

*Enterprise Funds
(400's)*

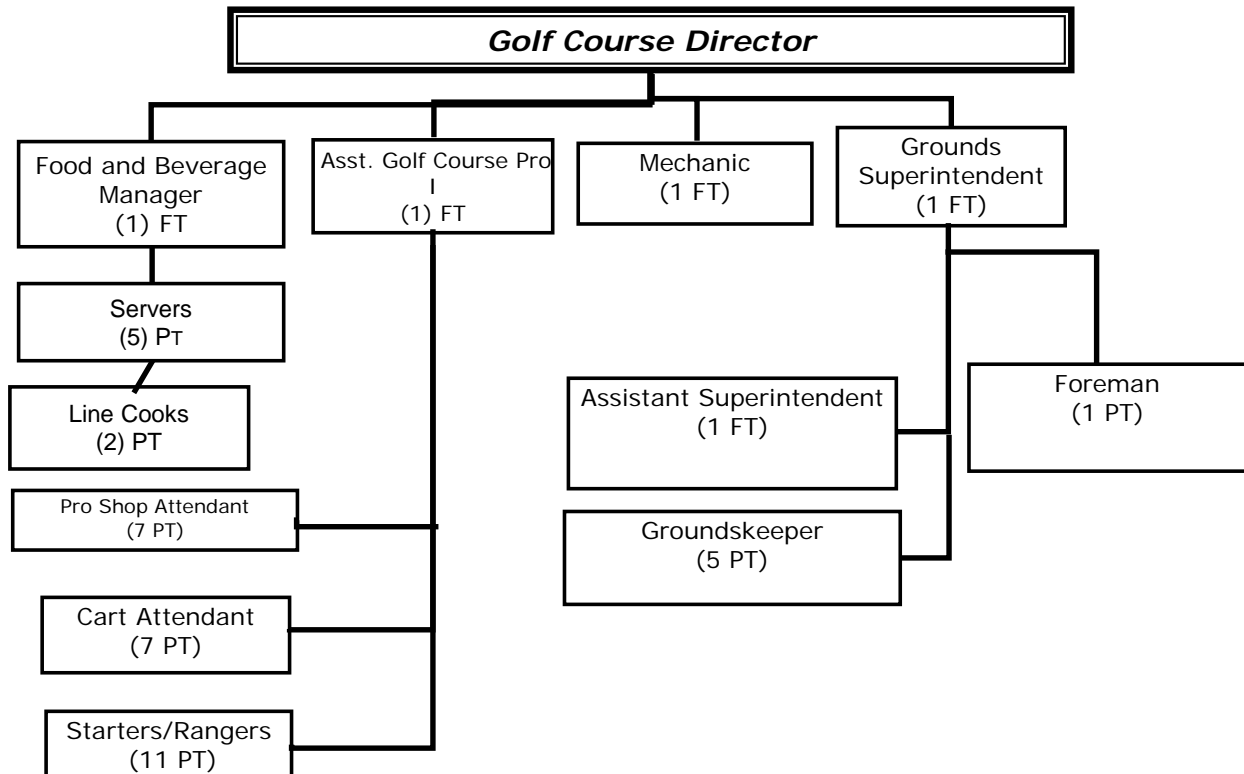
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Golf Course Mission Statement

It is the mission of the Fernandina Beach Golf Club to provide a safe, inviting and beautifully maintained golf course facility to the residents of Fernandina Beach and surrounding areas, as well as transient guests. Fernandina Beach Golf Club will continuously focus on improving the guests' experience every day by inspiring the employees to innovate and to succeed, thus obtaining the financial goals for the City of Fernandina Beach.

Organization Chart
Golf



Full-Time: 6

Part-Time: 38

Golf Course Fund

FUND TITLE/DEPARTMENT TITLE:# <i>Golf Course Fund: 410</i>	SOURCES <i>Golf Course Fund Revenues & Cash Balances</i>					
REVENUE OBJECT #/TITLE	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
OPERATING REVENUES						
331.2000 FEMA Grant	-	-	-	-	-	0.0%
347.3000 Green Fees	266,867	221,622	382,414	335,657	334,226	-0.4%
347.3100 Surcharge	28,122	45,844	40,674	40,674	25,887	-36.4%
347.3300 Memberships	155,698	150,277	179,426	178,775	90,351	-49.5%
347.3500 Golf Carts	438,893	417,596	545,552	500,545	470,535	-6.0%
347.4300 Range Fees	48,089	40,972	63,774	59,032	50,624	-14.2%
347.4500 Pro Shop Rent	135,433	121,577	151,488	146,890	140,155	-4.6%
347.5000 Snack Bar Rent	295,972	297,191	354,350	345,282	319,945	-7.3%
347.5500 Facility Rental	-	735	4,600	4,600	33,125	620.1%
347.6000 School of Golf	32,191	19,284	23,040	21,888	10,920	-50.1%
Total	1,401,265	1,315,098	1,745,318	1,633,343	1,475,768	-9.6%
Interest						
361.1000 Interest	-	-	-	-	-	0.0%
361.3010 Unrealized Gain	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
OTHER REVENUES						
362.0000 Discounts	-	-	-	-	-	0.0%
364.4900 Sale of Equipment	-	-	-	-	-	0.0%
367.0000 Gain/Loss on Sale of Equipment	-	-	-	-	-	0.0%
369.9000 Other Revenue	700	-	11,182	11,357	1,367	-88.0%
369.9200 Gain on Sale of Assets	5,063	-	-	-	-	0.0%
384.1000 Loan Proceeds	-	-	-	-	-	0.0%
384.1100 Loan Forgiveness	-	-	-	-	-	0.0%
Total	5,763	-	11,182	11,357	1,367	-88.0%
Total Operating & Other Revenues	1,407,028	1,315,098	1,756,500	1,644,700	1,477,135	-10.2%
TRANSFERS						
381.1000 Transfers From General Fund	205,900	383,600	120,600	185,000	237,000	28.1%
Total	205,900	383,600	120,600	185,000	237,000	28.1%
CASH BALANCE FORWARD						
389.1000 Cash Balance Forward	(589,380)	(693,418)	(637,000)	(613,500)	(620,500)	1.1%
Total	(589,380)	(693,418)	(637,000)	(613,500)	(620,500)	1.1%
TOTAL REVENUES & CASH BALANCES	1,023,548	1,005,280	1,240,100	1,216,200	1,093,635	-10.1%

Golf Course Fund

FUND TITLE:/FUND # <i>Golf Course: 410</i>	EXPENDITURES BY FUNCTION <i>Enterprise</i>					
FUND/DEPARTMENT # <i>410-7260-572.</i>	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
EXPENDITURE OBJECT #/NAME						
PERSONNEL						
1200 Salaries	-	-	-	-	-	0.0%
1210 Worker's Comp Reimbursement	-	-	-	-	-	0.0%
1300 Temporary	-	-	-	-	-	0.0%
1350 Part Time	201	326	-	-	-	0.0%
1400 Overtime	-	-	-	-	-	0.0%
1500 Incentive	-	-	-	-	-	0.0%
1600 Longevity	-	-	-	-	-	0.0%
2100 FICA	15	25	-	-	-	0.0%
2200 Retirement	-	-	-	-	-	0.0%
2300 Health	-	-	-	-	-	0.0%
2301 Life	-	-	-	-	-	0.0%
2350 OPEB	-	(27,814)	-	-	727	0.0%
2400 Worker's Comp	-	-	-	-	-	0.0%
2500 Unemployment	16	-	-	-	-	0.0%
Total	232	(27,463)	-	-	727	0.0%
OPERATING EXPENSES						
3100 Professional Services	-	952	29,584	32,358	-	-100.0%
3200 Audit	7,568	6,691	6,255	6,615	6,795	2.7%
3400 Contractual	654,154	654,439	679,421	670,968	697,028	3.9%
3500 Investigations	-	-	-	-	-	0.0%
3900 Auto Allowance	-	-	-	-	-	0.0%
4000 Training/Travel	1,808	6,745	4,900	3,856	5,144	33.4%
4100 Communications	5,082	1,310	4,956	1,429	720	-49.6%
4101 Communications - Cell	925	1,925	2,700	2,700	2,700	0.0%
4103 Communications - Internet	3,542	4,173	1,200	4,536	4,108	-9.4%
4200 Postage	1,102	904	300	525	300	-42.9%
4300 Utilities - Electric	76,429	72,282	91,765	70,479	66,296	-5.9%
4310 Utilities - Water & Sewer	-	-	-	312	-	-100.0%
4320 Utilities - Propane & Other	-	-	-	13,550	-	-100.0%
4400 Rentals/Leases	-	-	-	-	-	0.0%
4500 Insurance	43,475	47,660	44,784	47,760	50,072	4.8%
4610 R/M Buildings	10,378	4,759	600	3,000	3,000	0.0%
4620 R/M Equipment	42,432	49,171	13,800	21,800	27,800	27.5%
4630 R/M Vehicles-Labor	-	-	-	-	-	0.0%
4640 R/M Vehicles-Parts	156	-	19,400	-	-	0.0%
4700 Printing	189	-	-	-	-	0.0%
4800 Promotional	30,459	29,389	29,136	28,100	34,777	23.8%
4900 Other Current	-	-	-	-	-	0.0%
5100 Office Supplies	3,013	3,790	480	2,880	2,880	0.0%
5200 Operating Supplies	165,444	159,957	194,500	203,082	189,869	-6.5%
5210 Uniforms	4,753	4,006	5,206	4,950	5,760	16.4%
5220 Household/Insttit	1,287	4,074	-	-	-	0.0%
5230 Gas/Oil	45,741	39,892	48,000	45,000	43,692	-2.9%
5400 Books/Subs/Dues	-	3,091	4,415	5,300	3,670	-30.8%
5545 Pro Shop C of G S	99,698	84,307	98,467	94,610	83,961	-11.3%
5550 F&B C of G S	154,440	141,640	146,579	145,278	151,775	4.5%
5555 F&B Personnel	94,400	98,034	95,221	96,833	115,611	19.4%
Total	1,446,475	1,419,191	1,521,669	1,505,921	1,495,958	-0.7%
CAPITAL OUTLAY						
6200 Buildings	-	-	-	-	-	0.0%
6300 Improvements	-	69,385	75,000	70,000	-	-100.0%
6400 Machinery/Equipment	-	69,950	-	-	80,000	0.0%
6401 Machinery/Equipment Non-CAP	-	1,819	-	-	-	0.0%
Total	-	141,154	75,000	70,000	80,000	14.3%
DEBT SERVICE						
7100 Principal	164,008	117,642	208,693	224,519	124,000	-44.8%
7200 Interest	38,821	32,600	32,573	26,674	16,451	-38.3%
7300 Financing Costs	-	-	-	-	-	0.0%
Total	202,829	150,242	241,266	251,193	140,451	-44.1%
TOTAL EXPENDITURES						
TOTAL EXPENDITURES	1,649,536	1,683,124	1,837,935	1,827,114	1,717,136	-6.0%
TRANSFERS, CONTINGENCIES, RESERVES						
9100 Reimbursements to General-OH Costs	-	-	-	-	-	0.0%
9500 Reserve - Improvement Fund	-	-	-	-	-	0.0%
9900 Contingency/Reserve	(625,988)	(677,844)	(597,835)	(610,914)	(623,501)	2.1%
Total	(625,988)	(677,844)	(597,835)	(610,914)	(623,501)	2.1%
TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES						
TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES	1,023,548	1,005,280	1,240,100	1,216,200	1,093,635	-10.1%

Department Description & Function

1. **Department:** Golf Course

2. **Department/Division Function Summary:**

The Golf Course Department's function is to provide a high quality golf experience to residents and tourists of Fernandina Beach & Amelia Island. The City executed a management agreement with Billy Casper Golf Management Company that became effective in December 2010 and was renewed in 2015.

3. **Department Description:**

We understand the importance of golf course conditions to an enjoyable round of golf. We are committed to providing our guests with the highest quality customer service and the best playing conditions possible on our 27-hole regulation course. The Golf Course complex provides amenities that include a driving range, practice area, clubhouse with retail merchandise and food services. We also have a cart storage area and maintenance building located on the property.

Employee positions include: General Manager, Superintendent, F&B Manager, Head Chef, Golf Professional, Pro Shop Attendants, Outside Services Staff, and Starter/Rangers.

General Manager

The General Manager is the chief operating officer of the property. The GM manages all aspects of the operation and coordinates/administers the property's policies and procedures as defined by the property's ownership and/or Billy Casper Golf. Major responsibilities include (but are not limited to): implementing and monitoring the budget, hiring, training and supervising all key staff members, monitoring the quality of the property's products and services, ensuring maximum guest satisfaction and securing the property's assets, including facilities and equipment.

Course Superintendent

The Course Superintendent is responsible for the golf course operation and maintenance. The responsibilities include: turf grass/plant material maintenance programs, property/asset management, grounds personnel management, member relations, scheduling/maintenance or irrigation systems, pesticide applications, related recordings, and compliance of regulatory issues. The Golf Course Superintendent works to create an environment where staff is involved and enthusiastic, with open communications and respect for themselves, members, guests and the property.

1 ST Assistant Golf Professional:	The 1st Assistant Golf Professional is a key member of the golf operations team at the property and assists the Head Golf Professional in managing all golf and golf-related activities at the facility. The 1 st Assistant is also responsible for customer relations, oversee shop staff, cart attendants, starter/ rangers, provide golf lessons, and coordinates golf tournaments. 1 st Assistants are under the general supervision of the GM.
F&B Manager	The F&B Manager is a key member of the management team and is directly responsible for all food & beverage operations at the property. This includes implementing budgets and the hiring, training and supervising of all related F&B service and food production staff. The F&B Manager will apply all of their experience and knowledge to assuring that the wants and needs of guests are consistently met and/or exceeded.
Pro Shop Attendants:	The Golf Shop Attendant will offer friendly and expedient service to the property's guests and assist the golf professional staff in golf shop operations, merchandise sales and other golf-related activities. The Pro Shop Attendant is responsible for customer relations, check in golfers, assist in general golf shop operations & assisting the golf professional.
Outside Services Staff:	The Outside Services Staff are responsible for maintaining the driving range and cart barn. These individuals are responsible for providing golf bag, golf cart and driving range assistance to guests of the property. Their duties will also include maintenance of those same operations as well, including but not limited to: customer relations, responsible for all cart operations (staging, cleaning, recharging) setting up driving range, providing range balls & assisting Pro Shop Staff.
Starter/Rangers:	The Starters and Course Rangers are integral to the guest experience and are important staff members on the golf operations team. Starters and Course Rangers will provide guest services by directing players to the first tee at appropriate times and controlling a smooth pace of play on the golf course. They will also provide other guest services in the form of communication, directions, advice and answer questions from guests on other topics related to the golf course. Customer relations, collecting tickets, assigning carts, making sure tee times are on schedule, assisting golfers on course and ensuring pace of play.

Number of Funded Employees	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Golf Course Director	1 FT	1 FT	1 FT	1 FT
Grounds Superintendent	1 FT	1 FT	1 FT	1 FT
Assistant Superintendent	0 FT	1 FT	1 FT	1 FT
Mechanic	1 FT	1 FT	1 FT	1 FT
Foreman	0 FT	0 FT	1 PT	1 PT
Groundskeepers	9 PT	8 PT	5 PT	5 PT
Irrigation / Spray Technician	1 PT	1 PT	1 PT	0 PT
Sr. Maintenance Worker	0 FT	0 FT	0 FT	0 FT
Maintenance Worker	1 FT	1 FT	0 FT	0 FT
Maintenance Worker I	0 FT	0 FT	0 FT	0 FT
Golf Professional	0 FT	0 FT	0 FT	0 FT
Assistant Golf Pro I	1 FT	1 FT	1 FT	1 FT
Administrative Coordinator	0 FT	0 FT	0 FT	0 FT
Staff Assistant	0 PT	0 PT	0 PT	0 PT
Pro Shop Attendants	6 PT	6 PT	7 PT	7 PT
Cart Attendants	6 PT	6 PT	7 PT	7 PT
Starters / Rangers	3 PT	3 PT	11 PT	11 PT
Maintenance Worker	0 PT	0 PT	0 PT	0 PT
Golf Cart Mechanic	0 PT	0 PT	0 PT	0 PT
F&B Manager	1 FT	1 FT	1 FT	1 FT
Servers	6 PT	6 PT	5 PT	5 PT
Line Cooks	2 PT	2 PT	2 PT	2 PT
Clubhouse Attendants	0 PT	0 PT	0 PT	0 PT
Total FT	6 FT	7 FT	6 FT	6 FT
Total PT	33 PT	32 PT	39 PT	38 PT

4. Performance Indicators:

Performance Indicators	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Number of rounds played	49,003	39,674	50,783	48,767
Number of memberships sold	289	202	309	12–Unlimited 729–Beach Reward 36–PDP
Marketing/ Promotional efforts	\$45,494	\$27,578	\$29,100	\$29,858
Banquet Revenue	\$54,530	\$66,100	\$69,125	\$73,330

Program Goals & Objectives

1. **Department:** **Fernandina Beach Golf Club**

2. **Principal Programs:**
 - A. Maintain the golf course facility in the best condition possible given budgetary parameters
 - B. Improve overall financial performance of the golf course operation
 - C. Provide a high quality guest experience
 - D. Provide employee training to meet golf course operational and service goals
 - E. Identify capital improvement needs

3. Program Goals and Objectives:
 - A. Maintain Golf Course and Clubhouse Facilities**

GOAL: Provide the residents of the City of Fernandina Beach and local areas a quality full service 27-hole golf course operation that is attractive and affordable to use.

1) Objective: Maintain a high quality level of maintenance standards for the course, adjacent grounds and facilities. Provide clean and attractive services in and around the clubhouse facilities.

Measure: Guest and Member feedback; inspections monthly through BCG ACE Mystery Shops

Timeframe: Ongoing with quarterly reports to City

Goal Leader: Golf Course Director

2)Objective: Continue to enhance the current agronomic state of the golf course with continued supervision with golf course maintenance practices, which include regular chemical applications for pesticides, herbicides, and fertilization recommendations, monitor daily maintenance programs such as mowing heights for greens, tees, fairways, and roughs plus employee supervision and training.

Measure: Quarterly evaluations on conditions by Advisory Board; Critical Market Survey

Timeframe: Monthly, quarterly and annual review

Goal Leader: Course Superintendent

 - B. Improve financial performance**

GOAL: Increase overall revenue for golf course operation while closely monitoring and controlling expenses; adjusting as necessary.

1) Objective: Increase Rounds and Direct Play Revenues - Promote, market, and encourage increased participation in use of the golf course facilities through effective marketing and advertising in local area markets.

Measure: # of Rounds Played; Revenue

Timeframe: Ongoing with monthly reports to City

Goal Leader: Golf Course Director

- 2) Objective: Increase productivity in the slower times of the year to maximize revenue.
Measure: Tracking promotional rounds and revenue; Tag rounds and revenue to promotional events; Revenue to expense ratio tracking
Timing: Monthly, quarterly, and annual Review
Goal Leader: Golf Course Director

- 3) Objective: To increase revenue by increasing the total number of events and banquets
Measure: Number of events increased; MIR tracking
Timing: Quarterly and annual reviews
Goal Leader: Golf Course Director and F&B Manager

- 4) Objective: Increase Other Revenue – Develop cross-sell programs with Golf School to increase revenue sharing from lessons as well as increased usage of driving range and course play from students.
Measure: Revenue from Golf School
Timeframe: Ongoing with monthly reports to City

- 5) Objective: Control Expenses – Continually look for ways to efficiently manage resources. Quickly identify out-of-range expenditures and make necessary adjustments
Measure: Performance against monthly budget
Timeframe: Ongoing with monthly reports to City

C. Provide high quality member and guest experience

- GOAL: Improve the Public Relations of the Golf Course
- 1) Objective: Continue to provide friendly and courteous service to all members and guests of the golf course.
Measures: ACE Mystery Shops; Customer comment cards; Employee evaluation scores
Timeframe: Monthly, quarterly and annual review
Goal Leader: Golf Course Director

- 2) Objective: Increase the overall public opinion and status of the Fernandina Beach Golf Club with the local and area markets to be recognized as a premier golf course facility.
Measure: Customer comment cards; mystery shopping survey results
Timeframe: Ongoing with monthly reports to City
Goal Leader: Golf Course Director

D. Provide employee training

- GOAL: Increase the level of employee training for both work and customer skills
- Objective: To enhance customer service in and around the clubhouse and create an enjoyable experience for golfers
Measure: ACE Mystery Shops; Employee Evaluations; Customer Comment Cards
Timing: Quarterly and annual reviews
Goal Leader: Golf Course Director, Course Superintendent, and F&B Manager

E. Identify Capital Improvement needs

GOAL: Identify major projects needed to maintain / improve golf course complex

Objective: Continually assess the needs of the golf course. Work with the Golf Course Advisory Board to identify improvements to the course.

Capital Improvement Projects for Consideration:

a) Green Renovations

Rebuild greens through No-Till Champion Turfgrass renovation to enhance playability and condition.

Cost: \$50,000. (See Capital Improvement List)

b) Tee Renovations

Rebuild and enlarge tee areas to provide better playing conditions.

Cost: \$75,000 over 2 fiscal years. (See Capital Improvement List)

c) Bunker Renovations

Rebuild bunkers to USGA specification to enhance playability and condition.

Cost: \$90,000 over 2 fiscal years. (See Capital Improvement List)

d) Cart Path Construction

Complete and enhance the cart path system around the golf course to provide protection for turf grass in inclement weather or severe wet conditions.

Cost: \$50,000. (See Capital Improvement List)

Measure: Projects completed on-time and within budget

Timeframe: Part of budgeting process regarding CIP; ongoing project management

F. Identify New Player Programs and Develop Loyalty Program

GOAL: Identify New Player Programs and Develop Loyalty Program

Objective: Continually assess the player loyalty card programs and how they compare to market.

a) City and non-City Programs

b) Beach Card

c) Player Development Program

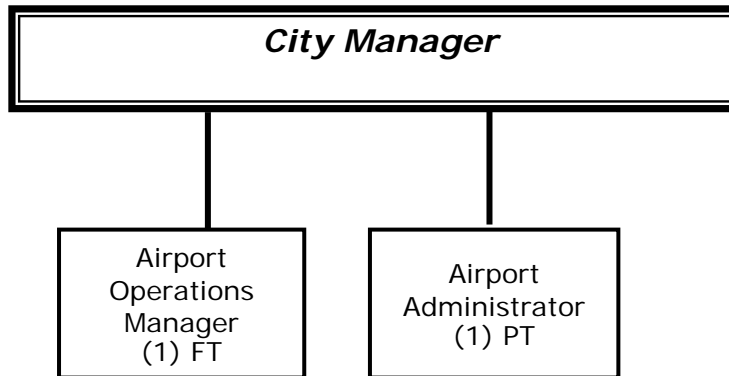
Measure: Monitor how these programs compare to the area market and their success. Year to year comparisons

Timeframe: Monthly

Airport Mission Statement

The mission statement of the Fernandina Beach Municipal Airport is to provide a safe, attractive, and well-maintained airport facility; to support the economic development of our community; to be responsive to the business and recreational needs of our residents, neighbors, visitors, and users; to operate in an efficient, self-sustaining, and prudent manner; and to be in compliance with all applicable federal, state, and local regulations.

Organization Chart
Airport



Full-Time: 1

Part-Time: 1

Seasonal: 0

Position Control Summary
Airport

Position/Title		2015-2016 Budget
Full-Time		
Airport Operations Manager	1	42,000
Merit Pool		1,470
Total FT	1	43,470
Part-Time		
Airport Administrator	1	20,800
Total PT	1	20,800
Total Budgeted Positions	2	64,270

Airport Fund

FUND TITLE/DEPARTMENT TITLE:# <i>Airport Fund: 420</i>	SOURCES <i>All Airport Fund Revenues & Cash Balances</i>					
REVENUE OBJECT #/TITLE	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
GRANTS & OTHER FINANCING						
FEDERAL GRANTS						
331.1000 Airport Cert Grant	-	-	-	-	-	0.0%
331.2000 FEMA Grant	(335)	-	-	-	-	0.0%
332.2000 FAA Grant	1,238,855	251,363	924,062	204,000	17,000	-91.7%
331.2010 FAA Grant-Administration	-	-	-	-	-	0.0%
Total	1,238,520	251,363	924,062	204,000	17,000	-91.7%
STATE GRANTS						
332.3000 FDOT Grant	485,060	526,806	1,021,337	1,901,000	371,000	-80.5%
332.3010 FDOT Grant-Administration	-	-	-	-	-	0.0%
Total	485,060	526,806	1,021,337	1,901,000	371,000	-80.5%
OTHER FINANCING						
332.5000 Other Financing	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
TOTAL GRANTS & OTHER FINANCING	1,723,580	778,169	1,945,399	2,105,000	388,000	-81.6%
OPERATING REVENUES						
349-7000 FBO (Fixed Based Operator)	-	-	-	-	-	0.0%
349-7010 Fuel Sales	46,104	41,744	37,200	38,500	35,000	-9.1%
349-7050 Lease Payments	-	-	-	-	-	0.0%
349-7051 Land-Lease Payments	38,145	36,492	44,830	36,830	36,554	-0.7%
349-7052 Building-Lease Payments	-	-	-	-	-	0.0%
349-7053 Kinsley/Royal Amelia Golf-Lease	182,916	182,803	180,950	180,950	191,077	5.6%
349-7054 Land Lease Payments Non Taxable	28,568	27,846	31,758	31,758	30,374	-4.4%
349-7500 T-Hangar Rent Payments	227,587	261,831	247,195	267,195	300,492	12.5%
Total	523,320	550,716	541,933	555,233	593,497	6.9%
OTHER REVENUES						
361-1000 Interest	-	-	-	-	-	0.0%
362-0000 Loss	-	-	-	-	-	0.0%
364-4200 Insurance Proceeds	478,375	-	-	-	-	0.0%
384-1000 Proceeds from Loan	-	-	-	-	-	0.0%
384-1100 Proceeds - Loan from General Fund	-	-	-	-	-	0.0%
369-9000 Other Revenue	59,287	24,853	6,721	16,721	25,000	49.5%
369-9100 Late Fees	659	438	5,000	-	-	0.0%
369-9200 Gain on Sale of Assets	100,000	-	5,000	-	-	0.0%
Total	638,321	25,291	16,721	16,721	25,000	49.5%
TOTAL REVENUES	2,885,221	1,354,176	2,504,053	2,676,954	1,006,497	-62.4%
TRANSFERS						
381.1000 Transfers From General Fund	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
CASH BALANCE FORWARD						
389-1000 Cash Balance Forward	209,969	662,146	410,347	617,546	780,941	26.5%
Total	209,969	662,146	410,347	617,546	780,941	26.5%
TOTAL REVENUES & CASH BALANCES	3,095,190	2,016,322	2,914,400	3,294,500	1,787,438	-45.7%

Airport Fund

FUND TITLE:/FUND # <i>Airport Fund:420</i>	EXPENDITURES BY FUNCTION <i>Enterprise</i>					
FUND/DEPARTMENT # <i>420-4200-542</i>	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
EXPENDITURE OBJECT #/NAME						
PERSONNEL						
1200 Salaries	33,074	43,536	43,676	52,661	43,470	-17.5%
1210 Worker's Comp Reimbursement	-	-	-	-	-	0.0%
1300 Temporary	-	-	-	-	-	0.0%
1350 Part Time	-	343	10,000	15,000	20,800	38.7%
1400 Overtime	-	-	-	-	-	0.0%
1600 Longevity	-	-	-	-	-	0.0%
2100 FICA	2,530	3,400	4,106	5,176	4,917	-5.0%
2200 Retirement	8,134	9,995	9,995	13,638	14,657	7.5%
2300 Health	5,706	7,992	7,051	8,944	8,226	-8.0%
2301 Life	156	224	174	280	221	-21.1%
2350 OPEB	-	669	669	1,813	708	-60.9%
2400 Worker's Comp	2,210	1,270	1,648	1,397	930	-33.4%
2500 Unemployment	-	-	-	-	-	0.0%
Total	51,810	67,429	77,319	98,909	93,929	-5.0%
OPERATING EXPENSES						
3100 Professional Services	19,073	18,511	25,500	22,500	8,000	-64.4%
3200 Audit	7,182	6,255	6,255	6,615	6,795	2.7%
3400 Contractual	33,692	24,580	52,388	50,447	51,197	1.5%
4000 Training/Travel	725	1,375	2,900	2,925	3,425	17.1%
4100 Communications	2,192	996	2,063	1,694	966	-43.0%
4101 Communications - Cell	411	479	880	1,000	1,000	0.0%
4103 Communications - Internet	461	531	531	531	2,226	319.2%
4200 Postage	-	19	100	100	100	0.0%
4300 Utilities - Electric	35,400	28,579	40,300	22,000	20,000	-9.1%
4310 Utilities - Water & Sewer	-	-	-	10,000	10,300	3.0%
4400 Rentals/Leases	-	-	-	-	-	0.0%
4500 Insurance	42,796	46,968	46,968	43,229	44,576	3.1%
4610 R/M Buildings	31,774	16,792	85,000	78,000	78,000	0.0%
4620 R/M Equipment	227	538	1,500	1,500	1,500	0.0%
4630 R/M Vehicles-Labor	2,177	2,579	2,500	2,500	2,500	0.0%
4640 R/M Vehicles-Parts	3,332	3,363	3,000	3,000	3,000	0.0%
4700 Printing	300	1,455	400	400	500	25.0%
4800 Promotional	-	94	500	500	500	0.0%
4910 Billing Costs	5,000	5,000	5,000	6,000	7,700	28.3%
5100 Office Supplies	232	35	250	250	250	0.0%
5200 Operating Supplies	2,858	4,338	3,750	3,060	3,460	13.1%
5230 Gas/Oil	7,585	6,807	7,000	7,500	5,500	-26.7%
5240 Chemicals/Medical Supplies	-	-	-	-	-	0.0%
5300 Road Supplies	-	-	-	-	-	0.0%
5400 Books/Subs/Dues	641	605	650	650	650	0.0%
Total	196,144	169,899	287,435	264,401	252,145	-4.6%
CAPITAL OUTLAY						
6200 Buildings	-	-	-	-	-	0.0%
6300 Improvements	1,606,349	927,207	2,164,236	2,160,000	415,000	-80.8%
6400 Machinery/Equipment	-	-	5,000	5,000	25,000	400.0%
6401 Machinery/Equipment Non-CAP	284,551	-	1,000	1,000	1,000	0.0%
Total	1,890,900	927,207	2,170,236	2,166,000	441,000	-79.6%
DEBT SERVICE						
7000 Judgment	-	-	-	-	-	0.0%
7100 Principal	262,384	80,000	80,000	80,000	60,000	-25.0%
7200 Interest	31,806	27,641	38,593	25,551	10,976	-57.0%
7300 Financing Costs	-	-	-	-	-	0.0%
Total	294,190	107,641	118,593	105,551	70,976	-32.8%
TOTAL EXPENDITURES	2,433,044	1,272,176	2,653,583	2,634,861	858,050	-67.4%
TRANSFERS, CONTINGENCIES, RESERVES						
9100 Reimbursements to General-OH Costs	-	-	-	-	-	0.0%
9900 Contingency/Reserve	662,146	744,146	260,817	659,639	929,388	40.9%
9950 Contingency/Reserve	-	-	-	-	-	0.0%
Total	662,146	744,146	260,817	659,639	929,388	40.9%
TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES	3,095,190	2,016,322	2,914,400	3,294,500	1,787,438	-45.7%

Department Description & Function

1. Department: Airport

2. Department/Division Function Summary:

Fernandina Beach Municipal Airport (FHB) is a publicly owned, public-use general aviation facility. The airport is located in the City of Fernandina Beach, Nassau County, Florida, and consists of three runways, all exceeding 5,000 feet. These runways serve the general aviation, tourism, and business needs of the City of Fernandina Beach, Amelia Island, and surrounding area. Additionally, the airport complements the Northeast Florida Aviation System by providing an alternative operating location for general aviation operations. Currently, the airport serves a variety of general aviation aircraft, including business jets. Currently the following commercial aeronautical businesses operate at and from the Airport: maintenance and avionics, skydiving, paragliding, aerial advertising, and trike sightseeing excursions.

3. Department Description:

This department operates as an enterprise fund with generated revenues offsetting airport operation and capital improvement expenses. Major revenues include t-hangar rent, ground/building lease rent, golf course land lease rent, other revenue, and City share of fuel sales by the Airport's Fixed Base Operator (FBO). Additionally the Airport actively seeks grant support from the FAA and the FDOT regarding safety and capital improvement needs.

Number of Funded Employees	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Airport Manager	0 FT	.1 FT	.1 FT	0 FT
Airport Administrator	0 PT	0 PT	0 PT	1 PT
Airport Operations Manager	0 FT	0 FT	1 FT	1 FT
Airport Operations Superintendent	1 FT	1 FT	0 FT	0 FT
Airport Operations Specialist	0 PT	0 PT	1 PT	0 PT
Total	1 FT 0 PT	1.1 FT 0 PT	1.1 FT 1 PT	1 FT 1 PT

4. Program Performance Indicators:

Performance Indicators	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Fuel Revenue	\$ 43,306	\$ 37,200	\$ 38,500	\$ 35,000
Lease Revenue	\$ 89,930	\$ 69,493	\$ 69,493	\$ 69,493
Amelia River Golf Course Payments	\$175,642	\$180,950	\$180,950	\$180,950
Hangar Rental Payments	\$234,180	\$247,195	\$247,195	\$283,195
Number of Based Aircraft	77	70	70	70

Program Goals & Objectives

The objective of the Fernandina Beach Municipal Airport is to support its mission and vision through the operation, maintenance, and development of airport services and infrastructure that is accountable to its constituents, provides appropriate airport facilities, and supports compatible business uses and development. The following goals further define and clarify airport accountability, facilities and business:

ACCOUNTABILITY	BUSINESS	FACILITIES
Accountable to provide services to: <ul style="list-style-type: none"> • Users • Tenants • Customers Financially accountable to: <ul style="list-style-type: none"> • Airport sponsor (enterprise fund) • Grantors Meeting Regulatory obligations to: <ul style="list-style-type: none"> • FAA • FDOT • EPA • DHS • City of Fernandina Self-sustaining Sensitive to the needs of the community Sensitive to the environment	Compatible with the mission and vision of the airport Encouraging economic growth that is specific and targeted Encourages revenue-generating activities that are competitively priced Fostering partnerships Promoting tourism Responding to the demands of dynamically changing economic influences and aviation technologies Supporting non-aviation uses on airport or city- owned property that are compatible with typical airport activities Welcoming to aviation-compatible businesses	Addressing the needs of general aviation users Addressing the general aviation needs of businesses Enabling and supporting the acquisition of new assets Ensuring efficient and effective service quality Maintaining and retaining current airport assets, including real property, existing runways, taxiways, ramps, runway lengths, and operational utility Maintaining modern and up to date facilities Providing a safe environment for all concerned Providing services and/or economic value to the community Providing a welcoming gateway to Amelia Island and local communities Secure (controlled access) Serving as a regional resource for emergencies

Action Plan Supporting the Airport Vision, Mission, Goals and Objectives:

- Clarify the role of the AAC in support of the airport mission, vision and objectives through better definition of specific AAC advisory activities and through the definition of specific communications requirements in support of that role
- Develop three year airport business plan that integrates airport master planning with an airport financial plan. The business plan will provide guidance for the operation and development of the airport. It will include the following elements: operations, organizational development, finance, capital planning, development standards, business and revenue development and targets, property management, airport marketing, and airport services management and development.
- Engage airport users, tenants, and businesses, members of the AAC, and interested members of the community in a dialogue necessary to ensure airport plans are aligned to the airport mission, vision, goals and objectives.
- Complete an Airport master plan update. The airport master plan will provide guidance for the development and operations of the airport.
- Review and Update the Airport Rules and Regulations, and Minimum Standards
- Update the airport action plan on an annual basis.

Sanitation Fund

FUND TITLE/DEPARTMENT TITLE:# <i>Sanitation Fund: 440</i>	SOURCES <i>All Sanitation Fund Revenues & Cash Balances</i>					
REVENUE OBJECT #/TITLE	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
GRANTS						
331.2000 FEMA Grant	-	-	-	-	-	0.0%
330.0000 Waste Management Revenue	-	-	-	-	-	0.0%
337.3300 County Grant	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
CHARGES FOR SERVICES						
343.2500 Recycle Fees	-	-	-	-	-	0.0%
343.3000 Refuse Surcharge	-	-	-	-	-	0.0%
343.4000 Garbage Fees	2,099,527	2,190,581	1,920,000	2,195,000	2,225,000	1.4%
343.4500 Trash Pick.Up	-	-	-	-	-	0.0%
343.4900 Shrimp Fest. Reimburse	-	-	-	-	-	0.0%
Total	2,099,527	2,190,581	1,920,000	2,195,000	2,225,000	1.4%
OTHER REVENUE						
361.1000 Interest	201	149	-	-	-	0.0%
361.1500 Interest On Liens	-	-	-	-	-	0.0%
361.2000 Unrealized Gain SBA	256	(139)	-	-	-	0.0%
364.1000 Sale Of Assets	-	-	-	-	-	0.0%
365.1100 Recycling Program	5,652	-	7,000	-	-	0.0%
369.9000 Other Revenue	28,234	27,447	-	12,000	25,000	108.3%
Total	34,343	27,457	7,000	12,000	25,000	108.3%
TOTAL REVENUES	2,133,870	2,218,038	1,927,000	2,207,000	2,250,000	1.9%
CASH BALANCE FORWARD						
389.1000 Cash Balance Forward	153,061	152,647	154,000	155,000	196,900	27.0%
Total	153,061	152,647	154,000	155,000	196,900	27.0%
TOTAL REVENUES & CASH BALANCES	2,286,931	2,370,685	2,081,000	2,362,000	2,446,900	3.6%

Sanitation Fund

FUND TITLE:/FUND # <i>Sanitation Fund</i>	EXPENDITURES BY FUNCTION <i>Enterprise</i>					
FUND/DEPARTMENT # <i>440-3400-534.</i>	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
EXPENDITURE OBJECT #/NAME						
PERSONNEL						
Total	-	-	-	-	-	0.0%
OPERATING EXPENSES						
3100 Professional Services	-	-	-	-	-	0.0%
3200 Audit	7,182	6,255	6,255	6,615	6,795	2.7%
3400 Contractual	59,810	64,085	68,750	67,840	73,005	7.6%
3500 Sanitation Services Expense	1,933,198	1,970,283	1,745,280	1,995,300	2,022,500	1.4%
3600 Recycling Services	13,500	13,500	13,500	13,500	13,500	0.0%
3900 Auto Allowance	-	-	-	-	-	0.0%
4000 Training/Travel	-	-	-	-	-	0.0%
4100 Communications	-	-	-	-	-	0.0%
4101 Communications - Cell	-	-	-	-	-	0.0%
4102 Communications - Pager	-	-	-	-	-	0.0%
4103 Communications - Internet	-	-	-	-	-	0.0%
4200 Postage	-	-	-	-	-	0.0%
4300 Utilities	-	-	-	-	-	0.0%
4500 Insurance	-	-	-	-	-	0.0%
4610 R/M Buildings	-	-	-	-	-	0.0%
4620 R/M Equipment	-	-	-	-	-	0.0%
4630 R/M Vehicles-Labor	-	-	-	-	-	0.0%
4640 R/M Vehicles-Parts	-	-	-	-	-	0.0%
4650 Outside R/M Veh-Parts	-	-	-	-	-	0.0%
4700 Printing	-	-	-	-	-	0.0%
4800 Promotional	-	-	-	-	-	0.0%
4900 Other Current	1,000	1,000	1,000	1,000	1,000	0.0%
4910 Billing Costs-Sanitation	75,000	75,000	75,000	80,000	100,000	25.0%
5100 Office Supplies	-	-	-	-	-	0.0%
5200 Operating Supplies	-	338	-	-	2,000	0.0%
5210 Uniforms	-	-	-	-	-	0.0%
5220 Household/Insttit	-	-	-	-	-	0.0%
5230 Gas/Oil	6,954	8,215	7,500	7,500	7,500	0.0%
5240 Chemicals/Medical Supplies	-	-	-	-	-	0.0%
5300 Road Supplies	1,640	-	4,000	3,000	3,000	0.0%
5400 Books/Subs/Dues	-	-	-	-	-	0.0%
Total	2,098,284	2,138,676	1,921,285	2,174,755	2,229,300	2.5%
CAPITAL OUTLAY						
6200 Buildings	-	-	-	-	-	0.0%
6300 Improvements	-	-	-	-	-	0.0%
6400 Machinery/Equipment	-	-	-	-	-	0.0%
6401 Machinery/Equipment Non-CAP	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
DEBT SERVICE						
7100 Principal	-	-	-	-	-	0.0%
7200 Interest	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
TOTAL EXPENDITURES	2,098,284	2,138,676	1,921,285	2,174,755	2,229,300	2.5%
TRANSFERS, CONTINGENCIES, RESERVES						
9100 Reimbursements to General-OH Costs	36,000	36,000	36,000	36,000	60,000	66.7%
9400 Transfer to Utility Billing	-	-	-	-	-	0.0%
9900 Contingency/Reserve	152,647	196,009	123,715	151,245	157,600	4.2%
Total	188,647	232,009	159,715	187,245	217,600	16.2%
TOTAL EXPENDITURES, TRANSFERS CONTINGENCIES & RESERVES	2,286,931	2,370,685	2,081,000	2,362,000	2,446,900	3.6%

Sanitation Department

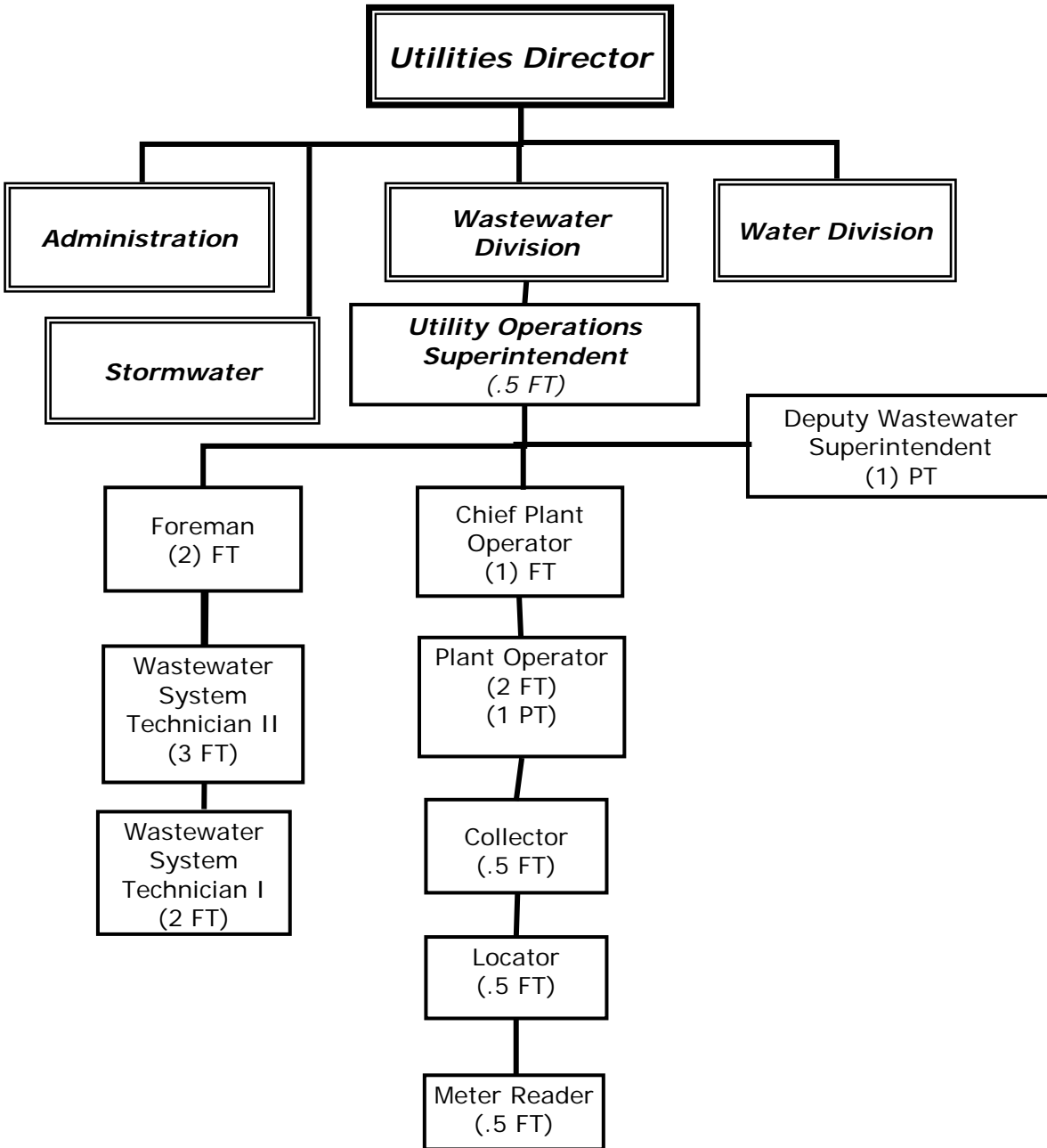
In June of 2012 the City extended the 2008 exclusive franchise with Advanced Disposal Stateline Inc. for the collection and disposal of all residential and commercial trash, garbage and other refuse, yard waste, and the recycling of residential materials within the City limits for six years (Ordinance 2012-12). The rates contained within the exclusive franchise allow for adjustments consistent with the consumer price index.

For 2015-2016, \$2,225,000 of budgeted revenue represents funds collected for the billing of Sanitation services. The majority of these funds are transferred to Stateline Disposal and shown as a budgeted expense. The City charges a franchise fee of 10% which is included in Sanitation revenue. A transfer of \$100,000 to the Utility Billing department is to cover billing services for the Sanitation department and funds a portion of the Utility Billing department. Expenditures in 2015-2016 also include a transfer of \$60,000 to the General Fund. Additional budgeted items for incidental revenues and expenditures include interest income, audit fees, recycling activities, mulch site expenditures, reserves and contingencies.

Wastewater Division Mission Statement

The Wastewater Division is a professional, community organization serving the needs of residents, businesses, and visitors by providing an affordable wastewater disposal service that protects the environment while providing for future growth of our community.

Organization Chart
Wastewater



Full-Time: 12.0

Part-Time: 2

Seasonal: 0

**Position Control Summary
Wastewater Operations**

Position/Title	2015-2016 Budget	
Full-Time		
Utility Operations Superintendent	0.5	37,500
Foreman	2	105,768
Chief Plant Operator	1	54,413
WW System Technician II	3	127,338
WW System Technician I	2	55,848
Plant Operator	2	84,718
Meter Reader	0.5	14,633
Water Locator	0.5	11,378
Water Collector	0.5	19,240
Merit Pool		17,669
Total FT	12	528,505
Part-Time		
Deputy Wastewater Superintendent	1	38,454
Plant Operator	1	28,471
Merit Pool		2,342
Total PT	2	69,267
Total Budgeted Positions	14	528,505

Wastewater Fund

FUND TITLE/DEPARTMENT TITLE:# Wastewater: 450	SOURCES Wastewater Fund Revenues & Cash Balances					
REVENUE OBJECT #/TITLE	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
CHARGES FOR SERVICES						
331.2000 FEMA Grant	(1,616)	-	-	-	-	0.0%
331.3000 Federal Grant EPA	-	-	-	-	-	0.0%
343.1000 Wastewater Charges	4,742,206	5,058,388	4,831,000	4,900,000	5,268,100	7.5%
343.3000 WW FPU	25,945	29,977	30,000	30,000	30,000	0.0%
343.3040 Wastewater Misc Fees	10,785	27,755	3,000	20,000	20,000	0.0%
343.5000 Wastewater Tap Fees	7,287	11,156	5,000	12,000	12,000	0.0%
Total	4,784,607	5,127,276	4,869,000	4,962,000	5,330,100	7.4%
OTHER REVENUE						
361-1000 Interest Earnings	346	1,713	300	800	7,031	778.9%
361-1500 Int On Sewer Charges	-	-	-	-	-	0.0%
361-2000 Unrealized Gain SBA	442	(950)	-	-	-	0.0%
362-0000 Loss	-	-	-	-	-	0.0%
364-1000 Sale Of Surplus Equipmnt	-	-	-	-	40,000	0.0%
364-4200 Insurance Proceeds	-	8,643	-	-	-	0.0%
366-9000 Developer Contribution	-	-	-	-	-	0.0%
369-9000 Other Revenue	2,754	3,325	-	-	-	0.0%
369-9010 Oceanbreeze Developer Agreement	-	-	-	-	-	0.0%
369-9200 Gain on Sale of Assets	-	-	-	-	-	0.0%
Total	3,542	12,731	300	800	47,031	5778.9%
TOTAL REVENUES	4,788,149	5,140,007	4,869,300	4,962,800	5,377,131	8.3%
TRANSFERS						
381-2100 Transfers In	1,042,252	-	-	-	-	0.0%
Total	1,042,252	-	-	-	-	0.0%
CASH BALANCE FORWARD						
389-1010 Cash Balance Forward-Bond	404,960	228,144	255,000	-	-	0.0%
389-1000 Cash Balance Forward	821,337	2,373,809	2,839,350	1,971,700	3,453,869	75.2%
Total	1,226,297	2,601,953	3,094,350	1,971,700	3,453,869	75.2%
TOTAL REVENUE, TRANSFERS AND CASH BALANCES	7,056,698	7,741,960	7,963,650	6,934,500	8,831,000	27.3%

Wastewater Fund

FUND TITLE:/FUND # Wastewater Fund: 450	EXPENDITURES BY FUNCTION Enterprise					
FUND/DEPARTMENT # 450-3500-535	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
EXPENDITURE OBJECT #/NAME						
PERSONNEL						
1200 Salaries	626,310	501,430	530,266	546,168	528,505	-3.2%
1210 Worker's Comp Reimbursement	(1,903)	-	-	-	-	0.0%
1300 Temporary	-	-	-	-	-	0.0%
1350 Part Time	-	24,201	37,700	39,020	69,267	77.5%
1400 Overtime	60,666	55,835	65,000	65,000	65,000	0.0%
1500 Incentive	-	-	-	-	-	0.0%
1600 Longevity	11,960	-	13,104	-	-	0.0%
2100 FICA	49,326	41,105	49,424	49,739	50,702	1.9%
2200 Retirement	155,892	188,250	184,114	159,173	173,715	9.1%
2300 Health	148,716	125,832	173,443	149,998	152,286	1.5%
2301 Life	3,318	2,489	3,505	2,708	2,841	4.9%
2350 OPEB	23,643	10,740	13,039	-	11,605	0.0%
2400 Worker's Comp	26,315	19,910	25,842	17,996	10,950	-39.2%
2500 Unemployment	-	275	-	-	-	0.0%
Total	1,104,243	970,067	1,095,437	1,029,802	1,064,871	3.4%
OPERATING EXPENSES						
3100 Professional Services	-	8,135	5,070	-	-	0.0%
3200 Audit	15,162	13,205	13,205	13,965	14,345	2.7%
3400 Contractual	114,882	142,446	233,996	232,980	232,680	-0.1%
4000 Training/Travel	3,077	4,589	13,875	13,875	13,875	0.0%
4100 Communications	1,980	754	300	482	482	0.0%
4101 Communications - Cell	2,289	2,377	3,300	3,200	3,200	0.0%
4102 Communications - Pager	-	-	-	-	-	0.0%
4103 Communications - Internet	2,764	3,088	2,780	2,780	2,808	1.0%
4200 Postage	63	131	1,000	1,000	1,000	0.0%
4300 Utilities - Electric	202,265	212,716	206,287	165,000	210,000	27.3%
4310 Utilities - Water & Sewer	-	-	-	31,287	21,287	-32.0%
4320 Utilities - Gas and Other	2,018	-	7,800	7,800	7,800	0.0%
4500 Insurance	71,071	77,999	77,999	71,790	74,027	3.1%
4610 R/M Buildings	2,270	2,033	36,000	36,000	36,000	0.0%
4620 R/M Equipment	64,506	89,071	75,000	110,000	110,000	0.0%
4630 R/M Vehicles-Labor	15,189	17,567	25,000	22,000	20,000	-9.1%
4640 R/M Vehicles-Parts	41,739	29,377	40,000	35,000	30,000	-14.3%
4700 Printing	-	-	-	-	-	0.0%
4900 Other Current	583,029	-	-	-	-	0.0%
4910 Billing Costs	120,000	120,000	120,000	130,000	167,500	28.8%
4920 Utility Admin Costs	175,000	175,000	175,000	130,000	130,000	0.0%
5100 Office Supplies	449	333	1,200	1,200	1,200	0.0%
5200 Operating Supplies	81,461	124,464	153,975	174,000	175,730	1.0%
5210 Uniforms	4,110	3,365	5,550	5,575	5,575	0.0%
5220 Household/Insttit	978	608	500	500	1,500	200.0%
5230 Gas/Oil	44,312	41,391	52,000	45,000	38,000	-15.6%
5240 Chemicals/Medical Supplies	40,596	42,331	46,000	46,000	46,000	0.0%
5300 Road Supplies	4,539	6,598	8,000	8,000	8,000	0.0%
5400 Books/Subs/Dues	358	398	1,900	1,900	1,900	0.0%
Total	1,594,107	1,117,976	1,305,737	1,289,334	1,352,909	4.9%
CAPITAL OUTLAY						
6200 Buildings	-	-	5,500	-	-	0.0%
6300 Improvements	176,816	266,340	910,000	890,000	890,000	0.0%
6400 Machinery/Equipment	99,194	173,736	177,200	-	225,000	0.0%
6401 Machinery/EquipmentNon-CAP	-	16,113	12,800	5,500	11,000	100.0%
Total	276,010	456,189	1,105,500	895,500	1,126,000	25.7%
DEBT SERVICE						
7000 Settlement Expense	-	-	-	-	-	0.0%
7100 Principal	-	-	-	-	-	0.0%
7200 Interest	-	-	-	-	-	0.0%
7300 Financing Costs	121,672	-	-	-	-	0.0%
Total	121,672	-	-	-	-	0.0%
TOTAL EXPENDITURES	3,096,032	2,544,232	3,506,674	3,214,636	3,543,780	10.2%
TRANSFERS OUT						
9100 Transfer to General Fund	160,000	160,000	160,000	260,000	260,000	0.0%
9120 Transfer to Utility Billing Fund	-	-	-	-	-	0.0%
9130 Transfer to Utility Administration Fund	-	-	-	-	-	0.0%
9200 Transfer to Debt Service Fund	1,098,713	-	-	-	-	0.0%
9230 Transfer to Utility Debt Service Fund	-	517,735	517,735	465,951	651,989	39.9%
9300 Transfer to Water Operations Fund	-	600,000	600,000	600,000	600,000	0.0%
9800 Transfer to Wastewater Capital Fund	100,000	1,600,000	1,600,000	250,000	250,000	0.0%
Total	1,358,713	2,877,735	2,877,735	1,575,951	1,761,989	11.8%
CONTINGENCIES & RESERVES						
9900 Contingency/Reserve	2,373,809	2,319,993	1,579,241	2,143,913	3,525,231	64.4%
9950 Contingency Project Fund	228,144	-	-	-	-	-
Total	2,601,953	2,319,993	1,579,241	2,143,913	3,525,231	64.4%
TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES	7,056,698	7,741,960	7,963,650	6,934,500	8,831,000	27.3%

Department Description & Function

1. Department: Utilities **Division:** Wastewater Division

2. Department/Division Function Summary:

To protect the safety and health of the citizens of Fernandina Beach through effective and economical collection, transportation and treatment of sewage. This service is accomplished by the operation and maintenance of 37 area lift stations, 33 individual lift stations, 66.86 miles of gravity sewer and 28.14 miles of force main sewer. Two individual treatment plants combine effluents to form one effluent outfall to the Amelia River, which must meet guidelines established by the EPA and FDEP. Protection of the receiving water is mandated and the waters of the State of Florida by these agencies. Engineering is currently underway to determine the feasibility of re-use water to Rayonier. There will be a two-fold benefit as less ground water will be pumped and the Amelia River will have less of an impact placed on it due to the division of re-use water to Rayonier.

3. Department Description:

This department serves both residential and commercial customers primarily within the City limits. A limited amount of septic wastewater is accepted by truck; no industrial wastewater is accepted.

Number of funded Employees	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Utility Operations Superintendent	1 FT	1 FT	1 FT	.5 FT
Foreman	1 FT	1 FT	1 FT	2 FT
Chief Wastewater Plant Operator	1 FT	1 FT	1 FT	1 FT
Wastewater Technician II	4 FT	3 FT	3 FT	3 FT
Wastewater Technician I	6 FT	3 FT	3 FT	2 FT
Wastewater Plant Operator	2 FT	2 FT	2 FT	2 FT
Locator	.5 FT	.5 FT	.5 FT	.5 FT
Collector	.5FT	.5 FT	.5 FT	.5 FT
Meter Reader	0 FT	.5 FT	.5 FT	.5 FT
Deputy Wastewater Superintendent	0 PT	1 PT	1 PT	1 PT
Wastewater Plant Operator				1 PT
TOTAL	16 FT 0 PT	12.5 FT 1 PT	12.5 FT 1 PT	12 FT 2 PT

4. Program Performance Indicators:

Performance Indicators	Actual 2012-13	Actual 2013-2014	Budget 2014-15	Budget 2015-16
Number of stoppages	0	0	0	0
Number of L.S. failures	0	0	0	0
Gals. Treated/ KWH	577.9	550	550	482
Average sewage treated	1.73 MGD	1.6 MGD	1.72 MGD	1.764 MGD

Program Goals & Objectives

- 1. **Department:** Wastewater
- 2. **Principal Programs:**
 - 1.) Wastewater collection and transportation
 - 2.) Wastewater treatment plant operation
 - 3.) Sludge disposal

Short Term Goals:

Goal: Operate the new sludge process economically and efficiently.

Objective: Keep spread sheet records which track all aspects of the process and associated costs.

Measure: The Chief Plant operator will review monthly and determine if the average cost per dry ton is below \$350.00. If it is not an incident report will be created by him for the Wastewater Superintendent and copied to the Utilities Director.

Goal: Operate the Wastewater treatment plants economically, efficiently, meeting or exceeding all State and Federal standards.

Objective: Produce the monthly operating report that is sent to FDEP.

Measure: The Chief Plant operator will review monthly operating report and review all permit regulated values including the percent removal which should be 95% or higher. If it is not the Chief Plant operator will work with the Wastewater Superintendent to determine the cause.

Goal: Reduce electric power consumption in the treatment and transportation systems.

Objective: Use all methods possible to reduce energy waste including, new Dataflow Automation system, employee education, and variable frequency drive installations.

Measure: The Wastewater Superintendent will review monthly consumption as provided by the Utilities Administration Division and determine if a 5% or better reduction has been accomplish when compared to the previous year month.

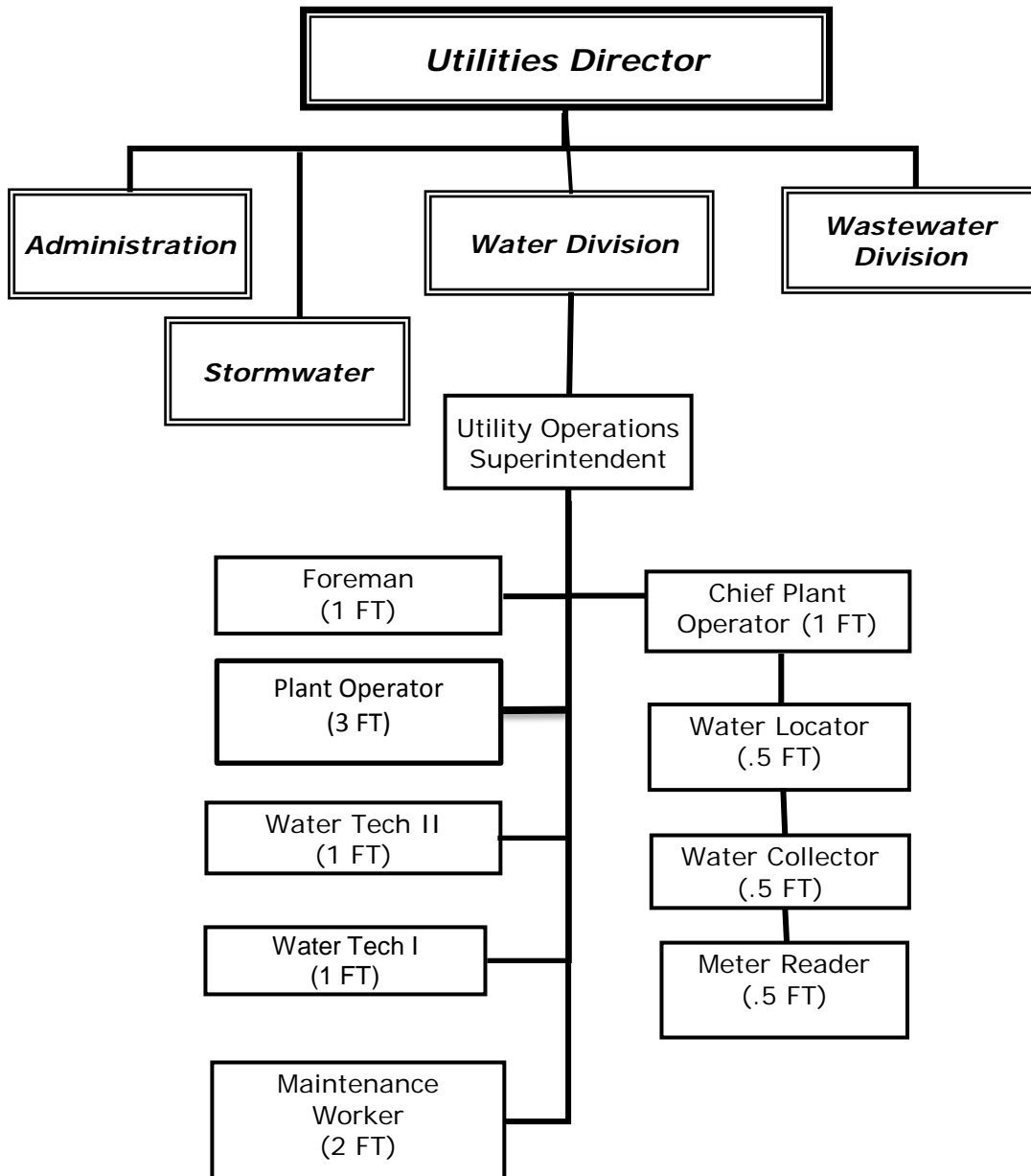
Long Term Goals:

- Goal:** **Reduce Infiltration and Inflow into the collection system.**
- Objective:** Reduce the expenses associated with treating rain and ground water by continued relining of old gravity mains, manhole restoration and relining of sewer laterals.
- Measure:** The Wastewater Superintendent will track the daily flows and determine if a 10% reduction has been met from the previous year with the issuance of an annual report to the Utilities Director.

Water Division Mission Statement

The Water Division is a professional, community organization serving the needs of residents, businesses, and visitors by providing an affordable water supply that safeguards public health, property, and the environment while providing for future growth of our community.

Organization Chart
Water Division



Full-Time: 11.5

Part-Time: 0

Seasonal: 0

**Position Control Summary
Water Operations**

Position/Title	2015-2016 Budget	
Full-Time		
Utility Operations Superintendent	1	69,098
Foreman	1	51,334
Plant Operator	3	135,242
Water Tech II	1	37,211
Water Tech I	1	25,750
Chief Plant Operator	1	55,744
Water Collector	0.5	19,240
Meter Reader	0.5	14,633
Water Locator	0.5	11,378
Maintenance Worker	2	58,240
Merit Pool		21,330
Total FT	11.5	499,200
Total Budgeted Positions	11.5	499,200

Water Fund

FUND TITLE/DEPARTMENT TITLE:# <i>Water Fund: 460</i>	SOURCES <i>Water Fund Revenues/Cash Balances</i>					
REVENUE OBJECT #/TITLE	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
CHARGES FOR SERVICES						
331.2000 FEMA Grant	-	-	-	-	-	0.0%
331.3000 Federal Grant/EPA	-	-	-	-	-	0.0%
343.3000 Water Charges	3,438,470	3,412,841	3,632,000	3,500,000	3,653,023	4.4%
343.3010 Water Tap Fees	23,177	37,054	30,000	20,000	20,000	0.0%
343.3020 Water Meter Installation	9,013	17,721	3,000	10,000	10,000	0.0%
343.3021 Water Non Pay Reconnect Fees	61,144	61,031	50,000	50,000	50,000	0.0%
343.3030 Water Protection Fees	-	-	-	-	-	0.0%
343.3040 Water Misc Fees	10,692	30,521	5,000	5,000	20,000	300.0%
343.3104 Water Overpayment	810	2	-	-	-	0.0%
Total	3,543,306	3,559,170	3,720,000	3,585,000	3,753,023	4.7%
OTHER REVENUES						
361.1000 Interest Earnings	4,848	3,602	1,000	1,200	2,300	91.7%
361.2000 Unrealized Gain SBA	2,439	(1,120)	-	-	-	0.0%
362.0000 Loss	-	-	-	-	-	0.0%
363.2300 ERU Impact Fees	139,877	202,442	115,860	150,000	-	-100.0%
363.2310 CIAC Developer Agreement	-	-	-	-	-	0.0%
363.2320 Extension Charges	-	6,350	1,000	1,000	5,000	400.0%
366.9000 Developer Contribution	-	-	-	-	-	0.0%
368.0000 Capital Contribution	34,928	-	-	-	-	0.0%
369.4500 Wastewater Revenue for Locator/Collector	-	-	-	-	-	0.0%
369.9000 Other Revenue	742	-	-	-	-	0.0%
369.9100 Late Fees	16,742	17,895	16,000	16,000	16,000	0.0%
369.9200 Gain on Sale of Assets	4,300	6,875	-	-	-	0.0%
384.0000 Bond Proceeds	-	-	-	-	-	0.0%
Total	203,876	236,044	133,860	168,200	23,300	-86.1%
TOTAL REVENUES	3,747,182	3,795,214	3,853,860	3,753,200	3,776,323	0.6%
TRANSFERS						
381.2300 Transfers From Util Debt Serv Fund	262,500	-	-	-	-	0.0%
381.4500 Transfers From Wastewater Fund	-	600,000	600,000	600,000	600,000	0.0%
Total	262,500	600,000	600,000	600,000	600,000	0.0%
CASH BALANCE FORWARD						
389.1000 Cash Balance Forward	3,100,538	2,048,269	2,946,840	2,500,000	2,211,677	-11.5%
389.1010 Cash Sinking Fund	-	-	-	-	-	0.0%
389.1020 Cash R&R Fund	200,000	200,000	200,000	200,000	200,000	0.0%
389.1030 Cash Rate Stable	-	-	-	-	-	0.0%
389.1040 Cash Working Capital	-	-	-	-	-	0.0%
389.1050 Transition	-	-	-	-	-	0.0%
389.1060 Cash Project Fund	-	-	-	-	-	0.0%
Total	3,300,538	2,248,269	3,146,840	2,700,000	2,411,677	-10.7%
TOTAL REVENUES, TRANSFERS & CASH BALANCES	7,310,220	6,643,483	7,600,700	7,053,200	6,788,000	-3.8%

Water Fund

FUND TITLE:/FUND # Water Fund: 460	EXPENDITURES BY FUNCTION Enterprise					
FUND/DEPARTMENT # 460-3600-533.	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
EXPENDITURE OBJECT #/NAME						
PERSONNEL						
1200 Salaries	409,655	376,269	399,164	415,243	499,200	20.2%
1210 Worker's Comp Reimbursement	-	-	-	-	-	0.0%
1300 Temporary	-	-	-	-	-	0.0%
1350 Part Time	29,757	14,531	32,996	34,634	-	-100.0%
1400 Overtime	62,497	54,422	75,000	65,000	65,000	0.0%
1500 Incentive	-	-	-	-	-	0.0%
1600 Longevity	5,720	-	6,240	-	-	0.0%
2100 FICA	37,962	34,720	39,275	39,388	43,161	9.6%
2200 Retirement	120,289	141,904	137,768	148,783	188,217	26.5%
2300 Health	69,164	69,913	77,446	86,470	97,099	12.3%
2301 Life	2,102	2,022	2,100	2,137	2,777	29.9%
2350 OPEB	16,723	9,027	9,027	21,584	9,878	-54.2%
2400 Worker's Comp	22,676	18,677	24,242	17,196	16,230	-5.6%
2500 Unemployment	-	2,489	-	-	-	0.0%
Total	776,545	723,974	803,258	830,435	921,562	11.0%
OPERATING EXPENSES						
3100 Professional Services	328,520	165,482	515,000	515,000	15,000	-97.1%
3200 Audit	10,374	9,035	9,035	9,555	9,815	2.7%
3400 Contractual	108,290	51,144	278,820	193,492	109,365	-43.5%
4000 Training/Travel	12,264	4,164	14,819	13,419	11,919	-11.2%
4100 Communications	1,946	946	6,500	7,778	1,595	-79.5%
4101 Communications - Cell	4,138	2,933	6,720	3,720	2,470	-33.6%
4102 Communications - Pager	-	-	-	-	-	0.0%
4103 Communications - Internet	1,612	1,605	1,990	1,990	3,633	82.6%
4200 Postage	767	171	1,825	1,825	1,825	0.0%
4300 Utilities - Electric	216,722	204,103	230,000	230,000	230,000	0.0%
4310 Utilities - Water & Sewer	-	-	-	2,000	2,000	0.0%
4320 Utilities - Gas and Other	-	-	4,000	4,000	4,000	0.0%
4500 Insurance	30,200	33,143	33,143	30,505	31,456	3.1%
4610 R/M Buildings	8,353	10,208	26,000	3,000	3,000	0.0%
4620 R/M Equipment	49,781	16,500	220,000	280,000	280,000	0.0%
4630 R/M Vehicles-Labor	7,886	7,797	12,000	10,000	15,000	50.0%
4640 R/M Vehicles-Parts	16,476	18,632	20,000	25,000	25,000	0.0%
4700 Printing	-	-	-	-	-	0.0%
4800 Promotional	2,508	2,556	4,000	4,000	4,000	0.0%
4900 Other Current	155,845	6,954	6,942	7,669	15,340	100.0%
4910 Billing Costs	120,000	120,000	120,000	130,000	167,500	28.8%
4920 Utility Admin Costs	175,000	175,000	175,000	130,000	130,000	0.0%
5100 Office Supplies	87	-	1,000	1,000	500	-50.0%
5200 Operating Supplies	127,855	79,394	225,750	219,540	220,520	0.4%
5210 Uniforms	3,705	3,646	7,050	7,050	7,700	9.2%
5220 Household/Insttit	-	144	250	250	250	0.0%
5230 Gas/Oil	43,166	37,047	50,000	45,000	38,000	-15.6%
5240 Chemicals/Medical Supplies	15,093	11,646	25,000	25,000	25,000	0.0%
5300 Road Supplies	2,666	6,598	8,000	8,000	8,000	0.0%
5400 Books/Subs/Dues	6,784	787	5,500	5,500	5,500	0.0%
Total	1,450,038	969,635	2,008,344	1,914,293	1,368,388	-28.5%
CAPITAL OUTLAY						
6200 Buildings	11,825	-	-	-	-	0.0%
6300 Improvements	155,837	88,454	210,000	210,000	210,000	0.0%
6400 Machinery/Equipment	35,994	-	29,500	72,000	75,000	4.2%
6401 Machinery/Equipment Non-CAP	5,245	10,856	14,000	14,000	18,500	32.1%
Total	208,901	99,310	253,500	296,000	303,500	2.5%
DEBT SERVICE						
7000 Settlement	-	1,800,000	-	-	-	0.0%
7100 Principal	-	-	-	-	-	0.0%
7200 Interest	-	-	-	-	-	0.0%
7300 Financing Costs	206,100	-	-	-	-	0.0%
Total	206,100	1,800,000	-	-	-	0.0%
TOTAL EXPENDITURES	2,641,584	3,592,919	3,065,102	3,040,728	2,593,450	-14.7%
TRANSFERS						
9100 Reimbursements to General-OH Costs	260,000	260,000	260,000	160,000	160,000	0.0%
9120 Transfer to Utility Billing	-	-	-	-	-	0.0%
9130 Transfer to Utility Administration Fund	-	-	-	-	-	0.0%
9230 Transfer to Utility Acq Service Fund	2,039,672	1,731,495	1,731,495	1,999,973	1,778,109	-11.1%
Total	2,299,672	1,991,495	1,991,495	2,159,973	1,938,109	-10.3%
CONTINGENCIES & RESERVES						
9900 Contingency	2,168,964	859,069	2,344,103	1,652,499	2,056,441	24.4%
9910 Contingency-Sinking Fund	-	-	-	-	-	0.0%
9911 Contingency-R&R Fund	200,000	200,000	200,000	200,000	200,000	0.0%
9920 Contingency-Rate Stable Fund	-	-	-	-	-	0.0%
9930 Contingency-Working Capital	-	-	-	-	-	0.0%
9940 Contingency-Transition	-	-	-	-	-	0.0%
9950 Contingency-Projects	-	-	-	-	-	0.0%
Total	2,368,964	1,059,069	2,544,103	1,852,499	2,256,441	21.8%
TOTAL EXPENDITURES, TRANSFERS, RESERVES	7,310,220	6,643,483	7,600,700	7,053,200	6,788,000	-3.8%

Department Description & Function

1. **Department:** Utilities **Division:** Water
2. **Department/Division Function Summary:**

To supply safe potable water meeting all standards required by the State of Florida Department of Environmental Protection (FDEP) and St. Johns River Water Management (SJRWMD) and provide fire protection at all times to public, commercial and industrial customers. This service will be provided by the operation and maintenance of three (3) water plants located in the city and adjacent county areas. Our water is withdrawn from the Floridan Aquifer under our 20 year consumptive use permit issued by SJRWMD. All our plants are primary treatment only which includes aeration, detention, disinfection using chlorine, and stabilization. Our water contains natural fluorides which promotes strong teeth. No other chemicals are added to our water other than chlorine as a disinfection, which is mandated by FDEP.

3. Water Division Description:

This division services 8,500+ customer connections consisting of residential, commercial, and industrial customers. Adequate flows, pressure, and quality of the water is accomplished by the dedication of the employees who respond 24 hours a day, 7 days a week, and 365 days a year with coverage of this important resource the city now controls. To insure that all these needs are met, the following employees are listed:

<i>Number of Funded Employees</i>	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Utility Operations Superintendent	1 FT	1 FT	1 FT	1 FT
Chief Plant Operator	1 FT	1 FT	1 FT	1 FT
Water Foreman	1 FT	1 FT	1 FT	1 FT
Water Plant Operator	0 FT	0 FT	0 FT	3 FT
Water Tech I	2 FT	2 FT	2 FT	1 FT
Water Tech II	3 FT	3 FT	3 FT	1 FT
Water meter reader	1 FT	.5 FT	.5 FT	.5 FT
Collector	.5 FT	.5 FT	.5 FT	.5 FT
Locator	.5 FT	.5 FT	.5 FT	.5 FT
Maintenance Worker	2 PT	2 PT	2 PT	2 FT
Total	10 FT 2 PT	9.5 FT 2 PT	9.5 FT 2 PT	11.5 FT 0 PT

4. Performance Indicators:

<i>Performance Indicators</i>	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Gallons/KWH	704	639	650	650
Gallons Pumped	1,190 MGD*	1265 MGD*	1,200 MGD*	1,400 MGD*
Gallons Sold	1,123 MGD*	1252 MGD*	1,176 MGD*	1,320 MGD*
Water loss audit	2.32%*	1%*	2.0%*	2.0%*
Water Revenue	\$3,438,470	\$3,412,841	\$3,500,000	\$3,653,023
# of Water Breaks	86*	60*	100*	60*

*CALENDAR YEAR

Program Goals & Objectives

- 1. **Department:** Water
- 2. **Principal Programs:**
 - 1.) Provide safe drinking water.
 - 2.) Supply necessary water for fire protection activities.
 - 3.) Correctly meter water usage.
 - 4.) Encourage water conservation.

Short Term Goals:

Goal: To provide new water services requested in a timely manner.

Objective: Installation of the most economical water facilities that will provide adequate flow, pressure and quality to the customer.

Measure: Water Superintendent to prepare quarterly report on Monthly totals and length of time from payment to installation the average should be less than 10 business days.

Goal: To reduce electric power consumption at all Water plants.

Objective: Use all methods possible to reduce energy waste including, new Dataflow Automation system, employee education, and variable frequency drive installations.

Measure: The Water Superintendent will review monthly expense as provided by the Utilities Administration Division and determine if a 5% or better reduction has been accomplish when compared to the previous year month.

Goal: To promote the conservation of water.

Objective: To provide educational tours of our water plants and utilize all materials provide by St. Johns River Water Management District by distributing this information to our customers through bill stuffers and hand-outs in our bill collection area.

Measure: Water Superintendent to review our consumptive use permit January 2nd and determine if previous years withdraw rates are under permitted allowance.

Goal: To accurately measure water consumption and keep unaccounted for water to a minimum.

Objective: Test and calibrate all 4 inch meters yearly, 3 inch meters every two years, 2 inch meters every three years, 1 inch meters every four years and replace all 5/8 meters on a 10 year cycle.

Measure: Water Superintendent to work with Utilities Director on the completion of the Water Audit as required by SJRWMD and target a value of less than 5% for unaccounted for water.

Goal: **To reduce the TTHM (Total Trihalomethane) levels.**

Objective: Continue Flushing program, plants aerators are cleaned regularly, and recommend cast iron main replacements when needed.

Measure: Water Superintendent to review quarterly testing results with Chief Plant Operator and compare to previous year. If the value at any one time is greater than 80 ppb further analysis will be completed and a report generated to the Utilities Director by the Water Superintendent.

Goal: **To provide constant quality water that meets or exceeds all standards.**

Objective: Follow the current procedures as outlined in the Cross Connection policies, which include the documentation of annual testing of all Back Flow Preventors.

Measure: Water Superintendent to review annual records concerning testing of back flow devices and send out notices for any that are in violation. Success would be less than 10% of total back flow devices requiring violation notice.

Goal: **To provide fire protection devices that are in excellent working condition for Fire Department usage.**

Objective: Perform flow testing, maintain a record of available flows and locations of all hydrants.

Measure: Water Superintendent to verify that all hydrants have been flowed yearly.

Stormwater Department Mission Statement

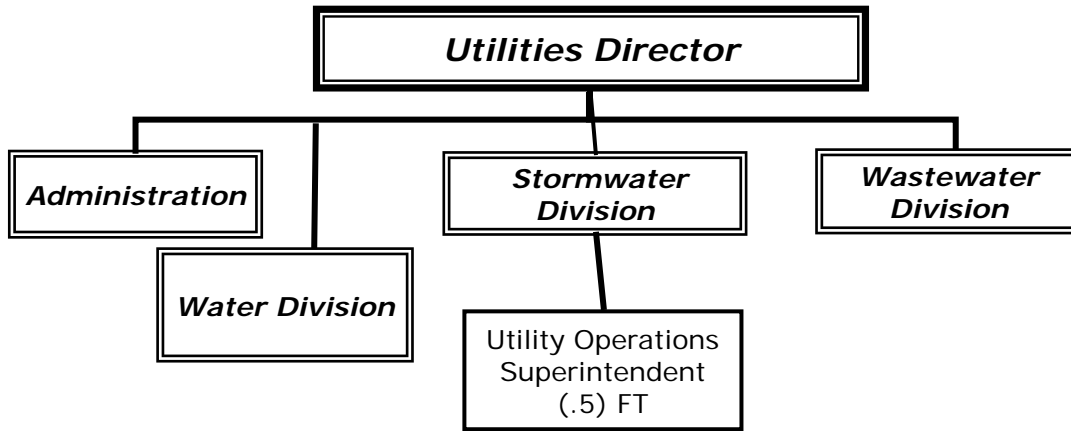
The mission of the Stormwater Department is to operate, maintain and improve the storm drainage systems within the City and provide dependable, cost effective management of those systems.

To control and limit the flooding of roads and structures within the city by identifying and implementing critical capital improvements, by maintaining the existing stormwater systems and by providing guidance to new developments to minimize the impacts of their stormwater runoff.

To reduce stormwater pollution, promote clean water and protect the unique resources of the Amelia River and its surrounding estuaries by effectively managing stormwater runoff.

To support efforts of State and Federal agencies in protecting natural resources from damage by implementing best management practices in the control of storm water runoff.

Organization Chart
Storm Water Management



Full-Time: 11.5

Part-Time: 0

Seasonal: 0

Position Control Summary
Storm Water Management

Position/Title		2015-2016 Budget
Full-Time		
Utilities Operations Superintendent	0.5	37,500
<hr/>		
Total FT	0.5	37,500
<hr/>		
Total Budgeted Positions	0.5	37,500

Storm Water Management

FUND TITLE/DEPARTMENT TITLE:# <i>Storm Water Management 470</i>	SOURCES <i>Storm Water Management Fund Revenues/Cash Balances</i>					
REVENUE OBJECT #/TITLE	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
GRANTS & OTHER FINANCING						
331.2000 FEMA Grant	-	-	-	-	-	0.0%
337.3600 St Johns Water Dist Grant	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
CHARGES FOR SERVICES						
343.4700 Water Drainage Fees	258,185	270,857	260,000	267,000	270,908	1.5%
Total	258,185	270,857	260,000	267,000	270,908	1.5%
OTHER REVENUES						
361.1000 Interest	-	-	-	-	-	0.0%
363.1000 Special Assessments	-	-	-	-	-	0.0%
363.4700 Impact Fees	-	-	-	-	-	0.0%
369.9000 Other Revenue	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
TOTAL REVENUES	258,185	270,857	260,000	267,000	270,908	1.5%
TRANSFERS						
381.1000 Transfers From General Fund	-	21,420	21,420	21,515	21,515	0.0%
Total	-	21,420	21,420	21,515	21,515	0.0%
CASH BALANCE FORWARD						
389.1000 Cash Balance Forward	15,640	170,238	102,080	207,700	296,877	42.9%
Total	15,640	170,238	102,080	207,700	296,877	42.9%
TOTAL REVENUES, TRANSFERS & CASH BALANCES	273,825	462,515	383,500	496,215	589,300	18.8%

Storm Water Management

FUND TITLE:/FUND # Storm Water Management 470	EXPENDITURES BY FUNCTION Enterprise					
FUND/DEPARTMENT # 470-3800-538	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
EXPENDITURE OBJECT #/NAME						
PERSONNEL						
1200 Salaries	-	-	-	-	37,500	0.0%
1210 Worker's Comp Reimbursement	-	-	-	-	-	0.0%
1300 Temporary	-	-	-	-	-	0.0%
1350 Part Time	-	-	29,858	-	-	0.0%
1400 Overtime	-	-	-	-	-	0.0%
1500 Incentive	-	-	-	-	-	0.0%
1600 Longevity	-	-	-	-	-	0.0%
2100 FICA	-	-	2,284	-	2,869	0.0%
2200 Retirement	-	-	-	-	12,705	0.0%
2300 Health	-	-	-	-	4,113	0.0%
2301 Life	-	-	-	-	234	0.0%
2305 OPEB	-	(6,200)	-	-	-	0.0%
2400 Worker's Comp	-	1,103	1,431	-	1,662	0.0%
2500 Unemployment	-	-	-	-	-	0.0%
Total	-	(5,097)	33,573	-	59,083	0.0%
OPERATING EXPENSES						
3100 Professional Services	-	-	-	-	20,000	0.0%
3200 Audit	6,384	5,560	5,560	5,880	6,040	2.7%
3400 Contractual	825	669	55,138	55,138	175,000	217.4%
4000 Training/Travel	402	-	2,360	-	-	0.0%
4100 Communications	-	-	-	-	-	0.0%
4101 Communications - Cell	25	-	990	-	-	0.0%
4200 Postage	-	12	100	100	-	-100.0%
4300 Utilities	-	-	480	-	-	0.0%
4310 Fuel	-	-	-	-	-	0.0%
4500 Insurance	-	-	-	-	-	0.0%
4610 R/M Buildings	-	-	-	-	-	0.0%
4620 R/M Equipment	-	-	5,000	5,000	5,000	0.0%
4630 R/M Vehicles-Labor	-	-	5,000	5,000	5,000	0.0%
4640 R/M Vehicles-Parts	-	-	5,000	5,000	5,000	0.0%
4650 Outside R/M Veh-Parts	-	-	-	-	-	0.0%
4700 Printing	-	-	500	500	-	-100.0%
4800 Promotional	-	-	500	500	1,500	200.0%
4910 Billing Costs	15,400	18,000	18,000	26,000	33,500	28.8%
4920 Utility Admin Costs	6,300	13,000	13,000	53,000	53,000	0.0%
5100 Office Supplies	-	-	-	-	-	0.0%
5200 Operating Supplies	1,027	329	3,000	3,000	3,000	0.0%
5210 Uniforms	-	-	325	325	-	-100.0%
5400 Books/Subs/Dues	626	622	750	750	250	-66.7%
Total	30,989	38,192	115,703	160,193	312,290	94.9%
CAPITAL OUTLAY						
6200 Buildings	52,892	-	-	-	-	0.0%
6300 Improvements	-	120,506	150,000	180,000	160,000	-11.1%
6400 Machinery/Equipment	-	-	-	-	-	0.0%
6401 Machinery/Equipment Non-CAP	-	-	-	-	-	0.0%
Total	52,892	120,506	150,000	180,000	160,000	-11.1%
DEBT SERVICE						
7100 Principal	-	40,276	38,501	37,724	38,985	3.3%
7200 Interest	-	8,061	4,279	5,306	4,045	-23.8%
Total	-	48,337	42,780	43,030	43,030	0.0%
TOTAL EXPENDITURES	83,881	201,938	342,056	383,223	574,403	49.9%
TRANSFERS						
9100 Transfer TO General Fund	-	-	-	-	-	0.0%
Total	-	-	-	-	-	0.0%
CONTINGENCIES & RESERVES						
9900 Contingency	189,944	260,577	41,444	112,992	14,897	-86.8%
Total	189,944	260,577	41,444	112,992	14,897	-86.8%
TOTAL EXPENDITURES, TRANSFERS,RESERVES	273,825	462,515	383,500	496,215	589,300	18.8%

Department Description & Function

1. **Department:** Storm Water Management

2. **Department/Division Function Summary:**

A Storm Water Management Enterprise Fund was first created in the Fiscal Year 2006-2007 budget. This Fund was formed due to the critical need for improvements to the City's storm drains, drainage system and the development of a comprehensive plan for storm water so that the City would be prepared to comply with future State and Federal requirements. The Storm Water Department is responsible for finding solutions to existing flooding and drainage problems in City streets. The Storm Water Management staff is also responsible for reviewing all construction plans for commercial projects, residential developments, parking lots and storm drainage systems throughout the City.

3. **Storm Water Management Staffing:**

Number of Funded Employees	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Utilities Oper Superintendent	0 FT	0 FT	0 FT	.5 FT
Engineer I	0 PT	1 PT	0 PT	0 FT
Maintenance Superintendent	0 PT	0 FT	0 FT	0 FT
Total	0 FT 0 PT	0 FT 1 PT	0 FT 0 PT	.5 FT 0 PT

4. **Program Performance Indicators:**

Program Performance Indicators	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Road Closures	0	0	0	0
Miles of Street Cleaned	5,004	5,000	5,000	5,000
Man hours Drainage Cleaning	1,206	2,000	2,000	2,000

Program Goals & Objectives

1. **Department:** Storm Water Management

2. **Goals and Objectives:**

A. Goal: Develop, adopt and Implement a comprehensive Storm Water Management Plan

Objectives:

- Update the Storm Water Management Plan as field inspections or surveys verify previously unknown conditions
- Research alternative methods of financing and/or funding the storm water management plan
- Review prioritize storm water projects in Master Plan.

Measures:

- Begin in-house design and permitting of minor storm water master plan improvements
- Create swales maps with topographical information for areas that need swale creation

B. Goal: Correct Existing drainage system deficiencies

Objectives:

- Prevent major street and structure flooding
- Develop a program to correct existing drainage problems

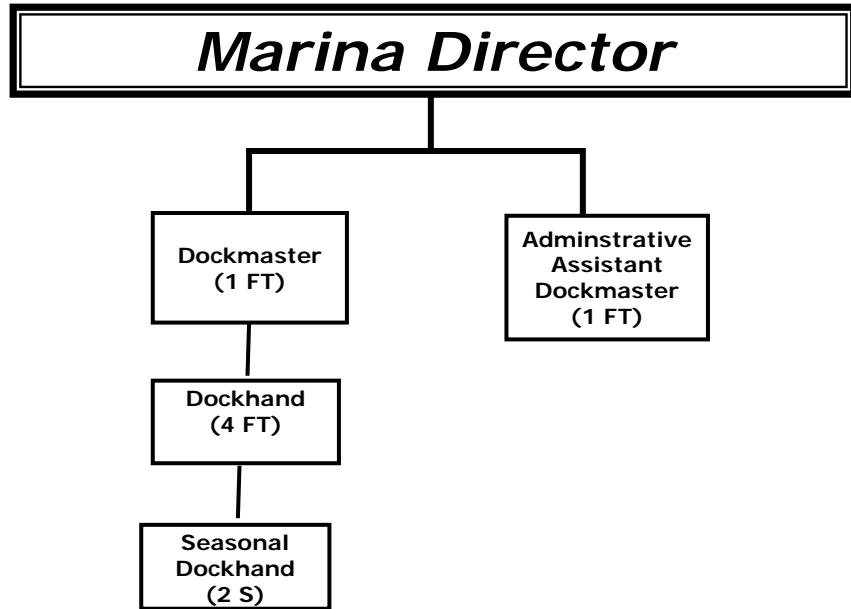
Measures:

- Increased maintenance and cleaning of existing stormwater conveyance systems (pipes and ditches)
- Begin construction and re-construction of roadside swales on city streets
- Construct interim improvements to minimize flooding

Marina Department Mission Statement

Fernandina Harbor Marina, as a self-sustaining business of the Marina Department for the City of Fernandina Beach, is dedicated to exceptional first class service to the community and our customers at a reasonable cost. As ambassadors for the City, we believe in offering a Sunshine State welcome to all boaters, by providing personalized service from a competent and pleasant staff. As the gateway to Florida and its many waterways, we are committed to enhancing our environment through education of our guests, best management practices for our employees and by maintaining our Clean Marina status. Our mission will be achieved through quality employees, teamwork, caring, integrity, initiative and a commitment to excellence.

Organization Chart
WestRec Marina



Full-Time: 7

Part-Time: 0

Seasonal: 2

Marina Fund

FUND TITLE/DEPARTMENT TITLE:# <i>Marina: 480</i>	SOURCES <i>Marina Revenues & Cash Balances</i>					
REVENUE OBJECT #/TITLE	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
CHARGES FOR SERVICES						
331.2000 FEMA Grant	-	-	-	-	-	0.0%
331.1000 Federal Grants	-	-	-	-	-	0.0%
331.3000 FBIP	-	-	-	-	100,000	
332.1000 FEDERAL Grants	-	-	-	-	75,000	
334.1000 State Grants	19	10,700	-	37,500	250,000	566.7%
347.9000 Slip Rentals-Permanent	242,496	237,354	285,000	247,500	250,000	1.0%
347.9002 Slip Rentals-Transient BigP	-	-	-	-	-	0.0%
347.9003 Slip Rentals-Transient BigP Non Taxable	-	-	-	-	-	0.0%
347.9005 Slip Rentals-Transient	411,156	422,972	495,000	475,000	480,000	1.1%
347.9007 Slip Rentals-Transient Non Taxable	9,200	6,127	8,500	6,500	7,000	7.7%
347.9009 Dock Store Rent	22,500	30,000	30,000	30,000	30,000	0.0%
347.9010 Business Rentals	23,111	23,483	24,000	24,000	24,500	2.1%
347.9012 Moorings Taxable	31,896	28,140	42,000	37,000	38,000	2.7%
347.9013 Moorings Non Taxable	-	-	-	-	-	0.0%
347.9050 Merchandise for Resale	3,747	403	-	-	-	0.0%
347.9060 Services-Nontaxable	1,951	2,664	3,000	1,500	1,600	6.7%
347.9100 Gasoline/Fuel - Diesel	1,138,095	1,268,875	1,200,000	1,230,000	1,077,000	-12.4%
347.9101 Gasoline/Fuel - Gas	273,729	298,160	275,000	296,000	253,700	-14.3%
347.9102 Gasoline/Fuel - Oils/Additives	110	-	300	-	-	0.0%
347.9103 Gasoline/Fuel - Diesel Non Taxable	10,112	19,517	30,000	27,000	20,000	-25.9%
347.9104 Gasoline/Fuel - Discounts	-	-	-	-	-	0.0%
347.9105 Gasoline/Fuel - Discounts Disel	(24,686)	(33,679)	(20,000)	(25,000)	(22,000)	-12.0%
347.9106 Gasoline/Fuel - Discounts Gas	(2,717)	(2,828)	(2,500)	(2,500)	(2,500)	0.0%
347.9107 Gasoline/Fuel - Discounts N/T DSL	(69)	(91)	(150)	(175)	(1,000)	471.4%
Total	2,140,650	2,311,797	2,370,150	2,384,325	2,581,300	8.3%
OTHER REVENUES						
361.1000 Interest	-	-	-	-	-	0.0%
362.0000 Loss	-	-	-	-	-	0.0%
362.1000 Rents	-	-	-	-	-	0.0%
362.1005 Non Taxable Rents	10,245	10,051	10,300	10,500	10,700	1.9%
369.9000 Other Revenue	2,194	30,248	1,000	1,500	250	-83.3%
369.9200 Gain on Sale of Assets	2,653	-	-	-	-	0.0%
384.1000 Loan Proceeds	-	-	-	-	-	0.0%
Total	15,092	40,299	11,300	12,000	10,950	-8.8%
TOTAL REVENUES	2,155,742	2,352,096	2,381,450	2,396,325	2,592,250	8.2%
TRANSFERS IN						
381.100 From General Fund	284,100	352,600	271,100	272,000	307,000	12.9%
Total	284,100	352,600	271,100	272,000	307,000	12.9%
CASH BALANCE FORWARD						
389.9000 Cash Balance Forward	(580,780)	(530,842)	(619,350)	(472,325)	(389,340)	-17.6%
Total	(580,780)	(530,842)	(619,350)	(472,325)	(389,340)	-17.6%
TOTAL REVENUES & CASH BALANCES	1,859,062	2,173,854	2,033,200	2,196,000	2,509,910	14.3%

Marina Fund

FUND TITLE:/FUND # Marina Fund:480	EXPENDITURES BY FUNCTION Enterprise					
FUND/DEPARTMENT # 480-7500-575.	ACTUAL 2013	ACTUAL 2014	BUDGET 2014	BUDGET 2015	BUDGET 2016	INCREASE/ DECREASE
EXPENDITURE OBJECT #/NAME						
PERSONNEL						
1200 Salaries	-	-	-	-	-	0.0%
1210 Worker's Comp Reimbursement	-	-	-	-	-	0.0%
1300 Temporary	-	-	-	-	-	0.0%
1350 Part Time	-	-	-	-	-	0.0%
1400 Overtime	-	-	-	-	-	0.0%
1500 Incentive	-	-	-	-	-	0.0%
1600 Longevity	-	-	-	-	-	0.0%
2100 FICA	-	-	-	-	-	0.0%
2200 Retirement	-	-	-	-	-	0.0%
2300 Health	-	-	-	-	-	0.0%
2301 Life	-	-	-	-	-	0.0%
2350 OPEB	-	(9,357)	-	-	-	0.0%
2400 Worker's Comp	-	-	-	-	-	0.0%
2500 Unemployment	-	-	-	-	-	0.0%
Total	-	(9,357)	-	-	-	0.0%
OPERATING EXPENSES						
3100 Professional Services	-	-	-	-	-	0.0%
3200 Audit	7,182	6,255	6,255	6,615	6,795	2.1%
3400 Contractual	498,697	490,390	527,736	477,657	487,519	2.1%
3500 Investigations	-	-	-	-	-	0.0%
3900 Auto Allowance	-	-	-	-	-	0.0%
4000 Training/Travel	420	224	2,925	3,000	1,125	-62.5%
4100 Communications	4,506	1,617	1,414	2,031	360	-82.3%
4101 Communications - Cell	1,084	680	880	880	900	2.3%
4102 Communications - Pager	-	-	-	-	-	0.0%
4103 Communications - Internet	2,236	4,757	4,703	10,823	5,508	-49.1%
4200 Postage	-	-	-	-	-	0.0%
4300 Utilities - Electric	57,184	53,982	62,500	44,000	28,000	-36.4%
4310 Utilities - Water & Sewer	-	-	-	16,000	14,000	-12.5%
4400 Rentals/Leases	-	-	-	-	-	0.0%
4500 Insurance	64,217	70,477	70,477	64,867	66,888	3.1%
4610 R/M Buildings	9,383	8,671	55,000	50,000	23,250	-53.5%
4620 R/M Equipment	5,811	3,356	10,400	10,000	7,200	-28.0%
4630 R/M Vehicles-Labor	-	45	250	250	-	-100.0%
4640 R/M Vehicles-Parts	-	-	250	250	-	-100.0%
4650 Mooring Field Repairs	5,860	9,489	9,700	7,500	7,800	4.0%
4700 Printing	25	556	1,500	1,250	1,025	-18.0%
4800 Promotional	7,290	8,220	9,739	7,739	7,489	-3.2%
4900 Other Current	-	-	-	-	-	0.0%
4902 Bad Debt Expense	4,162	-	-	-	-	0.0%
4910 Billing Costs	-	-	-	-	-	0.0%
5100 Office Supplies	1,359	2,107	1,650	1,600	2,000	25.0%
5200 Operating Supplies	52,524	57,250	64,100	62,120	55,000	-11.5%
5210 Uniforms	650	1,744	1,200	1,800	1,950	8.3%
5220 Household/Instit	3,360	3,094	3,800	3,500	4,500	28.6%
5230 Gas/Oil	295	405	550	500	500	0.0%
5400 Books/Subs/Dues	320	1,459	540	600	700	16.7%
5500 Merchandise for Resale	-	-	-	-	-	0.0%
5510 Fuel for Resale	1,091,430	1,206,913	1,174,180	1,211,400	1,053,000	-13.1%
Total	1,817,995	1,931,691	2,009,749	1,984,382	1,775,509	-10.5%
CAPITAL OUTLAY						
6200 Buildings	-	-	-	-	-	0.0%
6300 Improvements	(351)	46,999	30,000	75,000	350,000	366.7%
6301 Dredging	-	-	-	-	-	0.0%
6400 Machinery/Equipment	3,990	-	-	-	103,500	0.0%
6401 Machinery/Equipment Non-CAP	-	-	-	8,000	-	-100.0%
Total	3,639	46,999	30,000	83,000	453,500	446.4%
DEBT SERVICE						
7100 Principal	349,074	355,863	355,863	368,310	375,099	1.8%
7200 Interest	73,874	65,126	65,845	57,150	48,282	-15.5%
7300 Amortization/ Financing Costs	-	-	-	-	-	0.0%
Total	422,948	420,989	421,708	425,460	423,381	-0.5%
TOTAL EXPENDITURES	2,244,582	2,390,322	2,461,457	2,492,842	2,652,390	6.4%
TRANSFERS, CONTINGENCIES, RESERVES						
9100 Marina Transfer to General Fund	-	-	-	-	-	0.0%
9240 Debt Service Transfer	145,322	120,480	120,480	118,436	117,938	-0.4%
9500 Contingencies/Reserves	(530,842)	(336,948)	(548,737)	(415,278)	(260,418)	-37.3%
Total	(385,520)	(216,468)	(428,257)	(296,842)	(142,480)	-52.0%
TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES, & RESERVES	1,859,062	2,173,854	2,033,200	2,196,000	2,509,910	14.3%

Department Description & Function

1. Department: Marina

2. Department/Division Function Summary:

The Marina Department exists as a separate City Department. It is operated as an enterprise fund where revenues are intended to fund department operations and is managed by Westrec Marinas.

3. Department Description:

The Fernandina Harbor Marina is home to 44 permanent boats and is a “stop-over of choice” to better than 7,800 visitor (transient) vessels, some who stay for more than one day, accounting for over 12,500 transient boat nights per year. Under the supervision of the Marina Manager and the Dock Master, the marina staff assists vessels with fueling and dockage, and is responsible for maintaining the docks and upland facilities. Additionally, the marina staff assists boaters in various ways, from providing local knowledge about navigation and weather conditions, to assisting with safety and environmental compliance.

Number of Funded Employees	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Marina Manager	1 FT	1 FT	1 FT	1 FT
Dockmaster	1 FT	1 FT	1 FT	1 FT
Dockhand/Maintenance	1 FT	1 FT	1 FT	1 FT
Dockhand/Store Operator	3 FT	3 FT	3 FT	3 FT
Dockhand/Custodial	1 FT	1 FT	1 S/T	2 S/T
Maintenance Worker II	0 FT	0 FT	0 FT	0 FT
Maintenance Worker I	0 FT	0 FT	0 FT	0 FT
Administrative Assistant	1 FT	1 FT	1 FT	1 FT
Total	8 FT 0 PT	8 FT 0 PT	7 FT 1 S/T	7 FT 2 S/T

4. Program Performance Indicators:

Performance Indicators	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Fuel Sales Revenue - Diesel	\$1,148,207	\$1,209,850	\$1,231,825	\$1,077,000
Fuel Diesel Gallons	272,651	195,000	200,000	325,000
Fuel Sales Revenue – Gas	\$273,729	\$272,500	\$293,500	\$253,700
Fuel Gas Gallons	56,676	72,000	53,000	60,548
Fuel Margin (/Sales)	30.2	22.4	30.2	22.7
Dockage & Mooring Revenue	\$701,297	\$830,500	\$818,000	\$775,000
Boat Night Count	13,754	15,500	14,500	15,250
Number of Training hours completed by staff	450	525	550	575

Program Goals & Objectives

1. Department: City Marina

2. Operating Programs: Dockage & moorings, fuel sales, facilities, environmental & security, special events & holidays

3. Goals and Objectives:

Program: Dockage & Moorings

Person responsible: Dockmaster/Marina Manager

Goal: Increase number of transient vessels and boat nights

Objective: Increase advertising via internet and maintain advertising in various trade publications

Measure: Increase in vessel count and transient boat night count

Person responsible: Dockmaster/Marina Manager

Goal: Off-season discount promotions

Objective: Increase in off season transient dockage and moorings

Measure: Increase in revenue and transient boat night count for off seasons

Program: Marketing

Person responsible: Marina Manager

Goal: Expand marketing strategy

Objective: Market to regional clientele during off seasons

Measure: Increase in off season revenues

Objective: Better utilization of internet marketing

Measure: Increase in off season revenues, Google Analytics reporting and maintain record of internet reservation requests

Goal: Increase group events and Special Events

Objective: Market to all groups that have used the facility in the past to encourage future use.

Measure: Increase in group visits

Program: Public relations and education

Person responsible: Marina Manager

Goal: Enhance visitor experience

Objective: Develop marina awareness in the community

Measure: Number of participants in National Marina Day Celebration

Program: Environmental & security

Person responsible: Dockmaster/Marina Manager

Goal: Maintaining environmental compliance

Objective: Adhering to all local, state and Federal laws and regulations

Measure: Maintaining Clean Marina status and Percentage of inspections passed

Person responsible: Dockmaster/Marina Manager

Goal: Maintaining security and mandated equipment compliance

Objective: Adhering to all Dept. of Homeland Security/U.S. Coast Guard requirements

Measure: Percentage of inspections passed