

City of Jacksonville Beach

Annual Budget Book

Fiscal Year 2019-2020



City of Jacksonville Beach Annual Budget



Fiscal Year ending September 30, 2020

City of Jacksonville Beach Officials:

Mayor: Charlie Latham

Councilmembers: Chris Hoffman Seat 1, At-large
Phil Vogelsang Seat 2, At-large
Keith Doherty Seat 3, At-large
Cory Nichols Seat 4, District 1
Georgette E. Dumont Seat 5, District 2
Sandy Golding Seat 6, District 3

City Manager: Mike Staffopoulos

Department

Directors: Steven B. Sciotto Interim Chief, Fire Department
Gene P. Smith Chief, Police Department
Allen Putnam Director of Beaches Energy Services

Ann Meuse Director of Human Resources
Jason Phitides Director of Parks & Recreation
Bill Mann Director of Planning & Development

Karen Nelson Interim Director of Public Works
Ashlie K. Gossett, C.P.A. Chief Financial Officer

City Clerk: Laurie Scott

City Attorney: Chris Ambrosio

Working Together: Committed to the Citizen

2020 Annual Budget

Table of Contents

<i>City Officials</i>	
<i>Table of Contents</i>	
<i>Distinguished Budget Award: 2018-2019</i>	
Budget Message and Summaries of Changes in Revenues and Expenditures	i
Community Profile	1
Budget Overview:	
Form of Government	11
Goals	12
City Services	14
Budget Process	16
Budget, Accounting & Financial Policies	19
Fund Accounting	27
Organization Chart	34
Expenditure Summary by Business Plan and Fund	35
Business Plans:	
Executive and Legislative	37
Community Redevelopment Agency	49
Planning & Development	61
Parks & Recreation	69
Public Works	91
Police	109
Fire	121
Beaches Energy Services	131
Finance	149
Human Resources	159
Funding Sources	171
Budget Summaries	189
Major Funds	190
Other Funds	198
Authorized Positions	202
Capital Outlay Detail	204
Debt and Capital Projects	206
Transfers to/from Other Funds	211
Capital Improvement Plan 2020-2024	213
Beaches Energy Services	216
Finance	244
Police & Fire	257
Parks & Recreation	263
Community Redevelopment Agency	271
Public Works	281
Glossary	307



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Jacksonville Beach
Florida**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Jacksonville Beach, Florida, for its Annual Budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

City of

Jacksonville Beach

City Hall

11 North Third Street

Jacksonville Beach

FL 32250

Phone: 904.247.6268

www.jacksonvillebeach.org

The 2020 Annual Budget and Capital Improvement Plan adopted by City Council on September 16, 2019, keeps the millage rate steady at 3.9947 mills. The total adopted budget of \$163,892,602 is less than 1% higher than the 2019 budget while offering the same level of service as the prior year. The City's annual budget determines the manner in which services will be provided to the community during the coming year, and its adoption is one of the most important actions considered by the Council.

Major budgeted items include:

- ❖ Continued replacement of the City's business application software
- ❖ Continued infrastructure improvements – Rebuild sewer lift stations and replace water and sewer lines
- ❖ Electric improvements – Add a substation transformer; upgrade transmission and distribution system to continuously improve reliability
- ❖ Facilities maintenance programs that keep City buildings in good condition and maintains a positive impression with our citizens
- ❖ Enhanced maintenance programs in the highly utilized Downtown redevelopment district and South Beach Park areas to preserve family friendly, well-kept gathering places

ECONOMIC AND DEMOGRAPHIC INFLUENCES

Both state and local economic outlooks remain stable. Florida's economy continues to grow at a rate above the national average, however, economists are predicting our growth will slow in FY20. Improvements are noted in job prospects, tourism, and personal income. However, economists note that Florida's average annual wage remains below the US average. Despite the fact that we have job growth, the types of jobs being added, primarily in the accommodation and food services sector, have the lowest average annual wages.



This year Jacksonville Beach property values increased by \$215 million or 5.9%; which includes new construction of \$26 million. It took almost a decade for property values to recover, and exceed, their pre-recession peak in 2008. Distressed sales continue to drop as a percentage of overall sales however, residential credit for home purchases remains somewhat difficult for consumers to access.

Another trend with implications for the future is changes in population demographics. By 2030, Florida's population is projected to grow by 5.6 million; its older population (age 60+) is expected to account for 61.2% of the gains. The City's workforce is reflecting this trend as Baby Boomers become eligible for retirement, making it important to plan for the transition and develop the next generation of the City's workforce leaders. It has also become important to create opportunities for growth and learning through mentorship and training as our workforce changes. (source: **Florida: An Economic Overview, August 26, 2019**, The Florida Legislature Office of Economic and Demographic Research, <http://edr.state.fl.us>)

BUDGET CONCERNS AND UNCERTAINTIES

- Rising Pension Costs
 - Update rate of return assumptions based on actuary recommendations
 - Annual cost (FY2020) greater than pre-pension reform (FY2014)
- Competitive Wages
 - FOP contract 2018
 - Fire contract (approved 2019, retroactive to 2017)
 - LIUNA contract re-opens 2019
 - Pay study in process for non-represented and LIUNA employees
- Sunsetting of Infrastructure Surtax (Better Jax Beach) in 2030
- Negative impacts of future State Legislative actions
- Unfunded mandates (state and federal)
- Changing regulatory framework for utilities
- Deferred maintenance on City assets (utilities/facilities)
- Unforeseen weather events, such as hurricanes, pose a tremendous financial liability to the City

CITY COUNCIL PRIORITIES

The City Council has five areas that they have chosen as priorities:

- Sound Financial Management
- Public Safety
- Parking
- Business Growth
- Community Building

The 2020 budget continues to provide funding for programs, projects and events that further these priorities. For the status of programs related to these priorities, please see the Executive and Legislative section of this document, pages 38-39.

SOUND FINANCIAL MANAGEMENT

The budget process begins with the preparation of the 5-Year Capital Improvement Plan. Preparation of this plan starts with 5-year revenue projections for every major fund and a number of other, smaller funds that are used to pay for major projects or repairs. Departments identify projects to be included in the plan (minimum cost is \$25,000) along with estimated costs. Revenue estimates are then matched to the cost estimates, and the project list is adjusted based on the revenue expected to be available to pay for those projects. This practice focuses attention and resources on expensive items separately from the operating budget and helps to alert managers to possible revenue deficiencies that may need to be addressed. Projects are not included in the plan if the revenue stream will not support the department's projected total operating and capital costs over the five-year period.

Due to consistent, sound financial management and conservative spending practices, the City of Jacksonville Beach has been able to weather economic downturns by limiting the rate of increases in spending and hiring, by maintaining adequate reserves, and by acting early to reduce spending and authorized positions when conditions make it necessary.

PUBLIC SAFETY

The Downtown CAPE, funded by the Community Redevelopment Agency (CRA), is an innovative community-policing program comprised of eleven officers dedicated to the City's popular Downtown entertainment district, which enables them to interact closely with business people, residents and visitors and focus on issues of public safety and quality-of-life crimes. This group also provides "responsible vendor training" to businesses in the downtown area that serve alcoholic beverages.



The Police Department's Citizen Police Academy, its Alumni Association and the Citizens on Patrol programs all contribute to public safety efforts by educating participants about police operations and responsibilities and providing

participants an opportunity to get involved in public safety. Volunteers in these programs continue to be a great asset to the Police Department and the community, providing about 11,620 hours of service to the department in 2018, the approximate equivalent of 5 full time positions.

Though the City will be contracting out its Fire Suppression and Rescue Services to Duval County, we will retain the Fire Marshall's office and we will continue to provide services such as child safety seat installation, inspection, and education. The department holds general inspections every 1st and 3rd Saturday of the month, or anyone may make an appointment free of charge.



Other public safety programs funded in this budget include firearms and bicycle safety, neighborhood watch and DUI prevention, fire prevention and hurricane preparation.

PARKING



Issues related to parking in the downtown and adjacent residential areas have been the subject of discussion for a number of years. The Police Department, working with downtown businesses, developed a 2-hour parking program in designated downtown areas. This program is ongoing, with the goal of moving those

seeking long-term parking to the City's parking lots with 2-hour spaces available for downtown visitors seeking short-term parking options. Parking spaces at various locations throughout the City are marked as being specifically reserved for low-speed vehicles. In addition, the hours of operation for paid parking were successfully implemented with the input of the downtown business community. The paid parking program continues to be successful along with the additional security it brings to the parking lots.

A new surface parking lot at 2nd Street North between 3rd and 4th Avenues was completed in 2018. This location provides 92 vehicle and 3 low speed vehicle parking spaces as well as 23 dual bike racks.

BUSINESS GROWTH

Because the City is largely built out, business growth is predominately seen in the redevelopment of existing commercial properties. A \$52.5 million project began in 2019 to build the *Margaritaville* hotel on Jacksonville Beach oceanfront, located at 715 N. First St. Developers will construct an eight story, 202 room, full-service hotel which will feature food and beverage options, an outdoor pool and recreation area. Additionally, a \$10.5 million project began in 2019 to build an *Elements by Westin* hotel, located at 7 S. Third St. Developers will construct a three-story, 80 room, extended stay hotel which will feature larger guest rooms with fully equipped kitchens, an outdoor pool, and a fitness center. Other commercial activity includes a new *Whole Foods Market*, the grocer's second location in Jacksonville, located in the recently renovated Pablo Plaza. The addition of this store has been highly anticipated and is expected to bring additional traffic to the shopping center.

Concurrent with the permitting of these and other new projects, staff worked with the Community Redevelopment Agency’s consultants, *Dix.Hite + Partners*, on completing the *Downtown Action, Implementation, and Management Plan*, outlining the next steps in implementing the City’s adopted Downtown Action Plan. Elements from the Action Plan proposed for further development and implementation within the downtown area include;

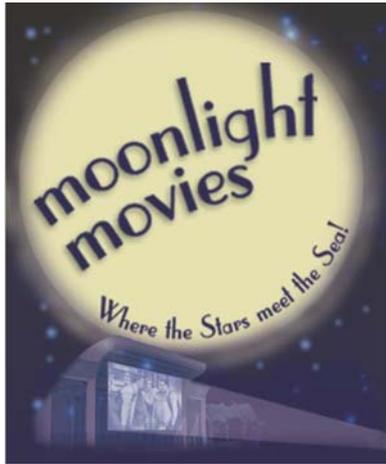
- Brand standards
- Public art
- Bicycle parking
- Lighting
- Site/Street furnishings
- Wayfaring signage
- New design for the Public Fishing Pier entryway at 4th Avenue North

Beaches Energy continues to offer a commercial lighting retrofit/upgrade rebate program. Interior commercial lighting upgrades may be eligible for a rebate of \$150 per kilowatt reduction over its existing lighting up to a maximum of \$2,500. The rebate helps our commercial customers reduce the cost of lighting upgrades that will help reduce their monthly energy costs.

The Golf Course re-opened in November 2018 after an extensive renovation project which included rebuilding all greens, extending the driving range by 30%, modifying course layout to enhance playability and improve safety, and other improvements. Since re-opening, our rounds of play have exceeded expectations and we are poised for continued growth.

The design for Penman Road commercial area roadway and associated infrastructure improvements is set to begin this year. Plans centered on the 15th Avenue North intersection with north-south limits of 12th to 18th Avenue North will address sidewalks, curbing, driveway access, pedestrian crossing, and other necessary public works infrastructure improvements. All three Beach communities (Jacksonville, Neptune, and Atlantic) have passed resolutions supporting a “complete street” concept for the entire corridor. Additionally, Duval County budgeted \$183,000, in its Fiscal Year 2020 CIP, for pedestrian safety improvements to the corridor.

COMMUNITY BUILDING



Our residents are engaged in a variety of cultural, social, service and recreational activities. As a local government, part of our business is to provide attractive, inviting spaces that create opportunities for community events and neighbors to gather. Special events are one way we create opportunities for people to connect. The budget funds the City-sponsored Moonlight Movies, the annual Beaches Parade and Fourth of July fireworks. Along with the management of those City-sponsored events, the budget pays for

staff time to provide logistical support to the large number of private organizations that use City facilities for privately sponsored events and fundraising/awareness events. A partial list of these events is in the Parks and Recreation business plan. The department also provides logistical support for the large number of adult and youth sports leagues that keep the Wingate Park sports complex very busy for most of the year.

It is also important that we continue to keep all City parks and facilities well maintained. The budget includes funding to inspect City facilities regularly and schedule appropriate maintenance when it is needed. In addition to continued funding for the City's program of



infrastructure improvements, the 2020 budget includes funding for major building systems replacement projects, cemetery maintenance, additional tree trimming, and new sidewalks in various parts of the City. The Public Works budget includes funding for beach and downtown cleanup, dumpster enclosures and street sweeping to keep Jacksonville Beach clean, debris-free, and beautiful.

Another way the City is working to build community is by encouraging more community participation. We are holding more workshops, using a variety of techniques designed to make participants more comfortable discussing sometimes politically divisive issues with the goal of obtaining as much thoughtful feedback as possible. Recent amendments to our ordinance code regarding short term rentals, and alcohol sales are examples of City actions that relied on a great deal of citizen participation. Additionally, the creation of a Communications Manager position in the Fiscal Year 2020 Budget will further assist with our efforts to encourage community participation.

Each year, following the development of the proposed budget, the City holds a budget showcase, four budget review workshops, and two public hearings. This requires a significant investment of time on the part of the City Council, City staff, residents and business owners who participate in these meetings. We would like to thank everyone who gives their time in order to improve the outcome of these processes.

Sincerely,



Mike Staffopoulos
City Manager



Ashlie K. Gossett
Chief Financial Officer



Alberto J. "A.J." Souto
Budget Officer

Summary of Changes in Fund Balance, Revenues and Expenditures:

Budget Development:

Revenues used to develop the budget were projected (see Funding Sources tab) based on estimates from the State of Florida, Duval County Property Appraiser, current contracts, interlocal agreements, prescribed formulas and five-year cash flow projections. The estimate for property taxes was based on an assumption of a small increase in property values and no change in the millage rate (\$3.9947 mills).

Once the initial revenue estimates were made, expenses were estimated and instructions to departments were developed.

1. Payroll was projected consistent with negotiated union contracts. The projection assumed there would be no vacancy in any authorized positions. Pension costs estimated by the pension funds' actuary were incorporated into the payroll projection.
2. The cost of energy was estimated based on historical consumption patterns, and projected pricing from the Florida Municipal Power Agency, from which Beaches Energy purchases all of its power.
3. The cost of all insurance for property, liability, workers comp and health insurance was estimated based on recent rate history and the City's experience rates.
4. Capital outlay for items or projects costing more than \$25,000 was budgeted as shown in the 5-Year Capital Improvement Plan. The development of this plan along with the identification of project funding sources is a separate process completed prior to the development of the operating budget, which streamlines the incorporation of high-cost projects into the proposed budget.

Fund Balance – Unrestricted and All Other:

The City divides its funds into categories of major and nonmajor to comply with criteria established by governmental accounting standards (GASB 34). Close to 80% of 2020 budgeted revenue and expense can be found in the City's five

major funds. Of the City's fund balance, about two-thirds is restricted or has some kind of limitation on how it can be used. In conjunction with the implementation of GASB 54, the City adopted Resolutions #1887-2011, #1890-2011 and #1934-2014, to specify its fund balance classifications and permitted uses in the General Fund and in all capital projects funds. Many other funds have legal limitations on the use of any revenues deposited into the funds, for example, special revenues, grants, forfeiture and seizure funds, and pension funds.

Ending Fund Balance	Unrestricted	All Other	Total Fund Balance	% of Total
General Fund	\$183,183	\$10,570,629	\$10,753,812	4.0%
Redevelopment	-	43,315,892	43,315,892	16.0%
General Capital Projects	-	5,592,512	5,592,512	2.1%
Electric	56,289,779	8,224,765	64,514,544	23.9%
Water & Sewer	23,350,400	1,401,498	24,751,898	9.2%
Total Major Funds	79,823,361	69,105,296	148,928,657	55.1%
Nonmajor Governmental	8,529	7,446,235	7,454,764	2.8%
Nonmajor Enterprise	9,893,087	-	9,893,087	3.7%
Nonmajor Internal Service	3,623,893	-	3,623,893	1.3%
Nonmajor Pension	-	100,293,145	100,293,145	37.1%
Total Nonmajor Funds	13,525,509	107,739,380	121,264,888	44.9%
TOTALS	\$93,348,870	\$176,844,676	\$270,193,546	100.0%
Percentage of total Fund Balance	35%	65%	100%	

Budgeted Changes in Fund Balance:

General Fund: Since budgeted revenues are equal to budgeted expenses, there is no projected change to fund balance in the General Fund. Of the \$10.6 million of fund balance classified as "All Other", about half has been committed for revenue stabilization and half has been assigned for emergencies and unanticipated events as described in Resolution #1887-2011, #1890-2011 and #1934-2014.

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 design and construction of projects that have been approved by the Community Redevelopment Agency. Project budgets are adjusted once a bid has been awarded. The use of fund balance is restricted by

Florida Statutes to be spent in the redevelopment district for purposes specified in its adopted redevelopment plan. The construction bid for Phase 3C, Project 2 (11th Ave S to 13th Ave S from 3rd Street to the beach street ends) was awarded in February 2018 for \$11 million. This is one of the largest public infrastructure projects ever undertaken in the City, reconstructing water, sewer, and stormwater systems as well as nearby streets, avenues, and alleyways. An estimated 600 days is needed to complete this project.

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 borrow for such projects. Funding is primarily from transfers from other funds, interest earnings and occasional grants that the City may receive for such projects. Because the type and cost of these replacements varies from year to year, this budget can show big swings in expenses. This fund's FY 2020 primary source of budgeted revenue is an \$850,000 transfer from the General Fund for the following:

- Fire truck replacement reserve (\$75,000)
- Heavy vehicle equipment replacement reserve (\$100,000)
- Major building system replacement projects (\$325,000)
- Parks maintenance and heavy equipment replacement reserve (\$100,000)
- Radio system replacement reserve (\$100,000)
- Information technology improvements (\$150,000)

Additional funds for the major building system and information technology replacement projects will come from the Electric Fund (\$183,000), Water and Sewer Fund (\$126,000), and the Leased Facilities Fund (\$102,000). Part of the cost of computer replacements (\$75,000) and other IT equipment (\$50,000) included in the information technology master plan will come from the Lease Facilities Fund. Also budgeted are transfers from Information Systems (\$50,000) to accumulate money to pay for future equipment replacements.

Major budgeted capital expenses are for computers (\$69,968), core routers (\$150,000), public safety radios (\$161,000), and major building system replacements such as roofs and HVAC units (\$332,000). The use of these fund balances is assigned by Resolution #1887-2011, #1890-2011 and #1934-2014 to be used to pay for major repair and replacement of equipment and facilities.

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 March 2010, Beaches Energy has steadily reduced the residential electric rate for the first 1,000 kilowatt hours of electricity to \$113.91, \$27 less than the rate at that time. Beaches Energy continues to meet its goal of keeping its rates below the State average. Fund balance is projected to decrease as the utility undertakes several large infrastructure improvement projects to modernize transmission and substation equipment (\$6.7 million). As the City prepares to retire the utility debt in 2020, capital improvement plans are prepared on a “pay as you go” basis. Fund balance will fluctuate as projects are planned and executed. Restrictions on fund balance in the Electric Fund exist to set aside balances required by bond covenants and for customer deposits.

Water & Sewer Fund: In early 2012, the City engaged a consultant to update the last water and sewer rate study and instituted 7.5% rate increases through 2014, with CPI increases thereafter. The rate increase was adopted to pay for needed water and sewer system improvements. The additional funding is enabling Public Works to move forward with projects in 2020 that include improvements to water and sewer mains, sewer lift stations, and extensions to reuse mains. Expanded programs for water valve and sewer system maintenance are also included in the budget. Restrictions on fund balance exist in compliance with bond covenants. Descriptions and estimated costs of identified projects are included in the Capital Improvement Plan.

Major Fund or Nonmajor Fund Type	Revenues 2020	Expenses 2020	Budgeted Change in	
			Fund Balance	% Change
General Fund	\$24,027,407	\$24,027,407	(\$0)	0.0%
Redevelopment	9,507,237	2,236,735	7,270,502	20.2%
General Capital Projects	1,401,000	2,097,194	(696,194)	-11.1%
Electric	82,113,996	87,901,099	(5,787,103)	-8.2%
Water & Sewer	14,705,017	13,265,003	1,440,014	6.2%
Total Major Funds	131,754,657	129,527,438	2,227,219	1.5%
Nonmajor Governmental	2,836,377	1,853,060	983,317	15.2%
Nonmajor Enterprise	9,989,771	11,288,175	(1,298,403)	-11.6%
Nonmajor Internal Service	13,268,599	13,268,599	-	0.0%
Nonmajor Pension	12,079,260	7,955,330	4,123,930	4.3%
Total Nonmajor Funds	38,174,008	34,365,164	3,808,844	3.2%
TOTALS	169,928,665	\$163,892,602	\$6,036,063	2.3%

Nonmajor Governmental Funds: Nonmajor governmental funds have dedicated revenues from taxes, grants, bond proceeds, or fines and confiscations. Revenues can vary greatly from year to year, as can the related spending in funds where the revenues are required to be spent on new equipment or programs. Ongoing grant funding for continuing programs such as the Carver Center (partial funding from the Community Development Block Grant), and police overtime for the Community Response Team (partial funding from a Justice Assistance Grant) has been decreasing. The budgeted increase in nonmajor governmental funds can be attributed to an accumulation of funds in the Half-Cent Infrastructure Surtax Fund (\$250K) for street maintenance, and in the Infrastructure Capital Projects fund (\$450K) for the Phase 3D Project within the Downtown Redevelopment District.

Nonmajor Enterprise Funds: The primary reason for the decrease in nonmajor enterprise fund balance is primarily due to increased capital expenses in the Stormwater Utility fund of (\$800K) for beach outfalls, and (\$368K) for 10th Street South project . Additionally the Golf Course Fund projects a modest decrease due to higher capital outlay costs.

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, information systems, purchasing, human resources, and risk management (insurance). Budgeted revenues in internal service funds also represent budgeted expenses in the City's other 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.

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 2020 by about \$4.1 million. All of the pension fund balances are restricted to make payments for current and future retirees.

Revenues by Category:

Revenues	ALL FUNDS			
	Original Budget 2019	Adopted Budget 2020	Increase (Decrease)	% Change
Taxes	\$25,716,265	\$25,474,215	(\$242,050)	-0.9%
Permits & fees	595,700	599,900	4,200	0.7%
Intergovernmental	4,372,028	4,618,715	246,687	5.6%
Charges for services	117,292,297	118,168,860	876,563	0.7%
Fines & forfeitures	232,500	222,500	(10,000)	-4.3%
Interest & other	14,253,153	15,000,059	746,906	5.2%
Transfers in	6,000,218	5,844,417	(155,801)	-2.6%
Total Revenues	\$168,462,161	\$169,928,665	\$1,466,504	0.9%

Taxes: The City made no changes to the millage rate in 2020. The decrease is attributable to the 50% reduction in the tax increment of the South Beach Redevelopment District. While the reduction produced increased tax revenues for our General Fund, it resulted in an overall reduction to our tax collections due to amounts once slated for the South-end being remitted back to Principal taxing authority (Duval County). The majority of this decrease was offset due to an uptick in property values which added \$652,101, and the proposed reduction of 50% to the South Beach Redevelopment District which added \$718,157 in the General Fund.

Permits & fees: Building permits make up the largest part of this revenue. Estimates were based on prior year collections and known major construction projects beginning in this fiscal year.

Intergovernmental: Intergovernmental revenue comes primarily from tax revenues that are collected by the State and distributed to counties and cities. The revenue is budgeted based on estimates from the Florida Department of Revenue's Office of Tax Research and recent receipt history. Projected increases in half-cent sales taxes drive this category's overall increase. Grant revenues, while not significant in the 2020 budget, are also included in this category. Grant revenues are budgeted based on a formal grant award that has been accepted by the City Council.

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 Fund budget (69% of this category) contains a small reduction in revenue estimates based on rate reductions

adopted in 2019. With the exception of Water & Sewer rates, all other City utilities' rates are expected to remain stable. Water and Sewer rates will increase by the percentage change in CPI on October 1. The CPI rate increase is intended to enable revenues to keep up with increases in the cost of on-going projects to rehabilitate the water and sewer system.

Fines & forfeitures: The budget anticipates a modest decrease in revenue from parking violations and bad check fees based on recent history.

Interest & other: Interest earnings and gains on electric fund and pension fund investments are expected to increase over the prior year.

Transfers in: The 2019 budget contained a transfer of \$150,000 to provide partial funding for golf course operations if needed when the course reopened after the renovations were completed. This transfer was not needed in FY 2020.

For additional information on revenues, please refer to both the Funding Sources and Budget Summaries sections of this document.

Expenditures by Category:

Expenditures by Category	ALL FUNDS			
	Original Budget 2019	Adopted Budget 2020	Increase (Decrease)	% Change
Personal Services	\$32,317,576	\$34,669,503	\$2,351,927	7.3%
Operating-Energy	62,907,387	60,502,600	(2,404,787)	-3.8%
Operating-All Other	41,543,892	42,818,965	1,275,072	3.1%
Capital Outlay	14,885,372	15,591,884	706,512	4.7%
Debt Service	4,914,626	4,453,100	(461,526)	-9.4%
Grants to Others	12,133	12,133	0	0.0%
Transfers out	6,000,218	5,844,417	(155,801)	-2.6%
Total Expenditures	\$162,581,204	\$163,892,602	\$1,311,397	0.8%

Personal Services: The 2020 payroll budget increase is attributable to several factors. The Police and Fire union contract includes an annual increase of 4% in addition to annual merit evaluations for officers. City pension contribution costs grew by \$277,629 and health insurance increased by an estimated 5%. Several positions were also added and amended:

- o Communications Manager to the City Manager's Office;
- o City Attorney position (the divisional budget does not change because the addition of personnel costs was offset by a reduction in professional services.);

- Fats, Oils, and Grease (F.O.G.) Program Manager and a Sanitation Contract Compliance Inspector to the Public Works Department;
- A total of three part-time positions were converted to full-time in the following Departments: City Clerk's Office, Parks and Recreation - Ocean Rescue, and Police – Records.

Operating-Energy: The City's utility, Beaches Energy Services, serves about 35,353 electric and 295 natural gas customers in Jacksonville Beach, Neptune Beach, Ponte Vedra, and Palm Valley. This year, the utility's budget includes \$59.2 million for the purchase of electricity from its supplier, Florida Municipal Power Agency whose primary fuel for generation is natural gas. Due to continued low natural gas prices and static consumption, costs are expected to be level. Any savings in the cost of power are returned to our customers through reductions in the power cost portion of their rate. Since March 2010, that rate has fallen by \$27 per 1,000 kilowatt hours, saving residential customers, on average, between \$200 and \$300 per year.

In June 2010, Beaches Energy Services began the construction of a natural gas distribution system. The system, primarily designed to serve commercial customers, began operation in 2011 and currently serves about 295 customers. As this system continues to grow, consumption is expected to increase. Budgeted costs for this service include \$1.2 million for the cost of natural gas.

Operating-All Other: Each year departments are tasked with holding operating budgets flat, without looking at reductions in service. For FY 2020, Departments were permitted modest increases to account for the increased costs of providing service. Notable changes in 2020 are:

- Increased roadway maintenance of \$250,000 in the Half Cent Infrastructure Tax Fund
- Increased costs in our nonmajor enterprise funds such as: \$206,000 for Golf Course operations, and \$104,000 in the Leased Facilities fund

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. Redevelopment projects will be budgeted upon completion of design and after the project bids have been awarded by Council. The timing of major projects and purchases explain the year over year variances. An itemized list of budgeted 2020 capital outlay can be found in the

Budget Summaries section; descriptions of larger projects planned for completion between 2020 and 2024 can be found in the Capital Improvement Plan.

Debt Service: The Infrastructure Sales Surtax bonds were paid off in March of Fiscal Year 2019 and the combined Electric/Water & Sewer bonds will be paid off in Fiscal Year 2021 at which time the City expects to be completely debt-free. The Budget Summaries section has a more detailed discussion of the City’s debt position.

Grants to Others: The City makes an annual contribution to fund minimum monthly pension benefits for certain retirees or their beneficiaries (\$2,133). Public Works offers a grease interceptor rebate program (\$10,000) to promote the installation of authorized, properly sized grease interceptors outside of existing food service facilities. Qualified applicants may be reimbursed up to 50% of their installation costs.

Transfers: The 2019 budget contained a transfer of \$150,000 to provide partial funding for golf course operations if needed when the course reopened after the renovations were completed. This transfer was not needed in FY 2020. The Budget Summaries section has a complete list of all transfers included in the 2020 budget.

Expenditures-by Department:

Expenditures by Department	Original Budget 2019	Adopted Budget 2020	Increase (Decrease)	% Change
Executive & Legislative	\$1,427,063	\$1,551,857	\$124,794	8.7%
Finance	6,881,915	7,248,112	366,197	5.3%
Planning & Development	909,272	997,452	88,180	9.7%
Community Redevelopment	925,694	950,842	25,148	2.7%
Parks & Recreation	5,204,907	5,756,482	551,575	10.6%
Public Works	19,379,189	22,191,435	2,812,246	14.5%
Police	10,503,403	11,174,892	671,489	6.4%
Fire	4,225,168	4,641,418	416,250	9.9%
Beaches Energy Services	95,537,778	91,019,949	(4,517,829)	-4.7%
Human Resources	13,282,604	13,456,419	173,815	1.3%
Non-Departmental	4,304,211	4,903,744	599,533	13.9%
Total Expenditures	\$162,581,204	\$163,892,602	\$1,311,397	0.8%

The **Executive & Legislative Department** (which also manages the Non-departmental 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, City Clerk, and

Convention Development. The department's budget increase is attributable to increased payroll-related costs due to contract increases, the addition of a Communications Managers position to the City Manager's Office and the conversion of a part-time position to full-time in the City Clerk's office.

The **Finance Department** provides support services in the areas of accounting, utility billing/customer service, information systems, and property and procurement. The department's budget increase is attributable to increased payroll-related costs due to contract increases and the addition of a Conservation Specialist position. Additional budget increases are attributable to ERP implementation costs.

Planning & Development provides planning, building inspections, and code enforcement services. The budget reflects increases in wages, pension, and health insurance costs.

The **Community Redevelopment** Agency is responsible for managing the City's Downtown and South Beach redevelopment districts. Operational expenses continue to fund enhanced maintenance programs as adopted in both the Downtown and South Beach districts' Plans. Projects currently being designed have not been included in the 2020 budget. The project budgets will be added following the City Council's award of construction bids.

Parks & Recreation manages the City's parks and recreation services that include tennis, golf, adult and youth athletic leagues, special events and all park, oceanfront restroom and lifeguard services. The budget reflects increases in wages, pension, health insurance, and capital outlay costs.

Public Works provides water, sewer, stormwater, and sanitation services to the citizens of Jacksonville Beach, along with street maintenance. The timing of major capital projects is reflected in the overall budget decrease of 14.5%. The construction of beach outfalls (\$800,000), rehabilitation of Lift Station 23 (\$300,000), a replacement street sweeper (\$290,000), and a replacement generator for water plant 2 (\$253,880) are major projects included in the FY 2020 budget.

The **Police Department's** budget increase of 6.4% is largely due to union contract pay scale adjustments and pension estimates. Additionally, capital outlay expenditures for vehicle replacements in the General Fund and in the Downtown Cape account were increased for FY 2020.

Though the City will be contracting out its Fire Suppression and Rescue Services to Duval County in the first quarter of this fiscal year, the Jacksonville Beach **Fire Department** will retain the Fire Marshall's office and will continue to manage the City's radio system and provide services such as child safety seat installation, inspection, and education. Anticipated union contract adjustments as well as rising pension and health insurance costs are the primary reason for this budget's increase.

Beaches Energy Services operates and maintains the City's electric and natural gas distribution systems. Its overall budget decrease is attributable to reductions of \$2.4M in purchased power costs, and \$2.7M in planned capital projects. \$1 million is programmed for transmission line renewal and replacement.

The City purchases its power through Florida Municipal Power Agency, whose primary generation fuel is natural gas. Power costs are decreasing due to lower natural gas prices from the prior year. 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, risk management and the operation of the City's three pension funds. The budget remains relatively flat from the prior year.

The **Non-departmental** department captures costs that are not directly attributable to any other department for items such as debt service and capital projects. The variance from the prior year is attributable to the retirement of government debt and the timing of capital projects and purchases. The Non-departmental budget is included in the Executive & Legislative section of this document.

A summary of staffing levels by department and division since 2017 can be found in the Budget Summaries section of this book. A discussion of changes in 2020 budgeted revenues is located in the Funding Sources section. More discussion of expenditures/expenses, services provided and performance measures is in each department's business plan.



A Brief History of Jacksonville Beach

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

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

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



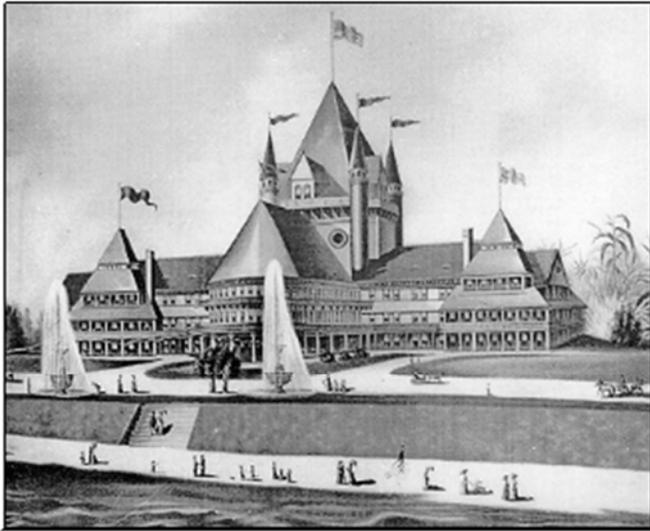
The company acquired many acres of choice oceanfront property which was divided into lots. By November 12, 1884, Ruby was ready for the first buyers of the subdivided lots. About fifty prospective buyers arrived by excursion boats. In all, thirty-four lots were sold that day for a grand total of \$7,514.

In 1884 William E. Scull, surveyor for the railroad, and his wife Eleanor, moved to the area now known as Jacksonville Beach. There were already several tent houses in the vicinity. The Sculls lived in one tent and ran the first general store from another. Later the Sculls applied for a post office under the name of Ruby, a name chosen in honor of their oldest daughter, and ran the post office from their store. Mail was delivered by boat once a week from Jacksonville.

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



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



MURRAY HALL
FLORIDA'S SUMMER AND WINTER
RESORT
THE FINEST AND MOST ELEGANTLY
FURNISHED IN THE SOUTH.

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

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



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





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



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



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

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

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

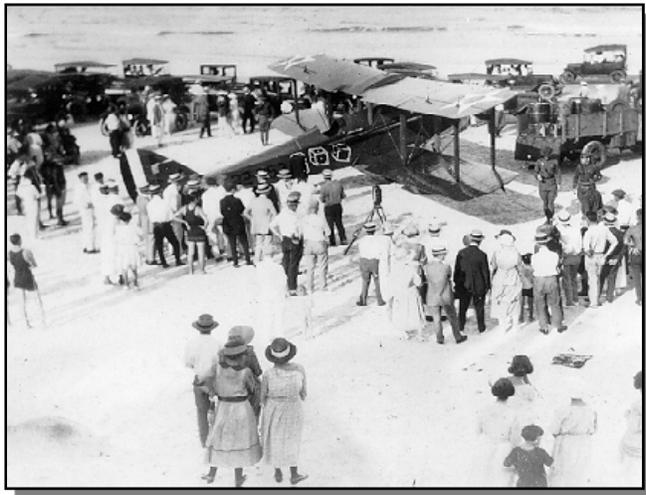
The boardwalk's popularity declined in the late 1950's with the state's crackdown on gambling and games of chance. Driving on the beach was prohibited in 1979.





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

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



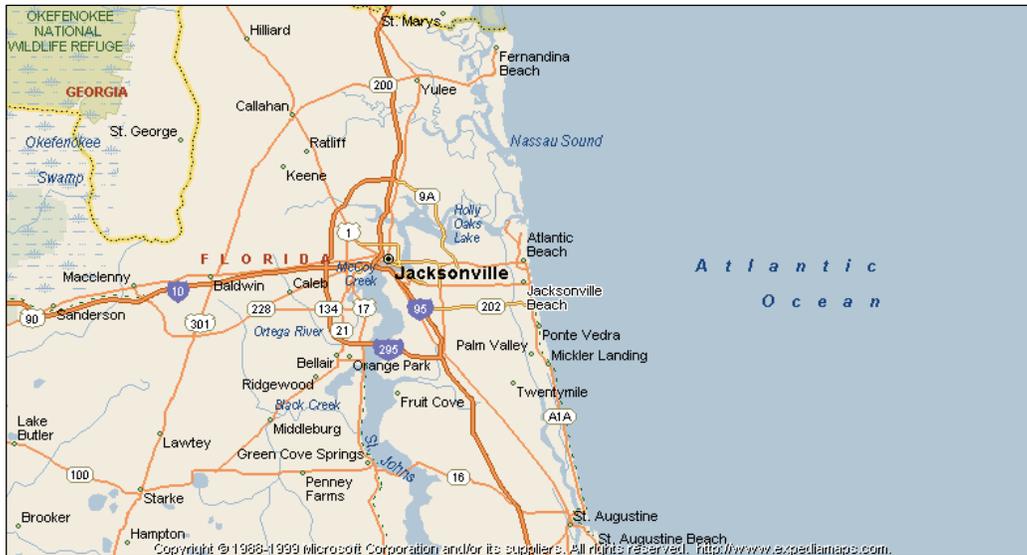
Lt. James H. Doolittle on the beach before his famous transcontinental flight in 1922.

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

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



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 about current events, the City uses Facebook and Twitter. It also publishes a monthly newsletter, Tidings, distributed to its electric customers with 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 utility, 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.

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 23,000. Its location, adjacent to the Atlantic Ocean and close to historical and entertainment attractions, makes tourism an important part of the City's economy.

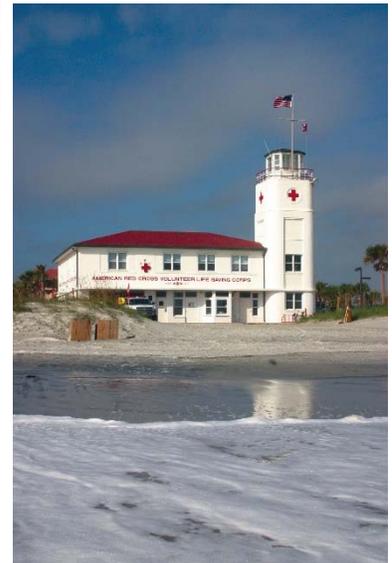
The list of principal taxpayers is composed of shopping centers, hotels and apartment complexes. In addition, the City has a commercial district which contributes significantly to its economy. Major employers include The United States Navy, Baptist Medical Center-Beaches, PGA Tour, Ponte Vedra Inn & 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 of Jacksonville Beach
Summary Statistics and Information**

Year of Incorporation	1907
Form of Government	Council / Manager
Number of City Employees - (Full / Part-Time and Seasonal)	360 / 128
Government Facilities and Services	
Miles of Streets	90
Number of Street Lights	5,582
Culture and Recreation	
<hr/>	
Parks	11
Parks Acreage	210
Golf Course	1
Tennis Courts	8
Fire Protection	
<hr/>	
ISO Fire Classification	2
Number of Stations	2
Number of Fire Personnel and Officers	31
Police Protection	
<hr/>	
Number of Stations	1
Number of Police Support Personnel and Officers	103
Number of Patrol Units	80
Beaches Energy Services	
<hr/>	
Number of Electric Customers	35,353
Number of Residential Electric Customers	29,951
Average Monthly Consumption-Residential	1,227 kwh
Sewer System (MGD-million gallons per day)	
<hr/>	
Number of Sewer Services	9,496
Number of Treatment Plants	1
Daily Average Flow in Gallons	2.6 MGD
Maximum Daily Capacity of Treatment in Gallons	4.5 MGD
Water System (MGD-million gallons per day)	
<hr/>	
Number of Water Services	11,201
Number of Residential Customers	8,988
Average Monthly Consumption-Residential	4,176 gallons
Number of Artesian Wells	6
Number of Fire Hydrants	909
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	Aa3
Fitch Investor Services	AA-

Miscellaneous Statistics
City of Jacksonville Beach, Florida

	Population	Unemployment Rate	Duval County Per Capita Income	Budgeted Expenditures	
				Original	Final
2009	22,715	9.9%	\$38,937	\$175,254,352	\$227,018,616
2010	21,362 (census)	12.9%	\$39,140	\$174,705,201	\$197,874,464
2011	21,441	10.3%	\$39,858	\$163,959,844	\$190,799,207
2012	21,615	9.3%	\$40,905	\$161,095,934	\$194,129,086
2013	21,713	7.5%	\$38,805	\$164,854,246	\$184,597,322
2014	22,136	6.5%	\$39,893	\$161,513,569	\$186,735,361
2015	22,805	6.0%	\$41,339	\$153,947,972	\$179,126,172
2016	23,288	4.9%	\$42,617	\$159,841,415	\$188,699,769
2017	23,503	4.6%	\$44,347	\$158,680,576	\$210,705,583
2018	23,494	3.6%	n/a	\$164,505,457	\$208,068,944

	Residential		Commercial		Total Value of Permits
	Permits Issued	Value of Permits	Permits Issued	Value of Permits	
2009	1105	\$27,410,365	335	\$26,007,679	\$53,418,044
2010	894	\$11,093,625	462	\$14,847,370	\$25,940,995
2011	983	\$15,743,052	387	\$11,327,860	\$27,070,912
2012	1121	\$24,527,261	412	\$14,738,020	\$39,265,281
2013	1207	\$53,085,256	443	\$20,132,691	\$73,217,947
2014	1110	\$57,948,210	411	\$19,002,151	\$76,950,361
2015	1242	\$63,682,435	380	\$17,071,166	\$80,753,601
2016	1301	\$55,537,631	388	\$27,667,754	\$83,205,385
2017	1602	\$62,661,258	388	\$55,233,282	\$117,894,540
2018	1778	\$57,134,424	378	\$41,944,230	\$99,078,654

Principal Taxpayers:	2017 Assessed Valuation	2018 Assessed Valuation	Percentage of 2018 Total Assessed Valuation
	Broadstone Beach House at Jax Beach	\$37,134,700	\$37,738,700
South Beach Regional Shopping Center	\$18,362,949	\$27,546,400	0.8%
Courtyard Marriott	\$24,346,740	\$26,781,414	0.8%
Hampton Inn Oceanfront	\$23,840,850	\$26,224,935	0.8%
Ocean Park Partnership, Ltd.	\$23,290,300	\$25,619,330	0.8%
Pablo Plaza Shopping Center	\$14,685,307	\$16,183,742	0.5%
Southbeach Parkway Shopping Center	\$11,687,600	\$12,456,200	0.4%
Beach Marine	\$11,599,100	\$12,453,103	0.4%
Marsh Landing Plaza	\$11,799,700	\$12,113,000	0.4%
Four Points by Sheraton	\$8,655,301	\$9,520,831	0.3%
	<u>\$185,402,547</u>	<u>\$206,637,655</u>	
Total Real Property Assessed Valuation	\$3,027,805,594	\$3,249,073,173	

Principal Employers 2018:	Number of Employees
Naval Station Mayport	9,000
Baptist Medical Center-Beaches	800
PGA Tour	800
Ponte Vedra Inn & Club	550
Sawgrass Marriott	450
Optimum Healthcare IT	450
City of Jacksonville Beach (Full Time)	360
TPC Sawgrass	320
Vicar's Landing	320
U.S. Coast Guard	300



Government and Budget Overview



City Hall, located in downtown Jacksonville Beach

Form of Government

The City of Jacksonville Beach operates under the council-manager form of government. The City Council, consisting of a mayor and six council members is responsible for determining policy, passing ordinances and resolutions, 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. Council agendas and minutes can be found at <http://www.jacksonvillebeach.org/government/city-documents-public-records/agendas-minutes>.

Quality of Life Goals:

The City of Jacksonville Beach’s mission is **to improve our quality of life by building a strong community**. This mission is defined by the quality of life goals below.

	Mission	Supporting Services
Public Safety	To feel safe from crime and have good emergency management services	Police, Fire, Building Inspection, Ocean Rescue
Environmental Protection	To live in a community that protects my health by providing safe water to drink, reliable garbage collection and clean waterways through the treatment of stormwater and wastewater, while preserving the environment for future generations	Water, Stormwater, Wastewater, Sanitation
Sense of Community	To live in a community that provides parks, open space and recreational opportunities for all ages that give us a sense of community	Parks & Recreation, Special Events, Golf Course
Sense of Place and Neighborhood Vitality	To live in a City of vibrant neighborhoods that are clean, safe, encourage a sense of place and preserve property values	Planning & Development, Code Enforcement, Street Maintenance, Redevelopment
Responsible Government	To live in a community that has a fiscally responsible government, maximizes the use of public funds, provides great customer service, and has dedicated employees	City Manager’s Office, Finance, City Attorney, City Clerk, Information Systems, Human Resources
Reliable Electric Service	To live in a city that delivers reliable energy services while encouraging conservation and environmental responsibility with service that is above and beyond the expected	Beaches Energy Services

Long-term Goals:	See the following section(s):
To maintain the <i>level of service</i> desired by our citizens.	Budget Message; Executive
To manage the City to be <i>competitive in all services</i> with respect to cost, service and reliability.	Beaches Energy Services
To make <i>redevelopment</i> work.	Redevelopment
To maintain an atmosphere in which all <i>citizens feel safe</i> in their homes, in public and on the beach.	Police; Fire; Parks & Recreation (Ocean Rescue)
To <i>protect the environment</i> 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; 5-Year Capital Improvement Plan
To <i>manage growth</i> in a way that protects the quality of life and to maintain an ideal mix of commercial and residential uses.	Planning & Development
To <i>promote the City</i> as a family-oriented entertainment center of the beaches by improving the quality and scope of special events and through improved marketing of the area.	Parks & Recreation
To maintain the minimum <i>cash balances</i> which protect the City's financial integrity.	Finance
To implement a <i>comprehensive performance measurement</i> 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 <i>emphasize employee safety</i> 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 <i>qualified and highly motivated workforce</i> .	Human Resources
To <i>eliminate deferred maintenance</i> in order to lengthen the life of City assets.	Executive; Finance (Property Mgt.); 5-Year Capital Improvement Plan

Each department's business plan contains its mission and information about its objectives and performance measures that support achieving the goals above. An overview can be found in the Budget Message section of this budget document.



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
- 86 acres of park facilities including softball and football fields, basketball courts, playground and picnic equipment, South Beach Community Center, Carver Center, Huguenot Tennis Facility
- 18-hole professionally staffed golf course
- 2 City Cemeteries
- Electric, Water, Stormwater, Sewer and Sanitation services

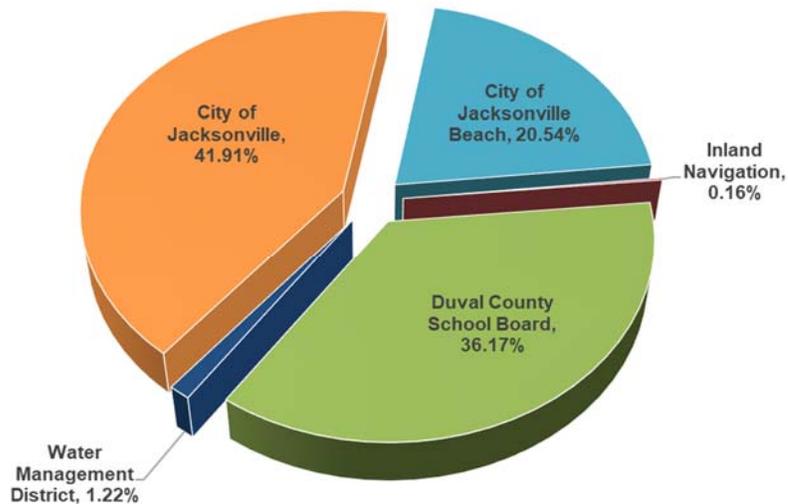


Funding City Services

City services are funded from a variety of sources including property taxes, local option taxes, state shared revenues and utility rates. The adopted ad valorem tax rate is \$3.9947 mills per thousand dollars of property value. This rate is unchanged from last year’s rate.

Where Your Property Tax Dollars Go Property Taxes on a Home with Homestead Exemption* (\$50,000; \$25,000 for school districts)

Current Millage Rate			Adopted Millage Rate	
Millage Rate	Property Tax		Millage Rate	Property Tax
\$3.9947	\$694	City of Jacksonville Beach	\$3.9947	\$694
0.0320	\$6	Inland Navigation	0.0320	\$6
6.2930	\$1,251	Duval County School Board	6.1500	\$1,222
0.2562	\$45	Water Management District	0.2375	\$41
8.1512	\$1,416	City of Jacksonville	8.1512	\$1,416
\$18.7271	\$3,411	TOTAL	\$18.5654	\$3,379



**Based on a median home assessed value of \$223,741 (Property Appraiser)*

A home valued at \$223,741 with a homestead exemption of \$50,000 has a net taxable value of \$173,741 (\$198,741 for schools). Based on 2020 millage rates, that homeowner will pay \$3,379 in property taxes. \$694 of that household’s taxes are paid to the City of Jacksonville Beach (about \$57.83 per month). By comparison, cable television and internet access can cost over \$100 per month.

Budget Process

<i>Approximate Date</i>	<i>Required Action</i>
January 31	Completion of preliminary revenue estimates and budget projections
Early March	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 reviews all budget requests and business plans
June 1	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); proposed budget is finalized
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 7-18	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 the annual budget estimate to the City Council. Although not required to do so, the City prepares an operating budget for all funds. The City adopts its budget in accordance with Florida Statutes, Chapter 200, commonly referred to as TRIM (Truth in Millage). The budget calendar complies with TRIM requirements.

October: October 1 marks the start of the fiscal year. The previous year's encumbrances (prior year's purchase commitments) are reviewed and incorporated into the new budget, as appropriate.

November/December: The City's *annual financial audit* for the previous fiscal year takes place.

January: *Revenue estimates* for the next fiscal year are updated using trend analysis, independent rate studies by financial advisors, known funding sources and estimates of distributions from other governmental units. *Five-year projections* are prepared for the City's major funds: the General Fund, Community Redevelopment Fund, General Capital Projects Fund, the Electric Fund and the Water & Sewer Fund. Five-year projections are also prepared for all nonmajor 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. *One-year projections* are prepared and reviewed for all remaining funds.

February: *Budget preparation instructions are updated* to reflect changes in economic condition, citywide priorities, goals and objectives, new or revised directives from the City Council.

March: *Five-year Capital Improvement Plan* (CIP) is prepared. 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. City has established certain replacement cycles that are intended to keep the most critical equipment and infrastructure operating in reasonable repair. While there are no other recurring planning processes that affect the budget process, the CIP process is affected by other periodic planning processes related to such things as infrastructure improvements, Downtown redevelopment, utility rate adjustments or long-term capital planning.

March/April: *Cost allocations and payroll projections* are prepared for departments to integrate into their budget requests. Lapse is not budgeted. 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. Depreciation is not budgeted. Budget requests 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 its business plan.

May: *Preliminary budget assessment* compares projected revenues and submitted expenditure requests for the purpose of determining the initial excess or shortage of available resources for appropriation. *Budget meetings* provide each department the opportunity to discuss their budget request and business plan with the City Manager. In these meetings, budget requests may be adjusted based upon each department's package of expected program service levels and anticipated funding.

July 1: Property Appraiser provides *estimates of property value* used to calculate millage rates (DR420).

August: *Proposed budget document* is updated for changes in state revenue estimates and posted on the City's website. *Budget workshops* are conducted by the City Manager during which the City Council has the opportunity to review and revise the budgets. Budget issues are discussed along with levels of service. The workshops are open to the public.

September: *Two public hearings* concerning the Tentative Millage Rate and Tentative Operating Budget are held in accordance with Florida's Truth in Millage requirements (Florida Statutes, Chapter 200). The *final budget* must be adopted by September 30 of each year and becomes effective on October 1.

Budget Adjustments: Council agendas are reviewed for any approved items that will impact the budget because the items were either not budgeted or were budgeted based on an estimate that was too low or too high. Occasionally, unexpected and unbudgeted costs will occur in amounts that are significant enough to warrant consideration for budget adjustment (for example, severe storms or hurricanes, unanticipated major infrastructure or equipment repairs or replacements).

Twice per year, these budget adjustment items are aggregated and presented to the Council in the form of a resolution. The **mid-year adjustment** takes place in March and the **year-end adjustment** occurs in September. 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*. Rarely, due to hurricanes or due to other unusual circumstances, an additional, retroactive budget adjustment may be necessary.

Budget, Accounting and Financial Policies

Budget Policies

The Budget is the City's plan of financial operations that provides for controlling and evaluating governmental activities. The budget process is 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.

Basis of Budgeting - All annual operating budgets will be 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 re-budgeted. All unencumbered appropriations, except project budgets lapse at the end of each fiscal year. Unencumbered project budgets are carried forward for the life of the project.

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 will be prepared for each and every fund. Balanced budget means that total anticipated revenues plus available fund balance in excess of authorized reserves will not be less than total budgeted expenditures plus required reserves for each fund.

Budgetary Level of Control - The budget is a 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 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 that compare revenues, expenditures and encumbrances with budgeted amounts in line-item detail are prepared and provided to department supervisors. 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 - When a change in funding needs such as the acquisition or loss of a revenue source or the unanticipated increase in the cost of providing a service occurs, the respective department head will make a formal request to the Budget Officer that the budget be amended. 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 placed on a 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 Lapses at Year End - All unencumbered operating budget appropriations, except project budgets, will 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 will be issued by September 15 except in unusual cases approved by the Finance Officer.

Budget Guidelines –

Personnel Costs and Authorized Positions- 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 are budgeted separately and integrated into the final budget, if approved.

The City Manager may approve changes to authorized positions if the Finance Department determines that the change is budget neutral. The City Council must approve changes to authorized positions in the following circumstances:

- Addition of positions not previously approved in the City's pay plan
- Increases in the number of authorized positions
- Paygrade elevation
- Changes which increase the benefits for which the position is eligible

Operating Costs - Operating costs will be budgeted according to need and based on the cost of providing a certain level of service. Priority is given to expenditures for the adequate maintenance of capital equipment, facilities and infrastructure, and for their orderly repair or 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 have initial useful lives lasting more than one year. The City does not budget depreciation.

5-Year Capital Improvement Program - Expenditures in the Capital Improvement Program will include capital outlay that costs \$25,000 or more. The operating expenditures associated with these items will be included in the operating budget in the current year. The future operating expenditures will be 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. Significant, recurring repair and maintenance items may also be included in the plan.

Business Plans – Each department will prepare 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. Objectives/outcomes – the larger purpose that the department or division aims to achieve.
5. Goals – a specific listing of what the department expects to achieve in the coming budget year.
6. Funding sources – a description of revenue sources that fund the department.

7. 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.
8. Major budget changes from last year – a description of the primary causes of increases or decreases in the department’s budget.
9. Budget issues – a description of items that may impact the department’s budget now or in the future.
10. 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. 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 use the accrual basis of accounting. Under this method, revenues are recognized when they are earned and expenses are recognized when they are incurred. 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 budgeted in the year paid.
- b. Principal payments on long-term debt in the Proprietary Funds are applied to the outstanding liability on a GAAP basis, but are budgeted as debt service in the year paid.
- c. Capital outlay in the Proprietary Funds are recorded as assets on a GAAP basis, but budgeted in the year paid.
- d. Other post-employment benefits and depreciation are only recorded on a GAAP basis and are not budgeted.
- e. Fund balances reported in the City’s financial statements comply with the provisions of GASB 54. For budget reporting, however, fund balances that would be reported in the financial statements as nonspendable, restricted, committed or assigned have been combined into a single category called “All other balances”.

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. (See the following Fund Accounting pages.)

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 Electric Fund and the Water and Sewer Funds are reported as the City’s two major enterprise funds.

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 Comprehensive Annual Financial Report (CAFR).

Cash and Investments - The City’s investment policy (Resolution 1854-2010) was adopted on May 17, 2010 and revised on June 16, 2014 (Resolution 1934-2014). 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.

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 will not borrow funds to meet day-to-day operating expenditures. The City will seek 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 will be guided by the following policies:

1. The City will restrict the use of long-term debt to capital projects that cannot be funded from current revenues. The City will not use long-term debt to meet current operating expenditures.
2. Debt payments will not extend 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 will 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 will purchase the item with current operating revenues.
8. As a part of the budget process, the Chief Financial Officer annually reviews current and projected levels of debt, monitoring debt levels to assure that the City does not over-obligate its resources. Analysis of debt levels, along with long term revenue projections will both be considered when deciding if the City should incur new debt. Plans for long-term debt will 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 will also consider the added operating expenditures associated with the new capital asset and its long-term budget impact.

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.

Fund Balance – The City implemented the provisions of GASB 54 *Fund Balance Reporting and Governmental Fund Type Definitions*, in 2011 (Resolution 1887-2011, revised in Resolution

1890-2011), as required. The policy establishes fund balance classifications that comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints on the specific purpose for which the amounts in the funds can be spent.

For financial statement purposes, fund balance is reported in five components – nonspendable, restricted, committed, assigned and unassigned. For budget purposes, fund balance is reported as either *Unrestricted/unassigned* or *All other balances*. Fund balances that would be reported in the financial statements as nonspendable, restricted, committed or assigned have been combined for budget reporting into a single grouping designated as “All other balances”.

The fund balance resolutions adopted in 2011 established a revenue stabilization fund balance reserve in the General Fund in an amount equal to 25% of subsequent year’s general fund budgeted expenditures. The purpose of the stabilization fund is to provide sufficient working capital at the beginning of the fiscal year until the time the City begins receiving ad valorem taxes, usually toward the end of the first quarter. It is essentially sets a fund balance minimum. The stabilization balance can only be reduced with City Council approval or for budgeted expenditures when all other unrestricted or uncommitted fund balances have been exhausted, or there is a revenue shortfall resulting in a decrease in the stabilization fund.

The resolutions also established an assigned fund balance in the General Fund for unanticipated events or emergencies calculated as up to 25% of the subsequent year’s General Fund budget (after the revenue stabilization reserve is funded). Expenditures for emergencies must be approved by the City Manager and reported to the City council within 30 working days of the emergency. Expenditures for major unanticipated, unbudgeted events require prior City Council approval and subsequent modification to the general fund budget.

In general, fund balances in special revenue funds are classified as restricted. Fund balances in debt service and capital projects funds are classified as assigned.

When both restricted (or committed, or assigned) and unrestricted resources are available for use, the City’s policy as established in the resolution is to use the restricted (or committed, or assigned) resources first, then unrestricted resources as they are needed.

Fund Balance Reserves in Proprietary Funds – 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. 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. As the City shifts away from self-insurance, these balances will be reevaluated.

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 Officers' 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.

Fund Accounting

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.

The City uses three broad types of funds: governmental, proprietary and fiduciary.

Governmental funds are generally used to account for tax-supported government activities.

Proprietary funds are used to account for operations that are financed in a manner similar to private business enterprise; or where the periodic determination of net income is appropriate for accountability purposes. The City has two types of proprietary funds: enterprise funds which account for its utilities, golf course and lease facilities; and internal service funds, which account for centralized services that are provided on a cost-reimbursement basis. *Fiduciary* (pension) funds account for funds held by the government as a trustee; these assets cannot be used to support the government's own activities.

GASB Statement No. 54, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments*, sets forth minimum criteria (percentage of the assets, liabilities, revenues or expenditures/expenses of either fund category or the governmental and enterprise funds combined) for the determination of major funds.

Governmental and enterprise funds, which do not meet the criteria for reporting as major funds, are designated as nonmajor.

Revenues and Expenditures by Major/Nonmajor Fund

	Revenues	Expenditures	Revenues minus expenses	Exp. as a % of Total Budget
Major Funds:				
General Fund	\$24,027,407	\$24,027,407	(\$0)	14.7%
Community Redevelopment	9,507,237	2,236,735	\$7,270,502	1.4%
General Capital Projects	1,401,000	2,097,194	(\$696,194)	1.3%
Electric	82,113,996	87,901,099	(\$5,787,103)	53.6%
Water & Sewer	14,705,017	13,265,003	\$1,440,014	8.1%
	<u>131,754,657</u>	<u>129,527,438</u>	<u>2,227,219</u>	<u>79.0%</u>
Nonmajor Funds:				
Governmental	2,836,377	1,853,060	983,317	1.1%
Enterprise	9,989,771	11,288,175	(1,298,403)	6.9%
Internal Service	13,268,599	13,268,599	0	8.1%
Trust (pension)	12,079,260	7,955,330	4,123,930	4.9%
	<u>38,174,008</u>	<u>34,365,164</u>	<u>3,808,844</u>	<u>21.0%</u>
TOTAL - All Funds	<u>\$169,928,665</u>	<u>\$163,892,602</u>	<u>\$6,036,063</u>	<u>100.0%</u>

Governmental Funds

Major Governmental Funds

The **General Fund** accounts for resources traditionally associated with governments that are not required to be accounted for in another fund. Its primary funding sources are property taxes, revenue from other governments and transfers from other funds. 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. Budget objective: to provide for the general government operations of the City and maintain the working capital necessary for the fund's financial health and stability.

The **Community Redevelopment Fund** accounts for the receipt and expenditure of ad valorem tax increment funds in a special revenue fund because use of the revenue is limited to purposes specified in its redevelopment plan. The Community Redevelopment Agency (CRA) uses these funds to pay for capital projects and to secure debt issued to pay for those projects benefitting the City's two redevelopment districts in accordance with adopted plans for each district: Downtown, which was created in 1984 and Southend, which was created in 1985. Other revenue sources include grant funds and interest earnings. Budget objective: to show the legally restricted revenue sources and how these sources will be utilized and to demonstrate compliance with Florida Statutes.

The **General Capital Projects Fund** is the City's primary capital projects fund and accounts for the costs of various nonrecurring capital projects, major equipment purchases and major repairs and renovations. Due to the nature of the fund, its budget can fluctuate significantly from one year to the next. Primary funding sources are transfers from other funds, grants and interest earnings. Its budget is itemized and discussed in the Executive and Legislative section of the budget.

Budget objective: to account for all financial resources to be expended for the acquisition, construction or repair of major capital facilities or equipment used as capital assets in governmental funds.

Nonmajor Governmental Funds

Nonmajor Governmental Funds account for those special revenue, debt service and capital projects funds that do not meet government accounting standards 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. Budget objective: to show the legally restricted revenue sources, how these sources will be utilized and to demonstrate compliance with statutes, regulations and rules governing their use.

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.

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 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. Budget objective: to account for all financial resources to be expended for the acquisition or construction or repair of major capital facilities or equipment to be used as capital assets in governmental funds.

A summary of the city's governmental funds, budget, primary uses and the department responsible for managing the fund is on the next page.

Governmental Funds	Budget	Primary Uses	Department
General Fund (major)	\$ 24,027,407	Police, Fire, Parks & Recreation, Public Works-Street Maintenance, Planning & Development, Executive, Finance-Building Maintenance, Executive, Executive-Nondepartmental	All departments to the left
Special Revenue Funds			
Community Redevelopment (major)	2,236,735	Infrastructure improvements in Downtown and Southend districts; downtown policing initiative	Redevelopment, Police, Public Works
Convention Development	121,028	Tourism and convention development	Parks & Recreation, Executive
Court Cost Training	12,200	Police training	Police
Local Option Gas Tax	729,090	Street and road maintenance	Public Works
Half-Cent Infrastructure Surtax	321,500	Infrastructure improvements specified in enabling legislation	Public Works
Community Development Block Grant	142,000	CAPE, Carver Center and Utility Assistance	Police, Finance, Parks & Recreation
Radio Communication	10,000	City's radio system	Fire
Justice Assistance Grant	0	Specific law enforcement uses	Police
Tree Protection	3,000	Tree replacement	Parks & Recreation
Law Enforcement Trust Fund	38,242	Specific law enforcement uses	Police
Equitable Sharing Fund	26,000	Specific law enforcement uses	Police
Debt Service Fund			
Half-Cent Infrastructure Surtax	0	Principal and interest payments	Executive
Capital Projects Funds			
General Capital Projects (major)	2,097,194	Major capital projects and repair/replacement of equipment	Executive
Infrastructure Surtax Bond Proceeds	450,000	Infrastructure improvements specified in enabling legislation	Executive
TOTAL	30,214,396		

Proprietary Funds

Major Enterprise Funds: The **Electric Fund** and the **Water & Sewer Fund** are two of the City's enterprise funds that are accounted for as major funds. Although the Water & Sewer Fund does not meet the minimum government accounting standards criteria for reporting as a major fund, because of its importance the City has elected to account for it as one. Both funds use revenues from the delivery of services to cover the costs of operating their systems. The Electric Fund's budget is discussed under Beaches Energy Services. The Water & Sewer Fund's is discussed under Public Works. Budget objective: to monitor revenues and control expenses.

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. The primary revenue source in each of these funds is user charges. These funds account for the City's natural gas, stormwater and sanitation utilities, golf course and its lease facilities operations. Budget objective: to monitor revenues and control expenses.

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. Revenue, rates and charges may be adjusted to cover all operating expenses, capital outlay and debt service. Budget objective is to demonstrate that these funds are self-supporting. Administrative operations providing services through internal service funds and the allocation basis used to distribute their costs are shown below.

Internal Service Fund	Allocation Basis
City Manager	Time allocation estimate
Accounting	Accounting - Department/division operating budgets; Utility Billing - Number of meters in each utility & degree of difficulty (time); Information Systems - Time and difficulty estimate; Purchasing - Number and value of purchase orders
Human Resources	Number of employees
Fleet Maintenance	Specific vehicle maintenance costs and overhead allocation based on number of vehicles
Meter Services	Number of meters read
Operations & Maintenance Facility	Square footage allocated to each department
Insurance Funds	Property value (general/liability); payroll costs and cost per \$1,000 (worker's comp); specific charges (employee life, health & dental insurance)

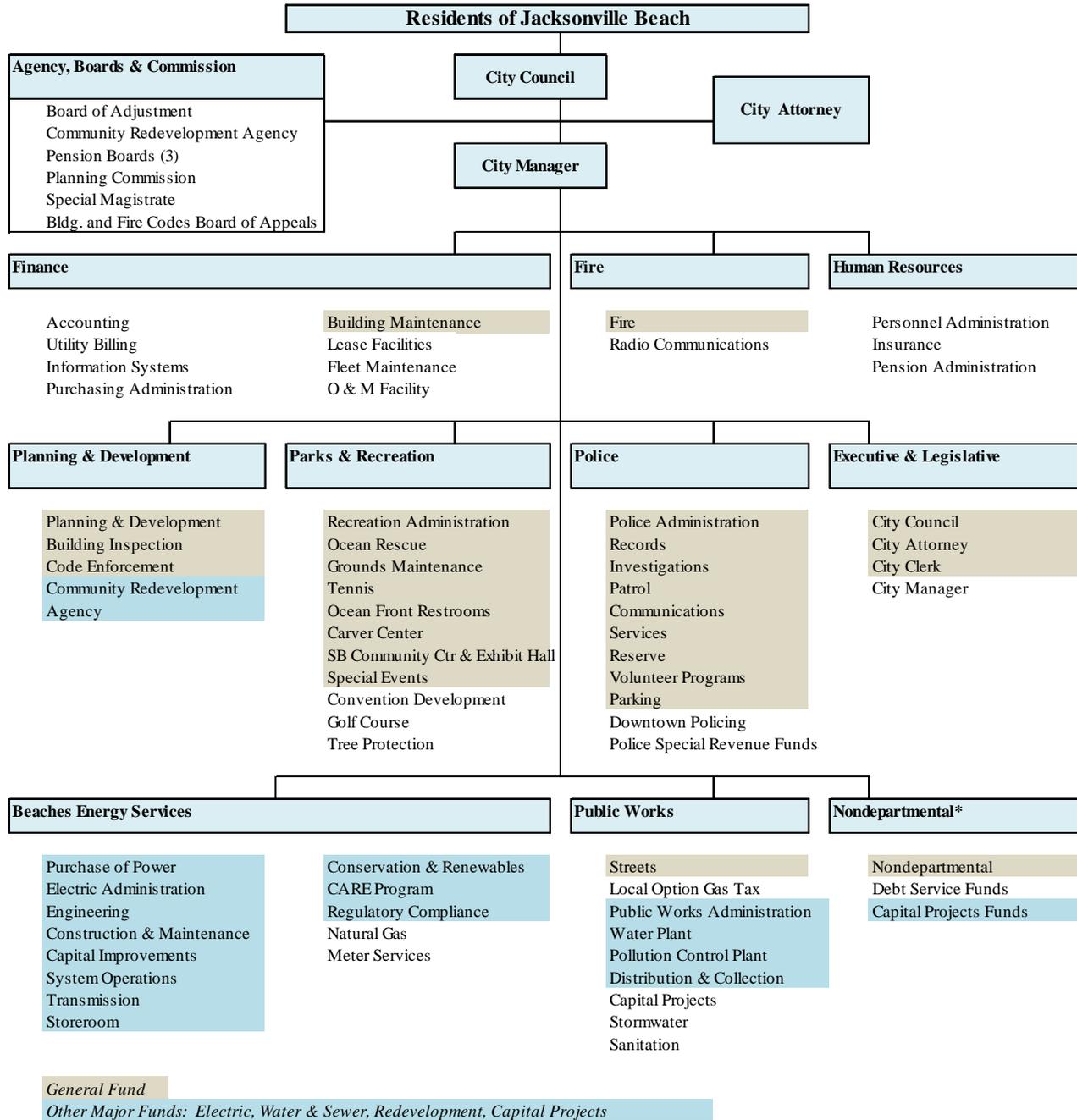
Proprietary Funds	Budget	Primary Uses	Department
Enterprise			
Electric (major)	\$87,901,099	Operations of Beaches Energy Services	Beaches Energy Services
Water & Sewer (major)	13,265,003	Operations of water and sewer system	Public Works
Natural Gas	2,027,629	Operations of natural gas system	Beaches Energy Services
Stormwater	2,288,080	Operations of stormwater system	Public Works
Sanitation	4,165,074	Garbage and sanitation operations	Public Works
Golf Course	2,008,384	Golf course operations	Parks & Recreation
Lease Facilities	799,008	Operations of lease facilities and funding for major projects and replacements	Beaches Energy Services
Internal Service			
City Manger	655,888	City Manager's office operations	Executive
Finance	5,098,145	Utility billing, accounting, purchasing and information systems operations	Finance
Human Resources	660,684	Human resources operations	Human Resources
Fleet Maintenance	594,339	Maintenance on City's vehicle fleet	Finance
Meter Services	1,091,221	Meter reading services for electric & water	Beaches Energy Services
Operations & Maintenance Facility	327,917	Maintenance costs of O&M buildings	Finance
Insurance & Risk Retention	4,840,405	Premiums and related costs for general, liability, workers comp and employee insurance	Human Resources
TOTAL PROPRIETARY	\$125,722,876		

Fiduciary Finds:

Pension Trust Funds – Pension funds are the City’s only fiduciary funds. Pension Funds are used to account for assets held by the City as trustee 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. Budget objective: to monitor revenues and control expenditures. Pension funds are reported in the Human Resources department.

Pension	Budget	Primary Uses	Department
General	\$ 5,163,655	General employees' pension fund	Human Resources
Police	1,663,571	Police pension fund	Human Resources
Fire	1,128,104	Fire pension fund	Human Resources
TOTAL PENSION FUNDS	\$7,955,330		

City of Jacksonville Beach, Florida Organization Chart



* See Executive & Legislative Department for these divisions.

**Expenditure Summary by Business Plan and Fund
Fiscal Year 2020**

	General Fund	Other Govt. Funds	Enterprise	Internal Service	Trust (Pension)	Total
Executive & Legislative						
Governmental Debt Service		\$0				\$0
Executive & Legislative	895,969			655,888		1,551,857
Capital Projects		2,868,694				2,868,694
Nondepartmental	2,035,050					2,035,050
Total Executive & Legislative	2,931,019	2,868,694		655,888		6,455,601
Planning & Development	997,452					997,452
Redevelopment						
Downtown Redevelopment		661,506				661,506
Southend Tax Increment		289,336				289,336
Total Redevelopment		950,842				950,842
Parks & Recreation						
Recreation Administration	645,033					645,033
Ocean Rescue	852,613					852,613
Grounds Maintenance	1,439,734					1,439,734
Tennis	160,746					160,746
Oceanfront Facilities	131,632					131,632
Carver Center-CDBG	158,841	142,000				300,841
Special Events-Convention Dev.	70,661	121,028				191,689
Exhibition Hall	22,810					22,810
Golf Course			2,008,384			2,008,384
Tree Protection		3,000				3,000
Total Parks & Recreation	3,482,070	266,028	2,008,384			5,756,482
Public Works						
Administration			4,808,486			4,808,486
Distribution and Collection			2,836,850			2,836,850
Pollution Control			3,645,604			3,645,604
Water Plant			1,974,063			1,974,063
Streets	1,744,188					1,744,188
Local Option Gas Tax		729,090				729,090
Stormwater Utility			2,288,080			2,288,080
Sanitation			4,165,074			4,165,074
Total Public Works	1,744,188	729,090	19,718,157			22,191,435
Police						
General Fund	9,812,557					9,812,557
Special Revenue Funds		1,362,335				1,362,335
Total Police	9,812,557	1,362,335				11,174,892
Fire	4,631,418	10,000				4,641,418
Beaches Energy Services						
Electric			87,901,099	1,091,221		88,992,320
Natural Gas			2,027,629			2,027,629
Total Beaches Energy			89,928,728	1,091,221		91,019,949
Finance	428,703		799,008	6,020,401		7,248,112
Human Resources						
Personnel Administration				660,684		660,684
Insurance & Risk Management				4,840,405		4,840,405
Pension Administration					7,955,330	7,955,330
Total Human Resources				5,501,089	7,955,330	13,456,419
Total Adopted Budget	\$24,027,407	\$6,186,989	\$112,454,277	\$13,268,599	\$7,955,330	\$163,892,602



Executive & Legislative Department

Mission

Building community and improving the quality of life.

Our mission is to create a city with a sense of community, where people feel safe and want to live, work and play.

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 and Capital Projects Funds.

Policy decisions and legislative actions made 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 Clerk maintains City records in compliance with state and local law.

Authorized Positions	FY2018	FY2019	FY2020
City Council	7	7	7
City Manager	1	1	1
Deputy City Manager	1	1	1
Communications Specialist	-	-	1*
Assistant to the City Manager	1	1	1
City Attorney	-	-	1*
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Assistant	1	1	1
Staff Assistant-full-time	-	-	1*
Staff Assistant-part-time	1	1	-*
TOTAL	14	14	16

The 2020 budget includes the addition of a Communications Specialist and a City Attorney position. Additionally, a part-time Staff Assistant was converted to full-time in the City Clerk's Office.

Long-Term City Goals and Organizational Initiatives

Financial

- Employ a financial strategy that achieves zero governmental debt by 2020
- Achieve and maintain minimum cash balances in accordance with adopted fiscal policies
- Eliminate deferred maintenance to lengthen the life of City assets
- Establish asset management principles for major City infrastructure

Organizational

- Provide a compensation and benefits package that attracts and retains a qualified and highly motivated workforce

Executive & Legislative Department

Long-Term City Goals and Organizational Initiatives (continued)

- Support employee safety and professional growth through provision of proper supervision, training, tools and equipment

Community

- Preserve or enhance levels of service for all current City services
- Promote the City as providing family-oriented entertainment by offering City-sponsored special events, investing in recreational infrastructure, and providing proactive communication for each
- Protect the environment through improvements to infrastructure and compliance with environmental regulations
- Support redevelopment in accordance with City codes, ordinances, and Community Redevelopment Agency (CRA) plans

City Manager's Performance Measures	
Goal/Initiative	Measure
Financial	
Zero governmental debt by 2020	<ul style="list-style-type: none"> • No new bonded debt proposed • Prepared a balanced budget that preserves balances in General Fund reserves
Maintain minimum cash balances	<ul style="list-style-type: none"> • All funds meet minimum reserve balances in accordance with adopted policies • Support the Finance Department in expanding fiscal policies to include other major funds
Lengthen the life of City assets	<ul style="list-style-type: none"> • Support increases in Operating & Maintenance budgets to maintain City assets • Support departmental efforts to replace “end-of-life” assets through the five-year Capital Improvement Plan
Asset management principles for major City infrastructure	<ul style="list-style-type: none"> • Support Public Works’ efforts to initiate a partnership for the inventory and condition assessment of all local roads • Support Beaches Energy Services and Public Works in efforts toward long-range planning and inventory analysis for major capital assets • A GIS initiative is underway to prepare for the selection and implementation of a new asset management system

Executive & Legislative Department

City Manager's Performance Measures (continued)	
Goal/Initiative	Measure
Organization	
Attract and retain a qualified and highly motivated workforce	<ul style="list-style-type: none"> • Added one holiday for Christmas Eve • Implement results of a compensation and classification study • Update policies to define, establish, and incorporate the organizational culture • Negotiate with LIUNA for a 3-year contract
Promote employee safety and professional growth	<ul style="list-style-type: none"> • Support departmental training budgets • Provide employees with the resources necessary to successfully perform their work, including safety equipment, software, and certifications • Evaluate position requests for appropriate supervision structures
Community	
Preserve or enhance levels of service for all City services	<ul style="list-style-type: none"> • No reduced levels of service to individual programs or divisions • Support the addition of new positions in some divisions to enhance levels of service (<i>see Authorized Position listing in the Introduction section</i>)
Promote family-oriented entertainment and recreational amenities	<ul style="list-style-type: none"> • Support Public Works in the development of a dune walkover replacement program • Support Parks & Recreation in the coordination of special events, and in developing long-term maintenance and replacement programs for all recreational assets and infrastructure • Hire a Communications Specialist to support marketing of all active and passive recreational amenities
Protect the environment within the City and along the shoreline	<ul style="list-style-type: none"> • Support Public Works in developing an annual upgrade program for all Permitted Stormwater Systems • Support departments in working with the Army Corp of Engineers to achieve and maintain effective shore protection • Support the Pollution Control Plant in their goal of achieving an 8:00-5:00 operating schedule
Support redevelopment in accordance with regulations and guidelines	<ul style="list-style-type: none"> • Coordinate joint meetings with City Council and the CRA to develop project plans for the Community Redevelopment Districts • Plan and execute projects included in the Downtown Vision Plan • Support departments in the transition from infrastructure construction projects to ongoing maintenance planning

Executive & Legislative Department

Goals for FY 2020-City Clerk's Office

- Emphasize customer service by providing high quality, efficient services.
- Identify, protect, and preserve essential and historic City records.
- Ensure that all City Council and Board meetings are attended and minutes are prepared promptly.
- Evaluate the Granicus agenda application, determine its applicability across the organization, and deploy accordingly.
- Ensure that Local Business Tax Renewal Notices are sent to existing businesses by August 1, 2019.

City Clerk's Performance Measures			
Goal	Measure		
Preserve/enhance current levels of service:	Actual 2018	As of 3/2019	Target 2020
Assemble and distribute Council agenda packets 4 days prior to meeting and post on website	100%	100%	100%
Transcribe Council meeting minutes within 3 days	100%	100%	100%
Research, prepare and issue lien certificates within 3-7 (was previously 7-10) business days of request	95%	95%	95%
After receiving a completed application, process and issue Local Business Tax Receipt within 5 business days	95%	95%	95%

Executive & Legislative Department

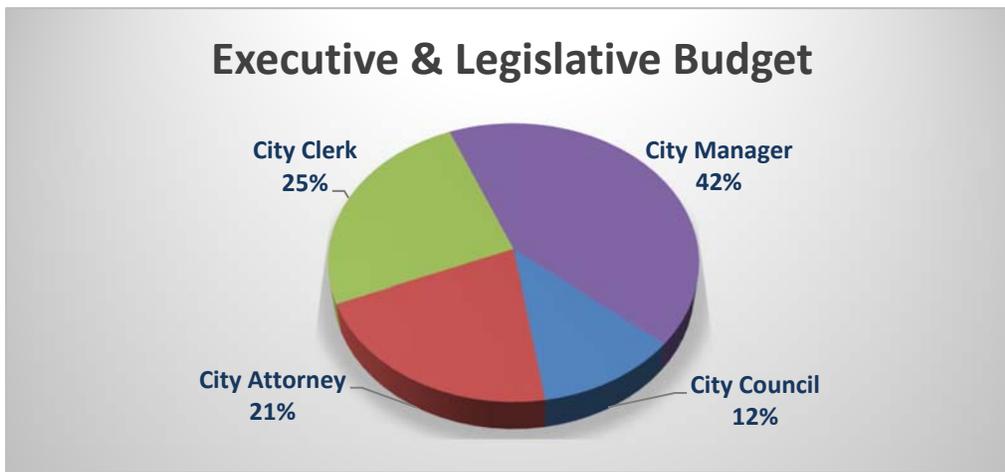
Funding Sources:

The **General Fund Executive and Non-Departmental Divisions** are supported by taxes, intergovernmental revenues, and transfers from other funds. **The City Manager Division** is funded by allocation of charges to departments served by the division.

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 purpose

Funding Uses:



Division	FY2019 Budget	FY2020 Budget	Increase (Decrease)
City Council	\$171,098	\$176,928	\$5,830
City Attorney	329,535	329,729	194
City Clerk	344,872	389,312	44,440
City Manager	581,558	655,888	74,330
TOTAL	\$1,427,063	\$1,551,857	\$124,794

Budget increases are primarily attributable to staffing changes in the City Clerk and City Manager's Office.

Executive & Legislative Department

City Council

The City Council budget includes \$3,000 in funding assistance for *Dial-a-Ride*, as well as an increase of \$5,000 to the travel budget. The total budget is \$176,928.

City Attorney/Legal and Legislative Services

The City Attorney division includes budgeted fees for legal matters affecting the City and its departments and for State and Federal legislative issues. For FY2020 a full-time City Attorney position was added to the budget, the cost of this position was entirely offset by a commensurate reduction in professional services. This division's expenses are essentially unchanged compared to previous years. However, this budget may require modification depending on the number of legal actions. The total budget is \$329,729.

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, coordinating public records requests and publishing legal notices and advertisements. It also manages the City's business license program and lien certificate requests. For FY2020 a part-time Staff Assistant position was converted to full-time due to increased workload. The total budget is \$389,312.

City Manager

The City Manager runs the day-to-day operations of the City by:

- Executing the directives of the City Council
- Directing the work of all City departments
- Managing intergovernmental (Federal, State and local) affairs
- Presenting the annual budget to the City Council

For FY 2020 a full-time Communications Specialist position was added to manage citywide communication needs. The total budget is \$655,888.

Executive & Legislative Department

Non-Departmental

The Non-Departmental Division of the General Fund includes those expenses that are not attributable to any distinct area and unanticipated expenses that might come up during the year. Liability insurance coverage is also included in this cost area.

NON-DEPARTMENTAL BUDGET (General	FY2019	FY2020
Professional Services	\$7,500	\$37,500
Contract Services: Christmas lights	12,000	12,000
Contract Services: bank charges	50,000	50,000
Contract Services: Website Update	-	50,000
Utilities (Downtown area)	20,000	15,000
Rental of South Beach Recreation Center	10,000	10,000
Liability Insurance	357,998	347,310
Maintenance	2,000	2,000
Unanticipated:		
Unallocated	518,917	610,908
Customer Service Rewards	15,000	15,000
Internal Service Charges	30,798	33,199
Uncollectible Accounts	1,200	-
Minimum monthly retiree benefits	2,133	2,133
Subtotal - operating	1,027,546	1,185,050
Transfers from General Fund to General Capital Projects Fund for:		
Fire apparatus replacement	75,000	75,000
Streets heavy equipment replacement	100,000	100,000
Major building systems replacements	120,000	325,000
Parks maintenance reserve	200,000	100,000
Golf course funding/capital purchases	150,000	-
Radio system replacements	-	100,000
IT major equipment replacements	-	150,000
Subtotal - transfers	645,000	850,000
TOTAL Non-departmental	\$1,672,546	\$2,035,050

Additional funding for projects that modernize and improve major systems such as roads and drainage, City information systems and facilities (roofs, heating and air conditioning) will be considered for inclusion in the year-end budget adjustment if funds are available.

Executive & Legislative Department

Capital Projects Funds include **½ Cent Sales Surtax** (also known as the Better Jacksonville Beach Fund) which are used to fund improvements to streets, sidewalks and recreation facilities. **½ Cent Sales Surtax Bond Proceeds** 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 Avalon and Duval Drive projects. The remaining bond proceeds have been designated to fund downtown road and infrastructure improvements in the area east of A1A, between 13th and 16th Avenues South. The debt was retired in 2019.

General Capital Projects Fund uses transfers from other funds to pay for planned major capital improvements, replacements, or equipment purchases and unforeseen major repairs or renovations.

Funding Source	Projects budgeted	FY2020
½ Cent Sales Surtax Fund (Better Jax Beach)	Sidewalks	\$70,000
	Streets	250,000
	Bank service charges	1,500
Total 1/2 Cent Sales Surtax Fund		\$321,500
1/2 Cent Sales Surtax Bond Proceeds Fund	Design-Roads and drainage portion of Downtown Improvments Phase 3-D (13th to 16th Aves South)	\$450,000
General Capital Projects Fund	Professional engineering services	60,000
	Bank service charges	22,000
	Building maintenance, painting and misc.	50,000
	Computer-related maintenance	25,000
	Building systems replacement-roofs, HVAC	492,000
	Parks Projects (softball lights & replace fencing)	120,000
	Water, sewer and stormwater project 10th St S	337,000
	Replace core routers & firewall (IT strategic plan)	195,000
	Replace business applications*	459,745
	Replace radios	161,000
	Replace utility billing bill printer	22,000
	Replace time clocks	11,981
	Replace Public Works heavy equipment (tractor)	71,500
Replace computers (annual plan)	69,968	
Total General Capital Projects Fund		\$2,097,194
TOTAL CAPITAL PROJECTS		\$2,868,694

* The total cost estimate for this high priority project is \$3.1 to \$3.3 million. In 2018, the City began implementation of Tyler Technology’s Munis software for the financial, human resources, payroll, and utility billing systems. After implementation of the Munis software is complete, the City plans to issue a new request for proposals for the GIS-based and mobile applications.

Executive & Legislative Department

Financial Summaries

Executive and Legislative Department

Resource Allocation	Actual 2018	Budget 2019	Budget 2020	Increase -Decrease	% Change
Personal Services	\$822,858	\$898,378	\$1,202,056	\$303,678	33.8%
Operating	\$468,218	\$528,685	\$349,801	-\$178,884	-33.8%
Capital Outlay	\$9,871	\$0	\$0	\$0	-
Transfers	\$0	\$0	\$0	\$0	-
TOTAL	\$1,300,947	\$1,427,063	\$1,551,857	\$124,794	8.7%

Payroll budget increases reflect the addition of a City Attorney and Communications Specialist positions.

Nondepartmental Division

Resource Allocation	Actual 2018	Budget 2019	Budget 2020	Increase -Decrease	% Change
Operating	\$502,660	\$1,027,546	\$1,185,050	\$157,504	15.3%
Transfers	\$1,704,000	\$645,000	\$850,000	\$205,000	31.8%
TOTAL	\$2,206,660	\$1,672,546	\$2,035,050	\$362,504	21.7%

This budget has been increased for large building systems projects needed as City facilities age.

Governmental Debt Service Funds

Resource Allocation	Actual 2018	Budget 2019	Budget 2020	Increase -Decrease	% Change
Principal	\$980,000	\$490,000	\$0	-\$490,000	-100.0%
Interest & other charges	\$21,773	\$10,227	\$0	-\$10,227	-100.0%
TOTAL	\$1,001,773	\$500,227	\$0	-\$500,227	-100.0%

The 1/2 Cent Infrastructure Surtax debt was paid off in 2019, making funds available for road/drainage maintenance.

Capital Projects Funds

Resource Allocation	Actual 2018	Budget 2019	Budget 2020	Increase -Decrease	% Change
Operating	\$240,831	\$228,500	\$408,500	\$180,000	78.8%
Capital Outlay	\$2,067,398	\$1,417,938	\$2,460,194	\$1,042,256	73.5%
Transfers	\$985,600	\$485,000	\$0	-\$485,000	-100.0%
TOTAL	\$3,293,829	\$2,131,438	\$2,868,694	\$737,256	34.6%

An itemized listing of projects budgeted in this fund is shown on the previous page.

Executive & Legislative Department

Budget Issues for 2020

- The LIUNA (General Employees) contract re-opened in 2019. In an effort to ensure that the City can provide a competitive compensation package, administration is contracting with a consultant to perform a compensation & classification study of all LIUNA and Non-Union positions. The results of the study will be used to make recommendations for changes to the pay and benefit plans.
- In 2014, the City was successful in enacting pension reform in an effort to reduce escalating pension costs. Since that time, pension costs have again begun to rise. A portion of this cost increase is due to the plans' experience, but the majority is due to legislative actions and changes to the assumed rate of return.
- Budget pressure will come from costs associated with increasing federal and state water resource environmental oversight such as statutory minimum flows and levels for lakes and springs, numeric nutrient criteria, pollutants and other contaminants entering the fresh and marine waters of the state.
- Discussions with the City of Jacksonville regarding contracting out the Fire Department have been ongoing for several years. A draft Interlocal Agreement has been approved by the Jacksonville Beach City Council and will be presented to the Jacksonville City Council for consideration. If the Agreement is approved by Jacksonville, this budget will be modified to reflect the cost of providing fire and protective services under a contract arrangement with Jacksonville with supplemental services provided by Jacksonville Beach. Should the Agreement not be approved, the focus will shift to hiring a new Fire Chief to lead the Jacksonville Beach Fire Department.
- As the City nears completion of scheduled projects in the Southend Redevelopment District, staff is contemplating an interlocal agreement with Duval County to reduce the tax increment funding percentage utilized in the district. A reduction in tax increment funding would allow the City to receive/retain more revenue in the General Fund.
- Although the cost of natural gas is currently low and not expected to increase significantly in the next year, future cost volatility could drive the City's power costs higher. New regulations limiting carbon dioxide emissions could also increase those costs.

Executive & Legislative Department

Budget Issues for 2020 (continued)

- In 2017, the City began the process of replacing its 30-year old business enterprise software systems. Conversion of the financial modules was completed in 2018 and payroll, human resources, and utility billing implementations are planned in 2020; thus completing Stage 1 of the project. In mid to late 2020, Stage 2 will begin with the issuance of a request for proposal for the GIS-based and mobile applications including planning and development, permitting, business licenses, work orders, and enterprise asset management. \$3.1 million has been set aside for the total project, but additional funding may be required as the scope of Stage 2 is formalized.
- A major issue in the future is to focus on maintaining all City parks and facilities. We should scrutinize any proposals for new or upgraded facilities and consider the future cost of ongoing maintenance.
- The Half-Cent Local Discretionary Sales (Infrastructure) Surtax levy expires in December 2030. This revenue provides over \$1.2 million per year that is used to build or improve roads, sidewalks, drainage systems, and recreational facilities. When this tax sunsets, the City will have to identify alternative funding sources to support its street resurfacing and school sidewalk programs.
- Due to an increasing need for online presence and to enhance communication with the public, one new Communications Specialist position is being added in the City Manager Division. This individual will manage the City's website and social media content and assist in public records management. There may be a need to add additional resources in the future as we assess developments in technology and the evolving communication needs of our citizens.



Community Redevelopment Agency

Mission

The Jacksonville Beach Community Redevelopment Agency (CRA) is responsible for managing the City's two redevelopment districts: Downtown and South Beach. The Agency receives administrative, engineering and project management support from the City's Planning & Development and Public Works departments. Work in both redevelopment districts is carried out in coordination with the appointed Community Redevelopment Agency board.

Community Redevelopment Program-Organization

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.

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 \$6,525,605 for FY 2019 and the South Beach District generated \$4,431,389 for the same period.

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

Community Redevelopment Program-Management

In FY 2015, to meet the increased workload, staffing for the management of the City's redevelopment programs was augmented by adding in-house engineering services to be provided by the City Engineer (25%) and Project Engineer (75%). The Redevelopment Administrator position is the responsibility of the Planning & Development Director, with the Agency funding 25% of the Director's annual salary.

Community Redevelopment Agency

Community Redevelopment Program-Management (continued)

Salary and Benefits Percentage Allocation by District:

Authorized Position	Department	Downtown	South Beach	Total CRA Allocation
Planning & Development Director	Planning & Development	15.5%	9.5%	25%
City Engineer	Public Works	15.5%	9.5%	25%
Redevelopment Engineer		46.5%	28.5%	75%
Construction Coordinator (part-time temporary)		78.7%	7.1%	85.8%

In addition, the CRA provides funding for operating expenses related to carrying out community redevelopment efforts. Funding for the redevelopment program administration provided by the City is divided between the Downtown (62%) and South Beach (38%) Tax Increment Trust Funds. This division is comparable to percentages of the total annual appropriations to the trust funds from each of the two districts. City provided program administration expenses include, but are not limited to the following:

- General administrative oversight of the City’s Community Redevelopment programs
- Internal service support – general City Administration, Finance, Information Technology, Human Resource management, and Purchasing
- Engineering and planning services to advise and assist the CRA in attaining the objectives of the adopted plans for two Community Redevelopment districts
- Other special services, including legal services provided by the City Attorney or outside counsel in association with the City Attorney, may be required from time to time in managing the CRA activities.

Community Redevelopment Agency

FY 2020 Budget Issues

- The legal finding that the Jacksonville Beach redevelopment trust funds have been extended for 30 years from the date of adoption of a plan amendment and may both be extended for a total of 60 years from the date of adoption of the original redevelopment plans.

	Original Plan Adoption	Current Expiration Date	Maximum Expiration Date
Downtown District	January 19, 1987	April 20, 2044	January 18, 2047
South Beach District	June 15, 1987	April 17, 2041	June 14, 2047

- The City and CRA are currently engaged in one of the largest public infrastructure improvement projects ever undertaken in the City. The project involves the near total reconstruction of the water, sewer, and stormwater systems; and improvements, as needed, to all of the streets, street ends, avenues, and alleyways in the area of the Downtown Community Redevelopment District bounded by Beach Boulevard, the beach, 13th Avenue South, and South 3rd Street. Phase IIIC Project 1, from Beach Boulevard to 4th Avenue South, was completed in June 2018.

For FY 2019-2020, construction continues on Phase IIIC Project 2, which covers the area between 11th and 14th Avenues South. This project also includes the installation of a gravity stormwater main underneath 3rd Street, to convey stormwater collected in the downtown system to the 12th Avenue stilling basin located west of 4th Street South, outside of the Downtown Redevelopment Area. This project commenced in June 2018 and with an estimated 600-day construction time frame it is anticipated to be completed in the Spring of 2020.

- Phase One of the Dix.Hite + Partners’ *Downtown Action Plan - Implementation and Management Plan* was completed in the fall of 2017. Projects identified in that plan and budgeted for further development in FY2018-2019 include a lighting master plan, bike parking plan, public art master plan, site furnishings plan, wayfinding signage plan, and Pier Entryway Enhancement. The implementation of these plans will be funded through the FY2020 Downtown Community Redevelopment Capital Projects Budget.
- CS/HB 9 passed the Legislature in the 2019 session. One key provision in the bill relative to budgeting is that a CRA desiring to reduce the percentage of Tax Increment Revenues it receives annually from its Taxing Authority can reduce it to a minimum of 50%. Currently the CRA receives the maximum amount allowed by statute (95%), in each district. Another new provision is the requirement that, beginning January 1, 2020, each commissioner must complete four (4) hours of ethics training each calendar year.

Community Redevelopment Agency

Financial Summaries

Community Redevelopment Agency (both districts, combined)

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$897,288	\$1,223,412	\$1,317,440	\$94,028	7.7%
Operating	\$674,116	\$815,877	\$817,995	\$2,118	0.3%
Capital Outlay	\$4,952,089	\$32,400	\$101,300	\$68,900	212.7%
Debt Service	\$0	\$0	\$0	\$0	-
TOTAL	\$6,523,493	\$2,071,689	\$2,236,735	\$165,046	8.0%

Personal services increases are primarily attributable to recent Police contract and pay plan changes.

Capital outlay will be budgeted as construction bids are awarded.

Financial Summary by District

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Downtown	\$4,557,900	\$1,792,836	\$1,947,399	\$154,563	8.6%
South Beach	\$1,965,593	\$278,853	\$289,336	\$10,483	3.8%
TOTAL	\$6,523,493	\$2,071,689	\$2,236,735	\$165,046	8.0%

Operating expenses continue to fund enhanced levels of maintenance of TIF funded improvements in both districts, including the Skate Park, splash pad, picnic pavilions, ball courts, fitness circuit, and restrooms in South Beach Park, and the improvements in Oceanfront Park and Latham Plaza downtown.

Downtown Redevelopment District

The initial focus of the CRA was the rejuvenation of the commercial core of the Downtown District. The plan for the redevelopment of the Downtown District was adopted in January 1987, following the creation of the TIF District in 1984, and the implementation of the Haskell/Sleiman Plan in 1995. In 2007, 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 Infrastructure Rebuilt
- Downtown Vision Plan Utility and Streetscape Project
- Latham Plaza and Parking Lot
- SeaWalk Pavilion
- Oceanfront Park
- Downtown Action Plan
- Jacksonville Beach Fishing Pier
- 3rd Street Medians Landscaped
- SeaWalk Reconstruction

Community Redevelopment Agency

Recent Program Accomplishments-Downtown

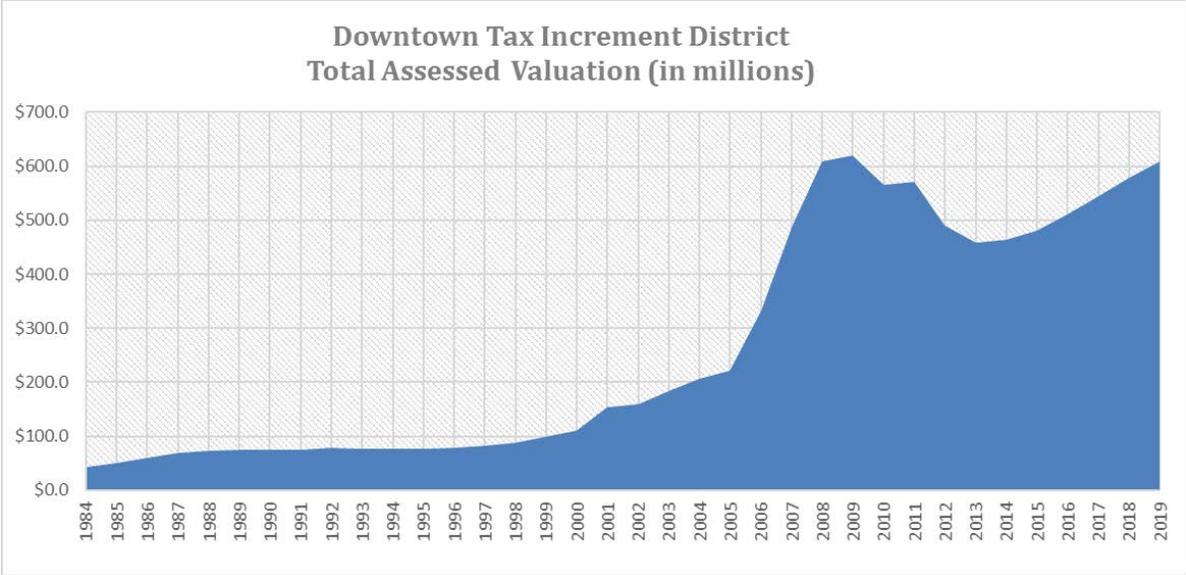
The CRA, with assistance from City staff, continued its involvement during FY2019 in implementing the Vision Plan for the core of the Downtown area as follows:

- Replacement of the water, sewer, and stormwater systems, connection of the stormwater system to the City's Central (12th Ave S) Stilling Basin , and reconstruction of all of the roadways, oceanfront street-ends, and most of the alleys in the area between 11th and 13th Avenues South, between South 3rd Street to the oceanfront. That project is scheduled for completion in Spring 2020.
- Completed construction of a 92-space public parking lot and 2,500 square feet Police Downtown CAPE storage building on the west side of 2nd Street North, between 3rd and 4th Avenues North.
- Completed preparation of construction documents for infrastructure replacement and enhancement in the area between 11th and 13th Avenues South (Phase IIIC – Project 2), and which also connects that project's stormwater under 3rd Street South to the 12th Avenue South Stilling Basin, west of 4th Street, outside of the Downtown District. That project was bid out and a contractor was selected in March of 2018, with work commencing in June 2018.
- Completed the construction of three ADA accessible dune walkover structures in the downtown area. (South Beach Park, Beach Boulevard, and Pier Parking Lot locations)
- Completed construction of a Water Main Replacement project on 3rd Street North, from 6th Avenue North to 9th Avenue North.
- The consulting group *Dix.Hite + Partners*, initially hired in FY2017, continued work on Phase 2 of the *Downtown Action Plan – Implementation and Management Plan*, specifically preparing Lighting, Wayfinding Signage, Site Furnishings, Bicycle Parking Plans, and a Re-design for the Pier Entry Area at 4th Avenue North.

Community Redevelopment Agency

Program Goals for FY2020–Downtown

- Continue construction of the roadway and utility improvements in the area east of 3rd Street between 11th and 13th Avenues South, including the stormwater system connection under 3rd Street to the 12th Avenue South Stilling Basin. Project is expected to be completed in Spring 2020.
- Prepare Final designs and phasing plans required to complete the infrastructure improvements planned for the area east of 3rd Street between 4th and 11th Avenues South. (Phase IIIC – Projects 3, 4, and 5)
- Maintain funding for the *Downtown Community Policing Initiative* (Downtown CAPE) to ensure the safety of visitors to the Downtown Community Redevelopment District.
- Begin construction of the 24 non-ADA dune walkover structures located within the Downtown District. (Design completed in FY2019, phased five-year construction scheduled to begin in FY2020.)
- Continue work to improve the livability of the Downtown area by constructing/installing the specific elements identified in Dix.Hite + Partners’ *Downtown Action Plan –Implementation and Management Plan’s* Public Art Master Plan, Bike Parking Plan, Wayfinding Signage Plan, Lighting Plan, and Pier Entryway Re-Design components.



Community Redevelopment Agency

Financial Summary-Downtown Redevelopment

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$845,959	\$1,155,029	\$1,236,943	\$81,914	7.1%
Operating	\$512,697	\$605,407	\$609,156	\$3,749	0.6%
Capital Outlay	\$3,199,244	\$32,400	\$101,300	\$68,900	212.7%
TOTAL	\$4,557,900	\$1,792,836	\$1,947,399	\$154,563	8.6%

Downtown Community Policing Innovations

The Downtown Community Policing Initiative, or Downtown CAPE, began a pilot project with two officers in November of 2006. Over time, the program was expanded and in FY2014 was permanently integrated to the Downtown Community Redevelopment plan. Currently, 11 officers including one supervisory sergeant, two corporals, and eight police officers provide a concentrated presence in the Central Business District, and are also authorized to provide police services throughout the Downtown Redevelopment District.

Downtown CAPE police officers patrol the core Downtown area and beachfront, interacting closely with business people, visitors and residents and focusing on quality-of-life crimes. The officers are trained in both crime prevention and code enforcement. They also provide “responsible vendor training” to businesses in the downtown area that serve alcoholic beverages. Additional information regarding their activities may be found in the Police Department section of this Budget and Business Plan.

Financial Summary-Downtown Community Policing Innovations

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$726,270	\$1,002,145	\$1,073,143	\$70,998	7.1%
Operating	\$173,487	\$111,450	\$111,450	\$0	0.0%
Capital Outlay	\$280,791	\$32,400	\$101,300	\$68,900	212.7%
TOTAL	\$1,180,548	\$1,145,995	\$1,285,893	\$139,898	12.2%

Funding for the 11 police officers who comprise the Community Policing Initiative (“Downtown CAPE”) is authorized under Chapter 163, Florida Statutes.

The budget increase resulted from changes to the approved police union contract and increases in pension and health insurance. The capital outlay budget funds the replacement of two police vehicles, an ATV, and two Segways. The Police Department is currently considering the purchase of a pickup truck, the purchase of which is not included in this budget.

Community Redevelopment Agency

Budget Issues-Downtown

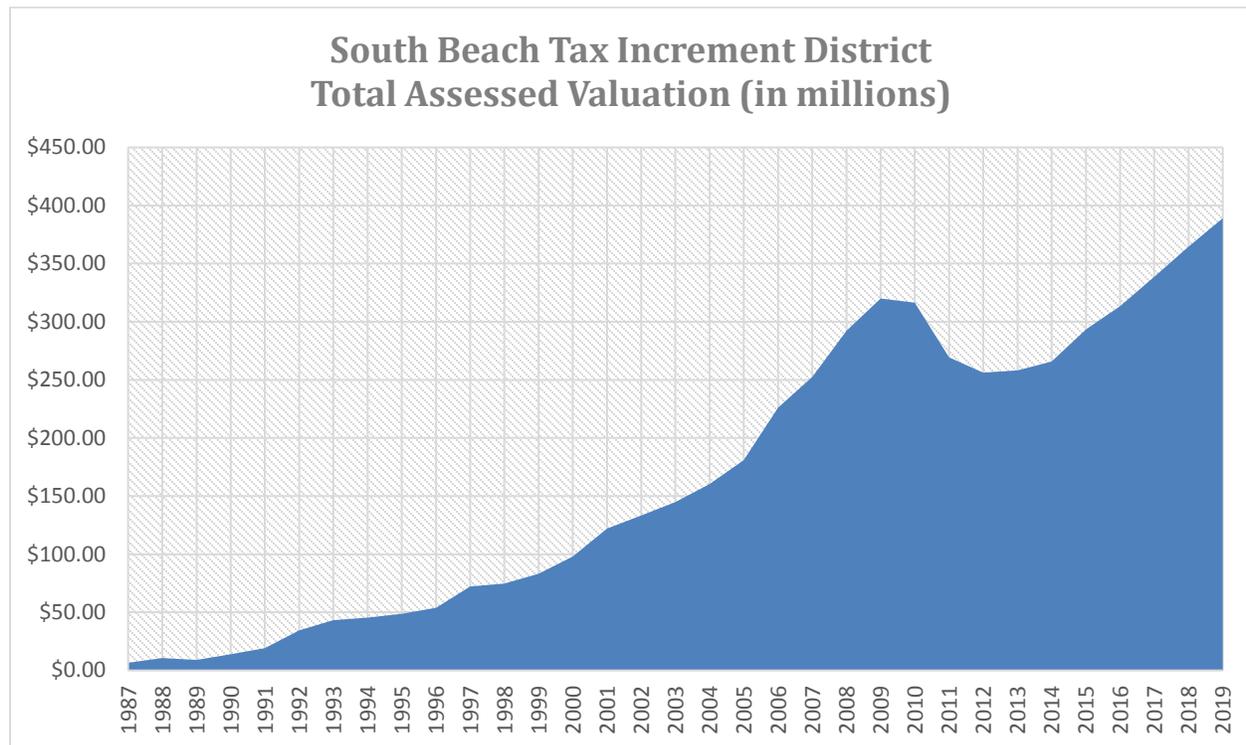
- Planning and programming of available tax increment trust funds to ensure the continuation of construction of the streetscape, landscaping, and infrastructure improvements for Phase III of the Vision Plan work as described in the Downtown Community Redevelopment Plan Capital Improvement Plan that are now in the engineering design stage.
- Planning and programming of available tax increment trust funds to support programs recommended activities of the *Downtown Action Plan – Implementation and Management Plan* including lighting, bicycle parking, and public art.
- Purchase a pickup truck for Downtown CAPE as part of the vehicle replacement program. One truck is needed by CAPE to transport various smaller support equipment including Segways, bicycles, barricades, and other items. The vehicle would also be used as a standard patrol unit.
- Create a Downtown Program Manager or Ombudsman/Ambassador position within the Community Redevelopment Agency administrative staff, and fill that position to coordinate maintenance of downtown TIF funded improvements and to coordinate with Code Enforcement staff on the maintenance and upkeep of private properties in the Downtown Redevelopment District.

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 June 1987.

Since the adoption of the South Beach redevelopment plan, seven 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, Paradise Key, and Ocean Terrace*). In addition to the projects involving private enterprises, numerous public infrastructure projects have been constructed to support the redevelopment activity in the district, including the construction of South Beach Parkway, Jacksonville Drive, and Marsh Landing Parkway. A listing of the significant public projects is appended at the end of this section. During FY2015, the last major private development project, the 59-lot *Ocean Terrace* single-family subdivision, was approved to begin infrastructure construction. That subdivision is now built out.

Community Redevelopment Agency



Public/private partnerships have resulted in projects that have increased the value of property in the South Beach Redevelopment District since its inception. From a previous high of \$320.5 million in 2009, the assessed values declined through 2012, reflective of overall national economic conditions, but over the last seven years have shown signs of steady recovery now peaking at \$389 million in 2019.

Recent Program Accomplishments-South Beach

- Purchased and replaced equipment and apparatus for nine fitness stations located along the exercise trail located in South Beach Park.
- Purchased and installed additional water features and play surfacing (for smaller children) at the interactive Splash Pad located in South Beach Park.
- Performed necessary repairs associated with the “Stormwater Pipe Cleaning, Sheet Pile Channel and Related Improvements Project in the South Beach Parkway/Jacksonville Drive Vicinity (Parts A & B).”
- Renovated the wooden play structures of Sunshine Park playground area located in South Beach Park.
- Renovated and upgraded the ventilation system of the public restroom building located adjacent to the skateboard park located in South Beach Park.

Community Redevelopment Agency

Program Goals for FY2020 - South Beach

- Develop and implement a comprehensive maintenance plan for the facilities in South Beach Park.
- Gain approval of an interlocal agreement with the Taxing Authority (Duval County/Jacksonville) providing for a 50% reduction in the percentage of tax increment funds allocated annually to the Southend Community Redevelopment Trust Fund.
- Design a project or projects based on the recommendations of the Ocean Terrace Area Drainage Improvements Study.

Financial Summary-South Beach Redevelopment

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$51,329	\$68,383	\$80,497	\$12,114	17.7%
Operating	\$161,419	\$210,470	\$208,839	-\$1,631	-0.8%
Capital Outlay	\$1,752,845	\$0	\$0	\$0	-
TOTAL	\$1,965,593	\$278,853	\$289,336	\$10,483	3.8%

Personal services change is primarily due to pay plan, pension, and health insurance increases.

Funds for capital outlay are appropriated when the construction bids are awarded.

Budget Issues-South Beach

- Address implications of a possible reduction in tax increment trust funds allocated to the Southend Community Redevelopment Trust Fund
- Provide for long term maintenance of Tax Increment funded improvements throughout the Southend Community Redevelopment Area

SOUTH BEACH COMMUNITY REDEVELOPMENT DISTRICT

Public Infrastructure Improvements 1987-Present

- Installation of city standard water and sewer trunk lines in the South Beach Parkway corridor that initially brought these services to the land now occupied by the *Rip Tide* residential subdivision. Ultimately, this helped open up the entire southwestern part of the City for development, including a hotel, offices, medical facilities, and apartments and condominiums in and around the *Marsh Landing Business Park* project.
- Paving of Williams Street and Osceola Avenue and construction of South Beach Parkway (formerly Coastal Highway Boulevard) and Jacksonville Drive, including the acquisition of

Community Redevelopment Agency

Public Infrastructure Improvements 1987-Present (continued)

the undeveloped lots between *Rip Tide* and Jacksonville Drive to provide needed right of way and prevent driveway access to South Beach Parkway.

- Construction of the master stormwater management system that is physically located in the South Beach District, but serves a large part of the southern part of the City. Components of the system include:
 - The Osceola retention pond adjacent to Ocean Cay.
 - The drainage canal between Osceola Avenue and the *Paradise Key* development.
 - Securing a permanent public drainage easement through Paradise Key.
 - Realignment of the FDOT drainage ways and installation of twin 72” drain pipes through the *South Beach Regional Shopping Center* site.
 - The installation of a 36” drainpipe in South Beach Parkway from *Rip Tide* to the South Beach Parkway retention basin.
- Land Acquisition for the *Ocean Cay* and *Paradise Key* subdivisions.
- Acquired land in South Beach Park area for:
 - Recreational activities for all ages.
 - Volunteer designed and built “Sunshine Park for Kids.”
 - South Beach Community Center and Exhibition Hall Building.
- Installed skate park, tennis courts, beach volleyball, exercise trail, splash pad, basketball court, multi-use playfield, picnic shelters, and restrooms.
- Construction of the Fire Station No. 2 providing significantly improved response times for fire and emergency calls in the entire South Jacksonville Beach area, including the South Beach Redevelopment District.
- Construction of a complete sidewalk system on the major roadways within the District.
- Extension of a reuse water supply line from the Wastewater Treatment Plant to provide low cost irrigation water to the South Beach Park, South Beach Parkway, and Jacksonville Drive.
- Reconstruction of the water and sewer systems and repaving of streets in the *Williams Coastal Boulevard Heights* and *Jacksonville Beach Heights* residential neighborhoods surrounding South Beach Park in the Redevelopment District.
- Acquisition of vacant residential lots between South Beach Park and *Rip Tide* and the construction of Sunshine Court to prevent direct driveway access onto South Beach Parkway and to allow for the future sale of the lots for residential redevelopment.

Community Redevelopment Agency

- Acquisition of land along the east side of the *Ocean Terrace* subdivision from its developer and the construction of a new southbound to westbound turn lane on South Beach Parkway from Osceola Avenue to Sanctuary Parkway.

Planning & Development Department

Mission

Working together to build a better Jacksonville Beach.

Department Service Objectives

- Ensure compliance with the City’s adopted land development code and building codes.
- Enforcement of adopted codes to ensure the health, safety and welfare of our community.
- Assist the public in their understanding of the land planning, development and building permit processes and requirements.

Organization

The Planning & Development Department consists of three divisions: **Planning & Development, Building Inspection, and Code Enforcement.** The Department provides information and services to our citizens. In addition to serving the public in their development needs and inquiries, the Department provides administrative support to the Community Redevelopment Agency (CRA), Planning Commission, Board of Adjustment, and the Special Magistrate.

Authorized Positions	FY2018	FY2019	FY2020
Planning Division	2	2	2
Building Inspection Division	6	6	6
Code Enforcement Division	2	2	2
TOTAL	10	10	10

Financial Summary - All Divisions

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$649,816	\$740,949	\$821,369	\$80,420	10.9%
Operating	\$154,983	\$168,323	\$176,083	\$7,760	4.6%
Capital Outlay	\$0	\$0	\$0	\$0	-
TOTAL	\$804,799	\$909,272	\$997,452	\$88,180	9.7%

Planning & Development Department

Financial Summary by Division

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Planning	\$224,987	\$236,404	\$246,147	\$9,743	4.1%
Building Inspection	\$415,017	\$476,673	\$546,465	\$69,792	14.6%
Code Enforcement	\$164,795	\$196,195	\$204,840	\$8,645	4.4%
TOTAL	\$804,799	\$909,272	\$997,452	\$88,180	9.7%

The FY2020 budget for the Department increased by 9.7% from the FY2019 budget. The budget reflects increases in wages, pension, health insurance and internal service charges.

Planning & Development Division

The Planning and Development Division is responsible for the City’s short- and long-range planning activities including administering and maintaining the 2030 Comprehensive Plan and implementing the Land Development Code. The 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 Planning and Development Division works closely with the appointed Planning Commission, Board of Adjustment, and Community Redevelopment Agency (CRA), providing administrative support and staff representation at all meetings.

Authorized Positions	FY2018	FY2019	FY2020
Director of Planning & Development	1	1	1
Senior Planner	1	1	1
TOTAL	2	2	2

Recent Accomplishments

- ✓ Processed 220 separate Land Development Code related applications, including four Land Development Code Text Amendment applications, 16 Development Plan (site plan) applications, three Concept Plat applications and one Final Plat application.
- ✓ Gained approval of a Comprehensive Plan amendment to incorporate a State-mandated Water Supply Facilities Work Plan into the Potable Water sub-element.

Planning & Development Department

- ✓ Processed 16 Conditional Use applications and 102 Variance applications for public hearings by the Planning Commission and Board of Adjustment, respectively.
- ✓ Approved 58 Home Occupation applications and 12 Temporary Extension of Licensed Alcoholic Beverage Premises permits.
- ✓ Continued the Division's commitment to provide a 10-day turnaround time for the initial review of Development Plan Application submittals.
- ✓ Maintained the City's representation on the North Florida Transportation Planning Organization (NFTPO) technical coordinating committee.
- ✓ Maintained the City's representation on the Duval County Local Mitigation Strategy ("Duval Prepares") steering committee.
- ✓ Completed a five-year cycle audit of the City's participation in the National Flood Insurance Program's Community Rating System (CRS), maintaining the City's Class 6 CRS Rating.

Planning & Development Division Goals for FY2020

- Update the 2030 Comprehensive Plan, to comply with Sec. 163.3178(2)(f), Florida Statutes addressing coastal resiliency and redevelopment in coastal areas.
- Encourage the development of the downtown consistent with Vision Plan and Downtown Action Plan goals and objectives.
- Maintain standard of distributing development plans to reviewing departments within two working days of receipt and completing the initial review of the submittal within ten working days.
- Continue working on beaches transportation issues through participation on the North Florida Transportation Planning Organization (NFTPO) technical coordinating committee.
- Continue representing the City on the Duval County Local Mitigation Strategy steering committee regarding natural hazards such as hurricanes and flooding.
- Continue to provide professional and administrative support to the Community Redevelopment Agency.

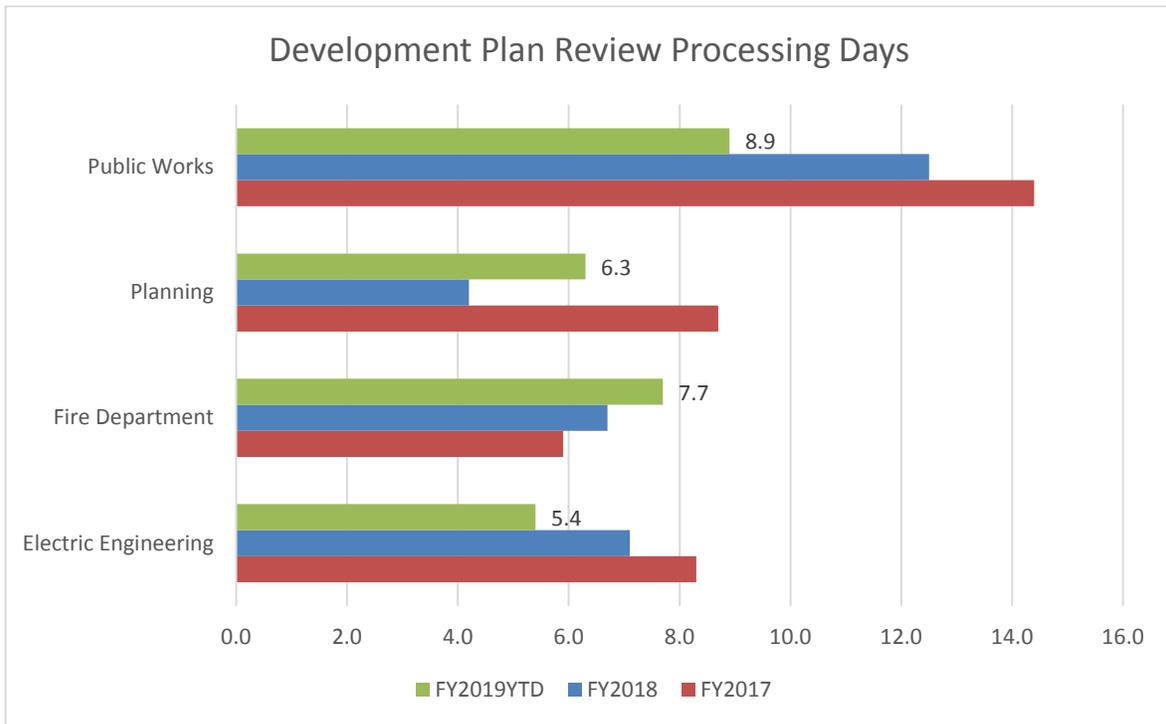
Division Budget Issues for FY2020

Approved staffing levels are projected to remain adequate.

Planning & Development Department

Division Performance Measures

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



Planning & Development Department

Building Inspection and Code Enforcement Divisions

Organization of the Divisions

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 construction 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 and zoning code of the City, including sign and vehicle parking regulations. This function includes clearing of vacant lots, abating general nuisances, and removal of junked or abandoned property. The Division works closely with the appointed Special Magistrate in carrying out this responsibility.

Authorized Positions	FY2018	FY2019	FY2020
Building Official	1	1	1
Building Code Inspector	2	2	2
Permit Specialist	2	3	3
Permit Specialist – Part Time	1	0	0
Total, Building Inspection Division	6	6	6
Code Enforcement Inspector	1	1	1
Senior Permit Specialist	1	1	1
Total, Code Enforcement Division	2	2	2
TOTAL	8	8	8

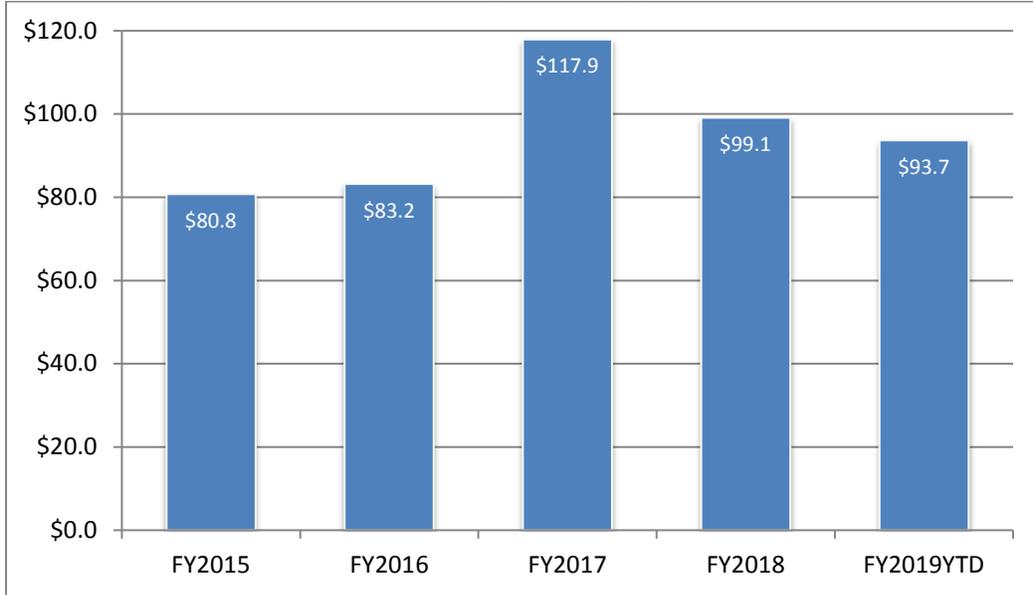
Recent Accomplishments

- ✓ In FY2018, the *Building Inspection Division* issued 3,513 construction related permits and approved construction with a total valuation of \$99,078,654. Building inspection personnel carried out 6,391 construction inspections during the fiscal year. Construction activity included 106 new dwelling units, and generated approximately \$641,000 in permit fees.
- ✓ *Code enforcement* staff processed 772 code cases in FY2018, compared with 1,241 in 2017. The Special Magistrate is an attorney who hears and decides code violation cases. In FY2018, the Magistrate conducted seven hearings and considered a total of 49 cases.
- ✓ The *Building Inspection Division* continues to meet its objectives for turnaround times relative to the initial review of construction plans.
- ✓ Both divisions have been attained/retained proper licensure and credentials under state law. The Building Inspector has now passed the required four trades certifications required for *Residential, One- and Two- Family Dwellings, Building Codes Inspector* licensure.

Planning & Development Department

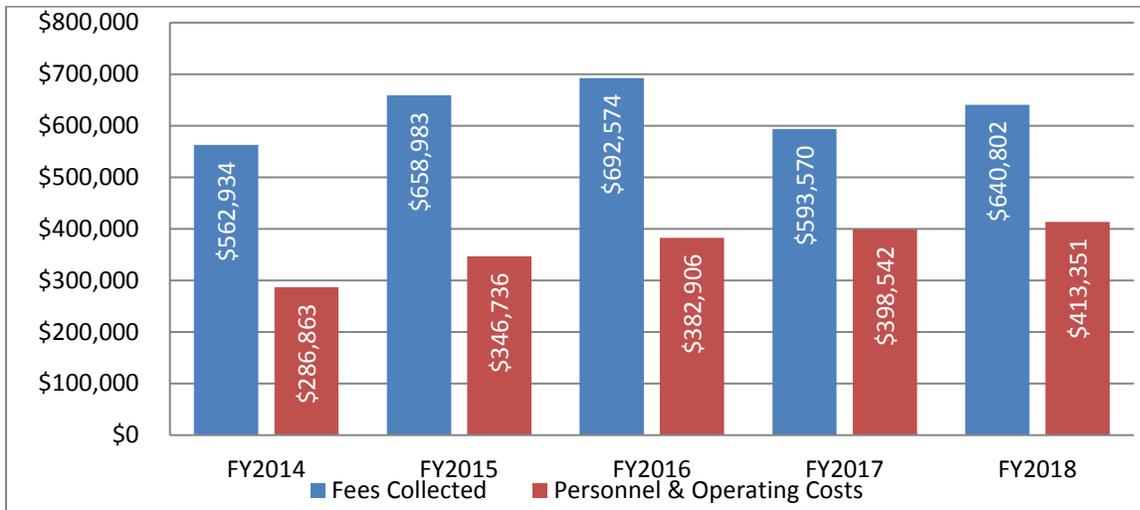
Building Inspection and Code Enforcement Divisions Performance Measures

Total Dollar Value of Permits (millions), FY2015-2019YTD



The Building Inspection Division's primary objective is to protect the quality of life in our community by providing building inspections, plan reviews and code enforcement.

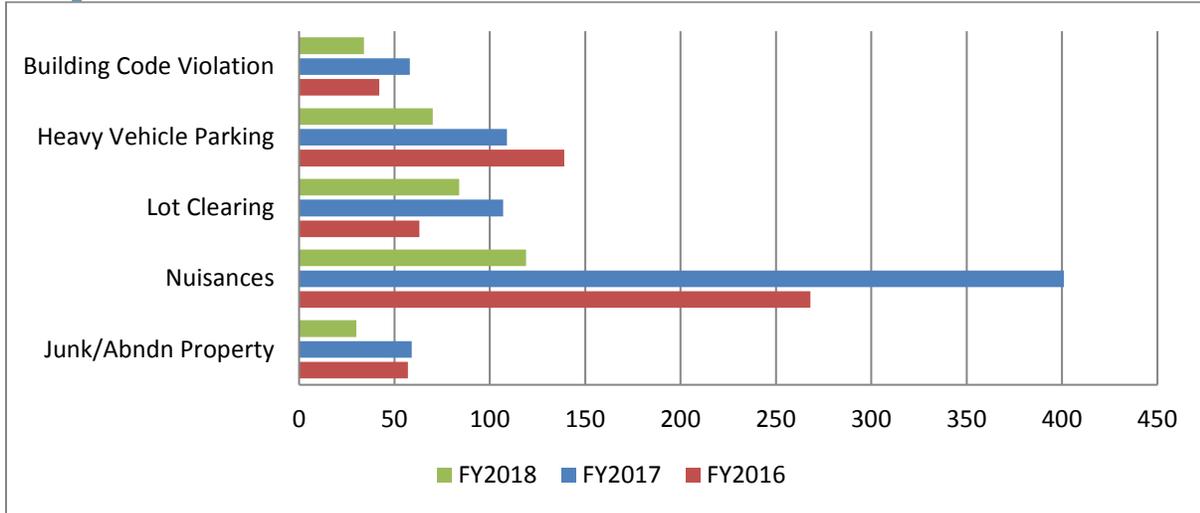
Comparison of Permit Revenues & Building Inspection Division Personnel and Operating Expenses (FY 2014-2018)



This chart does not include costs incurred by Public Works, Fire, and Planning staff as part of the plan review and permitting process.

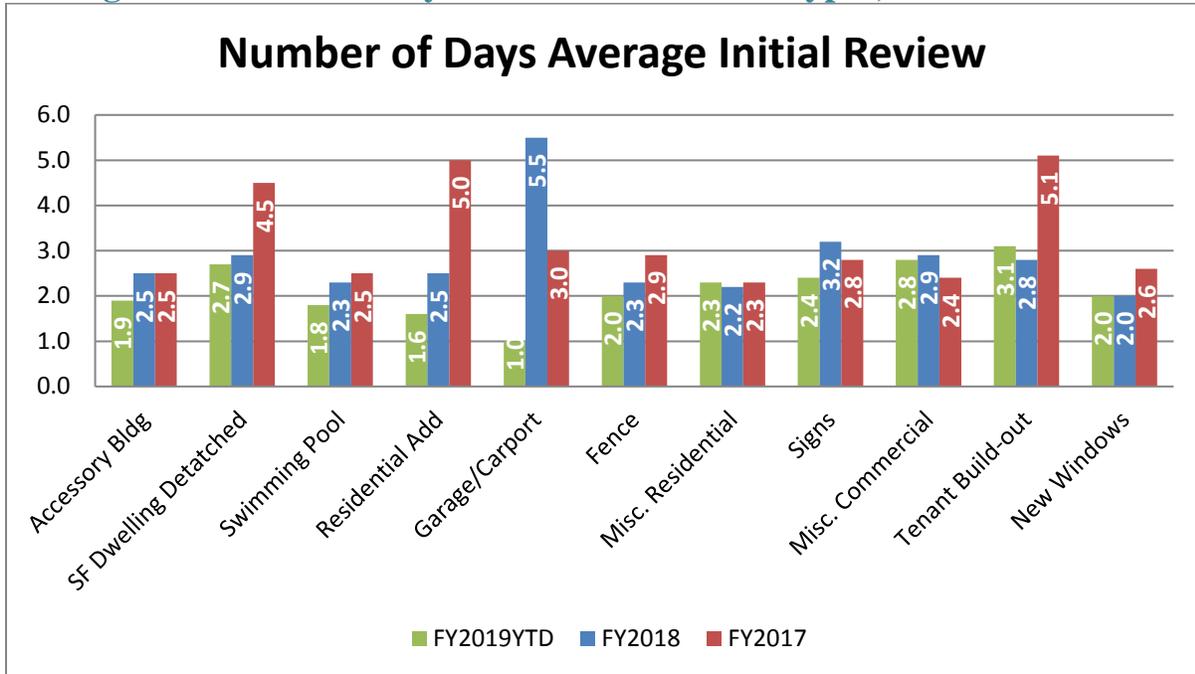
Planning & Development Department

Frequent Code Enforcement Cases, FY 2016-2018



The “nuisances” category includes violations such as overgrown grass or weeds above 10 inches, noise, trash accumulation, dilapidated structures, or other conditions that endanger the health and safety of others.

Average Initial Review Days for Selected Permit Types, FY2017-2019YTD



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

Planning & Development Department

Building Inspection and Code Enforcement Division Goals for FY2020

- Obtain *Permit Technician* certification by all full-time Building Inspection Division Permit Specialists.
- Maintain a standard of completing the initial plan review for single-family residential construction permits within four working days of receipt.
- Maintain a standard of completing initial plan review for large-scale projects within ten working days of receipt.
- Issue trade permits for miscellaneous work within one working day of receipt.
- Provide “next day” service for all requests for building inspections.
- Continue to work with the City’s ERP consultants to add online permitting to the Department’s webpage.

Parks & Recreation Department

Mission

Create a sense of community and enhance the quality of life by providing safe, well-maintained parks that offer recreational activities for citizens of all ages.

Organization

The Parks and Recreation Department consists of eleven (11) Divisions and directs the City's overall recreation, parks, and grounds maintenance functions.

Authorized Positions by Division	FY2018	FY2019	FY2020		
			Full Time	Part Time	Total
Recreation Administration	6	6	3	2	5
Ocean Rescue	87	87	3	84	87
Grounds Maintenance	7	9	9	0	9
Tennis Center	3	3	1	2	3
Carver Center	3	3	2	1	3
Oceanfront Facilities	-	-	-	-	-
Community Center	-	-	-	-	-
Special Events	1	1	1	-	1
Golf Course	24	27	11	16	27
TOTAL	131	136	30	105	135
Total Full-time	23	29	30	-	30
Total Part-time	108	107	-	105	105
TOTAL POSITIONS	131	136	30	105	135

* The FY2019 authorized position count for the Golf course has been restated. An explanation of the changes has been added to the golf course section of this document.

Funding Sources

The Golf Course is intended to be self-sustaining and operates under an Enterprise Fund. If necessary, additional funding may be provided by the General Fund.

Special Events are funded by the Conventional Development Fund. However, payroll related costs for Special Events are funded by the General Fund.

All other Divisions are funded by the General Fund. A Community Development Block Grant provides additional funding for the Carver Center.

Parks & Recreation Department

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$2,111,340	\$2,671,898	\$2,923,116	\$251,218	9.4%
Operating	\$1,818,642	\$2,118,009	\$2,347,366	\$229,357	10.8%
Capital Outlay	\$592,222	\$277,000	\$344,000	\$67,000	24.2%
Transfers	\$162,366	\$138,000	\$142,000	\$4,000	2.9%
TOTAL	\$4,684,570	\$5,204,907	\$5,756,482	\$551,575	10.6%

Capital Outlay increases are due to vehicle and equipment purchases, renovation of sports fencing at Wingate Park and Huguenot Park, lights for the Girls softball field, and golf facility improvements.

Recreation Administration Division

The Recreation Administration Division is responsible for fiscal and personnel management, clerical support services, and staff support of all recreation activities throughout the City, including: the golf course, Ocean Rescue, Park maintenance, Tennis Center, Carver Center Recreation Center, Lee Kirkland & H. Warren Smith Cemeteries, Oceanfront Restrooms, and Exhibit Hall / Community Center.

The staff manages all adult active sports and coordinates youth sports. This division also administers the Community Development Block Grant (CDBG), which provides funding for the Carver Center, including the Pablo Beach Community Assisted Policing Effort (CAPE).

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Director	1	1	1
Recreation Superintendent	1	1	1
Administrative Assistant	1	1	1
Staff Assistant (part-time)	1	1	1
Recreation Program Assistant (part-time)	1	1	1
Project Manager (part-time)	1	1	-
TOTAL	6	6	5

Recent Accomplishments

- ✓ **Recreation:** The Jacksonville Beach Pop Warner Pee Wee Cheerleading squad (9 – 12 years old) won the ESPN Pop Warner National Championship in Orlando.

42 teams enrolled in the Adult Flag Football season.
27 teams enrolled in the Adult Softball season.

Parks & Recreation Department

- ✓ **Ocean Rescue:** Successful recruitment for summer staffing due to incentive program.
Zero fatal drownings.
14,948 preventative actions.
245 water rescues and assists (173 due to rip currents).
161 child/parent reconciliations.

- ✓ **Park Maintenance:** Maintained medians along South Beach Parkway, Jacksonville Drive and A1A which were previously contracted out.
Managed the playground restoration at Sunshine Park, toddler splash pad construction and restroom renovation at South Beach Park.

- ✓ **Cemeteries:** Sold 31 grave spaces and 3 niches in 2018 for approximately \$104,000 in revenues. H. Warren Smith has nine (9) available grave spaces remaining while Lee Kirkland has forty-four (44) available spaces.

- ✓ **Dog Park:** Memberships increased by 100% since artificial turf was installed.
Current memberships number about 500.

- ✓ **Tennis Center:** Revenues increased by 24% over prior year, approximately \$14,700.

- ✓ **Carver Center:** Provided a variety of recreational opportunities, enrichment programs, tutoring and other services for school children and other citizens each week.

- ✓ **Exhibition Hall:** Revenues from hall rentals totaled \$30,652 (an increase of 13% over prior year).

- ✓ **Special Events:** 95 Special Events were held during the calendar year 2018.

- ✓ **Golf Course:** Successful renovation was completed and course opened in November 2018. Record revenues were recognized in February and March 2019. (\$167K and \$216K, respectively).

Recreation Administration Goals for FY2020

1. Provide Recreation programs and facilities that offer activities for citizens of all ages.
2. Maintain safe facilities, parks, and playgrounds.
3. Employees have a very high level of competency and good internal support to deliver quality services.
4. Divisions cooperate internally and work well together.
5. Department enjoys good relationships and cooperation with other City Departments.

Parks & Recreation Department

Recreation Administration Performance Measures

Performance measures are tracked on a monthly and yearly basis.

Sports Programs Offered:	Estimated # of participants
Youth Spring Girls Softball	150
Youth Fall Girls Softball	120
Youth Spring Baseball	511
Youth Fall Baseball	435
Spring Babe Ruth Baseball	60
Fall Babe Ruth Baseball	45
Pop Warner Football & Cheerleading	175 / 50
Adult Fall Men Softball	414
Adult Fall/Winter Flag Football	702
Adult Spring Men's Softball	468
Tennis Members	250
Tennis Walkups	1,560
Carver Center Summer Lunch Program	35
Carver Center Daily Attendance	60 children 40 adults
Easter Egg Hunt	500

Weekly: Ensure parks and other facilities are cleaned and inspected.

Monthly: Conduct playground inspections.

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$386,181	\$384,317	\$345,427	-\$38,890	-10.1%
Operating	\$248,841	\$298,599	\$299,606	\$1,007	0.3%
Capital Outlay	\$0	\$0	\$0	\$0	-
Transfers	\$142,366	\$138,000	\$142,000	\$4,000	2.9%
TOTAL	\$777,388	\$820,916	\$787,033	-\$33,883	-4.1%

The payroll decrease is attributable to the elimination of a part-time project manager.

Parks & Recreation Department

Ocean Rescue Division

Our mission is to provide and maintain the highest quality public safety services for our citizens and visitors through prevention, rescue and education.

The Division is responsible for supervising approximately 4.1 miles of municipal beach.

Division personnel must complete an extensive training period (accredited by U.S. Lifesaving Association), have advanced knowledge of ocean tides and currents, and be able to operate a variety of specialized equipment and watercraft to carry out their duties.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Supervisor	1	1	1
Assistant Supervisor *	0	1	1
Lieutenant (full-time) **	0	0	1
Lieutenant (part-time)	3	2	1
Rescue Swimmer (part-time)	3	13	13
Beach Patrol Guards (part-time)	80	70	70
TOTAL	87	87	87

** During FY2018, one Lieutenant position was reclassified to be a full-time Assistant Supervisor.*

*** The FY2020 budget includes a reclassification of a part-time Lieutenant to full-time.*

A Beach Patrol Guard is promoted to Rescue Swimmer when he/she acquires an Emergency Medical Technician (EMT) certification.

Recent Accomplishments

Water Rescues and Assists	2017	2018	% Change
Rip Current	62	173	179%
Surf	46	72	57%
TOTAL	108	245	127%

Water Rescues and Assists: Persons who are judged to be in imminent danger and brought to safety by lifeguard. Involves physical contact and does not include oral instructions to beach goers to move to a safer location.

Parks & Recreation Department

EMS CARE	2017	2018	% Change
Major	90	52	-42%
Minor	166	193	16%
TOTAL	256	245	-4%

EMS Care: First Aid or medical attention, serious enough to warrant a written report of some nature. Major EMS Care – requires further attention from medical professionals such as paramedics, emergency transport or other specialized medical response.

Other Calls for Service	2017	2018	% Change
Vessel Rescues / Assists	4	3	-25%
Citizen Assist	101	153	51%
Public Education	1,106	1,231	11%
Lost Persons	102	161	58%
Preventative Actions	15,782	14,948	-5%

Vessel Rescues / Assists: The rescue of a vessel in danger of sinking or damage, or where the safety of passengers or others may be compromised. Example: a vessel without power drifting toward the surf line.

Citizen Assist: A call for service where Ocean Rescue provided assistance that did not require emergency or patient care.

Public Education: Numbers of students attending safety lectures on open waters and related environments.

Lost Persons: Number of incidents where people were separated from children, parents or other companions.

Preventative Actions: Verbal warnings to beach goers who are in a position where, if they were to remain or continue, their safety would be compromised.

Goals for FY2020

1. Zero drownings at the beach while lifeguards are on duty.
2. Continue in-service training hours for lifeguards.
3. Maintain training for Inflatable Rescue Craft Operators.
4. Distribute Ocean Safety Brochures to hotels.
5. Provide excellent customer service.

Parks & Recreation Department

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$539,015	\$647,463	\$676,989	\$29,526	4.6%
Operating	\$152,135	\$153,699	\$156,624	\$2,925	1.9%
Capital Outlay	\$52,385	\$34,000	\$19,000	-\$15,000	-44.1%
TOTAL	\$743,535	\$835,162	\$852,613	\$17,451	2.1%

Capital outlay includes the replacement of a Kubota RTV.

Budget Issues

- ✓ A National shortage of lifeguards presents a staffing challenge that may affect coverage levels on the beach. The City has adjusted lifeguard compensation and incentives to be competitive with neighboring beach communities.
- ✓ Beach Patrol Guards are budgeted for 32,100 hours per year. It takes roughly 80 part-time employees to achieve this level of coverage.
- ✓ In the future, if the Volunteer Life Saving Corp does not provide full coverage on Sundays and holidays, it will significantly increase costs.

Parks & Recreation Department

Grounds Maintenance Division

The Grounds Maintenance Division is responsible for the maintenance and upkeep of the ballfields, grounds, dog park, cemeteries and common areas throughout the City. In addition, the division assists with construction projects and special events as needed. Facilities are maintained with the use of a small staff and contracted maintenance.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Maintenance Superintendent	1	1	1
Crew Supervisor	2	2	2
Lead Equipment Mechanic	1	1	1
Maintenance Workers I, II, III	3	5	5
TOTAL	7	9	9

Two Maintenance Worker positions were added in 2019 to take over certain landscape maintenance work previously contracted out.

Goals for FY2020

- ✓ Keep all facilities well maintained and free of trash and debris.
- ✓ Keep facilities and equipment in good condition.
- ✓ Inspect parks bi-weekly and promptly make necessary repairs.

Facilities Maintained	Description
Wingate Park	2 football, 4 baseball, 4 softball fields; dugouts; scoreboards; 3 restrooms; 3 concession stands; lights; fences; parking lots
South Beach Park	Exhibit Hall; Sunshine Park; Skate Park; multi-purpose field; tennis court; volleyball courts; basketball court; fitness stations
Other City Parks	Oceanfront Park; Gonzales Park; Cradle Creek; Tall Pines; Carver Center; Huguenot; Paws Parks; Seabreeze Field; Penman Park
Cemeteries	Lee Kirkland and H. Warren Smith
Downtown	Latham Plaza & parking lot; Seawalk; Pier Parking lot; islands & medians on Beach Blvd and A1A (2 nd Ave S to 6 th Ave N); landscaping on Right of Way throughout Downtown; 4th Avenue S; 2 nd Street and 3 rd Ave N Parking lot
Grounds at City Facilities	Community Services Center; Penman Park; O&M Facility; Police & Fire facilities
Streets	15 th Ave N; 10 th St N cul-de-sacs; Mills Lane; end of America at Butler; 10 th Place & 5 th Ave grass circle; 18 th & Eastern; Coral Way; Tanglewood & Tallwood Roads
Medians	A1A medians at Fletcher Middle School (15 th to 18 th Ave N) and south Jax Beach (16 th Ave S to JTB); South Beach Parkway & Jacksonville Drive; Beach Blvd from 12 th St to Bridge
Other	Welcome signs (Beach & Penman; A1A & PV Blvd); Signs at City facilities

Parks & Recreation Department

Funding Sources and Financial Summaries

Tree Protection

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Operating	\$3,390	\$3,000	\$3,000	\$0	0.0%

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

Grounds Maintenance

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$534,090	\$658,641	\$700,879	\$42,238	6.4%
Operating	\$607,588	\$609,999	\$618,855	\$8,856	1.5%
Capital Outlay	\$55,846	\$108,000	\$120,000	\$12,000	11.1%
TOTAL	\$1,197,524	\$1,376,640	\$1,439,734	\$63,094	4.6%

Personal services increases reflect the addition of two Maintenance Workers who will take over certain contracted landscape work.

Capital Outlay:

Grounds Maintenance budget includes:

- Funding **\$60,000** for the replacement of two vehicles.
- Funding **\$60,000** for a side winder mower and zero turn mowers.

General Capital Projects Fund (Executive Budget) includes:

- Funding **\$60,000** for fence replacement and renovation at Wingate and Huguenot.
- Funding **\$60,000** for lights at the Girls Softball field at Wingate Park.

Parks & Recreation Department

Tennis Center Division

Our mission is to provide first rate accessible and affordable year-round tennis opportunities for our members and visitors.

Staff at the Huguenot Park Tennis Center are responsible for managing adult men and women’s tennis leagues, including a complete junior program, and for promoting tennis throughout the beach.

The Division also provides free clinics for children and adults of all skill levels throughout the year.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Facility Manager	1	1	1
Court Attendant (part-time)	2	2	2
TOTAL	3	3	3

Recent Accomplishments

- ✓ Offered Senior Day on Friday mornings.
- ✓ Offered Sunday morning “Round Robin” tournaments year round.

Tennis Center Goals for FY2020

- The facility’s operation and programming are planned to meet the recreational needs of tennis players of all skill levels.
- Continue to promote the Junior Tennis Program.
- Keep the courts and grounds in good condition at all times.
- Work toward making the Tennis Center more financially self-sustaining.

Parks & Recreation Department

Performance Measures-Tennis Center

Tennis Center Revenues	2017	2018	% Change
Membership Fees	\$ 45,148	\$ 51,154	13%
Camps and Clinics	\$ 16,260	\$ 24,986	54%
TOTAL	\$ 61,408	\$ 76,140	24%

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$87,557	\$81,970	\$84,046	\$2,076	2.5%
Operating	\$70,622	\$76,686	\$76,700	\$14	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	-
TOTAL	\$158,179	\$158,656	\$160,746	\$2,090	1.3%

Parks & Recreation Department

Carver Center Division

The Carver Center provides numerous programs and activities in recreation, arts, education and wellness for the historical Pablo Beach South community.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Recreation Supervisor	1	1	1
Recreation Leader	1	1	1
Tutor (part-time)	1	1	1
TOTAL	3	3	3

Carver Center Program Goals

- Focus on coaching, mentoring, and providing activities for all ages to enjoy.
- Offer counseling on employment, education and career goals.
- In conjunction with Rhoda Martin Heritage Museum, teachers from Ocean City Church, Beaches Church and Ponte Vedra High School provide help studies for all grade levels.
- Continue to provide health and wellness adult activities such as yoga, Pilates and Zumba dance and aerobics.

Recent Accomplishments

- ✓ Continued Mentor programs for both young men’s group “YMC” (Young Men of Carver) and “Ladies of Carver” to teach values and goals setting.
- ✓ National Global Day of Service had 100 volunteers participating in beautification day to enhance the facility.
- ✓ Events and Projects:
 - Partnered with Beaches Emergency Assistance Ministry (BEAM) to provide a Single Parent Program
 - After school exercise program
 - After school healthy snacks program sponsored by Palms Presbyterian Church
 - Continue to partner with local agencies such as Jacksonville Housing Authority, Mission House, Jacksonville Children’s Commission and Lutheran Services
 - Continue to partner with area churches such as Ocean City Church, St. Andrew AME Church, First Baptist Church, Beaches Church and Palms Presbyterian Church who sponsor activities for the Carver Center
 - AARP classes
 - Health clinic sponsored by Beaches Baptist
 - Annual Holiday dinner for parents and children in the community
 - Holiday toy drive sponsored by local agencies and Jax Beach Police Department
 - Halloween Haunted House with CAPE
 - College tours
 - Movie / Game night
 - Health Jam co-sponsored by 3 area Rotary Clubs

Parks & Recreation Department

Performance Measures-Carver Center

	2018	2019	Estimate 2020
Avg. # children attending	45	45	45
Avg. # of adults attending	35	35	35

Funding Sources

The Community Development Block Grant Program (CDBG) is funded by an Interlocal Agreement with Jacksonville that allows Jacksonville Beach to share a per capita portion of its entitlement funding. The requested Community Development Block Grant allocation for next fiscal year will once again cover the City’s Community Assisted Policing Effort (CAPE) and Carver Center. We have received preliminary approval to continue these programs subject to budget approval by Congress. FY2020 funding request amount and priority for each program is:

Priority	Program	Request	Department where cost is allocated
1	Carver Center	\$108,654	Parks
2	CAPE	\$79,044	Police
	TOTAL	\$187,698	

Additional discussions of the Police (CAPE) programs may be found in the Police business plan.

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$111,571	\$126,181	\$130,019	\$3,838	3.0%
Operating	\$25,787	\$28,077	\$28,822	\$745	2.7%
TOTAL	\$137,358	\$154,258	\$158,841	\$4,583	3.0%

Budget Issues

- In the past, Community Development Block Grant funding for this program has been reduced and may be subject to further federal budget reductions.
- Historically, the City’s CDBG funding award is less than the request. (The award is approximately 75% of the amount requested). The General Fund makes up any funding shortfalls.

Parks & Recreation Department

Oceanfront Facilities Division

This division provides public restroom facilities at 2nd Avenue North, 5th Avenue North and Oceanfront Park. The facilities at 2nd Avenue North and 5th Avenue North include outdoor showers. Portable restrooms and shower facilities are located at 19th Avenue North and shower facilities are provided at 7th Avenue South.

Goals for FY2020

Maintain clean restroom facilities and shower towers that operate effectively.

Performance Measures

- Restrooms and showers to be in good working order; clean and sanitary for the public.

Current Hours of Operation:	Mar-Sep:	10 am to 7 pm (7 days per week)
	Oct-Feb:	9 am to 6 pm (7 days per week)

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Operating	\$135,254	\$131,632	\$131,632	\$0	0.0%
TOTAL	\$135,254	\$131,632	\$131,632	\$0	0.0%

Expenses include cleaning services, utilities, and maintenance costs such as painting, plumbing, fixture replacement, and vandalism/graffiti repairs.

Budget Issues

- ✓ Higher than anticipated usage would require an increase in janitorial maintenance as well as an increase in operating cost.

Parks & Recreation Department

Community Center and Exhibition Hall

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

Recent Accomplishments

- ✓ Three Business Network International Groups leased the facility on Tuesday, Wednesday and Thursday mornings each week throughout the year. These meetings are from 8 AM to 10 AM on those days.

Goals for FY2020

1. Lease revenues to offset the facility's operating costs.
2. Maintain a clean and professionally operated facility.

Performance Measures

Exhibit Hall & Conference Hall	2017	2018	% Change
Revenues	\$ 27,101	\$ 30,652	13%
Expenses	\$ 11,412	\$ 9,919	-13%
Net Operating Income/(Loss)	\$ 15,689	\$ 20,733	32%

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$0	\$0	\$0	\$0	-
Operating	\$38,421	\$22,810	\$22,810	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	-
TOTAL	\$38,421	\$22,810	\$22,810	\$0	0.0%

Budget Issues

- ✓ Fee structure has been updated and is intended to cover operating costs for the facility's rental such as security, cleaning, set-up, tear down, and general maintenance.

Parks & Recreation Department

Special Events Division

The Special Events budget includes City-produced events such as the Moonlight Movies, the Summer Jazz concert series, Opening of the Beaches Parade, and the July 4th fireworks. This division also is responsible for permitting public events held on City property and ensuring that all events comply with the City’s Special Events policy. In addition, the Special Events division is responsible for the coordination and communication of beach clean-ups, non-profit road closure requests, and film requests within the City of Jacksonville Beach. One full-time position coordinates and manages the permitting and event oversight processes for City produced or contracted events as well as events produced by others.

Funding Sources

General Fund charges for event permit and setup fees, banner fees, and contributions for events help to offset the Event Coordinator personnel costs. In September 2017, special event fees were updated and a new administration fee was added to cover a portion of the time other City staff spends in the planning, preparation, coordination, and oversight of special events.

Convention Development funds are used to pay for the costs of City-sponsored events and upkeep of the SeaWalk amphitheater and grounds.

Funding Uses

General Fund

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$28,985	\$64,495	\$70,661	\$6,166	9.6%
Operating	\$0	\$0	\$0	\$0	-
TOTAL	\$28,985	\$64,495	\$70,661	\$6,166	9.6%

Convention Development Fund

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$0	\$0	\$0	\$0	-
Operating	\$116,127	\$118,630	\$121,028	\$2,398	2.0%
Capital Outlay	\$0	\$135,000	\$0	-\$135,000	-100.0%
Transfers	\$20,000	\$0	\$0	\$0	-
TOTAL	\$136,127	\$253,630	\$121,028	-\$132,602	-52.3%

Parks & Recreation Department

Special Events (continued)

Special Events sources and uses by Fund are detailed as follows:

SPECIAL EVENTS DETAIL BY FUND

GENERAL FUND	2019	2020	Increase (Decrease)	% change
Funding Sources				
Facility rentals and fees	\$64,500	\$78,500	\$14,000	21.7%
Funding Uses				
Authorized Position:				
Special Events Coordinator (1)	\$64,495	\$70,661	\$6,166	9.6%
NET SOURCES & USES	\$5	\$7,839	\$7,834	

CONVENTION DEVELOPMENT FUND	2019	2020	Increase (Decrease)	% change
Funding Sources				
Convention Development Revenues	\$253,630	\$121,028	(\$132,602)	-52.3%
Total Sources	\$253,630	\$121,028	(\$132,602)	-52.3%
Funding Uses				
4th of July Fireworks	\$10,000	\$10,000	\$0	0.0%
Jazz Concerts (2)	\$57,000	\$57,000	\$0	0%
Moonlight Movies (4)	\$25,000	\$25,000	\$0	0%
Opening of the Beaches Parade	\$6,000	\$5,000	(\$1,000)	-17%
Easter Egg Hunt	\$1,000	\$1,000	\$0	0%
Sea & Sky Air Show	\$0	\$5,000	\$5,000	
Contingency	\$1,000	\$1,000	\$0	0%
SeaWalk amphitheater maintenance; special event setup and equipment costs	\$18,630	\$17,028	(\$1,602)	-9%
Transfer to General Fund; SB Community Center & Exhibition Hall maintenance, partial funding	\$0	\$0	\$0	0.0%
Add Eighth Tennis Court at Huguenot Tennis Center	\$70,000	\$0	(\$70,000)	-100%
Tall Pines Park Playground Equipment	\$65,000	\$0	(\$65,000)	-100%
Total Uses	\$253,630	\$121,028	(\$132,602)	-52.3%
NET SOURCES & USES	\$0	\$0	\$0	

Parks & Recreation Department

Special Events (concluded)

The Special Events division provides logistical support and oversight for many other non-profit fundraising and awareness events that take place in Jacksonville Beach to ensure compliance with City ordinances and policies.

Special Events held within the City of Jacksonville Beach include:

- Art Walk
- Classic Car Cruise
- Winter Beach Run
- Chariots of Fur 5K Beach Run
- San Pablo Elementary 5K Run
- 26.2 with Donna the National Marathon to Finish Breast Cancer
- Fletcher Middle School 5K Beach Run
- Seabreeze Elementary Running of the Seahorses
- Seawalk Music Festival
- March to Get Screened
- St. Paul's Carnival
- Great Atlantic Festival
- Easter Sunrise Service
- Springing the Blues
- Surfing the Blues
- COJB Beach & Bicycle Rodeo
- Moonlight Movie
- Sandcastle Contest
- Opening of the Beaches Parade
- Never Quit
- Wavemasters
- COJB Kids Fishing Rodeo
- Best Buddies Friendship Walk
- The Party
- Super Grom Surf contests
- Life Rolls On
- Summer Jazz concert series
- Salt Life Music Festival
- 4th of July Fireworks
- Eastern Surfing Association surf contests
- Tour de Pain
- Festival of the Chariot
- Summer Beach Run
- Bruval Festival
- PANCAN PurpleStride
- Sisters of the Sea
- Surfers for Autism
- Art Fest at the Beaches Museum and History Park
- Right Whale Festival
- Jax Beach Fitness Fest
- Volcom TCT Seacow Surf Contest
- Oktoberfest
- Florida Surfing Championships
- Jacksonville Celtic Festival
- Down Syndrome Association Buddy Walk
- Deck the Chairs
- Red Bull Night Riders
- Toys for Tots
- Josh's Run for Paws
- Freedom Festival

Parks & Recreation Department

Golf Course

115 beautiful recreational acres with proximity to the ocean offers a unique golf experience.

Our mission is to provide a top quality golf experience through superb customer service and course conditions at a competitive price to ensure a viable, sustainable enterprise.

Division Organization

Authorized Positions	2018	2019	2019 Revised	2020	
Golf Facility Manager	0	1	1	1	a
Golf Professional	1	-	-	-	a
Assistant Golf Pro	0	0	2	2	c
Golf Course Superintendent	1	1	1	1	
Assistant Golf Course Superintendent	0	0	1	1	b
Crew Supervisor	1	1	1	1	
Shop Attendant	-	-	1	1	d
Maintenance Workers I, II, III	5	5	4	4	b
<i>Total Full-time</i>	8	8	11	11	
Shop Attendant	8	8	3	3	d
Cart Attendant	5	5	8	8	d
Starter	3	3	5	5	d
<i>Total Part-time</i>	16	16	16	16	
TOTAL POSITIONS	24	24	27	27	

Explanations for restatements of position counts during FY2019:

a: Converted the FT Golf Pro position to a Golf Course Facility Manager and converted 2 PT Golf Shop Attendants to FT (Res. 2023-2018, approved 9-17-2018).

b: Eliminated a vacant FT Maint. Worker position and added a FT Assistant Golf Course Superintendent (Res. 2026-2019, approved 1-22-2019).

c: Eliminated 2 FT Golf Shop Attendants and added 2 FT Asst. Golf Pros (Res. 2034-2019, approved 6-3-2019.)

d: At the time the 2019 golf course budget was developed, the course was closed for renovation. The 2019 budget included no increase in staffing. However, when the course reopened in the fall of 2019, the significant increase in play made it necessary to adjust staffing to better manage the volume of play.

The Golf Course re-opened in November 2018 after closing in January 2018 for a renovation project that included the following scope:

- Rebuild all greens to USGA standards including 30-mil polyethylene liner.
- Extend driving range by approximately 30% and install artificial turf for all hitting stations.
- Surround greens with new inboard/outboard irrigation system.
- Install new pump station and address water quality issues by adding injector system.
- Modify course layout to enhance playability and improve safety. The Golf Course division monitors the quality of the playing conditions and ensures optimal facility usage and revenue collection. Jax Beach Golf Course operates as an enterprise fund.

Parks & Recreation Department

Recent Accomplishments

- ✓ Completed renovation project and re-opened November 2018.
- ✓ Renovated the club house and re-branded the facility with a new logo.
- ✓ Upgraded the website and added online tee time bookings.
- ✓ Added new point-of-sale system.
- ✓ Improved operational efficiency through staff training and the use of current technology. (Starters and Rangers use I-Pads and GPS while Cart Attendants are trained to meet and greet customers on arrival in the parking lot).
- ✓ Adopted a viable rate structure that is comparable to our nearest competition.
- ✓ Revenue has increased approximately 30% over budgeted projections.

Goals for FY2020

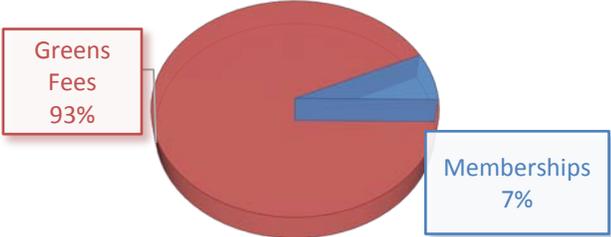
1. Ensure the Golf Course pays its own way by generating sufficient revenues through marketing and other promotions.
2. To remain current in the market and abreast of competition through excellent customer service and superb, well maintained playing conditions.
3. To be the best choice in terms of quality, value and customer service.
4. Maintain superb course conditions and operate efficiently and profitably.
5. Increase the Golf Course's visibility and usage by family friendly outings and golf activities for all ages and player abilities.

Parks & Recreation Department

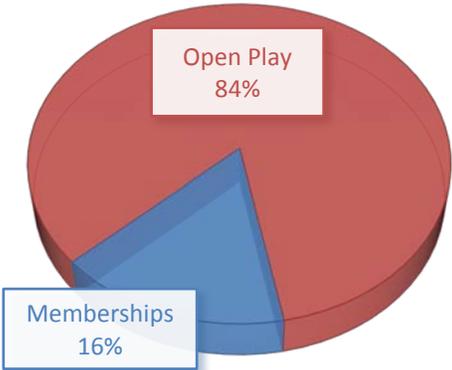
Play Statistics

These charts show the composition of our players.

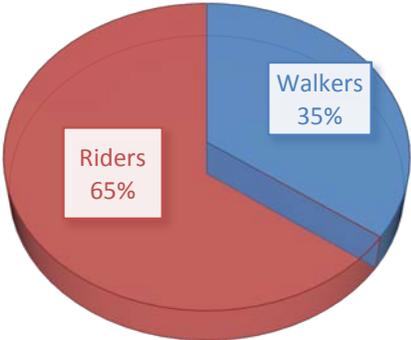
REVENUES FROM GREENS FEES & MEMBERSHIPS



PLAYERS

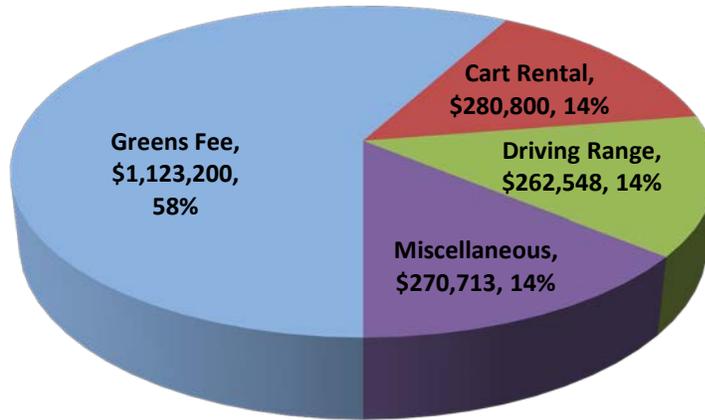


WALKERS AND RIDERS



Parks & Recreation Department

Golf Course Revenues: \$1,937,261



Miscellaneous revenue consists of sales of memberships, lessons, pro shop merchandise, restaurant lease, and season passes.

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$423,941	\$708,831	\$915,095	\$206,264	29.1%
Operating	\$420,477	\$674,877	\$888,289	\$213,412	31.6%
Capital Outlay	\$0	\$0	\$205,000	\$205,000	-
TOTAL	\$844,418	\$1,383,708	\$2,008,384	\$624,676	45.1%

In addition to staffing increases, other payroll related increases are attributable to annual merit, pension, and health insurance.

Budget Issues

- Adverse weather conditions could impact revenue projections.
- The Golf Course is operated as an enterprise fund and is intended to generate sufficient revenues to cover its operating costs.

Public Works Department

Mission

To protect the 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 signs.
- Providing effective removal and treatment of stormwater runoff.
- Providing for the timely removal and disposal of garbage and recyclables.

“We Make It So.”

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, signage and garbage collection.

Authorized Positions by Division	FY2018	FY2019	FY2020
Distribution & Collection	14	14	14
Pollution Control Plant	15	15	16
Water Plant	13	13	13
Streets	18	18	19
Administration	7	8	8
TOTAL	67	68	70

The 2020 budget includes the addition of a FOG (Fats, Oils & Grease) Program Manager and a Sanitation Contract Compliance Coordinator.

Recent Accomplishments

- ✓ Rebuilt, improved and enhanced infrastructure supporting our citizens by construction of:
 - Downtown Redevelopment District Master Plan Improvements Program & East of A1A
 - Construct ADA Dune Walkovers (5th Ave. N., Beach Blvd., 6th Ave. S.)
 - Construct Roadway/Utilities Project 2: 11th Ave. S. to 13th Ave. S. from the beach to 3rd St. S.
 - Construct Downtown Stormwater Pump Station Improvements at Beach Boulevard
 - Construct A1A Water Main Project: 3rd St. N. from 6th to 9th Ave. N.
 - Design 7th Ave. S. Water Main from 1st St. S. to end zone
 - Design 8th Ave. N. Gravity Sewer Main from 1st to 2nd St. N.
 - South Beach Redevelopment District Improvements Program
 - Design Ocean Terrace Drainage Improvements on Jacksonville Drive from South Beach Parkway to America Ave. and adjacent areas
 - Reconstruct LS #29 at South Beach Parkway Shopping Center
 - Construct Canal Improvements South of JTB Blvd. and north of Marsh Landing Parkway

Public Works Department

- Other Projects
 - Construct FY19 Water Main Improvements
 - Construct A1A Water Main on 3rd St. N. from 9th Ave. N. to 20th Ave. N.
 - Design Wastewater LS #23
 - Construct 4th St. S. Stormwater Improvements from 15th to 16th Ave. S.
 - Construct 4th Street South (10th to 12th Ave. S.) under Downtown Imps. Project 2
 - Prepare Concept Plan/Design for Penman Road from 11th Ave. N. to 18th Ave. N.
 - Mill and overlay roadways, install new ADA ramps, replace water services, and repair damaged sidewalks and curb and gutter in Constitution Cove area
 - Prepare Citywide Pavement Inspection and Work Plan
 - Construct 10th St. S. Infrastructure Improvements from 5th Ave. S. to 12th Ave. S.
 - Design 10th St. S. Infrastructure Improvements from Beach Boulevard to 5th Ave. S.
 - Design Shetter Avenue Sewer Main from 5th to 6th St. S
 - Reconstruct Wastewater Lift Station #7 at 4th St. N. and 18th Ave. N.; demolish existing Lift Stations #7 and #20
 - Design Wastewater Lift Station #8
 - Design/Construct new well #16 and new raw water main from new Well #16 to existing Well # 15
- Cleaned /televised 23,388 feet of storm pipe and 39,440 feet of sanitary pipe
- Transitioned to new beach cleaning contractor (Beach Raker)
- Achieved high levels of service in oceanfront cleaning, garbage collection & sweeping
- Maintained compliance for the state drinking water consumptive use permit, and wastewater & stormwater federal pollutant discharge elimination permits

Goals for FY2020

- ✓ Design and/or construction underway:
 - Downtown Redevelopment District Improvements Program
 - Design Roadway and Utilities Phase 3C Project 3 - Stormwater Channel Improvements from 4th St. S. to Intracoastal Waterway
 - Design Roadway/Utilities Phase 3C Project 4 - 7th Ave. S. to 11th Ave. S. from 3rd St. S. to the beach
 - Design Roadway/Utilities Phase 3C Project 5 - 4th Ave. S. to 7th Ave. S. from 3rd St. S. to the beach
 - Construct 8th Ave. N. Gravity Sewer Main from 1st to 2nd St. N.
 - Construct 7th Ave. S. Water Main from 1st St. S. to end zone
 - Construct Non-ADA Dune Walkovers
 - Construct Beach Outfall Extensions
 - South Beach Redevelopment District Improvements Program
 - Reconstruct Stormwater Pond at South Beach Parkway south of Marsh Landing Parkway
 - Construct Ocean Terrace Drainage Improvements on Jacksonville Drive from South Beach Parkway to America Avenue and adjacent areas

Public Works Department

- Commercial Area Improvements Program
 - Construct Penman Road Concept Plan from 11th Ave. N. to 18th Ave. N. (Coordinate funding with City of Jacksonville)

- Water, Wastewater, Stormwater Infrastructure Improvements Program
 - Construct Shetter Ave. Sewer Main from 5th to 6th St. S.
 - Reconstruct Wastewater Lift Station #8
 - Back-plug and abandon Well #11
 - Design Roadway/Utilities Phase 3D Project 6 - 13th Ave. S. to 16th Ave. S. from 3rd St. S. to the beach
 - Design and construct FY20 Water Main Improvements
 - Construct Wastewater LS #23
 - Design Wastewater LS #27
 - WWTP Improvements: design Sludge Dewatering Facility; upgrade WinnCC HMI Program; repair Influent Bar screens; and update Sewer Master Plan
 - WTP Improvements: replace generator, purchase new mobile generator, construct new concrete block building, and install new ground storage tank dome perimeter safety handrails at WTP #2.
 - Install new generator at 9th Ave. N. stormwater pump station
 - Design piping of ditch along Isabella Boulevard from 35th Ave. S. to Jacksonville Drive
 - Upgrade telemetry at Wingate, Madrid and Phase 2 stormwater pump stations
 - Construct Beach Outfall Extensions

- Maintain compliance for water state consumptive use permit, and wastewater & stormwater federal pollutant discharge elimination permits.
- Implement paving maintenance survey plan for next 10 years.
- Keep Jacksonville Beach beautiful via the downtown & oceanfront cleaning, graffiti abatement, garbage collection, dumpster enclosure and sweeping programs.
- Maintain performance measures as shown on the next page.

Public Works Department

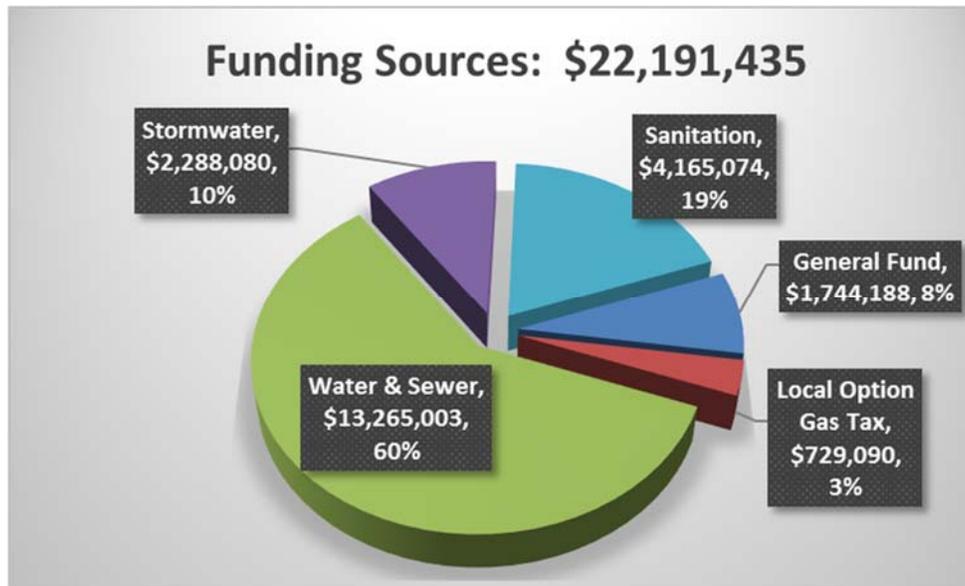
Performance Measures

Outcomes	Level of Service	Actual 2018	As of 3/2019	Target 2020
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 10% of total produced	12.17%	3.07%	10%
	Replace 2,500 ft. of old 2" & larger galvanized & cast iron water mains	2,898	5,952	2,500
	Install/replace 150 water services	113	48	150
	Operate (replace) water valves	886 (0)	1,027 (5)	663
	Conduct fire flow test on 50 hydrants	32	8	50
Wastewater / Stormwater:				
➤ Keep our waterways clean	Achieve wastewater & stormwater permit regulatory compliance for normal operating conditions	Yes	Yes	Yes
➤ Preserve our environment	At the Wastewater Treatment Plant, achieve removal so that:			
	➤ Total Suspended Solids (TSS): < 5mg/l	<1.4 mg/L	<1.4 mg/L	<5 mg/L
	➤ Carbonaceous Biochemical Oxygen Demand (CBOD): < 5mg/l	<2.1 mg/L	<2.7 mg/L	<5 mg/L
	➤ Total Nitrogen (N) Rolling Year Average: < 46,233 lbs.	26,708	1,146	<46,233
	Clean 20,000 ft. sanitary/storm mains	31,445	29,155	20,000
	Inspect (rehab) sewer manholes	305 (74)	220 (49)	400
	Refurbish sewer lift stations numbered: (electric, pumps, pipes, wetwells, concrete, mechanical, generators, fencing, etc.)		29	Construct: 2, 7, 8, 17, 23 Design: 27
Streets:				
➤ Keep our streets well maintained for driving and free of trash	Seal coat/resurface 7 to 10 road miles	1.17	2.83	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	752	8,529	2,000
	Achieve regulatory compliance for normal operating conditions	Yes	Yes	Yes
➤ Keep our drainage system well maintained	Mow/clean 15,000 ft. of ditch	40,610	7,100	15,000
Sanitation:				
➤ Keep our city and beach clean	Recycle/mulch 25% of residential solid waste to reduce landfill impact	31%	29%	25%
	Clean the beach at least once per week by mechanical means (raking)	Yes	Yes	Yes
	Respond to garbage inquiries by 1 day & complete by next scheduled pickup	Yes	Yes	Yes

Public Works Department

Funding Sources

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).



Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$4,434,189	\$4,685,513	\$4,969,507	\$283,994	6.1%
Operating	\$8,614,772	\$9,217,213	\$9,542,444	\$325,231	3.5%
Capital Outlay	\$3,115,531	\$3,209,270	\$5,343,590	\$2,134,320	66.5%
Debt Service	\$1,792,844	\$1,800,193	\$1,837,894	\$37,701	2.1%
Transfers	\$967,000	\$467,000	\$498,000	\$31,000	6.6%
TOTAL	\$18,924,336	\$19,379,189	\$22,191,435	\$2,812,246	14.5%

- CPI/fuel adjustments for sanitation and other continuing contracts may cause cost increases later in the year.

Public Works Department

Budget Issues and Uncertainties

- Future unfunded mandates related to the:
 - Increasing federal and state restrictive standards for phosphorus and other contaminants entering the fresh and marine waters of the state.
 - Growing regional demands for high quality water from the Floridian Aquifer. The Florida Department of Environmental Protection and Water Management Districts are setting minimum flows and levels for lakes and springs.
 - U.S. Environmental Protection Agency being more active in regulatory oversight of Wastewater and Stormwater National Pollutant Discharge Elimination Permits and Drinking Water Consumptive Use Permits.
- Pressure on customer utility rates and taxes due to the ever increasing costs of providing services and operating/maintaining the city's infrastructure systems.
 - Stormwater rates were set in 1990 (29 years ago)
 - Garbage rates were set in 1993 (26 years ago)
 - Local Option Gas Tax extends through 2036
 - Infrastructure surtax sunsets in 2030

Public Works Department

Distribution & Collection Division

The Distribution & Collection Division operates and maintains **109 miles of water mains, 85 miles of sewer mains, 18 miles of force mains, 1,990 sewer manholes, 909 fire hydrants, 2,652 water valves, 11,201 water services, and 9,496 sewer services.**

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.
- Inspect an average of 20% (400) sewer manholes per year. Reline or reconstruct as necessary.
- Conduct fire flow tests on 50 fire hydrants annually.
- Exercise an average of 25% (663) valves in the water distribution system per year. Repair by replacement as necessary.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
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

Public Works Department

Division Funding Sources and Budget FY2020

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

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$875,230	\$917,869	\$958,391	\$40,522	4.4%
Operating	\$625,256	\$762,350	\$788,459	\$26,109	3.4%
Capital Outlay	\$2,168,759	\$867,000	\$1,090,000	\$223,000	25.7%
TOTAL	\$3,669,245	\$2,547,219	\$2,836,850	\$289,631	11.4%

Division Budget Issues

Operating:

- Funding **\$25,000** for the Water Valve Maintenance Program, which includes exercising water valves and replacing deteriorated/broken valves as necessary.
- Funding **\$300,000** for the Sanitary Sewer System Maintenance Program, which includes inspecting sewer manholes and cleaning/televising sewer mains/services. It also includes subsequent manhole relining/reconstructing and system point repairs as necessary.
- Funding **\$81,263** for ongoing measurement and verification reporting provided by performance contractor comparing the guaranteed estimated benefits versus the computed actual benefits as per the Guaranteed Energy, Water and Wastewater Cost Savings Project.
- Funding **\$27,859** for Sensus software as a service agreement.
- Funding **\$25,000** for GIS updates and enhancements.

Capital Outlay:

- Funding **\$70,000** to replace two ¾-ton truck with utility bodies (2008 & 2009).
- Water Main Projects:
 - Funding **\$200,000** to construct 7th Ave. S. water main and 8th Ave. N. and Shetter Ave. sewer replacement projects (FY20-W/S various locations). Of the project's \$300,000 total cost, \$100,000 is to be funded by the Community Redevelopment Agency.
 - Funding **\$760,000** for construction of 10th Street South water, sewer and stormwater improvements (Beach Blvd. to 5th Ave. S.)
 - Funding **\$60,000** to design FY21-W/M water main replacement projects.

Public Works Department

Pollution Control Plant Division

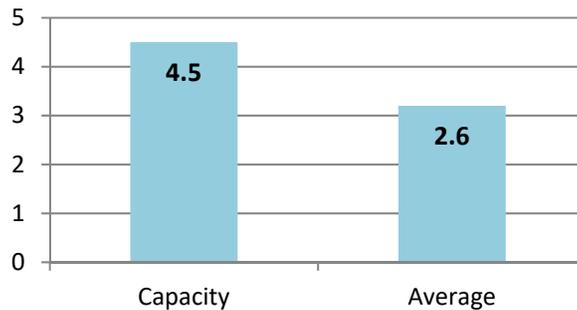
The Pollution Control Plant Division operates and maintains the wastewater transmission system of **38 sewage pump stations** and the **4.5 million gallons per day (MGD)** capacity sewage treatment facility with reuse quality effluent.

Division Mission

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

Daily Wastewater Treatment

million gallons per day



Division Objectives

- Maintain local, state, and federal regulatory compliance.
- Achieve less than 5mg/l total suspended solids, 5 mg/l carbonaceous biological oxygen demand, and 46,233 lbs. of total nitrogen rolling 12-month average (permit requirements).
- Conserve drinking water by providing quality reclaimed water for irrigating the Golf Course, the Wingate Sports Complex, the Operations & Maintenance Facility, the Police Station, South Penman Road Area, Lee Kirkland & Warren Smith Cemeteries, South Beach Park, Stormwater Central Stilling Basin, within the Wastewater Treatment Facilities, South Beach Parkway and Jacksonville Drive.
- Construct Rehabilitation of Lift Stations #23 and design of #27.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Utility Plant Supervisor	1	1	1
Utility Plant Maintenance Supervisor	1	1	1
Operations/Training Specialist	1	1	1
FOG (Fats, Oils & Grease) Program Manager	-	-	1*
Utility Plant Operator/Senior 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	16

** The F.O.G. Program Manager will work with customers to prevent fats, oils and grease from entering the City's sewer system.*

Public Works Department

Division Funding Sources and Budget FY2020

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

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$1,015,740	\$1,109,995	\$1,216,604	\$106,609	9.6%
Operating	\$1,436,188	\$1,505,500	\$1,569,000	\$63,500	4.2%
Capital Outlay	\$117,038	\$895,000	\$860,000	-\$35,000	-3.9%
TOTAL	\$2,568,966	\$3,510,495	\$3,645,604	\$135,109	3.8%

Division Budget Issues

Capital Outlay:

- Funding **\$300,000** for rehabilitation construction of Lift Station #23.
- Funding **\$45,000** for rehabilitation design of Lift Station #27.
- Funding **\$75,000** for design of Sludge Dewatering Facility.
- Funding **\$100,000** for upgrade of WinnCC HMI (Human Machine Interface) Program.
- Funding **\$120,000** for Influent Bar Screen Repair.
- Funding **\$125,000** for Sewer Master Plan Update.
- Funding **\$60,000** to purchase actuators, soft starts and variable frequency drive.
- Funding **\$35,000** to replace Ford F-150 truck (2005).

Other Concerns:

- ⇒ Uncertainty about increasing unfunded mandates due to changes and increased restrictions from the U.S. Environmental Protection Agency (EPA).

Public Works Department

Water Plant Division

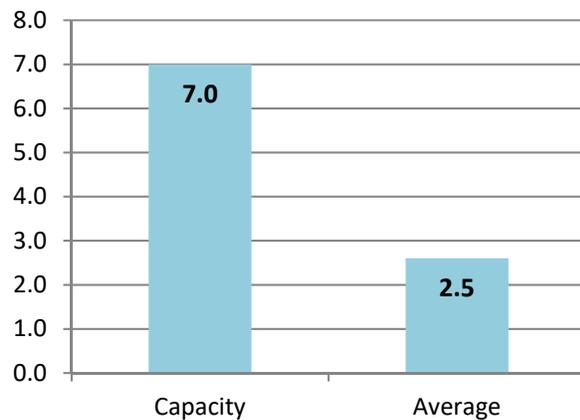
The Water Plant Division operates and maintains the City’s water system that consists of **6 wells, 2 water treatment facilities, and 3 ground and 2 elevated water storage tanks**. The water system has a total capacity to produce 7.0 million gallons of water daily. This division also operates and maintains the stormwater treatment facilities for the City consisting of **20 ponds, 2 stilling basins** each with a weir, the **downtown underground stormwater collection vault** with 2 sand traps, **8 stormwater pump stations**, and the **water play feature** at Sunshine Park.

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.

Daily Water Production

million gallons per day



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.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Utility Plant Supervisor	1	1	1
Utility Plant Maintenance Supervisor	1	1	1
Operations/Training Specialist	1	1	1
Utility Plant Operator/Senior Operator	6	6	6
Utility Plant Mechanic	2	2	2
Plant Maintenance Helper	2	2	2
TOTAL	13	13	13

Public Works Department

Division Funding Sources and Budget FY2020

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

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$851,400	\$928,415	\$953,178	\$24,763	2.7%
Operating	\$347,158	\$453,530	\$448,420	-\$5,110	-1.1%
Capital Outlay	\$94,309	\$152,070	\$572,465	\$420,395	276.4%
TOTAL	\$1,292,867	\$1,534,015	\$1,974,063	\$440,048	28.7%

Budgeted capital outlay projects are detailed below.

Division Budget Issues

Capital Outlay:

- Funding **\$60,000** for back-plug and abandon Well #11.
- Funding **\$253,880** for Water Plant #2 generator replacement.
- Funding **\$96,115** for additional mobile generator.
- Funding **\$110,000** for concrete block building (30'x50').
- Funding **\$52,470** for Water Plant #2 Ground storage tanks safety handrails.

Operating:

- Funding **\$23,000** for annual elevated tank maintenance program.
- Funding **\$27,000** for Environmental Sampling and Analytical Laboratory Services.
- Funding **\$9,500** for Water Plant Camera System Maintenance Agreement.

Other Concerns:

- ⇒ North Florida water issues are increasing in complexity and seriousness. The issues include:
- Decline of the Floridian Aquifer resource.
 - Increasing water demand with growing central/north Florida population and businesses.
 - State setting statutory minimum flows and levels for lakes and springs.
 - Increasing public awareness and involvement in water resource usage and water quality.
 - High quality water resources used for non-potable uses (irrigation, agriculture & industry).
 - Regional Water Supply Plan development by the State Water Management Districts.
 - The very high cost of capital investment necessary for alternate water sources.

The outcomes and their impact on the City are uncertain. Water resources unfunded mandates are likely to be in our future.

Public Works Department

Streets Division

The Streets Division of Public Works maintains the City’s roadways, traffic control signage and markings, sidewalks, and stormwater collection system. These networks consist of **89.32 road miles** including curbs and gutters, **33.97 miles of sidewalks**, **1,682 streetlights**, **1,456 stormwater catch basins**, **558 storm manholes** and **1,683 curb inlets/culverts**, **70 stormwater outfalls** to the adjacent estuaries and ocean, **68.63 miles of stormwater gravity mains**, **2.87 miles of stormwater force mains**, **2.1 miles of drainage channels**. The division also manages collection of garbage, recycling and yard waste, beach cleaning, and graffiti abatement.

Division Mission

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 clean and attractive community environment by collecting garbage and picking up litter from our streets and sidewalks.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Streets Superintendent	1	1	1
General Supervisor	1	1	1
Sanitation Supervisor	1	1	1
Sanitation Contract Compliance Coordinator	0	0	1*
Crew Supervisor	2	2	2
Heavy Equipment Operator	1	1	1
Equipment Operator	4	4	4
Engineering Technician	1	1	1
Traffic Marking/Signage Supervisor	1	1	1
Maintenance Worker I, II, III	5	5	5
Staff Assistant	1	0	0
Administrative Assistant	0	1	1
TOTAL	18	18	19

** The Sanitation Contract Compliance Coordinator will work with our waste hauler to improve communication, ensure compliance and reduce customer complaints.*

Public Works Department

Division Funding Sources and Budget FY2020

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.

General Fund

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$958,110	\$962,842	\$1,003,055	\$40,213	4.2%
Operating	\$551,291	\$620,011	\$672,133	\$52,122	8.4%
Capital Outlay	\$32,435	\$52,200	\$69,000	\$16,800	32.2%
TOTAL	\$1,541,836	\$1,635,053	\$1,744,188	\$109,135	6.7%

Local Option Gas Tax

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$46,970	\$44,832	\$45,590	\$758	1.7%
Operating	\$64,607	\$311,500	\$311,500	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	-
Transfers	\$872,000	\$372,000	\$372,000	\$0	0.0%
TOTAL	\$983,577	\$728,332	\$729,090	\$758	0.1%

Division Budget Issues

Capital Outlay:

- Funding **\$18,000** to replace (2) Zero Turn Mowers (model year 2006).
- Funding **\$6,000** for small asset equipment replacements.
- Funding **\$45,000** to replace Dodge Durango (2003).

General Fund:

- Operating funding of **\$30,000** for graffiti abatement.
- Operating funding of **\$22,000** added: \$14,000 for right-of-way tree trimming/removal and \$8,000 for other contractual services.
- Funding **\$25,000** for GIS updates and enhancements.

Local Option Gas Tax:

- Funding transfers of **\$372,000** for Streets Division wages.
- Funding **\$250,000** for roadway maintenance program, **\$25,000** for traffic striping, and **\$35,000** for sidewalk repairs.

General Capital Projects Fund (Executive & Legislative Section):

- Funding **\$75,000** to replace John Deere 210LE loader – (2005)

Public Works Department

Stormwater Utility Program

Program Mission – *Protect the environment and private property by providing funding for operating, maintaining and improving the stormwater collection and treatment system.*

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 Source & Budget - Stormwater utility fees fund the program.

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$217,043	\$224,259	\$230,173	\$5,914	2.6%
Operating	\$554,959	\$699,267	\$725,307	\$26,040	3.7%
Capital Outlay	\$35,859	\$243,000	\$1,332,600	\$1,089,600	448.4%
TOTAL	\$807,861	\$1,166,526	\$2,288,080	\$1,121,554	96.1%

Program Budget Issues

Capital Outlay:

- Funding **\$368,000** to construct 10th St. S. from Beach Boulevard to 5th Ave. S. Infrastructure Improvements.
- Funding **\$95,000** for 9th Ave. N. stormwater pump station generator.
- Funding **\$40,000** for design of Stormwater piping of ditch on Isabella Blvd. (35th Ave. S. to Jax. Drive).
- Funding **\$18,000** for Madrid, Wingate and Phase 2 Stormwater stations Telemetry upgrade.
- Funding **\$800,000** for construction of Beach Outfalls.
- Funding **\$11,600** for purchase of new deck-over trailer.

Operating:

- Funding **\$95,000** for stormwater pipe/catch basin cleaning.
- Funding **\$200,000** for outfall/channel cleaning and maintenance program.
- Funding **\$15,000** for aquatic vegetation and weed management.
- Funding **\$30,000** for Stormwater landscaping maintenance.
- Funding **\$12,000** for environmental lab services.
- Funding **\$25,000** for GIS updates and enhancements.

Public Works Department

Other Concerns:

- ⇒ Stormwater utility rates were set more than 25 years ago.
- ⇒ Anticipate budget pressures due to increasing federal/state environmental regulation / oversight - Numeric Nutrient Criteria, Pollutant Total Maximum Daily Load limits, statutory minimum flows and levels for lakes and springs, and aging stormwater infrastructure.
- ⇒ **FDOT project** to improve the stormwater drainage system for **State Road A1A / Beach Boulevard**, north of Beach Boulevard is underway and construction is approximately 33% complete as of March 2019.

Public Works Department

Sanitation Utility Program

Program Mission – *Protect the environment and the health of the community by providing funding for the collection, transportation, and disposal of garbage, yard waste, debris, litter and recyclables.*

Program Objectives

- Collect garbage, yard waste, and recyclables from residential customers via weekly curbside service.
- Collect garbage from commercial customers via dumpster, compactor and curbside service on a weekly routine basis.
- Recycling is voluntary for all customers and is available for all commercial customers and multiplex dwelling units for an additional fee.
- Keep Jacksonville Beach beautiful through the oceanfront & downtown cleaning, graffiti abatement, and street sweeping programs.

Program Funding Source & Budget - Sanitation utility fees fund the program.

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$306,083	\$283,430	\$346,241	\$62,811	22.2%
Operating	\$3,602,054	\$3,419,681	\$3,528,833	\$109,152	3.2%
Capital Outlay	\$483,985	\$0	\$290,000	\$290,000	-
TOTAL	\$4,392,122	\$3,703,111	\$4,165,074	\$461,963	12.5%

Capital Outlay:

- Funding **\$290,000** to purchase replacement for streetsweeper.

Program Budget Issues

Operating:

- Anticipate annual CPI increase and bi-annual fuel cost adjustments.

Other Concerns:

- ⇒ Addition of Sanitation Inspector position is needed to provide proper oversight of refuse and beach cleaning contractors and to assist the sanitation supervisor with responding to resident concerns.

Public Works Department

Administration Division

Division Mission

To protect the environment, safety & quality of life through the delivery of Public Works services.

Division Objectives

- Implement departmental business plan.
- Implement departmental capital projects as scheduled by each division.
- Implement capital master plans for the two redevelopment districts.
- Effectively address all customer service requests.

Division Organization

Authorized Positions	FY2018	FY2019	FY2020
Public Works Director	1	1	1
City Engineer	1	1	1
Project Engineer	1	1	1
GIS Analyst	-	1	1
Administrative Assistant	1	1	1
Construction Project Manager	1	1	1
Construction Inspector part-time	1	1	1
Construction Coordinator part-time	1	1	1
TOTAL	7	8	8

Division Funding Sources and Budget FY2020

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).

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$163,613	\$213,871	\$216,275	\$2,404	1.1%
Operating	\$1,433,259	\$1,445,374	\$1,498,792	\$53,418	3.7%
Capital Outlay	\$183,146	\$1,000,000	\$1,129,525	\$129,525	13.0%
Debt Service	\$1,792,844	\$1,800,193	\$1,837,894	\$37,701	2.1%
Transfers	\$95,000	\$95,000	\$126,000	\$31,000	32.6%
TOTAL	\$3,667,862	\$4,554,438	\$4,808,486	\$254,048	5.6%

Police Department

Mission

Working with Citizens for a Safe Community

Organization

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

Authorized Positions	FY2018	FY2019	FY2020
Chief of Police	1	1	1
Commander	3	3	3
Sergeant/Corporal	20	20	20
Patrol Officer/Detective	43	43	43
Police Total	67	67	67
Accreditation Manager	1	1	1
Communications Supervisor	1	1	1
Communications Officer	10	10	10
Records Supervisor	1	1	1
Records Specialist	2	2	3
Records Specialist part-time *	1	1	0
Parking Enforcement Coordinator	1	1	1
Community Service Officer	1	1	1
Administrative Assistant	4	4	4
Property/Evidence Officer	1	1	1
Property/Evidence Officer part-time	1	1	1
Animal Control Officer	1	2	2
School Crossing Guard part-time	9	9	9
Volunteer Coordinator part-time	1	1	1
Civilian Total	35	36	36
Total Full-time	90	91	92
Total Part-time	12	12	11
TOTAL POSITIONS	102	103	103

** As part of the FY20 Budget process, one part-time Records Specialist position was converted to full-time to address increased workload.*

Professional Standing

The Police Department was initially accredited in 1995 by the national Commission on Accreditation for Law Enforcement Agencies, Inc. For over twenty-four years, the department has continued to meet the stringent standards required to maintain accredited status. In 2018, the police department was awarded their eighth award for accreditation which was the Gold Standard Accreditation with Excellence.

Police Department

Police Department Function & Structure

Our success depends on the partnerships between the community and the police. We have worked hard to build and maintain strong community relationships. The focus of the Jacksonville Beach Police Department is to create an environment where our citizens and visitors feel safe. By working closely with our citizens, we are constantly changing to meet the needs and concerns of our customers. Our residents and visitors expect the police to be visible and to work to prevent crimes from occurring. When crimes do occur, citizens expect the police to solve those crimes.

The police are the first responders to crime in our community. However, it is important to understand that there are *many factors that impact crime rates*, such as population demographics, number of visitors, and socioeconomics. The Police Department is only one part of the criminal justice system. The *police respond* to reported crimes and make arrests; the *State Attorney decides whether to prosecute*, and *judges and juries decide guilt or innocence*. Thus, each part of the criminal justice system influences the other.

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.

Over time, the Police Department has reacted with many innovative programs. Those include 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

Patrol Division

There were 58,031 calls for service in calendar year 2018. Many of those calls required a response by two or more officers (e.g., burglary and robbery alarms, crimes in progress, domestic violence, etc.) In 2018, there were 86,980 officer responses to those 58,031 calls, 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 into two patrol groups and six squads consisting of five officers per squad.

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.

FY2020 estimated budget for the Patrol Division, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$4,321,752.**

Police Department

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 enforcement and the selective traffic enforcement program.

FY2020 estimated budget for the Traffic Unit, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$304,139.**

K-9 Unit

The estimated budget for the K-9 Unit, staffed by two officers with two canines, including salaries and benefits, overtime, operating costs, supplies etc.: **\$197,502.**

Part-Time Police Officer Program

There are currently two part-time police officers. FY2020 estimated budget for the part-time police officer program, including salaries, operating costs, supplies, etc.: **\$67,165.**

Detective Division Units/Costs

General Investigations Team

The General Investigations Team is comprised of one sergeant, one corporal, three detectives, and a staff assistant. Detectives assigned to this team investigate crimes that require substantial commitments of time to complete, including theft, burglary, robbery, and murder. The staff assistant performs typical administrative duties as well as crime analysis.

FY2020 estimated budget for the General Investigations Team, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$666,104.**

Community Response Team

The Community Response Team is comprised of one sergeant, one corporal, and four detectives. This team of detectives addresses special problems such as illegal drugs, illegal guns, criminal street gang activity, and serial crimes (e.g., armed robberies, smash-and-grab burglaries, etc.) that fall outside the realm of traditional investigative and patrol duties.

FY2020 estimated budget for the Community Response Team, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$838,596.**

NOTE: A pro rata share of the division commander's salary and benefits is included in the General Investigations Team's and Community Response Team's proposed FY2020 budgets.

Carver Center / Community Assisted Policing Effort (CAPE) Program

CAPE is a community policing project located in the Pablo Beach, South neighborhood. One officer assigned to CAPE patrols the neighborhood in a marked patrol vehicle as well as on bicycle and on foot. Working closely with employees at the City's Carver Center, the officer addresses crime problems and quality-of-life issues within the accepted practices of the community-policing model. In addition, a part-time CAPE community service officer works with Carver Center

Police Department

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 FY2020 estimated budget for the CAPE Program, including salaries, benefits, etc.: **\$122,577.**

Downtown CAPE Program

The Jacksonville Beach Community Redevelopment Agency (CRA) provides funding for eight police officers, two corporals, and one sergeant for an innovative community-policing program known as Downtown CAPE. In the FY2017 budget, the CRA approved the addition of another officer and corporal to the DT CAPE unit, bringing the total personnel in the unit to eleven. This allowed the unit to be broken into two groups, much like patrol. 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, and visitors, as they focus on issues of public safety and quality-of-life crimes. The officers are trained in crime prevention and assist with code enforcement. They also provide “responsible vendor training” to businesses in the downtown area that serve alcoholic beverages. The CRA also provides funding for additional officers working in an overtime capacity during peak workload hours.

FY2020 estimated budget for the Downtown CAPE Program including salaries and benefits, overtime, equipment, operating costs, supplies, etc.: **\$1,285,893.**

Services Division Units/Costs

Ancillary Services Section

The Ancillary Services section consists of one commander, a sergeant, a community service officer and nine part-time school crossing guards that are assigned to elementary schools and the Fletcher Middle School area to assist children in safely crossing busy roadways.

The Services Commander serves as budget officer for the Police Department, oversees the Records Section, Communications Section, Property/Evidence, Paid Parking program, Training & Recruiting, Animal Control, as well as grant management (budgets for these programs are shown separately, below).

FY2020 estimated budget for salaries, benefits etc.; **\$389,736.**

Communications Section

The Communications Section is comprised of one supervisor and ten public safety communications officers (PSCO). PSCOs are an integral part of the services provided by the Police Department. Their primary duties include answering emergency 9-1-1 and non-emergency telephone calls from citizens and then dispatching police officers or civilian employees to handle the calls for service. They check vehicle and license registrations and also query county, state, and federal databases for wanted persons, stolen vehicles, and property, etc.

FY2020 estimated budget for the Communications Section, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$942,548.**

Police Department

Records Section

The Records Section is comprised of one supervisor and three full-time records specialists. As part of the FY2020 Budget process, one part-time records specialist position was converted to full-time to address increased workload. Records Specialists process and file the large volume of reports generated daily by employees of the Police Department. They also compile documents in response to public records requests from citizens, media, and other criminal justice agencies.

FY2020 estimated budget for the Records Section, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$252,806.**

Property/Evidence Section

The Property/Evidence Section is comprised of one full-time and one part-time property/evidence officer. Property/Evidence Officers are responsible for ensuring the protection of all property and evidence seized by the Police Department until statutory time limits are met or the legal system has determined there is no longer a need to hold such items.

FY2020 estimated budget for the Property/Evidence Section, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$90,850.**

Accreditation Unit

The Accreditation Unit is comprised of one civilian accreditation manager. The employee is responsible for managing the accreditation process as established by the national Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The Police Department was initially accredited in 1995 and has been successfully reaccredited seven times. For over twenty-two years, the Police Department has complied with the CALEA accreditation process, which ensures the Police Department is following best practices as established by the International Association of Chiefs of Police, National Sheriffs Association, National Organization of Black Law Enforcement Executives, and the Police Executive Research Forum.

FY2020 estimated budget for the Accreditation Unit, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$92,533. (\$23,045 in accreditation fees, travel and training, etc., will be paid from the Administrative Division budget.)**

Animal Control Officer

The Animal Control Officers are responsible for enforcing all animal control ordinances in the City. This includes patrolling the beachfront during daytime hours to enforce leash laws. The Animal Control Officers also respond to citizen complaints of wild animals, reptiles, and stray animals. The animals are held in pens at the Animal Control Office until a City of Jacksonville animal control officer responds to take custody. During FY2019, a second Animal Control Officer position was approved to address increased service demands.

FY2020 estimated budget for the Animal Control Officer program, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$110,365.**

Police Department

Paid Parking/Security Unit

The Parking Enforcement Unit is comprised of one supervisor and ten part-time community service officers (CSOIIIs). The unit is responsible for parking enforcement throughout the City with particular emphasis on parking issues in the downtown business district. The supervisor oversees the City's parking enforcement program in three City-owned parking lots downtown. The CSOIIIs provide security and informational services to visitors in the paid parking lots. The unit also includes overtime for one police officer to provide additional security, roving in the three paid parking lots during peak hours. The parking unit is under the supervision of the Services Division Commander.

FY2020 estimated budget for the Parking Enforcement Unit, including salaries and benefits, overtime, operating costs, supplies, etc.: **\$161,026. (This program is fully funded through parking revenues.)**

Community Service Officers

The community service officers assist with non-emergency calls for service, parking issues, traffic control, traffic crashes and assist with other administrative duties. The unit consists of one full time community service officer and one part-time officer.

FY2020 estimated budget for the Community Service Officer program including salaries, benefits, operating costs, supplies, etc.: **\$54,325.**

Volunteer Programs

The volunteer program consists of Citizen Police Academy Alumni Association members and 18 Citizens on Patrol (COP) volunteers. There is one part-time volunteer coordinator who schedules and supervises all of the volunteer programs. The coordinator is paid from the Law Enforcement Trust Fund (**\$17,942**). The unit provided over 11,620 hours of volunteer service for the Police Department in 2018. The uniformed COPs have two vehicles used for patrol.

FY2020 estimated budget for operating supplies, vehicle maintenance, fuel, uniforms, etc.: **\$34,300** for a combined total of **\$52,242.**

Police Administration

The Police Administrative Division consists of the Chief of Police, one executive assistant, and two staff assistants. Salaries and benefits: **\$578,174.** The Administrative Division is responsible for all software fees, professional services, internal service charges, utilities, legal fees, etc. (**\$620,560**). Total Administration Division costs: **\$1,198,734.**

Police Department

Department Highlights

- ☑ Maintained exceptional response times to emergency and non-emergency calls (**2.16-minute average for emergency calls, and 4.23-minute average for non-emergency calls**), exemplifying the department's commitment to customer service and improving citizens' safety.
- ☑ There has been a **2% decrease** overall in major crimes (theft, assault/battery, auto burglary, burglary, robbery, and homicide) from 2014 to 2018. These crimes fluctuate from year to year, and these changes are influenced by many factors unrelated to law enforcement.
- ☑ Benefited from Citizen Police Academy Alumni Association members, who volunteered **11,620** hours in **2018**, assisting the department in its mission. Volunteers worked in the records section, vehicle maintenance, animal control, parking citation program, and beach patrol. The volunteers also worked at numerous special events.
- ☑ Removed **226** intoxicated drivers from the roadways, making Jacksonville Beach safer for vehicles, bicyclists, and pedestrians.
- ☑ Conducted **61** community relations programs, directly impacting **2,142** citizens (e.g., firearms safety, bicycle safety, Neighborhood Watch, DUI prevention, etc.).
- ☑ Completed Citizen Police Academy classes **XLI** and **XLII**, achieving high approval ratings. Through 42 academies, 1,136 citizens have gained a better understanding of law enforcement and the Jacksonville Beach Police Department.
- ☑ Continued the Citizens On Patrol (COP) Program. **Eighteen** graduates of the COP Training Academy assisted 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.
- ☑ Participated for the 3rd time in the annual **National Night Out** event. National Night Out is an annual event designed to strengthen communities by encouraging neighborhoods to engage in stronger relationships with each other and with their local law enforcement partners.
- ☑ Hosted the 24th **Annual Kids Fishing Rodeo** at the Huguenot Park lagoon. Approximately 1,000 children and parents attended the event.
- ☑ Hosted the annual **Kids Halloween Party** and **Kids Christmas Party**. Approximately **1,300** children and parents attended the two events.

NOTE: See performance measures on the following pages for additional accomplishments.

Police Department

Customer Service Surveys

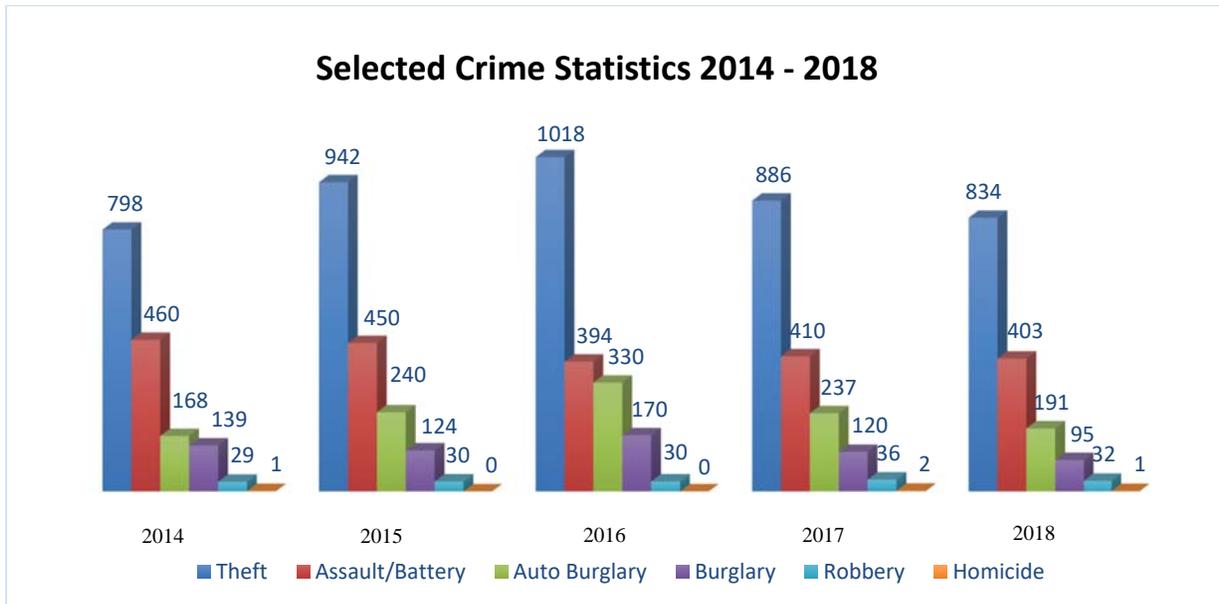
Each quarter, the Police Department conducts a random survey of 30 citizens who have encountered a member of the department within the preceding three months. The survey asks respondents to rate the employee’s professionalism and helpfulness to the citizen during the encounter.



Chart reflects results of 120 random surveys for 2018.

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.



The “Theft” category includes crimes such as retail theft (shoplifting), theft of bicycles, and thefts from the beach (e.g., cell phones, backpacks, etc.).

Police Department

Performance Measures

Outcomes	Performance Measure	Actual FY2018	FYTD through 3/15/19	Target FY2020
<i>Continually seek new and better methods to improve citizens' safety.</i>	Maintain four minute or less average response time to emergency calls	2.16 Minutes	2.31 Minutes	4.00 Minutes
	Maintain six minute or less average response time to non-emergency calls	4.23 Minutes	4.19 Minutes	6.00 Minutes
	Continue strict enforcement of DUI laws to improve safety of city roadways	Arrests 226	Arrests 89	Arrests 125
	Conduct quarterly neighborhood notifications of sex offenders and sexual predators living in the city	4	2	4
	Notify local residents, schools, and day care facilities within 48 hours of a sexual predator moving into a neighborhood	Yes	Yes	Yes
	Conduct strict enforcement task forces in the CAPE neighborhood	6	8	6
<i>Maintain strong partnerships with citizens to improve public safety.</i>	Complete two Citizen Police Academy classes with a positive rating of 95% or higher (51 surveys)	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 95% or higher	Yes	Yes	Yes
	Involve CPA Alumni Association members in community relations and crime prevention programs	Yes	Yes	Yes
	Use Citizens On Patrol (COP) volunteers to enhance services	Yes	Yes	Yes
<i>Develop professional employees through competent hiring practices, ongoing training and career development.</i>	Continue emphasis on career development through training	9,981 hours	4,000 Hours	8,000 hours
	Attend five job fairs to expand the pool of exceptional candidates for employment	5	6	5
	Number of consecutive years accredited through the national Commission on Accreditation for Law Enforcement Agencies (CALEA)	23	24	25
<i>Continue the strong commitment to outstanding customer service.</i>	Achieve positive ratings of 90% or higher on quarterly customer service surveys (120 surveys completed each year)	99%	99%	90%

Police Department

Financial Summary

General Fund

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$7,093,550	\$7,794,296	\$8,276,592	\$482,296	6.2%
Operating	\$1,178,536	\$1,327,159	\$1,345,965	\$18,806	1.4%
Capital Outlay	\$300,525	\$160,000	\$190,000	\$30,000	18.8%
TOTAL	\$8,572,611	\$9,281,455	\$9,812,557	\$531,102	5.7%

The budget includes estimated increases for wages, pension, health insurance and vehicle replacements.

Special Revenue Funds

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$752,561	\$1,019,598	\$1,091,085	\$71,487	7.0%
Operating	\$227,356	\$169,950	\$169,950	\$0	0.0%
Capital Outlay	\$574,298	\$32,400	\$101,300	\$68,900	212.7%
Transfers	\$0	\$0	\$0	\$0	-
TOTAL	\$1,554,215	\$1,221,948	\$1,362,335	\$140,387	11.5%

The primary special revenue funding source is the Community Redevelopment Agency. Other expenses in these funds are budgeted when notice of the grant is received and the expense has been approved by the City Council.

Other Funding Sources

Other Funding Source	Use	2019 Budget	2020 Budget
Community Development Block Grant (Federal)*	CAPE Program in Pablo Beach, South Neighborhood	\$65,882	\$65,882
Total-General Fund		\$65,882	\$65,882
Community Redevelopment Agency	Eleven Downtown CAPE officers, operating supplies and overtime	\$1,145,995	\$1,285,893
Law Enforcement Trust Fund (State)	Equipment Grant Matches and Crime Prevention Programs	\$37,753	\$38,242
Equitable Sharing Fund (Federal)	Equipment Grant Matches and Crime Prevention Programs	\$26,000	\$26,000
Court Costs Training Fund (State)	Employee Training	\$12,200	\$12,200
TOTAL OTHER FUNDING SOURCES		\$1,221,948	\$1,362,335

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

* Assistance is dependent on continued Federal funding.

Police Department

Budget Issues

Public Safety Radio System Replacement

The Police Department will use **\$56,000** from the Radio System Replacement and Reserve Program to purchase a radio transmission recording system. This purchase is part of an ongoing complete public safety radio system replacement program. The radio replacement program will continue in future years until the entire system is replaced.

Vehicle Replacement

Replacement of **four to five** police vehicles (SUVs) in FY2020. Total cost for vehicles: **\$190,000**.

Downtown CAPE Program

Replacement of two police vehicles, one ATV, and two Segways in FY2020. Total cost: **\$101,300**.

Justice Assistance Grant/Byrne (Local)

This grant is earmarked for municipalities and requires no local matching funds. Grant funds have been used in the past to purchase equipment. The grant amount for FY2020 is unknown at this time; the funding level should be announced in July. It is expected to be **\$9,101** and will be used to pay for equipment. The budget will be adjusted when the grant is awarded.

Justice Assistance Grants (State)

This grant is earmarked for municipalities and routed through the state. Appropriations from this grant must be approved by a minimum of 51% of the law enforcement agencies in Duval County (Jacksonville Sheriff's Office, Jacksonville Beach Police Department, Atlantic Beach Police Department, and Neptune Beach Police Department). In past fiscal years, the Police Department has used this grant to provide overtime funds for a downtown Street Crimes Task Force. FY2020 grant will be used to partially fund overtime for the Street Crimes Task Force. The Justice Assistance Grant amount for FY2020: **\$50,385**. The budget will be adjusted when the grant is awarded.



Fire Department

Mission

Provide professional and customer service based Fire, EMS, and Prevention services to our citizens.

Emergency Response

The Fire Department is staffed and equipped to respond to the following:

- One major Fire/EMS event.
- Three simultaneous single unit response emergency calls.
- One major event (disaster) utilizing all fire department and city resources.
- Auto/Mutual Aid is utilized for most major events.
- Emergency Transport is provided by the county provider JFRD.

Organization

The Fire Chief is responsible for the overall day-to-day operations of the department as well as budgetary issues, disaster management, and the city-wide radio system.

Three shifts comprised of a Shift Commander, two Lieutenants, and six Firefighter/Engineers provide Fire, EMS, and Rescue capabilities as well as prevention and educational services.

The Fire Marshal is responsible for inspections, plans review, public education, and code enforcement. The Shift Commanders assist the Fire Marshal when available.

The Training/Safety Lieutenant is responsible for coordinating training activities, serves as the safety officer during major emergencies, maintains Fire/EMS quality control, and coordinates our safety program.

Authorized Positions	FY2018	FY2019	FY2020
Fire Chief	1	1	1
Fire Captain/Shift Commander	3	3	3
Fire Marshal	1	1	1
Fire Lieutenant	6	6	6
Training/Safety Lieutenant	1	1	1
Firefighter/Engineer	18	18	18
Administrative Assistant	1	1	1
TOTAL	31	31	31

Fire Department

Primary Services

- Mitigate fire emergencies, EMS response, vehicle accidents, haz-mat incidents, technical rescue situations, and other 911 emergencies.
- Fire prevention and public safety through plans review, code enforcement, public education programs, and fire safety inspections.
- Emergency disaster management and hurricane preparedness.
- Managing the City's 800 MHz radio system.

The Fire Department operates two engines, one quint, and a mobile command vehicle daily. We provide basic and advanced life-support with medical transport provided by the City of Jacksonville as part of an inter-local agreement. Automatic/Mutual aid agreements are in place with Jacksonville Fire & Rescue, St. Johns County Fire & Rescue, and Mayport Naval Station Fire Department.

Jacksonville Beach operates its own 800 MHz radio system and radio tower located at the O&M Facility. The radio system is a digital P-25 capable system having encryption for the police department, and communication abilities with Duval and surrounding counties. The First Coast Radio system and the State's mutual aid frequencies are used as a back-up system. Satellite phones are available for communication during a disaster when other means of communication are unavailable.

CY2018 Accomplishments

- Zero fire deaths in 2018, and an average response time of 4 minutes 8 seconds.
- All structure fires responded to were confined to the area involved upon arrival.
- 100% of the 85 customer surveys returned indicated excellent or good service.
- Conducted 869 fire safety surveys, 371 high hazard inspections and updated 729 pre-plans.
- Conducted 209 construction/remodel inspections, reviewed 309 sets of plans, and 113 consultations.
- Conducted 77 fire drills in public and private schools.
- Installed 219 new smoke alarms in homes and checked or installed new batteries in 482 existing smoke alarms.
- Provided education to over 3,726 adults/children in fire safety, prevention, and/or hurricane preparedness.

Fire Department

CY2018 Accomplishments (continued)

- Members conducted over 8,000 hours of in-service training.
- Installed and/or educated 174 families on the proper installation of child safety seats.
- Conducted City-wide training and exercises in hurricane preparedness.
- Updated the City's Municipal Comprehensive Emergency Management Plan and focused on lessons learned and needed improvements resulting from Hurricane Irma.
- Conducted a Point of Dispensing (POD) exercise.
- Inspected 907 fire hydrants within the city.

Goals for FY2019/2020

1. Zero fire related deaths in Jacksonville Beach by a rapid response, commitment to training, inspections and code enforcement, and a proactive smoke alarm program.
2. Confine 90% of all building fires to the area involved upon arrival by a quick response, effective fire ground tactics, and trained personnel.
3. Maintain excellent fire/EMS/technical rescue capabilities and safety by monthly in-house training, challenging scenarios, and technical rescue training.
4. Maintain the city's preparedness capabilities by updating and training employees on the city's emergency operational and communication plans.
5. Continue the strong commitment to customer service.

Fire Department

Performance Measures	CY2017	CY2018	FY2019 10-1-18 Through 3-1-19	Target for CY2019
Prevent all fire deaths in Jacksonville Beach	Yes	Yes	NO	No more fire deaths
Confine 90% of all building fires in Jacksonville Beach to area involved upon arrival. (20)	100%	100%	100%	90%
Provide Basic or Advanced Life Support service to all calls for Emergency Medical Services (of the 3353 total calls in 2018, 69% were rescue).	2,422	2,311	882	2,000
Respond to emergencies within 6 minutes (m) for 90%, and within 4 minutes (m) for 70% of all 911 emergency calls.	4m/71% 6m/93%	4m/72% 6m/94%	4m/71% 6m/93%	4m/70% 6m/90%
Complete fire safety surveys and update pre-plans of commercial buildings once every 2 years (718 per year).	801	869	380	718
Conduct high hazard inspections and update pre-plans of daycares, Medical Centers, Private Schools, Group Counseling Centers, Nursing Homes and Assisted Living Facilities.	328	371	151	200
Conduct 80 fire evacuation drills in schools.	84	77	39	80
Educate 3,500 citizens/children in fire safety and/or hurricane preparedness each year.	3,791	3,726	2,183	3,500
Install or replace 80 smoke alarms in unprotected homes of elderly, disabled, or fixed income citizens.	126	219	119	80
Check, test or replace batteries in 375 existing smoke alarms.	517	482	213	375
Inspect all city and private fire hydrants annually.	907	907	868	900
Complete 7,000 in-service training hours.	8,072	8,003	3,225	7,000
Receive a 100% excellent or good evaluation by citizens ¹	100%	100%	100%	100%
Install/inspect/educate families on child safety seats.	237	174	75	NA

¹Survey responses (# returned): 2017 (142), 2018 (85)

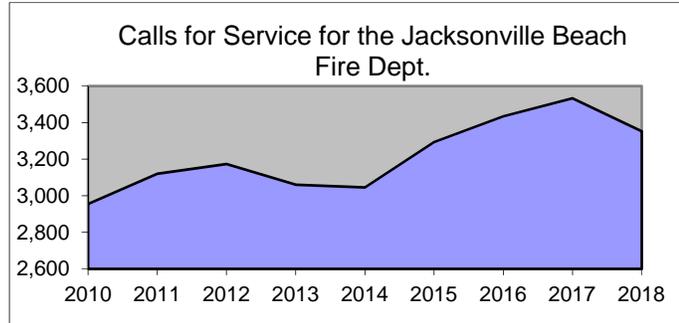
The Fire Department measures its effectiveness by tracking alarms, inspections, survey cards returned, and training records on a monthly and calendar year (CY) basis.

Fire Department

Annual Calls for Service

The fire department responded to 3,353 incidents in CY2018.

- *2% Fires*
- *69% Medical*
- *30% Hazardous Conditions*



- **In 2018, the Fire Department experienced a 5.1% decrease in call volume from 2017: 3,353 calls for service in 2018 compared to 3,533 in 2017.**

Funding Sources

Fire Department funding is primarily through the General Fund.

Radio services are funded by the Radio Communications Special Revenue Fund, Capital Improvement Fund, and each individual department that utilizes the City's 800 MHz radio system.

Fire Department

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change	
Personal Services	\$3,327,990	\$3,656,486	\$3,994,807	\$338,321	9.3%	<i>Personal services increases are due to IAFF union contract changes, pension, health insurance, and the replacement of equipment and a vehicle.</i>
Operating	\$399,999	\$492,918	\$507,811	\$14,893	3.0%	
Capital Outlay	\$33,599	\$75,764	\$138,800	\$63,036	83.2%	
TOTAL	\$3,761,588	\$4,225,168	\$4,641,418	\$416,250	9.9%	

Budget Issues

Capital Outlay:

- Funding of \$39,500 for the replacement of one Zoll Cardiac Monitor.
- Funding of \$36,300 for the replacement of the SCBA compressor and fill station.
- Funding of \$48,000 for the replacement of the Shift Commander Vehicle.
- Funding of \$15,000 for the purchase of one Extractor, Drying Rack, Stackable Washer/Dryer, and associated electrical and plumbing modifications.

Operating:

- In an effort to expedite emergency repairs to the City's 800 MHz radio system not covered by the maintenance contract, \$10,000 in the Radio Fund is targeted for emergency repairs.
- Periodic discussions with the City of Jacksonville regarding contracting out the Fire Department have been ongoing for several years. Any decision will be made after considering the best long-term interests of the Jacksonville Beach community.

Fire Apparatus Replacement Program

In order to maintain an efficient fleet of fire apparatus, a planned Capital Improvement Program is required. This replacement program has been funded annually by the City Council. Due to the cost of new apparatus, the life of our apparatus has been adjusted to meet NFPA recommendations. The goal of the program is to keep apparatus in front-line service for approximately 15 years and then place them in reserve for approximately 10 years. While we have two older reserve units, we have replaced the pumps on both units (E-25 and E-14), extending their usable life.

This schedule can be attained by committing \$75,000 per year. The replacement schedule is included in the 2020 Capital Improvement plan (CIP).

Fire Department

Fire Apparatus Replacement Program

Engine	Description	Model Year	Age
Q-11	Ferrara Ladder (Quint)	2010	9
E-14	Pierce Pumper (reserve)	1996	23
E-22	Rosenbauer Pumper	2018	1
E-13	E-1 Rescue/Pumper	2006	13
E-25	Pierce Pumper (reserve)	1993	26

Replacement Schedule

Year	Replace Apparatus	Cost	CIP Budget
FY2020			\$75,000
FY2021	E-25 (1993)	\$425,000	\$75,000
FY2022			\$75,000
FY2023			\$75,000
FY2024			\$75,000

Emergency Preparedness

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 updating the Municipal Comprehensive Emergency Management Plan (MCEMP).
- 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 budget funds to pay for purchases such as:

- Rental equipment: Trucks/trailers, portable shelters, generators, and port-a-lets.
- Supplies: Fuel, food, water, and medical supplies.
- Staffing and communications equipment.

Fire Department

Comparison Survey

The Jacksonville Beach Fire Department does a comparison survey annually with similar sized cities and fire departments to determine how efficient our department is in comparison to the other departments. Statistics assessed include the assessed valuation of property, fire department budget, number of calls responded to, number of firefighters, and the population. This comparison survey is based on the 2018 calendar year statistics.

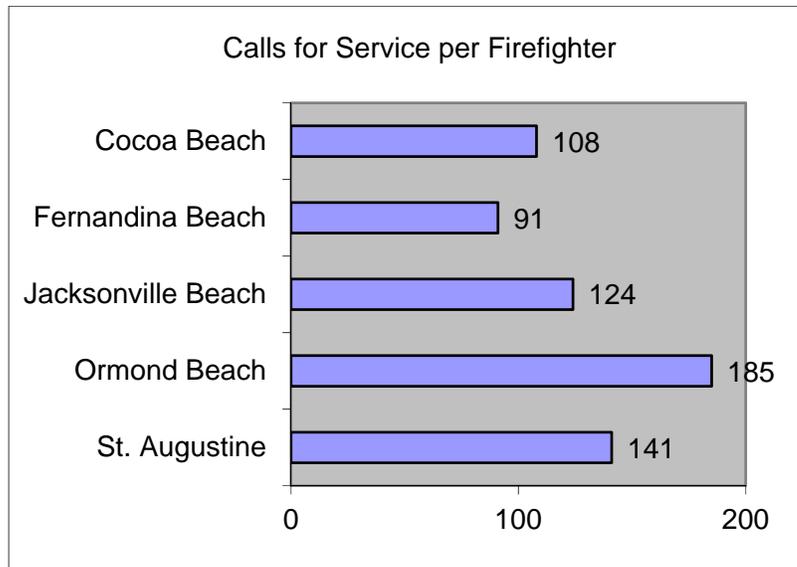
This data does not reflect the actual minimum staffing per shift nor the method that each department may use to determine calls. The following graphs illustrate the findings from the data and indicate that the Jacksonville Beach Fire Department operates efficiently.

Calls for Service CY 2018

Average number of calls for service per firefighter: 130.

Jacksonville Beach Fire Department is 124.

The Jacksonville Beach Fire Department responded to 3,353 calls for service in CY 2018.



Cost per Call CY 2018

Average cost per call for service: \$1,171.

Jacksonville Beach Fire Department was \$1,122.



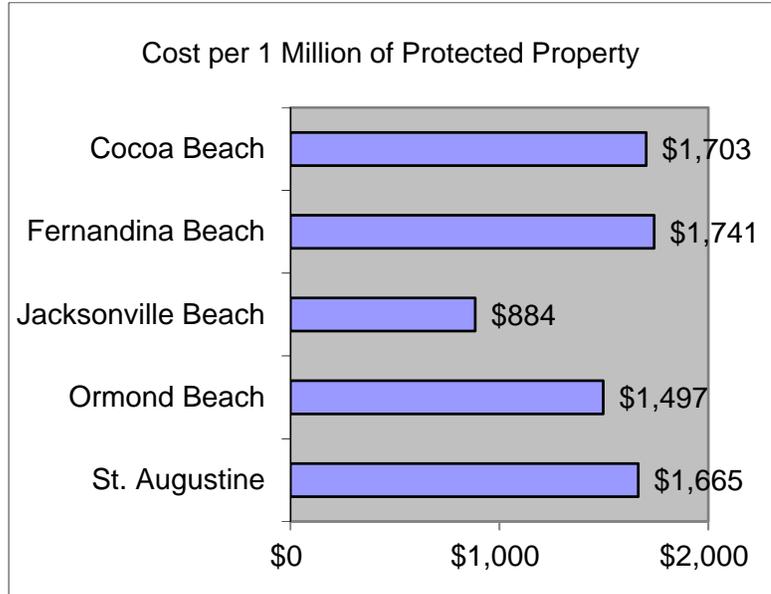
Fire Department

Comparison Survey (continued)

Cost per \$1 million of Protected Property CY 2018

Average cost per \$1 million of protected property: \$1,498.

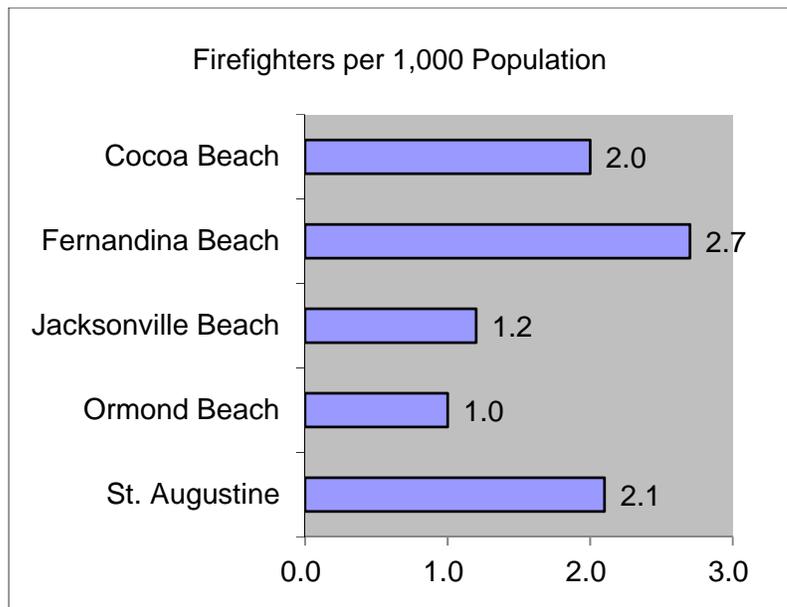
Jacksonville Beach Fire Department was \$884.



Firefighters per 1,000 Population CY 2018

Average number of firefighters per 1,000 population: 1.8

Jacksonville Beach Fire Department was 1.2. Based on a population of 23,000.





Beaches Energy Services

Mission

To provide reliable energy services at a competitive price with superior customer service that is “Above and Beyond the Expected.”

Organization

Beaches Energy Services provides electric service to more than 35,353 customers and 24-hour customer service outage restoration. The Department is responsible for designing, constructing, operating, and maintaining electric facilities and natural gas service in Jacksonville Beach, Neptune Beach, Ponte Vedra Beach, and Palm Valley.

Authorized Positions	FY2018	FY2019	FY2020
Administration	4	4	4
Engineering	8	8	8
Relay/Substation	6	6	7
Construction & Maintenance	31	31	30
System Operations	10	10	11
Storeroom	3	0*	0*
Regulatory Compliance	1	1	1
Meter Services	12	12	11
TOTAL	75	72*	72*

During FY2018, storeroom functions were reorganized so that personnel report to the Property & Procurement Officer. Personnel costs for the storeroom function remain in the Beaches Energy budget.

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 and associated protection systems.

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 compliance. Provides a 24-hour dispatch center for emergency response and customer service.

Beaches Energy Services

Organization (continued)

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.

Recent Accomplishments

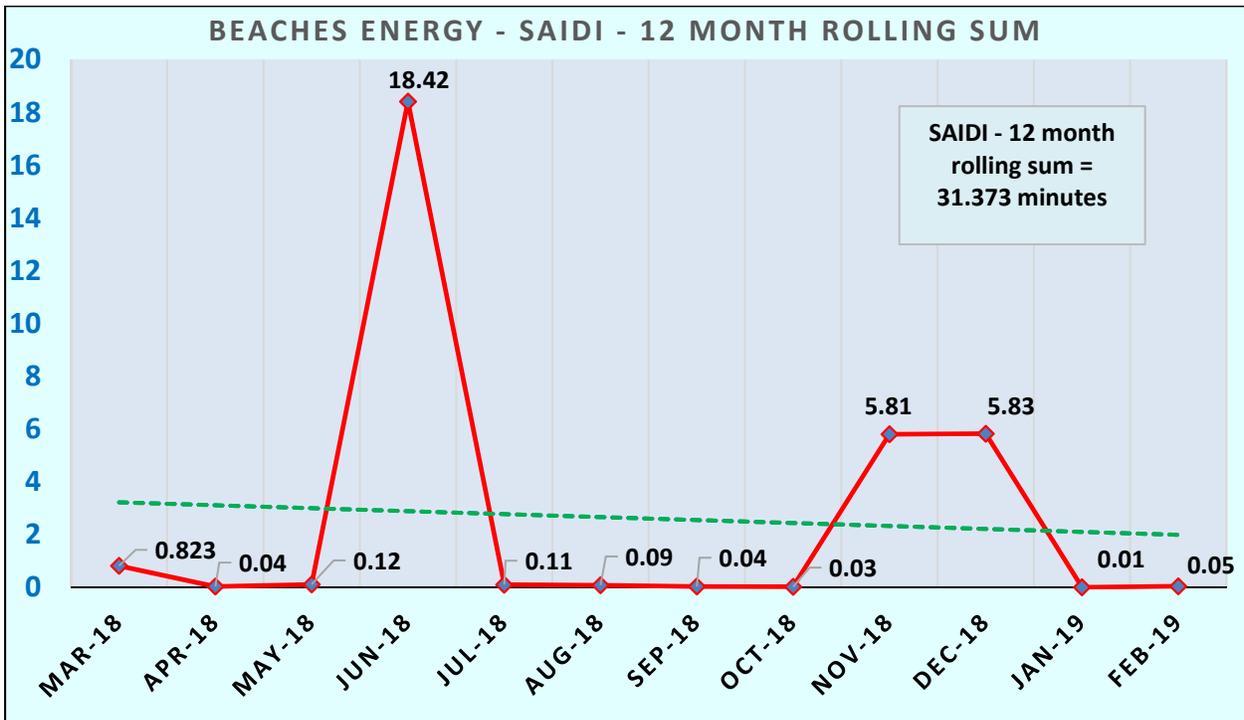
- Completed negotiations to install 18,480 feet natural gas main extension between 915 Ponte Vedra Boulevard to the Shoppes at Palm Valley. As part of the agreement, Publix Supermarkets has agreed to make a commitment of \$100,000 as a Contribution in Aid of Construction (CIAC).
- Florida Municipal Electric Association (FMEA) honored Beaches Energy Services with its Building Strong Communities Award, recognizing the utility for its commitment to enhancing the quality of life in our community. Beaches Energy also received the Florida Municipal Electric Association's (FMEA) Restoring Communities Award for our work in restoring electric service to the Town of Havana and the cities of Quincy and Chattahoochee, Florida post-Hurricane Michael.
- We continue to maintain our electric outage time to less than half of the average for the Southeast United States and below the average of selected FMPA members. FMPA member utilities in our category had an average SAIDI (System Average Interruption Duration Index) of 92.29 minutes while our SAIDI was 31.76 minutes.
- Beaches Energy Services employees competed in the Florida Municipal Electric Association Lineman Competition in Gainesville in March 2019. Apprentice Cory Haag finished in 1st Place in the 2-35kV Insulator Change Out event while the Journey Line Team (Logan Cox, Steven Sutherlin and Jose Grimaldo) finished 3rd Place in the Vertical Hurt Man Rescue event. The Journey team above and Apprentice Line Workers Cory Haag and Melvin Mercado also competed at the American Public Power Association National Line Workers Rodeo in Colorado Springs in March of 2019. Apprentice Line worker Cory Haag placed 1st nationally in the Load Transfer and Service Connection events. The Journeyman team finished 4th in the Arrestor Change-Out event.
- Finalized a new Interconnection Agreement with JEA resulting in a \$600,000 savings per year for Beaches Energy beginning this December.
- Beaches Energy completed the installation of a 3.5-mile natural gas main between 905 Ponte Vedra Blvd. and the Shoppes at Palm Valley to serve Publix Supermarket and other businesses. This main addition further increases the reach of our natural gas system and meets our goal of increasing redundancy and reliability. It also allows Publix to preserve product to be able to serve the community's needs following a natural disaster such as a hurricane.

Beaches Energy Services

System Reliability

2018 Calendar Year Distribution Reliability Indices							
	FL Municipals	FPL	TECO	Duke	Gulf	FPUC	Beaches
Average Minutes Out per Customer	78.9	54.80	94.70	98.50	96.82	154.35	31.76
Average # of Times Out per Customer	1.24	0.89	1.18	1.01	1.26	1.45	0.80

SAIDI – Rolling 12 Month Sum



Beaches Energy Services

Customer Service

Each year, the Billing Office mails out **customer service surveys**. The following represents the customers' ratings for questions that were given a response of "yes" or "no". The 2018 surveys were sent to 720 customers and 120 customers responded.

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

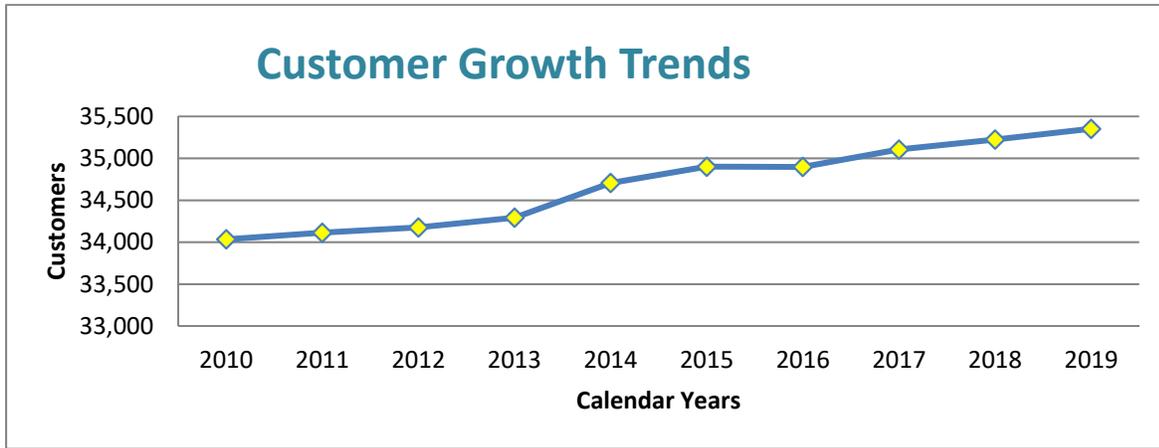
Customer Service	Actual FY2017	Actual FY2018	FYTD 3/31/19	Target FY2020
The utility bill is easy to understand.	100%	100%	96%	95%
Our service is reliable.	100%	100%	100%	95%
I was treated courteously.	100%	100%	100%	95%
The service was prompt.	100%	100%	100%	95%
The employee was helpful.	99%	100%	100%	95%
The employee was knowledgeable.	99%	100%	100%	95%
The employee referred to me by name.	95%	93%	88%	95%
The employee thanked me for my business.	99%	100%	96%	95%

Beaches Energy Services mails **surveys to our energy audit customers** each year. The 2018 surveys were sent to 180 customers and 90 responded. The following represents the customers' ratings.

Energy Audits	Actual FY2017	Actual FY2018	FYTD 3/31/19	Target FY 2020
Energy Audit Survey	Percent Agree	Percent Agree	Percent Agree	Target Agree
Was the Utility Auditor on time for your scheduled audit?	99%	100%	100%	95%
Was the Utility Auditor polite and courteous?	100%	100%	100%	95%
Was the Utility Auditor knowledgeable and helpful when explaining the results of the audit?	99%	100%	100%	95%
Did the Utility Auditor provide you with tips to conserve energy?	97%	100%	100%	95%
Would you recommend this audit service for other customers?	99%	97%	100%	95%

Beaches Energy Services

The number of total customers served has grown from 33,989 in 2009 to 35,353 in 2019. This increase represents a 4.0 percent increase over the past ten years.



Cost

- Beaches Energy Services residential rate for 1,000 kWh remains below the State average (see rate schedule below).
- Since 2010, residential rates have been reduced by \$27 per 1,000 kWh. This represents an average annual decrease of \$324 per residential customer.
- In order to foster growth in solar technology, Beaches Energy originally included both the operations and maintenance and power cost portions of the total rate in the net metering refund calculation. In fairness to all of our customers, we need to reevaluate the net metering refund fee and only give the power cost portion back.
- Beaches Energy also invested in solar energy by participating in a Community Solar Project with twelve other municipal electric utilities. This joint effort, known as the Florida Municipal Solar Project, is one of the largest municipal-backed solar projects in the United States. Approximately 900,000 solar panels will be installed on three solar sites to be built in Osceola and Orange Counties. Combined, the three solar sites will total approximately 1,200 acres, or the equivalent of 900 football fields filled with solar panels. Total electricity output will be 223.5 megawatts, which is enough energy to power 45,000 typical Florida homes. Each solar site is designed to generate 74.5 megawatts. Working together, we can collectively build larger, more efficient solar installations. **The power output from this project will be equal to 37,250 average-size rooftop solar systems.** Another benefit of this project is that there is no up-front cost to the cities for participating. They will only pay for power when it is produced. In addition, the ground-mounted solar panels for this project will be installed with a computer-controlled tracking system to follow the sun daily as it moves from east to west, maximizing power output. As a result, **the cost of solar energy from this project is about one-third the cost of a typical private, rooftop system.** Power should begin flowing from this project in 2020. This project allows our customers to benefit from solar power without placing expensive solar panels on their rooftops.

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

*1000kWH FMEA
May published rates

** Local taxes
estimated at 6%.

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

**** JEA has a 3%
franchise fee and a
10% public service
tax.

Source: May 2019
FMEA Published
Rate Schedule

Location	1000 kWh Base Rate	1000 kWh Total *	Add Local Taxes & Fees	Adjusted Total with Taxes & Fees
Florida Public Utilities-NE **	\$35.26	\$130.52	\$16.13	\$146.65
Florida Public Utilities-NW **	35.26	130.52	16.13	146.65
Fort Meade	94.56	128.56	12.86	141.42
Gulf Power **	95.17	125.64	15.53	141.17
Duke Energy **	88.38	125.36	15.49	140.85
Gainesville	87.87	126.37	12.64	139.01
Ocala	98.20	119.20	11.92	131.12
Starke	75.95	118.71	11.87	130.58
Leesburg	102.94	117.94	11.79	129.73
Key West	143.90	129.00	0.00	129.00
Mount Dora	54.69	116.69	11.67	128.36
Newberry	109.50	116.00	11.60	127.60
Homestead	77.60	114.23	11.42	125.65
Blountstown	118.85	118.85	5.94	124.79
Alachua	102.54	113.29	11.33	124.62
Winter Park	81.68	106.67	17.71	124.38
Moore Haven	83.30	112.60	11.26	123.86
State Average	86.71	113.17	9.91	123.08
Fort Pierce	116.84	111.84	11.18	123.02
JEA ****	76.00	108.50	14.11	122.61
Tallahassee	79.68	109.07	10.91	119.98
St. Cloud	75.41	110.24	8.82	119.06
Bushnell	98.05	108.05	10.81	118.86
Lake Worth	72.21	107.99	10.80	118.79
Quincy	98.41	118.51	0.00	118.51
Green Cove Springs	95.00	117.00	0.00	117.00
Orlando	72.51	106.00	10.60	116.60
Clewiston	93.20	105.46	10.55	116.01
Williston	89.84	110.44	5.52	115.96
New Smyrna Beach	82.10	104.78	9.69	114.47
Tampa Electric **	66.53	95.66	17.81	113.47
Chattahoochee	95.10	113.04	0.00	113.04
Wauchula	89.90	101.90	10.19	112.09
Lakeland	64.10	101.60	10.16	111.76
Beaches Energy	86.07	110.91	0.00	110.91
Florida Power & Light ** ***	76.38	98.65	12.19	110.84
Havana	89.50	110.47	0.00	110.47
Bartow	59.40	100.19	10.02	110.21
Kissimmee	133.27	99.90	7.99	107.89

Beaches Energy Services

Energy Efficiency and Conservation

- Electric conservation and informing customers on how to conserve has become an important part of our business. Beaches Energy Services is working on conservation, energy efficiency and renewable energy initiatives so that all programs are coordinated to achieve optimal results and benefits.
- Conservation tips can be found on Beaches Energy Services website at www.beachesenergy.com and in the monthly Tidings newsletter.
- Energy saving rebates are offered for residential energy-efficient improvements. For more details about available rebates, visit our website at www.beachesenergy.com.
- Free energy audits are available to customers upon request. Our Energy Auditors provide specific suggestions customized to the homeowners' audit results. Alternatively, customers can perform an online self-energy audit by using the "My Energy Planner" tool accessible through the beaches energy website.

Goals for FY2020

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

- Maintain Residential Rate for 1,000 kWh below the State Average.
- Maintain an average outage time of 50% less than the average annual survey results for participating FMPA cities.
- Complete all facility improvements listed in the Capital Improvement Plan and the remaining projects from the past two years.
- Maintain current energy losses of 4% or better.
- Attain a zero employee loss time accident rate by continuing to promote a culture of safety and training.
- Improve substation and relay maintenance as well as improve the overall planning for substation/relay renewal and replacements.

Beaches Energy Services

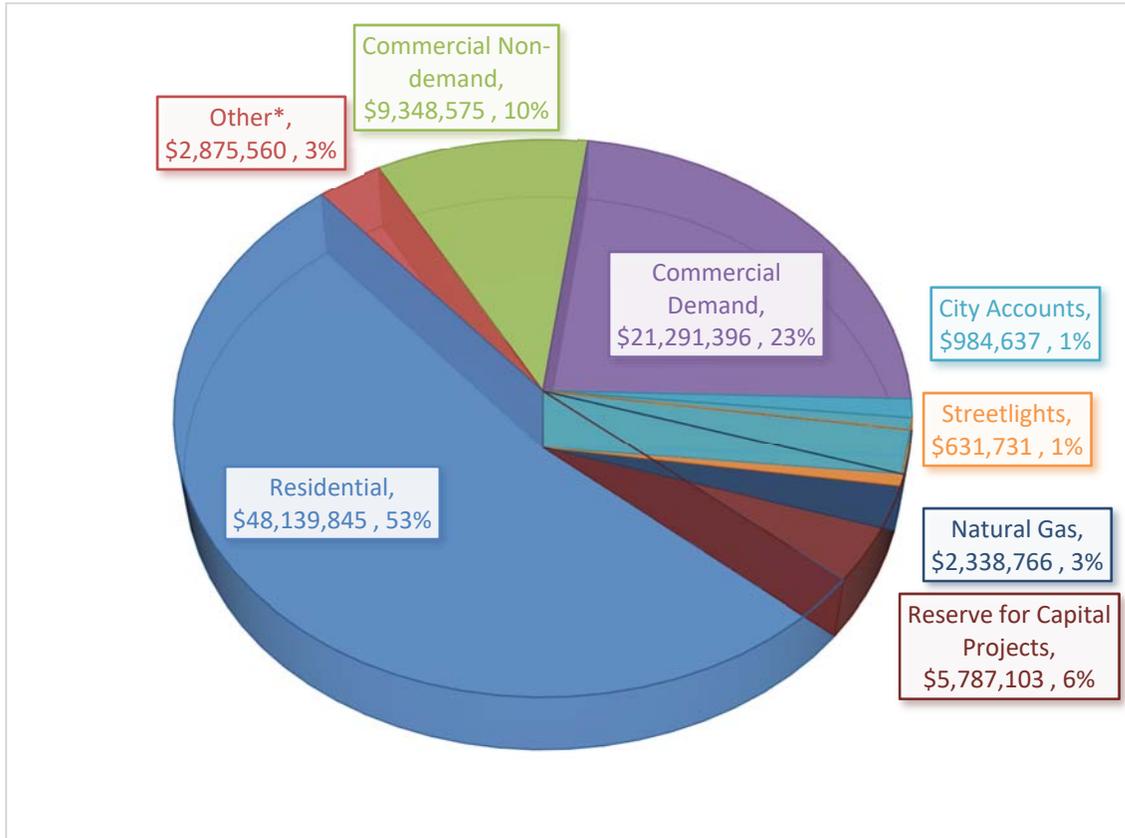
Performance Measures

	Actual FY2017	Actual FY2018	FYTD 3/31/19	Target FY2020
COST				
Residential rates for 1000 kWh below the State average	Yes	Yes	Yes	Yes
Energy losses not to exceed 4%	3%	3%	4%	4%
Retail customers per employee* Reported on a calendar year .	481	491	491	471
Employee lost time accidents	2	1	3	0
SERVICE				
Provide 500 customer energy audits	381	763	117	500
Provide 950 surge protection devices	993	423	146	950
Energy Conservation Program: Rebates Issued Dollar Amount	884 \$253,346	1,018 \$277,927	301 \$90,295	500 \$200,000
RELIABILITY				
Annual average outage time per customer. Reported on a calendar year .	36.12	31.75	.06	Less than 50% of FMPA Average
Apprentices in Training	10	7	7	Progress in program
Budgeted facility improvements completed for projects.	Yes	Yes	Yes	Yes

* American Public Power Association (APPA) Annual Statistical Report for 2016-2017; median is 324 Retail Customers per Employee.

Beaches Energy Services

Funding Sources: Total projected revenue for FY2020 is \$91,397,612.



*Other includes internal service charges for meter reading, interest, primary fees, and streetlight maintenance charges.

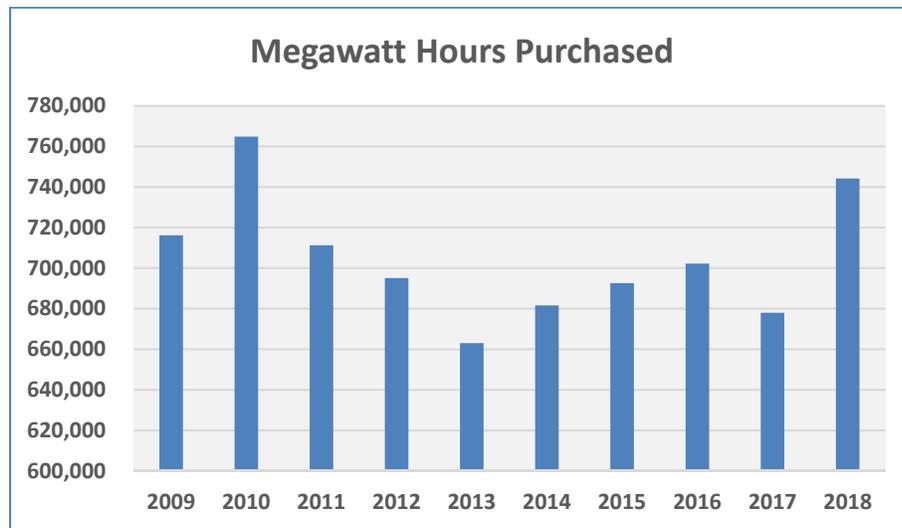
Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$6,993,594	\$7,071,846	\$7,386,327	\$314,481	4.4%
Purchased Power	\$58,386,953	\$62,907,387	\$60,502,600	-\$2,404,787	-3.8%
Operating	\$8,354,779	\$9,157,121	\$9,357,399	\$200,278	2.2%
Capital Outlay	\$7,905,184	\$9,681,000	\$6,976,000	-\$2,705,000	-27.9%
Debt Service	\$2,569,306	\$2,615,206	\$2,615,206	\$1	0.0%
Transfers	\$4,075,409	\$4,105,218	\$4,182,417	\$77,199	1.9%
TOTAL	\$88,285,226	\$95,537,778	\$91,019,949	-\$4,517,829	-4.7%

Beaches Energy Services

Budget Issues

Florida Municipal Power Agency and the Cost of Power



Clean, efficient natural gas is the key cost driver of Beaches Energy's purchase of power. In addition to weather conditions and system growth, energy consumption overall is down due to more energy-efficient appliances and conservation measures.

Florida Municipal Power Agency (FMPA) is a wholesale power agency owned by municipal electric utilities. FMPA provides economies of scale in power generation and related services to support community-owned electric utilities. The City of Jacksonville Beach joined the FMPA on May 1, 1986 and is one of the 13 all-requirements members. Current long-range load projection studies indicate FMPA has adequate generation resources for the next 8 years.

Providing reliable electric services is a continuous activity that requires long-term vision. Future governmental regulations regarding CO₂ and mercury could have a major impact on deciding future power supply options. This national trend coupled with uncertainty at the federal level regarding natural gas hydraulic fracking has resulted in many electric utilities delaying decisions on capital expenditures for generation resources. The shale revolution is what has driven natural gas prices down over the past decade. The Energy Information Administration (EIA) projects that domestic natural gas production will likely result in the forecast Henry Hub natural gas spot price to remain relatively flat falling from \$2.92/MBtu in 2019 to \$2.89/MBtu in 2020. The average price was \$3.15/MBtu in 2018 which was higher than forecast. The price of natural gas and regulatory compliance will drive future costs for Beaches Energy.

Beaches Energy Services is doing everything possible to keep our electric rates below the state average and provide reliable, excellent service to our customers. Conservation and energy efficiency programs have been very successful and continue to benefit customers. We will continue monitoring these programs and investigate new measures that provide value to our customers.

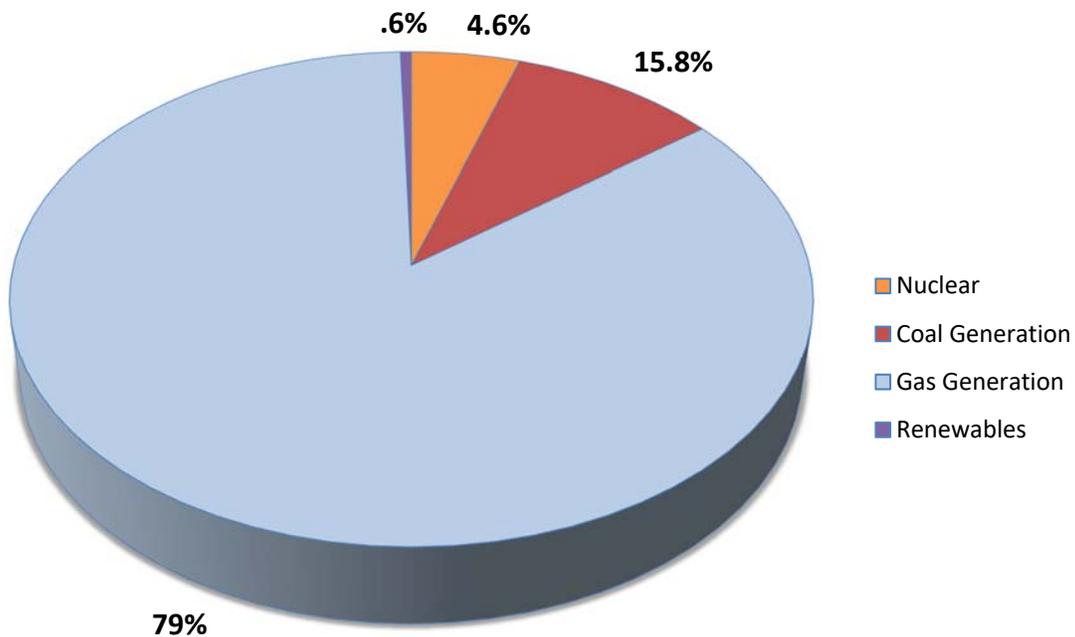
Beaches Energy Services

Budget Issues (continued)

Additionally, we are constantly pushing for change at the Florida Municipal Power Agency to update the strategic plan to focus on the following priorities.

- Paying off all of the All-Requirements Project debt in 20 years or less.
- Replacing the all-requirements model with a project based model that also utilizes purchase power agreements and strategic alliances to build and operate generation facilities.
- Preparing the Agency for the future by limiting the amount of new generation built and relying on distributed generation resources when cost effective, utilizing community solar to delay, lessen or eliminate the need for securing generation assets, and ensuring that risky long-term natural gas hedging and interest rate swaps activities are no longer employed.

**FMPA All Requirements Project (ARP)
Total Resources Fuel Mix
Calendar 2018**



Beaches Energy Services

Regulatory Issues

Reliability Standards

Beaches Energy Services has undergone dramatic regulatory changes that continue to evolve. Regulatory mandates to improve the reliability of the bulk power system are placing more requirements on our resources. NERC (North American Electric Reliability Corporation) and FRCC (Florida Reliability Coordinating Council) work in concert for the purpose of proposing and enforcing reliability standards that influence the operations of transmission providers in Florida. Beaches Energy Services is solely responsible for 42 different NERC reliability standards but also has to review new and revised standards constantly to ensure that we are compliant. During the past years, 74 different standards were reviewed.

Transmission

As a transmission owner, Beaches Energy Services is obligated to comply with these standards or be subject to financial penalties. In order to achieve zero-defect compliance to NERC and FRCC reliability standards, Beaches Energy Services must develop a comprehensive process that will continually monitor industry developments and implement cost effective measures responding to actions required by regulatory agencies.

Critical Infrastructure Protection

Beginning July 1, 2016, Beaches Energy Services became responsible for operating its transmission system under the more rigid standards of Critical Infrastructure Protection (CIP) Version 5. This new version has changed the overall philosophy of previous standards in its approach and measurement. Cybersecurity assets must be identified and aligned with the specific risks – threats, vulnerabilities and tolerances of each organization. The framework includes 11 standards required to support reliable operation of the Bulk Electric System.

Regulatory Requirements and Transmission Operations

In order to mitigate the impact of Critical Infrastructure Protection Version 5 (CIP5), Beaches Energy Services has entered into a partnership with the Orlando Utilities Commission (OUC) and Kissimmee Utility Authority (KUA) that allows OUC to provide Transmission Operations and Contingency Analysis Services for Beaches Energy Services.

Modernizing Electric System Infrastructure

Ensuring the reliability and security of electric service to our customers is essential to Beaches Energy Services operations. A field inventory of assets has been completed that provides an accurate assessment of age, condition, and configuration of the existing distribution system. Programs have been developed to systematically address maintenance and underground cable replacement. These programs provided the details and processes required to address our aging infrastructure and improve service reliability. The main focus over the next three (3) to five years (5) will be our transmission lines and substation equipment.

Beaches Energy Services

Capital Projects: FY2020

- **Overhead Line Rebuild (Landrum Lane) - \$350,000:** Replace existing wood pole line along Landrum Lane from South Roscoe Blvd. to Palm Valley Rd. with concrete poles.
- **Overhead Line Rebuild (Roscoe Blvd. North Extension) - \$250,000:** Replace existing wood pole line along Roscoe Blvd. North Extension with concrete poles from Solana Road to Harbourmaster Court.
- **SCADA Server Upgrade - \$500,000:** SCADA (Supervisory Control and Data Acquisition) is a system for remote monitoring and control that operates with coded signals over communication channels (using typically one communication channel per remote station). It is the type of computer-based system that allows users to be aware of the current status of the Beaches Energy Services Transmission and Distribution System for power supply and delivery of power to our customers. Our current SCADA System hardware and software equipment will be out of warranty and no longer supported in FY2020. Our current SCADA server was installed in 2008.
- **Specify, Bid, Procure and Begin Implementation of an Outage Management System for Beaches Energy - \$200,000 in 2020 and \$100,000 in 2021:** This system will provide the real-time automation and analysis that will satisfy North American Electric Reliability Corporation (NERC) / Florida Reliability Coordinating Council (FRCC) regulatory standards. It will also enhance call center operations by providing system status indication instantaneously to system operators, our customer service staff and other internal employees. This will also allow a map to be displayed on our website allowing our customers to see the status of outages.
- **SCADA Video Wall - \$125,000:** Beaches Energy is preparing for the purchase and implementation of an Outage Management System (OMS). Currently we are able to display one screen view with an NEC Projector that is fifteen (15) years old which is displayed on a regular pull down video screen. The projector is outdated and parts are no longer available. This Control Room Video Walls allow multiple screens to be displayed on the same wall.



Beaches Energy Services

- **Installation of new 250 MVA transformer for Sampson Substation - \$3,000,000 (Multi-year project):** Install a 250MVA substation transformer to replace one of the 112 MVA transformers at Sampson Substation. In the event of the failure of one of the other two transformers at Sampson this transformer would provide us the ability to serve load reliably while allowing us the lead-time to purchase a replacement. This project, included in the 2019 budget, is currently nearing completion.



Capital Projects: Recurring Projects

- **Convert Overhead Lines to Underground - \$200,000 each year 2020/2021: Convert OH to UG in wooded areas / miscellaneous system improvement. \$550,000 in 2022 and \$800,000 in 2023/2024:** As problem areas are discovered every year; either due to vegetation or other issues; Engineering and Construction and Maintenance will implement the necessary system improvement actions. Engineering and Construction and Maintenance will also coordinate with homeowners to encourage them to convert their existing overhead service to underground.
- **Cable Replacement Plan - \$550,000 each year 2020/2021/2022/2023/2024:** Replace existing primary cable that has reached the end of service life. An underground circuit assessment has identified the age and condition of all primary cable. The cable is prioritized and will be changed out proactively. This will enhance the overall reliability of the electric system.
- **Distribution Renewal and Replacement Plan - \$100,000 each year 2020/2021/2022/2023/2024:** Replacement of underground secondary connection boxes/blocks, overhead service cable/connections, and overhead/underground arrestors.

Beaches Energy Services

- ***Distribution Automation Plan - \$150,000 each year 2020/2021/2022/2023/2024:*** Install gang operated switches to improve sectionalizing of power lines and provide faster power restoration.
- ***Switch Gear Replacement - \$100,000 in each year 2020/2021/2022/2023/2024:*** Replace existing SF6 pad mounted switchgear at various locations throughout the system with oil filled Vacuum Fault Interrupters (VFI). This project will create uniformity of all switchgear on the distribution system.
- ***Electric Relocations Required by FDOT and Public Works Relocation Projects - \$200,000 in each year 2020/2021/2022/2023/2024:*** FDOT, City and County Public Works projects sometimes require relocation of electric facilities. Project ranges from road/bridge improvements or drainage/sewer/water main installations.
- ***Infrastructure to Support System Growth and Maintenance - \$1,250,000 –*** Transformers, streetlights, residential and commercial improvements, electric meters, trouble call and miscellaneous.
- ***Transmission Line Hardware Renewal and Replacement - \$550,000 -*** As a result of the aerial drone inspections conducted in 2015 this budget item allows us to address transmission line hardware issues. We plan to upgrade and/or repair the issues identified on the 804 and 805E transmission lines, which connect our Sampson and Ft. Diego substations, as well as have the remainder of its transmission lines inspected. This approach will allow Beaches Energy to proactively identify and resolve transmission hardware issues to ensure the delivery of safe and reliable electric service to our community. This year's funding includes the replacement of static wire and associated hardware for Transmission Line 804.

Operating Projects: 2020

- ***Centralized TOP (Transmission Operator) Agreement \$757,000 annual operating cost in FY 2020 and \$752,000 annual operating cost in FY 2021 – FY 2024:*** In preparation for the enforcement of NERC CIP version 5, BES has been working with FMPA on developing a response to satisfy these requirements. As a transmission owner/operator that has critical assets that impact the bulk electric system, BES must initiate measures that are mandated by NERC and FRCC. The new required CIP Low Impact TOP Services are included in FY 2020.
- ***Consulting Fees \$100,000 in FY 2020 - FY 2024:*** NERC continues to develop and modify the bulk electric system requirements. Consulting services would help aid in the process of development of policies and procedures, risk assessments, CIP administration and evidence preparations and document classification policy development. These services include: inventory assessment, policy and procedure development, physical security review, electronic security and network design review, information protection

Beaches Energy Services

review, asset ownership review, low impact facilities NERC CIP compliance gap analysis, and medium impact facilities NERC CIP compliance gap analysis.

Natural Gas

Beaches Energy Services owns the natural gas distribution system within Beaches Energy Services' territory with the exception of a small system located along Atlantic Boulevard operated by Peoples Gas Company. The system is primarily for commercial customers along the main gas line route. It was designed to provide approximately 3,000,000 therms annually to our customers. During calendar year 2018, 295 customers purchased 2,139,080 therms.

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. Tampa Electric Company (TECO) currently has contracts to provide natural gas management services for Beaches Energy Services. These agreements have a 5-year term with an option to renew. The contract was renewed in early 2015 and will be evaluated again in 2020. Beaches Energy Services will continue providing management oversight to these activities as well as marketing, billing and other required services.

Natural Gas Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$0	\$0	\$0	\$0	-
Purchased Gas	\$1,161,267	\$1,153,737	\$1,263,893	\$110,156	9.5%
Operating	\$295,655	\$331,451	\$340,618	\$9,167	2.8%
Capital Outlay	\$183,157	\$140,000	\$140,000	\$0	0.0%
Transfers	\$270,254	\$274,047	\$283,118	\$9,071	3.3%
TOTAL	\$1,910,333	\$1,899,235	\$2,027,629	\$128,395	6.8%

Budget Issues

- Infrastructure to support the addition of customers in FY2020, including service lines, main extensions, and meter sets, is budgeted in capital outlay (\$140,000).

2018 DATA FOR FLORIDA PUBLIC GAS SYSTEMS

FL Public Gas System Name	Customers 12/31/2018	2018 System Total Throughput (Dth)
Pensacola Energy	43,430	4,264,368
Okaloosa Gas District	45,241	3,583,663
Tallahassee Gas Utility Department	31,630	3,177,415
Clearwater Gas System	25,067	2,401,160
Gainesville Regional Utilities	35,557	2,239,629
Lake Apopka Natural Gas District	22,787	2,044,377
Reedy Creek Improvement District	207	1,991,015
Leesburg, City of	11,102	906,151
Sunrise Gas System	9,267	588,304
Lake City Regional Utilities	2,343	531,512
Fort Pierce Utilities Authority	4,113	453,166
Milton Natural Gas System	4,283	305,272
Marianna, City of	1,281	227,013
Beaches Energy Services	295	213,908
Gulf Breeze, City of	4,202	186,434
Palatka Gas Authority	3,723	170,183
Quincy, City of	1,810	161,959
Madison, City of	836	127,943
Live Oak, City of	903	99,571
DeFuniak Springs Natural Gas	1,220	96,723
Perry Gas Division	1,498	89,942
Century, Town of	502	53,083
Chattahoochee, City of	435	51,616
Jasper Municipal Utilities	269	43,950
Starke Natural Gas Department	677	43,737
Blountstown, City of	651	43,288
Williston, City of	557	41,191
Chipley Gas Department	578	38,471
Crescent City Natural Gas	1,322	33,037
Jay Utilities	250	21,435
Havana Gas System	452	16,289
Total of All FL Public Systems	256,488	24,245,805

* Data provided by the Florida Natural Gas Association

** Dekatherm (equals 1,000,000 Btu)



Finance Department

Mission

To provide financial stewardship, information technology solutions and property management services with an emphasis on accountability, transparency and customer service.

Organization

The Finance Department consists of four divisions: Accounting, Utility Billing, Information Systems, and Property & Procurement.

Authorized Positions	FY2018	FY2019	FY2020
Chief Financial Officer	1	1	1
Assistant Finance/Budget Officer	1	1	1
Internal Auditor	1	1	1
Accounting Supervisor	1	1	1
Accountant	1	1	1
Accounting Technician	1	1	1
Administrative Assistant	1	1	1
Staff Assistant, Part-Time	2	2	2
Accounting Total	9	9	9
Customer Service Supervisor	1	1	1
Assistant Customer Service Supervisor	1	1	1
Collections Representative	1	1	1
Business Relations/Conservation Coordinator	1	1	1
Conservation Specialist I*	-	-	1
Customer Service Representative I	7	7	7
Customer Service Representative II	6	6	6
Customer Service Representative, Part-Time	1	1	1
Utility Billing Total	18	18	19
Business Analyst	1	1	1
Associate Business Analyst	1	1	1
Information Systems Supervisor	1	1	1
Network Engineer	1	1	1
GIS Administrator	1	1	1
System Administrator	2	2	2
Database Administrator	1	1	1
Information Systems Total	8	8	8
Property & Procurement Officer	1	1	1
Procurement Administrator	1	1	1
Procurement Associate	-	1	1
Purchasing Specialist	1	-	-
Property Management Superintendent	-	-	-
Building Maintenance Supervisor	1	1	1
Building Maintenance Mechanic	2	2	2
Chief Storekeeper**	-	1	1
Storekeeper**	-	1	1
Buyer**	-	1	1
Property & Procurement Total	6	9	9
TOTAL POSITIONS	41	44	45

**Due to the anticipated retirement of the current Business Relations/Conservation Coordinator, this budget includes an additional position to be trained by the current Coordinator. Upon his retirement, the position will not be filled, and the authorized position count will revert to zero.*

***During 2018, storeroom functions were reorganized so that these three personnel report to the Property & Procurement Officer. Personnel costs remain in the Beaches Energy Services Department.*

Finance Department

Accounting is responsible for the administration of all financial affairs of the City. This includes the processing of accounts receivable, accounts payable and payroll. Other activities include financial reporting, fixed asset management, internal audit functions, and cash and investment management.

Utility Billing is responsible for providing customer support and meeting the needs of the City’s 35,353 utility customers. This includes new services, billing and collections for electric, gas, water, sewer and solid waste services provided to the utility customers of Beaches Energy Services. Utility Billing also collects monies for the City’s building permits, occupational licenses, recreation fees, dog tags, and other payments made to the City.

Information Systems provides the overall management of information and data processing for all City departments. Its employees provide technical support to users by maintaining the City’s servers, operating software, business computer applications, e-mail services, network, and geographic information systems. This division also includes business analyst professionals who help to implement technology solutions by analyzing business processes, managing major projects and providing support to end users and technology partners.

Property and Procurement ensures that all purchases made by the City comply with State law and City ordinances. Activities include preparing bids and contracts as well as processing requisitions and purchase orders. This division is also responsible for the maintenance and upkeep of City buildings, managing leased facilities, managing storeroom activities and supervising fleet maintenance. Fleet maintenance is provided by a private contractor.

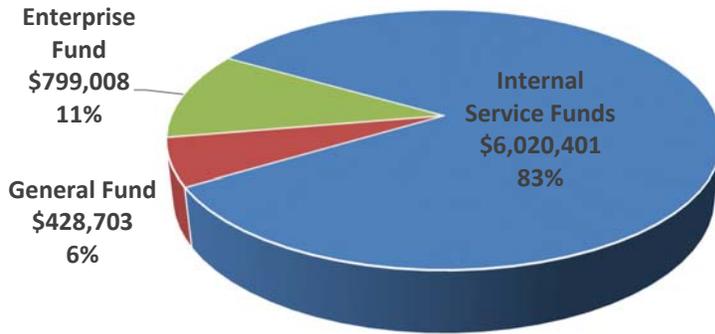
Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change	
Personal Services	\$2,815,500	\$3,070,866	\$3,246,883	\$176,017	5.7%	<i>Operating budget increases are largely attributable to ERP implementation costs.</i>
Operating	\$3,444,840	\$3,619,049	\$3,811,229	\$192,180	5.3%	
Capital Outlay	\$108,031	\$32,000	\$38,000	\$6,000	18.8%	
Transfers	\$351,917	\$160,000	\$152,000	-\$8,000	-5.0%	
TOTAL	\$6,720,288	\$6,881,915	\$7,248,112	\$366,197	5.3%	

Transfer expenses include fund technology costs (\$125,000) and facility maintenance (\$27,000) from the Leased Facilities and Finance Internal Service Funds.

Finance Department

Funding Sources \$7,248,112

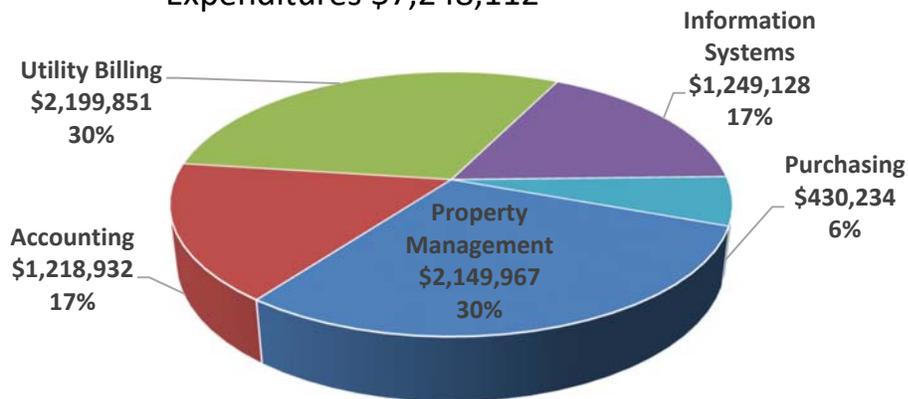


Internal Service Funds
 Accounting
 Utility Billing
 Purchasing
 Information Systems
 Fleet Maintenance
 O & M Facility Maintenance

Enterprise Fund
 Leased Facilities

General Fund
 Building Maintenance

Expenditures \$7,248,112



Objectives

- ❖ Maintain the citywide financial records in accordance with generally accepted governmental accounting standards.
- ❖ Provide credible and reliable financial reports to internal and external users.
- ❖ Minimize the need for future debt through long-term financial planning and capital budgeting for major capital improvements.
- ❖ Ensure compliance with federal, state and local laws and regulations related to grant activities.
- ❖ Develop investment policies to provide reasonable returns with minimal risk.
- ❖ Provide training to employees for data processing hardware and software, such as the Enterprise Resource Planning and Geographic Information Systems software.
- ❖ Safeguard our digital resources and meet the technological needs of our customers.
- ❖ Keep City facilities and equipment in very good condition at all times by providing ongoing maintenance and cleanliness for safety, comfort and appearance.

Finance Department

Recent Accomplishments

Accounting:

- ✓ Received the Government Finance Officers Association Awards for both the Comprehensive Annual Financial Report and the Annual Budget.
- ✓ Received an Aa3 rating from Moody's Investor Services and an AA- rating from Fitch Investor Services for the 2010 Utility Revenue Bonds.

Utility Billing:

- ✓ Continued to outsource our mail service for utility bills and city mail. This process provides daily mail pick-up, folding, stuffing & inserting of utility bills at a reduced postal rate, saving the City approximately \$38,000 per year in postal costs.
- ✓ Utility Billing completed the meter exchange process and provided customer service support during the water meter replacement project. Approximately 10,500 water meters were replaced with the new AMI (automated metering infrastructure) technology. This new technology will help us serve our customers better by providing enhanced customer service, leak detection, automated meter readings and billing accuracy.
- ✓ Continued to promote our free e-check program that allows customers to pay by check, electronically and through the Interactive Voice Response automated phone system. This program has been highly successful. In 2018, 80,300 customer payments were received through this free service, allowing customers who made payments to avoid third party processing convenience fees.
- ✓ Continued the electronic billing (e-bill) program that allows customers to receive their bill in an electronic format that displays the bill and provides a link to the Beaches Energy payment site. Currently, 13,904 customers receive their utility bill through this program, saving the City \$83,400 a year in postage costs.

Information Systems:

- ✓ Implemented phase 1 of the Enterprise Resource Planning system. This phase includes accounts payable, bidding, contracts, financial reporting, and purchasing.
- ✓ Continued building the base data for the Geographic Information System in preparation for stage 2 of the Enterprise Resource Planning system implementation.
- ✓ Enhanced the security posture of the City in anticipation of electronic threats towards our confidential information.

Finance Department

Goals for FY2020

Accounting:

- 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 tax increment revenues fund the debt issued for capital improvements.
- Receive the Government Finance Officers Association Awards for both the Comprehensive Annual Financial Report and the Annual Budget.

Utility Billing:

- Implement remaining Enterprise Resource Planning system phase 1 components; human capital management, employee self-service, budgeting, utility billing, cashiering, and vendor self-service.
- Expand customer payment options to include a credit/debit card program that allows customers the convenience of making credit/debit card payments at City Hall for all city services.

Information Systems:

- Update the strategic technology information plan to ensure that the City is progressing in its technological advancement in accordance with industry best practices and economic feasibility.

Performance Measures

Accounting	Actual 2018	FYTD 3/31/19	Target 2020
Percent of monthly financial reports delivered to City Council by 2 nd meeting in each month	100%	100%	100%
Number of Years CAFR Awards received	25	26	27
Number of Years GFOA Budget Award received	24	25	26
Unqualified Audit Opinion	Yes	Yes	Expected
Financial reports submitted to other government agencies accurately and on time	100%	100%	100%
Cash working capital reserves are 25% or greater as a percentage of budgeted operating expenses	Yes	Yes	Expected

Finance Department

Performance Measures (continued)

Utility Billing	Actual 2018	FYTD 3/31/19	Target 2020
Customer Service:			
Avg. # monthly payments through Beaches Energy website	5,924	6,986	6,000 or >
Avg. # monthly IVR payments	2,349	2,340	2,300 or >
Avg. # monthly bank draft payments	7,864	8,172	8,000 or >
Avg. # monthly online payments made through customer's bank	6,524	6,594	6,800 or >
Avg. # monthly mail-in payments	7,178	6,431	8,000 or <
Avg. # monthly walk-up or drive-through payments	5,667	5,258	6,000 or <
Number of monthly E-bills	13,029	14,094	14,000 or >
Average telephone customer calls per month	4,524	4,384	5,000 or <
Average answer time (in seconds)	6	5	10 or <

Information Systems	Actual 2018	FYTD 3/31/19	Target 2020
Percentage of SunGard (HTE) Uptime	99.995%	99.995%	99.9%
Percentage of Network uptime	99.995%	99.995%	99.0%
Average response time for support requests	0.69 Hours	1.67 Hours	1.5 Hours or <

Budget Issues

- **Enterprise Resource Planning System (ERP)** – The City approved a contract with Tyler Technologies for Stage 1 of the Enterprise Resource Planning software project. Implementation started in January 2017, and includes three phases for this stage of the project. The first phase, the financial modules, went live in April 2018. Phase 2 (Payroll) is expected to go live in early 2020, and Phase 3 (Utility Billing) will go live in the spring of 2020. The estimated cost of the entire system is \$3.3 million. The implementation of both stages of the new Enterprise Resource Planning system will take about 4 years.
- **Geographic Information Systems** - The second stage of the project includes the Geographic Information System-based modules: enterprise asset management, work orders, planning and development, and business licenses. We are working with a consultant to prepare our Geographic Information System data in advance of the implementation. We require additional in-house resources to establish our baseline data, maintain our data and collect additional data.

Finance Department

Property Management Division

Financial Summary

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$196,528	\$290,314	\$328,230	\$37,916	13.1%
Operating	\$1,486,770	\$1,552,565	\$1,681,737	\$129,172	8.3%
Capital Outlay	\$80,396	\$32,000	\$38,000	\$6,000	18.8%
Transfers	\$301,917	\$110,000	\$102,000	-\$8,000	-7.3%
TOTAL	\$2,065,611	\$1,984,879	\$2,149,967	\$165,088	8.3%

Operating costs increased for ERP implementation and technology maintenance agreements.

Capital outlay reflects the replacement of a Building Maintenance vehicle.

This budget is also included in the Finance Department budget on page 2.

Recent Accomplishments

- ✓ Replaced damaged concrete apron leading to the apparatus bays at Fire Station #2– CRA funded project.
- ✓ Replaced all concrete curbing at the O&M parking lot – CIP funded project.
- ✓ Replace HVAC controls at City Hall/O&M – CIP funded project.
- ✓ Completed water intrusion repairs at the Community Services Center facility. The project addressed stucco, window, landscape and canopy issues throughout the facility.
- ✓ Completed minor interior remodel at SCADA
- ✓ Implemented improved RFP, Sole Source and Piggyback request procedures.
- ✓ Effectively transitioned to the new Enterprise Resource Planning software (Munis).
- ✓ Effectively coordinated the replacement of mounting hardware to corral type on water tower
- ✓ Conducted scrap wire (November '18) and surplus item (January '19) sales. Received \$38,322.61 for auction items and \$41,379.06 for scrap wire proceeds.
- ✓ Executed leases at the industrial Park - 86% of available space is under lease.
- ✓ Installed new HVAC units at O&M main building.

Finance Department

Property Management Goals for FY2020

1. Keep our City facilities looking new and in good condition at all times to maintain a positive impression on our citizens.
2. Continue the development of the comprehensive preventative maintenance program of scheduled inspections and routine maintenance designed to identify problems in advance of failure and to ensure the building components and systems are in very good condition.
3. Assess and implement the most effective and economic methods of keeping City buildings and services fully functional and safe.
4. Conserve energy and resources by ensuring maximum operating efficiency of equipment and systems while maintaining consistent electrical usage based on weather conditions.
5. Maintain customer relations by providing well-maintained facilities, information for employees on planned maintenance activities and prompt responses to customer needs.
6. Achieve the highest and best occupancy for all leased facilities and renegotiate lease facility contracts as lease terms expire.
7. Assist with space needs analysis for both City Hall and Operations & Maintenance Facilities to resolve present space needs and to meet future anticipated demand.

Property Management Performance Measures

Property Management and Building Maintenance	Actual 2018	FYTD 3/31/19	Target 2020
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

The building maintenance group in the Property and Procurement Division is striving to maximize its maintenance responsibilities utilizing general fund and CIP resources. Current facility demands, the harsh beach environment and our desire to have our facilities in a ‘very good’ condition drives our maintenance philosophy and priorities. Our building maintenance program targets four major areas: building envelope (roof, walls, etc.), major building systems (mechanical, plumbing, electrical, etc.), life safety/ADA and renovations & repairs. Note that these are not "ranked" priorities, but serve as an outline of major work categories for the building maintenance group. At any moment a project or projects may surpass others depending on urgency, risk exposure or need. Completion of projects is also determined by the availability of funds.

Finance Department

Property Management Performance Measures (continued)

Building Condition Assessment	Actual 2018	FYTD 3/31/19	Target 2020
City Hall	2	2	2
Police Station	2	2	2
Operations & Maintenance Facility (O&M)	3	3	2
Community Services Center	4	3	2
Fire Station #1	3	3	2
Fire Station #2	2	2	2
Golf Clubhouse	2	2	2
Oceanfront Restrooms	3	3	2
Carver Center	2	2	2
Sea Walk Pavilion	3	3	2
South Beach Community Center & Exhibition Hall	2	2	2
Wingate Concession North	2	2	2
Wingate Concession South	3	2	2
Archive Building	2	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.

Finance Department

Property Management Performance Measures (concluded)

Leased Properties	Actual FY2018	Budget FY2019	Target FY2020
Land Total Square Footage Leased (Avail. 166,687)	143,418	138,001	166,687
Buildings Total Square Footage Leased (Avail. 19,551)	19,551	19,551	19,551
Telecommunications Tower Leased Spaces	5	5	5
Revenue:			
Industrial Park	\$219,231	\$198,496	\$205,092
Community Services Center	\$119,448	\$121,792	\$126,666
Penman Park Building	\$44,648	\$46,431	\$48,285
Safe Harbor	\$48,180	\$49,658	\$51,144
Telecommunications Tower	\$213,535	\$222,185	\$231,086
Total Revenue	\$645,042	\$638,562	\$662,273

Fleet Maintenance	Actual FY2018	Budget FY2019	Target FY2020
Service Statistics:			
Annual Average Maintenance Costs Per Vehicle	\$492	\$615	\$615
Fleet Downtime Percentage (3-5% Acceptable)	3.36%	4%	4%

Property Management Budget Issues

- Centralize control of the HVAC to provide a more comfortable environment and reduce energy consumption.
- Capitalize on restructuring of positions and the implementation of the Enterprise Resource Software to strengthen the overall efficiency of the division.

Human Resources Department

Mission

Making the City a great place to work.

Organization

The Human Resources Department is responsible for recruitment, hiring, training, payroll, employee benefits, risk management, labor relations and administration of the City's three pension programs.

Objectives

- ❖ Recruiting and hiring outstanding employees.
- ❖ Providing affordable, quality health, dental, vision and voluntary benefits.
- ❖ Providing accurate payroll services.
- ❖ Enhancing professional development of employees.
- ❖ Maintaining stable and comprehensive property, liability and workers' compensation insurance coverage.
- ❖ Developing and maintaining personnel policies, classification and pay plans.
- ❖ Negotiating union contracts and managing labor relations.
- ❖ Providing effective administration of the City's three retirement systems.

Authorized Positions	FY2018	FY2019	FY2020
Human Resources Director	1	1	1
Administrative Assistant	1	1	1
Payroll/Benefits Administrator	1	1	1
Payroll Specialist	1	1	1
Human Resources Generalist	1	1	1
Staff Assistant	1	1	1
TOTAL	6	6	6

Human Resources Department

Recent Accomplishments

- ✓ Successfully negotiated a 2.64 % increase in health insurance for the 2019 plan year with minimal changes in the insurance plans, while industry standard increases were in excess of 10%.
- ✓ Successfully negotiated property and liability insurance coverage for FY2019 with no increase in premium and engaged an independent insurance consultant to assist the City in the preparation and evaluation of requests for proposals for insurance coverage for FY2020.
- ✓ Conducted search for candidates for the City Manager, Police Chief, Public Works Director and Public Works Engineer and coordinated the assessment process.
- ✓ Completed a pay and classification study for LIUNA and Managerial and non-union employees.
- ✓ Processed 2,108 applications for 52 positions (excluding seasonal positions) which resulted in 39 average number of qualified candidates per position.
- ✓ Issued 12,667 payroll and pension checks with an accuracy level of 99%.
- ✓ Successfully negotiated a three-year collective bargaining agreement with the Fire union.
- ✓ Successfully implemented an automated time and attendance system, which involved the installation of 26 biometric time clocks and training of over 300 employees.

Goals for FY2020

1. Secure quality insurance coverage for property, liability and employee benefits at an affordable cost.
2. Develop and implement a pay plan for LIUNA and Managerial and non-union employees consistent with the City's pay and classification philosophy.
3. Successfully negotiate a three-year collective bargaining agreement with the LIUNA (Public Works) labor union.
4. Implement the Munis payroll system as part of the City's Enterprise Resource Planning (ERP) process.
5. Review the City's benefit program and make recommendations to enhance employee recruitment and retention.

Human Resources Department

Performance Measures

Objective	Actual FY2018	FYTD 3-31-19	Target FY2020
Recruiting and Hiring Qualified Employees			
Total number of applications processed	2,108	1,881	N/A
Average number of qualified candidates per position	39	36	25
Average number of days from advertisement to fill (Non Public Safety)	59	54	45
Providing Affordable Quality Health Benefits			
Number of employees & retirees enrolled in health plans	312	316	330
City contribution for employee health benefit plans	\$2,248,225	\$1,251,726	2,706,947
Providing Accurate Payroll Services			
Number of payroll and pension checks processed	12,667	6,052	12,500
Accuracy of payroll and pension checks	99.0%	99.0%	95.0%
Enhancing Employee Development			
Total number of training/webinar classes offered	19	38	25
Percentage of employees completing six month probation	76%	79%	75%
Total annual employee separation rate	14.46%	16.13%	18.00%
<i>*Bureau of Labor Statistics – Government Industry 2018</i>	19.2%	-	-
Maintaining Stable Comprehensive Insurance Coverage			
Total liability premiums and claims paid	\$1,100,526	\$1,036,299	\$1,201,633
Total workers' comp premiums and claims paid	\$390,482	\$358,634	\$629,292
Workers' comp self-insurer experience modification rate	1.03	1.04	<1.00
Providing Reliable and Accurate Retirement Planning Services			
Number of accurate benefit estimates provided	39	12	30

Human Resources Department

Funding Sources

Human Resources costs are funded through internal service charges to all departments. Insurance costs are charged directly to each department based on insurable interests.

Financial Summary – Human Resources

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$402,510	\$406,819	\$430,054	\$23,235	5.7%
Operating	\$171,404	\$245,282	\$210,630	-\$34,652	-14.1%
Transfers	\$0	\$0	\$20,000	\$20,000	-
TOTAL	\$573,914	\$652,101	\$660,684	\$8,583	1.3%

Increase in personal services is due to payroll related costs. Decrease in operating is due to the reduction in Professional Services for a one-time pay study included in last year's (2019) budget.

Human Resources Budget Issues for FY2020

Labor Relations – The LIUNA (General Employees) collective bargaining agreement expires on 9/30/2019. Negotiations with LIUNA will commence in the latter part of FY2019.

Financial Summary – Insurance and Risk Management

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change
Personal Services	\$54,953	\$19,838	\$21,504	\$1,666	8.4%
Operating	\$3,899,677	\$4,646,820	\$4,818,901	\$172,081	3.7%
Capital Outlay	\$0	\$0	\$0	\$0	-
TOTAL	\$3,954,630	\$4,666,658	\$4,840,405	\$173,747	3.7%

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

Human Resources Department

Insurance and Risk Management Budget Issues for FY2020

Business Insurance and Workers' Comp

The City has contracted with an independent insurance consultant to review the City's current coverages for property, liability, fiduciary and worker's compensation insurance and assist the City with preparation of RFPs to bid out the City's insurance coverages.

For FY2020, the City is projecting a 5% increase in property, liability and fiduciary insurance and a \$35 thousand dollar reduction in other insurance costs, since the City will utilize the RFP process instead of a broker and will no longer incur broker fees. Due to a significant increase in the City's self-insured workers' compensation claims in FY2018/2019, the City is projecting a 46% increase in workers' compensation costs for FY2020. However, it is anticipated that the City's insurance consultant will be providing recommendations regarding the City workers' compensation program in order to bring these costs down.

The City is also projecting a 5% increase in life health and dental insurance.

Estimated Insurance Premiums & Deductibles		
Coverage/Limits & Deductibles	Budgeted 2019 Premiums	Projected 2020 Premiums
Property (\$25,000 deductible/wind separate)	\$664,146	\$639,293
Liability -\$2,000,000 per occurrence – Deductibles: General Liability: \$10,000 Law Enforcement, Public Official, and Employment Practice: \$25,000	\$289,735	\$309,830
Auto (\$1,000,000 per occurrence/ \$1,000 deductible)	\$111,726	\$104,200
Workers' Comp (\$150,000 retention)	\$407,586	\$596,792
Life, Health & Dental	\$2,782,368	\$2,815,959
Other Insurance: Flood, faithful performance, pollution, pension, fiduciary, fuel tanks, police & fire death benefits, and deductibles.	\$149,742	\$148,310
Other Costs: Personnel and professional services, coinsurance, brokerage fees and consulting services, training, professional dues and publications.	\$261,355	\$226,021
TOTAL	\$4,666,658	\$4,840,405

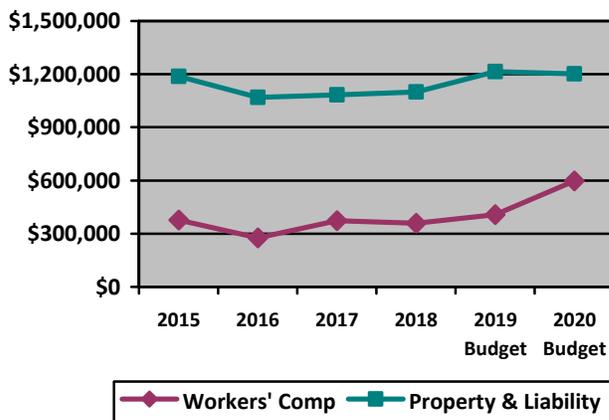
Human Resources Department

Workers' Compensation

The City is self-insured for worker's compensation up to \$150,000. Recently the City has seen a spike in workers' compensation claims, which has also resulted in an increase in the City's experience modification to 1.03. As stated above, the City has hired an independent insurance consultant to assist the City in a review of its workers compensation program and make recommendations to bring the City's experience modification below 1.00 and costs under control. The City is projecting a 46% increase worker's compensation claim costs based on actual costs incurred for FY2018/2019.

Since the City's worker's compensation experience in prior years was very favorable, the City has been able to accumulate funds in its Worker's Compensation Fund. These monies are being used to offset the recent spike in claims and the increase in the City's experience modification rating.

Workers' Comp and Property & Liability Premiums

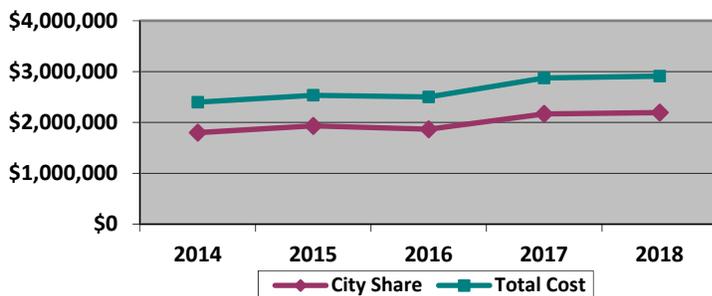


Actual Workers' Comp and Property & Liability costs are shown in 2015 through 2018. Budgeted costs are shown for 2019 and 2020.

Health Insurance

The City is projecting a 5% increase in health insurance costs for FY2019. This projected increase is below industry averages; however, the City has been able to achieve annual increases of 5% or less over the last few years due to the City's claim experience.

Health Insurance Premiums



Total health insurance costs in 2018 were \$2,909,534, of which the City paid \$2,192,644 and employees paid \$716,890.

Human Resources Department

Health Insurance (continued)

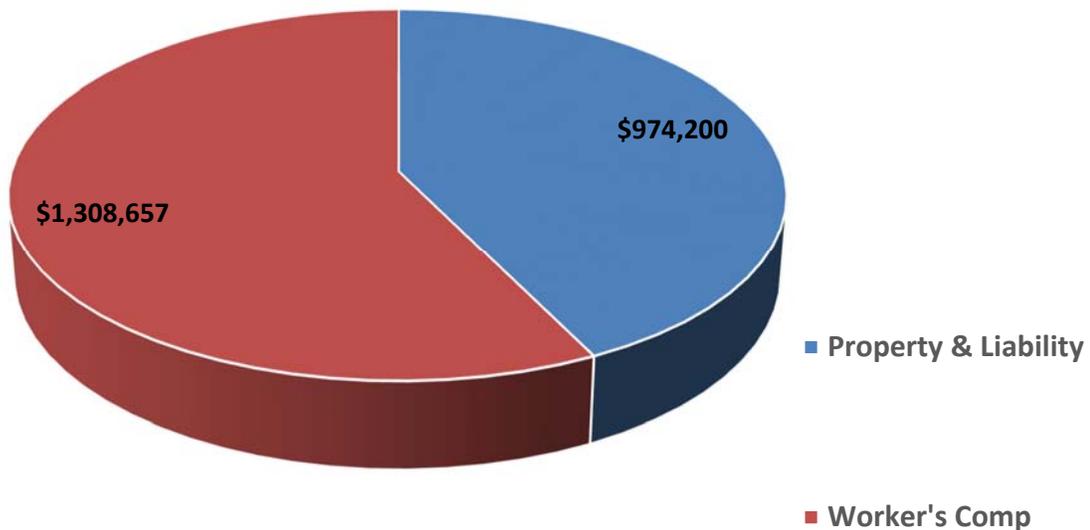
The City entered into its seventh year with Florida Blue for healthcare benefits. Florida Blue offers employees a base HMO Plan and a PPO Plan at an additional cost. The City continues to provide single coverage under the base plan at no cost to employees.

Ensuring that employees are aware of health issues and adopt healthy lifestyles can have a significant impact on the cost of health insurance. As a part of the City's contract with Florida Blue, the City received \$27,000 in FY2019 to support its wellness program. The City used this money in FY2019 for programs such as employee health Lunch and Learn sessions, health screenings, flu shots and a tele doctor program that enables an employee to access a doctor on-line at no cost to the employee. The City anticipates a \$24,000 wellness contribution from Florida Blue in FY2020, which will be used to continue to fund the tele doctor program for employees.

Fund Balance

The self-insurance funds, which consist of the Property and Liability Fund and the Workers' Compensation Fund, maintain a fund balance to cover future potential claims. The total fund balance for both funds was \$2,282,857 in 2019.

Self-Insurance Fund Balance



Human Resources Department

Performance Measures – Pension Plans

	2014	2015	Actual		
	2014	2015	2016	2017	2018
Percentage funded (historical)¹:					
General	81.6%	81.4%	78.5%	77.7%	78.1%
Police	88.4%	88.5%	88.3%	88.4%	89.1%
Fire	85.4%	82.4%	77.9%	77.6%	77.1%
Accrued unfunded liability (in thousands)¹:					
General	\$10,608	\$11,250	\$13,894	\$15,009	\$15,154
Police	\$2,412	\$2,529	\$2,746	\$2,821	\$2,834
Fire	\$1,785	\$2,386	\$3,270	\$3,524	\$3,860
Net assets held for pension benefits (in thousands)²:					
General	\$49,636	\$47,302	\$49,137	\$52,771	\$55,647
Police	\$19,317	\$18,752	\$19,972	\$22,048	\$23,779
Fire	\$10,946	\$10,700	\$11,141	\$12,312	\$13,344
Market rate of return (all pension funds combined)¹:					
All pension funds	10.1%	-0.30%	8.2%	12%	9.1%
Number of retirees & beneficiaries receiving benefits²:					
General	178	180	186	189	191
Police	41	41	39	38	37
Fire	24	24	24	23	24
Annual benefits paid (in thousands)²:					
General	\$3,670	\$4,052	\$3,930	\$4,600	\$4,556
Police	\$1,275	\$1,263	\$1,211	\$1,177	\$1,161
Fire	\$664	\$684	\$933	\$750	\$774

¹ Actuarial valuations dated October 1

² Audited financial statements dated September 30

Annual City Contribution ³	2016	2017	2018	2019	2020
General	\$1,321,320	\$1,591,545	\$1,898,689	\$2,097,788	\$2,322,790
Police	\$432,758	\$460,548	\$479,669	\$573,157	\$639,037
Fire	\$212,178	\$337,958	\$465,628	\$494,313	\$605,793

³ 2016-2018 from audited financial statements, 2019 and 2020 from actuarial valuation report dated 10.1.17 and 10.1.18.

Human Resources Department

Financial Summary – Pension Plans

Funding Sources

Retirement Systems’ costs are funded by City and member contributions, investment earnings and state insurance premium tax dollars for the Police Officers’ and Firefighters’ pension funds.

Resource Allocation	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase -Decrease	% Change	
Personal Services	\$57,132	\$59,822	\$61,906	\$2,084	3.5%	<i>Pension benefits and operating costs are estimated to be consistent with last year.</i>
Operating	\$7,175,565	\$7,904,023	\$7,893,424	-\$10,599	-0.1%	
Capital Outlay	\$0	\$0	\$0	\$0	-	
TOTAL	\$7,232,697	\$7,963,845	\$7,955,330	-\$8,515	-0.1%	

Pension Issues and Uncertainties

In FY2020 City contributions to the pension plans are projected to increase \$410,301 or 12% from FY2019.

In 2014 the City was successful in enacting pension reform, which enabled the City to reduce escalating pension costs. However, since the City’s pension reform, the required contributions to the pension plans have continued to creep upward. By 2019 the City’s required contribution had grown to \$3.2 million, exceeding pre-pension reform levels. There were several factors that contributed to this increase. Some of the increase was due to the plans’ experience, but the majority of the increase was due to legislative actions and changes in actuarial assumptions and assumed rate of return, all of which were out of the City’s control.

In 2015 and 2016, the Florida legislature enacted bills that dictated the use of the 175 and 185 excess premium tax revenues if police and fire unions cannot come to an agreement as to how the monies are spent, and required the City pension plans adopt the mortality tables used by the Florida Retirement System.

In 2017, the City pension boards reduced the assumed rate of return for the City’s three pension plans. For many years, the City’s pension plans assumed an 8% rate of return on investments. Although the pension plans achieved this rate of return, the pension boards faced pressure from the actuary and the Department of Insurance to reduce the rate of return to a more conservative level. As a result, in 2017 the pension boards adopted a plan to reduce the assumed rate of return for each of the City’s three plans from 8% to 7.5% over a four year period. Although a change in the assumed rate of return does not affect the long-term costs of the pension plans, it does change

Human Resources Department

Pension Issues (continued)

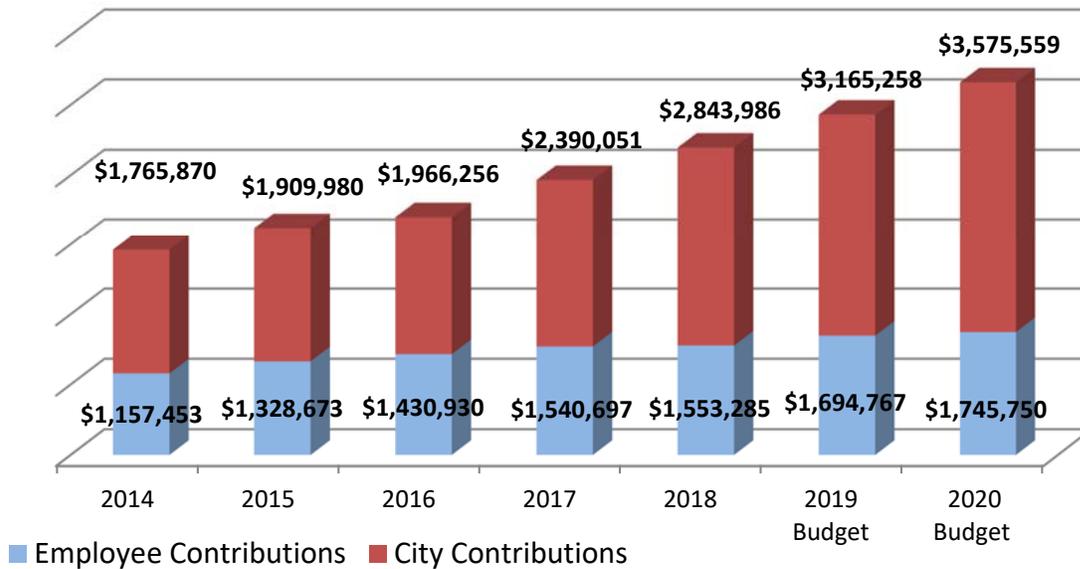
the timing and amount of contributions required to support the plans and the funded ratios for the plans.

In 2020, the City's required contributions to the pension plans are projected to increase 12% to \$3.6 million. This is primarily due to changes in the assumed rate of return on investments from 7.9% in 2019 to 7.75% in 2020 and to a reduction in the Chapter 185/175 monies the City is projected to receive for FY2020.

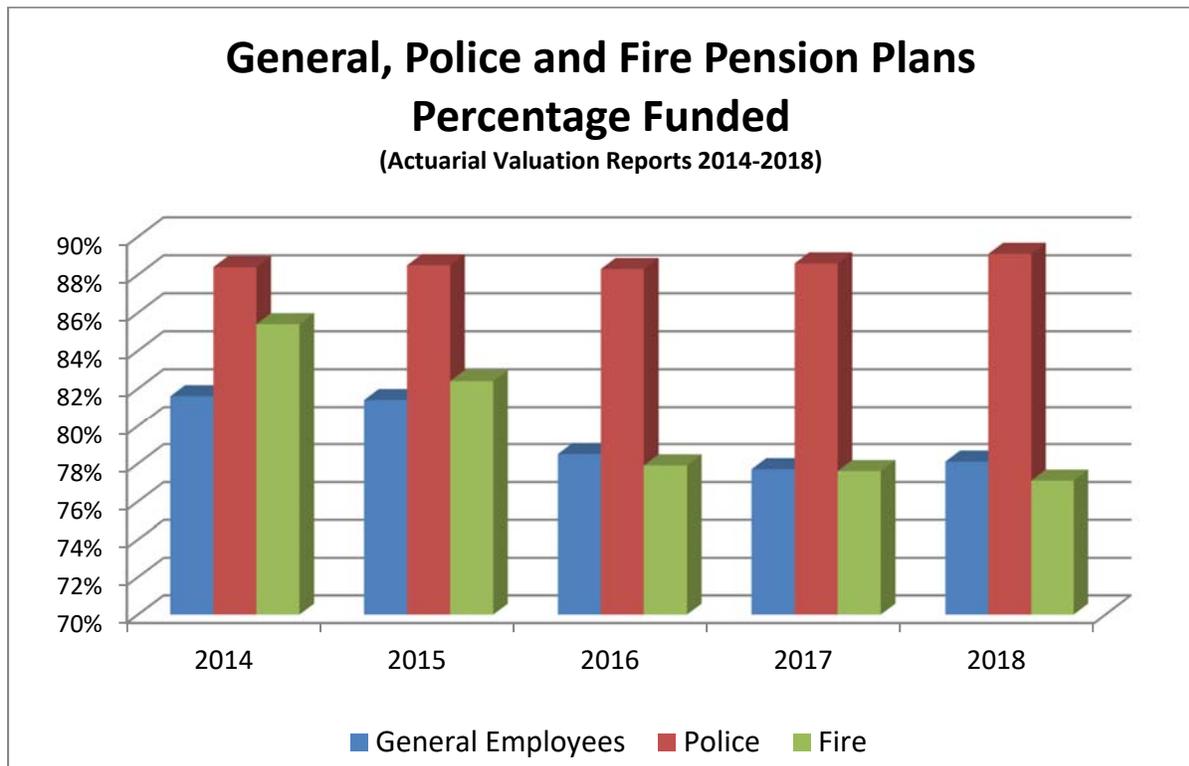
Pension Charts

The following charts show the City and the employee contributions from FY2014 to the amount budgeted for FY2019 and 2020, a comparison of the funding status of each of the plans from FY2014 to FY2018, and a comparison of the portfolio growth of the pension plan investment portfolio to an assumed 7.9% rate of return from 1987 to the 1st Quarter of 2019. (The assumed rate of return will be reduced from 7.9% to 7.75% starting in FY2020.)

Pension Contributions - All Pension Plans



Human Resources Department

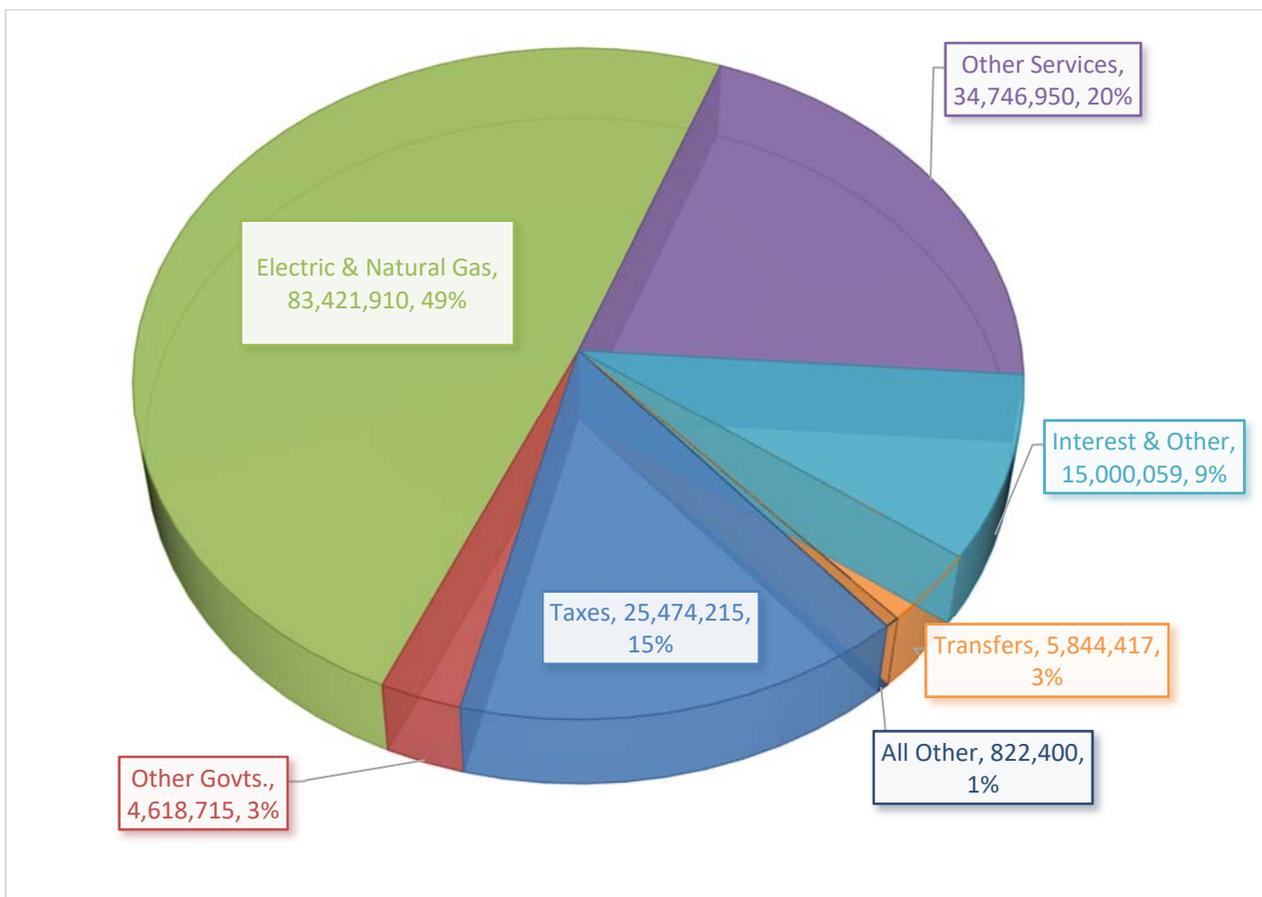




Funding Sources

The City's revenues come from a wide variety of sources. Revenues and expenses are categorized according to the State of Florida Uniform Accounting System chart of accounts. These standard classifications help facilitate comparability with other local governments. Revenues 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. Major revenue categories, assumptions, estimation methods and trends are described in this section. Because revenues are budgeted with only about 6 months of current year history, the estimates for the next budget year may not reflect significant increases or decreases in a particular revenue source that occur before the end of the current year.

Funds used to pay for the obligations and services provided by the City of Jacksonville Beach come from three main sources: current year revenues, transfers from other funds and beginning fund balance. Some revenues and fund balances are available only for specific purposes and may not be available to pay for general services.

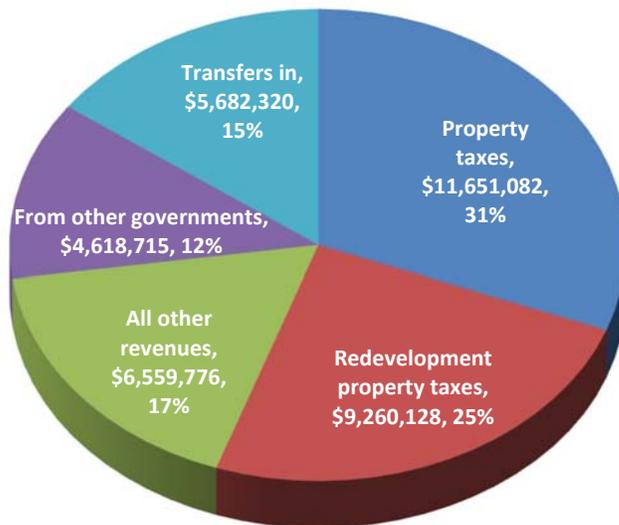


Total Revenues

Total budgeted revenues for fiscal year 2020 are \$169,928,665. 49% of total revenue is generated by Beaches Energy Services, the City’s electric utility, through sales of electricity and natural gas. Beaches Energy Services provides electricity to approximately 35,353 customers in Jacksonville Beach, Neptune Beach, Ponte Vedra and Palm Valley.

Of the remaining \$86.5 million, 31% comes from taxes (primarily ad valorem, including redevelopment) and 20% from other charges for services: water, sewer, stormwater, garbage, sales at the City’s golf course and internal service charges. Transfers include \$3.7 million paid to the General Fund from Beaches Energy as a return on the City’s investment in the electric and natural gas utilities. Other amounts transferred are from Local Option Gas Tax (support for street and sidewalk maintenance), Community Development Block Grant (support for CAPE and the Carver Center), and the Natural Gas Fund. Investment earnings include \$12 million of pension earnings that are restricted for use exclusively by the pension funds. Revenue from other governments includes state and county shared sales tax revenues. All other revenues include building-related permits (\$599,900) and fines and forfeitures (\$222,500).

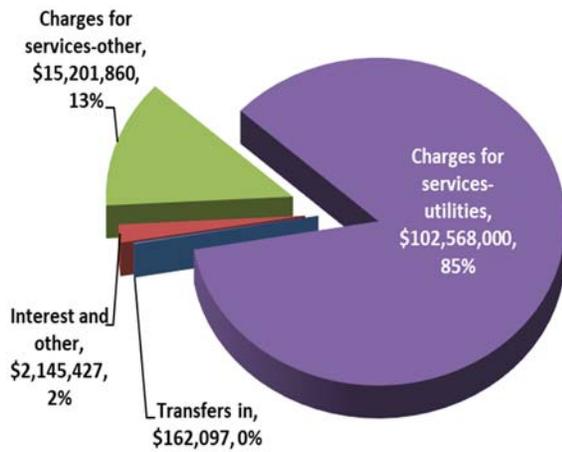
Revenues Funding Governmental Services:



Total budgeted revenues for fiscal year 2020 in governmental funds are \$37,772,021. Property taxes recorded in the General Fund (\$11.6 million) account for 31% of its total revenue. Redevelopment property taxes in the Redevelopment Fund (\$9.2 million) are restricted for use on projects to improve the City’s two redevelopment districts: Downtown and South Beach. Transfers come primarily from Beaches Energy to the General Fund (\$3.7 million) as a return on the City’s investment in the utility.

Revenues from other governments (\$4.6 million) consist mainly of state shared sales taxes (\$3.4 million), but also include local shared revenues and grants (\$1.2 million). All other revenues include Communications Services Tax (\$1.1 million), Local Option Gas Tax (\$815,387), Convention Development Tax (\$390,099), Half-cent Infrastructure Surtax (\$1.3 million), insurance premium tax (\$354,410-for police and fire pension contributions), fines and forfeitures (\$222,500), building and other permits (\$599,900), recreation programs (\$170,500), parking revenue (\$160,000), other charges for service, interest earnings and miscellaneous revenues (\$775,372).

Revenues Funding Proprietary Services:

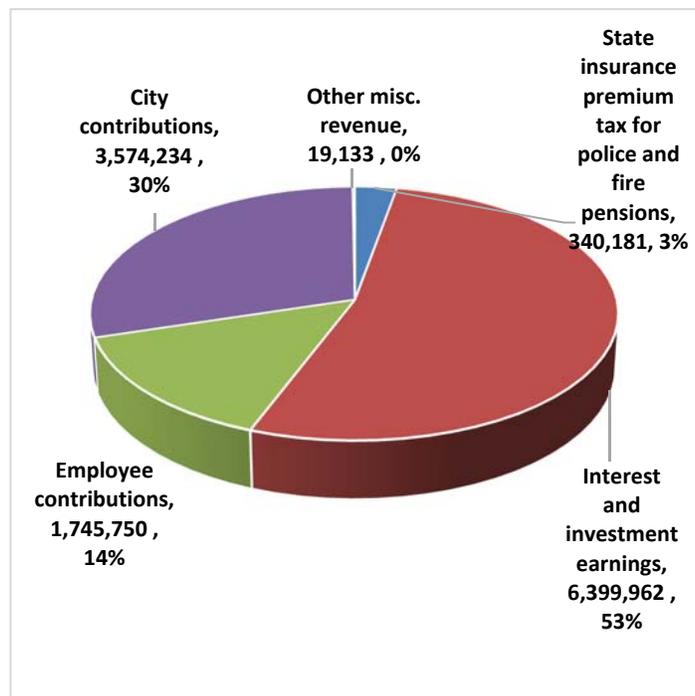


Total 2020 budgeted revenues in proprietary funds are \$120,077,384. 85% of total revenue is generated by the City's utilities, which provide electric (\$81 million), natural gas (\$2.3 million), water & sewer (\$14.2 million), stormwater (\$1.4 million) and garbage services (\$3.6 million). Of the total utility charges for services, 85% is from sales of electricity and natural gas by Beaches Energy Services. Charges for services-other, include internal service charges (\$13.3 million) and sales at the City's golf course (\$1.9 million). Transfers include

\$162,097 repaid to the electric utility for the initial construction of the natural gas system.

Revenues in Pension Funds:

Total 2020 budgeted pension revenues are \$12,079,260. Pension fund revenues come from interest and investment earnings (\$6.4 million), city contribution (\$3.6 million), employee contributions (\$1.7 million), state insurance premium tax for police and fire pensions (\$340,181) and other (\$19,133). In 2014, the City reached an agreement with its three unions to make sustainability adjustments to each of its three pension funds. The adjustments included increasing the vesting period, increasing the employee contribution, capping the retirement benefit, and eliminating overtime and other additional pay amounts from inclusion in pensionable pay. These adjustments and others are expected to make the pension funds sustainable into the future.



Revenue Summary - by Fund
Major Funds are shaded

	Taxes	Permits & Governmental	Charges for Services	Fines and Forfeitures	Interest & Other	Transfers	TOTAL
General Fund	\$ 13,638,446	\$ 5,080,615	\$ 399,000	\$ 160,500	\$ 397,527	\$ 4,351,320	\$ 24,027,407
Special Revenue Funds							
Comm. Redevelopment Agency	9,260,128	-	-	-	247,109	-	9,507,237
Convention Development	390,099	-	-	-	7,398	-	397,497
Court Costs Training	-	-	-	12,000	87	-	12,087
Local Option Gas Tax	815,387	-	-	-	7,836	-	823,223
Half-cent Sales Surtax	1,370,155	-	-	-	8,653	-	1,378,808
CDBG	-	138,000	-	-	-	-	138,000
Radio Communication	-	-	-	25,000	1,500	-	26,500
Justice Assistance Grant	-	-	-	-	-	-	-
Tree Protection	-	-	-	-	100	-	100
Law Enforcement Trust	-	-	-	15,000	5,200	-	20,200
Equitable Sharing Trust	-	-	-	10,000	1,500	-	11,500
Total Special Revenue	11,835,769	138,000	-	62,000	279,383	-	12,315,152
Debt Service Fund	-	-	-	-	-	-	-
Capital Projects Funds							
General	-	-	-	-	70,000	1,331,000	1,401,000
Infrastructure	-	-	-	-	28,462	-	28,462
Other	-	-	-	-	-	-	-
Total Capital Projects	-	-	-	-	98,462	1,331,000	1,429,462
Enterprise Funds							
Electric	-	-	81,083,144	-	868,755	162,097	82,113,996
Natural Gas	-	-	2,338,766	-	66,527	-	2,405,292
Water & Sewer	-	-	14,272,184	-	432,833	-	14,705,017
Stormwater	-	-	1,407,643	-	45,862	-	1,453,505
Sanitation	-	-	3,466,262	-	48,274	-	3,514,536
Golf Course	-	-	1,933,261	-	4,000	-	1,937,261
Lease Facilities	-	-	-	-	679,177	-	679,177
Total Enterprise	-	-	104,501,261	-	2,145,427	162,097	106,808,785
Internal Service Funds							
City Manager	-	-	655,888	-	-	-	655,888
Finance	-	-	5,098,145	-	-	-	5,098,145
Human Resources	-	-	660,684	-	-	-	660,684
Fleet Maintenance	-	-	594,339	-	-	-	594,339
Meter Services	-	-	1,091,221	-	-	-	1,091,221
Operations & Maintenance Facility	-	-	327,917	-	-	-	327,917
Grounds Maintenance	-	-	-	-	-	-	-
Insurance-Property & Liability	-	-	1,233,385	-	-	-	1,233,385
Insurance-Workers Comp	-	-	657,544	-	-	-	657,544
Insurance-Health, Life, Dental	-	-	2,949,476	-	-	-	2,949,476
Total Internal Service	-	-	13,268,599	-	-	-	13,268,599
Trust Funds (Pension)							
General Employees	-	-	-	-	7,341,210	-	7,341,210
Police Employees	-	-	-	-	2,882,131	-	2,882,131
Fire Employees	-	-	-	-	1,855,919	-	1,855,919
Total Trust	-	-	-	-	12,079,260	-	12,079,260
Total Revenues	\$ 25,474,215	\$ 5,218,615	\$ 118,168,860	\$ 222,500	\$ 15,000,059	\$ 5,844,417	\$ 169,928,665

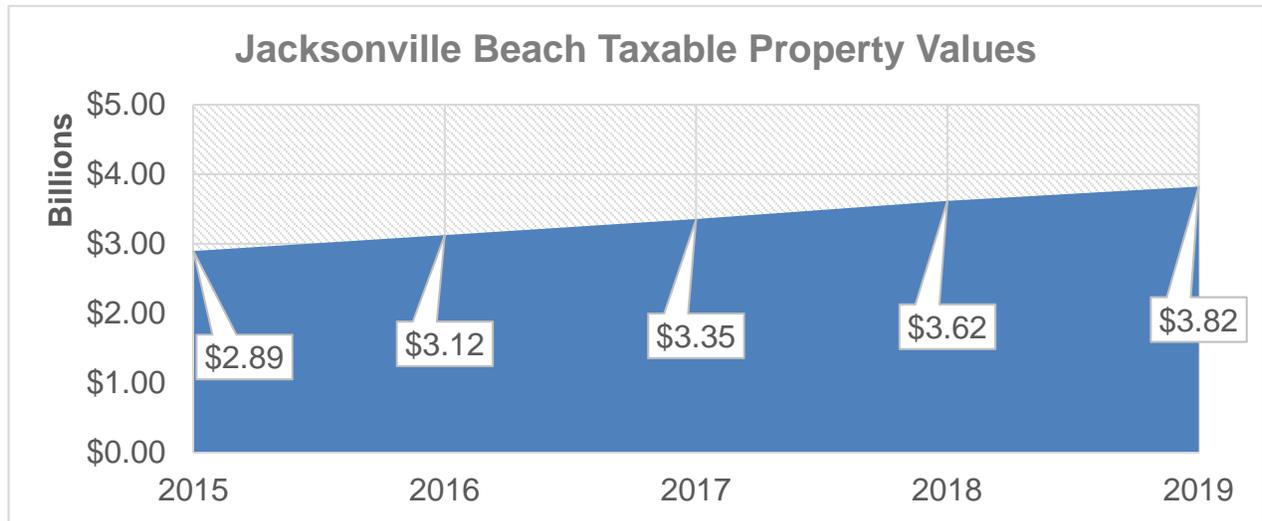
Revenue Summary - by Type

	General Fund	Governmental	Proprietary	Pension	Total	% of Total
Taxes						
Ad Valorem	11,651,082				\$11,651,082	6.9%
Ad Valorem-Redevelopment		9,260,128			9,260,128	5.4%
Convention Dev. Tax		390,099			390,099	0.2%
Local Option Gas Tax		815,387			815,387	0.5%
Half Cent Infrastructure Tax		1,370,155			1,370,155	0.8%
Local Communications Tax	1,122,674				1,122,674	0.7%
Other	864,690	-	-	-	864,690	0.5%
Total Taxes	13,638,446	11,835,769	-	-	25,474,215	15.0%
Permits	599,900	-	-	-	599,900	0.4%
Intergovernmental						
State 1/2 Cent Tax	2,548,579				2,548,579	1.5%
Sales Tax Distribution	643,670				643,670	0.4%
8th Cent Motor Fuel Tax	198,917				198,917	0.1%
Duval Cnty in Lieu of Tax	778,889				778,889	0.5%
Other	310,659	138,000	-	-	448,659	0.3%
Total Intergov.	4,480,715	138,000	-	-	4,618,715	2.7%
Charges for Services						
Electric			81,083,144		81,083,144	47.7%
Natural Gas			2,338,766		2,338,766	1.4%
Water / Sewer			14,272,184		14,272,184	8.4%
Stormwater			1,407,643		1,407,643	0.8%
Sanitation			3,466,262		3,466,262	2.0%
Recreation / Golf	170,500		1,933,261		2,103,761	1.2%
Internal Services			13,268,599		13,268,599	7.8%
Miscellaneous	228,500	-	-	-	228,500	0.1%
Total Services	399,000	-	117,769,860	-	118,168,860	69.5%
Fines and Forfeitures	160,500	62,000	-	-	222,500	0.1%
Miscellaneous						
Debt Proceeds		-			-	0.0%
Interest and Other	397,527	377,845	2,145,427	12,079,260	15,000,059	8.8%
Total Miscellaneous	397,527	377,845	2,145,427	12,079,260	15,000,059	8.8%
Transfers	4,351,320	1,331,000	162,097	-	5,844,417	3.4%
Total Revenues	\$24,027,407	\$13,744,614	\$120,077,384	\$12,079,260	\$169,928,665	

Revenue Summary

TAX REVENUES

The City has two main sources of tax revenue: ad valorem taxes and sales taxes. Property values citywide increased 5.6% (\$215 million) since last year, which includes new construction of \$25.7 million. Property values were slow to recover from the Great Recession, but now exceed 2008 levels. Of the \$20.9 million budgeted property taxes, 56% (\$11.6 million) supports the General Fund and 44% (\$9.7 million) is legally restricted for use in the City's two redevelopment districts. **Ad valorem taxes** are budgeted based on the certification of taxable value provided each year by the Duval County Property Appraiser and are calculated as a percentage of the value of real or personal property expressed in mills (dollars per \$1,000 of value). Chapters 192-197 and 200, Florida Statutes govern the property tax process and require municipalities to budget at least 95% of this anticipated revenue.



The City's adopted millage rate for 2020 is \$3.9947 mills per \$1,000 of assessed value. This will provide approximately \$20.9 million in property tax revenue shared by the General Fund and the Community Redevelopment Fund, representing 12.3% of total revenues. The City has no debt service millage.

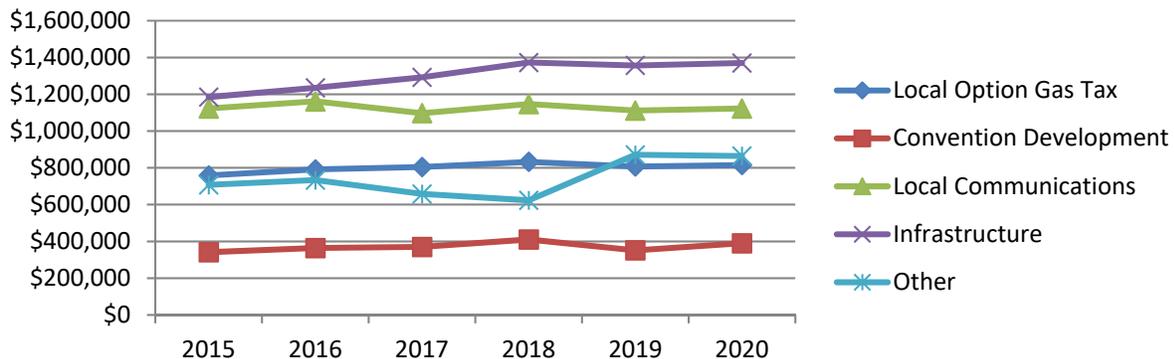
	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Ad Valorem	\$15,906,918	\$16,942,108	\$18,050,950	\$19,884,929	\$21,218,257	\$20,911,210
Local Option Gas Tax	758,525	791,549	804,576	832,287	807,314	815,387
Convention Development	341,240	363,970	369,921	410,630	351,425	390,099
Infrastructure	1,184,904	1,235,184	1,292,226	1,372,939	1,356,589	1,370,155
Local Communications	1,122,565	1,161,870	1,097,151	1,147,038	1,111,558	1,122,674
Other	707,454	733,555	658,331	623,495	871,122	864,690
Total Taxes	\$20,021,606	\$21,228,236	\$22,273,155	\$24,271,318	\$25,716,265	\$25,474,215

Local Option Gas Tax revenues are used to fund the maintenance of roads, streets and sidewalks. The tax, generated by a \$0.06 tax on sales of diesel or motor fuel sold within Duval County, is distributed monthly by the Florida Department of Revenue. Allocation to the City is based on its proportionate share of the county’s population, as specified in an interlocal agreement with Duval County that expires in 2036. From a high of \$836,717 in 2006, it has fallen to a 4-year annual average of about \$796,734. Decreases in the Local Option Gas Tax have reduced the amount of street and sidewalk maintenance that can be performed. It supplements the General Fund by providing about \$700,000 per year to pay for street and sidewalk maintenance projects. 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. (Motor Fuel and Diesel Fuel Taxes: Sections 206.41(1) (d)-(e), 206.87(1) (b)-(c), 336.021 and 336.025 Florida Statutes.)

Duval County collects **Convention Development Tax** revenues resulting from a 2% tax on transient rental (lodging less than 6 months) transactions. One-half of the proceeds collected within Jacksonville Beach’s municipal boundaries are returned to it by the county to be used to promote tourism and to fund the maintenance and upkeep of the SeaWalk and Amphitheater area, in accordance with Florida Statutes (Section 212.0305(4) (a)). This revenue is estimated based on historical trends as influenced by economic forecasts. In recent years, this revenue has fluctuated between \$341,000 and \$410,000. It is budgeted for 2020 at \$390,099.

The **Half-Cent Local Discretionary Sales (Infrastructure) Surtax** is 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 as per sections 212.054-.055 of the Florida Statutes. 1.5% of the gas tax collected by the county is distributed to Jacksonville Beach as stated in an interlocal agreement. These revenues are budgeted using information from the Florida Office of Economic and Demographic Research (EDR) and historical trends. These revenues are sensitive to economic conditions. During the recession, the Infrastructure Surtax only generated enough revenue to pay for debt service (about \$980,000 per year) on the revenue bonds it is pledged against, leaving no additional funds for infrastructure projects. In the last couple of years, we are again seeing an upward trend. Information from EDR showed an upturn in this expected revenue and the budget for 2020 has been increased to \$1,370,155.

Other Taxes



The **Communications Services Tax** (Chapter 202, Florida Statutes) simplified the way communications (telecommunications, cable, direct-to-home satellite and related services) taxes are collected and distributed by combining 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 of 5.22% on retail telecommunications sales that originate and terminate within the state of Florida and/or are billed to an address within the state is collected and distributed by the Florida Department of Revenue. Economic and Demographic Research 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.

The category of “**Other**” taxes is primarily the Local Business Tax and the Insurance Premium Tax. The Local Business Tax (formerly called occupational license fee) is a charge by a local government to businesses operating within its jurisdiction. This revenue source is considered general revenue and is deposited into the General Fund. The Local Business Tax is budgeted based on historical trends. There are two Insurance Premium Taxes. The first imposes an excise tax of 1.85 percent on property insurance policies on property within the city limits. Proceeds are deposited into the General Fund and then transferred to the firefighters’ pension trust fund. The second imposes an excise tax of 0.85 percent of premiums on casualty insurance policies; proceeds are deposited into the General Fund and then transferred to police officers’ pension trust fund. This revenue is budgeted based on the most recently received revenue and historical trends.

PERMITS AND FEES

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Licenses & Permits	\$683,305	\$679,820	\$592,151	\$650,985	\$595,700	\$599,900

Permits are primarily composed of building-related permit revenue, which make up \$516,200 of this category's 2020 revenues. This revenue source was deeply affected by the recession, hitting a low of \$229,565 in 2010. Fees are recorded in the General Fund and represent a fraction (2.5%) of its revenues. Budgets for permits and fees are based on historical trends and construction estimates from the Planning and Development Department. (Chapter 7, City of Jacksonville Beach Code of Ordinances).

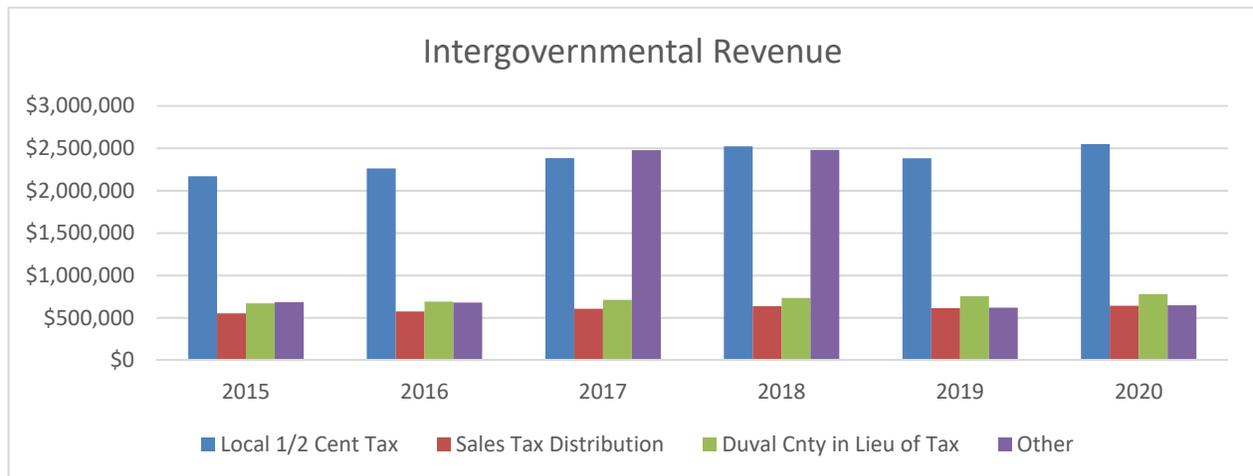
INTERGOVERNMENTAL REVENUES

This category includes all revenues received from federal, state and local governmental units in the form of shared sales and fuel tax revenues, grants and payments in lieu of taxes. The state collects and distributes a portion of the taxes for half-cent sales taxes, municipal revenue sharing and alcoholic beverage licenses to the City. The Local Government Half-Cent Sales

Tax Program combined with the Municipal Revenue Sharing Program provides over two-thirds of the General Fund’s intergovernmental revenue. Both revenues are administered by the state Department of Revenue (DOR) and are estimated based on information from the Florida Office of Economics and Demographic Research (EDR), and historical trends. These revenues continue to trend upward.

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Local 1/2 Cent Tax	\$2,170,325	\$2,261,423	\$2,384,775	\$2,523,346	\$2,381,508	\$2,548,579
Sales Tax Distribution	552,579	574,812	607,741	637,297	613,820	643,670
Duval Cnty in Lieu of Tax	671,877	692,033	712,794	734,178	756,203	778,889
Other	684,652	679,544	2,477,942	2,479,229	620,497	647,576
Total Intergovernmental	\$4,079,433	\$4,207,812	\$6,183,252	\$6,374,050	\$4,372,028	\$4,618,715

Through an interlocal agreement, the City also receives a payment in lieu of tax from Duval County to provide partial funding for beach cleanup and lifeguards. The City makes a request for these funds based on its actual eligible program expenses. The amount budgeted is equal to the amount of the request.



“Other” intergovernmental revenues consist of grants, 8th Cent Motor Fuel Tax, 9-1-1 Emergency Rebate, Alcoholic Beverage License Tax and a variety of small state and county taxes and revenue sharing. The 8th Cent Motor Fuel Tax is a \$0.01 per gallon fuel deposited into the General Fund to be used for roads and road maintenance in accordance with Chapter 206.605(2)-(3), Florida Statutes. The budget for this revenue source is \$198,917, based on historical trends. The Florida Department of Revenue administers and distributes this tax.

The 9-1-1 Rebate is a charge billed to communications (phone) subscribers by their providers and is intended to provide funds to local governments to pay for costs associated with their 9-1-1 dispatch system. The 2020 budget for this charge is \$170,999, based on historical trends.

The Alcoholic Beverage License Tax is levied on manufacturers, distributors, vendors, brokers, sales agents and importers of alcoholic beverages within a county or municipality (Section 561.342, Florida Statutes). Thirty-eight percent of eligible taxes collected within Jacksonville Beach are returned to it by the Division of Alcoholic Beverages and Tobacco within the Department of Business and Professional Regulation. The revenue estimated from this source is \$54,250, based on historical trends.

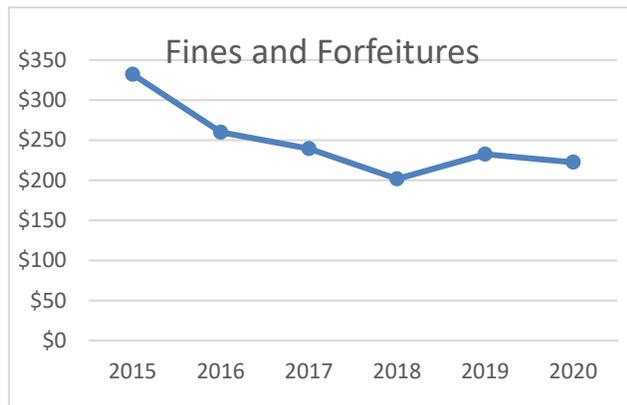
After Hurricanes Matthew (2016) and Irma (2017), the City sought FEMA Public Assistance grants to offset a portion of our recovery efforts. \$1.8 million was obligated by the federal government in 2017 accounting for the dramatic increase in “other” revenues that year.

The City does not normally budget grant revenue until the amount is known and the grant expenditure has been approved by the City Council. In many cases, due to the timing of grant award notifications, grant revenue is budgeted in the mid-year or year-end budget adjustment. Large grant amounts received for multi-year projects are budgeted based on estimates of the completion dates for the projects. Other grants are budgeted based on the amount requested (Community Development Block Grant) or received.

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. Most of these revenues have been flat to decreasing and are budgeted accordingly.

FINES AND FORFEITURES

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 money and property and service charges on bad checks. The total revenues for this category are \$222,500 and represent only a small portion (0.1%) of total City revenues. The General Fund portion of this total is \$170,500 (0.8% of total General Fund revenues). Fines and

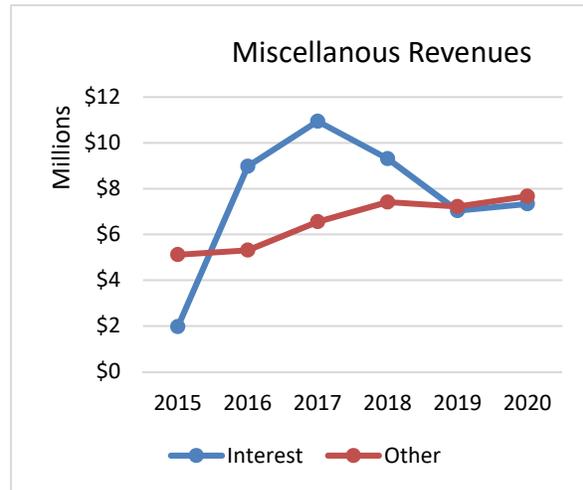


forfeitures are budgeted based on historical trends and have been decreasing for many years due to changes in state law related to how the fines are allocated between state and local governments.

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Fines and Forfeitures	\$332,099	\$259,869	\$239,465	\$201,814	\$232,500	\$222,500

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 2020 budget, these revenues are estimated to be \$15,000,059, representing 8.8% of the City's budgeted revenues. 80.5% of this revenue is interest, investment earnings and pension contributions belonging to the pension funds. Miscellaneous revenues are budgeted based on historical trends, rental contracts, current or estimated future interest rates, projected pension fund investment earnings, and cash balances.



	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Interest	1,967,600	8,973,726	10,942,819	9,307,587	7,035,696	7,330,558
Other	5,113,972	5,309,287	6,551,775	7,410,673	7,217,457	7,669,501
Total Miscellaneous	\$7,081,572	\$14,283,013	\$17,494,594	\$16,718,260	\$14,253,153	\$15,000,059

TRANSFERS

This category represents transfers between individual funds, which are not repayable and are not considered charges for goods or services. Transfers from enterprise funds are based on a fixed formula and availability of funds. 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." Like internal service charges, in determining the net budget, these transfers are deducted from total expenditures.

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Transfers	\$8,005,024	\$7,860,820	\$7,726,397	\$8,246,292	\$6,000,218	\$5,844,417

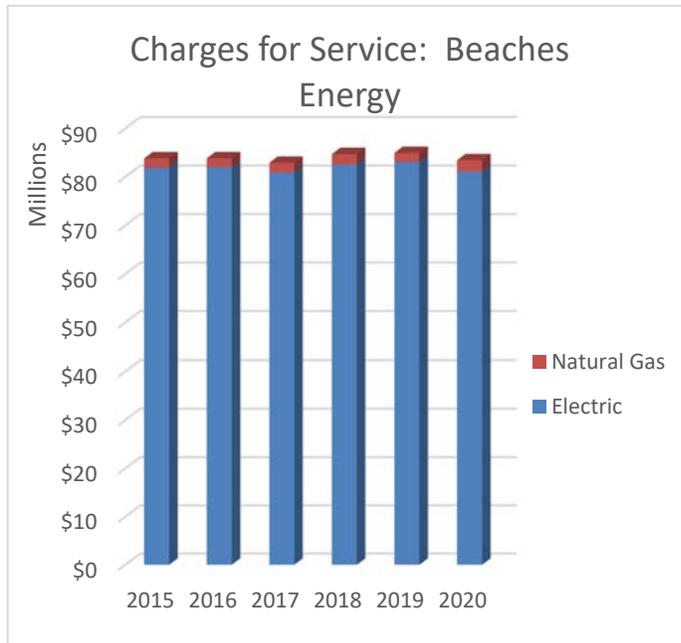
Total budgeted transfers for 2020 are \$5,844,417 (3.4% of total revenue); transfers into the General Fund (\$4,351,320) make up 18.1% of its total revenue. Transfers to the General Fund include contributions from enterprise funds and special revenue (grant) funds used to provide partial funding for its programs as specified in grant agreements.

CHARGES FOR SERVICES

Charges for services are generated primarily by the operation of the City's enterprise funds: electric, water & sewer, natural gas, 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. Charges for services revenues represent 70% 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 \$118,168,860 (\$399,000 in the General Fund).

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Electric	\$81,835,616	\$81,982,340	\$80,894,385	\$82,536,071	\$83,053,392	\$81,083,144
Natural Gas	1,970,444	1,836,536	2,007,934	2,147,396	1,872,120	2,338,766
Water / Sewer	11,568,142	12,368,762	12,903,428	14,182,011	13,208,723	14,272,184
Stormwater	1,294,802	1,314,783	1,337,248	1,382,348	1,356,810	1,407,643
Sanitation	3,235,626	3,333,566	3,447,674	3,515,142	3,437,483	3,466,262
Recreation / Golf	1,140,335	1,052,804	1,081,040	473,457	1,541,339	2,103,761
Internal Services	10,401,695	11,136,360	11,538,442	12,017,488	12,593,930	13,268,599
Miscellaneous	356,037	280,799	254,870	248,947	228,500	228,500
Charges for Services	\$111,802,697	\$113,305,950	\$113,465,021	\$116,502,860	\$117,292,297	\$118,168,860

The City's electric utility, Beaches Energy Services, provides power to more than 35,353 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), a consortium of municipal utilities located throughout the state. Because its primary fuel source is natural gas, changes in the cost of natural gas significantly affect electric rates. Natural gas prices have recently been stable and are projected to remain stable in the next year.



Beaches Energy has implemented energy efficiency rebates, conservation programs, demand management and renewable resource programs in order to keep its rates below the state average and to help its customers manage their electric bills. In recent years, natural gas prices have been low resulting in reductions in power costs and savings to Beaches Energy's residential customers of about \$200-\$300 per year. At this point, it is difficult to tell whether flattening consumption is a result of trends in energy conservation or the relatively mild winters and summers of recent years. Revenue estimates are based on estimated consumption, historical trends and projected power cost prices from FMPA.

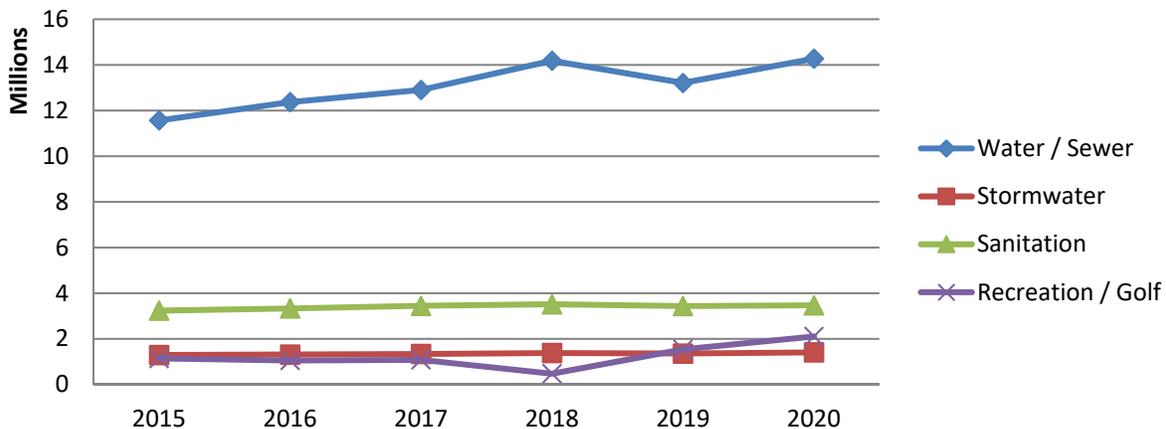
In 2010, the City activated a natural gas distribution system intended to primarily serve commercial customers. The first service was activated in June 2010, with construction continuing and included in the 2020 budget. Revenue estimates are based on estimated consumption, historical trends and projected natural gas costs.

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 have trended downward, despite increases in the number of customers.

In 2007, water and sewer rates were increased by 5% for the first time in 10 years. Additional 5% rate increases were approved through 2010, with increases equal to the percentage increase in the CPI after that. In 2012, an additional 7.5% rate increase was approved through 2014 with CPI rate adjustments after that. The rate increases were necessary to pay for needed maintenance and improvements to the system. Water and sewer revenues have been estimated based on historical trends, with adjustments made for this year’s rate increase and the effects of water conservation.

Stormwater results when an impervious surface covers the ground (roads and parking lots, for example), preventing it from absorbing rain or other water from storms. The stormwater system drains excess water to prevent flooding. Stormwater charges, which fund maintenance and improvements to the stormwater system, 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 the charge was enacted in 1991. Commercial customers are charged a based on the percentage of impervious area at their place of business.

Charges for Service: Other Utilities and Golf Course



Sanitation rates were reviewed in 2017 when the new garbage contract was awarded. Bulky trash and expanded recycling services were added, but residential and commercial rates have not changed since 1993. Stormwater and sanitation revenues are budgeted based on rates expected to be in effect in the coming year and historical consumption trends.

Between 2015 and 2019, the City transferred funds to the Golf Course to provide cash flow for operations due to declining play. The City Council voted to move forward with a master plan and fund major renovations for the golf course in May 2017. Following the completion of improvements in 2018 the Golf course reopened. Since the reopening of the course, rounds of play have increased and as a result, we have been able to eliminate the annual transfer from the General Fund to help fund course operations. For 2020 we anticipate a continued increase in the rate of play.

Revenues in the internal service funds are budgeted to cover the costs of operations and therefore are equal to the approved expenditure budget. Internal service fund expenses are allocated to other City departments based on each department's proportionate share of those costs. Administrative operations providing services through internal service funds and the allocation basis used to distribute their costs are shown below.

Internal Service Fund	Allocation Basis
City Manager	Time estimate
Accounting	Department/division operating budgets
Utility Billing	Number of meters in each utility & degree of difficulty (time)
Information Systems	Time and difficulty estimate
Purchasing	Number and value of purchase orders
Human Resources	Number of employees
Fleet Maintenance	Specific vehicle maintenance costs and overhead allocation based on number of vehicles
Meter Services	Number of meters read
Operations & Maintenance Facility	Square footage allocated to each department
Insurance Funds	Property value (general/liability); payroll costs and cost per \$1,000 (worker's comp); specific charges (employee life, health & dental insurance)

Because internal service funds usually do not spend all authorized budget, revenues in "actual" years (2015-2018) are noticeably lower than revenues in "budgeted" years (2019 and 2020). Because internal service charges, like 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.

Fund Balance

Fund Balance refers to the excess of assets over liabilities and, therefore, is considered to be available for appropriation to the extent that it is not reserved. Another way of describing fund balance is the difference between all the revenue the fund has received and all the expenditures made from the fund since its inception.

The City implemented GASB 54, *Fund Balance Reporting and Governmental Fund Type Definitions* in 2011, as required. The statement establishes fund balance classifications that comprise a hierarchy based on the extent to which the City is bound to honor constraints on the specific purpose for which amounts in governmental funds can be spent. Under this standard, fund balance is reported in five classifications – nonspendable, restricted, committed, assigned and unassigned. A discussion of GASB 54 and its effect on fund balance classifications can be found at: <http://www.gasb.org/st/summary/gstsm54.html>. For simplification of presentation in the budget, beginning and ending fund balances are shown in the financial summaries as either “unrestricted/unassigned” or “all other balances”. Fund balances shown as “all other balances” have conditions attached to their use, either by federal, state or local law, grant or bond agreements or interlocal contract.

Unrestricted/unassigned 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. For example, because the City does not receive property tax until about a third of the way through the year, the revenue is unavailable to fund general fund operations for the first 3-4 months of the year. Unrestricted fund balance can be used to cover this temporary revenue shortage and to pay for costs for major, unexpected events, like tropical storms and hurricanes, without having to borrow money or wait for FEMA reimbursement.

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Original Budget 2019	Adopted Budget 2020
Ending Fund Balance						
Unrestricted/unassigned	\$94,668,504	\$105,608,036	\$104,976,836	\$106,028,050	\$98,994,362	\$93,348,870
All other	125,023,364	135,901,962	142,639,427	152,248,476	165,163,120	176,844,676
Total Fund Balance	\$219,691,868	\$241,509,998	\$247,616,263	\$258,276,526	\$264,157,482	\$270,193,546

The “all other balances” shown on the budget summaries are set aside for identified, specific purposes, such as special revenue, debt service, contractual and grant requirements, bond requirements, redevelopment and retiree pensions. 65% of the City's fund balance is set aside for such purposes. All of the nonmajor governmental funds have spending restrictions attached to their revenue sources. In addition, many grant revenues are received on a reimbursement basis, after the City has paid for the grant-related item or project. In such instances, beginning fund balance is used to cover cash shortages due to differences in the timing of grant-funded expenses and the related grant reimbursement.

In FY2020, total budgeted revenues are more than total budgeted expenditures, meaning that the City expects its total fund balance to increase. Fund balance is not normally used to pay for routine, recurring operating expenditures. The budgeted fund balance increase of \$6 million, shown in the table below, is expected to come from net earnings in redevelopment and pension funds. The percentage change in fund balance is calculated as the amount of revenues over (under) expenditures, divided by the beginning fund balance.

Explanation of Budgeted Changes in Fund Balance - Major Funds:

The **General Fund's** fund balance is budgeted to remain unchanged. The primary cost in this fund is personnel; representing 70% of the 2020 budgeted expenditures. Costs to provide police and fire services represent 60% of the General Fund's total budget. Improvements in property value have improved the outlook for the General Fund.

	Major Funds				
	General Fund	Community Redevel.	General Cap. Projects	Electric	Water & Sewer
Beg. Fund Balance	\$10,753,812	\$36,045,390	\$6,288,706	\$70,301,647	\$23,311,883
Revenues	24,027,407	9,507,237	1,401,000	82,113,996	14,705,017
Expenditures	24,027,407	2,236,735	2,097,194	87,901,099	13,265,003
Revenues over (under) expenditures	(0)	7,270,502	(696,194)	(5,787,103)	1,440,014
Ending Fund Balance	\$10,753,812	\$43,315,892	\$5,592,512	\$64,514,544	\$24,751,898
Unrestricted/unassigned	183,183	0	0	56,289,779	23,350,400
All other	10,570,629	43,315,892	5,592,512	8,224,765	1,401,498
	<u>\$10,753,812</u>	<u>\$43,315,892</u>	<u>\$5,592,512</u>	<u>\$64,514,544</u>	<u>\$24,751,898</u>
Change in fund balance	0.0%	20.2%	-11.1%	-8.2%	6.2%

	Nonmajor Funds				
	Govt.	Enterprise	Internal Service	Pension Funds	ALL FUNDS
Beg. Fund Balance	\$6,471,447	\$11,191,490	\$3,623,893	\$96,169,214	\$264,157,482
Revenues	2,836,377	9,989,771	13,268,599	12,079,260	169,928,665
Expenditures	1,853,060	11,288,175	13,268,599	7,955,330	163,892,602
Revenues over (under) expenditures	983,317	(1,298,403)	0	4,123,930	6,036,063
Ending Fund Balance	\$7,454,764	\$9,893,087	\$3,623,893	\$100,293,145	\$270,193,546
Unrestricted/unassigned	8,529	9,893,087	3,623,893	0	93,348,870
All other	7,446,235	0	0	100,293,145	176,844,676
	<u>\$7,454,764</u>	<u>\$9,893,087</u>	<u>\$3,623,893</u>	<u>\$100,293,145</u>	<u>\$270,193,546</u>
Change in fund balance	15.2%	-11.6%	0.0%	4.3%	2.3%

Community Redevelopment Fund's fund balance is budgeted to grow, due to the timing of capital outlay expenditures. The bid for construction of the roadway and utility improvements in the area east of 3rd Street between 11th and 13th Avenues South, including the stormwater system connection under 3rd Street to the 12th Avenue South Stilling Basin was awarded in 2018. This \$11 million project is expected to last 600 days. 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 allowed costs that are consistent with the redevelopment plan and requirements in Chapter 163 of the Florida Statutes.

General Capital Projects Fund's fund balance is budgeted to decrease due to the timing of major expenditures and projects paid for from this fund. All budgeted projects in this fund were funded in previous years. Projects budgeted are the replacement of business application software, building systems replacements, Public Safety radios, and various information systems projects. Transfers from the General Fund are this fund's primary source of revenue.

Electric Fund's fund balance is expected to decrease this year as the utility continues to modernize and maintain the system infrastructure through major capital projects such as replacing transmission line hardware (\$550 thousand), upgrades to the supervisory control and data acquisition center (\$750 thousand), and upgrading or maintaining distribution lines (\$1.6 million).

The **Water & Sewer Fund's** fund balance is budgeted to increase as several large infrastructure projects budgeted in prior years move toward completion. Water and sewer rates are adjusted with CPI every year to pay for necessary improvements to the system identified in the five-year Capital Improvement Plan.

Explanation of Budgeted Changes in Fund Balance - Nonmajor Funds:

Governmental Funds show an increase in fund balance as funds are accumulated to pay for allowed major improvement projects. Included in the budgets for these funds are things such as police training, special events, road and street maintenance and equipment purchases. 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 such cases, the budget is adjusted at mid-year or at the end of the year.

Nonmajor Enterprise Funds consist of the Natural Gas, Stormwater, Sanitation, Golf Course and Lease Facilities Funds. These funds recover their costs through user charges and are not expected to have a major change in their fund balances from year-to-year. However, the projected decrease in 2020 is primarily attributable to increased capital outlay costs of \$1.1 million in the Stormwater fund.

Internal Service Funds recover their costs through charges to internal customers and are budgeted to break even.

Pension (trust) 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 and able to meet obligations to current and future retirees. The budget anticipates an increase in investment earnings in 2020.



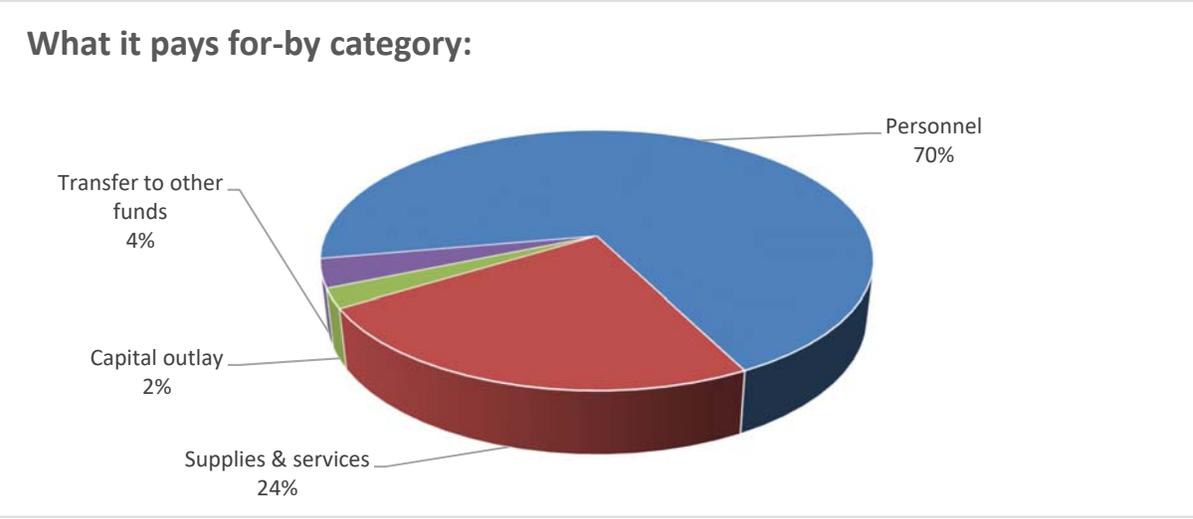
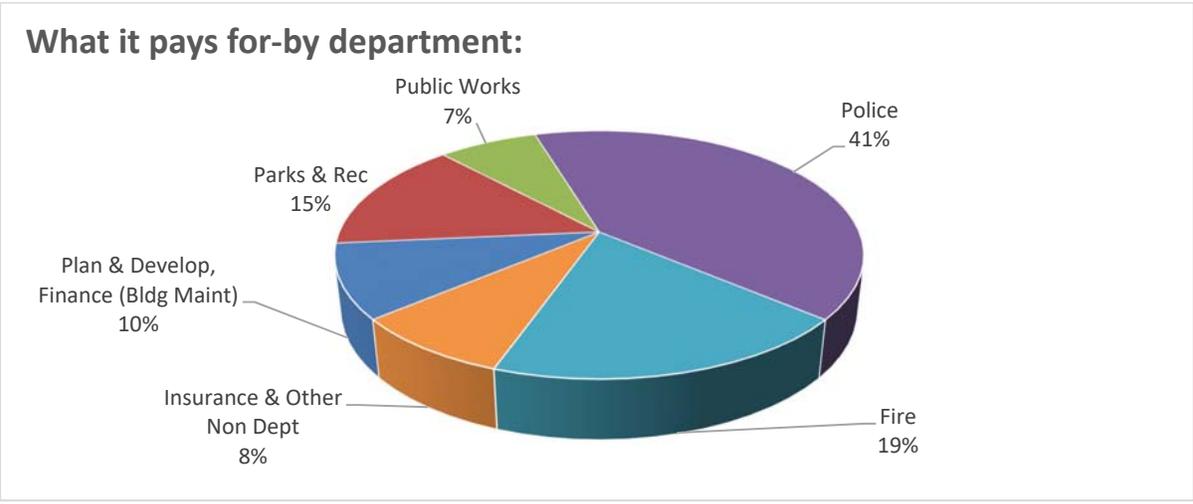
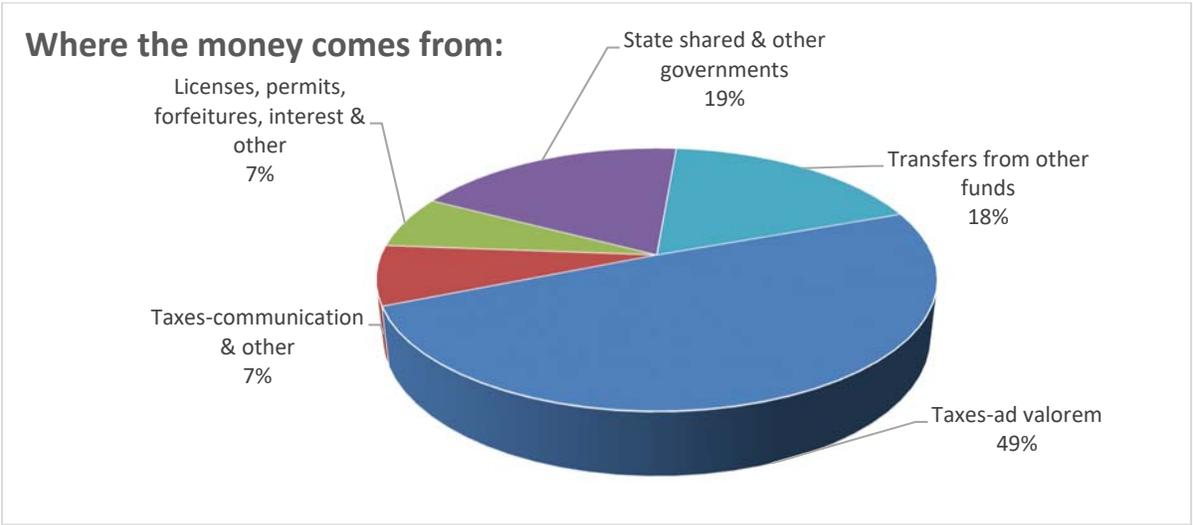
**City of Jacksonville Beach - All Funds
Combined Summary of Revenues and Expenditures**

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	%
						Change
Unrestricted/unassigned	\$ 105,996,894	\$ 104,976,836	\$ 106,028,050	\$ 98,994,362	\$ (7,033,688)	-6.6%
All other balances	133,734,323	142,639,427	152,248,476	165,163,120	12,914,644	8.5%
Beginning Fund Balance	239,731,217	247,616,263	258,276,526	264,157,482	5,880,956	2.3%
Revenues						
Taxes	22,273,155	24,271,318	25,716,265	25,474,215	(242,050)	-0.9%
Permits & fees	592,151	650,985	595,700	599,900	4,200	0.7%
Intergovernmental	6,183,252	6,374,050	4,372,028	4,618,715	246,687	5.6%
Charges for services	113,465,021	116,502,860	117,292,297	118,168,860	876,563	0.7%
Fines & forfeitures	239,465	201,814	232,500	222,500	(10,000)	-4.3%
Interest & other	17,494,594	16,718,260	14,253,153	15,000,059	746,906	5.2%
Transfers in	7,726,397	8,246,292	6,000,218	5,844,417	(155,801)	-2.6%
Total Revenues	167,974,035	172,965,579	168,462,161	169,928,665	1,466,504	0.9%
Other Financing Sources	4,350,452	752,153				
Expenditures						
Personal Services	29,531,101	29,687,011	32,317,576	34,669,503	2,351,927	7.3%
Operating-Energy	57,970,248	58,386,953	62,907,387	60,502,600	(2,404,787)	-3.8%
Operating-All Other	37,721,902	37,143,815	41,543,892	42,818,965	1,275,072	3.1%
Capital Outlay	23,372,547	19,377,957	14,885,372	15,591,884	706,512	4.7%
Debt Service	5,351,990	5,363,374	4,914,626	4,453,100	(461,526)	-9.4%
Grants to Others	12,535	9,625	12,133	12,133	0	0.0%
Transfers	7,726,397	8,246,292	6,000,218	5,844,417	(155,801)	-2.6%
Total Expenditures	161,686,720	158,215,027	162,581,204	163,892,602	1,311,397	0.81%
Other Financing Uses	2,419,706	4,553,656				
Change in Fund Balance	8,218,061	10,949,049	5,880,956	6,036,063	155,107	2.6%
Unrestricted/unassigned	104,976,836	106,028,050	98,994,362	93,348,870	(5,645,492)	-5.7%
All other balances	142,639,427	152,248,476	165,163,120	176,844,676	11,681,555	7.1%
Ending Fund Balance	\$ 247,616,263	\$ 258,276,526	\$ 264,157,482	\$ 270,193,546	\$ 6,036,063	2.3%
Expenditures by Department:						
Executive & Legislative	1,258,996	1,300,947	1,427,063	1,551,857	\$124,794	8.7%
Finance	6,146,748	6,720,288	6,881,915	7,248,112	366,197	5.3%
Planning & Development	780,050	804,799	909,272	997,452	88,180	9.7%
Community Redevelopment	7,821,092	5,342,945	925,694	950,842	25,148	2.7%
Parks & Recreation	4,421,704	4,684,570	5,204,907	5,756,482	551,575	10.6%
Public Works	22,698,478	18,924,336	19,379,189	22,191,435	2,812,246	14.5%
Police	9,326,854	10,126,826	10,503,403	11,174,892	671,489	6.4%
Fire	3,748,036	3,761,588	4,225,168	4,641,418	416,250	9.9%
Beaches Energy Services	87,149,963	88,285,225	95,537,778	91,019,949	(4,517,829)	-4.7%
Human Resources	11,630,494	11,761,241	13,282,604	13,456,419	173,815	1.3%
Non-Departmental	6,704,305	6,502,262	4,304,211	4,903,744	599,533	13.9%
Total Expenditures	\$ 161,686,720	\$ 158,215,027	\$ 162,581,204	\$ 163,892,602	\$ 1,311,397	0.8%
Expenditures by Major/Nonmajor Fund:						
General Fund	20,607,980	21,146,020	22,390,353	24,027,407	\$1,637,054	7.3%
Redevelopment	8,679,716	6,523,493	2,071,689	2,236,735	165,046	8.0%
General Capital Projects	2,442,497	1,763,444	1,374,938	2,097,194	722,256	52.5%
Electric	83,599,191	85,519,349	92,742,698	87,901,099	(4,841,599)	-5.2%
Water & Sewer	14,633,484	11,198,940	12,146,167	13,265,003	1,118,836	9.2%
Total Major Funds	129,962,868	126,151,246	130,725,845	129,527,438	(1,198,407)	-0.9%
Nonmajor Governmental	3,135,393	4,655,955	2,465,642	1,853,060	(612,582)	-24.8%
Nonmajor Enterprise	10,183,378	8,631,191	8,831,942	11,288,175	2,456,233	27.8%
Internal Service	11,225,497	11,543,938	12,593,930	13,268,599	674,669	5.4%
Pension	7,179,584	7,232,697	7,963,845	7,955,330	(8,515)	-0.1%
Total Nonmajor Funds	31,723,852	32,063,781	31,855,359	34,365,164	2,509,804	7.9%
Total Expenditures	\$ 161,686,720	\$ 158,215,027	\$ 162,581,204	\$ 163,892,602	\$ 1,311,397	0.81%
Total Expenditures	\$161,686,720	\$158,215,027	\$162,581,204	\$163,892,602	\$1,311,397	0.8%
less: Internal Service Charges	11,225,497	11,543,938	12,593,930	13,268,599	\$674,669	5.4%
less: Transfers	7,726,397	8,246,292	6,000,218	5,844,417	(\$155,801)	-2.6%
Net Budgeted Expenditures	\$ 142,734,826	\$ 138,424,797	\$ 143,987,056	\$ 144,779,586	\$ 792,530	0.55%

General Fund
Combined Summary of Revenues and Expenditures

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	%
						Change
Unrestricted/unassigned	\$ 899,959	\$ (99,692)	\$ 183,183	\$ 183,183	\$ -	0.0%
All other balances	9,382,301	10,220,838	10,570,629	10,570,629	-	0.0%
Beginning Fund Balance	\$ 10,282,260	\$ 10,121,146	\$ 10,753,812	\$ 10,753,812	\$ -	0.0%
Revenues						
Taxes	10,337,504	11,345,065	12,263,504	13,638,446	1,374,942	11.2%
Licenses & permits	592,151	650,985	595,700	599,900	4,200	0.7%
Intergovernmental	4,475,314	4,690,279	4,234,028	4,480,715	246,687	5.8%
Charges for services	363,544	439,345	389,000	399,000	10,000	2.6%
Fines & forfeitures	139,298	132,524	170,500	160,500	(10,000)	-5.9%
Interest & other	489,928	491,596	414,500	397,527	(16,973)	-4.1%
Transfers in	4,382,142	4,317,678	4,323,121	4,351,320	28,199	0.7%
Total Revenues	20,779,881	22,067,472	22,390,353	24,027,407	1,637,054	7.3%
Other Financing Sources						
Expenditures						
Personal Services	13,851,332	14,156,070	15,661,681	16,888,185	1,226,504	7.8%
Operating-All Other	4,733,245	4,734,635	5,619,575	5,712,289	92,714	1.6%
Capital Outlay	257,019	546,690	461,964	574,800	112,836	24.4%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	7,535	4,625	2,133	2,133	-	0.0%
Transfers	1,758,849	1,704,000	645,000	850,000	205,000	31.8%
Total Expenditures	20,607,980	21,146,020	22,390,353	24,027,407	1,637,054	7.3%
Other Financing Uses						
	333,015	288,786				
Change in Fund Balance	(161,114)	632,666	-	(0)	(0)	0.0%
Unrestricted/unassigned	(99,692)	183,183	183,183	183,183	(0)	0.0%
All other balances	10,220,838	10,570,629	10,570,629	10,570,629	-	0.0%
Ending Fund Balance	\$ 10,121,146	\$ 10,753,812	\$ 10,753,812	\$ 10,753,812	\$ (0)	0.0%
Expenditures by Department:						
Executive & Legislative	\$ 752,486	\$ 745,966	\$ 845,505	\$ 895,969	\$ 50,464	6.0%
Finance	417,906	438,961	404,785	428,703	23,918	5.9%
Planning & Development	780,050	804,799	909,272	997,452	88,180	9.7%
Parks & Recreation	2,917,558	3,074,278	3,426,569	3,482,070	55,501	1.6%
Public Works	1,592,585	1,541,836	1,635,053	1,744,188	109,135	6.7%
Police	8,177,823	8,572,611	9,281,455	9,812,557	531,102	5.7%
Fire	3,717,723	3,760,909	4,215,168	4,631,418	416,250	9.9%
Non-Departmental	2,251,849	2,206,660	1,672,546	2,035,050	362,504	21.7%
Total Expenditures	\$ 20,607,980	\$ 21,146,020	\$ 22,390,353	\$ 24,027,407	\$ 1,637,054	7.3%

General Fund



**General Fund
Summary of Revenues**

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
<u>Taxes</u>						
Property Tax	\$ 8,582,022	\$ 9,574,532	\$ 10,500,824	\$ 11,871,082	\$ 1,370,258	13.0%
Local Communications Services	1,097,151	1,147,038	1,111,558	1,122,674	11,116	1.0%
Other taxes	658,331	623,495	651,122	644,690	(6,432)	-1.0%
Total Taxes	10,337,504	11,345,065	12,263,504	13,638,446	1,374,942	11.2%
<u>Licenses & Permits</u>						
Building permits	448,011	489,915	420,000	424,200	4,200	1.0%
Other licenses and permits	144,140	161,070	175,700	175,700	-	0.0%
Total Licenses and Permits	592,151	650,985	595,700	599,900	4,200	0.7%
<u>Intergovernmental Revenues</u>						
8th cent motor fuel	190,305	196,948	192,208	198,917	6,709	3.5%
Sales tax distribution	607,741	637,297	613,820	643,670	29,850	4.9%
State 1/2 cent tax	2,384,775	2,523,346	2,381,508	2,548,579	167,071	7.0%
Other intergovernmental revenues	415,876	427,511	130,289	139,660	9,371	7.2%
Duval county in Lieu of Taxes	712,794	734,178	756,203	778,889	22,686	3.0%
911 Rebate	163,823	170,999	160,000	170,999	10,999	6.9%
Total Intergovernmental Revenues	4,475,314	4,690,279	4,234,028	4,480,715	246,687	5.8%
<u>Charges for Services</u>						
Lien Certificates	36,510	35,950	37,000	37,000	-	0.0%
Cemetery services	8,825	7,830	4,000	4,000	-	0.0%
Recreation programs	127,466	194,073	154,000	164,000	10,000	6.5%
Contracted services	-	-	-	-	-	0.0%
Other Charges and Fees	190,743	201,492	194,000	194,000	-	0.0%
Total Services	363,544	439,345	389,000	399,000	10,000	2.6%
<u>Fines & Forfeitures</u>						
Court Fines	52,127	46,339	71,000	71,000	-	0.0%
Parking violations	44,338	39,727	56,000	51,000	(5,000)	-8.9%
Code enforcement board	19,452	22,600	12,000	12,000	-	0.0%
Other Fines and Forfeits	23,381	23,858	31,500	26,500	(5,000)	-15.9%
Total Fines & Forfeitures	139,298	132,524	170,500	160,500	(10,000)	-5.9%
<u>Interest & Other Revenue</u>						
Interest on investments	219,227	87,751	229,500	198,527	(30,973)	-13.5%
Other revenues	270,701	403,845	185,000	199,000	14,000	7.6%
Total Other Revenues	489,928	491,596	414,500	397,527	(16,973)	-4.1%
<u>Transfers In</u>						
Transfer from Electric Utility	3,693,665	3,675,155	3,701,171	3,716,299	15,128	0.4%
Transfer from Gas Tax	372,000	372,000	372,000	372,000	-	0.0%
Transfer from Others Misc.	316,477	270,523	249,950	263,021	13,071	5.2%
Total Transfers	4,382,142	4,317,678	4,323,121	4,351,320	28,199	0.7%
<u>Total Revenue</u>	\$ 20,779,881	\$ 22,067,472	\$ 22,390,353	\$ 24,027,407	\$ 1,637,054	7.3%

**General Fund
Summary of Expenditures**

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	%
<u>Executive & Legislative</u>						
City Council	\$ 154,355	\$ 163,140	\$ 171,098	\$ 176,928	\$ 5,830	3.4%
City Attorney	309,939	279,401	329,535	329,729	194	0.1%
City Clerk	288,192	303,425	344,872	389,312	44,440	12.9%
Total	752,486	745,966	845,505	895,969	50,464	6.0%
<u>Finance</u>						
Building Maintenance	417,906	438,961	404,785	428,703	23,918	5.9%
<u>Planning & Development</u>						
Planning & Development	218,533	224,987	236,404	246,147	9,743	4.1%
Building Inspections	398,542	415,017	476,673	546,465	69,792	14.6%
Code Enforcement	162,975	164,795	196,195	204,840	8,645	4.4%
Total	780,050	804,799	909,272	997,452	88,180	9.7%
<u>Parks & Recreation</u>						
Administration	679,653	635,022	682,916	645,033	(37,883)	-5.5%
Ocean Rescue	634,541	743,535	835,162	852,613	17,451	2.1%
Grounds Maintenance	1,104,951	1,076,836	1,230,447	1,296,896	66,449	5.4%
Cemetery Maintenance	69,622	102,659	123,093	127,338	4,245	3.4%
Dog Park	-	18,029	23,100	15,500	(7,600)	-32.9%
Tennis	142,303	158,179	158,656	160,746	2,090	1.3%
Oceanfront Restrooms	134,124	135,254	131,632	131,632	-	0.0%
Carver Center	121,159	137,358	154,258	158,841	4,583	3.0%
Special Events	-	28,985	64,495	70,661	6,166	9.6%
Exhibition Hall	31,205	38,421	22,810	22,810	-	0.0%
Total	2,917,558	3,074,278	3,426,569	3,482,070	55,501	1.6%
<u>Public Works</u>						
Streets	1,592,585	1,541,836	1,635,053	1,744,188	109,135	6.7%
<u>Police</u>						
Administration	1,066,845	1,032,691	1,262,353	1,209,579	(52,774)	-4.2%
Records	181,612	195,538	212,996	252,806	39,810	18.7%
Investigative	1,385,159	1,602,075	1,516,405	1,627,277	110,872	7.3%
Patrol	3,945,781	4,075,349	4,437,711	4,823,391	385,680	8.7%
Communications	825,655	848,064	906,691	942,548	35,857	4.0%
Ancillary Services	561,286	589,540	712,503	714,765	2,262	0.3%
Police Reserves	53,446	62,484	64,093	67,165	3,072	4.8%
Parking	149,669	156,742	154,703	161,026	6,323	4.1%
Volunteer Programs	8,370	10,128	14,000	14,000	-	0.0%
Total	8,177,823	8,572,611	9,281,455	9,812,557	531,102	5.7%
<u>Fire</u>						
Fire Department	3,717,723	3,760,909	4,215,168	4,631,418	416,250	9.9%
<u>Non-departmental</u>						
Non-departmental	2,251,849	2,206,660	1,672,546	2,035,050	362,504	21.7%
Total Expenditures	\$ 20,607,980	\$ 21,146,020	\$ 22,390,353	\$ 24,027,407	\$ 1,637,054	7.3%
<u>Resource Allocation:</u>						
Personal Services	\$ 13,851,332	\$ 14,156,070	\$ 15,661,681	\$ 16,888,185	\$ 1,226,504	7.8%
Operating-All Other	4,733,245	4,734,635	5,619,575	5,712,289	92,714	1.6%
Capital Outlay	257,019	546,690	461,964	574,800	112,836	24.4%
Grants to Others	7,535	4,625	2,133	2,133	-	0.0%
Transfers	1,758,849	1,704,000	645,000	850,000	205,000	31.8%
Total Expenditures	\$ 20,607,980	\$ 21,146,020	\$ 22,390,353	\$ 24,027,407	\$ 1,637,054	7.3%

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

	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Original Budget 2019</u>	<u>Proposed Budget 2020</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
Unrestricted/unassigned	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
All other balances	22,186,271	23,180,048	26,947,845	36,045,390	9,097,545	33.8%
Beginning Fund Balance	22,186,271	23,180,048	26,947,845	36,045,390	9,097,545	33.8%
Revenues						
Taxes	9,468,928	10,310,397	10,937,433	9,260,128	(1,677,305)	-15.3%
Licenses & permits	-	-	-	-	-	0.0%
Intergovernmental	-	-	-	-	-	0.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	380,181	178,492	231,801	247,109	15,308	6.6%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	9,849,109	10,488,889	11,169,234	9,507,237	(1,661,997)	-14.9%
Other Financing Sources	-	5,584				
Expenditures						
Personal Services	991,908	897,288	1,223,412	1,317,440	94,028	7.7%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	504,426	674,116	815,877	817,995	2,118	0.3%
Capital Outlay	7,183,382	4,952,089	32,400	101,300	68,900	212.7%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenditures	8,679,716	6,523,493	2,071,689	2,236,735	165,046	8.0%
Other Financing Uses	175,616	203,183				
Change in Fund Balance	993,777	3,767,797	9,097,545	7,270,502	(1,827,043)	-20.1%
Unrestricted/unassigned	-	-	-	-	-	0.0%
All other balances	23,180,048	26,947,845	36,045,390	43,315,892	7,270,502	20.2%
Ending Fund Balance	\$ 23,180,048	\$ 26,947,845	\$ 36,045,390	\$ 43,315,892	\$ 7,270,502	20.2%
Expenditures by Department:						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Finance	-	-	-	-	-	0.0%
Planning & Development	-	-	-	-	-	0.0%
Community Redevelopment	7,821,092	5,342,945	925,694	950,842	25,148	2.7%
Parks & Recreation	-	-	-	-	-	0.0%
Public Works	-	-	-	-	-	0.0%
Police	858,624	1,180,548	1,145,995	1,285,893	139,898	12.2%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	-	-	-	-	-	0.0%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	\$ 8,679,716	\$ 6,523,493	\$ 2,071,689	\$ 2,236,735	\$ 165,046	8.0%
Expenditures by Fund:						
Downtown Tax Increment	5,209,871	4,557,900	1,792,836	1,947,399	154,563	8.6%
Southend Tax increment	3,469,845	1,965,593	278,853	289,336	10,483	3.8%
Total Expenditures	\$ 8,679,716	\$ 6,523,493	\$ 2,071,689	\$ 2,236,735	\$ 165,046	8.0%

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

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
Unrestricted/unassigned	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
All other balances	6,554,208	5,958,681	6,713,644	6,288,706	(424,938)	-6.3%
Beginning Fund Balance	6,554,208	5,958,681	6,713,644	6,288,706	(424,938)	-6.3%
<u>Revenues</u>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	-	-	-	-	0.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	155,999	42,236	70,000	70,000	-	0.0%
Transfers in	1,731,603	2,236,917	880,000	1,331,000	451,000	51.3%
Total Revenues	1,887,602	2,279,153	950,000	1,401,000	451,000	47.5%
Other Financing Sources		239,254				
<u>Expenditures</u>						
Personal Services	-	-	-	-	-	0.0%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	249,899	229,598	227,000	157,000	(70,000)	-30.8%
Capital Outlay	2,192,598	1,533,846	1,147,938	1,940,194	792,256	69.0%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenditures	2,442,497	1,763,444	1,374,938	2,097,194	722,256	52.5%
Other Financing Uses	40,632					
Change in Fund Balance	(595,527)	754,963	(424,938)	(696,194)	(271,256)	63.8%
Unrestricted/unassigned	-	-	-	-	-	0.0%
All other balances	5,958,681	6,713,644	6,288,706	5,592,512	(696,194)	-11.1%
Ending Fund Balance	\$ 5,958,681	\$ 6,713,644	\$ 6,288,706	\$ 5,592,512	\$ (696,194)	-11.1%
<u>Expenditures by Department:</u>						
Executive & Legislative	-	-	-	-	-	0.0%
Finance	-	-	-	-	-	0.0%
Planning & Development	-	-	-	-	-	0.0%
Community Redevelopment	-	-	-	-	-	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	2,442,497	1,763,444	1,374,938	2,097,194	722,256	52.5%
Total Expenditures	\$ 2,442,497	\$ 1,763,444	\$ 1,374,938	\$ 2,097,194	\$ 722,256	52.5%

Major Fund - Electric Utility
Combined Summary of Revenues and Expenses

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
Unrestricted	\$ 70,561,201	\$ 71,221,921	\$ 70,727,368	\$ 62,076,882	\$ (8,650,486)	-12.2%
Restricted	8,377,590	8,427,406	8,360,488	8,224,765	(135,723)	-1.6%
Beginning Fund Balance	78,938,791	79,649,327	79,087,856	70,301,647	(8,786,209)	-11.1%
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	474,371	168,803	-	-	-	0.0%
Charges for services	80,894,385	82,536,071	83,053,392	81,083,144	(1,970,248)	-2.4%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	989,053	1,691,471	741,000	868,755	127,755	17.2%
Transfers in	312,456	162,097	162,097	162,097	-	0.0%
Total Revenues	82,670,265	84,558,442	83,956,489	82,113,996	(1,842,493)	-2.2%
Other Financing Sources	1,639,462	399,436				
Expenses						
Personal Services	6,347,608	6,395,436	6,367,987	6,653,581	285,594	4.5%
Operating-Energy	56,884,210	57,225,686	61,753,650	59,238,707	(2,514,943)	-4.1%
Operating-All Other	7,871,855	7,884,210	8,633,684	8,823,306	189,622	2.2%
Capital Outlay	6,129,292	7,639,556	9,541,000	6,671,000	(2,870,000)	-30.1%
Debt Service-Principal	2,238,200	2,311,825	2,479,690	2,479,690	-	0.0%
Debt Service-Interest & Other	329,361	257,481	135,516	135,516	-	0.0%
Grants to Others	-	-	-	-	-	0.0%
Transfers	3,798,665	3,805,155	3,831,171	3,899,299	68,128	1.8%
Total Expenses	83,599,191	85,519,349	92,742,698	87,901,099	(4,841,599)	-5.2%
Other Financing Uses						
Change in Fund Balance	710,536	(561,471)	(8,786,209)	(5,787,103)	2,999,106	-34.1%
Unrestricted	71,221,921	70,727,368	62,076,882	56,289,779	(5,787,103)	-9.3%
Restricted	8,427,406	8,360,488	8,224,765	8,224,765	-	0.0%
Ending Fund Balance	\$ 79,649,327	\$ 79,087,856	\$ 70,301,647	\$ 64,514,544	\$ (5,787,103)	-8.2%
Expenses by Division						
Purchased Power	\$ 56,884,210	\$ 57,225,686	\$ 61,753,650	\$ 59,238,707	\$ (2,514,943)	-4.1%
Administration	11,596,573	11,374,541	11,410,287	11,860,170	449,883	3.9%
Engineering	983,708	1,057,752	1,515,964	2,420,592	904,628	59.7%
Relay & Substations	633,661	948,364	1,206,057	1,327,408	121,351	10.1%
Construction & Maintenance	4,692,956	4,925,807	5,088,895	4,876,619	(212,276)	-4.2%
Capital Projects	2,855,606	3,227,042	3,050,000	3,150,000	100,000	3.3%
System Operations	1,878,635	1,547,243	1,613,242	2,251,335	638,093	39.6%
Transmission	2,458,060	3,672,297	5,310,500	935,500	(4,375,000)	-82.4%
Conservation & Renewables	210,618	295,632	484,478	513,745	29,267	6.0%
Storeroom	240,099	253,350	238,567	240,616	2,049	0.9%
CARE	53,930	69,272	60,000	60,000	-	0.0%
Regulatory Compliance	1,111,135	922,363	1,011,058	1,026,407	15,349	1.5%
Total Expenses	\$ 83,599,191	\$ 85,519,349	\$ 92,742,698	\$ 87,901,099	\$ (4,841,599)	-5.2%

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

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
Unrestricted	\$ 18,392,170	\$ 17,704,375	\$ 20,454,603	\$ 21,910,385	\$ 1,455,782	7.1%
Restricted	1,404,608	1,402,142	1,401,498	1,401,498	-	0.0%
Beginning Fund Balance	19,796,778	19,106,517	21,856,101	23,311,883	1,455,782	6.7%
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	63,311	-	-	-	0.0%
Charges for services	12,903,428	14,182,011	13,208,723	14,272,184	1,063,462	8.1%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	448,450	521,912	393,227	432,833	39,606	10.1%
Transfers in	4,274	-	-	-	-	0.0%
Total Revenues	13,356,152	14,767,234	13,601,949	14,705,017	1,103,068	8.1%
Other Financing Sources	587,071					
Expenses						
Personal Services	3,005,389	2,905,983	3,170,150	3,344,448	174,298	5.5%
Operating-Power	-	-	-	-	-	0.0%
Operating-All Other	3,477,524	3,836,861	4,156,754	4,294,671	137,917	3.3%
Capital Outlay	6,294,945	2,563,252	2,914,070	3,651,990	737,920	25.3%
Debt Service-Principal	1,561,800	1,613,175	1,668,660	1,733,310	64,650	3.9%
Debt Service-Interest & Other	229,826	179,669	131,533	104,584	(26,949)	-20.5%
Grants to Others	5,000	5,000	10,000	10,000	-	0.0%
Transfers	59,000	95,000	95,000	126,000	31,000	32.6%
Total Expenses	14,633,484	11,198,940	12,146,167	13,265,003	1,118,836	9.2%
Other Financing Uses		818,710				
Change in Fund Balance	(690,261)	2,749,584	1,455,782	1,440,014	(15,768)	-1.1%
Unrestricted	17,704,375	20,454,603	21,910,385	23,350,400	1,440,014	6.6%
Restricted	1,402,142	1,401,498	1,401,498	1,401,498	-	0.0%
Ending Fund Balance	\$ 19,106,517	\$ 21,856,101	\$ 23,311,883	\$ 24,751,898	\$ 1,440,014	6.2%
Expenses by Division						
Administration	\$ 3,446,393	\$ 3,486,173	\$ 3,554,438	\$ 3,678,961	\$ 124,523	3.5%
Water Plant	1,320,152	1,292,867	1,534,015	1,974,063	440,048	28.7%
Pollution Control Plant	2,772,930	2,568,966	3,510,495	3,645,604	135,109	3.8%
Distribution & Collection	6,912,669	3,669,245	2,547,219	2,836,850	289,631	11.4%
Capital Projects	181,340	181,689	1,000,000	1,129,525	129,525	13.0%
Total Expenses	\$ 14,633,484	\$ 11,198,940	\$ 12,146,167	\$ 13,265,003	\$ 1,118,836	9.2%

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

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
Unrestricted/unassigned	\$ 44,647	\$ 36,917	\$ 21,756	\$ 8,529	\$ (13,227)	-60.8%
All other balances	5,728,516	6,475,309	5,632,942	6,462,918	829,976	14.7%
Beginning Fund Balance	5,773,163	6,512,226	5,654,698	6,471,447	816,749	14.4%
Revenues						
Taxes	2,466,723	2,615,856	2,515,328	2,575,641	60,313	2.4%
Licenses & permits	-	-	-	-	-	0.0%
Intergovernmental	189,761	154,567	138,000	138,000	-	0.0%
Charges for services	18,792	3,675	-	-	-	0.0%
Fines & forfeitures	100,167	69,290	62,000	62,000	-	0.0%
Interest & other	100,478	49,507	82,063	60,736	(21,327)	-26.0%
Transfers in	979,950	985,600	485,000	-	(485,000)	-100.0%
Total Revenues	3,855,871	3,878,495	3,282,391	2,836,377	(446,014)	-13.6%
Other Financing Sources	47,255	17,635				
Expenditures						
Personal Services	59,762	73,261	62,285	63,532	1,247	2.0%
Operating-All Other	330,725	250,454	504,130	755,528	251,398	49.9%
Capital Outlay	175,392	1,311,050	405,000	520,000	115,000	28.4%
Debt Service-Principal	955,000	980,000	490,000	-	(490,000)	-100.0%
Debt Service-Interest & Other	37,803	21,224	9,227	-	(9,227)	-100.0%
Transfers	1,576,711	2,019,966	995,000	514,000	(481,000)	-48.3%
Total Expenditures	3,135,393	4,655,955	2,465,642	1,853,060	(612,582)	-24.8%
Other Financing Uses	28,670	97,703				
Change in Fund Balance	739,063	(857,528)	816,749	983,317	166,568	20.4%
Restricted Fund Balance	36,917	21,756	8,529	8,529	-	0.0%
Unrestricted Fund Balance	6,475,309	5,632,942	6,462,918	7,446,235	983,317	15.2%
Ending Fund Balance	\$ 6,512,226	\$ 5,654,698	\$ 6,471,447	\$ 7,454,764	\$ 983,317	15.2%
Expenditures by Department:						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Parks & Recreation	297,301	765,874	394,630	266,028	(128,602)	-32.6%
Public Works	507,413	983,577	728,332	729,090	758	0.1%
Police	290,407	373,667	75,953	76,442	489	0.6%
Fire	30,313	679	10,000	10,000	-	0.0%
Non-Departmental	2,009,959	2,532,158	1,256,727	771,500	(485,227)	-38.6%
Total Expenditures	\$ 3,135,393	\$ 4,655,955	\$ 2,465,642	\$ 1,853,060	\$ (612,582)	-24.8%
Expenditures by Fund:						
Convention Development	\$ 159,621	\$ 620,118	\$ 253,630	\$ 121,028	\$ (132,602)	-52.3%
Court Cost Training	30,877	20,633	12,200	12,200	-	0.0%
Local Option Gas Tax	507,413	983,577	728,332	729,090	758	0.1%
Half-cent Infrastructure Surtax	979,950	1,521,610	756,500	321,500	(435,000)	-57.5%
Community Develop. Block Grant	137,528	142,366	138,000	142,000	4,000	2.9%
Radio Communication	30,313	679	10,000	10,000	-	0.0%
Justice Assistance Grant	52,233	-	-	-	-	0.0%
Tree Protection	152	3,390	3,000	3,000	-	0.0%
Law Enforcement Trust Fund	45,670	35,749	37,753	38,242	489	1.3%
Equitable Sharing Fund	161,627	317,285	26,000	26,000	-	0.0%
1/2 Cent Sales Surtax Debt Service	993,722	1,001,773	500,227	-	(500,227)	-100.0%
Infrastructure Capital Projects	11,255	8,746	-	450,000	450,000	0.0%
Dog Park Project	25,032	29	-	-	-	0.0%
Total Expenditures	\$ 3,135,393	\$ 4,655,955	\$ 2,465,642	\$ 1,853,060	\$ (612,582)	-24.8%

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

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
Unrestricted Fund Balance	\$ 12,770,907	\$ 11,404,524	\$ 11,017,247	\$ 11,191,490	\$ 174,243	1.6%
Restricted Fund Balance	-	-	-	-	-	0.0%
Beginning Fund Balance	12,770,907	11,404,524	11,017,247	11,191,490	174,243	1.6%
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	1,043,806	1,290,252	-	-	-	0.0%
Charges for services	7,746,430	7,324,270	8,047,252	9,145,932	1,098,680	13.7%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	784,028	792,671	808,933	843,839	34,906	4.3%
Transfers in	315,972	544,000	150,000	-	(150,000)	-100.0%
Total Revenues	9,890,236	9,951,193	9,006,185	9,989,771	983,586	10.9%
Other Financing Sources	787,881	-	-	-	-	-
Expenditures						
Personal Services	1,045,641	961,862	1,294,138	1,591,827	297,689	23.0%
Operating-Natural Gas	1,086,038	1,161,267	1,153,737	1,263,893	110,156	9.5%
Operating-All Other	6,534,901	5,223,529	5,617,020	6,079,737	462,717	8.2%
Capital Outlay	1,036,626	712,362	383,000	1,967,600	1,584,600	413.7%
Debt Service-Principal	-	-	-	-	-	0.0%
Debt Service-Interest & Other	-	-	-	-	-	0.0%
Grants to Others	-	-	-	-	-	0.0%
Transfers	480,172	572,171	384,047	385,118	1,071	0.3%
Total Expenditures	10,183,378	8,631,191	8,831,942	11,288,175	2,456,233	27.8%
Other Financing Uses	1,861,122	1,707,279	-	-	-	-
Change in Fund Balance	(1,366,383)	(387,277)	174,243	(1,298,403)	(1,472,646)	-845%
Unrestricted Fund Balance	11,404,524	11,017,247	11,191,490	9,893,087	(1,298,403)	-11.6%
Restricted Fund Balance	-	-	-	-	-	0.0%
Ending Fund Balance	\$ 11,404,524	\$ 11,017,247	\$ 11,191,490	\$ 9,893,087	\$ (1,298,403)	-11.6%
Expenditures by Department:						
Executive & Legislative	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Finance	310,125	676,457	679,362	799,008	119,646	17.6%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	1,206,845	844,418	1,383,708	2,008,384	624,676	45.1%
Public Works	5,964,996	5,199,983	4,869,637	6,453,154	1,583,517	32.5%
Police	-	-	-	-	-	0.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	2,701,412	1,910,333	1,899,235	2,027,629	128,394	6.8%
Human Resources	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	\$ 10,183,378	\$ 8,631,191	\$ 8,831,942	\$ 11,288,175	\$ 2,456,233	27.8%
Expenditures by Fund:						
Natural Gas Fund	\$ 2,701,412	\$ 1,910,333	\$ 1,899,235	\$ 2,027,629	\$ 128,394	6.8%
Stormwater Fund	815,243	807,861	1,166,526	2,288,080	1,121,554	96.1%
Sanitation Fund	5,149,753	4,392,122	3,703,111	4,165,074	461,963	12.5%
Golf Course Fund	1,206,845	844,418	1,383,708	2,008,384	624,676	45.1%
Lease Facilities Fund	310,125	676,457	679,362	799,008	119,646	17.6%
Total Expenditures	\$ 10,183,378	\$ 8,631,191	\$ 8,831,942	\$ 11,288,175	\$ 2,456,233	27.8%

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

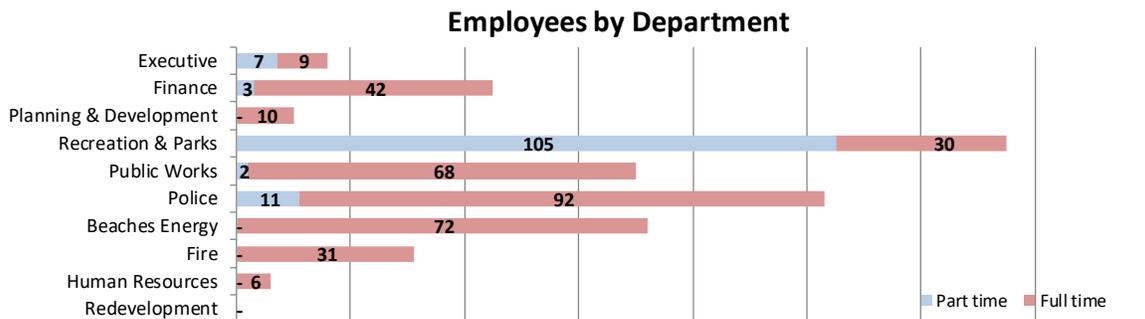
	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
Unrestricted/unassigned	\$ 3,328,010	\$ 4,708,791	\$ 3,623,893	\$ 3,623,893	\$ -	0.0%
Revenues						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	6,838	-	-	-	0.0%
Charges for services	11,538,442	12,017,488	12,593,930	13,268,599	674,669	5.4%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	85,786	80,080	-	-	-	0.0%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	11,624,228	12,104,406	12,593,930	13,268,599	674,669	5.4%
Other Financing Sources	1,262,529	81,378				
Expenditures						
Personal Services	4,162,228	4,239,979	4,478,101	4,748,584	270,483	6.0%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	6,906,976	7,134,847	8,065,829	8,285,015	219,186	2.7%
Capital Outlay	103,293	119,112	-	165,000	165,000	0.0%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	53,000	50,000	50,000	70,000	20,000	40.0%
Total Expenditures	11,225,497	11,543,938	12,593,930	13,268,599	674,669	5.4%
Other Financing Uses	280,479	1,726,744				
Change in Fund Balance	1,380,781	(1,084,898)	-	-	-	0.0%
Unrestricted/unassigned	\$ 4,708,791	\$ 3,623,893	\$ 3,623,893	\$ 3,623,893	\$ -	0.0%
Expenditures by Department:						
Executive & Legislative	506,510	554,981	581,558	655,888	\$74,330	12.8%
Finance	5,418,717	5,604,870	5,797,768	6,020,401	222,633	3.8%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	-	-	-	-	-	0.0%
Public Works	-	-	-	-	-	0.0%
Police	-	-	-	-	-	0.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	849,360	855,543	895,845	1,091,221	195,376	21.8%
Human Resources	4,450,910	4,528,544	5,318,759	5,501,089	182,330	3.4%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	\$ 11,225,497	\$ 11,543,938	\$ 12,593,930	\$ 13,268,599	\$ 674,669	5.4%
Expenditure by Fund						
City Manager	506,510	554,981	581,558	655,888	\$ 74,330	12.8%
Finance	4,469,667	4,654,677	4,897,036	5,098,145	201,109	4.1%
Human Resources	548,276	573,914	652,101	660,684	8,583	1.3%
Fleet Maintenance	622,562	673,916	580,621	594,339	13,718	2.4%
Meter Services	849,360	855,543	895,845	1,091,221	195,376	21.8%
Operations & Maint. Facility	326,488	276,277	320,111	327,917	7,806	2.4%
Insurance & Risk Retention	3,902,634	3,954,630	4,666,658	4,840,405	173,747	3.7%
Total Expenditures	\$ 11,225,497	\$ 11,543,938	\$ 12,593,930	\$ 13,268,599	\$ 674,669	5.4%

All Pension Funds
Combined Summary of Revenues and Expenses

	Actual 2017	Actual 2018	Original Budget 2019	Proposed Budget 2020	Increase (Decrease)	% Change
Restricted Fund Balance	\$ 80,100,829	\$ 86,975,003	\$ 92,621,430	\$ 96,169,214	\$ 3,547,784	3.8%
<u>Revenues</u>						
Taxes	-	-	-	-	-	0.0%
Permits & fees	-	-	-	-	-	0.0%
Intergovernmental	-	-	-	-	-	0.0%
Charges for services	-	-	-	-	-	0.0%
Fines & forfeitures	-	-	-	-	-	0.0%
Interest & other	14,060,691	12,870,295	11,511,629	12,079,260	567,631	4.9%
Transfers in	-	-	-	-	-	0.0%
Total Revenues	14,060,691	12,870,295	11,511,629	12,079,260	567,631	4.9%
Other Financing Sources	26,254	8,866				
<u>Expenditures</u>						
Personal Services	67,233	57,132	59,822	61,906	2,084	3.5%
Operating-Energy	-	-	-	-	-	0.0%
Operating-All Other	7,112,351	7,175,565	7,904,023	7,893,424	(10,599)	-0.1%
Capital Outlay	-	-	-	-	-	0.0%
Debt Service-principal	-	-	-	-	-	0.0%
Debt Service-interest & other	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	0.0%
Transfers	-	-	-	-	-	0.0%
Total Expenditures	7,179,584	7,232,697	7,963,845	7,955,330	(8,515)	-0.1%
Other Financing Uses	33,187	37				
Change in Fund Balance	6,874,174	5,646,427	3,547,784	4,123,930	576,146	16.2%
Restricted Fund Balance	\$ 86,975,003	\$ 92,621,430	\$ 96,169,214	\$ 100,293,145	\$ 4,123,930	4.3%
<u>Expenditures by Department:</u>						
Executive & Legislative	\$ -	\$ -	-	\$ -	\$ -	0.0%
Finance	-	-	-	-	-	0.0%
Planning & Development	-	-	-	-	-	0.0%
Parks & Recreation	-	-	-	-	-	0.0%
Public Works	-	-	-	-	-	0.0%
Police	-	-	-	-	-	0.0%
Fire	-	-	-	-	-	0.0%
Beaches Energy Services	-	-	-	-	-	0.0%
Human Resources	7,179,584	7,232,697	7,963,845	7,955,330	(8,515)	-0.1%
Non-Departmental	-	-	-	-	-	0.0%
Total Expenditures	\$ 7,179,584	\$ 7,232,697	\$ 7,963,845	\$ 7,955,330	\$ (8,515)	-0.1%
<u>Expenditures by Fund:</u>						
Pension Fund-General	\$ 4,927,815	\$ 4,967,480	\$ 5,094,694	\$ 5,163,655	\$ 68,961	1.4%
Pension Fund-Police	1,401,733	1,378,875	1,951,423	1,663,571	(287,852)	-14.8%
Pension Fund-Fire	850,036	886,342	917,728	1,128,104	210,376	22.9%
Total Expenditures	\$ 7,179,584	\$ 7,232,697	\$ 7,963,845	\$ 7,955,330	\$ (8,515)	-0.1%

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

	Actual	Actual	Actual	Budget 2020			Payroll Budget	
	2017	2018	2019	Part time	Full time	Total		FTEs
Executive								
City Council	7	7	7	7	0	7	0.0	\$ 126,644
City Manager	3	3	3	0	4	4	4.0	579,290
City Attorney	0	0	0	0	1	1	1.0	189,536
City Clerk	4	4	4	0	4	4	4.0	306,586
	14	14	14	7	9	16	9.0	1,202,056
Finance								
Accounting	9	9	9	2	7	9	7.9	801,201
Utility Billing	18	18	18	1	18	19	17.1	982,586
Information Systems	8	8	8	0	8	8	7.8	836,599
Purchasing Admin.	3	3	3	0	3	3	3.0	298,267
Building Maintenance	3	2	2	0	2	2	2.0	161,575
Lease Facilities (Tech.)	0	0	0	0	0	0	1.6	100,318
O & M Facility	1	1	1	0	1	1	1.0	66,337
Storeroom	0	0	3	0	3	3	0.0	0
	42	41	44	3	42	45	40.4	3,246,883
Planning & Development								
Planning and Development	2	2	2	0	2	2	1.7	186,201
Building Inspection	6	6	6	0	6	6	6.0	465,453
Code Enforcement	2	2	2	0	2	2	2.2	169,715
	10	10	10	0	10	10	9.9	821,369
Recreation & Parks								
Administration	7	6	6	2	3	5	3.9	345,427
Ocean Rescue	87	87	87	84	3	87	18.7	676,989
Grounds Maintenance	7	7	9	0	9	9	8.3	635,016
Cemetery Maintenance	0	0	0	0	0	0	1.0	65,863
Tennis	3	3	3	2	1	3	1.8	84,046
Carver Center	3	3	3	1	2	3	2.5	130,019
Special Events	1	1	1	0	1	1	1.0	70,661
Golf Course	25	24	27	16	11	27	18.7	915,095
	133	131	136	105	30	135	55.9	2,923,116
Public Works								
Administration	5	6	7	1	6	7	2.0	216,275
Water Plant	13	13	13	0	13	13	13.3	953,178
Pollution Control Plant	15	15	15	0	16	16	15.9	1,216,604
Distribution and Collection	14	14	14	0	14	14	14.3	958,391
Stormwater	0	0	0	0	0	0	2.4	230,173
Sanitation	2	2	2	0	3	3	4.4	346,241
Street Maintenance	16	16	16	0	16	16	14.4	1,003,055
Local Option Gas Tax	1	1	1	1	0	1	0.8	45,590
	66	67	68	2	68	70	67.5	4,969,507



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

	Actual 2017	Actual 2018	Actual 2019	Budget 2020			FTEs	Payroll Budget
				Part time	Full time	Total		
Police								
Administration	4	4	4	0	4	4	4.0	578,174
Records	4	4	4	0	4	4	4.0	231,226
Investigations	14	14	14	0	14	14	14.0	1,537,436
Patrol	40	40	40	0	40	40	40.0	4,108,796
Communications	11	11	11	0	11	11	11.0	915,720
Services	16	16	17	10	7	17	10.2	687,049
Part-time Officers	0	0	0	0	0	0	1.4	67,165
Parking	1	1	1	0	1	1	2.2	151,026
Downtown Policing	11	11	11	0	11	11	11.0	1,073,143
Law Enforcement Trust Fund	1	1	1	1	0	1	0.5	17,942
	102	102	103	11	92	103	98.3	9,367,677
Beaches Energy								
Administration	4	4	4	0	4	4	4.0	444,216
Engineering	8	8	8	0	8	8	8.0	941,792
Relay & Substations	6	6	6	0	6	6	6.0	578,408
Construct. & Maint.	31	31	31	0	31	31	31.0	3,208,119
System Operations	10	10	10	0	10	10	10.0	1,006,335
Storeroom	3	3	0	0	0	0	3.0	206,416
Conservation & Renewables	0	0	0	0	0	0	2.0	137,088
Regulatory Compliance	1	1	1	0	1	1	1.0	131,207
Meter Services	12	12	12	0	12	12	12.0	732,746
	75	75	72	0	72	72	77.0	7,386,327
Fire								
Fire / Rescue, Safety Services	31	31	31	0	31	31	41.8	3,994,807
Human Resources								
Personnel Administration	6	6	6	0	6	6	5.1	430,054
Insurance	0	0	0	0	0	0	0.3	21,504
Pension Administration	0	0	0	0	0	0	0.6	61,906
	6	6	6	0	6	6	6.0	513,464
Redevelopment	1	0	0	0	0	0	1.8	244,297
Total Authorized Positions	480	477	484	128	360	488	407.5	\$ 34,669,503
Total Authorized Positions FY2019				132	352	484		
Add FT Communications Manager (City Manager)					1	1		
Add FT City Attorney (City Attorney)					1	1		
Convert PT Staff Assistant to FT (City Clerk)				(1)	1	0		
Add FT Conservation Specialist I (Utility Billing)					1	1		
Eliminate PT Parks Projects Manager				(1)		(1)		
Convert PT Ocean Rescue Lieutenant to FT (Parks)				(1)	1	0		
Add FT F.O.G. Program Manager (Public Works)					1	1		
Add FT Sanitation Compliance Inspector (Public Works)					1	1		
Convert PT Records Specialist to FT				(1)	1	0		
Total Authorized Positions FY2020				128	360	488		
Change in positions since 2008				(10)	6	(4)		

Denotes divisions operating in the General Fund

**Capital Outlay Detail by Department
Fiscal Year 2020**

	Land, Buildings & Improvements	Equipment	Vehicles	Computer Equipment	Total
<u>Executive & Legislative</u>					
1/2-cent Sales Surtax Fund (Better Jacksonville Beach)					
New sidewalks	\$ 70,000				\$ 70,000
General Capital Projects					
Major building systems replacement projects	492,000				492,000
Replace enterprise resource planning system (ERP)	459,745				459,745
Parks Maintenance projects	120,000				120,000
Heavy equipment replacement program: John Deere tractor			71,500		71,500
Radio system upgrade		161,000			161,000
IT Systems Master Plan		195,000			195,000
Annual computer replacement plan				69,968	69,968
Utility Billing Equipment replacement		22,000			22,000
Time clock replacements		11,981			11,981
Water, sewer & stormwater project 10th St S	337,000				337,000
1/2-cent Infrastructure Surtax Bond Proceeds (BJB)					
Road & Associated Infra. Improvements	450,000				450,000
Total Non-Departmental	\$ 1,928,745	\$ 389,981	\$ 71,500	\$ 69,968	\$ 2,460,194
<u>Community Redevelopment</u>					
Downtown Redevelopment					
Replace DT CAPE 2013 Chevy Impala Veh #1343 & 2014 Chevy Tahoe #1473			74,000		74,000
Replace DT CAPE one ATV and two Segways			27,300		27,300
Total Redevelopment	\$ -	\$ -	\$ 101,300	\$ -	\$ 101,300
<u>Beaches Energy Services</u>					
Administration					
Building renovations, electric training room kitchen	25,000				25,000
Engineering					
Purchase additional GMC pickup truck			35,000		35,000
Advanced "smart-grid" infrastructure		300,000			300,000
Advanced metering infrastructure		661,000			661,000
Replace switchgear at Water Plant #2	200,000				200,000
Infrared and power quality monitors		65,000			65,000
Relay & Substation Distribution					
Purchase additional Chevy 2500 4x4 pickup truck			40,000		40,000
Substation battery bank replacements/upgrades	30,000				30,000
Substation capacitor bank relay upgrades	100,000				100,000
Motor switch replacement	215,000				215,000
Construction & Maintenance					
Replace 2010 bucket truck #230			280,000		280,000
Replace ground penetrating radar		15,000			15,000
Replace thumper		20,000			20,000
Replace fault locator		15,000			15,000
Capital Improvements					
Projects for system growth/maintenance	1,250,000				1,250,000
Major replacement & storm hardening projects	1,900,000				1,900,000
System Operations					
Outage management system	200,000				200,000
SCADA server upgrade	500,000				500,000
SCADA furniture upgrade	125,000				125,000
SCADA video wall	125,000				125,000
Transmission					
Transmission line hardware renew/replace	550,000				550,000
Regulatory Compliance					
Cyber physical security	20,000				20,000
Total Electric Fund	5,240,000	1,076,000	355,000	-	6,671,000
Natural Gas					
Natural Gas Distribution System	140,000				140,000
Meter Services					
Replace Itron handheld meter readers		130,000			130,000
Replace 2010 Ford F150 4x4			35,000		35,000
Total Beaches Energy Services	\$ 5,380,000	\$ 1,206,000	\$ 390,000	\$ -	\$ 6,976,000

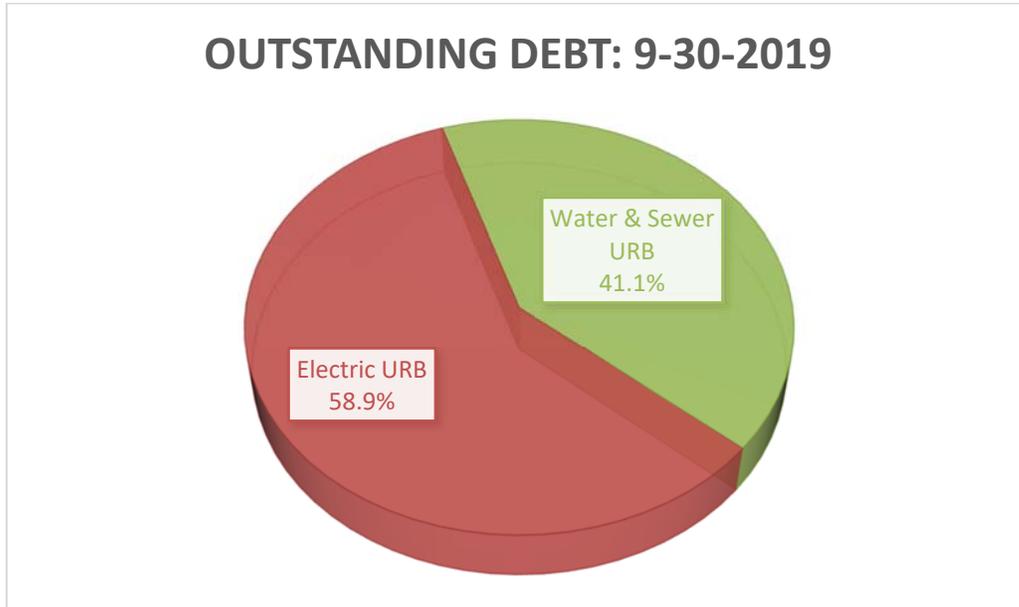
**Capital Outlay Detail by Department
Fiscal Year 2020**

	Land, Buildings & Improvements	Equipment	Vehicles	Computer Equipment	Total
Finance					
Property & Procurement					
Replace 2006 Ford E350 Van			38,000		38,000
Total Finance	\$ -	\$ -	\$ 38,000	\$ -	\$ 38,000
Police					
Patrol					
Replace patrol vehicles			190,000		190,000
Total Police	\$ -	\$ -	\$ 190,000	\$ -	\$ 190,000
Parks and Recreation					
Ocean Rescue					
Replace Kubota RTV 1140			19,000		19,000
Grounds Maintenance					
Replace sidewinder mower		35,000			35,000
Replace two zero-turn mowers		25,000			25,000
Replace two Ford F-150 trucks (2001-#901; 2005-#902)			60,000		60,000
Golf Course					
Driving Range shade shelters	85,000				85,000
Bridge repair	35,000				35,000
Add and improve cart paths	20,000				20,000
Golf course irrigation system improvements	30,000				30,000
Replace triplex reel mower		35,000			35,000
Total Parks & Recreation	\$ 170,000	\$ 95,000	\$ 79,000	\$ -	\$ 344,000
Fire					
Zoll Cardiac Monitor Replacement		39,500			39,500
Extractor/dryer for turnout gear		15,000			15,000
SBCA Compressor & Fill Station Replacement		36,300			36,300
Replace 2011 Chevy Tahoe			48,000		48,000
Total Fire	\$ -	\$ 90,800	\$ 48,000	\$ -	\$ 138,800
Public Works					
Streets					
Replace 2003 Dodge Durango 4x4 (#505)			45,000		45,000
Equipment replacements as needed		6,000			6,000
Replace 2 zero turn mowers		18,000			18,000
Total General Fund Streets	\$ -	\$ 24,000	\$ 45,000	\$ -	\$ 69,000
Distribution and Collection					
Water main replacement projects	260,000				260,000
Water, sewer and stormwater project 10th St S	760,000				760,000
Replace two Ford F-250, trucks (2008-#506; 2009-#540)			70,000		70,000
Pollution Control					
Sewer rehab improvements-lift stations	345,000				345,000
Wastewater treatment facility improvements	420,000				420,000
Vehicle replacement-2005 Ford F-150 (#508)			35,000		35,000
Actuators, soft starts and variable frequency drives		60,000			60,000
Water Plant					
Raw water wells improvement program	60,000				60,000
Water Plant improvement program	512,465				512,465
Capital Projects					
Relocate/Rebuild lift stations #7 & #8 and demolish #7 and #20	1,000,000				1,000,000
Road & Associated Infrastructure Improvements (CRA-Downtown Projects)	129,525				129,525
Total Water & Sewer	\$ 3,486,990	\$ 60,000	\$ 105,000	\$ -	\$ 3,651,990
Stormwater					
Replace generator-9th Ave N stormwater station		95,000			95,000
Purchase deck over trailer to move stormwater materials		11,600			11,600
Stormwater collection & treatment improvements	858,000				858,000
Water, sewer and stormwater project 10th St S	368,000				368,000
Total Stormwater	\$ 1,226,000	\$ 106,600	\$ -	\$ -	\$ 1,332,600
Sanitation					
Replace street sweeper		290,000			290,000
Total Public Works	\$ 4,712,990	\$ 190,600	\$ 150,000	\$ -	\$ 5,343,590
Total Projects Funded:	\$ 12,191,735	\$ 1,972,381	\$ 1,067,800	\$ 69,968	\$ 15,591,884

More information on these items is available in the [Capital Improvement Plan](#).

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 funds. The use of debt financing more fairly distributes 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.



The City of Jacksonville Beach minimizes 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. Pay-as-you-go financing is the preferred financing method and is used where possible.

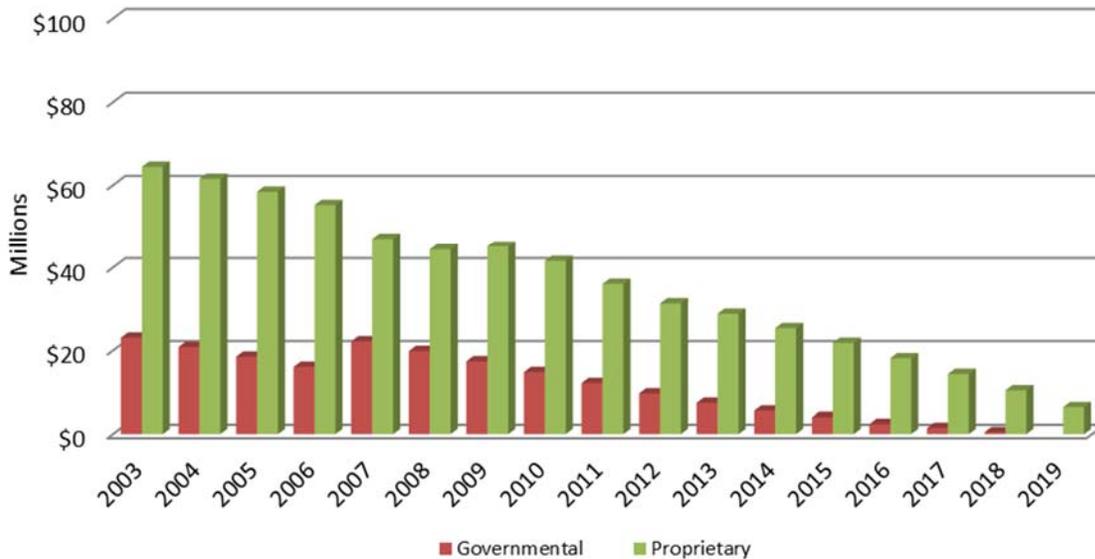
Debt Limit Requirement

Authority to borrow funds is granted to municipalities in the Florida Statutes. Issuance of general obligation bonds requires an affirmative vote of the municipality's electorate; the City has no outstanding general obligation debt. Neither City Charter/Code nor Florida Statutes limit the amount of debt the City can issue. There are no plans to issue additional debt in the near future.

	2015	2016	2017	2018	2019	2020
Principal paid	\$5,100,799	\$5,261,881	\$4,755,000	\$4,905,000	\$4,550,000	\$4,210,000
Interest paid	\$923,512	\$764,359	\$596,491	\$462,874	\$304,927	\$128,900
Outstanding Debt	\$25,831,880	\$20,570,000	\$15,815,000	\$10,910,000	\$6,360,000	\$2,150,000

The City continues to refinance existing debt and pay 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 by more than 92% since 2003. The City expects to be debt-free in 2020. Explanations for budgeted capital projects, their expected or committed funding source and the expected purchase or construction year are included in the City’s five-year Capital Improvement Plan (CIP) located in the back of this document.

Outstanding Debt History



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, to pay principal and interest on the related long-term debt used for governmental purposes.

2012 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, 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 enabled the City to pay for these mandated improvements to its wastewater treatment system without having to increase sewer rates due to the project’s cost. Without the grants, if the City had to finance the project, water and sewer customers could have faced sewer rate increases of \$6-\$8 per month for the next 20-30 years to pay debt service. The bonds were refinanced in 2012 to obtain more favorable interest rates.

About \$700,000 of the Infrastructure Surtax debt was 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 was funded by the Community Redevelopment Agency. The project dramatically improved road condition, appearance and drainage along the City’s alternate north/south corridor.

Revenues from this tax have previously been used to fund the 11th Street North rebuild project, Wingate Park parking and road improvements, Duval Drive 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.

All ½ Cent Infrastructure Surtax Revenue bonds were paid off in 2019.

Capital Projects in Governmental Funds

A detailed listing of budgeted projects and purchases in governmental capital projects funds can be found in the Executive and Legislative section. The 5-Year Capital Improvement Plan also has information about planned capital projects in all funds for the next 5 years. A summary of the capital projects funds follows:

Capital Projects			
Fund	Sources	Uses	2019 Budget
General	Transfers from operating funds; grants; interest	Major repairs and replacements.	\$2,097,194
½ Cent Infrastructure Surtax	Receipts from 1/2-Cent Infrastructure Surtax	Debt service payments on bonds; new roads and sidewalks (when funds are available).	\$321,500
½ Cent Infrastructure Surtax Bond Proceeds	Bond proceeds; interest	Governed by interlocal agreement; pays for projects to improve public facilities, roads, infrastructure, environment, quality of life and economic development.	\$450,000
			\$2,868,694

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, any of which may choose issue bonds to fund major system improvements.

Historically, Beaches Energy Services and the Water & Sewer Utility have issued bonds as a combined entity and therefore, their outstanding utility revenue bonds contain a pledge of the combined 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. Stormwater debt was paid off in 2012. There are no plans to issue additional debt at this time. Each of the proprietary debt issues is accounted for in the operating fund of the obligated enterprise.

2010 Utility Revenue Bonds

The City refinanced the 2002 Utility Revenue Bonds in late 2010 to take advantage of low interest rates. 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 will be paid off in 2021. Each of the two utilities 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
2020	2,479,690	125,516	1,730,310	87,584	4,210,000	213,100
2021	1,266,350	25,327	883,650	17,673	2,150,000	43,000
	\$3,746,040	\$150,843	\$2,613,960	\$105,257	\$6,360,000	\$256,100

The City's outstanding proprietary debt at September 30, 2019 is:

OUTSTANDING PROPRIETARY BONDS			
	Year of Maturity	Original Issue	Outstanding
2012 Utility Revenue Bonds – varies 2.0-4.0%	2020	\$37,285,000	\$6,360,000
Total Proprietary Bonds			\$6,360,000

Debt service requirements to maturity on all of the City's bonds at September 30, 2019 are as follows:

DEBT SERVICE REQUIREMENTS TO MATURITY				
	Proprietary		TOTAL	
	Principal	Interest	Principal	Interest
2020	\$4,210,000	\$213,100	\$4,210,000	\$213,100
2021	\$2,150,000	\$43,000	\$2,150,000	\$43,000
	\$6,360,000	\$256,100	\$6,360,000	\$256,100

Budgeted debt service for the current and next budget years is:

Summary of Budgeted Debt Payments	Principal	Interest & Other	FY2020 Total	% of total	Current Year Budget	Incr / (Decr)	% change	Date Paid Off
Sales Surtax (Better Jax Beach)	0	0	0	0.0%	499,227	(499,227)	-100.0%	3/31/2019
TOTAL GOVERNMENTAL	0	0	0	0.0%	499,227	(499,227)	-100.0%	
Electric	2,479,690	135,516	2,615,206	58.7%	2,615,206	0	0.0%	10/1/2020
Water & Sewer	1,733,310	104,584	1,837,894	41.3%	1,800,193	37,701	2.1%	10/1/2020
TOTAL PROPRIETARY	4,213,000	240,100	4,453,100	100.0%	4,415,399	37,701	0.9%	
TOTAL DEBT SERVICE	\$4,213,000	\$240,100	\$4,453,100	100%	\$4,914,626	(461,526)	-9.4%	

Transfers to/from Other Funds

Transfers are used to 1) move revenues from the fund where they are collected to the appropriate debt service fund as debt service principal and interest payments become due, 2) move restricted amounts related to debt in order to establish mandatory reserve accounts, 3) move unrestricted general fund revenues to finance various programs that the government must account for in other funds in accordance with budgetary authorizations, including amounts provided as subsidies or matching funds for various grant programs, 4) move restricted special revenues to the fund from which the related expenditures will be paid or 5) to move returns on investment from City enterprise funds to the General Fund.

Schedule of Transfers In and Transfers Out-FY2020 From:	To:			
	General Fund	General Capital Projects	Beaches Energy	Total
General Fund				
Fire truck replacement		\$75,000		
Street maintenance heavy equipment		\$100,000		
Radio system replacement		\$100,000		
Parks maintenance and heavy equipment		\$100,000		
Major building system maintenance		\$325,000		
Partial funding for information technology major replacements		\$150,000		
Total:		\$850,000		\$850,000
Local Option Gas Tax				
Partial funding for street maintenance	\$372,000			\$372,000
Community Development Block Grant				
Funding for CAPE officer, Carver Center and utility assistance programs	\$142,000			\$142,000
Beaches Energy Services				
Return on investment	\$3,716,299			\$3,716,299
Partial funding for information technology major replacements		\$75,000		\$75,000
Partial funding for building system replacements		\$108,000		\$108,000
Natural Gas Fund				
Return on investment	\$121,021			\$121,021
Repay advance for construction of natural gas system			\$162,097	\$162,097
Water & Sewer Fund				
Partial funding for information technology major replacements		\$45,000		\$45,000
Partial funding for building system replacements		\$81,000		\$81,000
Lease Facilities				
Partial funding for building system replacements		\$27,000		\$27,000
Funding for IT equipment reserve		\$75,000		\$75,000
Finance Internal Service Fund				
Partial funding for information technology major replacements		\$50,000		\$50,000
Human Resources Internal Service Fund				
Partial funding for time-keeping technology replacements		\$20,000		\$20,000
	\$4,351,320	\$1,331,000	\$162,097	\$5,844,417



Capital Improvement Plan: FY2020-2024

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 and Development Director, Chief Financial 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: FY2020-2024

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 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 descriptions of projects or purchases included in the plan follow each departmental summary. Although projects listed have a currently identified funding source, over the passage of time, the nature, amount and source of funding may change.

Summary by Department	Page 215
Beaches Energy Services	Page 216
Finance	Page 244
Police & Fire	Page 257
Parks & Recreation	Page 263
Community Redevelopment Agency	Page 271
Public Works	Page 281

Capital Improvement Plan: FY2020-2024

CIP Summary, All Departments		2020	2021	2022	2023	2024	Total
Funding Sources:							
Beaches Energy Services Operating Revenues	410	\$7,318,000	\$7,860,000	\$6,447,000	\$8,484,000	\$6,149,000	\$36,258,000
Downtown Redevelopment Tax Increment Fund	181	3,271,775	4,688,300	5,574,000	4,537,000	627,300	18,698,375
General Capital Projects Fund	315	1,990,194	1,431,601	1,575,764	590,978	993,380	6,581,917
General Fund Operating Revenues	001	550,800	383,500	367,500	300,000	225,000	1,826,800
Golf Course Fund	440	205,000	117,000	90,000	50,000	520,000	982,000
1/2 Cent Infrastructure Surtax	151	320,000	820,000	820,000	820,000	820,000	3,600,000
1/2 Cent Infrastructure Surtax Bond Proceeds	317	450,000	863,500	-	-	3,000,000	4,313,500
Local Option Gas Tax Revenues	150	310,000	310,000	310,000	310,000	310,000	1,550,000
Meter Division-Internal Service Charges	541	35,000	75,000	-	-	-	110,000
Natural Gas Fund	411	140,000	140,000	140,000	140,000	140,000	700,000
Operations & Maint. Internal Service Charges	550	-	38,000	-	-	-	38,000
Sanitation Fund	430	290,000	-	40,000	160,000	-	490,000
Southend Redevelopment Tax Increment Fund	182	3,055,000	3,305,000	1,055,000	4,439,000	5,226,000	17,080,000
Stormwater Operating Revenues	423	1,616,000	815,000	1,245,000	3,295,000	455,000	7,426,000
Unfunded - City of Jacksonville	-	825,000	-	-	-	-	825,000
Water & Sewer Utility Operating Revenues	420	3,916,990	2,320,000	1,725,000	1,500,000	1,875,000	11,336,990
Total CIP Funding Sources - All Departments		\$24,293,759	\$23,166,901	\$19,389,264	\$24,625,978	\$20,340,680	\$111,816,582
Expenses:							
Beaches Energy Services		\$ 7,493,000	\$ 8,075,000	\$ 6,587,000	\$ 8,624,000	\$ 6,289,000	\$ 37,068,000
Finance Department		1,338,694	708,351	1,448,264	205,978	993,380	4,694,667
Police & Fire Departments		489,800	785,750	282,000	190,000	190,000	1,937,550
Parks & Recreation Department		\$464,000	341,000	263,000	80,000	520,000	1,668,000
Community Redevelopment Agency		6,806,300	8,856,800	6,629,000	8,976,000	8,853,300	40,121,400
Public Works Department		7,701,965	4,400,000	4,180,000	6,550,000	3,495,000	26,326,965
Total CIP - All Departments		\$ 24,293,759	\$ 23,166,901	\$ 19,389,264	\$ 24,625,978	\$ 20,340,680	\$ 111,816,582

Capital Improvement Plan: FY2020-2024

Beaches Energy Services		2020	2021	2022	2023	2024	Total
Funding Sources:							
Beaches Energy Services Operating Revenue	410	\$ 7,318,000	\$ 7,860,000	\$ 6,447,000	\$ 8,484,000	\$ 6,149,000	\$ 36,258,000
Meter Division-Internal Service Charges	541	35,000	75,000	-	-	-	110,000
Natural Gas Fund	411	140,000	140,000	140,000	140,000	140,000	700,000
Total CIP Funding Sources		\$7,493,000	\$8,075,000	\$6,587,000	\$8,624,000	\$6,289,000	\$37,068,000
Expenses:							
Fund							
Engineering:							
Vehicle Replacement Program	410	\$ 35,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 105,000
Advanced Smart Grid Infrastructure	410	300,000	300,000	300,000	300,000	300,000	1,500,000
Advanced Metering Infrastructure	410	661,000	795,000	777,000	797,000	777,000	3,807,000
		996,000	1,165,000	1,077,000	1,097,000	1,077,000	5,412,000
Construction & Maintenance:							
Vehicle Replacement Program	410	280,000	480,000	60,000	635,000	400,000	1,855,000
		280,000	480,000	60,000	635,000	400,000	1,855,000
Electric Capital Projects:							
Infrastructure to Support System Growth	410	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Major Replacement Projects	410	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000
		3,150,000	3,150,000	3,150,000	3,150,000	3,150,000	15,750,000
System Operations:							
Vehicle Replacement Program	410	-	-	-	-	-	-
Outage Management System	410	200,000	100,000	-	-	-	300,000
Distribution Management System	410	-	-	50,000	300,000	-	350,000
SCADA Server Upgrade	410	500,000	-	-	-	-	500,000
SCADA Furniture Upgrade	410	125,000	-	-	-	-	125,000
SCADA Video Wall	410	125,000	-	-	-	-	125,000
		950,000	100,000	50,000	300,000	-	1,400,000
Relay / Substations:							
Vehicle Replacement Program	410	40,000	40,000	-	-	-	80,000
Subst. 26kV Breaker & Relay Upgrades	410	-	423,000	423,000	-	-	846,000
Subst. Capacitor Bank Upgrades	410	-	-	-	-	100,000	100,000
Subst. Battery Bank Replacement	410	30,000	-	35,000	35,000	-	100,000
Subst. Capacitor Bank Relay Upgrades	410	100,000	-	-	-	-	100,000
Substation Transformers	410	-	-	-	1,500,000	-	1,500,000
Trans. Line Protective Relay Upgrades	410	-	450,000	-	-	-	450,000
Trans. Differential Protect. Relay Upgrd.	410	-	-	-	230,000	-	230,000
230kV & 138kV Circuit Breaker Upgrades	410	-	-	-	115,000	-	115,000
Motor Switch Replacement	410	215,000	-	-	-	-	215,000
		385,000	913,000	458,000	1,880,000	100,000	3,736,000
Transmission:							
Trans. Line Protective Relay Upgrades	410	-	250,000	-	-	-	250,000
Trans. Differential Protect. Relay Upgrd.	410	-	-	230,000	-	-	230,000
Circuit Breaker Upgrades	410	-	380,000	-	-	-	380,000
Trans. Line Hrdware Renew&Replace	410	550,000	550,000	550,000	550,000	550,000	2,750,000
Trans. Line Protective Relay Upgrades	410	-	250,000	-	-	-	250,000
Trans. Differential Protect. Relay Upgrd.	410	-	-	230,000	-	-	230,000
230kV & 138kV Circuit Breaker Upgrades	410	-	380,000	-	-	-	380,000
		550,000	1,180,000	780,000	550,000	550,000	3,610,000
Regulatory Compliance:							
Reg. Compliance Plan Cyber Security	410	20,000	20,000	20,000	20,000	20,000	100,000
Reg. Compliance Plan (not capital)	410	857,000	852,000	852,000	852,000	852,000	4,265,000
		877,000	872,000	872,000	872,000	872,000	4,365,000
Total CIP - Electric		7,188,000	7,860,000	6,447,000	8,484,000	6,149,000	36,128,000
Natural Gas Fund:							
Natural Gas Distribution System	411	140,000	140,000	140,000	140,000	140,000	700,000
Total CIP - Natural Gas		140,000	140,000	140,000	140,000	140,000	700,000
Meter Division Internal Service Fund:							
Vehicle Replacement Program	541	35,000	75,000	-	-	-	110,000
Itron Handheld System Replacement	410	130,000	-	-	-	-	130,000
Total CIP - Meter Division		165,000	75,000	-	-	-	240,000
Total CIP - Beaches Energy Services		\$7,493,000	\$8,075,000	\$6,587,000	\$8,624,000	\$6,289,000	\$37,068,000

Capital Improvement Plan: FY2020-2024

Project Title: Vehicle Replacement Program

Department/Division: Beaches Energy Services / All Divisions

Project Description and Reason Necessary: This is a program to replace vehicles due to annual operating expense, age, and condition.

Funding Source: Beaches Energy Services Operating Revenues

<u>Division (FY Replacement)</u>	<u>Truck#</u>	<u>Model Year</u>	<u>Description</u>	<u>Mileage/hours 02/8/2019</u>	<u>Estimated Replacement Cost</u>
Engineering (2020)	New	New	GMC Pick-up Truck	-	\$35,000
C&M (2020)	230	2010	Bucket Truck	68,152	\$280,000
Meter (2020)	275	2010	Ford F150 4X4	72,390	\$35,000
Relay (2020)	New	New	Chevy 2500 4X4	-	\$40,000
Engineering (2021)	207	2005	GMC Sierra	36,774	\$35,000
Engineering (2021)	258	2010	Ford F150 XL	57,722	\$35,000
C&M (2021)	200	2011	45ft Bucket Truck	89,500	\$280,000
C&M (2021)	273	2011	40ft SM: Bucket Truck 4X4	85,871	\$200,000
Meter (2021)	227	2011	Chevy 4X4	85,549	\$40,000
Meter (2021)	288	2011	½ Ton Pick-up	86,000	\$35,000
Relay (2021)	241	2011	Chevy 2500 4X4	90,261	\$40,000
C&M (2022)	240	1993	High-top Van	9,191	\$60,000
C&M (2023)	215	2013	Digger Derrek 6X6	27,000	\$350,000
C&M (2023)	218	2013	Bucket Truck 4X4	21,751	\$285,000
C&M (2024)	214	2014	40ft Bucket Truck	57,000	\$200,000
C&M (2024)	238	2014	40ft Bucket Truck	81,366	\$200,000
Total					\$2,150,000

Vehicle Replacement Summary:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Engineering	\$35,000	\$70,000				\$105,000
C&M	\$280,000	\$480,000	\$60,000	\$635,000	\$400,000	\$1,855,000
Relay	\$40,000	\$40,000				\$80,000
Total Electric Fund	\$355,000	\$590,000	\$60,000	\$635,000	\$400,000	\$2,040,000
Total Meter Fund	\$35,000	\$75,000				\$110,000
TOTAL	\$390,000	\$665,000	\$60,000	\$635,000	\$400,000	\$2,150,000

Capital Improvement Plan: FY2020-2024

Project Title: Advanced Smart Grid Infrastructure

Department/Division: Beaches Energy Services / Engineering

Project Description and Reason Necessary:

Modernizing the grid to make it “smarter” and more resilient through the use of cutting-edge technologies, equipment, and controls that communicate and work together to deliver electricity more reliably and efficiently can greatly reduce the frequency and duration of power outages, reduce storm impacts, and restore service faster when outages occur.

“Smart grid” technologies are made possible by two-way communication technologies, control systems, and computer processing. These advanced technologies include advanced sensors known as Phasor Measurement Units (PMUs) that allow system operators to assess grid stability, advanced digital meters that provide better information and automatically report outages, relays that assist to identify and recover from faults, automated feeder switches that re-route power around problems, and batteries that store excess energy and make it available later to the grid to meet customer demand.

We have begun to research opportunities in this arena that will increase reliability and/or reduce costs. We are interested in purchasing smart devices to put out on the system in strategic locations. These devices could then be used to restore large sections of customers remotely in a very short amount of time. The smart devices would also be collecting valuable data that will help us to one day predict potential failures before they occur allowing us to schedule repairs prior to failure which will reduce unplanned outages. The cost of each device is estimated to be around \$50,000. So \$250,000 would allow us to install five smart devices on the system each year until they are installed on the entire system.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Smart Switching Devices (5 units)	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Phasor Measurement Units	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000

Capital Improvement Plan: FY2020-2024

Project Title: Advanced Metering Infrastructure

Department/Division: Beaches Energy Services / Engineering

Project Description and Reason Necessary:

Beaches Energy is considering implementing an Advanced Metering Infrastructure (AMI) over a ten year period. The key benefits include the potential of improving data collection and analysis, enhanced demand response programs, prepaid metering, automated remote disconnect/reconnect, automated outage notifications, and the ability to use the AMI communication network as the backhaul for the distribution automation program.

The decision to move forward with an AMI deployment depends on business objectives, customer expectations, and the ability to offer advanced customer programs and operational improvements.

Currently the City uses a Sensus AMI system for water meters and gas meters. The budget numbers are based on information Sensus has provided to Beaches Energy to do a full implementation. Starting in FY2021, the cost is based on installing meters at a cost of \$114/meter.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Hardware	\$228,000	\$333,000	\$333,000	\$373,000	\$333,000	\$1,600,000
Software	\$100,000					\$100,000
Meter Enclosure Replacement/Repair Cost	\$333,000	\$333,000	\$333,000	\$333,000	\$333,000	\$1,665,000
Additional Base Stations		\$18,000		\$20,000		\$38,000
Total	\$661,000	\$795,000	\$777,000	\$797,000	\$777,000	\$3,807,000

Future Operating Budget Impact:

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Software Licensing	\$25,000	\$30,000	\$35,000	\$40,000	\$45,000	\$175,000
Meters Replacement					\$16,500	\$16,500
TOTAL	\$25,000	\$30,000	\$35,000	\$40,000	\$61,500	\$191,500

Capital Improvement Plan: FY2020-2024

Project Title: Infrastructure to Support System Growth and Maintenance

Department/Division: Beaches Energy Services / Capital Improvements

Project Description and Reason Necessary:

Transformers: Transformers necessary for replacement or expansions to facilities.

Streetlights (New and replacement materials): As of September 30, 2018 there were 5,578 rental and public streetlights located in Jacksonville Beach, Neptune Beach, Ponte Vedra Beach, and the Municipal Service District. Public streetlights total 2,098 and rental streetlights total 3,480.

Residential and Commercial Improvements: Materials for the installation of new or upgraded residential or commercial improvements.

Electric Meters (New and replacement): Meters for residential and commercial customers.

Trouble Call and Miscellaneous: Materials such as wire, cable, poles, switchgear, enclosures, etc. necessary for the replacement of failed equipment or small capital improvements.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Transformers	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
Electric Meters	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Streetlights	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Residential and Commercial	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Trouble Calls and Miscellaneous	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Total	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$6,250,000

Capital Improvement Plan: FY2020-2024

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, Beaches Energy Services (BES) annually assesses its capacity to sustain increased load requirements. BES strives to maintain and upgrade its substations, transmission facilities, and distribution facilities.

Funding Source: Beaches Energy Services Operating Revenues

2020

Overhead Line Rebuild (Landrum Lane) - \$350,000: Replace existing wood pole line along Landrum Lane from South Roscoe Blvd. to Palm Valley Rd. with concrete poles.

Overhead Line Rebuild (Roscoe Blvd. North Extension) - \$250,000: Replace existing wood pole line along Roscoe Blvd. North Extension with concrete poles from Solana Road to Harbourmaster Court.

2021

Overhead Line Rebuild (Jacksonville Drive) - \$350,000: Replace existing wood pole line along Jacksonville Drive with concrete poles from America Avenue to 3rd Street South.

Overhead Line Rebuild (Isabella Blvd.) - \$250,000: Replace existing wood pole line along Isabella Blvd. with concrete poles from Osceola Ave. to Jacksonville Drive.

2022

Overhead Line Rebuild (Solana Road) - \$250,000: Replace existing wood pole line along Solana Road with concrete poles from Powerline Road to SR A1A.

Annual Projects

Convert Overhead Lines to Underground - \$200,000 each year 2020/2021: Convert OH to UG in wooded areas / miscellaneous system improvement. **\$550,000 in 2022 and \$800,000 in 2023/2024:** As problem areas are discovered every year; either due to vegetation or other issues; Engineering and Construction and Maintenance will implement the necessary system improvement actions. Engineering with Construction and Maintenance will also coordinate with homeowners to encourage them to convert their existing overhead service to underground.

Capital Improvement Plan: FY2020-2024

Cable Replacement Plan - \$550,000 each year 2020/2021/2022/2023/2024: Replace existing primary cable that has reached the end of service life. An underground circuit assessment has identified the age and condition of all primary cable. The cable is prioritized and will be changed out proactively. This will enhance the overall reliability of the electric system.

Distribution Renewal and Replacement Plan - \$100,000 each year 2020/2021/2022/2023/2024: Replacement of underground secondary connection boxes/blocks, overhead service cable/connections, and overhead/underground arrestors.

Distribution Automation Plan - \$150,000 each year 2020/2021/2022/2023/2024: Install gang operated switches to improve sectionalizing of power lines and provide faster power restoration.

Switch Gear Replacement - \$100,000 in each year 2020/2021/2022/2023/2024: Replace existing SF6 pad mounted switchgear at various locations throughout the system with oil filled Vacuum Fault Interrupters (VFI). This project will create uniformity of all switchgear on the distribution system.

Electric Relocations Required by FDOT and Public Works Relocation Projects - \$200,000 in each year 2020/2021/2022/2023/2024: FDOT, City and County Public Works projects sometimes require relocation of electric facilities. Project ranges from road/bridge improvements or drainage/sewer/water main installations.

Capital Improvement Plan: FY2020-2024

Summary of Major Replacement Projects:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Storm Hardening Plan						
Overhead Line Rebuild (Landrum Lane)	\$350,000					\$350,000
Overhead Line Rebuild (Roscoe Blvd N. Extension)	\$250,000					\$250,000
Overhead Line Rebuild (Jacksonville Drive)		\$350,000				\$350,000
Overhead Line Rebuild (Isabella Blvd)		\$250,000				\$250,000
Overhead Line Rebuild (Solana Road)			\$250,000			\$250,000
Subtotal - Storm Hardening Plan	\$600,000	\$600,000	\$250,000	\$0	\$0	\$1,450,000
Major Replacement Projects						
Convert OH to UG / Miscellaneous System Improvement	\$200,000	\$200,000	\$550,000	\$800,000	\$800,000	\$2,550,000
Cable Replacement Plan	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
Distribution Renewal and Replacement Plan	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Distribution Automation Plan	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Switchgear Replacement Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Electric Relocations Required by FDOT & Unplanned projects	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Subtotal - Major Replacement Projects	\$1,300,000	\$1,300,000	\$1,650,000	\$1,900,000	\$1,900,000	\$8,050,000
TOTAL	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$9,500,000

Capital Improvement Plan: FY2020-2024

Project Title: Outage Management System

Department/Division: Beaches Energy Services / System Operations

Project Description and Reason Necessary:

Currently, Beaches Energy uses a manual Outage Management System that depends on customers calling in, dispatchers “pinning those calls to a map” and dispatching over the radio to crews in the field that have out of date paper maps.

It is the desire at Beaches Energy to implement an Outage Management System Application that will in the end allow customers to interact with the outages affecting that customer. In addition, dispatchers will be able to assign outage tickets through an application that will allow field personnel to receive the assignments and report the progress through that application which will allow the customer to stay updated on the status of the outage. Finally, it will be critical that the ability to update the maps as quickly as possible to ensure the proper customers are reported out and notified correctly. This roadmap is critical to integrate the systems, providing real-time information for service restoration and system control. The real-time automation and analysis will satisfy North American Electric Reliability Corporation (NERC) / Florida Reliability Coordinating Council (FRCC) regulatory standards. It will also enhance call center operations by providing system status indication instantaneously to system operators, our customer service staff and other internal employees. This will also allow a map to be displayed on our website allowing our customers to see the status of outages.

Phase 1: The project will be to expand and enhance the existing network model in the Geographical Information System (GIS). This is currently ongoing.

Phase 2: Implement a design solution that will integrate directly with the ESRI GIS model. This is to happen in FY19 and the solution has been selected. The objective is to provide for a 24 hour turnaround time from an as-built being received to provide the most accurate real time data available. There will be an upfront cost of an estimated \$65,000 - \$75,000 to implement and a recurring cost of \$12,000 for licensing and maintenance. The upfront cost will be provided for in the FY19 budget.

Phase 3: Implement an OMS system that resides within the GIS database. This will give Beaches Energy the greatest flexibility due to a recent upgrade to create multiple user interfaces, both internal and external, in house without needing external assistance with customization. This will require an increase of an existing licensing agreement with Schneider called Small Utility Licensing Agreement + (SULA+). These provides access to a suite of applications including Responder, the OMS application. The cost is \$43,500/year. There will also be an upfront implementation cost that is expected to be within the current FY19 budget.

Capital Improvement Plan: FY2020-2024

Final Phase: Develop in-house, leverage existing applications, or select a vendor that will provide the customer interface including an Integrated Voice Response (IVR) system and the ability to receive notifications via other means like SMS. The amount entered assumes we could leverage the existing application OneSolve Code Red. This is an existing cost already.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Outage Management System	\$200,000	\$100,000				\$300,000

Future Operating Budget Impact:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Small Utility License ELA+	\$43,500	\$43,500	\$43,500	\$43,500	\$43,500	\$217,500
SBS AUD Licensing	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
Software Maintenance for Customer Interface	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$80,000
Total	\$71,500	\$71,500	\$71,500	\$71,500	\$71,500	\$357,500

Capital Improvement Plan: FY2020-2024

Project Title: Distribution Management System

Department/Division: Beaches Energy Services / System Operations

Project Description and Reason Necessary:

Purchasing, installing, and integrating a Distribution Management System (DMS) Application into the existing Outage Management System (OMS) and the Supervisor Control and Data Acquisition System (SCADA).

Beaches Energy is continually striving to offer its customers the best in electric service availability, advanced options when it comes to integrating the rapidly increasing Distributed Energy Resources (DERs), and optimizing the system to keep costs low. DMS is an application that analyzes all available data from the electric system including SCADA, an advanced metering infrastructure, and distribution automation. It uses this data to predict specific outage areas and determine advanced switching plans. It is also able to detect imminent failures; such as, using power quality data from substation relays to predict a load-tap changer failure. Furthermore, DMS provides capabilities for detailed resource models that accurately profile load and generations, provide price-sensitive forecasting, and interface with controllers for various types of DERs like rooftop solar. Finally, DMS allows BES to optimize its grid by providing capabilities for load profiling, volt/volt-ampere reactive optimization, and distribution power flow. In conclusion, this will improve storm outage restoration, support the rapid increase in DERs and support demands response, and defer capital investments.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Distribution Management System			\$50,000	\$300,000		\$350,000

Future Operating Budget Impact:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
System Software Licensing, Support & Upgrades				\$24,000		\$24,000

Capital Improvement Plan: FY2020-2024

Project Title: SCADA Server Upgrade

Department/Division: Beaches Energy Services / System Operations

Project Description and Reason Necessary:

SCADA (Supervisory Control and Data Acquisition) is a system for remote monitoring and control that operates with coded signals over communication channels (using typically one communication channel per remote station). The control system may be combined with a data acquisition system by adding the use of coded signals over communication channels to acquire information about the status of the remote equipment for display or for recording functions. It is the type of computer-based system that allows users to be aware of the current status of the Beaches Energy Services Transmission and Distribution System for power supply and delivery of power to our customers.

Our current SCADA System hardware and software equipment will be out of warranty and support in FY2020.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
SCADA Server Upgrade	\$500,000					\$500,000

Future Operating Budget Impact:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Annual Support Maintenance		\$34,000	\$34,000	\$34,000	\$34,000	\$136,000

Capital Improvement Plan: FY2020-2024

Project Title: SCADA Furniture Upgrade

Department/Division: Beaches Energy Services / System Operations (SCADA)

Project Description and Reason Necessary:

Beaches Energy is preparing for the purchase and implementation of an Outage Management System (OMS). The OMS will provide our system operators and dispatchers with many applications that will help streamline the outage response process. Currently, the office furniture cannot accommodate the amount of monitors needed to utilize the OMS applications. New furniture will improve our customer service and unify the OMS system equipment.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
SCADA/OMS Furniture	\$125,000					\$125,000

Capital Improvement Plan: FY2020-2024

Project Title: SCADA Video Wall

Department/Division: Beaches Energy Services / System Operations (SCADA)

Project Description and Reason Necessary:

Beaches Energy is preparing for the purchase and implementation of an Outage Management System (OMS). Currently the only large screen capable of running only one (1) screen is a NEC Projector that is fifteen (15) years old and the display is on a regular pull down video screen. The projector is outdated and parts are no longer available.

Current Control Room Video Walls allow multiple screens to be displayed on the same wall.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
SCADA Video Wall	\$125,000					\$125,000



Capital Improvement Plan: FY2020-2024

Project Title: Substation 26kV Breaker & Relay Upgrades

Department/Division: Beaches Energy Services / Substation Distribution

Project Description and Reason Necessary:

Circuit breakers are required to provide system protection and isolation at the distribution level. The protective relays associated with each breaker provide protection of the breakers and all downstream or neighboring equipment. There are twelve (12) existing 26kV circuit breakers that use either SF6 or vacuum interrupters that are located inside the breakers. The existing interrupters can no longer be produced or rebuilt by the manufacturer. Currently, three (3) spare vacuum interrupters are available in inventory. The existing breakers and their protective relays are between 18 and 28 years old. The protective relays will be replaced with industry standard microprocessors relays:

FY 2021 Circuit Numbers – Butler: 5C1, 5C2, 531, 533, 536, 539

FY 2022 Circuit Numbers – Guana: 525, 526, 527, 528, 529, 530

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Engineering and Testing		\$100,000	\$100,000			\$200,000
26kV Circuit Breakers & Relays		\$210,000	\$210,000			\$420,000
Construction		\$113,000	\$113,000			\$226,000
Total	\$0	\$423,000	\$423,000	\$0	\$0	\$846,000

Capital Improvement Plan: FY2020-2024

Project Title: Substation Capacitor Bank Upgrades

Department/Division: Beaches Energy Services / Substation Distribution

Project Description and Reason Necessary:

Utilities utilize capacitor banks to control the efficiency of power flow within their electric system. The Florida Municipal Power Agency requires Beaches Energy Services (BES) to maintain a system power factor according to the transmission agreement with Florida Power & Light. In order to comply with this, BES has installed capacitor banks located in our substations that are connected to the distribution system. The banks are composed of several single capacitors connected in parallel aggregating to a specific size as determined by engineering. These individual units fail and lose capacitance over time resulting in poor performance of the capacitor bank. In order to maintain the required system power factor, these units must be replaced.

FY 2024 – Ft. Diego, Butler, and Jacksonville Beach Substations

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Fort Diego Substation					\$33,334	\$33,334
Butler Substation					\$33,333	\$33,333
Jacksonville Beach Substation					\$33,333	\$33,333
TOTAL					\$100,000	\$100,000

Capital Improvement Plan: FY2020-2024

Project Title: Substation Battery Bank Replacement

Department/Division: Beaches Energy Services / Substation Distribution

Project Description and Reason Necessary:

Battery banks provide power for DC protection & control circuitry and serve as a backup power source for substations. The North American Electric Reliability Corporation (NERC) requires constant monitoring and testing of these banks. Battery bank life ranges from 12 to 20 years. BES is taking a proactive approach and recommendation of replacing Battery banks at 15 years of age to prevent equipment failure. The Penman substation battery bank was installed in 2005, the Jacksonville Beach substation battery bank was installed in 2007, and the Ft. Diego substation battery bank was installed in 2009. As each of these battery banks approach 15 years of service, we intend to replace them over the next four years.

FY 2020 – Penman Substation

FY 2022 – Jacksonville Beach Substation

FY 2023 – Ft. Diego Substation

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Penman Substation	\$30,000					\$30,000
Jacksonville Beach Substation			\$35,000			\$35,000
Ft. Diego Substation				\$35,000		\$35,000
TOTAL	\$30,000	\$0	\$35,000	\$35,000	\$0	\$100,000

Capital Improvement Plan: FY2020-2024

Project Title: Substation Capacitor Bank Relay Upgrades

Department/Division: Beaches Energy Services / Substation Distribution

Project Description and Reason Necessary:

The relays associated with the protection and control of our substation capacitor banks have passed their expected life span of 20 years. Parts are obsolete and service is nonexistent, this project will replace six (6) protective relays and control equipment (two each at Butler, Jacksonville Beach, and Ft. Diego Substations). Engineering for Jacksonville Beach sub and Ft. Diego sub has already been completed. Upgrading and replacement is necessary to continue reliable control of our capacitor banks for proper system power factor control.

FY 2020 – Butler, Jacksonville Beach, and Ft. Diego Substations

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Butler Substation: Engineering	\$10,000					\$10,000
Butler Substation: Construction	\$30,000					\$30,000
Jacksonville Beach Substation: Construction	\$30,000					\$30,000
Ft. Diego Substation: Construction	\$30,000					\$30,000
TOTAL	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Capital Improvement Plan: FY2020-2024

Project Title: Substation Transformers

Department/Division: Beaches Energy Services / Substation Distribution

Project Description and Reason Necessary:

Recent events in Beaches Energy Services' system reinforced the need for an additional/spare substation transformer for the BES system as well as planned transformer replacements. The spare/planned replacement concept is especially critical during contingencies and emergency situations for switching feeders and customer loads to address system disturbances and outages. One of the original 50/56 MVA distribution substation power transformers that was installed in 1982 will need to be replaced and then evaluated to be a possible spare. BES' targeted first replacement is Ft. Diego TR-1 due to maintenance history and operational stress. However, a planned replacement transformer could be "plugged-in" to replace any one of BES' ten distribution substation power transformers since we standardized on rating and capability. The exact transformer to replace is difficult to determine but the need to budget for and procure a transformer is key since the manufacturer's lead-time is approximately one year. Once the first of the original three transformers is replaced, BES intends to follow suit with the remaining two transformers within a five year period.

Engineering with the Construction and Maintenance Division will evaluate which transformer will be replaced.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
50/56 MVA Power Transformer				\$1,000,000		\$1,000,000
Engineering, Testing & Commissioning				\$125,000		\$125,000
Construction				\$375,000		\$375,000
TOTAL	\$0	\$0	\$0	\$1,500,000	\$0	\$1,500,000

Capital Improvement Plan: FY2020-2024

Project Title: Transmission Line Protective Relay Upgrades

Department/Division: Beaches Energy Services / Substation Distribution (138kV) & Substation Transmission (230kV)

Project Description and Reason Necessary:

Protective relays provide protection from incipient faults such as lightning strikes and equipment malfunctions on the transmission system. The existing electromechanical relays are nearly 40 years old and need to be upgraded to more capable and modern microprocessor relays. As the industry has moved towards microprocessor relays, they have proven to be more versatile given their processing speed and capability to be customized to a particular operational application.

Beaches Energy Services, as a transmission owner, is regulated by North American Electric Reliability Corporation (NERC). Given the regulatory standards that transmission providers must comply with to provide secure and reliable operation of the bulk electric system, the existing electromechanical relays must be replaced.

FY 2021 – Jacksonville Beach Substation to Butler Substation Line 802
 FY 2021 – Sampson Substation to JEA-Switzerland Substation Line 924
 FY 2021 – Fort Diego Substation to Butler Substation Line 803

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
138kV 802 Line		\$250,000				\$250,000
230kV 924 Line		\$250,000				\$250,000
138kV 803 Line		\$200,000				\$200,000
TOTAL	\$0	\$700,000	\$0	\$0	\$0	\$700,000

Cost Summary by Division

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Substation Distribution (1204)		\$450,000				\$450,000
Substation Transmission (1229)		\$250,000				\$250,000
TOTAL	\$0	\$700,000	\$0	\$0	\$0	\$700,000

Capital Improvement Plan: FY2020-2024

Project Title: Transformer Differential Protective Relay Upgrades

Department/Division: Beaches Energy Services / Substation Distribution (138kV) & Substation Transmission (230kV)

Project Description and Reason Necessary:

Transformer differential protective relays provide protection from internal transformer faults caused by internal environmental conditions coupled with external system events. Transformer differential protective relays are the first line of defense in detecting and isolating transformer faults and are vital in protecting a utilities’ most expensive physical asset, the substation power transformer. The existing electromechanical relays used in this application are nearly 40 years old and need to be upgraded to more capable and modern microprocessor relays. As the industry has moved towards microprocessor relays, they have proven to be more versatile given their processing speed and capability to be customized to a particular operational application.

Beaches Energy Services, as a transmission owner and distribution provider, is regulated by North American Electric Reliability Corporation (NERC). Given the regulatory standards that we must comply with to provide secure and reliable operation of the bulk electric system and distribution system, the existing electromechanical relays must be replaced.

FY 2022 – Sampson 230kV Transformer TR-1 Differential Relaying
 FY 2023 – Fort Diego 138kV Transformer TR-1 Differential Relaying

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Sampson 230kV			\$230,000			\$230,000
Ft Diego 138kV				\$230,000		\$230,000
Total	\$0	\$0	\$230,000	\$230,000	\$0	\$460,000

Cost Summary by Division

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Substation Distribution (1204)				\$230,000		\$230,000
Substation Transmission (1229)			\$230,000			\$230,000
TOTAL	\$0	\$0	\$230,000	\$230,000	\$0	\$460,000

Capital Improvement Plan: FY2020-2024

Project Title: 230kV and 138kV Circuit Breaker Upgrades

Department/Division: Beaches Energy Services / Substation Distribution (138kV) & Substation Transmission (230kV)

Project Description and Reason Necessary:

There is one (1) 138kV breaker at Fort Diego substation nearing 30 years old. Additionally, there are two (2) 138kV breakers and one (1) 230kV breaker at Sampson substation that are nearing 30 years old. Finding replacement parts has become challenging. Industry recommends breaker replacement at 30 years of service. Breakers are designed to interrupt faults detected by protective relays and provide a means of equipment isolation during normal and emergency operations. Misoperations are monitored by the North American Electric Reliability Corporation (NERC) via the Florida Reliability Coordinating Council (FRCC). Failure to maintain breaker equipment can lead to misoperations of the breaker, which can lead to instability of the bulk electric system and possible fines by NERC/FRCC. The reliability of these breakers must not be compromised.

FY 2021 - Sampson Circuit Breakers: 8W85, 805N & 805NT1

FY 2023 - Fort Diego Circuit Breaker: 805W

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Engineering, Testing & Commissioning		\$75,000		\$25,000		\$100,000
138kV Circuit Breakers		\$130,000		\$65,000		\$195,000
230kV Circuit Breaker		\$100,000				\$100,000
Construction		\$75,000		\$25,000		\$100,000
TOTAL	\$0	\$380,000	\$0	\$115,000	\$0	\$495,000

Cost Summary by Division

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Substation Distribution (1204)				\$115,000		\$115,000
Substation Transmission (1229)		\$380,000				\$380,000
TOTAL	\$0	\$380,000	\$0	\$115,000	\$0	\$495,000

Capital Improvement Plan: FY2020-2024

Project Title: Motor Switch Replacement

Department/Division: Beaches Energy Services / Substation Distribution

Project Description and Reason Necessary:

Motor-Operated Switches (MOS) are used for isolating and disconnecting substation power transformers in order to conduct maintenance, testing, and system restoration and reconfiguration during outages.

BES has identified the need to replace 14 MOS at four of its six substations due to a combination of age, degradation, and maintenance issues. Since the 14 MOS have reached their end of useful and practical life, replacement is necessary to ensure the reliability and safe operation of Beaches Energy Services' electric system.

Improved substation design and equipment prompted BES to reevaluate the current application of its MOS on a per-substation basis. Engineering recommendations are to replace eight of the 14 MOS with like for like equipment, and upgrade the remaining six MOS to Circuit Switchers to align with the preferred industry solution for substation power transformer protection and isolation.

Engineering for 12 of the 14 MOS has been completed. Procurement of all major equipment was completed in FY2017. The remaining engineering procurement of construction materials and installation of major equipment will be completed between FY2018 and FY2020.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Ft. Diego Circuit Switcher Engineering and Testing	\$65,000					\$65,000
Ft Diego MOS Replacement	\$150,000					\$150,000
TOTAL	\$215,000					\$215,000

Capital Improvement Plan: FY2020-2024

Project Title: Transmission Line Hardware Renewal and Replacement

Department/Division: Beaches Energy Services / Substation Transmission

Project Description and Reason Necessary:

Some line sections of the transmission system are nearly 30 years old and need to be inspected for rusted/loose bolts, brackets, guy wires, and other equipment and have the identified deteriorated items replaced. Beaches Energy Services (BES) had its two longest transmission lines and supporting infrastructure inspected in 2015, which revealed numerous minor, and some medium, issues.

As a result of the inspections conducted in 2015, this budget line item allows BES to proactively address its transmission line hardware issues. BES plans to upgrade and or repair the issues identified on the 804 and 805E transmission lines, which connect our Sampson and Ft. Diego substations, as well as have the remainder of its transmission lines inspected. This approach will allow BES to proactively identify and resolve transmission hardware issues to ensure the delivery of safe and reliable electric service to our community.

FY2019 funding includes the replacement of static wire and associated hardware for Transmission Line 804. The Transmission Line 805 static wire was replaced in FY2017.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Transmission Line Hardware Renewal and Replacement	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Engineering	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTAL	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000

Capital Improvement Plan: FY2020-2024

Project Title: Regulatory Compliance Plan

Department/Division: Beaches Energy Services / Regulatory Compliance

Project Description and Reason Necessary:

In order to be compliant with North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) standards, which in turn will help us, provide reliable service to our customers and maintain our system.

Funding Source: Beaches Energy Services Operating Revenues

Annual Projects

Cyber Physical Security \$20,000 in FY2020 - FY2024 : NERC Standards CIP 002 through CIP 011 “Cyber Security” became effective requiring additional security measures for assets including control centers and substations. The Centralized Transmission Operator (TOP) moved our Medium Impact responsibilities to Orlando Utilities Commission (OUC). However, we are responsible for the **Low Impact** requirements. These Low Impact facilities are defined such that if severely damaged or destroyed, would have a significant impact on the ability to serve large quantities of customers for an extended period of time and would have a detrimental impact on the reliability or operability of the electric grid, or would cause significant risk to public health and safety. NERC continues to make requirements changes as the Cyber threats changes. Florida Municipal Power Agency (FMPA) provides assessment of our existing asset elements necessary to meet these requirements such as a “high tech” locks with impossible to difficult to copy keys, a “card reader” security access to substations control room doors and control center doors along with data recording, logging, and associated security systems with an electronic security perimeter in and around the substation properties.

Consulting Fees \$100,000 in FY2020 - FY2024: NERC continues to develop and modify the bulk electric system requirements. Consulting services would help aid in the process of development of policies and procedures, risk assessments, CIP administration and evidence preparations and document classification policy development. These services include: inventory assessment, policy and procedure development, physical security review, electronic security and network design review, information protection review, asset ownership review, low impact facilities NERC CIP compliance gap analysis, and medium impact facilities NERC CIP compliance gap analysis.

Centralized TOP (Transmission Operator) Agreement \$757,000 annual operating cost in FY2020 and \$752,000 annual operating cost in FY2021 – FY2024: In preparation for the enforcement of NERC CIP version 5, BES has been working with FMPA on developing a response to satisfy these requirements. As a transmission owner/operator that has critical assets that impact the bulk electric system, BES must initiate measures that are mandated by NERC and FRCC. The new required CIP Low Impact TOP Services are included in FY 2020.

Capital Improvement Plan: FY2020-2024

Regulatory Compliance Plan Summary:

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Cyber Physical Security	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Consulting Fees	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Centralized TOP - Annual Operating Costs	\$757,000	\$752,000	\$752,000	\$752,000	\$752,000	\$3,765,000
TOTAL	\$877,000	\$872,000	\$872,000	\$872,000	\$872,000	\$4,365,000

Capital Improvement Plan: FY2020-2024

Project Title: Natural Gas Distribution System

Department/Division: Beaches Energy Services / Natural Gas

Project Description and Reason Necessary:

The infrastructure for the natural gas distribution system's growth may include service lines, main extensions, meter sets, and conversions of equipment if determined feasible. The South Loop extension added FY2017, has generated substantial growth to the system and with the Marina project ongoing, it continues to allow Beaches Energy to expand its services to commercial and residential customers.

Funding Source: Natural Gas Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Capital Improvements	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$700,000

Capital Improvement Plan: FY2020-2024

Project Title: Itron Handheld System

Department/Division: Beaches Energy Services / Meter Division

Project Description and Reason Necessary:

The current electric meter reading handheld system is obsolete, rendering repairs near impossible. Proposing the purchase of twelve (12) new Itron Mobile Radio with USB cable, charger, and annual maintenance. Complete with nine (9) tablets with 256GB 4G LTE GPS capabilities.

The handheld and tablets will include FCS software, training, management support by Itron. IMA cloud set-up and annual maintenance contract for life of equipment.

Funding Source: Beaches Energy Services Operating Revenues

Cost Item	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Itron Handheld System	\$130,000					\$130,000

Capital Improvement Plan: FY2020-2024

Finance & Human Resources								
Departments		2020	2021	2022	2023	2024	Total	
Funding Sources:								
General Fund	001	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ 38,000	
General Capital Projects Fund IT Reserve	315	724,713	370,126	789,602	70,228	844,811	2,799,480	
Gen. Capital Projects Fund Utility Billing	315	22,000	7,525	-	-	-	29,525	
Gen. Cap. Projects Fund Building Systems	315	542,000	260,750	602,750	135,750	135,750	1,677,000	
Gen. Capital Projects Fund Time Clock	315	11,981	31,950	55,912	-	12,819	112,662	
Operations & Maintenance Fund	550	-	38,000	-	-	-	38,000	
Total CIP Funding Sources		\$1,338,694	\$708,351	\$1,448,264	\$205,978	\$993,380	\$4,694,667	
Expenses:								
	Fund							
Information Systems:								
Information Systems Master Plan	315	\$ 195,000	\$ 100,000	\$ 210,000	\$ -	\$ 775,000	\$ 1,280,000	
Annual Computer Replacement Plan	315	69,968	70,126	70,021	70,228	69,811	350,154	
Enterprise Resource Planning System	315	459,745	200,000	509,581	-	-	1,169,326	
		724,713	370,126	789,602	70,228	844,811	2,799,480	
Utility Billing:								
Major Equipment Replacements	315	22,000	7,525	-	-	-	29,525	
		22,000	7,525	-	-	-	29,525	
Property & Procurement								
Vehicle Replacement Program	001	38,000	38,000	-	-	-	76,000	
Major Bldg Systems repairs/replacements	315	492,000	210,750	552,750	85,750	85,750	1,427,000	
Major Bldg Systems repairs/replacements (not capital)	315	50,000	50,000	50,000	50,000	50,000	250,000	
		580,000	298,750	602,750	135,750	135,750	1,753,000	
Human Resources:								
Time Clock Replacement Program	315	11,981	31,950	55,912	-	12,819	112,662	
		11,981	31,950	55,912	-	12,819	112,662	
Total CIP - Finance & Human Resources		\$1,338,694	\$708,351	\$1,448,264	\$205,978	\$993,380	\$4,694,667	

Capital Improvement Plan: FY2020-2024

Project Title: Information Systems Master Plan

Department/Division: Finance/Information Systems

Project Description and Reason Necessary: In 2011, the City implemented a master plan to guide the purchase and replacement of its information technology systems. Phase 1 of this plan included the purchase and installation of equipment at an offsite location that permits the City to continue to operate its information systems in the event of a disaster. Phase 2 of the plan consists of the routine replacement/upgrading of the following equipment:

2020

Replace Core Routers - \$150,000: Routers control the flow and volume of data traffic between intersection points (nodes). The City's primary nodes are City Hall, O&M Facility, Police Department, and Parks Department. We purchased the current core routers in 2015. With a 5 to 6-year life expectancy, the routers are scheduled for replacement in 2020. *Annual maintenance costs will remain unchanged.*

Replace Firewalls - \$45,000: Firewalls are physical appliances containing software that protects data and data systems from outside intrusions such as viruses, hackers, and other destructive actions. We purchased the current firewalls in 2015. The current models will reach end-of-life in 2020 and will need to be replaced/upgraded. *Annual maintenance costs will remain unchanged.*

2021

Update VxRail/Extend Service Contract - \$100,000: We installed the VxRail system in 2016 as a replacement for the existing blade center and storage area network. This is a hyper-converged system that combines server, storage and networking technology in one system. This system has the flexibility for future integration and the ability to grow in measured steps for further expansion. At least every 5 years, we need to evaluate the need for expansion or updating the capabilities on the VxRail hardware platform. This may come in the form of extra drives to expand storage, extra RAM or CPUs to expand compute capacity. *Annual maintenance costs will remain unchanged.*

2022

Replace Switches - \$200,000: A switch moves data traffic between locations within the confines of the city network. We replaced the switches used to distribute data traffic to the desktop computers in 2017. Based on a 5-year life expectancy, we need to replace the switches again in 2022. *This purchase will not produce any future operating budget impact for annual maintenance because we will purchase the equipment with a 5-year warranty.*

Replace E-Mail Filter - \$10,000: We purchased the current e-mail filter in 2017 and it is scheduled for replacement in 2022 based on the 5-year network equipment replacement plan. *Annual maintenance costs will remain unchanged.*

Capital Improvement Plan: FY2020-2024

2024

Replace EIS Servers at Police Department - \$175,000: We purchased the current EIS Servers in 2019. The EIS servers house the Police Department’s dispatch, report generating, evidence tracking and operational software. With a 5-year life expectancy, we scheduled these servers for replacement in 2024. *There are no current or expected future budget impacts, as we purchase the equipment with a 5-year warranty.*

Replace VxRail System - \$600,000: We purchased the current VxRail System in 2016, and expanded capacity in 2019 and again in 2021, as well as extending the service contract in 2021 for an additional 3-year term. The VxRail system houses the City’s virtual server infrastructure, including the file server, print server, GIS systems, ERP software, and all other operational software. *There are no current or expected future budget impacts, as we purchase the equipment with a 5-year warranty.*

Anticipated 10-year replacement cycle:

Project	2020	2021	2022	2023	2024	2025	2026	2027	2028
Replace Core Routers	X					X			
Replace EIS Servers (Police Department)					X				
Replace Firewalls	X					X			
Update VxRail		X					X		
Replace Switches			X					X	
Replace E-Mail Filter			X					X	
Replace EIS Servers (Police Department)					X				
Replace VxRail					X				

Funding Source: General Capital Projects Fund via transfers from General Fund, Electric and Water/Sewer Funds

Project	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Replace Core Routers	\$150,000					\$150,000
Replace Firewalls	\$45,000					\$45,000
Update VxRail		\$100,000				\$100,000
Replace Switches			\$200,000			\$200,000
Replace E-Mail Filter			\$10,000			\$10,000
Replace EIS Servers					\$175,000	\$175,000
Replace VxRail					\$600,000	\$600,000
TOTAL	\$195,000	\$100,000	\$210,000	\$0	\$775,000	\$1,280,000

Capital Improvement Plan: FY2020-2024

Project Title: Annual Computer Replacement Plan

Department/Division: Finance/Information Systems

Project Description and Reason Necessary: The Information Systems Master Plan includes a 5-year replacement cycle for computers in order to maintain currency in technology throughout the city.

Maintaining current technology assures the interoperability of the City's software and operating systems with those of other federal, state and local agencies with whom the City exchanges information. This also helps eliminate the need to replace computers on an emergency basis and minimizes staff downtime caused by unplanned computer replacements or repairs.

All costs are based on FY2019 quoted/actual pricing.

Funding Source: General Capital Projects Fund via transfers from the Leased Facilities Fund

By Department:	2020		2021		2022		2023		2024		TOTAL	
	Qty	Cost	Qty	Cost								
BES	10	\$8,454	8	\$9,691	15	\$15,450	14	\$9,205	7	\$3,360	54	\$46,160
City Manager	2	\$1,680	0	\$0	1	\$840	0	\$0	1	\$840	4	\$3,360
City Clerk	3	\$3,098	1	\$840	0	\$0	0	\$0	0	\$0	4	\$3,938
Finance	8	\$6,458	7	\$8,258	19	\$16,496	13	\$10,034	14	\$11,448	61	\$52,694
Fire	2	\$2,836	5	\$7,630	0	\$0	1	\$1,418	1	\$840	9	\$12,724
HR	4	\$4,516	2	\$1,680	3	\$2,520	0	\$0	0	\$0	9	\$8,716
Parks	2	\$1,680	7	\$6,053	6	\$4,200	10	\$8,878	1	\$840	26	\$21,651
Planning	1	\$1,418	0	\$0	2	\$1,680	4	\$3,360	3	\$2,520	10	\$8,978
Police	29	\$30,047	23	\$26,305	21	\$20,006	30	\$31,237	31	\$45,763	134	\$153,358
PW	12	\$9,781	7	\$9,669	10	\$8,829	6	\$6,096	5	\$4,200	40	\$38,575
TOTAL	73	\$69,968	60	\$70,126	77	\$70,021	78	\$70,228	63	\$69,811	351	\$350,154

Capital Improvement Plan: FY2020-2024

By Device Type:	2020		2021		2022		2023		2024		TOTAL	
	Qty	Cost	Qty	Cost								
Enhanced Desktop	1	\$905	3	\$5,400	3	\$2,750	1	\$905	0	\$0	8	\$9,960
Laptop w/dock	14	\$19,852	10	\$14,508	8	\$11,344	8	\$11,344	0	\$0	40	\$57,048
Rugged	1	\$3,113	5	\$15,565	2	\$6,226	2	\$6,226	11	\$34,243	21	\$65,373
Laptop	18	\$19,422	15	\$16,185	15	\$16,185	15	\$16,185	0	\$0	63	\$67,977
Standard Desktop	39	\$26,676	27	\$18,468	49	\$33,516	52	\$35,568	52	\$35,568	219	\$149,796
TOTAL	73	\$69,968	60	\$70,126	77	\$70,021	78	\$70,228	63	\$69,811	351	\$350,154

Capital Improvement Plan: FY2020-2024

Project Title: Enterprise Resource Planning System

Department/Division: Finance/Information Systems

Project Description and Reason Necessary: Enterprise Resource Planning (ERP) is a business technology term for an information system based on a common database and software tools that enable information to be easily accessed, compared and shared throughout an organization. In 2017, we began implementation of an integrated, Windows-based ERP. We are implementing the ERP in two stages over approximately a 5-year period.

Stage 1: City Council approved a contract with Tyler Technologies in 2016 for the purchase and implementation of their Munis software system, which includes financial, human resources, payroll and utility billing modules. Full implementation of Stage 1 applications will be completed in 3 phases:

- Phase 1- Financials – April 2018
- Phase 2 - Human Resources and Payroll – target online date January 2020
- Phase 3 - Utility Billing – target online date April 2020

Stage 2: In 2020, we will issue a second request for proposal for the GIS-based and mobile applications, which will include planning and development, permitting, business licenses, work orders and enterprise asset management. An early estimate is \$1,169,326 in 2020 through 2022 for Stage 2 of the project and about \$50,000 in annual maintenance fees.

Funding Source: General Capital Projects Fund via transfers from the General Fund

	PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Software	\$615,561	\$400,000		\$150,000			\$550,000
Hardware	\$123,050						\$0
Services	\$1,432,088	\$59,745	\$200,000	\$359,581			\$619,326
TOTAL	\$2,170,699	\$459,745	\$200,000	\$509,581	\$0	\$0	\$1,169,326

Future Operating Budget Impact:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Annual Maintenance on New ERP Applications	\$227,370	\$284,191	\$292,714	\$301,497	\$310,542	\$1,416,314

Capital Improvement Plan: FY2020-2024

Project Title: Utility Billing – Major Equipment Replacement Program

Department/Division: Finance/Utility Billing

Project Description and Reason Necessary: The Utility Billing division of the Finance Department operates specialized equipment needed for customer billing and postage processing. The cost of this equipment makes it important to plan for and set aside reserves for its replacement. Within the next five years, the following equipment will need to be replaced:

- The Planet Press Riso Printer is used to print professional utility bill documents, delinquent notices and other miscellaneous billings. The current printer was put into operation in 2014 for printing the newly designed utility bills. This is an essential utility billing ink jet printer capable of printing up to 90 pages per minute. The Riso printer has printed approximately 4,000,000 images to date with a life expectancy of 6,000,000 images. Although the vendor has committed to supporting the maintenance agreement through fiscal year 2020, the printer is two generations old and repair parts have become more difficult to find which can lead to longer equipment down times.
- Utility Billing utilizes mail-metering equipment to weigh and prepare postage for the mailing of all City department mail. The current equipment was purchased in October 2016 and will no longer be supported by the manufacturer, Neopost, after October 2021.

There will 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

	FY2020	FY2021	FY2022	FY2023	FY2024	5-Year Total SUMMARY TOTAL
Balance, beginning of year:	\$160,079	\$138,079	\$130,554	\$130,554	\$130,554	<i>Begin:</i> \$160,079
Deposits, from Finance Internal Service Fund	\$0	\$0	\$0	\$0	\$0	<i>Add:</i> \$0
Est. Available Balance	\$160,079	\$138,079	\$130,554	\$130,554	\$130,554	<i>Total:</i>
Withdrawals:						
• Pitney Riso Printer	\$22,000					
• Neopost Postage Machine		\$7,525				<i>Less:</i> \$29,525
Balance, end of year:	\$138,079	\$130,554	\$130,554	\$130,554	\$130,554	<i>End:</i> \$130,554

Capital Improvement Plan: FY2020-2024

Project Title: Buildings and Systems – Repair/Replacement/Maintenance

Department/Division: Finance/Property & Procurement

Project Description and Reason Necessary: The Property and Procurement Division is responsible for the management and maintenance of City-owned properties.

	Location	Address
1	City Hall	11 North Third St
2	Police Headquarters	101 Penman Rd
3	O&M Building	1460-A Shetter Avenue
4	Animal Control-Police Bldg.	1460-B Shetter Avenue
5	Meter Shop	1460-C Shetter Avenue
6	Garage	1460-D Shetter Avenue
7	Fire Station 1	325 2nd Avenue South
8	Fire Station 2	2500 South Beach Pkwy
9	Community Services Center	850 6th Avenue South
10	ARC Building	321 Penman Rd
11	Safe Harbor Restaurant	2510 2nd Avenue North
12	Archive Building	337 1st Avenue South
13	Seawalk Pavilion	75 North First Street
14	Parks and Recreation	2508 South Beach Parkway
15	Carver Center	777 5 th Avenue South
16	Golf Course – Club House	605 S. Penman Rd
17	Golf Course – Maintenance Bldgs	605 S. Penman Rd
18	Wingate Park Facilities	277 S. Penman Rd
19	Tennis Center	218 16 th Avenue South
20	Ocean Front Restrooms	2 nd Avenue North 5 th Avenue North Oceanfront Park
21	H. Warren Smith Memorial Cemetery	1538 2 nd Avenue North

Each building is inspected by City staff bi-annually to achieve desired maintenance and safety standards. Inspection includes thorough examination of the major building components. Those components are the roofing system, the heating ventilation and air conditioning (HVAC) system, the floor covering, the interior and exterior wall surfaces, the plumbing system and the electrical system. The first four components require replacement over time as each of these components has a limited useful life. Roofing systems and HVAC systems typically have useful lives between fifteen (15) years and twenty (20) years, whereas wall and floor surfaces can last between twenty (20) to twenty-five (25) years. Plumbing and electrical components have longer lifespans and typically do not require replacement over time. These are maintained through periodic inspection.

Capital Improvement Plan: FY2020-2024

The following capital improvements are projected over the next five years:

HVAC Systems:

Effective regular HVAC system maintenance programs can extend the life of the system beyond the typical fifteen (15) to twenty (20) years lifespan. Although all of our current systems are operating effectively, many of our systems have exceeded their expected useful lifespans. Following replacements are planned over the next five years based on age of current equipment:

HVAC Replacement Schedule						
	2020	2021	2022	2023	2024	TOTALS
City Hall	\$163,000	-	-	-	-	\$163,000
Water Plan 1	\$19,000	-	-	-	-	\$19,000
Fire Station 1	\$42,000	-	-	-	-	\$42,000
Archives	-	\$6,000	-	-	-	\$6,000
Golf Cart Barn	-	\$3,000	-	-	-	\$3,000
Community Center	-	\$58,000	-	-	-	\$58,000
Animal Control	-	\$2,000	-	-	-	\$2,000
Water Plant 2	-	\$10,000	-	-	-	\$10,000
Community Services	-	\$17,000	-	-	-	\$17,000
Golf Maintenance	-	\$23,000	-	-	-	\$23,000
Wingate Baseball	-	\$6,000	-	-	-	\$6,000
Cemetery	-	-	\$3,000	-	-	\$3,000
Gonzalez Park	-	-	\$5,000	-	-	\$5,000
Police Property	-	-	\$12,000	-	-	\$12,000
Wingate Football	-	-	\$17,000	-	-	\$17,000
Police Department	-	-	\$135,000	-	-	\$135,000
Carver Center	-	-	\$27,000	-	-	\$27,000
Huguenot Park	-	-	\$7,000	-	-	\$7,000
Lifeguard Station	-	-	\$19,000	-	-	\$19,000
Pollution Control	-	-	\$42,000	-	-	\$42,000
TOTALS	\$224,000	\$125,000	\$267,000	\$0	\$0	\$616,000

Capital Improvement Plan: FY2020-2024

Access Control Software and Lock Rekeying:

Purchase Best Keystone web key and access control software (KS600), key cutter, combining equipment and key cabinet. Provide new-patented cores and keys for City Hall, Operations and Maintenance (O&M) and Police Department buildings (309 Cores). This effort will improve building security for persons and property through the control of keys issued, to assure appropriate access to work areas by employees in City of Jacksonville Beach buildings. The approximate cost is \$27,000.

HVAC Building Controllers:

Upgrade legacy ALC system to Trane BACnet system - Trane SC+ Building Level Controllers at the Police Station O&M Facility (Main Building, Meter Reader, Animal Control, and Garage). Tie-in all new controllers into Trane Tracer Ensemble software on the City's network for control and monitoring of HVAC systems. This is the same controls software replaced at City Hall in 2018 and used at the Police Station, Operation & Maintenance Facility and the Carver center in 2019. This effort changes out controllers to ensure effective HVAC system operation and maintains one citywide platform. The total costs over five years is \$143,000.

O&M Entry Gates:

The operators for the entry gates and barrier arms at the O&M facility are over 20 years old (original construction 1995) and are frequently breaking down. The units are at the end of their useful life and the frequency of repairs makes it cost prohibitive to continue spending money on old equipment. The cost to replace two (2) gate operators and four (4) barrier towers and arms is \$20,000.

O&M Generator Replacement:

The generator at the O&M is nearing the end of its useful life and is scheduled for replacement in fiscal year 2022. Estimated replacement cost is \$200,000.

Interior and Exterior Wall Surfaces:

The combined area of the interior and exterior wall surfaces of the above-listed buildings exceeds 200,000 square feet. The City intends to paint approximately 20,000 square feet each year for the succeeding ten years. Approximate combined total cost to paint all buildings is estimated at \$250,000. Annual improvement would therefore cost approximately \$25,000 each year.

Space Needs Analysis (City Hall and O&M):

A consulting firm will be retained to conduct a comprehensive space needs assessment. Our goal is to identify how operational staff space is being used and determine where changes can be made to fit the evolving needs of our units. The assessment will focus on current and future utilization needs for employee offices, field staff and shared spaces at City Hall and O&M.

Space metrics will be utilized to determine the amount of space needed by department and/or function. An evaluation of existing space utilization and a projection for future space needs will be conducted. We will also look for efficiencies and explore opportunities for collaboration and shared space. We want to ensure that we are using our limited resources as effectively as possible to meet the needs of our employees.

Capital Improvement Plan: FY2020-2024

Physical Facility Security:

Funds to install physical security devices in City of Jacksonville Beach facilities. The City will develop a methodology for prioritizing city facilities based on their physical security risk. Security assessments will be conducted and facilities prioritized based on physical security risk. Existing security infrastructure such as cameras, locks and alarm systems may be upgraded and/or supplemented to address comprehensive citywide security needs.

Funding Sources: General Capital Projects Fund via transfers from the General Fund, Leased Facilities, Electric and Water/Sewer Funds.

Project	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Major Building Maintenance Repair/Replacement Projects						
HVAC Replacements	\$224,000	\$125,000	\$267,000	\$0	\$0	\$616,000
Access Control Software and Lock Rekeying	\$27,000					\$27,000
HVAC Building Controls	\$61,000					\$61,000
HVAC Building Controllers		\$35,750	\$35,750	\$35,750	\$35,750	\$143,000
O&M Entry Gates	\$20,000					\$20,000
Generator Replacement - O&M Facility			\$200,000			\$200,000
Space Needs Analysis – City Hall and O&M Facility	\$60,000					\$60,000
Physical Facility Security	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
SUBTOTAL CAPITAL	\$492,000	\$210,750	\$552,750	\$85,750	\$85,750	\$1,427,000
Ongoing Maintenance Projects						
Interior and Exterior Wall Surface Painting	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Minor Electrical, HVAC, Painting, and Plumbing Projects	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
SUBTOTAL OPERATING	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL						
	\$542,000	\$260,750	\$602,750	\$135,750	\$135,750	\$1,677,000

Capital Improvement Plan: FY2020-2024

Project Title: Vehicle Replacement Program

Department/Division: Finance/Property & Procurement

Project Description and Reason Necessary: This is a program to replace vehicles due to age and condition while maintaining cost-effective fleet performance. Vehicles recommended for replacement are identified based on a combination of mileage, age, condition and cost-effective performance. The preferred replacement vehicle style is the Ford F250 SD ¾ ton pickup truck.

Funding Sources: General Fund and Operations and Maintenance Fund

Division (FY Replacement)	Fund Source	Vehicle #	Model Year	Description	Mileage 2/14/19	Estimated Replacement Cost
Property and Procurement (FY20)	550	#311	2006	Ford E350 Van	68,774	\$38,000
Property and Procurement (FY21)	001	#312	2007	Ford F150 Pickup	119,014	\$38,000
TOTAL						\$76,000

Vehicle Replacement Summary by Funding Source:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
General Fund	\$38,000					\$38,000
Operations and Maintenance Fund		\$38,000				\$38,000
TOTAL	\$38,000	\$38,000	\$0	\$0	\$0	\$76,000

Capital Improvement Plan: FY2020-2024

Project Title: Time Clock Replacement Program

Department/Division: Human Resources/Finance Information Systems

Project Description and Reason Necessary: The City introduced TimeClocks in 2018 to eliminate manual payroll data entry and to improve reporting accuracy. The Expected lifecycle of a TimeClock is up to four years. It is recommended that warranties match expected lifecycle as to minimize downtime when failures occur. Since July 2018 there have been a total of five clock failures that required the item to be returned to the manufacturer, a process that takes at least 10 business days. At full Clock deployment we anticipate up to six warranty returns per year. Because the initial Clocks were not purchased with extended warranties, the City will procure annual maintenance agreements for the existing Clocks.

To further mitigate Clock downtime, it is suggested that at least two spare Clocks be pre-configured and ready for hot-swap/install when failure/warranty requirement occurs. Using this approach, Clock outage at any COJB location should never be longer than the time necessary to physically swap the failed clock. Current operational footprint across COJB is 22 devices. Minimum total inventory is recommended at 25; two for hot-swap plus one for possible emerging requirements. Replacement cycle of current Clocks would be completed by FY2022 and would start over in FY2024.

Funding Source: General Capital Project Fund Time Clock Reserve via transfers from Human Resources Fund

	FY2020	FY2021	FY2022	FY2023	FY2024	5-Year Total SUMMARY TOTAL
Balance, beginning of year:	\$40,000	\$48,019	\$36,069	\$157	\$20,157	<i>Begin:</i> \$40,000
Deposits, from Human Resources Internal Service Fund	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	<i>Add:</i> \$100,000
Est. Available Balance	\$60,000	\$68,019	\$56,069	\$20,157	\$40,157	<i>Total:</i>
Withdrawals: TimeClock Replacement (Device Count)	\$11,981 (3)	\$31,950 (8)	\$55,912 (14)		\$12,819 (3)	<i>Less:</i> \$112,662
Balance, end of year:	\$48,019	\$36,069	\$157	\$20,157	\$27,338	<i>End:</i> \$27,338

Future Operating Budget Impact:

Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Existing TimeClock Maintenance Plans	\$7,023	\$4,672	\$322			\$12,017

Capital Improvement Plan: FY2020-2024

Police & Fire Departments		2020	2021	2022	2023	2024	Total
Funding Sources:							
General Fund	001	\$ 328,800	\$229,500	\$229,500	\$190,000	\$190,000	\$1,167,800
Gen. Capital Projects Fire Apparatus Reserve	315	-	425,000	-	-	-	425,000
Gen. Capital Projects Radio Reserve	315	161,000	131,250	52,500	-	-	344,750
Total CIP Funding Sources		\$489,800	\$785,750	\$282,000	\$190,000	\$190,000	\$1,937,550
Expenses:							
	Fund						
Police:							
Vehicle Replacement Program-Police	001	190,000	190,000	190,000	190,000	190,000	950,000
Fire:							
Vehicle Replacement Program-Fire	001	48,000	-	-	-	-	48,000
Fire Apparatus Replacement/Maintenance	315	-	425,000	-	-	-	425,000
Public Safety Radio Replacement Program	315	161,000	131,250	52,500	-	-	344,750
Fire Equipment Replacement Program	001	90,800	39,500	39,500	-	-	169,800
Sub-Total Fire:		299,800	595,750	92,000	-	-	987,550
Total CIP - Police & Fire		\$ 489,800	\$ 785,750	\$ 282,000	\$ 190,000	\$ 190,000	\$ 1,937,550

Capital Improvement Plan: FY2020-2024

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 and to maintain adequate and cost-effective fleet performance. Vehicles included are those that cost at least \$25,000 each. Vehicles scheduled for replacement each year are identified based on a combination of mileage, condition and cost-effective performance.

Division (FY Replacement)	Vehicle #	Model Year	Description	Mileage (Hours) 2/2019	Estimated Replacement Cost
Police-General Fund	various	various	Replace 4-5 patrol vehicles	-	\$190,000 annual; \$950,000 five years
Police-Downtown CAPE	See Community Redevelopment Agency section of this plan for details				
Fire Shift Commander (2020)	709	2011	Chevy Tahoe*	33,656	\$48,000
Fire Marshal (2020)	#708	2003	Ford Excursion 4x4*	96,005	\$48,000*

*The current Fire Shift Commander vehicle being replaced in 2020 (2011 Chevy Tahoe) will be transferred to the Fire Marshal; the current Fire Marshall vehicle (2003 Ford Excursion) will be removed from the fleet at that time.

Funding Sources: General Fund

	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Police	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000
Fire	\$48,000	\$0	\$0	\$0	\$0	\$48,000
Police-DT CAPE (Downtown Redevelopment)	See Community Redevelopment Agency section of this plan for details					
TOTAL General Fund	\$238,000	\$190,000	\$190,000	\$190,000	\$190,000	\$998,000

Capital Improvement Plan: FY2020-2024

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 schedule as part of its business plan in order to distribute the cost of replacement at approximately \$75,000 per year. NFPA recommends front-line service of 15 years for a properly maintained apparatus and another 10 years of reserve service. After approximately 25 years, units are considered for replacement. This timetable has been extended using maintenance upgrades due to the high cost of replacement apparatus.

In FY2021, Engine-22, a 2006 Emergency-1 Custom Pumper is scheduled to be replaced as a front-line apparatus and placed in reserve.

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

General Capital Projects Fund – Fire Apparatus Replacement Funding Progress:

	FY2020	FY2021	FY2022	FY2023	FY2024	5-Year Total SUMMARY TOTAL
Balance, beginning of year:	\$308,260	\$383,260	\$33,260	\$108,260	\$183,260	<i>Begin:</i> \$308,260
Deposits, from General Fund	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	<i>Add:</i> \$375,000
Est. Available Balance	\$383,260	\$458,260	\$108,260	\$183,260	\$258,260	<i>Total:</i> \$683,260
Withdrawals:						
• Fire Apparatus Replacement		\$425,000				<i>Less:</i> \$425,000
Balance, end of year:	\$383,260	\$33,260	\$108,260	\$183,260	\$258,260	<i>End:</i> \$258,260

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

Capital Improvement Plan: FY2020-2024

Project Title: Public Safety Radio Replacement Program

Department/Division: Police & Fire

Project Description and Reason Necessary:

The City’s 800 MHz Motorola Radio System was upgraded to an ASR 5-channel system in 2017. Radio replacements and recording equipment were not included in this purchase.

All emergency services radio transmissions are recorded in accordance with City policy and CALEA standards. The current recording system requires additional conversion equipment to monitor the radios in the field. Motorola no longer supports the convertors and the City has a limited amount of spare parts on hand. Upgrading to APX Consolettes would replace the older non-serviceable equipment.

Approximately 367 radios from various City Departments are connected to this system. As funds are available, the General Fund makes a series of transfers to the General Capital Projects Fund to build a reserve to pay for the replacement of 181 Public Safety radios. Other City radios will be funded by the responsible department in its annual budget as needed.

Public Safety, which includes the Police and Fire departments as well as 9-1-1 Communications, began replacing aging and unserviceable radios in 2017. Radio purchases will be made each year until all 208 are replaced (161 in Police; 47 in Fire).

Funding Sources: General Capital Projects Fund – reserve cash on hand and annual transfer from the General Fund

General Capital Projects Fund - Radio Reserve Funding Progress:

	FY2020	FY2021	FY2022	FY2023	FY2024	5-Year Total SUMMARY TOTAL
Balance, beginning of year:	\$173,995	\$112,995	\$81,745	\$79,245	\$129,245	<i>Begin:</i> \$173,995
Deposits, from General Fund	\$100,000	\$100,000	\$50,000	\$50,000	\$50,000	<i>Add:</i> \$350,000
Est. Available Balance	\$273,995	\$212,995	\$131,745	\$129,245	\$179,245	<i>Total:</i>
Withdrawals:						
• APX Consolettes	\$56,000					
• APX Radios (Police count)		\$26,250 (5)	\$26,250 (5)			
• APX Radios (Fire count)	\$105,000 (20)	\$105,000 (20)	\$26,250 (5)			<i>Less:</i> \$344,750
Balance, end of year:	\$112,995	\$81,745	\$79,245	\$129,245	\$179,245	<i>End:</i> \$179,245

Capital Improvement Plan: FY2020-2024

Project Title: Fire Department Equipment Replacement Program

Department/Division: Fire

Project Description and Reason Necessary:

The Fire Department is staffed and equipped to respond to fire and EMS events throughout the City. Much of the equipment utilized is of a specialized nature and replaced infrequently.

Zoll Cardiac Monitor Replacement - (\$39,500 in FY2020, FY2021, FY2022):

The Jacksonville Beach Fire Department operates three apparatus with Advanced Life Support (ALS) capabilities. Currently all three engines utilize the Zoll E-Series Monitor/Defibrillator. These units allow us to monitor cardiac rhythms, defibrillate patients in cardiac arrest, provide synchronized cardioversion (slow the heart rate), provide pacing (speed up a slow heart rate) along with a host of other cardiac diagnostic tools. One of our units was purchased new in 2006; the other two are refurbished units that we purchased in 2014 with a Firehouse Subs Grant. Both units were manufactured in 2006/2007. The manufacturer guarantees serviceability for seven years after the models manufactured date. Our units are on a “limited service” status meaning they can only be repaired if parts are available. Cost includes the monitor, batteries, charger, and various cables and sensors.



Project Title: SCBA Compressor and Fill Station Replacement - (\$36,300 in FY2020):



A self-contained breathing apparatus (SCBA) is worn by firefighters to provide breathable air in a hazardous environment. A compressor and fill station are used in combination to refill SCBA bottles. The City’s current compressor is a 4-stage 5000-psi unit purchased in 1994. This particular model has been discontinued by the manufacturer making it difficult to find replacement parts. The current 2-bottle fill station was manufactured prior to 1994 NFPA recommendations and does not meet current testing regulations.

Replacing the current SCBA compressor and fill station with a new Breathing Air Systems 4-stage 6000-psi compressor and a Bauer 2-bottle Fill Station will meet current standards, allow staff to fill SCBA bottles faster and more efficiently, and provide flexibility for the future if increases to bottle sizes are needed.



Capital Improvement Plan: FY2020-2024

Extractor for Turnout Gear - (\$15,000 in FY2020)

Extractors are essentially a high speed, heavy duty washing machine that spins at a high rate of speed to extract carcinogens from our turnout gear. NFPA recommends all turnout gear be washed in an extractor after every fire/hazardous atmosphere event. Currently the fire department uses an extractor at JFRD Station 59 behind Mayo Clinic, or the extractor at the fire college located behind FSCJ South Campus. This requires a member of the fire department to make numerous trips back and forth to either one of these locations to clean the necessary sets of gear.



A heavy duty high capacity extractor expedites the drying time for the turnout gear. Currently we air dry the gear which takes over 24 hours to completely dry and return to service. A stackable washer/dryer combo will be purchased to handle the normal day-to-day materials. Electrical and plumbing modifications will also be needed to accommodate these changes and are included in the overall price.

Funding Source: General Fund

	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Zoll Cardiac Monitor	\$39,500	\$39,500	\$39,500			\$118,500
SCBA Air Compressor / Fill Station	\$36,300					\$36,300
Extractor/Dryer	\$15,000					\$15,000
TOTAL	\$90,800	\$39,500	\$39,500	\$0	\$0	\$169,800

Capital Improvement Plan: FY2020-2024

Parks & Recreation		2020	2021	2022	2023	2024	Total
Funding Sources:							
General Fund	001	\$ 139,000	\$ 94,000	\$ 98,000	\$ 30,000	\$ -	\$ 361,000
Gen. Capital Projects Parks Maint. Reserve	315	120,000	130,000	75,000	-	-	325,000
Golf Course Fund	440	205,000	117,000	90,000	50,000	520,000	982,000
Unfunded	Unfunded					-	-
Total CIP Funding Sources		\$464,000	\$341,000	\$263,000	\$80,000	\$520,000	\$1,668,000
Expenses:							
Fund							
Ocean Rescue:							
Vehicle Replacement Program	001	19,000	34,000	68,000	-	-	121,000
		19,000	34,000	68,000	-	-	121,000
Grounds Maintenance:							
Vehicle Replacement Program	001	60,000	30,000	-	-	-	90,000
Heavy Equipment Replacement Program	001	60,000	30,000	30,000	30,000	-	150,000
Repair and Replacement Program: Playgrounds, Parks, & Grounds	315	120,000	130,000	75,000	-	-	325,000
		240,000	190,000	105,000	30,000	-	565,000
Golf Course:							
Heavy Equipment Replacement Program	440	35,000	67,000	40,000	-	-	142,000
Golf Course Maint. & Improvements	440	170,000	50,000	50,000	50,000	520,000	840,000
		205,000	117,000	90,000	50,000	520,000	982,000
Total CIP - Parks & Recreation		\$464,000	\$341,000	\$263,000	\$80,000	\$520,000	\$1,668,000

Capital Improvement Plan: FY2020-2024

Project Title: Vehicle Replacement Program

Department/Division: Parks and Recreation

Project Description and Reason Necessary:

This is a program to replace vehicles due to annual operating expense, age, and condition.

Funding Source: General Fund, Operating Revenues and Fund Balance

Division (FY Replacement)	Truck#	Model Year	Description	Mileage / (Hours) at 2/2018	Estimated Replace. Cost
Ocean Rescue (2020)	614	2014	Kubota RTV 1140 CPX	(748)	\$19,000
Ocean Rescue (2021)	604	2014	Chevy Silverado	9,016	\$34,000
Ocean Rescue (2022)	606	2015	Chevy Silverado	7,669	\$34,000
Ocean Rescue (2022)	601	2015	Chevy Silverado	4,411	\$34,000
Grounds Maintenance (2020)	901	2005	Ford F-250 4x4	32,518	\$30,000
Grounds Maintenance (2020)	902	2001	Ford F-250 4x4	36,802	\$30,000
Grounds Maintenance (2021)	908	2005	Ford F-150	56,515	\$30,000
TOTAL					\$211,000

Due to the beach environment, Ocean Rescue trucks do not normally last long enough to meet the City's 10-year or 100,000-mile replacement test. Vehicles are evaluated annually for replacement and replacements are postponed for as long as the truck continues to operate in a cost-effective manner. The replacement cost of \$34,000 includes the vehicle cost of \$27,500 plus \$6,500 in ancillary costs to make the vehicle ready for service.

Funding Sources: General Fund

Division	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Ocean Rescue	\$19,000	\$34,000	\$68,000			\$121,000
Grounds Maintenance	\$60,000	\$30,000				\$90,000
TOTAL	\$79,000	\$64,000	\$68,000	\$0	\$0	\$211,000

Capital Improvement Plan: FY2020-2024

Project Title: Heavy Equipment Replacement Program

Department/Division: Parks and Recreation – Grounds and Golf Course Maintenance

Project Description and Reason Necessary:

The Parks & Recreation Department is responsible for maintaining approximately 135 acres of grounds and turf at various City facilities, parks, ballfields and the golf course. Much of the equipment used to maintain the grounds is of a specialized nature and is replaced infrequently.

2020

Sidewinder Mower (\$35,000) – This mower has a floating mower deck that produces an even grass cut without scalping the grass. The mowing deck can also shift side to side, keeping the machine off the infield clay thereby maintaining a smooth transition between grass and infield. This machine will also safely cut steep embankments. It will replace four (4) Toro Groundsmaster mowers which have surpassed their useful lives. (Funding source: General Fund).

The **Zero Turn Mowers (\$25,000)** are used to mow sidewalks, medians and smaller areas in the parks. We currently use two (2) units which are past their useful lifespan. Cost to replace is approximately \$12,500 each). (Funding source: General Fund).

The **Triplex Reel Mower (\$35,000)** will replace a 10-year old triplex mower used to mow greens, tees, collars, and approaches. The current mower has been heavily used at 3 – 5 hours a day, 7 days a week. The life span of this piece of equipment is usually 5 years. (Funding source: Golf Course).

2021

The **Triplex Reel Mower (\$35,000)** will replace a 9-year old triplex mower used to mow greens, tees, collars, and approaches. The current mower has been heavily used at 3 – 5 hours a day, 7 days a week. The life span of this piece of equipment is usually 5 years. (Funding source: Golf Course).

A **Top Dresser (\$32,000)** evenly applies materials such as fertilizer or sand to the surface of tees, ballfields, greens, or other park spaces. Newer models have smaller footprints, provide greater capacity, and allow for turf specific calibrations. These features in combination allow staff to work more efficiently and better protect the turf from heavy equipment (Funding source: Golf Course).

Toro Groundsmaster Mowers (\$30,000) are used to cut large park areas. We currently have three (3) units in service that have high operating hours. We will begin a replacement program starting in year 2021 replacing one each year. (Funding source: General Fund).

Capital Improvement Plan: FY2020-2024

2022

A **Greens Spray Rig (\$40,000)** is necessary for precision spray applications of herbicides, pesticides and insecticides on greens and fairways. The current equipment is 7-years old and should be replaced in about three (3) years. (Funding source: Golf Course).

Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Sidewinder Mower	\$35,000					\$35,000
Zero Turn Mowers	\$25,000					\$25,000
Triplex Reel Mower	\$35,000	\$35,000				\$70,000
Top Dresser		\$32,000				\$32,000
Toro Groundsmaster Mower		\$30,000	\$30,000	\$30,000		\$90,000
Greens Spray Rig			\$40,000			\$40,000
TOTAL	\$95,000	\$97,000	\$70,000	\$30,000	\$0	\$292,000

Funding Sources:

	FY2020	FY2021	FY2022	FY2023	FY2024	Total
General Fund	\$60,000	\$30,000	\$30,000	\$30,000		\$150,000
Golf Course Fund	\$35,000	\$67,000	\$40,000			\$142,000
TOTAL	\$95,000	\$97,000	\$70,000	\$30,000	\$0	\$292,000

Capital Improvement Plan: FY2020-2024

Project Title: **Playgrounds, Parks and Grounds: Equipment and Facilities Repair & Replacement Program**

Department/Division: Parks & Recreation

Project Description and Reason Necessary:

This is a program to periodically add to, replace and improve equipment, structures and grounds for which Parks and Recreation is responsible throughout and the City. The decision to add new equipment, or replace, repair and/or refurbish existing equipment and grounds is made after considering safety, demand for the equipment and its current condition, age and amount of use.

2020

Girls Softball Lights (\$60,000) – Over three hundred (300) girls participate in the girls’ season. There are two (2) girls’ softball fields at Wingate Park but only one field has lights. This project includes lights for the second field that should help the program continue to grow.

Fencing Replacements (\$60,000) – Fencing at Wingate sports fields and Huguenot Tennis Center is old and in need of replacement. Several fence rails are rusted and have sharp, dangerous edges and most of the fence ties are not functioning properly. Most hardware has exceeded its useful life.

2021

Oceanfront Restroom upgrades (\$60,000) – Restroom fixtures at all Oceanfront facilities need replacement due to age and wear and tear. The buildings need interior as well as exterior painting.

Landscape islands along A1A (\$70,000) - There are six landscape islands along A1A between 16th Avenue South and J Turner Butler that should be rejuvenated. This would include the removal of excess soil and mulch, and the replanting ornamental grasses and install new irrigation with associated controller.

2022

Tennis Court Lights (\$75,000) - The tennis court lights for the three east courts at Huguenot will need replacement by 2020 about three years.

Capital Improvement Plan: FY2020-2024

Funding Sources: General Capital Projects Fund via transfers from the General Fund

Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Girls Softball Lights	\$60,000					\$60,000
Fencing Replacements	\$60,000					\$60,000
Oceanfront Restroom upgrades		\$60,000				\$60,000
A1A Landscape beds		\$70,000				\$70,000
Tennis Court Lights			\$75,000			\$75,000
TOTAL	\$120,000	\$130,000	\$75,000	\$0	\$0	\$325,000

General Capital Projects Fund – Parks Maintenance Reserve Funding Progress:

	FY2020	FY2021	FY2022	FY2023	FY2024	5-Year Total SUMMARY TOTAL
Balance, beginning of year:	\$200,000	\$138,079	\$130,554	\$130,554	\$130,554	<i>Begin:</i> \$200,000
Deposits, from General Fund into Parks Maintenance Reserve	\$100,000	\$100,000	\$100,000	\$0	\$0	<i>Add:</i> \$300,000
Est. Available Balance	\$300,000	\$138,079	\$130,554	\$130,554	\$130,554	<i>Total:</i> \$500,000
Withdrawals:						
• Girls Softball Lights	\$60,000					
• Fencing Replacements	\$60,000					
• Oceanfront Restroom Upgrades		\$60,000				
• A1A Landscape Beds		\$70,000				
• Tennis Court Lights			\$75,000			
Total Withdrawals	\$120,000	\$130,000	\$75,000	\$0	\$0	<i>Less:</i> \$325,000
Balance, end of year:	\$180,000	\$130,554	\$130,554	\$130,554	\$130,554	<i>End:</i> \$175,000

Capital Improvement Plan: FY2020-2024

Project Title: Golf Course Maintenance and Improvements Projects

Department/Division: Parks & Recreation / Golf Course

Project Description and Reason Necessary:

This is a program to periodically add to, replace and improve the overall operation of the golf course. The decision to improve, repair or replace is derived from factors such as: demand, return on investment, safety, current conditions and age etc.

2020

Driving Range Shade Shelters (\$85,000) - The driving range is a key component of the overall golf course operation, contributing about 12% of the gross operating revenues, approximately \$200,000 annually. Currently there are no shade shelters on the range which negatively impacts revenue during the late spring and hot summer months. Shade Shelters can be fitted with fans to provide cool airflow and lighting that could extend operating hours in the evening. Cost to install shelters covering the entire range, including fans, lighting and sound speakers for music and announcements is approximately \$85,000. Based on a conservative estimate of the favorable impact to revenues, the payback period on this investment is less than two (2) years.

Bridge Repair (\$35,000) - is necessary to the two (2) bridges on the course. Although the substructures are sound, the treads and railings are weathered and worn and need to be replaced.

Cart Paths (\$20,000/year) - are the lifeblood of the golf course circulation system. They lead people from hole to hole and keep traffic patterns confined for ease of maintenance, as well as safety. Also, cart paths allow the golf course to remain open to cart traffic after large rain events or in the months that the turf is not growing. This is an annual project to increase coverage to cover all eighteen (18) holes. Currently only one third of the course has cart paths. Cost is **\$20,000** per year.

Golf Course Irrigation System Improvements (\$30,000/year FY2020-2023, \$500,000 in FY2024) - The existing Golf Course Irrigation System was installed in 1987. Although many control valves and sprinkler heads have been replaced, there remain over one hundred that would ultimately need replacement. This program is designed to replace approximately 20% each year for the following five years, followed by a significant overall in the fifth year.

Capital Improvement Plan: FY2020-2024

Funding Source: Golf Course Fund

Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Driving Range - Shade Shelters	\$85,000					\$85,000
Bridge Repair	\$35,000					\$35,000
Cart Path construction	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Golf Course Irrigation System	\$30,000	\$30,000	\$30,000	\$30,000	\$500,000	\$620,000
TOTAL	\$170,000	\$50,000	\$50,000	\$50,000	\$520,000	\$840,000

Capital Improvement Plan: FY2020-2024

Community Redevelopment Agency		2020	2021	2022	2023	2024	Total
Funding Sources:							
Downtown Tax Increment Fund	181	\$ 3,171,775	\$ 4,688,300	\$ 5,574,000	\$ 4,537,000	\$ 627,300	\$ 18,598,375
Southend Tax Increment Fund	182	3,055,000	3,305,000	1,055,000	4,439,000	5,226,000	17,080,000
1/2 Cent Infrastr. Surtax Bond Proceeds	317	450,000	863,500	-	-	3,000,000	4,313,500
Water & Sewer Utility Operating Revenues	420	129,525	-	-	-	-	129,525
Total CIP Funding Sources		\$6,806,300	\$8,856,800	\$6,629,000	\$8,976,000	\$8,853,300	\$40,121,400
Expenses:							
	Fund						
<u>Downtown Redevelopment District</u>							
Road & Associated Infrastructure Improvements	181,317, & 420	\$ 2,550,000	\$ 5,000,000	\$ 5,000,000	\$ 4,000,000	\$ 3,100,000	\$ 19,650,000
Dune Walkovers	181	500,000	500,000	500,000	500,000	500,000	2,500,000
Beach Outfalls	181	600,000	-	-	-	-	600,000
Downtown CAPE Vehicle & Heavy Equipment Replacement Program	181	101,300	51,800	74,000	37,000	27,300	291,400
<u>South Beach Redevelopment District</u>							
Road & Associated Infrastructure Improvements	182	3,000,000	3,250,000	1,000,000	4,384,000	4,686,000	16,320,000
South Beach Park Improvements	182	15,000	15,000	15,000	15,000	500,000	560,000
South Beach Park Maintenance (not capital)	182	40,000	40,000	40,000	40,000	40,000	200,000
Total CIP - CRA		\$6,806,300	\$8,856,800	\$6,629,000	\$8,976,000	\$8,853,300	\$40,121,400

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 community redevelopment programs for the City. The Agency is responsible for managing the City's two redevelopment districts: Downtown and South Beach. Programs consist of a variety of redevelopment and community policing activities. The Agency receives administrative, engineering and project management support from the City's Planning & Development and Public Works departments. Work in the two redevelopment districts is carried out in coordination with the City Council and City Manager.

Both Community Redevelopment District programs are funded from appropriations based on increases in 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. Unless otherwise noted, the recommended funding source for these projects is from the Downtown or South Beach Tax Increment Fund. Other projects may be added in the future from the master plans for the Downtown/Southend Redevelopment Districts. In the future, listed projects may be deleted and/or shifted on time-line due to budgetary constraints.

Capital Improvement Plan: FY2020-2024

Project Title: *Community Redevelopment Agency – Downtown Redevelopment District Road & Associated Infrastructure Improvements*

Program Focus Area: Downtown District Public Infrastructure Improvements:

The initial focus of the CRA was the rejuvenation of the Downtown District. The redevelopment effort to date has been centered on improvements to the public infrastructure to facilitate private investments in the area. These projects are managed primarily by the Public Works Department.

Project Description and Reason Necessary: Within 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. 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. Estimated planning costs are variable until project scope, design, bid advertisement and bid award are complete.

- **Phase 3B Project:** 2nd St. N. from Beach Boulevard to 6th Ave. N. will be designed (FY24) and constructed at a future date.
- **Phase 3C Projects 2, 3, 4 and 5** (CRA funded): Limits include 3rd Street, 4th Avenue South, Street Ends, and 13th Avenue South and Downstream Improvements, if necessary. The scope of work for these phases includes improvements to sanitary sewer, water distribution, stormwater, roadways, alleys, street ends, permitting, stilling basins/ponds and downstream channels, and the stormwater pumps at the Central Basin, as necessary, and other identified ancillary public improvements throughout the area. Due to funding and construction constraints, Phase 3C is being constructed in phases. Project 1 is completed, Project 2 is under construction. FY19/20 Design will include Phase 3C Projects 3, 4, 5 and Phase 3D project 6 (City-funded).

Downstream Improvements include: removal and disposal of sediment from the 12th Ave. S. Basin; replace existing stormwater pumps, add new box culverts under 9th St. S., under the golf course cart path at 13th Ave. S. and under Fairway Lane; clear and widen the channel from the control structure (weir) to the Intracoastal waterway and rehabilitate the existing 30” outfall pipe from the Wastewater Treatment Plant.

- **Phase 3D Project 6** (City funded): Approximate design boundary consists of 3rd Street, 13th Avenue South, Street Ends, and 16th Avenue South (outside of, and adjacent to the south boundary of the Downtown Redevelopment District). The scope of work for these phases include improvements to sanitary sewer, water distribution, stormwater, roadways, alleys, and street ends throughout the area plus other identified ancillary public improvements throughout the area.

Capital Improvement Plan: FY2020-2024

Design phasing boundaries are currently:

Approximate Design Boundaries ⁽¹⁾				
Phase 3C:	<u>North</u>	<u>South</u>	<u>West</u>	<u>East</u>
Project 2	11 th Ave. S.	13 th Ave. S.	3 rd St.	Beach Street End
Project 3 ⁽²⁾	Downstream Improvements		Intracoastal Waterway	Central Basin
Project 4	7 th Ave. S.	11 th Ave. S.	3 rd St.	Beach Street End
Project 5	4 th Ave. S.	7 th Ave. S.	3 rd St.	Beach Street End
Phase 3D:				
Project 6	13 th Ave. S.	16 th Ave. S.	3 rd St.	Beach Boulevard
<p>⁽¹⁾ The scope of downstream improvements have been based on the design consultant's stormwater modeling & analysis results. The design and construction work may be incorporated into Projects 3 through 6.</p> <p>⁽²⁾ Project 3 will be 17.27% City funded and 82.73% CRA funded.</p>				

- **Dune Walkovers:** There are forty-nine (49) existing dune walkovers located in Jacksonville Beach. There are twenty-eight (28) existing dune walkovers in the CRA district. Three (3) ADA dune walkovers are currently under construction within the CRA district.
- **Beach Outfalls:** There are twenty-nine (29) existing beach outfalls within the City. There are fifteen (15) existing beach outfalls located inside the Downtown CRA District. It is the City's intent to replace all of them with in-line check valves to minimize water from backing up into the system, pending funding availability. The City is scheduled to receive a FDEM grant to offset a portion of the design fee.

Capital Improvement Plan: FY2020-2024

PROJECT (Fund Source)	PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Phase 3B (DT TIF)							
Design	\$155,061					\$100,000	\$100,000
Construct	\$867,403						
Const. Admin.	\$110,808						
Phase 3C (DT TIF)							
Project 1 Design	\$336,093						
Project 1 Const.	\$6,354,864						
Project 2 Design	\$1,072,000						
Project 2 Const.	\$11,073,488						
Projects 3-5 Design		\$1,970,475					\$1,970,475
Projects 3-5 Const.			\$4,136,500	\$5,000,000	\$4,000,000		\$13,136,500
Project 3 City Portion							
Design(W/S)		\$129,525					\$129,525
Const.(BJB)			\$863,500				\$863,500
Phase 3D (BJB)							
Project 6 Design		\$450,000					\$450,000
Project 6 Const						\$3,000,000	\$3,000,000
Dune Walkovers – Non ADA (DT TIF)							
Design	\$77,430						
Construct.		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Beach Outfalls (DT TIF)							
Design	\$13,999						
Construct		\$600,000					\$600,000
Sub-Total DT TIF		\$3,070,475	\$4,636,500	\$5,500,000	\$4,500,000	\$600,000	\$18,306,975
by Funding W/S		\$129,525					\$129,525
Source BJB		\$450,000	\$863,500			\$3,000,000	\$4,313,500
GRAND TOTAL		\$3,650,000	\$5,500,000	\$5,500,000	\$4,500,000	\$3,600,000	\$22,750,000

Recommended Funding Source – Downtown Redevelopment Tax Increment Fund (DT TIF) with Water / Sewer & ½ Cent Infrastructure Surtax (BJB) Bonds and Florida Department of Emergency Management (FDEM) grant, funding work adjacent to the district’s south boundary.

NOTES:

1. These estimated planning costs are variable until project scope, design, bid advertisement and bid award are complete.
2. 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.
3. Other projects may be added in the future for other necessary road reconstruction. Listed projects may be deleted and/or shifted on time-line due to budgetary constraints.

Capital Improvement Plan: FY2020-2024

**Project Title: *Community Redevelopment Agency – Downtown Redevelopment District
Downtown Community Policing Initiative***

The Downtown Community Policing Initiative, or Downtown CAPE, began a pilot project in November of 2006. It was subsequently expanded to eleven officers and permanently integrated into the Downtown Community Redevelopment Plan. The officers provide a concentrated presence in the Central Business District, but are authorized to provide police services throughout the Downtown Redevelopment District. Funding for this program is managed by the Police Department.

Vehicles dedicated to the Downtown CAPE (DT CAPE) program are tentatively scheduled for replacement every six to ten years unless vehicle condition requires replacement sooner. Funding for these vehicles is provided by the Community Redevelopment Agency.

Division (FY Replacement)	Vehicle #	Model Year	Description	Mileage 2/2019	Estimated Replacement Cost
Police-DT CAPE (2020)	1343	2013	Chevrolet Impala	46, 754	\$37,000
Police-DT CAPE (2020)	1473	2014	Chevrolet Tahoe SUV	39, 499	\$37,000
Police-DT CAPE (2020)	8	2015	Polaris ATV 2-Seater	979	\$12,500
Police-DT CAPE (2020)	1	2010	Segway	1123	\$7,400
Police-DT CAPE (2020)	2	2010	Segway	1347	\$7,400
Police-DT CAPE (2021)	1475	2014	Chevrolet Impala	29, 637	\$37,000
Police-DT CAPE (2021)	5	2011	Segway	1738	\$7,400
Police-DT CAPE (2021)	6	2011	Segway	1689	\$7,400
Police-DT CAPE (2022)	1477	2014	Chevrolet Impala	27, 331	\$37,000
Police-DT CAPE (2022)	1478	2014	Chevrolet Impala	30, 107	\$37,000
Police-DT CAPE (2023)	1479	2014	Chevrolet Impala	28, 757	\$37,000
Police-DT CAPE (2024)	3	2018	Polaris ATV 2-Seater	242	\$12,500
Police-DT CAPE (2024)	4	2018	Polaris Quad	681	\$7,400
Police-DT CAPE (2024)	5	2018	Polaris Quad	46	\$7,400
TOTAL					\$291,400

Capital Improvement Plan: FY2020-2024

Item	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Vehicles	\$74,000	\$37,000	\$74,000	\$37,000		\$222,000
Segways	\$14,800	\$14,800				\$29,600
ATVs	\$12,500				\$12,500	\$25,000
Quads					\$14,800	\$14,800
TOTAL	\$101,300	\$51,800	\$74,000	\$37,000	\$27,300	\$291,400

Capital Improvement Plan: FY2020-2024

Project Title: *Community Redevelopment Agency – South Beach Redevelopment District Road & Associated Infrastructure Improvements*

Since the adoption of the South Beach redevelopment plan in 1987, 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, Ocean Terrace and Paradise Key). In addition to the projects involving private enterprises, numerous public infrastructure projects have been constructed to support the redevelopment activity in the district. The infrastructure projects are managed primarily by the Public Works Department; parks facilities projects are managed by both the Public Works and the Parks & Recreation Departments.

Project Description and Reason Necessary: Within 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 asphalt overlays. The degree of required rebuilding differs with the condition of each road. 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. Estimated planning costs are variable until project scope, design, bid advertisement and bid award are complete.

- **South Beach Parkway Roadway/ Stormwater Improvements Project (Phase 3):** The design of improvements to the South Beach Parkway Stormwater Pond (at Marsh Landing Parkway) that receives Ocean Terrace stormwater design is being reviewed by City staff, in the process of obtaining 3 temporary construction easement documents. Design fee was paid by the Ocean Terrace developer. *Construction of pond is being delayed until further evaluation of an alternate material to sheet piling is performed.*
- **Stormwater Piping and Roadway Improvements Project (Phase 4):** Drainage and roadway study in the area bounded by JT Butler Boulevard, South Beach Parkway, America Avenue with outfall to the west, and Republic Drive / Rip Tide Subdivision. Study has been completed. Anticipate significant drainage improvements in the area to reduce localized flooding coupled with reconstruction of roads to city standard to include curbing. Also, water & sewer systems are to be improved as necessary. *Ocean Terrace Drainage Design is underway for Jacksonville Drive from Grande Blvd. to South Beach Parkway. Additional design from America Avenue westward may also be performed pending outcome of this project.*
- **Stormwater/Roadway Improvements (Phase 5):** Roadway improvements include Marsh Landing Parkway, Isabella Boulevard from Jacksonville Drive to Osceola Avenue, and 34th Avenue South from Isabella Boulevard to dead end. Stormwater Improvements include South Basin Canal modifications and outfall ditch improvements from Osceola Avenue to Jacksonville Drive. South Basin Stormwater Outfall Channel Improvements include basin and downstream silt removal, pipe cleaning/rehabilitation and channel stabilization.

Capital Improvement Plan: FY2020-2024

- **Stormwater/Reuse Improvements (Phase 6):** Stormwater system improvements include Osceola Avenue from South Beach Parkway east to Sandra Drive, and Osceola Regional Pond modifications and reconstruction necessary at the JTB Basin pumping station and pond improvements.

PROJECT	PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
South Beach Parkway Road Imps (Phase 3) <i>Ocean Terrace Pond Const.</i>		\$1,000,000					\$1,000,000
Stormwater/ Road Imps (Phase 4) <i>Study</i> <i>Design</i> <i>Construct</i>	\$81,000 \$200,000	\$2,000,000	\$100,000 \$1,500,000	\$150,000	\$1,500,000		\$5,250,000
Stormwater/Road Imps (Phase 5) <i>Design</i> <i>Construct</i>				\$300,000	\$1,750,000		\$2,050,000
South Basin Stormwater Outfall Channel Imps. (Phase 5) <i>Design</i> <i>Construct</i>			\$150,000 \$1,500,000	\$50,000 \$500,000	\$50,000 \$500,000	\$50,000 \$500,000	\$3,300,000
Stormwater/Reuse Imps (Phase 6) <i>Design</i> <i>Construct</i>					\$584,000	\$4,136,000	\$4,720,000
TOTAL		\$3,000,000	\$3,250,000	\$1,000,000	\$4,384,000	\$4,686,000	\$16,320,000

Recommended Funding Source – Southend Tax Increment Fund (SE TIF). Foundation for project scoping is the South Beach Redevelopment Master Plan (also incorporating appropriate portions of the City’s Reuse Master Plan Study). Scope includes improvements to sanitary sewer, water distribution, reuse, stormwater and road systems throughout the area plus other identified ancillary public improvements.

NOTES:

1. These estimated planning costs are variable until project scope, design, bid advertisement and bid award are complete.
2. 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.
3. Other projects may be added in the future for other necessary road reconstruction. Listed projects may be deleted and/or shifted on time-line due to budgetary constraints.

Capital Improvement Plan: FY2020-2024

Project Title: *Community Redevelopment Agency – South Beach Redevelopment District*
South Beach Park Infrastructure Improvements and Maintenance Program

The South Beach Park area includes recreational opportunities for all ages. Beginning with the land acquisition for the park area, the South Beach Redevelopment plan has provided for the Skate Park, tennis courts, beach volleyball, exercise trails, splash pad, basketball courts, multi-use play field, picnic shelters, and restrooms. In March 2017, the Plan was amended to include maintenance of these Tax Increment Funded facilities and improvements.

Park Lighting: Lamp posts that light the walking trail will need to be replaced with new wiring, poles and lamps. There are twenty light posts around the park and the following projections include replacing five light posts each year beginning in 2020.

Sunshine Park Playground Replacement: Due to its current age, condition and usage, the wood structure will need to be replaced in about three years. Screws, bolts and swing mechanisms are showing signs of age and corrosion. A replacement structure will include the rejuvenation of fall zone material and sand replacement.

Skate Park Maintenance: Maintenance of the Skate Park includes periodic applications of concrete sealer, repairing concrete cracks, sanding and paint coping rails, inspecting and repairing shade sail mechanisms as well as sanding and painting shade structures.

Artificial Turf: Annual recurring maintenance costs for the artificial turf include cleaning, brushing, and the addition of infill.

Splash Pad, Restroom and Building Maintenance: Annually the Splash Pad and expanded Toddler Section will need the water features and fencing pressured washed and painted. The two pump stations and filtration system require annual preventative maintenance and servicing. Restrooms will require ongoing graffiti removal as well as pressure washing and painting. The Community Service building requires annual preventative maintenance on hurricane devices and generator system etc.

Capital Improvement Plan: FY2020-2024

South Beach Park	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
IMPROVEMENT PROJECTS						
Park Lighting Replacement	\$15,000	\$15,000	\$15,000	\$15,000		\$60,000
Sunshine Park Playground Replacement					\$500,000	\$500,000
SUBTOTAL CAPTIAL	\$15,000	\$15,000	\$15,000	\$15,000	\$500,000	\$560,000
MAINTENANCE PROGRAM						
Skate Park Maintenance	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Artificial Turf Maintenance	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Splash Pad, Restroom and Bldg. Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
SUBTOTAL OPERATING	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
GRAND TOTAL						
	\$55,000	\$55,000	\$55,000	\$55,000	\$540,000	\$760,000

Capital Improvement Plan: FY2020-2024

Public Works		2020	2021	2022	2023	2024	Total
Funding Sources:							
Downtown Redevelopment Tax Increment	181	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Gen. Capital Projects Heavy Vehicle Reserve	315	71,500	75,000	-	385,000	-	531,500
General Capital Projects Road Reserve	315	337,000	-	-	-	-	337,000
General Fund Operating Revenues	001	45,000	60,000	40,000	80,000	35,000	260,000
Local Option Gas Tax Revenues	150	310,000	310,000	310,000	310,000	310,000	1,550,000
1/2 Cent Infrastructure Surtax	151	320,000	820,000	820,000	820,000	820,000	3,600,000
Sanitation Fund	430	290,000	-	40,000	160,000	-	490,000
Southend Redevelopment Tax Increment Fund	182	-	-	-	-	-	-
Stormwater Operating Revenues	423	1,616,000	815,000	1,245,000	3,295,000	455,000	7,426,000
Unfunded - City of Jacksonville	-	825,000	-	-	-	-	825,000
Water & Sewer Utility Operating Revenues	420	3,787,465	2,320,000	1,725,000	1,500,000	1,875,000	11,207,465
Total CIP Funding Sources		\$7,701,965	\$4,400,000	\$4,180,000	\$6,550,000	\$3,495,000	\$26,326,965
Expenses:							
Streets:							
Vehicle Replacement Program	001	\$ 45,000	\$ 60,000	\$ 40,000	\$ 80,000	\$ 35,000	\$ 260,000
Heavy Vehicle Replacement Program	315	71,500	75,000	-	385,000	-	531,500
Street/Sidewalk Maintenance (not capital)	150/ 151	560,000	1,060,000	1,060,000	1,060,000	1,060,000	4,800,000
New Sidewalks	151	70,000	70,000	70,000	70,000	70,000	350,000
Penman Road Area Road & Infrs. Impr.	unfunded	825,000	-	-	-	-	825,000
Total CIP - Roads & Streets		1,571,500	1,265,000	1,170,000	1,595,000	1,165,000	6,766,500
Distribution & Collection:							
Vehicle Replacement	420	70,000	60,000	35,000	-	-	165,000
Water Distribution & Sanitary Sewer Collection Systems Improvements:							
Water Main Replacement	181/ 420	360,000	460,000	400,000	260,000	400,000	1,880,000
Water Valve/ Sewer Maint Programs (not capital)	420	325,000	325,000	325,000	325,000	325,000	1,625,000
Water, Sewer & Stormwater Improvements	315/420/ 423	1,465,000	-	-	-	-	1,465,000
		2,220,000	845,000	760,000	585,000	725,000	5,135,000
Pollution Control Plant:							
Vehicle Replacement Program	420	35,000	-	-	-	-	35,000
Sewer Rehabilitation Program-Lift Stations	420	345,000	340,000	290,000	325,000	550,000	1,850,000
Wastewater Treatment Facility Impr.	420	420,000	690,000	675,000	590,000	600,000	2,975,000
		800,000	1,030,000	965,000	915,000	1,150,000	4,860,000
Water Plant:							
Vehicle Replacement Program	420	-	-	-	-	-	-
Raw Water Wells Improvement Program	420	60,000	-	-	-	-	60,000
Elevated Water Tank Exterior Renovation	420	-	320,000	-	-	-	320,000
Water Plant Facility Improvements	420	512,465	125,000	-	-	-	637,465
		572,465	445,000	-	-	-	1,017,465
Capital Projects							
Relocate/ Rebuild Stations #7 & #8 and Demolish existing lift stations #7 & #20	420	1,000,000	-	-	-	-	1,000,000
		1,000,000	-	-	-	-	1,000,000
Total CIP - Water & Sewer		4,592,465	2,320,000	1,725,000	1,500,000	1,875,000	12,012,465
Stormwater							
Vehicle Replacement Program	423	-	70,000	70,000	-	160,000	300,000
Generator 9th Ave Stormwater Station	420	95,000	-	-	-	-	95,000
Stormwater Collection & Treatment Impr.	423	858,000	450,000	880,000	3,000,000	-	5,188,000
Stormwater Collection & Treatment Improve	182	-	-	-	-	-	-
Stormwater Pipe Cleaning (not capital)	423	95,000	95,000	95,000	95,000	95,000	475,000
Stormwater Channel Cleaning (not capital)	423	200,000	200,000	200,000	200,000	200,000	1,000,000
Total CIP - Stormwater		1,248,000	815,000	1,245,000	3,295,000	455,000	7,058,000
Sanitation							
Vehicle Replacement Program	430	290,000	-	40,000	160,000	-	490,000
Total CIP - Public Works		\$ 7,701,965	\$ 4,400,000	\$ 4,180,000	\$ 6,550,000	\$ 3,495,000	\$ 26,326,965

Capital Improvement Plan: FY2020-2024

Project Title: Vehicle and Heavy Equipment Replacement Program

Department/Division: Public Works / All Divisions

Project Description and Reason Necessary: This is a program to replace vehicles due to increasing annual operating expenses, age, and condition.

Division (FY Replacement)	Fund Source	Truck #	Model Yr.	Description	Mileage (Hours) at 2/2019	Estimated Replacement Cost
Streets (2020)	001	505	2003	Dodge, Durango 4X4	52,210	\$45,000
Streets (2021)	001	515	2009	Ford Ranger	77,500	\$30,000
Streets (2021)	001	550	2009	Ford Ranger	104,450	\$30,000
Streets (2022)	001	565	2010	F-150 4x4	89,900	\$40,000
Streets (2023)	001	ST-73	2003	Hamm HD-Roller	(153hrs)	\$45,000
Streets (2023)	001	514	2011	F-150	48,100	\$35,000
Streets (2024)	001	524	2014	F-150	29,390	\$35,000
Sanitation (2020)	430	546	2015	Schwarze A7 Tornado Street Sweeper	26,380/ (4,662 hrs)	\$290,000
Sanitation (2022)	430	555	2010	F-150 4x4	74,450	\$40,000
Sanitation (2023)	430	510	2013	International 4300 Clam Bucket Truck	50,300	\$160,000
Stormwater (2021)	423	ST-91 (Streets)	1997	Acme Trailer Mounted 8" Pump	(1,586hrs)	\$70,000
Stormwater (2022)	423	ST-95 (Streets)	2001	Acme Trailer Mounted 8"/10" Pump	(1,354hrs)	\$70,000
Stormwater (2024)	423	535	2014	CAT Challenger Boom Arm Mower	153	\$160,000
D&C (2020)	420	506	2008	Ford F-250 ¾-ton Truck w/utility body	61,229	\$35,000
D&C (2020)	420	540	2009	Ford F-250 ¾-ton Truck w/utility body	60,609	\$35,000
D&C (2021)	420	502	2006	Ford F-150 1/2- ton Pickup truck	82,309	\$30,000
D&C (2021)	420	523	2007	Ford F-150 ½-ton Pickup Truck	84,357	\$30,000
D&C (2022)	420	590	2011	Ford F-250 ¾-ton Truck w/utility body	70,075	\$35,000
PCP (2020)	420	508	2005	Ford F-150 ½ ton Pickup Truck	54,737	\$35,000
					TOTAL:	\$1,250,000

Capital Improvement Plan: FY2020-2024

Vehicle Replacement Summary:

DIVISION (<i>Fund Source</i>)	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
STREETS DIVISION						
General Fund:	\$45,000	\$60,000	\$40,000	\$80,000	\$35,000	\$260,000
Sanitation Fund:	\$290,000		\$40,000	\$160,000		\$490,000
Stormwater Fund:		\$70,000	\$70,000		\$160,000	\$300,000
Streets Division Subtotal:	\$335,000	\$130,000	\$150,000	\$240,000	\$195,000	\$1,050,000
WATER & SEWER FUND						
D&C Division:	\$70,000	\$60,000	\$35,000			\$165,000
PCP Division:	\$35,000					\$35,000
Water & Sewer Fund Subtotal:	\$105,000	\$60,000	\$35,000	\$0	\$0	\$200,000
TOTAL:	\$440,000	\$190,000	\$185,000	\$240,000	\$195,000	\$1,250,000

Capital Improvement Plan: FY2020-2024

Project Title: Heavy Equipment and 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 and equipment funded by the General Fund that are necessary to move debris and to maintain the City's roads and utility systems. The cost of these major equipment items makes it important to plan for their replacement by reserving a portion of their replacement cost on an annual basis until the vehicle or heavy equipment's replacement cost has been accumulated. The estimated life for each of these items are approximately 5-10 years. Vehicles and heavy equipment included in this program are those costing more than **\$50,000**.

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.

No significant operating budget impact will occur.

Description	Truck #	Year	Replacement Yr.	Mileage (hours) at 2/2019	Estimated Replacement Cost	Estimated Trade-in Value	Net Est. Cost
John Deere 4320 4X4 Tractor	ST-88	2005	2020	908	\$71,500		\$71,500
John Deere Tractor & Bushhog	ST-32	2005	2021	1,116 hrs.	\$75,000		\$75,000
Caterpillar 4x4 Backhoe	527	2017	2023	662	\$125,000	\$35,000	\$90,000
Caterpillar Excavator	534	2018	2023	131	\$260,000	\$75,000	\$185,000
				TOTAL	\$531,500	\$110,000	\$421,500

Capital Improvement Plan: FY2020-2024

General Capital Projects Fund – Streets Heavy Equipment Reserve Funding Progress:

	2020	2021	2022	2023	2024	5-Year SUMMARY TOTAL
Balance, beginning of year	\$172,409	\$200,909	\$225,909	\$325,909	\$40,909	<i>Begin:</i> \$172,409
Deposits, from General Fund into Streets Cap. Proj. Reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	<i>Add:</i> \$500,000
Est. Available Balance	\$272,409	\$300,909	\$325,909	\$425,909	\$140,909	<i>Total:</i> \$672,409
Withdrawals:						
• John Deere 4320 4X4 Tractor	\$71,500					
• John Deere 5520 Tractor & Bushhog		\$75,000				
• Caterpillar 4x4 Backhoe				\$125,000		
• Caterpillar Excavator				\$260,000		<i>Less:</i> \$531,500
Balance, end of year	\$200,909	\$225,909	\$325,909	\$40,909	\$140,909	<i>End:</i> \$140,909

Capital Improvement Plan: FY2020-2024

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 33.7 miles of sidewalk. The City programs annual maintenance on a portion of its public pavement (streets, parking lots, and sidewalks).

- Street Maintenance:
 - Roadway: Over the past decade or so, this program has consisted of a combination of hot-in-place recycling, mill & overlay, overlay, resurfacing or sealing, and asphalt rejuvenation. In the past, maintenance was programmed for an average of approximately 10% to 15 % of the inventory. In the short to intermediate term, staff anticipates that mill & overlay, overlay and asphalt rejuvenation approaches will be the primary focus.

A Pavement Management Survey is currently underway and is expected to be completed by FY2020. Funds will be expended based on the results of this survey. For FY2021 and beyond, streets maintenance funds will be tied to specific projects from the pavement management plan.
 - Traffic Striping: The City restripes streets that are resurfaced or overlaid, and restripes existing striping on streets as necessary.
- Sidewalk Maintenance: The sidewalk maintenance program consists of repairing existing sidewalks, based on the severity of deterioration.
- New Sidewalk: In the past, the City annually funded programs to construct new sidewalks for the City’s Safety Sidewalk Master Plan and other key sections that connect to the master plan or that prudently connect existing sidewalk sections.

Note: Installation of new sidewalk on 15th Avenue North (3rd Street N. to Penman Road) is to be integrated with intersection improvements designed in the Penman Road commercial area project and the FDOT A1A drainage project design with a bridge over the 8th Street Drainage Channel.

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

PROJECT (<i>Fund Source</i>)	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Street Maintenance (<i>LOGT</i>)	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,375,000
(Not Capital) (<i>BJB</i>)	\$250,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,250,000
Sidewalk Maint. (<i>LOGT</i>)	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
(Not Capital)						
New Sidewalks (<i>BJB</i>)	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
(Capital)						
TOTAL	\$630,000	\$1,130,000	\$1,130,000	\$1,130,000	\$1,130,000	\$5,150,000

Capital Improvement Plan: FY2020-2024

Project Title: Road & Associated Infrastructure Improvements

Department/Division: Public Works / Streets

Project Description and Reason Necessary: Within the City there are roads that 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.

Penman Road Commercial Area Improvements: *Recommended Project funding is General Capital Projects Fund road reserve, 1/2-cent Infrastructure Surtax (BJB), Stormwater Fund, Water & Sewer Fund.* The scope of work for this project includes improvements to sidewalks, curbing, driveway accesses, traffic and parking control, pedestrian crossing, replacement of old deteriorated force main, feasibility of connecting six residences on septic tanks and drainage improvements. Project is centered on the 15th Avenue North intersection with general north-south limits approximately 11th to 18th Avenues North. Project includes traffic study and design, followed by construction. Study is underway with design start to follow soon after.

Funding Source(s): 1/2-cent Infrastructure Surtax (BJB) for design work. City of Jacksonville funding for construction costs.

Penman Rd. Commercial Area	PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Study/Conceptual Design (BJB)	\$317,758						
Construction (City of Jacksonville)		\$825,000					\$825,000
TOTAL		\$825,000	\$0	\$0	\$0	\$0	\$825,000

NOTES:

1. The above estimated planning costs are variable until project scope, design, bid advertisement and bid award are complete.
2. When roads are identified for reconstruction, Public Works reviews other utility and traffic systems (water, wastewater, stormwater, pavement and road base, sidewalk, public right-of-way parking, etc.) in the right-of-way for prudent upgrades and repairs to maximize return on investment.
3. Other projects may be added in the future for other necessary road reconstruction. Listed projects may be deleted and/or shifted on time-line due to budgetary constraints.

Capital Improvement Plan: FY2020-2024

Project Title: Relocate / Rebuild Sanitary Sewage Lift Stations #7 & #8
In order to Demolish Existing Lift Stations #7 and #20

Department/Division: Public Works / Capital Projects

Project Description and Reason Necessary:

The City's wastewater collection system, consisting of 1,990 sewer manholes, 85 miles of sewer mains, 18 miles of force mains, and 38 sewage lift stations, endures a harsh/corrosive environment due to hydrogen sulfide gas.

- Sewer 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. Sewer mains and services are also subject to tree/shrub root penetrations, especially those in backyard alleys / easements.
- Sewage lift stations are programmed for periodic rehabilitation that includes wet wells, electrical, mechanical and pumping systems, force main piping and other site improvements.

Existing Lift Stations #7, #8 and #20 are in the 5-year window for rehabilitation. Staff determined that a viable alternative is to invest the rehabilitation funding into abandoning the existing LS#7, constructing a new LS#7, abandoning the existing LS#20, and rehabbing the existing LS#8. The locations of these lift station sites are:

<u>Lift Station Sites</u>	<u>General Location</u>
• Existing LS #7	N. 18 th Ave. and 3 rd St.
• Existing LS #8	N. 18 th Ave. at San Pablo Elementary School
• Existing LS #20	N. 15 th Ave. and 4 th St.
• New LS #7 at Vacant BES Site	N. 18 th Ave. and 4 th St.

Abandoning the existing LS#7, constructing a new LS#7, abandoning the existing LS#20, and rehabbing the existing LS#8 will result in more cost effective long-term maintenance and continuing service during power outages. Currently, it is planned to construct the project in 2 phases. The following chart gives an overview of the scope in each phase:

Capital Improvement Plan: FY2020-2024

<u>PHASE</u>	<u>OVERVIEW</u>
Phase A: <ul style="list-style-type: none"> • Build New LS #7 • Demolish Old LS #7 and Old LS #20 	<i>Design underway; Construction programmed for FY2019</i> <ul style="list-style-type: none"> ○ Build new LS #7 with generator on city property (N. 4th St. & 18th Ave.) ○ Build new wastewater gravity main on North 18th Avenue (State Road A1A to 4th Street) to discharge into new LS #7 ○ Replace wastewater gravity main on N. 4th Street (13th to 18th Aves.) ○ Build new wastewater force main on N. 4th Street ○ Replace & upgrade stormwater gravity mains ○ Replace & upgrade potable water mains ○ Demolish old LS #7 & old LS #20 ○ Rebuild roadway and curbing ○ Stormwater improvements on N. 13th & 14th Avenues (3rd to 4th Streets)
Phase B: <ul style="list-style-type: none"> • Rehabilitate Existing LS #8 • Construct new sewer force main to manifold with new LS #7 	<i>Design underway; Construction programmed for FY2020</i> <ul style="list-style-type: none"> ○ Rehabilitate existing LS #8 ○ Rebuild roadway and curbing ○ Construct new force main on 18th Avenue North from LS #8 to manifold with new force main from LS #7
NOTE: <i>Phasing is necessary so that project is flexible to integrate with possible route(s) for FDOT AIA Drainage Improvement Project.</i>	

Funding Source: Water & Sewer Fund

PROJECT	PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Phase A <i>Design</i> <i>Construct</i>	\$205,220 \$2,200,000						
Phase B <i>Design</i> <i>Construct</i>	\$152,997	\$1,000,000					\$1,000,000
TOTAL CAPITAL:		\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

Capital Improvement Plan: FY2020-2024

Project Title: Water Distribution & Sanitary Sewer Collection Systems Improvements

Department/Division: Public Works / Distribution & Collection

Project Description and Reason Necessary:

Water Distribution System Improvements: *Recommended Funding Source – Water/Sewer.* The City’s water distribution system consists of approximately 109 miles of water mains, 2,736 water valves, 11,193 water service laterals 927 fire hydrants and two (2) elevated water tanks. Various existing water mains in some areas require replacement because they are old, tuberculated, galvanized 2” and/or unlined/deteriorated 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 needed 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.**

Water Main Replacement Projects at Various Locations: *Recommended funding source – Water & Sewer Fund.* Each project includes replacing old galvanized, old cast iron, and asbestos cement (AC) water mains with new 6” or greater PVC water mains and valves. New fire hydrants installed as necessary. Ancillary sidewalk and asphalt road crossing work as necessary.

Project	Water Main Replacement		Project Area		
	Old Type	Est. Length	ALONG	FROM	TO
2nd Ave. N. Water Main (20th St N. to the west) Design (2023) & Const. (2024)*	2” pipe	Install 2500 ft. of 8” PVC pipe (<i>delay to size for future development</i>)	• 2 nd Ave. North	20 th St. North	Dead end (boat ramp)
7th Ave. S., 8th Ave. N. & Shetter Ave. Imprvs. FY20-W/S/CRA Design (2019) Const. (2020)		Install 8” water main Install 8” sewer main Install 8” sewer main	• 7 th Ave. South • 8 th Ave. North • Shetter Avenue	1 st St. South 1 st St. North 6 th St. South	End Zone 2 nd St. North 5 th St. South
Water Main Imps @ Various Locations FY21-W/M-D(2020) & C(2021)	2” galvanized	3,700 ft.	• 21 st St. North • 20 th St. North • Seagrape Dr. • Rita Rae Ln. • 21 st Ave. South • 36 th Ave South	9 th Ave. North 9 th Ave. North Seabreeze Ave. Seabreeze Ave. 1 st St. South 1 st St. South	Dead End Dead End Trudee Dee Ln. Seagrape Dr. 2 nd St. South Ocean Dr.

Capital Improvement Plan: FY2020-2024

Project	Water Main Replacement		Project Area		
	Old Type	Est. Length		Old Type	Est. Length
FY22-WM Design (2021) Construct (2022)	2" galvanized 6" Cast Iron	2,400 Install 3-12" Valves 2-12" valves	<ul style="list-style-type: none"> • 6th St. North • 6th St. North • 21st Ave. South • 2nd St. South • 2nd St. South • Gordon Ave. 	4 th Ave. North 2 nd Ave. North 1 st St. South 21 st Ave. South 21 st Ave. South Water Tower	6 th Ave North Beach Blvd. 2 nd St South 22 nd Ave. South 17 th Ave. South
FY23-WM	1" Services 1" Services	20 Services Replace 1" water services	<ul style="list-style-type: none"> • 2nd St. South • Jax Beach Section A 		

* Waiting to see what and when Beach Marine is going to build.

Sanitary Sewer Collection System Improvements: *Recommended Funding Source –*

Water/Sewer. The City's wastewater collection system consists of approximately 85 miles of sewer mains and 1,990 manholes, 38 sewage lift stations with 18 miles of force mains. 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, 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.**

Water Main Replacement (Fund Source)	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
2 nd Ave. N. Water Main Imprvs. (Phase G) (W/S) ON HOLD <i>Design</i> <i>Construct</i>				\$60,000	\$400,000	\$460,000
7 th Ave. S., 8 th Ave. N. & Shetter Ave. Imprvs (Phase H) (W/S, DT/TIF) <i>Design</i> <i>Construct</i>	\$300,000					\$300,000
Water Main Imps @ Various Locations (W/S) <i>Design</i> <i>Construct</i>	\$60,000					
FY21-WM		\$400,000				\$460,000
FY22-WM (W/S) <i>Design</i> <i>Construct</i>		\$60,000	\$400,000			\$460,000
FY23-WM <i>Construct</i>				\$200,000		\$200,000
TOTAL W/S DT/ TIF	\$260,000 \$100,000	\$460,000	\$400,000	\$260,000	\$400,000	\$1,880,000

Capital Improvement Plan: FY2020-2024

NOT CAPITAL	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Water Valve Maintenance Program ¹ (W/S)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Sanitary Sewer System Maintenance Program ² (W/S)	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
TOTAL NOT CAPITAL	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000

¹The annual **Water Valve Maintenance Program** consists of exercising approximately 25% of the valve inventory and subsequently replacing damaged/broken valves as necessary.

²The annual **Sanitary Sewer System Maintenance Program** consists of inspecting approximately 10% of the manhole inventory and subsequently relining/ reconstructing manholes as necessary. It also includes cleaning/televising sewer mains/services, lining clay sewer mains in backyard easements to reduce infiltration, and making point repairs as necessary.

Capital Improvement Plan: FY2020-2024

Project Title: Water, Sewer and Stormwater Main Improvements

Department/Division: Public Works / Distribution & Collection

Project Description and Reason Necessary:

10th Street South (Beach Blvd. to 5th Ave. S.) Improvements: The scope of work for this project includes improvements to the roadway, stormwater, sanitary sewer and water distribution systems plus other ancillary public improvements throughout and nearby the project area.

Type of work	Description of work	Project Area		
		ALONG	FROM	TO
Water	Construct new water mains; grout fill existing water mains; add new water services, fire hydrants, valves, fittings and connections to existing water mains	• 10 th St. S.	Beach Blvd.	5 th Ave. S.
Sewer	Construct new, and remove existing, sewer mains in alleys; add new sewer services, manholes and concrete pavement	• Between 9 th and 10 th St. S.	Beach Blvd.	5 th Ave. S.
Stormwater/ Roadways	Construct new, and remove existing, stormwater piping; add new curb and gutter; add new asphalt pavement	<ul style="list-style-type: none"> • 10th St. S. • 11th St. S. • 2nd Ave. S. • 3rd Ave. S. • 4th Ave. S. 	2 nd Ave. S. 4 th Ave. S. 9 th St. S. 9 th St. S. 9 th St. S.	5 th Ave. S. 5 th Ave. S. 10 th St. S. 10 th St. S. 11 th St. S.

Funding Source: General Capital Projects Fund road reserve, Water & Sewer Fund, Stormwater Fund, and General Capital Projects Fund road reserve

10th Street South Beach Blvd. to 5th Ave. S. (Fund Source)	PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Design (W/S)	\$105,000						
(SW)	\$50,000						
(GCP)	\$45,000						
Construction (W/S)		\$760,000					\$760,000
(SW)		\$368,000					\$368,000
(GCP)		\$337,000					\$337,000
TOTAL:		\$1,465,000	\$0	\$0	\$0	\$0	\$1,465,000

Capital Improvement Plan: FY2020-2024

Project Title: Sanitary Sewer Lift Stations Rehabilitation Program

Department/Division: Public Works / Pollution Control Plant

Project Description and Reason Necessary: The City has an inventory of 38 sewage lift stations and about 1,990 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 such as Spectrashield, having a 10-year warranty (or similar product). In addition, pumps, piping, controls, fencing, and surface improvements at the lift stations are to be replaced or maintained as necessary. The current program strategy is to rehabilitate lift stations on an average of every 10 years.

- **LS #23:** Under Design. *Project programmed for FY2019/2020.* This is a duplex submersible lift station located at 1290 12th Street N., with the wet well in the middle of the street cul-de-sac. The pumps and control panel were replaced in 2001 and were oversized to handle stormwater infiltration and intrusion. Subsequently, the stormwater inflow issues have been properly resolved. The wet well hatches were replaced in 2016 because of their deteriorated condition. Currently, this lift station has a number of issues and does not meet Jacksonville Beach lift station or Dataflow design specifications. The Spectrashield coating in the wet well is deteriorating and needs repair. The pumps are too large for the hatch size and the rails must be disassembled to remove the pumps. The control panel is attached to a light pole and the (Dataflow) telemetry antenna is at an improper height and not installed correctly. This station requires new smaller capacity pumps/motors, piping, valves, control panel and new SCADA system.
- **LS #27:** *Project programmed for FY2020/2021.* This is a duplex submersible station located at 3780 Sanctuary Way N. It was built in May 1994 and was coated with Spectrashield in 2006. The interior discharge piping has several holes that have been repaired by the lift station mechanics. The control panel needs to be replaced. The pumps are different sizes, which does not afford optimum efficiency. The driveway is too narrow to allow access for a vac truck without driving on the grass (maintained by the neighborhood association). This station requires new pumps/motors, piping, valves, control panel and access road.
- **LS #34:** *Project programmed for FY2021/2022.* This is a duplex submersible station located at 323 Lions Club Rd. The station was built in 1995. It has had numerous pump replacements. The wet well is too small and needs to be replaced. The station was originally built to serve the Parks and Recreation offices and the Lions Club. Since then, the Parks and Rec. building has been converted to a senior daycare facility with an added bathroom and additional clients occupying the building all day. The pumps and controls do not meet the City's current requirements. The pumps are single phase and not good quality pumps. The station needs to be converted to a three-phase station to eliminate the need to stock parts unique to this station and to allow for operation that is more reliable. This station requires new larger wet well (coated with Spectrashield), new pumps/motors, piping, valves, control panel, SCADA system, fencing, and access road.

Capital Improvement Plan: FY2020-2024

- **L/S #28:** This is a Gorman Rupp station, also called a doghouse station, located at 1241 Blue Heron Ln N. This station, built in 1994, is the last above ground station in our system and presents all of the problems associated with this type of station. These problems include vacuum leaks, belt replacement, and difficulty pulling pumps because of the small enclosure size. The control panel is not far enough off the ground and area flooding makes it impossible to power the station until water subsides. This station needs to be converted to a submersible station with new pumps, valves, piping, control panel and wet well.
- **L/S #5:** This is a duplex station located at 50 S. 37th Ave. The station was constructed in 1984 and an upgrade was completed in 1996 when it was converted from dry pit pumps to a submersible station. The generator was replaced in 2018. The well coating is deteriorating and at very least in need of new coating. The pumps are now obsolete and in need of replacement. The guide rails have been repaired many times and are also in need of replacement. The check valves are no longer manufactured and cannot be replaced without modifying the discharge piping. This station needs a complete rehab including new wet well or well repair, new pumps, valves, piping, control panel, and fencing.

FUTURE LIFT STATION PROJECTS:

- **LS #21:** located at 4235-50 Marsh Landing Boulevard
- **LS#11:** located at 251 N. 20th Street
- **LS #24:** located at 3750 South Third Street
- **LS #25:** located at 1781 The Greens Way
- **LS #33:** located at Ocean Cay Unit 2 SD (at 3180 Isabella Boulevard)
- **LS #30:** located at existing BES building at the substation at 4400 South Beach Parkway
- **LS #35:** located at Jardin de Mer Condos
- **LS #19:** located at 33 Rosewood Drive

Funding Source: Water & Sewer Fund

PROJECT (<i>Fund Source</i>)	PRIOR	FY2020	FY2021	FY2022	FY2023	FY 2024	TOTAL
LS #23 (W/S) <i>Design</i>	\$45,000						\$300,000
<i>Construct</i>		\$300,000					
LS #27 (W/S) <i>Design</i>		\$45,000					\$345,000
<i>Construct</i>			\$300,000				
LS #34 (W/S) <i>Design</i>			\$40,000				\$290,000
<i>Construct</i>				\$250,000			
LS #28 (W/S) <i>Design</i>				\$40,000			\$290,000
<i>Construct</i>					\$250,000		
LS #5 (W/S) <i>Design</i>					\$75,000		\$575,000
<i>Construct</i>						\$500,000	
LS #35 (W/S) <i>Design</i>						\$50,000	\$50,000
<i>Construct</i>							
TOTAL CAPITAL:		\$345,000	\$340,000	\$290,000	\$325,000	\$550,000	\$1,850,000

Capital Improvement Plan: FY2020-2024

Project Title: Wastewater Treatment Facility Improvements Program

Department/Division: Public Works / Pollution Control Plant

Project Description and Reason Necessary:

- **WinnCC HMI (Human Machine Interface) Program:** We are in the process of technology updates at the Pollution Control Plant. These updates include new cameras and the repair and replacement of existing fiber optic cables that have been damaged or worn. During these upgrades, it has been discovered that our HMI is obsolete and no longer supported by Siemens. In order to bring our HMI up to standard for efficient operation with the plant upgrades, the software needs to be updated and licenses need to be purchased. The version of WinnCC that we are running (7.0 service pack 3) was originally installed on our system in 2009; it had already been superseded by Siemens TIA Portal software, now WinnCC V7.5. Siemens has been supporting 7.0 for many years, but has withdrawn support for this legacy product. Without factory support, it would be difficult for us to continue with this version. We believe it would be in the best interest of the City to explore another solution for modernization other than using a proprietary system.
- **Sludge Dewatering Facility Replacement:** The Pollution Control Plant currently uses a belt filter press system for residual (sludge) dewatering. This facility was installed in 1996. It included a steel building with a lean-to, stairway with platform, an overhead conveyer system for truck loading and a 1.5 meter belt filter press with appurtenances. The building, lean-to and stairs/platform have significantly deteriorated due to corrosion from exposure to sludge operations. During the PCP upgrade in 2009, the building's "skin" was removed and replaced with concrete block. The roof, ventilation fan substructure and metal supports (plus the previously mentioned stairs and lean-to) are deteriorated to the point that structural integrity is questionable. Due to the age of the facility (22 years, the belt press and conveyer are reaching the end of their useful life. Staff recommends that the existing facility be replaced with a centrifuge dewatering system including a closed pipe screw mechanism with an overhead telescoping discharge manifold for filling trucks. (Redundant system / major components budgeted for FY23)
- **Modifications to the Chlorine Contact Tanks and Chlorination/De-Chlorination Systems:** The existing chlorination system was sized for the lower, continuous flow of the old plant. The new plant releases effluent in larger volumes, which must be chlorinated immediately, causing inefficient overuse of chlorine and thus a higher rate of deterioration of the chlorination system and chlorine contact tanks. In addition, the flow inside the square tank is circular and does not efficiently mix the chlorine with the effluent. Planned improvements to the chlorination/de-chlorination systems and chlorine contact tanks will improve the efficiency of disinfection of the treated effluent, reducing chemical, repair and maintenance costs.
- **Influent Bar Screens Repairs:** The Pollution Control Plant has two influent bar screens to prevent plastics and other solids from entering the plant. The bar screens are constantly cycling at least 3 to 4 times an hour. The assessment of the bar screens show excessive wear on the chains, damaged scraper buckets, bottom bearings and sprockets that need replacing. There are

Capital Improvement Plan: FY2020-2024

two chain sets and nine scraper assemblies in each bar screen. Staff recommends overhauling bar screens to maintain inorganic solids removal.

- **Sewer Master Plan:** The City’s sanitary sewer collection and pumping system includes 38 pump stations, over 2,000 manholes and nearly 120 miles of gravity main and force main. There have been a number of expansions, modifications and rehabilitation projects since the last study was prepared (2004). The Sewer Master Plan will provide an updated assessment of the sewer system infrastructure to better understand the current system hydraulics, identify inflow and infiltration issues and to ensure the current level of service is being met in an efficient manner, and the future projected service needs are identified. The assessment will result in a Capital Improvement Plan, which will provide recommendation for needed rehabilitation of existing facilities and upgrades for growth.
- **Wastewater Treatment Plant Outfall Piping:** Clean and televise approximately 3,100 L.F. of 30” RCP pipe. Repair/rehabilitate existing 30” outfall pipe at discharge point. Repair existing pipes as necessary.

Funding Source: Water & Sewer Fund

IMPROVEMENT PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Sludge Dewatering Facility Replacement #1 Design Construct	\$75,000	\$500,000				\$575,000
Modifications to North Chlorine Contact Tanks Design Construct		\$90,000	\$600,000			\$690,000
WinnCC HMI (Human Machine Interface) Program	\$100,000					\$100,000
Influent Bar Screen Repair	\$120,000					\$120,000
Sludge Dewatering Facility Replacement System #2 Design Construct			\$75,000	\$500,000		\$575,000
Modifications to South Chlorine Contact Tanks Design Construct				\$90,000	\$600,000	\$690,000
Sewer Master Plan	\$125,000					\$125,000
WWTP Outfall Piping Repair		\$100,000				\$100,000
TOTAL:	\$420,000	\$690,000	\$675,000	\$590,000	\$600,000	\$2,975,000
<i>The above planning costs are variable until project scope, design, bid / quotes advertisement, and quotes / bid awards are complete.</i>						

Capital Improvement Plan: FY2020-2024

Project Title: Raw Water Wells Improvements Program

Department/Division: Public Works / Water Plant

Project Description and Reason Necessary:

Each of the City's two (2) water treatment plants are supplied with raw water from three (3) wells. Constructed in the late 1950s, Well #11 is the deepest of the City's wells at a depth of 1,204 feet. The five (5) other wells average 900 feet in depth.

Raw Water Well #11 is located at 590 Shetter Avenue in Jacksonville Beach Florida. The well was constructed in 1946 and a pump was added in 1991. Well #11 is a target of concern for the Health Department, St. Johns River Water Management District and the City. The well's water quality has declined significantly because of increasing chlorides from salt-water intrusion. The chloride levels in Well #11 samples average 150 mg/l, while our other wells average 12 mg/l. The maximum contaminant level (MCL) for chlorides allowed is 250 mg/l. The City's Consumptive Use Permit, issued by St. John's River Water Management District, requires that the City back fill Well #11 to the upper Floridian aquifer or abandon the well by March 2020.

In December 2016, *Johnson Engineering, Inc.* performed a geophysical survey of Well #11. The survey findings included: 1) back plugging Well #11 to the upper Floridian aquifer will significantly reduce well production. The video logging revealed a hole in the well casing at 293.4 feet below land surface. There is high potential that this hole will lead to increased future contamination. Alternatives are:

- At Well #11, place a smaller casing inside the well. (This will constrict flow capacity more.) (*This old 1946 well might later need de-calcification and retesting.*)
- Drill a new well at the previously approved Well #16 site and back plug / abandon Well #11.

Staff determined that the better long term option is to abandon Well #11 and drill the new replacement Well #16. This project consists of:

Planning Commission granted Conditional Use Approval. At Well #16 location, drill new well to 900 feet and construct on site header (well house, pumps, piping, etc.). Extend / construct new Raw Water Main (2,400 feet +/-) from Well #15 site (southeast part of Gonzales Park) to the new Well #16 site (11th St. S. & 8th Ave.). Complete back plug and abandon old Well #11.

- (FY2017) Permission granted from SJRWMD to continue operation of Well #11 with reduced flow.
- (FY2017) Extension granted from SJRWMD to expire on **March 31, 2020**
- (FY2017) Planning Commission, Conditional Use Approval granted.
- (FY2018/19) PWC Engineering review and update 2000 design for Well #16 and extension of raw water main from Well #15 (southeast portion of Gonzales Park) to Well #16 location (8th Ave. N. & 11th St.).

Capital Improvement Plan: FY2020-2024

- (FY2019) Four Waters Engineering (PO 190750 - \$65,465.00) to design, manage and coordinate the completion of new production water Well #16, the new well building, landscaping of the well site and the abandonment of Well #11.
- (FY2019) Extend / construct new Raw Water Main (2400 feet +/-) from Well #15 site (southeast part of Gonzales Park) to the new Well #16 site (11th St. S. & 8th Ave.).
- (FY2019) At Well #16 location, drill new well to 900 feet and construct on site header (pumps, piping, etc.)
- (FY2020) Complete back plug and abandon old Well #11. Must be complete by March 31, 2020.

St. John's River Water Management District has re-activated Well #16 from our previous Consumptive Use Permit (CUP) as the replacement well location. No modification to our current CUP is required as long as there are no changes to the location or size of the well.

Funding Source: Water & Sewer Fund

PROJECT	PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Well #16 - Drill well to 900 ft. / Construct On-site Header (<i>pump, motor, piping</i>)	\$650,000						
Extend/Construct Raw Water Main from Existing Well #15 to New Well #16 Site	\$370,000						
Well #11 - Complete back-plug and abandon		\$60,000					\$60,000
TOTAL CAPITAL:		\$60,000	\$0	\$0	\$0	\$0	\$60,000
The above planning costs are variable until project scope, design, bid advertisement & bid award are complete.							

Capital Improvement Plan: FY2020-2024

Project Title: North Elevated Water Tanks Maintenance (Exterior Renovation)

Department/Division: Public Works / Water Plant

Project Description and Reason Necessary:

The City’s water system includes two elevated water tanks that require ongoing maintenance and periodic renovation. In October 2016, the City Council awarded a 5-year continuing service contract Elevated Water Tank Maintenance Program (RFP 05-1516), to three tank maintenance contractors - Tank Rehab, LLC, American Tank Maintenance, LLC, and Utility Service Company.

According to AWWA standards, utilities with regular tank cleaning programs employ internal cleaning intervals of 2 to 5 years and exterior coating on an interval of 10 to 15 years. The long-term effect is reduced corrosion of metal and reinforcement steel that could ultimately compromise the structural integrity of the elevated tank.

The North Elevated Tank (1320 11th Avenue North) was last renovated in 2010 with a touch up in 2017. An inspection conducted in May 2017 by Tank Rehab, LLC, found that the interior tank coating system is in good condition and does not require maintenance at this time. The exterior coating is in a fair condition having multiple areas where the coating has failed. The original inspection revealed at a minimum for a paint, spot-prime and overcoat system in order to delay the corrosion advancement. Exterior spot repairs were performed by Utility Services Company and a quality overcoat Tnemec paint applied, further extending the tank life allowing the exterior renovation to be moved from FY2020 to FY2021.

In FY2021, the north tower will require similar drape preparation, sand blast, and high quality coating system Tnemec Hydroflon that was recently applied to the south tank. The work on the north tank is planned for November 2020 (after hurricane season) and will take approximately 4 months to complete. Estimated costs are \$320,000.

Both tanks are covered by Verizon antenna mounts. The current configuration of this equipment limits access to corroded areas of the tanks. As a result, during the tanks renovation projects, the antennas are removed and a “corral” type antennae mount system is installed on the top of the tower. This will allow the best access for the tank / coating system maintenance in the future.

Funding Source: Water & Sewer Fund

PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024	Total
North Elevated Tank Exterior Renovation (2021)		\$320,000				\$320,000

Capital Improvement Plan: FY2020-2024

Project Title: Water Plant Improvements Program

Department/Division: Public Works / Water Plant

Project Description and Reason Necessary:

- **Water Plant #2 Generator Replacement Project:** The generator at Water Plant #2 is required to allow for the operation of the water system and Well #21 during power outages. The current 440kV 480/277 three-phase generator at Water Plant #2 was originally installed in 1983 and is now in need of replacement. Spare parts are becoming difficult to locate and some components are no longer available from the manufacturer or after-market. The replacement 450kV Caterpillar C15 generator will use the existing 500-gallon fuel tank at Water Plant #2.

Cost estimate information comes from National Joint Powers Alliance Contract Quote No. CWM17-121: Sourcewell Contract #120617 – CAT City of Jacksonville Beach, SOURCEWELL Member ID 43873 for one (1) New Caterpillar C15 450kW Engine Generator Set, Rated Standby, 480/277 Volt, 3 Phase. Generator cost is \$378,234 plus \$75,647 (20% contingency) to cover price increases in FY2020. Total replacement cost is \$453,880. Pricing for a bi-fuel generator, which would allow a blend of 25% natural gas and 75% diesel is \$521,141 (includes a 20% contingency of \$86,257).

- **Additional Mobile Generator:** The Water Plant has one mobile emergency generator, a 2008, model XQ80 Caterpillar, 80KW, used primarily during power outages, and hurricane season to power Wells #15, 22, 23 and 9th Ave N. An additional mobile generator is needed to provide dependable emergency power to these sites during extended power outages. Purchase one (1) new Caterpillar XQ125 125kW Engine generator set, rated standby, Caterpillar C4.4 inline 4 cylinder, 4 stroke, water-cooled, diesel engine, multi-voltage (3 position switch 480/277 volt, 3 phase – 208/120 volt 3 phase – 240/120 volt 1 phase, tier 4 final standards and CARB certified for non-road mobile.

Cost estimate information comes from National Joint Powers Alliance Quote No. CWM18-248. SOURCEWELL – Sourcewell Contract #120617 – CAT City of Jacksonville Beach, SOURCEWELL Member ID 43873 for one (1) New Caterpillar XQ125 125kW Engine generator set, multi voltage (3 position switch). Mobile generator cost is \$80,096 plus \$16,019, 20% contingency to cover price increases in FY2020. Total cost is \$96,115.

- **Concrete Block Building:** A mobile generator is necessary to provide emergency electrical power for both Raw Water Wells and Stormwater Pump Stations. Loss of power at these sites would reduce the capacity to provide essential services to the public. Currently, the only mobile generator is exposed to weather, rain, etc. A second mobile generator shall be purchased in fiscal year 2020. In order to protect these mobile generators, a storage facility is required.

The concrete block building shall be a high quality, 30'x50'x10', concrete block building, vertical roof, a 36"x80" lockable entrance door, two window openings, 100 amp breaker panel and two garage doors. The building is designed for the highest wind loads, 30'x50'x6", 3000psi mono concrete slab with smooth finish, and 12"x12" footers with (2) #5 continuous rebar.

Capital Improvement Plan: FY2020-2024

- **Water Plant #2 Ground Storage Tank Dome Perimeter Safety Handrails:** Water Plant #2 has two 500,000-gallon Crom pre-stressed concrete ground storage tanks built in 1983, holding 1,000,000 gallons of available fresh drinking water. In October 2018, both the East and West, 500,000 gallon, ground storage tanks interiors were completely renovated. The exterior of both tanks had minor repairs performed and were freshly painted. Both East and West ground storage tanks need to have dome perimeter safety handrails (Anodized) installed to ensure the safety of employees performing maintenance on both tanks.
- **Water Master Plan:** The City’s water well and distribution system consists of over 109 miles of water mains, 927 fire hydrants, 2,736 water valves and approximately 11,193 water services. There have been a number of expansions, modifications and rehabilitation projects since the last study was prepared. The Water Master Plan will provide an updated assessment of the water system infrastructure to better understand the current system hydraulics, identify increased tuberculation and pipe degradation to ensure the current level of service is being met in an efficient manner, and the future projected service needs are identified. The assessment will result in a Capital Improvement Plan, which will provide recommendation for needed rehabilitation of existing facilities and upgrades for growth.

Funding Source: Water & Sewer Fund

PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Water Plant #2 Generator Replacement Project	\$253,880					\$253,880
Mobile Generator Project	\$96,115					\$96,115
Concrete Block Building	\$110,000					\$110,000
WP #2, East & West Ground Storage Tank Dome Perimeter Safety Handrails	\$52,470					\$52,470
Water Master Plan		\$125,000				\$125,000
TOTAL	\$512,465	\$125,000	\$0	\$0	\$0	\$637,465

Capital Improvement Plan: FY2020-2024

Project Title: 9th Avenue North Stormwater Station - Generator

Department/Division: Public Works / Stormwater

Project Description and Necessary: 9th Avenue North stormwater pump station, located at 212 9th Avenue North. In order to keep the 9th Ave North Stormwater Pump Station operational during power outages, the Stormwater division uses a 2008, model XQ80 Caterpillar, 80KW mobile emergency generator. As a permanent solution, a fixed stand-a-lone generator is needed to provide dependable emergency power to the 9th Avenue North stormwater pump station. Purchase one (1) new Caterpillar D100-8, 100KW Engine generator set, rated standby, 240/120 volt, 3-phase, tier 3. Includes a weatherproof enclosure, polyester powder coated treated steel, a Phoenix 48-hour subbase fuel tank, jacket water heater 2kW 240VAC, 230 amp non-SE rated automatic transfer switch and 2 year limited Caterpillar warrantee.

Quote No. CWM18-264. SOURCEWELL – Sourcewell Contract #120617 – CAT City of Jacksonville Beach, SOURCEWELL Member ID 43873.

Pricing for a bi-fuel generator, which would allow a blend of 25% natural gas and 75% diesel is \$137,742 (includes a contingency of \$12,522).

Funding Source: Stormwater Fund

PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Generator for 9 th Avenue North Stormwater Station	\$95,000					\$95,000

Capital Improvement Plan: FY2020-2024

Project Title: Stormwater Collection & Treatment System Improvements Program

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 and staff field experiences and history. 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 continually been increasing over the past several years. Fund cash balance is carefully monitored. Some projects are anticipated to be deferred or delayed due to funding constraints.

Stormwater Improvements at Various Locations:

- **Isabella Boulevard (35th Avenue South to Jacksonville Drive):** Project consists of installation of approximately 450 linear feet of 42-inch RCP storm sewer piping, three (3) manholes, filling in of existing ditch, and sodding removal and replacement.
- **4th Street South (1st Avenue South to 6th Avenue South):** Project consists of removal and replacement of approximately 2,100 linear feet of 24 to 48-inch storm sewer piping, manholes, inlets, curb and gutter and asphalt pavement. Water and sewer mains may also have to be replaced in this area.
- **Madrid & Wingate Stormwater Stations** Telemetry TAC Pack TCU upgrades. Project includes onsite services from Data Flow Systems, all necessary equipment, parts, labor and the replacement of the old RTU enclosure assembly and convert an existing DFS PCU installation into a TCU at both stormwater sites.
- **Dune Walkovers:** There are forty-nine (49) dune walkovers within the City. There are twenty-one (21) dune walkovers outside the Downtown CRA District. The City's intent is to replace them with a plastic decking material to minimize maintenance and prolong its life.
- **Beach Outfalls:** There are twenty-nine (29) existing beach outfalls within the City. There are fourteen (14) existing beach outfalls located outside the Downtown CRA District. It is the City's intent to replace all of them with in-line check valves to minimize water from backing up into the system, pending funding availability. The City is scheduled to receive a FDEM grant in the amount of \$41,310 to offset the design fee.
- **Evans Drive Area Stormwater Improvements:** Cleaning/Televising of five (5) stormwater outfalls consisting of approximately 1,000lf of PVC/RCP; installing in-line check valves and construction of new piping as necessary to minimize area flooding.
- **Stormwater Master Plan:** There have been a number of expansions, modifications and rehabilitation projects since the last study was prepared prior to 2000. The Stormwater Master

Capital Improvement Plan: FY2020-2024

Plan will provide an updated assessment of the stormwater system infrastructure to better understand the current system hydraulics, impacts of current and planned development and assess impacts of projected sea level rise. The assessment will result in a Capital Improvement Plan, which will provide recommendation for needed rehabilitation of existing facilities and upgrades for growth and the changing environment.

Funding Sources: Stormwater Fund

PROJECT		PRIOR	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Isabella (35 th Ave to Jax Dr)	<i>Design</i> <i>Construct</i>		\$40,000	\$200,000				\$240,000
4th St S. (1 st -6 th Ave S)	<i>Design</i> <i>Construct</i>			\$200,000	\$450,000	\$3,000,000		\$3,650,000
Madrid & Wingate Stormwater Stations	<i>Construct</i>		\$18,000					\$18,000
Non-ADA Dune Walkovers	<i>Design</i> <i>Construct</i>	\$61,944	TBD	TBD	TBD	TBD	TBD	TBD
Beach Outfalls	<i>Design</i> <i>Construct</i>	\$13,066	\$800,000					\$800,000
Evans Dr Area Stormwater Imprvs.	<i>Design</i> <i>Construct</i>			\$50,000	\$305,000			\$355,000
Stormwater Master Plan	<i>Study</i>				\$125,000			\$125,000
TOTAL CAPITAL			\$858,000	\$450,000	\$880,000	\$3,000,000	\$0	\$5,188,000

PROJECT (NOT CAPITAL)	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL
Pipe Cleaning	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$475,000
Channel Cleaning and Maintenance	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TOTAL NOT CAPITAL	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000	\$1,475,000



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.

Accrual basis of accounting - method of accounting that recognizes the financial effect of transactions, events, and inter-fund 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

AICPA – American Institute of Certified Public Accountants

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

Glossary and list of acronyms

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 through the budget process.

Budgetary Control - the control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limits of revenues and approved appropriations.

Budget Message - a brief written statement presented by the City Manager to the City Council and incorporated into the budget document which highlights budget issues and policy recommendations.

Budget Process - the established procedures and calendar for the tasks which are to be completed prior to the adoption of the annual operating budget.

Budget Resolution - the official enactment by the City Council legally authorizing City officials to obligate and expend City resources.

Budgetary Solvency - a governmental unit's ability to generate sufficient cash revenues to pay its bills over a thirty to sixty day time frame.

CAD — Computer-Aided Dispatch

CAFR — Comprehensive Annual Financial Report

CALEA — Commission on Accreditation for Law Enforcement Agencies

CAPE – Community Assisted Policing Effort

Capital (Fixed) Asset – Land, improvements to land, easements buildings, building improvements, vehicles, machinery, equipment, works of art, historical treasures, infrastructure and all other tangible or intangible assets costing \$1,000 or more that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Expenditure/Capital Outlay - an expenditure for the acquisition of, or addition to a capital (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

Glossary and list of acronyms

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/encumbered - 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

Glossary and list of acronyms

Expenditure/Expense - the outflow of funds paid or to be paid for an asset obtained or for goods and services provided regardless of when the expense is actually paid. The term expenditure applies to governmental funds and the term expense applies to proprietary funds.

FCC – Federal Communications Commission

FDEP — Florida Department of Environmental Protection

FDOT – Florida Department of Transportation

FERC — Federal Energy Regulatory Commission

FMPA - Florida Municipal Power Agency

Fiduciary Fund – used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government’s own programs. The City of Jacksonville Beach’s pension funds are accounted for and budgeted as fiduciary funds.

Fiscal Year - the time period designated by the City signifying the beginning and ending of its annual period for recording financial transactions. The City of Jacksonville Beach’s fiscal year is October 1 through September 30.

Fixed Asset – a financial resource that is tangible, has an expected life of more than one year, costs more than \$1,000 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.

Glossary and list of acronyms

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

GASB – Governmental Accounting Standards Board

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

Glossary and list of acronyms

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

Major Funds – Governmental Accounting Standards Board (GASB) Statement No. 34, *Basic Financial Statements – and Management’s Discussion and Analysis – For State and Local Governments* sets forth minimum criteria (percentage of assets, liabilities, revenue or expenditures/expenses) for the determination of major funds. Based on that criteria, the City reports the following major funds: General Fund, General Capital Projects Fund, Community Redevelopment Fund and Electric Fund. The City has elected to report the Water & Sewer Fund as a major fund.

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

Mill – amount per \$1,000 of value

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)

Glossary and list of acronyms

NERC — North American Electric Reliability Corporation

NFPA – National Fire Prevention Association

NFTPO – North Florida Transportation Planning Organization

Nonmajor Funds – any fund that does not meet Governmental Accounting Standards Board (GASB) criteria (percentage of assets, liabilities, revenue or expenditures/expenses) for classification as a major fund or that the City does not elect to report as a major fund.

NPDES — National Pollutant Discharge Elimination System

O&M Facility – Operations and Maintenance Facility.

Operating Expenditures - also known as operating and maintenance costs, these are day-to-day expenses excluding capital outlay, debt service and transfers.

Performance Indicators - special qualitative and quantitative measures of work performed as an objective of a department.

Proprietary Funds - used to account for a government's ongoing organizations and activities that are similar to those found in the private sector. Proprietary funds include Enterprise and Internal Service Funds.

PUD – Planned Unit Development

PWRCA – Priority Water Resource Caution Area

Reserve - an account used to indicate that a portion of funds has been legally restricted for a specific purpose or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, unforeseen expenditures or revenue shortfalls.

Retained Earnings - a fund equity account which reflects accumulated net earnings (or losses) of a proprietary fund. As in the case of fund balance, retained earnings may include certain fund balance reserves.

RFP - Request for Proposal

RFQ — Request for Qualifications

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

Glossary and list of acronyms

Revenue - funds which the City receives as income. Revenue categories include taxes, licenses, user fees, service charges, fines and penalties, interest, loan proceeds and grants.

SAN — Storage Area Network

SCBA – Self-contained Breathing Apparatus

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

SLEP - Service Life Extension Program

Special Assessment - a compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund - a governmental fund in which the revenues are designated for use for a specific purpose or activity.

STAG – State and Tribal Assistance Grant

SWAT — Special Weapons and Tactics

Taxes - compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Tax Year - the calendar year in which ad valorem taxes are levied to finance the ending fiscal year budget. For example, the tax roll for the 2009 calendar year would be used to compute the ad valorem taxes levied for the 2009-2010 budget.

TCEA – Transportation Concurrency Exception Area

TECO – Tampa Electric Company

Tentative Millage - the tax rate adopted in the first public hearing of a taxing authority. Under state law, the agency may reduce, but not increase, the millage during the final budget hearing without extensive re-advertising and property owner notification.

TIF — Tax Increment Fund(s)

TMDL – Total Maximum Daily Load. TMDL refers to the maximum amount of a pollutant such as nitrogen, copper, phosphorous or other specified nutrient 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.

Glossary and list of acronyms

Transfers – are used to 1) move revenues from the fund with collection authorization to the debt service fund as debt service principal and interest payments become due, 2) move restricted amounts from borrowings to the debt service fund to establish mandatory reserve accounts, 3) move unrestricted general fund revenues to finance various programs that the government must account for in other funds in accordance with budgetary authorizations, including amounts provided as subsidies or matching funds for various grant programs.

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

WTP – Waste Treatment Plant

WWTP – Waste Water Treatment Plant

