

Enterprise Funds

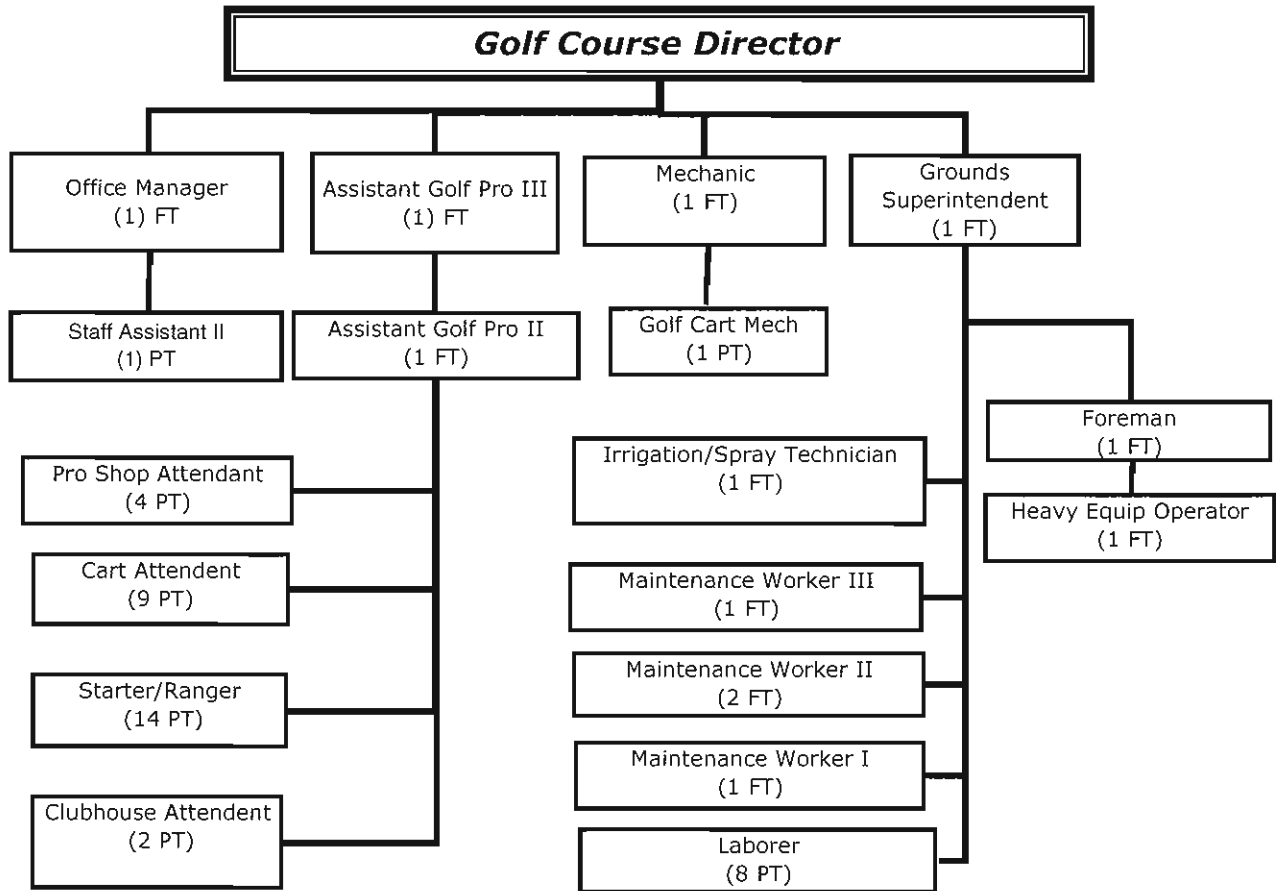
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Golf Course Mission Statement

It is the mission of the Fernandina Beach Golf Club to provide the highest quality experience for residents and visitors alike. We will achieve our goals by utilizing professional expertise and extending outstanding customer service with respect to the game of Golf.

Organization Chart Golf



Full-Time: 13

Part-Time: 39

Seasonal: 0

**Position Control Summary
Golf Course**

| Position/Title | 2008-2009 Budget | |
|---------------------------------|---------------------|----------------|
| Full-Time | | |
| Golf Course Director | 1 | 20,700 |
| Grounds Superintendent | 1 | 56,659 |
| Mechanic | 1 | 43,243 |
| Foreman | 1 | 47,882 |
| Heavy Equipment Operator | 1 | 38,854 |
| Irrigation/Spray Technician | 1 | 26,354 |
| Maintenance Worker III | 1 | 33,904 |
| Maintenance Worker II | 2 | 55,951 |
| Maintenance Worker I | 1 | 22,568 |
| Assistant Golf Pro III | 1 | 39,790 |
| Assistant Golf Pro II | 1 | 25,771 |
| Office Manager | 1 | 44,554 |
| Drop Plan Payout | | 34,500 |
| Cola/Merit Pool | | 20,749 |
| Total FT | 13 | 511,479 |
| Part-Time | | |
| Staff Assistant II | 1 | 12,293 |
| Proshop Attendants | 4 | 32,358 |
| Cart Attendants | 9 | 41,700 |
| Starters/Rangers | 14 | 39,857 |
| Laborers | 8 | 99,460 |
| Golf Cart Mechanic | 1 | 17,039 |
| Clubhouse Attendants | 2 | 10,858 |
| Cola/Merit Pool | | 6,668 |
| Total PT | 39 | 260,233 |
| Total Budgeted Positions | 52 | 771,712 |

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 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| OPERATING REVENUES | | | | |
| 331.2000 FEMA Grant | - | - | - | - |
| 347.3000 Green Fees | 693,139 | 525,282 | 600,000 | 665,000 |
| 347.3100 Surcharge | - | - | 32,500 | 45,000 |
| 347.3300 Memberships | - | 229,602 | 290,000 | 331,000 |
| 347.3500 Golf Carts | 648,696 | 692,761 | 760,200 | 750,000 |
| 347.4300 Range Fees | 53,478 | 55,113 | 65,000 | 70,000 |
| 347.4500 Pro Shop Rent | 10,314 | 11,199 | 15,000 | 15,000 |
| 347.5000 Snack Bar Rent | 33,172 | 44,002 | 43,000 | 48,000 |
| 347.5500 Facility Rental | 5,701 | 7,647 | 7,500 | 8,000 |
| Total | 1,444,500 | 1,565,605 | 1,813,200 | 1,932,000 |
| Interest | | | | |
| 361.1000 Interest | 21,311 | 10,929 | 1,000 | 7,000 |
| 361.3010 Unrealized Gain | 22,079 | - | - | - |
| Total | 43,390 | 10,929 | 1,000 | 7,000 |
| OTHER REVENUES | | | | |
| 362.0000 Loss | - | - | - | - |
| 364.4900 Sale of Equipment | - | - | 4,000 | 7,500 |
| 367.0000 Gain/Loss on Sale of Equipment | - | - | - | - |
| 369.9000 Other Revenue | 2,222 | 758 | 500 | 1,385 |
| 369.9200 Gain on Sale of Assets | - | 14,975 | - | - |
| 384.1000 Loan Proceeds | 1,200,000 | - | - | - |
| Total | 1,202,222 | 15,732 | 4,500 | 8,885 |
| Total Operating & Other Revenues | 2,690,112 | 1,592,267 | 1,818,700 | 1,947,885 |
| CASH BALANCE FORWARD | | | | |
| 389.1000 Cash Balance Forward | 18,443 | 68,353 | 7,000 | 54,115 |
| Total | 18,443 | 68,353 | 7,000 | 54,115 |
| TOTAL REVENUES & CASH BALANCES | 2,708,555 | 1,660,620 | 1,825,700 | 2,002,000 |

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 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| EXPENDITURE OBJECT #/NAME | | | | |
| PERSONNEL SERVICES | | | | |
| 1200 Salaries | 430,304 | 423,346 | 467,206 | 511,479 |
| 1210 Worker's Comp Reimbursement | - | - | - | - |
| 1300 Temporary | - | - | - | - |
| 1350 Part Time | 205,153 | 229,802 | 255,852 | 260,233 |
| 1400 Overtime | 19,186 | 15,968 | 20,000 | 20,000 |
| 1500 Incentive | - | - | - | - |
| 1600 Longevity | 5,460 | 5,616 | 5,824 | 6,864 |
| 2100 FICA | 48,218 | 56,230 | 57,289 | 61,091 |
| 2200 Retirement | 20,599 | 29,740 | 36,246 | 46,358 |
| 2300 Health | 64,126 | 67,959 | 82,151 | 83,808 |
| 2301 Life | 2,389 | 2,398 | 2,632 | 3,123 |
| 2400 Worker's Comp | 19,449 | 13,399 | 15,461 | 16,284 |
| 2500 Unemployment | 1 | 931 | - | - |
| Total | 814,886 | 845,389 | 942,661 | 1,009,240 |
| OPERATING EXPENSES | | | | |
| 3100 Professional Services | 7,750 | - | - | - |
| 3200 Audit | 7,000 | 6,850 | 7,000 | 7,580 |
| 3400 Contractual | 24,502 | 20,155 | 22,625 | 28,780 |
| 3500 Investigations | - | - | - | - |
| 3900 Auto Allowance | - | - | - | - |
| 4000 Training/Travel | 2,290 | 1,288 | 2,900 | 3,500 |
| 4100 Communications | 4,703 | 3,966 | 3,700 | 3,700 |
| 4101 Communications - Cell | 412 | 864 | 900 | 600 |
| 4103 Communications - Internet | 930 | 1,022 | 1,025 | 1,980 |
| 4200 Postage | 157 | 181 | 350 | 350 |
| 4300 Utilities | 52,831 | 75,263 | 85,400 | 100,000 |
| 4500 Insurance | 46,602 | 46,682 | 52,608 | 37,228 |
| 4610 R/M Buildings | 6,321 | 5,602 | 22,000 | 28,000 |
| 4620 R/M Equipment | 17,661 | 13,459 | 15,000 | 15,000 |
| 4630 R/M Vehicles-Labor | 1,057 | 1,754 | 3,000 | 3,250 |
| 4640 R/M Vehicles-Parts | 2,416 | 2,382 | 2,000 | 7,000 |
| 4700 Printing | 2,805 | 865 | 3,000 | 3,000 |
| 4800 Promotional | 29,372 | 32,425 | 36,000 | 36,000 |
| 4900 Other Current | - | - | - | - |
| 4910 Billing Costs-Sanitation | - | - | - | - |
| 5100 Office Supplies | 4,099 | 3,085 | 3,600 | 4,000 |
| 5200 Operating Supplies | 201,280 | 186,562 | 211,500 | 231,500 |
| 5210 Uniforms | 1,563 | 2,223 | 3,500 | 4,000 |
| 5220 Household/Instit | 5,598 | 4,912 | 6,000 | 6,500 |
| 5230 Gas/Oil | 928 | 88 | 16,500 | 25,000 |
| 5400 Books/Subs/Dues | 1,687 | 2,028 | 2,500 | 2,500 |
| Total | 421,963 | 411,654 | 501,108 | 549,468 |
| CAPITAL OUTLAY | | | | |
| 6200 Buildings | - | - | - | - |
| 6300 Improvements | 1,186,922 | - | - | 91,000 |
| 6400 Machinery/Equipment | 8,736 | 76,480 | 31,700 | 40,200 |
| 6401 Machinery/Equipment Non-CAP | - | 1,089 | 1,000 | - |
| Total | 1,195,658 | 77,569 | 32,700 | 131,200 |
| DEBT SERVICE | | | | |
| 7100 Principal | 154,687 | 158,432 | 177,150 | 186,479 |
| 7200 Interest | 72,807 | 69,799 | 65,750 | 63,833 |
| 7300 Financing Costs | 11,505 | - | - | - |
| Total | 238,999 | 228,231 | 242,900 | 250,312 |
| TOTAL EXPENDITURES | | | | |
| | 2,671,507 | 1,562,843 | 1,719,369 | 1,940,220 |
| TRANSFERS, CONTINGENCIES, RESERVES | | | | |
| 9100 Reimbursements to General-OH Costs | 20,000 | 24,000 | 24,000 | 24,000 |
| 9500 Reserve - Improvement Fund | - | - | 77,000 | 35,000 |
| 9900 Contingency/Reserve | 17,048 | 73,777 | 5,331 | 2,780 |
| Total | 37,048 | 97,777 | 106,331 | 61,780 |
| TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES | | | | |
| | 2,708,555 | 1,660,620 | 1,825,700 | 2,002,000 |

Department Description & Function

1. Department: Golf Course

2. Department/Division Function Summary:

The Golf Course Department's function is to provide high quality golf experience to residents and tourists of Fernandina Beach & Amelia Island.

3. Department Description:

Here at Fernandina Beach Golf Club we understand the importance Golf Course conditions are to an enjoyable round of golf. Providing the public with the highest quality customer service and the best playing conditions possible to our 27 hole regulation course. The Golf Course provides amenities that include driving range, practice area, clubhouse with retail merchandise and food services. We have a cart storage area and maintenance facilities that are located on our property.

Additional functions from Golf Course employees include, Golf Director, Assistant Golf Professional, Pro shop attendants, Office Manager, Staff Assistant, Cart attendants, Starter/ Rangers, Superintendent, Foreman/Irrigation Technician, Mechanic, Maintenance workers and Clubhouse Attendants.

Golf Director: The Golf Director supervises all aspects of Golf Course operations. Supervises, trains, and instructs employees in the department. Receives complaints on course conditions, inspects tees, greens and fairways for playing condition. The Golf Director reports directly to the City Manager.

Assistant Professional: Customer relations, oversee shop staff, cart attendants, starter/ rangers, provide golf lessons, and coordinates golf tournaments. Assistant Golf Professionals are under the general supervision of the Golf Director.

Pro Shop Attendants: Customer relations, check in golfers, assist in general golf shop operations & assisting golf professionals

Office Manager: Prepares and tracks purchase orders for Golf Course, and comply with municipality government purchasing policy, invoicing and payments for discounted golf packages, prepare and make daily deposit transactions, keep records for Golf Course and Pro Shop Revenue per Jonas for audit purposes. Budgets and monitors all aspects of Golf course operations. The Office Manager reports directly to Golf Director.

Staff Assistant: Maintains Golf Memberships, reconciles payroll for finance department, keep records for food and beverage per Jonas for audit purposes. Prepares

and track purchase orders for Clubhouse purchases and complies with municipality government purchasing policy. Prepares personnel forms for raises and evaluations.

Cart attendants:

customer relations, responsible for all cart operations (staging, cleaning, recharging) setting up driving range, providing range balls & assisting Pro Shop Staff.

Starter/Rangers:

Customer relations, collecting tickets, assigning carts, making sure tee times are on schedule, assisting golfers on course and ensuring pace of play.

Superintendent:

Management of golf course maintenance operations maintains turfgrass and grounds for 27-hole golf course, schedules long and short term general maintenance. Trains and directs and disciplines employees in conjunction with City polices, Superintendent is under the general supervision of the Golf Director.

Foreman/ Irrigation tech:

Assistant to Golf Course Superintendent and supervises staff in maintaining golf course operations, installs and repairs sprinklers system and performs other maintenance activities.

Mechanic:

Repairs and maintains Golf Course mechanical equipment such as gasoline and diesel engines and other equipment that are essential to Golf Course Operations.

Maintenance Workers:

Maintains grounds of golf course in playing condition as directed by Maintenance Superintendent.

Clubhouse Attendants:

Routine manual work in the cleaning and upkeep of clubhouse and surrounding area.

| Number of Funded Employees | Actual 2006 | Actual 2007 | Budget 2008 | Budget 2009 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Golf Course Director | 1 FT | 1 FT | 1 FT | 1 FT |
| Grounds Superintendent | 1 FT | 1 FT | 1 FT | 1 FT |
| Mechanic | 1 FT | 1 FT | 1 FT | 1 FT |
| Foreman | 1 FT | 1 FT | 1 FT | 1 FT |
| Heavy Equipment Operator | 2 FT | 2 FT | 1 FT | 1 FT |
| Irrigation / Spray Technician | | | 1 FT | 1 FT |
| Maintenance Worker III | | | | 1 FT |
| Maintenance Worker II | 3 FT | 2 FT | 2 FT | 2 FT |
| Maintenance Worker I | | | 1 FT | 1 FT |
| Assistant Golf Pro III | 1 FT | 1 FT | 1 FT | 1 FT |
| Assistant Golf Pro II | 1 FT | 1 FT | 1 FT | 1 FT |
| Office Manager | 1 FT | 1 FT | 1 FT | 1 FT |
| Office Assistant | 1 PT | 1 PT | 1 PT | 1 PT |
| Pro Shop Attendants | 3 PT | 3 PT | 4 PT | 4 PT |
| Cart Attendants | 9 PT | 9 PT | 9 PT | 9 PT |
| Starters/Rangers | 15 PT | 15 PT | 15 PT | 14 PT |
| Laborers | 9 PT | 9 PT | 9 PT | 9 PT |
| Clubhouse Attendants | 2 PT | 2 PT | 2 PT | 2 PT |
| Total FT | 13 FT | 13 FT | 13 FT | 13 FT |
| Total PT | 39 PT | 39 PT | 40 PT | 39 PT |

4. Program Performance Indicators:

| Program Performance Indicators | Actual 2006 | Actual 2007 | Budget 2008 | Budget 2009 |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Green Fees | \$693,139 | \$525,481 | \$600,000 | \$665,000 |
| Membership | | \$229,602 | \$290,000 | \$331,000 |
| Golf Cart Fees | \$648,696 | \$692,761 | \$760,200 | \$750,000 |
| Range Fees | \$53,477 | \$55,113 | \$65,000 | \$70,000 |
| Pro Shop Rent | \$10,313 | \$11,199 | \$15,000 | \$15,000 |
| Snack Bar rent | \$33,172 | \$44,002 | \$43,000 | \$48,000 |
| Facility Rent | \$5,701 | \$7,647 | \$7,500 | \$8,000 |
| Total Revenue | \$1,444,500 | \$1,565,805 | \$1,780,700 | \$1,887,000 |
| Rounds | 66,165 | 64,397 | 70,000 | 70,000 |

Program Goals & Objectives

Department: Fernandina Beach Golf Club

Description: The Fernandina Beach Golf Club is a city owned public 27 hole golf course and clubhouse facility. The golf course and clubhouse are located in Fernandina Beach city limits at 2800 Bill Melton Road. The golf course is classed as an enterprise fund which means the golf operation and all attached functions are to be totally self supporting in generation of revenue to offset the operational expenses and capital improvements. Revenues are generated through annual membership sales, daily play, and rental fees collected from the golf shop and food and beverage operations.

List of Amenities: 27 Hole Golf Course (North, South, and West Golf Course)
Driving Range and Practice Putting Green
Clubhouse which includes golf shop and food and beverage services
Banquet facility

| | | | | | |
|-----------------|----------------|----------------|----------------|----------------|----------------|
| History: | <u>FY03/04</u> | <u>FY04/05</u> | <u>FY05/06</u> | <u>FY06/07</u> | <u>FY07/08</u> |
| Rounds: | 70,681 | 64,795 | 66,165 | 64,397 | 40,415 |
| | | | | | YTD April |

Principal Program:

Maintain a 27 Hole Golf Course and Clubhouse Facilities

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. Maintain a high quality level of maintenance standards for turf care. Provide clean and attractive services in and around the clubhouse facilities. Positively promote and market the golf course in and around the market area.

- a. Full service golf course administration and customer service
- b. High standard quality turfgrass and grounds maintenance
- c. Public relations and promotion of golf course operations

Short Term Goals

Increase Rounds and Revenues

Promote, market, and encourage increase participation in use of the golf course facilities through effective marketing and advertising in local area markets.

Upgrade current condition of the golf course

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.

Improve the Public Relations of the Golf Course

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.

Increase Employee Training

Enhance the level of service standards within and on the golf course. Increase employee awareness of operational needs.

- a. Upgrade current status in market area
- b. Increase rounds and revenue
- c. Increase employee training

Long Term Goals

The long term goal of the golf course operation should include the following capital improvements to enhance the conditions and playability of the course.

Capital Improvement Projects for Consideration

Equipment Purchase

Purchase updated equipment for golf Course Maintenance

Fairway Units

Cost: \$86,000.

Roof Repairs on Clubhouse and Cart Storage Building

Repair roofs on golf course buildings to code.

Cost: \$90,000

Green Renovations

Rebuild greens to USGA specification to enhance playability and condition.

Cost: \$1,000,000.

Tee Renovations

Rebuild and enlarge tee areas to provide better playing conditions.

Cost: \$250,000.

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: \$250,000.

Retention Pond Construction for Reclaim Water

Provide construction of a retention pond for the storage of reclaim water from the city water facility.

Cost: \$100,000.

Program Goals and Objectives:

Goal: Daily golf course administration and customer service

Service rating evaluations
Training and evaluation of staff
Customer service analysis

Objective: Continue to provide friendly and courteous service to all members and guests of the golf course.

Measures: Customer comment cards
Rounds and revenues
Employee evaluation scores
Budget to expense percentage

Timing: Monthly, quarterly and annual review

Goal Leader: Scott Womble and Barbara French

Goal: Improve quality of turfgrass on the golf course

Reduce expenses and improve budget to revenue percentage
Improve on training and staff evaluations

Objective: Enhance the quality of the turfgrass on the greens, tees, and fairways for consistent playing conditions.

Measures: Quarterly evaluations on conditions by Advisory Board
Budget to expense percentage
Critical Market Survey
Timing: Monthly, quarterly and annual review
Goal Leader: Scott Womble, Barbara French, and Ronnie Boatright

Goal: Public relations and promotion of golf course operations
Improve the golf course public relation appeal for the local market area
Increase marketing to local area to produce new revenue streams
Improve employee training
Objective: Improvement public relations appeal for the golf course and to make the Fernandina Beach Golf Club a premier golf course facility.
Measure: Employee evaluations
Rounds and revenues
Customer survey cards
Round tracking
Monthly Revenues
Timing: Monthly, quarterly and annual review
Goal Leader: Scott Womble and Barbara French

Short Term Goal: Upgrade current condition of the golf course
Improve the daily operations of the Golf Course Maintenance
Tune up the maintenance practice
Objective: Eliminate excessive spending
Measure: Customer comment cards
Advisory Board Survey
Staff Reviews
Timing: Monthly, quarterly, and annual review
Goal Leader: Scott Womble, Barbara French, and Ronnie Boatright

Short Term Goal: Increase Rounds and Revenue
Review and streamline marketing budget
Increase promotional rounds at low impact times
Track promotional opportunities
Increase e-mail leads
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: Scott Womble and Barbara French

Short Term Goal: Employee Training

Increase employee job task training
Increase employee safety training
Increase employee awareness

Objective: To enhance customer service in and around the clubhouse and create an enjoyable experience for golfers

Measure: Employee Evaluations
Budget expenses savings
Customer Comment Cards

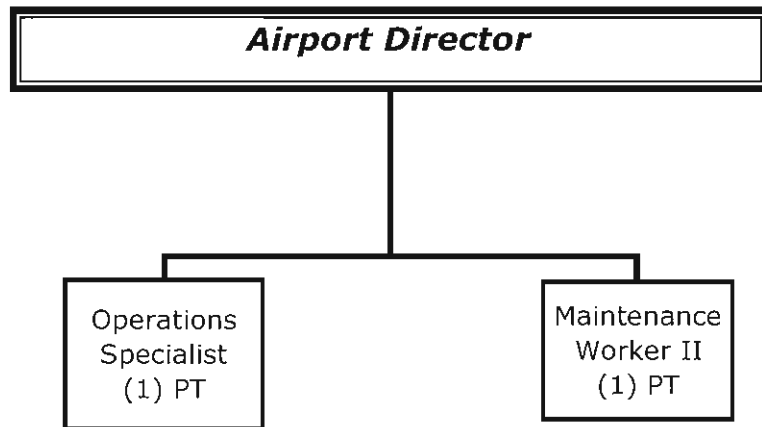
Timing: Quarterly and annual reviews

Goal Leader: Scott Womble, Barbara French, and Ronnie Boatright

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: 2

Seasonal: 0

Position Control Summary
Airport

| Position/Title | 2008-2009 Budget | |
|---|---------------------|---------------|
| Full-Time | | |
| Airport Director | 1 | 48,646 |
| Cola/Merit Pool | | 3,405 |
| Total FT | 1 | 52,051 |
| Part-Time | | |
| Maintenance Worker II | 1 | 17,500 |
| Operations Specialist | 1 | 23,500 |
| Transcriber/Staff Assistant II (Clerk's office) | | 800 |
| Total PT | 2 | 41,800 |
| Total Budgeted Positions | 3 | 93,851 |

Airport Fund

| FUND TITLE/DEPARTMENT TITLE:# <i>Airport Fund:420</i> | SOURCES <i>All Airport Fund Revenues & Cash Balances</i> | | | |
|--|---|----------------|----------------|----------------|
| REVENUE OBJECT #/TITLE | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| GRANTS & OTHER FINANCING | | | | |
| FEDERAL GRANTS | | | | |
| 331.1000 Airport Cert Grant | - | - | - | - |
| 331.2000 FAA Grant | 1 | 132,526 | 571,938 | 524,876 |
| 331.2010 FAA Grant-Administration | 1,361 | 2,780 | 8,000 | - |
| Total | 1,362 | 135,306 | 579,938 | 524,876 |
| STATE GRANTS | | | | |
| 334.3000 FDOT Grant | 71,546 | 82,172 | 1,501,050 | 717,812 |
| 334.3010 FDOT Grant-Administration | - | - | - | - |
| Total | 71,546 | 82,172 | 1,501,050 | 717,812 |
| OTHER FINANCING | | | | |
| 332.5000 Other Financing | - | - | - | - |
| Total | - | - | - | - |
| TOTAL GRANTS & OTHER FINANCING | 72,908 | 217,478 | 2,080,988 | 1,242,688 |
| OPERATING REVENUES | | | | |
| 349-7000 FBO (Fixed Based Operator) | 10,230 | 9,392 | 12,674 | 15,000 |
| 349-7010 Fuel Sales | 90,857 | 77,120 | 80,000 | 85,000 |
| 349-7050 Lease Payments | - | - | - | - |
| 349-7051 Land-Lease Payments | 23,569 | 19,432 | 37,845 | 34,184 |
| 349-7052 Building-Lease Payments | 38,172 | 79,256 | 85,159 | 87,108 |
| 349-7053 Kinsley/Royal Amelia Golf-Lease | 146,486 | 163,995 | 203,160 | 187,260 |
| 349-7054 Land Lease Payments Non Taxable | 58,322 | 22,523 | 18,140 | 34,693 |
| 349-7500 T-Hangar Rent Payments | 95,231 | 120,204 | 165,967 | 178,562 |
| Total | 462,869 | 491,923 | 602,945 | 621,807 |
| OTHER REVENUES | | | | |
| 361-1000 Interest | 354 | 9,515 | 2,175 | 15,000 |
| 362-0000 Loss | - | - | - | - |
| 384-1000 Proceeds from Loan | - | 850,000 | - | - |
| 384-1100 Proceeds - Loan from General Fund | 150,000 | 250,000 | - | - |
| 369-9000 Other Revenue | 13,669 | 7,267 | 514,000 | 82,576 |
| 369-9100 Late Fees | 766 | 850 | 892 | 360 |
| Total | 164,789 | 1,117,631 | 517,067 | 97,936 |
| TOTAL REVENUES | 700,565 | 1,827,033 | 3,201,000 | 1,962,431 |
| TRANSFERS | | | | |
| 381.1000 Transfers From General Fund | - | - | - | - |
| Total | - | - | - | - |
| CASH BALANCE FORWARD | | | | |
| 389-100 Cash Balance Forward | 19,756 | 15,310 | 927,000 | 534,500 |
| Total | 19,756 | 15,310 | 927,000 | 534,500 |
| TOTAL REVENUES & CASH BALANCES | 720,321 | 1,842,343 | 4,128,000 | 2,496,931 |

Airport Fund

| FUND TITLE:/FUND # <i>Airport Fund:420</i> | EXPENDITURES BY FUNCTION <i>Enterprise</i> | | | |
|--|---|----------------|----------------|----------------|
| FUND/DEPARTMENT # <i>420-4200-542</i> | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| EXPENDITURE OBJECT #/NAME | | | | |
| PERSONNEL SERVICES | | | | |
| 1200 Salaries | 29,504 | 44,697 | 49,220 | 52,051 |
| 1210 Worker's Comp Reimbursement | - | - | - | - |
| 1300 Temporary | - | - | - | - |
| 1350 Part Time | 17,037 | 16,607 | 18,225 | 41,800 |
| 1400 Overtime | 5,654 | 111 | 2,000 | 750 |
| 1600 Longevity | - | - | - | - |
| 2100 FICA | 3,780 | 4,621 | 5,313 | 7,237 |
| 2200 Retirement | 722 | 3,441 | 4,282 | 4,268 |
| 2300 Health | 1,116 | - | 4,724 | 72 |
| 2301 Life | 132 | 236 | 250 | 334 |
| 2400 Worker's Comp | 473 | 467 | 543 | 706 |
| 2500 Unemployment | - | - | - | - |
| Total | 58,419 | 70,179 | 84,557 | 107,218 |
| OPERATING EXPENSES | | | | |
| 3100 Professional Services | 313,497 | 299,018 | 165,000 | 105,000 |
| 3200 Audit | 7,000 | 6,850 | 7,000 | 7,580 |
| 3400 Contractual | 56,355 | 37,858 | 66,856 | 42,375 |
| 4000 Training/Travel | 2,553 | 3,628 | 4,815 | 6,075 |
| 4100 Communications | 1,890 | 1,702 | 2,000 | 1,560 |
| 4101 Communications - Cell | 431 | 1,010 | 1,313 | 800 |
| 4103 Communications - Internet | - | - | 555 | 330 |
| 4200 Postage | 104 | 278 | 250 | 250 |
| 4300 Utilities | 12,250 | 20,415 | 24,560 | 29,520 |
| 4500 Insurance | 39,702 | 48,967 | 55,184 | 39,051 |
| 4610 R/M Buildings | 25,299 | 39,238 | 66,500 | 59,600 |
| 4620 R/M Equipment | 636 | 751 | 3,000 | 2,000 |
| 4630 R/M Vehicles-Labor | 3,354 | 2,988 | 5,000 | 4,000 |
| 4640 R/M Vehicles-Parts | 6,369 | 6,729 | 7,000 | 7,000 |
| 4700 Printing | - | - | 600 | 600 |
| 4800 Promotional | - | - | 300 | 350 |
| 4910 Billing Costs | - | - | 6,000 | 6,000 |
| 5100 Office Supplies | 222 | 43 | 200 | 200 |
| 5200 Operating Supplies | 11,435 | 4,599 | 4,000 | 2,197 |
| 5230 Gas/Oil | 4,464 | 2,955 | 5,250 | 5,000 |
| 5240 Chemicals/Medical Supplies | - | - | - | - |
| 5300 Road Supplies | - | - | - | - |
| 5400 Books/Subs/Dues | 525 | 724 | 700 | 700 |
| Total | 486,087 | 477,754 | 426,083 | 320,188 |
| CAPITAL OUTLAY | | | | |
| 6200 Buildings | - | 23,000 | - | - |
| 6300 Improvements | 65,302 | 235,845 | 2,922,038 | 1,912,500 |
| 6400 Machinery/Equipment | 15,108 | 9,137 | 20,000 | - |
| 6401 Machinery/Equipment Non-CAP | - | 1,089 | 1,000 | - |
| Total | 80,409 | 269,072 | 2,943,038 | 1,912,500 |
| DEBT SERVICE | | | | |
| 7100 Principal | 43,231 | 32,712 | 79,381 | 82,713 |
| 7200 Interest | 36,865 | 53,667 | 77,194 | 71,046 |
| 7300 Financing Costs | - | 23,640 | - | - |
| Total | 80,096 | 110,019 | 156,575 | 153,759 |
| TOTAL EXPENDITURES | | | | |
| | 705,011 | 927,024 | 3,610,253 | 2,493,665 |
| TRANSFERS, CONTINGENCIES, RESERVES | | | | |
| 9100 Reimbursements to General-OH Costs | - | - | - | - |
| 9900 Contingency/Reserve | 15,310 | 67,819 | 517,747 | 3,266 |
| 9950 Contingency/Reserve | - | 847,500 | - | - |
| Total | 15,310 | 915,319 | 517,747 | 3,266 |
| TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES | | | | |
| | 720,321 | 1,842,343 | 4,128,000 | 2,496,931 |

Department Description & Function

1. Department: Airport

2. Department/Division Function Summary:

Fernandina Beach Municipal Airport, a publicly owned, public-use facility, was designated a general aviation reliever airport for Jacksonville International Airport on January 29, 1992. The airport is located in the City of Fernandina Beach, Nassau County, Florida, and consists of three runways, all of which are operational. These runways assist the airport by serving the general aviation, tourism and business needs of the City of Fernandina Beach and Amelia Island. 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.

3. Department Description:

This department operates as an enterprise fund with generated revenues offsetting airport operation and capital improvement expenses. Major revenues include t-hanger rents, ground/building lease rents, land lease payment receipts, and the City's 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 2006 | Actual 2007 | Budget 2008 | Budget 2009 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Airport Manager | 1 FT | 1 FT | 1 FT | 1 FT |
| Airport Operations Specialist | - | - | - | 1 PT |
| Part-time Grounds Person | 1 PT | 1 PT | 1 PT | 1 PT |

4. Program Performance Indicators:

| Performance Indicators | Actual 2006 | Actual 2007 | Budget 2008 | Budget 2009 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fuel Revenue | \$ 90,857 | \$ 77,120 | \$ 80,000 | \$ 80,000 |
| Lease Revenue | \$130,294 | \$130,604 | \$153,818 | \$170,985 |
| Royal Amelia Golf Course Payments | \$146,486 | \$163,995 | \$203,160 | \$187,260 |
| T-hanger Rental Payments | \$ 95,231 | \$120,204 | \$165,967 | \$178,562 |
| Number of Based Aircraft | 70 | 70 | 70 | 77 |

Program Goals & Objectives

1. Department: Airport

2. Present Service Level:

Provide a safe, secure airport in an efficient, cost effective manner within applicable government regulations. Maintain existing facilities including buildings, runway/taxiway lights and markings, navigation aids, electrical system, grass cutting and landscaping. Respond to tenant repair requests. Implement preventative maintenance activity, make as needed repairs and limited improvements within budget constraints.

- a. Three runways: 5,300, 5,001, 5,152 feet
- b. Current t-hangars/row hangars: 52
- c. Corporate hangars: 3
- d. FBO: 1
- e. Based Aircraft: 70
- f. Estimated Annual Movements: 47,000

3. Short Term Goals and Objectives:

A. Program: Provide Safe, Secure Airport, Improve and Maintain Existing Facilities

Goal: Correct identified airport and tenant deficiencies; operate airport safely.

Objective: Functional Airport fully supportive of City and citizens needs.

Deadline: On-going

Measure: Pass annual FDOT inspection without any or only minor deficiency; reduce cost of emergency maintenance, increase user harmony; no significant safety issues

B. Program: Make Airport Attractive to Commercial Interests

Goal: Implement Program to Improve Services at the Airport

Objective: Improve Airport functionality both to local users and transient users to assist the airport be self-sustaining and provide economic stimulus to the community.

- a. Increase the standards of services provided on the Airport
- b. Implement a second FBO to provide competitive stimulus to Airport
- c. Develop and implement an improved operations facility at the Airport
- d. Develop and implement a transient large aircraft storage hangar
- e. Encourage new city and leasehold construction
- f. Increase number of based aircraft
- g. Encourage new commercial opportunities

Deadline: On-going.

Measure: Increased use of Airport by Corporate users

C. Program: Increase Community Awareness of the Value of the Airport

Goal: Enhance community awareness to increase support of the Airport

Objective: Improve public relations about activity and value at the Airport

Deadline: On-going.

Measure: Make four presentations to civic, economic, community or government groups on activities at the Airport.

4. ENHANCED SERVICE LEVEL:

Recommend: Add a second staff position whose main focus and responsibility would be prior experience (at a senior level) in airport operations and airport construction activity.

Benefit:

- a. Increase airport presence to provide better oversight of airport operations, safety, tenant responsibilities and would include needed implementation of City visibility on weekends
- b. Enhance daily tenant and airport user communication
- c. Accomplish needed daily safety checks, monitor compliance with FAA safety programs and advisory circular compliance
- d. Provide critically needed on airport oversight and monitoring assistance to airport construction projects
- e. Provide assistance in real estate development activity
- f. Provide assistance in the airport planning process
- g. Assist with developing and monitoring new revenue opportunities
- h. Provide ability to delegate duties and relief as currently all airport duties and actions must be initiated, planned and accomplished by one staff person whether administrative, planning, operations, etc.

Cost:

This critically needed position would repay for itself almost immediately in value, efficiency, and reduced overall costs. Cost can be accommodated by planned airport revenue and expense plan reflecting the advantages of having this position. Salary Cost with Benefits: \$48,000.

Sanitation Fund

| FUND TITLE/DEPARTMENT TITLE:# <i>Sanitation Fund:440</i> | SOURCES <i>All Sanitation Fund Revenues & Cash Balances</i> | | | |
|---|--|------------------|------------------|------------------|
| REVENUE OBJECT #/TITLE | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| GRANTS | | | | |
| 331.2000 FEMA Grant | - | - | - | - |
| 330.0000 Waste Management Revenue | - | - | - | - |
| 337.3300 County Grant | - | 1,118 | - | - |
| Total | - | 1,118 | - | - |
| CHARGES FOR SERVICES | | | | |
| 343.2500 Recycle Fees | - | - | - | - |
| 343.3000 Refuse Surcharge | - | - | - | - |
| 343.4000 Garbage Fees | 1,319,055 | 1,485,971 | 1,460,000 | 2,000,000 |
| 343.4500 Trash Pick.Up | - | - | - | - |
| 343.4900 Shrimp Fest. Reimburse | - | - | - | - |
| Total | 1,319,055 | 1,485,971 | 1,460,000 | 2,000,000 |
| OTHER REVENUE | | | | |
| 361.1000 Interest | 23,059 | 19,777 | - | 5,500 |
| 361.1500 Interest On Liens | - | - | - | - |
| 364.1000 Sale Of Assets | - | - | - | - |
| 365.1100 Recycling Program | - | 820 | 3,000 | 3,000 |
| 369.9000 Other Revenue | - | - | - | - |
| Total | 23,059 | 20,596 | 3,000 | 8,500 |
| TOTAL REVENUES | 1,342,114 | 1,507,686 | 1,463,000 | 2,008,500 |
| CASH BALANCE FORWARD | | | | |
| 389.1000 Cash Balance Forward | 329,596 | 39,784 | 2,000 | 219,500 |
| Total | 329,596 | 39,784 | 2,000 | 219,500 |
| TOTAL REVENUES & CASH BALANCES | 1,671,710 | 1,547,470 | 1,465,000 | 2,228,000 |

Sanitation Fund

| FUND TITLE:/FUND # <i>Sanitation Fund</i> | EXPENDITURES BY FUNCTION <i>Enterprise</i> | | | |
|---|---|----------------|----------------|----------------|
| FUND/DEPARTMENT # <i>440-3400-534</i> | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| EXPENDITURE OBJECT #/NAME | | | | |
| PERSONNEL SERVICES | | | | |
| 1200 Salaries | - | - | - | - |
| 1210 Worker's Comp Reimbursement | - | - | - | - |
| 1300 Temporary | - | - | - | - |
| 1350 Part Time | - | - | - | - |
| 1400 Overtime | - | - | - | - |
| 1600 Longevity | - | - | - | - |
| 2100 FICA | - | - | - | - |
| 2200 Retirement | - | - | - | - |
| 2300 Health | - | - | - | - |
| 2301 Life | - | - | - | - |
| 2400 Worker's Comp | - | - | - | - |
| 2500 Unemployment | - | 57 | - | - |
| Total | - | 57 | - | - |
| OPERATING EXPENSES | | | | |
| 3100 Professional Services | - | - | - | - |
| 3200 Audit | 7,000 | 6,850 | 7,000 | 7,580 |
| 3400 Contractual | 22,244 | 31,232 | 45,000 | 45,000 |
| 3500 Sanitation Services Expense | 1,190,834 | 1,305,438 | 1,314,000 | 1,818,000 |
| 3600 Other Expenditures-Settlement | - | - | - | - |
| 4300 Utilities | - | - | - | - |
| 4500 Insurance | - | - | - | - |
| 4610 R/M Buildings | - | - | - | - |
| 4620 R/M Equipment | - | - | - | - |
| 4900 Other Current | - | - | 1,000 | 1,000 |
| 4910 Billing Costs-Sanitation | 89,333 | 90,000 | 90,000 | 90,000 |
| 5100 Office Supplies | - | - | - | - |
| 5200 Operating Supplies | - | - | - | - |
| 5210 Uniforms | - | - | - | - |
| 5220 Household/Insttit | - | - | - | - |
| 5230 Gas/Oil | - | - | - | - |
| 5240 Chemicals/Medical Supplies | - | - | - | - |
| 5300 Road Supplies | - | - | - | - |
| 5400 Books/Subs/Dues | - | - | - | - |
| 5900 Depreciation | - | - | - | - |
| Total | 1,309,411 | 1,433,520 | 1,457,000 | 1,961,580 |
| CAPITAL OUTLAY | | | | |
| 6200 Buildings | - | - | - | - |
| 6300 Improvements | - | - | - | - |
| 6400 Machinery/Equipment | - | - | - | - |
| 6401 Machinery/Equipment Non-CAP | - | - | - | - |
| Total | - | - | - | - |
| DEBT SERVICE | | | | |
| 7100 Principal | - | - | - | - |
| 7200 Interest | - | - | - | - |
| Total | - | - | - | - |
| TOTAL EXPENDITURES | | | | |
| | 1,309,411 | 1,433,578 | 1,457,000 | 1,961,580 |
| TRANSFERS, CONTINGENCIES, RESERVES | | | | |
| 9100 Reimbursements to General-OH Costs | - | - | - | 36,000 |
| 9400 Transfer to Utility Billing | - | - | - | - |
| 9900 Contingency/Reserve | 362,299 | 113,892 | 8,000 | 230,420 |
| Total | 362,299 | 113,892 | 8,000 | 266,420 |
| TOTAL EXPENDITURES, TRANSFERS CONTINGENCIES & RESERVES | | | | |
| | 1,671,710 | 1,547,470 | 1,465,000 | 2,228,000 |

Sanitation Department

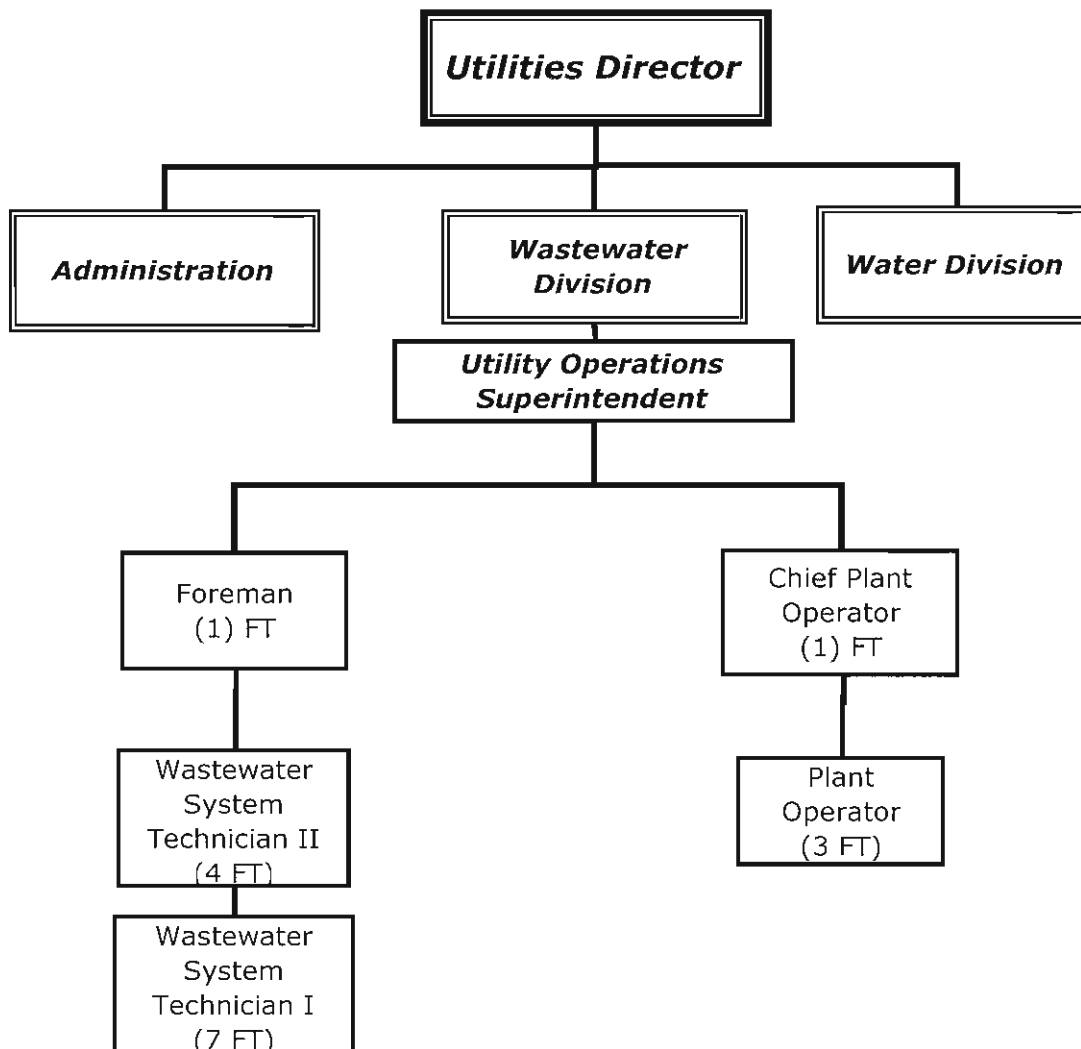
In June of 2008 an exclusive franchise was awarded to Stateline Disposal Inc. for the collection and disposal of all residential and commercial trash, garbage and other refuse, yard waste, and the recycling of residential materials within the City limits. The rates contained within the exclusive franchise are level for five years and allow for adjustments consistent with the consumer price index.

For 2008-2009, \$2,000,000 of budgeted revenues 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 \$90,000 to the Utility Billing department is to cover billing services for the Sanitation department and funds a portion of the Utility Billing department. Additional budgeted items for incidental revenues and expenditures include interest income, audit fees, 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: 17

Part-Time: 0

Seasonal: 0

Position Control Summary
Wastewater Operations

| Position/Title | 2008-2009 Budget | |
|-----------------------------------|---------------------|----------------|
| Full-Time | | |
| Utility Operations Superintendent | 1 | 61,657 |
| Foreman | 1 | 48,672 |
| Chief Plant Operator | 1 | 48,672 |
| WW System Technician II | 4 | 165,778 |
| WW System Technician I | 7 | 193,130 |
| Plant Operator | 3 | 115,480 |
| Cola/Merit Pool | | 34,836 |
| Total FT | 17 | 668,225 |
| Total Budgeted Positions | 17 | 668,225 |

Wastewater Fund

| FUND TITLE/DEPARTMENT TITLE:# <i>Wastewater:450</i> | SOURCES <i>Wastewater Fund Revenues & Cash Balances</i> | | | |
|--|--|------------------|------------------|------------------|
| REVENUE OBJECT #/TITLE | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| CHARGES FOR SERVICES | | | | |
| 331.2000 FEMA Grant | - | - | - | - |
| 343.1000 Wastewater Charges | 2,659,363 | 2,755,645 | 2,800,300 | 3,500,375 |
| 343.3000 WW FPU | - | - | - | 30,000 |
| 343.3040 Wastewater Misc Fees | 136,760 | 88,411 | 20,000 | - |
| 343.5000 Wastewater Tap Fees | 46,957 | 25,000 | 30,000 | 25,000 |
| Total | 2,843,080 | 2,869,056 | 2,850,300 | 3,555,375 |
| OTHER REVENUE | | | | |
| 361-1000 Interest Earnings | 414,315 | 278,924 | 300,000 | 180,000 |
| 361-1500 Int On Sewer Charges | - | - | - | - |
| 362-0000 Loss | - | - | - | - |
| 364-1000 Sale Of Surplus Equipmnt | - | - | - | - |
| 369-9000 Other Revenue | 21,114 | 2,296 | 25,000 | - |
| 369-9010 Oceanbreeze Developer Agreement | 125,021 | - | - | - |
| 369-9200 Gain on Sale of Assets | - | 9,480 | - | - |
| Total | 560,450 | 290,700 | 325,000 | 180,000 |
| TOTAL REVENUES | 3,403,530 | 3,159,756 | 3,175,300 | 3,735,375 |
| TRANSFERS | | | | |
| 381-2100 Transfers In | - | - | - | - |
| Total | - | - | - | - |
| CASH BALANCE FORWARD | | | | |
| 389-1010 Cash Balance Forward-Bond | 72,450 | (1,160,350) | - | (1,800,000) |
| 389-1000 Cash Balance Forward | 8,358,820 | 7,262,324 | 5,884,000 | 4,243,000 |
| Total | 8,431,270 | 6,101,974 | 5,884,000 | 2,443,000 |
| TOTAL REVENUE, TRANSFERS AND CASH BALANCES | 11,834,800 | 9,261,730 | 9,059,300 | 6,178,375 |

Wastewater Fund

| FUND TITLE:/FUND # Wastewater Fund:450 | EXPENDITURES BY FUNCTION Enterprise | | | |
|--|--|------------------|------------------|------------------|
| FUND/DEPARTMENT # 450-3500-535 | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| EXPENDITURE OBJECT #/NAME | | | | |
| PERSONNEL SERVICES | | | | |
| 1200 Salaries | 552,518 | 605,081 | 650,624 | 668,225 |
| 1300 Temporary | - | - | - | - |
| 1350 Part Time | - | - | - | - |
| 1400 Overtime | 103,029 | 106,025 | 123,166 | 123,293 |
| 1600 Longevity | 6,032 | 5,824 | 6,864 | 9,152 |
| 2100 FICA | 50,894 | 62,688 | 59,720 | 61,251 |
| 2200 Retirement | 40,917 | 49,254 | 61,548 | 65,655 |
| 2300 Health | 94,714 | 99,340 | 112,600 | 108,821 |
| 2301 Life | 3,434 | 3,426 | 3,823 | 4,055 |
| 2400 Worker's Comp | 22,500 | 15,320 | 17,705 | 22,460 |
| 2500 Unemployment | - | - | - | - |
| Total | 874,039 | 946,959 | 1,036,050 | 1,062,912 |
| OPERATING EXPENSES | | | | |
| 3100 Professional Services | 20,304 | 4,937 | 20,000 | - |
| 3200 Audit | 15,000 | 14,679 | 14,700 | 15,918 |
| 3400 Contractual | 334,404 | 129,596 | 190,283 | 203,390 |
| 4000 Training/Travel | 5,479 | 7,669 | 12,000 | 14,000 |
| 4100 Communications | 4,149 | 2,377 | 6,400 | 6,400 |
| 4101 Communications - Cell | 2,163 | 1,646 | 3,301 | 4,500 |
| 4102 Communications - Pager | - | - | - | - |
| 4103 Communications - Internet | 655 | 722 | 1,100 | 1,650 |
| 4200 Postage | 688 | 204 | 2,225 | 2,225 |
| 4300 Utilities | 176,588 | 239,268 | 211,287 | 231,287 |
| 4310 Fuel | 4,164 | - | 1,600 | 1,600 |
| 4500 Insurance | 81,181 | 81,319 | 91,643 | 64,851 |
| 4610 R/M Buildings | 2,833 | 9,979 | 36,000 | 36,000 |
| 4620 R/M Equipment | 71,513 | 107,936 | 37,000 | 37,000 |
| 4630 R/M Vehicles-Labor | 23,873 | 17,487 | 30,000 | 25,000 |
| 4640 R/M Vehicles-Parts | 29,071 | 34,536 | 42,500 | 40,000 |
| 4700 Printing | - | 97 | - | - |
| 4900 Other Current | - | (202) | 500 | 500 |
| 4910 Billing Costs | 120,000 | 120,000 | 100,000 | 120,000 |
| 4920 Utility Admin Costs | 130,000 | 217,600 | 81,723 | 105,000 |
| 4930 Locator/Collector Expense | 43,421 | 38,803 | 41,325 | 28,731 |
| 5100 Office Supplies | 864 | 53 | 1,200 | 1,200 |
| 5200 Operating Supplies | 133,678 | 101,987 | 140,000 | 216,912 |
| 5210 Uniforms | 4,106 | 3,076 | 4,475 | 4,475 |
| 5220 Household/Instit | - | - | 500 | 500 |
| 5230 Gas/Oil | 36,038 | 39,766 | 42,500 | 60,000 |
| 5240 Chemicals/Medical Supplies | 19,449 | 26,258 | 30,000 | 46,000 |
| 5300 Road Supplies | 7,237 | - | 2,000 | 8,000 |
| 5400 Books/Subs/Dues | 996 | 934 | 1,900 | 1,900 |
| Total | 1,267,855 | 1,200,726 | 1,146,162 | 1,277,039 |
| CAPITAL OUTLAY | | | | |
| 6200 Buildings | - | - | 4,500 | - |
| 6300 Improvements | 2,191,696 | 1,262,504 | 2,120,000 | 1,800,000 |
| 6400 Machinery/Equipment | 348,009 | 30,388 | 231,000 | 80,000 |
| 6401 Machinery/EquipmentNon-CAP | - | 4,311 | 7,000 | 4,400 |
| Total | 2,539,705 | 1,297,204 | 2,362,500 | 1,884,400 |
| DEBT SERVICE | | | | |
| 7000 Settlement Expense | 133,600 | - | - | - |
| 7100 Principal | 62,498 | 100,958 | 141,020 | - |
| 7200 Interest | 470,284 | 468,938 | 466,856 | - |
| Total | 666,381 | 569,896 | 607,876 | - |
| TOTAL EXPENDITURES | 5,347,980 | 4,014,784 | 5,152,588 | 4,224,351 |
| TRANSFERS OUT | | | | |
| 9100 Transfer to General Fund | 240,000 | 120,000 | - | 86,864 |
| 9130 Transfer to Utility Administration Fund | - | - | - | - |
| 9200 Transfer to Debt Service Fund | 50,000 | 50,000 | 50,000 | 50,000 |
| 9230 Transfer to Utility Acq Debt Service Fund | - | - | - | 608,809 |
| 9300 Transfer to Water Operations Fund | - | - | - | - |
| 9800 Transfer to Wastewater Capital Fund | 60,000 | 60,000 | 675,000 | 60,000 |
| Total | 350,000 | 230,000 | 725,000 | 805,673 |
| CONTINGENCIES & RESERVES | | | | |
| 9900 Contingency/Reserve | (1,125,504) | (986,024) | 91,712 | (1,294,649) |
| 9950 Contingency Project Fund | 7,262,324 | 6,002,970 | 3,090,000 | 2,443,000 |
| Total | 6,136,820 | 5,016,946 | 3,181,712 | 1,148,351 |
| TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES | 11,834,800 | 9,261,730 | 9,059,300 | 6,178,375 |

1. Department: **Utilities** Division: **Sewer 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, 50 individual lift stations, 48.88 miles of gravity sewer and 16 miles of force main sewer. Three 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 diversion 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 | FY 2007/08 | FY 2008/09 |
| Wastewater Superintendent | 1 FT | 1 FT |
| Wastewater Deputy Superintendent | | |
| Wastewater Foreman | 1 FT | 1 FT |
| Chief Wastewater Plant Operator | 1 FT | 1 FT |
| Wastewater Technician II | 4 FT | 4 FT |
| Wastewater Technician I | 6 FT | 7 FT |
| Wastewater Plant Operator C | 3 FT | 3 FT |
| Wastewater Plant Operator Trainee | 1 FT | |
| Total | 17FT | 17 FT |

4. Program Performance Indicators:

| Performance Indicators | Actual 2006 | Actual 2007 | Actual 2008 | Budgeted 08/09 |
|---|-------------|-------------|-------------|----------------|
| Number of main stoppages | 13 | 7 | 5 | 0 |
| Number of lift station failures | 53 | 6 | 2 | 0 |
| Gals. Treated/ KWH | 261.4* | 284.4* | 356.8* | 350* |
| Average sewage treated monthly | 2.13 MGD | 1.76 MGD | 1.71 MGD | 1.8 MGD |
| % responses to system stoppages/lift station failures within 1 hour | 98% | 100% | 100% | 100% |

*CALENDAR YEAR

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.

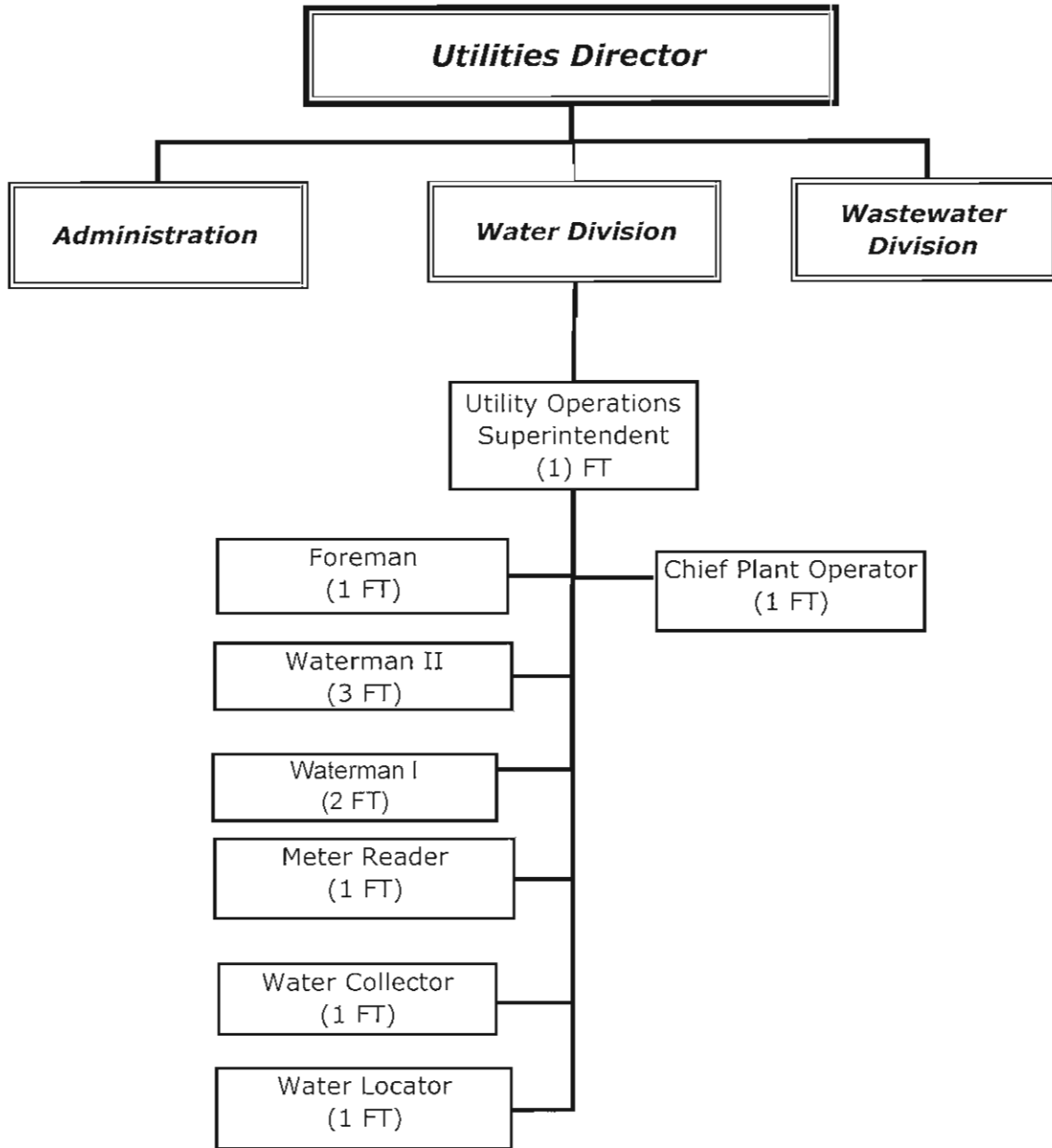
Long Term Goals:

- 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

Part-Time: 0

Seasonal: 0

**Position Control Summary
Water Operations**

| Position/Title | 2008-2009 Budget | |
|-----------------------------------|---------------------|----------------|
| Full-Time | | |
| Utility Operations Superintendent | 1 | 61,256 |
| Foreman | 1 | 41,350 |
| Waterman II | 3 | 86,730 |
| Waterman I | 2 | 97,716 |
| Chief Plant Operator | 1 | 48,318 |
| Water Collector | 1 | 30,368 |
| Meter Reader | 1 | 22,755 |
| Water Locator | 1 | 24,300 |
| Cola/Merit Pool | | 33,254 |
| Total FT | 11 | 446,047 |
| Total Budgeted Positions | 11 | 446,047 |

Water Fund

| FUND TITLE/DEPARTMENT TITLE:# <i>Water Fund:460</i> | SOURCES <i>Water Fund Revenues/Cash Balances</i> | | | |
|--|---|----------------|----------------|----------------|
| REVENUE OBJECT #/TITLE | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| CHARGES FOR SERVICES | | | | |
| 331.2000 FEMA Grant | - | - | - | 0 |
| 343.3000 Water Charges | 3,070,752 | 3,233,475 | 3,400,000 | 3,520,000 |
| 343.3010 Water Tap Fees | 36,625 | 56,718 | 100,000 | 100,000 |
| 343.3020 Water Meter Installation | 29,409 | 18,114 | 20,000 | 20,000 |
| 343.3021 Water Non Pay Reconnect Fees | 50,928 | 58,305 | 10,000 | 10,000 |
| 343.3030 Water Protection Fees | - | - | - | - |
| 343.3040 Water Misc Fees | 45,210 | 90,542 | 20,000 | 20,000 |
| 343.3104 Water Overpayment | (14,755) | (437) | - | - |
| Total | 3,218,169 | 3,456,717 | 3,550,000 | 3,670,000 |
| OTHER REVENUES | | | | |
| 361.1000 Interest Earnings | 78,823 | 222,687 | 200,000 | 200,000 |
| 362.0000 Loss | - | - | - | - |
| 363.2300 ERU Impact Fees | 367,460 | 375,449 | 300,000 | 300,000 |
| 363.2310 CIAC Developer Agreement | 2,890 | 9,310 | - | - |
| 363.2320 Extension Charges | 4,000 | 96 | - | - |
| 368.0000 Capital Contribution | - | - | - | - |
| 369.4500 Wastewater Revenue for Locator/Collecto | 43,421 | 38,803 | 41,325 | 40,000 |
| 369.9000 Other Revenue | 526 | 724 | - | - |
| 369.9100 Late Fees | 15,902 | 11,217 | 6,000 | 6,000 |
| 369.9200 Gain on Sale of Assets | - | 1,302 | - | - |
| 384.0000 Bond Proceeds | - | - | - | - |
| Total | 513,022 | 659,587 | 547,325 | 546,000 |
| TOTAL REVENUES | 3,731,191 | 4,116,304 | 4,097,325 | 4,216,000 |
| TRANSFERS | | | | |
| 381.4500 Transfers From Wastewater Fund | - | - | - | - |
| Total | - | - | - | - |
| CASH BALANCE FORWARD | | | | |
| 389.1000 Cash Balance Forward | 930,850 | 1,794,060 | 2,715,000 | 2,346,300 |
| 389.1010 Cash Sinking Fund | 112,228 | 100,721 | 100,000 | 107,400 |
| 389.1020 Cash R&R Fund | 558,184 | 451,679 | 450,000 | 330,300 |
| 389.1030 Cash Rate Stable | 700,000 | 700,000 | 700,000 | 700,000 |
| 389.1040 Cash Working Capital | - | - | - | - |
| 389.1050 Transition | - | - | - | - |
| 389.1060 Cash Project Fund | 173,356 | 173,356 | 150,675 | 214,000 |
| Total | 2,474,618 | 3,219,816 | 4,115,675 | 3,698,000 |
| TOTAL REVENUES, TRANSFERS & CASH BALANCES | 6,205,809 | 7,336,120 | 8,213,000 | 7,914,000 |

Water Fund

| FUND TITLE:/FUND # <i>Water Fund:460</i> | EXPENDITURES BY FUNCTION <i>Enterprise</i> | | | |
|--|---|----------------|----------------|----------------|
| FUND/DEPARTMENT # <i>460-3600-533.</i> | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| EXPENDITURE OBJECT #/NAME | | | | |
| PERSONNEL SERVICES | | | | |
| 1200 Salaries | 348,017 | 381,817 | 433,244 | 446,047 |
| 1300 Temporary | (674) | - | - | - |
| 1350 Part Time | - | - | - | - |
| 1400 Overtime | 68,717 | 75,640 | 86,764 | 90,000 |
| 1500 Incentive | - | - | - | - |
| 1600 Longevity | 416 | 416 | 3,328 | 6,032 |
| 2100 FICA | 31,315 | 34,416 | 40,035 | 41,469 |
| 2200 Retirement | 23,074 | 29,616 | 42,404 | 44,450 |
| 2300 Health | 50,110 | 55,030 | 58,344 | 62,848 |
| 2301 Life | 1,460 | 2,039 | 2,259 | 2,774 |
| 2400 Worker's Comp | 16,514 | 12,888 | 14,639 | 19,148 |
| 2500 Unemployment | - | - | - | - |
| Total | 538,950 | 591,863 | 681,017 | 712,768 |
| OPERATING EXPENSES | | | | |
| 3100 Professional Services | 1,016 | 1,108 | 67,800 | 7,800 |
| 3200 Audit | 10,000 | 9,786 | 9,800 | 10,612 |
| 3400 Contractual | 74,427 | 71,432 | 356,270 | 356,630 |
| 4000 Training/Travel | 6,403 | 5,666 | 10,500 | 12,500 |
| 4100 Communications | 3,679 | 5,041 | 7,680 | 7,680 |
| 4101 Communications - Cell | 3,056 | 4,380 | 3,302 | 3,900 |
| 4102 Communications - Pager | - | - | - | - |
| 4103 Communications - Internet | 1,205 | 1,322 | 2,005 | 1,320 |
| 4200 Postage | 1,245 | 2,117 | 2,225 | 4,325 |
| 4300 Utilities | 106,568 | 144,313 | 121,485 | 141,856 |
| 4310 Fuel | - | 1,261 | 2,000 | 2,000 |
| 4500 Insurance | 34,495 | 34,554 | 38,941 | 27,557 |
| 4610 R/M Buildings | 5,976 | 2,775 | 3,000 | 43,000 |
| 4620 R/M Equipment | 41,832 | 33,811 | 60,000 | 115,000 |
| 4630 R/M Vehicles-Labor | 12,663 | 10,105 | 17,000 | 15,000 |
| 4640 R/M Vehicles-Parts | 20,072 | 17,635 | 25,000 | 25,000 |
| 4700 Printing | - | 32 | 1,500 | 1,500 |
| 4800 Promotional | - | - | 1,000 | 2,000 |
| 4900 Other Current | 14,211 | 15,538 | 15,072 | 15,525 |
| 4910 Billing Costs | 120,000 | 120,000 | 120,000 | 120,000 |
| 4920 Utility Admin Costs | 142,000 | 54,400 | 81,723 | 105,000 |
| 5100 Office Supplies | 485 | 88 | 1,000 | 1,000 |
| 5200 Operating Supplies | 168,221 | 91,382 | 164,100 | 184,600 |
| 5210 Uniforms | 2,646 | 1,975 | 3,275 | 5,075 |
| 5220 Household/Instit | - | - | 250 | 250 |
| 5230 Gas/Oil | 43,739 | 36,642 | 40,000 | 60,000 |
| 5240 Chemicals/Medical Supplies | 16,383 | 21,760 | 20,600 | 26,000 |
| 5300 Road Supplies | 4,141 | - | 4,000 | 8,000 |
| 5400 Books/Subs/Dues | 1,625 | 4,777 | 7,500 | 7,500 |
| 5900 DEPRECIATION | - | - | - | - |
| Total | 836,087 | 691,899 | 1,187,028 | 1,310,630 |
| CAPITAL OUTLAY | | | | |
| 6200 Buildings | - | - | 8,000 | - |
| 6300 Improvements | 107,658 | 137,124 | 200,000 | 180,000 |
| 6400 Machinery/Equipment | 75,487 | 62,188 | 93,000 | 29,100 |
| 6401 Machinery/Equipment Non-CAP | - | 1,954 | 1,500 | 9,800 |
| Total | 183,145 | 201,266 | 302,500 | 218,900 |
| DEBT SERVICE | | | | |
| 7100 Principal | 111,643 | 559,793 | 598,980 | 36,934 |
| 7200 Interest | 1,301,407 | 1,283,735 | 989,793 | 263,066 |
| Total | 1,413,050 | 1,843,528 | 1,588,773 | 300,000 |
| TOTAL EXPENDITURES | 2,971,233 | 3,328,556 | 3,759,318 | 2,542,298 |
| TRANSFERS | | | | |
| 9100 Reimbursements to General-OH Costs | 240,000 | 120,000 | 169,510 | 173,727 |
| 9120 Transfer to Utility Billing | - | - | 200,000 | - |
| 9230 Transfer to Utility Acq Debt Service Fund | - | - | - | 1,290,752 |
| Total | 240,000 | 120,000 | 369,510 | 1,464,479 |
| CONTINGENCIES & RESERVES | | | | |
| 9900 Contingency | 1,568,820 | 2,592,255 | 784,172 | 739,623 |
| 9910 Contingency-Sinking Fund | 100,721 | 107,398 | 2,100,000 | 2,100,000 |
| 9911 Contingency-R&R Fund | 451,679 | 330,307 | 350,000 | 250,000 |
| 9920 Contingency-Rate Stable Fund | 700,000 | 700,000 | 700,000 | 700,000 |
| 9930 Contingency-Working Capital | - | - | - | - |
| 9940 Contingency-Transition | - | - | - | - |
| 9950 Contingency-Projects | 173,356 | 157,604 | 150,000 | 117,600 |
| Total | 2,994,576 | 3,887,564 | 4,084,172 | 3,907,223 |
| TOTAL EXPENDITURES, TRANSFERS, RESERVES | 6,205,809 | 7,336,120 | 8,213,000 | 7,914,000 |

1. Department: **UTILITIES** Division: **WATER DIVISION**

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, 740,000 feet of water mains, and 681 fire hydrants located in the city and adjacent county areas. Our water is withdrawn from the Floridan Aquifer by six wells 1,000-1,200 feet deep at rates permitted under our 20 year consumptive use permit issued by SJRWMD. All our plants are primary treatment only with 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 8,200+ 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> | <u>FY 2007/2008</u> | <u>FY 2008/2009</u> |
|--|---------------------|---------------------|
| Water Superintendent | 1 FT | 1 FT |
| Chief Plant Operator | 1 FT | 1 FT |
| Water Operator | 1 FT | |
| Water Foreman | 1 FT | 1 FT |
| Waterman | 4 FT | 5 FT |
| Water meter reader | 1 FT | 1 FT |
| Collector | 1 FT | 1 FT |
| Locator | 1 FT | 1 FT |
| Total | 11 FT | 11 FT |

| Performance Indicators | <u>Actual 2006</u> | <u>Actual 2007</u> | <u>Actual 2008</u> | <u>Budgeted 2008/2009</u> |
|-------------------------------|--------------------|--------------------|--------------------|---------------------------|
| Gallons/Kwh | 594* | 593* | 478 | 600 |
| Gallons Pumped | 1354.8 MGD* | 1297 MGD* | 1432 MGD* | 1500 MGD |
| Gallons Sold | 1307.9 MGD* | 1186 MGD* | 1393 MGD* | 1455 MGD |
| Water loss audit | 3.28%* | 1.96%* | 2.72% | 3.0% |
| Water Revenue | \$3,035,758.00 | \$3,233,921.00 | \$3,139,125.00 | \$3,520,000.00 |
| # of Water Breaks | 253* | 250* | 241* | 100 |

*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.

Position Control Summary
Storm Water Management

| Position/Title | 2008-2009 Budget | |
|---------------------------------|---------------------|---------------|
| Full-Time | | |
| Project Manager/Engineer | 0.5 | 40,845 |
| Cola/Merit Pool | | 2,246 |
| Total FT | 0.5 | 43,091 |
| Total Budgeted Positions | 0.5 | 43,091 |

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 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| GRANTS & OTHER FINANCING | | | | |
| 331.2000 FEMA Grant | - | - | - | - |
| 337.3600 St Johns Water Dist Grant | - | - | 20,000 | 20,000 |
| Total | - | - | 20,000 | 20,000 |
| CHARGES FOR SERVICES | | | | |
| 343.4700 Water Drainage Fees | - | - | - | - |
| Total | - | - | - | - |
| OTHER REVENUES | | | | |
| 361.1000 Interest | - | 2,471 | - | 1,000 |
| 363.1000 Special Assessments | - | - | - | - |
| 363.4700 Impact Fees | - | - | - | - |
| 369.9000 Other Revenue | - | - | - | - |
| Total | - | 2,471 | - | 1,000 |
| TOTAL REVENUES | - | 2,471 | 20,000 | 21,000 |
| TRANSFERS | | | | |
| 381.1000 Transfers From General Fund | - | 97,364 | 30,000 | 50,000 |
| Total | - | 97,364 | 30,000 | 50,000 |
| CASH BALANCE FORWARD | | | | |
| 389.1000 Cash Balance Forward | - | 1,935 | 90,000 | 53,500 |
| Total | - | 1,935 | 90,000 | 53,500 |
| TOTAL REVENUES, TRANSFERS & CASH BALANCES | - | 101,770 | 140,000 | 124,500 |

Storm Water Management

| FUND TITLE:/FUND # Storm Water Management 470 | EXPENDITURES BY FUNCTION Enterprise | | | |
|--|--|----------------|----------------|----------------|
| FUND/DEPARTMENT # 470-3800-538 | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| EXPENDITURE OBJECT #/NAME | | | | |
| PERSONNEL SERVICES | | | | |
| 1200 Salaries | - | 2,221 | 50,000 | 43,091 |
| 1210 Worker's Comp Reimbursement | - | - | - | - |
| 1300 Temporary | - | - | - | - |
| 1350 Part Time | - | - | - | - |
| 1400 Overtime | - | - | - | - |
| 1500 Incentive | - | - | - | - |
| 1600 Longevity | - | - | - | - |
| 2100 FICA | - | 170 | 3,825 | 3,296 |
| 2200 Retirement | - | - | 3,620 | 3,533 |
| 2300 Health | - | - | 6,814 | 4,378 |
| 2301 Life | - | - | 338 | 281 |
| 2400 Worker's Comp | - | - | 225 | 215 |
| 2500 Unemployment | - | - | - | - |
| Total | - | 2,391 | 64,822 | 54,794 |
| OPERATING EXPENSES | | | | |
| 3100 Professional Services | - | 776 | 60,000 | 50,000 |
| 3200 Audit | - | 6,850 | 7,000 | 7,000 |
| 3400 Contractual | - | - | - | - |
| 4000 Training/Travel | - | 617 | 1,000 | 2,590 |
| 4100 Communications | - | - | - | - |
| 4101 Communications - Cell | - | - | 1,000 | 1,000 |
| 4310 Fuel | - | - | - | - |
| 4500 Insurance | - | - | - | - |
| 4610 R/M Buildings | - | - | - | - |
| 4620 R/M Equipment | - | - | - | - |
| 4630 R/M Vehicles-Labor | - | - | 500 | 750 |
| 4640 R/M Vehicles-Parts | - | 170 | 500 | 850 |
| 4650 Outside R/M Veh-Parts | - | - | - | - |
| 4700 Printing | - | - | - | - |
| 4910 Billing Costs | - | - | - | - |
| 5100 Office Supplies | - | 1,231 | 200 | 200 |
| 5200 Operating Supplies | - | - | - | 2,700 |
| 5210 Uniforms | - | 154 | 400 | 100 |
| 5220 Household/Instit | - | - | - | - |
| 5230 Gas/Oil | - | 40 | 1,000 | 1,500 |
| 5240 Chemicals/Medical Supplies | - | - | - | - |
| 5400 Books/Subs/Dues | - | 736 | 300 | 300 |
| Total | - | 10,573 | 71,900 | 66,990 |
| CAPITAL OUTLAY | | | | |
| 6200 Buildings | - | - | - | - |
| 6300 Improvements | - | - | - | - |
| 6400 Machinery/Equipment | - | - | - | - |
| 6401 Machinery/Equipment Non-CAP | - | 2,160 | - | - |
| Total | - | 2,160 | - | - |
| TOTAL EXPENDITURES | - | 15,124 | 136,722 | 121,784 |
| TRANSFERS | | | | |
| 9100 Reimbursements to General-OH Costs | - | - | - | - |
| Total | - | - | - | - |
| CONTINGENCIES & RESERVES | | | | |
| 9900 Contingency | - | 86,646 | 3,278 | 2,716 |
| Total | - | 86,646 | 3,278 | 2,716 |
| TOTAL EXPENDITURES, TRANSFERS,RESERVES | - | 101,770 | 140,000 | 124,500 |

Department Description & Function

1. Department: Storm Water Management

2. Department/Division Function Summary:

A Storm Water Management Enterprise Fund was 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 in light of future State and Federal requirements. The Storm Water Management staff will be responsible for reviewing all construction plans for commercial projects, residential communities, parking lots, and storm drainage systems throughout the City.

In this startup year, the Fund will be supported in part will a transfer from the General Fund, \$97,364, as well as an anticipated grant from the St. Johns Water District. Future revenue sources for the Fund may include impact fees, grants, special assessments, review fees and fines.

Other than personnel related costs, the major expenditure in the Fund is \$60,000 Professional Services for the development of the City's storm drainage master plan.

3. Storm Water Management Staffing:

| <i>Number of Funded Employees</i> | Actual 2006 | Budget 2007 | Budget 2008 | Budget 2009 |
|-----------------------------------|-------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Project Manager / Engineer | 0 FT | .5 FT | .5 FT | .5 FT |
| Part Time Labor | 0 PT | 0 PT | 0 PT | 0 PT |
| Temporary Labor | 0 PT | 0 PT | 0 PT | 0 PT |
| Total | 0 FT 0 PT 0 TP | .5 FT 0 PT 0 TP | .5 FT 0 PT 0 TP | .5 FT 0 PT 0 TP |

Program Goals & Objectives

1. Department: Storm Water Management

2. Short Term Goals and Objectives:

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

Objectives:

Review, amend, and adopt Storm Water Plan

Research, analyze, propose and adopt the appropriate method of financing of the storm water management fund

Implement and incorporate storm water requirements into appropriate City Codes and regulations

Initiate storm water projects by winter 2008

Measures: Complete and adopt storm water master plan by Winter 2008

Adopt appropriate fees and user charges by Spring 2008

Adopt regulations into appropriate City Codes by Spring 2008

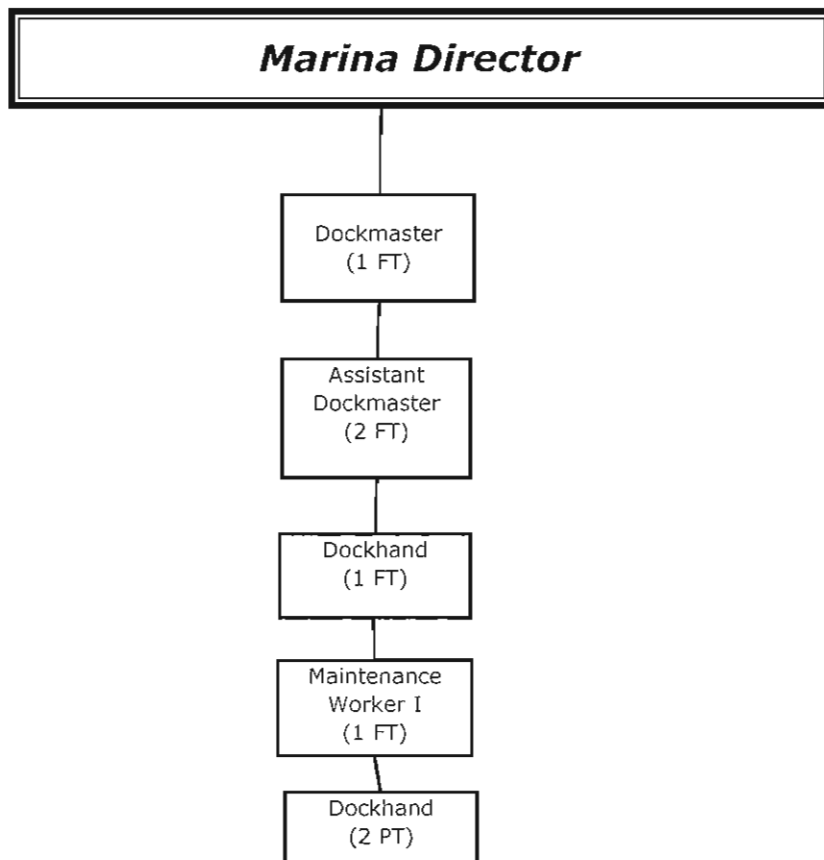
Implement storm water plan in the Spring 2008

Person Responsible: City Engineer

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 service to the community and our customers. 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, we are committed to enhancing our environment through education of our guests, and best management practices for our employees. Our mission will be achieved through quality employees, teamwork, caring, integrity, initiative and a commitment to excellence.

Organization Chart
Marina



Full-Time: 6

Part-Time: 2

Seasonal: 0

Position Control Summary
Marina

| <u>Position/Title</u> | | <u>2008-2009 Budget</u> |
|---------------------------------|----------|-----------------------------|
| Full-Time | | |
| Marina Director | 1 | 63,525 |
| Dockmaster | 1 | 39,784 |
| Maintenance Worker I | 1 | 31,512 |
| Assistant Dockmaster | 2 | 55,536 |
| Dockhand | 1 | 22,464 |
| Cola/Merit Pool | | 11,705 |
| Total FT | 6 | 224,526 |
| Part-Time | | |
| Dockhand | 2 | 52,200 |
| Total PT | 2 | 52,200 |
| Total Budgeted Positions | 8 | 276,726 |

Marina Fund

| FUND TITLE/DEPARTMENT TITLE:# <i>Marina:480</i> | SOURCES <i>Marina Revenues & Cash Balances</i> | | | |
|--|---|----------------|----------------|----------------|
| REVENUE OBJECT #/TITLE | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| CHARGES FOR SERVICES | | | | |
| 331.2000 FEMA Grant | - | - | - | 0 |
| 331.1000 Federal Grants | 750,000 | 19,461 | 633,167 | 738,500 |
| 334.1000 State Grants | 13,300 | 71,254 | 435,000 | 425,000 |
| 347.9000 Slip Rentals-Permanent | 170,065 | 150,597 | 432,000 | 206,000 |
| 347.9002 Slip Rentals-Transient BigP | - | - | 104,500 | - |
| 347.9003 Slip Rentals-Transient BigP Non Taxable | - | - | 5,500 | - |
| 347.9005 Slip Rentals-Transient | 205,650 | 296,077 | 259,000 | 450,000 |
| 347.9007 Slip Rentals-Transient Non Taxable | 1,395 | 2,288 | 11,000 | 5,000 |
| 347.9010 Business Rentals | 17,997 | 15,415 | 6,000 | 30,000 |
| 347.9012 Moorings Taxable | - | 12,100 | 67,970 | 30,000 |
| 347.9013 Moorings Non Taxable | - | - | 3,575 | - |
| 347.9050 Merchandise for Resale | 21,380 | 16,113 | 16,000 | 16,000 |
| 347.9060 Services-Nontaxable | 3,282 | 3,398 | 3,000 | 4,000 |
| 347.9100 Gasoline/Fuel - Diesel | 800,253 | 800,896 | 1,230,000 | 1,500,000 |
| 347.9101 Gasoline/Fuel - Gas | 278,100 | 286,665 | 300,000 | 200,000 |
| 347.9102 Gasoline/Fuel - Oils/Additives | 2,088 | 2,161 | 2,000 | 2,000 |
| 347.9103 Gasoline/Fuel - Diesel Non Taxable | 22,743 | 21,769 | 30,000 | 25,000 |
| Total | 2,286,252 | 1,698,193 | 3,538,712 | 3,631,500 |
| OTHER REVENUES | | | | |
| 361.1000 Interest | 85,957 | 23,531 | - | - |
| 362.0000 Loss | - | - | - | - |
| 362.1000 Rents | 2,283 | 700 | 9,900 | - |
| 362.1005 Non Taxable Rents | 7,103 | 10,982 | 15,000 | 10,000 |
| 369.9000 Other Revenue | 138,294 | 281 | 700 | 100 |
| 384.1000 Loan Proceeds | 2,400,000 | - | 700,000 | 800,000 |
| Total | 2,633,637 | 35,494 | 725,600 | 810,100 |
| TOTAL REVENUES | 4,919,889 | 1,733,686 | 4,264,312 | 4,441,600 |
| TRANSFERS IN | | | | |
| 381.100 From General Fund | 345,509 | - | - | - |
| Total | 345,509 | - | - | - |
| CASH BALANCE FORWARD | | | | |
| 389.9000 Cash Balance Forward | 115,263 | 1,162,067 | 500,000 | 286,400 |
| Total | 115,263 | 1,162,067 | 500,000 | 286,400 |
| TOTAL REVENUES & CASH BALANCES | 5,380,661 | 2,895,753 | 4,764,312 | 4,728,000 |

Marina Fund

| FUND TITLE:/FUND # <i>Marina Fund:480</i> | EXPENDITURES BY FUNCTION <i>Enterprise</i> | | | |
|---|---|----------------|----------------|----------------|
| FUND/DEPARTMENT # <i>480-7500-575.</i> | ACTUAL 2006 | ACTUAL 2007 | BUDGET 2008 | BUDGET 2009 |
| EXPENDITURE OBJECT #/NAME | | | | |
| PERSONNEL SERVICES | | | | |
| 1200 Salaries | 194,521 | 209,355 | 214,605 | 224,526 |
| 1210 Worker's Comp Reimbursement | - | - | - | - |
| 1300 Temporary | - | - | - | - |
| 1350 Part Time | 33,915 | 33,996 | 50,438 | 52,200 |
| 1400 Overtime | 6,871 | 14,648 | 7,000 | 12,000 |
| 1500 Incentive | - | - | - | - |
| 1600 Longevity | 2,912 | 3,120 | 3,120 | 4,368 |
| 2100 FICA | 17,277 | 19,630 | 21,050 | 22,422 |
| 2200 Retirement | 10,738 | 14,728 | 22,018 | 19,753 |
| 2300 Health | 34,454 | 33,749 | 35,851 | 39,979 |
| 2301 Life | 1,406 | 1,216 | 1,160 | 1,479 |
| 2400 Worker's Comp | 9,339 | 12,926 | 14,285 | 11,385 |
| 2500 Unemployment | - | - | - | - |
| Total | 311,433 | 343,369 | 369,527 | 388,112 |
| OPERATING EXPENSES | | | | |
| 3100 Professional Services | - | - | - | 9,600 |
| 3200 Audit | 6,000 | 5,871 | 6,300 | 6,822 |
| 3400 Contractual | 4,408 | 2,875 | 4,025 | 2,625 |
| 4000 Training/Travel | 1,216 | 199 | 600 | 1,000 |
| 4100 Communications | 1,949 | 2,093 | 2,000 | 2,000 |
| 4101 Communications - Cell | 559 | 1,147 | 900 | 1,200 |
| 4102 Communications - Pager | - | 149 | 100 | 250 |
| 4103 Communications - Internet | - | 482 | 485 | 660 |
| 4200 Postage | - | - | - | - |
| 4300 Utilities | 35,151 | 34,877 | 35,000 | 44,000 |
| 4400 Rentals/Leases | 15,380 | 15,767 | - | - |
| 4500 Insurance | 68,760 | 73,477 | 82,805 | 58,597 |
| 4610 R/M Buildings | 2,336 | 8,175 | 4,000 | 10,000 |
| 4620 R/M Equipment | 6,902 | 18,258 | 10,000 | 9,500 |
| 4630 R/M Vehicles-Labor | 130 | - | 250 | 250 |
| 4640 R/M Vehicles-Parts | 38 | 51 | 250 | 250 |
| 4650 Outside R/M Veh-Parts | - | - | - | - |
| 4700 Printing | 729 | 4,630 | 750 | 600 |
| 4800 Promotional | 1,005 | 2,235 | 2,250 | 3,250 |
| 5100 Office Supplies | 583 | 648 | 500 | 500 |
| 5200 Operating Supplies | 34,407 | 33,345 | 27,000 | 33,200 |
| 5210 Uniforms | 43 | 396 | 500 | 500 |
| 5220 Household/Instit | 1,705 | 2,747 | 1,500 | 2,500 |
| 5230 Gas/Oil | 10 | 1,364 | 500 | 500 |
| 5400 Books/Subs/Dues | 10 | 10 | 50 | 50 |
| 5500 Merchandise for Resale | 13,044 | 11,891 | 10,500 | 12,000 |
| 5510 Fuel for Resale | 911,204 | 918,649 | 1,296,500 | 1,433,410 |
| 7300 Amortization/ Financing Costs | - | - | - | - |
| Total | 1,105,567 | 1,139,336 | 1,486,765 | 1,633,264 |
| CAPITAL OUTLAY | | | | |
| 6200 Buildings | - | - | - | - |
| 6300 Improvements | 1,988,635 | 467,046 | 2,407,000 | 2,027,000 |
| 6400 Machinery/Equipment | 3,495 | - | - | - |
| 6401 Machinery/Equipment Non-CAP | - | 3,098 | 1,000 | - |
| Total | 1,992,130 | 470,143 | 2,408,000 | 2,027,000 |
| DEBT SERVICE | | | | |
| 7100 Principal | 284,483 | 265,907 | 277,223 | 285,709 |
| 7200 Interest | 191,735 | 183,405 | 206,653 | 215,601 |
| 7300 Amortization/ Financing Costs | - | - | 15,000 | - |
| Total | 476,217 | 449,312 | 498,876 | 501,310 |
| TOTAL EXPENDITURES | 3,885,348 | 2,402,160 | 4,763,168 | 4,549,686 |
| TRANSFERS, CONTINGENCIES, RESERVES | | | | |
| 9100 Reimbursements to General | - | - | - | - |
| 9500 Contingencies/Reserves | 1,495,314 | 493,593 | 1,144 | 178,314 |
| Total | 1,495,314 | 493,593 | 1,144 | 178,314 |
| TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES, & RESERVES | 5,380,661 | 2,895,753 | 4,764,312 | 4,728,000 |

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.

3. **Department Description:**

The Fernandina Harbor Marina is home to 50 permanent boats and is a “stop-over of choice” to better than 3,000 visitor (transient) vessels, some who stay for more than one day, accounting for over 6,000 transient boat nights per year. Under the supervision of the Department Director 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 on various ways, from providing local knowledge about navigation and weather conditions, to assisting with safety and environmental compliance.

| Number of Funded Employees | Budget 2007 | Budget 2008 | Budget 2009 |
|-----------------------------------|------------------------|------------------------|------------------------|
| Director | 1 FT | 1 FT | 1 FT |
| Dockmaster | 1 FT | 1 FT | 1 FT |
| Assistant Dockmaster | 3 FT | 3 FT | 2 FT |
| Dockhand | 0 FT 2 PT 0 TP | 0 FT 2 PT 0 TP | 1 FT 2 PT 0 TP |
| Marina Maintenance Worker | 1 FT | 1 FT | 1 FT |
| Marina Staff Assistant | 1 PT | 1 PT | 0 PT |
| Total | 6 FT 3 PT 0 TP | 6 FT 3 PT 0 TP | 6 FT 2 PT 0 TP |

4. **Program Performance Indicators:**

| Performance Indicators | Actual 2006 | Actual 2007 | Budget 2008 | Budget 2009 |
|-------------------------------|------------------------|------------------------|------------------------|------------------------|
| Fuel Sales Revenue | \$1,103,184 | \$1,111,491 | \$1,562,000 | \$1,727,000 |
| Dockage & Mooring Revenue | \$205,650 | \$308,177 | \$326,970 | \$480,000 |
| Boat Night Count | 4,141 | 6,092 | 7,562 | 4,500 |

Program Goals & Objectives

City Marina

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

Program: Dockage & moorings

Person responsible: Dockmaster

Goal: Increase number of transient vessels and boat nights

Objective: Increased advertising via internet and trade publications

Measure: Increase in actual vessel count and transient boat night count

Person responsible: Marina Director & Dockmaster

Goal: Off-season discount promotion

Objective: Increase in slow-season transient dockage and moorings

Measure: Increase in revenues for slow seasons

Program: Fuel sales

Person responsible: Dockmaster

Goal: maintain fuel revenue*

Objective: competitively market fuel (prices)

Measure: Maintain gallons volumes sold*

*due to fuel price crisis nationally, volumes of sales have dropped, maintaining existing fuel sales volumes would equate to an increase under such extreme times of a recession-economy

Program: Marketing

Person responsible: Marina Director

Goal: Expand marketing strategy

Objective: Joint marketing with Airport and Golf Departments

Measure: Increase in off-season revenues

Objective: Better utilize internet marketing

Measure: Increase in off-season revenues

Program: Public relations and education

Person responsible: Marina Director

Goal: Enhance visitor experience

Objective: Develop marine welcome interpretive center

Measure: number of visitors

Program: Environmental & security

Person responsible: Dockmaster

Goal: Maintaining environmental compliance

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

Measure: Percentage of inspections passed

Person responsible: Marina Director

Goal: Maintaining security compliance

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

Measure: Percentage of inspections passed