

# CITY OF GREEN COVE SPRINGS



**FISCAL YEAR 2021 / 2022  
APPROVED BUDGET**

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**Prepared by:**

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A very special "THANK YOU" to all City Staff for their assistance and dedication!

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## TABLE OF CONTENTS

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City of Green Cove Springs Government	PAGE
Mayor and City Council	
City Administration	
Introduction	
<b>Section One: Budget Summary</b>	
Introduction to City Budgeting .....	1-1
The Budget Process .....	1-2
Budget Process Highlights.....	1-3
Budget Calendar .....	1-4
City Organizational Chart.....	1-6
Summary Information.....	1-7
Budget Sources and Uses.....	1-8
Budget Revenues by Source .....	1-9
Budget Uses by Function – All Funds.....	1-10
Budget by Function – All Funds.....	1-11
Budget Uses by Function – General Fund.....	1-13
Budget by Function – General Fund.....	1-14
Budget by Function – Special Revenue Fund.....	1-15
Major Revenue Sources.....	1-16
Chart: Major Revenues .....	1-17
Chart: Ad Valorem Property Tax .....	1-18
Chart: Property Values .....	1-19
Chart: Local Option Fuel Tax.....	1-20
Chart: State Revenue Sharing.....	1-21
Chart: Telecommunications Tax.....	1-22
Chart: Local Government Half Cent Sales Tax .....	1-23
Chart: Discretionary Surtax .....	1-24
Chart: Building Permits, Inspections, and Plan Reviews .....	1-25
Chart: Fines and Forfeitures .....	1-26
Chart: Electric Customers.....	1-27
Chart: Electric Revenue, Expenses, P & I on Debt .....	1-28
Chart: Water Customers .....	1-29
Chart: Water Revenue, Expenses, P & I on Debt.....	1-30
Chart: Wastewater Customers .....	1-31
Chart: Wastewater Revenue, Expenses, P & I on Debt.....	1-32
Chart: Solid Waste Customers.....	1-33
Chart: Solid Waste Revenue, Expenses, P & I on Debt .....	1-34
Chart: Stormwater Revenue, Expenses, P & I on Debt .....	1-35
Full Time Equivalent Positions Summary.....	1-36
Personnel Overview Detail .....	1-37
Personnel Overview Summary .....	1-41
Debt Service Budget Summary .....	1-42
Estimation of City's Ending Fund Balance .....	1-43

---

## TABLE OF CONTENTS

---

Approved Budget Fund Balance Summary .....	1-44
Interfund Transfer Overview .....	1-45
Interfund Transfer Summary .....	1-46
Economic Indicators .....	1-47
Demographic & Economic Information	
City Population .....	1-48
Total Taxable Value .....	1-49
Property Tax Revenue Constant Value.....	1-50
Operating Revenue Per Capita.....	1-51
Expenditures Per Capita .....	1-52

### Section Two: Fund Summaries

Budget by Fund.....	2-1
Basis of Accounting and Budgeting .....	2-2
Fund Accounting .....	2-3
Budget by Fund Type .....	2-4
General Fund Detail.....	2-5
Building Fund (102) .....	2-8
Special Law Enforcement Trust (104).....	2-9
Electric Utility (401).....	2-10
Water Utility (402) .....	2-11
Wastewater Utility (403) .....	2-12
Solid Waste Utility (404).....	2-13
Customer Service (405) .....	2-14
Stormwater (406).....	2-15
Reclaimed Water Utility (407) .....	2-16

### Section Three: Department Summaries

Department Summaries .....	3-1
City Council.....	3-2
City Clerk.....	3-4
City Manager .....	3-6
Human Resources .....	3-8
Augusta Savage Arts & Community Center.....	3-10
Finance.....	3-12
Information Technology .....	3-14
General Services .....	3-16
City Attorney .....	3-18
Development Services .....	3-20
Code Enforcement .....	3-22
Police .....	3-24
Public Works .....	3-26
Right-of-Way Maintenance .....	3-28
Parks .....	3-30
Parks & Recreation Programming .....	3-32



---

## TABLE OF CONTENTS

---

Equipment Maintenance .....	3-34
Electric .....	3-36
Water .....	3-38
Wastewater .....	3-40
Reclaimed Water .....	3-42
Solid Waste .....	3-43
Stormwater .....	3-45
Customer Service .....	3-47
Special Revenue Funds	
Building Fund .....	3-49
Special Law Enforcement Trust Fund .....	3-51
Debt Service Fund – Police Emergency Operations Center .....	3-53
Debt Service Fund – Spring Park .....	3-54

### **Section Four: Capital Improvement Program (CIP)**

CIP Overview	
Funding Source Codes .....	4-1
General Fund Project Funding Sources .....	4-2
Estimated Reserve Account Balances – General Fund .....	4-5
City Clerk .....	4-6
Augusta Savage Arts & Community Center .....	4-7
Information Technology .....	4-9
General Services .....	4-10
Police .....	4-11
Public Works .....	4-13
Right of Way Maintenance .....	4-16
Parks .....	4-17
Utility Fund CIP Summary Project Funding .....	4-20
Estimated Reserve Account Balances – Utility Fund .....	4-23
Electric .....	4-24
Water .....	4-29
Wastewater .....	4-33
Solid Waste .....	4-37
Stormwater .....	4-38
General Fund – Equipment List	
Utility Fund – Equipment List	

---

## TABLE OF CONTENTS

---

### **Section Five: Debt Service**

Debt Service Overview .....	5-1
Current Debt Obligations.....	5-2

### **Section Six: Glossary of Key Terms**

Glossary of Key Terms .....	6-1
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### **Section Seven: Fiscal Policies**

Fiscal Policies .....	7-1
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Budget Instruction Manual

Vision Plan

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## **CITY OF GREEN COVE SPRINGS GOVERNMENT**

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### **GENERAL INFORMATION**

The City of Green Cove Springs is geographically located in Northeast Florida. The City's boundaries encompass 8 square miles. The latest estimate of the City's population is 8,054.

### **FIVE-MEMBER CITY COUNCIL**

The City of Green Cove Springs, a political subdivision of the State of Florida, is guided by an elected five-member City Council. Council Members are elected in non-partisan elections to represent the entire City. The City Council performs legislative functions of government by developing policy for the management of the City of Green Cove Springs. The City Manager, a professional appointed by the Council, and the City Manager's staff are responsible for implementation of those policies. The City Attorney and City Clerk are also appointed by the City Council.

### **ROLE OF THE CITY MANAGER**

The City Manager is an appointed official who is responsible for carrying out all decisions, policies, ordinances, and motions of the City Council.

The Departments under the City Manager are responsible for providing road maintenance, parks and recreation, development services, law enforcement services, and utility services. Offices that provide support services (human resources), finance, and information technology are also under the direction of the City Manager.

These services are grouped into the following Departments: City Council, City Clerk, City Manager, Human Resources, Augusta Savage Arts & Community Center, Finance, Information Technology, General Services, City Attorney, Development Services, Code Enforcement, Police, Public Works, Right-of-Way Maintenance, Parks & Recreation, Parks & Recreation Programming, Equipment Maintenance, Building Fund, Special Law Enforcement Trust Fund, Electric, Water, Wastewater, Reclaimed Water, Solid Waste, Customer Service, and Stormwater. Support Staff for these Departments report to the City Manager.

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## **CITY OF GREEN COVE SPRINGS**

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### **MAYOR AND CITY COUNCIL**

Edward Gaw, Mayor

Matt Johnson, Vice Mayor

B. Van Royal, Council Member

Steven Kelley, Council Member

Constance Butler, Council Member

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## **CITY ADMINISTRATION**

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### **CHARTER OFFICERS**

Steve Kennedy, City Manager  
L. J. Arnold, III, City Attorney  
Erin West, City Clerk

### **DEPARTMENT DIRECTORS**

Marlena Guthrie, CPA, Finance Director  
Dee Jones, Human Resources Director  
Derek Asdot, Police Chief  
Mike Null, Assistant City Manager / Public Works Director  
Michael Daniels, Planning and Zoning Director  
James A. Yeager, Electric Director

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## INTRODUCTION

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This document represents the approved financial budget for FY 2021/2022 for the City of Green Cove Springs. The document is divided into seven (7) Sections: Section One – Budget Summary, Section Two – Fund Summaries, Section Three – Department Summaries, Section Four – Capital Improvement Program, Section Five – Debt Service, Section Six – Glossary of Key Terms, and Section Seven – Fiscal Policies.

**Section One – Budget Summary** contains information about the process of adopting the budget, graphs and information about revenue sources, summary tables of the department budget, a description and summary of the City's interfund transfers, and a summary of funded full-time equivalent positions.

**Section Two – Fund Summaries** include a budget by fund segment listing detailed information about various funds and their adopted funding levels.

**Section Three – Department Summaries** include mission statements and summary budgets for each City Department.

**Section Four – Capital Improvement Program (CIP)** includes a listing of the Capital Improvement Projects for FY 2021/2022 through FY 2025/2026.

**Section Five – Debt Service** includes information about the City's outstanding debt obligations.

**Section Six – Glossary of Key Terms** includes a listing of various budget document terms.

**Section Seven – Fiscal Policies** includes fiscal policies for the City.

Persons interested in reviewing any materials or documents comprising the FY 2021/2022 approved budget at any level are encouraged to contact the City of Green Cove Springs Finance Department at (904) 297-7500. The Finance Department's location and mailing address is 321 Walnut Street, Green Cove Springs, FL 32043.





# **SECTION ONE**

## **BUDGET SUMMARY**

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## INTRODUCTION TO CITY BUDGETING

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### **Defining a City Budget**

A City Budget is a plan for using City government's financial resources. The budget estimates proposed spending for a given period and estimates the proposed means of paying for them. Two components of a budget are the revenue or sources and the expenditure or uses.

### **Defining Revenue**

Revenues are the financial resources. The City of Green Cove Springs has a large variety of revenue sources including property taxes, licenses, permits, charges for services, fines and grants.

### **Defining Expenditure**

Expenditure is a use of financial resources. There are three types of expenditures: operating, capital and debt. Operating expenditures include the day-to-day expenses such as salaries, supplies, utilities, and equipment purchases. Capital expenditures include construction of roads, parks, buildings and the purchase of land. Debt is the expense related to principal and interest on long-term bonds and notes issued by the City.

### **Defining Fund Balance**

Fund balances are funds carried over from the previous fiscal year. The City has a variety of uses for fund balance including reserve for future capital projects, for emergencies and catastrophes, for certain bond issues, and for other contingencies and expenditures.

### **Defining Fund Accounting**

Government budgeting divides the budget into categories called funds. Fund accounting and budgeting allows a government to budget and account for revenues restricted by law or policy. Some restrictions are imposed by national accounting standards, the federal and state governments and by the City Council. As a result, the City develops a budget with categories to reflect imposed restrictions. This is done by using a variety of funds. Funds allow the City to segregate the restricted revenues and related expenditures.

The City budget has various funds that account for restricted revenues and expenditures. Each fund must balance – revenues (sources) must equal expenditures (uses) – and each fund must be separately monitored. The City budget, adopted each year by the Council, is the total of all funds.

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## THE BUDGET PROCESS

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The process of compiling the City of Green Cove Springs annual budget is practically a year-round activity. The basis for the process is statutory deadlines established by the State of Florida. The Finance Department establishes the remainder of the process to ensure necessary information is collected, priorities are determined and recommendations can be made by the City Manager to the Council. The City Manager is the official Budget Officer for the City of Green Cove Springs. The Council establishes tax rates and adopts the annual budget.

The budget process began with a review and consideration of comments from the prior year budget process. This led to the budget “kick-off” meeting in April 2021 with Department Directors. Directions for the budget process were provided and written budget instructions were distributed. Departments were instructed to prepare budgets using a “continuation” funding level. “Continuation” level funding is the level of funding needed to provide the same level of service in the next fiscal year as was provided in the current fiscal year.

The City Manager formally presented the Proposed Budgets in July 2021. The Council and public review, changes, and formal adoption lasts through late September.

This includes workshops with the Council to discuss the operating budget and the capital improvement budget.

The proposed millage rates for FY 2021/2022 will be set on July 20, 2021. The proposed millage rates are used by the Property Appraiser to prepare Truth-in-Millage or “TRIM” notices which will be distributed in mid-August. TRIM notices advise County taxpayers of how tax rates proposed by all local taxing authorities combines with current information on assessed value of real property and how it will affect the taxes on each taxed parcel of land. The TRIM notice also serves as the official notification of the time and place of the first public hearing for adoption of tentative millage rates and budget by each taxing authority.

State law requires two public budget hearings. The first public budget hearing will be held on September 7, 2021. After hearing public testimony, the Council will adopt tentative millage rates and a proposed FY 2021/2022 budget. The second public hearing will be held on September 21, 2021. The hearing will be advertised by a published notice and a published breakdown of the millage rates and budget. Like the first public hearing, the Council will hear public testimony prior to adopting the final millage rates and the final budget.

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## BUDGET PROCESS HIGHLIGHTS

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<b>Preparation</b>	<b>April 6</b>	Budget Kickoff Meeting
	<b>May 11</b>	Budget Submission due from Departments
<b>Review</b>	<b>May-July</b>	Finance Department, Assistant City Manager, City Manager and Department Directors review budgets
	<b>July 1</b>	Official preliminary taxable values provided by Property Appraiser's Office
<b>Adoption</b>	<b>July – August</b>	Workshops are held on the Operating and Capital Improvement Budgets, to set millage rates and discuss any budget issues
	<b>July 15</b>	City Manager presents proposed budgets to Council
	<b>July 6</b>	Council establishes Public Hearing dates for the adoption of the Budget
	<b>September 7</b>	First Public Hearing to Adopt Tentative Millage Rates for 2021/2022 and Budget (required by State Law)
	<b>September 21</b>	Second Public Hearing to Adopt Final Millage Rates for 2021/2022 Tax Roll and the FY 2021/2022 Budget (required by State Law)

**CITY OF GREEN COVE SPRINGS FY 2022 BUDGET CALENDAR**

DATE(S)		ACTIVITY	PARTICIPANTS
<b>APRIL 2021</b>			
<b>T</b>	<b>6</b>	Budget kick-off meeting - distribute Operating Budget & CIP Worksheets	City Manager, Finance, Depts
<b>MAY 2021</b>			
<b>T</b>	<b>11</b>	Dept. heads submit Operating Budgets and Capital Improvement Worksheets to Finance	Finance, Depts
<b>JUNE 2021</b>			
<b>M-TH</b>	<b>7-10</b>	City Manager meets with individual dept heads to review Operating Budgets and Capital Improvement Worksheets	City Manager, Finance, Depts
<b>M-TH</b>	<b>14-30</b>	City Manager & Finance prepare Operating and Capital Improvement Budgets	City Manager, Finance
<b>JULY 2021</b>			
<b>TH</b>	<b>1</b>	Receive DR420 from Property Appraiser Contact School Board, & BOCC for hearing dates (TBD)	Finance Finance Director
<b>M-TH</b>	<b>5-15</b>	Finalize Budget & CIP	City Manager, Finance Director
<b>TH</b>	<b>15</b>	City Manager submits Operating Budget & Final CIP to Council	City Manager
<b>T</b>	<b>20</b>	Council establishes tentative millage rate and sets dates for public hearings.	
<b>AUGUST 2021</b>			
<b>M</b>	<b>2</b>	Finance certifies millage rate to tax appraiser & 1st hearing date to adopt tentative budget, millage & CIP - due within 35 days of certification. Send DR420 & MMP to Appraiser & Tax Collector	Finance Director
<b>T</b>	<b>3</b>	9 AM Budget Workshop for Outside Agencies, Health Insurance Plan and All Utility Enterprise Funds & associated CIP	Council, City Manager, Depts
<b>TH</b>	<b>5</b>	9 AM Budget Workshop for General Fund Revenues and Expenditures & associated CIP, Police Building Capital Improvement Fund, Spring Park Capital Improvement Fund, Building Special Revenue Fund & associated CIP, and Special Law Enforcement Trust Fund	Council, City Manager, Depts
<b>T</b>	<b>10</b>	9 AM Budget Workshop - Review/Complete any unfinished Budget Issues	
<b>M</b>	<b>16</b>	Estimated Date: Notice of Proposed Millage Rates mailed to taxpayers by County	Council, City Manager, Depts
<b>TH</b>	<b>26</b>	Tentative Budget put on website to announce public hearing dates	Finance

**CITY OF GREEN COVE SPRINGS FY 2022 BUDGET CALENDAR**

**SEPTEMBER 2021**

<b>T</b>	<b>7</b>	<b>Tentative budget, millage and CIP hearings/ adoption</b>	<b>Council, City Manager, Depts</b>
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1st reading of Resolution to pass Millage, Budget and CIP  
Cannot be held sooner than 10 days after notices mailed by appraiser

<b>F</b>	<b>10</b>	Send ads to newspaper for advertising in Clay Today newspaper-final budget & millage hearings/adoption on 9/21/21. Send Budget Summary & Notice of Tax Increase/ Decrease (Make sure proper summary is used due to whether rolled back rate & millage are equal). Clay Today uses a Thursday date	Finance Director
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<b>TH</b>	<b>16</b>	Ad appears in Clay Today for final hearing on budget & millage	Clay Today
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<b>T</b>	<b>21</b>	<b>Final Hearing on budget, millage, CIP &amp; adoption of all</b>	<b>Council, City Manager, Depts</b>
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Must be within 15 days after tentative adoption- must be at least 2 but not greater than 5 days after the ad

2nd and Final hearing on Ordinance to adopt Millage, Budget and CIP.

<b>W</b>	<b>22</b>	Fax & mail Precertification to DOR Form 487V along with millage resolutions	Finance Director
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**OCTOBER 2021**

<b>F</b>	<b>1</b>	Certify adopted millage to Property Appraiser, Tax Collector & DOR (within 3 days of final hearing) (Send resolution on millage only) Send to DOR as well. Receipt of Resolution is official notification of millage approved by Council	Finance Director
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<b>F</b>	<b>1</b>	Put final Budget on website	Finance
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<b>F</b>	<b>1</b>	Complete & certify DR - 422 on E-Trim to Property Appraiser, Tax Collector, & DOR Must be within 3 days of receipt of form from Property Appraiser. Send form 487V to DOR - include DR420 MM in TRIM package	Finance Director
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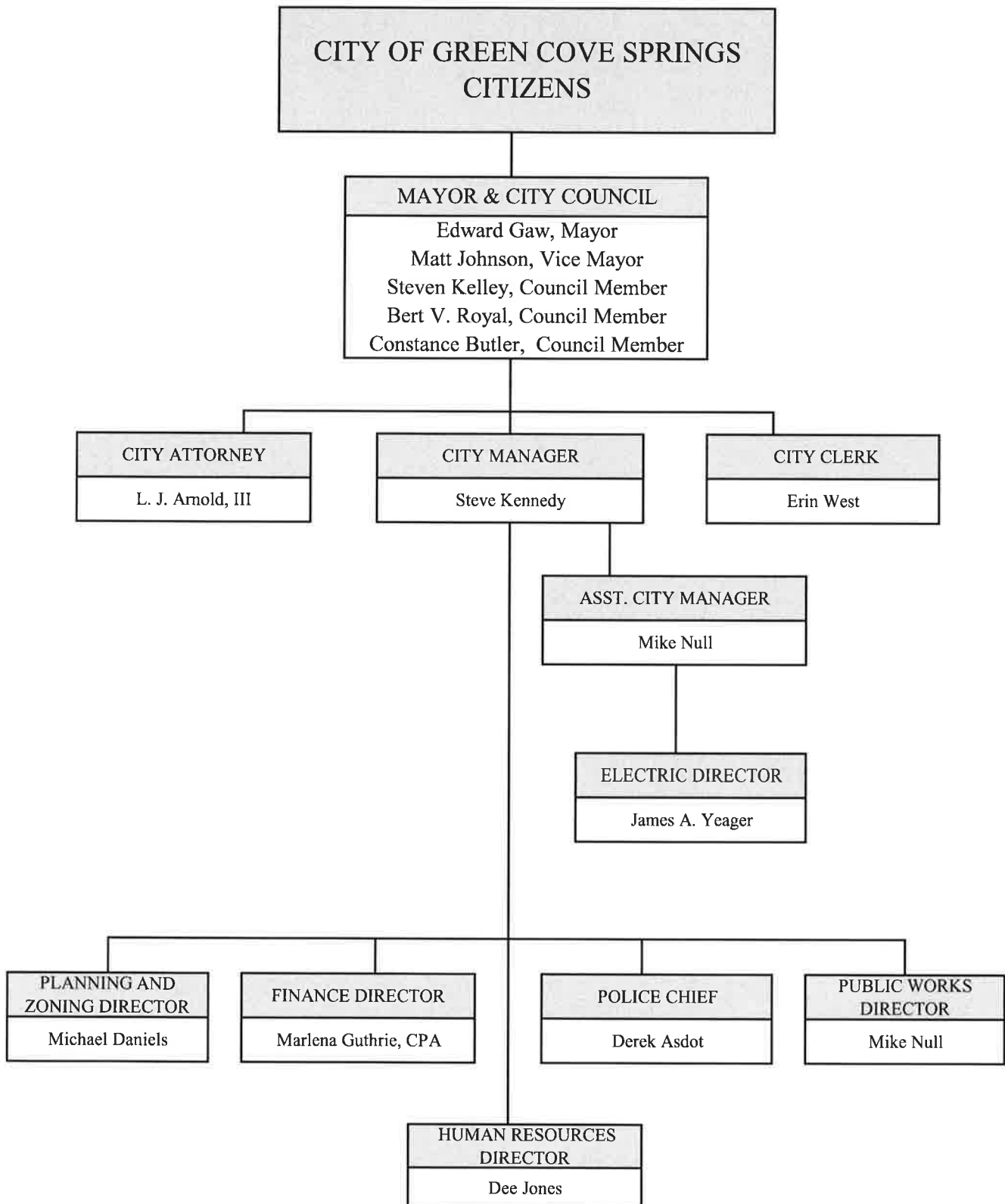
<b>T</b>	<b>5</b>	Certify compliance with SS 200.065 & SS 200.068 to DOR within 30 days of final adoption. Send Form 487, Cover Sheet, DR422 & 487V to DOR - include DR 420-MM in TRIM package.	Finance Director
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## CITY OF GREEN COVE SPRINGS GOVERNMENT

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## SUMMARY INFORMATION

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The approved budget for FY 2021/2022 increased \$10,887,368 from the FY 2020/2021 approved budget.

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### The Operating Budget

#### Expenditures

The major component of the budget is the operating budget, which is the portion that pays for the day-to-day services. The operating budget is composed of five types of expenditures: personal services, operating expenses, capital outlay, debt service and grants and aids.

**Personal Services** reflects salaries of elected officials, salaried and hourly employees, and temporary employees. It includes overtime pay, mandatory contributions to the Florida Retirement System, social security and Medicare Taxes and employee health insurance, and life insurance premiums.

**Operating Expense** reflects costs of supplies, utilities, fuel, rent, professional service contracts, etc. Increases in this area reflect mostly adjustments for materials, supplies, fuel, and other operating costs.

**Capital Outlay** reflects costs of equipment, fleet, data processing and other equipment. The changes in this category represent mainly equipment and vehicles necessary to replace an aging fleet and equipment in various City Departments.

**Debt Service** reflects legally obligated payments (principal and interest), reserves, and debt administration costs on outstanding borrowings of the City.

**Grants and Aids** reflect amounts appropriated to regional governments, agencies, or other not-for-profit organizations and businesses to support programs or activities provided by those organizations that provide benefit to the City.

#### Revenues

**Property Taxes** – Overall, the City's taxable value increased by \$29.4 million or 5.58% from FY 2020/2021. The City also experienced a 3.0% decrease in tangible personal property values from FY 2020/2021.

**Other Taxes** – As we emerge from the Coronavirus Pandemic, there are increases in other tax revenue which includes increased receipts from existing taxes, which include the Infrastructure Surtax, Telecommunications Taxes, Gas Taxes, and Sales Taxes.

**Charges for Services** – The charges and fees associated with the operations of the City's utility system are \$19.6 million or \$500,000 more than FY 2020/2021.

**Licenses and Permits** – The City Council authorizes the collection of Building Permit Fees that are used as an offset for the cost of building inspection operations.

Additional detailed information on City revenues and millage rates can be found in the "Major City Revenues" section.

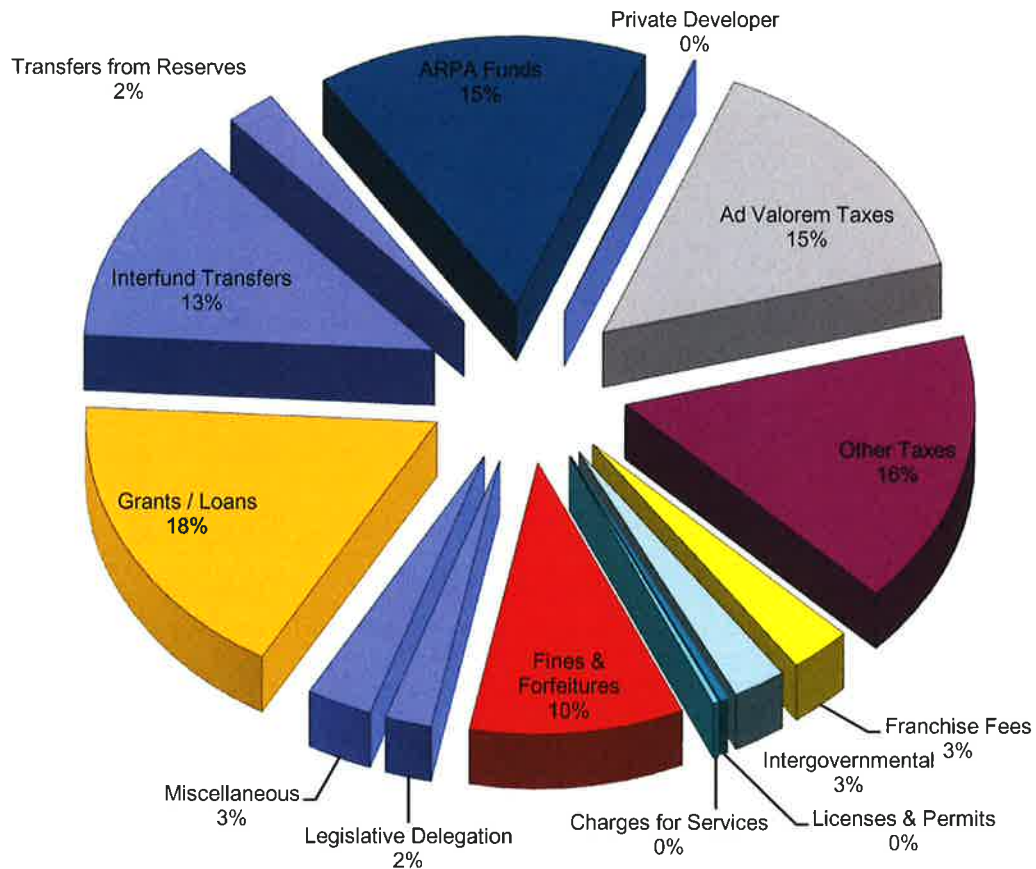
## GENERAL FUND BUDGET SOURCES AND USES

Sources	FY 19 Actual	FY 20 Actual	FY 21 Approved	FY 22 Approved
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenue:				
Ad Valorem Taxes	1,543,245	1,766,498	1,968,056	2,072,264
Other Taxes ( Local, State, Utility)	2,565,225	2,538,966	2,024,843	2,294,463
Franchise Fees	6,216	7,992	377,000	401,077
Grants / Loans	49,987	6,917	6,000	2,461,000
Licenses & Permits	41,468	42,630	50,000	50,000
Development Services	36,284	28,857	42,000	40,000
Intergovernmental	105,935	394,734	432,090	348,088
Physical Environment	102,665	107,078	73,786	74,839
Recreational Events	88,003	30,641	60,000	66,000
Police Revenue	1,092,129	1,061,659	973,666	1,385,033
Interest	73,584	32,162	45,000	3,000
Surplus Sales	12,079	6,973	10,000	155,000
Private Developer	-	-	215,000	15,000
Legislative Delegation	-	600,000	220,000	300,000
ARPA Funds	-	-	-	2,147,911
Miscellaneous	73,524	83,049	85,240	127,380
Total Revenue	5,790,344	6,708,156	6,582,681	11,941,055
Transfers-In	1,589,518	1,836,331	1,686,331	1,756,465
Other Non-Revenues - Reserves	-	-	51,171	325,440
	1,589,518	1,836,331	1,737,502	2,081,905
<b>TOTAL SOURCES</b>	<b>\$ 7,379,862</b>	<b>\$ 8,544,487</b>	<b>\$ 8,320,183</b>	<b>\$ 14,022,960</b>

Uses	FY 19 Actual	FY 20 Actual	FY 21 Approved	FY 22 Approved
Operating Budget				
Personnel Services	4,486,864	4,637,320	4,566,471	5,018,930
Operating Expenses	1,679,204	1,680,270	2,058,104	2,302,463
Capital Outlay	1,521,818	2,562,221	1,451,050	4,312,859
Contingency	-	-	-	2,147,911
Total Operating Budget	7,687,886	8,879,811	8,075,625	13,782,163
Grants & Aids	-	-	-	-
Transfers to Other Funds	300,719	241,390	241,635	240,797
Other Uses				
Contributions to Reserves	-	-	2,923	-
<b>TOTAL USES</b>	<b>\$ 7,988,605</b>	<b>\$ 9,121,201</b>	<b>\$ 8,320,183</b>	<b>\$ 14,022,960</b>

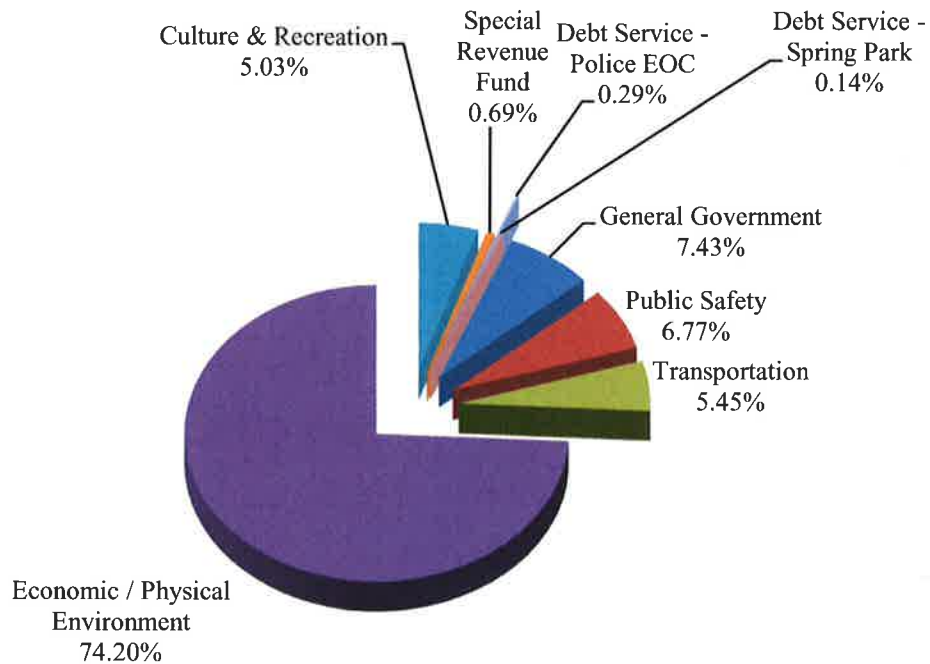
## GENERAL FUND BUDGET REVENUES BY SOURCE

Ad Valorem Taxes	\$ 2,072,264
Other Taxes	\$ 2,294,463
Franchise Fees	\$ 401,077
Intergovernmental	\$ 348,088
Licenses & Permits	\$ 50,000
Charges for Services	\$ 40,000
Fines & Forfeitures	\$ 1,385,033
Legislative Delegation	\$ 300,000
Miscellaneous	\$ 426,219
Grants / Loans	\$ 2,461,000
Interfund Transfers	\$ 1,756,465
Transfers from Reserves	\$ 325,440
ARPA Funds	\$ 2,147,911
Private Developer	\$ 15,000
<b>TOTAL</b>	<b><u>\$ 14,022,960</u></b>



## BUDGET USES BY FUNCTION - ALL FUNDS

General Government	\$ 4,148,633
Public Safety	3,780,715
Transportation	3,042,682
Economic / Physical Environment	41,424,343
Culture & Recreation	2,805,877
Special Revenue Fund	384,638
Debt Service - Police EOC	159,867
Debt Service - Spring Park	80,930
<b>TOTAL</b>	<b><u>\$ 55,827,685</u></b>



## BUDGET BY FUNCTION - ALL FUNDS

	FY 19 Actual	FY 20 Actual	FY 21 Approved	FY 22 Approved
<b>General Fund</b>				
Legislative	\$ 132,720	\$ 55,065	\$ 76,489	\$ 83,516
City Clerk	89,536	127,973	154,809	160,560
City Manager	302,886	339,074	344,812	371,833
Human Resources	199,150	217,322	223,087	276,792
Finance	301,288	320,280	328,933	353,190
Information Technology	237,533	198,179	161,834	245,488
General Services	340,370	641,104	343,536	2,514,311
City Attorney	116,532	109,165	111,002	142,943
Development Services	123,401	118,968	190,227	245,053
Code Enforcement	55,052	64,821	77,065	76,168
Police Department	3,408,161	3,347,796	3,422,211	3,704,547
Public Works	1,372,198	1,696,943	1,085,623	2,580,000
Right-of-Way Maintenance	246,790	227,941	323,063	269,492
Equipment Maintenance	154,809	158,951	183,329	193,190
Subtotal	7,080,426	7,623,582	7,026,020	11,217,083
<b>Physical Environment</b>				
Electric Utility Services	14,171,780	13,753,405	20,211,167	16,040,576
Water Utility Services	2,034,475	2,660,758	2,429,595	3,385,989
Wastewater Utility Services	3,410,426	7,271,739	8,628,990	16,457,745
Solid Waste Services	704,709	633,260	1,056,202	698,546
Stormwater Services	348,324	208,260	974,150	1,628,818
Customer Service	444,683	493,619	470,658	454,252
Reclaimed Water	60,610	60,610	0	0
Subtotal	21,175,007	25,081,651	33,770,762	38,665,926
<b>Special Revenues</b>				
Special Law Enforcement Trust Fund	5,479	16,501	20,000	20,000
Building Fund	284,016	338,889	330,748	364,638
Donation Fund	0	0	0	0
Subtotal	289,495	355,390	350,748	384,638
<b>Culture &amp; Recreation</b>				
Parks & Recreation	666,224	1,016,259	694,759	1,073,988
Parks & Recreation Programming	140,627	87,761	72,000	72,000
Augusta Savage Arts & Community Center	101,328	393,599	527,404	1,659,889
Subtotal	908,179	1,497,619	1,294,163	2,805,877

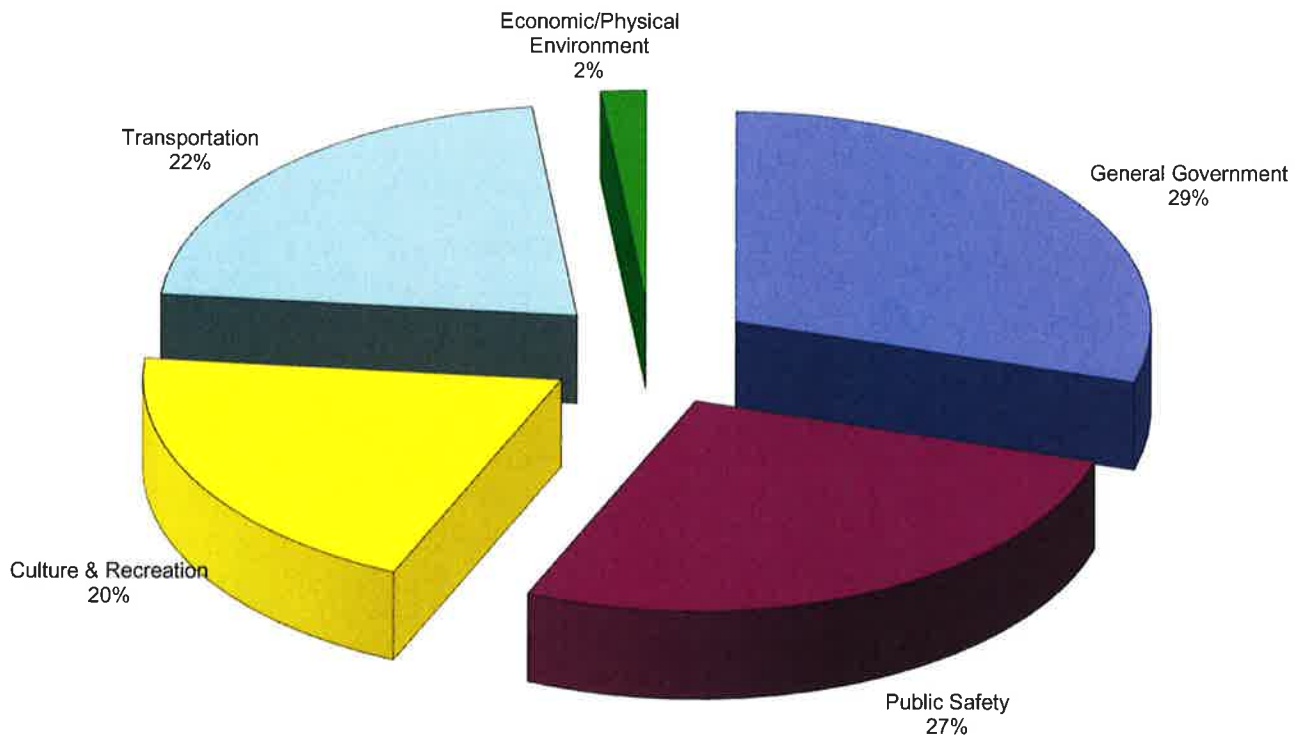


## BUDGET BY FUNCTION - ALL FUNDS

	FY 19 Actual	FY 20 Actual	FY 21 Approved	FY 22 Approved
<b>Capital Improvement - Police EOC</b>	159,908	159,602	160,254	159,867
<b>Capital Improvement - Spring Park</b>	113,116	81,788	81,381	80,930
Subtotal	273,024	241,390	241,635	240,797
<b>Other Uses</b>				
Interfund Transfers - All Utilities:				
Electric - 1,327,524	1,301,619	1,477,274	1,344,434	1,327,524
Water - 340,111	292,726	304,697	304,697	340,111
Wastewater - 409,208	324,975	373,940	373,940	409,208
Solid Waste - 133,874	123,695	133,918	133,918	133,874
Contingency - All Utilities:				
Electric - 0	0	0	0	0
Water - 0	0	0	0	0
Wastewater -302,647	0	0	100,000	302,647
Solid Waste - 0	0	0	0	0
Subtotal	2,043,015	2,289,829	2,256,989	2,513,364
<b>Grand Total</b>	<b>\$ 31,769,146</b>	<b>\$ 37,089,461</b>	<b>\$ 44,940,317</b>	<b>\$ 55,827,685</b>

## BUDGET USES BY FUNCTION - GENERAL FUND

General Government	\$ 4,148,633
Public Safety	3,780,715
Culture & Recreation	2,805,877
Transportation	3,042,682
Economic/Physical Environment	245,053
<b>TOTAL</b>	<b><u>\$ 14,022,960</u></b>



## BUDGET BY FUNCTION - GENERAL FUND

	FY 19 Actual	FY 20 Actual	FY 21 Approved	FY 22 Approved
<b>General Government</b>				
Legislative	\$ 132,720	\$ 55,065	\$ 76,489	\$ 83,516
Executive	392,422	467,047	499,621	532,393
Financial & Administrative	538,821	518,459	490,767	598,678
Human Resources	199,150	217,322	223,087	276,792
Legal Counsel	116,532	109,165	111,002	142,943
Other General Government	340,370	641,104	340,613	366,400
Subtotal	1,720,015	2,008,162	1,741,579	2,000,722
<b>Public Safety</b>				
Law Enforcement	3,408,161	3,347,796	3,422,211	3,704,547
Code Enforcement	55,052	64,821	77,065	76,168
Subtotal	3,463,213	3,412,617	3,499,276	3,780,715
<b>Transportation</b>				
Road & Street Facilities	1,372,198	1,696,943	1,085,623	2,580,000
Right-of-Way Maintenance	246,790	227,941	323,063	269,492
Equipment Maintenance	154,809	158,951	183,329	193,190
Subtotal	1,773,797	2,083,835	1,592,015	3,042,682
<b>Economic / Physical Environment</b>				
Development Services	123,401	118,968	190,227	245,053
Subtotal	123,401	118,968	190,227	245,053
<b>Culture &amp; Recreation</b>				
Parks and Recreation	806,851	1,104,020	766,759	1,145,988
Augusta Savage Arts & Community Center	101,328	393,599	527,404	1,659,889
Subtotal	908,179	1,497,619	1,294,163	2,805,877
<b>Other Uses</b>				
Contribution to Fund Balance			2,923	-
Contingency			-	2,147,911
Subtotal	-	-	2,923	2,147,911
<b>Grand Total</b>	<b>\$ 7,988,605</b>	<b>\$ 9,121,201</b>	<b>\$ 8,320,183</b>	<b>\$ 14,022,960</b>

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**BUDGET BY FUNCTION - SPECIAL REVENUE FUND**

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	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Approved</b>	<b>FY 22 Approved</b>
<b>Special Revenue Fund</b>				
Building Fund	\$ 284,016	\$ 338,889	\$ 330,748	\$ 364,638
Special Law Enforcement Trust Fund	5,479	16,501	20,000	20,000
Police Debt Service Fund	159,908	159,602	160,254	159,867
Spring Park Debt Service Fund	113,116	81,788	81,381	80,930
Donation Fund	0	0	0	0
Subtotal	562,519	596,780	592,383	625,435
<b>Grand Total</b>	<b>\$ 562,519</b>	<b>\$ 596,780</b>	<b>\$ 592,383</b>	<b>\$ 625,435</b>

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## MAJOR REVENUE SOURCES

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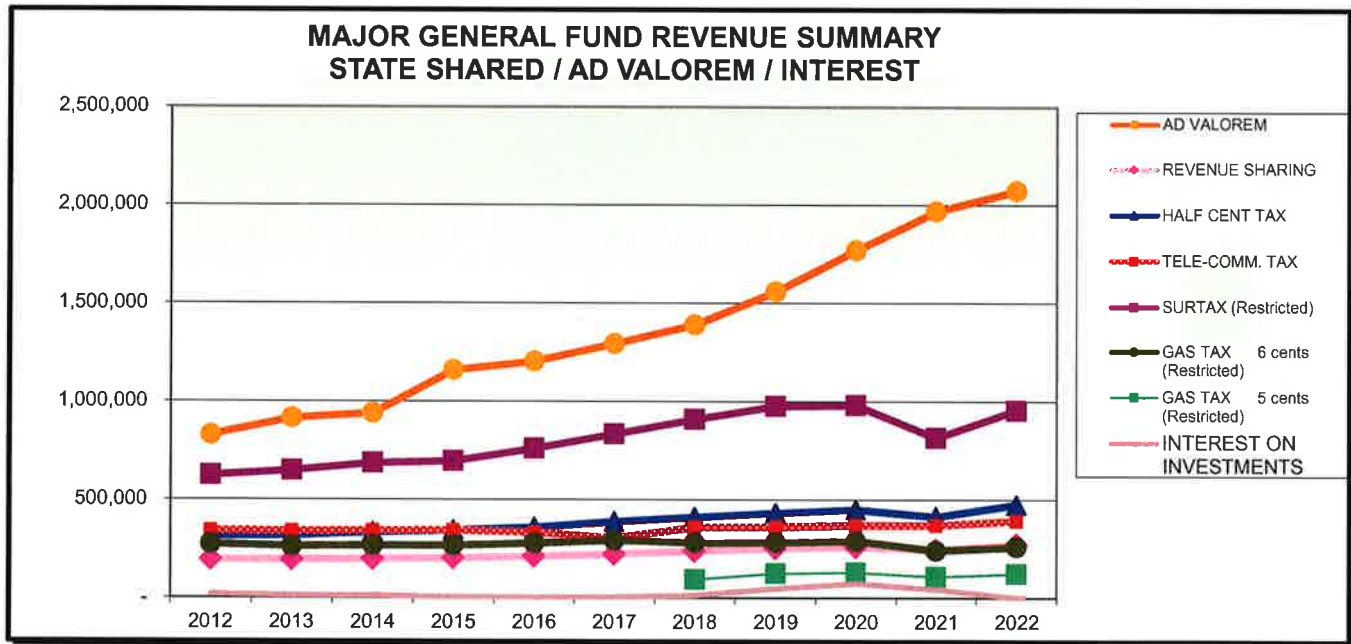
The City of Green Cove Springs relies on a variety of revenue sources to finance operations and construction activities. These sources include taxes, charges for services, fines, and intergovernmental funding. A number of factors influence revenues; changes in County-wide and City population, changes in a specific service population, increases or decreases in real disposable income, and inflation. One or more of these factors impact most revenues both directly and indirectly.

Estimates of revenues for budgetary purposes are gathered from several sources. Operating Departments provide estimates of revenue from charges for services, State and Federal grants, licenses and permits, and fines. The State Department of Revenue provides estimates of revenues from the Local Government Half-Cent Sales Tax, Infrastructure Surtax, Telecommunications Public Service Tax, various State collected gasoline taxes and the State Revenue Sharing Program. Ad valorem taxes are estimated from taxable property values provided by the Property Appraiser on July 1<sup>st</sup> of each year in conjunction with estimated millage rates.

This section discusses major revenues and how they have changed over time.

## MAJOR REVENUE SOURCES

	3111000	3351200	3351800	3132200	3126000	3122100	3122101	3612000 & 3611000	
	AD VALOREM	REVENUE SHARING	HALF CENT TAX	TELE- COMM. TAX	SURTAX (Restricted)	GAS TAX 6 cents (Restricted)	GAS TAX 5 cents (Restricted)	INTEREST ON INVESTMENTS	TOTAL
2012	828,315	194,312	313,780	341,786	623,182	273,597		18,900	2,593,872
2013	914,266	194,905	316,329	340,000	648,079	262,257		13,000	2,688,836
2014	939,869	196,864	333,702	341,000	685,079	266,489		12,850	2,775,853
2015	1,158,260	202,495	343,562	344,000	695,000	266,714		4,100	3,014,131
2016	1,202,677	211,249	358,328	333,214	759,017	277,120		1,200	3,142,805
2017	1,292,493	222,110	387,687	305,121	833,059	293,131		5,000	3,338,601
2018	1,389,599	238,669	410,299	359,397	908,244	281,236	94,000	14,545	3,695,989
2019	1,558,835	252,715	431,587	361,392	975,334	282,581	125,256	48,000	4,035,700
2020	1,769,122	260,000	450,000	370,000	980,000	290,000	130,000	74,000	4,323,122
2021	1,968,056	244,549	413,168	370,000	814,357	240,666	108,603	45,000	4,204,399
2022	2,072,264	273,311	475,117	393,077	954,786	260,272	124,177	3,000	4,556,004
<b>TOTAL</b>	<b>15,093,756</b>	<b>2,491,179</b>	<b>4,233,559</b>	<b>3,858,987</b>	<b>8,876,137</b>	<b>2,994,063</b>	<b>582,036</b>	<b>239,595</b>	<b>38,369,312</b>





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## AD VALOREM PROPERTY TAX

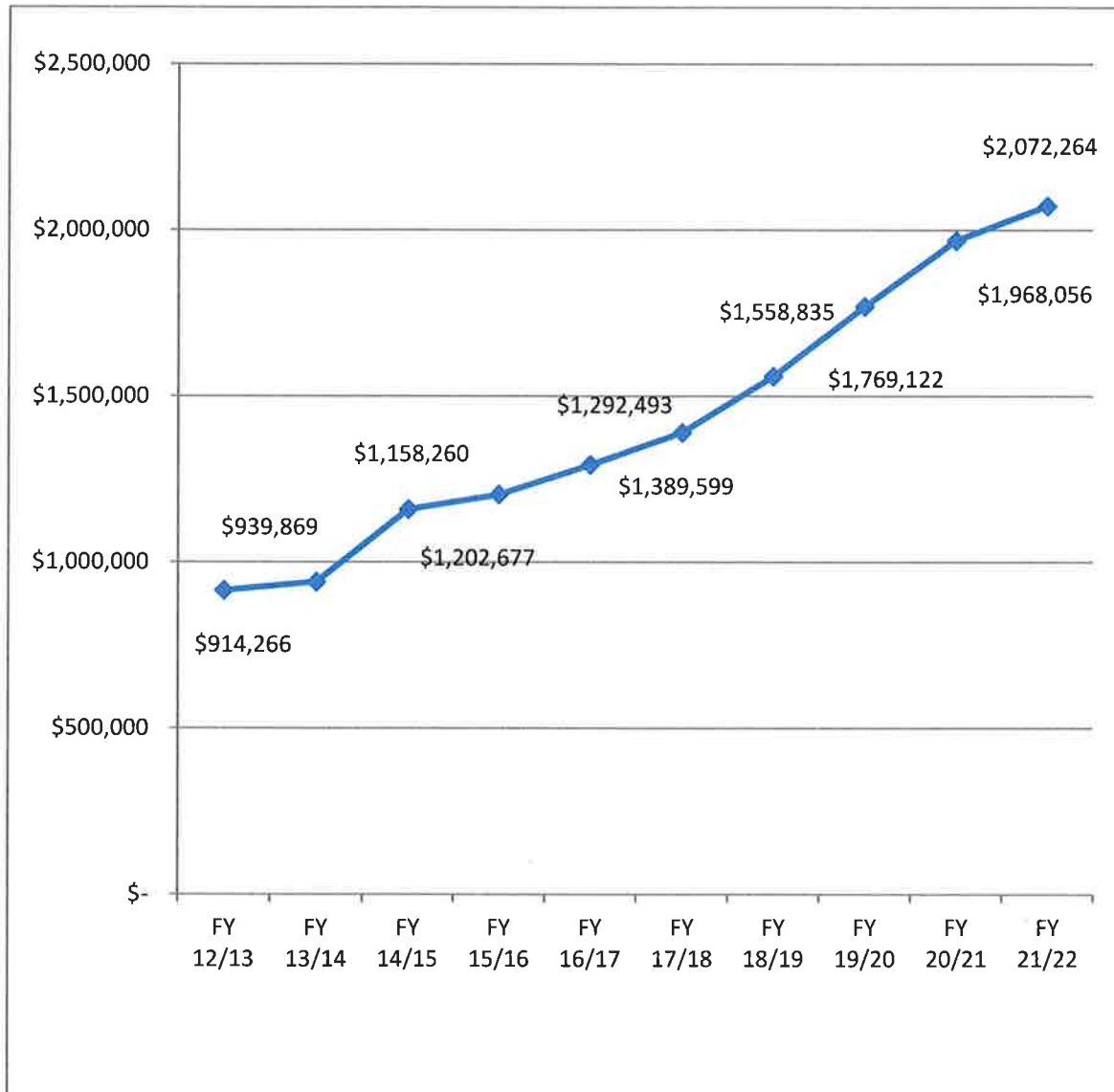
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General Fund Ad Valorem Property Taxes are derived from all non-exempt real and personal property located within the City of Green Cove Springs. General Fund Ad Valorem Taxes are used to provide primary support for City-wide programs such as administrative services, law enforcement, park services, election services, and growth management services.

Actual tax collections in FY 2020 were 99% of the amount budgeted in the General Fund.

For FY 2021/2022, 98% of projected collections are budgeted.

### PROPERTY TAX COLLECTIONS



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## PROPERTY VALUES

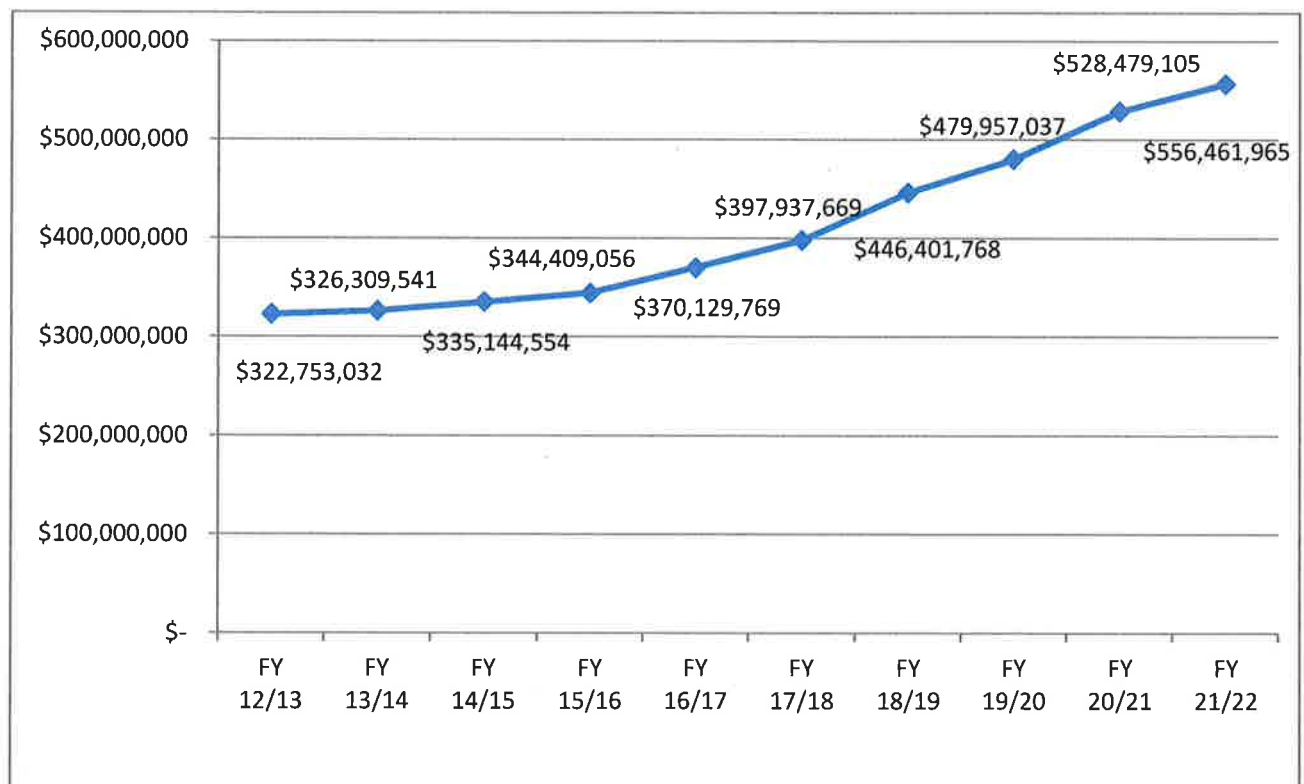
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The City of Green Cove Springs' tax base had previously declined over four (4) years from FY 09/10 to FY 12/13. This was largely a result of the downturn in the economy, the declining value of real property, and the passing of Amendment One which puts restrictions on the amount of millage to be assessed. The City of Green Cove Springs' tax base has increased since FY 12/13 mainly due to an increase in the millage rate, increasing value of real property and new construction. For FY 2021/2022, the General Fund millage rate is approved at 3.8000 mills.

### Millage Rate History

FY 1991 – 2006	2.611
FY 2007	2.6
FY 2008 – 2012	2.57
FY 2013 - 2014	2.9821
FY 2015-2019	3.6000
FY 2020-2021	3.8000
FY 2022 Approved	3.8000

### Property Values



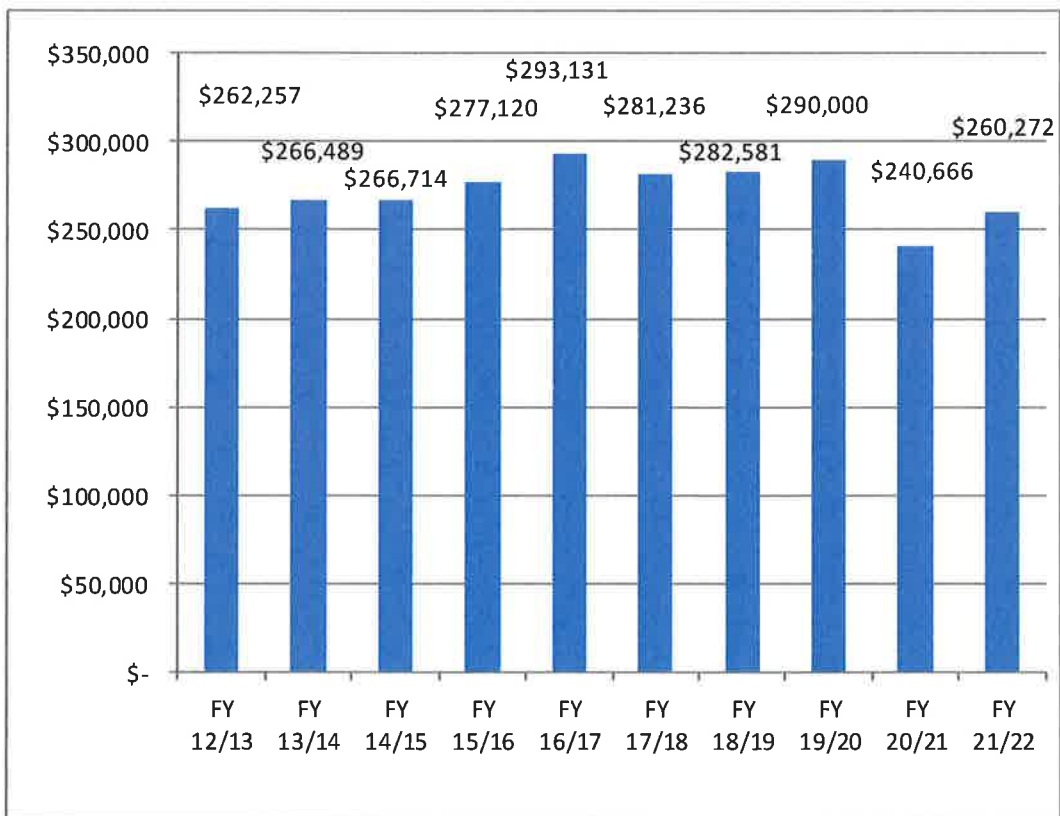
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## LOCAL OPTION FUEL TAX

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The Local Option Fuel tax is a six cent tax imposed by Clay County on every gallon of fuel sold at the retail level. The tax became effective on September 1, 1989. The State collects the Local Option Fuel Tax and distributes it as follows: Clay County 82.9% and Green Cove Springs 5.33%. The Local Option Fuel Tax will sunset on December 31, 2041. This tax supports the City of Green Cove Springs' right-of-way maintenance, and road and street services such as paving and sidewalk improvements.

### LOCAL OPTION FUEL TAX



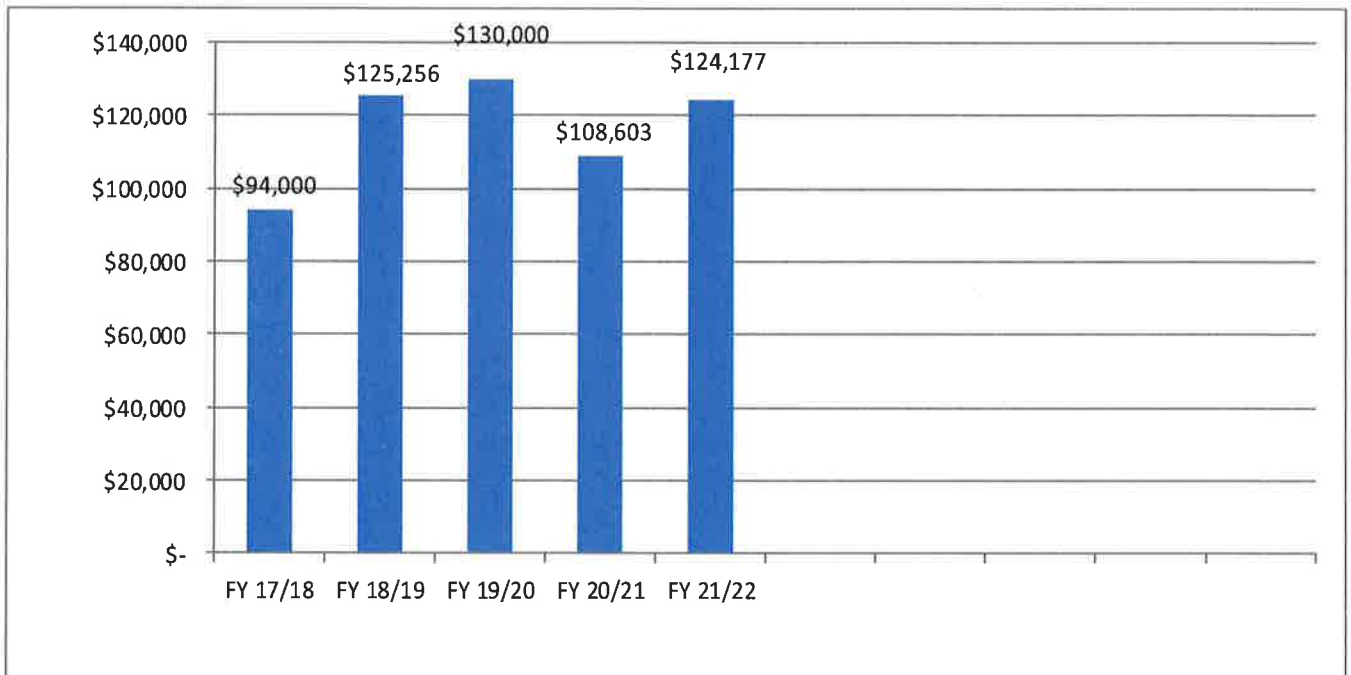
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## LOCAL OPTION FUEL TAX

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The Local Option Fuel tax is a five cent tax imposed by Clay County on every gallon of fuel sold at the retail level. The tax became effective on January 1, 2018. The State collects the Local Option Fuel Tax and distributes it as follows: Clay County 82.96% and Green Cove Springs 3.43%. The Local Option Fuel Tax will sunset on December 31, 2041. Revenue from the gas tax can only be used for road work, specifically work that would increase capacity for roads.

### LOCAL OPTION FUEL TAX



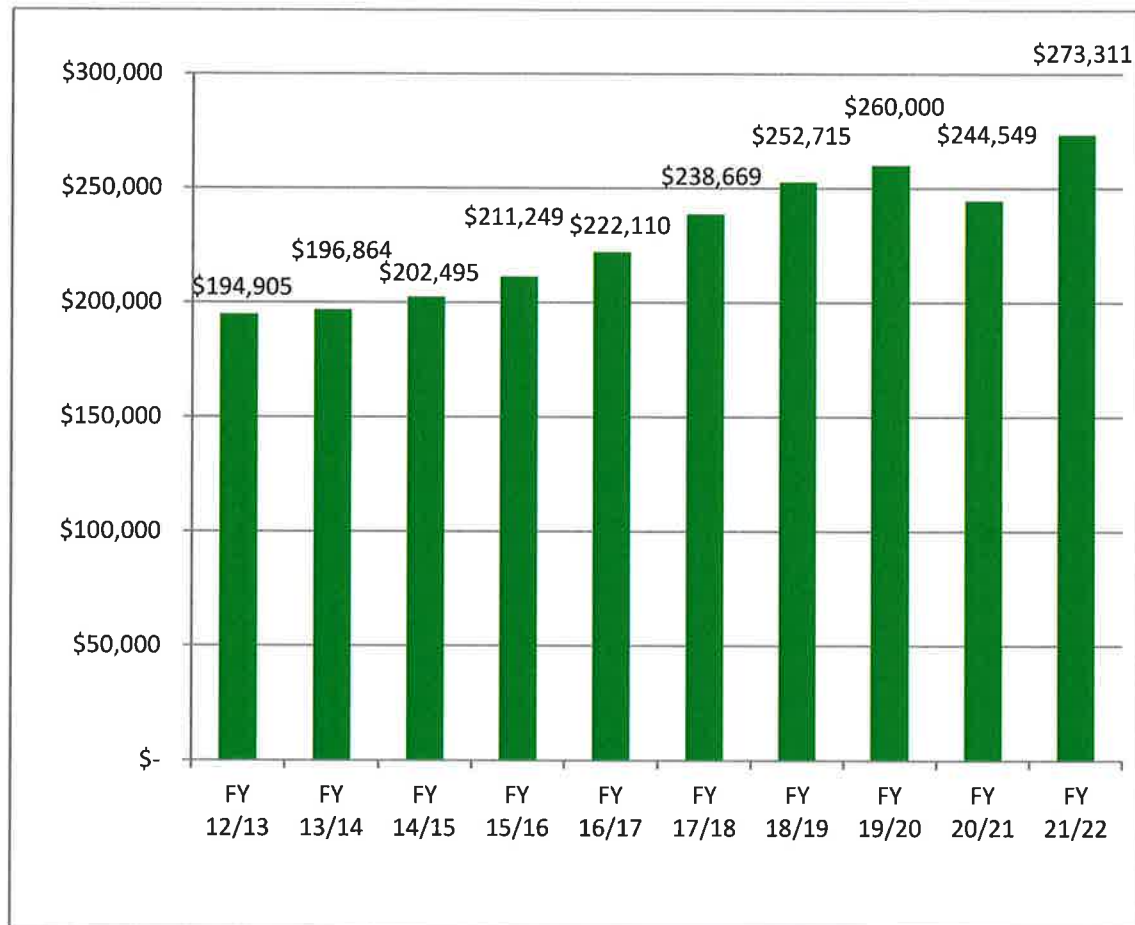
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## STATE REVENUE SHARING

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State Shared Revenues include the State Revenue Sharing Program that consists of Sales Taxes, Municipal Fuel Taxes, and State Alternative Fuel User Decal Fees. In FY 2021/2022, the City of Green Cove Springs' State Revenue Sharing is budgeted at \$273,311. This amount is \$35,296 more than the prior year's collection of \$238,015. The FY 2021/2022 budget of \$273,311 is \$28,762 more than the prior year's approved budget of \$244,549 and is based on projections from the State of Florida.

### STATE REVENUE SHARING



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## TELECOMMUNICATIONS TAX

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The Communications Services Tax Simplification Law was enacted to restructure taxes on telecommunications, cable, direct-to-home satellite, and related services that existed prior to October 1, 2001. The definition of communications services encompasses voice, data, audio, video, or any other information or signals, including cable services that are transmitted by any medium. The law replaced and consolidated seven (7) different State and Local taxes or fees with a single tax comprised of two (2) centrally-administered parts: a state communications tax and a local communications tax. The tax is imposed on retail sales of communications services which originate and terminate in the State, or originate or terminate in the State and are billed to an address within the State. Tax proceeds are transferred to county and municipal governments, the Public Education Capital Outlay and Debt Service Trust Fund, and the State's General Revenue Fund.

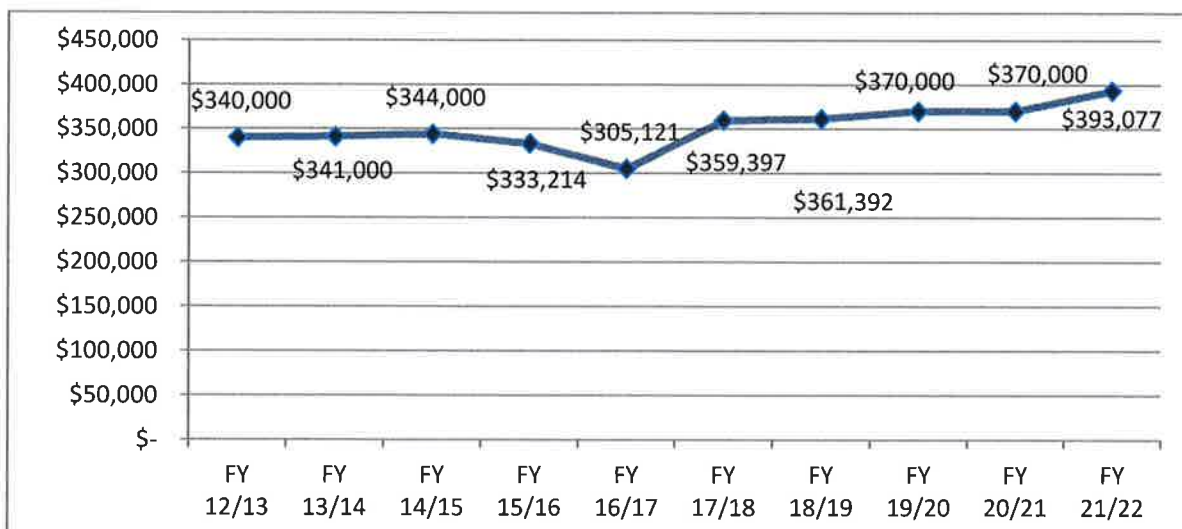
### State Communications Services Tax

The amount of tax revenues available for distribution to local governments is dependent on each jurisdiction's local communications service tax rate. The tax revenues, less the DOR's administrative cost deduction, are distributed monthly to the appropriate jurisdictions. The proceeds of taxes imposed pursuant to Section 202.19(5), F.S., shall be distributed in the same manner as the local option sales taxes. The revenue per State estimates for FY 2021/2022 for the City of Green Cove Springs is \$393,077 which is \$23,077 more than the amount budgeted for FY 2020/2021. The City's Telecommunications Tax rate is 5.22.

### Authorized Uses

The revenues derived from the local communications services tax may be used for any public purpose, including the pledge of such revenues for the repayment of current or future bonded indebtedness. Revenue raised by a tax imposed pursuant to Section 202.19(5), F.S., shall be used for the same purposes as the underlying Local Option Sales Tax imposed by the County or School Board pursuant to Section 202.055, F.S.

## TELECOMMUNICATIONS TAX



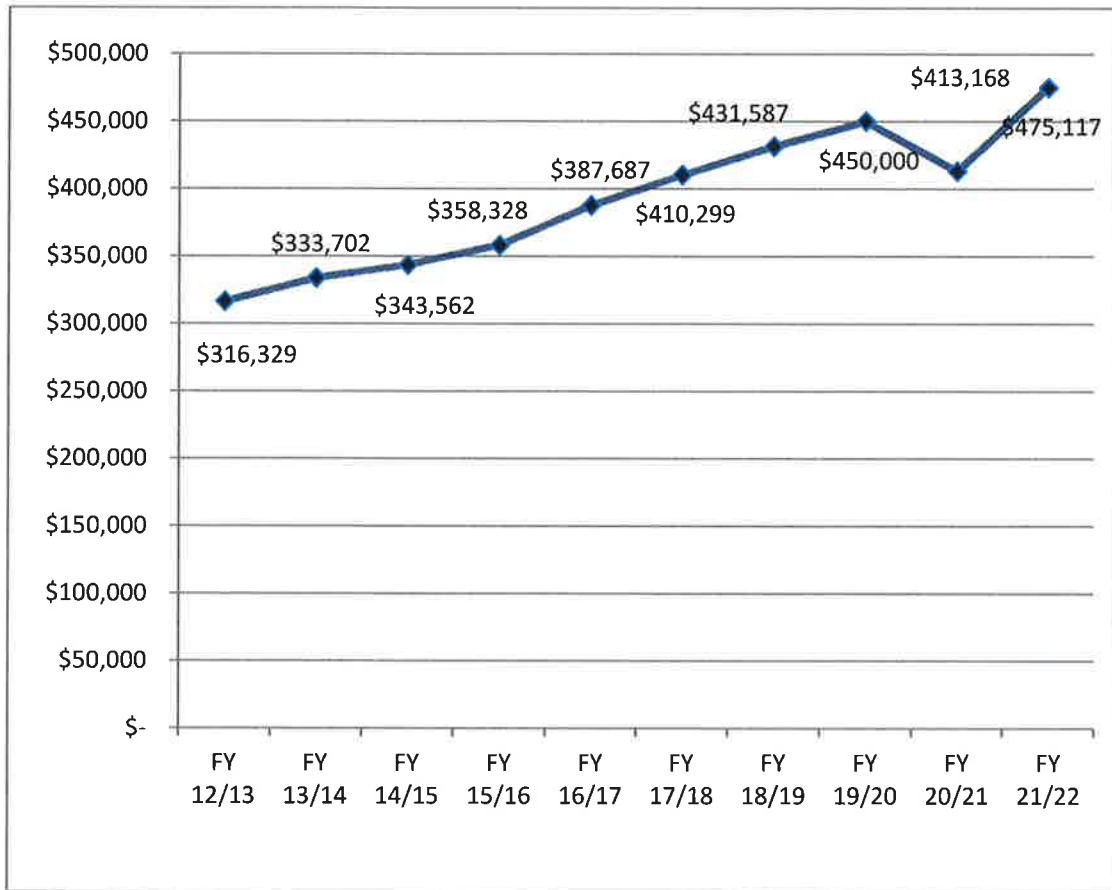
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## LOCAL GOVERNMENT HALF CENT SALES TAX

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This revenue program's primary purpose is to provide relief from ad valorem and utility taxes in addition to providing revenues for local programs. Revenues are used to support City-wide services. In FY 2021/2022, Local Government Half Cent Sales Tax collections are estimated at \$475,117 or \$61,949 more than the State estimates for FY 2020/2021

### LOCAL GOVERNMENT HALF CENT SALES TAX



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## DISCRETIONARY SURTAX

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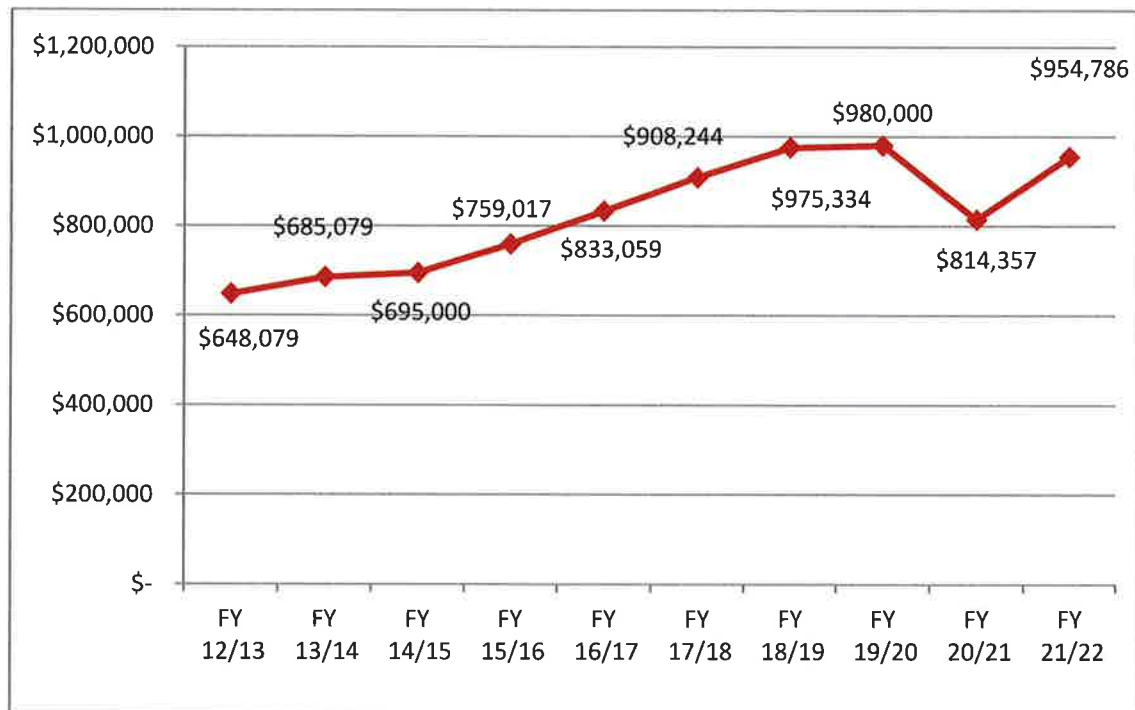
The Local Government Infrastructure Surtax shall be levied at the rate of 0.5 or 1 percent pursuant to an Ordinance enacted by a majority vote of the County's governing body and approved by voters in a county-wide referendum. Generally, the proceeds must be expended to finance, plan, and construct infrastructure, to acquire land for public recreation, conservation, or protection of natural resources, or to finance the closure of local government-owned solid waste landfills that have been closed or are required to be closed by order of the Department of Environmental Protection (DEP). This levy shall be approved pursuant to an Ordinance enacted by a majority of the members of the County's governing body and approved by voters in a county-wide referendum. In lieu of action by the County's governing body, municipalities representing a majority of the County's population may initiate the surtax through the adoption of uniform Resolutions calling for a county-wide referendum on the issue. If the proposal to levy the surtax is approved by a majority of the electors, the levy shall take effect. The levy may only be extended by voter approval in a county-wide referendum. The levy that was set to expire on December 31, 2019 was extended by voter approval in a county-wide referendum. The extension becomes effective on January 1, 2020 and expires on December 31, 2039.

The surtax proceeds and any accrued interest shall be expended for the following purposes:

1. To finance, plan, and construct infrastructure.
2. To acquire land for public recreation, conservation, or protection of natural resources.
3. To finance the closure of county of municipal-owned solid waste landfills that have been closed or are required to be closed by order of the DEP. Any use of the proceeds or interest for purposes of landfill closures before July 1, 1993, is ratified.

The City's revenues from Surtax for FY 2021/2022 are estimated by the State to be \$954,786 or \$140,429 more than estimated for FY 2020/2021.

### DISCRETIONARY SURTAX





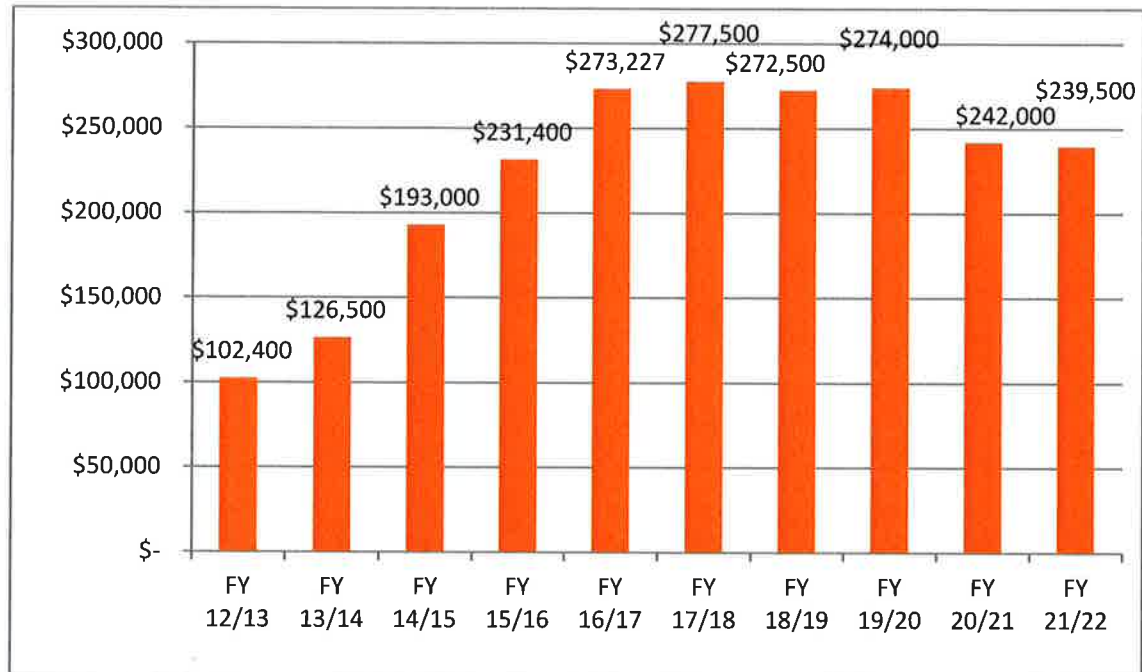
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## BUILDING PERMITS, INSPECTIONS, AND PLAN REVIEWS

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Building Permits, Inspections, and Plan Reviews revenues are collected primarily from the issuance of building permits, building inspections, and development review fees. In FY 21/22, collections for permits and plan reviews are estimated to be \$239,500. The FY 21/22 budget of \$239,500 is based on projections of anticipated building activity.

### BUILDING PERMITS, INSPECTIONS, AND PLAN REVIEWS



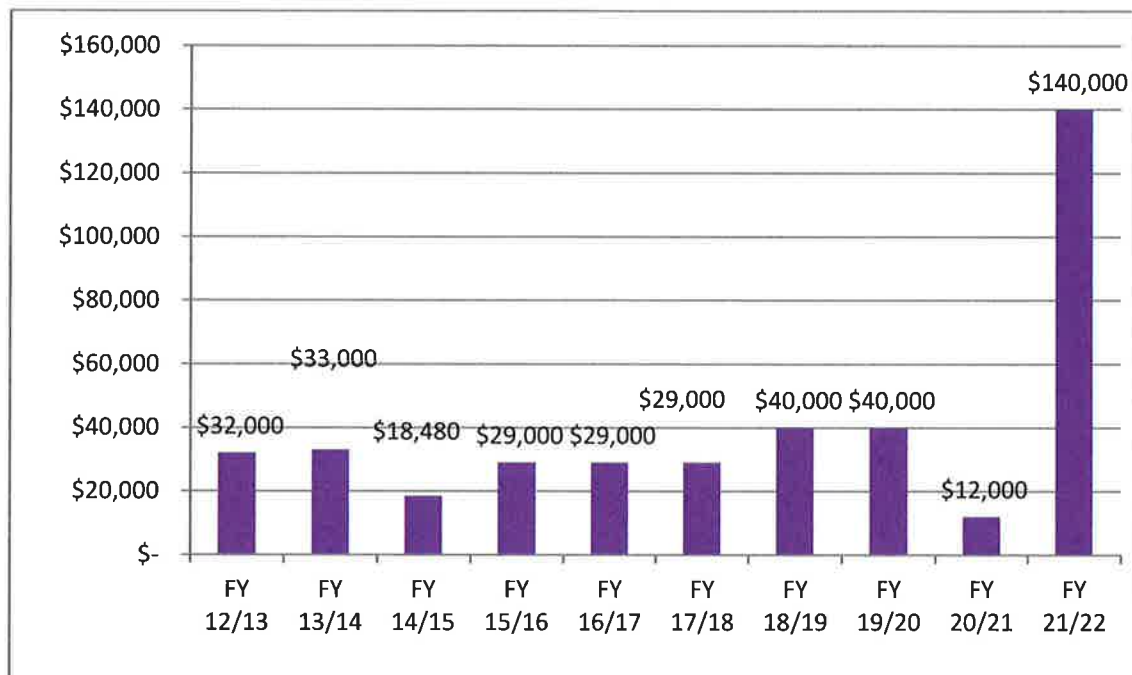
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## FINES AND FORFEITURES

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Fines and Forfeitures are collected from the fees and penalties that are imposed for statutory offenses, violation of City Ordinances, and imposed court costs. In FY 20/21, actual collections of fines and forfeitures were estimated to be \$12,000. This amount is \$2,234 more than the FY 19/20 collections of \$9,766. The FY 21/22 budget of \$140,000 is \$128,000 more than the FY 20/21 budget of \$12,000 and is based on historical analysis of prior year collections, the addition of a canine unit and the addition of 2 new Police Officer positions.

### FINES AND FORFEITURES



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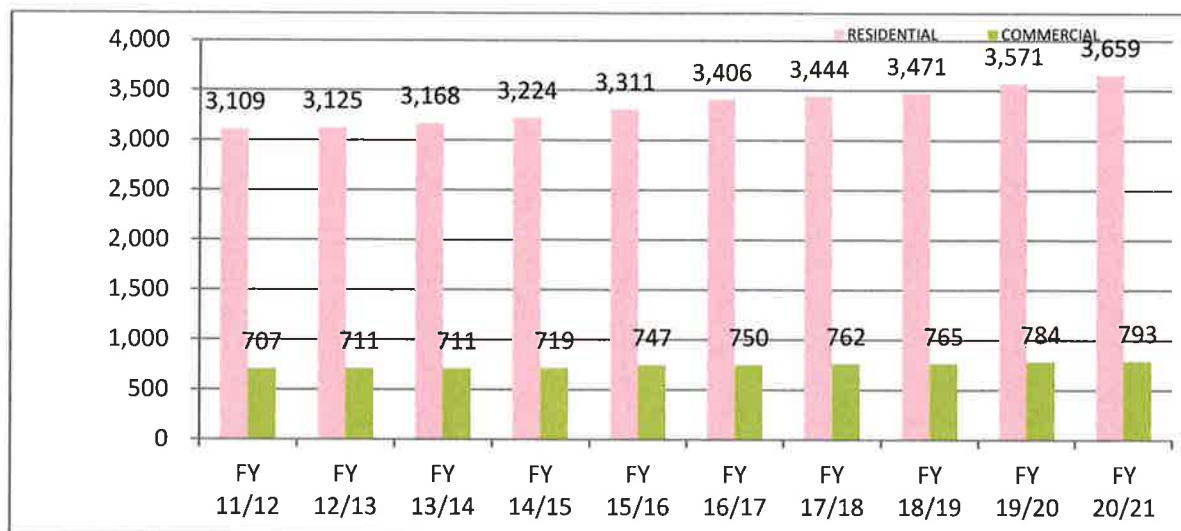
## ELECTRIC CUSTOMERS

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On February 12, 1985, the City, along with several other municipalities (the project participants), entered into separate agreements with the Florida Municipal Power Agency (FMPA) whereby FMPA agreed to sell and deliver to the project participants, and the project participants agreed to purchase and receive from FMPA, all electric capacity and energy which the project participants shall require (except St. Lucie) for the operation of their municipal electric systems. The City has given FMPA notice pursuant to Section 2 of the All-Requirements Power Supply Contract that the term of their contract will not renew automatically each year after the initial contract term. The term of the contract is now fixed and will terminate on October 1, 2037.

Power rates are determined by the Board, subject to approval of the project participants, but must be sufficient to meet FMPA's revenue requirements. Charges to the City are payable solely from utility revenues and in no way can FMPA compel the City to exercise its taxing power. Total costs under this contract during 2020 were approximately \$7.2 million per audited financial statements. The costs for both the FMPA and St. Lucie Project for 2020 were \$8.1 million.

## ELECTRIC CUSTOMERS

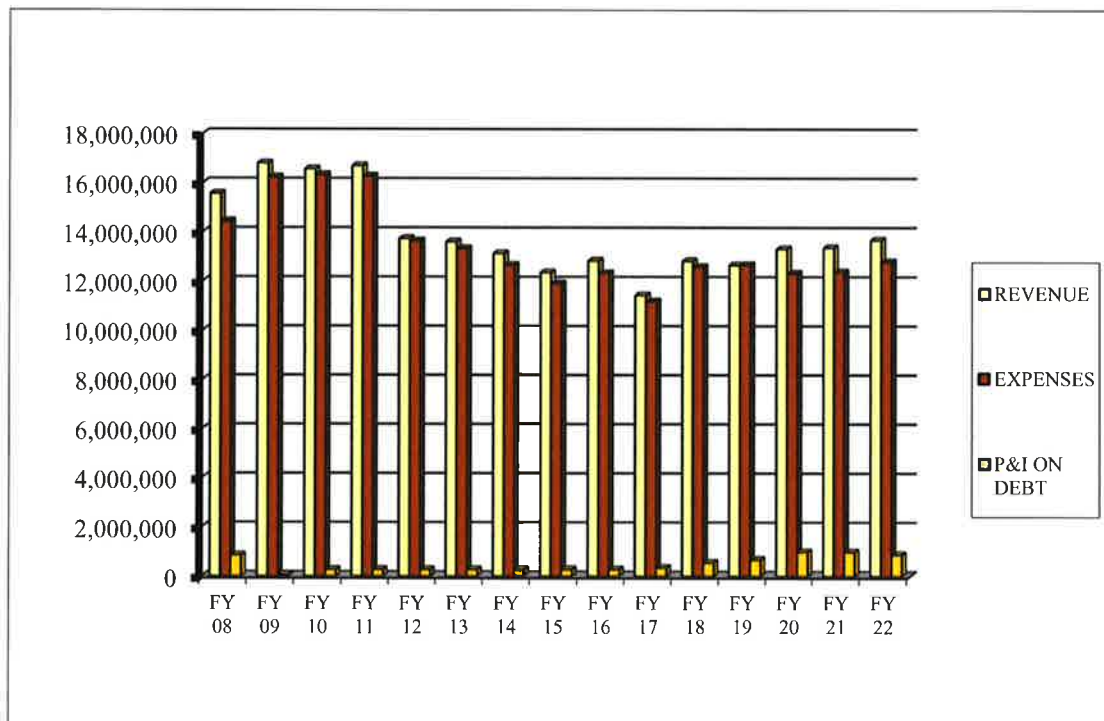


## ELECTRIC REVENUE, EXPENSES & P & I ON DEBT

FISCAL YEAR	REVENUE	EXPENSES	P&I ON DEBT
FY 08	15,577,011	14,455,651	863,117
FY 09	16,810,030	16,243,500	71,539
FY 10	16,571,183	16,343,466	275,233
FY 11	16,709,904	16,288,587	275,233
FY 12	13,745,440	13,655,334	275,232
FY 13	13,615,200	13,339,369	275,231
FY 14	13,142,000	12,669,843	277,157
FY 15	12,364,970	11,917,812	277,158
FY 16	12,845,100	12,345,201	275,232
FY 17	11,440,139	11,192,547	338,592
FY 18	12,827,473	12,595,104	554,897
FY 19	12,664,467	12,670,616	684,381
FY 20	13,319,338	12,330,474	988,864
FY 21	13,370,601	12,382,350	988,251
FY 22	\$ 13,679,231	\$ 12,798,190	\$ 881,041

Paid off Debt

Includes Transfers Out  
Does not include Capital Expenses

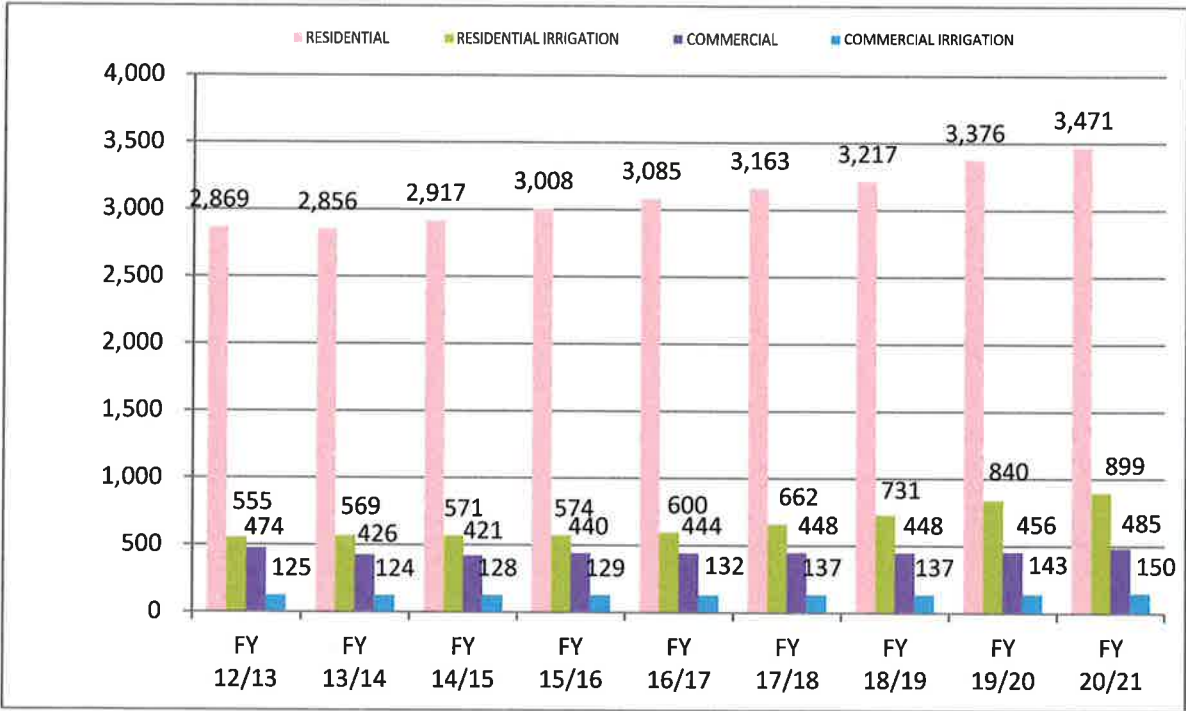


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## WATER CUSTOMERS

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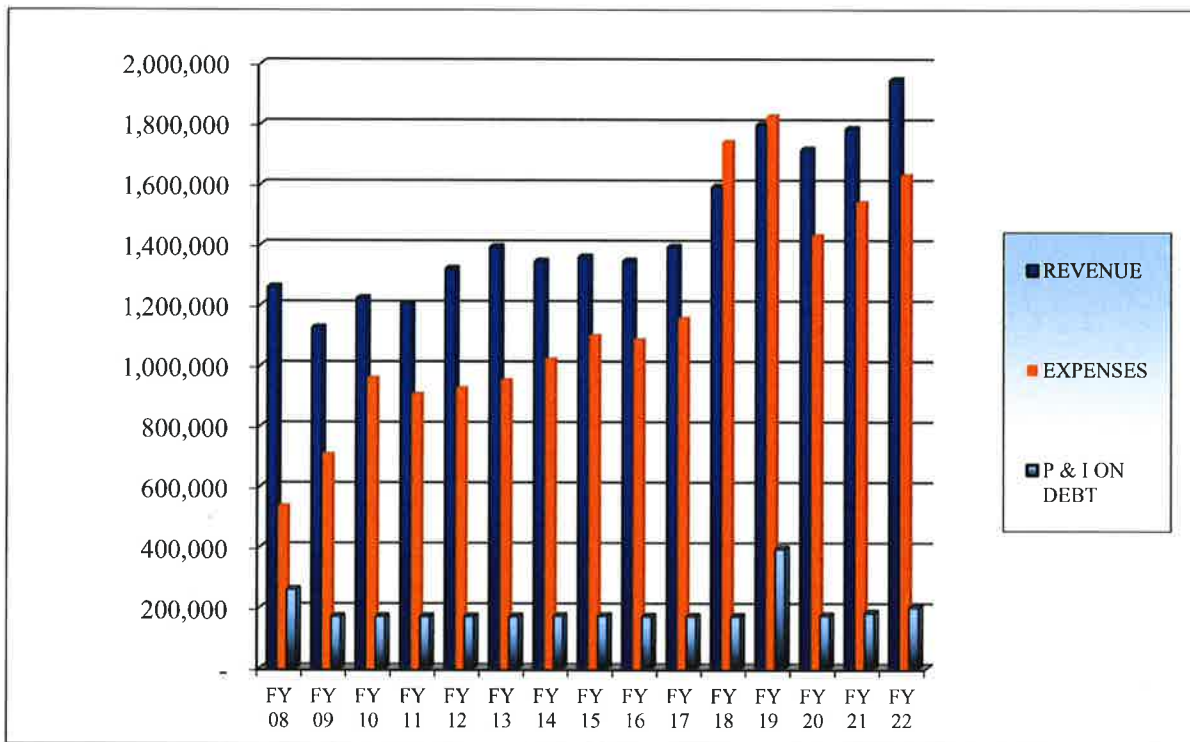
### WATER CUSTOMERS



## WATER REVENUE, EXPENSES, P & I ON DEBT

FISCAL YEAR	REVENUE	EXPENSES	P & I ON DEBT
FY 08	1,261,421	536,460	261,645
FY 09	1,127,232	706,922	172,505
FY 10	1,224,124	959,502	172,496
FY 11	1,205,798	905,869	172,496
FY 12	1,321,840	925,393	172,497
FY 13	1,393,550	952,054	172,496
FY 14	1,346,050	1,021,003	174,047
FY 15	1,360,625	1,099,378	174,047
FY 16	1,347,200	1,085,504	172,496
FY 17	1,393,152	1,155,656	172,496
FY 18	1,592,363	1,741,536	172,496
FY 19	1,797,026	1,825,725	395,765
FY 20	1,715,177	1,430,177	175,000
FY 21	1,784,292	1,539,915	184,377
FY 22	\$ 1,946,100	\$ 1,629,975	\$ 201,125

Includes Transfers Out  
Does not include Capital Expenses

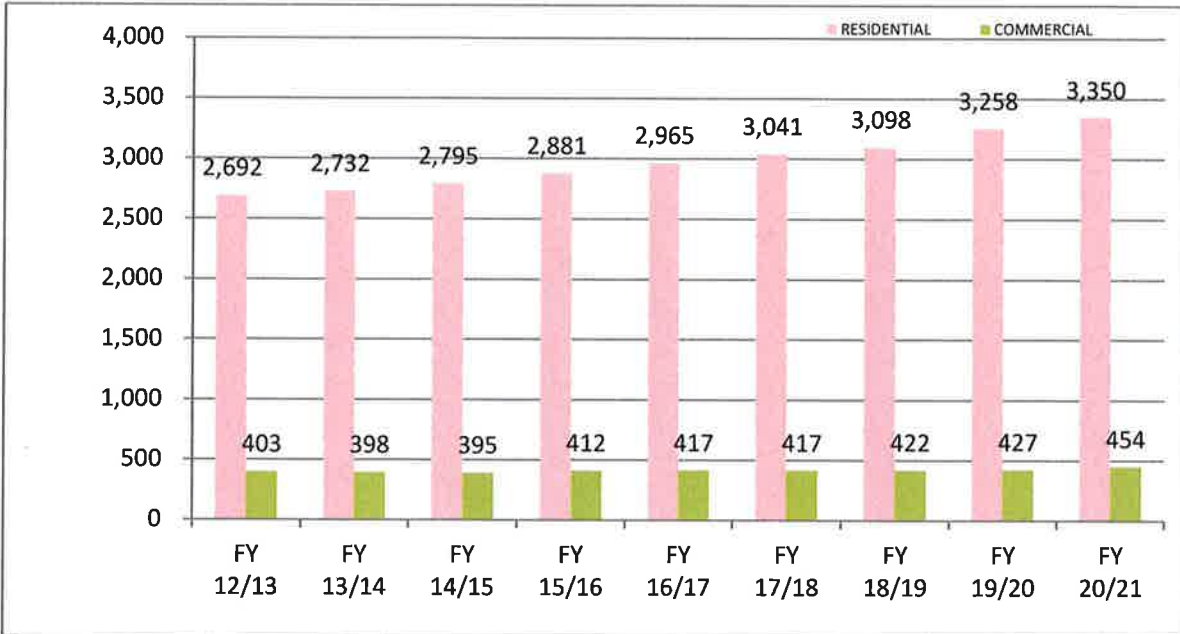


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## WASTEWATER CUSTOMERS

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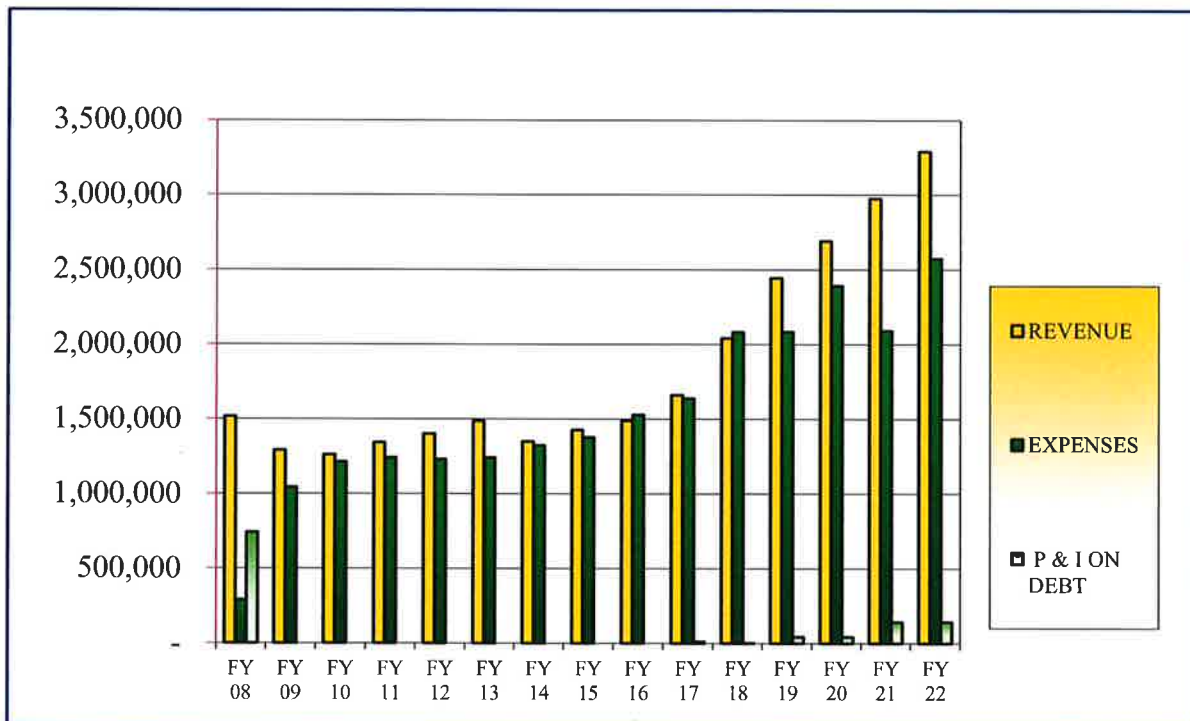
### WASTEWATER CUSTOMERS



## WASTEWATER REVENUE, EXPENSES, P & I ON DEBT

FISCAL YEAR	REVENUE	EXPENSES	P & I ON DEBT	
FY 08	1,515,521	290,113	742,948	<i>Paid off Debt</i>
FY 09	1,291,336	1,044,476	-	
FY 10	1,261,019	1,212,867	-	
FY 11	1,342,439	1,240,939	-	
FY 12	1,400,700	1,231,900	-	
FY 13	1,487,200	1,242,200	-	
FY 14	1,348,000	1,324,000	-	
FY 15	1,426,480	1,376,705	-	
FY 16	1,488,400	1,528,780	-	
FY 17	1,659,689	1,638,149	11,540	
FY 18	2,039,089	2,081,062	2,894	
FY 19	2,443,572	2,083,248	43,036	
FY 20	2,691,199	2,392,404	43,795	
FY 21	2,974,603	2,091,451	142,454	
FY 22	\$ 3,289,600	\$ 2,572,147	\$ 142,453	

Includes Transfers Out  
Does not include Capital Expenses



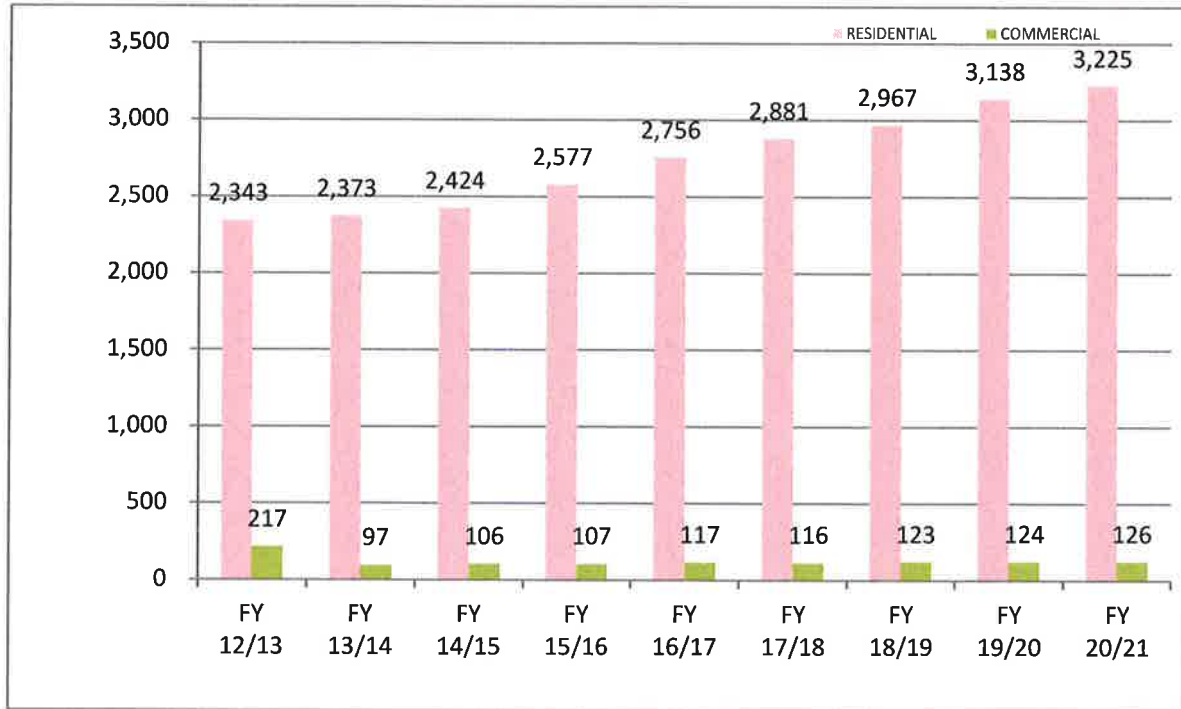


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## SOLID WASTE CUSTOMERS

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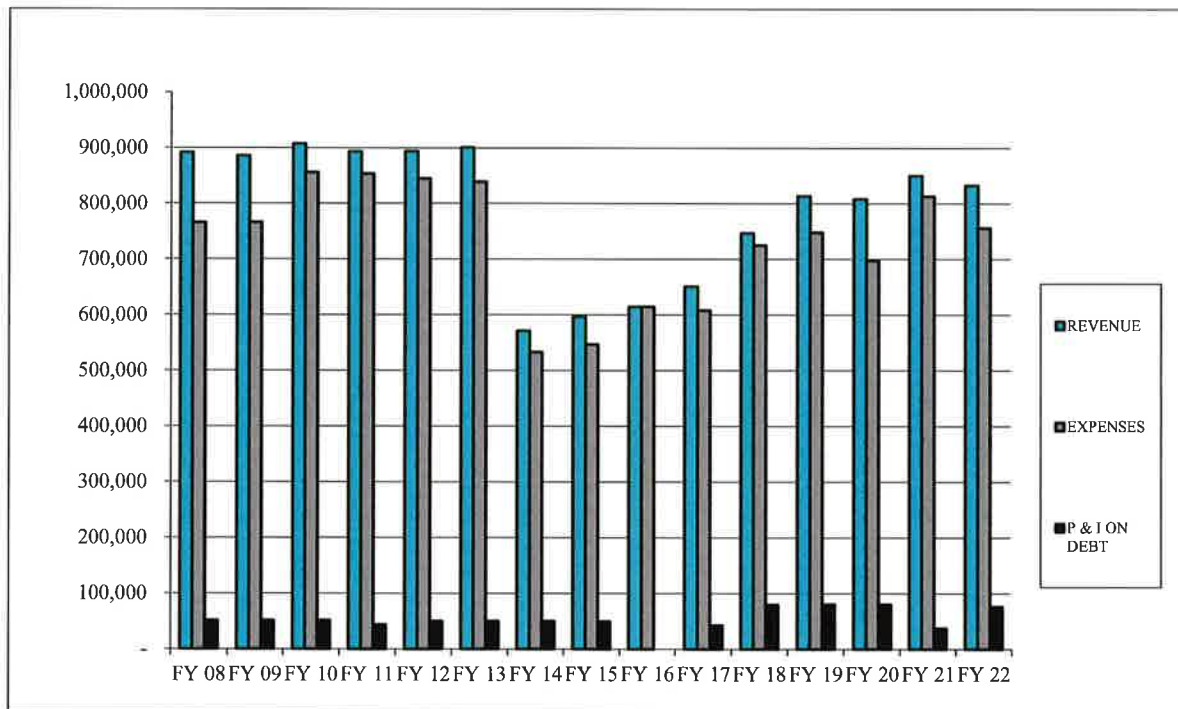
### SOLID WASTE CUSTOMERS



## SOLID WASTE REVENUE, EXPENSES, P & I ON DEBT

FISCAL YEAR	REVENUE	EXPENSES	P & I ON DEBT
FY 08	891,488	765,529	51,500
FY 09	886,073	766,379	51,500
FY 10	907,358	855,850	51,500
FY 11	893,550	853,532	43,980
FY 12	893,850	844,547	50,103
FY 13	901,150	838,911	50,104
FY 14	571,000	532,896	50,104
FY 15	596,554	546,835	49,719
FY 16	614,660	614,660	-
FY 17	651,210	608,431	42,779
FY 18	747,256	725,205	79,835
FY 19	813,320	748,472	79,932
FY 20	808,320	698,117	80,203
FY 21	850,120	812,697	37,423
FY 22	\$ 832,420	\$ 756,532	\$ 75,888

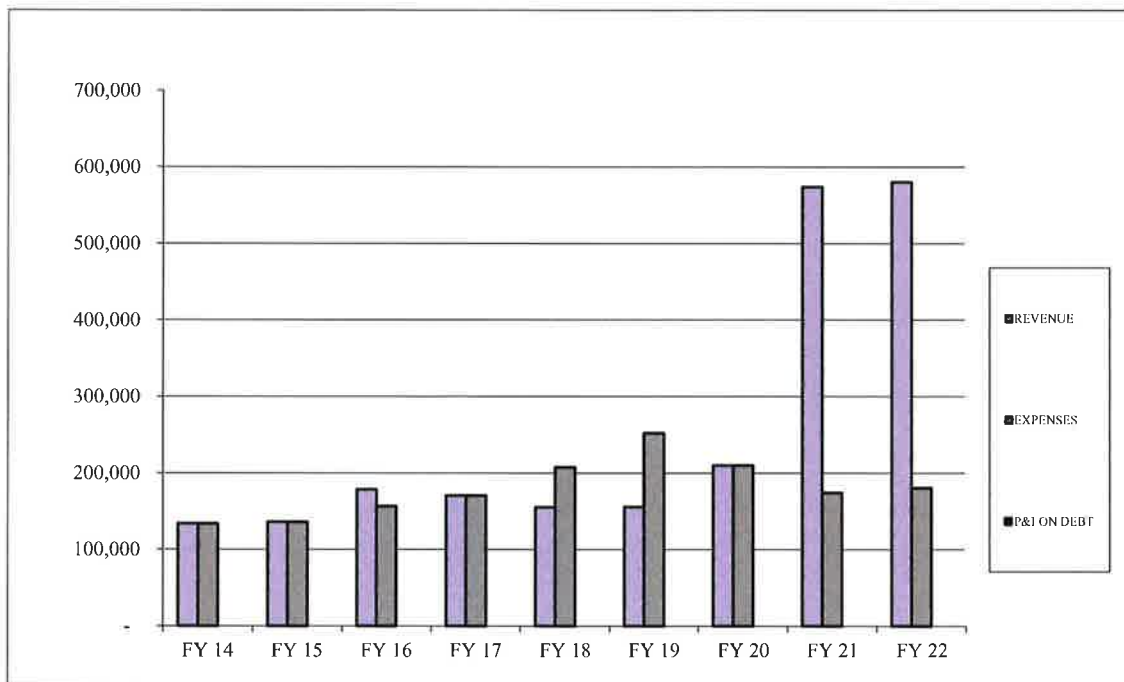
Includes Transfers Out  
Does not include Capital Expenses



## STORMWATER REVENUE, EXPENSES, P & I ON DEBT

FISCAL YEAR	REVENUE	EXPENSES	P&I ON DEBT
FY 14	133,550	133,550	
FY 15	135,656	135,656	
FY 16	178,410	156,410	
FY 17	170,472	170,472	
FY 18	155,024	207,182	
FY 19	155,672	251,974	
FY 20	209,822	209,822	
FY 21	574,150	174,150	
FY 22	\$ 580,387	\$ 180,387	\$ -

Does not include Capital Expenses / Grants



## FULL-TIME EQUIVALENT POSITIONS SUMMARY

DEPARTMENT NAME	APPROVED FY 17/18	APPROVED FY 18/19	APPROVED FY 19/20	APPROVED FY 20/21	APPROVED FY 21/22
<b>GENERAL FUND</b>					
City Council	6.00	6.00	5.00	5.00	5.00
City Clerk	1.00	1.00	1.00	1.00	1.00
City Manager	2.00	2.00	3.00	3.00	3.00
Human Resources	2.00	2.00	2.00	2.00	2.00
Augusta Savage	0.00	0.00	0.00	0.00	0.00
Finance	3.50	3.50	3.50	3.50	3.50
Information Technology	1.00	1.00	1.00	1.00	2.00
Development Services	1.00	1.50	1.50	1.00	1.00
Code Enforcement	0.00	1.00	1.00	1.00	1.00
Police	25.00	30.00	34.00	35.00	37.00
Public Works	6.68	6.00	6.00	4.50	4.50
Right-of-Way Maintenance	2.00	2.00	2.00	2.00	2.00
Parks	3.00	3.00	4.00	4.00	5.00
Parks & Recreation -Programming	0.00	1.00	1.00	0.00	0.00
Equipment Maintenance	3.00	3.00	3.00	3.00	3.00
<b>BUILDING</b>	3.00	3.50	3.50	2.00	2.00
<b>ELECTRIC (1)</b>	1.34	2.02	10.02	10.02	10.02
<b>WATER</b>	7.32	7.82	8.32	8.32	8.32
<b>WASTEWATER</b>	7.32	7.82	8.32	8.32	8.32
<b>SOLID WASTE</b>	7.34	7.34	8.34	7.84	7.84
<b>CUSTOMER SERVICE</b>	6.50	6.50	6.50	6.50	6.50
<b>STORMWATER</b>	2.00	2.00	2.00	2.00	2.00
<b>TOTALS</b>	<b>91.00</b>	<b>100.00</b>	<b>115.00</b>	<b>111.00</b>	<b>115.00</b>

(1) Electric Services contracted out to Hooper Corporation for FY 17, FY 18 and FY 19.

**PERSONNEL OVERVIEW DETAIL**  
**FY 2021-2022**

DEPARTMENT	FY 2017-2018		FY 2018-2019		FY 2019-2020		FY 2020-2021		FY 2021-2022	
	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T
<b>CITY COUNCIL</b>										
City Council	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00
Public Information Officer	1.00		1.00		0.00		0.00		0.00	
<b>TOTAL</b>	<b>6.00</b>	<b>0.00</b>	<b>6.00</b>	<b>0.00</b>	<b>5.00</b>	<b>0.00</b>	<b>5.00</b>	<b>0.00</b>	<b>5.00</b>	<b>0.00</b>
<b>CITY CLERK</b>										
City Clerk	1.00		1.00		1.00		1.00		1.00	
<b>TOTAL</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>
<b>CITY MANAGER</b>										
City Manager	1.00		1.00		1.00		1.00		1.00	
Public Information Officer	0.00		0.00		1.00		1.00		1.00	
Executive Assistant	1.00		1.00		1.00		1.00		1.00	
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>
<b>HUMAN RESOURCES</b>										
Human Resources Director	1.00		1.00		1.00		1.00		1.00	
Human Resources Specialist	0.00		0.00		0.00		0.00		0.00	
HR Generalist	1.00		1.00		1.00		1.00		1.00	
Human Resources Assistant	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00
<b>TOTAL</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>
<b>AUGUSTA SAVAGE</b>										
Recreation Supervisor	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00
Recreation Leader	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00
Recreation Aide	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00
<b>TOTAL</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>
<b>FINANCE</b>										
Finance Director	1.00		1.00		1.00		1.00		1.00	
Accounting Manager	0.25		0.25		0.25		0.25		0.25	
Financial Management Analyst	1.00		1.00		1.00		1.00		1.00	
Accounts Payable Clerk	1.00		1.00		1.00		1.00		1.00	
Customer Service Manager	0.25		0.25		0.25		0.25		0.25	
<b>TOTAL</b>	<b>3.50</b>	<b>0.00</b>	<b>3.50</b>	<b>0.00</b>	<b>3.50</b>	<b>0.00</b>	<b>3.50</b>	<b>0.00</b>	<b>3.50</b>	<b>0.00</b>
<b>INFORMATION TECH.</b>										
Information Systems Analyst	0.00		0.00		0.00		0.00		0.00	
IS Technician	0.00		0.00		0.00	1.00	0.00	1.00	1.00	
Network Administrator	1.00		1.00		1.00		1.00		1.00	
<b>TOTAL</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>0.00</b>
<b>DEVELOPMENT SERVICES</b>										
Development Services Director	0.50		0.50		0.50		0.00		0.00	
Planning & Zoning Director	0.00		0.00		0.50		0.50		0.50	
Principal Planner	0.00		0.50		0.00		0.00		0.00	
Planning Technician	0.50		0.50		0.50		0.50		0.50	
Clerk Typist	0.00		0.00		0.00		0.00		0.00	
<b>TOTAL</b>	<b>1.00</b>	<b>0.00</b>	<b>1.50</b>	<b>0.00</b>	<b>1.50</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>
<b>CODE ENFORCEMENT</b>										
Code Enforcement Officer	0.00	1.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>

**PERSONNEL OVERVIEW DETAIL**  
**FY 2021-2022**

DEPARTMENT	FY 2017-2018		FY 2018-2019		FY 2019-2020		FY 2020-2021		FY 2021-2022	
	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T
<b>POLICE</b>										
Police Chief	1.00		1.00		1.00		1.00		1.00	
Asst. Police Chief	1.00		0.00		0.00		0.00		0.00	
Commander	0.00		2.00		2.00		2.00		2.00	
Sergeant	4.00		4.00		4.00		4.00		4.00	
Police Officer	14.00		13.00		13.00		13.00		15.00	
COPS Grant	0.00		1.00		1.00		1.00		1.00	
School Resource Officer (SRO)	0.00		2.00		2.00		2.00		2.00	
Communications Officer	3.00		4.00		5.00		4.00		4.00	
Communications Officer (CCSB)	0.00		0.00		4.00		4.00		4.00	
Communications Supervisor	1.00		1.00		0.00		1.00		1.00	
Senior Police Secretary	1.00		2.00		1.00		1.00		1.00	
Police Records Technician	0.00		0.00		1.00		1.00		1.00	
Evidence Clerk	0.00		0.00		0.00		1.00		1.00	
Part-Time Personnel	0.00	12.00	0.00	12.00	0.00	12.00	0.00	11.00	0.00	11.00
<b>TOTAL</b>	<b>25.00</b>	<b>12.00</b>	<b>30.00</b>	<b>12.00</b>	<b>34.00</b>	<b>12.00</b>	<b>35.00</b>	<b>11.00</b>	<b>37.00</b>	<b>11.00</b>
<b>PUBLIC WORKS</b>										
Ass't. City Mgr./Pub. Wks. Dir.	0.34		0.00		0.00		0.00		0.00	
Asst. Public Works Director	0.34		1.00		1.00		0.50		0.50	
Public Works Field Supervisor	1.00		0.00		0.00		0.00		0.00	
Crew Leader	2.00		1.00		1.00		1.00		1.00	
Laborer II	3.00		1.00		1.00		1.00		1.00	
Laborer I	0.00		3.00		3.00		2.00	3.00	2.00	
Custodian									0.00	3.00
Engineering Technician	0.00		0.00		0.00		0.00		0.00	
Capital Projects Manager	0.00		0.00		0.00		0.00		0.00	
<b>TOTAL</b>	<b>6.68</b>	<b>0.00</b>	<b>6.00</b>	<b>0.00</b>	<b>6.00</b>	<b>0.00</b>	<b>4.50</b>	<b>3.00</b>	<b>4.50</b>	<b>3.00</b>
<b>RIGHT-OF-WAY MAINT.</b>										
Crew Leader	1.00		1.00		1.00		1.00		1.00	
Groundskeeper I	1.00		1.00		1.00		1.00		1.00	
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>
<b>PARKS</b>										
Trades Specialist	1.00		1.00		1.00		1.00		1.00	
Groundskeeper II	1.00		1.00		1.00		1.00		1.00	
Groundskeeper I	1.00		1.00	1.00	2.00	1.00	2.00	1.00	3.00	1.00
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>1.00</b>	<b>4.00</b>	<b>1.00</b>	<b>4.00</b>	<b>1.00</b>	<b>5.00</b>	<b>1.00</b>
<b>PARKS &amp; REC. PROGRAM</b>										
Director of Parks & Rec.	0.00		1.00		1.00		0.00		0.00	
Pool Manager-Seasonal	0.00		0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
Asst. Pool Manager-Seasonal	0.00		0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
Life Guards-Seasonal	0.00	8.00	0.00	8.00	0.00	8.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>8.00</b>	<b>1.00</b>	<b>11.00</b>	<b>1.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>EQUIPMENT MAINT.</b>										
Mechanic II	1.00		1.00		1.00		1.00		0.00	
Mechanic I	1.00		1.00		1.00		1.00		0.00	
Mechanic									2.00	
Vehicle/Equipment Maint. Coord.	1.00		1.00		1.00		1.00		1.00	
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>



**PERSONNEL OVERVIEW DETAIL  
FY 2021-2022**

DEPARTMENT	FY 2017-2018		FY 2018-2019		FY 2019-2020		FY 2020-2021		FY 2021-2022	
	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T
<b>BUILDING</b>										
Development Services Director	0.50		0.50		0.50		0.00		0.00	
Planning & Zoning Director	0.00		0.00		0.50		0.50		0.50	
Principal Planner	0.00		0.50		0.00		0.00		0.00	
Building Official	1.00		1.00		1.00		0.00		0.00	
Planning Technician	0.50		0.50		0.50		0.50		0.50	
Building Inspector I	0.00		0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
Building Assistant	1.00		1.00		1.00		1.00		1.00	
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>	<b>3.50</b>	<b>1.00</b>	<b>3.50</b>	<b>1.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>
<b>ELECTRIC</b>										
Director of Electric Utility	0.00		0.00		1.00		1.00		1.00	
Ass't. City Mgr./Pub. Wks. Dir.	0.00		0.34		0.34		0.34		0.34	
Electric Superintendent	0.00		0.00		1.00		1.00		1.00	
Line Crew Leader	0.00		0.00		0.00		2.00		0.00	
Lineman	0.00		0.00		4.00		2.00		4.00	
Apprentice Lineman	0.00		0.00		1.00		1.00		2.00	
Electric Dist. Serviceman	0.00		0.00		1.00		1.00		0.00	
Administrative Assistant	1.00		1.00		1.00		1.00		1.00	
Engineering Technician	0.34		0.34		0.34		0.34		0.34	
Utility Line Locator	0.00		0.34		0.34		0.34		0.34	
Engineer									0.00	0.50
<b>TOTAL</b>	<b>1.34</b>	<b>0.00</b>	<b>2.02</b>	<b>0.00</b>	<b>10.02</b>	<b>0.00</b>	<b>10.02</b>	<b>0.00</b>	<b>10.02</b>	<b>0.50</b>
<b>WATER</b>										
Ass't. City Mgr./Pub. Wks. Dir.	0.33		0.33		0.33		0.33		0.33	
Public Works Director	0.00		0.00		0.00		0.00		0.00	
Asst Public Works Director	0.33		0.00		0.00		0.00		0.00	
Ass't. Water Ut. Director	0.50		0.50		0.50		0.50		0.50	
Utility Plant Operator III	0.50		0.50		0.50		0.50		0.50	
Utility Plant Operator II	1.50	1.00	1.50	1.00	1.50	0.50	2.00	0.50	2.00	0.50
Utility Plant Operator I	0.00		0.00		0.50		1.00		1.00	
Utility Plant Operator Trainee	1.00		1.00		1.00		0.00		0.00	
Utility Line Supervisor	0.50		0.50		0.50		0.50		0.50	
Utility Line Mechanic	1.50		1.50		1.50		1.50		1.50	
Utility Maint. Worker	0.50		0.50		0.50		0.50		0.50	
Engineering Technician	0.33		0.33		0.33		0.33		0.33	
Capital Projects Manager	0.00		0.00		0.00		0.00		0.00	
Utility Line Locator	0.00		0.33		0.33		0.33		0.33	
Water Facilities Mechanic	0.00		0.50		0.50		0.50		0.50	
PW Admin. Coordinator	0.33		0.33		0.33		0.33		0.33	
<b>TOTAL</b>	<b>7.32</b>	<b>1.00</b>	<b>7.82</b>	<b>1.00</b>	<b>8.32</b>	<b>0.50</b>	<b>8.32</b>	<b>0.50</b>	<b>8.32</b>	<b>0.50</b>

**PERSONNEL OVERVIEW DETAIL**  
**FY 2021-2022**

DEPARTMENT	FY 2017-2018		FY 2018-2019		FY 2019-2020		FY 2020-2021		FY 2021-2022	
	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T	# F/T	#P/T
<b>WASTEWATER</b>										
Ass't. City Mgr./Pub. Wks. Dir.	0.33		0.33		0.33		0.33		0.33	
Public Works Director	0.00		0.00		0.00		0.00		0.00	
Asst Public Works Director	0.33		0.00		0.00		0.00		0.00	
Ass't. Water Ut. Director	0.50		0.50		0.50		0.50		0.50	
Utility Plant Operator III	0.50		0.50		0.50		0.50		0.50	
Utility Plant Operator II	1.50	1.00	1.50	1.00	1.50	0.50	2.00	0.50	2.00	0.50
Utility Plant Operator I	0.00		0.00		0.50		1.00		1.00	
Utility Plant Operator Trainee	1.00		1.00		1.00		0.00		0.00	
Capital Projects Manager	0.00		0.00		0.00		0.00		0.00	
Utility Line Supervisor	0.50		0.50		0.50		0.50		0.50	
Utility Line Mechanic	1.50		1.50		1.50		1.50		1.50	
Utility Maint. Worker	0.50		0.50		0.50		0.50		0.50	
Engineering Technician	0.33		0.33		0.33		0.33		0.33	
Utility Line Locator	0.00		0.33		0.33		0.33		0.33	
Water Facilities Mechanic	0.00		0.50		0.50		0.50		0.50	
PW Admin. Coordinator	0.33		0.33		0.33		0.33		0.33	
<b>TOTAL</b>	<b>7.32</b>	<b>1.00</b>	<b>7.82</b>	<b>1.00</b>	<b>8.32</b>	<b>0.50</b>	<b>8.32</b>	<b>0.50</b>	<b>8.32</b>	<b>0.50</b>
<b>SOLID WASTE</b>										
Public Works Field Supervisor	1.00		1.00		1.00		0.00		0.00	
Asst. Public Works Director	0.00		0.00		0.00		0.50		0.50	
Crew Leader	1.00		1.00		1.00		1.00		1.00	
Refuse Driver	5.00		5.00		6.00		6.00		5.00	
Refuse Collector									1.00	
PW Admin. Coordinator	0.34		0.34		0.34		0.34		0.34	
<b>TOTAL</b>	<b>7.34</b>	<b>0.00</b>	<b>7.34</b>	<b>0.00</b>	<b>8.34</b>	<b>0.00</b>	<b>7.84</b>	<b>0.00</b>	<b>7.84</b>	<b>0.00</b>
<b>CUSTOMER SERVICE</b>										
Assistant Finance Director	0.75		0.75		0.75		0.75		0.75	
Meter Reader	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Billing Manager	1.00		1.00		1.00		1.00		1.00	
Procurement/Warehouse Spc.	1.00		1.00		1.00		1.00		1.00	
Customer Service Manager	0.75		0.75		0.75		0.75		0.75	
Customer Service Rep.	2.00		2.00		2.00		2.00		2.00	
<b>TOTAL</b>	<b>6.50</b>	<b>1.00</b>	<b>6.50</b>	<b>1.00</b>	<b>6.50</b>	<b>1.00</b>	<b>6.50</b>	<b>1.00</b>	<b>6.50</b>	<b>1.00</b>
<b>STORMWATER</b>										
Laborer I	2.00		2.00		2.00		2.00		2.00	
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>	<b>91</b>	<b>28</b>	<b>100</b>	<b>32</b>	<b>115</b>	<b>32</b>	<b>111</b>	<b>22</b>	<b>115</b>	<b>21.50</b>



**CITY OF GREEN COVE SPRINGS  
PERSONNEL OVERVIEW SUMMARY  
FY 2021-22**

DEPARTMENT	FY 2017-2018		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
<b>GENERAL FUND</b>										
City Council	6.00		6.00		5.00		5.00		5.00	
City Clerk	1.00		1.00		1.00		1.00		1.00	
City Manager	2.00		2.00		3.00		3.00		3.00	
Human Resources	2.00	1.00	2.00	1.00	2.00	1.00	2.00	1.00	2.00	1.00
Augusta Savage	0.00	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	3.00
Finance	3.50		3.50		3.50		3.50		3.50	
Information Tech.	1.00		1.00		1.00	1.00	1.00	1.00	2.00	
Development Svcs.	1.00		1.50		1.50		1.00		1.00	
Code Enforcement	0.00	1.00	1.00		1.00		1.00		1.00	
Police	25.00	12.00	30.00	12.00	34.00	12.00	35.00	11.00	37.00	11.00
Public Works	6.68		6.00		6.00		4.50	3	4.50	3
Right-of-Way Maint.	2.00		2.00		2.00		2.00		2.00	
Parks	3.00	8.00	3.00		4.00	1.00	4.00	1.00	5.00	1.00
Parks Programming	0		1	1	1	11	0	0	0	0
Equipment Maint.	3.00		3.00		3.00		3.00		3.00	
<b>BUILDING FUND</b>										
Building	3.00		3.50	1	3.50	1	2.00	0	2.00	0
<b>UTILITY FUNDS</b>										
Electric	1.34		2.02		10.02		10.02		10.02	0.50
Water	7.32	1.00	7.82	1.00	8.32	0.50	8.32	0.50	8.32	0.50
Wastewater	7.32	1.00	7.82	1.00	8.32	0.50	8.32	0.50	8.32	0.50
Solid Waste	7.34		7.34		8.34		7.84		7.84	
Customer Service	6.50	1.00	6.50	1.00	6.50	1.00	6.50	1.00	6.50	1.00
Stormwater	2.00		2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
<b>Grand Total</b>	<b>91.00</b>	<b>28.00</b>	<b>100.00</b>	<b>32.00</b>	<b>115.00</b>	<b>32.00</b>	<b>111.00</b>	<b>22.00</b>	<b>115.00</b>	<b>21.50</b>

# DEBT SERVICE BUDGET SUMMARY

PROJECT	FINAL PAYMENT DATE	INTEREST RATE	PRINCIPAL INTEREST DUE DATE	ANNUAL DEBT SERVICE	PRINCIPAL BALANCE @ 09/30/21	PRINCIPAL BALANCE @ 09/30/22
Construction Fund:						
Capital Projects-Police/EOC	07/01/26	1.63%	Semi-annual (Jan & Jul)	159,867	765,000	617,000
Capital Projects-Spring Park	07/01/31	2.25%	Semi-annual (Jan & Jul)	80,930	724,000	659,000
Electric: (05/03/18)						
Capital Projects	07/01/33	1.712%	Semi-annual (Jan & Jul)	854,333	9,190,000	8,493,000
(2) Electric Trucks	02/01/22	3.40%	Monthly	26,708	26,471	-
St. Lucie Project				981,688	2,058,062	* Note 2
All Requirements	City opted out - Termination Date 10/01/37				7,231,414	*Note 1
Total Electric				1,862,729	18,505,947	
Water:						
Capital Projects	04/01/29	2.63%	Semi-annual (Apr & Oct)	174,717	1,244,000	1,102,000
Capital Projects-Design	08/15/32	1.71%	Semi-annual (Feb & Aug)	26,408	241,790	215,382
Wastewater:						
Capital Projects-Pre-Const.	09/15/36	2.29%	Semi-Annual (Mar & Sept)	2,855	36,066	34,026
Capital Projects-Design	11/15/38	0.66%	Semi-Annual (May & Nov)	40,941	675,581	639,039
Capital Projects-Construction	12/15/40	0.59%	Semi-Annual (June & Dec)	98,658	1,770,783	1,682,443
Capital Projects-Construction	08/15/43	0.00%	Semi-Annual (Feb & Aug)			
Solid Waste:						
(1) Recycling Truck	01/2022	4.504%	Semi-Annual (Jan & Jul)	18,712	18,300	-
(2) Garbage Trucks	10/2025	3.25%	Semi-Annual (Apr & Oct)	57,177	242,866	191,072
Total all Utility Funds				\$ 2,282,197	\$ 22,735,333	

\*Note 1 The annual debt service on the All Requirements Project is made through the formula for computing purchase power annually and not budgeted as a separate line item. The principal balance is estimated as of this date.

\*Note 2 The annual debt service is paid out of the total cost each month. These costs include purchased power as well as debt service. The annual payment for 2021/2022 is estimated at \$981,688.

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## ESTIMATION OF CITY'S ENDING FUND BALANCE

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The City's estimation of ending fund balance can be looked at as its financial position on September 30, 2021. The City maintains an annual appropriated balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing, separate from the reserve for contingency. The total unappropriated fund balance for the City is \$14,683,523 in estimated reserves. This estimated amount is available for appropriation in FY 2022.

A factor that should be reviewed when estimating the City's financial position on September 30, 2022 is to project how much of the funds appropriated in the approved budget will actually be spent, based on past experience and current trends. Any remaining (unspent) funds or excess revenues will create an ending fund balance.

## APPROVED BUDGET FUND BALANCE SUMMARY

<b>Fund Title</b>	<b>Estimated Beginning Fund Balance 09/30/20</b>	<b>Operating Revenues/ Sources 09/30/21</b>	<b>Operating Expenditures/ Uses 09/30/21</b>	<b>Estimated Ending Fund Balance</b>
<b>General Fund</b>	\$ 1,475,244	\$ 8,707,919	\$ 8,600,872	\$ 1,582,291
<b>Subtotal General Fund</b>	\$ 1,475,244	\$ 8,707,919	\$ 8,600,872	\$ 1,582,291
<b>Disaster Fund</b>	\$ (88,207)	\$ -	\$ -	\$ (88,207)
<b>Subtotal General Fund</b>	\$ (88,207)	\$ -	\$ -	\$ (88,207)
<b>Special Revenue Funds</b>				
Special Law Enforcement Trust Fund	\$ 38,262	\$ -	\$ 15,000	\$ 23,262
Building Fund	\$ 698,223	\$ 292,298	\$ 254,230	\$ 736,291
<b>Subtotal Special Revenue Funds</b>	\$ 736,485	\$ 292,298	\$ 269,230	\$ 759,553
<b>Capital Projects Funds - Police EOC</b>	\$ 27,166	\$ 160,254	\$ 160,254	\$ 27,166
<b>Capital Projects Funds - Spring Park</b>	\$ 604,828	\$ 81,381	\$ 81,381	\$ 604,828
<b>Subtotal Capital Projects Funds</b>	\$ 631,994	\$ 241,635	\$ 241,635	\$ 631,994
<b>Enterprise Funds</b>				
Electric Utility	\$ 10,480,300	\$ 12,835,111	\$ 13,167,149	\$ 10,148,262
Water Utility	\$ 2,074,320	\$ 1,850,055	\$ 1,661,144	\$ 2,263,231
Wastewater Utility	\$ (538,797)	\$ 3,097,178	\$ 2,118,353	\$ 440,028
Solid Waste Utility	\$ 73,793	\$ 821,520	\$ 850,120	\$ 45,193
Customer Service	\$ (68,399)	\$ 470,658	\$ 469,575	\$ (67,316)
Stormwater	\$ (93,210)	\$ 643,100	\$ 174,150	\$ 375,740
<b>Subtotal Enterprise Funds</b>	\$ 11,928,007	\$ 19,717,622	\$ 18,440,491	\$ 13,205,138
<b>Total</b>	\$ 14,683,523	\$ 28,959,474	\$ 27,552,228	\$ 16,090,769

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## INTERFUND TRANSFER OVERVIEW

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A transfer in or transfer out is the transfer of revenue from one government unit to another or from one fund to another.

Other significant transfers are from the Electric, Water, Wastewater and Solid Waste Utility Funds to the General Fund to help support government functions. The Electric, Water, Wastewater and Solid Waste Utility Funds also transfer funds to the General Fund to offset millage rates.

Also, each Utility Fund transfers funds into the Customer Service Fund for the operations of the Utility Operations, Utility Billing and Warehouse Operation Divisions.

## INTERFUND TRANSFERS SUMMARY

TRANSFERS OUT		AMOUNT	TRANSFERS IN		AMOUNT
401	ELECTRIC	\$ 1,327,524	001	GENERAL FUND	\$ 282,195
			001	GENERAL FUND	850,000
			405	CUSTOMER SERVICE	195,329
402	WATER	340,111	001	GENERAL FUND	140,176
			001	GENERAL FUND	100,000
			405	CUSTOMER SERVICE	99,935
403	WASTEWATER	409,208	001	GENERAL FUND	160,645
			001	GENERAL FUND	135,000
			405	CUSTOMER SERVICE	113,563
404	SOLID WASTE	133,874	001	GENERAL FUND	68,449
			001	GENERAL FUND	20,000
			405	CUSTOMER SERVICE	45,425
001	GENERAL FUND	159,867	300	DEBT SERVICE FUND - POLICE EOC	159,867
001	GENERAL FUND	80,930	310	DEBT SERVICE FUND - SPRING PARK	80,930
TOTAL TRANSFERS		\$ <u>2,451,514</u>			\$ <u>2,451,514</u>

Total transfers to the General Fund are budgeted to be \$1,756,465 for FY 2022.

Total transfers to Customer Service are budgeted to be \$454,252 for FY 2022.

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## **ECONOMIC INDICATORS**

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### **THE CITY**

Green Cove Springs is located in Clay County along the St. Johns River and was incorporated on November 2, 1874. During the 1850s, the City population was 1,500. It is now estimated to be 8,054.

### **FORM OF GOVERNMENT**

The City has a charter government structure approved by referendum of the electors pursuant to the Constitution and laws of the State of Florida. The City operates under the Council / Manager Form of government with a Council comprised of five (5) elected members.

### **ECONOMIC CONDITION AND OUTLOOK**

The City of Green Cove Springs is located in Clay County, and falls within the Jacksonville Metropolitan Statistical Area (MSA). The local economy is tied to nearby military facilities, service industries, shopping centers, retirement homes, as well as farming. The area offers great opportunities for economic development as evidenced by industrial parks located both north and south of Green Cove Springs.

The market value of properties located within the City of Green Cove Springs increased more than 60% since 2014 (annual average of 7.56%), adding 8.47% in 2020. The taxable value of the City of Green Cove Springs represents 65.41% of its market value, and has increased more than 56% since 2014 (annual average of 7.14%), adding 10.07% in 2020. Additionally, new construction continues to remain steady. (Source: Clay County Property Appraiser 2020 Annual Report)

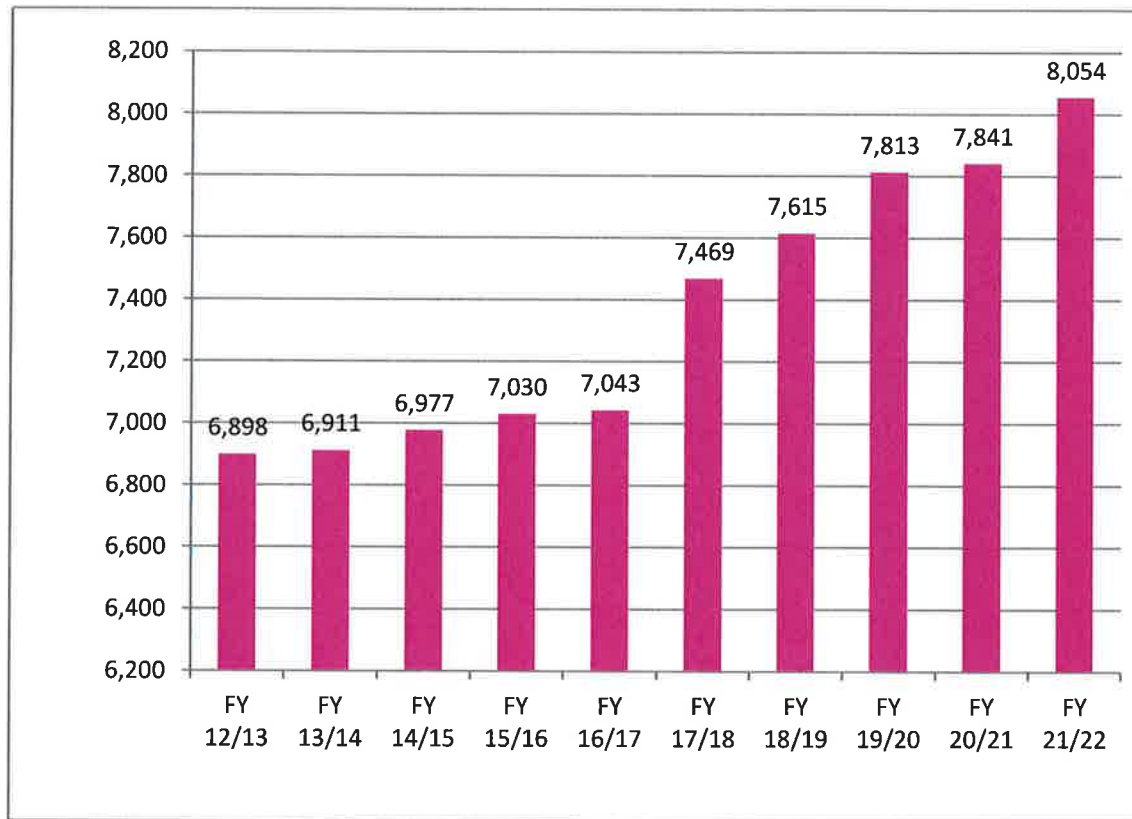
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## DEMOGRAPHIC & ECONOMIC INFORMATION

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It is necessary to look at the City in the context of its environment to understand the City's financial position. The next several pages contain graphs and discussion about the City's economic and demographic environment.

### CITY POPULATION



The City of Green Cove Springs' population has been growing at a rate of 16.76%. This is an increase from FY 12/13 to FY 21/22 of 1,156 persons or an average of 115.6 persons per year over a 10-year period. Per State of Florida estimates, the population for FY 2020/2021 is 8,054.



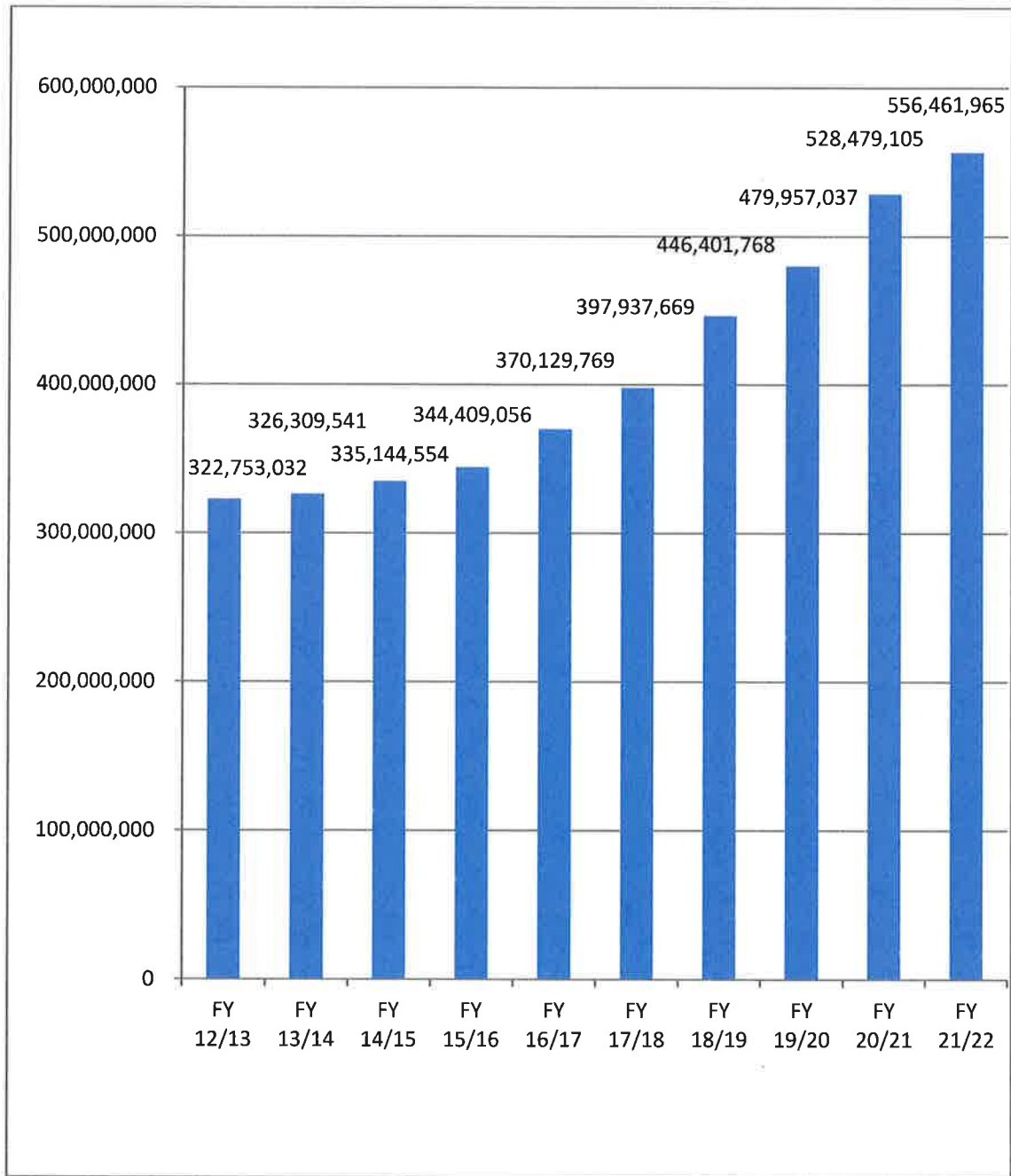
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## DEMOGRAPHIC & ECONOMIC INFORMATION

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The graph showing “Total Taxable Value” reflects a declining total taxable value from 2012 to 2013 but from 2014 to current the trend is showing an increase. The total taxable value increased for FY 2021/2022 by \$28.0 million from FY 2020/2021.

**TOTAL TAXABLE VALUE**



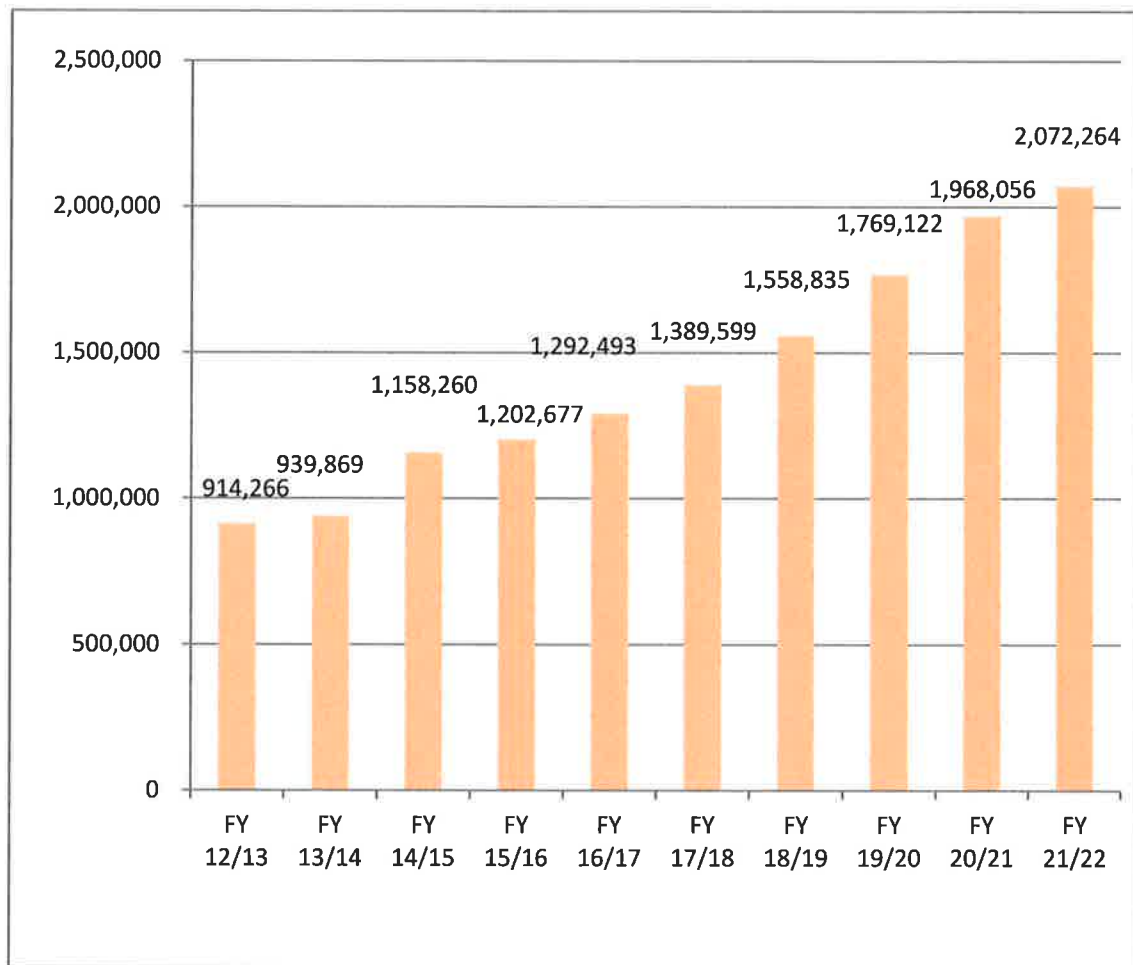
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## DEMOGRAPHIC & ECONOMIC INFORMATION

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Property tax is a crucial revenue source to consider when evaluating financial condition. It is one of the City's largest revenue sources. Property taxes are used to fund services such as law enforcement, recreation, development services, and other general government activities. The City experienced an increase in revenue from fiscal years 2013 to 2021 due to increased valuations. A millage rate of 3.8000 in 2021 generated approximately \$1,968,056 with an estimate of 98% collections budgeted. A millage rate of 3.8000 in 2021 will generate \$2,072,264 with an estimate of 98% collections. However, property tax revenue is estimated to increase in FY 2021/2022 due to an increase in taxable values.

### PROPERTY TAX REVENUE CONSTANT VALUE



Source: Clay County Property Appraiser

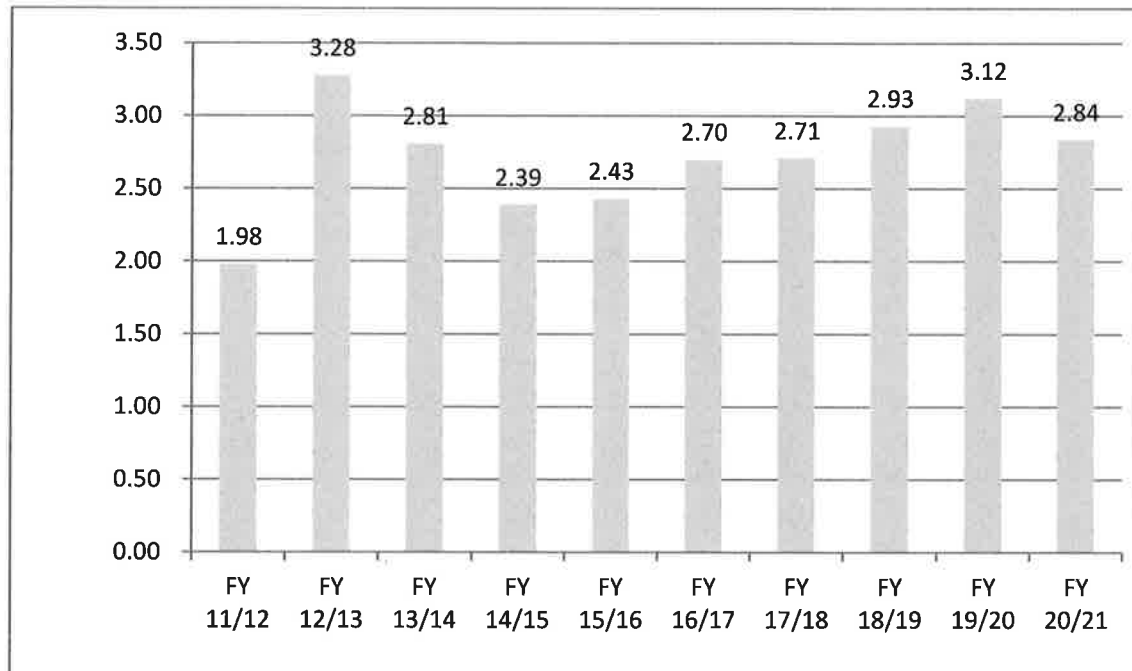
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## DEMOGRAPHIC & ECONOMIC INFORMATION

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Per capita revenue illustrates revenue changes relative to population changes. As the population increases, an assumption can be made that the need for services would increase proportionately and, therefore, the level of per capita revenue should remain at least constant in real terms. If per capita revenue is decreasing, it would be expected that the City would not be able to maintain existing service levels unless it were to find new revenue sources or financial savings, assuming cost of service correlates to population.

### OPERATING REVENUE PER CAPITA



Sources: FY 12-FY 20 Annual Financial Statements, US Labor Statistics for All Urban consumers, FL 21 figures are unaudited.

Calculation: Operating Revenue / CPI / Population

CPI for FY 2021 is an average through June 2021. Operating Revenue does not include transfers in from other funds, restricted reserves, or grant revenue. Operating Revenues are amounts budgeted for each fiscal year.

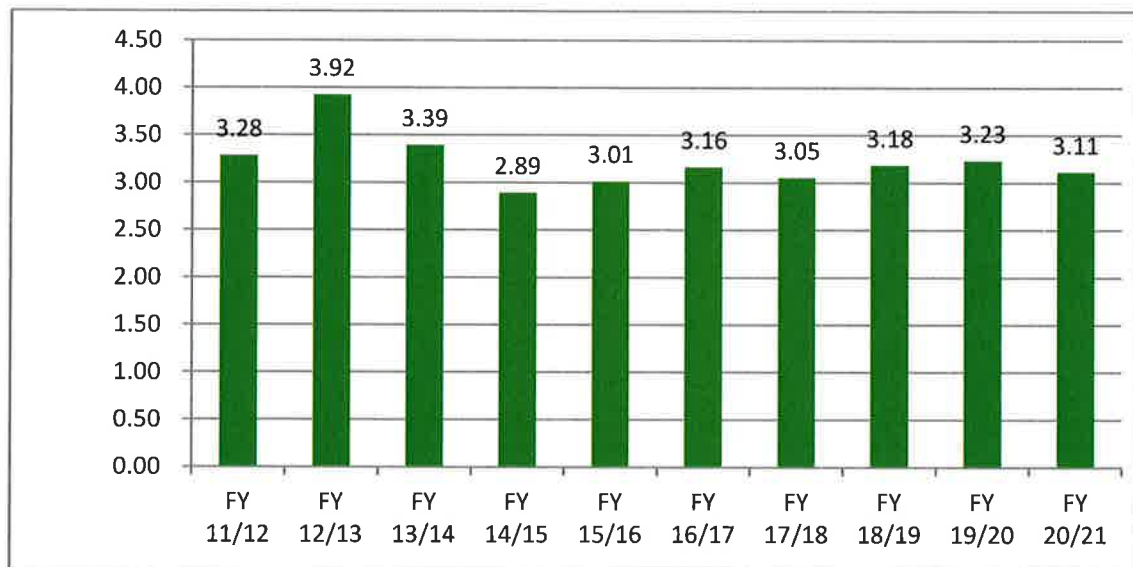
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## DEMOGRAPHIC & ECONOMIC INFORMATION

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Per capita expenditures reflect changes in expenditures relative to changes in population. Increasing per capita expenditures may indicate that the cost of providing services is outstripping the City's ability to pay, especially if spending is increasing faster than the City's property, sales, or other relevant tax base. If the increase in spending is greater than what would be expected from continued inflation and cannot be explained by the addition of new services, it can be an indicator of declining productivity. The City's expenditures per capita (does not include utility operations) trended upward from 2012-2013. The expenditures per capita increased to 3.92 from 3.28 in FY 2012/2013. The expenditures per capita decreased from 3.23 to 3.11 in FY 2020/2021.

### EXPENDITURES PER CAPITA



Sources: FY 2012-2021 Budgets, US Labor Statistics for All Urban Consumers

Sources: Local Government Financial Information Handbook – FY 2012-2020

Calculation: Operating Expenditures / CPI / Population

FY 2021 figures are unaudited.

Excludes Grant and Capital Outlay Expenses



## **SECTION TWO**

# **FUND SUMMARIES**

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## **BUDGET BY FUND**

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This section provides an overview of the City budget at the fund level. It includes budget amounts for FY 20/21. Also, there is a brief description on the basis of budgeting and accounting used by the City of Green Cove Springs. The schedules that follow provide, by fund, a three-year comparison of revenues and appropriations according to classifications set by the State of Florida. Each schedule presents actual budgets for FY 18/19 and FY 19/20, approved budgets for FY 20/21, and approved budgets for FY 21/22.

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## BASIS OF ACCOUNTING AND BUDGETING

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Because the revenue and expenditure estimates contained in the Approved Fiscal Year 2021/2022 Budget are based on GAAP, it is important that the reader have an overview of accounting principles as they relate to the estimates. The following is a brief review of the measurement focus and basis of accounting; the two principles which most directly affect those estimates.

Basis of accounting refers to the timing by which revenues and expenditures are recognized in the accounts and reported on the financial statements.

All Governmental Funds are accounted for using what is called the modified accrual basis of accounting. Under the modified accrual basis, revenues are recognized when they become measurable and available as net current assets.

Primary revenues, including taxes, intergovernmental revenues, and charges for services, rents, and interest are treated as susceptible to accrual under the modified accrual basis. Other revenue sources are not considered measurable and available and are not treated as susceptible to accrual. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include (1) principal and interest on general long-term debt, which is recognized when due; (2) accumulated unpaid vacation and sick pay amounts, which are not accrued; and (3) certain inventories of supplies, which are considered expenditures when purchased.

The Proprietary Funds are accounted for using the accrual basis of accounting. Under this method, revenues are recognized when they are earned and expenses are recognized when the related liability is incurred.

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## FUND ACCOUNTING

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### **All Fund Types:**

**FY 2022 -- \$ 55,827,685**

### **THE FUND STRUCTURE AND GOVERNMENTAL ACCOUNTING AND BUDGETING**

The City of Green Cove Springs developed the revenue and expenditure estimates contained in the Approved Fiscal Year 2021/2022 Budget in a manner that follows Generally Accepted Accounting Principles (GAAP). The Budget is organized on the basis of funds, each of which is considered a separate budgetary and accounting entity. Government resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The purposes of the Council's various funds and account group are as follows:

### **GOVERNMENTAL FUNDS**

#### **General Fund:**

**FY 2022 -- \$ 14,022,960**

The General Fund is the general operating fund for the Council. It is used to account for all financial resources, except for those required to be accounted for separately. These resources provide funding for programs such as General Government Administration, Capital Improvement Projects, Law Enforcement, Public Works, Parks and Recreation and Development Services, etc. to all the residents of the City of Green Cove Springs.

#### **Special Revenue Funds:**

**FY 2022 -- \$ 384,638**

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are designated for specified purposes or are restricted in use. Special Revenue Funds include the Building Fund and Special Law Enforcement Trust Fund.

#### **Debt Service Funds – Police EOC & Spring Park:**

**FY 2022 -- \$ 240,797**

Capital Project Funds are used to account for financial resources to be used for the acquisition, construction, or improvement of major capital facilities and associated debt service.

### **PROPRIETARY FUNDS**

#### **Enterprise Funds:**

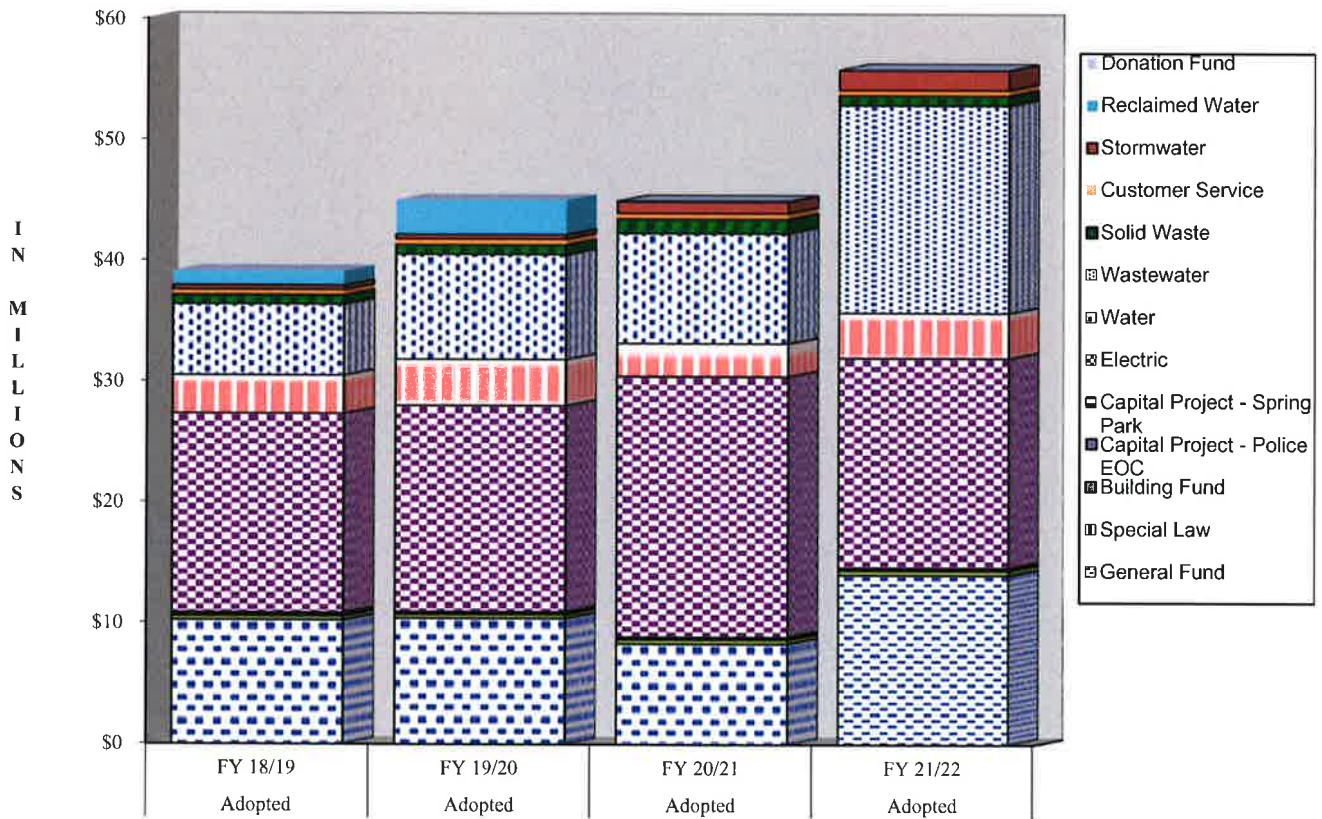
**FY 2022 -- \$ 41,179,290**

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises in which the intent of the governing body is that all costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.



## BUDGET BY FUND TYPE

	Adopted FY 18/19	Adopted FY 19/20	Adopted FY 20/21	Adopted FY 21/22
General Fund	\$ 10,247,682	\$ 10,401,719	\$ 8,320,183	\$ 14,022,960
Special Law Enforcement Trust	20,000	20,000	20,000	20,000
Building Fund	308,564	311,941	330,748	364,638
Debt Service Fund - Police EOC	159,908	159,602	160,254	159,867
Debt Service Fund - Spring Park	131,183	81,788	81,381	80,930
Electric	16,480,587	17,064,338	21,555,601	17,368,100
Water	3,169,309	3,815,177	2,734,292	3,726,100
Wastewater	5,861,469	8,661,199	9,102,930	17,169,600
Solid Waste	754,642	808,320	1,190,120	832,420
Customer Service	453,497	488,497	470,658	454,252
Stormwater	350,300	359,822	974,150	1,628,818
Reclaimed Water	1,188,000	2,860,000	-	-
Donation Fund	25,000	-	-	-
Total	\$ 39,150,141	\$ 45,032,403	\$ 44,940,317	\$ 55,827,685



**GENERAL FUND (001)**

<b>SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Use of Fund Balance				
Revenue:				
Ad Valorem Taxes	\$ 1,543,245	\$ 1,766,498	\$ 1,968,056	\$ 2,072,264
Other Taxes ( Local, State, Utility)	2,565,225	2,538,966	2,024,843	2,294,463
Franchise Fees	6,216	7,992	377,000	401,077
Grants / Loans	49,987	6,917	6,000	2,461,000
Licenses & Permits	41,468	42,630	50,000	50,000
Development Services - P&Z Fees	36,284	28,857	42,000	40,000
Interlocal	105,935	394,734	432,090	348,088
Physical Environment	102,665	107,078	73,786	74,839
Recreational Events	88,003	30,641	60,000	66,000
Police Revenue	1,092,129	1,061,659	973,666	1,385,033
Interest	73,584	32,162	45,000	3,000
Surplus Sales	12,079	6,973	10,000	155,000
Private Developer	-	-	215,000	15,000
Legislative Delegation	-	600,000	220,000	300,000
ARPA Funds	-	-	-	2,147,911
Miscellaneous	73,524	83,049	85,240	127,380
Total Revenue	5,790,344	6,708,156	6,582,681	11,941,055
Transfers-In	1,589,518	1,836,331	1,686,331	1,756,465
Other Non-Revenues - Reserves	-	-	51,171	325,440
	1,589,518	1,836,331	1,737,502	2,081,905
<b>TOTAL SOURCES</b>	<b>\$ 7,379,862</b>	<b>\$ 8,544,487</b>	<b>\$ 8,320,183</b>	<b>\$ 14,022,960</b>
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u>Operating Expenditures:</u>				
City Council (1111)				
Personal Services	104,917	49,795	50,029	50,746
Operating Expenses	27,803	5,270	26,460	32,770
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 132,720	\$ 55,065	\$ 76,489	\$ 83,516
City Clerk (1211)				
Personal Services	65,165	102,581	103,870	108,329
Operating Expenses	24,371	25,392	50,939	50,731
Capital Outlay	0	0	0	1,500
TOTAL EXPENDITURES	\$ 89,536	\$ 127,973	\$ 154,809	\$ 160,560
City Manager (1212)				
Personal Services	281,575	324,352	320,669	348,026
Operating Expenses	21,311	14,722	24,143	23,807
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 302,886	\$ 339,074	\$ 344,812	\$ 371,833
Human Resources (1213)				
Personal Services	180,478	189,596	199,911	237,533
Operating Expenses	18,672	27,726	23,176	39,259
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 199,150	\$ 217,322	\$ 223,087	\$ 276,792

**GENERAL FUND (001)**

<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Augusta Savage (1214)				
Personal Services	46,654	50,030	53,505	55,673
Operating Expenses	48,883	24,464	53,899	63,216
Capital Outlay	5,791	319,105	420,000	1,541,000
TOTAL EXPENDITURES	\$ 101,328	\$ 393,599	\$ 527,404	\$ 1,659,889
Finance (1313)				
Personal Services	258,421	285,793	289,513	310,062
Operating Expenses	42,867	34,487	39,420	43,128
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 301,288	\$ 320,280	\$ 328,933	\$ 353,190
Information Technology (1314)				
Personal Services	95,064	113,170	118,538	153,950
Operating Expenses	35,186	39,468	37,296	41,538
Capital Outlay	107,283	45,541	6,000	50,000
TOTAL EXPENDITURES	\$ 237,533	\$ 198,179	\$ 161,834	\$ 245,488
General Services (1319)				
Personal Services	0	0	0	0
Operating Expenses	202,995	250,728	274,613	351,400
Capital Outlay	137,375	390,376	66,000	15,000
Contingency	0	0	0	2,147,911
Contribution to Reserves	0	0	2,923	0
TOTAL EXPENDITURES	\$ 340,370	\$ 641,104	\$ 343,536	\$ 2,514,311
City Attorney (1414)				
Personal Services	91,639	93,133	81,363	111,884
Operating Expenses	24,893	16,032	29,639	31,059
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 116,532	\$ 109,165	\$ 111,002	\$ 142,943
Development Services (1515)				
Personal Services	55,974	88,345	87,505	94,464
Operating Expenses	67,427	30,623	102,722	150,589
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 123,401	\$ 118,968	\$ 190,227	\$ 245,053
Code Enforcement (1517)				
Personal Services	45,664	60,584	61,302	62,306
Operating Expenses	9,388	4,237	15,763	13,862
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 55,052	\$ 64,821	\$ 77,065	\$ 76,168

**GENERAL FUND (001)**

<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Police (2021)				
Personal Services	2,406,731	2,444,201	2,408,566	2,631,267
Operating Expenses	608,649	599,246	681,341	750,054
Capital Outlay	232,873	144,747	172,050	163,359
Transfer to Police Construction Fund	159,908	159,602	160,254	159,867
Loan	0	0	0	0
TOTAL EXPENDITURES	\$ 3,408,161	\$ 3,347,796	\$ 3,422,211	\$ 3,704,547
Public Works (3052)				
Personal Services	353,298	362,030	327,863	330,191
Operating Expenses	253,306	269,601	292,760	293,809
Capital Outlay	737,899	1,065,312	465,000	1,956,000
Transfer to Stormwater Fund	27,695	0	0	0
TOTAL EXPENDITURES	\$ 1,372,198	\$ 1,696,943	\$ 1,085,623	\$ 2,580,000
Right-of-Way Maintenance (3053)				
Personal Services	69,431	93,553	96,403	100,132
Operating Expenses	167,401	134,388	173,160	169,360
Capital Outlay	9,958	0	53,500	0
TOTAL EXPENDITURES	\$ 246,790	\$ 227,941	\$ 323,063	\$ 269,492
Parks & Recreation (3072)				
Personal Services	173,922	206,162	207,478	256,908
Operating Expenses	88,547	131,169	137,400	150,150
Capital Outlay	290,639	597,140	268,500	586,000
Transfer to Spring Park Capital Project Fund	113,116	81,788	81,381	80,930
TOTAL EXPENDITURES	\$ 666,224	\$ 1,016,259	\$ 694,759	\$ 1,073,988
Parks & Recreation Programming (3073)				
Personal Services	117,537	27,171	0	0
Operating Expenses	23,090	60,590	72,000	72,000
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 140,627	\$ 87,761	\$ 72,000	\$ 72,000
Equipment Maintenance (3090)				
Personal Services	140,394	146,824	159,956	167,459
Operating Expenses	14,415	12,127	23,373	25,731
Capital Outlay	0	0	0	0
TOTAL EXPENDITURES	\$ 154,809	\$ 158,951	\$ 183,329	\$ 193,190
<b>TOTAL GF OPERATING SUMMARY</b>				
PERSONAL SERVICES	4,486,864	4,637,320	4,566,471	5,018,930
OPERATING EXPENSES	1,679,204	1,680,270	2,058,104	2,302,463
CAPITAL OUTLAY	1,521,818	2,562,221	1,451,050	4,312,859
CONTINGENCY	0	0	0	2,147,911
GRANTS/LOANS/TRANSFERS	27,695	0	0	0
TRANSFER TO SPRING PARK FUND	113,116	81,788	81,381	80,930
TRANSFER TO POLICE CONSTRUCTION	159,908	159,602	160,254	159,867
CONTRIBUTION GF RESERVES	0	0	2,923	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,988,605</b>	<b>\$ 9,121,201</b>	<b>\$ 8,320,183</b>	<b>\$ 14,022,960</b>

## BUILDING FUND (102)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING REVENUE:</u>				
PERMITS, INSPECTIONS, PLAN REVIEWS	\$ 370,931	\$ 388,587	\$ 233,500	\$ 199,500
CHARGES FOR SERVICES	25,725	16,513	8,500	40,000
MISC. REVENUE	0	0	88,748	125,138
TOTAL OPERATING	<u>396,656</u>	<u>405,100</u>	<u>330,748</u>	<u>364,638</u>
<b>TOTAL REVENUE</b>	<b>\$ 396,656</b>	<b>\$ 405,100</b>	<b>\$ 330,748</b>	<b>\$ 364,638</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING EXPENDITURES:</u>				
PERSONAL SERVICES	\$ 102,402	\$ 133,238	\$ 133,144	\$ 140,019
OPERATING EXPENSES	181,614	192,951	197,604	224,619
TO BE APPROPRIATED	0	0	0	0
DEPRECIATION	0	0	0	0
CAPITAL OUTLAY	0	12,700	0	0
TOTAL OPERATING	<u>284,016</u>	<u>338,889</u>	<u>330,748</u>	<u>364,638</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 284,016</b>	<b>\$ 338,889</b>	<b>\$ 330,748</b>	<b>\$ 364,638</b>

## SPECIAL LAW ENFORCEMENT TRUST (104)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING REVENUE:</u>				
OPERATING REVENUE	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL OPERATING	0	0	0	0
<u>NON-OPERATING REVENUE:</u>				
FROM FUND BALANCE	5,479	16,501	20,000	20,000
MISCELLANEOUS	0	0	0	0
TOTAL NON-OPERATING	5,479	16,501	20,000	20,000
<b>TOTAL REVENUE</b>	<b>\$ 5,479</b>	<b>\$ 16,501</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING EXPENDITURES:</u>				
OPERATING EXPENSES	5,479	16,501	20,000	20,000
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	0	0	0
TOTAL OPERATING	5,479	16,501	20,000	20,000
<u>NON-OPERATING EXPENDITURES:</u>				
OPERATING TRANSFERS OUT				
OTHER NON-OPERATING EXPENDITURES				
RESERVES				
TOTAL NON-OPERATING				
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,479</b>	<b>\$ 16,501</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>

## ELECTRIC UTILITY (401)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b>OPERATING REVENUE:</b>				
OPERATING REVENUE	\$ 12,581,459	\$ 11,940,842	\$ 12,928,000	\$ 12,974,600
TOTAL OPERATING	12,581,459	11,940,842	12,928,000	12,974,600
<b>NON-OPERATING REVENUE:</b>				
NON-OPERATING REVENUE	0	0	40,000	35,000
RESERVES / TRANSFERS / GRANT	0	0	1,232,601	2,969,263
LOAN PROCEEDS	1,648,345	959,925	7,300,000	1,382,737
INTEREST	83,008	40,865	55,000	6,500
TOTAL NON-OPERATING	1,731,353	1,000,790	8,627,601	4,393,500
<b>TOTAL REVENUE</b>	<b>\$ 14,312,812</b>	<b>\$ 12,941,632</b>	<b>\$ 21,555,601</b>	<b>\$ 17,368,100</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b>OPERATING EXPENDITURES:</b>				
PERSONAL SERVICES	\$ 168,718	\$ 892,469	\$ 1,070,637	\$ 1,201,967
OPERATING EXPENSES	10,420,200	9,075,640	9,967,279	10,268,699
CAPITAL OUTLAY	2,118,402	2,048,578	8,185,000	3,688,869
TOTAL OPERATING	12,707,320	12,016,687	19,222,916	15,159,535
<b>NON-OPERATING EXPENDITURES:</b>				
OPERATING TRANSFERS OUT	1,301,619	1,477,274	1,344,434	1,327,524
TO BE APPROPRIATED / CONT. TO RESERVES	780,079	889,196	0	0
DEBT SERVICE	684,381	847,522	988,251	881,041
TOTAL NON-OPERATING	2,766,079	3,213,992	2,332,685	2,208,565
<b>TOTAL EXPENDITURES</b>	<b>\$ 15,473,399</b>	<b>\$ 15,230,679</b>	<b>\$ 21,555,601</b>	<b>\$ 17,368,100</b>

## WATER UTILITY (402)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING REVENUE:</u>				
OPERATING REVENUE	\$ 1,771,541	\$ 2,146,587	\$ 1,740,292	\$ 1,914,000
TOTAL OPERATING	1,771,541	2,146,587	1,740,292	1,914,000
<u>NON-OPERATING REVENUE:</u>				
NON-OPERATING REVENUE	12,586	1,150	17,000	5,800
TRANSFERS FROM RESERVE FUNDS	43,705	60,150	165,000	55,000
INTEREST	16,799	8,145	12,000	1,300
LOAN PROCEEDS	0	0	800,000	1,750,000
TOTAL NON-OPERATING	73,090	69,445	994,000	1,812,100
<b>TOTAL REVENUE</b>	<b>\$ 1,844,631</b>	<b>\$ 2,216,032</b>	<b>\$ 2,734,292</b>	<b>\$ 3,726,100</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING EXPENDITURES:</u>				
PERSONAL SERVICES	\$ 632,011	\$ 676,681	\$ 695,132	\$ 727,302
OPERATING EXPENSES	401,830	521,785	496,613	503,025
CAPITAL OUTLAY	105,711	807,605	1,010,000	1,895,000
TOTAL OPERATING	1,139,552	2,006,071	2,201,745	3,125,327
<u>NON-OPERATING EXPENDITURES:</u>				
OPERATING TRANSFERS OUT	292,726	304,697	304,697	340,111
DEBT SERVICE	395,765	155,950	184,377	201,125
TO BE APPROPRIATED	0	0	0	0
CONTRIBUTION TO DEPRECIATION RESERVE	499,158	498,737	43,473	59,537
TOTAL NON-OPERATING	1,187,649	959,384	532,547	600,773
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,327,201</b>	<b>\$ 2,965,455</b>	<b>\$ 2,734,292</b>	<b>\$ 3,726,100</b>



## WASTEWATER UTILITY (403)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING REVENUE:</u>				
OPERATING REVENUE	\$ 2,438,754	\$ 2,869,310	\$ 2,916,903	\$ 3,238,600
TOTAL OPERATING	2,438,754	2,869,310	2,916,903	3,238,600
<u>NON-OPERATING REVENUE:</u>				
OTHER REVENUE	0	0	763,327	256,136
RESERVES	48,939	70,000	60,000	173,864
CIT	0	0	0	0
INTEREST	11,068	5,449	7,700	1,000
LOAN PROCEEDS	1,141,787	3,918,411	5,355,000	13,500,000
TOTAL NON-OPERATING	1,201,794	3,993,860	6,186,027	13,931,000
<b>TOTAL REVENUE</b>	<b>\$ 3,640,548</b>	<b>\$ 6,863,170</b>	<b>\$ 9,102,930</b>	<b>\$ 17,169,600</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING EXPENDITURES:</u>				
PERSONAL SERVICES	\$ 676,417	707,847	\$ 695,132	\$ 727,302
OPERATING EXPENSES	636,812	599,509	645,207	635,051
CAPITAL OUTLAY	1,609,117	5,345,171	6,869,025	14,455,000
DEBT SERVICE	43,036	56,232	142,454	142,453
TOTAL OPERATING	2,965,382	6,708,759	8,351,818	15,959,806
<u>NON-OPERATING EXPENDITURES:</u>				
OPERATING TRANSFERS OUT	324,975	373,940	373,940	409,208
TO BE APPROPRIATED	0	0	100,000	302,647
CONTRIBUTION TO RETAINED EARNINGS	0	0	237,873	300,000
CONTRIBUTION TO DEPRECIATION RESERVE	445,044	562,980	39,299	197,939
TOTAL NON-OPERATING	770,019	936,920	751,112	1,209,794
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,735,401</b>	<b>\$ 7,645,679</b>	<b>\$ 9,102,930</b>	<b>\$ 17,169,600</b>

## SOLID WASTE UTILITY (404)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b>OPERATING REVENUE:</b>				
OPERATING REVENUE	\$ 805,573	\$ 809,565	\$ 844,620	\$ 829,620
TOTAL OPERATING	805,573	809,565	844,620	829,620
<b>NON-OPERATING REVENUE:</b>				
NON-OPERATING REVENUE	7,747	3,814	5,500	2,800
RESERVES	0	0	0	0
GRANTS	0	0	0	0
LOAN PROCEEDS	0	0	340,000	0
TOTAL NON-OPERATING	7,747	3,814	345,500	2,800
<b>TOTAL REVENUE</b>	<b>\$ 813,320</b>	<b>\$ 813,379</b>	<b>\$ 1,190,120</b>	<b>\$ 832,420</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b>OPERATING EXPENDITURES:</b>				
PERSONAL SERVICES	\$ 382,578	\$ 294,002	\$ 407,554	\$ 438,447
OPERATING EXPENSES	120,152	114,442	111,740	126,620
CAPITAL OUTLAY	0	22,874	340,000	0
TOTAL OPERATING	502,730	431,318	859,294	565,067
<b>NON-OPERATING EXPENDITURES:</b>				
OPERATING TRANSFERS OUT	123,695	133,918	133,918	133,874
OTHER NON-OPERATING EXPENDITURES	1,187	1,006	3,000	1,100
TO BE APPROPRIATED	0	0	0	0
CONTRIBUTION TO DEPRECIATION RESERVE	120,860	121,241	156,485	56,491
DEBT SERVICE	79,932	79,695	37,423	75,888
TOTAL NON-OPERATING	325,674	335,860	330,826	267,353
<b>TOTAL EXPENDITURES</b>	<b>\$ 828,404</b>	<b>\$ 767,178</b>	<b>\$ 1,190,120</b>	<b>\$ 832,420</b>

## CUSTOMER SERVICE (405)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING REVENUE:</u>				
OPERATING REVENUE	\$	\$	\$	\$
TOTAL OPERATING	0	0	0	0
<u>NON-OPERATING REVENUE:</u>				
TRANSFERS IN	453,497	453,497	470,658	454,252
RESERVES/SALES OF SURPLUS	0	0	0	0
TOTAL NON-OPERATING	453,497	453,497	470,658	454,252
<b>TOTAL REVENUE</b>	<b>\$ 453,497</b>	<b>\$ 453,497</b>	<b>\$ 470,658</b>	<b>\$ 454,252</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING EXPENDITURES:</u>				
PERSONAL SERVICES	\$ 333,779	\$ 361,002	\$ 363,337	\$ 389,231
OPERATING EXPENSES	54,761	54,370	67,321	65,021
TRANSFERS OUT	40,000	40,000	40,000	0
DEPRECIATION	9,631	5,549	0	0
CAPITAL OUTLAY	6,512	32,698	0	0
TOTAL OPERATING	444,683	493,619	470,658	454,252
<b>TOTAL EXPENDITURES</b>	<b>\$ 444,683</b>	<b>\$ 493,619</b>	<b>\$ 470,658</b>	<b>\$ 454,252</b>

## STORMWATER (406)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING REVENUE:</u>				
OPERATING REVENUE	\$ 155,672	\$ 158,421	\$ 574,150	\$ 686,150
TOTAL OPERATING	155,672	158,421	574,150	686,150
<u>NON-OPERATING REVENUE:</u>				
TRANSFERS IN	27,695	0	0	229,237
RESERVES/LOAN	0	0	400,000	380,000
GRANTS	0	0	0	333,431
TOTAL NON-OPERATING	27,695	0	400,000	942,668
<b>TOTAL REVENUE</b>	<b>\$ 183,367</b>	<b>\$ 158,421</b>	<b>\$ 974,150</b>	<b>\$ 1,628,818</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING EXPENDITURES:</u>				
PERSONAL SERVICES	\$ 93,740	\$ 67,739	\$ 85,700	\$ 98,888
OPERATING EXPENSES	77,681	51,525	88,450	81,499
CAPITAL OUTLAY	96,350	0	800,000	1,448,431
TOTAL OPERATING	267,771	119,264	974,150	1,628,818
<u>NON-OPERATING EXPENDITURES:</u>				
CONTRIBUTION TO DEPRECIATION RESERVE	80,553	88,996	0	0
TOTAL NON-OPERATING	80,553	88,996	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 348,324</b>	<b>\$ 208,260</b>	<b>\$ 974,150</b>	<b>\$ 1,628,818</b>

## RECLAIMED WATER (407)

REVENUE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING REVENUE:</u>				
OPERATING REVENUE	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL OPERATING	0	0	0	0
<u>NON-OPERATING REVENUE:</u>				
TRANSFERS IN	0	0	0	0
RESERVES	0	0	0	0
GRANTS	0	0	0	0
TOTAL NON-OPERATING	0	0	0	0
<b>TOTAL REVENUE</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

EXPENDITURE	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>OPERATING EXPENDITURES:</u>				
PERSONAL SERVICES	\$ 0	\$ 0	\$ 0	\$ 0
OPERATING EXPENSES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TOTAL OPERATING	0	0	0	0
<u>NON-OPERATING EXPENDITURES:</u>				
CONTRIBUTION TO DEPRECIATION RESERVE	60,610	60,610	0	0
TOTAL NON-OPERATING	60,610	60,610	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 60,610</b>	<b>\$ 60,610</b>	<b>\$ 0</b>	<b>\$ 0</b>



## **SECTION THREE**

### **DEPARTMENT SUMMARIES**

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## **DEPARTMENT SUMMARIES**

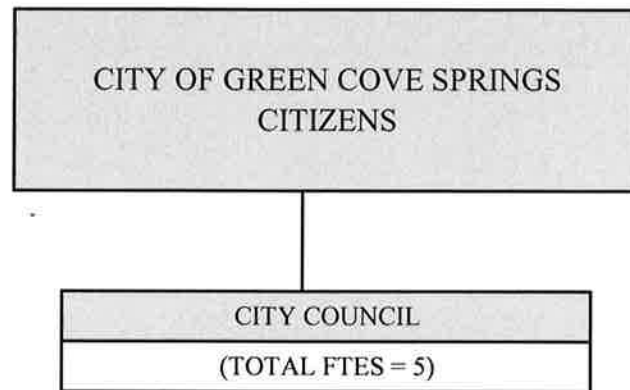
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The Department Summaries in this section include mission statements and summary budgets for each individual Department and various other organizations funded by the City of Green Cove Springs City Council.

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**CITY COUNCIL**  
**(001-1111)**

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**CITY COUNCIL**  
**(001-1111)**

**Mission of Department:**

All powers of the City shall be vested in the City Council except as otherwise provided by law or by the Charter. As the City's governing body, the City Council exercises legislative authority through the enactment of Ordinances and Resolutions. The City Council is responsible for the formulation of public policy, and sets guidelines for and adopts the annual operating and capital improvement budgets.

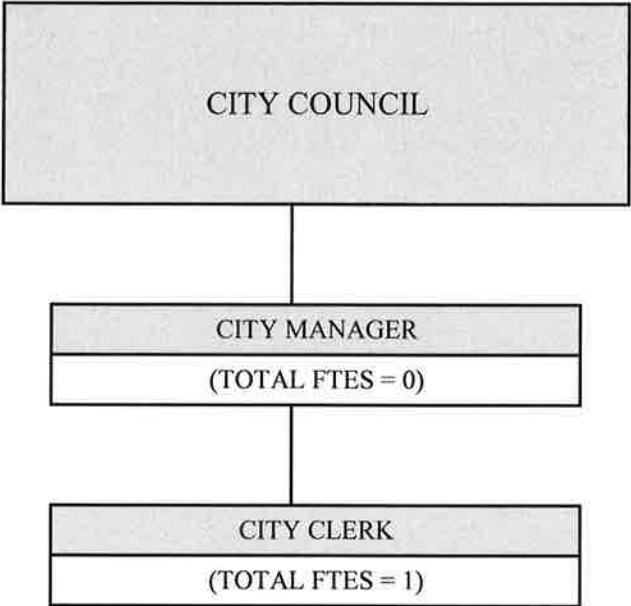
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>City Council</u>				
Personal Services	104,917	49,795	50,029	50,746
Operating Expenditures	27,803	5,270	26,460	32,770
Capital Outlay				
Totals	\$ 132,720	\$ 55,065	\$ 76,489	\$ 83,516
Grand Total	\$ 132,720	\$ 55,065	\$ 76,489	\$ 83,516

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
General Fund	132,720	55,065	76,489	83,516
Grand Total	\$ 132,720	\$ 55,065	\$ 76,489	\$ 83,516

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**CITY CLERK**  
**(001-1211)**

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**CITY CLERK**  
**(001-1211)**

**Mission of Department:**

The City Clerk collects, manages and disseminates information produced and used by the City; maintains and archives the official records of City business; prepares and manages the agenda and minutes for City Council meetings; and efficiently meets all statutory obligations with respect to public records retention and legislative actions of the City of Green Cove Springs.

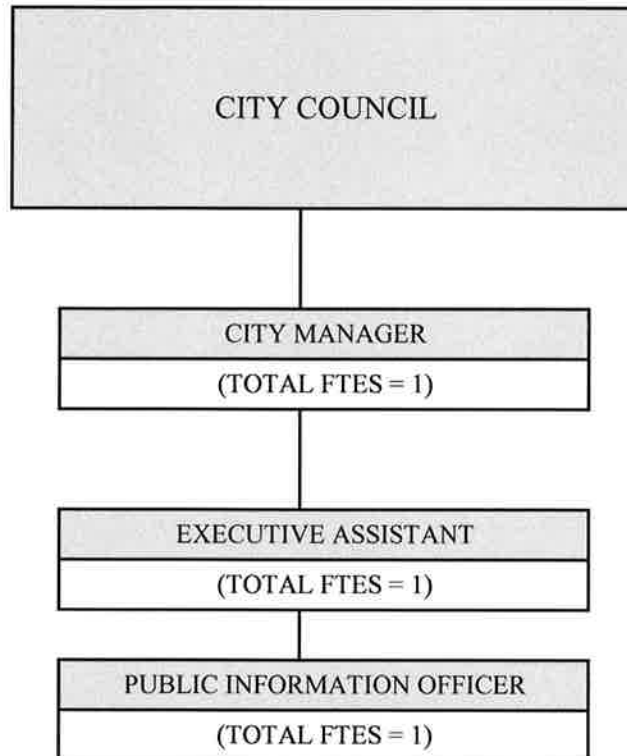
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u><b>City Clerk</b></u>				
Personal Services	65,165	102,581	103,870	108,329
Operating Expenditures	24,371	25,392	50,939	50,731
Capital Outlay				1,500
Totals	89,536	127,973	154,809	160,560
<b>Grand Total</b>	<b>\$ 89,536</b>	<b>\$ 127,973</b>	<b>\$ 154,809</b>	<b>\$ 160,560</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	89,536	127,973	154,809	160,560
<b>Grand Total</b>	<b>\$ 89,536</b>	<b>\$ 127,973</b>	<b>\$ 154,809</b>	<b>\$ 160,560</b>

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**CITY MANAGER**  
**(001-1212)**

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**CITY MANAGER**  
**(001-1212)**

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**Mission of Department:**

The City Manager is appointed by the City Council and serves at the pleasure of the Council. As the Chief Administrative Officer for the City of Green Cove Springs, the City Manager is responsible for the administration of all City affairs, personnel, and departments, as well as the execution of the City Council's 2025 Vision Plan and its Goals. The City Manager's Office oversees all general government programs and services, as well as enterprise operations for six municipal utilities (electric, water, sewer, reclaimed water, stormwater, and solid waste). The City Manager ensures that City laws, ordinances, resolutions, and policies are followed; attends all Council meetings; prepares the Annual City Budget and Capital Improvement Plan; and performs other duties as assigned by the City Council.

The future plan for Green Cove Springs is best conveyed by its Mission Statement which states simply that ***"Tomorrow's Vision" will create a plan that will define our unique identity, assure quality of life, and make Green Cove Springs a premier 21st century city that reflects our traditional values, natural features, and historic characteristics."***

The Mission of the City Manager's Office is to:

- Execute City Council policy to achieve goals and objectives.
- Serve the public in a professional and responsive manner with the highest standard of ethics and superior customer service.
- Represent the City in relations with the public, the media and other governmental entities.
- Demonstrate leadership to promote teamwork amongst all employees.
- Foster a positive business climate conducive to attracting and retaining development and redevelopment throughout the City including public/private partnerships to leverage resources.
- Present a balanced Annual Budget and Capital Improvement Plan (CIP) using realistic revenue and sustainable expense estimates to ensure fiscal stability.

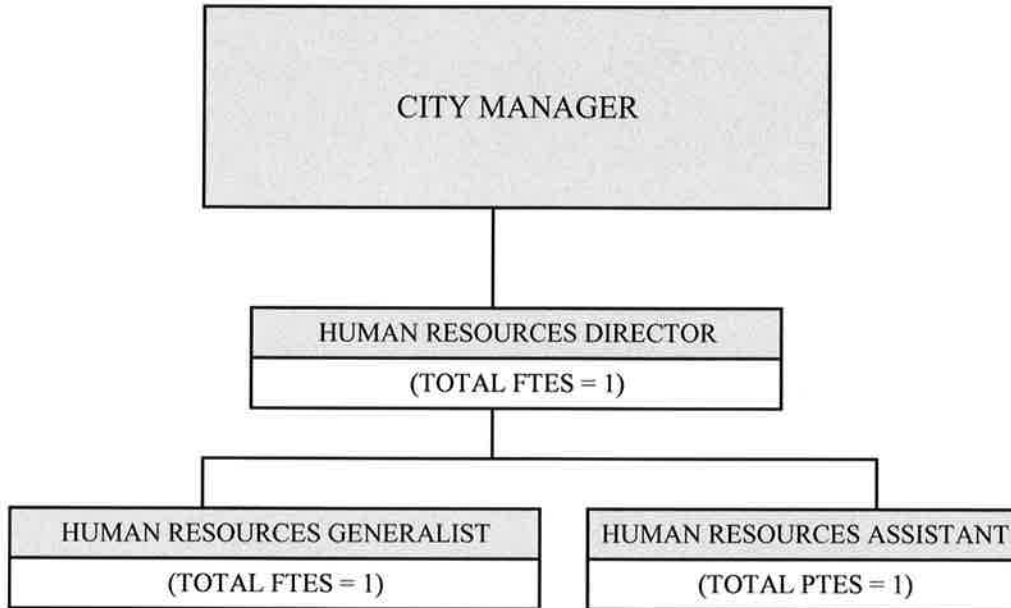
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u><b>City Manager</b></u>				
Personal Services	281,575	324,352	320,669	348,026
Operating Expenditures	21,311	14,722	24,143	23,807
Capital Outlay				
Totals	\$ 302,886	\$ 339,074	\$ 344,812	\$ 371,833
Grand Total	\$ 302,886	\$ 339,074	\$ 344,812	\$ 371,833

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
General Fund	302,886	339,074	344,812	371,833
Grand Total	\$ 302,886	\$ 339,074	\$ 344,812	\$ 371,833

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**HUMAN RESOURCES**  
**(001-1213)**

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**HUMAN RESOURCES**  
**(001-1213)**

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**Mission of Department:**

Responsible for the administration of the City's Personnel Policies and Procedures; advising management in all areas of human resources administration including employee health and morale. Serves as ADA Coordinator, Safety Coordinator and administers Drug-Free Workplace Program. Maintains City Human Resources Records and recruits highly qualified employees. Administers City's insurance programs and benefit plans.

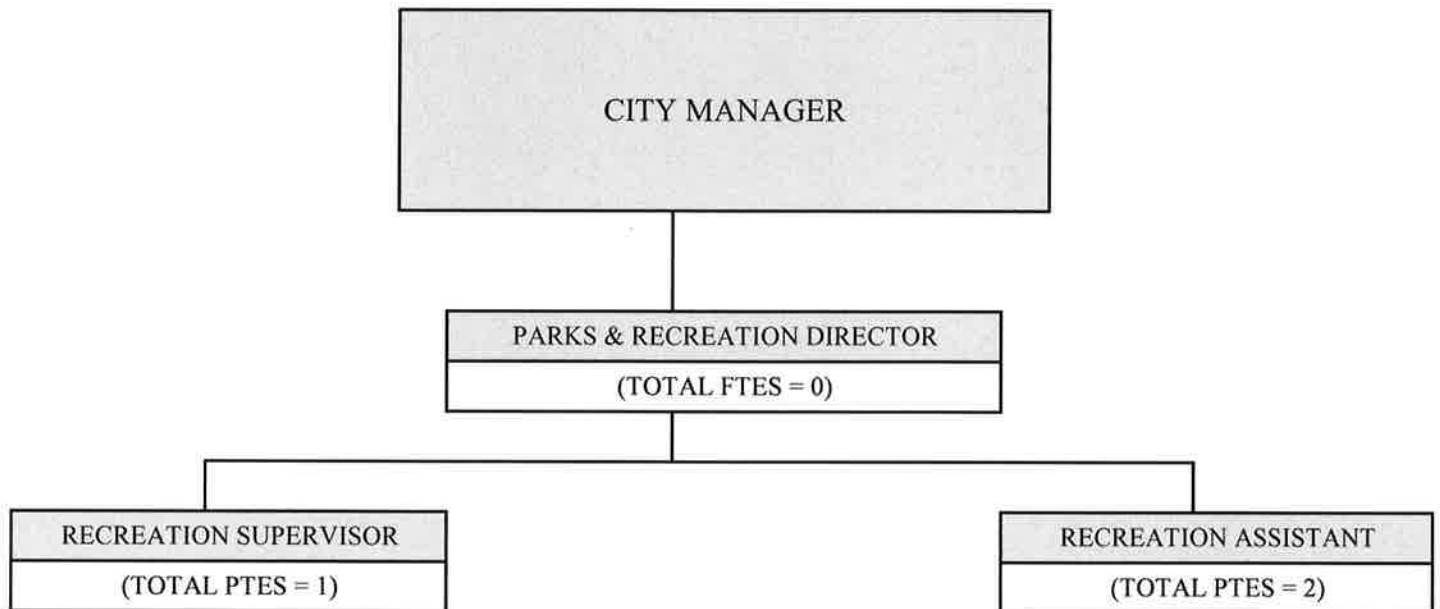
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u><b>Human Resources</b></u>				
Personal Services	180,478	189,596	199,911	237,533
Operating Expenditures	18,672	27,726	23,176	39,259
Capital Outlay				
Totals	\$ 199,150	\$ 217,322	\$ 223,087	\$ 276,792
<b>Grand Total</b>	<b>\$ 199,150</b>	<b>\$ 217,322</b>	<b>\$ 223,087</b>	<b>\$ 276,792</b>

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
General Fund	199,150	217,322	223,087	276,792
<b>Grand Total</b>	<b>\$ 199,150</b>	<b>\$ 217,322</b>	<b>\$ 223,087</b>	<b>\$ 276,792</b>

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**AUGUSTA SAVAGE ARTS & COMMUNITY CENTER**  
**(001-1214)**

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**AUGUSTA SAVAGE ARTS & COMMUNITY CENTER**  
**(001-1214)**

**Mission of Department:**

To enrich the quality of life for the community by providing activities and events that promote education, health, wellness, and the arts. To preserve local history through the Arts and Education. The Green Cove Springs Parks and Recreation Department oversees the following programs at the Thomas Hogans Memorial Gym:

- Nutrition and Wellness Programs
- Math, Science, and Reading Enrichment Summer Camp
- Community Youth Activities
- Adult Education Programs
- Mentoring Programs
- Collaboration with other Community Organizations

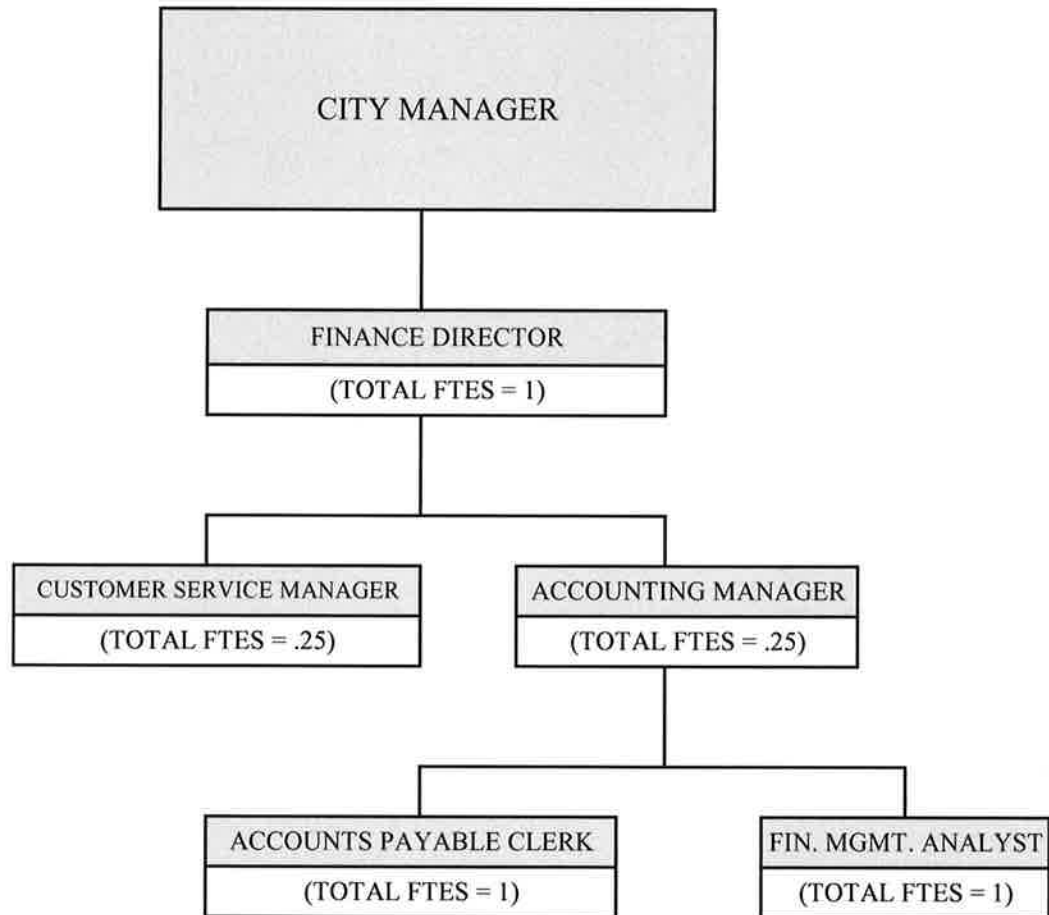
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u><b>Augusta Savage Arts &amp; Community Center</b></u>				
Personal Services	46,654	50,030	53,505	55,673
Operating Expenditures	48,883	24,464	53,899	63,216
Capital Outlay	5,791	319,105	420,000	1,541,000
Totals	\$ 101,328	\$ 393,599	\$ 527,404	\$ 1,659,889
<b>Grand Total</b>	<b>\$ 101,328</b>	<b>\$ 393,599</b>	<b>\$ 527,404</b>	<b>\$ 1,659,889</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	95,537	74,494	107,404	118,889
Surtax	5,791	319,105	100,000	225,000
Grant-FRDAP/BOCC-Interlocal			320,000	1,316,000
<b>Grand Total</b>	<b>\$ 101,328</b>	<b>\$ 393,599</b>	<b>\$ 527,404</b>	<b>\$ 1,659,889</b>

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**FINANCE**  
**(001-1313)**

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**FINANCE**  
**(001-1313)**

**Mission of Department:**

The Finance Department is responsible for management of the City's cash and investments; disbursement of city checks and administration of city debt (bonds), collection and recording of city receipts and banking relations. The Department is also responsible for preparation of financial reports and all related reports including the preparation of the annual report to the State Department of Banking and Finance and annual audit. The Department prepares all financial reports and tax returns and administers the Annual Operating Budget and Five Year Capital Improvement Plan.

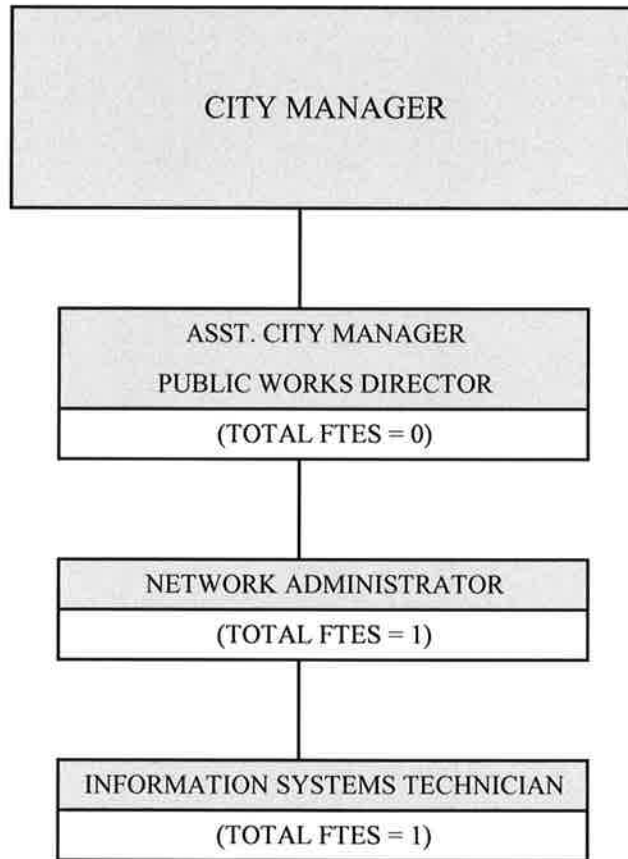
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Finance</u></b>				
Personal Services	258,421	285,793	289,513	310,062
Operating Expenditures	42,867	34,487	39,420	43,128
Capital Outlay				
Grants & Aids				
Totals	\$ 301,288	\$ 320,280	\$ 328,933	\$ 353,190
<b>Grand Total</b>	<b>\$ 301,288</b>	<b>\$ 320,280</b>	<b>\$ 328,933</b>	<b>\$ 353,190</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	301,288	320,280	328,933	353,190
Depreciation Reserve	0	0	0	0
<b>Grand Total</b>	<b>\$ 301,288</b>	<b>\$ 320,280</b>	<b>\$ 328,933</b>	<b>\$ 353,190</b>

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**INFORMATION TECHNOLOGY**  
**(001 - 1314)**

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**INFORMATION TECHNOLOGY**  
**(001-1314)**

**Mission of Department:**

To provide support services to City government for computer hardware, software, networks, and telecommunications using current technology.

<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u><b>Information Technology</b></u>				
Personal Services	95,064	113,170	118,538	153,950
Operating Expenditures	35,186	39,468	37,296	41,538
Capital Outlay	107,283	45,541	6,000	50,000
Totals	\$ 237,533	\$ 198,179	\$ 161,834	\$ 245,488
<b>Grand Total</b>	<b>\$ 237,533</b>	<b>\$ 198,179</b>	<b>\$ 161,834</b>	<b>\$ 245,488</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	130,250	152,638	161,834	245,488
Depreciation Reserve	107,283			
<b>Grand Total</b>	<b>\$ 237,533</b>	<b>\$ 198,179</b>	<b>\$ 161,834</b>	<b>\$ 245,488</b>

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**GENERAL SERVICES**  
**(001-1319)**

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CITY MANAGER
(TOTAL FTES = 0)

**GENERAL SERVICES**  
**(001-1319)**

**Mission of Department:**

The General Services Department consists of expenses that are not department specific and includes the expenses relative to operation, maintenance, and general office expenditures for City Hall. Most of the insurance, excluding Workers Compensation and Police Liability, is reflected in the General Services Department. It also includes non-operating accounts such as Contingency and Contribution to Fund Balance for the General Fund.

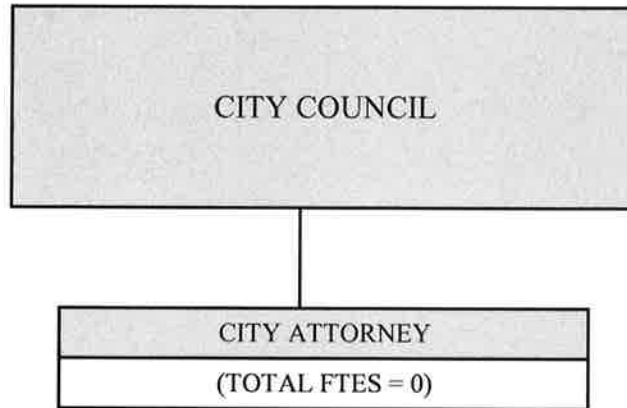
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>General Services</u></b>				
Workers Compensation	0	0	0	0
Pay for Performance	0	0	0	0
Operating Expenditures	202,995	250,728	274,613	351,400
Capital Outlay	137,375	390,376	66,000	15,000
Contingency	0	0	0	2,147,911
Contributions to Reserves	0	0	2,923	0
<b>Totals</b>	<b>\$ 340,370</b>	<b>\$ 641,104</b>	<b>\$ 343,536</b>	<b>\$ 2,514,311</b>
<b>Grand Total</b>	<b>\$ 340,370</b>	<b>\$ 641,104</b>	<b>\$ 343,536</b>	<b>\$ 2,514,311</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	202,995	641,104	292,536	2,499,311
Grants	0	0	0	0
Surtax / Depreciation Reserves	137,375	0	51,000	15,000
<b>Grand Total</b>	<b>\$ 340,370</b>	<b>\$ 641,104</b>	<b>\$ 343,536</b>	<b>\$ 2,514,311</b>

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**CITY ATTORNEY**  
**(001-1414)**

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**CITY ATTORNEY**  
**(001-1414)**

**Mission of Department:**

The City Attorney provides sound legal and related legal services to the City Council, City Manager and all other boards, commissions, departments and employees of the City; ensures that the City follows its Charter, the City Code, and Laws of the State of Florida. The office prosecutes and defends suits for and on behalf of the City and prepares or reviews all bonds, contracts and other legal instruments of concern to the City and assists in retaining outside legal assistance as needed. The City Attorney also routinely responds to citizen inquires and appears at many civil, charitable and governmental functions representing the City.

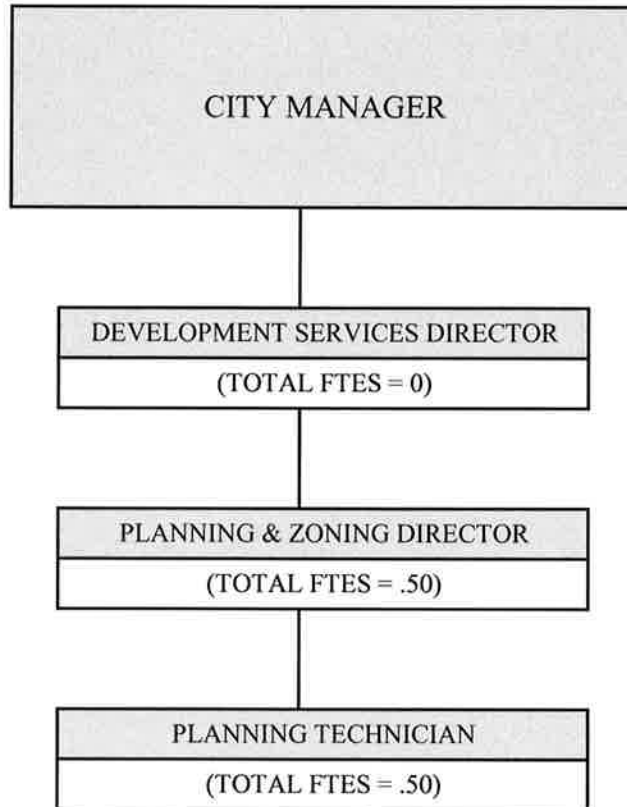
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>City Attorney</u>				
Personal Services	91,639	93,133	81,363	111,884
Operating Expenditures	24,893	16,032	29,639	31,059
Totals	\$ 116,532	\$ 109,165	\$ 111,002	\$ 142,943
Grand Total	\$ 116,532	\$ 109,165	\$ 111,002	\$ 142,943

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
General Fund	116,532	109,165	111,002	142,943
Grand Total	\$ 116,532	\$ 109,165	\$ 111,002	\$ 142,943

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**DEVELOPMENT SERVICES**  
**(001-1515)**

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**DEVELOPMENT SERVICES**  
**(001-1515)**

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**Mission of Department:**

The Development Services Department promotes the quality of life while protecting the health, safety, and welfare of City residents through comprehensive planning and development review programs. These include activities and functions such as site plan review and compliance with land development regulations, redevelopment initiatives, grant administration and visioning.

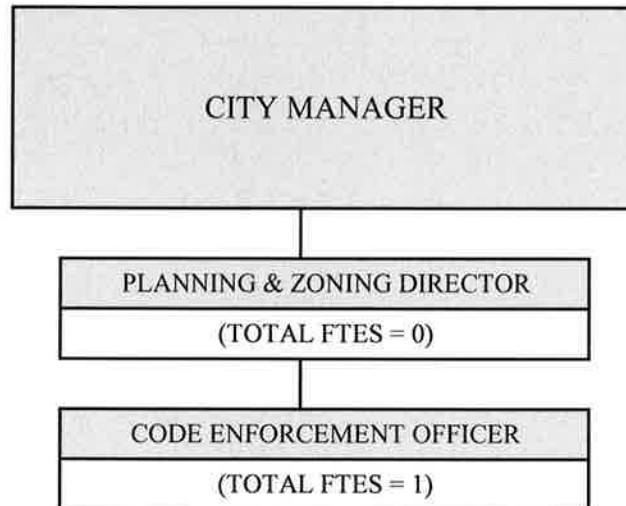
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u><b>Development Services</b></u>				
Personal Services	55,974	88,345	87,505	94,464
Operating Expenditures	67,427	30,623	102,722	150,589
Capital Outlay	0	0	0	0
Totals	\$ 123,401	\$ 118,968	\$ 190,227	\$ 245,053
<b>Grand Total</b>	<b>\$ 123,401</b>	<b>\$ 118,968</b>	<b>\$ 190,227</b>	<b>\$ 245,053</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	123,401	118,968	190,227	245,053
<b>Grand Total</b>	<b>\$ 123,401</b>	<b>\$ 118,968</b>	<b>\$ 190,227</b>	<b>\$ 245,053</b>

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**CODE ENFORCEMENT**  
**(001-1517)**

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**CODE ENFORCEMENT**  
**(001-1517)**

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**Mission of Department:**

To promote Community awareness of, and encourage voluntary compliance with Municipal Codes to protect the public health, safety and welfare of Green Cove Springs businesses and residents.

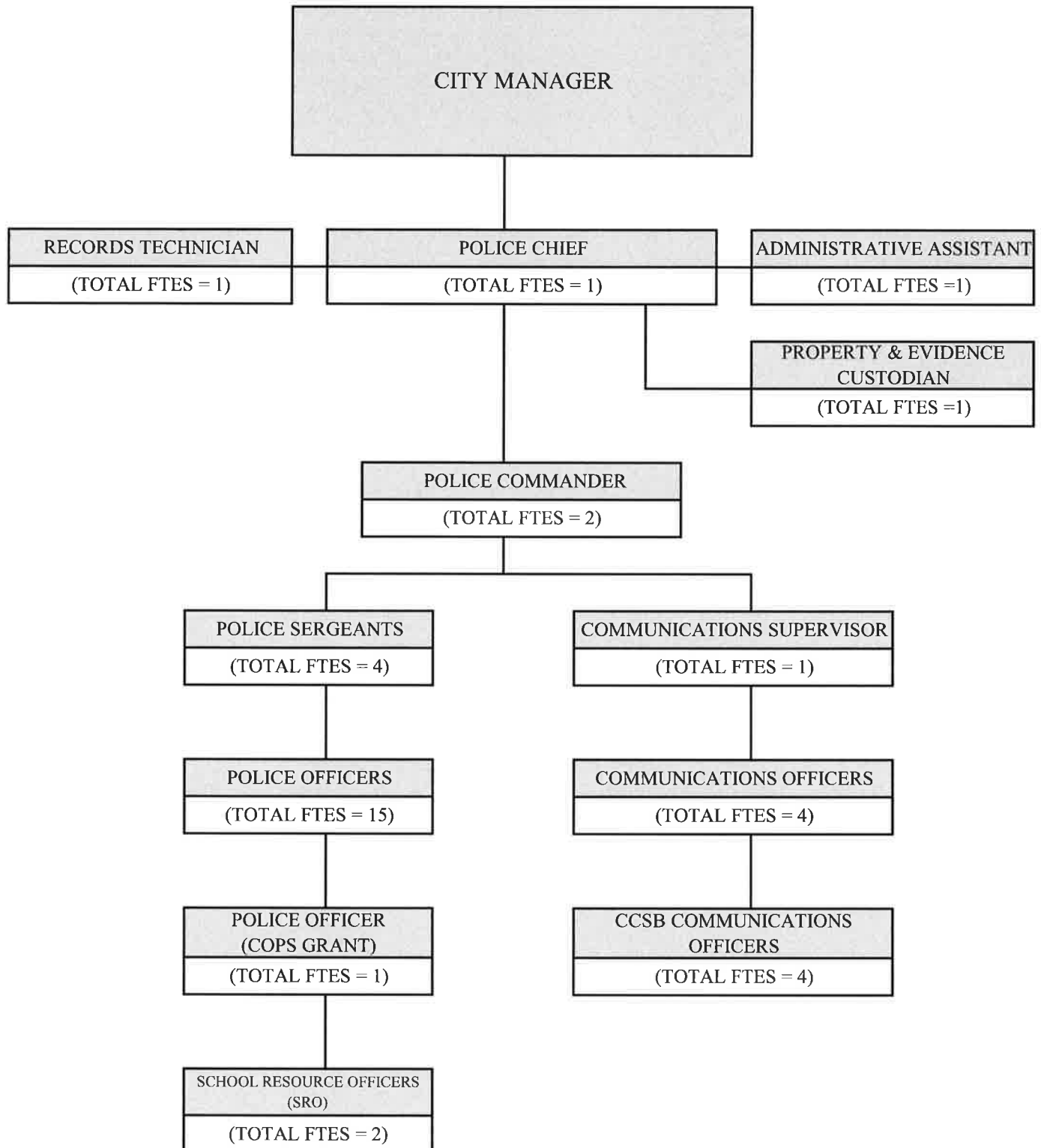
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Code Enforcement</u></b>				
Personal Services	45,664	60,584	61,302	62,306
Operating Expenditures	9,388	4,237	15,763	13,862
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>\$ 55,052</b>	<b>\$ 64,821</b>	<b>\$ 77,065</b>	<b>\$ 76,168</b>
<b>Grand Total</b>	<b>\$ 55,052</b>	<b>\$ 64,821</b>	<b>\$ 77,065</b>	<b>\$ 76,168</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	55,052	64,821	77,065	76,168
Red Light Camera	0	0	0	0
Depreciation Reserve	0	0	0	0
<b>Grand Total</b>	<b>\$ 55,052</b>	<b>\$ 64,821</b>	<b>\$ 77,065</b>	<b>\$ 76,168</b>

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**POLICE**  
**(001-2021)**

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**POLICE**  
**(001-2021)**

**Motto:** To protect with courage and serve with respect.

**Mission of Department:**

The Green Cove Springs Cove Springs Police Department is dedicated to partnering with our community in order to improve the quality of life of our citizens and visitors. We strive to continually enhance our community relations.

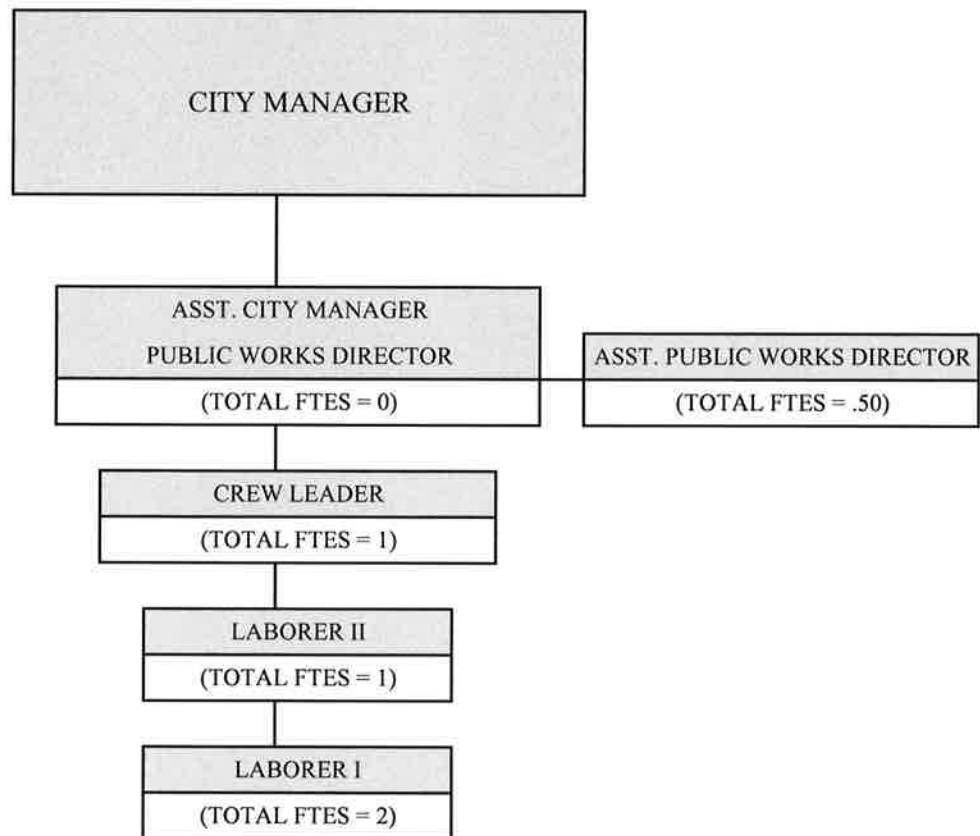
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b><u>Police</u></b>				
Personal Services	2,096,769	2,134,996	1,907,581	2,244,659
Dispatch Personal Services	300,392	301,808	488,362	374,603
Crossing Guards	9,570	7,397	12,623	12,005
Operating Expenditures	608,649	599,246	681,341	750,054
Capital Outlay	232,873	144,747	172,050	163,359
Grants & Aids				
Totals	\$ 3,248,253	\$ 3,188,194	\$ 3,261,957	\$ 3,544,680
<b><u>Transfers</u></b>				
Police Capital Debt Service Fund	159,908	159,602	160,254	159,867
Totals	\$ 159,908	\$ 159,602	\$ 160,254	\$ 159,867
<b>Grand Total</b>	<b>\$ 3,408,161</b>	<b>\$ 3,347,796</b>	<b>\$ 3,422,211</b>	<b>\$ 3,704,547</b>

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
General Fund	2,499,550	2,469,746	1,918,071	2,373,089
Red Light Camera	752,412	752,412	900,000	1,168,099
Grants / Loans / Intergovernmental	0	0	432,090	0
Depreciation Reserves / Reserves	156,199	0	0	0
Surtax	0	98,582	146,610	137,919
Forfeiture Funds	0	27,056	25,440	25,440
<b>Grand Total</b>	<b>\$ 3,408,161</b>	<b>\$ 3,347,796</b>	<b>\$ 3,422,211</b>	<b>\$ 3,704,547</b>

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**PUBLIC WORKS**  
**(001-3052)**

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**PUBLIC WORKS**  
**(001-3052)**

**Mission of Department:**

To provide quality, cost effective maintenance, repair, and expansion of the City's infrastructure for the public health, safety and welfare in the areas of Streets, Traffic Control Systems (including street signs), Facilities Maintenance, and Stormwater. To provide professional management of the Water, Wastewater, Solid Waste, Parks, Right-of-Way Maintenance, and Equipment Maintenance Departments which have their own budgets.

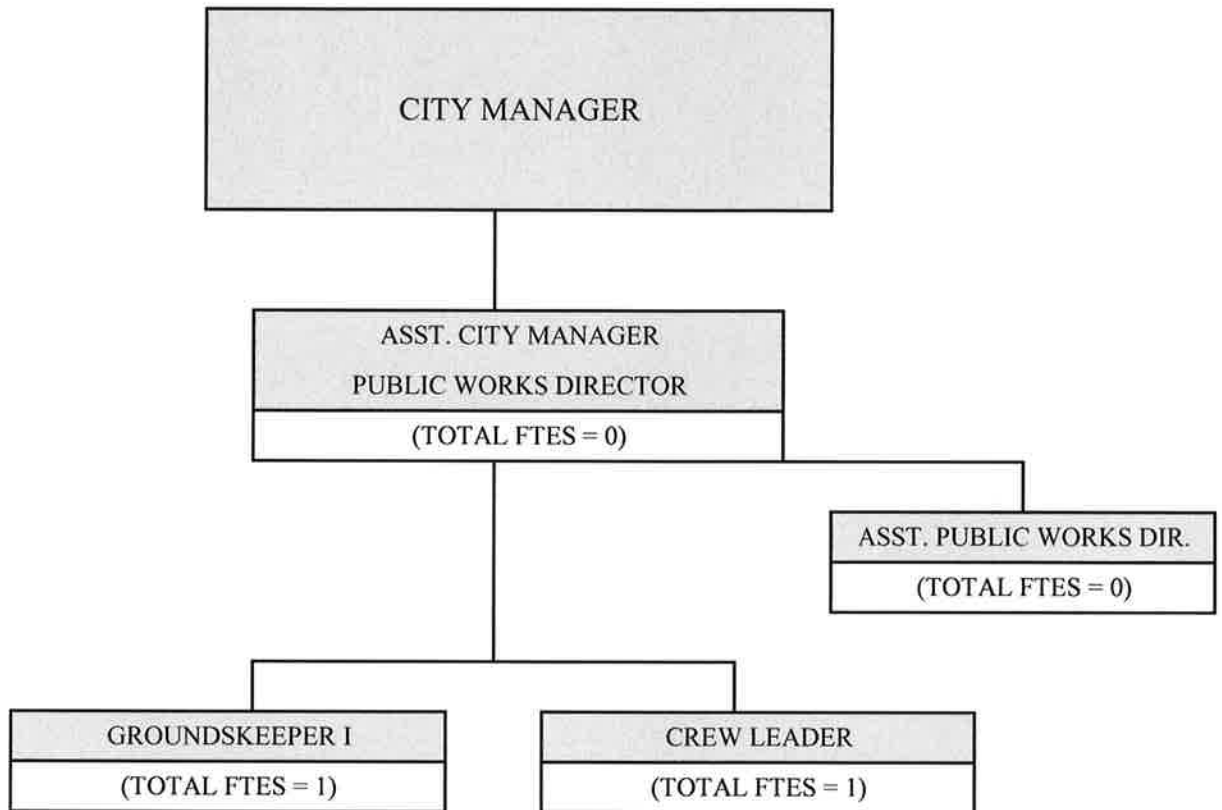
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Public Works</u></b>				
Personal Services	353,298	362,030	327,863	330,191
Operating Expenditures	253,306	269,601	292,760	293,809
Capital Outlay	737,899	1,065,312	465,000	1,956,000
Totals	\$ 1,344,503	\$ 1,696,943	\$ 1,085,623	\$ 2,580,000
<b><u>Transfers</u></b>				
Stormwater Fund	27,695	0	0	0
Totals	\$ 27,695	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 1,372,198</b>	<b>\$ 1,696,943</b>	<b>\$ 1,085,623</b>	<b>\$ 2,580,000</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	606,604	631,631	660,623	829,000
Surtax / Gas Tax / Dep. Reserves, Grants	765,594	1,065,312	425,000	1,751,000
Loan (To Be Secured)	0	0	0	0
<b>Grand Total</b>	<b>\$ 1,372,198</b>	<b>\$ 1,696,943</b>	<b>\$ 1,085,623</b>	<b>\$ 2,580,000</b>

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**RIGHT-OF-WAY MAINTENANCE**  
**(001-3053)**

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**RIGHT-OF-WAY MAINTENANCE**  
**(001-3053)**

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**Mission of Department:**

To maintain all right-of-ways within the City limits in a safe, quality, and cost effective manner that promotes pride in the community and contributes positively to the quality of life for all uses of our right-of-ways.

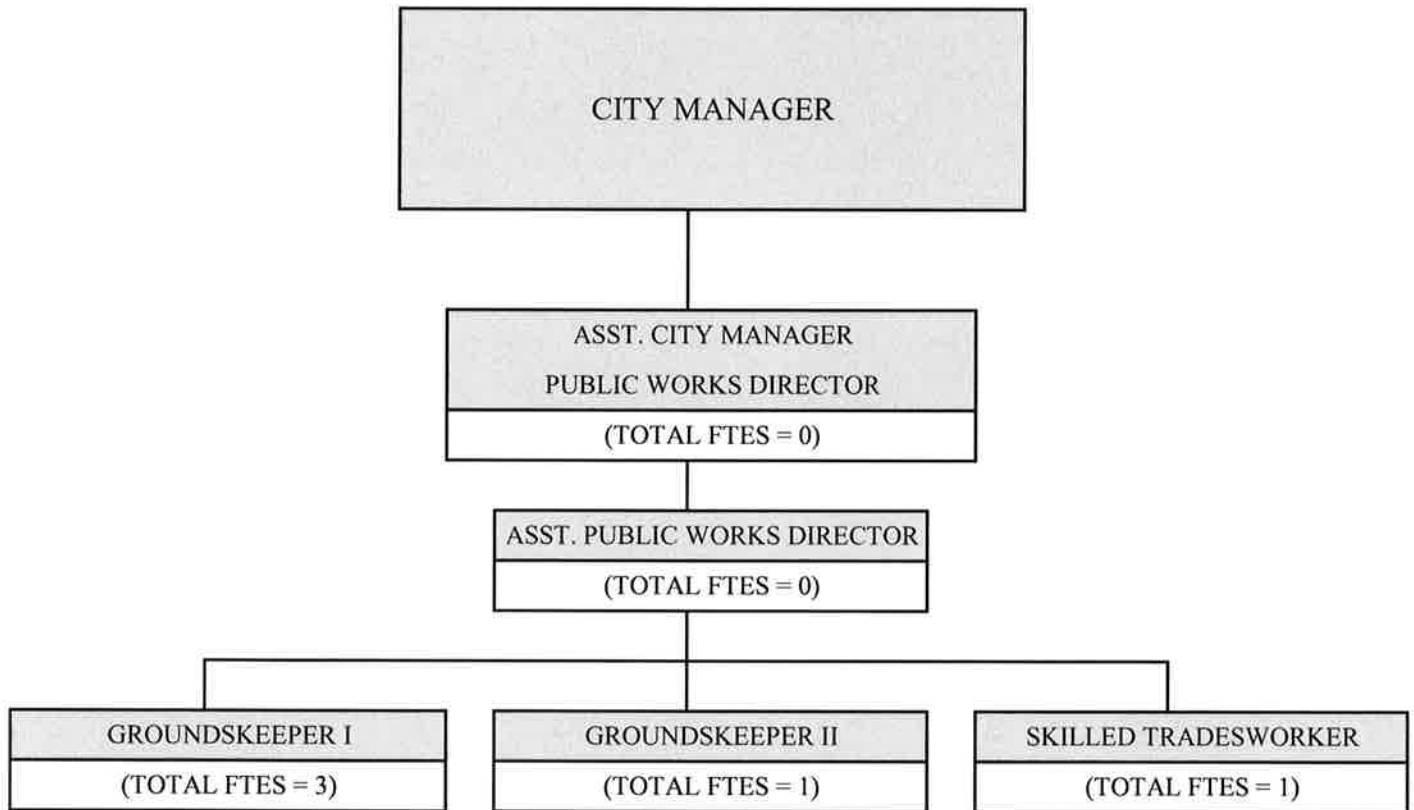
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u><b>Right-of-Way Maintenance</b></u>				
Personal Services	69,431	93,553	96,403	100,132
Operating Expenditures	167,401	134,388	173,160	169,360
Capital Outlay	9,958	0	53,500	
Totals	\$ 246,790	\$ 227,941	\$ 323,063	\$ 269,492
<b>Grand Total</b>	<b>\$ 246,790</b>	<b>\$ 227,941</b>	<b>\$ 323,063</b>	<b>\$ 269,492</b>

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
General Fund	236,357	227,941	323,063	269,492
Gas Tax	0	0	0	0
Depreciation Reserve	10,433	0	0	0
<b>Grand Total</b>	<b>\$ 246,790</b>	<b>\$ 227,941</b>	<b>\$ 323,063</b>	<b>\$ 269,492</b>

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**PARKS**  
**(001-3072)**

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**PARKS**  
**(001-3072)**

**Mission of Department:**

To maintain the City Parks, recreational facilities, and swimming pool in a manner that promotes citizen pride in the City and contributes positively to the quality of life for all users of these facilities.

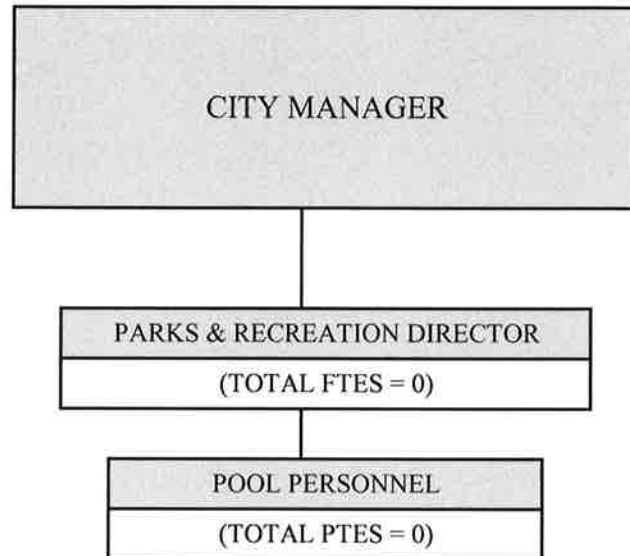
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Parks &amp; Recreation</u></b>				
Personal Services	173,922	206,162	207,478	256,908
Operating Expenditures	88,547	131,169	137,400	150,150
Capital Outlay	290,639	597,140	268,500	586,000
Transfers-Spring Park Debt Service Fund	113,116	81,788	81,381	80,930
Totals	\$ 666,224	\$ 1,016,259	\$ 694,759	\$ 1,073,988
<b>Grand Total</b>	<b>\$ 666,224</b>	<b>\$ 1,016,259</b>	<b>\$ 694,759</b>	<b>\$ 1,073,988</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	262,469	419,119	479,759	510,988
Surtax / Reserves / Grants	403,755	597,140	0	348,000
Private Developer			215,000	215,000
<b>Grand Total</b>	<b>\$ 666,224</b>	<b>\$ 1,016,259</b>	<b>\$ 694,759</b>	<b>\$ 1,073,988</b>

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**PARKS & RECREATION PROGRAMMING**  
**(001-3073)**

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**PARKS & RECREATION PROGRAMMING**  
**(001-3073)**

**Mission of Department:**

The Parks and Recreation Programming mission is to provide a variety of recreation, education and human health programs, that contribute to the well-being of the citizens of Green Cove Springs. Also, to provide safe and well maintained parks and offer affordable programs for the community.

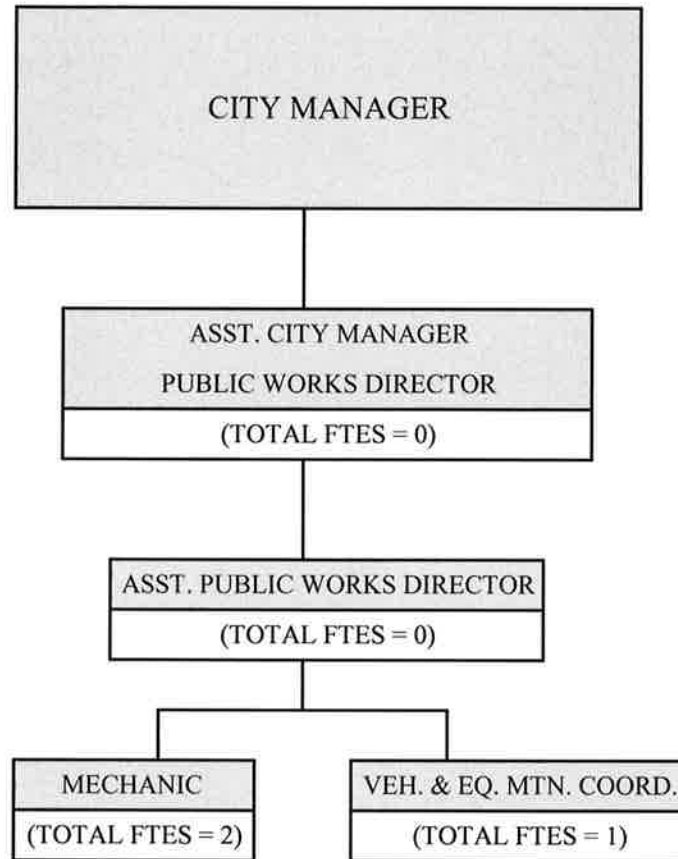
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Parks &amp; Recreation</u></b>				
Personal Services	117,537	27,171	0	0
Operating Expenditures	23,090	60,590	72,000	72,000
Capital Outlay			0	0
Transfers-Spring Park Capital Project Fund			0	0
Totals	\$ 140,627	\$ 87,761	\$ 72,000	\$ 72,000
<b>Grand Total</b>	<b>\$ 140,627</b>	<b>\$ 87,761</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	140,627	87,761	72,000	72,000
Surtax / Reserves / Grants		0	0	0
Private Developer				
<b>Grand Total</b>	<b>\$ 140,627</b>	<b>\$ 87,761</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>

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**EQUIPMENT MAINTENANCE**  
**(001-3090)**

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**EQUIPMENT MAINTENANCE**  
**(001-3090)**

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**Mission of Department:**

To provide comprehensive maintenance to all City vehicles, equipment and emergency stand-by power generators ensuring that they are readily available and safe for daily operations and emergency response.

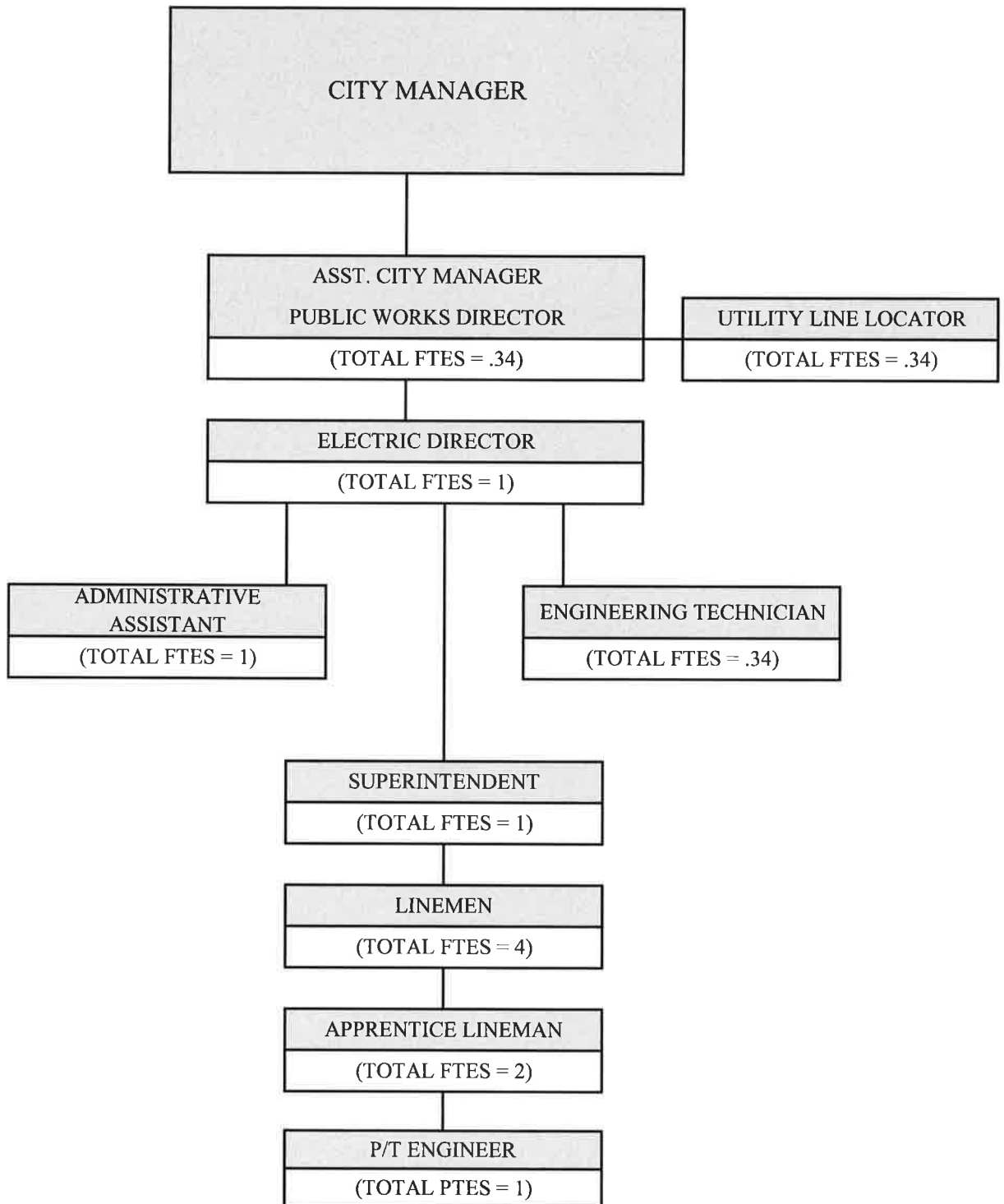
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u><b>Equipment Maintenance</b></u>				
Personal Services	140,394	146,824	159,956	167,459
Operating Expenditures	14,415	12,127	23,373	25,731
Capital Outlay	0	0	0	
Totals	\$ 154,809	\$ 158,951	\$ 183,329	\$ 193,190
Grand Total	\$ 154,809	\$ 158,951	\$ 183,329	\$ 193,190

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
General Fund	154,809	158,951	183,329	193,190
Reserves	0	0	0	0
Grand Total	\$ 154,809	\$ 158,951	\$ 183,329	\$ 193,190

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**ELECTRIC**  
**(401-3031)**

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**ELECTRIC**  
**(401-3031 & 3032)**

**Mission of Department:**

To provide safe and reliable electric service to the citizens and customers of Green Cove Springs at the lowest cost possible consistent with sound business practices.

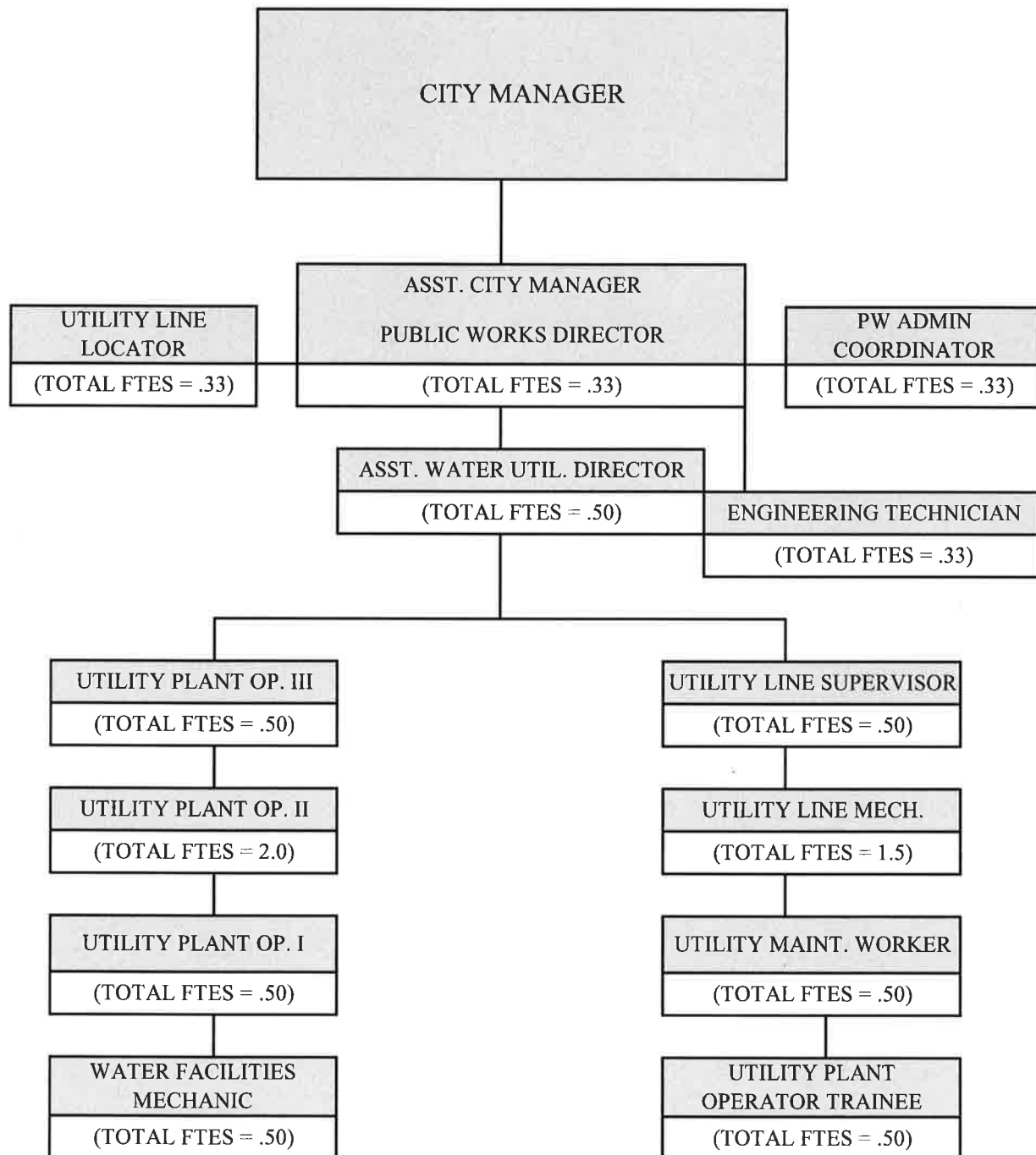
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Electric</u></b>				
Personal Services	168,718	892,469	1,070,637	1,201,967
Purchase of Energy (All Requirements & St. Lucie)	8,780,844	8,055,934	9,231,688	9,231,688
Operating Expenditures	1,639,356	1,019,706	735,591	1,037,011
Capital Outlay	2,118,402	2,048,578	8,185,000	3,688,869
Debt Service	684,381	847,522	988,251	881,041
Transfers	1,301,619	1,477,274	1,344,434	1,327,524
To Be Appropriated	0	0	0	0
Contribution to Depreciation Reserves	780,079	889,196	0	0
Contribution to Retained Earnings				
Totals	\$ 15,473,399	\$ 15,230,679	\$ 21,555,601	\$ 17,368,100
<b>Grand Total</b>	<b>\$ 15,473,399</b>	<b>\$ 15,230,679</b>	<b>\$ 21,555,601</b>	<b>\$ 17,368,100</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Operating Revenue	12,581,459	11,940,842	12,928,000	12,974,600
Reserves	0	0	1,232,601	2,169,263
Interest	83,008	40,865	55,000	6,500
Other	0	0	40,000	35,000
Loan Proceeds	1,648,345	959,925	7,300,000	1,382,737
Grant	0	0	0	800,000
<b>Grand Total</b>	<b>\$ 14,312,812</b>	<b>\$ 12,941,632</b>	<b>\$ 21,555,601</b>	<b>\$ 17,368,100</b>

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**WATER**  
**(402-3033)**

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**WATER**  
**(402-3033)**

**Mission of Department:**

To provide the citizens of Green Cove Springs with a safe and dependable supply of drinking water that meets or exceeds all regulatory requirements in a cost effective manner within the resources available.

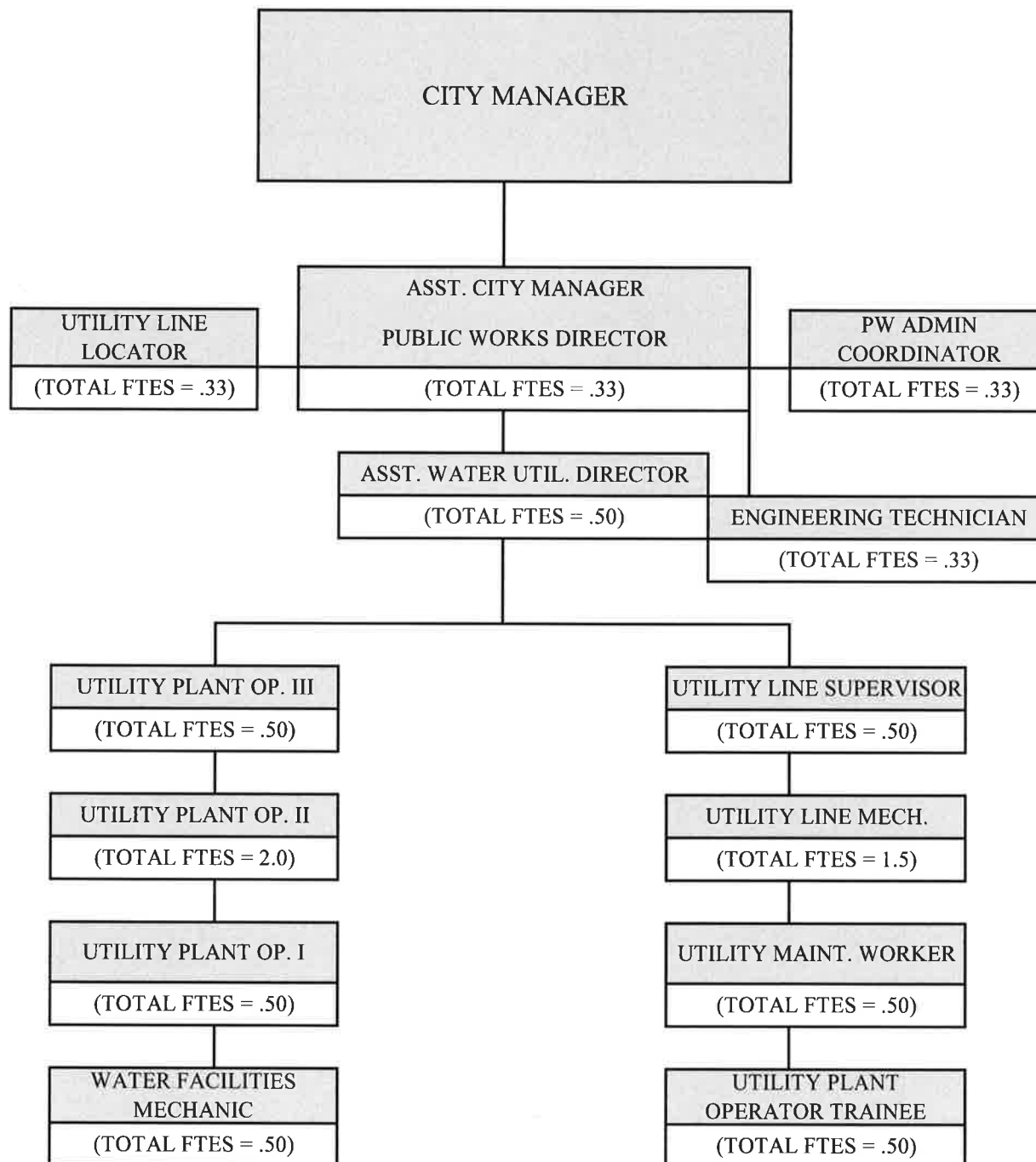
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Water</u></b>				
Personal Services	632,011	676,681	695,132	727,302
Operating Expenditures	401,830	521,785	496,613	503,025
Capital Outlay	105,711	807,605	1,010,000	1,895,000
Debt Service	395,765	155,950	184,377	201,125
Transfers	292,726	304,697	304,697	340,111
To Be Appropriated	0	0	0	0
Contribution to Depreciation Reserve	499,158	498,737	43,473	59,537
Totals	\$ 2,327,201	\$ 2,965,455	\$ 2,734,292	\$ 3,726,100
<b>Grand Total</b>	<b>\$ 2,327,201</b>	<b>\$ 2,965,455</b>	<b>\$ 2,734,292</b>	<b>\$ 3,726,100</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Operating Revenue	1,771,541	2,146,587	1,740,292	1,914,000
Reserves	43,705	60,150	165,000	55,000
Interest	16,799	8,145	12,000	1,300
Other	12,586	1,150	17,000	5,800
Loan (To Be Secured)	0	0	800,000	1,750,000
<b>Grand Total</b>	<b>\$ 1,844,631</b>	<b>\$ 2,216,032</b>	<b>\$ 2,734,292</b>	<b>\$ 3,726,100</b>

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**WASTEWATER**  
**(403-3035)**

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**WASTEWATER**  
**(403-3035)**

**Mission of Department:**

To provide the citizens of Green Cove Springs with a safe and reliable wastewater service that meets or exceeds all regulatory requirements in a cost effective manner within the resources available.

EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b><u>Wastewater</u></b>				
Personal Services	676,417	707,847	695,132	727,302
Operating Expenditures	636,812	599,509	645,207	635,051
Capital Outlay	1,609,117	5,345,171	6,869,025	14,455,000
Debt Service	43,036	56,232	142,454	142,453
Transfers	324,975	373,940	373,940	409,208
To Be Appropriated	0	0	100,000	302,647
Contribution to Depreciation Reserve	445,044	562,980	39,299	197,939
Contribution to Retained Earnings	0	0	237,873	300,000
Totals	\$ 3,735,401	\$ 7,645,679	\$ 9,102,930	\$ 17,169,600
Grand Total	\$ 3,735,401	\$ 7,645,679	\$ 9,102,930	\$ 17,169,600

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
Operating Revenue	2,438,754	2,869,310	2,916,903	3,238,600
Reserves	48,939	70,000	60,000	173,864
Interest	11,068	5,449	7,700	1,000
Grant - SJRWMD	0	0	763,327	256,136
Loan (AWWTP)	1,141,787	3,918,411	5,355,000	13,500,000
CIT	0	0	0	0
Grand Total	\$ 3,640,548	\$ 6,863,170	\$ 9,102,930	\$ 17,169,600

**RECLAIMED WATER**  
**(407-3039)**

**Mission of Department:**

The Mission of the Reclaimed Water Division of the City of Green Cove Springs Water Department is to encourage and expand the use of reclaimed water to reduce withdrawals from the Florida Aquifer and reduce nutrient discharges to the St. Johns River and its tributaries.

EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b><u>Reclaimed Water</u></b>				
Personal Services	0	0	0	0
Operating Expenditures	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	0
To Be Appropriated	0	0	0	0
Contribution to Depreciation Reserve	60,610	60,610	0	0
Contribution to Retained Earnings	0	0	0	0
Totals	\$ 60,610	\$ 60,610	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 60,610</b>	<b>\$ 60,610</b>	<b>\$ -</b>	<b>\$ -</b>

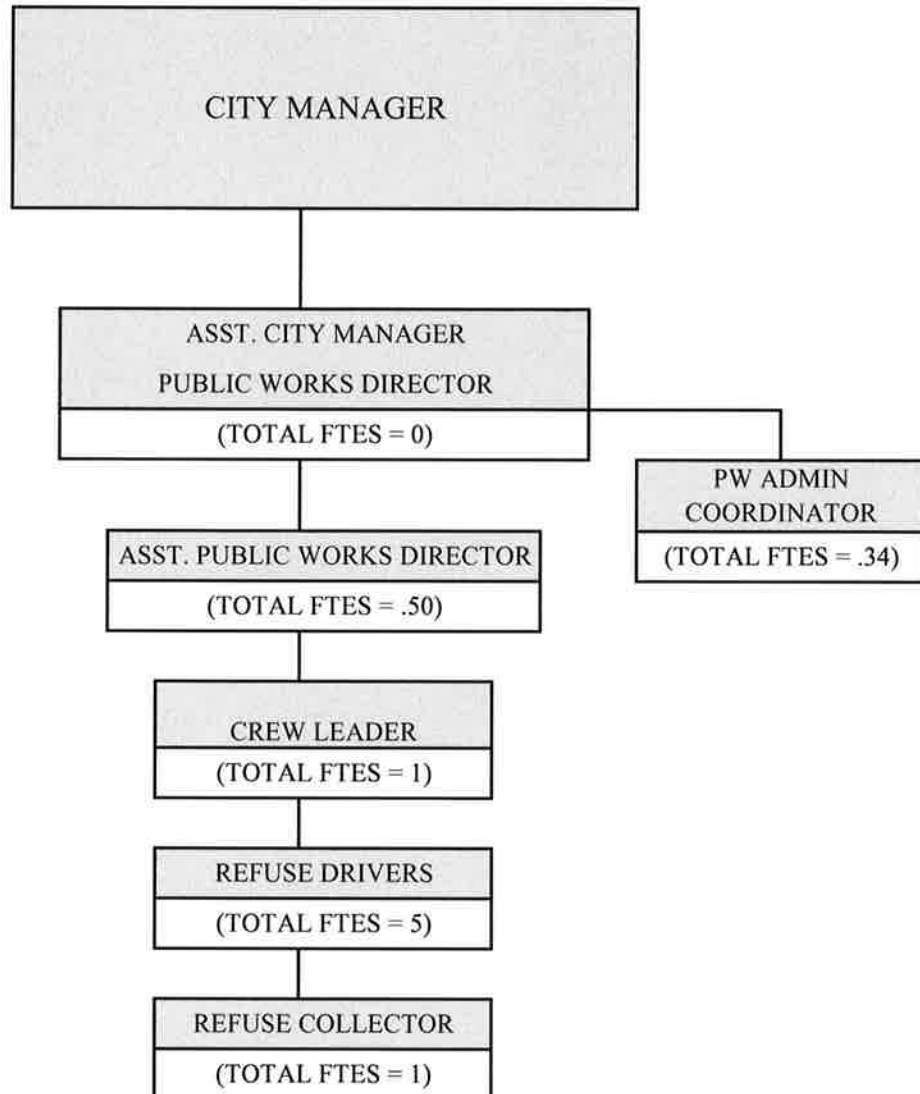
FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
Operating Revenue	0	0	0	0
Reserves	0	0	0	0
Interest	0	0	0	0
Other	0	0	0	0
Loan	0	0	0	0
Transfers	0	0	0	0
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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**SOLID WASTE**  
**(404-3034)**

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**SOLID WASTE**  
**(404-3034)**

**Mission of Department:**

To provide the citizens of Green Cove Springs with superior, friendly, personalized solid waste collection services including recycling, yard trash, garbage, tires, white goods, and miscellaneous household items utilizing a combination of contract services and City crews.

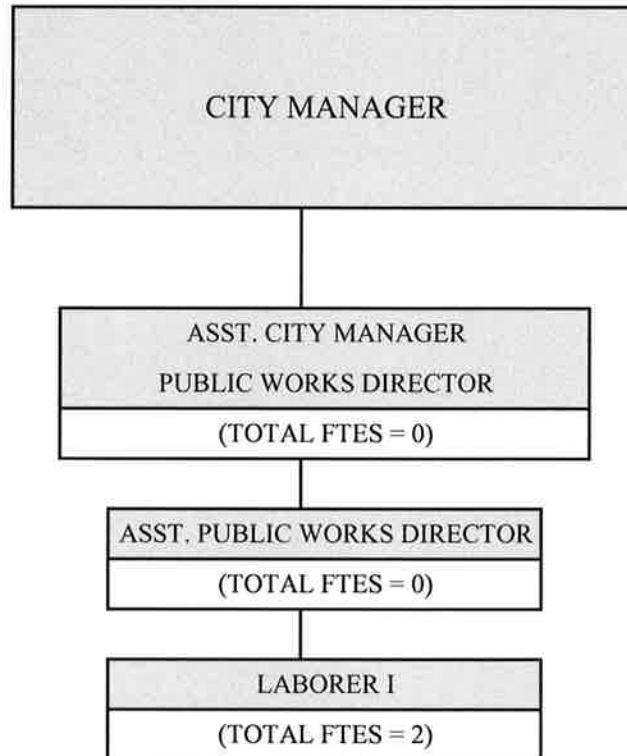
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b><u>Solid Waste</u></b>				
Personal Services	382,578	294,002	407,554	438,447
Operating Expenditures	120,152	114,442	111,740	126,620
Capital Outlay	0	22,874	340,000	0
Debt Service	79,932	79,695	37,423	75,888
Transfers	123,695	133,918	133,918	133,874
Non-Operating Expenses	1,187	1,006	3,000	1,100
Contingency	0	0	0	0
Contribution to Depreciation Reserve	120,860	121,241	156,485	56,491
Totals	\$ 828,404	\$ 767,178	\$ 1,190,120	\$ 832,420
<b>Grand Total</b>	<b>\$ 828,404</b>	<b>\$ 767,178</b>	<b>\$ 1,190,120</b>	<b>\$ 832,420</b>

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
Operating Revenue	805,573	809,565	844,620	829,620
Transfers from Revenues for Capital	0	0	0	0
Loans	0	0	340,000	0
Sale of Surplus	0	0	0	0
Reserves	0	0	0	0
Other	7,747	3,814	5,500	2,800
<b>Grand Total</b>	<b>\$ 813,320</b>	<b>\$ 813,379</b>	<b>\$ 1,190,120</b>	<b>\$ 832,420</b>

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**STORMWATER**  
**(406-3036)**

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**STORMWATER**  
**(406-3036)**

**Mission of Department:**

To provide quality, cost effective maintenance, repair and expansion of the City's stormwater infrastructure to protect the public health, safety, welfare and property of the citizens of Green Cove Springs. To improve flood protection, water quality, and groundwater recharge through education, coordination and management of stormwater systems.

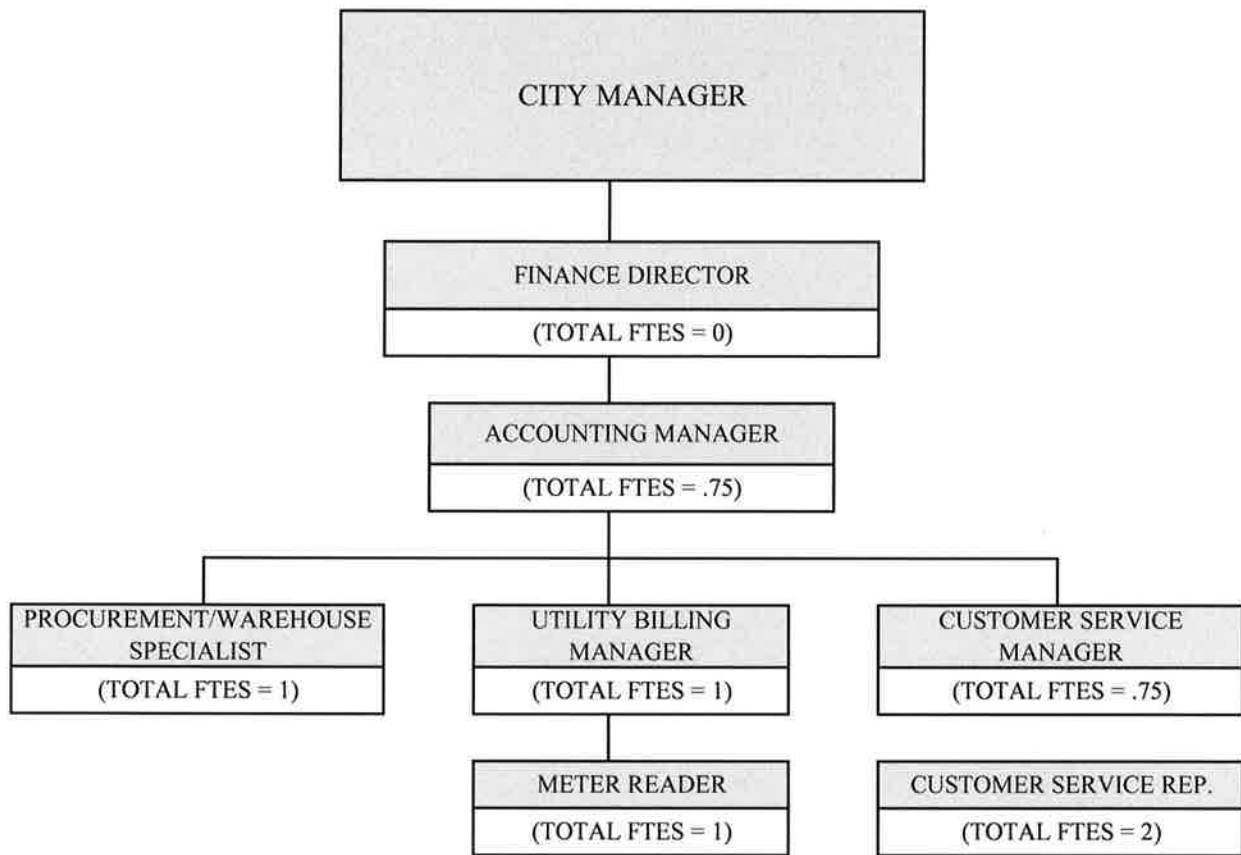
EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<b><u>Stormwater</u></b>				
Personal Services	93,740	67,739	85,700	98,888
Operating Expenditures	77,681	51,525	88,450	81,499
Capital Outlay	96,350	0	800,000	1,448,431
Contribution to Depreciation Reserves	80,553	88,996	0	0
Totals	\$ 348,324	\$ 208,260	\$ 974,150	\$ 1,628,818
Grand Total	\$ 348,324	\$ 208,260	\$ 974,150	\$ 1,628,818

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
Operating Revenue	155,672	158,421	574,150	686,150
Grants	0	0	0	333,431
Transfers In	27,695	0	0	229,237
Loan			400,000	380,000
Grand Total	\$ 183,367	\$ 158,421	\$ 974,150	\$ 1,628,818

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**CUSTOMER SERVICE**  
**(405-3038)**

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**CUSTOMER SERVICE**  
**(405-3038)**

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**Mission of Department:**

The Customer Service Department is responsible for the reading of electric and water meters and the billing of electric, water, wastewater, stormwater, and solid waste services. Meters are read and billed in three (3) cycles with the bill printing performed by an outside vendor. The Warehouse is also a part of Customer Service maintaining materials and supplies in the warehouse to a level that meets the needs of the City. Warehouse Staff also purchases fuel, maintains fuel levels, and performs routine maintenance of fuel pumps and tanks.

EXPENDITURES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
<u>Customer Service</u>				
Personal Services	333,779	361,002	363,337	389,231
Operating Expenditures	54,761	54,370	67,321	65,021
Capital Outlay	6,512	32,698	0	0
Depreciation	9,631	5,549	0	0
Transfers	40,000	40,000	40,000	0
Totals	\$ 444,683	\$ 493,619	\$ 470,658	\$ 454,252
Grand Total	\$ 444,683	\$ 493,619	\$ 470,658	\$ 454,252

FUNDING SOURCES	Actual FY 18/19	Actual FY 19/20	Approved FY 20/21	Approved FY 21/22
Transfers In	453,497	453,497	470,658	454,252
Reserves/Depreciation	0	0	0	0
Grand Total	\$ 453,497	\$ 453,497	\$ 470,658	\$ 454,252

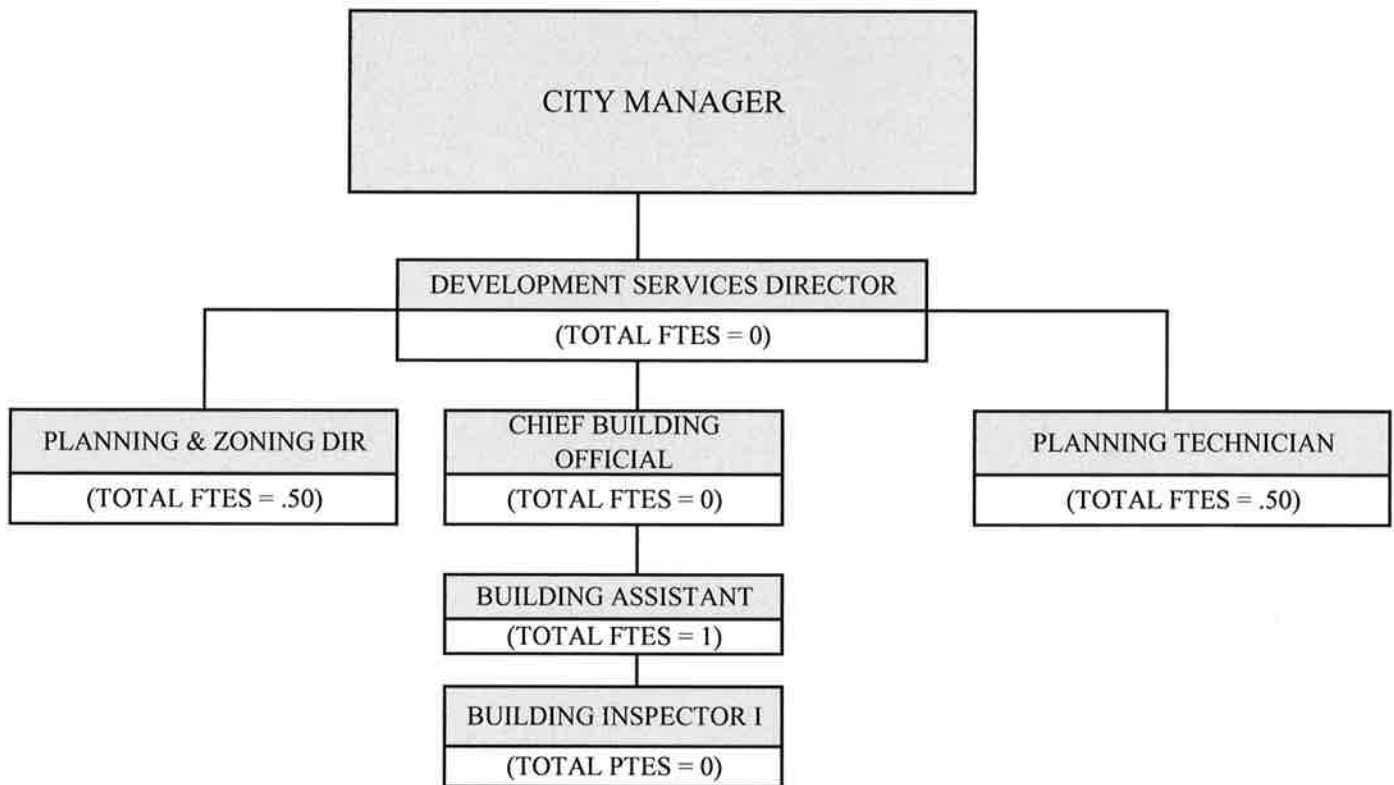


# **SPECIAL REVENUE FUNDS**

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**BUILDING FUND**  
**(102)**

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**BUILDING FUND**  
**(102)**

**Mission of Department:**

To ensure development proposals comply with building codes and ordinances, regulations and standards set forth by the Florida Building Code by reviewing building plans, issuing permits, and performing inspections at the various stages of construction.

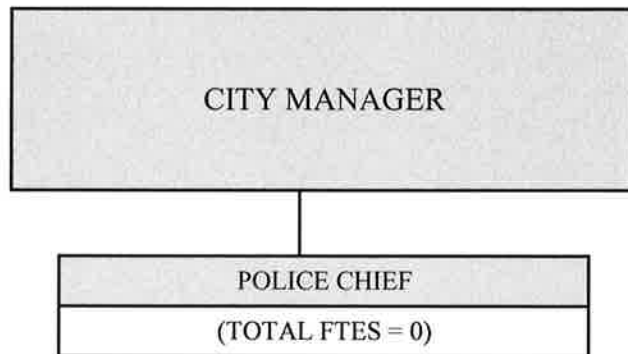
<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<b><u>Building Fund</u></b>				
Personal Services	102,402	133,238	133,144	140,019
Operating Expenditures	181,614	192,951	197,604	224,619
Contingency	0	0	0	0
Capital Outlay	0	12,700	0	0
Depreciation	0	0	0	0
To Be Appropriated	0	0	0	0
Totals	\$ 284,016	\$ 338,889	\$ 330,748	\$ 364,638
<b>Grand Total</b>	<b>\$ 284,016</b>	<b>\$ 338,889</b>	<b>\$ 330,748</b>	<b>\$ 364,638</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
General Fund	0	0	0	0
Building Permits / Inspections	356,331	376,337	224,500	189,500
Plan Reviews	14,600	12,250	9,000	10,000
School Impact Fees / Surcharges / License Fees	25,725	16,513	8,500	40,000
Transfers In	0	0	88,748	125,138
<b>Grand Total</b>	<b>\$ 396,656</b>	<b>\$ 405,100</b>	<b>\$ 330,748</b>	<b>\$ 364,638</b>

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**SPECIAL LAW ENFORCEMENT TRUST**  
**(104)**

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**SPECIAL LAW ENFORCEMENT TRUST**  
**(104)**

<b>EXPENDITURES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u><b>Special Law Enforcement Trust</b></u>				
Operating Expenditures	5,479	16,501	20,000	20,000
Capital Outlay	0	0	0	0
Transfers				
Totals	\$ 5,479	\$ 16,501	\$ 20,000	\$ 20,000
<b>Grand Total</b>	<b>\$ 5,479</b>	<b>\$ 16,501</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Fines & Forfeitures	-	0	0	0
From Fund Balance	5,479	16,501	20,000	20,000
Miscellaneous	0	0	0	0
<b>Grand Total</b>	<b>\$ 5,479</b>	<b>\$ 16,501</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>

**DEBT SERVICE FUND - POLICE EMERGENCY OPERATIONS CENTER**  
**(300)**

<b>EXPENDITURE</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u><b>Expenditure</b></u>				
Capital Outlay	0	0	0	0
Debt Service	159,908	159,602	160,254	159,867
Totals	\$ 159,908	\$ 159,602	\$ 160,254	\$ 159,867
<b>Grand Total</b>	<b>\$ 159,908</b>	<b>\$ 159,602</b>	<b>\$ 160,254</b>	<b>\$ 159,867</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Transfers In - Other	159,908	159,602	160,254	159,867
Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Loan Proceeds	0	0	0	0
Transfers In - Surtax	0	0	0	0
<b>Grand Total</b>	<b>\$ 159,908</b>	<b>\$ 159,602</b>	<b>\$ 160,254</b>	<b>\$ 159,867</b>

**DEBT SERVICE FUND - SPRING PARK**  
**(310)**

<b>EXPENDITURE</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
<u><b>Expenditure</b></u>				
Capital Outlay	18,400	0	0	0
Debt Service	81,183	81,788	81,381	80,930
Operating Expenditures	13,533	0	0	0
Totals	\$ 113,116	\$ 81,788	\$ 81,381	\$ 80,930
<b>Grand Total</b>	<b>\$ 113,116</b>	<b>\$ 81,788</b>	<b>\$ 81,381</b>	<b>\$ 80,930</b>

<b>FUNDING SOURCES</b>	<b>Actual FY 18/19</b>	<b>Actual FY 19/20</b>	<b>Approved FY 20/21</b>	<b>Approved FY 21/22</b>
Transfers In - Surtax Reserves/Loan/Other	113,116	81,788	81,381	80,930
BOCC Interlocal Agreement	0	0	0	0
Grants/Legislative Delegation	0	0	0	0
<b>Grand Total</b>	<b>\$ 113,116</b>	<b>\$ 81,788</b>	<b>\$ 81,381</b>	<b>\$ 80,930</b>



# SECTION FOUR CAPITAL IMPROVEMENT PROGRAM (CIP)

SECTION 4 - CIP INFORMATION IS  
PROVIDED IN A SEPARATE NOTEBOOK



## **SECTION FIVE**

## **DEBT SERVICE**

## DEBT SERVICE OVERVIEW

Municipalities in Florida are authorized by State Statutes (Sec. 166.111, F.S.) to borrow money, contract loans, and issue bonds (the term “bonds” is defined to include bonds, indentures, notes, certificates of indebtedness, mortgage certificates, or other obligations or evidences of indebtedness of any type or character) from time to time to finance the undertaking of any capital or other project for the purposes permitted by the State Constitution and may pledge the funds, credit, property, and taxing power of the municipality for the payment of such bonds.

The City of Green Cove Springs has always been conservative toward debt. At the end of Fiscal Year 2021, the City had a total outstanding long-term debt (excluding St. Lucie and All Requirements debt to FMPA) of \$14,934,857.

Listed below is a summary of the City’s Long-Term Debt at September 30, 2021.

Description	Interest Rate	Principal Balance	Final Maturity Date
<b>Electric:</b>			
Capital Projects	1.712%	\$ 9,190,000	07/01/33
St. Lucie Project (Note 1)		\$ 2,058,062	
All Requirements (Note 2)		\$ 7,231,414	
(2) Electric Trucks	3.45%	\$ 26,471	02/01/22
<b>Water:</b>			
Capital Projects	2.63%	\$ 1,244,000	04/01/29
Capital Projects-Design	1.71%	\$ 241,790	08/15/32
<b>Wastewater:</b>			
Capital Projects-Pre-Const.	2.29%	\$ 36,066	09/15/36
Capital Projects-Design	.66%	\$ 675,581	11/15/38
Capital Projects-Construction	.59%	\$ 1,770,783	06/15/40
Capital Projects-Construction	0.00%	\$	08/15/43
<b>Solid Waste:</b>			
Recycling Truck – 1	4.504%	\$ 18,300	01/24/22
Garbage Trucks – 2	3.25%	\$ 242,866	10/22/25
<b>Construction Fund:</b>			
Police Facility / EOC	1.63%	\$ 765,000	07/01/26
Spring Park	2.25%	\$ 724,000	07/01/31

Note 1: The annual debt service is paid out of the total cost each month. These costs include purchased power as well as debt service. The annual payment for 2022 is estimated at \$981,688.

Note 2: The annual debt service on the All Requirements is made through the formula for computing purchase power annually and not budgeted as a separate line item. The principal balance is estimated as of this date.



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## CURRENT DEBT OBLIGATIONS

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### **Construction Fund:**

Police Facility / EOC  
Spring Park

### **Electric Capital Projects:**

One (1) 2016 International 4300 Altec Digger Derrick Truck  
One (1) 2016 International 4300 Altec Bucket Truck  
Magnolia Point 3<sup>rd</sup> Feed  
Roberts Avenue Rebuild  
Pole Inspection/Replacement Program  
Fuse Coordination  
Chapman Substation Maintenance  
Magnolia Point UG Cable Sectionalizing/Testing and Replacement  
Ground Resistance Measuring  
Ground Resistance Remediation  
Oak Street CSX Railroad Crossing  
Conductor Replacement – Various  
LED Program  
North Substation Equipment Replacement and Upgrade  
South Substation Equipment Replacement and Upgrade  
Harbor Road Substation Equipment Replacement and Upgrade  
Core City 23kV Conversion

### **Water Capital Projects:**

Reynolds Park Water Distribution System Improvements  
FDEP SRF Design of Capital Improvements to the City's Water System

### **Wastewater Capital Projects:**

FDEP SRF Pre-Construction Phase Wastewater System Improvements  
FDEP SRF Design Phase Wastewater System Improvements  
FDEP SRF Wastewater Treatment Facility Construction  
FDEP SRF Wastewater Treatment Facility Construction Phase II

### **Solid Waste Capital Projects:**

One (1) 2018 Freightliner Truck  
Two (2) 2021 Freightliner Garbage Trucks



## **SECTION SIX**

### **GLOSSARY OF KEY TERMS**

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## GLOSSARY OF KEY TERMS

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**AD VALOREM TAX** is a tax levied in proportion (usually expressed in mills) to the assessed value of the property on which it is levied. This tax is also called **PROPERTY TAX**.

**ADOPTED BUDGET** is the financial plan for the fiscal year beginning October 1. Florida Statutes require the City Council to approve this budget at the second of two (2) public hearings.

**AMENDED OR REVISED BUDGET** is the current year adopted budget adjusted to reflect all budget amendments approved by the City Council through the date indicated.

**APPROPRIATION** is the legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**ASSESSED VALUE** is a value set upon real estate or other personal property by a government as a basis for levying taxes. The assessed value in the City of Green Cove Springs is set by the Property Appraiser.

**BALANCED BUDGET** is a budget in which revenues and expenditures are equal.

**BUDGET** is a plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single year. It is usually necessary to specify whether the budget under consideration is preliminary, tentative or whether it has been approved by the appropriating body.

**BUDGET MESSAGE** is a general discussion of the proposed budget as presented in writing by the City Manager to the legislative body.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** is the financial plan of approved capital projects, their timing and cost over a five year period. The CIP is designed to meet City infrastructure needs in a responsive and efficient manner. It includes projects which are, or will become the property of the City of Green Cove Springs, as well as projects that although not owned by the City, will be part of a joint project agreement.

**CAPITAL OUTLAY or CAPITAL EQUIPMENT** is an item such as office furniture, fleet equipment, data processing equipment or other equipment with a unit cost of \$1,000 or more.

**CAPITAL PROJECT** is any improvement or acquisition of major facilities with a useful life of at least five (5) years such as roads, bridges, buildings, or land.

**CHARGES FOR SERVICES** are revenues stemming from charges for current services. They include all revenue related to services performed whether received from private individuals or other governmental units.

**CONTINGENCY** is an appropriation of funds set aside to cover unforeseen events that occur during the fiscal year, such as new State mandates, shortfalls in revenue and unanticipated expenditures.

**DEBT SERVICE** is the dollars required to repay funds borrowed by means of an issuance of bonds or a bank loan. The components of the debt services payment typically include an amount to retire a portion of the principal amount borrowed as well as interest on the remaining outstanding unpaid principal balance.

**DEFICIT** is the excess of expenditures or expenses over resources.

**DEPARTMENT** is, for budgeting purposes, any distinct government organizational entity receiving direct funding approved by the City Council in order to provide a major governmental function.

**ENDING FUND BALANCE** is funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses equals ending fund balance.

**ENTERPRISE FUND** is a fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

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## GLOSSARY OF KEY TERMS

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**FISCAL YEAR** is a 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The fiscal year for the City of Green Cove Springs is October 1 through September 30.

**FIXED ASSETS** are long-term assets which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment.

**FTE** is the acronym for Full-Time Equivalent. See the definition for **FULL-TIME EQUIVALENT**.

**FULL-TIME EQUIVALENT** is one (1) position funded for a full year. For example, a permanent employee funded and paid for 40 hours/week and 52 weeks/year or two (2) employees funded and paid for 20 hours/week and 52 weeks/year would be equal to one (1) Full-Time Equivalent.

**FUNCTIONAL CLASSIFICATION** is the expenditure classification according to the principal purposes for which expenditures are made. Examples are general government, public safety, and transportation.

**FUND** is an accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**FUND BALANCE** represents the excess of fund current assets over its current liabilities. For accounting purposes, Fund Balance is calculated as of year-end and is based on the difference between actual revenues and expenditures for the fiscal year.

**GENERAL FUND** is a fund that accounts for all financial transactions except those required to be accounted for separately. The fund resources, ad valorem taxes, and other revenues provide services or benefits to all residents of the City of Green Cove Springs.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** comprises the uniform minimum standards of, and guidelines for external financial reporting that govern the form and content of the basic financial statements. They include not only broad guidelines of general application, but also detailed practices and procedures.

**GOVERNMENTAL ACCOUNTING AND FINANCIAL REPORTING (GAFR)** is a specific method of reporting "government-type activities" usually not found in private enterprises. GAFR standards are set by the Governmental Accounting Standards Board (GASB).

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** is an independent private organization responsible for establishing financial accounting standards, otherwise known as GAAP, for State and Local government entities.

**GOVERNMENT FINANCE OFFICERS' ASSOCIATION (GFOA)** is a national organization consisting of members from state and local governments throughout the United States. Its purpose is to promote improved accountability for State and Local governments by providing practical guidance through seminars and publications.

**GRANTS AND AIDS** includes all grants, subsidies, and contributions from other government agencies or private organizations.

**INFRASTRUCTURE** is a permanent installation such as a building, road, or wastewater collection system that provides public services.

**INTERFUND TRANSFER** is the movement of funds from one accounting entity to another within a single government.

**INTER-GOVERNMENTAL REVENUES** are revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

**LEVY** is the action of imposing taxes, special assessments, or service charges for the support of City activities.

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## GLOSSARY OF KEY TERMS

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**MAJOR ACCOUNT CODE** is a broad designation for more specific line item accounts. The City of Green Cove Springs adopts its budget within six (6) major account codes: Personal Services, Operating Expenses, Grants and Aids, Debt Service, Non-Operating and Capital Outlay.

**MIL** is a monetary measure equating to 0.001 of a dollar. When referring to the AD VALOREM TAX it means that a 1-mil tax is one dollar (\$1.00) of tax on \$1,000 of taxable value.

**MILLAGE RATE** is the rate per \$1,000 of taxable property value which, when multiplied by the taxable value, yields the tax billing for a given parcel.

**MISSION STATEMENT** is a broad statement of purposes that is derived from organization and/or community values and goals.

**NON-OPERATING EXPENDITURES** are costs of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to community service organizations.

**NON-OPERATING REVENUES** comprise income received by a government not directly attributable to providing a service. An example would include debt proceeds received from a bond issue.

**OPERATING BUDGET** is the budget including appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day-to-day operations (e.g. salaries and related benefits, operating supplies, professional services and operating equipment).

**OPERATING TRANSFERS** are legally authorized transfer of money from one fund to another fund from which the resources are to be expended.

**PROPERTY TAX** is another term for Ad Valorem Tax. See definition for AD VALOREM TAX.

**PROPRIETARY FUND** is a fund category which often emulates the private sector and focuses on the measurement of net income. Expenditures are funded by user charges and fees.

**PUBLIC SAFETY** is a major category of services related to the security of persons and property.

**RESERVES AND REFUNDS** refers to budget category for funds required to meet both anticipated and unanticipated needs; the balance of anticipated earmarked revenues not required for operation in the budget year; estimated reimbursements to organizations, State or Federal governments for revenues received and not spent, and those required to be set aside by bond covenants.

**RETAINED EARNINGS APPROPRIATION** refers to funds set aside within an Enterprise Fund for future appropriation by the City Manager and/or City Council approval.

**REVENUE** is funds that governments receive as income, including such items as tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants, shared revenues and interest income.

**REVENUE BONDS** are bonds usually sold for constructing or purchasing capital projects. Reliable revenue other than ad valorem taxes is pledged as the source for funding to pay bond principal and interest.

**SPECIAL REVENUE FUNDS** are funds used to account for proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.

**STATUTE** is a written law enacted by a duly organized and constituted legislative body. Citations are often followed by "F.S." to indicate Florida Statute.

**SURPLUS** is an excess of resources over expenditures or expenses.

**TAXES** are compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**TAX RATE** is the amount of tax stated in terms of a unit of the tax base. For example, 4.000 mils yields four dollars (\$4.00) per \$1,000 of taxable value.

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## GLOSSARY OF KEY TERMS

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**TAXABLE VALUATION** is the value used for computing ad valorem taxes levied against property. Taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the Homestead Exemption (up to \$50,000) allowed when the owner uses the property as a principal residence. Exemptions are also granted for disability, government owned, and non-profit owned property.

**TRIM** is an acronym for "Truth In Millage" Law. See the definition for TRUTH IN MILLAGE LAW.

**TRUST AND AGENCY FUNDS** are funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**TRUTH IN MILLAGE LAW (TRIM)** is a Florida Law enacted in 1980 which changed the budget process for local taxing governments. It was designed to keep the public informed about the taxing intentions of various taxing authorities.

**USER (FEES) CHARGES** are payments of a fee for receipt of a public service by those individuals benefiting from the service.



## **SECTION SEVEN**

## **FISCAL POLICIES**

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

The City Manager has the responsibility for all financial planning for the City of Green Cove Springs including operating, capital and debt services budgets, debt management, annual audit, TRIM compliance, and the allocation of resources to facilitate accomplishing Council goals to which these duties have been delegated to the Finance Department. To execute these responsibilities and to maintain sound financial management practices, it is important to have fiscal policies and related procedures that complement the statutory requirements and professional standards, which establish local governments' financial framework.

### **POLICIES AND GUIDELINES**

#### **I. DEBT MANAGEMENT POLICIES**

Debt management policies are intended to provide a Comprehensive and viable debt management policy which recognizes the capital improvement needs of the City. Before issuing any new debt, the City will consider the following factors:

- Global, national and local financial environment
- Current interest rates
- Expected interest rate changes
- Robustness of local and broad economy
- Cash position
- Current debt position
- Availability of funds to repay
- Flexibility to cover future needs
- Urgency of current capital needs

#### **II. LIMITATIONS ON INDEBTEDNESS**

The City will maintain a conservative debt position based on the criteria listed above. Pay-as-you-go and replacement programs will be utilized whenever feasible to avoid financing costs. Debt will be issued only if the benefits outweigh the costs of the debt.

#### **III. PURPOSE OF THE DEBT MANAGEMENT POLICY**

The purpose of this policy is to establish guidance for the issuance and management of the debt of the City of Green Cove Springs, Florida (hereinafter referred to as the "City"). Debt includes short-term and long-term obligations issued by the City and any associated financial entities. The policy includes, but is not limited to, traditional financial vehicles such as General Obligation Bonds, Revenue Bonds, Special Tax Bonds and short-term notes. This policy is designed to:

- Set forth a liability management structure to facilitate the sound and efficient management of City debt, addressing both practical aspects of liability management and philosophical aspects.
- Provide guidelines that control the overall debt management process so that all liabilities are managed in accordance with stated objectives.
- Encourage and require communication between staff and the City Council and the City's advisors (legal and financial).
- Develop formalized criteria for evaluating and establishing the basis for comparing actual performance results achieved by debt management.
- Perform analysis to determine the best financing sources and methods to ensure the best interest rates and payback methods/periods are obtained for the City.



# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

### **IV. SCOPE AND AUTHORITY**

The City's Finance Director on behalf of the City Manager shall be responsible for the implementation of the policies set forth in this Debt Management Policy (the "Policy").

The Policy should be reviewed and revised every three (3) years, or sooner due to the evolution of the financial markets.

### **V. PERMISSIBLE DEBT**

Debt is an integral part of the City's ongoing financial management program. Both short-term and long-term debt help the City accomplish its core goals. While the City rarely uses short-term debt it can be a tool to facilitate the match of revenues and expenses.

#### **A. Short-Term Debt and Interim Debt**

The City may issue obligations with a maturity of not more than one year ("Notes") to fund anticipated short-term cash flow needs due to the timing of the receipts of the annual current year ad valorem tax collections from the County Tax Collector and other revenues. The principal of the Notes and the interest thereon will be payable from and secured by a pledge of such ad valorem taxes and other revenues as may be appropriate. Short-term debt may also be issued to finance projects or portions of projects for which the City ultimately intends to issue long-term debt. Short-term and/or interim financing shall not exceed 10% of outstanding long-term debt, unless there is a situation that needs immediate attention in order to address an emergency or to allow for significant cost savings. Under certain other circumstances, short-term obligations may be warranted upon the recommendation of the City Manager.

Interim financing may be appropriate when long-term interest rates are expected to decline in the future. In addition, some forms of short-term obligations can be obtained quicker than long-term obligations and thus can be used in urgent situations until long-term financing can be obtained. Short-term obligations include:

1. **Line of Credit**-The City may establish a tax-exempt line of credit with a financial institution or other provider. Draws shall be made on the line of credit when the need for financing is so urgent that time does not permit the issuance of long-term debt or the need for financing is so small that the total cost of issuance of long-term debt would be prohibitive.
2. **Pooled Financing**-If it is financially or strategically beneficial, the City may participate in debt pools with other entities and low-interest loans from state agencies or organizations on either a long-term or short-term basis.
3. **Interfund Borrowing**-Interfund borrowing, a short-term cash lending from one fund to another fund, shall be discouraged. However, the use of this type of interim financing may be considered if it is in the City's best interests to do so as determined by the City Manager.
4. **Bridge Financing**-Should the City desire to issue bonds for large capital projects, the City can, upon passage of an intent-to-issue resolution, use non-restricted reserve funds as bridge financing to pay a portion of project costs that will then be paid back with bond proceeds. This type of financing will be reviewed by Bond Counsel to ensure the City is in compliance with applicable federal tax rules.
5. **Other types**-The City may consider the use of Tax Anticipation Notes, Bond Anticipation Notes, Revenue Anticipation Notes, or other such structured borrowings if it is in the best financial interests of the City to do so.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

Unless the City's desire is to issue taxable obligations, the City will comply with Internal Revenue Code (the "Code") requirements prior to and subsequent to the issuance of the Notes in order that the interest on the Notes not be included in gross income for federal income tax purposes and that the proceeds are spent in a manner consistent with exceptions to the Code.

### **B. Long-Term Debt**

The City will not issue long-term debt obligations or use long term debt proceeds to finance current operations (except when using excess proceeds to make debt service/lease payments as provided for in the financing documents). For purposes of this Policy, long-term debt includes bonds, leases and other similar obligations.

The City may utilize long-term debt for the acquisition, construction or renovation of facilities or the acquisition of equipment that cannot be funded from current revenue sources or in such cases where it is more equitable to finance the facility or equipment over its useful life. The City may also issue long-term debt to refund all or a portion of its outstanding debt subject to limitations detailed in this Policy.

When debt is used to finance capital improvements, the financing term will be for a period not to exceed the useful life of the facilities or equipment, but never greater than forty (40) years unless there are compelling factors which make it necessary to extend the period beyond this point.

## **VI. MEASURES OF DEBT LEVELS AND DEBT ISSUANCE LIMITS**

### **A. Short-Term Debt**

The City will not exceed the maximum allowable issuance size, if any, as determined by regulations governing the federal taxability of interest earned by holders of such debt.

### **B. Long-Term Debt**

#### **1. For General Obligation Bonds**

The measure shall be the outstanding debt-to-taxable property ratio and shall not exceed (5%).

#### **2. For Revenue Bonds-Enterprise or Proprietary Fund**

Each enterprise or proprietary revenue is unique and debt levels will be driven by rating and bond insurer requirements for debt service coverage, reserve requirements and rate covenants.

Additionally, the City will comply with the various Florida statutory requirements, and take into account other factors suggested or required by the credit rating agencies and/or bond insurers when preparing its capital budget and each specific plan of finance.

#### **3. Master Lease Agreements**

The City may enter into a lease agreement with a provider or bank to lease equipment. The terms of the lease should coincide with the life of the equipment to be leased and a tax-exempt rate shall be sought. The City will strive to obtain the lowest rate possible using competitive bidding or current market analysis.

#### **4. Pooled Financing**

If it is financially or strategically beneficial, the City may participate in debt pools with other entities and low-interest loans from state agencies or other organizations on either a long-term or short-term basis.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

### **VII. SELECTING DEBT SALE METHODS**

There are three (3) ways the City may sell bonds: competitive (public) sale, negotiated sale and private placement. The City, as a matter of policy, shall seek to issue its debt obligations in a negotiated sale unless it is determined by the City Manager that such a sale method would not produce the best results for the City.

City and its Financial Advisor will determine whether the sale of long-term debt shall be sold via competitive sale or negotiated sale after considering such factors as the size, complexity of the offering, market conditions and timing of the transaction.

- A. Negotiated Sale-** Bonds may be sold through an exclusive arrangement between the City and an underwriter or underwriting syndicate. At the end of successful negotiations, the issue is awarded to the underwriters. This method offers flexibility for the City. In a negotiated sale, the underwriter shall be selected through the Request for Proposal (RFP) process. The criteria used to select an underwriter in a negotiated sale should include, but not be limited to the following: overall experience, marketing philosophy, capability, previous experience, underwriter's discount, and expenses.
- B. Competitive Sale-**When determined appropriate by the Finance Director, the City may sell its debt obligations in which any interested underwriter is invited to submit a proposal to purchase an issue of bonds. The bonds are awarded to the underwriter presenting the best bid according to stipulated criteria set forth in the notice of sale. The criteria used to select an underwriter in a competitive sale shall be the true interest costs.
- C. Private Placement-**When determined appropriate by the Finance Director, the City may elect to sell its debt obligations through a private placement or limited public offering. Selection of a placement agent shall be selected through the Request for Proposal (RFP) process.

### **VIII. FINANCING STRUCTURE**

The financing structure-consisting of principal amortization, call provisions, coupons/yields, credit enhancement- will be developed for each financing after considering relevant market conditions and then current practices. Each structure will be developed to provide the lowest long-term effective financing cost while providing the greatest flexibility to extract additional value as market conditions change over time.

#### **A. Amortization Structure**

Principal should be structured to provide level debt service payments for the life of the transaction. "Wrapped debt service" and "bullet maturities" may be appropriated for certain financings, but should only be employed when deemed necessary.

#### **B. Issuing Variable Rate Debt**

The City may issue variable rate obligations in amounts and in proportion to its fixed rate debt that the City and its Financial Advisor determine are appropriate to achieve the City's goals.

#### **C. Credit Ratings**

The credit review process incorporates both quantitative analysis (fund balance, debt levels, and wealth levels) and qualitative factors (management experience, political climate and policies /procedures). As a result, credit ratings provide an indication of both the short-term and long-term financial health of the City. Higher credit ratings also result in reduced borrowing costs and decreased cost of bond insurance.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

The City will exercise prudence and diligence in preparing its budget and managing its finances to maintain credit ratings consistent with Florida local governments of similar size and demographic makeup.

### **D. Credit Enhancements**

Credit enhancements (insurance, letters of credit, etc.) will be used only in those instances where the anticipated present value savings in terms of reduced interest expense exceeds the cost of the credit enhancement.

### **E. Investing Debt Proceeds**

Safety of capital is regarded as the highest priority in handling of investment of debt proceeds. All other investment objectives are secondary to the safety of capital. City staff will develop investment strategies that are consistent with the investment policy and provide the maximum return while complying with the Code. Specifically, City staff and the Financial Advisor will attempt to structure investments that allow the City to meet exceptions to the rebate requirements in the Code.

Debt proceeds are only to be invested in permitted investments, as defined in financing agreements, escrow agreements, resolutions, law and the City's written Investment Policy. Neither the City nor any other person under its control or direction will make any investment of bond proceeds in any manner that would cause the bonds to be deemed private activity bonds or arbitrage bonds by the Internal Revenue Service. The City will comply with all federal tax arbitrage regulations.

## **IX. DEBT REFUNDING**

The City will monitor outstanding debt in relation to existing conditions in the debt market and may refund any outstanding debt when sufficient cost savings can be realized.

## **X. COMPLIANCE AND REPORTING**

### **A. Disclosure Policy**

The City will provide full and fair disclosure in connection with the initial sale and distribution of its publicly marketed debt instruments and to provide ongoing secondary market information, in compliance with the requirements of applicable federal and state securities laws, rules and regulations, including Securities and Exchange Commission Rule 15c2-12.

### **B. Budget Debt Service Payments**

Annually the City Manager will include in the proposed budget presented to the City Council for its consideration and approval the amounts necessary to make the required debt service payments during the fiscal year.

### **C. Compliance with Financing Covenants, Federal and State Law**

The City shall comply with all covenants and requirements of financing resolutions, and State and Federal laws authorizing and governing the issuance and administration of debt obligations.

### **D. Bond Yield Arbitrage Monitoring**

It is the City's policy to minimize the cost of arbitrage rebate and yield restriction while strictly complying with the applicable laws.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, arbitrage calculations will be performed by qualified arbitrage professionals in strict adherence to applicable laws and regulations. These calculations will be done in accordance with required Internal Revenue Service reporting dates, which are five (5) years after the delivery date of each issue, and each fifth year thereafter until the bonds have been matured, redeemed early or retired.

Arbitrage rebate costs shall be charged as negative interest revenue to the funds in which the related obligation proceeds were originally deposited.

### **XI. ASSEMBLING A FINANCING TEAM**

A Financing Team will be assembled to provide professional services that are required to develop and implement the City's debt program with the goal of continuity, quality service and competitive prices.

**Bond Counsel-**The City Attorney, with input from the Finance Director, shall select Bond Counsel. The Bond Counsel's role is to prepare or review and advise the issuer regarding authorizing resolutions or ordinances, trust indentures, official statements, validation proceedings and litigation.

**Underwriters-**The City may solicit proposals for underwriting services for all debt issued in a negotiated or private placement sale. The solicitation process used for these services shall comply fully with City Purchasing Procedures.

**Financial Advisor-** The City may solicit proposals for financial advisory services for all debt issued in a negotiated, competitive or private placement sale. The solicitation process used for these services shall comply fully with City Purchasing Procedures.

**City Staff-**The City Manager shall appoint the Finance Director and any other City staff members deemed appropriate to coordinate the efforts of the hired consultants and the City. The City Attorney shall supervise all counsel as necessary, as well as provide any other legal services required for issuance of debt.

### **XII. BUDGET ADOPTION PROCESS AND REQUIREMENTS**

An annual budget shall be prepared, approved and adopted for each fiscal year. The budget controls the levy of taxes and expenditure of money for all City purposes. The budget shall be conducted in accordance with Chapters 166, 200 and 218 of the Florida Statutes, as amended.

By July 1, the Property Appraiser must certify the (initial) taxable value of property within each taxing district.

**Within 35 days** of either July 1, or the date the Property Appraiser certifies the taxable value of property, whichever is later, the City Council must set proposed millage rates. At that time, a date, time and place is set for a public hearing on the proposed budget and millage rates.

**Within 65 to 80 days** of July 1, or the date the Property Appraiser certifies the taxable value, the City Council must hold a public hearing, after 5:00 p.m., to hear public testimony and to adopt a proposed budget and proposed millage rates. The percentage increase in the proposed millage rate over the roll-back rate and the specific purpose for which ad valorem tax revenues are being increased must be discussed in a public hearing. The City Council may amend the proposed budget as it deems necessary, adopt the amended proposed budget, recompute its proposed millage rate and publicly announce the percent, if any, by which the recomputed proposed millage exceeds the roll-back rate. A date, time and place for a second public hearing is set at this hearing, also to be held after 5:00 p.m. The City may not hold its hearings at the same time as the School Board or County Commission holds their hearings.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

**Within fifteen (15) days** after the first public hearing, the City must publish two adjacent budget ads in a newspaper of the general circulation in the County. One advertisement notifies the City residents of the City Council's intent to finally adopt millage rates and a budget, identifying any increase in property taxes. The second advertisement summarizes the proposed budget, showing for each budget and for the total of all budgets, the proposed millage rates, balances, reserves, and major revenues and expenditures classifications. Specific size, placement, and working requirements apply as set forth in Chapter 200.065(2) (g) of the Florida Statutes, as amended.

**Within two to five days** after the advertisements are published, a second public hearing is held to hear public testimony and to adopt a final budget and final millage rates. If, for any reason, the adoption of the final budget is delayed beyond the start of the next fiscal year, the City Council can expend moneys as outlined in Chapter 200.065(2) (g) of the Florida Statutes, as amended. Fax and mail precertification form DR487V, along with resolution to Department of Revenue.

Copies of the completed resolutions adopting the final millage are forwarded to the Property Appraiser and the Tax Collector by the City Manager within approximately 100 days of certification of preliminary taxable value by the Property Appraiser.

**Within thirty (30) days** following adoption of a resolution establishing a property tax levy, the City Council shall certify to the Florida Department of Revenue compliance with the provisions of Chapter 200 of the Florida Statutes, as amended. This includes a statement of compliance, a copy of the adopted millage resolution, a copy of the budget advertisements, including proof of publication and a copy of the Certification of Taxable Value form. Include Forms 487, DR422 and DR420-MM in the TRIM package to Department of Revenue.

Upon final adoption of the budget, the budget shall regulate the expenditures of the City and the budget shall not be amended, except as provided for in Chapter 166, Florida Statutes, as amended, unless otherwise specified in the City's Charter.

### **XIII. BUDGETARY REPORTING**

The City will establish and maintain a system of budgetary and financial reporting to:

1. Maintain accounting and reporting practices in conformance with the Uniform Accounting System of the State of Florida and Generally Accepted Accounting Principles (GAAP).
2. Maintain budget and financial reporting system records on a basis consistent with the accepted standards for local government accounting according to Governmental Accounting and Financial Reporting (GAFR), the National Council on Governmental Accounting (NCGA), the Governmental Accounting Standards Board (GASB), and in compliance with Florida Statutes, Chapters 129 and 200, as amended.
3. Maintain a system of quarterly reporting to the City Council by the Finance Department on the operating condition of the City, and, where applicable, identify potential trends and, if necessary, recommend options for corrective action.

### **BUDGET AMENDMENTS**

The City will establish and maintain practices for the administration and amendment of the annual budget per Article I, Chapter 5.09 of the City Charter.

# CITY OF GREEN COVE SPRINGS

## FISCAL POLICIES

### *Section 5.09 Amendments after adoption.*

- A. *Supplemental Appropriations.* If during the fiscal year, the city manager certifies that there are available for appropriation unanticipated (i.e. grants) revenues in excess of those estimated in the budget, the council by resolution may make supplemental appropriations for the year up to the amount of such excess.
- B. *Emergency Appropriations.* To meet a public emergency affecting life, health, property or the public peace, the council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with the provisions of section 2.14. To the extent that there are no available unappropriated revenues to meet such appropriations, the council may, by such emergency ordinance, authorize the issuance of emergency notes, which may be renewed from time to time, but the emergency notes, and the renewals of any fiscal year shall be paid not later than the last day of the fiscal year.
- C. *Reduction of Appropriations.* If at any time during the fiscal year, it appears probable to the city manager that the revenues available will be insufficient to meet the amount appropriated, a report in writing to the council shall be done without delay, indicating the estimated amount of the deficit, any remedial action taken and a recommendation as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose, it may, by resolution, reduce one (1) or more appropriations.
- D. *Transfer of Appropriations.* The council may, by resolution, provide that at any time during the fiscal year, the city manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency to another.
- E. *Limitations: Effective Date.* No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

### **XIV. AUDITS**

An annual audit will be performed by an independent public accounting firm in accordance with Florida Statute and the City Charter, with an audit opinion to be included in the City's Audited Financial Report.

### **XV FUND BALANCE POLICY**

#### **Definitions:**

- A. ***Fund Balance***-As defined by the Governmental Accounting, Auditing and Financial Reporting of the Government Finance Officers Association, "The difference between assets and liabilities reported in a governmental Fund." Fund Balance is referred to as net assets in an enterprise fund.
- B. ***Non-Spendable Fund Balance***-The portion of fund balance that cannot be spent because of form or because it must be maintained intact.
- C. ***Restricted Fund Balance***-The portion of fund balance with limitations imposed by creditors, grantors, laws, regulations, or enabling legislation.
- D. ***Committed Fund Balance***-The portion of fund balance that can be used only for the specific purposes determined by a formal action of the City Council, the City's highest decision making authority. Commitments may be changed or lifted only by the City Council taking the same formal action that imposed the original constraint.

# CITY OF GREEN COVE SPRINGS

## FISCAL POLICIES

- E. **Assigned Fund Balance**-The residual fund balance of all governmental funds except the General Fund. In the General Fund, it is the amounts intended to be used for specific purposes, but do not meet the criteria for restricted or committed. Intent is stipulated by the City Council or official to whom that authority has been given by the City Council.
- F. **Unassigned Fund Balance**-The residual portion of fund balance for the General Fund. Represents available financial resources which have not been obligated to a specific purpose.
- G. **Unrestricted Fund Balance**-The total *committed fund balance, assigned fund balance, and unassigned fund balance*.
- H. **Net Assets**-The difference between fund assets and fund liabilities in an enterprise fund.
- I. **Restricted Net Assets**-Restricted net assets are equivalent to restricted fund balance. The amounts are legally restricted and are not available for appropriation or expense.
- J. **Net Assets Invested in Capital Assets, Net of Related Debt**: This represents capital and intangible assets less accumulated depreciation/amortization less outstanding debt that are attributable to acquisition, construction or improvements of those assets.
- K. **Unrestricted Net Assets**-Unrestricted net assets in the enterprise funds are roughly equivalent to unassigned fund balance in governmental funds. It is calculated as total net assets less restricted assets less invested in capital assets, net of related debt.
- L. **Shortfall**-The amount by which the required unassigned fund balance reserve falls short of the amount required.
- M. **Expenditures**-Expenditures-are all uses of financial resources, budgeted for any purpose, and include operating and capital expenses, debt service, and transfers to other funds.
- N. **Operating Expenses**-Operating expenses are uses of financial resources for personnel, supplies, services and materials, and exclude capital expenditures, debt service, and transfers to other funds.

Unassigned fund balance represents available financial resources which have not been obligated to a specific purpose and are established to provide for the following:

- Funding for authorized mid-year increases that will provide for a level of service that was not anticipated during the budget process.
  - Funding for unexpected increases in the cost of providing existing levels of service.
  - Temporary and nonrecurring funding for unanticipated projects.
  - Funding of a local match for public or private grants.
  - Funding to off-set losses in revenue caused by actions of other governmental bodies and/or unanticipated economic downturns.
  - Funding to accommodate unanticipated program mandates from other governmental bodies.
  - Funding for emergencies, whether economic, natural disaster or act of war.
1. Use of these reserves requests must be approved by the City Council. Such requests will be evaluated to insure consistency with other City policy; the urgency of the request; the scope of services to be provided; the short and long-term fiscal impact of the request; a review of alternative methods of funding or providing the services; a review for duplication of services with other agencies; a review of efforts to secure non-City funding; a discussion of why funding was not sought during the normal budget cycle; and a review of the impact of not funding or delaying funding to the next fiscal year.
  2. A reserve for contingency will be calculated and established by the Finance Department for each operating fund in an amount not greater than 10% of the total operating budget and in accordance with Florida Statutes 129.01(2) (c).



## **CITY OF GREEN COVE SPRINGS FISCAL POLICIES**

3. The Surtax restricted reserve account should always maintain a minimum of \$400,000 cash unless authorized by Council to go below this minimum.

There is hereby created in the general fund and utility fund (Electric, Water, Wastewater, Solid Waste, and Customer Service) an unassigned\_fund balance reserve equal to the following:

- A. General Fund-In the general fund, there shall be created a reservation of fund balance equal to 30 days of the current fiscal year operating budget for the fund, excluding capital outlay, transfers out, and/or debt service. For the purposes of this calculation, the current fiscal year budget shall be the budget as originally adopted by Resolution in September. This reserve shall be in addition to all other reserves set aside for specific expenditures or for debt service.
- B. Utility Fund (electric, water, wastewater, solid waste, and customer service)-In each of the utility funds now or hereafter created by the Council, there shall be a reservation of fund balance of at least 90 days of the current fiscal year budget for that fund, excluding capital outlay, transfers out, and/or debt service. For purposes of this calculation, the current fiscal year budget shall be the budget as originally adopted by Resolution in September. This reserve shall be in addition to all other reserves set aside for specific expenditures or for debt service.
- C. Shortfall-If it is determined there is a shortfall (an amount below the lower limit of the fund balance range for any fund), the fund shall be brought up to the minimum limits by adding a designated amount to the budget to cover the deficiency over a period not to exceed five (5) years. This may be accomplished by reducing expenditures and/or increasing revenues to restore the minimum requirements. This shall be known as a "contribution to fund balance".
- D. Utilization of surplus reserves-In the event that the unassigned\_fund balance exceeds the minimum requirements; the excess may be utilized for any lawful purpose approved by City Council. It is recommended that the first priority be given to utilizing the excess within the fund in which it was generated. In order to minimize the long term effect of such use, the excess, shall be appropriated to fund one time expenditures or expenses which do not result in recurring operating costs, or other onetime costs including the establishment of or increase in legitimate reservations or designations of fund balance in other funds. The funds may also be used to establish and maintain a "Catastrophic Fund" to help supplement insurance/FEMA reimbursements for damages that occur due to catastrophic events such as hurricanes, fires, tornadoes, floods, and other major damages.
- E. The City shall reduce the committed amounts first, followed by the assigned amounts, and then the unassigned amounts.

Total fund balance must be classified into one of the five possible categories at the end of the fiscal year. It will be determined what funds should be reported as nonspendable. For all but the General Fund, the remaining amounts must be allocated to restricted, committed or assigned by reviewing the constraints placed on available resources and by applying the order of spending policy. For the General Fund, unassigned fund balance is the residual classification after amounts have been classified as nonspendable, restricted, committed or assigned.

The fund balance classifications are possible classifications; however the City may or may not use all classifications. The City shall determine which of the five component of fund balance should be used in financial reporting for the City.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

The City's budget will be amended at such time as the City Council authorizes the use of reserves. All requests for the use of any reserves shall be accompanied by information prepared by the Finance Department showing the year-to-date activity of the reserve account as well as the current account balance and the net effect on the account balance.

Undesignated fund balance represents available financial resources which have not been obligated to a specific purpose and are established to provide for the following:

- Funding for authorized mid-year increases that will provide for a level of service that was not anticipated during the budget process.
  - Funding for unexpected increases in the cost of providing existing levels of service.
  - Temporary and nonrecurring funding for unanticipated projects.
  - Funding of a local match for public or private grants.
  - Funding to off-set losses in revenue caused by actions of other governmental bodies and/or unanticipated economic downturns.
  - Funding to accommodate unanticipated program mandates from other governmental bodies.
  - Funding for emergencies, whether economic, natural disaster or act of war.
1. Use of these reserves requests must be approved by the City Council. Such requests will be evaluated to insure consistency with other City policy; the urgency of the request; the scope of services to be provided; the short and long-term fiscal impact of the request; a review of alternative methods of funding or providing the services; a review for duplication of services with other agencies; a review of efforts to secure non-City funding; a discussion of why funding was not sought during the normal budget cycle; and a review of the impact of not funding or delaying funding to the next fiscal year.
  2. A reserve for contingency will be calculated and established by the Finance Department for each operating fund in an amount not greater than 10% of the total operating budget and in accordance with Florida Statutes 129.01(2) (c).
  3. The Surtax restricted reserve account should always maintain a minimum of \$400,000 cash unless authorized by Council to go below this minimum.

There is hereby created in the general fund and utility fund (Electric, Water, Wastewater, Solid Waste, and Customer Service) an undesignated fund balance reserve equal to the following:

- A. General Fund-In the general fund, there shall be created a reservation of fund balance equal to 30 days of the current fiscal year operating budget for the fund, excluding capital outlay, transfers out, and/or debt service. For the purposes of this calculation, the current fiscal year budget shall be the budget as originally adopted by Resolution in September. This reserve shall be in addition to all other reserves set aside for specific expenditures or for debt service.
- B. Utility Fund (electric, water, wastewater, solid waste, and customer service)-In each of the utility funds now or hereafter created by the Council, there shall be a reservation of fund balance of at least 90 days of the current fiscal year budget for that fund, excluding capital outlay, transfers out, and/or debt service. For purposes of this calculation, the current fiscal year budget shall be the budget as originally adopted by Resolution in September. This reserve shall be in addition to all other reserves set aside for specific expenditures or for debt service.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

- C. Shortfall-If it is determined there is a shortfall (an amount below the lower limit of the fund balance range for any fund), the fund shall be brought up to the minimum limits by adding a designated amount to the budget to cover the deficiency over a period not to exceed five (5) years. This may be accomplished by reducing expenditures and/or increasing revenues to restore the minimum requirements. This shall be known as a "contribution to fund balance".
- D. Utilization of surplus reserves-In the event that the undesignated fund balance exceeds the minimum requirements, the excess may be utilized for any lawful purpose approved by City Council. It is recommended that the first priority be given to utilizing the excess within the fund in which it was generated. In order to minimize the long term effect of such use, the excess, shall be appropriated to fund one time expenditures or expenses which do not result in recurring operating costs, or other one time costs including the establishment of or increase in legitimate reservations or designations of fund balance in other funds. The funds may also be used to establish and maintain a "Catastrophic Fund" to help supplement insurance/FEMA reimbursements for damages that occur due to catastrophic events such as hurricanes, fires, tornadoes, floods, and other major damages.

The City's budget will be amended at such time as the City Council authorizes the use of reserves. All requests for the use of any reserves shall be accompanied by information prepared by the Finance Department showing the year-to-date activity of the reserve account as well as the current account balance and the net effect on the account balance.

### **XVI. CAPITAL MANAGEMENT POLICIES**

Capital Management Policies are intended to provide parameters and guidance for the management, monitoring, assessment and evaluation of the Capital Improvement Program. The Capital Improvement Program (CIP) shall consist of projects/equipment with a cost estimate of at least \$25,000 and an asset life of at least five (5) years. A CIP project, under this definition, is intended to include those projects that involve a new purchase of capital outlay, infrastructure, any new construction or renovation of City infrastructure, or equipment.

- 1. Annually, a five-year Capital Improvement Program (CIP) will be developed. The CIP will be consistent with and implement the Capital Improvement Element (CIE) of the City's Comprehensive Plan. The CIE established Level of Service Standards for facilities required by law to address the impacts of development, level of service guidelines for other public facilities, and priorities for capital improvement projects.
- 2. Annual updates of the CIP shall be coordinated through Finance.
- 3. The Capital Improvement Plan will include, in addition to current maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and to avoid any significant unfunded liability.
- 4. Ensure that debt financings are planned and the details are incorporated in the Capital Improvement Program. Proposed capital projects will be reviewed by a cross-departmental team regarding accurate costing (design, capital, and operating) estimates.
- 5. The City will make all capital improvement expenditures in accordance with the Capital Improvement Program (CIP).
- 6. The first year of the 5-Year Capital Improvement Program will be used as a basis for formal fiscal year appropriations during the annual budget process. Appropriations approved in prior years for which expenditures have not been incurred nor projects completed, will be reevaluated and incorporated into appropriations for the new fiscal year.

# **CITY OF GREEN COVE SPRINGS**

## **FISCAL POLICIES**

### **XVII. INVESTMENT POLICY**

The City has adopted a separate Investment Policy in accordance with State Law and was approved by Council in April 2006. The Investment Policy was revised in 2016 which the Council approved in March 2016.

### **XVIII. INTERFUND TRANSFERS**

The City adopted a policy (Resolution R-17-95) on September 5, 1995 regarding interfund transfers because historically the General Fund depended, in part, on transfers from its Utility Fund (or Utilities Funds) to support current service levels. Furthermore, the City was advised that its credit standing may be enhanced by establishing a formula for transferring funds from the Utility Fund to the General Fund. A formula was established upon recommendation from various auditing firms, Florida Municipal Electric Association, Florida Municipal Power Agency, and other highly regarded organizations with which the City was familiar.

The transfer formula to the General Fund was established at ten percent (10%) of the prior fiscal year's combined electric, water, and wastewater revenues as stated in the City's annual audited financial report. Effective with the adoption of Resolution R-18-2014 on September 16, 2014 the change in the transfer formula to the General Fund will take effect on October 1, 2014. The transfer formula to the General Fund is established at thirteen percent (13%) of the prior fiscal year's combined electric, water and wastewater revenues as stated in the City's annual audited financial report. This amount shall be transferred from the Utility Fund to the General Fund. However, in any fiscal year where such amount is not required to support the current service levels in the General Fund, a lesser amount may be transferred.

The City shall also transfer from the Solid Waste Fund to the General Fund using the same formula as used for the Utilities Funds.

### **XIX. PENSION MANAGEMENT**

The City has a Police Pension Board comprised of five members (2 residents, 2 police officers and 1 member elected by the other 4) that make decisions about the activities of the Pension Fund. The Florida Municipal Pension Trust Fund at the Florida League of Cities administers funds in the "Green Cove Springs Police Pension Plan" and reports directly to the Pension Board. The Board has outside legal counsel that advises the Board on legal issues.

### **XX. ANNUAL REVIEW**

Compliance with the provisions of this policy shall be reviewed as part of the annual budget process.

# CITY OF GREEN COVE SPRINGS



## FISCAL YEAR 2021/2022

## BUDGET INSTRUCTION MANUAL

Prepared by: Finance Department  
April 6, 2021

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## TABLE OF CONTENTS

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### Introduction

### Annual Budgeting Process

Section 1:	Instructions .....	1
Section 2:	Highlights .....	2
Section 3:	Tentative Budget Calendar .....	3
Section 4:	Budget Preparation Instructions .....	6

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## INTRODUCTION

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This budget instruction manual marks the "kick-off "of the FY 2021/2022 budget process. This year's budget process will be impacted by the actions of the Florida Legislature and the country's current economic conditions. It is anticipated that several revenue sources (Discretionary Sales Tax, Half-Cent Sales Tax, Municipal Revenue Sharing, Building Permits, certain Charges for Services, and Property Taxes, etc.) may increase slightly or remain the same for the upcoming year.

Included in this packet are the tools to help you create your budget submittal package. Deadlines will be strictly adhered to. The Finance Department will be available to address any questions or concerns you may have throughout this process.

Respectfully,

Steve Kennedy  
City Manager

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## ANNUAL BUDGETING PROCESS

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### **SECTION 1: INSTRUCTIONS:**

Chapters 166 and 200 of the Florida Statutes require that all municipalities prepare an annual budget. The City Charter requires the City Manager to submit the Capital Improvement Plan (CIP) and the Operating Budget on or before the 1<sup>st</sup> day of August. The Statutes detail actions and many of the other functions of the budget preparation process. This section will offer instruction, guidance and information for the preparation of the Fiscal Year 2022 budget.

Each individual departmental budget can be broken down into several various categories of expenditure. They include:

- **Personal Services** – salaries, fringe benefits (insurance, retirement), overtime, vacation payouts, longevity, vehicle allowances, phone stipends, etc.
- **Operating Expenses** – professional services, travel, office supplies, rentals, communication expenses, etc.
- **Capital Outlay** – furniture, machinery, equipment, and vehicles, capital improvements, etc.

The Finance Department has prepared a packet of budget materials for each department of the City. This packet will include the following materials:

- Tentative Budget Calendar
- Budget Worksheet Forms (this is where you will input your FY 2021/2022 budget figures along with your comments).
- Position Control Report (PCR)
- Capital Improvements Worksheets – Five (5) year schedule

All CIP forms and budget worksheet forms will be distributed electronically to you. It is our hope that this packet will make budgeting a meaningful and efficient process. Any suggestions that you feel will improve this process should be forwarded to the Finance Department.



## **SECTION 2: HIGHLIGHTS:**

The Capital Improvement Worksheets and Operating Budget Worksheets **IN TOTAL** are due back to the Finance Department by Tuesday, **May 11, 2021**. Partial submittals will not be accepted. **NO EXCEPTIONS**. It is imperative that requests be done in a timely fashion. No extensions will be granted. Plan Accordingly.

Personal Services will be completed by the Finance Department and captured on the PCR, a copy for your department is included in your packet.

The employer costs have not yet been adjusted to reflect the estimated pension rates as predicted by the State of Florida, insurance provider and federal government. These rates will change during the budget process.

Vacant positions are budgeted at the base rate of the salary schedule and the employer costs are calculated upon this compensation.

**SECTION 3: TENTATIVE BUDGET CALENDAR:****CITY OF GREEN COVE SPRINGS TENTATIVE BUDGET CALENDAR FY 2021-2022**

<b>CITY OF GREEN COVE SPRINGS FY 2021 BUDGET CALENDAR</b>		
<b>DATE(S)</b>	<b>ACTIVITY</b>	<b>PARTICIPANTS</b>
<b><i>APRIL 2021</i></b>		
<b>T 6</b>	Budget kick-off meeting - distribute Operating Budget & CIP Worksheets	City Manager, Finance, Depts.
<b><i>MAY 2021</i></b>		
<b>T 11</b>	Dept. heads submit Operating Budgets and Capital Improvement Worksheets to Finance	Finance, Depts.
<b><i>JUNE 2021</i></b>		
<b>M-TH 7-10</b>	City Manager meets with individual dept. heads to review Operating Budgets and Capital Improvement Worksheets	City Manager, Finance, Depts.
<b>M-W 14-30</b>	City Manager & Finance prepare Operating and Capital Improvement Budgets	City Manager, Finance
<b><i>JULY 2021</i></b>		
<b>TH 1</b>	Receive DR420 from Property Appraiser Contact School Board, & BOCC for hearing dates (TBD)	Finance Finance Director
<b>M-TH 5-15</b>	Finalize Budget & CIP	City Manager, Finance Director
<b>T 6</b>	Council establishes firm workshop dates and hearing dates.	Council
<b>TH 15</b>	City Manager submits Operating Budget & Final CIP to Council	City Manager
<b>T 20</b>	Council establishes tentative millage rate and sets dates for public hearings.	

<b>AUGUST 2021</b>		
<b>M</b>	<b>2</b>	Finance certifies millage rate to tax appraiser & 1st hearing date to adopt tentative budget, millage & CIP - due within 35 days of certification. Send DR420 & MMP to Appraiser & Tax Collector  Finance Director
<b>T</b>	<b>3</b>	9 AM Budget Workshop for Outside Agencies, Health Insurance Plan and All Utility Enterprise Funds & associated CIP  Council, City Manager, Depts.
<b>TH</b>	<b>5</b>	9 AM Budget Workshop for General Fund Revenues and Expenditures & associated CIP, Police Building Capital Improvement Fund, Spring Park Capital Improvement Fund, Building Special Revenue Fund & associated CIP, and Special Law Enforcement Trust Fund  Council, City Manager, Depts.
<b>T</b>	<b>10</b>	9 AM Budget Workshop – Review/Complete any unfinished Budget Issues  Council, City Manager, Depts.
<b>M</b>	<b>16</b>	Estimated Date: Notice of Proposed Millage Rates mailed to taxpayers by County.
<b>TH</b>	<b>26</b>	Tentative Budget put on website to announce public hearing dates  Finance
<b>SEPTEMBER 2021 (TBD)</b>		
<b>TBD</b>		<b>Tentative budget, millage and CIP hearings/ adoption</b>  Council, City Manager, Depts.
<b>TBD</b>		1st reading of Resolution to pass Budget, Millage and CIP Cannot be held sooner than 10 days after notices mailed by appraiser  Send ads to newspaper for advertising in Clay Today-final budget & millage hearings/adoption on TBD. Send Budget Summary & Notice of Tax Increase/ Decrease (Make sure proper summary is used due to whether rolled back rate & millage are equal). Clay Today uses a Thursday date  Finance Director
<b>TBD</b>		Ad appears in Clay Today for final hearing on budget & millage and CIP  Clay Today
<b>TBD</b>		<b>Final Hearing on budget, millage, CIP &amp; adoption of all</b> Must be within 15 days after tentative adoption- must be at least 2 but not greater than 5 days after the ad  Council, City Manager, Depts.

<b>TBD</b>	Mail Precertification to DOR Form 487V along with millage resolutions	Finance Director
<b>TBD</b>	Certify adopted millage to Property Appraiser, Tax Collector & DOR (within 3 days of final hearing) (Send resolution on millage only) Send to DOR as well. Receipt of Resolution is official notification of millage approved by Council.	Finance Director
<b>TBD</b>	Post final adopted Budget on website within 30 days of adoption	Finance/IT
<b>TBD</b>	Complete & certify DR - 422 on E-Trim to Property Appraiser, Tax Collector, & DOR Must be within 3 days of receipt of form from Property Appraiser. Send form 487V to DOR - include DR420 MM in TRIM package	Finance Director
<b>OCTOBER 2021 (TBD)</b>		
<b>TBD</b>	Certify compliance with SS 200.065 & SS 200.068 to DOR within 30 days of final adoption. Send Form 487, Cover Sheet, DR422 & 487V to DOR - include DR 420-MM in TRIM package.	Finance Director

## **SECTION 4-BUDGET PREPARATION INSTRUCTIONS:**

### **Personal Services**

#### **Reclassification or new positions:**

Any request for a new classification or an additional position for FY 2021/2022 may be considered. The wage and benefit study released in 2020 will be implemented in future fiscal years **subject to availability of funding**.

Please review the PCR very carefully and verify the number of positions by classification and benefits. The PCR at this date does not have final health insurance, worker's compensation, and pension costs. Pursuant to Council directive, the PCR excludes any adjustments for either a Cost-of-Living or Merit Increase. These items will be adjusted later in the budget process as directed by Council.

### **Operating Expenditures**

The totals submitted with your completed FY 2021/2022 budget package should not be more than the FY 2020/2021 Budget. Any increase must be separately justified on the "Budget Worksheet Forms". Line items for utilities, debt service, bad debts, cost allocations, etc. will be adjusted by the Finance Department. Departments will be notified when adjustments are made.

Please use the "Budget Worksheet" Forms to list the details and amounts for each individual account number. Write any significant notes under the comments column including requests for increases.

### **Capital Projects**

The beginning total for Capital Outlay items is zero for all departments. Any balance remaining on an unfinished Capital Project will not be automatically carried forward.

Figures from last year's capital projects have been brought forward, however since priorities can change, please modify the approved CIP for FY 21 through FY 25 by reprioritizing the projects currently budgeted in year one to outer years or vice versa. This would involve decreasing funds from budgeted projects and moving those funds to previously unfunded or new projects. New projects that require additional funding from a source other than a previously accepted project will be considered during the budget process.

Please prioritize your year 2021/2022 Capital items on the "Capital Projects Priority" form. If you know the funding source for the project, please list the source in the "Funding Source" column. Finance will work with you to determine the availability of funds for projects.

The City Manager, with input from Departments, will then review your prioritized Capital Project requests by utilizing the following criteria:

- A. Mandate by law or government agency including Comp Plan Concurrency.
- B. Minimizes potential liability to the City for health, safety and welfare issues.
- C. Supports the goals as outlined by the Council.
- D. Addresses potential degradation of service.

The adopted CIP for FY 2021-2025 with a new column for FY 2025/2026 will be provided to you electronically for your information. Please submit these forms back to Finance electronically. Information from these forms will be submitted for discussion and review by the City Manager. At that point, priorities for requests will be assigned for recommendation to the City Council.

Please return the Five Year Capital Project Sheets to the Finance Department no later than **Tuesday, May 11, 2021.**

If you have questions regarding the forms or instructions, please contact the Finance Department at ext. 3309. Your participation is greatly appreciated.

**CITY OF GREEN COVE SPRINGS, FLORIDA  
STAFF REPORT  
FOR MEETING OF MAY 11, 2018**



**SUBJECT:** City Council Review of the Community Visioning Plan.

**BACKGROUND:**

The City held a community visioning workshop on March 3, 2018. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida, designed and facilitated the session. Approximately 75 people attended the session. Ms. Crotty prepared the attached report on the Visioning Session that was presented to the Council at their April 17th meeting. The report contains the comments generated in response to the questions related to the "Community Treasure and Values" and for the "Vision 2025". The comments related to "Community Treasure and Values" and for the "Vision 2025" were each grouped into 7 areas. The report also included conclusions that were supported by many of the participants.

At the April 17th meeting, the Council decided to hold a workshop to discuss the Visioning Report and to prioritize the areas identified for the "Vision 2025". Those areas in alphabetical order are :

**Appearance/Beautification**  
**Development/Redevelopment**  
**Economic Development**  
**Education**  
**Government Services/Operations**  
**Infrastructure**  
**Quality of life**

Staff has prepared a summary sheet for the Council to prioritize the areas. The summary sheet also includes the concluding statements by area that were included in the Visioning Report. Staff also attached the comments generated by participants at the March 3rd Visioning Session for each area, documents from previous vision sessions, and the CRA plan prepared by the University of Florida.

The City Council needs to prioritize the "Vision 2025" areas and direct staff to develop implementation measures to achieve the desired vision for the City.

**FISCAL IMPACT/FUNDING SOURCE:** None

**RECOMMENDATION:** Prioritize the "Vision 2025" areas and direct staff to develop implementation measures to achieve the desired vision for the City.

**MOTION:** Prioritize the "Vision 2025" areas and direct staff to develop implementation measures to achieve the desired vision for the City.

**Created/Initiated By:** Janis Fleet, Principal Planner on 05/07/2018 11:58 AM

**Final Approval By:** Danielle J. Judd, City Manager on 05/07/2018 02:28: PM





# **COMMUNITY VISIONING CITY OF GREEN COVE SPRINGS**

**MARCH 3, 2018**

Facilitated by  
Marilyn E. Crotty  
Institute of Government  
University of Central Florida

## **INTRODUCTION**

The City of Green Cove Springs held a community visioning workshop on March 3, 2018. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida, designed and facilitated the session.

Green Cove Springs residents, businesses, organizations, and other stakeholders were invited to the workshop to share their hopes and dreams for the future of the city. Approximately 75 people attended the session. While the Mayor, members of the City Council, and staff were present at the workshop, their role was to observe and listen to the ideas generated by the participants.

The attendees were assigned to small groups in which they responded to questions posed by the facilitator. This report is a summary of the ideas that were generated with special attention to the emerging consensus on issues that became apparent at the workshop.

This information will be shared with the City Council as they plan for the future of the city.

## **COMMUNITY TREASURES AND VALUES**

The participants were asked to identify the treasures and values of the City of Green Cove Springs...the things that they love about the city and want to see continued, protected or improved. These might be physical places or intangibles like community character. There were ten small discussion groups with about 7 or 8 people in each group. The responses have been grouped into seven categories (environmental, city facilities/infrastructure, qualities/characteristics, community assets, events/activities, government services, values) with the number in front of the item indicating the number of groups (10 groups total) that included this issue on their lists. A complete list of each small group's comments is included in Appendix A of this report.

### **PART I – Treasures and Values**

*What are the treasures and values of Green Cove Springs...the things (whether physical places, or intangibles like community character) you love about the city and want to see continued, protected or improved? What would you want to ensure is preserved as Green Cove Springs plans for the future?*

#### **Environmental**

- (4) Trees
- (1) Weather – 3 seasons
- (1) Nature
- (1) Conservation area

#### **City Facilities/Infrastructure**

- (5) Brick streets
- (2) Trails and trail plans
- (2) Senior Center
- (1) Courthouse
- (1) Jail
- (1) County administration building
- (1) DMV
- (1) Fire Station
- (1) Clay transit hub
- (1) Town Center
- (1) Gateway corridor
- (1) Four Parks
  - (1) Vera Francis Park
- (1) Augusta Savage Community Center

### **Qualities and Characteristics**

- (6) Historic feeling
- (5) Small town – quaint, cozy
- (3) Walkability
- (3) Sense of community – relationships
- (2) Home town feel
- (2) Small businesses – no chains
- (1) Potential for growth
- (1) Tourism
- (1) Diversity
- (1) Security in schools
- (1) Single family and older homes
- (1) Close to big stores
- (1) Congruency – feel, look, mood
- (1) Old Florida style of architectural design
- (1) Character
- (1) Greatest generation
- (1) Charm

### **Community Assets**

- (10) River – waterfront
- (9) Spring Park
- (3) Bed and breakfast
- (3) Public access to river
- (3) Museums
- (3) Historical triangle
- (2) Historic buildings
- (2) Clay Theater
- (2) Schools
- (2) Governors Creek
- (1) Clay Port area
- (1) Fairgrounds
- (1) Churches
- (1) Golf course
- (1) Industrial Park
- (1) Airport
- (1) Charitable organizations – VFW, Elks, etc.
- (1) Cemetery
- (1) Antique shops
- (1) Walnut St.
- (1) Railroad
- (1) Like Avondale

### **Events/Activities**

#### **(4) Festivals/Events**

- Arts & Crafts Festival
- Riverfest
- CalaVida
- Christmas on Walnut
- Christmas parade
- Soul Food Festival
- Clay County Fair
- Antique Car Show

#### **(2) Kayaking and boating**

#### **(1) Fishing**

### **Government Services and Personnel**

#### **(5) Police Department**

#### **(1) Waste/sanitation crew**

#### **(1) Easy access to city staff – responsive**

#### **(1) City electric value**

#### **(1) VA representative**

#### **(1) Code Enforcement**

#### **(1) Supervisor of Elections**

#### **(1) City Council**

#### **(1) Customer focus**

#### **(1) Professional services**

#### **(1) Well run**

### **Values**

#### **(2) Family oriented**

#### **(1) Spirituality**

#### **(1) Community service and caring**

#### **(1) Protection**

#### **(1) Trust**

## **VISION 2025**

The second task assigned to the small groups was to discuss the City of Green Cove Springs seven years from now. What will the city be like? What does it look like? What is it like to live here, work here, retire here? What kinds of economic activity take place here? The participants were invited to share their hopes and dreams for the future of the city. The responses have been organized into seven categories (appearance/beautification, quality of life, economic development, development/redevelopment, education, government services/operations, and infrastructure) combining information from all the groups. The number in front of the item indicates the number of groups at the workshop (total of 8) that included this issue on their lists. A separate listing of the responses from each group is found in Appendix B.

### **Appearance/Beautification**

- (2) Remove “trashy” look Hwy 17
- (1) US 17 and Walnut St. beautification
- (1) Maintaining city look when beltway comes in
- (1) Treescape plan – beauty and safety
- (1) Cleaner – streetscape, medians improved
- (1) Remove shuttle fuel tank
- (1) Improve face structure of buildings – Walnut St.
- (1) Reclaim brick roads
- (1) Uniform architecture
- (1) Incentives to add landscaping barriers

### **Quality of Life**

- (3) Family friendly activities
  - Children’s activities
- (3) River life – boating, canoeing, kayaking
  - River Access
  - Canoe and kayak slide – City Park and Governor’s Creek
- (2) Activities to stay alive
  - Increase opportunities for seniors
- (2) Community involved in decisions
  - Community involvement in completing tasks – getting things done
- (1) Keep small town feel
- (1) Improvements in outdoor activities
- (1) Noise restrictions – trucks
- (1) Historic area preserved
- (1) Preserve architecture
- (1) Keep next generation here

### **Economic Development**

- (6) Restaurants – walking distance, open at night
- (4) Grocery store – Trader Joes, Whole Foods, Fresh Market
- (4) Employment opportunities
  - Job opportunities for college students
  - Generation friendly jobs
  - Good paying jobs
- (3) Retail shops – Vibrant shops, a Mt. Dora North
- (2) Hotel
- (1) Center of attraction for families to come
- (1) Movies
- (1) Port
- (1) Riverfront condos
- (1) Commercial building on SR16
- (1) Light industrial on SR16
- (1) Water taxi – port and pier
- (1) Train stop – Amtrak, light rail Jacksonville
- (1) Local taxi service
- (1) Marketing – promoting Green Cove Springs
- (1) Industry - \$50,000
- (1) Tours
- (1) Pedestrian tourism
- (1) Young adult entertainment
- (1) Cafes, like Avondale

### **Development/Redevelopment**

- (3) Parking accessibility
- (3) Annexation
  - At least to service area
- (2) Redevelop Reynolds Park
- (1) Affordable housing
- (1) Better retirement facilities
- (1) Development on Hwy 17
- (1) More freedom of development/bigger/less restrictions
- (1) Blend new buildings with old
- (1) Canvas canopies
- (1) Historic fixtures
- (1) Redevelopment of west side Green Cove Springs – upgrade housing
- (1) Less strip malls
- (1) Waterfront development for recreation, banquet hall
- (1) Zoning that makes sense – restrict certain businesses
- (1) Managed growth
- (1) No Blanding Blvd.

## **Education**

- (1) Opportunities for young minds
- (1) Better schools
- (1) Schools teaching to the whole person and management
- (1) Community involvement in schools

## **Government Services/Operations**

- (2) Improved parks/playgrounds
  - Make each park unique in its own way
- (2) Multi modal transportation hub – improve ride choice
- (1) Consolidate transportation items
- (1) Self driving transit – trams
- (1) Traffic control – traffic lights, speed bumps
- (1) Traffic diversion from Hwy 17
- (1) Lower electric rate
- (1) Have County maintain/upgrade their buildings
- (1) City communication strategy, surveys

## **Infrastructure**

- (3) Underground utilities
  - Different electric company
- (2) Pedestrian bridge over Hwy 17
- (2) Internet
  - City-wide WiFi
  - Outstanding social media to attract more people
- (1) Drainage
- (1) Improved infrastructure
- (1) City pier improvement
- (1) More sidewalks
- (1) Grove St. opened for canoe access to river
- (1) Fix the dock
- (1) Waterfront benches at end of streets
- (1) Trails – proposed; master trail plan



## CONCLUSIONS

The community visioning workshop was well attended with a mix of participants who were fairly new to the city along with long-time residents. However, one common characteristic was evident and that was the love the residents of Green Cove Springs have for the city and their optimism to see it continue as a wonderful place to live in the future.

There was no shortage of ideas generated and as the City Council plans for the future, it is important that the Council keeps in mind the identified treasures and values that the residents would like to see continued or improved upon. There was broad agreement upon the following:

- The river is a major asset that must be preserved with access available for water-centric activities;
- City parks are highly valued, particularly Spring Park;
- The historic nature of the city, brick streets, and the quaint environment are treasured;
- Residents love the small town feel of Green Cove Springs, its walkability, and sense of community;
- Events and festivals play a major role in the city; and,
- A safe city with the security of having a police department is important.

While numerous suggestions were made for projects and programs to be initiated to create a desired future for the city, there was not a great deal of consensus on what that should consist of. It is clear however that the following issues were supported by many of the people in attendance at the workshop:

- Efforts to cleanup and beautify the city should happen;
- Anything that enhances and maintains a high quality of life for the residents would be welcomed;
- There is a need for economic development, particularly a desire for more options in the city for shopping, restaurants, grocery stores, hotels, and entertainment;
- Job development, for all ages, is seen as essential;
- There is an acceptance that growth will occur, but it should be managed to maintain the historic nature of the city and its small town, family-friendly culture;
- Housing variety and upgrades are important;
- There is a need for transportation alternatives; and,
- The city should invest in technology, particularly WiFi for all residents.

The City of Green Cove Springs is poised to embrace a future that maintains the qualities that have drawn people to the community in the past and that will ensure it is a city that provides new opportunities for the people who choose to call this home.

## APPENDIX A

*The treasures and values identified by participants who attended the Community Visioning workshop held on March 3, 2018:*

### **Table #1**

Security in Green Cove schools  
Love as small town  
Keep/save historical feeling of town  
Waterfront attractions  
Our big treasure – Spring Park  
Potential of growth  
Family oriented  
Waste/sanitation crew (pick up route crew)  
City's own police department  
Easy accessibility to the City staff

### **Table #2**

Spring park/pool  
Historic buildings/day theatre  
Arts and craft festival  
Tourism/small town feel  
Bicyclist/Bed and Breakfast  
River/Riverfront  
Public access to river  
Clay Port area  
Museums/historic triangle military  
Diversity/people  
City electric value  
Small businesses

### **Table #3**

Maintain the character of the older parts of the city  
Balance of use of the riverfront  
Public access  
Preserve single family and older homes  
Cautious with multi-family or condos  
The City Police Department is an asset  
Ambiance: trees, brick roads, each home unique  
Citizen inclusion/involvement  
City festivals/events  
County seat of government

**Table #4**

The river is a value  
Water attractive  
Kayaking and boating  
Only Clay County non-boating access  
Brick streets (historic appearance)  
Walkability  
County seat  
Court house  
Jail  
County administration  
DMV  
Police Department  
Fire station  
Veteran's administration representative  
Trails and trail plan  
Tree city  
New pool and Spring Park renovation  
Historical triangle  
Proximity Fairgrounds  
Florida weather (3 seasons)  
Market in the park  
Events  
River fest  
CalaVida  
Christmas on Walnut and Christmas Parade  
Soul Food Festival  
Clay County Fair  
Antique car show  
River cruise stop  
Senior Center  
Clay Transit hub  
Churches  
Schools  
Governors Creek  
Charitable organizations  
VFW, Elks, FOE, Food Pantry, Etc.  
Nana's, Rotary, VIA  
Nature  
Recreation  
Spirituality  
Governance (law, order)  
Town Center  
Sense of Community  
Community service and caring  
Museums  
Military History

Cemetery in St. Johns Landing  
Improved Code Enforcement  
Police presence  
Commercial building cleanup  
M Law building, Walgreens, CVS  
Sup Elections  
Gateway Corridor

**Table #5**

Treasure – City Park, spring, boat slips, fishing  
Military museum  
Old court house and jail  
The river  
Bed and Breakfast  
Having 4 parks – enhance 3 parks  
Augusta Savage Community Center  
We are the County seat  
Walking trails/nature  
Festivals  
Historic History – small town values

**Table #6**

River  
City dock and harbor  
Green Cove History  
Brick Street (Walnut St.)  
Spring Park and Pool  
Small town feel (people and property)  
Governor's Creek Boat Ramp (County property)  
Close to big stores in Fleming Island so Green Cove can keep quaint shops with the small town feel

**Table #7**

Historical homes (many...)  
Trees/replanting/replacement  
Regulation?  
Protection  
Cobblestone – streets  
Congruency – feel/look/mood  
Antique shops  
Rx  
Park  
River  
Railroad  
Courthouse  
Military history  
River Park Inn  
Character  
Greatest generation  
Trust/family

**Table #8**

Sidewalk (walkability)  
History  
Charm  
Hometown feel  
Park (Spring Park/Pool)  
Council  
Access to the River!

**Table #9**

Police response  
Customer focus  
Professional services  
Well run town (won't survive without growth 25,000+)  
Quiet/cozy  
Good schools  
Close community  
River (capitalize on the resource)  
Walkability (golf carts) (but heavy traffic is a problem)  
Hometown non-chain restaurants  
Spring and new pool  
History  
Technology (energy cove court)

**Table #10**

Spring Park – river, trees, pier

Brick streets

Small town feel

Walnut Street

Like Avondale

Increase local owned café, shops

Less franchise

Golf course – River Bend

Industrial Park

Airport

Historical Triangle

Historical society

Senior Center

Conservation area

Recreation, fishing, boating, trails

Police Department

Relationship with community, seniors, children

Vera Francis Park

Land north of Elks Club potential park

Clay Theatre

Old Florida style

Architectural design

## APPENDIX B

### VISION 2025

*Vision for the City of Green Cove Springs in 2025 as described by the small discussion groups on March 3, 2018. Because some attendees left before these discussions, the groups were consolidated into 8 tables for this portion of the agenda. Items highlighted with an asterisk in front of them are the priorities each group designated for the future.*

#### **Table #1**

\*In 2025, outstanding social media/internet presences to attract more people

\*Improved infrastructure

Underground electricity/different electric company

Drainage

Lower electricity rate

\*Center of attraction for families to come

Family friendly activities

Improved parks/playgrounds

Movies

Sports organizations

Employment opportunities

Affordable housing

Opportunities for young minds

Increase opportunities for seniors

Better retirement facilities

Activities to stay active

#### **Table #2**

\*Keep small town feel, with commercial enhancements, walkable

\*River life – boating, canoeing, kayaking

\*US 17 and Walnut Street beautification

Pedestrian bridge over US17

Legal golf cart community

Evening businesses

Restaurants

Mount Dora North shops/restaurants/pubs

Parking accessibility

City wide Wi-Fi/residents

Improvements on outdoor activities – biking, hiking, nature walks

City pier improvement

Children's recreation

All ages activities

**Table #3**

- \*Annexation to at least service area
- \*Maintaining city look when beltway comes in (core)
- \*Development (planned) on Hwy 17
- Have county maintain/upgrade their buildings
- Allow out city more freedom of development/bigger/less restriction

**Table #4**

- \*Port
  - River front condos with marina
  - Commercial building on #16
  - Light industry in south of #16
  - Water taxi between port and City pier
  - Remove shuttle fuel tank
  - River access
- \*Core city
  - Vibrant shops (no vacancy)
  - Canvas canopies
  - Adequate parking
  - Eateries within walking distance, especially evening dining
  - Blend new building with old structures
  - Trader Joes (Whole Foods, others)
  - Remove “trashy” look of Highway 17
- \*Consolidate transportation items
  - Local taxi service
  - Self-driving transit for residents (maybe tram)
  - Multi-modal transport hub
  - Train stop in GCS (not only Amtrak, Light Rail Jax)
  - Improve ride choice
- Keep trees (treescape plan, beauty and safety as focal point)
- Underground electric
- Cleaner (streetscape, row/medians improved)
- Historic fixtures
- Adequate street lighting in business area and residential area
- Traffic diversions from Highway 17
- Redevelop Westside of GCS. (Upgrade housing stock)
- Develop local good paying jobs
- Senior housing (carriage house concert)
- Annex to service area boundaries



**Table # 5**

- \*Job opportunities for college students
- \*Marketing (promoting schools) (what GCS has to offer)
- \*Grocery Store, hotel, 5 Star restaurant
- Industry (\$50,000)
- US17
- Augusta Savage Center (service center stores)
- Cove Life – marketing
- Tours (for cruises that come in)
- Improve face structure of buildings – Walnut St.
- Keep next generation here
- Children have no place to go, community center, arcade, keep off streets, move structure
- Why should people retire here? + Community center, hospital
- Economics in GCS with Beltway coming in
- More businesses needed
- Tax deduction for businesses
- Luring businesses into the City

**Table #6**

- \*Canoe and kayak slide at City Park and Governor's Creek also
- \*Reclaimed brick roads – remove the asphalt
- \*Electric utilities underground
- Less strip malls
- Uniform architecture
- Better schools
- Young adult entertainment options
- More restaurants (not chains) (open for dinner)
- More sidewalks (walkable sidewalks)
- Grove Street opened up for canoe access to the river
- Pedestrian bridge crossing, Hwy 17 large enough for bicycles (located in the Core area)
- Reynolds Port Development – docks, pier
- Traffic control – speeding (traffic light at McDonalds) (speed bumps Magnolia Ave)
- Noise restriction for trucks
- City incentives to businesses to add landscaping buffers along Magnolia Ave.
- Zoning that makes sense – restrict certain businesses (certain commercial areas)
- Preserved plans for the future
- Small town feel
- City bypass to relieve Hwy 17 traffic (part of vision for the future)
- Maintain proper buffers for property values

**Table #9**

- \*Lodging – limited place to stay once you are here
- \*Community involved in solutions
- \*Entertainment lacks opportunities, waterfront development for recreation, banquet hall
- Fix the dock (enhancements)
- Functional Golf Cart Community
- Schools teaching to the whole person and management
- Waterfront benches at the end of streets
- More restaurants
- City communication strategy including survey strategy
- Make each park unique in its own way
- Community involvement in schools
- Redevelop Reynolds Park
- Community involvement completing tasks getting things done
- Grocery store
- Retail stores
- Annexation
- Fresh Markets

**Table #10**

- \*Managed Growth
- \*Historic area – preserved
  - Central business district – defined
- \*Trails – proposed
  - Master trails plan
  - Parking
- Grocery store – small mom and pop
- Pedestrian Tourism
  - Walnut Street
  - Pedestrian only – bridge 17 across
  - Cafés, Avondale
- Pier – enlarge, improve, more slips
- Walking to Walnut
- Historic garage – 3 stories
- Preserve architecture
  - Rebuild similar design
- Jobs – industry
- Generation friendly jobs
- Restaurants
- No Blanding Blvd