

# CITY OF JACKSONVILLE BEACH ANNUAL BUDGET



FISCAL YEAR ENDING SEPTEMBER 30, 2010

*CITY OF JACKSONVILLE BEACH OFFICIALS:*

Mayor: Fland O. Sharp

Councilmembers:	Penny Christian	Seat 1, At-large
	Rick Knight	Seat 2, At-large
	Lee Buck	Seat 3, At-large
	Steve Hartkemeyer	Seat 4, District 1
	Peter Mittleman	Seat 5, District 2
	Tom Taylor	Seat 6, District 3

City Clerk: Heidi Reagan

City Attorney: Stephen Stratford

City Manager: George D. Forbes

Department Directors:	Gary Frazier	Chief, Fire Department
	Bruce A. Thomason	Chief, Police Department
	Don Ouchley	Director of Beaches Energy Services
	Sue Taylor	Director of Human Resources
	Gary Meadors	Director of Parks & Recreation
	Steven G. Lindorff	Director of Planning & Development
	William T. Edwards, P.E.	Director of Public Works
	Harry E. Royal, C.P.A.	Finance Officer

**WORKING TOGETHER: COMMITTED TO THE CITIZEN**

## LONG-TERM GOALS:

To maintain the *level of service* desired by citizens.

To manage the City to be *competitive in all services* with respect to cost, service and reliability.

To make *redevelopment* work.

To maintain an atmosphere in which all *citizens feel safe* in their homes, in public and on the beach.

To *protect the environment* through improvements to our water and sewer system, streets and sidewalks, tree protection, beach renourishment and compliance with all environmental hazard and waste regulations.

To *manage growth* in a way that protects the quality of life and to maintain an ideal mix of commercial and residential uses.

To *promote the City* as a family oriented entertainment center of the beaches area by improving the quality and scope of special events and through improved marketing of the area.

To maintain the minimum *cash balances* which protect the City's financial integrity.

To implement a *comprehensive performance measurement* system which will give the public, City Council and department directors the ability to evaluate the level and value of the services the City provides to the community.

To *emphasize employee safety* through proper supervision, training and equipping of all City employees at an appropriate level as to assure their safety and the safety of those around them.

To maintain a compensation and benefit package sufficient to attract and retain a *qualified and highly motivated workforce*.

To *eliminate deferred maintenance* in order to lengthen the life of City assets.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Jacksonville Beach  
Florida**

For the Fiscal Year Beginning

**October 1, 2008**

Handwritten signature of the President of GFOA.

President

Handwritten signature of the Executive Director of GFOA.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Jacksonville Beach, Florida for its annual budget for the fiscal year beginning October 1, 2008. In order to receive this award, a government 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 communications medium. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## 2010 ANNUAL BUDGET

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# BUDGET MESSAGE





# City of Jacksonville Beach

Eleven North Third Street, Jacksonville Beach, Florida 32250 (904) 247-6268

October 12, 2009

The Annual Budget and Capital Improvement Plan for the 2010 fiscal year were adopted on September 9, 2009. The City's total proposed budget of \$174,705,201 is \$33,240,785 (16%) less than the current year's budget.

*On October 6, 2009, the Duval County Property Appraiser notified the City of Jacksonville Beach that the July 1 estimate on which the budget and millage rate are based was overvalued by \$185,844,891 or 5.8% due to a clerical error. Florida Statutes (200.065(6)) permit municipalities to administratively adjust their millage rates if there is more than a 1% change in the gross taxable value of real and personal property reported by the Property Appraiser. The adjustment is designed to allow local governments to keep the same amount of property tax revenue previously approved by their governing bodies in the event of a significant change or error in their property valuation.*

*However, due to the significance of the potential adjustment to its adopted millage rate, from \$3.6740 to \$3.8980 (6.1%), the City Council revised the adopted millage rate to \$3.8180 mills, an increase of 3.9%. The adjustment means that the City will lose \$335,323 property tax revenue in its General Fund. The change in the millage rate means that property taxes on a home at the median Jacksonville Beach value of \$236,800 will pay an additional \$23 per year in property taxes, or \$1.92 per month over those paid in 2009.*

The budget was developed using the following guidelines:

- The General Fund budget will be based on the simple majority millage rate allowed under the current rules. (See italicized paragraphs, above.)
- 2010 budgets for personnel and operating costs will be less than or equal to the 2009 budgets for personnel and operating costs.
- Spending patterns in all funds must be sustainable.

Like last year, because of the uncertainty about future legislation that may affect the City's funding sources and because current economic conditions are likely to be with us for the foreseeable future, this budget includes the following changes in the number of authorized positions:

**Eliminate 13 full-time positions:** one fire safety specialist, one records specialist, two senior secretaries, two electric line crew leaders, 4 apprentice line workers (over hires), cut-in/cut-out technician (over hire), two system operators.

**Add 3 part-time positions:** one records specialist, one scanning clerk, one secretary.

The positions being eliminated are currently vacant or will be vacated before the end of 2010. Immediately following this letter is an executive summary of changes in 2010 budgeted revenues and expenditures.

## **THE ENVIRONMENT**

In the current economic environment, a lack of available credit and the resulting recession have caused businesses to cut back or close. Consequently, citizens are spending more cautiously and making fewer discretionary purchases. Because the State has no income tax, its revenues, some of which are shared with local governments, are greatly affected by

changes in the economy. The recession has caused reductions in many of the City's major sources of governmental revenue: ½ Cent Infrastructure Surtax, Local Option Gas Tax, Convention Development Tax, State ½ Cent Tax. Taxes and state-shared revenues represent nearly 2/3 of the General Fund's total revenue, so decreases in these revenues will have a major impact on the City's ability to provide the services our citizens expect.

When revenues are reduced, either as a result of the economy or as a result of legislatively mandated tax relief, local governments face increasingly expensive demands for social services. They also see increased expenses to pay for unfunded mandates. Like Jacksonville Beach, many local governments will be building federally mandated environmental projects to clean up and protect water resources. Jacksonville Beach's Wastewater Treatment Plant Project, costing \$21 million, is an example of a federally mandated project that seeks to remove nitrogen from treated wastewater that is discharged into the St. Johns River in order to comply with EPA and FDEP requirements.

The City aggressively sought and received \$11 million in grant funding to help pay for this project, which costs more than its annual General Fund budget. Additional funding will be from the Community Redevelopment Agency and the ½ Cent Infrastructure Surtax bond proceeds. This patchwork of funding will allow the City to pay for the project without having to increase water and sewer rates to pay for this project. 2010 is the last year of a series of 5% rate increases for ongoing operating and maintenance costs. Other communities may not be as fortunate; unfunded mandates are not cost-free.

Stimulus and grant funding have allowed the City to pay for some major infrastructure improvements without borrowing money. Major projects that are either being designed or are underway and will be partially funded with stimulus and grant funds are shown on the next page:

<b>Project Description</b>	<i>Project Cost</i>	<i>Grant Funding</i>	<b>% of project funded by grants</b>
<i>Wastewater treatment plant upgrade</i>	\$ 21,497,543	\$ 11,050,778	<b>51%</b>
<i>A1A Streetscape</i>	3,031,510	1,003,349	<b>33%</b>
<i>2nd Street North stormwater project</i>	3,841,479	1,214,536	<b>32%</b>
<i>Stormwater ponds expansion (golf course)</i>	770,171	241,064	<b>31%</b>
<i>South 9th Street improvements</i>	6,571,978	5,055,466	<b>77%</b>
	<b>\$ 35,712,681</b>	<b>\$ 18,565,193</b>	<b>52%</b>

We do not intend to pursue stimulus money to add programs or increase service levels.

Legislatively mandated property tax relief is another area in which many local governments are experiencing difficulties as shrinking revenues fail to match expenses. Overall, property values in Jacksonville Beach decreased by 4.7%. Property values in the two redevelopment districts decreased by 6.2%. Property taxes in the redevelopment areas are used to support long-term redevelopment projects in those areas. Property taxes from non-redevelopment areas are used in the General Fund to provide services such as police, fire, street and road maintenance, parks and recreation services, building inspection and other governmental services. Sixty-one percent of the General Fund budget is used to pay for police and fire services; the revenue generated from property taxes alone does not cover the costs of providing police and fire services in our community.

Although these revenue reductions will limit the number and scope of future services and projects, the good news is that the City began to plan for the current economic downturn several years ago. This was done by reducing costs, paying down debt, and building adequate reserves to soften the impact of the financial and economic changes occurring now. One-time revenues have been and will continue to be used for non-recurring, one-time expenditures and will not be used to pay for operating costs.

There has recently been a slight uptick in housing sales and media speculation that the recession is coming to an end. In spite of that, we do not believe there will be substantial

improvement in the business climate or a reduction in the number and cost of unfunded mandates passed on to local governments in the next several years. Likewise, even though the per capita local tax burden in Florida is among the lowest in the country (47<sup>th</sup>)<sup>1</sup>, we expect legislative efforts at the state level to reduce, even further, revenues available to fund local government services. It is uncertain whether the state legislature will make any progress toward eliminating some of the state sales tax exemptions or will address the taxability of internet sales.

In this environment, the City's priority will be to continue to provide excellent service in its core areas: police and fire protection, ocean rescue, well maintained parks and recreation facilities, street maintenance, electric, water, sewer, and garbage services, building inspection, and code enforcement. With the exception of utilities, which are funded by user fees, most of the other services are largely paid for from the General Fund, supplemented with occasional grant and special revenue funding. We always look for less expensive, more efficient ways to provide services and will continue to evaluate the necessity and demand for the services we currently provide. A discussion of City services and performance measures related to those services may be found in this document in each department's business plan.

## **CITY SERVICES**

For the past several years, as they prepare their budgets, departments have been instructed to preserve their ability to provide core services, with an eye toward eliminating duplication of effort across departments, consolidating duties, and sharing staff. In spite of any increases in personnel costs, their 2010 operating budgets (personnel plus operating costs) were required to be no greater than their 2009 budgets. The budget that resulted from this process provides continued funding for programs and projects primarily in the areas of public safety, parks & recreation, utilities and infrastructure.

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<sup>1</sup> Tax Foundation. "Special Report," No. 163, August, 2008. <http://www.taxfoundation.org/research/topic/21.html>

Jacksonville Beach has been fortunate to receive grant funding to support a number of programs and projects. For the most part, one-time grant funds are not used to supplement operating expenses but instead are matched to one-time, long-term projects. Exceptions occur with the Justice Assistance and Community Development Block Grants. Programs and projects supported with this budget, by department, include:

- **Police:** Four officers assigned full-time to the Downtown CAPE program. This program has been effective in elevating the visibility of police in the Downtown area and has been well received by the community; funding for the program comes from the Community Redevelopment Agency. The Community Response Team, Traffic Unit, and Pablo Beach CAPE programs are also funded. The Community Response Team receives partial funding from a Justice Assistance Grant while the Pablo Beach CAPE program receives partial funding from a Community Development Block Grant. The department is able to enhance its services through the Citizens On Patrol and Citizen Police Academy volunteer programs, whose generous members have provided 8,126 hours of service to the department so far this year.
  
- **Fire:** continued funding is included for the Advanced Life Support and emergency preparedness programs. The Advanced Life Support program has helped reduce the response time in the south end of Jacksonville Beach, by providing these services until a transport unit arrives from Jacksonville Fire/Rescue. This year, the department eliminated the position of fire safety specialist which was established to assist the fire marshal with building inspections during the period when there were a number of new multi-family construction projects. The department is the only fire service agency in the county that provides child safety seat installation, inspection and education.

- Parks & Recreation: Ocean Rescue services, youth and adult leagues for softball, football and baseball, surf camps, Carver Recreation Center, maintenance and improvements for the Wingate Parks complex on South Penman Road and other city recreation facilities are some of the services funded. Leagues operate concession stands to fund their programs and now pay for the utilities required to operate them. Golf Course improvements, made in conjunction with a major drainage project, are on track to be completed in October. The Carver Center moved into a new facility this summer, and design has begun for landscaping and park improvements in the area surrounding the new building. Annually, the department hosts a number of camps for the City's younger citizens, including special needs and disadvantaged children.
  
- Roads & Streets: The Streets division manages all projects to maintain the City's roadways, traffic control signage and markings, sidewalks, and stormwater collection system. It also manages the City's garbage collection and beach cleanup contracts.
  
- Special Events: the 4<sup>th</sup> of July fireworks, Pops at the Beach, Summer Jazz Series, and Moonlight Movies are again funded. A reduction in the number and/or scale of these events will be considered in the event of future City revenue reductions.
  
- Downtown Improvements: Major Downtown drainage and infrastructure projects incorporating the recommendations from the Downtown Visioning process are underway or are being designed. These include A1A Streetscape Improvements, 2<sup>nd</sup> Street Drainage, SeaWalk Reconstruction, and Phase 2 of the Downtown Vision and Infrastructure Improvements. All of the projects are funded primarily by tax increment funds from the Community Redevelopment Agency, supplemented with grants from FDOT, EPA and other agencies.

- Other projects: A \$6.6 million project to improve 9<sup>th</sup> Street South is scheduled for bid in October. The project will replace sanitary sewer and water lines and install new sewer services, storm sewer piping, and storm sewer inlets. The street will then be reconstructed; sidewalks, traffic signals and landscaping will be added. The project will be largely funded through a \$5.1 million stimulus grant from FDOT. Following completion of the project, the City will separately design and improve the first block of the street, from Beach Boulevard to 1<sup>st</sup> Avenue South.
  
- Water & Sewer: The budget includes ongoing programs to replace old, deteriorated water mains, clean sanitary and storm mains, and rehabilitate lift stations. In addition, Lift Station #3 will be rehabilitated as the wastewater treatment facility upgrade nears completion. The lift station is a key secondary master station for the facility.
  
- Beaches Energy Services: Construction of a natural gas line to supply commercial customers is budgeted for 2010. In addition, the budget will fund implementation of energy efficiency, rebate and conservation programs and underground and overhead projects to improve reliability in Jacksonville Beach, Neptune Beach and St. Johns County.

Departments regularly survey their customers and track performance indicators. These results are reviewed and discussed monthly. Actual results are compared to prior years' results and to current year targets. Monthly reviews give managers the chance to identify areas of concern early. Resources can then be shifted, if necessary, to mitigate potential problems. Survey results are reviewed and investigated and the customer is contacted to resolve any issue identified by the survey. Performance indicators, survey results, services, and both current and planned projects are addressed in more detail in each department's business plan and in the Capital Improvement Plan included in this document. Brief

financial summaries and explanations of budget changes can be found immediately following this letter.

## **BUDGET ISSUES**

### **Cost of Energy**

Seventy-three percent of the Beaches Energy Services budget is for the purchase of electricity. Increasing worldwide demand for natural gas and coal, regulation to limit greenhouse gases, such as the State's Renewable Portfolio Standard legislation, and a cap-and-trade tax will push costs for electricity higher. As the demand for electricity increases faster than the supply, additional power facilities may have to be built. Coal plants are no longer permitted to be built in Florida because of their role in producing greenhouse gases.

Power plants using other sources such as nuclear and solar are more costly to construct. Because of the use of natural gas as its primary fuel, Beaches Energy has a good environmental footprint. In addition, with the discovery of new natural gas resources and better extraction methods, we are hopeful the price of electricity will become less volatile. Certification requirements for the City's utility employees have increased costs for training and retaining certified employees to operate our electric, water and sewer facilities.

Beaches Energy Services promotes energy conservation by providing tips in its monthly newsletter *Tidings*, through online and in-person energy audits, and recently, through a new rebate program. The rebate program, introduced this summer, provides up to \$1,675 as incentives for residential customers to invest in conservation by making energy efficiency improvements to their homes. The City has also embarked on a program to inventory and inspect all of its facilities to identify potential energy conservation opportunities. It will be installing controllers to reduce unnecessary usage of ball field

lights and is currently investigating the possibility of replacing lights and fixtures at its ball fields and tennis courts with more energy efficient models. The City will seek grant funding to reduce its cost.

## **Water Regulation and Supply**

Federal and State regulations continue to drive the cost of water, sewer, and stormwater services higher. The regulations are intended to make the St. Johns River and its waterways cleaner by requiring more stringent wastewater and stormwater treatment processes to limit the amount of nutrients in the river. The \$21 million upgrade to the City's wastewater treatment plant is a direct result of such regulations. In 2010, the St. Johns River Water Management District's Water Supply Plan will impact the City's water consumptive use permit and may result in additional compliance requirements.

Long-term, there will likely be more conflict over water supplies, as increasing populations in urban areas demand more water. Florida, Georgia, and Alabama have been fighting over the Lake Lanier reservoir for over 20 years. More recently, a controversial plan to take millions of gallons of water a day from the St. Johns and Ocklawaha Rivers to meet Central Florida's growing population demands angered North Florida residents and officials, concerned about the effects of increased salinity levels on local habitats. The growing demand for water will make it necessary for all of us to use less of it in the future.

Jacksonville Beach adopted inclining block rates for water in October 1994. These rates encourage conservation by charging a higher price per 1,000 gallons for customers who use the greatest quantity of water. Price signals combined with more efficient equipment, household appliances, and irrigation systems create a strong incentive for businesses and homeowners to invest in conservation. In the past ten years, citywide water usage has fallen from a high of 893 million gallons to a low of 768 million gallons, a reduction of 125 million gallons per year. The City of Jacksonville Beach also reuses treated

wastewater for irrigation at the golf course and at other City facilities. As part of its agreement with the Water Management District for the wastewater treatment plant upgrade, the City has agreed to include some reuse projects in future projects for Beach Boulevard, Lee Kirkland Cemetery, and the golf course. A long-term project to extend reuse transmission south to South Beach Park is in the planning stages. It has not been scheduled and will be costly.

### **Employee Costs**

People provide services. Sixty-five percent of the General Fund budget is used to pay for employee costs. The City's utilities have increasing requirements to staff utility plants with certified operators. As we operate with fewer staff, it will continue to be important to provide them with training. More training makes employees harder to replace and more costly to lose. If further revenue limitations are enacted by the State legislature, wages may be frozen. Because wage rates are a result of union contract negotiations, across the board reductions may be difficult to achieve.

Cost increases for healthcare have been shared with employees for the past several years. The City offers flexible spending accounts and assistance in navigating the increasingly complex decision-making process that can accompany illness. For many years, the City has offered an employee health fair and regularly provides health and wellness related information to all of its employees. All of these programs are aimed at improving employee health and reducing the rate of insurance premium increases. Pension costs continue to increase, in part, because of requirements/mandates enacted at the state level that local governments must fund. The level of unfunded liability in each of the City's three pension funds is carefully monitored.

### **Impact of Other Processes**

In 2007, relying on strong community involvement, the City conducted a walking audit of Downtown and a three-day charrette that were used to develop a Vision Plan for the area.

The *Downtown Vision Plan* is intended as a road map for future public policy decisions and private development and redevelopment. Concurrent with the development of the vision plan, the City conducted an engineering analysis to determine the need for roadway and infrastructure improvements in the downtown area consisting of a stormwater master plan and evaluation reports for water and sewer facility improvements. Also evaluated were on-street parking, roadway pavement, sidewalks and curbs.

The proposed improvements resulting from the Downtown Vision and the engineering analysis are chosen for design and construction based on the priorities established by the Community Redevelopment Agency and the City and guided by the Downtown Vision Plan. Project selection will be limited by the amount of money available in the Downtown Tax Increment Fund. All of the projects listed in the table on page iii are being funded in part by tax increment funds except the South 9<sup>th</sup> Street project. The South 9<sup>th</sup> Street project is being funded with a combination of American Recovery and Reinvestment Act (ARRA) and City funds. Other projects being studied or designed include the Phase II of the Downtown Infrastructure Project and the SeaWalk Reconstruction (Beach Blvd. to 3<sup>rd</sup> Ave. N.). Projects are budgeted once design is complete and the construction bid has been awarded.

This summer, in an effort to obtain information and data, the City conducted a ***Paid Parking Pilot Project*** to obtain information and determine the possible effects of paid parking in City-owned downtown parking lots. Based on information gathered from that study, a preliminary consultant's review, and guidance from the City Council, a request for proposal for consulting services related to paid parking is being prepared. We expect the consultant to make recommendations regarding the kind of program to implement and how to implement it. The cost to implement such a program will vary with the type of

program selected. No provision has been made in the 2010 budget for either the consulting services or for the parking program.

The City faces serious challenges in the next several years. The combination of those challenges in the form of decreasing revenues, increasing costs from new regulation, unfunded mandates, and employee wages and benefits will demand new ways of thinking and new solutions. We will continue to implement and consider projects and purchases that:

- Increase revenues by maximizing rental of available City facilities, such as the Industrial Park and radio tower, to offset the facilities' operating costs.
- Decrease operating costs by reducing utility consumption at buildings and park facilities and by automating routine tasks such as employee time entry.
- Target the use of resources, such as Police, to areas where they may have the greatest impact. The Downtown CAPE program is one such program that has increased police presence by assigning four full-time officers to the City's downtown area.
- Encourage citizen involvement through the Citizens On Patrol and Citizen Police Academy programs and partnerships with citizens like those who advised and participated in fund raising to improve Paws Dog Park.

Following the development of the proposed budget, the City has an annual budget tour, four workshops, and two public hearings. This requires a significant investment of time on the part of the City Council, City staff, and citizens who attend these meetings. We thank them all for their leadership and thoughtful participation in the process. Working together, we will further our goal of providing quality services at a reasonable price.

Sincerely,

George Forbes  
City Manager

Harry Royal  
Finance Officer

Trish Roberts  
Budget Officer

## Changes in Revenues and Expenditures:

### Revenues:

<b>Revenues</b>	<i>Revised Budget 2009</i>	<i>Approved Budget 2010</i>	<b><i>Increase (Decrease)</i></b>	<b><i>% Change</i></b>
Taxes	\$19,190,486	\$19,763,382	\$572,896	3.0%
Permits & fees	428,084	360,400	(67,684)	-15.8%
Intergovernmental	7,752,361	11,853,370	4,101,009	52.9%
Charges for services	141,257,133	131,218,074	(10,039,059)	-7.1%
Fines & forfeitures	294,500	320,500	26,000	8.8%
Interest & other	10,046,300	7,949,475	(2,096,825)	-20.9%
Transfers in	15,065,568	9,370,099	(5,695,469)	-37.8%
<b>Total Revenues</b>	<b>\$194,034,432</b>	<b>\$180,835,300</b>	<b>(\$13,199,132)</b>	<b>-6.8%</b>

Taxes: Decreases in sales and gas taxes, local communications taxes, and local business taxes related to the economic downturn were offset by a small increase in property taxes due to an increase in the assessed value of real estate. (The current budget for property tax revenue is based on property value that was overstated. See page i for a more detailed explanation.)

Permits & fees: Decreases in building projects resulted in less revenue from building permits (see Planning & Development). Since the height of the building boom in 2005, construction spending has fallen by 87%.

Intergovernmental: Although the City is seeing decreases in its recurring annual revenues from State and local sales taxes, gas taxes, and Community Development Block Grant funds, these decreases are being offset by one-time grants that are being used to fund, at least partially, the rebuild of the wastewater treatment plant and 2<sup>nd</sup> Street drainage improvements. In addition, Justice Assistance Grants are providing funding for the Community Response Team, radio tower improvements and police equipment (see Executive & Legislative, Public Works and Police).

Charges for services: The decrease in this category is primarily due to anticipated decreases in the cost of electricity. Changes in the cost of power are recaptured through the power cost adjustment on the customer's monthly bill (See Beaches Energy Services).

Fines & forfeitures: The budget anticipates a modest increase in revenue from court fines.

Interest & other: Interest earnings on pension investments are expected to be lower in 2010.

Transfers in: In 2009, partial funding for construction of the Wastewater Treatment Plant, in the amount of \$4.9 million, is being provided from the ½ Cent Sales Surtax bond proceeds.

For additional information on revenues, please refer to the Financial Summaries section of this document.

### **Expenditures-by Category:**

<b>Expenditures by Category</b>	<i>Revised Budget 2009</i>	<i>Approved Budget 2010</i>	<b><i>Increase (Decrease)</i></b>	<b><i>% Change</i></b>
Personal Services	\$26,566,471	\$26,074,576	(\$491,895)	-1.9%
Operating-Energy	91,542,654	74,621,537	(16,921,117)	-18.5%
Operating-All Other	34,102,143	33,125,323	(976,820)	-2.9%
Capital Outlay	32,077,067	22,984,174	(9,092,893)	-28.3%
Debt Service	8,520,393	8,515,349	(5,043)	-0.1%
Grants to Others	71,691	14,143	(57,548)	-80.3%
Transfers out	15,065,568	9,370,099	(5,695,469)	-37.8%
<b>Total Expenditures</b>	<b>\$207,945,987</b>	<b>\$174,705,201</b>	<b>(\$33,240,785)</b>	<b>-16.0%</b>

Personal Services: The budget eliminates thirteen full-time positions and adds three part-time positions.

Operating-Energy: Costs per kilowatt hour of electricity purchased are expected to decrease. The lower cost for electricity will result in reduced revenues for electric sales (See Beaches Energy Services).

Operating-All Other: City departments reduced their operating costs in order to meet budget reduction requirements for 2010.

Capital Outlay: Capital projects are budgeted for the life of the project. Projects are normally budgeted when design is complete and a bid has been approved by the City Council. Several large projects are budgeted in 2009 for the two redevelopment districts. Although some projects for those areas are currently being designed, no new redevelopment projects have been budgeted in 2010 (see Planning & Development).

Debt Service: This modest increase is a result of the amortization of principal; no new debt has been issued (See Debt and Capital Projects).

Grants to Others: The City makes an annual contribution of \$14,143 to fund minimum monthly pension benefits for certain retirees or their beneficiaries (See Executive and Legislative). A new program to provide assistance to residents seeking to eliminate septic tanks was begun in 2009. Funding for this program will be carried forward to 2010 after the start of the year.

Transfers: In 2010, partial funding for construction of the Wastewater Treatment Plant, in the amount of \$4.9 million, is being provided from the ½ Cent Sales Surtax bond proceeds.

## Expenditures-by Department:

The **Executive & Legislative Department** (which also manages the Nondepartmental functions) works with the City Council to develop policy and legislation that are administered and executed by the City Manager. Operating in this department are the City Council, City Attorney, City Manager, and City Clerk. This year's budget increase results from the prior year elimination of two positions combined with the additional budget for legal fees that was previously spent in the Nondepartmental area. The decrease in the Nondepartmental area results from a \$3.5 million decrease in capital projects and a \$4.8 million dollar decrease in transfers.

<b>Expenditures by Department</b>	<i>Revised Budget 2009</i>	<i>Approved Budget 2010</i>	<b>Increase (Decrease)</b>	<b>% Change</b>
Executive & Legislative	\$1,733,594	\$1,744,554	\$10,960	0.6%
Finance	4,302,976	4,056,837	-246,139	-5.7%
Planning & Development	13,879,523	6,422,862	-7,456,661	-53.7%
Parks & Recreation	6,002,569	5,807,068	-195,501	-3.3%
Public Works	26,485,695	29,636,519	3,150,824	11.9%
Police	8,618,633	8,670,183	51,550	0.6%
Fire	3,445,902	3,638,917	193,015	5.6%
Beaches Energy Services	123,720,193	103,208,308	-20,511,885	-16.6%
Human Resources	2,175,543	2,174,815	-728	0.0%
Non-Departmental	17,581,359	9,345,138	-8,236,221	-46.8%
<b>Total Expenditures</b>	<b>\$207,945,987</b>	<b>\$174,705,201</b>	<b>(\$33,240,785)</b>	<b>-16.0%</b>

The **Finance Department** provides support services in the areas of accounting, utility billing/customer service, information systems and purchasing. Its budget decrease is caused by special one-time projects budgeted in 2009 for computer network improvements, GIS (geographical information system) improvements, and assistance with the Police Department's CAD (computer-aided dispatch) system.

**Planning & Development** provides planning, building inspections, and code enforcement services. It also provides administrative support for the Community Redevelopment Agency's projects in the Downtown and Southbeach redevelopment districts. This

department's budget decrease is due to the timing of construction projects that are currently being designed but are not yet budgeted.

**Parks & Recreation** manages the City's parks and recreation services. They include tennis, golf, adult and youth athletic leagues and all park, golf, and oceanfront restroom maintenance. This department also provides lifeguard services. The Parks & Recreation budget reduction is due primarily to the decrease in capital projects at the Golf Course, although there was also a reduction in operating costs in most areas of this budget.

**Public Works** provides water, sewer, stormwater, and sanitation services to the citizens of Jacksonville Beach, along with street maintenance. The department's budget increase is due to the cost and construction timing of the Wastewater Treatment Plant. Most divisions in this department had decreases in their operating costs.

The **Police Department's** budget increase is due to an increase in pension costs. This year, the department converted one full-time records specialist to a part-time position.

In addition to providing fire and rescue services, the **Fire Department** also manages the City's radio system. The budget increase is due to the 2010 replacement of repeaters and the radio tower's antenna. A large part of this equipment replacement is being funded by a Justice Assistance Grant. The Fire Department eliminated one position.

**Beaches Energy Services** operates and maintains the City's electric distribution system and provides facility management services for the City's buildings and rental properties. Its budget will decrease due to expected decreases in the cost of power. Nine currently vacant positions will be eliminated, and one position is budgeted for a partial year, after which it will be eliminated.

**Human Resources** is responsible for personnel services, labor relations, and risk management. Its budget decrease comes from changing a full-time position to a part-time position.

For a more detailed discussion of expenditures/expenses, please refer to the Financial Summaries and department sections of this document. Additional detail on staffing and changes in staffing can be found in the Organization Profile section.

# Community Profile



# Welcome to Jacksonville Beach



Bordered by the City of Neptune Beach to the north, Ponte Vedra Beach to the south, the Intra-Coastal Waterway to the west, and the Atlantic Ocean to the east, the City of Jacksonville Beach occupies 8.06 square miles of land in northeast Florida. It is primarily a residential community located approximately 15 miles east of Jacksonville.

The City's mission statement is Working Together—Committed to Our Citizens. To keep its citizens informed, the City publishes an *Annual Report*, a monthly newsletter—*Jax Beach Briefs*, and a monthly newsletter *Tidings* distributed to its electric customers in their utility bills.

The City also hosts a website that includes City Council agendas, utility and building permit applications, updates about current construction projects, employment applications and upcoming special events: [www.jacksonvillebeach.org](http://www.jacksonvillebeach.org).

The City Hall is located at 11 North Third St., Jacksonville Beach, Florida 32250 and may be reached by calling (904)247-6100.

# A Brief History of Jacksonville Beach

Although the French Huguenots led by Capt. Jean Ribault in 1562 laid claim to the First Coast area, it was the Spanish who first settled the area around Jacksonville Beach, establishing missions from Mayport to St. Augustine. The Spanish ceded East Florida to the English by treaty in 1763 only to regain control twenty years later. In 1821 the Spanish ceded Florida to the United States of America.

The area was settled by river pilots and fishermen as early as 1831 when Mayport, then known as Hazard, was established as a port. The Mayport lighthouse was erected in 1859 and still stands at the Naval Station Mayport. By 1885 Mayport had 600 inhabitants, a post office and a school. The town was also visited daily by steamships which brought beach-goers from Jacksonville down the St. Johns River.

Meanwhile, a group of enterprising Jacksonville businessmen conceived the idea of a railway to the beaches east of Jacksonville. It was their plan to develop a summer resort to attract tourists to the Jacksonville area. The Jacksonville and Atlantic Railway Company was chartered in 1883 to build sixteen and a half miles of narrow gauge railway from South Jacksonville to the Ruby settlement.



The company acquired many acres of choice oceanfront property which was divided into lots. By November 12, 1884, Ruby was ready for the first buyers of the subdivided lots. About fifty prospective buyers arrived by excursion boats. In all, thirty-four lots were sold that day for a grand total of \$7,514.

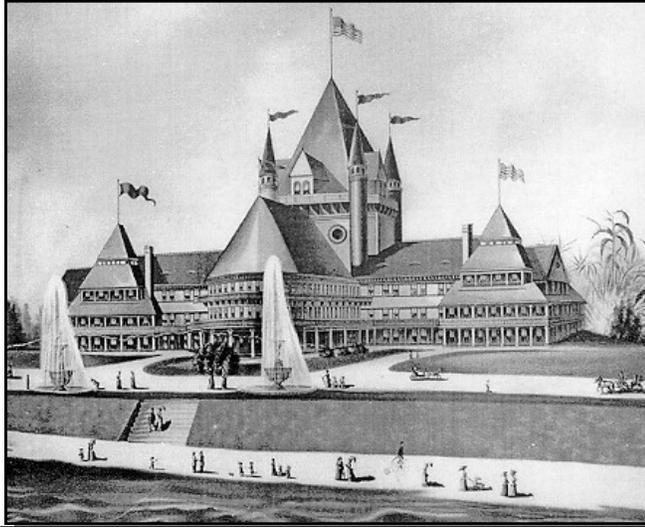
In 1884 William E. Scull, surveyor for the railroad, and his wife Eleanor, moved to the area now known as Jacksonville Beach. There

were already several tent houses in the vicinity. The Sculls lived in one tent and ran the first general store from another. Later the Sculls applied for a post office under the name of Ruby, a name chosen in honor of their oldest daughter, and ran the post office from their store. Mail was delivered by boat once a week from Jacksonville.

In 1886, Ruby was renamed Pablo Beach after the San Pablo River to the west that divides the island from the mainland.



*The first sidewalk in Pablo Beach was a wooden boardwalk to the oceanfront on Ocean Avenue, which is now known as Pablo Avenue. Photo taken around 1898.*



**MURRAY HALL**  
**FLORIDA'S SUMMER AND WINTER**  
**RESORT**

**THE FINEST AND MOST ELEGANTLY**  
**FURNISHED IN THE SOUTH.**

Upon completion of the railway to Pablo Beach in mid 1886, the first resort hotel was built and opened to the public. The splendid multistory wooden structure, the Murray Hall hotel, had 192 rooms and could accommodate 350 guests. The Hotel advertised an elevator, electric bells, hot, cold and sulfur baths, bar, bowling and billiards. It also claimed it was located on "The Finest Beach in the World!" with "Surf Bathing the Year Round!" The construction cost was \$150,000. Unfortunately a fire in the boiler room around midnight on August 7, 1890 destroyed the hotel, the railway depot and surrounding buildings. However, the guests and their belongings were saved.

The Murray Hall was followed by other resort hotels: the Adams House, the Perkins House, the Continental, the Ocean View and the Palmetto Lodge. All were eventually destroyed by fire.



*Above: One of many boarding houses opened to take advantage of the tourist trade. Photo to left is Hotel Pablo.*





*Palmetto Avenue,  
Pablo Beach, Florida  
looking east from what is currently  
the intersection of  
Beach Boulevard and 2nd Street.  
Photograph taken around 1906.*



The railway company soon met with financial difficulties and was taken over by the millionaire Henry M. Flagler as part of the Florida East Coast Railway System. Late in 1900 the railway was changed to standard gauge and extended to Mayport. Further transportation was added in 1910 when a winding oyster shell road was constructed near the present Atlantic Boulevard, dividing Neptune Beach and Atlantic Beach.



Pablo Beach was incorporated on May 22, 1907. In 1925 the name was changed to Jacksonville Beach.

The boardwalk era began in 1915 and 1916 when businessman Martin Williams, Sr. established dance pavilions, shooting galleries, boxing, wrestling, restaurants and other forms of entertainment on the new boardwalk.

Auto racing on the hard-packed sand of the beaches made the area popular for this spectator sport.

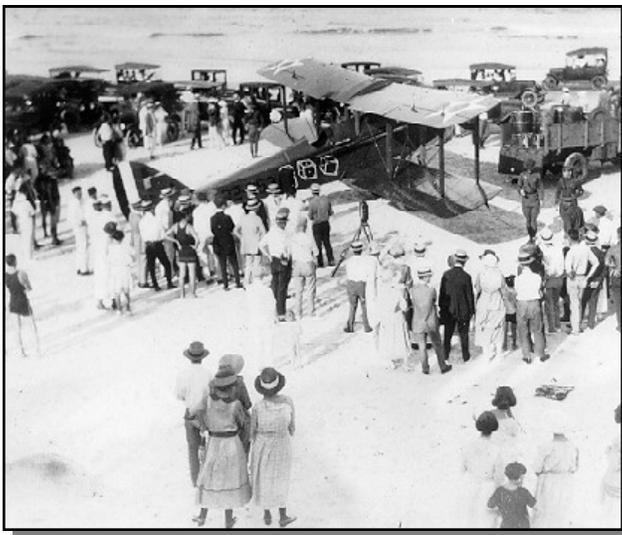
The boardwalk's popularity declined in the late 1950's with the state's crackdown on gambling and games of chance. Driving on the beach was prohibited in 1979.





*Photograph of the first City Hall built in Jacksonville Beach located on Pablo Avenue. Photo taken in 1927*

*Photograph of the second City Hall taken in 1920's.*



*Lt. James H. Doolittle on the beach before his famous transcontinental flight in 1922.*

On September 4, 1922, Pablo Beach came into the international limelight when First Lieutenant James H. Doolittle, after a previous abortive attempt, broke the transcontinental speed record. With only one stop at Kelly Field in Texas, he flew from Pablo Beach to San Diego in less than 24 hours. For this feat he was awarded his first Distinguished Flying Cross. On September 4, 1980, he returned to unveil a marker in Jacksonville Beach's Pablo Historical Park. James Doolittle had a distinguished military career, leaving service as a Lt. General.

*Historical information and historical photographs courtesy of The Beaches Area Historical Society.*



# Jacksonville Beach Today



*The City produces multiple special events that draw thousands of spectators.*

From what began as a tent city for a few hardy souls, Jacksonville Beach has grown into a solid business, resort and residential community with a population over 22,000. Its location, adjacent to the Atlantic Ocean and close to historical and entertainment attractions, makes tourism an important part of the City's economy.

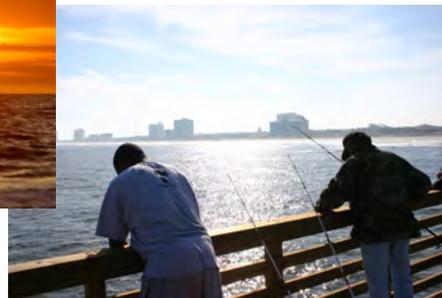
The list of principal taxpayers is composed of shopping centers, a hospital, hotels and apartment complexes. In addition, the City has a considerable commercial district which contributes significantly to its economy. Major employers include The United States Navy and Duval County School Board.

The City is primarily a residential community although it has a larger proportion of commercial property than the neighboring oceanfront cities of Neptune Beach and Atlantic Beach. Even though Jacksonville Beach is the economic center of the Beaches area, housing is still the dominant land use occupying well in excess of 50 percent of the developed land areas of the City.

Approximately fifty-six percent of the City's housing stock are comprised of single family homes, forty percent are multi-family dwellings, and four percent are mobile homes. Generally, the quality of the housing is high, with approximately fifty percent of the housing built since 1960 with one third less than twenty years old. The City is a mature community which is nearly fully developed.



*The commercial district  
Jacksonville Beach  
within the Downtown  
Redevelopment Area.*



*Jacksonville Beach is primarily a residential community with one-third of its housing built within the last twenty years.*



*City hall was built in the Downtown  
Redevelopment Area and occupied in 1998.*

## Form of Government

The City operates under the council-manager form of government. Policy making and legislative authority are vested in the City Council, which consists of a mayor and six council members. The City Council is responsible for determining policy, passing ordinances, adopting the annual budget, appointing committees and hiring the City Manager and attorney.

The City Manager is the Chief Administrative Officer of the City and is charged with carrying out the policies made by the City Council. He manages the day-to-day operations of the city, prepares the annual budget for City Council approval, and hires City employees.

City Council members are elected to four-year staggered terms with three council members elected every two years. The mayor is elected to four year terms. Three council members are elected from within their districts, the mayor and the remaining three council members are elected at large.

*The City Council meets at 7:00 P.M. on the first and third Monday of each month at City Hall located at Eleven North Third Street.*

# City Services

The City provides a full range of services to its citizens:

- 24 Hour Police Protection
- 24 Hour Fire Protection
- Maintenance of city streets & lighting
- Building Inspection & Permitting Services
- Code Enforcement Services
- Animal Control Services
- 4.1 miles of lifeguard protected beach
- Oceanfront restrooms and showers
- 26 acres of park facilities including softball and football fields, basketball courts, playground and picnic equipment, South Beach Community Center, Carver Center, Huguenot Tennis Facility, and an 18-hole professionally staffed golf course
- 2 City Cemeteries
- Electric, Water, Stormwater, Sewer and Sanitation services



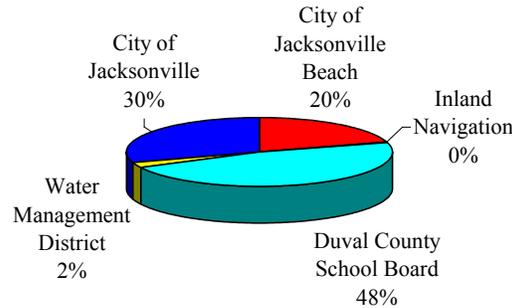
# Funding City Services

City services are funded from a variety of sources including property taxes, local option taxes, state shared revenues and utility rates. The current ad valorem tax rate is 3.6740 mills per thousand dollars of property value. This rate is slightly lower than last year's rate and is less than the 1986 rate of 4.4790 mills.

The City's millage rate is only a small portion of the total property tax paid by property owners in Jacksonville Beach. Four other taxing authorities assess millage rates on property value. Taxes shown below are based on a \$236,800 valuation with a homestead exemption of \$50,000 (\$25,000 for schools).

## Where Your Tax Dollars Go

FY2009 Millage Actual	FY2010 Millage Proposed		FY2009 Tax Generated	FY2010 Estimated Tax
<b>3.6940</b>	<b>3.8180</b>	<b>City of Jacksonville Beach</b>	<b>\$690</b>	<b>\$713</b>
0.0345	0.0345	Inland Navigation	\$6	\$6
7.5610	7.5820	Duval County School Board	\$1,601	\$1,606
0.4158	0.4158	Water Management District	\$78	\$78
5.1934	5.4480	City of Jacksonville	\$970	\$1,018
<b>16.8987</b>	<b>17.2983</b>	<b>TOTAL</b>	<b>\$3,345</b>	<b>\$3,421</b>



A home valued at \$236,800 with a homestead exemption of \$50,000 has a net taxable value of \$186,800 (\$211,800 for schools). Based on 2010 millage rates, that household will pay \$3,421 in property taxes. Only \$713 of that household's taxes are paid to the City of Jacksonville Beach; or about \$59.42 per month. By comparison, a Beaches resident can pay over \$100 per month for cable television and Internet access.

**City of Jacksonville Beach  
Summary Statistics and Information**

<b>Year of Incorporation</b>	<b>1907</b>
<b>Form of Government</b>	<b>City Council / City Manager</b>
<b>Estimated City Population</b>	<b>22,715</b>
<b>Area of City in Square Miles</b>	<b>8</b>
<b>Miles of Coastline</b>	<b>4</b>
<b>Number of City Employees - (Full / Part-Time and Seasonal)</b>	<b>335 / 99</b>
<b>Government Facilities and Services</b>	
Miles of Streets	<b>88</b>
Number of Street Lights	<b>5,262</b>
<b>Culture and Recreation</b>	
Parks	<b>10</b>
Parks Acreage	<b>84</b>
Golf Course	<b>1</b>
Tennis Courts	<b>8</b>
<b>Fire Protection</b>	
ISO Fire Classification	<b>3</b>
Number of Stations	<b>2</b>
Number of Fire Personnel and Officers	<b>31</b>
<b>Police Protection</b>	
Number of Stations (Satellite Station included)	<b>2</b>
Number of Police Support Personnel and Officers	<b>95</b>
Number of Patrol Units	<b>54</b>
<b>Beaches Energy Services</b>	
Number of Electric Customers	<b>32,912</b>
Number of Residential Electric Customers	<b>28,280</b>
Average Monthly Consumption-Residential	<b>1,401 kwh</b>
<b>Sewer System (MGD-million gallons per day)</b>	
Number of Sewer Services	<b>8,739</b>
Number of Treatment Plants	<b>2</b>
Number of Service Connections	<b>8,739</b>
Daily Average Flow in Gallons	<b>3.1 MGD</b>
Maximum Daily Capacity of Treatment in Gallons	<b>4.5 MGD</b>
<b>Water System (MGD-million gallons per day)</b>	
Number of Water Services	<b>10,275</b>
Number of Residential Customers	<b>8,244</b>
Average Monthly Consumption-Residential	<b>4,495 gallons</b>
Number of Artesian Wells	<b>6</b>
Number of Fire Hydrants	<b>849</b>
Daily Average Flow in Gallons	<b>2.6 MGD</b>
Maximum Daily Capacity of Treatment Plant in Gallons	<b>7.0 MGD</b>
<b>Hospitals</b>	
	<b>1</b>
<b>Bond Ratings</b>	
Moody's Investor Services	<b>A-1</b>
Fitch Investor Services	<b>A+</b>

**Miscellaneous Statistics**

City of Jacksonville Beach, Florida

	<u>Population</u>	<u>Unemployment</u>	<u>Household</u>	<u>Budgeted Expenditures</u>	
		<u>Rate</u>	<u>Income</u>	<u>Original</u>	<u>Final</u>
2003	21,146	5.7%	\$51,693	\$131,055,687	\$159,867,143
2004	21,544	6.0%	\$51,689	\$132,106,787	\$154,151,594
2005	21,531	4.5%	\$53,276	\$133,475,640	\$162,911,494
2006	21,544	3.3%	\$51,505	\$144,856,119	\$160,525,044
2007	22,253	3.4%	\$52,687	\$159,850,220	\$197,129,175
2008	22,715	5.7%	n/a	\$160,253,941	\$181,755,603
2009	n/a	n/a	n/a	\$175,254,352	\$227,018,616

	<u>Residential</u>		<u>Commercial</u>		<u>Total Value of Permits</u>
	<u>Permits Issued</u>	<u>Value of Permits</u>	<u>Permits Issued</u>	<u>Value of Permits</u>	
2003	1208	\$60,778,566	322	\$31,517,693	\$92,296,259
2004	1298	\$184,659,701	707	\$32,790,775	\$217,450,476
2005	1354	\$66,518,829	670	\$52,068,967	\$118,587,796
2006	1452	\$56,912,030	272	\$28,415,437	\$85,327,467
2007	872	\$42,075,389	602	\$23,613,260	\$65,688,649
2008	967	\$10,716,776	361	\$16,509,065	\$27,225,841
2009	1105	\$27,410,365	335	\$26,007,679	\$53,418,044

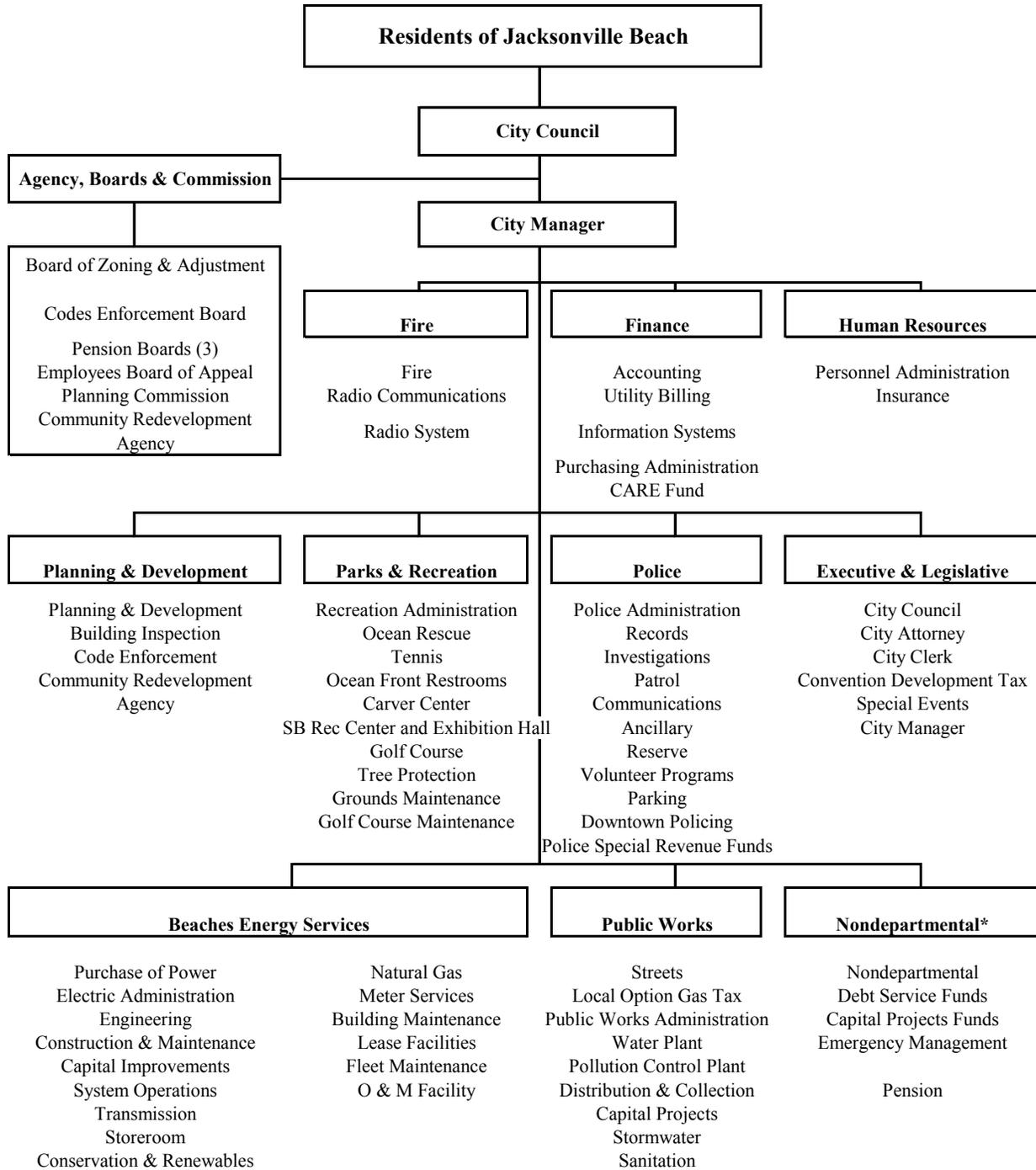
<u>Principal Taxpayers:</u>	<u>Redevelopment Dist.</u>	<u>Assessed Valuation</u>	<u>Percentage of 2008 Total Assessed Valuation</u>
Southbeach Regional Shopping Center	Southbeach	\$23,234,000	0.7%
Ocean Park Partnership (Apartments)		\$20,148,700	0.6%
Comfort Inn		\$15,811,800	0.5%
Pablo Plaza Shopping Center		\$14,220,500	0.4%
Southbeach Parkway Shopping Center	Southbeach	\$12,910,100	0.4%
Beach Marine		\$11,916,779	0.4%
Dayton Hudson (Target)	Southbeach	\$9,881,100	0.3%
Courtyard Marriott		\$9,622,700	0.3%
Gordon Bank		\$9,467,700	0.3%
Ashford Court, Assisted Living		\$9,043,386	0.3%
		<u>\$136,256,765</u>	
Total Real Property Assessed Valuation-2008 (DR422)		\$3,198,622,635	

<u>Principal Employers 2008:</u>	<u>Number of Employees</u>
Mayport Naval Station	15,293
Blount Island Command	1,000
Baptist Medical Center-Beaches	800
Atlantic Marine Florida LLC	750
Ponte Vedra Inn & Club	700
PGA Tour	650
Honeywell	575
Sawgrass Marriott	525
City of Jacksonville Beach - fulltime	356
U.S. Coast Guard	300

# Organization Profile



## City of Jacksonville Beach, Florida Organization Chart

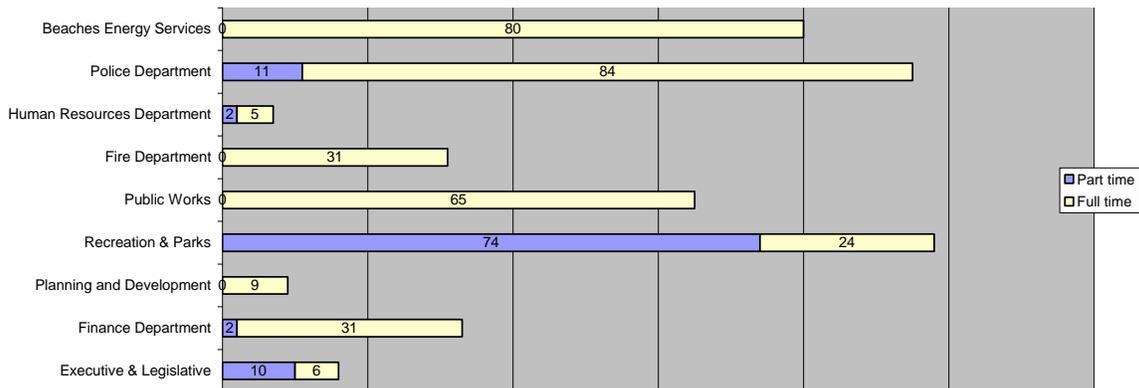


\* See Executive & Legislative Department for discussion of these items

**City of Jacksonville Beach  
Three Year Summary of Positions by Department**

	Actual	Actual	Budget 2010			Payroll Budget	
	2008	2009	Part time	Full time	Total		FTEs
<b>Executive &amp; Legislative</b>							
City Council & Attorney	7	7	7	0	7	n/a	\$123,705
City Manager	5	4	1	3	4	3.75	365,602
City Clerk	6	5	2	3	5	3.30	198,530
Special Events	0	0	0	0	0	1.00	35,687
Pension Funds	0	0	0	0	0	0.63	57,391
	<b>18</b>	<b>16</b>	<b>10</b>	<b>6</b>	<b>16</b>	<b>7.05</b>	<b>780,915</b>
<b>Finance Department</b>							
Accounting	8	8	1	7	8	7.24	606,786
Utility Billing	15	15	1	16	17	15.63	772,361
Data Processing	5	5	0	5	5	5.00	416,816
Purchasing Admin.	4	4	0	3	3	3.00	172,455
Lease Facilities (Tech.)	0	0	0	0	0	0.00	34,983
	<b>32</b>	<b>32</b>	<b>2</b>	<b>31</b>	<b>33</b>	<b>30.87</b>	<b>2,003,401</b>
<b>Planning and Development</b>							
Planning and Development	3	2	0	2	2	1.23	110,427
Building Inspection	7	5	0	5	5	4.47	239,797
Code Enforcement	1	2	0	2	2	1.91	163,207
Redevelopment	0	0	0	0	0	0.93	114,959
	<b>11</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>8.54</b>	<b>628,390</b>
<b>Recreation &amp; Parks</b>							
Administration	3	4	3	3	6	4.03	323,496
Ocean Rescue	46	47	46	1	47	14.49	423,624
Tennis	3	4	3	1	4	2.73	105,525
Carver Center	3	2	1	1	2	1.73	69,261
Golf Course	19	19	16	3	19	10.39	380,429
Grounds Maintenance	15	12	1	9	10	9.73	492,577
Golf Course Maintenance	9	10	4	6	10	8.90	467,604
	<b>98</b>	<b>98</b>	<b>74</b>	<b>24</b>	<b>98</b>	<b>52.00</b>	<b>2,262,516</b>
<b>Public Works</b>							
Administration	5	5	0	5	5	2.10	133,014
Water Plant	13	13	0	13	13	13.28	805,069
Pollution Control Plant	15	15	0	15	15	15.28	998,511
Distribution and Collection	14	14	0	14	14	14.28	777,857
Stormwater	0	0	0	0	0	2.20	159,791
Sanitation	1	1	0	1	1	1.85	135,195
Street Maintenance	18	17	0	17	17	15.66	896,891
Local Option Gas Tax	0	0	0	0	0	0.10	12,808
	<b>66</b>	<b>65</b>	<b>0</b>	<b>65</b>	<b>65</b>	<b>64.75</b>	<b>3,919,136</b>

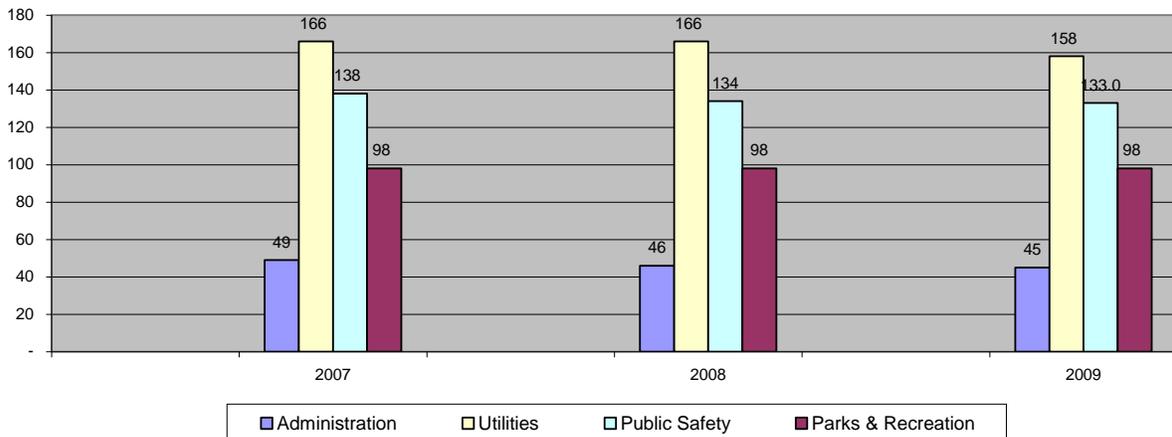
**Employees by Department**



**City of Jacksonville Beach  
Three Year Summary of Positions by Department**

	Actual 2008	Actual 2009	Budget 2010				Payroll Budget
			Part time	Full time	Total	FTEs	
<b>Police Department</b>							
Administration	4	4	0	4	4	4.00	\$294,481
Records	5	4	1	3	4	3.85	143,095
Investigations	17	15	0	15	15	15.00	1,381,402
Patrol	40	40	0	40	40	40.00	3,381,431
Communications	13	12	0	12	12	12.00	677,376
Ancillary	16	15	9	6	15	9.22	525,576
Part-time Officers	0	0	0	0	0	1.20	50,603
Downtown Policing	2	4	0	4	4	4.00	348,428
Law Enforcement Trust Fund	1	1	1	0	1	0.43	13,456
	<b>98</b>	<b>95</b>	<b>11</b>	<b>84</b>	<b>95</b>	<b>89.70</b>	<b>6,815,848</b>
<b>Beaches Energy Services</b>							
Administration	6	5	0	5	5	5.00	405,450
Engineering	10	10	0	8	8	9.00	767,737
Construct. & Maint.	39	39	0	34	34	38.00	3,053,596
System Operations	16	16	0	14	14	16.00	1,122,551
Storeroom	2	3	0	3	3	3.00	184,671
Conservation & Renewables	0	0	0	0	0	1.00	50,675
Meter Services	12	13	0	12	12	12.00	605,133
	<b>85</b>	<b>86</b>	<b>0</b>	<b>76</b>	<b>76</b>	<b>84.00</b>	<b>6,189,813</b>
<u>Central Services Division:</u>							
Building Maintenance	3	3	0	3	3	3.00	212,465
O & M Facility	1	1	0	1	1	1.00	39,999
	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4.00</b>	<b>252,464</b>
	<b>89</b>	<b>90</b>	<b>0</b>	<b>80</b>	<b>80</b>	<b>88.00</b>	<b>6,442,277</b>
<b>Fire Department</b>							
Fire / Rescue, Safety Services	<b>32</b>	<b>32</b>	<b>0</b>	<b>31</b>	<b>31</b>	<b>40.20</b>	<b>2,836,335</b>
<b>Human Resources Department</b>							
Personnel Administration	7	7	2	5	7	6.20	369,237
Insurance	0	0	0	0	0	0.14	16,522
	<b>7</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>6.34</b>	<b>385,759</b>
<b>Grand Total</b>	<b>451</b>	<b>444</b>	<b>99</b>	<b>335</b>	<b>434</b>	<b>387.45</b>	<b>\$26,074,576</b>

**Employees by Category**



**City of Jacksonville Beach**  
**4-Year Reconciliation of Changes in Authorized Positions**

	<u>Part time</u>	<u>Full time</u>	<u>Total</u>
<b>Total Authorized FY2006</b>	<b>92</b>	<b>354</b>	<b>446</b>
Add 1 Sr. Secretary (City Clerk-temporary)		1	1
Eliminate 1 Building Attendent		-1	-1
Eliminate 1 Restroom Attendent	-1		-1
Eliminate 1 Maintenance Worker III (Grounds Maintenance)		-1	-1
Add 1 Sr. Secretary (Police-temporary)	1		1
Add Fire Inspector		1	1
Add 2 Police Officers-Downtown Policing Program		2	2
<b>Total Authorized FY2007</b>	<b>92</b>	<b>356</b>	<b>448</b>
Add 1 Construction Inspector	1		1
Eliminated 1 Relay/Substation Crew Leader (temp. overhire)		-1	-1
Add 2 Apprentice/Journey Line Workers		2	2
Add part time Police Volunteer Coordinator	1		1
<b>Total Authorized FY2008</b>	<b>94</b>	<b>357</b>	<b>451</b>
Eliminate Assistant City Manager (Executive)		-1	-1
Eliminate Senior Secretary (City Clerk)		-1	-1
Eliminate Accounting Clerk (Finance)		-1	-1
Add Energy Conservation Specialist		1	1
Eliminate Senior Secretary (Planning & Development)		-1	-1
Eliminate Building Codes Inspector (Planning & Development)		-1	-1
Eliminate Recreation Program Assistant (Parks & Recreation)		-1	-1
Add 2 part-time Ocean Rescue Lieutenants (Parks & Recreation)	2		2
Convert one part-time Tennis Court Attendant to 2 part-time positions	1		1
Eliminate Tutor (Carver Center)	-1		-1
Convert one full-time Assistant Golf Pro to one part-time Golf Shop Attendant	1	-1	0
Eliminate Maintenance Worker I (Grounds Maintenance)		-1	-1
Eliminate Maintenance Worker I (Streets)		-1	-1
Eliminate part-time Police Records Specialist	-1		-1
Eliminate Public Safety Communications Officer (Police)		-1	-1
Eliminate Community Services Officer (Police)		-1	-1
Move one Customer Service Representative from Beaches Energy to Utility Billing		0	0
Add Cut-in/cut-out technician as a temporary overhire for October 2008 (Meter Services)		1	1
<b>Total Authorized FY2009</b>	<b>96</b>	<b>348</b>	<b>444</b>
Eliminate Firefighter (fire)		-1	-1
Add Scanning Clerk (Accounting)	1		1
Change Records Specialist from full-time to part-time	1	-1	0
Eliminate Senior Secretary (Beaches Energy)		-1	-1
Eliminate Electric Line Crew Leader		-2	-2
Eliminate apprentice lineworker (overhire-Beaches Energy)		-4	-4
Eliminate Cut-in/Cut-out Technician (overhire-Beaches Energy)		-1	-1
Eliminate System Operator		-2	-2
Eliminate FT Sr. Secretary, add PT Secretary (Human Resources)	1	-1	0
<b>Total Authorized FY2010</b>	<b>99</b>	<b>335</b>	<b>434</b>

# Policy Overview



# City of Jacksonville Beach

## Budget, Accounting and Financial Policies

### Budget Policies

The Budget is the City's plan of financial operations that provides for the planning, controlling and evaluation of governmental activities. The budget process provides the primary mechanism by which key decisions are made regarding the levels of service to be provided in light of the anticipated resources available. A budget policy states how this is to be accomplished in addition to addressing the need for financial strength and stability.

The City prepares budgets for each of its funds; all funds are included in the City's financial statements. No item or project is budgeted unless there are sufficient resources to pay for it. All unencumbered operating budget appropriations, except project budgets, expire at the end of each fiscal year. Unencumbered project budgets are carried forward for the life of the project.

**Basis of Budgeting** - All annual operating budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with certain exceptions. (See also Basis of Accounting.)

Governmental funds and expendable trust funds use the modified accrual basis of accounting. Under this method, revenues are recognized when they are both measurable and available. Expenditures are recognized in the accounting period in which the related liability is incurred, except that principal and interest on general long-term debt are recognized when due. Compensated absences are budgeted in the year paid but recorded for financial statement purposes in the year earned.

In all funds, encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year. Encumbered appropriations are carried forward into the subsequent year's budget without being rebudgeted. All unencumbered appropriations, except project budgets lapse at the end of each fiscal year.

Proprietary funds (electric, water & sewer, stormwater, sanitation, golf course, lease facilities and internal service) use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Depreciation and accruals related to amortization of bond discounts and issuance costs are not budgeted.

**Balanced Budget** – A balanced budget is prepared for each and every fund. Balanced budget means that total anticipated revenues plus available fund balance in excess of authorized reserves equals total budgeted expenditures plus required reserves for each fund.

**Budgetary Level of Control** - The Budget is a revenue and spending plan, that requires adjustment from time to time, as circumstances change. The legal level of budgetary control is at the fund level, except for the General Fund, where it is maintained at the department level. This means that for any department within the General Fund, the department's expenditures may not exceed its total annual appropriation as adopted by the City Council.

The City Manager must seek City Council approval to make budgetary adjustments at the fund level except in the General Fund where approval to make budgetary adjustments is required at the department level. The City Manager has the authority to adjust the budget within departments as long as the adjustment does not increase the total level of appropriation approved by the City Council.

A system of budgetary controls is maintained to assure adherence to the budget. Timely monthly financial reports are prepared and provided to department supervisors that compare revenues, expenditures and encumbrances with budgeted amounts in line-item detail. In addition, monthly financial reports to the City Council include summary budget reports, which compare current year revenues and expenditures to prior year activity at the same point in time.

**Budget Amendment Process** - Upon the occurrence of a change in funding needs as a result of changing circumstances such as the acquisition or loss of a revenue source or the unanticipated increase in the cost of providing a service, the respective department head makes a formal request that the budget be amended to the Budget Officer. After analysis, this request is forwarded to the City Manager for approval. If the request is within the scope of the City Manager's authority, the request may be approved or denied immediately. If the request is approved by the City Manager, but requires City Council approval, it will be formally placed on the City Council Agenda for their approval in the form of a resolution amending the operating budget. Resolutions adjusting the budget are prepared twice each year, except in unusual circumstances.

**Budget Guidelines –**

**Personnel Costs** - Personnel costs (payroll and benefits) are budgeted in accordance with the City's adopted pay plans, using wage rates consistent with the plan's grades and steps appropriate for each employee. Cost of living adjustments, if any, are budgeted separately and integrated into the final budget, if approved.

**Operating Costs** - Operating costs are budgeted according to need and based on the cost of providing the same level of service as the previous year. Priority is given to expenditures for the adequate maintenance of capital equipment, facilities

and infrastructure, and for their orderly repair replacement.

**Capital Outlay** - Capital outlay consists of costs associated with the acquisition of and improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art, historical treasures, infrastructure and all other tangible assets costing \$1,000 or more that are used in operations and that have initial useful lives lasting more than one year. The City does not budget depreciation.

**5-Year Capital Improvement Program** - Expenditures included in the Capital Improvement Program include capital outlay that costs \$25,000 or more. Significant, recurring repair and maintenance items may also be included in the plan. The operating expenditures associated with these items are included in the operating budget in the current year. The future operating expenditures are considered in the development of the time schedule for capital improvements along with resource availability. Projects will be scheduled for the current year if resources are available to cover capital outlay and the operating costs or they will be delayed until resources will be available to cover all project costs. The City has no other boards, commissions or processes that affect the budget.

**Business Plans** – Each department prepares an annual business plan that includes the following:

1. Organization – a description of the department, its programs and functions along with a schedule of authorized positions.
2. Mission – a statement of the department’s mission.
3. Recent accomplishments – significant accomplishments during the past budget year.
4. Goals – a listing of what the department expects to achieve in the coming budget year.
5. Funding sources – a description of revenue sources that fund the department.
6. Financial summary – a three-year (prior year actual, current year revised budget, next year proposed budget) summary of the department’s expenditures for personal services, operating expenditures, capital outlay, debt service and transfers.
7. Major budget changes from last year – a description of the primary causes of increases or decreases in the department’s budget.
8. Budget issues – a description of items that may impact the department’s budget now or in the future.
9. Performance measures – indicators of the department’s efficiency and effectiveness.

## **Accounting and Financial Policies**

**Basis of Accounting** – The City prepares its Comprehensive Annual Financial Report (CAFR) on the basis of “generally accepted accounting principles” (GAAP). Governmental funds use the modified accrual basis of accounting; proprietary funds use the accrual basis of accounting. Except as noted below, this conforms to the way the City prepares its budget. Exceptions are:

- a. Compensated absence liabilities are accrued as earned under GAAP, but expended when paid for budget purposes.
- b. Principal payments on long-term debt in the Proprietary Funds are applied to the outstanding liability on a GAAP basis, but are expended as debt service in the year paid for budget purposes.
- c. Capital outlay in the Proprietary Funds are recorded as assets on a GAAP basis, but expended in the year paid on a budget basis.
- d. Other post employment benefits and depreciation are only recorded on a GAAP basis.

**Funds and Account Groups** - The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprises its assets, liabilities, fund equity, revenue and expenditures or expenses, as appropriate. Government resources are allocated to, and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The purpose and budget objective of the City’s various funds and account groups are as follows:

**General Fund** is used to account for resources traditionally associated with governments that are not required legally or by sound financial management to be accounted for in another fund. This fund is the City’s primary operating fund. Most of the essential government services such as police, fire, building inspection, street and road maintenance, recreation services and ocean rescue are provided by the General Fund. Budget objective: to provide for the general government operations of the City and maintain the working capital necessary for financial health and stability.

**Special Revenue Funds** are used to account for specific revenues that are legally restricted to expenditures for a particular purpose. Budget objective: to show the legally restricted revenue sources and how these sources will be utilized.

**Debt Service Funds** are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond principal and interest from special

assessment levies when the government is obligated in some manner for the payment. Budget objective: to fund debt service expenditures and to provide for any cash flow deficiency that would occur prior to the receipt of tax increment revenues.

**Capital Projects Funds** are used to account for the acquisition and construction of major capital facilities that are not otherwise financed through enterprise, internal service or trust funds. Budget objective: to account for all financial resources to be expended for the acquisition or construction of major capital facilities or equipment to be used as capital assets in governmental funds.

**Enterprise Funds** are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the City Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes. Budget objective: to monitor revenues and control expenses.

**Internal Service Funds** are used to account for the financing of goods or services provided by one department to other departments of the government and to other government units, on a cost reimbursement basis. Budget objective: to demonstrate that these funds are self-supporting. Revenue, rates and charges shall be adjusted to cover all operating expenses, capital outlay and debt service.

**Fiduciary Funds** are used to account for assets held by the City in a trustee capacity. Budget objective: to monitor revenues and control expenditures.

All Governmental Funds (General Fund, Special Revenue Funds, Debt Service and Capital Projects Funds) are accounted for using the modified accrual basis of accounting. Under the modified accrual basis, revenues are recognized when they become measurable and available as net current assets. Expenses are recognized when the related liability is incurred.

Proprietary Funds (Enterprise, Internal Service and Trust Funds) are accounted for using the accrual basis of accounting. Under this method, revenues are recognized when they are earned and expenses are recognized when they are incurred.

**Major and Nonmajor Funds** – GASB Statement No. 34 sets forth minimum criteria (percentage of assets, liabilities, revenues or expenditures/expenses of either fund category or the governmental and enterprise combined) for the determination of major funds.

The City reports three major governmental funds: the General Fund, one special revenue fund, the Community Redevelopment Agency and one capital projects fund, the General Capital Projects Fund. 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 another fund. Most of the essential government services such as public safety, street construction and maintenance, culture and recreation and general administration are provided by the general fund.

The Community Redevelopment Fund accounts for the activities of the City's Community Redevelopment Agency, including the downtown and Southend redevelopment districts. The General Capital Projects Fund is the City's primary capital projects fund. It accounts for the cost of various capital projects, major equipment purchases and major repairs and renovations.

The Electric Fund and the Water and Sewer Funds are reported as the City's two major enterprise funds. The Electric Fund accounts for activities associated with electric service provided by Beaches Energy Services to its customers who are located within the City boundaries and in the neighboring communities of Neptune Beach, Ponte Vedra and Palm Valley. As a distribution utility, the Beaches Energy Services has no significant power generation assets. The Water and Sewer Fund accounts for the provision of water and sewer services to the residents of the City.

All activities necessary to provide such services are accounted for in this fund, including the capital and operating costs associated with water supply, treatment and distribution, wastewater collection, treatment and disposal.

Governmental and enterprise funds which do not meet the criteria for reporting as major funds are grouped together for presentation purposes as nonmajor Governmental Funds and nonmajor Enterprise Funds, respectively. In addition, the City reports a nonmajor internal service fund type and a nonmajor fiduciary (pension) fund type. Budgets are prepared for all funds regardless of the fund's classification as a major or nonmajor fund and all budgeted funds are included in the City's CAFR.

**Budget Lapses at Year End** - All unencumbered operating budget appropriations, except project budgets, expire at the end of each fiscal year. In accordance with generally accepted accounting principles, the amount of budget related to purchases encumbered in the current year but not received until the subsequent year is added to the budget of the subsequent year. All purchase orders for the current year are issued by September 15 except in unusual cases approved by the Finance Officer.

**Fund Balance Reserves** – In addition to any legally restricted fund balances, the City maintains a fund balance reserve for working capital in all operating funds. The

purpose of this reserve is to handle shortfalls from revenue deficiencies, costs from unforeseen emergencies, and to avoid the need for short term borrowing for cash flow purposes. This reserve is maintained at the approximate level of three to four months operating expenditures.

Due to the timing of certain tax receipts, a reserve is maintained in the debt service funds equal to the expected expenses through the first quarter of the following year. The City makes designations of fund balance in capital projects funds to pay for planned construction projects. The City's insurance internal service funds maintain minimum reserves of \$500,000 in the Property and Liability Insurance Fund and a minimum of \$1,500,000 in the Workers Comp Insurance Fund. The reserves were recommended as part of a plan for the City to become partially self-insured.

**Transfers** - Transfers are used to move monies from one fund to another without the intent of repayment. Transfers are made according to prescribed formula or legal requirements upon the availability of unrestricted fund balances. No transfer will be made in violation of the legal purpose or use of revenues from which the fund balance was created.

**Debt Service** - Debt service costs arise out of obligations to repay amounts borrowed (principal) with interest and any other related costs. Funds are to be borrowed for capital expenditures only. The City does not borrow funds to meet day-to-day operating expenditures. The City seeks to minimize the need for future debt through long term financial planning and capital budgeting. Neither the City Charter nor Code, nor Florida Statutes limit the amount of debt the City can issue.

Decisions to issue debt are guided by the following policies:

1. The City restricts the use of long-term debt to capital projects that cannot be funded from current revenues. The City does not use long-term debt to meet current operating expenditures.
2. Debt payments are not extended beyond the useful life of the capital investment being financed.
3. The City may issue refunding bonds provided such refunding does not result in an increase in the interest rate.
4. Issuance of General Obligation Bonds (GOB) requires the approval of the City Council and an affirmative vote of a majority of electors voting at any specific general election.
5. The City may issue tax increment debt securities payable solely from the ad valorem tax increment proceeds within the area of authority created in accordance with City Ordinances for the Southend and Downtown Tax Increment Districts.

6. The City Council has the authority to obligate the City's resources for the issuance of Revenue Bonds. Issuance of additional revenue bonds for the utilities must not violate the terms of current bond covenants and comply with all the restrictions for parity, debt service coverage and reserve requirements.
7. The use of lease purchase obligations is be considered only when the useful life of the item is equal to or greater than the length of the lease. If the item becomes technologically obsolete or is likely to require extensive repairs during the lease period, then the City purchases the item with current operating revenues.
8. As a part of the budget process, the Financial Condition Report annually examines current and projected levels of debt and through trend and ratio analysis and comparisons with industry standards. The Finance Officer monitors debt levels and assures that the City does not over obligate its resources. Analysis of debt levels, along with long term revenue projections are both considered when deciding if the City should incur new debt. Plans for long-term debt vary depending upon funding source, its reliability and availability in the future and the priority of the capital project being considered. When considering if the City can afford the new debt, the City also considers the added operating expenditures associated with the new capital asset and its long-term budget impact.

**Investments** - The City seeks to optimize return on investments within the constraints of safety and liquidity through the following policies:

1. All City investments shall be federally insured or fully collateralized to protect investment principal and accrued interest. Emphasis shall be given to Category 1 (insured or registered, or securities held by the City or its agent in the City's name) or Category 2 (uninsured and unregistered, for which the securities are held by the pledging financial institution's trust department or agent in the City's name) investments. Category 3 (uninsured and unregistered, with the securities held by the pledging financial institution's trust department or agent, but not in the City's name) shall be avoided due to the higher degree of risk associated with such investments.
2. The City shall invest in only such investment instruments permitted by the State of Florida for local governments, including: certificates of deposit, repurchase agreements, direct and agency obligations of the United States, obligations of the State of Florida, and no load mutual funds of direct obligations of the United States government.
3. Provisions shall be made for adequate liquidity of investments so the City can efficiently meet disbursement and cash flow needs, including emergency needs without financial penalty. It is recognized that the State of Florida Local Government Investment Pool is structured to provide one-day liquidity on deposits and pays competitive market interest rates.

*Budget, Accounting and Financial Policies, continued*

4. The City utilizes a pooled cash management system of accounts for the purpose of eliminating idle cash and maximizing invested funds.
5. The City shall seek competitive interest rates within its safety criteria for all investing activity.
6. Investment earnings derived from any pooled cash and investments shall be distributed to individual funds based upon each fund's amount of participation.
7. The Finance Department shall deliver a monthly investment report to the City Council, which shall describe monthly investing activity and changes in the types of investments.

**GFOA Award for Distinguished Budget Presentation** - The City strives to improve its budget document in order to continue to meet the criteria for the Government Finance Officer's Association (GFOA) Award for Distinguished Budget Presentation. This award signifies that the City is communicating its spending plan to its citizens, elected and administrative officials, and to outside interested parties such as bond rating agencies, in an exemplary manner.

## Budget Process

<i>Approximate Date</i>	<i>Required Budget Action</i>
February 1	Completion of budget projections for major funds Management review of budget calendar and budget instructions
March 15	Mid-year budget adjustment Departments submit 5-year capital improvement plans
May 1	Departments submit next year budget requests
May 15	Property Appraiser provides estimated preliminary taxable base for next budget year per FS 200.065
May 15 through June	City Manager, Asst. City Manager, Finance Officer and Budget Officer meet with Departments to review and revise all budget requests and business plans
July 1	Property Appraiser submits Certificate of Taxable Value (DR420)
July 28	Proposed millage rate, calculation of rolled back rate and date for first public hearing on budget due to Property Appraiser (within 35 days of receipt of taxable value)
August 1-14	City Council workshops to review budgets and business plans
September 3-6	First public hearing on budget; adoption of tentative millage rate and proposed operating budget
September 6-11	Run TRIM budget ad in newspaper
September 8-16	Second (final) public hearing on budget: adoption of millage rate and operating budget

**Responsibility** – Section 31 of the City of Jacksonville Beach’s Charter gives the City Manager the duty to prepare and submit to the council the annual budget estimate. The annual budget is prepared in accordance with state and local law and policy. Although the State does not require it to do so, the City prepares an operating budget for all funds. Under the direction of the City Manager, budget preparation involves all levels of management throughout the budget process. The City adopts its budget in accordance with Florida Statutes, Chapter 200, commonly referred to as the Truth in Millage Act (TRIM). The budget calendar complies with TRIM requirements.

**October** The adopted *budget is implemented* by being entered into the general ledger system and made available to all users at the beginning of each fiscal year. The previous year’s encumbrances are reviewed and incorporated into the new-year’s budget, as appropriate.

**November/December** The Finance Department closes the City’s financial records for the previous fiscal year ending September 30, in preparation for its **annual financial audit**.

**January** *Revenue estimates* for the next fiscal year are generated from trend analysis, independent rate studies by financial advisors, known funding sources and estimates of distributions from other governmental units. The Budget Officer prepares revenue estimates with assistance from staff in various departments. In general, the following assumptions are used as a basis for a conservative revenue projection:

<i>Revenue</i>	<i>Assumption</i>
Taxes	95% of assessed value times millage rate
Franchise fees	Historical trends and rate studies with rate adjustment applied
Licenses & permits	Historical trends with rate adjustment applied
Intergovernmental	90-95% of Florida Department of Revenue estimates
Charges for Services	Historical trends, purchased power projection from power supplier and recalculation based on revised rates
Fines & forfeitures	Historical trends with rate adjustment applied
Miscellaneous	Interest projections based on estimated cash balances and projected interest rates along with known one-time estimated receipts
Transfers	Predetermined formula or availability and anticipated need

*Five-year projections* are prepared by the Budget Officer for the City’s major funds: the General Fund, Community Redevelopment Agency, the Electric Fund and the Water & Sewer Fund. Five-year projections are also prepared for all non-major enterprise funds and certain special revenue funds. The projections include four or more years of historical data, current year original budget and five future years. These projections are reviewed by appropriate department directors, the City Manager, Finance Officer and other staff. *One-year projections* are prepared and reviewed for all remaining funds.

**February** - *Budget worksheets are updated* to reflect the most recent historical information. The *budget preparation manual is updated* to reflect changes in citywide priorities, goals and objectives, new or revised directives from the City Council.

**March** – Each Council agenda is reviewed for any approved items that will impact the budget because they were either not budgeted or were budgeted based on an estimate (either too low, or too high). Twice per year – **the mid-year adjustment** in March and the year-end adjustment in September - these items are aggregated and presented to the Council in the form of a resolution requesting approval of the resulting itemized budget adjustment. The City Council may make supplemental appropriations during the year, up to the amount available for appropriation. It must approve budget amendments that increase a fund’s total budget for all funds except the General Fund. City Council approval is required for increases to a department’s total budget within the General Fund.

**Five-year Capital Improvement Plan (CIP)** is prepared by each department. This request is a tentative outline of major (cost greater than \$25,000) capital needs matched to the most likely funding source. In some cases, non-capital items are included in the CIP when the expected cost is significant (greater than \$100,000) or when the cost is for major on-going programs such as street resurfacing and sidewalk repair. Purchases or projects are only budgeted if there is sufficient funding available or expected to be available by the time of purchase or construction. (For a brief discussion of how projects and purchases are prioritized, please refer to the Capital Improvement Plan toward the back of this book.) The City has established certain replacement cycles that are intended to keep the most critical equipment and infrastructure operating in reasonable repair. Following the CIP’s review and revision, the first year of this plan is included in the department’s operating budget request along with consideration of any impact on other operating expense. There are no other recurring planning processes that affect the budget process.

**April** - *Cost allocations and payroll projections* are prepared by the Budget Officer for departments to integrate into their budget requests. Typically, cost allocations are prepared for items such as payroll, insurance, internal service charges, debt service and transfers.

Other operating costs are budgeted according to need and the anticipated level of service. Budget requests are generally required to have no increase in operating

*Budget, Accounting and Financial Policies, continued*

expenditures at the departmental level. This forces all departments to absorb rising costs of providing services by becoming more efficient. In cases where there are increased operating costs outside the department director's control, an increase for that item may be evaluated outside the zero increase requirement.

<i>Cost</i>	<i>Allocation Basis</i>
Payroll	Current authorized positions with pay plan adjustments
Insurance	Insurable interest
Internal services	User charges for services provided
Purchased power	Historical trends and consumption estimates from Florida Municipal Power Agency (FMPA)
Capital outlay	Preliminary 5-year capital improvement plan and equipment or improvements costing more than \$750 and having an expected life of greater than one year
Debt service	Amortization schedules and distribution of debt proceeds
Transfers	Formula or availability and need

Depreciation is not budgeted.

Budget worksheets are completed by each department for their respective division or program along with department-wide business plans. A summary of the department's budget request is also included in the business plan.

**May - Financial condition report** is prepared by the Finance Officer. This analysis is used to assess the historical performance of the City over time (ten years). The report analyzes many financial indicators through long-term trend analysis and in comparison to external benchmarks. It is used to spot potential problems early enough for the City to take corrective action, if necessary.

**Preliminary budget assessment** compares projected revenues and submitted expenditure requests for the purpose of determining the initial excess or deficit of available resources for appropriation. After this estimate is determined revenues may be adjusted and expenses may be trimmed in order to eliminate any apparent fund deficits.

**June - Budget meetings** provide each department the opportunity to discuss their budget request and business plan with the City Manager, Assistant City Manager and Finance Officer. Each department presents its issues and budget concerns to the group. In these meetings, budget requests may be adjusted based upon each department's package of expected program service levels. As a result of these meetings, revisions may also be required in the business plans.

**July - Proposed budget document** is revised and reviewed. The City Manager presents the Proposed Budget to the City Council in subsequent budget workshops, along with the proposed millage rate and any other relevant information.

**August - Budget workshops** are conducted by the City Manager during which the City Council and the public have the opportunity to review and revise the budgets for all programs. Discussion is open and informal in a round-table format. Budget issues are discussed along with levels of service. Department directors have this opportunity to present information about the specific programs for which they are responsible to the Council and to the public.

The Finance and Budget Officers explain cost allocations, debt service, projected revenues, and cash balances. The Financial Condition Report is a part of this presentation along with a discussion of the budget issues.

**September** - The *year-end budget adjustment* is drafted, reviewed and submitted to the City Council for approval. (See also March – mid-year adjustment.) In years when the City may experience hurricanes or due to other unusual circumstances, an additional budget adjustment may be submitted.

**Budget hearings** concerning the Tentative Millage Rate and Tentative Operating Budget and are held at two public hearings in accordance with the Truth in Millage Act (TRIM) as stated in Florida Statutes, Chapter 200. This gives the public an additional opportunity to voice opinions before the final budget is adopted. The TRIM act establishes specific time constraints and advertising criteria for the budget adoption process.

The **final budget** is voted on and approved before September 30 of each year and becomes effective on October 1. The Final Budget and Operating Tax Millage are adopted by resolution with a vote of the City Council.

# Financial Summaries



**City of Jacksonville Beach - All Funds  
Combined Summary of Revenues and Expenditures**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 81,858,982	\$ 100,575,349	\$ 93,081,663	\$ 86,929,416	\$ (6,152,247)	-6.6%
Unrestricted Fund Balance	59,768,403	57,128,664	46,598,379	38,839,071	(7,759,309)	-16.7%
<b>Beginning Fund Balance</b>	<b>141,627,385</b>	<b>157,704,013</b>	<b>139,680,042</b>	<b>125,768,487</b>	<b>(13,911,555)</b>	<b>-10.0%</b>
<b>Revenues</b>						
Taxes	18,370,375	19,604,997	19,190,486	19,763,382	572,896	3.0%
Permits & fees	403,860	353,684	428,084	360,400	(67,684)	-15.8%
Intergovernmental	6,786,665	4,616,734	7,752,361	11,853,370	4,101,009	52.9%
Charges for services	109,747,912	123,141,152	141,257,133	131,218,074	(10,039,059)	-7.1%
Fines & forfeitures	452,653	743,506	294,500	320,500	26,000	8.8%
Interest & other	27,659,111	826,458	10,046,300	7,949,475	(2,096,825)	-20.9%
Transfers in	11,040,274	7,477,620	15,065,568	9,370,099	(5,695,469)	-37.8%
<b>Total Revenues</b>	<b>174,460,850</b>	<b>156,764,150</b>	<b>194,034,432</b>	<b>180,835,300</b>	<b>(13,199,132)</b>	<b>-6.8%</b>
<b>Other Financing Sources</b>	<b>4,738,061</b>	<b>1,227,653</b>				
<b>Expenditures</b>						
Personal Services	23,317,848	24,754,281	26,566,471	26,074,576	(491,895)	-1.9%
Operating-Energy	65,436,677	77,508,404	91,542,654	74,621,537	(16,921,117)	-18.5%
Operating-All Other	30,393,175	29,707,578	34,102,143	33,125,323	(976,820)	-2.9%
Capital Outlay	20,021,490	19,912,154	32,077,067	22,984,174	(9,092,893)	-28.3%
Debt Service	10,176,244	8,432,656	8,520,393	8,515,349	(5,043)	-0.1%
Grants to Others	30,153	36,691	71,691	14,143	(57,548)	-80.3%
Transfers	11,040,274	7,477,619	15,065,568	9,370,099	(5,695,469)	-37.8%
<b>Total Expenditures</b>	<b>160,415,861</b>	<b>167,829,384</b>	<b>207,945,987</b>	<b>174,705,201</b>	<b>(33,240,785)</b>	<b>-16.0%</b>
<b>Other Financing Uses</b>	<b>2,706,423</b>	<b>8,186,391</b>				
<b>Change in Fund Balance</b>	<b>16,076,628</b>	<b>(18,023,971)</b>	<b>(13,911,555)</b>	<b>6,130,099</b>	20,041,653	-144.1%
Restricted Fund Balance	100,575,349	93,081,663	86,929,417	87,176,564	247,147	0.3%
Unrestricted Fund Balance	57,128,664	46,598,379	38,839,071	44,722,022	5,882,951	15.1%
<b>Ending Fund Balance</b>	<b>\$ 157,704,013</b>	<b>\$ 139,680,042</b>	<b>\$ 125,768,487</b>	<b>\$ 131,898,586</b>	<b>\$ 6,130,098</b>	<b>4.9%</b>
<b>Expenditures by Department:</b>						
Executive & Legislative	1,973,405	1,950,216	1,733,594	1,744,554	\$10,960	0.6%
Finance	4,486,177	3,667,941	4,302,976	4,056,837	(246,139)	-5.7%
Planning & Development	7,030,284	10,937,406	13,879,523	6,422,862	(7,456,661)	-53.7%
Parks & Recreation	6,108,134	5,855,295	6,002,569	5,807,068	(195,501)	-3.3%
Public Works	16,849,743	17,331,090	26,485,695	29,636,519	3,150,824	11.9%
Police	7,503,661	7,773,130	8,618,633	8,670,183	51,550	0.6%
Fire	3,069,241	3,312,097	3,445,902	3,638,917	193,015	5.6%
Beaches Energy Services	93,357,125	105,011,137	123,720,193	103,208,308	(20,511,885)	-16.6%
Human Resources	4,709,420	2,111,816	2,175,543	2,174,815	(728)	0.0%
Non-Departmental	15,328,671	9,879,256	17,581,359	9,345,138	(8,236,221)	-46.8%
<b>Total Expenditures</b>	<b>\$ 160,415,861</b>	<b>\$ 167,829,384</b>	<b>\$ 207,945,987</b>	<b>\$ 174,705,201</b>	<b>\$ (33,240,785)</b>	<b>-16.0%</b>
<b>Expenditures by Major/Nonmajor Fund:</b>						
General Fund	19,359,387	18,498,698	18,856,558	18,729,369	(\$127,189)	-0.7%
Redevelopment	6,400,606	10,397,340	13,491,892	6,110,917	(7,380,975)	-54.7%
General Capital Projects	3,315,817	1,007,109	4,549,551	1,035,000	(3,514,551)	-77.3%
Electric	91,083,487	102,630,568	120,493,764	97,695,326	(22,798,438)	-18.9%
Water & Sewer	9,233,683	10,238,730	18,736,800	22,073,957	3,337,157	17.8%
<b>Total Major Funds</b>	<b>129,392,980</b>	<b>142,772,445</b>	<b>176,128,565</b>	<b>145,644,569</b>	<b>(30,483,996)</b>	<b>-17.3%</b>
Nonmajor Governmental	6,822,747	5,028,220	9,091,027	4,050,233	(5,040,794)	-55.4%
Nonmajor Enterprise	7,626,315	6,239,235	8,045,612	10,095,993	2,050,381	25.5%
Internal Service	12,731,030	10,008,173	10,478,391	10,290,025	(188,366)	-1.8%
Pension	3,842,789	3,781,310	4,202,392	4,624,382	421,990	10.0%
<b>Total Nonmajor Funds</b>	<b>31,022,881</b>	<b>25,056,938</b>	<b>31,817,422</b>	<b>29,060,633</b>	<b>(2,756,789)</b>	<b>-8.7%</b>
<b>Total Expenditures</b>	<b>\$ 160,415,861</b>	<b>\$ 167,829,384</b>	<b>\$ 207,945,987</b>	<b>\$ 174,705,201</b>	<b>\$ (33,240,785)</b>	<b>-16.0%</b>
Total Expenditures	\$160,415,861	\$167,829,384	\$207,945,987	\$174,705,201	(\$33,240,785)	-16.0%
less: Internal Service Charges	12,731,030	10,008,173	10,478,391	10,290,025	(\$188,366)	-1.8%
less: Transfers	11,040,274	7,477,619	15,065,568	9,370,099	(\$5,695,469)	-37.8%
<b>Net Budgeted Expenditures</b>	<b>\$136,644,557</b>	<b>\$150,343,592</b>	<b>\$182,402,028</b>	<b>\$155,045,077</b>	<b>(\$27,356,950)</b>	<b>-15.0%</b>

## Summary of Changes in Fund Balance

Fund balance in each fund is the difference between all the revenue the fund has received and all the expenditures made from the fund since its inception. Beginning fund balance represents a resource that may be available at the time the budget is adopted. Fund balance may be either reserved (restricted) or unreserved (unrestricted). The City restricts fund balances for redevelopment, tourism, grant programs, debt service reserves and sinking funds, customer deposits, employee pension funds, capital projects, renewal of equipment and vehicles and operating reserves.

The summary below indicates a net overall increase in the City's fund balance, primarily due to expenditure reductions in the Electric Fund. The percentage change in fund balance is calculated as the difference between revenues and expenditures/expenses divided by the beginning fund balance. An explanation of the primary reasons for the change in fund balance follows the table.

	<b>Major Funds</b>				
	<b>General Fund</b>	<b>Community Redevel.</b>	<b>General Cap. Projects</b>	<b>Electric</b>	<b>Water &amp; Sewer</b>
Beg. Fund Balance	\$7,854,644	\$1,521,983	\$4,233,076	\$23,302,796	\$8,633,684
Revenues	18,729,369	7,687,682	560,000	107,545,956	19,946,728
Expenditures	18,729,369	6,110,917	1,035,000	97,695,326	22,073,957
Revenues over (under) expenditures	0	1,576,765	(475,000)	9,850,630	(2,127,229)
Ending Fund Balance	<u>\$7,854,644</u>	<u>\$3,098,748</u>	<u>\$3,758,076</u>	<u>\$33,153,426</u>	<u>\$6,506,456</u>
Restricted	\$0	\$0	\$0	\$18,205,127	\$1,498,914
Unrestricted	<u>7,854,644</u>	<u>3,098,748</u>	<u>3,758,076</u>	<u>14,948,299</u>	<u>5,007,542</u>
	<u>\$7,854,644</u>	<u>\$3,098,748</u>	<u>\$3,758,076</u>	<u>\$33,153,426</u>	<u>\$6,506,456</u>
Change in fund balance	0.0%	103.6%	-11.2%	42.3%	-24.6%

	<b>Nonmajor Funds</b>				
	<b>Govt.</b>	<b>Enterprise</b>	<b>Internal Service</b>	<b>Pension Funds</b>	<b>ALL FUNDS</b>
Beg. Fund Balance	\$8,117,761	\$10,675,309	\$2,972,238	\$58,456,996	\$125,768,487
Revenues	3,947,456	7,227,579	10,290,025	4,900,505	180,835,300
Expenditures	4,050,233	10,095,993	10,290,025	4,624,382	174,705,201
Revenues over (under) expenditures	(102,777)	(2,868,414)	0	276,123	6,130,098
Ending Fund Balance	<u>\$8,014,984</u>	<u>\$7,806,896</u>	<u>\$2,972,238</u>	<u>\$58,733,119</u>	<u>\$131,898,586</u>
Restricted	\$7,718,636	\$1,020,768	\$0	\$58,733,119	\$87,176,564
Unrestricted	<u>296,348</u>	<u>6,786,128</u>	<u>2,972,238</u>	<u>0</u>	<u>44,722,022</u>
	<u>\$8,014,984</u>	<u>\$7,806,896</u>	<u>\$2,972,238</u>	<u>\$58,733,119</u>	<u>\$131,898,586</u>
Change in fund balance	-1.3%	-26.9%	0.0%	0.5%	4.9%

## **Major Funds:**

The **General Fund** fund balance is budgeted to remain unchanged. Although the recent property tax reductions mandated by the State legislature have made balancing the budget more challenging, property values have not fallen as much as in other parts of the state. The primary cost in this fund is personnel; representing 65% of the 2010 budgeted expenditures. Costs to provide police and fire services represent over 61% of the General Fund's total budget.

**Community Redevelopment Fund** fund balance is expected to grow, due to the timing of capital outlay expenditures. Several large projects are budgeted and underway in the current year, including the 2<sup>nd</sup> Street North drainage project and the North A1A improvements. Design for Seawalk improvements and the Downtown parking improvements projects is underway. The City does not budget projects until design is complete and the bid has received Community Redevelopment Agency approval. Fund balance in this fund is designated for projects that have a long-term benefit in the redevelopment districts.

**General Capital Projects Fund** fund balance is budgeted to have a decrease due to the timing of major expenditures and projects paid for from this fund. The budget this year includes the replacement of a fire truck (\$500,000), tennis court reconstruction (\$185,000), Carver Center landscape improvements (\$300,000) and small technology equipment replacements (\$50,000).

**Electric Fund** fund balance is expected to increase due to decreases in capital projects and the short-term cost of power. Long-term, power costs and the related revenue are expected to increase and the completion of major reliability projects in recent years has reduced the amount spent annually on capital outlay.

The **Water & Sewer Fund** fund balance is budgeted to decrease due to the timing of costs associated with the rebuild of the Wastewater Treatment Plant and the related grant revenue. The \$21 million cost of the plant is being paid for through a combination of grants, bond proceeds, and Redevelopment Agency funding.

## **Nonmajor Funds**

**Governmental Funds** will show a decrease in fund balance due to declines in state revenue sources: Local Option Gas Tax, ½ Cent Infrastructure Surtax.

**Nonmajor Enterprise Funds** consist of the Natural Gas, Stormwater, Sanitation, Golf Course and Lease Facilities Funds. These Stormwater, Sanitation, Golf Course and Lease Facilities funds recover their costs through user charges and are not expected to have a major change in their fund balances from year-to-year. The City is planning to construct a natural gas system in 2010 at a cost of approximately \$3.0 million. This cost approximates the amount of the reduction in fund balance in these funds.

**Internal Service Funds** recover their costs through charges to internal customers and are budgeted to break even. Consequently, there is no change in their fund balance budgeted for 2010.

**Trust (pension) Funds** account for three employee pension systems: General, Police and Fire. The City uses its annual actuarial report to determine the level of funding it needs to meet in order to keep the balance in its pension funds adequately funded to meet obligations to current and future retirees. Losses sustained by beginning in 2008 have continued into 2009. The budget anticipates an increase in investment earnings in 2010.

**Unrestricted Fund Balance:**

	<u>Actual 2006</u>	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Revised Budget 2009</u>	<u>Approved Budget 2010</u>
<b>Major Funds:</b>					
General	\$7,461,685	\$7,585,411	\$8,042,115	\$7,854,644	\$7,854,644
Community Redevelopment	4,535,475	6,043,070	3,458,952	1,521,983	3,098,748
General Capital Projects	5,773,343	5,201,671	6,888,415	4,233,076	3,758,076
Electric	19,801,555	17,389,986	8,175,153	5,097,669	14,948,299
Water & Sewer	10,521,238	9,815,662	8,657,850	7,134,770	5,007,542
	<u>48,093,296</u>	<u>46,035,800</u>	<u>35,222,485</u>	<u>25,842,142</u>	<u>34,667,309</u>
<b>Nonmajor Funds:</b>					
Governmental	676,972	711,009	440,829	370,149	296,348
Enterprise	7,771,080	7,187,597	7,869,614	9,654,541	6,786,128
Internal Service	3,227,055	3,194,258	3,065,451	2,972,238	2,972,238
Trust (pension)	0	0	0	0	0
	<u>11,675,107</u>	<u>11,092,864</u>	<u>11,375,894</u>	<u>12,996,928</u>	<u>10,054,713</u>
	<u>\$59,768,403</u>	<u>\$57,128,664</u>	<u>\$46,598,379</u>	<u>\$38,839,071</u>	<u>\$44,722,022</u>

**Unreserved (unrestricted) fund balance** represents an amount available to be budgeted. When utilized in this fashion, the unreserved portion of the fund balance is considered revenue for purposes of balancing the budget. In FY2010, total budgeted revenues are more than total budgeted expenditures, meaning that the City will be increasing its fund balance. Fund balance is not used to pay for normal operating expenditures.

## Fund Structure

The City of Jacksonville Beach maintains its accounting system on a fund basis. A fund is defined as a fiscal and accounting entity with a self balancing set of accounts. Funds are typically segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

### Major Funds

The **General Fund** accounts for resources traditionally associated with governments that are not required legally or by sound financial management to be accounted for in another fund. The General Fund provides funding for the traditional services of municipal government: elected officials, police & fire, parks & recreation, planning and development, building inspection and street maintenance. The General Fund's 2010 budget is \$18,729,369.

<b>General Fund</b>	<b>Major Funding Sources</b>
Responsible Departments	Executive & Legislative, Beaches Energy, Planning & Development, Parks & Recreation, Public Works, Police, Fire and Nondepartmental
Major Funding Sources	Ad valorem and communications taxes, intergovernmental (state shared revenue), transfers from other funds
Major Funding Uses	Police & Fire (61%), Parks & Recreation (12%), Street Maintenance (8%)

The **Community Redevelopment Fund** accounts for the receipt and expenditure of ad valorem tax increment funds in a special revenue fund. The Community Redevelopment Agency (CRA) uses these funds to pay for capital projects and to secure debt issued to pay for those projects. The City has two redevelopment areas: Downtown, which was created in 1984 and Southend, which was created in 1985. Other revenue sources include grant funds and interest earnings. The Community Redevelopment Agency's 2010 budget is \$6,110,917 and is managed by Planning & Development and reported in their section of this document.

The **General Capital Projects Fund** accounts for the costs of various capital projects, major equipment purchases and major repairs and renovations. Due to the nature of the fund, its budget can fluctuate significantly from year-to-year. The 2010 budget is \$1,035,000 and is itemized and discussed in the Executive and Legislative section of the budget.

The **Electric Fund** and the **Water & Sewer Fund** are two enterprise funds that are accounted for as major funds. Enterprise Funds are used to account for operations that are financed in a manner similar to private business enterprises – where the intent of the City

## *Fund Structure*

Council is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes. Although the Water & Sewer Fund does not meet the minimum GASB 34 criteria for reporting as a major fund, because of its importance the City has elected to account for it as a major fund. Both funds use revenues from the delivery of services to cover the costs of operating their systems. The Electric Fund's 2010 budget is \$97,695,326 and is discussed under Beaches Energy Services. The Water & Sewer Fund's budget is \$22,073,957 and is discussed under Public Works.

### **Nonmajor Funds**

Nonmajor enterprise, internal service and fiduciary (pension) funds are each summarized separately. Nonmajor debt service, capital projects and special revenue funds are summarized as one nonmajor governmental fund.

**Nonmajor Enterprise Funds** are used to account for operations that are financed in a manner similar to private business enterprises – where the intent of the City Council is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes. These funds include the City's stormwater and sanitation utilities, its golf course and lease facilities operations; aggregate budget is \$10,095,993.

<b>Fund Name</b>	<b>Budget Section</b>	<b>Funding Source</b>	<b>Major Funding Use (Approved Budget)</b>
Natural Gas	Beaches Energy	Charges for natural gas	Construction and operation of the natural gas system (\$3,001,511)
Stormwater	Public Works	Stormwater fees	Operations of the stormwater system (\$2,014,330)
Sanitation	Public Works	Garbage services	Operations of the sanitation utility (\$3,160,509)
Golf Course	Parks & Recreation	Fees for golf course play	Operations of the City's golf course (\$1,615,202)
Lease Facilities	Electric	Rentals at the Community Center, Industrial Park and Communications Tower	Operations of these facilities and technology purchases (\$304,441)

**Nonmajor Internal Service Funds** are used to account for the financing of goods and services provided by one department to other departments of the government and to other government units, on a cost reimbursement basis. Departments are charged by these funds based on their usage of the goods or services provided. The aggregate 2010 budget is \$10,290,025.

*Fund Structure*

<b>Internal Service Fund Name</b>	<b>Budget Section</b>	<b>Approved Budget</b>
City Manager	Executive & Legislative	\$448,503
Accounting, Utility Billing, Information Systems and Purchasing	Finance	\$3,750,270
Human Resources, Insurance & Risk Retention	Human Resources	\$2,174,815
Fleet Maintenance, Operations & Maintenance Facility, Meter Services	Beaches Energy Services	\$1,917,288
Radio System	Fire	\$58,324
Grounds Maintenance	Parks & Recreation	\$1,940,825

**Fiduciary Funds** are used to account for pension assets held by the City for general, police and fire employees and retirees. Funding sources come from insurance premium taxes, City and employee contributions and investment earnings. Expenditures are used to pay retirement benefits to current and future retirees and to administer the three funds. All pension funds are reported in the Executive and Legislative department. 2010 budget is \$4,624,382.

**Nonmajor Governmental Funds** account for those special revenue, debt service and capital projects funds that do not meet the GASB 34 criteria for inclusion as major funds.

Special revenue funds are used to account for specific revenues that are legally restricted to be spent for a particular purpose. Funding sources in these funds are largely grant and tax revenues. Debt service funds are used to account for the accumulation of resources for and payment of governmental bond principal and interest; funding for these funds comes from the revenue pledged as support for the debt. Capital projects funds are used to account for the acquisition and construction of major repairs, replacements and capital facilities other than those financed by proprietary funds and trust funds; funding sources are grants, transfers from other funds, interest earnings and bond proceeds.

The Nonmajor Governmental Fund's 2010 budget is \$4,050,233. A summary of the individual funds included in this group is shown below and on the next page.

<b>Fund Name</b>	<b>Budget Section</b>	<b>Funding Sources</b>	<b>Major Funding Use (Approved Budget)</b>
Convention Development Tax	Executive & Legislative	Local Tourist Development Tax	Convention development activities (\$165,340)
Court Costs Training	Police	Fine on traffic infractions	Criminal justice education degree programs and training for Police (\$40,000)
Local Option Gas Tax	Public Works	County gas tax	Capital outlay and maintenance for local roads and drainage systems (\$805,809)

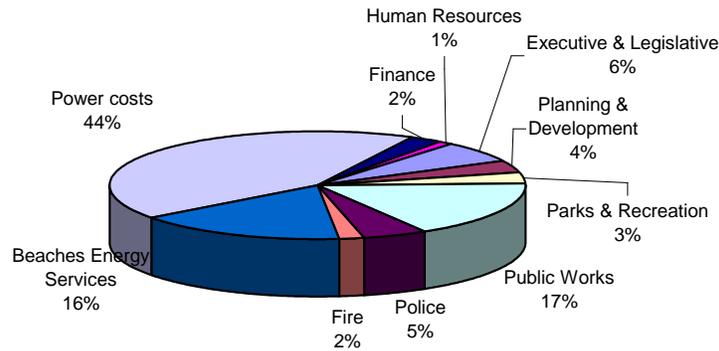
*Fund Structure*

<b>Nonmajor Governmental Fund Name</b>	<b>Budget Section</b>	<b>Funding Sources</b>	<b>Major Funding Uses (Approved Budget)</b>
½ Cent Infrastructure Surtax	Non-Departmental	Local Option 1/2 Cent Infrastructure Tax	Street reconstruction, water, sewer and stormwater improvements, school sidewalks, recreation facilities, purchase of property for preservation and recreation (\$1,122,963)
Community Development Block Grant	Parks, Public Works, Finance	Federal grant	Community development and improvement programs (\$181,491)
Radio Communications	Fire	Fines on traffic infractions	Improvements to the City’s communications system (\$145,368)
Special Events	Executive & Legislative	General Fund, event sponsorships	Events such as Moonlight Movies, Springing the Blues and Concerts (\$202,384)
Emergency Management	Nondepartmental	General Fund	Accumulation of costs related to hurricane or other major emergency response (\$34,800)
Justice Assistance Grant	Police	Various Federal, State & Local grants	Programs, operating and capital outlay purchases by the Police Department (\$73,981)
Tree Protection	Parks & Recreation	Tree removal, site clearing fees, contributions	Preservation and planting of trees (\$10,030)
Law Enforcement Trust Fund	Police	Forfeitures and sales of confiscated property (state & local)	Crime prevention and drug education programs (\$66,327)
Equitable Sharing	Police	Forfeitures and sales of confiscated property (federal)	Police investigations and equipment (\$50,000)
CARE	Finance	Utility customer donations	Assistance in paying utility bills to members of the community who are experiencing a temporary financial emergency (\$71,000)
Debt Service Fund	Nondepartmental (Executive)	Transfers from funds benefiting from debt issued for projects	Payment of principal and interest on funds borrowed to construct capital projects (\$1,062,740)
Infrastructure Capital Projects	Nondepartmental (Executive)	Bond proceeds	Bank service charges (\$16,000).
Beaches Park Project for Kids; Dog Park	Nondepartmental (Executive)	Donations	Maintenance of Sunshine Park (\$1,000); Maintenance and supplies for the Dog Park (\$1,000)

**Revenues and Expenditures by Major/Nonmajor Fund**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Expenditures as a % of Total Budget</u>
<b>Major Funds:</b>			
General Fund	\$18,729,369	\$18,729,369	10.7%
Community Redevelopment	7,687,682	6,110,917	3.5%
General Capital Projects	560,000	1,035,000	0.6%
Electric	107,545,956	97,695,326	55.9%
Water & Sewer	19,946,728	22,073,957	12.6%
	<u>154,469,735</u>	<u>145,644,569</u>	<u>83.4%</u>
<b>Nonmajor Funds:</b>			
Governmental	3,947,456	4,050,233	2.3%
Enterprise	7,227,579	10,095,993	5.8%
Internal Service	10,290,025	10,290,025	5.9%
Trust (pension)	4,900,505	4,624,382	2.6%
	<u>26,365,565</u>	<u>29,060,633</u>	<u>16.6%</u>
<b>TOTAL, All Funds</b>	<u><u>\$180,835,300</u></u>	<u><u>174,705,201</u></u>	<u><u>100.0%</u></u>

**Expenditures by Department**

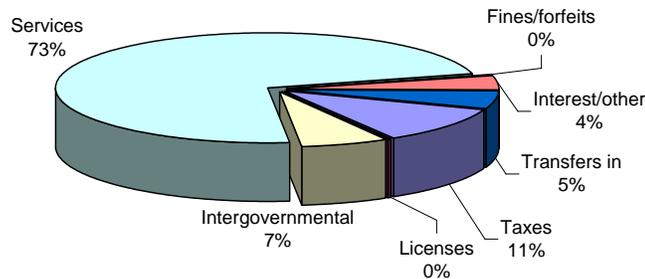


	<u>Revenues</u>	<u>Expenditures</u>	<u>Revenues over (under) expense</u>
<b>Executive &amp; Legislative</b>	\$11,023,490	\$11,089,692	(\$66,202)
<b>Planning &amp; Development</b>	8,401,898	6,422,862	1,979,036
<b>Parks &amp; Recreation</b>	5,814,051	5,807,068	6,983
<b>Public Works</b>	26,786,269	29,636,519	(2,850,250)
<b>Police</b>	8,150,435	8,670,183	(519,748)
<b>Fire</b>	3,605,530	3,638,917	(33,387)
<b>Beaches Energy Services</b>	111,055,542	103,208,308	7,847,234
<b>Finance</b>	3,823,270	4,056,837	(233,567)
<b>Human Resources</b>	2,174,815	2,174,815	-
	<u><u>\$180,835,300</u></u>	<u><u>\$174,705,201</u></u>	<u><u>\$6,130,099</u></u>

## Revenue Summary - by Type 2010

	General Fund	Governmental	Enterprise	Internal Service	Pension	Total
<b>Taxes</b>						
Ad Valorem	\$8,315,420	\$7,427,682				\$15,743,102
Convention Dev. Tax		175,000				175,000
Local Option Gas Tax		735,000				735,000
Half Cent Infrastructure Tax		1,050,000				1,050,000
Local Communications Tax	1,450,000					1,450,000
Other	280,280		-	-	330,000	610,280
<b>Total Taxes</b>	<b>10,045,700</b>	<b>9,387,682</b>	<b>-</b>	<b>-</b>	<b>330,000</b>	<b>19,763,382</b>
<b>Licenses</b>	355,800	4,600	-	-	-	360,400
<b>Intergovernmental</b>						
State 1/2 Cent Tax	1,850,000					1,850,000
Sales Tax Distribution	660,180					660,180
Duval Cnty in Lieu of Tax	579,968					579,968
Other	496,250	510,472	7,756,500	-	-	8,763,222
<b>Total Intergov.</b>	<b>3,586,398</b>	<b>510,472</b>	<b>7,756,500</b>	<b>-</b>	<b>-</b>	<b>11,853,370</b>
<b>Charges for Services</b>						
Electric			106,465,199			106,465,199
Natural Gas			-			-
Water / Sewer			8,411,344			8,411,344
Stormwater			1,222,863			1,222,863
Sanitation			3,142,603			3,142,603
Recreation / Golf	60,475		1,620,465			1,680,940
Internal Services				10,209,025		10,209,025
Miscellaneous	86,100	-			-	86,100
<b>Total Services</b>	<b>146,575</b>	<b>-</b>	<b>120,862,474</b>	<b>10,209,025</b>	<b>-</b>	<b>131,218,074</b>
<b>Fines and Forfeitures</b>	<b>251,500</b>	<b>69,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>320,500</b>
<b>Miscellaneous</b>						
Debt Proceeds		-				-
Interest and Other	363,000	770,509	2,164,461	81,000	4,570,505	7,949,475
<b>Total Miscellaneous</b>	<b>363,000</b>	<b>770,509</b>	<b>2,164,461</b>	<b>81,000</b>	<b>4,570,505</b>	<b>7,949,475</b>
<b>Transfers</b>	<b>3,980,396</b>	<b>1,452,875</b>	<b>3,936,828</b>	<b>-</b>	<b>-</b>	<b>9,370,099</b>
<b>Total Revenues</b>	<b>\$18,729,369</b>	<b>\$12,195,138</b>	<b>134,720,263</b>	<b>\$10,290,025</b>	<b>\$4,900,505</b>	<b>180,835,300</b>

### Budgeted Revenues



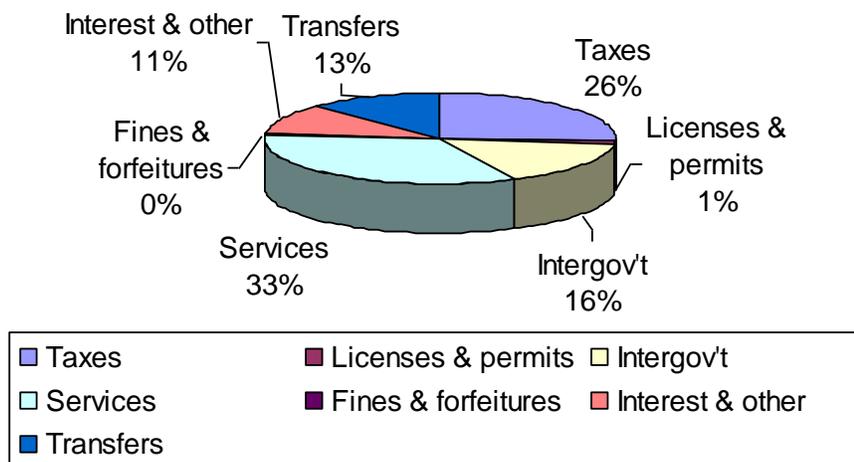
## Revenue Summary

Revenues for the City are received from a wide variety of sources. Revenues are categorized according to the State of Florida Uniform Accounting System chart of accounts. These standard classifications help facilitate comparability with other local reporting entities. Revenues of the City are classified by fund and source to provide information necessary to prepare and control the budget, to record the collection of revenues, and to prepare financial statements and statistics. The major revenue categories, assumptions, estimation methods and trends are described below.

### Total Revenues

Total budgeted revenues for fiscal year 2010 are \$180,835,300. Over 58% of total revenue is generated by Beaches Energy Services, the City's electric utility. Beaches Energy Services provides electricity to approximately 34,000 customers in Jacksonville Beach, Neptune Beach, Ponte Vedra and Palm Valley. Of the remaining \$74 million, 58% comes from taxes (primarily ad valorem) and charges for services. The charges for services include water, sewer, stormwater and garbage utilities, sales at the City's golf course and internal service charges.

### Revenues (excluding sales of electricity)



### Tax Revenues

The City has two main sources of tax revenue: ad valorem taxes and sales and use taxes. Revenues from property taxes are the only revenue source in this category or in the General Fund that has historically shown an annual increase. Property tax revenues remained steady due to the demand for housing at the beach, and the success of the City's redevelopment program in revitalizing Downtown and the South Beach areas. However, recent changes in State law, the economic downturn and the decline in the housing market have caused the 2010 revenue estimates for taxes in all categories to be reduced from last year in all areas. Assessed property value in the City showed a decrease of 4.7%. Assessed values in the

Downtown and South Beach areas fell by 8.8% and 1.1%, respectively. Of the \$15,743,102 in budgeted property taxes, 53% supports the General Fund and 47% is restricted for use in the City's two redevelopment districts. Ad valorem taxes are budgeted based on the certification of taxable value provided each year by the Duval County Property Appraiser. Florida Statutes require municipalities to budget at least 95% of this anticipated revenue.

Ad valorem taxes are computed as a percentage of the value of real or personal property expressed in mills. The City's adopted millage rate for 2010 is 3.6740 mills per \$1,000 of assessed value and will provide approximately \$15,743,102 representing 8.7% of total revenues. Ad valorem tax revenue of \$8,315,420 will be reserved for General Fund purposes and represents 44 % of its total revenues. The remaining ad valorem taxes are reserved in the Community Redevelopment Agency Special Revenue Fund and are legally restricted for redevelopment purposes.

*On October 6, 2009 the Duval County Property Appraiser notified the City of Jacksonville Beach that the July 1 estimate on which the budget and millage rate are based was overvalued by \$185,844,891 or 5.8%. On October 8, the City Council voted to adjust the millage rate to \$3.8180 mills, an increase of 3.9% as a result of the error in the property valuation estimate. Because the City did not take the full adjustment allowed by Florida Statutes, the General Fund's current budget for property tax revenues of \$8,315,420 will be reduced by \$335,323 at the mid-year budget adjustment in March 2010. The City is in the process of identifying budget reductions to be made as a result of this revenue reduction. (Please see page i of the Budget Message for a further explanation of the error and page 28 (March) for an explanation of the budget adjustment calendar and process.)*

	<b>Actual 2006</b>	<b>Actual 2007</b>	<b>Actual 2008</b>	<b>Revised Budget 2009</b>	<b>Approved Budget 2010</b>
Ad Valorem	\$12,025,449	\$14,098,913	\$15,325,208	\$15,095,486	\$15,743,102
Local Option Gas	836,717	810,961	787,579	800,000	735,000
Convention Development	203,008	180,442	232,080	180,000	175,000
1/2 Cent Infrastructure	1,135,436	1,123,323	1,072,472	1,080,000	1,050,000
Local Communications	1,440,286	1,373,762	1,412,442	1,400,000	1,450,000
Other	637,348	782,974	775,215	635,000	610,280
<b>Taxes</b>	<b>\$16,278,244</b>	<b>\$18,370,375</b>	<b>\$19,604,996</b>	<b>\$19,190,486</b>	<b>\$19,763,382</b>

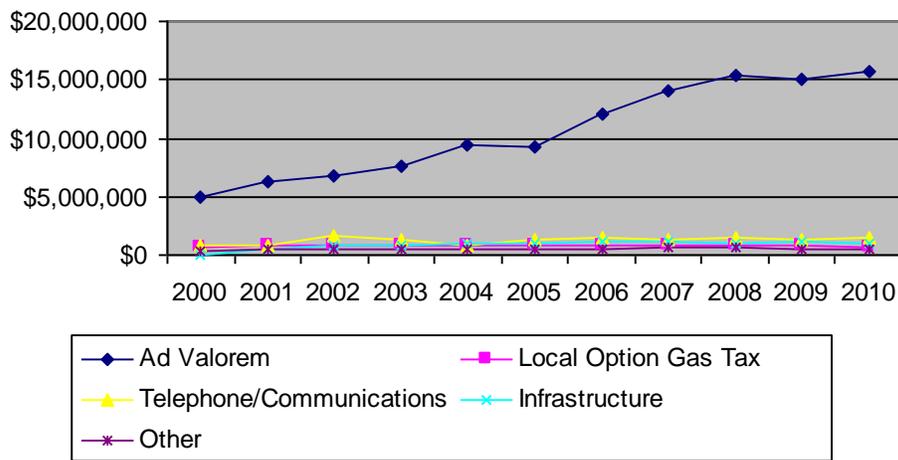
Local Option Gas Tax revenues are used to fund the repair and maintenance of roads, streets and sidewalks. Convention Development Tax revenues are used to promote tourism and to fund the maintenance and upkeep of the SeaWalk and Amphitheater area.

The ½ Cent Sales Surtax revenues are specifically restricted to be used for: street reconstruction, water, sewer and stormwater improvements, school sidewalks, capital improvements to recreational facilities and the purchase of property for preservation and recreational purposes. Both the Local Option Gas Tax and the ½ Cent Sales Surtax have decreased with the economic downturn.

The Local Communications Services Tax simplifies the way communications taxes are collected and distributed. The tax combines seven different types of communications taxes and fees into a two-tiered tax composed of a state tax and a local tax on communications services. The tax combines the sales tax on communications services, the municipal public service tax and local franchise fees on telecommunications services and telecommunications companies, allocates the gross receipts tax on communications services and provides a permit fee option for local governments. This tax has been a steady revenue source in recent years, although, based on the current year's receipts, the estimate for this tax has been reduced for 2010.

All sales and use taxes are estimated based on projections made by the State of Florida and historical trends. State shared revenues from sales taxes are discussed under intergovernmental revenues. Changes in both sales taxes and State shared revenues tend to mirror changes in the economy.

### Revenue from Taxes



### Permits and Fees

	Actual 2006	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010
Permits & fees	\$643,468	\$403,860	\$353,685	\$428,084	\$360,400

Permits, making up approximately \$360,400 of this category's revenues, are primarily composed of building-related permit revenue. This revenue peaked in fiscal year 2006 when condominium developers brought forward numerous projects prior to a voter imposed 35-foot building height limit enacted in November 2005. Permit revenue has begun to decrease as the City is built out. Fees from permits total \$348,000 in the General Fund and represent 0.2% of its revenues. Permits and fees are budgeted based on historical trends.

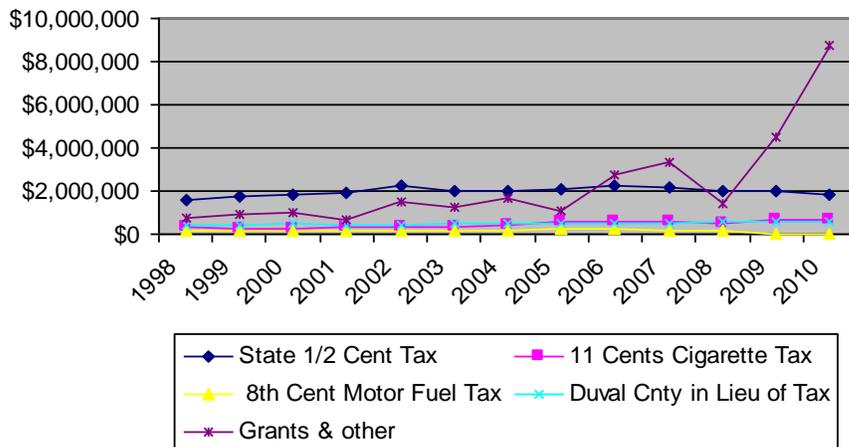
## Intergovernmental Revenues

This category includes all revenues received from federal, state and local governmental units in the form of grants, shared revenues, and payments in lieu of taxes. The City receives its portion of certain taxes and fees collected by other governments. Most of these revenues are shared revenues collected by the State of Florida, which remits a portion of the taxes it collects to the City. The City also receives payments in lieu of taxes from Duval County and federal grants. Other intergovernmental revenues include the Community Development Block Grant, Justice Assistance Grant and the 911 Rebate.

	Actual 2005	Actual 2006	Actual 2007	Revised Budget 2008	Approved Budget 2010
State 1/2 Cent Tax	\$2,251,308	\$2,148,475	\$1,982,471	\$2,024,467	\$1,850,000
11 Cents Cigarette Tax	569,042	551,186	476,673	660,180	660,180
8th Cent Motor Fuel Tax	219,724	205,291	177,624	0	0
Duval County in Lieu of Tax	515,295	530,754	546,676	563,076	579,968
Grants and other	2,720,224	3,350,959	1,433,290	4,504,638	8,763,222
<b>Intergovernmental</b>	<b>\$6,275,593</b>	<b>\$6,786,665</b>	<b>\$4,616,734</b>	<b>\$7,752,361</b>	<b>\$11,853,370</b>

In recent years, the City has aggressively sought grant revenue to offset part of the cost of major construction projects. In 2009 and 2010, the majority of grant funding will be related to the Wastewater Treatment Plant Improvements Project which will help the City meet requirements to reduce the amount of nitrogen in the lower St. Johns River. This funding is expected to be received over several years, possibly beginning in 2009. In 2006 and 2007 the City received \$2.1 million and \$1.5 million received from the Jacksonville Transportation Authority (JTA) to assist with the funding of the City of Jacksonville Beach's Penman Road Alignment project.

### Intergovernmental Revenue



Intergovernmental revenues are budgeted based on estimates provided by the State of Florida Department of Revenue, Legislative Committee on Intergovernmental Relations, interlocal agreements, grant contracts and historical trends. With the exception of grants, most of these revenues have been flat to decreasing and are budgeted accordingly. In most cases, non-recurring grant revenues are only budgeted after the grant expenditure has been approved by the City Council and the agreement has been signed by the grantor agency.

### Charges for Services

These revenues are generated primarily by the operation of the City's enterprise funds: electric, water & sewer, stormwater and sanitation and represent charges for services provided to customers. These revenues represent 72.6% of the City's total revenues, but only 1.1% of the General Fund's revenues. Total revenues from charges for services are anticipated to be \$131,218,074 (\$146,575 in the General Fund).

	Actual 2006	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010
Electric	\$88,734,810	\$88,734,810	\$99,196,324	\$115,919,448	\$106,465,199
Natural Gas	0	0	0	0	0
Water / Sewer	7,541,165	7,811,589	8,051,952	8,329,667	8,411,344
Stormwater	1,153,314	1,187,770	1,194,067	1,194,067	1,222,863
Sanitation	3,005,435	3,055,216	3,180,411	3,084,365	3,142,603
Recreation / Golf	1,728,645	1,641,620	1,651,691	1,672,110	1,680,940
Internal Services	9,271,293	10,538,108	9,667,499	10,333,178	10,209,025
Miscellaneous	386,649	227,186	199,206	100,800	86,100
<b>Charges for Services</b>	<b>\$111,821,311</b>	<b>\$113,196,299</b>	<b>\$123,141,150</b>	<b>\$140,633,635</b>	<b>\$131,218,074</b>

The City's electric utility, Beaches Energy Services, provides power to more than 33,000 customers in Neptune Beach, Jacksonville Beach, Ponte Vedra and Palm Valley. Beaches Energy is a member of and obtains its power through Florida Municipal Power Agency (FMPA), an agency of municipal utilities located throughout the State. Like other electric utilities, fuel costs have pushed the cost of power upward since 2000. These cost increases are reflected as increases in the power cost portion of the electric rate. As the demand for power throughout the state creates the need for new generation, the cost of building additional plants will also be reflected in future electric rates. To counter the upward price pressure, Beaches Energy has implemented energy efficiency rebates, conservation programs and is exploring demand management and renewable resource programs in order to maintain its rates below the state average and to help its customers manage their electric bills. Revenues (and power costs) are estimated based on information supplied by FMPA and historical usage trends.

The City is in the process of evaluating proposals to extend natural gas service to commercial customers in the Jacksonville Beach and Ponte Vedra service areas. Current plans are to begin offering service late in FY2010.

In 1995, the City adopted an inclining block rate structure for its water and sewer rates. The intent behind these rates is to encourage conservation by charging a higher rate for customers who use higher amounts of water. Since 1995, the total number of gallons billed has decreased, despite increases in the number of customers. In 2007, water and sewer rates were increased by 5% for the first time in 10 years. Additional 5% rate increases were approved through 2010, with increases equal to the percentage increase in the CPI after that.

Stormwater charges are based on the amount of each customer's impervious area. The rate of \$5.00 per equivalent residential unit (ERU) has remained constant since it was enacted in 1991. Sanitation rates have not increased since 1993, although the City expects to have to consider rate increases in 3 to 5 years, when the next garbage contract is awarded. Water, sewer, stormwater and sanitation revenues are budgeted based on rates expected to be in effect and historical consumption trends.

The Golf Course has made a number of significant improvements to the course and added a new clubhouse in 2005. The resulting increase in play combined with a 2004 rate increase with annual CPI adjustments has improved the profitability of the golf course. Concurrent with a major drainage project, the course has been improved; construction is expected to be substantially complete by October 2009. Golf revenues are estimated based on the expected number of rounds to be played.

Revenues in the internal service funds are budgeted to cover the costs of operations and therefore equal the approved expenditure budget. Because the funds usually do not spend all of the authorized budget, revenues in "actual" years (2006-2008) are noticeably lower than revenues in "budgeted" years (2009 and 2010). Operations providing services through internal service funds include: administrative functions such as the city manager's office, accounting, utility billing, purchasing, information systems, human resources, fleet maintenance, grounds and golf course maintenance, meter services and insurance.

### **Fines and Forfeitures**

	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Actual 2007</b>	<b>Revised Budget 2008</b>	<b>Approved Budget 2010</b>
Fines & forfeitures	\$422,587	\$452,653	\$743,506	\$294,500	\$320,500

Fines and penalties imposed for the commission of statutory offenses and violations of lawful administrative rules and regulations are included in this revenue category along with revenues from the sale of confiscated properties and service charges on bad checks. The total revenues for this category are \$320,500 and represent only a small portion (0.2%) of total City revenues. The General Fund portion of this total is \$251,500 (1.3% of total General Fund revenues). Fines and forfeitures are budgeted based on historical trends and have been relatively flat, with the exception of a one-time payment the City received from the county in 2007. Recent changes in the interpretation of certain statutes have caused this revenue source to decline.

## Miscellaneous Revenues

Miscellaneous revenues are those that do not fit any of the above categories and include items such as interest on investments, City and employee pension contributions, rental of City property, sale of City assets, donations and debt proceeds. In the 2010 budget, these revenues are estimated to be \$7,979,475, representing 4.4% of the City's budgeted revenues. The majority are interest, investment earnings and pension contributions in the pension funds. These revenues have been decreased due to decreases in earnings on pension fund investments. Miscellaneous revenues are budgeted based on historical trends and current or estimated future interest rates and cash balances.

	Actual 2006	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010
Debt Proceeds	\$0	\$10,000,000	\$0	\$0	\$0
Interest	9,090,442	13,189,234	-1,346,166	10,624,798	5,210,915
Other	5,182,541	3,926,552	2,172,624	2,790,767	2,738,560
<b>Miscellaneous</b>	<b>\$14,272,983</b>	<b>\$27,115,786</b>	<b>\$826,458</b>	<b>\$13,415,565</b>	<b>\$7,949,475</b>

## Transfers

This category represents transfers between individual funds of the City, which are not repayable and are not considered charges for goods or services. Transfers from enterprise funds may be based on a fixed formula, availability of funds or other method of calculation. Other transfers are made to move required funds to pay for debt service and capital projects, provide matching funds for grants or to allocate the fund balance of a discontinued fund. Because interfund transfers are revenues to one fund and expenditures to another fund, they are considered to be "paper revenue". In determining the net budget, these transfers are deducted from the total expenditures.

	Actual 2005	Actual 2006	Actual 2007	Revised Budget 2008	Approved Budget 2010
Transfers	\$15,188,256	\$11,040,274	\$7,477,620	\$15,065,568	\$9,370,099

Transfers for the 2010 fiscal year are \$9,370,099, which is 5.2% of the total budgeted revenues. Transfers received in the General Fund will be \$3,980,396, or 21.3% of its revenues. Transfers to the General Fund include contributions from enterprise funds and special revenue funds used to provide partial funding for its operations.

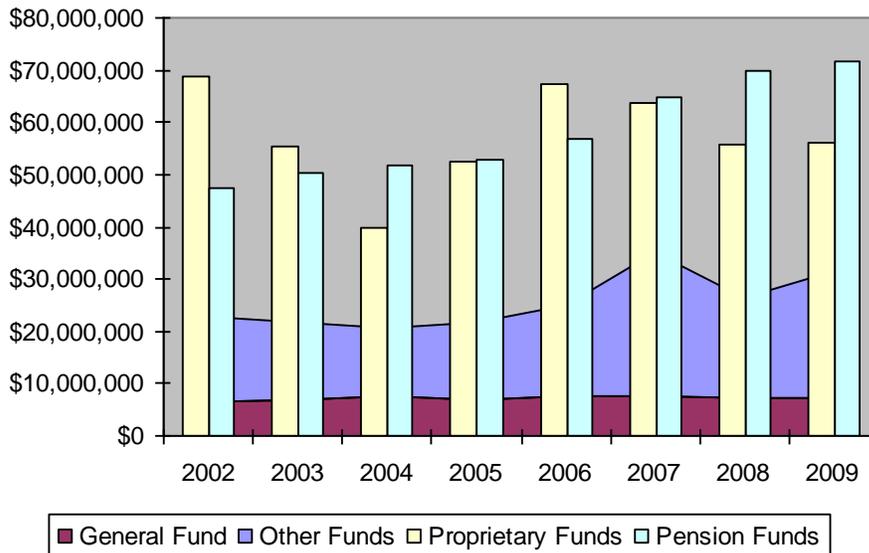
## Fund Balance

Fund balance is made up of two components: reserved and unreserved. Fund balance may be reserved for legally identified, specific purposes, such as debt service, bond requirements, redevelopment and employee pensions. About two-thirds of the City's fund balances are reserved for such purposes.

	Actual 2006	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010
Restricted	\$81,858,982	\$100,575,349	\$93,081,663	\$86,929,416	\$87,176,564
Unrestricted	59,768,403	57,128,664	46,598,379	38,839,071	44,722,022
<b>Total Fund Balance</b>	<b>\$141,627,385</b>	<b>\$157,704,013</b>	<b>\$139,680,042</b>	<b>\$125,768,487</b>	<b>\$131,898,586</b>

Unreserved fund balance represents amounts available to be budgeted for future operations. When utilized in this fashion, the unreserved portion of the fund balance is considered revenue for purposes of balancing the budget. In FY2010, budgeted revenues are more than budgeted expenditures, meaning that the City will be increasing its fund balance. The budgeted increase of \$6.1 million is expected to come from net earnings in enterprise funds. All other funds are expected to have modest changes in their fund balances.

## Fund Balance



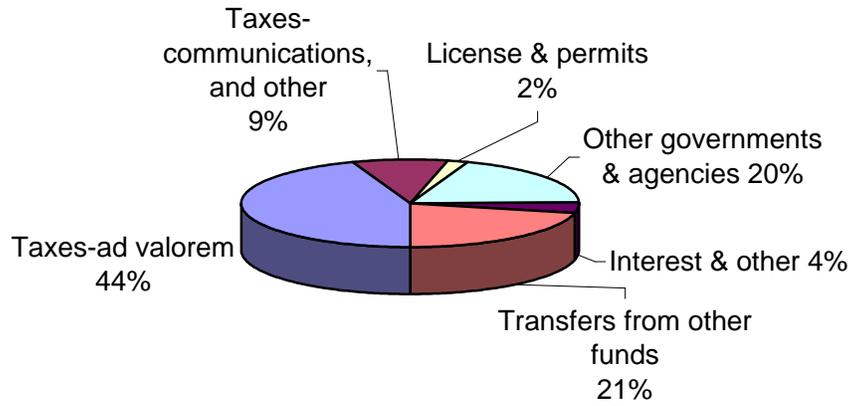
**2010 Revenue Summary - by Fund**  
**Major Funds are shaded**

	Taxes	Licenses,Permits & Governmental	Charges for Services	Fines and Forfeitures	Interest and Other	Transfers	TOTAL
<b>General Fund</b>	\$ 10,045,700	\$ 3,942,198	\$ 146,575	\$ 251,500	\$ 363,000	\$ 3,980,396	\$ 18,729,369
<b>Special Revenue Funds</b>							
Comm. Redevelopment Agency	7,427,682	-	-	-	260,000	-	7,687,682
Convention Development	175,000	-	-	-	10,000	-	185,000
Court Costs Training	-	-	-	11,000	1,500	-	12,500
Local Option Gas Tax	735,000	-	-	-	12,500	-	747,500
Half-cent Sales Surtax	1,050,000	-	-	-	10,000	-	1,060,000
CDBG	-	161,491	-	-	-	-	161,491
Radio Communication	-	-	-	35,000	3,000	73,981	111,981
Special Events	-	4,600	-	-	51,739	145,931	202,270
Emergency Management	-	-	-	-	1,500	-	1,500
Justice Assistance Grant	-	73,981	-	-	-	-	73,981
Tree Protection	-	-	-	-	1,750	-	1,750
Law Enforcement Trust	-	-	-	12,000	2,100	-	14,100
Equitable Sharing Trust	-	-	-	11,000	1,250	-	12,250
CARE	-	-	-	-	13,000	40,000	53,000
<b>Total Special Revenue</b>	<b>9,387,682</b>	<b>240,072</b>	<b>-</b>	<b>69,000</b>	<b>368,339</b>	<b>259,912</b>	<b>10,325,005</b>
<b>Debt Service Fund</b>	-	-	-	-	1,800	1,057,963	1,059,763
<b>Capital Projects Funds</b>							
General	-	275,000	-	-	150,000	135,000	560,000
Infrastructure	-	-	-	-	250,000	-	250,000
Other	-	-	-	-	370	-	370
<b>Total Capital Projects</b>	<b>-</b>	<b>275,000</b>	<b>-</b>	<b>-</b>	<b>400,370</b>	<b>135,000</b>	<b>810,370</b>
<b>Enterprise Funds</b>							
Electric	-	-	106,465,199	-	1,080,757	-	107,545,956
Natural Gas	-	-	-	-	-	540,827	540,827
Water & Sewer	-	7,756,500	8,411,344	-	382,883	3,396,001	19,946,728
Stormwater	-	-	1,222,863	-	51,072	-	1,273,935
Sanitation	-	-	3,142,603	-	93,587	-	3,236,190
Golf Course	-	-	1,620,465	-	10,000	-	1,630,465
Lease Facilities	-	-	-	-	546,162	-	546,162
<b>Total Enterprise</b>	<b>-</b>	<b>7,756,500</b>	<b>120,862,474</b>	<b>-</b>	<b>2,164,461</b>	<b>3,936,828</b>	<b>134,720,263</b>
<b>Internal Service Funds</b>							
City Manager	-	-	448,503	-	-	-	448,503
Finance	-	-	3,750,270	-	-	-	3,750,270
Human Resources	-	-	559,391	-	-	-	559,391
Fleet Maintenance	-	-	573,555	-	-	-	573,555
Meter Services	-	-	883,051	-	-	-	883,051
Radio System	-	-	58,324	-	-	-	58,324
Operations & Maintenance Facility	-	-	460,682	-	-	-	460,682
Grounds Maintenance	-	-	1,940,825	-	-	-	1,940,825
Insurance & Risk Retention-Property & Liability	-	-	1,064,891	-	16,000	-	1,080,891
Insurance & Risk Retention-Workers Comp	-	-	469,533	-	55,000	-	524,533
Insurance & Risk Retention-Health Insurance	-	-	-	-	10,000	-	10,000
<b>Total Internal Service</b>	<b>-</b>	<b>-</b>	<b>10,209,025</b>	<b>-</b>	<b>81,000</b>	<b>-</b>	<b>10,290,025</b>
<b>Trust Funds (Pension)</b>							
General Employees	-	-	-	-	2,809,719	-	2,809,719
Police Employees	185,000	-	-	-	1,187,289	-	1,372,289
Fire Employees	145,000	-	-	-	573,497	-	718,497
<b>Total Trust</b>	<b>330,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,570,505</b>	<b>-</b>	<b>4,900,505</b>
<b>Total Revenues</b>	<b>\$ 19,763,382</b>	<b>\$ 12,213,770</b>	<b>\$ 131,218,074</b>	<b>\$ 320,500</b>	<b>\$ 7,949,475</b>	<b>\$ 9,370,099</b>	<b>\$ 180,835,300</b>

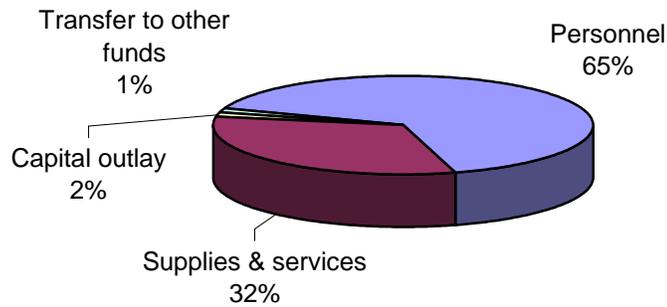
**General Fund  
Combined Summary of Revenues and Expenditures**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
<b>Beginning Fund Balance</b>	<b>\$ 7,461,685</b>	<b>\$ 7,585,411</b>	<b>\$ 8,042,115</b>	<b>\$ 7,854,644</b>	<b>\$(187,471)</b>	-2.3%
<b>Revenues</b>						
Taxes	9,352,398	9,865,865	9,752,701	10,045,700	292,999	3.0%
Licenses & permits	385,860	325,159	414,084	355,800	(58,284)	-14.1%
Intergovernmental	3,749,668	3,503,681	3,692,723	3,586,398	(106,325)	-2.9%
Charges for services	146,092	206,901	127,475	146,575	19,100	15.0%
Fines & forfeitures	380,995	471,171	229,500	251,500	22,000	9.6%
Interest & other	787,521	610,471	319,514	363,000	43,486	13.6%
Transfers in	4,609,049	4,203,725	4,133,090	3,980,396	(152,694)	-3.7%
<b>Total Revenues</b>	<b>19,411,583</b>	<b>19,186,973</b>	<b>18,669,087</b>	<b>18,729,369</b>	<b>60,282</b>	0.3%
<b>Other Financing Sources</b>	<b>71,530</b>					
<b>Expenditures</b>						
Personal Services	10,843,758	11,495,049	12,046,745	12,157,226	110,481	0.9%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	5,318,064	5,168,253	6,147,317	6,027,220	(120,097)	-2.0%
Capital Outlay	524,212	400,879	340,654	284,849	(55,805)	-16.4%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	30,153	36,691	21,691	14,143	(7,548)	-34.8%
Transfers	2,643,200	1,397,826	300,151	245,931	(54,220)	-18.1%
<b>Total Expenditures</b>	<b>19,359,387</b>	<b>18,498,698</b>	<b>18,856,558</b>	<b>18,729,369</b>	<b>(127,189)</b>	-0.7%
<b>Other Financing Uses</b>	<b>231,571</b>					
<b>Change in Fund Balance</b>	<b>123,726</b>	<b>456,704</b>	<b>(187,471)</b>	<b>-</b>	<b>187,471</b>	-100.0%
<b>Ending Fund Balance</b>	<b>\$ 7,585,411</b>	<b>\$ 8,042,115</b>	<b>\$ 7,854,644</b>	<b>\$ 7,854,644</b>	<b>\$ -</b>	0.0%
<b>Expenditures by Department:</b>						
Executive & Legislative	\$ 610,498	\$ 591,835	\$ 657,762	\$ 766,835	\$ 109,073	16.6%
Finance	-	-	-	-	-	0.0%
Planning & Development	798,886	793,867	815,680	714,216	(101,464)	-12.4%
Parks & Recreation	2,140,022	2,178,943	2,284,707	2,241,011	(43,696)	-1.9%
Public Works	1,635,324	1,447,427	1,558,795	1,581,916	23,121	1.5%
Police	7,086,785	7,360,108	7,977,840	8,037,604	59,764	0.7%
Fire	3,041,432	3,255,969	3,398,809	3,435,225	36,416	1.1%
Beaches Energy Services	446,704	461,793	521,640	505,309	(16,331)	-3.1%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	3,599,736	2,408,756	1,641,325	1,447,253	(194,072)	-11.8%
<b>Total Expenditures</b>	<b>\$19,359,387</b>	<b>\$18,498,698</b>	<b>\$18,856,558</b>	<b>\$18,729,369</b>	<b>\$(127,189)</b>	-0.7%

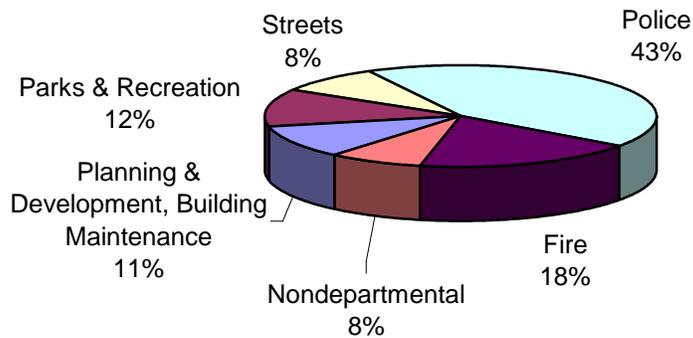
**GENERAL FUND:  
Where the money comes from**



**Where the Money Goes-by Category**



**Where the Money Goes-by Department**



**General Fund  
Summary of Revenues**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
<b><u>Taxes</u></b>						
Real Estate Tax Current	\$ 7,244,480	\$ 7,845,597	\$ 7,727,701	\$ 7,890,420	\$ 162,719	2.1%
Personal Property Tax Current	310,023	226,390	320,000	320,000	-	0.0%
Local Communications Services Tax	1,373,762	1,412,442	1,400,000	1,450,000	50,000	3.6%
Other taxes	424,133	381,436	305,000	385,280	80,280	26.3%
<b>Total Taxes</b>	<b>9,352,398</b>	<b>9,865,865</b>	<b>9,752,701</b>	<b>10,045,700</b>	<b>292,999</b>	<b>3.0%</b>
<b><u>Licenses &amp; Permits</u></b>						
Building permits	277,056	233,474	300,000	250,000	(50,000)	-16.7%
Other licenses and permits	108,804	91,685	114,084	105,800	(8,284)	-7.3%
<b>Total Licenses and Permits</b>	<b>385,860</b>	<b>325,159</b>	<b>414,084</b>	<b>355,800</b>	<b>(58,284)</b>	<b>-14.1%</b>
<b><u>Intergovernmental Revenues</u></b>						
8th cent motor fuel	205,291	177,624	185,000	180,000	(5,000)	-2.7%
Sales tax distribution	551,186	476,673	660,180	660,180	-	0.0%
State 1/2 cent tax	2,148,475	1,982,471	2,024,467	1,850,000	(174,467)	-8.6%
Other intergovernmental revenues	159,899	147,283	140,000	143,250	3,250	2.3%
Duval county in Lieu of Taxes	530,754	546,676	563,076	579,968	16,892	3.0%
911 Rebate	154,063	172,954	120,000	173,000	53,000	44.2%
<b>Total Intergovernmental Revenues</b>	<b>3,749,668</b>	<b>3,503,681</b>	<b>3,692,723</b>	<b>3,586,398</b>	<b>(106,325)</b>	<b>-2.9%</b>
<b><u>Charges for Services</u></b>						
Lien Certificates	3,858	11,328	5,000	10,000	5,000	100.0%
Cemetery services	36,041	37,192	30,000	30,000	-	0.0%
Recreation programs	55,770	52,062	42,875	60,475	17,600	41.0%
Contracted services	-	61,570	-	-	-	0.0%
Other Charges and Fees	50,423	44,749	49,600	46,100	(3,500)	-7.1%
<b>Total Services</b>	<b>146,092</b>	<b>206,901</b>	<b>127,475</b>	<b>146,575</b>	<b>19,100</b>	<b>15.0%</b>
<b><u>Fines &amp; Forfeitures</u></b>						
Court Fines	160,931	395,625	150,000	180,000	30,000	20.0%
Parking violations	44,468	32,368	22,000	27,000	5,000	22.7%
Code enforcement board	139,567	2,425	20,000	2,500	(17,500)	-87.5%
Other Fines and Forfeits	36,029	40,753	37,500	42,000	4,500	12.0%
<b>Total Fines &amp; Forfeitures</b>	<b>380,995</b>	<b>471,171</b>	<b>229,500</b>	<b>251,500</b>	<b>22,000</b>	<b>9.6%</b>
<b><u>Interest &amp; Other Revenue</u></b>						
Interest on investments	724,107	424,804	219,977	240,000	20,023	9.1%
Other revenues	63,414	185,667	99,537	123,000	23,463	23.6%
<b>Total Other Revenues</b>	<b>787,521</b>	<b>610,471</b>	<b>319,514</b>	<b>363,000</b>	<b>43,486</b>	<b>13.6%</b>
<b><u>Transfers In</u></b>						
Transfer from Electric Utility	3,402,379	3,462,413	3,549,902	3,421,905	(127,997)	-3.6%
Transfer from Sanitation Utility	443,100	-	-	-	-	0.0%
Transfer from Gas Tax	372,000	372,000	372,000	372,000	-	0.0%
Transfer from Others Misc.	391,570	369,312	211,188	186,491	(24,697)	-11.7%
<b>Total Transfers</b>	<b>4,609,049</b>	<b>4,203,725</b>	<b>4,133,090</b>	<b>3,980,396</b>	<b>(152,694)</b>	<b>-3.7%</b>
<b><u>Total Revenue</u></b>	<b>\$ 19,411,583</b>	<b>\$ 19,186,973</b>	<b>\$ 18,669,087</b>	<b>\$ 18,729,369</b>	<b>\$ 60,282</b>	<b>0.3%</b>

**General Fund  
Summary of Expenditures**

	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Revised Budget 2009</u>	<u>Approved Budget 2010</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
<b><u>Executive &amp; Legislative</u></b>						
City Council	\$ 159,448	\$ 158,621	\$ 169,559	\$ 167,609	\$ (1,950)	-1.2%
City Attorney	91,484	86,289	112,933	304,528	191,595	169.7%
City Clerk	359,566	346,925	375,270	294,698	(80,572)	-21.5%
Total	<u>610,498</u>	<u>591,835</u>	<u>657,762</u>	<u>766,835</u>	<u>109,073</u>	<u>16.6%</u>
<b><u>Beaches Energy Services</u></b>						
Building Maintenance	446,704	461,793	521,640	505,309	(16,331)	-3.1%
<b><u>Planning &amp; Development</u></b>						
Planning & Development	237,047	230,183	242,800	192,234	(50,566)	-20.8%
Building Inspections	435,107	438,329	411,448	312,975	(98,473)	-23.9%
Code Enforcement	126,732	125,355	161,432	209,007	47,575	29.5%
Total	<u>798,886</u>	<u>793,867</u>	<u>815,680</u>	<u>714,216</u>	<u>(101,464)</u>	<u>-12.4%</u>
<b><u>Parks &amp; Recreation</u></b>						
Administration	1,212,189	1,232,719	1,309,516	1,277,191	(32,325)	-2.5%
Ocean Rescue	613,699	638,672	608,878	603,753	(5,125)	-0.8%
Tennis	116,289	100,512	139,330	138,806	(524)	-0.4%
Oceanfront Restrooms	89,093	85,194	98,736	94,500	(4,236)	-4.3%
Carver Center	104,581	88,134	87,247	87,761	514	0.6%
Exhibition Hall	4,171	33,712	41,000	39,000	(2,000)	-4.9%
Total	<u>2,140,022</u>	<u>2,178,943</u>	<u>2,284,707</u>	<u>2,241,011</u>	<u>(43,696)</u>	<u>-1.9%</u>
<b><u>Public Works</u></b>						
Streets	1,635,324	1,447,427	1,558,795	1,581,916	23,121	1.5%
<b><u>Police</u></b>						
Administration	834,394	797,319	893,901	865,971	(27,930)	-3.1%
Records	168,614	177,042	202,281	184,589	(17,692)	-8.7%
Investigative	1,434,864	1,433,668	1,513,309	1,516,800	3,491	0.2%
Patrol	3,490,341	3,760,115	4,067,958	4,155,281	87,323	2.1%
Communications	556,147	636,873	693,950	702,160	8,210	1.2%
Ancillary Services	579,613	525,591	556,454	562,200	5,746	1.0%
Police Reserves	22,812	29,500	49,987	50,603	616	1.2%
Total	<u>7,086,785</u>	<u>7,360,108</u>	<u>7,977,840</u>	<u>8,037,604</u>	<u>59,764</u>	<u>0.7%</u>
<b><u>Fire</u></b>						
Fire Department	3,041,432	3,255,969	3,398,809	3,435,225	36,416	1.1%
<b><u>Non-departmental</u></b>						
Non-departmental	3,599,736	2,408,756	1,641,325	1,447,253	(194,072)	-11.8%
	<b><u>\$ 19,359,387</u></b>	<b><u>\$ 18,498,698</u></b>	<b><u>\$ 18,856,558</u></b>	<b><u>\$ 18,729,369</u></b>	<b><u>\$ (127,189)</u></b>	<b><u>-0.7%</u></b>
<b><u>Resource Allocation:</u></b>						
Personal Services	\$ 10,843,758	\$ 11,495,049	\$ 12,046,745	\$ 12,157,226	\$ 110,481	0.9%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	5,318,064	5,168,253	6,147,317	6,027,220	(120,097)	-2.0%
Capital Outlay	524,212	400,879	340,654	284,849	(55,805)	-16.4%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest, other	-	-	-	-	-	0.0%
Grants to Others	30,153	36,691	21,691	14,143	(7,548)	-34.8%
Transfers	2,643,200	1,397,826	300,151	245,931	(54,220)	-18.1%
<b><u>Total Expenditures</u></b>	<b><u>\$ 19,359,387</u></b>	<b><u>\$ 18,498,698</u></b>	<b><u>\$ 18,856,558</u></b>	<b><u>\$ 18,729,369</u></b>	<b><u>\$ (127,189)</u></b>	<b><u>-0.7%</u></b>

**Major Fund - Community Redevelopment  
Combined Summary of Revenues and Expenditures**

	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Revised Budget 2009</u>	<u>Approved Budget 2010</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
Restricted Fund Balance	\$ 3,620,613	\$ 2,680,691	\$ 2,801,377	\$ -	\$ (2,801,377)	-100.0%
Unrestricted Fund Balance	\$ 4,535,475	\$ 6,043,070	\$ 3,458,952	\$ 1,521,983	(1,936,969)	-56.0%
<b>Beginning Fund Balance</b>	<b>8,156,088</b>	<b>8,723,761</b>	<b>6,260,329</b>	<b>1,521,983</b>	<b>(4,738,346)</b>	<b>-75.7%</b>
<b>Revenues</b>						
Taxes	6,411,424	7,160,152	7,047,785	7,427,682	379,897	5.4%
Licenses & permits	-	-	-	-	-	0.0%
Intergovernmental	-	343,960	282,412	-	(282,412)	-100.0%
Charges for services	58,086	14,135	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	823,121	423,727	1,423,349	260,000	(1,163,349)	-81.7%
Transfers in	135,000	-	-	-	-	0.0%
<b>Total Revenues</b>	<b>7,427,631</b>	<b>7,941,974</b>	<b>8,753,546</b>	<b>7,687,682</b>	<b>(1,065,864)</b>	<b>-12.2%</b>
<b>Other Financing Sources</b>	<b>46,576</b>	<b>31,045</b>				
<b>Expenditures</b>						
Personal Services	203,490	298,477	485,071	463,387	(21,684)	-4.5%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	145,861	190,046	552,616	83,621	(468,995)	-84.9%
Capital Outlay	3,917,751	7,774,734	9,027,689	22,223	(9,005,466)	-99.8%
Debt Service-Principal	1,655,373	1,711,929	1,771,320	1,832,047	60,727	3.4%
Debt Service-Interest & Other	478,131	422,154	399,293	313,638	(85,655)	-21.5%
Grants to Others	-	-	50,000	-	(50,000)	-100.0%
Transfers	-	-	1,205,903	3,396,001	2,190,098	181.6%
<b>Total Expenditures</b>	<b>6,400,606</b>	<b>10,397,340</b>	<b>13,491,892</b>	<b>6,110,917</b>	<b>(7,380,975)</b>	<b>-54.7%</b>
<b>Other Financing Uses</b>	<b>505,928</b>	<b>39,111</b>				
<b>Change in Fund Balance</b>	<b>567,673</b>	<b>(2,463,432)</b>	<b>(4,738,346)</b>	<b>1,576,765</b>	<b>6,315,111</b>	<b>-133.3%</b>
Restricted Fund Balance	2,680,691	2,801,377	-	-	-	0.0%
Unrestricted Fund Balance	6,043,070	3,458,952	1,521,983	3,098,748	1,576,765	103.6%
<b>Ending Fund Balance</b>	<b>\$ 8,723,761</b>	<b>\$ 6,260,329</b>	<b>\$ 1,521,983</b>	<b>\$ 3,098,748</b>	<b>\$ 1,576,765</b>	<b>103.6%</b>
<b>Expenditures by Department:</b>						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Finance	-	-	-	-	-	0.0%
Planning & Development	6,231,398	10,143,539	13,063,843	5,708,646	(7,355,197)	-56.3%
Parks & Recreation	-	-	-	-	-	0.0%
Public Works	-	-	-	-	-	0.0%
Police	169,208	253,801	428,049	402,271	(25,778)	-6.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	-	-	-	-	-	0.0%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 6,400,606</b>	<b>\$ 10,397,340</b>	<b>\$ 13,491,892</b>	<b>\$ 6,110,917</b>	<b>\$ (7,380,975)</b>	<b>-54.7%</b>
	0	0	0	0		
<b>Expenditures by Fund:</b>						
Downtown Tax Increment	2,110,216	8,589,601	10,525,737	3,512,282	(7,013,455)	-66.6%
Southend Tax increment	4,290,390	1,807,739	2,966,155	2,598,635	(367,520)	-12.4%
<b>Total Expenditures</b>	<b>\$ 6,400,606</b>	<b>\$ 10,397,340</b>	<b>\$ 13,491,892</b>	<b>\$ 6,110,917</b>	<b>\$ (7,380,975)</b>	<b>-54.7%</b>

**Major Fund: General Capital Projects**  
**Combined Summary of Revenues and Expenditures**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
<b>Unrestricted</b>	<b>\$ 5,773,343</b>	<b>\$ 5,201,671</b>	<b>\$ 6,888,415</b>	<b>\$ 4,233,076</b>	<b>\$ (2,655,339)</b>	<b>-38.5%</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	1,500,000	-	1,173,188	275,000	(898,188)	-76.6%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	332,282	261,871	102,160	150,000	47,840	46.8%
Transfers in	1,596,716	2,061,341	618,864	135,000	(483,864)	-78.2%
<b>Total Revenues</b>	<b>3,428,998</b>	<b>2,323,212</b>	<b>1,894,212</b>	<b>560,000</b>	<b>(1,334,212)</b>	<b>-70.4%</b>
<b>Other Financing Sources</b>		<b>370,641</b>				
<b>Expenditures</b>						
Personal Services	-	-	-	-	-	0.0%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	64,551	23,602	-	-	-	0.0%
Capital Outlay	3,156,266	983,507	4,549,551	1,035,000	(3,514,551)	-77.3%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	-	-	-	-	-	0.0%
Transfers	95,000	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>3,315,817</b>	<b>1,007,109</b>	<b>4,549,551</b>	<b>1,035,000</b>	<b>(3,514,551)</b>	<b>-77.3%</b>
<b>Other Financing Uses</b>	<b>684,853</b>					
<b>Change in Fund Balance</b>	<b>(571,672)</b>	<b>1,686,744</b>	<b>(2,655,339)</b>	<b>(475,000)</b>	<b>2,180,339</b>	<b>-82.1%</b>
Restricted Fund Balance					-	0.0%
Unrestricted Fund Balance	5,201,671	6,888,415	4,233,076	3,758,076	(475,000)	-11.2%
<b>Ending Fund Balance</b>	<b>\$ 5,201,671</b>	<b>\$ 6,888,415</b>	<b>\$ 4,233,076</b>	<b>\$ 3,758,076</b>	<b>\$ (475,000)</b>	<b>-11.2%</b>
<b>Expenditures by Department:</b>						
Executive & Legislative					-	0.0%
Finance					-	0.0%
Planning & Development					-	0.0%
Parks & Recreation					-	0.0%
Public Works					-	0.0%
Police					-	0.0%
Fire					-	0.0%
Beaches Energy Services					-	0.0%
Personnel					-	0.0%
Non-Departmental	3,315,817	1,007,109	4,549,551	1,035,000	(3,514,551)	-77.3%
<b>Total Expenditures</b>	<b>\$ 3,315,817</b>	<b>\$ 1,007,109</b>	<b>\$ 4,549,551</b>	<b>\$ 1,035,000</b>	<b>\$ (3,514,551)</b>	<b>-77.3%</b>

**Major Fund - Electric Utility**  
**Combined Summary of Revenues and Expenses**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 14,959,902	\$ 18,107,141	\$ 18,205,127	\$ 18,205,127	\$ -	0.0%
Unrestricted Fund Balance	19,801,555	17,389,986	8,175,153	5,097,669	(3,077,484)	-37.6%
<b>Beginning Fund Balance</b>	<b>34,761,457</b>	<b>35,497,127</b>	<b>26,380,280</b>	<b>23,302,796</b>	<b>(3,077,484)</b>	<b>-11.7%</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	-	16,184	-	(16,184)	-100.0%
Charges for services	85,286,423	99,196,324	115,919,448	106,465,199	(9,454,249)	-8.2%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	2,360,249	1,422,369	1,046,784	1,080,757	33,973	3.2%
Transfers in	-	-	433,864	-	(433,864)	-100.0%
<b>Total Revenues</b>	<b>87,646,672</b>	<b>100,618,693</b>	<b>117,416,280</b>	<b>107,545,956</b>	<b>(9,870,324)</b>	<b>-8.4%</b>
<b>Other Financing Sources</b>	<b>4,172,485</b>					
<b>Expenses</b>						
Personal Services	5,029,656	5,364,964	6,099,888	5,584,680	(515,208)	-8.4%
Operating-Energy	65,436,677	77,508,404	90,973,346	74,621,537	(16,351,809)	-18.0%
Operating-All Other	5,909,023	5,467,078	6,638,569	6,785,211	146,642	2.2%
Capital Outlay	8,251,223	7,848,540	6,926,698	3,846,000	(3,080,698)	-44.5%
Debt Service-Principal	1,678,650	1,725,770	1,769,945	1,834,735	64,790	3.7%
Debt Service-Interest & Other	1,215,879	1,120,879	1,077,688	1,020,431	(57,257)	-5.3%
Grants to Others	-	-	-	-	-	0.0%
Transfers	3,562,379	3,594,933	7,007,630	4,002,732	(3,004,898)	-42.9%
<b>Total Expenses</b>	<b>91,083,487</b>	<b>102,630,568</b>	<b>120,493,764</b>	<b>97,695,326</b>	<b>(22,798,438)</b>	<b>-18.9%</b>
<b>Other Financing Uses</b>		<b>7,104,972</b>				
<b>Change in Fund Balance</b>	<b>735,670</b>	<b>(9,116,847)</b>	<b>(3,077,484)</b>	<b>9,850,630</b>	<b>12,928,113</b>	<b>-420.1%</b>
Restricted Fund Balance	18,107,141	18,205,127	18,205,127	18,205,127	-	0.0%
Unrestricted Fund Balance	17,389,986	8,175,153	5,097,669	14,948,299	9,850,630	193.2%
<b>Ending Fund Balance</b>	<b>\$ 35,497,127</b>	<b>\$ 26,380,280</b>	<b>\$ 23,302,796</b>	<b>\$ 33,153,426</b>	<b>\$ 9,850,630</b>	<b>42.3%</b>
<b>Expenses by Division</b>						
Purchased Power	\$ 65,436,677	\$ 77,508,404	\$ 90,973,346	\$ 74,621,537	\$ (16,351,809)	-18.0%
Administration	11,078,256	10,816,282	13,779,356	11,473,702	(2,305,654)	-16.7%
Engineering	881,312	891,459	1,097,719	927,466	(170,253)	-15.5%
Construction & Maintenance	4,116,833	4,409,237	4,835,728	4,293,562	(542,166)	-11.2%
Capital Projects	7,637,253	7,349,703	6,456,082	3,610,000	(2,846,082)	-44.1%
System Operations	1,648,526	1,335,196	1,784,105	1,788,698	4,593	0.3%
Transmission	32,739	35,244	321,900	230,400	(91,500)	-28.4%
Conservation & Renewables	-	-	125,255	524,224	398,969	318.5%
Storeroom	251,891	285,043	1,120,273	225,737	(894,536)	-79.8%
<b>Total Expenses</b>	<b>\$ 91,083,487</b>	<b>\$ 102,630,568</b>	<b>\$ 120,493,764</b>	<b>\$ 97,695,326</b>	<b>\$ (22,798,438)</b>	<b>-18.9%</b>

**Major Fund - Water & Sewer Utility**  
**Combined Summary of Revenues and Expenses**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 1,499,893	\$ 1,504,396	\$ 1,498,914	\$ 1,498,914	\$ -	0.0%
Unrestricted Fund Balance	10,521,238	9,815,662	8,657,850	7,134,770	(1,523,080)	-17.6%
<b>Beginning Fund Balance</b>	<b>12,021,131</b>	<b>11,320,058</b>	<b>10,156,764</b>	<b>8,633,684</b>	<b>(1,523,080)</b>	<b>-15.0%</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	455,374	205,669	2,381,666	7,756,500	5,374,834	225.7%
Charges for services	7,811,589	8,051,952	8,329,667	8,411,344	81,677	1.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	1,198,413	547,729	408,181	382,883	(25,298)	-6.2%
Transfers in	-	-	6,094,206	3,396,001	(2,698,205)	-44.3%
<b>Total Revenues</b>	<b>9,465,376</b>	<b>8,805,350</b>	<b>17,213,720</b>	<b>19,946,728</b>	<b>2,733,008</b>	<b>15.9%</b>
<b>Other Financing Sources</b>		<b>270,086</b>				
<b>Expenses</b>						
Personal Services	2,273,503	2,458,938	2,689,266	2,714,451	25,185	0.9%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	3,379,167	3,559,858	4,136,353	3,763,170	(373,183)	-9.0%
Capital Outlay	1,595,213	2,231,713	9,921,101	13,600,999	3,679,898	37.1%
Debt Service-Principal	1,171,350	1,204,230	1,235,055	1,280,265	45,210	3.7%
Debt Service-Interest & Other	814,450	783,991	755,025	715,072	(39,953)	-5.3%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
<b>Total Expenses</b>	<b>9,233,683</b>	<b>10,238,730</b>	<b>18,736,800</b>	<b>22,073,957</b>	<b>3,337,157</b>	<b>17.8%</b>
<b>Other Financing Uses</b>		<b>932,766</b>				
<b>Change in Fund Balance</b>	<b>(701,073)</b>	<b>(1,163,294)</b>	<b>(1,523,080)</b>	<b>(2,127,229)</b>	<b>(604,149)</b>	<b>39.7%</b>
Restricted Fund Balance	1,504,396	1,498,914	1,498,914	1,498,914	-	0.0%
Unrestricted Fund Balance	9,815,662	8,657,850	7,134,770	5,007,542	(2,127,229)	-29.8%
<b>Ending Fund Balance</b>	<b>\$ 11,320,058</b>	<b>\$ 10,156,764</b>	<b>\$ 8,633,684</b>	<b>\$ 6,506,456</b>	<b>\$ (2,127,229)</b>	<b>-24.6%</b>
<b>Expenses by Division</b>						
Administration	\$ 3,477,625	\$ 3,404,449	\$ 3,429,885	\$ 3,300,710	\$ (129,175)	-3.8%
Water Plant	1,239,189	1,654,067	1,519,752	1,364,439	(155,313)	-10.2%
Pollution Control Plant	2,421,009	2,642,199	3,377,784	3,476,601	98,817	2.9%
Distribution & Collection	1,234,962	2,172,022	1,933,508	1,443,708	(489,800)	-25.3%
Capital Projects	860,898	365,993	8,475,871	12,488,499	4,012,628	47.3%
<b>Total Expenses</b>	<b>\$ 9,233,683</b>	<b>\$ 10,238,730</b>	<b>\$ 18,736,800</b>	<b>\$ 22,073,957</b>	<b>\$ 3,337,157</b>	<b>17.8%</b>

**Nonmajor Governmental Funds  
Combined Summary of Revenues and Expenditures**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 2,904,281	\$12,924,377	\$12,835,157	\$7,747,612	(\$5,087,545)	-39.6%
Unrestricted Fund Balance	676,972	711,009	440,829	370,149	(70,680)	-16.0%
<b>Beginning Fund Balance</b>	<b>3,581,253</b>	<b>13,635,386</b>	<b>13,275,986</b>	<b>8,117,761</b>	<b>(5,158,225)</b>	<b>-38.9%</b>
<b>Revenues</b>						
Taxes	2,114,726	2,092,131	2,060,000	1,960,000	(100,000)	-4.9%
Licenses & permits	-	4,525	-	4,600	4,600	0.0%
Intergovernmental	1,064,722	367,460	206,188	235,472	29,284	14.2%
Charges for services	23,008	36,219	20,000	-	(20,000)	-100.0%
Fines & forfeitures	71,658	272,335	65,000	69,000	4,000	6.2%
Interest & other	11,000,335	757,422	346,070	360,509	14,439	4.2%
Transfers in	2,805,141	1,176,722	1,235,544	1,317,875	82,331	6.7%
<b>Total Revenues</b>	<b>17,079,590</b>	<b>4,706,814</b>	<b>3,932,802</b>	<b>3,947,456</b>	<b>14,654</b>	<b>0.4%</b>
<b>Other Financing Sources</b>	<b>63,896</b>	<b>39,875</b>				
<b>Expenditures</b>						
Personal Services	47,242	58,242	62,888	61,950	(938)	-1.5%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	875,230	1,223,184	1,217,883	1,024,840	(193,043)	-15.9%
Capital Outlay	1,004,642	371,980	237,979	210,268	(27,711)	-11.6%
Debt Service-Principal	2,205,094	635,000	700,000	735,000	35,000	5.0%
Debt Service-Interest & Other	365,312	376,954	355,393	327,740	(27,653)	-7.8%
Grants to Others	-	-	-	-	-	0.0%
Transfers	2,325,227	2,362,860	6,516,884	1,690,435	(4,826,449)	-74.1%
<b>Total Expenditures</b>	<b>6,822,747</b>	<b>5,028,220</b>	<b>9,091,027</b>	<b>4,050,233</b>	<b>(5,040,794)</b>	<b>-55.4%</b>
<b>Other Financing Uses</b>	<b>266,606</b>	<b>77,869</b>				
<b>Change in Fund Balance</b>	<b>10,054,133</b>	<b>(359,400)</b>	<b>(5,158,225)</b>	<b>(102,777)</b>	<b>5,055,448</b>	<b>-98.0%</b>
Restricted Fund Balance	12,924,377	12,835,157	7,747,612	7,718,636	(28,976)	-0.4%
Unrestricted Fund Balance	711,009	440,829	370,149	296,348	(73,801)	-19.9%
<b>Ending Fund Balance</b>	<b>\$ 13,635,386</b>	<b>\$ 13,275,986</b>	<b>\$ 8,117,761</b>	<b>\$ 8,014,984</b>	<b>\$ (102,777)</b>	<b>-1.3%</b>
<b>Expenditures by Department:</b>						
Executive & Legislative	\$ 863,705	\$ 821,163	\$ 517,597	\$ 529,216	\$ 11,619	2.2%
Finance	51,873	72,908	93,050	91,000	(2,050)	-2.2%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	4,980	1,011	10,030	10,030	-	0.0%
Public Works	1,084,094	1,273,335	1,069,415	805,808	(263,607)	-24.6%
Police	247,668	159,221	212,744	230,308	17,564	8.3%
Fire	98	18,502	100	145,368	145,268	145268.0%
Beaches Energy Services	-	-	-	-	-	0.0%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	4,570,329	2,682,080	7,188,091	2,238,503	(4,949,588)	-68.9%
<b>Total Expenditures</b>	<b>\$ 6,822,747</b>	<b>\$ 5,028,220</b>	<b>\$ 9,091,027</b>	<b>\$ 4,050,233</b>	<b>\$ (5,040,794)</b>	<b>-55.4%</b>
<b>Expenditures by Fund:</b>						
Convention Development	\$ 387,227	\$ 408,003	\$ 167,758	\$ 165,341	\$ (2,417)	-1.4%
Court Cost Training	18,002	10,442	40,000	40,000	-	0.0%
Local Option Gas Tax	1,084,094	1,273,335	1,069,415	805,808	(263,607)	-24.6%
Half-cent Infrastructure Surtax	1,556,605	1,147,374	1,191,645	1,122,963	(68,682)	-5.8%
Community Development Block Grant	224,565	212,929	166,188	181,491	15,303	9.2%
Radio Communication	98	18,502	100	145,368	145,268	145268.0%
Special Events	271,913	220,231	203,651	202,384	(1,267)	-0.6%
Emergency Management Fund	51	1,252	34,750	34,800	50	0.1%
Byrne Grant	4,255	-	-	-	-	0.0%
Justice Assistance Grant	193,182	134,890	40,000	73,981	33,981	85.0%
Tree Protection	4,980	1,011	10,030	10,030	-	0.0%
Law Enforcement Trust Fund	14,953	13,839	82,744	66,327	(16,417)	-19.8%
Equitable Sharing Fund	17,276	50	50,000	50,000	-	0.0%
CARE Fund	31,873	52,908	73,050	71,000	(2,050)	-2.8%
1/2 Cent Sales Surtax Debt Service	1,200,887	1,012,316	1,055,393	1,062,740	7,347	0.7%
Sales Tax Debt Service	1,369,928	43,327	-	-	-	0.0%
Downtown Capital Projects	350,065	442,793	-	-	-	0.0%
Infrastructure Capital Projects	7,996	11,424	4,904,303	16,000	(4,888,303)	-99.7%
Parks Capital Projects	82,352	22,130	-	-	-	0.0%
Beaches Park Project	5	5	1,000	1,000	-	0.0%
Dog Park Project	2,440	1,459	1,000	1,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 6,822,747</b>	<b>\$ 5,028,220</b>	<b>\$ 9,091,027</b>	<b>\$ 4,050,233</b>	<b>\$ (159,838)</b>	<b>-1.8%</b>

**Nonmajor Enterprise Funds  
Combined Summary of Revenues and Expenditures**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 892,554	\$ 955,236	\$ 1,020,768	\$ 1,020,768	\$ -	0.0%
Unrestricted Fund Balance	7,771,080	7,187,597	7,869,614	9,654,541	1,784,927	22.7%
<b>Beginning Fund Balance</b>	<b>8,663,634</b>	<b>8,142,833</b>	<b>8,890,382</b>	<b>10,675,309</b>	<b>1,784,927</b>	<b>20.1%</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	18,000	24,000	14,000	-	(14,000)	-100.0%
Intergovernmental	16,901	146,616	-	-	-	0.0%
Charges for services	5,884,606	5,968,122	6,527,365	5,985,931	(541,434)	-8.3%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	1,094,438	1,101,270	739,174	700,821	(38,353)	-5.2%
Transfers in	60,000	35,832	2,550,000	540,827	(2,009,173)	-78.8%
<b>Total Revenues</b>	<b>7,073,945</b>	<b>7,275,839</b>	<b>9,830,539</b>	<b>7,227,579</b>	<b>(2,602,960)</b>	<b>-26.5%</b>
<b>Other Financing Sources</b>	<b>189,866</b>	<b>155,771</b>				
<b>Expenditures</b>						
Personal Services	606,217	579,740	667,927	710,398	42,471	6.4%
Operating-Power	-	-	569,308	-	(569,308)	-100.0%
Operating-All Other	4,607,512	4,940,364	5,439,690	5,124,173	(315,517)	-5.8%
Capital Outlay	1,308,481	198,382	912,013	3,805,000	2,892,987	317.2%
Debt Service-Principal	524,981	400,765	412,906	425,197	12,291	3.0%
Debt Service-Interest & Other	67,024	50,984	43,768	31,225	(12,543)	-28.7%
Grants to Others	-	-	-	-	-	0.0%
Transfers	512,100	69,000	-	-	-	0.0%
<b>Total Expenditures</b>	<b>7,626,315</b>	<b>6,239,235</b>	<b>8,045,612</b>	<b>10,095,993</b>	<b>2,050,381</b>	<b>25.5%</b>
<b>Other Financing Uses</b>	<b>158,297</b>	<b>444,826</b>				
<b>Change in Fund Balance</b>	<b>(520,801)</b>	<b>747,549</b>	<b>1,784,927</b>	<b>(2,868,414)</b>	<b>(4,653,341)</b>	<b>-260.7%</b>
Restricted Fund Balance	955,236	1,020,768	1,020,768	1,020,768	-	0.0%
Unrestricted Fund Balance	7,187,597	7,869,614	9,654,541	6,786,128	(2,868,414)	-29.7%
<b>Ending Fund Balance</b>	<b>\$ 8,142,833</b>	<b>\$ 8,890,382</b>	<b>\$ 10,675,309</b>	<b>\$ 7,806,896</b>	<b>\$ (2,868,414)</b>	<b>-26.9%</b>
<b>Expenditures by Department:</b>						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Finance	809,771	108,513	410,128	215,567	(194,561)	-47.4%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	1,810,319	1,610,820	1,644,861	1,615,202	(29,659)	-1.8%
Public Works	4,896,642	4,371,598	5,120,685	5,174,839	54,154	1.1%
Police	-	-	-	-	-	0.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	109,583	148,304	869,938	3,090,385	2,220,447	255.2%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 7,626,315</b>	<b>\$ 6,239,235</b>	<b>\$ 8,045,612</b>	<b>\$ 10,095,993</b>	<b>\$ 2,050,381</b>	<b>25.5%</b>
<b>Expenditures by Fund:</b>						
Natural Gas Fund	\$ 7,500	\$ 10,687	\$ 787,153	\$ 3,001,511	\$ 2,214,358	281.3%
Stormwater Fund	1,758,415	1,191,649	1,979,536	2,014,330	34,794	1.8%
Sanitation Fund	3,138,227	3,179,949	3,141,149	3,160,509	19,360	0.6%
Golf Course Fund	1,810,319	1,610,820	1,644,861	1,615,202	(29,659)	-1.8%
Lease Facilities Fund	911,854	246,130	492,913	304,441	(188,472)	-38.2%
<b>Total Expenditures</b>	<b>\$ 7,626,315</b>	<b>\$ 6,239,235</b>	<b>\$ 8,045,612</b>	<b>\$ 10,095,993</b>	<b>\$ 2,050,381</b>	<b>25.5%</b>

**Nonmajor Internal Service Funds  
Combined Summary of Revenues and Expenses**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
<b>Cash Balance Forward</b>	<b>\$ 3,227,055</b>	<b>\$ 3,194,258</b>	<b>\$ 3,065,451</b>	<b>\$ 2,972,238</b>	<b>\$ (93,213)</b>	<b>-3.0%</b>
<b>REVENUES</b>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	49,348	-	-	-	0.0%
Charges for services	10,538,109	9,667,499	10,333,178	10,209,025	(124,153)	-1.2%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	159,654	85,905	52,000	81,000	29,000	55.8%
Transfers in	1,834,368	-	-	-	-	0.0%
<b>Total Revenues</b>	<b>12,532,130</b>	<b>9,802,752</b>	<b>10,385,178</b>	<b>10,290,025</b>	<b>(95,153)</b>	<b>-0.9%</b>
<b>Other Financing Sources</b>	<b>193,708</b>	<b>343,264</b>				
<b>EXPENDITURES</b>						
Personal Services	4,313,982	4,498,872	4,514,686	4,325,093	(189,593)	-4.2%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	6,250,978	5,353,882	5,767,323	5,750,097	(17,226)	-0.3%
Capital Outlay	263,702	102,419	161,382	179,835	18,453	11.4%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	1,902,368	53,000	35,000	35,000	-	0.0%
<b>Total Expenditures</b>	<b>12,731,030</b>	<b>10,008,173</b>	<b>10,478,391</b>	<b>10,290,025</b>	<b>(188,366)</b>	<b>-1.8%</b>
<b>Other Financing Uses</b>	<b>27,606</b>	<b>266,650</b>				
<b>Change in Fund Balance</b>	<b>(32,798)</b>	<b>(128,807)</b>	<b>(93,213)</b>	<b>-</b>	<b>93,213</b>	<b>-100.0%</b>
<b>Ending Fund Balance</b>	<b>\$3,194,258</b>	<b>\$3,065,451</b>	<b>\$2,972,238</b>	<b>\$2,972,238</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Expenditures by Department:</b>						
Executive & Legislative	499,202	537,218	558,235	448,503	(\$109,732)	-19.7%
Finance	3,624,533	3,486,520	3,799,798	3,750,270	(49,528)	-1.3%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	2,152,813	2,064,521	2,062,971	1,940,825	(122,146)	-5.9%
Public Works	-	-	-	-	-	0.0%
Police	-	-	-	-	-	0.0%
Fire	27,711	37,626	46,993	58,324	11,331	24.1%
Beaches Energy Services	1,717,351	1,770,472	1,834,851	1,917,288	82,437	4.5%
Human Resources	4,709,420	2,111,816	2,175,543	2,174,815	(728)	0.0%
Non-Departmental	-	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$12,731,030</b>	<b>\$10,008,173</b>	<b>\$10,478,391</b>	<b>\$10,290,025</b>	<b>\$ (188,366)</b>	<b>-1.8%</b>
<b>EXPENDITURES BY FUND:</b>						
City Manager	499,202	537,218	558,235	448,503	\$ (109,732)	-19.7%
Finance	3,624,533	3,486,520	3,799,798	3,750,270	(49,528)	-1.3%
Human Resources	559,454	551,426	605,565	559,391	(46,174)	-7.6%
Fleet Maintenance	520,003	543,788	561,795	573,555	11,760	2.1%
Meter Services	749,030	773,985	813,570	883,051	69,481	8.5%
Radio System	27,711	37,626	46,993	58,324	11,331	24.1%
Operations & Maintenance Facility	448,318	452,699	459,486	460,682	1,196	0.3%
Grounds Maintenance	2,152,813	2,064,521	2,062,971	1,940,825	(122,146)	-5.9%
Insurance & Risk Retention	4,149,966	1,560,390	1,569,978	1,615,424	45,446	2.9%
<b>Total Expenditures</b>	<b>\$12,731,030</b>	<b>\$10,008,173</b>	<b>\$10,478,391</b>	<b>\$10,290,025</b>	<b>\$ (188,366)</b>	<b>-1.8%</b>

**Nonmajor Pension Funds**  
**Combined Summary of Revenues and Expenses**

	Actual 2007	Actual 2008	Revised Budget 2009	Approved Budget 2010	Increase (Decrease)	% Change
<b>Restricted Fund Balance</b>	<b>\$ 57,981,739</b>	<b>\$ 64,403,508</b>	<b>\$ 56,720,320</b>	<b>\$ 58,456,996</b>	<b>\$ 1,736,676</b>	3.1%
<b>Revenues</b>						
Taxes	491,827	486,849	330,000	330,000	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	-	-	-	-	0.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	9,903,098	(4,384,306)	5,609,068	4,570,505	(1,038,563)	-18.5%
Transfers in	-	-	-	-	-	0.0%
<b>Total Revenues</b>	<b>10,394,925</b>	<b>(3,897,457)</b>	<b>5,939,068</b>	<b>4,900,505</b>	<b>(1,038,563)</b>	-17.5%
<b>Other Financing Sources</b>	<b>-</b>	<b>16,971</b>				
<b>Expenditures</b>						
Personal Services	-	-	-	57,391	57,391	0.0%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	3,842,789	3,781,310	4,202,392	4,566,991	364,599	8.7%
Capital Outlay	-	-	-	-	-	0.0%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>3,842,789</b>	<b>3,781,310</b>	<b>4,202,392</b>	<b>4,624,382</b>	<b>421,990</b>	10.0%
<b>Other Financing Uses</b>	<b>130,367</b>	<b>21,392</b>				
<b>Change in Fund Balance</b>	<b>6,421,769</b>	<b>(7,683,188)</b>	<b>1,736,676</b>	<b>276,123</b>	<b>(1,460,553)</b>	-84.1%
<b>Restricted Fund Balance</b>	<b>\$ 64,403,508</b>	<b>\$ 56,720,320</b>	<b>\$ 58,456,996</b>	<b>\$ 58,733,119</b>	<b>\$ 276,123</b>	0.5%
<b>Expenditures by Department:</b>						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Finance	-	-	-	-	-	0.0%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	-	-	-	-	-	0.0%
Public Works	-	-	-	-	-	0.0%
Police	-	-	-	-	-	0.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	-	-	-	-	-	0.0%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	3,842,789	3,781,310	4,202,392	4,624,382	421,990	10.0%
<b>Total Expenditures</b>	<b>\$ 3,842,789</b>	<b>\$ 3,781,310</b>	<b>\$ 4,202,392</b>	<b>\$ 4,624,382</b>	<b>\$ 421,990</b>	10.0%
<b>Expenditures by Fund:</b>						
Pension Fund-General	\$ 1,921,272	\$ 1,857,844	\$ 2,075,695	\$ 2,372,739	\$ 297,044	14.3%
Pension Fund-Police	1,097,596	1,115,092	1,188,731	1,273,457	84,726	7.1%
Pension Fund-Fire	823,921	808,374	937,966	978,186	40,220	4.3%
<b>Total Expenditures</b>	<b>\$ 3,842,789</b>	<b>\$ 3,781,310</b>	<b>\$ 4,202,392</b>	<b>\$ 4,624,382</b>	<b>\$ 421,990</b>	10.0%

**Capital Outlay Detail by Department  
Fiscal Year 2010**

	<b>Land, Buildings &amp; Improvements</b>	<b>Equipment</b>	<b>Vehicles</b>	<b>Computer Equipment</b>	<b>Total</b>
<b>Executive &amp; Legislative</b>					
<b>Non-Departmental</b>					
<b>Better Jacksonville Beach Plan</b>					
New school sidewalks	\$ 65,000				\$ 65,000
<b>General Capital Projects</b>					
Small technology purchases				50,000	50,000
Tennis court reconstruction (3)	185,000				185,000
Carver Center landscape improvements	300,000				300,000
Replace fire truck			500,000		500,000
<b>Total Non-Departmental</b>	<b>550,000</b>	<b>-</b>	<b>500,000</b>	<b>50,000</b>	<b>1,100,000</b>
<b>Finance</b>					
<b>Utility Billing</b>					
Replace 1 payment stub scanners		1,865			1,865
<b>Information Systems</b>					
IBM 3996 Optical Drive replacement for current 3995 unit				12,260	12,260
Xiotech SAN for Police Department				18,810	18,810
<b>Total Finance</b>	<b>-</b>	<b>1,865</b>	<b>-</b>	<b>31,070</b>	<b>32,935</b>
<b>Fire</b>					
Air chisel tool set		1,999			1,999
Smoke ejector fan		3,500			3,500
XTS 5000 portable radio		4,300			4,300
Laptop computer (toughbook)				4,500	4,500
Replace 800 mhz mobile radio		4,650			4,650
Replace repeaters and antenna at radio tower (Radio Communications Fund)		145,268			145,268
<b>Total Fire</b>	<b>-</b>	<b>159,717</b>	<b>-</b>	<b>4,500</b>	<b>164,217</b>
<b>Parks and Recreation</b>					
<b>Ocean Rescue</b>					
Replace rescue vehicle			24,900		24,900
<b>Grounds Maintenance</b>					
Rotary mower 72" deck with 4-wheel drive		24,500			24,500
Infield rake and leveling machine		9,000			9,000
<b>Golf Course Maintenance</b>					
Golf Course greens mower		24,000			24,000
Golf Course greens mower brushes		4,400			4,400
<b>Total Parks &amp; Recreation</b>	<b>-</b>	<b>61,900</b>	<b>24,900</b>	<b>-</b>	<b>86,800</b>

**Capital Outlay Detail by Department  
Fiscal Year 2010**

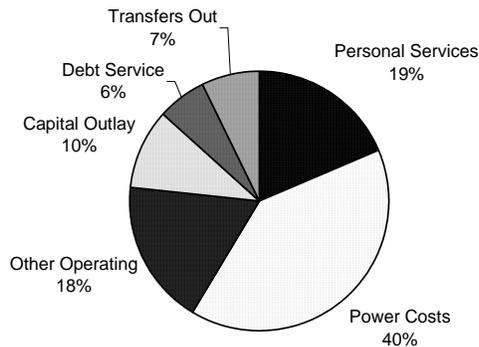
	<b>Land, Buildings &amp; Improvements</b>	<b>Equipment</b>	<b>Vehicles</b>	<b>Computer Equipment</b>	<b>Total</b>
<b>Public Works</b>					
<b>Streets</b>					
Replace # 555 1999 Dodge 3/4 ton 4x4 truck			28,000		28,000
Replace # 511 2002 Dodge 3/4 ton truck			28,000		28,000
<b>Distribution and Collection</b>					
Other water & sewer rehabilitation	100,000				100,000
Other water & sewer rehabilitation-manholes	20,000				20,000
2nd Ave. N. design (4th St. to Palm Tree)	60,000				60,000
<b>Pollution Control</b>					
Rehab Lift Station #3	900,000				900,000
Replace small equipment such as saws and drills		2,500			2,500
Replace # 595 1998 Ford F700 2-ton truck			30,000		30,000
<b>Capital Projects</b>					
Wastewater Treatment Plant Upgrades	12,488,499				12,488,499
<b>Stormwater</b>					
Improvements - Central & South stormwater basins	805,000				805,000
<b>Total Public Works</b>	<b>14,373,499</b>	<b>2,500</b>	<b>86,000</b>	<b>-</b>	<b>14,461,999</b>
<b>Police</b>					
<b>Detectives</b>					
Replace one vehicle			20,000		20,000
<b>Patrol</b>					
Replace five patrol vehicles			130,000		130,000
Replace ten laptop computers				35,000	35,000
<b>Downtown Redevelopment Fund</b>					
Purchase ATV			10,223		10,223
Replace Segways		12,000			12,000
<b>Total Police</b>	<b>-</b>	<b>12,000</b>	<b>160,223</b>	<b>35,000</b>	<b>207,223</b>
<b>Beaches Energy Services</b>					
<b>Capital Improvements</b>					
Infrastructure to Support System Growth	1,300,000				1,300,000
Major Replacement Projects	2,310,000				2,310,000
<b>System Operations</b>					
Substation Replacement Batteries	40,000				40,000
Substation Circuit Breaker Upgrades	120,000				120,000
Linux computer		9,000			9,000
Vanguard CT test set		17,000			17,000
Replace #258 1999 Dodge 1/2-ton			20,000		20,000
<b>Transmission</b>					
Existing Transmission Line Relays Upgrade	30,000				30,000
<b>Total Electric Fund</b>	<b>3,800,000</b>	<b>26,000</b>	<b>20,000</b>	<b>-</b>	<b>3,846,000</b>
<b>Natural Gas</b>					
Natural Gas Distribution System	3,000,000				3,000,000
<b>Meter Services</b>					
Replace Handheld Meter Reading Devices			80,000		80,000
<b>Fleet Maintenance</b>					
Shop equipment contingency		5,000			5,000
<b>Total Beaches Energy Services</b>	<b>6,800,000</b>	<b>31,000</b>	<b>100,000</b>	<b>-</b>	<b>6,931,000</b>
<b>Total Capital Outlay</b>	<b>\$ 21,723,499</b>	<b>\$ 268,982</b>	<b>\$871,123</b>	<b>\$ 120,570</b>	<b>\$ 22,984,174</b>

**More information on these items is available in the Capital Improvement Plan.**

**Fiscal Year 2010 Expenditures Shown in Business Plans**

	<b>Personal Services</b>	<b>Operating &amp; Grants to Others</b>	<b>Capital Outlay</b>	<b>Debt Service</b>	<b>Transfers Out</b>	<b>TOTAL</b>
<b>Executive &amp; Legislative</b>						
Executive & Legislative	\$723,523	\$834,540	-	-	\$186,491	\$1,744,554
Debt Service	-	-	-	1,062,740	-	1,062,740
Capital Projects	-	18,000	1,100,000	-	1,057,963	2,175,963
Nondepartmental	-	1,236,122	-	-	245,931	1,482,053
	<u>723,523</u>	<u>2,088,662</u>	<u>1,100,000</u>	<u>1,062,740</u>	<u>1,490,385</u>	<u>6,465,310</u>
<b>Planning &amp; Development</b>	628,390	252,786	-	2,145,685	3,396,001	6,422,862
<b>Parks &amp; Recreation</b>	2,262,516	3,457,752	86,800	-	-	5,807,068
<b>Public Works</b>	3,919,136	8,431,626	14,461,999	2,451,758	372,000	29,636,519
<b>Police</b>	6,815,848	1,573,131	207,223	-	73,981	8,670,183
<b>Fire</b>	2,836,335	638,365	164,217	-	-	3,638,917
<b>Beaches Energy Services</b>	6,442,277	82,977,133	6,931,000	2,855,166	4,002,732	103,208,308
<b>Finance</b>	2,003,401	1,985,501	32,935	-	35,000	4,056,837
<b>Human Resources</b>	385,759	1,789,056	-	-	-	2,174,815
Total expenditures reported in business plans	<u><b>26,017,185</b></u>	<u><b>103,194,012</b></u>	<u><b>22,984,174</b></u>	<u><b>8,515,349</b></u>	<u><b>9,370,099</b></u>	<u><b>170,080,819</b></u>
<b>Trust Funds (pension)</b>	57,391	4,566,991	-	-	-	4,624,382
Total budgeted expenditures	<u><b>\$26,074,576</b></u>	<u><b>\$107,761,003</b></u>	<u><b>\$22,984,174</b></u>	<u><b>\$8,515,349</b></u>	<u><b>\$9,370,099</b></u>	<u><b>\$174,705,201</b></u>

**2010 Expenditures by Category**



# Debt & Capital Projects

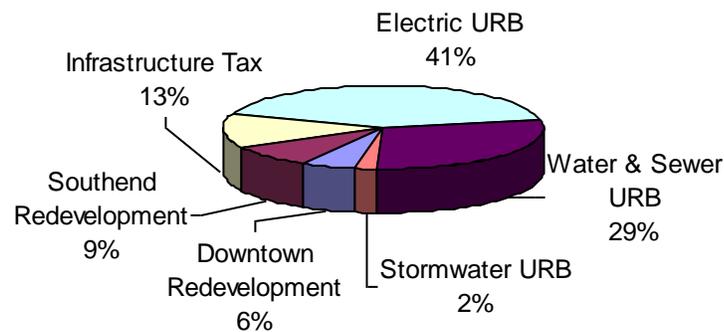


## Debt and Capital Projects

Like other municipal governments, the City of Jacksonville Beach may periodically use debt financing to purchase major equipment or to construct improvements that will provide services or benefits for many years. Debt financing allows the City to construct improvements when the need arises rather than delaying the projects until it has accumulated adequate revenue. By using debt financing, the City will more fairly distribute the costs of the improvements to the users of those improvements over the expected life of both the improvements and the debt.

In addition to debt financing, communities may choose to use *pay-as-you-go* financing and public-private ventures. Determining the appropriate combination of financing techniques to meet the City's needs is an on-going challenge for decision makers.

### Outstanding Debt: 9-30-09



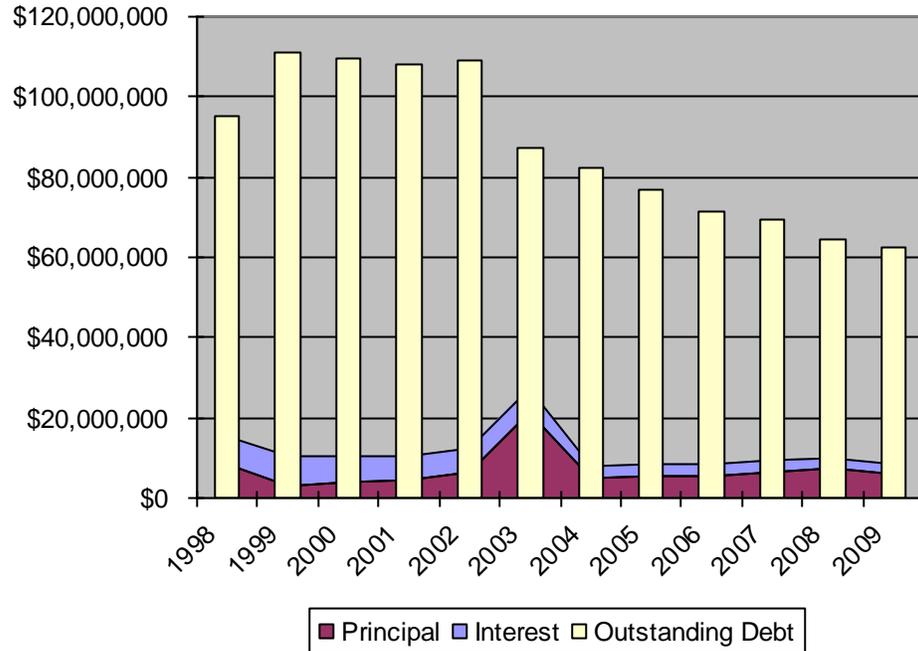
Jacksonville Beach's debt policy since 1995 has been to minimize the need for future debt through long-term planning and capital budgeting. Consistent with this policy, the City established and maintains Capital Projects Funds whose purpose is to accumulate funds to pay for expenditures on governmental capital projects, including major equipment purchases, major repairs and renovations. Funds are accumulated through a series of annual transfers into the fund until a sufficient balance is accumulated to pay for budgeted items or projects. In addition, pay-as-you-go financing is the preferred financing method and is used where possible.

Explanations for budgeted capital projects, their funding source and the expected purchase or construction year are included in the City's five-year Capital Improvement Plan (CIP).

The City has been diligent in refinancing existing debt and paying down principal when it is economically advantageous. As a result, the outstanding debt balance

and interest expenditures on both governmental and proprietary debt have decreased over time.

### Governmental and Proprietary Funds: Principal, Interest and Outstanding Debt



<b>In thousands</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Principal	\$5,462	\$5,608	\$6,501	\$7,235	\$5,889
Interest	\$2,901	\$2,747	\$2,905	\$2,753	\$2,565
Outstanding Debt	\$76,918	\$71,310	\$69,234	\$64,227	\$62,508

Authority to borrow funds is granted to municipalities in the Florida Statutes. The State of Florida has no statutory limit on municipal debt obligations. Issuance of general obligation bonds requires an affirmative vote of the municipality’s electorate. The City has no outstanding general obligation debt.

### Governmental Debt and Major Capital Projects

Governments frequently incur long-term debt that they intend to repay from the financial resources of the general government rather than from those of proprietary funds. The City of Jacksonville Beach has pledged its ½ Cent Infrastructure Tax, Downtown Tax Increment and South End Tax Increment to pay principal and interest on the related long-term debt used for governmental purposes.

**2002 ½ Cent Infrastructure Surtax Revenue Bonds**

Debt proceeds totaling \$10,000,000 were borrowed in 2007 to partially fund the planned upgrades for the waste treatment plant required to meet the federally mandated nutrient allocation requirements for the St. Johns River (total maximum daily load, or TMDL). The project, budgeted at over \$21 million, will use about half of the bond proceeds combined with St. Johns River Water Management District and State grants (\$11 million) and redevelopment funds (\$5.5 million). This combination of funds will enable the City to pay for the mandated improvements to its wastewater treatment system without having to increase sewer rates because of the project’s cost.

About \$1.5 million of the debt will be used to pay for the City’s portion of the 9<sup>th</sup> Street South Improvement Project, with the bulk of the economic stimulus funding coming through the Florida Department of Transportation (\$5.1 million). This project will improve road condition, appearance and drainage along the City’s alternate north/south corridor.

Revenues from this tax have previously been used to fund the 11<sup>th</sup> Street North rebuild project, Wingate Park parking and road improvements, construction of school sidewalks and a new cart storage facility for the Golf Course. The debt service is reported in the Executive and Legislative section of this document; the waste treatment plant project is discussed in the Public Works section. In addition to the debt service on the bonds, the 2010 budget for these revenues includes \$65,000 for new sidewalks.

<b>DEBT SERVICE REQUIREMENTS: ½ Cent Infrastructure Surtax Revenue Bonds</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>2010</b>	\$735,000	\$322,740	\$1,057,740
<b>2011</b>	770,000	293,563	1,063,563
<b>2012</b>	800,000	263,218	1,063,218
<b>2013</b>	830,000	231,114	1,061,114
<b>2014</b>	880,000	198,265	1,078,265
<b>2015-2019</b>	<u>4,380,000</u>	<u>442,501</u>	<u>4,822,501</u>
<b>Total</b>	<u>\$8,395,000</u>	<u>\$1,751,401</u>	<u>\$10,146,401</u>

**Community Redevelopment Bonds**

The City of Jacksonville Beach has two areas designated as Community Redevelopment Areas under Chapter 163, Florida Statutes. The statute specifically grants cities the power to issue redevelopment revenue bonds to finance community redevelopment projects.

The Downtown and South Beach redevelopment districts have benefited from the funding provided by redevelopment bonds. Downtown, the primary focus of projects continues to be the rebuilding and improvement of infrastructure. In 1994, a \$7.4 million infrastructure improvement project replaced the public water, sewer, storm drainage and electric systems in a fifteen square block area of the central city. This project was the impetus for many other projects, both public and private. Also downtown, an amphitheatre, parking facility and public plaza were completed in 2001. Land for an Oceanfront Park was purchased in 2001 and the completed park was dedicated in 2003. Aided by a grant from the State of Florida, the City has built dune walkovers to preserve the dunes and prevent beach erosion. A new oceanfront parking lot was completed following the construction of a new Pier by the City of Jacksonville in 2004. The 4<sup>th</sup> Avenue South Streetscape Improvement Project was completed in 2008.

Projects currently under construction include the 2<sup>nd</sup> Street North Drainage Project and the A1A Improvements project (medians, landscaping and signal relocation). Projects being designed include the second phase of the SeaWalk Rebuild Project, Downtown Visioning project and the 4<sup>th</sup> Avenue South Streetscape Improvement Project. Completion of these projects will continue to bring commercial activity to the downtown area.

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**DEBT SERVICE REQUIREMENTS: Redevelopment Bonds**

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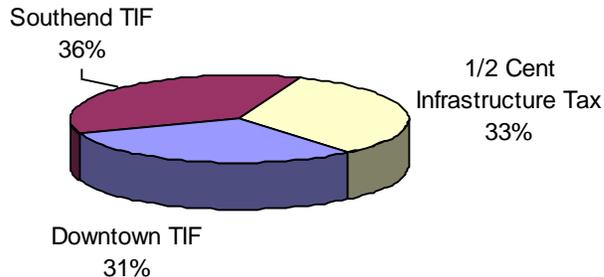
	<u>Downtown</u>		<u>Southend</u>		<u>TOTAL</u>	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
<b>2010</b>	\$872,563	\$101,642	\$959,484	\$201,996	\$1,832,047	\$303,638
<b>2011</b>	899,744	74,461	995,410	166,874	1,895,154	241,335
<b>2012</b>	927,716	46,489	726,959	132,766	1,654,675	179,255
<b>2013</b>	611,794	16,744	756,785	103,789	1,368,579	120,533
<b>2014</b>	177,825	4,382	787,640	73,890	965,465	78,272
<b>2015- 2019</b>	<u>0</u>	<u>0</u>	<u>1,267,680</u>	<u>63,988</u>	<u>1,267,680</u>	<u>63,988</u>
<b>Total</b>	<u>\$3,489,642</u>	<u>\$243,718</u>	<u>\$5,493,958</u>	<u>\$743,303</u>	<u>\$8,983,600</u>	<u>\$987,021</u>

South Beach redevelopment activities to date include five major public-private projects: Riptide, South Beach Regional Shopping Center, South Beach Parkway Shopping Center, Ocean Cay and the South Beach Mixed Use Development. Paradise Key was completed early in FY2007. In addition to these projects, numerous public infrastructure projects supporting the redevelopment activity in the district have been constructed. A second fire station adjacent to the South Beach Park was completed in 2005. A new Community Center was completed in late 2007. Improvements to Southbeach Park, consisting of a practice field, restroom facility, volleyball facility and skateboard park were constructed in 2008. An engineering study has identified priority infrastructure projects that will be engineered in 2010.

Payment of debt service is funded by pledged tax increment funds (TIF). These revenues are calculated as the difference between ad valorem taxes levied in a given year on taxable real property within the redevelopment area and the amount of ad valorem taxes which would have been levied on the same property in the year prior to its designation as a redevelopment area. Maturity dates for these bonds range between 2011 and 2019. Debt service is shown in the Community Redevelopment Program reported in the Planning and Development Department's section of the budget.

<b>OUTSTANDING GOVERNMENTAL BONDS</b>				
	<b><u>Interest Rate</u></b>	<b><u>Year of Maturity</u></b>	<b><u>Original Issue</u></b>	<b><u>Outstanding 9-30-2009</u></b>
2003 Downtown	3.28%	2014	\$2,000,000	\$833,985
2003A Downtown	3.05%	2012	\$2,756,968	\$983,832
2003B&C Downtown	3.05%	2013	\$3,892,515	\$1,671,825
2003 Southend (AMT)	4.53%	2016	\$1,543,022	\$932,422
2003-1 Southend	3.83%	2016	\$4,986,347	\$3,083,657
2003-2 Southend	3.70%	2014	\$1,698,749	\$892,737
2003 Southend	2.95%	2011	\$2,197,825	\$585,142
2006 Infrastructure	3.88%	2019	\$5,000,000	\$4,190,000
2007 Infrastructure	3.98%	2019	\$5,000,000	<u>\$4,205,000</u>
<b>Total Governmental Bonds</b>				<u>\$17,378,600</u>

### Funding Sources for Governmental Debt Service



## Other Governmental Capital Projects

A brief discussion of budgeted projects and purchase in other capital projects funds can be found in the Executive and Legislative section of this book. A summary of the funds follows:

<b>Capital Project Fund</b>	<b>Sources</b>	<b>Uses</b>	<b>2010 Budget</b>
General	Transfers from operating funds; grants; interest	Miscellaneous capital projects, major repairs and replacements. 2010 budget includes: fire truck replacement, tennis court reconstruction, Carver Center landscape improvements.	\$1,035,000
Infrastructure	Bond proceeds; interest	Waste Treatment Plant, Non-redevelopment projects	\$16,000
Beaches Park Project for Kids	Donations, proceeds from community fundraisers	Large play structure in South Beach Park; maintenance of structure	\$1,000
Paws Dog Park	Donations, proceeds from community fundraisers	Small maintenance projects and purchase of supplies for the park	\$1,000

## Proprietary Debt

Proprietary debt includes debt that has been issued by operations that are accounted for in enterprise or internal service funds. Such operations are financed and operated in a manner similar to private business enterprises - the costs of providing goods and services to the public on a continuing basis are financed or recovered primarily through user charges. The City operates Beaches Energy Services (electric), a Water & Sewer Utility and a Stormwater Utility that may issue bonds to fund major system improvements.

Historically, the Beaches Energy Services and the Water & Sewer Utility have issued bonds as a combined entity and therefore, their outstanding utility revenue bonds contain a combined pledge of both the water and sewer system and electric system revenues. The debt obligation is allocated to the Electric and Water & Sewer funds based on the distribution of debt proceeds to each utility. Debt obligations may also be found in the Stormwater Fund.

## 2002 Utility Revenue Bonds

These bonds were issued with pledged revenues of the combined Electric and Water & Sewer utilities to defease and refinance previous debt issues. Proceeds from the previous issues were used to construct major system additions and improvements including a 17-mile electric transmission line, improvements to the electric system, new water treatment plant and well field, additional water transmission mains and refurbished wastewater pumping stations and sewer mains. This debt matures in 2021. Each utility operates as a major fund for financial statement purposes.

<b>DEBT SERVICE REQUIREMENTS: 2002 Utility Revenue Bonds</b>						
	<u>Electric Debt</u>		<u>Water &amp; Sewer Debt</u>		<u>TOTAL</u>	
	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
<b>2010</b>	\$1,834,735	\$1,010,431	\$1,280,265	\$705,072	\$3,115,000	\$1,715,503
<b>2011</b>	1,884,800	947,716	1,315,200	661,309	3,200,000	1,609,025
<b>2012</b>	1,952,535	879,451	1,362,465	613,674	3,315,000	1,493,125
<b>2013</b>	2,029,105	806,374	1,415,895	562,682	3,445,000	1,369,056
<b>2014</b>	2,099,785	767,721	1,465,215	535,710	3,565,000	1,303,431
<b>2015-2021</b>	<u>16,006,076</u>	<u>2,627,212</u>	<u>11,168,924</u>	<u>1,833,250</u>	<u>27,175,000</u>	<u>4,460,462</u>
<b>Total</b>	<u>\$25,807,036</u>	<u>\$7,038,905</u>	<u>\$18,007,964</u>	<u>\$4,911,697</u>	<u>\$43,815,000</u>	<u>\$11,950,602</u>

## 2003 Stormwater Revenue Bonds

These bonds refinanced debt previously issued to fund improvements to the City's stormwater system including a stormwater drainage collection system and pump system. These improvements were constructed in conjunction with a major downtown redevelopment project. Stormwater revenues are pledged against this debt which matures in 2012. Annual debt service (principal and interest) totals \$457,711.

Each of the proprietary debt issues is accounted for in the operating fund of the obligated enterprise. The City's outstanding proprietary debt at September 30, 2009 follows on the next page:

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**OUTSTANDING PROPRIETARY BONDS**

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	<u>Year of Maturity</u>	<u>Original Issue</u>	<u>Outstanding 9-30-2009</u>
2002 Utility Revenue Bonds – varies 2.0-5.0%	2020	\$61,190,000	\$43,815,000
2003 Utility Revenue Bonds, Stormwater – 2.95%	2012	\$3,648,500	<u>\$1,314,165</u>
<b>Total Proprietary Bonds</b>			<u>\$45,129,165</u>

Debt service requirements to maturity on the City's bonds at September 30, 2009 are as follows:

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**DEBT SERVICE REQUIREMENTS TO MATURITY**

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	<u>Governmental Debt</u>		<u>Proprietary Debt</u>		<u>TOTAL DEBT</u>	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
<b>2010</b>	\$2,567,048	\$626,378	\$3,540,197	\$1,797,873	\$6,107,245	\$2,424,251
<b>2011</b>	2,665,154	534,898	3,637,928	1,683,228	6,303,082	2,218,126
<b>2012</b>	2,454,674	442,473	3,766,040	1,558,646	6,220,714	2,001,119
<b>2013</b>	2,198,579	351,646	3,445,000	1,432,375	5,643,579	1,784,021
<b>2014</b>	1,845,465	276,538	3,565,000	1,303,431	5,410,465	1,579,969
<b>2015- 2021</b>	<u>5,647,680</u>	<u>505,489</u>	<u>27,175,000</u>	<u>4,460,463</u>	<u>32,822,680</u>	<u>4,966,952</u>
<b>Total</b>	<u>\$17,378,600</u>	<u>\$2,738,422</u>	<u>\$45,129,165</u>	<u>\$12,236,016</u>	<u>\$62,507,765</u>	<u>\$14,974,438</u>

# Executive & Legislative



# Executive & Legislative Department

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## Organization

The Executive and Legislative Services Department consists of four General Fund divisions: City Council, City Attorney, City Clerk, and Non-Departmental. This Department also manages the City Manager Internal Service Fund, Convention & Development, Community Development Block Grant, Capital Projects Funds, and Pensions.

Policy decisions and legislative actions, which are taken by the City Council, are administered and executed by the City Manager. The City Attorney serves in an advisory role in the interpretation of ordinances adopted by the City Council and other state and federal laws and regulations related to the business of City government. The City Attorney also defends the City against lawsuits.

## Mission

*Working together –  
Committed to the  
Citizens.*

Authorized Positions	FY2008	FY2009	FY2010
City Council	7	7	7
City Manager	1	1	1
Assistant City Manager	1	-*	-*
Secretary to City Manager	1	1	1
Events & Public Relations Coordinator	1	1	1
Senior Secretary-part-time	1	1	1
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Occupational License Specialist	1	1	1
Senior Secretary	1	0	0
Senior Secretary- part-time	2	2	2
<b>TOTAL</b>	<b>18</b>	<b>16</b>	<b>16</b>

*\* In the future, the City Manager may replace the Assistant City Manager position with an administrative assistant or intern position.*

The City Council and City Manager are responsible for providing leadership that result in informed decision-making, exceptional customer service and a positive quality of life for the citizens of Jacksonville Beach.

# Executive & Legislative Department

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<b>Performance Measures: City Clerk</b>	<b>FY2008 Actual</b>	<b>FYTD 3-31-09</b>	<b>FY2010 Target</b>
Customer survey satisfaction rating: target is 95% or higher <i>Satisfactory</i> , with at least 50% <i>Exceeding Expectations</i>	98%	100%	95%
Issuance of occupational licenses within two days of receipt of a complete application	100%	99%	98%
On-site inspection of 190 Jacksonville Beach businesses each year	110%	81%	100%
Issuance of Lien Certificates within three days of receipt of request	100%	100%	100%
Compilation & submission of data for Actuarial Report by May	Met Deadline	Met Deadline	Meet Deadline
Summary Annual Report to pension members annually	Yes	Yes	Yes
Issue Employee Benefit Statements annually	Yes	Yes	Yes
Preparation of Council Agenda packets for issuance four days prior to meeting	100%	100%	100%
Preparation of Regular Council meeting minutes 100% by next meeting	100%	100%	100%

## Goals for FY2010-City Clerk's Office

- Preserve and protect vital City documents and information by continuing training and maintenance of document imaging program.
- Maintain training and establish cross-training of personnel in the areas of business tax collection, liens and pension plans.
- Annually survey customers to ensure customer needs and expectations are met. Maintain a rating of 95% satisfactory or higher.
- Continue to provide for the administration of the City's three retirement systems.

# Executive & Legislative Department

<b>Employee Pension Funds:</b>	<b>2006 for FY07</b>	<b>2007 for FY08</b>	<b>2008 for FY09</b>
Percentage funded (10-1-2008 actuarial valuation)			
General	83.9%	85.3%	83.4%
Police	83.0%	84.3%	77.5%
Fire	77.6%	79.7%	78.0%
Accrued (overfunded)/unfunded liability (10-1-08 actuarial valuation, in thousands)			
General	\$7,006	\$6,785	\$8,135
Police	\$2,806	\$2,740	\$4,376
Fire	\$2,160	\$2,056	\$2,360
Net assets held for pension benefits (in thousands)			
General	\$36,906	\$41,109	\$36,348
Police	\$13,812	\$15,332	\$13,390
Fire	\$7,579	\$8,407	\$7,431
Market rate of return (all pension funds)	9.2%	13.2%	-10.8%
Annual City contribution			
General	\$612,047	\$612,412	\$749,331
Police	\$336,392	\$370,722	\$516,440
Fire	\$227,331	\$195,664	\$240,357
Number of retirees & beneficiaries receiving benefits			
General	114	128	130
Police	31	32	33
Fire	24	24	24
Annual benefits paid (in thousands)			
General	\$1,599	\$1,637	\$2,154
Police	\$932	\$943	\$978
Fire	\$719	\$719	\$719

## Goals for FY2010-City Manager's Office

- Lead the City in restructuring its services to meet budgetary restrictions imposed by changes in state law.
- Provide the leadership to implement business plan strategies for all departments.
- Analyze levels of service in City programs and recommend changes to improve their effectiveness.
- Continue customer service emphasis to provide high quality services at a reasonable cost.
- Focus on sound financial management.

# Executive & Legislative Department

<b>Performance Measures- City Manager's Office</b>	<b>2008</b>	<b>2009</b>	<b>Target 2010</b>
<b>City Effectiveness</b>			
Accomplish business plan goals	Yes	Yes	Yes
Maintain financial health	Yes	Yes	Yes
<b>Customer Service</b>			
Customer service training and standards for all departments	Yes	Yes	Yes
E-Better Place (complaint & comment tracking software) response time	3 days	3 days	3 days
<b>Quality of Life</b>			
<i>Infrastructure:</i>			
Beach Blvd. utility relocation	Complete	Complete	--
Penman Road alignment	Complete	Complete	--
9 <sup>th</sup> Street Construction	Final Design	Assemble funding	Begin Construction
Jacksonville Dr./Ponte Vedra Blvd. alignment	Construct	Complete	--
A1A resurface and signal improvements	Design	Construct	Complete
<i>Water, Sewer &amp; Stormwater:</i>			
Rebuild Waste Treatment Plant to comply with federal/state limits on nitrogen	Final design	Begin construction	Construction underway
Water-consumptive use permit	Yes	Yes	Yes
Sewer & Stormwater-NPDES permits	Yes	Yes	Yes
<i>Parks &amp; Recreation Programs:</i>			
Dune walkovers, sea oats and fencing	Complete	--	--
South Beach Park (Phase 3)	Complete	--	--
<i>Park &amp; Facility Improvements:</i>			
Replace Carver Center	Design	Complete	--
<i>Public Safety:</i>			
Emergency Management	On-going	On-going	On-going

# Executive & Legislative Department

Performance Measures (concluded)	2008	2009	Target 2010
<b>Economic Development</b>			
Projects:			
Downtown Redevelopment-Glatting Jackson Phase 1 (A1A)	Visioning, Design Phase 1	Construction Phase 1	Complete
Downtown Redevelopment-Glatting Jackson Phases 2 & 3	--	Design	Begin Construction
Downtown drainage project – 2 <sup>nd</sup> Street North	Seek grant funds	Construction	Complete
A1A (DOT Project)	Design/Begin construction	Complete	Complete
16 <sup>th</sup> Avenue South	Construction	Complete	Complete
Avalon project on A1A	Planning	Design	Construction
<b>Intergovernmental Relations</b>			
Federal: Electric, Internet tax, Regulatory agencies	Monitor & provide input on issues of importance to the City's future		
State: Legislation, Beach renourishment, DOT, Regulatory agencies			
Local: City of Jacksonville, Metropolitan Planning Organization (MPO)			
<b>Beaches Energy Services</b>			
Florida Municipal Power Association (FMPA)	Promote the City's interests in issues affecting the cost of power, new integrated resource plan, natural gas, and legislative issues. Continue to monitor and participate in decision making.		
Florida Municipal Electric Association (FMEA)	Board of Directors		
<b>Marketing and Public Relations</b>			
Communication with the media	On-going	On-going	On-going
Publications:			
Monthly Newsletter, Current Events (weekly), Tidings	Yes	Yes	Yes
Website management	Yes	Yes	Yes
Special Events: 4 <sup>th</sup> of July, Jazz Concert Series, Moonlight Movies and others (page 9)	Yes	Yes	Yes

# Executive & Legislative Department

## Sources of Funds

Tourism advertising	Yes	Yes	Yes
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**The General Fund Non-Departmental Division** is supported by taxes, intergovernmental revenues, and transfers.

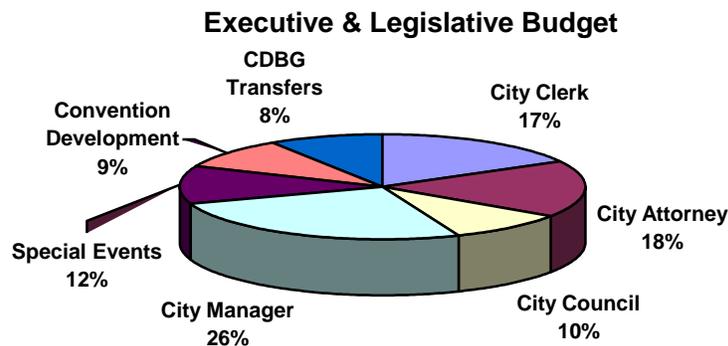
**The City Manager Division** is funded by allocation of charges to departments served by the division.

**The Convention Development Fund** receives half of the County's 2% Bed Tax charged to each hotel room within the City's corporate limits.

**The Community Development Block Grant Program** is funded by an Interlocal Agreement with Jacksonville that allows us to share a per capita portion of their entitlement funding.

**Half-Cent Infrastructure Tax Fund** uses distributions from the *Better Jacksonville Plan* to fund:

- Street reconstruction and school sidewalks
- Water, sewer, stormwater improvements
- Capital improvements to recreational facilities
- Purchase of property for preservation and recreational purposes



## Uses of Funds

Division	FY2009 Budget	FY2010 Budget	Increase (Decrease)
City Clerk	\$375,270	\$294,698	(\$80,572)
City Attorney	112,933	304,528*	\$191,595
City Council	169,559	167,609	(\$1,950)
City Manager	558,235	448,503	(\$109,732)
Convention Development	167,758	165,341	(\$2,417)
Special Events (see page 9)	203,651	202,384	(\$1,267)
CDBG Transfers	146,188	161,491	\$15,303
<b>TOTAL</b>	<b>\$1,733,594</b>	<b>\$1,744,554</b>	<b>\$10,960</b>

\* In 2010, budget for legal services that was previously budgeted in the Non-Departmental Division will be combined with the City Attorney Division.

# Executive & Legislative Department

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## Uses of Funds (continued)

The 2009 combined budget for both divisions would be \$376,369.

### City Council

This division's expenses are essentially level in comparison to previous years. Total budget is \$167,609. The City Council budget includes funding assistance for:

*Dial-a-Ride* \$2,500

*Beaches Resource Center* \$2,500

*Boys & Girls Club* \$4,000

*BEAM* \$5,000

### City Attorney

The City Attorney's budget has been consolidated with the budget for legal fees in the Non-Departmental Division. This budget may require modification annually depending on the number of lawsuits. The total budget is \$304,528.

### City Clerk

The City Clerk's office is responsible for maintaining the City's records and documents, keeping minutes of all City meetings, coordinating all municipal elections and publishing legal notices and advertisements. It also manages the City's occupational license program and administers the City's pension funds. The total budget is \$294,698.

## Funding from CDBG is for:

*Carver Center*

\$71,534

*After School*

*Program*

\$18,000

*C.A.P.E.*

\$71,957

*Utility Bill*

*Assistance*

\$20,000

### Community Development Block Grant (CDBG)

The requested Community Block Grant allocation for next fiscal year will once again cover our Community Assisted Policing Effort (CAPE), Carver Center Recreation and After School Programs, along with the established Utility Bill Assistance Program. We have received preliminary approval to continue these programs. The total budget is \$181,491. The various CDBG programs are also discussed in the Police, Parks & Recreation and Finance business plans.

### Convention Development

The expenses of this Division cover the maintenance and upkeep of the SeaWalk and downtown area. This includes \$38,500 for SeaWalk maintenance, and \$81,841 for the Grounds Maintenance division to maintain landscaping in the SeaWalk Pavilion and downtown entertainment center. Additionally, the City participates with the Beaches hotels and the Beaches Division of the Jacksonville Chamber of Commerce to fund advertising initiatives that promote the beach (\$20,000). The Convention Development Fund transfers \$25,000 to provide partial funding for the maintenance and operation of the South

# Executive & Legislative Department

## Uses of Funds (continued)

Beach Recreation Center and Exhibit Hall. The total budget is \$165,341.

### Non-Departmental

The Non-Departmental Division of the General Fund includes those expenses that are not attributable to any distinct area and covers unanticipated expenses that might come up during the year. Items such as liability insurance coverage and emergency hurricane-related expenses are also paid for in this cost area.

<b>NON-DEPARTMENTAL BUDGET (General Fund)</b>	
Contract Services (Christmas lights, bank service charges)	\$31,000
Utilities (Downtown area)	20,000
Rental of South Beach Recreation Center	10,000
Liability Insurance	346,667
Printing and reproduction (Jax Beach Briefs)	6,000
Employer Health Reimbursement Account	60,000
Unanticipated	395,349
Air Show	60,000
Customer Service Rewards	15,000
Internal Service Charges	243,163
Minimum monthly retiree benefits	14,143
<b>Subtotal-operating</b>	<b>1,201,322</b>
Transfers	
Capital Projects-equip. replacement	
Fire apparatus replacement	75,000
Future excavator replacement	25,000
Special Events	145,931
<b>Subtotal-transfers</b>	<b>245,931</b>
<b>TOTAL-General Fund</b>	<b>\$1,447,253</b>
Emergency Management Fund (if needed)	34,800
<b>TOTAL-Non-Departmental</b>	<b>\$1,482,053</b>

# Executive & Legislative Department

## Uses of Funds (continued)

### Special Events

Annually we budget funding for Special Events which include a contribution to the Springing the Blues Festival and City-managed events including: the Summer Jazz Series, Moonlight Movies and the 4th of July fireworks.

The City Manager's Office actively solicits sponsorships to augment the funding of Special Events. The budget may be adjusted for additional contributions and sponsorships that are received. Total budget request is \$202,384, of which, \$145,931 is City money. The remainder of the budget comes from sales and event sponsorships.

<b>SPECIAL EVENTS</b>			
<b>Funding Sources and Uses</b>			
<b>FUNDING SOURCES</b>	<b>City</b>	<b>Private</b>	<b>TOTAL</b>
Facility rentals and fees	\$10,500	--	\$10,500
Contributions:			
4 <sup>th</sup> of July	--	\$15,000*	\$15,000
Pops at the Beach	--	--**	--
Concerts	--	\$15,000	\$15,000
Movies	--	\$10,000	\$10,000
Miscellaneous	\$5,953	--	\$5,953
General Fund	\$145,931	--	\$145,931
<b>Total Funding Sources</b>	<b>\$162,384</b>	<b>\$40,000</b>	<b>\$202,384</b>
<b>USES</b>	<b>City</b>	<b>Private</b>	<b>TOTAL</b>
Part-time help	\$35,686	--	\$35,686
Springing the Blues	\$12,698	--	\$12,698
4 <sup>th</sup> of July Fireworks	\$10,000	\$15,000	\$25,000
Pops at the Beach	\$18,000	--**	\$18,000
Concerts (3)	\$50,000	\$15,000	\$65,000
Moonlight Movies (4)	\$36,000	\$10,000	\$46,000
<b>Total Uses</b>	<b>\$162,384</b>	<b>\$40,000</b>	<b>\$202,384</b>

\* Funding from Cities of Jacksonville, Atlantic Beach and Neptune Beach

\*\*Seeking additional funding of \$18,000 for event total cost of \$36,000. In the absence of additional funding, event scope will be reduced.

# Executive & Legislative Department

## Uses of Funds (continued)

**Capital Projects-** Capital projects funds include:

- ½ Cent Sales Surtax Fund (also known as the Better Jacksonville Beach Fund) where revenues and debt proceeds are used to fund comprehensive improvements to streets, sidewalks and recreation facilities.
- Infrastructure Capital Projects accounts for \$10 million borrowed, in part, to partially fund the Waste Treatment Plant rebuild required to meet the City’s nitrogen allocation, along with the 9<sup>th</sup> Street and Avalon projects.
- General Capital Projects which uses transfers from other funds to pay for planned major capital improvements or equipment purchases and unforeseen major repairs or renovations.
- Beaches Park Project for Kids and Dog Park funds use donations to help maintain two facilities: Sunshine Park and Paws Dog Park.

*Budgets for redevelopment projects are included in the Planning & Development section of the budget.*

<b>Funding Source</b>	<b>Projects budgeted 2010</b>	<b>Estimated Budget</b>
<b>½ Cent Sales Surtax Fund (Better Jax Beach)</b>	School sidewalks	\$65,000
	Transfer to Debt Service Fund	\$1,057,963
	<b>Total Better Jax Beach</b>	<b>\$1,122,963</b>
<b>General Capital Projects</b>	Small technology purchases	\$50,000
	Replace fire truck	\$500,000
	Carver Center grounds improvements	\$300,000
	Tennis Court reconstruction	\$185,000
	<b>Total General Capital Projects</b>	<b>\$1,035,000</b>
<b>Infrastructure Capital Projects</b>	Bank service charges	<b>\$16,000</b>
<b>Beaches Park Project for Kids</b>	Park Maintenance	<b>\$1,000</b>
<b>Paws Dog Park</b>	Park Maintenance	<b>\$1,000</b>
<b>TOTAL CAPITAL PROJECTS</b>		<b>\$2,175,963</b>

# Executive & Legislative Department

## Uses of Funds (continued)

**Total Governmental  
Debt Service:**  
**\$1,062,740**

Principal: \$735,000  
Interest: \$322,740  
Other costs: \$5,000

## Financial Summaries

*Elimination of the Assistant City Manager position and a reduction in CDBG funding are the primary reasons for the budget reduction in personal services. Increase in operating expenses explained at the bottom of page 78.*

*A detail of budgeted capital projects is on page 82.*

### Debt Service

The City paid off its Sales Tax Bonds at the end of FY2007. Currently, the only non-redevelopment governmental bonds are the ½ Cent Infrastructure Surtax Bonds which are paid with the related special revenue funds. For debt associated with redevelopment projects, see the Planning & Development section of the budget.

### Governmental Debt Service Funds

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Debt Service	\$1,055,643	\$1,055,393	\$1,062,740	\$7,347	0.7

### Executive and Legislative Department

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$898,884	\$921,004	\$723,523	(\$197,481)	-21.4
Operating Expenses	\$627,827	\$641,402	\$834,540	\$193,138	30.1
Capital Outlay	\$5,576	-	-	-	-
Transfers	\$417,929	\$171,188	\$186,491	\$15,303	8.9
<b>TOTAL</b>	<b>\$1,950,216</b>	<b>\$1,733,594</b>	<b>\$1,744,554</b>	<b>\$10,960</b>	<b>0.6</b>

### Capital Projects Funds

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Operating Expenses	\$37,370	\$18,000	\$18,000	-	-
Capital Outlay	\$1,185,320	\$4,695,803	\$1,100,000	(\$3,595,803)	-76.6
Transfers	\$1,409,604	\$5,933,696	\$1,057,963	(\$4,875,733)	-82.2
<b>TOTAL</b>	<b>\$2,632,294</b>	<b>\$10,647,499</b>	<b>\$2,175,963</b>	<b>(\$8,471,536)</b>	<b>-79.6</b>

# Executive & Legislative Department

## Financial Summaries (continued)

### Non-Departmental Division (General Fund and Emergency Management Fund)

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
<i>A detail of Non-Departmental expenditures is on page 80.</i> <b>Operating Expenses</b>	\$1,003,492	\$1,375,924	\$1,236,122	(\$139,802)	-10.2
<b>Capital Outlay</b>	\$8,690	-	-	-	-
<b>Transfers</b>	\$1,397,826	\$300,151	\$245,931	(\$54,220)	-18.1
<b>TOTAL</b>	<b>\$2,410,008</b>	<b>\$1,676,075</b>	<b>\$1,482,053</b>	<b>(\$194,022)</b>	<b>-11.6</b>

## Budget Issues for 2010

### *Property taxes*

- State legislation and Amendment One imposing ad valorem tax limitations for local government will have a substantial effect on City operations.

### *Economic pressure*

- The recession will reduce revenue from state and local sales taxes.

### *Wage pressure*

- Two labor contracts will be open again for negotiation on wages in FY2010. The entire Fraternal Order of Police Contract will be open for negotiation in 2010. In addition, the level of unfunded liability in each of the City's three pension funds is being carefully monitored.

### *TMDL*

- Construction cost for sewer plant upgrades to meet nutrient allocation for the St. Johns River *total maximum daily load* (TMDL) currently budgeted at \$21.6 million.

### *Power costs*

- Costs for fuel and construction of new generation plants will continue to drive the City's power costs higher. New regulations limiting carbon dioxide emissions will also increase those costs.

### *Facility*

### *maintenance*

- Maintenance of City facilities and equipment is a top priority.

# Planning & Development



# Planning & Development Department

## Organization

*A Building Code Inspector position in the Building Inspection Division is being eliminated and one of two remaining Building Code Inspectors is being cross-trained to work in the code enforcement area approximately 75% of the time.*

The Planning & Development Department consists of three divisions: Planning & Development, Building Inspection, and Code Enforcement. In 2006, the Code Enforcement Division was formed out of the Building Inspection Division to conform to state mandates regarding financial management of permit fee revenues. The department also provides administrative support to the Community Redevelopment Agency (CRA) for the City’s Downtown and South Beach Redevelopment Districts. The work of the department is carried out in coordination with the appointed Planning Commission, Board of Adjustment, and the Special Magistrate.

Authorized Positions	FY2008	FY2009	FY2010
Planning Division	3	2	2
Building Inspection Division	8	5	5
Code Enforcement Division	-	2	2
<b>TOTAL</b>	<b>11</b>	<b>9</b>	<b>9</b>

## Mission

“Working together to build a better Jacksonville Beach.”

## Department Service Philosophy

- Ensure compliance with the City’s adopted development and construction standards.
- Communicate effectively with customers regarding the code requirements while implementing processes that are responsive to their particular needs.
- Provide assistance to the general public to aid in their understanding of the land planning, development and building permit processes.

## Department Financial Summary

*The FY2010 budget for the Department is decreased, in part, due to the manner in which tax increment revenues will be budgeted for capital projects. Reserved funds are earmarked or committed to such projects when they reach the final design stage.*

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget 2010	Increase (Decrease)	% Change
Personal Services	\$647,588	\$685,452	\$628,390	(\$57,062)	-8.3
Operating Expenses	\$409,822	\$768,366	\$252,786	(\$515,580)	-67.1
Capital Outlay	\$7,745,913	\$8,999,189	-	(\$8,996,189)	-100.0
Debt Service	\$2,134,083	\$2,170,613	\$2,145,685	(\$24,928)	-1.1
Grants	-	\$50,000	-	(\$50,000)	-100.0
Transfers	-	\$1,205,903	\$3,396,001	\$2,190,098	181.6
<b>TOTAL</b>	<b>\$10,937,406</b>	<b>\$13,879,523</b>	<b>\$6,422,862</b>	<b>(\$7,456,661)</b>	<b>-53.7</b>

# Planning & Development Department

## Planning & Development Division

*The Planning and Development Division is a two-person section and handles all comprehensive planning and zoning administration tasks, and provides staff services to the Community Redevelopment Agency (CRA)*

The Planning and Development Division is responsible for all of the City’s short- and long-range planning activities including administering and maintaining the Comprehensive Plan Elements and implementing the Land Development Code. This Division also provides administrative support for the City’s community redevelopment efforts. This function includes developer relations, redevelopment agreement negotiations, and monitoring the implementation of projects.

The Division works closely with the appointed Planning Commission, Board of Adjustment, and Community Redevelopment Agency.

<b>Authorized Positions</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>
Director of Planning & Development	1	1	1
Senior Planner	1	1	1
Senior Secretary	1	-	-
<b>Total Planning Division</b>	<b>3</b>	<b>2</b>	<b>2</b>

## Recent Accomplishments

- ✓ Processed 197 separate land development code approvals, including four zoning changes (land uses in various PUD/RD districts and the Sheraton Four Points Hotel at Beach and A1A), two text amendments to the Land Development Code (Central Business District lot layout and building design guidelines and modifications to the outdoor restaurant and bar standards), 29 conditional use approvals, seven site plan reviews, and 57 variance requests for public hearings by the Planning Commission or Board of Adjustment. Administrative approvals of home occupations totaled 100.
- ✓ Assisted with the implementation of traffic and transportation improvement projects, including:
  - South 3<sup>rd</sup> Street (S.R. A1A) traffic safety and signalization project (under construction).
  - South 9<sup>th</sup> Street reconstruction and beautification, including securing Economic Stimulus funding through the North Florida Transportation Planning Organization (NFTPO) (construction to begin in 2009).
  - Assisted in organizing and participated in periodic transportation project coordination meetings with the Florida Department of

# Planning & Development Department

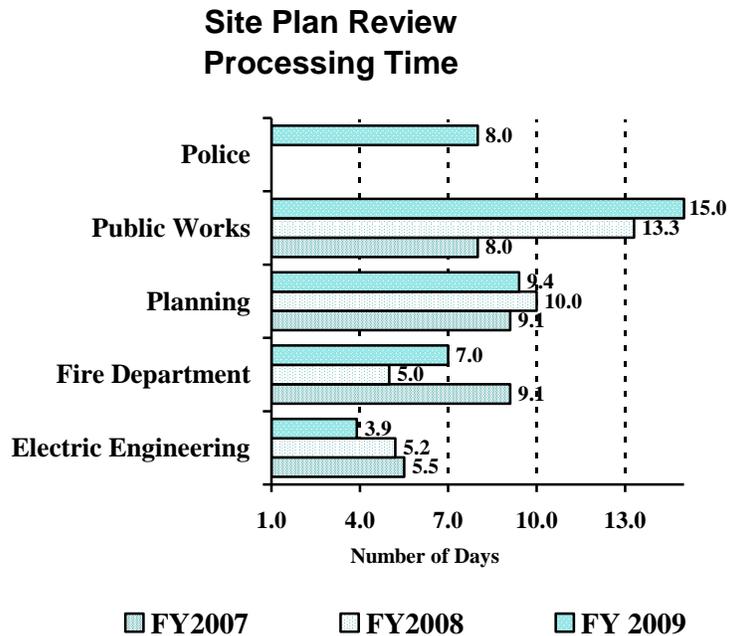
## Planning & Development Division (continued)

### Recent Accomplishments (continued)

### Division Performance Measures

*It is the goal of the Division to complete the initial review of all site development plan applications within 10 working days from receipt.*

- Transportation and other city departments.
- ✓ Continued the Division's commitment to provide a 10-day turnaround time for the initial review of land development application plan submittals.



*Note: The Police Department has been added to the list of reviewing departments. One of their accreditation criteria includes looking a site layouts and building designs to see if there are any recommendations that could help reduce exposure to illegal activities.*

### Division Goals for FY2010

- Maintain current standard of distributing development plans to reviewing departments within two days of receipt and completing the initial review of the submittal within ten working days.
- Prepare and secure adoption of any Comprehensive Plan amendments that are required as a result of the approval of the Evaluation and Appraisal Report by the State (“EAR-based Amendments”).
- Secure the designation as a Transportation Concurrency Exception Area (TCEA) as required by a new state law (SB 360).

# Planning & Development Department

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## Planning & Development Division (concluded)

### Division Goals for FY 2010 (cont.)

- Continue working on Beaches transportation issues through participation on the North Florida Transportation Planning Organization (TPO) technical coordinating committee, including participation on the steering committee for the 2035 Long Range Transportation Plan for the four-county region.
- Complete the installation of water, sewer, electric, drainage, and roadway improvements in the unimproved South A1A (Avalon) residential area.
- Continue the evaluation of the City's land development code in terms of current conditions and trends, and recommend revisions, as needed, including revisions to the off-street parking standards for the Central Business District and the sign code, to properly manage the future growth and development of the City.

### Division Budget Issues for FY 2010

*Several significant capital improvement projects are critical stages of development and will need to be addressed for funding in the near future.*

- The Planning and Development Division is assisting with the management of several important capital improvement projects. These projects are in the final design stages, and will need to be addressed for construction funding in FY2010. The projects are:
  - A1A (Avalon) Infrastructure Improvements
  - 9<sup>th</sup> Street South Project (Funding for portions not included in the Economic Stimulus Bill allocation)
- Information management is an important part of the Planning Division's work program. It is critical that we continue to work toward the full implementation and use of the GIS system.

# Planning & Development Department

## Building Inspection and Code Enforcement Divisions

### Organization

*The Building Inspection and Code Enforcement Divisions are responsible for administering and enforcing the building, housing and nuisance abatement codes for the City.*

*A Building Code Inspector position in the Building Inspection Division is being eliminated and another Building Code Inspector is being cross-trained to handle code enforcement issues.*

The Building Inspection Division is responsible for reviewing and approving all applications for permits, including new construction and remodeling, electrical, plumbing, mechanical, and miscellaneous work. This division also inspects all permitted jobs to ensure that they are carried out in accordance with the approved plans and adopted codes.

The Code Enforcement Division is responsible for enforcing the property maintenance ordinances of the City. This function includes clearing of vacant lots, abating general nuisances, and removal of junked or abandoned property. The Division works closely with the appointed Special Magistrate in carrying out this responsibility.

Authorized Positions	FY08	FY09	FY10
<b>BUILDING INSPECTION DIVISION</b>			
Building Official	1	1	1
Building Code Inspector	3	2	2
Permit Specialist	2	2	2
<b>CODE ENFORCEMENT DIVISION</b>			
Code Enforcement Inspector	1	1	1
Permit Specialist	1	1	1
<b>Total Building Inspection and Code Enforcement Divisions</b>	<b>8</b>	<b>7</b>	<b>7</b>

### Recent Accomplishments

- ✓ The Building Inspection Division issued 2,795 building permits with a valuation of \$22,225,838. Building inspection personnel carried out 5,027 construction inspections during the fiscal year. Construction activity included twelve new dwelling units, and generated over \$325,000 in permit fees.
- ✓ Code enforcement staff processed 1,453 nuisance code cases. The Special Magistrate system, which began in 2007, has now been in place for over a year. the magistrate, who is trained in the law, hears and decides code violation cases. The change has been a success, and cases are being decided quickly and in a

# Planning & Development Department

## Building Inspection and Code Enforcement Divisions (continued)

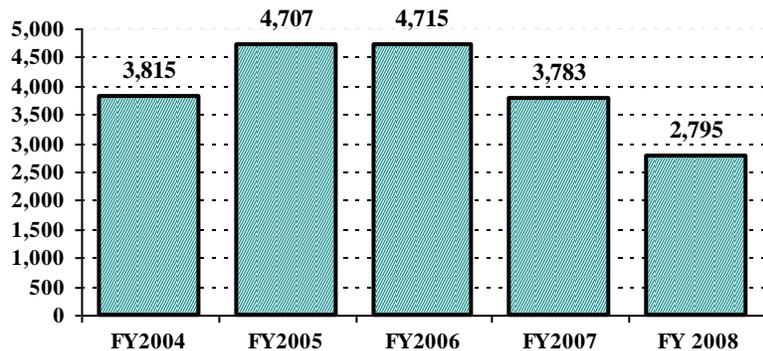
### Recent Accomplishments (continued)

- consistent manner.
- ✓ The Building Inspection Division is meeting its objectives for turnaround times during the initial review of construction plans.
  - ✓ The Division has been diligent in making sure that team members attain and retain the proper licenses and credentials under state law. Throughout FY2008, all Building Inspection personnel devoted adequate time in building code administration classroom activities to maintain their certifications, and all of Department staff devoted some time to elective personal and professional development training seminars.

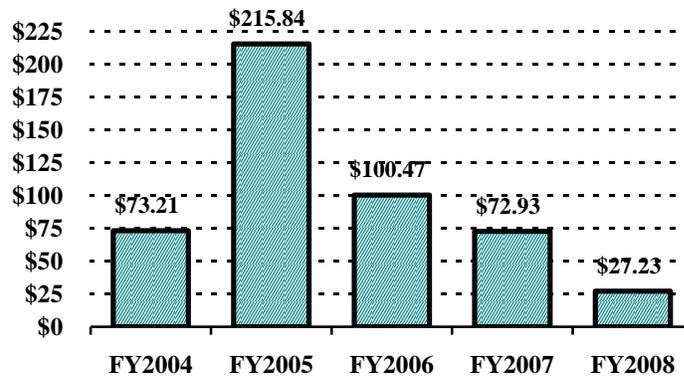
### Annual Number of Permits Issued, FY2004-2008

#### Performance Measures

*Building Inspection's objective is to maintain a level of service for building permitting, inspections and code enforcement to achieve a high degree of customer satisfaction.*



#### Total Dollar Value of Permits, FY 2004-2008 (in millions)



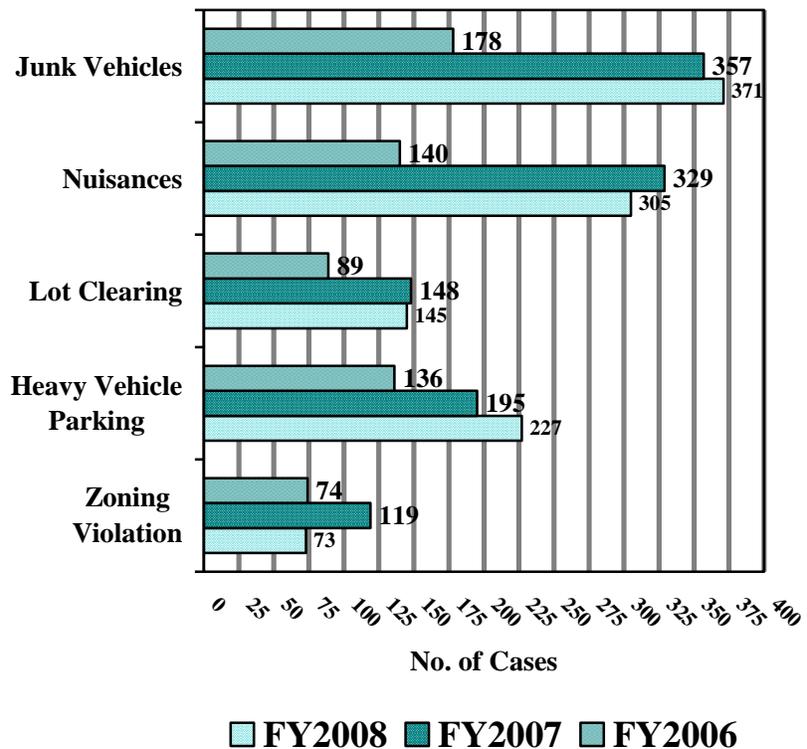
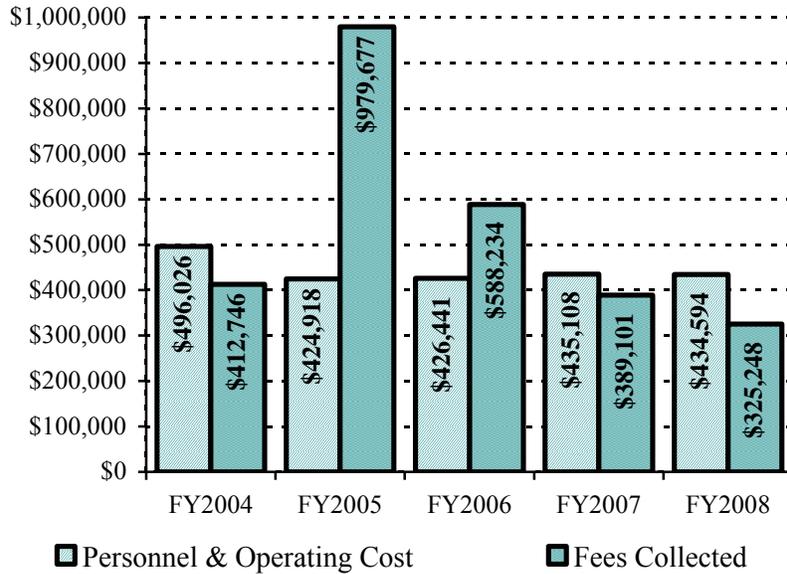
# Planning & Development Department

## Building Inspection and Code Enforcement (continued)

### Comparison of Permit Fees & Division Personnel and Operating Expenses, FY2004-2008

*In 2006, the Florida legislature passed a bill requiring local governments to earmark funds derived from permit fees to support the building permitting and inspection functions of the jurisdiction.*

### Five Most Frequent Code Enforcement Cases, FY2006-FY2008

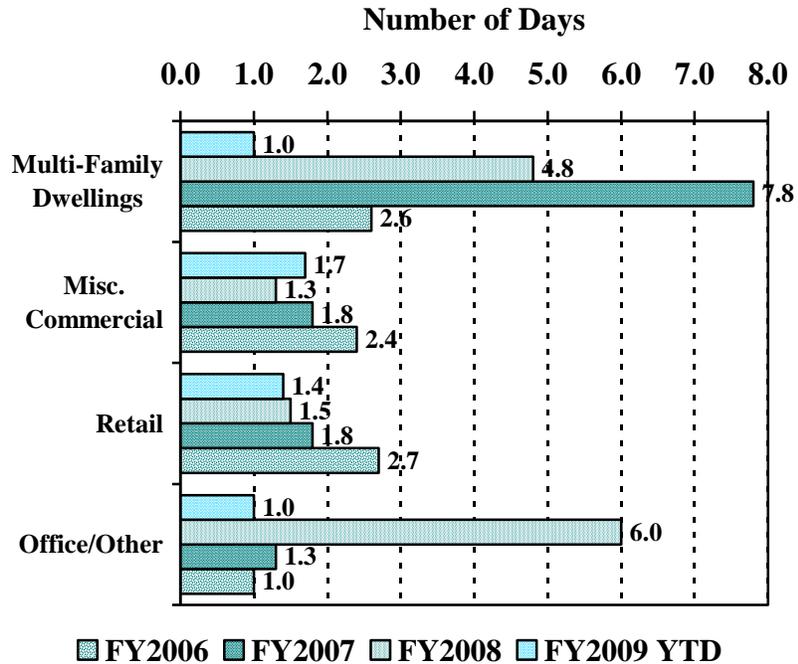


# Planning & Development Department

## Building Inspection and Code Enforcement (continued)

### Overall Average for Selected Major Project Permit Types

*The Building Inspection Division's goal for the initial review of major projects is 10 working days.*



### Building Inspection and Code Enforcement Division Goals for FY2010

- Maintain the current standard of completing the initial plan review for single-family residential construction permits within three days of receipt.
- Maintain the current standard of completing initial plan review for large-scale projects within ten working days of receipt.
- Maintain the current standard of issuing trade permits for miscellaneous work within one working day of receipt.
- Continue providing “next day” service for all requests for building inspections.
- Continue studying and providing training opportunities for staff members to effectively manage the challenge of administering and enforcing the new Florida Building Code.

# Planning & Development Department

## Building Inspection and Code Enforcement (continued) Performance Measures Summary

PERFORMANCE MEASURES	FY2007	FY2008	2009FYTD (thru 3/31/09)	FY2010 Target
<b>SITE PLAN REVIEWS:</b>				
Number of applications	11	7	2	5
Plans routed within 48 hours of receipt	100%	100%	100%	100%
<b>Average number of work days for initial review:</b>				
Public Works – All Reviewers	13.3	15.0	13.5	10.0
Planning	10.0	9.4	11.0	10.0
Fire Department	5.0	7.0	2.5	10.0
Electric Engineering	5.2	3.9	2.5	10.0
<b>NUMBER OF BUILDING PERMITS</b>				
Building	1,601	1,343	781	1,490
Plumbing	540	467	243	500
Electrical	669	473	307	579
Mechanical	973	512	293	711
<b>COMMON TYPES OF CONSTRUCTION PLAN REVIEWS</b>				
<b>Single Family Dwellings</b>				
Number of applications	25	10	5	15
Plans routed within 24 hours of receipt	100%	100%	100%	100%
<b>Average number of work days for initial review:</b>				
Code Enforcement	1.5	1.1	3.3	3.0
Inspection Division Plans Reviewer	3.0	2.7	2.6	3.0
Public Works	6.1	5.0	5.0	3.0
<b>Multi-Family Dwelling</b>				
Number of applications	5	17	1	8
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	7.8	4.8	1.0	10.0
<b>Miscellaneous Commercial</b>				
Number of applications	4.7	43	23	48
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	2.4	1.3	1.7	3.0
<b>Retail and Tenant Build-Out</b>				
Number of applications	18	35	12	25
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	1.8	1.5	1.4	3.0
<b>Office and Other Major Projects</b>				
Number of applications	3	4	6	4
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	1.3	6.0	1.0	3.0

# Planning & Development Department

## Community Redevelopment Program

### Program Description

*The Planning and Development Division provides administrative support for the City's community redevelopment efforts.*

The five-member Jacksonville Beach Community Redevelopment Agency (CRA) was established in 1978, pursuant to Chapter 163, Part III of the Florida Statutes. The CRA was created for the purpose of carrying out a community redevelopment program for the City. The Jacksonville Beach program consists of a variety of redevelopment activities in two districts: Downtown and South Beach.

The initial focus of the CRA was the rejuvenation of the Downtown District. The plan for the redevelopment of the Downtown District was adopted in June 1987, following the creation of the TIF District in 1984. In 2008, the Downtown Plan was amended to incorporate the Vision Plan prepared with the assistance of the consulting firm, Glatting Jackson Kercher and Anglin. The redevelopment effort to date has been centered on improvements to the public infrastructure: Downtown Utility and Streetscape Project, Latham Plaza and Parking Lot, SeaWalk Pavilion, Oceanfront Park, and the Relocation of the Jacksonville Beach Fishing Pier, to facilitate private investments in the area.

In November of 1985, the South Beach district was designated for redevelopment. A plan for the redevelopment of the area was adopted and a tax increment trust fund was established in 1987. Since the adoption of the South Beach redevelopment plan, six major public-private projects have been completed (Riptide, South Beach Regional Shopping Center, South Beach Parkway Shopping Center, Ocean Cay, South Beach Mixed Use Development and Paradise Key). In addition to the projects involving private enterprises, numerous public infrastructure projects have been constructed to support the redevelopment activity in the district.

*The transfers in the Downtown and Southbeach (next page) Redevelopment Programs provide partial funding for the Waste Treatment Plant Upgrades (see Public Works business plan).*

### Downtown (excluding the Community Policing Initiative)

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Chng
Personal Services	\$58,511	\$78,348	\$76,877	(\$1,471)	21.2
Operating Expenses	\$66,194	\$326,257	\$39,377	(\$286,880)	-87.9
Capital Outlay	\$7,236,950	\$8,095,301	-	(\$8,095,301)	-
Debt Service	\$974,145	\$979,205	\$979,205	-	0.0
Transfers	-	\$618,577	\$2,014,552	\$1,395,975	225.7
<b>TOTAL</b>	<b>\$8,335,800</b>	<b>\$10,097,688</b>	<b>\$3,110,011</b>	<b>(\$6,987,677)</b>	<b>-69.2</b>

# Planning & Development Department

## Community Redevelopment Program (continued)

### Redevelopment Financial Summary

#### South Beach

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Chng.
Personal Services	\$28,626	\$38,794	\$38,082	(\$712)	-1.8
Operating Expenses	\$116,770	\$194,739	\$12,624	(\$182,115)	-93.5
Capital Outlay	\$502,405	\$903,888	-	(\$903,888)	-100.0
Debt Service	\$1,159,938	\$1,191,408	\$1,166,480	(\$24,928)	-2.1
Grants	-	\$50,000	-	(\$50,000)	-100.0
Transfers	-	\$587,326	\$1,381,449	\$794,123	135.2
<b>TOTAL</b>	<b>\$1,807,739</b>	<b>\$2,966,155</b>	<b>\$2,598,635</b>	<b>(\$367,520)</b>	<b>-10.9</b>

### Recent Program Accomplishments

#### Downtown

- ✓ During FY2008, the CRA and staff spearheaded the preparation of a Vision Plan for the core of the Downtown area and an Infrastructure Improvement Plan for the entire district. These documents were subsequently adopted by the Community Redevelopment Agency and City Council as an amendment to the Downtown Plan. During FY2009, the CRA and city staff have been diligently pursuing the implementation of many of the Vision Plan proposals, including:
  - o Completed engineering plans for the installation of landscaped medians on 3<sup>rd</sup> Street between 2<sup>nd</sup> Avenue South and 6<sup>th</sup> Avenue North. The work entailed many meetings with FDOT staff to coordinate the CRA project with a major FDOT traffic safety and resurfacing project scheduled to begin construction in early 2009.
  - o Completed land acquisition program to secure several key Downtown parcels for future use for parking facilities or other redevelopment projects.
  - o Completed the financing of the North 2<sup>nd</sup> Street stormwater management project for bidding and start of construction in early 2009.
  - o Selected the Haskell Company to provide design build services to demolish and reconstruct the SeaWalk between Beach Boulevard

# Planning & Development Department

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## Community Redevelopment Program (continued)

### Recent Program Accomplishments (continued)

- and 3<sup>rd</sup> Avenue North with a possible start of construction in the winter of 2009-10.
- ✓ Continued the funding of an expanded Downtown Community Policing Initiative in the downtown district and authorized the expansion of this highly successful program to four full-time officers.

### South Beach

- ✓ Completed a draft report analyzing the public infrastructure in the South Beach District (water, sewer, storm drainage and street paving) and traffic safety concerns to identify needed improvements over the next 5-10 years.
- ✓ Awarded a contract to install a sidewalk and re-do the landscaping on the east side of South Beach Parkway between Jacksonville Drive and JT Butler Boulevard. this project will complete the sidewalk network in the South Beach Redevelopment District.

### Downtown

### Program Goals For FY2010

- Continue work on the Downtown sign project, including maintenance, repairs, and modifications to the existing signs, and additional new signs where appropriate.
- Provide technical support, project development assistance, and financial backing for infrastructure improvements contained in the Glatting Jackson Downtown Vision Plan in the Downtown core and throughout the entire redevelopment district, including:
  - Preparation of plans for Phase II of the plans to improve the travel lanes, on-street parking, landscaping, lighting, etc. on 1<sup>st</sup> and 2<sup>nd</sup> Street and the “Four Corridors“ to the beach – Beach Boulevard, 1<sup>st</sup> Avenue North, 4<sup>th</sup> Avenue North, and 6<sup>th</sup> Avenue North.
  - Reconstruction of the SeaWalk between Beach Boulevard and 3<sup>rd</sup> Avenue North.
  - Convert the 3<sup>rd</sup> Avenue North pedestrian plaza for use as additional on-street parking.
- Develop revised off-street parking requirements and a “payment in lieu of Parking” program for the Central Business District core of the Downtown Redevelopment Area.

### South Beach

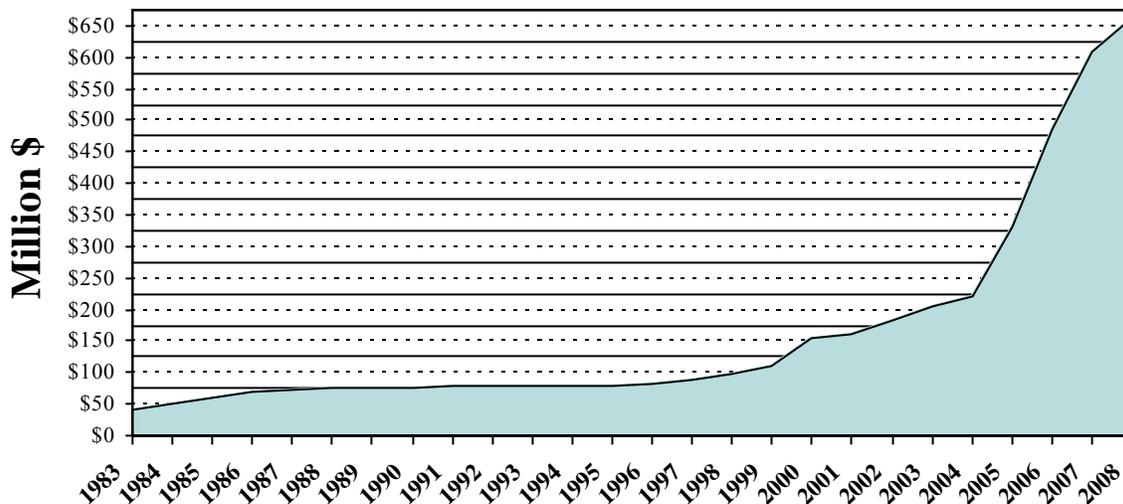
# Planning & Development Department

## Community Redevelopment Program (continued)

### Source of Funds

Both Community Redevelopment District programs are fully funded from property tax revenues generated from within the two districts. The funds derived from the tax increments are held in separate trust funds administered by the Agency. The Downtown District generated \$5,230,588 for 2008. South Beach generated \$2,647,583. Both districts should continue to fully fund their operations and planned projects for the foreseeable future.

### Downtown Tax Increment District - Total Assessed Valuation, 1983-2008



### Downtown FY2010 Budget Issues

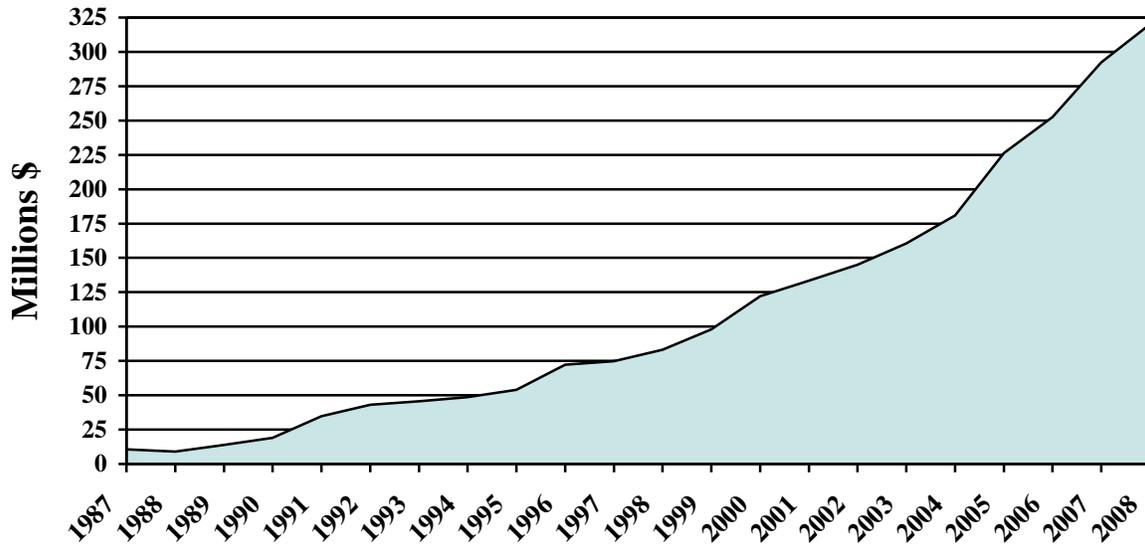
The following are the more significant projects on the horizon that will need to be addressed in the Downtown Community Redevelopment District in the coming fiscal year:

• SeaWalk reconstruction from Beach to 3 <sup>rd</sup> Avenue North (Design-Build)	Cost to be determined
• Remove 3 <sup>rd</sup> Avenue North Plaza and install parking (Design-Build)	Cost to be determined
• Replace sidewalk on north side of the SeaWalk Pavilion (Design-Build)	Cost to be determined
• Design and engineering for streetscape and landscaping improvements to 1 <sup>st</sup> Street and 2 <sup>nd</sup> Street; and the “Four Corridors to the Beach”: Gateway (Beach Boulevard), Civic (1 <sup>st</sup> Avenue North), Pier (4 <sup>th</sup> Avenue North), and Retail (6 <sup>th</sup> Avenue North)	Cost to be determined

# Planning & Development Department

## Community Redevelopment Program (continued)

### South Beach Tax Increment District - Total Assessed Valuation, 1987-2008



### South Beach FY2010 Budget Issues

South Beach redevelopment projects that will need to be addressed in the FY2009 budget are:

- |  |                       |
|--|-----------------------|
| • South Beach Parkway traffic safety and intersection improvement project between Jacksonville Drive and Butler Boulevard                                    | Cost to be determined |
| • South Beach Infrastructure Improvements (water, sewer, drainage, landscaping, road milling and resurfacing)  | Cost to be determined |
| • Effluent reuse line for irrigation systems   | Cost to be determined |
| • Continuation of the South 9 <sup>th</sup> Street Project to include portion within the South Beach Redevelopment Area (Seabreeze Avenue to Osceola Avenue) | Cost to be determined |
| • Design and construction of bicycle and pedestrian path along the South Beach drainage way between Osceola Avenue and Jacksonville Drive                    | Cost to be determined |

# Parks & Recreation



# Parks & Recreation Department

## Organization

**Recreation Administration** directs the City's overall recreation functions, including the following divisions:

- Ocean Rescue
- Huguenot Tennis Center
- Oceanfront Restroom Facilities
- Carver Recreation Center
- Community Center & Exhibition Hall
- All Park Maintenance Citywide

## Mission

*To provide safe and enjoyable leisure opportunities for all citizens.*

Its operations are funded by the General Fund, with partial funding from a Community Development Block Grant.

The **Golf Course** is an 18-hole facility that is open year-round. It operates as an Enterprise Fund.

## Organization

**Grounds Maintenance** maintains the City's parks, golf course, grounds and cemetery. This division operates as an Internal Service Fund.

Authorized Positions	FY2008	FY2009	FY2010
Recreation – full-time	6	6	6
Recreation – part-time	49	51	53
Recreation Total	55	57	59
Golf Course – full-time	4	3	3
Golf Course – part-time	15	16	16
Golf Course Total	19	19	19
Grounds – full-time	17	16	15
Grounds – part-time	7	6	5
Grounds Total	24	22	20
<b>Total full-time</b>	<b>27</b>	<b>25</b>	<b>24</b>
<b>Total part-time</b>	<b>71</b>	<b>73</b>	<b>74</b>
<b>TOTAL</b>	<b>98</b>	<b>98</b>	<b>98</b>

## Financial Summary

*Budget reduction was due to reduction in internal service charges and capital outlay.*

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$2,299,293	\$2,286,859	\$2,262,516	(\$24,343)	-1.1
Operating Expenses	\$3,414,411	\$3,573,355	\$3,457,752	(\$115,603)	-3.2
Capital Outlay	\$141,591	\$142,355	\$86,800	(\$55,555)	-39.0
Debt Service		-	-	-	-

# Parks & Recreation Department

## Division Objectives

*Part time secretarial positions have been moved into admin from maintenance.*

<b>TOTAL</b>	<b>\$5,855,295</b>	<b>\$6,002,569</b>	<b>\$5,807,068</b>	<b>(\$195,501)</b>	<b>-3.3</b>
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## Recreation Administration

The Recreation Administration Division is responsible for the management of all park facilities and recreation activities throughout the city. The staff manages & administers all adult active sports and coordinates youth sports. The division manages the overall operation of the City's public golf course, Ocean Rescue, Carver Center Recreation Center, and Huguenot Tennis Center. Also, the division is responsible for several other facilities which include: Lee Kirkland & Warren Smith Cemeteries, Oceanfront Restrooms, and Community Center.

Authorized Positions	FY2008	FY2009	FY2010
Director	-	1*	1
Recreation Superintendent	1	1	1
Administrative Secretary - part-time	-	-	1*
Administrative Secretary	1	1	1
Senior Secretary - part-time	-	-	1*
Recreation Program Assistant - part-time	1	1	1
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>6</b>

*\*These positions were moved from the Grounds Maintenance Division.*

## Recent Accomplishments

- ✓ Established program policies and fees for sports field usage.
- ✓ Administered & coordinated:
  - Carver Center
  - Surf Camps
  - Autism Surf Camp
  - Opening Day Parade
  - Easter Egg Hunt
  - Adult Softball League (Spring & Fall) – 45 Teams
  - Adult Flag Football League (Fall) – 49 Teams
  - Youth Sports Programs in conjunction with the parent organization ~ Little League, Girls Softball, Pop Warner and Babe Ruth

# Parks & Recreation Department

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## Goals for FY2010

1. Ensure that recreation programs are meeting the needs of the community.
2. Maintain safe facilities, parks, and playgrounds.
3. Survey customer satisfaction with league play and use of facilities; striving for an 80% satisfaction rating.
4. Supervise and direct all Parks & Recreation divisions.

## Performance Measures

*Performance measures are tracked on a monthly and calendar year basis.*

Performance Measure	FY2008	YTD 3-31-09	Target FY2010
Insure parks and other facilities are cleaned and inspected weekly	Yes	Yes	Yes
Safety Inspections conducted monthly (increased to monthly)	No	Yes	Yes
Number of accidents at parks and other recreation facilities	0	2	0
Number of sports programs administered to adult and youth	6	6	6

## Survey Results: Recreation Admin

*Performance is measured in part by the rating on customer satisfaction surveys.*

Survey Questions	YTD 3-31-09	Target FY2010
% of customers who rated playing fields as being in good condition	95% Football	90% Football
	95% Softball	90% Softball
% of customers rating Carver Center programs satisfactory and above	95%	95%
% of customers who are satisfied with the way the leagues are run	95% Football	90% Football
	100% Softball	90% Softball

# Parks & Recreation Department

## Recreation Administration (continued)

Customers that participated in our recreation programs in 2008 & 2009 included entries in the parade, Easter egg hunt, and sandcastle contest. The beach goers and park users can only be estimated.

Sports Programs Offered:	# of participants
Youth Spring Girls Softball	240
Youth Fall Girls Softball	168
Youth Spring Baseball	532
Youth Fall Baseball	390
Spring Babe Ruth Baseball	60
Fall Babe Ruth Baseball	60
Pop Warner Football & Cheerleading	300
Adult Spring Men & Co-ed Softball	800
Adult Fall Men & Co-ed Softball	500
Adult Fall/Winter Flag Football	675
Tennis Members	200
Tennis Walkups	200
Super Surf Camp	200
Carver Center	30
Easter Egg Hunt	400
<b>TOTAL</b>	<b>4,755</b>

### Financial Summary

Moved 2 part time secretary positions from maintenance to administration.

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$174,109	\$285,112	\$323,496	\$38,384	13.5
Operating Expenses	\$987,942	\$982,049	\$ 953,695	(\$28,354)	-2.9
Capital Outlay	\$70,668	\$42,355	-	(\$42,355)	-100.0
Transfer	-	-	-	-	-
<b>TOTAL</b>	<b>\$1,232,719</b>	<b>\$1,309,516</b>	<b>\$1,277,191</b>	<b>(\$32,325)</b>	<b>-2.5</b>

### Budget Issues FY2010

- ✓ Maintain service levels when we have customer influx from outside our city limits and increased demands for service.
- ✓ Cost of electricity for sports fields lights, replacement cost for energy saving fixtures is \$800,000.
- ✓ Work with leagues toward cost-sharing arrangements for

# Parks & Recreation Department

park facilities' operating and maintenance costs.

## Division Objectives

*The Beach Patrol Division is responsible for the supervision of approximately 4.1 miles of municipal beach.*

## Ocean Rescue

Responsibilities include ensuring the maximum efficiency of the ocean rescue operations, beach safety and services to the public. Division personnel must have advanced knowledge of ocean tides and currents and know how to properly use lifesaving equipment.

Duties include the exercising of considerable independent judgment in order to ensure maximum efficiency of ocean rescue operation, beach safety and service to the public. The Division also offers a Junior Lifeguard Program.

Authorized Positions	FY2008	FY2009	FY2010
Supervisor	1	1	1
Recreation Program Assistant	1	-	-
Lieutenants - part-time	2	4*	4*
Rescue Swimmers - part-time	3	3	3
Tower Guards - part-time	39	39	39
<b>TOTAL</b>	<b>46</b>	<b>47</b>	<b>47</b>

*\* Total number of positions increased; however, there has been no change in the total number of hours for this position.*

## Recent Accomplishments

- ✓ Zero drowning at the beach while lifeguards are on duty.
- ✓ Successful completion of four Junior Lifeguard Programs.
- ✓ U.S. Lifesaving Association accreditation.
- ✓ Eight certified Inflatable Rescue Boat Operators (IRB).
- ✓ Fifteen certified Emergency Medical Technicians (EMT).
- ✓ Ten supervisors trained in Emergency Vehicle Operators Course (EVOC).
- ✓ Distributed over 10,000 beach safety brochures to area hotels and motels.

# Parks & Recreation Department

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## Ocean Rescue (continued)

### Recent Accomplishments (continued)

- ✓ Delivered beach safety lectures to more than 1,000 middle and high school students.
- ✓ Completed 52 hours of in-service training for lifeguards.

### Goals for FY2010

1. Zero drownings at the beach while lifeguards are on duty.
2. Continue Junior Lifeguard Program.
3. Continue in-service training hours for lifeguards.
4. Maintain eight Inflatable Rescue Craft Operators.
5. Distribute 10,000 Ocean Safety Brochures to hotels.
6. Set up quarterly meetings with Jax Beach Fire Rescue and Jax Beach Police Departments.
7. Hold quarterly meetings with American Red Cross Board of Director's President.
8. Distribute surveys and receive an 85% approval rating.

# Parks & Recreation Department

## Performance Measures

*Performance is measured by accident report sheets and customer satisfaction surveys.*

## Ocean Rescue (continued)

Performance Measure	FY2008	YTD 3-31-09	Target FY2010
Number of drownings while Ocean Rescue on duty	0	0	0
Four Junior Lifeguard Camps	Yes	Yes	Yes
Number attending	120	120	120
Successful first-aid cases	100%	90%	90%
Respond to major surf-related rescue calls within two minutes	100%	90%	90%
Average lifeguard to tower ratio	2:1	2:1	2:1
Maintain USLA Certification	Yes	Yes	Yes
<b>Customer Survey Results:</b>			
Confidence in lifeguard's abilities	95%	90%	90%
Lifeguards are kind and courteous	95%	90%	90%
Lifeguards provide professional care while providing first aid	95%	90%	90%

## Financial Summary

*Budget decrease is because of management of number of towers staffed. The budget increase is a replacement vehicle.*

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$476,338	\$445,774	\$423,624	(\$22,150)	-5.0
Operating Expenses	\$130,561	\$158,104	\$155,229	(\$2,875)	-1.8
Capital Outlay	\$31,773	\$5,000	\$24,900	\$19,900	398.0
<b>TOTAL</b>	<b>\$638,672</b>	<b>\$608,878</b>	<b>\$603,753</b>	<b>(\$5,125)</b>	<b>-0.8</b>

## Budget Issues

- ✓ Replacement of Ocean Rescue vehicle.

# Parks & Recreation Department

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## Division Objectives

*The Tennis Division is responsible for the supervision of six lighted hard surface tennis courts and one unlit court.*

## Tennis Center

The Huguenot Tennis Center is responsible for managing adult men's and women's tennis teams, for managing a complete junior program, and for promoting tennis throughout the beach community. This also includes maintaining the building, courts, fences, and surrounding grounds. The division also provides free clinics for children and adults throughout the year. The clinics are mainly for handicapped and financially less fortunate adults and children. It also includes a free clinic for the children attending Carver Center summer camp.

Authorized Positions	FY2008	FY2009	FY2010
Tennis Professional	1	1	1
Asst. Tennis Pro - part-time	1	1	1
Court Attendant - part-time	1	2 *	2
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>4</b>

\* This position has been changed from one part-time position at 1,040 hours to two part-time positions sharing 1,040 hours.

## Recent Accomplishments

- ✓ Offered Senior Day on Friday mornings.
- ✓ Offered physically-challenged tennis clinic. Through this, we received the "Outstanding Service Award" from the Council for Exceptional Children.
- ✓ Offered an Ironwoman & Ironman Tournament.
- ✓ Continued to receive certification through the Florida Tennis Association for administering a successful Junior Tennis Program.
- ✓ Continued USTA Junior tennis team.
- ✓ Offered a Junior/Senior citizen tennis challenge.
- ✓ Offered Friday night "Round Robin" tourney during the months of May, June, & July.

# Parks & Recreation Department

## Tennis Center (concluded)

### Goals for FY2010

- Continue to market the Tennis Center by providing brochures to local hotels, motels and area schools.
- Keep the courts and grounds in good condition at all times.
- Receive a customer satisfaction rating of 85% or higher.

### Survey Results

*Tennis facility satisfaction was measured by customer service surveys.*

	YTD 3-31-09	Target FY2010
Level of customer service satisfaction with tennis facilities	90%	95%
Level of customer service satisfaction with tennis programs	90%	95%
Tennis court condition rated good	90%	90%
Building condition rated good	85%	100%

### Financial Summary

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$84,030	\$98,009	\$105,525	\$7,516	7.7 %
Operating Expenses	\$16,482	\$41,321	\$33,281	(\$8,040)	-19.5 %
Capital Outlay	-	-	-		
<b>TOTAL</b>	<b>\$100,512</b>	<b>\$139,330</b>	<b>\$138,806</b>	<b>(\$524)</b>	<b>-0.4 %</b>

### Budget Issues

- ✓ This year's estimated revenue of \$28,714 up 40% from last year.
- ✓ Rebuild 3 tennis courts (\$185,000) with grant assistance.

# Parks & Recreation Department

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## Division Objectives

### Oceanfront Restrooms

This operation provides public restroom facilities at 5<sup>th</sup> Avenue North and 2<sup>nd</sup> Avenue North. All facilities include outdoor showers. An additional shower facility is located at 7<sup>th</sup> Avenue South.

## Recent Accomplishments

- ✓ Reduced the number of portable toilets.
- ✓ Contracted the cleaning of city restrooms to commercial cleaning company.

## Goals for FY2010

1. Maintain clean restroom facilities and operating showers which are open when needed.
2. Maintain operation as needed during winter months when weather is warmer and activity on the beach increases.

## Financial Summary

*Expenses include contract for restroom cleaning & staffing.*  
*Other expense include: utilities – electric, water, and sewer.*  
*Maintenance – yearly painting, plumbing and vandalism repairs.*

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	Percent Change
Operating Expenses	\$85,194	\$98,736	\$94,500	(\$4,236)	-4.3
<b>TOTAL</b>	<b>\$85,194</b>	<b>\$98,736</b>	<b>\$94,500</b>	<b>(\$4,236)</b>	<b>-4.3</b>

## Performance Measures

- Restrooms should be in good working order; clean and sanitary for the public. A bi-monthly check is also performed by the recreation superintendent.
- Hours of operation:
  - March –Sept ~ 10 am to 7 pm (7 days a week)
  - October – closed on Monday & Tuesday
  - Nov – Feb ~ 10 am to 6 pm: Friday, Saturday and Sunday only

## Budget Issues

- ✓ Cost of operation to staff oceanfront restrooms.

# Parks & Recreation Department

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## Division Objectives

### Carver Center

The Carver Center provides activities and functions to the South Pablo Beach neighborhood, focusing primarily on summer and after school programs for disadvantaged youth.

## Recent Accomplishments

Authorized Positions	FY2008	FY2009	FY2010
Recreation Supervisor	1	1	1
Recreation Leader - part-time	1	1	1
Tutor - part-time	1	0	0
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>2</b>

- ✓ Construction of a new Carver Center Building
- ✓ Continued young men's group "YMC" (Young Men of Carver) to teach values and goals setting
- ✓ Continued a "Girls with Goals" program
- ✓ Continued Carver Center Flag Football League
- ✓ Continued arts program provided through Cathedral Arts Program
- ✓ Organized and arranged participation and transportation for a variety of events such as:
  - Jacksonville World of Nations Celebration
  - Fashion show for girls
  - Universal Soul Circus & ticket give-away
  - Cooking class for both boys & girls
  - College tour
  - Water safety class
  - Halloween function
- ✓ Organized and supervised Community Service Projects including:
  - Breakfast for Seniors served by program's participants
  - Serving meals to homeless at Mission House

# Parks & Recreation Department

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## Program Goals

### Carver Center (continued)

- Explore opportunities for faith based participation in programs.
- Focus on coaching, mentoring, and providing activities for young people.
- Offer counseling on jobs, employment and career goals.
- In conjunction with Rhoda Martin Heritage Museum, retired teachers help 3<sup>rd</sup> through 5<sup>th</sup> graders with studies.
- Evaluate activities to continue to improve programs and ensure customer satisfaction.

## Performance Measures

	2008	Estimate 2009	Target 2010
Customer Satisfaction With the programs	100%	100%	100%
Avg. # children attending	45	45	45

## Financial Summary

*All personnel & most operating expenses of this program are paid for by the CDBG program. The balance of expenses are paid for by Recreation Admin.*

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$69,634	\$68,747	\$69,261	\$514	0.7
Operating Expenses	\$18,500	\$18,500	\$18,500	-	-
<b>TOTAL</b>	<b>\$88,134</b>	<b>\$87,247</b>	<b>\$87,761</b>	<b>\$514</b>	<b>0.6</b>

## Budget Issues

- Continued Community Development Block Grant funding. Funding for this program from CDBG has been reduced and is subject to federal budget reductions.
- Carver Center Park Reconstruction (\$300,000) with grant approval from State of Florida.

# Parks & Recreation Department

## Community Center & Exhibition Hall

### Division Objectives

This facility, opened in September 2007, is located at South Beach Park along with the Recreation office. The Community Center & Exhibition Hall is available to host many types of events such as trade shows, art exhibits, wedding receptions, parties, meetings, seminars, homeowners association and club meetings, school functions and shows. The facility may be rented on an hourly basis and is operated by the Recreation Department staff.

### Recent Accomplishments

- ✓ Groups renting the facility include: Weekly Business Networking groups and local homeowners associations for meetings; two local schools for graduation and Christmas parties.
- ✓ Advertising on internet booking web site.

### Goals for FY2010

1. Market the building, on internet and locally.
2. Rent building to offset the facility's operating costs.
3. Maintain a clean and professionally operated facility.

### Financial Summary

*Expenses: insurance, security, cleaning, setup & tear down, and supplies.*

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	Percent Change
Operating Expenses	\$33,712	\$41,000	\$39,000	(\$2,000)	-4.9
<b>TOTAL</b>	<b>\$33,712</b>	<b>\$41,000</b>	<b>\$39,000</b>	<b>(\$2,000)</b>	<b>-4.9</b>

### Performance Measures

Objective	FY2008	YTD 3-31-09	Target FY2010
Customer Survey - % satisfaction with building, equipment and operation	No data available	No data available	85%
Number of safety inspections of building conducted per year	No data available	3	3

# Parks & Recreation Department

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## Golf Course

### Division Objectives

The Golf Course division is responsible for the daily operation of the golf course. It insures that the use of the facility is maximized and that all revenues are collected. The division also monitors the quality of the playing conditions. The Jacksonville Beach Golf Course operates as an enterprise fund.

Authorized Positions	FY2008	FY2009	FY2010
Golf Professional	1	1	1
Assistant Golf Pro	2	1	1
Golf Shop Manager	1	1	1
Shop Attendant – part-time	6	7	7
Cart Attendant – part-time	5	5	5
Starter – part-time	4	4	4
<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>19</b>

### Recent Accomplishments

- ✓ Renovation of lakes on golf holes to maximize storm water drainage for downtown street drainage.
- ✓ Renovation of all 18 golf course greens.
- ✓ Hosted the North/South Collegiate Tournament year.
- ✓ Hosted JAGA City Junior Championship.
- ✓ Hosted Ladies Golf League for third year.
- ✓ Continued program with “Last Minute Golfer” to promote play.

# Parks & Recreation Department

## Golf Course (continued)

### Goals for FY2010

*"A great product at a great price."*

1. Maintain Golf Course in good shape.
2. Implement new membership program.
3. Keep Golf Course in positive financial condition.
4. Raise net revenues per round of golf.
5. Maintain competitive position in area.

### Performance Measures

*Maintain competitive position with local golf facilities.*

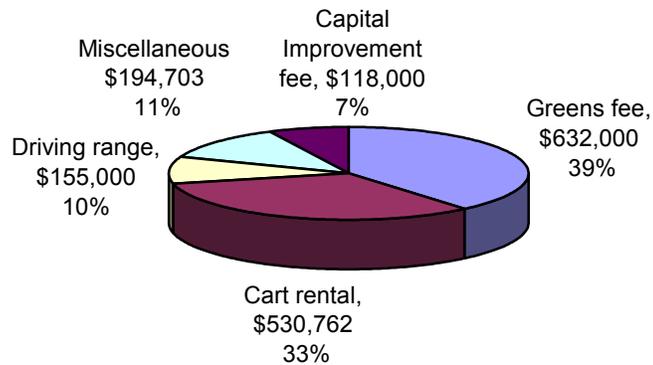
	Actual FY2008	YTD 3-31-09	Target FY2010
Course condition-survey rating of above average	91%	77%	85%
Net Revenue Per Round	\$25.39	\$26.88	\$26.88
Cost Per Round	\$25.52	\$25.91	\$25.73

## Golf Course Revenues

### Funding Sources

*Projected Revenues for FY2010:*

**\$1,630,465**



\*Miscellaneous revenue consists of: sales of lessons, pro shop merchandise, motel passes, concessions, utility cards and season passes.

# Parks & Recreation Department

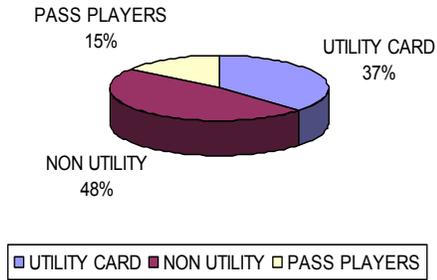
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## Golf Course (continued)

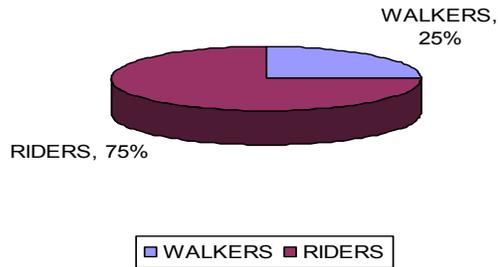
### Play Statistics

*These graphs show the composition of our players.*

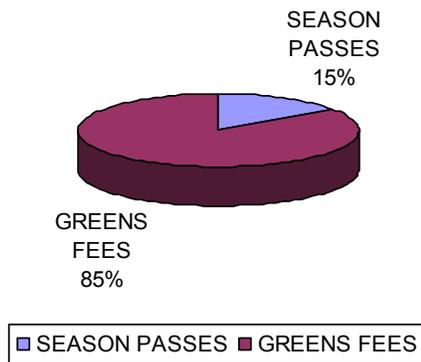
#### UTILITY CARD/PASS PLAYERS AND NON UTILITY PLAYERS



#### WALKERS AND RIDERS



#### SEASON PASSES AND GREENS FEES



# Parks & Recreation Department

## Golf Course (continued)

### Survey Results

*Customer Survey  
conducted April 2009.  
The results are directed  
at above average results.*

	Above Average	Satisfactory	Needs Improvement	No Opinion
Service inside Pro Shop?	75%	24%	1%	-
Service given by our Starters?	70%	27%	3%	-
How do you rate our overall service?	75%	24%	1%	-
Condition of our golf course?	18%	63%	19%	-
Restaurant Operation?	56%	20%	10%	14%
Menu Selection?	44%	25%	10%	21%

- **99%** Rate our *overall service* satisfactory to above average
- **81%** Rate our condition of the course satisfactory to above average
- **75%** Rate our *pro shop service* above average
- **76%** Rate our *overall restaurant operation* as satisfactory to above average
- **69%** Rate our *menu selection* as satisfactory to above average

# Parks & Recreation Department

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## Golf Course (concluded)

### Financial Summary

Resource Allocation	Actual FY2007	Revised Budget FY2008	Approved Budget FY2009	Increase (Decrease)	Percent Change
Personal Services	\$347,292	\$375,813	\$380,429	\$4,616	1.2
Operating Expenses	\$1,264,249	\$1,258,048	\$1,234,773	(\$23,275)	-1.9
Capital Outlay	(\$721)	\$ 11,000	-	(\$11,000)	-100.0
Transfer	-	-	-	-	-
<b>TOTAL</b>	<b>\$1,610,820</b>	<b>\$1,644,861</b>	<b>\$1,615,202</b>	<b>(\$29,659)</b>	<b>-1.8</b>

### Budget Issues

- ✓ Golf Course is operated as an enterprise fund and is intended to generate sufficient revenues to cover its operating costs.

### Maintenance Issues

- ✓ Golf Course Irrigation Main Line-replacement of rusting fittings that are failing: \$15,000
- ✓ Golf Course Greens Mower-replacement unit: \$24,000
- ✓ Brushes for greens mowers: \$4,400

# Parks & Recreation Department

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## Grounds Maintenance

### Division Objectives

*This division has moved the two part time secretary positions to Recreation Administration.*

The Grounds Maintenance Division is an internal service fund. The budget for this division is split between golf maintenance and grounds maintenance. This division is responsible for the maintenance and upkeep of the golf course, ball fields, parks, cemeteries, landscape, grounds and common areas. In addition, this division assists with construction projects and special events as needed.

Authorized Positions	FY2008	FY2009	FY2010
Grounds Maintenance Director	1	-*	-
Golf Course Superintendent	1	1	1
Maintenance Superintendent	1	1	1
Lead Equipment Mechanic	1	1	1
Crew Supervisor	2	2	2
Equipment Mechanic	1	1	1
Equipment Operator	2	2	2
Senior Secretary - part-time	1	1	-*
Secretar - part-time	1	1	-*
Mechanic Helper - part-time	1	1	1
Maintenance Workers I, II, III	8	7	7
Maintenance Workers I, II, III - part-time	4	4	4
<b>TOTAL</b>	<b>24</b>	<b>22</b>	<b>20</b>

*\*These positions were moved to the Recreation Administration Division.*

### Recent Accomplishments

- Started construction of Lee Kirkland Cemetery Cremation Garden.

# Parks & Recreation Department

## Grounds Maintenance (continued)

### Funding Sources

*Funds are provided by Internal Service Charges.*

### Grounds Maintenance Cost Allocation

General Non-Departmental-Latham Plaza, SeaWalk area, Cemeteries, Jax Drive, A1A South	3.6%	\$69,415
Cemeteries	7.7%	\$150,000
Parks & Recreation	35.3%	\$685,588
Streets	1.2%	\$22,879
Police	0.6%	\$10,937
Fire	0.7%	\$12,835
Convention Tax	4.1%	\$80,467
Stormwater	2.1%	\$40,959
Community Service	0.5%	\$9,152
O/M Facility	1.7%	\$33,816
Golf Course	42.5%	\$824,777
<b>TOTAL</b>	<b>100.0%</b>	<b>\$1,940,825</b>

### Financial Summary

*Budget reduction due to personnel and capital outlay reductions.*

### Tree Protection

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decr.)	Percent Change
Operating Expenses	\$1,011	\$10,030	\$10,030	-	-

### Grounds Maintenance

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decr.)	Percent Change
Personal Services	\$1,147,890	\$1,013,404	\$960,181	(\$53,223)	-5.3
Operating Expenses	\$876,760	\$965,567	\$918,744	(\$46,823)	-4.8
Capital Outlay	\$39,871	\$84,000	\$61,900	(\$22,100)	-26.3

# Parks & Recreation Department

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## Grounds Maintenance (continued)

### Goals for FY2010

TOTAL	\$ 2,064,521	\$2,062,971	\$1,940,825	(\$122,146)	-5.9
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Keep all facilities well maintained and free of trash and debris. Keeping facilities and equipment in good condition with fewer staff and smaller budgets will be the greatest challenge. The challenge can be met through the use of capable staff and efficient operating equipment.

### Budget Issues for FY2010

*Over the past decade, we have rebuilt existing facilities and added new facilities. It is critical that these facilities be properly maintained.*

- Equipment Replacement \$61,900:
  - 4-Wheel Drive Rotary Mower \$24,500
  - Infield Rake Machine \$ 9,000
  - Greens Mower \$24,000
  - Greens Mower Brushes \$ 4,400
- New areas, activities and buildings
  - South Beach Park – As activities increase, there will be a need for daily trash collection & maintenance.
  - A1A North Medians & Bulb-Outs
  - Cradle Creek
  - Penman Road at Beach Blvd. Median
  - Lee Kirkland Cemetery Cremation Garden
  - 4<sup>th</sup> Avenue South Landscape
  - 9<sup>th</sup> Street South Landscape
  - Dog Park

**Recent  
Accompli  
shments**



# Public Works



# Public Works Department

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## Organization

*The department staffs four operating divisions and one administration division.*

The Public Works Department manages the City’s drinking water system, sewage collection system, stormwater collection system, street & rights-of-way maintenance, traffic control, and garbage collection.

<b>Authorized Positions By Division</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>
Administration	5	5	5
Streets	19	18	18
Distribution & Collection	14	14	14
Pollution Control Plant	15	15	15
Water Plant	13	13	13
<b>TOTAL</b>	<b>66</b>	<b>65</b>	<b>65</b>

## Mission

*“We Make It So.”*

*To protect the health, safety and quality of life in our community by:*

- Providing safe drinking water in volumes necessary for fire suppression.
- Providing proper collection, treatment, disposal, and reuse of wastewater.
- Maintaining roadways and sidewalks in good repair with appropriate traffic control devices.
- Providing effective removal and treatment of stormwater runoff.
- Providing for the timely removal and disposal of garbage and recyclables.

# Public Works Department

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## Recent Accomplishments

- ✓ Rebuilt, improved, and enhanced city infrastructure supporting our citizens by:
  - Completed construction of:
    - Ocean Dr. Area Water, Sewer & Drainage Improvements Project
    - Penman Road Realignment Project
    - Lift Station 4 & 16<sup>th</sup> Ave. S. Intersection Improvements Project
    - South Beach Parkway Sidewalk Improvement Project
    - Beach Blvd. Water & Sewer Relocation Improvements Project
  - Completed design and/or began construction of water, sewer, stormwater, road, and/or streetscape improvements for:
    - 2<sup>nd</sup> St. N. Stormwater Collection and Treatment System Project
    - Golf Course Retention Pond Expansion Project
    - Wastewater Treatment Plant Improvements Project
    - 9<sup>th</sup> St. S. Road Corridor Improvements Project
- ✓ Installed and repaired 2,294 feet of School Safety & other sidewalks in various locations including 3<sup>rd</sup> Ave. S. from 3<sup>rd</sup> to 10<sup>th</sup> Sts., 9<sup>th</sup> Ave. N. from 4<sup>th</sup> to 6<sup>th</sup> Sts.
- ✓ Maintained high service levels for downtown/oceanfront cleaning, & garbage collection.
- ✓ Work/design progressing that will enhance infrastructure supporting citizens:
  - South Beach Area Infrastructure Improvements Master Plan Update
  - Reuse Master Plan Study
  - Downtown Infrastructure Improvements Project – Phase II (2<sup>nd</sup> Ave. S. to 6<sup>th</sup> Ave. S. and 3<sup>rd</sup> St. to Seawalk)
  - Avalon Subdivision Infrastructure Project

## Goals for FY2010

- Start/continue construction on:
  - Wastewater Treatment Plant Improvements Project
  - 9<sup>th</sup> St. S. Road Corridor Improvements Project (Beach Blvd. to Osceola Ave.)
  - Sewage Lift Station No. 3 Improvements Project. (4<sup>th</sup> St. S & 10<sup>th</sup> Ave.)
  - Downtown Infrastructure Improvements Project – Phase II (2<sup>nd</sup> Ave. S. to 6<sup>th</sup> Ave. S. and 3<sup>rd</sup> St. to seawalk)
  - Avalon Subdivision Infrastructure Project
- Complete construction of:
  - 2<sup>nd</sup> St. N. Stormwater Collection & Treatment System Project
  - SR A1A Streetscape and Landscape Project
  - Golf Course Retention Pond Expansion Project
- Maintain compliance for water, wastewater & stormwater federal permits.
- Keep Jacksonville Beach beautiful via the downtown & beach cleaning, garbage collection, dumpster enclosure, & sweeping programs. Increase sanitation rates as necessary to maintain high levels of service.
- Maintain performance measures as shown on the next page.

# Public Works Department

## Performance Measures

Outcomes	Level of Service	Actual 2008	As of 3-31-09	Target 2010
<b>Water Plant:</b>				
➤ Water safe for drinking	Achieve regulatory compliance for normal operating conditions	Yes	Yes	Yes
➤ Water volume & hydrants available for fire protection	Maintain unaccounted water usage below 15% of total produced	11.2%	10%	15%
	Replace 2,500 ft. of old 2" & larger galvanized & cast iron water mains	5,060	4,135	2,500
	Install/replace 150 water services	217	83	150
	Flush all fire hydrants	100%	7%	100%
<b>Pollution Control Plant:</b>				
➤ Keep our local waterways clean	Achieve regulatory compliance for normal operating conditions	Yes	Yes	Yes
➤ Preserve our local environment	Achieve minimum 85% removal of:			
	➤ Total Suspended Solids	98%	96%	85%
	➤ Biochemical Oxygen Demand	99%	99%	85%
	Clean 20,000 ft. sanitary/storm mains	54,790	51,972	20,000
	Refurbish sewage lift stations	1(#26)	1(#4)	2(#14, 3)
<b>Streets:</b>				
➤ Keep our streets well maintained for driving and free of trash	Seal coat/resurface 7 to 10 miles of road	3*	0*	7-10
	Sweep the downtown streets an average of 4 times per month	Yes	No**	Yes
➤ Keep our sidewalks well maintained for walking	Repair/construct 2,000 ft. of sidewalk	7,448	2,294	2,000
<b>Stormwater:</b>				
➤ Keep our drainage system well maintained	Achieve regulatory compliance for normal operating conditions	Yes	Yes	Yes
	Mow/clean 5,000 ft. of ditch	14,000	6,000	5,000
<b>Sanitation:</b>				
➤ Keep our city and beach clean	Recycle/mulch 25% of residential solid waste to reduce landfill impact	36.6%	35.1%	25%
	Clean the beach at least once per week by mechanical means	Yes	Yes	Yes
	Respond to garbage inquiries by 2 days & complete by next scheduled pickup	Yes	Yes	Yes

\* Target not met due to budget constraints.

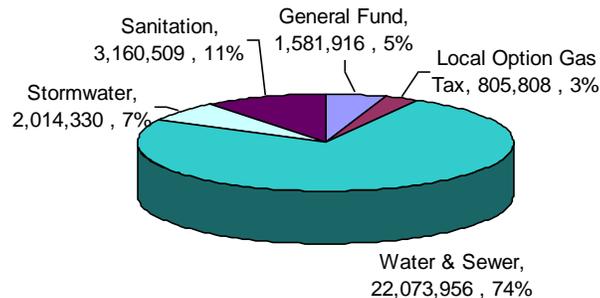
\*\* Target not met due to contractor termination. A street sweeper has been purchased and this work will be done in-house beginning in summer 2009.

# Public Works Department

## Sources of Funds

The Department of Public Works is funded by the operation of three enterprise utilities: Sanitation, Water & Sewer, and Stormwater. Funding also comes from the Local Option Gas Tax and the General Fund (Streets).

**Public Works Funding Sources**



## Financial Summary

Public Works' budget for FY2010 is \$29,636,519.

In both 2009 and 2010, the capital outlay budget is primarily for the Wastewater Treatment Plant Improvements Project.

Operating expenses may increase at midyear due to CPI & fuel increases for sanitation & other continuing service contracts.

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$3,640,207	\$3,911,009	\$3,919,136	\$8,127	0.2
Operating Expenses	\$8,271,467	\$8,938,047	\$8,431,626	(\$506,421)	-5.7
Capital Outlay	\$2,607,446	\$10,817,885	\$14,461,999	\$3,644,114	33.7
Debt Service	\$2,439,970	\$2,446,754	\$2,451,758	\$5,004	0.2
Transfers	\$372,000	\$372,000	\$372,000	--	0.0
<b>TOTAL</b>	<b>\$17,331,090</b>	<b>\$26,485,695</b>	<b>\$29,636,519</b>	<b>\$3,150,824</b>	<b>11.9</b>

## Budget Issues & Uncertainties

Utility rate increases will be necessary due to the continuing rise in construction costs, declining per capita water usage, rates not changing for 19 years (stormwater) & 16 years (sanitation), and the financial burden of federal/state mandates to remove nitrogen.

- Mandated costs to upgrade wastewater/stormwater facilities to meet the St. John's River Total Maximum Daily Load (TMDL) nutrient limits.
- Utility rate increases are vital to meet rising costs, unfunded mandates tied to NPDES permits, and to continue replacing aging, deteriorated & undersized infrastructure.
- Annual 5% increases for water & sewer utility are programmed through 2010, with automatic CPI increases thereafter. Stormwater utility rates were first set in 1990 and the last garbage utility rate increase was in 1993.
- Average monthly construction costs increases are averaging 2% nationally. The demand for and cost of petroleum & petroleum-based materials are anticipated to start climbing again as the economy turns around.
- Reduced property taxes dictated by the state legislature significantly impacting service levels for core mission work such as maintenance of roads, curbing, sidewalks & other related public infrastructure.

# Public Works Department

## Division Organization

## Administration Division

The Administration Division provides upper level management and supervision to optimize the performance of the various funds and the operating divisions.

Authorized Positions	FY2008	FY2009	FY2010
Public Works Director	1	1	1
City Engineer	1	1	1
Administrative Secretary	1	1	1
Construction Project Mgr.	1	1	1
Construction Inspector (part-time)	1	1	1
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Division Mission

*To protect public health, safety and quality of life through the delivery of Public Works services.*

## Division Objectives

- Implement departmental business plan.
- Implement capital projects as scheduled.
- Effectively address all customer service requests.

## Division Funding Sources & Budget

The operations & programs administered by the Administration Division are funded by the Water & Sewer Enterprise Utility, the Stormwater Enterprise Utility, the Sanitation Enterprise Utility, the Local Option Gas Tax, and the General Fund (Streets).

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$174,182	\$131,674	\$133,013	\$1,339	1.0
Operating Expenses	\$1,197,471	\$1,308,131	\$1,172,360	(\$135,771)	-10.4
Capital Outlay	\$410,568	\$8,475,871	\$12,488,499	\$4,012,628	47.3
Debt Service	\$1,988,221	\$1,990,080	\$1,995,336	\$5,256	0.3
<b>TOTAL</b>	<b>\$3,770,442</b>	<b>\$11,905,756</b>	<b>\$15,789,208</b>	<b>\$3,883,452</b>	<b>32.6</b>

*Capital Outlay (construction) in both 2009 and 2010 is for the Wastewater Treatment Plant Improvements Project.*

# Public Works Department

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## Division Organization

*The division maintains and rebuilds water & sewer mains.*

## Distribution & Collection Division

The Distribution & Collection Division maintains 108 miles of water mains, 84 miles of sewer mains, 16 miles of force mains, 1,698 sewer manholes, 849 fire hydrants, 10,275 water services and 8,739 sewer services.

Authorized Positions	FY2008	FY2009	FY2010
Distribution & Collection Superintendent	1	1	1
General Supervisor	1	1	1
Crew Supervisor	3	3	3
Equipment Operator	1	1	1
Utility Service Worker I, II, III	8	8	8
<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>14</b>

## Division Mission

*To protect the public health by providing clean drinking water with adequate pressure and volume, and to maintain sewer lines.*

## Division Objectives

- Replace 2,500 feet of old deteriorated water mains.
- Clean 20,000 feet of sanitary and storm mains.
- Reline, on average, 5 sewer manholes.
- Flush 100% of fire hydrants annually.
- Exercise valves in the water distribution system.

## Division Funding Sources

The operations and programs of the Distribution & Collection Division are funded by the Water & Sewer Enterprise Utility.

# Public Works Department

## Distribution & Collection Division

### Division Budget FY2010

<i>Operating Expenses (design) &amp; Capital Outlay decreased due to 2009 utilities replacement projects underway / completed such as for areas - Ocean Dr; 5<sup>th</sup> St. N.; Arden Way; LS 4 &amp; 16<sup>th</sup> Ave. S. Intersection.</i>	<b>Resource Allocation</b>	<b>Actual Budget FY2008</b>	<b>Revised Budget FY2009</b>	<b>Approved Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>% Change</b>
	Personal Services	\$641,988	\$772,664	\$777,858	\$5,194	0.7
	Operating Expenses	\$366,298	\$553,824	\$453,350	(\$100,474)	-18.1
	Capital Outlay	\$1,163,736	\$607,020	\$212,500	(\$394,520)	-65.0
	<b>TOTAL</b>	<b>\$2,172,022</b>	<b>\$1,933,508</b>	<b>\$1,443,708</b>	<b>(\$489,800)</b>	<b>-25.3</b>

### Division Budget Issues FY2010

#### *Capital Outlay*

- Funding \$30,000 to replace a 1998 Ford F700 2-ton truck with utility body.
- Funding \$60,000 to design water distribution improvements along 2<sup>nd</sup> Ave. N. from 4<sup>th</sup> St. to Palm Tree.
- Funding \$100,000 for other water/sewer rehabilitation.

#### *Operating Expenses*

- Funding \$45,000 for sewer pipe cleaning and other contractual services.

# Public Works Department

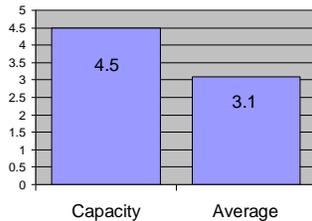
## Pollution Control Division

### Division Organization

*The division operates and maintains the sewage treatment facilities and pump stations.*

The Pollution Control Division operates and maintains the wastewater transmission system of 38 sewage pump stations, the 4.5 million gallons per day (MGD) sewage treatment facility, and the 0.5 MGD wastewater reclamation facility.

Daily Wastewater Treatment  
(million gallons per day)



Authorized Positions	FY2008	FY2009	FY2010
Utility Plant Supervisor	1	1	1
Utility Plant Maintenance Supervisor	1	1	1
Operations/Training Specialist	1	1	1
Utility Plant Operator	6	6	6
Senior Lift Station Mechanic	1	1	1
Lift Station Mechanic	2	2	2
Utility Plant Mechanic	2	2	2
Instrumentation Technician	1	1	1
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>15</b>

### Division Mission

*To protect public health and the environment through the proper treatment, disposal, and reclamation of wastewater.*

### Division Objectives

- Maintain local, state, and federal regulatory compliance.
- Conserve drinking water by providing quality reclaimed water for irrigation of the Golf Course, the Wingate Sports Complex, the Operations and Maintenance Facility, the Police Station, Penman Alignment Area, and Lee Kirkland Cemetery.
- Achieve a minimum 85% removal of total suspended solids and biochemical oxygen demand.
- Construct the Wastewater Treatment Facilities Improvements Project (10<sup>th</sup> St. S./10<sup>th</sup> Ave.) to remove nitrogen from its effluent flowing to the St. Johns River.

# Public Works Department

## Pollution Control Division

### Division Funding Sources

The operations and programs of the Pollution Control Division are funded by the Water & Sewer Enterprise Utility.

### Division Budget FY2010

*Capital Outlay increased due to expected start of construction of Lift Station #3 Improvements*

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$886,326	\$981,797	\$998,511	\$16,714	1.7
Operating Expenses	\$1,172,683	\$1,597,569	\$1,578,090	(\$19,479)	-1.2
Capital Outlay	\$583,190	\$798,418	\$900,000	\$101,582	12.7
<b>TOTAL</b>	<b>\$2,642,199</b>	<b>\$3,377,784</b>	<b>\$3,476,601</b>	<b>\$98,817</b>	<b>2.9</b>

### Division Budget Issues FY2010

*Capital Outlay*

*W&S Admin Capital Outlay*

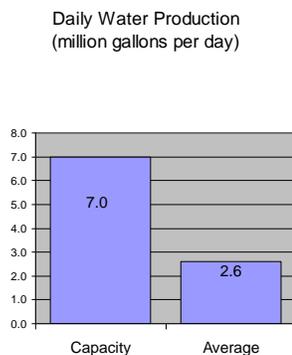
- Funding \$900,000 for Lift Station #3 Improvements Project (4<sup>th</sup> St. S at 10<sup>th</sup> Ave.). Lift Station #3 Project is a sub-project to the Wastewater Treatment Plant Improvements Project and must be completed as the improved wastewater treatment facilities come on line.
- Construction is underway for the Wastewater Treatment Plant Improvements Project at a cost over \$21 million.
  - The U.S. Environmental Protection Agency and the Florida Department of Environmental Protection mandated that the City remove most of the nitrogen from its wastewater and stormwater, which ultimately flow to the St. Johns River. The federal/state mandates are based on the Total Maximum Daily Load for Nitrogen established for the St. Johns River and the fact that the City's wastewater & stormwater flows to the river are governed / permitted through National Pollutant Discharge Elimination System federal permits managed by the State of Florida.
  - Scheduling of other needed water/sewer/stormwater capital projects has experienced delays because of this project.
- Concerns/uncertainty about increasing federal/state environmental oversight/monitoring/regulation on effluent concentrations (such as for copper, cyanide, phosphorous & others identified in the future) will impact effluent discharge permit limits, which may significantly increase future capital & operational costs.

### Uncertainty

# Public Works Department

## Division Organization

*The division operates and maintains the City's drinking water production facilities and stormwater treatment facilities.*



## Water Plant Division

The Water Plant Division operates and maintains the City's water system that consists of 6 wells, 2 water production facilities, and 3 ground and 2 elevated water storage tanks. The water system has a total capacity to produce 7.0 million gallons of water daily. This division also operates and maintains the stormwater treatment facilities for the City consisting of 2 stormwater stilling basins, the downtown underground stormwater collection vault, and 6 stormwater pump stations.

Authorized Positions	FY2008	FY2009	FY2010
Utility Plant Supervisor	1	1	1
Utility Plant Maintenance Supervisor	1	1	1
Operations/Training Specialist	1	1	1
Utility Plant Operator	6	6	6
Utility Plant Mechanic	2	2	2
Plant Maintenance Helper	2	2	2
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>

## Division Mission

*To provide safe drinking water in volumes and pressures sufficient for effective fire suppression; and by operating and maintaining stormwater treatment facilities to improve the quality of receiving waters.*

## Division Objectives

- Maintain local, state, and federal regulatory compliance.
- Treat, store, and protect nearly 1 billion gallons of drinking water annually. Make available quantities of water needed for fire protection.

# Public Works Department

## Division Funding Sources

## Water Plant Division

The operations and programs of the Water Plant Division are funded by the Water & Sewer Enterprise Utility.

## Division Budget FY2010

*Operating Expenses decreased with 2009 completion of major resurfacing maintenance of Water Plant #1 ground storage tank's north cell and of telemetry radio card replacements*

*Capital Outlay decreased due to 2009 purchase of a replacement truck.*

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$756,442	\$803,131	\$805,069	\$1,938	0.2
Operating Expenses	\$823,406	\$676,829	\$559,370	(\$117,459)	-17.4
Capital Outlay	\$74,219	\$39,792	--	(\$39,792)	-100.0
<b>TOTAL</b>	<b>\$1,654,067</b>	<b>\$1,519,752</b>	<b>\$1,364,439</b>	<b>(\$155,313)</b>	<b>-10.2</b>

## Division Budget Issues FY2010

- St. Johns River Water Management District is developing its Water Supply Assessment 2008. The draft assessment currently shows Northeast Florida as a Priority Water Resource Caution Area (PWRCA) for the next 20-year planning horizon for water supply needs versus water resources, which will be incorporated into the 2010 District Water Supply Plan. This water supply plan will impact the City's next Water Consumptive Use Permit to withdraw raw water from the Floridian Aquifer and may result in significant unfunded mandates.

### *Operating Expenses*

- Funding \$12,000 for ground storage tank inspections.
- Funding \$33,500 in mandatory laboratory testing.
- Funding \$51,150 for annual elevated tank maintenance program.

# Public Works Department

## Division Organization

*The division maintains the streets, rights-of-way, sidewalks, and drainage collection system; and manages garbage collection.*

## Streets Division

The Streets Division of Public Works maintains the City's roadways, traffic control signage and markings, sidewalks, and stormwater collection system. These networks consist of 88 road miles including curbs and gutters, 31.4 miles of sidewalks, 3.5 miles of stormwater force main, and 2.1 miles of drainage channels.

Authorized Positions	FY2008	FY2009	FY2010
Streets Superintendent	1	1	1
General Supervisor	1	1	1
Sanitation Supervisor	1	1	1
Crew Supervisor	2	2	2
Heavy Equipment Operator	1	1	1
Equipment Operator	4	4	4
Engineering Technician	1	1	1
Sign Maintenance Technician	1	1	1
Maintenance Worker I, II, III	6	5	5
Senior Secretary	1	1	1
<b>TOTAL</b>	<b>19</b>	<b>18</b>	<b>18</b>

## Division Mission

*"We Make It So"*

*To provide safe, well maintained road systems and an effective stormwater drainage system.*

## Division Objectives

- Seal coat or resurface 7 to 10 miles of roads annually.
- Repair & maintain stormwater drainage system.
- Install and maintain traffic and pedestrian control signage and markings.
- Maintain pedestrian safe sidewalks. Repair or construct 2,000 feet of sidewalk. Continue School Safety Sidewalk Master Plan.
- Maintain community environment by collecting garbage and supporting special events.

## Division Funding Sources

The operations and programs of the Streets Division are funded by the General Fund, the Local Option Gas Tax, the Stormwater Utility, and the Sanitation Utility.

# Public Works Department

## Division Budget FY2010

## Streets Division

*Capital Outlay increased with the budget to purchase 2 replacement trucks.*

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$940,599	\$916,781	\$896,891	(\$19,890)	-2.2
Operating Expenses	\$482,672	\$617,388	\$629,025	\$11,637	1.9
Capital Outlay	\$24,156	\$24,626	\$56,000	\$31,374	127.4
<b>TOTAL</b>	<b>\$1,447,427</b>	<b>\$1,558,795</b>	<b>\$1,581,916</b>	<b>\$23,121</b>	<b>1.5</b>

*LOGT Operating Expenses decreased with reduction of budgets and expending of previous year encumbered funds for roadway/stripping/sidewalk maintenance*

## Local Option Gas Tax

*LOGT Capital Outlay decreased due to 2009 roadway work done in the LS 4/16<sup>th</sup> Ave. S. Project*

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$13,143	\$12,848	\$12,808	(\$40)	-0.3
Operating Expenses	\$731,325	\$609,576	\$421,000	(\$188,576)	-30.9
Capital Outlay	\$156,867	\$74,991	--	(\$74,991)	-100.0
Transfers	\$372,000	\$372,000	\$372,000	--	0.0
<b>TOTAL</b>	<b>\$1,273,335</b>	<b>\$1,069,415</b>	<b>\$805,808</b>	<b>(\$263,607)</b>	<b>-24.6</b>

## Division Budget Issues FY2010

*Gas Tax Transfers*

*Gas Tax Operating Expenses*

*Half Cent Sales Tax*

*General Fund Capital*

*General Fund & Local Option Gas Tax future budget reductions*

- Funding transfers of \$372,000 from Local Option Gas Tax for Streets Division wages.
- Funding \$370,000 for roadway maintenance program and \$50,000 to repair sidewalks.
- Funding \$50,000 for the school & safety sidewalk program with priority on installing sidewalk along 4<sup>th</sup> Ave. N.
- Funding \$56,000 to replace 2 Dodge 2500 trucks.
- Reducing future budgets for General Fund & Local Option Gas Tax Fund must continue to focus on core missions of maintenance of streets, sidewalks, traffic control signage, and drainage systems. This is especially true when budget cuts are coupled with increasing costs of goods and services, and increasing wage pressures to retain our best people.

# Public Works Department

## Stormwater Utility Program

### Organization

The Stormwater Utility accrues funding to operate, maintain & improve the stormwater collection & treatment infrastructure.

### Mission

*To protect the environment and the public from stormwater damage by funding the operation, maintenance, and improvement of the stormwater collection & treatment infrastructure system.*

### Program Objectives

➤ Operate & maintain the stormwater collection & treatment infrastructure. Reduce localized flooding. Protect environmentally sensitive waters by performing effective stormwater management.

### Program Funding Sources

➤ Construct localized drainage improvement projects.

The Stormwater Enterprise Utility funds the program.

### Program Budget FY2010

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$117,652	\$157,847	\$159,791	\$1,944	1.2
Operating Expenses	\$427,538	\$569,648	\$593,117	\$23,469	4.1
Capital Outlay	\$194,710	\$795,367	\$805,000	\$9,633	1.2
Debt Service	\$451,749	\$456,674	\$456,422	(\$252)	-0.1
<b>TOTAL</b>	<b>\$1,191,649</b>	<b>\$1,979,536</b>	<b>\$2,014,330</b>	<b>\$34,794</b>	<b>1.8</b>

### Program Budget Issues FY2010

- Stormwater utility rate fee was set 19 years ago; new projects must be delayed due to severe funding constraints.
- Funding \$355,000 of improvements to Central/South Retention Facilities.
- Funding \$450,000 for study/design of major stormwater improvement/repair/replacement projects – Lake Mildred area, Ocean Forest area, Constitution Cove area, 4<sup>th</sup> St. S.
- Funding \$133,474 for stormwater pipe & vault cleaning services, \$28,500 for drainage system repairs and \$35,000 for erosion control repairs.
- Funding \$21,000 for stormwater analysis as part of the NPDES Monitoring Plan.
- Continued construction of 2nd St. N. Drainage Improvements Project with funding from the Downtown Redevelopment Fund, a federal matching grant, a state stormwater matching grant, and other city funds as may be necessary.

#### Capital Outlay

#### Operating Expenses

#### Downtown Redevelopment Fund

# Public Works Department

## Sanitation Utility Program

### Program Organization

The Sanitation Utility provides funding for the timely removal and disposal of garbage & recyclables throughout the City.

### Program Mission

*To keep the community clean and free of garbage by providing for the systematic collection, transportation, and disposal of garbage, yard waste, and recyclables.*

### Program Objectives

- Collect garbage, yard waste, and recyclables from residential customers via weekly curbside service.
- Collect garbage from commercial customers via dumpster and compactor service on a weekly routine basis.
- Keep Jacksonville Beach beautiful through the oceanfront and downtown cleaning and street sweeping programs.

### Program Funding Sources

The Sanitation Enterprise Utility funds the program.

### Program Budget FY2010

*Operating expenses increased for expected increases in the garbage collection contract due to CPI and fuel.*

Resource Allocation	Actual Budget FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$109,875	\$134,267	\$135,195	\$928	0.7
Operating Expenses	\$3,070,074	\$3,005,082	\$3,025,314	\$20,232	0.7
Capital Outlay	-	\$1,800	-	(\$1,800)	-100.0
<b>TOTAL</b>	<b>\$3,179,949</b>	<b>\$3,141,149</b>	<b>\$3,160,509</b>	<b>\$19,360</b>	<b>0.6</b>

### Program Budget Issues FY2010

#### *Operating Expenses*

- CPI garbage contract increase is considered in December and will be included in mid-year budget adjustment. Also, fuel cost increases are considered in bi-annual fuel cost adjustments and will be added at mid-year and year-end accordingly.
- Increase in garbage rates may be necessary within 5 years to mitigate impact of rising fuel and service costs.



# Police



# Police Department

Organization	Authorized Positions	FY2008	FY2009	FY2010
<i>The police department provides law enforcement services to all citizens who live, work, or visit in Jacksonville Beach.</i>	<b>Police</b>			
	Chief of Police	1	1	1
	Commander	3	3	3
	Sergeant/Corporal	17	17	17
	Patrol Officer/Detective	40	40	40
	Police Total	61	61	61
	<b>Civilian</b>			
	Accreditation Manager	1	1	1
	Communications Supervisor	1	1	1
	Communications Officer	12	11	11
	Records Supervisor	1	1	1
	Records Specialist	3	2	2
	Records Specialist - part-time	1	1	1
	Community Service Officer	2	1	1
	Secretary	4	4	4
	Property/Evidence Officer	1	1	1
	Property/Evidence Officer - part-time	1	1	1
	Animal Control Officer	1	1	1
	School Crossing Guard - part-time	8	8	8
	Volunteer Coordinator - part-time	1	1	1*
Civilian Total	37	34	34	
<b>Total Full-time</b>	<b>87</b>	<b>84</b>	<b>84</b>	
<b>Total Part-time</b>	<b>11</b>	<b>11</b>	<b>11</b>	
<b>TOTAL POSITIONS</b>	<b>98</b>	<b>95</b>	<b>95</b>	

## Mission Statement

*Working with Citizens for a Safe Community*

*\*The Police Volunteer Coordinator oversees volunteer activities of the Citizen Police Academy Alumni Association and Citizens On Patrol volunteers. The position is funded by the Law Enforcement Trust Fund.*

## Police Department Function & Structure

The Police Department has two primary duties to the citizens of Jacksonville Beach:

- Implement enforcement and crime prevention strategies designed to reduce criminal activities and thus make the city safer for all citizens who live, work, or visit in Jacksonville Beach; and
- Implement strategies that will make citizens feel safe in the community.

A low crime rate is not enough; citizens must believe they can move about the city freely without fear of becoming victims of crime.

When crimes occur, citizens expect the Police Department to solve them and thus prevent additional criminal activities. However, the Police Department is only one part of the criminal

# Police Department

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## Function & Structure (Continued)

justice system. Many factors impact the crime rate in a city. For instance, while the Police respond to reported crimes and make arrests, the State Attorney decides whether to prosecute, and judges and juries decide guilt or innocence. Population demographics, the unemployment rate, and the state of the economy also contribute significantly to the level of criminal activity in the community.

## Professional Standing

*The police department was initially accredited in 1995 by the national Commission on Accreditation for Law Enforcement Agencies. Since then, the department has continued to meet the stringent standards required to maintain accredited status.*

Because of its easy accessibility and substantial free parking, Jacksonville Beach is the primary beach community in the Jacksonville metropolitan area. Consequently, it becomes more difficult for the Police Department to keep citizens safe, especially on weekends, holidays, and during special events when the city is overflowing with visitors. In addition, homeless people who commit crimes and are arrested multiple times create a strain on the resources of the Police Department.

To address these problems, the Police Department has responded with many innovative programs. Those include both the Downtown CAPE and South Pablo Beach CAPE community policing programs, the Community Response Team, and specialized DUI and traffic enforcement programs. Details of these and other policing programs created specifically for the community are provided in this business plan.

## Patrol Division/Costs

The Police Patrol Division responded to **38,944** calls for service in calendar year 2008. Due to the nature of many of those calls, at least two officers were needed, resulting in **57,864** officer responses; all this in a city with a permanent population of approximately 23,000 citizens. Many service calls are generated by non-residents who come to Jacksonville Beach to visit the beach, shops, restaurants, and night clubs.

The Patrol Division has the largest complement of police personnel (40 full-time positions), since most calls for service are handled at that level. Officers are split evenly into two patrol groups. Each group alternates working five 10-hour shifts followed by four days off. The groups overlap four days each month, allowing time for ongoing professional development and training.

FY2010 estimated budget for the Patrol Division, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$3,908,329.**

# Police Department

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## Detective Division/Costs

### General Investigations Team

The General Investigations Team is comprised of one detective sergeant, one corporal, three detectives, a School Resource Officer (SRO), and a senior secretary. Detectives assigned to this team investigate crimes that require substantial commitments of time to complete, including theft, burglary, robbery, and murder. The School Resource Officer is assigned to Fletcher Middle School to provide on-campus security. The Duval County School Board reimburses the City approximately two-thirds (**\$42,924**) of the cost to provide a School Resource Officer, based upon a salary rate of **\$48,784** and benefits of **\$11,717**. The senior secretary performs typical secretarial duties as well as crime analysis.

FY2010 estimated budget for the General Investigations Team, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$743,910**. [NOTE: Funding for the School Resource Officer is included in this total.]

### Community Response Team

The Community Response Team is comprised of one detective sergeant, one corporal, and four detectives. This team of detectives addresses special problems such as illegal drugs, vice, aggressive panhandling, and serial crimes like armed robberies, smash-and-grab burglaries, etc. that fall outside the realm of traditional investigative and patrol duties.

FY2010 estimated budget for the Community Response Team, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$544,587**.

## Specialized Units/Costs

### Community Assisted Policing Effort (CAPE) Program

CAPE is a community policing project located in the Pablo Beach, South neighborhood. The officer assigned to CAPE patrols the neighborhood in a marked patrol vehicle as well as on bicycle and on foot. Working closely with employees at the City's Carver Center, the officer addresses crime problems and quality-of-life issues within the accepted practices of the community policing model. A part-time CAPE Community Service Officer works with Carver Center personnel to provide crime prevention and community relations services for parents and children living in the Pablo Beach, South neighborhood. The

# Police Department

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## Specialized Units/Costs (Continued)

Community Development Block Grant will reimburse the City **\$71,957** to offset, but not totally fund, the full-time and part-time positions. Additional costs will be covered in the Detective Division budget and the Part-Time Police Officer budget.

FY2010 estimated budget for the CAPE Program, including salaries, benefits, operating supplies, and overtime: **\$83,615.**

### Traffic Unit

The unit is staffed by three patrol officers who conduct both routine and directed traffic enforcement, traffic surveys, and participate in special details such as DUI checkpoints and the selective traffic enforcement program.

FY2010 estimated budget for the Traffic Unit, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$222,866.**  
[NOTE: Funding for the Traffic Unit is included in the Patrol Division total.]

### Downtown CAPE Program

The Jacksonville Beach Community Redevelopment Agency (CRA) provides funding for four police officers for a downtown community policing program known as Downtown CAPE. The officers patrol the core downtown area, pier parking lot, and the beachfront on foot, bicycles, Segways, and vehicles. They interact closely with business people, residents of the downtown area, and visitors, as they focus on issues of public safety and quality-of-life crimes. The CRA also provides funding for additional officers working in an overtime capacity during peak workload times.

FY2010 estimated budget for the Downtown CAPE Program including salaries and benefits, overtime, equipment, operating costs, supplies, etc.: **\$398,685.**

# Police Department

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## Recent Accomplishments

- ☑ Conducted 17 community-relations programs directly impacting 1,227 citizens; e.g., firearms safety, bicycle safety, Neighborhood Watch, DUI prevention, etc.
- ☑ Removed 212 drunk drivers from the roadways, making Jacksonville Beach safer for vehicles, bicyclists, and pedestrians.
- ☑ Completed Citizen Police Academy classes XXI and XXII, achieving high approval ratings. Through 22 academies, 628 citizens have gained a better understanding of law enforcement and the Jacksonville Beach Police Department.
- ☑ Benefited from Citizen Police Academy Alumni Association members, who volunteered 8,067 hours assisting the department in its mission.
- ☑ Continued and expanded the Citizens On Patrol (COP) Program. Graduates of the COP Training Academy assist the Patrol Division with traffic direction, property checks, neighborhood notifications of sex offenders, and completing reports of minor offenses such as gas drive offs, etc.
- ☑ Sponsored the annual Kids Fishing Rodeo in May 2009. Approximately 1,800 children and parents attended.
- ☑ Completed four Drug Abuse Resistance Education courses with 95% overall approval ratings from students, parents, and teachers.

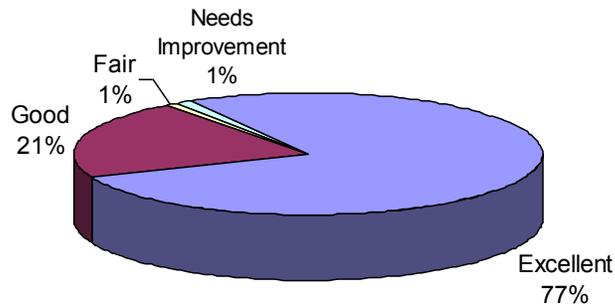
# Police Department

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## Customer Service Surveys

*Each quarter, the police department conducts a random survey of citizens who have encountered a member of the department within the preceding three months. The survey asks respondents to rate the employee's professionalism and helpfulness to the citizen during the encounter.*

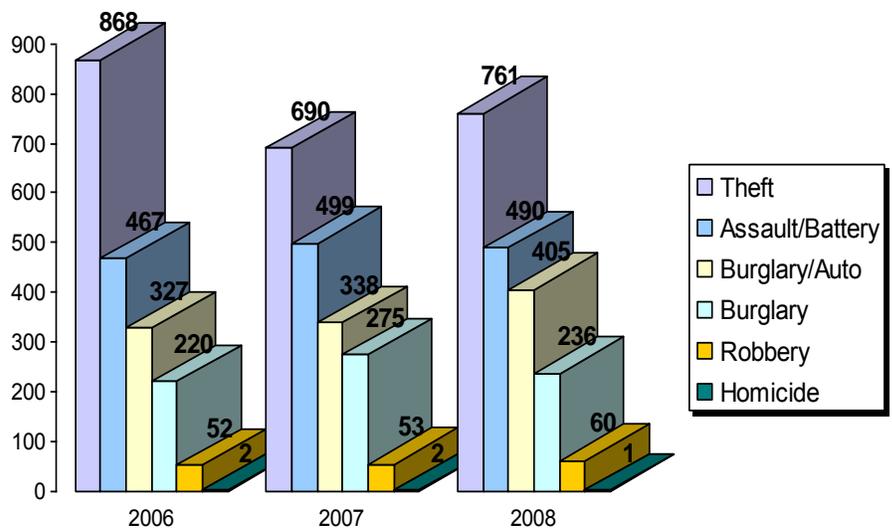
**2008 Quarterly Customer Service Survey Results**



## Crime Prevention Services

*The Police Department provides crime prevention services designed to make the community safer. Those services include Neighborhood Watch, sex offender and sexual predator neighborhood notifications, robbery prevention seminars, and personal, business, and home safety classes, among many others.*

**Selected Crime Statistics: 2006-2008**



# Police Department

## Goals for FY2010

Outcomes	Performance Measure	Actual FY2008	FYTD through 3/31/09	Target FY2010
<i>Continually seek new and better methods to <b>improve citizens' safety.</b></i>	Maintain four minute or less average response time to emergency calls	3.01 minutes	2.95 minutes	4.00 minutes
	Maintain six minute or less average response time to non-emergency calls	3.75 minutes	2.99 minutes	6.00 minutes
	Continue strict enforcement of DUI laws to improve safety of city roadways	212 arrests	80 arrests	150 arrests
	Conduct quarterly neighborhood notifications of sex offenders and sexual predators living in the city	4	2	4
	Notify local residents, schools, and day care facilities within 48 hours of a sexual predator moving into a neighborhood	Yes	Yes	Yes
	Conduct strict enforcement task forces in the CAPE neighborhood	12	0	10
<i>Maintain strong partnerships with citizens to improve public safety.</i>	Complete two Citizen Police Academy classes with a positive rating of 95% or higher	100%	100%	100%
	Continue crime prevention and youth-oriented services offered through the CAPE program	Yes	Yes	Yes
	Complete one Youth Police Academy with a positive participant rating of at least 95%	Yes	Yes	Yes
	Number of participants in the annual "Kids Fishing Rodeo"	2,100	1,800	1,200
	Involve CPA Alumni Association members in ten community relations and crime prevention programs	12	8	10
	Use Citizens On Patrol (COP) volunteers to enhance services	Yes	Yes	Yes
<i>Develop professional employees through competent hiring practices, ongoing training and career development.</i>	Continue emphasis on career development through training	8,284 hours	3,524 hours	7,500 hours
	Attend five job fairs to expand the pool of exceptional candidates for employment	6	3	5
	Number of years accredited through the national Commission on Accreditation for Law Enforcement Agencies (CALEA)	13	14	15
<i>Continue the strong commitment to outstanding customer service.</i>	Achieve positive ratings of 90% or higher on quarterly customer service surveys	99%	100%	90%
	Conduct triennial citywide customer service survey; Achieve overall positive rating of 90% or higher	NA	NA	90%

# Police Department

## Financial Summary

*Overall budget increase is due to anticipated wage and increased pension costs.*

	General Fund				
	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase/ Decrease	% Change
Personal Services	\$5,878,226	\$6,279,029	\$6,453,964	\$174,935	2.8
Operating Expenses	\$1,251,717	\$1,445,355	\$1,398,640	(\$46,715)	-3.2
Capital Outlay	\$230,165	\$253,456	\$185,000	(\$68,456)	-27.0
<b>TOTAL</b>	<b>\$7,360,108</b>	<b>\$7,977,840</b>	<b>\$8,037,604</b>	<b>\$59,764</b>	<b>0.7</b>

*The primary special revenue sources for FY2010 are the Justice Assistance Grants and the Community Redevelopment Agency.*

## Special Revenue Funds

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase/ Decrease	% Change
Personal Services	\$225,079	\$381,066	\$361,884	(\$19,182)	-6.0
Operating Expenses	\$19,264	\$174,491	\$174,491	-	0.0
Capital Outlay	\$48,679	\$45,236	\$22,223	(\$23,013)	-50.9
Transfers	\$120,000	\$40,000	\$73,981	\$33,981	85.0
<b>TOTAL</b>	<b>\$413,022</b>	<b>\$640,793</b>	<b>\$632,579</b>	<b>(\$8,214)</b>	<b>-1.3</b>

## Additional Revenue Sources

*Additional funding sources are from grants, contractual agreements and dedicated funding sources established by Florida Statutes.*

Other Funding Source	Use	FY2009 Budget	FY2010 Budget
Community Development Block Grant (Federal)	CAPE Program in Pablo Beach, South Neighborhood	\$63,633	\$71,957
Duval County School Board (County)	School Resource Officer (2/3 Funding)	\$45,000	\$45,000
<b>Total-General Fund</b>		<b>\$108,633</b>	<b>\$116,957</b>
Community Redevelopment Agency	Funding for four Downtown CAPE Officers, operating supplies, and overtime	\$428,049	\$402,271
Law Enforcement Trust Fund (State)	Equipment Grant Matches and Crime Prevention Programs	\$82,744	\$66,327
Equitable Sharing Fund (Federal)	Same as Above	\$50,000	\$50,000
Court Costs Training Fund (State)	Employee Training	\$40,000	\$40,000
Justice Assistance Grant (State)	Partial Community Response Team funding	\$40,000	\$0
Justice Assistance Grant/Byrne (Local)	Partial funding for radio system upgrades	\$0	\$73,981
<b>Budgeted Special Revenue Funds</b>		<b>\$640,793</b>	<b>\$632,579</b>
Justice Assistance Grant (State)	Partial Community Response Team funding; equipment purchases and upgrades	N/A	\$263,557*
<b>Estimated Total-Special Revenue Funds</b>		<b>\$640,793</b>	<b>\$896,136</b>

\*The city has applied for this grant. The grant is not included in the approved budget. The budget will be adjusted upon receipt of formal notification of grant award.

# Police Department

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## Budget Issues

### Equipment

**Computers:** Ten replacement computers are needed in FY2010; specifically, five laptops (unit cost - **\$3,500**) for new patrol vehicles, and five replacement laptops for current patrol vehicles. Total Cost: **\$35,000**.

**Vehicle Replacement:** Historically, the Police Department has replaced **six patrol vehicles** each fiscal year to keep the fleet operating at acceptable cost and performance levels. The City Council has authorized **\$150,000** each fiscal year to cover the cost of the vehicles and associated equipment. Unit price increases will limit the replacement complement of patrol vehicles to five in FY2010. (Cost of a laptop computer for each vehicle is totaled separately – see **Computers** above.).

One detective vehicle is also slated for replacement (unit cost - **\$20,000**). Total cost for all vehicles: **\$150,000**.

**Part-time Police Program:** These part-time police officers augment services of the Patrol Division and are an excellent resource at a relatively low cost. Currently, one part-time police officer is employed in this capacity, and efforts are ongoing to increase that number. Recommended funding level for FY2010: **\$50,604**.

## JUSTICE ASSISTANCE GRANTS

*A final decision by the U. S. Department of Justice as to the amount of funds for FY2010 grants is pending. This grant information is provided for information only at this time.*

**Justice Assistance Grant/Byrne (Local):** This grant is earmarked for municipalities and requires no local matching funds. The Police Department evaluated current operational needs and identified Communications/Dispatch as a critical issue. The grant funds will allow initiation of upgrades to the current radio system to improve communications with other agencies during critical incidents and natural disasters. Tentative grant amount for FY2010: **\$73,981**.

**Justice Assistance Grant (State):** This grant is earmarked for municipalities and routed through the state. The percentage of appropriations from this grant must be approved by a minimum of 51% of the law enforcement agencies in Duval County. The police department is currently using **\$43,455** received from this grant in FY2009 to provide partial funding for a Community Response Team position. However, federal guidelines prohibit increasing the amount for the Community Response Team position in 2010. If received, grant funds in excess of the **\$43,455** will be used for various equipment purchases and upgrades. Tentative grant amount for FY2010: **\$263,557 (unbudgeted)**.



# Fire



# Fire Department

## Organization

*The Fire Department has thirty-one personnel which are broken down into three divisions; Combat, which includes the Training Lieutenant, Inspection & Fire Prevention, and Administration.*

The Fire Department is responsible for providing emergency services, administering prevention and inspection programs, overseeing disaster management, and handling the city's radio system. Three shifts comprised of a Shift Commander, two Lieutenants, and six Firefighter/Engineers provide fire/medical/rescue and other services. The Fire Marshal is responsible for inspections, plans review, public education, and code enforcement. The Fire Safety Specialist position has been eliminated. The Training/Safety Lieutenant is responsible for training activities, serves as the safety officer during major emergencies, and coordinates the safety program.

## Emergency Response

*The Fire Department is staffed and equipped to respond to:*

- *A single serious fire/emergency response with eight firefighters and a safety officer.*
- *Up to three simultaneous emergency calls with three crews and a shift supervisor.*
- *A major disaster utilizing all fire department and city resources.*

Authorized Positions	FY2008	FY2009	FY2010
<b>Fire Chief</b>	1	1	1
<b>Fire Captain</b>	3	3	3
<b>Fire Marshal</b>	1	1	1
<b>Fire Safety Specialist</b>	1	1	-
<b>Fire Lieutenant</b>	7	7	7
<b>Firefighter/Engineer</b>	18	18	18
<b>Administrative Secretary</b>	1	1	1
<b>TOTAL</b>	<b>32</b>	<b>32</b>	<b>31</b>

The Fire Department's primary services include:

- Mitigating fires, medical emergencies, accidents and other 911 emergencies.
- Preventing fires through public education and fire safety inspections.
- Emergency disaster management and hurricane preparedness.
- 800 MHz radio system.

The Fire Department operates two engines, a quint (ladder), and a mobile command vehicle each day. Two reserve pumper/engines are available and staffed as needed. Medical transport is provided by the City of Jacksonville as part of an interlocal agreement. Automatic/mutual aid is available from Jacksonville or St. Johns County Fire & Rescue for structure fires.

## Mission

*To protect the lives and property of citizens, by providing professional fire and life safety services to people in need.*

The City currently operates an 800 MHz radio system utilizing leased tower/antenna space, however options are being reviewed to build our own tower. The First Coast Radio's system and the State's mutual aid frequencies are used as a back-up. The city is currently upgrading the system to a digital system with future plans to become part of the P25 regional system. Grant funding is being sought to assist the transition.

# Fire Department

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## 2009 Accomplishments

- Zero fire deaths in 2008 and an average overall response time of less than 4 minutes.
- Of the 12 structure fires responded to in our city in 2008, 100% were confined to the area involved upon arrival.
- 100% of the customer surveys returned indicated excellent or good service.
- Conducted 816 fire safety surveys, 347 high hazard inspections and updated 1,163 pre-plans. Enforcement efforts in the last quarter of 2008 reduced false alarms by 50%.
- Conducted 339 new construction/remodel inspections and reviewed 260 sets of plans.
- Conducted 117 fire drills in public and private schools.
- Installed 65 smoke detectors in homes and checked or installed batteries in 466 smoke detectors.
- Provided education to over 4,007 adults/children in fire safety, prevention, and/or hurricane preparedness.
- Conducted over 9,700 hours of in-service training.
- Installed and educated 209 families on the proper use and installation of child safety seats.
- Conducted 2 large scale exercises in hurricane preparedness and terrorism including exercising mass dispensing of medications.

*The priorities of the Fire Department are:*

- *Emergency Response*
- *Training*
- *Fire Prevention and Inspections*
- *Public Education*
- *Other Public Services*

## Goals for FY2010

1. Continue the strong commitment to customer service by receiving 100 % customer survey reports of excellent or good service.
2. Improve medical response and outcome by staffing an ALS paramedic engine at the Southbeach Fire Station.
3. Prevent fire related deaths in Jacksonville Beach by a quick response, commitment to inspections and code enforcement, and an aggressive smoke detector program.
4. Confine 90 percent of all building fires to the area involved upon arrival by a quick response and strong fire ground tactics.
5. Improve fire/EMS capabilities and safety by expanded monthly training topics, challenging scenarios, and other outside the department training opportunities.

# Fire Department

Performance Measures	CY2007	CY2008	* FY 10-1-08	Target for
			through 3-31-09	CY2010
Prevent all fire deaths in Jax Beach.	Yes	Yes	<b>Yes</b>	No fire deaths
Confine 90% of all building fires to area involved upon arrival.	100%	100%	<b>100%</b>	90%
Provide Basic or Advanced Life Support service to all calls for Emergency Medical Services (of the 3,186 total calls in 2008, 67% were medical).	1,973	2,128	<b>924</b>	2,100
Respond to emergencies within 6 minutes (m) for 90%, and within 4 minutes (m) for 70% of all 911 emergency calls.	4m/73% 6m/91%	4m/75% 6m/93%	<b>4m 74%</b> <b>6m 92%</b>	4m/70% 6m/90%
Complete fire safety surveys and update pre-plans of all commercial and institutional buildings once every 2 years (718 per year).	782	816	<b>318</b>	718
Conduct high hazard inspections and update pre-plans of schools, churches, hotels, restaurants, and high rise buildings every 2 years (189 per year).	318	347	<b>205</b>	189
Conduct 80 fire evacuation drills in schools.	121	117	<b>73</b>	80
Educate 3,500 citizens/children in fire safety or hurricane preparedness each year.	7,080	4007	<b>3,442</b>	3,500
Install or replace 50 smoke detectors or batteries in unprotected homes of elderly, disabled, or fixed income citizens.	81	65	<b>73</b>	50
Check, test or replace batteries in 350 existing smoke detectors.	530	466	<b>855</b>	350
Inspect all city and private fire hydrants annually.	826	835	<b>835</b>	835
Complete 6,000 in-service training hours.	10,495	9,774	<b>4,994</b>	6,000
Receive a 100% excellent or good evaluation by citizens.	100%	100%	<b>100%</b>	100%
Install/inspect/educate families on child safety seats.	164	209	<b>89</b>	NA
Update the pre-fire plans for 50% of the high hazard occupancies and 50% of fire safety surveys.	1,100	1,163	<b>523</b>	907
Sponsor 40% of the firefighters for training outside of the department (13 members).	26	24	<b>14</b>	13

*The Fire Department measures its effectiveness by tracking alarms, inspections, survey cards returned, and training record averages on a monthly and calendar year (CY) basis.*

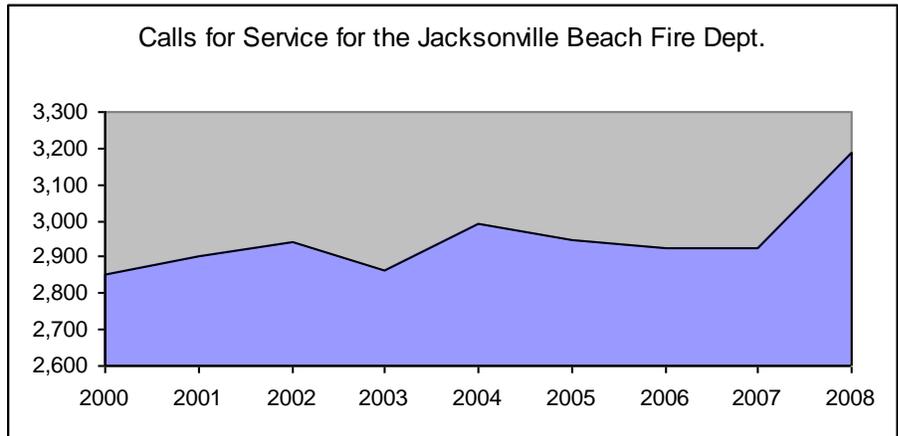
*\* The first 6 months of fiscal year 09 is indicated in column three (bold) on the chart.*

# Fire Department

**3,186 Responses in CY2009.**

- **3% Fires**
- **67% Rescue**
- **30% Hazardous Conditions**

**1,387 responses in the first 6-months of FY2009.**



- 2,904 calls for service in 2001
- 3,186 calls for service in 2008

## Sources of Funds

Fire Department funding is primarily through the General Fund. Radio services are funded by the Radio Communications Special Revenue Fund and the Radio System Internal Service Fund.

## 2008/2009 Grants Received

- Fire House Subs: \$8,480**
  - JAWS spreader and ram (purchased by Firehouse Subs)
- Fireman's Fund Insurance: \$5,017**
  - RAD-57 CO pulse oximeter
  - Portable hose rack

## Grant Assistance Requested

UASI, AFG, Justice Assistance/Byrne, and State EMS Grants have been applied for to assist with purchasing apparatus, medical equipment, a tower antenna, and 800MHz digital radio repeaters.

## Financial Summary

*Operating expenses also include the maintenance cost and tower lease for the City's radio system.*

- *Maintenance/Tower fees \$58,347*

*Capital expenses also include the tower and radio equipment.*

- *Repeaters \$117,268*
- *Antenna \$28,000*

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Chng.
<b>Personal Services</b>	\$2,702,001	\$2,772,202	\$2,836,335	<b>\$64,133</b>	2.3
<b>Operating Expenses</b>	\$588,435	\$658,483	\$638,365	<b>(\$20,118)</b>	3.1
<b>Capital Outlay</b>	\$21,661	\$15,217	\$164,217	<b>\$149,000</b>	979.2
<b>TOTAL</b>	<b>\$3,312,097</b>	<b>\$3,445,902</b>	<b>\$3,638,917</b>	<b>\$193,015</b>	<b>5.6</b>

# Fire Department

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## **Budget Issues/Enhancements FY2010**

### *Q-11 Replacement*

Our 20-year old Engine/ladder (Q-11) is scheduled in the CIP Program to be replaced in 2010. The Fire Department has applied for the 2009 Assistance to Firefighters Grant (AFG) to assist in funding this replacement. This grant requires a 20% match as well as an option for a possible trade in. The matching funds required are included in the budget.

## **Future Budget Issues**

As the age of our self-contained breathing apparatus (SCBA) reaches 10 years of service (maximum recommended life), we will need a replacement plan. We will attempt to utilize the AFG Grant to partially fund this equipment.

- 22 SCBA w/mask and 2 cylinders @ \$6,400 each, for a total replacement cost of \$140,800.

## **Emergency Preparedness Activities**

The fire department and city take an aggressive approach to emergency preparedness activities in a variety of hazard areas that potentially could impact the city. Key preparedness activities include:

- Annual hurricane training with employees.
- Annually update the municipal comprehensive emergency management plan (MCEMP).
- Conducting annual city exercises on hurricane preparedness/planning and terrorism.
- Maintain Debris Management contracts.
- Ensuring all National Incident Management System training requirements and criteria are met.

## **Emergency Management Fund**

The City budgets \$34,800 annually in an Emergency Management Fund for disaster preparedness. Supplies and equipment to purchase/lease may include the following:

- Rental equipment: trucks/trailers, portable shelters, generators, and port-o-lets.
- Supplies: fuel, food, water, and medical supplies.
- Communications equipment.

# Fire Department

## Budget Issues/Enhancements for FY2010 (continued)

### *Fire Apparatus Replacement Program*

In order to maintain an efficient fleet of fire apparatus, a planned capital improvement replacement program is necessary. This replacement program has been funded annually by the City Council. The goal of the program is to replace apparatus on a 14-16 year cycle. Under this program apparatus remain in front-line service for 10-12 years and then placed in a reserve status for 4-5 years.

The program is normally attained by committing approximately \$75,000 per year. The replacement schedule is included in the 2010 capital improvement plan (CIP). As a result of the increased replacement cost and repairs necessary on the ladder/pumper (Quint-11), the replacement schedule was extended to 20 years and funding added.

Engine	Description	Year	Age
Q-11	Pierce Ladder (Quint)	1990	20
E-14	Pierce Pumper (reserve)	1996	14
SQ-13	Freightliner Pumper	2001	9
E-22	E-1 Rescue/Pumper	2006	4
E-25	Pierce Pumper (reserve)	1993	17

### *Approved funding schedule of the Capital Improvement Program for fire apparatus replacement*

Year	Replace Apparatus	Cost	CIP Budget
FY09			\$75,000
FY10	Quint-11	\$500,000	\$75,000
FY11			\$75,000
FY12			\$75,000
FY13			\$75,000
FY14	Engine-25	\$350,000	\$75,000
FY15			\$75,000

## Major Capital Outlay Items for FY2010

Major Fire Department capital outlay items for FY2010 include the following: (\$18,949)

- Air chisel replacement \$1,999
- Gas/smoke ejector replacement \$3,500
- XTL mobile 800 MHz radio \$4,650
- XTS portable 800 MHz radio \$4,300
- Toughbook laptop/docking station \$4,500

# Fire Department

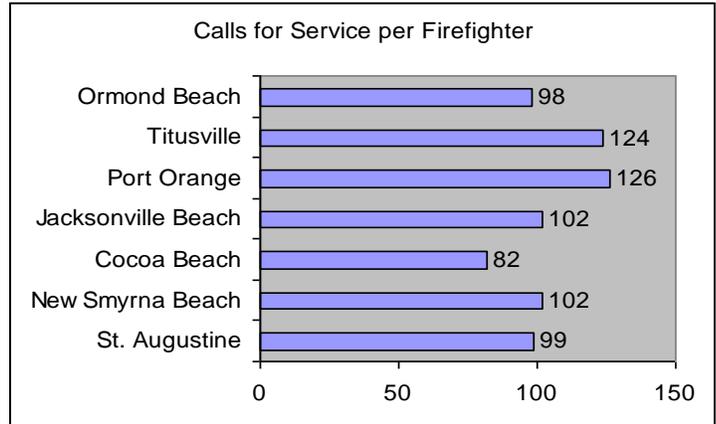
## Comparison Survey

*Six comparable coastal city fire departments were surveyed that provide similar services.*

*The Jacksonville Beach Fire Department responded to 3,186 calls for service in 2008.*

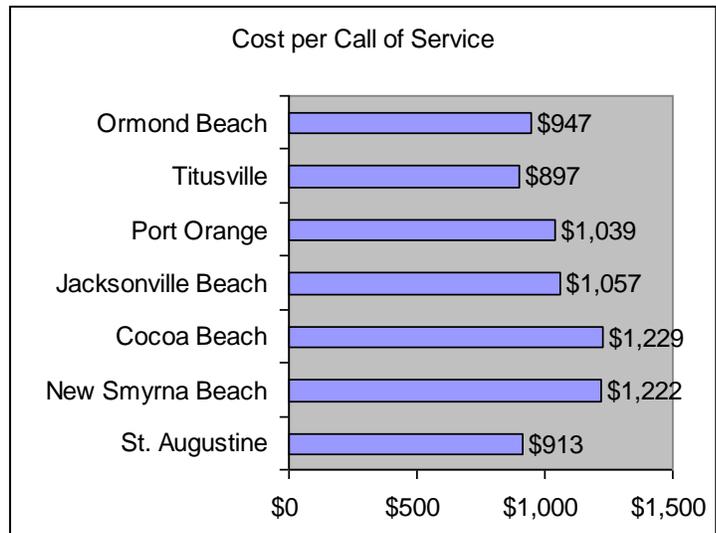
## Calls for Service FY2008

Median: 105 = Calls for service per firefighter



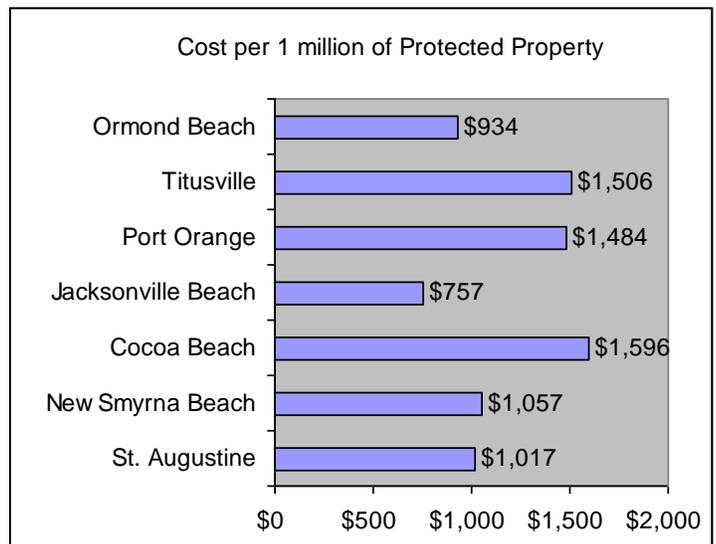
## Cost per Call FY2008

Median: \$1,182 = Cost per call of service



## Cost per \$1 million of Protected Property FY2008

Median: \$1,423 = Cost per 1 million of protected property



*The Benchmark Survey shows the Jacksonville Beach Fire Department to be efficient and cost effective.*



# Beaches Energy Services



# Beaches Energy Services

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## Organization

*Beaches Energy Services has eight Divisions which are funded by the Enterprise Fund, the Internal Service Fund, and the General Fund.*

- Administration
- Engineering
- Construction & Maintenance
- System Operations & Relay/Substation
- Storeroom
- Conservation & Renewables
- Meter Services
- Property Management

## Mission

*To provide reliable electric service at a competitive price with superior customer service.*

*“Above and beyond the expected.”*

Beaches Energy Services provides electric service to more than 33,000 customers and 24-hour customer service outage restoration. The Department is responsible for designing, constructing, operating, and maintaining electric service facilities in Jacksonville Beach, Neptune Beach, Ponte Vedra Beach, and Palm Valley. The Department is also responsible for the Property Management Division.

### Administration Division

Ensures Department’s compliance with accounting and budgetary policies and controls concerning disbursements, purchasing, payroll, and other financial matters. The Division provides overall direction and policy for daily operations of the Department.

### Engineering Division

Plans and designs the electric transmission, substation, and distribution systems.

### Construction & Maintenance Division

Constructs, operates, and maintains the electric transmission, substation, and distribution systems.

### System Operations & Relay/Substation Division

Monitors the operations of the electric system, maintains substations, and provides 24-hour emergency customer service.

### Storeroom Division

Provides supplies, materials, and services to all City Departments.

### Conservation & Renewables Division

Promotes energy efficiency and other green programs.

### Meter Services Division

Provides support services for all meter reading and meter service functions.

### Property Management Division

Provides all City Departments with building maintenance, leased properties management, and fleet maintenance.

# Beaches Energy Services

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Authorized Positions by Division	FY2008	FY2009	FY2010
Administration	6	5	5
Engineering	10	10	8*
Construction & Maintenance	39	39	34*
System Operations, Relay & Substations	16	16	14*
Storeroom	2	3	3
Meter Services	12	13	12
<b>Total</b>	<b>85</b>	<b>86</b>	<b>76</b>

\*One position in Engineering is budgeted for a partial year. Additionally, nine vacant positions will not be filled.

## Recent Accomplishments FY 2008-2009

- Designed and installed new 26kV underground systems:
  - Solano Woods (St. Johns County)
  - Solano Cay (St. Johns County)
  - Marriott Feeder (St. Johns County)
  - Bermuda Court (Jacksonville Beach)
- Started design and construction of 12kV to 26kV conversion (overhead to underground):
  - San Juan Drive (St. Johns County)
  - Ponte Vedra Boulevard from Sawgrass to Mickler Road (St. Johns County).
- Designed and installed overhead line rebuild:
  - Shetter Avenue (Jacksonville Beach)
  - 16th Avenue South (Jacksonville Beach)
  - Seagate Avenue (Jacksonville Beach)
- Engineered Natural Gas Distribution System.
- Contracted with Televent, Miner & Miner to capture electric facilities in a geographical information system (GIS).
- Established energy efficiency and customer incentive rebate programs.
- Established net metering program for customer owned renewable generation.
- Four Apprentice Lineworkers completed the Apprentice Lineworker Training Program and eleven Apprentice Lineworkers are still participating in the program. This program will ensure that we have a well trained workforce for the future.
- Working with Florida Municipal Power Agency (FMPA) to achieve compliance with over 45 North American Electric Reliability Corporation (NERC) standards related to bulk power transmission reliability and control system operator certification.

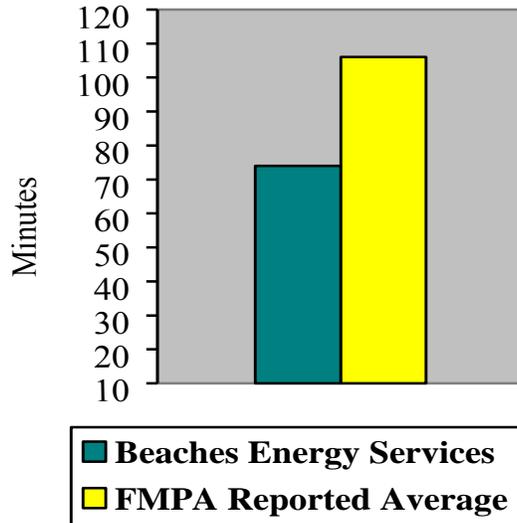
# Beaches Energy Services

## Recent Accomplishments (continued)

### System Reliability

*Beaches Energy Services maintained a System Average Interruptible Duration Index of 74 minutes for each customer from January 2008 to December 2008. Twenty-four cities reported average by FMPA for the same period was 106 minutes.*

**System Average Interruptible Duration Index/Customer**



### Customer Service

*Beaches Energy Services employees are committed to serving our customers and exceeding their expectations.*

- Each month, the Billing Office conducts 55 customer satisfaction follow-up surveys. The following schedule represents customers' responses to the survey.

Customer Service	Actual FY2008	FYTD 3/31/09	Target FY2010
The utility bill is easy to understand.	99%	98%	95%
Our service is reliable.	99%	99%	95%
I was treated courteously.	99%	99%	95%
The service was prompt.	99%	99%	95%
The employee was helpful.	99%	99%	95%
The employee was knowledgeable.	99%	99%	95%
The employee greeted me by name.	90%	92%	95%
The employee thanked me for my business.	98%	97%	95%

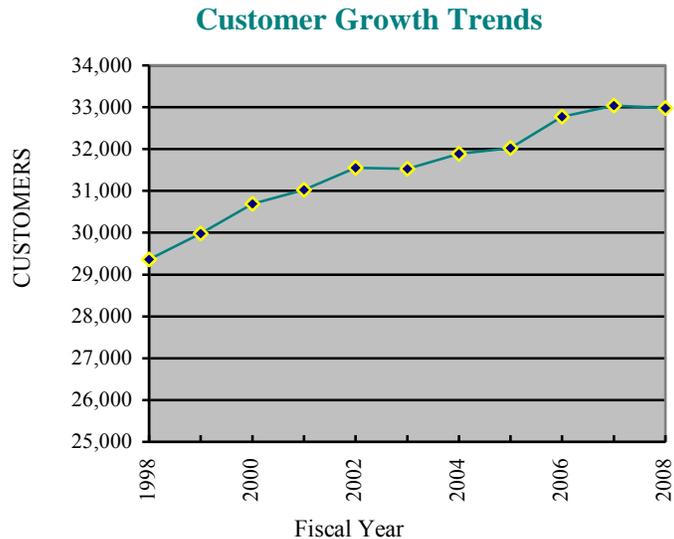
# Beaches Energy Services

## Customer Service (continued)

- Beaches Energy Services conducts a monthly follow-up survey for customers who receive energy audits. The following are the survey results for the period October 2007 through September 2008.

Audit Service	Percent Agree	Percent Disagree
Was the Utility Auditor on time for your scheduled audit?	95	5
Was the Utility Auditor polite and courteous?	97	3
Was the Utility Auditor knowledgeable and helpful when explaining the results of the audit?	96	4
Did the Utility Auditor provide you with tips to conserve energy?	100	0
Would you recommend this audit service for other customers?	95	5

*The number of total customers served has grown from 29,361 in 1998 to 32,975 in September of 2008. This increase represents an average customer growth rate of 1.2% each year.*



## Cost

- Beaches Energy Services residential rate for 1,000 kWh remains below the State average (see page 11 rate schedule).
- Beaches Energy Services provides a monthly credit for customers on the demand rate. Customers receive a monthly credit on demand charges which ranges from \$2.00/kW for a 75 percent load factor to \$0.50/kW for a 60 percent load factor.

# Beaches Energy Services

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## Energy Conservation

*Electric conservation and informing customers on how to conserve has become an important part of our business. Energy efficiency, renewable resources (solar), demand-side management and other “green” programs will be pursued not only to reduce costs but also to reduce global warming produced by burning fossil fuels to generate power.*

- Power costs are discussed under Florida Municipal Power Agency (FMPA) beginning on page 162.
- The Utility Auditor conducted 322 residential and commercial energy audits from April 2008 to March 2009. Eighty-six customers participated in the Energy Depot on-line energy audit program found on Beaches Energy Services website at [www.beachesenergy.com](http://www.beachesenergy.com).
- Offered residential customers and select commercial customers free Compact Fluorescent Lighting (CFL) bulbs.
- Beaches Energy Services is working with FMPA on conservation, energy efficiency, demand-side management and renewable energy projects and initiatives so that all programs are coordinated on a regional basis to achieve optimal results and benefits.
- Installation of solar panels for power generation at a 12.5 acre site owned by the City of Jacksonville Beach is under consideration by the FMPA.

## Goals FY2010

*Investments in infrastructure improvements are made to ensure the highest level of system reliability and customer service.*

### Electric

1. Maintain Residential Rate for 1,000 kWh below the State Average.
2. Maintain an average outage time less than the average annual survey results for participating FMPA cities.
3. Complete all facility improvements listed in the Capital Improvement Plan.
4. Limit energy losses to less than 6 percent.
5. Attain a zero employee loss time accident rate by implementing an intensive safety training program.

# Beaches Energy Services

## Performance Measures

*Energy losses represent the difference between megawatt hours purchased and megawatt hours sold; they occur when transformers, equipment, and wires are energized. Industry system losses range between 3 percent and 6 percent, depending upon the service voltage provided and the geographical location in the United States. Beaches Energy Services' two year average energy loss is 4.5%.*

Measurement	Actual FY2007	Actual FY2008	FYTD 3/31/09	Goal FY2010
<b>COST</b>				
Residential rates for 1000 kWh below the State average.	Yes	Yes	Yes	Yes
Energy losses not to exceed 6 percent.	Yes	Yes	Yes	Yes
400 Retail customers per employee-excluding business office employees.*	405	415	443	400
Zero employee lost time accidents.	2	1	0	0
<b>SERVICE</b>				
Final review of customers' engineering plans within 28 days:				
Residential	Yes	Yes	Yes	Yes
Commercial	Yes	Yes	Yes	Yes
Respond to customers' inquiries within one business day.	100%	100%	100%	100%
Provide 400 customer energy audits.	326	348	271	400
Provide 950 surge protection devices.	888	921	911	950
Energy Marketing Plan:				
Advertising	Yes	Yes	Yes	Yes
Internet	Yes	Yes	Yes	Yes
Conservation	Yes	Yes	Yes	Yes
<b>RELIABILITY</b>				
Annual average outage time per customer.	58 min.	75 min.	19 min.	106 min.
Apprentice employees progressing in Training Program.	Yes	Yes	Yes	Yes
Budgeted facility improvements completed for projects.	Yes	Yes	Yes	Yes

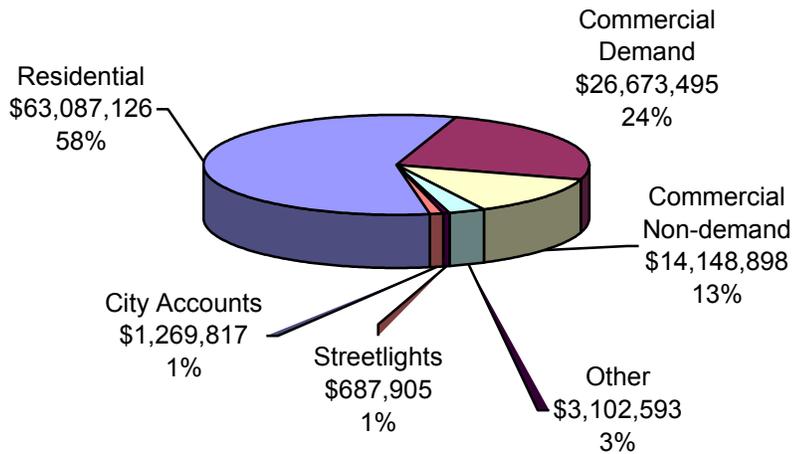
\* American Public Power Association (APPA) Annual Statistical Report published January 2008 average is 333 Retail Customers per Employee.

# Beaches Energy Services

## Financial Summary FY2010

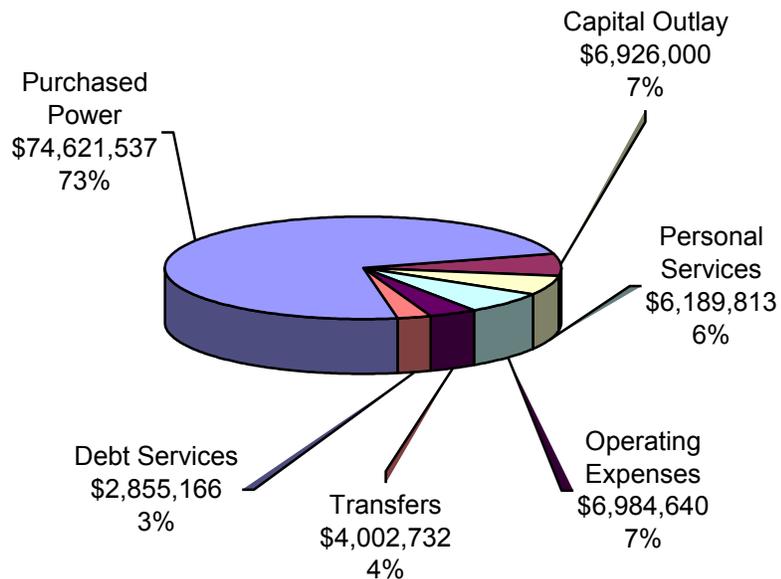
Total projected revenue for FY2010 is \$108,969,834.

**Beaches Energy Services  
FY2010 Revenue Projection  
(\$108,969,834)**



**Beaches Energy Services  
FY2010 Expense Projection  
(\$101,579,888)**

Capital outlay consists of the natural gas installation and system reliability improvements. \$3.0 million will be used to construct a natural gas system.



# Beaches Energy Services

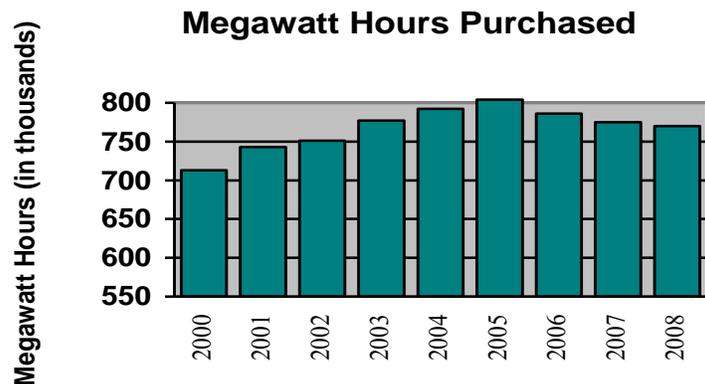
## Beaches Energy Services Expenses (in thousands)

### Financial Summary FY2010 (continued)

*Purchased power remains the largest line-item expense in the annual budget and is projected to be \$74,621,537 in the FY2010 Budget.*

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$5,945	\$6,713	\$6,190	(\$523)	-7.8
Purchased Power	\$77,508	\$91,543	\$74,622	(\$16,921)	-18.5
Operations	\$5,663	\$7,057	\$6,984	(\$73)	-1.0
Capital Outlay	\$7,857	\$6,927	\$6,926	(\$1)	0.0
Debt Service	\$2,847	\$2,848	\$2,855	\$7	.3
Transfers	\$3,595	\$7,006	\$4,003	(\$3,003)	-42.9
<b>TOTAL</b>	<b>\$103,415</b>	<b>\$122,094</b>	<b>\$101,580</b>	<b>(\$20,514)</b>	<b>-16.8</b>

*Megawatt hours purchased has increased from 713,000 MWh in 2000 to 770,389 MWh in 2008. This increase represents an average megawatt hour growth rate of 1% per year.*



### Budget Issues FY2010

#### 1. Florida Municipal Power Agency and the Cost of Power

Beaches Energy Services is a member of and purchases its power through the Florida Municipal Power Agency (FMPA). FMPA's All Requirements Project (ARP) represents municipal electric utilities that operate throughout Florida and acquires power for its members by generating and purchasing in large quantities to achieve cost advantages that would not otherwise be available to individual members. Since over 73% of our costs are for purchasing power, changes in these costs affect us significantly.

# Beaches Energy Services

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## **Budget Issues FY2010 (continued)**

### *FMPA Challenges*

*FMPA faces unprecedented challenges to meet present and future power supply requirements while protecting the environment and keeping costs competitive for its members. To accomplish this, FMPA's direction and leadership must be changed and redirected to meet these challenges. Beaches Energy Services will continue to support and advocate the needed changes at FMPA.*

The electric power industry nationwide, including FMPA, is facing unprecedented changes and challenges now and in the foreseeable future. FMPA's greatest challenge is to "reinvent" the organization and the Board in such a way as to meet these challenges, focus on power supply issues and ultimately competitive power costs to its members.

Because of global warming concerns, coal power plants, the least expensive power source, which is also the greatest power plant contributor to global warming, are not allowed for future generation in Florida and may be banned nationally in the future unless they include reliable carbon sequestration systems. Approved federal legislation such as carbon (CO<sub>2</sub>) sequestration or a "Cap and Trade" tax will further drive utilities to build natural gas plants which further increase natural gas prices and electrical costs. The only remaining generation alternatives are: nuclear, solar and other renewable generation resources.

FMPA constructed and placed in service a 300MW gas fired generation plant at Treasure Cove near Ft. Pierce, Florida in 2008. FMPA has begun construction of another 300MW unit at Cane Island near Kissimmee, Florida to meet FMPA's current and future power requests.

In addition, the costs of all new power plants have been increasing at a phenomenal rate and will continue to be more expensive. Nuclear plants are a negligible contributor to global warming but are the most costly and take 10 years to build. Although natural gas plants are less expensive to build, they are subject to the volatility of natural gas prices. In addition, as more natural gas plants are built, gas prices may go up and the availability of gas may become a concern. It is certain that in the future, for the reasons stated above, electricity prices are going to increase.

Another alternative that can significantly defer or reduce the need for new generation is to conserve energy, such as switching to more energy efficient appliances. As a result of rising power supply costs, conservation, energy efficiency and renewable resources are becoming much more cost effective.

# Beaches Energy Services

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## Budget Issues FY2010 (continued)

Our challenge at Beaches Energy Services is to do everything possible to keep our power rates below the state average, promote, advocate and help lead FMPA and its Board of Directors in a new direction to accomplish this. At the same time, do our part to reduce CO<sub>2</sub> emissions and provide reliable, excellent services to our customers. We offered conservation incentives including rebates and net metering to our customers beginning in 2009.

### 2. Regulatory Issues

***NERC (North American Electric Reliability Corporation) Transmission Reliability Standards:*** Another continuing challenge is compliance with provisions contained in the 2005 Federal Energy Policy Act related to improving the reliability of the bulk power transmission grid. These numerous and increasing standards must be complied with and are enforced by NERC. All of our control system operators must now obtain extensive training, pass a certification test and maintain their certification by additional annual training. Much time and resources have been expended over the past year to gain compliance with this and other standards and will continue to be a challenge.

### 3. Natural Gas

Beaches Energy Services is pursuing construction and operation of a natural gas distribution system primarily for commercial customers in its service area. The system is currently being designed and the project will be constructed if enough customers commit for service to make the project feasible.

### 4. Energy Charge Rate

No changes have been made to the operations and maintenance portion of our rate which has been \$.022 per kWh since September 2000. Because operation and maintenance costs continue to escalate, rate increases will be necessary in the future.

# Beaches Energy Services

## Rates

*Beaches Energy Services continues to meet its goal of keeping its rates below the state average.*

Source: July 2009  
FMEA Published Rate Schedule.

*FMPA's All Requirements Project members are highlighted in yellow.*

\* Local taxes estimated at 6%.

LOCATION	1000 KWH	LOCAL TAXES	TOTAL COST	VARIATION FROM BEACHES ENERGY SERVICES
Fort Meade	\$172.86	\$17.29	\$190.15	38%
Bushnell	163.05	16.31	179.36	30%
Vero Beach	158.82	15.88	174.70	27%
Fort Pierce	149.84	14.98	164.82	20%
Leesburg	148.58	14.86	163.44	19%
Bartow	146.51	14.65	161.16	17%
Mount Dora	144.87	14.49	159.36	16%
Tallahassee	140.85	14.09	154.94	12%
Escambia River*	146.00	8.76	154.76	12%
Williston	146.64	7.33	153.97	12%
Ocala	139.84	13.98	153.82	12%
Key West	153.67	0.00	153.67	11%
Newberry	139.50	13.95	153.45	11%
West Florida*	143.90	8.63	152.53	11%
Havana	152.26	0.00	152.26	10%
Quincy	149.35	0.00	149.35	8%
Glades*	140.87	8.45	149.32	8%
Gulf Coast*	139.65	8.38	148.03	7%
Starke	133.87	13.39	147.26	7%
Clewiston	133.57	13.36	146.93	7%
Kissimmee	135.33	10.83	146.16	6%
Gainesville	132.60	13.26	145.86	6%
Choctawhatchee*	137.21	8.23	145.44	5%
<b>State Average</b>	<b>132.47</b>	<b>10.80</b>	<b>143.27</b>	<b>4%</b>
Tri-County*	134.70	8.08	142.78	4%
Peace River *	131.95	7.92	139.87	1%
Alachua	126.80	12.68	139.48	1%
Homestead	126.55	12.66	139.21	1%
Wauchula	125.89	12.59	138.48	0%
Blountstown	131.71	6.59	138.30	0%
Lake Worth	125.40	12.54	137.94	0%
<b>Beaches Energy Services</b>	<b>137.91</b>	<b>0.00</b>	<b>137.91</b>	<b>0%</b>
New Smyrna Beach	123.80	11.45	135.25	-2%
Central Florida*	127.50	7.65	135.15	-2%
St. Cloud	124.61	9.97	134.58	-2%
Talquin*	126.90	7.61	134.51	-2%
Winter Park	122.18	12.22	134.40	-3%
Florida Keys*	125.47	7.53	133.00	-4%
Orlando	119.82	11.98	131.80	-4%
Sumter*	122.85	7.37	130.22	-6%
Suwannee Valley*	122.20	7.33	129.53	-6%
Green Cove Springs	128.29	0.00	128.29	-7%
JEA	116.11	11.61	127.72	-7%
Progress Energy*	119.72	7.18	126.90	-8%
Chattahoochee	126.73	0.00	126.73	-8%
Gulf Power*	118.43	7.11	125.54	-9%
Withlacoochee*	118.31	7.10	125.41	-9%
Lakeland	113.24	11.32	124.56	-10%
Moore Haven	112.40	11.24	123.64	-10%
Lee County*	114.16	6.85	121.01	-12%
Tampa Electric*	101.36	16.52	117.88	-15%
Clay*	109.30	6.56	115.86	-16%
FPL*	104.37	6.26	110.63	-20%

# Beaches Energy Services

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*Beaches Energy Services is budgeting \$5.31 million for capital projects during FY2010 to ensure system reliability.*

## **Capital Projects: 2010**

***Underground Conversion Marlin Avenue (St. Johns County) - \$180,000:*** Convert an existing 26kV overhead feeder to an underground feeder on Marlin Avenue. This will increase system reliability in De Leon Shores.

***Underground Upgrade De Leon Shores Phase II (St. Johns County) - \$380,000:*** De Leon Shores is a 241-lot subdivision located in St. Johns County. The direct buried 26kV cable was installed in 1982 and has reached the end of its useful life. New 26kV cables, transformers, and conduits will be installed.

***Overhead Line Rebuild Seabreeze Avenue (Jacksonville Beach) - \$100,000:*** Replace 2,200 feet of existing 26kV wood pole line with a 26kV concrete pole line. This line was built in 1971, and has reached the end of its useful service life.

***Overhead Line Rebuild 10<sup>th</sup> Street South (Jacksonville Beach) - \$250,000:*** Replace 6,000 feet of existing 26kV wood pole line with a 26kV concrete pole line. This line was built in 1971, and has reached the end of its useful service life.

***Underground Upgrade (MSD – SJC) - \$1,200,000 in FY2010, and \$1,000,000 in FY2011:*** Convert the existing 12kV overhead and underground distribution lines to 26kV underground lines in the area bound by Solano Road, A1A, and Ponte Vedra Boulevard. This work is part of an overall project to retire the existing 12kV system.

***Streetlight Rebuild (3<sup>rd</sup> Street – Jacksonville Beach) - \$100,000:*** Rebuild the existing streetlight system on 3<sup>rd</sup> Street between 20<sup>th</sup> Avenue North and 25<sup>th</sup> Avenue South. This project will be reimbursed annually by the Florida Department of Transportation.

***Natural Gas System - \$3,000,000:*** Construct natural gas system primarily along the commercial corridor connecting Jacksonville Beach and Ponte Vedra.

***Unidentified Projects - \$100,000 each year:*** This budget provides the Department with the flexibility to address unscheduled major repair and replacement projects that arise each year.

# Beaches Energy Services

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## Mission

*To provide building maintenance services to our customers.*

## Property Management

The Property Management Division is responsible for the maintenance and upkeep of City buildings. It is also responsible for keeping the City's leased facilities fully occupied and for supervising the contracted services for fleet maintenance.

Authorized Positions	FY2008	FY2009	FY2010
Property Management Supervisor	1	1	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Mechanic	1	1	1
Building Attendant	1	1	1
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Recent Accomplishments

- Conducted bi-annual inspections of City facilities and managed extensive maintenance and cleaning services at the O&M Facility, City Hall, Police Department, Police Property/Animal Control, and Fire Stations #1 and #2.
- Implemented program to replace the soap, paper towel and toilet paper dispensers in all City facilities. These new systems eliminate the stub-roll waste thereby using the entire product, are high capacity dispensers which reduces manpower refill time, and are made of 100% recycled paper.
- Worked with contractor, Ingersoll Rand, on the installation of new security video surveillance system for the O&M Facility. This installation is 100% complete.
- Worked with contractor, Carr-Tech, for renovations to the fuel island canopy by adding additional support columns and replacing the canopy roof.
- Worked with contractor, Certified Air Contractor, to upgrade the Energy Management system software and change out 10 control modules for the O&M Facility, 2<sup>nd</sup> floor. This completes phase I of III project phases.

# Beaches Energy Services

## Recent Accomplishments (continued)

### Annual Internal Customer Service Survey

Each year, the Property Management Division conducts an internal customer service survey. The following represents the respondents' average and above average ratings for the two divisions. The March 2009 survey was sent to 85 employees and 42 employees responded, which represents a 49 percent response rate.

	2007 Rating	2008 Rating	2009 Rating
<b>PROPERTY MANAGEMENT</b>			
Prompt Building Maintenance Service?	98%	100%	97%
Quality of maintenance work performed?	100%	100%	97%
Quality of the overall maintenance of the building you work in?	100%	98%	97%
Courteous and helpful Property Management employees?	95%	96%	95%
Quality of service provided by Fleet Maintenance?	92%	96%	96%
Prompt service provided by Fleet Maintenance?	92%	100%	93%
Courteous and helpful Fleet Maintenance employees?	96%	100%	96%

## Goals FY2010

### Objective

*City facilities are kept in very good condition at all times.*

### Property Management

1. Achieve 100% occupancy rate for all leased facilities and renegotiate lease facility contracts as necessary.
2. Conduct annual internal customer service satisfaction survey on facility maintenance, facility cleaning, and fleet maintenance.
3. Conduct bi-annual inspections of each City facility and implement program to eliminate deficiencies.
4. Provide safety training for Division employees and strive for zero employee lost time accidents.
5. Complete installation of video surveillance security system to cover all buildings and the entire maintenance and storeroom yard areas at the O&M Facility.
6. Monitor Fleet Maintenance non-contract expenses to confirm expenses are within contract guidelines or processed through the requisition system.
7. Work with director, Beaches Energy staff, and marketing team in developing, implementing, and promoting City facility energy efficiency/conservation programs.
8. Develop ongoing "load profiles" for all City facilities for future demand-side management programs.

# Beaches Energy Services

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## Financial Summary FY2010

### Internal Service Fund

*Fleet Maintenance  
O&M Facility*

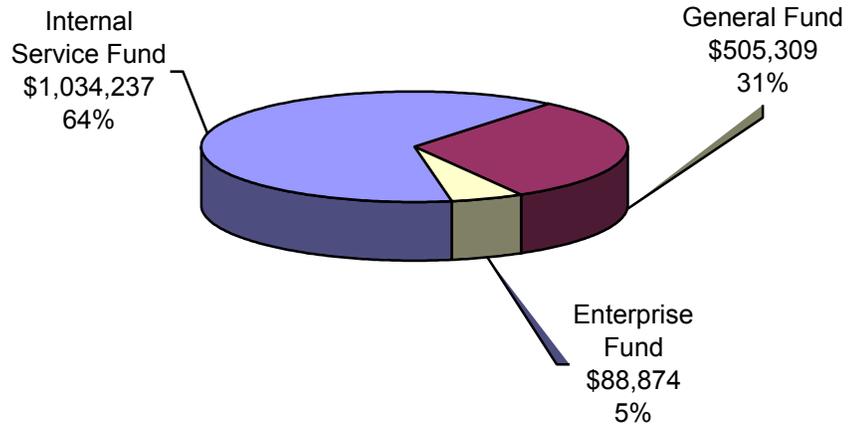
### General Fund

*Building Maintenance*

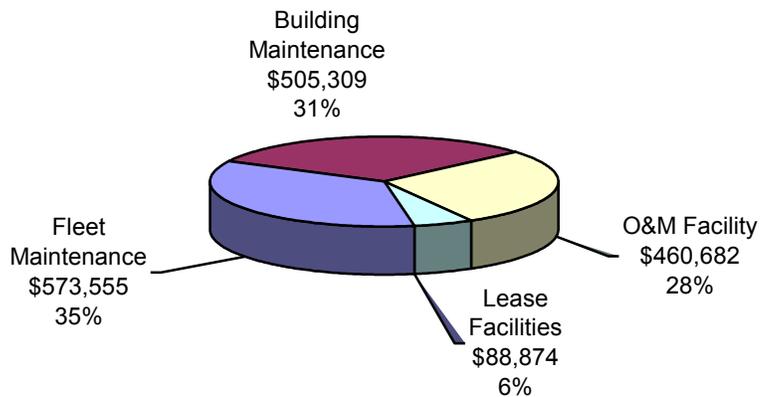
### Enterprise Fund

*Industrial Park  
Community Services  
Center  
Penman Park Building  
Marina Building (Crazy Fish)  
Communications Tower*

**FY2010 Funding Sources  
Property Management  
(\$1,628,420)**



**FY2010 Expense Projections  
Property Management  
(\$1,628,420)**



# Beaches Energy Services

## Financial Summary FY2010 (continued)

Property Management charges are allocated:

- Building Maintenance to the General Fund
- Lease Facilities to businesses leasing these facilities
- O&M Facility and Fleet Maintenance to City Departments based on their usage

### EXPENSES

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$259,644	\$250,730	\$252,464	\$1,734	0.7
Operating Expenses	\$1,259,705	\$1,369,976	\$1,370,956	\$980	0.1
Capital Outlay	\$ 7,548	\$ 5,000	\$5,000	-	-
Transfers	\$ 69,000	-	-	-	-
<b>TOTAL</b>	<b>\$1,595,897</b>	<b>\$1,625,706</b>	<b>\$1,628,420</b>	<b>\$2,714</b>	<b>0.2</b>

## Performance Measures FY2010

Two tenants have left the Industrial Park and the prospects for finding future tenants are doubtful in the current economy.

Measurement	Actual FY2008	Budget 3/31/09	Target FY2010
<b>LEASED PROPERTIES</b>			
<b>Industrial Park, Community Services Center, Penman Park Building, Marina Building (Crazy Fish) and Communication Tower</b>			
Land Total Square Footage Leased (Avail. 174,669)	165,544	135,361	135,361
Buildings Total Square Footage Leased (Avail. 21,465)	19,865	17,311	17,311
Telecommunications Tower Leased spaces	7	7	7
<b>REVENUE</b>			
Industrial Park	\$194,675	\$120,385	\$160,801
Community Services Center	\$55,829	\$42,967	\$84,116
Penman Park Building	\$17,881	\$15,939	\$31,865
Marina Building (Crazy Fish)	\$0	\$0	\$36,800
Telecommunications Tower	\$194,712	\$ 99,843	\$208,111
<b>TOTAL REVENUE</b>	<b>\$463,097</b>	<b>\$279,134</b>	<b>\$521,693</b>
<b>FLEET MAINTENANCE</b>			
Service Statistics:			
Average Maintenance Costs Per Vehicle Per Year	\$ 941	\$ 997	\$1,064
Fleet Downtime Percentage - 3-5% Acceptable	1%	1%	1%

\* Resurveyed Industrial Park property due to change of tenant. Increased property by 9,125 square feet.

\*\* Added new leased property "Crazy Fish" by 1,600 square feet.

# Beaches Energy Services

**Performance Measures  
FY2010  
(continued)**

**Property Management Facility Maintenance**

Building Condition  
Codes: 1=Best, 4=Worst

Building	Actual FY2009	Goal FY2010
City Hall	1	2
Police Station	1	2
Operations & Maintenance Facility	1	2
Community Services Center	1	2
Fire Station No. 1	1	2
Fire Station No. 2	1	1
Golf Club House	1	1
Oceanfront Restrooms	2	2
Carver Center	4	1
SeaWalk Pavilion	1	2
Wingate Concession North	1	2
Wingate Concession South	1	2
Archive Building	1	2

**Building Condition Codes**

- Like New Condition:** All maintenance items performed and all systems and equipment functioning properly. Landscaping in excellent condition.
- Very Good Condition:** May need minor cleaning, painting, or maintenance items performed; systems and equipment functioning properly. Landscaping in very good condition.
- Good Condition:** Needs cleaning, painting, or maintenance items performed; some systems or equipment need repair. Landscaping in good condition.
- Poor Condition:** Needs painting throughout interior areas; may need new carpeting, electrical, HVAC, or plumbing work; maintenance items are behind schedule. Landscaping in poor condition.

Measurement	FYTD 3/31/08	FYTD 3/31/09	Target FY2010
<b>PROPERTY MANAGEMENT</b>			
Overall 90% average or above average ratings on annual Fleet Maintenance Services customer survey.	99%	95%	90%
Overall 90% average or above ratings on annual customer survey for Building Maintenance Services.	99%	97%	90%
Conduct on-site inspections of all facilities and grounds twice each year and correct deficiencies.	Yes	Yes	Yes
Except for emergencies, respond to requests for facility maintenance services within 48 hours of request.	Yes	Yes	Yes
Zero employee lost time accidents.	-0-	-0-	-0-



# Finance



# Finance Department

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## Organization

*The Finance Department is comprised of four divisions: Accounting, Utility Billing, Information Systems and Purchasing and Procurement. The Divisions operate as an Internal Service Fund and provide services to all City departments.*

*The increase in Utility Billing authorized positions was made to provide better customer service and to help customers improve energy efficiency in their homes.*

## Accounting

Employees in the Accounting Division are responsible for the administration of all financial affairs of the City. This includes the processing of accounts payable, payroll, and financial reporting. Other responsibilities include cash and investment management functions as well as internal audit.

## Utility Billing

Utility Billing employees provide customer support, including collection, billing and related services for the City's approximately 33,000 utility customers. Utility Billing also receipts items such as: building permits, occupational licenses, recreation fees, dog tags, and other payments made to the City.

## Information Systems

Information Systems provides the overall management of information and data processing for all City departments. Its employees maintain the City's i-520 IBM computer, operating software and HTE computer applications, network, website and e-mail administration as well as provide technical support to users citywide. Long range information system planning is a primary concern of this division.

## Purchasing and Procurement

Purchasing and Procurement ensures that all purchases made by the City comply with State law, City ordinances and purchasing procedures. This division processes requisitions and purchase orders from their creation through approving them for payment. Managing the use of purchasing cards is also a function of this division.

<b>Authorized Positions</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>
Accounting	8	8*	8
Utility Billing	15	17*	17
Information Systems	5	5	5
Purchasing and Procurement	4	3*	3
<b>TOTAL</b>	<b>32</b>	<b>33</b>	<b>33</b>

*\*One full-time position was converted to part-time in Accounting, one Purchasing position was transferred to Beaches Energy Services, and two positions were transferred from Beaches Energy Services to Utility Billing.*

# Finance Department

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## Organization (continued)

The cost of these divisions is charged to other City departments based on the estimated usage of each division's services. Repair and maintenance expenditures for the annual renewal of the Microsoft programs and server licenses, GIS (mapping) and API (scanning and data storage) licenses are supplemented from the Lease Facilities Fund. In addition, Utility Billing manages a CDBG Utility Assistance Program and a trust fund that reflects the cost of the City's CARE Program. This is a utility payment assistance program for those utility customers experiencing a serious financial emergency. It is funded by donations from other customers; customer donations are matched dollar for dollar by Beaches Energy Services.

## Mission

*To maintain long-term financial stability for the City by managing its financial operations in a fiscally sound manner and to provide accurate financial information to all customers.*

### Objectives:

- Maintain the City's accounting records in accordance with generally accepted governmental accounting principles.
- Provide management with accurate and reliable budgetary and financial information.
- Minimize the need for future debt through long-term financial planning and capital budgeting for major capital improvements.
- Compliance with federal, state, and local laws and regulations related to purchasing and grant activities.
- Further develop the City's ability to measure the cost of providing services.
- Acquire new equipment or software that can provide higher levels of customer service through automation.
- Assess and plan for technological improvements with regard to the City's overall data processing capabilities.
- Provide training to employees with regard to current or new data processing hardware or software improvements.

## Recent Accomplishments

- ✓ Received the Government Finance Officers Association Awards for both the Comprehensive Annual Financial Report and for the Annual Budget.
- ✓ The 2002 Utility Revenue Bonds has an A-1 rating from Moody's Investor Services and an A+ rating from Fitch Investor Services that was reaffirmed in 2009.
- ✓ Added a Conservation Specialist to our staff to perform customer home energy audits and assist with our conservation programs.

# Finance Department

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## Recent Accomplishments (continued)

- ✓ Information Systems purchased and installed numerous hardware and software improvements to the e-mail, internet, and networking systems to improve the systems speed, capacity, reliability, and redundancy. These improvements included the following:
  - a. Installed redundant copy of network core infrastructure equipment (SAN, Blade Servers, and Cisco Switch) in City Hall computer room as a replication of the primary equipment for Disaster Recovery.
  - b. Replaced i520 tape backup unit with new unit with greatly increased speed and capacity.
  - c. Started using Microsoft WSUS system for automatic scheduled updating of all city computers with Microsoft scheduled software updates and patches.
- ✓ Implemented Net Meter Billing – Customers can use their own generation (solar) to offset their consumption by allowing their meters to turn backwards when they generate electricity in excess of their demand.
- ✓ Implementation of the Energy Efficiency and Customer Incentive Rebate Program, wherein; customers can apply for rebates on qualifying energy efficient equipment and installations.
- ✓ Implementation of the FACT Act Identity Theft Program to comply with Federal guidelines to help protect our customer's personal information and detect, prevent, and mitigate identity theft.

## Goals for FY2010

1. Maintain adequate cash reserves to fund emergencies and capital purchases in order to minimize the issuance of new debt. The exception to this goal is when the debt issued for capital improvements is to be funded by the Better Jacksonville Beach or tax increment revenues.
2. Continue to receive the Government Finance Officers Association Awards for both the Comprehensive Annual Financial Report and for the Annual Budget.
3. Continue the Customer Service Program within the department and implement other changes in our Utility Billing Operations to improve the marketing of Beaches Energy Services in our area.
4. Continue to upgrade the City's Internet and Intranet websites to provide better information to our citizens, customers, and employees.

# Finance Department

## Performance Measures

Accounting	Actual FY2008	FYTD 3-31-09	Target FY2010
Percent of monthly financial reports delivered to City Council by 2 <sup>nd</sup> meeting in each month	100%	100%	100%
Number of Years CAFR Awards received	15	16	17
Number of Years GFOA Budget Award received	14	15	16
Unqualified Audit Opinion	Yes	Expected	Expected
Grant and other financial reports submitted to other government agencies accurately and on time	100%	100%	100%
Cash reserves are 25% or greater as a percentage of budgeted operating expenses	Yes	Yes	Expected
Bad debt expense as a percentage of utility revenues	0.13%	0.25%	0.25%

Utility Billing	Actual FY2008	FYTD 3-31-09	Target FY2010
<b>CUSTOMER SURVEY</b>			
The utility bill is easy to understand	99%	98%	95%
Our service is reliable	99%	99%	95%
I was treated courteously	99%	99%	95%
The service was prompt	99%	99%	95%
The Customer Service Rep. was helpful	99%	99%	95%
The Customer Service Rep. was knowledgeable	99%	99%	95%
The Customer Service Rep. greeted me by name	90%	92%	95%
The Customer Service Rep. thanked me for my business	98%	97%	95%
<b>OTHER MEASURES</b>			
Average # of telephone calls (monthly)	7,154	7,172	7,000
Average call length	2.11 min.	2.12 min	2.0 min.

# Finance Department

**Performance Measures (continued)**

Average answer time	10 sec.	10 sec.	10 sec.
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Information Systems	Actual FY2008	FYTD 3-31-09	Target FY2010
% of departmental customers rating service as satisfactory and better	87%	89%	95%
Major occurrences of unscheduled downtime for e-mail, internet, and server access (more than 4 hours)	1	1	0

Purchasing and Procurement	Actual FY2008	FYTD 3-31-09	Target FY2010
All purchases comply with City Ordinances and State Statutes	Yes	Yes	Yes
Number of errors on Bid and RFP Evaluations	0	0	0
Number of Bid and RFP Protests	0	0	0
Bid evaluation and acceptance processing time (from date of acceptance to date of Council approval)	100% 21 Days	100% 21 Days	100% 21 Days
Purchasing card users do not exceed \$2,500 monthly purchasing limit	Yes	Yes	Yes
No single card purchase exceeds \$1,000	Yes	Yes	Yes
All purchasing card transactions are for a legitimate City purpose	Yes	Yes	Yes
<b>SURVEY RESULTS:</b>			
<ul style="list-style-type: none"> <li>Overall 90% average or above average ratings on annual internal customer service survey</li> </ul>	85%	92%	90%
<ul style="list-style-type: none"> <li>Effectiveness of the Purchasing Card Program</li> </ul>	81%	88%	95%
<ul style="list-style-type: none"> <li>Accuracy and ease of use of purchasing processes</li> </ul>	90%	88%	95%
<ul style="list-style-type: none"> <li>Prompt response to inquiries from other departments</li> </ul>	89%	93%	95%

NA-Not Available

# Finance Department

## Financial Summary

*Decreased expenditures are mostly due to reductions in operating and capital expenditures.*

	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$1,875,081	\$1,945,799	\$2,003,401	\$57,602	3.0
Operating Expenses	\$1,687,121	\$2,145,949	\$1,985,501	(\$160,448)	-7.5
Capital Outlay	\$52,739	\$176,228	\$32,935	(\$143,293)	-81.3
Transfers	\$53,000	\$35,000	\$35,000	--	--
<b>TOTAL</b>	<b>\$3,667,941</b>	<b>\$4,302,976</b>	<b>\$4,056,837</b>	<b>(\$246,139)</b>	<b>-5.7</b>

- Personal services increased because a budget for temporary employees was established to assist with scanning documents for electronic storage citywide.
- The decrease in operating expenses is mostly due to changing the budget for scanning assistance from contractual services to personal services, and the reduction in professional services.
- The capital outlay budget for 2009 included some major purchases of computer hardware to improve the reliability and redundancy of the network system as well as the hardware for the new computer aided dispatch and records system. The 2010 capital budget is smaller than the prior year as we are not making as many system improvements nor installing any new software that requires more equipment.

## Budget Issues

### Personnel

1. **Information Systems Division.** The workload in this division has increased incrementally over the years because of the implementation and growing reliance on information technology systems by the City. The information system division staff is at the point of being stretched too thin because of the various and complex technology infrastructure they now have to maintain. We have installed an IT work order system in an attempt to help manage and set priorities in this division, but eventually it will come down to a question of sufficient manpower to support all of the technologies utilized by the City in its day-to-day operations.

# Finance Department

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## *Capital*

- 2. Network improvements and upgrades:** The City's computer systems have grown into a complex, modern network. As a result of greatly expanded use, City business is now dependent upon the network in order to function and we are continuing to upgrade our system to meet our users' needs in a cost effective manner. This year, we have included in our capital budget for Information Systems a minimal amount for network improvements and upgrades included in the 2010 budget. These improvements include the purchase the following:
  - a.** IBM 3996 Optical Data Storage unit to replace current unit which is used to store images of reports from the HTE applications (\$12,260).
  - b.** Xiotech Storage Area Network (SAN) for Police Department to provide storage capacity for all Police & Fire Departments miscellaneous documents and files not generated by the new computer aided dispatch/records management system (CAD/RMS). Because of the sensitive nature of many of these documents, they need to be kept on secured storage rather than on the general use City SAN (\$18,810).



# Human Resources



# Human Resources Department

## Organization

*Human Resources Department is responsible for citywide training services, employee benefit programs, payroll, risk management, and labor relations activities.*

Authorized Positions	FY2008	FY2009	FY2010
Human Resources Director	1	1	1
Administrative Secretary	1	1	1
Personnel/Payroll Specialist	1	1	1
Personnel/Payroll Technician	1	1	1
Senior Secretary	2	2	1
Secretary - part-time	-	-	1
Project/Safety Coordinator - part-time	1	1	1
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Mission

*Supporting departments, employees, and their families.*

## Objectives:

- Recruiting and hiring qualified employees.
- Purchasing quality benefits.
- Providing accurate payroll services.
- Enhancing professional development of all employees.
- Maintaining stable comprehensive property and casualty insurance coverage by offering training, exposure assessments, safety inspections, risk shifting, etc.

## Recent Accomplishments

*Assisted in successfully negotiating a new three-year contract with the LIUNA bargaining group with savings achieved in overtime costs.*

- ✓ Assisted in successfully negotiating a new three-year contract with the LIUNA bargaining group with savings achieved in overtime costs.
- ✓ Reviewed and revised personnel policies and union contract policies.
- ✓ Oversaw the completion and implementation of market-based pay study.
- ✓ Coordinated and/or conducted 17 Safety-related training classes.
- ✓ Coordinated and/or conducted 13 customer service training classes.
- ✓ Coordinated 4 classes for Supervisory staff and 8 classes for 272 employees on “Equal Opportunity Employment Training”.

# Human Resources Department

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## Recent Accomplishments (continued)

*Completed 100% of our training objectives for FY2008.*

- ✓ In FY 2008 we successfully conducted 2 orientation training classes for 27 new employees with 100% positive feedback from all participants.
- ✓ Made over 3,498 contacts with potential employees through 7 job fairs during CY2008.
- ✓ Tested 308 applicants and processed 1,361 applications for employment in CY2008.
- ✓ In CY2008, 92% of our employees rated staff members with highest possible customer service rating.
- ✓ Issued 12,893 payroll and pension checks with an accuracy level of 99.99% in CY2008.
- ✓ We continue to have a high level of satisfaction among employees regarding the flexible spending account. At the beginning of FY 2008 we re-enrolled 148 employees and dependents or 46%. The industry average is about 16%.

## Goals for FY2010

*Research implementation of an automated time entry system for the City.*

1. Research the implementation of an automated time-entry system for the City.
2. Initiate online training for general training topics.
3. Install an online communication benefits portal for employees at no increased cost to the City other than what is currently paid for Third Party Administration Services.
4. Continue to promote wellness among employees to improve employee and dependents overall health.
5. Ensure knowledgeable replacements are available to fill “key” positions being vacated in the next 3-5 years.
6. Achieve performance measures.

# Human Resources Department

## Performance Measures

*In FY2008, we had a 4% increase in the number of applicants processed. We had 3,498 applicants in FY2008 and 3,375 in FY2007.*

*In CY2008, 98% of our applicants rated staff members with highest possible customer service rating.*

*Total Claims Cost Paid reflects a decrease due to a lower accident rate experienced by the City.*

Performance Measures	Actual FY2008	FYTD 2009 3-31-09	Target FY2010
<b>Recruiting and Hiring Qualified Employees</b>			
Number of contacts with potential applicants through job fairs, festivals and internet.	3,498	1,381	2,000
Applicant satisfaction survey	<i>(Rating of "Satisfactory" and above):</i>		
Service provided	99%	99.5%	90% or >
Instructions/info provided	99%	100%	90% or >
Response time to questions	97%	99.12%	90% or >
Average # of qualified applicants sent to departments	36	23.5	20 or >
Average # of days to process new hires	8.9	5	20 or <
<b>Purchasing Quality Benefits</b>			
Implementation of Flexible Spending Account (% of employee enrollment)	40%	46%	40% or >
<b>Providing Accurate Payroll Services</b>			
Accuracy of payroll and pension checks (Calendar Year)	99.99%	99.98%	100%
<b>Enhancing Employee Development</b>			
Satisfaction with employee training programs	<i>(Employee ratings of "Satisfactory or Above" for training programs below):</i>		
Employee Orientation	100%	100%	90% or >
EEO Training	81%	NA	90% or >
DOT Drug & Alcohol Awareness Class	98%	NA	90% or >
Defensive Driving Class	94%	NA	90% or >
Excel & Access 2003 Level 1	100%	NA	90% or >
Customer Service Training	74%	78%	90% or >
Telephone Doctor Course Series	98%	NA	90% or >
Primary and Backup Timekeeper Trng.	100%	NA	90% or >
Total Number of Training Classes Offered	46	12	20
Total Annual Employee Separation Percentage Rate (Calendar Year)	7.0%	3.5%	15.6% or <
<i>*Industry Standard Average:</i>	15.6%	NA	NA
Percent of employees successfully completing probation (Calendar Year)	85%	92%	90% or >
<b>Insurance and Risk Management</b>			
Total Liability Claims Paid	\$140,772	\$6,938	NA
Total Workers' Comp Claims Paid	\$295,277	\$66,595	NA
Workers' Comp Self-Insurer Experience Modification Rate	.96	1.01	1.0 or <
Percent of Workers' Comp Return-to-Work Rate (Rate of Workers' Comp cases with no lost time involved)	90%	89%	90% or >

*\*Source: US Department of Labor, Bureau of Labor Statistics*

# Human Resources Department

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## Funding Sources

Department costs are funded through internal service charges to all departments. Insurance costs are charged directly to each department based on each department's insurable interests.

## Financial Summary

*Budget reductions were achieved by: changing a full time position to part-time, using a lower level job class and reducing other current costs.*

### Human Resources - Personnel Services

Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$ 378,274	\$ 413,946	\$ 369,237	\$ (44,709)	-10.8%
Operating Expenses	\$ 173,152	\$ 191,619	\$ 190,154	\$ (1,465)	-0.8%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%
<b>TOTAL</b>	<b>\$ 551,426</b>	<b>\$ 605,565</b>	<b>\$ 559,391</b>	<b>\$ (46,174)</b>	<b>-7.6%</b>

## Budget Issues for FY2010

*Expiration dates for entire Labor contracts:  
FOP - 2010  
IAFF - 2011  
LIUNA - 2011*

## Labor Relations

The Fire and LIUNA Labor contracts will be open again for negotiation on wages in 2009. The entire Fraternal Order of Police Contract will be open for negotiation in 2010.

## Payroll

*We will be researching the feasibility of using an automated time-entry system for the City.*

Data entry of hours worked is one of the most time consuming tasks in processing a payroll. There are many automated time-entry systems on the market that will eliminate manual entry of time and improve accuracy. Estimated costs for an automated system range from \$65,000 to \$75,000 without biometrics. (Biometrics allow for employee identification through finger or handprint)

# Human Resources Department

## Financial Summary

*All property, general liability, and workers' compensation insurance programs are paid through this fund.*

## Risk Management

### Insurance & Risk

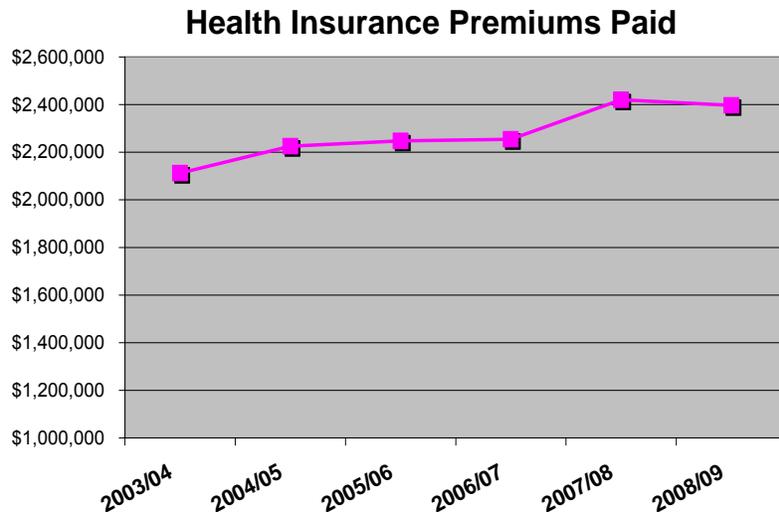
Resource Allocation	Actual FY2008	Revised Budget FY2009	Approved Budget FY2010	Increase (Decrease)	% Change
Personal Services	\$4,550	\$6,444	\$16,522	\$10,078	156.4%
Operating Expenses	\$1,555,840	\$1,563,534	\$1,598,902	\$35,368	2.3%
<b>TOTAL</b>	<b>\$1,560,390</b>	<b>\$1,569,978</b>	<b>\$1,615,424</b>	<b>\$45,446</b>	<b>2.9%</b>

## Budget Issues for FY2010

*Preliminary review of proposals show, again, double-digit premium increases in health insurance.*

### Health Insurance

- ❖ We have been successful in mitigating increases in health insurance premiums. Changes made to last year's plan increased co-pays and deductibles to employees, and reduced a proposed 29% premium increase to a 9.5% increase.



# Human Resources Department

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## Budget Issues for FY2010 (continued)

*\$60,000 has been set aside to set up a Health Reimbursement Account for employees to help pay for deductibles and other costs.*

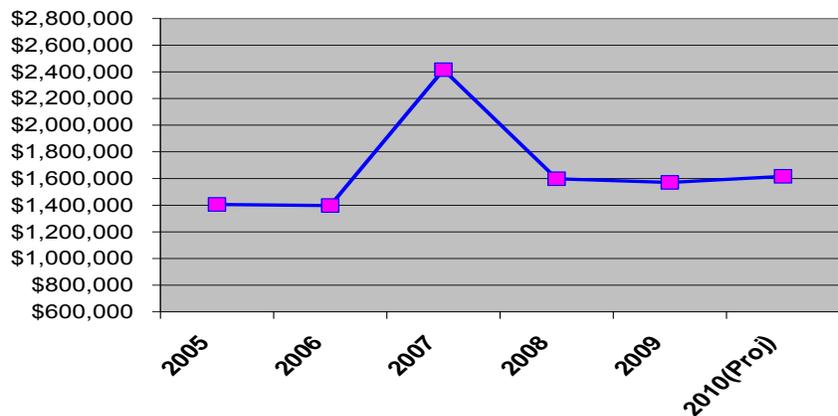
## Risk Management (continued)

- ❖ This year we requested proposals for our health, dental, 125 Plan Administration and voluntary benefits programs. Preliminary review of proposals show, again, double digit premium increases for health insurance.
- ❖ Sixty thousand dollars has been set aside to set up a Health Reimbursement Account for employees to help pay for deductibles and other costs. We will work through possible options in the next few months.

## Business Insurance

- ❖ Business Insurance costs show projected increases except in the area of workers compensation. We expect these costs to remain relatively stable due to lower future projected claims.

**Property, Casualty and Workers' Compensation Premiums**



# Human Resources Department

## Budget Issues for FY2010 (continued)

## Risk Management (continued)

### FY 2009 Estimated Insurance Premiums & Deductibles

Coverage/Limits & Deductibles	Revised 2009 Premiums	Projected 2010 Premiums
<b>Property</b> (90% limited to the value of the property)/\$25,000 deductible)	\$430,482	\$435,410
<b>General Liability</b> (\$2,000,000 per occurrence/\$10,000 deductible except Law Enforcement & P&O - \$25,000)	\$277,354	\$313,188
<b>Auto</b> (\$1,000,000 per occurrence/\$1,000 deductible)	\$98,681	\$106,952
<b>Workers' Comp</b> ( \$150,000 retention)	\$491,772	\$485,522
<b>Other Insurance:</b> Flood, faithful performance, pollution, pension, fiduciary, fuel tanks, police & fire death	\$83,995	\$64,223
<b>Other Costs:</b> Personnel and professional services, deductibles, coinsurance, brokerage fees and consulting services, training, professional dues and publications (increased salary allocation).	\$187,694	\$210,129
<b>Grand Total</b>	<b>\$1,569,978</b>	<b>\$1,615,424</b>

## Workers' Compensation

- ❖ Workers' Compensation claims are now beginning to fall. Our experience modification factor has increased from .96 to 1.01 due to several high cost claims incurred during the period 2003/04 to 2006/07. A decrease in the number of claims and cost of incurred losses during the last two years should translate into a lower future experience modifier.

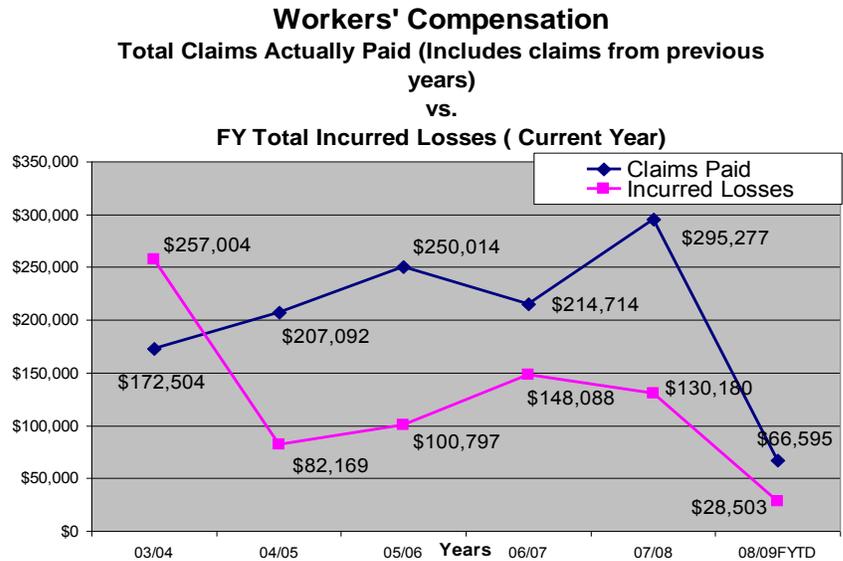
# Human Resources Department

## Budget Issues for FY2010 (continued)

*“Total Claims Paid” are dropping as a result of fewer claims incurred for a second year in a row.*

*The state legislature has considered adopting OSHA standards for municipal operations.*

## Risk Management (continued)



## Contract Services

- Outside safety consulting services costs during last FY were virtually non-existent and will continue to be due to our ability to provide more services in-house and through the insurance carrier. Some expenses will involve on-site safety training provided by outside sources for our employees.
- The state legislature again considered adopting OSHA standards for municipal operations. If this occurs, it could result in unfunded mandates as municipalities ensure compliance. The City has historically used OSHA standards as a guide in developing our risk management policies and uses outside consultation periodically for assistance.
- As of October 1, 2008, our self-insurance funds reached 2.55 million in reserves. Our goal was \$1 million for Workers’ Compensation and \$500,000 for general Liability. We used some of the excess Workers’ Compensation funds to defray workers compensation charges to departments in this budget by \$169,000.

# Human Resources Department

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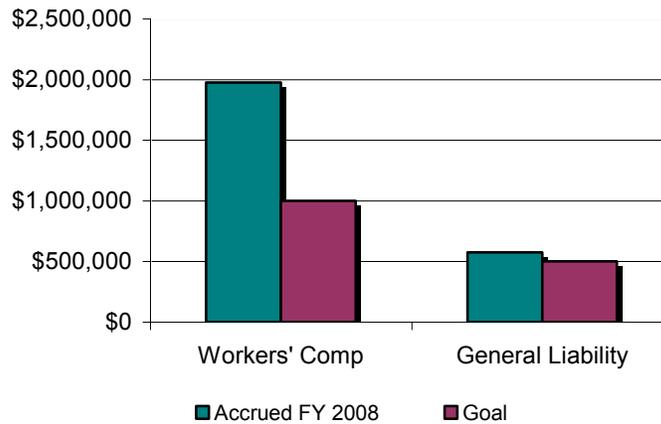
## Budget Issues for FY2010 (continued)

*We are considering establishing a retention fund for property claims.*

## Risk Management (continued)

- It is anticipated that the property insurance market will harden. In the future we anticipate increasing property and liability deductibles in order to reduce premium charges. We are considering establishing a retention fund for property claims.

**Self Insurance Fund Balance  
as of 10/1/08**





# Capital Improvement Plan



# Capital Improvement Plan 2010-2014

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The Capital Improvement Plan (CIP) is a tentative, five-year outline of capital needs matched to the most likely funding source. It contains the requests of all departments for purchases of land, buildings, improvements, equipment and vehicles that are expected to cost at least \$25,000. In some cases, non-capital items are included in the CIP when the amount of the dollars requested are significant (greater than \$100,000), or are for major on-going programs (such as street resurfacing and sidewalk repair). The CIP includes five years of estimates as of the time the plan is adopted. This plan is revised on an annual basis to reflect the changing needs and resources of the City.

The benefits of having a five-year plan include:

- Advance identification of capital needs in order to arrange funding
- Promotion of priority setting in the decision making process
- Replacement of facilities and equipment according to an orderly plan
- Education of the City Council and the public as to upcoming capital needs

The development of the Capital Improvement Plan begins each year in late January when preliminary 5-year budget projections are prepared. Departments use the budget projections to determine the timing and affordability of projects in their 5-year capital improvement requests. In late March, capital improvement requests are reviewed with each department by the City Manager. Budget projections are then revised to incorporate projects approved through this process and the projects are incorporated into each department's annual budget request. Significant projects are discussed on the annual budget tour in early August and the plan is included in the proposed budget considered for adoption by the City Council. The City's Capital Projects Team, consisting of the City Manager, Public Works Director, Planning & Development Director, Finance Officer, City Engineer and Budget Officer meet monthly to monitor the

# Capital Improvement Plan 2010-2014

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progress of each ongoing project, identify possible future projects, and to resolve any problems that may arise early.

When considering items for inclusion into the Capital Improvement Program, requested purchases are prioritized after answering the following questions:

1. Will it be needed to protect public health and safety, fulfill legal obligations, provide facilities and services, or achieve full use of existing facilities?
2. Will it increase efficiency of use of existing facilities, prevent or reduce the need for future capital outlay or promote in-fill development?
3. Will the project be necessary to maintain the current level of service or to aid in the implementation of any other policy set forth in the Comprehensive Plan?
4. Is the cost of the purchase reasonable in light of the questions above and will adequate funding be available at the time of purchase?

The following schedules are configured to show the annual and total costs of projects and the cost of capital items that have been identified for purchase in future years. Expenditures are summarized by department and detail sheets describing each project or purchase included in the plan follow each departmental summary. Although projects listed have a currently identified funding source, over the passage of time, the nature, amount and source of funding may change.

Summary by Department	Page 193
Beaches Energy Services	Page 194
Finance	Page 207
Public Safety	Page 212
Parks & Recreation	Page 216
Public Works	Page 222

# Capital Improvement Plan 2010-2014

<b>CIP Summary, All Departments</b>						
<b>Funding Sources:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
General Fund Operating Revenues	\$448,500	\$224,000	\$445,500	\$245,000	\$224,000	\$1,587,000
Downtown Tax Increment Fund	2,014,552	842,416	0	0	0	2,856,968
Electric Operating Revenues	6,800,000	3,745,000	3,565,000	3,780,000	3,420,000	21,310,000
Federal Stimulus Funds	5,000,000	0	0	0	0	5,000,000
General Capital Projects Fund	500,000	282,500	0	100,000	98,120	980,620
Grants	7,298,100	5,432,500	92,500	0	0	12,823,100
Grounds Maintenance Internal Service Charges	0	35,000	0	0	0	35,000
Local Option Gas Tax Revenues	420,000	420,000	420,000	385,000	385,000	2,030,000
1/2 Cent Infrastructure Surtax	65,000	65,000	65,000	65,000	65,000	325,000
Meter Services Internal Service Fund	80,000	0	0	0	0	80,000
Radio Communications Fund	145,268	0	0	0	0	145,268
Special Assessments	760,000	0	0	0	0	760,000
Southend Tax Increment Fund	1,381,449	1,331,183	0	0	0	2,712,632
Stormwater Bond Proceeds	805,000	0	0	0	0	805,000
Stormwater Operating Revenues	0	0	0	0	85,000	85,000
Water & Sewer Utility Operating Revenues	0	0	1,647,365	172,000	503,000	2,322,365
<b>Total CIP Funding Sources - All Departments</b>	<b>\$25,717,869</b>	<b>\$12,377,599</b>	<b>\$6,235,365</b>	<b>\$4,747,000</b>	<b>\$4,780,120</b>	<b>\$53,857,953</b>
<b>Expenses:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
Electric Department	\$6,880,000	\$3,745,000	\$3,565,000	\$3,780,000	\$3,420,000	\$21,390,000
Finance Department	0	105,000	0	100,000	98,120	303,120
Police & Fire Departments	795,268	188,000	180,000	180,000	188,000	1,531,268
Parks & Recreation Department	485,000	245,000	185,000	0	0	915,000
Public Works Department	23,435,499	2,003,967	2,305,365	687,000	1,074,000	29,505,831
<b>Total CIP - All Departments</b>	<b>\$31,595,767</b>	<b>\$6,286,967</b>	<b>\$6,235,365</b>	<b>\$4,747,000</b>	<b>\$4,780,120</b>	<b>\$53,645,219</b>

# Capital Improvement Plan 2010-2014

<b>Beaches Energy Services</b>							
<b>Funding Sources:</b>		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
Electric Operating Revenues		\$6,800,000	\$3,745,000	\$3,565,000	\$3,780,000	\$3,420,000	\$21,310,000
Meter Division-Internal Service Charges		80,000	0	0	0	0	80,000
<b>Total CIP Funding Sources</b>		<b>\$6,880,000</b>	<b>\$3,745,000</b>	<b>\$3,565,000</b>	<b>\$3,780,000</b>	<b>\$3,420,000</b>	<b>\$21,390,000</b>
<b>Expenses:</b>		<b>Fund</b>					
Vehicle Replacement Program	410	\$0	\$200,000	\$320,000	\$250,000	\$270,000	\$1,040,000
<b>Electric Capital Improvements:</b>							
Infrastructure to Support System Growth	410	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Major Replacement Projects	410	2,310,000	1,955,000	1,645,000	1,930,000	1,850,000	9,690,000
Substation Replacement Batteries	410	40,000	40,000				80,000
Substation Circuit Breaker Upgrades	410	120,000	250,000	300,000	300,000		970,000
Existing Transmission Line Relays Upgrade	410	30,000					30,000
Replace Handheld Meter Reading Devices	541	80,000					80,000
Natural Gas Distribution System	411	3,000,000					3,000,000
<b>Total CIP - Electric</b>		<b>\$6,880,000</b>	<b>\$3,745,000</b>	<b>\$3,565,000</b>	<b>\$3,780,000</b>	<b>\$3,420,000</b>	<b>\$21,390,000</b>

# Capital Improvement Plan 2010-2014

**Project Title:** Vehicle Replacement Program

**Department/Division:** Beaches Energy Services / All Divisions

**Project Description and Reason Necessary:** This is a program to replace vehicles due to annual operating expense, age, and condition.

**Funding Source:** Beaches Energy Services Operating Revenues

<u>Division (FY Replacement)</u>	<u>Truck#</u>	<u>Model Year</u>	<u>Description</u>	<u>Mileage 2/15/09</u>	<u>Estimated Replacement Cost</u>
C&M (2011)	273	1998	Utility One Ton Truck	58,586	\$40,000
C&M (2011)	218	2002	Aerial Bucket Truck 4x4	42,431	\$160,000
C&M (2012)	200	2005	Aerial Bucket Truck 4x4	75,465	\$160,000
C&M (2012)	237	2003	Aerial Bucket Truck 4x4	47,808	\$160,000
C&M (2013)	215	2001	Digger Derrick Truck	43,265	\$170,000
C&M (2013)	214	2003	Utility One Ton Truck	49,461	\$40,000
C&M (2013)	238	2003	Utility One Ton Truck	59,177	\$40,000
C&M (2014)	236	2004	Flat Bed Truck	13,905	\$60,000
C&M (2014)	254	2003	Digger Derrick Truck	30,020	\$170,000
Systems Operations (2014)	271	2004	Utility One Ton Truck	23,368	\$40,000
<b>TOTAL</b>					<b>\$1,040,000</b>

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Construction & Maintenance.	\$0	\$200,000	\$320,000	\$250,000	\$230,000	\$1,000,000
Systems Operations	\$0	\$0	\$0	\$0	\$40,000	\$40,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$320,000</b>	<b>\$250,000</b>	<b>\$270,000</b>	<b>\$1,040,000</b>

# Capital Improvement Plan 2010-2014

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**Project Title:** Infrastructure to Support System Growth

**Department/Division:** Beaches Energy Services / Capital Improvements

**Project Description and Reason Necessary:**

**Capital Improvements:** Electric equipment such as transformers, switchgear, cable, primary and secondary connectors, poles, reclosers, wire, and hardware necessary for new or upgrades to services due to customer growth.

**Streetlights (new and replacement):** As of September 30, 2008 there were 5,262 rental and public streetlights located in Jacksonville Beach, Neptune Beach, Ponte Vedra Beach, and the Municipal Service District. Public streetlights total 2,055 and rental streetlights total 3,207.

**Installation of Residential Secondary Services:** For the installation of new and upgraded residential secondary services of 200 amperes or less for new customers. During fiscal year 2008, 49 new residential services were installed.

**Electric Meters:** Installation of meters for residential and commercial customers.

**Funding Source:** Beaches Energy Services Operating Revenues

Cost Item	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Capital Improvements-Materials	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Streetlights-Materials	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Res. Secondary Services-Materials	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Electric Meters-Materials	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
<b>Total</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$6,500,000</b>

# Capital Improvement Plan 2010-2014

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**Project Title:** Major Replacement Projects

**Department/Division:** Beaches Energy Services / Capital Improvements

**Project Description and Reason Necessary:** In order to provide reliable service to our customers, the Department annually assesses its capacity to sustain increased load requirements. The Department strives to maintain and upgrade its substations, transmission facilities, and distribution facilities.

**Funding Source:** Beaches Energy Services Operating Revenues

## 2010

***Underground Conversion Marlin Avenue (St. Johns County) - \$180,000:*** Convert an existing 26kV overhead feeder to an underground feeder on Marlin Avenue. This will increase system reliability in De Leon Shores.

***Underground Upgrade De Leon Shores Phase II (St. Johns County) - \$380,000:*** De Leon Shores is a 241-lot subdivision located in St. Johns County. The direct buried 26kV cable was installed in 1982 and has reached the end of its useful life. New 26kV cables, transformers, and conduits will be installed.

***Overhead Line Rebuild Seabreeze Avenue (Jacksonville Beach) - \$100,000:*** Replace 2,200 feet of existing 26kV wood pole line with a 26kV concrete pole line. This line was built in 1971, and has reached the end of its useful service life.

***Overhead Line Rebuild 10<sup>th</sup> Street South (Jacksonville Beach) - \$250,000:*** Replace 6,000 feet of existing 26kV wood pole line with a 26kV concrete pole line. This line was built in 1971, and has reached the end of its useful service life.

***Underground Upgrade (MSD – SJC) - \$1,200,000 in FY 2010, and \$1,000,000 in 2011:*** Convert the existing 12kV overhead and underground distribution lines to 26kV underground lines in the area bound by Solano Road, A1A, and Ponte Vedra Boulevard. This work is part of an overall project to retire the existing 12kV system.

## 2011

***Overhead Line Rebuild Osceola Avenue (Jacksonville Beach) - \$75,000:*** Replace 1,800 feet of existing 26kV wood pole line with a 26kV concrete pole line. This line was built in 1974, and has reached the end of its useful service life.

# Capital Improvement Plan 2010-2014

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***Underground Feeder Corona Road (St. Johns County) - \$290,000:*** Convert an existing 26kV overhead feeder to an underground feeder on Corona Road. This will increase system reliability on Ponte Vedra Boulevard and in the Municipal Service District.

***Underground Rebuild Lake Julia Drive (St. Johns County) - \$240,000:*** Lake Julia Drive is an 83-lot subdivision located in Sawgrass. The direct buried 26kV cable was installed in 1979 and has reached the end of its useful service life. New 26kV cable and conduits will be installed.

***Overhead Line Rebuild Landrum Lane (St. Johns County) - \$150,000:*** Replace existing 4,000 feet of 26kV wood pole line with a 26kV concrete pole line. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

## 2012

***Underground Rebuild Fisherman's Cove (St. Johns County) - \$190,000:*** Fisherman's Cove is an 85-unit condominium development in Sawgrass. The direct buried 26kV cable was installed in 1980 and has reached the end of its useful service life. New 26kV cable and conduits will be installed.

***Overhead Line Rebuild A1A (St. Johns County) - \$775,000 in FY 2012, \$800,000 in FY 2013, and \$900,000 in FY 2014:*** Replace existing 26kV wood pole line with a 26kV concrete pole line. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

FY 2012 will rebuild 10,000 feet from Butler Boulevard to Solana Road.

FY 2013 will rebuild 12,000 feet from Solana Road to Palm Valley Road.

FY 2014 will rebuild 15,000 feet from Palm Valley Road to Micklers Road.

***Overhead Line Rebuild Palm Valley Road (St. Johns County) - \$480,000 in FY2012 and \$450,000 in 2014:*** Replace existing 26kV wood pole line with a 26kV concrete pole line. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

FY 2012 will rebuild 6,400 feet from Roscoe Boulevard to Micklers Road.

FY 2014 will rebuild 5,600 feet from Micklers Road to Landrum Lane and 8,800 feet from Landrum Lane to A1A

## 2013

# Capital Improvement Plan 2010-2014

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**Feeder Addition Butler Substation (Jacksonville Beach) -\$300,000:** Install a new underground conduit and substation feeder cable at Butler Substation. This feeder will connect to an existing maintenance substation breaker and will terminate on South Beach Parkway. This project will provide additional feeder capacity and will improve system reliability.

**Relocate Capacitors-\$150,000:** Relocate existing distribution class capacitors presently installed at: Butler, Ft. Diego, and Jax Beach substations, to the overhead distribution system. Relocating all thirty-six MVars will reduce system losses and increase feeder capacity.

**Sawgrass Feeder Rebuild (St. Johns County) - \$480,000:** Rebuild the north underground feeder in Sawgrass. New switchgear and cable will be installed so all laterals are fuse protected.

## 2014

**Underground Rebuild Marsh Landing (St. Johns County) - \$100,000:** Replace existing direct buried underground feeder cable at the Solano Road entrance to Marsh Landing. This cable was installed in 1982 and has reached the end of its useful service life.

**Underground Cable Upgrade 2<sup>nd</sup> Street North (Jacksonville Beach) - \$300,000:** Replace the existing 350 KCM 26kV cable on 2<sup>nd</sup> Street North between 5<sup>th</sup> Avenue North and 17<sup>th</sup> Avenue North. This cable was installed in 1982, and has reached the end of its useful service life.

## Annual Projects

**2010/2011/2012/2013 – Streetlight Rebuild (3<sup>rd</sup> Street – Jacksonville Beach) - \$100,000 each year:** Rebuild the existing streetlight system on 3<sup>rd</sup> Street between 20<sup>th</sup> Avenue North and 25<sup>th</sup> Avenue South. This project will be reimbursed annually by the Florida Department of Transportation.

**2010/2011/2012/2013/2014 -Unidentified Projects-\$100,000 each year:** This budget provides the Department with the flexibility to address unscheduled major repair and replacement projects that arise each year.

# Capital Improvement Plan 2010-2014

Projects	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Underground Conversion Marlin Ave. – SJC	\$180,000					\$180,000
Underground Upgrade De Leon Shores Ph2	\$380,000					\$380,000
Overhead Line Rebuild Seabreeze Ave.	\$100,000					\$100,000
Overhead Line Rebuild 10 <sup>th</sup> St. S.	\$250,000					\$250,000
Underground Upgrade MSD – SJC	\$1,200,000	\$1,000,000				\$2,200,000
Overhead Line Rebuild Osceola Ave.		\$75,000				\$75,000
Underground Feeder Corona Rd. – SJC		\$290,000				\$290,000
Underground Rebuild Lake Julia Dr. – SJC		\$240,000				\$240,000
Overhead Line Rebuild Landrum Lane – SJC		\$150,000				\$150,000
Underground Rebuild Fisherman’s Cove-SJC			\$190,000			\$190,000
Overhead Line Rebuild A1A – SJC			\$775,000	\$800,000	\$900,000	\$2,475,000
Overhead Line Rebuild Palm Valley Rd-SJC			\$480,000		\$450,000	\$930,000
Feeder Addition Butler Substation				\$300,000		\$300,000
Relocate Capacitors				\$150,000		\$150,000
Sawgrass Feeder Rebuild (SJC)				\$480,000		\$480,000
Underground Rebuild Marsh Landing					\$100,000	\$100,000
Underground Cable Upgrade 2 <sup>nd</sup> St. North					\$300,000	\$300,000
3 <sup>rd</sup> Street Rebuild	\$100,000	\$100,000	\$100,000	\$100,000		\$400,000
Unidentified Projects	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>TOTAL</b>	<b>\$2,310,000</b>	<b>\$1,955,000</b>	<b>\$1,645,000</b>	<b>\$1,930,000</b>	<b>\$1,850,000</b>	<b>\$9,690,000</b>

## CIP SUMMARY

# Capital Improvement Plan 2010-2014

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Projects:	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Transmission	\$0	\$0	\$0	\$0	\$0	\$0
Distribution	\$2,310,000	\$1,955,000	\$1,645,000	\$1,930,000	\$1,850,000	\$9,690,000
Total	\$2,310,000	\$1,955,000	\$1,645,000	\$1,930,000	\$1,850,000	\$9,690,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Substation Replacement Batteries

**Department/Division:** Beaches Energy Services / System Operations

**Project Description and Reason Necessary:** Current substation batteries are over 15 years old at Butler Substation and over 10 years old at Guana Substation. These batteries have exceeded their life expectancy.

**Funding Source:** Beaches Energy Services Operating Revenues

Cost Item	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Substation Batteries	\$40,000	\$40,000				\$80,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Substation 26 kV and Substation 138 kV Circuit Breaker Upgrades

**Department/Division:** Beaches Energy Services / System Operations

**Project Description and Reason Necessary:**

A total of three (3) 26 kV transformer breakers at Ft. Diego Substation must be replaced with new technology gas or vacuum breakers. The current breakers are over 25 years old and are showing signs of deterioration.

There are eleven (11) 138kV transmission line circuit breakers at the following substations that need to be upgraded: three (3) at Sampson Substation, four (4) at Ft. Diego Substation, and four (4) at Jax Beach Substation.

**Funding Source:** Beaches Energy Services Operating Revenues

Cost Item	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Three 26kV Circuit Breakers	\$120,000					\$120,000
Eleven 138kV Circuit Breakers		\$250,000	\$300,000	\$300,000		\$850,000
	\$120,000	\$250,000	\$300,000	\$300,000	\$0	\$970,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Existing Transmission Line Relays Upgrade

**Department/Division:** Beaches Energy Services/ Transmission

**Project Description and Reason Necessary:** Existing transmission line relays are outdated and require upgrading to support modern technology. Four relays are budgeted in FY 2010 for circuit 803 from Butler to Ft. Diego Substations.

**Funding Source:** Beaches Energy Services Operating Revenues

Cost Item	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Transmission Relays	\$30,000					\$30,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Replacement of Handheld Meter Reading Devices

**Department/Division:** Beaches Energy Services/ Meter

**Project Description and Reason Necessary:** Existing twelve (12) handheld meter reading devices are at the end of their five year life expectancy. These devices have become extremely undependable requiring constant repairs. In addition the batteries expire before the end of an eight hour day resulting in lost time and travel cost to renew.

**Funding Source:** Beaches Energy Services Operating Revenues

Cost Item	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Handheld Meter Reading Devices	\$80,000					\$80,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Natural Gas Distribution System

**Department/Division:** Beaches Energy Services/ Natural Gas

**Project Description and Reason Necessary:** In 2008 a feasibility study was conducted regarding the potential for a natural gas market in Jacksonville Beach. The results of this study and recent fieldwork revealed there are approximately 200 potential commercial natural gas customers. City Council authorized the Mayor and City Manager in January 2009 to execute a contract for approximately \$ 417,000 with TECO to provide detailed engineering design, bid document preparation and other related services for a natural gas distribution system.

Bids for construction of the project will be sent out after the final design/engineering is completed. After construction proposals are received and evaluated, staff with the assistance of TECO will finalize costs, develop rates, and solicit major customers. If the project remains financially feasible, the City Manager and staff will bring the contract for the construction of the natural gas system to City Council for approval. In addition, the City Manager and staff will finalize the contracts for the construction management of the project and additional contracts related to the operations of the natural gas system with TECO which will also need approval by the City Council. Project costs are uncertain until final design is complete though preliminary estimated total construction cost of the project is \$3 million which includes 20 miles of gas lines.

This project is unbudgeted pending City Council approval of construction.

**Funding Source:** Beaches Energy Services Cash Reserves and Revenues

Cost Item	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Capital Improvements	\$ 3,000,000					\$3,000,000

# Capital Improvement Plan 2010-2014

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<b>Finance Department</b>							
<b>Funding Sources:</b>		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
Governmental Capital Projects Reserve		0	105,000	0	100,000	98,120	303,120
<b>Total CIP Funding Sources</b>		<b>\$0</b>	<b>\$105,000</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$98,120</b>	<b>\$303,120</b>
<b>Expenses:</b>							
	Fund						
Fiber Optic 4-connection Multiplexer	315		35,000				35,000
IBM I520 RISC Processor Replacement	315		70,000				70,000
Replace Folder/Inserter	315					98,120	98,120
Remittance Processor Replacement	315				100,000		100,000
<b>Total CIP - Finance</b>		<b>\$0</b>	<b>\$105,000</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$98,120</b>	<b>\$303,120</b>

# Capital Improvement Plan 2010-2014

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**Project Title:** Fiber Optic Four Connection Multiplexer

**Department/Division:** Finance/Information Systems

**Project Description and Reason Necessary:** Multiplexers greatly increase the data transmission capability of a fiber optic cable by isolating the different light spectrums into separate channels for data transmission thus allowing more data to be transmitted in parallel mode rather than in serial mode. They will also provide redundancy within the fiber by allowing assignment of specific colors for backup use.

**Funding Source:** Governmental Capital Projects Fund IS Reserves

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Fiber Optic Multiplexers		\$35,000				\$35,000

**Future Operating Budget Impact:** General Capital Projects Fund IS Reserves

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Maintenance. Costs		\$3,024	\$3,168	\$3,312	\$3,456	\$12,960

# Capital Improvement Plan 2010-2014

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**Project Title:** IBM I520 RISC Processor Replacement

**Department/Division:** Finance/Information Systems

**Project Description and Reason Necessary:** The City’s current I520 processor is 5 years old (purchased in 2004); in 2011, it will be 7 years old. The average life span for this equipment is five years.

**Funding Source:** Governmental Capital Projects Fund IS Reserves

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
I520 Computer		\$70,000				\$70,000

**Future Operating Budget Impact:** General Capital Projects Fund IS Reserves

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Maint. Costs-existing I520	\$8,500	8,500	8,500	8,500	8,500	\$42,500
Maint. Costs-replacement I520	(\$8,500)	(\$8,500)	(\$8,500)	(\$8,500)	(\$8,500)	(\$42,500)
Total/savings	-	-	-	-	-	-

# Capital Improvement Plan 2010-2014

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**Project Title:** Utility Bill Folder/Inserters (Pitney Bowes DI950 Smart-Mailer Zip+4 and Pitney Folder/Inserter)

**Department/Division:** Finance/Utility Billing

**Project Description and Reason Necessary:** The Folder/insert machines are necessary to mail utility bills and delinquent notices.

The Pitney Bowes DI950 was purchased in 2008. It prints, folds, inserts utility bill, and inserts newsletters & return envelope. Utilization of the DI950 mailer has a postal cost savings of approximately \$25,000 yearly. Based on the life expectancy for equipment of this kind the Pitney DI950 will require replacement in 2014. By then, approximately 2,000,000 bills, return envelopes, and fliers will have been folded and inserted.

The Pitney Folder/Inserter is utilized for the DI950 back-up. Also, on a daily basis, it is utilized to fold/insert miscellaneous billings and utilized for mail-outs from the Police Department, City Clerk, Planning & Development and Accounting. Pitney Bowes recommends replacement in 2013 (purchased in 2007), due to usage and life expectancy.

**Funding Source:** General Capital Project Fund Utility Billing Reserves

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Pitney D1950					68,120	68,120
Mail Folder/Inserter					30,000	\$30,000
Total					98,120	\$98,120

**Future Operating Budget Impact:**

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Pitney D1950 maint. agreement	\$2,442	\$2,442	\$2,442	\$2,442	\$2,442	\$12,210
PB Folder/Inserter maint. agreement	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$11,500
Postage savings	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$125,000)
Total/(Savings)	(\$20,258)	(\$20,258)	(\$20,258)	(\$20,258)	(\$20,258)	(\$101,290)

# Capital Improvement Plan 2010-2014

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**Project Title:** Remittance Processor Replacement

**Department/Division:** Finance/Utility Billing

**Project Description and Reason Necessary:** The remittance processor was purchased in 2006. It automates the processing of mail-in payments (approximately 400,000 checks & stubs yearly). The processor reads payment and account information from the stub, endorses the check, encodes then verifies amount of the check, sorts the stubs and checks into separate pockets, and images each document. It provides reports and imaged records on all documents. This is an essential utility billing process that helps reduce bank fees, improves accuracy and reduces labor costs. By 2013, approximately 2,000,000 documents will have been processed utilizing the present equipment.

There would be no future impact on the operating budget as this would be a replacement machine and monies are already included in the operating budget for maintenance.

**Funding Source:** General Capital Project Fund Utility Billing Reserves

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Remittance Processor				100,000		\$100,000

**Future Operating Budget Impact:**

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Maintenance				\$13,300	\$13,300	\$26,600
Total/(Savings)				\$13,300	\$13,300	\$26,600

# Capital Improvement Plan 2010-2014

<b>Police &amp; Fire Departments</b>							
<b>Funding Sources:</b>		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
General Fund		150,000	188,000	180,000	180,000	188,000	886,000
General Capital Projects Reserve		500,000	0	0	0	0	500,000
Radio Communications Fund		145,268	0	0	0	0	145,268
<b>Total CIP Funding Sources</b>		<b>\$795,268</b>	<b>\$188,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$188,000</b>	<b>\$1,531,268</b>

<b>Expenses:</b>	Fund						
Vehicle Replacement Program	001	150,000	188,000	180,000	180,000	188,000	886,000
Fire Apparatus Replacement/Maintenance	315	500,000					500,000
800 MHz Radio Tower Transmitter/Repeater Replacement	162	145,268					145,268
<b>Total CIP - Police &amp; Fire</b>		<b>\$795,268</b>	<b>\$188,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$188,000</b>	<b>\$1,531,268</b>

# Capital Improvement Plan 2010-2014

**Project Title:** Vehicle Replacement Program

**Department/Division:** Police & Fire

**Project Description and Reason Necessary:** This is a program to replace vehicles due to age, condition or to maintain adequate and cost-effective fleet performance. Vehicles included are those that cost at least \$25,000 each.

Division (FY Replacement)	Truck #	Model Year	Description	Mileage (Hours) 3/1/09	Estimated Replacement Cost
Police (annual)	various	various	Replace 6 patrol vehicles	-	\$150,000
Fire-Fire Marshal (2011)	#708	1997	Ford Expedition 4x4	57,670	\$38,000
Fire (2012)	#716	2001	Ford F150 utility/crew truck	56,256	\$30,000
Fire (2013)	#717	2002	Dodge Dakota crew cab/cb	49,269	\$30,000
Fire-command (2014)	#709	2003	Ford Excursion 4x4	30,322	\$38,000

Truck #708, originally scheduled to be replaced in 2010, will be utilized until 2011. In 2011, the truck will be replaced. The new vehicle will go to the shift commander and the shift commander's vehicle will go to the fire marshal. All other fire vehicles have also been moved back one year.

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Police	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Fire		38,000	30,000	30,000	\$38,000	\$136,000
<b>TOTAL</b>	\$150,000	\$188,000	\$180,000	\$180,000	\$188,000	\$886,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Fire Apparatus Replacement/Maintenance

**Department/Division:** Fire

**Project Description and Reason Necessary:** In order to maintain an efficient fleet of fire apparatus, a planned replacement program is essential to minimize budgetary impact. Since 1998, the Fire Department has submitted and the City Council has approved an annual vehicle replacement plan as part of its business plan in order to distribute the cost of replacement at approximately \$75,000 per year.

A 20 year old pumper/ladder truck (Quint) is scheduled for replacement in FY2010. A pumper truck is scheduled for replacement in FY2014. Normally each apparatus is used in front-line status for 10-12 years and then used as a reserve apparatus for approximately 4-5 years. After approximately 15-17 years, units are considered for replacement. Due to early maintenance upgrades and/or the cost for replacement apparatus schedules may be extended as in the case of Quint-11.

**Funding Source:** General Capital Projects Fund – reserve cash on hand and annual transfers from the General Fund.

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Fire Apparatus Replacement	\$500,000					\$500,000

**Future Operating Budget Impact:** No significant operating budget impact will occur.

Funding Progression	Vehicle being Replaced	Beginning Balance	Additions	Purchases/Reductions	Ending Balance
FY2010	Q-11	\$456,902	\$75,000	\$500,000	\$31,902
FY2011		\$31,902	\$75,000		\$106,902
FY2012		\$106,902	\$75,000		\$181,902
FY2013		\$181,902	\$75,000		\$256,902
FY2014	E-25	\$256,902	\$75,000	\$350,000	(\$18,098)
FY2015		(\$18,098)	\$75,000		\$56,902

Note: In 2014, E-25 will be taken out of service and replaced with Sq-13 which will then be a reserve. A new pumper will be purchased and put in front line service.

# Capital Improvement Plan 2010-2014

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**Project Title:** 800 MHz Radio Tower Transmitter/Repeater Replacement

**Department/Division:** Fire Department/Radio System

**Project Description and Reason Necessary:** The city’s 800 MHz radio system uses 5 transmitter/repeaters located at the tower site. While these 2000 model radios are still functional, they use an analog system with a life span of approximately 10 years. Federal interoperability guidelines were designed to permit units from two or more different entities to interact with one another and to exchange information, by predefining a set of national interoperability channels. These channels were designed to provide the public safety community with a set of channels that could serve as a basis for initial on-the-scene coordination and resolution of local interoperability issues. To become compliant with federal interoperability guidelines (P25) radio systems are required to be upgraded to digital. In order to replace the transmitter/repeaters due to age, funding will be necessary in FY2010. To meet future interoperability guidelines the City’s radio system will require replacement of all analog radios as well as P25 software upgrades.

However, in the absence of any grant revenues, department portable analog radios will be converted to P25 compliant digital radios as they are gradually replaced. All mobile radios except the Fire Department’s (required to utilize headsets and the base units in the 911 dispatch center) will be eliminated. The total cost to convert to a digital radio system, including repeaters, while not P25 compliant, is approximately \$413,350. The total cost to attain P25 compliance is \$1.9 million (replace all analog radios and purchase related software).

**Funding Source:** Radio Communications Fund (Fund 162 - \$110,168), Byrne Grant (\$35,000)

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Transmitters / repeaters	\$117,268					\$117,268
Replace antenna	\$28,000					\$28,000
<b>TOTAL</b>	<b>\$145,268</b>					<b>\$145,268</b>

**Future Operating Budget Impact:** With federal requirements to upgrade our system to P25 standards (includes conversion to digital); radio system operating costs are expected to increase from those on the current system. If we stay on the current tower, our lease (currently \$22,000 per year) is expected to increase by approximately \$10,000 to \$32,000, plus 3% annual increases, thereafter. Based on FAA and FCC approval, constructing a new 300 ft. tower at the O&M facility may be an option. The current service agreement of \$24,000 per year is expected to only increase slightly each year. These charges are recovered from City users through direct allocation and internal service charges.

# Capital Improvement Plan 2010-2014

<b>Parks &amp; Recreation</b>							
<b>Funding Sources:</b>		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
General Fund		242,500	0	92,500	0	0	335,000
Grant Funding		242,500	32,500	92,500	0	0	367,500
General Capital Projects Fund Reserve		0	177,500	0	0	0	177,500
Grounds Maintenance Internal Service Charges		0	35,000	0	0	0	35,000
<b>Total CIP Funding Sources</b>		<b>\$485,000</b>	<b>\$245,000</b>	<b>\$185,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$915,000</b>
<hr/>							
<b>Expenses:</b>	<b>Fund</b>						
Huguenot Park Tennis Courts Reconstruction	001	185,000		185,000			\$370,000
Carver Center Landscape Improvements	001	300,000					300,000
Tall Pines Park	315		145,000				145,000
Sports Field Lighting Controls	001		65,000				65,000
<b>Total CIP - Recreation</b>		<b>\$485,000</b>	<b>\$210,000</b>	<b>\$185,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$880,000</b>
Backhoe/Loader Replacement	526		\$35,000				\$35,000
<b>Total CIP - Grounds Maintenance</b>		<b>0</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>
<b>Total CIP - Parks &amp; Recreation</b>		<b>\$485,000</b>	<b>\$245,000</b>	<b>\$185,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$915,000</b>

# Capital Improvement Plan 2010-2014

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**Project Title:** Huguenot Park Tennis Courts Reconstruction

**Department/Division:** Parks & Recreation

**Project Description and Reason Necessary:**

This project will reconstruct the existing asphalt tennis courts and replace and rewire lights in two phases. The tennis courts are asphalt with painted lines, which were built over 20 years ago. The existing sub-base is deteriorating and the court surface is showing cracks that cannot be repaired with just a resurface application. The existing lights have been in place for over twenty years and with salt air corrosion the lights and brackets need replacement, also the existing wiring is direct buried and needs to be upgraded and installed in conduit.

**Funding Source:** Application for FRDAP “Florida Recreation Development Assistance Program” grant with the State of Florida; the City Council has approved resolution #1795-2008 in support of the grant application.

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Reconstruct and Lights-3 courts (west side)	\$185,000					\$185,000
Reconstruct and Lights-3 courts (east side)			\$185,000			\$185,000
<b>Total</b>	\$185,000		\$185,000			\$370,000

**Future Operating Budget Impact:** The operating budget impact of this project has not been quantified, but operating costs are expected to be reduced by less maintenance on a new structure and more energy-efficient lights.

# Capital Improvement Plan 2010-2014

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**Project Title:** Carver Center Landscape Improvements

**Department/Division:** Parks & Recreation

**Project Description and Reason Necessary:**

The Carver Center is located at 738 South 4<sup>th</sup> Avenue in Jacksonville Beach. The Carver Center building is a community center that provides after school programs for children living in the Beaches area. The building is scheduled to be replaced with a new building in fiscal year 2009. Once this construction is complete and the old building is torn down; the second phase which involves the landscape improvements for the entire property will be started.

The landscape improvements include:

- Walking path and ribbon curb around perimeter of property
- Picnic Shelters – (2)
- Plaza and seating area
- Children’s play area
- Tree Planting
- Irrigation
- Multi-sports practice field
- Baseball practice field with backstop fence and clay infield

**Funding Source:** Application for FRDAP “Florida Recreation Development Assistance Program” grant with the State of Florida; the City Council has approved resolution #1795-2008 in support of the grant application.

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Carver Center	\$ 300,000					\$300,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Tall Pines Park

**Department/Division:** Parks & Recreation

**Project Description and Reason Necessary:**

Tall Pines Park is a neighborhood park located in north Jacksonville Beach at the corner of 9<sup>th</sup> Avenue North and 17<sup>th</sup> Street North. This is a heavily utilized park by the residents that live near it, the Montessori school on Penman Road and church groups; the annual City Easter egg hunt is held at Tall Pines Park. The improvements to the park will provide upgrades and replacement of the playground equipment, wood fence around the outside of the park and entrances on three sides accented with pavers.

**Funding Source:** General Capital Projects Fund parks reserve.

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Tall Pines Park – renovation		\$145,000				\$145,000

**Future Operating Budget Impact:** none expected.

# Capital Improvement Plan 2010-2014

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**Project Title:** Vehicle and Equipment Replacement Program

**Department/Division:** Parks & Recreation Department, all divisions

**Project Description and Reason Necessary:**

**Vehicles:** This is a program to replace vehicles due to age, condition or to maintain adequate and cost-effective fleet performance. Vehicles included are those that cost at least \$25,000 each.

**Reel Grinder and Enclosure:** A reel grinder “spin grinder” is used to sharpen reels on various mowers. The golf course uses reel mowers to mow the greens, fairways, green slopes, and tees at the lower height of cut required for golf course maintenance.

The existing spin grinder is over ten years old and frequent breakdowns are becoming common. The spin grinder sharpens reels by spinning the reels in a circle as a stone wheel is pressed against the reel to grind a sharp edge. The difficult part of this process is to have an equal pressure applied against the reel so that all edges of the reel are ground/sharpen evenly. This spinning technique is the best method to sharpen reels.

**Funding Source:** Grounds Maintenance Fund; Golf Course Maintenance Fund

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Backhoe/Loader-Grounds Maintenance		\$ 35,000				\$ 35,000
<b>TOTAL</b>		\$35,000				\$35,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Sports Field Lights and Controls

**Department/Division:** Parks & Recreation

**Project Description and Reason Necessary:**

The City has eleven sports fields that are lighted for nighttime play and six tennis courts. Many of these lights, fixtures, and controls were installed and purchased over fifteen to twenty years ago. This project will add controls for the lights at the City’s sports fields. The controls will help to manage the electric usage at the facilities by more closely managing the length of time lights are in use.

The City is also investigating the possibility of replacing the lights and fixtures at these facilities with high efficiency energy saving equipment. The replacement of the lights, fixtures, and poles will provide improved lighting of the fields and energy savings. This part of the project will include a survey of the fields to determine the light levels required for safe play. In addition this project will provide computer controls to monitor the usage of the lights, which will also provide a cost savings by reducing unauthorized usage. The estimated cost of replacing the lights and fixtures is \$750,000. The City is researching grant opportunities that may be available to fund the project. In light of revenue uncertainties over the next few years, it is also considering spreading the replacement of lights and fixtures over a number of years.

**Funding Source:** General Capital Projects Fund or ½ Cent Infrastructure Surtax bond proceeds.

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Sports Field Lighting Controls only		\$65,000				\$65,000

**Future Operating Budget Impact:** Electric bills for these facilities from August 2007 through July 2008 totaled \$57,189. The combined replacement of controls, fixtures and lights has estimated to be able to reduce electric bills by as much as 15 to 25 percent per year (\$8,579 to \$14,297).

# Capital Improvement Plan 2010-2014

<b>Public Works</b>							
<b>Funding Sources:</b>		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
Downtown Redevelopment Tax Increment (WTP)		\$2,014,552	\$842,416				\$2,856,968
Federal Stimulus Funds (9th St. S.)		5,000,000					5,000,000
General Fund Operating Revenues		56,000	36,000	173,000	65,000	36,000	366,000
Grants (WTP and 2nd St. N. drainage)		7,055,600	5,400,000				12,455,600
Local Option Gas Tax Revenues		420,000	420,000	420,000	385,000	385,000	2,030,000
1/2 Cent Infrastructure Surtax		65,000	65,000	65,000	65,000	65,000	325,000
Southend Redevelopment Tax Increment (WTP)		1,381,449	1,331,183				2,712,632
Special Assessments (Avalon)		760,000					760,000
Stormwater Bond Proceeds		805,000	0	0	0	0	805,000
Stormwater Operating Revenues		0	0	0	0	85,000	85,000
Water & Sewer Utility Operating Revenues				1,647,365	172,000	503,000	2,322,365
<b>Total CIP Funding Sources</b>		<b>\$17,557,601</b>	<b>\$8,094,599</b>	<b>\$2,305,365</b>	<b>\$687,000</b>	<b>\$1,074,000</b>	<b>\$29,718,565</b>
<b>Expenses:</b>	<b>Fund</b>						
General Fund:							
Vehicle Replacement Program	001	\$56,000	\$36,000	\$173,000	\$65,000	\$36,000	\$366,000
Local Option Gas Tax:							
Pavement Maintenance, Striping and Sidewalk Program (not capital)	150	420,000	420,000	420,000	385,000	385,000	2,030,000
1/2 Cent Infrastructure Surtax							
New School Sidewalks	151	65,000	65,000	65,000	65,000	65,000	325,000
Road & Associated Infrastructure Improvements:							
9th Street South		6,500,000					6,500,000
Avalon		1,900,000					1,900,000
Duval Drive		66,000					66,000
<b>Total CIP - Road &amp; Infrastructure Improvements</b>		<b>8,466,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,466,000</b>
Distribution & Collection:							
Vehicle Replacement	420	30,000	34,000	190,000	27,000	27,000	308,000
Projects from Master Plan Update	420	160,000	763,000	100,000	100,000	100,000	1,223,000
Repair/replace Water/Sewer Mains (not capital)	420	25,000	25,000	25,000	25,000	25,000	125,000
Sewer Rehabilitation Program-Manholes	420	20,000	20,000	20,000	20,000	20,000	100,000
Pollution Control Plant:							
Vehicle Replacement	420		27,500	18,500			46,000
Sewer Rehabilitation Program-Lift Stations	420	900,000		900,000		300,000	2,100,000
Master Plan to Upgrade the Waste Treatment Facility	420	12,488,499	493,532				12,982,031
Reuse Implementation Program			36,935	393,865			430,800
Water Plant							
Vehicle Replacement Program	420		83,000			31,000	114,000
<b>Total CIP - Water &amp; Sewer Fund</b>		<b>13,623,499</b>	<b>1,482,967</b>	<b>1,647,365</b>	<b>172,000</b>	<b>503,000</b>	<b>17,428,831</b>
Stormwater							
Vehicle Replacement Program	423					85,000	85,000
Stormwater Master Plan	423	805,000					805,000
<b>Total CIP - Stormwater</b>		<b>805,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,000</b>	<b>890,000</b>
<b>Total CIP Expense-Public Works</b>		<b>\$23,435,499</b>	<b>\$2,003,967</b>	<b>\$2,305,365</b>	<b>\$687,000</b>	<b>\$1,074,000</b>	<b>\$29,505,831</b>

# Capital Improvement Plan 2010-2014

**Project Title:** Vehicle Replacement Program

**Department/Division:** Public Works / All Divisions

**Project Description and Reason Necessary:** This is a program to replace vehicles due to annual operating expense, age, and condition.

<u>Division-FY Replacement</u>	<u>Fund Source</u>	<u>Truck #</u>	<u>Yr.</u>	<u>Description</u>	<u>Mileage (Hours) at 3/2009</u>	<u>Estimated Replacement Cost</u>
Streets-2010	430	555	1999	Dodge 2500 3/4-Tn 4X4 Pickup Truck	73,200	\$28,000
Streets 2010	001	511	2002	Dodge 2500 Pickup Truck	106,079	\$28,000
Streets-2011	001	526	2001	Dodge 2500 4X4 Pickup Truck	50,100	\$36,000
Streets-2012	001	524	2001	Dodge 1500 1/2-ton Pickup Truck	72,000	\$32,000
Streets-2012	001	514	2001	Dodge 2500 3/4-ton Pickup Truck	73,000	\$32,000
Streets-2012	001	565	1999	GMC 3500 Flatbed Truck	61,800	\$56,000
Streets-2012	001	569	2000	International 4700 Flatbed	38,400	\$53,000
Streets-2013	001	510	2001	International 4700 Clam Bucket Truck	45,000	\$65,000
Streets-2014	001	503	2003	Ford 250 4 x 4	43,000	\$36,000
Streets 2014	423	535	2001	John Deere Boom Arm Mower	980 hrs	\$85,000
D&C-2010	420	595	1998	Ford F700 2-ton Utility Truck	73,945	\$30,000
D&C-2011	420	590	2000	GMC 3500 3/4-ton Utility Truck	51,305	\$34,000
D&C-2012	420	542	2002	L7501 Ford (Vac-con)	5,884	\$190,000
D&C-2013	420	521	1999	Chevy X3500 1-ton Dump Truck	11,440	\$27,000
D&C-2014	420	572	2004	For F-250 3/4 -ton Pickup Truck	37,664	\$27,000
PCP-2011	420	507	2000	Ford F250 3/4-ton Pickup Truck	48,869	\$27,500
PCP-2012	420	517	2000	Dodge 1/2-ton Pickup Truck	41,240	\$18,500
WP-2011	420	597	2000	Dodge 1/2-ton Pickup Truck	98,222	\$24,000
WP-2011	420	598	1999	Dodge 3/4 ton 4X4 Pickup Truck	62,321	\$32,000
WP-2011	420	593	2001	GM 1/2 -ton Pickup Truck	42,720	\$27,000
WP-2014	420	596	2004	GM 1/2-ton 4-door SUV	16,572	\$31,000
				<b>TOTAL: 2010 through 2014</b>		<b>\$919,000</b>
Streets-2015	001	551	2003	International 4200 Flatbed	23,000	\$53,000
Streets-2015	001	545	2000	545-Kenworth 18yd Dump Truck	83,000	\$120,000
				<b>TOTAL: 2010 through 2015</b>		<b>\$1,321,000</b>

# Capital Improvement Plan 2010-2014

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## Vehicle Replacement Summary:

Funding Source-Division	FY2010	FY2011	FY2012	FY2013	FY2014	Total
General Fund-Streets: Sub-Total	\$56,000	\$36,000	\$173,000	\$65,000	\$36,000	\$366,000
Stormwater Fund – Streets: Sub-Total	\$0	\$0	\$0	\$0	\$85,000	\$85,000
Water & Sewer Fund-D&C	\$30,000	\$34,000	\$190,000	\$27,000	\$27,000	\$308,000
Water & Sewer Fund-PCP	\$0	\$27,500	\$18,500	\$0	\$0	\$46,000
Water & Sewer Fund-WP	\$0	\$83,000	\$0	\$0	\$31,000	\$114,000
Water & Sewer Fund: Sub-Total	\$30,000	\$144,500	\$208,500	\$27,000	\$58,000	\$468,000
<b>TOTAL</b>	<b>\$86,000</b>	<b>\$180,500</b>	<b>\$381,500</b>	<b>\$92,000</b>	<b>\$179,000</b>	<b>\$919,000</b>

<sup>1</sup> Lease option for street sweeper is shown above with estimated annual costs based on 2009 pricing.

# Capital Improvement Plan 2010-2014

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**Project Title:** Pavement Maintenance, Striping, and Sidewalk Program

**Department/Division:** Public Works / Streets

**Project Description and Reason Necessary:**

Pavement Maintenance Program: The City programs annual maintenance on a portion of its public pavement (streets, parking lots, and sidewalks).

Streets Maintenance: Over the past decade or so, this program has consisted of a combination of hot-in-place recycling, overlay, mill & overlay, resurfacing or sealing, and asphalt rejuvenation. In the past, maintenance was programmed for an average of approximately 10% to 15 % of the inventory. The dramatic rise in costs of petroleum related products (such as asphaltic concrete) over the past few years will cause this percentage to decline due to budget constraints. On the short to intermediate term, staff anticipates that mill & overlay and overlay approaches will be the primary focus.

Traffic Striping Maintenance: The City restripes streets that are resurfaced or overlaid, and restripes existing striping on streets.

Sidewalk Maintenance: The sidewalk maintenance program consists of repairing existing sidewalks in-kind, depending on the severity of the deterioration. The City continues to work on repairing broken sidewalks.

**Funding Source:** Local Option Gas Tax (LOGT); ½-Cent Infrastructure Surtax. See next page for other road improvements.

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
<u>LOGT (Not Capital)</u> Street Maintenance	\$370,000	\$370,000	\$370,000	\$335,000	\$335,000	\$1,780,000
<u>LOGT (Not Capital)</u> Sidewalk Maintenance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
BJB (Capital) New School Sidewalks	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
<b>TOTAL</b>	\$485,000	\$485,000	\$485,000	\$450,000	\$450,000	\$2,355,000

# Capital Improvement Plan 2010-2014

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**Project Title:** Road & Associated Infrastructure Improvements

**Department/Division:** Public Works

**Project Description and Reason Necessary:** Throughout the City there are roads which need to be rebuilt because of deterioration caused by aging, compromise of the base, and excess elevation due to many overlays. The degree of required rebuilding differs with the condition of each road. It is recommended that rebuilding of roads be accomplished in conjunction with improvements to underground utilities when possible. A separate program of pavement and sidewalk maintenance and street striping is funded from the Local Option Gas Tax and ½ Cent Infrastructure Tax (previous page).

**9<sup>th</sup> Street South Infrastructure Improvements** – Work to be done includes the replacement of existing sanitary sewer and water lines, new sewer services, installation of a median at Millie Drive, new storm sewer piping, and storm sewer inlets. This street will then be reconstructed as a two-lane urban street with curb and gutter, sidewalks on both sides of the street, special treatment at major intersections, new traffic signals and landscaping at practical locations. Final design is currently at 60% but needs to be revised to meet FDOT requirements and convert to design-build project. Design is expected to be complete by spring 2009. Project costs are uncertain until final design is complete. Engineer planning construction cost estimate is around \$6.5 million plus. Construction phase funding is anticipated at \$5,000,000 through the federal stimulus package.

**Avalon Residential Infrastructure Improvement Project** – This project may consist of installation of new water, wastewater, stormwater, roadway, and/or (possibly) reuse infrastructure in this area. A conceptual plan was prepared in 2002. A preliminary engineering design has been completed. Drainage has been coordinated with the FDOT. The engineer's preliminary construction estimate is \$1,900,000. Discussions have been conducted with the property owners regarding their commitments to share the cost of the improvements. Final design is underway and is scheduled to be completed by the end of FY 2009.

Costs of engineering, construction, and associated work for the improvements are ultimately to be borne by the owners of the properties benefiting from the improvements through assessments.

**Duval Drive Improvements** (37<sup>th</sup> Avenue South to Ponte Vedra Boulevard): Project consists of roadway reconstruction, curb and gutter, storm sewer piping, drainage inlets and connections to existing Lake Duval. Currently, this project is in the planning stages.

**The City is deferring other major road projects due to budgetary constraints caused by diminishing capital funds due to decreasing ad valorem taxes.**

# Capital Improvement Plan 2010-2014

**Funding Sources:** Property assessments, ½-Cent Infrastructure Surtax Bond proceeds, General Capital Projects Fund, Water & Sewer Fund, Stormwater Fund, South Beach Redevelopment District Fund, Federal Stimulus funds.

Project (funding source)	FY2010	FY2011	FY2012	FY2013	FY2014	Total
9 <sup>th</sup> Street S. -Construction	\$6,500,000 <sub>1</sub>					\$6,500,000
Avalon-South A1A-Design						
Avalon-South A1A-Construction	\$1,900,000 <sub>2,3</sub>					\$1,900,000
Duval Drive	\$66,000 <sup>4</sup>					\$66,000
<b>Total</b>	\$8,466,000					\$8,466,000

<sup>1</sup>Construction cost only. Also add 10% construction contingency and 5.5% for construction administration with contingency (\$7,500,000 +/- for construction, C&A, contingency). *Additional design costs necessary to meet FDOT requirements and timeframe for federal stimulus funds, estimated at \$300,000 or more. Very strong possibility that overall project is to be apportioned into several sub-projects for construction purposes and in the best interests of the City.*

<sup>2</sup>Construction cost only. Also add 10% for construction contingency, and 5.5% for construction administration plus contingency (estimated at \$2,300,000 +/- for contingency and C&A). (Cost does not include reuse piping construction cost estimated at \$250,000 or associated reuse design costs).

<sup>3</sup>All costs of engineering, construction, C&A, and associated work for the improvements ultimately are to be borne by the owners of the properties benefiting from the improvements through assessments, except for those costs that the city deems appropriate for the public to pay. Final design costs have already been approved.

<sup>4</sup>Estimated costs (Duval Drive): design-\$60,000 plus 10% contingency, construction \$750,000 plus 10% contingency plus 5.5% for construction administration. (These numbers are extremely variable because design scope has not been detailed at this time.)

# Capital Improvement Plan 2010-2014

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**Project Title:** Repair/Replace Water & Sewer Mains (1989 Water/Sewer Master Plan)

**Department/Division:** Public Works / Distribution & Collection

**Project Description and Reason Necessary:**

- **Water Mains System Replacement:** The City has an inventory of about 108 miles of water mains. Various existing water mains in some areas require replacement because they are old, tuberculated, galvanized 2”and/or unlined cast iron 4” or larger in size. Tuberculation is the development of small mounds of corrosion products (rust) on the inside of galvanized or unlined cast iron pipes, decreasing the diameter. This causes significant loss of water pressure and volume. The water lines are to be replaced with varied sizes of PVC pipes (6”or larger when need for firefighting requirements). **The City has made great strides over the past years in replacing old tuberculated, galvanized and unlined cast iron lines. This is an ongoing, multi-year program.** In the past, the City’s intent has been to program a major water main replacement project to be contracted and one or two small water line replacement projects for City or contract forces to accomplish, subject to available time and funding resources.
- **Sewer Mains System Rehabilitation:** The City has an inventory of about 84 miles of sewer mains and 1,698 manholes. Manholes are being identified for rehabilitation. Sewer mains identified in previous studies (1989 Water & Wastewater Study, 1992 & 1995 Infiltration & Inflow Studies, and 2004 Hydraulic Study) are deteriorated, cracked and leaking clay / cast iron pipes, constructed many decades ago, and are well beyond the normal life cycle. **Relining and replacing as necessary reduces sewer backups and infiltration and inflow from groundwater and rains, which in turn reduces the operational load and long-term wear and tear on the sewage lift stations and the city’s wastewater treatment facility.** This places less pollution load upon the environment. **This is an ongoing, multi-year program.**
- **Multi-Infrastructure Improvements Projects:** In the past, priority has been to upsize/replace/rehabilitate water & sewer mains and services as needed in conjunction with programmed stormwater and roadway projects for cost effectiveness. **The only multi-infrastructure projects currently in the City’s 5-year CIP are the 9<sup>th</sup> St. S. Improvements Project, the Avalon Subdivision Infrastructure Project, and design of the Duval Drive Improvements Project (see previous page). Federal Stimulus funds have been identified for the 9<sup>th</sup> Street project.**

**NOTE:** Water and sewer main improvement projects will be deferred because of the high costs of the Wastewater Treatment Facilities Upgrade Project to reduce nitrogen as mandated by the federal / state nitrogen TMDL allocation for the Lower St. Johns River Basin.

# Capital Improvement Plan 2010-2014

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**Funding Sources:** Water & Sewer Fund, General Capital Projects Fund, ½-Cent Infrastructure Surtax Bond proceeds

	FY2010	FY2011	FY2012	FY2013	FY2014	Total
2 <sup>nd</sup> Avenue N. (water/sewer- from 4 <sup>th</sup> St. to Palm Tree)						
Design	\$60,000					\$60,000
Construction		\$663,000 <sup>+1</sup>				\$663,000+
Other Mains Rehab (water/sewer)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
In-house – WS (not capital)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
<b>TOTAL</b>	<b>\$185,000</b>	<b>\$788,000+</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$1,348,000+</b>
<sup>1</sup> Projected costs are to be updated when construction cost estimates are revised by engineer as design nears completion. Also, add estimated 10% for construction & engineering contingency and 5.5% for construction administration plus contingency, (\$766,000+/- for engineering, construction, C&A and contingency)						

# Capital Improvement Plan 2010-2014

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**Project Title:** Sewer Rehabilitation Program -Lift Stations / Manholes  
*Identified in the 1989 Water and Sewer Master Plan*

**Department/Division:** Public Works / Pollution Control Plant, Distribution & Collection

## **Project Description and Reason Necessary:**

The City has an inventory of 36 sewage lift station and around 1,698 manholes. Sewage lift stations and manholes endure a harsh and corrosive environment due to hydrogen sulfide gas. Periodic rehabilitation of lift station wet wells and manholes are necessary to maintain structural integrity. This rehabilitation includes structural and surface repair and coating of the wet wells and manholes with the corrosion resistant product Spectrashield (or similar product). Spectrashield carries a 10-year warranty and from our research is currently the best coating available. In addition, pumps, piping, controls, fencing, and surface improvements at the lift stations are to be replaced / maintained as necessary. The current program strategy is to rehabilitate lift stations on an average of every 10 years. Currently, due to rising costs and funding constraints, **two (2) significant lift station projects are programmed for replacement, complete or partial rebuild in the next several years**, with both in conjunction with the Wastewater Treatment Facilities Upgrade Project. Deteriorated manholes are included in the rehabilitation with the lift stations. This annual rehabilitation program began in 1997.

**Sub-projects to the Wastewater Treatment Plant Improvement Project.** The following 2 lift stations must be upgraded prior to the new Wastewater Treatment Plant Improvements' becoming operational. As such, they are part of the overall plant project.

- **Lift Station 14:** LS#14 rebuild is included in the design of the Wastewater Treatment Facility Upgrade Project, with which it is co-located. This will be the primary master control lift station receiving sewage flow from four (4) secondary master control lift stations (#1, #3, manifolded #4/#5, and #10) and feeding the sewage flow into the new wastewater treatment facility headworks. Construction should follow shortly after design completion and no later than FY2011, subject to funding considerations. *See page 230 concerning the Master Plan to Upgrade the Wastewater Treatment Facility for additional information and estimated projected costs.*
- **Lift Station #3:** This lift station will be a key secondary master control lift station for the new Wastewater Treatment Facilities and will feed sewage flow to the primary master control lift station (#14). LS #3 is located in the vicinity of 4<sup>th</sup> St. S. and 15<sup>th</sup> Ave. Design of this major rehabilitation began in FY2008. The construction rehabilitation is planned to be completed as the wastewater treatment facility upgrade project nears completion projected in FY2011. The rehabilitation includes:
  - Replacement of the 3 submersible pumps (due to age and lack of parts availability),
  - New motor control panel with variable frequency drives and upgrading the telemetry system, in order to reduce power consumption and to better control flow into the new wastewater treatment facility,
  - Add new flow meter,
  - Evaluation of existing generator and transfer switch and upgrade / improve as necessary,

# Capital Improvement Plan 2010-2014

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- Repair of deteriorated concrete and rebar due to hydrogen sulfide impact,
- Evaluate (for pump maintenance) demolishing the existing pump building or installing new hoist and rail system inside the existing building and design/construct selected approach,
- Replace deteriorated gravity sewer piping / manhole in vicinity of 4<sup>th</sup> St. /10<sup>th</sup> Ave. S. intersection.

**LS # 1 and #15:** Are the remaining old, large shaft stations that need to be replaced / converted to submersible pump stations.

**Funding Source:** Water & Sewer Fund, ½-Cent Infrastructure Surtax Bond proceeds, federal grant.

DESCRIPTION	DIV	PRIOR	FY2010	FY2011	FY2012	FY2013	FY2014	Total
LS #3 (Design)	PCP	\$50,000						-
LS #3 (Const.)	PCP		\$800,000 <sup>1</sup>					\$800,000
LS #1	PCP				\$900,000			\$900,000
LS #15	PCP						\$300,000	\$300,000
Study to rehab Sewer Main on South Beach Parkway	D&C		\$100,000					\$100,000
Manholes	D&C		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
TOTAL		\$50,000	\$920,000	\$20,000	\$920,000	\$20,000	\$320,000	\$2,200,000

<sup>1</sup> Construction cost only. Need to include 10% contingency and 5.5% construction administration cost for a total cost estimated at \$900,000. Partial funding reimbursement is anticipated from a \$500,000 STAG grant, which may require some design adjustment to meet federal requirements.

# Capital Improvement Plan 2010-2014

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**Project Title:** Master Plan to Upgrade the Wastewater Treatment Facility

**Department / Division:** Public Works / Pollution Control Plant

Wastewater treatment regulations are becoming more stringent. The City initiated the renewal of its wastewater NPDES permit over three years ago. The draft permit has more stringent requirements than in the past. The City's current wastewater treatment process system combines an activated sludge - contact stabilization plant and a step - aeration plant, sharing headwork's structure and effluent basins. The activated sludge - contact stabilization plant is the older plant, originally constructed in 1969, and renovated in 1987. The step - aeration plant was constructed in 1988. Both plants require improvements. The headwork's structure and Lift Station 14, located at the plant, are also in dire need of upgrades.

**Paramount** is the issue of meeting the EPA / FDEP mandated Nitrogen Total Maximum Daily Load (TMDL) limit that is being allocated to the City's wastewater treatment facility. The federal Environmental Protection Agency issued Nitrogen TMDL allocations to point and non-point sources in January 2006 and reissued revised allocations in spring 2008, which were based on more scientific analysis by the Florida Department of Environmental Protection and the Florida St. Johns River Water Management District. The State followed by authorizing the Lower St. Johns River Basin Management Action Plan in fall 2008. These regulations have placed stringent reductions of Nitrogen in wastewater and stormwater effluent on the City. The City has been issued an Aggregate Allocation to cover reductions for both wastewater and stormwater. To meet this aggregate Nitrogen allocation, the City is upgrading its wastewater facilities to Advanced Wastewater Treatment (AWT) (no more than 3 mg/l of Nitrogen in the effluent stream). **The City's wastewater NPDES/FDEP permit has been issued, it includes the aggregate Nitrogen allocation and a not-to-exceed date for completion of the Wastewater Treatment Facilities Upgrade Project.**

This project was awarded for construction in March 2009 and has a 26-month construction period. The upgrades include:

- Converting the Existing Wastewater Treatment Facility to Advanced Wastewater Treatment (sequential batch reactor process) including equipment, piping, electrical and instrumentation,
- Constructing a new mechanical bar screen, grit removal, renovation of the existing concrete structure, by-pass pumping and electrical and instrumentation improvements,
- Upgrading the existing influent pumping station (Lift Station #14) to the primary master control lift station for the new wastewater treatment facilities to include new pumps and motors, variable frequency drives, coating of the existing concrete wetwell, odor control system, electrical and instrumentation improvements; and routing the secondary master control lift stations (#1, #3, manifolded #4/#5, and #10) into LS #14,

# Capital Improvement Plan 2010-2014

- Upgrading Sludge Handling Facility including modifications to the existing building,
- Modifying the existing Gas Chlorination System,
- Constructing a new dewatering facility with an oil and sand separator(s),
- Operating and maintaining existing facilities during construction of new and upgraded facilities.

**Funding Sources:** State Legislative grant (\$7,000,000), SJRWMD reuse-related grant (\$4,000,000), Downtown (\$2,856,968) and South Beach Tax Increment Funds (\$2,712,631), Infrastructure Surtax bond proceeds (\$4,888,303) and Water and Sewer Utility funds.

	PRIOR	FY2010	FY2011	FY2012	FY2013	FY2014	Total
WWTP Upgrade (Study/Final designs) Funded-Water/Sewer	\$1,452,830 <sup>1</sup>						
WWTP Upgrade (Construction)	\$8,475,871 <sup>1</sup>	\$12,488,499 <sup>1</sup>	\$493,532 <sup>1</sup>				\$21,457,902
Project Cost	\$9,928,701	\$12,488,499	\$493,532				\$21,457,902

<sup>1</sup> Include total construction and construction administration costs, plus 5% contingency on each. Budget is to be expended over the two year time frame of the construction project (26 months).

**Operating costs:** Post-construction staffing levels are not expected to change. There will be an increase in utility costs as shown in the table below.

<b>Annual Utility Costs:</b>	
Current electric costs on existing plant:	\$600,000
Reduction in electric costs of existing plant post-construction:	(\$228,000)
Electric cost on existing plant after construction	\$372,000
Plus additional electric costs on new portion of plant	\$472,403
<b>TOTAL Electric Costs</b>	<b>\$844,403</b>

# Capital Improvement Plan 2010-2014

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**Project Title:** Reuse Implementation Program

**Department / Division:** Public Works / Pollution Control Plant

**Project Description and Reason Necessary:** Included in the Master Plan to Upgrade the Wastewater Treatment Facility are costs that will create the ability to process all plant effluent to reuse quality, up to the 4.5 mgd capacity of the Waste Treatment Plant, with the potential of removing more of this effluent from the river as reuse increases over time (see previous project). Several **short-term projects** have been included in other projects and are complete. These projects primarily extend the Reuse Transmission to the north in anticipation of additional reuse capacity available once the Waste Treatment Plant Improvements project is completed and attains operational level.

Under the provisions of Amendment 1 to the SJRWMD Cost-Share Agreement for the Wastewater Treatment Plant Improvements Project the City agreed to construct some **mid-term reuse projects**. These projects will most likely be included as ancillary work in future projects for Beach Boulevard, Kirkland Cemetery and the Golf Course.

The **long-term project** will primarily extend the Reuse Transmission south to the vicinity of South Beach Park in anticipation of future reuse growth. This project is currently in the planning stages, will be costly, and has not been scheduled.

**Funding Sources:** May come from General Capital Projects, Water & Sewer Fund, SJRWMD reuse-related grant.

Description	Prior Years	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
<b>Short-term:</b>							
Golf Course (west side)	\$39,770						
Golf Course (east side)	\$67,273						
Beach Blvd. to Warren Smith Cemetery	\$26,696						
Kirkland Cemetery (old part)	\$2,465						
<b>Mid-term:</b>							
Wastewater Treatment Plant Improvements	\$8,036,443 <sup>1</sup>						
Warren Smith			\$31,935				\$31,935
Kirkland Cemetery	\$31,935		\$5,000				\$5,000
Beach Blvd. medians				\$117,095			\$117,095
Golf Course area				\$276,770			\$276,770
<b>Long-term: (beyond 2014)</b>							
Extend Reuse Main to vicinity of South Beach Park							

# Capital Improvement Plan 2010-2014

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<b>TOTAL</b>	\$8,204,582		\$36,935	\$393,865			\$430,800
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<sup>1</sup> These costs are included on the previous page within the costs for the WWTP Project.

# Capital Improvement Plan 2010-2014

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**Project Title:** Phase 3, Stormwater Master Plan

**Department / Division:** Public Works / Stormwater

**Project Description and Reason Necessary:**

For over a decade, the City has been steadily improving its stormwater collection systems through a program of study, design, and construction under the auspices of Phases 1, 2 & 3 of its Stormwater Master Plan.

Some projects in the Phase 3 of the Stormwater Master Plan are being designed and constructed, subject to available funding. Current status is shown in the following matrix. Project priorities and design approaches may be adjusted based on field-collected data, funding availability, and estimated project costs. Projects are funded one at a time as funds are available.

Project costs have been increasing dramatically over the past several years. Fund cash balance has been drawn down significantly. Major projects are on hold indefinitely due to funding constraints. (See chart that follows.)

<u>Project Area</u>	<u>Current Status</u>
Central Facility & South Facility Retention Basin Improvements	Multi-year program of contract and in-house work to improve both facilities. <b>(See next page for project summary.)</b>
2 <sup>nd</sup> St. N. (6 to 13 <sup>th</sup> Ave. N.)	\$955,600 matching federal grant, \$500,000 SRJWMD Stormwater matching grant, and Downtown Tax Increment Funds. Construction project awarded in March 2009 and is scheduled to be completed by end of year. Awarded as 2 sub-projects: <ul style="list-style-type: none"> <li>☉ Jacksonville Beach Golf Course Stormwater Retention Pond &amp; Infrastructure Improvements Project</li> <li>☉ 2<sup>nd</sup> St. N. Stormwater Collection and Treatment System Project.</li> </ul>
9 <sup>th</sup> Street South	Redesign of project is necessary due to the FDOT and Federal regulations as part of the \$5,000,000 federal Stimulus program. Project will be packaged as a Design/Build project. Construction will be funded by federal stimulus, South Beach Tax Increment, Water/Sewer and other funds.
Lake Mildred Area	Project being designed.
Constitution Cove Area	Project being designed.
Ocean Forest	Project being designed.
4 <sup>th</sup> Street South (1 <sup>st</sup> Ave. S. to 6 <sup>th</sup> Ave. S.)	Project being designed. Other existing City utilities along this corridor will also be investigated.

# Capital Improvement Plan 2010-2014

**Central/South Stormwater Basins:** This is a multi-year program to rehabilitate and improve these two primary stormwater retention facilities and conveyance systems to the west for stormwater collected south of Beach Boulevard. The Central Stormwater Basin facilities are located at 9<sup>th</sup> Street South and 12<sup>th</sup> Ave. S. The South Stormwater Basin facilities are located at JT Butler Boulevard and South Beach Parkway. Programmed work includes:

- **FY2010:**
  - Construction of valve operator deck and installation of valves at the Central Facility; Installation of level controls at the Central and South Facilities.
  - Fabrication/installation of safety/maintenance catwalk at the South Facility weir,
  - Fabrication and installation of sampling platform and access at the South Facility,
  - Fabrication and installation of debris collection and removal system at the South Facility on eastside of South Beach Parkway.

**Funding Sources:** Stormwater, Downtown Tax Increment, federal matching grant, SRJWMD stormwater matching grant

	PRIOR	FY2010	FY2011	FY2012	FY2013	FY2014	Total
Central/South Stormwater Basins	\$590,000	\$355,000					\$355,000
Golf Course Stormwater Retention Pond & Infrastructure Improvements Project	\$770,171 <sup>1</sup>						-
2 <sup>nd</sup> St. N. (6 to 13 <sup>th</sup> Ave. N.)	\$3,841,478 <sup>1</sup>						-
Lake Mildred-design		\$50,000 <sup>2</sup>					\$50,000 <sup>2</sup>
Ocean Forest-study/design		\$150,000 <sup>3</sup>					\$150,000 <sup>3</sup>
Constitution Cove-study/design		\$150,000 <sup>4</sup>					\$150,000 <sup>4</sup>
4 <sup>th</sup> Street South (1 <sup>st</sup> Ave. S. to 6 <sup>th</sup> Ave. S.)		\$100,000 <sup>5</sup>					\$100,000 <sup>5</sup>
<b>TOTAL</b>	\$5,201,649	\$805,000					\$805,000 <sup>2</sup>

<sup>1</sup> Includes construction, construction administration and 10% contingency. Project funding is provided thru federal matching grant, SJRWMD stormwater matching grant, and Downtown Tax Increment funds. These projects were budgeted in the second half of FY2009.

<sup>2</sup> Estimated costs (Lake Mildred): design-\$50,000 plus 10% contingency, construction \$400,000 plus 10% contingency plus 5.5% for construction administration. (These numbers are extremely variable because design scope has not been detailed at this time.)

# Capital Improvement Plan 2010-2014

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<sup>3</sup> Estimated costs (Ocean Forest): design/study-\$150,000 plus 10% contingency, construction \$1,500,000 plus 10% contingency plus 5.5% for construction administration. (These numbers are extremely variable because design scope has not been detailed at this time.)

<sup>4</sup> Estimated costs (Constitution Cove): design-\$150,000 plus 10% contingency, construction \$1,500,000 plus 10% contingency plus 5.5% for construction administration. (These numbers are extremely variable because design scope has not been detailed at this time.)

<sup>5</sup> Estimated costs (4<sup>th</sup> Street South): design-\$100,000 plus 10% contingency, construction \$950,000 plus 10% contingency plus 5.5% for construction administration. (These numbers are extremely variable because design scope has not been detailed at this time.)

Estimates for projects above being designed are soft; estimates will be updated upon design completion. Other stormwater projects may be added in the future based on the Downtown and South Beach Redevelopment area studies.



# Glossary



# **Glossary of Budgetary and Financial Terminology**

The City's operating budget contains specialized and technical terminology and acronyms that are unique to government and to public finance and budgeting. This glossary has been included in the budget to assist the reader in understanding the more unique terms.

## **List of Acronyms:**

- ALS — Advanced Life Support
- APPA — American Public Power Association
- ARP – All Requirements Project
- BLS — Basic Life Support
- CAD — Computer-Aided Dispatch
- CAFR — Comprehensive Annual Financial Report
- CALEA — Commission on Accreditation for Law Enforcement Agencies
- CAPE – Community Assisted Policing Effort
- CDBG — Community Development Block Grant
- CFL – Compact Florescent Light
- CIP — Capital Improvement Plan
- COP — Citizens on Patrol
- CPI — Consumer Price Index
- CRA - Community Redevelopment Agency
- CRT - Community Response Team
- DARE - Drug Abuse Resistance Education
- DUI — Driving Under the Influence
- EAR – Evaluation and Appraisal Report
- EMS — Emergency Medical Services

*Glossary and list of acronyms*

EMT – Emergency Medical Technician

EVOC – Emergency Vehicle Operators Course

FDEP — Florida Department of Environmental Protection

FERC — Federal Energy Regulatory Commission

FMPA - Florida Municipal Power Agency

FDOT – Florida Department of Transportation

FOP — Fraternal Order of Police

FRCC — Florida Reliability Coordinating Council

FRDAP – Florida Recreation Development Assistance Program

FS - Florida Statutes

GAAP - Generally Accepted Accounting Principles

GFOA - Government Finance Officers' Association

GIS — Geographic Information System

GPS — Geographic Positioning System

IAFF — International Association of Firefighters

IRB – Inflatable Rescue Boat

JTA — Jacksonville Transportation Authority

Kw, Kwh — Kilowatt, kilowatt hour, respectively

LAN — Local Area Network

LIUNA — Laborers International Union of North America

LOGT – Local Option Gas Tax

MGD — Million Gallons per Day

MHz — Megahertz

MPO — Metropolitan Planning Organization

Mw, Mwh — Megawatt (1,000 kilowatts), Megawatt hour (1,000 kilowatt hours)

*Glossary and list of acronyms*

NERC — North American Electric Reliability Corporation  
NFTPO – North Florida Transportation Planning Organization  
NPDES — National Pollutant Discharge Elimination System  
O&M – Operations & Maintenance  
PUD – Planned Unit Development  
RFP - Request for Proposal  
RFQ — Request for Qualifications  
SAN — Storage Area Network  
SCBA – Self-contained Breathing Apparatus  
SLEP - Service Life Extension Program  
SWAT — Special Weapons and Tactics  
TCEA – Transportation Concurrency Exception Area  
TIF — Tax Increment Fund(s)  
TMDL — Total Maximum Daily Load  
TRIM – TRuth In Millage Act  
VECHS — Volunteer Employee Criminal History System

**Glossary:**

**Accrual basis of accounting** - method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of the related cash flows.

**Ad valorem Tax** - a tax assessed on the value of real and personal property.

**Adopted (approved) budget** - the financial plan of revenues and expenditures for a fiscal year, as approved by the City Council.

**Amendment** - a change to the adopted budget which may increase or decrease a fund's total appropriation.

**Amortization** - gradual reduction of an amount over time. An example is amortized principal and interest payments on debt. An asset or liability with a limited life is usually amortized over the period benefitted (i.e., the life of the loan).

**Appropriation** - a specific amount of funds authorized by the City Council with which financial obligations may be made.

**Assessed Valuation** - the value placed on property for the purpose of taxation. The City of Jacksonville Beach accepts the assessment of real and personal property as determined by the Duval County Property Appraiser.

**Balanced budget** - total anticipated revenues plus available fund balance in excess of authorized reserves equals total budgeted expenditures plus required reserves for each fund.

**Bond** - a written promise to pay a specific sum of money (called principal or face value) at a specific future date along with periodic interest paid at a percentage of the principal. Bonds are used to finance capital projects.

**Bond Covenant** - an agreement between the City and its lenders which specifies a payment schedule, terms and reserves to be held.

**Budget Calendar** - the schedule of key dates or goals which the City follows through the budget process.

**Budgetary Control** - the control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limits of revenues and approved appropriations.

**Budget Message** - a brief written statement presented by the City Manager to the City Council and incorporated into the budget document which highlights budget issues and policy recommendations.

**Budget Process** - the established procedures and calendar for the tasks which are to be completed prior to the adoption of the annual operating budget.

**Budget Resolution** - the official enactment by the City Council legally authorizing City officials to obligate and expend City resources.

**Budgetary Solvency** - a governmental unit's ability to generate sufficient cash revenues to pay its bills over a thirty to sixty day time frame.

**Capital (Fixed) Asset** – Land, improvements to land, easements buildings, building improvements, vehicles, machinery, equipment, works of art, historical treasures, infrastructure and all other tangible or intangible assets costing \$750 or more that are used in operations and that have initial useful lives extending beyond a single reporting period.

**Capital Expenditure/Capital Outlay** - an expenditure for the acquisition of, or addition to a fixed asset. Items acquired for less than \$750 are not considered to be capital expenditures.

**Capital Improvement Plan (CIP)** - a plan for capital expenditures to be incurred each year over a fixed period of several years. The plan sets forth each capital project and identifies the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing for those expenditures.

**Capital Project** - Projects which result in the acquisition or construction of fixed assets which are of long term and permanent nature. Such assets include land, buildings and related improvements.

**Cash Balance Forward** - funds on hand at the end of a fiscal year resulting from collections of revenues in excess of expenditures or unexpended appropriations which are included as a revenue source in the budget of the following fiscal year.

**Contingency** - a budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

**Credit Rating** - an independent rating service's evaluation of the credit worthiness of notes and bonds. Such ratings influence the cost of borrowing.

**Debt** - funds owed as a result of borrowing.

**Debt Service** - the payment of principal and interest on borrowed funds, such as bonds.

**Debt Service Fund** - the fund used to account for the accumulation of resources for the payment of principal and interest on long term debt, specifically, bond issues.

**Deficit** - the excess of expenditures over revenues during a fiscal year.

**Department** - a major administrative division of the City with indicated overall management responsibility for an operation or a group of related operations within an encompassing related programmatic area.

**Depreciation** - the periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary funds such as internal service and enterprise funds.

**Encumbrance** - a commitment of funds through appropriations in which the expenditure has not actually been made at the time of recording. It may be represented by a purchase order, purchase requisition or contract for goods and services.

**Enterprise Fund** - a fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.

**Expenditure/Expense** - the outflow of funds paid or to be paid for an asset obtained or for goods and services provided regardless of when the expense is actually paid. The term expenditure applies to governmental funds and the term expense applies to proprietary funds.

**Fiscal Year** - the time period designated by the City signifying the beginning and ending of its annual period for recording financial transactions. The City of Jacksonville Beach's fiscal year is October 1 through September 30.

**Fixed Asset** – a financial resource that is tangible, has an expected life of more than one year, costs more than \$750 and is not a repair or supply item. Items meeting the fixed asset criteria are classified by major categories: land, building, improvements other than building, equipment and vehicles and construction-in-progress.

**Franchise** - an agreement between the City and a provider of public services, such as cable television or garbage collection, which imparts certain standards on the provider and is a contract which requires payments to the City.

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

**Fund Balance** - refers to the excess of assets over liabilities and, therefore, is generally known as the amount available for appropriation to the extent that it is not reserved.

**General Fund** - the governmental accounting fund supported by ad valorem property taxes, licenses and permits, service charges and other general revenues to provide City-wide operating services. This may be referred to as the Operating Fund.

**General Obligation Bonds (GOB)** - bonds whose principal and interest are paid from property tax for debt service and are backed by the City's full faith and credit. Approval by referendum vote is required for GOBs to be issued.

**Governmental Funds** - funds used to account for the acquisition, use and balances of expendable financial resources and related liabilities. Governmental funds include the General Fund, Special Revenue Fund(s), Debt Service Fund(s) and Capital Projects Fund(s).

**Homestead Exemption** - pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner occupies as principal residence is exempt from property tax.

**HTE** – The name of the City of Jacksonville Beach's operating software for general ledger, utility billing, building permit, occupational license and other applications.

**Impact Fees** - monetary payments made by developers or builders to defray the public costs of providing infrastructure capital to a development.

**Infrastructure** - public support structures such as roads, street lighting, water and sewer lines.

**Intergovernmental Revenue** - Revenue received from another governmental unit in the form of entitlements, shared revenues or payment in lieu of taxes.

**Levy** - to impose taxes, special assessments or service charges. Another term used for millage rates.

**Mandate** - any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive or judicial action as a direct order or that which is required as a condition of aid.

**Matching Requirement** - a contribution to a project or program required by a funding source as a basis for the grantor's contribution. Matching requirements are frequently imposed as a proportionate share of the overall contribution.

**Millage Rate** - The ad valorem tax rate expressed in the amount levied per \$1,000 of assessed taxable value of the property, or 1 mill = \$1.00 per \$1,000 of assessed value.

**O&M Facility** – Operations and Maintenance Facility.

**Operating Expenditures** - also known as operating and maintenance costs, these are day-to-day expenses excluding capital outlay, debt service and transfers.

**Performance Indicators** - special qualitative and quantitative measures of work performed as an objective of a department.

**Proprietary Funds** - used to account for a government's ongoing organizations and activities that are similar to those found in the private sector. Proprietary funds include Enterprise and Internal Service Funds.

**Reserve** - an account used to indicate that a portion of funds has been legally restricted for a specific purpose or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, unforeseen expenditures or revenue shortfalls.

**Retained Earnings** - a fund equity account which reflects accumulated net earnings (or losses) of a proprietary fund. As in the case of fund balance, retained earnings may include certain fund balance reserves.

**Rolled-back Millage Rate** - under Florida law, as property values are increased each year by the property appraiser due to inflation, the rolled-back property tax rate is reduced proportionately so that the City does not automatically derive additional revenue.

**Revenue** - funds which the City receives as income. Revenue categories include taxes, licenses, user fees, service charges, fines and penalties, interest, loan proceeds and grants.

**Sinking Fund** - a reserve fund accumulated over a period of time used for the periodic retirement of debt.

**Special Assessment** - a compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund** - a governmental fund in which the revenues are designated for use for a specific purpose or activity.

**Taxes** - compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**Tax Year** - the calendar year in which ad valorem taxes are levied to finance the ending fiscal year budget. For example, the tax roll for the 2009 calendar year would be used to compute the ad valorem taxes levied for the 2009-2010 budget.

**Tentative Millage** - the tax rate adopted in the first public hearing of a taxing authority. Under state law, the agency may reduce, but not increase, the millage during the final budget hearing without extensive re-advertising and property owner notification.

**TMDL** – Total Maximum Daily Load. TMDL refers to the maximum amount of a pollutant such as nitrogen that a water body can receive and still meet water quality standards, and an allocation of that amount is made to the pollutant's sources, such as wastewater plants.

**Truth in Millage Act (TRIM)** - a 1980 law enacted by the Florida legislature which changed the budget process for local taxing authorities. It was designed to keep the public informed about the taxing intentions of the various authorities.

**Uniform Accounting System** - the chart of accounts prescribed by the State of Florida, Office of the Comptroller which is designed to standardize financial information to facilitate comparison and evaluation of various reports.

**User Charges/Fees** - fees charged for the direct receipt of public service.

**Voted Millage** - property tax levies authorized by voters within a taxing authority. Bond issues that are backed by property taxes are a common form of voted millage in the State of Florida. Such issues are called general obligation bonds.