

CITY OF JACKSONVILLE BEACH ANNUAL BUDGET



FISCAL YEAR ENDING SEPTEMBER 30, 2011

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
	Dick Matthews	Seat 5, District 2
	Tom Taylor	Seat 6, District 3

Acting City Clerk: Judy L. Bullock

City Attorney Susan S. Erdelyi

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, 2009

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Emmer'.

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, 2009. 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.

2011 ANNUAL BUDGET
TABLE OF CONTENTS

Listing of City Officials	
Long-term Goals	
Distinguished Budget Award: 2009-2010	
Table of Contents	
Budget Message	
Executive Summary of Changes in Revenues and Expenditures	
Community Profile	1
Organization Profile	
Organization Chart	13
Four-year Summary of Authorized Positions	14
Policy Overview	
Budget Policies	17
Budget Process	26
Financial Summaries	
Combined Summary of Revenues and Expenditures-All Funds	31
Summary of Changes in Fund Balance	32
Fund Structure	35
Revenues and Expenditures by Major and Nonmajor Fund	39
Revenue Summary	40
Combined Summaries of Revenues and Expenditures/Expenses	
Major Funds:	
General Fund	50
Community Redevelopment	54
General Capital Projects	55
Electric Utility	56
Water & Sewer Utility	57
Nonmajor Funds:	
Governmental Funds	58
Enterprise Funds	59
Internal Service Funds	60
Pension Funds	61
Capital Outlay Detail by Department	62
Expenditures Shown in Business Plans	64
Debt and Capital Projects	65
Executive and Legislative	73
Planning & Development	85
Parks & Recreation	99
Public Works	119
Police	135
Fire	145
Beaches Energy Services	153
Finance	171
Human Resources	179
5-year Capital Improvement Plan	189
Glossary	241



City of Jacksonville Beach

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

October 12, 2010

The Annual Budget and Capital Improvement Plan for the 2011 fiscal year were adopted on September 13, 2010. The adopted budget contains no ad valorem tax increase. The City's total proposed budget of \$163,959,844 is \$17,521,541 less than the current year's budget.

The budget was developed using the following instructions:

- The General Fund budget will be based on the rolled-back rate millage rate (\$4.0947 mills).
- All operating budgets will be balanced.
- 2011 budgets for personnel and operating costs will be less than or equal to the 2010 budgets for personnel and operating costs.
- Spending patterns in all funds must be sustainable.

The City Council adopted the rolled-back millage rate on September 13. The rolled-back rate is defined as the millage rate that produces the same amount of property tax revenue as the previous year with the exception of property taxes on new construction or additions to the tax roll. Many homeowners will see the portion of their property taxes that pays for Jacksonville Beach services decrease. Those homeowners who benefitted from increases in the market values of their homes while the "Save Our Homes" law limited increases in their taxable values will pay more.

With continuing decreases expected in most revenue sources, but particularly in tax-related revenue and in State-shared revenues, the budget instructions necessitated that all departments reduce their personnel and operating costs. At the beginning of the budget process, expenditures in the General Fund were projected to be about \$467,000 more than revenues. To eliminate that imbalance, all City departments participated in a budget balancing exercise, which resulted in reductions in overtime, the elimination of one position, reduced hours for several part-time positions and the elimination of one special event. Funding to cover about half of the shortage will come from the Lease Facilities Fund, which will transfer \$242,600 into the General Fund next year to pay for the cost of budgeted capital outlay, $\frac{3}{4}$ of which is for 6 police vehicles and related in-car laptops. The Lease Facilities Fund generates revenue from the rental of the Community Resource Center, Industrial Park, Telecommunication Tower, Marine Patrol Building and Penman Park facility.

Like last year, because of the continued uncertainty about future revenues in the current economic and political climates, departments made the following changes in the number of authorized positions:

- **eliminated 6 full-time positions:** one secretary in the City Manager's office, one administrative secretary, one maintenance worker, one communications officer, one assistant golf professional, one building inspector,
- **reduced hours for 2 part-time positions:** two tennis court attendants,
- **converted existing positions from part-time to full-time:** change one senior secretary from part-time to full-time, convert 2 part-time maintenance worker positions to 1 full-time position.

The positions being eliminated are currently vacant or will be vacant by the end of 2010. Since 2008, 24 full-time positions have been eliminated and all departments have lost at least one position. As positions become vacant, we continue to carefully consider changes that can be made in the way we deliver services in order to either eliminate the position or to convert it from full-time to part-time.

A summary of staffing levels by department and division since 2008 can be found in the Organization Profile section of this book, including a detail of the position changes made since 2008. Immediately following this letter is an executive summary of changes in 2011 budgeted revenues and expenditures.

THE ENVIRONMENT

Decreasing Revenues – 2011 budgeted revenues are expected to decrease by \$15.0 million. The recession has continued to depress housing prices and sales tax revenues that Florida's local governments depend on to pay for basic services. The recession has caused reductions in many of the City's major recurring sources of governmental revenue. Structural problems with Florida's sales tax base make it vulnerable to economic downturns. Action by the state legislature to limit or end sales tax exemptions on internet sales and other items could partially mitigate the problem which, to date, has not been taken in Tallahassee. And Florida's August, 2010 unemployment rate of 11.7% (Bureau of Labor Statistics) is the fifth highest in the nation, making citizens of every city and county in the State hostile to any attempts to increase taxes in order to make up some of the revenue reductions. Economic recovery and an increase in consumer spending will be a long, slow process.

The 2011 budget estimates decreases in all revenue categories except interest and miscellaneous revenue. Although these revenue reductions will limit the number and scope of future projects and services, 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. By aggressively seeking additional revenue, reducing costs and paying down debt, the City's financial resources have been carefully managed so that they will be available to provide an acceptable level of service to our customers, even in difficult economies like this one. Having funds on hand enables the City to continue its operations and meet any crisis, such as a hurricane, without having to borrow additional funds and with as little disruption as possible to our citizens and customers. It is increasingly important to manage the City with a healthy balance between short-term and long-term implications of the choices we make.

Decreases in taxes, from property, communications or sales taxes in the form of state-shared revenues continue to have a major impact on the City's ability to provide services. Representing 72% of the General Fund's total revenue, recurring revenues such as property taxes, State ½-Cent Sales Tax and State Shared Revenues are the primary means of paying for basic government services. In the General Fund, these revenues are estimated to decrease by \$437,883 in 2011. Other revenues like ½-Cent Infrastructure Surtax, Local Option Gas Tax, Convention Development Tax, make substantial contributions toward funding the City's operations and ability to improve and maintain its infrastructure. They, too, are expected to decrease.

The single largest revenue source in the General Fund, is property taxes, representing 44% of its revenues. General Fund property taxes are used to pay for services such as police, fire, street and road maintenance, parks and recreation services, building inspection, planning, building permits and code enforcement and other governmental services. This year, due to real estate values that continue to decrease, property tax revenue in the General Fund will fall by \$39,690, despite an increase in the millage rate from \$3.8180 to \$4.0947 mills. Property tax revenue in the Redevelopment Fund will fall by at least \$587,696 (7.2%). Redevelopment property taxes are used to support long-term redevelopment projects in the City's two redevelopment districts. Property tax revenue in FY2011 is expected to be less than it was three years ago in FY2008.

The City has been the beneficiary in recent years of grant and stimulus funding. This non-recurring funding helped pay for projects including the Wastewater Treatment Plant (\$11.0 million of grant funding), A1A improvements (\$1.0 million), 2nd Street North Stormwater and Golf Course Ponds Project (\$1.5 million), and the South 9th Street Project and helped the City avoid borrowing money to pay for the projects. Through such one-time revenues we are making major upgrades to the Wastewater Treatment Plant in order to comply with federal nitrogen removal mandates without raising sewer rates. However, utility rate increases will be necessary in the future to maintain and upgrade aging utility systems and to pay for upgrades that may be required in order to meet future federal and state environmental mandates. At least two large projects will be done next year with little City funding. Beach Renourishment will be completely funded with Federal, State and County dollars. The project to upgrade 9th Street is being funded with \$4.0 million of ARRA Federal Stimulus and \$696,300 of City funds. This project, to be constructed in three phases, will reconstruct roadway and drainage, upgrade traffic signals, adjust water and sewer, and add curb, gutter and sidewalks.

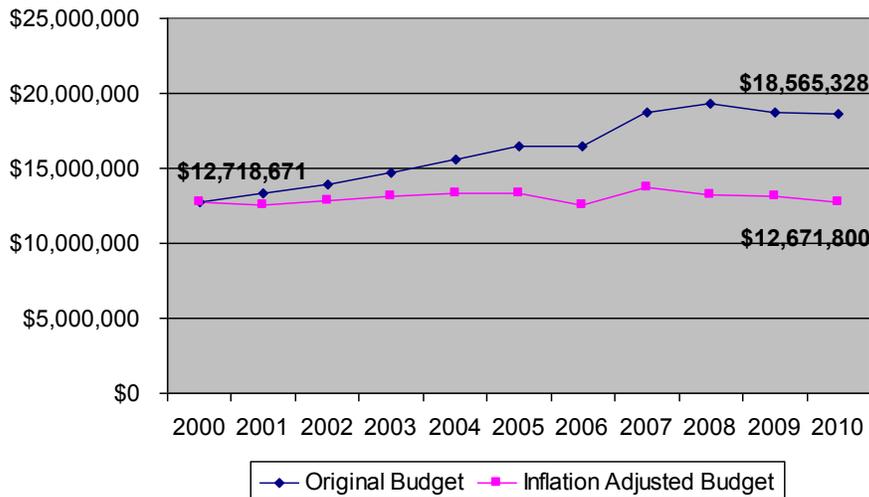
Continued stability in the price of natural gas has given Beaches Energy Services, the City's electric utility, the opportunity to reduce the bulk power cost adjustment early next year. This reduction will save its customers between \$5.0 and \$7.0 million in 2011. Construction of its natural gas distribution system is expected to be complete in late spring of next year. This system will primarily serve commercial customers and offers significant savings for those who convert from propane to natural gas.

It is important to note that, with the exception of those in the General Fund, most of the City's revenue sources have restrictions on how they can be spent. Restrictions are placed on these revenue sources by statute, grant agreement, contract, and bond requirements. Many have unpredictable revenue streams; many will only pay for additional new personnel or equipment and will not pay for existing personnel or for the

replacement of existing equipment. For example, funds such as the Law Enforcement and Equitable Sharing Trust Funds will only pay for specific law enforcement costs; the Community Development Block Grant (CDBG), by contract, pays for a portion of the costs of the Carver Center, a CAPE officer and utility assistance for our electric, water and sewer customers. Revenues from the City’s utility funds are dedicated to pay for the systems’ operations, maintenance and upkeep and are legally pledged against the outstanding debt that was borrowed to construct additions and major improvements to the utility systems.

Increasing Costs – Striking a balance between providing the services our citizens and customers expect at a price they are willing to pay is the greatest challenge involved in putting a budget together. Over 2/3 of the expenses in the General Fund pay for people who provide services 24-hours a day, every day of the year. Over 75% of the General Fund’s payroll costs are for employees who work in the Police and Fire Departments.

General Fund Revenue-Original and Inflation Adjusted Budget



As the cost to provide services has continued to increase, City departments have begun to restructure, share staff, automate processes, and reduce the scope of programs. As an

indication of their success in managing these costs, the General Fund's budget, when adjusted for inflation, is less today than it was in FY2000.

Costs that are not controllable by the City often come from external governments or agencies. Such costs come in a variety of forms, from the obvious, like the costs of environmental regulation and state requirements concerning the use of insurance premium taxes to fund police and fire pensions, to the not so obvious, like the cost of system changes to comply with federal privacy requirements, certification requirements for employees who operate the City's electric, water, sewer and stormwater systems, staff time to account for and complete grant-related reports, state-required financial reports and audit requirements.

In order to slow the rate of increase in personnel costs, the 2011 budget freezes wages for all City employees. Included in the payroll budget, supervisors have the option of granting 2% or 4% lump-sum payments, for good performance. These payments do not increase the employee's base wages and, after 2011, will not increase payroll costs. Because wage rates are a result of union contract negotiations, across the board reductions may be difficult to achieve. To further manage payroll costs in the General Fund, overtime budgets for police (\$16,130), fire (\$30,000) and streets (\$10,000) were reduced. Police overtime, where allowed, was shifted to special revenue funds (\$30,651). To hold its health insurance costs flat, the City increased deductibles and employees were asked to pay more for the coverage they receive.

Underperformance in the financial markets, relative to the assumed rates of return in its pension plans has increased the City's pension contribution from \$213,043 in 2000 to \$1,865,176 in 2011. Pension costs also continue to increase because of requirements enacted at the state level that local governments must pay for. Continued increases in the City's pension contribution at this rate are not sustainable and we are considering options

to limit the growth of this cost. The level of unfunded liability in each of the City's three pension funds is carefully monitored.

The cost of projects that are mandated by federal/state government in order to comply with environmental regulations is significant, and often does not come with additional funding to help local governments pay for the projects. 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 tributaries cleaner by requiring more stringent wastewater and stormwater treatment processes to limit the amount of nutrients in the river. 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, costly compliance requirements.

The Wastewater Treatment Plant Project, at a construction cost of \$20.2 million, is an example of a federally-mandated project to remove nitrogen from treated wastewater that is discharged into the St. Johns River in compliance with EPA and FDEP requirements. The City aggressively sought and received \$11 million in grant funding to help pay for this project. Additional funding came 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, expected to be complete in the first half of FY2011, with no increase water and sewer rates to pay for the project. Without this funding, the City's water and sewer customers would see their rates increase between \$6.40 and \$9.60 per month for the next 20 or 30 years in order to pay for the construction costs. The stormwater system may be the next area where compliance with environmental regulation will drive up operating costs and corresponding customer rates.

Jacksonville Beach adopted inclining block rates for water in 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.

The cost of federal energy regulations of carbon dioxide emissions will drive up the cost of electricity. Of Beaches Energy Services' budget, 73% 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 its use of natural gas as its primary fuel, Beaches Energy has a good environmental footprint.

To help manage the cost of electricity, Beaches Energy has introduced programs to manage demand charges. Demand charges are the portion of electric costs that come from having to build generation that can produce enough power to supply customers with the maximum amount of electricity that they might need on any day. Demand management programs are being implemented with one of Beaches Energy's largest customers, and are being considered for implementation at City facilities and for other large customers. In addition to reducing Beaches Energy's power costs, this program has

the added benefit of decreasing the utility bills that all City departments pay. Earlier this summer, the City's new natural gas distribution system began operations. This system was designed primarily for commercial customers, who will benefit from the savings of switching to natural gas from propane or electricity.

We expect current economic conditions to be with us for the near future. The City's priority will remain providing excellent service in its core areas: police and fire protection, ocean rescue, 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, but every budget reduction required to balance future budgets will involve more difficult choices than the last one.

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 AND PROJECTS

Selected programs and projects funded in this budget include:

Police:

- In the General Fund, forty full-time officers are assigned to the Patrol Division, the department's largest. The Community Response Team, Traffic Unit, and Pablo Beach CAPE programs are also supported in the General Fund. The Community Response Team receives partial funding from a Justice Assistance

Grant while the Pablo Beach CAPE program receives the majority of its 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 9,194 hours of service to the department so far this year. Funding for these programs are provided by the General Fund and by the Law Enforcement Trust Fund.

- Four officers are 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, which comes from property taxes is provided through Community Redevelopment Agency.
- The Department's training budget is being paid with special revenue from fines related to traffic and boating infractions, misdemeanors and felonies.
- A Justice Assistance Grant will be used to provide funding for upgrades to the radio system and to provide partial funding for the Community Response Team.

Fire:

- Continued funding for the Advanced Life Support and emergency preparedness programs is included in the General Fund. The Advanced Life Support program has helped reduce the response time in the south end of Jacksonville Beach, by providing life support services until a transport unit arrives from Jacksonville Fire/Rescue. The department is the only fire service agency in the county that provides child safety seat installation, inspection and education.
- In the past year, the department has used General Fund and grant funding to construct an 800 Mhz radio tower. Construction of the tower has enabled the department to cut the costs of operating the radio system in half, resulting in savings for all departments that have radios. Included in this budget are funds from the Justice Assistance Grant to purchase additional radios as the City continues to move toward a P-25 compliant radio system.

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 included in the General Fund budget. Partial funding for Ocean Rescue is provided by the City of Jacksonville.
- The Carver Center, which moved into a new facility last summer, has recently seen a major renovation to the grounds and park facilities adjacent to the Center. Annually, the department hosts a number of camps for the City's younger citizens, including special needs and disadvantaged children.
- Upgrades to Tall Pines Park, including replacement of fencing and playground equipment are included in this budget.

Public Works:

- 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. The division has recently converted to a seven-day per week schedule to accommodate budget reductions for overtime. This means that the division will only be fully staffed on Tuesday through Thursday of each week. Decreases in the General Fund and Local Option Gas Tax Fund are beginning to affect the division's ability to maintain roads, curbing and sidewalks.
- Water & Sewer: The budget includes ongoing programs to replace old, deteriorated water mains, clean sanitary and storm mains, and rehabilitate lift stations. 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. This project will be combined with the North 2nd Street Water, Sewer

and Road Improvements Project. Funding for the combined \$1.7 million project will be supplemented by a federal grant of approximately \$485,000.

- Stormwater: In addition to the on-going rehabilitation and improvements at the City's Central and South Stormwater Basins, the budget includes funding for drainage improvements to Lake Mildred, and studies in the areas of Ocean Forest and Constitution Cove.
- Downtown Improvements: Downtown drainage, infrastructure and beautification projects incorporating the recommendations from the Downtown Visioning process including SeaWalk Reconstruction and Phase 2 of the Downtown Vision and Infrastructure Improvements are currently being designed. All of the projects will be funded primarily by tax increment funds from the Community Redevelopment Agency.

Beaches Energy Services:

- Construction of Phase 2 of the natural gas distribution system to supply commercial customers will continue well into 2011. This phase of the system will extend service to approximately 120 additional commercial customers.
- The budget will fund implementation of energy efficiency, rebate and conservation programs provided through its utility billing division.
- Underground and overhead projects to improve reliability in Jacksonville Beach, Neptune Beach and St. Johns County. These projects are part of a long-term, program of replacing and maintaining the distribution system to ensure that Beaches Energy continues to keep its excellent reliability record.
- Beaches Energy Services plans to purchase new switchgear in controls to allow the use of standby generation and City facilities for peak demand load reduction. This project has the potential to significantly reduce power costs. A description of the project and the utility's major replacement projects can be found in the capital improvement section of this document.

MEASURING PERFORMANCE

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 included in this document.

IMPACT OF OTHER PROCESSES

In addition to the budget process, the City periodically offers other processes through which its citizens have the opportunity to participate in guiding the direction of the community. In 2007, for example, 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. The plan includes features designed to improve walkability, slow the speed of traffic and create a vibrant, family and visitor-friendly area. 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.

Proposed improvements resulting from the Downtown Vision Plan 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. Projects being studied or designed include the Phase II of the Downtown Infrastructure Project and the SeaWalk Reconstruction (Beach Blvd. to 3rd Ave. N.). Projects are budgeted once design is complete and the construction bid has been awarded and may be limited by the amount of money available in the Downtown Tax Increment Fund.

Because of the relative abundance of available downtown parking in close proximity to its beaches, dining and drinking establishments, Jacksonville Beach attracts a large number of visitors from outside the City limits. While most visitors are well behaved, some create problems, particularly at closing time, when they have been over-served in bars and restaurants. In the past year, the City Council has sought solutions to reduce the amount of alcohol-related rowdiness downtown.

This summer, the City conducted a ***Summer Paid Parking Pilot Project*** to obtain information and determine the possible effects of paid parking in City-owned downtown parking lots. Preliminary evidence suggests that paid parking is one tool that shows potential in reducing some of the misbehavior that occurs in downtown parking lots. Based on information gathered from the pilot project, the consultant's recommendations, and guidance from the City Council, we expect to decide the types of programs to implement and how to implement them. The implementation costs will vary with the type of program selected. No provision has been made in the 2011 budget for any potential costs related to the parking program.

Historically, misbehavior in establishments that serve alcohol for consumption on premises has been addressed by police in a reactive manner. By law, police officers cannot operate inside a bar, so what happens inside these establishments is up to the owner or manager. Concurrent with the parking study and based on supportive feedback obtained in two previous well-attended workshops, the City is drafting an ordinance that is intended to create some incentives for owners and managers to do a better job of

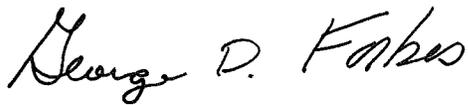
supervising the amount of alcohol consumed by patrons in their establishments. This, in turn, will lead to a reduction in the number of late-night calls for service experienced by the City's Police Department. 70% of those arrested downtown do not live in the City. Additional workshops will be held when the draft ordinance is ready to be considered for approval.

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 require new ways of thinking about the challenges. 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.
- Increase revenues by requiring users of City facilities and services to pay a greater part of the cost of those services.
- Decrease operating costs by reducing utility consumption at buildings and park facilities.
- 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

Summary of Changes in Revenues and Expenditures:

Revenues:

Revenues	<i>Original Budget 2010</i>	<i>Approved Budget 2011</i>	<i>Increase (Decrease)</i>	<i>% Change</i>
Taxes	\$19,763,382	\$18,865,996	(\$897,386)	-4.5%
Permits & fees	360,400	323,800	(36,600)	-10.2%
Intergovernmental	11,873,370	4,895,699	(6,977,671)	-58.8%
Charges for services	131,227,778	124,176,214	(7,051,564)	-5.4%
Fines & forfeitures	321,500	197,500	(124,000)	-38.6%
Interest & other	8,019,975	8,416,058	396,083	4.9%
Transfers in	9,395,099	9,082,648	(312,451)	-3.3%
Total Revenues	\$180,961,504	\$165,957,915	(\$15,003,589)	-8.3%

Taxes: Decreases in every major revenue source in this category: property taxes, sales and gas taxes, local communications taxes, and local business taxes are related to the continuing economic downturn. Revenue decreases necessitated similar operating cost reductions in most departments' budgets. Depressed revenues are likely to influence budget choices for the near future.

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: The City has aggressively sought grant funding for major construction projects. Grant funds totaling \$11.0 million are enabling it to build a new wastewater treatment facility without any rate increase to its customers. In addition, grants have provided partial funding for the 2nd Street drainage improvements, the Community Response Team, radio tower improvements and police equipment (see Executive & Legislative, Public Works and Police). In 2011, however, this additional revenue is expected to decrease significantly as construction of the wastewater treatment plant nears completion.

Charges for services: Changes in the cost of power are recaptured through the power cost adjustment on the customer's monthly bill (See Beaches Energy Services). Beaches Energy Services expects to decrease charges for power that the customer pays in early FY2011.

Fines & forfeitures: The budget anticipates a continued decrease in revenue from court fines. This revenue source has decreased by over half since FY2005, due to changes in the allocation of traffic fines.

Interest & other: Interest earnings on pension investments are expected to be about the same in FY2011. However, the City's pension contribution will increase by \$356,139 due primarily to investment losses in recent years.

Transfers in: In 2009 and 2010, partial funding for construction of the Wastewater Treatment Plant, was provided by the Downtown and Southend Redevelopment Funds and the ½ Cent Sales Surtax bond proceeds. With the completion of the Wastewater Treatment Plant, these transfers will be eliminated.

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

Expenditures-by Category:

Personal Services: The FY2011 budget eliminates 6 full-time positions, reduces hours for two part-time positions, converts one part-time secretary to full-time and two part-time maintenance workers to one full-time position. To flatten wages and benefits, the City has frozen wages and is passing a greater portion of the costs of health insurance increases on to its employees. However, to reward good job performance, the budget includes one-time, lump-sum pay awards of either 2% or 4%. These awards do not

increase the employee's base wages. They are expected to cost between \$400,000 and \$500,000 for all eligible City employees.

Expenditures by Category	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Personal Services	\$26,074,998	\$26,791,588	\$716,590	2.7%
Operating-Energy	74,621,537	75,740,106	1,118,569	1.5%
Operating-All Other	33,192,456	33,501,548	309,092	0.9%
Capital Outlay	29,667,802	10,332,104	(19,335,698)	-65.2%
Debt Service	8,515,350	8,500,313	(15,037)	-0.2%
Grants to Others	14,143	11,537	(2,606)	-18.4%
Transfers out	9,395,099	9,082,648	(312,451)	-3.3%
Total Expenditures	\$181,481,385	\$163,959,844	(\$17,521,541)	-9.7%

Operating-Energy and Gas: In June 2010, Beaches Energy Services began the operation of a natural gas distribution system, which is still being constructed. The system serves largely commercial customers. Budgeted costs for this new service include \$1.4 million for the cost of natural gas. (See Beaches Energy Services)

Operating-All Other: Most City departments reduced their operating costs in order to meet budget reduction requirements for both 2010 and 2011. Operating costs for the natural gas system in its first year of operation (excluding the cost of natural gas) are budgeted to be about \$230,000. Also, the cost of the CARE Fund, Beaches Energy's customer assistance program has been moved from a special revenue fund to the electric fund, to comply with financial statement reporting requirements (\$96,100). Increases in pension and DROP payments to retirees are also included in this category.

Capital Outlay: Capital projects are budgeted for the life of the project. Projects are normally budgeted when design is complete and a bid award has been approved by the City Council. Construction costs for the \$21 million Wastewater Treatment Plant, which was begun in 2009, are included in the 2010 budget. The project will be completed in mid-2011. With the completion of this project and a continuation of current economic conditions, the capital outlay budget will decrease to more normal levels.

Debt Service: This modest decrease is a result of the amortization of principal. Late in 2010, the City is in the process of refinancing the 2003 Utility Revenue Bonds. The refinancing is expected to save the City between \$280,000 and \$320,000 per year over the life of the bonds. (See Debt and Capital Projects).

Grants to Others: The City makes an annual contribution to fund minimum monthly pension benefits for certain retirees or their beneficiaries (See Executive and Legislative). This contribution is decreasing as the retirees or their beneficiaries become older.

Transfers: In 2009 and 2010, partial funding for construction of the Wastewater Treatment Plant, was provided by the Downtown and Southend Redevelopment Funds and the ½ Cent Sales Surtax bond proceeds. With the completion of the Wastewater Treatment Plant, these transfers will be eliminated.

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, Special Events and City Clerk. This year's budget decrease results from the elimination of one position (Secretary to City Manager).

Expenditures by Department	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Executive & Legislative	\$1,744,554	\$1,680,347	(\$64,207)	-3.7%
Finance	3,985,838	4,231,995	246,157	6.2%
Planning & Development	6,422,862	5,201,319	-1,221,543	-19.0%
Parks & Recreation	5,839,143	5,765,678	-73,465	-1.3%
Public Works	34,703,066	19,145,278	-15,557,788	-44.8%
Police	8,671,451	8,640,260	-31,191	-0.4%
Fire	3,638,917	3,503,496	-135,421	-3.7%
Beaches Energy Services	103,399,949	102,537,942	-862,007	-0.8%
Human Resources	2,174,815	2,293,375	118,560	5.5%
Non-Departmental	10,900,790	10,960,154	59,364	0.5%
Total Expenditures	\$181,481,385	\$163,959,844	(\$17,521,541)	-9.7%

The **Finance Department** provides support services in the areas of accounting, utility billing/customer service, information systems and purchasing. Its budget also includes the technology division of the Lease Facilities Fund. The 2011 budget increase is caused by the transfer of \$242,600 from the Lease Facilities Fund to the General Fund to pay for capital outlay budgeted in 2011. The City expects to rely on revenue from the Lease Facilities Fund to offset budget reductions in the General Fund due to current economic conditions for the near future.

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. Included in the 2010 and 2011 budgets are transfers from the Redevelopment Agency toward the a portion of the cost of the Waste Treatment Plant. Once the plant is completed in 2011, no further transfers are expected.

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 to the elimination of one position and the reduction in hours for two part-time positions.

Public Works provides water, sewer, stormwater, and sanitation services to the citizens of Jacksonville Beach, along with street maintenance. The department's budget decrease is due to the construction timing of the Wastewater Treatment Plant; over \$17 million of the project costs are included in the 2010 budget. Most divisions in this department also had decreases in their operating costs.

The **Police Department's** budget decrease in the General Fund is \$69,464, they were able to shift some of their reductions to special revenue funds, resulting in a total decrease of \$31,191. The largest reductions were made in operating supplies.

In addition to providing fire and rescue services, the **Fire Department** also manages the City's radio system. In 2010 budget included replacement of repeaters (\$145,268) for the radio tower which was paid for from the Radio Communications Special Revenue Fund.

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. The 2010 budget includes funding for the construction of a natural gas distribution system. The system became operational in June 2010; the entire system should be completed by mid-2011.

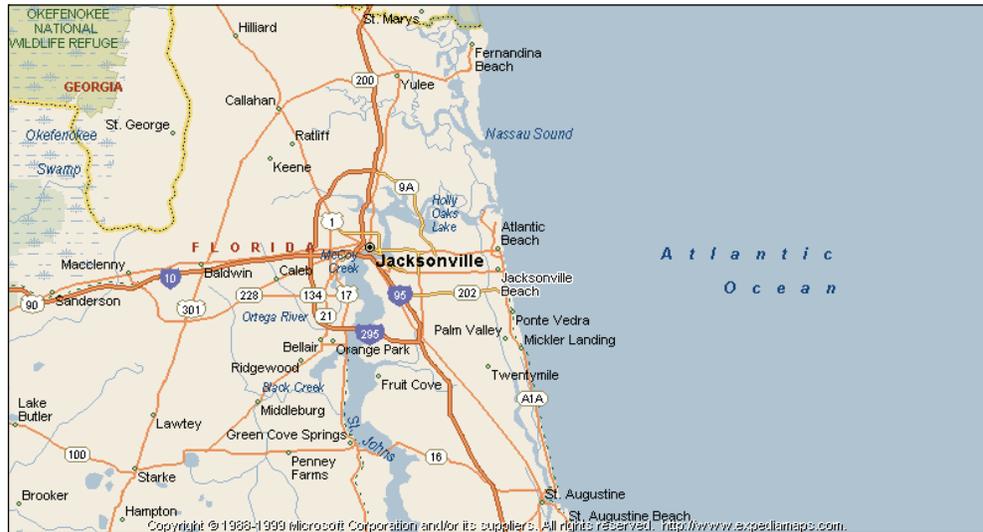
Human Resources is responsible for personnel services, labor relations, and risk management. Its budget increase is due to increases in the cost of property and liability insurance and a leave payout for a retiring employee.

The **Nondepartmental** department captures costs that are not directly attributable to any other department for items such as debt service, capital projects and the operation of the

City's three pension funds. This budget increase is due to budgeted projects for North 2nd Street water, sewer and road improvements and for the rehabilitation of Lift Station #3 being paid for by the ½ Cent Infrastructure Surtax bond proceeds and a federal grant.

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.

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.

Additional information including City Council agendas and minutes, employment and applications, updates about current construction projects and road closures, upcoming special events and much more can be found at: www.jacksonvillebeach.org. Information on the City's electric system, Beaches Energy Services, is available at www.beachesenergy.com

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.



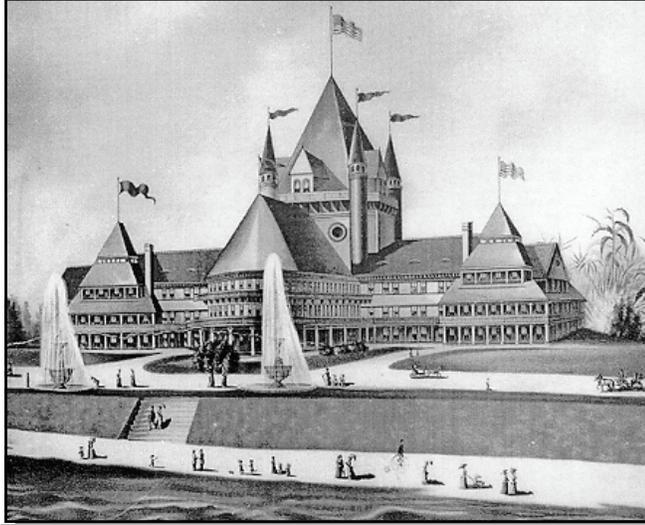
The company acquired many acres of choice oceanfront property which was divided into lots. By November 12, 1884, Ruby was ready for the first buyers of the subdivided lots. About fifty prospective buyers arrived by excursion boats. In all, thirty-four lots were sold that day for a grand total of \$7,514.

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.

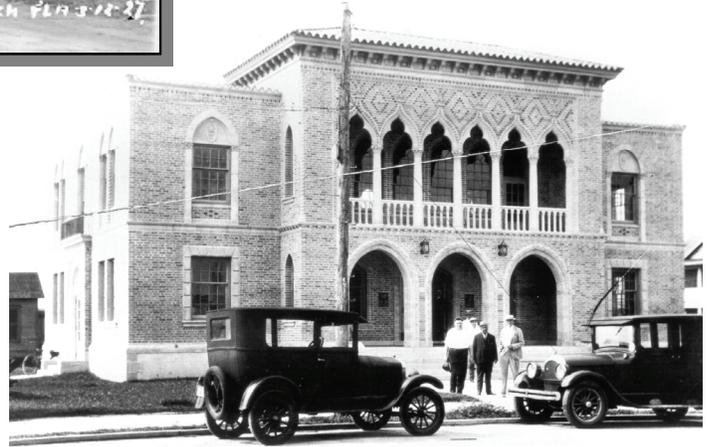
The boardwalk's popularity declined in the late 1950's with the state's crackdown on gambling and games of chance. Driving on the beach was prohibited in 1979.





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.

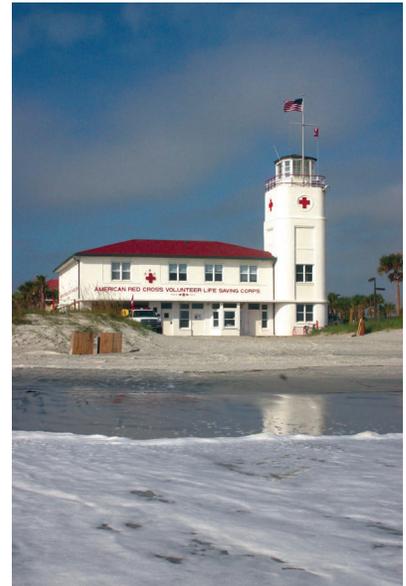
The list of principal taxpayers is composed of shopping centers, a hospital, hotels and apartment complexes. In addition, the City has a considerable commercial district which contributes significantly to its economy. Major employers include The United States Navy, Duval County School Board, Baptist Medical Center-Beaches, PGA Tour, Ponte Vedra Inn & Club, and Sawgrass Marriott, among others.

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 sixty percent of the City's housing stock are comprised of single family homes and forty percent are multi-family dwellings. 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 City 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 (except January and July, 3rd Monday of the month only) 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

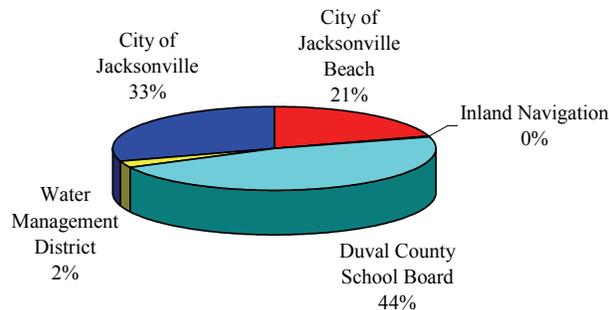
City services are funded from a variety of sources including property taxes, local option taxes, state shared revenues and utility rates. The current ad valorem tax rate is 4.0947 mills per thousand dollars of property value. This rate is slightly greater than last year's 3.8180 rate and is less than 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.

Where Your Tax Dollars Go

Property Taxes on a home with Homestead Exemption
(\$50,000; \$25,000 for school districts)

FY2010 Millage Actual	FY2011 Millage Proposed		FY2010 Tax Generated*	FY2011 Estimated Tax**
3.8180	4.0947	City of Jacksonville Beach	\$713	\$640
0.0345	0.0345	Inland Navigation	\$6	\$5
7.5820	7.8440	Duval County School Board	\$1,606	\$1,421
0.4158	0.4158	Water Management District	\$78	\$65
5.4480	6.7446	City of Jacksonville	\$1,018	\$1,054
<u>17.2983</u>	<u>19.1336</u>	TOTAL	<u>\$3,420</u>	<u>\$3,185</u>



*Based on a median home price of \$236,800 (Zillow 6-30-09)

**Based on a median home price in Jacksonville Beach of \$206,200 (Zillow 5-30-10)

A home valued at \$206,200 with a homestead exemption of \$50,000 has a net taxable value of \$156,200 (\$181,200 for schools). Based on 2011 millage rates, that household will pay \$3,185 in property taxes. Only \$640 of that household's taxes are paid to the City of Jacksonville Beach; or about \$53.33 per month. By comparison, cable television and internet access can cost over \$100 per month.

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

Year of Incorporation	1907
Form of Government	City Council / City Manager
Estimated City Population	22,749
Area of City in Square Miles	8
Miles of Coastline	4
Number of City Employees - (Full / Part-Time and Seasonal)	331 / 135
Government Facilities and Services	
Miles of Streets	88
Number of Street Lights	5,229
Culture and Recreation	
Parks	10
Parks Acreage	84
Golf Course	1
Tennis Courts	8
Fire Protection	
ISO Fire Classification	3
Number of Stations	2
Number of Fire Personnel and Officers	31
Police Protection	
Number of Stations (Satellite Station included)	2
Number of Police Support Personnel and Officers	94
Number of Patrol Units	54
Beaches Energy Services	
Number of Electric Customers	33,962
Number of Residential Electric Customers	28,399
Average Monthly Consumption-Residential	1,366 kwh
Sewer System (MGD-million gallons per day)	
Number of Sewer Services	8,739
Number of Treatment Plants	2
Number of Service Connections	8,739
Daily Average Flow in Gallons	3.1 MGD
Maximum Daily Capacity of Treatment in Gallons	4.5 MGD
Water System (MGD-million gallons per day)	
Number of Water Services	10,275
Number of Residential Customers	8,244
Average Monthly Consumption-Residential	4,495 gallons
Number of Artesian Wells	6
Number of Fire Hydrants	849
Daily Average Flow in Gallons	2.6 MGD
Maximum Daily Capacity of Treatment Plant in Gallons	7.0 MGD
Hospitals	1
Bond Ratings	
Moody's Investor Services	A-1
Fitch Investor Services	A+

Miscellaneous Statistics

City of Jacksonville Beach, Florida

	<u>Population</u>	<u>Unemployment Rate</u>	<u>Household Income</u>	<u>Budgeted Expenditures</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	22,749	5.7%	\$53,446	\$160,253,941	\$181,755,603
2009	22,715	9.7%	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

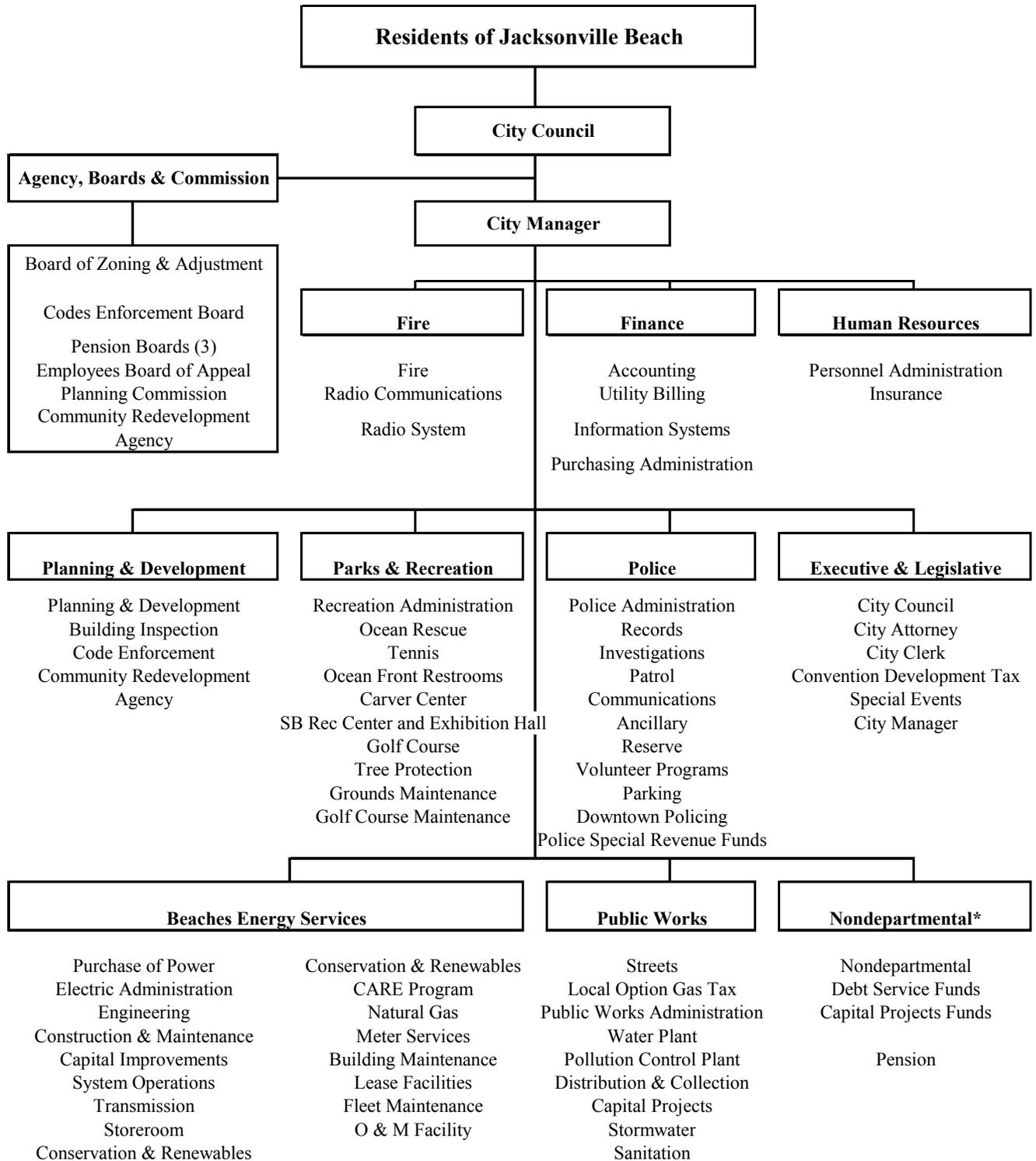
<u>Principal Taxpayers:</u>	<u>Redevelopment Dist.</u>	<u>Assessed Valuation</u>	<u>Percentage of 2009 Total Assessed Valuation</u>
Tides at Marsh Landing		\$24,445,635	0.8%
Baptist Medical Center		\$19,352,823	0.6%
Pablo Plaza Shopping Center		\$18,757,032	0.6%
Southbeach Parkway Shopping Center	Southbeach	\$12,731,632	0.4%
Pacific Mutual Life Insurance Company		\$11,564,849	0.4%
Ocean Park Partnership, Ltd.		\$11,378,612	0.4%
Comfort Inn		\$7,403,353	0.2%
Shaner Hotel Group (Holiday Inn)		\$6,494,865	0.2%
Kall, Ltd. (Days Inn Oceanfront)		\$6,489,267	0.2%
Kathryn A. Eckstein (Laguna Villas)		\$6,275,938	0.2%
		<u>\$124,894,006</u>	

Total Real Property Assessed Valuation-2009 (DR422)

\$3,048,234,335

<u>Principal Employers 2009:</u>	<u>Number of Employees</u>
Mayport Naval Station	15,293
Baptist Medical Center-Beaches	800
PGA Tour	650
Ponte Vedra Inn & Club	650
Sawgrass Marriott	632
Honeywell	575
City of Jacksonville Beach - fulltime	348
U.S. Coast Guard	325
Vicar's Landing	290
Fleet Landing	280

City of Jacksonville Beach, Florida Organization Chart

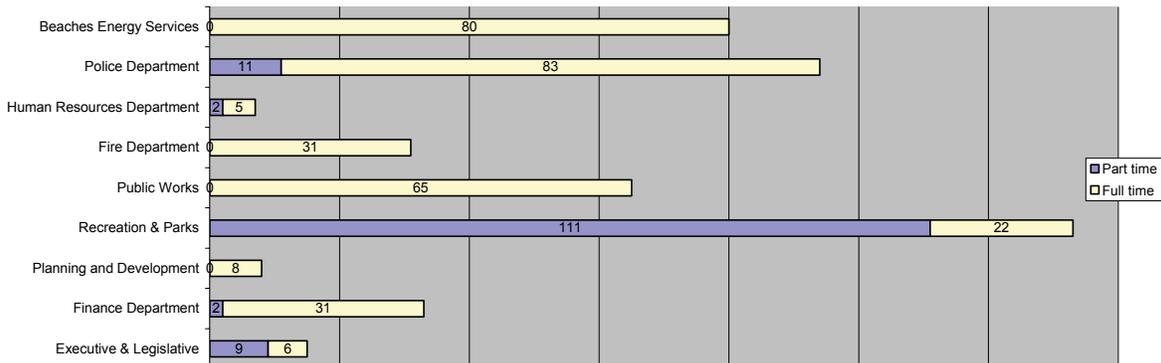


* See Executive & Legislative Department for discussion of these items

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

	Actual	Actual	Actual	Budget 2011			Payroll Budget	
	2008	2009	2010	Part time	Full time	Total		FTEs
Executive & Legislative								
City Council	7	7	7	7	0	7	n/a	\$132,739
City Manager	4	4	3	0	2	2	2.0	288,870
Special Events	1	1	1	0	1	1	1.0	55,469
City Clerk	6	6	5	2	3	5	3.3	210,005
Pension Funds	0	0	0	0	0	0	0.6	59,402
	18	18	16	9	6	15	6.9	746,485
Finance Department								
Accounting	8	8	8	1	7	8	7.2	656,505
Utility Billing	15	16	17	1	16	17	15.6	803,091
Data Processing	5	5	5	0	5	5	5.0	440,751
Purchasing Admin.	4	4	3	0	3	3	3.0	183,032
Lease Facilities (Tech.)	0	0	0	0	0	0	1.2	34,985
	32	33	33	2	31	33	32.1	2,118,364
Planning and Development								
Planning and Development	3	2	2	0	2	2	1.2	128,314
Building Inspection	7	5	5	0	4	4	4.0	242,832
Code Enforcement	1	2	2	0	2	2	2.4	119,912
Redevelopment	0	0	0	0	0	0	1.4	160,599
	11	9	9	0	8	8	9.0	651,657
Recreation & Parks								
Administration	3	4	6	3	2	5	4.0	283,466
Ocean Rescue	85	85	88	85	1	86	14.5	448,832
Tennis	3	4	4	3	1	4	2.7	84,345
Carver Center	3	2	2	1	1	2	1.7	74,171
Golf Course	19	19	19	16	2	18	9.7	395,084
Grounds Maintenance	15	12	10	1	8	9	9.0	536,997
Golf Course Maintenance	9	10	10	2	7	9	8.5	484,289
	137	136	139	111	22	133	50.1	2,307,184
Public Works								
Administration	5	5	5	0	5	5	1.4	98,380
Water Plant	13	13	13	0	13	13	13.3	835,017
Pollution Control Plant	15	15	15	0	15	15	15.3	1,038,344
Distribution and Collection	14	14	14	0	14	14	14.3	826,490
Stormwater	0	0	0	0	0	0	2.2	169,276
Sanitation	1	1	1	0	1	1	1.9	144,786
Street Maintenance	18	17	17	0	17	17	15.7	941,552
Local Option Gas Tax	0	0	0	0	0	0	0.1	47,134
	66	65	65	0	65	65	64.0	4,100,979

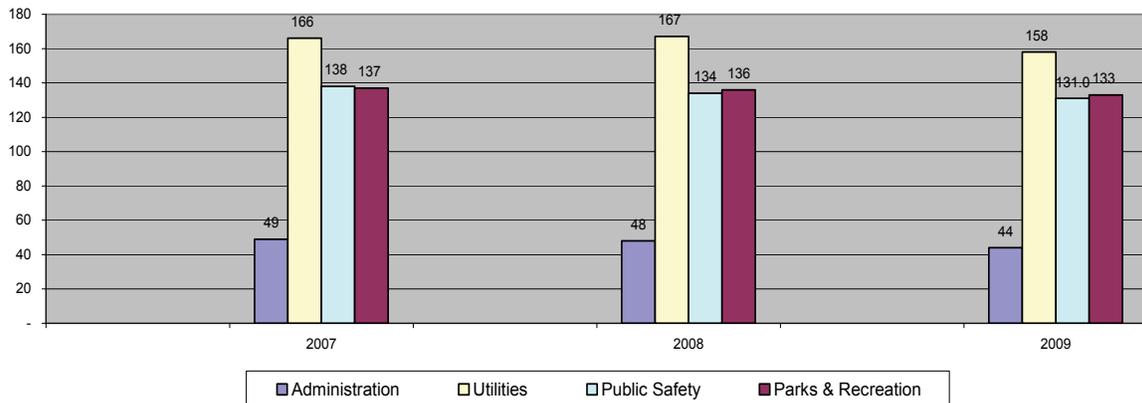
Employees by Department



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

	Actual 2008	Actual 2009	Actual 2010	Budget 2010			FTEs	Payroll Budget
				Part time	Full time	Total		
Police Department								
Administration	4	4	4	0	4	4	4.0	\$311,883
Records	5	4	4	1	3	4	3.5	156,099
Investigations	17	15	15	0	15	15	15.0	1,409,021
Patrol	40	40	40	0	40	40	40.0	3,415,131
Communications	13	12	12	0	11	11	11.0	715,751
Ancillary	16	15	15	9	6	15	9.2	541,139
Part-time Officers	0	0	0	0	0	0	1.2	52,185
Downtown Policing	2	4	4	0	4	4	4.0	366,390
Law Enforcement Trust Fund	1	1	1	1	0	1	0.5	49,567
	98	95	95	11	83	94	88.4	7,017,166
Beaches Energy Services								
Administration	6	5	5	0	5	5	5.0	422,930
Engineering	10	10	8	0	8	8	8.0	747,034
Relay & Substations	0	0	0	0	5	5	5.0	413,617
Construct. & Maint.	39	39	34	0	34	34	34.0	2,940,723
System Operations	16	16	14	0	9	9	9.0	763,355
Storeroom	2	3	3	0	3	3	1.0	203,723
Conservation & Renewables	0	0	0	0	0	0	3.0	54,212
Meter Services	12	13	12	0	12	12	12.0	636,613
	85	86	76	0	76	76	77.0	6,182,207
Central Services Division:								
Building Maintenance	3	3	3	0	3	3	3.0	262,044
O & M Facility	1	1	1	0	1	1	1.0	47,057
	4	4	4	0	4	4	4.0	309,101
	89	90	80	0	80	80	81.0	6,491,308
Fire Department								
Fire / Rescue, Safety Services	32	32	31	0	31	31	40.6	2,908,607
Human Resources Department								
Personnel Administration	7	7	7	2	5	7	5.7	432,739
Insurance	0	0	0	0	0	0	0.3	17,099
	7	7	7	2	5	7	6.0	449,838
Grand Total	490	485	475	135	331	466	378.2	\$26,791,588

Employees by Category



**City of Jacksonville Beach
Reconciliation of Changes in Authorized Positions**

	<u>Part-time</u>	<u>Full-time</u>	<u>Total</u>
Total Authorized FY2008	135	355	490
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
Add two police officers for Downtown CAPE program		2	2
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
Total Authorized FY2009	137	348	485
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
Total Authorized FY2010	140	335	475
Eliminate Secretary to City Manager (Executive)		-1	-1
Change Senior Secretary from part-time to full-time (Executive)	-1	1	0
Eliminate Administrative Secretary (Parks & Recreation)		-1	-1
Eliminate 2 Ocean Rescue Lieutenants (no change in total hours)	-2		-2
Eliminate Maintenance Worker (Grounds Maintenance)		-1	-1
Change 2 part-time Maintenance Worker to 1 full-time (Golf Maintenance)	-2	1	-1
Eliminate 1 Communications Officer (Police)		-1	-1
Eliminate Assistant Golf Professional		-1	-1
De-fund 1 Building Inspector (Planning & Development)		-1	-1
Total Authorized FY2011	135	331	466
Change in positions since 2008	0	-24	-24

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.

Budget, Accounting and Financial Policies, continued

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 to 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's investment policy (Resolution 1854-2010) was adopted on May 17, 2010. The policy authorizes the Finance Officer to invest public funds, contract for banking, investment and related services, establish internal controls and specifies the types of investments that may be purchased. Key objectives included in the policy are as follows:

1. Safety of principal
2. Sufficient liquidity to allow for quick conversion of investments to cash easily and rapidly without loss of principal
3. Attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs
4. Investments held should be diversified to the extent practicable to control the risk of loss resulting from overconcentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold

Budget, Accounting and Financial Policies, continued

The policy specifies requirements for financial institutions and broker/dealers which are approved for investment purposes, maturity and liquidity requirements, and competitive selection of investment instruments. It also specifies the type of authorized investments and portfolio composition, prohibited investments, performance measurements, monthly reporting requirements and third-party custodial agreements.

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, 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 \$1,000 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. 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 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.

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

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 89,846,252	\$ 82,393,529	\$ 80,085,721	\$ 76,653,200	\$ (3,432,521)	-4.3%
Unrestricted Fund Balance	67,764,628	57,159,129	63,595,528	66,508,167	2,912,639	4.6%
Beginning Fund Balance	157,610,880	139,552,658	143,681,249	143,161,367	(519,882)	-0.4%
Revenues						
Taxes	19,604,997	20,024,475	19,763,382	18,865,996	(897,386)	-4.5%
Permits & fees	353,684	349,571	360,400	323,800	(36,600)	-10.2%
Intergovernmental	4,616,733	6,431,223	11,873,370	4,895,699	(6,977,671)	-58.8%
Charges for services	123,167,249	125,318,131	131,227,778	124,176,214	(7,051,564)	-5.4%
Fines & forfeitures	743,506	298,613	321,500	197,500	(124,000)	-38.6%
Interest & other	968,936	9,007,974	8,019,975	8,416,058	396,083	4.9%
Transfers in	7,477,620	14,533,120	9,395,099	9,082,648	(312,451)	-3.3%
Total Revenues	156,932,724	175,963,107	180,961,504	165,957,915	(15,003,589)	-8.3%
Other Financing Sources	1,111,169	3,502,923				
Expenditures						
Personal Services	24,713,455	25,000,320	26,074,998	26,791,588	716,590	2.7%
Operating-Energy	77,508,404	79,974,262	74,621,537	75,740,106	1,118,569	1.5%
Operating-All Other	29,717,993	28,683,735	33,192,456	33,501,548	309,092	0.9%
Capital Outlay	19,912,154	16,017,912	29,667,802	10,332,104	(19,335,698)	-65.2%
Debt Service	8,432,656	8,563,082	8,515,350	8,500,313	(15,037)	-0.2%
Grants to Others	36,691	21,691	14,143	11,537	(2,606)	-18.4%
Transfers	7,477,620	14,533,120	9,395,099	9,082,648	(312,451)	-3.3%
Total Expenditures	167,798,974	172,794,122	181,481,385	163,959,844	(17,521,541)	-9.7%
Other Financing Uses	8,303,142	2,543,317				
Change in Fund Balance	(18,058,222)	4,128,591	(519,881)	1,998,071	2,517,952	-484.3%
Restricted Fund Balance	82,393,529	80,085,721	76,653,201	74,264,711	(2,388,490)	-3.1%
Unrestricted Fund Balance	57,159,129	63,595,528	66,508,167	70,894,728	4,386,561	6.6%
Ending Fund Balance	\$ 139,552,658	\$ 143,681,249	\$ 143,161,368	\$ 145,159,438	\$ 1,998,071	1.4%
Expenditures by Department:						
Executive & Legislative	1,950,216	1,541,098	1,744,554	1,680,347	(\$64,207)	-3.7%
Finance	3,615,033	3,726,381	3,985,838	4,231,995	246,157	6.2%
Planning & Development	10,937,406	6,282,331	6,422,862	5,201,319	(1,221,543)	-19.0%
Parks & Recreation	5,859,018	5,959,513	5,839,143	5,765,678	(73,465)	-1.3%
Public Works	17,341,933	19,279,316	34,703,066	19,145,278	(15,557,788)	-44.8%
Police	7,773,130	7,953,600	8,671,451	8,640,260	(31,191)	-0.4%
Fire	3,315,097	3,219,276	3,638,917	3,503,496	(135,421)	-3.7%
Beaches Energy Services	105,016,068	106,354,375	103,399,949	102,537,942	(862,007)	-0.8%
Human Resources	2,111,816	1,749,612	2,174,815	2,293,375	118,560	5.5%
Non-Departmental	9,879,257	16,728,620	10,900,790	10,960,154	59,364	0.5%
Total Expenditures	\$ 167,798,974	\$ 172,794,122	\$ 181,481,385	\$ 163,959,844	\$ (17,521,541)	-9.7%
Expenditures by Major/Nonmajor Fund:						
General Fund	18,722,804	18,230,993	18,967,896	18,439,875	(\$528,021)	-2.8%
Redevelopment	10,397,340	5,866,941	6,110,917	4,945,041	(1,165,876)	-19.1%
General Capital Projects	1,007,109	3,165,287	1,035,000	225,000	(810,000)	-78.3%
Electric	102,635,877	103,762,353	97,851,644	97,886,784	35,140	0.0%
Water & Sewer	10,249,573	12,665,651	27,105,677	11,296,791	(15,808,886)	-58.3%
Total Major Funds	143,012,703	143,691,225	151,071,134	132,793,491	(18,277,643)	-12.1%
Nonmajor Governmental	4,753,829	8,211,474	5,332,567	5,777,070	444,503	8.3%
Nonmajor Enterprise	6,242,958	6,992,655	10,163,313	9,821,696	(341,617)	-3.4%
Internal Service	10,008,173	9,347,450	10,290,029	10,269,169	(20,860)	-0.2%
Pension	3,781,310	4,551,318	4,624,342	5,298,418	674,076	14.6%
Total Nonmajor Funds	24,786,270	29,102,897	30,410,251	31,166,353	756,102	2.5%
Total Expenditures	\$ 167,798,974	\$ 172,794,122	\$ 181,481,385	\$ 163,959,844	\$ (17,521,541)	-9.7%
Total Expenditures	\$167,798,974	\$172,794,122	\$181,481,385	\$163,959,844	(\$17,521,541)	-9.7%
less: Internal Service Charges	10,008,173	9,347,450	10,290,029	10,269,169	(\$20,860)	-0.2%
less: Transfers	7,477,620	14,533,120	9,395,099	9,082,648	(\$312,451)	-3.3%
Net Budgeted Expenditures	\$150,313,181	\$148,913,552	\$161,796,257	\$144,608,027	(\$17,188,230)	-10.6%

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 Community Redevelopment, Electric, and Water & Sewer Funds. Those expenditure reductions are the result of the timing of planned projects which are currently being designed, but have not yet been bid or begun. 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.

	Major Funds				
	General Fund	Community Redevel.	General Cap. Projects	Electric	Water & Sewer
Beg. Fund Balance	\$8,675,094	\$10,743,983	\$4,909,937	\$34,834,326	\$6,656,035
Revenues	18,439,875	6,984,986	246,200	99,134,153	13,747,915
Expenditures	18,439,875	4,945,041	225,000	97,886,784	11,296,791
Revenues over (under) expenditures	0	2,039,945	21,200	1,247,369	2,451,124
Ending Fund Balance	<u>\$8,675,094</u>	<u>\$12,783,928</u>	<u>\$4,931,137</u>	<u>\$36,081,695</u>	<u>\$9,107,159</u>
Restricted	\$0	\$0	\$0	\$7,789,012	\$1,500,627
Unrestricted	8,675,094	12,783,928	4,931,137	28,292,683	7,606,532
	<u>\$8,675,094</u>	<u>\$12,783,928</u>	<u>\$4,931,137</u>	<u>\$36,081,695</u>	<u>\$9,107,159</u>
Change in fund balance	0.0%	19.0%	0.4%	3.6%	36.8%
	Nonmajor Funds				
	Govt.	Enterprise	Internal Service	Pension Funds	ALL FUNDS
Beg. Fund Balance	\$6,502,886	\$7,841,593	\$2,860,188	\$60,137,325	\$143,161,368
Revenues	3,400,510	8,616,682	10,130,950	5,256,644	165,957,915
Expenditures	5,777,070	9,821,696	10,269,169	5,298,418	163,959,844
Revenues over (under) expenditures	(2,376,560)	(1,205,014)	(138,219)	(41,774)	1,998,071
Ending Fund Balance	<u>\$4,126,326</u>	<u>\$6,636,579</u>	<u>\$2,721,969</u>	<u>\$60,095,551</u>	<u>\$145,159,438</u>
Restricted	\$3,847,051	\$1,032,470	\$0	\$60,095,551	\$74,264,711
Unrestricted	279,275	5,604,109	2,721,969	0	70,894,728
	<u>\$4,126,326</u>	<u>\$6,636,579</u>	<u>\$2,721,969</u>	<u>\$60,095,551</u>	<u>\$145,159,438</u>
Change in fund balance	-36.5%	-15.4%	-4.8%	-0.1%	1.4%

Major Funds:

The **General Fund** fund balance is budgeted to remain unchanged. Although the recent property tax and state sales tax reductions 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 68% of the 2011 budgeted expenditures. Costs to provide police and fire services represent over 62% 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 have been completed in the current year, including the 2nd Street North drainage project and the North A1A improvements. Design for the Downtown Vision Plan and the Downtown parking improvements projects is underway. The City does not budget projects until design is complete and the construction bid has received Community Redevelopment Agency approval. Fund balance in this fund is designated for projects that will have a long-term benefit in the City's two redevelopment districts.

General Capital Projects Fund fund balance is budgeted to have an increase due to the timing of major expenditures and projects paid for from this fund. The budget this year includes the replacement of a shift commander vehicle in the Fire Department (\$30,000), Tall Pines Park improvements (\$145,000), 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 increase 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. This combination of funds has enabled the City to pay for the federal/state-mandated project with no increase in customer rates. A portion of these one-time revenues are included in the 2010 and 2011 budgets.

Nonmajor Funds:

Governmental Funds will show a decrease in fund balance due to declines in redevelopment-related property taxes (\$587,696) and in state revenue sources (Local Option Gas Tax, ½ Cent Infrastructure Surtax) and the expenditure of 1/2-Cent Infrastructure Surtax bond proceeds on 9th Street South, 2nd Street North and the Rehabilitation of Lift Station #3 (\$2.1 million). Grant revenues are not budgeted until formal notice is received from the grantor. This notice often does not arrive in time for the funds to be included in the original budget. In these cases, the budget is adjusted at mid-year or at the end of the year.

Nonmajor Enterprise Funds consist of the Natural Gas, Stormwater, Sanitation, Golf Course and Lease Facilities Funds. These funds recover their costs through user charges and are not expected to have a major change in their fund balances from year-to-year. However, the cost of projects in the Stormwater budget and budgeted Natural Gas system extensions is estimated to create a

loss in these funds for 2011.

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 2011.

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. Investment rates of return have not met the assumed rate of return in recent years, increasing the City's required contribution to the pension funds. The budget anticipates a decrease in investment earnings in 2011.

Unrestricted Fund Balance:

	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Original Budget 2010</u>	<u>Approved Budget 2011</u>
Major Funds:					
General	\$7,669,281	\$8,117,790	\$8,711,351	\$8,675,094	\$8,675,094
Community Redevelopment	6,043,070	3,458,952	7,040,029	10,743,983	12,783,928
General Capital Projects	5,201,671	6,888,415	5,384,937	4,909,937	4,931,137
Electric	27,898,258	18,738,689	17,190,002	27,045,314	28,292,683
Water & Sewer	9,815,664	8,657,849	12,314,357	5,155,408	7,606,532
	<u>56,627,944</u>	<u>45,861,695</u>	<u>50,640,677</u>	<u>56,529,737</u>	<u>62,289,374</u>
Nonmajor Funds:					
Governmental	751,473	371,382	349,506	309,119	279,275
Enterprise	7,182,289	7,860,602	9,745,157	6,809,123	5,604,109
Internal Service	3,202,922	3,065,450	2,860,188	2,860,188	2,721,969
Trust (pension)	0	0	0	0	0
	<u>11,136,684</u>	<u>11,297,434</u>	<u>12,954,851</u>	<u>9,978,430</u>	<u>8,605,353</u>
	<u>\$67,764,628</u>	<u>\$57,159,129</u>	<u>\$63,595,528</u>	<u>\$66,508,167</u>	<u>\$70,894,728</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 FY2011, 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 2011 budget is \$18,439,875.

General Fund	Major Funding Sources
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 (62%), Parks & Recreation (12%), Street Maintenance (8.5%)

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 2011 budget is \$4,945,041 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 2011 budget is \$225,000 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 Council is that the cost of providing goods or services to the general public on a continuing

Fund Structure

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 2011 budget is \$97,886,784 and is discussed under Beaches Energy Services. The Water & Sewer Fund's budget is \$11,296,791 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 \$9,821,696.

Fund Name	Budget Section	Funding Source	Major Funding Use (Approved Budget)
Natural Gas	Beaches Energy	Charges for natural gas	Construction and operation of the natural gas system (\$2,177,304)
Stormwater	Public Works	Stormwater fees	Operations of the stormwater system (\$2,159,580)
Sanitation	Public Works	Garbage services	Operations of the sanitation utility (\$3,287,815)
Golf Course	Parks & Recreation	Fees for golf course play	Operations of the City's golf course (\$1,645,224)
Lease Facilities	Beaches Energy Services	Rentals at the Community Center, Industrial Park and Communications Tower	Operations of these facilities and technology purchases (\$551,773)

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 2011 budget is \$10,269,169.

Fund Structure

Internal Service Fund Name	Budget Section	Approved Budget
City Manager	Executive & Legislative	\$378,893
Accounting, Utility Billing, Information Systems and Purchasing	Finance	\$3,759,224
Human Resources, Insurance & Risk Retention	Human Resources	\$2,293,375
Fleet Maintenance, Operations & Maintenance Facility, Meter Services	Beaches Energy Services	\$1,884,993
Radio System	Fire	\$27,730
Grounds Maintenance	Parks & Recreation	\$1,924,954

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. 2011 budget is \$5,298,418.

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 2011 budget is \$5,777,070. A summary of the individual funds included in this group is shown below and on the next page.

Nonmajor Governmental Fund Name	Budget Section	Funding Sources	Major Funding Use (Approved Budget)
Convention Development Tax	Executive & Legislative	Local Tourist Development Tax	Convention development activities (\$164,321)
Court Costs Training	Police	Fine on traffic infractions	Criminal justice education degree programs and training for Police (\$60,400)
Local Option Gas Tax	Public Works	County gas tax	Capital outlay and maintenance for local roads and drainage systems (\$830,134)

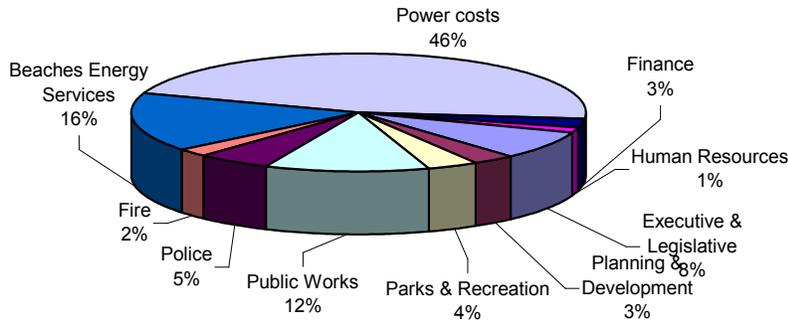
Fund Structure

Nonmajor Governmental Fund Name	Budget Section	Funding Sources	Major Funding Uses (Approved Budget)
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 (\$1,162,149)
Community Development Block Grant	Parks, Public Works, Finance	Federal grant	Community development and improvement programs (\$185,006)
Radio Communications	Fire	Fines on traffic infractions	Improvements to the City’s communications system (\$30,000)
Justice Assistance Grant	Police	Various Federal, State & Local grants	Programs, operating and capital outlay purchases by the Police Department (\$60,655)
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 (\$71,787)
Equitable Sharing	Police	Forfeitures and sales of confiscated property (federal)	Police investigations and equipment (\$50,000)
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 (\$1,068,563)
Infrastructure Capital Projects	Nondepartmental (Executive)	Bond proceeds	Improvements to streets, sidewalks, water, sewer and stormwater systems; recreation facility improvements and purchase of property for recreation and preservation purposes (\$2,082,025)
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>
Major Funds:			
General Fund	\$18,439,875	\$18,439,875	11.2%
Community Redevelopment	6,984,986	4,945,041	3.0%
General Capital Projects	246,200	225,000	0.1%
Electric	99,134,153	97,886,784	59.7%
Water & Sewer	13,747,915	11,296,791	6.9%
	<u>138,553,129</u>	<u>132,793,491</u>	<u>81.0%</u>
Nonmajor Funds:			
Governmental	3,400,510	5,777,070	3.5%
Enterprise	8,616,682	9,821,696	6.0%
Internal Service	10,130,950	10,269,169	6.3%
Trust (pension)	5,256,644	5,298,418	3.2%
	<u>27,404,786</u>	<u>31,166,353</u>	<u>19.0%</u>
TOTAL, All Funds	<u>\$165,957,915</u>	<u>163,959,844</u>	<u>100.0%</u>

Expenditures by Department

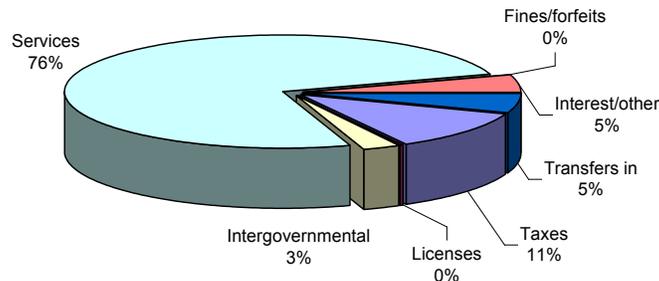


	<u>Revenues</u>	<u>Expenditures</u>	<u>Revenues over (under) expense</u>
Executive & Legislative Planning & Development	\$10,510,518	\$12,640,501	(\$2,129,983)
Parks & Recreation	7,654,274	5,201,319	2,452,955
Public Works	5,741,389	5,765,678	(24,289)
Police	20,559,348	19,145,278	1,414,070
Fire	8,061,763	8,640,260	(578,497)
Beaches Energy Services	3,496,496	3,503,496	(7,000)
Finance	103,999,747	102,537,942	1,461,805
Human Resources	3,779,224	4,231,995	(452,771)
	2,155,156	2,293,375	(138,219)
	<u>\$165,957,915</u>	<u>\$163,959,844</u>	<u>\$1,998,071</u>

Revenue Summary - by Type 2011

	General Fund	Governmental	Enterprise	Internal Service	Pension	Total
Taxes						
Ad Valorem	8,245,730	\$6,839,986				\$15,085,716
Convention Dev. Tax		150,000				150,000
Local Option Gas Tax		720,000				720,000
Half Cent Infrastructure Tax		950,000				950,000
Local Communications Tax	1,370,000					1,370,000
Other	260,280		-	-	330,000	590,280
Total Taxes	9,876,010	8,659,986	-	-	330,000	18,865,996
Licenses	323,800	-	-	-	-	323,800
Intergovernmental						
State 1/2 Cent Tax	1,750,000					1,750,000
Sales Tax Distribution	500,000					500,000
Duval Cnty in Lieu of Tax	596,955					596,955
Other	456,250	245,661	1,346,833	-	-	2,048,744
Total Intergov.	3,303,205	245,661	1,346,833	-	-	4,895,699
Charges for Services						
Electric			97,651,300			97,651,300
Natural Gas			1,909,736			1,909,736
Water / Sewer			8,423,422			8,423,422
Stormwater			1,222,863			1,222,863
Sanitation			3,142,603			3,142,603
Recreation / Golf	56,675		1,620,465			1,677,140
Internal Services				10,068,450		10,068,450
Miscellaneous	80,700	-			-	80,700
Total Services	137,375	-	113,970,389	10,068,450	-	124,176,214
Fines and Forfeitures	151,500	46,000	-	-	-	197,500
Miscellaneous						
Debt Proceeds		-				-
Interest and Other	282,009	411,700	2,733,205	62,500	4,926,644	8,416,058
Total Miscellaneous	282,009	411,700	2,733,205	62,500	4,926,644	8,416,058
Transfers	4,365,976	1,268,349	3,448,323	-	-	9,082,648
Total Revenues	\$18,439,875	\$10,631,696	121,498,750	\$10,130,950	\$5,256,644	165,957,915

Budgeted Revenues



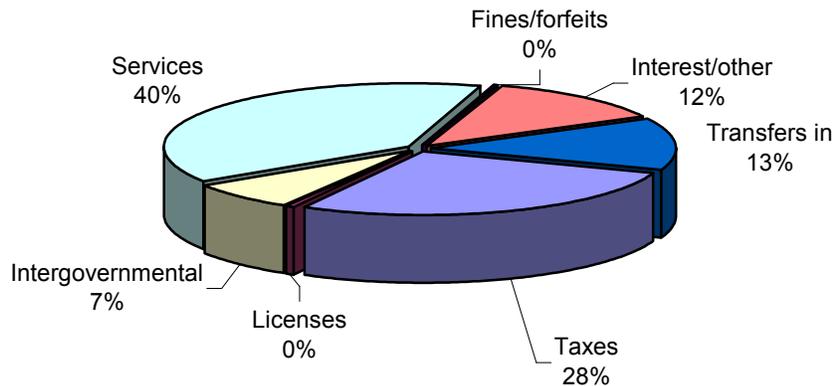
Revenue Summary

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 2011 are \$165,957,915. Over 58% of total revenue is generated by Beaches Energy Services, the City's electric utility. Beaches Energy Services provides electricity to approximately 33,000 customers in Jacksonville Beach, Neptune Beach, Ponte Vedra and Palm Valley. Of the remaining \$68 million, 27.6% comes from taxes (primarily ad valorem) and 38.8% from 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 electric sales)



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 2011 revenue estimates for taxes in all categories to be reduced from last year. Assessed property value in the City showed a decrease of 8.0%. Assessed values in the Downtown and South Beach areas fell by 2.0% and 15.4%, respectively. Of the \$15,085,716 in budgeted property taxes, 55% supports the General Fund and 45% 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 (dollars per \$1,000 of value). The City's adopted millage rate for 2011 is 4.0947 mills per \$1,000 of assessed value and will provide approximately \$15,085,716 representing 9.1% of total revenues. Ad valorem tax revenue of \$8,245,730 will be reserved for General Fund purposes and represents 44.7% 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.

	Actual 2007	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011
Ad Valorem	\$14,098,913	\$15,325,208	\$16,020,875	\$15,743,102	\$15,085,716
Local Option Gas	810,961	787,579	733,730	735,000	720,000
Convention Development	180,442	232,080	209,957	175,000	150,000
1/2 Cent Infrastructure	1,123,323	1,072,472	985,627	1,050,000	950,000
Local Communications	1,373,762	1,412,442	1,387,210	1,450,000	1,370,000
Other	782,974	775,216	687,076	610,280	590,280
Taxes	\$18,370,375	\$19,604,997	\$20,024,475	\$19,763,382	\$18,865,996

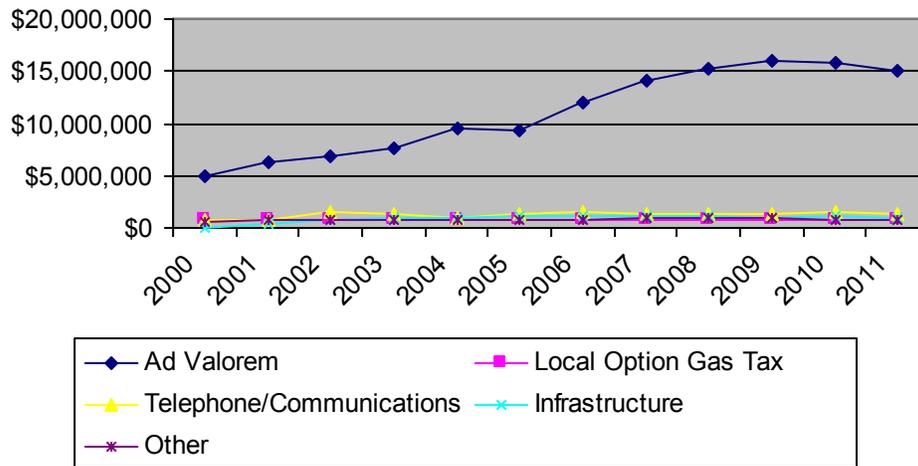
Local Option Gas Tax revenues are used to fund the repair and maintenance of roads, streets and sidewalks. Convention Development Tax revenues are used to promote tourism and to fund the maintenance and upkeep of the SeaWalk and Amphitheater area.

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 2011.

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 2007	Actual 2008	Actual 2009	Revised Budget 2010	Approved Budget 2011
Permits, fees and special assessments	\$403,860	\$353,684	\$349,571	\$360,400	\$323,800

Permits, making up approximately \$360,400 of this category's revenues, are primarily composed of building-related permit revenue. Permit revenue has begun to decrease with the economy and as the City is built out. Fees from permits total \$323,800 in the General Fund and represent 0.2% of its revenues. Budgets for permits and fees are based on historical trends.

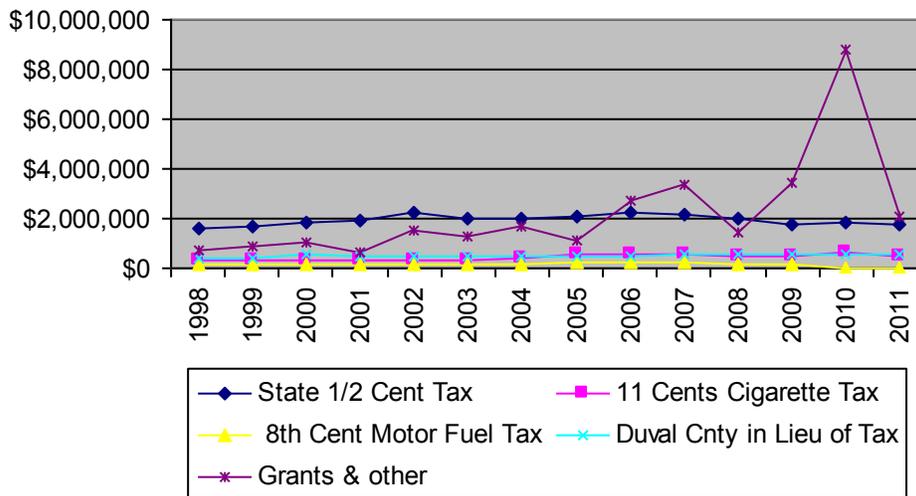
Intergovernmental Revenues

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.

In recent years, the City has aggressively sought grant revenue to offset part of the cost of major construction projects. In 2010 and 2011, the majority of grant funding (\$11.0 million) 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, beginning in 2010.

	Actual 2007	Actual 2008	Actual 2009	Revised Budget 2010	Approved Budget 2011
State 1/2 Cent Tax	\$2,148,475	\$1,982,470	\$1,794,068	\$1,850,000	\$1,750,000
11 Cents Cigarette Tax	551,186	476,673	452,671	660,180	500,000
8th Cent Motor Fuel Tax	205,291	177,624	181,481	0	0
Duval Cnty in Lieu of Tax	530,754	546,676	563,076	579,968	596,955
Other	3,350,959	1,433,290	3,439,927	8,783,222	2,048,744
Intergovernmental	\$6,786,665	\$4,616,733	\$6,431,223	\$11,873,370	\$4,895,699

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

Charges for services are generated primarily by the operation of the City's enterprise funds: electric, water & sewer, stormwater and sanitation and represent charges for utility services provided to customers. Charges for use of the City's tennis and golf facilities are also included in this category. These revenues represent 74.8% of the City's total revenues, but only 0.7% of the General Fund's revenues. Total revenues from charges for services are anticipated to be \$124,176,214 (\$137,375 in the General Fund).

	Actual 2007	Actual 2008	Actual 2009	Revised Budget 2010	Approved Budget 2011
Electric	\$84,795,349	\$99,196,324	\$102,024,260	\$106,465,199	\$97,651,300
Natural Gas	0	0	0	0	1,909,736
Water / Sewer	7,811,589	8,051,952	8,221,031	8,411,344	8,423,422
Stormwater	1,187,770	1,223,464	1,240,510	1,222,863	1,222,863
Sanitation	3,055,216	3,180,411	3,156,520	3,142,603	3,142,603
Recreation / Golf	1,641,620	1,651,691	1,308,468	1,672,365	1,677,140
Internal Services	10,538,108	9,664,199	9,244,252	10,219,029	10,068,450
Miscellaneous	227,186	199,208	123,090	94,375	80,700
Services	\$109,256,838	\$123,167,249	\$125,318,131	\$131,227,778	\$124,176,214

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.

In 2010, the City began construction of a natural gas distribution system that is intended to primarily service commercial customers. The first service was activated in June, 2010, with construction continuing through the first half of 2011. Revenues for this year's budget use the results from a market study conducted several years ago with adjustments made to reflect the current price of gas and consumption pro-rated for a partial year.

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 1 to 2 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. Concurrent with a major drainage project, the course has been improved and greens were rebuilt; construction was completed early this year. 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 authorized budget, revenues in "actual" years (2007-2009) are noticeably lower than revenues in "budgeted" years (2010 and 2011). 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

	Actual 2007	Actual 2008	Actual 2009	Revised Budget 2010	Approved Budget 2011
Fines and Forfeitures	\$452,653	\$743,506	\$298,613	\$321,500	\$197,500

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 \$197,500 and represent only a small portion (0.1%) of total City revenues. The General Fund portion of this total is \$151,500 (0.8% of total General Fund revenues). Fines and forfeitures are budgeted based on historical trends and have been flat, with the exception of a one-time payment the City received from the county in 2008. Recent changes in the interpretation of certain statutes have caused this revenue source to decline significantly.

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 2011 budget, these revenues are estimated to be \$8,416,058, representing 5.1% 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 and rental of City property. Miscellaneous revenues are budgeted based on historical trends and current or estimated future interest rates and cash balances.

	Actual 2007	Actual 2008	Actual 2009	Revised Budget 2010	Approved Budget 2011
Debt Proceeds	\$10,000,000	\$0	\$0	\$0	\$0
Interest	13,189,234	-1,346,137	3,433,055	3,939,100	5,210,915
Other	3,926,552	2,315,073	5,574,919	4,080,875	3,205,143
Miscellaneous	\$27,115,786	\$968,936	\$9,007,974	\$8,019,975	\$8,416,058

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 2007	Actual 2008	Actual 2009	Revised Budget 2010	Approved Budget 2011
Transfers	\$11,040,274	\$7,477,620	\$14,533,120	\$9,395,099	\$9,082,648

Transfers for the 2011 fiscal year are \$9,082,648, which is 5.5% of the total budgeted revenues. Transfers received in the General Fund will be \$4,365,976, or 23.7% of its revenues. Transfers to the General Fund include contributions from enterprise funds and special revenue (grant) 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 retiree pensions. Over half of the City's fund balance is reserved for such purposes.

	Actual 2007	Actual 2008	Actual 2009	Revised Budget 2010	Approved Budget 2011
Restricted	\$89,846,252	\$82,393,529	\$80,085,721	\$76,653,201	\$74,264,711
Unrestricted	67,764,628	57,159,129	63,595,528	66,508,167	70,894,728
Total Fund Balance	\$157,610,880	\$139,552,658	\$143,681,249	\$143,161,368	\$145,159,439

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 FY2011, budgeted revenues are more than budgeted expenditures, meaning that the City expects to increase its fund balance. The budgeted increase of \$2.0 million is expected to come from net earnings in redevelopment, electric and water and sewer funds. All other funds are expected to have modest reductions in their fund balances.

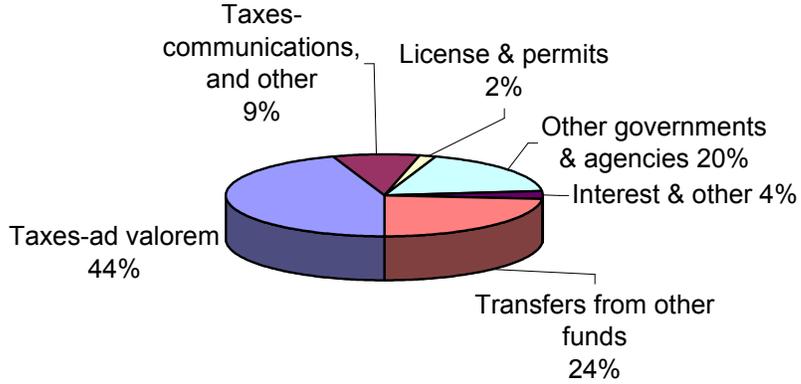
2011 Revenue Summary - by Fund
Major Funds are shaded

	Taxes	Licenses,Permits & Governmental	Charges for Services	Fines and Forfeitures	Interest and Other	Transfers	TOTAL
General Fund	\$ 9,876,010	\$ 3,627,005	\$ 137,375	\$ 151,500	\$ 282,009	\$ 4,365,976	\$ 18,439,875
Special Revenue Funds							
Comm. Redevelopment Agency	6,839,986	-	-	-	145,000	-	6,984,986
Convention Development	150,000	-	-	-	8,500	-	158,500
Court Costs Training	-	-	-	6,000	3,000	-	9,000
Local Option Gas Tax	720,000	-	-	-	10,000	-	730,000
Half-cent Sales Surtax	950,000	-	-	-	9,500	-	959,500
CDBG	-	185,006	-	-	-	-	185,006
Radio Communication	-	-	-	20,000	3,000	-	23,000
Special Events	-	-	-	-	-	-	-
Emergency Management	-	-	-	-	-	-	-
Justice Assistance Grant	-	60,655	-	-	-	-	60,655
Tree Protection	-	-	-	-	500	-	500
Law Enforcement Trust	-	-	-	10,000	1,500	-	11,500
Equitable Sharing Trust	-	-	-	10,000	1,200	-	11,200
Total Special Revenue	8,659,986	245,661	-	46,000	182,200	-	9,133,847
Debt Service Fund	-	-	-	-	2,500	1,097,149	1,099,649
Capital Projects Funds							
General	-	-	-	-	75,000	171,200	246,200
Infrastructure	-	-	-	-	150,000	-	150,000
Other	-	-	-	-	2,000	-	2,000
Total Capital Projects	-	-	-	-	227,000	171,200	398,200
Enterprise Funds							
Electric	-	-	97,651,300	-	1,482,853	-	99,134,153
Natural Gas	-	-	1,909,736	-	-	-	1,909,736
Water & Sewer	-	1,346,833	8,423,422	-	529,337	3,448,323	13,747,915
Stormwater	-	-	1,222,863	-	52,509	-	1,275,372
Sanitation	-	-	3,142,603	-	92,500	-	3,235,103
Golf Course	-	-	1,620,465	-	10,000	-	1,630,465
Lease Facilities	-	-	-	-	566,006	-	566,006
Total Enterprise	-	1,346,833	113,970,389	-	2,733,205	3,448,323	121,498,750
Internal Service Funds							
City Manager	-	-	378,893	-	-	-	378,893
Finance	-	-	3,759,224	-	-	-	3,759,224
Human Resources	-	-	620,643	-	-	-	620,643
Fleet Maintenance	-	-	575,096	-	-	-	575,096
Meter Services	-	-	862,731	-	-	-	862,731
Radio System	-	-	27,730	-	-	-	27,730
Operations & Maintenance Facility	-	-	447,166	-	-	-	447,166
Grounds Maintenance	-	-	1,924,954	-	-	-	1,924,954
Insurance & Risk Retention-Property & Liability	-	-	1,127,661	-	12,500	-	1,140,161
Insurance & Risk Retention-Workers Comp	-	-	334,352	-	50,000	-	384,352
Insurance & Risk Retention-Health Insurance	-	-	10,000	-	-	-	10,000
Total Internal Service	-	-	10,068,450	-	62,500	-	10,130,950
Trust Funds (Pension)							
General Employees	-	-	-	-	3,051,556	-	3,051,556
Police Employees	185,000	-	-	-	1,247,509	-	1,432,509
Fire Employees	145,000	-	-	-	627,579	-	772,579
Total Trust	330,000	-	-	-	4,926,644	-	5,256,644
Total Revenues	\$ 18,865,996	\$ 5,219,499	\$ 124,176,214	\$ 197,500	\$ 8,416,058	\$ 9,082,648	\$ 165,957,915

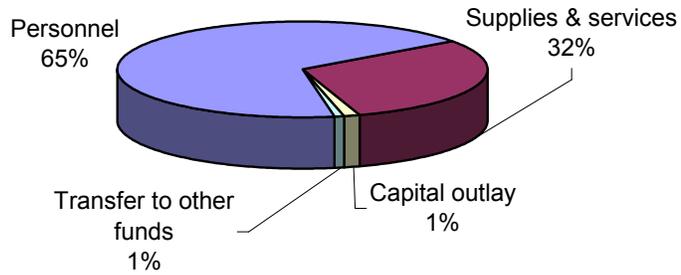
**General Fund
Combined Summary of Revenues and Expenditures**

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Beginning Fund Balance	\$ 7,669,281	\$ 8,117,790	\$ 8,711,351	\$ 8,675,094	\$ (36,257)	-0.4%
Revenues						
Taxes	9,865,865	9,806,538	10,045,700	9,876,010	(169,690)	-1.7%
Licenses & permits	329,684	349,571	360,400	323,800	(36,600)	-10.2%
Intergovernmental	3,503,680	3,436,864	3,586,398	3,303,205	(283,193)	-7.9%
Charges for services	206,901	178,608	146,575	137,375	(9,200)	-6.3%
Fines & forfeitures	471,171	199,863	251,500	151,500	(100,000)	-39.8%
Interest & other	688,080	422,622	414,739	282,009	(132,730)	-32.0%
Transfers in	4,337,025	4,286,696	4,126,327	4,365,976	239,649	5.8%
Total Revenues	19,402,406	18,680,762	18,931,639	18,439,875	(491,764)	-2.6%
Other Financing Sources		143,793				
Expenditures						
Personal Services	11,529,409	11,663,431	12,194,180	12,493,498	299,318	2.5%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	5,357,998	5,282,835	6,228,793	5,526,540	(702,253)	-11.3%
Capital Outlay	400,879	339,885	284,849	237,100	(47,749)	-16.8%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	36,691	21,691	14,143	11,537	(2,606)	-18.4%
Transfers	1,397,827	923,151	245,931	171,200	(74,731)	-30.4%
Total Expenditures	18,722,804	18,230,993	18,967,896	18,439,875	(528,021)	-2.8%
Other Financing Uses		231,093				
Change in Fund Balance	448,509	593,562	(36,257)	-	36,257	-100.0%
Ending Fund Balance	\$ 8,117,790	\$ 8,711,351	\$ 8,675,094	\$ 8,675,094	\$ -	0.0%
Expenditures by Department:						
Executive & Legislative	\$ 812,066	\$ 728,232	\$ 969,219	\$ 972,127	\$ 2,908	0.3%
Finance	-	-	-	-	-	0.0%
Planning & Development	793,867	770,573	714,216	669,288	(44,928)	-6.3%
Parks & Recreation	2,178,943	2,298,847	2,241,086	2,185,470	(55,616)	-2.5%
Public Works	1,447,427	1,468,732	1,581,916	1,570,958	(10,958)	-0.7%
Police	7,360,108	7,448,314	8,038,872	7,969,408	(69,464)	-0.9%
Fire	3,258,969	3,180,796	3,435,225	3,445,766	10,541	0.3%
Beaches Energy Services	461,415	415,369	505,309	504,859	(450)	-0.1%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	2,410,009	1,920,130	1,482,053	1,121,999	(360,054)	-24.3%
Total Expenditures	\$ 18,722,804	\$ 18,230,993	\$ 18,967,896	\$ 18,439,875	\$ (528,021)	-2.8%

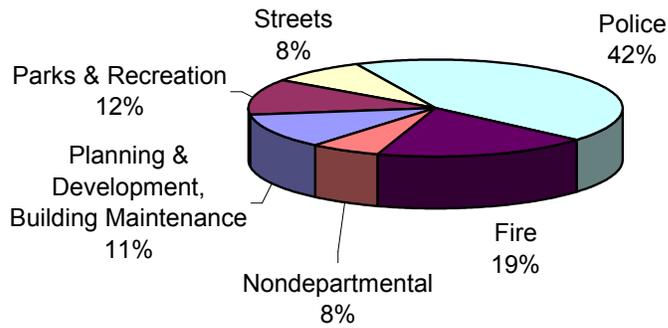
**GENERAL FUND:
Where the money comes from**



Where the Money Goes-by Category



Where the Money Goes-by Department



**General Fund
Summary of Revenues**

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
<u>Taxes</u>						
Property Tax	\$ 8,165,056	\$ 8,142,704	\$ 8,315,420	\$ 8,245,730	\$ (69,690)	-0.8%
Local Communications Services Tax	1,412,442	1,387,210	1,450,000	1,370,000	(80,000)	-5.5%
Other taxes	288,367	276,624	280,280	260,280	(20,000)	-7.1%
Total Taxes	9,865,865	9,806,538	10,045,700	9,876,010	(169,690)	-1.7%
<u>Licenses & Permits</u>						
Building permits	233,474	241,233	250,000	235,000	(15,000)	-6.0%
Other licenses and permits	96,210	108,338	110,400	88,800	(21,600)	-19.6%
Total Licenses and Permits	329,684	349,571	360,400	323,800	(36,600)	-10.2%
<u>Intergovernmental Revenues</u>						
8th cent motor fuel	177,624	181,481	180,000	155,000	(25,000)	-13.9%
Sales tax distribution	476,673	452,671	660,180	500,000	(160,180)	-24.3%
State 1/2 cent tax	1,982,470	1,794,068	1,850,000	1,750,000	(100,000)	-5.4%
Other intergovernmental revenues	147,283	244,131	143,250	128,250	(15,000)	-10.5%
Duval county in Lieu of Taxes	546,676	563,076	579,968	596,955	16,987	2.9%
911 Rebate	172,954	201,437	173,000	173,000	-	0.0%
Total Intergovernmental Revenues	3,503,680	3,436,864	3,586,398	3,303,205	(283,193)	-7.9%
<u>Charges for Services</u>						
Lien Certificates	11,328	8,440	10,000	10,000	-	0.0%
Cemetery services	37,192	36,998	30,000	30,000	-	0.0%
Recreation programs	52,062	58,435	52,200	56,675	4,475	8.6%
Contracted services	61,570	-	9,000	12,100	3,100	34.4%
Other Charges and Fees	44,749	74,735	45,375	28,600	(16,775)	-37.0%
Total Services	206,901	178,608	146,575	137,375	(9,200)	-6.3%
<u>Fines & Forfeitures</u>						
Court Fines	395,625	123,775	180,000	80,000	(100,000)	-55.6%
Parking violations	32,368	34,858	27,000	27,000	-	0.0%
Code enforcement board	2,425	3,742	2,500	2,500	-	0.0%
Other Fines and Forfeits	40,753	37,488	42,000	42,000	-	0.0%
Total Fines & Forfeitures	471,171	199,863	251,500	151,500	(100,000)	-39.8%
<u>Interest & Other Revenue</u>						
Interest on investments	428,768	235,989	240,900	172,009	(68,891)	-28.6%
Other revenues	259,312	186,633	173,839	110,000	(63,839)	-36.7%
Total Other Revenues	688,080	422,622	414,739	282,009	(132,730)	-32.0%
<u>Transfers In</u>						
Transfer from Electric Utility	3,462,413	3,549,902	3,421,905	3,517,915	96,010	2.8%
Transfer from Sanitation Utility	-	-	-	-	-	0.0%
Transfer from Gas Tax	372,000	372,000	372,000	372,000	-	0.0%
Transfer from Others Misc.	502,612	364,794	332,422	476,061	143,639	43.2%
Total Transfers	4,337,025	4,286,696	4,126,327	4,365,976	239,649	5.8%
<u>Total Revenue</u>	\$ 19,402,406	\$ 18,680,762	\$ 18,931,639	\$ 18,439,875	\$ (491,764)	-2.6%

**General Fund
Summary of Expenditures**

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
<u>Executive & Legislative</u>						
City Council	\$ 158,621	\$ 151,645	\$ 167,609	\$ 186,722	\$ 19,113	11.4%
City Attorney	86,289	85,573	304,528	291,403	(13,125)	-4.3%
Special Events	220,231	219,450	202,384	202,167	(217)	-0.1%
City Clerk	346,925	271,564	294,698	291,835	(2,863)	-1.0%
Total	812,066	728,232	969,219	972,127	2,908	0.3%
<u>Beaches Energy Services</u>						
Building Maintenance	461,415	415,369	505,309	504,859	(450)	-0.1%
<u>Planning & Development</u>						
Planning & Development	230,183	226,903	192,234	193,857	1,623	0.8%
Building Inspections	438,329	383,323	312,975	304,291	(8,684)	-2.8%
Code Enforcement	125,355	160,347	209,007	171,140	(37,867)	-18.1%
Total	793,867	770,573	714,216	669,288	(44,928)	-6.3%
<u>Parks & Recreation</u>						
Administration	1,232,719	1,347,204	1,277,191	1,228,501	(48,690)	-3.8%
Ocean Rescue	638,672	634,451	603,753	625,477	21,724	3.6%
Tennis	100,512	110,522	138,881	113,321	(25,560)	-18.4%
Oceanfront Restrooms	85,194	71,335	94,500	82,500	(12,000)	-12.7%
Carver Center	88,134	96,796	87,761	92,671	4,910	5.6%
Exhibition Hall	33,712	38,539	39,000	43,000	4,000	10.3%
Total	2,178,943	2,298,847	2,241,086	2,185,470	(55,616)	-2.5%
<u>Public Works</u>						
Streets	1,447,427	1,468,732	1,581,916	1,570,958	(10,958)	-0.7%
<u>Police</u>						
Administration	797,319	766,359	867,239	872,736	5,497	0.6%
Records	177,042	180,077	184,589	186,399	1,810	1.0%
Investigative	1,433,668	1,482,507	1,516,800	1,499,792	(17,008)	-1.1%
Patrol	3,760,115	3,779,076	4,155,281	4,055,906	(99,375)	-2.4%
Communications	636,873	651,480	702,160	729,651	27,491	3.9%
Ancillary Services	525,591	522,625	562,200	568,739	6,539	1.2%
Police Reserves	29,500	42,336	50,603	52,185	1,582	3.1%
Parking	-	19,126	-	-	-	0.0%
Volunteer Programs	-	4,728	-	4,000	4,000	0.0%
Total	7,360,108	7,448,314	8,038,872	7,969,408	(69,464)	-0.9%
<u>Fire</u>						
Fire Department	3,258,969	3,180,796	3,435,225	3,445,766	10,541	0.3%
<u>Non-departmental</u>						
Non-departmental	2,410,009	1,920,130	1,482,053	1,121,999	(360,054)	-24.3%
	\$ 18,722,804	\$ 18,230,993	\$ 18,967,896	\$ 18,439,875	\$ (528,021)	-2.8%
<u>Resource Allocation:</u>						
Personal Services	\$ 11,529,409	\$ 11,663,431	\$ 12,194,180	\$ 12,493,498	\$ 299,318	2.5%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	5,357,998	5,282,835	6,228,793	5,526,540	(702,253)	-11.3%
Capital Outlay	400,879	339,885	284,849	237,100	(47,749)	-16.8%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest, other	-	-	-	-	-	0.0%
Grants to Others	36,691	21,691	14,143	11,537	(2,606)	-18.4%
Transfers	1,397,827	923,151	245,931	171,200	(74,731)	-30.4%
Total Expenditures	\$ 18,722,804	\$ 18,230,993	\$ 18,967,896	\$ 18,439,875	\$ (528,021)	-2.8%

Major Fund - Community Redevelopment
Combined Summary of Revenues and Expenditures

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 2,680,691	\$ 2,801,377	\$ 2,127,189	\$ -	\$ (2,127,189)	-100.0%
Unrestricted Fund Balance	6,043,070	3,458,952	7,040,029	10,743,983	3,703,954	52.6%
Beginning Fund Balance	8,723,761	6,260,329	9,167,218	10,743,983	1,576,765	17.2%
Revenues						
Taxes	7,160,152	7,878,171	7,427,682	6,839,986	(587,696)	-7.9%
Licenses & permits	-	-	-	-	-	0.0%
Intergovernmental	343,960	908,696	-	-	-	0.0%
Charges for services	14,135	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	423,727	255,955	260,000	145,000	(115,000)	-44.2%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	7,941,974	9,042,822	7,687,682	6,984,986	(702,696)	-9.1%
Other Financing Sources	31,045	904,894				
Expenditures						
Personal Services	298,477	403,308	463,387	526,989	63,602	13.7%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	190,046	325,511	83,621	97,964	14,343	17.2%
Capital Outlay	7,774,734	3,003,237	22,223	-	(22,223)	-100.0%
Debt Service-Principal	1,711,929	1,771,320	1,832,047	1,895,155	63,108	3.4%
Debt Service-Interest & Other	422,154	363,565	313,638	251,335	(62,303)	-19.9%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	3,396,001	2,173,598	(1,222,403)	-36.0%
Total Expenditures	10,397,340	5,866,941	6,110,917	4,945,041	(1,165,876)	-19.1%
Other Financing Uses	39,111	1,173,886				
Change in Fund Balance	(2,463,432)	2,906,889	1,576,765	2,039,945	463,180	29.4%
Restricted Fund Balance	2,801,377	2,127,189	-	-	-	0.0%
Unrestricted Fund Balance	3,458,952	7,040,029	10,743,983	12,783,928	2,039,945	19.0%
Ending Fund Balance	\$ 6,260,329	\$ 9,167,218	\$ 10,743,983	\$ 12,783,928	\$ 2,039,945	19.0%
Expenditures by Department:						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Finance	-	-	-	-	-	0.0%
Planning & Development	10,143,539	5,511,758	5,708,646	4,532,031	(1,176,615)	-20.6%
Parks & Recreation	-	-	-	-	-	0.0%
Public Works	-	-	-	-	-	0.0%
Police	253,801	355,183	402,271	413,010	10,739	2.7%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	-	-	-	-	-	0.0%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	\$ 10,397,340	\$ 5,866,941	\$ 6,110,917	\$ 4,945,041	\$ (1,165,876)	-19.1%
Expenditures by Fund:						
Downtown Tax Increment	8,589,601	4,424,305	3,512,282	2,381,025	(1,131,257)	-32.2%
Southend Tax increment	1,807,739	1,442,636	2,598,635	2,564,016	(34,619)	-1.3%
Total Expenditures	\$ 10,397,340	\$ 5,866,941	\$ 6,110,917	\$ 4,945,041	\$ (1,165,876)	-19.1%

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

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Unrestricted	\$ 5,201,671	\$ 6,888,415	\$ 5,384,937	\$ 4,909,937	\$ (475,000)	-8.8%
<u>Revenues</u>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	165,893	275,000	-	(275,000)	-100.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	261,871	157,124	150,000	75,000	(75,000)	-50.0%
Transfers in	2,061,341	1,288,864	135,000	171,200	36,200	26.8%
Total Revenues	2,323,212	1,611,881	560,000	246,200	(313,800)	-56.0%
Other Financing Sources	370,641	49,928				
<u>Expenditures</u>						
Personal Services	-	-	-	-	-	0.0%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	23,602	260,393	-	-	-	0.0%
Capital Outlay	983,507	2,904,894	1,035,000	225,000	(810,000)	-78.3%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenditures	1,007,109	3,165,287	1,035,000	225,000	(810,000)	-78.3%
Other Financing Uses						
Change in Fund Balance	1,686,744	(1,503,478)	(475,000)	21,200	496,200	-104.5%
Restricted Fund Balance					-	0.0%
Unrestricted Fund Balance	6,888,415	5,384,937	4,909,937	4,931,137	21,200	0.4%
Ending Fund Balance	\$ 6,888,415	\$ 5,384,937	\$ 4,909,937	\$ 4,931,137	\$ 21,200	0.4%
<u>Expenditures by Department:</u>						
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	1,007,109	3,165,287	1,035,000	225,000	(810,000)	-78.3%
Total Expenditures	\$ 1,007,109	\$ 3,165,287	\$ 1,035,000	\$ 225,000	\$ (810,000)	-78.3%

Major Fund - Electric Utility
Combined Summary of Revenues and Expenses

	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Original Budget 2010</u>	<u>Approved Budget 2011</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
Restricted Fund Balance	\$ 7,546,369	\$ 7,632,295	\$ 7,789,012	\$ 7,789,012	\$ -	0.0%
Unrestricted Fund Balance	27,898,258	18,738,689	17,190,002	27,045,314	9,855,312	57.3%
Beginning Fund Balance	35,444,627	26,370,984	24,979,014	34,834,326	9,855,312	39.5%
<u>Revenues</u>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	(99,544)	-	-	-	0.0%
Charges for services	99,196,324	102,024,262	106,465,199	97,651,300	(8,813,899)	-8.3%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	1,438,039	508,813	1,176,757	1,482,853	306,096	26.0%
Transfers in	40,000	473,864	65,000	-	(65,000)	-100.0%
Total Revenues	100,674,363	102,907,395	107,706,956	99,134,153	(8,572,803)	-8.0%
Other Financing Sources						
<u>Expenses</u>						
Personal Services	5,317,415	5,591,204	5,584,677	5,545,594	(39,083)	-0.7%
Operating-Energy	77,508,404	79,974,262	74,621,537	74,297,017	(324,520)	-0.4%
Operating-All Other	5,519,936	5,165,420	6,891,309	6,898,742	7,433	0.1%
Capital Outlay	7,848,540	3,184,130	3,871,223	4,785,000	913,777	23.6%
Debt Service-Principal	1,725,770	1,769,945	1,834,735	1,884,800	50,065	2.7%
Debt Service-Interest & Other	1,120,879	1,069,762	1,020,431	957,716	(62,715)	-6.1%
Grants to Others	-	-	-	-	-	0.0%
Transfers	3,594,933	7,007,630	4,027,732	3,517,915	(509,817)	-12.7%
Total Expenses	102,635,877	103,762,353	97,851,644	97,886,784	35,140	0.0%
Other Financing Uses	7,112,129	537,012				
Change in Fund Balance	(9,073,643)	(1,391,970)	9,855,312	1,247,369	(8,607,943)	-87.3%
Restricted Fund Balance	7,632,295	7,789,012	7,789,012	7,789,012	-	0.0%
Unrestricted Fund Balance	18,738,689	17,190,002	27,045,314	28,292,683	1,247,369	4.6%
Ending Fund Balance	\$ 26,370,984	\$ 24,979,014	\$ 34,834,326	\$ 36,081,695	\$ 1,247,369	3.6%
<u>Expenses by Division</u>						
Purchased Power	\$ 77,508,404	\$ 79,974,262	\$ 74,621,537	\$ 74,297,017	\$ (324,520)	-0.4%
Administration	10,816,282	13,168,143	11,498,702	11,525,125	26,423	0.2%
Engineering	891,459	878,789	927,466	931,763	4,297	0.5%
Relay & Substations	-	-	841,693	729,601	(112,092)	-13.3%
Construction & Maintenance	4,409,237	3,915,400	4,293,562	4,487,689	194,127	4.5%
Capital Projects	7,349,703	2,947,266	3,610,000	3,820,000	210,000	5.8%
System Operations	1,335,196	1,593,735	982,323	986,638	4,315	0.4%
Transmission	35,244	44,343	230,400	280,400	50,000	21.7%
Conservation & Renewables	-	95,504	524,224	487,662	(36,562)	-7.0%
Storeroom	237,444	1,062,206	225,737	244,789	19,052	8.4%
CARE	52,908	82,705	96,000	96,100	100	0.1%
Total Expenses	\$ 102,635,877	\$ 103,762,353	\$ 97,851,644	\$ 97,886,784	\$ 35,140	0.0%

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

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 1,501,396	\$ 1,498,914	\$ 1,500,627	\$ 1,500,627	\$ -	0.0%
Unrestricted Fund Balance	9,815,664	8,657,849	12,314,357	5,155,408	(7,158,949)	-58.1%
Beginning Fund Balance	11,317,060	10,156,763	13,814,984	6,656,035	(7,158,949)	-51.8%
<u>Revenues</u>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	205,669	1,970,088	7,756,500	1,346,833	(6,409,667)	-82.6%
Charges for services	8,051,952	8,221,031	8,411,344	8,423,422	12,078	0.1%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	547,729	1,020,011	382,883	529,337	146,454	38.3%
Transfers in	-	4,888,303	3,396,001	3,448,323	52,322	1.5%
Total Revenues	8,805,350	16,099,433	19,946,728	13,747,915	(6,198,813)	-31.1%
Other Financing Sources	283,926	224,439				
<u>Expenses</u>						
Personal Services	2,458,938	2,433,134	2,678,778	2,798,231	119,453	4.5%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	3,570,701	2,997,856	3,763,170	3,839,012	75,842	2.0%
Capital Outlay	2,231,713	5,253,198	18,668,392	2,673,038	(15,995,354)	-85.7%
Debt Service-Principal	1,204,230	1,235,055	1,280,265	1,315,200	34,935	2.7%
Debt Service-Interest & Other	783,991	746,408	715,072	671,310	(43,762)	-6.1%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenses	10,249,573	12,665,651	27,105,677	11,296,791	(15,808,886)	-58.3%
Other Financing Uses						
Change in Fund Balance	(1,160,297)	3,658,221	(7,158,949)	2,451,124	9,610,073	-134.2%
Restricted Fund Balance	1,498,914	1,500,627	1,500,627	1,500,627	-	0.0%
Unrestricted Fund Balance	8,657,849	12,314,357	5,155,408	7,606,532	2,451,124	47.5%
Ending Fund Balance	\$ 10,156,763	\$ 13,814,984	\$ 6,656,035	\$ 9,107,159	\$ 2,451,124	36.8%
<u>Expenses by Division</u>						
Administration	\$ 3,404,449	\$ 3,179,352	\$ 3,265,040	\$ 3,260,219	\$ (4,821)	-0.1%
Water Plant	1,664,910	1,148,162	1,364,439	1,384,487	20,048	1.5%
Pollution Control Plant	2,642,199	2,757,135	3,476,598	2,780,257	(696,341)	-20.0%
Distribution & Collection	2,172,022	1,218,300	1,443,708	2,112,103	668,395	46.3%
Capital Projects	365,993	4,362,702	17,555,892	1,759,725	(15,796,167)	-90.0%
Total Expenses	\$ 10,249,573	\$ 12,665,651	\$ 27,105,677	\$ 11,296,791	\$ (15,808,886)	-58.3%

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

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 12,762,052	\$12,785,387	\$7,775,261	\$6,193,767	(\$1,581,494)	-20.3%
Unrestricted Fund Balance	751,473	371,382	349,506	309,119	(40,387)	-11.6%
Beginning Fund Balance	13,513,525	13,156,769	8,124,767	6,502,886	(1,621,881)	-20.0%
Revenues						
Taxes	2,092,131	1,929,314	1,960,000	1,820,000	(140,000)	-7.1%
Intergovernmental	367,460	238,976	255,472	245,661	(9,811)	-3.8%
Charges for services	36,219	2,917	-	-	-	0.0%
Fines & forfeitures	272,335	98,750	70,000	46,000	(24,000)	-34.3%
Interest & other	664,143	375,491	293,270	191,700	(101,570)	-34.6%
Transfers in	1,003,422	1,045,393	1,131,944	1,097,149	(34,795)	-3.1%
Total Revenues	4,435,710	3,690,841	3,710,686	3,400,510	(310,176)	-8.4%
Other Financing Sources	46,824	33,329				
Expenditures						
Personal Services	26,882	54,093	61,090	96,701	35,611	58.3%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	980,153	366,752	752,342	725,971	(26,371)	-3.5%
Capital Outlay	371,980	172,897	1,765,960	908,500	(857,460)	-48.6%
Debt Service-Principal	635,000	700,000	735,000	770,000	35,000	4.8%
Debt Service-Interest & Other	376,954	350,393	327,740	298,563	(29,177)	-8.9%
Transfers	2,362,860	6,567,339	1,690,435	2,977,335	1,286,900	76.1%
Total Expenditures	4,753,829	8,211,474	5,332,567	5,777,070	444,503	8.3%
Other Financing Uses	85,461	544,698				
Change in Fund Balance	(356,756)	(5,032,002)	(1,621,881)	(2,376,560)	(754,679)	46.5%
Restricted Fund Balance	12,785,387	7,775,261	6,193,767	3,847,051	(2,346,716)	-37.9%
Unrestricted Fund Balance	371,382	349,506	309,119	279,275	(29,844)	-9.7%
Ending Fund Balance	\$ 13,156,769	\$ 8,124,767	\$ 6,502,886	\$ 4,126,326	\$ (2,376,560)	-36.5%
Expenditures by Department:						
Executive & Legislative	\$ 600,932	\$ 367,231	\$ 326,832	\$ 329,327	\$ 2,495	0.8%
Finance	20,000	20,000	20,000	20,000	-	0.0%
Parks & Recreation	1,011	8,336	10,030	10,030	-	0.0%
Public Works	1,273,335	573,715	840,634	830,134	(10,500)	-1.2%
Police	159,221	150,103	230,308	242,842	12,534	5.4%
Fire	18,502	204	145,368	30,000	(115,368)	-79.4%
Non-Departmental	2,680,828	7,091,885	3,759,395	4,314,737	555,342	14.8%
Total Expenditures	\$ 4,753,829	\$ 8,211,474	\$ 5,332,567	\$ 5,777,070	\$ 444,503	8.3%
Expenditures by Fund:						
Convention Development	\$ 408,003	\$ 221,043	\$ 165,341	\$ 164,321	\$ (1,020)	-0.6%
Court Cost Training	10,442	44,685	40,000	60,400	20,400	51.0%
Local Option Gas Tax	1,273,335	573,715	840,634	830,134	(10,500)	-1.2%
Half-cent Infrastructure Surtax	1,147,374	1,137,461	1,122,963	1,162,149	39,186	3.5%
Community Development Block Gran	212,929	166,188	181,491	185,006	3,515	1.9%
Radio Communication	18,502	204	145,368	30,000	(115,368)	-79.4%
Justice Assistance Grant	134,890	48,078	73,981	60,655	(13,326)	-18.0%
Local Law Enforcement Block Grant	-	-	-	-	-	0.0%
Tree Protection	1,011	8,336	10,030	10,030	-	0.0%
Law Enforcement Trust Fund	13,839	57,264	66,327	71,787	5,460	8.2%
Equitable Sharing Fund	50	76	50,000	50,000	-	0.0%
1/2 Cent Sales Surtax Debt Service	1,012,316	1,050,671	1,062,740	1,068,563	5,823	0.5%
Sales Tax Debt Service	43,327	-	-	-	-	0.0%
Downtown Capital Projects	442,793	-	-	-	-	0.0%
Infrastructure Capital Projects	11,424	4,902,762	1,571,692	2,082,025	510,333	32.5%
Parks Capital Projects	22,130	-	-	-	-	0.0%
Beaches Park Project	5	7	1,000	1,000	-	0.0%
Dog Park Project	1,459	984	1,000	1,000	-	0.0%
Total Expenditures	\$ 4,753,829	\$ 8,211,474	\$ 5,332,567	\$ 5,777,070	\$ (71,653)	-1.3%

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

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 955,236	\$ 955,236	\$ 1,032,470	\$ 1,032,470	\$ -	0.0%
Unrestricted Fund Balance	7,182,289	7,860,602	9,745,157	6,809,123	(2,936,034)	-30.1%
Beginning Fund Balance	8,137,525	8,815,838	10,777,627	7,841,593	(2,936,034)	-27.2%
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	24,000	-	-	-	-	0.0%
Intergovernmental	146,616	(142,779)	-	-	-	0.0%
Charges for services	5,997,519	5,647,062	5,985,631	7,895,667	1,910,036	31.9%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	1,243,719	622,111	700,821	721,015	20,194	2.9%
Transfers in	35,832	2,550,000	540,827	-	(540,827)	-100.0%
Total Revenues	7,447,685	8,676,394	7,227,279	8,616,682	1,389,403	19.2%
Other Financing Sources	20,892	286,555				
Expenditures						
Personal Services	583,463	681,978	710,398	744,131	33,733	4.7%
Operating-Power	-	-	-	1,443,089	1,443,089	0.0%
Operating-All Other	4,940,364	4,900,450	5,156,173	5,499,392	343,219	6.7%
Capital Outlay	198,382	853,593	3,840,320	1,436,250	(2,404,070)	-62.6%
Debt Service-Principal	400,765	517,893	425,197	437,928	12,731	3.0%
Debt Service-Interest & Other	50,984	38,741	31,225	18,306	(12,919)	-41.4%
Grants to Others	-	-	-	-	-	0.0%
Transfers	69,000	-	-	242,600	242,600	0.0%
Total Expenditures	6,242,958	6,992,655	10,163,313	9,821,696	(341,617)	-3.4%
Other Financing Uses	547,306	8,505				
Change in Fund Balance	678,313	1,961,789	(2,936,034)	(1,205,014)	1,731,020	-59.0%
Restricted Fund Balance	955,236	1,032,470	1,032,470	1,032,470	-	0.0%
Unrestricted Fund Balance	7,860,602	9,745,157	6,809,123	5,604,109	(1,205,014)	-17.7%
Ending Fund Balance	\$ 8,815,838	\$ 10,777,627	\$ 7,841,593	\$ 6,636,579	\$ (1,205,014)	-15.4%
	8,815,838					
Expenditures by Department:						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Finance	108,513	336,744	215,567	452,771	237,204	110.0%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	1,614,543	1,609,101	1,647,202	1,645,224	(1,978)	-0.1%
Public Works	4,371,598	4,571,218	5,174,839	5,447,395	272,556	5.3%
Police	-	-	-	15,000	15,000	0.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	148,304	475,592	3,125,705	2,261,306	(864,399)	-27.7%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	\$ 6,242,958	\$ 6,992,655	\$ 10,163,313	\$ 9,821,696	\$ (341,617)	-3.4%
Expenditures by Fund:						
Natural Gas Fund	\$ 10,687	\$ 405,103	\$ 3,036,831	\$ 2,177,304	\$ (859,527)	-28.3%
Stormwater Fund	1,191,649	1,325,694	2,014,330	2,159,580	145,250	7.2%
Sanitation Fund	3,179,949	3,245,524	3,160,509	3,287,815	127,306	4.0%
Golf Course Fund	1,614,543	1,609,101	1,647,202	1,645,224	(1,978)	-0.1%
Lease Facilities Fund	246,130	407,233	304,441	551,773	247,332	81.2%
Total Expenditures	\$ 6,242,958	\$ 6,992,655	\$ 10,163,313	\$ 9,821,696	\$ (341,617)	-3.4%

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

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Cash Balance Forward	\$ 3,202,922	\$ 3,065,450	\$ 2,860,188	\$ 2,860,188	\$ -	0.0%
REVENUES						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	49,348	(46,971)	-	-	-	0.0%
Charges for services	9,664,199	9,244,251	10,219,029	10,068,450	(150,579)	-1.5%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	85,905	79,228	71,000	62,500	(8,500)	-12.0%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	9,799,452	9,276,508	10,290,029	10,130,950	(159,079)	-1.5%
Other Financing Sources	337,899	144,896				
EXPENDITURES						
Personal Services	4,498,872	4,117,149	4,325,097	4,527,042	201,945	4.7%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	5,353,882	4,889,223	5,750,097	5,674,911	(75,186)	-1.3%
Capital Outlay	102,419	306,078	179,835	67,216	(112,619)	-62.6%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	53,000	35,000	35,000	-	(35,000)	-100.0%
Total Expenditures	10,008,173	9,347,450	10,290,029	10,269,169	(20,860)	-0.2%
Other Financing Uses	266,650	279,216				
Change in Fund Balance	(137,472)	(205,262)	-	(138,219)	(138,219)	0.0%
Ending Fund Balance	\$3,065,450	\$2,860,188	\$2,860,188	\$2,721,969	\$ (138,219)	-4.8%
Expenditures by Department:						
Executive & Legislative	537,218	445,635	448,503	378,893	(\$69,610)	-15.5%
Finance	3,486,520	3,369,637	3,750,271	3,759,224	8,953	0.2%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	2,064,521	2,043,229	1,940,825	1,924,954	(15,871)	-0.8%
Public Works	-	-	-	-	-	0.0%
Police	-	-	-	-	-	0.0%
Fire	37,626	38,276	58,324	27,730	(30,594)	-52.5%
Beaches Energy Services	1,770,472	1,701,061	1,917,291	1,884,993	(32,298)	-1.7%
Human Resources	2,111,816	1,749,612	2,174,815	2,293,375	118,560	5.5%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	\$ 10,008,173	\$ 9,347,450	\$ 10,290,029	\$ 10,269,169	\$ (20,860)	-0.2%
EXPENDITURES BY FUND:						
City Manager	537,218	445,635	448,503	378,893	\$ (69,610)	-15.5%
Finance	3,486,520	3,369,637	3,750,271	3,759,224	8,953	0.2%
Human Resources	551,426	535,043	559,391	620,643	61,252	10.9%
Fleet Maintenance	543,788	551,884	573,555	575,096	1,541	0.3%
Meter Services	773,985	732,096	883,051	862,731	(20,320)	-2.3%
Radio System	37,626	38,276	58,324	27,730	(30,594)	-52.5%
Operations & Maintenance Facility	452,699	417,081	460,685	447,166	(13,519)	-2.9%
Grounds Maintenance	2,064,521	2,043,229	1,940,825	1,924,954	(15,871)	-0.8%
Insurance & Risk Retention	1,560,390	1,214,569	1,615,424	1,672,732	57,308	3.5%
Total Expenditures	\$ 10,008,173	\$ 9,347,450	\$ 10,290,029	\$ 10,269,169	\$ (20,860)	-0.2%

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

	Actual 2008	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 64,400,508	\$ 56,720,320	\$ 59,861,162	\$ 60,137,325	\$ 276,163	\$ 0
Revenues						
Taxes	486,849	410,452	330,000	330,000	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	-	-	-	-	0.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	(4,384,277)	5,566,619	4,570,505	4,926,644	356,139	7.8%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	(3,897,428)	5,977,071	4,900,505	5,256,644	356,139	7.3%
Other Financing Sources	19,942	1,715,089				
Expenditures						
Personal Services	-	56,023	57,391	59,402	2,011	3.5%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	3,781,310	4,495,295	4,566,951	5,239,016	672,065	14.7%
Capital Outlay	-	-	-	-	-	0.0%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenditures	3,781,310	4,551,318	4,624,342	5,298,418	674,076	14.6%
Other Financing Uses	21,392	-				
Change in Fund Balance	(7,680,188)	3,140,842	276,163	(41,774)	(317,937)	-115.1%
Restricted Fund Balance	\$ 56,720,320	\$ 59,861,162	\$ 60,137,325	\$ 60,095,551	\$ (41,774)	-0.1%
Expenditures by Department:						
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	3,781,310	4,551,318	4,624,342	5,298,418	674,076	14.6%
Total Expenditures	\$ 3,781,310	\$ 4,551,318	\$ 4,624,342	\$ 5,298,418	\$ 674,076	14.6%
Expenditures by Fund:						
Pension Fund-General	\$ 1,857,844	\$ 2,536,143	\$ 2,372,739	\$ 2,884,643	\$ 511,904	21.6%
Pension Fund-Police	1,115,092	1,202,647	1,273,457	1,307,625	34,168	2.7%
Pension Fund-Fire	808,374	812,528	978,146	1,106,150	128,004	13.1%
Total Expenditures	\$ 3,781,310	\$ 4,551,318	\$ 4,624,342	\$ 5,298,418	\$ 674,076	14.6%

**Capital Outlay Detail by Department
Fiscal Year 2011**

	Land, Buildings & Improvements	Equipment	Vehicles	Computer Equipment	Total
Executive & Legislative					
Executive & Legislative					
Reconfigure workspace due to staff reorganization	\$ 8,216				\$ 8,216
Non-Departmental					
Better Jacksonville Beach Plan					
New school sidewalks	65,000				65,000
Better Jacksonville Beach Bond Proceeds					
9th Street South	696,300				696,300
Bus Stops	100,000				100,000
General Capital Projects					
Small technology purchases				50,000	50,000
Replace Fire vehicle # 708 1997 Ford Expedition			30,000		30,000
Tall Pines Park	145,000				145,000
Total Non-Departmental	1,006,300	-	30,000	50,000	1,086,300
Fire					
Command Cabinet		2,000			2,000
Siren and Warning lights package			3,000		3,000
Replace radios (Radio Communications Fund)		30,000			30,000
Total Fire	-	32,000	3,000	-	35,000
Beaches Energy Services					
Administration					
Generator upgrade and distributed generation	465,000				465,000
Engineering					
Replace # 227 1993 Ford 1/2 ton pickup truck			20,000		20,000
Relay & Substations					
Substation replacement batteries		40,000			40,000
Construction & Maintenance					
Replace # 200 aerial bucket truck			160,000		160,000
Replace # 273 1998 Chevy 1 Ton pickup truck			35,000		35,000
Replace # 241 2001 Dodge 1/2 ton pickup truck			20,000		20,000
Replace trencher		60,000			60,000
Purchase 9 toughbooks for mobile GIS				32,000	32,000
Capital Improvements					
Infrastructure to Support System Growth	1,300,000				1,300,000
Major Replacement Projects	2,520,000				2,520,000
System Operations					
Replace roof on Jax Beach substation	24,000				24,000
Linux computer for new operators				9,000	9,000
Transmission					
Existing transmission line relays upgrade	100,000				100,000
Total Electric Fund	4,409,000	100,000	235,000	41,000	4,785,000
Natural Gas					
Natural Gas Distribution System	500,000				500,000
Meter Services					
Replace # 288 2001 Dodge 1/2 ton Pickup Truck			20,000		20,000
Fleet Maintenance					
Shop equipment contingency		5,000			5,000
Total Beaches Energy Services	4,909,000	105,000	255,000	41,000	5,310,000

**Capital Outlay Detail by Department
Fiscal Year 2011**

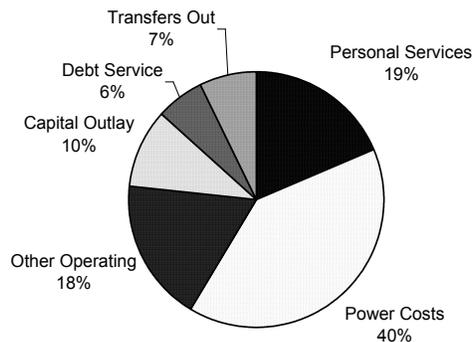
	Land, Buildings & Improvements	Equipment	Vehicles	Computer Equipment	Total
<u>Parks and Recreation</u>					
Ocean Rescue					
Replace rescue vehicle			24,900		24,900
Golf Course					
Driving Range Ball Dispenser		4,000			4,000
Driving Range Ball washer		2,000			2,000
Grounds Maintenance					
Truckster for pesticide sprayer		24,000			24,000
Golf Course Maintenance					
160 gallon spray tank & pump system to apply pesticides		10,000			10,000
Total Parks & Recreation	-	40,000	24,900	-	64,900
<u>Police</u>					
Administration					
Replace one unmarked vehicle			18,000		18,000
Patrol					
Replace five patrol vehicles			132,000		132,000
Replace ten laptop computers				35,000	35,000
Justice Assistance Grant					
Radio system upgrades		17,200			17,200
Total Police	-	17,200	150,000	35,000	202,200
<u>Public Works</u>					
Streets					
Replace deck for bush hog		5,000			5,000
Replace # 514 2001 Dodge 3/4 ton truck with 1/2 ton			17,200		17,200
Distribution and Collection					
Water main replacement (2nd Ave. and 4th Ave. N., 4th St. to Penman Rd.)	725,313				725,313
Other water & sewer rehabilitation	100,000				100,000
Other water & sewer rehabilitation-manholes	20,000				20,000
Replace 2000 GMC 3/4 ton truck			34,000		34,000
Equipment contingency (saws, drills, etc.)		5,000			5,000
Pollution Control					
Replace pumps at lift stations (contingency)		5,000			5,000
Water Plant					
Replace # 597 2000 Dodge 1/2 ton truck			24,000		24,000
Capital Projects					
N. 2nd Street water, sewer, road improvements	889,350				889,350
Rehabilitate Lift Station #3	870,375				870,375
Stormwater					
Improvements - Central & South stormwater basins	930,250				930,250
Total Public Works	3,535,288	15,000	75,200	-	3,625,488
Total Capital Outlay	\$ 9,458,804	\$ 209,200	\$538,100	\$ 126,000	\$ 10,332,104

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

Fiscal Year 2011 Expenditures Shown in Business Plans

	Personal Services	Operating & Grants to Others	Capital Outlay	Debt Service	Transfers Out	TOTAL
Executive & Legislative						
Executive & Legislative	\$687,083	\$795,042	8,216	-	\$190,006	\$1,680,347
Debt Service	-	-	-	1,068,563	-	1,068,563
Capital Projects	-	13,000	1,086,300	-	2,371,874	3,471,174
Nondepartmental	-	950,799	-	-	171,200	1,121,999
	<u>687,083</u>	<u>1,758,841</u>	<u>1,094,516</u>	<u>1,068,563</u>	<u>2,733,080</u>	<u>7,342,083</u>
Planning & Development	651,657	229,574	-	2,146,490	2,173,598	5,201,319
Parks & Recreation	2,307,185	3,393,593	64,900	-	-	5,765,678
Public Works	4,100,979	8,604,067	3,625,488	2,442,744	372,000	19,145,278
Police	7,017,166	1,377,439	202,200	-	43,455	8,640,260
Fire	2,908,607	559,889	35,000	-	-	3,503,496
Beaches Energy Services	6,491,308	84,376,203	5,310,000	2,842,516	3,517,915	102,537,942
Finance	2,118,364	1,871,031	-	-	242,600	4,231,995
Human Resources	449,837	1,843,538	-	-	-	2,293,375
Total expenditures reported in business plans	<u>26,732,186</u>	<u>104,014,175</u>	<u>10,332,104</u>	<u>8,500,313</u>	<u>9,082,648</u>	<u>158,661,426</u>
Trust Funds (pension)	59,402	5,239,016	-	-	-	5,298,418
Total budgeted expenditures	<u>\$26,791,588</u>	<u>\$109,253,191</u>	<u>\$10,332,104</u>	<u>\$8,500,313</u>	<u>\$9,082,648</u>	<u>\$163,959,844</u>

2011 Expenditures by Category

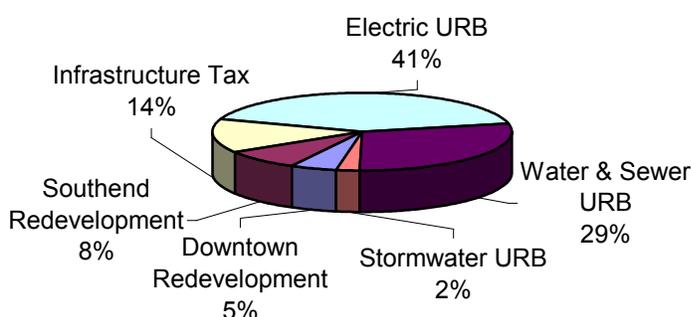


Debt and Capital Projects

Like other municipal governments, the City of Jacksonville Beach periodically uses debt financing 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: 9-30-10



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.

	2006	2007	2008	2009	2010
Principal paid	\$5,607,642	\$6,500,851	\$7,235,450	\$5,889,227	\$3,540,197
Interest paid	\$2,747,119	\$2,905,000	\$2,753,230	\$2,565,411	\$1,741,727
Outstanding Debt	\$71,310,135	\$69,233,829	\$64,227,168	\$62,507,765	\$56,400,520

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, has used about \$4.9 million of the bond proceeds in combination 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 \$700,000 of the debt will be used to pay for the City's portion of the 9th Street South Improvement Project, with the bulk of the economic stimulus funding coming through the Florida Department of Transportation (\$5.1 million). A separate portion of the 9th Street Project will be funded by the Community Redevelopment Agency. This project will improve road condition, appearance and drainage along the City's alternate north/south corridor.

Two projects budgeted for 2011 that will be partially funded by these bond proceeds are the 2nd Street North Water, Sewer and Road Improvements Project and the Rehabilitation of Lift Station #3. Bond proceeds of about \$1.3 million will be combined with a STAG grant to cover the approximately \$1.8 million cost of both projects. More information on these projects can be found in the Capital Improvement Plan located in the back of this book.

Revenues from this tax have previously been used to fund the 11th 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 2011 budget includes \$65,000 for new sidewalks.

DEBT SERVICE REQUIREMENTS: ½ Cent Infrastructure Surtax Revenue Bonds			
	Principal	Interest	Total
2011	\$770,000	\$293,563	\$1,063,563
2012	800,000	263,218	1,063,218
2013	830,000	231,114	1,061,114
2014	880,000	198,265	1,078,265
2015	900,000	163,781	1,063,781
2016- 2019	3,480,000	279,017	3,759,017
Total	\$7,660,000	\$1,428,958	\$9,088,958

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 catalyst 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 4th Avenue South Streetscape Improvement Project was completed in 2008.

Projects recently completed include the 2nd 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 and the Downtown Visioning Project. Completion of these projects will continue to bring commercial activity to the downtown area.

DEBT SERVICE REQUIREMENTS: Redevelopment Bonds						
	Governmental		Proprietary		TOTAL	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	\$2,665,154	\$534,899	\$3,637,928	\$1,622,331	\$6,303,082	\$2,157,230
2012	2,454,675	442,473	3,766,040	1,493,125	6,220,714	1,935,598
2013	2,198,579	351,646	3,445,000	1,369,056	5,643,579	1,720,703
2014	1,845,465	276,538	3,565,000	1,234,325	5,410,465	1,510,863
2015	1,520,799	208,291	3,710,000	1,087,425	5,230,799	1,295,716
2016-2021	4,126,881	298,497	23,465,000	2,773,977	27,591,881	3,072,474
	\$14,811,553	\$2,112,343	\$41,588,968	\$9,580,239	\$56,400,520	\$11,692,584

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 South Beach Park, consisting of a practice field, restroom facility and volleyball facility were constructed in 2008. An engineering study has identified priority infrastructure projects that will be engineered starting in 2010. The Community Redevelopment Agency has recently approved budgets for the addition of a water feature at South Beach Park and for improvements to the park's play structure, Sunshine Park.

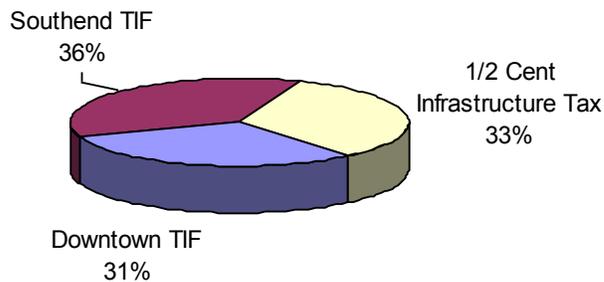
The Agency has committed funds for improvements to the section of 9th Street that runs through the tax increment district. Other portions of this project are being funded with the ½ Cent Infrastructure Bond Proceeds and a federal STAG grant.

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.

OUTSTANDING GOVERNMENTAL BONDS				
	Interest Rate	Year of Maturity	Original Issue	Outstanding 9-30-2010
2003 Downtown	3.28%	2014	\$2,000,000	\$677,860
2003A Downtown	3.05%	2012	\$2,756,968	\$665,759
2003B&C Downtown	3.05%	2013	\$3,892,515	\$1,273,461
2003 Southend (AMT)	4.53%	2016	\$1,543,022	\$818,938
2003-1 Southend	3.83%	2016	\$4,986,347	\$2,691,646
2003-2 Southend	3.70%	2014	\$1,698,749	\$727,034
2003 Southend	2.95%	2011	\$2,197,825	\$296,855
2006 Infrastructure	3.88%	2019	\$5,000,000	\$3,820,000
2007 Infrastructure	3.98%	2019	\$5,000,000	\$3,840,000
Total Governmental Bonds				\$14,811,553

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:

Capital Project Fund	Sources	Uses	2010 Budget
General	Transfers from operating funds; grants; interest	Miscellaneous capital projects, major repairs and replacements. 2011 budget includes: fire vehicle replacement, small technology purchases, Tall Pines Park.	\$225,000
½ Cent Infrastructure Surtax Revenue Bonds	Bond proceeds; interest	9 th Street, Bus Stops and partial funding for 2 nd St. North and Lift Station #3	\$2,082,025
Beaches Park Project for Kids	Donations, proceeds from community fundraisers	Maintenance of large play structure in South Beach Park	\$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 and natural gas), 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. The debt matures in 2021.

Each utility operates as a major fund for financial statement purposes.

The City is currently in the process of refinancing these bonds and expects to complete the refinancing by early in FY2011. The refinancing is expected to save the City between \$280,000 and \$320,000 over the life of the bonds.

DEBT SERVICE REQUIREMENTS: 2002 Utility Revenue Bonds						
	Electric		Water & Sewer		TOTAL	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	\$1,884,800	\$947,716	\$1,315,200	\$661,309	\$3,200,000	\$1,609,025
2012	1,952,535	879,451	1,362,465	613,674	3,315,000	1,493,125
2013	2,029,105	806,374	1,415,895	562,682	3,445,000	1,369,056
2014	2,099,785	727,017	1,465,215	507,308	3,565,000	1,234,325
2015	2,185,190	640,493	1,524,810	446,932	3,710,000	1,087,425
2016-2021	13,820,885	1,633,873	9,644,115	1,140,104	23,465,000	2,773,977
	\$23,972,300	\$5,634,924	\$16,727,700	\$3,932,009	\$40,700,000	\$9,566,933

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, 2010 is:

OUTSTANDING PROPRIETARY BONDS

	<u>Year of Maturity</u>	<u>Original Issue</u>	<u>Outstanding 9-30-2010</u>
2002 Utility Revenue Bonds – varies 2.0-5.0%	2020	\$61,190,000	\$40,700,000
2003 Utility Revenue Bonds, Stormwater – 2.95%	2012	\$3,648,500	<u>\$888,967</u>
Total Proprietary Bonds			<u>\$41,588,967</u>

Debt service requirements to maturity on the City’s bonds at September 30, 2010 are as follows:

DEBT SERVICE REQUIREMENTS TO MATURITY

	Governmental		Proprietary		TOTAL	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	\$2,665,154	\$534,899	\$3,637,928	\$1,622,331	\$6,303,082	\$2,157,230
2012	2,454,675	442,473	3,766,040	1,493,125	6,220,714	1,935,598
2013	2,198,579	351,646	3,445,000	1,369,056	5,643,579	1,720,703
2014	1,845,465	276,538	3,565,000	1,234,325	5,410,465	1,510,863
2015	1,520,799	208,291	3,710,000	1,087,425	5,230,799	1,295,716
2016- 2021	4,126,881	298,497	23,465,000	2,773,977	27,591,881	3,072,474
	<u>\$14,811,553</u>	<u>\$2,112,343</u>	<u>\$41,588,968</u>	<u>\$9,580,239</u>	<u>\$56,400,520</u>	<u>\$11,692,584</u>

Executive & Legislative Department

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

Building a community we are proud to live in.

Authorized Positions	FY2009	FY2010	FY2011
City Council	7	7	7
City Manager	1	1	1
Assistant City Manager	1	-*	-*
Secretary to City Manager	1	1	-
Events & Public Relations Coordinator	1	1	1
Senior Secretary	1	1	1
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Business License Specialist	1	1	1
Senior Secretary	1	0	0
Senior Secretary- part-time	2	2	2
TOTAL	18	16	15

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

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

Performance Measures: City Clerk	FY2009 Actual	FYTD 3-31-10	FY2011 Target
Customer survey satisfaction rating: target is 95% or higher <i>Satisfactory</i> , with at least 50% <i>Exceeding Expectations</i>	100%	100%	95%
Issuance of occupational licenses within two days of receipt of a complete application	100%	99%	98%
On-site inspection of 150 Jacksonville Beach businesses each year	90%	34%	100%
Issuance of Lien Certificates within five days of receipt of request	95%	93%	95%
Compilation & submission of data for Actuarial Report by January	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

- Identify, preserve and protect historic City records.
- Preserve and protect vital City documents and information by continuing training and maintenance of document imaging program.
- Maintain training and 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

Employee Pension Funds:	2008 for FY09	2009 for FY10	2010 for FY11
Percentage funded (10-1-2008 actuarial valuation)			
General	85.3%	83.4%	81.3%
Police	84.3%	77.5%	76.4%
Fire	79.7%	78.0%	73.8%
Accrued (overfunded)/unfunded liability (10-1-08 actuarial valuation, in thousands)			
General	\$6,785	\$8,135	\$9,580
Police	\$2,740	\$4,376	\$4,741
Fire	\$2,056	\$2,360	\$3,004
Net assets held for pension benefits (in thousands)			
General	\$41,109	\$36,348	\$37,249
Police	\$15,332	\$13,390	\$13,751
Fire	\$8,407	\$7,431	\$7,595
Market rate of return (all pension funds)	13.2%	-10.8%	5.4%
Annual City contribution			
General	\$612,412	\$749,331	\$971,717
Police	\$370,722	\$516,440	\$579,983
Fire	\$195,664	\$240,357	\$291,996
Number of retirees & beneficiaries receiving benefits			
General	128	130	135
Police	32	33	35
Fire	24	24	24
Annual benefits paid (in thousands)			
General	\$1,637	\$2,154	\$2,287
Police	\$943	\$978	\$1,040
Fire	\$719	\$719	\$732

Goals for FY2011-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

Performance Measures- City Manager's Office	2009	2010	Target 2011
City Effectiveness			
Accomplish business plan goals	Yes	Yes	Yes
Maintain financial health	Yes	Yes	Yes
Customer Service			
Customer service training and standards for all departments	Yes	Yes	Yes
Complaint & comment response time	3 days	3 days	3 days
Quality of Life			
<i>Infrastructure:</i>			
Beach Blvd. utility relocation	Complete	--	--
Penman Road alignment	Complete	Complete	--
9 th Street Construction	Assemble funding	Begin Construction	Complete
Jacksonville Dr./Ponte Vedra Blvd. alignment	Construct	Complete	--
A1A resurface and signal improvements	Construct	Complete	--
<i>Water, Sewer & Stormwater:</i>			
Rebuild Waste Treatment Plant to comply with federal/state limits on nitrogen	Begin construction	Construction underway	Complete
Water-consumptive use permit	Yes	Yes	Yes
Sewer & Stormwater-NPDES permits	Yes	Yes	Yes
<i>Parks & Recreation Programs:</i>			
Dune walkovers, sea oats and fencing	Complete	--	--
South Beach Park (Phase 3)	Complete	--	--
<i>Park & Facility Improvements:</i>			
Replace Carver Center	Complete	--	--
Carver Park Improvements	Design	Complete	
<i>Public Safety:</i>			
Emergency Management	On-going	On-going	On-going

Executive & Legislative Department

Performance Measures (concluded)	2009	2010	Target 2011
Economic Development			
Projects:			
Downtown Redevelopment-Glatting Jackson Phase 1 (A1A)	Visioning, Design Phase 1	Construction Phase 1-complete	--
Downtown Redevelopment-Glatting Jackson Phase 2	--	Design	Begin Construction
Downtown drainage project – 2 nd Street North	Construction	--	--
A1A (DOT Project)	Design/Begin construction	Complete	--
16 th Avenue South	Construction	Complete	Complete
Avalon project on A1A	Design	Construction	--
Intergovernmental Relations			
Monitor & provide input on issues of importance to the City's future including: Federal: electric, internet tax, regulatory agencies, beach renourishment State: legislation, beach renourishment, DOT, regulatory agencies Local: City of Jacksonville, Metropolitan Planning Organization (MPO)			
Beaches Energy Services			
Florida Municipal Power Association (FMPA)	Promote the City's interests in issues affecting the cost of power, integrated resource plan, natural gas, and legislative issues. Continue to monitor and participate in decision making.		
Florida Municipal Electric Association (FMEA)	Board of Directors		
Marketing and Public Relations			
Communication with the media	On-going	On-going	On-going
Publications:			
Newsletter, Current Events, Tidings	Yes	Yes	Yes
Website management	Yes	Yes	Yes
Special Events: 4 th of July, Jazz Concert Series, Moonlight Movies and others (page 9)	Yes	Yes	Yes
Tourism advertising	Yes	Yes	Yes

Executive & Legislative Department

Sources of Funds

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

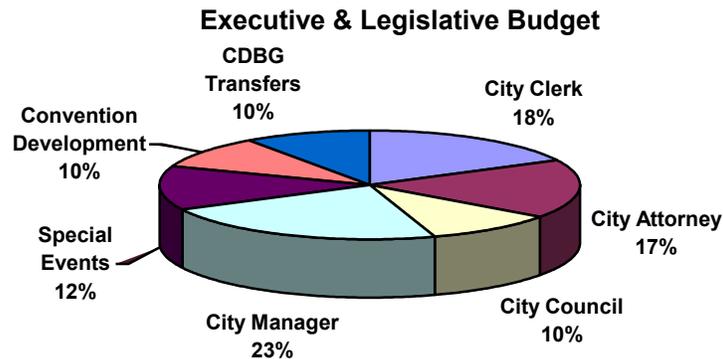
The **City Manager Division** is funded by allocation of charges to departments served by the division.

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 the City to share a per capita portion of their entitlement funding.

The **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	FY2010 Budget	FY2011 Budget	Increase (Decrease)
City Clerk	\$294,698	\$291,835	(\$2,863)
City Attorney	304,528	291,403	(\$13,125)
City Council	167,609	186,722	\$19,113
City Manager	448,503	378,893	(\$69,610)
Convention Development	165,341	164,321	(\$1,020)
Special Events (see page 81)	202,384	202,167	(\$217)
CDBG Transfers	161,491	165,006	\$3,515
TOTAL	\$1,744,554	\$1,680,347	(\$64,207)

Executive & Legislative Department

Uses of Funds (continued)

City Council

This division's expenses are essentially level in comparison to previous years. Total budget is \$186,722. The City Council budget includes funding assistance for:

Dial-a-Ride \$2,500

Beaches Resource Center \$2,500

Boys & Girls Club \$2,500

BEAM \$2,500

Beaches Community Healthcare \$2,500

City Attorney

The City Attorney division includes budgeted legal fees for legal matters affecting the City and its departments. It also includes funding for the City's Washington, D.C. law firm. This budget may require modification annually depending on the number of lawsuits. The total budget is \$291,403.

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 \$291,835.

Funding from CDBG is for:

*Carver Center
\$73,827*

*After School
Program
\$18,000*

*C.A.P.E.
\$73,179*

*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 \$185,006. 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 \$37,500 for SeaWalk maintenance, and \$81,821 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 Beach Recreation Center and Exhibit Hall. The total budget is \$164,321.

Executive & Legislative Department

Uses of Funds (continued)

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.

NON-DEPARTMENTAL BUDGET (General Fund)	
Professional Services	\$ 20,000
Contract Services (Christmas lights, bank charges)	21,100
Utilities (Downtown area)	20,000
Rental of South Beach Recreation Center	10,000
Liability Insurance	376,793
Printing and reproduction (Jax Beach Briefs)	6,000
Unanticipated	190,709
Customer Service Rewards	15,000
Emergency Management (if needed)	34,700
Internal Service Charges	244,960
Minimum monthly retiree benefits	11,537
Subtotal - operating	950,799
Transfers	
Capital Projects-equip. replacement	
Fire apparatus replacement	75,000
Streets heavy equipment replacement	96,200
Subtotal - transfers	171,200
TOTAL Non-departmental	\$ 1,121,999

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 \$202,167, of which, \$162,167 is City money. The remainder of the budget comes from sales and event sponsorships.

SPECIAL EVENTS			
Funding Sources and Uses	City	Private	TOTAL
Funding Sources			
Facility rentals and fees	\$ 10,500	\$ -	\$ 10,500
Contributions:			
4 th of July	-	15,000	15,000 *
Pops at the Beach	-	-	- **
Concerts	-	15,000	15,000
Movies	-	10,000	10,000
General Fund	151,667	-	151,667
Total Sources	\$ 162,167	\$ 40,000	\$ 202,167
Funding Uses			
Senior Secretary	\$ 55,469	\$ -	\$ 55,469
Springing the Blues	12,698	-	12,698
4 th of July Fireworks	10,000	15,000	25,000
Pops at the Beach	18,000	-	18,000 **
Concerts (2)	30,000	15,000	45,000 ***
Moonlight Movies (4)	36,000	10,000	46,000
Total Uses	\$ 162,167	\$ 40,000	\$ 202,167

* Funding from the Cities of Jacksonville and Neptune Beach. In the absence of this funding, event scope will be reduced or event will be cancelled.

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

***This series has been reduced from 3 concerts to 2, with a corresponding budget reduction of \$20,000.

Executive & Legislative Department

Capital Projects- Capital projects funds include:

Uses of Funds (continued)

- 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.
- ½ Cent Sales Surtax Bond Proceeds Fund 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 9th 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.

Funding Source	Projects budgeted 2011	Estimated Amount
½ Cent Sales Surtax Fund (Better Jax Beach)	New sidewalks	\$65,000
	Transfer to Debt Service Fund	\$1,097,149
	Total Better Jax Beach	\$1,162,149
General Capital Projects	Small technology purchases	\$50,000
	Replace 1997 Ford (Fire, Shift Commander vehicle)	\$30,000
	Tall Pines Park	\$145,000
	Total General Capital Projects	\$225,000
½ Cent Sales Surtax Fund (Better Jax Beach-Bond Proceeds)	Bank service charges	\$11,000
	Bus Stops	\$100,000
	S. 9 th Street	\$696,300
	Transfer to Water & Sewer for 9 th St. S., N. 2 nd St., and partial funding for Lift Station #3	\$1,274,725
	Total Better Jax Beach Bond Proceeds	\$2,082,025
Beaches Park Project for Kids	Park Maintenance	\$1,000
Paws Dog Park	Park Maintenance	\$1,000
TOTAL CAPITAL PROJECTS		\$3,471,174

Executive & Legislative Department

Uses of Funds (continued)

*Total Governmental
Debt Service:*
\$1,068,563

Principal: \$770,000

Interest: \$293,563

Other costs: \$5,000

Financial Summaries

*Elimination of the City
Manager's Secretary
position, reductions in
Special Events and the
City Clerk's budget
are the primary
reasons for the overall
budget reduction.*

*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	Actual	Original Budget	Approved Budget	Increase	%
Allocation	FY2009	FY2010	FY2011	-Decrease	Change
Debt Service	\$1,050,671	\$1,062,740	\$1,068,563	\$5,823	0.5%

Executive and Legislative Department

Resource	Actual	Original Budget	Approved Budget	Increase	%
Allocation	2009	2010	2011	-Decrease	Change
Personal Services	\$748,463	\$723,523	\$687,083	-\$36,440	-5.0%
Operating Capital	\$571,409	\$834,540	\$795,042	-\$39,498	-4.7%
Outlay	\$3,038	\$0	\$8,216	\$8,216	0.0%
Debt Service	\$0	\$0	\$0	\$0	0.0%
Transfers	\$218,188	\$186,491	\$190,006	\$3,515	1.9%
TOTAL	\$1,541,098	\$1,744,554	\$1,680,347	-\$64,207	-3.7%

Capital Projects Funds

Resource	Actual	Original Budget	Approved Budget	Increase	%
Allocation	FY2009	FY2010	FY2011	-Decrease	Change
Operating Capital	\$276,562	\$18,000	\$13,000	-\$5,000	-27.8%
Outlay	\$2,996,243	\$2,655,692	\$1,086,300	\$1,569,392	-59.1%
Transfers	\$5,933,696	\$1,057,963	\$2,371,874	\$1,313,911	124.2%
TOTAL	\$9,206,501	\$3,731,655	\$3,471,174	-\$260,481	-7.0%

Executive & Legislative Department

Financial Summaries (continued)

A detail of Non-Departmental expenditures is on page 80.

Budget Issues for 2011

Non-Departmental Division

Resource Allocation	Actual FY2009	Original Budget FY2010	Approved Budget FY2011	Increase -Decrease	% Change
Operating	\$995,099	\$1,236,122	\$950,799	-\$285,323	-23.1%
Capital Outlay	\$1,880	\$0	\$0	\$0	n/a
Transfers	\$923,151	\$245,931	\$171,200	-\$74,731	-30.4%
TOTAL	\$1,920,130	\$1,482,053	\$1,121,999	-\$360,054	-24.3%

Workforce

- Keeping a strong, well trained and highly motivated workforce while reducing staff and limiting wage increases due to revenue reductions and increasing pension and health insurance costs will be a continuing challenge.

Wage pressure

- The FOP and LIUNA labor contracts will be open for negotiation on wages and the entire IAFF Contract will be open for negotiation in 2011. In addition, the level of unfunded liability in each of the City's three pension funds is being carefully monitored.

Property taxes and economic pressure

- State legislation imposing ad valorem tax limitations for local governments along with sales and property tax reductions caused by the recession will have a substantial effect on City operations.

TMDL

- Construction of sewer plant rebuild to meet nutrient allocation for the St. Johns River *total maximum daily load* (TMDL) costing over \$21.6 million is nearing completion. New stormwater regulations could increase costs dramatically.

Interlocal Agreements with Jacksonville

- The City of Jacksonville is proposing to reopen the interlocal agreements with the three beach cities. These agreements govern such things as the relative taxing and provision of services to the cities.

Power costs

- Construction of new generation plants will drive the City's power costs higher. New regulations limiting carbon dioxide emissions will also increase those costs.

Funding assistance for American Red Cross Lifeguard Station addition

- The City has committed \$100,000 in funding assistance for an addition to the lifeguard station when the organization has raised enough money to begin construction.

Facility maintenance

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

Planning & Development Department

Organization

The job description for the Building Code Inspector position has been revised to include general code enforcement duties. Going forward, all Building Code Inspectors will be cross-trained to work in the code enforcement area on a part-time basis.

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	FY09	FY10	FY11
Planning Division	2	2	2
Building Inspection Division	5	5	4
Code Enforcement Division	2	2	2
TOTAL	9	9	8

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 FY2011 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 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$647,651	\$628,390	\$651,657	\$23,267	3.7%
Operating Capital Outlay	\$522,648	\$252,786	\$229,574	-\$23,212	-9.2%
Debt Service	\$2,977,147	\$0	\$0	\$0	0.0%
Transfers	\$2,134,885	\$2,145,685	\$2,146,490	\$805	0.0%
TOTAL	\$6,282,331	\$6,422,862	\$5,201,319	-\$1,221,543	-19.0%

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.

Authorized Positions	FY09	FY10	FY11
Director of Planning & Development	1	1	1
Senior Planner	1	1	1
Total Planning Division	2	2	2

Recent Accomplishments

- ✓ Processed 201 separate land development code approvals, including four zoning changes (three PUD amendments – Ashford Court, South Beach Village, and Staples; and one RD district – Diamond Island Hotel), one text amendment to the Land Development Code establishing site design criteria for the CBD, 17 conditional use approvals, nine site plan reviews, one subdivision review, and 59 variance requests for public hearings by the Planning Commission or Board of Adjustment. Administrative approvals of home occupations totaled 111. Notable site plans processed included Broadstone Apts., Hopson Commercial Center, Sheraton 4-Points Hotel, Baptist Medical Center-Beaches office building and parking, Chick-Fil-A, and Staples.
- ✓ Completed work on a new sign code and sign code definitions.
- ✓ Assisted with the implementation of traffic and transportation improvement projects, including:
 - South 3rd Street (S.R. A1A) traffic safety and signalization project (completed).
 - South 9th Street reconstruction and beautification, including securing Economic Stimulus funding.
 - Work to secure additional Stimulus Funding for milling and resurfacing and drainage work on South Beach Parkway.
 - Maintained the City’s involvement in the North Florida TPO transportation planning activities.

Planning & Development Department

Planning & Development Division (continued)

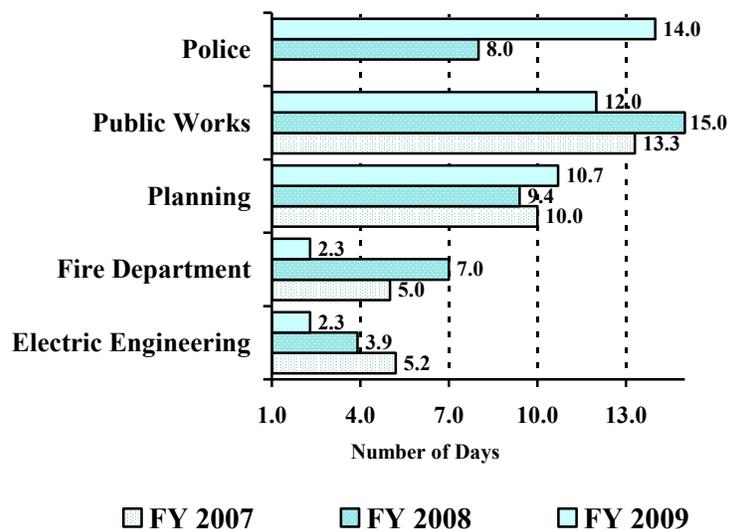
Recent Accomplishments (continued)

- ✓ Assisted in finalizing engineering plans and a financing methodology for the Avalon Subdivision Infrastructure Project.
- ✓ Continued the Division’s commitment to provide a 10-day turnaround time for the initial review of land development application plan submittals.

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.

Site Plan Review Processing Time



Note: The Police Department was added to the list of reviewing departments in 2009. 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 FY2011

- 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

Planning & Development Division (concluded)

Division Goals for FY 2011 (cont.)

- Continue working on Beaches transportation issues through participation on the North Florida Transportation Planning Organization (TPO) technical coordinating committee.
- 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 to continue properly managing the future growth and development of the City.

Division Budget Issues for FY 2011

The Department will be facing a transition to a new Director for the first time ever in FY 2011.

- The reduction in development activity due to the national economic situation has resulted in a decline in the Department's workload. However, over the same time period, the staffing level has been reduced from 11 to 9, with a third position slated to remain unfunded and unfilled. We will need to continuously monitor permitting and inspection workload activity as the nation recovers so that we can quickly respond to fill the vacant position to ensure that we maintain our high standard of service to our customers.

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.

Building Code Inspectors now have general nuisance code enforcement responsibilities and will be cross-trained to handle those duties in the future.

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	FY09	FY10	FY11
BUILDING INSPECTION DIVISION			
Building Official	1	1	1
Building Code Inspector	2	2	1*
Permit Specialist	2	2	2
CODE ENFORCEMENT DIVISION			
Code Enforcement Inspector	1	1	1
Permit Specialist	1	1	1
Total Building Inspection and Code Enforcement Divisions	7	7	6

**One building code inspector is unfunded for 2011.*

Recent Accomplishments

- ✓ The Building Inspection Division issued 2,856 building permits with a valuation of \$53,418,044. Building inspection personnel carried out 5,434 construction inspections during the fiscal year. Construction activity included 237 new dwelling units, and generated over \$345,000 in permit fees. Most of the new dwelling units (228) were in the multi-family Broadstone project.
- ✓ Code enforcement staff processed 1,011 nuisance code cases. The Special Magistrate system, which began in 2007, has now been in place for over two years. 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 consistent manner.

Planning & Development Department

Building Inspection and Code Enforcement Divisions (continued)

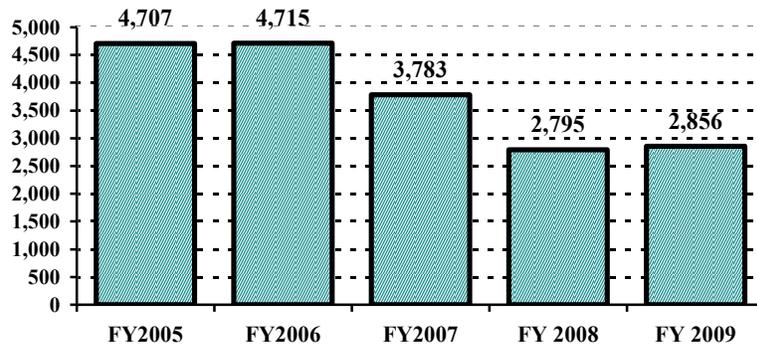
Recent Accomplishments (continued)

- ✓ 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 FY2009, 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.

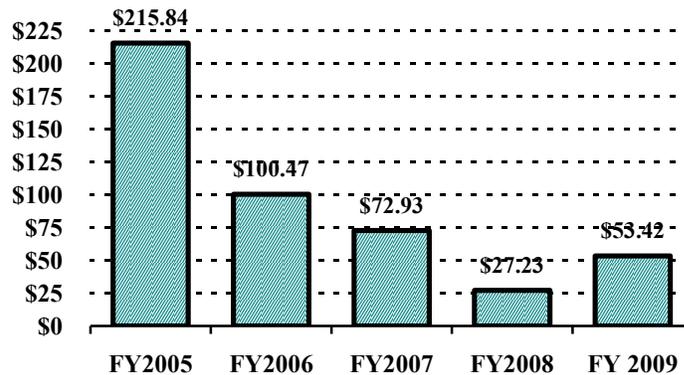
Performance Measures

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.

Annual Number of Permits Issued, FY2005-2009



Total Dollar Value of Permits, FY 2005-2009 (in millions)

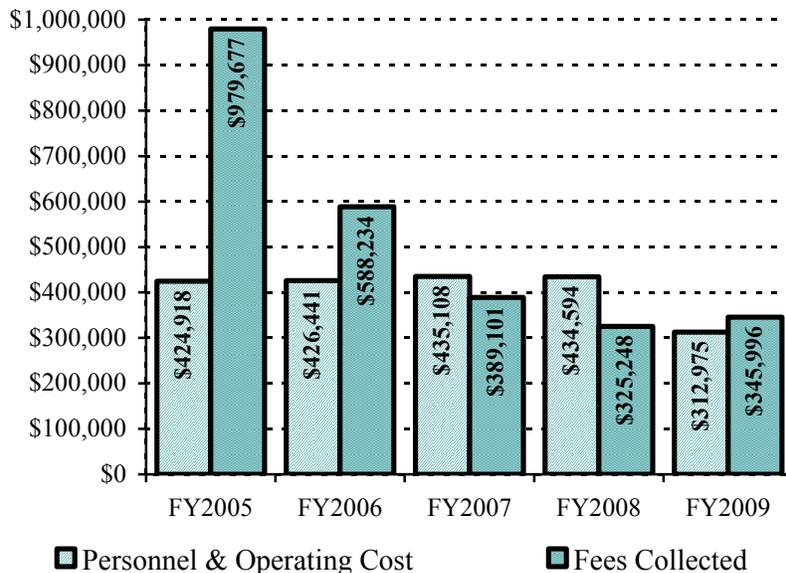


Planning & Development Department

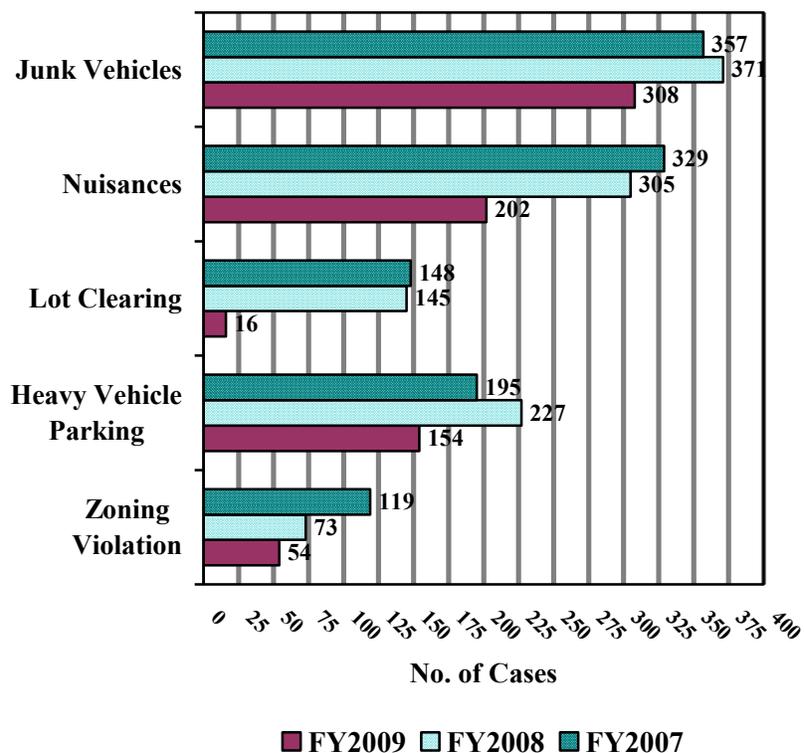
Building Inspection and Code Enforcement (continued)

Comparison of Permit Fees & Division Personnel and Operating Expenses, FY2005-2009

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, FY2007-FY2009

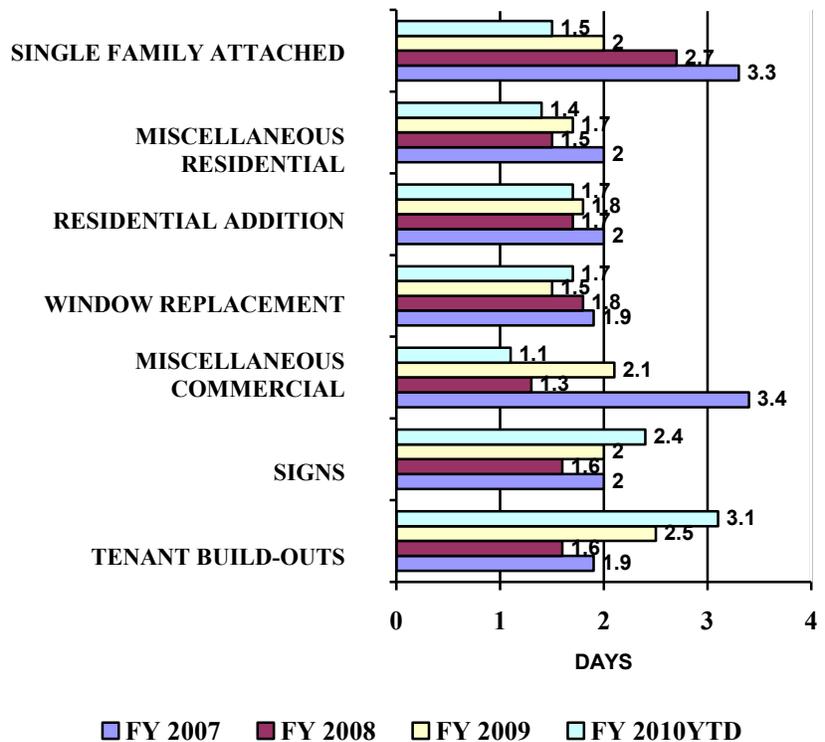


Planning & Development Department

Building Inspection and Code Enforcement (continued)

Overall Average Initial Review Time for Selected Project Permit Types, 2007-2010 YTD

The Building Inspection Division's goal for the initial review of major projects is 10 working days for commercial and multi-family projects and 3 working days for single family residential projects.



Building Inspection and Code Enforcement Division Goals for FY2011

- 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 Florida Building Code.

Planning & Development Department

Building Inspection and Code Enforcement (continued) Performance Measures Summary

PERFORMANCE MEASURES	FY2008	FY2009	2010 FYTD (thru 4/30/10)	FY2011 Target
SITE PLAN REVIEWS:				
Number of applications	7	2	9	5
Plans routed within 48 hours of receipt	100%	100%	100%	100%
Average number of work days for initial review:				
Public Works – All Reviewers	15.0	12.0	8.9	10.0
Planning	9.4	10.7	1.1	10.0
Fire Department	7.0	2.3	2.7	10.0
Electric Engineering	3.9	2.3	3.0	10.0
NUMBER OF BUILDING PERMITS				
Building	1,343	1,440	610	1,490
Plumbing	467	389	208	500
Electrical	473	485	255	579
Mechanical	512	255	141	711
COMMON TYPES OF CONSTRUCTION PLAN REVIEWS:				
Single Family Dwellings				
Number of applications	12	237	4	15
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of work days for initial review:				
Code Enforcement	1.1	1.1	4.0	3.0
Inspection Division Plans Reviewer	2.7	2.7	2.0	3.0
Public Works	5.0	7.0	6.6	3.0
Miscellaneous Commercial				
Number of applications	43	44	58	48
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	1.3	2.1	1.1	3.0
Tenant Build-Out				
Number of applications	33	30	22	25
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	1.6	2.5	3.1	3.0
Signs				
Number of applications	100	78	43	90
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	1.6	2.0	2.4	3.0
Residential Additions				
Number of applications	17	20	16	25
Plans routed withing 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	1.7	1.8	1.7	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.

Downtown Redevelopment Financial Summary

The transfer shown in the Downtown Redevelopment Program is to provide partial funding for the Waste Treatment Plant Upgrades.

Downtown (excluding the Community Policing Initiative)

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$69,270	\$76,877	\$107,521	\$30,644	39.9%
Operating	\$168,743	\$39,377	\$38,872	-\$505	-1.3%
Capital Outlay	\$2,856,905	\$0	\$0	\$0	0.0%
Debt Service	\$974,204	\$979,205	\$979,206	\$1	0.0%
Transfers	\$0	\$2,014,552	\$842,416	-\$1,172,136	-58.2%
TOTAL	\$4,069,122	\$3,110,011	\$1,968,015	-\$1,141,996	-36.7%

Planning & Development Department

Community Redevelopment Program (continued)

South Beach Redevelopment Financial Summary

The transfer shown in the South Beach Redevelopment Program is to provide partial funding for the Waste Treatment Plant Upgrades

South Beach

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$34,044	\$38,082	\$53,078	\$14,996	39.4%
Operating	\$129,939	\$12,624	\$12,472	-\$152	-1.2%
Capital Outlay	\$117,972	\$0	\$0	\$0	0.0%
Debt Service	\$1,160,681	\$1,166,480	\$1,167,284	\$804	0.1%
Transfers	\$0	\$1,381,449	\$1,331,182	-\$50,267	-3.6%
TOTAL	\$1,442,636	\$2,598,635	\$2,564,016	-\$34,619	-1.3%

Downtown

Recent Program Accomplishments

- ✓ During FY2009, the CRA and staff began the implementation of the Vision Plan for the core of the Downtown area and an Infrastructure Improvement Plan for the entire district. These documents were adopted by the Community Redevelopment Agency and City Council as an amendment to the Downtown Plan in late 2007. During FY2009, the CRA and city staff have been diligently pursuing the implementation of many of the Vision Plan proposals, including:
 - o Completed the construction of Phase I Project, including landscaped medians on 3rd Street (SR A1A) between 2nd Avenue South and 6th Avenue North.
 - o The Haskell Company completed the Phase I Preliminary Design portion of their design build contract to demolish and reconstruct the SeaWalk between Beach Boulevard and 3rd Avenue North, remove the 3rd Avenue North pedestrian plaza and install on-street parking, and install brick pavers in the 1st Avenue North walkway adjacent to the SeaWalk Pavilion. Final design has been authorized with a possible start of construction in the winter of 2010-11.
 - o Issued a Scope of Services for the design of additional infrastructure and streetscape work in the Vision Plan area. The work will include reconstruction of Beach Boulevard, 4th Avenue North, and North 1st Street between Beach and 4th Avenue North. Traffic roundabouts are proposed at Beach and 1st and possibly 4th and 1st. Enhanced lighting will be installed in Latham Plaza.

Planning & Development Department

Community Redevelopment Program (continued)

Recent Program Accomplishments (continued)

- ✓ 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

- ✓ A draft engineering analysis of the public infrastructure in the South Beach District has been completed and is under review. The report details water, sewer, storm drainage, street paving, and traffic safety concerns to be addressed over the next 5-10 years.
- ✓ Completed construction of the final link in the sidewalk system on South Beach Parkway. The project included new landscaping on the east side of South Beach Parkway between Jacksonville Drive and JT Butler Boulevard.
- ✓ Continued work on enhancements to the South Beach Park.

Program Goals For FY2011

Downtown

- 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 Downtown Vision Plan in the Downtown core and throughout the entire redevelopment district, including:
 - Completion of plans and awarding of the construction contract for the initial projects in Phase II of the implementation of the Downtown Vision Plan – Beach Boulevard, 4th Avenue North, and North 1st Street from Beach to the Pier.
 - Complete the reconstruction of the SeaWalk between Beach Boulevard and 3rd Avenue North and the 1st Avenue North pedestrian walkway.
- Complete the conversion of the 3rd Avenue North pedestrian plaza for use as additional on-street parking.

South Beach

- Begin detailed engineering on priority projects identified in the South Beach Infrastructure Study.

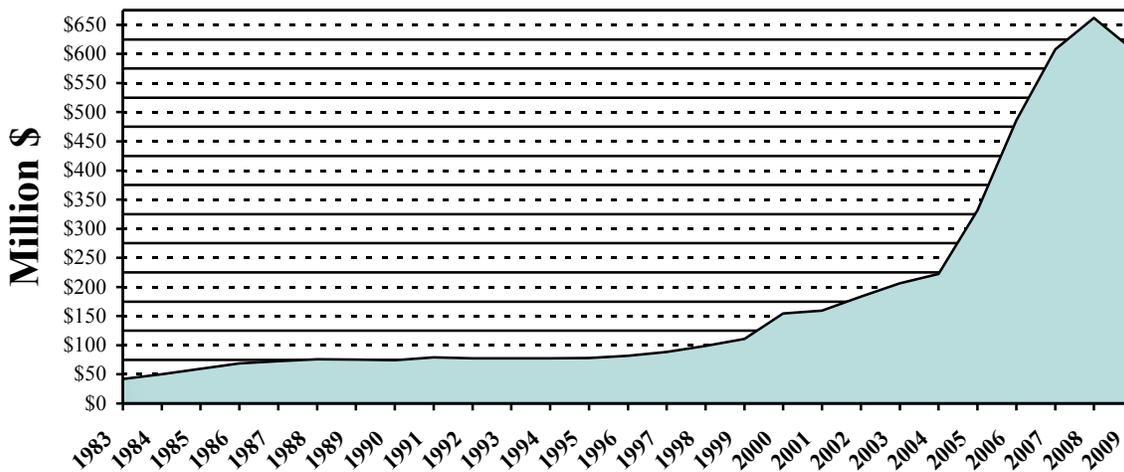
Planning & Development Department

Community Redevelopment Program (continued)

Source of Funds

Both Community Redevelopment District programs are 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 \$4,974,232 for 2009. South Beach generated \$2,728,902. Both districts should continue to fully fund their operations and planned projects for the foreseeable future.

Downtown Tax Increment District - Total Assessed Valuation, 1983-2009



Downtown FY2011 Budget Issues

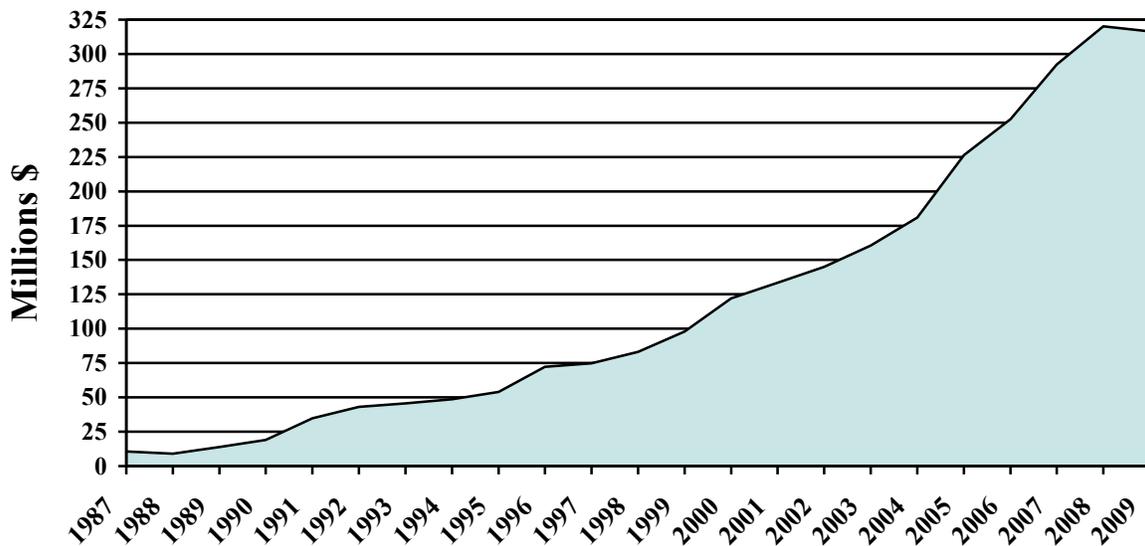
The following are the more significant projects on the horizon that will need to be addressed in the Downtown Community Redevelopment District in the coming fiscal year:

• SeaWalk reconstruction from Beach to 3 rd Avenue North (Design-Build)	\$1,591,419 (Prelim. Est.)
• Remove 3 rd Avenue North Plaza and install parking (Design-Build)	\$412,529 (Prelim. Est.)
• Replace sidewalk on north side of the SeaWalk Pavilion (Design-Build)	\$94,613 (Prelim. Est.)
• Design, engineering, and construction for streetscape and landscaping improvements to Beach Boulevard, North 1 st Street, and 4 th Avenue North.	\$588,163 (Design and engineering) Construction cost to be determined

Planning & Development Department

Community Redevelopment Program (continued)

South Beach Tax Increment District - Total Assessed Valuation, 1987-2009



South Beach FY2011 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 |
| • Design and construction of maintenance access manholes for drainage line within easement in the South Beach Regional Shopping Center property | Cost to be determined |
| • Effluent reuse line for irrigation systems | 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 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

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.

Mission

To provide safe and enjoyable leisure opportunities for all citizens.

Organization

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

Position reductions include positions that were not filled during 2010 and cut backs for 2011.

Ocean Rescue, in the Recreation Division, hires an estimated 80 seasonal employees.

Authorized Positions	2009	2010	2011
Recreation – full-time	6	6	5
Recreation – part-time	89	94	92
Recreation Total	95	100	97
Golf Course – full-time	3	3	2
Golf Course – part-time	16	16	16
Golf Course Total	19	19	18
Grounds – full-time	15	15	15
Grounds – part-time	7	5	3
Grounds Total	22	20	18
Total full-time	24	24	22
Total part-time	112	115	111
TOTAL	136	139	133

Financial Summary

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase - Decrease	% Change
Personal Services	\$2,317,518	\$2,262,516	\$2,307,185	\$44,669	2.0%
Operating	\$3,361,243	\$3,489,827	\$3,393,593	-\$96,234	-2.8%
Capital Outlay	\$280,752	\$86,800	\$64,900	-\$21,900	-25.2%
TOTAL	\$5,959,513	\$5,839,143	\$5,765,678	-\$73,465	-1.3%

Parks & Recreation Department

Recreation Administration

Division Objectives

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

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.

Administration	2009	2010	2011
Director	1	1	1
Recreation Superintendent	1	1	1
Administrative Secretary	1	1	0
Administrative Secretary (part-time)*	0	1	1
Senior Secretary (part-time)*	0	1	1
Recreation Program Assistant (part-time)	1	1	1
TOTAL	4	6	5

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

Recreation Administration (continued)

Goals for FY2011

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	FY2009	YTD 3-31-10	Target FY2011
Ensure parks and other facilities are cleaned and inspected weekly	Yes	Yes	Yes
Playground safety inspections conducted monthly	Yes	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 3-31-10	Target FY2011
% 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)

Survey Results:

Recreation Admin (Continued)

Customers that participated in our recreation programs in 2009 & 2010 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
TOTAL	4,755

Financial Summary

One vacant, full-time position has been eliminated and part-time hours have been reduced.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$266,215	\$323,496	\$283,466	-\$40,030	-12.4%
Operating	\$1,041,549	\$953,695	\$945,035	-\$8,660	-0.9%
Capital Outlay	\$39,440	\$0	\$0	\$0	0.0%
TOTAL	\$1,347,204	\$1,277,191	\$1,228,501	-\$48,690	-3.8%

Budget Issues FY2011

- ✓ 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 \$490,000.
- ✓ Work with leagues toward cost-sharing arrangements for park facilities' operating and maintenance costs.

Parks & Recreation Department

Division Objectives

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

***Ocean Rescue tower guards are seasonal employees.*

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.

Ocean Rescue	2009	2010	2011
Supervisor	1	1	1
Recreation Program Assistant (full-time)	0	0	0
Lieutenants (part-time)	2	4	2
Rescue Swimmers (part-time)	3	3	3
Tower Guards (part-time)	80	80	80
TOTAL	86	88	86

Recent Accomplishments

- ✓ Zero drownings 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).
- ✓ Thirteen certified Emergency Medical Technicians (EMT).
- ✓ Ten supervisors trained in Emergency Vehicle Operators Course (EVOC).
- ✓ Distributed beach safety brochures to area hotels and motels.

Parks & Recreation Department

Ocean Rescue (continued)

Recent Accomplishments (continued)

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

Goals for FY2011

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 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

Ocean Rescue (continued)

Performance Measures

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

Performance Measure	FY2009	YTD 3-31-10	Target FY2011
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

Customer Survey Results:

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

The budget increase is due to increases in the hourly rates paid to Ocean Rescue personnel. Tower Guards are budgeted for 23,100 hours per year. It takes about 80 part-time employees to achieve this level of coverage.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$505,993	\$423,624	\$448,832	\$25,208	6.0%
Operating Capital Outlay	\$127,305	\$155,229	\$151,745	-\$3,484	-2.2%
	\$1,153	\$24,900	\$24,900	\$0	0.0%
TOTAL	\$634,451	\$603,753	\$625,477	\$21,724	3.6%

Budget Issues

- ✓ Replacement of Ocean Rescue vehicle.

Parks & Recreation Department

Tennis Center

Division Objectives

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

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. The Tennis Center also hosts a free clinic for the children attending Carver Center summer camp.

Tennis	2009	2010	2011
Tennis Professional	1	1	1
Asst. Tennis Pro (part-time)	1	1	1
Court Attendant (part-time)	2	2	0
TOTAL	4	4	2

Recent Accomplishments

- ✓ Rebuilt 3 tennis courts with Plexi-cushion playing surface and replaced the lights.
- ✓ 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" tournaments during the months of May, June, & July.

Parks & Recreation Department

Tennis Center (concluded)

Goals for FY2011

- 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 3-31-10	Target FY2011
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

Two part-time tennis attendant positions have been eliminated.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase - Decrease	% Change
Personal Services	\$87,363	\$105,525	\$84,346	-\$21,179	-20.1%
Operating Capital Outlay	\$23,159	\$33,356	\$28,975	-\$4,381	-13.1%
	\$0	\$0	\$0	\$0	0.0%
TOTAL	\$110,522	\$138,881	\$113,321	-\$25,560	-18.4%

Budget Issues

- ✓ This year's estimated revenue is \$28,714.
- ✓ Part-time staffing has been reduced.

Parks & Recreation Department

Oceanfront Restrooms

Division Objectives

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

Recent Accomplishments

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

Goals for FY2011

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.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Operating	\$71,335	\$94,500	\$82,500	-\$12,000	-12.7%
TOTAL	\$71,335	\$94,500	\$82,500	-\$12,000	-12.7%

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

Carver Center

Division Objectives

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

Carver Center	2009	2010	2011
Recreation Supervisor	1	1	1
Recreation Leader (part-time)	1	1	1
Tutor (part-time)	0	0	0
TOTAL	2	2	2

Recent Accomplishments

- ✓ Renovation of the park and playground
- ✓ Continued Mentor programs for both young men's group "YMC" (Young Men of Carver) and "Girls with Goals" to teach values and goals setting
- ✓ 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

Carver Center (continued)

Program Goals

- 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 3rd through 5th graders with studies.
- Evaluate activities to continue to improve programs and ensure customer satisfaction.

Performance Measures

	2009	Estimate 2010	Target 2011
Customer Satisfaction with the programs	100%	100%	100%
Avg. # children attending	45	45	45

Financial Summary

A Community Development Block Grant pays for \$91,827 of the cost of this program. The balance of expenses are paid for by Recreation Admin.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$78,078	\$69,261	\$74,171	\$4,910	7.1%
Operating	\$18,718	\$18,500	\$18,500	\$0	0.0%
TOTAL	\$96,796	\$87,761	\$92,671	\$4,910	5.6%

Budget Issues

- Community Development Block Grant funding for this program from CDBG has been reduced and may be subject to further federal budget reductions.

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, 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 FY2011

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

Revenues in 2009 were \$20,239 (or 47% of expenses). Expenses are for insurance, security, cleaning, setup & tear down, and supplies.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$585	\$0	\$0	\$0	0.0%
Operating	\$35,573	\$39,000	\$43,000	\$4,000	10.3%
Capital Outlay	\$2,381	\$0	\$0	\$0	0.0%
TOTAL	\$38,539	\$39,000	\$43,000	\$4,000	10.3%

Performance Measures

Objective	FY2009	YTD 3-31-10	Target FY2011
Customer Survey - % satisfaction with building, equipment and operation	No data available	95%	90%
Number of safety inspections of building conducted per year	No data available	1	1
Rental Events	58	46	60

Parks & Recreation Department

Golf Course

Division Objectives

The Golf Course division is responsible for the daily operation of the golf course. It ensures 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.

Golf Course	2009	2010	2011
Golf Professional	1	1	1
Assistant Golf Pro*	1	1	0
Golf Shop Manager	1	1	1
Shop Attendant – full-time			
Shop Attendant – part-time	7	7	7
Cart Attendant	0	0	0
Cart Attendant – part-time	5	5	5
Starter – part-time	4	4	4
TOTAL	19	19	18

*Assistant Golf Pro position is not funded for FY2011.

Recent Accomplishments

- ✓ Implemented new “Membership” Program.
- ✓ Renovation of lakes on golf holes to maximize stormwater drainage for downtown street drainage.
- ✓ Renovation of all 18 golf course greens.
- ✓ Hosted the North/South Collegiate Tournament year.
- ✓ Hosted Ladies Golf League for third year.
- ✓ Continued program with “Golf Now” to promote play.

Parks & Recreation Department

Golf Course (continued)

Goals for FY2011

“A great product at a great price.”

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

Performance Measures

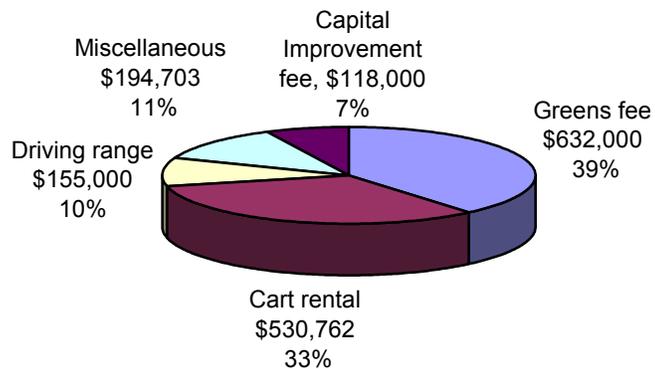
Maintain competitive position with local golf facilities.

	Actual FY2009	YTD 3-31-10	Target FY2011
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 FY2011:
\$1,630,465



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

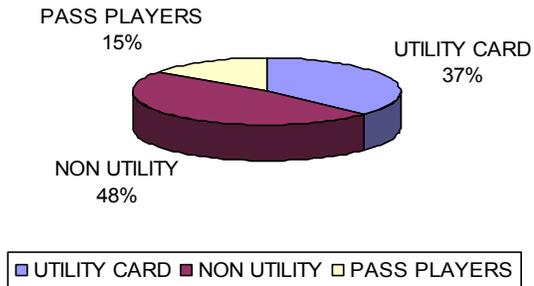
Parks & Recreation Department

Play Statistics

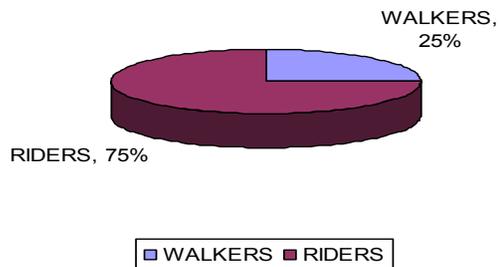
These graphs show the composition of our players.

Golf Course (continued)

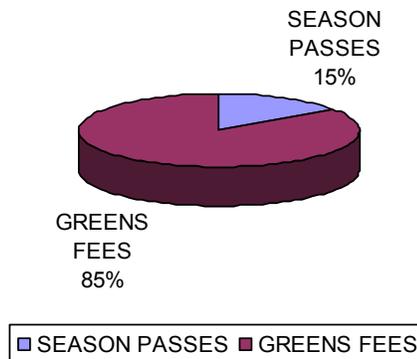
UTILITY CARD/PASS PLAYERS AND NON UTILITY PLAYERS



WALKERS AND RIDERS



SEASON PASSES AND GREENS FEES



Parks & Recreation Department

Golf Course (continued)

		Above Average	Satisfactory	Needs Improvement	No Opinion
Survey Results <i>Customer Survey conducted April 2010.</i>	Service inside Pro Shop?	70%	29%	1%	-
	Service given by our starters?	71%	26%	3%	-
	Overall service?	76%	23%	1%	-
	Condition of our golf course?	3%	42%	55%	-
	Restaurant operation?	57%	20%	10%	13%
	Menu selection?	44%	25%	10%	21%

Financial Summary

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase - Decrease	% Change
Personal Services	\$402,081	\$380,429	\$395,084	\$14,655	3.9%
Operating	\$1,200,355	\$1,266,773	\$1,244,140	-\$22,633	-1.8%
Capital Outlay	\$6,665	\$0	\$6,000	\$6,000	0.0%
TOTAL	\$1,609,101	\$1,647,202	\$1,645,224	-\$1,978	-0.1%

Budget Issues

Operations Issue:

- ✓ 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.
- ✓ Pesticide application 160 gallon tank & pump: \$10,000.

Parks & Recreation Department

Grounds Maintenance

Division Objectives

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.

Grounds/Golf Maintenance	2009	2010	2011
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	0	0
Secretary (part-time)	1	0	0
Mechanic Helper	1	1	1
Maintenance Workers I, II, III (full-time)	7	7	7
Maintenance Workers I, II, III (part-time)	4	4	2
TOTAL	22	20	18

Recent Accomplishments

- Completed 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, Jax Drive, A1A South	3.6%	\$68,617
Cemeteries	7.8%	\$150,000
Parks & Recreation	35.3%	\$683,094
Streets	1.2%	\$22,796
Police	0.6%	\$10,897
Fire	0.7%	\$12,788
Convention Tax	4.2%	\$80,174
Stormwater	2.1%	\$40,810
Community Service	0.5%	\$9,118
O/M Facility	1.8%	\$33,693
Golf Course	42.2%	\$812,967
TOTAL	100.0%	\$1,924,954

Financial Summary

Tree Protection

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Operating	\$8,336	\$10,030	\$10,030	\$0	0.0%

Grounds Maintenance

Payroll increase is due to a one-time retirement payout which has been partially offset by a reduction in capital outlay.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$977,203	\$960,181	\$1,021,286	\$61,105	6.4%
Operating Capital Outlay	\$834,913	\$918,744	\$869,668	-\$49,076	-5.3%
	\$231,113	\$61,900	\$34,000	-\$27,900	-45.1%
TOTAL	\$2,043,229	\$1,940,825	\$1,924,954	-\$15,871	-0.8%

Goals for FY2011

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.

Parks & Recreation Department

Grounds Maintenance (continued)

Budget Issues for FY2011

New areas such as the medians on A1A north in the downtown have been added to the maintenance schedule.

Equipment purchases:

- Truckster for pesticide sprayer: \$24,000
- Pesticide tank and pump: \$10,000.

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
- 4th Avenue South Landscape
- 9th Street South Landscape
- Dog Park (small & large areas)

Public Works Department

Organization

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.

The department staffs four operating divisions and one administration division.

Authorized Positions By Division	FY2009	FY2010	FY2011
Administration	5	5	5
Streets	19	18	18
Distribution & Collection	14	14	14
Pollution Control Plant	15	15	15
Water Plant	13	13	13
TOTAL	66	65	65

Mission

“We Make It So.”

To protect the health, safety, environment, 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

Recent Accomplishments

- ✓ Rebuilt, improved, and enhanced city infrastructure supporting our citizens by:
 - Completed construction of:
 - N. 2nd Street Stormwater Collection & Treatment System Project (6th to 13th Ave.)
 - Golf Course Retention Pond Expansion Project
 - A1A Road & Beautification Improvements Project (2nd Ave. S. to 6th Ave. N.)
 - Relined Trunk Sewer on South Beach Parkway from Jacksonville Dr. to 10th St. S.
 - Completed design and/or began/continued construction of water, sewer, stormwater, road, and/or streetscape improvements for:
 - Avalon Subdivision Infrastructure Project
 - 2nd and 4th Avenues North Water Main Project
 - Reuse Master Plan Study
 - Wastewater Treatment Plant Improvement Project
 - Cleaned and televised 34,728 feet of storm pipe.
- ✓ Achieved high service in downtown/oceanfront cleaning, garbage collection & sweeping

Goals for FY2011

- Complete design and/or start/continue construction on:
 - FDOT Design/Build 9th Street S. Road Improvements Project (1st Ave. to Osceola)
 - FDOT Design/Build 9th Street S. Mill & Repave Project (Osceola to County Line)
 - City's 9th Street S. Road Improvements Project (Beach Blvd. to 1st Ave. S.)
 - Downtown Vision Plan, Phase 2 Master Plan, Development Area I Project (Gateway Corridor [Beach Blvd], Pier Corridor [4th Ave. N] & Festival Street [Beach Blvd.])
 - Lift Station 3 Improvements Project (4th St. S. & 10th Ave. S.) & N. 2nd Street Sewer Replacement and Related Improvements Project (14th to 20th Ave. N.) to be constructed with a portion of the costs funded by a \$485,000 federal STAG grant
 - Lake Mildred Stormwater Pump Station Project
- Complete construction of:
 - Wastewater Treatment Plant Improvements Project
 - Avalon Subdivision Infrastructure Project
 - 2nd and 4th Avenue North Water Main Project
- Maintain compliance for water, wastewater & stormwater federal permits, Lower St. Johns River Basin Management Action Plan, and the Lower St. Johns River Tributaries Basin Management Action Plan 2.
- Keep Jacksonville Beach beautiful via the downtown & oceanfront 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 2009	As of 3/2010	Target 2011
Drinking Water:				
➤ 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	9.8%	10.1%	15%
	Replace 2,500 ft. of old 2" & larger galvanized & cast iron water mains	4,135	150	2,500
	Install/replace 150 water services	85	42	150
	Flush all fire hydrants	100%	10%	100%
Wastewater:				
➤ Keep our waterways clean	Achieve regulatory compliance for normal operating conditions	Yes	Yes	Yes
➤ Preserve our environment	Achieve minimum 85% removal of:			
	➤ Total Suspended Solids	99%	95%	85%
	➤ Biochemical Oxygen Demand	98%	98%	85%
	Clean 20,000 ft. sanitary/storm mains	58,050	16,600	20,000
	Refurbish sewage lift stations (elec, mech, pump, pipe as needed) Lift stations numbered:	4, 29, 35	13, 2, 6	3, 14, 25, 17, 12
Streets:				
➤ Keep our streets well maintained for driving and free of trash	Seal coat/resurface 7 to 10 miles of road	2.7	1.5	7-10
	Sweep the downtown streets an average of 4 times per month	Yes	Yes	Yes
➤ Keep our sidewalks well maintained for walking	Repair/construct 2,000 ft. of sidewalk	5,117	0	2,000
Stormwater:				
➤ 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	8,000	5,000
Sanitation:				
➤ Keep our city and beach clean	Recycle/mulch 25% of residential solid waste to reduce landfill impact	39%	33%	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

Public Works Department

Financial Summary

Public Works' budget for FY2011 is \$19,145,278.

Operating expenses increased primarily due to expected increases in electric consumption for new wastewater treatment plant. Operating expenses may further increase at midyear due to CPI & fuel increases for sanitation & other continuing service contracts.

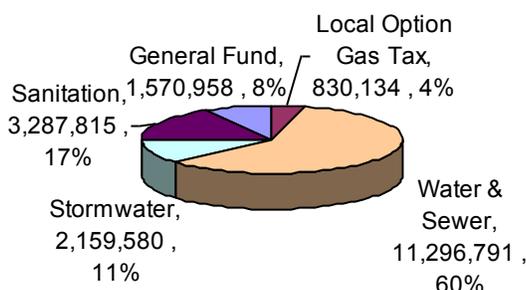
Capital Outlay increased due to the scheduled Lift Station #3 Improvements Project and the 2nd Street North Sewer Replacement and Related Improvements Project. The future ability to fund these types of projects will be limited due to declining per capita water usage, reduced property/ sales/ gas taxes and utility rates insufficient to cover the costs of doing major system improvements.

Budget Issues & Uncertainties

Utility rate increases will be necessary due to the financial burden of federal/state environmental mandates and the need to repair/upgrade aging & deteriorated facilities & systems.

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



Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$3,615,950	\$3,918,289	\$4,100,979	\$182,690	4.7%
Operating	\$7,035,202	\$8,431,626	\$8,604,067	\$172,441	2.0%
Capital Outlay	\$5,718,067	\$19,529,392	\$3,625,488	-\$15,903,904	-81.4%
Debt Service	\$2,538,097	\$2,451,759	\$2,442,744	-\$9,015	-0.4%
Transfers	\$372,000	\$372,000	\$372,000	\$0	0.0%
TOTAL	\$19,279,316	\$34,703,066	\$19,145,278	-\$15,557,788	-44.8%

- Mandated costs to upgrade/maintain/inspect wastewater/stormwater facilities to meet federal EPA/FDEP Total Maximum Daily Load limits for nitrogen in the Lower St. Johns River & fecal coliform in Hopkins Creek.
- Annual CPI increases are programmed for water & sewer rates. Stormwater rates were first set in 1990 (20 years ago) & the last garbage rate increase was in 1993 (17 years ago).
- Reduced property taxes dictated by the state legislature, reduced property values, and decreased gas tax & sales tax revenues are 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	FY2009	FY20010	FY2011
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
TOTAL	5	5	5

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).

Capital Outlay includes the 2nd Street North Sewer Replacement and Related Improvements Project and the Lift Station #3 Improvements Project. Funding sources for these projects are the ½ Cent Infrastructure Surtax bond proceeds (\$1,274,725), and a STAG grant (\$485,000).

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$92,552	\$97,343	\$98,380	\$1,037	1.1%
Operating	\$1,105,337	\$1,172,360	\$1,175,329	\$2,969	0.3%
Capital Outlay	\$4,362,702	\$17,555,892	\$1,759,725	-\$15,796,167	-90.0%
Debt Service	\$1,981,463	\$1,995,337	\$1,986,510	-\$8,827	-0.4%
TOTAL	\$7,542,054	\$20,820,932	\$5,019,944	-\$15,800,988	-75.9%

Public Works Department

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	FY2009	FY2010	FY2011
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
TOTAL	14	14	14

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, 10 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 FY2011

Capital Outlay increased with the addition of water main replacement at 2nd Ave. N. and 4th Ave. N. (4th Street to Penman Road).

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$687,056	\$777,858	\$826,490	\$48,632	6.3%
Operating	\$230,984	\$453,350	\$401,300	-\$52,050	-11.5%
Capital Outlay	\$300,260	\$212,500	\$884,313	\$671,813	316.1%
TOTAL	\$1,218,300	\$1,443,708	\$2,112,103	\$668,395	46.3%

Division Budget Issues FY2011

Capital Outlay

- Funding \$34,000 to replace a 2000 GMC 3500 3/4 ton utility truck with a smaller 1/2 ton Ford F-250 quad-cab truck with utility body and \$5,000 small equipment contingency.
- Funding \$725,313 to construct Water Main Improvements Project (2nd & 4th Avenues North).
- Funding \$100,000 for other water/sewer rehabilitation.

Operating Expenses

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

W&S Admin Capital Outlay

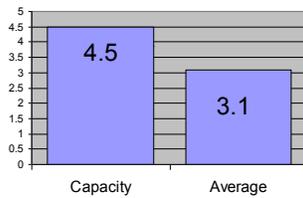
- Funding \$889,350 to design/construct 2nd Street North Sewer Replacement and Related Improvements Project. Sources of funds for this project are the 1/2 Cent Infrastructure Surtax Bond Proceeds and a STAG grant.

Public Works Department

Division Organization

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

Daily Wastewater Treatment
(million gallons per day)



Pollution Control Division

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.

Authorized Positions	FY2009	FY2010	FY2011
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
TOTAL	15	15	15

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 (10th St. S./10th 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 FY2011

Operating costs rose with the expected increase in electric costs to operate the new wastewater treatment plant. Capital Outlay decreased by using ½ Cent Infrastructure Surtax Bond Proceeds for Lift Station #3 Improvements Project.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$867,067	\$998,508	\$1,038,344	\$39,836	4.0%
Operating	\$1,325,123	\$1,578,090	\$1,736,913	\$158,823	10.1%
Capital Outlay	\$564,945	\$900,000	\$5,000	-\$895,000	-99.4%
TOTAL	\$2,757,135	\$3,476,598	\$2,780,257	-\$696,341	-20.0%

Division Budget Issues FY2011

Operating Expenses

*W&S Admin Capital
Outlay*

- Study Funding of \$55,000 (budgeted) to relocate Permitted Discharge Point to due west of the new Wastewater Facility; and Design Funding of \$55,000 (not budgeted) for a new Odor Control System at the new Wastewater Facility, if needed.
- Funding \$870,375 for Lift Station #3 Improvements Project (4th St. S at 10th Ave.). Sources of funds for this project are the ½ Cent Infrastructure Surtax Bond Proceeds and a STAG grant.
- Construction underway on the Wastewater Treatment Plant Improvements Project at a cost over \$21 million.
 - Project required to meet EPA/FDEP imposed nitrogen limits tied to the Nitrogen Total Maximum Daily Load for the Lower St. Johns River.
 - Scheduling of other needed water/sewer/stormwater capital projects has experienced delays due to major cost of this project.

Uncertainty

- ⇒ Operating costs for the new wastewater treatment plant are expected to increase for utilities and chemicals. The amount of the increases will not be known until the plant has begun operating.
- ⇒ 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.

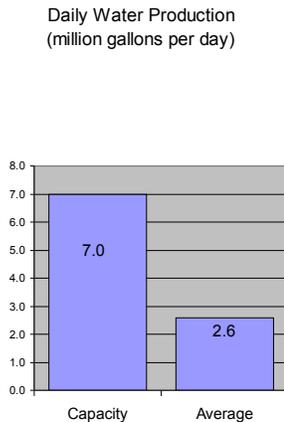
Public Works Department

Water Plant Division

Division Organization

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

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 7 stormwater pump stations.



Authorized Positions	FY2009	FY2010	FY2011
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
TOTAL	13	13	13

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 FY2011

Capital Outlay increased due to expected replacement of a pickup truck.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$786,459	\$805,069	\$835,017	\$29,948	3.7%
Operating	\$336,412	\$559,370	\$525,470	-\$33,900	-6.1%
Capital Outlay	\$25,291	\$0	\$24,000	\$24,000	0.0%
TOTAL	\$1,148,162	\$1,364,439	\$1,384,487	\$20,048	1.5%

Division Budget Issues FY2011

Operating Expenses

- Funding \$29,400 in mandatory laboratory testing.
- Funding \$51,150 for annual elevated tank maintenance program.

Capital Outlay

- Funding \$24,000 to replace a 2000 Dodge ½-ton pickup truck.

Uncertainty

- ⇒ 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 and required participation with other water/sewer utilities in costly new alternative water supply capital projects.

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	FY2009	FY2010	FY2011
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
TOTAL	19	18	18

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

Streets Division

Division Budget FY2011

Capital Outlay decreased with the reduction of replacement trucks from 2 in 2010 to only 1 in 2011.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$862,923	\$896,891	\$941,552	\$44,661	5.0%
Operating	\$580,133	\$629,025	\$607,206	-\$21,819	-3.5%
Capital Outlay	\$25,676	\$56,000	\$22,200	-\$33,800	-60.4%
TOTAL	\$1,468,732	\$1,581,916	\$1,570,958	-\$10,958	-0.7%

Local Option Gas Tax

Division Budget Issues FY2011

Gas Tax Transfers

Gas Tax Operating Expenses

Better Jax Beach Half Cent Sales Tax

General Fund Capital

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$39,996	\$47,634	\$47,134	-\$500	-1.0%
Operating	\$95,146	\$421,000	\$411,000	-\$10,000	-2.4%
Capital Outlay	\$66,573	\$0	\$0	\$0	0.0%
Transfers	\$372,000	\$372,000	\$372,000	\$0	0.0%
TOTAL	\$573,715	\$840,634	\$830,134	-\$10,500	-1.2%

- Funding transfers of \$372,000 from Local Option Gas Tax for Streets Division wages.
- Funding \$360,000 for roadway maintenance program and \$50,000 to repair sidewalks.
- Funding \$65,000 for the school & safety sidewalk program.
- Funding \$17,200 to replace Dodge 2500 pickup truck with a smaller Ford F-150 pickup truck.

Uncertainty

- ⇒ The 2011 Proposed Budget includes a \$10,000 (14%) reduction in overtime. Future budget reductions will increase pressure negatively impacting missions supported by the General Fund & Local Option Gas Tax Fund. This division must focus on its core missions of streets, sidewalks, traffic control signage & drainage systems and make tough choices on service.

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 the impact of stormwater by funding the operation, maintenance & improvement of the stormwater collection & treatment system.

Program Objectives

- Operate & maintain the stormwater collection & treatment infrastructure. Reduce localized flooding. Protect environmentally sensitive waters by performing effective stormwater management.
- Construct localized drainage improvement projects.

Program Funding Sources

The Stormwater Enterprise Utility funds the program.

Program Budget FY2011

Capital Outlay increased due to expected construction of Lake Mildred Stormwater Pump Station Project.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$146,645	\$159,791	\$169,276	\$9,485	5.9%
Operating	\$437,908	\$593,117	\$603,820	\$10,703	1.8%
Capital Outlay	\$184,507	\$805,000	\$930,250	\$125,250	15.6%
Debt Service	\$556,634	\$456,422	\$456,234	-\$188	0.0%
TOTAL	\$1,325,694	\$2,014,330	\$2,159,580	\$145,250	7.2%

Program Budget Issues FY2011

Capital Outlay

- Funding \$580,250 for construction of Lake Mildred Stormwater Pump Station.
- Funding \$200,000 for design project(s) from Ocean Forest Stormwater Study.
- Funding \$150,000 for design project(s) from Constitution Cove Study.

Operating Expenses

- Funding \$133,474 for stormwater pipe & vault cleaning services, \$28,500 for drainage system repairs and \$35,000 for erosion control repairs.
- Funding \$18,000 for stormwater analysis as part of the NPDES Monitoring Plan & the Lower St. Johns River Tributaries BMAP 2 Sampling for Hopkins Creek.

Uncertainty

- ⇒ Stormwater utility rate fee was set 20 years ago; new projects are delayed due to severe funding constraints.
- ⇒ Anticipating major budget pressures due to dramatically increasing federal/state environmental regulation such as Numeric Nutrient Criteria for various water body types and Pollutant Total Maximum Daily Load limits.

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 FY2011

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

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$133,252	\$135,195	\$144,786	\$9,591	7.1%
Operating	\$2,924,159	\$3,025,314	\$3,143,029	\$117,715	3.9%
Capital Outlay	\$188,113	\$0	\$0	\$0	0.0%
TOTAL	\$3,245,524	\$3,160,509	\$3,287,815	\$127,306	4.0%

Program Budget Issues FY2011

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.

Uncertainty

- ⇒ Sanitation utility rate fee was last set 17 years ago; increase in garbage rates and/or adjustments in service will be necessary within the next few years to mitigate impact of rising fuel /service costs and growing pressure about landfill costs.
- ⇒ New garbage collection contract is expected by 2011 year-end with uncertainty about number of bidders, type services offered, rising fuel/service costs, and addition of possible landfill costs.

Police Department

Organization

The police department provides law enforcement services to all citizens who live, work, or visit in Jacksonville Beach.

Authorized Positions	FY2009	FY2010	FY2011
Police			
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
Civilian			
Accreditation Manager	1	1	1
Communications Supervisor	1	1	1
Communications Officer	11	11	10
Records Supervisor	1	1	1
Records Specialist	2	2	2
Records Specialist - part-time	1	1	1
Community Service Officer	1	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	34	34	33
Total Full-time	84	84	83
Total Part-time	11	11	11
TOTAL POSITIONS	95	95	94

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

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 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 **43,384** calls for service in calendar year 2009. Due to the nature of many of those calls, at least two officers were needed, resulting in **68,314** 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 nightclubs.

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.

FY2011 estimated budget for the Patrol Division, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$4,137,014.**

Police Department

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.

FY2011 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.

FY2011 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

Specialized Units/Costs (Continued)

Community Development Block Grant will reimburse the City **\$73,179** 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.

FY2011 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.

FY2011 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 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 in 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.

FY2011 estimated budget for the Downtown CAPE Program including salaries and benefits, overtime, equipment, operating costs, supplies, etc.: **\$398,685.**

Police Department

Recent Accomplishments

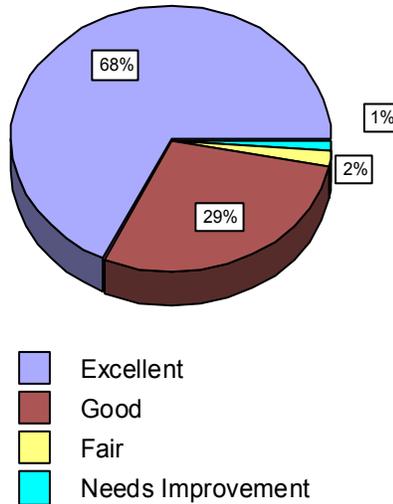
- ☑ Conducted **18** community-relations programs directly impacting **645** citizens; e.g., firearms safety, bicycle safety, Neighborhood Watch, DUI prevention, etc.
- ☑ Removed **226** drunk drivers from the roadways, making Jacksonville Beach safer for vehicles, bicyclists, and pedestrians.
- ☑ Completed Citizen Police Academy classes XXIII and XXIV, achieving high approval ratings. Through 24 academies, **686** 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 **9,060** 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 2010. Approximately **1,100** children and parents attended.
- ☑ Completed four Drug Abuse Resistance Education courses with **97%** overall approval ratings from students, parents, and teachers.

Police Department

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.

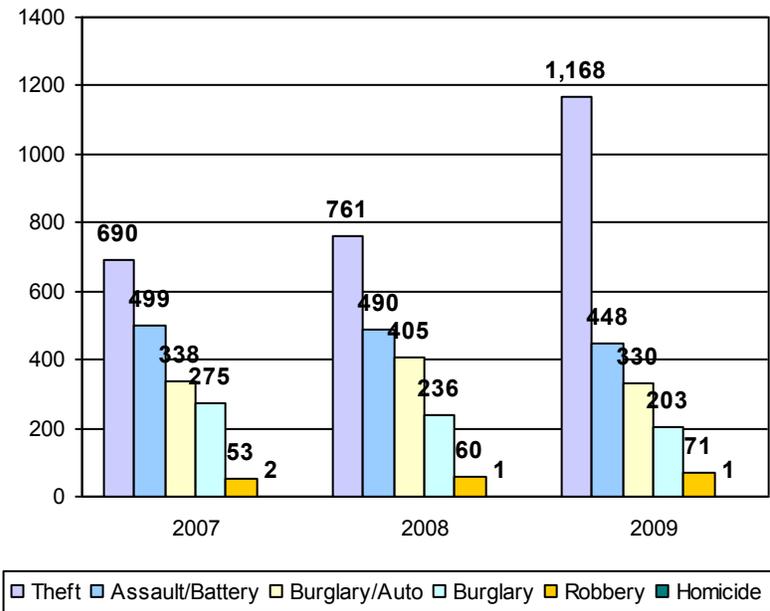
2009 Quarterly Customer Service Survey Results



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: 2007-2009



Police Department

Goals for FY2011

Outcomes	Performance Measure	Actual FY2009	FYTD through 4/30/10	Target FY2011
<i>Continually seek new and better methods to improve citizens' safety.</i>	Maintain four minute or less average response time to emergency calls	2.03 minutes	2.07 minutes	4.00 minutes
	Maintain six minute or less average response time to non-emergency calls	4.45 minutes	5.24 minutes	6.00 minutes
	Continue strict enforcement of DUI laws to improve safety of city roadways	226 arrests	107 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	10	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%	95%
	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"	1,800	1,100	1,200
	Involve CPA Alumni Association members in ten community relations and crime prevention programs	10	7	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	9,131 hours	6,043 hours	9,500 hours
	Attend five job fairs to expand the pool of exceptional candidates for employment	5	3	5
	Number of years accredited through the national Commission on Accreditation for Law Enforcement Agencies (CALEA)	14	15	16
<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

Payroll increases have been offset by decreases in operating costs and certain allowed costs have been moved to the Law Enforcement Trust Fund.

The primary special revenue sources for FY2011 are the Justice Assistance Grants and the Community Redevelopment Agency.

General Fund

Resource Allocation	Actual 2009	Original Budget	Approved Budget	Increase	%
		2010	2011	-Decrease	Change
Personal Services	\$6,064,568	\$6,455,232	\$6,601,209	\$145,977	2.3%
Operating	\$1,135,967	\$1,398,640	\$1,183,199	-\$215,441	-15.4%
Capital Outlay	\$247,779	\$185,000	\$185,000	\$0	0.0%
Debt Service	\$0	\$0	\$0	\$0	0.0%
Transfers	\$0	\$0	\$0	\$0	0.0%
TOTAL	\$7,448,314	\$8,038,872	\$7,969,408	-\$69,464	-0.9%

Special Revenue Funds

Resource Allocation	Actual 2009	Original Budget	Approved Budget	Increase	%
		2010	2011	-Decrease	Change
Personal Services	\$314,091	\$361,884	\$415,957	\$54,073	14.9%
Operating	\$104,405	\$174,491	\$194,240	\$19,749	11.3%
Capital Outlay	\$43,335	\$22,223	\$17,200	-\$5,023	-22.6%
Debt Service	\$0	\$0	\$0	\$0	0.0%
Transfers	\$43,455	\$73,981	\$43,455	-\$30,526	-41.3%
TOTAL	\$505,286	\$632,579	\$670,852	\$38,273	6.1%

Additional Revenue Sources

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

Other Funding Source	Use	2010 Budget	2011 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)	\$42,924	\$45,000
Total-General Fund		\$106,557	\$116,957
Community Development Agency	Four Downtown CAPE officers, operating supplies and overtime	\$402,271	\$413,010
Law Enforcement Trust Fund (State)	Equipment Grant Matches and Crime Prevention Programs	\$66,327	\$71,787
Equitable Sharing Fund (Federal)	Equipment Grant Matches and Crime Prevention Programs	\$50,000	\$50,000
Court Costs Training Fund (State)	Employee Training	\$40,000	\$60,400
Justice Assistance Grant (State)	Partial Community Response Team funding and radio system upgrades	\$73,981	\$60,655
Lease Facilities	Security Cameras	\$0	\$15,000
TOTAL OTHER FUNDING SOURCES		\$632,579	\$670,852

Police Department

Budget Issues

Equipment

Computers: Ten replacement computers are needed in FY2011; specifically, three laptops (unit cost - **\$3,500**) for new patrol vehicles, and seven 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 FY2011. (Cost of a laptop computer for each patrol vehicle is totaled separately – see **Computers** above.).

One Administration vehicle is also slated for replacement (unit cost - **\$18,000**). Total cost for all vehicles: **\$150,000**.

Budget reductions

Budget Reductions: The Police Department was required to cut **\$71,512** in order to present a zero increase budget for FY2011. This was accomplished by reducing training budgets, adjusting overtime, and eliminating one vacant Communications Officer position.

Programs: part-time officers

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 FY2011: **\$52,185**.

Programs: Paid Parking

Long-term Parking Plan: Earlier this fiscal year, the City hired a parking consultant company (Kimley-Horn) to evaluate the feasibility of developing a long-term, paid parking plan for downtown. In the interim, the Council directed city staff to create a short-term plan for Summer 2010 (See **Summer Parking Program**). The Police Department was tasked with managing the summer program. In the event paid parking is implemented on a long-term basis, a new Parking Division in the Police Department will be necessary. If that occurs, the current Community Service Officer position will be transferred to the new division.

Summer Parking Program: In May, the City Council authorized fee parking for three city-owned parking lots downtown (Latham Plaza Parking Lot, Pier Parking Lot, and the lot on First Street, North at Third Avenue). The City hired Republic Parking to collect fees at the three

Police Department

Budget Issues (Continued)

*Programs:
Paid Parking
(continued)*

lots beginning Memorial Day weekend and continuing each weekend (Friday, Saturday, & Sunday) through Labor Day. The City will take sixty percent of fees collected, with forty percent going to Republic Parking. The City also contracted with Giddens Security to provide a uniformed presence on each lot during all hours in which fees are charged. The Police Department's Community Service Officer will oversee the summer program and be the liaison to Republic Parking and Giddens Security. A year-end budget adjustment will be made to reflect revenues and expenditures.

JUSTICE ASSISTANCE GRANT

*A final decision
by the U. S.
Department of
Justice as to
the amount of
funds for
FY2011 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 be used in two ways: (1) to allow additional funding for upgrades to the current radio system to improve communications with other agencies during critical incidents and natural disasters and (2) continued partial funding for the Community Response Team. Tentative grant amount for FY2011: **\$60,655.**

Fire Department

Organization

The Fire Department has thirty-one personnel which are broken down into three divisions; Combat, Fire Prevention, and Administration.

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.*

Mission

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

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.

Authorized Positions	FY2009	FY2010	FY2011
Fire Chief	1	1	1
Fire Captain	3	3	3
Fire Marshal	1	1	1
Fire Safety Specialist	1	-	-
Fire Lieutenant	7	7	7
Firefighter/Engineer	18	18	18
Administrative Secretary	1	1	1
TOTAL	32	31	31

The Fire Department’s primary services include:

- Mitigating fires, medical emergencies, accidents and other 911 emergencies.
- Preventing fires and promoting safety through public education programs and fire safety inspections.
- Emergency disaster management and hurricane preparedness.
- Managing the City’s 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. The fire department provides basic and advanced life-support with medical transport 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.

The City currently operates its own 800 MHz radio system utilizing a new 300 ft. antenna and radio room at the O&M facility. The City is currently upgrading the system to a digital system with future plans to become part of the P-25 regional system. The First Coast Radio system and the State’s mutual aid frequencies are used as a back-up. The fire department is upgrading their VHF radio/paging system to “narrow-band” as required by the FCC.

Fire Department

CY2009 Accomplishments

In FY2010, completed the construction of a 300 ft. radio tower and new radio room at the O&M facility.

- *Upgraded 800 MHz radio system to a digital /analogue system.*
- *Upgraded repeaters.*
- *Upgraded radio system at the 911 Dispatch Communications Center.*

The priorities of the Fire Department are:

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

Goals for CY2010/2011

- Zero fire deaths in 2009 and an average overall response time of less than 4 minutes.
 - 100% of the 29 structure fires responded to were confined to the area involved upon arrival.
 - 100% of the customer surveys returned indicated excellent or good service.
 - Conducted 881 fire safety surveys, 328 high hazard inspections and updated 1,209 pre-plans.
 - Conducted 341 new construction/remodel inspections and reviewed 193 sets of plans.
 - Conducted 122 fire drills in public and private schools and inspected 834 fire hydrants.
 - Installed 157 smoke detectors in homes and checked or installed batteries in 641 smoke detectors.
 - Provided education to over 4,007 adults/children in fire safety, prevention, and/or hurricane preparedness.
 - Members conducted over 9,996 hours of in-service training.
 - Installed and educated 162 families on the proper use and installation of child safety seats.
 - Conducted 2 large scale exercises in hurricane preparedness and conducted a program for dispensing H1N1 vaccines to city employees.
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 South Beach 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 training.

Fire Department

Performance Measures	CY2008	CY2009	* FY10-1-09 through 3-31-10	Target for CY2011
			Yes	No fire deaths
Prevent all fire deaths in Jax Beach.	Yes	Yes	Yes	No fire deaths
Confine 90% of all building fires to area involved upon arrival.	100%	100%	100%	90%
Provide Basic or Advanced Life Support service to all calls for Emergency Medical Services (of the 3,186 total calls in 2009, 67% were medical).	1,973	2,128	918	2,200
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%	4m 74% 6m 92%	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	370	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	211	189
Conduct 80 fire evacuation drills in schools.	117	122	80	80
Educate 3,500 citizens/children in fire safety or hurricane preparedness each year.	4,077	4,050	2,594	3,500
Install or replace 80 smoke detectors or batteries in unprotected homes of elderly, disabled, or fixed income citizens.	65	157	114	50
Check, test or replace batteries in 375 existing smoke detectors.	466	641	605	375
Inspect all city and private fire hydrants annually.	835	834	834	835
Complete 6,000 in-service training hours.	9,774	9,996	4,585	6,000
Receive a 100% excellent or good evaluation by citizens.	100%	100%	100%	100%
Install/inspect/educate families on child safety seats.	209	162	83	NA
Update the pre-fire plans for 50% of the high hazard occupancies and 50% of fire safety surveys.	1,163	1,209	581	907
Sponsor 40% of the firefighters for training outside of the department (13 members).	24	30	18	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.

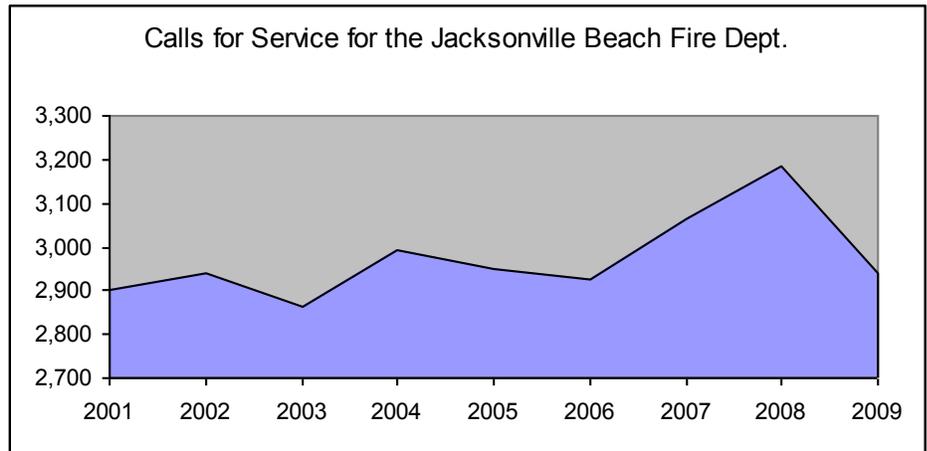
** The first 6 months of fiscal year 2010 is indicated in column three (bold) on the chart.*

Fire Department

2,939 Responses in CY2009.

- 3% Fires
- 68% Rescue
- 30% Hazardous Conditions

720 responses in the first 3-months of CY2010.



- 2,904 calls for service in 2001
- 2,939 calls for service in 2009

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. Grants are utilized when available.

Sources of Funds

- *The 2011 Fire Department budget figures are very tight due to economic constraints. In the event that additional overtime is necessary or unbudgeted issues occur, a budget modification may be necessary.*

2009/2010 Grants Received

Assistance to Firefighters Grant	\$179,432 + (10% match)
▪ Radio system upgrades	
Fire Prevention Grant	\$10,800 + (10% match)
▪ Smoke detector program	
Fireman's Fund Insurance:	\$10,605
▪ Thermal Imaging Camera/smoke ejector	
3-Justice Assistance Grants	\$211,957
▪ Radio system upgrades	
COPS Grant	\$250,000
▪ Radio system upgrades	
State EMS Grant	\$2,813 + (10% match)
▪ RAD 57 CO meter	

2011 Grant Assistance Requested

COPS & JAG Grants: To continue upgrading our 800 MHZ radio system to a digital and P-25 compliant system.

Assistance to Firefighters Grant (AFG): To upgrade fire units with laptops and build a wireless broadband system to allow all departments to access data/information without utilizing air-cards.

Fire Department

Financial Summary

Operating expenses include maintenance costs for the City's 800 MHz radio system: FY2011 (\$27,654). Tower lease fees are no longer required. Capital for FY2010 included radio repeaters and tower equipment. Capital Outlay includes \$30,000 to replace City 800 MHz radios.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$2,686,757	\$2,836,335	\$2,908,607	\$72,272	2.5%
Operating Capital Outlay	\$516,251	\$638,365	\$559,889	-\$78,476	-12.3%
	\$16,268	\$164,217	\$35,000	-\$129,217	-78.7%
TOTAL	\$3,219,276	\$3,638,917	\$3,503,496	-\$135,421	-3.7%

Future Budget Issues

- SCBA replacement
- Radio Upgrades

As the age of the Fire department's self-contained breathing apparatus (SCBA) reach 12 years of service, we will need a replacement plan to upgrade the units to NFPA standards by 2013. This will be funded by the Capital Improvement Project fund and may utilize grants.

- 22 SCBA w/mask and 32 extra cylinders; cost \$174,800

To upgrade the City's 800 MHz radio system to a digital/P-25 system, it will be necessary to replace approximately 110 City radios at a cost of approximately \$480,000. This can be funded by the Radio Fund and any available interoperability grants.

Emergency Preparedness Activities

A pro-active approach is taken to emergency preparedness activities that potentially could impact the city. Key preparedness activities include:

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

Emergency Management Budget

The City budgets \$34,700 annually in disaster preparedness. Supplies and equipment to purchase/lease may include the following:

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

Fire Department

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 11-12 years and then placed in a reserve status for 4-5 years.

The program is normally attained by committing \$75,000 per year. The replacement schedule is included in the 2011 capital improvement plan (CIP). As a result of increased replacement cost, the replacement schedule should be extended.

Engine	Description	Year	Age
Q-11	Ferrara Ladder (Quint)	2010	1
E-14	Pierce Pumper (reserve)	1996	15
SQ-13	Freightliner Pumper	2001	10
E-22	E-1 Rescue/Pumper	2006	5
E-25	Pierce Pumper (reserve)	1993	18

Approved funding schedule of the Capital Improvement Project Fund for fire apparatus replacement

Year	Replace Apparatus	Cost	CIP Budget
FY11			\$75,000
FY12			\$75,000
FY13			\$75,000
FY14			\$75,000
FY15	Engine-25	\$350,000	\$75,000
FY16			\$75,000

FY2011 Vehicle Replacement (\$30,000)

The Fire Marshal's 1997 Ford is scheduled to be replaced with a 4-WD vehicle to replace the Shift Commander's vehicle. That vehicle will be passed on to the Fire Marshal. Funding is available in the General Capital Projects Fund.

Major Capital Outlay Items for FY2011

Fire Department capital outlay items for FY2011 include the following: (\$35,000)

- Siren and Warning lights \$3,000
- Command cabinets for vehicle \$2,000
- Replacement radios (various departments) \$30,000

Fire Department

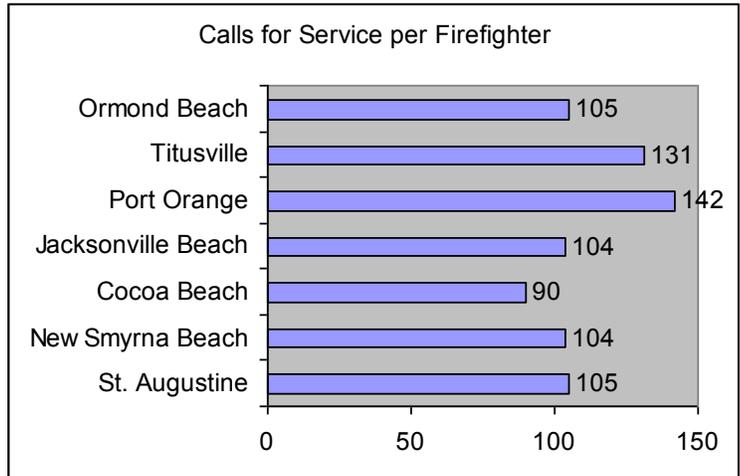
Comparison Survey

Six comparable coastal city fire departments were surveyed that provide similar services for FY2009.

Calls for Service FY2009

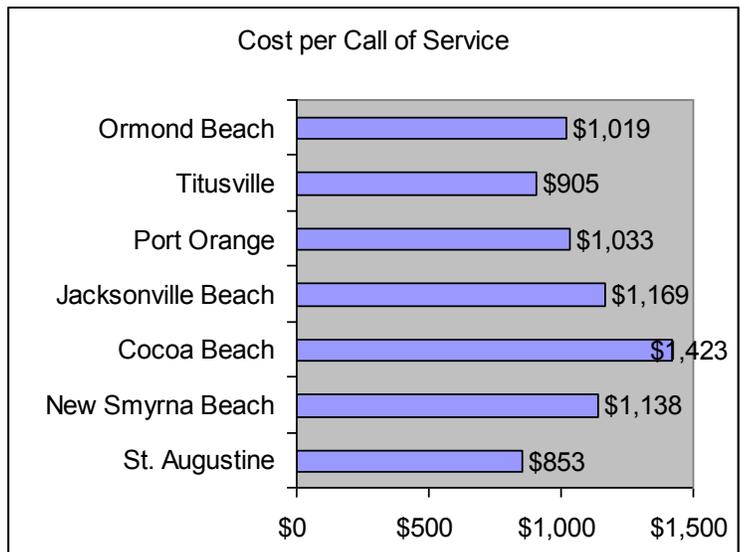
Median: 112 = Calls for service per firefighter

The Jacksonville Beach Fire Department responded to 2,939 calls for service in CY2009.



Cost per Call FY2009

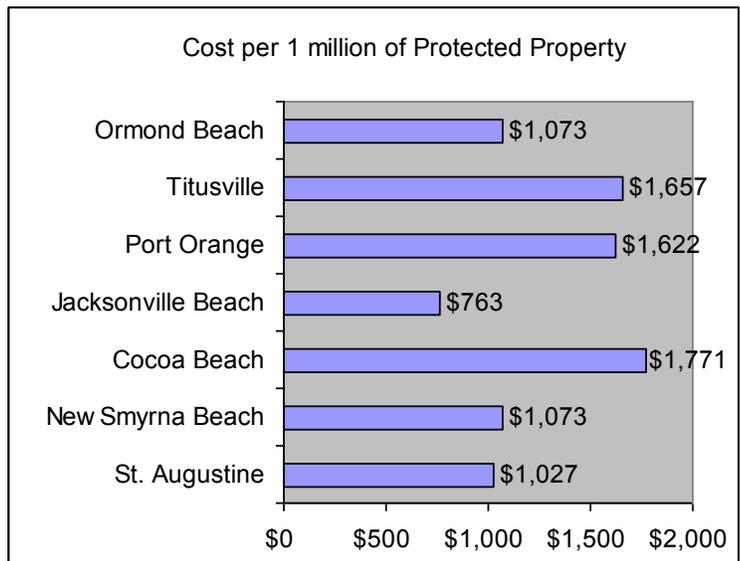
Median: \$1,138 = Cost per call of service



Cost per \$1 million of Protected Property FY2009

Median: \$1,284 = Cost per \$1 million of protected property

The Benchmark Survey shows the Jacksonville Beach Fire Department is efficient and cost effective.



Beaches Energy Services

Organization

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

- Administration
- Engineering
- Relay/Substations
- Construction & Maintenance
- System Operations
- Storeroom
- Natural Gas
- Meter Services
- Property Management

Mission

To provide reliable energy services at a competitive price with superior customer service.

“Above and Beyond the Expected.”

Beaches Energy Services provides electric service to more than 34,000 customers and 24-hour customer service outage restoration. The Department is responsible for designing, constructing, operating, and maintaining electric service facilities and managing natural gas service 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 the daily operations of the Department.

Engineering Division

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

Relay/Substation Division

Maintains the electric substations.

Construction & Maintenance Division

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

System Operations

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

Storeroom Division

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

Natural Gas Division

Constructs, operates and maintains a natural gas distribution system.

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

Authorized Positions by Division	FY2009	FY2010	FY2011
Administration	5	5	5
Engineering	10	8	8
Relay/Substation	-	-	5
Construction & Maintenance	39	34	34
System Operations	16	14	9
Storeroom	3	3	3
Meter Services	13	12	12
Total	86	76	76

Recent Accomplishments FY2009-2010

- Designed and installed new 26kV underground systems:
DeLeon Shore in Ponte Vedra Beach
- Completed the construction of 12kV to 26kV conversion (overhead to underground):
Ponte Vedra Boulevard from Sawgrass to Mickler Road (St. Johns County)
- Designed and installed overhead line rebuild:
Osceola Avenue (Jacksonville Beach)
Seabreeze Avenue (Jacksonville Beach)
Atlantic Boulevard (Neptune Beach)
- Currently working with Televant, Miner & Miner to capture electric facilities in a geographical information system (GIS).
- Started construction of a natural gas distribution system.
- Provided energy efficiency and customer incentive rebate programs.
- Administered net metering program for customer owned renewable generation.
- Five Apprentice Lineworkers completed the Apprentice Lineworker Training Program and six 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.

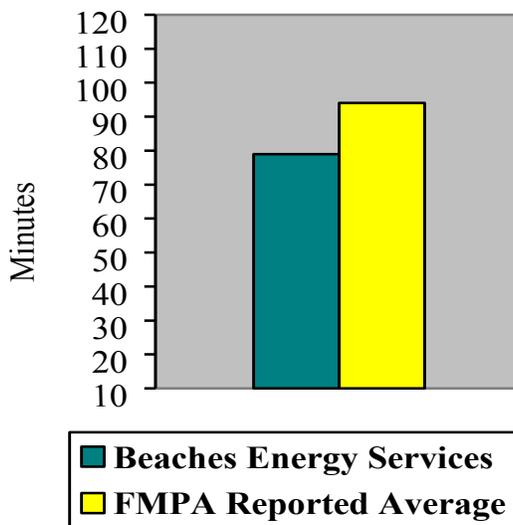
Beaches Energy Services

Recent Accomplishments (continued)

System Reliability

Beaches Energy Services maintained a System Average Interruptible Duration Index of 79 minutes for each customer from January 2009 to December 2009. Twenty-four cities reported average by FMPA for the same period was 94 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 FY2009	FYTD 3/31/10	Target FY2011
The utility bill is easy to understand.	97%	96%	95%
Our service is reliable.	99%	100%	95%
I was treated courteously.	99%	100%	95%
The service was prompt.	98%	97%	95%
The employee was helpful.	99%	97%	95%
The employee was knowledgeable.	99%	96%	95%
The employee greeted me by name.	92%	90%	95%
The employee thanked me for my business.	95%	93%	95%

Beaches Energy Services

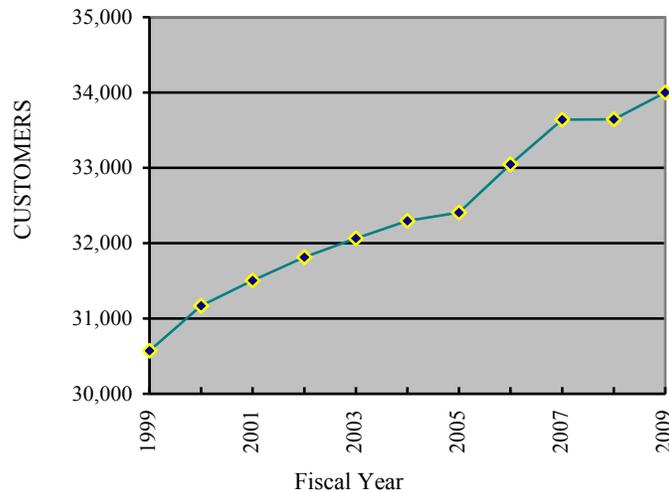
Customer Service (continued)

- 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 2008 through September 2009.

Energy Audits	Actual FY2009	Target FY 2011
Energy Audit Survey	Percent Agree	Target Agree
Was the Utility Auditor on time for your scheduled audit?	97%	95%
Was the Utility Auditor polite and courteous?	99%	95%
Was the Utility Auditor knowledgeable and helpful when explaining the results of the audit?	100%	95%
Did the Utility Auditor provide you with tips to conserve energy?	100%	95%
Would you recommend this audit service for other customers?	100%	95%

The number of total customers served has grown from 30,573 in 1999 to 34,000. This increase represents a ten year average customer growth rate of 1.1 %.

Customer Growth Trends



Beaches Energy Services

Cost

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.

Goals

FY2011

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

- Beaches Energy Services residential rate for 1,000 kWh remains below the State average (see page 10 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.
- Power costs are discussed under Florida Municipal Power Agency (FMPA) beginning on page 8.
- The Energy Auditors conducted 893 residential and commercial energy audits from April 2009 to March 2010. One-hundred and nineteen customers participated in the Energy Depot on-line energy audit program found on Beaches Energy Services website at 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.

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 4.7%.

Measurement	Actual FY2008	Actual FY2009	FYTD 3/31/10	Goal FY2011
COST				
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.*	415	453	441	400
Zero employee lost time accidents.	1	2	2	0
SERVICE				
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 600 customer energy audits.	348	613	465	600
Provide 950 surge protection devices.	921	909	885	950
Energy Conservation Program:				
Rebates Issued	0	652	648	Increase Energy Awareness
Dollar Amount	0	\$121,036	\$113,421	
RELIABILITY				
Annual average outage time per customer.	74 min.	79 min.	14 min.	100 min.
Apprentice employees progressing in Training Program.	Yes	Yes	Yes	Yes
Budgeted facility improvements completed for projects.	Yes	Yes	Yes	Yes

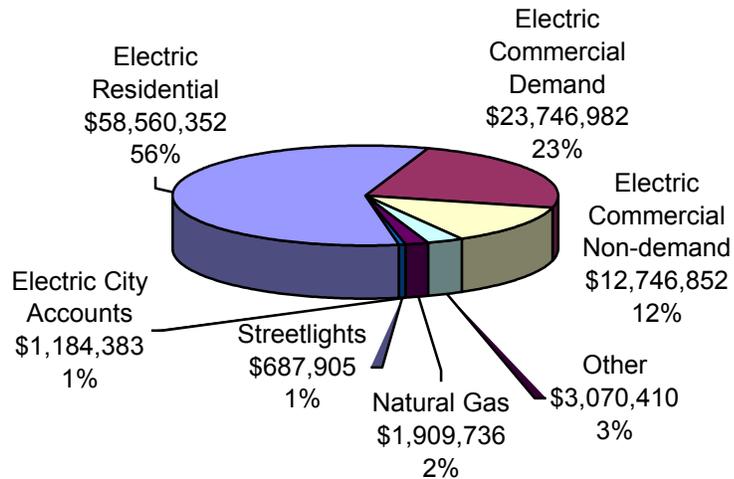
* American Public Power Association (APPA) Annual Statistical Report published January 2010 average is 334 Retail Customers per Employee.

Beaches Energy Services

Financial Summary FY2011

Total projected revenue for FY2011 is \$101,906,620.

Beaches Energy Services FY2011 Funding Sources



Purchased power remains the largest line-item expense in the annual budget and is projected to be \$74,297,017 in the FY2011 Budget.

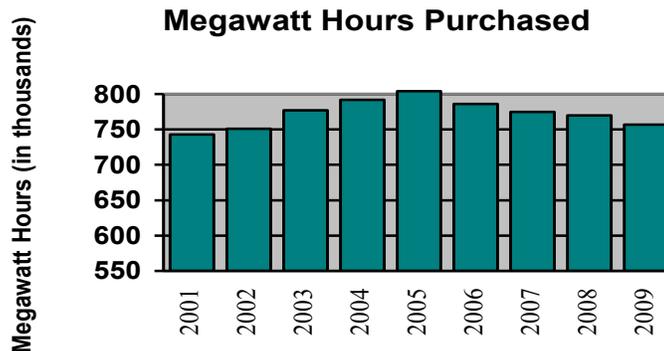
Beaches Energy Services Electric Division

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$6,162,588	\$6,189,810	\$6,182,207	-\$7,603	-0.1%
Purchased Power	\$79,974,262	\$74,621,537	\$74,297,017	-\$324,520	-0.4%
Operating	\$5,326,132	\$7,089,227	\$7,104,860	\$15,633	0.2%
Capital Outlay	\$3,184,130	\$3,951,223	\$4,805,000	\$853,777	21.6%
Debt Service	\$2,839,707	\$2,855,166	\$2,842,516	-\$12,650	-0.4%
Transfers	\$7,007,630	\$4,027,732	\$3,517,915	-\$509,818	-12.7%
TOTAL	\$104,494,450	\$98,734,695	\$98,749,515	\$14,820	0.0%

Beaches Energy Services

Megawatt hours purchased has increased from 741,655 MWh in 2001 to 756,707 MWh in 2009. Due to the economy, conservation efforts and last summer's cooler temperatures, there has been a decline in megawatt hours purchased since the 2005 high of 804,322 MWh.

Budget Issues FY2011



1. Florida Municipal Power Agency and the Cost of Power

Beaches Energy Services purchases its power through the Florida Municipal Power Agency (FMPA). FMPA's All Requirements Project (ARP) represents 14 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 75% of our costs are for purchased power, changes in power costs have significant impacts.

The electric power industry nationwide is facing unprecedented challenges due to concerns about global warming and the reliability of the electric grid. 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 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 sequestration or a "Cap and Trade" tax will further drive utilities to build more natural gas plants which may further increase natural gas prices and electricity costs. FMPA is constructing a 300MW natural gas fired unit at Cane Island near Kissimmee, Florida to meet FMPA's future power needs.

Costs of all new power plants will continue to be more expensive. Nuclear plants are a negligible contributor to global warming but are the most costly and take 10 years or more to build. Although natural gas plants are less expensive to build, they are subject to the volatility of natural gas

Beaches Energy Services

Budget Issues FY2011 (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.

prices. As more natural gas plants are built, gas prices may go up and the availability of gas may become a concern. It is certain, for the reasons stated above, electricity prices will increase.

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

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 global warming and continue to provide reliable, excellent services to our customers. We offer conservation incentives including rebates and net metering to our customers which began 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. **Peak Electric Demand Reduction Program**

Approximately 1/3 of Beaches Energy Services' wholesale power bill from FMPA is based upon the peak 1 hour demand for each month. If load could be reduced during that monthly 1 hour peak period, then substantial savings could be realized. Power Secure is currently under contract to monitor and operate two 500kW Publix Generators for this purpose. They are also providing us the information of when they plan to run generation. The City has many back-up generators which could be run for peak demand reduction. Four generators have been selected for Power Secure to retrofit and equip for operation for peak demand reduction. These generators total 1,971 KW. The cost to retrofit is \$465,000 with the payback from wholesale power savings is estimated to be less than 2 years.

Beaches Energy Services

Rates	Electric Utility	1,000 KWH	LOCAL TAXES	TOTAL COST
	Fort Meade	\$161.56	\$16.16	\$177.72
	Bushnell	153.05	15.31	168.36
	Fort Pierce	143.84	14.38	158.22
	Mount Dora	141.46	14.15	155.61
	Newberry	141.00	14.10	155.10
	Ocala	139.84	13.98	153.82
	Williston	145.84	7.29	153.13
	Bartow	139.13	13.91	153.04
	Glades *	142.42	8.55	150.97
	Leesburg	134.91	13.49	148.40
	Peace River *	139.92	8.40	148.32
	Escambia River *	138.00	8.28	146.28
	Winter Park	137.25	8.24	145.49
	Key West	144.00	0.00	144.00
	Chattahoochee	143.53	0.00	143.53
	Gainesville	130.45	13.05	143.50
	Tallahassee	129.50	12.95	142.45
	Green Cove Springs	141.16	0.00	141.16
	Starke	127.21	12.72	139.93
	Gulf Coast *	131.15	7.87	139.02
	Lake Worth	126.00	12.60	138.60
	Blountstown	131.71	6.59	138.30
	State Average	128.98	9.29	138.27
	Beaches Energy Services	137.91	0.00	137.91
	Suwannee Valley *	129.50	7.77	137.27
	West Florida *	129.40	7.76	137.16
	Clewiston	124.45	12.45	136.90
	Talquin *	128.90	7.73	136.63
	Tri-County *	128.60	7.72	136.32
	Sumter *	128.05	7.68	135.73
	Central Florida *	128.00	7.68	135.68
	Homestead	123.30	12.33	135.63
	New Smyrna Beach	123.80	11.45	135.25
	St. Cloud	124.61	9.97	134.58
	Havana	133.75	0.00	133.75
	Vero Beach	121.45	12.15	133.60
	Alachua	121.00	12.10	133.10
	Moore Haven	120.20	12.02	132.22
	Orlando	119.82	11.98	131.80
	Progress Energy *	123.73	7.42	131.15
	Kissimmee	120.91	9.67	130.58
	Gulf Power *	123.02	7.38	130.40
	Wauchula	118.49	11.85	130.34
	Florida Keys *	122.77	7.37	130.14
	Choctawhatchee *	121.82	7.31	129.13
	Lakeland	117.14	11.71	128.85
	Quincy	128.55	0.00	128.55
	Withlacoochee *	118.63	7.12	125.75
	JEA	110.46	11.05	121.51
	Lee County *	114.16	6.85	121.01
	Clay *	112.50	6.75	119.25
	Tampa Electric *	97.12	19.38	116.50
	FPL **	92.08	5.52	97.60

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

Source: April 2010 FMEA
Published Rate Schedule.

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

* Local taxes estimated at 6%.

** FPL uses an inclining block rate over 1,000 kWh.

Beaches Energy Services

Capital Projects: 2011

Beaches Energy Services is budgeting \$2.82 million for capital projects during FY2011 to ensure system reliability.

Underground Upgrade (MSD – SJC) - \$1,500,000: 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.

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 Palm Valley Road (St. Johns County) - \$480,000 in FY2011, \$450,000 in FY2012 and \$700,000 in FY2013: 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.

Natural Gas System - \$500,000: 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

Natural Gas

Natural gas is a clean burning, environmentally friendly, and cost effective energy source for commercial customers.

Beaches Energy Services has a unique arrangement with Tampa Electric Company (TECO) that includes their management of design, construction, operations and maintenance of a natural gas system. Beaches Energy Services will own and provide overall management, marketing, billing and other required services.

The natural gas distribution system is primarily for commercial customers in or on the main gas lines. Service began in June 2010 and customers will continue to be connected as the system is built.

Beaches Energy Services Natural Gas Division

**Goals
FY2011**
Connect 120 commercial natural gas customers.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Purchased Gas	\$0	\$0	\$1,443,089	\$1,443,089	0.0%
Operating	\$23,823	\$1,511	\$234,215	\$232,704	11600.0%
Capital Outlay	\$381,280	\$3,035,320	\$500,000	(\$2,535,320)	-83.5%
TOTAL	\$405,103	\$3,036,831	\$2,177,304	-\$859,527	-28.3%

Beaches Energy Services

Property Management

Mission

To provide building maintenance services to our customers.

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
TOTAL	4	4	4

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.
- Worked with Certified Air Contractor to upgrade the Energy Management System software and change out a total of 17 control modules and 2 air handler control modules with variable speed drives at the O&M Facility, 1st and 2nd floors. This completes phases 2 and 3 of the 4 phase project.
- Worked with A-1 Waste Management to install grease traps at the City facility being leased to tenant known as Crazy Fish.
- Worked with Precision Tower Systems to dismantle, remove and dispose of a 330 foot radio communications tower at the former Florida Marine Patrol Station.
- Worked with Trane ESCO services on energy audits for City facilities and received good reports.

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 2010 survey was sent to 95 employees and 51 employees responded, which represents a 54 percent response rate.

	2008 Rating	2009 Rating	2010 Rating
PROPERTY MANAGEMENT			
Prompt Building Maintenance Service?	100%	97%	98%
Quality of maintenance work performed?	100%	97%	96%
Quality of the overall maintenance of the building you work in?	98%	97%	96%
Courteous and helpful Property Management employees?	96%	95%	96%
Quality of service provided by Fleet Maintenance?	96%	96%	93%
Prompt service provided by Fleet Maintenance?	100%	93%	97%
Courteous and helpful Fleet Maintenance employees?	100%	96%	100%

Goals FY2011

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. Monitor Fleet Maintenance non-contract expenses to confirm expenses are within contract guidelines or processed through the requisition system.
6. Work with director, Beaches Energy staff, and marketing team in developing, implementing, and promoting City facility energy efficiency/conservation programs.
7. Develop ongoing "load profiles" for all City facilities for future demand-side management programs.
8. Inspect selected roofs of City facilities and telecommunications tower and take corrective action wherever warranted.

Beaches Energy Services

Financial Summary FY2011

Internal Service Fund

*Fleet Maintenance
O&M Facility*

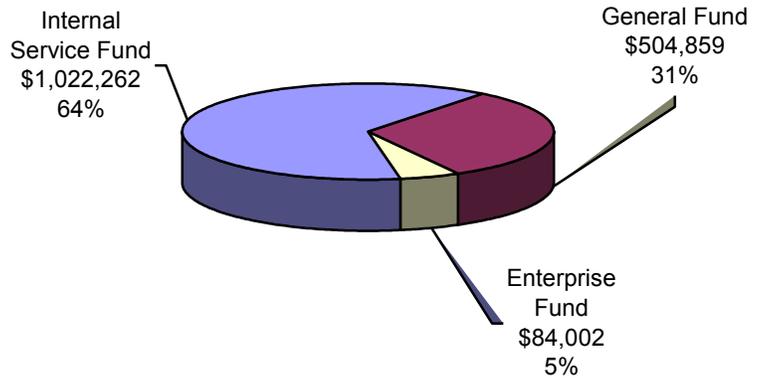
General Fund

Building Maintenance

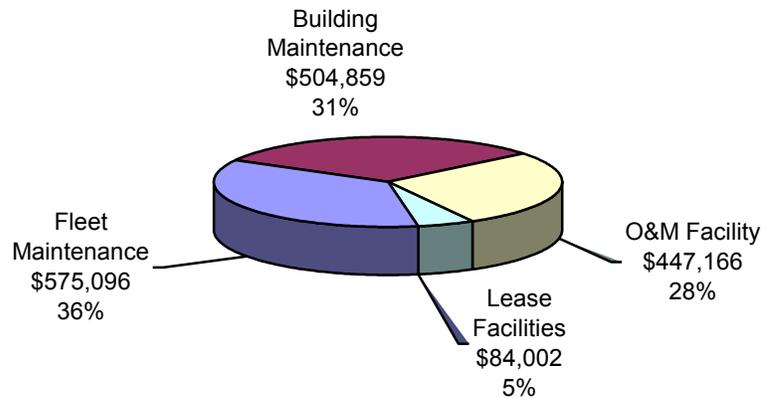
Enterprise Fund

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

**FY2011 Funding Sources
Property Management
(\$1,611,123)**



**FY2011 Expense Projections
Property Management
(\$1,611,123)**



Beaches Energy Services

Financial Summary FY2011 (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 2009	Original Budget 2010	Approved Budget 2011	Increase - Decrease	% Change
Personal Services	\$246,954	\$252,467	\$309,101	\$56,633	22.4%
Operating	\$1,204,300	\$1,370,956	\$1,297,022	-\$73,934	-5.4%
Capital Outlay	\$3,569	\$5,000	\$5,000	\$0	0.0%
TOTAL	\$1,454,823	\$1,628,423	\$1,611,123	-\$17,300	-1.1%

Performance Measures FY2011

Two tenants left the Industrial Park and we are searching for new tenants.

Measurement	Actual FY2009	Budget 3/31/10	Target FY2011
LEASED PROPERTIES			
Industrial Park, Community Services Center, Penman Park Building, Marina Building (Crazy Fish) and Communication Tower			
Land Total Square Footage Leased (Avail. 174,669)	135,361	135,361	135,361
Buildings Total Square Footage Leased (Avail. 21,465)	17,311	17,311	17,311
Telecommunications Tower Leased spaces	7	7	7
REVENUE			
Industrial Park	\$150,487	\$162,125	\$166,018
Community Services Center	\$80,889	\$85,896	\$87,456
Penman Park Building	\$31,369	\$31,865	\$33,137
Marina Building (Crazy Fish)	\$18,400	\$36,800	\$38,272
Telecommunications Tower	\$210,722	\$208,111	\$217,583
TOTAL REVENUE	\$491,867	\$524,797	\$542,466
FLEET MAINTENANCE			
Service Statistics:			
Average Maintenance Costs Per Vehicle Per Year	\$ 941	\$ 997	\$1,064
Fleet Downtime Percentage - 3-5% Acceptable	1%	1%	1%

Beaches Energy Services

**Performance Measures
FY2011
(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	1	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 3/31/09	FYTD 3/31/10	Target FY2011
PROPERTY MANAGEMENT			
Overall 100% average or above average ratings on annual Fleet Maintenance Services customer survey.	95%	97%	100%
Overall 100% average or above ratings on annual customer survey for Building Maintenance Services.	97%	97%	100%
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 Department

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.

One of the positions in Accounting is a part-time scanning clerk.

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 34,000 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, e-mail services, network and geographic information system administration as well as provide technical support to users citywide. Long range information system planning and maintenance of services are the primary concerns 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.

Authorized Positions	FY2009	FY2010	FY2011
Accounting	8	8	8
Utility Billing	17	17	17
Information Systems	5	5	5
Purchasing and Procurement	3	3	3
TOTAL	33	33	33

The cost of these divisions is charged to other City departments based on the estimated usage of each division's services. Repair

Finance Department

Organization (continued)

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 the City's CARE Program which 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 AA- rating from Fitch Investor Services.
- ✓ Added a Conservation Specialist to our staff to perform customer home energy audits and assist with our conservation programs.
- ✓ Information Systems developed an in-house managed project that replaced and upgraded the City's aging fiber optic system which increased the speed bandwidth as well as providing for additional redundancy for the fiber system.
- ✓ Information Systems assisted Beaches Energy Services in the development of a project to obtain an accurate fixed assets inventory

Finance Department

Recent Accomplishments (continued)

of the electric system. This project involved utilizing a contract with a firm to provide a complete GIS field inventory of their electrical system using a high resolution video camera to capture data and a GPS point at all electrical facilities.

- ✓ Modified the City's program to provide energy auditing services to our customers to include contracting with two external energy auditors and also hiring an in-house energy auditor to provide better and more timely services.
- ✓ Implementation of the billing system and procedures related to the natural gas utility system constructed by Beaches Energy Services.
- ✓ Development and implementation of an energy rebate program for our Beaches Energy Services customers.

Goals for FY2011

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 are 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.
5. Implementation of the ACH (automated clearing house) payment method for customers to pay bills through the IVR (Interactive Voice Response System) and Beaches Energy Website at no cost to the customer.

Finance Department

Performance Measures

Accounting

Accounting	Actual FY2009	FYTD 3-31-10	Target FY2011
Percent of monthly financial reports delivered to City Council by 2 nd meeting in each month	100%	100%	100%
Number of Years CAFR Awards received	16	17	18
Number of Years GFOA Budget Award received	15	16	17
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 FY2009	FYTD 3-31-10	Target FY2011
CUSTOMER SURVEY			
The utility bill is easy to understand	97%	98%	95%
Our service is reliable	99%	99%	95%
I was treated courteously	99%	99%	95%
The service was prompt	98%	99%	95%
The Customer Service Rep. was helpful	98%	99%	95%
The Customer Service Rep. was knowledgeable	99%	99%	95%
The Customer Service Rep. greeted me by name	92%	92%	95%
The Customer Service Rep. thanked me for my business	95%	97%	95%
OTHER MEASURES			
Average # of telephone calls (monthly)	6,880	6,416	7,000
Average call length	2.02 min.	2.17 min	2.0 min.
Average answer time	10 sec.	10 sec.	10 sec.

Finance Department

Performance Measures (continued)

Information Systems

Information Systems	Actual FY2009	FYTD 3-31-10	Target FY2011
% of departmental customers rating service as satisfactory and better	89%	92%	95%
Major occurrences of unscheduled downtime for e-mail, internet, and server access (more than 4 hours)	1	0	0

Purchasing and Procurement

Purchasing and Procurement	Actual FY2009	FYTD 3-31-10	Target FY2011
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
SURVEY RESULTS:			
<ul style="list-style-type: none"> Overall 90% average or above average ratings on annual internal customer service survey 	92%	96%	90%
<ul style="list-style-type: none"> Effectiveness of the Purchasing Card Program 	88%	100%	95%
<ul style="list-style-type: none"> Accuracy and ease of use of purchasing processes 	88%	96%	95%
<ul style="list-style-type: none"> Prompt response to inquiries from other departments 	93%	100%	95%

Finance Department

Financial Summary

Transfer of \$242,600 from Lease Facilities Fund to pay for the cost of capital outlay in the General Fund due to decreased revenues.

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$1,771,534	\$2,003,402	\$2,118,364	\$114,962	5.7%
Operating	\$1,755,423	\$1,914,501	\$1,871,031	-\$43,470	-2.3%
Capital Outlay	\$164,424	\$32,935	\$0	-\$32,935	-100.0%
Debt Service	\$0	\$0	\$0	\$0	0.0%
Transfers	\$35,000	\$35,000	\$242,600	\$207,600	593.1%
TOTAL	\$3,726,381	\$3,985,838	\$4,231,995	\$246,157	6.2%

Decreased expenditures are mostly due to reductions in operating and capital expenditures.

- Personal services increased because of budgeted increases for salaries, pension contributions, and health insurance.
- The decrease in operating expenses is mostly due to decreases in professional services, postage, maintenance, and operating supplies.
- The capital outlay budget for 2010 included some major purchases of computer hardware for data storage at the police department and City Hall, but there are no capital purchases planned for 2011. We are not planning making any major system improvements or installing any new software that requires any kind of system upgrade.

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. Many of the City's personal computers are over five years old and we are getting more assistance requests because of problems with these computers. The information systems division staff is at the point of being stretched too thin because of the various and complex technology infrastructure they now 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.

Capital

2. Network and computer equipment: 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

Finance Department

Budget Issues (continued)

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 not included any amounts in our capital budget for Information Systems for network improvements or computer replacements because of budgetary constraints. However, as our computer hardware gets older and technology advances, we will need to plan on replacing both network and computer equipment to keep up with the operating system upgrades and the software application requirements.

- 3. Utility Billing Division.** Postage costs have continued to increase dramatically over the past several years. In late 2007, we implemented E-bill notification, which delivers an electronic notification of the customer's utility bill. Customers can quickly link to the Beaches Energy website, view their bill and account information, and can conveniently make a payment by check or credit card. To date, approximately 10% of our customers have signed up to go paperless with E-bill which has saved the City nearly \$12,000 in postage this year alone.

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	FY2009	FY2010	FY2011
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	1	1
Secretary - part-time	-	1	1
Project/Safety Coordinator - part-time	1	1	1
TOTAL	7	7	7

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

Smooth transition to CIGNA insurance plans preventing a 27% premium increase.

- ✓ Successfully coordinated RFP and selection process for Employee Insurance Programs and TPA services and transitioned to CIGNA insurance plans preventing a 27% premium increase.
- ✓ Added a Health Reimbursement Account to one of our insurance plans to assist employees in paying for a higher deductible.
- ✓ Developed a “Passport to Wellness” rewards program for employees who take positive action to improve their health at no cost to the City.
- ✓ Obtained at no cost to the City access to a benefits communication portal to house employee benefit information giving employees 24/7 access to their health insurance information.
- ✓ Coordinated and/or conducted 11 safety-related training classes.

Human Resources Department

Recent Accomplishments (continued)

Completed 100% of our training objectives for FY2009.

- ✓ Coordinated and/or conducted 14 customer service training classes.
- ✓ Conducted 3 “Supervisory Development Orientation” classes and 3 “Equal Opportunity Employment Plan Review” for supervisory staff.
- ✓ In FY 2009 we successfully conducted 2 orientation training classes for 17 new employees with 100% positive feedback from all participants.
- ✓ Made over 3,716 contacts with potential employees through 6 job fairs during CY2009.
- ✓ Tested 260 applicants and processed 2,040 applications for employment in CY2009.
- ✓ In CY2009, 99.54% of our applicants rated staff members with highest possible customer service
- ✓ Issued 13,215 payroll and pension checks with an accuracy level of 99.98% in CY2009.
- ✓ We continue to maintain a high level of satisfaction among employees regarding the flexible spending account. At the beginning of FY 2009 we re-enrolled 150 employees or 47%. The industry average is about 16%.

Goals for FY2011

1. Assist in successfully negotiating new labor contracts.
2. Ensure a smooth transition to a new department director.
3. Assess and make adjustments to address impact of Health Reform Bill.
4. Ensure smooth startup of Employee Benefits Portal.
5. Successfully achieve all performance objectives.

Human Resources Department

Performance Measures

In FY2009, we had a 6% increase in the number of applicants processed. We had 3,716 applicants in FY2009 and 3,498 in FY2008.

In CY2009, 99.54% of our applicants rated staff members with highest possible customer service rating.

Workers' Comp Claims Paid in FYTD 2010 have increased significantly.

Performance Measures	Actual FY2009	FYTD 2010 3-31-10	Target FY2011
Recruiting and Hiring Qualified Employees			
Number of contacts with potential applicants through job fairs, festivals and internet. *(Min 5,000 contacts during 11/09 Air Show)	3,716	6,034*	2,000
Applicant satisfaction survey	<i>(Rating of "Satisfactory" and above):</i>		
Service provided	99.5%	100%	90% or >
Instructions/info provided	100%	99%	90% or >
Response time to questions	99.12%	99%	90% or >
Average # of qualified applicants sent to departments	44.5	30	20 or >
Average # of business days to process new hires	5	3.6	20 or <
Purchasing Quality Benefits			
Implementation of Flexible Spending Account (% of employee enrollment)	44%	46%	40% or >
Providing Accurate Payroll Services			
Accuracy of payroll and pension checks (Calendar Year)	99.98%	99.98%	100%
Enhancing Employee Development			
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	NA	100%	90% or >
DOT Drug & Alcohol Awareness Class	100%	NA	90% or >
Defensive Driving Class (Biennial)	100%	NA	90% or >
Customer Service			
#Telephone Doctor/ *Positive Reaction	#78%	*100%	90% or >
Keeping FISH Alive	83%	NA	90% or >
Total Number of Training Classes Offered	27	16	20
Total Annual Employee Separation Percentage Rate (Calendar Year)	9.5%	.8%	15.6% or <
*Industry Standard Average:	15.6%	2.6%	NA
Percent of employees successfully completing probation (Calendar Year)	72%	100%	90% or >
Insurance and Risk Management			
Total Liability Claims Paid	\$30,893	\$4,644	NA
Total Workers' Comp Claims Paid	\$129,553	\$200,402	NA
Workers' Comp Self-Insurer Experience Modification Rate	1.01	0.95	1.0 or <
Percent of Workers' Comp Return-to-Work Rate (Rate of Workers' Comp cases with no lost time involved)	91%	68%	90% or >

*Source: US Department of Labor, Bureau of Labor Statistics

Human Resources Department

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

Increase is due to a leave payout to a retiring director. All other costs are flat or reduced.

Human Resources - Personnel Services

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$367,201	\$369,237	\$432,739	\$63,502	17.2%
Operating Capital Outlay	\$167,842	\$190,154	\$187,904	-\$2,250	-1.2%
	\$0	\$0	\$0	\$0	0.0%
TOTAL	\$535,043	\$559,391	\$620,643	\$61,252	10.9%

Budget Issues for FY2011

*Expiration dates for Labor contracts:
FOP – 2011(Wages)
IAFF – 2011(Entire contract)
LIUNA – 2010
(Wages)*

Labor Relations

The LIUNA labor contract will reopen for negotiation on wages in November 2010. The entire firefighter contract (IAFF) will be subject to negotiation in early 2011.

Financial Summary

All property, general liability, and workers' compensation insurance programs are paid through this fund.

Insurance & Risk Management

Resource Allocation	Actual 2009	Original Budget 2010	Approved Budget 2011	Increase -Decrease	% Change
Personal Services	\$1,022	\$16,522	\$17,098	\$576	3.5%
Operating Capital Outlay	\$1,213,547	\$1,598,902	\$1,655,634	\$56,732	3.5%
	\$0	\$0	\$0	\$0	0.0%
TOTAL	\$1,214,569	\$1,615,424	\$1,672,732	\$57,308	3.5%

Human Resources Department

Budget Issues for FY2011 (continued)

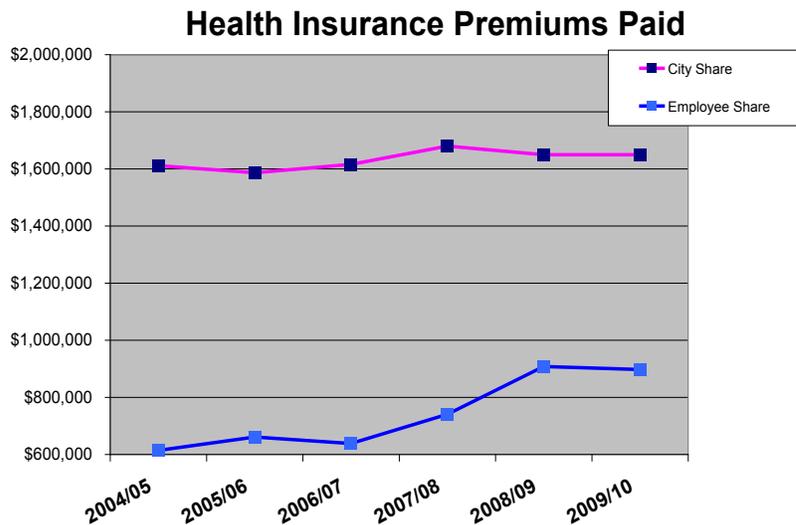
It is believed that health care reform will have minimal effect on our current renewal; however, it is unknown what impact it will have in 2011.

As health insurance costs increase, employees have picked up a larger share. Almost 100% of 2009 premium increases were paid by employees.

Risk Management (continued)

Health Insurance

- ❖ It is believed that health care reform will have minimal effect on our current renewal; however, it is unknown what impact it will have in 2011. Immediate changes known at this time are: removal of lifetime maximum, reimbursement of claims for Medicare ineligible retirees, elimination of over the counter items from FSA, and limitation on waiting periods for coverage. In 2014 significant changes will take effect such as employer penalties and tax increases. It will take some time for guidance from the proper regulatory agencies to be issued.
- ❖ In 2009 we avoided a 27% increase in health insurance increases by switching to CIGNA. Reducing the increase to 5-12%. We also added a Health Reimbursement Account fully funded by the City to assist employees with the high deductible on the Basic Insurance Plan. For employees in this plan the City is funding up to \$400 per year to apply to their deductible.



Human Resources Department

Budget Issues for FY2011 (continued)

Our health insurance claim costs are running high again this year.

Risk Management (continued)

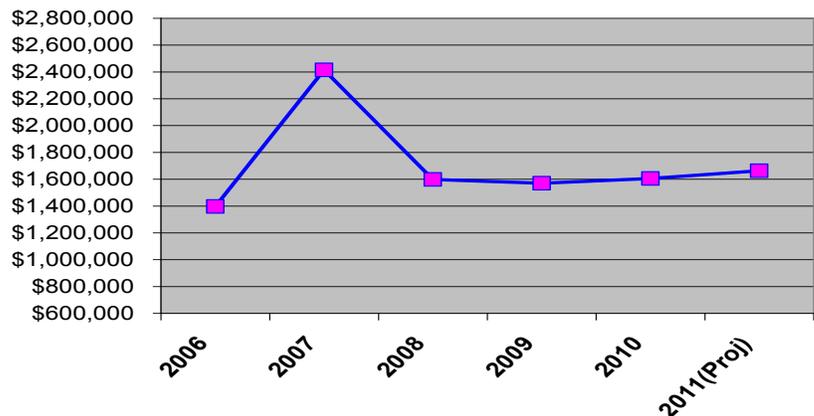
- ❖ Our health insurance claim costs are running high again this year. This will impact our renewal negatively with significant premium increases.
- ❖ As health insurance costs increase, employees have picked up a larger share. Almost 100% of 2009 premium increases were paid by employees. In this year's budget, the City's share for single coverage was increased in anticipation of a high premium renewal. We are also funding a new Health Reimbursement Arrangement (HRA) of \$500 for single employees and \$1,000 for employees with dependents.

Business Insurance

- ❖ In 2009, we agreed to a two-year renewal with PGIT for our general liability, property, crime, police and auto policies. This renewal expires on September 30, 2011.

Workers' Comp premiums remain stable. It is anticipated that the renewal will remain flat.

Property, Casualty and Workers' Compensation Premiums



- ❖ Workers' Comp premiums remain stable. It is anticipated

Human Resources Department

**Budget Issues for
FY2011
(continued)**

that the renewal will remain flat.

Risk Management (continued)

FY 2010 Estimated Insurance Premiums & Deductibles

Coverage/Limits & Deductibles	Revised 2010 Premiums	Projected 2011 Premiums
Property (\$25,000 deductible/wind separate)	\$435,410	\$493,931
General Liability (\$2,000,000 per occurrence/\$10,000 deductible except Law Enforcement & P&O - \$25,000)	\$313,188	\$300,000
Auto (\$1,000,000 per occurrence/\$1,000 deductible)	\$106,952	\$110,952
Workers' Comp (\$150,000 retention)	\$485,522	\$482,522
Other Insurance: Flood, faithful performance, pollution, pension, fiduciary, fuel tanks, police & fire death	\$64,223	\$64,479
Other Costs: Personnel and professional services, deductibles, coinsurance, brokerage fees and consulting services, training, professional dues and publications (increased salary allocation).	\$210,129	\$220,848
Grand Total	\$1,615,424	\$1,672,732

The increased cost in property is due to the addition of new facilities, such as the new water plant in 2011. The rates are projected to remain relatively flat.

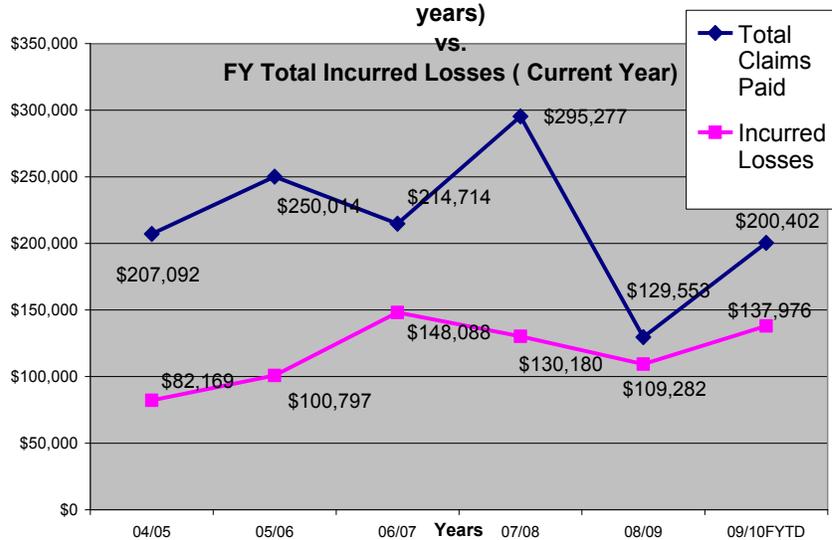
Human Resources Department

Budget Issues for FY2011 (continued)

Risk Management (continued)

During the current fiscal year to date, the Total Workers' Comp Claims Paid reflect an increase due to continuous medical payments for long-standing claims.

Workers' Compensation
Total Claims Actually Paid (Includes claims from previous years)
vs.
FY Total Incurred Losses (Current Year)



Under the Protecting American Worker's Act, bills are currently under consideration, both at State and Federal levels, to adopt OSHA standards for municipal operations.

Contract Services

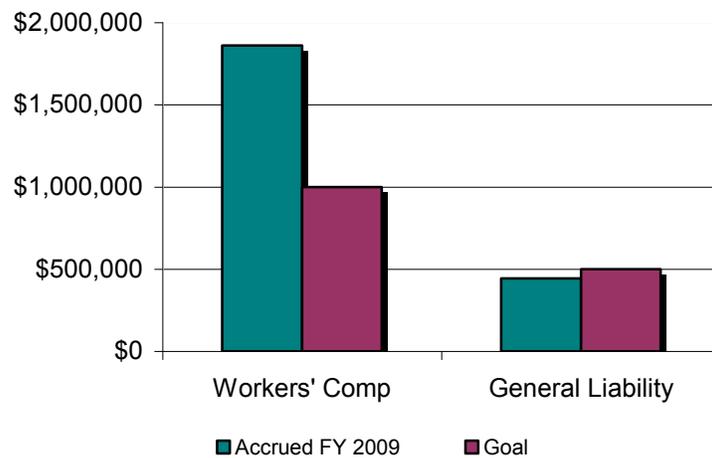
- We continue to fund for professional assistance for safety issues.
- Under the Protecting American Worker's Act, bills are currently under consideration, both at State and Federal levels, to adopt OSHA standards for municipal operations. The City has historically used OSHA standards as a guide in developing our risk management policies and uses outside consultation periodically for assistance.

Human Resources Department

Risk Management (continued)

Our self insurance reserve funds remain strong. As of October 1, 2009, our self-insurance funds reached \$2.30 million in reserves. Our goal was \$1 million for Workers' Compensation and \$500,000 for General Liability.

Self Insurance Fund Balance as of 10/1/09



Capital Improvement Plan 2011-2015

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, Parks & Recreation Director, Finance Officer, City Engineer and Budget Officer meet

Capital Improvement Plan 2011-2015

monthly to monitor the 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 191
Beaches Energy Services	Page 192
Finance	Page 207
Public Safety	Page 212
Parks & Recreation	Page 217
Public Works	Page 223

Capital Improvement Plan 2011-2015

CIP Summary, All Departments

Funding Sources:	2011	2012	2013	2014	2015	Total
General Fund Operating Revenues	\$167,200	\$202,000	\$324,800	\$150,000	(\$49,000)	\$795,000
Convention Development Fund	0	25,000	25,000	25,000	25,000	100,000
Downtown Tax Increment Fund	842,416	0	0	0	0	842,416
Beaches Energy Services Operating Revenues	5,212,000	4,080,000	4,320,000	3,870,000	3,400,000	20,882,000
General Capital Projects Fund	275,000	370,000	228,000	233,120	678,000	1,784,120
Grants	1,846,833	0	0	0	0	1,846,833
Grounds Maintenance Internal Service Charges	0	0	35,000	0	0	35,000
Local Option Gas Tax Revenues	410,000	410,000	410,000	410,000	410,000	2,050,000
1/2 Cent Infrastructure Surtax	65,000	65,000	65,000	50,000	42,000	287,000
1/2 Cent Infrastructure Surtax Bond Proceeds	1,971,025	0	0	0	0	1,971,025
Combination of 1/2 Cent Infra. Surtax Bond Proceeds & Fed. Grant	0	870,375	0	0	0	870,375
Meter Services Internal Service Fund	0	0	0	0	0	0
Radio Communications Fund	30,000	30,000	30,000	30,000	30,000	150,000
Sanitation Fund	0	65,000	0	0	0	65,000
Southend Tax Increment Fund	1,331,182	0	0	0	0	1,331,182
Stormwater Bond Proceeds	877,304	215,165	0	0	0	1,092,469
Stormwater Operating Revenues	52,946	139,835	100,000	95,000	0	387,781
Water & Sewer Utility Operating Revenues	4,985,617	384,000	256,000	976,375	168,000	6,769,992
Unfunded	55,000	117,095	2,276,770	1,500,000	0	3,948,865
Total CIP Funding Sources - All Departments	\$18,121,523	\$6,973,470	\$8,070,570	\$7,339,495	\$4,704,000	\$45,209,058

Expenses:	2011	2012	2013	2014	2015	Total
Electric Department	\$5,212,000	\$3,995,000	\$4,320,000	\$3,870,000	\$3,400,000	\$20,797,000
Finance Department	0	240,000	100,000	68,120	0	408,120
Police & Fire Departments	210,000	210,000	354,800	180,000	560,000	1,514,800
Parks & Recreation Department	245,000	240,000	135,000	100,000	100,000	820,000
Public Works Department	12,454,523	2,288,470	3,160,770	3,121,375	644,000	21,669,138
Total CIP - All Departments	\$18,121,523	\$6,973,470	\$8,070,570	\$7,339,495	\$4,704,000	\$45,209,058

Capital Improvement Plan 2011-2015

Beaches Energy Services							
Funding Sources:		2011	2012	2013	2014	2015	Total
Beaches Energy Services Operating Revenues		\$5,212,000	\$3,995,000	\$4,320,000	\$3,870,000	\$3,400,000	\$20,797,000
Meter Division-Internal Service Charges		0	0	0	0	0	0
Total CIP Funding Sources		\$5,212,000	\$3,995,000	\$4,320,000	\$3,870,000	\$3,400,000	\$20,797,000
Expenses:							
	Fund						
Vehicle Replacement Program	410	\$255,000	\$160,000	\$240,000	\$270,000	\$250,000	\$1,175,000
Electric Capital Improvements:							
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	2,520,000	2,005,000	2,280,000	1,800,000	1,650,000	10,255,000
Generator Upgrade & Standby Distributed Generation	410	465,000					465,000
GIS Mobile	410	32,000					32,000
DASmap	410		80,000				80,000
Substation Replacement Batteries	410	40,000					40,000
Substation Circuit Breaker Upgrades	410		250,000	300,000	300,000		850,000
Existing Transmission Line Relays Upgrade	410	100,000					100,000
Natural Gas Distribution System	411	500,000	200,000	200,000	200,000	200,000	1,300,000
Total CIP - Electric		\$5,212,000	\$3,995,000	\$4,320,000	\$3,870,000	\$3,400,000	\$20,797,000

Capital Improvement Plan 2011-2015

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/ hours 2/01/10</u>	<u>Estimated Replacement Cost</u>
C&M (2011)	200	2005	Aerial Bucket Truck 4x4	89,524/ 8,080	\$160,000
C&M (2011)	273	1998	Utility One Ton Truck	67,467	\$35,000
C&M (2011)	245 UG 23	1987 1998	Trencher/backhoe* Backhoe*	1,622 983	\$60,000
C&M (2012)	218	2002	Aerial Bucket Truck 4x4	48,170/ 10,040	\$160,000
C&M (2013)	214	2003	Utility One Ton Truck	61,531	\$40,000
C&M (2013)	237	2003	Aerial Bucket Truck 4x4	48,737/ 8,602	\$160,000
C&M (2013)	238	2003	Utility One Ton Truck	71,740	\$40,000
C&M (2014)	215	2001	Digger Derrick Truck	47,916	\$170,000
C&M (2014)	236	2004	Flat Bed Truck	15,605	\$60,000
Relay (2014)	271	2004	Utility One Ton Truck	32,733	\$40,000
C&M (2015)	212	2005	Utility One Ton Truck	64,937	\$40,000
C&M (2015)	254	2003	Digger Derrick Truck	34,518	\$170,000
Relay (2015)	291	2005	Utility One Ton Truck	33,224	\$40,000
TOTAL					\$1,175,000

* Two pieces of equipment will be replaced with one trencher/backhoe/blade combination.

Capital Improvement Plan 2011-2015

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Construction & Maintenance.	\$255,000	\$160,000	\$240,000	\$230,000	\$210,000	\$1,095,000
Relay/Substations	\$0	\$0	\$0	\$40,000	\$40,000	\$80,000
TOTAL	\$255,000	\$160,000	\$240,000	\$270,000	\$250,000	\$1,175,000

Capital Improvement Plan 2011-2015

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, 2009 there were 5,229 rental and public streetlights located in Jacksonville Beach, Neptune Beach, Ponte Vedra Beach, and the Municipal Service District. Public streetlights total 2,059 and rental streetlights total 3,170.

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 2009, 42 new residential services were installed.

Electric Meters: Installation of meters for residential and commercial customers.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2011	FY2012	FY2013	FY2014	FY2015	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
Total	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000

Capital Improvement Plan 2011-2015

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

2011

Underground Upgrade (MSD – SJC) - \$1,500,000 in FY 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.

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 Palm Valley Road (St. Johns County) - \$480,000 in FY2011, \$450,000 in FY2012 and \$700,000 in 2013: 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 2011 will rebuild 6,400 feet from Roscoe Boulevard to Mickler Road.

FY 2012 will rebuild 5,600 feet from Mickler Road to Landrum Lane.

FY 2013 will rebuild 8,800 feet from Landrum Lane to A1A.

2012

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 Mickler Road.

Capital Improvement Plan 2011-2015

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 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.

2013

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

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.

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 2nd Street North (Jacksonville Beach) - \$300,000: Replace existing 350 KCM 26kV cable on 2nd Street North between 5th Avenue North and 17th Avenue North. This cable was installed in 1982, and has reached the end of its useful service life.

Overhead Line Rebuild Solona Road (St. Johns County) - \$250,000: Replace existing 2,600 feet of 26kV wood pole line with a 26kV concrete pole line from A1A to the transmission line easement. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

2015

Overhead Line Rebuild Jacksonville Drive (Jacksonville Beach) - \$300,000: 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.

Overhead Line Rebuild 15th Street South (Jacksonville Beach) - \$1,000,000: Replace existing 11,000 feet of 26kV wood pole line with a 26kV concrete pole line. This line runs on 15th Street

Capital Improvement Plan 2011-2015

South and Fairway line from Beach Blvd to Sanctuary Boulevard. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

Underground Upgrade Ocean Forest (Jacksonville Beach) - \$250,000: Install new underground conduit and 26kV cable to create loop feeds. This project will increase reliability.

Annual Projects

2011/2012/2013 – Streetlight Rebuild (3rd Street – Neptune Beach) - \$100,000 each year:
Rebuild the existing streetlight system on 3rd Street between Seagate Avenue and Atlantic Boulevard. This project will be reimbursed annually by the Florida Department of Transportation.

2011/2012/2013 – Streetlight Rebuild (3rd Street – Jacksonville Beach) - \$100,000 each year:
Rebuild the existing streetlight system on 3rd Street between 20th Avenue North and 25th Avenue South. This project will be reimbursed annually by the Florida Department of Transportation.

2011/2012/2013/2014/2015 -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 2011-2015

Projects	FY2011	FY2012	FY2013	FY2014	FY2015	TOTAL
Underground Upgrade MSD – SJC	\$1,500,000					\$1,500,000
Underground Rebuild Lake Julia Dr. – SJC	\$240,000					\$240,000
Overhead Line Rebuild Palm Valley Rd - SJC	\$480,000	\$450,000	\$700,000			\$1,630,000
Overhead Line Rebuild A1A – SJC		\$775,000	\$800,000	\$900,000		\$2,475,000
Underground Feeder Corona Rd. – SJC		\$290,000				\$290,000
Underground Rebuild Fisherman’s Cove-SJC		\$190,000				\$190,000
Sawgrass Feeder Rebuild – SJC			\$480,000			\$480,000
Overhead Line Rebuild Landrum Lane – SJC				\$150,000		\$150,000
Underground Rebuild Marsh Landing - SJC				\$100,000		\$100,000
Underground Cable Upgrade 2 nd St. North				\$300,000		\$300,000
Overhead Line Rebuild Solona Rd. – SJC				\$250,000		\$250,000
Overhead Line Rebuild Jacksonville Dr.					\$300,000	\$300,000
Overhead Line Rebuild 15 th Street S.					\$1,000,000	\$1,000,000
Underground Rebuild Ocean Forest					\$250,000	\$250,000
3 rd St. Streetlight Rebuild - NB	\$100,000	\$100,000	\$100,000			\$300,000
3 rd St. Streetlight Rebuild - JB	\$100,000	\$100,000	\$100,000			\$300,000
Unidentified Projects	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
TOTAL	\$2,520,000	\$2,005,000	\$2,280,000	\$1,800,000	\$1,650,000	\$10,255,000

	FY2011	FY2012	FY2013	FY2014	FY2015	TOTAL
Distribution	\$2,520,000	\$2,005,000	\$2,280,000	\$1,800,000	\$1,650,000	\$10,255,000

Capital Improvement Plan 2011-2015

Project Title: Generator Upgrade and Standby Distributed Generation

Department/Division: Beaches Energy Services / Administration

Project Description and Reason Necessary: Purchase new switchgear and controls to allow City’s standby generation to be used for peak demand load reduction for four existing generators. These generators have a total 1,971 kW rated generation when running at peak load and have the potential to reduce the Florida Municipal Power Agency power costs up to \$400,000 a year.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Generator Upgrade	\$465,000					\$465,000

Capital Improvement Plan 2011-2015

Project Title: GIS Mobile

Department/Division: Beaches Energy Services / Construction and Maintenance

Project Description and Reason Necessary: Purchase nine computer tough books for implementing GIS Mobile application to electric field personnel.

The tough book computers will make available GIS maps of the electrical system and facility information to line crews, trouble shooters, inspectors and locaters. As-built drawings and inspection reports will be completed and posted in the field by the line crews. The information recorded on the tough books will be uploaded to the main GIS database each night.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2011	FY2012	FY2013	FY2014	FY2015	Total
GIS Mobile - Tough books	\$32,000					\$32,000

Future Operating Budget Impact: Beaches Energy Services / Engineering Professional Services

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Support Maintenance	\$75,000	\$0	\$0	\$0	\$0	\$0

Capital Improvement Plan 2011-2015

Project Title: DASmap

Department/Division: Beaches Energy Services / System Operations

Project Description and Reason Necessary: DASmap draws feeder maps from the GIS System and incorporates them into the existing SCADA system allowing for a true graphical representation of the Beaches Energy Services electrical system network. This allows for improved safety and protection for the crews when switching is requested from the field with more exact tagging of the circuit in question and will improve outage management.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2011	FY2012	FY2013	FY2014	FY2015	Total
DASmap		\$80,000				\$80,000

Future Operating Budget Impact:

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Annual Support Maintenance	\$0	\$0	\$5,000	\$5,000	\$5,000	\$15,000

Capital Improvement Plan 2011-2015

Project Title: Substation Replacement Batteries

Department/Division: Beaches Energy Services / Transmission

Project Description and Reason Necessary: Current substation batteries are over 15 years old at Guana Substation. These batteries have exceeded their life expectancy.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Substation Batteries	\$40,000					\$40,000

Capital Improvement Plan 2011-2015

Project Title: Substation 138 kV Circuit Breaker Upgrades

Department/Division: Beaches Energy Services / Transmission

Project Description and Reason Necessary:

There are eleven (11) 138kV transmission line oil circuit breakers that are approximately 27 years old at the following substations and need to be upgraded to gas circuit breakers: 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	FY2011	FY2012	FY2013	FY2014	FY2015	TOTAL
Eleven 138kV Circuit Breakers		\$250,000	\$300,000	\$300,000		\$850,000

Capital Improvement Plan 2011-2015

Project Title: Existing Transmission Line Relays Upgrade

Department/Division: Beaches Energy Services/ Transmission

Project Description and Reason Necessary: Existing transmission line relays are twenty-seven years old, outdated and require upgrading to support modern technology. Four relays with associated wave traps for the bus are budgeted in FY 2011 for circuit 804 from Sampson to Ft. Diego substations.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2011	FY2012	FY2013	FY2014	FY2015	TOTAL
Transmission relays	\$100,000					\$100,000

Capital Improvement Plan 2011-2015

Project Title: Natural Gas Distribution System

Department/Division: Beaches Energy Services/ Natural Gas

Project Description and Reason Necessary:

Bid 0910-01 was approved by the City Council on December 15, 2009 for construction of a 20-mile natural gas system. Contracts for the construction management of the project and additional contracts related to the operations of the natural gas system with TECO were signed on January 21, 2010. Construction began February 22, 2010 and should continue through a portion of Fiscal Year 2011 with partial utilization of the system as it progresses. Staff, with the assistance of TECO, developed rates and solicited major customers. The original construction main and service lines were for approximately 80 commercial customers but could grow to as many as 200 accounts. The infrastructure to provide system growth will need continued improvements, as determined feasible.

Funding Source: Beaches Energy Services Fund Balance

Cost Item	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Capital Improvements	\$ 500,000	\$200,000	\$ 200,000	\$200,000	\$200,000	\$1,300,000

Capital Improvement Plan 2011-2015

Finance Department							
Funding Sources:	2011	2012	2013	2014	2015	Total	
Governmental Capital Projects Reserve	0	155,000	100,000	68,120	0	323,120	
Beaches Energy Services Operating Revenues		85,000				85,000	
Total CIP Funding Sources	\$0	\$240,000	\$100,000	\$68,120	\$0	\$408,120	
Expenses:	Fund						
Work Order Interface for Utility Billing and Land File Applications	315	170,000				170,000	
IBM I520 RISC Processor Replacement	315	70,000				70,000	
Replace Utility Bill Folder/Inserter	315			68,120		68,120	
Remittance Processor Replacement	315		100,000			100,000	
Total CIP - Finance		\$0	\$240,000	\$100,000	\$68,120	\$0	\$408,120

Capital Improvement Plan 2011-2015

Project Title: Work Order Interface for CIS system

Department/Division: Finance/Information Systems

Project Description and Reason Necessary: Miner & Miner Designer software is a component that will link the utility side of the GIS system to the HTE CIS (Customer Information System/Utility Billing) and Land file applications via the HTE Work Order application. This software will allow the utility to use the HTE software to its fullest potential as a front end to it in a graphical form. It will eliminate the need to double enter data, providing better data entry accuracy, as well as considerable time savings. The Designer software application will allow a user in the GIS system to enter a work order request with the appropriate data which will interface with the HTE system and create a work order and populate it with the data from the Designer system. The HTE work order system is already interfaced with the CIS, Land/ Parcel Management, payroll and Purchasing/Inventory applications, providing them with relevant data through their interfaces. This would tie the GIS application into the overall system. Similarly, an HTE work Order could feed data to the GIS system through the interface with the Designer system. Data interface would be bidirectional via the Designer application.

Funding Source: ½ Governmental Capital Projects Fund IS Reserves; ½ Beaches Energy Services Operating Revenues

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Software		\$60,000				\$60,000
Training & Implementation		\$110,000				\$110,000
Total		\$170,000				\$170,000

Future Operating Budget Impact: General Capital Projects Fund IS Reserves

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Maintenance. Costs		\$7,950	\$7950	\$7,950	\$7,950	\$31,800

Capital Improvement Plan 2011-2015

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 2012, it will be 7 years old. The average life span for this equipment is five years. This equipment runs the City’s runs and stores transactions from the City’s operating applications such as Building Permits, Cash Receipts, Fixed Assets, General Ledger, Accounts Receivable, Business Licenses, Purchasing, Work Orders, Customer and Billing Information, and Land Management.

Funding Source: Governmental Capital Projects Fund IS Reserves

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
I520 Computer		\$70,000				\$70,000

Future Operating Budget Impact: General Capital Projects Fund IS Reserves

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Maint. Costs-existing I520		\$8,500	\$8,500	\$8,500	\$8,500	\$42,500
Maint. Costs-replacement I520		(\$8,500)	(\$8,500)	(\$8,500)	(\$8,500)	(\$42,500)
Total/savings		-	-	-	-	-

Capital Improvement Plan 2011-2015

Project Title: Utility Bill Folder/Inserters (Pitney Bowes DI950 Smart-Mailer Zip+4)

Department/Division: Finance/Utility Billing

Project Description and Reason Necessary: The Folder/insert machines are necessary to mail utility bills and delinquent notices, miscellaneous billings, and bulk mail from other City Departments.

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 DI600 Folder/Inserter used for miscellaneous mail and back-up postal mailings was surplused January 2010 (saving \$2,300 in annual maintenance). The Pitney DI950 has been programmed to process all types of bulk mailings for the City.

Funding Source: General Capital Project Fund Utility Billing Reserves

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Pitney D1950				\$68,120		\$68,120
Total				\$68,120		\$68,120

Future Operating Budget Impact:

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Pitney D1950 maint. agreement	\$2,442	\$2,442	\$2,442	\$2,442	\$2,442	\$12,210
Postage savings	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$125,000)
Total/(Savings)	(\$22,558)	(\$22,558)	(\$22,558)	(\$22,558)	(\$22,558)	(\$112,790)

Capital Improvement Plan 2011-2015

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

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Remittance Processor			\$100,000			\$100,000

Future Operating Budget Impact:

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Maintenance			\$13,300	\$13,300	\$13,300	\$39,900
Total/(Savings)			\$13,300	\$13,300	\$13,300	\$39,900

Capital Improvement Plan 2011-2015

Police & Fire Departments							
Funding Sources:		2011	2012	2013	2014	2015	Total
General Fund		150,000	180,000	324,800	150,000	180,000	984,800
General Capital Projects Reserve		30,000	0	0	0	350,000	380,000
Radio Communications Fund		30,000	30,000	30,000	30,000	30,000	150,000
Total CIP Funding Sources		\$210,000	\$210,000	\$354,800	\$180,000	\$560,000	\$1,514,800
Expenses:							
	Fund						
Vehicle Replacement Program-Police	001	150,000	150,000	150,000	150,000	150,000	750,000
Vehicle Replacement Program-Fire	001, 315	30,000	30,000			30,000	90,000
SCBA replacement	001, grant			174,800			174,800
Fire Apparatus Replacement/Maintenance	315					350,000	350,000
800 MHz Radio Tower Transmitter/Repeater Replacement 162, grant		30,000	30,000	30,000	30,000	30,000	150,000
Total CIP - Police & Fire		\$210,000	\$210,000	\$354,800	\$180,000	\$560,000	\$1,514,800

Capital Improvement Plan 2011-2015

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) 3/1/10	Estimated Replacement Cost
Police (annual)	various	various	Replace 5-6 patrol vehicles	-	\$150,000
Fire Marshal (2011)	#708	1997	Ford Expedition 4x4 <i>(funding from General Capital Projects-Fire vehicle reserve)</i>	64,324	\$30,000
Fire Train/Safety (2012)	#716	2001	Ford F150 utility/crew truck	51,509	\$30,000
Fire Inspector (2015)	#718	2002	Dodge Dakota crew cab/cb	59,783	\$30,000
MCP Shift Commander (2016)	#709	2003	Ford Excursion 4x4	34,140	\$38,000

The Fire Marshal's Vehicle #708, originally scheduled to be replaced in 2009, will be utilized until 2011. The new vehicle will go to the Shift Commander whose vehicle will then go to the Fire Marshal.

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Police	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Fire	\$30,000	\$30,000			\$30,000	\$90,000
TOTAL	\$180,000	\$180,000	\$150,000	\$150,000	\$180,000	\$840,000

Capital Improvement Plan 2011-2015

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.

Normally each apparatus is used in front-line status for 11-12 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 necessary maintenance upgrades and/or the cost for replacement apparatus schedules may be extended.

In 2014, E-25 will be taken out of service and replaced with Sq-13 (rescue/pumper) which will then be a reserve. A new rescue/pumper will be purchased and placed in front line service.

Funding Source: General Capital Projects Fund – reserve cash on hand and annual transfers from the General Fund.

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Ford Expedition 4x4	\$30,000					included on previous page
Fire Apparatus Replacement					\$350,000	\$350,000

Future Operating Budget Impact: No significant operating budget impact will occur.

Funding Progression	Vehicle being Replaced	Beginning Balance	Additions	Purchases/Reductions	Ending Balance
FY2011		\$32,004	\$75,000	\$30,000	\$77,004
FY2012		\$77,004	\$75,000		\$152,004
FY2013		\$152,004	\$75,000		\$227,004
FY2014		\$227,004	\$75,000		\$302,004
FY2015	E-25	\$302,004	\$75,000	\$350,000	\$27,004
FY2015		\$27,004	\$75,000		\$102,004

Capital Improvement Plan 2011-2015

Project Title: SCBA replacement

Department/Division: Fire

Project Description and Reason Necessary: The Fire Department’s current self-contained breathing apparatus (SCBA), designed to the 2002 National Fire Prevention Association (NFPA) standards were purchased in December 2001. New standards came out in 2007 and major changes are expected in 2012. The SCBAs are used for structural firefighting and entry into any hazardous atmospheres. NFPA and the manufacturer recommend maintaining the units to current standards and/or replacing the units after approximately every 10 years. The life span of composite cylinders is 15 years. It is necessary to replace all of the SCBA units at the same time to maintain uniformity. The units will be 12 years old in 2013 and will be at least two upgrades behind NFPA standards. The City may receive a trade-in on the current models or may qualify for an AFG Grant.

Funding Source: Possible Assistance to Firefighters Grant (AFG) and General Fund.

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>Total</u>
SCBA w/ cylinder (22)			\$149,600			\$149,600
Spare Cylinders (32)			\$25,200			\$25,200
Total			\$174,800			\$174,800

Future Operating Budget Impact: The only impact on future budgets is routine maintenance, 5 year hydrostatic testing on the cylinders (\$1,500 every 5 years), and the annual flow test for each unit. These maintenance costs will remain essentially unchanged when the new SCBAs are purchased.

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>Total</u>
5-year hydrostatic testing	-	-	-	-	-	-
Annual flowtest	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$12,500
Total	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$12,500

Capital Improvement Plan 2011-2015

Project Title: 800 MHz Radio System upgrades

Department/Division: Fire Department/Radio System

Project Description and Reason Necessary: The city’s 800 MHz radio system uses 5 new transmitter/repeaters located at the City’s Operations & Maintenance Facility and connected by fiber to the 9-1-1 dispatch center. To become compliant with federal interoperability guidelines (P25), radio systems are required to be upgraded to digital and have P-25 capability. With grants and funding from the Radio Communications Fund in 2009-2010, the police and fire departments have upgraded their systems to digital, although still utilizing some common city analogue talk groups. The current system is analogue and digital capable, allowing police and fire to utilize digital communications among themselves and analogue on common city talk groups. Other city departments will continue to use the older analogue system until their radios are upgraded to digital. The current analogue radios are not supported by the City’s radio carrier, Motorola.

In the absence of any grant revenues, portable analog radios will be converted to P25 compliant digital radios as they are replaced. The total cost to attain a digital system is approximately \$1.5 million, with a large portion (\$685,000) already completed through grants. There are approximately 120 remaining radios that need to be upgraded to enable the system to be a total digital and P25 compliant system. The cost to upgrade these radios is approximately \$480,000.

Funding Source: Radio Communications Fund (Fund 162) and Justice Assistance or other grants.

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Radio Communications Fund (162)	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000

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 be increased until all radios have been upgraded. With the new radio tower, the tower lease (\$24,000 annually) will not be necessary and if//when the City completes lease contracts with other agencies, the system may generate a positive revenue stream.

Capital Improvement Plan 2011-2015

Parks & Recreation						
Funding Sources:	2011	2012	2013	2014	2015	Total
Convention Development Fund	0	25,000	25,000	25,000	25,000	100,000
General Capital Projects Fund Reserves	245,000	215,000	75,000	75,000	75,000	685,000
Grounds Maintenance Internal Service Charges	0	0	35,000	0	0	35,000
South Beach Tax Increment Fund						0
Total CIP Funding Sources	\$245,000	\$240,000	\$135,000	\$100,000	\$100,000	\$820,000
Expenses:						
	Fund					
Huguenot Park Tennis Courts Improvements	315		140,000			\$140,000
Tall Pines Park	315	145,000				145,000
Sports Field Lighting Controls	001		50,000	50,000	50,000	200,000
Bus Stops		100,000	50,000	50,000	50,000	300,000
Total CIP - Recreation		\$245,000	\$240,000	\$100,000	\$100,000	\$785,000
Backhoe/Loader Replacement	526		\$35,000			\$35,000
Total CIP - Grounds Maintenance		0	0	35,000	0	35,000
Total CIP - Parks & Recreation		\$245,000	\$240,000	\$135,000	\$100,000	\$820,000

Capital Improvement Plan 2011-2015

Project Title: Huguenot Park Tennis Courts Improvements

Department/Division: Parks & Recreation

Project Description and Reason Necessary: This project will resurface the east courts and add new lights. Plexi-cushion material will provide a new, cushioned surface for players and will be a durable maintenance surface. The existing lights have been in place for over twenty years and with salt air corrosion the lights and brackets need replacement, the existing wiring is direct buried and needs to be upgraded and installed in conduit. In addition the new lights will provide improved lighting with less spillage and use less electricity.

Funding Source: General Capital Projects

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Part 1 - Reconstruction and Lights for 3 courts on east side		\$140,000				\$140,000
Total		\$140,000		\$140,000		\$280,000

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 surface and more savings on electric bills from energy-efficient lighting.

Capital Improvement Plan 2011-2015

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 9th Avenue North and 17th Street North. This park is heavily utilized by the residents who live near it, the Montessori school on Penman Road, and church groups. The improvements to the park will provide upgrades and replacement of the playground equipment, wood fence around the outside of the park, and three entrances accented with pavers.

Funding Source: General Capital Projects Fund parks reserve.

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Tall Pines Park – renovation	\$145,000					\$145,000

Future Operating Budget Impact: none expected.

Capital Improvement Plan 2011-2015

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.

Backhoe / Loader Grounds & Golf Maintenance. This piece of equipment was purchased in 1999 and has over 2,300 hours of service. The machine is used to dig graves at the cemetery and dig out irrigation fittings on the golf course for repairs.

Funding Source: Grounds Maintenance Fund; Golf Course Maintenance Fund

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Backhoe/Loader-Grounds Maintenance			\$35,000			\$35,000
TOTAL			\$35,000			\$35,000

Capital Improvement Plan 2011-2015

Project Title: Sports Field Lights

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 fifteen to twenty years ago. This project will replace the poles and light fixtures, with new taller poles and a reduced number of fixtures which will provide a consistent level of light for the entire field. The number of fixtures will be engineered to the exact amount of light needed over the entire field. This will be accomplished by mapping the field and matching the light output of each fixture to amount of light required. This survey and mapping of the fields to determine the light levels also helps provide a safe playing field. In addition, the reduction in the number of fixtures reduces electric costs.

The estimated cost of replacing the lights and fixtures is \$490,000. The City is researching grant opportunities to help 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 (50%) and Convention Development Fund (50%).

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Lights and Poles		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000

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 is estimated to reduce electric bills by as much as 15 to 25 percent per year (\$8,579 to \$14,297).

Capital Improvement Plan 2011-2015

Project Title: Bus Stops

Department/Division: Parks & Recreation

Project Description and Reason Necessary:

There are 109 bus stops located throughout the City. This project will add new or replace existing shelters at selected bus stops with low-maintenance stops that will provide overhead shelter from the elements. Bus stops with the highest usage will be given priority over those with less usage.

The City is currently identifying the shelter options available. Pending specific identification of the location of structures to be added, funding has been tentatively identified in the ½ Cent Infrastructure Bond Proceeds Fund but funding will also be from both the Downtown and Southend Tax Increment Funds, upon identification of specific stops that will get new shelters.

Funding Source: ½ Cent Infrastructure Bond Proceeds, Downtown Redevelopment and Southend Redevelopment.

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Bus Stops (1/2 Cent Infrastructure Bond Proceeds)	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000

Future Operating Budget Impact: As specific types of stops have not been identified, operating costs for routine maintenance also have not been quantified.

Capital Improvement Plan 2011-2015

Public Works							
Funding Sources:							
		2011	2012	2013	2014	2015	Total
Downtown Redevelopment Tax Increment (WTP)		\$842,416					\$842,416
EPA STAG Grant (N. 2nd St. and Lift Station #3)		485,000					485,000
General Capital Projects Streets Reserve		0	0	53,000	90,000	253,000	396,000
General Fund Operating Revenues		17,200	22,000	0	0	-229,000	-189,800
Grants (Wastewater Treatment Plant)		1,361,833					1,361,833
Local Option Gas Tax Revenues		410,000	410,000	410,000	410,000	410,000	2,050,000
1/2 Cent Infrastructure Surtax		65,000	65,000	65,000	50,000	42,000	287,000
1/2 Cent Infrastructure Surtax Bond Proceeds		1,971,025	0	0	0	0	1,971,025
Combination of 1/2 Cent Infra. Surtax Bond Proceeds & Fed. Grant		0	870,375	0	0	0	870,375
Sanitation Fund		0	65,000	0	0	0	65,000
Southend Redevelopment Tax Increment (WTP)		1,331,182					1,331,182
Stormwater Bond Proceeds		877,304	215,165				1,092,469
Stormwater Operating Revenues		52,946	139,835	100,000	95,000	0	387,781
Water & Sewer Utility Operating Revenues		4,985,617	384,000	256,000	976,375	168,000	6,769,992
Unfunded		55,000	117,095	2,276,770	1,500,000	0	3,948,865
Total CIP Funding Sources		\$12,454,523	\$2,288,470	\$3,160,770	\$3,121,375	\$644,000	\$21,669,138
Expenses:							
	Fund						
General Fund:							
Vehicle Replacement Program	001	\$17,200	\$22,000	\$0	\$0	\$24,000	\$63,200
Vehicle Replacement Program	315	-	56,000	53,000	90,000	253,000	452,000
Local Option Gas Tax:							
Pavement Maintenance, Striping and Sidewalk Program (not capital)	150	410,000	410,000	410,000	410,000	410,000	2,050,000
1/2 Cent Infrastructure Surtax							
New School Sidewalks	151	65,000	65,000	65,000	50,000	42,000	287,000
Road & Associated Infrastructure Improvements:							
9th Street South	317	696,300					696,300
Duval Drive	317/Grant		870,375				870,375
Total CIP - Road & Infrastructure Improvements		696,300	870,375	0	0	0	1,566,675
Distribution & Collection:							
Vehicle Replacement	420	34,000	209,000	32,000	24,000	0	299,000
Water Main Replacement (2nd Ave. N. and 4th Ave. N.)	420	725,313					725,313
Water, Sewer and Road Improvements (N. 2nd St.)	317/STAG	889,350					889,350
Other Mains Rehab	420	100,000	100,000	100,000	100,000	100,000	500,000
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	0	30,000	17,500	0	23,000	70,500
Sewer Rehabilitation Program-Lift Stations	317/STAG	870,375					870,375
Sewer Rehabilitation Program-Lift Stations	420			82,500	870,375		952,875
Master Plan to Upgrade the Waste Treatment Facility	420	7,537,735					7,537,735
Reuse Implementation Program	420		117,095	276,770			393,865
Water Plant							
Vehicle Replacement Program	420	24,000		32,000	27,000		83,000
Capital Projects							
Odor control system for Waste Treatment Plant	unfunded	55,000					55,000
Study to relocate waste treatment discharge point	420	55,000					55,000
Total CIP - Water & Sewer Fund		11,032,073	1,371,470	585,770	1,066,375	168,000	14,223,688
Stormwater							
Vehicle Replacement Program	423				95,000		95,000
Stormwater Master Plan	423	930,250	355,000	100,000		0	1,385,250
Stormwater Master Plan	unfunded			2,000,000	1,500,000		3,500,000
Total CIP - Stormwater		930,250	355,000	2,100,000	1,595,000	0	4,980,250
Sanitation							
Vehicle Replacement Program	430		65,000				65,000
Total CIP Expense-Public Works		\$12,454,523	\$2,288,470	\$3,160,770	\$3,121,375	\$644,000	\$21,669,138

Capital Improvement Plan 2011-2015

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-2011	001	514	2001	Dodge 2500 ¾-ton Pickup Truck (down size to Ford F-150)	78,300	\$17,200
Streets-2012	430	510	2001	International 4700 Clam Bucket Truck	52,000	\$65,000
Streets-2012	001	526	2001	Dodge 2500 4X4 Pickup Truck	56,100	\$22,000
Streets 2014	423	535	2001	John Deere Boom Arm Mower	1,100 hrs	\$95,000
Streets-2015	001	503	2003	Ford 250 4 X4	52,000	\$24,000
D&C-2011	420	590	2000	GMC 3500 ¾-ton Utility Truck (down size to Ford F-250 quad-cab)	60,094	\$34,000
D&C-2012	420	542	2002	L7501 Ford (Vac-con)	6,859	\$209,000
D&C-2013	420	521	1999	Chevy X3500 1-ton Dump Truck	11,997	\$32,000
D&C-2014	420	572	2004	For F-250 ¾ -ton Pickup Truck	47,471	\$24,000
D&C-2015				No Vehicles to be Replaced		
PCP-2012	420	507	2000	Ford F250 ¾-ton Pickup Truck	54,123	\$30,000
PCP-2013	420	517	2000	Dodge ½-ton Pickup Truck	46,648	\$17,500
PCP-2015	420	508	2005	Ford F150 ½-ton Pickup Truck	21,434	\$23,000
WP-2011	420	597	2000	Dodge ½-ton Pickup Truck (24 hr service vehicle)	111,116	\$24,000
WP-2013	420	598	1999	Dodge ¾ ton 4X4 Pickup Truck	67,146	\$32,000
WP-2014	420	593	2001	GM ½ -ton Pickup Truck	47,334	\$27,000
				TOTAL: 2011 through 2015		\$675,700

Capital Improvement Plan 2011-2015

Vehicle Replacement Summary:

Funding Source-Division	FY2011	FY2012	FY2013	FY2014	FY2015	Total
General Fund-Streets: Subtotal	\$17,200	\$22,000	\$0	\$0	\$24,000	\$63,200
Stormwater Fund – Streets: Subtotal	\$0	\$0	\$0	\$95,000	\$0	\$95,000
Sanitation Fund – Streets: Subtotal	\$0	\$65,000	\$0	\$0	\$0	\$65,000
Water & Sewer Fund-D&C	\$34,000	\$209,000	\$32,000	\$24,000	\$0	\$299,000
Water & Sewer Fund-PCP	\$0	\$30,000	\$17,500	\$0	\$23,000	\$70,500
Water & Sewer Fund-WP	\$24,000	\$0	\$32,000	\$27,000	\$0	\$83,000
Water & Sewer Fund: Sub-Total	\$58,000	\$239,000	\$81,500	\$51,000	\$23,000	\$452,500
TOTAL	\$75,200	\$326,000	\$81,500	\$146,000	\$47,000	\$675,700

Capital Improvement Plan 2011-2015

Project Title: Heavy Vehicle Replacement/Maintenance and Funding Program

Department/Division: Public Works

Project Description and Reason Necessary: The Streets Division of the Public Works Department operates a number of specialized vehicles that are necessary to move debris and to maintain the City's roads and utility systems. The cost of these vehicles makes it important to plan for their replacement by reserving a portion of their replacement cost on an annual basis until the vehicle's replacement cost has been accumulated. The estimated life of these vehicles is approximately 10 years.

Vehicles included in this program are those costing more than **\$50,000**. Due to their cost, the City only owns and operates one of each kind of vehicle. The plan below estimates most replacements on a 10-year cycle. However, in order to make the most economical use of the vehicle, its life may be extended, depending on its annual repair and maintenance costs. This planned replacement program also minimizes the need to borrow money to replace expensive vehicles.

Description	Truck #	Year	Est. Replacement Year	Mileage (hours) at 3/2009	Estimated Replacement Cost
International 4700 Flatbed	569	2000	2013	38,400	\$53,000
Caterpillar 4x4 Backhoe	527	2007	2014	1,263 hrs	\$90,000
Caterpillar Excavator	534	2006	2015	1,234 hrs	\$200,000
International 4200 Flatbed	551	2003	2015	23,000	\$53,000
Kenworth 18yd Dump Truck	545	2000	2016	83,000	\$120,000
				TOTAL	\$516,000

Future Operating Budget Impact: No significant operating budget impact will occur.

Capital Improvement Plan 2011-2015

	2011	2012	2013	2014	2015	2016
Balance, beginning of year	\$125,000	\$221,200	\$317,400	\$360,600	\$354,400	\$165,000
Deposits: from General Fund into Streets Reserve (Gen.Cap.Proj.Fund)	96,200	96,200	96,200	83,800	63,600	51,600
Withdrawals:						
International 4700 Flatbed			53,000			
Caterpillar 4x4 Backhoe					200,000	
Caterpillar Excavator					53,000	
International 4200 Flatbed						120,000
Kenworth 18yd Dump Truck				90,000		
Balance, end of year	\$221,200	\$317,400	\$360,600	\$354,400	\$165,000	\$96,600

Capital Improvement Plan 2011-2015

Project Title: Pavement Maintenance, Striping, and Sidewalk Program

Department/Division: Public Works / Streets

Project Description and Reason Necessary:

The City has an inventory of about 88 miles of road and 31 miles of sidewalk. The City programs annual maintenance on a portion of its public pavement (streets, parking lots, and sidewalks).

- Streets Maintenance:
 - Roadway: 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 rise in costs of petroleum related products (such as asphaltic concrete) over the past few years caused 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: 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.
- New School Sidewalk: The City annually programs funds to construct new sidewalks related to the City's School Safety Sidewalk Master Plan.

Funding Source: Local Option Gas Tax (LOGT); ½-Cent Infrastructure Surtax. See next page for other road improvements.

	FY2011	FY2012	FY2013	FY2014	FY2015	Total
<u>LOGT (Not Capital)</u> Street Maintenance	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$1,800,000
<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	\$50,000	\$42,000	\$287,000
TOTAL	\$475,000	\$475,000	\$475,000	\$460,000	\$452,000	\$2,337,000

Capital Improvement Plan 2011-2015

Project Title: Road & Associated Infrastructure Improvements

Department/Division: Public Works/Streets

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, striping and sidewalk maintenance and new sidewalk construction is funded from the Local Option Gas Tax and ½ Cent Infrastructure Tax (previous page).

9th Street South Roadway and Infrastructure Improvements Project has been divided into three (3) separate projects based on funding sources.

- FDOT Project (1st Ave. S. to Osceola Ave.): *Funding Source is ARRA Federal Stimulus.* This is an FDOT design/build road reconstruction project. Project scope includes reconstruct roadway/drainage system, add a turning lane at the avenue access to the hospital, construct curb/gutter and sidewalks on both sides, upgrade traffic signals, and adjust water/sewer utilities. Construction is scheduled to start in the summer of 2010.
- FDOT Project (Osceola Ave. to St. John's County line): *Funding Source is ARRA Federal Stimulus.* This is an FDOT design/build mill/repave project. Project scope includes milling and overlay, drainage rehabilitation, and sidewalk safety improvements.
- CITY Project (Beach Boulevard to 1st Ave. S.): *Recommended Funding Source - City ½-Cent Infrastructure Surtax (BJB) Bond Proceeds.* This is a City design-bid-build road reconstruction project. Project scope includes reconstruct roadway/drainage system, add a turning lane, construct curb/gutter and sidewalks on both sides, and adjust water/sewer utilities. Design is currently on hold at 50% and will restart after the completion of the FDOT projects are designed so as to enhance integration of the drainage/road design layout. Construction start will be scheduled so as to balance conflict with the FDOT projects.

Duval Drive Improvements (37th Avenue South to Ponte Vedra Boulevard): *Recommended Funding Source – Federal Grant and ½-Cent Infrastructure Surtax (BJB) Bond Proceeds* scope includes roadway reconstruction, drainage piping system addition, curb/gutter addition consideration and water/sewer adjustments consideration. This road reconstruction directly benefits adjacent property owners. Currently, this project is in the planning stages.

Capital Improvement Plan 2011-2015

The City is deferring other major road projects due to budgetary constraints caused by diminishing capital funds due to decreasing revenues.

Funding Sources: Property Special Assessments, ½-Cent Infrastructure Surtax Bond (BJB) proceeds, Federal Stimulus funds.

Project (<i>funding source</i>)	PRIOR	FY2011	FY2012	FY2013	FY2014	FY2015	Total
9 th St. S. Road Project							
○ FDOT Proj- S. 1 st Ave. to Osceola Ave. (<i>Federal Stimulus</i>)	\$3,280,000 ¹						
○ FDOT Proj- Osceola Ave. to county line (<i>Federal Stimulus</i>)	\$735,187 ²						
○ CITY Proj- Beach Blvd to 1 st Ave. S. (<i>BJB Bond Proceeds</i>)	\$28,000 ^{3a}	\$696,300 ^{3b}					\$636,300
Duval Drive (<i>BJB Bond Proceeds & Federal Grant</i>)	\$66,000 ^{4a}		\$870,375 ^{4b}				\$870,375
TOTAL	\$4,109,187	\$696,300	\$870,375				\$1,566,675

¹ Estimated Total CONSTRUCTION COST = \$3,280,000 = FDOT bid award. Scheduled completion: 8/2011.

² Estimated Total CONSTRUCTION COST = \$735,187 = ARRA identified project funding; project is advertised; bids may come in +/- 195 day estimated construction schedule. Contract execution scheduled for 6/2011.

^{3a} Estimated Total DESIGN COST = proportional share of original total design cost from Beach Blvd. to Osceola Ave. = 10% of \$272,967 = \$27,297 = round up to \$28,000. 10% = roundup (2 blks/22 blks).

^{3b} Estimated Total CONSTRUCTION COST = \$696,300 = Estimate placeholder awaiting design completion for update = Construction Cost (\$600,000) + 10% contingency (\$60,000) & 5.5% Construction Administration Services (\$33,000) + 10% contingency (\$3,300). These costs are very variable due to design not complete/bid.

^{4a} Estimated Total DESIGN COST = \$66,000 = Planning estimate placeholder = Design Cost (\$60,000) plus 10% contingency (\$6,000). These costs are extremely variable because design scope has not been detailed at this time.

^{4b} Estimated Total CONSTRUCTION COST = \$870,375 = Planning estimate placeholder = Construction Cost (\$750,000) + 10% contingency (\$75,000) & 5.5% Construction Administration Services Cost (\$41,250) plus 10% contingency (\$4,125). These costs are extremely variable because design scope has not been detailed at this time.

⁵ Other projects may be added in the future based on the master plans for the Downtown/Southend Redevelopment Districts and in the future, listed projects may be deleted and/or shifted on time-line due to budgetary constraints.

Capital Improvement Plan 2011-2015

Project Title: Repair/Replace Water & Sewer Mains

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). Subject to available time and funding resources, the City programs 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. **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.**

Sewer Mains System Rehabilitation: The City has an inventory of about 84 miles of sewer mains and 1,698 manholes. Manholes are routinely 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.

- Four (4) multi-infrastructure projects are listed on the previous page and include: 1) the 9th St. S. Roadway and Infrastructure Improvements Project consisting of 3 sub-projects and the Duval Drive Improvements Project.
- North 2nd Street Sewer/Water/Road Systems Improvements (from 14th Ave. N. to 20th Ave. N.): *Recommended Funding Source – EPA STAG Grant & ½-Cent Infrastructure Surtax (BJB) Bond Proceeds:* This project consists of replacing approximately 2,400 linear feet of 8” and 12” sanitary sewer main, grout fill of approximately 2,400 lf of existing 4” unlined cast iron water, new sewer manholes, drainage improvements at several intersections, new water and sewer services, sidewalk, ribbon curb and roadway reconstruction. *This project will be combined, for design and bid, with the Lift Station No.3 Project to ensure that the City provides its 45% match to utilize the full \$485,000 EPA STAG grant.*

Capital Improvement Plan 2011-2015

Funding Sources: Water & Sewer Fund, General Capital Projects Fund, ½-Cent Infrastructure Surtax (BJB) Bond proceeds, EPA STAG Grant

Project (funding source)	PRIOR	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Water Main Replacement: • 2 nd Ave. N. (4 th St. to Penman) • 4 th Ave. N. (3 rd St. to Penman) (Water/Sewer)	\$107,856 ^{1a}	\$725,313 ^{1b}					\$725,313
N. 2 nd St. Sewer/Water/ Road Improvements (Federal STAG Grant & BJB Bond Proceeds)		\$77,000 ^{2a} \$812,350 ^{2b}					\$889,350
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
TOTAL	\$107,856	\$1,739,663	\$125,000	\$125,000	\$125,000	\$125,000	\$2,239,663

^{1a} Estimated Total DESIGN COST = \$107,856 = Design Cost (\$42,972 [2nd Ave. N.] + \$55,078 [4th Ave. N.]) plus 10% contingency (\$4,297 [2nd Ave.] + \$5,508 [4th Ave.]).

^{1b} Estimated Total CONSTRUCTION COST = \$725,313 = Planning estimate placeholder until design complete = Construction Cost (\$625,000) plus 10% contingency (\$62,500) and 5.5% Construction Administration Services (\$34,375) plus 10% contingency (\$3,438). These costs are extremely variable because design not complete and project has not been bid. Design to be completed in FY 2010.

^{2a} Estimated Total DESIGN COST = \$77,000 = Design Cost (\$70,000) plus 10% contingency (\$7,000). These costs are extremely variable because design scope has not been detailed at this time.

^{2b} Estimated Total CONSTRUCTION COST = Planning estimate placeholder = \$812,350 = Construction Cost (\$700,000) plus 10% contingency (\$70,000) and 5.5% Construction Administration Services Cost (\$38,500) plus 10% contingency (\$3,850). These costs are extremely variable because design scope has not been detailed at this time.

³ Other projects may be added in the future based on the master plans for the Downtown/Southend Redevelopment Districts and in the future, listed projects may be deleted and/or shifted on time-line due to budgetary constraints.

Capital Improvement Plan 2011-2015

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 38 sewage lift station and about 1,698 manholes. Sewage lift stations and manholes endure a harsh/corrosive environment due to hydrogen sulfide gas. Periodic rehabilitation of lift station wet wells and manholes are necessary to maintain structural integrity. Rehabilitation includes, but is not limited to, structural and surface repair and coating of the wet wells and manholes with the corrosion resistant product Spectrashield, having a 10-yr warranty, (or similar product). In addition, pumps, piping, controls, fencing, & 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 FY2012, subject to funding considerations. *See page 48 concerning the Master Plan to Upgrade the Wastewater Treatment Facility for additional information and estimated projected costs.*
- **Lift Station #3:** *Recommended Funding Source – EPA STAG Grant & 1/2-Cent Infrastructure Surtax (BJB) Bond Proceeds. (Design underway. Program for construction in FY2011.)* 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 4th St. S. and 10th Ave. S. This project is to be completed as the new wastewater treatment facility project nears completion. The lift station rehabilitation includes:
 - Replace 3 submersible pumps due to age and lack of repair parts; demolish old pump building
 - Install new motor control panel with variable frequency drives & upgrade telemetry system, to reduce power consumption & to better control flow to the new wastewater treatment facility
 - Install new flow meter, repair deteriorated concrete/rebar & replace deteriorated gravity sewer pipe/manhole at 4th St./10th Ave. S. intersection.

Capital Improvement Plan 2011-2015

This project will be combined, for design and bid, with the North 2nd Street Sewer/Water/Road Systems Improvements Project (from 14th Ave. N. to 20th Ave. N.) to ensure that the City provides its 45% match to utilize the full \$485,000 EPA STAG grant. Design documents for this project are to be revised to add EPA STAG Grant requirements.

Other Lift Stations Considered for Major Rehabilitation.

- **LS # 1:** *Recommended Funding Source – Water/Sewer Fund. (Program for design in FY2013 & construction in FY2014)* This lift station is located at 2nd Ave. S. between 3rd and 4th St. S. It is a dry-pit, wet-pit type of station with pumps below grade and extended shaft two speed motors. This station needs to be replaced with a submersible type station including 1) modify the existing generator building, 2) demolish the existing lift station building, 3) construct a new wet well or convert dry-pit, wet-pit to wet well, 3) new 50 hp variable frequency drives with soft starts for emergency use, 4) spectrashield coat wet well, 5) new fuel tank, 6) new flow meter, 7) inspect the existing generator.
- **LS # 2:** *Recommended Funding Source – Water/Sewer Fund. (Anticipate programming for FY 2016 thru FY 2020.)* This lift station is located at 6th Ave. N. at 4th St. N. It is a dry-pit submersible lift station below grade. This station needs to be replaced with a submersible type station including: 1) modifying the existing generator building, 2) demolishing the existing lift station building, 3) construct a new wet well with spectrashield coating, 4) new flow meter. City has recently installed new variable frequency drives and a used/refurbished generator.
- **LS # 15:** *Recommended Funding Source – Water/Sewer Fund (Anticipate programming for FY 2016 thru FY 2020.)* This lift station is located at Hopson Road and Beach Boulevard. It is a can-type station with pumps and motors 20 feet below grade. This station needs to be replaced with a submersible type station including 1) demolishing the existing station and generator building, 2) abandon can type station, 3) remove existing LP gas generator and provide emergency generator receptacle.

Funding Source: Water & Sewer Fund, Federal EPA STAG Grant and ½-Cent Infrastructure Surtax (BJB) Bond Proceeds.

Capital Improvement Plan 2011-2015

Project (funding source)	DIV/FUND	PRIOR	FY2011	FY2012	FY2013	FY2014	FY2015	Total
LS #3 (STAG Grant & BJB bond proceeds)	PCP/ 420-0706	\$50,000 ^{1a}	\$870,375 ^{1b}					\$870,375
LS #1 (W/S)	PCP/ 420-0706				\$82,500 ^{2a}	\$870,375 ^{2b}		\$952,875
Manholes	D&C/ 420-0707		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
TOTAL		\$50,000	\$890,375	\$20,000	\$102,500	\$890,375	\$20,000	\$1,923,250

^{1a} Estimated Total DESIGN COST = \$50,000 = Design Cost (\$45,257) plus 10% contingency (\$4,743). These costs will increase to add federal EFP STAG grant requirements to the documents.

^{1b} Estimated Total CONSTRUCTION COST = \$870,375 = Placeholder estimate = Construction Cost (\$750,000) plus 10% contingency (\$75,000) and 5.5% Construction Administration Services (\$41,250) plus 10% contingency (\$4,125). These costs are extremely variable because design not complete and project has not been bid. Design to be completed in FY 2010. Partial funding is anticipated from a \$485,000 EPA STAG Grant requiring a 45% City match. Current design must be adjusted to meet the federal grant requirements.

^{2a} Estimated Total DESIGN COST = \$82,500 = Planning estimate placeholder = Design Cost (\$75,000) plus 10% contingency (\$7,500). These costs are extremely variable because design scope has not been detailed at this time.

^{2b} Estimated Total CONSTRUCTION COST = \$870,375 = Planning estimate placeholder = Construction Cost (\$750,000) plus 10% contingency (\$75,000) and 5.5% Construction Administration Services Cost (\$41,250) plus 10% contingency (\$4,125). These costs are extremely variable because design scope has not been detailed at this time.

Capital Improvement Plan 2011-2015

Project Title: Master Plan to Upgrade the Wastewater Treatment Facility

Department / Division: Public Works / Pollution Control Plant

The construction of the City's upgraded wastewater treatment facilities is well underway. The City's existing 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 was constructed in 1969 and renovated in 1987. The step-aeration plant was constructed in 1988.

The upgraded facilities will aid the City in meeting its nitrogen allocation for wastewater and stormwater flowing **to the marine section of the Lower St. Johns River**, which resulted from the EPA/FDEP mandated Nitrogen Total Maximum Daily Load (TMDL) limit & the subsequent FDEP authorized Basin Action Management Plan for the river, which set the nitrogen allocations by holders of wastewater/stormwater permits. 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.** *Note: EPA is now developing numeric nutrient criteria limits that may require the City to meet more stringent / other criteria for its effluent.*

Next Phase - Wastewater Treatment Facility Improvements

- **Odor Control System for WWTF:** Although it is not anticipated, construction of an Odor Control System may be necessary should odors occur after the new WWTF is in operation. The decision would be based on six months of operating data after operation begins, in order to pinpoint 1) sources of plant odors and 2) relative concentrations of H₂S to enhance appropriate design of air flow distribution. Advances in odor control dictate an evaluation of several alternate technologies such as ozone generators, chemical oxidizers, activated charcoal filters, bio-filters and/or UV light.
- **Evaluation of WWTF Discharge to Intracoastal Waterway:** The City's ultimate goal is to relocate the primary effluent discharge point from its existing permitted pumped discharge location at the Lower St. Johns Rivers at Sherman Creek to the Intra-Coastal Waterway west of the WWTF at its permitted gravity wet weather discharge location. FDEP would most likely require some sort of a Water Quality Based Effluent Limit (WQBEL) study to be performed. Since the new wastewater treatment plant is designed for AWT effluent, a limited WQBEL should be able to be negotiated. FDEP may also require the city to have a backup discharge location. In this event, the existing pumped discharge location at the river would serve as a backup to the new gravity primary discharge location at the Intra-Coastal Waterway. This change would greatly reduce operation and maintenance costs. Due to the uncertainty of FDEP requirements, the consultant work has been divided into two phases.
 - **Phase 1:** Investigative Study & federal/state agency negotiations to determine the permitting requirements, extent/depth of the WQBEL study & permitting fees. Anticipated that this phase will involve coordination with FDEP Tallahassee/NE District, EPA Atlanta & the St. Johns River Water Management District.

Capital Improvement Plan 2011-2015

- Phase 2: QBEL testing, investigation, agency coordination, analysis of data collected, Engineering Report and Permitting.

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.

Project (funding source)	PRIOR	FY2011	FY2012	FY2013	FY2014	FY2015	Total
WWTF Upgrade	\$1,452,830 ^{1a} \$14,030,167 ^{1b}	\$7,427,735 ^{1b}					\$7,427,735
Odor Control System for WWTP (DES – W/S) (CONST - unfunded)		\$55,000 ^{2a}	TBD ^{2b}				\$55,000
Study to Relocate WWTF Permitted Discharge Point (water/sewer)		\$55,000 ^{3a}	TBD ^{3b}				\$55,000
TOTAL	\$15,482,997	\$7,537,735					\$7,537,735

^{1a} Estimated Total DESIGN COST = \$1,452,830 = Actual (design complete.)

^{1b} Estimated Total CONSTRUCTION COST = \$21,457,902 = estimated \$14,030,167 (prior) plus estimated \$7,427,735 (FY2011). Cost includes construction, contract administration, and contingency on both.

^{2a} Estimated Total DESIGN COST = \$55,000 = Design Cost (\$50,000) plus 10% contingency (\$5,000). These costs are extremely variable because design scope has not been detailed at this time.

^{2b} Estimated Total CONSTRUCTION COST = \$580,250 = Planning estimate placeholder until design complete = Construction Cost (\$500,000) plus 10% contingency (\$50,000) and 5.5% Construction Administration Services Cost (\$27,500) plus 10% contingency (\$2,750). These costs are extremely variable because design scope has not been detailed at this time.

^{3a} Estimated Total PHASE 1 STUDY COST = \$55,000 = Phase 1 Study Cost (\$50,000) plus 10% contingency (\$5,000). These costs are extremely variable because study scope has not been detailed at this time.

^{3b} Estimated Total PHASE 2 ENGINEER/PERMITTING COST = To be determined near end of Phase 1 Study.

Operating costs: It is expected staffing will remain the same & utility costs will increase by 30% to 40%

Capital Improvement Plan 2011-2015

Project Title: Reuse Implementation Program

Department / Division: Parks and Recreation & Public Works / Pollution Control Plant

Project Description and Reason Necessary: In the Master Plan to Upgrade the Wastewater Treatment Facility (previous page) all plant effluent will be reuse quality. Under the provisions of Amendment 1 to the SJRWMD Cost-Share Agreement for the Wastewater Treatment Plant Improvements Project the City agreed to construct projects to utilize more plant effluent as reuse.

- **Short-Term Reuse Projects:** Completed.
- **Mid-Term Reuse Projects:**
 - Warren Smith Cemetery Connection & Kirkland Cemetery (new part) - completed.
 - New WWTF Reuse Related - under construction.
 - Beach Blvd. Medians & Additional Golf Course Area – scheduled (*Unfunded*).
- **Long-Term Reuse Project:**
 - Extend Reuse Main to South Beach Park Area – Not scheduled at this time due to very costly.

Funding Sources: Unfunded at this time.

PROJECT (Funding Source)	PRIOR	FY2011	FY2012	FY2013	FY2014	FY2015	TOTAL
Short-term:							
○ Golf Course (west side)	\$39,770						
○ Golf Course (east side)	\$67,273						
○ Beach Blvd. to Warren Smith Ctry	\$26,696						
○ Kirkland Cemetery (old part)	\$2,465						
Mid-term:							
○ New WWTF Reuse Related	\$8,036,443 ¹						
○ Warren Smith	\$10,000						
○ Kirkland Cemetery (new part)	\$2,564						
○ Beach Blvd. medians (Water & Sewer Fund)			\$117,095 ²				\$117,095
○ Additional Golf Course area (Water & Sewer Fund)				\$276,770 ²			\$276,770
Long-term: (beyond 2015)							
Extend Reuse Main to South Beach Park Area							
TOTAL	\$8,185,211		\$117,095 ²	\$276,770 ²			\$393,865

¹ These costs are included on the previous page within the costs for the WWTP Project.

² These costs were extracted from Amendment 1 to City-SJRWMD Cost-Share Agreement and actual costs will vary.

Capital Improvement Plan 2011-2015

Project Title: 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. (See project summary that follows.)
9 th Street South	Project divided into 3 separate projects as explained previously on: Project Title: Road & Associated Infrastructure Improvements Program
Lake Mildred Area	Project is in design phase.
Constitution Cove Area	Project is awaiting fee and budget for study phase.
Ocean Forest Area	Project is in study phase.
4 th Street South (1 st Ave. S. to 6 th Ave. S.)	Project may be designed at a later date. Other existing City utilities/infrastructure along this corridor will also be considered.

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 9th Street South and 12th Ave. S. The South Stormwater Basin facilities are located at JT Butler Boulevard and South Beach Parkway. Programmed work includes:

- **FY2012:**
 - 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.

Capital Improvement Plan 2011-2015

Funding Sources: Stormwater, ½ Cent Infrastructure Surtax

PROJECT (FUNDING SOURCE)	PRIOR	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Central/South Stormwater Basins	\$590,000		\$355,000				\$355,000
Lake Mildred Stormwater Pump Station	\$96,683 ^{1a}	\$580,250 ^{1b}					\$580,250
Ocean Forest Stormwater Stormwater (2011)	\$183,701 ^{2a}	\$200,000 ^{2b}		\$2,000,000 ^{2c}			\$2,200,000
Constitution Cove Stormwater Stormwater (2011)	\$169,615 ^{3a}	\$150,000 ^{3b}			\$1,500,000 ^{3c}		\$1,650,000
4 th Street South (1 st to 6 th Ave. S.)				\$100,000			\$100,000
TOTAL	\$1,039,999	\$930,250	\$355,000	\$2,100,000	\$1,500,000		\$4,885,250

^{1a} Estimated Total DESIGN COST = \$96,683 = Design Cost (\$87,894) plus 10% contingency (\$8,789). Design underway.

^{1b} Estimated Total CONSTRUCTION COST = \$580,250 = Construction Cost (\$500,000) plus 10% contingency (\$50,000) and 5.5% Construction Administration Services Cost (\$27,500) plus 10% contingency (\$2,750). These costs are extremely variable because design is not complete.

^{2a} Estimated Total STUDY COST = \$183,701 = Study Cost (\$167,001) plus 10% contingency (\$16,700). Study underway.

^{2b} Estimated Total DESIGN COST = \$200,000 = Planning estimate placeholder pending study completion.

^{2c} Estimated Total CONSTRUCTION COST = \$2,000,000 = Planning estimate placeholder until study/design completion.

^{3a} Estimated Total STUDY COST = \$169,615 = Study Cost (\$54,195) plus 10% contingency (\$15,416). These costs are extremely variable because study scope is under review and funds not encumbered at this time.

^{3b} Estimated Total DESIGN COST = \$150,000 = Planning estimate placeholder pending study completion.

^{3c} Estimated Total CONSTRUCTION COST = \$1,500,000 = Planning estimate placeholder until study/design completion.

⁴ Other projects may be added in the future based on the master plans for the Downtown/Southend Redevelopment Districts and in the future, listed projects may be deleted and/or shifted on time-line due to budgetary constraints.

Glossary of Budgetary and Financial Terminology and Acronyms

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.

Glossary and Acronyms:

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.

AFG – Aid to Firefighters Grant

ALS — Advanced Life Support

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).

APPA — American Public Power Association

Appropriation - a specific amount of funds authorized by the City Council with which financial obligations may be made.

ARP – All Requirements Project

ARRA – American Recovery and Reinvestment Act

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.

AWT – Advanced Waste Treatment

Balanced budget - total anticipated revenues plus available fund balance in excess of

Glossary and list of acronyms

authorized reserves equals total budgeted expenditures plus required reserves for each fund.

BLS — Basic Life Support

BMAP – Basin Management Action Plan

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.

CAD — Computer-Aided Dispatch

CAFR — Comprehensive Annual Financial Report

CALEA — Commission on Accreditation for Law Enforcement Agencies

CAPE – Community Assisted Policing Effort

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 \$1,000 or more that are used in operations and that have initial useful lives extending beyond a single reporting period.

Glossary and list of acronyms

Capital Expenditure/Capital Outlay - an expenditure for the acquisition of, or addition to a fixed asset. Items acquired for less than \$1,000 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.

CDBG — Community Development Block Grant

CFL – Compact Florescent Light

CIP — Capital Improvement Plan

CIS – Customer Information System

Contingency - a budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

COP — Citizens on Patrol

COPS – Community Oriented Policing Services

CPI — Consumer Price Index

CRA - Community Redevelopment Agency

Credit Rating - an independent rating service's evaluation of the credit worthiness of notes and bonds. Such ratings influence the cost of borrowing.

CRT - Community Response Team

CUP – Consumptive Use Permit

DARE - Drug Abuse Resistance Education

Debt - funds owed as a result of borrowing.

Debt Service - the payment of principal and interest on borrowed funds, such as bonds.

Glossary and list of acronyms

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 overall management responsibility for an operation or a group of related operations within a related program 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.

EAR – Evaluation and Appraisal Report

EMS — Emergency Medical Services

EMT – Emergency Medical Technician

EPA – Environmental Protection Agency

EVOC – Emergency Vehicle Operators Course

Encumbrance - a commitment of funds through appropriation 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.

ESCO – Electric Service Corporation

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.

FCC – Federal Communications Commission

FDEP — Florida Department of Environmental Protection

FDOT – Florida Department of Transportation

FERC — Federal Energy Regulatory Commission

FMPA - Florida Municipal Power Agency

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.

Glossary and list of acronyms

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.

FOP — Fraternal Order of Police

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.

FRCC — Florida Reliability Coordinating Council

FRDAP – Florida Recreation Development Assistance Program

FS - Florida Statutes

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.

GAAP - Generally Accepted Accounting Principles

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.

GFOA - Government Finance Officers' Association

GIS — Geographic Information System

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).

GPS — Geographic Positioning System

Glossary and list of acronyms

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.

IAFF — International Association of Firefighters

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.

IRB – Inflatable Rescue Boat

JAG – Justice Assistance Grant

JTA — Jacksonville Transportation Authority

Kw, Kwh — Kilowatt, kilowatt hour, respectively

LAN — Local Area Network

Levy - to impose taxes, special assessments or service charges. Another term used for millage rates.

LIUNA — Laborers International Union of North America

LOGT – Local Option Gas Tax

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.

MCP – Mobile Command Post

MGD — Million Gallons per Day

MHz — Megahertz

Glossary and list of acronyms

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.

MPO — Metropolitan Planning Organization

Mw, Mwh — Megawatt (1,000 kilowatts), Megawatt hour (1,000 kilowatt hours)

NERC — North American Electric Reliability Corporation

NFPA – National Fire Prevention Association

NFTPO – North Florida Transportation Planning Organization

NPDES — National Pollutant Discharge Elimination System

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.

PUD – Planned Unit Development

PWRCA – Priority Water Resource Caution Area

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.

RFP - Request for Proposal

RFQ — Request for Qualifications

Rolled-back Millage Rate – The millage rate calculated to provide the same amount of property taxes as the previous year, excluding new taxable value (new construction/additions) and amounts paid as the result of obligations measured by dedicated tax increment value.

Glossary and list of acronyms

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.

SAN — Storage Area Network

SCBA – Self-contained Breathing Apparatus

Sinking Fund - a reserve fund accumulated over a period of time used for the periodic retirement of debt.

SLEP - Service Life Extension Program

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.

STAG – State and Tribal Assistance Grant

SWAT — Special Weapons and Tactics

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.

TCEA – Transportation Concurrency Exception Area

TECO – Tampa Electric Company

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.

TIF — Tax Increment Fund(s)

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.

TRIM - Truth in Millage Act - 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.

Glossary and list of acronyms

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.

VECHS — Volunteer Employee Criminal History System

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.

WQBEL – Water Quality Based Effluent Limit

Glossary and list of acronyms

