



## OFFICE OF THE CITY COUNCIL

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4<sup>TH</sup> FLOOR, CITY HALL  
JACKSONVILLE, FLORIDA 32202

May 4, 2010  
5:00 p.m.

### **COUNCIL MEMBERS WEBB AND JOOST NOTICED MEETING RE: FY2011 BUDGET April 29, 2010**

**Location:** City Council Conference Room A, Suite 425, City Hall – St. James Building; 117 West Duval Street

**In attendance:** Council Members Stephen Joost, Jack Webb, Bill Bishop and John Crescimbeni; Mayor John Peyton; Property Appraiser Jim Overton

**Others in attendance:** Mickey Miller and Heath Beach – Department of Administration and Finance; Cheryl Brown – Council Secretary/Director; Kirk Sherman – Council Auditor; Jeff Clements – Council Research Division; Kerri Stewart, Adam Hollingsworth, Lisa Rinaman and Sherry Hall – Mayor's Office; Kevin Holzendorf – Information Technology Department; Scott Wilson, Debbie Delgado, Tiffany Hager, Sarah Lane, Sonia Johnson, Mina Hosseini, Suzanne Warren, Suzie Loving and Celeste Hicks – ECAs; Annette Hastings – Tourist Development Council; Matt Galnor, Joe Adams and Ron Littlepage – *Florida Times-Union*; Mike Sharkey – *Financial News and Daily Record*; John Keene and Dick Cohee – Police and Fire Pension Fund; Joe Andrews and Marc El Hassan – TRUE Commission

**Meeting Convened:** 10:03 a.m.

Council Member Webb introduced Mayor John Peyton to discuss the outlook for the FY11 City budget. The Mayor distributed several handouts showing the tentative General Fund – General Services District budget for FY11, a revenue and expenditure projection for FY10 to FY15, and a draft list of potential cost savings identified by the mayor's department heads. The tentative budget assumes a 3% pay reduction for all employees (which is contingent upon either successful agreement with the bargaining units or a decision by City Council to solve a bargaining impasse) and no new actuarial study on pension contributions so that the current year's contribution level can be continued. The tentative budget also assumed passage of the revised City fee bill, which City Council accomplished the previous Tuesday. These three factors will still leave an approximately \$20 million gap which will have to be filled with expenditure cuts. The department heads have identified a list of \$43 million in potential cuts to be used to fill the \$20 million hole. The tentative budget also assumes a revenue-neutral millage – levying whatever millage rate is necessary to produce the same amount of property tax revenue as in the FY10 budget.

The Mayor pointed out that 22% of the budget is comprised of fixed obligations (contracts, debt service, other fixed costs) over which the City has no control and cannot reduce. The remainder of the budget is split about evenly between public safety (police and fire) and all other functions. For many years the City has kept public safety functions whole and reduced or held spending stable in the other functions, but that is no longer possible. – everyone must share the pain this year. The Sheriff and Fire and Rescue Department are both on-board with making cuts this year. Pension contributions are a huge driver of the budget in recent years, but any savings agreed to in collective bargaining will be long-term, not really accruing for 10 to 30 years.

The 3% pay cut that was originally proposed for FY10 never came to pass, so there is a budget gap in this year's budget that needs to be filled before the end of the fiscal year in September by additional mid-year cuts. \$9.5 million was budgeted in a contingency fund in the event collective bargaining over the pay cut was unsuccessful (as it has been to this point), but an additional \$12.5 million in cuts must be found by the end of September.

Property Appraiser Jim Overton reported that a "revenue neutral" millage rate is, at this preliminary stage, looking like it might be approximately 9.72 mills. The decline in property values seem to be bottoming out in the residential market, but commercial properties will continue to decline in value for the next several years. Total property tax revenues will be down 3.9% in the current year, and possibly another 3% next year. Total taxable property value is looking like it will be down \$3 billion from this year to next year. Due to the nature of the Save Our Homes formula, many homeowners will be very surprised when their property taxes increase this year, even if the millage rate remained unchanged, and their property's appraised value declined. Save Our Homes helps the City's revenue picture in times of declining values as at present, but hurts it in times of rapid value growth. Mr. Overton also noted that sales tax revenue is projected to decline by \$3 million in FY11. He mentioned that the School Board's budget deficit is even worse than the City's – perhaps as much as \$120 million for next year.

In response to a question about collective bargaining and the impasse, the Mayor stated that the City is at impasse with approximately 70% of its collectively bargained employees, all except the firefighters union. It will take approximately 120 days to settle the impasses through City Council action, which might be accomplished by the start of the FY11 fiscal year or shortly thereafter.

Council Member Webb stated that there were no surprises in the tentative budget, and urged against a hyper-focus on the millage rate, which he said should be an outcome of the needs of the budgeting process and not the goal that drives the process from the beginning. Mayor Peyton pointed out that the property tax millage only pays for 48% of the General Fund budget and doesn't even cover the full cost of public safety services. In answer to a question from Council Member Bishop, the Mayor indicated that some efforts are being made internally to deal with verifying tax exemptions and collection rates to ensure that the City is collecting the full amounts owed it, but there are no resources to devote to a new campaign in that area. In response to another question the Mayor indicated that with regard to the Jacksonville Journey, the oversight committee is always looking at which programs work and which don't and will make budget recommendations based on that, but he is not looking to reduce Journey funding because of budget constraints. He stated that Jacksonville cannot allow itself to be defined by its crime problems (leading the state in murder rate for 10 consecutive years), and the Journey appears to be making tangible progress in that regard.

**Meeting Adjourned:** 10:37 a.m.

Minutes: Jeff Clements, Chief of Research  
5/4/10

Tapes: Webb/Joost/Mayor FY11 budget meeting – LSD  
4/29/10

Materials: Mayor's handouts - LSD  
4/29/10

1 Introduced by the Council President at the request of the Mayor:  
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3

4 **RESOLUTION 2010-**

5 A RESOLUTION CONCERNING THE TENTATIVE PROPOSED  
6 ANNUAL BUDGET; PROVIDING FOR A TENTATIVE ANNUAL  
7 OPERATING BUDGET; PROVIDING FOR A PRELIMINARY  
8 ESTIMATED ROLLED-BACK MILLAGE RATE; PROVIDING A  
9 TENTATIVE PROPOSED AD VALOREM TAX MILLAGE RATE  
10 FOR THE 2010 TAX YEAR; PROVIDING FOR A  
11 TENTATIVE PROPOSED CAPITAL BUDGET; PROVIDING AN  
12 EFFECTIVE DATE.  
13

14 **WHEREAS**, Section 106.200 of the Jacksonville Municipal Code  
15 requires that the Mayor submit a tentative annual operating budget  
16 proposal no later than May 1; and

17 **WHEREAS**, the tentative annual budget reflects budget submissions  
18 that are still in the process of being reviewed and revised; and

19 **WHEREAS**, the tentative annual budget shall include an  
20 anticipated ad valorem millage rate; and

21 **WHEREAS**, the estimated rolled-back rate and the anticipated ad  
22 valorem millage rate is not based upon an official tax roll estimate  
23 from the property appraiser and the anticipated ad valorem millage  
24 rate will change at least two times prior to the submission of the  
25 proposed annual budget as official estimates are received from the  
26 property appraiser; and

27 **WHEREAS**, the tentative annual budget shall include a tentative  
28 proposed capital budget; now, therefore

29 **BE IT RESOLVED** by the Council of the City of Jacksonville:

30 **Section 1.** Based upon preliminary budget data provided by  
31 the departments and constitutional officers of the City, the Mayor

1 has submitted a tentative proposed budget for the City as indicated  
2 in **Exhibit 1** attached.

3       **Section 2.**       Based upon preliminary estimated taxable values  
4 from the Budget Office, the rolled-back rate, as defined under s.  
5 200.065(1), Florida Statutes, is estimated to be 9.7214 mills, or  
6 \$9.7214 per \$1,000 assessed taxable value, for the General Services  
7 District, excepting USD's 2 through 5; is estimated to be 5.5760  
8 mills, or \$5.5760 per \$1,000 assessed taxable value, for the General  
9 Services District, including only USD's 2 through 4; and at 7.1982  
10 mills, or \$7.1982 per \$1,000 assessed taxable value, for the General  
11 Services District, including only USD 5.

12       **Section 3.**       Based upon preliminary budget data and  
13 preliminary estimated taxable values from the Budget Office, the  
14 tentative proposed millage rates are 9.7214 mills, or \$9.7214 per  
15 \$1,000 assessed taxable value, for the General Services District,  
16 excepting USD's 2 through 5; 5.5760 mills, or \$5.5760 per \$1,000  
17 assessed taxable value, for the General Services District, including  
18 only USD's 2 through 4; and 7.1982 mills, or \$7.1982 per \$1,000  
19 assessed taxable value, for the General Services District, including  
20 only USD 5.

21       **Section 4.**       The tentative proposed capital budget is attached  
22 as **Exhibit 2**.

23       **Section 5.**       This resolution shall become effective upon  
24 signature by the Mayor or upon becoming effective without the Mayor's  
25 signature.  
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27  
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1 Form Approved:

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4  Office of General Counsel

5 Legislation prepared by: James R. McCain, Jr.

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**EXHIBIT 1**

GENERAL FUND - GSD  
TENTATIVE BUDGET - REVENUE AND EXPENDITURE  
FY 2010 - 2011

	FY2010 Budget	FY2011 Tentative
<b>REVENUES</b>		
Property Taxes - Net	470,085,407	483,547,576
Utility Service Taxes	129,456,900	129,474,446
Other Taxes	1,131,466	1,138,500
Franchise Fees	39,444,236	39,981,577
Licenses and Permits	8,067,732	8,013,622
JEA Contributions	99,187,538	101,687,538
Half-cent Sales Tax	74,818,660	71,830,142
City Revenue Sharing	22,736,482	21,040,842
County Revenue Sharing	24,729,621	23,290,242
Other Revenue Sharing	7,337,215	7,337,502
Ambulance Fees	14,881,269	15,850,629
Other Charges for Services	45,915,388	43,641,547
Fines and Forfeits	4,150,663	3,333,714
Interest Income	9,727,038	7,800,000
Miscellaneous Revenue	16,438,525	17,693,142
Other Sources	13,392,273	4,469,713
<b>TOTAL REVENUES</b>	<b>981,500,413</b>	<b>980,130,732</b>
<b>EXPENDITURES</b>		
Advisory Boards	425,010	421,541
Central Operations	21,315,231	21,142,034
City Council	9,185,120	9,187,640
Courts	1,565,264	1,244,646
Environmental & Compliance	18,357,170	18,037,386
Finance	7,515,157	7,405,829
Fire & Rescue	164,252,518	169,231,354
General Counsel	326,841	320,174
Human Rights Commission	1,301,632	1,204,924
Jacksonville City-Wide Activities	19,492,921	31,127,793
Shands Contribution	23,775,594	23,775,594
Mayor's Office	3,247,473	3,097,776
Medical Examiner	3,128,100	2,987,908
Office of the Sheriff	355,660,019	360,491,272
Planning & Development	7,916,202	7,693,905
Public Defender	944,431	966,074
Public Health	732,899	1,865,640
Public Libraries	41,789,848	41,365,814
Public Works	79,638,300	80,759,073
Recreation & Community Services	50,921,555	50,328,070
State Attorney	431,322	434,154
Supervisor of Elections	8,556,799	9,425,855
Transfers to Other Funds		
Transfer to Children's Commission	21,058,173	21,163,649
Transfer to Journey	7,660,278	12,308,339
Transfer to PayGo	4,481,698	5,387,636
Transfer to Clerk of Court	1,013,119	1,501,127
Transfer to Property Appraiser	8,496,946	8,650,890
Transfer to Tax Collector	3,856,019	4,824,846
Transfer to Solid Waste	21,417,409	0
Transfer to Venues	7,836,182	14,032,504
Transfers to various funds	4,753,004	6,024,852
Total Transfers to Other Funds	80,572,828	73,893,843
Debt Service	80,448,179	83,973,388
<b>TOTAL EXPENDITURES</b>	<b>981,500,413</b>	<b>1,000,381,687</b>
<b>SURPLUS/ (DEFICIT)</b>	<b>0</b>	<b>(20,250,955)</b>

*Total deficit has already been reduced by the following policy items:*

3% salary reduction	13,131,016
Freezing of Steps	2,359,828
90/10 Health care contribution	3,230,243
Department reductions	1,625,330
Deferral of actuarial report	8,000,000

*Projected deficit without policy items (48,597,372)*



## EXHIBIT 2

## CURRENT FUNDING SOURCE

Pay Go - Current Revenues 2,737,636  
Banking Fund - Debt Proceeds 92,428,540  
Tree Mitigation Fund 2,100,000  
Project and Budget Transfers 22,109,613  
Interest & Revenue Appropriation 20,143,407

## ANTICIPATED FUNDING SOURCE

Pay Go 3,700,000 3,700,000 6,700,000 9,700,000 12,700,000  
Banking Fund Debt Proceeds 137,324,836 62,895,450 70,964,220 49,505,525 35,430,865  
Grants(s) - FUND/Other 890,000 900,000 600,000 600,000 600,000  
Total Per Year \$ 140,409,196 \$ 141,924,836 \$ 144,924,836 \$ 147,730,525 \$ 150,730,865

	Dept.	Program Area	Project Name	Total Est. Expenditures	Prior Years' Appropriation	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Beyond 5th
1	EAC	Environment/Quality of Life	Burke St. Lane Pk	4,000,000	2,000,000		2,000,000					
2	EAC	Environment/Quality of Life	Gold Mine/Pipe Place	23,750,000	17,500,000			6,250,000				
3	EAC	Environment/Quality of Life	JAX Ash Sites	98,350,000	11,120,000	20,000,000	20,000,000	25,000,000	15,000,000	7,200,000		
4	EAC	Environment/Quality of Life	Southside Incinerator Site	2,500,000	2,250,000				250,000			
5	EAC	Environment/Quality of Life	County Wide Environmental Compliance	7,250,000	250,000		250,000	3,000,000	3,500,000	250,000		
6	FR	Public Safety	Fire Station #25 (3 Bay) Replacement - TRIDATA	3,044,783							3,044,783	
7	FR	Public Safety	Radio Infrastructure	21,000,000	14,000,000	7,000,000						
8	FR	Public Safety	Fire Station #2 Renovate Roof/Floor - TRIDATA	318,270			318,270					
9	FR	Public Safety	Fire Station # 56 Access Road/Gate	309,000			309,000					
10	FR	Public Safety	EOC Hardening	154,500			154,500					
11	FR	Public Safety	Fire Station #61 New - TRIDATA	2,870,610				2,870,610				
12	FR	Public Safety	Fire Station #62 New - TRIDATA	2,964,220								
13	FR	Public Safety	Fire Station #45 Relocate - TRIDATA	3,042,847						3,042,847		
14	FR	Public Safety	Fire Station #63 New - TRIDATA	3,042,847						3,042,847		
15	FR	Public Safety	Fire Station #47 New - TRIDATA	3,630,236								
16	FR	Public Safety	Fire Station #64 New - TRIDATA	3,134,132							3,134,132	
17	FR	Public Safety	Fire Station #17 Replacement - TRIDATA	2,956,100							2,956,100	
18	FR	Public Safety	Fire Station #12 Replacement - TRIDATA	3,227,470								3,227,470
19	FR	Public Safety	Fire Station #46 Relocate - TRIDATA	3,322,180								3,322,180
20	FR	Public Safety	Fire Station #65 New - TRIDATA	3,322,180								3,322,180
21	FR	Public Safety	Fire Station #66 New - TRIDATA	3,421,845								3,421,845
22	FR	Public Safety	Fire Station #67 New - TRIDATA	3,524,501								3,524,501
23	FR	Public Safety	NAS Marine 23 (Boat & Dock)	530,000								530,000
24	JEDC	Targeted Economic Development	Mall Park Redevelopment	36,088,274		9,088,274				3,000,000	2,000,000	22,000,000
25	JEDC	Targeted Economic Development	Build Parking Garage (Humana/Landing deal)	3,500,000			310,000	310,000	160,000			
26	JEDC	Targeted Economic Development	Cecil North 100 Acres of New Wetlands	1,500,000			1,000,000	500,000	500,000	500,000		
27	R&C	Parks	ADA Compliance within Parks/Upgrade Parks	7,255,531	3,955,531	900,000	1,800,000	1,200,000	1,200,000	1,200,000		
28	R&C	Parks	Florida Inland Navigation District (FIND) Projects	6,600,000								
29	R&C	Parks	Trout River Bridge (FIND)	200,000		200,000						
30	R&C	Parks	Mandarin Boat Parking Lot (FIND)	450,000		450,000						
31	R&C	Parks	Atterton River Dredge (FIND)	150,000		150,000						
32	R&C	Parks	Jax Zoo dock Design (FIND)	180,000		180,000						
33	R&C	Parks	Park Capital Projects - Upgrades/Maintenance Repairs	27,415,166	7,445,716	6,473,600	2,800,000	2,800,000	2,800,000	2,295,650		
34	R&C	Parks	Park land acquisition				3,000,000					
35	R&C	Parks	Almucan Stabilization (FIND)	800,000		800,000						
36	PW	Environment/Quality of Life	Countywide City Maintained St. Johns River Bulkhead, Assessment and Restoration	9,800,000	2,700,000	1,100,000		2,000,000	2,000,000			
37	PW	Environment/Quality of Life	Temporary Storm Debris Site Improvements	800,000	200,000		100,000	100,000	100,000		100,000	
38	PW	Government Facilities	Edi Ball Building	48,789,049	42,652,963	2,500,000	3,636,066					
39	PW	Government Facilities	Governmental Facilities Capital Maintenance	52,964,266	13,964,266	9,000,000	6,000,000	6,000,000	6,000,000	6,000,000		
40	PW	Government Facilities	Purchase Godbold Building	19,743,625	6,743,625				13,000,000			
41	PW	Government Facilities	Purchase Gateway Offices Superior of Elections	350,000,000	215,500,000	58,000,000	2,247,000					
42	PW	Government Facilities	Duval County Courthouse Facilities	30,140,692	20,840,692		76,500,000					
43	PW	Parks	Northbank Riverwalk Renovations	17,567,322	2,500,000	7,067,322		3,500,000	3,000,000	3,000,000		
44	PW	Parks	Southbank Riverwalk Renovations	14,500,000	750,000		2,000,000	2,000,000	2,000,000	2,000,000		
45	PW	Roads/Infrastructure/Transportation	Ala Drive/Yellow Bull Road	26,300,000	1,000,000							13,750,000
46	PW	Roads/Infrastructure/Transportation	Chaffee Road									25,300,000
47	PW	Roads/Infrastructure/Transportation	8th St. - I-95 to Blvd. Landscaping/Tree Planting Handicap	1,300,000				1,300,000				
48	PW	Roads/Infrastructure/Transportation	Intersection Improvements Bridge Misc Construction	36,886,580	26,686,580	1,500,000	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	
49	PW	Roads/Infrastructure/Transportation	Repairs to Coasline Drive and the Riverwalk	3,700,000	2,700,000		1,000,000					
50	PW	Roads/Infrastructure/Transportation	Roadway Resurfacing	135,896,396	31,999,107	12,000,000	12,000,000	14,872,000	15,000,000	15,000,000	18,000,000	17,425,279
51	PW	Roads/Infrastructure/Transportation	San Marco (Naldo to Riverplace)	11,500,500	6,500,500							
52	PW	Roads/Infrastructure/Transportation	San Marco Construction and Repair	14,039,877	2,038,877	3,000,000	3,000,000	1,500,000	1,500,000	1,500,000	1,500,000	
53	PW	Roads/Infrastructure/Transportation	Signalization/ITS Enhancements	12,286,701	1,536,701	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,750,000
54	PW	Targeted Economic Development	Jacksonville Transportation Center	5,000,000								5,000,000
55	Sherrif	Public Safety	JCC Premier Housing Units	143,887,312								128,887,312
Total				1,219,967,002	435,955,578	140,409,196	144,924,836	70,902,610	76,264,220	67,135,694	48,730,865	236,391,003
Surplus (Deficit)							(5,000,000)	(3,707,160)	0	(7,330,169)	0	



GENERAL FUND - GSD  
REVENUE AND EXPENDITURE PROJECTIONS  
FY 2010 - 2015  
(\$ in millions)

3/1/2010

REVENUES	FY2010 Budget	FY2011 Projection	FY2012 Projection	FY2013 Projection	FY2014 Projection	FY2015 Projection
Property Taxes - Net	470,085,407	483,547,576	489,078,711	498,199,141	516,192,915	539,225,842
Utility Service Taxes	129,456,900	127,417,277	128,936,594	130,894,749	132,111,626	133,410,371
Other Taxes	1,131,466	1,117,000	1,117,000	1,128,110	1,139,331	1,150,664
Franchise Fees	39,444,236	40,075,349	41,020,547	41,973,042	42,437,128	42,905,997
Licenses and Permits	8,067,732	7,743,491	7,820,917	7,899,117	7,978,100	8,137,644
JEA Contributions	99,187,538	101,687,538	104,187,538	106,687,538	109,187,538	111,687,538
Half-cent Sales Tax	74,818,660	73,255,033	75,452,684	77,716,265	80,047,753	82,449,185
City Revenue Sharing	22,736,482	20,625,303	20,978,794	21,489,010	22,013,344	22,552,205
County Revenue Sharing	24,729,621	22,932,040	23,296,184	23,846,492	24,418,163	25,012,252
Other Revenue Sharing	7,337,215	7,357,965	7,358,885	7,414,978	7,450,400	7,513,936
Ambulance Fees	14,881,269	15,995,768	16,315,683	16,641,997	16,974,836	17,314,333
Other Charges for Services	45,915,388	45,857,972	46,274,365	47,099,488	47,583,789	48,454,814
Fines and Forfeits	4,150,663	3,991,219	3,991,390	4,004,263	4,023,776	4,043,386
Interest Income	9,727,038	9,025,000	9,025,000	9,070,125	9,090,225	9,135,676
Miscellaneous Revenue	16,438,525	15,632,677	15,834,789	16,042,345	16,227,222	16,464,071
Other Sources	13,392,273	9,096,911	8,959,022	8,565,300	8,569,121	8,573,055
<b>TOTAL REVENUES</b>	<b>981,500,413</b>	<b>985,358,119</b>	<b>999,648,103</b>	<b>1,018,671,960</b>	<b>1,045,445,266</b>	<b>1,078,030,970</b>
<b>EXPENDITURES</b>						
Advisory Boards	425,010	433,937	445,736	472,454	485,713	499,595
Central Operations	21,315,231	21,890,714	22,333,403	23,317,977	23,943,195	24,600,680
City Council	9,185,120	9,432,269	9,686,673	10,239,370	10,511,835	10,790,992
Courts	1,565,264	1,600,654	1,633,789	1,667,826	1,702,452	1,736,705
Environmental & Compliance	18,357,170	18,781,475	19,282,971	20,298,939	20,854,256	21,434,409
Finance	8,683,630	9,013,682	9,225,306	9,456,420	9,670,645	9,928,461
Fire & Rescue	164,252,518	170,589,269	185,046,186	210,168,418	239,293,247	269,042,634
General Counsel	326,841	330,016	336,227	347,096	355,340	363,885
Human Rights Commission	1,301,632	1,344,512	1,381,417	1,466,875	1,508,360	1,552,735
Jacksonville City-Wide Activities	19,492,921	30,453,132	29,553,884	29,694,347	29,832,747	30,002,590
Shands Contribution	23,775,594	23,775,594	23,775,594	23,775,594	23,775,594	23,775,594
Mayor's Office	2,079,000	2,131,320	2,190,430	2,297,743	2,360,404	2,428,539
Medical Examiner	3,128,100	3,217,649	3,303,682	3,451,144	3,549,608	3,651,510
Office of the Sheriff	355,660,019	371,557,347	397,388,280	433,590,361	468,487,520	505,231,717
Planning & Development	7,916,202	8,106,487	8,308,508	8,741,196	8,990,203	9,248,515
Public Defender	944,431	982,596	1,009,880	1,037,389	1,065,657	1,094,729
Public Health	732,899	742,701	752,541	762,661	772,091	781,220
Public Libraries	41,789,848	43,143,566	44,547,485	46,681,706	48,291,176	49,969,281
Public Works	79,638,300	82,702,485	85,827,771	89,458,030	91,996,565	94,581,885
Recreation & Community Services	50,921,555	52,496,912	53,975,300	55,719,949	57,084,501	58,491,927
State Attorney	431,322	444,737	454,422	464,073	473,940	484,027
Supervisor of Elections	8,556,799	9,519,849	7,894,640	7,036,895	6,396,166	9,879,378
Transfers to Other Funds						
Transfer to Children's Commission	21,058,173	21,479,336	21,908,923	22,347,102	22,794,044	23,249,925
Transfer to Journey	7,660,278	12,308,339	12,308,339	12,308,339	12,308,339	12,308,339
Transfer to PayGo	4,481,698	5,387,636	6,387,636	7,387,636	8,387,636	9,387,636
Transfer to Clerk of Court	1,013,119	1,563,775	1,595,050	1,626,951	1,659,490	1,692,680
Transfer to Property Appraiser	8,496,946	8,581,915	8,667,735	8,754,412	8,841,956	8,930,376
Transfer to Tax Collector	3,856,019	3,856,019	3,856,019	3,856,019	3,856,019	3,856,019
Transfer to Solid Waste	21,417,409	19,225,000	17,225,000	15,225,000	12,725,000	10,225,000
Transfer to Venues	7,836,182	12,636,182	12,636,182	12,636,182	12,636,182	12,636,182
Transfers to various funds	4,753,004	5,071,425	5,096,425	5,071,426	5,021,427	4,971,427
<b>Total Transfers to Other Funds</b>	<b>80,572,828</b>	<b>90,109,627</b>	<b>89,681,309</b>	<b>89,213,067</b>	<b>88,230,093</b>	<b>87,257,584</b>
Transfer to Debt Service Funds	80,448,179	90,555,435	108,465,484	112,688,363	115,801,183	119,055,551
<b>TOTAL EXPENDITURES</b>	<b>981,500,413</b>	<b>1,043,355,966</b>	<b>1,106,500,919</b>	<b>1,182,047,893</b>	<b>1,255,432,493</b>	<b>1,335,884,141</b>
<b>SURPLUS/DEFICIT</b>	<b>(0)</b>	<b>(57,997,848)</b>	<b>(106,852,816)</b>	<b>(163,375,933)</b>	<b>(209,987,226)</b>	<b>(257,853,170)</b>

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**Functions and Programs**

Dept	Dept Priority	Function/Program Description	FTE's	Savings (Personnel & Operating)	Impact on Service Level
ECD	1	Eliminate Environmental Protection Board Support positions	3	\$ 230,539	Impact would include reducing support for EPB Members to only taking and preparation of minutes and discontinuing extensive outreach activities to educate the community and change behavior regarding environmental impacts (MOSH, Clean Air Day, Earth Day etc)
RCD	1	Kids Kampus	2	\$ 224,756	No capital improvements to Kids Kampus which will be demolished in 2010.
	1	Tennis Center partnerships for Boone and Southside	2	\$ 180,246	None known
<b>Total Function/Program Elimination</b>				<b>\$ 635,541</b>	

**Personnel Reductions**

Dept	Dept Priority	Function/Program	FTE's	Savings	Impact on Service Level
OGC	1	Delete positions	3	\$ 275,090	Reduces legal assistant positions to 27
A&F	4	Reclassifications and reductions in positions	3	\$ 277,461	Senior expertise will be lost, errors are less likely to be caught during proofing, and impairs ability to record and track accounting transactions properly. Some additional overtime from other staff. Expecting some efficiency gains from system improvements.
E&C	1 / 2 / 4	Various positions within Department	0	\$ 388,848	reduced oversight and reduced operations
JFRD	1	Delay implementation of TriData Rescues 26, 29, 48 and 56	28	\$ 2,840,704	Response time on EMS calls for service won't be reduced.
	3	Eliminate Various positions	12	\$ 927,752	Reduced safety of citizens and JFRD employees and increased response times and property loss.
	6	Eliminate Cadet Program (14 PTE's)	0	\$ 337,000	Reduced safety of citizens and JFRD employees and increased response times and property loss.
	7	Take out of service: Engine 14	11	\$ 946,996	Reduced safety of citizens and JFRD employees and increased response times and property loss.
	8	Take out of service: Engine 12	11	\$ 946,996	Reduced safety of citizens and JFRD employees and increased response times and property loss.
	9	Take out of service: Engine 58	11	\$ 946,996	Reduced safety of citizens and JFRD employees and increased response times and property loss.
	10	Take out of service: Engine 24	11	\$ 946,996	Reduced safety of citizens and JFRD employees and increased response times and property loss.
	11	Eliminate various positions	3	\$ 356,144	Reduced safety of citizens and JFRD employees and increased response times and property loss.
JHRC	2	Jax Human Rights Commission	1	\$ 73,943	Limit expansion of Study Circles Initiative and proactive Community Outreach Activities
Mayor	1	Salary / Position changes	0	\$ 87,681	
Inspector General	3	Reduce part time salaries/hours	1,038 pt hrs	\$ 45,732	Fewer projects and/or projects will take longer
Central Operations	2	Various Support Positions	17	\$ 777,074	Some minimal. Others, inability to redeploy resources in needed areas or increased workload.
P & D	1	Eliminate various positions/part time hours and overtime	5	\$ 312,664	Increased employee workload
P & D Building Inspection	1	Various position reductions	9	\$ 442,527	Increased workload on remaining staff

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**Personnel Reductions (continued)**

Dept	Dept Priority	Function/Program	FTE's	Savings	Impact on Service Level
<b>JPL</b>	1	Reduce five libraries to 20 hours per week	7	\$ 434,893	110 Service Hours per week
	3	Outsource Library Distribution - staff / vehicle reductions	6	\$ 155,107	The intention is to maintain service level but control costs by outsourcing personnel and vehicle costs and consolidating contract administration duties internally
	4	Sunday Closings 4 Regional Branches	0	\$ 105,216	20 Services Hours per week
	6	Close five (5) branches	15	\$ 928,356	160 Service Hours per week
<b>PW</b>	2	Eliminate various positions	3	\$ 184,328	Increased workloads, reduced services and delay of projects
<b>RCD</b>	6	Eliminate various positions	2	\$ 227,645	Eliminate part-time custodian positions
<b>Total Personnel Reductions</b>				<b>\$ 12,966,148</b>	

**Miscellaneous Operational Cuts**

Dept	Dept Priority	Description/Program/Activity	FTE's	Savings	Impact on Service Level
<b>JSO</b>	1	Various	0	\$ 10,000,000	Varied
<b>OGC</b>	1 & 2	Various reductions in expenses, net of increases	0	\$ 190,461	Varied
<b>A&amp;F</b>	1 through 5	Various reductions in expenses, net of increases	0	\$ 96,183	Varied
<b>E&amp;C</b>	1 & 2	Various reductions in expenses, net of increases	0	\$ 292,849	Varied
<b>JFRD</b>	2	Reduce Employee Training	0	\$ 100,000	
	4	Printing On-Scene Magazine	0	\$ 10,464	Varied
	5	Weatherdata Maintenance Contract	0	\$ 6,428	Varied
<b>JHFA</b>	1	Various reductions in expenses, net of increases	0	\$ 49,158	Varied
<b>JEDC</b>	1	Various reductions in expenses, net of increases	0	\$ 639,750	Varied
<b>MAO</b>	1	Various reductions in expenses, net of increases	0	\$ 17,850	Varied
<b>Central Operations</b>	1	Various reductions in expenses, net of increases	0	\$ 319,250	Varied
<b>Central Operations - Fleet</b>	1	Various reductions in expenses, net of increases	0	\$ 205,034	Varied
<b>Central Operations - Mail Room</b>	1	Various reductions in expenses, net of increases	0	\$ 118,165	Varied
<b>JPL</b>	2	Staff Reductions Administration	0	\$ 166,051	Reduces and redirects marketing efforts
	5	Staff Reductions Support Services and Main Library	0	\$ 232,088	Reduced Services to Specialized Audiences, Reduced capacity to order and process new materials
<b>JCC</b>	1	Brewer Center Scholarships		\$ 200,000	Scholarship funds paid to-date have not been fully utilized, therefore service will not be impacted.
	2	SAMHSA Grant Match		\$ 103,333	Matching funds will not be provided by the City.
	3	Mayor's Early Learning Program - JUL Contract		\$ 125,000	The center is on maintenance level monitoring, therefore service will be impacted.
	4	Mayor's Early Learning Program - ECS Contract		\$ 194,000	Stipends will not be provided by the City and supplies will be reduced.
	5	Mayor's Early Learning Program - Stipends to Providers		\$ 31,000	Stipends for incentives will not be provided by the City.
	6	Mayor's Early Learning Program - Center Supplies		\$ 163,000	Supplies to improve the centers environment will be reduced.
	7	Non-Profit Agencies		\$ 262,736	The number of children served in summer camp programs will be reduced.

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**Miscellaneous Operational Cuts (continued)**

Dept	Dept Priority	Description/Program/Activity	FTE's	Savings	Impact on Service Level
PW	1	Disable Every Other Streetlight (1/2 street lights)	0	\$ 4,000,000	Lower level of service for traffic
	3	Reduce Repair & Maintenance Supplies	0	\$ 150,000	Lower stock of supplies - deferred maintenance
	5	Reduce Professional Services	0	\$ 42,743	Eliminate opportunities for non-project funded appraisals and acquisition evaluations
	6	Reduce Professional Services	0	\$ 175,000	Eliminates opportunities for non-project funded engineering services (traffic studies, drainage studies, etc.)
	7	Reduce Security Guards @ 44th Street, Remove Security Guard @ FL Theatre, Remove Security Guard at 930 Liberty, and Add ADT @ FL Theatre	0	\$ 96,645	Daytime Security eliminated 44th St. Security at FI Theatre and 930 Liberty will be via ADT (alarm)
	8	Reduce Mowing Frequency - City Buildings and Landscaped Medians - Mow every 3 weeks	0	\$ 370,000	Reduced from every two weeks (visual impact)
	9	Reduce Mowing Frequency - ROW (mow once per month)	0	\$ 209,000	Reduced from every two weeks during summer to once a month (visual impact)
	10	Reduce Mowing Frequency - Parks (excludes athletic fields) - Mow Oct, Nov, Dec, Jan, Feb once a month, March - Sept twice a month	0	\$ 1,296,152	Reduced from 4 times per month March - Sept, and 3 times per month in October, and once per month in Jan, Feb, Nov, Dec (visual impact)
	11	Eliminate Security Sub-Object in PWPB011BALL	0	\$ 244,608	Eliminates opportunity for any additional service needs - citywide
	12	Reduce Janitorial Contract - Clean Park Restrooms In House	0	\$ 620,000	Reduced service level in parks - elimination of supplemental ("special") cleaning services
RCD	2	Medicaid Inpatient Hospital Care	0	\$ 517,700	No impact.
	3	Medicaid Nursing Home Care	0	\$ 123,177	No impact.
	4	Victim Services	0	\$ 244,763	Propose to issues RFP to identify private provider for Sexual Response Center (SARC)
	5	Jacksonville Senior Services Program	0	\$ 164,320	Non-Renewal of Food Contract
	7	Active Duty Military Combat Duty Tax	0	\$ 100,000	There has been a decrease in troops returning to the area that were "feet on soil" in combat zone.
	8	Attempt to renegotiate with the University of Florida salaries for Family & Consumer Science Program Leader and Family & Consumer Science EFNEP Agent	0	\$ 53,190	Food & nutrition programs focusing on vulnerable populations and at-risk youth will not be presented.
	9	Victim Services	0	\$ 15,000	Eliminate Child Protection Team. Florida Statutes does not require that the county provide this service. It is a function of the Health Department.
	11	Fund Development Consultant	0	\$ 15,000	Less funds raised will result in less programs delivered.
	12	Summer Pool Closures (low performing pools)	0	\$ 22,190	Propose to issues RFP to identify private provider for Ft. Caroline Center and Pool.
	13	Exhibit Openings Catering	0	\$ 7,000	Reduction in member benefits for exhibit openings.
	14	Submerged / upland land leases	0	\$ 26,291	No impact.
	15	Travel and local mileage expenses	0	\$ 1,950	Reduction of travel expenses
	16	JaxParks ... Get Out There! Festival Brochure	0	\$ 2,000	Program eliminated
	17	JaxParks promotional kits for resource	0	\$ 1,000	Program reduction
	18	Dues and Subscriptions	0	\$ 3,409	Reduction in City Parks Alliance & JCCI
	19	Billboards (promotions)	0	\$ 2,000	Reduction in promotion

## Miscellaneous Operational Cuts (continued)

Dept	Dept Priority	Description/Program/Activity	FTE's	Savings	Impact on Service Level
RCD (cont.)	20	Destination Planner - Visit Jax promotion	0	\$ 2,000	Promotional program reduction
	21	Radio advertising to promote JaxParks	0	\$ 870	Promotional program reduction
	22	Completion of historical files scanning project	0	\$ 6,149	Hard copy files will be utilized
	23	Other operating supplies i.e. folders, ink, etc.	0	\$ 2,000	Reduce the amount of requested supplies
	24	Equipment / tent rentals	0	\$ 3,500	Elimination of funding for canopy and equipment rentals for park events and ceremonies.
	25	Office furniture (under \$1,000) & various supplies	0	\$ 4,380	minimal
	26	Fireworks/Barges - Lighting of Christmas Tree	0	\$ 6,000	Decrease economic activity to local businesses
	27	Advertising - Tree Lighting/NYE/4th of July	0	\$ 10,546	Decrease economic activity to local businesses
	28	Fireworks/Barges - Light Parade	0	\$ 48,500	Decrease economic activity to local businesses
	29	Artist Accommodations	0	\$ 2,500	Reduce overflow options for artist accommodations
	30	Youth Training	0	\$ 8,000	Youth will not be served
	31	Reduce Guard Service	0	\$ 13,162	Public Safety and Security.
	32	Contractual Services- educational programming	0	\$ 4,377	Reduces Tree Hill's ability to offer educational programming
	33	Contractual Services (Zoo)	0	\$ 64,125	Reduction in Zoo operations
	34	Reduce Lifeguards	0	\$ 25,223	
	35	Subsidies & Contributions to Private Organizations	0	\$ 272,640	Reduction in grants.
	36	Various professional services	0	\$ 74,780	Reduce ability to seek consulting services for grants, GIS and management plan support
	37	Fireworks/Barges - New Year's Eve Celebration	0	\$ 33,500	Decrease economic factor to local businesses
	38	Fireworks/Barges - 4th of July	0	\$ 57,500	Decrease economic factor to local businesses
	39	General Assistance	0	\$ 152,895	Various reductions.
	40	Reduction in Victim Services	0	\$ 12,811	Provide less Emergency Assistance.
<b>Total Miscellaneous Operational Cuts</b>				<b>\$ 22,831,396</b>	

**Total Departmental Submissions** **\$ 36,433,086**

## Other Proposed Cuts

1	Rent Reduction	\$ 800,000	Various potential rent reductions/require contract negotiations
1	Interlocal fund(s) recapture	\$ 2,000,000	Interlocal agreement savings (waste disposal)
5	Pay-Go Reduction	\$ 4,000,000	No direct cash for capital
<b>Total Other Proposed Cuts</b>		<b>\$ 6,800,000</b>	

**Draft Total\*** **\$ 43,233,086**

\*Some departments (ITD, etc.) and other miscellaneous cuts (smaller \$\$ cuts) not yet included.

**Noticed Meeting  
RECORD OF ATTENDANCE**

**DATE:** April 29, 2010

NAME	REPRESENTING	E-MAIL/PHONE CONTACT INFORMATION
Judith W	ccj	
<del>Sherry C. Hall</del>	ccj	
Pave P	cc	
Jim Overton	PAO	
Keith Hicks	PAO	
John Crescimbeni	CC	JMC @ COJ.NET / 630-1381
Kerri Stewart	MAD	Kerris@coj.net / 630-7376
Sherry Hall	PAO	Sherryh@coj.net / 630-7581
Lisa Rummel	MAD	lisa.r@coj.net / 630-1653
Misty Skipper	MAD	MSkipper@coj.net / 630-7377
Sarah Lane	CC/D12	



**Noticed Meeting  
RECORD OF ATTENDANCE**

**DATE: April 29, 2010**

NAME	REPRESENTING	E-MAIL/PHONE CONTACT INFORMATION
Cheryl J. Brown	CITY Council	cbrown@coj.net / 630-1452
Tiff Clement	Council Person	X 1405
Tiffany Hager	CM Lee	X 1385
Annette Hastings	City Council	X 7625
Richard Cohen	PFPF	dcohen@coj.net
John Keane	PFPF	jkeane@coj.net
Calister Hicks	At-Large 3	chicks@coj.net
Debbie Delgado	City Council	dldelgado@coj.net
Sonia Johnson	City Council	sonia@coj.net
Min Hosseini	CM Fissell	hosseini@coj.net
Suzie Loving	Dist 6	