CITY OF JACKSONVILLE BEACH
ANNUAL BUDGET

FISCAL YEAR ENDING SEPTEMBER 30, 2012

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
	Jeanell Wilson	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
	Roy Trotter	Director of Beaches Energy Services
	Karen Nelson	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:

Goal:	**Discussed in the following section(s):**
To maintain the ***level of service*** desired by citizens.	Budget Message; Executive
To manage the City to be ***competitive in all services*** with respect to cost, service and reliability.	Beaches Energy Services
To make ***redevelopment*** work.	Planning & Development
To maintain an atmosphere in which all ***citizens feel safe*** in their homes, in public and on the beach.	Police; Fire; Parks & Recreation (Ocean Rescue)
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.	Public Works; Executive
To ***manage growth*** in a way that protects the quality of life and to maintain an ideal mix of commercial and residential uses.	Planning & Development
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.	Parks & Recreation
To maintain the minimum ***cash balances*** which protect the City's financial integrity.	Finance
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.	Performance measures are shown in each department's business plan.
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.	Human Resources
To maintain a compensation and benefit package sufficient to attract and retain a ***qualified and highly motivated workforce***.	Human Resources
To ***eliminate deferred maintenance*** in order to lengthen the life of City assets.	Executive; Beaches Energy Services (Property Management)

Each department's business plan contains its mission and information about its objectives that support achieving the goals above. Each business plan also contains performance measures that indicate whether or not the department is reaching its objectives. An overview and discussion of many items in a variety of departments can be found in the Budget Message section of this budget document.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Jacksonville Beach

Florida

For the Fiscal Year Beginning

October 1, 2010

President

Executive Director

2012 ANNUAL BUDGET

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Introduction

City of
Jacksonville Beach
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Jacksonville Beach
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Fax: 904.247.6276

www.jacksonvillebeach.org

September 12, 2011

The 2012 Annual Budget and Capital Improvement Plan adopted on September 12, 2011, sets the millage rate at $4.0947 mills and the total budget at $161.1 million, $20.0 million less than last year's budget. By adopting the same millage rate as this year's ($4.0947 mills), the City Council delivered a tax decrease totaling over $650,000 to the citizens of our community.

City services help create and protect our community's quality of life. The City of Jacksonville Beach's highest priority is providing services that help create and maintain:

- Safe communities – 24-hour police and fire services that create an environment where our citizens receive a fast response to police, fire and medical alarms
- Environmental protection in the form of safe water for drinking, reliable garbage collection and clean waterways through the treatment of stormwater and wastewater
- Attractive, well maintained parks, open spaces and recreation facilities
- Reliable, competitively priced electricity and natural gas with conservation incentives
- Building inspection and code enforcement services that keep our neighborhoods clean, safe and vibrant
- Value – through fiscal restraint and outstanding customer service

The adopted budget makes it possible to continue to provide services that our citizens expect and keep City facilities well maintained.

BUDGET DEVELOPMENT

The budget process begins every year with the development of 5-year revenue projections and a 5-year Capital Improvement Plan (included in the back of this book). These two processes begin to shape the annual budget by analyzing

major revenue sources, identifying the most expensive projects or equipment purchases that need funding and determining whether the City's revenue sources will be sufficient to fund the identified projects and purchases. While 5-year revenues and expenses are only estimates, the process makes everyone involved look beyond the one-year view in which budgets are typically constructed.

For the past few years, the capital improvement plan process has pointed out the inadequacy of water and sewer rates to pay for anything more than personnel and operating costs. As a result of the process, earlier this year, the City engaged a consultant to update the last water and sewer rate study (1994) and make recommendations for the City Council to consider.

Following the development of the Capital Improvement Plan, instructions and guidelines for the development of the annual budget process are issued to City departments. This year, the budget was developed based on the following guidelines:

1. No increase in the millage rate
2. No changes in service levels
3. No increase in operating budgets
4. No new/additional authorized positions
5. No increase in base wages
6. Balance all budgets
7. Sustainable spending patterns in all funds

The first guideline guaranteed that there would have to be a decrease in the operating budget. Departments prepared budgets based on a 4% and a 6% estimated decrease. Inherent in the guidelines is the assumption that there will be no new programs or increases in service levels. In addition to the guidelines, the City continues to place an emphasis on proper maintenance of its assets such as buildings, recreation facilities, vehicles and equipment in order to extend

their lives for as long as possible. We also actively seek alternate funding sources, and maintain minimum fund balances in order to pay for unforeseen emergency purchases and to mitigate the effects of increases in general liability, workers comp and employee health insurance.

At the start of this year's budget process, estimated expenditures in the General Fund exceeded estimated revenues by $625,350. We closed that gap by reducing capital outlay, eliminating some positions, reducing hours or replacing full-time with part-time positions. We use alternate funding sources, such as Convention Development dollars to offset the cost of special events, where possible. Employee turnover also helps to reduce costs.

Our departments work together to identify ways to maintain essential services while reducing costs. Unlike the federal government, state and local governments like ours must submit balanced budgets. We will continue to do so, despite the challenging economic conditions.

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.

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 from the resulting ***Downtown Vision Plan*** and the engineering analysis were chosen for design and construction based on the priorities established by the Community Redevelopment Agency and the City. The first phase of this project, the A1A improvements, was completed last year. The next phase of the plan will begin construction in late 2011. 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.

In the summer of 2009, 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. Paid parking is proving to be one tool that shows potential in reducing some of the misbehavior that occurs in and around the downtown parking lots. Based on information gathered from the pilot project and guidance from the City Council, the program is being continued as we decide which types of programs to implement and how to best implement them. The implementation costs will vary with the type of program selected. No provision has been made in the 2012 budget for any potential equipment/hardware 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 drafted an ordinance 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, has led 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.

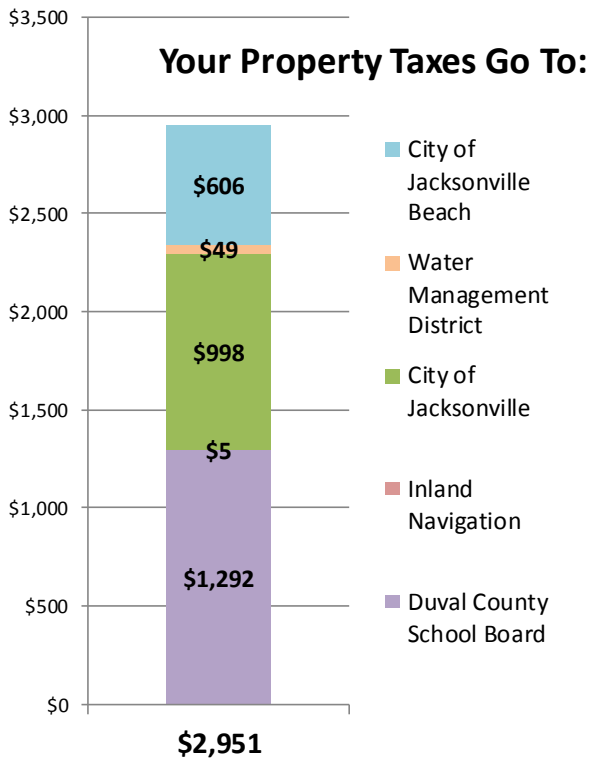
Within the past six months, the City has updated its technology master plan to reflect changes in the rapidly and constantly changing information technology field. The update provides a strategic framework for making future large-scale, costly technology purchases. The City Council provided funding for the first phase of this plan in the 2011 budget.

THE CURRENT ENVIRONMENT

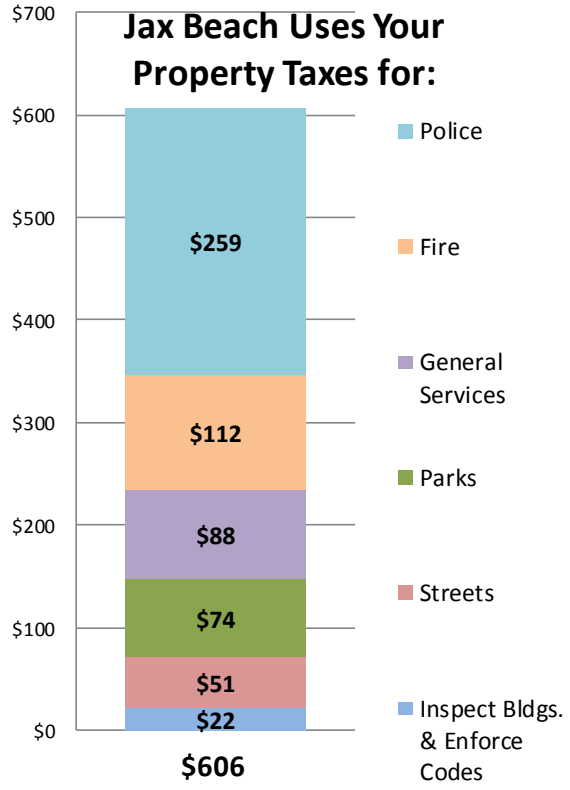
The economy never really recovered from the recession that began in late 2007. Unemployment is still high, consumers aren't spending, banks aren't lending and housing prices, which represent the largest investment that most of us have, continue to fall. Interest rates are at historic lows. In the past three years, Jacksonville Beach property values have fallen by $640 million (20%). Structural problems with Florida's sales tax base make it vulnerable to economic downturns – throughout the summer, the State continued to revised its revenue estimates downward.

Although low interest rates have adversely affected the City's investment revenue, they created an opportunity to reduce interest costs through debt refinancing that the City took advantage of in late 2010 when it refinanced the Utility Revenue Bonds. 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 $2.2 million in 2012.

Sales taxes and property taxes are two of the most significant revenue sources used to pay for basic governmental services, and both of these have been negatively impacted by the recession. Neither has yet to recover. Property tax revenue is the single largest revenue source in the City's General Fund. The City of Jacksonville Beach receives about 21% of the total property taxes paid by its residents and property owners.



On a home with a median taxable value of $198,000, total property taxes are $2,951, distributed to ***five different taxing authorities*** *$606 of that amount goes to the City of Jacksonville Beach.*



Jacksonville Beach *uses its portion of the property taxes you pay ($606 from the example above) to help fund services most of us expect local governments to provide: police, fire, street maintenance, parks, recreation, planning, building inspection and code enforcement.*

Alternative revenue, primarily grants has softened the effects of revenue decreases. 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 ($4.2 million) and helped the City avoid borrowing money to pay for the projects. The patchwork of funding for the Wastewater Treatment Plant allowed the City to pay for the project with no increase water and sewer rates. Without the funding, the City's water and sewer customers would have seen 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.

Two projects completed this year are Beach Renourishment ($11.0 million), completely funded with Federal, State and County dollars and the project to upgrade 9th Street ($4.2 million of Federal Stimulus funds). In the future, however, as all levels of government pare back and push requirements down to local governments, we are expecting more mandated projects and improvements and less funding to help complete them. Mandates 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 required grant-related reports, state financial reports and audit reports.

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, tax increment funds are only allowed to be used to pay for projects and programs

that benefit the property within the boundaries of each redevelopment district (primarily infrastructure projects and the Downtown Policing Initiative); 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 assistance with the payment of utility bills 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.

In the past year, continued stability in the price of natural gas permitted Beaches Energy Services, the City's electric utility, to reduce the bulk power cost adjustment by $10.00 for 1,000 kilowatt hours of electricity used. Our residential electric rates are lower today than they were in June of 2008. The new natural gas distribution system provides a way for our commercial customers to save money by converting from propane to natural gas. The gas system's first customer became active in June of 2010.

CONCERN FOR THE FUTURE

For many years before the recession, through careful spending, reducing costs (and staff) and paying down debt, the City managed its financial resources so that they will be available to provide an acceptable level of service to our citizens and customers, even in difficult economies like this one. Having funds on hand enables the City to continue its operations and meet a crisis, such as a hurricane, without having to borrow additional funds and with as little disruption as possible to our citizens and customers. Because property taxes are the largest revenue source in the General Fund, continued decreases in property values without an increase in the millage rate or another revenue source, may erode fund balances, making it harder to meet citizen and customer expectations during a difficult event or prolonged period of budgetary constraint.

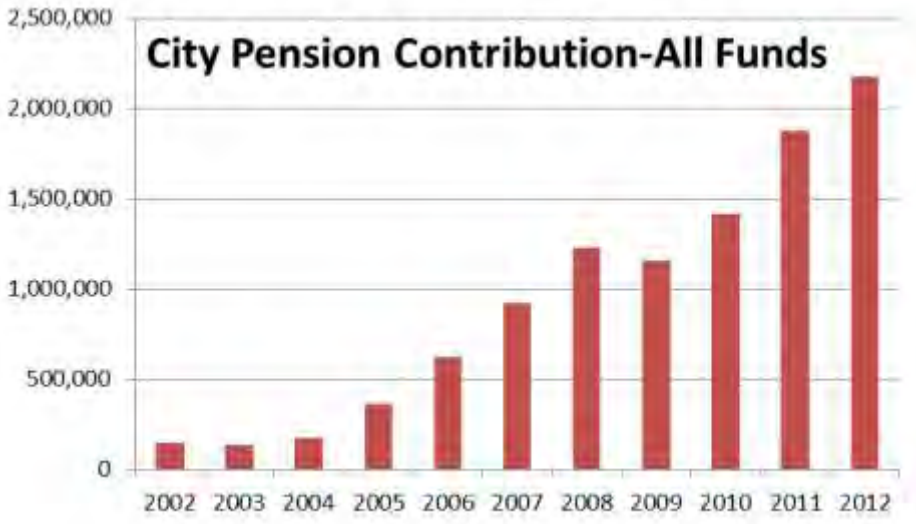
We expect current conditions to be with us for the next three to five years. That means that we will continue to exercise caution about adding or increasing the level of a service unless the increased costs can be offset by a corresponding (or greater) revenue increase or spending decrease in another area. With an expectation of decreasing revenues and increasing costs, it will be increasingly important to manage the City with a healthy balance between the short-term and long-term implications of the choices we make.

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. As the cost to provide services continues to increase, City departments restructure, share staff, improve processes, and trim the scope of programs. As an indication of their success in managing these costs, the 2012 General Fund's budget is less today than it was in 2007, by $1.3 million. 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 police and fire employees.

In order to slow the rate of increase in personnel costs, the 2012 budget freezes wages for all City employees. Because wage rates are a result of union contract negotiations, across the board reductions will be difficult to achieve. We are currently in negotiations with all three of the City's unions; depending on the outcome of those negotiations, budget adjustments may be necessary.

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 them. 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 stormwater system may be the next area where compliance with environmental regulation (numeric nutrient criteria) will drive up operating costs and corresponding customer rates.

The cost of proposed federal energy regulations of carbon dioxide emissions may 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 and regulations to limit greenhouse gases could 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. Beaches Energy has a very popular program that offers rebates to help customers with the cost of replacing residential appliances with more energy efficient models.

Beaches Energy also works with commercial customers and at City facilities to manage demand charges. These programs are a "win" all the way around: reduced cost of electricity, reduced bills for customers and reduced greenhouse gases. Beaches Energy has a good environmental footprint because of its use of natural gas as its primary fuel.

We expect current economic conditions to be with us for the near future. The City's priorities continue to be 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 pay for services and will continue to evaluate the necessity and demand for the services we currently provide.

CITY SERVICES

QUALITY OF LIFE SERVICES

SAFE COMMUNITIES

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 10,505 hours of service to the department so far this year. Funding for these programs is 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 infractions, misdemeanors and felonies.
- A Justice Assistance Grant will provide partial funding for the Community Response Team and overtime funds for the Street Crimes Task Force.

- To meet budget targets for 2012, the Department eliminated the School Resource Officer at Fletcher Middle School. The School Board plans to assign one of their police officers in order to maintain a law enforcement presence at the school.

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 south 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 continues to provide child safety seat installation, inspection and education.
- As part of its Emergency Management duties, the Fire Department will continue to conduct annual hurricane training and exercises, in addition to updating the City's Comprehensive Emergency Plan.
- Last year, the department 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. Included in this budget are funds from the Justice Assistance Grant to purchase additional radios as the City continues to move toward a radio system that is fully P-25 compliant.

ENVIRONMENTAL PROTECTION SERVICES

Public Works:

- Roads & Streets: The City's network of roads, traffic signs, sidewalks and storm system consists of 88 road miles, 31 miles of sidewalks, 3.5 miles of stormwater force main, and 2 miles of drainage channels. The Streets Division maintains these systems. It also manages the City's garbage collection and beach cleanup contracts. Last year, this division converted to a seven-day per week schedule to accommodate budget reductions for overtime. This means

that the division is fully staffed on Tuesday through Thursday of each week. Decreases in the General Fund and Local Option Gas Tax Fund are affecting the division's ability to maintain this network of infrastructure.

- 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. 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: Rehabilitation and improvements at the City's Central and South Stormwater Basins are on-going, depending on funding availability. However, due to funding constraints, no capital projects are included in this year's budget, nor are any likely to be budgeted until after stormwater bonds are paid off in 2012. Stormwater rates have remained the same for 21 years.

COMMUNITY GATHERING PLACES

Parks & Recreation:

- Funding for 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. The City spends over $600,000 per year in parks maintenance costs.
- Funding for Ocean Rescue services is included in this year's budget, with partial funding from the City of Jacksonville.
- The Carver Center, which is largely funded through a Community Development Block Grant will again be funded.
- The Parks & Recreation Department annually hosts a number of camps for the City's younger citizens, including special needs and disadvantaged children. Funding for these camps, the cost of which is partially offset by registrations, is included in the budget.

RELIABLE ENERGY

Beaches Energy Services:

To help manage the cost of electricity, Beaches Energy Services, 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 need on any day. Demand management programs have been implemented with Publix, 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, implementation of the demand management program has the added benefit of decreasing the utility bills that all City departments pay.

Last summer, the City's new natural gas distribution system, designed primarily to serve commercial customers, began operations. Natural gas customers benefit from the savings associated with switching to natural gas from propane or electricity.

The Beaches Energy budget also includes:

- Continued construction of Phase 2 of the natural gas distribution system to supply commercial customers will be completed by October, 2011.
- The budget will continue to 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. A description of these projects can be found in the capital improvement section of this document.

- Load profiles of City facilities are being developed to prioritize spending on energy efficiency improvements.

SENSE OF PLACE

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 have been designed and construction will begin in late 2011. Tax increment funds from the Community Redevelopment Agency will pay for the project. The plan includes features designed to improve walkability, slow the speed of traffic and create a vibrant, family and visitor-friendly area.

VALUE

- Since 2008, 23 positions have been eliminated.
- The City refinanced its Utility Revenue Bonds to take advantage of historic low interest rates. Estimated savings are between $280,000 and $320,000 per year.
- Utility Billing continues to add features designed to save customers time and money. The ability to pay bills by electronic check has recently been added to the many payment options Beaches Energy offers its customers. In the next few months, e-bills will provide a link that will make it faster and easier to pay utility bills.
- A recently updated technology master plan will provide guidance and a framework for future network, computer and technology spending. The plan will help prioritize projects so that we make the most of every dollar spent on technology.

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. 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.

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:

- 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.

- 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.

- 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 Fund Balance, Revenues and Expenditures:

Fund Balance:

The City divides its funds into categories of major and nonmajor to comply with criteria established by governmental accounting rules (GASB 34). Over 80% of 2012 budgeted revenue and expense can be found in the City's five major funds.

Major Fund or Nonmajor Fund Type	*Revenues 2012*	*Expenses 2012*	*Budgeted Fund Balance Change*	*% Change*
General Fund	$18,119,689	$18,119,689	$0	0.0%
Redevelopment	7,540,878	2,530,345	5,010,533	66.4%
General Capital Projects	211,200	235,762	(24,562)	-11.6%
Electric	98,957,920	98,560,887	397,033	0.4%
Water & Sewer	9,187,324	11,951,418	(2,764,094)	-30.1%
Total Major Funds	*134,017,011*	*131,398,101*	*2,618,910*	*2.0%*
Nonmajor Governmental	3,333,213	3,514,886	(181,673)	-5.5%
Nonmajor Enterprise	8,690,564	8,552,589	137,975	1.6%
Nonmajor Internal Service	10,955,339	11,116,364	(161,025)	-1.5%
Nonmajor Pension	6,936,565	6,513,994	422,571	6.1%
Total Nonmajor Funds	*29,915,681*	*29,697,833*	*217,848*	*0.7%*
TOTALS	$163,932,692	$161,095,934	$2,836,758	1.7%

General Fund: Estimated tax revenues in the General Fund decreased by a total of $775,934. The tax reduction was the result of applying the same millage rate as last year's to taxable property value that decreased by 7.6%. The property tax revenue decrease was offset by increases in State estimates for shared sales tax revenues and by estimated revenue from the new Downtown parking program, resulting in a total revenue decrease of $320,186. The fund was balanced primarily by a combination of reductions in employee costs including the elimination of the School Resource Officer and one position in the City Clerk's office, eliminating 4th of July fireworks, transferring one employee to the Sanitation Fund, and savings from budget reductions in internal service funds.

Redevelopment Fund: The increase in fund balance in the Redevelopment fund is the result of a timing difference between the receipt of tax increment

revenue and award of bids for projects that have been approved by the Community Redevelopment Agency. On September 14, 2011, the Agency board approved the South Beach Infrastructure Project ($2.8 million) and, earlier this year, Phase 2 of the Downtown Vision Plan ($6.1 million). Redevelopment funds for these projects have been restricted for these purposes and the related budgets will be carried forward into 2012 and subsequent years, if necessary, for the life of the projects.

General Capital Projects Fund: The General Capital Projects Fund accumulates funds necessary to perform expensive infrastructure improvements or equipment replacements or upgrades, in order to avoid having to issue debt to pay for such projects. Funding is primarily from transfers from other funds, interest earnings and occasional grant funds that the City may receive for such projects. Budgeted revenue is a transfer from the General Fund for a fire truck replacement tentatively scheduled for 2015 ($75,000) and for a heavy vehicle equipment replacement reserve (a replacement schedule can be found in the Capital Improvement Plan in the back of this book).

Electric Fund: Beaches Energy Services, the City's electric utility, expects continued stability in its power costs that will also result in stable electric prices for its customers. Since June of 2010, Beaches Energy has reduced the residential electric rate for 1,000 kilowatt hours of electricity by $10.00 to $127.91, less than it was in October, 2008. The increase in fund balance is primarily due to a reduction in capital outlay.

Water & Sewer Fund: Rates in the Water and Sewer Fund are sufficient to pay for its personnel and operating costs, but are not generating enough to cover the cost of major repair and replacement projects. The city has engaged a consultant to update the last water and sewer rate study and will consider rate increases following the completion of the update. In 2012, the North 2nd Street Sewer/Water/Road Systems Improvement Project is budgeted for $2.3 million, in conjunction with the rehabilitation of Lift Station #3. Other water mains and

sewer mains systems rehabilitation has been deferred due to current budget constraints. A description of identified projects is included in the Capital Improvement Plan.

Nonmajor Governmental Funds: Funds in this group include those with dedicated revenues from taxes, grants, bond proceeds, or fines and confiscations. Revenues can vary greatly from year to year, as can the related spending. The budgeted decrease in fund balance this year is caused by a combination of the use of Convention Development funds to offset the cost of special events in the General Fund, the use of Court Cost Training funds to supplement the cost of Police Department training needs in the General Fund, the use of Equitable Sharing funds to offset the cost of police volunteer programs (General Fund) and decreases in Infrastructure Surtax revenues.

Nonmajor Enterprise Funds: In June, 2010, Beaches Energy began operating a natural gas fund, primarily providing service to commercial customers. That fund is budgeted to increase its fund balance by about $300,000 in 2012 as the number of its active customers grows and the cost of capital outlay to establish the system decreases. The Sanitation Fund is budgeted to spend about $130,000 more than it takes in to pay for the cost of a replacement clam bucket truck.

Nonmajor Internal Service Funds: Internal service funds account primarily for the activities associated with providing services to other City departments, such as accounting, utility billing, data processing, purchasing, human resources, grounds maintenance and risk management (insurance) to other City departments. Budgeted revenues in internal service funds are budgeted expenses in operating funds, meaning that revenues equal expense and there is normally no change in fund balance. Interest earnings on the self-insurance reserve in the Workers' Comp Insurance Fund are used to reduce the cost for workers comp insurance charged to other departments. That cost reduction is the reason for the decrease in internal service fund balance.

Pension Funds: The City has three pension funds to account for its defined benefit pension plans for general, police and fire employees. Revenues are expected to exceed costs in 2012.

Revenues:

Revenues	*Original Budget 2011*	*Approved Budget 2012*	*Increase (Decrease)*	*% Change*
Taxes	$18,865,996	$18,906,904	$40,908	0.2%
Permits & fees	323,800	328,800	5,000	1.5%
Intergovernmental	5,155,699	4,222,132	(933,567)	-18.1%
Charges for services	125,487,705	125,948,914	461,209	0.4%
Fines & forfeitures	187,500	196,500	9,000	4.8%
Interest & other	8,423,477	8,627,076	203,599	2.4%
Transfers in	9,632,648	5,702,366	(3,930,282)	-40.8%
Total Revenues	$168,076,825	$163,932,692	($4,144,133)	-2.5%

Taxes: Decreases in property taxes were offset somewhat by modest increases in state shared revenues, sales and gas taxes. Revenue decreases necessitated similar operating cost reductions in most departments' budgets.

Permits & fees: The budget for building permit revenues was adjusted by $5,000. Revenues for 2011 are running about 15-20% ahead of those for 2010.

Intergovernmental: The City has aggressively sought grant funding for major construction projects. In previous years, grant funds totaling $11.0 million enabled 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, Street Crimes Task Force, radio tower improvements and police equipment (see Executive & Legislative, Public Works and Police). In 2012, 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 maintain its rates through FY2012 (78% of this category). The increase in revenues is expected as new natural gas customers are added to the system.

Fines & forfeitures: The budget anticipates that an increase in revenue from its downtown parking program will partially offset continued decreases 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 increase in FY2012.

Transfers in: In 2009 through 2011, 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 FY2012 budget for personal services eliminates some positions and reduces hours. To flatten wages and benefits, the budget assumes frozen wages and passing a greater portion of the costs of health insurance increases on to its employees. However, at this time, the City is negotiating contracts with its three unions. Based on the outcome of those negotiations, the payroll budget may need to be adjusted later in the year.

Expenditures by Category	*Original Budget 2011*	*Approved Budget 2012*	*Increase (Decrease)*	*% Change*
Personal Services	$26,814,729	$26,165,172	($649,557)	-2.4%
Operating-Energy	75,740,105	76,921,105	1,181,000	1.6%
Operating-All Other	35,690,099	35,503,597	(186,502)	-0.5%
Capital Outlay	24,728,874	8,934,359	(15,794,515)	-63.9%
Debt Service	8,500,313	7,857,798	(642,515)	-7.6%
Grants to Others	11,537	11,537	0	0.0%
Transfers out	9,632,648	5,702,366	(3,930,282)	-40.8%
Total Expenditures	$181,118,305	$161,095,934	($20,022,371)	-11.1%

Operating-Energy and Gas: In June 2010, Beaches Energy Services began the operation of a natural gas distribution system. Construction on the system, which serves largely commercial customers, will be complete in October 2011. Budgeted costs for this new service include $1.4 million for the cost of natural gas. (See Beaches Energy Services)

Operating-All Other: City departments continued to reduced their operating costs in order to meet budget reduction requirements. 2012 reductions totaled $1.4 million. These decreases were offset by increases in pension fund costs ($1.2 million).

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. Unfinished construction costs for the $21 million Wastewater Treatment Plant, which was begun in 2009, are included in the 2011 budget. The project is close to completion, and the plant has begun the process of converting from the old facility to the new facility. With the completion of this project and a continuation of current economic conditions, funding for capital outlay will continue to be reduced.

Debt Service: In 2011 the City refinanced its 2003 Utility Revenue Bonds. The refinancing will to save the City between $280,000 and $320,000 per year over the life of the bonds. (See Debt and Capital Projects). In addition, the 2003

Southend Redevelopment bonds were paid off in 2011, resulting in a $300,000 annual debt service savings.

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 expected to be unchanged in 2012.

Transfers: In 2009 through 2011, 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, and City Clerk. This year's budget decrease results from the elimination of one position in the City Clerk's office.

Expenditures by Department	***Original Budget 2011***	***Approved Budget 2012***	***Increase (Decrease)***	***% Change***
Executive & Legislative	$1,486,157	$1,454,213	($31,944)	-2.1%
Finance	4,254,759	4,145,059	(109,700)	-2.6%
Planning & Development	8,892,901	2,686,723	(6,206,178)	-69.8%
Parks & Recreation	5,180,451	4,662,199	(518,252)	-10.0%
Public Works	25,698,969	18,834,284	(6,864,685)	-26.7%
Police	8,729,452	8,602,779	(126,673)	-1.5%
Fire	3,523,816	3,467,784	(56,032)	-1.6%
Beaches Energy Services	105,888,094	102,924,014	(2,964,080)	-2.8%
Human Resources	4,673,448	4,178,278	(495,170)	-10.6%
Non-Departmental	12,790,258	10,140,601	(2,649,657)	-20.7%
Total Expenditures	$181,118,305	$161,095,934	($20,022,371)	-11.1%

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 2012 budget decrease is due to a combination of decreases in professional services, communication, operating supplies and internal service charges.

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 in the Redevelopment Districts that are currently being designed but are not yet budgeted. Included in the 2010 and 2011 budgets are transfers from the Redevelopment Agency toward a portion of the cost of the Waste Treatment Plant. Once the plant is completed in 2012, no further transfers are expected.

Parks & Recreation manages the City's parks and recreation services. They include tennis, golf, adult and youth athletic leagues, special events and all park, golf, and oceanfront restroom maintenance. This department also provides lifeguard services. The Parks & Recreation budget reduction is due to the elimination positions at the golf course and in grounds maintenance as the department reduces costs associated with the golf course in an effort to get its costs to match its revenues. The golf course and grounds maintenance have eliminated 9 positions since 2009.

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 $7 million of the project costs are included in the 2011 budget. With the completion of the new plant, the waste treatment division has reduced its budget for plant repair and maintenance costs.

The **Police Department's** budget decrease in the General Fund is $200,072, due primarily to employee turnover. The department received notification that it will receive grant funds to partially fund some of its special crime prevention programs. The department also reduced its capital outlay budget for 2012.

In addition to providing fire and rescue services, the **Fire Department** also manages the City's radio system. The department saved $36,000 in utility bills because it no longer has to pay for fire hydrant rental. Other savings came from a variety of accounts including internal service charges and operating supplies.

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 capital outlay in both the electric and natural gas funds. The new natural gas system became operational in June 2010.

In the past 10 years, Beaches Energy has rebuilt many of the old distribution lines that had reached the end of their useful life, undergrounded most of the system east of A1A and converted the entire system to 26 kv. Beaches Energy has one of the highest reliability ratings in the state and its residential rates continue to remain well below the state average.

Human Resources Department is responsible for personnel services, labor relations, and risk management. Its budget decrease is due to largely to budget decreases in the cost of employee health, life and dental insurance.

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 decrease is due to the completion of projects budgeted in 2011: replacement of a fire truck ($500,000), Tall Pines Park improvements ($145,000), 9th Street ($696,300), a new radio tower and radios ($250,000), and technology purchases.

A summary of staffing levels by department and division since 2009 can be found in the Organization Profile section of this book, including a detail of the position changes made since 2009. A summary of changes in 2012 budgeted revenues and expenditures and a more detailed discussion of expenditures/expenses along with a discussion of services provided and performance measures related to those services may be found in this document in each department's business plan.

Community Profile

Welcome to Jacksonville Beach

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

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

Additional information including City Council agendas and minutes, annual financial statements and budgets, 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.

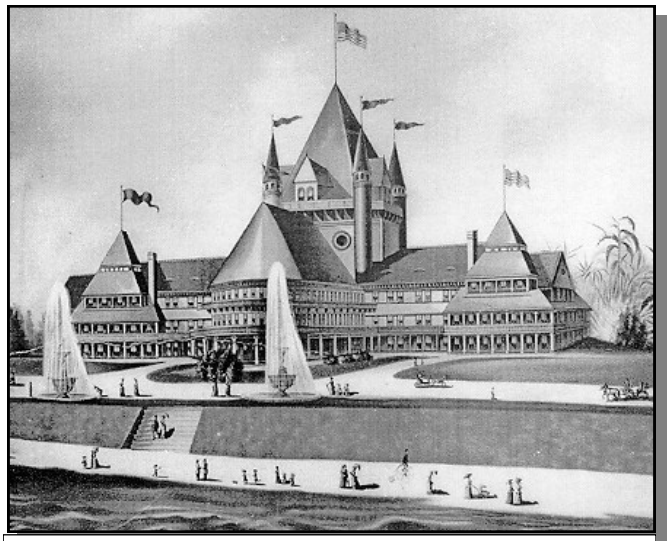
Meanwhile, a group of enterprising Jacksonville businessmen conceived the idea of a railway to the beaches east of Jacksonville. It was their plan to develop a summer resort to attract tourists to the Jacksonville area. The Jacksonville and Atlantic Railway Company was chartered in 1883 to build sixteen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

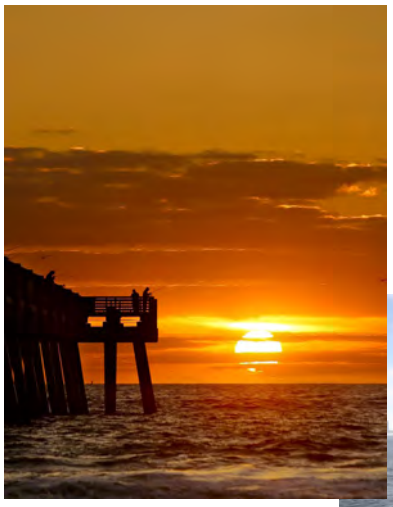
The City produces multiple special events that draw thousands of spectators.

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.

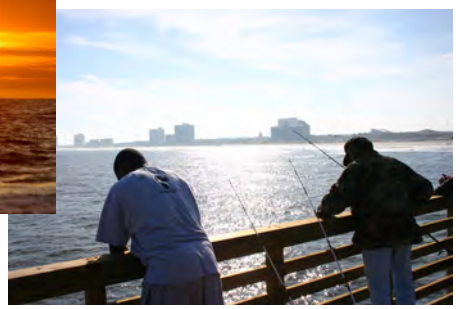
The list of principal taxpayers is composed of shopping centers, a hospital, hotels and apartment complexes. In addition, the City has a considerable commercial district which contributes significantly to its economy. Major employers include The United States Navy, Duval County School Board, Baptist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

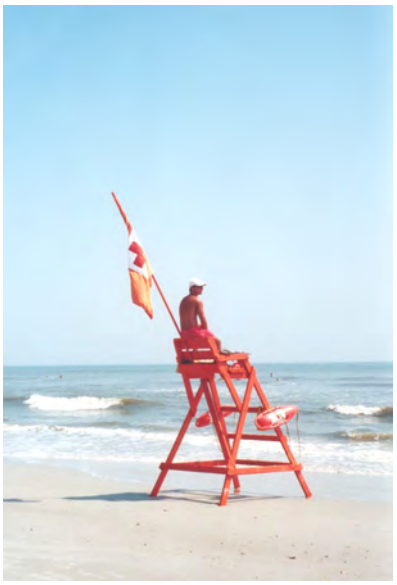
City Council members are elected to four-year staggered terms with three council members elected every two years. The mayor is elected to four year terms. Three council members are elected from within their districts. The mayor and the remaining three council members are elected at large.

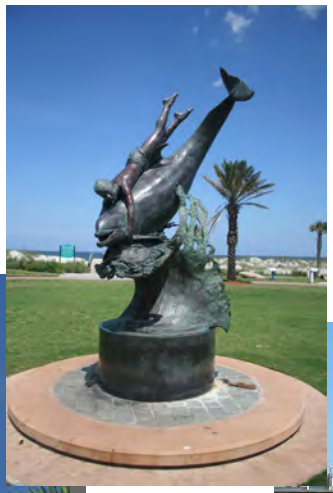
The City Council meets at 7:00 P.M. on the first and third Monday of each month (except January and July, 3rd Monday of the month only) at City Hall located at Eleven North Third Street.

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



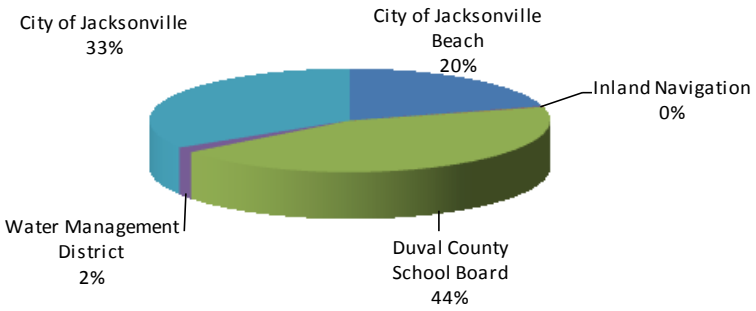


Funding City Services

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 unchanged from last year's rate.

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

FY2011 Millage Actual	FY2012 Planned Millage		FY2011 Tax Generated*	FY2012 Estimated Tax**
4.0947	**4.0947**	**City of Jacksonville Beach**	**$696**	**$606**
0.0345	0.0345	Inland Navigation	$6	$5
7.8440	7.4700	Duval County School Board	$1,530	$1,292
0.4158	0.3313	Water Management District	$71	$49
6.7446	6.7446	City of Jacksonville	$1,147	$998
19.1336	18.6751	TOTAL	$3,448	$2,951



*Based on a median home price of $220,000 (Zillow 1-1-2010)
**Based on a median home price in Jacksonville Beach of $198,000 (Zillow 1-1-2011)

A home valued at $198,000 with a homestead exemption of $50,000 has a net taxable value of $148,000 ($173,000 for schools). Based on 2012 millage rates, that home owner will pay $2,951 in property taxes. Only $606 of that household's taxes are paid to the City of Jacksonville Beach; or about $50.50 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	**Council / Manager**
Estimated City Population	**21,362**
Area of City in Square Miles	**8**
Miles of Coastline	**4**
Number of City Employees - (Full / Part-Time and Seasonal)	**329 / 139**
Government Facilities and Services	
Miles of Streets	**88**
Number of Street Lights	**5,376**
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	**95**
Number of Patrol Units	**51**
Beaches Energy Services	
Number of Electric Customers	**33,583**
Number of Resdential Electric Customers	**28,539**
Average Monthly Consumption-Residential	**1,395 kwh**
Sewer System (MGD-million gallons per day)	
Number of Sewer Services	**8,795**
Number of Treatment Plants	**1**
Daily Average Flow in Gallons	**2.3 MGD**
Maximum Daily Capacity of Treatment in Gallons	**4.5 MGD**
Water System (MGD-million gallons per day)	
Number of Water Services	**10,355**
Number of Residential Customers	**8,288**
Average Monthly Consumption-Residential	**4,295 gallons**
Number of Artesian Wells	**6**
Number of Fire Hydrants	**858**
Daily Average Flow in Gallons	**2.5 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	**AA-**

Miscellaneous Statistics
City of Jacksonville Beach, Florida

	Population	Unemployment Rate	Household Income	Budgeted Expenditures Original	Budgeted Expenditures Final
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
2010	21,362 (census)	12.9%	n/a	$174,705,201	$197,874,464

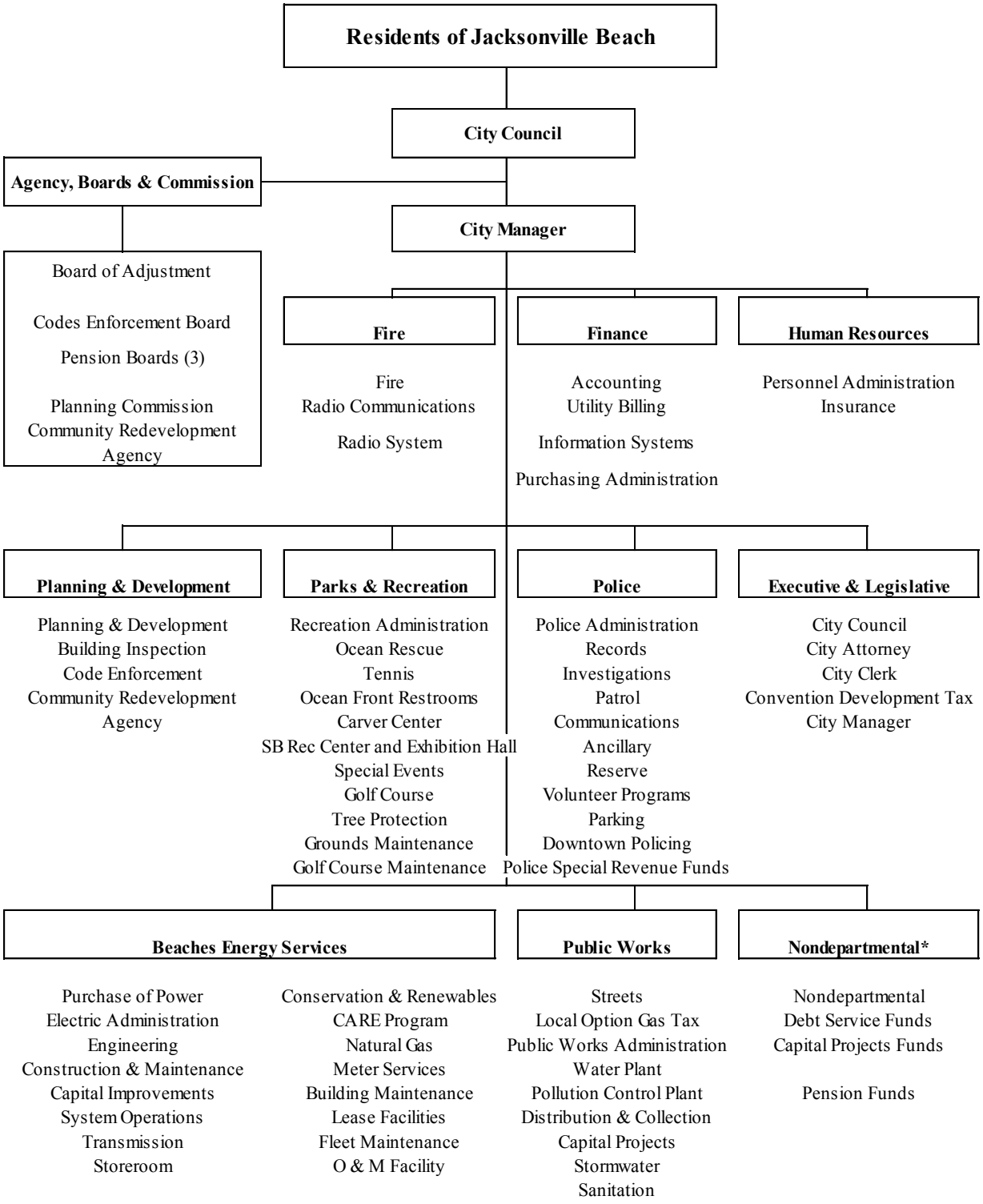
	Residential		Commercial		
	Permits Issued	Value of Permits	Permits Issued	Value of Permits	Total Value of Permits
2003	1208	$60,778,566	322	$31,517,693	$92,296,259
2004	1298	$184,659,701	707	$32,790,775	$217,450,476
2005	1354	$66,518,829	670	$52,068,967	$118,587,796
2006	1452	$56,912,030	272	$28,415,437	$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
2010	894	$11,093,625	462	$14,847,370	$25,940,995

Principal Taxpayers:	2009 Assessed Valuation	2010 Assessed Valuation	Percentage of 2010 Total Assessed Valuation
Broadstone Beach House at Jax Beach	--	$19,864,100	0.7%
South Beach Regional Shopping Center	$6,494,865	$16,642,900	0.6%
Pablo Plaza Shopping Center	$18,757,032	$15,097,700	0.5%
Ocean Park Partnership, Ltd.	$11,378,612	$14,218,600	0.5%
Beach Marine	$19,352,823	$13,661,778	0.5%
Courtyard Marriott	$11,564,849	$11,643,467	0.4%
Comfort Inn	$7,403,353	$11,405,300	0.4%
Southbeach Parkway Shopping Center	$12,731,632	$9,702,900	0.3%
Gordon Bank	$6,489,267	$9,583,400	0.3%
Beach Plaza	$6,275,938	$8,939,200	0.3%
	$100,448,371	$130,759,345	
Total Real Property Assessed Valuation (DR422)	$3,048,234,335	$2,800,256,363	

Principal Employers 2010:	Number of Employees
Mayport Naval Station	14,677
Baptist Medical Center-Beaches	800
PGA Tour	650
Ponte Vedra Inn & Club	650
Sawgrass Marriott	632
Honeywell	575
City of Jacksonville Beach - fulltime	328
U.S. Coast Guard	325
Vicar's Landing	290
Fleet Landing	280

Organization Profile

City of Jacksonville Beach, Florida
Organization Chart

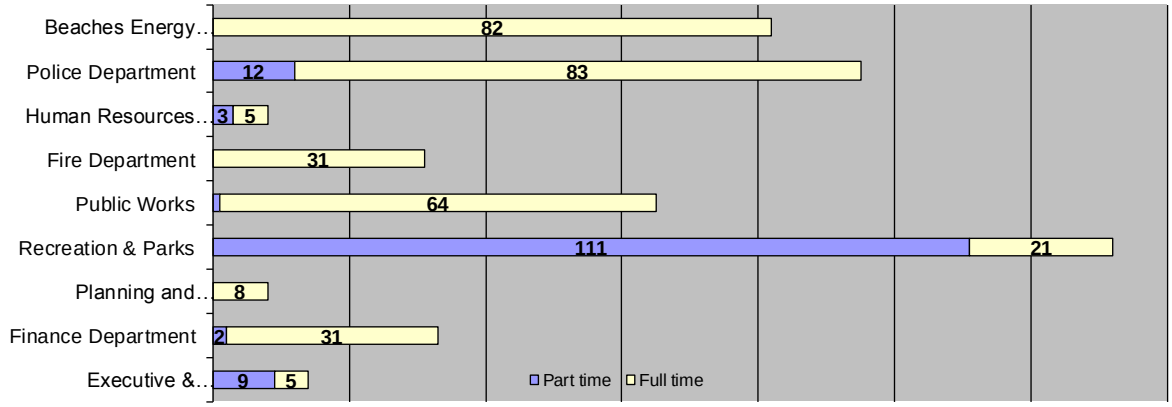


* See Executive & Legislative Department for discussion of these items

City of Jacksonville Beach
Four Year Summary of Positions by Department

	Actual 2009	Actual 2010	Actual 2011	Budget 2012 Part time	Budget 2012 Full time	Budget 2012 Total	Budget 2012 FTEs	Payroll Budget
Executive & Legislative								
City Council	7	7	7	7	0	7	0.0	$131,184
City Manager	4	4	3	0	2	2	2.0	277,154
City Clerk	6	5	5	2	3	5	3.0	177,005
Pension Funds	0	0	0	0	0	0	0.6	55,974
	17	**16**	**15**	**9**	**5**	**14**	**5.6**	**641,317**
Finance Department								
Accounting	8	8	8	1	7	8	7.2	645,975
Utility Billing	16	17	17	1	16	17	15.6	802,444
Data Processing	5	5	5	0	5	5	5.0	426,053
Purchasing Admin.	4	3	3	0	3	3	3.0	172,828
Lease Facilities (Tech.)	0	0	0	0	0	0	1.2	34,981
	33	**33**	**33**	**2**	**31**	**33**	**32.0**	**2,082,281**
Planning and Development								
Planning and Development	2	2	2	0	2	2	1.2	116,649
Building Inspection	5	5	4	0	4	4	3.5	244,019
Code Enforcement	2	2	2	0	2	2	1.9	114,620
Redevelopment	0	0	0	0	0	0	1.4	119,418
	9	**9**	**8**	**0**	**8**	**8**	**8.0**	**594,706**
Recreation & Parks								
Administration	4	6	5	3	2	5	4.8	343,634
Ocean Rescue	85	88	87	86	1	87	14.5	449,693
Tennis	4	4	4	3	1	4	1.9	84,978
Carver Center	3	3	3	1	1	2	1.7	73,659
Special Events	1	1	1	0	0	0	0.0	0
Golf Course	31	28	27	18	8	26	16.1	645,033
Grounds Maintenance	12	11	9	0	8	8	7.4	445,883
	140	**141**	**136**	**111**	**21**	**132**	**46.4**	**2,042,880**
Public Works								
Administration	4	4	4	0	4	4	1.4	99,876
Water Plant	13	13	13	0	13	13	13.3	836,024
Pollution Control Plant	15	15	15	0	15	15	15.3	999,598
Distribution and Collection	14	14	14	0	14	14	14.3	798,605
Stormwater	0	0	0	0	0	0	2.2	168,284
Sanitation	1	1	1	0	2	2	2.9	198,498
Street Maintenance	17	17	17	0	16	16	14.7	880,071
Local Option Gas Tax	1	1	1	1	0	1	0.8	44,897
	65	**65**	**65**	**1**	**64**	**65**	**64.8**	**4,025,853**

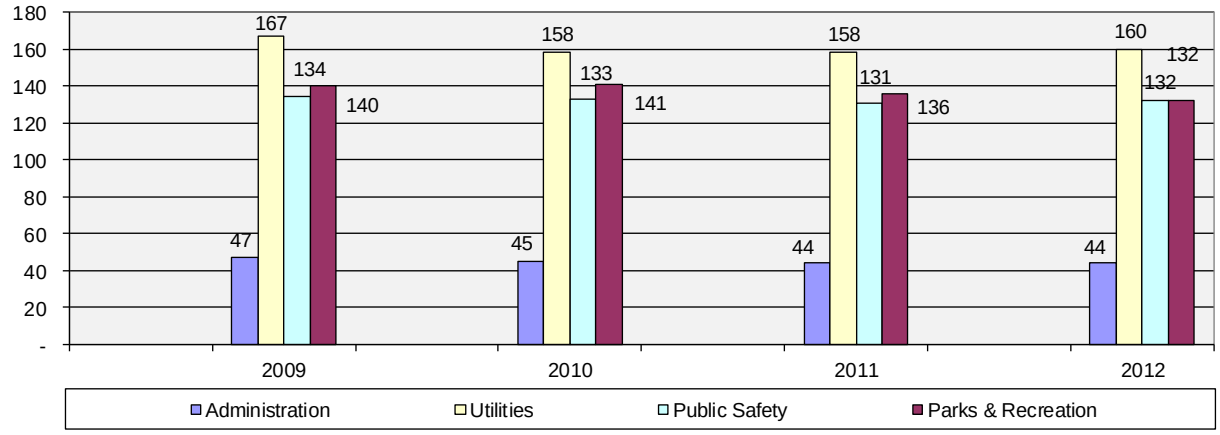
Employees by Department



City of Jacksonville Beach
Four Year Summary of Positions by Department (continued)

	Actual 2009	Actual 2010	Actual 2011	Budget 2012 Part time	Budget 2012 Full time	Budget 2012 Total	Budget 2012 FTEs	Payroll Budget
Police Department								
Administration	4	4	4	0	4	4	4.0	$287,419
Records	4	4	4	1	3	4	3.5	155,193
Investigations	15	15	15	0	14	14	14.0	1,286,477
Patrol	40	40	40	0	40	40	40.0	3,304,099
Communications	12	12	11	0	11	11	11.0	711,330
Ancillary	15	15	15	10	6	16	9.5	514,934
Part-time Officers	0	0	0	0	0	0	1.2	87,813
Parking	0	0	0	0	1	1	1.0	64,218
Downtown Policing	4	4	4	0	4	4	4.0	439,664
Law Enforcement Trust Fund	1	1	1	1	0	1	0.5	15,724
	95	**95**	**94**	**12**	**83**	**95**	**88.7**	**6,866,871**
Beaches Energy Services								
Administration	5	5	5	0	5	5	5.0	413,445
Engineering	10	8	8	0	8	8	8.0	731,296
Relay & Substations	0	0	5	0	6	6	6.0	483,318
Construct. & Maint.	39	34	34	0	34	34	34.0	2,986,649
System Operations	16	14	9	0	10	10	10.0	857,576
Storeroom	3	3	3	0	3	3	3.0	173,497
Conservation & Renewables	0	0	0	0	0	0	1.0	57,764
Meter Services	13	12	12	0	12	12	12.0	632,953
	86	76	76	0	78	78	79.0	6,336,498
Central Services Division:								
Building Maintenance	3	3	3	0	3	3	3.0	213,681
O & M Facility	1	1	1	0	1	1	1.0	48,936
	4	4	4	0	4	4	4.0	262,617
	90	**80**	**80**	**0**	**82**	**82**	**83.0**	**6,599,115**
Fire Department								
Fire / Rescue, Safety Services	**32**	**31**	**31**	**0**	**31**	**31**	**40.6**	**2,920,659**
Human Resources Department								
Personnel Administration	7	7	7	3	5	8	5.8	374,101
Insurance	0	0	0	0	0	0	0.4	17,389
	7	**7**	**7**	**3**	**5**	**8**	**6.2**	**391,490**
Total Authorized Positions	**488**	**477**	**469**	**138**	**330**	**468**	**375.4**	**$26,165,172**

Employees by Category



City of Jacksonville Beach
Reconciliation of Changes in Authorized Positions

	Part-time	Full-time	Total
Total Authorized FY2008	**136**	**355**	**491**
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		2	2
Add Cut-in/cut-out technician as a temporary overhire for October 2008 (Meter Services)		1	1
Total Authorized FY2009	**138**	**350**	**488**
Eliminate Firefighter (fire)		-1	-1
Add Scanning Clerk (Accounting)	1		1
Eliminate 2 positions Golf/Golf Maintenance		-2	-2
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
Total Authorized FY2010	**140**	**336**	**476**
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 1 Ocean Rescue Lieutenant (no change in total hours)	-1		-1
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
Eliminate 1 Building Inspector (Planning & Development)		-1	-1
Total Authorized FY2011	**136**	**332**	**468**
Eliminate 1 Senior Secretary (Recreation Admin)	-1		-1
Change Senior Secretary (special events) from fulltime to parttime	1	-1	0
Eliminate 1 Recreation Leader (Carver Center)	-1		-1
Eliminate 1 maintenance worker (Grounds Maint.)		-1	-1
Eliminate 1 golf shop manager		-1	-1
Correct prior year error between PW Admin and Local Option Gas Tax	1	-1	0
Added 1 school crossing guard (no increase in hours)	1		1
Eliminate school resource officer (Police)		-1	-1
Added Parking Supervisor		1	1
Added relay technician and system operator (overhires)		2	2
Added 1 part time Human Resources consultant to assist with transition following Director retirement.	1		1
Total Authorized FY2012	**138**	**330**	**468**
Change in positions since 2008	**2**	**-25**	**-23**

Policy Overview

City of Jacksonville Beach
Budget, Accounting and Financial Policies

Budget Policies

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

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

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

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

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

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

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

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

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

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

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

Budget Guidelines –

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

Operating Costs - Operating costs are budgeted according to need and based on the cost of providing the same level of service as the previous year. Priority is

given to expenditures for the adequate maintenance of capital equipment, facilities and infrastructure, and for their orderly repair replacement.

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

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

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

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

Accounting and Financial Policies

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

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

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

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

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

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

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

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

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

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

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

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

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

Major and Nonmajor Funds – GASB Statement No. 34 sets forth minimum criteria (percentage of assets, liabilities, revenues or expenditures/expenses of

either fund category or the governmental and enterprise combined) for the determination of major funds.

The City reports three major governmental funds: the General Fund, one special revenue fund, the Community Redevelopment Agency and one capital projects fund, the General Capital Projects Fund. The General Fund is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Most of the essential government services such as public safety, street construction and maintenance, culture and recreation and general administration are provided by the general fund. The Community Redevelopment Fund accounts for the activities of the City's Community Redevelopment Agency, including the downtown and Southend redevelopment districts. The General Capital Projects Fund is the City's primary capital projects fund. It accounts for the cost of various capital projects, major equipment purchases and major repairs and renovations.

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

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

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

Finance Officer.

Fund Balance Reserves – In addition to any legally restricted fund balances, the City maintains a fund balance reserve for working capital in all operating funds. The purpose of this reserve is to handle shortfalls from revenue deficiencies, costs from unforeseen emergencies, and to avoid the need for short term borrowing for cash flow purposes. This reserve is maintained at the approximate level of three to four months operating expenditures.

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

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

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

Decisions to issue debt are guided by the following policies:

1. The City restricts the use of long-term debt to capital projects that cannot be funded from current revenues. The City does not use long-term debt to meet current operating expenditures.
2. Debt payments are not extended beyond the useful life of the capital investment being financed.
3. The City may issue refunding bonds provided such refunding does not result in an increase in the interest rate.
4. Issuance of General Obligation Bonds (GOB) requires the approval of the City Council and an affirmative vote of a majority of electors voting at any specific general election.

5. The City may issue tax increment debt securities payable solely from the ad valorem tax increment proceeds within the area of authority created in accordance with City Ordinances for the Southend and Downtown Tax Increment Districts.
6. The City Council has the authority to obligate the City's resources for the issuance of Revenue Bonds. Issuance of additional revenue bonds for the utilities must not violate the terms of current bond covenants and comply with all the restrictions for parity, debt service coverage and reserve requirements.
7. The use of lease purchase obligations is 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

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

Approximate Date	***Required Budget Action***
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
April 1	Departments submit next year budget requests
April 15 through May	City Manager, Finance Officer and Budget Officer meet with Departments to review and revise all budget requests and business plans
May 15	Property Appraiser provides estimated preliminary taxable base for next budget year per FS 200.065
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 TRIM (Truth in Millage Act). 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:

Revenue	***Assumption***
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.

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. Except for specific programs or projects, budget requests are generally

required to have no increase in operating 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.

Cost	***Allocation Basis***
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.

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 for changes in revenue estimates 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.

Financial Summaries

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

	Actual 2009	Actual 2010	Original Budget 2011	Proposed Budget 2012	Increase (Decrease)	% Change
Restricted Fund Balance	$ 83,606,840	$ 78,521,629	$ 79,858,471	$ 74,304,640	$ (5,553,832)	-7.0%
Unrestricted Fund Balance	55,936,649	63,680,124	66,722,390	59,234,741	(7,487,649)	-11.2%
Beginning Fund Balance	**139,543,489**	**142,201,753**	**146,580,861**	**133,539,381**	**(13,041,481)**	-8.9%
Revenues						
Taxes	20,024,475	19,531,762	18,865,996	18,906,904	40,908	0.2%
Permits & fees	349,571	229,565	323,800	328,800	5,000	1.5%
Intergovernmental	6,530,767	12,045,726	5,155,699	4,222,132	(933,567)	-18.1%
Charges for services	125,300,882	127,590,454	125,487,705	125,948,914	461,209	0.4%
Fines & forfeitures	298,613	510,579	187,500	196,500	9,000	4.8%
Interest & other	9,007,391	10,394,759	8,423,477	8,627,076	203,599	2.4%
Transfers in	14,533,120	9,792,787	9,632,648	5,702,366	(3,930,282)	-40.8%
Total Revenues	**176,044,819**	**180,095,632**	**168,076,825**	**163,932,692**	**(4,144,133)**	-2.5%
Other Financing Sources	**1,759,024**	**7,950,703**				
Expenditures						
Personal Services	25,005,241	25,302,663	26,814,729	26,165,172	(649,557)	-2.4%
Operating-Energy	79,974,262	76,591,941	75,740,105	76,921,105	1,181,000	1.6%
Operating-All Other	27,875,229	33,985,930	35,690,099	35,503,597	(186,502)	-0.5%
Capital Outlay	16,075,301	26,632,494	24,728,874	8,934,359	(15,794,515)	-63.9%
Debt Service	8,458,095	8,488,662	8,500,313	7,857,798	(642,515)	-7.6%
Grants to Others	21,691	23,168	11,537	11,537	0	0.0%
Transfers	14,533,120	9,792,787	9,632,648	5,702,366	(3,930,282)	-40.8%
Total Expenditures	**171,942,939**	**180,817,645**	**181,118,305**	**161,095,934**	**(20,022,371)**	-11.1%
Other Financing Uses	**3,202,640**	**2,849,582**				
Change in Fund Balance	**2,658,264**	**4,379,108**	**(13,041,480)**	**2,836,758**	15,878,238	-121.8%
Restricted Fund Balance	78,521,629	79,858,471	74,304,640	74,668,291	363,651	0.5%
Unrestricted Fund Balance	63,680,124	66,722,390	59,234,741	61,707,848	2,473,107	4.2%
Ending Fund Balance	**$ 142,201,753**	**$ 146,580,861**	**$ 133,539,381**	**$ 136,376,139**	**$ 2,836,758**	2.1%
Expenditures by Department:						
Executive & Legislative	1,321,648	1,285,265	1,486,157	1,454,213	($31,944)	-2.1%
Finance	3,731,302	3,675,501	4,254,759	4,145,059	(109,700)	-2.6%
Planning & Development	6,334,725	9,896,730	8,892,901	2,686,723	(6,206,178)	-69.8%
Parks & Recreation	5,391,273	5,053,292	5,180,451	4,662,199	(518,252)	-10.0%
Public Works	19,174,329	27,895,563	25,698,969	18,834,284	(6,864,685)	-26.7%
Police	7,953,600	8,662,230	8,729,452	8,602,779	(126,673)	-1.5%
Fire	3,219,276	3,336,674	3,523,816	3,467,784	(56,032)	-1.6%
Beaches Energy Services	106,338,554	102,729,940	105,888,094	102,924,014	(2,964,080)	-2.8%
Human Resources	1,749,612	6,127,768	4,673,448	4,178,278	(495,170)	-10.6%
Non-Departmental	16,728,620	12,154,682	12,790,258	10,140,601	(2,649,657)	-20.7%
Total Expenditures	**$ 171,942,939**	**$ 180,817,645**	**$ 181,118,305**	**$ 161,095,934**	**$ (20,022,371)**	-11.1%
Expenditures by Major/Nonmajor Fund:						
General Fund	18,230,993	17,718,623	18,590,726	18,119,689	($471,037)	-2.5%
Redevelopment	5,919,335	9,674,653	8,636,623	2,530,345	(6,106,278)	-70.7%
General Capital Projects	3,165,287	2,598,409	1,104,282	235,762	(868,520)	-78.7%
Electric	103,767,349	98,525,396	99,722,628	98,560,887	(1,161,741)	-1.2%
Water & Sewer	12,665,651	20,874,219	17,552,618	11,951,418	(5,601,200)	-31.9%
Total Major Funds	143,748,615	149,391,300	145,606,877	131,398,101	(14,208,776)	-9.8%
Nonmajor Governmental	8,211,474	5,583,604	6,775,767	3,514,886	(3,260,881)	-48.1%
Nonmajor Enterprise	6,865,316	7,907,391	11,545,503	8,552,589	(2,992,914)	-25.9%
Internal Service	8,566,216	12,916,623	11,891,740	11,116,364	(775,376)	-6.5%
Pension	4,551,318	5,018,727	5,298,418	6,513,994	1,215,576	22.9%
Total Nonmajor Funds	28,194,324	31,426,345	35,511,428	29,697,833	(5,813,595)	-16.4%
Total Expenditures	**$ 171,942,939**	**$ 180,817,645**	**$ 181,118,305**	**$ 161,095,934**	**$ (20,022,371)**	-11.1%
Total Expenditures	$171,942,939	$180,817,645	$181,118,305	$161,095,934	($20,022,371)	-11.1%
less: Internal Service Charges	8,566,216	12,916,623	11,891,740	11,116,364	($775,376)	-6.5%
less: Transfers	14,533,120	9,792,787	9,632,648	5,702,366	($3,930,282)	-40.8%
Net Budgeted Expenditures	**$148,843,603**	**$158,108,235**	**$159,593,917**	**$144,277,204**	**($15,316,713)**	**-9.6%**

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 Fund. 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	$8,693,519	$5,324,452	$4,773,124	$31,962,147	$6,612,807
Revenues	18,119,689	7,540,878	211,200	98,957,920	9,187,324
Expenditures	18,119,689	2,530,345	235,762	98,560,887	11,951,418
Revenues over (under) expenditures	0	5,010,533	(24,562)	397,033	(2,764,094)
Ending Fund Balance	$8,693,519	$10,334,985	$4,748,562	$32,359,180	$3,848,713
Restricted	$0	$0	$0	$7,657,904	$1,496,575
Unrestricted	8,693,519	10,334,985	4,748,562	24,701,276	2,352,138
	$8,693,519	$10,334,985	$4,748,562	$32,359,180	$3,848,713
Change in fund balance	0.0%	94.1%	-0.5%	1.2%	-41.8%

	Nonmajor Funds				
	Govt.	Enterprise	Internal Service	Pension Funds	ALL FUNDS
Beg. Fund Balance	$3,847,918	$6,241,559	$4,969,880	$61,113,975	$133,539,381
Revenues	3,333,213	8,690,564	10,955,339	6,936,565	163,932,692
Expenditures	3,514,886	8,552,589	11,116,364	6,513,994	161,095,934
Revenues over (under) expenditures	(181,673)	137,975	(161,025)	422,571	2,836,758
Ending Fund Balance	$3,666,245	$6,379,534	$4,808,855	$61,536,546	$136,376,139
Restricted	$2,954,380	$1,022,886	$0	$61,536,546	$74,668,291
Unrestricted	711,865	5,356,648	4,808,855	0	61,707,848
	$3,666,245	$6,379,534	$4,808,855	$61,536,546	$136,376,139
Change in fund balance	-4.7%	2.2%	-3.2%	0.7%	2.1%

Major Funds:

The **General Fund** fund balance is budgeted to remain unchanged. Property tax and state sales tax reductions over the past few years have made balancing the budget more challenging, however, property values have not fallen as much as in other parts of the state. The primary cost in this fund is personnel; representing 67% of the 2012 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. Design for the Downtown Vision Plan has been completed and the bid process for construction has begun. The project will be budgeted when the bid is awarded. 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 and for other costs that are consistent with statutory requirements..

General Capital Projects Fund fund balance is budgeted to have a decrease due to the timing of major expenditures and projects paid for from this fund. The budget this year includes the replacement of a storage area network ($155,762) and small technology equipment replacements ($50,000).

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

The **Water & Sewer Fund** fund balance is budgeted to decrease due to the North 2nd Street Water, Sewer and Road Improvements Project. The City is examining its water and sewer rates, which currently do not generate enough revenue to pay for increasingly expensive projects necessary to maintain the water and sewer system. A $21 million waste treatment facility in will be fully operational by late fall and the old facility will be demolished. The project was 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. Portions of these one-time revenues were included in the 2010 and 2011 budgets.

Nonmajor Funds:

Governmental Funds will show a decrease in fund balance due to declines in state revenue sources (Local Option Gas Tax, ½ Cent Infrastructure Surtax). 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. The substantial completion

of the natural gas distribution system means that capital outlay in that fund will decrease significantly. The other funds are expected to show modest increases in their fund balances for 2012.

Internal Service Funds recover their costs through charges to internal customers and are budgeted to break even. The fund balance decrease is a consequence of using interest earnings in the Workers' Comp Insurance Fund to reduce the cost of workers comp insurance charged to City departments .

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 an increase in investment earnings in 2012.

Unrestricted Fund Balance:

	Actual 2008	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012
Major Funds:					
General	$8,042,112	$8,597,808	$8,844,370	$8,693,519	$8,693,519
Community Redevelopment	2,175,676	7,040,029	4,809,445	5,324,452	10,334,985
General Capital Projects	6,888,415	5,384,937	5,381,206	4,773,124	4,748,562
Electric	18,735,927	16,691,391	24,892,719	24,304,243	24,701,276
Water & Sewer	8,657,850	12,314,358	8,920,935	5,116,232	2,352,138
	44,499,980	50,028,523	52,848,675	48,211,570	50,830,480
Nonmajor Funds:					
Governmental	506,884	349,506	314,462	834,618	711,865
Enterprise	7,864,326	9,704,271	9,208,492	5,218,673	5,356,648
Internal Service	3,065,459	3,597,824	4,350,761	4,969,880	4,808,855
Trust (pension)	0	0	0	0	0
	11,436,669	13,651,601	13,873,715	11,023,171	10,877,368
	$55,936,649	$63,680,124	$66,722,390	$59,234,741	$61,707,848

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 FY2012, 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 2012 budget is $18,119,689.

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 2012 budget is $2,530,345 and is reported in Planning & Development's 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 2012 budget is $205,762 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 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 2012 budget is $98,560,887 and is discussed under Beaches Energy Services. The Water & Sewer Fund's budget is $11,251,418 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 $8,552,589.

Fund Name	Budget Section	Funding Source	Major Funding Use (Approved Budget)
Natural Gas	Beaches Energy	Charges for natural gas	Operation of the natural gas distribution system ($1,970,000)
Stormwater	Public Works	Stormwater fees	Operations of the stormwater system ($1,225,461)
Sanitation	Public Works	Garbage services	Operations of the sanitation (garbage) utility ($3,385,825)
Golf Course	Parks & Recreation	Fees for golf course play	Operations of the City's golf course ($1,401,530)
Lease Facilities	Beaches Energy Services	Rentals at the Community Center, Industrial Park and Communications Tower	Operations of these facilities and technology purchases ($569,773)

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 2012 budget is $11,116,364.

Internal Service Fund Name	Budget Section	Approved Budget
City Manager	Executive & Legislative	$365,888
Accounting, Utility Billing, Information Systems and Purchasing	Finance	$4,178,278
Human Resources, Insurance & Risk Retention	Human Resources	$2,293,375
Fleet Maintenance, Operations & Maintenance Facility, Meter Services	Beaches Energy Services	$1,864,937
Radio System	Fire	$28,474
Grounds Maintenance	Parks & Recreation	$1,023,896

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. 2012 budget is $$6,513,994.

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 2012 budget is $3,514,886. A summary of the individual funds included in this group is shown below and on the next page.

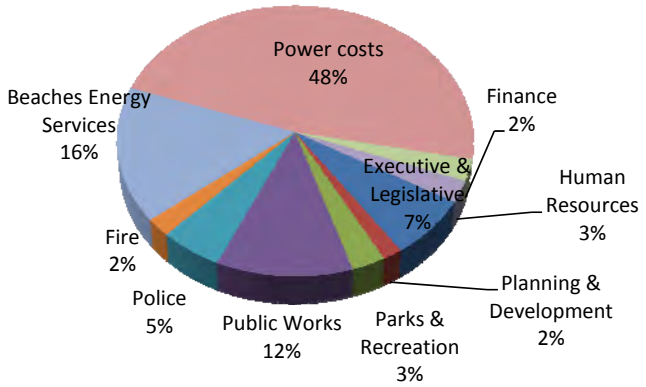
Nonmajor Governmental Fund Name	**Budget Section**	**Funding Sources**	**Major Funding Use (Approved Budget)**
Convention Development Tax	Executive & Legislative	Local Tourist Development Tax	Convention development activities ($225,129)
Court Costs Training	Police	Fine on traffic infractions	Criminal 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 ($756,906)
Tree Protection	Parks & Recreation	Tree removal, site clearing fees, contributions	Preservation and planting of trees ($10,000)
Law Enforcement Trust Fund	Police	Forfeitures and sales of confiscated property (state & local)	Crime prevention and drug education programs ($15,920)
Equitable Sharing	Police	Forfeitures and sales of confiscated property (federal)	Police investigations and equipment ($50,000)
Debt Service Fund	Nondepartmen-tal (Executive)	Transfers from funds benefiting from debt issued for projects	Payment of principal and interest on funds borrowed to construct capital projects ($1,068,218)

Nonmajor Governmental Fund Name	Budget Section	Funding Sources	Major Funding Uses (Approved Budget)
Infrastructure Capital Projects	Nondepartmen-tal (Executive)	Bond proceeds	Improvements to streets, sidewalks, water, sewer and stormwater systems; recreation facility improvements and purchase of property for recreation and preservation purposes ($0)
Beaches Park Project for Kids; Dog Park	Nondepartmen-tal (Executive)	Donations	Maintenance of Sunshine Park ($5,000); Maintenance and supplies for the Dog Park ($10,000)

Revenues and Expenditures by Major/Nonmajor Fund

	Revenues	Expenditures	Expenditures as a % of Total Budget
Major Funds:			
General Fund	$18,119,689	$18,119,689	11.2%
Community Redevelopment	7,540,878	2,530,345	1.6%
General Capital Projects	211,200	235,762	0.1%
Electric	98,957,920	98,560,887	61.2%
Water & Sewer	9,187,324	11,951,418	7.4%
	134,017,011	131,398,101	81.6%
Nonmajor Funds:			
Governmental	3,333,213	3,514,886	2.2%
Enterprise	8,690,564	8,552,589	5.3%
Internal Service	10,955,339	11,116,364	6.9%
Trust (pension)	6,936,565	6,513,994	4.0%
	29,915,681	29,697,833	18.4%
TOTAL, All Funds	$163,932,692	161,095,934	100.0%

Expenditures by Department

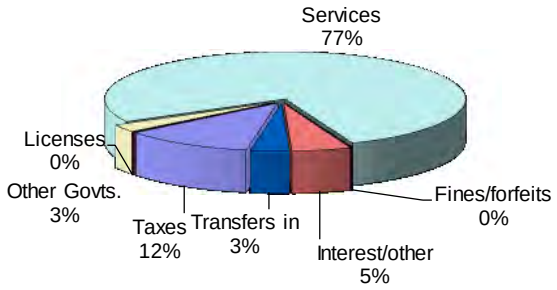


	Revenues	Expenditures	Revenues over (under) expense
Executive & Legislative	$11,910,499	$11,594,814	$315,685
Planning & Development	8,188,612	2,686,723	5,501,889
Parks & Recreation	4,657,261	4,662,199	(4,938)
Public Works	15,927,994	18,834,284	(2,906,290)
Police	7,998,303	8,602,779	(604,476)
Fire	3,452,284	3,467,784	(15,500)
Beaches Energy Services	104,105,595	102,924,014	1,181,581
Finance	3,674,891	4,145,059	(470,168)
Human Resources	4,017,253	4,178,278	(161,025)
	$163,932,692	$161,095,934	$2,836,758

Revenue Summary - by Type
2012

	General Fund	Governmental	Enterprise	Internal Service	Pension	Total
Taxes						
Ad Valorem	7,588,996	$7,475,878				**$15,064,874**
Convention Dev. Tax		175,000				**175,000**
Local Option Gas Tax		777,427				**777,427**
Half Cent Infrastructure Tax		998,523				**998,523**
Local Communications Tax	1,232,800					**1,232,800**
Other	278,280		-	-	380,000	**658,280**
Total Taxes	**9,100,076**	**9,426,828**	**-**	**-**	**380,000**	**18,906,904**
Licenses	328,800	**-**	**-**	**-**	**-**	**328,800**
Intergovernmental						
State 1/2 Cent Tax	1,776,658					**1,776,658**
Sales Tax Distribution	617,162					**617,162**
Duval Cnty in Lieu of Tax	614,864					**614,864**
Other	450,250	278,198	485,000	-	-	**1,213,448**
Total Intergov.	**3,458,934**	**278,198**	**485,000**	**-**	**-**	**4,222,132**
Charges for Services						
Electric			98,182,669			**98,182,669**
Natural Gas			2,279,812			**2,279,812**
Water / Sewer			8,478,233			**8,478,233**
Stormwater			1,242,903			**1,242,903**
Sanitation			3,147,666			**3,147,666**
Recreation / Golf	77,750		1,404,842			**1,482,592**
Internal Services				10,910,339		**10,910,339**
Miscellaneous	224,700	-			-	**224,700**
Total Services	**302,450**	**-**	**114,736,125**	**10,910,339**	**-**	**125,948,914**
Fines and Forfeitures	**167,000**	**29,500**	**-**	**-**	**-**	**196,500**
Miscellaneous						
Debt Proceeds		-				**-**
Interest and Other	264,000	164,450	1,597,061	45,000	6,556,565	**8,627,076**
Total Miscellaneous	**264,000**	**164,450**	**1,597,061**	**45,000**	**6,556,565**	**8,627,076**
Transfers	**4,498,429**	**1,186,315**	**17,622**	**-**	**-**	**5,702,366**
Total Revenues	**$18,119,689**	**$11,085,291**	**116,835,808**	**$10,955,339**	**$6,936,565**	**163,932,692**

Revenues

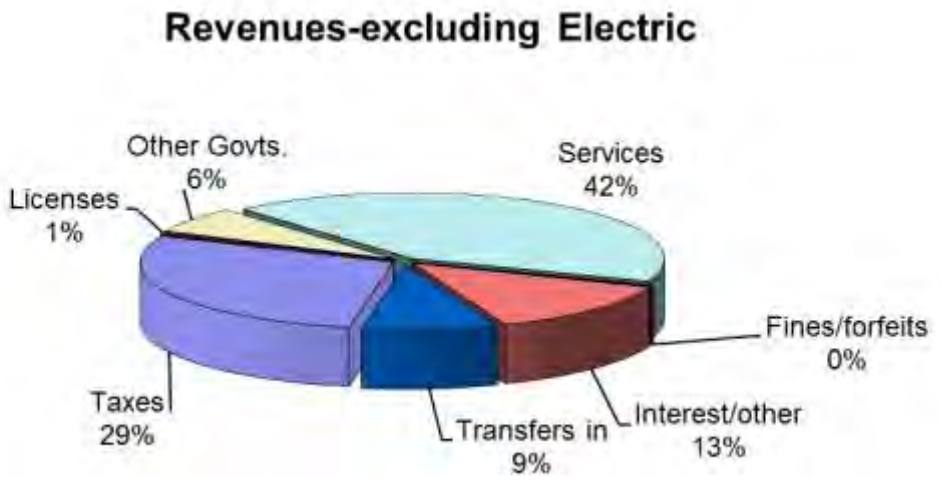


Revenue Summary

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 2012 are $163,932,692. Almost 60% 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 $66 million, 29% comes from taxes (primarily ad valorem) and 42% 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.

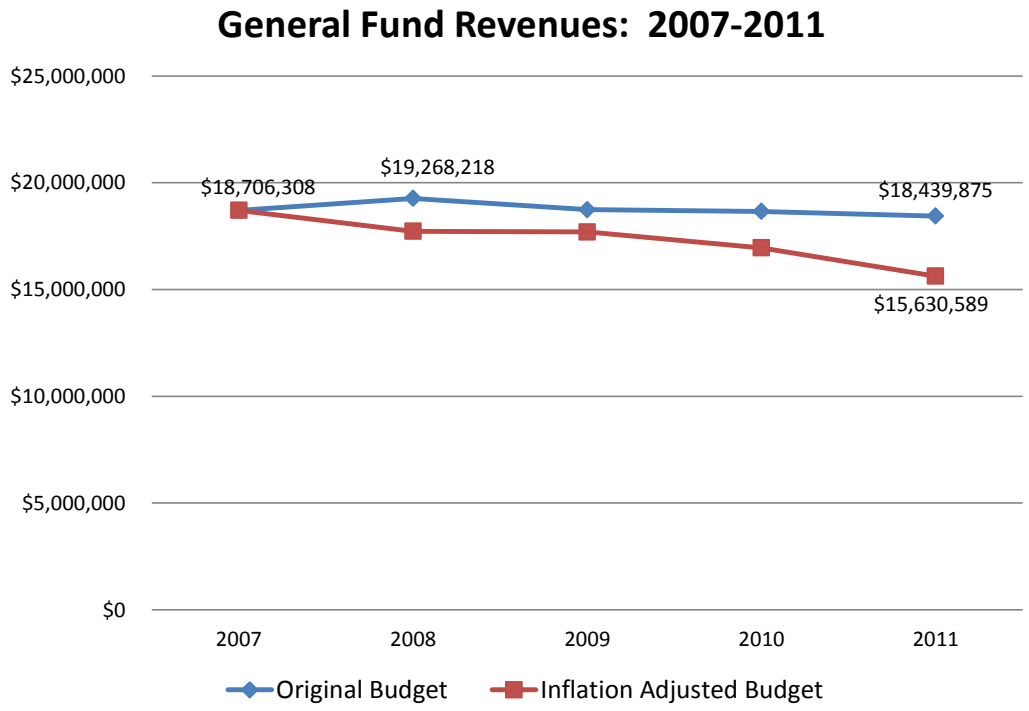


General Fund Revenues

Total budgeted revenues in the General Fund for 2012 are $18,119,689; a decrease of $1.3 million since 2007. The major sources of revenue are property taxes (42%), revenue from other governments (19%) and transfers from other funds (25%).

For the last decade, there has been a decreasing trend in most non-property tax revenue. Increases in property tax revenue helped to mitigate that decreasing trend, since property taxes is one of the few revenues that can be controlled by the local government to any extent. Limits placed on property tax revenues by the State Legislature, have combined with decreases in property value to create decreases in property tax revenues, as well. General Fund budgets have been less in both real dollars and inflation-adjusted dollars in every year since 2008. While there have not been

significant reductions in service, reductions in future budgets will require noticeable reductions in services that are paid for with General Fund dollars.



Revenues by Category

Tax Revenues

The City has two main sources of tax revenue: ad valorem taxes and sales and use taxes. 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 contributed to a 3.5% decrease in total revenues since 2008. Assessed property value in the City showed a decrease of 7.76% this year (8.1% last year); in the past two years, taxable property value in Jacksonville Beach has fallen by close to half a billion dollars (17.8%). Assessed values in the Downtown and South Beach areas fell by 10.2% and 4.3%, respectively. Of the $15,085,716 in budgeted property taxes, 48% supports the General Fund and 42% is restricted for use by 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 2012 is $4.0947 mills per $1,000 of assessed value and will provide approximately $15,064,874 representing 9.2% of total revenues. Ad valorem tax revenue of $7,588,996 will be reserved for General Fund purposes and represents 42% 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. Use of the same millage rate as last year's combined with a continued decrease in taxable property value resulted in a $656,734 decrease in General Fund revenue.

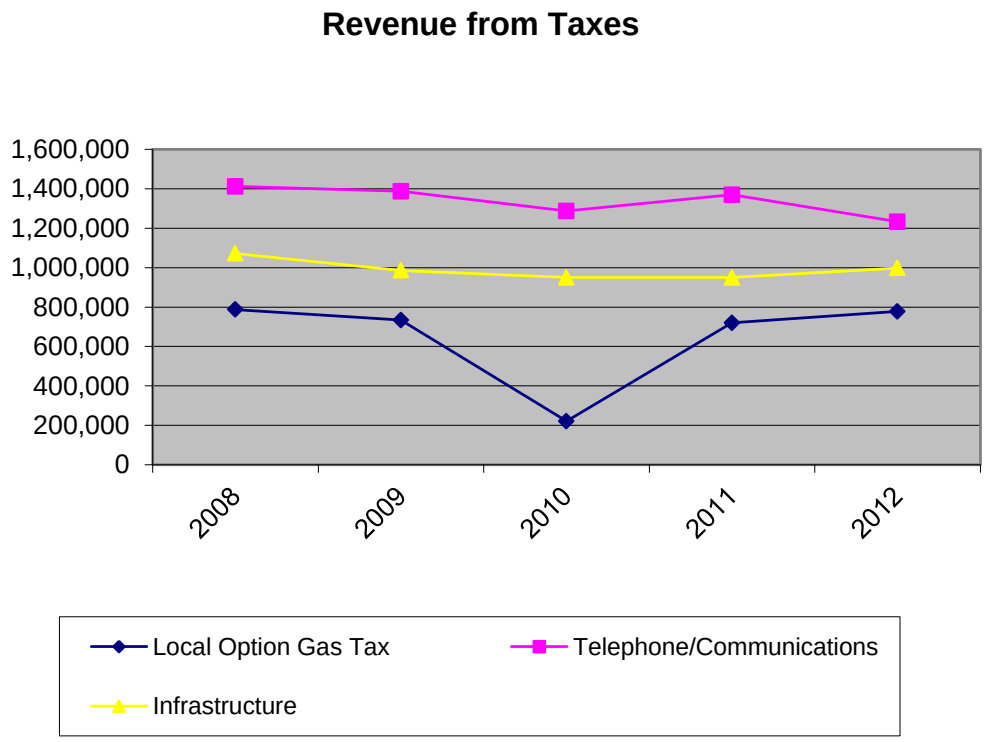
	Actual 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
Ad Valorem	$15,325,208	$16,020,875	$15,625,045	$15,085,716	$15,064,874
Local Option Gas	787,579	733,730	220,694	720,000	777,427
Convention Development	232,080	209,957	747,903	150,000	175,000
1/2 Cent Infrastructure	1,072,472	985,627	950,140	950,000	998,523
Local Communications	1,412,442	1,387,210	1,287,419	1,370,000	1,232,800
Other	775,216	687,076	700,561	590,280	658,280
Taxes	$19,604,997	$20,024,475	$19,531,763	$18,865,996	$18,906,904

Local Option Gas Tax revenues are used to fund the repair and maintenance of roads, streets and sidewalks. Local Option Gas Tax is budgeted based on estimates from the State of Florida Office of Economics and Demographic Research (EDR), historical trends and variance analysis. Convention Development Tax revenues are used to promote tourism and to fund the maintenance and upkeep of the SeaWalk and Amphitheater area and are estimated based on historical trends as influenced by economic forecasts.

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. The ½ Cent Sales Surtax revenues are budgeted using information from the Florida Office of Economic and Demographic Research and historical trends. 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. For many years, this tax was a steady revenue source. However, revenues have decreased for the past three years and are expected to decrease again in 2012. EDR also provides estimates for this revenue source.

All sales and use taxes are estimated based on projections made by the State of Florida, economic forecasts 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.



Permits and Fees

	Actual 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
Permits, fees and special assessments	$353,684	$349,571	$229,565	$323,800	$328,800

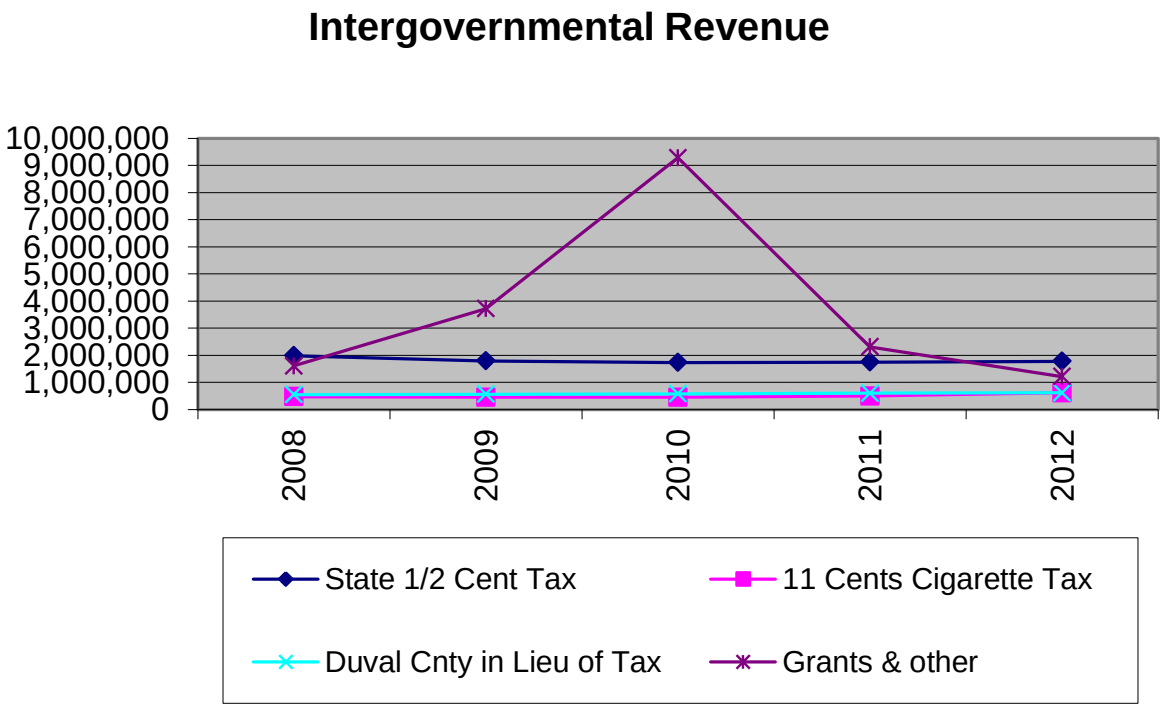
Permits are primarily composed of building-related permit revenue, which make up $303,800 of this category's revenues. Permit revenue have decreased 7% since 2008 due to the economy and as the City is built out. Fees from permits total $328,800 in the General Fund and represent 0.2% of its revenues. Budgets for permits and fees are based on historical trends and estimates from the Planning and Development Department.

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 a 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. Intergovernmental revenues have decreased by 8.5% since 2008.

In recent years, the City has aggressively sought grant revenue to offset part of the cost of major construction projects. In 2012, grant revenue is expected to drop off substantially after peaking in 2010 when the City received $11 million in grants to help fund the construction of a new waste treatment facility required as part of EPA requirements to reduce the amount of nitrogen flowing into the lower St. Johns River and its tributaries.

	Actual 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
State 1/2 Cent Tax	$1,982,470	$1,794,068	$1,736,711	$1,750,000	$1,776,658
11 Cents Cigarette Tax	476,673	452,671	450,897	500,000	617,162
Duval Cnty in Lieu of Tax	546,676	563,076	579,968	596,955	614,864
Other	1,433,290	3,539,470	9,093,902	2,308,744	1,213,448
Intergovernmental	$4,616,733	$6,530,766	$12,045,725	$5,155,699	$4,222,132



Intergovernmental revenues are budgeted based on estimates provided by the State of Florida Office of Economic and Demographic Research (EDR), interlocal agreements, grant contracts and historical trends. This year, EDR's continuing downward revisions to its estimates may mean that the City will adjust its revenue estimates and related budgets downward in the 2012 mid-year budget adjustment, 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 76.8% of the City's total revenues, but only 1.7% of the General Fund's revenues. Total revenues from charges for services are anticipated to be $125,948,914 ($302,450 in the General Fund).

	Actual 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
Electric	$99,196,324	$102,024,227	$99,205,550	$97,651,299	$98,182,669
Natural Gas	0	0	$62,801	$841,319	2,279,812
Water / Sewer	8,051,952	8,221,031	$8,724,409	8,423,422	8,478,233
Stormwater	1,223,464	1,240,510	$1,242,265	1,222,863	1,242,903
Sanitation	3,180,411	3,156,520	$3,141,500	3,142,603	3,147,666
Recreation / Golf	1,651,691	1,308,467	$1,336,437	1,677,140	1,482,592
Internal Services	9,664,199	9,227,037	$13,587,812	12,448,359	10,910,339
Miscellaneous	199,208	123,090	$289,680	80,700	224,700
Charges for Services	$123,167,249	$125,300,882	$127,590,454	$125,487,705	$125,948,914

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 consortium 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, 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 2012. Revenues for this year's budget have been estimated by the City's gas management consultant, reviewed and adjusted by the City.

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 though 2010, with increases equal to the percentage increase in the CPI after that. The City has engaged a consultant to update its last rate study and is considering further rate adjustments.

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 in the coming year and historical consumption trends.

Concurrent with a major drainage project, the Golf Course has been improved and greens rebuilt; construction was completed early last year. Golf revenues are estimated based on the expected number of rounds to be played. In the last three years, economic conditions have caused a decrease in the number of rounds played, resulting in staffing and operating cost decreases. The City has had to transfer funds to the Golf Course to provide cash flow for operations ($185,000 in 2010; $210,000 in 2011).

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 (2008-2010) are noticeably lower than revenues in "budgeted" years (2011 and 2012). 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 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
Fines and Forfeitures	$743,506	$298,613	$510,579	$187,500	$196,500

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 $196,500 and represent only a small portion (0.1%) of total City revenues. The General Fund portion of this total is $167,000 (0.9% of total General Fund revenues). Fines and forfeitures are budgeted based on historical trends and have been decreasing for many years with changes to state law related to how the fines are allocated between state and local governments, with the exception of a one-time payment the City received from the county in 2008. Budgeted revenue for 2012 is 56% of the amount the City received in 2005.

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 2012 budget, these revenues are estimated to be $8,627,076, representing 5.3% 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 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
Debt Proceeds	$0	$0	$0	$0	$0
Interest	-1,346,137	4,906,252	6,375,974	3,885,839	4,226,864
Other	2,315,073	4,101,139	4,018,785	4,537,638	4,400,212
Miscellaneous	$968,936	$9,007,391	$10,394,759	$8,423,477	$8,627,076

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 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
Transfers	$7,477,620	$14,533,120	$9,792,787	$9,632,648	$5,702,366

Transfers for the 2012 fiscal year are $5,702,366, which is 3.5% of the total budgeted revenues. Transfers received in the General Fund will be $4,498,429, or 24.8% 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 2008	Actual 2009	Actual 2010	Original Budget 2011	Approved Budget 2012
Restricted	$83,606,840	$78,521,629	$79,858,471	$74,304,640	$73,681,227
Unrestricted	55,936,649	63,680,124	66,722,390	60,295,739	64,491,120
Total Fund Balance	$139,543,489	$142,201,753	$146,580,861	$134,600,379	$138,172,347

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 FY2012, 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, utility and pension funds. All other funds are expected to have modest reductions in their fund balances.

2012 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	**$ 9,100,076**	**$ 3,787,734**	**$ 302,450**	**$ 167,000**	**$ 264,000**	**$ 4,498,429**	**$ 18,119,689**
Special Revenue Funds							
Comm. Redevelopment Agency	7,475,878	-	-	-	65,000	-	**7,540,878**
Convention Development	175,000	-	-	-	3,500	-	**178,500**
Court Costs Training	-	-	-	6,000	1,500	-	**7,500**
Local Option Gas Tax	777,427	-	-	-	2,000	-	**779,427**
Half-cent Sales Surtax	998,523	-	-	-	2,500	-	**1,001,023**
CDBG		156,623	-	-	-	-	**156,623**
Radio Communication	-	-	-	13,000	1,500	-	**14,500**
Justice Assistance Grant	-	111,575	-	-	-	-	**111,575**
Tree Protection	-	-	-	1,500	250	-	**1,750**
Law Enforcement Trust	-	-	-	9,000	500	-	**9,500**
Equitable Sharing Trust	-	10,000	-	-	1,200	-	**11,200**
Total Special Revenue	**9,426,828**	**278,198**	**-**	**29,500**	**77,950**	**-**	**9,812,476**
Debt Service Fund	**-**	**-**	**-**	**-**	**2,000**	**1,015,115**	**1,017,115**
Capital Projects Funds							
General	-	-	-	-	40,000	171,200	**211,200**
Infrastructure	-	-	-	-	40,000	-	**40,000**
Other	-	-	-	-	4,500	-	**4,500**
Total Capital Projects	**-**	**-**	**-**	**-**	**84,500**	**171,200**	**255,700**
Enterprise Funds							
Electric	-	-	98,182,669	-	775,251	-	**98,957,920**
Natural Gas	-	-	2,279,812	-	-	-	**2,279,812**
Water & Sewer	-	485,000	8,478,233	-	206,469	17,622	**9,187,324**
Stormwater	-	-	1,242,903	-	15,000	-	**1,257,903**
Sanitation	-	-	3,147,666	-	41,000	-	**3,188,666**
Golf Course	-	-	1,404,842	-	-	-	**1,404,842**
Lease Facilities	-	-	-	-	559,341	-	**559,341**
Total Enterprise	**-**	**485,000**	**114,736,125**	**-**	**1,597,061**	**17,622**	**116,835,808**
Internal Service Funds							
City Manager	-	-	365,888	-	-	-	**365,888**
Finance	-	-	3,654,891	-	-	-	**3,654,891**
Human Resources	-	-	559,493	-	-	-	**559,493**
Fleet Maintenance	-	-	582,133	-	-	-	**582,133**
Meter Services	-	-	825,685	-	-	-	**825,685**
Radio System	-	-	28,474	-	-	-	**28,474**
Operations & Maintenance Facility		-	457,119	-	-	-	**457,119**
Grounds Maintenance	-	-	1,023,896	-	-	-	**1,023,896**
Insurance & Risk Retention-Property & Liability		-	1,130,227	-	10,000	-	**1,140,227**
Insurance & Risk Retention-Workers Comp		-	321,212	-	35,000	-	**356,212**
Insurance & Risk Retention-Health, Life, Dental		-	1,961,321	-	-	-	**1,961,321**
Total Internal Service	**-**	**-**	**10,910,339**	**-**	**45,000**	**-**	**10,955,339**
Trust Funds (Pension)							
General Employees	-	-	-	-	4,045,941	-	**4,045,941**
Police Employees	180,000	-	-	-	1,666,436	-	**1,846,436**
Fire Employees	200,000	-	-	-	844,188	-	**1,044,188**
Total Trust	**380,000**	**-**	**-**	**-**	**6,556,565**	**-**	**6,936,565**
Total Revenues	**$ 18,906,904**	**$ 4,550,932**	**$ 125,948,914**	**$ 196,500**	**$ 8,627,076**	**$ 5,702,366**	**$ 163,932,692**

Expenditure Summary by Business Plan and Fund
Fiscal Year 2012

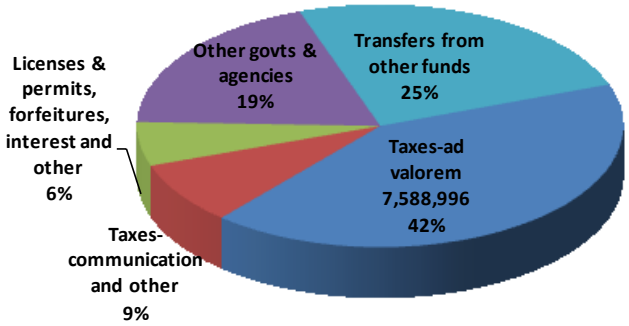
	General Fund	Other Govt. Funds	Enterprise	Internal Service	Trust (Pension)	Total
Executive & Legislative						
Governmental Debt Service		$1,068,218				$1,068,218
Executive & Legislative	726,573	361,752		365,888		1,454,213
Capital Projects		1,265,877				1,265,877
Nondepartmental	1,292,512					1,292,512
Total Executive & Legislative	**2,019,085**	**2,695,847**		**365,888**		**5,080,820**
Planning & Development						
Planning & Development	647,734					647,734
Downtown Redevelopment		1,104,189				1,104,189
Southend Tax Increment		934,800				934,800
Total Planning & Devel.	**647,734**	**2,038,989**				**2,686,723**
Parks & Recreation						
Recreation Administration	1,228,666					1,228,666
Ocean Rescue	595,245					595,245
Tennis	108,993					108,993
Oceanfront Restrooms	82,500					82,500
Carver Center-CDBG	73,671					73,671
Special Events	96,698					96,698
Exhibition Hall	41,000					41,000
Golf Course			1,401,530			1,401,530
Tree Protection		10,000				10,000
Grounds Maintenance				1,023,896		1,023,896
Total Recreation & Parks	**2,226,773**	**10,000**	**1,401,530**	**1,023,896**		**4,662,199**
Public Works						
Administration			3,097,920			3,097,920
Distribution and Collection			3,688,501			3,688,501
Pollution Control			3,495,374			3,495,374
Water Plant			1,669,623			1,669,623
Streets	1,514,674					1,514,674
Local Option Gas Tax		756,906				756,906
Stormwater Utility			1,225,461			1,225,461
Sanitation			3,385,825			3,385,825
Total Public Works	**1,514,674**	**756,906**	**16,562,704**			**18,834,284**
Police						
General Fund	7,858,528					7,858,528
Special Revenue Funds		729,251	15,000			744,251
Total Police	**7,858,528**	**729,251**	**15,000**			**8,602,779**
Fire	**3,409,310**	**30,000**		**28,474**		**3,467,784**
Beaches Energy Services						
Beaches Energy-Electric Division			98,560,887	825,685		99,386,572
Beaches Energy-Natural Gas Division			1,970,000			1,970,000
Property Management	443,585		84,605	1,039,252		1,567,442
	443,585		**100,615,492**	**1,864,937**		**102,924,014**
Finance		**20,000**	**470,168**	**3,654,891**		**4,145,059**
Human Resources						
Personnel Administration				559,493		559,493
Insurance & Risk Management				3,618,785		3,618,785
Total Human Resources				**4,178,278**		**4,178,278**
Total All Business Plans	18,119,689	6,280,993	119,064,894	11,116,364		154,581,940
Pension Fund					6,513,994	6,513,994
Total Adopted Budget	**$18,119,689**	**$6,280,993**	**$119,064,894**	**$11,116,364**	**$6,513,994**	**$161,095,934**

General Fund
Combined Summary of Revenues and Expenditures

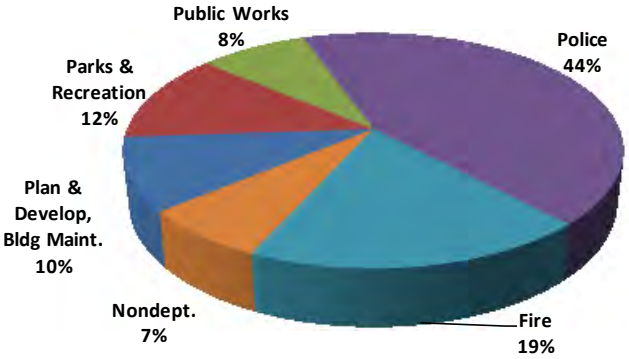
	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Beginning Fund Balance	**$ 8,042,112**	**$ 8,597,808**	**$ 8,844,370**	**$ 8,693,519**	**$ (150,851)**	-1.7%
Revenues						
Taxes	9,806,538	9,487,717	9,876,010	9,100,076	(775,934)	-7.9%
Licenses & permits	349,571	229,565	323,800	328,800	5,000	1.5%
Intergovermental	3,436,864	3,343,004	3,303,205	3,458,934	155,729	4.7%
Charges for services	178,608	275,174	137,375	302,450	165,075	120.2%
Fines & forfeitures	199,863	189,411	151,500	167,000	15,500	10.2%
Interest & other	420,864	381,940	282,009	264,000	(18,009)	-6.4%
Transfers in	4,286,696	4,159,056	4,365,976	4,498,429	132,453	3.0%
Total Revenues	**18,679,004**	**18,065,867**	**18,439,875**	**18,119,689**	**(320,186)**	-1.7%
Other Financing Sources	**107,685**					
Expenditures						
Personal Services	11,663,431	11,897,877	12,516,638	12,158,765	(357,873)	-2.9%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	5,282,835	5,031,325	5,627,265	5,610,687	(16,578)	-0.3%
Capital Outlay	339,885	334,979	264,086	167,500	(96,586)	-36.6%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	21,691	14,143	11,537	11,537	-	0.0%
Transfers	923,151	440,299	171,200	171,200	-	0.0%
Total Expenditures	**18,230,993**	**17,718,623**	**18,590,726**	**18,119,689**	**(471,037)**	-2.5%
Other Financing Uses		**100,682**				
Change in Fund Balance	**555,696**	**246,562**	**(150,851)**	**-**	**150,851**	-100.0%
Ending Fund Balance	**$ 8,597,808**	**$ 8,844,370**	**$ 8,693,519**	**$ 8,693,519**	**$ -**	0.0%
Expenditures by Department:						
Executive & Legislative	$ 508,782	$ 613,299	$ 772,179	$ 726,573	$ (45,606)	-5.9%
Finance	-	-	-	-	-	0.0%
Planning & Development	770,573	614,441	669,288	647,734	(21,554)	-3.2%
Parks & Recreation	2,518,297	2,391,240	2,407,674	2,226,773	(180,901)	-7.5%
Public Works	1,468,732	1,549,362	1,571,043	1,514,674	(56,369)	-3.6%
Police	7,448,314	7,683,452	8,058,600	7,858,528	(200,072)	-2.5%
Fire	3,180,796	3,273,066	3,466,086	3,409,310	(56,776)	-1.6%
Beaches Energy Services	415,369	459,072	515,837	443,585	(72,252)	-14.0%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	1,920,130	1,134,691	1,130,019	1,292,512	162,493	14.4%
Total Expenditures	**$ 18,230,993**	**$ 17,718,623**	**$ 18,590,726**	**$ 18,119,689**	**$ (471,037)**	-2.5%

General Fund Revenues & Expenditures:

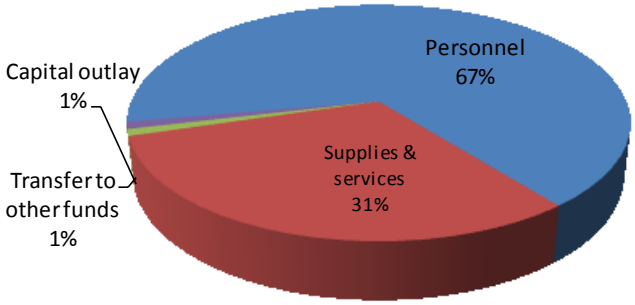
Where the money comes from:



What it pays for-by department:



What it pays for-by category:



General Fund
Summary of Revenues

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Taxes						
Property Tax	$ 8,142,704	$ 7,921,911	$ 8,245,730	$ 7,588,996	$ (656,734)	-8.0%
Local Communications Services Tax	1,387,210	1,287,419	1,370,000	1,232,800	(137,200)	-10.0%
Other taxes	276,624	278,387	260,280	278,280	18,000	6.9%
Total Taxes	9,806,538	9,487,717	9,876,010	9,100,076	(775,934)	-7.9%
Licenses & Permits						
Building permits	241,233	142,337	235,000	240,000	5,000	2.1%
Other licenses and permits	108,338	87,228	88,800	88,800	-	0.0%
Total Licenses and Permits	349,571	229,565	323,800	328,800	5,000	1.5%
Intergovernmental Revenues						
8th cent motor fuel	181,481	184,247	155,000	184,000	29,000	18.7%
Sales tax distribution	452,671	450,897	500,000	617,162	117,162	23.4%
State 1/2 cent tax	1,794,068	1,736,711	1,750,000	1,776,658	26,658	1.5%
Other intergovernmental revenues	244,131	179,444	128,250	93,250	(35,000)	-27.3%
Duval county in Lieu of Taxes	563,076	579,968	596,955	614,864	17,909	3.0%
911 Rebate	201,437	211,737	173,000	173,000	-	0.0%
Total Intergovernmental Revenues	3,436,864	3,343,004	3,303,205	3,458,934	155,729	4.7%
Charges for Services						
Lien Certificates	8,440	12,195	10,000	10,000	-	0.0%
Cemetery services	36,998	14,512	30,000	12,000	(18,000)	-60.0%
Recreation programs	58,435	86,741	56,675	77,750	21,075	37.2%
Contracted services	-	-	12,100	20,600	8,500	70.2%
Other Charges and Fees	74,735	161,726	28,600	182,100	153,500	536.7%
Total Services	178,608	275,174	137,375	302,450	165,075	120.2%
Fines & Forfeitures						
Court Fines	123,775	52,149	80,000	50,000	(30,000)	-37.5%
Parking violations	34,858	63,010	29,500	55,000	25,500	86.4%
Code enforcement board	3,742	34,107	-	20,000	20,000	0.0%
Other Fines and Forfeits	37,488	40,145	42,000	42,000	-	0.0%
						0.0%
Total Fines & Forfeitures	199,863	189,411	151,500	167,000	15,500	10.2%
Interest & Other Revenue						
Interest on investments	234,227	211,217	172,009	155,000	(17,009)	-9.9%
Other revenues	186,637	170,723	110,000	109,000	(1,000)	-0.9%
Total Other Revenues	420,864	381,940	282,009	264,000	(18,009)	-6.4%
Transfers In						
Transfer from Electric Utility	3,549,902	3,421,905	3,517,915	3,518,258	343	0.0%
Transfer from Sanitation Utility	-	-	-	-	-	0.0%
Transfer from Gas Tax	372,000	372,000	372,000	372,000	-	0.0%
Transfer from Others Misc.	364,794	365,151	476,061	608,171	132,110	27.8%
Total Transfers	4,286,696	4,159,056	4,365,976	4,498,429	132,453	3.0%
Total Revenue	$ 18,679,004	$ 18,065,867	$18,439,875	$18,119,689	$ (320,186)	-1.7%

General Fund
Summary of Expenditures

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Executive & Legislative						
City Council	$ 151,645	$ 162,025	$ 186,722	$ 180,547	$ (6,175)	-3.3%
City Attorney	85,573	191,987	291,403	291,359	(44)	0.0%
City Clerk	271,564	259,287	294,054	254,667	(39,387)	-13.4%
Total	508,782	613,299	772,179	726,573	(45,606)	-5.9%
Beaches Energy Services						
Building Maintenance	415,369	459,072	515,837	443,585	(72,252)	-14.0%
Planning & Development						
Planning & Development	226,903	185,415	193,857	179,418	(14,439)	-7.4%
Building Inspections	383,323	282,147	304,291	304,486	195	0.1%
Code Enforcement	160,347	146,879	171,140	163,830	(7,310)	-4.3%
Total	770,573	614,441	669,288	647,734	(21,554)	-3.2%
Parks & Recreation						
Administration	1,347,204	1,222,089	1,240,681	1,228,666	(12,015)	-1.0%
Ocean Rescue	634,451	609,582	626,722	595,245	(31,477)	-5.0%
Tennis	110,522	108,898	117,221	108,993	(8,228)	-7.0%
Oceanfront Restrooms	71,335	83,226	85,212	82,500	(2,712)	-3.2%
Carver Center	96,796	100,075	92,671	73,671	(19,000)	-20.5%
Special Events	219,450	227,950	202,167	96,698	(105,469)	-52.2%
Exhibition Hall	38,539	39,420	43,000	41,000	(2,000)	-4.7%
Total	2,518,297	2,391,240	2,407,674	2,226,773	(180,901)	-7.5%
Public Works						
Streets	1,468,732	1,549,362	1,571,043	1,514,674	(56,369)	-3.6%
Police						
Administration	766,359	797,023	873,221	846,529	(26,692)	-3.1%
Records	180,077	185,284	187,289	186,375	(914)	-0.5%
Investigative	1,482,507	1,497,953	1,499,787	1,377,440	(122,347)	-8.2%
Patrol	3,779,076	3,835,581	4,084,860	3,947,931	(136,929)	-3.4%
Communications	651,480	660,712	733,891	729,478	(4,413)	-0.6%
Ancillary Services	522,625	564,240	568,855	542,726	(26,129)	-4.6%
Police Reserves	42,336	45,969	52,185	87,830	35,645	68.3%
Parking	19,126	77,833	54,512	115,219	60,707	111.4%
Volunteer Programs	4,728	18,857	4,000	25,000	21,000	525.0%
Total	7,448,314	7,683,452	8,058,600	7,858,528	(200,072)	-2.5%
Fire						
Fire Department	3,180,796	3,273,066	3,466,086	3,409,310	(56,776)	-1.6%
Non-departmental						
Non-departmental	1,920,130	1,134,691	1,130,019	1,292,512	162,493	14.4%
Total Expenditures	**$18,230,993**	**$17,718,623**	**$18,590,726**	**$18,119,689**	**$ (471,037)**	**-2.5%**
Resource Allocation:						
Personal Services	$11,663,431	$11,897,877	$12,516,638	$12,158,765	$ (357,873)	-2.9%
Operating-All Other	5,282,835	5,031,325	5,627,265	5,610,687	(16,578)	-0.3%
Capital Outlay	339,885	334,979	264,086	167,500	(96,586)	-36.6%
Grants to Others	21,691	14,143	11,537	11,537	-	0.0%
Transfers	923,151	440,299	171,200	171,200	-	0.0%
Total Expenditures	**$18,230,993**	**$17,718,623**	**$18,590,726**	**$18,119,689**	**$ (471,037)**	**-2.5%**

Major Fund - Community Redevelopment
Combined Summary of Revenues and Expenditures

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Restricted Fund Balance	$ 4,084,654	$ 2,127,189	$ 2,166,644	$ -	$ (2,166,644)	-100.0%
Unrestricted Fund Balance	2,175,676	7,040,029	4,809,445	5,324,452	515,007	10.7%
Beginning Fund Balance	**6,260,330**	**9,167,218**	**6,976,089**	**5,324,452**	**(1,651,637)**	-23.7%
Revenues						
Taxes	7,878,171	7,703,134	6,839,986	7,475,878	635,892	9.3%
Licenses & permits	-	-	-	-	-	0.0%
Intergovernmental	908,696	494,612	-	-	-	0.0%
Charges for services	-	4,472	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	255,955	160,179	145,000	65,000	(80,000)	-55.2%
Transfers in	-	2,304	-	-	-	0.0%
Total Revenues	**9,042,822**	**8,364,701**	**6,984,986**	**7,540,878**	**555,892**	8.0%
Other Financing Sources	**904,894**	**28**				
Expenditures						
Personal Services	403,308	446,299	526,989	561,215	34,226	6.5%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	325,511	169,981	224,290	107,577	(116,713)	-52.0%
Capital Outlay	3,055,631	3,517,662	3,565,256	-	(3,565,256)	-100.0%
Debt Service-Principal	1,771,320	1,832,047	1,895,155	1,654,675	(240,480)	-12.7%
Debt Service-Interest & Other	363,565	303,638	251,335	189,256	(62,079)	-24.7%
Grants to Others	-	9,025	-	-	-	0.0%
Transfers	-	3,396,001	2,173,598	17,622	(2,155,976)	-99.2%
Total Expenditures	**5,919,335**	**9,674,653**	**8,636,623**	**2,530,345**	**(6,106,278)**	-70.7%
Other Financing Uses	**1,121,493**	**881,205**				
Change in Fund Balance	**2,906,888**	**(2,191,129)**	**(1,651,637)**	**5,010,533**	**6,662,170**	-403.4%
Restricted Fund Balance	2,127,189	2,166,644	-	-	-	0.0%
Unrestricted Fund Balance	7,040,029	4,809,445	5,324,452	10,334,985	5,010,533	94.1%
Ending Fund Balance	**$ 9,167,218**	**$ 6,976,089**	**$ 5,324,452**	**$ 10,334,985**	**$ 5,010,533**	94.1%
Expenditures by Department:						
Executive & Legislative	$ -	$ -	$ -	$ -	$ -	0.0%
Finance	-	-	-	-	-	0.0%
Planning & Development	5,564,152	9,282,289	8,223,613	2,038,989	(6,184,624)	-75.2%
Parks & Recreation	-	-	-	-	-	0.0%
Public Works	-	-	-	-	-	0.0%
Police	355,183	392,364	413,010	491,356	78,346	19.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	-	-	-	-	-	0.0%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	**$ 5,919,335**	**$ 9,674,653**	**$ 8,636,623**	**$ 2,530,345**	**$ (6,106,278)**	-70.7%
Expenditures by Fund:						
Downtown Tax Increment	4,424,305	7,051,721	4,545,622	1,595,545	(2,950,077)	-64.9%
Southend Tax increment	1,495,030	2,622,932	4,091,001	934,800	(3,156,201)	-77.1%
Total Expenditures	**$ 5,919,335**	**$ 9,674,653**	**$ 8,636,623**	**$ 2,530,345**	**$ (6,106,278)**	-70.7%

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

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Unrestricted	**$ 6,888,415**	**$ 5,384,937**	**$ 5,381,206**	**$ 4,773,124**	**$ (608,082)**	**-11.3%**
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	165,893	1,221,719	250,000	-	(250,000)	-100.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	157,124	89,415	75,000	40,000	(35,000)	-46.7%
Transfers in	1,288,864	379,591	171,200	171,200	-	0.0%
Total Revenues	**1,611,881**	**1,690,725**	**496,200**	**211,200**	**(285,000)**	**-57.4%**
Other Financing Sources	**49,928**	**903,953**				
Expenditures						
Personal Services	-	-	-	-	-	0.0%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	260,393	113,929	24,846	30,000	5,154	20.7%
Capital Outlay	2,904,894	2,484,480	1,079,436	205,762	(873,674)	-80.9%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenditures	**3,165,287**	**2,598,409**	**1,104,282**	**235,762**	**(868,520)**	**-78.7%**
Other Financing Uses						
Change in Fund Balance	**(1,503,478)**	**(3,731)**	**(608,082)**	**(24,562)**	**583,520**	**-96.0%**
Restricted Fund Balance					-	0.0%
Unrestricted Fund Balance	5,384,937	5,381,206	4,773,124	4,748,562	(24,562)	-0.5%
Ending Fund Balance	**$ 5,384,937**	**$ 5,381,206**	**$ 4,773,124**	**$ 4,748,562**	**$ (24,562)**	**-0.5%**
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%
Personnel	-	-	-	-	-	0.0%
Non-Departmental	3,165,287	2,598,409	1,104,282	235,762	(868,520)	-78.7%
Total Expenditures	**$ 3,165,287**	**$ 2,598,409**	**$ 1,104,282**	**$ 235,762**	**$ (868,520)**	**-78.7%**

Major Fund - Electric Utility
Combined Summary of Revenues and Expenses

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Restricted Fund Balance	$ 7,632,295	$ 7,789,012	$ 7,657,904	$ 7,657,904	$ -	0.0%
Unrestricted Fund Balance	18,735,927	16,691,391	24,892,719	24,304,243	(588,476)	-2.4%
Beginning Fund Balance	**26,368,222**	**24,480,403**	**32,550,623**	**31,962,147**	**(588,476)**	**-1.8%**
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	-	-	-	-	0.0%
Charges for services	102,024,227	99,205,550	97,651,299	98,182,669	531,370	0.5%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	508,813	865,893	1,482,853	775,251	(707,602)	-47.7%
Transfers in	473,864	65,000	-	-	-	0.0%
Total Revenues	**103,006,904**	**100,136,443**	**99,134,152**	**98,957,920**	**(176,232)**	**-0.2%**
Other Financing Sources		**6,459,173**				
Expenses						
Personal Services	5,591,204	5,463,431	5,545,594	5,703,086	157,492	2.8%
Operating-Energy	79,974,262	76,522,970	74,297,016	75,410,365	1,113,349	1.5%
Operating-All Other	5,165,421	6,060,055	6,994,951	6,779,507	(215,444)	-3.1%
Capital Outlay	3,189,125	3,598,055	6,524,636	4,511,000	(2,013,636)	-30.9%
Debt Service-Principal	1,769,945	1,834,735	1,884,800	1,984,930	100,130	5.3%
Debt Service-Interest & Other	1,069,762	1,018,418	957,716	653,741	(303,975)	-31.7%
Grants to Others	-	-	-	-	-	0.0%
Transfers	7,007,630	4,027,732	3,517,915	3,518,258	343	0.0%
Total Expenses	**103,767,349**	**98,525,396**	**99,722,628**	**98,560,887**	**(1,161,741)**	**-1.2%**
Other Financing Uses	**1,127,374**					
Change in Fund Balance	**(1,887,819)**	**8,070,220**	**(588,476)**	**397,033**	**985,509**	**-167.5%**
Restricted Fund Balance	7,789,012	7,657,904	7,657,904	7,657,904	-	0.0%
Unrestricted Fund Balance	16,691,391	24,892,719	24,304,243	24,701,276	397,033	1.6%
Ending Fund Balance	**$ 24,480,403**	**$ 32,550,623**	**$ 31,962,147**	**$ 32,359,180**	**$ 397,033**	**1.2%**
Expenses by Division						
Purchased Power	$ 79,974,262	$ 76,522,970	$ 74,297,016	$ 75,410,365	$ 1,113,349	1.5%
Administration	13,168,143	11,122,132	11,533,484	10,908,129	(625,355)	-5.4%
Engineering	878,789	1,248,912	972,899	936,081	(36,818)	-3.8%
Relay & Substations	-	564,636	875,306	860,970	(14,336)	-1.6%
Construction & Maintenance	3,915,400	4,077,094	4,517,208	4,497,380	(19,828)	-0.4%
Capital Projects	2,947,266	3,327,957	5,399,988	3,830,000	(1,569,988)	-29.1%
System Operations	1,593,735	997,010	991,654	1,108,526	116,872	11.8%
Transmission	49,338	121,072	294,525	184,500	(110,025)	-37.4%
Conservation & Renewables	95,504	277,927	499,659	490,363	(9,296)	-1.9%
Storeroom	1,062,206	203,932	244,789	214,573	(30,216)	-12.3%
CARE	82,706	61,754	96,100	120,000	23,900	24.9%
Total Expenses	**$ 103,767,349**	**$ 98,525,396**	**$ 99,722,628**	**$ 98,560,887**	**$ (1,161,741)**	**-1.2%**

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

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Restricted Fund Balance	$ 1,498,914	$ 1,500,627	$ 1,496,575	$ 1,496,575	$ -	0.0%
Unrestricted Fund Balance	8,657,850	12,314,358	8,920,935	5,116,232	(3,804,703)	-42.6%
Beginning Fund Balance	**10,156,764**	**13,814,985**	**10,417,510**	**6,612,807**	**(3,804,703)**	**-36.5%**
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	1,970,088	6,179,766	1,346,833	485,000	(861,833)	-64.0%
Charges for services	8,221,031	8,724,409	8,423,422	8,478,233	54,811	0.7%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	1,020,011	444,839	529,337	206,469	(322,868)	-61.0%
Transfers in	4,888,303	3,399,058	3,448,323	17,622	(3,430,701)	-99.5%
Total Revenues	**16,099,433**	**18,748,072**	**13,747,915**	**9,187,324**	**(4,560,591)**	**-33.2%**
Other Financing Sources	**224,439**					
Expenses						
Personal Services	2,433,134	2,582,093	2,798,231	2,733,939	(64,292)	-2.3%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	2,997,856	3,232,892	3,983,103	3,743,142	(239,961)	-6.0%
Capital Outlay	5,253,198	13,068,572	8,784,774	3,630,070	(5,154,704)	-58.7%
Debt Service-Principal	1,235,055	1,280,265	1,315,200	1,385,070	69,870	5.3%
Debt Service-Interest & Other	746,408	710,397	671,310	459,197	(212,113)	-31.6%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenses	**12,665,651**	**20,874,219**	**17,552,618**	**11,951,418**	**(5,601,200)**	**-31.9%**
Other Financing Uses		**1,271,328**				
Change in Fund Balance	**3,658,221**	**(3,397,475)**	**(3,804,703)**	**(2,764,094)**	**1,040,609**	**-27.4%**
Restricted Fund Balance	1,500,627	1,496,575	1,496,575	1,496,575	-	0.0%
Unrestricted Fund Balance	12,314,358	8,920,935	5,116,232	2,352,138	(2,764,094)	-54.0%
Ending Fund Balance	**$ 13,814,985**	**$ 10,417,510**	**$ 6,612,807**	**$ 3,848,713**	**$ (2,764,094)**	**-41.8%**
Expenses by Division						
Administration	$ 3,179,352	$ 3,330,043	$ 3,260,286	$ 3,097,920	$ (162,366)	-5.0%
Water Plant	1,148,162	1,265,345	1,418,574	1,669,623	251,049	17.7%
Pollution Conrol Plant	2,757,135	2,288,820	2,908,875	3,495,374	586,499	20.2%
Distribution & Collection	1,218,300	1,170,278	2,908,809	3,688,501	779,692	26.8%
Capital Projects	4,362,702	12,819,733	7,056,074	-	(7,056,074)	-100.0%
Total Expenses	**$ 12,665,651**	**$ 20,874,219**	**$ 17,552,618**	**$ 11,951,418**	**$ (5,601,200)**	**-31.9%**

Nonmajor Governmental Funds
Combined Summary of Revenues and Expenditures

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Restricted Fund Balance	$ 12,649,888	$7,775,262	$6,358,713	$3,013,300	($3,345,413)	-52.6%
Unrestricted Fund Balance	506,884	349,506	314,462	834,618	520,156	165.4%
Beginning Fund Balance	**13,156,772**	**8,124,768**	**6,673,175**	**3,847,918**	**(2,825,257)**	-42.3%
Revenues						
Taxes	1,929,314	1,918,737	1,820,000	1,950,950	130,950	7.2%
Intergovernmental	238,976	628,341	255,661	278,198	22,537	8.8%
Charges for services	2,917	10,034	-	-	-	0.0%
Fines & forfeitures	98,750	321,168	36,000	29,500	(6,500)	-18.1%
Interest & other	375,491	190,335	191,700	59,450	(132,250)	-69.0%
Transfers in	1,045,393	1,058,231	1,647,149	1,015,115	(632,034)	-38.4%
Total Revenues	**3,690,841**	**4,126,846**	**3,950,510**	**3,333,213**	**(617,297)**	-15.6%
Other Financing Sources	**41,133**	**41,906**				
Expenditures						
Personal Services	54,093	54,292	96,701	60,626	(36,075)	-37.3%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	366,752	1,137,990	781,866	590,729	(191,137)	-24.4%
Capital Outlay	172,897	1,439,827	1,301,302	60,027	(1,241,275)	-95.4%
Debt Service-Principal	700,000	735,000	770,000	800,000	30,000	3.9%
Debt Service-Interest & Other	350,393	322,740	298,563	268,218	(30,345)	-10.2%
Transfers	6,567,339	1,893,755	3,527,335	1,735,286	(1,792,049)	-50.8%
Total Expenditures	**8,211,474**	**5,583,604**	**6,775,767**	**3,514,886**	**(3,260,881)**	-48.1%
Other Financing Uses	**552,504**	**36,741**				
Change in Fund Balance	**(5,032,004)**	**(1,451,593)**	**(2,825,257)**	**(181,673)**	**2,643,584**	-93.6%
Restricted Fund Balance	7,775,262	6,358,713	3,013,300	2,954,380	(58,920)	-2.0%
Unrestricted Fund Balance	349,506	314,462	834,618	711,865	(122,753)	-14.7%
Ending Fund Balance	**$ 8,124,768**	**$ 6,673,175**	**$ 3,847,918**	**$ 3,666,245**	**$ (181,673)**	-4.7%
Expenditures by Department:						
Executive & Legislative	$ 367,231	$ 297,115	$ 329,327	$ 361,752	$ 32,425	9.8%
Finance	20,000	20,000	20,000	20,000	-	0.0%
Parks & Recreation	8,336	10,218	10,030	10,000	(30)	-0.3%
Public Works	573,715	1,234,095	886,029	756,906	(129,123)	-14.6%
Police	150,103	586,414	242,842	237,895	(4,947)	-2.0%
Fire	204	32,907	30,000	30,000	-	0.0%
Non-Departmental	7,091,885	3,402,855	5,257,539	2,098,333	(3,159,206)	-60.1%
Total Expenditures	**$ 8,211,474**	**$ 5,583,604**	**$ 6,775,767**	**$ 3,514,886**	**$ (3,260,881)**	-48.1%
Expenditures by Fund:						
Convention Development	$ 221,043	$ 146,350	$ 164,321	$ 225,129	$ 60,808	37.0%
Court Cost Training	44,685	39,874	60,400	60,400	-	0.0%
Local Option Gas Tax	573,715	1,234,095	886,029	756,906	(129,123)	-14.6%
Half-cent Infrastructure Surtax	1,137,461	1,106,812	1,270,261	1,015,115	(255,146)	-20.1%
Community Develop. Block Grant	166,188	170,765	185,006	156,623	(28,383)	-15.3%
Radio Communication	204	32,907	30,000	30,000	-	0.0%
Justice Assistance Grant	48,078	485,517	60,655	111,575	50,920	84.0%
Tree Protection	8,336	10,218	10,030	10,000	(30)	-0.3%
Law Enforcement Trust Fund	57,264	23,570	71,787	15,920	(55,867)	-77.8%
Equitable Sharing Fund	76	37,453	50,000	50,000	-	0.0%
1/2 Cent Sales Surtax Debt Service	1,050,671	1,058,064	1,068,563	1,068,218	(345)	0.0%
Infrastructure Capital Projects	4,902,762	1,225,521	2,916,715	-	(2,916,715)	-100.0%
Beaches Park Project	7	10	1,000	5,000	4,000	400.0%
Dog Park Project	984	12,448	1,000	10,000	9,000	900.0%
Total Expenditures	**$ 8,211,474**	**$ 5,583,604**	**$ 6,775,767**	**$ 3,514,886**	**$ (356,821)**	-5.3%

Nonmajor Enterprise Funds
Combined Summary of Revenues and Expenditures

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Restricted Fund Balance	$ 1,020,768	$ 1,032,469	$ 1,022,886	$ 1,022,886	$ -	0.0%
Unrestricted Fund Balance	7,864,326	9,704,271	9,208,492	5,218,673	(3,989,819)	-43.3%
Beginning Fund Balance	**8,885,094**	**10,736,740**	**10,231,378**	**6,241,559**	**(3,989,819)**	**-39.0%**
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	(142,779)	178,284	-	-	-	0.0%
Charges for services	5,647,062	5,783,003	6,827,250	8,075,223	1,247,973	18.3%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	622,111	697,279	728,434	615,341	(113,093)	-15.5%
Transfers in	2,550,000	729,547	-	-	-	0.0%
Total Revenues	**8,676,394**	**7,388,113**	**7,555,684**	**8,690,564**	**1,134,880**	15.0%
Other Financing Sources	**135,055**	**378,562**				
Expenditures						
Personal Services	1,166,647	1,093,165	1,228,420	1,048,054	(180,366)	-14.7%
Operating-Natural Gas	-	68,971	1,443,089	1,510,740	67,651	4.7%
Operating-All Other	4,385,388	4,256,292	5,027,552	4,916,084	(111,468)	-2.2%
Capital Outlay	861,634	2,037,541	3,147,608	355,000	(2,792,608)	-88.7%
Debt Service-Principal	412,906	425,197	437,928	451,040	13,112	3.0%
Debt Service-Interest & Other	38,741	26,225	18,306	11,671	(6,635)	-36.2%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	242,600	260,000	17,400	7.2%
Total Expenditures	**6,865,316**	**7,907,391**	**11,545,503**	**8,552,589**	**(2,992,914)**	-25.9%
Other Financing Uses	**94,487**	**364,646**				
Change in Fund Balance	**1,851,646**	**(505,362)**	**(3,989,819)**	**137,975**	**4,127,794**	-103.5%
Restricted Fund Balance	1,032,469	1,022,886	1,022,886	1,022,886	-	0.0%
Unrestricted Fund Balance	9,704,271	9,208,492	5,218,673	5,356,648	137,975	2.6%
Ending Fund Balance	**$ 10,736,740**	**$ 10,231,378**	**$ 6,241,559**	**$ 6,379,534**	**$ 137,975**	2.2%
Expenditures by Department:						
Executive & Legislative	$ -	$ -	$ -	$ -	$ -	0.0%
Finance	341,665	163,952	452,771	470,168	17,397	3.8%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	1,602,645	1,548,859	1,645,876	1,401,530	(244,346)	-14.8%
Public Works	4,466,231	4,237,887	5,689,279	4,611,286	(1,077,993)	-18.9%
Police	-	-	15,000	15,000	-	0.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	454,775	1,956,693	3,742,577	2,054,605	(1,687,972)	-45.1%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	**$ 6,865,316**	**$ 7,907,391**	**$ 11,545,503**	**$ 8,552,589**	**$ (2,992,914)**	-25.9%
Expenditures by Fund:						
Natural Gas Fund	$ 382,603	$ 1,910,441	$ 3,656,161	$ 1,970,000	$ (1,686,161)	-46.1%
Stormwater Fund	1,220,707	1,237,359	2,401,464	1,225,461	(1,176,003)	-49.0%
Sanitation Fund	3,245,524	3,000,528	3,287,815	3,385,825	98,010	3.0%
Golf Course Fund	1,602,645	1,548,859	1,645,876	1,401,530	(244,346)	-14.8%
Lease Facilities Fund	413,837	210,204	554,187	569,773	15,586	2.8%
Total Expenditures	**$ 6,865,316**	**$ 7,907,391**	**$ 11,545,503**	**$ 8,552,589**	**$ (2,992,914)**	-25.9%

Nonmajor Internal Service Funds
Combined Summary of Revenues and Expenses

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Cash Balance Forward	**$ 3,065,459**	**$ 3,597,824**	**$ 4,350,761**	**$ 4,969,880**	**$ 619,119**	**14.2%**
REVENUES						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	(46,971)	-	-	-	-	0.0%
Charges for services	9,227,037	13,587,812	12,448,359	10,910,339	(1,538,020)	-12.4%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	80,403	61,456	62,500	45,000	(17,500)	-28.0%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	**9,260,469**	**13,649,268**	**12,510,859**	**10,955,339**	**(1,555,520)**	-12.4%
Other Financing Sources	**144,894**	**166,694**				
EXPENDITURES						
Personal Services	3,637,401	3,727,491	4,042,754	3,843,509	(199,245)	-4.9%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	4,595,778	9,002,754	7,787,210	7,267,855	(519,355)	-6.7%
Capital Outlay	298,037	151,378	61,776	5,000	(56,776)	-91.9%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	35,000	35,000	-	-	-	0.0%
Total Expenditures	**8,566,216**	**12,916,623**	**11,891,740**	**11,116,364**	**(775,376)**	-6.5%
Other Financing Uses	**306,782**	**146,402**				
Change in Fund Balance	**532,365**	**752,937**	**619,119**	**(161,025)**	**(780,144)**	-126.0%
Ending Fund Balance	**$3,597,824**	**$4,350,761**	**$4,969,880**	**$4,808,855**	**$ (161,025)**	**-3.2%**
Expenditures by Department:						
Executive & Legislative	445,635	374,851	384,651	365,888	($18,763)	-4.9%
Finance	3,369,637	3,491,549	3,781,988	3,654,891	(127,097)	-3.4%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	1,261,995	1,102,975	1,116,871	1,023,896	(92,975)	-8.3%
Public Works	-	-	-	-	-	0.0%
Police	-	-	-	-	-	0.0%
Fire	38,276	30,701	27,730	28,474	744	2.7%
Beaches Energy Services	1,701,061	1,788,779	1,907,052	1,864,937	(42,115)	-2.2%
Human Resources	1,749,612	6,127,768	4,673,448	4,178,278	(495,170)	-10.6%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	**$ 8,566,216**	**$ 12,916,623**	**$ 11,891,740**	**$ 11,116,364**	**$ (775,376)**	-6.5%
EXPENDITURES BY FUND:						
City Manager	445,635	374,851	384,651	365,888	$ (18,763)	-4.9%
Finance	3,369,637	3,491,549	3,781,988	3,654,891	(127,097)	-3.4%
Human Resources	535,043	527,913	620,807	559,493	(61,314)	-9.9%
Fleet Maintenance	551,884	540,558	576,462	582,133	5,671	1.0%
Meter Services	732,096	829,319	872,578	825,685	(46,893)	-5.4%
Radio System	38,276	30,701	27,730	28,474	744	2.7%
Operations & Maintenance Facility	417,081	418,902	458,012	457,119	(893)	-0.2%
Grounds Maintenance	1,261,995	1,102,975	1,116,871	1,023,896	(92,975)	-8.3%
Insurance & Risk Retention	1,214,569	5,599,855	4,052,641	3,618,785	(433,856)	-10.7%
Total Expenditures	**$ 8,566,216**	**$ 12,916,623**	**$ 11,891,740**	**$ 11,116,364**	**$ (775,376)**	-6.5%

Nonmajor Pension Funds
Combined Summary of Revenues and Expenses

	Actual 2009	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase (Decrease)	% Change
Restricted Fund Balance	**$ 56,720,321**	**$ 58,297,070**	**$ 61,155,749**	**$ 61,113,975**	**$ (41,774)**	$ (0)
Revenues						
Taxes	410,452	422,174	330,000	380,000	50,000	15.2%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	-	-	-	-	0.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	5,566,619	7,503,423	4,926,644	6,556,565	1,629,921	33.1%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	**5,977,071**	**7,925,597**	**5,256,644**	**6,936,565**	**1,679,921**	32.0%
Other Financing Sources	**150,996**	**387**				
Expenditures						
Personal Services	56,023	38,015	59,402	55,978	(3,424)	-5.8%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	4,495,295	4,980,712	5,239,016	6,458,016	1,219,000	23.3%
Capital Outlay	-	-	-	-	-	0.0%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenditures	**4,551,318**	**5,018,727**	**5,298,418**	**6,513,994**	**1,215,576**	22.9%
Other Financing Uses	**-**	**48,578**				
Change in Fund Balance	**1,576,749**	**2,858,679**	**(41,774)**	**422,571**	**464,345**	-1111.6%
Restricted Fund Balance	**$ 58,297,070**	**$ 61,155,749**	**$ 61,113,975**	**$ 61,536,546**	**$ 422,571**	0.7%
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	4,551,318	5,018,727	5,298,418	6,513,994	1,215,576	22.9%
Total Expenditures	**$ 4,551,318**	**$ 5,018,727**	**$ 5,298,418**	**$ 6,513,994**	**$ 1,215,576**	22.9%
Expenditures by Fund:						
Pension Fund-General	$ 2,536,143	$ 2,862,907	$ 2,884,643	$ 3,661,091	$ 776,448	26.9%
Pension Fund-Police	1,202,647	1,239,535	1,307,625	1,714,936	407,311	31.1%
Pension Fund-Fire	812,528	916,285	1,106,150	1,137,967	31,817	2.9%
Total Expenditures	**$ 4,551,318**	**$ 5,018,727**	**$ 5,298,418**	**$ 6,513,994**	**$ 1,215,576**	22.9%

Capital Outlay Detail by Department
Fiscal Year 2012

	Land, Buildings & Improvements	Equipment	Vehicles	Computer Equipment	Total
Executive & Legislative					
Non-Departmental					
Convention Development					
Huguenot Tennis Court Improvements	$ 15,000				$ 15,000
General Capital Projects					
Small technology purchases				50,000	50,000
Replace Storage Area Network (SAN)				155,762	155,762
Total Non-Departmental	**15,000**	**-**	**-**	**205,762**	**220,762**
Fire					
Upgrade transmitters and repeaters at O&M for radio system		30,000			30,000
Total Fire	**-**	**30,000**	**-**	**-**	**30,000**
Beaches Energy Services					
Administration					
Replace sports field lights	100,000				100,000
Relay & Substations					
Capacitor Bank & Vacuum Switch Replacement	125,000				125,000
Potential Transformer Upgrade	27,000				27,000
Construction & Maintenance					
Replace # 215 2001 Digger Derrick			250,000		250,000
Replace radios (53 radios to be replaced over 2 years)		87,000			87,000
Capital Improvements					
Infrastructure to Support System Growth	1,300,000				1,300,000
Major Replacement Projects	2,530,000				2,530,000
System Operations					
Front end processor upgrades				55,000	55,000
Transmission					-
Install 7 miles of fiber, with hardware & communications equipment (Butler/Ft. Diego/Guana substations)	37,000				37,000
Total Electric Fund	4,119,000	87,000	250,000	55,000	4,511,000
Natural Gas					
Natural Gas Distribution System	200,000				200,000
Fleet Maintenance					
Shop equipment contingency		5,000			5,000
Total Beaches Energy Services	**4,319,000**	**92,000**	**250,000**	**55,000**	**4,716,000**
Parks and Recreation					
Ocean Rescue					
Replace Kawasaki Mule			12,000		12,000
Golf Course					
Replace greens riding mower			23,000		23,000
Total Parks & Recreation	**-**	**-**	**35,000**	**-**	**35,000**
Police					
Patrol					
Replace patrol vehicles			138,000		138,000
Replace ten laptop computers				17,500	17,500
Justice Assistance Grant					
SWAT ballistic vests		15,027			15,027
Total Police	**-**	**15,027**	**138,000**	**17,500**	**170,527**

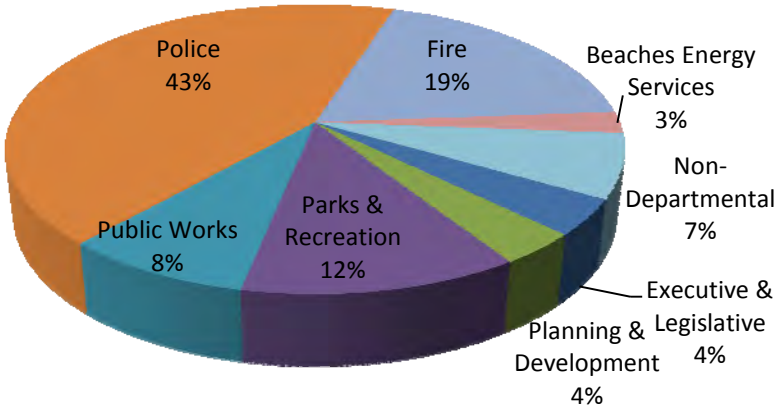
Capital Outlay Detail by Department (continued)
Fiscal Year 2012

	Land, Buildings & Improvements	Equipment	Vehicles	Computer Equipment	Total
Public Works					
Distribution and Collection					
Water, Sewer & Road Improvements (N. 2nd St.)	2,321,000				2,321,000
Other water & sewer rehabilitation	100,000				100,000
Other water & sewer rehabilitation-manholes	20,000				20,000
Equipment contingency (saws, drills, etc.)			5,000		5,000
Pollution Control					
Lift Station #3 (construction)	754,325				754,325
Lift Station #15 (design only; construction unfunded)	33,000				33,000
Process camera/fiber on new plant	20,000				20,000
Replace two refrigerated automated samplers (influent & effluent)		15,000			15,000
Replace flow meter for lift station #10		5,000			5,000
Replace # 587-1987 Bobcat			18,000		18,000
Telemetry upgrade (shared with Water Plant)				14,000	14,000
New 4,000 fuel storage tank at PCP		50,000			50,000
Water Plant					
Storage and utility building water plant #2 (design) - shared with Southend Redevelopment	35,245				35,245
Roof façade improvements: Water Plant #2, Wells #22 & #23	200,000				200,000
Raw water (well) flow meter upgrade		25,500			25,500
Telemetry upgrade (shared with Pollution Control)				14,000	14,000
Total Water & Sewer	**3,483,570**	**95,500**	**23,000**	**28,000**	**3,630,070**
Stormwater					
no projects funded					-
Sanitation					
Replace clam bucket truck			132,000		132,000
Total Public Works	**3,483,570**	**95,500**	**155,000**	**28,000**	**3,762,070**
Total Projects Funded:	**$ 7,817,570**	**$ 232,527**	**$ 578,000**	**$ 306,262**	**$ 8,934,359**

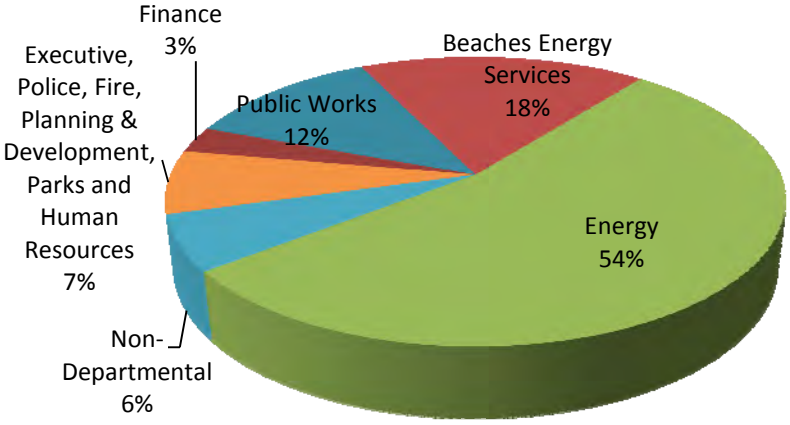
More information on these items is available in the Capital Improvement Plan.

2012 Budgets by Department: General Fund and All Other Funds

General Fund



All Other Funds



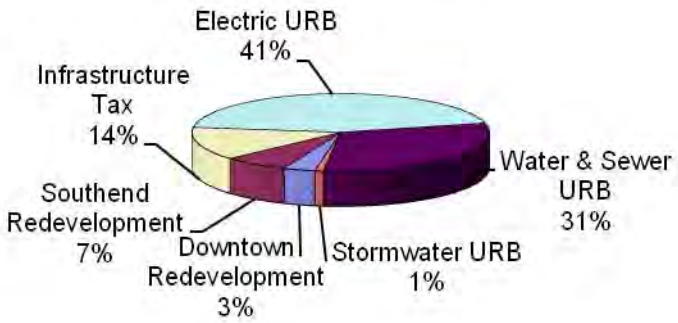
Debt & Capital Projects

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.

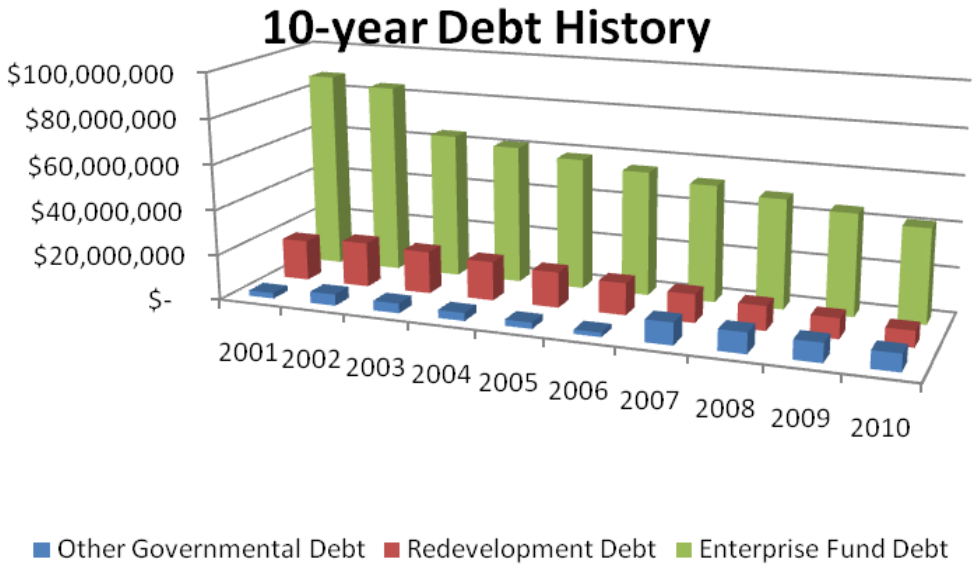
Outstanding Debt: 9-30-11



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.



	2007	2008	2009	2010	2011
Principal paid	$6,500,851	$7,235,450	$5,889,227	$5,984,953	$3,285,000
Interest paid	$2,905,000	$2,753,230	$2,565,411	$2,477,832	$1,106,243
Outstanding Debt	$69,233,829	$64,227,168	$62,507,765	$56,400,520	$48,177,439

Authority to borrow funds is granted to municipalities in the Florida Statutes. The State of Florida has no statutory limit on municipal debt obligations. There are no plans to issue additional debt in the near future. 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			
	Principal	**Interest**	**Total**
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	163,484	1,063,484
2016	945,000	127,737	1,072,737
2017-2019	2,535,000	151,279	2,686,279
Total	$6,890,000	$1,135,097	$8,025,097

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

	Downtown		Southend		TOTAL	
	Principal	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
2012	$927,716	$46,490	726,959	132,767	$1,654,675	$179,257
2013	611,795	16,744	756,785	103,790	1,368,580	120,534
2014	177,825	4,382	787,640	73,892	965,465	78,274
2015	0	0	620,799	44,511	620,799	44,511
2016	0	0	646,880	19,481	646,880	19,481
	$1,717,336	$67,616	$3,539,063	$374,441	$5,256,399	$442,057

South Beach redevelopment activities to date include five major public-private projects: Riptide, South Beach Regional Shopping Center, Sough 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.

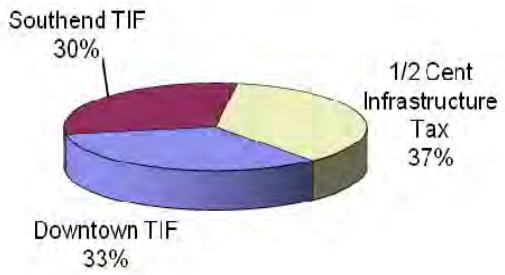
A new Community Center was completed in late 2007. Improvements to South Beach Park, consisting of a practice field, restroom facility and volleyball facility were constructed in 2008. An engineering study has identified priority infrastructure projects that will be engineered starting in 2010. The Community 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 9-30-2011**
2003 Downtown	3.28%	2014	$1,697,411	$516,572
2003A Downtown	3.05%	2012	$2,756,968	$337,910
2003B&C Downtown	3.05%	2013	$3,892,515	$862,854
2003 Southend (AMT)	4.53%	2016	$1,543,022	$699,440
2003-1 Southend	3.83%	2016	$4,986,347	$2,284,480
2003-2 Southend	3.70%	2014	$1,698,749	$555,143
2003 Southend	2.95%	2011	$2,197,825	$0
2006 Infrastructure	3.88%	2019	$5,000,000	$3,430,000
2007 Infrastructure	3.98%	2019	$5,000,000	$3,460,000
Total Governmental Bonds				$12,146,399

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	2012 Budget
General	Transfers from operating funds; grants; interest	Major repairs and replacements. 2012 budget includes: storage area network replacement, professional services (engineering) contingency and small technology purchases.	$235,762
½ Cent Infrastructure Surtax Bonds	Bond proceeds; interest	No projects scheduled at this time.	$0
Beaches Park Project for Kids	Donations, proceeds from community fundraisers	Maintenance of large play structure in South Beach Park	$5,000
Paws Dog Park	Donations, proceeds from community fundraisers	Small maintenance projects and purchase of supplies for the park	$10,000

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.

2010 Utility Revenue Bonds

The City refinanced the 2002 Utility Revenue Bonds in late 2010 to take advantage of historic low interest rates. The refinancing is expected to save the City between $280,000 and $320,000 over the life of the bonds. The 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.

DEBT SERVICE REQUIREMENTS: 2010 Utility Revenue Bonds						
	Electric		Water & Sewer		TOTAL	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	$1,984,930	$653,741	$1,385,070	$459,197	$3,370,000	$1,112,938
2013	1,984,930	594,470	1,385,070	414,817	3,370,000	1,009,287
2014	2,037,940	543,905	1,422,060	379,533	3,460,000	923,438
2015	2,093,895	476,420	1,461,105	332,442	3,555,000	808,862
2016	2,167,520	406,815	1,512,480	283,873	3,680,000	690,688
2017-2021	10,687,405	836,343	7,457,595	583,594	18,145,000	1,419,937
	$20,956,620	$3,511,694	$14,623,380	$2,453,456	$35,580,000	$5,965,150

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. The bonds will be paid off on October 1, 2011.

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, 2011 is:

OUTSTANDING PROPRIETARY BONDS			
	Year of Maturity	Original Issue	Outstanding
2002 Utility Revenue Bonds – varies 2.0-5.0%	2020	$61,190,000	$35,580,000
2003 Utility Revenue Bonds, Stormwater – 2.95%	2012	$3,648,500	$451,040
Total Proprietary Bonds			$36,031,040

Debt service requirements to maturity on the City's bonds at September 30, 2011 are as follows:

DEBT SERVICE REQUIREMENTS TO MATURITY						
	Governmental		Proprietary		TOTAL	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	$2,454,675	$442,475	$3,821,040	$1,124,609	$6,275,715	$1,567,084
2013	2,198,580	351,648	3,370,000	1,015,958	5,568,580	1,367,606
2014	1,845,465	276,539	3,460,000	923,438	5,305,465	1,199,977
2015	1,520,799	207,995	3,555,000	808,862	5,075,799	1,016,857
2016	1,591,880	147,218	3,680,000	690,688	5,271,880	837,906
2017-2021	2,535,000	593,336	18,145,000	1,419,937	20,680,000	2,013,273
	$12,146,399	$2,019,211	$36,031,040	$5,983,492	$48,177,439	$8,002,705

Executive

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.

Authorized Positions	FY2010	FY2011	FY2012
City Council	7	7	7
City Manager	1	1	1
Secretary to City Manager	1	-	-*
Assistant to the City Manager	-	-	1*
Events & Public Relations Coordinator	1	1	-*
Senior Secretary	1	1	-
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Business License Specialist	1	1	-
Senior Secretary	0	0	1
Senior Secretary- part-time	2	2	2
TOTAL	16	15	14

** The City Manager has eliminated the Assistant City Manager and Secretary to the City Manager positions. He is replacing the Events & Public Relations Coordinator with an Assistant to the City Manager position. He may also utilize an intern.*

Mission

Building a community we are proud to live in.

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.

City Clerk's Office:

Performance Measures	FY2010 Actual	FYTD 3-31-11	FY2012 Target
Customer survey satisfaction rating: target is 95% or higher *Satisfactory*, with at least 80% *Exceeding Expectations*	100%	100%	100%
Issuance of occupational licenses within two days of receipt of a complete application	99%	95%	100%
On-site inspection of 100 Jacksonville Beach businesses each year	34	40	85
Issuance of Lien Certificates within 7-10 days of receipt of request	93%	90%	95%
Compilation & submission of data for Actuarial Report by January	Met Deadline	Late	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% within 3 days	100%	100%	100%

Goals for FY2012-*City Clerk's Office*

- Identify, preserve and protect historic City records.
- Ensure that all Council and board meetings are attended and minutes are transcribed in a timely manner.
- Preserve and protect vital City documents and information by continuing employee Opti-View training and maintenance of document imaging program.
- Continue to provide for the effective administration of the City's three retirement systems.
- Maintain training and cross-training of personnel in the areas of business tax issuance and collection, issuance of lien certificates and knowledge of pension plans. Conduct in-house records management training.
- Annually survey customers to ensure customer needs and expectations are met. Maintain a rating of 95% satisfactory or higher.

Employee Pension Funds:	2008 for FY09	2009 for FY10	2010 for FY11
Percentage funded (actuarial valuation dated 10-1)			
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 FY2012-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	2010	2011	Target 2012
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
Customer complaint & comment response time	3 days	3 days	3 days
Quality of Life			
Infrastructure:			
Water, Sewer & Road Improvements (N. 2nd Street)	Design	Construction	Complete
Lift Station #3	Design	Construction	Complete
Lift Station #15	--	--	Design
9th Street Construction	Begin Construction	Complete phase 1	Complete phase 2
Jacksonville Dr./Ponte Vedra Blvd. alignment	Complete	--	--
A1A resurface and signal improvements	Complete	--	--
Water, Sewer & Stormwater:			
Rebuild Waste Treatment Plant to comply with federal/state limits on nitrogen	Construction underway	Complete	Complete
Water-consumptive use permit	Yes	Yes	Yes
Sewer & Stormwater-NPDES permits	Yes	Yes	Yes
Park & Facility Improvements:			
South Beach Park-water feature; Sunshine Park structure improvements	--	Complete construction	--
Carver Park Improvements	Complete	--	--
Public Safety:			
Emergency Management	On-going	On-going	On-going

Performance Measures (concluded)	2010	2011	Target 2012
Economic Development			
Projects:			
Downtown Redevelopment-Glatting Jackson Phase 1 (A1A)	Construction Phase 1-complete	--	--
Downtown Redevelopment-Glatting Jackson, Phase 2	Design	Begin Construction	Construction
Downtown drainage project – 2nd Street North	Complete	--	--
A1A (DOT Project)	Complete	--	--
Avalon project on A1A	Construction	Complete	--
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, JTA, interlocal agencies			
Beaches Energy Services (Electric & Natural Gas)			
Infrastructure & major replacement projects	Complete projects as scheduled in the 5-year capital improvement plan		
Florida Municipal Power Association (FMPA)	Promote the City's interests in issues affecting the cost of power, integrated resource plan,		
Florida Municipal Electric Association (FMEA)	Continue to monitor and represent the City's interests		
Marketing and Public Relations			
Communication with the media	On-going	On-going	On-going
Publications:			
Current Events, Tidings	Yes	Yes	Yes
Website management	Yes	Yes	Yes
Special Events: Jazz Concert Series, Moonlight Movies and others (see Parks & Recreation)	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.

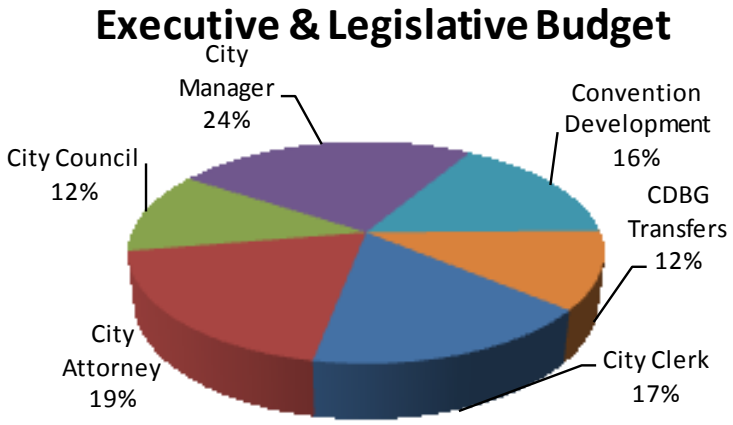
The Convention Development Fund receives half of the County's 2% Bed Tax charged to each hotel room within the City's corporate limits.

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.

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	FY2011 Budget	FY2012 Budget	Increase (Decrease)
City Clerk	$294,054	$254,667	($39,387)
City Attorney	291,403	291,359	($44)
City Council	186,722	180,547	($6,175)
City Manager	384,651	365,888	($18,763)
Convention Development	164,321	225,129	$60,808
CDBG Transfers	165,006	136,623	($28,383)
TOTAL	**$1,486,157**	**$1,454,213**	**($31,944)**

Executive & Legislative Department

Uses of Funds (continued)

City Council
This division's expenses are essentially level in comparison to previous years. Total budget is $180,547. The City Council budget includes funding assistance for:

Dial-a-Ride $2,500
Beaches Resource Center $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 $291,359.

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 $254,666.

Funding from CDBG is for:

Carver Center $73,794
C.A.P.E. $62,829
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 subject to budget approval by congress. In May, the City was notified that the FY2012 CDBG budget will be reduced by 16.5%. The City has requested that the reduction be made by eliminating the after school arts program and making a slight reduction in funding for the CAPE officer. Additional discussion of these programs may be found in the Police, Parks & Recreation and Finance business plans.

Convention Development
The expenses of this Division cover the maintenance and upkeep of the SeaWalk amphitheater and downtown entertainment center. This includes $37,500 for SeaWalk maintenance, and $57,629 for the Grounds Maintenance division to maintain landscaping in the SeaWalk Pavilion and downtown entertainment center. Additionally, the City participates with Beaches hotels and the Beaches divison of the Chamber of commerce to fund advertising initiatives that promote the beach ($20,000). Funding will also be provided for improvements to the Huguenot tennis courts ($15,000). 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 and $70,000 to partially fund Special Events. The total budget is $205,129.

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. Liability insurance coverage is also paid for in this cost area.

NON-DEPARTMENTAL BUDGET (General Fund)	2011	2012
Professional Services	$ 20,000	$ 20,000
Contract Services (Christmas lights, bank charges)	21,100	24,000
Utilities (Downtown area)	20,000	20,000
Rental of South Beach Recreation Center	10,000	23,800
Liability Insurance	376,793	376,828
Printing and reproduction (Jax Beach Briefs)	6,000	6,000
Unanticipated	190,709	411,042
Customer Service Rewards	15,000	15,000
Emergency Management (if needed)	34,700	20,900
Internal Service Charges	244,960	192,205
Minimum monthly retiree benefits	11,537	11,537
Subtotal - operating	**950,799**	**1,121,312**
Capital outlay	**8,020**	**0**
Transfers from General Fund to General Capital Projects Fund:		
Capital Projects-equip. replacement		
Fire apparatus replacement	75,000	75,000
Streets heavy equipment replacement	96,200	96,200
Subtotal - transfers	**171,200**	**171,200**
TOTAL Non-departmental	**$ 1,130,019**	**$ 1,292,512**

Uses of Funds- (continued)

Capital Projects

Capital Projects- Capital projects funds include:

- ½ Cent Sales Surtax Fund (also known as the Better Jacksonville Beach Fund) where revenues and debt proceeds are used to fund comprehensive improvements to streets, sidewalks and recreation facilities.
- 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 Paws Dog Park funds use donations to help maintain two facilities: Sunshine Park and Paws Dog Park.

Funding Source	Projects budgeted 2012	Budget
½ Cent Sales Surtax Fund (Better Jax Beach)	Transfer to debt service fund	$1,015,115
General Capital Projects	Professional engineering services	$30,000
	Small technology purchases	$50,000
	Replace Storage Area Network	$155,762
	Total General Capital Projects	**$235,762**
Beaches Park Project for Kids	Park Maintenance	**$5,000**
Paws Dog Park	Park Maintenance	**$10,000**
	TOTAL CAPITAL PROJECTS	$1,265,877

Financial Summary

The capital projects budget has decreased as the Waste Treatment Plant and 2nd Street Projects are completed this year.

Resource Allocation	Actual FY2010	Original Budget FY2011	Adopted Budget FY2012	Increase -Decrease	% Change
Operating	$137,690	$37,846	$45,000	$7,154	18.9%
Capital Outlay	$3,747,547	$2,333,538	$205,762	-$2,127,776	-91.2%
Transfers	$1,057,963	$2,921,874	$1,015,115	-$1,906,759	-65.3%
TOTAL	$4,943,200	$5,293,258	$1,265,877	-$4,027,381	-76.1%

Executive & Legislative Department

Financial Summaries

Decreases in staff and operating costs were offset by an increase in capital outlay to resurface 3 tennis courts and a transfer to provide partial funding for special events.

Executive & Legislative Department

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$626,628	$631,614	$585,350	-$46,264	-7.3%
Operating	$480,389	$654,099	$622,240	-$31,859	-4.9%
Capital Outlay	$2,483	$10,438	$15,000	$4,562	43.7%
Debt Service	$0	$0	$0	$0	0.0%
Transfers	$175,765	$190,006	$231,623	$41,617	21.9%
TOTAL	**$1,285,265**	**$1,486,157**	**$1,454,213**	**-$31,944**	**-2.1%**

A detail of Nondepartmental expenditures is on page 8.

Nondepartmental Division

Resource Allocation	Actual FY2010	Original Budget FY2011	Adopted Budget FY2012	Increase -Decrease	% Change
Operating	$694,392	$950,799	$1,121,312	$170,513	17.9%
Capital Outlay	$0	$8,020	$0	-$8,020	-100.0%
Transfers	$440,299	$171,200	$171,200	$0	0.0%
TOTAL	**$1,134,691**	**$1,130,019**	**$1,292,512**	**$162,493**	**14.4%**

The ½ Cent Infrastructure Surtax Bond Proceeds are paying for capital projects throughout the City. The bonds will be paid off in 2019.

Governmental Debt Service Funds

Resource Allocation	Actual FY2010	Original Budget FY2011	Adopted Budget FY2012	Increase -Decrease	% Change
Principal	$735,000	$770,000	$800,000	$30,000	3.9%
Interest & other charges	$323,064	$298,563	$268,218	-$30,345	-10.2%
TOTAL	**$1,058,064**	**$1,068,563**	**$1,068,218**	**-$345**	**0.0%**

Executive & Legislative Department

Budget Issues for 2012

- 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.

- The FOP labor contract will be open for negotiation on wages and the entire IAFF Contract will be open for negotiation in 2011. The LIUNA contract will be open for negotiation in 2012. In addition, the level of unfunded liability in each of the City's three pension funds is being carefully monitored.

- 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.

- 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 (numeric nutrient critera) could increase costs dramatically.

- The City of Jacksonville may try 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.

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

- 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.

Planning & Development

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 areas.

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, Community Redevelopment Agency, and the Special Magistrate.

Authorized Positions	FY10	FY11	FY12
Planning Division	2	2	2
Building Inspection Division	5	4	4
Code Enforcement Division	2	2	2
TOTAL	**9**	**8**	**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 FY2012 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 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$567,020	$651,657	$594,752	-$56,905	-8.7%
Operating	$296,225	$355,900	$230,418	-$125,482	-35.3%
Capital Outlay	$3,492,774	$3,565,256	$0	-$3,565,256	-100.0%
Debt Service	$2,135,685	$2,146,490	$1,843,931	-$302,559	-14.1%
Transfers	$3,396,001	$2,173,598	$17,622	-$2,155,976	-99.2%
TOTAL	**$9,896,730**	**$8,892,901**	**$2,686,723**	**-$6,206,178**	**-69.8%**

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	FY10	FY11	FY12
Director of Planning & Development	1	1	1
Senior Planner	1	1	1
Total Planning Division	**2**	**2**	**2**

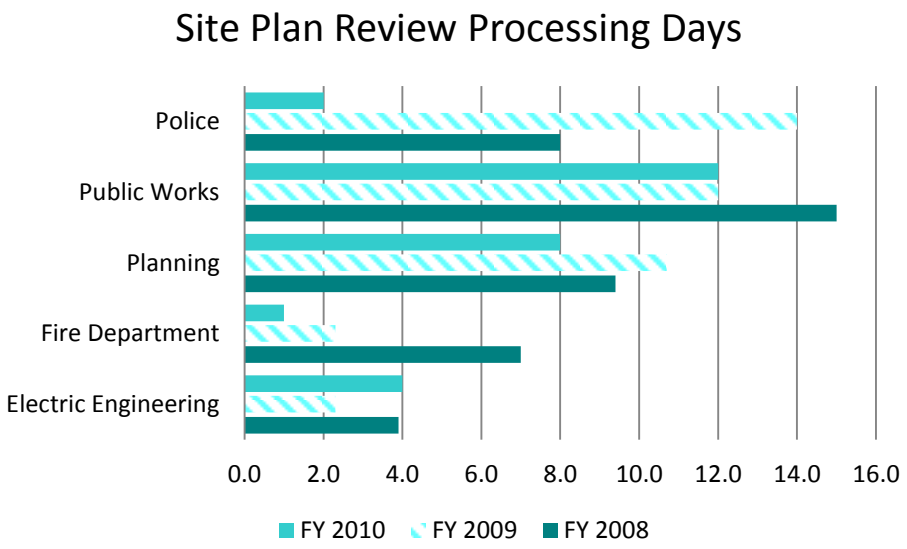
Recent Accomplishments

- ✓ Processed 166 separate land development code approvals, including one zoning change, 23 conditional use approvals, two site plan reviews, two subdivision reviews, and 50 variance requests for public hearings by the Planning Commission or Board of Adjustment. Administrative approvals of home occupations totaled 91.
- ✓ Completed and secured the adoption of a new sign code and sign code definitions.
- ✓ Completed an ordinance which proposed reductions in the off-street parking requirements in the Central Business District and created a payment in lieu of providing parking process.
- ✓ Assisted in inter-departmental efforts related to paid public parking, alcohol related issues, and provision of bus shelters.
- ✓ Assisted with the implementation of traffic and transportation improvement projects, including South 9th Street and securing additional federal stimulus funding for milling and resurfacing South Parkway south of Osceola Avenue, and maintained the City's involvement in the North Florida TPO transportation planning activities.
- ✓ Continued the Division's commitment to provide a 10-day turnaround time for the initial review of land development application plan submittals.

Planning & Development Division (continued)

Division Performance Measures

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



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 FY 2012

- 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.
- Evaluate the 2011 state legislation revamping Florida's growth management system to include an evaluation of the current concurrency management program to determine the appropriate levels of service and methods of providing the public infrastructure to support new development. This evaluation should consider mechanisms for financing needed improvements so that any development essentially "pays its own way."
- Continue working on Beaches transportation issues through participation on the North Florida Transportation Planning Organization (TPO) technical coordinating committee.
- 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.

Planning & Development Division (concluded)

Division Budget Issues for FY 2012

- 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 one of those positions slated to remain unfunded and unfilled indefinitely. There is a need to continuously monitor permitting and inspection workload activity as the economic recovery continues so that we can quickly respond to fill the vacant position to ensure that we maintain our high standard of service to our customers.

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.

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.

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

Authorized Positions	FY10	FY11	FY12
BUILDING INSPECTION DIVISION			
Building Official	1	1	1
Building Code Inspector	2	1*	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**	**6**	**6**

**One building code inspector remains unfunded for 2012.*

Recent Accomplishments

- ✓ The Building Inspection Division issued 2,726 building permits with a valuation of $25,940,995. Building inspection personnel carried out 4,225 construction inspections during the fiscal year. Construction activity included 17 new dwelling units, and generated over $235,000 in permit fees.
- ✓ Code enforcement staff processed 1,208 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 Magistrate system continues to function extremely well for the City, as cases are being decided quickly and in a consistent manner.
- ✓ The Building Inspection Division is meeting its objectives for turnaround times during the initial review of construction plans.

Building Inspection and Code Enforcement Divisions (continued)

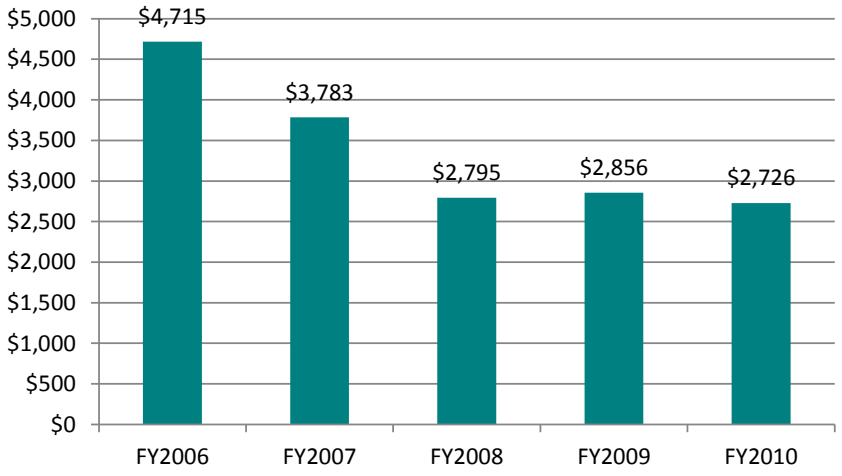
Recent Accomplishments (continued)

- ✓ The Division has been diligent in making sure that team members attain and retain the proper licenses and credentials under state law. Throughout FY2010, 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.

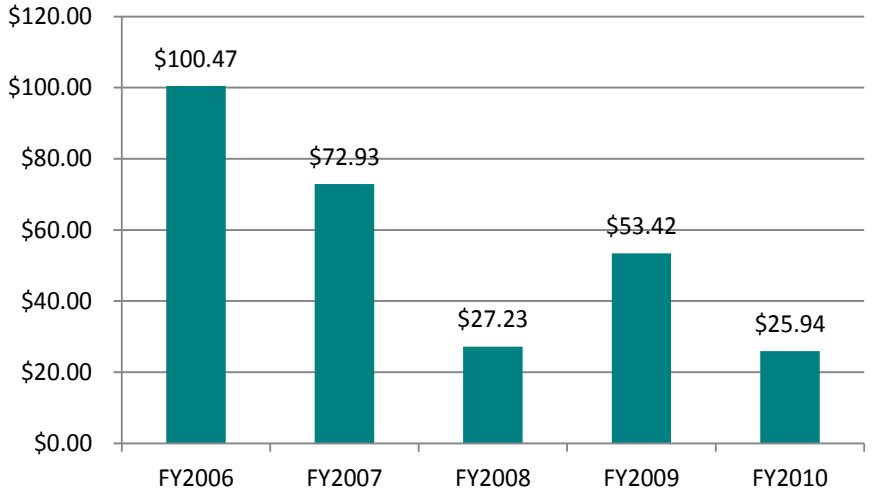
Performance Measures

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, FY 2006-2010



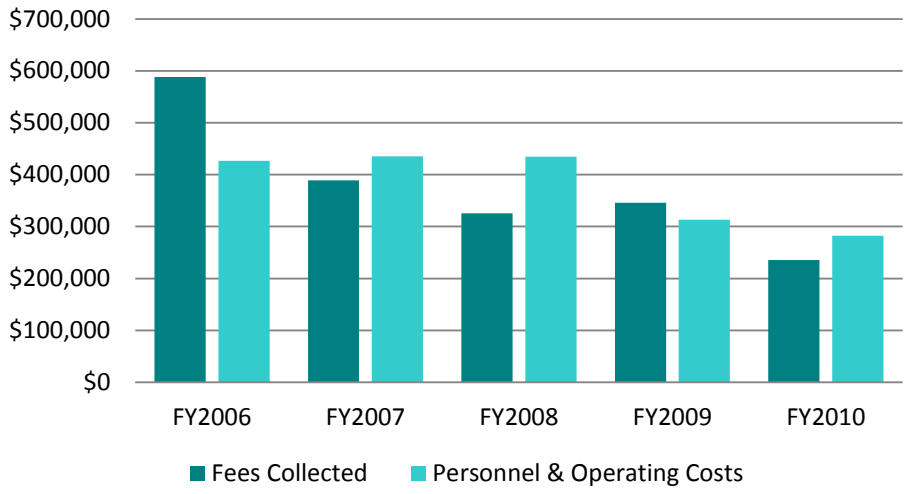
Total Dollar Value of Permits, FY 2006-2010 (millions)



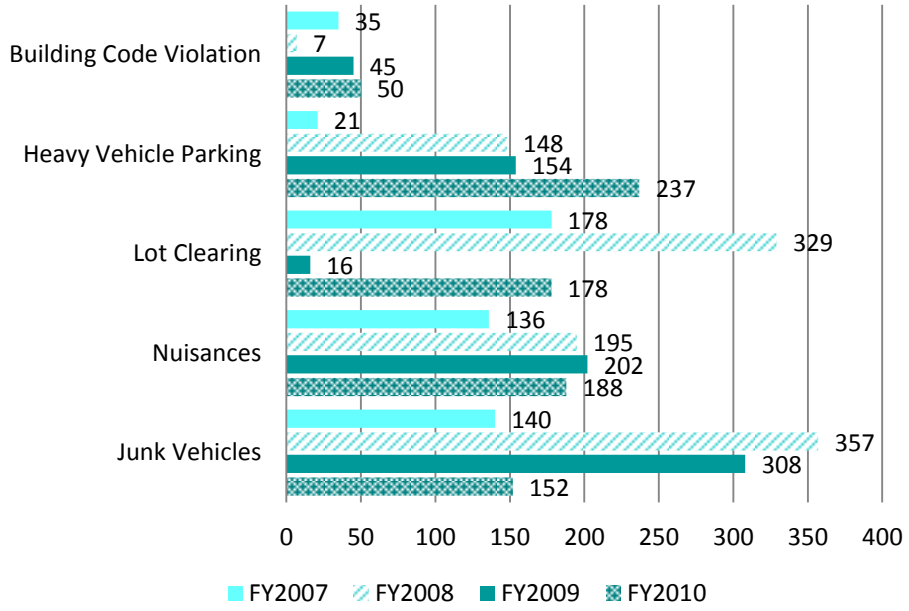
Building Inspection and Code Enforcement (continued)

Comparison of Permit Fees & Division Personnel and Operating Expenses, FY2006-2010

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.



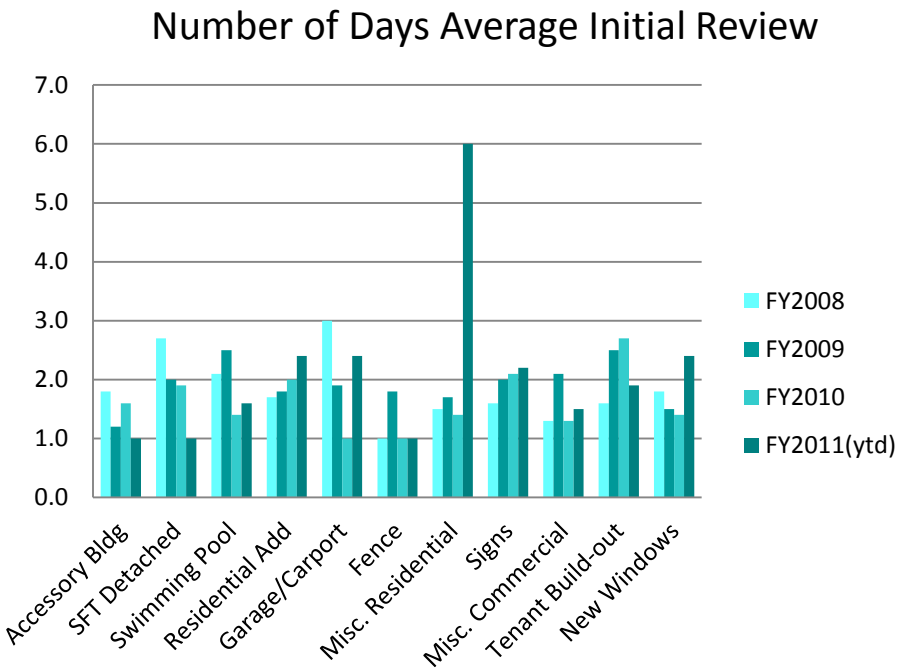
Five Most Frequent Code Enforcement Cases, FY 2007-FY 2010



Building Inspection and Code Enforcement (continued)

Overall Average Initial Review Time for Selected Permit Types, 2008-2011 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 FY 2012

- 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.

Building Inspection and Code Enforcement (continued)
Performance Measures Summary

PERFORMANCE MEASURES	FY2009	FY2010	2011 FYTD (thru 3/31/11)	FY2012 Target
SITE PLAN REVIEWS:				
Number of applications	2	4	0	3
Plans routed within 48 hours of receipt	100%	100%	N/A	100%
Average number of work days for initial review:				
Public Works – All Reviewers	12.0	5.1	4.9	10.0
Planning	10.7	1.1	7.4	10.0
Fire Department	2.3	3.0	3.2	10.0
Electric Engineering	2.3	2.5	5.1	10.0
NUMBER OF BUILDING PERMITS				
Building	1,440	1,361	554	1,388
Plumbing	389	422	190	414
Electrical	485	614	205	539
Mechanical	255	329	141	300
COMMON TYPES OF CONSTRUCTION PLAN REVIEWS:				
Single Family Dwellings				
Number of applications	13	15	11	13
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of work days for initial review:				
Code Enforcement	1.1	4.0	2.1	3.0
Inspection Division Plans Reviewer	2.7	2.0	2.4	3.0
Public Works	7.0	6.6	4.0	3.0
Miscellaneous Commercial				
Number of applications	44	87	26	63
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	2.1	1.3	1.5	3.0
Tenant Build-Out				
Number of applications	30	30	7	27
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	2.5	1.0	1.9	3.0
Signs				
Number of applications	78	81	44	81
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	2.0	2.1	2.3	3.0
Residential Additions				
Number of applications	20	27	11	25
Plans routed within 24 hours of receipt	100%	100%	100%	100%
Average number of days for initial review	1.8	2.0	2.4	3.0

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.

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 $5,439,837 for 2010. South Beach generated $2,706,999 for the same period.

Both districts are expected to continue fully funding their operations, debt service, and planned projects for the foreseeable future.

Downtown Redevelopment District

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 (now AECOM, Inc.). 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, Jacksonville Beach Fishing Pier, 3rd Street Landscaped Medians, and the SeaWalk Reconstruction to facilitate private investments in the area.

Recent Program Accomplishments-Downtown

- ✓ During FY2010, the CRA and staff continued its involvement in implementing the Vision Plan for the core of the Downtown area. The Vision Plan was adopted by the Community Redevelopment Agency and City Council as an amendment to the Downtown Plan in late 2007. During FY2010, the CRA and city staff have been diligently pursuing the implementation of many of the Vision Plan proposals, including:
    - The Haskell Company completed the final design portion of their design build contract to demolish and reconstruct the SeaWalk

Community Redevelopment Program (continued)

Recent Program Accomplishments-Downtown (continued)

between Beach Boulevard and 3rd Avenue North, remove the 3rd Avenue North pedestrian plaza and install on-street parking, install brick pavers in the 1st Avenue North walkway adjacent to the SeaWalk Pavilion, and relight the entire length of the SeaWalk. The guaranteed maximum price of the project, exclusive of any field adjustments, is $1.56 million. This project is now complete.

- Issued a work order for the final design and construction specifications 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 Street and Beach and 2nd Street.

✓ Enhanced lighting was installed in Latham Plaza.

✓ Continued the funding of an expanded Downtown Community Policing Initiative in the downtown district.

✓ Developed manufacturing specifications and designs for streetlight banners, including a set for the Christmas holidays, for use on the new lights in the 3rd Street project area; and issued an RFQ for the production of the new banners. This project is now complete.

Program Goals For FY2012-Downtown

- 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 permitting 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, including constructing a new restroom facility in the 2nd Avenue North streetend and an enhanced entryway to the pier at 4th Avenue North.
  - Develop a scope of work and secure a fee proposal from the Downtown Vision Plan consultant team for additional components of work derived from the 2009 Downtown Streetscape Master Plan.
- In anticipation that the Downtown TIF is scheduled to expire in FY2014, an assessment needs to be made of the current status and progress toward accomplishing our redevelopment goals and objective as expressed in the 2007 Vision Plan. This work should include an evaluation of methods available to extend the TIF district if necessary to complete the work.

Community Redevelopment Program (continued)

Downtown Redevelopment Financial Summary

Funds for capital projects are appropriated at the completion of the design phase.

Downtown Redevelopment District (excluding the Community Policing Initiative)

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$73,218	$107,521	$81,255	-$26,266	-24.4%
Operating	$104,608	$128,758	$43,729	-$85,029	-66.0%
Capital Outlay	$3,492,774	$2,074,711	$0	-$2,074,711	-100.0%
Debt Service	$974,205	$979,206	$979,205	-$1	0.0%
Transfers	$2,014,552	$842,416	$0	-$842,416	-100.0%
TOTAL	**$6,659,357**	**$4,132,612**	**$1,104,189**	**-$3,028,423**	**-73.3%**

Downtown Community Policing Initiative

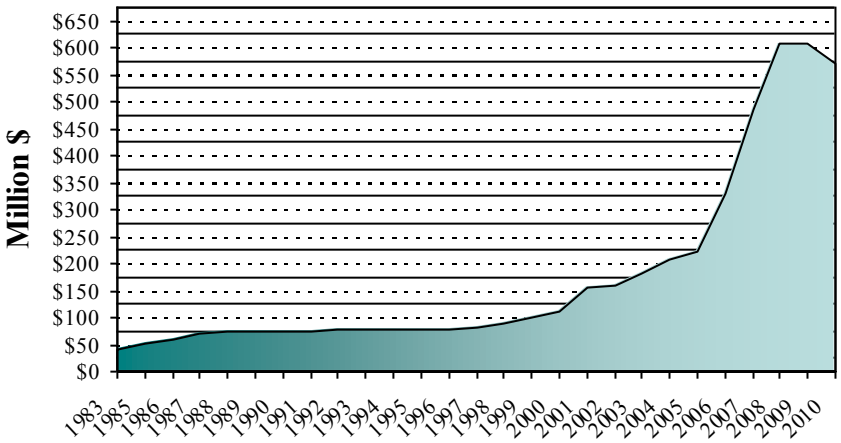
Funding for Community Policing Initiatives ("Downtown CAPE") is authorized under Chapter 163, Florida statutes. This financial information is also included in the JBPD budget.

The Downtown Community Policing Initiative, or Downtown CAPE, began a pilot project in November of 2006, and was accepted by the CRA as a permanent part of the Downtown Vision Plan in November of 2007. The program initially consisted of two officers and was expanded to four officers in FY 2009. The four officers provide a concentrated presence in the Central Business District, but are authorized to provide police services throughout the Downtown Redevelopment District. Additional information regarding their activities may be found in the Police Department section of this Budget and Business Plan.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$337,118	$366,390	$439,736	$73,346	20.0%
Operating	$30,358	$46,620	$51,620	$5,000	10.7%
Capital Outlay	$24,888	$0	$0	$0	0.0%
TOTAL	**$392,364**	**$413,010**	**$491,356**	**$78,346**	**19.0%**

Infrastructure projects have increased the value of property in the Downtown Redevelopment District since its inception.

Downtown Tax Increment District
Total Assessed Valuation, 1983-2010



Budget Issues-Downtown

Downtown FY 2012 Budget Issues

Significant projects on the horizon for the Downtown Community Redevelopment District include:

- Complete the design, engineering, and permitting for the streetscape and landscaping improvements to Beach Boulevard, North 1st Street, and 4th Avenue North (Design and engineering: $588,163).
- Secure competitive bids from pre-qualified construction firms to construct the streetscape and landscaping improvements to Beach Boulevard, North 1st Street, and 4th Avenue North (Planning estimate: $5,944,000).
- Develop scope of work and fee schedule for additional design and engineering work as set forth in the Jacksonville Beach Downtown Streetscape Master Plan; and execute an agreement for the next phase of the Vision Plan project (Cost estimate to be determined).
- Carry out an assessment of our Downtown Redevelopment Program to determine if it is necessary to extend the Tax Increment Trust Fund to help fund additional work to accomplish the goals and objectives set out in the 2007 Vision Plan.

South Beach Redevelopment District

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.

Recent Program Accomplishments- South Beach

- ✓ Completed the administrative review of a draft engineering analysis of the public infrastructure in the South Beach District. The report detailed water, sewer, storm drainage, street paving, and traffic safety concerns to be addressed over the next 5-10 years. Prepared a summary report which has been adopted as a redevelopment plan amendment.
- ✓ Completed work on the part of the South 9th Street Project within the South Beach Redevelopment District.
- ✓ Continued assisting with enhancements to the South Beach Park, including stabilization and safety improvements at Sunshine Kid's Park and adding a water play feature.

Program Goals For FY2012

- Complete the detailed engineering on priority projects identified in the South Beach Infrastructure Study.
- Identify and appropriate tax increment trust funds to construct the initial set of infrastructure improvement projects.

Planning & Development Department

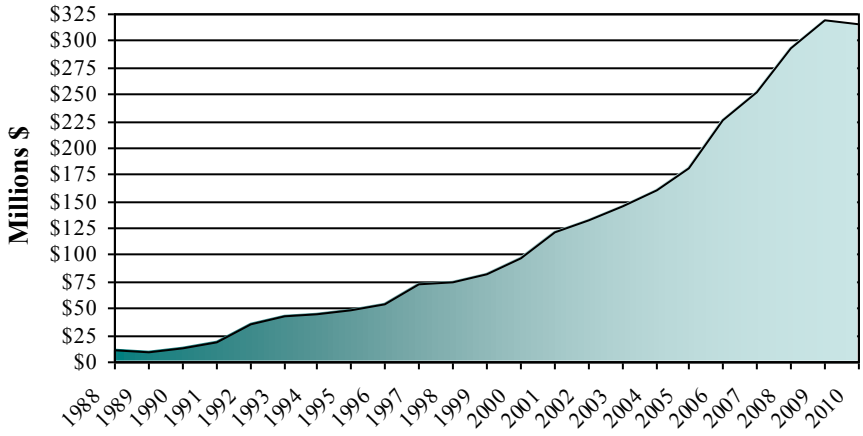
South Beach Redevelopment Financial Summary

Funds for capital projects are appropriated at the completion of the design phase

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$35,963	$53,078	$40,224	-$12,854	-24.2%
Operating	$35,015	$48,912	$12,228	-$36,684	-75.0%
Capital Outlay	$0	$1,490,545	$0	-$1,490,545	-100.0%
Debt Service	$1,161,480	$1,167,284	$864,726	-$302,558	-25.9%
Transfers	$1,381,449	$1,331,182	$17,622	-$1,313,560	-98.7%
TOTAL	**$2,622,932**	**$4,091,001**	**$934,800**	**-$3,156,201**	**-77.1%**

South Beach Tax Increment District Total Assessed Valuation, 1987-2010

Public/private partnerships have resulted in projects that have increased the value of property in the South Beach Redevelopment District since its inception.



Budget Issues- South Beach

- Design and construction of South Beach water and sewer utility improvements (planning estimate; $1,050,000).
- Design and construction of stormwater piping and stormwater management improvements, including installing maintenance access manholes for drainage line within easement in the South Beach Regional Shopping Center property (planning estimate: $620,000)
- Design and construction of milling and resurfacing roadway improvements (engineer's estimate: $1,590,000).

Parks & Recreation

Parks & Recreation Department

Organization

Mission

To provide safe and enjoyable leisure opportunities for all citizens.

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

- Ocean Rescue
- Special Events
- 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, Community Development Block Grant and bed tax.

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

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

Organization

Part time positions include Special Event position.

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

Golf course includes Administration & Maintenance

Authorized Positions	2010	2011	2012
Recreation – full-time	6	6	6
Recreation – part-time	95	94	92
Recreation Total	101	100	98
Golf Course – full-time	10	9	8
Golf Course – part-time	18	18	18
Golf Course Total	28	27	26
Grounds – full-time	9	8	8
Grounds – part-time	2	1	0
Grounds Total	11	9	8
Total full-time	**25**	**23**	**22**
Total part-time	**115**	**113**	**110**
TOTAL	**140**	**136**	**132**

Financial Summary

Parks & Recreation has eliminated 8 positions since 2010.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$2,285,854	$2,362,654	$2,042,722	-$319,932	-13.5%
Operating	$2,662,975	$2,750,089	$2,584,477	-$165,612	-6.0%
Capital Outlay	$104,463	$67,708	$35,000	-$32,708	-48.3%
TOTAL	**$5,053,292**	**$5,180,451**	**$4,662,199**	**-$518,252**	**-10.0%**

Parks & Recreation Department

Recreation Administration

Division Objectives

The Recreation Administration Division is responsible for the management of all park facilities, special events 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	2010	2011	2012
Director	1	1	1
Recreation Superintendent	1	1	1
Administrative Secretary	1	0	0
Administrative Secretary (part-time)	1	1	1
Senior Secretary (part-time)	1	1	2
Recreation Program Assistant (part-time)	1	1	1
TOTAL	**6**	**5**	**6**

Recent Accomplishments

- ✓ Administered & coordinated:
  - Carver Center
  - Surf Camps
  - Autism Surf Camp
  - Opening Day Parade
  - Easter Egg Hunt
  - Adult Softball League (Spring & Fall) – 37 Teams
  - Adult Flag Football League (Fall) – 48 Teams
  - Youth Sports Programs in conjunction with the parent organization ~ Little League, Girls Softball, Pop Warner and Babe Ruth

Recreation Administration (continued)

Goals for FY2012

1. Provide Recreation programs and facilities that 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	FY2010	YTD 3-31-11	Target FY2012
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 3-31-11	Target FY2012
% of customers who rated playing fields as being in good condition	95% Football 95% Softball	90% Football 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 100% Softball	90% Football 90% Softball

Recreation Administration (continued)

Survey Results: Recreation Admin (Continued)

Customers that participated in our recreation programs in 2010 & 2011 included entries in the parade, Easter egg hunt, and sandcastle contest. The beach goers and park users can only be estimated.

Sports Programs Offered:	Estimated # 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	864
Tennis Members	200
Tennis Walkups	200
Super Surf Camp	200
Carver Center	30
Easter Egg Hunt	400
TOTAL	**4,944**

Financial Summary

Payroll increase resulted from moving special events to Parks & Recreation from the Executive Department. The overall budget decrease is due to decreases in internal service charges.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$303,631	$283,466	$343,673	$60,207	21.2%
Operating	$908,779	$957,215	$884,993	-$72,222	-7.5%
Capital Outlay	$9,679	$0	$0	$0	0.0%
TOTAL	**$1,222,089**	**$1,240,681**	**$1,228,666**	**-$12,015**	**-1.0%**

Budget Issues FY2012

- ✓ Maintain service levels in difficult economic times with fewer employees.
- ✓ Continue to work with leagues toward cost-sharing arrangements for park facilities' operating and maintenance costs.

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.

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.

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	2010	2011	2012
Supervisor	1	1	1
Lieutenants (part-time)	4	3	3
Rescue Swimmers (part-time)	3	3	3
Tower Guards (part-time)	80	80	80
TOTAL	**88**	**87**	**87**

Recent Accomplishments

- ✓ Successful completion of six Junior Lifeguard Programs.
- ✓ U.S. Lifesaving Association accreditation.
- ✓ Certified Inflatable Rescue Boat Operators (IRB).
- ✓ Certified Emergency Medical Technicians (EMT).
- ✓ Supervisors trained in USLA "Beach Driving Safety Course"
- ✓ Distributed beach safety brochures to area hotels and motels.
- ✓ Delivered beach safety lectures to middle and high school students.
- ✓ Completed in-service training for lifeguards.

Goals for FY2012

Ocean Rescue (continued)

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 training for Inflatable Rescue Craft Operators.
5. Distribute Ocean Safety Brochures to hotels.
6. Annual meeting with Jax Beach Fire Rescue and Jax Beach Police Departments.
7. Meet with American Red Cross Board of Director's President annually.
8. Distribute surveys and receive an 85% approval rating.

Performance Measures

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

Performance Measure	FY2010	YTD 3-31-11	Target FY2012
Number of drownings while Ocean Rescue on duty	1*	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 (one guard on-duty and one guard off-duty per tower)	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%

**In 2010, there were 2 drownings when Ocean Rescue was not on duty.*

Ocean Rescue (continued)

Financial Summary

Budget decrease is primarily due to decreases in internal service charges.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$458,948	$448,832	$449,574	$742	0.2%
Operating	$124,320	$152,990	$133,671	-$19,319	-12.6%
Capital Outlay	$26,314	$24,900	$12,000	-$12,900	-51.8%
TOTAL	**$609,582**	**$626,722**	**$595,245**	**-$31,477**	**-5.0%**

Budget Issues

- ✓ Tower Guards are budgeted for 23,100 hours per year. It takes about 80 part-time employees to achieve this level of coverage.
- ✓ Replacement of Ocean Rescue 4 wheel "Polaris Side by Side" at a cost of $12,000.

Division Objectives

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

Tennis Center

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

Tennis	2010	2011	2012
Tennis Professional	1	1	1
Asst. Tennis Pro (part-time)	1	1	1
Court Attendant (part-time)	2	2	2
TOTAL	**4**	**4**	**4**

Recent Accomplishments

- ✓ Rebuilt 3 tennis courts with Plexi-cushion playing surface.
- ✓ 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.

Tennis Center (concluded)

Goals for FY2012

- Continue to market the Tennis Center by providing brochures to local hotels, motels and area schools.
- Increase the number of members and matches played. Current number of members is 204.
- 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 3-31-11	Target FY2012
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

Budget decrease is from reduction in maintenance costs with previous years' completion of improvements to the Tennis Center.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$90,727	$84,346	$84,993	$647	0.8%
Operating	$18,171	$32,875	$24,000	-$8,875	-27.0%
Capital Outlay	$0	$0	$0	$0	0.0%
TOTAL	**$108,898**	**$117,221**	**$108,993**	**-$8,228**	**-7.0%**

Budget Issues

- ✓ This year's estimated revenue is $28,714.
- ✓ Resurface and Light Tennis court #7.

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 FY2012

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 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Operating	$83,226	$85,212	$82,500	-$2,712	-3.2%
TOTAL	**$83,226**	**$85,212**	**$82,500**	**-$2,712**	**-3.2%**

Performance Measures

- ➢ Restrooms should be in good working order; clean and sanitary for the public.

- ➢ Hours of operation:
  - o March –Sept ~ 10 am to 7 pm (7 days a week)
  - o October – closed on Monday & Tuesday
  - o Nov – Feb ~ 10 am to 6 pm: Friday, Saturday and Sunday only

Budget Issues

- ✓ Additional shower will be added at Beach Blvd end zone as part of the Downtown Vision Plan.

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	2010	2011	2012
Recreation Supervisor	1	1	1
Recreation Leader (part-time)	1	1	0
Tutor (part-time)	1	1	1
TOTAL	**3**	**3**	**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

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

Performance Measures

	2010	Estimate 2011	Target 2012
Customer Satisfaction with the programs	100%	100%	100%
Avg. # children attending	45	45	45

Financial Summary

A Community Development Block Grant pays for $73,761 of the cost of this program. The balance of expenses are paid for by Recreation Admin.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$82,075	$74,171	$73,671	-$500	-0.7%
Operating	$18,000	$18,500	$0	-$18,500	-100.0%
TOTAL	**$100,075**	**$92,671**	**$73,671**	**-$19,000**	**-20.5%**

Budget Issues

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

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.

Goals for FY2012

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 are estimated at 47% of expenses). Expenses are for insurance, security, cleaning, setup & tear down, and supplies.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$0	$0	$0	$0	0.0%
Operating	$39,420	$41,995	$41,000	-$995	-2.4%
Capital Outlay	$0	$1,005	$0	-$1,005	-100.0%
TOTAL	**$39,420**	**$43,000**	**$41,000**	**-$2,000**	**-4.7%**

Performance Measures

Objective	FY2010	YTD 3-31-11	Target FY2012
Customer Survey - % satisfaction with building, equipment and operation	95%	95%	95%
Rental Events	163	120	120

Division Objectives

Special Events

The Special Events budget includes a contribution to the Springing the Blues Festival and City-managed events including: the Summer Jazz, Moonlight Movies and Mother's Day Pops at the Beach.

Sources and Uses of Funds

Due to reductions in General Fund revenue, reductions in the number and scope of special events is being proposed. The special events budget has been reduced by $117,469.

SPECIAL EVENTS	2011	2012	Incr. / (Decr.)	% change	
Funding Sources					
Facility rentals and fees	$ 14,950	$10,500	$ (4,450)	-29.8%	
Contributions	10,000	-	(10,000)	-100.0%	
General Fund	142,667	16,198	(126,469)	-88.6%	
Convention Development	-	70,000	70,000	0.0%	
Special Events Fund Balance	30,000	-	(30,000)	-100.0%	
Total Sources	**$197,617**	**$96,698**	**$(100,919)**	**-51%**	
Funding Uses					
Senior Secretary	$ 55,469	$ -	$ (55,469)	-100.0%	**(a)**
Springing the Blues	12,698	12,698	-	0.0%	
4th of July Fireworks	25,000	-	(25,000)	-100.0%	**(b)**
Pops at the Beach	16,000	18,000	2,000	12.5%	**(c)**
Jazz Concerts	64,000	33,000	(31,000)	-48.4%	**(d)**
Moonlight Movies	25,000	23,000	(2,000)	-8.0%	
Opening of the Beaches Parade	8,000	8,000	-	0.0%	
Contingency	-	2,000	2,000	0.0%	
Total Uses	**$206,167**	**$96,698**	**$(109,469)**	**-53%**	

(a) Senior Secretary has been transferred to Recreation Administration.
(b) Fireworks have been eliminated in 2012
(c) Seeking additional funding of $18,000 for Pops at the Beach total cost of $36,000. In the absence of additional funding, the event's scope will be reduced.
(d) Two jazz concerts in 2011, reduced to 1 jazz concert in 2012.

Special Events (continued)

In addition to City-sponsored events, the Parks & Recreation Department provides logistical support for many fundraising and awareness events that take place at in Jacksonville Beach. Logistical support can include assistance with traffic management and securing the event route.

Other events that have been held or are scheduled for 2011 include:

- Chariots of Fur 5-K Dog Run
- 26.2 with Donna
- Beach Volleyball Tournament
- St. Paul's Carnival
- Sandcastle Contest
- Easter Sunrise Service
- Kids Fishing Rodeo
- Jax Beach Paddle Challenge
- Jax Beach Surf Camp
- Festival of Chariot
- Pancreatic Cancer Walk
- Making Strides Against Cancer
- Winter Beaches Run
- Skin Cancer Foundation
- Great Atlantic Seafood Festival
- Lifesaving Corps Opening Day
- Junior Lifeguard Camp
- Never Quit
- Hammerhead Marathon
- FSA Pro-Am Surf Contest
- Out of Darkness

Budget Issues

- Elimination of Beaches Opening Parade and 4th of July fireworks.

- Reduction of the number of Jazz concerts from two to one.

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	2010	2011	2012
Golf Professional	1	1	1
Golf Course Superintendent	1	1	1
Assistant Golf Pro	1	0	0
Golf Shop Manager	1	1	0
Lead Equipment Mechanic	1	1	1
Equipment Mechanic*	1	1	0
Maintenance Workers I, II, III (full-time)	4	4	5
Maintenance Workers I, II, III (part-time)	2	2	2
Shop Attendant – part-time	7	7	8
Cart Attendant - part-time	5	5	5
Starter – part-time	4	4	3
TOTAL	**28**	**27**	**26**

**Equipment mechanic moved to Grounds Maintenance divison.*

Recent Accomplishments

- ✓ Hosted the North/South Collegiate Tournament year.
- ✓ Hosted Ladies Golf League for third year.
- ✓ Continued program with "Golf Now" to promote play.

Goal for FY2012

"A Great Product at a Great Price"

Golf the Beach

1. Insure the Golf Course pays its own way with well great customer service and well maintained playing conditions.

Golf Course (continued)

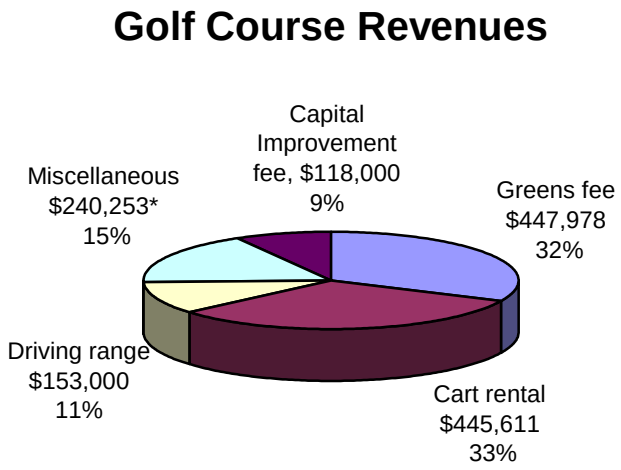
Performance Measures

Maintain competitive position with local golf facilities.

	Actual FY2010	YTD 3-31-11	Target FY2012
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

Funding Sources

Projected Revenues for FY2012:
$1,404,842

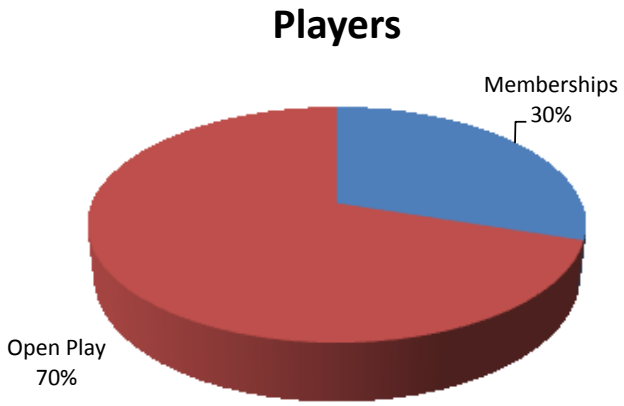


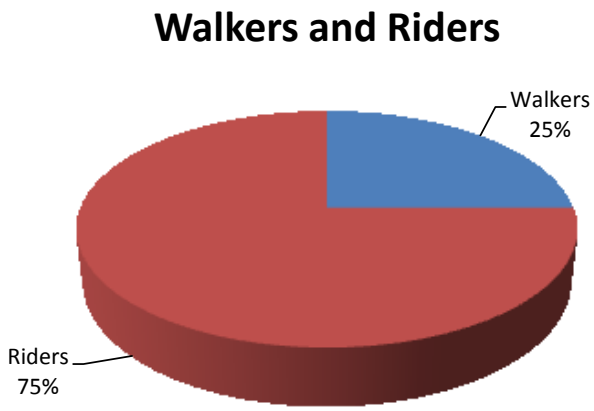
*Miscellaneous revenue consists of: sales of memberships, lessons, pro shop merchandise, concessions,and season passes.

Golf Course (continued)

Play Statistics

These graphs show the composition of our players.





Golf Course (continued)

Survey Results

Customer Survey conducted April 2011.

	Above Average	Satisfactory	Needs Improvement	No Opinion
Service inside Pro Shop?	96%	3%	1%	-
Service given by our starters?	92%	7%	1%	-
Overall service?	76%	23%	1%	-
Condition of our golf course?	46%	53%	1%	-
Restaurant operation?	66%	18%	12%	4%
Menu selection?	39%	34%	15%	12%

Financial Summary

The Golf Course has eliminated 3 positions.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$818,438	$879,373	$645,073	-$234,300	-26.6%
Operating	$702,327	$748,700	$733,457	-$15,243	-2.0%
Capital Outlay	$28,094	$17,803	$23,000	$5,197	29.2%
TOTAL	**$1,548,859**	**$1,645,876**	**$1,401,530**	**-$244,346**	**-14.8%**

Budget Issues

Operations Issue:

✓ The Golf Course is operated as an enterprise fund and is intended to generate sufficient revenues to cover its operating costs. Budgeted 2012 revenues of $1,404,842 are expected to slightly exceed expenses.

Maintenance Issues:

✓ Golf Course Irrigation Main Line-replacement of rusting fittings that are failing: $15,000.

✓ Riding Greens Mower: $23,000.

Parks & Recreation Department

Division Objectives

Grounds Maintenance

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.

Recent Accomplishments

- South Beach Park "Water Play"
- South Beach Park Playground "Safety Surface"
- Jacksonville Beach Parks Improvements:
  - Tall Pines Park (swing mats, safety surface, wood fence)
  - Rotary Park (safety surface)
  - Gonzales Park (swing mats, safety surface)
  - Penman Park (borders, safety surface, swing mats)
  - Huguenot Park (playground equipment)
  - Cradle Creek (concrete curbing)

Contract services for grounds maintenance supplement City staff to assist with peak seasonal work.

Grounds Maintenance	2010	2011	2012
Maintenance Superintendent	1	1	1
Crew Supervisor	2	2	1
Equipment Operator*	2	2	1
Equipment Mechanic**	0	0	1
Maintenance Workers I, II, III (full-time)	4	3	4
Maintenance Workers I, II, III	2	1	0
TOTAL	**11**	**9**	**8**

**This position will be eliminated when the current equipment operator retires in FY2012.*
***Moved from Golf Maintenance division.*

Funding Sources

Funds are provided by Internal Service Charges.

Grounds Maintenance Cost Allocation

General Non-Departmental-Latham Plaza, SeaWalk area, Jax Drive, A1A South	5.0%	$51,298
Cemeteries	14.6%	$150,000
Parks & Recreation	61.2%	$628,979
Streets	2.1%	$20,990
Police	1.0%	$10,034
Fire	1.2%	$11,775
Convention Tax	7.2%	$73,823
Stormwater	3.7%	$37,577
Community Service	0.8%	$8,396
O/M Facility	3.0%	$31,024
TOTAL	**100.0%**	**$1,023,896**

Grounds Maintenance (continued)

Financial Summaries

Tree Protection funds are used to add or replace trees throughout the City.

Tree Protection

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Operating	$10,218	$10,030	$10,000	-$30	-0.3%

Grounds Maintenance has either not funded or eliminated 2 positions.

Grounds Maintenance

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$497,062	$536,997	$445,738	-$91,259	-17.0%
Operating	$565,537	$555,874	$578,158	$22,284	4.0%
Capital Outlay	$40,376	$24,000	$0	-$24,000	-100.0%
TOTAL	**$1,102,975**	**$1,116,871**	**$1,023,896**	**-$92,975**	**-8.3%**

Goals for FY2012

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 challenge. The challenge can be met through the use of capable staff and efficient operating equipment.

Budget Issues for FY2012

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

New areas and activities:

- South Beach Park Water Play
- 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)
- Downtown Destination Street Landscape

Public Works

Public Works Department

Organization

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

The department staffs five divisions.

Authorized Positions By Division	FY2010	FY2011	FY2012
Administration	5	5	5
Streets	18	18	18
Distribution & Collection	14	14	14
Pollution Control Plant	15	15	15
Water Plant	13	13	13
TOTAL	**65**	**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:
  - Avalon Subdivision Infrastructure Project
  - 2nd and 4th Avenues North Water Main Project
  - Wastewater Treatment Plant Improvement Project
  - FDOT Design/Build 9th St. S. Mill/Repave Project (Osceola to county line)
  - New sidewalk on 4th Ave. N. (3rd St. to 10th St.)

- Completed design/study of:
  - Ocean Forest & initial Constitution Cove stormwater improvements studies.
  - Southend Redevelopment District Master Plan

- Cleaned /televised 29,820 feet of storm pipe and 37,557 feet of sanitary pipe

✓ Achieved high service in oceanfront cleaning, garbage collection & sweeping
- Replaced downtown garbage compactor and upgraded its enclosure
- 5-year renewal of garbage contract at a discount plus no-cost new programs of multi-family complex recycling and recycling rewards.

Goals for FY2012

- Complete design and/or start/continue/complete construction on:
  - FDOT 9th St. S. Road Improvements Project (1st Ave. S. to Osceola)
  - City's 9th St. S. Road Improvements Project (Beach Blvd. to 1st Ave. S.)
  - Lake Mildred Stormwater Pump Station Project
  - Downtown Vision Plan, Phase 2 Development Area I Project (Gateway Corridor (Beach Blvd), Pier Corridor (4th Ave. N) & Destination Street (1st St. N.)
  - Lift Station #3 Improvements Project (4th St. S. & 10th Ave. S.)
  - 2nd St. N. Sewer Replacement & Other Improvements Project (14th to 20th Ave. N.)
  - 4,000 gallon fuel storage tank at WWTF site
  - Storage and Utility Building at WTP #2
  - Duval Drive (37th Avenue South to Ponte Vedra Boulevard)
  - Phase 1 Study to Relocate WWTP Permitted Discharge
  - Roof and Facade Upgrades at WTP #2 and Wells #22 and #23
  - Data Flow Telemetry Upgrade at WTP and WWTP

- Complete renewal of the City's state Consumptive Use Permit to withdraw water from the Floridan Aquifer and its federal/state Stormwater National Pollutant Discharge Elimination Permit.

- Maintain compliance for water consumptive use permit, wastewater and storm-water 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 and sweeping programs.

- Maintain performance measures as shown below.

Public Works Department

Performance Measures

Outcomes	Level of Service	Actual 2010	As of 3/2011	Target 2012
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	8.32%	10.1%	15%
	Replace 2,500 ft. of old 2" & larger galvanized & cast iron water mains	6,485	800	2,500
	Install/replace 150 water services	126	62	150
	Flush all fire hydrants	100%	35%	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 ➢Biochemical Oxygen Demand	 95% 98%	 95% 98%	 85% 85%
	Clean 20,000 ft. sanitary/storm mains	31,850	5,800	20,000
	Rehab/replace/install sewer manholes	41	36	10
	Refurbish sewer lift stations numbered: (electric,pumps, pipes,wetwells,concrete mechanical,generators, fencing, etc.)	4, 29, 32, 35	2, 6, 9, 11,12,13, 17,18,25	3
Streets:				
➢Keep our streets well maintained for driving and free of trash	Seal coat/resurface 7 to 10 miles of road	12.4	4.16	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	7,694	3,495	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	5,000	10,000
Sanitation:				
➢Keep our city and beach clean	Recycle/mulch 25% of residential solid waste to reduce landfill impact	33%	35%	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 FY2012 is $18,834,284.

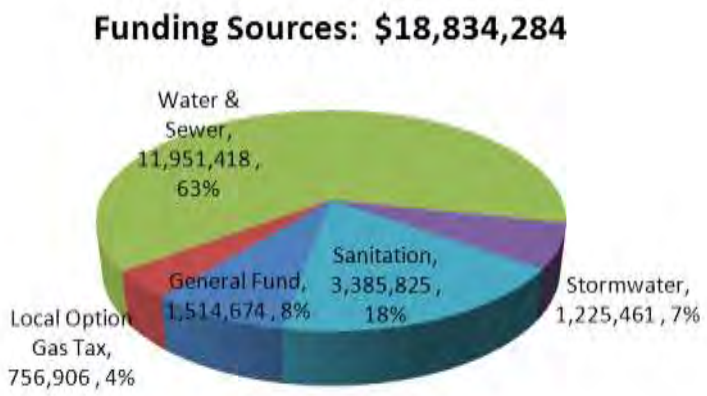
Operating budget decreased with startup of new wastewater treatment plant, reduced Gas Tax revenues and discount received with a 5-yr garbage contract renewal. Operating expenses may increase at mid/end year due to CPI & fuel increases for sanitation and other continuing service contracts.

Capital Outlay decreased with completion of the new Wastewater Treatment Facility and other capital projects, combined with deferring some future necessary capital projects. The future ability to fund capital projects is limited due to reduced property/ sales/ gas taxes and utility rates insufficient to cover the costs of doing major system improvements.

Budget Issues & Uncertainties

Utility rate increases are vital in the future due to the financial burden of federal/state environmental mandates and the need to repair/ upgrade aging and 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).



Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$3,807,614	$4,100,979	$4,026,589	-$74,390	-1.8%
Operating	$7,950,931	$8,825,324	$8,366,647	-$458,677	-5.2%
Capital Outlay	$13,322,934	$9,957,922	$3,762,070	-$6,195,852	-62.2%
Debt Service	$2,442,084	$2,442,744	$2,306,978	-$135,766	-5.6%
Transfers	$372,000	$372,000	$372,000	$0	0.0%
TOTAL	**$27,895,563**	**$25,698,969**	**$18,834,284**	**-$6,864,685**	**-26.7%**

- Mandated costs to upgrade/maintain/inspect wastewater/stormwater facilities to meet stricter standards for federal EPA/FDEP National Pollutant Discharge Elimination Permits, Total Maximum Daily Load limits for nitrogen in the Lower St. Johns River and fecal colifom in Hopkins Creek, and the upcoming federal Marine Numeric Nutrient Criteria for Florida.
- Water/Sewer Fund needs additional revenue to support badly needed capital projects. Stormwater rates were set in 1990 (21 years ago).
- Reduced property taxes dictated by the state legislature, reduced property values, and decreased gas tax and 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	FY2010	FY2011	FY2012
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 departmental capital projects as scheduled by division.
- Implement capital master plans for the 2 redevelopment districts.
- Effectively address all customer service requests.

Division Funding Sources & Budget

The operations and 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 decreased with the completion of the Wastewater Treatment Plant Improvements Project.

Other departmental capital projects are listed under each appropriate division.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$160,116	$98,380	$99,793	$1,413	1.4%
Operating	$1,177,964	$1,175,396	$1,153,860	-$21,536	-1.8%
Capital Outlay	$12,821,034	$7,056,074	$0	-$7,056,074	-100.0%
Debt Service	$1,990,662	$1,986,510	$1,844,267	-$142,243	-7.2%
TOTAL	**$16,149,776**	**$10,316,360**	**$3,097,920**	**-$7,218,440**	**-70.0%**

Distribution & Collection Division

Division Organization

The division maintains and rebuilds water & sewer mains.

The Distribution & Collection Division operates and maintains 109 miles of water mains, 85 miles of sewer mains, 18 miles of force mains, 2,126 sewer manholes, 858 fire hydrants, 2,652 water valves, 10,355 water services, and 8,795 sewer services.

Authorized Positions	FY2010	FY2011	FY2012
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.

Distribution & Collection Division

Division Budget FY2012

Capital Outlay increased with budgeting of N. 2nd St. Sewer & Related Improvements Project (14th to 20th Ave. N.)

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$736,202	$826,490	$799,451	-$27,039	-3.3%
Operating	$248,721	$426,643	$443,050	$16,407	3.8%
Capital Outlay	$185,355	$1,655,676	$2,446,000	$790,324	47.7%
TOTAL	**$1,170,278**	**$2,908,809**	**$3,688,501**	**$779,692**	**26.8%**

Division Budget Issues FY2012

Capital Outlay

- Funding $2,321,000 to construct North 2nd Street Sewer and Related Improvements Project (14th to 20th Ave. N.), including 27.56% share from remainder of $485,000 federal STAG Grant and $900,000 from Better Jax Beach Bond Proceeds.
- Funding $5,000 to replace small equipment as necessary.
- Funding $20,000 for sewer manhole rehabilitation.
- Funding $100,000 for other water/sewer rehabilitation.

Operating Expenses

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

Regulatory

- New requirement that work on water distribution system must be supervised on site by a state licensed water distribution operator or by a licensed utility contractor.

Uncertainty

⇒ Additional revenue is needed in the Water / Sewer Fund to provide adequate budget and reserves to program necessary water main and sanitary sewer main upgrade capital projects.

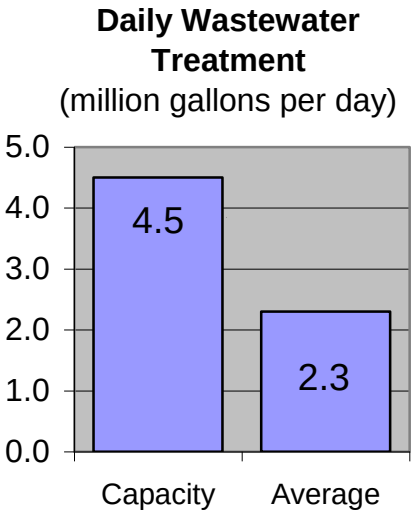
Public Works Department

Division Organization

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

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) capacity at new sewage treatment facility with reuse quality effluent.



Authorized Positions	FY2010	FY2011	FY2012
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, Lee Kirkland & Warren Smith Cemeteries, within the Wastewater Treatment Facilities.
- Achieve a minimum 85% removal of total suspended solids and biochemical oxygen demand.
- Ramp up operation of and adjustments for the new Wastewater Treatment Facilities (at 10th St. S. & 10th Ave.) to remove nitrogen from its effluent flowing to the St. Johns River.

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 FY2012

Capital Outlay increased with the budgeting of the Lift Station #3 Project.

Operating Expenses (maintenance) decreased with new plant in operation.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$880,581	$1,038,344	$999,349	-$38,995	-3.8%
Operating	$1,346,056	$1,821,507	$1,586,700	-$234,807	-12.9%
Capital Outlay	$62,183	$49,024	$909,325	$860,301	1754.9%
TOTAL	**$2,288,820**	**$2,908,875**	**$3,495,374**	**$586,499**	**20.2%**

Division Budget Issues FY2012

Capital Outlay

- Funding $754,325 for Lift Station #3 Improvements Project (4th St. S at 10th Ave. S.), including 27.56% share from $485,000 federal STAG Grant.
- Funding $50,000 for replacement 4,000 gallon fuel storage tank for one of the emergency generators at the wastewater treatment facility.
- Funding $33,000 for design of the Lift Station #15 Improvements Project (Hopson Road)
- Funding: (1) $20,000 to install fiber and cameras at each SBR tank for process observation, (2) $15,000 to replace 2 each refrigerated automated samplers at the plant, (3) $5,000 to replace a flow meter at Lift Station #10, and (4) $14,000 for Data Flow Telemetry Upgrades used in operating and monitoring the wastewater treatment facility and lift stations.
- Funding $18,000 for replacement Bobcat Loader (#587).

Uncertainty

⇒ Ramping up operation of new Wastewater Treatment Facilities. It is anticipated that operating costs will increase for utilities and chemicals with the new facility. The size of the increases will not be clear until the plant has been in operation for several months.

⇒ Concerns/uncertainty about increasing federal/state environmental oversight/monitoring/regulation on effluent concentrations (such as for copper, cyanide, phosphorous and others identified in the future) will impact effluent discharge permit limits, which may significantly increase future capital & operational costs.

⇒ Uncertain outcome on city's exploration with state/federal regulatory agencies about redirecting our reuse quality wastewater effluent due west.

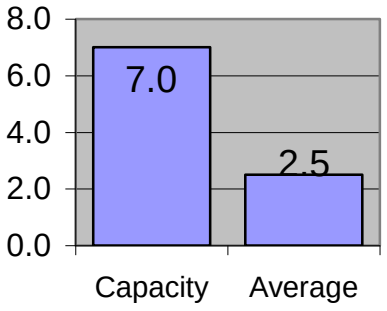
Water Plant Division

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 treatment 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 21 ponds, 2 stilling basins each with a weir, the downtown underground stormwater collection vault with 2 sand traps, and 7 stormwater pump stations.

Daily Water Production
(million gallons per day)



Authorized Positions	FY2010	FY2011	FY2012
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 to improve the quality of receiving waters by effective treatment of stormwater

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.
- Operate and maintain the system of stormwater treatment facilities, pumping stations and ponds

Public Works Department

Water Plant Division

Division Funding Sources

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

Division Budget FY2012

Capital Outlay grew due to telemetry software upgrades, facilities' roof upgrades and design of a new Water Plant #2 storage/utility building

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$805,194	$835,017	$835,346	$329	0.0%
Operating	$460,151	$559,557	$559,532	-$25	0.0%
Capital Outlay	$0	$24,000	$274,745	$250,745	1044.8%
TOTAL	**$1,265,345**	**$1,418,574**	**$1,669,623**	**$251,049**	**17.7%**

Division Budget Issues FY2012

Operating Expenses

- Funding $29,400 in mandatory laboratory testing.
- Funding $51,150 for annual elevated tank maintenance program.
- Funding $200,000 for Roof and Facade Upgrades for Water Treatment Plant #2 and Wells #22 & #23.

Capital Outlay

- Funding: (1) $14,000 for Data Flow Telemetry Systems Upgrades used in operating and monitoring the water treatment & storage facilities and stormwater pump stations and (2) $25,500 for raw water (well) meter upgrades.
- Funding $35,245 for design of Storage and Utility Building at Water Treatment Plant #2.

50% W/S Capital Outlay & 50% Southend Tax Increment

Uncertainty

⇒ Uncertainty on the St. Johns River Water Management District draft Water Supply Assessment 2008, which shows Northeast Florida as a Priority Water Resource Caution Area for the next 20-years for water needs versus water resources. The resulting draft District Water Supply Plan development was slowed and utilities are trying to influence plan development toward best available science. Water Resource Caution Area designation will cause unfunded mandates.

⇒ Uncertainty continues in City's renewal of its District-issued Water Consumptive Use Permit (to withdraw raw water from the Floridan Aquifer) is underway. It likely will result in unfunded mandates.

⇒ Concerns/uncertainty about increasing federal/state environmental oversight/monitoring/regulation on water concentrations (such as for stage II trihalomethane and others identified in the future) will impact water treatment, which may significantly increase future capital & operational costs.

Streets Division

Division Organization

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

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, 31.7 miles of sidewalks, 1,640 street lights, 4.0 miles of stormwater force main, 2,943 stormwater inlets/catch basins/grates, 70 stormwater outfalls to the adjacent estuaries and ocean, 70 miles of stormwater gravity mains and 2.1 miles of drainage channels.

Authorized Positions	FY2010	FY2011	FY2012
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	5	5	5
Senior Secretary	1	1	1
TOTAL	**18**	**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 and maintain stormwater drainage system.
- Install and maintain traffic and pedestrian control signage and markings.
- Maintain pedestrian safe sidewalks. Repair 2,000 feet of sidewalk.
- Maintain community environment by collecting garbage.

Division Funding Sources

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

Public Works Department

Division Budget FY2012

Streets Personal Services decreased with Sweeper Operator costs moved to Sanitation budget.

Streets Capital Outlay decreased due to not budgeting any truck replacements in 2012.

Streets Division

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$912,248	$941,552	$879,745	-$61,807	-6.6%
Operating	$581,562	$607,291	$634,929	$27,638	4.6%
Capital Outlay	$55,552	$22,200	$0	-$22,200	-100.0%
TOTAL	**$1,549,362**	**$1,571,043**	**$1,514,674**	**-$56,369**	**-3.6%**

Gas Tax Operating budget decreased with maintenance reductions to roadway, traffic striping and sidewalk due to decreasing Gas Tax Revenues

Local Option Gas Tax

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$38,749	$47,134	$44,906	-$2,228	-4.7%
Operating	$823,346	$466,895	$340,000	-$126,895	-27.2%
Capital Outlay	$0	$0	$0	$0	0.0%
Transfers	$372,000	$372,000	$372,000	$0	0.0%
TOTAL	**$1,234,095**	**$886,029**	**$756,906**	**-$129,123**	**-14.6%**

Division Budget Issues FY2012

Local Option Gas Tax

Gas Tax Transfers

Gas Tax Operating Expenses

- Gas tax revenues have decreased by about $90,000 per year in recent years from less driving due to the rising cost of gasoline and fuel.
- Funding transfers of $372,000 from Gas Tax for Streets Division wages.
- Funding $270,000 for roadway maintenance program, $20,000 for traffic striping, and $50,000 for sidewalk repairs.

Uncertainty

⇒ Uncertainty about the negative impact of future budget reductions on missions supported by the General Fund & Gas Tax Fund. Division focus must be more and more on its core missions of streets, sidewalks, traffic control signage, stormwater drainage systems, and environmental/ stormwater regulatory compliance, with tough choices on service.

Stormwater Utility Program

Program Mission

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

Program Objectives

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

Program Funding Sources

The Stormwater Enterprise Utility funds the program.

Program Budget FY2012

Capital Outlay decreased due to deferring capital construction projects until debt payoff scheduled for 2012.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$147,114	$169,276	$168,323	-$953	-0.6%
Operating	$440,013	$625,006	$594,427	-$30,579	-4.9%
Capital Outlay	$198,810	$1,150,948	$0	-$1,150,948	-100.0%
Debt Service	$451,422	$456,234	$462,711	$6,477	1.4%
TOTAL	**$1,237,359**	**$2,401,464**	**$1,225,461**	**-$1,176,003**	**-49.0%**

Program Budget Issues FY2012

Operating Expenses

- Funding $102,000 for stormwater pipe and vault cleaning services, $28,500 for drainage system repairs and $50,000 for erosion control repairs.
- Funding $16,500 for stormwater analysis as part of the NPDES Monitoring Plan and the Lower St. Johns River Tributaries BMAP 2 sampling for Hopkins Creek.

Uncertainty

⇒ New capital construction projects being delayed until debt payoff after 2012 is reached. Stormwater utility rates were initially set 21 years ago.

⇒ Anticipating major budget pressures due to potential for dramatically increasing federal/state environmental regulation such as Marine Numeric Nutrient Criteria and Pollutant Total Maximum Daily Load limits under the authority of the federal Clean Water Act. Already seeing increased demands from federal Environmental Protection Agency, and subsequently the Florida Department of Environmental Protection, for increased execution, documentation, and reporting for all operation and maintenance activities tied to the City's federal/state Stormwater National Pollutant Discharge Elimination System Permit through the state's permit renewal process, which is underway.

Sanitation Utility Program

Program Organization

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

Program Mission

To keep the community clean of garbage by providing for the collection, transportation, and disposal of garbage, yardwaste, debris and recyclables.

Program Objectives

- Collect garbage, yard waste, and recyclables from residential and small commercial 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 FY2012

Personal Services increased with move of wages for the street sweeper equipment operator to Sanitation.

Capital Outlay increased with move of replacement clam bucket truck to Sanitation

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$127,410	$144,786	$199,676	$54,890	37.9%
Operating	$2,873,118	$3,143,029	$3,054,149	-$88,880	-2.8%
Capital Outlay	$0	$0	$132,000	$132,000	0.0%
TOTAL	**$3,000,528**	**$3,287,815**	**$3,385,825**	**$98,010**	**3.0%**

Program Budget Issues FY2012

Operating

- Anticipate annual CPI increase and bi-annual fuel cost adjustments, which are included in mid-year and end-year budget adjustments.

Capital Outlay

- Funding $132,000 for replacement of clam bucket truck.

Uncertainty

⇒ Potential severe impact of rising fuel costs and City of Jacksonville concern with sanitation landfill costs. Sanitation utility rates were last adjusted 18 years ago.

⇒ The federal/state renewal process for the City's Stormwater National Pollutant Discharge and Elimination System Permit is underway. Anticipate pressure may come to increase street sweeping hours.

Police

Police Department

Organization

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

Authorized Positions	FY2010	FY2011	FY2012
Police			
Chief of Police	1	1	1
Commander	3	3	3
Sergeant/Corporal	17	17	17
Patrol Officer/Detective	40	40	39
Police Total	61	61	60
Civilian			
Accreditation Manager	1	1	1
Communications Supervisor	1	1	1
Communications Officer	11	10	10
Records Supervisor	1	1	1
Records Specialist	2	2	2
Records Specialist - part-time	1	1	1
Parking Enforcement Coordinator*	NA	NA	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	9
Volunteer Coordinator - part-time***	1	1	1
Civilian Total	34	33	35
Total Full-time	**84**	**83**	**83**
Total Part-time	**11**	**11**	**12**
TOTAL POSITIONS	**95**	**94**	**95**

**New position authorized by City Council on May 2, 2011.*
***Added one school crossing guard; no change in total crossing guard hours.*
****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.*

Mission Statement

Working with Citizens for a Safe Community

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

Function & Structure (Continued)

- 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.

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.

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 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.

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 **41,629** calls for service in calendar year 2010. Due to the nature of many of those calls, at least two officers were needed, resulting in **67,253** 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.

FY2012 estimated budget for the Patrol Division, including salaries and benefits, overtime, operating costs, supplies, etc.: **$3,850,590.**

Detective Division/Costs

General Investigations Team

The General Investigations Team is comprised of one detective sergeant, one corporal, three detectives, 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 senior secretary performs typical secretarial duties as well as crime analysis.

FY2012 estimated budget for the General Investigations Team, including salaries and benefits, overtime, operating costs, supplies, etc.: **$613,327.**

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.

FY2012 estimated budget for the Community Response Team, including salaries and benefits, overtime, operating costs, supplies, etc.: **$585,296.**

NOTE: A pro rata share of the division commander's salary and benefits is included in the General Investigations Team and Community Response Team proposed FY2012 budgets.

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

Specialized Units/Costs (Continued)

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 Community Development Block Grant has reimbursed the City a substantial portion of the cost of operating the program in past years.

The FY2012 estimated budget for the CAPE Program, including salaries, benefits, operating supplies, and overtime: **$87,421.**

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.

FY2012 estimated budget for the Downtown CAPE Program including salaries and benefits, overtime, equipment, operating costs, supplies, etc.: **$422,010.**

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.

FY2012 estimated budget for the Traffic Unit, including salaries and benefits, overtime, operating costs, supplies, etc.: **$201,056.**
[NOTE: Funding for the Traffic Unit is included in the Patrol Division total.]

Police Department

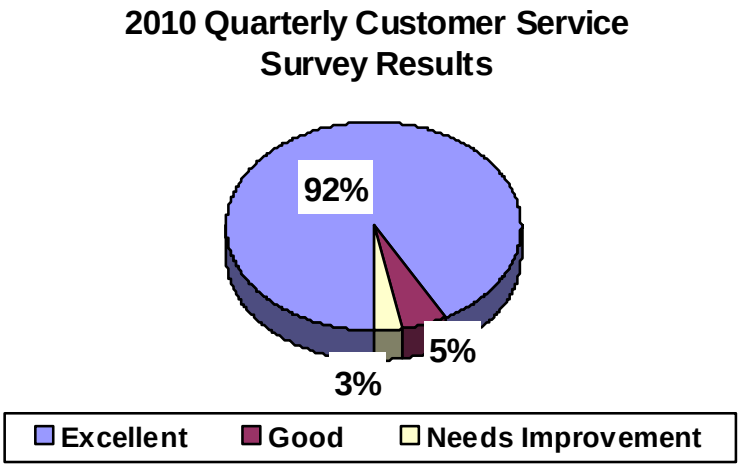
Recent Accomplishments

- ☑ Conducted **16** community relations programs directly impacting **735** citizens; e.g., firearms safety, bicycle safety, Neighborhood Watch, DUI prevention, etc.
- ☑ Removed **172** intoxicated drivers from the roadways, making Jacksonville Beach safer for vehicles, bicyclists, and pedestrians.
- ☑ Completed Citizen Police Academy classes XXV and XXVI, achieving high approval ratings. Through 26 academies, **748** 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 **10,505** hours in **2010** assisting the department in its mission.
- ☑ Continued the Citizens On Patrol (COP) Program. **Nineteen** 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.
- ☑ The Police Department hosted the **17th Annual Kids Fishing Rodeo** in May 2011 at the Huguenot Park Lagoon. Approximately **1,500** children and parents attended the event.
- ☑ Completed four Drug Abuse Resistance Education courses with **97%** overall approval ratings from students, parents, and teachers.

Police Department

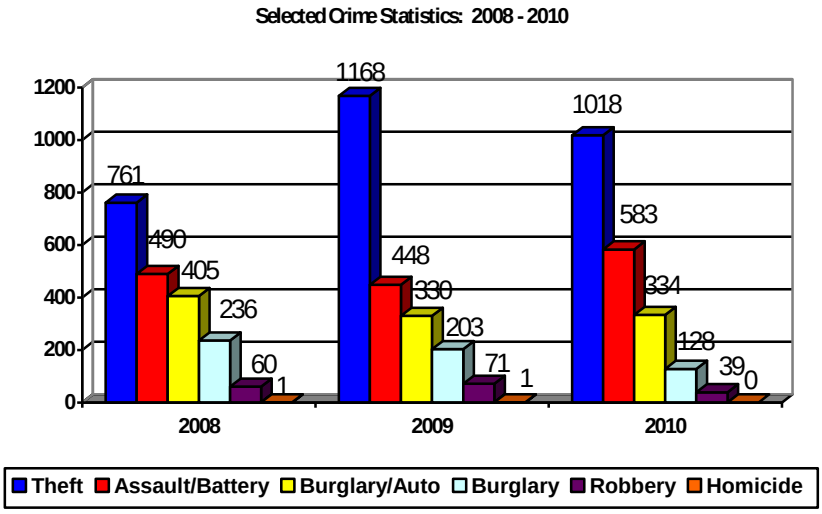
Customer Service Surveys

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.



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.



Police Department

Goals for FY2012

Outcomes	Performance Measure	Actual FY2010	FYTD through 3/15/11	Target FY2012
Continually seek new and better methods to ***improve citizens' safety****.*	Maintain four minute or less average response time to emergency calls	2.27 minutes	2.3 minutes	4.00 minutes
	Maintain six minute or less average response time to non-emergency calls	5.14 minutes	5.00 minutes	6.00 minutes
	Continue strict enforcement of DUI laws to improve safety of city roadways	172 arrests	127 arrests	150 arrests
	Conduct quarterly neighborhood notifications of sex offenders and sexual predators living in the city	2	1	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	11	10	10
Maintain strong partnerships with citizens *to improve public safety.*	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"	1,050	1,500	1,000
	Involve CPA Alumni Association members in ten community relations and crime prevention programs	10	11	10
	Use Citizens On Patrol (COP) volunteers to enhance services	Yes	Yes	Yes
Develop professional employees *through competent hiring practices, ongoing training and career development.*	Continue emphasis on career development through training	10,163 hours	5,373 hours	9,500 hours
	Attend five job fairs to expand the pool of exceptional candidates for employment	5	4	5
	Number of years accredited through the national Commission on Accreditation for Law Enforcement Agencies (CALEA)	15	16	17
Continue the strong ***commitment to outstanding customer service****.*	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	Pending	NA

Police Department

Financial Summary

Payroll reductions are due to the hiring of new employees and decreases in crime prevention program costs by funding those programs in the Law Enforcement Trust Fund, the state seizure fund.

General Fund

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$6,278,949	$6,624,349	$6,411,908	-$212,441	-3.2%
Operating	$1,196,051	$1,234,746	$1,291,120	$56,374	4.6%
Capital Outlay	$208,452	$199,505	$155,500	-$44,005	-22.1%
TOTAL	**$7,683,452**	**$8,058,600**	**$7,858,528**	**-$200,072**	**-2.5%**

Special Revenue Funds

The primary special revenue source for FY2012 is the Community Redevelopment Agency.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$352,661	$415,957	$455,456	$39,499	9.5%
Operating	$169,055	$194,240	$157,220	-$37,020	-19.1%
Capital Outlay	$201,648	$17,200	$15,027	-$2,173	-12.6%
Transfers	$255,414	$43,455	$116,548	$73,093	168.2%
TOTAL	**$978,778**	**$670,852**	**$744,251**	**$73,399**	**10.9%**

Additional Revenue Sources

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

Other Funding Source	Use	2011 Budget	2012 Budget
Development Block Grant (Federal)*	CAPE Program in Pablo Beach, South Neighborhood	$63,633	$79,310
Duval County School Board (County)	School Resource Officer (2/3 Funding)	$42,924	$45,000
Total-General Fund		**$106,557**	**$124,310**
Community Redevelopment Agency	Four Downtown CAPE officers, operating supplies and overtime	$413,010	$491,356
Law Enforcement Trust Fund (State)	Equipment Grant Matches and Crime Prevention Programs	$71,787	$15,920
Equitable Sharing Fund (Federal)	Equipment Grant Matches and Crime Prevention Programs	$50,000	$50,000
Court Costs Training Fund (State)	Employee Training	$60,400	$60,400
Justice Assistance Grant (State)	Partial Community Response Team funding and Street Crimes Task Force overtime	$60,655	$96,548
Justice Assistance Grant (Local)	SWAT ballistic vests	$0	$15,027
Lease Facilities	Security Cameras	$15,000	$15,000
TOTAL OTHER FUNDING SOURCES		**$670,852**	**$744,251**

* Program is dependent on continued Federal funding.

Police Department

Budget Issues

Equipment

Computers: Five replacement computers are needed in FY2012; specifically, laptops (unit cost - **$3,500**) for replacement laptops for current patrol vehicles. Total Cost: **$17,500.**

Vehicle Replacement: Unit price increases and lower mileage levels on the existing fleet will limit the replacement complement of patrol vehicles to **five** in FY2012. (Cost of a laptop computer for each patrol vehicle is totaled separately – see **Computers** above.). Total cost for vehicles: **$138,000**.

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, three part-time police officers are employed in this capacity, and efforts are ongoing to increase that number. Recommended funding level for FY2012: **$80,000.**

Fee Parking

Parking Program: In March 2011, city staff provided three options for the City Council to consider regarding the future of fee parking for city-owned parking lots downtown. The Council approved the option in which fee parking would continue in its current form for the three lots (Pier parking lot, Latham Plaza lot, and the lot on First Street, North at Third Avenue). The City will continue to utilize a parking lot vendor (currently Republic Parking) to collect fees at the three lots on a year-round basis, adjusting for weather and special events as necessary. In addition, a uniformed security company (currently Giddens Security) will provide onsite security. The City Council also approved creation of a civilian Parking Enforcement Coordinator position to oversee the program. The position's salary and benefits will be covered through revenues collected from the parking program. The Parking Enforcement Coordinator will be assisted by a Community Service Officer in monitoring the program and conducting parking enforcement.

Grants

Justice Assistance Grant (Byrne Grant): The U. S. Department of Justice has reduced grant funds for FY2012 by approximately $26,000. As in FY2011, the Police Department will use the grant to offset a portion of the salary cost **($43,455)** to operate the Community Response Team as well as to provide overtime funds **($53,093)** for a Street Crimes Task Force: **$96,548.**

A separate Justice Assistance Grant (local) will provide **$15,027** for the purchase of ballistic vests for the SWAT team.

Budget Issues (Continued)

Budget reductions

Budget Reductions: The proposed FY 2012 Police Department budget includes a reduction of approximately **$300,000** below the FY2011 budget. The majority of that reduction is the result of resignations, terminations, and retirements of senior personnel in the current fiscal year. The remaining cut can be accomplished through the elimination of the **School Resource Officer** position at Fletcher Middle School. Officials with Duval County Schools plan to assign a School Board Police Officer to the middle school, thus maintaining a law enforcement presence. Elimination of the Police Department's School Resource Officer position will reduce the complement of full-time, sworn police officers to **60**.

The current **CAPE Officer** position, assigned full time to the **Pablo Beach, South** neighborhood, is funded by a Community Development Block Grant. Federal officials have advised the City the block grant will be reduced in FY2012 by 16.5%. In spite of reduced funds, we believe it is important to continue full funding for the CAPE Officer position, which will necessitate shifting monies from the General Fund at mid-year.

Fire

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 and is assisted by a part time Inspector and Shift Commanders. The Training/Safety Lieutenant is responsible coordinating training activities, serves as the safety officer during major emergencies, maintains medical quality control, and coordinates the safety program.

Authorized Positions	FY2010	FY2011	FY2012
Fire Chief	1	1	1
Fire Captain	3	3	3
Fire Marshal	1	1	1
Fire Safety Specialist	-	-	-
Fire Lieutenant	7	7	7
Firefighter/Engineer	18	18	18
Administrative Secretary	1	1	1
TOTAL	31	31	31

The Fire Department's primary services include:

- Mitigating fires, medical emergencies response, vehicle accidents, technical rescue, and other 911 emergencies.
- Fire prevention and safety through plans review, public education programs, and fire safety inspections.
- Emergency disaster management and hurricane preparedness.
- Managing the City's 800 MHz radio system.

Normally the Fire Department operates two engines, a quint (ladder), and a mobile command vehicle daily. Two reserve pumper/engines are available and staffed as needed. The fire department provides basic and advanced life-support with 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 . 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

CY2010 Accomplishments

Other Fire department accomplishments include:

- *New 300 ft tower and radio room at the O&M facility.*
- *Upgraded 800 MHz radio system to digital /analogue.*
- *Upgraded police, fire, 911 dispatch and Public Works radios and equipment to digital P-25.*
- *Upgrades City Satellite phones and fixed satellite sites.*
- *Installed automatic external defibrillators in City facilities and trained over 100 members in CPR.*
- *New 77 ft. Quint and rescue trailer.*

- Zero fire deaths in 2010, 32% reduction in loss, and an average overall response time of less than 4 minutes.
- 100% of the 25 structure fires responded to were confined to the area involved upon arrival.
- 100% of the customer surveys returned indicated excellent or good service.
- Conducted 909 fire safety surveys, 296 high hazard inspections and updated 1,205 pre-plans.
- Conducted 299 new construction/remodel inspections and reviewed 146 sets of plans. And 253 consultations.
- Conducted 138 fire drills in public and private schools and inspected 838 fire hydrants.
- Installed 193 smoke detectors in homes and checked or installed batteries in 871 smoke detectors.
- Provided education to over 3,800 adults/children in fire safety, prevention, and/or hurricane preparedness.
- Members conducted over 8,881 hours of in-service training.
- Installed and educated 205 families on the proper use and installation of child safety seats.
- Conducted city wide exercises in hurricane preparedness, terrorism, and dispensing of medication (POD).

Goals for CY2011/2012

The priorities of the Fire Department are:

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

1. Continue the strong commitment to customer service by receiving 100 % customer survey reports of excellent or good service.
2. Improve medical response and patient outcome by staffing an ALS unit at fire station #2.
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. Maintain fire/EMS capabilities and safety by expanded monthly training topics, challenging scenarios, and other training.

Fire Department

Performance Measures	CY2009	CY2010	* FY11 10-01-10 through 3-1-11	Target for CY2011
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 2,955 total calls in 2010, 70% were medical).	2,128	2,057	**799**	2,000
Respond to emergencies within 6 minutes (m) for 90%, and within 4 minutes (m) for 70% of all 911 emergency calls.	4m/75% 6m/93%	4m/78% 6m/93%	**4m81%** **6m95%**	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).	816	909	**395**	718
Conduct high hazard inspections and update pre-plans of schools, churches, hotels, restaurants, and high rise buildings every 2 years (189 per year).	347	296	**110**	189
Conduct 80 fire evacuation drills in schools.	122	138	**67**	80
Educate 3,500 citizens/children in fire safety or hurricane preparedness each year.	4,050	3,843	**2,878**	3,500
Install or replace 80 smoke detectors in unprotected homes of elderly, disabled, or fixed income citizens.	157	285	**148**	80
Check, test or replace batteries in 375 existing smoke detectors.	641	871	**322**	375
Inspect all city and private fire hydrants annually.	834	838	**838**	835
Complete 6,000 in-service training hours.	9,996	8,958	**3,812**	6,000
Receive a 100% excellent or good evaluation by citizens.	100%	100%	**100%**	100%
Install/inspect/educate families on child safety seats.	162	205	**62**	NA
Sponsor 40% of the Fire Department members for training in EMS or public administration or fire related classes.	30	30	**20**	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) .

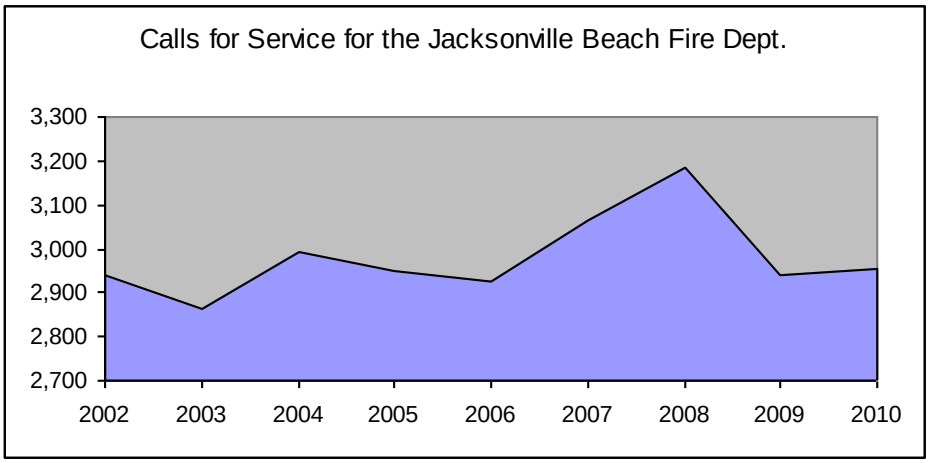
*** The first 5 months of FY2011 is indicated in column three (bold) on the chart.**

Fire Department

Annual Calls for Service

The fire department responded to 2,955 Responses in CY2010.

- *3% Fires*
- *70% Rescue*
- *27% Hazardous Conditions*



- 2,941 calls for service in 2002
- 2,955 calls for service in 2010

Sources of Funds

Fire Department funding is primarily through the General Fund. Radio services are funded by the Radio Communications Special Revenue Fund and the Radio System Internal Service Fund. Grants are utilized when available. The 2012 Fire Department budget reflects a significant reduction in operating expenses

20010/2011 Grants Received

Assistance to Firefighters Grant $179,432 + (10% match)
- Radio system upgrades

Fire Prevention Grant $10,800 + (10% match)
- Smoke detector program

4-Justice Assistance Grants $229,157
- Radio system upgrades

COPS Grant $250,000
- Radio system upgrades

State EMS Grant $11,840 + (25% match)
- 10 AEDs for city public buildings

Fire Department

Financial Summary

Operating expenses include maintenance costs for the City's 800 MHz radio system: FY2011 ($28,419.30). Capital Outlay includes $30,000 to replace City 800 MHz radios. Tower lease fees are no longer required.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$2,732,876	$2,908,607	$2,920,715	$12,108	0.4%
Operating	$538,686	$578,975	$517,069	-$61,906	-10.7%
Capital Outlay	$32,499	$36,234	$30,000	-$6,234	-17.2%
TOTAL	**$3,336,674**	**$3,523,816**	**$3,467,784**	**-$56,032**	**-1.6%**

Future Budget Issues

- *SCBA replacement*

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

- *800 MHz Radio Upgrades*

To complete the upgrade of the City's 800 MHz radio system to a digital/P-25 system, it will be necessary to replace the last of the city's annalogue radios and re-programming at a cost of approximately $90,000. This can be funded by the Radio Fund.

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.

In the event of a major storm or other similar emergency, the City Manager may authorize the use of the General Fund's unanticipated budget to fund purchases such as:

- 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 2012 capital improvement plan (CIP). As a result of increased replacement cost, the replacement schedule has been 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
FY12			$75,000
FY13			$75,000
FY14	E-25	$331,902	$75,000
FY15			$75,000
FY16			$75,000

Major Capital Outlay Items for FY2012

Fire Department capital outlay items for FY2012 include the following:

- Replacement 800 MHz digital radios (for various departments) licensing, and re-programming: $30,000.

Fire Department

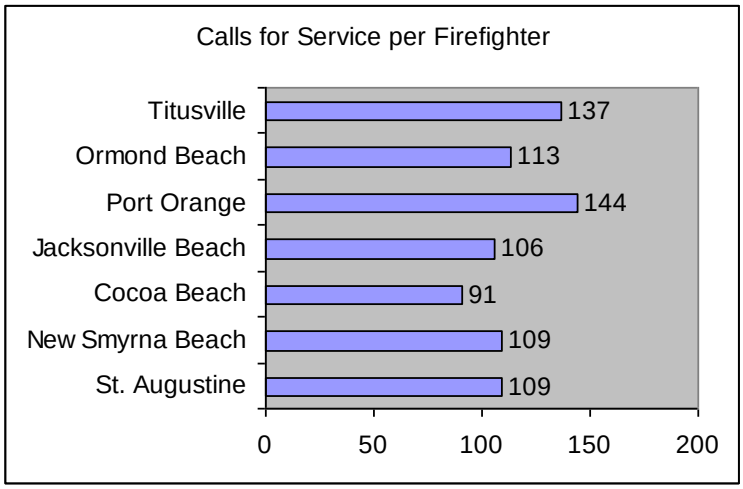
Comparison Survey

Six comparable coastal city fire departments were surveyed that provide similar services for FY2010.

Calls for Service FY2010

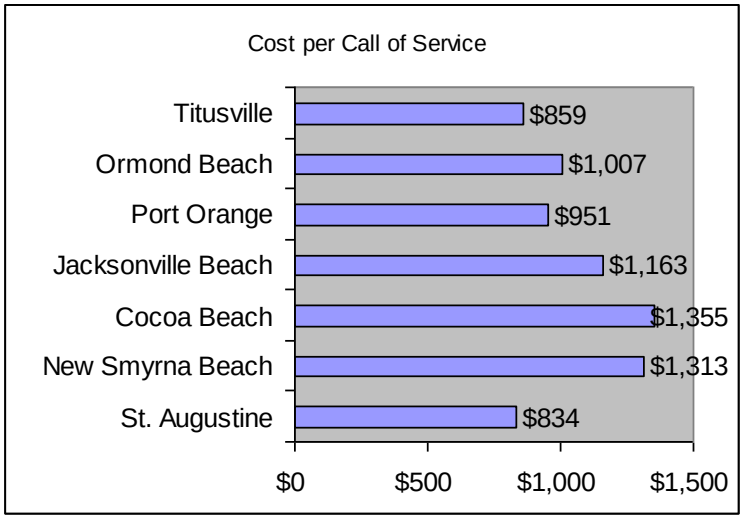
Median: 111 = Calls for service per firefighter

The Jacksonville Beach Fire Department responded to 2,955 calls for service in CY2010.



Cost per Call FY2010

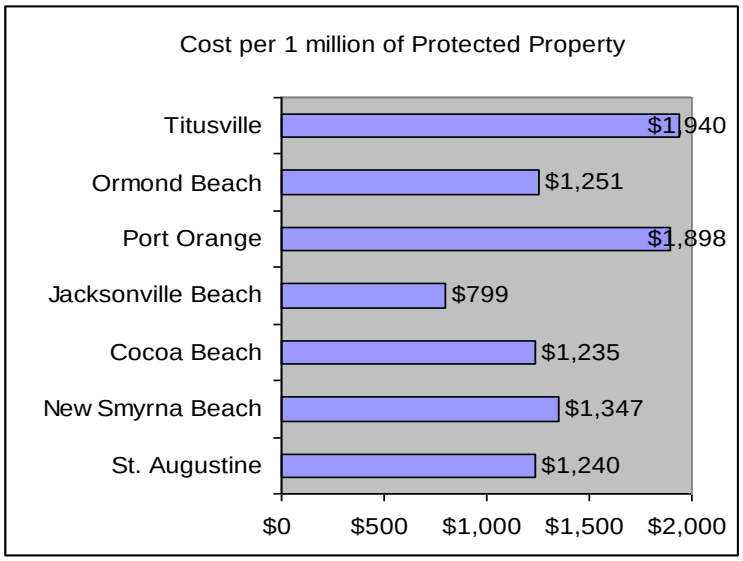
Median: $1,247 = Cost per call of service



Cost per $1 million of Protected Property FY2010

Median: $1,618 = Cost per $1 million of protected property

The Benchmark Survey shows the Jacksonville Beach Fire Department is efficient and cost effective in comparison to other similar sized fire departments.



Beaches Energy Services

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. Monitors and administers regulatory compliance activities.

Relay/Substation Division
Maintains the electric substations.

Construction & Maintenance Division
Constructs and maintains the overhead and underground facilities in transmission and distribution systems.

System Operations
Monitors and operates the electric system according to industry standards and regulatory mandates. Provides 24-hour dispatch center for emergency response and customer service.

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

Natural Gas Division
Provides contract management administration and oversight for all activities in the delivery of natural gas.

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	FY2010	FY2011	FY2012
Administration	5	5	5
Engineering	10	8	8
Relay/Substation	-	5	6*
Construction & Maintenance	39	34	34
System Operations	16	9	10*
Storeroom	3	3	3
Meter Services	13	12	12
Total	**86**	**76**	**78**

* One temporary over-hire in Relay/Substation and one in System Operations in anticipation of the retirement of a Relay/Substation Crew Leader and NERC Certified System Operator.

Recent Accomplishments FY2010-2011

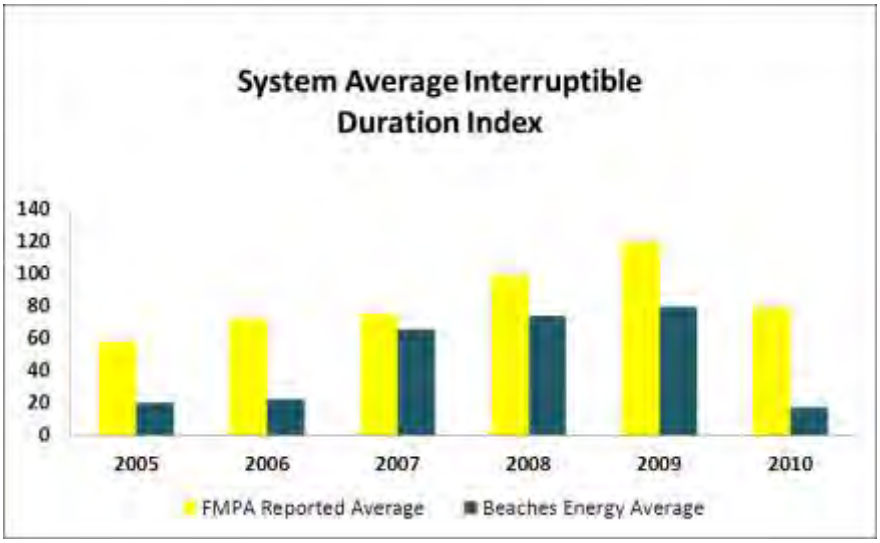
- Designed and installed new 26kV underground systems:
  - Sandy Oaks in Ponte Vedra Beach
  - Lake Julia Drive in Ponte Vedra Beach
  - K-Mart Shopping Center in Neptune Beach
  - Marlin Avenue in Ponte Vedra Beach
  - TPC Golf Course in Ponte Vedra Beach
- Completed the construction of 12kV to 26kV conversion (overhead to underground):
  - Municipal Service District in Ponte Vedra Beach
- Designed and installed overhead line rebuild:
  - 10th Street South in Jacksonville Beach
  - Palm Valley Road Phase 1 in St. Johns County
- Removed 12kV distribution system throughout Beaches Energy Services territory and converted lines to 26kV.
- Worked with Televent, Miner & Miner designing and implementing a GIS mobile system for field personnel.
- Completed Phase 1 of Natural Gas Distribution System installing 19 miles of pipe and connecting 80 customers.
- Implemented demand management programs.
- Working with Florida Municipal Power Agency (FMPA) to achieve compliance with over 51 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 17.07 minutes for each customer from January 2010 to December 2010. Twenty-three cities reported average by FMPA for the same period was 78.8 minutes.



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.

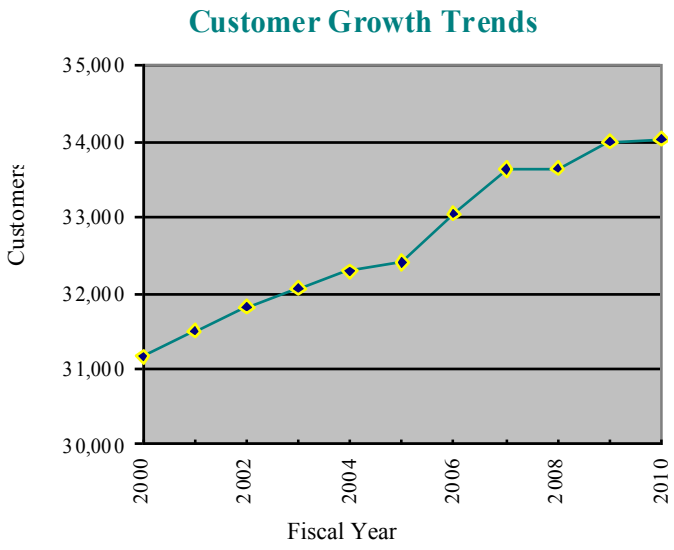
Customer Service	Actual FY2010	FYTD 3/31/11	Target FY2012
The utility bill is easy to understand.	98%	99%	95%
Our service is reliable.	99%	100%	95%
I was treated courteously.	100%	100%	95%
The service was prompt.	99%	100%	95%
The employee was helpful.	98%	100%	95%
The employee was knowledgeable.	97%	100%	95%
The employee referred to me by name.	90%	80%	95%
The employee thanked me for my business.	92%	97%	95%

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 2009 through September 2010.

Energy Audits	Actual FY2010	Target FY 2012
Energy Audit Survey	Percent Agree	Target Agree
Was the Utility Auditor on time for your scheduled audit?	99%	100%
Was the Utility Auditor polite and courteous?	100%	100%
Was the Utility Auditor knowledgeable and helpful when explaining the results of the audit?	100%	100%
Did the Utility Auditor provide you with tips to conserve energy?	99%	100%
Would you recommend this audit service for other customers?	99%	100%

The number of total customers served has grown from 31,168 in 2000 to 34,014 in 2010. This increase represents a ten year average customer growth rate of .9 %.



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.

- Beaches Energy Services residential rate for 1,000 kWh remains below the State average (see rate schedule, page 168).
- 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.
- The Energy Auditors conducted 861 residential and commercial energy audits from October 2009 to September 2010. Eighty-eight customers participated in the Energy Depot on-line energy audit program found on Beaches Energy Services website at www.beachesenergy.com.
- Provided Energy Toolkits and Energy Conservation DVDs to 248 customers from July 2010 to September 2010.
- 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.

Goals FY2012

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

Electric

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

Beaches Energy Services

Performance Measures

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

Measurement	Actual FY2009	Actual FY2010	FYTD 3/31/11	Goal FY2012
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.*	453	454	448	425
Zero employee lost time accidents.	2	2	0	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.	613	949	363	600
Provide 950 surge protection devices.	909	914	919	950
Energy Conservation Program:				
Rebates Issued	652	1,587	1,003	1,000
Dollar Amount	$121,036	$293,976	$190,738	$200,000
RELIABILITY				
Annual average outage time per customer.	79 min.**	17 min.	8 min.	Less than FMPA Average
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 2011 average is 344 Retail Customers per Employee.

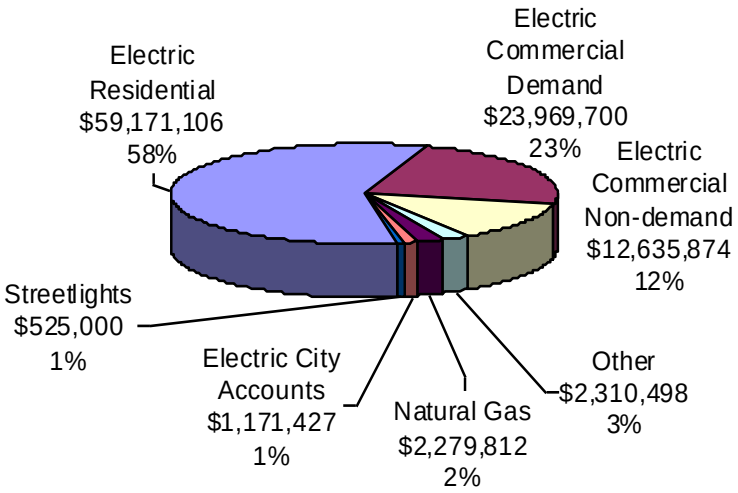
**Major causes of outages include a bushing failure on a substation transformer, severe weather and electric contact with wildlife.

Beaches Energy Services

Financial Summary FY2012

Total projected revenue for FY2012 is $102,063,417.

Beaches Energy Services FY2012 Funding Sources



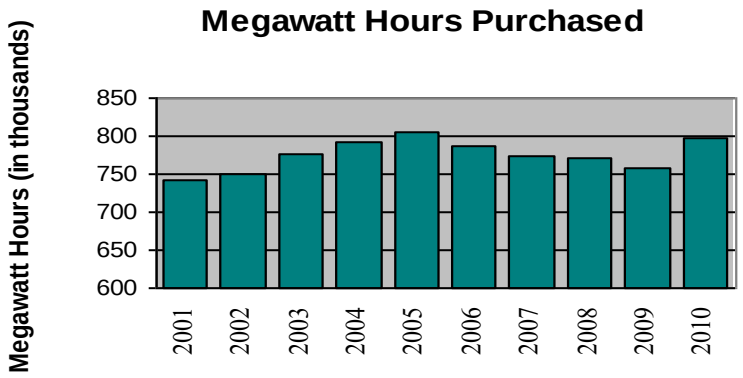
Purchased power remains the largest expense in the annual budget and is projected to be $76,921,105 in the FY2012 Budget.

Expenses

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$6,042,409	$6,182,207	$6,336,090	$153,883	2.5%
Purchased Power	$76,591,941	$75,740,105	$76,921,105	$1,181,000	1.6%
Operating	$6,273,098	$7,440,571	$7,231,448	-$209,123	-2.8%
Capital Outlay	$5,476,823	$8,528,053	$4,711,000	-$3,817,053	-44.8%
Debt Service	$2,853,153	$2,842,516	$2,638,671	-$203,845	-7.2%
Transfers	$4,027,732	$3,517,915	$3,518,258	$343	0.0%
TOTAL	**$101,265,156**	**$104,251,367**	**$101,356,572**	**-$2,894,795**	**-2.8%**

Beaches Energy Services

The sales of megawatt hours have fluctuated since 2001, peaking in 2005. Since its lowest point in 2009, megawatt hours purchased has been increasing. The variation from year to year is largely due to weather conditions and the state of the economy.



Budget Issues FY2012

FMPA Challenges

FMPA projections show no new power generation resources are planned until 2020. The existing fleet of cost efficient, clean burning natural gas units provides a significant portion of FMPA's resource requirements. The newest unit, Cane Island Unit 4, began commercial operations in 2011.

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

Due to the economic downturn in Florida, current and future load projections have been revised downward. Therefore, rates will not include new resource costs for generation until system demand diminishes available capacity. Since FMPA's portfolio of generation resources includes more than 60% clean burning natural gas fired units, Beaches Energy Services' rates will continue to be closely tied to natural gas markets.

Global warming concerns are still present and any Federal and/or State actions on this issue could impact rates.

Our challenge at Beaches Energy Services is to do everything possible to keep our power rates below the state average. At the same time, do our part to reduce global warming and continue to provide reliable, excellent services to our customers. Beaches Energy Services' Energy Conservation Programs have been very successful and benefit customers significantly. We plan to continue these programs and monitor results as well as investigating new innovative conservation measures.

Budget Issues FY2012 (continued)

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 national 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. We will continue monitoring the regulatory environment and make the necessary adjustments to keep Beaches Energy Services compliant.

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 is reduced during that monthly 1 hour peak period, then substantial savings can be realized. Beaches Energy Services currently has contracted for monitoring and operating three 500 kilowatt generators for this purpose. Information is provided to Beaches Energy Services detailing when generators are on-line. The first year of this agreement was very successful and has been extended for another year. The City has back-up generators which could be run for peak demand reduction. Four generators have been selected to retrofit and equip for remote operation for peak shaving. The three contracted generators combined with the City generators will provide Beaches Energy Services with approximately 3 megawatts to allocate toward peak shaving.

Beaches Energy Services

Rates

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

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

Source: April 2011 FMEA Published Rate Schedule.

* Local taxes estimated at 6%.

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

Electric Utility	1000 kWH Total *	Local Taxes & Fees	Total Cost
Mount Dora	$ 137.39	$ 13.74	$ 151.13
Bushnell	137.05	13.71	150.76
Bartow	133.52	13.35	146.87
Wauchula	132.72	13.27	145.99
Fort Pierce	129.84	12.98	142.82
Glades *	134.51	8.07	142.58
Escambia River *	134.00	8.04	142.04
Gainesville	127.95	12.80	140.75
Newberry	127.50	12.75	140.25
West Florida *	131.90	7.91	139.81
Fort Meade	126.56	12.66	139.22
Lake Worth	126.50	12.65	139.15
Leesburg	126.27	12.63	138.90
Tri-County *	131.00	7.86	138.86
Winter Park	119.00	19.75	138.75
Gulf Coast *	130.65	7.84	138.49
Blountstown	131.71	6.59	138.30
Alachua	125.00	12.50	137.50
Peace River *	128.65	7.72	136.37
Williston	129.84	6.49	136.33
Tallahassee	123.54	12.35	135.89
Key West	135.00	0.00	135.00
St. Cloud	124.61	9.97	134.58
Moore Haven	122.20	12.22	134.42
Gulf Power *	119.60	14.79	134.39
Suwannee Valley *	126.50	7.59	134.09
Talquin *	124.90	7.49	132.39
State Average	**122.78**	**9.61**	**132.39**
JEA	120.10	12.01	132.11
Orlando	119.82	11.98	131.80
Sumter *	124.25	7.46	131.71
Ocala	119.34	11.93	131.27
Homestead	119.02	11.90	130.92
Progress Energy *	116.36	14.38	130.74
Starke**	118.23	11.82	130.05
Green Cove Springs	129.96	0.00	129.96
Beaches Energy Services	**129.91**	**0.00**	**129.91**
Choctawhatchee	122.13	7.33	129.46
Clewiston	117.23	11.72	128.95
Central Florida	121.50	7.29	128.79
Chattahoochee	127.67	0.00	127.67
Withlacoochee *	118.74	7.12	125.86
Havana	124.59	0.00	124.59
Vero Beach	113.14	11.31	124.45
New Smyrna Beach	113.51	10.50	124.01
Florida Keys	116.13	6.97	123.10
Clay *	114.30	6.86	121.16
Lakeland	110.02	11.00	121.02
Lee County	114.16	6.85	121.01
Tampa Electric *	94.20	23.04	117.24
Kissimmee	103.80	8.30	112.10
FPL **	94.03	11.62	105.65
Quincy	104.45	0.00	104.45

*** FPL uses an inclining block rate over 1,000 kWH

Beaches Energy Services is budgeting $2.43 million for capital projects during FY2012 to ensure system reliability.

Capital Projects: 2012

***Overhead Line Rebuild Palm Valley Road (St. Johns County) - $300,000 in FY2012 and $500,000 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.

Overhead Line Rebuild A1A (St. Johns County) - $550,000 in FY 2012, $700,000 in FY 2013, and $650,000 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.

Underground Feeder Corona Road (St. Johns County) - $290,000: Convert an existing 26kV overhead feeder to an underground feeder on Corona Road. New 26kV cable, switchgear, and conduit will be installed. 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 is past the end of its useful service life. New 26kV cable and conduits will be installed

Switch Gear Replacement - $500,000 in FY2012 and $500,000 in FY 2013: Replace 18 units of "live front" or "fused" padmounted switchgear at various locations throughout system with Vacuum Fault Interrupters (VFI). This two year project (9 units in FY 2012 and 9 units in FY 2013) will create uniformity of all switchgear on the distribution system and eliminate the remaining "live front" terminals on the underground system. VFI units have more programming capabilities than fuses and will coordinate better with other protective devices increasing system reliability. The new "dead front" switchgear is safer to operate than the "live front" units.

Underground Rebuild Marsh Landing (St. Johns County) - $200,000: Replace existing direct buried underground feeder cable at the Solano Road entrance to Marsh Landing. New 26kV cable, switchgear, and conduit will be installed. This cable was installed in 1982 and is past the end of its useful service life.

Underground Feeder Butler Substation (Jacksonville Beach) - $150,000: Install a new distribution feeder out of Butler Substation. The existing

spare circuit breaker 531 will be utilized. New underground conduit and cable will be installed from the circuit breaker and tie into an existing underground feeder along 43rd Avenue South. This new feeder will reduce the number of customers on other existing feeders and therefore reduce the number of customers affected by feeder outages.

Unidentified Projects - $250,000 each year: This budget provides the department with the flexibility to address unscheduled major repair and replacement projects that arise each year.

Natural Gas

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

Phase I has been completed with the installation of 19 miles of gas lines and 80 customers connected. Phase II is under construction.

Beaches Energy Services owns the natural gas distribution system in select locations within Beaches Energy Services' territory. The system is primarily for commercial customers along the main gas line route. Natural gas service began in June 2010 and customers will continue to be connected as the system expands. Beaches Energy Services has contracted with Tampa Electric Company (TECO) to provide engineering design, construction management, operations and maintenance of the natural gas system. Beaches Energy Services will continue providing management oversight to these activities as well as marketing, billing and other required services.

Natural Gas Expenses

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Purchased Gas	$68,971	$1,443,089	$1,510,740	$67,651	4.7%
Operating	$30,833	$234,215	$259,260	$25,045	10.7%
Capital Outlay	$1,810,637	$1,978,857	$200,000	-$1,778,857	-89.9%
TOTAL	**$1,910,441**	**$3,656,161**	**$1,970,000**	**-$1,686,162**	**-46.1%**

Goals FY2012

Complete the connection of 100 additional natural gas customers and Phase II construction.

Infrastructure to support the addition of customers in FY2012, including service lines, main extensions, and meter sets, is budgeted in capital outlay ($200,000).

Beaches Energy Services

Mission

To provide building maintenance services to our customers.

Property Management

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

Authorized Positions	FY2010	FY2011	FY2012
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, Archive, and Fire Stations #1 and #2.
- Worked with lighting manufacturer to develop bid specifications to purchase more energy efficient lighting at City Hall, Police Department and O&M Facility. The existing T-12 fluorescent lighting fixtures will be obsolete and not manufactured at the end of 2011. These fixtures will be replaced with more efficient T-8 fixtures under the Energy Efficiency and Conservation Block Grant (EECBG) Program.
- Contractor, Ingersoll Rand completed the installation of the video surveillance security system to cover all buildings and the entire maintenance and storeroom yard areas at the O&M Facility.

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 2011 survey was sent to 100 employees and 52 employees responded, which represents a 52 percent response rate.

	2009 Rating	2010 Rating	2011 Rating
PROPERTY MANAGEMENT			
Prompt Building Maintenance Service?	97%	98%	94%
Quality of maintenance work performed?	97%	96%	100%
Quality of the overall maintenance of the building you work in?	97%	96%	90%
Courteous and helpful Property Management employees?	96%	96%	94%
Quality of service provided by Fleet Maintenance?	96%	93%	93%
Prompt service provided by Fleet Maintenance?	93%	97%	97%
Courteous and helpful Fleet Maintenance employees?	96%	100%	100%

Goals FY2012

Objective

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

Property Management

1. Achieve 90% 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. Work with roofing engineer to evaluate roofs at various City facilities and provide written report.

Beaches Energy Services

Financial Summary FY2012

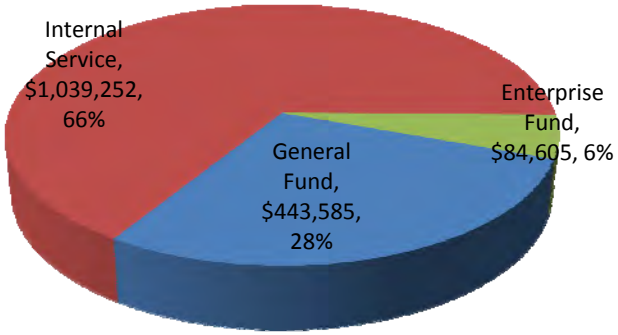
Internal Service Fund
Fleet Maintenance
O&M Facility

General Fund
Building Maintenance

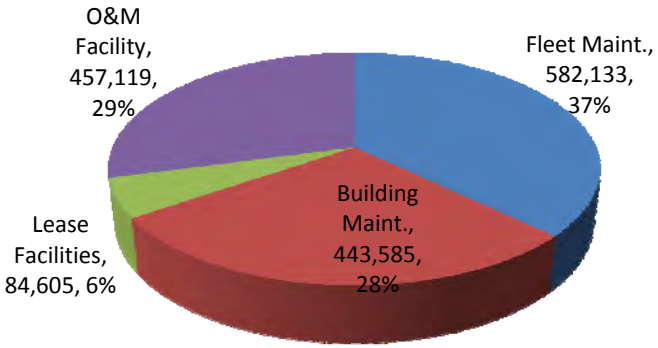
Enterprise Fund
Industrial Park
Community Services Center
Penman Park Building
Marina Building (Crazy Fish)
Communications Tower

Property Management

FY2012 Funding Sources: $1,567,442



FY2012 Budget: $1,567,442



Financial Summary FY2012 (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*

Performance Measures FY2012

The Industrial Park currently has two vacancies. Property Management staff have been actively promoting this facility to attract new tenants.

EXPENSES

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$264,840	$309,101	$261,965	-$47,137	-15.2%
Operating	$1,185,108	$1,322,626	$1,300,477	-$22,149	-1.7%
Capital Outlay	$14,836	$5,000	$5,000	$0	0.0%
TOTAL	**$1,464,784**	**$1,636,727**	**$1,567,442**	**-$69,285**	**-4.2%**

Measurement	Actual FY2010	Budget 3/31/11	Target FY2012
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	6
REVENUE			
Industrial Park	$162,139	$166,018	$172,778
Community Services Center	$87,833	$87,456	$92,112
Penman Park Building	$32,624	$33,137	$34,470
Marina Building (Crazy Fish)	$37,781	$38,272	$39,808
Telecommunications Tower	$214,338	$206,927	$203,173
TOTAL REVENUE	$534,715	$531,810	$542,341
FLEET MAINTENANCE			
Service Statistics: Average Maintenance Costs Per Vehicle Per Year	$ 997	$1,064	$919
Fleet Downtime Percentage - 3-5% Acceptable	1%	1%	.5%

Performance Measures FY2012 (continued)

Building Condition Codes: 1=Best, 4=Worst

Property Management Facility Maintenance

Building	Actual FY2010	Goal FY2011
City Hall	2	2
Police Station	2	2
Operations & Maintenance Facility	2	2
Community Services Center	2	2
Fire Station No. 1	2	2
Fire Station No. 2	2	2
Golf Club House	2	2
Oceanfront Restrooms	2	2
Carver Center	1	1
SeaWalk Pavilion	2	2
Wingate Concession North	2	2
Wingate Concession South	2	2
Archive Building	2	2

Building Condition Codes

1. **Like New Condition**: All maintenance items performed and all systems and equipment functioning properly. Landscaping in excellent condition.
2. **Very Good Condition**: May need minor cleaning, painting, or maintenance items performed; systems and equipment functioning properly. Landscaping in very good condition.
3. **Good Condition**: Needs cleaning, painting, or maintenance items performed; some systems or equipment need repair. Landscaping in good condition.
4. **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

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.

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.

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

Authorized Positions	FY2010	FY2011	FY2012
Accounting	8	8	8
Utility Billing	17	17	17
Information Systems	5	5	5
Purchasing and Procurement	3	3	3
TOTAL	33	33	33

Organization (continued)

The cost of these divisions is charged to other City departments based on the estimated usage of each division's services. Repair and maintenance expenditures for the annual renewal of the Microsoft programs and server licenses, GIS (mapping) and API (scanning and data storage) licenses are supplemented from the Lease Facilities Fund. In addition, Utility Billing manages a CDBG Utility Assistance Program and 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.
- ✓ Refunded the outstanding 2002 Utility Revenue Bonds of $39.120 million by issuing 2010 Utility Revenue Bonds at a present value savings of $3.196 million present value savings and an average annual savings of $440 thousand per year.
- ✓ The 2002 Utility Revenue Bonds has an A-1 rating from Moody's Investor Services and an AA- rating from Fitch Investor Services.
- ✓ The City adopted an investment policy that provides for the types of investments the City is authorized to invest in and as well describes the key objectives of the policy, permitted types of investments, limitations as to amounts invested in each type, the amount invested with each issuer, the length of investment maturities, and other statutory or contractual restrictions for each type of investment. This

Recent Accomplishments (continued)

policy has allowed us to further diversify our investment portfolio through the use of money managers, and hire an investment advisor to monitor our investments.

- ✓ Implementation of the billing system and procedures related to the natural gas utility system constructed by Beaches Energy Services. In addition, wrote city ordinance to provide for the establishment of a new natural gas utility as well as definitions and other general provisions dealing with operational matters.
- ✓ 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 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.
- ✓ Development and implementation of an energy rebate program for our Beaches Energy Services customers.
- ✓ 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.

Goals for FY2012

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 an updated strategic technology information plan that will ensure that the City is progressing in its technological advancement in accordance with industry best practices with goals which are achievable and economically feasible.

Finance Department

Performance Measures

Accounting

Accounting	Actual FY2010	FYTD 3-31-11	Target FY2012
Percent of monthly financial reports delivered to City Council by 2nd meeting in each month	100%	100%	100%
Number of Years CAFR Awards received	17	18	19
Number of Years GFOA Budget Award received	16	17	18
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	0.17%	0.25%	0.25%

Utility Billing

Utility Billing	Actual FY2010	FYTD 3-31-11	Target FY2012
Customer Payment Options:			
Avg. # monthly payments through Beaches Energy website	762	880	1,500
Avg. # monthly IVR payments	986	1,118	1,200
Avg. # monthly bank draft payments	5,555	5,721	6,000
Avg. # monthly online payments made through customer's bank	5,349	5,713	6,000
Avg. # monthly mail-in payments	9,518	9,089	8,450
Avg. # monthly walk-up or drive-through payments	8,026	8,140	7,500
Number of E-bills	2,753	3,249	5,000
Number of Deposit Errors > $20	1	0	0
Average telephone calls per month:	6,536	6,082	5,750
Average call length (in minutes)	2.0	1.8	2.0
Average answer time (in seconds)	10	10	10
Energy Conservation Programs Offered:			
Online energy audits	Yes	Yes	Yes
In-person energy audits	Yes	Yes	Yes
Rebates for energy efficiency improvements to residences	Yes	Yes	Yes
Distribute CFLs	Yes	Yes	Yes
Distribute energy conservation toolkits	Yes	Yes	Yes

Performance Measures (continued)

Information Systems

Information Systems	Actual FY2010	FYTD 3-31-11	Target FY2012
% of departmental customers rating service as satisfactory and better	92%	95%	95%
Major occurrences of unscheduled downtime for e-mail, internet, and server access (more than 4 hours)	0	0	0

Purchasing and Procurement

Purchasing and Procurement	Actual FY2010	FYTD 3-31-11	Target FY2012
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:			
• Overall 90% average or above average ratings on annual internal customer service survey	92%	96%	90%
• Effectiveness of the Purchasing Card Program	100%	94%	95%
• Accuracy and ease of use of purchasing processes	96%	95%	95%
• Prompt response to inquiries from other departments	100%	100%	95%

Finance Department

Financial Summary

Transfer of $260,000 from Lease Facilities Fund to pay for the cost of capital outlay in the General Fund due to decreased revenues.

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$1,927,980	$2,118,365	$2,082,311	-$36,054	-1.7%
Operating	$1,684,486	$1,893,794	$1,802,748	-$91,046	-4.8%
Capital Outlay	$28,035	$0	$0	$0	0.0%
Debt Service	$0	$0	$0	$0	0.0%
Transfers	$35,000	$242,600	$260,000	$17,400	7.2%
TOTAL	**$3,675,501**	**$4,254,759**	**$4,145,059**	**-$109,700**	**-2.6%**

Overall expenditures increased only slightly.

- The decrease in operating expenses is mostly due to decreases in professional services, communication, operating supplies, and internal service charges.
- The capital outlay budget for 2011 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 2012. We are not planning making any major system improvements or installing any new software that requires any kind of system upgrade.
- The increase in transfers is to fund capital outlay purchases in the General Fund. The transfers are made from the Lease Facilities Fund.

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 stretched thin because of the various and complex technology infrastructure they now maintain. In an attempt to help better manage and set priorities in this division we have been looking for a new IT work order system. In addition, we have are looking to determine if there are other opportunities to improve efficiency by changing the mix of the expertise of the IT personnel through cross training or new hires.

Budget Issues (continued)

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 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. To this end, we have recently engaged a technology consultant to update our strategic technology plan and assist us in determining the direction that technology improvements should progress.

Postage

3. **Utility Billing Division.** The City has begun reviewing the capabilities of Planet Press software which is a utility bill document management application that would allow Beaches Energy to custom design utility bills and other documents. This software will allow us to e-bill our customers in a PDF format with a payment link that will allow customers to view and pay their utility bill through the on-line e-check process with no customer fee. The current e-bill notification does not provide detailed billing and requires the customer to log into our website to retrieve their bill information.

   This software will also permit greater postal savings through additional pre-sort discounts with other City mail and E-bill presentment. Our staff will be able to perform the functions of customizing utility bills and other documents, without having to use an external vendor to make program modifications. This advanced technology will help encourage customers to go 100% paperless in receiving their utility bill and paying their bill.

Human Resources

Human Resources Department

Organization

Human Resources Department is responsible for citywide training services, employee benefit programs, risk management, and labor relations activities.

Authorized Positions	FY2010	FY2011	FY2012
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 affordable quality health, dental, vision and voluntary benefits.
- 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

- ✓ Successfully completed nationwide search for a new Beaches Energy Director.
- ✓ Coordinated and/or conducted 13 safety-related training classes.
- ✓ Coordinated and/or conducted 13 customer service training classes.
- ✓ Conducted 7 “Equal Opportunity Employment and Harassment” classes for employees in FY 2010.
- ✓ Conducted Supervisory Drug Training for 80 Supervisors.

Human Resources Department

Recent Accomplishments (continued)

Completed 100% of our training objectives for FY2010.

- ✓ In FY 2010 we successfully conducted 2 orientation training classes for 26 new employees and in 2011 FYTD one orientation class for 12 with 100% positive feedback from all participants.
- ✓ Made over 7,716 contacts with potential employees through job fairs and festivals during FY2010.
- ✓ Tested 225 applicants and processed 1,553 applications for employment in CY2010.
- ✓ In CY2010, 99.33% of our applicants rated staff members with highest possible customer service.
- ✓ Issued 12,717 payroll and pension checks with an accuracy level of 99.98% in CY2010.
- ✓ In FY2010 enrolled 152 employees in Flexible Spending Account (FSA), which results in savings to both, the City and employees.
- ✓ Online Drug Prevention training for 253 City employees was completed.

Goals for FY2012

1. Assist in successfully negotiating new labor contracts.

2. Assess and make adjustments to address impact of Health Reform Bill.

3. Assess Request for Proposals on all of the City's Benefit and Business Insurance Programs.

4. Assess City's Merit Pay System to improve it and keep the costs flat.

5. Successfully achieve all performance objectives.

Human Resources Department

Performance Measures

In FY2010, 99.33% of our applicants rated staff members with highest possible customer service rating.

Workers' Comp Claims Paid in FYTD 2011 have fallen.

Performance Measures	Actual FY2010	FYTD 2011 3-31-11	Target FY2012
Recruiting and Hiring Qualified Employees			
Number of contacts with potential applicants through job fairs, festivals and internet	7716	238	2,000
Applicant satisfaction survey	*(Rating of "Satisfactory" and above):*		
Service provided	100%	100%	90% or >
Instructions/info provided	99%	100%	90% or >
Response time to questions	99%	100%	90% or >
Avg# of qualified applicants sent to departments	34	23	20 or >
Avg# of business days to process new hires	2.6	4.7	10 or <
Purchasing Affordable Quality Benefits			
City Premium Contribution	$1,649,151	$1,633,191	$1,633,191
City Funded HRA (with HRA Plan) for singles	$400	$500	$500
Providing Accurate Payroll Services			
Accuracy of payroll and pension checks (CY)	99.98%	NA	NA
Enhancing Employee Development			
Satisfaction with employee training programs	*(Employee ratings of "Satisfactory or Above" for training programs below):*		
Employee Orientation	100%	100%	90% or >
EEO Training	100%	NA	90% or >
Supervisory drug Training "What Role Do I Play"	NA	100%	90% or >
DOT Drug & Alcohol Awareness Class	100%	NA	90% or >
Customer Service			
Is Your Customer Svc Boat Staying Afloat?	96.9%	NA	90% or >
Dealing with Difficult People	94.6%	NA	90% or >
Total Number of Training Classes Offered	35	25	20 or >
Total Annual Employee Separation Percentage Rate (Calendar Year)	5.5%	1.7%	15.6% or <
**Industry Standard Average:*	15.6%	2.6%	NA
Percent of employees successfully completing probation (Calendar Year)	79%	100%	90% or >
Insurance and Risk Management			
Total Liability Claims Paid	$7,844	$11,788	NA
Total Workers' Comp Claims Paid	$308,637	$72,579	NA
Workers' Comp Self-Insurer Experience Modification Rate	1.01	1.06	1.0 or <
Percent of Workers' Comp Return-to-Work Rate (Rate of Workers' Comp cases with no lost time involved)	97%	100%	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 based on each department's insurable interests.

Financial Summary

The reduction in cost is due to the transfer of the payroll function to Finance.

Human Resources - Personnel Services

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$364,537	$432,739	$374,106	-$58,633	-13.5%
Operating	$163,376	$188,068	$185,387	-$2,681	-1.4%
Capital Outlay	$0	$0	$0	$0	0.0%
TOTAL	**$527,913**	**$620,807**	**$559,493**	**-$61,314**	**-9.9%**

Budget Issues for FY2012

The entire LIUNA contract will expire November 2011.

Payroll

The reduction in cost is due to the retirement of the Human Resources Director in April, 2011.

Labor Relations

The entire LIUNA (general employees) labor contract will expire November of 2011 and two articles of the FOP (police officers) contract will expire in October 2011. Only reopeners in the IAFF (firefighters) contract will expire in 2012.

Financial Summary

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

Insurance & Risk Management

Resource Allocation	Actual 2010	Original Budget 2011	Adopted Budget 2012	Increase -Decrease	% Change
Personal Services	$13,280	$17,098	$17,230	$132	0.8%
Operating	$5,586,575	$4,035,543	$3,601,555	-$433,988	-10.8%
Capital Outlay	$0	$0	$0	$0	0.0%
TOTAL	**$5,599,855**	**$4,052,641**	**$3,618,785**	**-$433,856**	**-10.7%**

Budget Issues for FY2012 (continued)

The City has been proactive and complied with all provisions of the health care reform required as of this date.

Last year, Cigna paid an additional $1,070,863 in claims above and beyond premium paid by the City.

Total Health Insurance costs in 2010 were $2,649,246 of which the City pays $1,633,191 and the Employees pay $1,016,055.

Insurance and Risk Management (continued)

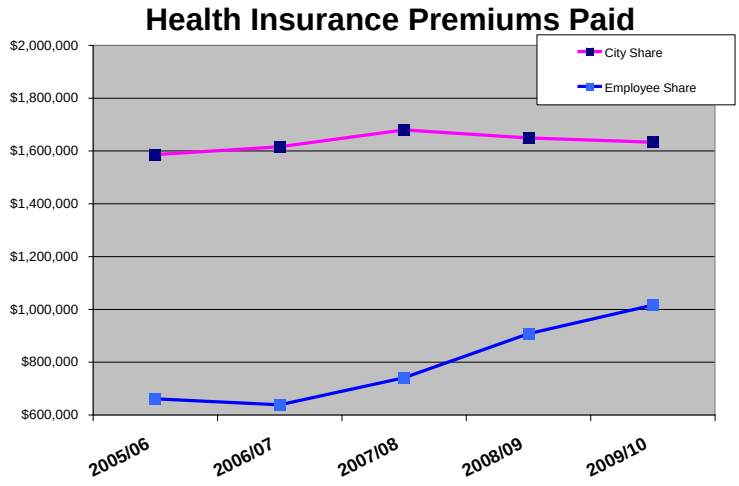
Health Insurance

- We are still monitoring the impact of health care reform. The City has been proactive and complied with all provisions required as of this date.

- At this time our claims are running much lower than last year. Premiums charged are covering all claims costs. Last year, Cigna paid an additional $1,070,863 in claims above and beyond premium paid by the City. In the future, should the City run a positive balance, Cigna would be able to collect those amounts to offset the deficit previously covered.

- In 2010, our premium contribution rate was higher in order to establish a claims "run out" reserve of $426,728 that would be due Cigna should we terminate our policy with them. In 2011, our rates were reduced due to installation of higher deductible plans and satisfaction of the reserve accrual.

- Cigna continues to help fund the City's Wellness initiatives. In 2010 we completed our first year of the Wellness Passport program with 123 employees participating and 52 completing it. We are running the program again this year and continue to look for ways to improve employee and family members' health.



Budget Issues for FY2012 (continued)

We have changed our policy year to be the same as our plan year, January 1 through December 31.

The premiums for our Workers Compensation, Property, and Liability policies remain stable.

Our Workers Compensation claims for the current year are falling, which should have a positive effect on our future experience modification which is at 1.06%.

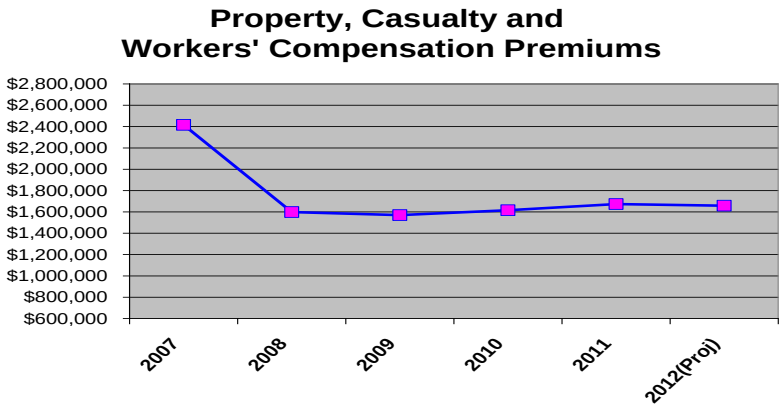
Insurance and Risk Management (continued)

- In 2010 the City continued funding a Health Reimbursement Account for employees to help pay for deductible costs. We had some carryover of unused fund in this account in 2010 and anticipate some carryover in 2011. Our Health Insurance carrier, Cigna, administers this fund for us.

- We have changed our policy year to be the same as our plan year, January 1 through December 31. This will require a change in our employee enrollment process and plan years for our Flexible Spending Account.

Business Insurance

- The premiums for our Workers Compensation, Property, and Liability policies remain stable. Costs for our workers compensation policy declined somewhat. We are anticipating renewing with our current carriers for the next two years.



Workers Compensation

- Our Workers Compensation claims for the current year are falling, which should have a positive effect on our future experience modification which is at 1.06%. A reduction in the experience mod effects state assessment and policy costs.

Budget Issues for FY2012 (continued)

Risk Management (continued)

Estimated Insurance Premiums & Deductibles

Coverage/Limits & Deductibles	Actual 2011 Premiums	Projected 2012 Premiums	Increase / (Decrease)
Property (*$25,000 deductible/wind separate)*	$493,931	$493,931	$0
General Liability *($2,000,000 per occurrence/$10,000 deductible except Law Enforcement & Public Officials Errors and Omissions- $25,000)*	$300,000	$300,000	$0
Auto *($1,000,000 per occurrence/ $1,000 deductible)*	$110,952	$110,952	$0
Workers' Comp *($150,000 retention)*	$482,522	$477,122	($5,400)
Life, Health & Dental	$2,379,909	$1,961,321	($418,588)
Other Insurance: Flood, faithful performance, pollution, pension, fiduiciary, fuel tanks, police & fire death benefit.	$64,479	$64,479	$0
Other Costs: Personnel and professional services, deductibles, coinsurance, brokerage fees and consulting services, training, professional dues and publications (increased salary allocation).	$220,848	$210,980	($9,868)
Grand Total	**$4,052,641**	**$3,618,785**	**($433,856)**

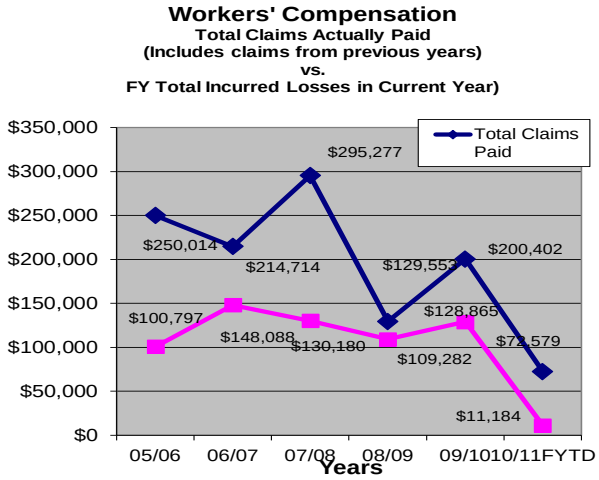
Possible reductions in City contribution rates result in a significant decrease in health insurance costs.

We realized a slight reduction in projected Workers Compensation costs.

Possible reductions in City contribution rates result in a significant decrease in health insurance costs.

Budget Issues for FY2012 (continued)

Risk Management (Continued)



Both, Claims Paid and Incurred Losses are lower in 2011 for workers compensation.

- Both, Claims Paid and Incurred Losses are lower in 2011 for workers compensation. We have concerns regarding future costs for Police and Fire due to presumption requirements instituted by State Law. Both departments have taken proactive steps by establishing basic physical fitness standards for employees in addition to wellness initiatives.

- Our current workers compensation program focuses on immediate *correct* treatment and return to work as soon as possible.

Contract Services

Last year the state legislature was considering adoption of OSHA standards for municipalities. At this time there appears to be no desire to expand this coverage.

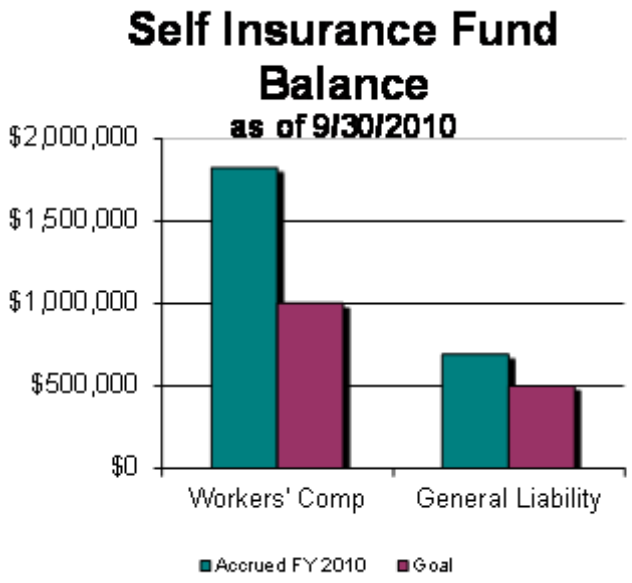
- We continue to fund for professional assistance for safety and risk issues. $15,000 has been budgeted for this purpose.

- Last year the state legislature was considering adoption of OSHA standards for municipalities. At this time there appears to be no desire to expand this coverage. This is positive news in that it avoids unfunded mandates for the City. However, the City continues to use OSHA and industry standards in developing its risk management program.

Budget Issues for FY2012 (continued)

Risk Management (continued)

The Workers Compensation fund remains strong accruing well over our goal of $1,000,000 as has the General Liability Fund accruing well over $500,000.



Capital Improvement Plan

Capital Improvement Plan: FY2012-2016

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 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 late July / 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 monthly to monitor the progress of each ongoing project, identify possible future projects, and to resolve early any problems that may arise.

Capital Improvement Plan: FY2012-2016

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. Items on the listing of unfunded projects shown on page 61 are referenced to the relevant page in each department's CIP.

Summary by Department	Page 197
Beaches Energy Services	Page 198
Finance	Page 217
Police & Fire	Page 222
Parks & Recreation	Page 227
Public Works	Page 232

Capital Improvement Plan: FY2012-2016

CIP Summary, All Departments

Funding Sources:	2012	2013	2014	2015	2016	Total
Beaches Energy Services Operating Revenues	4,711,000	4,777,000	4,130,000	4,265,000	3,500,000	21,383,000
Convention Development Fund	15,000	0	0	0	0	15,000
Downtown Tax Increment Fund	0	0	0	0	0	0
General Capital Projects Fund	0	235,800	426,902	261,000	125,000	1,048,702
General Fund Operating Revenues	138,000	202,000	150,000	180,000	174,000	844,000
Golf Course Fund	0	95,000	0	0	0	95,000
Grants	485,000	0	0	0	0	485,000
Grounds Maintenance Internal Service Charges	0	0	35,000	0	0	35,000
1/2 Cent Infrastructure Surtax	0	0	0	0	0	0
1/2 Cent Infrastructure Surtax Bond Proceeds	0	1,160,500	0	0	0	1,160,500
Information Systems Capital Projects Reserve	155,762	70,000	0	0	0	225,762
Lease Facilities Reserve	0	0	0	0	0	0
Local Option Gas Tax Revenues	340,000	340,000	330,000	300,000	300,000	1,610,000
Meter Services Internal Service Fund	0	0	0	0	0	0
Natural Gas Fund	0	0	0	0	0	0
Radio Communications Fund	30,000	30,000	30,000	30,000	30,000	150,000
Sanitation Fund	132,000	0	0	0	0	132,000
Southend Tax Increment Fund	17,622	0	0	0	0	17,622
Stormwater Operating Revenues	0	505,000	150,000	617,225	0	1,272,225
Utility Billing Capital Projects Reserve	0	100,000	33,040	0	0	133,040
Water & Sewer Utility Operating Revenues	3,067,947	228,794	264,000	477,000	195,550	4,233,291
Total CIP Funding Sources - All Departments	$9,092,331	$7,744,094	$5,548,942	$6,130,225	$4,324,550	$32,840,142
Unfunded Projects	748,115	1,100,515	409,270	970,375	572,225	3,800,500

Expenses:	2012	2013	2014	2015	2016	Total
Beaches Energy Services	$4,711,000	$4,777,000	$4,130,000	$4,265,000	$3,500,000	$21,383,000
Finance Department	155,762	170,000	68,120	0	0	393,882
Police & Fire Departments	168,000	384,800	511,902	210,000	180,000	1,454,702
Parks & Recreation Department	15,000	95,000	35,000	0	0	145,000
Public Works Department	4,042,569	2,317,294	839,000	1,655,225	644,550	9,498,638
Total CIP - All Departments	$9,092,331	$7,744,094	$5,584,022	$6,130,225	$4,324,550	$32,875,222

Beaches Energy Services

Funding Sources:		2012	2013	2014	2015	2016	Total
Beaches Energy Services Operating Revenues		$4,711,000	$4,777,000	$4,130,000	$4,265,000	$3,500,000	$21,383,000
Meter Division-Internal Service Charges		0	0	0	0	0	0
Natural Gas Fund		0	0	0	0	0	0
Total CIP Funding Sources		$4,711,000	$4,777,000	$4,130,000	$4,265,000	$3,500,000	$21,383,000

Expenses:	Fund						
Administration							
Sports Field Lights	410	$100,000	$100,000	$100,000			$300,000
Engineering:							
Work Order Interface for CIS System	410		170,000				170,000
Relay / Substations:							
Vehicle Replacement Program	410	0	0	40,000	40,000	0	80,000
Capacitor Bank and Vacuum Switch Replacement	410	125,000					125,000
Potential Transformer Upgrade	410	27,000					27,000
Substation 27kV Breaker Upgrades	410				300,000		300,000
		152,000	0	40,000	340,000	0	532,000
Construction & Maintenance:							
Vehicle Replacement Program	410	250,000	240,000	160,000	170,000	200,000	1,020,000
Radio Upgrade Replacement	410	87,000	87,000				174,000
		337,000	327,000	160,000	170,000	200,000	1,194,000
Electric Capital Projects:							
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	2,530,000	2,530,000	2,100,000	1,950,000	1,950,000	11,060,000
		3,830,000	3,830,000	3,400,000	3,250,000	3,250,000	17,560,000
System Operations:							
SCADA Front End Processor Upgrades	410	55,000					55,000
DASmap	410			80,000	155,000		235,000
		55,000	0	80,000	155,000	0	290,000
Transmission:							
Fiber Optic Cable	410	37,000					37,000
Substation 138kV Circuit Breaker Upgrades	410		250,000	300,000	300,000		850,000
		37,000	250,000	300,000	300,000	0	887,000
Total CIP - Electric		4,511,000	4,677,000	4,080,000	4,215,000	3,450,000	20,933,000
Natural Gas:							
Natural Gas Distribution System	411	200,000	100,000	50,000	50,000	50,000	450,000
Total CIP - Beaches Energy Services		$4,711,000	$4,777,000	$4,130,000	$4,265,000	$3,500,000	$21,383,000

Project Title: Sports Field Lights

Department/Division: Beaches Energy Services / Administration

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 light fixtures, with new fixtures that are more energy efficient. The fields will be mapped and then using computer technology the total number of fixture required will be determined. This process may also help to reduce energy usage by reducing the number of fixtures. The survey and mapping of the fields to determine the light levels also helps provide a safe playing field by providing a uniform light coverage.

The estimated cost of replacing the lights and fixtures is $300,000. The City is researching grant opportunities to help fund the project. Also, research will be done on possible use of LED fixtures for energy saving. 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: Beaches Energy Services Operating Revenues

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Lights and Poles	$100,000	$100,000	$100,000			$300,000

Future Operating Budget Impact: Parks and Recreation

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).

The additional costs to replace the existing poles with new taller poles would add to the project costs. The advantage of the new taller poles is that there is a reduction of fixtures by having a more precise aiming of each fixture to an exact location on the field. This reduces overlap and spillage (light going outside the field). However, use of existing concrete poles and wiring provides an initial capital saving. The new fixtures and accurate aiming using the existing poles will provide energy saving.

Project Title: Work Order Interface with GIS system

Department/Division: Beaches Energy Services / Engineering

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 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 payroll and purchasing/inventory applications, providing them with relevant data. Similarly, an HTE work Order would feed data to the GIS system through the interface with the Designer system. Data interface would be bidirectional via the Designer application. This will be a coordinated effort with the IT Department managing the project.

Funding Source: Beaches Energy Services Operating Revenues

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Configuration and Implementation			$170,000			$170,000

Future Operating Budget Impact: Leased Facilities

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Maintenance Costs			$8,000	$8,000	$8,000	$24,000

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

Division (FY Replacement)	Truck#	Model Year	Description	Mileage/ hours 2/01/11	Estimated Replacement Cost
C&M* (2012)	215	2001	Digger Derrick Truck	52,068/ 8,242	$250,000
C&M (2013)	214	2003	Utility One Ton Truck	72,493	$40,000
C&M (2013)	218	2002	Aerial Bucket Truck 4x4	52,231/ 10,940	$160,000
C&M (2013)	238	2003	Utility One Ton Truck	71,740	$40,000
C&M (2014)	237	2003	Aerial Bucket Truck 4x4	55,242/ 9,547	$160,000
Relay (2014)	271	2004	Utility One Ton Truck	42,364	$40,000
C&M (2015)	254	2003	Digger Derrick Truck	40,057/ 6,310	$170,000
Relay (2015)	291	2005	Utility One Ton Truck	40,309	$40,000
C&M (2016)	212	2005	Utility One Ton Truck	64,937	$40,000
C&M (2016)	223	2006	Aerial Bucket Truck 4x4	24,670/ 5,402	$160,000
TOTAL					$1,100,000

* Replacement Digger Derrick Truck rated to lift 50,000 lb.

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Construction & Maintenance.	$250,000	$240,000	$160,000	$170,000	$200,000	$1,020,000
Relay/Substations	$0	$0	$40,000	$40,000	$0	$80,000
TOTAL	$250,000	$240,000	$200,000	$210,000	$200,000	$1,100,000

Project Title: Capacitor Bank and Vacuum Switch Replacement

Department/Division: Beaches Energy Services / Relay

Project Description and Reason Necessary:

Beaches Energy Services is required to keep the power factor within tolerance according to NERC Standard VAR 001-2. Capacitor Banks are used to adjust power factor. There are two (2) sets of 27kV capacitor banks incorporating one hundred (100) individual capacitor units and six (6) vacuum switches located at the Ft. Diego Substation that need replacing.

The capacitors and vacuum switches were installed over twenty (20) years ago. Individual capacitor units are failing resulting in poor performance of the capacitor bank. It has become problematic to keep the power factor at an acceptable level due to the unit failures. If enough individual units fail, the capacitor bank is not effective. The vacuum switches controlling the capacitor bank must close all three phases simultaneously. Mechanical wear over the years has resulted in these switches becoming out of adjustment. In order to operate the switches as designed, they must be replaced.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Six (6) Vacuum Switches and One Hundred (100) Capacitors	$125,000					$125,000

Project Title: Potential Transformer Upgrade

Department/Division: Beaches Energy Services / Relay

Project Description and Reason Necessary:

Potential transformers provide the instrumentation voltage required to regulate tap changes on substation transformers. There are six (6) potential transformers located at the Ft. Diego Substation that are becoming less reliable during foggy and inclement weather conditions. Beaches Energy Services has encountered failures of this type unit in the past. When a failure occurs, the substation transformer will trip off line disrupting electric service to the customers served by this substation. All six (6) units have been in service for over twenty five (25) years and must be replaced.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Six (6) 27kV Potential Transformers	$27,000					$27,000

Project Title: Substation 27 kV Breaker Upgrades

Department/Division: Beaches Energy Services /Relay

Project Description and Reason Necessary:

Replace six (6) 27 kV circuit breakers at Ft. Diego Substation. Circuit breakers are required to provide system protection at the distribution circuit level. The existing six (6) 27 kV circuit breakers at Ft. Diego Substation are SF6 breakers that require a special interrupter located inside these units. The function of the interrupter is to suppress the arc whenever the breaker is opened under load. If the arc is not suppressed it can generate a phase to phase fault resulting in a catastrophic failure. The interrupter is no longer produced or rebuilt by the manufacturer. Beaches Energy Services currently has three (3) spare interrupters in inventory for replacement until the breakers can be replaced. The existing six (6) breakers at Ft. Diego are over 20 years old and will be replaced with vacuum breakers.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
26kV Circuit Breakers				$300,000		$300,000

Project Title: Radio Upgrade Replacement

Department/Division: Beaches Energy Services/Construction and Maintenance

Project Description and Reason Necessary: The City is upgrading its 800 MHz Motorola radio system to a Digital/P-25 system for interoperability and improved service. Beaches Energy Services is currently using 81 radios with 12 radios already on the new P-25 system. There are 69 radios on the old analogue system that will no longer be serviceable once the analogue system is phased out. Beaches Energy Service is requesting to replace 53 radios for $87,000 in FY2012 and $87,000 in FY2013 reducing the total number of radios to 65.

Funding Source: Beaches Energy Services Operating Revenues

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Radios	$87,000	$87,000				$174,000

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, 2010 there were 5,376 rental and public streetlights located in Jacksonville Beach, Neptune Beach, Ponte Vedra Beach, and the Municipal Service District. Public streetlights total 2,015 and rental streetlights total 3,351.

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 2010, 38 new residential services were installed.

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

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	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

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

2012

Overhead Line Rebuild Palm Valley Road (St. Johns County) - $300,000 in FY2012 and $500,000 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.

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.

Overhead Line Rebuild A1A (St. Johns County) - $550,000 in FY 2012, $700,000 in FY 2013, and $650,000 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.

Underground Feeder Corona Road (St. Johns County) - $290,000: Convert an existing 26kV overhead feeder to an underground feeder on Corona Road. New 26kV cable, switchgear, and conduit will be installed. 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 exceeded the manufacturer's recommended service life expectancy. New 26kV cable and conduits will be installed.

Switch Gear Replacement - $500,000 in FY2012 and $500,000 in FY 2013: Replace 18 units of "live front" or "fused" padmounted switchgear at various locations throughout system with Vacuum Fault Interrupters (VFI). This two year project (9 units in FY 2012 and 9 units in FY

2013) will create uniformity of all switchgear on the distribution system and eliminate the remaining "live front" terminals on the underground system. VFI units have more programming capabilities than fuses and will coordinate better with other protective devices increasing system reliability. The new "dead front" switchgear is safer to operate than the "live front" units.

Underground Rebuild Marsh Landing (St. Johns County) - $200,000: Replace existing direct buried underground feeder cable at the Solano Road entrance to Marsh Landing. New 26kV cable, switchgear, and conduit will be installed. This cable was installed in 1982 and has exceeded the manufacturer's recommended service life expectancy.

Underground Feeder Butler Substation (Jacksonville Beach) - $150,000: Install a new distribution feeder out of Butler Substation. The existing spare circuit breaker 531 will be utilized. New underground conduit and cable will be installed from the circuit breaker and tie into existing switchgear, 5UP261, along 43rd Avenue South. This new feeder will reduce the number of customers on other existing feeders and therefore reduce the number of customers affected by feeder outages.

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 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.

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

Underground Feeder Upgrade Odoms Mill (St. John's County) - $150,000: Upgrade the underground feeder in Odoms Mill subdivision. All direct connect taps will be removed from the main underground feeder and rerouted behind protective devices.

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 South and Fairway lane 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 Feeder Upgrade Plantation (St. Johns County) - $300,000: Upgrade the underground feeder in Plantation subdivision. All direct connect taps will be removed from the main underground feeder and rerouted behind protective devices.

2016

Underground Feeder Upgrade Marsh Landing (St. Johns County) - $500,000: Upgrade the underground feeder Marsh Landing. All direct connect taps will be removed from the main underground feeder and rerouted behind protective devices.

Underground Conversion Golf Course (Jacksonville Beach) - $200,000: Convert the existing overhead feeder starting at the Jacksonville Beach Substation, across the Jacksonville Beach Golf Course, and ending at 15th Street South into an underground feeder. This project will install new conduit, cable, manholes and switchgear.

Overhead Line Rebuild Isabella Drive (Jacksonville Beach) - $200,000: Replace existing 2,800 feet of 26kV wood pole line with a 26kV concrete pole line. This line runs on Isabella Drive from Osceola Avenue to Jacksonville Drive. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

Overhead Line Rebuild 10th Avenue S (Jacksonville Beach) - $100,000: Replace existing 1,800 feet of 26kV wood pole line with a 26kV concrete pole line. This line runs on 10th Avenue South from 4th Street to 9th Street. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

Underground Upgrade Seaside (St. Johns County) - $200,000: Install new 1/0 primary cable and completing loop feeds in Seaside subdivision.

Overhead Line Rebuild 19th and 20th St. N. (Jacksonville Beach) - $500,000: Replace existing 7,600 feet of 26kV wood pole line with a 26kV concrete pole line. This line runs on 19th Street North, 20th Street North, Pinewood Road, and Oakwood Road from 2nd Avenue North to Lakeside Drive. This project is part of a storm hardening plan to install all overhead distribution feeders on concrete poles.

Annual Projects

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.

2014/2015 – 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.

2012/2013/2014/2015/2016 -Unidentified Projects-$250,000 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: FY2012-2016

Projects	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
Overhead Line Rebuild Palm Valley Rd. - SJC	$300,000	$500,000				$800,000
Overhead Line Rebuild A1A - SJC	$550,000	$700,000	$650,000			$1,900,000
Underground Feeder Corona Rd. - SJC	$290,000					$290,000
Underground Rebuild Fishermans Cove - SJC	$190,000					$190,000
Switchgear Replacement	$500,000	$500,000				$1,000,000
Underground Rebuild Marsh Landing Entrance - SJC	$200,000					$200,000
Underground Feeder Butler Substation	$150,000					$150,000
Sawgrass Feeder Rebuild - SJC		$480,000				$480,000
Overhead Line Rebuild Landrum Ln. - SJC			$150,000			$150,000
Underground Cable Upgrade			$300,000			$300,000
Overhead Line Rebuild Solona Rd - SJC			$250,000			$250,000
Underground Upgrade Ocean Forest - SJC			$250,000			$250,000
Underground Feeder Upgrade Odom's Mill - SJC			$150,000			$150,000
Overhead Line Rebuild Jacksonville Dr.				$300,000		$300,000
Overhead Line Rebuild Jacksonville Dr.				$1,000,000		$1,000,000
Underground Feeder Upgrade Plantation - SJC				$300,000		$300,000
Underground Feeder Upgrade Marsh Landing - SJC					$500,000	$500,000
Underground Conversion JB Golf Course					$200,000	$200,000
Overhead Line Rebuild Isabella Dr.					$200,000	$200,000
Overhead Line Rebuild 10th Ave. S.					$100,000	$100,000
Underground Upgrade Seaside - SJC					$200,000	$200,000
Overhead Line Rebuild 19th and 20th St. N					$500,000	$500,000
3rd. St. Street Light Rebuild – JB 2012-2013; NB 2014-2015	$100,000	$100,000	$100,000	$100,000		$400,000
Unidentified Projects	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
TOTAL	**$2,530,000**	**$2,530,000**	**$2,100,000**	**$1,950,000**	**$1,950,000**	**$11,060,000**

Project Title: SCADA Front End Processor Upgrades

Department/Division: Beaches Energy Services / System Operations

Project Description and Reason Necessary:

The current communication interface Front End Processor (FEP) is over 20 years old. This interface hardware links the substations remote terminal units (RTU) and the Supervisory Control and Data Acquisition (SCADA) Master Server to allow for current status and telemetry data to be updated in real-time on the System Operators SCADA workstation. Replacement parts are no longer available and support for the current interface is no longer provided. Replace existing Front End Processor (FEP) with Redundant PRISM Communications Interfaces (PCI). This will consist of two PCI's and a PCI switch.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Processor Upgrades	$55,000					$55,000

Project Title: DASmap and Outage Management System

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 response to restoring electric service during outages.

Outage Management System (OMS) interfaces with the Customer Information System downloading customer data initiated from a trouble call by displaying customer specific information on the DASmap. The OMS also tracks customer's outage time, documents the problem, and provides reliability statistics that can be analyzed by engineering to develop measures that will benefit improvements in the delivery of services.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	Total
DASmap			$80,000			$80,000
OMS				$155,000		$155,000
Total	$0	$0	$80,000	$155,000	$0	$235,000

Future Operating Budget Impact:

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Annual Support Maintenance	$0	$0	$0	$2,000	$10,000	$12,000

Project Title: Fiber Optic Cable

Department/Division: Beaches Energy Services / Transmission

Project Description and Reason Necessary:

Install approximately seven (7) miles of Fiber Optic Cable with hardware and communication equipment between Butler, Ft. Diego, and Guana Substations.

The existing phone/data lines for Supervisory Control and Data Acquisition (SCADA) operations and transmission line protective relaying have become unreliable whenever there are "close-in" ground faults near the substations. The communication link activating the protective relaying has failed several times when leased phone/data lines automatically turn off when they sense a potential rise due to a ground fault. On October 18, 2010, these communication failures caused customer outages and created "mis-operations" on the 138 kV transmission system. A Mis-Operation Report submitted to Florida Reliability Coordinating Council (FRCC) detailed the incident and stated Beaches Energy Services' intention to install fiber/communications line between Butler, Ft. Diego and Guana Substations in order to alleviate any similar incidents in the future. FRCC may assess penalties for such incidents, but none have been assessed to date.

This project has an expected completion date of February 2012. This fiber installation will allow proper relay operation, minimizing the risk of communications interruption and related customer outages.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Fiber Optic Cable and Equipment	$37,000					$37,000

Future Operating Budget Impact:

	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Phone/Data Line Rental	($4,000)	($4,000)	($4,000)	($4,000)	($4,000)	($20,000)

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 that need to be upgraded to gas circuit breakers: three (3) at Sampson Substation, four (4) at Ft. Diego Substation, and four (4) at Jacksonville Beach Substation. These circuit breakers are used on the transmission system for line protection and replacement parts are no longer manufactured. The industry has phased out this type of breaker due to environmental regulations in the event of a catastrophic failure.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Eleven 138kV Circuit Breakers		$250,000	$300,000	$300,000		$850,000

Project Title: Natural Gas Distribution System

Department/Division: Beaches Energy Services/ Natural Gas

Project Description and Reason Necessary: need update
Bid 0910-01 was approved by the City Council on December 15, 2009 for construction of a 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 Fiscal Year 2012 with partial utilization of the system as it progresses. With the assistance of TECO, staff developed rates and solicited customers. The original construction main and service lines were for approximately 80 commercial customers but may grow to as many as 200 accounts or more. The infrastructure for this system growth when determined feasible will include service lines, main extensions and meter sets.

Funding Source: Beaches Energy Services Revenues

Cost Item	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Capital Improvements	$ 200,000	$100,000	$ 50,000	$50,000	$50,000	$450,000

Finance Department

Funding Sources:		2012	2013	2014	2015	2016	Total
Governmental Capital Projects Reserve							0
Information Systems Capital Projects Reserve		155,762	70,000	0	0	0	225,762
Utility Billing Capital Projects Reserve		0	100,000	33,040			133,040
Beaches Energy Services							0
Total CIP Funding Sources		$155,762	$170,000	$33,040	$0	$0	$358,802
Expenses:	Fund						
Information Systems:							
Storage Area Network Replacement	315	155,762					155,762
IBM I520 RISC Processor Replacement	315		70,000				70,000
		155,762	70,000	0	0	0	225,762
Utility Billing:							
Replace Utility Bill Folder/Inserter	315			68,120			68,120
Remittance Processor Replacement	315		100,000				100,000
		0	100,000	68,120	0	0	168,120
Total CIP - Finance		$155,762	$170,000	$68,120	$0	$0	$393,882

Project Title: Replacement of Storage Area Network (SAN)

Department/Division: Finance/Information Systems

Project Description and Reason Necessary: The Storage Area Network (SAN) is the central repository for all of the data that is kept and utilized by City Employees in the course of their work. Everything from e-mails to spreadsheets, word documents and GIS maps and data is kept on the SAN. The only exception is the data generated by core applications on the IBM iSeries computer (Payroll, Purchasing, Financials, Utility Billing, Business Licenses, Land files, and Building Permits). These are kept on separate internal storage on the IBM iSeries system.
The current SAN has been declared obsolete by the manufacturer and maintenance support will cease October 2011. A complete replacement including switches is required. This is critical network infrastructure.

Funding Source: Governmental Capital Projects Fund

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Hardware /Software	$109,172					$109,172
Installation	$12,214					$12,214
Maintenance Costs	$34,376					$34,376
Total	$155,762					$155,762

Future Operating Budget Impact: A 5-year maintenance agreement is included with the purchase and installation of the equipment.

Project Title: IBM I520 RISC Processor Replacement

Department/Division: Finance/Information Systems

Project Description and Reason Necessary: The City's current I520 processor is 8 years old (purchased in 2004); in 2013, it will be 10 years old. The average life span for this equipment is five years. This equipment 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

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
I520 Computer		$70,000				$70,000

Future Operating Budget Impact: General Capital Projects Fund IS Reserves

	FY2012	FY2013	FY2014	FY2015	FY2016	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		-	-	-	-	-

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 and inserts utility bills, and inserts newsletters & return envelopes. 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

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Pitney D1950			$68,120			$68,120
Total			$68,120			$68,120

Future Operating Budget Impact:

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Pitney D1950 maint. agreement	$2,442	$2,442	$2,442	$2,442	$2,442	$12,210
Total/(Savings)	$2,442	$2,442	$2,442	$2,442	$2,442	$12,210

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

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Remittance Processor		$100,000				$100,000

Future Operating Budget Impact:

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Maintenance		$13,300	$13,300	$13,300	$13,300	$53,200
Total/(Savings)		$13,300	$13,300	$13,300	$13,300	$53,200

Capital Improvement Plan: FY2012-2016

Police & Fire Departments

Funding Sources:		2012	2013	2014	2015	2016	Total
General Fund		138,000	180,000	150,000	180,000	150,000	798,000
General Capital Projects Reserve		0	174,800	331,902	0	0	506,702
Radio Communications Fund		30,000	30,000	30,000	30,000	30,000	150,000
Total CIP Funding Sources		$168,000	$384,800	$511,902	$210,000	$180,000	$1,454,702
Expenses:	Fund						
Police:							
Vehicle Replacement Program-Police	001	138,000	150,000	150,000	150,000	150,000	738,000
Fire:							
Vehicle Replacement Program-Fire	001, 315		30,000		30,000		60,000
Fire Apparatus Replacement/Maintenance	315			331,902			331,902
SCBA replacement	315		174,800				174,800
800 MHz Radio Tower Transmitter/Repeater Replacement	162, grant	30,000	30,000	30,000	30,000	30,000	150,000
		30,000	234,800	361,902	60,000	30,000	716,702
Total CIP - Police & Fire		$168,000	$384,800	$511,902	$210,000	$180,000	$1,454,702

Project Title: Vehicle Replacement Program

Department/Division: Police & Fire

Project Description and Reason Necessary: This is a program to replace vehicles due to age and 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) 2/1/11	Estimated Replacement Cost
Police (annual)	various	various	Replace 5-6 patrol vehicles	-	$138,000
Fire Train/Safety (2013)	#716	2001	Ford F150 utility/crew truck	53,826	$30,000
Fire Inspector (2015)	#718	2002	Dodge Dakota crew cab/cb	61,734	$30,000

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Police	$138,000	$150,000	$150,000	$150,000	$150,000	$738,000
Fire		$30,000		$30,000		$60,000
TOTAL	$138,000	$180,000	$150,000	$180,000	$150,000	$798,000

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. This timetable has been extended using maintenance upgrades due to the high cost of replacement apparatus.

In 2014, a new rescue/pumper will be purchased and placed in front line service. It will replace either E-25 or Sq-13 and one of the two apparatus will be moved to reserve status. Sq-13, a 2001 rear-mount pumper, which has a much shorter life span due to the commercial chassis, will have been in service 13 years. E-25, a 1993 pumper, will have been in service 21 years. One of the two units will be used for a trade-in.

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

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Fire Apparatus Replacement			$331,902			$331,902

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

Funding Progression	Vehicle being Replaced	Beginning Balance	Additions	Purchases/ Reductions	Ending Balance
FY2012		106,902	$75,000		$181,902
FY2013		$181,902	$75,000		$256,902
FY2014	E-25	$256,902	$75,000	$331,902	$0
FY2015		$0	$75,000		$75,000
FY2016		$75,000	$75,000		$150,000

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 Capital Projects Fund Fire Reserve.

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
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.

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
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

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 2009-2011, the police and fire departments have upgraded their systems to digital, although still utilizing some common city analogue talk groups. All Public Works divisions have been upgraded with new digital/P-25 radios. The current system is analogue and digital capable, allowing police and fire to utilize digital communications among themselves and other departments and analogue on common city talk groups. City departments except police and fire will continue to use the older analogue system until all of their radios are upgraded to digital/P-25. The analogue radios are not supported by the City's radio carrier, Motorola due to their age.

In the absence of any grant revenues, portable analog radios will be converted to digital/P-25 compliant radios as they are replaced or as additional grant funding is available.. The total cost to attain a digital system is approximately $1.5 million, with a large portion ($720,000) already completed through grants. There are approximately 100 remaining radios that need to be upgraded to enable the system to be a total digital and P25 compliant system. The cost to replace the balance of the radios is approximately $300,000.

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

	FY2012	FY2013	FY2014	FY2015	FY2016	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 digital/P25 standards; 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: FY2012-2016

Parks & Recreation

Funding Sources:	2012	2013	2014	2015	2016	Total
Convention Development Fund	15,000	0	0	0	0	15,000
General Capital Projects Fund Reserves	0	0	0	0	0	0
Golf Course Fund	0	95,000	0	0	0	95,000
Grounds Maintenance Internal Service Charges	0	0	35,000	0	0	35,000
Downtown Tax Increment Fund	0	0	0	0	0	0
Southend Tax Increment Fund	0	0	0	0	0	0
Total CIP Funding Sources	$15,000	$95,000	$35,000	$0	$0	$145,000

Expenses:	Fund						
Huguenot Park Tennis Courts Improvements	130	$15,000					$15,000
Total CIP - Recreation		15,000	0	0	0	0	15,000
Golf Course Hole #14 Bulkhead	440		95,000				95,000
Total CIP - Golf Course		0	95,000	0	0	0	95,000
Backhoe/Loader Replacement	526			35,000			35,000
Total CIP - Grounds Maintenance		0	0	35,000	0	0	35,000
Total CIP - Parks & Recreation		$15,000	$95,000	$35,000	$0	$0	$145,000

Project Title: Huguenot Park Tennis Courts Improvements

Department/Division: Parks & Recreation

Project Description and Reason Necessary: The majority of play on the tennis courts is at night. This project will repair and resurface tennis court #7. The resurface of the court #7 will include installing Plexi-cushion material to provide a new, cushioned surface for players, while still being a durable maintenance surface.

Funding Source: Convention Development Fund

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Install Plexi-cushion Surface for the 7th court	$15,000					$15,000
Total	$15,000					$15,000

Future Operating Budget Impact: Operating costs will be reduced by reducing maintenance requirements for new court surface; the anticipated savings has not been quantified.

Project Title: Golf Course Hole # 14 Bulkhead

Department/Division: Parks & Recreation / Golf Course

Project Description and Reason Necessary:

The bulkhead on the golf hole #14 was constructed in 1987 and is now showing signs of failing. There are holes that are developing in several areas along the bulkhead and the ends of the bulkhead are washing out. This project will remove the old bulkhead, replace it, and add additional length to reduce washouts. The project will need to be performed in several phases to reduce impact to customers and the greens surface. Construction of this project will depend on golf course funding availability.

Funding Source: Golf Course Fund Balance

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Replace existing bulkhead # 14 green		$95,000				$95,000

Future Operating Budget Impact: No impact on operating budget

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 in the parks and for irrigation repairs at the golf course.

Funding Source: Grounds Maintenance Fund; Golf Course Fund

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Backhoe/Loader-Grounds Maintenance			$35,000			$35,000
TOTAL			$35,000			$35,000

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 replace existing shelters or add new ones 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. Until a final determination of specific bus stops and the locations where they will be constructed, this project will be shown as unfunded.

Funding Source: Anticipated funding sources are ½ Cent Infrastructure Bond Proceeds, Downtown Redevelopment and Southend Redevelopment, however, project is classified as unfunded at this time.

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Bus Stops - unfunded	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000

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: FY2012-2016

Public Works

Funding Sources:		2012	2013	2014	2015	2016	Total
EPA STAG Grant (N. 2nd St. and Lift Station #3)		$485,000	0	0	0	0	$485,000
General Capital Projects Streets Reserve		0	61,000	95,000	261,000	125,000	542,000
General Fund Operating Revenues		0	22,000	0	0	24,000	46,000
Local Option Gas Tax Revenues		340,000	340,000	330,000	300,000	300,000	1,610,000
1/2 Cent Infrastructure Surtax		0	0	0	0	0	0
1/2 Cent Infrastructure Surtax Bond Proceeds		0	1,160,500	0	0	0	1,160,500
Sanitation Fund		132,000	0	0	0	0	132,000
Southend Redevelopment Fund		17,622	355,000	0	0	0	372,622
Stormwater Operating Revenues		0	505,000	150,000	617,225	0	1,272,225
Water & Sewer Utility Operating Revenues		3,067,947	-126,206	264,000	477,000	195,550	3,878,291
Total CIP Funding Sources		$4,042,569	$2,317,294	$839,000	$1,655,225	$644,550	$9,498,638
Expenses:	Fund						
Streets:							
Vehicle Replacement Program	001	$0	$22,000	$0	$0	$24,000	$46,000
Heavy Vehicle Replacement Program	315	-	61,000	95,000	261,000	125,000	542,000
Pavement and Sidewalk Maintenance (not capital)	150	340,000	340,000	330,000	300,000	300,000	1,610,000
New Sidewalks	151	0	0	0	0	0	0
Road & Associated Infrastructure Improvements:	317/Grant		1,160,500				1,160,500
Total CIP - Roads & Streets		340,000	1,583,500	425,000	561,000	449,000	3,358,500
Distribution & Collection:							
Vehicle Replacement	420	0	40,000	24,000	310,000	27,000	401,000
Water, Sewer and Road Improvements (N. 2nd St.)	420/STAG	2,321,000					2,321,000
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
		2,466,000	185,000	169,000	455,000	172,000	3,447,000
Pollution Control Plant:							
Vehicle Replacement	420	18,000	18,294	30,000	0	23,550	89,844
Sewer Rehabilitation Program-Lift Station #3	420/STAG	754,325					754,325
Sewer Rehabilitation Program-Lift Station #15	420	33,000					33,000
Master Plan to Upgrade the Waste Treatment Facility (not capital)	420	50,000					50,000
Telemetry Upgrade (shared with Water Plant)	420	14,000					14,000
		855,325	18,294	30,000	0	23,550	927,169
Water Plant							
Vehicle Replacement Program	420	0	0	32,000	0	0	32,000
Telemetry Upgrade (shared with Pollution Control Plant)	420	14,000					14,000
Roof Façade Upgrade: WP#2, Wells #22 & #23	420	200,000					200,000
Raw Water (Well) Flow Meter Upgrade	420		25,500	33,000	22,000		80,500
Storage & Utility Building-Water Plant #2	420/182	35,244					35,244
		249,244	25,500	65,000	22,000	0	361,744
Total CIP - Water & Sewer Fund		3,570,569	228,794	264,000	477,000	195,550	4,735,913
Stormwater							
Vehicle Replacement Program	423				95,000		95,000
Stormwater Master Plan (Central/South Basins)	182		355,000				355,000
Stormwater Master Plan (Central/South Basins)	423		150,000	150,000	522,225	0	822,225
Total CIP - Stormwater		0	505,000	150,000	617,225	0	1,272,225
Sanitation							
Vehicle Replacement Program	430	132,000					132,000
Total CIP - Public Works		$4,042,569	$2,317,294	$839,000	$1,655,225	$644,550	$9,498,638

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.

DIVISION-FY REPLACEMENT	FUND SOURCE	TRUCK #	YR.	DESCRIPTION	MILEAGE (HOURS) AT 2/2011	ESTIMATED REPLACEMENT COST
Sanitation-2012	430	510	2001	International 4700 Clam Bucket Truck	56,000	$132,000
Streets-2013	001	526	2001	Dodge 2500 4X4 Pickup Truck	60,500	$22,000
Streets-2014				None scheduled for replacement		
Streets 2015	423	535	2001	John Deere Boom Arm Mower	(1,250 hrs)	$95,000
Streets-2016	001	503	2003	Ford 250 4 X4	61,000	$24,000
D&C-2012				None scheduled for replacement		
D&C-2013	420	521	1999	Chevy X3500 1-on Dump Truck	12,395	$40,000
D&C-2014	420	572	2004	Ford F250 ¾-ton Truck w/utility body	57,001	$24,000
D&C-2015	420	542	2002	L7501 Ford (Vac-con)	7,910 (1,592 hrs)	$310,000
D&C-2016	420	504	2006	Ford F-250 ¾-ton Truck w/utility body	35,546	$27,000
PCP-2012	420	587	1987	Bobcat	N/A	$18,000
PCP-2013	420	517	2000	Dodge ½-ton Pickup Truck	53,126	$18,294
PCP-2014	420	507	2000	Ford F250 ¾-ton Pickup Truck	58,003	$30,000
PCP-2015				None scheduled for replacement		
PCP-2016	420	508	2005	Ford F150 ½-ton Pickup Truck	25,331	$23,550
WP-2014	420	598	1999	Dodge ¾-ton 4X4 Pickup Truck	71,807	$32,000
				TOTAL: 2012 through 2016		***$795,844***

Vehicle Replacement Summary:

Funding Source-Division	FY2012	FY2013	FY2014	FY2015	FY2016	Total
General Fund-Streets: Subtotal	$0	$22,000	$0	$0	$24,000	$46,000
Stormwater Fund – Streets: Subtotal	$0	$0	$0	$95,000	$0	$95,000
Sanitation Fund – Streets: Subtotal	$132,000	$0	$0	$0	$0	$132,000
Water & Sewer Fund-D&C	$0	$40,000	$24,000	$310,000	$27,000	$401,000
Water & Sewer Fund-PCP	$18,000	$18,294	$30,000	$0	$23,550	$89,844
Water & Sewer Fund-WP	$0	$0	$32,000	$0	$0	$32,000
Water & Sewer Fund: Subtotal	$18,000	$58,294	$86,000	$310,000	$50,550	$522,844
TOTAL	$150,000	$80,294	$86,000	$405,000	$74,550	$795,844

Project Title: Heavy Vehicle Replacement/Maintenance and Funding Program

Department/Division: Public Works / Streets

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 for each 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. Estimated replacement costs are updated annually and it is prudent to plan for an average annual cost increase of three percent (3%) when determining annual reserves.

Description	Truck #	Year	Est. Replacement Year	Mileage (hours) at 2/2011	Estimated Replacement Cost
International 4700 Flatbed	569	2000	2014	44,000	$61,000
Caterpillar 4x4 Backhoe	527	2007	2015	(1,650 hrs)	$95,000
Caterpillar Excavator	534	2006	2016	(1,410 hrs)	$200,000
International 4200 Flatbed	551	2003	2016	34,300	$61,000
Kenworth 18yd Dump Truck	545	2000	2016	103,000	$125,000
				TOTAL	**$542,000**

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

	2012	2013	2014	2015	2016	TOTAL
Balance, beginning of year	**$221,200**	**$317,400**	**$352,600**	**$341,400**	**$144,000**	**$221,200**
Deposits: from General Fund into Streets Cap. Proj. Reserve	$96,200	$96,200	$83,800	$63,600	$51,600	$391,400
Withdrawals:						
International 4700 Flatbed		($61,000)				($61,000)
Caterpillar 4x4 Backhoe				($200,000)		($200,000)
Caterpillar Excavator				($61,000)		($61,000)
International 4200 Flatbed					($125,000)	($125,000)
Kenworth 18yd Dump Truck			($95,000)			($95,000)
Balance, end of year	**$317,400**	**$352,600**	**$341,400**	**$144,000**	**$70,600**	**$70,600**

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 Sidewalk: The City has annually funded programs funds to construct new sidewalks related to the City's Safety Sidewalk Master Plan and other key sections that connect to the master plan or that prudently connect existing sidewalk sections, as determined by staff. **The City is deferring new sidewalk construction due to budgetary constraints.**

Funding Source: Local Option Gas Tax (LOGT). See next page for other road improvements.

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
LOGT (Not Capital) Street Maintenance	$290,000	$290,000	$280,000	$250,000	$250,000	$1,360,000
LOGT (Not Capital) Sidewalk Maintenance	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
BJB (Capital) New Sidewalks						
TOTAL	$340,000	$340,000	$330,000	$300,000	$300,000	$1,610,000

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 maintenance and striping, 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 two (2) 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 underway with completion scheduled for the fall 2011. (NOTE: There is a pending change order filed by the Contractor with FDOT requesting additional funds in the amount of $1,516,137 and a time extension of 246 days.)

- 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, upgrade traffic signalization, construct curb/gutter and sidewalks on both sides of roadway, and adjust water/sewer utilities. Design is currently underway and will be completed this fiscal year. Construction start will be scheduled so as to coordinate with the FDOT project due to drainage issues.

Duval Drive Improvements (37th Avenue South to Ponte Vedra Boulevard): *Recommended Funding Sources – Federal Grant, ½-Cent Infrastructure Surtax (BJB) Bond Proceeds*. Scope includes roadway reconstruction, drainage piping system addition, curb/gutter, water/sewer adjustments, traffic calming (if feasible), and Duval Lake modifications. This road reconstruction directly benefits adjacent property owners. Currently, this project is in the design stage.

North 2nd Street Sewer/Water/Road Systems Improvements (from 14th Ave. to 20th Ave. N.): Description and estimated costs are summarized in the next section titled - Rehabilitation of Water & Sewer Mains Systems.

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

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

Project *(funding source)*	PRIOR	FY2012	FY2013	FY2014	FY2015	FY2016	Total
9th St. S. Road Project ○ FDOT Proj- S. 1st Ave. to Osceola Ave. (Federal Stimulus) ○ CITY Proj- Beach Blvd to 1st Ave. S. (BJB Bond Proceeds)	$3,280,000[1] $36,993[2a] $696,300[2b]						$0
Duval Drive (BJB Bond Proceeds, federal grant)	$84,620 [3a]		$1,160,500[3b]				$1,160,500
TOTAL	$4,097,913		$1,160,500				$1,160,500

[1 Total] DESIGN/BUILD COST =$3,280,000 =FDOT bid award. Scheduled completion: 10/2011. Under construction. Completion date and construction cost may be revised due to claim by contractor in the amount of $1,516,137.12 and 246 days. (Note: City escrowed $1,516,512 with FDOT from project start per City-FDOT agreement.)

[2a] Total DESIGN COST = $36,993 including contingency. Project under design.
[2b] 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 Cost ($33,000) + 10% contingency ($3,300). These costs are variable until design, bid advertisement, and bid award are complete.

[3a] Total DESIGN COST =$84,620 including contingency. Project under design.
[3b] Estimated Total CONSTRUCTION COST =$1,160,500 = Construction Cost ($1,000,000) + 10% contingency ($100,000) & 5.5% Construction Administration Services Cost ($55,000) plus 10% contingency ($5,500). These costs are variable until design, bid advertisement and bid award are complete.

[4] When roads are identified for reconstruction, Public Works reviews other utility and traffic systems (water, wastewater, stormwater, pavement and road base, sidewalk, etc.) in the right-of-way for prudent upgrades and repairs to maximize return on investment.

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

Project Title: Rehabilitation of Water & Sewer Mains Systems

Department/Division: Public Works / Distribution & Collection

Project Description and Reason Necessary:

Water Mains System Rehabilitation: 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.**

Oceanside Park Area Water Main Replacement: Project includes replacing approximately 4,000 linear feet of existing galvanized water main with new PVC water mains on 7th Avenue South from 9th Street South to Gonzales Avenue; 8th Avenue South from 9th Street South to Gonzales Avenue; Upper 8th Avenue South from 4th Street South to 5th Street South; 9th Avenue South from 4th Street South to Gonzales Avenue; and 10th Place South.

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.

- Three (3) multi-infrastructure projects are described on the previous page and include: 1) the 9th St. S. Roadway and Infrastructure Improvements Project consisting of 2 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 & Water & Sewer Fund*): 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 is currently under design and may be combined with the Lift Station No.3 Project bid to ensure that the City provides its 45% match to utilize the full $485,000 EPA STAG grant.*

The City is deferring other water mains and sewer mains systems rehabilitation due to budgetary constraints caused by diminishing capital funds due to decreasing revenues.

Funding Sources: Water & Sewer Fund, EPA STAG Grant, portions unfunded

Project *(funding source)*	PRIOR	FY2012	FY2013	FY2014	FY2015	FY2016	Total
N. 2nd St. Sewer/Water/ Road Improvements (Federal STAG Grant & Water/Sewer)	$150,508[1a]	$2,321,000[1b]					$2,321,000
Water Main Replacement Oceanside Park Area[3a] (Design - W/S) *(Construction – W/S unfunded)*	$48,950[2a]	$349,965[2b]					$349,965
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	$199,458	$2,795,965	$125,000	$125,000	$125,000	$125,000	$3,295,965

[1a] Total DESIGN COST = $150,508.
[1b] Estimated Total CONSTRUCTION COST =$2,321,000 (Base Bid and Alternates) =Construction Cost ($2,000,000) plus 10% contingency ($200,000) and 5.5% Construction Administration Services Cost ($110,000) plus 10% contingency ($11,000).

[2a] Estimated Total Design Cost: = $48,950 = Design Cost ($44,500) plus 10% contingency ($4,450).
[2b] Estimated Total Construction Cost: = $349,965 = Construction Cost ($300,000) plus 10% contingency ($30,000) and 5.5% Construction Administration Services ($18,150) plus 10% contingency ($1,815).

[3] For over a decade Sewer Main System Rehabilitation projects, except where prudent in conjunction with an all systems upgrade in a right-of-way, have been on hold due to budgetary constraints and must be addressed in the future.

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

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 FY2013, subject to funding considerations. *See page 245 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 & Water/Sewer Fund. (Design underway. Program for construction in FY2012.)* 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.

  This project may be combined 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 will be updated to include the EPA STAG Grant requirements.

Other Lift Stations Needing Major Rehabilitation.

- **LS # 15:** *Recommended Funding Source – Water/Sewer Fund (Budgeting design in FY 2012 and construction in FY2013.)* 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.

- **LS # 1:** *Recommended Funding Source – Water/Sewer Fund. (Program for design in FY2014 & construction in FY2015)* 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 spectra shield coating, 4) new flow meter. City has recently installed new variable frequency drives and a used/refurbished generator.

- **LS #17**: *Recommended Funding Source – Water/Sewer Fund (Anticipate programming for FY 2016 thru FY 2020.)* The station is a duplex submersible pump station with two Gorman-Rupp submersible pumps located at 3351 Anhinga Court. The force main discharges to a manhole, which is located on Osceola Avenue at Merrill Boulevard, and then flows by gravity to Lift Station number 14. The lift station has an 8-foot diameter wet well, which has been coated with Spectrashield and appears to be in reasonably good condition. The control cabinet is deteriorated. Discharge piping is PVC with the exception of the discharge elbows, which are ductile/cast iron, and show signs of rust. Replace existing storm sewer pipe with larger piping and provide access and gate to lift station site.

Funding Source: Water & Sewer Fund, Federal EPA STAG Grant, portions unfunded

Project *(funding source)*	DIV/FUND	PRIOR	FY2012	FY2013	FY2014	FY2015	FY2016	Total
LS #3 (STAG Grant & Water/ Sewer)	PCP/ 420-0706	$45,257[1a]	$754,325[1b]					$754,325
LS #15 (Design-W/S) *(Construction-W/S unfunded)*	PCP/ 420-0706		$33,000[2a]	$348,150[2b]				$33,000 $348,150
LS #1 W/S (Design-unfunded (Construction-W/S unfunded)	PCP/ 420-0706				$82,500[3a]	$870,375[3b]		$952,875
Manholes (not capital)	D&C/ 420-0707		$20,000	$20,000	$20,000	$20,000	$20,000	$100,000
TOTAL		$45,257	$807,325	$368,150	$102,500	$890,375	$20,000	$2,188,350

[1a] Total DESIGN COST =Design Cost ($45,257). Completed.

[1b] Estimated Total CONSTRUCTION COST =$754,325 = Construction Cost ($650,000) plus 10% contingency ($65,000) and 5.5% Construction Administration Services ($35,750) plus 10% contingency ($3,575). Partial funding is anticipated from a $485,000 EPA STAG Grant requiring a 45% City match. Current design is being adjusted to meet the federal grant requirements.

[2a] Estimated Total DESIGN COST =$33,000 =Planning estimate placeholder =Design Cost ($30,000) plus 10% contingency ($3,000). These costs are extremely variable because design scope has not been detailed at this time.

[2b] Estimated Total CONSTRUCTION COST =$348,150 =Planning estimate placeholder =Construction Cost ($300,000) plus 10% contingency ($30,000) and 5.5% Construction Administration Services Cost ($16,500) plus 10% contingency ($1,650). These costs are extremely variable because design scope has not been detailed at this time.

[3a] 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.

[3b] 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.

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. The schedule in the agreement had all Short-Term and Mid-Term projects completed by 2014.

- **Short-Term Reuse Projects:** Completed.
- **Mid-Term Reuse Projects:**
  - Warren Smith Cemetery Connection & Kirkland Cemetery (new part) - completed.
  - New WWTF Reuse Related - under construction; projected completion-end 2011.
  - 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 cost.

Funding Sources: Water/Sewer Fund - unfunded at this time.

PROJECT *(FUNDING SOURCE)*	PRIOR	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Short-term:							
o Golf Course (west side)	$39,770						
o Golf Course (east side)	$67,273						
o Beach Blvd. to Warren Smith Cemetery	$26,696						
o Kirkland Cemetery (old part)	$2,465						
Mid-term:							
o New WWTF Reuse Related	$8,036,443[1]						
o Warren Smith	$10,000						
o Kirkland Cemetery (new part)	$2,564						
o Penman Park & Gonzales Park *(replaces Beach Blvd. Medians) (W/S – schedule suspense 2014)*			$117,095[2]				$117,095
o Additional Golf Course area *(W/S- schedule suspense 2014)*				$276,770[2]			$276,770
Long-term: *(beyond 2016)*							
Extend Reuse Main to South Beach Park Area *(estimated at $2.8M, CRA SE Redevelopment Dist. funding)*							
TOTAL	$8,185,211		$117,095[2]	$276,770[2]			$393,865

[1] These costs are included on the next page within the costs for the WWTF Project.
[2] These costs were extracted from Amendment 1 to City-SJRWMD Cost-Share Agreement and actual costs will vary.

Project Title: Master Plan to Upgrade the Wastewater Treatment Facility

Department / Division: Public Works / Pollution Control Plant

Project Description and Reason Necessary The construction of the City's upgraded wastewater treatment facilities is well underway and is scheduled for completion in FY2011. The new facilities will replace the existing wastewater treatment process system, which combines an activated sludge-contact stabilization plant (built 1969, renovated 1987) and a step-aeration plant (built 1988), which share a headwork's structure and effluent basins, and a 500,000 gallon capacity wastewater reclamation facility.

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.*

Funding Sources: Prior Years: 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.

Other Essential Wastewater Treatment Facility Improvements

- **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: This phase is underway. It consists of an investigative study and dialogue & negotiations federal/state agencies 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.
    - Phase 2: WQBEL testing, investigation, agency coordination, analysis of data collected, Engineering Report and Permitting.

- **4,000 Gallon Fuel Tank Replacement for Emergency Generator:** The City of Jacksonville Beach Pollution Control Plant owns and operates 13 diesel fuel storage tanks for operation of its standby emergency generators. One storage tank is located at the PCP Plant has been in service since the early 1990s. This tank was manufactured by *Recovault* and is used to supply our 500kw emergency generator with fuel in order to keep essential equipment on line during a power failure. When researching replacement tanks for two of our lift stations with old tanks, it was discovered that *Recovault* was out of business. Further investigation revealed that the reason they were out of business was due to a number of their tanks having catastrophic failures. A failure of a 4,000 gallon diesel fuel tank would be devastating environmentally and financially, disastrous from a public relations standpoint and would involve numerous government agencies including FDEP and EPA. Normally we would expect a minimum of a 20 year lifespan for a concrete above ground fuel storage tank. As this tank approaches its 20 year anniversary, PCP staff is not confident in its structural integrity due to *Recovault*'s past problems. *Convault* storage tanks have become the industry standard in pre-manufactured concrete fuel storage tanks. They are presently being used extensively by the City including sites at the Water Plant, Pollution Control Plant, and Beaches Energy Services. The cost of a replacement 4,000 gallon tank is approximately $50,000. A replacement tank, manufactured by *Convault* would ensure the safety of the environment, the public and city employees.

  Funding Source: Water & Sewer Fund

Project *(funding source)*	PRIOR	FY2012	FY2013	FY2014	FY2015	FY2016	Total
WWTF Upgrade + Odor Control System (DES – W/S) (CONST - various)	$1,452,830[1a] $21,435,542[1b]						
Study to Relocate WWTF Permitted Discharge Point – Phase 1 (W/S)	$54,164[2a]	TBD[2b]					
New 4,000 gallon fuel storage tank at PCP		$50,000					$50,000
TOTAL	$22,942,536	$50,000					$50,000

[1a] Total DESIGN COST =$1,452,830 =Actual (design complete.)
[1b] Estimated Total CONSTRUCTION COST =$21,435,542. Odor Control System was included by change order. Cost includes construction, contract administration, and contingency on both.
[2a] Estimated Total PHASE 1 STUDY COST =$54,164 including contingency. Phase 1 Study is underway.
[2b] 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 may increase by 30% to 40%

Project Title: Telemetry Upgrade (Water / Wastewater / Stormwater)

Department/Division: Public Works / Water Plant & Pollution Control Plant

Project Description and Reason Necessary:

The Divisions' telemetry systems currently uses Data Flow Systems (DFS) TAC II configuration operating in a Linux environment. The equipment and software, located at Water Plant 1 facilities and at the Pollution Control Plant facilities, have been in service for more than twenty years and have by all measure proven to be serviceable and durable. All updates that can be done to the current software have been done and it no longer meets today's needs. The frequency and cost of supporting the current software will increase significantly. DFS, in an effort to meet its clients' needs and demands has developed TAC III, a system that requires limited hardware and also operates in a Linux web-based environment. It is readily updateable and can be accessed and controlled trough wireless internet using a laptop or tablet.

The Divisions' telemetry needs to be upgraded. The manufacturer, Data Flow Systems, will provide software and some training at no cost, the projected cost of the improvements is $14,000 for each division (including labor and 10% contingency). While this amount is below the Capital Budget standard of $25,000, it is an upgrade to equipment within a system valued at more than $300,000.

Funding Source: Water & Sewer Fund

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Water & Sewer (WTP)	$14,000					$14,000
Water & Sewer (PCP)	$14,000					$14,000
TOTAL	$28,000					$28,000

Future Operating Budget Impact:

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Water & Sewer (WTP)	$675	$675	$675	$675	$675	$3,375
Water & Sewer (PCP)	$675	$675	$675	$675	$675	$3,375
TOTAL	$1,350	$1,350	$1,350	$1,350	$1,350	$6,750

Project Title: Roof Facade Upgrade at Water Plant #2 and Raw Water Wells #22 and #23; and Flat Roof and Appurtenances Replacement at Raw Water Wells #22 and #23

Department/Division: Public Works / Water Plant

Project Description and Reason Necessary:

For all sites (Water Plant #2, Wells 22 and 23) parapet mounted mansard style roof facades the project will include:

A: Aluminum Mansard Roof. The removal of all existing shingles and roofing fabric, repair or replacement of all damaged underlayment (subsurface sheathing) and substructure and the replacement of the exterior surface with a standing seam or batten/pan style aluminum roof system (Drexel Metals DMC 175S, or approved substitute). All ASTM (American Society for Testing and Materials) requirements for air and water infiltration will be applicable for the system.

B: Scuppers, and Down Spots. All replacement scuppers and down spouts will be fabricated from similar grade aluminum or stainless steel. Down spout finishes will be bonded to the metal in such a manner as to be considered permanent. The finish will have a 20 year non-prorated warranty provided by the manufacturer.

C: For Well 22 and Well 23 sites' flat roofs and appurtenances the project will include:

1. Roof: Removal of the existing roofing system and replacement membrane roofing system, Siplast Parapro Roof Membrane and Parapro123 Flashing, or approved substitute, designed to provide a minimum of 20 years of service.
2. Skylights: Removal of the existing units and their mounting systems. Installation of removable, leak proof, skylights and all associated appurtenances, American Skylites, or approved substitute. The units' frames are to be of such dimensions to prevent immersion during rainfall at a rate of 2" per hour with normal roof drainage.

Funding Source: Water and Sewer Fund

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Water & Sewer	$200,000					$200,000
Total	$200,000					$200,000

Future Operating Budget Impact:

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Water & Sewer	$0	$0	$0	$0	$0	$0

Project Title: Raw Water Well Flow Meter Upgrade

Department/Division: Public Works / Water Plant

Project Description and Reason Necessary:

In an effort to improve reporting of finished water flow, the Division has purchased and installed Magnetic Flow Meters (mag-meters). This increased the accuracy of the plant effluent numbers that are used in the Water Management District Consumptive Use Permit Audit as well as other reports. The units have no moving parts resulting in low maintenance and minimal usage of low voltage electricity, reducing damaging heat as well as lowering operational costs.

The Division plans to implement a flow meter replacement program at its other locations. Replacement of existing, old pressure differential and paddle wheel meters with magnetic meters will be incremental and based on budget year. The plan is to address the influent (raw) water source first, hopefully reducing the perceived losses between raw and finished water.

The City has 2 raw water wellfields comprised of 3 wells each. Each well has a meter and a fourth meter is located where the well flows combine. Thus, the 2 wellfields have a total of 8 meters. Over the next three years, it is planned to replace all 8 meters.

Funding Source: Water & Sewer

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Water & Sewer Utility		$25,500	$33,000	$22,000		$80,500
TOTAL		$25,500	$33,000	$22,000		$80,500

Future Operating Budget Impact:

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Water & Sewer	$0	$0	$0	$0	$0	$0
TOTAL	$0	$0	$0	$0	$0	$0

Project Title: Water Plant #2 Improvements (Osceola Ave.) *(from Southend Redevelopment District Master Plan)*

Department/Division: Public Works/Water Plant

Project Description and Reason Necessary:

- **Item (1): Construct Division Storage & Utility Building**

Water Plant #2 on Osceola Ave, was constructed in the early 1980's. It was designed as an unmanned, automated facility and as such had limited furnishings and storage. Water Plant #1 was built at its First Ave. S. location in the 1940s, replacing the original city water plant building, which is now occupied by Recue 71 ambulance and crew. Since that time, the Water Plant #1 facilities have all been demolished and replaced at least once. The last facility constructed was the 1,000,000 million gallon ground storage tank in 2004. The operations building with its personnel space was constructed in 1991.

Since the completion of the operations building design, the Water Plant Division daytime staffing level grew to meet the ever increasing water regulatory requirements and related compliance programs, to effectively maintain the refurbished and upgraded facilities, and to meet additional duties assigned to the Division (24 hour public works service calls, Stormwater Utility facilities operation & maintenance, and subsequently increasing stormwater regulatory environment & related compliance programs, etc.).

While the issue of having adequate space for the staff and staff safety has been burdensome, a greater problem is the lack of storage space for material and spare parts, as well as space to maintain hygienic separation between drinking water, stormwater and general maintenance activities. All potentially available storage space at both water plant facilities' locations have been converted to storage usage, and also two (2) small 12' by 18' metal storage buildings, located at Water Plant #2 , are used for parts storage (These are becoming extremely aged and deteriorated and need replacement.) Even so, the Water Plant #2 pump bay floor is now, and has been, the only space available for the welding equipment and supplies as well as portable electric tools and small parts storage. The stationary drill press and milling machine are also bolted to the floor in the pump bay.

This situation of a serious lack of storage space and maintenance space with overhead crane for the water facilities has been noticed repeatedly by the Department of Environmental Regulation (FDEP) at Annual Sanitary Inspections of our facilities. **They have issued corrective orders time and again for both performing heavy maintenance in an unmanned facility and improper use of Plant #2's pump room. It is critical that this situation be corrected by construction of a storage and utility building with overhead crane.**

Water Plant #2 is an excellent location for such a facility because it is on relatively high ground and is located adjacent to the South Beach Park Community Center and Fire Station. It is recommended that such a building be designed with disaster emergency dual use in mind and able to better withstand hurricane force winds and related flooding. As city forces return from a disaster emergency, it could be used for initial critical city-wide covered shelter, storage and maintenance, as city systems and facilities are repaired and brought back on line.

- **Item (2): Upgrade Emergency Power Generator & Install Generator Building**

The storage and utility building could share emergency power generation with the Water Plant #2 water production facilities. The existing generator will need upgrading to include correction of its low elevation, lack of sound attenuation and its generation capacity. A separate, self contained, sound attenuation building to house the emergency power generator, situated in close proximity to both facilities may be a very practical approach.

- **Item (3): Emergency Chlorine Scrubber**

Modify the existing chlorine storage facilities to allow the installation of an emergency chlorine gas dry type scrubber similar to the one that is being installed at the new Wastewater Treatment Facilities. *(Anticipate budgeting design in FY 2014 and budgeting construction in FY 2015.)*

Funding Source: CRA Southend Redevelopment District Tax Increment Fund (50%), Water & Sewer Utility Fund (50%); portions unfunded

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Items (1) & (2) Design						
SE-CRA (50%)	$17,622					$35,244
W/S (50%)	$17,622					
Construction (unfunded)						
SE-CRA (50%)		$292,635				$585,270
W/S (50%)		$292,635				
TOTAL	$35,244	$585,270				$620,514

[3a] Estimated Total DESIGN COST = Planning estimate placeholder = $35,244 = estimated Design Cost ($29,370) plus 20% contingency ($5,874) *Estimate is from the Southend Redevelopment District Master Plan*

[3b] Estimated Total CONSTRUCTION COST = Planning estimate placeholder =$585,270 =Construction Cost ($464,500) plus 20% contingency ($92,900) and 5% Construction Administration Cost ($23,225) plus 20% contingency ($4,645). *Estimate is from the Southend Redevelopment District Master Plan. Percent funding by fund type may vary and will be updated as design nears completion.*

Future Operating Budget Impact: Not to exceed $3,600 annually for utilities and phone.

Fund	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Water & Sewer *(WTP)*	$3,600	$3,600	$3,600	$3,600	$3,600	$18,000
TOTAL	$3,600	$3,600	$3,600	$3,600	$3,600	$18,000

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.)

Project Area	Current Status
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.)**
9th Street South	Project divided into 2 separate projects as explained previously on **Road & Associated Infrastructure Improvements Program** (page 237)
Lake Mildred Area	Project construction awarded on 3-21-2011.
Constitution Cove Area	Project is awaiting final completion of study phase. Due to discussion between city staff and consultant, City is planning to implement maintenance work at this time to alleviate drainage issues. Additional work may be necessary in the future.
Ocean Forest Area	Project is awaiting final completion of study phase.
4th Street South (1st Ave. S. to 6th Ave. S.)	Project may be designed at a later date. Other existing City utilities/infrastructure along this corridor will also be considered.

Central Basin De-Siltation Canal Improvements: The Central Basin de-siltation canal is a wet-detention Stormwater Management Facility located along the south side of 12th Avenue South from 4th Street to 10th Street. This Canal was constructed in 1993 as part of a major improvement project for the Central Basin drainage area. The Stormwater Management Facility acts as a sediment trap and provides treatment volume. The normal water elevation of 2.0 feet is controlled by two (2) 3" bleed-down pipes. The water treatment elevation is controlled by an 80 foot wide concrete weir. This facility provides stormwater treatment credits for approximately 26.88 acres of impervious area. This treatment was never assigned to any construction project.

The project includes: Lowering the normal water elevation in the canal by approximately 2 feet dependent upon the mean high tide level. This will increase the stormwater treatment credits by approximately twenty-one (21) acres of impervious area. The existing stormwater pumps could be utilized to discharge the stormwater treatment volume in the time required by Water Management District. Some modifications in the electrical control system and the level detection system will be

necessary, and a more in depth study will be required to evaluate these changes. Also, two new bleed-down pipes could be installed at the proposed normal water elevation, and the existing bleed-down pipes could be plugged and abandoned.

These modifications should result in a reduction of the pond high water elevation for the 5-, 10- and 25-year storm event with no significant impact on the other components of the stormwater system. In addition, this will also reduce the amount of surcharge in the collection system, thereby improving the function of the system and reducing the amount of sediment collected in the system.

St. Johns River Water Management District (SJRWMD) Permit Evaluation:

As part of the evaluation of the Central and South drainage basins, the City's engineer consultant firm researched all the current St. Johns River Water Management District (SJRWMD) permits (city and private) to determine which sites contained their own treatment facilities and which ones utilized the Central Basin De-siltation Canal, the South Basin De-siltation Canal, the Golf Course pond system or the Osceola Avenue Regional Pond for treatment. The SJWRMD permit for the Downtown Redevelopment Area proposes that if new projects in this area exceed the 80 percent impervious limit then the site must provide "on-site" treatment for the difference.

The Central and South Drainage Basins should be permitted as one drainage basin under one permit. Since the two basins are already interconnected at 3rd Street South (A1A) and Osceola Avenue, the two basins can be considered as one basin. A SJRWMD permit will be required for modifications to the existing systems.

The proposed Master Stormwater Management system will meet design and permit requirements to provide stormwater treatment credits that can be used for future projects. The available treatment credits provided should only be used on City projects. Private projects should be required to provide their own "on-site" treatment system. A Drainage Connection Permit will be required for any modifications to the FDOT drainage systems and thus requires compliance with FDOT Rule 14-86.

Central/South Stormwater Basins: This is a multi-year program to rehabilitate & improve these two primary stormwater retention facilities & conveyance systems to the west for stormwater collected south of Beach Blvd. The Central Basin facilities are located at 9th St. S. & 12th Ave. The South Basin facilities are located at JT Butler Blvd. & South Beach Parkway.

- **FY2012:** Central Basin erosion control project west of the weir wall. Turbulence related to flow over weir and from pumps at the co-located stormwater pump station has caused serious erosion downstream to include undermining the intersection of 10th St. S. and 12th Ave.
- **FY2013:** Construction of valve operator deck and installation of valves at the Central facility; installation of level controls at the Central & South facilities, fabrication & installation of safety/maintenance catwalk at the South facility weir, fabrication & installation of sampling platform & access at the South facility, and fabrication & installation of debris collection & removal system at the South facility, eastside of South Beach Parkway.

Funding Sources: Stormwater, Southend Redevelopment Tax Increment Fund, portions unfunded

PROJECT & *FUNDING SOURCE*	PRIOR	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Lake Mildred Stormwater Pump Station (SW)	$92,154[1a] $525,525[1b]						$0
Ocean Forest Stormwater (Design-SW) (Construction-SW)	$167,000 *study*			$50,000[2a]	$522,225[2b]		$572,225
Ocean Forest Stormwater *(Design-SW unfunded) (Construction-SW unfunded)*					$50,000[2c]	$522,225[2d]	$572,225
Constitution Cove Stormwater (SW)	$112,380 *study*						$0
Central Basin Erosion Control (Design – SW) *(construction SW-unfunded)*	$31,228[3a]	$348,150 [3b]					$348,150
Central Basin De-Siltation Canal (SW)			$100,000				$100,000
Central/South SW Basins (SW / SE- CRA)			$355,000				$355,000
Merge Central/South Basins Permit (SW / SE-CRA)			$50,000				$50,000
4th Street South (1st to 6th Ave. S.) (SW)				$100,000[4]			$100,000
TOTAL	$928,287	$348,150	$505,000	$150,000	$572,225	$522,225	$2,097,600

[1a] Total DESIGN COST = $92,154
[1b] Total CONSTRUCTION COST = $525,525 = CONSTRUCTION COST ($455,000) plus 10% contingency ($45,500) and 5% Construction Administration Services Cost ($$22,750) plus 10% contingency ($2,275).
[2a] Estimated Total DESIGN COST (Phase I) = $50,000 = Planning estimate pending study completion.
[2b] Estimated Total CONSTRUCTION COST (Phase I) = $ 522,225 = Construction Cost ($450,000) plus 10% contingency ($45,000) and 5.5% Construction Administration Services Cost ($24,750) plus 10% contingency ($2,475).
[2c] Estimated Total DESIGN COST (Phase II) = $50,000 = Planning estimate pending study completion.
[2d] Estimated Total CONSTRUCTION COST (Phase II) = $522,225 = Construction Cost ($450,000) plus 10% contingency ($45,000) and 5.5% Construction Administration Services Cost ($24,750) plus 10% contingency ($2,475).
[3a] Total DESIGN COST =$31,228.
[3b] Estimated Total CONSTRUCTION COST = $348,150 = Construction Cost ($300,000) plus 10% contingency ($30,000) and 5.5% Construction Administration Cost ($16,500) plus 10% contingency ($1,650).
[4] Estimated DESIGN COST = Planning estimate since scope has not been defined.
[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.

Glossary

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

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 trough 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.

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.

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 Commisssion

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.

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

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

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.

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.

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