

City of Palm Coast, Florida



Annual Budget Report Fiscal Year 2011-2012



CITY OFFICIALS

ELECTED OFFICIALS



**Jon Netts
Mayor**



**Holsey Moorman (Vice-Mayor)
District 1**



**Frank Meeker
District 2**



**Mary DiStefano
District 3**



**Bill Lewis
District 4**

CITY OFFICIALS

APPOINTED OFFICIALS

City Manager	Jim Landon
City Attorney	William E. Reischmann, Jr.
City Clerk	Virginia Smith
Finance Director	Ray W. Britt, Jr.
Information Technology & Communications Director	James Majcen
Community Development Director	Nestor Abreu
Fire Chief	Michael C. Beadle
Public Works / Utility Director	Richard H. Adams
Engineering & Stormwater Director	John C. Moden
Recreation and Parks Director	Luciana Santangelo

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INTRODUCTION



CITY MANAGER

September 1, 2011

Honorable Mayor Jon Netts
and Members of the City Council
City of Palm Coast
160 Cypress Point Parkway, Suite B-106
Palm Coast, FL 32164

Dear Mayor Netts and Members of the City Council:

Pursuant to Section 6 Paragraph (C) 9 of the Charter of the City of Palm Coast and in accordance with applicable State and Federal requirements, I am pleased to present for City Council's consideration, the proposed Annual Operating and Capital Improvements Budget for the City of Palm Coast for the Fiscal Year beginning October 1, 2011 and the Five Year Capital Improvements Program for the City beginning on October 1st and extending through September 30, 2016.

INTRODUCTION

As with most other jurisdictions around Florida and the country, the economic downturn continues to impact the City of Palm Coast. While property values continued their decline, the rate of the decline has slowed slightly. Approximately ten full-time equivalent positions were not filled during 2011 and are being eliminated for 2012. Four of these positions were in the Fire Department. The departments and management are constantly looking for better and more efficient ways to provide services at a lower cost while maintaining service levels.

The City continues to be successful in obtaining grants for numerous projects and anticipates receiving more grants in fiscal year 2012. Many of these grants were for trails and bike paths. The City has been approved for grant money for Neighborhood Stabilization Program (NSP) III. The NSP programs will continue for several years. We are always looking for ways to leverage our local dollars. This budget also includes some reallocation of recurring revenue to address priority issues, such as stormwater upgrades and major maintenance.

PLANNING AND GOALS

The City Council met in May to update the strategic plan and goals for the five year plan. There were no changes to the broad goals. Some projects and priorities were eliminated because they have been accomplished. It was decided not to add any new priorities because of economic conditions and to concentrate on projects/programs that were already included in the current goals. There were some changes to the priorities set by the City Council. These priorities have been used by the staff to develop and refine the budget that is being presented to the City Council. Sustainability, economic development, environmental concerns, financial stability, public safety, and quality of life continue to be major concerns for the City Council.

This budget addresses most of the City Council priorities. Economic development continues to be a top priority given the high unemployment rate in Flagler County. Funding is being maintained at approximately the same level as prior years but the focus is changing to existing local businesses and their needs. The Palm Coast Business Assistance Center has been started to assist existing local businesses with expansion efforts and to help start up businesses with financial and administrative expertise. As mentioned earlier, stormwater management has become a high priority because of the age of the system and a number of infrastructure failures over the last couple of years. Internal management is continuing to find ways to do more of the work using City crews so that the available funds can be utilized more efficiently. In the transportation area, grants are being pursued to provide money for trails and bike paths and various street extension and expansion projects. In the SR100 CRA Fund an alternative plan is being developed to make improvements to Bulldog Drive in phases as money becomes available.

TAX RATES

Declining market values again contributed to an overall decrease in taxable property value of 13.5%. New construction added a little less than 1% to the taxable value, so the City had a 12.8% net reduction in taxable property value for the year. The millage rate is being increased to 3.9900 mills for 2011-2012. This is a decrease of 1.6% from the rolled-back rate. Prior to 2011, a portion of the millage rate was allocated to the Capital Projects Fund to pay for capital projects. For 2011, the entire 3.5000 mills of ad valorem tax was allocated to the General Fund and no tax money went to the Capital Projects Fund. For 2012, 0.45 mills of ad valorem tax is being allocated to the Stormwater Management Fund for capital projects in that fund. The General Fund will receive 3.54 mills which represents an increase of 0.04 mills.

GENERAL FUND

The General Fund budget for Fiscal Year 2011-2012 is proposed at \$25,762,000 and is approximately \$387,000 or 1.5% less than the estimated expenditures for 2010-2011. Efforts were made to maintain the current service levels without increasing budget levels. This was accomplished by most departments in the General Fund. There was an overall decrease of almost seven full-time equivalent positions in the General Fund. A portion of the City's state revenue sharing and fuel tax money will be transferred from the Streets Improvement Fund to help make up for the revenue shortfall caused by the decline in property values and the related taxes.

UTILITY FUND - OPERATING

The total Utility Operating Fund budget is proposed at \$30,160,495. This is an increase of approximately \$9,000 from the estimated expenditures for the fiscal year ending September 30, 2011. Almost all of the increase is in operating costs related to additional water production and wastewater treatment. Water and wastewater charges are indexed to the June Consumer Price Index and as a result will increase by 3.6% in fiscal year 2012. Some reserves are being used to cover capital costs and contingencies. The estimated fund balance for the Utility Fund on September 30, 2011 is \$8.1 million.

UTILITY FUND CAPITAL PROJECTS

The Utility Capital Projects Fund is proposed at \$5,704,941. The number of projects has been reduced significantly due to the slowdown in growth and reductions in the amount of revenue from impact fees. Projects planned for FY 2012 are the expansion of the wellfield and improvements to lift stations and pump stations. A major project for 2012 and 2013 is the zero liquid discharge project at Water Treatment Plant #2.

For the five year CIP, total capital expenditures are estimated at \$55.8 million. The Utility Capital Improvement program is funded from connection charges to the City's water and sewer systems as well as State Revolving Fund loans and the proceeds from utility revenue bond issues.

OTHER MAJOR OPERATING FUNDS

Although the General Fund and Utility Fund represent the largest portions of the City's operating budget, there are six additional operating funds which are significant in their totals.

Solid Waste Fund

The City's contract with Waste Pro for solid waste collection expires at the end of December 2011. Prices have not changed significantly over the life of the contract because of a relatively flat Consumer Price Index. The fiscal year 2012 budget is proposed at \$7,605,000. This service is funded by the solid waste charges on the City utility bills.

Stormwater Management Fund

The Stormwater Management Fund is proposed for fiscal year 2011-2012 at \$7,474,910. For 2012, a portion of the City's state revenue sharing money will be transferred from the Streets Improvement Fund. It will also get 0.45 mills of property tax money to supplement stormwater fees. The stormwater system was identified as a priority by the City Council, so it was important to find alternative revenue sources to help pay for improvements to the system. Capital projects include swale rehabilitation, pipe replacements, and control structure rehabilitation.

Building Permits & Inspections Fund

This fund was created during fiscal year 2010 to better track the revenues and expenses related to building activities. The Building Permits & Inspections Division was previously budgeted in the General Fund. The budget for FY2012 is estimated at \$1,507,334 and is funded primarily by permit fees.

Golf Course Fund

The Golf Course Fund was established to track the operations of the Palm Harbor Golf Course, which was contributed to the City. After a total renovation the course opened in November 2009. The budget for FY2012, the second full year of operation, is \$1,668,100. Kemper Sports manages the course for the City.

Tennis Center Fund

The tennis center has been in operation for about four years and has been supplemented by the General Fund each year to cover expenses. In an effort to move the tennis center toward self sufficiency, the City has contracted with Kemper Sports to operate the center with the goal of expanding programs and usage in order to generate more revenue. Revenues come primarily from membership fees, court rentals and tennis lessons. The budget for FY2012 is proposed at \$305,800. The General Fund supplement is being included again, but it is being reduced by about 25% from the 2011 transfer.

Information Technology & Communications Fund

Information Technology & Communications (IT&C) is responsible for all internal technology and communications functions. They operate the City's fiber optic network which generates revenue that is used to operate and expand the system. It is anticipated that any surplus will be used to pay back the City for the initial installation cost and to offset city-wide technology costs. IT&C also manages the leases for communication towers that are located on City property and receives the revenue from those leases.

Internal Service Fund – Fleet Management

Management of the fleet of municipal vehicles is funded in the Fleet Management Fund. This fund operates as an Internal Service Fund deriving its revenues from charges to other departments for vehicle leases, maintenance of their equipment and for purchase of fuel. The City also receives revenue to offset fuel expenses by providing fuel to the Sheriff's Office. All new and replacement rolling stock is purchased through this fund. Maintenance of all rolling stock, with the exception of fire apparatus, is paid through this fund. The budget for this fund is \$3,785,996 with \$471,430 planned for the purchase of new and replacement of vehicles and heavy equipment.

PERSONNEL MATTERS

This budget contains a net reduction of over ten full-time equivalent positions. All of these reductions were accomplished by attrition. This represents a reduction of fifty positions from the peak number of employees in 2009.

There are no merit increases or pay plan adjustments included in the budget for FY2012. The City will continue to monitor the marketplace to ensure that we maintain competitive wages for our employees as well as a competitive benefit package. Without the ability to recruit and retain qualified employees we will not be able to successfully meet the goals and objectives identified by the City Council over the next five year period.

A major focus over the past couple of years has been health care costs which the City provides for the employees and that the employees can purchase for their dependents. Because these costs have been increasing significantly for several years, finding better ways to control these costs is very important. After extensive research and discussion, the City established a self-insurance fund in July 2010. In conjunction with the self-insurance, a clinic was provided for the employees at no cost to the employee or their dependents that are covered under the City's insurance. The clinic began operations in January 2011. The service is being provided under contract by a local clinic that already has a presence in Palm Coast. The first year of self-insuring and the first six months have shown positive results and will continue to be monitored as we obtain more historical data.

CAPITAL IMPROVEMENTS

The Capital Improvement Program for the City of Palm Coast for FY 2011-12 is proposed at \$26.7 million. This represents just over 20% of the total proposed budget of \$120.4 million. For the five years through FY 2015-16, total Capital Improvements are projected at approximately \$165.4 million.

Capital Projects Fund

The Capital Projects Fund is proposed at \$6,698,700 for FY 2011-12. The capital projects include sidewalks and bike paths in various locations throughout the city. Also included are funds for parkway beautification and park renovations.

Streets Improvement Fund

The Streets Improvement program is budgeted at \$12,461,600 for FY 2011-12 and \$60 million for the five years ending in FY 2016. This fund includes receipts from the ½ cent local option sales tax as well as the six cent local option gas tax distribution and state revenue sharing money, 30% of which comes from gas taxes. In 2012 it also includes expected grant revenue totaling almost \$6 million. A portion of the gas tax and state revenue sharing money are being transferred to the General Fund and a portion of the state revenue sharing money is being transferred to the Stormwater Management Fund in 2012. Capital expenditures include the resurfacing program and several street projects including improvements to North Pine Lakes Parkway, the four-laning and extension of North Old Kings Road and the six-laning of Palm Coast Parkway.

Impact Fee Funds

The Park Impact Fee fund is budgeted at \$793,100 for FY 2011-12 with all but \$5,000 being reserved for future projects.

The Fire Impact Fee fund is budgeted at \$189,600. No projects are planned for 2012 from this fund and this money is being set aside for future fire stations.

The Transportation Impact Fee fund is budgeted at \$962,800 for FY 2011-12. Several project previously included in this fund have been moved to the Streets Improvement Fund due to reduced impact fee revenue and this money is being used to cover shortfalls.

CONCLUSION

Within this budget document, details are provided for the balance of the smaller operating and capital funds utilized by the City of Palm Coast to finance ongoing operating and capital needs.

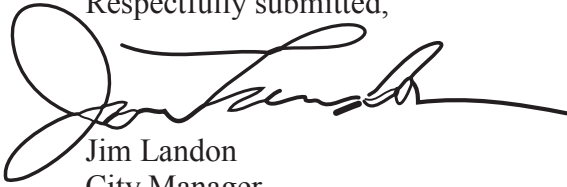
This budget presentation proposes revenues and expenditures totaling approximately \$120.4 million for FY 2011-2012. In addition to the Capital Improvement Program, capital expenditures in the operating funds bring the total capital expenditures for the year to \$27.2 million or 23% of the total budget. The balance, or \$93.2 million, represents ongoing City operations. I believe this budget addresses the priorities established by the Palm Coast City Council in its five-year strategic plan and is a major commitment to meeting the needs of the citizens.

Property values have continued to decline a little more than expected and other revenue sources have remained flat. The General Fund has decreased over the last four years and is being held at the 2011 level for 2012. Reductions in property tax revenues are being made up by shifting some recurring revenue from capital projects. This budget seeks to maintain the service levels at or close to the levels that the citizens of Palm Coast have come to expect. While commercial and residential development continue at a much reduced pace, development does continue. It is expected to take several years for the local economy to completely turn around with commercial development leading the way. Economic development is a high priority for both the City Council and staff.

We will be monitoring market and economic conditions and making the necessary adjustments to meet the needs of our citizens now and into the future while looking for ways to hold the line on costs. Our task is to plan ahead to meet the needs of our citizens as effectively and efficiently as possible, given the resources available. I strongly believe this budget meets this goal and that its adoption and execution will enhance the level of service for all citizens of Palm Coast.

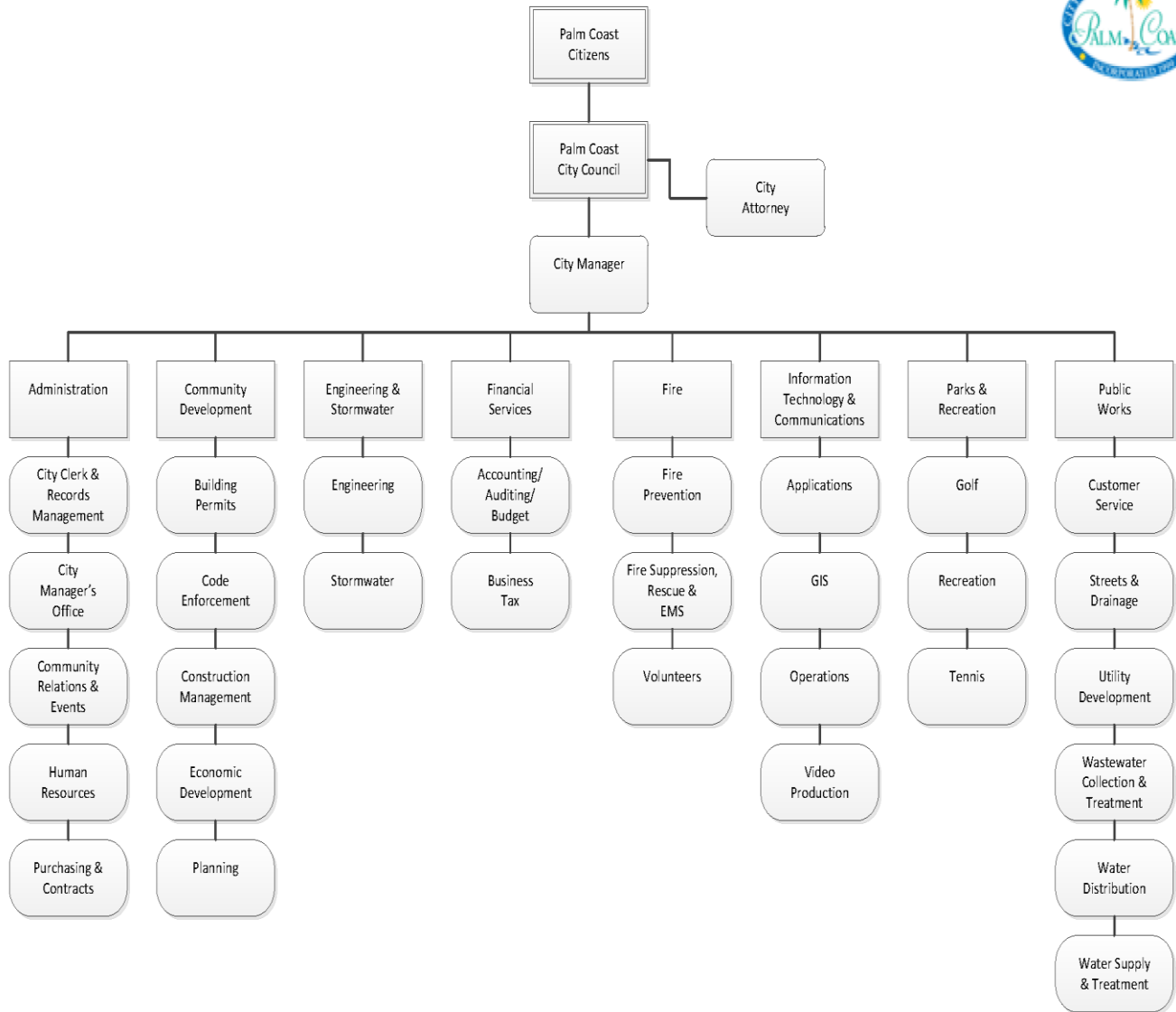
I would like to conclude this budget message by thanking the Executive Team and their staffs for working throughout the year to provide quality service to our citizens, as well as for their efforts to prepare this budget. In particular I wish to express my appreciation to the Finance Director and his staff for their special efforts in the compilation of this document.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Landon", with a long horizontal flourish extending to the right.

Jim Landon
City Manager

ORGANIZATIONAL CHART



1/18/2012



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Palm Coast
Florida**

For the Fiscal Year Beginning

October 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Palm Coast, Florida** for the Annual Budget beginning October 01, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the seventh consecutive year that the City of Palm Coast has received this award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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EXECUTIVE SUMMARY

DOCUMENT FORMAT

For easy use, this budget has been divided into separate functional areas for review as follows:

Introduction: This section contains the table of contents, the transmittal letter, a table of organization, and the GFOA budget award.

Executive Summary: This section provides summaries of the budget on a city-wide basis including revenues, expenditures, and personnel. It also contains the City's goals and objectives and other information.

Budget Detail: This section contains data on individual funds and additional detail is provided by department.

Capital Improvement Program: This section provides summaries of the City's Capital Improvement Program, the effect of the Program on each fund and a detail page for each capital project in the program.

Miscellaneous: This section contains a glossary of terms and miscellaneous information about the City.

PALM COAST VISION 2023

VISION

Palm Coast is a safe community with a hometown feeling that respects and protects the natural environment.

Town Center is a vibrant downtown.

Diverse businesses are the foundation for our strong local economy.

Our residents enjoy convenient mobility and an abundance of leisure choices.

Palm Coast is a great place to live.

FIVE YEAR GOALS

Develop Long-Term Sustainable Water Supply

Provide Quality Services, Maintaining the City's Financial Soundness

Expand the Local Economy

Manage Growth for Quality, Sustainable Community

Maintain a Safe Community

Promote Town Center as Our Downtown

SHORT TERM GOALS – 2012

TOP PRIORITY

1. Prosperity 2021 – Economic Development Program
2. Street Valley Gutters
3. Stormwater Pipe Replacement Program
4. Rehabilitate 25 Miles of Swales and Address Complaints within 6 Months
5. Water Reuse System Master Plan
6. Stormwater System Hydraulic Modeling
7. Road Resurfacing Program
8. Video Cameras and Emergency Phones for Paths and Parks

HIGH PRIORITY

1. Coquina Coast Saltwater Desalination Project
2. Matanzas Woods Interchange
3. Old Kings Road 4-Laning North of Palm Coast Parkway
4. City Hall
5. Beachside Sewer System

MODERATE PRIORITY

1. Concept Plan of FPL Easements for Recreational Uses
2. Parks and Recreation Fee Structure

FINANCIAL POLICIES

The City Council has taken a conservative approach to the finances of the City while providing for the protection of the health, safety, and welfare of the citizens of Palm Coast through a full range of efficient and effective municipal services. Within the City Council's overall vision for the City, two primary financial policies have been established. The first is to ensure the long term financial viability of the City and the second is to diversify and strengthen the City's economy.

Financial Planning

The City will adopt a balanced budget as required by Florida Statute, Chapter 166. The budget is balanced when the amount available from taxation and other sources, including amounts carried over from prior fiscal years, equals the total appropriations for expenditures and reserves.

Revenue

User fees and charges will be sufficient to cover the cost of providing the service for which the fee is charged. Recreation and park fees are not intended to cover the full cost of services. These services will be supplemented so that all citizens have the opportunity to utilize these activities and resources regardless of economic condition.

The City will use one-time revenues for non-recurring expenditures. One-time revenues would include grants, prior year surplus, or other revenues that are not likely to occur in future years. Non-recurring expenditures would include special programs or capital purchases that would not require the same expenditure in future years.

Expenditure

The City will issue debt only for capital expenditures. The term of the debt will not be for a period longer than the expected life of the asset. Debt for a period longer than three years or more than \$15 million may not be issued without voter consent unless the debt is funded.

The City will maintain reserves of at least fifteen percent in its four operating funds.

The City Council will receive a monthly comparison of actual expenditures to budget. The City Manager will recommend any adjustments to the budget that may be required during the year.

Fund Balance

The General Fund Unassigned fund balance, at year end, will be between ten percent and twenty percent of the following year's budgeted expenditures. Unassigned fund balance over twenty percent may be transferred to the Disaster Reserve Fund, if necessary to meet the fund balance goal, or to the Capital Projects Fund. If the Unassigned fund balance is below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenditures to return the Unassigned fund balance to ten percent or greater within three years. If economic conditions cause a temporary loss of revenue, the unassigned fund balance may be used to help alleviate the effects of the loss of revenue. If the unassigned fund balance exceeds ten percent of the following year's budgeted General Fund expenditures, up to 50% of

FINANCIAL POLICIES

the amount over the ten percent minimum may be used to offset the shortfall. At no time should the adjusted unassigned fund balance be used to offset a structural deficit since these types of deficiencies are considered to be permanent.

The Utility Fund Unrestricted net assets, at year end, will be between ten percent and twenty percent of the following year's budgeted expenses. Unrestricted net assets over twenty percent will be assigned to a rate stabilization fund or transferred to the Utility Capital Projects Fund for utility system renewal and replacement. If the Unrestricted net assets are below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to ten percent or greater within three years.

The Stormwater Fund Unrestricted net assets, at year end, will be between ten percent and twenty percent of the following year's budgeted expenses excluding capital expenditures. Unrestricted net assets over twenty percent will be assigned for future system capital projects. If the Unrestricted net assets are below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to ten percent or greater within three years.

The Solid Waste Fund Unrestricted net assets, at year end, will be between five percent and ten percent of the following year's budgeted operating expenses. Unrestricted net assets over ten percent will be assigned to a rate stabilization fund. If the Unrestricted net assets are below five percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to five percent or greater within three years.

The Tennis Center Fund and the Golf Course Fund Unrestricted net assets, at year end, will be between five percent and ten percent of the following year's budgeted operating expenses. Unrestricted net assets over ten percent will be assigned for future capital projects including renewal and replacements. If the Unrestricted net assets are below five percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to ten percent or greater within three years.

The Disaster Reserve committed fund balance, at year end, will be at least two one hundredths percent (0.02%) of the just value of all property in the City on July 1 of that year. If the Disaster Reserve is below the minimum amount at year end, a transfer should be made from the General Fund in an amount sufficient to increase the fund balance above the minimum amount, within two years. The Disaster Reserve can be used to address unanticipated expenditures arising out of a hurricane, tornado, other major weather related events, and/or other massive infrastructure failures or other disasters, whether man-made or caused by nature, using emergency procedures as provided for in the city's Purchasing Policy.

All other funds, including Special Revenue Funds, Capital Project Funds, and Internal Service Funds do not have a fund balance requirement. Fund balances in these funds are dictated by revenue sources and a schedule of capital projects.

FINANCIAL POLICIES

Investment

The purpose of this policy is to set forth the investment objectives and parameters for the management of the funds of the City of Palm Coast, (hereinafter "City") and are designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices. These policies are in accordance with Section 218.415, Florida Statutes, and this investment policy applies to all cash and investments held or controlled by the City and shall be identified as "general operating funds" of the City with the exception of the City's Pension Funds and funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. Additionally, any future revenues, which have statutory investment requirements conflicting with this Investment Policy and funds held by state agencies (e.g., Department of Revenue), are not subject to the provisions of this policy.

The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

From time to time, securities may be traded for other similar securities to improve yield, maturity or credit risk. For these transactions, a loss may be incurred for accounting purposes to achieve optimal investment return, provided any of the following occurs with respect to the replacement security:

- A. The yield has been increased, or
- B. The maturity has been reduced or lengthened, or
- C. The quality of the investment has been improved.

The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodical cash flow analyses will be completed in order to ensure that the portfolios are positioned to provide sufficient liquidity.

Investment portfolios shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

In accordance with the City's Charter, the responsibility for providing oversight and direction in regard to the management of the investment program resides with the City Manager. The management responsibility for all City funds in the investment program and investment transactions is delegated to the City's Finance Director. The Finance Director shall establish written procedures for the operation of the investment portfolio and a system of internal accounting and daily procedures for investment trades and to regulate the activities of employees.

The standard of prudence to be used by investment officials shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program.

FINANCIAL POLICIES

Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the City Council in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The "Prudent Person" rule states the following:

Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

While the standard of prudence to be used by investment officials who are officers or employees is the "Prudent Person" standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of "Prudent Expert". The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to the City Clerk, in accordance with the appropriate state statutes governing conflicts of interest, any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City's investment program.

The Finance Director shall establish a system of internal controls and operational procedures that are in writing and made a part of the City's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation, by third parties, or imprudent actions by employees. The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and "delivery vs. payment" procedures. No person may engage in an investment transaction except as authorized under the terms of this policy.

Independent auditors as a normal part of the annual financial audit for the City shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

The Finance Director and appropriate staff shall annually complete a minimum 8 hours of continuing education in subjects or courses of study related to investment practices and products.

FINANCIAL POLICIES

Authorized City staff and Investment Advisors shall only purchase securities from financial institutions, which are Qualified Institutions by the City or institutions designated as “Primary Securities Dealers” by the Federal Reserve Bank of New York. Authorized City staff and Investment Advisors shall only enter into repurchase agreements with financial institutions that are Qualified Institutions and Primary Securities Dealers as designated by the Federal Reserve Bank of New York. The Finance Director and/or the Investment Advisors shall maintain a list of financial institutions and broker/dealers that are approved for investment purposes and only firms meeting the following requirements will be eligible to serve as Qualified Institutions:

- 1) regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule);
- 2) Capital of no less than \$10,000,000;
- 3) registered as a dealer under the Securities Exchange Act of 1934;
- 4) member of the National Association of Dealers (NASD);
- 5) registered to sell securities in Florida; and
- 6) the firm and assigned broker have been engaged in the business of effecting transactions in U.S. government and agency obligations for at least five (5) consecutive years.
- 7) Public Depositories qualified by the Treasurer of the State of Florida, in accordance with Chapter 280, Florida Statutes.

All brokers, dealers and other financial institutions deemed to be Qualified Institutions shall be provided with current copies of the City’s Investment Policy. A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the City transacts business.

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Investments of current operating funds should have maturities of no longer than twenty-four (24) months.

Investments of bond reserves, construction funds, and other non-operating funds (“core funds”) shall have a term appropriate to the need for funds and in accordance with debt covenants, but should not exceed ten (10) years.

From time to time the above parameters may require modification in order to meet specific construction draw schedules or other predetermined operating, capital needs or to satisfy debt obligations but in no event shall exceed thirty (30) years.

The maturities of the underlying securities of a repurchase agreement will follow the requirements of the Master Repurchase Agreement.

After the Finance Director has determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) Qualified Institutions and/or Primary Dealers must be contacted and asked to provide bids/offers on securities in questions. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.

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However, if obtaining bids/offers are not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

- A. Telerate Information System
- B. Bloomberg Information Systems
- C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing
- D. Daily market pricing provided by the City's custodian or their correspondent institutions

The Finance Director shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Finance Director, competitive bidding would inhibit the selection process.

Examples of when the City may use this method include:

1. When time constraints due to unusual circumstances preclude the use of the competitive bidding process
2. When no active market exists for the issue being traded due to the age or depth of the issue
3. When a security is unique to a single dealer, for example, a private placement
4. When the transaction involves new issues or issues in the "when issued" market

Overnight sweep investments or repurchase agreements will not be bid, but may be placed with the City's depository bank relating to the demand account for which the sweep investments or repurchase agreement was purchased.

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and the City's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Finance Director or designee may sell the investment at the then-prevailing market price and place the proceeds into the proper account at the City's custodian.

The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by the City. The Finance Director or designee shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment. Investments not listed in this policy are prohibited.

The allocation limits and security types do not apply to the investment of debt proceeds. These investments shall be governed by the debt covenant included in the debt instrument.

- A. The Florida Local Government Surplus Funds Trust Fund ("SBA")
 1. Investment Authorization
The Finance Director may invest in the SBA.
 2. Portfolio Composition
A maximum of 100% of available funds may be invested in the SBA.

FINANCIAL POLICIES

- B. United States Government Securities
1. Purchase Authorization
The Finance Director may invest in direct negotiable obligations, or obligations the principal and interest of which are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to the following:
Cash Management Bills
Treasury Securities – State and Local Government Series (“SLGS”)
Treasury Bills
Treasury Notes
Treasury Bonds
Treasury Strips
 2. Portfolio Composition
A maximum of 100% of available funds may be invested in the United States Government Securities.
 3. Maturity Limitations
The maximum length to maturity of any direct investment in the United States Government Securities is ten (10) years from the date of purchase.
- C. United States Government Agencies
1. Purchase Authorization
The Finance Director may invest in bonds, debentures, notes or callable issued or guaranteed by the United States Governments agencies, provided such obligations are backed by the full faith and credit of the United States Government. Such securities will include, but not be limited to the following:
Government National Mortgage Association (GNMA)
-GNMA guaranteed mortgage-backed bonds
-GNMA guaranteed pass-through obligations
United States Export – Import Bank
-Direct obligations or fully guaranteed certificates of beneficial ownership
Farmer Home Administration
-Certificates of beneficial ownership
Federal Financing Bank
-Discount notes, notes and bonds
Federal Housing Administration Debentures
General Services Administration
United States Maritime Administration Guaranteed
-Title XI Financing
New Communities Debentures
-United States Government guaranteed debentures
United States Public Housing Notes and Bonds
-United States Government guaranteed public housing notes and bonds
United States Department of Housing and Urban Development
-Project notes and local authority bonds

FINANCIAL POLICIES

2. Portfolio Composition
A maximum of 75% of available funds may be invested in United States Government agencies.
 3. Limits on Individual Issuers
A maximum of 50% of available funds may be invested in individual United States Government agencies.
 4. Maturity Limitations
The maximum length to maturity for an investment in any United States Government agency security is ten (10) years from the date of purchase.
- D. Federal Instrumentalities (United States Government sponsored agencies)
1. Purchase Authorization
The Finance Director may invest in bonds, debentures or notes which may be subject to call, issued or guaranteed as to principal and interest by United States Government sponsored agencies (Federal Instrumentalities) which are non-full faith and credit agencies limited to the following:
Federal Farm Credit Bank (FFCB)
Federal Home Loan Bank or its district banks (FHLB)
Federal National Mortgage Association (FNMA)
Federal Home Loan Mortgage Corporation (Freddie-Macs)
Student Loan Marketing Association (Sallie-Mae)
 2. Portfolio Composition
A maximum of 80% of available funds may be invested in Federal Instrumentalities.
 3. Limits on Individual Issuers
A maximum of 40% of available funds may be invested in any one issuer.
 4. Maturity Limitations
The maximum length to maturity for an investment in any Federal Instrumentality security is ten (10) years from the date of purchase.
- E. Interest Bearing Time Deposit or Saving Accounts
1. Purchase Authorization
The Finance Director may invest in non-negotiable interest bearing time certificates of deposit or savings accounts in banks organized under the laws of this state and in national banks organized under the laws of the United States and doing business and situated in the State of Florida. Additionally, the bank shall not be listed with any recognized credit watch information service.
 2. Portfolio Composition
A maximum of 25% of available funds may be invested in non-negotiable interest bearing time certificates of deposit.
 3. Limits on Individual Issuers
A maximum of 15% of available funds may be deposited with any one issuer.
 4. The maximum maturity on any certificate shall be no greater than one (1) year from the date of purchase.

FINANCIAL POLICIES

- F. Repurchase Agreements
1. Purchase Authorization
 - a. The Finance Director may invest in repurchase agreements composed of only those investments based on the requirements set forth by the City's Master Repurchase Agreement. All firms are required to sign the Master Repurchase Agreement prior to the execution of a repurchase agreement transaction.
 - b. A third party custodian with whom the City has a current custodial agreement shall hold the collateral for all repurchase agreements with a term longer than one (1) business day. A clearly marked receipt that shows evidence of ownership must be supplied to the Finance Director and retained.
 - c. Securities authorized for collateral are negotiable direct obligations of the United States Government, Government Agencies, and Federal Instrumentalities with maturities under five (5) years and must have a market value for the principal and accrued interest of 102 percent of the value and for the term of the repurchase agreement. Immaterial short-term deviations from 102 percent requirement are permissible only upon the approval of the Finance Director.
 2. Portfolio Composition
A maximum of 50% of available funds may be invested in repurchase agreements excluding one (1) business day agreements and overnight sweep agreements.
 3. Limits on Individual Issuers
A maximum of 25% of available funds may be invested with any one institution.
 4. Limits on Maturities
The maximum length to maturity of any repurchase agreement is 90 days from the date of purchase.
- G. Commercial Paper
1. Purchase Authorization
The Finance Director may invest in commercial paper of any United States company that is rated, at the time of purchase, "Prime-1" by Moody's and "A-1" by Standard & Poor's (prime commercial paper). Additionally, the company shall not be listed with any recognized credit watch information service.
 2. Portfolio Composition
A maximum of 30% of available funds may be directly invested in prime commercial paper.
 3. Limits on Individual Issuers
A maximum of 10% of available funds may be invested with any one issuer.
 4. Maturity Limitations
The maximum length to maturity for prime commercial paper shall be 180 days from the date of purchase.

FINANCIAL POLICIES

- H. High Grade Corporate Notes
 - 1. Purchase Authorization

The Finance Director may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, at a minimum “Aa” by Moody’s and a minimum long term debt rating of “AA” by Standard & Poor’s. Additionally, the company shall not be listed with any recognized credit watch information service.
 - 2. Portfolio Composition

A maximum of 15% of available funds may be directly invested in corporate notes.
 - 3. Limits on Individual Issuers

A maximum of 5% of available funds may be invested with any one issuer.
 - 4. Maturity Limitations

The maximum length to maturity for corporate notes shall be 3 years from the date of purchase.
- I. Bankers’ acceptances
 - 1. Purchase Authorization

The Finance Director may invest in Bankers’ acceptances issued by a domestic bank or a federally chartered domestic office of a foreign bank, which are eligible for purchase by the Federal Reserve System, at the time of purchase, the short-term paper is rated, at a minimum, “P-1” by Moody’s Investors Services and “A-1” Standard & Poor’s. Additionally, the bank shall not be listed with any recognized credit watch information service.
 - 2. Portfolio Composition

A maximum of 30% of available funds may be directly invested in Bankers’ acceptances.
 - 3. Limits on Individual Issuers

A maximum of 10% of available funds may be invested with any one issuer.
 - 4. Maturity Limitations

The maximum length to maturity for Bankers’ acceptances shall be 180 days from the date of purchase.
- J. State and/or Local Government Taxable and/or Tax-Exempt Debt
 - 1. Purchase Authorization

The Finance Director may invest in state and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, rated at least “Aa” by Moody’s and “AA” by Standard & Poor’s for long-term debt, or rated at least “MIG-2” by Moody’s and “SP-2” by Standard & Poor’s for short-term debt.
 - 2. Portfolio Composition

A maximum of 20% of available funds may be invested in taxable and tax-exempt debts.

FINANCIAL POLICIES

3. Maturity Limitations
A maximum length to maturity for an investment in any state or local government debt security is three (3) years from the date of purchase.
- K. Registered Investment Companies (Mutual Funds)
 1. Investment Authorization
The Finance Director may invest in shares in open-end and no-load fixed-income securities mutual funds provided such funds are registered under the Federal Investment Company Act of 1940 and invest in securities permitted by this policy.
 2. Portfolio Composition
A maximum of 50% of available funds may be invested in mutual funds excluding one (1) business day overnight sweep agreements.
 3. Limits of Individual Issuers
A maximum of 25% of available funds may be invested with any one mutual fund.
 4. Rating Requirements
The mutual funds shall be rated "AAM" or "AAM-G" or better by Standard & Poor's, or the equivalent by another national rating agency.
 5. Due Diligence Requirements
A thorough investigation of any mutual market fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of due diligence considerations that deal with the major aspects of any investment pool/fund. A current prospectus must be obtained.
- L. Intergovernmental Investment Pool
 1. Investment Authorization
The Finance Director may invest in intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in Section 163.01, Florida Statutes and provided that said funds contain no derivatives.
 2. Portfolio Composition
A maximum of 25% of available funds may be invested in intergovernmental investment pools.
 3. Due Diligence Requirements
A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool/fund.

Investment in any derivative products or the use of reverse repurchase agreements requires specific City Council approval prior to their use. If the City Council approves the use of derivative products, the Finance Director shall develop sufficient understanding of the derivative products and have the expertise to manage them. A "derivative" is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or indices or asset values. If the City Council approves the use of reverse repurchase agreements or other forms of leverage, the investment shall be limited to transactions in which the proceeds are intended to provide liquidity and for which the Finance Director has sufficient resources and expertise to manage them.

FINANCIAL POLICIES

In order to assist in the evaluation of the portfolios' performance, the City will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the City to measure its returns against other investors in the same markets.

- A. Investment performance of funds designated as short-term funds and other funds that must maintain a high degree of liquidity will be compared to the return on State Board of Administration's Local Government Surplus Funds Trust Fund book rate of return. Investments of current operating funds should have maturities of no longer than twenty-four (24) months.
- B. Investment performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon will be compared to an index comprised of U. S. Treasury or Government securities. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios' total rate of return. Investments of bond reserves, construction funds, and other non-operating funds ("core funds") should have a term appropriate to the need for funds and in accordance with debt covenants, but should not exceed ten (10) years.

The Finance Director shall provide the City Manager with a "Quarterly Investment Report" that summarizes but not limited to the following:

- A. Recent market conditions, economic developments and anticipated investment conditions.
- B. The investment strategies employed in the most recent quarter.
- C. A description of all securities held in investment portfolios at quarter-end.
- D. The total rate of return for the quarter and year-to-date versus appropriate benchmarks.
- E. Any areas of policy concern warranting possible revisions to current or planned investment strategies. The market values presented in these reports will be consistent with accounting guidelines in GASB Statement 31.

On an annual basis, the Finance Director shall submit to the City Council a written report on all invested funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, earned income, the book value, the market value, the yield on each investment.

The annual report will show performance on both a book value and total rate of return basis and will compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB Statement 31. Investment reports shall be available to the public.

Securities, with the exception of certificates of deposits, shall be held with a third party custodian; and all securities purchase by, and all collateral obtained by the City should be

FINANCIAL POLICIES

properly designated as an asset of the City. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the City Manager and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, unless by such a duly authorized person.

The custodian shall provide the Finance Director with safekeeping statements that provide detail information on the securities held by the custodian. On a monthly basis, the custodian will also provide reports that list all securities held for the City, the book value of holdings and the market value as of month-end.

Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

Purchasing Policy

TYPES OF COMMON PURCHASING TRANSACTIONS

Standard Purchase Order

The standard purchase order is requested by the user with a requisition and is issued for most types of items and/or services. These purchase orders will be encumbered in the financial accounting system.

Service Contract Purchase Orders (SCS)

Service Contract Purchase Orders (SCS) are issued by the Purchasing Manager as a result of a quote or bid usually for construction or consultant type jobs where progress payments are required throughout the duration of the project OR for payments for transactions where regular specific payments are required over a specified length of time. While the term of a Service Contract Purchase Order may or may not coincide with the fiscal year, the amount of funds encumbered must be available in the current year's budget. Requests for construction, consultants, leases, or similar transactions must begin with the proper department.

FINANCIAL POLICIES

Price Agreement Purchase Orders

A price agreement is a nonexclusive, indefinite quantity agreement. It is a tool to facilitate purchases when the exact quantity of a required commodity or service is unknown or may vary depending upon the using department's requirements. A Price Agreement is used to obtain commodities or services needed frequently for operations and maintenance.

If usage is anticipated to be greater than or equal to **\$3,000** but less than **\$15,000** in a single year, at least three (3) verbal quotes must be obtained and documented. If usage is anticipated to be greater than or equal to **\$15,000** but less than **\$25,000** in a single year, three written quotes must be obtained. If usage is anticipated to be greater than **\$25,000** in a single year, formal competition (bid or RFP) must be used to select the vendor, unless the award is made from another political entity's contract, or justified as a sole/single source.

A price agreement may be requested by using departments or initiated by the Purchasing Manager. A price agreement shall be awarded by the Purchasing Manager and issued for citywide use. The term of a price agreement may not necessarily coincide with the fiscal year.

After review by the Purchasing Manager, a request for a Price Agreement may be returned to the user with the recommendation to use a more appropriate purchasing method such as a regular Purchase Order, Procurement Card or Direct Payment Voucher.

Commodities or services available for purchase from current Price Agreements may be obtained from the Purchasing Manager. Departments may request a commodity or service be purchased through the Price Agreement method at any time during the fiscal year.

Contracts

Contracts will be processed through the Purchase Order system simply as an expedient way to handle the encumbrance of the funds. The requisite documentation should be filed with the Purchasing Manager. In general, this will cover contracts for which there is no competitive function (such as charitable contributions approved each fiscal year by City Council, or payments to other governmental agencies) which are primarily issued to other governments or to non-profit organizations. These should be encumbered at the beginning of each fiscal year for those payments approved in each fiscal year budget. However, they may be requested and encumbered at any time during the fiscal year for approved transactions.

Purchasing Card

The purchasing card is another tool for small purchases. Purchasing cards are issued in an employee's name with preset spending controls and limits. The per transaction limit for purchases is set at seven hundred forty nine dollars or less (\$749.00). Purchasing cards are only issued upon written request from the department director. The purchasing card is intended only for small value, non-recurring needs, usually from local sources.

FINANCIAL POLICIES

Direct Payment Voucher

For certain approved transactions for which there is no competitive purchasing function, a using department may make a request for payment directly to the Accountant without a purchase order. Direct Payment Vouchers require all the necessary approvals and signatures as a requisition.

The following transactions are examples of payment using a Direct Payment Voucher:

- Bond related expenses
- Child support payments
- Debt service payments
- Instructor Fees
- Insurance (Administrative Services Approval)
- Land purchases (Public Works/Right-of-Way including legal fees and related costs) (Council approval required)
- Medical insurance refunds (Financial Services Approval only)
- Outside Counsel
- Payments to Other Government Agencies (all types of taxes, assessments, fees, permits, utility deposits)
- Postage (U.S. Post Office only - no invoice required)
- Pre-approved interview and/or moving expenses (Personnel only)
- Risk Management Claims settlements
- Subscriptions to, and public and legal advertisements in, newspapers and periodicals
- Tax deed application expenses and surpluses

Emergency Purchase Order

Emergency purchases are **ONLY** for commodities or services necessary because of certain emergency conditions that may affect the health, safety, and welfare of the citizens of The City of Palm Coast.

PURCHASING REQUIREMENTS

The following procedures should be used depending on the amount of the purchase. The estimated value of the purchase determines what steps must be completed before a purchase order can be issued for the request.

FINANCIAL POLICIES

QUICK REFERENCE GUIDE

TOTAL CONTRACT VALUE	QUOTE REQUIREMENTS (Minimum)	AWARD APPROVAL
\$ 0 - \$749.99	Single Quote Purchase Card	Department Director or Designee
\$750 - \$2,999.99	Single Quote Purchase Order	Department Director
\$3,000 - \$14,999.99	3 Verbal Quotes Minimum Purchase Order	Department Director
\$15,000 - \$25,000	3 Written Quotes Minimum Purchase Order	City Manager or Designee
\$25,000.01 - \$30,000	Formal Invitation or Bid Contract or Purchase Order	City Manager or Designee
\$30,000.01 and Above	Formal Invitation or Bid Contract or Purchase Order	City Council

CONTRACTS FOR THE PURCHASE OF ANY COMMODITIES OR SERVICES MAY ONLY BE SIGNED BY THE CITY MANAGER OR THE MAYOR, AS MAY BE APPLICABLE.

OBTAINING QUOTES

While it is the Purchasing Manager's responsibility to obtain quotes, the user can shorten purchasing process by obtaining one or more quotes. The quotes must all be for identically the same quantity and quality and under the same terms and conditions. Even if the user provides quotes with the requisition, a complete description of the item or service needed, including required delivery time, and all special conditions must be clearly written on the requisition or attached as a memo. If the user does not provide quotes, it is imperative the user write a complete and accurate description to assist the Purchasing Manager in obtaining quotes and filling the order promptly and accurately. **Regardless, the Purchasing Manager always reserves the right to obtain additional quotes.**

FINANCIAL POLICIES

SINGLE QUOTES

- (1) Estimated Value under \$750.00

Use the purchasing card for this type of purchase.

- (2) Estimated Value under \$3000.00

This only requires a single quote, but a general check of the marketplace should be made to ensure the best value. If there is a preferred vendor, provide a complete name and address, description of the commodity or service and how much it will cost including freight and/or shipping on the requisition form. The Purchasing Manager will review the requisition. If the Purchasing Manager agrees with the recommendation for purchase, the requisition will be processed. If the Purchasing Manager questions whether the commodity can be purchased from another vendor, for a better price, or is available from another source or contract, the department will be contacted to discuss the change.

VERBAL QUOTES

- (3) Estimated Value \$3,000 - \$14,999.99

Requisition forms for purchases for this dollar value are completed in the same manner as above. However, minimums of three (3) VERBAL quotes are required. The user may obtain the necessary quotes and furnish them with the requisition form, or, provide sufficient specifications so that the Purchasing Manager can obtain the quotes. User obtained quotes should be listed either on the requisition or on a separate page: Firm name, telephone number, name of contact person, and each unit price including any freight costs.

WRITTEN QUOTES

- (4) Estimated Value \$15,000 - \$25,000

Requisition forms for purchases for this dollar value are completed in the same manner as above. However, minimums of three (3) WRITTEN quotes are required. The user may obtain the necessary quotes and furnish the original of each written quote with the requisition form, or, provide sufficient specifications so that the Purchasing Manager can obtain quotes.

FORMAL INVITATIONS

If the estimated value is greater than \$25,000, the Purchasing Manager must prepare and solicit formal, sealed, advertised invitations (Invitation To Bid, Request For Proposals, Request For Statements of Qualifications, or Request For Information).

FINANCIAL POLICIES

If available, specifications for the requested purchase shall accompany the requisition. The Purchasing Manager will review the specifications to see if they are adequate for bid or will work with the requesting department to write specifications, terms and conditions for the invitation. The Purchasing Manager will coordinate all of the details of the invitation such as a pre-proposal conference, if applicable, and the suggested opening, evaluation and award dates, etc. After the formal opening the Purchasing Manager and the using department will evaluate the bids or proposals based upon predetermined criteria for award.

Public Advertisements

All formal invitations must be publicly advertised seven days in advance of the specified opening date in one major newspaper that covers the area. There are other advertising requirements depending upon the type and value of the proposed contract. Other advertising is suggested if a wide selection of potential proposers is required.

Public Advertising Requirements:

Type	Times	Minimum**	Recommended
City Bids, RFPs, RSQs	1	7 days	20-30 days
Construction > \$200,000 and <= \$500,000 ¹	1	21 days	30 days
Construction > \$500,000 ¹	1	30 days	30 days
Sale or Lease of City Real Property	2	14 days	30 days
Road projects	2	30 days	30 days
Federal Aviation Authority Projects	2	10 days	20-30 days
Federal Transit Authority -capital equipment	1	10 days	20-30 days
Federal Transit Authority –projects	2	10 days	20-30 days
Grants	At least 1 or per grant	Per grant or 5 days	20-30 days
Addendum - changing closing date	1	5 days	10 - 15 days

*Minimum - number of days from date Public advertisement appears in the newspaper until closing date.

** Public advertisement must also be at least 5 days before any pre-bid meeting.

¹ Florida Statute 255.0525 (2)

FINANCIAL POLICIES

Pre-Solicitation, Pre-Bid, Pre-Proposal Conferences

Conferences may be scheduled and conducted by the Purchasing Manager, or his/her designee, before the official time and date set for the formal opening to explain the procurement requirements and to solicit information from potential bidders/proposers.

A MANDATORY conference may be scheduled and conducted if the technical or physical requirements of the invitation requires the physical presence of potential proposers. Proposals from anyone not attending the mandatory conference will not be considered. Mandatory conferences restrict competition and therefore must be justified in writing to the Purchasing Manager and approved by the Finance Director prior to release of the Invitation.

For construction projects in excess of \$200,000, the legal advertisement must be published at least 5 days prior to the pre-bid conference. (Section 255.0525 (1), Florida Statutes)

Formal Opening

Responses to all invitations shall be clocked in upon receipt and opened publicly at the time, date and place designated in the Invitation under the strict control of the Purchasing Manager. The name of each bidder or proposer shall be read aloud and tabulated along with the pertinent information as described in the Invitation. Note: Applicable Florida Statutes Section 180.24 and Section 218.80 and 255.0525.

Late Proposals

Any bid, proposal, or offer received at the place designated in the Invitation after the official date and time specified for receipt of proposals shall be considered late and will not be considered for award. Any request for withdrawal or modification received after the date and time specified shall not be considered. The time clock in the City Hall is the official time for all Formal Openings.

Bidders List

The Purchasing Manager maintains a database of vendors with whom the City has done business in the past and a list of firms who have expressed interest in submitting quotes and bids to the City. Any firm wishing to register to do business with the City can request a "Bidders Registration Form," complete it, and return it to the City. The firm will then be assigned a vendor number and assigned to commodity categories by the Purchasing Manager.

Users can call the Purchasing Manager to see if a certain vendor is included in the database. Users may suggest to the Purchasing Manager any potential bidders they would like to receive an invitation, request for quote or bid or may request a Bidders Registration Form be mailed or faxed to a potential bidder with whom they are interested in doing business.

The "Bidders Registration Form" is also on the City's Web page.

FINANCIAL POLICIES

AWARD OF CONTRACTS AND APPROVALS

Award

All quotes and invitations shall be awarded to the lowest responsive and responsible proposer, or upon criteria established before the proposals are opened. If no criteria are specified in the quotes or invitation, then the award will be based upon the price alone.

Approvals

Before any purchase order on budgeted items can be issued, the following approvals are required based upon the total value of the purchase:

Value Less than or Equal to \$15,000
Value Greater than \$15,000

Department Director
City Manager or Designee

Protest Procedures

A vendor/bidder may protest the award of any contract any time prior to its award by contacting the Purchasing Manager.

The decision of the Purchasing Manager may be appealed to the City Manager by filing a written appeal with the City Manager within seven days of the decision. The decision of the City Manager may be appealed to the City Council by filing a written appeal with the City Clerk within seven days of the City Manager's decision.

PROCUREMENT COMMITTEES

Definitions

A "selection committee" is defined as any committee that has been delegated decision-making functions, directly or indirectly. A selection committee ranks and/or short-lists respondents to an Invitation or Request for Statements of Qualifications (RSQ) based upon the information submitted in response to the RSQ. This definition includes all selections under Chapter 287.055 Florida Statutes, the Contractors Competitive Negotiation Act (CCNA), as amended. All selection committee meetings are open public meetings as defined in Chapter 286 FS and subject to Florida's Government in the Sunshine Law.

An "evaluation committee" is defined as a committee that is responsible for advising and informing the final decision maker, the City Manager or City Council, through fact-finding consultations. The evaluation committee meets to evaluate proposals or offers submitted in response to an Invitation for conformance with defined evaluation criteria. The outcome of an evaluation committee is whether responses meet the evaluation criteria and which response (offer) is best for the City. An evaluation committee meeting falls within the requirements of an open public meeting and subject to Florida's Government in the Sunshine Law.

FINANCIAL POLICIES

A “technical review committee” is defined as any committee appointed by the Purchasing Manager to establish and/or review specifications or scope of work for any procurement project. A technical review committee does not generally fall within the requirements of an open public meeting. However, to the extent that it makes recommendations that would be part of the decision making process it too would be subject to Florida’s Government in the Sunshine Law.

Public Meeting Notice/Advertisements

Reasonable public notice shall be given before any selection committee meeting. Such notice shall include: (1) name and/or purpose of selection committee, (2) time and place of meeting, and (3) ADA requirements notification information. All Public Meeting notices shall be posted in City Hall.

The Purchasing Manager shall have published a meeting notice for any selection committee meeting at least one (1) day before the meeting date in a newspaper of general circulation in the City of Palm Coast, Florida. The public meeting notice(s) may be included in the Public advertisement announcing the procurement.

These committee meetings do not rise to the level of being matters of “critical public importance” but should be noticed appropriately.

The following notice guidelines as outlined in the Government in the Sunshine Manual (January 22, 2001) shall apply:

1. The notice should contain the time and place of the meeting and, if available, an agenda (or if no agenda is available, subject matter summations might be used);
2. **The notice should be prominently displayed in the area in the agency’s offices set aside for that purposes, e.g., for cities, in City Hall;**
3. Emergency sessions should be afforded the most appropriate and effective notice under the circumstances and special meetings should have at least 24 hours reasonable notice to the public; and
4. The use of the press releases and/or phone calls to the wire services and other media is highly effective. On matters of **critical public concern** such as rezoning, budgeting, taxation, appointment of public officers, etc., **advertising in the local newspapers of general circulation would be appropriate.**

Meeting Minutes

The minutes of any open public meeting shall be available for public review. The original minutes shall be filed with the invitation package with the Purchasing Manager.

If an open public meeting is adjourned and reconvened at a later date to complete the business of the meeting, the second meeting shall also be noticed. This includes any meeting where a presentation is made to the selection committee.

FINANCIAL POLICIES

Membership

The Purchasing Manager shall chair all selection and evaluation committees and shall appoint the committee from staff or other representatives who have knowledge and interest in the procurement project. Suggestions from the affected user shall be given consideration.

Committee members must ensure that they disclose any conflict of interests and abstain from voting when a conflict exists in accordance with State Law.

Any person with a conflict of interest shall not be appointed to any procurement evaluation or selection committee, or shall be removed from the committee if the conflict arises after appointment to the committee. A conflict of interest is defined as any circumstance in which the personal interest of a committee member in a matter before him or her in his or her official capacity may prevent or appear to prevent him or her from making an unbiased decision with respect to the matter. A conflict of interest is also any conflict defined in the City of Palm Coast Code or Policies, Florida Statutes, or Federal Statutes.

Voting

The vote of each member of the selection committee shall be recorded in the minutes. Committee members are required to vote either in person or via a telephonic appearance. A quorum must be present at the site of the committee meeting and be able to hear the non-present member in order for the telephonic appearance to be authorized.

A selection committee member must be present, physically or electronically, for the all of the presentations to vote.

Selection shall be made by consensus if possible. If the committee chair deems consensus impossible the selection shall then take place by totaling individual votes of committee members.

Discussion with Respondents

Any discussion before an award by City Council between any member of an evaluation or selection committee and any respondent regarding the procurement project is highly discouraged. Committee members shall disclose any attempts to influence his/her decision to the Purchasing Manager. All requests for information, clarification, or the status for any procurement project shall be directed to the Purchasing Manager.

Recommendation for Award

The Purchasing Manager shall forward the selection committee's recommendation of ranking to the Finance Director for submission to the City Manager or City Council as required.

BUDGET PROCESS

Methodology

The preparation and adoption of the Annual Budget is one of the most important actions carried out by the City Council, citizens and staff of Palm Coast. To achieve the best results in the planning and delivery of community services, key financial decisions must be made. The budget process provides a forum to accumulate financial and performance information concerning local services into a common format; analyze and debate the merits of each service; and make decisions about the level and cost of service which will be provided. The budget is designed to provide the citizens of Palm Coast with the full complement of municipal services. This budget aims at providing the highest quality municipal service to the community in an efficient and effective manner.

Review

Early in the budget process, each department outlines functions and goals to accomplish in the coming fiscal year. They then prepare a detailed estimate of monies and personnel required to provide these services. These requests are reviewed by the City Manager and the Finance Director. Upon completion of this review and matching with the projected revenues available, the budget is compiled by the Finance Department. During the month of July of each year, the City Manager submits the proposed budget to the City Council. The City Council reviews the proposed budget and conducts public workshops to obtain preliminary direction as to the probable approval levels of the budget.

Adoption

During the month of September, in accordance with the timing specified in State Law (F.S. 200.065), two public hearings are held. The time of the first hearing is advertised on the "Notice of Proposed Property Taxes" sent to property owners and by the usual procedure for advertising a public hearing. The first meeting is to tentatively adopt the budget and millage rate. For the second hearing, in addition to normal advertising procedure, a general summary of the proposed budget is advertised in the newspaper along with a date for the statutory public hearing to adopt the budget and millage rate. The City's fiscal year is October 1 through September 30.

Public Participation

The public is invited and encouraged to attend and participate in all work sessions and public hearings.

Budgetary Basis

Governmental funds are budgeted using the modified accrual basis of accounting. Revenues are recognized when they become available and measurable. An example would be sales tax or state revenue sharing that is measurable but may not be received until after the end of the fiscal year. Expenditures are recognized when the liability has occurred and is measurable. This would be charges for work that has been completed and invoiced but not paid at year-end. Estimated expenditures for capital outlay and debt service payments are budgeted in all funds; however, the actual expenditure for capital and principal on debt is applied to balance sheet accounts and is not expensed in the proprietary funds. Depreciation is not budgeted in any fund but is recorded in proprietary funds. Revenue in the proprietary funds is recognized when due and expenses when they are incurred.

BUDGET CALENDAR

February 26, 2011	Budget process initiated by Finance.
February 26	MUNIS budget system opened for Department line-item entries.
March 29	Departments submit additional program, personnel, fleet requests to Finance for FY 2012.
March 29	Departments submit technology requests to Information Technology & Communications for FY 2012.
April 5	FY 2012 Revenue Estimates prepared by Finance.
April 26	Capital Improvement Program project requests submitted to Finance. (MUST BE IN CONFORMANCE WITH COMP PLAN)
April 26	MUNIS budget system closed for Department line-item entries. Note: Personal services/internal transfers will be projected by Finance.
May 10 - 21	Finance reviews budget requests and Capital Improvement Program (CIP) with department heads. (COPY OF CIP SENT TO COMMUNITY DEVELOPMENT FOR COMP PLAN REVIEW)
June 7	Finance submits the preliminary budget to the City Manager and department heads.
June 14 - 25	City Manager meets with department heads to discuss departmental needs and requests, including the Capital Improvement Program.
July 26	Budget workshop – General Fund.
August 2	Establish proposed Millage Rate (TRIM Rate). (MUST BE DONE PRIOR TO AUGUST 4).
August 9	Budget workshop – Enterprise funds, Special Revenue and Capital funds.
August 16	Property Appraiser distributes “Trim Notices” with date and time of first Public Hearing on Millage Rate.
August 23	Budget workshop – Final proposed budget presentation.
September 14	Public Hearing to tentatively adopt Millage Rate and Budget. (FINAL ADOPTION MUST BE ADVERTISED WITHIN 15 DAYS).
September 24	Place meeting notice and budget summary advertisements. (PUBLIC HEARING MUST BE NO LESS THAN 2 DAYS OR MORE THAN 5 DAYS AFTER ADVERTISEMENT OR MORE THAN 20 DAYS AFTER FIRST HEARING).

BUDGET CALENDAR

September 27	Public Hearing to adopt final Millage Rate Resolution and Budget Resolution.
September 28	Forward a copy of the Millage Rate Resolution to the Property Appraiser and the Tax Collector.
October 26 Last Day	Certificate of Conformance sent to State. (MUST BE DONE WITHIN 30 DAYS OF FINAL ADOPTION).

BUDGET AMENDMENT PROCESS

Supplemental Appropriation Amendments After Adoption

If, during the fiscal year, the City Manager certifies that there are available for appropriation, revenues in excess of those estimated in the budget, the City Council by resolution may make supplemental appropriations for the year up to the amount of such excess.

Emergency Appropriations

To meet a public emergency affecting, life, health, property, or the public peace, the City Council may make emergency appropriations. Such appropriations may be made by emergency ordinance to the extent that there are no available unappropriated revenues to meet such appropriations.

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, he shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him, and his recommendations as to any other steps to be taken. The City 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 or more appropriations.

Transfer Of Appropriations

At any time during the fiscal year the City Manager or his designee may transfer part or all of any unencumbered appropriations balance among programs within a department. The City Council may by resolution transfer part or all of any unencumbered appropriation balance from one department to another.

Limitations; Effective Date

No appropriation may be reduced below that amount required by law to be appropriated, if any. No appropriation may be reduced below the amount of the encumbered balance. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized may be made effective immediately upon adoption.

Lapse Of An Appropriation

Every appropriation, except an appropriation for a capital expenditure, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned.

FUND DESCRIPTION

The City of Palm Coast utilizes a fund structure as outlined in the accounting regulations that govern units of local government. A fund is a fiscal and 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 conducting specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Funds are divided into various types according to the legal restrictions imposed upon them or by their uses. Following is the fund structure contained in the fiscal year 2011 budget for the City of Palm Coast:

I. Governmental Funds

Accounted for on a “spending” or “financial flow” measurement focus. Accordingly, the budgeted fund balances provide an indicator of available, spendable, or appropriate resources.

A. General Fund

The general fund of a government unit serves as the primary reporting vehicle for current government operations. The general fund is used to account for all current financial resources, with the exception of those required to be accounted for in another fund.

B. Special Revenue Funds

The special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. These include impact fee funds, grant funds, a community redevelopment fund, and various capital project funds.

II. Proprietary Funds

Proprietary funds are accounted for on a cost of services or “capital maintenance” measurement focus. Accordingly, all assets and liabilities are included on their balance sheets and the reported fund equity provides an indication of the economic net worth of the fund. Operating statements for proprietary fund types report increases and decreases in total economic net worth.

A. Enterprise Funds

The enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises. The Utility Fund and the Utility Capital Projects Fund were established in conjunction with the utility purchase. Other funds include Solid Waste, Stormwater Management, Golf Course, Tennis Center, Building Permits & Inspections, and Information Technology & Communications.

B. Internal Service Funds

The internal service funds account for financing goods or services provided by one department to other City departments or to other governments on a cost-reimbursement basis. The internal service funds in this budget are the Fleet Management Fund and the Self Insured Health Fund.

FUND BALANCES

Fund balances/retained earnings referred to on the following page of this document do not necessarily represent cash and investment balances in the respective funds. It does, however, represent the net of the total fund assets, less total fund liabilities and contributed capital in the respective fund types.

GENERAL FUND:

In the General Fund, the primary purpose of reserve retention is to fund unforeseen occurrences. These unforeseen occurrences are funded only upon specific appropriation by the City Council. City policy is to maintain General Fund reserves between 10% and 20% of the annual budget. The estimated unassigned fund equity for the beginning of fiscal year 2012 will be 11%.

ENTERPRISE FUNDS:

In the Enterprise Funds, reserves are planned to meet operating expenses and future capital needs. Each enterprise fund has a separate rate structure. These rates are reviewed annually to insure that adequate funding will be available to meet the needs of the individual enterprise's budgetary requirements.

INTERNAL SERVICE FUNDS:

Internal Service Funds differ from other fund types in that funds remaining at year-end are normally redistributed back to the originating funds. An exception to this rule is made when timing differences exist and/or reserves for capital purchases are maintained.

SPECIAL REVENUE FUNDS:

There are no fund equity reserve requirements for Special Revenue Funds. The purpose of these funds is to fund specific programs and capital improvement projects included in the City's budget. Funding sources include fines and forfeitures, impact fees, interest earnings, and fund equity.

CHANGES IN FUND BALANCES:

There is an overall decrease during the two-year period of approximately \$12.3 million. The General Fund is estimated to remain level. The Building Permits & Inspections Fund is expected to decrease by \$2.5 million. This is being caused by a reduction in permit fees designed to reduce the surplus balance. The Utility Capital Projects Fund is expected to decrease by \$6.7 million, accounting for over fifty percent of the reduction. This is due to capital expenditures on several large projects. Decreases in fund balance in the Streets Improvement Fund (\$1 million), SR100 Community Redevelopment Fund (\$2.7 million), and the Capital Projects Fund (\$3.5 million) are all due to construction projects scheduled for fiscal years 2011 and 2012.

COMPUTATION OF ESTIMATED FUND BALANCES

Fund Title	Available Fund Balance 9/30/2010	Estimated Fund Balance 9/30/2011	Net Annual Revenues (Expenditures) 9/30/2012	Available Fund Balance 9/30/2012
General Fund	\$2,393,217	\$2,429,208	\$23,388	\$2,452,596
CDBG Fund	-	-	-	-
Police Education Fund	27,677	17,577	5,300	22,877
Police Automation Fund	241,156	272,456	22,100	294,556
Disaster Reserve Fund	2,171,614	2,210,514	21,000	2,231,514
Recycling Revenue Fund	287,224	355,824	185,500	541,324
Streets Improvement Fund	1,153,751	2,141,951	(2,041,900)	100,051
Park Impact Fee Fund	265,352	472,052	316,100	788,152
Fire Impact Fee Fund	47,437	123,737	65,900	189,637
Development Special Projects Fund	1,543,305	1,578,005	16,300	1,594,305
Transportation Impact Fee Fund	-	-	962,800	962,800
Neighborhood Stabilization Fund	-	408,600	(583,700)	(175,100)
Old Kings Road Special Assessment Fund	119,328	119,328	-	119,328
SR100 Community Redevelopment Fund	3,206,752	2,200,468	(1,717,615)	482,853
Capital Projects Fund	4,379,417	2,327,967	(1,423,400)	904,567
Utility Fund	7,895,341	8,095,351	213,181	8,308,532
Utility Capital Projects Fund	6,742,636	2,444,158	(2,415,213)	28,945
Solid Waste Fund	508,139	737,339	166,716	904,055
Stormwater Management Fund	-	-	-	-
Building Permits & Inspections Fund	4,492,123	3,211,713	(1,244,334)	1,967,379
Golf Course Fund	-	-	-	-
Tennis Center Fund	-	-	-	-
Information Technology & Communication Fund	834,565	452,894	(176,936)	275,958
Self Insured Health Fund	125,559	125,559	-	125,559
Fleet Management Fund	1,717,293	2,470,139	1,253,782	3,723,921
Total	\$38,151,886	\$32,194,840	(\$6,351,031)	\$25,843,809

BUDGET SUMMARY

Fund Type	Estimated Revenue	Operating Expenditures & Contingency	Capital Expenditures	Operating Transfers	Total Expenditures
General Fund	\$ 25,762,000	\$ 25,114,026	\$ 33,000	\$ 614,974	\$ 25,762,000
Special Revenue Funds					
CDBG Fund	-	-	-	-	-
Police Education Fund	22,800	22,800	-	-	22,800
Police Automation Fund	294,500	294,500	-	-	294,500
Disaster Reserve Fund	2,231,500	2,231,500	-	-	2,231,500
Recycling Revenue Fund	310,200	310,200	-	-	310,200
Streets Improvement Fund	12,461,600	382,200	9,501,400	2,578,000	12,461,600
Park Impact Fee Fund	793,100	788,100	5,000	-	793,100
Fire Impact Fee Fund	189,600	189,600	-	-	189,600
Development Special Projects Fund	1,548,000	1,548,000	-	-	1,548,000
Transportation Impact Fee Fund	962,800	962,800	-	-	962,800
Neighborhood Stabilization Fund	1,583,700	1,583,700	-	-	1,583,700
OKR Special Assessment Fund	261,308	261,308	-	-	261,308
SR100 Community Redevelopment Fu	3,024,074	774,074	2,250,000	-	3,024,074
Capital Projects Fund	6,698,700	853,700	5,845,000	-	6,698,700
Sub-Total	30,381,882	10,202,482	17,601,400	2,578,000	30,381,882
Enterprise Funds					
Utility Fund	30,160,495	29,458,552	475,952	225,991	30,160,495
Utility Capital Projects Fund	5,704,941	54,941	5,650,000	-	5,704,941
Solid Waste Fund	7,605,000	7,605,000	-	-	7,605,000
Stormwater Management Fund	7,474,910	4,725,710	2,681,200	68,000	7,474,910
Building Permits & Inspections Fund	1,507,334	1,507,334	-	-	1,507,334
Golf Course Fund	1,668,100	1,646,100	-	22,000	1,668,100
Tennis Center Fund	305,800	304,800	-	1,000	305,800
Information Tech & Comm Fund	2,906,036	2,594,736	299,300	12,000	2,906,036
Sub-Total	57,332,616	47,897,173	9,106,452	328,991	57,332,616
Internal Service Funds					
Self Insured Health Fund	3,785,996	2,668,996	1,117,000	-	3,785,996
Fleet Management Fund	3,155,000	3,155,000	-	-	3,155,000
Sub-Total All Funds	120,417,494	\$ 89,037,677	\$ 27,857,852	\$ 3,521,965	120,417,494
Less: Interfund Charges and Transfers	14,420,661				14,420,661
Total	<u>\$ 105,996,833</u>				<u>\$ 105,996,833</u>

BUDGET SUMMARY

	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total Funds
CASH BALANCES BROUGHT FORWARD	\$ -	\$ 11,281,500	\$ 3,865,424	\$ -	\$ 15,146,924
ESTIMATED REVENUES					
TAXES: Millage Per \$1,000					
Ad Valorem Taxes: 3.9900	13,314,600	-	1,686,100	-	15,000,700
Sales, Use, and Fuel Taxes	341,700	4,074,600	-	-	4,416,300
Telecommunication Service Tax	2,850,900	-	-	-	2,850,900
Local Business Tax	394,000	-	-	-	394,000
Permits, Fees and Special Assessments	718,100	261,308	329,700	-	1,309,108
Intergovernmental Revenue	2,023,300	11,813,100	-	-	13,836,400
Charges for Services	2,577,796	1,428,400	46,156,605	315,000	50,477,801
Fines & Forfeitures	516,000	409,300	-	-	925,300
Interest Revenue	344,200	157,800	451,000	31,300	984,300
Miscellaneous Revenue	21,000	440,000	194,100	-	655,100
Non Revenues	-	-	2,277,000	6,594,696	8,871,696
Transfers from Other Funds	2,660,404	515,874	2,372,687	-	5,548,965
Proceeds from Debt	-	-	-	-	-
Total Revenues and Other Financing Sources	25,762,000	19,100,382	53,467,192	6,940,996	105,270,570
Total Estimated Revenues and Balances	\$ 25,762,000	\$ 30,381,882	\$ 57,332,616	\$ 6,940,996	120,417,494
Less: Interfund Transfers and Charges					14,420,661
Total					\$ 105,996,833
EXPENDITURES/EXPENSES					
General Government	\$ 7,801,802	\$ 100,000	\$ 2,894,036	\$ -	\$ 10,795,838
Public Safety	9,940,423	-	1,507,334	-	11,447,757
Physical Environment	-	124,700	29,469,951	-	29,594,651
Transportation	5,127,713	17,028,600	5,904,608	-	28,060,921
Economic Development	-	1,583,700	-	-	1,583,700
Culture/Recreation	2,254,420	955,000	1,950,900	-	5,160,320
Internal Service	-	-	-	5,687,214	5,687,214
Debt Service	-	901,997	12,840,958	-	13,742,955
Transfers to Other Funds	614,974	2,578,000	2,355,991	-	5,548,965
Total Expenditures/Expenses	25,739,332	23,271,997	56,923,778	5,687,214	111,622,321
Reserves	22,668	7,109,885	408,838	1,253,782	8,795,173
Total Appropriated Expenditures and Reserves	\$ 25,762,000	\$ 30,381,882	\$ 57,332,616	\$ 6,940,996	120,417,494
Less: Interfund Transfers and Charges					14,420,661
Total					\$ 105,996,833

BUDGET SUMMARY

FUND/DEPARTMENT	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
General Fund				
City Council	\$ 81,032	\$ 83,221	\$ 88,382	\$ 95,502
City Manager	525,986	424,502	359,709	361,830
Community Relations	416,192	254,090	216,457	213,583
Purchasing and Contracts Management	325,893	326,093	304,107	297,078
Economic Development	2,092	213,450	319,296	313,641
City Clerk	220,305	201,036	199,325	146,789
Human Resources	287,655	291,106	285,057	293,435
Law Enforcement	2,425,413	2,599,720	2,599,863	2,599,863
City Attorney	395,346	337,778	393,861	383,248
Financial Services	762,234	763,014	732,751	759,914
Information Technology and Communications	2,415,021	-	-	-
Community Development				
Building Permits and Inspections	1,470,474	-	-	-
Planning	1,418,485	1,468,078	1,563,813	1,446,597
Code Enforcement	2,058,077	2,055,867	2,093,208	2,151,037
Total Community Development	4,947,036	3,523,945	3,657,021	3,597,634
Fire	7,164,672	7,897,127	7,611,609	7,340,560
Public Works				
Streets	4,903,805	5,157,976	5,209,223	5,127,713
Facilities Maintenance	709,356	678,373	709,309	693,923
Parks/Facilities	997,622	992,200	1,017,082	1,096,695
Total Public Works	6,610,783	6,828,549	6,935,614	6,918,331
Engineering	1,221,634	1,234,851	394,087	506,505
Recreation/Athletics	1,011,198	906,380	1,199,883	1,256,825
Non-Departmental	978,620	6,797,277	852,007	677,262
Total General Fund	29,791,112	32,682,139	26,149,029	25,762,000

BUDGET SUMMARY

FUND/DEPARTMENT	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
CDBG Fund	3,201	-	-	-
Police Education Fund	24,000	21,314	35,700	22,800
Police Automation Fund	-	-	272,400	294,500
Distaster Reserve Fund	755,379	1,621	2,210,500	2,231,500
Recycling Revenue Fund	63,164	129,415	327,600	310,200
Streets Improvement Fund	6,208,305	9,351,401	5,691,300	12,461,600
Park Impact Fee Fund	1,323,725	2,262,979	593,500	793,100
Fire Impact Fee Fund	1,249,553	3,925	123,700	189,600
Development Special Projects Fund	-	-	1,531,700	1,548,000
Transportation Impact Fee Fund	11,837,827	10,937,078	1,400,000	962,800
Neighborhood Stabilization Fund	5,856	1,652,210	2,290,500	1,583,700
Old Kings Road Special Assessment Fund	3,311,503	2,091,675	239,300	261,308
SR100 Community Redevelopment Fund	1,246,087	2,471,847	4,055,900	3,024,074
Capital Projects Fund	3,558,148	4,012,779	4,659,350	6,698,700
Utility Fund				
Utility Customer Service	1,135,115	1,138,521	1,191,250	1,186,224
Utility Administration	1,302,988	1,314,740	1,163,647	1,175,236
Utility Maintenance	730,641	652,293	631,860	635,024
Wastewater Collection	2,401,258	2,371,099	2,133,621	2,239,059
Wastewater Treatment	1,881,268	1,753,714	1,706,226	1,768,429
Water Plant #1	1,857,114	1,529,393	1,708,752	1,789,766
Water Plant #2	1,454,783	1,214,471	1,223,796	1,293,224
Water Plant #3	883,270	963,526	973,245	963,423
Water Quality	459,566	413,409	431,882	470,093
Water Distribution	3,595,264	4,073,580	2,778,200	2,805,418
Non-Departmental	19,392,884	20,829,320	16,209,221	15,834,599
Total Utility Fund	35,094,151	36,254,066	30,151,700	30,160,495
Utility Capital Projects Fund	2,160,256	-	8,887,156	5,704,941
Solid Waste Fund	6,948,593	7,550,826	7,724,600	7,605,000
Stormwater Management Fund	4,079,982	4,731,022	6,561,200	7,474,910
Building Permits & Inspections Fund	-	1,796,344	1,489,210	1,507,334
Golf Course Fund	4,584,218	2,249,980	1,603,700	1,668,100
Tennis Center Fund	242,969	287,419	333,000	305,800
Information Technology & Comm Fund	-	2,522,657	2,920,221	2,906,036
Self Insured Health Fund	-	554,003	2,911,000	3,155,000
Fleet Management Fund	2,851,112	2,964,381	3,822,147	3,785,996
Total All Funds	115,339,141	124,529,081	115,984,413	120,417,494
Less: Interfund Transfers	12,684,689	21,784,168	11,514,963	14,420,661
Total	\$ 102,654,452	\$ 102,744,913	\$ 104,469,450	\$ 105,996,833

REVENUE EXPLANATIONS

AD VALOREM TAXES: The property tax is based on the value of real and personal property. Each year the county property appraiser determines the total assessed value of each parcel of property in Palm Coast. After subtracting all lawful exemptions, the remaining value is the taxable value. Advalorem property taxes are based on the taxable value. The property tax is calculated by multiplying the taxable value by .001 and then multiplying this number by the rate of taxation, or the millage rate.

LOCAL OPTION, USE, AND FUEL TAXES: These are local option taxes, including gas tax and the Local Government Infrastructure Surtax. The proceeds are distributed based on a State mandated formula or an interlocal agreement between the cities and the county.

COMMUNICATIONS SERVICES TAXES: This tax is collected and distributed by the State. It replaced the franchise tax and utility tax that were charged for telephone and cable television services.

PERMITS, FEES AND SPECIAL ASSESSMENTS: According to Section 205.042, Florida Statutes, a municipality may levy an occupational license tax for the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction. This revenue also includes building permits and animal licenses.

INTERGOVERNMENTAL REVENUE: These revenues are collected by one government and shared with other governmental units. This includes state sales tax, revenue sharing, grants, and various other state taxes and licenses.

CHARGES FOR SERVICES: These are also called "user fees." They are defined as "voluntary payments based on direct, measurable consumption of publicly provided goods and services." User fees are derived from charges for water and wastewater services, solid waste collection, recreation and athletic activities, and various other City services.

JUDGMENTS, FINES & FORFEITS: This revenue comes from code enforcement fines and settlement of criminal cases taken to court. It includes a portion of monetary penalties and recovery of costs incurred by the City.

INTEREST AND OTHER EARNINGS: Revenue derived from the investment of cash receipts and idle funds are an important source of revenue. The City of Palm Coast recognizes the importance of establishing effective cash management and restructuring their government operations to accelerate revenues, promote aggressive collections, and maximize cash flow.

MISCELLANEOUS REVENUES: These are revenues that do not fit into one of the other revenue categories.

NON REVENUES: These are Internal Service Fund revenues that are derived from other City funds where they are shown as operating expenditures. They include fleet leases and vehicle maintenance, as well as contributions towards the Self Insured Health Fund.

TRANSFERS FROM OTHER FUNDS: Transfers are made from one fund to another for various reasons. Some transfers are simply contributions and some are based on services provided by another fund. Still others are based on need, such as transfers to a capital fund.

OTHER FINANCING SOURCES: This is most often an appropriation of previous surplus.

REVENUE FORECAST METHODOLOGY

The purpose of detailing forecast methodologies for revenues is to determine the validity of the forecast over time and to utilize the information in making future forecasts. The following are assumptions concerning revenues, covering all funds.

<u>Revenue Source</u>	<u>Forecast Methodology</u>
Ad Valorem Taxes	Approved millage multiplied by tax roll, less 3.41% for assumed non-collection and/or discounts taken for early payment.
Local Option, Use, and Fuel Taxes	State's forecast (based on city and county population and lane miles), adjusted for historical trend analysis.
Communications Services Taxes	State's forecast adjusted for historical trend analysis.
Permits, Fees and Special Assessments	Historical trend analysis.
State Revenue Sharing	State's forecast (based on city and state population), adjusted for historical trend analysis.
Half-Cent Sales Tax	State forecast (based on city population), adjusted for historical trend analysis.
Grants	Amount on application approved by granting agency.
Other Intergovernmental Revenue	Historical trend analysis.
Water Sales and Wastewater Charges	Historical trend analysis.
Solid Waste Fees	Historical trend analysis.
Stormwater Management Fees	Historical trend analysis.
Other Charges for Services	Historical trend analysis.
Judgments, Fines & Forfeits	Historical trend analysis.
Interest and Other Earnings	Historical trend analysis.
Miscellaneous Revenues	Historical trend analysis.
Non Revenues	Amounts billed to departments for usage.
Transfers from Other Funds	Capital needs and allocation of common costs.

MAJOR REVENUE TRENDS

There are 11 major revenue sources that account for 63 percent of the City's estimated revenues for fiscal year 2012. Appropriated fund balance accounts for another 14 percent of the revenue. These are listed and shown graphically on the following page. The following is a more detailed analysis of the trends for these 11 major revenue sources.

AD VALOREM TAXES: There had been an average decrease in property values of approximately 14% over the past three years. For 2012, there was a decrease in taxable value of about 13%. This makes three consecutive years of declines in property values. The decline is expected to slow in 2012 and then values should level off or show some slight growth.

LOCAL GOVERNMENT INFRASTRUCTURE SURTAX: FY2003 was the first year that the new half-cent surtax was collected. This tax was approved by the voters for a period of ten years. Growth of this revenue is expected to closely parallel the half-cent sales tax.

COMMUNICATIONS SERVICES TAXES: Increases in this revenue have averaged about 4% over past years. With the slowing population growth we have seen a leveling off of these revenues. We expect to see increases of 1% to 2% in future years.

TRANSPORTATION IMPACT FEES: Permits issued have declined over the past three years and as a result impact fees have also been declining. All construction related revenues are expected to level off at these lower levels for the next one to three years.

HALF-CENT SALES TAX: This revenue source has declining slightly for the past 3 years. However, fiscal year 2011 saw a small increase from 2010. We expect to see continued improvement over the next few years and should see increases of 1% to 2%.

WATER AND WASTEWATER SALES: This is a revenue source related to the utility system. It is expected that this revenue source will increase by 1% to 3% annually.

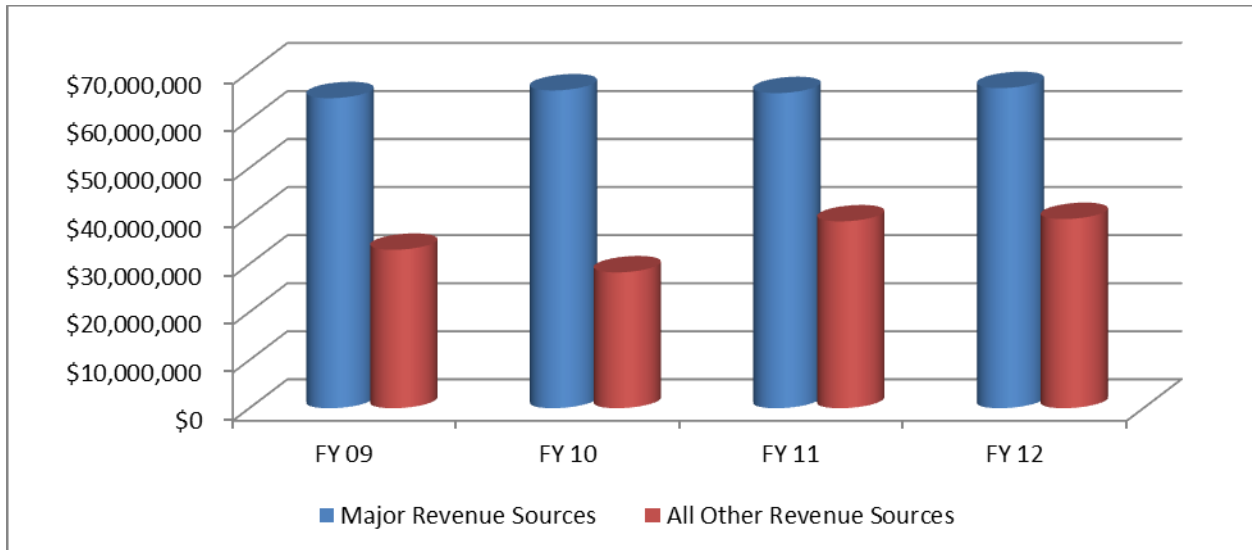
WATER AND WASTEWATER IMPACT FEES: Like transportation impact fees this revenue source is expected to level off.

SOLID WASTE CHARGES: This is a charge is expected to mirror the population growth of about 1% to 2%.

STORMWATER FEES: This fee is charged on developed and undeveloped property. A 1% to 2% growth rate is anticipated.

MAJOR REVENUE SOURCES

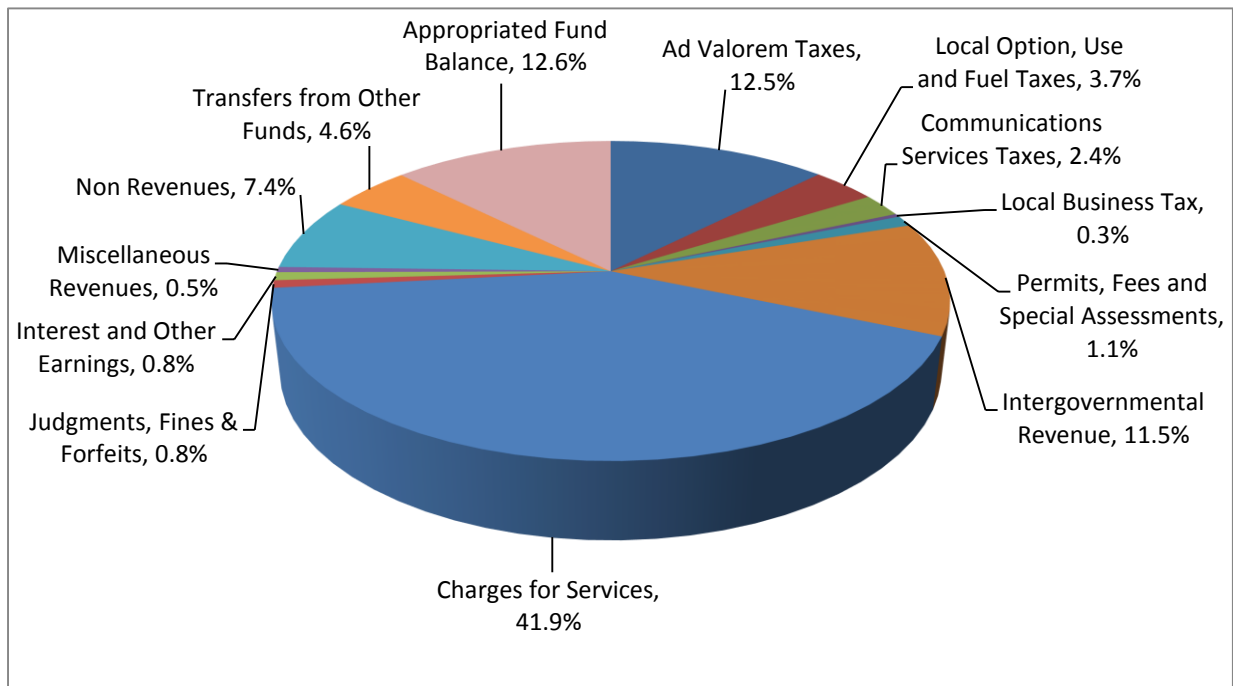
SOURCE	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Ad Valorem Taxes	\$17,602,781	\$17,828,406	\$15,299,100	\$15,000,700
Local Infrastructure Surtax	2,458,212	2,422,436	2,371,400	2,412,600
Communications Services Tax	3,210,370	2,858,825	2,827,600	2,850,900
Half-Cent Sales Tax	1,939,723	1,829,577	1,848,200	1,850,000
Transportation Impact Fee	2,610,810	1,024,914	840,000	1,026,100
Water Sales	14,478,993	16,143,425	16,869,000	17,727,700
Wastewater Charges	8,648,904	10,028,514	10,203,500	10,464,600
Water Impact Fee	1,325,736	748,297	1,283,800	1,240,800
Wastewater Impact Fee	1,371,846	706,613	1,144,000	1,128,300
Solid Waste Charge	7,278,358	7,498,306	7,724,600	7,745,800
Stormwater Management Fee	3,598,820	5,050,067	5,170,800	5,170,800
Debt Proceeds	-	4,000,000	1,157,000	-
Appropriated Fund Balance	-	-	20,562,349	15,146,924
All Other Sources	45,654,999	46,056,150	28,683,064	38,652,270
TOTAL	110,179,552	116,195,530	115,984,413	120,417,494
Less: Interfund Transfers	12,684,689	21,784,168	11,514,963	14,420,661
TOTAL NET REVENUE	\$ 97,494,863	\$ 94,411,362	\$ 104,469,450	\$ 105,996,833



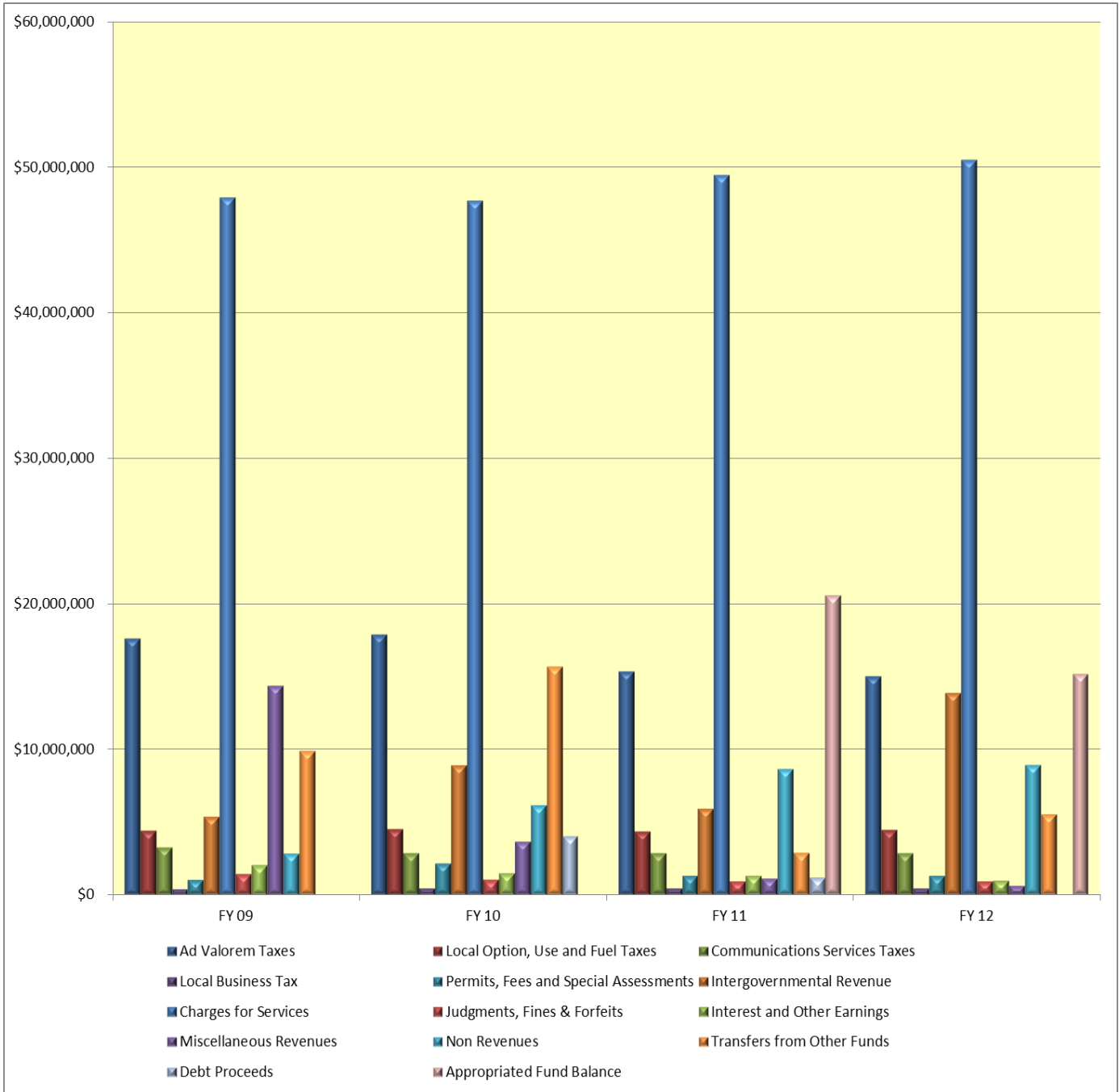
REVENUES BY SOURCE

SOURCE	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Ad Valorem Taxes	\$ 17,602,781	\$ 17,828,406	\$ 15,299,100	\$ 15,000,700
Local Option, Use and Fuel Taxes	4,394,639	4,465,053	4,308,200	4,416,300
Communications Services Taxes	3,210,370	2,858,825	2,827,600	2,850,900
Local Business Tax	358,300	404,685	384,800	394,000
Permits, Fees and Special Assessments	995,513	2,095,627	1,289,300	1,309,108
Intergovernmental Revenue	5,356,587	8,879,625	5,891,400	13,836,400
Charges for Services	47,872,283	47,693,535	49,418,801	50,477,801
Judgments, Fines & Forfeits	1,398,510	1,043,095	911,500	925,300
Interest and Other Earnings	1,983,912	1,474,529	1,299,400	984,300
Miscellaneous Revenues	14,321,968	3,667,982	1,120,000	655,100
Non Revenues	2,832,428	6,106,687	8,623,597	8,871,696
Transfers from Other Funds	9,852,261	15,677,481	2,891,366	5,548,965
Debt Proceeds	-	4,000,000	1,157,000	-
Appropriated Fund Balance	-	-	20,562,349	15,146,924
TOTAL	110,179,552	116,195,530	115,984,413	120,417,494
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FISCAL YEAR 2012



REVENUES BY SOURCE



PROPERTY INFORMATION

PROPERTY VALUES, MILLAGE RATES, AND AD VALOREM RECEIPTS FISCAL YEAR 2002 THROUGH FISCAL YEAR 2012

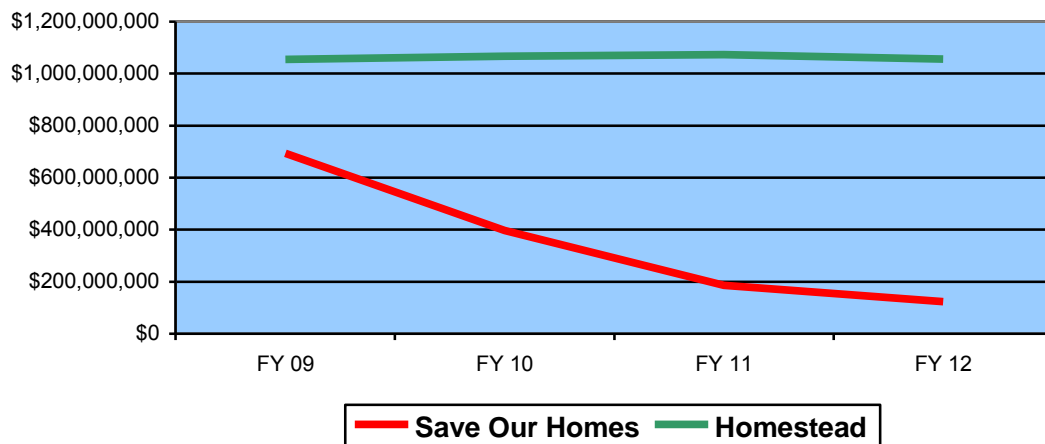
Fiscal Year	Gross Taxable Valuations (1)	Change from Previous Year	% Change	Millage Levy	Change from Previous Year	% Change	Ad Valorem Tax Revenues	Change from Previous Year	% Change
2012	\$ 3,891,594,126	\$ (574,910,627)	-12.87%	3.99000	0.4900	14.00%	\$ 15,000,700	\$ (47,600)	-0.32%
2011	\$ 4,466,504,753	\$ (780,493,434)	-14.88%	3.50000	0.0000	0.00%	\$ 15,048,300	\$ (2,952,500)	-16.40%
2010	\$ 5,246,998,187	(884,966,982)	-14.43%	3.50000	0.5377	18.15%	\$ 18,000,800	398,019	2.26%
2009	6,131,965,169	(877,912,252)	-12.52%	2.96230	-0.00004	0.00%	17,602,781	(2,581,559)	-12.79%
2008	7,009,877,421	769,882,932	12.34%	2.96234	-0.28766	-8.85%	20,184,340	580,534	2.96%
2007	6,239,994,489	1,795,139,561	40.39%	3.25000	-0.15000	-4.41%	19,603,806	4,971,510	33.98%
2006	4,444,854,928	1,337,273,838	43.03%	3.40000	0.00000	0.00%	14,632,296	4,424,397	43.34%
2005	3,107,581,090	703,341,979	29.25%	3.40000	0.00000	0.00%	10,207,899	2,352,376	29.95%
2004	2,404,239,111	420,498,483	21.20%	3.40000	0.00000	0.00%	7,855,523	1,315,956	20.12%
2003	1,983,740,628	210,361,763	11.86%	3.40000	-0.10000	-2.86%	6,539,567	557,740	9.32%
2002	1,773,378,865	1,773,378,865	#DIV/0!	3.50000	3.50000	#DIV/0!	5,981,827	5,981,827	#DIV/0!

(1) From DR420 - Certificate of Taxable Value

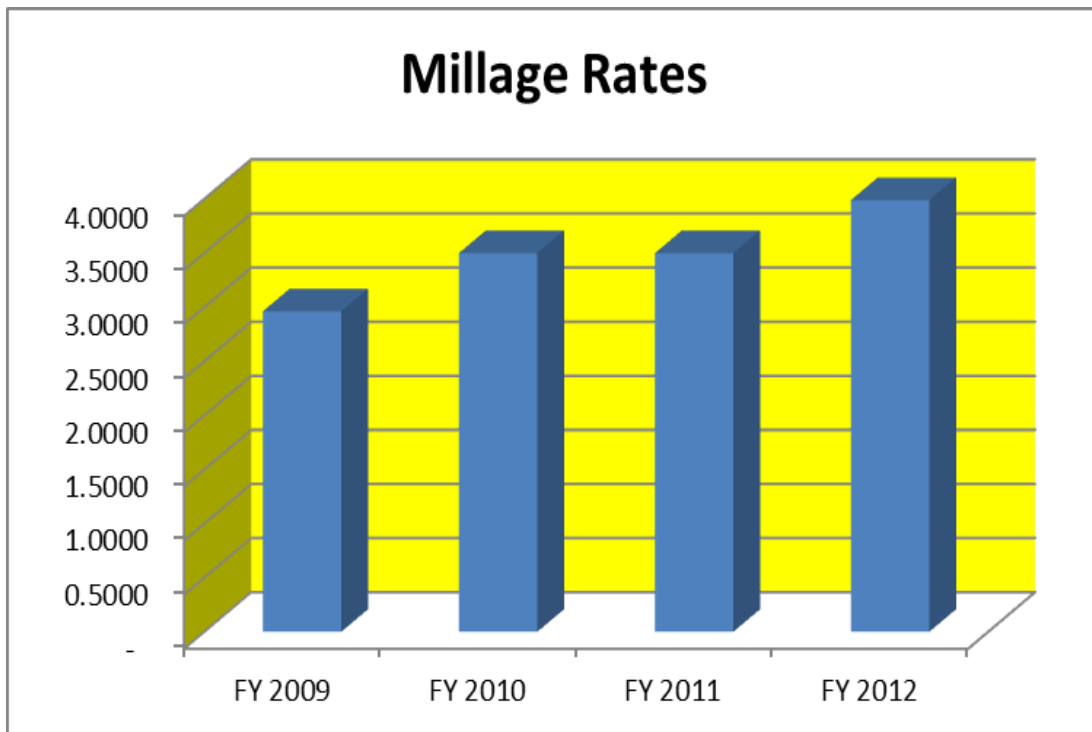
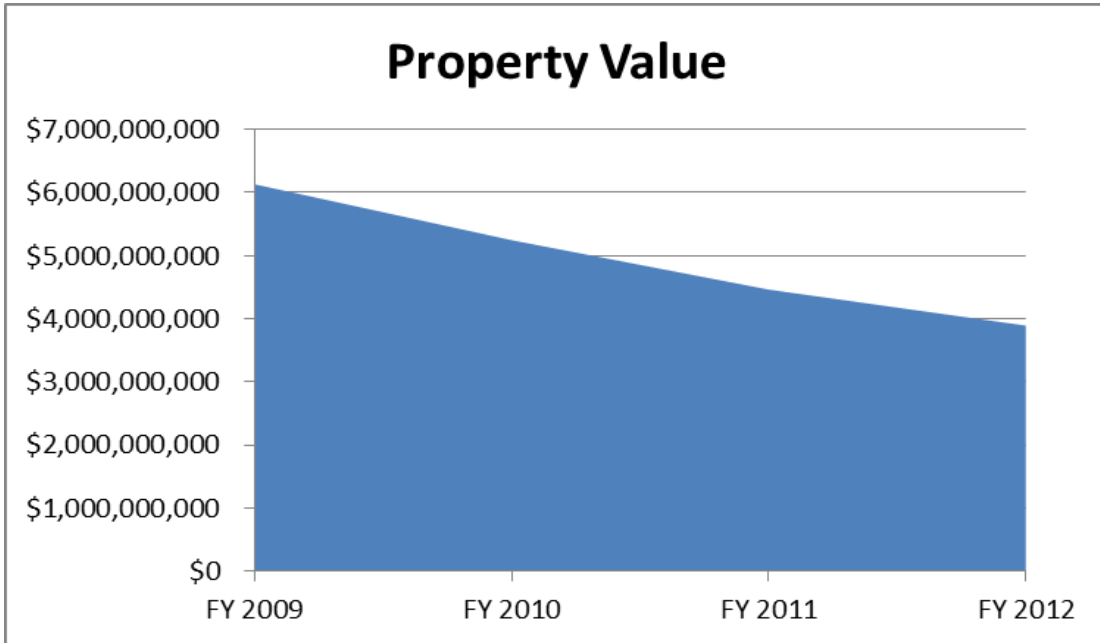
TAX ROLL RECAPITULATION JULY 1, 2011

Class of Property	Number of Parcels	Just Value	Assessed Value	Exempt	Taxable Value	Taxable Value Per Parcel
Residential Vacant Land	18,289	\$ 259,584,256	\$ 259,595,356	\$ 241,240	\$ 259,343,016	\$ 14,180
Residential Single Family	30,998	3,834,994,081	3,866,648,305	1,175,813,693	2,659,180,388	85,786
Residential Mobile Homes	4	18,493,687	19,025,188	23,071	18,470,616	4,617,654
Residential Other	2,657	275,510,943	275,781,599	26,991,142	248,519,801	93,534
Commercial Vacant Land	260	101,571,636	110,547,475	888,450	100,683,186	387,243
Commercial Other	733	339,006,416	339,137,732	9,099,386	329,907,030	450,078
Industrial Vacant Land	58	10,009,565	10,009,565	-	10,009,565	172,579
Industrial Other	42	30,400,534	30,400,534	594,691	29,805,843	709,663
Agriculture	104	4,164,555	84,665,638	64,000	4,100,555	39,428
Institutional	75	71,447,240	71,488,036	42,383,274	29,063,966	387,520
Government	831	303,323,796	304,706,672	303,316,574	7,222	9
Other Real Property	292	30,302,292	30,425,820	1,234,680	29,067,612	99,547
Personal Property	-	332,409,257	332,409,257	163,132,767	169,276,490	
Centrally Assessed Property	-	4,321,333	4,321,333	162,497	4,158,836	
TOTAL	54,343	\$ 5,615,539,591	\$ 5,739,162,510	\$ 1,723,945,465	\$ 3,891,594,126	\$ 71,612

VALUE OF EXEMPTIONS



PROPERTY VALUE AND MILLAGE RATES



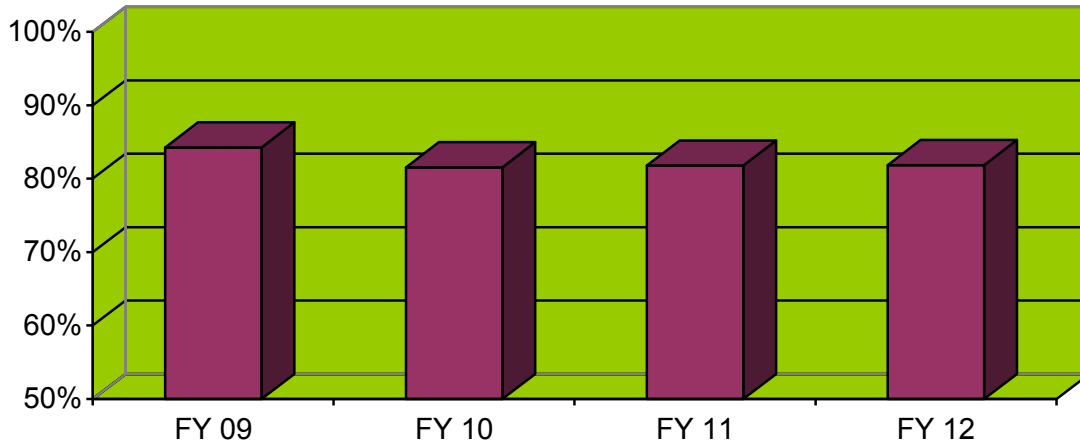
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PROPERTY VALUE PER CAPITA

Year	Property Value	Percent Change	Population	Percent Change	Property Value Per Resident	Percent Change
2002	1,594,214,203	0.00%	32,732		48,705	
2003	1,983,740,628	24.43%	35,443	8.28%	55,970	14.92%
2004	2,404,239,111	21.20%	42,850	20.90%	56,108	0.25%
2005	3,107,581,090	29.25%	50,484	17.82%	61,556	9.71%
2006	4,444,854,928	43.03%	58,216	15.32%	76,351	24.04%
2007	6,239,994,489	40.39%	67,832	16.52%	91,992	20.49%
2008	7,009,877,421	12.34%	70,376	3.75%	99,606	8.28%
2009	6,131,965,169	-12.52%	74,590	5.99%	82,209	-17.47%
2010	5,246,998,187	-14.43%	73,910	-0.91%	70,992	-13.64%
2011	4,466,504,753	-14.88%	74,067	0.21%	60,304	-15.06%
2012	3,891,594,126	-12.87%	75,180	1.50%	51,764	-14.16%

RESIDENTIAL PROPERTY AS A % OF ALL PROPERTY

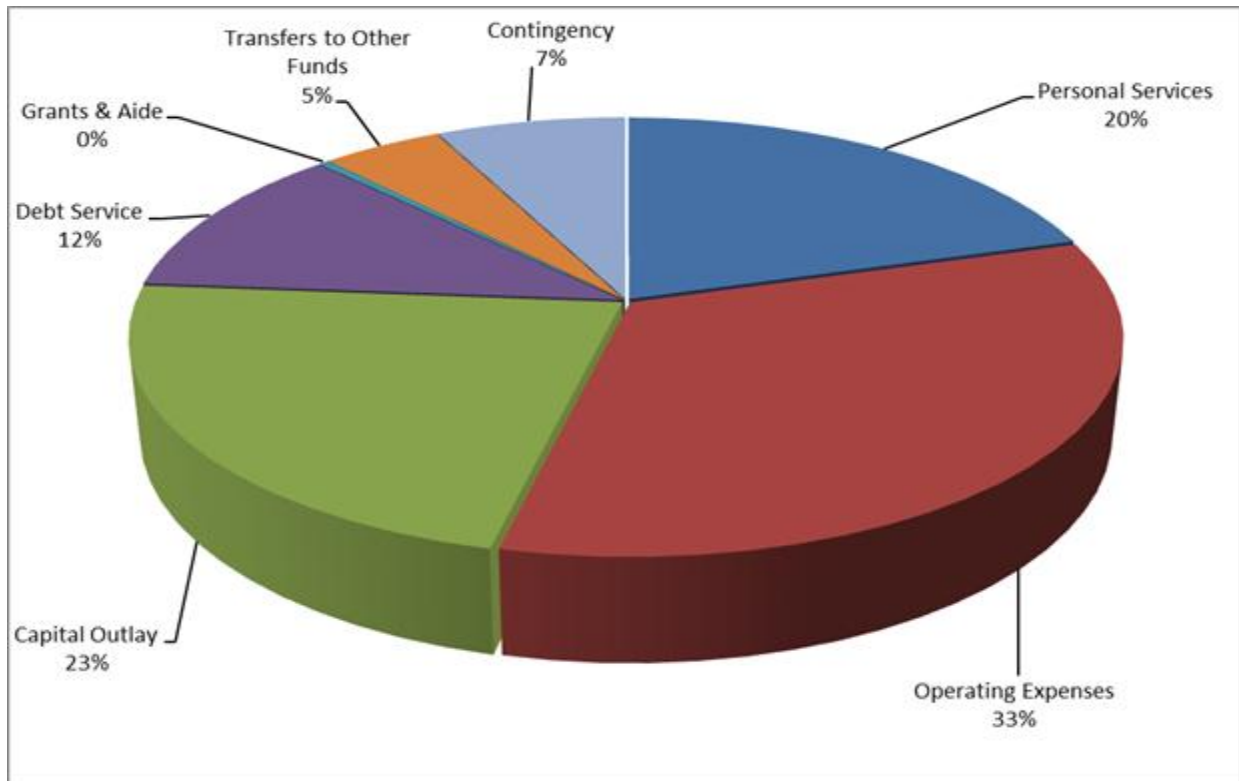


A declining percentage of residential property value compared to total property value within the city would indicate that residential is carrying less of the tax burden for city operations. Palm Coast had been experiencing a decline in the ratio of residential property through fiscal year 2010. The percentage has leveled off over the last few years as the economy has significantly affected nonresidential development.

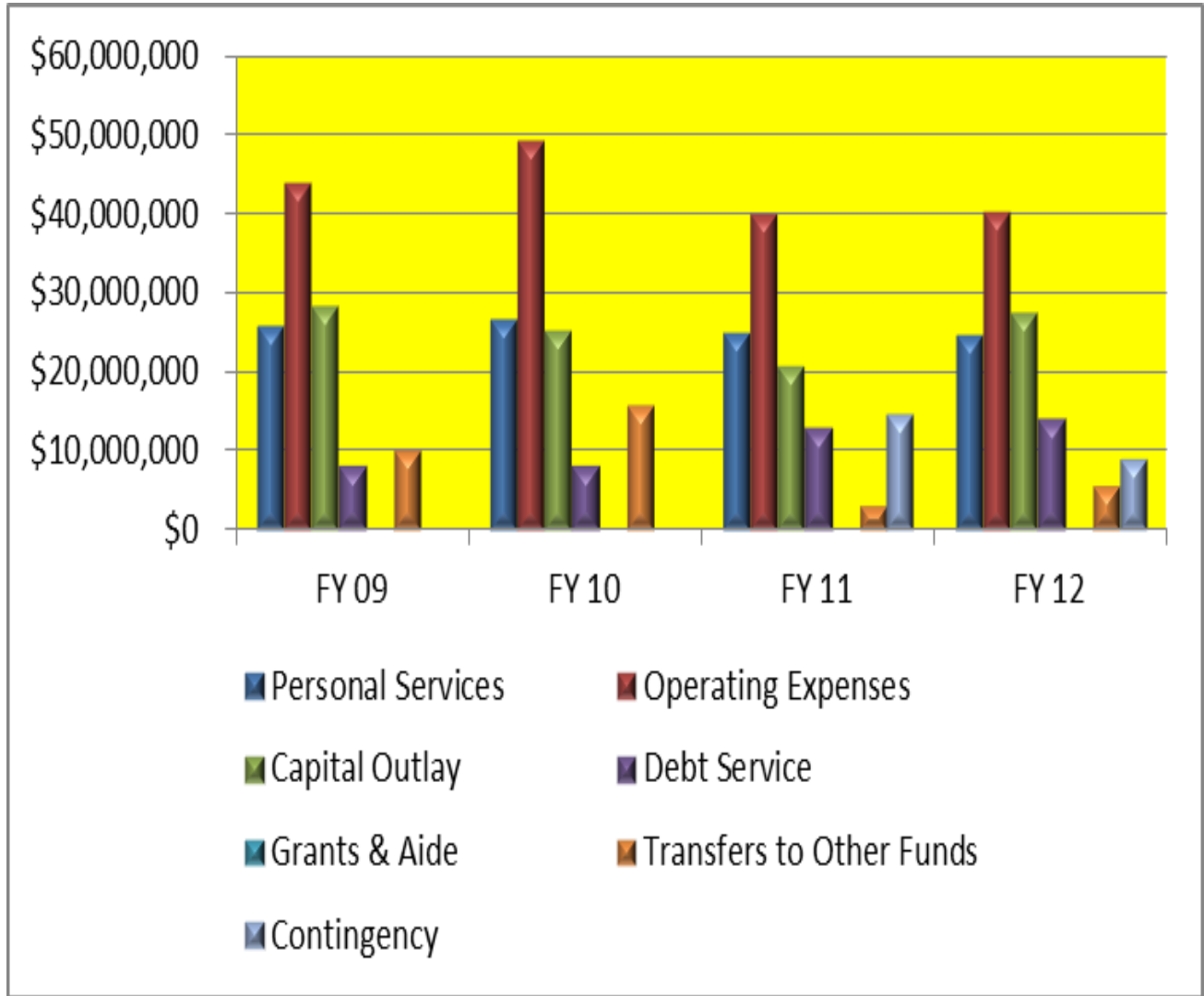
EXPENDITURES BY CATEGORY

FUNCTION	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$25,479,642	\$26,426,014	\$24,761,800	\$24,560,977
Operating Expenses	43,732,835	49,047,360	39,932,129	40,035,422
Capital Outlay	27,990,102	25,166,274	20,693,810	27,236,282
Debt Service	8,054,800	7,981,573	12,838,911	13,742,955
Grants & Aide	229,500	230,379	298,925	497,000
Transfers to Other Funds	9,852,261	15,677,481	2,891,366	5,548,965
Contingency	-	-	14,567,472	8,795,893
TOTAL	115,339,140	124,529,081	115,984,413	120,417,494
Less: Interfund Transfers	12,684,689	21,784,168	11,514,963	14,420,661
NET TOTAL EXPENDITURES	\$ 102,654,451	\$ 102,744,913	\$ 104,469,450	\$ 105,996,833

FISCAL YEAR 2012



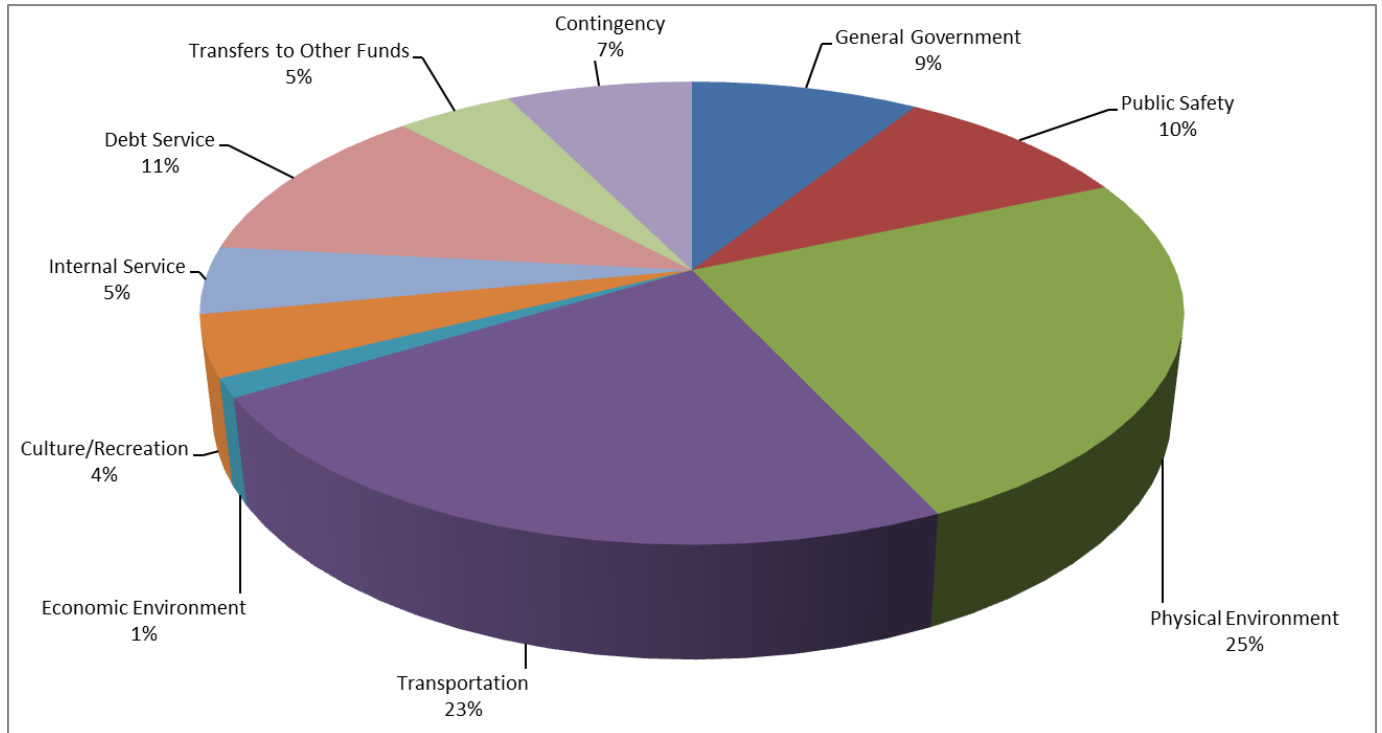
EXPENDITURES BY CATEGORY



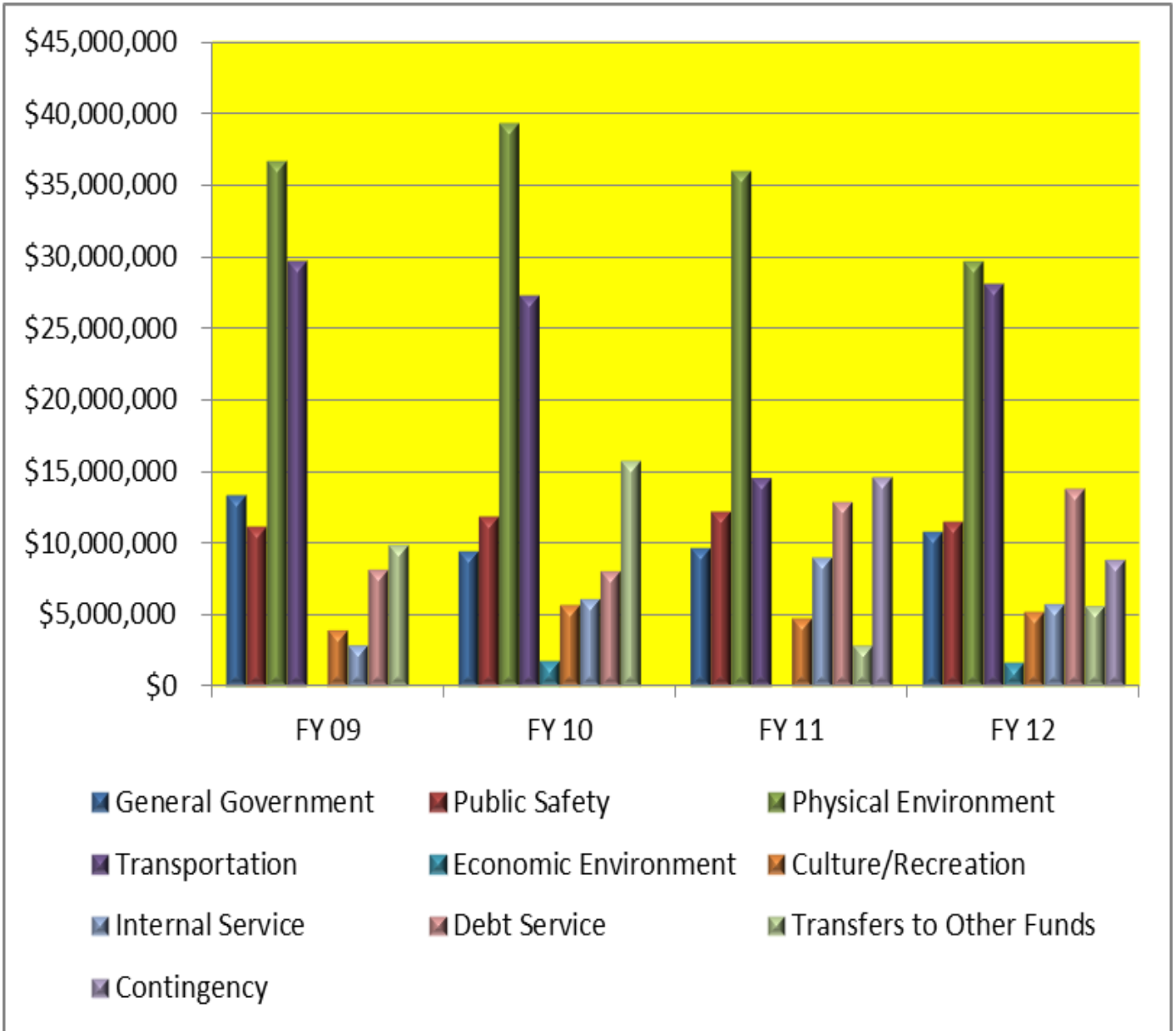
EXPENDITURES BY FUNCTION

FUNCTION	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
General Government	\$13,301,630	\$9,338,529	\$9,552,162	\$10,795,118
Public Safety	11,071,956	11,809,868	12,164,182	11,447,757
Physical Environment	36,603,321	39,230,751	35,911,760	29,594,651
Transportation	29,680,749	27,206,177	14,498,173	28,060,921
Economic Environment	5,856	1,652,210	-	1,583,700
Culture/Recreation	3,917,455	5,602,631	4,659,865	5,160,320
Internal Service	2,851,112	6,029,861	8,900,522	5,687,214
Debt Service	8,054,800	7,981,573	12,838,911	13,742,955
Transfers to Other Funds	9,852,261	15,677,481	2,891,366	5,548,965
Contingency	-	-	14,567,472	8,795,893
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FISCAL YEAR 2012



EXPENDITURES BY FUNCTION



PERSONNEL BY DEPARTMENT

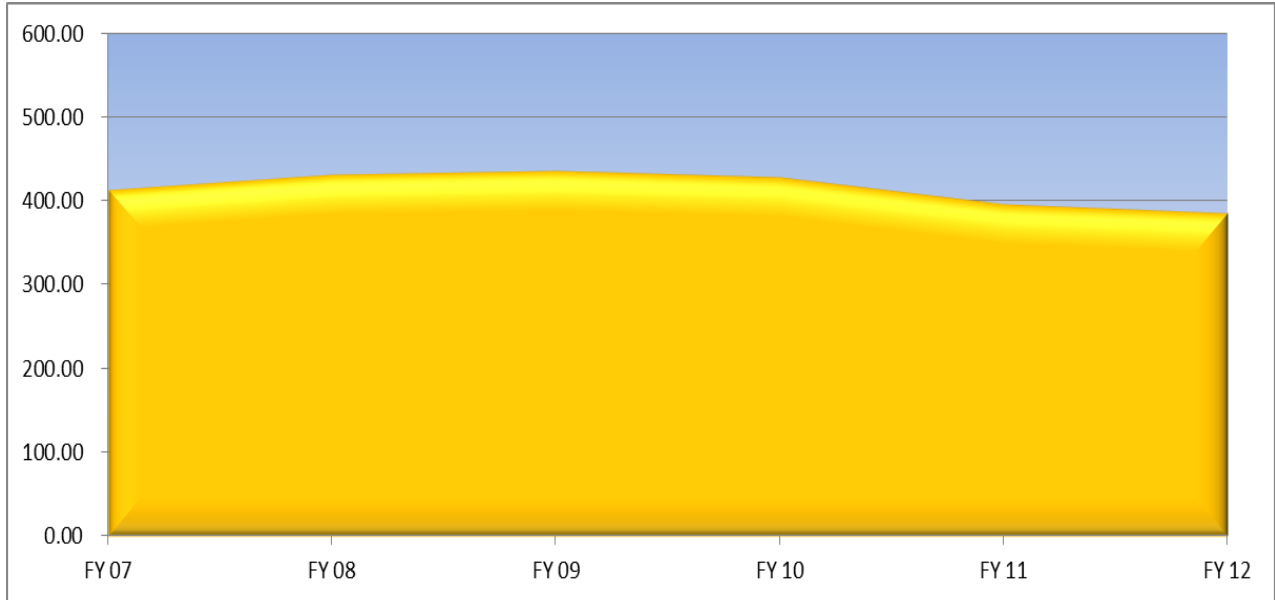
DEPARTMENT	FY 07	FY 08	FY 09	FY 10	FY 11	PROPOSED FY 12	CHANGE
GENERAL FUND							
Mayor and Council	-	-	-	-	-	-	-
City Manager	3.50	3.50	3.50	3.00	2.00	2.00	-
Community Relations	4.00	6.00	6.00	3.50	2.38	2.38	-
Purchasing and Contracts Management	-	5.00	5.00	5.00	4.00	4.00	-
Economic Development	-	-	-	2.00	1.25	1.25	-
City Clerk	5.00	4.00	4.00	2.50	1.50	1.50	-
Personnel Management	4.00	4.00	3.00	3.00	3.00	3.00	-
Law Enforcement	1.00	1.00	1.00	-	-	-	-
City Attorney	1.00	1.00	1.00	0.50	0.50	0.50	-
Financial Services	13.00	10.00	9.00	9.00	8.00	8.00	-
Planning	19.00	19.00	17.00	16.50	15.15	14.15	(1.00)
Code Enforcement	19.50	23.00	25.00	25.00	26.30	26.30	-
Fire	48.00	72.00	67.00	67.00	66.00	61.50	(4.50)
Streets	52.00	46.00	50.00	50.30	45.30	45.30	-
Facilities Maintenance	3.00	3.00	2.00	2.00	2.00	2.00	-
Parks Maintenance	12.00	12.00	12.00	12.00	12.00	12.00	-
Engineering	7.00	17.00	17.00	17.45	3.20	6.70	3.50
Recreation & Athletics	28.40	26.80	27.30	25.30	23.90	19.08	(4.82)
Capital Projects	8.00	-	-	-	-	-	-
TOTAL GENERAL FUND	228.40	253.30	249.80	244.05	216.48	209.66	(6.82)
UTILITY FUND	112.00	115.50	115.50	115.20	113.20	115.20	2.00
SOLID WASTE FUND	2.00	-	-	-	-	-	-
STORMWATER MANAGEMENT FUND	20.00	18.00	30.00	29.55	35.55	30.05	(5.50)
BUILDING PERMITS & INSPECTIONS	31.50	24.00	20.00	18.00	15.40	15.40	-
TENNIS CENTER FUND	-	3.00	3.00	4.00	-	-	-
INFORMATION TECHNOLOGY & COMM	13.50	14.50	14.50	14.50	12.50	12.50	-
FLEET MANAGEMENT FUND	5.00	3.00	3.00	3.00	3.00	3.00	-
FULL-TIME EQUIVALENT POSITIONS	412.40	431.30	435.80	428.30	396.13	385.81	(10.32)

PERSONNEL BY DEPARTMENT PER 1,000 POPULATION

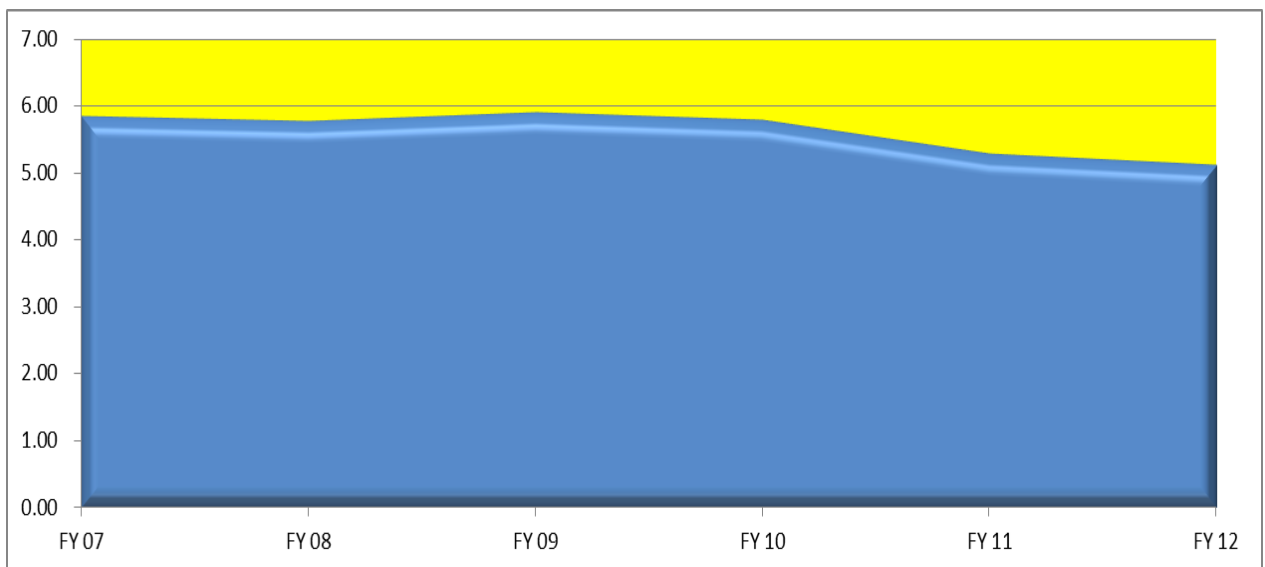
DEPARTMENT	FY 07	FY 08	FY 09	FY 10	FY 11	PROPOSED FY 12
Population	70,376	74,590	73,910	74,067	75,180	75,617
GENERAL FUND						
Mayor and Council	-	-	-	-	-	-
City Manager	0.05	0.05	0.05	0.04	0.03	0.03
Community Relations	0.06	0.08	0.08	0.05	0.03	0.03
Purchasing and Contracts Management	-	0.07	0.07	0.07	0.05	0.05
Economic Development	-	-	-	0.03	0.02	0.02
City Clerk	0.07	0.05	0.05	0.03	0.02	0.02
Personnel Management	0.06	0.05	0.04	0.04	0.04	0.04
Law Enforcement	0.01	0.01	0.01	-	-	-
City Attorney	0.01	0.01	0.01	0.01	0.01	0.01
Financial Services	0.18	0.13	0.12	0.12	0.11	0.11
Planning	0.27	0.25	0.23	0.22	0.20	0.19
Code Enforcement	0.28	0.31	0.34	0.34	0.35	0.35
Fire	0.68	0.97	0.91	0.90	0.88	0.81
Streets	0.74	0.62	0.68	0.68	0.60	0.60
Facilities Maintenance	0.04	0.04	0.03	0.03	0.03	0.03
Parks Maintenance	0.17	0.16	0.16	0.16	0.16	0.16
Engineering	0.10	0.23	0.23	0.24	0.04	0.09
Recreation & Athletics	0.40	0.36	0.37	0.34	0.32	0.25
Capital Projects	0.11	-	-	-	-	-
TOTAL GENERAL FUND	3.23	3.39	3.38	3.30	2.89	2.79
UTILITY FUND	1.59	1.55	1.56	1.56	1.51	1.52
SOLID WASTE FUND	0.03	-	-	-	-	-
STORMWATER MANAGEMENT FUND	0.28	0.24	0.41	0.40	0.47	0.40
Building Permits and Inspections	0.45	0.32	0.27	0.24	0.20	0.20
TENNIS CENTER FUND	-	0.04	0.04	0.05	-	-
INFORMATION TECHNOLOGY & COMMUNICAT	0.19	0.19	0.20	0.20	0.17	0.17
FLEET MANAGEMENT FUND	0.07	0.04	0.04	0.04	0.04	0.04
FULL-TIME EQUIVALENT POSITIONS	5.84	5.77	5.90	5.79	5.28	5.12

PERSONNEL

TOTAL



PER 1,000 POPULATION



PERSONNEL PAY PLAN

This plan has a salary range established for each position in the City with the exception of the City Manager. The pay plan includes an annual adjustment that occurs each year on January 1, based on the prior June 30 Consumer Price Index (CPI). Because of the weak economy and declining revenues, there will be no merit increases for fiscal year 2011 or 2012. The annual pay plan adjustment for 2011 was 1.1%, but only employees whose pay fell below the average wage for Flagler County actually received the increase. There were about 100 employees in this category. There is no pay plan adjustment for 2012.

Below is the pay scale for fiscal years 2011 and 2012. The amounts shown are annual salaries. In the detail section of this budget there is a Personnel Roster for each department. The pay grade for each position is shown on this roster.

Pay Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
2	\$ 22,057	\$ 24,855	\$ 27,654	\$ 30,452	\$ 33,252
4	24,316	27,397	30,478	33,559	36,641
5	25,608	28,817	32,026	35,235	38,446
6	26,899	30,288	33,677	37,066	40,456
7	28,190	31,759	35,327	38,896	42,467
8	29,589	33,337	37,086	40,834	44,584
9	30,756	34,685	38,613	42,541	46,470
10	32,246	36,380	40,514	44,648	48,782
11	33,843	38,182	42,521	46,860	51,200
12	35,546	40,090	44,634	49,179	53,725
13	37,355	42,131	46,906	51,681	56,458
14	40,015	65,925	50,234	55,343	60,454
15	42,782	48,251	53,720	59,189	64,659
16	45,763	51,617	57,302	63,324	69,179
17	48,955	55,220	61,485	67,756	74,015
18	52,360	59,062	65,763	72,464	79,166
19	56,086	63,249	70,412	77,576	84,740
20	60,024	67,675	75,326	82,977	90,629
22	72,581	81,850	91,119	100,388	109,657

LONG-TERM DEBT

The City of Palm Coast has limited debt, both because of City Charter restrictions and a pay-as-you-go philosophy of the City Council. The City Charter states that “unfunded multiyear contracts, the repayment of which: extends in excess of 36 months; or exceeds \$15 million” must be approved by the electorate of the City.

The rate covenant for the Utility System Revenue Bonds provides that net revenues must be sufficient to pay 110% of the bond service requirement for the year or 105% and 120% when impact fees are included.

The City has no other legal debt limits.

Long-Term Debt Outstanding

Issue	Final Maturity	Original Amount	Principal Outstanding At 09/30/2011
Lease Purchases	2019	\$ 764,144.64	\$ 447,645.01
Bank Loans	2025	13,000,000	12,770,000
State Revolving Fund Loans	2030	38,402,896	31,888,681
Utility System Revenue Bonds	2036	146,490,000	132,860,000
Totals		<u>\$ 198,657,041</u>	<u>\$ 177,966,326</u>

Total Long-Term Debt

Year	Principal	Interest	Total
2012	\$5,719,150	\$8,066,616	\$13,785,766
2013	5,814,066	7,602,673	13,416,739
2014	5,995,370	7,391,505	13,386,874
2015	6,191,041	7,142,358	13,333,399
2016	6,424,204	6,888,463	13,312,667
2017-2021	36,198,048	30,029,008	66,227,056
2022-2026	41,582,110	21,508,417	63,090,527
2027-2031	36,742,338	12,794,041	49,536,379
2032-2036	30,305,000	4,181,646	34,486,646
2037-2041	2,995,000	-	2,995,000
Totals	<u>\$ 177,966,326</u>	<u>\$ 105,604,727</u>	<u>\$ 283,571,053</u>

BUDGET DETAIL

BUDGET DETAIL

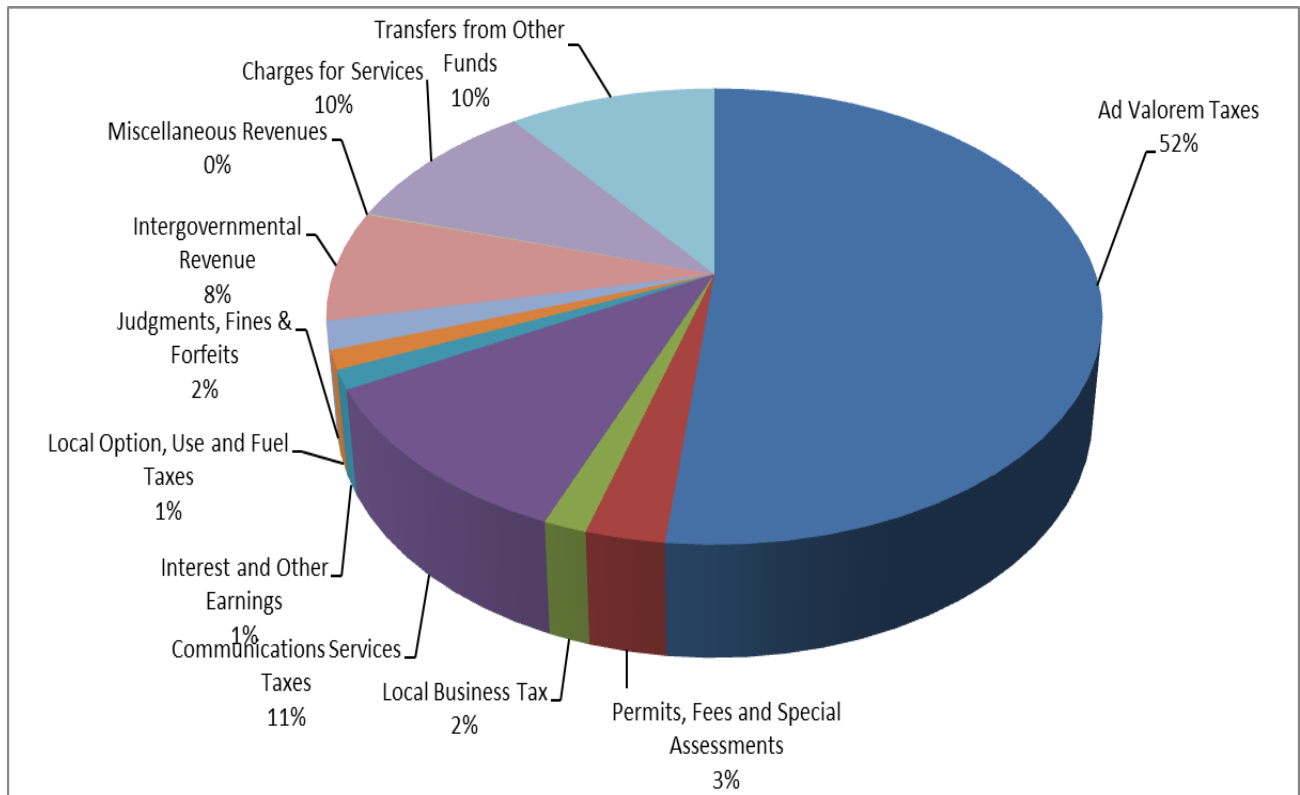
The Budget Detail gives more information on the budget, than is shown in the Executive Summary. Detail information is provided on the General Fund, Special Revenue Funds, Enterprise Funds, and Internal Service Funds.

Fund	Budget
<u>General Fund</u> (includes City Council, City Manager, Community Relations, Purchasing and Contracts Management, Economic Development, City Clerk, Human Resources, Law Enforcement, City Attorney, Financial Services, Community Development, Fire, Public Works, Engineering, Recreation and Parks, and Non-Departmental	\$ 25,762,000
 <u>Special Revenue Funds</u>	
CDBG Fund	-
Police Education Fund	22,800
Police Automation Fund	294,500
Disaster Reserve Fund	2,231,500
Recycling Revenue Fund	310,200
Streets Improvement Fund	12,461,600
Park Impact Fee Fund	793,100
Fire Impact Fee Fund	189,600
Development Special Projects Fund	1,548,000
Transportation Impact Fee Fund	962,800
Neighborhood Stabilization Fund	1,583,700
Old Kings Road Special Assessment Fund	261,308
SR100 Community Redevelopment Fund	3,024,074
Capital Projects Fund	6,698,700
 <u>Enterprise Funds</u>	
Utility Fund	30,160,495
Utility Capital Projects Fund	5,704,941
Solid Waste Fund	7,605,000
Stormwater Management Fund	7,474,910
Building Permits & Inspections Fund	1,507,334
Golf Course Fund	1,668,100
Tennis Center Fund	305,800
Information Technology & Communications Fund	2,906,036
 <u>Internal Service Funds</u>	
Self Insured Health Fund	3,155,000
Fleet Management Fund	3,785,996
Sub-Total Budget	120,417,494
Less: Interfund Transfers and Charges	14,420,661
Total	\$ 105,996,833

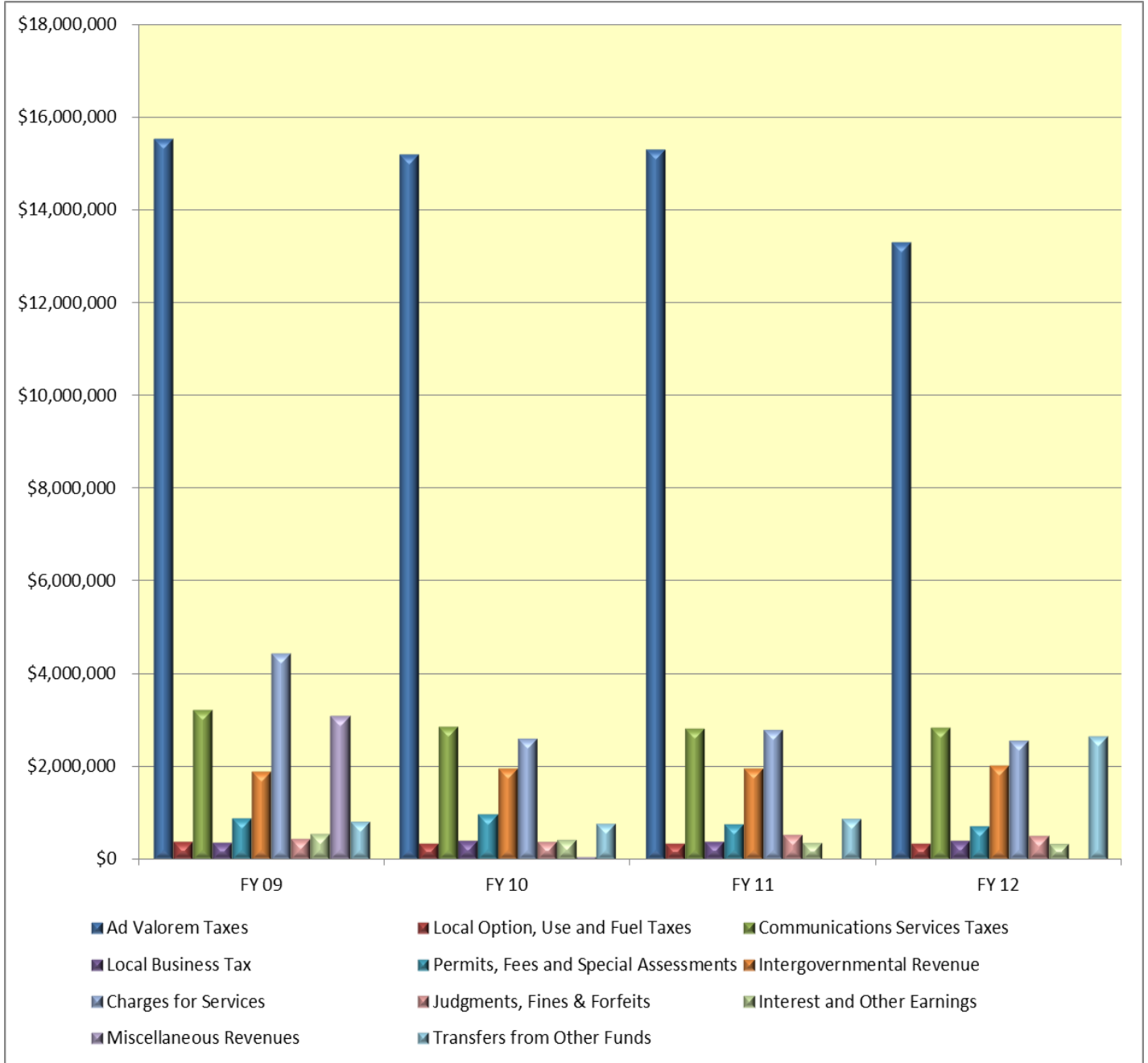
GENERAL FUND REVENUES BY SOURCE

SOURCE	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Ad Valorem Taxes	\$ 15,532,639	\$ 15,197,133	\$ 15,299,100	\$ 13,314,600
Local Option, Use and Fuel Taxes	386,092	339,247	335,000	341,700
Communications Services Taxes	3,210,370	2,858,825	2,827,600	2,850,900
Local Business Tax	358,300	404,685	384,800	394,000
Permits, Fees and Special Assessments	895,220	965,554	757,800	718,100
Intergovernmental Revenue	1,902,284	1,967,829	1,950,100	2,023,300
Charges for Services	4,449,301	2,615,059	2,792,001	2,577,796
Judgments, Fines & Forfeits	450,891	387,000	527,200	516,000
Interest and Other Earnings	556,583	426,066	351,300	344,200
Miscellaneous Revenues	3,101,260	59,387	47,300	21,000
Transfers from Other Funds	825,501	785,401	876,828	2,660,404
Appropriated Fund Balance	-	-	-	-
TOTAL	\$ 31,668,441	\$ 26,006,186	\$ 26,149,029	\$ 25,762,000

FISCAL YEAR 2012



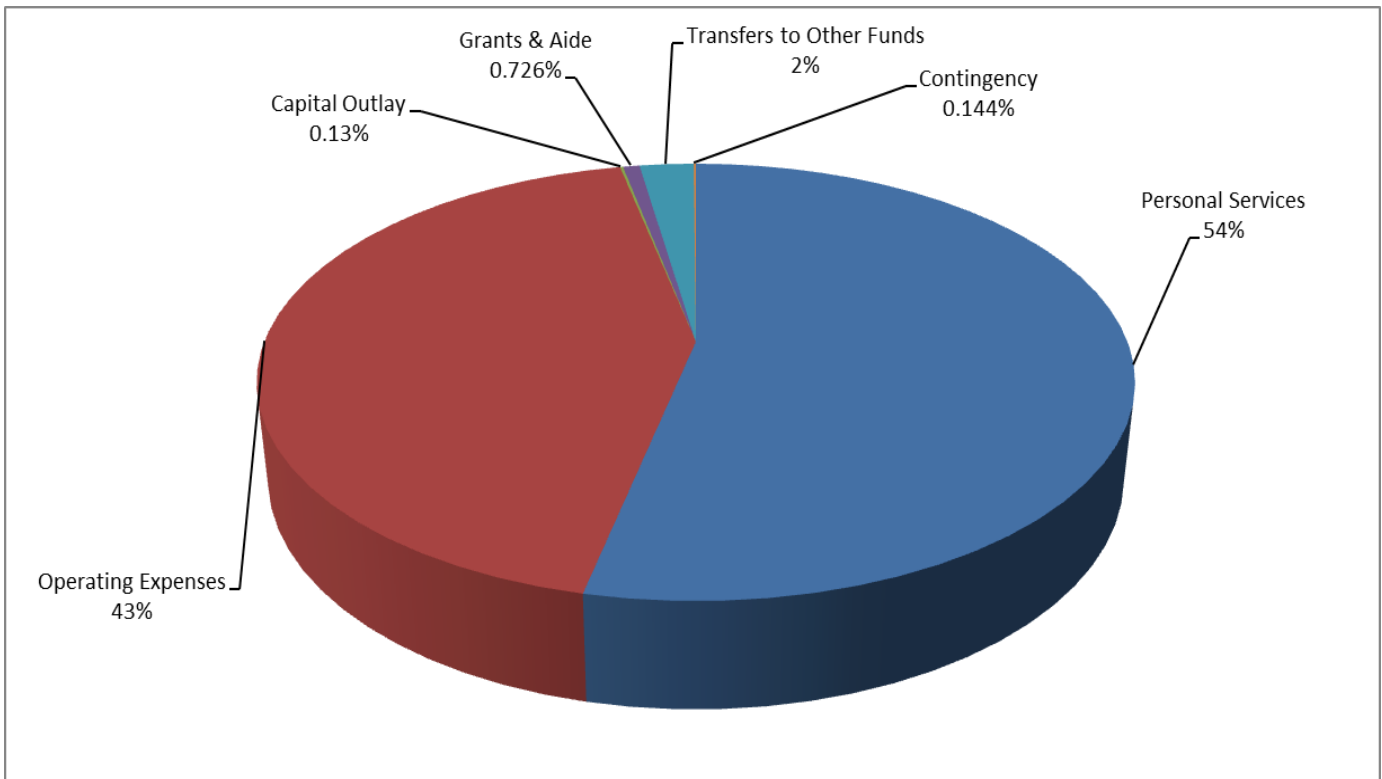
GENERAL FUND REVENUES BY SOURCE



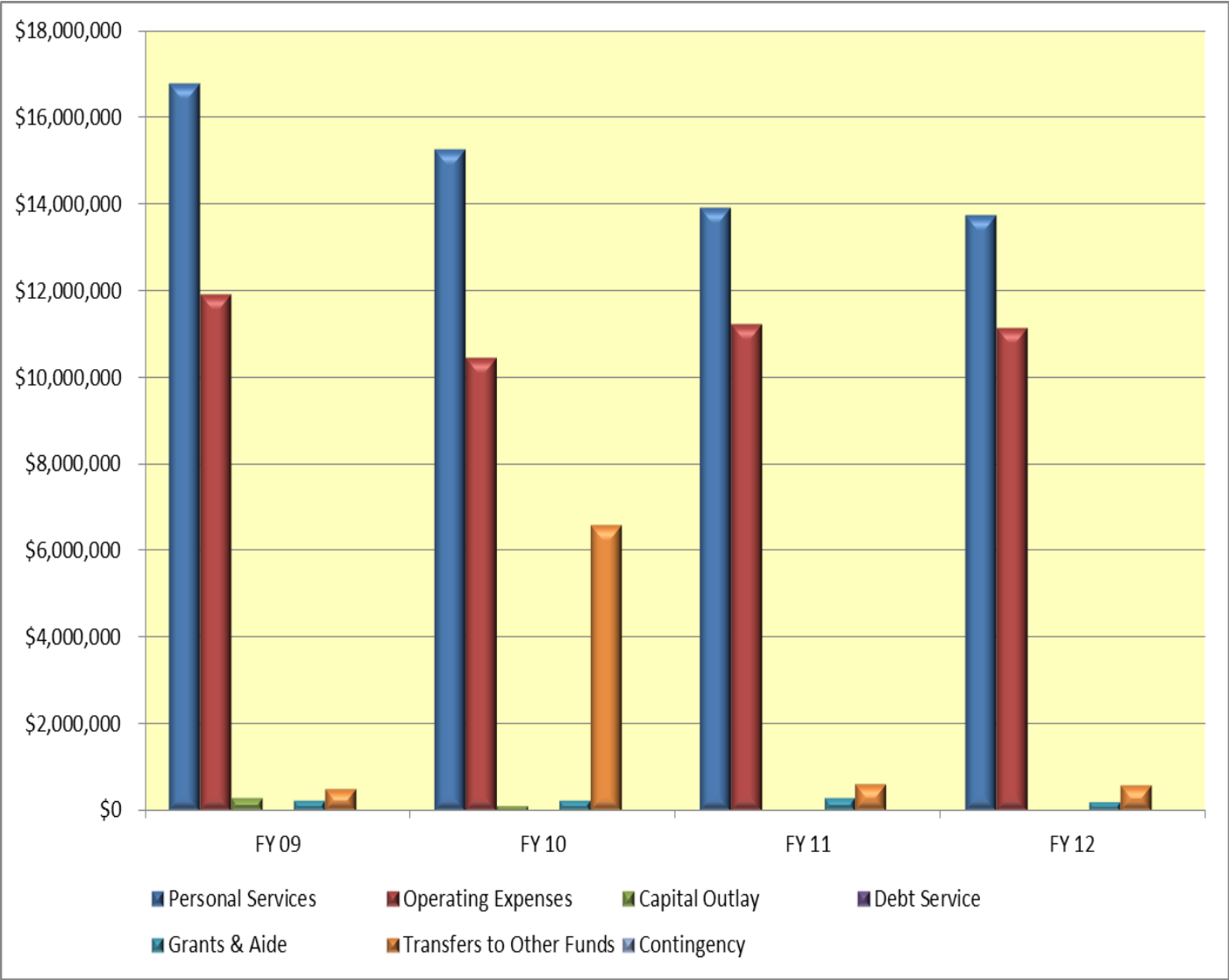
GENERAL FUND EXPENDITURES BY CATEGORY

CATEGORY	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ 16,800,187	\$ 15,280,804	\$ 13,936,200	\$ 13,766,556
Operating Expenses	11,928,124	10,451,965	11,243,197	11,137,082
Capital Outlay	298,267	101,891	14,700	33,000
Debt Service	39,480	39,480	-	-
Grants & Aide	219,500	220,379	288,925	187,000
Transfers to Other Funds	505,554	6,587,620	630,016	614,974
Contingency	-	-	35,991	23,388
TOTAL	\$ 29,791,112	\$ 32,682,139	\$ 26,149,029	\$ 25,762,000

FISCAL YEAR 2012



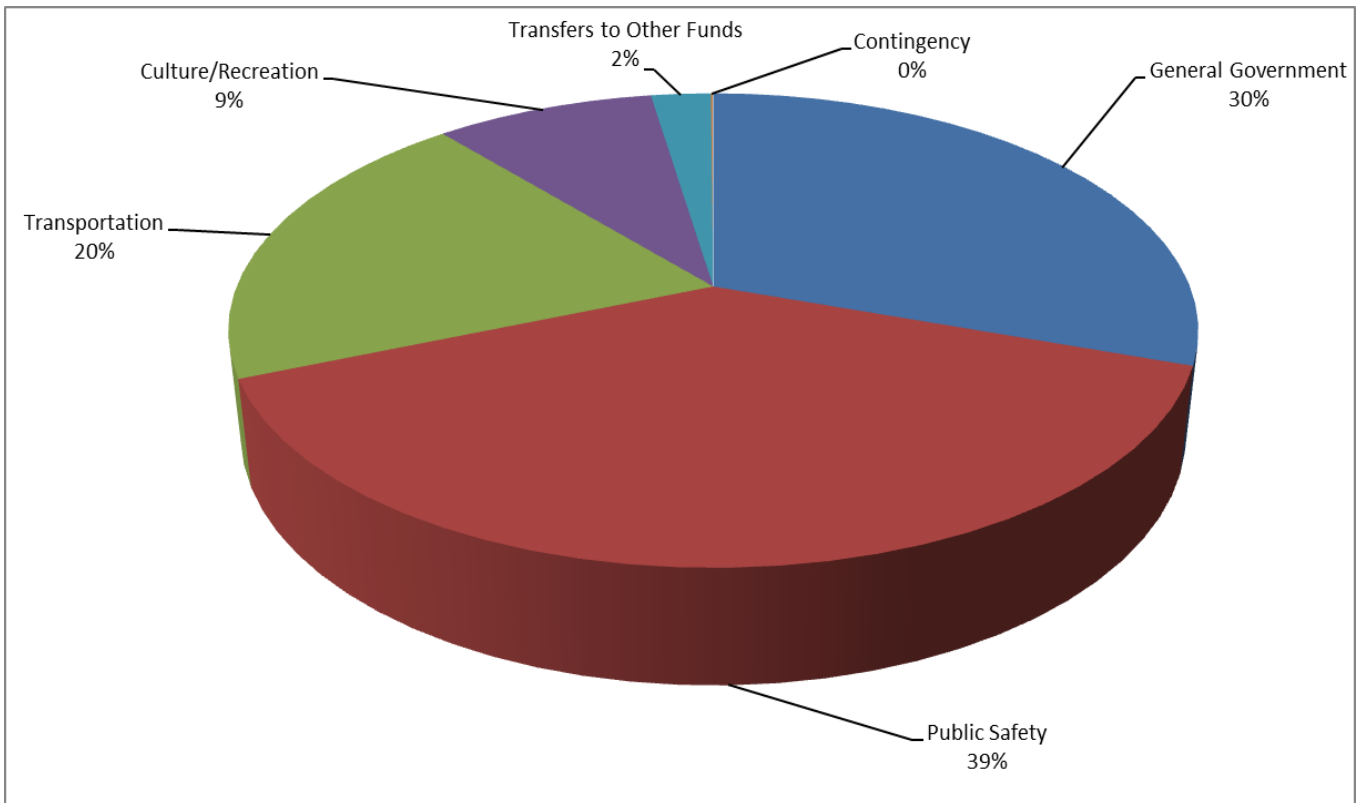
GENERAL FUND EXPENDITURES BY CATEGORY



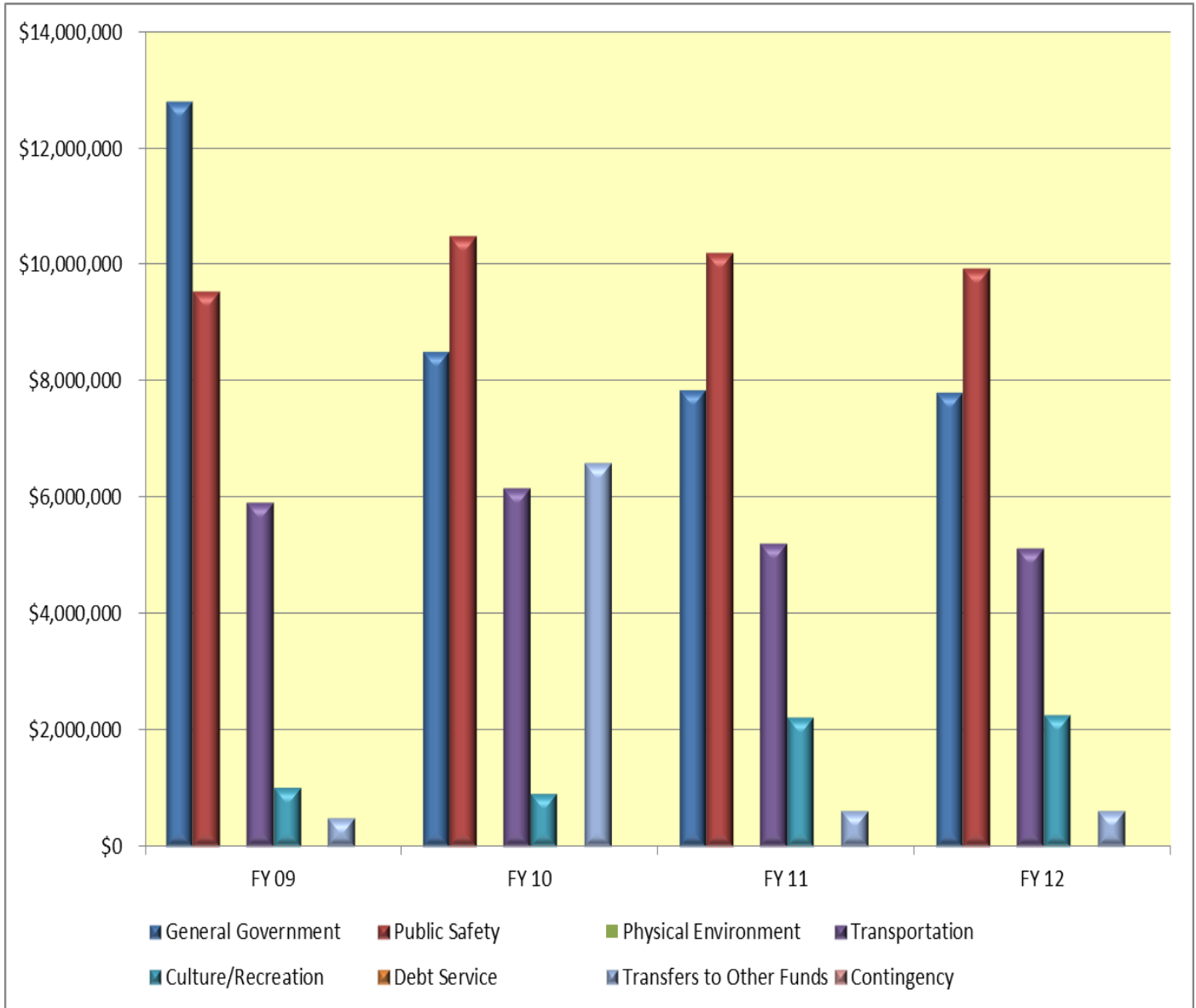
GENERAL FUND EXPENDITURES BY FUNCTION

FUNCTION	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
General Government	\$ 12,796,595	\$ 8,501,636	\$ 7,845,362	\$ 7,801,082
Public Safety	9,536,858	10,496,847	10,211,472	9,940,423
Transportation	5,901,427	6,150,176	5,209,223	5,127,713
Culture/Recreation	1,011,198	906,380	2,216,965	2,254,420
Debt Service	39,480	39,480	-	-
Transfers to Other Funds	505,554	6,587,620	630,016	614,974
Contingency	-	-	35,991	23,388
TOTAL	\$ 29,791,112	\$ 32,682,139	\$ 26,149,029	\$ 25,762,000

FISCAL YEAR 2012



GENERAL FUND EXPENDITURES BY FUNCTION



CDBG FUND

The purpose of this fund is to account for Community Development Block Grant money that may be received to use for projects.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ 234,865	\$ 251,844	\$ 357,000	315,000
Interest and Other Earnings	41,594	51,412	32,000	31,300
Miscellaneous Revenues	11,523	48,943	38,300	-
Non Revenues	2,832,428	3,072,474	3,394,847	3,439,696
Transfers from Other Funds	519,909	781,220	-	-
Appropriated Fund Balance	-	-	-	-
Total Revenues	\$ 3,640,319	\$ 4,205,893	\$ 3,822,147	\$ 3,785,996

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	3,201	-	-	-
Contingency	-	-	-	-
Total Expenditures	\$ 3,201	\$ -	\$ -	\$ -

POLICE EDUCATION FUND

The purpose of this fund is to account for the revenue and expenditures associated with police officer education. Revenues represent a portion of the collections from fines and forfeitures.

REVENUE SUMMARY				
Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Judgments, Fines & Forfeits	\$ 8,092	\$ 7,024	\$ 7,100	\$ 5,000
Interest and Other Earnings	1,296	990	1,000	300
Appropriated Fund Balance	-	-	27,600	17,500
Total Revenues	\$ 9,388	\$ 8,014	\$ 35,700	\$ 22,800

EXPENDITURE SUMMARY				
Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	24,000	21,314	18,200	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	17,500	22,800
Total Expenditures	\$ 24,000	\$ 21,314	\$ 35,700	\$ 22,800

POLICE AUTOMATION FUND

The purpose of this fund is to account for the revenue and expenditures associated with the acquisition of equipment to upgrade the technology of existing police equipment. Revenues represent a portion of the collections from fines and forfeitures.

REVENUE SUMMARY				
Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Judgments, Fines & Forfeits	\$ 33,049	\$ 22,119	\$ 27,200	19,500
Interest and Other Earnings	4,019	5,686	4,100	2,600
Transfers from Other Funds	-	-	-	-
Appropriated Fund Balance	-	-	241,100	272,400
Total Revenues	\$ 37,068	\$ 27,805	\$ 272,400	\$ 294,500

EXPENDITURE SUMMARY				
Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	272,400	294,500
Total Expenditures	\$ -	\$ -	\$ 272,400	\$ 294,500

DISASTER RESERVE FUND

The purpose of this fund is to establish a reserve to cover the potential costs of a hurricane or other disaster.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Intergovernmental Revenue	\$ 764,116	\$ -	\$ -	\$ -
Interest and Other Earnings	38,484	43,157	38,900	21,000
Transfers from Other Funds	-	-	-	-
Appropriated Fund Balance	-	-	2,171,600	2,210,500
Total Revenues	\$ 802,600	\$ 43,157	\$ 2,210,500	\$ 2,231,500

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	755,379	1,621	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,210,500	2,231,500
Total Expenditures	\$ 755,379	\$ 1,621	\$ 2,210,500	\$ 2,231,500

RECYCLING REVENUE FUND

The purpose of this fund is to account for the receipt and expenditure of money received from the sale of recyclable materials collected as a part of the solid waste program.

REVENUE SUMMARY				
Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Intergovernmental Revenue	\$ 4,381	\$ 48,023	\$ -	-
Charges for Services	58,759	85,540	90,000	78,600
Interest and Other Earnings	5,911	6,204	3,700	1,600
Miscellaneous Revenues	-	31,578	233,900	230,000
Transfer from Other Funds	-	-	-	-
Appropriated Fund Balance	-	-	-	-
Total Revenues	\$ 69,051	\$ 171,345	\$ 327,600	\$ 310,200

EXPENDITURE SUMMARY				
Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	63,164	129,415	259,000	124,700
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	68,600	185,500
Total Expenditures	\$ 63,164	\$ 129,415	\$ 327,600	\$ 310,200

STREETS IMPROVEMENT FUND

The Streets Improvement Fund is used to track revenue associated with the half-cent Local Government Infrastructure Surtax and the expenditure of those funds on the street resurfacing program. The surtax was effective beginning January 1, 2003 and continues for 10 years. Beginning in FY07 State Revenue Sharing monies have been placed in this fund. Approximately 30% of State Revenue Sharing comes from gas taxes.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Local Option, Use and Fuel Taxes	\$ 1,586,112	\$ 1,630,637	\$ 1,601,800	\$ 1,612,500
Local Gov't Infrastructure Surtax	2,422,436	2,495,169	2,371,400	2,462,100
State Revenue Sharing	1,238,616	1,319,523	1,292,000	1,307,800
Intergovernmental Revenue	-	264,355	-	4,630,000
Judgments, Fines & Forfeits	906,478	626,952	350,000	384,800
Interest and Other Earnings	109,419	66,594	76,100	22,500
Miscellaneous Revenues	-	170	-	-
Appropriated Fund Balance	-	-	-	2,041,900
Total Revenues	\$ 6,263,061	\$ 6,403,400	\$ 5,691,300	\$ 12,461,600

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	329,223	249,749	350,000	382,200
Capital Outlay	5,879,082	5,501,652	4,353,100	9,501,400
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	3,600,000	-	2,578,000
Contingency	-	-	988,200	-
Total Expenditures	\$ 6,208,305	\$ 9,351,401	\$ 5,691,300	\$ 12,461,600

PARK IMPACT FEE FUND

The purpose of this fund is to account for revenues from park impact fees and the expenditures of those funds. Park impact fees may be used to acquire land for parks and to construct parks. It may not be used for the operation of the parks.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Intergovernmental Revenue	\$ -	\$ 896,865	\$ -	\$ -
Charges for Services	142,410	267,207	326,900	321,100
Interest and Other Earnings	42,405	18,342	1,300	-
Appropriated Fund Balance	-	-	265,300	472,000
Total Revenues	\$ 184,815	\$ 1,182,414	\$ 593,500	\$ 793,100

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	17,964	-	-	-
Capital Outlay	1,305,761	2,262,979	121,500	5,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	472,000	788,100
Total Expenditures	\$ 1,323,725	\$ 2,262,979	\$ 593,500	\$ 793,100

FIRE IMPACT FEE FUND

The purpose of this fund is to account for revenues from fire impact fees and the expenditures of those funds. Fire impact fees may be used to acquire land for fire stations, to construct stations, or to purchase additional equipment. It may not be used for operations or to replace existing facilities or equipment.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ 110,420	\$ 61,359	\$ 72,700	65,900
Interest and Other Earnings	16,111	(91)	3,600	-
Transfers from Other Funds	-	200,000	-	-
Appropriated Fund Balance	-	-	47,400	123,700
Total Revenues	\$ 126,531	\$ 261,268	\$ 123,700	\$ 189,600

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	1,249,553	3,925	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	123,700	189,600
Total Expenditures	\$ 1,249,553	\$ 3,925	\$ 123,700	\$ 189,600

DEVELOPMENT SPECIAL PROJECTS FUND

The purpose of this fund is to account for revenues from developer contributions and the expenditures of those funds. Developer contributions are for specific purposes such as traffic signals, street lights, or sidewalks, and may not be used to cover other expenditures.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ -	\$ 47,550	\$ 5,100	\$ -
Interest and Other Earnings	31,709	37,552	29,600	16,300
Appropriated Fund Balance	-	-	1,497,000	1,531,700
Total Revenues	\$ 31,709	\$ 85,102	\$ 1,531,700	\$ 1,548,000

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	1,531,700	1,548,000
Total Expenditures	\$ -	\$ -	\$ 1,531,700	\$ 1,548,000

TRANSPORTATION IMPACT FEE FUND

The purpose of this fund is to account for revenues from transportation impact fees. Prior to October 1, 2004 these fees were administered by Flagler County. Transportation impact fees may be used to increase transportation capacity and may not be used for maintenance or repairs.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Intergovernmental Revenue	\$ -	\$ 366,687	\$ -	-
Charges for Services	1,024,917	838,621	840,000	962,800
Interest and Other Earnings	220,016	(21,710)	2,000	-
Transfers from Other Funds	-	3,600,000	-	-
Appropriated Fund Balance	-	-	558,000	-
Total Revenues	\$ 1,244,933	\$ 4,783,598	\$ 1,400,000	\$ 962,800

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	11,837,827	10,937,078	1,400,000	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	-	962,800
Total Expenditures	\$ 11,837,827	\$ 10,937,078	\$ 1,400,000	\$ 962,800

NEIGHBORHOOD STABILIZATION FUND

The purpose of this fund is to track the revenue and expenditures associated with money received from federal grants for housing programs.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Intergovernmental Revenue	\$ 5,856	\$ 1,652,210	\$ 1,632,900	\$ 850,000
Miscellaneous Revenues	-	-	482,500	150,000
Appropriated Fund Balance	-	-	175,100	583,700
Total Revenues	\$ 5,856	\$ 1,652,210	\$ 2,290,500	\$ 1,583,700

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	5,856	1,652,210	1,706,800	1,583,700
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	583,700	-
Total Expenditures	\$ 5,856	\$ 1,652,210	\$ 2,290,500	\$ 1,583,700

OLD KINGS ROAD SPECIAL ASSESSMENT FUND

The purpose of this fund is to account for revenues from assessments to property owners and the expenditures of those funds to four-lane Old Kings Road from Palm Coast Parkway south to State Road 100.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Permits, Fees, and Special Assessments	\$ 38,701	\$ 219,391	\$ 239,300	\$ 261,308
Charges for Services	3,742	1,924	-	-
Interest and Other Earnings	16,953	14,627	-	-
Debt Proceeds	-	-	-	-
Appropriated Fund Balance	-	-	-	-
Total Revenues	\$ 59,396	\$ 235,942	\$ 239,300	\$ 261,308

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	3,272,802	2,004,611	1,300	-
Debt Service	38,701	87,064	238,000	261,308
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	-	-
Total Expenditures	\$ 3,311,503	\$ 2,091,675	\$ 239,300	\$ 261,308

SR100 COMMUNITY REDEVELOPMENT FUND

The City established a redevelopment area in June 2004. This fund will track revenues and expenditures related to redevelopment.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Intergovernmental Revenue	\$ 609,032	\$ 786,325	\$ 787,700	722,800
Interest and Other Earnings	290	83,602	25,900	34,400
Miscellaneous Revenues	-	-	-	-
Transfers from Other Funds	419,943	600,198	485,016	515,874
Debt Proceeds	-	4,000,000	-	-
Appropriated Fund Balance	-	-	2,757,284	1,751,000
Total Revenues	<u>\$ 1,029,265</u>	<u>\$ 5,470,125</u>	<u>\$ 4,055,900</u>	<u>\$ 3,024,074</u>

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	118,999	39,409	32,100	100,000
Capital Outlay	854,782	1,746,032	1,620,500	2,250,000
Debt Service	272,306	686,406	652,300	640,689
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	1,751,000	33,385
Total Expenditures	<u>\$ 1,246,087</u>	<u>\$ 2,471,847</u>	<u>\$ 4,055,900</u>	<u>\$ 3,024,074</u>

CAPITAL PROJECTS FUND

The purpose of this fund is to account for revenues provided for major capital projects and to track the expenditures of those funds. The City allocates a portion of the ad valorem taxes to this fund. In 2008 the fund received 0.75 mills, in 2009 0.35 mills and in 2010 the allocation to this fund was 0.52 mills. No ad valorem taxes have been allocated to this fund for 2011 or 2012.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Ad Valorem Taxes	\$ 2,070,142	\$ 2,631,273	\$ -	-
Intergovernmental Revenue	890,073	1,383,138	228,700	4,302,500
Interest and Other Earnings	159,910	152,480	102,100	59,100
Miscellaneous Revenues	-	1,794,498	-	60,000
Transfers from Other Funds	4,550,000	85,000	-	-
Appropriated Fund Balance	-	-	4,328,550	2,277,100
Total Revenues	\$ 7,670,125	\$ 6,046,389	\$ 4,659,350	\$ 6,698,700

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	216,505	365,498	-	-
Capital Outlay	3,292,027	2,608,106	2,382,250	5,845,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	49,616	1,039,172	-	-
Contingency	-	-	2,277,100	853,700
Total Expenditures	\$ 3,558,148	\$ 4,012,776	\$ 4,659,350	\$ 6,698,700

UTILITY FUND

The Utility Fund is an enterprise fund used to account for the City's water and wastewater utility activities. The Utility provides services to all city residents and some portions of the surrounding county.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Intergovernmental Revenue	\$ (57,771)	\$ -	\$ -	\$ -
Charges for Services	27,690,432	27,771,724	29,797,900	29,831,395
Interest and Other Earnings	354,091	360,411	353,800	329,100
Miscellaneous Revenues	10,841,043	1,231,077	-	-
Transfers from Other Funds	2,160,256	-	-	-
Appropriated Fund Balance	-	-	-	-
Total Revenues	<u>\$ 40,988,051</u>	<u>\$ 29,363,212</u>	<u>\$ 30,151,700</u>	<u>\$ 30,160,495</u>

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ 7,142,330	\$ 7,134,787	\$ 6,941,900	6,952,289
Operating Expenses	18,076,676	18,454,084	8,827,671	8,917,426
Capital Outlay	1	-	490,785	475,952
Debt Service	7,721,192	6,971,542	11,482,984	11,338,656
Grants & Aide	10,000	10,000	10,000	10,000
Transfers to Other Funds	2,143,952	3,683,653	2,198,350	2,252,991
Contingency	-	-	200,010	213,181
Total Expenditures	<u>\$ 35,094,151</u>	<u>\$ 36,254,066</u>	<u>\$ 30,151,700</u>	<u>\$ 30,160,495</u>

UTILITY CAPITAL PROJECTS FUND

This fund is used to record revenues and expenditures related to impact fees, renewal and replacement transfers from the Utility Fund, and bond proceeds.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ 1,454,910	\$ 1,257,897	\$ 500,000	\$ 1,766,500
Interest and Other Earnings	381,260	143,325	260,000	105,700
Transfers from Other Funds	1,294,652	2,799,068	1,384,522	1,388,587
Debt Proceeds	-	-	-	-
Appropriated Fund Balance	-	-	6,742,634	2,444,154
Total Revenues	\$ 3,130,822	\$ 4,200,290	\$ 8,887,156	\$ 5,704,941

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	71,000	26,000
Capital Outlay	-	-	6,372,000	5,650,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	2,160,256	-	-	-
Contingency	-	-	2,444,156	28,941
Total Expenditures	\$ 2,160,256	\$ -	\$ 8,887,156	\$ 5,704,941

SOLID WASTE FUND

The City contracts for solid waste services. This fund is used to track the revenues and contract cost for this service.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ 7,498,306	\$ 7,667,964	\$ 7,724,600	\$ 7,605,000
Interest and Other Earnings	(19,077)	(6,382)	-	-
Appropriated Fund Balance	-	-	-	-
Total Revenues	\$ 7,479,229	\$ 7,661,582	\$ 7,724,600	\$ 7,605,000

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	6,948,593	7,550,829	7,495,400	7,438,284
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	229,200	166,716
Total Expenditures	\$ 6,948,593	\$ 7,550,829	\$ 7,724,600	\$ 7,605,000

STORMWATER MANAGEMENT FUND

In July 2004 the City Council approved the establishment of a stormwater utility, effective October 1, 2004. In June 2005, the Palm Coast Community Service Corporation's responsibilities for a portion of the stormwater system were brought under the City as the Stormwater Management Department and unified the entire system.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Ad Valorem Taxes	\$ -	\$ -	\$ -	1,686,100
Permits, Fees and Special Assessments	61,592	62,411	96,400	80,000
Intergovernmental Revenue	-	194,670	-	-
Charges for Services	5,050,065	5,446,849	5,170,800	4,823,810
Interest and Other Earnings	(74,924)	(54,749)	-	-
Miscellaneous Revenues	368,142	188,095	137,000	-
Transfers from Other Funds	-	-	-	885,000
Debt Proceeds	-	-	1,157,000	-
Appropriated Fund Balance	-	-	-	-
Total Revenues	\$ 5,404,875	\$ 5,837,276	\$ 6,561,200	\$ 7,474,910

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ 1,141,806	\$ 1,145,048	\$ 1,770,700	1,650,432
Operating Expenses	2,465,372	3,008,623	1,522,429	1,572,976
Capital Outlay	-	-	2,149,575	2,681,200
Debt Service	(16,879)	185,901	465,627	1,502,302
Transfers to Other Funds	489,682	391,450	44,000	68,000
Contingency	-	-	608,869	-
Total Expenditures	\$ 4,079,981	\$ 4,731,022	\$ 6,561,200	\$ 7,474,910

BUILDING PERMITS & INSPECTIONS FUND

This is a new fund that was created during fiscal year 2010 to track revenues and expenses for the Building Permits & Inspections Department. Previously this function was recorded in the General Fund.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Permits, Fees and Special Assessments	\$ -	\$ 200,341	\$ 195,800	\$ 249,700
Interest and Other Earnings	-	127,248	8,000	12,800
Miscellaneous Revenues	-	1,285	5,000	500
Transfers from Other Funds	-	5,959,594	-	-
Appropriated Fund Balance	-	-	1,280,410	1,244,334
Total Revenues	\$ -	\$ 6,288,468	\$ 1,489,210	\$ 1,507,334

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ 1,384,796	\$ 1,151,950	\$ 1,170,959
Operating Expenses	-	411,548	337,260	336,375
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	-	-
Total Expenditures	\$ -	\$ 1,796,344	\$ 1,489,210	\$ 1,507,334

GOLF COURSE FUND

This is a new fund that was created during fiscal year 2008 to track revenues and expenses for the Palm Harbor Golf Course that was contributed to the City. The course opened in November of 2009. A management company is being hired to operate the golf course. A transfer from the Capital Projects Fund was used for the capital cost related to the renovation.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ -	\$ 1,213,334	\$ 1,514,800	\$ 1,668,100
Interest and Other Earnings	97,704	4,195	200	-
Miscellaneous Revenues	-	67,854	-	-
Transfers from Other Funds	-	-	-	-
Appropriated Fund Balance	-	-	88,700	-
Total Revenues	\$ 97,704	\$ 1,285,383	\$ 1,603,700	\$ 1,668,100

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ 45,853	\$ -	\$ -	\$ -
Operating Expenses	38,365	1,876,394	1,567,600	1,646,100
Capital Outlay	-	-	18,100	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	4,500,000	373,586	18,000	22,000
Contingency	-	-	-	-
Total Expenditures	\$ 4,584,218	\$ 2,249,980	\$ 1,603,700	\$ 1,668,100

TENNIS CENTER FUND

This fund was created during fiscal year 2007 to track revenues and expenses for the new tennis center that opened in October 2007. This fund will be supported by charges for court rentals and tennis lessons. It is anticipated that these revenues will need to be supplemented by a transfer from the General Fund for a least the first few years of operation. A management company is being hired to operate the tennis center beginning in 2011.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ 153,925	\$ 164,404	\$ 188,000	206,700
Interest and Other Earnings	159	73	-	-
Miscellaneous Revenues	-	1,260	-	-
Transfers from Other Funds	82,000	117,000	145,000	99,100
Appropriated Fund Balance	-	-	-	-
Total Revenues	<u>\$ 236,084</u>	<u>\$ 282,737</u>	<u>\$ 333,000</u>	<u>\$ 305,800</u>

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ 194,199	\$ 207,295	\$ -	-
Operating Expenses	48,770	78,124	332,000	304,800
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	-	2,000	1,000	1,000
Contingency	-	-	-	-
Total Expenditures	<u>\$ 242,969</u>	<u>\$ 287,419</u>	<u>\$ 333,000</u>	<u>\$ 305,800</u>

INFORMATION TECHNOLOGY & COMMUNICATIONS FUND

Information Technology & Communications was moved from the General Fund to an enterprise fund to begin operation of the City's fiber optic network. Capacity on the network will be marketed to service providers with the revenue being used to repay the initial cost of the network, operation, maintenance, and expansion of the network, and general technology operations.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ -	\$ -	\$ 39,000	255,100
Interest and Other Earnings	-	11,967	5,800	3,400
Miscellaneous Revenues	-	243,835	176,000	193,600
Non Revenues	-	2,358,181	2,317,750	2,277,000
Transfers from Other Funds	-	750,000	-	-
Appropriated Fund Balance	-	-	381,671	176,936
Total Revenues	<u>\$ -</u>	<u>\$ 3,363,983</u>	<u>\$ 2,920,221</u>	<u>\$ 2,906,036</u>

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ 1,082,951	\$ 787,100	\$ 832,420
Operating Expenses	-	1,428,526	1,480,121	1,462,316
Capital Outlay	-	-	653,000	299,300
Debt Service	-	11,180	-	-
Grants & Aide	-	-	-	300,000
Transfers to Other Funds	-	-	-	12,000
Contingency	-	-	-	-
Total Expenditures	<u>\$ -</u>	<u>\$ 2,522,657</u>	<u>\$ 2,920,221</u>	<u>\$ 2,906,036</u>

SELF INSURED HEALTH FUND

The Self Insured Health Fund is an Internal Service Fund that is designed to accumulate employer and employee insurance premiums for the purpose of funding health benefits for eligible participants. Transfers from the user departments provide the revenue necessary to accomplish this task.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Interest and Other Earnings	\$ -	\$ 3,530	\$ -	-
Non Revenues	-	676,032	2,911,000	3,155,000
Appropriated Fund Balance	-	-	-	-
Total Revenues	\$ -	\$ 679,562	\$ 2,911,000	\$ 3,155,000

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ -	\$ -	\$ -	-
Operating Expenses	-	554,003	2,911,000	3,155,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	-	-
Total Expenditures	\$ -	\$ 554,003	\$ 2,911,000	\$ 3,155,000

FLEET MANAGEMENT FUND

The Fleet Management Fund is an Internal Service Fund that is designed to maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements for the fleet when the useful life has expired. Transfers from the user departments provide the revenue necessary to accomplish this task.

REVENUE SUMMARY

Revenues	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Charges for Services	\$ 234,865	\$ 251,844	\$ 357,000	315,000
Interest and Other Earnings	41,594	51,412	32,000	31,300
Miscellaneous Revenues	11,523	48,943	38,300	-
Non Revenues	2,832,428	3,072,474	3,394,847	3,439,696
Transfers from Other Funds	519,909	781,220	-	-
Appropriated Fund Balance	-	-	-	-
Total Revenues	<u>\$ 3,640,319</u>	<u>\$ 4,205,893</u>	<u>\$ 3,822,147</u>	<u>\$ 3,785,996</u>

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12
Personal Services	\$ 155,267	\$ 190,333	\$ 173,950	188,321
Operating Expenses	2,695,845	2,774,048	1,778,351	1,848,463
Capital Outlay	-	-	1,117,000	495,430
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	752,846	1,253,782
Total Expenditures	<u>\$ 2,851,112</u>	<u>\$ 2,964,381</u>	<u>\$ 3,822,147</u>	<u>\$ 3,785,996</u>

DEPARTMENT FUNDING

Departmental responsibility may cross funds. This table identifies the funding sources for department activities.

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
City Council	\$ 95,502	\$ -	\$ -	\$ -	\$ -
Administration					
City Manager	361,830	-	-	-	-
Community Relations	213,583	-	-	-	-
Purchasing and Contracts					
Management	297,078	-	-	-	-
Solid Waste	-	7,605,000	-	-	-
Economic Development	313,641	-	-	-	-
City Clerk	146,789	-	-	-	-
Human Resources	293,435	-	-	-	-
Self Insured Health	-	-	-	3,155,000	-
Non-Departmental	677,262	-	-	-	-
Law Enforcement	2,599,863	-	-	-	-
Police Education	-	-	-	-	22,800
Police Automation	-	-	-	-	294,500
Disaster Reserve	-	-	-	-	2,231,500
Recycling Revenue	-	-	-	-	310,200
City Attorney	383,248	-	-	-	-
Financial Services	759,914	-	-	-	-
Community Development					
Building Permits and					
Inspections	-	1,507,334	-	-	-
Planning	1,446,597	-	-	-	-
Code Enforcement	2,151,037	-	-	-	-
Neighborhood Stabilization	-	-	-	-	1,583,700
SR100 Community					
Redevelopment	-	-	-	-	3,024,074
Capital Projects	-	-	6,698,700	-	-
Fire					
Fire	7,340,560	-	-	-	-
Fire Impact Fee	-	-	-	-	189,600

DEPARTMENT FUNDING

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
Public Works / Utility					
Streets	5,127,713	-	-	-	-
Facilities Maintenance	693,923	-	-	-	-
Parks / Facilities	1,096,695	-	-	-	-
Streets Improvement	-	-	-	-	12,461,600
Customer Service	-	1,186,224	-	-	-
Administration	-	1,175,236	-	-	-
Utility Maintenance	-	635,024	-	-	-
Wastewater Collection	-	2,239,059	-	-	-
Wastewater Treatment	-	1,768,429	-	-	-
Water Plant #1	-	1,789,766	-	-	-
Water Plant #2	-	1,293,224	-	-	-
Water Plant #3	-	963,423	-	-	-
Water Quality	-	470,093	-	-	-
Water Distribution	-	2,805,418	-	-	-
Non-Departmental	-	15,834,599	-	-	-
Utility Capital Projects	-	-	5,704,941	-	-
Stormwater Management	-	2,825,556	-	-	-
Fleet Management	-	-	-	3,785,996	-
Engineering and Stormwater Management					
Engineering	506,505	-	-	-	-
Development Special Projects	-	-	-	-	1,548,000
Transportation Impact Fee	-	-	-	-	962,800
Old Kings Road Special Assessment	-	-	-	-	261,308
Stormwater Management	-	4,649,354	-	-	-
Recreation and Parks					
Recreation / Athletics	1,256,825	-	-	-	-
Park Impact Fee	-	-	-	-	793,100
Golf Course	-	1,668,100	-	-	-
Tennis Center	-	305,800	-	-	-
Information Technology and Communications					
	-	2,906,036	-	-	-

CITY COUNCIL

The City Council is the elected legislative and policy body for the City of Palm Coast. As the City Council, they establish policies that will provide for the protection, safety, and general welfare of the citizens of Palm Coast. These policies help create a quality environment, insure that municipal services are provided at an economic cost, and that future needs of the City can be met. The City Council appoints the City Manager, City Attorney, and the external auditors who perform the annual audit of the City finances.

There are no major changes to this department budget for FY2012.

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population – City.	73,910	74,067	75,180	75,617
City employees (FTE).	435.80	428.30	396.13	385.81
Total original Citywide budget.	\$213,442,765	\$208,985,815	\$188,483,459	\$120,417,494
EFFICIENCY/EFFECTIVENESS:				
Non-discretionary revenue generated per citizen.	\$418.38	\$464.94	\$381.90	\$482.67
City Council cost per capita.	\$1.10	\$1.12	\$1.18	\$1.26
Citizen rating of overall quality of life.	74%	75%	67%	70%
Citizen rating of the overall direction that the City is taking.	55%	58%	50%	53%
Citizen rating of the City as a place to live. (Percent “excellent” or “good”).	79%	85%	78%	80%

For this presentation, “Non-discretionary revenue” is considered revenue generated by taxes and fees that are mandatory. This includes ad valorem taxes, all sales and use taxes, franchise fees, and intergovernmental revenue. It does not include licenses, permits, user fees, fines, or investment earnings.

CITY COUNCIL

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 64,204	\$ 65,128	\$ 65,200	65,195	\$ (5)
Operating Expenditures	16,828	18,093	23,182	30,307	7,125
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	<u>\$ 81,032</u>	<u>\$ 83,221</u>	<u>\$ 88,382</u>	<u>\$ 95,502</u>	<u>\$ 7,120</u>

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	-
Total	<u>-</u>

CITY COUNCIL

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
Mayor	*	1.00	1.00	1.00	-
Vice - Mayor	**	1.00	1.00	1.00	-
Council Member	**	3.00	3.00	3.00	-
Total Part-time/Temporary		5.00	5.00	5.00	-
Total Personnel		5.00	5.00	5.00	-

* Budgeted at \$11,400 per year.

** Budgeted at \$9,600 per year.

ADMINISTRATION

The City Manager's office is responsible for implementation of all policies established by the City Council and for directing the operations of the City government. The Manager provides guidance to all City departments and submits the annual budget designed to achieve the goals of the Council. The City Manager prepares alternatives and makes recommendations that will assist the Council in achieving the goals they have established. The office also provides clerical services for the Mayor and Council.

The City Manager's office consists of the Community Relations function, functions of the City Clerk, Purchasing and Contracts Management, Economic Development, and Human Resources for FY 2012.

The City Clerk acts the Secretary to the City Council. The office of the City Clerk has the Records Management and Land Management function and performs Supervisor of Elections duties. The Secretary to the City Council is responsible for preparing agendas and minutes for City Council meetings, as well as the processing of all City ordinances, resolutions, and proclamations adopted and/or approved by City Council. The Records function of the City Clerk's office is the official record keeper for all City documents setting guidelines for the management and retention of these documents, as well as handling the scanning, indexing and destruction of all City documents. Due to the fact that this function is the official records holder, the City Clerk's office also handles citizens' requests for public information and records. The Land Management function is responsible for handling the management of all City property, to include closings. Land Management function keeps an active record of all City owned properties. As the Supervisor of Elections the City Clerk's office is responsible for City elections and works in conjunction with the County Supervisor of Elections, in overseeing City of Palm Coast elections.

Law Enforcement is provided by the Flagler County Sheriff's Office. The City has a contract with the Sheriff for additional officers, above a base level of service, to provide extra officers within Palm Coast.

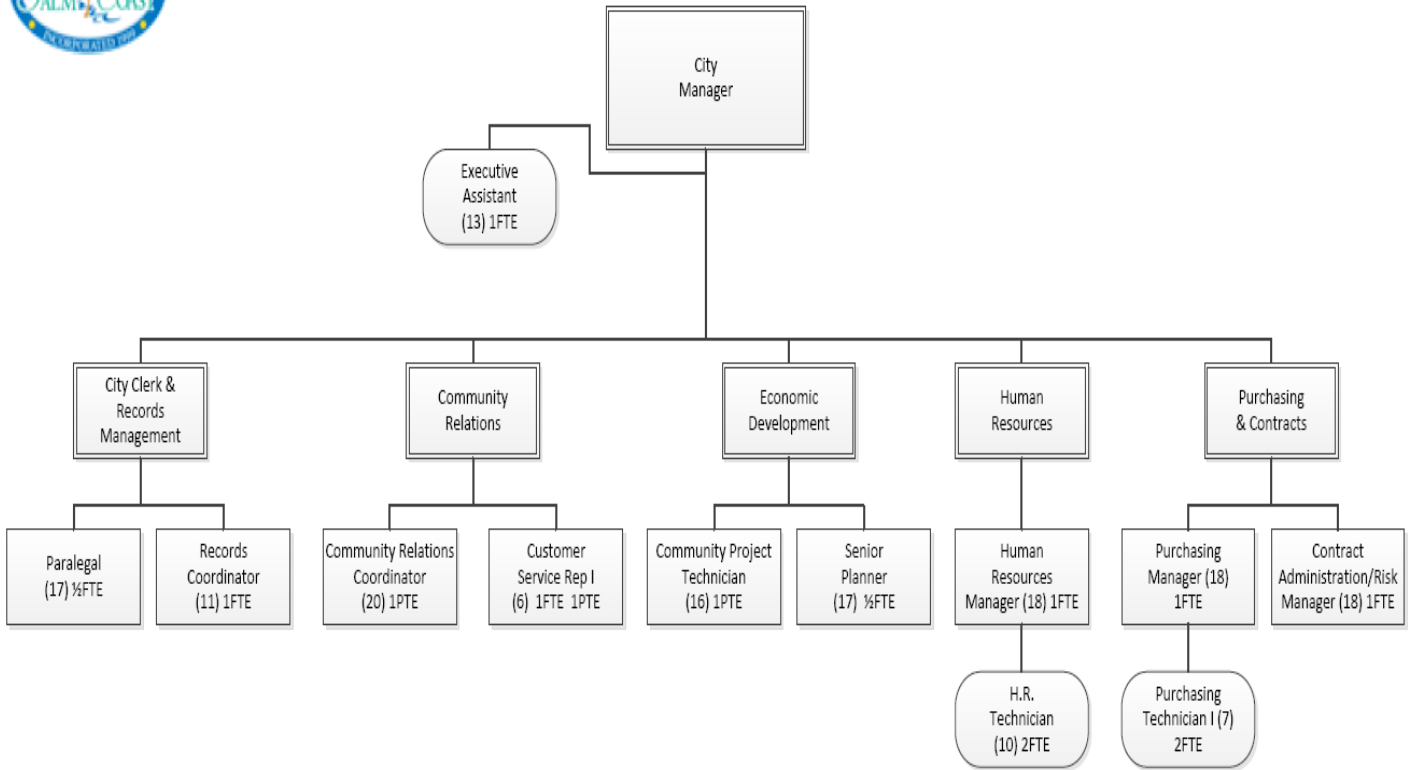
ADMINISTRATION

Departmental Goals, Objectives and Performance Review:

1. Provide quality services while maintaining the City's financial soundness.
2. Manage growth for a quality, sustainable community.
3. Expand the local economy.

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population – City.	73,910	74,067	75,180	75,617
City employees (FTE).	435.80	428.30	396.13	385.81
Total original Citywide budget.	\$213,442,765	\$208,985,815	\$188,483,459	\$120,417,494
EFFICIENCY/EFFECTIVENESS:				
General Fund operating cost per capita.	\$399.10	\$451.50	\$349.68	\$349.68
Number of employees per 1,000 residents.	5.90	5.78	5.27	5.10
Citizen rating of quality of City services.	74%	69%	71%	74%
Citizen rating of the overall image or reputation of the City.	N/A	77%	71%	73%
Citizen rating of the value of services for the taxes paid to the City.	56%	53%	54%	56%
Citizen rating of Economic Development Services. (Percent “excellent” or “good”).	33%	34%	31%	33%

ADMINISTRATION



ADMINISTRATION CITY MANAGER

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 298,403	\$ 309,434	\$ 278,700	267,117	\$ (11,583)
Operating Expenditures	27,490	16,659	25,407	29,961	4,554
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 325,893	\$ 326,093	\$ 304,107	\$ 297,078	\$ (7,029)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
City Manager		1.00	1.00	1.00	-
Assistant City Manager	23	1.00	-	-	-
Executive Assistant to the City Manager	13	1.00	1.00	1.00	-
Total Full-time		3.00	2.00	2.00	-
<u>Part-time/Temporary</u>					
Intern	3	1.00	-	-	-
Total Part-time/Temporary		1.00	-	-	-
Total Personnel		4.00	2.00	2.00	-

ADMINISTRATION COMMUNITY RELATIONS

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 313,382	\$ 192,029	\$ 135,100	130,091	\$ (5,009)
Operating Expenditures	102,810	62,061	81,357	83,492	2,135
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 416,192	\$ 254,090	\$ 216,457	\$ 213,583	\$ (2,874)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Economic Development Coordinator	21	-	-	-	-
Community Relations Coordinator	20	1.00	-	-	-
Grants and Senior Program Coordinator	15	-	-	-	-
Staff Assistant	7	0.50	-	-	-
Customer Service Representative I	6	2.00	1.00	1.00	-
Total Full-time		3.50	1.00	1.00	-
<u>Part-time/Temporary</u>					
Community Relations Coordinator	20	-	1.00	1.00	-
Customer Service Representative I	6	-	1.00	1.00	-
Total Part-time/Temporary		-	2.00	2.00	-
Total Personnel		3.50	3.00	3.00	-

ADMINISTRATION PURCHASING AND CONTRACTS MANAGEMENT

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 298,403	\$ 309,434	\$ 278,700	267,117	\$ (11,583)
Operating Expenditures	27,490	16,659	25,407	29,961	4,554
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 325,893	\$ 326,093	\$ 304,107	\$ 297,078	\$ (7,029)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Purchasing Manager	18	1.00	1.00	1.00	-
Contracts Administrator	18	1.00	1.00	1.00	-
Purchasing Technician III	9	1.00	-	-	-
Purchasing Technician	7	2.00	2.00	2.00	-
Total Full Time		5.00	4.00	4.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		5.00	4.00	4.00	-

ADMINISTRATION ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 2,055	\$ 91,348	\$ 81,150	\$ 79,088	\$ (2,062)
Operating Expenditures	37	12,102	75,221	120,553	45,332
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	110,000	162,925	114,000	(48,925)
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,092	\$ 213,450	\$ 319,296	\$ 313,641	\$ (5,655)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Economic Development Coordinator	21	1.00	-	-	-
Senior Planner	17	0.50	0.50	0.50	-
Staff Assistant	6	0.50	-	-	-
Total Full-time		2.00	0.50	0.50	-
<u>Part-time/Temporary</u>					
Community Project Technician	16	-	1.00	1.00	-
Total Part-time/Temporary		-	1.00	1.00	-
Total Personnel		2.00	1.50	1.50	-

ADMINISTRATION CITY CLERK

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 191,667	\$ 175,112	\$ 89,500	\$ 90,772	\$ 1,272
Operating Expenditures	28,638	25,924	109,825	56,017	(53,808)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 220,305	\$ 201,036	\$ 199,325	\$ 146,789	\$ (52,536)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
City Clerk	20	1.00	-	-	-
Deputy City Clerk	15	-	-	-	-
Paralegal	17	0.50	0.50	0.50	-
Records Coordinator	11	-	1.00	1.00	-
Records Analyst	9	1.00	-	-	-
Records Clerk	7	-	-	-	-
Total Full-time		2.50	1.50	1.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		2.50	1.50	1.50	-

ADMINISTRATION HUMAN RESOURCES

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 180,956	\$ 188,085	\$ 194,750	192,824	\$ (1,926)
Operating Expenditures	106,699	103,021	90,307	100,611	10,304
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 287,655	\$ 291,106	\$ 285,057	\$ 293,435	\$ 8,378

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Human Resources Manager	18	1.00	1.00	1.00	-
Human Resources Technician	10	2.00	2.00	2.00	-
Total Full-time		3.00	3.00	3.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		3.00	3.00	3.00	-

ADMINISTRATION LAW ENFORCEMENT

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 16,803	\$ -	\$ -	-	\$ -
Operating Expenditures	2,408,610	2,599,720	2,599,863	2,599,863	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,425,413	\$ 2,599,720	\$ 2,599,863	\$ 2,599,863	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Law Enforcement Coordinator	20	1.00	-	-	-
Total Full-time		1.00	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		1.00	-	-	-

CITY ATTORNEY

The City utilizes the services of a legal firm, which in accordance with the City Charter, is directly responsible to the City Council and is the City's legal representative. The City's legal representative shall be responsible for advising and representing the City Council, the City Manager and all City departments, officers and advisory boards and agencies of City government in all legal matters relating to their official responsibilities. The City's legal representative serves as general counsel to the City and handles its legal matters. The legal representative defends and prosecutes for the City in civil litigation, ordinance violations and administrative proceedings. Litigation in State and Federal courts includes, but is not limited to, eminent domain, civil rights actions, inverse condemnations, mortgage and lien foreclosures, property assessment disputes, challenges to City codes and ordinances, appeals for review of City Council decisions, and code enforcement lien foreclosures. Administrative proceedings include, but are not limited to, internal hearings of the Planning and Land Development Regulation Board; Code Enforcement Board hearings; and hearings before State administrative law judges in growth management, labor cases and environmental cases. The City's legal representative is responsible for conducting legal research, drafting, reviewing and revising ordinances, resolutions, contracts, real property instruments, and proposed legislation. The City's legal representative is an integral part of the City's Land Development Code process and the City's comprehensive planning program. The City's legal representative assists City staff in bankruptcy cases; assists in the collection of code enforcement fines, costs, fees and special assessments; and files claims when necessary. The City's legal representative continues to reduce the costs associated with representation of the City by keeping to a minimum the reliance on outside counsel for both litigated and non-litigated matters. The City's legal representative is also working on a system of standard City legal forms to be used by City staff and the public.

The Paralegal position was created to assist city staff with the preparation of ordinances, resolutions and other legal documents that are then reviewed and approved by the city attorney.

CITY ATTORNEY

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 56,540	\$ 32,684	\$ 35,500	34,158	\$ (1,342)
Operating Expenditures	338,806	305,094	358,361	349,090	(9,271)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 395,346	\$ 337,778	\$ 393,861	\$ 383,248	\$ (10,613)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 09	Approved FY 10	Proposed FY 11	Net Change FY10-FY11
<u>Full-time</u>					
City Attorney		-	-	-	-
Paralegal	17	1.00	0.50	0.50	-
Total Full-time		1.00	0.50	0.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		1.00	0.50	0.50	-

FINANCIAL SERVICES

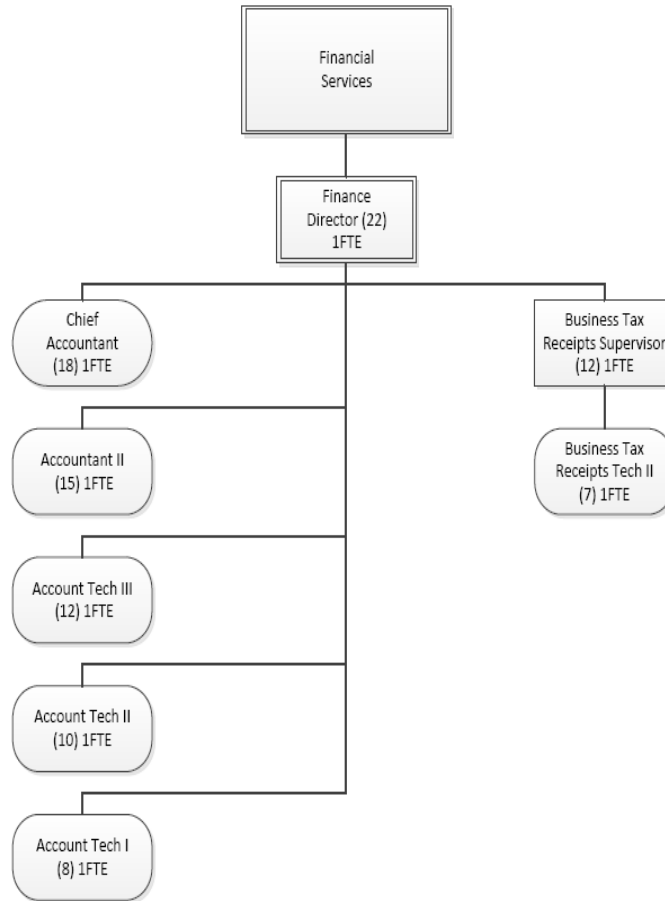
The mission of the Financial Services Department is to help the City of Palm Coast meet its goals for the future by providing fast and efficient services to citizens, businesses, customers, vendors, employees, and other City departments while adhering to local, state, and federal laws and regulations. The Financial Services Department includes Finance/Budget, Utility Billing, and Business Tax Receipts functions. These functions are provided through two divisions, the Utility Fund and the General Fund divisions. The Department provides sound investment and revenue advice to the City Officials, budget guidance to the City Manager and Department Directors, audit services in accordance with state and federal laws, licensing assistance to City businesses, billing services for the City's Utility Department, and general liability, vehicle, and property claims management services for the City. The Department performs these functions with a streamlined staff structure by utilizing, cross training, multi-tasking, and matrix management to achieve cost effective services for the City.

Departmental Goals, Objectives and Performance Review:

1. Provide quality services while maintaining the City's financial soundness
 - a. Process at least 99% of financial transactions without errors.
 - b. Keep the number of untaxed businesses below 1% of total businesses.
 - c. Pay at least 98% of invoices within 45 days.
 - d. Pay 10% of vendor payments electronically.

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population – City.	73,910	74,067	75,180	75,617
City departments.	8	8	8	8
City employees (FTE).	435.80	428.30	396.13	385.81
Invoices processed.	27,637	27,431	28,300	28,600
Business Tax Receipts processed.	1,948	1,695	1,800	1,800
Utility bills processed.	436,017	440,474	445,000	446,000
EFFICIENCY/EFFECTIVENESS:				
Department General Fund expenditures per capita.	\$10.31	\$10.30	\$9.75	\$10.05
Financial transactions processed without error.	100.0%	99.7%	99.8%	100.0%
Citizen reported untaxed businesses.	0.6%	0.6%	0.9%	0.9%
Invoices paid within 45 days.	94.6%	95.8%	96.5%	98.0%
Electronic vendor payments.	N/A	3.2%	8.4%	10.0%

FINANCIAL SERVICES



1/23/2012

FINANCIAL SERVICES

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 640,489	\$ 663,014	\$ 565,700	580,324	\$ 14,624
Operating Expenditures	121,745	100,000	167,051	179,590	12,539
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 762,234	\$ 763,014	\$ 732,751	\$ 759,914	\$ 27,163

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	<u>\$ -</u>

FINANCIAL SERVICES

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Finance Director	22	1.00	1.00	1.00	-
Chief Accountant	18	1.00	1.00	1.00	-
Management Analyst	15	1.00	-	-	-
Accountant II	15	1.00	1.00	1.00	-
Business Tax Receipts Supervisor	12	1.00	1.00	1.00	-
Accounting Technician III	12	1.00	1.00	1.00	-
Accounting Technician II	10	1.00	1.00	1.00	-
Accounting Technician I	8	1.00	1.00	1.00	-
Business Tax Receipts Tech II	7	1.00	1.00	1.00	-
Total Full-time		9.00	8.00	8.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		9.00	8.00	8.00	-

COMMUNITY DEVELOPMENT

The Community Development Department consists of five main functions; Planning, Building Permits, Code Enforcement, Capital Projects, and Economic Development. Together they assure and maintain the City's aesthetics, health, safety and welfare, and protection of natural resources. The budget provides for necessary training, certification for licensed personnel, continuing education as well as customer service and cross-training programs for all staff.

The Planning Division focuses on implementing the Comprehensive Plan and Land Development Code to ensure a high quality of life in the City through a balanced approach to development review and analysis. The Planning Division is currently implementing paperless project plan review.

The Building Permits Division focuses on implementing the Florida Building Code to ensure that all physical structures are constructed in compliance with all applicable codes, to ensure the public health, safety, and welfare. The responsibility of the Building Division includes; permitting, plan review, and inspection. The budget allows for the 90% fee reduction adopted in 2009, to continue through the end of FY 2012. The budget also provides for continued software and application enhancements to facilitate paperless project review.

The Code Enforcement Division oversees the enforcement of City Codes, including such nuisance issues as parking on the lawn, litter and debris, abandoned properties, overgrown conditions, noise complaints and all issues related to animal control to include nuisance animals, animals running at large and animal cruelty. Additionally, Code oversees the enforcement of wildfire mitigation and tree removal regulations. The risk of wildfire in the City of Palm Coast is substantial under expected climatic conditions and weather patterns. The City has developed a hazard mitigation process to address the evolution of the City's development from a pine plantation to a residential community which includes selective mowing of brush. Such mitigation also helps the community conserve its natural resources for aesthetic, environmental, and Stormwater management purposes.

Code Enforcement implements the City's Code of Ordinances by proactively patrolling the City and monitoring citizen complaints to ensure compliance. The budget allows the division to start moving toward cost effective and mobile technology to increase staff efficiency in the field.

The Capital Projects Division is responsible for managing the construction of projects for the City. This division continues to seek and obtain federal grant funding for projects, including sidewalks, paths, and trails. Recently completed and current projects include:

(Indicates grant-funded projects)**

Completed in 2011:

- ****Multi-Use Path - Belle Terre-east side (Pritchard to Parkview and Pine Lakes to Cypress Point): 10' wide concrete path.**
- ****Multi-Use Path - Belle Terre-east side (Pine Grove to Royal Palms): 10' wide concrete path: Anticipated Completion Date: August 2011.**
- ****Palm Harbor Bridge Renovations.**
- **Central Park Phase II Improvements.**
- **Country Club Cove Neighborhood Sign (prototype design).**

- I95/Palm Coast Parkway (lighting of on and off ramps)
- Parkway Beautification (Belle Terre Median – Pritchard to Whiteview)
- **Indian Trails Sports Complex – Indian Trails Middle School Field Improvements (additional sports fields)

Under Construction:

- **Multi-Use Path - Whiteview (Belle Terre to Pine Grove and Ravenwood to Whitemill to Pine Lakes): 12' wide multi-use asphalt fitness path: Anticipated Completion Date: January 2012.
- **Multi-Use Path - Rymfire (Rymfire Elementary school to proposed Lehigh Trail): Anticipated Completion Date: March 2012.
- **Multi-Use Path - Belle Terre-west side (SR100 to US1): 10' wide concrete path: Anticipated Completion Date: March 2012.
- Indian Trails Sports Complex Projects: (Maintenance Building, Pavilion Renovation, & Roadway Extension), Anticipated Completion Date of April 2012.

Under Design – to be constructed:

- Pine Lakes Parkway North Roadway Improvements & Multi-Use Path (Palm Coast Parkway to Belle Terre north intersection): Anticipated Construction Start Date: April 2012.
- Palm Harbor Bridge 734602 Renovations: Anticipated Construction Start Date of April 2012.
- **Multi-Use Path – Palm Harbor Parkway (Hammock Bridge Trail Head to Fernmill Drive): Anticipated Construction Start Date: May 2012.
- **Palm Coast Parkway Six-Laning: Florida Park Drive to Cypress Point Parkway: Anticipated Construction Start Date of September 2012.

The Economic Development Team is a multidisciplinary working group tasked with implementing “Prosperity 2021,” the City’s Plan for growing our local economy. Planners, accountants, information technology professionals, public relations and City event planners, and City management work on a variety of programs and projects focused on the three key areas of Prosperity 2021: neighborhoods, business districts, and the overall Citywide economic conditions. This includes the federally funded Neighborhood Stabilization Programs and Housing Rehabilitation Program, as well as Recruitment and Marketing, the Business Ready Program, the Business Assistance Center, and working with various governmental and private sector agencies to make our local economy stronger. Using distributed funds from the dissolution of Enterprise Flagler, the Business Assistance Center Guarantee Assistance Program (GAP) will provide another tool to assist clients of the Business Assistance Center in obtaining access to capital. Through the stimulation of private investment, the City aims to encourage creation of permanent, private sector jobs and increase the local tax base. The loan guarantee can be used for business expansion needs, working capital, and/or establishing a line of credit.

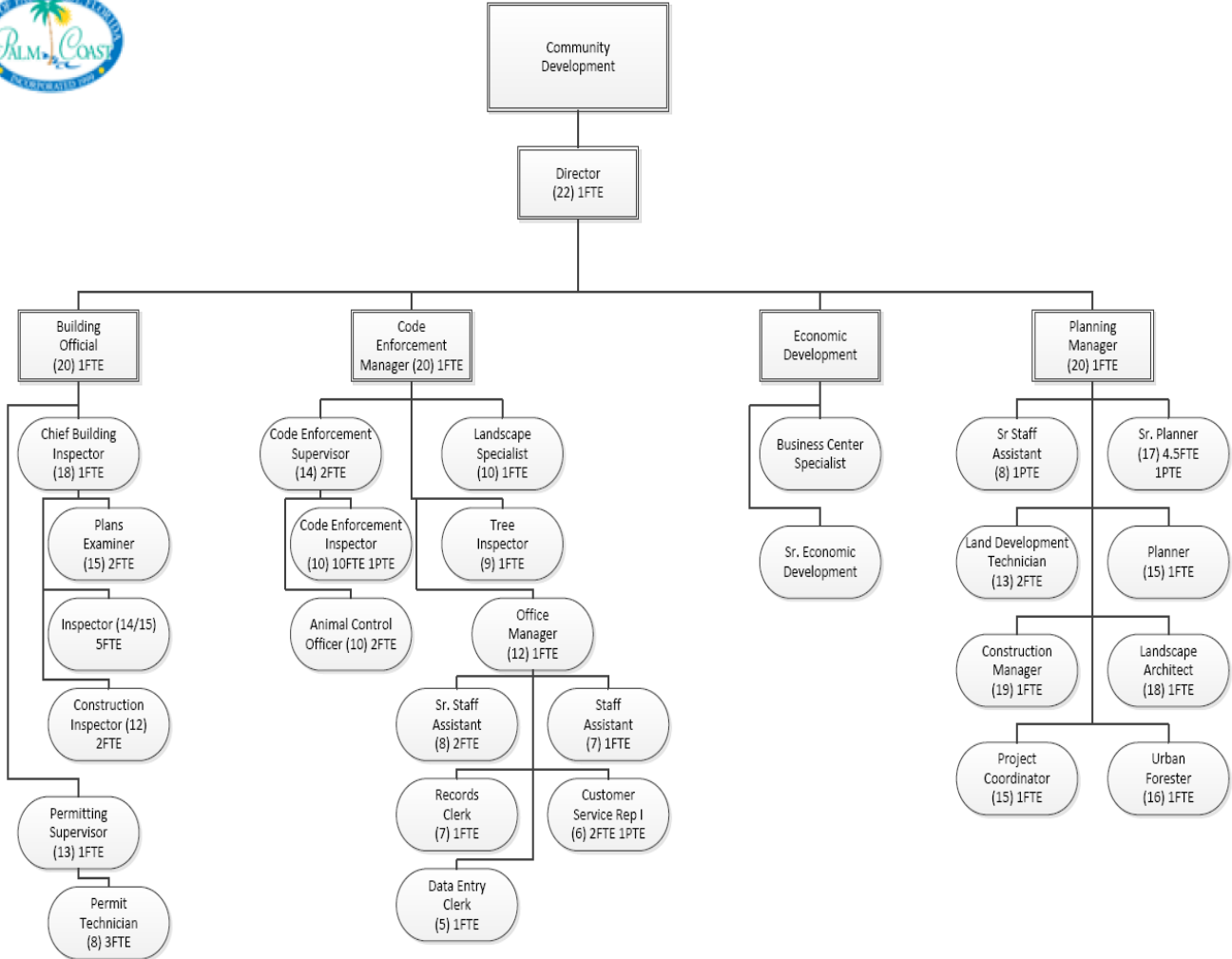
COMMUNITY DEVELOPMENT

Departmental Goals, Objectives and Performance Review:

1. Provide quality services while maintaining the City's financial soundness
 - a. 75% of code cases will be City-initiated versus complaint driven.
2. Maintain a safe community
3. Manage growth for a quality, sustainable community

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Number of code violations.	18,775	23,749	24,500	25,000
Number of permits issued.	5,758	5,413	5,350	5,450
Number of site plan and subdivision applications.	34	20	32	35
Population – City.	73,910	74,067	75,180	75,617
EFFICIENCY/EFFECTIVENESS:				
Cost per permit issued.	\$255.38	\$331.86	\$278.36	\$276.58
Code Enforcement expenditures per capita.	\$27.85	\$27.76	\$27.84	\$28.45
Planning expenditures per capita.	\$19.19	\$19.82	\$20.80	\$19.13
Percentage of code cases initiated by the City.	N/A	42.2%	75.0%	75.0%
Citizen rating of quality of City code enforcement services.	50%	50%	47%	50%
Citizen rating of animal control.	61%	64%	57%	60%
Citizen rating of City land use, planning and zoning. (Percent "excellent" or "good").	42%	46%	42%	44%

COMMUNITY DEVELOPMENT



1/23/2012

COMMUNITY DEVELOPMENT PERMITS AND INSPECTIONS

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 1,286,649	\$ 1,384,796	\$ 1,151,950	1,170,959	\$ 19,009
Operating Expenditures	183,825	411,548	337,260	336,375	(885)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,470,474	\$ 1,796,344	\$ 1,489,210	\$ 1,507,334	\$ 18,124

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

COMMUNITY DEVELOPMENT PERMITS AND INSPECTIONS

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Community Development Director	22	1.00	0.40	0.40	-
Building Official	20	1.00	1.00	1.00	-
Chief Building Inspector	18	1.00	1.00	1.00	-
Senior Building Inspector	15	2.00	2.00	2.00	-
Plans Examiner	15	3.00	2.00	2.00	-
Building Inspector	14	4.00	3.00	3.00	-
Permit Supervisor	13	1.00	1.00	1.00	-
Construction Inspector	12	-	2.00	2.00	-
Senior Staff Assistant	8	1.00	-	-	-
Permit Technician	8	4.00	3.00	3.00	-
Total Full-time		18.00	15.40	15.40	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		18.00	15.40	15.40	-

COMMUNITY DEVELOPMENT PLANNING

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 1,204,184	\$ 1,265,863	\$ 1,304,900	1,204,256	\$ (100,644)
Operating Expenditures	214,301	202,215	258,913	242,341	(16,572)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,418,485	\$ 1,468,078	\$ 1,563,813	\$ 1,446,597	\$ (117,216)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	<u>\$ -</u>

COMMUNITY DEVELOPMENT PLANNING

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Community Development Director	22	-	0.30	0.30	-
Planning Manager	20	1.00	1.00	1.00	-
Construction Manager	19	1.00	1.00	1.00	-
Landscape Architect	18	1.00	1.00	1.00	-
Senior Planner	17	5.50	4.50	4.50	-
Land Development Supervisor	16	1.00	-	-	-
Urban Forrester	16	1.00	1.00	1.00	-
Planner	15	1.00	2.00	1.00	(1.00)
Project Coordinator	15	-	1.00	1.00	-
Land Development Technician	13	2.00	2.00	2.00	-
Zoning Technician	8	2.00	-	-	-
Senior Staff Assistant	8	1.00	-	-	-
Total Full-time		16.50	13.80	12.80	(1.00)
<u>Part-time/Temporary</u>					
Senior Planner	17	-	1.00	1.00	-
Senior Staff Assistant	8	-	1.00	1.00	-
Total Part-time/Temporary		-	2.00	2.00	-
Total Personnel		16.50	15.80	14.80	(1.00)

COMMUNITY DEVELOPMENT CODE ENFORCEMENT

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 1,319,378	\$ 1,380,295	\$ 1,458,800	1,493,287	\$ 34,487
Operating Expenditures	738,699	675,572	634,408	657,750	(41,164)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,058,077	\$ 2,055,867	\$ 2,093,208	\$ 2,151,037	\$ 37,341

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	<u>\$ -</u>

COMMUNITY DEVELOPMENT CODE ENFORCEMENT

Classification Title	Pay Grade	FY 10	FY 11	FY 12	FY11-FY12
<u>Full-time</u>					
Community Development Director	22	-	0.30	0.30	-
Code Enforcement Manager	20	1.00	1.00	1.00	-
Code Enforcement Supervisor	14	2.00	2.00	2.00	-
Officer Manager	12	1.00	1.00	1.00	-
Code Enforcement Inspector	10	9.00	10.00	10.00	-
Animal Control Officer	10	2.00	2.00	2.00	-
Landscape Specialist	10	1.00	1.00	1.00	-
Tree Inspector	9	2.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	2.00	2.00	-
Staff Assistant	7	1.00	1.00	1.00	-
Records Clerk	7	1.00	1.00	1.00	-
Customer Service Representative I	6	2.00	2.00	2.00	-
Data Entry Clerk	5	1.00	1.00	1.00	-
Total Full-time		24.00	25.30	25.30	-
<u>Part-time/Temporary</u>					
Code Enforcement Inspector *	10	1.00	1.00	1.00	-
Customer Service Representative I *	6	1.00	1.00	1.00	-
Total Part-time/Temporary		2.00	2.00	2.00	-
Total Personnel		26.00	27.30	27.30	-

* Budgeted at 20 hours per week.

FIRE

The Fire Department provides basic and advanced life support and fire suppression/prevention services. The fire service area includes the City, as well as mutual aid response, when needed, within the County and other municipalities. In addition, the department is responsible for enforcing City, State, and Federal Fire and Life Safety Codes. This is accomplished by performing building and site plan reviews, business inspections, and public education.

Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 61.5 FTE's and 50 Volunteer members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The results of a station location/fire response zone evaluation study conducted by an outside consulting firm as well as an Insurance Services Organization survey, will likely result in the need for additional stations and services throughout the City in the future. (The City I.S.O rating is currently a 4).

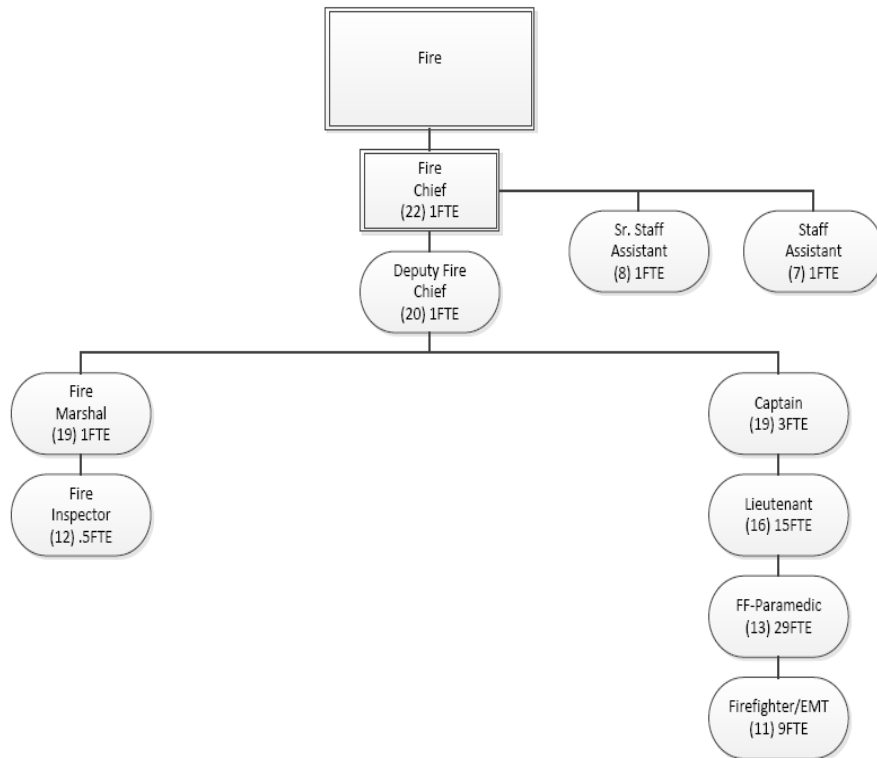
All front line fire apparatus are equipped with laptop technology interfaced with the Flagler County Sheriff's Office Computer Automated Dispatch system. A traffic signal control system has also been installed in front line fire apparatus to allow responding emergency apparatus, when responding to an incident, the ability to control traffic lights in order to reach their destination with minimal traffic delays.

Departmental Goals, Objectives and Performance Review:

1. Maintain a safe community
 - a. Respond to 85% of fire and rescue calls within five minutes.

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population – City.	73,910	74,067	75,180	75,617
City area (square miles).	81	81	81	81
Number of emergency responses.	5,082	5,590	6,093	6,500
Number of business inspections.	1,505	1,181	1,200	1,200
Number of plan reviews.	325	199	N/A	N/A
Number of new construction inspections.	415	571	N/A	N/A
EFFICIENCY/EFFECTIVENESS:				
Cost per emergency response.	\$1,402.07	\$1,405.46	\$1,244.53	\$1,125.12
Percentage of response times, 5 minutes or less.	56%	61%	64%	68%
Citizen rating of quality of City fire services (Percent “excellent” or “good”).	94%	95%	92%	94%

FIRE



1/23/2012

FIRE

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 5,384,588	\$ 5,982,344	\$ 5,658,750	5,304,812	\$ (353,938)
Operating Expenditures	1,697,374	1,866,261	1,944,659	2,035,748	91,089
Capital Outlay	29,483	48,522	8,200	-	(8,200)
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	53,227	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 7,164,672	\$ 7,897,127	\$ 7,611,609	\$ 7,340,560	\$ (271,049)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
	\$ -
Total	<u>\$ -</u>

FIRE

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Fire Chief	22	1.00	1.00	1.00	-
Deputy Fire Chief	20	1.00	1.00	1.00	-
Fire Captain	19	3.00	3.00	3.00	-
Fire Marshal	19	1.00	1.00	1.00	-
Fire Lieutenant	16	15.00	15.00	15.00	-
Firefighter/Paramedic	13	33.00	33.00	29.00	(4.00)
Fire Inspector	12	2.00	1.00	0.50	(0.50)
Firefighter/EMT	11	9.00	9.00	9.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
Staff Assistant	7	1.00	1.00	1.00	-
Total Full-time		67.00	66.00	61.50	(4.50)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		67.00	66.00	61.50	(4.50)

PUBLIC WORKS / UTILITY

Public Works is responsible for providing for the City's water and wastewater services, maintenance and repairs to City streets, the drainage swales, and other rights-of-way, including striping, signals, signage, litter collection, and mowing. The department also manages the City's fleet of vehicles and large equipment.

The Fleet Management (FM) Fund is an Internal Service Fund that is designed to maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements for the fleet when the useful life has expired. Transfers from the user departments provide the revenues necessary to accomplish this task.

The Utility Division provides water, wastewater and reuse services to the City of Palm Coast and surrounding areas. The Utility operates as an enterprise fund utilizing its operating revenues and capacity fees to cover its expenses with no support from tax dollars. The initial purchase of the utility system as well as major capital expenditures, have been financed through the issuance of Revenue Bonds. In addition, State Revolving Fund loans have been acquired to fund recent expansions of the wastewater collection, treatment and reuse facilities.

It is the responsibility of the Utility Division to deliver a high quality of service to the citizens of Palm Coast and surrounding areas. This includes following all mandated compliance rules and regulations set forth in the operating permits issued by the various regulatory authorities and to be responsible stewards of the environment. The department maintains a twenty-four hour, seven day a week emergency call service to respond to the utility service needs of the citizens.

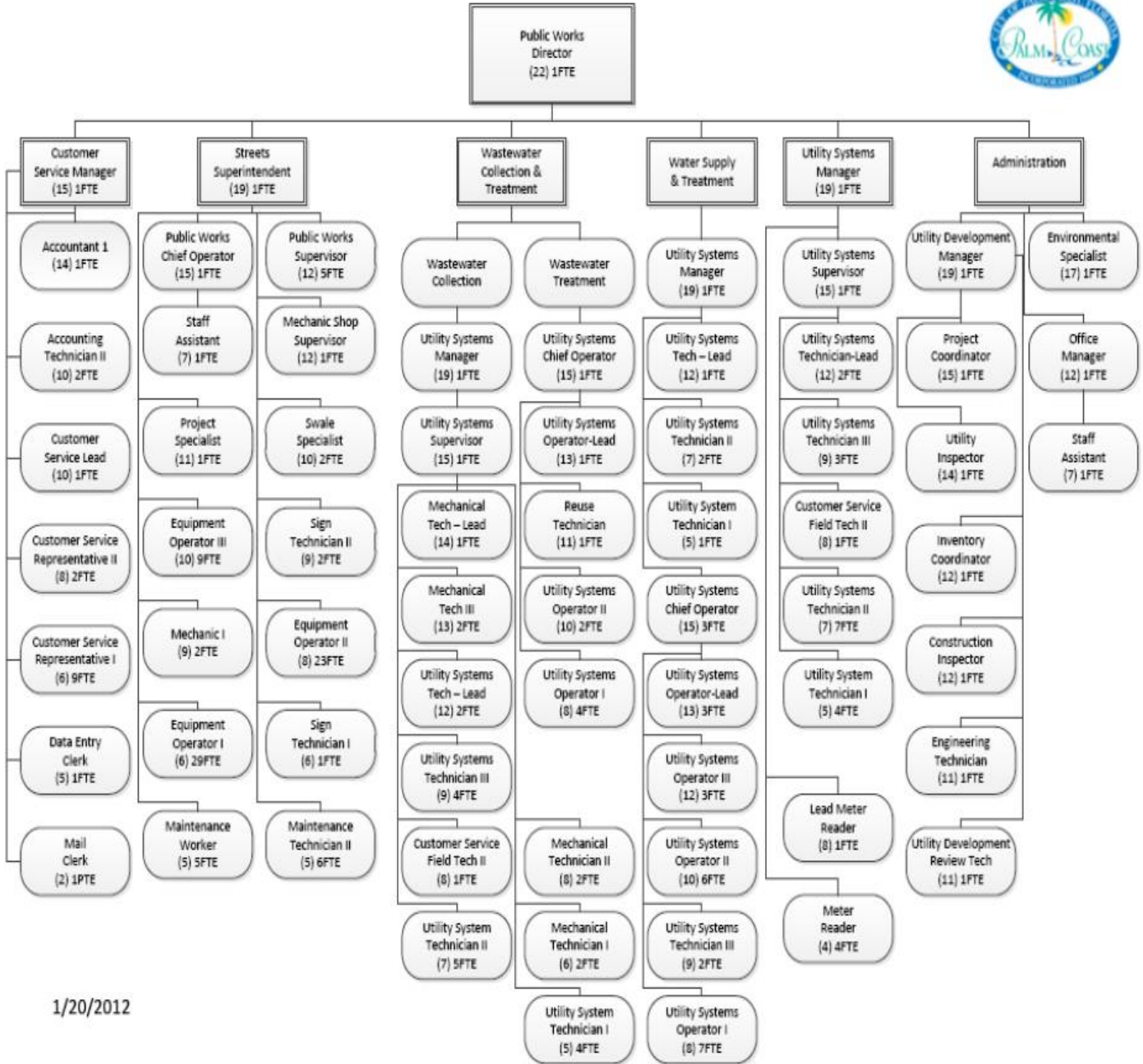
PUBLIC WORKS / UTILITY

Departmental Goals, Objectives and Performance Review:

1. Provide quality services while maintaining the City's financial soundness
 - a. Resurface fifty miles of streets annually
 - b. Repair park facility damage within two working days
2. Maintain a safe community
 - a. Repair potholes within five days of report

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population	73,910	74,067	75,180	75,617
Streets (miles).	550	570	570	570
City area (square miles).	81	81	81	81
Street fees collected.	\$93,136	\$92,841	\$112,000	\$132,700
Units in the fleet.	283	291	291	291
Public Works employees (FTE).	179.50	179.50	172.50	174.50
Number utility connections.	42,410	42,903	43,000	43,300
EFFICIENCY/EFFECTIVENESS:				
Street costs per capita	\$65.09	\$68.39	\$67.80	\$66.06
Parks cost per capita.	\$13.50	\$13.40	\$13.53	\$14.50
Citizen rating of quality of City street repair services.	62%	55%	68%	69%
Citizen rating of quality of sidewalk maintenance.	52%	57%	65%	67%
Citizen rating of quality of parks.	78%	80%	82%	83%
Citizen rating of drinking water.	58%	66%	65%	70%
Citizen rating of sewer services. (Percent "excellent" or "good").	72%	73%	76%	77%

PUBLIC WORKS / UTILITY



1/20/2012

PUBLIC WORKS / UTILITY STREETS

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 469,215	\$ 432,693	\$ 458,000	436,783	\$ (21,217)
Operating Expenditures	985,568	781,778	765,796	856,441	90,645
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,454,783	\$ 1,214,471	\$ 1,223,796	\$ 1,293,224	\$ 69,428

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Hydrostatic walk behind trencher	\$ 12,000
Total	\$ 12,000

PUBLIC WORKS / UTILITY STREETS

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY 11-FY 12
<u>Full-time</u>					
Public Works Director	22	0.30	0.30	0.30	-
Streets Superintendent	19	1.00	1.00	1.00	-
Public Works Chief Operator	15	1.00	1.00	1.00	-
Public Works Supervisor	12	3.00	2.00	2.00	-
Equipment Operator III	10	3.00	3.00	3.00	-
Sign Technician II	9	2.00	2.00	2.00	-
Spray Technician	8	2.00	-	-	-
Equipment Operator II	8	12.00	10.00	10.00	-
Staff Assistant	7	1.00	1.00	1.00	-
Sign Technician I	6	1.00	1.00	1.00	-
Equipment Operator I	6	18.00	18.00	18.00	-
Maintenance Technician II	5	6.00	6.00	6.00	-
Total Full-time		50.30	45.30	45.30	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		50.30	45.30	45.30	-

PUBLIC WORKS / UTILITY FACILITIES MAINTENANCE

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 85,909	\$ 94,487	\$ 88,900	93,043	\$ 4,143
Operating Expenditures	571,732	583,886	620,409	600,880	(19,529)
Capital Outlay	51,715	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 709,356	\$ 678,373	\$ 709,309	\$ 693,923	\$ (15,386)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY FACILITIES MAINTENANCE

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Equipment Operator II	8	1.00	1.00	1.00	-
Equipment Operator I	6	1.00	1.00	1.00	-
Total Full-Time		2.00	2.00	2.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		2.00	2.00	2.00	-

PUBLIC WORKS / UTILITY PARKS MAINTENANCE

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 564,071	\$ 586,507	\$ 617,100	617,231	\$ 131
Operating Expenditures	398,269	385,143	393,482	458,464	64,982
Capital Outlay	35,282	20,550	6,500	21,000	14,500
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 997,622	\$ 992,200	\$ 1,017,082	\$ 1,096,695	\$ 79,613

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Gator Carts	\$ 16,000
Trailer	5,000
Total	\$ 21,000

PUBLIC WORKS / UTILITY PARKS MAINTENANCE

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Parks Superintendent	16	-	-	-	-
Public Works Supervisor	12	1.00	1.00	1.00	-
Grounds Maintenance Supervisor	12	-	-	-	-
Equipment Operator III	10	1.00	2.00	2.00	-
Equipment Operator II	8	3.00	2.00	2.00	-
Equipment Operator I	6	3.00	3.00	3.00	-
Grounds Keeper II	6	-	-	-	-
Maintenance Worker	5	4.00	4.00	4.00	-
Grounds Keeper I	2	-	-	-	-
Total Full-time		12.00	12.00	12.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		12.00	12.00	12.00	-

PUBLIC WORKS / UTILITY FLEET MANAGEMENT

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 155,267	\$ 190,333	173,950	188,321	\$ 14,371
Operating Expenditures	2,695,845	2,774,048	1,778,351	1,848,463	70,112
Capital Outlay	-	-	1,117,000	495,430	(621,570)
Debt Service	-	-	-	-	-
NonOperating Expenses	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	752,846	1,253,782	500,936
Total Expenditures	\$ 2,851,112	\$ 2,964,381	\$ 3,822,147	\$ 3,785,996	\$ (36,151)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Tire Balancer	\$ 18,000
A/C Maintenance Machine	6,000
New and Replacment Vehicles (see pages 257 - 262 for detailed listing)	471,430
Total	\$ 495,430

PUBLIC WORKS / UTILITY FLEET MANAGEMENT

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Mechanic Shop Supervisor	12	1.00	1.00	1.00	-
Mechanic I	9	2.00	2.00	2.00	-
Total Full-time		3.00	3.00	3.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		3.00	3.00	3.00	-

PUBLIC WORKS / UTILITY ADMINISTRATION

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 917,930	\$ 921,165	\$ 875,700	875,282	\$ (418)
Operating Expenditures	385,058	393,575	287,947	291,454	3,507
Capital Outlay	-	-	-	8,500	8,500
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,302,988	\$ 1,314,740	\$ 1,163,647	\$ 1,175,236	\$ 11,589

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Fire Sprinkler System Replacement	\$ 8,500
Total	<u>\$ 8,500</u>

PUBLIC WORKS / UTILITY ADMINISTRATION

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Public Works Director	22	0.70	0.70	0.70	-
Utility Development Manager	19	1.00	1.00	1.00	-
Environmental Specialist	17	1.00	1.00	1.00	-
Project Coordinator	15	1.00	1.00	1.00	-
Utility Inspector	14	1.00	1.00	1.00	-
Inventory Coordinator	12	1.00	1.00	1.00	-
Construction Inspector	12	1.00	1.00	1.00	-
Office Manager	12	1.00	1.00	1.00	-
Engineering Technician	11	1.00	1.00	1.00	-
Utility Development Review Technician	11	1.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	-	-	-
Staff Assistant	7	1.00	1.00	1.00	-
Total Full-time		11.70	10.70	10.70	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		11.70	10.70	10.70	-

PUBLIC WORKS / UTILITY UTILITY MAINTENANCE

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 476,508	\$ 449,588	\$ 440,700	409,482	\$ (31,218)
Operating Expenditures	254,133	202,705	191,160	225,542	34,382
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 730,641	\$ 652,293	\$ 631,860	\$ 635,024	\$ 3,164

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY UTILITY MAINTENANCE

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Mechanical Technician - Lead	14	1.00	1.00	1.00	-
Mechanical Technician III	13	2.00	2.00	2.00	-
Mechanical Technician II	8	2.00	2.00	2.00	-
Mechanical Technician I	6	2.00	2.00	2.00	-
Total Full-time		7.00	7.00	7.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	7.00	7.00	-

PUBLIC WORKS / UTILITY WASTEWATER COLLECTION

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 1,055,063	\$ 1,045,396	\$ 957,600	1,001,794	\$ 44,194
Operating Expenditures	1,333,401	1,256,979	1,171,021	1,232,265	61,244
Capital Outlay	12,794	10,540	5,000	5,000	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	58,184	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,401,258	\$ 2,371,099	\$ 2,133,621	\$ 2,239,059	\$ 105,438

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Reuse water meters	\$ 5,000
Total	\$ 5,000

PUBLIC WORKS / UTILITY WASTEWATER COLLECTION

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Technician III	9	4.00	4.00	4.00	-
Customer Service Field Technician II	8	1.00	1.00	1.00	-
Utility Systems Technician II	7	5.00	5.00	5.00	-
Utility System Technician I	5	4.00	4.00	4.00	-
Total Full-time		18.00	18.00	18.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		18.00	18.00	18.00	-

PUBLIC WORKS / UTILITY WASTEWATER TREATMENT

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 626,465	\$ 607,372	\$ 602,350	591,773	\$ (10,577)
Operating Expenditures	1,236,987	1,128,166	1,103,876	1,166,656	62,780
Capital Outlay	17,816	18,176	-	10,000	10,000
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,881,268	\$ 1,753,714	\$ 1,706,226	\$ 1,768,429	\$ 62,203

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Gator Carts	\$ 10,000
Total	\$ 10,000

PUBLIC WORKS / UTILITY WASTEWATER TREATMENT

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Reuse Technician	11	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	4.00	4.00	4.00	-
Total Full-time		9.00	9.00	9.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		9.00	9.00	9.00	-

PUBLIC WORKS / UTILITY WATER PLANT #1

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 585,835	\$ 608,355	\$ 600,800	608,488	\$ 7,688
Operating Expenditures	1,271,279	921,038	1,107,952	1,181,278	73,326
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,857,114	\$ 1,529,393	\$ 1,708,752	\$ 1,789,766	\$ 81,014

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY WATER PLANT #1

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	2.00	1.00	1.00	-
Utility Systems Operator II	10	1.00	2.00	2.00	-
Utility Systems Technician III	9	1.00	2.00	2.00	-
Utility Systems Operator I	8	3.00	3.00	3.00	-
Total Full-time		9.00	10.00	10.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		9.00	10.00	10.00	-

PUBLIC WORKS / UTILITY WATER PLANT #2

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 469,215	\$ 432,693	\$ 458,000	436,783	\$ (21,217)
Operating Expenditures	985,568	781,778	765,796	856,441	90,645
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,454,783	\$ 1,214,471	\$ 1,223,796	\$ 1,293,224	\$ 69,428

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY WATER PLANT #2

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	-	1.00	1.00	-
Utility Systems Operator II	10	1.00	1.00	2.00	1.00
Utility Systems Operator I	8	5.00	3.00	2.00	(1.00)
Total Full-time		8.00	7.00	7.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		8.00	7.00	7.00	-

PUBLIC WORKS / UTILITY WATER PLANT #3

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 427,006	\$ 454,645	\$ 463,950	437,065	\$ (26,885)
Operating Expenditures	449,000	508,881	509,295	526,358	17,063
Capital Outlay	7,264	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 883,270	\$ 963,526	\$ 973,245	\$ 963,423	\$ (9,822)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY WATER PLANT #3

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	2.00	2.00	2.00	-
Total Full-time		7.00	7.00	7.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	7.00	7.00	-

PUBLIC WORKS / UTILITY WATER QUALITY

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 349,728	\$ 337,910	\$ 358,150	347,964	\$ (10,186)
Operating Expenditures	109,838	75,499	73,732	122,129	48,397
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 459,566	\$ 413,409	\$ 431,882	\$ 470,093	\$ 38,211

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY WATER QUALITY

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	1.00	1.00	1.00	-
Utility Systems Technician II	7	2.00	2.00	2.00	-
Utility System Technician I	5	1.00	1.00	1.00	-
Total Full-time		5.00	5.00	5.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		5.00	5.00	5.00	-

PUBLIC WORKS / UTILITY WATER DISTRIBUTION

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 1,516,792	\$ 1,510,255	\$ 1,360,000	1,421,861	\$ 61,861
Operating Expenditures	1,081,202	2,083,778	932,415	931,105	(1,310)
Capital Outlay	997,270	479,547	485,785	452,452	(33,333)
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 3,595,264	\$ 4,073,580	\$ 2,778,200	\$ 2,805,418	\$ 27,218

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
New meter installations	\$ 217,452
Meter change out program	235,000
Total	\$ 452,452

PUBLIC WORKS / UTILITY WATER DISTRIBUTION

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Technician III	9	3.00	3.00	3.00	-
Lead Meter Reader	8	1.00	1.00	1.00	-
Customer Service Field Technician II	8	1.00	1.00	1.00	-
Utility Systems Technician II	7	7.00	7.00	7.00	-
Utility System Technician I	5	5.00	4.00	4.00	-
Meter Reader	4	4.00	4.00	4.00	-
Total Full-time		25.00	24.00	24.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		25.00	24.00	24.00	-

PUBLIC WORKS / UTILITY CUSTOMER SERVICE

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 694,788	\$ 748,408	\$ 824,650	821,797	\$ (2,853)
Operating Expenditures	394,170	355,665	336,600	334,427	(2,173)
Capital Outlay	9,433	-	-	-	-
Debt Service	36,724	34,448	30,000	30,000	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,135,115	\$ 1,138,521	\$ 1,191,250	\$ 1,186,224	\$ (5,026)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY CUSTOMER SERVICE

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Accountant I	14	1.00	1.00	1.00	-
Customer Service Manager	15	-	-	1.00	1.00
Customer Service Supervisor	12	1.00	1.00	-	(1.00)
Accounting Technician II	10	2.00	2.00	2.00	-
Customer Service Lead	10	-	-	1.00	1.00
Customer Service Representative II	8	1.00	1.00	2.00	1.00
Customer Service Representative I	6	9.00	9.00	9.00	-
Data Entry Clerk	5	1.00	1.00	1.00	-
Total Full-time		15.00	15.00	17.00	2.00
<u>Part-time/Temporary</u>					
Mail Clerk	2	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		16.00	16.00	18.00	2.00

PUBLIC WORKS / UTILITY
UTILITY NON-DEPARTMENTAL

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 23,000	\$ 19,000	\$ -	\$ -	\$ -
Operating Expenditures	10,576,040	10,746,020	2,347,877	2,049,771	(298,106)
Capital Outlay	(1,044,576)	(508,263)	-	-	-
Debt Service	7,684,468	6,937,094	11,452,984	11,308,656	(144,328)
Grants and Aide	10,000	10,000	10,000	10,000	-
Transfers	2,143,952	3,625,469	2,198,350	2,252,991	54,641
Contingency	-	-	200,010	213,181	13,171
Total Expenditures	\$ 19,392,884	\$ 20,829,320	\$ 16,209,221	\$ 15,834,599	\$ (374,622)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

PUBLIC WORKS / UTILITY STORMWATER OPERATIONS

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ -	\$ -	1,148,050	1,337,368	\$ 189,318
Operating Expenditures	-	-	151,000	587,588	436,588
Capital Outlay	-	-	1,390,000	900,600	(489,400)
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 2,689,050	\$ 2,825,556	\$ 136,506

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Pipe replacement	\$ 300,000
Swale rehabilitation	525,600
Valley gutter replacement	75,000
Total	\$ 900,600

PUBLIC WORKS / UTILITY STORMWATER OPERATIONS

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Public Works Supervisor	12	-	2.00	2.00	-
Project Specialist	11	-	1.00	1.00	-
Equipment Operator III	10	-	4.00	4.00	-
Swale Specialist	10	-	2.00	2.00	-
Equipment Operator II	8	-	10.00	10.00	-
Equipment Operator I	6	-	7.00	7.00	-
Maintenance Worker	5	-	1.00	1.00	-
Total Full-time		-	27.00	27.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	27.00	27.00	-

ENGINEERING & STORMWATER

The Department is responsible for assisting with the design, construction, and maintenance of the City's infrastructure. Protocols have been set to ensure that new construction will meet the established technical standards and achieve a high quality of life, as determined by the elected officials.

In 2004, the City of Palm Coast established a Stormwater Utility and the technical administrative functions of this utility are performed by the Engineering & Stormwater Department and are a separate function from the Engineering Division of the department.

The Stormwater Division functions include: maintaining the freshwater and saltwater canal systems, modeling the existing stormwater drainage system, implementing the revised Stormwater Ordinance, calculating the equivalent residential units (ERU) for stormwater billing purposes, and preparation of plans for replacement or repair of the drainage system.

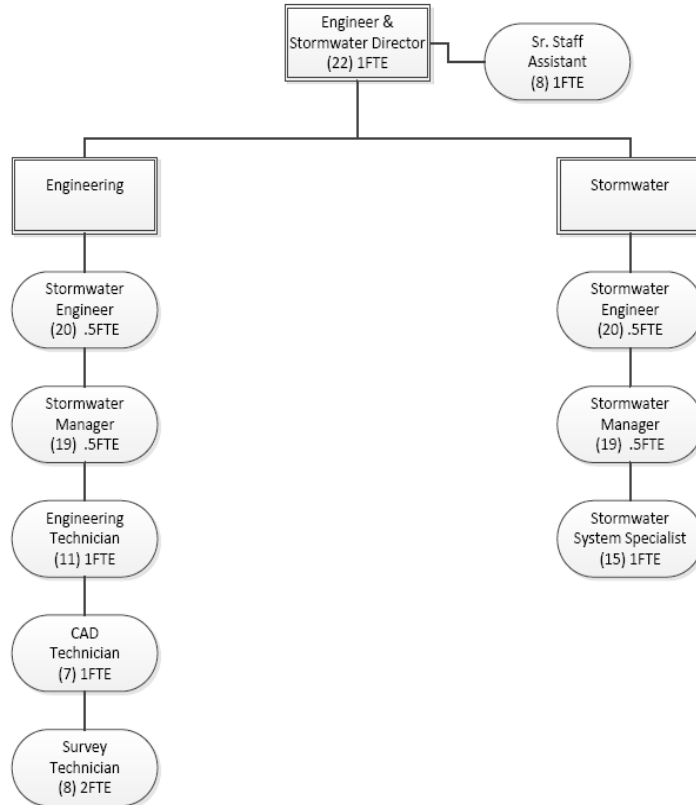
The Engineering Division functions include: plan review of new infrastructure and developments, establishing technical standards, inventory of infrastructure assets, and supporting all other departments with technical issues.

Departmental Goals, Objectives and Performance Review:

1. Provide quality services while maintaining the City's financial soundness
 - a. Inspect canal/waterway drainage problems within three days of being reported.
2. Expand the local economy
 - a. Review site plans and plat-related applications and provide comments within ten working days of submittal.
 - b. Review utility right-of-way utilization permits within twenty-four hours of request
3. Manage growth for quality, sustainable community
 - a. Survey and design twenty-five miles of swales, drainage pipes, and related valley gutters for replacement each year.
 - b. Install street lights at designated intersections within eight weeks of request.
 - c. Replace one water control structure per year.

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population – City.	73,910	74,067	75,180	75,617
Streets (miles).	550	575	580	580
City area (square miles).	81	81	81	81
EFFICIENCY/EFFECTIVENESS:				
RESULTS:				
Engineering cost per capita.	\$15.63	\$14.65	\$5.24	\$6.70
Citizen rating of ease of car travel within the City.	50%	62%	57%	60%
Citizen rating of City traffic signal timing.	46%	46%	43%	45%
Citizen rating of street lighting.	38%	36%	37%	39%
Citizen rating of quality of storm drainage. (Percent "excellent" or "good").	49%	43%	57%	61%

ENGINEERING & STORMWATER



1/23/2012

ENGINEERING & STORMWATER ENGINEERING

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 1,000,619	\$ 1,038,341	\$ 212,650	438,252	\$ 225,602
Operating Expenditures	221,015	196,510	181,437	68,253	(113,184)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,221,634	\$ 1,234,851	\$ 394,087	\$ 506,505	\$ 112,418

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

ENGINEERING & STORMWATER ENGINEERING

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Engineering & Stormwater Director	22	0.45	0.45	0.45	-
Stormwater Engineer	20	-	0.50	0.50	-
Development Review Engineer	20	1.00	-	-	-
Traffic Engineer	20	1.00	-	-	-
Construction Manager	19	1.00	-	-	-
Stormwater Manager	19	-	-	0.50	0.50
Stormwater System Specialist	15	-	1.00	-	(1.00)
Project Coordinator	15	3.00	-	-	-
Construction Inspector	12	8.00	-	-	-
Engineering Technician	11	-	-	1.00	1.00
Right-of-Way Inspector	11	1.00	-	-	-
Development Review Technician	11	1.00	-	-	-
Senior Staff Assistant	8	-	0.50	0.50	-
Survey Technicians	8	-	-	2.00	2.00
CAD Technician	7	-	-	1.00	1.00
Staff Assistant	7	1.00	-	-	-
Total Full-time		17.45	2.45	5.95	3.50
<u>Part-time/Temporary</u>					
Development Review Technician	11	-	1.00	1.00	-
Total Part-time/Temporary		-	1.00	1.00	-
Total Personnel		17.45	3.45	6.95	3.50

ENGINEERING & STORMWATER STORMWATER MANAGEMENT

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 1,141,806	\$ 1,145,048	\$ 569,085	313,064	\$ (256,021)
Operating Expenditures	2,465,372	3,008,623	1,633,013	985,388	(647,625)
Capital Outlay	-	-	1,426,711	1,780,600	353,889
Debt Service	(16,879)	185,901	465,627	1,502,302	1,036,675
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	489,682	391,450	44,000	68,000	24,000
Contingency	-	-	652,869	-	(652,869)
Total Expenditures	\$ 4,079,981	\$ 4,731,022	\$ 4,791,305	\$ 4,649,354	\$ (141,951)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
Land	\$ 15,000
Canal pipe and seawall replacement	35,000
Control structure rehabilitation	1,730,600
Remote sensors at gauge locations	-
Total	\$ 1,780,600

ENGINEERING & STORMWATER STORMWATER MANAGEMENT

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Engineering and Stormwater Director	22	0.55	0.55	0.55	-
Stormwater Engineer	20	1.00	0.50	0.50	-
Stormwater Manager	19	1.00	1.00	0.50	(0.50)
Stormwater System Specialist	15	-	-	1.00	1.00
Office Manager	12	1.00	-	-	-
Engineering Technician	11	1.00	1.00	-	(1.00)
Right of Way Inspector	10	4.00	-	-	-
Equipment Operator III	10	2.00	-	-	-
Permit Technician	8	2.00	-	-	-
Survey Technician	8	2.00	2.00	-	(2.00)
Senior Staff Assistant	8	-	0.50	0.50	-
Equipment Operator II	8	5.00	-	-	-
Staff Assistant	7	2.00	-	-	-
CAD Technician	7	1.00	1.00	-	(1.00)
Customer Service Rep I	6	2.00	2.00	-	(2.00)
Equipment Operator I	6	4.00	-	-	-
Maintenance Worker	5	1.00	-	-	-
Total Full-time		29.55	8.55	3.05	(5.50)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		29.55	8.55	3.05	(5.50)

RECREATION AND PARKS

The Palm Coast Parks and Recreation Department provides comprehensive, quality and safe parks and recreation programs, facilities and services to enrich the quality of life for all residents and visitors to Palm Coast.

In recent years the City has worked hard to improve its Parks and Recreation infrastructure by building the Palm Coast Linear Park, working with the Florida Inland Navigation District to build the southern trail along the Intra-Coastal Waterway, Waterfront Park, Heroes Park, Seminole Woods Neighborhood Park and the Palm Coast Tennis Center. With these projects complete along with the renovation of Palm Harbor Golf Course, the department focus has shifted to enriching the lives of our residents through quality recreation programs, activities and events.

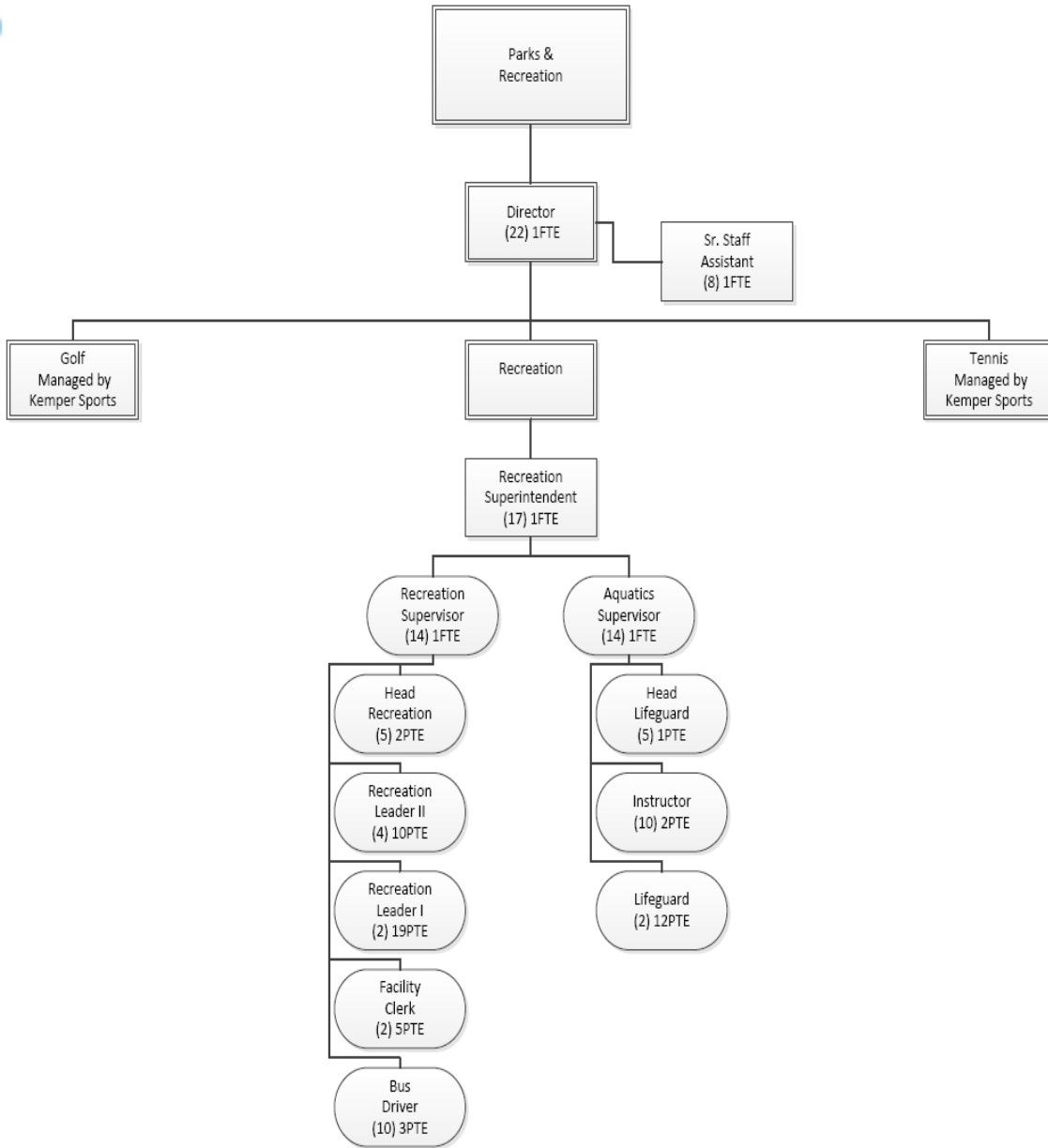
The Palm Coast Parks and Recreation Department continues to provide our families with a quality, safe summer camp experience for toddlers, school aged youth and teens. Residents can also participate in a variety of aquatic programs, athletic leagues, trips and tours, lectures and workshops or spend the day at one of our annual events including the Rock-n-Ribfest, Egg-stravaganza, Parks and Recreation Month Celebration, Seafood Festival or the Starlight Holiday Event.

Departmental Goals, Objectives and Performance Review:

1. Provide quality services while maintaining the City's financial soundness
 - a. Recover at least 30% of expenses through fees.
2. Manage growth for a quality, sustainable community
 - a. Increase recreation program participation by 10% annually.

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population – City.	73,910	74,067	75,180	75,617
Facilities.	3	4	4	4
Parks.	10	11	11	11
Recreation and athletic fees collected.	\$193,240	\$158,546	\$181,900	\$170,700
EFFICIENCY/EFFECTIVENESS:				
Net recreation and athletic cost per capita.	\$11.07	\$10.10	\$13.54	\$14.36
Percent of costs recovered.	19.1%	17.5%	15.2%	13.6%
Citizen rating of City parks	78%	80%	82%	83%
Citizen rating of recreation programs and classes.	70%	70%	66%	68%
Citizen rating of City recreation centers and facilities. (Percent "excellent" or "good").	66%	65%	65%	67%

RECREATION AND PARKS



1/23/2012

RECREATION AND PARKS RECREATION / ATHLETICS

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 194,199	\$ 207,295	\$ -	\$ -	\$ -
Operating Expenditures	48,770	78,124	332,000	304,800	(27,200)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	2,000	1,000	1,000	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 242,969	\$ 287,419	\$ 333,000	\$ 305,800	\$ (27,200)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	<u>\$ -</u>

RECREATION AND PARKS

RECREATION / ATHLETICS

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Recreation and Parks Director	22	1.00	1.00	1.00	-
Recreation Superintendent	17	-	1.00	1.00	-
Facilities Manager	16	1.00	-	-	-
Recreation Supervisor	14	-	2.00	1.00	(1.00)
Aquatics Supervisor	14	-	-	1.00	1.00
Recreation Manager	11	1.00	-	-	-
Facilities Coordinator	8	1.00	-	-	-
Senior Staff Assistant	8	-	1.00	1.00	-
Staff Assistant	7	1.00	-	-	-
Recreation Leader II	4	1.00	-	-	-
Facilities Clerk	2	2.00	-	-	-
Total Full-time		8.00	5.00	5.00	-
<u>Part-time/Temporary</u>					
Instructor	10	2.00	4.00	2.00	(2.00)
Bus Drivers	10	-	-	3.00	3.00
Head Lifeguard	5	1.00	1.00	1.00	-
Head Recreation Leader	5	-	-	2.00	2.00
Recreation Leader II	4	3.00	14.00	10.00	(4.00)
Facilities Clerk	2	2.00	6.00	5.00	(1.00)
Lifeguard	2	13.00	22.00	12.00	(10.00)
Recreation Leader I	2	14.00	24.00	19.00	(5.00)
Total Part-time/Temporary		35.00	71.00	54.00	(17.00)
Total Personnel		43.00	76.00	59.00	(17.00)

RECREATION AND PARKS TENNIS CENTER

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 194,199	\$ 207,295	\$ -	\$ -	\$ -
Operating Expenditures	48,770	78,124	332,000	304,800	(27,200)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	2,000	1,000	1,000	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 242,969	\$ 287,419	\$ 333,000	\$ 305,800	\$ (27,200)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	\$ -

RECREATION AND PARKS TENNIS CENTER

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Tennis Superintendent	16	1.00	-	-	-
Tennis Supervisor	11	1.00	-	-	-
Facilities Clerk	2	1.00	-	-	-
Total Full-time		3.00	-	-	-
<u>Part-time/Temporary</u>					
Facilities Clerk	2	2.00	-	-	-
Total Part-time/Temporary		2.00	-	-	-
Total Personnel		5.00	-	-	-

RECREATION AND PARKS GOLF COURSE

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 45,853	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	38,365	1,876,394	1,567,600	1,646,100	78,500
Capital Outlay	-	-	18,100	-	(18,100)
Debt Service	-	-	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	4,500,000	373,586	18,000	22,000	4,000
Contingency	-	-	-	-	-
Total Expenditures	\$ 4,584,218	\$ 2,249,980	\$ 1,603,700	\$ 1,668,100	\$ 64,400

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 12
N/A	\$ -
Total	<u>\$ -</u>

RECREATION AND PARKS GOLF COURSE

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

GENERAL FUND NON-DEPARTMENTAL

The purpose of this budget is to provide for expenditures that are not related to a specific City department. These include community grants, transfers to other funds, reserves, and other types of expenditures.

Grants and Aide are made up of the following:

RSVP (Flagler Volunteer Services)	\$ 25,000
Historical Society	\$ 3,000
Cultural Arts (various groups)	\$ 20,000
Agricultural Museum	\$ 25,000

Transfers are made up of the following:

SR100 Community Redevelopment Fund	\$ 515,874
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EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	236,108	59,798	60,000	65,000	5,000
Capital Outlay	31,205	-	-	-	-
Debt Service	39,480	39,480	-	-	-
Grants and Aide	219,500	110,379	126,000	73,000	(53,000)
Transfers	452,327	6,587,620	630,016	515,874	(114,142)
Contingency	-	-	35,991	23,388	(12,603)
Total Expenditures	<u>\$ 978,620</u>	<u>\$ 6,797,277</u>	<u>\$ 852,007</u>	<u>\$ 677,262</u>	<u>\$ (174,745)</u>

INFORMATION TECHNOLOGY AND COMMUNICATIONS

The Information Technology & Communication Department's (IT&C) primary role is to provide services to other City departments and to distribute information to our citizens and customers. These services are provided by three divisions: IT Applications, IT Operations, and Video Productions. Services IT&C provides to our citizens and customers include development and maintenance of the City's website, the introduction of additional E-Gov online services, automated voice solutions (IVR), and to provide informative, and emergency information via the City's cable channel PCMA TV199.

Chief among our goals this year is improving interagency cooperation and improving local services for Palm Coast residents. In cooperation with Flagler County, we will create a unified emergency communications network used by all Flagler County agencies by merging existing 800 MHz networks. Palm Coast FiberNET, a municipal owned, fiber based open access network, began offering service in late FY2010. This will provide an additional revenue source going forward.

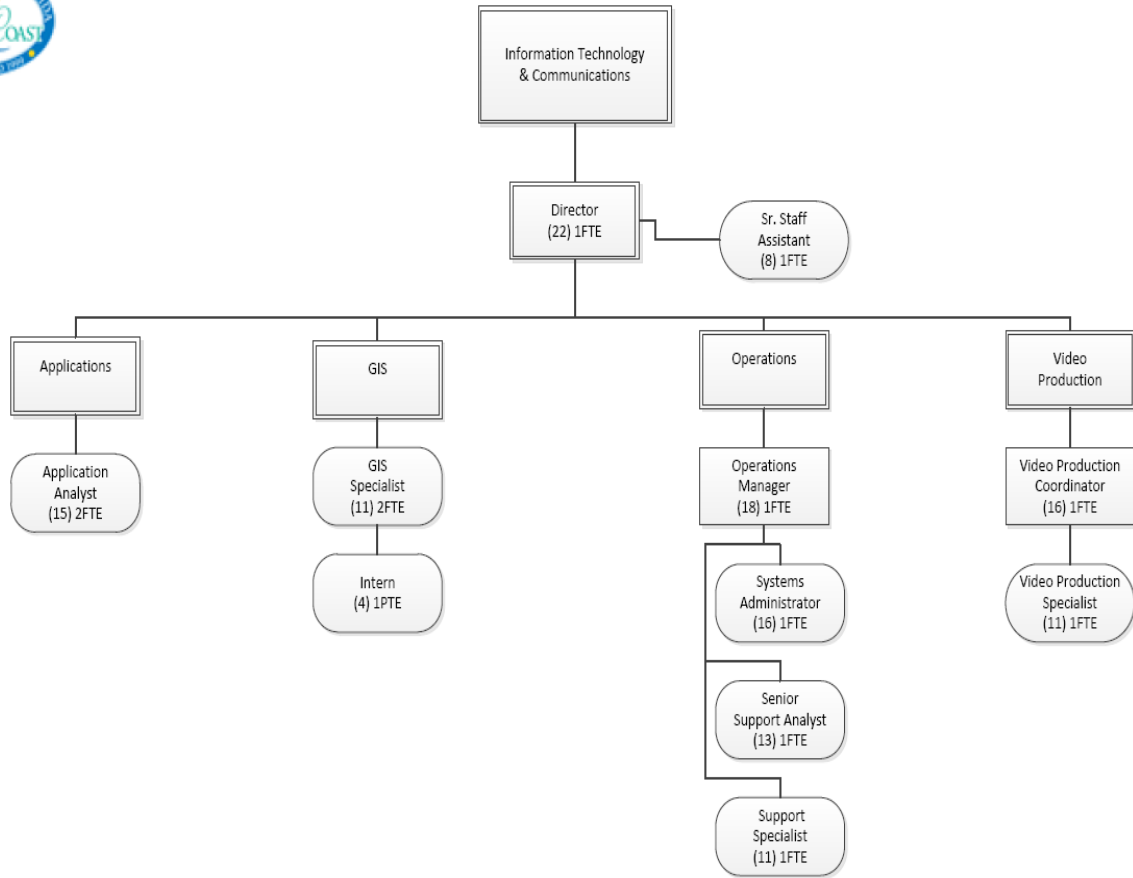
Continuing in the direction of "going green", IT&C has implemented several paperless solutions this year to conserve resources and streamline processes. The IT&C department will continue to improve vital City processes while introducing new services where appropriate. One of this year's undertakings is the continued deployment of security features within our parks and facilities. Also, a new green service has been passed along to residents in the form of utility e-bills as an alternative to receiving paper bills each month.

Departmental Goals, Objectives and Performance Review:

1. Provide quality services while maintaining the City's financial soundness

PERFORMANCE REVIEW	FY 09	FY 10	FY 11	FY 12
DEMAND/WORKLOAD:				
Population – City	73,910	74,067	75,180	75,617
City departments.	8	8	8	8
City employees (FTE).	435.80	428.30	396.13	385.81
Number of PCs in service.	430	413	400	400
EFFICIENCY/EFFECTIVENESS:				
Department operating cost per capita.	\$30.09	\$30.74	\$27.43	\$28.45
External revenues as a percentage of total expenditures.	-	9.45%	8.13%	16.46%

INFORMATION TECHNOLOGY AND COMMUNICATIONS



1/23/2012

INFORMATION TECHNOLOGY AND COMMUNICATIONS

EXPENDITURE SUMMARY

Expenditures	Actual FY 09	Actual FY 10	Projected FY 11	Proposed FY 12	Net Change FY11-FY12
Personal Services	\$ 966,575	\$ 1,082,951	\$ 787,100	\$ 832,420	\$ 45,320
Operating Expenditures	1,322,890	1,428,526	1,480,121	1,462,316	(17,805)
Capital Outlay	125,556	-	653,000	299,300	(353,700)
Debt Service	-	11,180	-	-	-
NonOperating Expenditures	-	-	-	-	-
Grants and Aide	-	-	-	300,000	300,000
Transfers	-	-	-	12,000	12,000
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,415,021	\$ 2,522,657	\$ 2,920,221	\$ 2,906,036	\$ (14,185)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY12
Plotter	\$ 8,000
Servers	10,000
Security - Access Control and Cameras	10,000
VDI Infrastructure	56,300
Fiber optic system	215,000
Total	\$ 299,300

INFORMATION TECHNOLOGY AND COMMUNICATIONS

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 10	Approved FY 11	Proposed FY 12	Net Change FY11-FY12
<u>Full-time</u>					
Information Technology & Communications Director	22	1.00	1.00	1.00	-
ITC Applications Manager	18	1.00	-	-	-
ITC Operations Manager	18	1.00	1.00	1.00	-
Video Production Coordinator	16	1.00	1.00	1.00	-
System Administrator	16	-	-	1.00	1.00
Communications Administrator	16	1.00	1.00	-	(1.00)
Application Analyst	15	2.00	2.00	2.00	-
ITC Senior Support Analyst	13	-	-	1.00	1.00
ITC Support Specialist	11	3.00	2.00	1.00	(1.00)
GIS Specialist	11	2.00	2.00	2.00	-
Video Production Specialist	11	1.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
Total Full-time		14.00	12.00	12.00	-
<u>Part-time/Temporary</u>					
IT Support Specialist	11	-	-	-	-
Intern	4	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		15.00	13.00	13.00	-



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CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program provides the means through which the City of Palm Coast takes a planned and programmed approach to utilizing its financial resources in the most responsive and efficient manner to meet service and facility needs. The capital budgeting process is developed to achieve the following results:

Consolidating and coordinating various requests with the goal of coordinating the individual improvement programs of the departments.

Scheduling the proposals over the five-year or other applicable period whereby the Capital Improvement Program can be achieved.

Anticipating needed projects and relating them with existing and projected fiscal capacity.

The following pages present a listing of capital improvement projects planned for fiscal years 2012 through 2016. The effect of these projects on the operating funds can be seen under "Summary by Funding Source" beginning page 176.

The street and sidewalk projects included in the 5-Year Capital Improvement Program will require additional maintenance in the future. Each project will not require staff increases or significant operating expenditures. Cumulatively, we anticipate adding Public Works employees during the next five years and beyond. The total cost will ultimately be in the \$200,000 to \$300,000 range but that amount will not be reached for several years.

The Utility has several projects underway and planned over the next five years. The largest is construction of Wastewater Treatment Plant #2. Trainee positions are already in the budget to prepare for staffing the plant when it is completed. The addition of lift stations, pump stations, and other infrastructure will require the addition of maintenance staff over time. During the next five year period, these increases are expected to be less than \$200,000 per year.

SUMMARY BY FUNDING SOURCE

PROJECT	DEPARTMENT	PROJECT#	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Total General Fund								
Street Paving and Resurfacing	Public Works	54104	726,400	2,098,300	2,203,200	2,313,400	2,429,000	9,770,300
Royal Palms Parkway Phase III	Community Development	54404	200,000	600,000	300,000			1,100,000
Intersection/Turn Lane Improvements	Engineering	54409	50,000	50,000	350,000	50,000	350,000	850,000
Traffic Signals	Engineering	54405			470,000		270,000	740,000
Palm Harbor Extension	Engineering	54505	300,000				1,100,000	1,400,000
Palm Coast Parkway 6-Laning	Engineering	54501	1,625,000	9,025,000				10,650,000
Old Kings Road Extension	Engineering	54502	1,350,000	1,600,000	5,000,000	5,000,000		12,950,000
North Old Kings Road 4-Laning	Engineering	54507	2,000,000	50,000	7,300,000	7,600,000		16,950,000
North Pine Lakes Pkwy Improvements	Community Development	54411	2,200,000					2,200,000
Whiteview Parkway Shoulders	Community Development	54412						
Bridge Rehabilitation	Engineering	54603	1,050,000	150,000	300,000	850,000	1,000,000	3,350,000
Total Streets Improvement Fund			9,501,400	13,573,300	15,923,200	15,813,400	5,149,000	59,960,300
Trails								
Graham Swamp Trail	Recreation & Parks	61013						
Big Mulberry Branch	Recreation & Parks	61014	5,000			250,000	2,550,000	2,805,000
Cypress Knoll Neighborhood Park	Recreation & Parks	61016						
Matanzas Woods Park	Recreation & Parks	61005						
		61006						
Total Park Impact Fee Fund			5,000			250,000	2,550,000	2,805,000
Fire Station #26 - Seminole Woods								
	Fire	49008					150,000	150,000
Total Fire Impact Fee Fund							150,000	150,000
Total Development Special Projects Fund								
Whiteview Overpass	Engineering	53207			50,000	300,000		350,000
Belle Terre Parkway-RPP to SR100 6 laning	Engineering	53208						
Belle Terre Parkway-PCP to PLP	Engineering	53209			150,000	500,000	500,000	1,150,000
Whiteview Parkway 4 Laning	Engineering	53210						
Total Transportation Impact Fee Fund					200,000	800,000	500,000	1,500,000
South Old Kings Road 4-Laning								
	Engineering	54504						
Total OKR Special Assessment Fund								
State Road 100	Community Redevelopment Agency	31001						
Underground Electric Lines	Community Redevelopment Agency	31002						
Bulldog Drive	Community Redevelopment Agency	31004	1,500,000	3,650,000				5,150,000
Midway	Community Redevelopment Agency	31005	750,000					750,000
Whispering Pines	Community Redevelopment Agency	31006						
Old Kings Road Improvements	Community Redevelopment Agency	31008						
Belle Terre Parkway	Community Redevelopment Agency	31009						
Seminole Woods Parkway	Community Redevelopment Agency	31010						
Land Acquisition - SR100 Frontage	Community Redevelopment Agency	31011						
Aquatic Center	Recreation & Parks	61007						
Tennis Center	Recreation & Parks	61012						
Central Park	Recreation & Parks	66005					1,000,000	1,000,000
Senior/Community Center	Recreation & Parks	69003						
Total SR100 CRA Fund			2,250,000	3,650,000			1,000,000	6,900,000

SUMMARY BY FUNDING SOURCE

PROJECT	DEPARTMENT	PROJECT#	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Fire Station #22 Replacement	Fire	49009				1,000,000	1,400,000	2,400,000
Holland Park Renovation	Recreation & Parks	66006	20,000	1,470,000	1,400,000			2,890,000
Indian Trails Sports Complex	Recreation & Parks	61505	430,000					430,000
Sidewalks and Bike paths	Community Development	51005	4,695,000	200,000	2,000,000	700,000		7,595,000
Parkway Beautification	Community Development	52003	200,000	200,000	200,000	200,000	200,000	1,000,000
Longs Landing	Recreation & Parks	61015	425,000					425,000
Park Renovation	Recreation & Parks	66008	75,000	75,000	75,000	75,000	75,000	375,000
City Hall	Administration	99003						
Training and Safety Facility	Fire	49011						
Total Capital Projects Fund			5,845,000	1,945,000	3,675,000	1,975,000	1,675,000	15,115,000
Wellfield and Wells	Utility	81019	1,750,000	750,000	1,200,000	200,000	200,000	4,100,000
Water Mains	Utility	81020			50,000			50,000
Distribution System Improvements	Utility	84005		75,000	75,000	75,000	75,000	300,000
Water Treatment Plant #1	Utility	84002	20,000	250,000	250,000			520,000
Water Treatment Plant #2	Utility	84003	1,980,000	6,000,000				7,980,000
Water Treatment Plant #3	Utility	81010			250,000		50,000	300,000
Utility Land Acquisition	Utility	89001						
General Plant R & R - Water	Utility	84004	300,000	250,000	250,000	250,000	250,000	1,300,000
Miscellaneous Utility Services	Utility	89002	26,000	49,000	14,000	44,000	14,000	147,000
Wastewater Treatment Plant #1	Utility	82002	50,000	3,500,000	3,000,000			6,550,000
Wastewater Treatment Plant #3	Utility	82010						
Lift Stations and Pump Stations	Utility	85003	850,000	1,005,000	1,805,000	655,000	155,000	4,470,000
Force Mains	Utility	82003	150,000	200,000	500,000			850,000
Reclaimed Water	Utility	82004		600,000	1,700,000			2,300,000
PEP System	Utility	82001	200,000	300,000	350,000	350,000	350,000	1,550,000
Wastewater Treatment Plant #2	Utility	82007		6,910,000	12,630,000	1,000,000		20,540,000
General Plant R & R - Wastewater	Utility	85005	350,000	250,000	250,000	250,000	250,000	1,350,000
Beachside Sewer System	Utility	82009		1,950,000	1,500,000			3,450,000
Coquina Coast Sea Water Desalination Project	Utility	89003						
Total Utility Capital Projects Fund			5,676,000	22,089,000	23,824,000	2,824,000	1,344,000	55,757,000
Swale Rehabilitation Program	Stormwater Management	55001	525,600	551,900	579,500	608,500	638,900	2,904,400
Valley Gutter Improvements	Stormwater Management	55002	75,000	78,000	81,100	84,300	87,700	406,100
Pipe Replacement	Stormwater Management	55003	1,710,000	1,795,500	1,885,300	1,979,600	2,078,600	9,449,000
Control Structure Rehabilitation	Stormwater Management	55005	355,600	506,000	517,000	528,000	539,000	2,445,600
Total Stormwater Management Fund			2,666,200	2,931,400	3,062,900	3,200,400	3,344,200	15,205,100

SUMMARY BY FUNDING SOURCE

PROJECT	DEPARTMENT	PROJECT#	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
800 mhz System Improvements	Information Technology & Comm	23003	300,000	300,000	300,000			900,000
Total Information Technology and Communications Fund			300,000	300,000	300,000			900,000
Fleet - Community Relations	Administration	Fleet		15,200				15,200
Fleet - Financial Services	Financial Services	Fleet		21,200				21,200
Fleet - Planning	Community Development	Fleet		42,100				42,100
Fleet - Code Enforcement	Community Development	Fleet	14,000	185,000				199,000
Fleet - Fire	Fire	Fleet		682,400	28,000			710,400
Fleet - Streets	Public Works	Fleet	121,348	1,286,600	128,700	153,300	431,500	2,121,448
Fleet - Facilities Maintenance	Public Works	Fleet		25,600				25,600
Fleet - Parks/Facilities	Public Works	Fleet	98,000	64,800	26,700		25,000	214,500
Fleet - Engineering	Engineering & Stormwater	Fleet		76,300				76,300
Fleet - Recreation/Athletics	Recreation & Parks	Fleet	14,000					14,000
Fleet - Utility Administration	Utility	Fleet	23,041	107,300				130,341
Fleet - Utility Maintenance	Utility	Fleet	89,242	114,500				203,742
Fleet - Wastewater Collection	Utility	Fleet	71,521	979,200	203,000	63,800	60,700	1,378,221
Fleet - Wastewater Treatment	Utility	Fleet		63,500		75,900		139,400
Fleet - Water Plant #1	Utility	Fleet		93,100				93,100
Fleet - Water Plant # 2	Utility	Fleet		29,900				29,900
Fleet - Water Plant # 3	Utility	Fleet		27,700			19,100	46,800
Fleet - Water Quality	Utility	Fleet	22,000	78,500				100,500
Fleet - Water Distribution	Utility	Fleet		373,340	223,200		80,100	676,640
Fleet - Stormwater Operations	Engineering & Stormwater	Fleet	18,278	94,600	137,500			250,378
Fleet - Building Permits and Inspections	Community Development	Fleet		139,900				139,900
Fleet - Golf Course	Recreation & Parks	Fleet			49,600	49,400	214,200	313,200
Fleet - Information Technology & Communications	Information Technology & Communications	Fleet		36,400				36,400
Fleet - Fleet Management	Public Works	Fleet		82,600				82,600
Total Fleet Management Fund			471,430	4,619,740	796,700	342,400	830,600	7,060,870
Grand Total			26,715,030	49,108,440	47,781,800	25,205,200	16,542,800	165,353,270

SUMMARY BY DEPARTMENT

PROJECT	DEPARTMENT	PROJECT#	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
City Hall	Administration	99003						
Fleet - Community Relations	Administration	Fleet		15,200				15,200
Total Administration				15,200				15,200
Fleet - Financial Services	Financial Services	Fleet		21,200				21,200
Total Financial Services				21,200				21,200
State Road 100	Community Redevelopment Ag	31001						
Underground Electric Lines	Community Redevelopment Ag	31002						
Bulldog Drive	Community Redevelopment Ag	31004	1,500,000	3,650,000				5,150,000
Midway	Community Redevelopment Ag	31005	750,000					750,000
Whispering Pines	Community Redevelopment Ag	31006						
Old Kings Road Improvements	Community Redevelopment Ag	31008						
Belle Terre Parkway	Community Redevelopment Ag	31009						
Seminole Woods Parkway	Community Redevelopment Ag	31010						
Land Acquisition - SR100 Frontage	Community Redevelopment Ag	31011						
Fleet - Planning	Community Development	Fleet		42,100				42,100
Fleet - Code Enforcement	Community Development	Fleet	14,000	185,000				199,000
Fleet - Building Permits and Inspecti	Community Development	Fleet		139,900				139,900
Total Community Development			2,264,000	4,017,000				6,281,000
Training and Safety Facility	Fire	49011						
Fire Station #26 - Seminole Woods	Fire	49008					150,000	150,000
Fire Station #22 Replacement	Fire	49009				1,000,000	1,400,000	2,400,000
Fleet - Fire	Fire	Fleet		682,400	28,000			710,400
Total Fire				682,400	28,000	1,000,000	1,550,000	3,260,400
Street Paving and Resurfacing	Public Works	54104	726,400	2,098,300	2,203,200	2,313,400	2,429,000	9,770,300
Parkway Beautification	Community Development	52003	200,000	200,000	200,000	200,000	200,000	1,000,000
South Old Kings Road 4-Laning	Engineering	54504						
North Old Kings Road 4-Laning	Engineering	54507	2,000,000	50,000	7,300,000	7,600,000		16,950,000
Intersection/Turn Lane Improvement	Engineering	54409	50,000	50,000	350,000	50,000	350,000	850,000
North Pine Lakes Pkwy Improvement	Community Development	54411	2,200,000					2,200,000
Palm Harbor Extension	Engineering	54505	300,000				1,100,000	1,400,000
Whiteview Overpass	Engineering	53207			50,000	300,000		350,000
Belle Terre Parkway-RPP to SR100 6 la	Engineering	53208						
Belle Terre Parkway-PCP to PLP	Engineering	53209			150,000	500,000	500,000	1,150,000
Whiteview Parkway 4 Laning	Engineering	53210						
Sidewalks and Bike paths	Community Development	51005	4,695,000	200,000	2,000,000	700,000		7,595,000
Bridge Rehabilitation	Engineering	54603	1,050,000	150,000	300,000	850,000	1,000,000	3,350,000
Palm Coast Parkway 6-Laning	Engineering	54501	1,625,000	9,025,000				10,650,000
Old Kings Road Extension	Engineering	54502	1,350,000	1,600,000	5,000,000	5,000,000		12,950,000
Traffic Signals	Engineering	54405			470,000		270,000	740,000
Royal Palms Parkway Phase III	Community Development	54404	200,000	600,000	300,000			1,100,000
Whiteview Parkway Shoulders	Community Development	54412						
Fleet - Engineering	Engineering & Stormwater	Fleet		76,300				76,300
Total Engineering			14,396,400	14,049,600	18,323,200	17,513,400	5,849,000	70,131,600

SUMMARY BY DEPARTMENT

PROJECT	DEPARTMENT	PROJECT#	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Holland Park Renovation	Recreation & Parks	66006	20,000	1,470,000	1,400,000			2,890,000
Indian Trails Sports Complex	Recreation & Parks	61505	430,000					430,000
Cypress Knoll Neighborhood Park	Recreation & Parks	61005						
Senior/Community Center	Recreation & Parks	69003						
Aquatic Center	Recreation & Parks	61007						
Belle Terre Park	Recreation & Parks	61503						
Tennis Center	Recreation & Parks	61012						
Trails	Recreation & Parks	61013						
Graham Swamp Trail	Recreation & Parks	61014	5,000			250,000	2,550,000	2,805,000
Longs Landing	Recreation & Parks	61015	425,000					425,000
Central Park	Recreation & Parks	66005					1,000,000	1,000,000
Park Renovation	Recreation & Parks	66008	75,000	75,000	75,000	75,000	75,000	375,000
Fleet - Recreation/Athletics	Recreation & Parks	Fleet	14,000					14,000
Fleet - Golf Course	Recreation & Parks	Fleet			49,600	49,400	214,200	313,200
Total Recreation and Parks			969,000	1,545,000	1,524,600	374,400	3,839,200	8,252,200
Wellfield and Wells	Utility	81019	1,750,000	750,000	1,200,000	200,000	200,000	4,100,000
Water Mains	Utility	81020			50,000			50,000
Distribution System Improvements	Utility	84005		75,000	75,000	75,000	75,000	300,000
Water Treatment Plant #1	Utility	84002	20,000	250,000	250,000			520,000
Water Treatment Plant #2	Utility	84003	1,980,000	6,000,000				7,980,000
Water Treatment Plant #3	Utility	81010			250,000		50,000	300,000
Utility Land Acquisition	Utility	89001						
General Plant R & R - Water	Utility	84004	300,000	250,000	250,000	250,000	250,000	1,300,000
Miscellaneous Utility Services	Utility	89002	26,000	49,000	14,000	44,000	14,000	147,000
Wastewater Treatment Plant #1	Utility	82002	50,000	3,500,000	3,000,000			6,550,000
Wastewater Treatment Plant #3	Utility	82010						
Lift Stations and Pump Stations	Utility	85003	850,000	1,005,000	1,805,000	655,000	155,000	4,470,000
Force Mains	Utility	82003	150,000	200,000	500,000			850,000
Reclaimed Water	Utility	82004		600,000	1,700,000			2,300,000
PEP System	Utility	82001	200,000	300,000	350,000	350,000	350,000	1,550,000
Wastewater Treatment Plant #2	Utility	82007		6,910,000	12,630,000	1,000,000		20,540,000
General Plant R & R - Wastewater	Utility	85005	350,000	250,000	250,000	250,000	250,000	1,350,000
Beachside Sewer System	Utility	82009		1,950,000	1,500,000			3,450,000
Coquina Coast Sea Water Desalination	Utility	89003						
Fleet - Streets	Public Works	Fleet	121,348	1,286,600	128,700	153,300	431,500	2,121,448
Fleet - Facilities Maintenance	Public Works	Fleet		25,600				25,600
Fleet - Parks/Facilities	Public Works	Fleet	98,000	64,800	26,700		25,000	214,500
Fleet - Fleet Management	Public Works	Fleet		82,600				82,600
Fleet - Utility Administration	Utility	Fleet	23,041	107,300				130,341
Fleet - Utility Maintenance	Utility	Fleet	89,242	114,500				203,742
Fleet - Wastewater Collection	Utility	Fleet	71,521	979,200	203,000	63,800	60,700	1,378,221
Fleet - Wastewater Treatment	Utility	Fleet		63,500		75,900		139,400
Fleet - Water Plant #1	Utility	Fleet		93,100				93,100
Fleet - Water Plant # 2	Utility	Fleet		29,900				29,900
Fleet - Water Plant # 3	Utility	Fleet		27,700			19,100	46,800
Fleet - Water Quality	Utility	Fleet	22,000	78,500				100,500
Fleet - Water Distribution	Utility	Fleet		373,340	223,200		80,100	676,640
Total Public Works / Utility			6,101,152	25,415,640	24,405,600	3,117,000	1,960,400	60,999,792
Swale Rehabilitation Program	Stormwater Management	55001	525,600	551,900	579,500	608,500	638,900	2,904,400
Valley Gutter Improvements	Stormwater Management	55002	75,000	78,000	81,100	84,300	87,700	406,100
Pipe Replacement	Stormwater Management	55003	1,710,000	1,795,500	1,885,300	1,979,600	2,078,600	9,449,000
Control Structure Rehabilitation	Stormwater Management	55005	355,600	506,000	517,000	528,000	539,000	2,445,600
Fleet - Stormwater Operations	Engineering & Stormwater	Fleet	18,278	94,600	137,500			250,378
Total Stormwater Management			2,684,478	3,026,000	3,200,400	3,200,400	3,344,200	15,455,478
800 mhz System Improvements	Information Technology & Com	23003	300,000	300,000	300,000			900,000
Fleet - Information Technology & Co	Information Technology & Com	Fleet		36,400				36,400
Total Information Technology and Communications			300,000	336,400	300,000			936,400
Grand Total			26,715,030	49,108,440	47,781,800	25,205,200	16,542,800	165,353,270

REVENUE AND EXPENSE PROJECTIONS BY FUND

GENERAL FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	2,429,208	2,452,596	2,411,596	2,479,096	2,519,196
Revenues					
Taxes	16,901,200	17,239,200	17,928,800	18,825,200	19,766,500
Permits, Fees and Special Assessments	718,100	732,500	747,200	762,100	777,300
Intergovernmental Revenue	2,023,300	2,084,000	2,167,400	2,254,100	2,344,300
Charges for Services	2,577,796	2,680,900	2,788,100	2,899,600	3,015,600
Miscellaneous Revenues	881,200	907,600	934,800	962,800	991,700
Transfers from Other Funds	2,660,404	2,587,000	2,312,900	1,836,000	1,354,400
Total Revenues	25,762,000	26,231,200	26,879,200	27,539,800	28,249,800
Total Available Funds	28,191,208	28,683,796	29,290,796	30,018,896	30,768,996
Expenditures					
Personal Services	13,766,556	14,041,900	14,322,700	14,752,400	15,195,000
Operating Expenditures	11,137,082	11,359,800	11,587,000	11,818,700	12,055,100
Capital Outlay	33,000	29,700	26,700	24,000	22,800
Grants & Aide	187,000	188,900	190,800	192,700	194,600
Transfers to Other Funds	614,974	651,900	684,500	711,900	740,400
Capital Improvement Program	-	-	-	-	-
Total Expenditures	25,738,612	26,272,200	26,811,700	27,499,700	28,207,900
Available Funds End of Year	2,452,596	2,411,596	2,479,096	2,519,196	2,561,096
STREETS IMPROVEMENT FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	2,141,951	100,051	227,751	7,851	782,951
Revenues					
Gas Tax	1,612,500	1,644,800	1,677,700	1,711,300	1,745,500
Infrastructure Surtax	2,462,100	2,536,000	2,586,700	2,638,400	2,691,200
State Revenue Sharing	1,307,800	1,347,000	1,373,900	1,401,400	1,429,400
Grants	4,630,000	10,675,000	12,300,000	12,600,000	-
Fines & Forfeitures	384,800	377,100	362,000	340,300	313,100
Interest on Investments	22,500	3,000	2,000	7,000	9,000
Total Revenues	10,419,700	16,582,900	18,302,300	18,698,400	6,188,200
Total Available Funds	12,561,651	16,682,951	18,530,051	18,706,251	6,971,151
Expenditures					
Operating Expenditures	382,200	378,100	370,200	358,800	344,500
Capital Improvement Program	9,501,400	13,573,300	15,923,200	15,813,400	5,149,000
Transfers to Other Funds	2,578,000	2,503,800	2,228,800	1,751,100	1,268,600
Total Expenditures	12,461,600	16,455,200	18,522,200	17,923,300	6,762,100
Available Funds End of Year	100,051	227,751	7,851	782,951	209,051
PARK IMPACT FEE FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	472,052	788,152	1,134,652	1,494,752	1,625,552
Revenues					
Grants	-	-	-	-	600,000
Park Impact Fees	321,100	327,500	334,100	350,800	368,300
Interest on Investments	-	19,000	26,000	30,000	16,000
Total Revenues	321,100	346,500	360,100	380,800	984,300
Total Available Funds	793,152	1,134,652	1,494,752	1,875,552	2,609,852
Expenditures					
Capital Improvement Program	5,000	-	-	250,000	2,550,000
Total Expenditures	5,000	-	-	250,000	2,550,000
Available Funds End of Year	788,152	1,134,652	1,494,752	1,625,552	59,852

REVENUE AND EXPENSE PROJECTIONS BY FUND

FIRE IMPACT FEE FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	123,737	189,637	260,537	333,737	410,937
Revenues					
Fire Impact Fees	65,900	66,900	68,200	70,200	72,700
Interest on Investments	-	4,000	5,000	7,000	7,000
Total Revenues	65,900	70,900	73,200	77,200	79,700
Total Available Funds	189,637	260,537	333,737	410,937	490,637
Expenditures					
Capital Improvement Program	-	-	-	-	150,000
Total Expenditures	-	-	-	-	150,000
Available Funds End of Year	189,637	260,537	333,737	410,937	340,637

DEVELOPMENT SPECIAL PROJECTS FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	1,531,703	1,548,003	1,578,003	1,609,003	1,641,003
Revenues					
Developer Contributions	-	-	-	-	-
Interest on Investments	16,300	30,000	31,000	32,000	32,000
Total Revenues	16,300	30,000	31,000	32,000	32,000
Total Available Funds	1,548,003	1,578,003	1,609,003	1,641,003	1,673,003
Expenditures					
Capital Improvement Program	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Available Funds End of Year	1,548,003	1,578,003	1,609,003	1,641,003	1,673,003

TRANSPORTATION IMPACT FEE FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	-	12,800	27,600	16,200	24,400
Revenues					
Transportation Impact Fees	962,800	1,039,800	1,138,600	1,258,200	1,396,600
Grants	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Total Revenues	962,800	1,039,800	1,138,600	1,258,200	1,396,600
Total Available Funds	962,800	1,052,600	1,166,200	1,274,400	1,421,000
Expenditures					
Capital Improvement Program	-	-	200,000	800,000	500,000
Transfers to Other Funds	950,000	1,025,000	950,000	450,000	900,000
Total Expenditures	950,000	1,025,000	1,150,000	1,250,000	1,400,000
Available Funds End of Year	12,800	27,600	16,200	24,400	21,000

REVENUE AND EXPENSE PROJECTIONS BY FUND

OKR SPECIAL ASSESSMENT FUND					
Prior Year Carry-over	-	-	-	-	-
Revenues					
Special Assessments	261,308	269,100	277,200	285,500	294,100
Proceeds from Debt	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Total Revenues	261,308	269,100	277,200	285,500	294,100
Total Available Funds	261,308	269,100	277,200	285,500	294,100
Expenditures					
Capital Improvement Program	-	-	-	-	-
Debt Service	261,308	269,100	277,200	285,500	294,100
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	261,308	269,100	277,200	285,500	294,100
Available Funds End of Year	-	-	-	-	-

SR100 CRA FUND					
	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	1,751,099	33,484	276,909	571,282	903,537
Revenues					
Intergovernmental Revenue	722,800	758,900	796,800	844,600	895,300
Interest on Investments	34,400	3,000	8,000	14,000	12,000
Proceeds from Debt	-	3,500,000	-	-	-
Transfers from Other Funds	515,874	541,700	568,800	602,900	639,100
Total Revenues	1,273,074	4,803,600	1,373,600	1,461,500	1,546,400
Total Available Funds	3,024,173	4,837,084	1,650,509	2,032,782	2,449,937
Expenditures					
Operating Expenditures	100,000	100,000	100,000	150,000	150,000
Capital Improvement Program	2,250,000	3,650,000	-	-	1,000,000
Debt Service	640,689	810,175	979,227	979,245	978,829
Total Expenditures	2,990,689	4,560,175	1,079,227	1,129,245	2,128,829
Available Funds End of Year	33,484	276,909	571,282	903,537	321,108

CAPITAL PROJECTS FUND					
	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	2,277,104	853,704	231,204	23,204	284,504
Revenues					
Ad Valorem Taxes	-	1,312,500	1,365,000	1,433,300	1,505,000
Grants	4,362,500	-	1,900,000	600,000	-
Interest on Investments	59,100	10,000	2,000	3,000	5,000
Transfers from Other Funds	-	-	200,000	200,000	200,000
Total Revenues	4,421,600	1,322,500	3,467,000	2,236,300	1,710,000
Total Available Funds	6,698,704	2,176,204	3,698,204	2,259,504	1,994,504
Expenditures					
Capital Improvement Program	5,845,000	1,945,000	3,675,000	1,975,000	1,675,000
Debt Service	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	5,845,000	1,945,000	3,675,000	1,975,000	1,675,000
Available Funds End of Year	853,704	231,204	23,204	284,504	319,504

REVENUE AND EXPENSE PROJECTIONS BY FUND

UTILITY FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	8,095,351	8,308,532	9,314,371	11,204,601	11,430,180
Revenues					
Water & Wastewater Sales	29,831,395	31,340,900	32,926,700	34,592,800	36,343,200
Interest on Investments	329,100	170,000	200,000	220,000	240,000
Transfers from Other Funds	-	-	-	-	-
Total Revenues	30,160,495	31,510,900	33,126,700	34,812,800	36,583,200
Total Available Funds	38,255,846	39,819,432	42,441,071	46,017,401	48,013,380
Expenditures					
Personal Services	6,952,289	7,091,300	7,233,100	7,450,100	7,673,600
Operating Expenditures	8,917,426	9,095,800	9,277,700	9,463,300	9,652,600
Capital Outlay	475,952	485,500	495,200	505,100	515,200
Debt Service	11,338,656	11,479,361	11,760,170	14,575,421	14,567,696
Grants & Aide	10,000	10,000	10,000	10,000	10,000
Transfers to Other Funds	2,252,991	2,343,100	2,460,300	2,583,300	2,686,600
Total Expenditures	29,947,314	30,505,061	31,236,470	34,587,221	35,105,696
Available Funds End of Year	8,308,532	9,314,371	11,204,601	11,430,180	12,907,684
UTILITY CAPITAL PROJECTS FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	2,444,154	28,941	450,341	1,003,441	3,453,841
Revenues					
Impact Fees	1,766,500	1,854,800	1,966,100	2,084,100	2,209,100
Developer Contributions	-	-	-	-	-
Interest on Investments	105,700	4,000	14,000	44,000	95,000
Proceeds from Debt	-	19,160,000	20,830,000	1,500,000	-
R & R Transfer	1,388,587	1,491,600	1,567,000	1,646,300	1,729,600
Total Revenues	3,260,787	22,510,400	24,377,100	5,274,400	4,033,700
Total Available Funds	5,704,941	22,539,341	24,827,441	6,277,841	7,487,541
Expenditures					
Capital Improvement Program	5,676,000	22,089,000	23,824,000	2,824,000	1,344,000
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	5,676,000	22,089,000	23,824,000	2,824,000	1,344,000
Available Funds End of Year	28,941	450,341	1,003,441	3,453,841	6,143,541
STORMWATER MANAGEMENT FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	-	-	59,014	107,228	142,542
Revenues					
Ad Valorem Taxes	1,686,100	1,719,800	1,788,600	1,878,000	1,971,900
Stormwater Fees	4,823,810	5,227,800	5,332,400	5,439,000	5,547,800
Licenses and Permits	80,000	83,200	86,100	88,300	90,100
Grants	-	-	-	-	-
Interest on Investments	-	-	1,000	2,000	3,000
Transfers from Other Funds	885,000	911,600	929,800	948,400	967,400
Total Revenues	7,474,910	7,942,400	8,137,900	8,355,700	8,580,200
Total Available Funds	7,474,910	7,942,400	8,196,914	8,462,928	8,722,742
Expenditures					
Personal Services	1,650,432	1,683,400	1,717,100	1,768,600	1,821,700
Operating Expenditures	1,572,976	1,604,400	1,636,500	1,669,200	1,702,600
Capital Outlay	15,000	-	-	-	-
Capital Improvement Program	2,666,200	2,931,400	3,062,900	3,200,400	3,344,200
Debt Service	1,502,302	1,588,186	1,588,186	1,588,186	1,588,186
Transfers to Other Funds	68,000	76,000	85,000	94,000	104,000
Total Expenditures	7,474,910	7,883,386	8,089,686	8,320,386	8,560,686
Available Funds End of Year	-	59,014	107,228	142,542	162,056

REVENUE AND EXPENSE PROJECTIONS BY FUND

INFORMATION TECHNOLOGY AND COMMUNICATIONS FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	452,894	275,958	138,458	4,158	169,958
Revenues					
Charges for Services	255,100	262,800	273,300	287,000	301,400
Interest on Investments	3,400	4,000	1,000	1,000	5,000
Miscellaneous Revenues	193,600	197,500	201,500	205,500	209,600
Internal Service Charges	2,277,000	2,261,900	2,307,700	2,354,000	2,409,700
Transfers from Other Funds	-	-	-	-	-
Total Revenues	2,729,100	2,726,200	2,783,500	2,847,500	2,925,700
Total Available Funds	3,181,994	3,002,158	2,921,958	2,851,658	3,095,658
Expenditures					
Personal Services	832,420	849,100	866,100	892,100	918,900
Operating Expenses	1,462,316	1,491,600	1,521,400	1,551,800	1,582,800
Capital Outlay	299,300	210,000	216,300	222,800	229,500
Capital Improvement Program	300,000	300,000	300,000	-	-
Transfers to Other Funds	12,000	13,000	14,000	15,000	16,000
Total Expenditures	2,906,036	2,863,700	2,917,800	2,681,700	2,747,200
Available Funds End of Year	275,958	138,458	4,158	169,958	348,458

FLEET MANAGEMENT FUND	FY 12	FY 13	FY 14	FY 15	FY 16
Prior Year Carry-over	1,656,813	2,910,595	165,539	1,498,071	3,295,963
Revenues					
Fleet Lease Charges	1,572,860	1,844,684	2,113,232	2,093,292	2,055,189
Fleet Maintenance Charges	1,170,836	1,046,300	1,067,200	1,090,600	1,114,400
Fuel Charges	1,011,000	1,031,200	1,051,800	1,072,800	1,094,300
Interest on Investments	31,300	30,000	16,000	47,000	78,000
Transfers from Other Funds	-	-	-	-	-
Total Revenues	3,785,996	3,952,184	4,248,232	4,303,692	4,341,889
Total Available Funds	5,442,809	6,862,779	4,413,771	5,801,763	7,637,852
Expenditures					
Personal Services	188,321	192,100	195,900	201,800	207,900
Operating Expenses	1,848,463	1,885,400	1,923,100	1,961,600	2,000,800
Capital Outlay	24,000	-	-	-	-
Capital Improvement Program	471,430	4,619,740	796,700	342,400	830,600
Total Expenditures	2,532,214	6,697,240	2,915,700	2,505,800	3,039,300
Available Funds End of Year	2,910,595	165,539	1,498,071	3,295,963	4,598,552



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PROJECT DETAIL SHEETS

Individual detail sheets for the Capital Improvement Program are sorted numerically by project number. The project number can be found on both the “Summary by Funding Source” (pages 176 - 178) and the “Summary by Department” (pages 179 - 180). The “Fleet Replacement Schedule” is found on pages 257 – 262.

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 23003

PROJECT NAME: 800 mhz System Improvements	DATE: August 23, 2011
DEPARTMENT: Information Technology & Comm	PROJECT MANAGER: James Majcen
LOCATION: Various	ORIGINAL PLAN DATE: September 8, 2008

JUSTIFICATION/DESCRIPTION:

This is an annual agreement with Flagler County to help cover the cost of upgrading and expanding the county's 800 mhz system so that the City can jointly use the system with the County.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment	300,000	300,000	300,000			900,000
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	300,000	300,000	300,000			900,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund	300,000	300,000	300,000			900,000
Fleet Management Fund						
TOTAL REVENUE:	300,000	300,000	300,000			900,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31001

PROJECT NAME:	State Road 100	DATE:	August 23, 2011
DEPARTMENT:	Community Redevelopment Agency	PROJECT MANAGER:	CRA Board
LOCATION:	SR100	ORIGINAL PLAN DATE:	May 27, 2004

JUSTIFICATION/DESCRIPTION:

This project is expected to be done after 2016. Below are the current estimated costs.

Landscaping	779,126
Lighting	3,923,706
Sidewalks/Bikeway	510,994
Buffer Landscaping-FPL	93,589
Integrated Traffic System	292,465
Standardized Signal Arms	935,887
Gateway Identity Signage/Features I-95	292,465
Contingency	682,823

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31002

PROJECT NAME: Underground Electric Lines	DATE: August 23, 2011
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

JUSTIFICATION/DESCRIPTION:

This project is expected to be done after 2016. Below are the current estimated costs.

Underground Lines	3,649,959
Contingency	364,996

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
<hr/>						
TOTAL COSTS:						
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SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
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TOTAL REVENUE:						
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CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31004

PROJECT NAME:	Bulldog Drive	DATE:	August 23, 2011
DEPARTMENT:	Community Redevelopment Agency	PROJECT MANAGER:	CRA Board
LOCATION:	SR100	ORIGINAL PLAN DATE:	May 27, 2004

JUSTIFICATION/DESCRIPTION:

This project is being evaluated for a possible reduction in scope. The result would likely be a project that is done in two separate phases that would be determined by future growth.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	1,500,000	3,650,000				5,150,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	1,500,000	3,650,000				5,150,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund	1,500,000	3,650,000				5,150,000
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	1,500,000	3,650,000				5,150,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31005

PROJECT NAME: Midway	DATE: August 23, 2011
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

JUSTIFICATION/DESCRIPTION:

There are no specific land purchases planned at this time. This funding is being appropriated in case a landowner approaches the City with an offer to sell a parcel that may be of use to the CRA.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land	750,000					750,000
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	750,000					750,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund	750,000					750,000
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	750,000					750,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31006

PROJECT NAME: Whispering Pines	DATE: August 23, 2011
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

JUSTIFICATION/DESCRIPTION:

There are currently no land purchases anticipated in the Whispering Pines area of the CRA.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31008

PROJECT NAME: Old Kings Road Improvements	DATE: August 23, 2011
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

JUSTIFICATION/DESCRIPTION:

This project is expected to be done after 2016. Below are the current estimated costs.

Landscaping	642,252
Lighting	2,414,588
Contingency	305,684

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31009

PROJECT NAME: Belle Terre Parkway	DATE: August 23, 2011
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

JUSTIFICATION/DESCRIPTION:

This project is expected to be done after 2016. Below are the current estimated costs.

Landscaping	628,214
Lighting	2,364,284
Contingency	299,250

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31010

PROJECT NAME:	Seminole Woods Parkway	DATE:	August 23, 2011
DEPARTMENT:	Community Redevelopment Agency	PROJECT MANAGER:	CRA Board
LOCATION:	South of SR100	ORIGINAL PLAN DATE:	May 27, 2004

JUSTIFICATION/DESCRIPTION:

This project is expected to be done after 2016. Below are the current estimated costs.

Landscaping	17,548
Lighting	62,880
Contingency	8,043

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
<hr/>						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
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TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 31011

PROJECT NAME: Land Acquisition - SR100 Frontage	DATE: August 23, 2011
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 49008

PROJECT NAME: Fire Station #26 - Seminole Woods	DATE: August 23, 2011
DEPARTMENT: Fire	PROJECT MANAGER: Mike Beadle
LOCATION: Seminole Woods	ORIGINAL PLAN DATE: July 1, 2005

JUSTIFICATION/DESCRIPTION:

This station will add coverage to the southern portion of the City and will be built on land already owned by the City.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning					150,000	150,000
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:					150,000	150,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund					150,000	150,000
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:					150,000	150,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 49009

PROJECT NAME: Fire Station #22 Replacement	DATE: August 23, 2011
DEPARTMENT: Fire	PROJECT MANAGER: Mike Beadle
LOCATION: Colbert Lane	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

Station #22 is the oldest station in the City and needs to be replaced due to deterioration. It may also be located at a new site to provide better coverage in conjunction with the recent construction of Station #24.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning				200,000		200,000
Land						
Construction				800,000	1,400,000	2,200,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:				1,000,000	1,400,000	2,400,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund				1,000,000	1,400,000	2,400,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:				1,000,000	1,400,000	2,400,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 49011

PROJECT NAME: Training and Safety Facility	DATE: August 23, 2011
DEPARTMENT: Fire	PROJECT MANAGER: Mike Beadle
LOCATION: To Be Determined	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

This project is planned to include a fire tower, a fire-wise house, and a safety village. Construction will occur after 2016.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 51005

PROJECT NAME: Sidewalks and Bike paths	DATE: August 23, 2011
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 14, 2002

JUSTIFICATION/DESCRIPTION:

Sidewalks and bikepaths will be built throughout the City. The goal is to make Palm Coast more pedestrian and bicycle friendly. The City expects to receive about \$4,362,500 in grant money in 2012 to assist with these projects. Most of the grants have already been approved.

	2012	2013	2014	2015	2016
Belle Terre Pkwy (Fire St#25 to Town Center)	250,000				
Rymfire Dr (Ralph Carter Park to Lehigh Trl)	595,000				
Belle Terre Parkway-Phase III	1,700,000				
White Pkwy-Phase II	750,000				
Palm Harbor Pkwy	1,400,000				
Palm Coast Pkwy (Pine Lakes to West Point)		40,000			
Palm Coast Pkwy (Fla Park Dr to CC)		160,000			
Seminole Woods Pkwy			2,000,000	700,000	

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	405,000	200,000		700,000		1,305,000
Land						
Construction	4,290,000		2,000,000			6,290,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	4,695,000	200,000	2,000,000	700,000		7,595,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	4,695,000	200,000	2,000,000	700,000		7,595,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	4,695,000	200,000	2,000,000	700,000		7,595,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 52003

PROJECT NAME: Parkway Beautification	DATE: August 23, 2011
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 14, 2002

JUSTIFICATION/DESCRIPTION:

The City of Palm Coast has an ongoing parkway beautification program. Belle Terre Parkway is currently being improved.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	20,000	20,000	20,000	20,000	20,000	100,000
Land						
Construction	180,000	180,000	180,000	180,000	180,000	900,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	200,000	200,000	200,000	200,000	200,000	1,000,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	200,000	200,000	200,000	200,000	200,000	1,000,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 53207

PROJECT NAME: Whiteview Overpass	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Whiteview and I-95	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

This project would provide another east-west corridor over I-95. Due to the expected cost the project will not be done before 2016.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning			50,000	300,000		350,000
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:			50,000	300,000		350,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund			50,000	300,000		350,000
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:			50,000	300,000		350,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 53208

PROJECT NAME: Belle Terre Parkway-RPP to SR100 6 laning	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Royal Palm Pkwy to SR100	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 53209

PROJECT NAME: Belle Terre Parkway-PCP to PLP	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: PC Pkwy to Pine Lakes Pkwy S.	ORIGINAL PLAN DATE: April 24, 2008
JUSTIFICATION/DESCRIPTION:	

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning			150,000	500,000	500,000	1,150,000
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:			150,000	500,000	500,000	1,150,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund			150,000	500,000	500,000	1,150,000
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:			150,000	500,000	500,000	1,150,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 53210

PROJECT NAME: Whiteview Parkway 4 Laning	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Whiteview Pkwy West of Belle Terre	ORIGINAL PLAN DATE: April 24, 2008

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54104

PROJECT NAME: Street Paving and Resurfacing	DATE: August 23, 2011
DEPARTMENT: Public Works	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 14, 2002

JUSTIFICATION/DESCRIPTION:

The City of Palm Coast has over 550 miles of streets which it maintains. A major portion of the funding for the resurfacing program comes from the Local Government Infrastructure Surtax (half-cent sales tax) that was approved by the voters beginning in 2003. This tax will expire at the end of calendar year 2012 unless it is reapproved by the voters. The project costs are also supported by fuel taxes and state revenue sharing.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	10,600	30,700	32,200	33,800	35,500	142,800
Land						
Construction	708,000	2,045,100	2,147,400	2,254,800	2,367,500	9,522,800
Equipment						
Effect on Operating Budget						
Materials and Supplies	7,800	22,500	23,600	24,800	26,000	104,700
TOTAL COSTS:	726,400	2,098,300	2,203,200	2,313,400	2,429,000	9,770,300

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	726,400	2,098,300	2,203,200	2,313,400	2,429,000	9,770,300
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	726,400	2,098,300	2,203,200	2,313,400	2,429,000	9,770,300

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54404

PROJECT NAME:	Royal Palms Parkway Phase III	DATE:	August 23, 2011
DEPARTMENT:	Community Development	PROJECT MANAGER:	Carl Cote
LOCATION:	Royal Palms Parkway	ORIGINAL PLAN DATE:	July 16, 2004

JUSTIFICATION/DESCRIPTION:

This project includes paved shoulders from Belle Terre Pkwy to Rymfire Dr with turn lanes at Rickenbacker and Rymfire.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	200,000					200,000
Land						
Construction		600,000	300,000			900,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	200,000	600,000	300,000			1,100,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	200,000	600,000	300,000			1,100,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	200,000	600,000	300,000			1,100,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54405

PROJECT NAME: Traffic Signals	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

The location of these traffic signals will be determined as necessary.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning			60,000		35,000	95,000
Land						
Construction			410,000		235,000	645,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:			470,000		270,000	740,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund			470,000		270,000	740,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:			470,000		270,000	740,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54409

PROJECT NAME: Intersection/Turn Lane Improvements	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Various	ORIGINAL PLAN DATE: July 15, 2005
JUSTIFICATION/DESCRIPTION:	

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning		50,000		50,000		100,000
Land						
Construction	50,000		350,000		350,000	750,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	50,000	50,000	350,000	50,000	350,000	850,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	50,000	50,000	350,000	50,000	350,000	850,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	50,000	50,000	350,000	50,000	350,000	850,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54411

PROJECT NAME: North Pine Lakes Pkwy Improvements	DATE: August 23, 2011
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Pine Lakes Parkway	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

This project will provide for moving utilities underground, adding a paved shoulder to the roadway and construction of a multi-use path.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	49,000					49,000
Land						
Construction	2,151,000					2,151,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	2,200,000					2,200,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	2,200,000					2,200,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	2,200,000					2,200,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54412

PROJECT NAME: Whiteview Parkway Shoulders	DATE: August 23, 2011
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Whiteview Parkway	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54501

PROJECT NAME: Palm Coast Parkway 6-Laning	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Cypress Point Pkwy/Florida Park Dr	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

This 6-laning will extend from Cypress Point Pkwy/Boulder Rock Dr east to Florida Park Dr.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	1,625,000					1,625,000
Land						
Construction		9,025,000				9,025,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	1,625,000	9,025,000				10,650,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	1,625,000	9,025,000				10,650,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	1,625,000	9,025,000				10,650,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54502

PROJECT NAME: Old Kings Road Extension	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Old Kings Road	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	1,350,000					1,350,000
Land						
Construction		1,600,000	5,000,000	5,000,000		11,600,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	1,350,000	1,600,000	5,000,000	5,000,000		12,950,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	1,350,000	1,600,000	5,000,000	5,000,000		12,950,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	1,350,000	1,600,000	5,000,000	5,000,000		12,950,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54504

PROJECT NAME: South Old Kings Road 4-Laning	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: SR100 to Palm Coast Pkwy	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

This will complete the four-laning of Old Kings Road between Palm Coast Parkway and State Road 100. The property owners along this portion of Old Kings Road will pay for the construction through a special assessment. The project will not be funded until a bond issue can be completed.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
OKR Special Assessment Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54505

PROJECT NAME: Palm Harbor Extension	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Palm Harbor	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land	300,000				60,000	360,000
Construction					1,040,000	1,040,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	300,000				1,100,000	1,400,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	300,000				1,100,000	1,400,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	300,000				1,100,000	1,400,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54507

PROJECT NAME: North Old Kings Road 4-Laning	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Farragut to Forest Grove	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	2,000,000					2,000,000
Land		50,000				50,000
Construction			7,300,000	7,600,000		14,900,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	2,000,000	50,000	7,300,000	7,600,000		16,950,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	2,000,000	50,000	7,300,000	7,600,000		16,950,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	2,000,000	50,000	7,300,000	7,600,000		16,950,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54603

PROJECT NAME: Bridge Rehabilitation	DATE: August 23, 2011
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	150,000	150,000		150,000		450,000
Land						
Construction	900,000		300,000	700,000	1,000,000	2,900,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	1,050,000	150,000	300,000	850,000	1,000,000	3,350,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund	1,050,000	150,000	300,000	850,000	1,000,000	3,350,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	1,050,000	150,000	300,000	850,000	1,000,000	3,350,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55001

PROJECT NAME: Swale Rehabilitation Program	DATE: August 23, 2011
DEPARTMENT: Stormwater Management	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

JUSTIFICATION/DESCRIPTION:

This is the cost of materials needed to rehabilitate the swales in the City. The goal is to regrade at least 25 miles of swales each year. The labor is included in the personal services in the Stormwater Management Fund.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	525,600	551,900	579,500	608,500	638,900	2,904,400
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	525,600	551,900	579,500	608,500	638,900	2,904,400

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	525,600	551,900	579,500	608,500	638,900	2,904,400
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	525,600	551,900	579,500	608,500	638,900	2,904,400

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55002

PROJECT NAME: Valley Gutter Improvements	DATE: August 23, 2011
DEPARTMENT: Stormwater Management	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

JUSTIFICATION/DESCRIPTION:

This is the cost of materials needed to remove and modify valley gutters in City streets. The labor is included in the personal services in the Stormwater Management Fund.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	75,000	78,000	81,100	84,300	87,700	406,100
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	75,000	78,000	81,100	84,300	87,700	406,100

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	75,000	78,000	81,100	84,300	87,700	406,100
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	75,000	78,000	81,100	84,300	87,700	406,100

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55003

PROJECT NAME: Pipe Replacement	DATE: August 23, 2011
DEPARTMENT: Stormwater Management	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

JUSTIFICATION/DESCRIPTION:

This is to replace stormwater pipes under City streets.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	1,710,000	1,795,500	1,885,300	1,979,600	2,078,600	9,449,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	1,710,000	1,795,500	1,885,300	1,979,600	2,078,600	9,449,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	1,710,000	1,795,500	1,885,300	1,979,600	2,078,600	9,449,000
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	1,710,000	1,795,500	1,885,300	1,979,600	2,078,600	9,449,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55005

PROJECT NAME: Control Structure Rehabilitation	DATE: August 23, 2011
DEPARTMENT: Stormwater Management	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

JUSTIFICATION/DESCRIPTION:

This project is to replace control structures located in the canal system throughout the City.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	30,600	46,000	47,000	48,000	49,000	220,600
Land						
Construction	325,000	460,000	470,000	480,000	490,000	2,225,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	355,600	506,000	517,000	528,000	539,000	2,445,600

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	355,600	506,000	517,000	528,000	539,000	2,445,600
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	355,600	506,000	517,000	528,000	539,000	2,445,600

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61005

PROJECT NAME: Cypress Knoll Neighborhood Park	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: East Hampton	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61006

PROJECT NAME: Matanzas Woods Park	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Matanzas Woods	ORIGINAL PLAN DATE: August 28, 2008

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61007

PROJECT NAME: Aquatic Center	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: To Be Determined	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61012

PROJECT NAME: Tennis Center	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Belle Terre Parkway	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

This project is intended for an expansion of the tennis center in future years.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61013

PROJECT NAME: Trails	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: To Be Determined	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61014

PROJECT NAME: Graham Swamp Trail	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Various	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

This completes the easement acquisition for Phase II of the trail in 2012. Phase II design and construction is expected to begin in 2015.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning				250,000	86,500	336,500
Land	5,000					5,000
Construction					2,463,500	2,463,500
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	5,000			250,000	2,550,000	2,805,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund	5,000			250,000	2,550,000	2,805,000
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	5,000			250,000	2,550,000	2,805,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61015

PROJECT NAME: Longs Landing	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Longs Creek	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

Long's Landing is an historic site that was purchased by the City. It will function as a resource based park with limited amenities such as a trail and a canoe launch. Grants are being sought to help cover the cost of development.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	40,000					40,000
Land						
Construction	385,000					385,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	425,000					425,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	425,000					425,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	425,000					425,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61016

PROJECT NAME: Big Mulberry Branch	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Palm Harbor Parkway	ORIGINAL PLAN DATE: August 28, 2008

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61503

PROJECT NAME: Belle Terre Park	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Belle Terre Blvd.	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Fleet Management Fund						
Information Tech & Comm Fund						
Amount Unfunded						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61505

PROJECT NAME: Indian Trails Sports Complex	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Belle Terre Blvd.	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

This project includes completion of an additional driveway, a storage building and a concession building.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	430,000					430,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	430,000					430,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	430,000					430,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	430,000					430,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 66005

PROJECT NAME: Central Park	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Town Center	ORIGINAL PLAN DATE: August 14, 2008

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction					1,000,000	1,000,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:					1,000,000	1,000,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund					1,000,000	1,000,000
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:					1,000,000	1,000,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 66006

PROJECT NAME: Holland Park Renovation	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Florida Park Drive	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	20,000	70,000				90,000
Land						
Construction		1,400,000	1,400,000			2,800,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	20,000	1,470,000	1,400,000			2,890,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	20,000	1,470,000	1,400,000			2,890,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	20,000	1,470,000	1,400,000			2,890,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 66008

PROJECT NAME: Park Renovation	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Various Locations	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

This is used for needed park renovations and equipment replacements that come up during the year.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	75,000	75,000	75,000	75,000	75,000	375,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	75,000	75,000	75,000	75,000	75,000	375,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	75,000	75,000	75,000	75,000	75,000	375,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	75,000	75,000	75,000	75,000	75,000	375,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 69003

PROJECT NAME: Senior/Community Center	DATE: August 23, 2011
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: To Be Determined	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 81010

PROJECT NAME: Water Treatment Plant #3	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Northwest Section	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2012	2013	2014	2015	2016
Membrane Replacement			250,000		
Expansion Design					50,000

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning					50,000	50,000
Land						
Construction						
Equipment			250,000			250,000
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:			250,000		50,000	300,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund			250,000		50,000	300,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:			250,000		50,000	300,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 81019

PROJECT NAME: Wellfield and Wells	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2012	2013	2014	2015	2016
Wellfield Development WTP #3	1,500,000				
Wellfield Expansion WTP #3		50,000			
Wellfield Expansion WTP #2		500,000	1,000,000		
Replacement Well Construction WTP #1	250,000	200,000	200,000	200,000	200,000

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	1,750,000	750,000	1,200,000	200,000	200,000	4,100,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	1,750,000	750,000	1,200,000	200,000	200,000	4,100,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	1,750,000	750,000	1,200,000	200,000	200,000	4,100,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	1,750,000	750,000	1,200,000	200,000	200,000	4,100,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 81020

PROJECT NAME: Water Mains	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

Old Kings Road Water Main Extension to Eagle Lakes (South of SR100) 2013 50,000

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction			50,000			50,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:			50,000			50,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund			50,000			50,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:			50,000			50,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82001

PROJECT NAME: PEP System	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:					
	2012	2013	2014	2015	2016
System Upgrades		100,000	100,000	100,000	100,000
Tanks	200,000	200,000	250,000	250,000	250,000

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	200,000	300,000	350,000	350,000	350,000	1,550,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	200,000	300,000	350,000	350,000	350,000	1,550,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	200,000	300,000	350,000	350,000	350,000	1,550,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	200,000	300,000	350,000	350,000	350,000	1,550,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82002

PROJECT NAME: Wastewater Treatment Plant #1	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Utility Drive	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2012	2013	2014	2015	2016
AWT Upgrade Design & Construction		3,500,000	3,000,000		
Cost Study for Dryer System Installation	50,000				

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	50,000	3,500,000	3,000,000			6,550,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	50,000	3,500,000	3,000,000			6,550,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	50,000	3,500,000	3,000,000			6,550,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	50,000	3,500,000	3,000,000			6,550,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82003

PROJECT NAME: Force Mains	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2012	2013	2014	2015	2016
20" Discharge from WWTP #1 to St.Joe Canal		200,000	500,000		
Rymfire Pump Station Improvements	150,000				

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	150,000	200,000	500,000			850,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	150,000	200,000	500,000			850,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	150,000	200,000	500,000			850,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	150,000	200,000	500,000			850,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82004

PROJECT NAME: Reclaimed Water	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:					
Matanzas Wood Pkwy Reclaimed Water Main	2012	2013	2014	2015	2016
	600,000	1,700,000			

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction		600,000	1,700,000			2,300,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:		600,000	1,700,000			2,300,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund		600,000	1,700,000			2,300,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:		600,000	1,700,000			2,300,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82007

PROJECT NAME: Wastewater Treatment Plant #2	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: To Be Determined	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2012	2013	2014	2015	2016
Engineering Design & Construction		6,660,000	12,180,000		
Reclaimed Water Discharge to Wetlands		250,000	450,000	1,000,000	

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction		6,910,000	12,630,000	1,000,000		20,540,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:		6,910,000	12,630,000	1,000,000		20,540,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund		6,910,000	12,630,000	1,000,000		20,540,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:		6,910,000	12,630,000	1,000,000		20,540,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82009

PROJECT NAME: Beachside Sewer System	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction		1,950,000	1,500,000			3,450,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:		1,950,000	1,500,000			3,450,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund		1,950,000	1,500,000			3,450,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:		1,950,000	1,500,000			3,450,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82010

PROJECT NAME: Wastewater Treatment Plant #3	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: To Be Determined	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84002

PROJECT NAME: Water Treatment Plant #1	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Palm Coast Parkway	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	20,000					20,000
Land						
Construction		250,000	250,000			500,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	20,000	250,000	250,000			520,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	20,000	250,000	250,000			520,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	20,000	250,000	250,000			520,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84003

PROJECT NAME: Water Treatment Plant #2	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Citation Boulevard	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2012	2013	2014	2015	2016
Concentrate Zero Discharge Treatment	1,500,000	6,000,000			
Membrane Replacement	480,000				

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	1,980,000	6,000,000				7,980,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	1,980,000	6,000,000				7,980,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	1,980,000	6,000,000				7,980,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	1,980,000	6,000,000				7,980,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84004

PROJECT NAME: General Plant R & R - Water	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	300,000	250,000	250,000	250,000	250,000	1,300,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	300,000	250,000	250,000	250,000	250,000	1,300,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	300,000	250,000	250,000	250,000	250,000	1,300,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	300,000	250,000	250,000	250,000	250,000	1,300,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84005

PROJECT NAME: Distribution System Improvements	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004
JUSTIFICATION/DESCRIPTION:	

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction		75,000	75,000	75,000	75,000	300,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:		75,000	75,000	75,000	75,000	300,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund		75,000	75,000	75,000	75,000	300,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:		75,000	75,000	75,000	75,000	300,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 85003

PROJECT NAME: Lift Stations and Pump Stations	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2012	2013	2014	2015	2016
Pump Station Upgrades	300,000	425,000	225,000	75,000	75,000
Pump Station On-Line Generator		30,000	30,000	30,000	30,000
Pump Station Odor Control Systems	50,000	50,000	50,000	50,000	50,000
OKR Master Pump Station	500,000	500,000			
Belle Terre/Matanzas Woods MPS		1,500,000	500,000		

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	850,000	1,005,000	1,805,000	655,000	155,000	4,470,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	850,000	1,005,000	1,805,000	655,000	155,000	4,470,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	850,000	1,005,000	1,805,000	655,000	155,000	4,470,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	850,000	1,005,000	1,805,000	655,000	155,000	4,470,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 85005

PROJECT NAME: General Plant R & R - Wastewater	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction	350,000	250,000	250,000	250,000	250,000	1,350,000
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	350,000	250,000	250,000	250,000	250,000	1,350,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	350,000	250,000	250,000	250,000	250,000	1,350,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	350,000	250,000	250,000	250,000	250,000	1,350,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 89001

PROJECT NAME: Utility Land Acquisition	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 89002

PROJECT NAME: Miscellaneous Utility Services	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Utility Drive	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

	2012	2013	2014	2015	2016
CIP Development	14,000	14,000	14,000	14,000	14,000
Water Supply Facilities Work Plan		30,000		30,000	
Nutrient Impact Study	12,000	5,000			

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning	26,000	49,000	14,000	44,000	14,000	147,000
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:	26,000	49,000	14,000	44,000	14,000	147,000

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	26,000	49,000	14,000	44,000	14,000	147,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	26,000	49,000	14,000	44,000	14,000	147,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 89003

PROJECT NAME: Coquina Coast Sea Water Desalination Project	DATE: August 23, 2011
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Utility Drive	ORIGINAL PLAN DATE: August 12, 2008

JUSTIFICATION/DESCRIPTION:

This project is a regional water supply project that is led by the City and includes other jurisdictions including the St. John's Water Management District.

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 99003

PROJECT NAME: City Hall	DATE: August 23, 2011
DEPARTMENT: Administration	PROJECT MANAGER: Carl Cote
LOCATION: Town Center	ORIGINAL PLAN DATE: July 14, 2002

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Effect on Operating Budget						
Materials and Supplies						
TOTAL COSTS:						

SOURCE OF FUNDS:	FY 12	FY 13	FY 14	FY 15	FY 16	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:						

**FLEET MANAGEMENT FUND
FLEET REPLACEMENT SCHEDULE**

VEH #	MAKE	DESCRIPTION	YEAR	FY12	FY13	FY14	FY15	FY16
2101 Community Relations								
PC000652	FORD	FORD FOCUS	2005		15,200			
SUB TOTAL				-	15,200	-	-	-
2422 Financial Services								
PC00081	FORD	2006 FORD CROWN VIC	2006		21,200			
SUB TOTAL				-	21,200	-	-	-
3507 Planning								
PC000658	FORD	RANGER	2005		15,500			
PC000578	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000671	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
SUB TOTAL				-	42,100	-	-	-
3508 Code Enforcement								
PC000329	FORD	FORD F-150 PICKUP TRUCK	2003	14,000				
PC000407	FORD	FORD F-150 PICKUP TRUCK	2004		14,400			
PC000923	FORD	FORD F-150 PICKUP TRUCK	2004		14,400			
PC000574	F-150	F-150 TRUCK, PICKUP	2005		13,300			
PC000576	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000579	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000634	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000636	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000641	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000672	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000673	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000922	FORD	FORD RANGER	2005		14,400			
PC001025	TOYOTA	TOYOTA PRIUS	2006		21,800			
PC001134	FORD	FORD F-150 PICKUP TRUCK	2007		13,600			
PC001539	FORD	ESCAPE	2011					
PC001541	FORD	ESCAPE	2011					
SUB TOTAL				14,000	185,000	-	-	-
4000 Fire								
	Kaiser	Military Woods Truck	1967					
	Mack/Baker	Tower Ladder #2 (1973)	2003					
000355	WARD LAFRANC	FIRE TRUCK	1976		108,400			
000916	MACK	TRUCK	1984		17,300			
000918	MACK	FIRE TRUCK	1985		23,000			
000917	MACK	FIRE TRUCK	1986		23,000			
001162	CHEVROLET	3500 VAN	1987		10,600			
000063	DODGE	RAM 350	1992		25,000			
000076	SEAGRAVE	FIRE TRUCK	1995					
000429	FORD	WATER TANKER	1995		62,700			
000072	CHEVROLET	IMPALA	2001					
000331	DODGE	RAM 3500	2003		17,400			
000354	CHEVROLET	EXPRESS VAN	2003		19,900			
000488	SEAGRAVE	FIRE TRUCK	2003					
000911	FORD	F-150	2004		16,800			
000633	FORD	EXPLORER	2005		22,900			
000651	FORD	F-150	2005		16,600			
000664	CHEVROLET	SUBURBAN	2005		31,000			
000900	PIERCE	FIRE TRUCK	2005					
001023	CHEVROLET	3500	2006		76,200			
001024	CHEVROLET	3500	2006		76,200			
001409	SEAGRAVE	FIRE TRUCK	2006					
PC001142	FORD	FORD EXPLORER 4x4	2007		22,200			
001280	CHEVROLET	EXT CAB PICKUP	2007		26,200			
001281	CHEVROLET	2500 EXT CAB	2007		26,200			
001282	CHEVROLET	EXT CAB PICKUP	2007		26,200			
001283	DODGE	3500 RAM	2007		34,600			
001331	PIERCE	FIRE TRUCK	2007					
001332	PIERCE	FIRE TRUCK	2007					
001386	CHEVROLET	3500 SILVERADO	2008			28,000		
SUB TOTAL				-	682,400	28,000	-	-
5011 Streets								
7871	John Deere	Grader, Motor	1988		70,800			
6003	John Deere	Tractor, 5410	2000					
6004	John Deere	Tractor	2000					
7012	John Deere	Skid Loader	2001					
9014	John Deere	Mower, Boom Arm, JD6405	2001					
6021	John Deere	Tractor, Utility, 6405	2002		34,200			
6022	John Deere	Tractor, Utility, 6405	2002		34,200			

**FLEET MANAGEMENT FUND
FLEET REPLACEMENT SCHEDULE**

VEH #	MAKE	DESCRIPTION	YEAR	FY12	FY13	FY14	FY15	FY16
6023	John Deere	Tractor, Utility, 6405	2002		34,200			
6024	John Deere	Tractor, Utility,5420	2002		22,900			
6025	John Deere	Tractor, Utility,5420	2002		22,700			
6026	John Deere	Tractor, Utility,5420	2002		22,700			
6027	John Deere	Tractor, Utility,5420	2002		22,700			
6031	New Holland	Tractor	2003		40,700			
9015	Replacement	Mower, AG15	2004	23,000				
9016	Replacement	Mower, AG15	2004	23,000				
9017	Replacement	Mower, AG15	2004					
9001		Mower (diesel)	2005	16,274				
9002		Mower (diesel)	2005	16,274				
9003		Mower (diesel)	2005					
9004		Mower (diesel)	2005					
	New	Forklift	2005				33,000	
		Tractor (closed cab)	2005				33,300	
		Tractor (closed cab)	2005				33,300	
		2.5 Ton Roller	2006				20,400	
		20-Ton Trailer	2006					19,300
		Flax Deck Mower	2006	21,000				
		Flax Deck Mower	2006					
		Backhoe w/attachments	2006					107,800
		Skid Steer w/attachments	2006					38,300
		Skid Steer w/attachments	2006					38,300
		Wheeled Excavator	2006					113,900
		Wheeled Excavator	2006					113,900
6001	John Deere	Tractor 5410	2007		34,200			
6002	John Deere	Tractor 5410	2007		34,200			
9026	Mobark	Brush Chipper	2007		28,400			
	Elgin	Street Sweeper	2008		119,400			
8991	JOHN DEERE	BACKHOE	2009					
7872	JOHN DEERE	LOADER	2009					
	JOHN DEERE	ZERO TURN MOWER	2009		12,800			
	JOHN DEERE	ZERO TURN MOWER	2009		12,800			
	JOHN DEERE	ZERO TURN MOWER	2009		12,800			
	JOHN DEERE	FRONT MOWERS	2009			23,000		
	JOHN DEERE	FRONT MOWERS	2009			23,000		
	JOHN DEERE	FRONT MOWERS	2009			23,000		
	JOHN DEERE	TRACTOR 5085M	2010					
PC000220	GMC	GMC SIERRA FLATBED TRUCK	2001		24,400			
PC000221	STERLING	STERLING DUMP TRUCK	2002		85,100			
PC000222	CHEVROLET	CHEVROLET 3500 DUMP TRUCK	2002					
PC000223	CHEVROLET	CHEVROLET DUMP TRUCK	2002					
PC000332	FORD	FORD F-250 CREW CAB	2003	21,800				
PC000334	FORD	FORD F-150 SUPER CREW CAB	2003		23,200			
PC000339	FORD	FORD F-250 CREW CAB TRUCK	2003					
PC000340	STERLING	STERLING 15 YD DUMP TRUCK	2003		59,400			
PC000186	JEEP	2004 JEEP LIBERTY	2004		12,800			
PC000448	FORD	FORD F-150 PICKUP TRUCK	2004		14,400			
PC000910	FORD	FORD F-250 SD PICKUP TRUCK	2004		19,600			
PC000924	FORD	FORD F-150 PICKUP TRUCK EXTRA CAB	2004					
PC000932	FORD	FORD F-250 CREW CAB PICKUP	2004		20,600			
PC000665	DODGE	DODGE RAM 1500 PICKUP TRUCK	2005		21,400			
PC000917	FORD	FORD F-350 SD PICKUP TRUCK	2005		27,600			
PC000936	FORD	FORD F-550 SD DUMP TRUCK	2005		38,500			
PC000942	FORD	FORD F-550 SD DUMP TRUCK	2005		38,500			
PC001026	FORD	FORD F-250 FORD PICKUP	2005		22,600			
PC001027	FORD	FORD F-350 FORD PICKUP	2005		32,200			
PC001028	FORD	FORD F-350 FORD PICKUP	2005		32,800			
PC000988	FORD	FORD F150 PICKUP TRUCK 4X4 EXTENDED	2006		20,300			
PC001029	FORD	FORD F-550 FORD CRANE TRUCK	2005		50,000			
PC000986	FORD	FORD F-350 PICKUP TRUCK DUALY(DIESEI	2007		26,900			
PC001037	FORD	FORD F-350 DUMP TRUCK	2007					
PC001042	FORD	FORD F250 PICKUP TRUCK	2007		25,600			
PC001047	FORD	FORD FLATBED	2007					
PC001048	FORD	FORD F350 DUMP TRUCK	2007					
PC001051	FORD	FORD F-250 FORD PICKUP	2007		25,600			
PC001076	FORD	FORD F-350 PICKUP TRUCK 4x4	2007		33,200			
PC001128	FORD	FORD F-350 CHASSIS XL FLATBED	2007		37,500			
PC001129	FORD	FORD F-550 DUMP TRUCK	2007					
PC001133	FORD	FORD F-150 PICKUP TRUCK	2007		13,600			
PC001326	STERLING	STERLING DUMP TRUCK	2007					
PC001345	CHEVROLET	CHEVROLET PASSENGER VAN	2007		21,100			
PC001131	FORD	FORD F-250 4X4 SERVICE BODY AUTOCRAM	2008			33,800		
PC001132	FORD	FORD F-250 PICKUP TRUCK 4X4	2008			25,900		
PC004073	FORD	FORD F-350 FLAT BED TRUCK	2008					
PC001368	STERLING	STERLING VAC CON	2009					
PC001414	INTERNATIONAL	NEW WATER TANKER	2009					
	FORD	F-350 PICKUP TRUCK	2009				33,300	
	New	SELF-PROPELLED MAN LIFT	2010					

**FLEET MANAGEMENT FUND
FLEET REPLACEMENT SCHEDULE**

VEH #	MAKE	DESCRIPTION	YEAR	FY12	FY13	FY14	FY15	FY16
	New	UTILITY BODY	2011					
SUB TOTAL				121,348	1,286,600	128,700	153,300	431,500
5012 Facilities Maintenance								
PC001044	FORD	FORD F250 PICKUP TRUCK	2007		25,600			
SUB TOTAL				-	25,600	-	-	-
5015 Parks/Facilities								
	New	Tractor (closed cab)	2005	59,000				
9011	Groundmaster	Mower RC60-F19	2006					12,500
9013	Groundmaster	Mower RC60-F19	2006					12,500
		BUNKER RAKE		21,000				
PC000168	FORD	FORD F-150 PICKUP TRUCK	2001					
PC000445	FORD	FORD F-150 PICKUP TRUCK	2004	18,000				
PC000637	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000640	FORD	FORD F-150 PICKUP TRUCK	2005		18,600			
PC000910	FORD	FORD F-250 SD PICKUP TRUCK	2004		19,600			
PC000927	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC001141	FORD	FORD F-250 CREW CAB PICKUP TRUCK	2008			26,700		
	New	GROUPS MOWER w/ATTACHMENTS	2010					
	New	SPRAY RIG	2011					
	New	TOP DRESSER	2011					
SUB TOTAL				98,000	64,800	26,700	-	25,000
5509 Engineering								
PC000336	FORD	CARGO VAN	2003		15,500			
PC000337	FORD	EXPLORER SPORT TRAC	2003		21,400			
PC000976	FORD	E-243 CARGO VAN	2003		13,500			
PC000724	CHEVROLET	CHEVROLET PICKUP TRUCK 4X4	2003		12,300			
PC001136	FORD	FORD F-150 PICKUP TRUCK	2007		13,600			
SUB TOTAL				-	76,300	-	-	-
6016 Recreation/Athletics								
PC000500	FORD	FORD F250 PICKUP TRUCK	2004	14,000				
SUB TOTAL				14,000	-	-	-	-
9000 Utility Administration								
PC000414	FORD	EXPLORER 4 DR 4 x 4	2004		22,600			
PC000415	FORD	EXPLORER 4 DR 4 x 4	2004		22,600			
PC000416	FORD	EXPLORER 4 DR 4 x 4	2004	23,041				
PC000666	FORD	SPORT TRAC 4 DR TRAC	2005		18,300			
PC000978	FORD	EXPLORER 4 DR ADVAN TRAC RSC	2006		21,800			
PC001139	FORD	SPORT TRAX 4X4	2007		22,000			
SUB TOTAL				23,041	107,300	-	-	-
9081 Utility Maintenance								
PC000495	FORD	F350 WITH CRANE	2003	46,000				
PC000408	FORD	SD REG CAB 3/4 TON F-250 UTILITY BODY	2004	21,621				
PC000438	FORD	SD REG CAB 3/4 TON F-250 UTILITY BODY	2004	21,621				
PC000447	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000928	FORD	F550 WITH CRANE	2004		61,300			
PC000635	FORD	F150 XL PICK UP	2005		13,300			
PC000941	FORD	F350 UTILITY	2005		25,500			
SUB TOTAL				89,242	114,500	-	-	-
9082 Wastewater Collection								
	CAT	BACKHOE	2010					
PC000433	FORD	5 YARD DUMP TRUCK	1997					
PC000394	FORD	SD REG CAB F-350	2003					
PC000389	STERLING	VAC CON CLEANER TRUCK LT7500	2004		212,700			
PC000393	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000395	FORD	SD REG CAB F-350	2004	24,400				
PC000397	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000409	FORD	SD REG CAB 3/4 TON F-250 FLEETSIDE	2004		17,500			
PC000667	FORD	F-250 SD REG CAB	2005	21,621				
PC000670	FORD	F-150 PICK UP	2005		13,300			
PC000701	FORD	F-150 PICK UP	2005		13,300			
PC000702	FORD	F-350 UTILITY LADDER TRUCK	2005	25,500				
PC000918	FORD	F350 UTILITY	2005		25,500			
PC000960	FORD	F350 UTILITY	2005		44,800			
PC001043	FORD	F250 FORD PICKUP	2007		31,500			
PC001270	FORD	STERLING TANK TRUCK	2007		143,000			

**FLEET MANAGEMENT FUND
FLEET REPLACEMENT SCHEDULE**

VEH #	MAKE	DESCRIPTION	YEAR	FY12	FY13	FY14	FY15	FY16
PC001276	STERLING	VAC CON CLEANER TRUCK LT7500	2007		218,400			
PC001277	FORD	STERLING TANK TRUCK	2007		115,200			
PC001296	FORD	STERLING TANK TRUCK	2007		115,200			
PC001140	FORD	F250 SD UTILITY	2008			27,900		
PC001329	FORD	DUMP TRUCK	2008			63,800		
PC001330	FORD	F750 WITH CRANE 14005H	2008			111,300		
	Cat	Backhoe	2005				63,800	
	New	CREW CAB PICK UP	2010					39,500
	New	SPORT TRACK	2010					21,200
SUB TOTAL				71,521	979,200	203,000	63,800	60,700
9083 Wastewater Treatment								
PC000399	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000639	FORD	F-150 PICK UP	2005		13,300			
PC000645	FORD	F-150 PICK UP	2005		14,900			
PC000656	FORD	F-250 SD CAB 4x4	2005		20,900			
	John Deere	Tractor	2005				75,900	
SUB TOTAL				-	63,500	-	75,900	-
9086 Water Plant #1								
PC000411	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000657	FORD	F-250 SD CAB 4 X 4	2005		20,900			
PC000648	FORD	F-150 PICK UP	2005		14,900			
PC000977	FORD	F350 DIESEL DULE	2006		25,600			
PC001138	FORD	F-150 PICK UP	2007		17,300			
SUB TOTAL				-	93,100	-	-	-
9087 Water Plant #2								
PC000406	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000659	FORD	RANGER 4X4	2005		15,500			
SUB TOTAL				-	29,900	-	-	-
9085 Water Plant #3								
PC000632	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000922	FORD	RANGER	2005		14,400			
	FORD	PICK UP 4X4	2010					19,100
SUB TOTAL				-	27,700	-	-	19,100
9088 Water Quality								
PC000392	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000396	FORD	F-150 PICK UP - SHORTBED - EXT CAB	2004		16,800			
PC000405	FORD	REG CAB 1/2 TON F-150	2004		14,400			
PC000410	FORD	SD REG CAB 3/4 TON F-250 UTILITY BODY	2004		19,600			
PC000638	FORD	F-150 PICK UP	2005	22,000				
PC000647	FORD	F-150 PICK UP	2005		13,300			
SUB TOTAL				22,000	78,500	-	-	-
9090 Water Distribution								
PC000424	FORD	LT 8000 DUMP TRUCK	1990					
PC000453	FORD	F-800 DUMP TRUCK	1997					
PC000180	FORD	F-150 PICK UP	2002		15,000			
PC000390	FORD	REG CAB 1/2 TON F-150	2004		14,400			
PC000391	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000398	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000404	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000413	FORD	F-550 UTILITY	2004		26,100			
PC000455	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000457	STERLING	STERLING UTILITY	2004			59,900		
PC000644	FORD	F-150 PICK UP	2005		14,900			
PC000653	FORD	RANGER EXT/CAB	2005		11,440			
PC000668	FORD	F-250 EXT/CAB UTILITY TRUCK	2005		23,400			
PC000674	FORD	F-150 PICK UP	2005		13,300			
PC000675	FORD	F-150 PICK UP	2005		13,300			
PC000677	FORD	F-250 SD EXT/CAB UTILITY TRUCK	2005		23,400			
PC000703	FORD	F-350 RE CHAS CAB	2005		25,500			
PC001020	FORD	F250 UTILITY	2007		29,800			
PC001046	FORD	F250 UTILITY	2007		25,600			
PC001053	FORD	F250 UTILITY	2007		29,800			
PC001127	FORD	STERLING DUMP TRUCK	2007					
PC001151	FORD	F-150 PICK UP	2007		14,700			
PC001152	FORD	RANGER R-106	2007		11,700			
PC001170	FORD	RANGER R-106	2007		11,700			
PC001171	FORD	RANGER R-106	2007		11,700			

**FLEET MANAGEMENT FUND
FLEET REPLACEMENT SCHEDULE**

VEH #	MAKE	DESCRIPTION	YEAR	FY12	FY13	FY14	FY15	FY16
PC001275	FORD	F550 PICK UP	2008			36,400		
PC001367	STERLING	STERLING BOX TRUCK	2009					
	John Deere	Excavator	2004			126,900		
	Cat	Mini Excavator	2006					49,500
	ERV-750	Valve Vacuum Trailer	2007					
PC000577	FORD	F-150 PICK UP - SHORTBED	2010					15,300
PC000578	FORD	F-150 PICK UP - SHORTBED	2010					15,300
	New	MULTI-TERRAIN LOADER	2011					
SUB TOTAL				-	373,340	223,200	-	80,100
5511 Stormwater Operations								
PC000642	FORD	FORD F-150 PICKUP 4X4, V-8	2005	18,278				
PC000676	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000981	FORD	FORD F150 PICKUP TRUCK	2006		16,200			
PC000982	FORD	FORD F-150 PICKUP TRUCK 4X4	2006		16,200			
PC001045	FORD	FORD F250 PICKUP TRUCK	2007		25,600			
PC001137	FORD	FORD F-150 PICKUP TRUCK 4X4	2007		23,300			
PC001158	STERLING	STERLING LT9513 TANDEM DUMP TRUCK	2007					
PC001160	STERLING	STERLING LT9513 TANDEM DUMP TRUCK	2007					
PC001410	STERLING	STERLING DUMP TRUCK	2007					
PC001411	STERLING	STERLING DUMP TRUCK	2007					
7872	Replacement	Loader	2004			137,500		
	New	Gradall	2009					
	New	DECK SCREENER	2010					
	New	EXCAVATOR	2010					
	New	BOAT	2010					
	New	F-350 UTILITY	2011					
	New	30-TON TRAILER	2011					
	New	20-YARD DUMP TRUCK	2011					
	New	F-550 UTILITY BODY	2011					
	New	TRAILER	2011					
	New	SKID STEER	2011					
	New	BUSH HOG	2011					
	New	MINI-EXCAVATOR	2011					
SUB TOTAL				18,278	94,600	137,500	-	-
3505 Building Permits and Inspections								
PC000575	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000497	FORD	FORD F-150 PICKUP TRUCK	2003		17,800			
PC000643	FORD	FORD F-150 PICKUP TRUCK	2005		18,600			
PC000577	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000580	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000631	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000646	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000983	FORD	FORD F-150 PICKUP TRUCK	2006		11,700			
PC000999	FORD	FORD F-150 PICKUP TRUCK	2006		11,700			
PC001135	FORD	FORD F-150 PICKUP TRUCK	2007		13,600			
SUB TOTAL				-	139,900	-	-	-
6016 Golf Course								
	New	GREENSMaster 3150	2010			24,800		
	New	GREENSMaster 3150	2010			24,800		
	New	GREENSMaster 3150	2010				24,700	
	New	GREENSMaster 3150	2010				24,700	
	New	REELMASTER 5510	2010					42,500
	New	REELMASTER 5510	2010					42,500
	New	GROUNDMASTER 3500	2010					30,600
	New	GROUNDMASTER 4500	2010					49,900
	New	MULTI PRO 1250	2010					24,600
	New	WORKMAN HDX	2010					24,100
	New	PRO CORE 648	2010					
	New	PRO CORE 1298	2010					
	New	KIOTI DK-45 TRACTOR	2010					
SUB TOTAL				-	-	49,600	49,400	214,200
2525 Information Technology & Communications								
PC000987	FORD	FORD ESCAPE	2006		16,400			
PC001153	FORD	FORD EXPLORER	2007		20,000			
SUB TOTAL				-	36,400	-	-	-
0071 Fleet Management								
PC001029	FORD	FORD F-550 FORD CRANE TRUCK	2005		50,000			
PC001040	FORD	FORD F-350 FORD PICKUP	2005		32,600			

**FLEET MANAGEMENT FUND
FLEET REPLACEMENT SCHEDULE**

VEH #	MAKE	DESCRIPTION	YEAR	FY12	FY13	FY14	FY15	FY16
SUB TOTAL				-	82,600	-	-	-
GRAND TOTAL OF ALL VEHICLES				471,430	4,619,740	796,700	342,400	830,600

MISCELLANEOUS

CITY REVIEW

Palm Coast was developed by ITT Corporation in 1969 and was incorporated December 31, 1999. The City operates under the Council/Manager form of government. The City Council consists of the Mayor and four Council Members and is responsible for enacting ordinances, resolutions, and regulations governing the City, as well as appointing the City Manager and members of various statutory and advisory boards. The City Manager is responsible for enforcement of laws and ordinances, and appoints and supervises the City's Department Directors.

The City, with a population of approximately 75,180, provides a full range of municipal services including fire and rescue, street and stormwater maintenance, planning and zoning, permitting, code enforcement, recreation and parks, water and wastewater utilities, and general administrative services. In addition, the City contracts with the Flagler County Sheriff for law enforcement services and WastePro for solid waste collection. Vehicle maintenance and replacement is provided through an Internal Service Fund.

MISCELLANEOUS STATISTICAL INFORMATION

INITIAL INCORPORATION:	December 31, 1999
FORM OF GOVERNMENT:	Council / Manager
CITY POPULATION:	75,180
AREA: Square Miles	81
LEISURE SERVICE FACILITIES:	
Community Centers	1
Swimming Pools	1
Baseball / Softball Fields	8
Basketball Courts	5
Bocce Ball Courts	3
Handball / Raquetball Courts	6
Shuffleboard Courts	2
Tennis Courts	17
Volleyball Courts (Sand)	2
Playgrounds	7
PUBLIC SAFETY:	
Fire Stations	5
Firefighters / Volunteers	61.5/25
Law Enforcement (Contract Service)	-
FACILITIES:	
Miles of Paved Streets	536
Miles of Unpaved Streets	0.5
Miles of Sidewalks, Walkways, and Bikepaths	91
Number of Street Lights	2,942
Number of Traffic Signals	50
Number of Public Buildings	12
CITY UTILITIES:	
Water Customers	37,144
Wastewater Customers	35,156
Solid Waste Customers	32,444
Stormwater Customers	50,000
SCHOOL ENROLLMENT: K-12	12,832

POPULATION STATISTICS

Fiscal Year Ended	Palm Coast Population	% Change During the Period	Flagler County Population	% Change During the Period
1999	30,767		45,818	
2000	32,732	6.39%	49,832	8.76%
2001	35,443	8.28%	53,061	6.48%
2002	38,348	8.20%	57,709	8.76%
2003	42,850	11.74%	61,618	6.77%
2004	50,484	17.82%	69,683	13.09%
2005	58,216	15.32%	78,617	12.82%
2006	67,832	16.52%	89,075	13.30%
2007	70,376	3.75%	93,568	5.04%
2008	74,590	5.99%	95,512	2.08%
2009	73,910	-0.91%	94,901	-0.64%
2010	74,067	0.21%	94,905	0.00%
2011	75,180	1.50%	95,361	0.48%

MILLAGE RATE COMPARISON

Jurisdiction	2010 Operating Millage	Rank (Low to High)	2011 Operating Millage	Rank (Low to High)
Beverly Beach	2.0456	2	2.3000	1
Bunnell	6.0544	7	6.9506	6
Flagler Beach	3.4643	3	4.8500	4
Flagler County *	4.7837	6	6.2232	5
Marineland	1.7931	1	7.3823	7
Ormond Beach **	3.8097	5	4.2014	3
Palm Coast	3.5000	4	3.5400	2
St. Augustine	7.5000	8	7.5000	8

* The millage rate for Flagler County is the General Fund millage, which is paid by all residents in Flagler County.

** Includes debt service millage.

UTILITY RATE COMPARISON

Jurisdiction	Water Charge Residential (5,000 gallons)	Rank (Low to High)	Wastewater Charge Residential (5,000 gallons)	Rank (Low to High)
Beverly Beach (1)	\$61.58	6	\$38.02	5
Bunnell	\$42.49	5	\$48.98	6
Flagler Beach	\$37.46	4	\$34.47	4
Flagler County	\$61.58	6	\$38.02	5
Marineland	N/A	-	N/A	-
Ormond Beach	\$21.09	1	\$28.36	2
Palm Coast	\$30.59	3	\$25.65	1
St. Augustine	\$25.58	2	\$34.23	3

Jurisdiction	Solid Waste Charge (Residential)	Rank (Low to High)	Stormwater Charge (Residential)	Rank (Low to High)
Beverly Beach (1)	\$0.00	1	\$0.00	1
Bunnell	\$18.31	5	\$0.00	1
Flagler Beach	\$15.37	2	\$4.00	4
Flagler County	\$20.78	7	\$0.00	1
Marineland	N/A	-	N/A	-
Ormond Beach	\$16.48	3	\$8.00	6
Palm Coast	\$19.82	6	\$8.00	6
St. Augustine	\$16.61	4	\$5.00	5

N/A = "Not Applicable" or "Not Available"

(1) Water and wastewater service is provided by Flagler County Utility. Solid waste is included in the millage rate.

PRINCIPAL PROPERTY TAX PAYERS

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
FLORIDA POWER & LIGHT	\$67,827,823	1	1.52%
BELLSOUTH TELECOMMUNICATIONS	21,338,896	2	0.48%
FLORIDA LANDMARK COMMUNITIES	20,966,473	3	0.47%
PALM COAST CENTER LLC	16,412,954	4	0.37%
INTEGRA WOODS LLC	12,572,255	5	0.28%
PALM COAST MEDICAL SPECIALISTS	12,377,228	6	0.28%
GINN-LA HAMMOCK BEACH LTD LLP	12,300,597	7	0.28%
CELEBRITY RESORTS OF PALM COAST	12,225,600	8	0.27%
BRIGHT HOUSE NETWORKS	11,922,528	9	0.27%
PALM COAST HOLDINGS INC	11,236,512	10	0.25%

PRINCIPAL EMPLOYERS

Employer	Employees	Rank	Percentage of Total County Employment
Flagler County Schools	1,756	1	4.15%
Palm Coast Data	1,100	2	2.60%
Florida Hospital-Flagler	780	3	1.84%
Publix Supermarket	560	4	1.32%
Hammock Beach Resort	557	5	1.32%
Wal Mart Stores	500	6	1.18%
City of Palm Coast	415	7	0.98%
Sea Ray Boats	400	8	0.95%
Ocean Hammock Resort	320	9	0.76%
Flagler County Sheriff's Office	257	10	0.60%

Statistics relating to total city employment are unavailable. The City of Palm Coast represents approximately 70% of the total Flagler County population.

HOUSING AND ECONOMIC DESCRIPTORS

Data Source U.S. Census
Base Year 2010

Housing Units in Jurisdiction	
Total	35,058
Total Occupied	29,805
Owner Occupied	22,592
Renter Occupied	7,213
Vacant	5,253

Data Source ACS 1yr*
Base Year 2010

Income Statistics	
Median Household	\$42,894
Average Household	\$53,574
Per Capita	\$20,477

Percent Below Poverty Level	
Families	11.9%
Individuals	19.8%

* American Community Survey 1 year statistics

2011 Unemployment Rate 14.7%

AGE DEMOGRAPHICS U.S. Census 2010

Age	
Median Age	45.1
Aged 0 to 17 Years	17.6%
Aged 18 to 34 Years	20.4%
Aged 35 to 54 Years	24.7%
Aged 55 to 84 Years	34.9%
Aged 85 Years and Older	2.4%

GLOSSARY

AD VALOREM - "In proportion to the value".

AD VALOREM PROPERTY TAX - Real estate and personal property taxes. The taxes are assessed on a portion of the value of the property. Local governments set the levy.

AGGREGATE MILLAGE RATE - The sum of all property tax levies imposed by the governing body. State law limits the aggregate rate for a county or municipality to \$10 per \$1,000 worth of assessed taxable value.

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

ASSESSMENT (ASSESSED VALUE) - The value for tax purposes determined by the property appraiser for a given piece of real or personal property.

ASSET - Property owned by the City, which has monetary value.

BUDGET - A statement of the financial position of a sovereign body for a definite period of time based on estimates of expenditures during this period and proposals to finance them. The amount of money that is available for, required for, or assigned to a particular purpose.

BUDGET CALENDAR - The schedule of key dates or milestones, which the City follows in the preparation and adoption of the budgets.

BUDGETARY CONTROL - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGET DOCUMENT - The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the City Council.

CAPITAL BUDGET - A plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the City's consolidated budget, which includes both operating and capital outlays. The capital budget should be based on a capital improvement program (CIP).

CAPITAL EQUIPMENT - Equipment with a value in excess of \$750 and an expected life of more than 3 years such as automobiles, typewriters and furniture. This equipment is budgeted for in the Operating Budget.

CAPITAL IMPROVEMENTS - Physical assets, constructed or purchased, that have a minimum useful life of 3 years and a minimum cost of \$10,000.

CAPITAL IMPROVEMENT FUND - A budget fund providing for future improvements such as construction of new facilities, acquisition of new equipment, and expansion of services.

GLOSSARY

- CAPITAL OUTLAY** - The cost of acquiring land, buildings, equipment, furnishings, etc.
- CAPITAL PROJECTS** - Have long range returns, useful life spans, are relatively expensive, and have physical presence such as buildings, roads, sewage systems, water systems, etc.
- CAPITAL IMPROVEMENT PROGRAM** - A comprehensive five (5) year plan of capital projects which identifies priorities as to need, method of financing and cost and revenue that will result during the five (5) years. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the Annual Capital Budget.
- CONSTRUCTION FUNDS** - Established to account for all resources, principally bond proceeds and construction grants, which are used for the acquisition of capital facilities and projects.
- CONTINGENCY** - An appropriation of funds to cover unforeseen events that occur during the fiscal year.
- DEBT SERVICE** - The expense of retiring such debts as loans and bond issues.
- DEBT SERVICE FUND** - The funds created to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- DEPARTMENT** - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.
- DEPRECIATION** - The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary-type funds, such as enterprise and internal service funds. It is not used in any other fund. Depreciation is a non-cash expense and while it is recorded in the annual financial statements, it is not budgeted.
- ENTERPRISE FUND** - The funds established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
- ESTIMATED REVENUES** - Projections of funds to be received during the fiscal year.
- EXEMPTION** - Amounts that state law determines should be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. Some of these exemptions include homestead, agricultural, widows, and disability.
- EXPENDITURES** - The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.

GLOSSARY

FINAL MILLAGE - The tax rate adopted in the second public hearing of a taxing agency.

FISCAL YEAR - The twelve-month period to which the Annual Budget applies. The City's fiscal year begins October 1st and ends September 30th.

FIXED ASSETS - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FRANCHISE FEES - Fees levied on a corporation in return for granting privilege, sanctioning a monopoly, or permitting the use of public property, usually subject to regulation.

FULL FAITH AND CREDIT - A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FUNCTION - A major class or grouping of activities directed toward a common goal such as public safety. For the purposes utilized in budgetary analysis, the categories have been established by the State of Florida and financial reports must be grouped according to those established functions.

FUND - An accounting entity that has a set of self-balancing accounts and that records all financial transactions or specific activities or government functions. Eight commonly used funds in public accounting are: General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Funds, Trust and Agency Funds, Internal Service Funds and Special Assessment Funds.

FUND BALANCE (EQUITY) - Fund equity for governmental funds and trust funds, which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.

GENERAL FUND - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, parks and recreation, public works and general administration.

GENERAL OBLIGATIONS BONDS - Bonds that finance a variety of public projects such as streets, buildings and improvements. The repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.

IMPACT FEES - A connection's contribution toward its equitable share of the cost of capital improvements required to serve new customers.

INDIRECT COSTS - Costs associated with, but not directly attributable to, providing a product or service. These are usually costs incurred by other departments in the support of operating departments.

GLOSSARY

INFRASTRUCTURE - Facilities on which the continuance and growth of a community depend on such as roads, waterlines, etc.

INTERFUND TRANSFERS - Transfers among funds. These are utilized to track items for management purposes. They represent a “double counting” and, therefore are subtracted when computing a “net” operating budget.

INTERGOVERNMENTAL REVENUE - Funds received from Federal, State and other Local Government sources in the form of grants, shared revenues and payments in lieu of taxes.

INTERNAL SERVICE FUNDS - The funds established for the financing of goods or services provided by one department to other departments within the City on a cost reimbursement basis. Examples are the Data Processing Fund and the Insurance Fund.

JUST VALUE - Value of a piece of property as determined by the property appraiser, before reductions for legislatively imposed restrictions on valuation increases or other limitations.

MILL - A ratio of one (1) to one thousand (1,000).

MILLAGE RATE - For property tax purposes, a rate established per \$1,000 of assessed taxable value. A property tax millage rate of 3.5 mills for example, would mean property with a taxable value of \$80,000 would pay \$280 in property taxes.

OPERATING EXPENSES - These are the expenses of day-to-day operations and exclude personal services and capital costs.

PERSONAL PROPERTY - Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars, and similar possessions that are taxable under State law.

PERSONAL SERVICES - Costs related to compensating employees, including salaries, wages and benefit costs.

PROPOSED MILLAGE - The tax rate certified to the property appraiser by each taxing agency within a county. Proposed millage is to be sent to the appraiser within 35 days after a county’s tax roll is certified by the State Department of Revenue and is listed on notices sent to property owners. No taxing agency may approve a levy that is larger than the one it originally proposed.

REAL PROPERTY - Land and the buildings and other structures attached to it that are taxable under state law.

REVENUE - Additions to assets which:

- a. Do not increase any liability.
- b. Do not represent the recovery of an expenditure.
- c. Do not represent the cancellation of certain liabilities or decrease assets.
- d. Do not represent contributions of fund capital in enterprise and internal service funds.

GLOSSARY

REVENUE ESTIMATE - A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

ROLLBACK RATE - The millage necessary to raise the same amount of Advalorem Tax Revenue as the previous year, excluding taxes from new construction.

STATE REVENUE SHARING - Allocations to municipalities from a trust fund primarily supported by State cigarette and motor fuel taxes.

TAX INCREMENT DISTRICT - An area that has been declared “blighted” and is eligible to use tax increment financing to aid in redevelopment.

TAX INCREMENT FINANCING (TIF) - Property tax revenue generated by the tax on increases in property value above the base value at the time a tax increment district is established. This revenue is used to fund projects in the district.

TAX BASE - The total property valuations on which each taxing agency levies its tax rates.

TAX ROLL - The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

TENTATIVE MILLAGE - The tax rate adopted at the first public hearing of a taxing agency. Under State law, the agency may reduce, but not increase, the tentative millage during the second budget hearing.

TRUTH IN MILLAGE (TRIM) - State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates.

USER FEE - Charges for specific services rendered only to those paying such charges as, for example, sewer service charges.

UTILITY TAXES - Municipal charges levied by the City in each and every purchase of a public service within the corporate limits of the City. Public service is electricity, gas, fuel oil, water, and telephone service.

VOTED MILLAGE - Property tax levies authorized by voters within a taxing agency. Bond issues that are backed by property taxes are a common form of voted millage in the State. Such issues are called general obligation bonds.

ACRONYMS

CIP (Capital Improvement Program) - A comprehensive five (5) year plan of capital projects which identifies priorities as to need, method of financing and cost and revenue that will result during the five (5) years. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the Annual Capital Budget.

CPI (Consumer Price Index) - This is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.

FTE (Full-time equivalent employees) - This is calculated by taking the total number of work-hours divided by the standard workweek (usually 40 hours). It is used for ease of comparison; i.e. two part-time people working 20 hours per week equal one FTE.

ISO (Insurance Services Office, Inc.) – ISO is an independent statistical, rating, and advisory organization that serves the property and casualty insurance industry.

TRIM (Truth in Millage) - State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates.