECTED BUDGET YEAR ENDING DECEMBER 31, 2022**

<b>Department</b>	<b>Personnel</b>	<b>Operations</b>	<b>Capital</b>	<b>Debt Service</b>	<b>Transfers</b>	<b>Total</b>
<b>General Fund:</b>						
Executive	1,020,779	776,475	100,000			1,897,254
Human Resources	616,666	131,695				748,361
Finance & Administrative Services	1,492,816	1,713,524	40,000			3,246,340
Municipal Court	450,638	13,290				463,928
Police	6,154,534	998,650	268,800			7,421,984
Fire & EMS	4,750,353	690,388	-			5,440,741
Planning and Zoning	533,941	82,910				616,851
Building	598,518	60,950	36,000			695,468
Recreation & Cultural Affairs	398,305	69,642	-			467,947
Special Events & Programs	447,438	415,224	-			862,662
Library	590,386	101,575	-			691,961
Recreation - Bodenhamer	1,772,732	507,267	-			2,279,999
Recreation - Sportsplex	758,488	490,300	-			1,248,788
Recreation - Parks	419,643	167,413	-			587,056
Recreation - School Landscaping	142,797	55,022	-			197,819
City Store	109,056	76,560	-			185,616
Public Works - General Services	377,628	13,550	-			391,178
Public Works - Custodial	496,158	92,750	30,000			618,908
Public Works - Landscaping	770,329	199,900	30,000			1,000,229
Public Works - Streets	1,520,592	1,215,865	870,375			3,606,832
Public Works - Maintenance	709,216	653,400	-			1,362,616
Engineering	600,363	119,650	40,000			760,013
Airport Authority	160,157					160,157
Appropriations		2,018,348				2,018,348
Transfers Out					12,816,004	12,816,004
General Fund Totals	<u>24,891,531</u>	<u>10,664,348</u>	<u>1,415,175</u>	<u>0</u>	<u>12,816,004</u>	<u>49,787,058</u>
% of Total	50%	21%	3%		26%	
<b>Other Funds:</b>						
<b>Special Revenue</b>						
2% Lodging Tax - Transfer Out					3,572,429	3,572,429
Designated Taxes					528,000	528,000
Impact Fees			955,000			955,000
Beach Restoration & Projects	981,475	324,540				1,306,015
Capital Improvements-Fund 38 Trans			30,000			30,000
Storm Damage Fund			108,000			108,000
Capital Projects Taxable (Fund 42)		100,000	14,199,500			14,299,500
Capital Projects NonTax (Fund 43)			4,893,000			4,893,000
Debt Service**				6,815,099		6,815,099
Subtotal Other Funds	<u>981,475</u>	<u>424,540</u>	<u>20,185,500</u>	<u>6,815,099</u>	<u>4,100,429</u>	<u>32,507,043</u>
<b>Grand Total</b>	<b><u>25,873,006</u></b>	<b><u>11,088,888</u></b>	<b><u>21,600,675</u></b>	<b><u>6,815,099</u></b>	<b><u>16,916,433</u></b>	<b><u>82,294,101</u></b>

**Forecast Summary:**

Personnel expenses are projected to decrease 2% from 2021 to 2022 due to anticipated program reductions. Operating Expenses are projected to increase by 8% in 2022. Debt Service is projected to decrease in 2022 by \$1,657,215. Capital expenses are projected to be \$21.6 million based on the 10 year capital plan, partially funded with borrowed funds.

Pages 102 and 103 contain the City of Gulf Shores Revenue, Expense and Reserve Funds usage projected from 2021 to 2030. A slight increase of \$141,839 on General Fund revenues is projected for 2022 due to a continued slowing of the economy. Four percent is projected for 2023, and two percent is projected for 2024 to 2030. Expenses net of debt service are projected to grow at 2% through 2028 and at 3% through 2030. Debt service is estimated at between \$4.8 to \$8.7 million annually, which may increase depending on the amount of long term debt issued in 2021. Reserve targets are 70% cash reserves to be maintained through 2030. The reserve projection is conservative as the City has currently reached reserves at 70% of General Fund Expenditures.

**Schedule 1**  
**City of Gulf Shores**  
**Operating Indicators by Function/Program**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General government										
Building permits issued	385	566	589	657	610	586	782	896	1,295	998
Building inspections conducted	1,016	1,263	1,570	1,951	2,172	2,337	3,098	3,914	6,246	7,602
Business Licenses issued	7,554	10,016	10,281	10,562	7,164	7,551	7,974	8,392	8,555	8,658
Police										
Physical arrests	1,394	1,527	1,387	1,602	1,280	1,510	2,048	1,879	1,831	970
Traffic violations	1,484	1,641	1,824	1,997	1,500	1,595	2,029	2,058	2,124	1,539
Officers	39	41	43	43	43	45	47	47	50	20
Fire										
Emergency responses	2,307	2,790	2,785	2,972	2,903	3,073	3,146	3,149	3,297	3,090
Fires extinguished	30	70	92	92	64	72	83	54	63	72
Inspections*	467	920	1,071	1,200	1,800	1,800	1,975	1,950	1,650	2,110
Full time staff	42	43	43	43	43	43	44	46	48	55
Seasonal Lifeguards / Rangers	0	0	0	0	0	0	0	0	0	34
Volunteer Firefighters	8	8	8	8	8	8	10	4	0	0
Engineering										
Street resurfacing (linear feet)	19,380	-	-	10,560	3,455	12,270	8,200	8,100	5,510	8,960
Sidewalks (linear feet)							1,600	10,760	3,265	4,950
Bike Lanes (linear feet)**							780	2,800	40,800	11,800

\*2014 increase due to better data collection and the 2014 Inpection Ordinance

\*\*2018 includes improved bike lanes on Beach Boulevard

**Schedule 2**  
**City of Gulf Shores**  
**Capital Asset Statistics by Function/Program**  
**Past Ten Years**

Function/Program	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Police										
Stations	1	1	1	1	1	1	1	1	1	1
Fire Stations	4	4	4	4	4	4	4	4	4	4
Parks and recreation										
Football/Track Stadium	1	1	1	1	1	1	1	1	1	1
Softball/Baseball fields	15	15	15	15	15	15	15	15	15	15
Soccer field	1	1	1	1	1	1	1	1	1	1
Parks	8	8	8	8	8	8	8	8	8	8
Tennis Courts	18	18	18	18	18	18	18	18	18	18
Basketball Courts	2	2	2	2	3	3	5	5	5	5
Swimming Pool	1	1	1	1	1	1	1	1	1	1
Gymnasium	1	1	1	2	2	2	2	2	2	2
Transit - minibusses	5	5	5	5	5	5	5	5	3	3
Public Works										
Maintained Streets (miles)	65.05	67.22	69.27	69.27	74.00	74.00	75.67	84.22	84.22	85.78
Traffic Signals	24	24	24	24	24	24	24	24	25	25
Streetlights	2,234	2,234	2,234	2,234	2,234	2,234	2,403	2,403	2,449	2,422 *

\*Note: The number is down since we replaced old lights with newer, taller lights along Hwy 182.

**Schedule 3**  
**City of Gulf Shores**  
**Population**

Census Year	City of Gulf Shores
1960	356
1970	909
1980	1,349
1990	3,261
2000	5,044
2010	9,741
2011	9,982
2012	10,118
2013	10,765
2014	10,963
2015	11,131
2016	11,689
2017	11,809
2018	12,517
2019	12,757

**Per Capita Income**

	1979	1989	1999	2010	2019
Gulf Shores	7,761	17,414	24,356	28,522	36,603
State of Alabama	5,894	11,486	18,189	22,984	26,846

**Median Family Income**

	1989	1999	2010	2018
Gulf Shores	34,257	51,862	45,801	50,306
State of Alabama	28,688	41,657	42,081	48,486

Source: United States Bureau of the Census Quick Facts

**Schedule 4+A6**  
**Unemployment Rates**

	<u>2013</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2019</u>
Baldwin County	5.80%	6.10%	5.40%	3.60%	2.80%
Alabama	6.44%	6.80%	5.98%	3.90%	3.10%

Source: Alabama Department of Labor - data not available for the City of Gulf Shores, only Baldwin County  
*Average unemployment estimates for 2019*

**Schedule 5  
City of Gulf Shores  
Principal Employers**

<b>Top Ten</b>		Total	Full-Time	Part-Time
<u>Rank</u>	<u>Employer</u>	<u>Employees</u>		
1	The Hangout	735	35	700
2	City of Gulf Shores	345	291	54
3	Waterville	330	20	310
4	LuLu's Landing, Inc.	271	106	165
5	The Lodge at the Gulf State Park	269	222	47
6	Wal-Mart	240	202	38
7	Gulf Shores Public Schools	237	225	12
8	Rouse's Enterprises	185	185	0
9	Publix Alabama	155	65	90
10	Gulf State Park	115	115	0

\*Employee numbers as reported on City business licenses

Except Lulus, City of Gulf Shores and City Schools which were obtained from respective HR departments.

**Schedule 6**  
**City of Gulf Shores**  
**Property Tax Levies and Collections (Unaudited)**  
**Last Ten Fiscal Years**

Fiscal Year	Taxes Levied for the Year	Taxable Property Assessed Valuation	Current Collections	Subsequent Collections	Total Collections	Percent Parcels Paid
2020	3,792,564	790,117,460				
2019	3,658,541	734,155,980	3,652,684	-	3,652,684	99.84%
2018	3,327,805	668,109,200	3,326,030	171	3,326,202	99.95%
2017	3,074,056	616,090,320	3,071,391	1,596	3,072,988	99.97%
2016	2,822,072	566,085,720	2,820,939	380	2,821,319	99.97%
2015	2,666,050	534,967,860	2,664,330	466	2,664,797	99.95%
2014	2,491,031	499,994,940	2,487,820	1,389	2,489,210	99.93%
2013	2,390,195	478,341,860	2,385,827	1,288	2,387,115	99.87%
2012	2,335,949	468,268,740	2,330,828	1,173	2,332,002	99.83%
2011	2,443,936	487,433,360	2,432,011	4,275	2,436,286	99.69%
2010	2,672,688	524,154,540	2,650,756	10,815	2,661,572	99.58%

	Levy Rate
State of Alabama	6.5 mills
City of Gulf Shores	5 mills
Baldwin County:	
General	5 mills
Schools	9 mills
Roads and Bridges	2.5 mills
Special School District	3 mills
Fire	1.5 mills
Health	.5 mills
<b>Total</b>	<b>33 Mills</b>

**Schedule 7**  
**City of Gulf Shores**  
**Principal Property Taxpayers**  
**Current Year and Ten Years Ago**

<u>Taxpayer</u>	2020			2010		
	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Assessed Value</u>	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Assessed Value</u>
100 Emerald Greens LLC UC Funds	\$ 9,095,560	1	1.24%			
Mid America Apartments LP	7,166,000	2	0.98%			
Baldwin Co Electric	6,004,820	3	0.82%	4,303,000	2	0.82%
RCG-Gulf Shores LLC	5,065,660	4	0.69%			
Villas at Bon Secour	3,675,580	5	0.50%			
21300 Sweetwater LLC	3,621,660	6	0.49%			
Howard Resort Inns Inc	2,975,520	7	0.41%	2,174,580	9	0.41%
Walmart Real Estate Business Trust	2,802,980	8	0.38%	3,079,220	5	0.59%
Beach Place Development LLC	2,490,000	9	0.34%	2,254,480	6	0.43%
Waterville USA Inc	2,480,860	10	0.34%			
The Links at Gulf Shores				5,596,860	1	1.07%
The Links at Gulf Shores LP				4,127,120	3	0.79%
TA Colonial Traditions LLC				3,080,680	4	0.59%
Gulf Shores Multi Family Partners Ltd				2,245,520	7	0.43%
Seawind Development Co LLC	-		-	13,328,080	8	2.54%
Target Corporation				1,979,260	10	0.38%
<b>Total Assessment (All GS )</b>	<b>\$ 734,155,980</b>		<b>6.18%</b>	<b>\$ 524,154,540</b>		<b>8.05%</b>

Source: Baldwin County Revenue Commissioner's Office.

**CITY OF GULF SHORES  
FINANCIAL POLICIES  
NOVEMBER 2020**

**FINANCIAL PLANNING POLICIES**

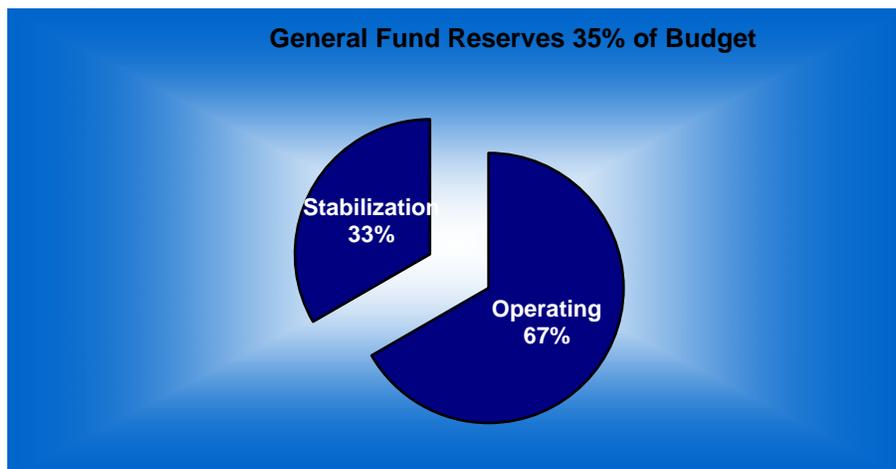
The City of Gulf Shores Financial Policies are updated annually for on-going relevance and adherence to mandates. On a weekly basis cash reports to reserve targets are generated to ensure reserve targets are being met. The cash reports targets are updated with any budget amendment change.

**Fund Balance Reserve Account – Stabilization and Operating Funds**

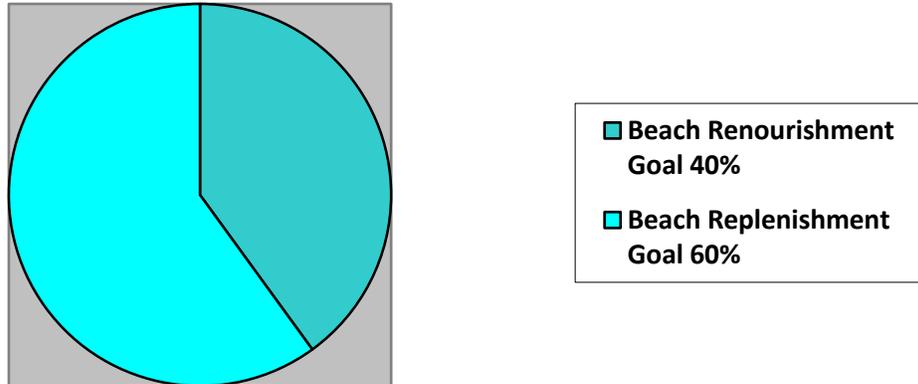
The City of Gulf Shores will build through prudent financial management a cash reserve equal to thirty-five percent of the General Fund Operating Budget. The General Fund Stabilization Reserve will enable the city to withstand fluctuations in tourism revenue streams related to the nearby travel industry and provide a stabilized fiscal environment to maintain and enhance bond ratings allowing the city to borrow at competitive rates. Of the thirty-five percent General Fund reserves, two-thirds will be maintained as an Operating Reserve to enable the City to continue operations in the event of an emergency or disaster until other funds may be received. The long term impacts of having Financial Policies are ability to withstand natural or man-made disasters, borrow for needed infrastructure repair/improvements at better rates and make the community a more attractive place to live and visit with adequate public safety personnel and equipment.

The City of Gulf Shores will maintain risk management reserves to provide for liabilities incurred for workers' compensation claims, other retained employee benefits, and claims not otherwise addressed in this policy statement. It is the policy of the City to maintain a General Fund Reserve at a minimum of 35% of General Fund Expenditures in order to offset fluctuations in revenue streams related to the tourist industry. Additionally, the General Fund balance protects the City from having to reduce service levels or raise taxes and fees due to temporary revenue shortfalls, economic downturns or unpredicted one-time expenditures for emergencies or disasters. For 2021 the total General Fund Reserves target is \$17,221,649 equivalent to thirty-five percent of the \$49,204,712 budget. Operating reserves target for 2021 is \$11,469,618 (2/3 of target) and Stabilization Funds target is \$5,752,031 (1/3).

Beach Replenishment Reserve Fund target of thirty-five percent of the General Fund budget for 2021 would be \$17,221,649.



## Beach Reserves Goal 35% of Budget



### Operating/Capital Expenditure Accountability

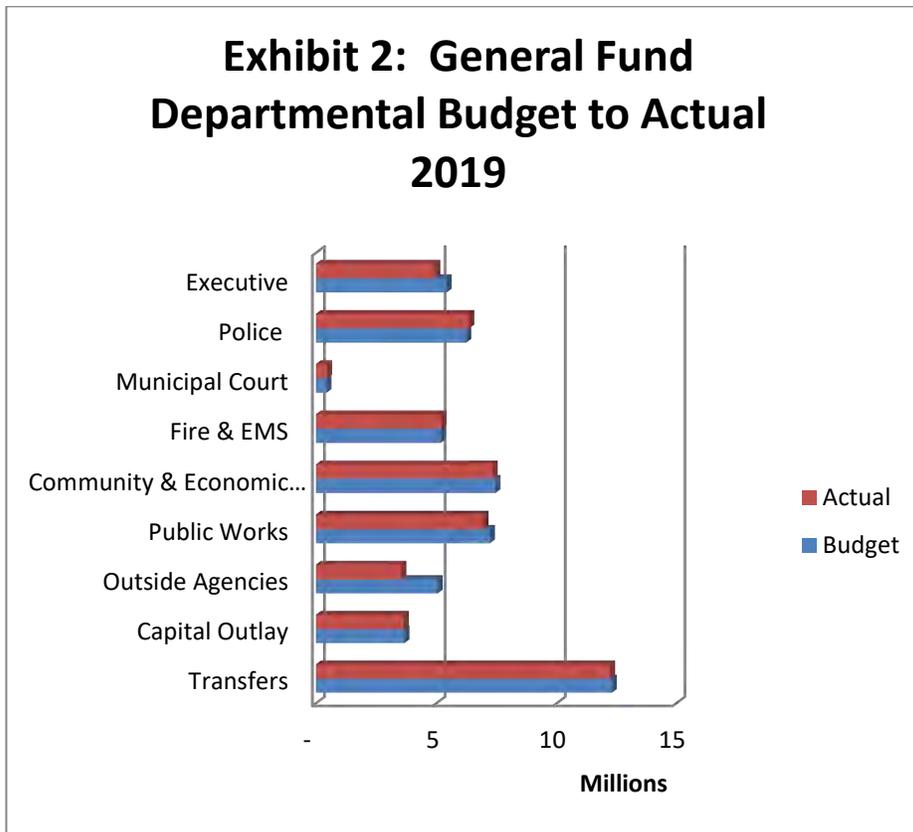
Actual expenditures to budget are compared on a monthly basis. The City Council Finance Committee receives a summary report quarterly of revenues and expenditures compared to budget and the City Administrator receives a detailed report monthly. Department heads are responsible for monitoring their own division(s) budget(s) and should notify the City Administrator should their departments be in jeopardy of overspending budgeted funds. Justification may be made or, due to unforeseen emergencies/contingencies, amendments to the budget will be prepared for City Council consideration. Departmental heads with budgets overspent at the end of the year will be counseled by the City Administrator to take action to prevent future over-expenditures from occurring. The City Administrator informs the Council of measures taken by the departments.

The City of Gulf Shores major expenditures for the most recent fiscal year distribution by category are: Public Safety (Police, Fire and Court) 23% of expenditures; Operating Transfers for Debt Service at 24%; Outside Agencies 7%; Public Works at 14%; Recreation and Cultural Affairs 12%; and City Hall (Executive, Human Resources, Finance and Administration) at 10%. Building and Planning and Zoning comprise 2% of General Fund expense. Capital Outlay comprise 7%.

The following table and graph are expenditures by category compared to budget for the most recent fiscal year end 2019.

General Fund Departmental Budget to Actual 2019

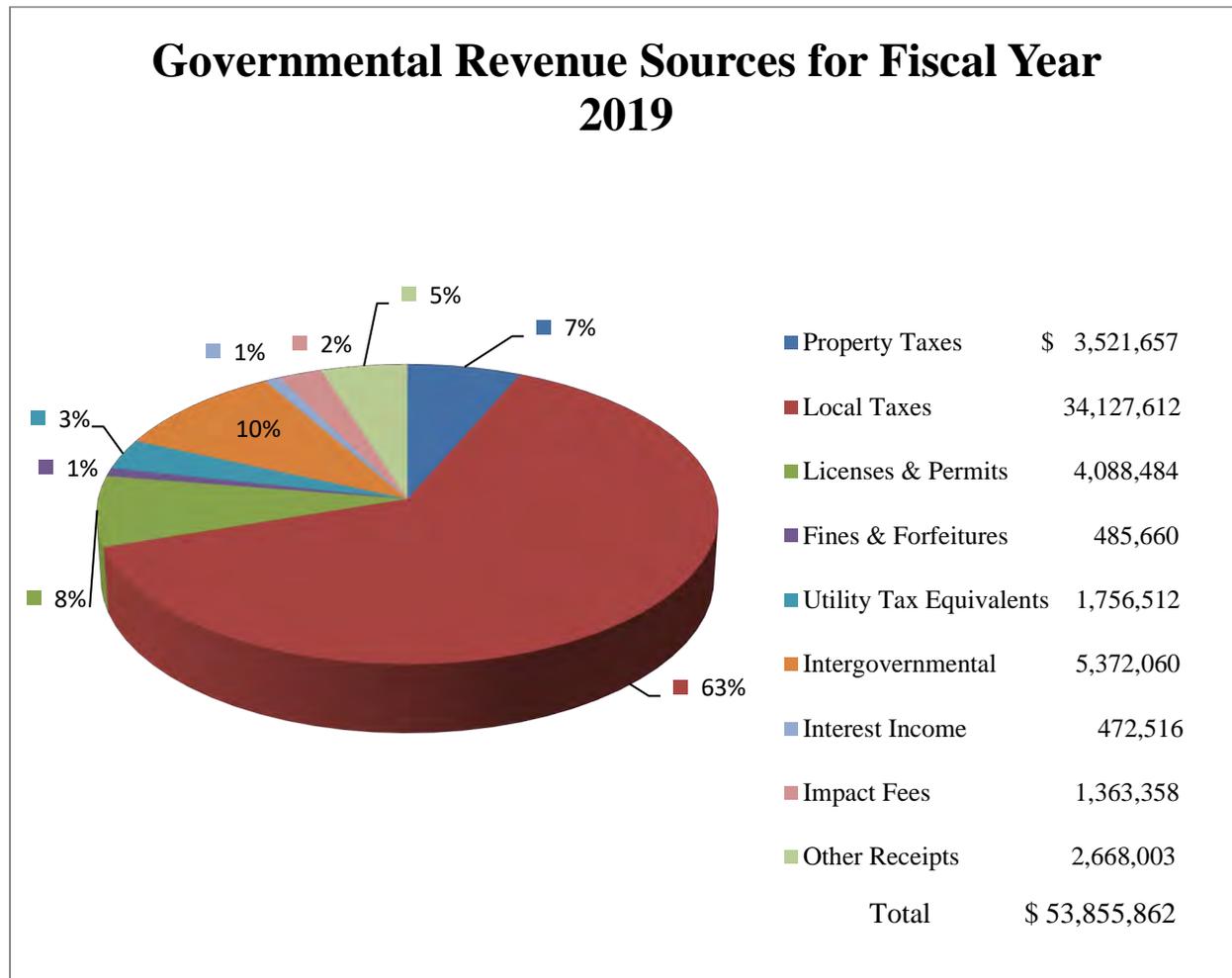
	<u>Budget</u>	<u>Actual</u>	<u>% of total expense</u>
Transfers	12,296,078	12,226,197	24%
Capital Outlay	3,672,144	3,644,219	7%
Outside Agencies	5,054,906	3,548,574	7%
Public Works	7,224,849	6,959,766	14%
Community & Economic Affairs	7,453,286	7,342,135	14%
Fire & EMS	5,175,662	5,216,182	10%
Municipal Court	435,402	462,119	1%
Police	6,241,526	6,371,388	13%
Executive	<u>5,427,275</u>	<u>4,957,019</u>	10%
<b>Total</b>	<u><b>52,981,128</b></u>	<u><b>50,727,599</b></u>	100%



## REVENUE POLICIES

### Revenue Diversification

The City of Gulf Shores has a wide variety of revenue streams that supply the City's General Fund and other operations. The General Fund is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other fund accounts. Property taxes comprise approximately seven percent of General Fund revenues. Local Taxes are sixty-three percent of General Fund Revenues. Licenses and Permits are eight percent of General Fund Revenues. Other City tax revenues include Fines/Forfeiture at one percent; Business License Fees and Permits at eight percent; Intergovernmental Income at ten percent; and Other Receipts/Financing Sources at five percent. The City of Gulf Shores is dependent on local taxes primarily from tourism as the main source of revenue. If a downturn is experienced in one area, contingency plans will be implemented to reduce revenues and increase transfers from permissible funding sources until funding levels have stabilized. The graph that follows shows revenue collections by type for the most recent fiscal year 2019.



The City of Gulf Shores has no other major governmental funds other than the General Fund.

The City of Gulf Shores had one enterprise fund, the Beach Fund, in 2019. The City also had two proprietary fund type discretely presented component units: Jack Edwards National Airport Fund and the Airport Authority are discretely presented component units of the primary government of the City of Gulf Shores. Two non-major governmental funds exist for the City of Gulf Shores: Special Revenue and Capital Projects Funds. The Impact Fees Special Revenue Funds account for revenue sources that are legally restricted to expenditures for specific purposes. The Capital Projects Funds account for the acquisition and construction of major capital facilities other than those financed by the General Fund.

When both restricted and unrestricted resources are available for use, it is the City's policy to use restricted resources first, then unrestricted resources as they are needed.

### **Fees and Charges**

Inspection, Recreation, Police Fees and Charges are implemented to help offset the burden to the General Fund for services provided. Building Inspection Fees and Permits have been gradually increased in recent years in order to bring the City more up-to-date with neighboring jurisdictions fees and permit charges. Recreation fees are collected to help offset staff and operating expenses. Other fees are charged as permissible by state statute to cover copy and employee expenses.

## **EXPENDITURE POLICIES**

### **Debt Capacity, Issuance, and Management**

There are currently debt service payments in the General Fund Budget for General Obligation Bonds outstanding. There is a state statutory debt limitation of 20% on the amount of General Obligation Bonds which could, upon voter approval, be issued in the future. Future bond issues will rely on dedicated revenue streams from the project itself to cover. The City will utilize various excise taxes and sources other than property taxes to make such contract payments. For 2021 City debt service is budgeted at 9.5 % of total expenditures and 17% of General Fund expenditures.

Debt issues should, generally, be scheduled to level annual debt service requirements so that cash flow requirements are generally level and borrowing costs are minimized. The City will constantly seek to maintain and improve its municipal bond ratings issued by the appropriate nationally recognized rating agencies in New York City. With each debt offering and annually as required, the City will disclose its financial position and fiscal management policies to such rating agencies and the applicable municipal bond insurance companies.

On April 3, 2018 Standard and Poor's Ratings Services confirmed its rating of Gulf Shores' general obligation (GO) debt as 'AA+/Stable'. The rating reflected Standard and Poor's assessment of the City's strong economy, management, budgetary performance with very strong flexibility and liquidity, which has helped maintain and improved fund balance levels. General fund reserves above 50% of expenditures have been recognized for the past several years. On November 8, 2019 Moody's Rating Agency also provided a credit overview of the City stating the credit position for Gulf Shores is very strong, and the City's Aa2 rating slightly exceeds the median rating of Aa3 for US cities.

A summary of the City’s bond ratings for outstanding long-term General Obligations (G.O.) is as follows:

	<b><u>BOND RATING</u></b>		
	<b>Final Payment</b>	<b>Moody’s</b>	<b>S&amp;P</b>
2006-B G.O. Warrant	12/15/2025	Aa2	AA+/Stable
2008-A G.O. Warrant	12/15/2028	Aa2	AA+/Stable
2012-D G.O. Warrant	12/15/2021	Aa2	AA+/Stable
2017-A G.O. Warrant	12/15/2027	Aa2	AA+/Stable
2018-A G.O. Warrant	12/15/2038	Aa2	AA+/Stable
2018-B G.O. Warrant	12/15/2033	Aa2	AA+/Stable

The City issued term debt in 2020 through a bank and the debt has not been rated by any rating agency. In addition to the outstanding GO Warrants, the City has three lines of credit consisting of a nontaxable \$9.8 million line issued in 2020 for five years (ends October 2025), a taxable \$13.5 million line issued in 2016 for ten years, and a \$15 million line issued in 2019 for five years.

**Debt Capacity**

The 2010 Census established that the City's population exceeded 6,000, which means that the City is now subject to the debt limitation provisions of the Alabama Constitution applicable to municipalities with populations over 6,000. Section 225 of the Constitution of Alabama, as amended, exempts from the debt limit several categories of indebtedness, including: (i) temporary loans, to be paid in one year, made in anticipation of the collection of taxes and not exceeding one-fourth of the general revenues; (ii) bonds or other obligations already issued, or which may hereafter be issued, for the purpose of acquiring, providing or constructing school houses, waterworks and sewers; and (iii) obligations incurred and bonds issued for street or sidewalk improvements, where the costs of the same, in whole or in part, is to be assessed against the property abutting said improvements. Further, under existing law, the amount of any indebtedness chargeable against the constitutional debt limit is reduced by the amount of any escrow or sinking fund held for the payment of such indebtedness.

The total assessed value of the property according to the Baldwin County Revenue Commissioner’s Office in the City as assessed for City taxation as of 8/1/2020, was \$790,117,460 resulting in a debt limit of \$158,023,492.

The City’s total principal amount of long term indebtedness at December 31, 2020, will be \$85,905,243. Based on the debt limit of \$158,023,492, the City could hereafter issue up to approximately \$72,118,249 of indebtedness, subject to the constitutional debt limitation. The maximum indebtedness subject to the constitutional debt limitation will increase (or decrease) with any corresponding increase (or decrease) in the assessed valuation of the City. Based on the 2019 population of the City of 12,757, the annual G.O. long term debt per capita for outstanding debt is \$6,734. The G.O. Debt per capita number is down significantly from the 2009 Original Financial Policy annual debt per capita amount of \$10,136. The 2009 debt per capita amount was based on \$51 million in debt and 9,741 population size from the 2000 census. Through cost saving measures enacted by Council and a determination to reduce debt, the debt per capita has been reduced tremendously in the past eleven years.

### **Use of One-time and Unpredictable Revenues**

Revenues that are unique to a particular year and considered one-time are not used for ongoing expenditures. Rather, the income is restored to the General Fund balance to cover any potential future revenue shortfalls. Only major revenue sources that are steady in nature and non-fluctuating are used for budgetary purposes.

### **Balanced Budget**

The City of Gulf Shores will finance all current on-going expenditures with current recurring revenues. One-time revenue can be used to increase the undesignated fund balance, pay down outstanding short-term debt or be used for one-time capital expenses without impacting service levels. The City of Gulf Shores makes every effort to avoid budgetary procedures that balance current expenditures through the obligation of future resources. Any year-end surplus should be directed to the undesignated fund balance and not be used to finance recurring expenses in the following fiscal year with the exception of one time capital purchases. All unencumbered operating budget appropriations lapse at year-end. Should it be determined that actual revenues may be less than the adopted budget, the elected body will be notified immediately, procedures put in place to reduce expenditures and a plan implemented to cover the potential loss in revenues. The elected body will also be notified if a deviation from a balanced operating budget is planned.

All Operating Funds are adopted during the annual budget process. Total anticipated revenues and other funding sources available must equal or exceed total estimated expenditures for each fund. The legal level of budgetary control is the department level, with the Council being the only body authorized to make amendments to the budget. Revisions that alter the total expenditures of any department or fund must be approved by the Mayor and City Council. Budgets for the governmental funds are adopted on a basis consistent with Generally Accepted Accounting Principles in the United States of America. Annual appropriated budgets are legally adopted for the General Fund, each Special Revenue Fund and each Enterprise Fund. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

### **Budget Policies**

Expenditures may not exceed the total budget for any department within a fund. Department heads and management personnel are directed to operate within budget limitations. Transfers between departments or funds or an increase in departmental appropriations or authorized positions shall require the approval of the elected body.

Enterprise Fund budgets will be self-supporting. Rates charged within such Enterprise budgets will be examined annually to determine their self-sufficiency. Every effort will be made to plan for long term price adjustments by suppliers of goods and services to the Enterprise funds.

In 2016 the Finance Committee established a guideline for all personnel expenses including benefits not to exceed 60% of the General Fund Budget. For 2020 personnel expenses are budgeted at 51.4% of the General Fund Budget.

The City of Gulf Shores will maintain a budgetary control system and will prepare on a monthly basis a summary report comparing actual revenues, expenditures and encumbrances with budgeted amounts.

The City of Gulf Shores will comply with all state laws applicable to budget hearings, public notices, public inspections, and budget adoption.

## **LONG-RANGE PLANNING**

### **Capital Improvements**

The operating budget will provide for adequate maintenance of capital equipment and facilities. Capital improvements should be financed from current revenues, but may be financed by debt instruments that provide for a payback period that does not exceed the life of the improvement. Once the City has borrowed for such improvements, debt service becomes a current expense to be covered by recurring revenue.

A ten year Capital Improvement Plan for Capital Outlay expenditures greater than \$5,000 will be submitted by each department during the budget process. A ten year Capital Improvement Program that determines the cash needs for Capital Projects will be submitted to the Finance Committee and the elected body for approval to determine future cash needs. Once the ten year Capital Improvement Program is approved by the Finance Committee, every effort will be made to budget for capital expenditures within the outlined program. Modifications to the ten year Capital Improvement Program will be submitted to the elected body on an annual basis.

The City will seek public and private grants, and other sources of revenue to fund projects included in the Capital Improvement Program.

## **CASH MANAGEMENT POLICY**

Funds for day to day operations, payroll, accounts payable and other immediate cash needs are maintained in Depository accounts. Holding accounts are maintained for investments not needed on an immediate basis. Maturity scheduling is timed according to anticipated needs. Maturity limitations depend on whether the funds being invested are considered short or long term funds.

### **Cash and Cash Equivalents**

Cash equivalents are short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates. The City of Gulf Shores considers all highly liquid investments (including restricted assets) with a maturity of three months or less when purchased to be cash equivalents.

### **Deposits and Investments**

State statutes authorize the City to invest in obligations of the U.S. Government and agencies of corporations of the U.S. Government; obligations of any state; obligations of any political subdivision of any state; certificates of deposit or time deposits of any national state bank or savings and loan which have deposits insured by the FDIC or FSLIC; prime bankers acceptances; and repurchase agreements.

Deposits are insured by the FDIC up to \$250,000. Funds in excess of \$250,000 are secured by the Alabama State Treasurer's Security for Alabama Funds (SAFE) Program, or are invested in Treasury Notes and/or Bills which are direct obligations of the United States and are not required to be secured by the FDIC or the SAFE Program.

Investments are reported at fair value. Short-term investments are reported at cost, which approximates fair value. Securities traded on a national or international exchange are valued at the last reported sales price at current exchange rates. Investments that do not have an established market are reported at estimated fair values.

### **Short-Term Inter fund Receivables/Payables**

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due to/from other funds" (i.e., the current portion of inter-fund loans) or "advances to/from other funds" (i.e., the non-current portion of inter-fund loans). All other outstanding balances between funds are reported as "transfers to/from other funds." Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as "internal balances."

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in applicable governmental funds to indicate that they are not available for appropriation and are not expendable available financial resources.

### **ASSET INVENTORY**

On an annual basis, all major capital assets are inventoried and the condition of the asset is assessed. Inventory is valued at cost, using the first-in, first-out method. The cost of governmental fund type inventory is recorded as an expenditure when consumed rather than when purchased. Prepaid items are accounted for using the consumption method. A prepaid item is recognized when cash expenditure is made for goods or services that were purchased for consumption, but not consumed as of December 31.

Capital Asset schedules are prepared for the Comprehensive Annual Financial Report with the disposition of assets noted along with depreciation schedules for major capital items. The City of Gulf Shores undertakes and maintains an on-going viable Capital Outlay Program yearly because these costs in total are usually the heaviest in any budget document and the ongoing financial commitment is required to maximize the public's benefit. Proper scheduling of Capital Outlay, as well as level appropriation (i.e., an equal dollar allocation each fiscal year), prevents excessive costs in any one budget year. Capital Outlay appropriations help to maintain the current level of service, updates equipment/service standards and needs, and increases productivity in the work assignment areas.

## **Banking and Investment Policies**

On February 27, 2019 the City of Gulf Shores adopted Banking and Investment Policies as follows to direct the financial affairs of the City of Gulf Shores, Alabama:

### Scope of Policy:

This policy applies to all funds or financial resources which are vested under the responsibility of the City Council **ONLY**. These policies do not govern funds that are managed under separate City entities and those not under the privy of the Gulf Shores City Council.

## **BANKING POLICIES**

It is the policy of the Gulf Shores City Council to appoint depositories for the safekeeping of public funds under its discretion and control.

### Designation of Depositories:

Financial Institutions which are a “Qualified Public Depository” (QPD) in the Security for Alabama Funds Enhancement (SAFE) Program as defined in Title 41, Chapter 14A, Code of Alabama 1975, and are designated as eligible depositories for funds under the discretion and control of the Gulf Shores City Council.

### Banking Services

Banking services covers day to day services that the City requires to conduct financial operations. This includes but not limited to: bank accounts for deposits and withdrawals, sweep accounts, on-line banking, direct deposit for payroll, timely bank statements, local accessibility to institution, etc.

Banking Services doesn't include funds available for investment and short or long term borrowing.

### Certificates of Deposit

Certificate of Deposits (CD) are purchased with funds available for investment and will be bid on an ongoing basis **as maturities become available** among financial institutions that are a QPD in the Safe Program and participate in the quoting process. The City will seek, as it is able, to maintain deposits at various institutions in amounts not in excess of FDIC limits.

## **INVESTMENT POLICIES**

It is the policy of the Gulf Shores City Council to invest public funds in a manner, which will obtain an optimal or reasonable rate of return while meeting the cash-flow demands of expenditures approved through the budgetary process. Also, this policy is intended to ensure adherence to all State and local statutes governing the investment of funds. This policy sets forth

the investment program for the Gulf Shores City Council and the guidelines to be followed in achieving its objective.

Designation of Investment Management:

The authority to manage the investment program is derived from State statute, local law and these investment policies. Management responsibility for the investment program, including the selection of investments, and transfer and use of such funds for the purchase or deposit therefore is hereby delegated to the Finance and Administration Director.

Ethics and Conflict of Interest:

The Finance and Administration Director and other City employees that may be involved in the investment function shall refrain from personal activity that could conflict with the proper management of the investment program, or that could impair their ability to make impartial investment decisions. The Finance and Administration Director or other City employees involved in the investment program shall disclose to the City Council any material financial interest in financial institutions that conduct business with the City and shall further disclose any personal investment positions that could be related to the performance of the City of Gulf Shores. The Finance and Administration Director and any other employee of the City that is involved in the decision process of the investment program shall comply with the Code of Alabama, 1975, Title 36, Chapter 25. All individuals involved in the decision-making process shall file Statement of Economic Interest with The Alabama Ethics Commission.

Objectives:

The objectives of the Gulf Shores City Council's investment policy are as follows: protection of the principal, proper cash flow, and optimal rate of return on investment vehicles. The City's Investment Portfolio shall be maintained, keeping all three of these objectives in mind. All investment purchase decisions shall take into considerations these three objectives in each and every decision.

1. The Protection of Principal shall be the top objective in the City's investment program. Protection of principal shall be controlled by investing in those investments that are only authorized by State and local law, which constitute some of the safest type of securities available in the market place. Most importantly, market risk on principal due to maturity dates and interest rates must be the primary focus in determining the investment portfolio diversification.
2. Proper Cash Flow shall be based upon the cash needs as projected through cash management analysis and monitoring. An investment may be liquidated prior to maturity to meet unanticipated cash needs and to re-deploy resources into other investment vehicles expected to outperform the current holdings.
3. Optimal Returns on investments is the third objective once principal safeguards and projected cash needs are established. The investment portfolio shall contain those investments only authorized by State and local law. Such authorized investments shall be purchased with the highest yield available within the constraints outlined in Objective 1 and 2 outlined above.

### Investment Strategies:

The Gulf Shores City Council generally invests funds with the intent to hold to maturity. Investment portfolios shall consist of investments that are based on State and local law and are consistent with the objectives outlined above. Funds designated for immediate expenditure shall be passively invested to allow for liquidity in order to pay for upcoming obligations. Funds that are available for obligations that are not immediate should be invested on a structured laddered basis dependent on market conditions. The City's investment program shall utilize investment strategies based upon the unique characteristics of certain fund types and individual funds (i.e. operational, special, capital, debt)

### Due Professional Care:

Investments shall be made with professional judgment and due care that would be exhibited by a person of prudence, discretion and intelligence under the same prevailing circumstances. Investment portfolios should be based upon income production and not speculation.

### Authorized Investments:

The Gulf Shores City Council's authority to invest City funds is granted under the Code of Alabama, 1975, Title 11, Chapter 81, Section 19 and Title 11, Chapter 81, Section 21.

### Maximum Maturities:

No investment shall be purchased with maturity greater than three (3) years without direct prior approval of the Gulf Shores City Council.

### Credit Quality

The City will seek investments guaranteed by the federal government and deposits in accordance with the SAFE program and within the limits of FDIC insurance when available. Any investments outside of these parameters must be approved by the City Council.

### Standard Operations:

The Finance and Administration Director is responsible for overseeing the daily operations in relation to the management of the City's investment portfolio. The Finance and Administration Director may assign staff members to assist in managing the overall program. With the passage of each annual fiscal year budget, the Finance and Administration Director will establish an overall annual investment strategy based upon the City's current financial position and the established fiscal plan for the upcoming year. The Finance and Administration Director, on a monthly basis, will review the status of the investment program and its portfolio and determine whether changes are required in its overall annual plan due unanticipated changes in immediate or near future cash needs.

## Defining Terms

### Glossary

#### A

**Accrual:** A method of accounting that recognizes income when earned and expenses when incurred regardless of when cash is received or disbursed.

**ADEM:** Alabama Department of Environmental Management. Lead Alabama State Agency for environmental issues.

**Adopted Budget:** Appropriation of funds approved by the governing body at the beginning of each fiscal year.

**Ad Valorem Tax:** Tax levied on the assessed value of real and personal property.

**ALDOT** – Alabama Department of Transportation

**Amended Budget:** The original adopted budget plus any amendments passed as of a certain date.

**Appraised Value:** The anticipated fair market value of property.

**Appropriation:** A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

**Assessed Value:** The value placed on property as a basis for levying taxes.

#### B

**Balanced Budget:** A budget in which revenues are equal to expenditures.

**Baldwin County Economic Development Alliance – “BCEDA”** Alliance that assisted the airport in securing the relocation of Resicum/AeroPro to Gulf Shores.

**Bond:** A certificate of debt issued by a government to finance a capital expenditure or other liability, in which payment of the original investment plus interest is guaranteed by a specified future date.

**Bond Rating:** A system of appraising and rating the investment value of individual bond issues.

**Budget:** A financial plan of operation for a given period consisting of an estimate of proposed expenditures and revenues.

**Budget Amendment:** The increase, decrease, or transfer of appropriation requiring the approval of the governing body.

**Budget Calendar:** The schedule of key dates which the city follows in the preparation, adoption, and administration of the budget.

## Defining Terms

### **Glossary**

**Budget Message:** A general discussion of the proposed budget, presented in writing as part of the budget document. The message explains current budget issues compared to recent financial history and presents recommendations made by the governing body and City Administrator.

**Business Where You Beach** – Part of a BCEDA re-branding effort to create an effective advertising campaign to encourage new industry to move to Gulf Shores.

**Budget Resolution:** The official enactment by the Mayor and Council authorizing the appropriation of revenues for specified purposes, functions, or activities during the fiscal year.

### C

**CAFR:** Comprehensive Annual Financial Report – a report compiled annually which provides audited detailed information on an organization’s financial status.

**Capital Assets:** Capital items of a long-term character which are intended to be held or used, such as land, buildings, improvements, machinery and equipment.

**Capital Budget:** A financial plan of proposed capital expenditures and the means of financing.

**Capital Expenditures:** Expenses or expenditures for non-consumable items or projects that have a useful life of one year or more and a unit cost of \$5,000 or more.

**Capital Improvement Fund:** Accounts for the acquisition and construction of major capital facilities.

**Capital Improvement Program (CIP):** A multi-year plan used to identify new and/or additional capital items or projects. The CIP threshold is \$5,000 or more per unit cost.

**Capital Outlay:** Expenditures for the acquisition of capital assets.

**Cash Reserves:** An account used to indicate that a portion of fund equity is legally restricted for a specific purpose or not available for appropriation or subsequent spending.

### D

**Debt Limit:** The maximum amount of debt that can be legally incurred.

**Debt Service:** Costs associated with the interest, principal, or other expense payments related to bond issues or capital leases.

**Depreciation:** Allocating the cost of a tangible asset over its useful life.

**Disbursement:** Funds paid out for goods or services received which results in a decrease in net financial resources; also referred to as an expenditure or expense.

**Dispense as Written (DAW):** Requires generic prescriptions unless medical provider writes otherwise.

## Defining Terms

### Glossary

#### E

**EMS:** Emergency Medical Services – provided by the Fire Department.

**Encumbrance:** Funds that have been committed for disbursement for a specific purpose.

**Enterprise Fund:** Separate accounting and financial reporting for municipal services for which a fee is charged in exchange for goods or services.

**Expenditures:** Decreases in net financial resources. Expenditures include current operating expenses requiring use of the net current assets, debt service, or capital outlays.

**Expenses:** Outflows or obligations of assets from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.

#### F

**FED:** Freestanding Emergency Department (FED) serves patients who experience medical emergencies.

**Fines & Forfeitures:** Revenue received from court bond forfeitures and authorized fines such as library and parking violation fines.

**Fiscal Year:** The twelve month period for which an organization plans the use of its funds. Gulf Shores fiscal year is the same as the calendar year – January 1 to December 31<sup>st</sup>.

**Fixed Asset:** Capital items of a long-term character which are intended to be held or used, such as land, buildings, improvements, machinery and equipment.

**Franchise/Utility Tax:** A tax based upon a legal agreement between Gulf Shores and another entity (often a private company) to provide a service or product in the community.

**Fund:** A fiscal and accounting entity with self-balancing set of accounts recording all financial resources and liabilities which are segregated for a specific purpose, activity or objective.

**Fund Balance:** The difference between total revenues and total expenditures since the fund was created. Fund balance can be designated (reserved for a specific purpose) and/or undesignated (available to be used with proper authorization).

#### G

**GAAP:** Generally Accepted Accounting Principles – guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

**GFOA:** Government Finance Officers Association. Internationally recognized association headquartered in Chicago, Illinois, with awards programs for audit and budget programs meeting set criteria.

## Defining Terms

### **Glossary**

**GO Warrant:** General Obligation Warrant (or bond). Debt payments are made from the General Fund Tax Collections.

**General Fund:** A fund used to account for financial resources and liabilities except those which are required to be accounted for in another fund.

**Goal:** A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

**Governmental Fund:** A fund category used to account for government's governmental-type activities. This category includes four fund types: general fund, special revenue fund, debt service fund, and a capital projects fund.

**Grant:** A contribution of assets from one organization to another to support a particular function or purpose.

### **H**

**Homestead Exemption:** A tax relief whereby state law permits local governments to exempt a dollar amount or percentage of the appraised value of the qualifying resident.

**Hurricane Sally:** A Category 2 Hurricane which made landfall in Gulf Shores, Alabama predawn September 16, 2020 causing over \$14 million in damages.

### **I**

**Infrastructure:** The basic facilities, equipment, and installations needed for the functioning of a system or organization (e.g. roads, bridges, water/sewer lines, public buildings).

**Insurance Services Office:** The Insurance Services Office (ISO) scores fire departments on how they are doing against its organization's standards to determine property insurance costs.

**Interest Income:** Revenue generated from city investments.

### **J**

**Jack Edwards National Airport – “JKA”** Gulf Shores Airport located off Highway 59 and operated by the Airport Authority of the City of Gulf Shores.

### **L**

**Leave Only Footprints Campaign** – Implemented by Ordinance in 2015 to change the culture of visitors leaving personal belongings behind on the beach. The program has drastically changed the amount of litter on City beaches.

**Licenses and Permits:** Fees collected for the issuance of licenses and permits such as business licenses and building permits.

## Defining Terms

### Glossary

#### M

**Major Fund:** Funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

**Millage Rate:** The property tax rate set by the County in Alabama per each \$1,000 of property.

**Modified Accrual Basis:** The basis of accounting under which transactions are recognized when they become both measurable and available.

#### N

**NFWF** – National Fish and Wildlife Federation. NFWF will provide funding to purchase wetland areas in the City for preservation.

#### O

**Objective:** A defined outcome following accomplishment of an established goal.

**Operating Budget:** Plans of current expenditures and the proposed means to finance. The operating budget contains appropriations for such expenditures as supplies, training, utilities, fuel, repair and maintenance, rentals and leases, and capital outlay.

**Operating Expenses:** Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.

#### P

**PT:** Part-time employees working less than 32 hours per week normally.

**PW:** Public Works Department consisting of Custodial, Landscaping, Streets, Maintenance and General Services.

**Penalties and Interest:** Fees collected for violations or delinquent payments.

**Personnel Expense:** Costs associated with wages, salaries, retirement and other fringe benefits for city employees.

#### R

**Reserves:** Monies set aside and restricted for a specific purpose. Any unspent reserves revert back to the appropriate Fund Balance at year end.

**Revenue:** Income which represents an increase in governmental fund type net current assets.

**Revenue Bond:** A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.

## Defining Terms

### Glossary

#### S

**Special Revenue:** A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specific purpose such as the Impact Fees fund.

#### T

**Tax Digest:** A listing of all property owners within the city, their property's assessed value, and amount of taxes due.

#### W

**Warrant:** A certificate of debt issued by a government to finance a capital expenditure of other liability, in which payment of the original investment plus interest is guaranteed by a specified future date.