

City of PALM COAST FLORIDA



Annual Budget Report Fiscal Year 2015-2016



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City Officials



CITY COUNCIL



Mayor - Jon Netts

Council Member - District 1 - Bill McGuire, Council Member - District 2 - Heidi Shipley

Council Member - District 3 - Jason DeLorenzo, Council Member - District 4 - Steven Nobile

APPOINTED OFFICIALS

City Manager, Jim Landon

City Attorney, William E. Reischmann, Jr.

City Clerk, Virginia Smith

Finance Director, Christopher M. Quinn

Information Technology Director, Steve Viscardi

Fire Chief, Michael C. Beadle

Utility Director, Richard H. Adams

Parks & Recreation Director, Luciana Santangelo

Community Development Director, Steve Flanagan

Public Works Director, Nestor Abreu

CONTACT INFO

www.palmcoastgov.com

City Offices 386-986-3700

Customer Service 386-986-2360

Code Enforcement 386-986-3764

Animal Control 386-986-2520

Building Services 386-986-3780

Parks & Recreation 386-986-2323



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Distinguished Budget Award



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 1, 2014. 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 12th 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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City of PALM COAST

our vision

To be recognized as one of Florida's premier cities in which to live, work and play

our mission

To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned, integrative approach using available technology

our values

Pride - Passion in working together for a better tomorrow
Accountability - Accept responsibility for our actions and decisions
Leadership - Courage to shape our City today and into the future in a transparent manner
Motivated - Seek continuous improvement in all services
Collaborative - Dedicated to building partnerships that address community concerns and needs
Ownership - Responsible for our actions and inactions
Achievement - Seek excellence in all that we do
Stewardship - Protectors of our natural environment
Trust - Mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently

CORE BELIEFS



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City of PALM COAST

HELPFUL HINT!
For a detailed look at the Strategic Action Plan [CLICK HERE](#)

LONG TERM GOALS

Goal 1 - Expansion

To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment

Goal 2 - Economic

To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Goal 3 - Finance

To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Goal 4 - Environmental

To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Goal 5 - Quality of Life

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Goal 6 - Workforce Talent

To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

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City of PALM COAST



City and Region

Make Our City Attractive and Competitive

Let the Secret Out

Ongoing

- Coordinate and Promote Local Events
- Geocaching Program
- Pedestrian/Bicycle Master Plan Implementation
- Florida Agricultural Museum Support
- Designation of Great Florida Birding Trail
- Non-Governmental Website w/Social Media
- Branding/Marketing Strategy & Program
- Sporting Events Attraction/Marketing

New

- Secure Large Venue for Special Events
- Blueways Map and Guide
- Trail Wayfinding and Signage

Celebrate our Diversity

Ongoing

- Cultural Grants
- Annual Multi-Cultural Event for All Groups
- Minority Business Assistance

Invest in Capital Projects

Ongoing

- Aggressively Pursue Grants
- Expand Fiber Optic Network
- Water Reuse System Expansion
- Coquina Coast Desalination Project
- Expand Transportation Network

New

- Wireless Access Program
- Promote Natural Gas Availability

Assist our Small Businesses

Ongoing

- Support our Partners (SCORE and SBDC)
- Business Assistance Center
- Business Services Web Portal
- Business Spotlight

Make Business Sense (Cents)

Ongoing

- Simplify and Streamline Development Processes
- Flexible Impact Fee Payment Program
- Local Preference Purchasing Policy
- Procurement Outreach and Assistance

Encourage Job Creation

Ongoing

- Comprehensive Incentive Program (Multiple Incentives)
- Airport Area Master Plan and Incentive Zoning Overlay
- Partnership with Flagler County Economic Opportunity Dept.
- Involvement with Regional EDOs (Conerstone)

New

- Impact Fee Deferral/Forgiveness Program
- Economic Gardening
- "Incentivization"
- Form Development Agreement for Business Parks
- Business Park Partnership Program

Neighborhoods

Our Primary Focus

Keep Palm Coast Beautiful

Ongoing

- Responsive Code Enforcement
- Rental Registration Program
- Foreclosed and Abandoned Properties Program
- Beautification Recognition Program

New

- Neighborhood Signs, Gateways, and Medians
- Neighborhoods Assessment and Plan

Encourage Home Ownership and Reinvestment

Ongoing

- Neighborhood Stabilization Program
- Community Development Block Grant Program

New

- Get a Neighbor, Get a Perk Program
- Welcome Home Program

Provide Quality Services

Ongoing

- Quality Water and Wastewater Utility Services
- Quality Fire, Police, and Emergency Medical Services
- Quality Schools
- Stormwater Services
- Road Resurfacing Program

Districts

Create Great and Vibrant Places

Downtown District

Ongoing

- Continue to use as Venue for Public and Special Events
- Additional Central Park Improvements

New

- Identify Alternate Options for Venues as Downtown Develops
- Future Trolley/Transit Links
- CRA Funds to Incentivize Job Growth/Entertainment Uses

Commercial Districts

Ongoing

- Brownfields Program
- Continue to Engage Property Owners
- Continue FiberNet Expansion
- Continue to Promote Trail Network

New

- Engage Business/Property Owners
- Utilize Pole Banners to Establish Identity
- Upgrade Entrance at U.S. Highway 1
- Pedestrian Improvements
- Redevelopment Planning
- Old Kings Road Projects
- Engage Daytona State College about Growth Opportunities
- Form Business Park Development Agreement/Special Overlay
- Marketing Assistance for Economic Development

Business Districts

Ongoing

- Brownfields Program
- Assist with Wetland Mitigation Permitting
- Dialogue with Property Owners
- Airport Area Master Plan and Incentive Regulations

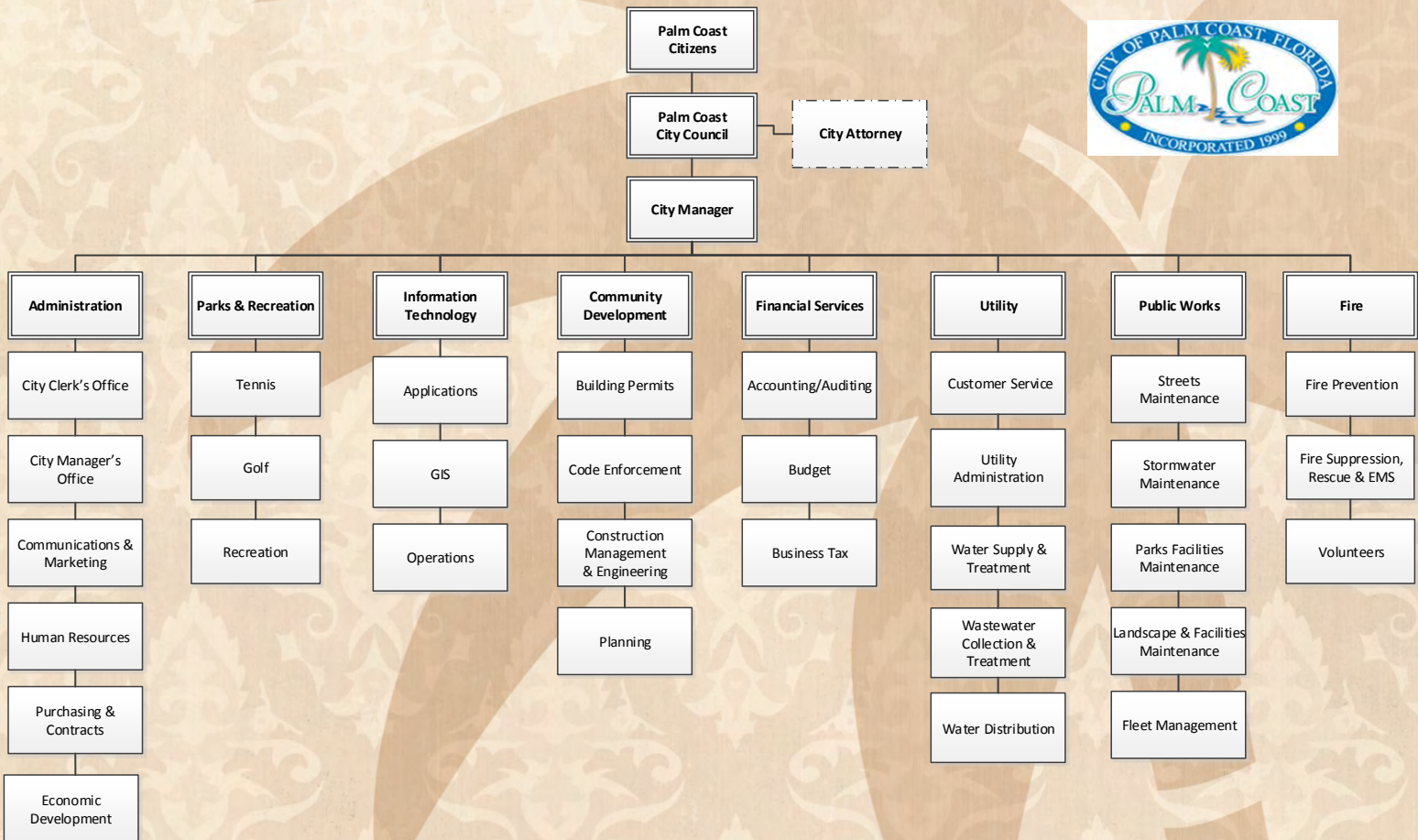
New

- Form Business Park Development Agreement/Special Overlay
- Pursue Heavy Industrial Zoning of Additional Areas
- Pursue Creation of Master Drainage Facilities
- Pursue CDBG Grants for Infrastructure
- Marketing Assistance for Economic Development
- Extend FiberNet
- Special Area Master Plan



Organizational Chart

City-Wide



Please Note: Police protection is provided by contract with the Flagler County Sheriffs Office.



Budget Book Highlights

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

Introduction

This section contains the transmittal letter, a table of the organization and our 2015-2016 strategic action plan. It also includes statistical information and history about the city.

Measuring Results

This sections provides the results of the 2014 citizen survey as well as the fiscal year 2015 performance measure overview by goal.

Budget Overview

This section provides an overview of the budget process as a whole providing information about our revenue sources, fund types and our long range financial planning process.



Executive Summary

Summaries of the budget on a city-wide basis including revenues, expenditures and personnel can be found within this section.

Budget Detail

This section provides the reader more detail on the budget on a fund by fund and department by department basis. More information about our departments and their fiscal year 2015 accomplishments, including performance measures, can also be found here.

Capital Improvement Program

In this section the reader is provided an outline of the City's Capital Improvement Program as well as the effect of the program on each fund. Also included is information about the City's fleet replacement program.

Workforce Talent

This sections highlights our workforce teams that work diligently to address City needs for executive leadership and to develop additional capacity within the City organization. These teams provide leadership for projects and issues not normally accomplished as part of the routine functions of the organization.

Awards and Special Recognition

We are proud of what our City has accomplished and in this section we showcase some of our past years awards and other special recognition received.

Financial Policies

Within this section the financial policies are provided. This includes our purchasing, investment and debt management policy.

Glossary and Acronyms

This section provides the reader a glossary of terms and acronyms used in this document.





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Introduction

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September 30, 2015

CITY MANAGER'S LETTER

I am honored to present to you the adopted budget of \$149,678,115 for Fiscal Year 2016, which furthers City Council's Strategic Action Plan mission statement, operating values, and goals. The adopted budget for Fiscal Year 2016 outlines the programs and projects that support the Strategic Action Plan and reflects a commitment to invest, not only in our capital infrastructure, but also our human infrastructure, with programs to retain and attract workforce talent, so that we are able to continue to serve the citizens of Palm Coast now and in the future. This letter highlights points of emphasis related to each goal of the Strategic Action Plan.

ECONOMIC OUTLOOK

In 2015, the economic conditions and trends in Palm Coast continued to improve. Here are a few examples:

-  **Growth** – A total of 349 single-family permits were issued in FY2015, 24 more than FY2014 representing a 7% increase. Palm Coast is projected to be the second fastest growing area over the next five years.
-  **Employment** – Palm Coast had 11,189 more people employed than five years ago and the unemployment rate dropped from 15% five years ago to 6% at the end of FY2015.
-  **Taxable Sales** – Palm Coast's taxable sales grew 5.1% this past fiscal year and has grown 42%, or \$193 million, since 2007.
-  **Tourism** – Tourism has grown significantly with bed tax collections up 9.3% over FY2014.
-  **Capital Investment** – \$183 million was invested during last fiscal year in private construction and \$776 million has been invested in Palm Coast since 2009.
-  **Real Estate Values** – Palm Coast's median selling price is up 15.4% from FY2014.
-  **Economic Outlook** – Palm Coast was ranked by IHS Global Insight Economists as one of 21 U.S. metro areas to grow at a rate above 4% through 2020. In addition, Palm Coast was named as one of America's Best Cities to Live by 24/7 Wall St.

While we continue to conservatively estimate revenues, the improving economy will likely lead to revenue sources coming in higher than expectations. In the future, growth in our revenue sources should provide

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discover us at discoverpalmcoast.com or palmcoastgov.com

City Council with the ability to keep up with rising costs and possibly fund programs and services valued by the community. In addition, those funds directly tied to growth, such as impact fee funds, will grow and be able to fund necessary capital improvements to keep up with the impacts of growth.

One area that could be negatively affected by improving economic conditions is the City's ability to retain and attract the necessary workforce talent to meet the high expectations of our community. Every project, program, or service provided by the City requires talented people to deliver that project, program, or service. In the approved budget, City Council appropriated funds to continue our pay plan and additionally, reward high performing employees. I believe this action, along with others, such as our employment development and training program, Palm Coast U, will assist in retaining our workforce. We will need to continue to monitor our ability to keep and attract talent in the future to ensure that our high level of service to our residents is maintained.

STRATEGIC ACTION PLAN

Following the extensive effort to develop the Strategic Action Plan, this year the City Council reaffirmed the long-term vision and made minor adjustments. Maintaining this long-term vision will help ensure that the City is recognized as one of Florida's premier cities in which to live, work and play.

City Council Mission Statement

"To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned, integrative approach using available technology."

The Strategic Action Plan is the guiding policy document for City Council and City staff. This budget is driven by the mission statement and goals contained within the Strategic Action Plan. Highlights of initiatives related to each of the City Council's goals are included below along with points of emphasis in this year's budget.

Goal 1 Expansion

To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

In the upcoming fiscal year, we will continue rehabilitating our older infrastructure and installing new infrastructure needed to accommodate anticipated growth. The City continues to experience an increase in population and we anticipate this growth to continue. The University of Florida Bureau of Economic and Business Research projects that by 2035, the City of Palm Coast will almost double in population, exceeding 150,000 people. During the past fiscal year, City Council made prudent financial decisions to

ensure the City maintains a strong financial position and ability to fund necessary projects to keep up with growth and maintain aging infrastructure.

Transportation Improvements – The City has a significant number of transportation projects nearing completion, under construction, or design in the upcoming budget year, including Palm Coast Parkway Six-Laning and transportation projects in the Northeast Corridor. Through intergovernmental cooperation with Flagler County and the Florida Department of Transportation, the City was able to ensure that the necessary transportation projects to support the future I-95 Interchange at Matanzas Wood Parkway were planned, designed, and funded. These projects include the Palm Harbor Parkway Extension, Old Kings Road North Extension, and Old Kings Road Widening.

City Hall - This fiscal year was marked by a significant event, the completion of the City Hall Project, including the Community Wing with public meeting rooms. City Hall in Town Center will become a gathering place for residents and future generations and serves as a one-stop shop for everything city-related. The modest and environmentally sustainable 40,000 sq. ft. structure will be evaluated for LEED certification. In the upcoming fiscal year, the City will no longer budget for lease payments for temporary office space.

Wastewater Treatment Plant #2 – The City began planning for Wastewater Treatment Plant #2 in order to keep pace with growth and ensure that this important facility is ready in the future. This plant will be an advanced wastewater treatment (AWT) facility capable of treating wastewater to reuse standards. In the coming fiscal year, funds are budgeted to complete design and begin construction of this important project.



**Goal 2
Economic**

To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

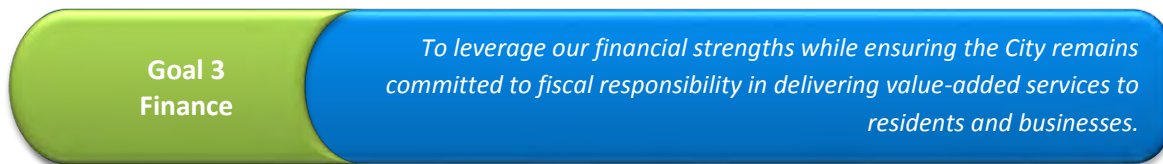
In the upcoming fiscal year, the City will continue to implement programs and projects outlined in Prosperity 2021 to develop and maintain a strong economy. The improving local economy enables the City and its partners to maintain our neighborhoods, support existing businesses, and encourage investment by attracting residents, visitors and businesses.

Prosperity 2021 – The City is now in the fifth year of implementing *Prosperity 2021: Plan for Growing our Local Economy*, which was integrated into the City’s Strategic Action Plan. The City and its partners are making great strides and realizing many successes, such as an increased number of visitors due to additional sports tournaments and business relocations to Palm Coast. The improvement in the local economy is now visible, but there is still more work to be done. City staff will continue to focus on projects and programs within Prosperity 2021 to help our local economy.



Business Assistance Center – The Palm Coast Business Assistance Center (BAC) was established in May 2011 to help our existing businesses grow through a unique partnership with the Florida Small Business Development Center at the University of Central Florida (FSBDC at UCF). Since its inception, the BAC has helped businesses invest approximately \$25.8 million in our local economy through capital investment, increased sales, and salaries.

Retail Recruitment – During this past fiscal year, City Council implemented a new retail recruitment strategy to help grow the local economy. Everyday Palm Coast residents leave our community and spend their dollars in communities north or south of Palm Coast. By attracting retailers and other commercial entities to our community, more dollars will stay right here in Palm Coast, resulting in a more robust economy.



During the budget process, the City Council was able to sustain existing levels of service, while also maintaining the millage rate. In the upcoming year, City staff will explore even more ways to strengthen our financial position while delivering value to our citizens.

Maintained Millage Rate – During the budget process, the City Council maintained the City millage rate of 4.2450, which will result in an additional \$1,035,000 of property taxes collected over the previous year due to rising property values. This allowed the City to maintain the same level of service to the citizens of Palm Coast and continue to invest in capital projects, while maintaining the 2nd lowest millage rate for cities our size (population between 70,000-100,000) in Florida.

Fund Balance Reserve Policy – Also this past year, the City was able to improve its combined fund reserve balance (general fund and utility fund) to \$18.6 million and exceed compliance with the individual fund balance reserve requirements. The improvement of fund balance reserves, in addition to the \$2.2 million in the disaster reserve fund, will help to provide the City with financial stability, provide a fund reserve to use if unexpected emergencies arise, or fund needed capital projects.

Funding for Wastewater Treatment Plant – This past fiscal year, City Council took the first steps in securing funding for Wastewater Treatment Plant #2 (WWTP #2). By applying for a State Revolving Fund Loan at a very low interest rate, City Council was able to borrow the necessary funds to design and build WWTP #2 without raising utility rates. The upcoming fiscal year budget reflects approval of the loan and beginning construction of this important project.

**Goal 4
Environmental**

To blend our residential and commercial properties with our “City of Parks and Trails” image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

The City’s commitment to environmental sustainability has been recognized by our re-designation this fiscal year as a Gold Level Green City by the Florida Green Building Coalition and numerous other awards and recognitions. In this upcoming fiscal year, City staff will look for even more opportunities to conserve natural resources and become more efficient with the resources currently in use.

ZLD Project – During this past fiscal year, the City completed the construction of the Zero Liquid Discharge (ZLD) project at Water Treatment Plant No. 2. This innovative ZLD system has been named the 2015 Water Reuse Project of the Year by the Florida Water Environment Association. The ZLD project will eliminate the need to discharge concentrate to water bodies, will increase plant efficiency, and make better use of our water resources.

LED Lighting – Light Emitting Diode (LED) lighting reduces the amount of electricity used compared to traditional lighting, which is more environmentally friendly and also saves money. During this past fiscal year, the City ensured that the City Hall project included all LED fixtures and also upgraded Water Treatment Plant #3 with LED lighting. In the upcoming fiscal year, City staff will continue to upgrade facilities with LED fixtures when the cost/benefit makes financial sense.

Reuse Improvements – Use of lower quality water sources for irrigation, such as reuse water, continues to be a focus of the City in order to make better use of all available water resources. During this past fiscal year, the City completed reuse lines along Royal Palm Parkway and started constructing reuse lines along Matanzas Woods Parkway. In the upcoming fiscal year, the City with the assistance of St. Johns River Water Management District cost-share funding will continue to install reclaimed water mains along Seminole Woods Parkway to provide additional opportunities for customers to use reuse water instead of potable water.

**Goal 5
Quality of Life**

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

The important services the City provides and City’s numerous amenities, such as parks, trails, events and activities make our community truly a special place. In the upcoming year, City staff will continue to maintain and improve these facilities, in addition to looking for ways to help residents and visitors “Find their Florida” here in Palm Coast.

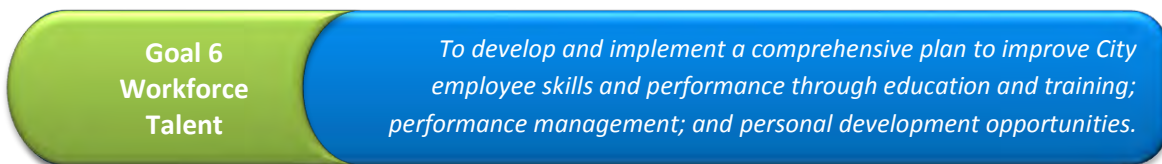
Holland Park – As the City’s original and oldest park, renovations and upgrades to Holland Park have been in the plans for several years with the first master plan completed in 2007. This upcoming fiscal year,



construction of the 1st phase of improvements will be completed, bringing new life to this important community asset that provides recreational opportunities for residents.

Community Center – The Palm Coast Community Center was original built from 1975-1977 by ITT and has served as the community’s only public gathering space. Currently, the facility has several deficiencies, yet during 2014 had over 780 room reservations. During the upcoming fiscal year, the design phase for the renovation and expansion project should be completed.

ISO Rating Improvement – The City of Palm Coast's ISO rating of its fire suppression delivery system, known formally as the Public Protection Classification, has improved to a Class 2. Classifications range from 1 to 10, with 1 being the best and 10 the worst, and play an important role in determining property insurance rates. Only 69 communities in Florida have an ISO rating of 1 or 2, putting Palm Coast in the top 1.1 percent statewide. Nationally, Palm Coast is in the top 1.3 percent.



The Strategic Action Plan adopted by City Council includes a goal specifically focused on employee development, which represents a strong commitment to have a dedicated and skilled workforce. In the upcoming fiscal year, City staff will work toward this goal by continuing to develop our workforce, so the City can continue to retain and attract a talented workforce to continue to provide a high level of service to citizens.

In-House Talent – The City Council’s philosophy of using in-house talent began several years ago when our annual operating budgets decreased, but our residents continued to have high expectations for quality city beautification and services. By doing projects in-house, we are able to reinvest the savings and/or provide a better level of service, all while maintaining our low property taxes. In the upcoming fiscal year, janitorial services for some facilities will be brought in-house, which is reflected in the upcoming fiscal year budget with the creation of an internal service fund, Facilities Maintenance Fund.

Performance Plus – As the economy improves, the City will be challenged to retain high performing employees. In the upcoming fiscal year, City Council appropriated funds to reward those high performing employees through the Performance Plus Program. This program will provide flexibility to managers and supervisors to provide additional merit pay to those high performing employees. This program along with maintenance of our play plan and Palm Coast U, our employee development and training program, should aid in retaining high performing employees.

Palm Coast U – This past fiscal year, Palm Coast U, the City’s Employee Training and Development Program was improved with different course offerings. Specialized training in customer service and management skills was offered through a partnership with Daytona State College and funded through a grant from Career Source Flagler|Volusia. In addition, this past fiscal year, the Employee Academy was fully

implemented with four sessions offered. Palm Coast U and these efforts are all aimed at meeting the City Council goal focused on workforce talent.

MAKING OUR FUTURE

I am encouraged and excited about the future of Palm Coast. This past fiscal year, City staff met the challenge of delivering quality services and value to our residents. I am optimistic we will continue to meet new challenges while maintaining high citizen satisfaction with City programs and services.

The City will have the ability to invest this fiscal year in needed infrastructure projects due to our strong financial position and prudent City Council fiscal policy. Major projects in this year's budget include: Palm Coast Parkway Six-Laning, Northeast Corridor Transportation Projects, Holland Park Renovations, Seminole Woods Path, Wastewater Treatment Plant #2 Design and Construction, and various Utility and Stormwater Projects. In addition, City Council appropriated funds this past fiscal year to invest in maintaining our pay plan, employee training and development programs, and the new Performance Plus Program, which will aid in retaining and attracting a talented workforce as the economy grows.

With a strong City Council vision, mission statement and goals as our guide, along with investments in both physical and human infrastructure, I have no doubt that 2016 will provide continued economic growth and prosperity. On behalf of all City employees, we look forward to a prosperous and successful 2016, as we continue to make Palm Coast Florida's premier City in which to live, work and play.

Sincerely,



Jim Landon
City Manager



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The Perfect Place to Live...

Before 1969, land that would eventually become the City of Palm Coast was considered by some as nothing more than a “big pine-covered swamp.” But when the corporate eyes of ITT/Levitt looked upon the virtually uninhabited land, they saw 22,000 acres of golf courses, marinas, oceanfront motels, scenic drives, and house lots awaiting the arrival of sun-seeking “pioneers.” Marketing strategies targeting urban residents in the north and Midwest offered slices of land cut out of miles of forests, and soon a 500-mile infrastructure of roads, utilities, and sewer lines bound Palm Coast to a future that included becoming the largest planned unit development in Florida history.

International Telephone and Telegraph Corporation (ITT) began as an international communications firm in the 1930s. It grew to become a multinational corporation by 1968 with an income estimated over \$7 billion. From the outset ITT provided the financial muscle to purchase large tracts of land and pay the enormous cost of constructing an infrastructure to create a huge development in rural Flagler County, Florida. The man in charge of the Palm Coast development from its inception until 1975 was Levitt and Son's Dr. Norman Young whose marketing group planned and named this project.

In a February 1970 report to the Flagler Chamber, Dr. Young projected the completion of a sales/model center, a golf course, and homes for the residents by the end of the year. The first building erected, the Welcome Center, served as the hub for sales activities and was surrounded by pleasant walkways leading to a dozen model

homes. The 64-foot high observation tower provided panoramic views of the surrounding woods, lakes, streams, Intracoastal Waterway (ICW), and Atlantic Ocean. It presided over a golf course, model homes, canals, and early home construction that was to become the “core area” of Palm Coast.



At first there were no public roads. Earliest visitors came from Route A1A to a small dock on the east side of the ICW and proceeded by boat to the Welcome Center on the main canal. When the prospective buyers arrived, they were taken by elevator to the top of the tower. Much of the land was sold sight unseen from a platted map for as low as \$3,500 by the sales person, pointing away from the tower and saying, “It’s out there somewhere.”

The Welcome Center was the only public building in Palm Coast for almost two years after the earliest “pioneers” occupied their homes in January 1972. In later years the building, models, boat docks, and road access were updated. The center hosted a continuous stream of visitors and buyers who received their first look at an area being advertised as possibly “the perfect place to live.”

Much of the tremendous growth in Palm Coast through the early 1990s came from sales generated at the Welcome Center. It was sold after ITT left the community in 1995 and the building was torn down.

From their start in 1969 until ITT withdrew in 1995, the corporation essentially provided most of the services and leadership in Palm Coast. They planned, built, and maintained a model environmental community. In a unique private/government relationship, ITT had financed Palm Coast's most necessary improvements. The interchange at I-95 and the Hammock Dunes bridge were funded at relatively unnoticeable cost to local taxpayers and the state.



The complicated and often contentious process of incorporation began. Flagler County residents' opposition groups debated. The county authorized a feasibility study, the state legislative delegation sponsored incorporation, and the Florida state government approved the referendum.

On September 21 1999, one week after Hurricane Floyd postponed the vote, more than 60% of the nearly 12,000 voters casting ballots in the referendum had opted to turn the unincorporated population center of Flagler County into a city. On December 31, 1999 residents of Palm Coast not only celebrated the end of a millennium and a century, but a new year and a new city.

The City of Palm Coast's population on January 1, 2000 is estimated at 29,360. The mayor, city council, and city manager all seemed to agree that this first year's emphasis should be on planning rather than forging ahead without giving sufficient thought to the complicated problems facing a new city.

Originally, city business was done in two-and-a-half rooms of the Community Center. In March, newly chosen city manager Richard Kelton arranged to rent office space at the former ITT headquarters building at One Corporate Drive. By May, the Flagler County Commission turned over the former county library to be renovated and used by the city as its first "permanent" city hall. A public opening celebration was held on October 26, 2000.

In 2001, providing residents with essential government services and promoting the community's economic growth were two major goals. As a result of joint meetings of Palm Coast City Council and Flagler County Commissioners, the county turned over many parcels of land to the city benefiting fire, public works, recreation and parks, and the locating of new schools by the board of education. The city also began studying the acquisition of its water sources.

In 2003, Palm Coast purchased their own water company, relocated their city hall after selling their building to bring in a new business and annexed 5,800 acres in the northwest corner of Flagler County near the St. John's County line. Most significant to the city's future was the approval of a large site for Town Center which would provide the city with 1 million feet of office space, 2 million feet of retail/commercial space, 750,000 feet of institutional buildings, a 2,400-seat movie theater, and 240 nursing home beds.

By 2004, Palm Coast residents numbered 50,000 and its designation as a micropolitan city was announced.

By the end of 2005, Palm Coast was officially designated as the "fastest growing micropolitan area" in the country by the United States Census Bureau. The population had more than doubled to over 64,500 in the six years since incorporation

In 2006 Palm Coast was named "Tree City USA" by the National Arbor Day Foundation. The city also saw an increase in the amount of commercial activity, especially in the new Town Center. Town Center is to be the "heart of Palm Coast."

Palm Coast started the year 2013 with approximately 76,450 residents. Newspapers reported a 2% drop in the unemployment rate and home sales were reported to be at a seven-year high.

On Oct. 29th 2014, we commemorated the groundbreaking for Palm Coast's City Hall in Town Center. The very first City Hall in Town Center will become a gathering place for residents and future

generations and a one-stop shop for everything city-related.



City Hall will stand out as an outstanding example of green building, being LEED certified by the US Green Building Council as environmentally sustainable and energy efficient. .

Today, Palm Coast has approximately 78,046 residents. Vibrant lifestyle and the natural environment go hand-in-hand, with 13 beautiful parks, 125+ miles of connecting trails and paths for walking/bicycling, abundant fishing and boating, a year-round Running Series, and world-class tennis and golf. The community offers excellent schools, a business assistance center that promotes local businesses, and extensive City services that continue to make Palm Coast the perfect place to live, work and play. We invite you to join us – Find Your Florida in Palm Coast!

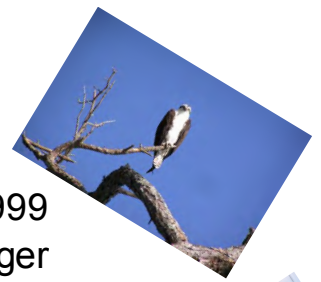
-Adapted from "The Brief History of Palm Coast," by City Historian Arthur E. Dycke, author of "Images of America: Palm Coast" and "Alan Smolen: Father of Palm Coast, 1975-85."

Aerial Map



About Palm Coast

INITIAL INCORPORATION:	December 31, 1999
FORM OF GOVERNMENT:	Council / Manager
CITY POPULATION:	79,821
AREA: Square Miles	89
LEISURE SERVICE FACILITIES:	
Community Centers	1
Swimming Pools	1
Baseball / Softball Fields	7
Basketball Courts	5
Bocce Ball Courts	3
Handball / Racquetball Courts	6
Shuffleboard Courts	2
Soccer/Lacrosse Fields	10
Tennis Courts	17
Volleyball Courts (Sand)	2
Playgrounds	8
PUBLIC SAFETY:	
Fire Stations	5
Firefighters / Volunteers	51 / 25
Law Enforcement (Contract Service)	-
FACILITIES:	
Miles of Paved Streets	551
Miles of Unpaved Streets	0.5
Miles of Sidewalks, Walkways, and Bikepaths	96
Number of Street Lights	2,942
Number of Traffic Signals	50
CITY UTILITIES:	
Water Customers	38,926
Wastewater Customers	36,593
Solid Waste Customers	33,323
Stormwater Customers	50,073
SCHOOL ENROLLMENT: K-12	12,671



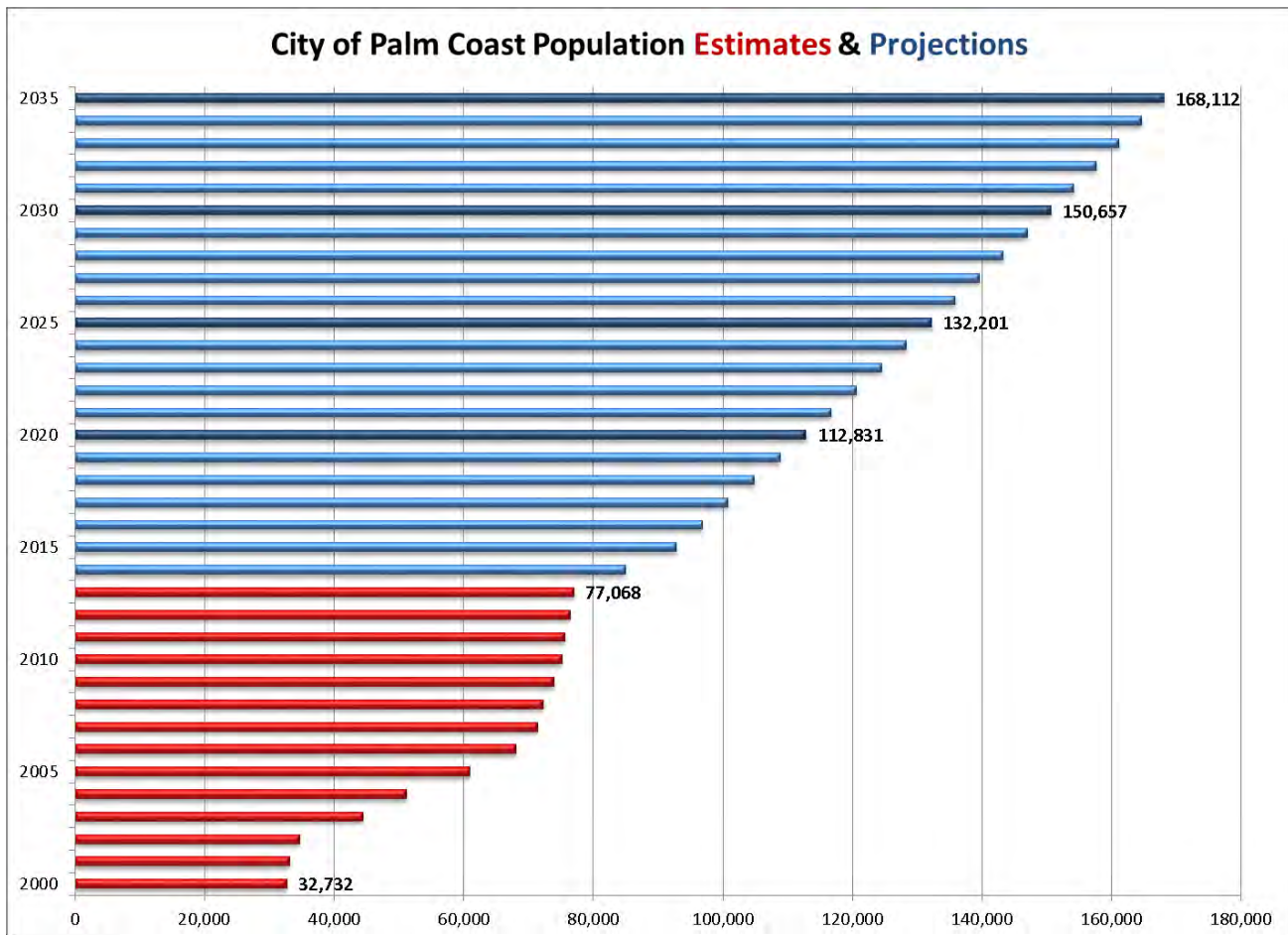
Population



Flagler County Population

County/City	April 1 2010 (Census)	April 1 2015 (Estimate)	Total Change	% Change
Flagler County	95,696	101,353	5,657	6%
Beverly Beach	338	356	18	5%
Bunnell	2,676	2,875	199	7%
Flagler Beach (part)	4,424	4,503	79	2%
Marineland (part)	16	4	(12)	-75%
Palm Coast	75,180	79,821	4,641	6%
UNINCORPORATED	13,062	13,794	732	6%

Palm Coast Population History and Projections



Employment

Flagler County Employment



Industry	Establishments	Employees
Retail Trade	248	3,451
Accommodation and Food Services	181	3,082
Health Care and Social Assistance	197	2,476
Admin., Support, Waste Mgmt, Remediation	204	1,651
Public Administration	30	1,389
Construction	320	1,269
Manufacturing	58	958
Information	32	762
Professional, Scientific & Technical Svc	255	690
Other Services	679	2775



This table shows the distribution of industries in Flagler County, Florida for the 1st quarter, 2015.

Source: Florida Research and Economic Information Database Application (FREIDA)

Flagler County Top Employers

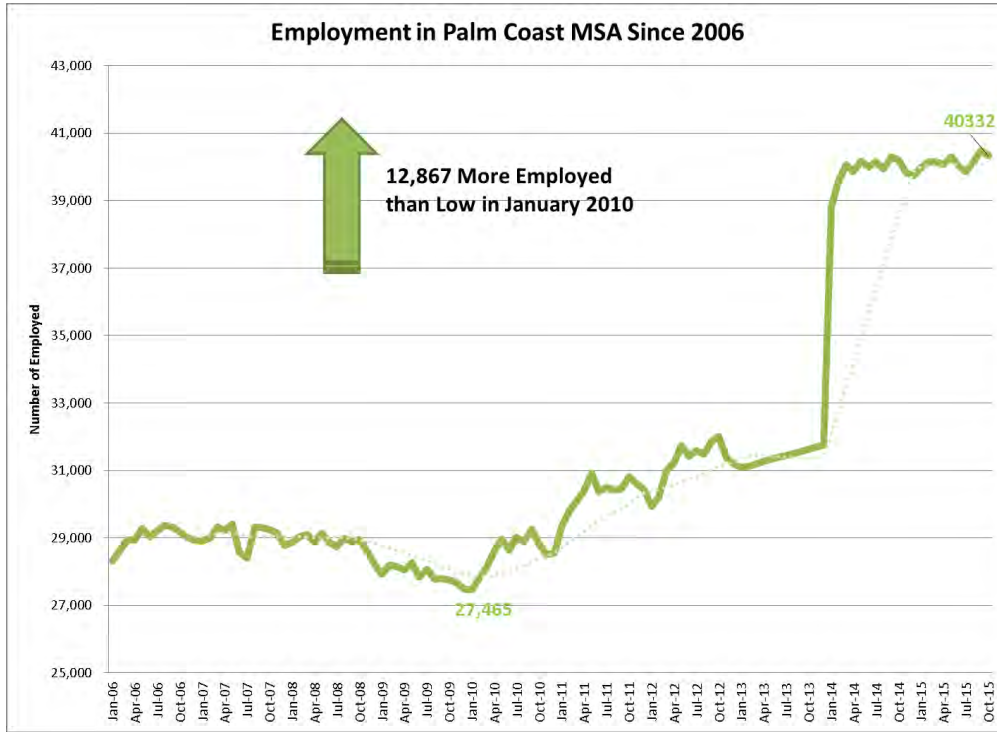
EMPLOYER	EMPLOYEES
Florida Hospital Flagler	1,057
Palm Coast Data	721
Publix Supermarkets	690
Sea Ray Boats	700
Hammock Beach Resort	467
Walmart	461



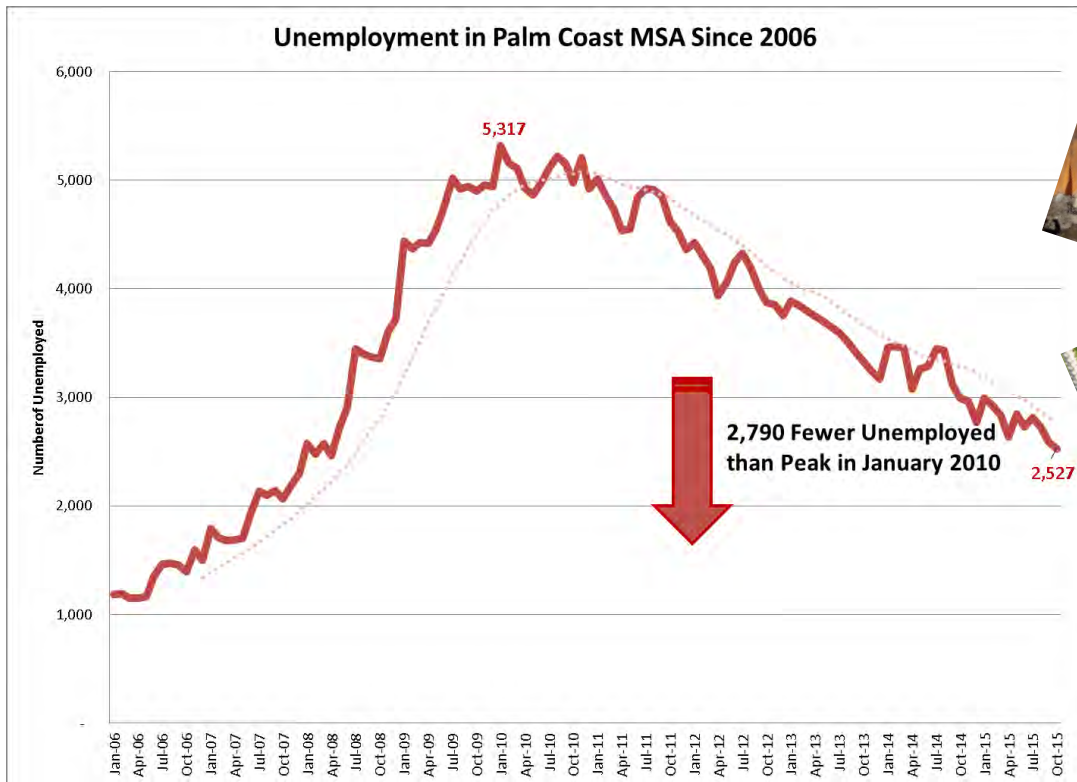
Numbers Provided by Career Source



Palm Coast Employment



Palm Coast Unemployment



Property Information



Property Value by Class

Tax Roll Recapitulation July 1, 2015

Class of Property	# of Parcels	Just Value	Assessed Value		Taxable Value		Taxable Value per Parcel
			Exempt	Taxable	Exempt	Taxable	
Residential Vacant Land	17,687	\$ 252,710,950	\$ 218,503,232	\$ 154,198	\$ 218,349,034	\$ 12,345	
Residential Single Family	31,697	4,581,753,896	4,184,590,553	1,227,597,216	2,956,993,337	93,289	
Residential Mobile Homes	2	35,306	35,306	18,392	16,914	8,457	
Residential Other	2,861	360,756,113	335,678,119	31,842,465	303,835,654	106,199	
Commercial Vacant Land	304	93,981,853	87,054,106	1,941,047	85,113,059	279,977	
Commercial Other	833	323,323,179	322,273,485	11,017,518	311,255,967	373,657	
Industrial Vacant Land	45	6,336,921	6,098,946	-	6,098,946	135,532	
Industrial Other	43	31,549,179	31,549,179	479,743	31,069,436	722,545	
Agriculture	128	75,675,112	6,197,153	14,000	6,183,153	48,306	
Institutional	94	78,792,636	78,523,743	48,663,473	29,860,270	317,662	
Government	919	286,319,548	285,736,753	280,528,145	5,208,608	5,668	
Other Real Property	254	9,976,005	9,621,296	263,018	9,358,278	36,844	
Personal Property	1	377,896,232	377,896,232	217,158,232	160,738,000	-	
Centrally Assessed	-	5,754,473	5,816,843	216,014	5,538,459	5,538,459	
Total	54,868	\$ 6,484,861,403	\$ 5,949,574,946	\$ 1,819,893,461	\$ 4,129,619,115	\$ 75,265	

Property Value Per Capita

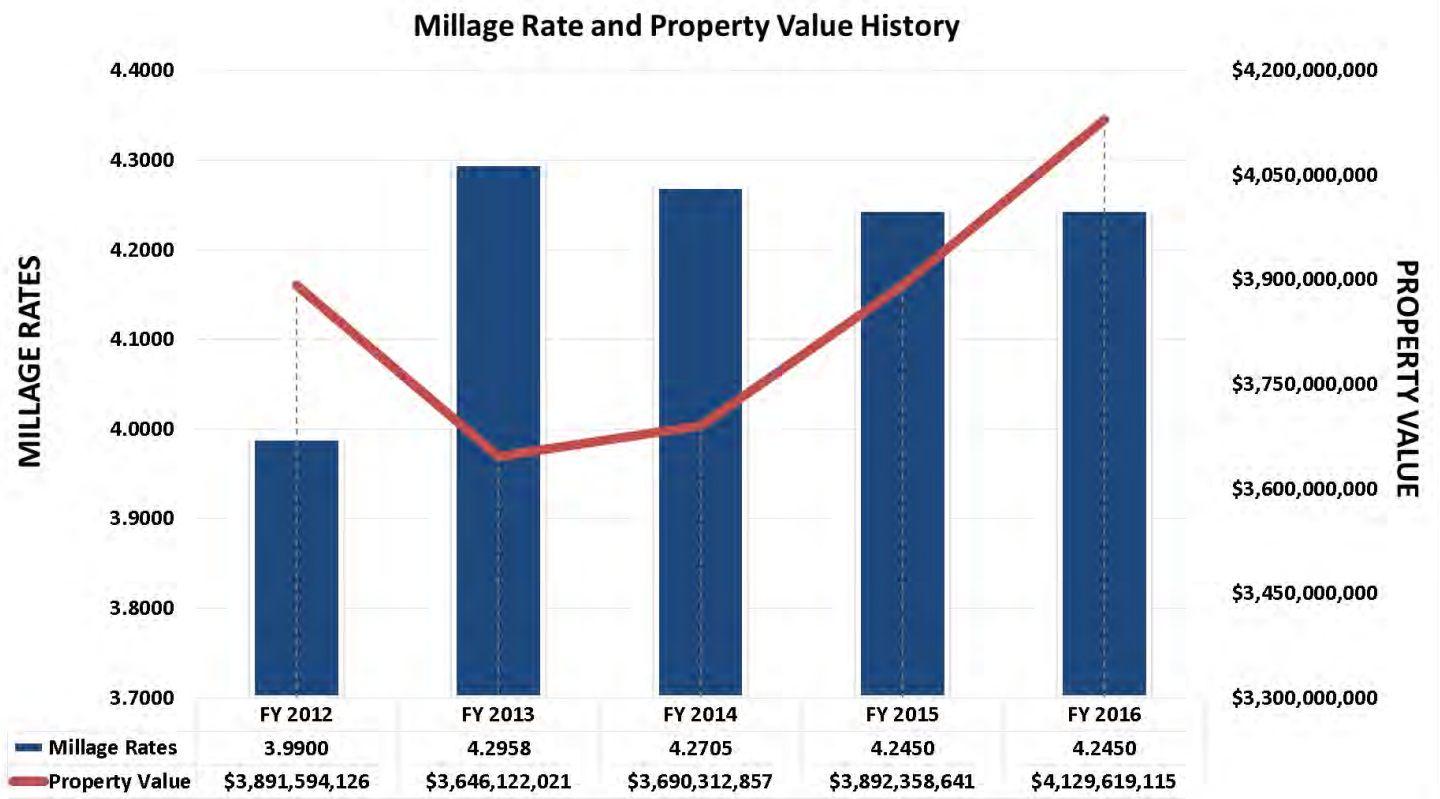
Fiscal Year	Property Value	Percent Change	Population	Percent Change	Property Value Per Resident	Percent Change
2016	\$ 4,129,619,115	6.10%	79,821	2.27%	\$ 51,736	3.74%
2015	3,892,358,641	5.48%	78,046	1.27%	49,873	4.15%
2014	3,690,312,857	1.21%	77,068	0.81%	47,884	0.40%
2013	3,646,122,021	-6.31%	76,450	1.10%	47,693	-7.33%
2012	3,891,594,126		75,617		51,465	

The property value per capita (per resident) is calculated by dividing this fiscal year's gross taxable value (property value) by the population.

Millage Rate & Property Value History

Fiscal Year 2008 through Fiscal Year 2016

Fiscal Year	Property Value	% Change over Prev. Year	Operating Millage	Capital Millage	Total Millage	Ad Valorem Receipts
2008	7,009,877,421	12.34%	2.2123	0.75	2.96234	20,184,340
2009	6,131,965,169	-12.52%	2.6123	0.35	2.9623	17,602,781
2010	5,246,998,187	-14.43%	3.15	0.35	3.5	17,828,406
2011	4,463,085,550	-14.94%	3.5	-	3.5	15,048,300
2012	3,891,594,126	-12.80%	3.54	0.45	3.99	15,000,700
2013	3,646,122,021	-6.31%	4.1502	0.1456	4.2958	15,120,750
2014	3,690,312,857	1.21%	4.1932	0.0773	4.2705	15,203,633
2015	3,892,358,641	5.48%	4.1609	0.0841	4.245	15,963,477
2016	4,129,619,115	6.10%	4.0828	0.1622	4.245	16,973,093
Change 2008-2016	(2,880,258,306)	-0.41	1.8705	-0.5878	1.28266	(3,211,247)





Measuring Results

Find Your Florida



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Citizen Survey Results

BACKGROUND

The citizen survey is conducted annually by International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff. The survey is mailed out randomly to 1,200 households and the typical response rate is 39% or 426 responses. The results are statistically weighted to reflect demographic composition and a 5% margin of error is used to compare results.

PURPOSE

The purpose of the annual citizen survey is to assist with the annual assessment of the Strategic Action Plan process for the implementation of the City's Long-term Vision and to provide a statistically valid overview of resident opinions about the quality of life, City services, civic participation and issues of local interests. Benchmark comparisons are used to compare results with other municipalities and Year to Year Comparison is used to identify "strategically significant" changes. The results of the survey are one of the many tools used to develop the annual budget.

GOALS

The goal of the citizen survey is to identify strengths and weaknesses and to assist the City in planning, allocating resources and evaluating programs for improved services, more civic engagement, better community, quality of life and stronger public trust.

FOCUS

- √ Community Quality
- √ Community Design
- √ Environmental Sustainability
- √ Public Safety
- √ Recreation and Wellness
- √ Community Inclusiveness
- √ Civic Engagement
- √ Public Trust

Summary

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report summarizes Palm Coast’s performance in the eight facets of community livability with the “General” rating as a summary of results from the overarching questions not shown within any of the eight facets. The “Overall” represents the community pillar in its entirety (the eight facets and general).

By summarizing resident ratings across the eight facets and three pillars of a livable community, a picture of Palm Coast’s community livability emerges. Below, the color of each community facet summarizes how residents rated each of the pillars that support it – Community Characteristics, Governance and Participation. When most ratings were higher than the benchmark, the color is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

When compared to other communities across the nation, most facets were rated similarly to the benchmark. Economy tended to receive lower ratings, particularly in the pillars of Community Characteristics and Governance. Mobility received lower ratings in the pillar of Participation. This information can be helpful in identifying the areas that merit more attention.

Figure 1: Dashboard Summary

	Community Characteristics			Governance			Participation		
	Higher	Similar	Lower	Higher	Similar	Lower	Higher	Similar	Lower
Overall	5	36	10	1	37	5	2	28	6
General	2	4	1	0	3	0	0	3	0
Safety	0	3	0	0	7	0	1	2	0
Mobility	2	5	0	0	4	2	0	0	3
Natural Environment	1	2	0	1	5	0	1	2	0
Built Environment	0	4	1	0	6	0	0	1	1
Economy	0	2	6	0	0	1	0	3	0
Recreation and Wellness	0	6	1	0	4	0	0	5	0
Education and Enrichment	0	5	1	0	2	0	0	3	0
Community Engagement	0	5	0	0	6	2	0	9	2

Legend	
	Higher
	Similar
	Lower

The National Citizen Survey™

Figure 2: Detailed Dashboard

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
General	Overall appearance	↔	↑	84%	Customer service	↔	↔	67%	Recommend Palm Coast	↔	↔	80%
	Overall quality of life	↔	↔	73%	Services provided by Palm Coast	↔	↔	71%	Remain in Palm Coast	↔	↔	85%
	Place to retire	↔	↑	79%	Services provided by the Federal Government	↔	↔	36%	Contacted Palm Coast employees	↔	↔	53%
	Place to raise children	↔	↓	68%								
	Place to live	↔	↔	80%								
	Neighborhood	↔	↔	85%								
Safety	Overall feeling of safety	↔	↔	76%	Police	↔	↔	80%	Was NOT the victim of a crime	↔	↔	87%
	Safe in neighborhood	↔	↔	92%	Crime prevention	↔	↔	55%	Did NOT report a crime	↔	↔	78%
	Safe downtown/commercial area	↔	↔	89%	Fire	↔	↔	93%	Stocked supplies for an emergency	↓	↑	47%
					Fire prevention	↓	↔	70%				
					Ambulance/EMS	↔	↔	91%				
					Emergency preparedness	↔	↔	68%				
Mobility	Traffic flow	↓	↔	47%	Traffic enforcement	↔	↔	55%	Carpooled instead of driving alone	↔	↓	34%
	Travel by car	↔	↔	62%	Street repair	↔	↔	63%	Walked or biked instead of driving	↔	↓	46%
	Travel by bicycle	↔	↑	70%	Street cleaning	↔	↔	69%	Used public transportation instead of driving	↔	↓↓	3%
	Ease of walking	↔	↔	66%	Street lighting	↔	↓	45%				
	Overall ease travel	↔	↔	67%	Sidewalk maintenance	↔	↔	66%				
	Public parking	↔	↔	71%	Traffic signal timing	↔	↓	35%				
Natural Environment	Paths and walking trails	↔	↑	81%								
	Overall natural environment	↔	↔	87%	Garbage collection	↔	↔	87%	Recycled at home	↔	↑	96%
	Air quality	↔	↔	85%	Recycling	↔	↔	87%	Conserved water	↔	↔	91%
	Cleanliness	↔	↑	85%	Yard waste pick-up	↔	↑	86%	Made home more energy efficient	↔	↔	76%
					Drinking water	↔	↔	60%				
					Open space	↓	↔	61%				
Built Environment					Natural areas preservation	↔	↔	65%				
	New development in Palm Coast	↔	↓	41%	Sewer services	↑	↔	73%	NOT experiencing housing cost stress	↔	↔	62%
	Affordable quality housing	↔	↔	59%	Storm drainage	↑	↔	51%	Did NOT observe a code violation	↑	↓	41%
	Housing options	↔	↔	70%	Utility billing	↔	↔	57%				
	Overall built environment	↔	↔	64%	Land use, planning and zoning	↑	↔	50%				
	Public places	↔	↔	65%	Code enforcement	↔	↔	49%				
				Cable television	↔	↔	55%					

Legend

↑↑ Much higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much lower * Not available

The National Citizen Survey™

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
Economy	Overall economic health	↔	↓	37%	Economic development	↔	↓	30%	Economy will have positive impact on income	↑	↔	23%
	Shopping opportunities	↔	↓	36%					Purchased goods or services in Palm Coast	↔	↔	99%
	Employment opportunities	↓	↓↓	6%					Work in Palm Coast	↔	↔	37%
	Place to visit	↔	↔	60%								
	Cost of living	↓	↔	37%								
	Vibrant downtown/commercial area	↓	↓	25%								
	Place to work	↔	↓↓	18%								
Recreation and Wellness	Business and services	↓	↓	44%								
	Fitness opportunities	↔	↔	79%	City parks	↔	↔	83%	In very good to excellent health	↔	↔	58%
	Recreational opportunities	↔	↔	67%	Recreation centers	↔	↔	61%	Used Palm Coast recreation centers	↓	↔	50%
	Health care	↔	↔	55%	Recreation programs	↔	↔	63%	Visited a City park	↔	↔	74%
	Food	↓	↔	51%	Health services	↔	↔	53%	Ate 5 portions of fruits and vegetables	↔	↔	79%
	Mental health care	↓	↓	31%					Participated in moderate or vigorous physical activity	↔	↔	81%
	Health and wellness	↔	↔	64%								
Education and Enrichment	Preventive health services	↔	↔	56%								
	K-12 education	↔	↔	60%	Public libraries	↔	↔	84%	Used Palm Coast public libraries	↔	↔	64%
	Cultural/arts/music activities	↓	↔	41%	Special events	↑	↔	66%	Participated in religious or spiritual activities	↔	↔	53%
	Child care/preschool	↓	↔	44%					Attended a City-sponsored event	↔	↔	51%
	Religious or spiritual events and activities	↔	↔	70%								
	Adult education	↓	↔	48%								
Community Engagement	Overall education and enrichment	↔	↓	54%								
	Opportunities to participate in community matters	↔	↔	52%	Public information	↔	↔	62%	Sense of community	↔	↓	47%
	Opportunities to volunteer	↔	↔	67%	Overall direction	↔	↔	47%	Voted in local elections	↔	↔	87%
	Openness and acceptance	↔	↔	65%	Value of services for taxes paid	↓	↔	46%	Talked to or visited with neighbors	*	↔	94%
	Social events and activities	↔	↔	46%	Welcoming citizen involvement	↓	↔	38%	Attended a local public meeting	↔	↔	22%
	Neighborhoodliness	↔	↔	53%	Confidence in City government	↔	↓	35%	Watched a local public meeting	↓	↓	18%
					Acting in the best interest of Palm Coast	↔	↔	40%	Volunteered	↔	↔	38%
					Being honest	↔	↓	39%	Participated in a club	↔	↔	34%
					Treating all residents fairly	↔	↔	42%	Campaigned for an issue, cause or candidate	↔	↔	20%
									Contacted Palm Coast elected officials	↔	↔	16%
								Read or watched local news	↔	↔	89%	
								Done a favor for a neighbor	*	↔	82%	

Legend

↑↑ Much higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much lower * Not available

Performance Measurement

BACKGROUND

Staff has developed a performance measurement and reporting system to align department services and programs with City Council's Strategic Action Plan. The program was developed by a group of employees, through a team approach and was overseen by the City Manager. The system allows departments to measure results and make any necessary adjustments to operations during the year to ensure the desired results over the course of the year.

PROGRESS REPORTS

Staff receives training on an annual basis related to inputting data into the performance measurement system and also reporting the data to management. Each department has created a data collection system which works best for their staff, however one staff member is ultimately responsible for inputting the results of the performance measures to the measurement system. When staff meets with the City Manager to review the final results of their fiscal year budget, the results of the year's performance measures are also reviewed. The review process occurs throughout the year on a quarterly basis and allows the City Manager to review progress being made as well. These quarterly reviews also offer an opportunity to discuss areas of concern where there may be a lack of progress being made throughout the year. This allows the City Manager to identify problem areas well in advance and make adjustments as needed to ensure the City's success in achieving the six goals set forth in the Strategic Action Plan. The City Manager also has the ability to make changes to the measures over the course of the year if, for example, staff is completing measures at a quicker pace than what was originally anticipated.

PERFORMANCE MEASURES

These performance measures were created to track the department on an individual basis and show the progress (or lack-of) being made towards the six goals established by City Council in the Strategic Action Plan. The measures range from monitoring operating functions and their efficiency, to addressing infrastructure needs systematically, rather than reactively, to ensure a strong future for the City. The Strategic Action Plan is reviewed each year by City Council just prior to budget preparation time. After the review, staff meets with the City Manager to discuss which measures will carry over to the next fiscal year and any new measures which will be added. Although staff is given the opportunity to have input in this process, the City Manager ultimately decides what measures will be assigned for the following fiscal year.

2015 Performance Results

Before looking forward to the next year it's crucial to look back at the results of the previous year. This approach allows departments to plan accordingly to ensure that City Council goals are being met. The annual results of the performance measures are one of the many tools used to develop the annual budget. A comprehensive report is published each year titled "Measuring Results" which contains a detailed look at performance by goal and by department. This report is available in the finance section of the City's website at www.palmcoastgov.com. The "Measuring Results" document is also used by City Council during the annual strategic action plan review. The annual review by City Council takes place just before the annual budget process kicks off allowing departments to plan accordingly in the next year's budget.

A closer look at departmental objectives, tied to City Council goals, and highlights from 2015 can be found in the "Budget Detail by Department" section of this document.

Goal 1 Infrastructure

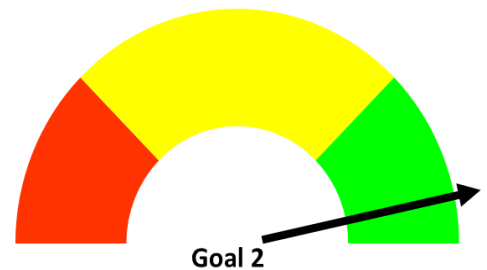
To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.



2015 Results: 84.42% Complete

Goal 2 Economic

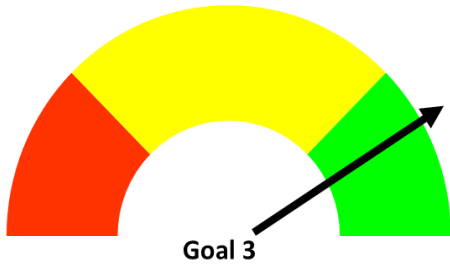
To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values



2015 Results: 93.27% Complete

Goal 3 Finance

To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses



2015 Results: 83.19% Complete

Goal 4 Environmental

To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

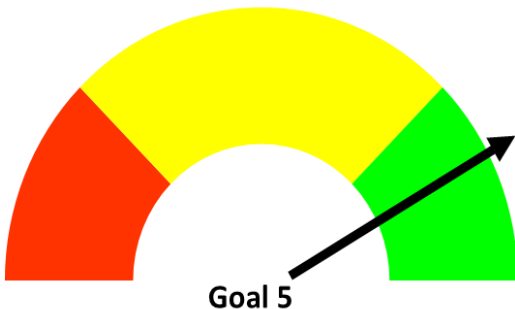
2015 Results: 87.05% Complete



Goal 5 Quality of Life

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

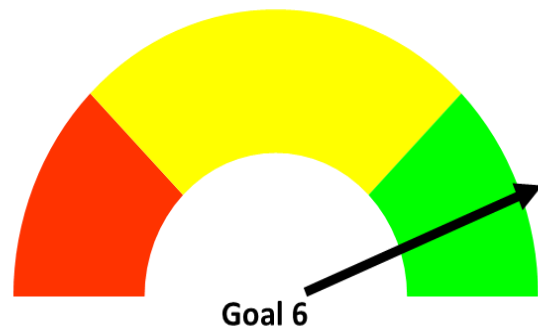
2015 Results: 86.44% Complete



Goal 6 Workforce Talent

To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

2015 Results: 90.49% Complete





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Budget Overview

Find Your Florida



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Budget Process

Focusing on the Outcome

BUDGETARY BASIS

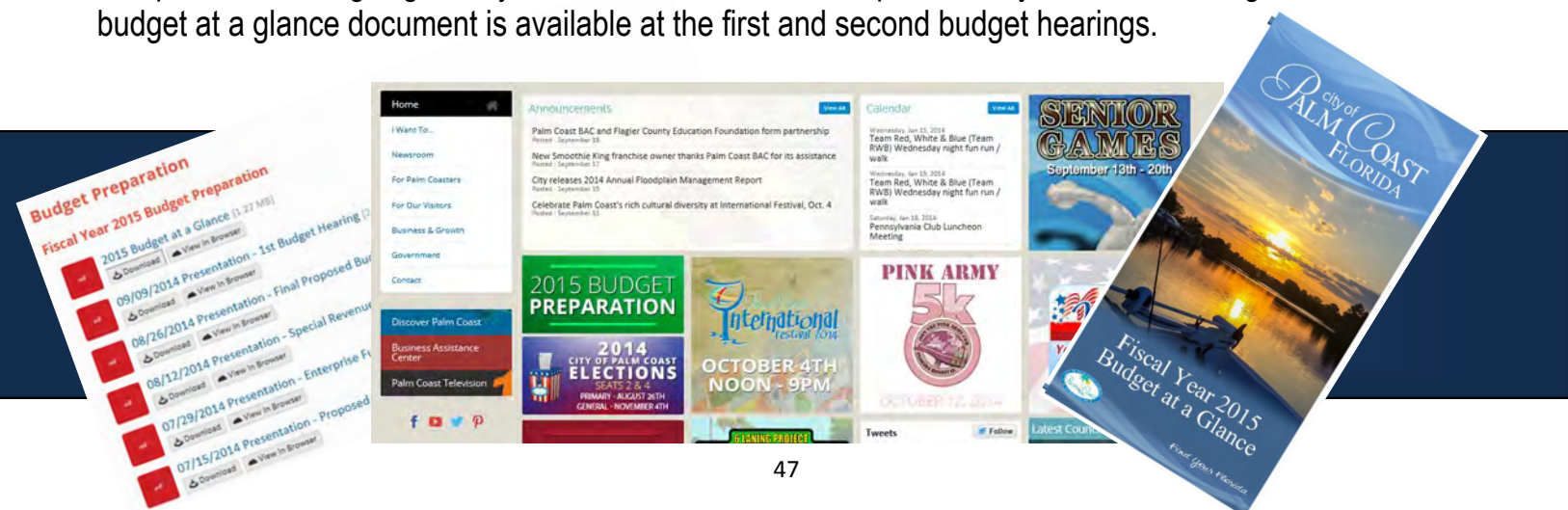
Governmental Funds are budgeted using the modified accrual basis of accounting. Revenues are recognized when they become available and measurable. An example would be sales tax or state revenue sharing that is measurable but may not be received until after the end of the fiscal year. Expenditures are 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 expensed when they are incurred.

METHODOLGY

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.

PUBLIC PARTICIPATION

Ensuring ample opportunity for public input is an important part of the budget preparation process. A series of presentations over the course of six months are provided to City Council in public workshops where citizens can not only view the information at the workshop but also can obtain copies of all presentations and other helpful documents on the City website by clicking on the "Budget Preparation" link on the City's homepage. During the fiscal year 2016 budget adoption process, 15 public presentations were made to City Council regarding the overall process. To further assist the public with this process a budget glossary is available at all workshops and City Council meetings. In addition, a budget at a glance document is available at the first and second budget hearings.



PREPARATION

Budgeting with an outcome in mind requires a direct link between departmental spending and the Strategic Action Plan (SAP). The SAP is reviewed on an annual basis and adjustments are made according to City Council direction. This review is done just prior to the departmental budget preparation period and after the presentation to City Council of the Annual Progress Report. This allows staff to budget accordingly in order to meet City Council goals for the following year. This approach helps to bridge the gap between the SAP and the annual budget.

During budget preparation time, each department first outlines functions and goals to accomplish in the coming fiscal year. A detailed estimate of monies and personnel required to provide these services is then prepared by the department. These requests are then reviewed by the City Manager and Finance staff. Upon completion of this review, and matching with the projected revenues available, a balanced budget, where revenues are equal to expenditures, is prepared.

During the months of July and August the City Manager presents the proposed budget to the City Council. This takes place over the course of several City Council workshop sessions. During each session the City Council reviews the proposed budgets by department and by fund.

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.



REVIEW

Once the budget is approved, departments begin meeting with the Finance Department and the City Manager on a quarterly basis to review the year to date budget and overall performance results. These quarterly reviews provide an opportunity for the department to highlight achievements from the previous quarter and to discuss progress to date. This process allows management to make adjustments during the year to ensure success towards meeting City Council goals. Each department head provides a formal report which is made available to both City Council and to the public each quarter via the City's website. This report gives City Council a birds eye view of the progress being made throughout the fiscal year.



The end of year performance and budget results are reviewed in December. These results provide the foundation for the Annual Progress report which is presented to City Council in February. In January, each Department Director receives their annual performance evaluation. The evaluation includes a review of the previous fiscal year's budget results, the Citizen Survey results, the Annual Progress Report and a self-evaluation. The timing of this evaluation provides the Department Director with an opportunity to plan for the necessary changes needed for the upcoming fiscal year prior to the start of the budget preparation period. This final step brings the overall strategic planning process full circle again.



For the second consecutive year the International City/County Management Association has recognized the City of Palm Coast's performance management process which aligns department spending with the City Council's Strategic Action Plan. The ICMA certificates are awarded at three levels, Achievement, Distinction, and Excellence. Only 48 jurisdictions in the United States and only six Florida cities received the award in 2015.

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Budget Calendar

Focusing on the Outcome

HELPFUL HINT!

Click on a description below to be taken to the City's website where this information can be found.

January

- ◆ Fiscal year 2015 1st quarter results provided to City Council

February

- ◆ Fiscal year 2014 Audit Report and final operating results submitted to City Council

March

- ◆ 2014 Annual Progress Report and Citizen Survey Results provided to City Council
- ◆ 10 Year Infrastructure Capital Improvement Program (CIP) project schedule and funding report submitted to City Council

April

- ◆ Strategic Action Plan Annual Evaluation
- ◆ Year to Date budget presentation to City Council
- ◆ Budget planning meeting (refresher) with staff
- ◆ Budget system opened for department input
- ◆ Fiscal year 2015 2nd quarter results provided to City Council

May

- ◆ Fund Accounting Overview presentation provided to City Council
- ◆ Budgets prepared by departments and reviewed with Finance Department
- ◆ Long Term Financial Planning presentation provided to City Council

June

- ◆ Revenue Source Overview presentation provided to City Council
- ◆ Budgets reviewed with City Manager
- ◆ Property Tax Overview presentation provided to City Council

July

- ◆ Preliminary General Fund budget and Maximum Millage Rate presentation to City Council
- ◆ Maximum Millage Rate (TRIM rate) adopted
- ◆ Fiscal year 2015 3rd quarter results provided to City Council
- ◆ 5 Year Capital Improvement Program (CIP) finalized

August

- ◆ TRIM notices issued by Flagler County Property Appraiser
- ◆ Proprietary, Internal Services, Special Revenue and Capital Projects funds budget workshops
- ◆ Final Budget presentation to City Council

September

- ◆ Public hearings to adopt tentative and final budget and millage rate

December

- ◆ Finalize year-end budget results
- ◆ Fiscal year 2015 end of year review for departments with the City Manager
- ◆ Fiscal year 2015 end of year results provided to City Council

Budget Amendment Process

SUPPLEMENTAL APPROPRIATION AMENDMENTS AFTER ADOPTION

If, during the fiscal year the City Manager certifies that there are revenues in excess of those estimated in the budget, available for appropriation, 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 un-appropriated 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 appropriation 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.

Long Term Financial Plan

PLANNING PROCESS

The long-term financial plan is the foundation of the strategic planning process. The plan provides direction for the allocation of resources and ensures fiscal responsibility. The long-term plan is reviewed and revised each year after the annual financial audit and during the annual budget preparation. The timing of the review allows staff an opportunity to evaluate existing policies in order to implement new strategies before fiscal constraints negatively impact the budget. This practice allowed the City to remain fiscally sound during the past recessionary period.

The General Fund, Utility Fund and Stormwater Fund are the City's main operating funds and therefore a priority when evaluating the long-term financial plan. Long-range planning for capital funds are discussed in the Capital Improvement Program section later in this document.

PERSONNEL

As economic conditions improve, the job market is becoming more competitive. This was apparent this past year as many long-time employees left employment with the City to pursue new endeavors. In an effort to mitigate the loss of talented staff, and to remain competitive in the current job market, the fiscal year 2016 budget includes a base salary adjustment of 2% as well as provisions for merit increases not to exceed an average of 2% department wide. City Council also approved an additional 1% merit increase in the fiscal year 2016 budget to recognize high performing employees.

IN-HOUSE PROJECTS

One way that the City continues to maintain lean operating costs, while raising the bar on the level of service being provided, is by evaluating all project needs before using an outside contractor. Whenever possible, our talented staff is used to complete projects that would have otherwise been outsourced. During the planning stage, staff completes a cost-benefit analysis to make a determination as to whether work should be completed by staff or be outsourced.



In fiscal year 2013, landscaping services were brought in-house allowing the City to reduce its costs for maintaining city facilities while increasing the level of service. City crews have also completed the construction of many miles of popular multi-use paths within the city. In fiscal year 2015 the Fleet Management division took over the maintenance of Fire fleet and in fiscal year 2016 a move to a brand new City Hall prompted a decision to bring custodial services in-house.

These changes continue to produce cost savings while boosting morale among employees. Staff continues monitoring in-house programs closely to ensure the changes made continue to produce a cost savings while increasing the quality of services.



REVENUE

In an ongoing effort to keep City Council well informed, staff created an inventory of all funding sources. The guide includes information about restrictions on each revenue source and identifies funding options available for future needs. There are two funding sources which are not currently in use and are available for future funding. These include the Public Service Tax and Utility Franchise Fees. Both of these funding sources represent the potential for nearly \$8 million of new revenue annually. This discussion takes place each year during the budget preparation process.

LOCAL ECONOMY

A strong economic environment is critical to the long range financial health of the city. Taxable sales continue to rise and have indicated that tourism efforts as described in City Council's goal 2 of the strategic action plan have had a positive impact on the community.



New home construction is increasing and the number of single family residential permits are at an all time high since 2009. After several years of declining property values during the recession, property values have increased for the third consecutive year and the trend is expected to continue. Improving economic conditions as well as City Council's focus on beautification and strengthening neighborhoods has contributed to the continuing increase in property values.

As with many municipal golf courses in the area, the City's golf course is seeing declining revenues and is being subsidized by General Fund revenue. The Parks and Recreation Department however, is seeing an increase in rentals and participation in recreational activities offered by the City. At the end of fiscal year 2015, summer camp registration was at an all time high since 2010. Community Center reservations also continue to climb and have more than doubled since 2012. The growing number of athletic tournaments being held in Palm Coast are having a positive impact on sales tax collections within the county. The economic impact in the community of sporting events since 2011 is estimated to have increased from \$1.6 million in 2011 to \$4.5 million in 2015.

FORECAST ASSUMPTIONS

<u>Statistical Data</u>	<u>Source</u>
POPULATION	Based on Bureau of Economic Business Research (BEBR) annual estimates
CONSUMER PRICE INDEX (CPI)	US Bureau of Labor statistics, www.bls.gov, based on 10-year avg.
MARKET VALUE CHANGE	Estimated increase in assessed value in addition to new construction for current fiscal year
TAXABLE SALES	State of Florida, Department of Revenue

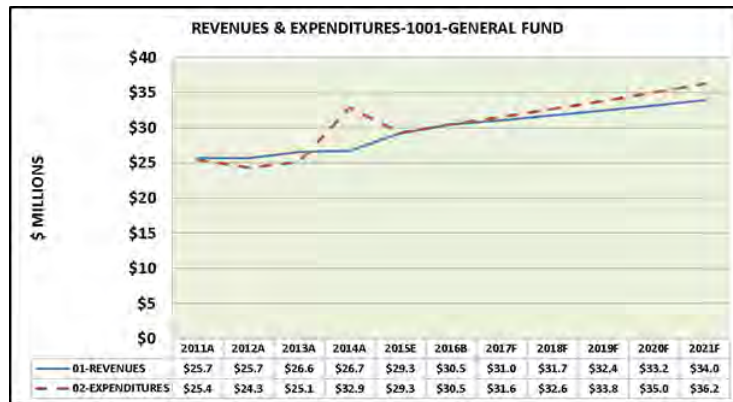
<u>Revenue Source</u>	<u>Assumption</u>
AD VALOREM TAXES	Assume average increase of new construction of 1.25% over prior year, 1% annual market value change, and flat millage rate
SMALL COUNTY SURTAX	Based on historical data increase 4% per year
LOCAL OPTION FUEL TAX	Based on historical data keep flat
COMMUNICATION SERVICE TAX	Due to a continuing decline in this revenue source, assume decrease of 1% per year
PERMITS, FEES AND SPECIAL ASSESSMENTS	Increase 3% per year based on residential permitting trend
STATE REVENUE SHARING	Based on historical data, increase 4% per year
1/2 CENT SALES	Based on historical data, increase 4% per year
CHARGES FOR SERVICES	Based on historical data, increase 4% per year
STORMWATER FEES	A .5% increase per year has been assumed based on an estimate of potential commercial properties being developed each year.

<u>Expenditures Type</u>	<u>Assumption</u>
PERSONNEL SERVICES	4% increase per year based on currently approved staffing level
PROFESSIONAL AND CONTRACT SERVICES	Increase by CPI
OPERATING EXPENDITURES	Increase by CPI
STREET LIGHTS EXPENSES	Based on historical data, increase by 5% per year
CAPITAL OUTLAY	Based on 5 year CIP and 10 year infrastructure funding plan which is revised annually
PROPERTY, LIABILITY AND AUTO INSURANCE	Based on historical data, increase by 15% per year

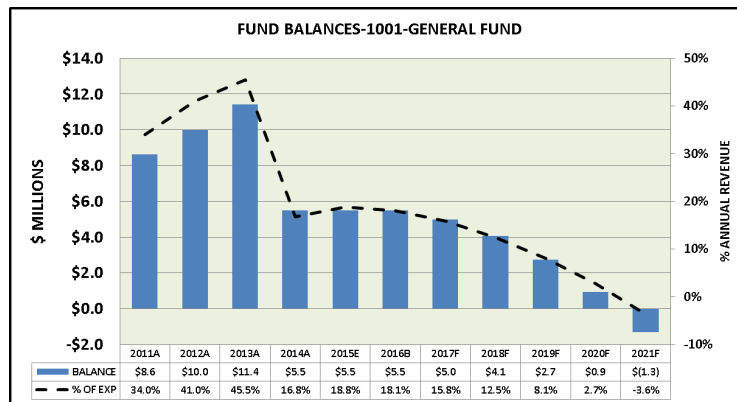
GENERAL FUND

This year City Council adopted a millage rate of 4.2450 for the second year in a row. This was possible because of gross taxable property values increasing 6% from \$3,892,358,641 in fiscal year 2015 to \$4,142,103,986 in 2016. This is the third consecutive year that taxable values have increased.

Property taxes account for approximately 11% of the total City revenue. However, it is the largest single revenue source for the General Fund. City Council is sensitive to the public's desire to maintain level property taxes, but inflationary pressure and future infrastructure needs will inevitably have an effect on future millage rates. Residents also continue to request additional services. Without significant and continuing growth in the taxable value of property, keeping the millage rate flat is not sustainable.



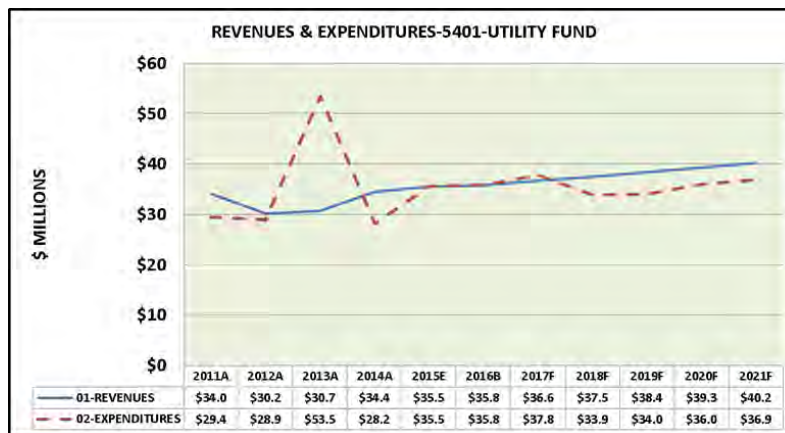
Other major sources of tax revenue for the General Fund include the Communication Services Tax and the Half-Cent Sales Tax. Although sales tax revenue has been increasing, the Communications Services Tax has been steadily declining. Continued pressure on General Fund revenue raises concerns about the ability to remain in compliance with the fund balance policy in future years.



Personal services, totaling \$16.4 million of the \$30.4 million fiscal year 2016 General Fund budget, accounts for more than half of the total expenditures in the General Fund. Public safety is the largest function supported by the General Fund with general government being the next largest followed by transportation and recreation.

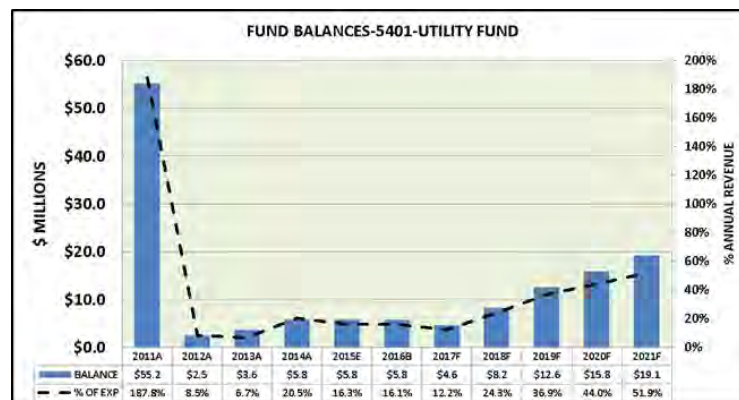
UTILITY FUND

During the recent recession, growth within the Utility service area decreased significantly. Growth is at an all time high since the recession and the Utility Fund is now feeling the impact of increased needs in utility services. Based on recent trends for residential building permits and population projections, an increase in growth in the current water and wastewater customer base is expected. In order to continue to meet capacity needs, the five-year capital improvement plan includes a second Wastewater Treatment facility. This \$30 million project is being funded through state loan program proceeds at an interest rate of only .67%. This will save over \$6 million in interest costs over the life of the loan.



In 2013 the City refunded its 2003 Utility Revenue Bonds which produced a present value debt service savings of over \$6 million. The City also issued an additional \$20 million for immediate capital needs. Due to the debt service savings, the additional borrowing only netted an overall annual increase in debt service of approximately \$500,000.

As a result of a 2013 rate study, a series of rate increases took place ending in October 2014. This allowed for contributions to the Utility Capital Projects fund to be increased from 5% of gross revenues to 10% for the repair and renewal (R&R) of aging infrastructure. These rate increases have helped stabilize the fund balance in the Utility Fund and will support future debt service resulting from the additional Wastewater Treatment facility without increasing utility rates. To stay ahead of rising operating costs and capital infrastructure needs, City Council has instituted a new program of updating the rate study every few years. Long-range planning for utility capital projects is further discussed in the Capital Improvement Program section of this document.

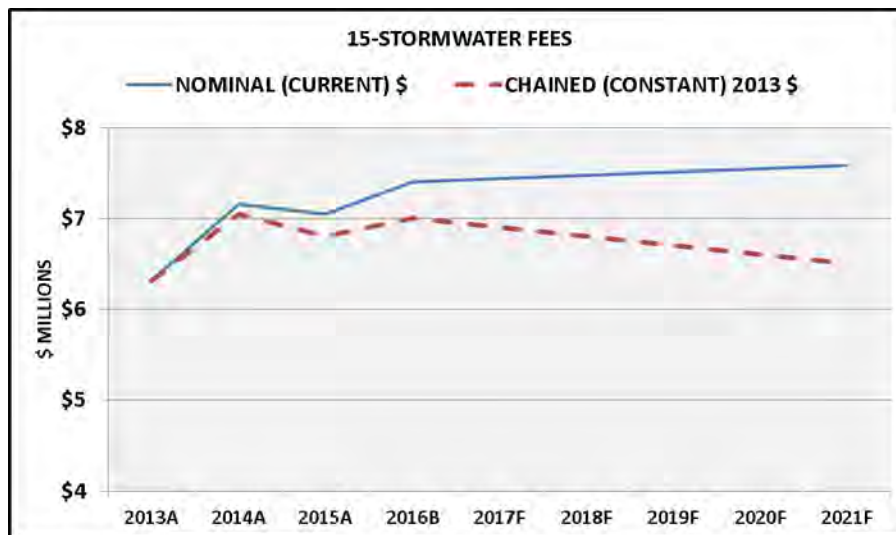


STORMWATER FUND

In 2004, the City of Palm Coast established the Stormwater Fund in order to support the maintenance and improvement needs of the City's stormwater system. Residential developed properties within the stormwater service area are currently billed a flat fee monthly while residential undeveloped properties are billed annually. For commercial and larger parcels, the fee is calculated based on a combination of factors including impervious and pervious area, the size of the parcel and the property's use. Some of these properties may also qualify for a reduced service credit.

Revenue generated by the stormwater fee is used solely for the maintenance and rehabilitation of the stormwater drainage system. Improvements and maintenance of the system is supported largely by charges for service however, due to constricted revenue a small portion of property taxes are used to help support the fund as well. As operating costs continue to increase, the fund's ability to support the current level of service without additional revenue is diminishing.

Funding to support the stormwater system is discussed each year during the annual budget process. Pressure from citizens to keep stormwater rates flat makes it difficult to address funding needs without decreasing the current level of service. As a result of both developed and undeveloped property being charged a stormwater fee, revenue increases resulting from new development is minimal. City Council will be deliberating on indexing the stormwater fee to keep pace with inflationary pressure on construction costs. To date, major revenue sources that are used for construction purposes in other funds have automatic increases tied to various indexes. By indexing the stormwater fee, the erosion of purchasing power can be mitigated. Keeping a flat stormwater fee will decrease program results over time and is not sustainable.



CONCLUSION

Maintaining a conservative long range financial plan is a critical component of the City's long term planning process. To help secure financial sustainability, staff regularly looks for ways to expand the use of grants, maintain lean operating costs through the use of in-house talent and manage long-term fixed costs. With rising demands for City services, coupled with the continued increase in the cost of services, an annual evaluation of the long-term financial plan is key to the long term fiscal sustainability of the City.



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Executive Summary

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Summary of Major Budgetary Changes

Fiscal Year 2015 Budget vs. 2016 Budget

- ⇒ The FY 2016 Ad Valorem Tax Receipt revenue is being budgeted 6.4% or \$1,035,690 higher than FY 2015. This is due to an increase in property values of \$249,745,345.
- ⇒ A Facilities Maintenance Fund was established for fiscal year 2016. This is an internal services fund. The Facilities Maintenance division, previously in the General Fund is now budgeted here. All departments are charged an allocation to recover the cost of to operate this division.
- ⇒ A Communications Fund was established for fiscal year 2016. Departments with 800MHz handheld and vehicle mounted radios pay an allocation into the internal services fund for the future replacement of the communications equipment.
- ⇒ The Engineering and Stormwater department has been eliminated. A reorganization of staff within the department took place creating a Construction Management & Engineering division of the Community Development department.
- ⇒ The Utility department, which was previously a division of Public Works, is once again a stand alone department. This change was only operational and there were no changes in funding as a result of the change. The department was combined with Public Works in previous years.
- ⇒ Approximately \$350,000 is being budgeted organization-wide for fiscal year 2016 for first time purchases of new fleet. These purchases are new equipment and vehicles approved for fiscal year 2016. This includes first time fleet purchases only, not the replacement of existing fleet. These purchases are budgeted by departments through a transfer to the Fleet Fund. The actual purchase is made by and budgeted for in the Fleet Fund.

Budget Overview

FUND/DEPARTMENT	Proposed FY 16
Total General Fund	\$ 30,491,715
Special Revenue Funds	
CDBG fund	718,925
Police Education Fund	26,000
Police Automation Fund	10,000
Distaster Reserve Fund	2,177,207
Recycling Revenue Fund	244,829
Streets Improvement Fund	9,586,216
Park Impact Fee Fund	750,000
Fire Impact Fee Fund	109,200
Development Special Projects Fund	226,599
Transportation Impact Fee Fund	1,274,000
Neighborhood Stabilization Fund	12,000
Old Kings Road Special Assessment Fund	399,435
BAC Fund	60,225
SR100 Community Redevelopment Fund	1,594,355
Capital Projects Fund	6,772,600
Enterprise Funds	
Utility Fund	35,820,886
Utility Capital Projects Fund	30,638,981
Solid Waste Fund	7,400,000
Stormwater Management Fund	7,839,624
Building Permits Fund	1,651,247
Information Technology Fund	2,608,169
Internal Services Funds	
Self Insured Health Fund	3,400,000
Fleet Management Fund	4,964,270
Fleet Communication Fund	261,100
Facilities Maintenance Fund	640,532
Subtotal Budget All Funds	\$ 149,678,115
Less: Interfund Transfers	16,418,678
Total	\$ 133,259,437

Budget Summary

By Fund Type

Fund Type	Estimated Revenue	Operating Expenditures & Contingency	Capital Expenditures	Operating Transfers	Total Expenditures
General Fund	\$ 30,491,715	\$ 29,926,715	\$ 21,000	\$ 544,000	\$ 30,491,715
Special Revenue Funds					
CDBG Fund	718,925	409,765	-	309,160	718,925
Police Education Fund	26,000	26,000	-	-	26,000
Police Automation Fund	10,000	10,000	-	-	10,000
Disaster Reserve Fund	2,177,207	2,177,207	-	-	2,177,207
Special Events Fund	244,829	244,829	-	-	244,829
Streets Improvement Fund	9,586,216	108,000	9,478,216	-	9,586,216
Park Impact Fee Fund	750,000	-	525,000	225,000	750,000
Fire Impact Fee Fund	109,200	109,200	-	-	109,200
Development Special Projects Fund	226,599	226,599	-	-	226,599
Transportation Impact Fee Fund	1,274,000	1,114,000	-	160,000	1,274,000
Neighborhood Stabilization Fund	12,000	12,000	-	-	12,000
OKR Special Assessment Fund	399,435	399,435	-	-	399,435
BAC Fund	60,225	60,225	-	-	60,225
SR100 Community Redevelopment Fund	1,594,355	994,355	50,000	550,000	1,594,355
Capital Projects Fund	6,772,600	284,600	6,488,000	-	6,772,600
Sub-Total	23,961,591	6,176,215	16,541,216	1,244,160	23,961,591
Enterprise Funds					
Utility Fund	35,820,886	30,866,091	630,100	4,324,695	35,820,886
Utility Capital Projects Fund	30,638,981	11,464,483	19,174,498	-	30,638,981
Solid Waste Fund	7,400,000	7,400,000	-	-	7,400,000
Stormwater Management Fund	7,839,624	5,390,383	2,228,000	221,241	7,839,624
Building Permits & Inspections Fund	1,651,247	1,651,247	-	-	1,651,247
Information Tech & Comm Fund	2,608,169	2,241,517	352,000	14,652	2,608,169
Sub-Total	85,958,907	59,013,721	22,384,598	4,560,588	85,958,907
Internal Service Funds					
Self Insured Health Fund	3,400,000	3,400,000	-	-	3,400,000
Fleet Management Fund	4,964,270	2,310,470	2,653,800	-	4,964,270
Fleet Communications Fund	261,100	261,100	-	-	261,100
Facilities Maintenance Fund	640,532	640,532	-	-	640,532
Sub-Total All Funds	149,678,115	\$ 100,827,121	\$ 41,600,614	\$ 6,348,748	149,678,115
Less: Interfund Charges and Transfers	16,418,678				16,418,678
Total	\$ 133,259,437				\$ 133,259,437

Budget Summary

By Function

	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Total All Funds
CASH BALANCES BROUGHT FORWARD	\$ -	\$ 501,955	\$ 323,947	\$ 8,332,366	\$ 9,158,268
ESTIMATED REVENUES					
TAXES: Millage Per \$1,000					
Advalorem Taxes: 4.2450	\$ 16,374,630	\$ 363,863	\$ -	\$ 284,600	\$ 17,023,093
Sales, Use, and Fuel Taxes	400,000	-	-	4,200,000	4,600,000
Telecommunication Service Tax	2,475,000	-	-	-	2,475,000
Local Business Tax	375,000	-	-	-	375,000
Permits, Fees and Special Assessments	809,000	-	-	239,435	1,048,435
Intergovernmental Revenue	3,748,125	165,000	-	7,105,460	11,018,585
Charges for Services	4,890,218	54,629,333	35,000	1,891,570	61,446,121
Fines & Forfeitures	557,000	-	-	130,000	687,000
Interest Revenue	-	239,435	-	-	239,435
Miscellaneous Revenues	50,000	18,500	120,000	-	188,500
Non Revenues	-	1,646,475	8,423,455	-	10,069,930
Transfers from Other Funds	812,742	3,394,346	363,500	1,778,160	6,348,748
Debt Proceeds	-	25,000,000	-	-	25,000,000
Total Revenues and other Financing Sources	\$ 30,491,715	\$ 85,456,952	\$ 8,941,955	\$ 15,629,225	\$ 140,519,847
Total Estimated Revenues and Balances	\$ 30,491,715	\$ 85,958,907	\$ 9,265,902	\$ 23,961,591	\$ 149,678,115
Less: Interfund Transfers					16,418,678
Net Revenues					\$ 133,259,437
EXPENDITURES/EXPENSES					
General Government	\$ 8,595,675	\$ 2,241,517	\$ -	\$ 670,000	\$ 11,507,192
Public Safety	10,470,604	1,540,836	-	35,000	12,046,440
Physical Environment	-	62,767,150	-	-	62,767,150
Transportation	5,721,259	-	-	9,661,216	15,382,475
Economic Environment	327,249	10,000	-	449,265	786,514
Culture/Recreation	4,832,928	-	-	6,632,829	11,465,757
Internal Service	-	-	8,818,812	-	8,818,812
Debt Service	-	13,007,842	-	1,218,790	14,226,632
Transfers to Other Funds	544,000	4,560,588	-	1,244,160	6,348,748
Total Expenditures/Expenses	\$ 30,491,715	\$ 84,127,933	\$ 8,818,812	\$ 19,911,260	\$ 143,349,720
Reserves	-	1,830,974	447,090	4,050,331	6,328,395
Total Appropriated Expenditures and Reserves	\$ 30,491,715	\$ 85,958,907	\$ 9,265,902	\$ 23,961,591	\$ 149,678,115
Less: Interfund Transfers					16,418,678
Net Expenditures					\$ 133,259,437

Budget Summary

By Department

FUND/DEPARTMENT	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16
General Fund				
<i>City Council</i>	\$ 96,341	\$ 92,073	\$ 95,134	\$ 105,506
<i>City Manager</i>	358,763	357,155	371,531	367,054
<i>Communications and Marketing</i>	178,320	319,294	359,438	369,034
<i>Purchasing and Contracts Management</i>	266,364	243,660	265,442	311,459
<i>Economic Development</i>	171,346	151,419	288,659	327,249
<i>City Clerk</i>	121,475	128,152	136,153	150,410
<i>Human Resources</i>	341,306	368,031	442,672	479,363
<i>Law Enforcement</i>	2,599,691	2,599,691	2,623,433	2,720,287
<i>City Attorney</i>	383,490	390,280	393,678	449,037
<i>Financial Services</i>	678,107	683,226	726,305	779,118
<i>Fire</i>	7,316,620	7,397,056	7,867,333	7,750,317
<i>Engineering</i>	478,325	511,460	453,707	1,559,003
<i>Tennis Center</i>	-	-	274,729	273,929
<i>Golf Course</i>	-	-	1,549,433	1,604,970
<i>Parks and Recreation</i>	1,035,005	1,362,139	636,500	1,430,022
<i>Non-Departmental</i>	638,214	7,617,398	7,617,398	928,163
<i>Planning</i>	1,388,622	1,472,080	1,687,997	1,420,634
<i>Code Enforcement</i>	2,096,419	2,029,095	2,158,237	2,220,894
<i>Streets</i>	5,226,111	5,401,793	5,728,323	5,721,259
<i>Facilities Maintenance</i>	639,126	609,815	666,616	-
<i>Parks/Facilities</i>	1,108,836	1,126,992	1,302,100	1,524,007
Total General Fund	\$ 25,122,483	\$ 32,860,809	\$ 35,644,818	\$ 30,491,715
Utility Fund				
<i>Utility Customer Service</i>	1,223,480	1,262,852	1,439,859	1,637,378
<i>Utility Administration</i>	1,092,027	1,115,763	1,201,843	1,342,281
<i>Utility Maintenance</i>	552,047	652,292	702,904	765,868
<i>Wastewater Collection</i>	2,242,091	2,352,953	2,609,673	2,918,868
<i>Wastewater Treatment</i>	1,699,410	1,685,591	1,785,800	1,943,545
<i>Water Plant #1</i>	1,674,711	1,592,644	1,765,959	1,881,762
<i>Water Plant #2</i>	1,044,503	1,150,342	1,585,416	1,647,106
<i>Water Plant #3</i>	898,629	856,132	1,007,902	1,130,750
<i>Water Quality</i>	429,769	449,292	483,662	478,704
<i>Water Distribution</i>	2,796,652	2,866,739	3,065,266	3,160,608
<i>Non-Departmental</i>	44,038,658	20,472,175	19,873,021	18,914,016
Total Utility Fund	\$ 57,691,977	\$ 34,456,775	\$ 35,521,305	\$ 35,820,886

FUND/DEPARTMENT	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16
CDBG Fund	342,469	660,513	738,604	718,925
Police Education Fund	20,045	10,039	26,000	26,000
Police Automation Fund	103,520	76,380	145,000	10,000
Disaster Reserve Fund	-	31,041	2,177,207	2,177,207
Recycling Revenue Fund	252,211	170,784	242,085	244,829
Streets Improvement Fund	3,789,348	7,924,670	13,283,019	9,586,216
Park Impact Fee Fund	-	697,649	500,000	750,000
Fire Impact Fee Fund	-	-	105,000	109,200
Development Special Projects Fund	723,196	151,230	578,940	226,599
Transportation Impact Fee Fund	572,435	138,831	1,225,000	1,274,000
Neighborhood Stabilization Fund	1,285,801	619,676	94,500	12,000
Old Kings Road Special Assessment Fund	53,020	262,505	399,435	399,435
BAC Fund	20,840	14,175	75,875	60,225
SR100 Community Redevelopment Fund	1,191,767	7,130,265	1,965,988	1,594,355
Capital Projects Fund	731,331	2,875,245	11,264,319	6,772,600
Utility Capital Projects Fund	-	3,818	9,575,397	30,638,981
Solid Waste Fund	7,154,429	7,290,268	7,373,520	7,400,000
Stormwater Management Fund	4,331,661	4,971,568	7,646,589	7,839,624
Building Permits & Inspections Fund	1,226,810	1,282,662	2,491,553	1,651,247
Golf Course Fund	1,784,635	1,811,215	-	-
Tennis Center Fund	296,279	310,891	-	-
Information Technology & Comm Fund	2,749,162	2,624,038	2,526,105	2,608,169
Self Insured Health Fund	3,037,716	3,027,056	3,300,000	3,400,000
Fleet Management Fund	3,472,117	3,561,717	4,713,229	4,964,270
Fleet Communications Fund	-	-	-	261,100
Facilities Maintenance Fund	-	-	-	640,532
Total All Funds	\$ 115,953,252	\$ 112,963,820	\$ 141,613,488	\$ 149,678,115
Less: Interfund Transfers	34,819,470	22,362,256	17,378,290	16,418,678
Total	\$ 81,133,781	\$ 90,601,565	\$ 124,235,198	\$ 133,259,437

Revenues

REVENUE DESCRIPTIONS:

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. Ad valorem 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. The Flagler County Tax Collector collects and distributes the taxes to each taxing authority. This is considered to be general revenue for general purposes of the government entity.

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.

COMMUNICATIONS SERVICES TAXES: This tax is collected by the State. The tax revenues, less the DOR’s administrative cost deduction are distributed monthly to the appropriate jurisdictions. The tax is charged on telecommunications, video, direct-to-home satellite and related services. This tax may be used for any public purpose.

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.

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

LOCAL OPTION, USE, AND FUEL TAXES: These are local option taxes, including gas tax and the Small County Surtax collected within the county by retailers and paid to the State. The proceeds are distributed monthly by the Department of Revenue based on a State mandated formula or an inter-local agreement between the cities and the county.

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, vehicle maintenance, facilities maintenance and communications as well as contributions towards the Self Insured Health Fund.

OTHER FINANCING SOURCES: This is most often an appropriation of previous surplus, and proceeds from issuing debt.

PERMITS, FEES AND SPECIAL ASSESSMENTS: According to Section 205.042, Florida Statutes, a municipality may levy a local business tax receipt for the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction. This revenue also includes the Old King's Road special assessment and animal licenses.

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.

MAJOR REVENUE TRENDS:

There are 11 major revenue sources that account for 56 percent of the City's estimated revenues for fiscal year 2016. Appropriated fund balance accounts for another 7 percent of the revenue. The following is a more detailed analysis of the trends for these major revenue sources.

AD VALOREM TAXES: After several years of decreases, property values increased in fiscal year 2014 a modest 1.21%. Values have since increased 5.48% in 2015 and 6.42% in 2016. We anticipate a continuing increase in the next several years.

TELECOMMUNICATION SERVICES TAX: Decreases in this revenue have averaged about 4% over past years. Recent changes in the delivery of these services have decreased collections and the taxable base. We expect additional decreases of 1% to 2% in future years.

HALF-CENT SALES TAX: This revenue source has increased 14%, or \$299,302, since 2013. We expect to continue to see increases over the next few years of at least 1% to 2%.

LOCAL OPTION FUEL TAX: This funding source has seen significant fluctuations from year to year and even month to month. When compared to fiscal year 2013 this revenue has increased 2% and we expect this trend to continue.

SMALL COUNTY SURTAX

The Small County Surtax is levied at the rate of .5 percent pursuant to an ordinance enacted by a majority vote of the county's governing body. The proceeds are currently being allocated to the Capital Projects Fund. This tax replaced the Discretionary Sales Surtax which expired in December 2012. Since fiscal year 2014, the first full year for this revenue, there has been an increase of 3% or \$79,496. This increase is expected to continue.

STATE REVENUE SHARING

This revenue source has been fairly consistent. Overall from fiscal year 2013 to 2015 this revenue source increased 6% or \$93,907.

SOLID WASTE CHARGES: This charge is expected to mirror the population growth of about 1% to 2%. During fiscal year 2013 a rate reduction was possible due to the conversion of our solid waste trucks to natural gas. Our current contract ends in 2017 and rates will likely increase at that time.

STORMWATER UTILITY FEES: This fee is charged on developed and undeveloped property. A rate increase of approximately 46% took place in fiscal year 2013. These additional fees are to fund an aggressive capital improvement program. In subsequent years, a 1% to 2% growth rate is anticipated.

TRANSPORTATION IMPACT FEES: Building permits issued have increased by 41% since 2013. The increase in the number of building permits has a direct impact on this revenue source. All construction related revenues are expected to increase 4% annually for the next three years.

WATER AND WASTEWATER SALES: This revenue source is related to the utility system. As a result of a new rate schedule, this revenue source increased 8% in 2013, with additional 4% increases in 2014 and 2015. Rates are indexed annually based on the June 30th C.P.I. each year.

WATER AND WASTEWATER IMPACT FEES: Like transportation impact fees this revenue source is expected to increase 4% annually for the next three years.

REVENUE DIVERSIFICATION:

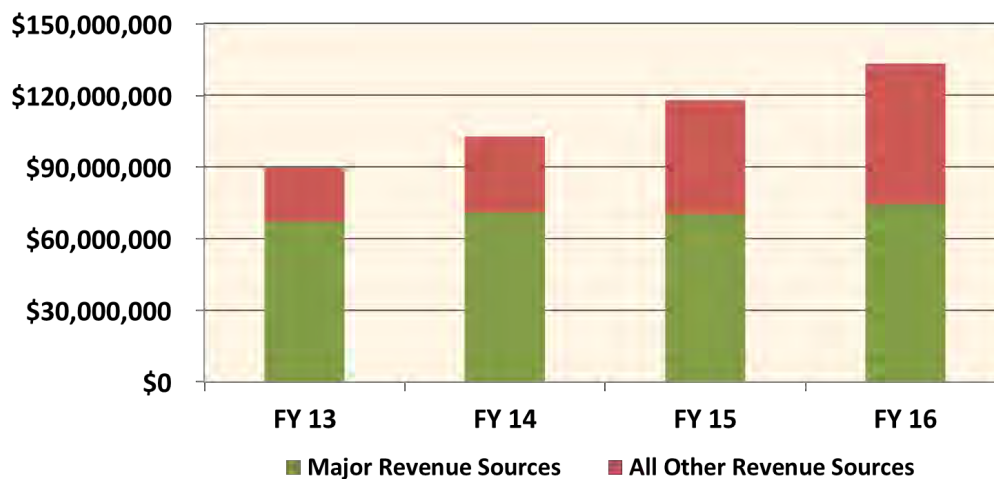
Some revenue sources which the City currently does not use but are available for future use include the following:

- Electric Franchise Fee
- Electric Utility Tax
- Fire Assessment Fee

Major Revenue Sources

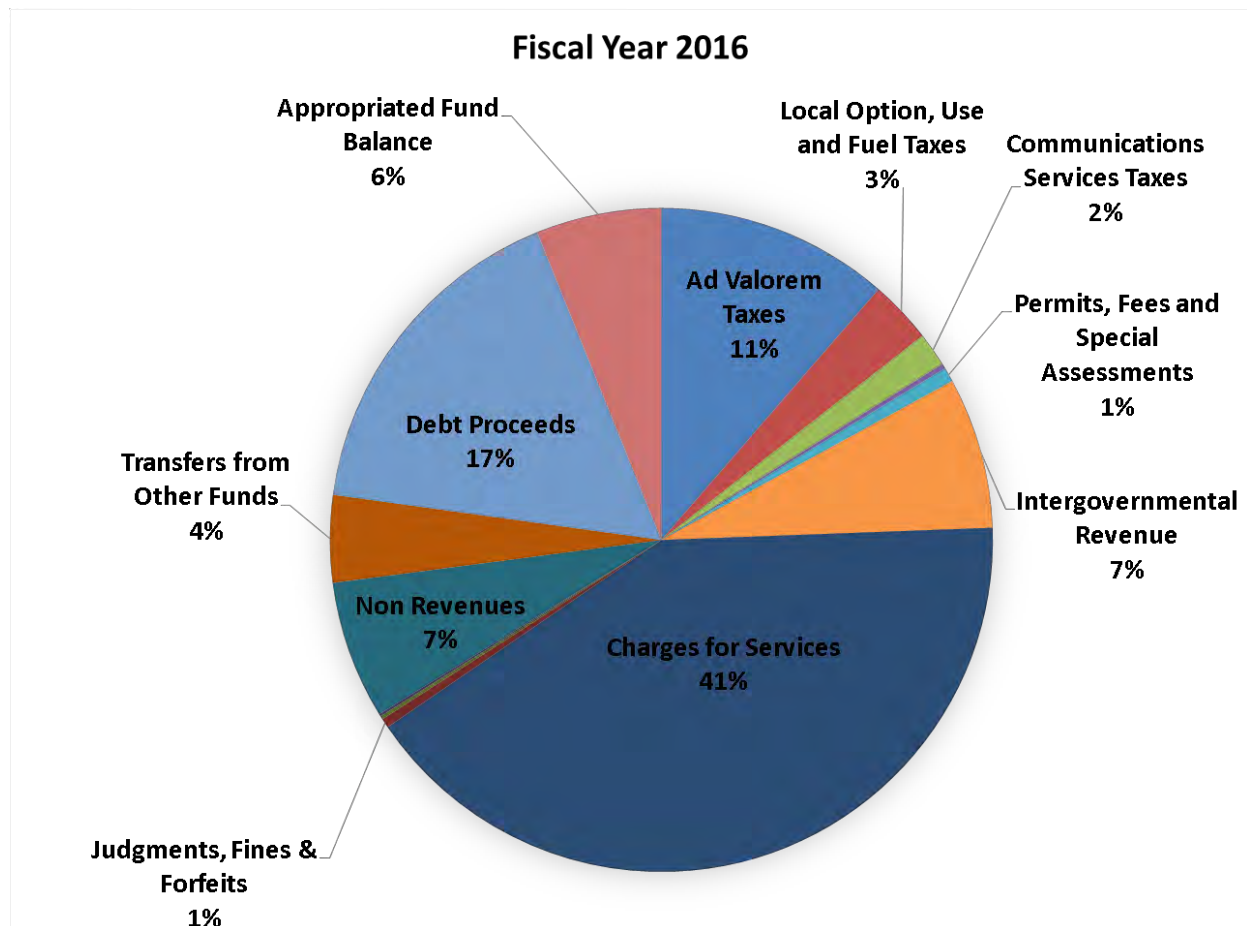
SOURCE	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16
Ad Valorem Taxes	\$ 15,027,541	\$ 15,226,390	\$ 15,987,403	\$ 17,023,093
Local Option, Use and Fuel Taxes	4,651,211	4,466,995	4,463,890	4,600,000
Telecommunication Service Tax	2,680,645	2,522,865	2,540,000	2,475,000
Half-Cent Sales Tax	1,947,655	2,074,462	2,178,185	2,230,000
Transportation Impact Fees	885,271	1,127,165	1,225,000	1,048,435
Water Sales	17,445,894	17,789,590	17,675,000	18,200,000
Wastewater Charges	10,421,240	11,817,305	10,453,500	12,975,750
Water Impact Fee	191,818	697,513	460,175	506,193
Wastewater Impact Fee	199,766	480,546	439,825	479,807
Solid Waste Charges	7,227,081	7,420,478	7,373,520	7,400,000
Stormwater Utility Fee	6,316,147	7,228,662	7,300,000	7,400,000
Debt Proceeds	2,088,000	5,839,000	-	25,000,000
Appropriated Fund Balance	-	-	16,872,643	9,158,268
All Other Sources	55,370,891	48,358,087	48,276,326	41,181,569
TOTAL	\$ 124,453,159	\$ 125,049,058	\$ 135,245,467	\$ 149,678,115
Less: Interfund Transfers	34,819,470	22,362,256	17,378,290	16,418,678
	\$ 89,633,688	\$ 102,686,802	\$ 117,867,177	\$ 133,259,437

Major Revenue Sources	66,994,267	70,851,970	70,096,498	74,338,278
All Other Revenue Sources	22,639,421	31,834,831	47,770,679	58,921,159
	\$ 89,633,688	\$ 102,686,802	\$ 117,867,177	\$ 133,259,437



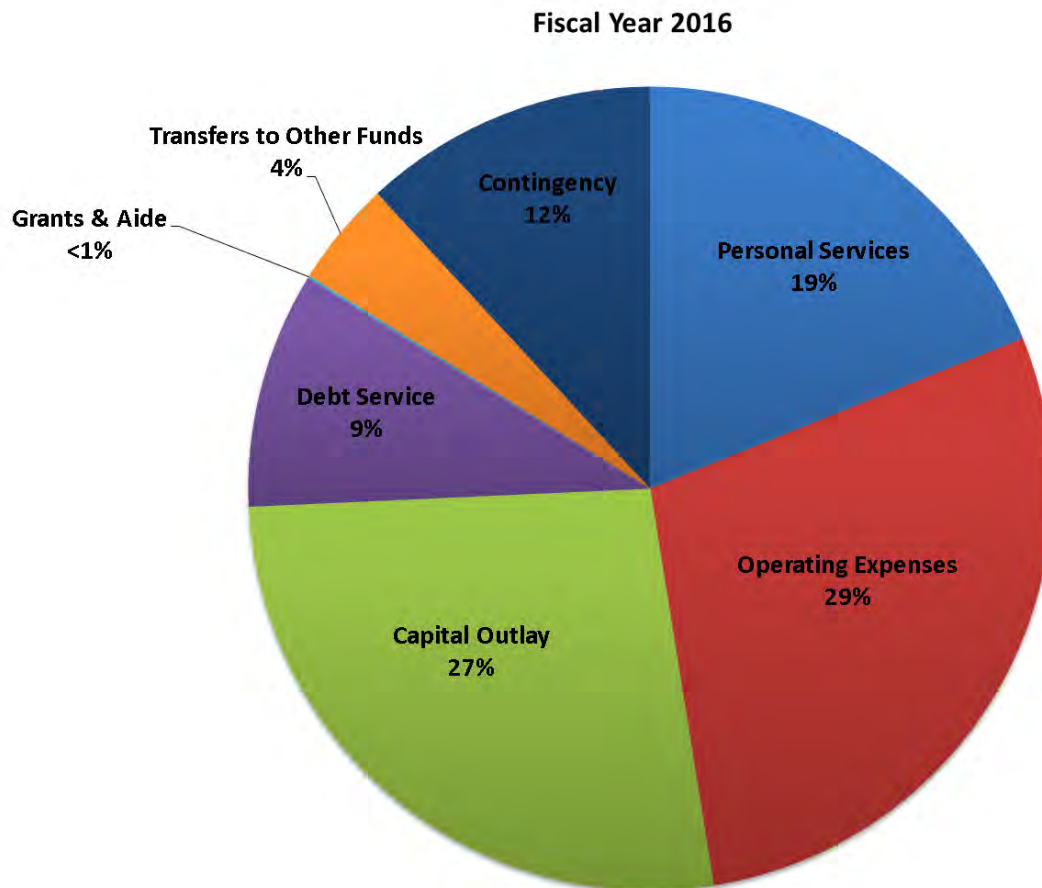
Revenues by Source

SOURCE	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16
Ad Valorem Taxes	\$15,027,541	\$15,226,390	\$15,987,403	\$17,023,093
Local Option, Use and Fuel Taxes	4,651,211	4,466,995	4,463,890	4,600,000
Communications Services Taxes	2,680,645	2,522,865	2,540,000	2,475,000
Local Business Tax	404,686	346,157	375,000	375,000
Permits, Fees and Special Assessments	891,028	1,284,987	1,048,435	1,048,435
Intergovernmental Revenue	8,713,086	11,317,003	14,858,870	11,018,585
Charges for Services	52,954,061	59,488,684	59,851,501	61,446,121
Judgments, Fines & Forfeits	1,578,139	1,556,456	1,417,000	687,000
Interest and Other Earnings	293,840	277,714	239,435	239,435
Miscellaneous Revenues	351,451	360,550	213,000	188,500
Non Revenues	8,676,671	9,169,891	9,197,334	10,069,930
Transfers from Other Funds	26,142,799	13,192,365	8,180,956	6,348,748
Debt Proceeds	2,088,000	5,839,000	-	25,000,000
Appropriated Fund Balance	-	-	16,872,643	9,158,268
TOTAL	\$ 124,453,159	\$ 125,049,058	\$ 135,245,467	\$ 149,678,115
Less: Interfund Transfers	34,819,470	22,362,256	17,378,290	16,418,678
	\$ 89,633,688	\$ 102,686,802	\$ 117,867,177	\$ 133,259,437



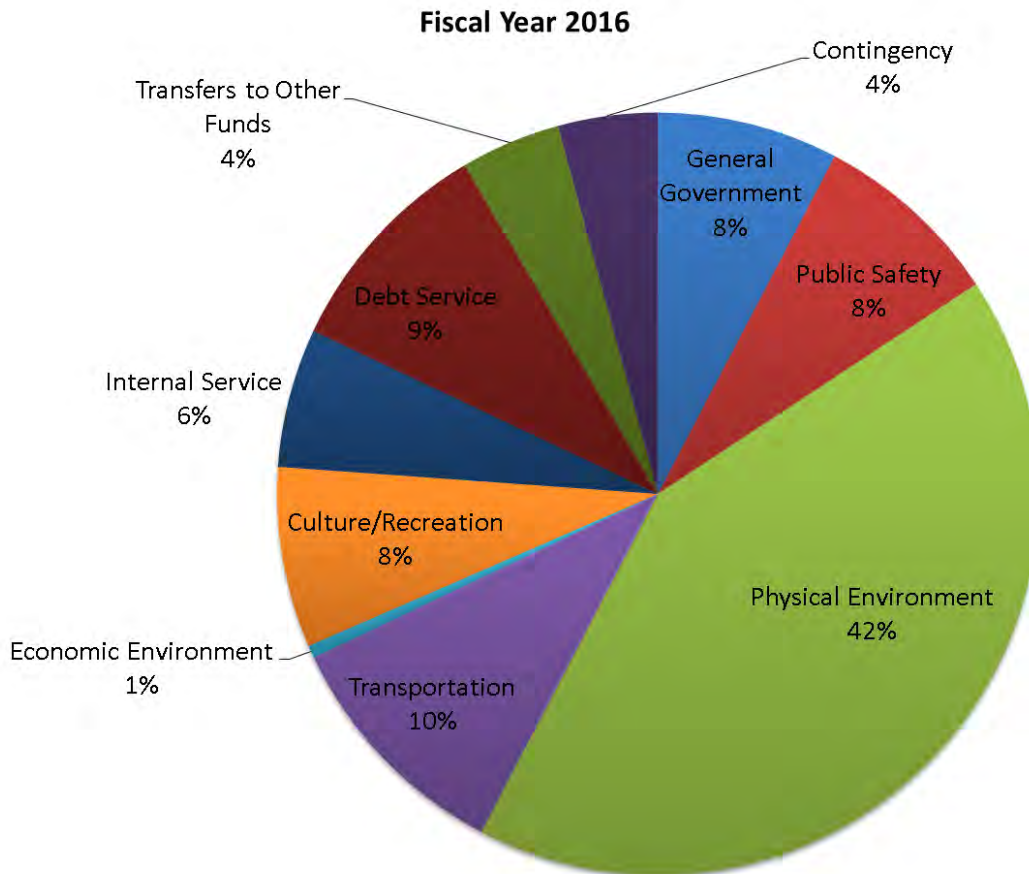
Expenditures by Category

CATEGORY	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16
Personal Services	\$22,756,149	\$23,715,905	\$27,019,033	\$28,286,243
Operating Expenses	51,672,994	51,860,236	40,494,615	42,769,000
Capital Outlay	4,713,736	16,501,044	37,473,505	40,125,614
Debt Service	10,295,802	7,327,927	13,692,410	14,226,632
Grants & Aide	371,773	366,344	93,000	143,000
Transfers to Other Funds	26,142,799	13,192,365	8,180,956	6,348,748
Contingency	-	-	8,291,948	17,778,878
TOTAL	\$115,953,252	\$112,963,820	\$135,245,467	\$149,678,115
Less: Interfund Transfers	34,819,470	22,362,256	17,378,290	16,418,678
	\$81,133,782	\$90,601,565	\$117,867,177	\$133,259,437



Expenditures by Function

FUNCTION	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16
General Government	\$9,885,393	\$10,048,072	\$19,425,138	\$11,507,192
Public Safety	11,271,980	11,396,869	12,042,685	12,046,440
Physical Environment	35,580,552	36,545,650	40,623,691	62,767,150
Transportation	10,611,270	19,966,822	18,777,742	15,382,475
Economic Environment	1,820,456	1,183,673	707,282	786,514
Culture/Recreation	3,835,167	6,713,669	6,715,926	11,465,757
Internal Service	6,509,833	6,588,773	6,787,689	8,818,812
Debt Service	10,295,802	7,327,927	13,692,410	14,226,632
Transfers to Other Funds	26,142,799	13,192,365	8,180,956	6,348,748
Contingency	-	-	8,291,948	6,328,395
TOTAL	\$115,953,252	\$112,963,820	\$135,245,467	\$149,678,115
Less: Interfund Transfers	\$34,819,470	\$22,362,256	\$17,378,290	\$16,418,678
	\$81,133,782	\$90,601,565	\$117,867,177	\$133,259,437



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 debt service requirement for the year or 105% and 120% when impact fees are included. The City has no other legal debt limits.

Issue	Final Maturity	Original Amount	Outstanding Principal as of 09/30/15
Lease Purchases	2019	\$ 479,015	\$ 118,941
Bank Loans	2025	20,927,000	15,940,000
State Revolving Fund Loans	2030	38,402,896	24,207,237
Utility System Revenue Bonds	2036	139,440,000	130,275,000
Totals:		\$ 199,248,911	\$ 170,541,177

Fund	Outstanding Principal as of 09/30/15
Utility Fund	\$ 149,473,551
Stormwater Fund	11,282,685
Information Tech Fund	118,941
SR100 CRA Fund	9,666,000
Totals not including interfund loans:	\$ 170,541,177
Utility Fund Interfund Loan to OKR Special Assessment Fund	4,788,658
Total:	\$ 175,329,835

Year	Principal	Interest	Total
2016	\$ 5,775,487	\$ 6,906,595	\$ 12,682,082
2017	7,313,140	6,627,904	13,941,045
2018	7,587,143	6,327,077	13,914,220
2019	7,885,965	6,026,955	13,912,921
2020	8,173,925	5,714,297	13,888,221
2021-2025	45,050,800	23,317,794	68,368,594
2026-2030	42,379,717	13,668,733	56,048,450
2031-2035	37,825,000	4,828,063	42,653,063
2036-2040	8,550,000	190,969	8,740,969
2041-2045	-	-	-
Totals:	\$ 170,541,177	\$ 73,608,386	\$ 244,149,563



Budget Detail by Fund

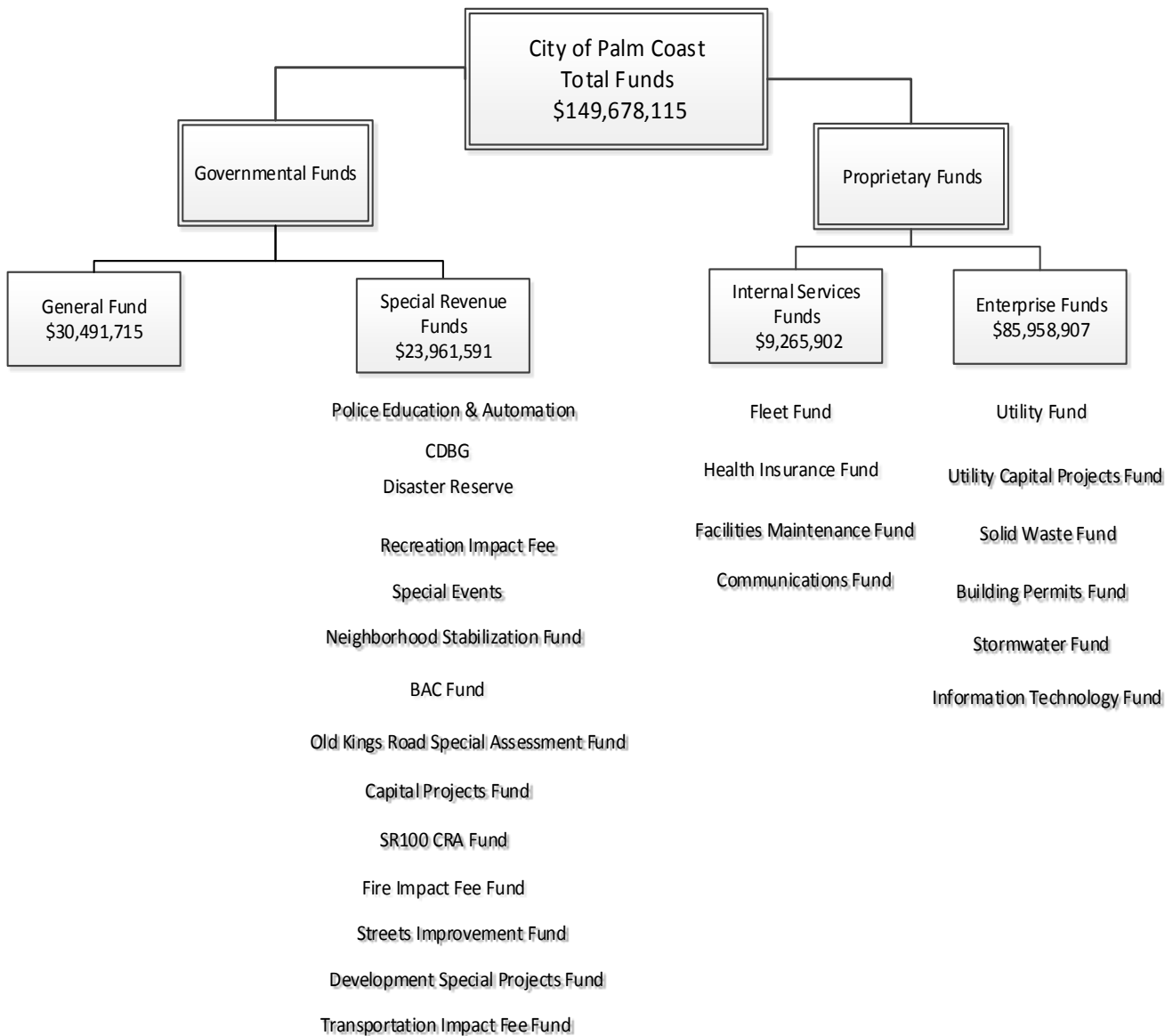
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Funds

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.



FUND TYPES:

Funds described on the pages that follow are consistent with the Comprehensive Annual Financial Report.

GOVERNMENTAL FUNDS

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

1. 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. Historically, less than 1% of the total expenditures in the General Fund are allocated for capital purchases. The largest impact to this fund as it relates to expenditures is in operating costs.
2. 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 funds for Police Education and Automation, the CDBG program, Recreation Impact Fees, Special Events, the Business Assistance Center, our Disaster Reserve, funding of the Streets Improvement program as well as several others.

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. The City’s proprietary funds include groups of both enterprise (business-type) and internal services funds. The largest budgetary contributor among all funds is the Utility Fund, which is an enterprise fund.

1. 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, Building Permits and Information Technology.
2. 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, Facilities Maintenance, Communications 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.

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 taxes, grants, fines and forfeitures, impact fees, interest earnings, and fund equity.

Computation of Estimated Fund Balances

FUND	Available Fund Balance 09/30/13	Estimated Fund Balance 09/30/14	Net Annual Revenues (Expenditures) Revenues	Available Fund Balance 09/30/15
General	\$ 5,071,804	\$ 5,790,343	\$ -	\$ 5,790,343
CDBG	-	39,425	(39,425)	-
Police Education	17,807	13,985	-	13,985
Police Automation	145,577	10,577	-	10,577
Disaster Reserve	2,173,669	2,200,605	-	2,200,605
Special Events	433,389	400,853	(72,559)	328,294
Streets Improvement	6,083,536	4,529,564	(2,908,756)	1,620,808
Park Impact Fee	580,500	417,494	(396,400)	21,094
Fire Impact Fee	260,969	367,628	109,200	476,828
Development Special Projects	578,940	226,599	-	226,599
Transportation Impact Fee	-	-	300,000	300,000
Neighborhood Stabilization	79,877	16,407	(16,407)	-
Old Kings Road Special Assessment	17,437	190,511	155,000	345,511
BAC	55,221	55,221	(22,500)	32,721
SR 100 Community Redevelopment	1,638,094	198,843	(40,355)	158,488
Capital Projects	9,999,610	4,760,593	(2,367,840)	2,392,753
Utility	9,123,030	12,487,251	1,613,389	14,100,640
Utility Capital Projects	16,216,572	14,275,925	11,450,483	25,726,408
Solid Waste	1,008,178	1,118,764	107,174	1,225,938
Stormwater Management	1,430,386	1,309,793	(75,761)	1,234,032
Building Permits	2,505,901	1,794,531	110,411	1,904,942
Information Technology	608,192	814,784	(426,194)	388,590
Health Insurance	706,846	838,400	168,000	1,006,400
Fleet Management	4,512,312	5,909,465	(323,947)	5,585,518
	\$ 63,247,847	\$ 57,767,561	\$ 7,323,513	\$ 65,091,074

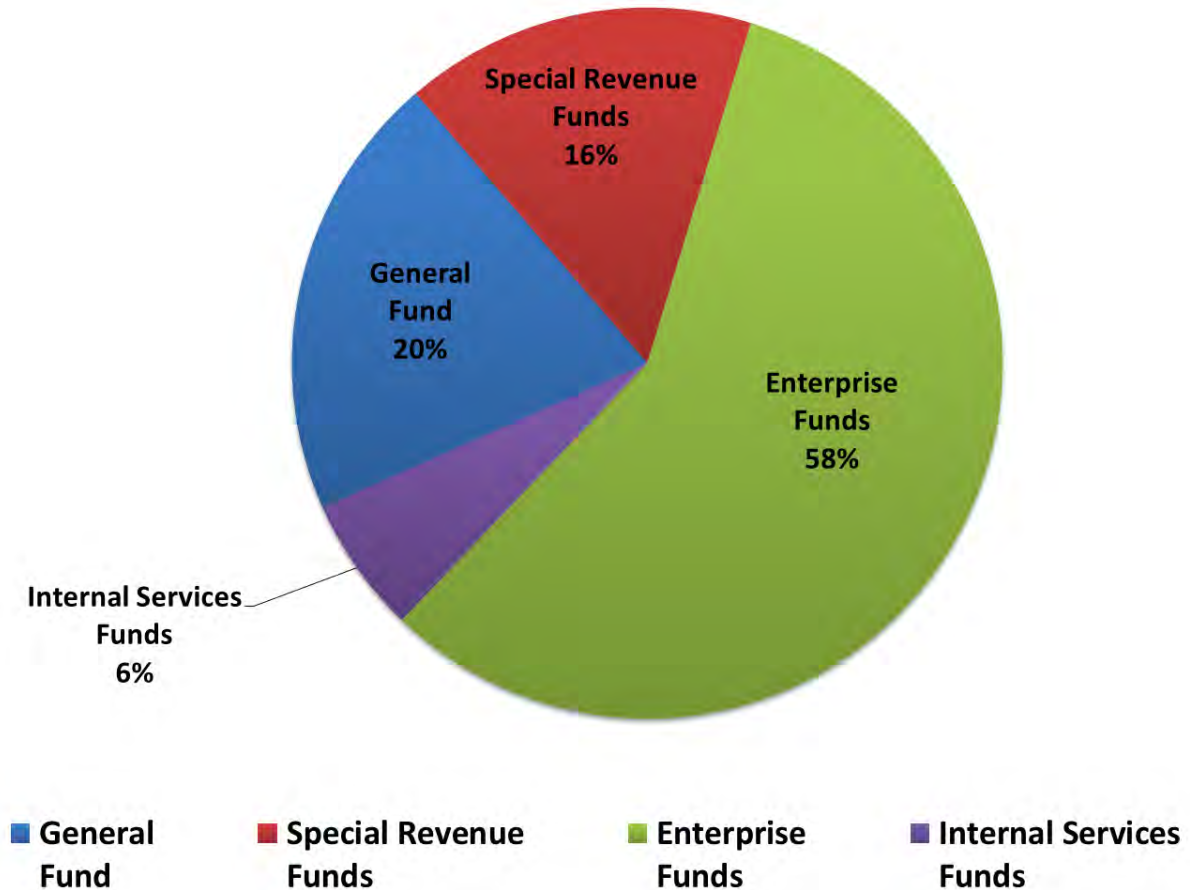
CHANGES IN FUND BALANCES

There is an overall increase of approximately \$7.3 million from fiscal year 2015 to 2016. This is primarily due to the City obtaining a loan of up to \$30 million to fund a new wastewater treatment plant in the Utility Capital Projects fund. Construction is expected to take about two years with the current plant reaching capacity during the same time frame. The Streets Improvement and the Capital Projects funds are expected to decrease approximately \$5 million due to planned used of accumulated revenues for various construction and renewal projects. The General Fund is estimated to remain relatively level.

Budget Overview by Fund Type

Total All Funds
\$149,678,115

General Fund	Special Revenue Funds	Enterprise Funds	Internal Services Funds
\$ 30,491,715	\$ 23,961,591	\$ 85,958,907	\$ 9,265,902
20%	16%	57%	6%



General Fund

The City of Palm Coast's primary governmental fund is the General Fund. The largest impact to this fund as it relates to expenditures is in operating costs. The single largest revenue source is ad valorem taxes.

REVENUES

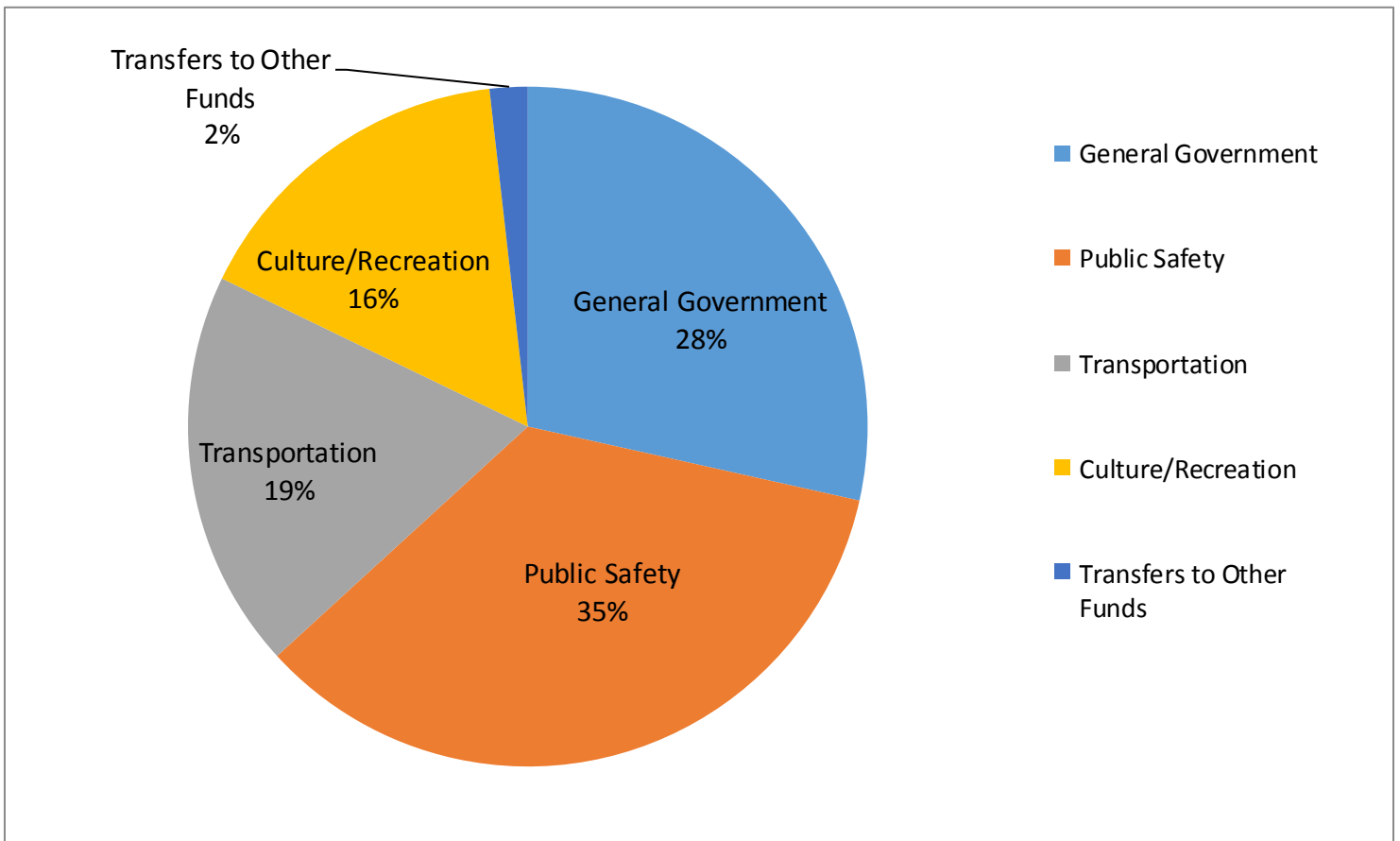
SOURCE	Actual FY 13	Actual FY 14	Estimated FY 15	Budget FY 16
Ad Valorem Taxes	\$ 14,681,791	\$ 14,951,257	\$ 15,671,000	\$ 16,374,630
Local Option, Use and Fuel Taxes	364,571	381,967	400,000	400,000
Communications Services Taxes	2,680,645	2,522,865	2,540,000	2,475,000
Local Business Tax	404,686	346,157	375,000	375,000
Permits, Fees and Special Assessments	891,028	1,036,908	809,000	809,000
Intergovernmental Revenue	3,265,203	3,410,393	3,888,555	3,748,125
Charges for Services	2,351,350	2,578,161	4,106,492	4,890,218
Judgments, Fines & Forfeits	612,347	555,544	557,000	557,000
Interest and Other Earnings	278,344	81,602	-	-
Miscellaneous Revenues	77,206	40,778	50,000	50,000
Transfers from Other Funds	961,976	789,875	779,125	812,742
Appropriated Fund Balance	-	-	100,625	-
TOTAL	\$ 26,569,147	\$ 26,695,507	\$ 29,276,797	\$ 30,491,715

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Estimated FY 15	Budget FY 16
Personal Services	\$ 13,142,295	\$ 13,947,400	\$ 15,148,148	\$ 16,457,169
Operating Expenses	10,918,077	10,768,722	13,208,224	13,336,546
Capital Outlay	187,451	73,667	31,325	21,000
Grants & Aide	61,773	56,344	83,000	133,000
Transfers to Other Funds	812,887	8,014,676	806,100	544,000
Contingency	-	-	-	-
TOTAL	\$ 25,122,483	\$ 32,860,809	\$ 29,276,797	\$ 30,491,715

General Fund Expenditures by Function

FUNCTION	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16
General Government	\$ 7,143,874	\$ 6,705,984	\$ 7,872,410	\$ 8,595,675
Public Safety	9,916,311	9,996,747	10,490,766	10,470,604
Economic Environment	171,346	151,419	288,659	327,249
Transportation	6,278,060	5,937,852	5,494,723	5,721,259
Culture/Recreation	800,005	2,054,131	4,324,139	4,832,928
Transfers to Other Funds	812,887	8,014,676	806,100	544,000
TOTAL	\$ 25,122,483	\$ 32,860,809	\$ 29,276,797	\$ 30,491,715



Public Safety continues to be the primary use of General Fund revenue. This includes Police protection which is contracted through the Flagler County Sheriffs office as well as the City's Fire Department.

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.

SOURCE	REVENUES			
	Actual FY 13	Actual FY 14	Estimated FY 15	Proposed Budget FY 16
Ad Valorem Taxes	\$ -	\$ -	\$ -	\$ 284,600
Local Option, Use and Fuel Taxes	1,861,525	2,392,638	2,371,500	2,500,000
Intergovernmental Revenue	357,853	167,843	10,000	546,000
Interest and Other Earnings	4,879	2,025	-	-
Transfers from Other Funds	200,000	6,706,764	2,593,256	1,074,160
Appropriated Fund Balance	-	-	6,289,563	2,367,840
TOTAL	\$ 2,424,257	\$ 9,269,270	\$ 11,264,319	\$ 6,772,600

SOURCE	EXPENDITURES			
	Actual FY 13	Actual FY 14	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ 5,294	\$ -	\$ -	\$ -
Capital Outlay	726,037	2,875,245	11,264,319	6,488,000
Contingency	-	-	-	284,600
TOTAL	\$ 731,331	\$ 2,875,245	\$ 11,264,319	\$ 6,772,600

CDBG Fund

The purpose of this fund is to account for a Community Development Block Grant, residential housing rehabilitation program as well as the expenditures for the CDBG entitlement program.

REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Intergovernmental Revenue	\$ 342,469	\$ 660,513	\$ 696,439	\$ 738,604	\$ 669,500
Appropriated Fund Balance	-	-	-	-	49,425
TOTAL	\$ 342,469	\$ 660,513	\$ 696,439	\$ 738,604	\$ 718,925

EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Operating Expenses	\$ 342,469	\$ 388,403	\$ 410,439	\$ 293,473	\$ 409,765
Transfers to Other Funds	-	272,110	286,000	395,706	309,160
Contingency	-	-	-	49,425	-
TOTAL	\$ 342,469	\$ 660,513	\$ 696,439	\$ 738,604	\$ 718,925

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.

REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Judgments, Fines & Forfeits	\$ 9,902	\$ 13,072	\$ 14,000	\$ 10,000	\$ 10,000
Appropriated Fund Balance	-	-	16,000	16,000	16,000
TOTAL	\$ 9,902	\$ 13,072	\$ 30,000	\$ 26,000	\$ 26,000

EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Operating Expenses	\$ 20,045	\$ 10,039	\$ 10,000	\$ 10,000	\$ 10,000
Contingency	-	-	20,000	16,000	16,000
TOTAL	\$ 20,045	\$ 10,039	\$ 30,000	\$ 26,000	\$ 26,000

Police Automation Fund

The purpose of this fund is to account for the revenue and expenditures associated with the acquisition and upgrade of the technology of existing police equipment. Revenues represent a portion of the collections from fines and forfeitures. Flagler County is currently retaining this revenue for use towards the county-wide emergency communication system.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Judgments, Fines & Forfeits	\$ 20,928	\$ 13,723	\$ -	\$ -	\$ -
Appropriated Fund Balance	-	-	145,000	145,000	10,000
TOTAL	\$ 20,928	\$ 13,723	\$ 145,000	\$ 145,000	\$ 10,000

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ 103,520	\$ 76,380	\$ 135,000	\$ 135,000	\$ -
Contingency	-	-	10,000	10,000	10,000
TOTAL	\$ 103,520	\$ 76,380	\$ 145,000	\$ 145,000	\$ 10,000

Disaster Reserve Fund

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

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and Other Earnings	(406)	-	-	-	-
Appropriated Fund Balance	-	-	2,177,207	2,177,207	2,177,207
TOTAL	\$ (406)	\$ -	\$ 2,177,207	\$ 2,177,207	\$ 2,177,207

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ -	\$ 31,041	\$ -	\$ -	\$ -
Contingency	-	-	2,177,207	2,177,207	2,177,207
TOTAL	\$ -	\$ 31,041	\$ 2,177,207	\$ 2,177,207	\$ 2,177,207

Special Events 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. This fund is also used to account for the results of special events within the community.

REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Intergovernmental Revenue	\$ 21,195	\$ 20,000	\$ 20,000	\$ 22,500	\$ 22,500
Charges for Services	196,058	127,529	172,960	125,085	149,770
Interest and Other Earnings	(146)	-	-	-	-
Miscellaneous Revenues	2,337	-	-	-	-
Appropriated Fund Balance	-	-	56,890	94,500	72,559
TOTAL	\$ 219,444	\$ 147,529	\$ 249,850	\$ 242,085	\$ 244,829

EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Operating Expenses	\$ 252,211	\$ 170,784	\$ 249,850	\$ 242,085	\$ 244,829
TOTAL	\$ 252,211	\$ 170,784	\$ 249,850	\$ 242,085	\$ 244,829

Streets Improvement Fund

The Streets Improvement Fund is used to track revenue associated with Gas Taxes and the expenditures of those funds on the street improvement program. State Revenue Sharing monies have also been placed in this fund. Approximately 30% of State Revenue Sharing comes from fuel taxes. Grants related to roadway expansion are also accounted for in this fund.

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Local Option, Use and Fuel Taxes	\$ 2,425,115	\$ 1,692,390	\$ 1,692,390	\$ 1,700,000
Ad Valorem Taxes	100,000	-	-	-
Intergovernmental Revenue	2,516,294	4,694,147	8,248,848	4,857,460
Judgments, Fines & Forfeits	934,962	974,117	850,000	120,000
Appropriated Fund Balance	-	-	2,191,781	2,908,756
TOTAL	\$5,976,371	\$7,360,654	\$12,983,019	\$ 9,586,216

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Operating Expenses	\$ 657,265	\$ 658,831	\$ 1,900,000	\$ 1,608,000
Capital Outlay	3,132,083	7,265,839	11,383,019	7,978,216
TOTAL	\$ 3,789,348	\$ 7,924,670	\$ 13,283,019	\$ 9,586,216

Recreation Impact Fee Fund

The purpose of this fund is to account for revenues from recreation impact fees and the expenditures of those funds. Recreation 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. An impact fee study was completed in fiscal year 2014. This fund was previously known as the Park Impact Fee Fund.

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Intergovernmental Revenue	\$ -	\$ 150,000	\$ -	\$ -
Charges for Services	312,991	446,225	340,000	353,600
Interest and Other Earnings	514	-	-	-
Appropriated Fund Balance	-	-	160,000	396,400
TOTAL	\$313,505	\$596,225	\$500,000	\$750,000

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Capital Outlay	\$ -	\$ 197,649	\$ -	\$525,000
Transfers to Other Funds	-	500,000	500,000	225,000
TOTAL	\$ -	\$ 697,649	\$500,000	\$750,000

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.

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Charges for Services	\$ 56,718	\$ 93,827	\$ 105,000	109,200
Interest and Other Earnings	79	-	-	-
TOTAL	\$56,797	\$93,827	\$105,000	\$109,200

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Contingency	\$ -	\$ -	\$ 105,000	\$ 109,200
TOTAL	\$ -	\$ -	\$ 105,000	\$ 109,200

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.

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Charges for Services	\$ -	\$ 150,000	\$ -	\$ -
Interest and Other Earnings	(1,371)	-	-	-
Appropriated Fund Balance	-	-	578,940	226,599
TOTAL	\$ (1,371)	\$ 150,000	\$ 578,940	\$ 226,599

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Operating Expenses	\$ -	\$ 1,230	\$ -	\$ -
Capital Outlay	123,196	-	-	-
Transfers to Other Funds	600,000	150,000	352,341	-
Contingency	-	-	226,599	226,599
TOTAL	\$ 723,196	\$ 151,230	\$ 578,940	\$ 226,599

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.

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Charges for Services	\$ 885,271	\$ 1,127,165	\$ 1,225,000	\$ 1,274,000
Interest and Other Earnings	5,058	4,641	-	-
Transfers from Other Funds	400,000	-	-	-
TOTAL	\$ 1,290,328	\$ 1,131,806	\$ 1,225,000	\$ 1,274,000

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Operating Expenses	\$ -	\$ -	\$ -	\$ 75,000
Capital Outlay	219,240	-	-	-
Transfers to Other Funds	353,195	138,831	160,000	160,000
Contingency	-	-	1,065,000	1,039,000
TOTAL	\$ 572,435	\$ 138,831	\$ 1,225,000	\$ 1,274,000

Neighborhood Stabilization Fund

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

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Intergovernmental Revenue	\$ 1,352,660	\$ 632,695	\$ -	\$ 26,500	\$ -
Appropriated Fund Balance	-	-	100,000	68,000	12,000
TOTAL	\$ 1,352,660	\$ 632,695	\$ 100,000	\$ 94,500	\$ 12,000

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ 1,285,801	\$ 619,676	\$ 100,000	\$ 94,500	\$ 12,000
TOTAL	\$ 1,285,801	\$ 619,676	\$ 100,000	\$ 94,500	\$ 12,000

Business Assistance Center Fund

This fund accounts for the activities of the Palm Coast Business Assistance Center (BAC). The BAC was started in 2011 through a unique partnership between the City of Palm Coast and the University of Central Florida Small Business Development Center. The Center's mission is to help grow local businesses.

REVENUES

SOURCE	Actual	Actual	Original	Proposed
	FY 13	FY 14	Budget FY 15	Budget Estimated FY 15 FY 16
Charges for Services	\$25,318	\$ 7,465	\$25,000	\$ 20,650
Interest	(3)	-	-	-
Appropriated Fund Balance	-	-	45,225	55,225
TOTAL	\$25,315	\$ 7,465	\$70,225	\$ 75,875

EXPENDITURES

CATEGORY	Actual	Actual	Original	Proposed
	FY 13	FY 14	Budget FY 15	Budget Estimated FY 15 FY 16
Operating Expenses	\$20,840	\$14,175	\$25,000	\$ 20,650
Contingency	-	-	45,225	55,225
TOTAL	\$20,840	\$14,175	\$70,225	\$ 75,875

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.

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Permits, Fees and Special Assessments	\$ -	\$ 248,079	\$ 239,435	\$ 239,435
Interest and Other Earnings	-	53	-	-
Transfer from Other Funds	-	138,831	160,000	160,000
Appropriated Fund Balance	-	-	5,000	-
TOTAL	\$ -	\$ 386,963	\$ 399,435	\$ 399,435

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 13	FY 14	FY 15	Budget FY 16
Operating Expenses	\$ 180	\$ 14,426	\$ 5,000	\$ 5,000
Debt Service	52,840	248,079	242,787	239,435
Contingency	-	-	151,648	155,000
TOTAL	\$ 53,020	\$ 262,505	\$ 399,435	\$ 399,435

SR100 Community Redevelopment Fund

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

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Estimated FY 15	Proposed Budget FY 16
Intergovernmental Revenue	\$ 856,901	\$ 960,615	\$ 947,538	\$ 1,010,000
Interest and Other Earnings	341	-	-	-
Miscellaneous Revenues	-	-	15,000	-
Transfers from Other Funds	521,000	1,713,391	523,000	544,000
Debt Proceeds	2,088,000	5,839,000	-	-
Appropriated Fund Balance	-	-	480,450	40,355
TOTAL	\$ 3,466,242	\$ 8,513,006	\$ 1,965,988	\$ 1,594,355

EXPENDITURES

SOURCE	Actual FY 13	Actual FY 14	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ 7,315	\$ 51,014	\$ 15,000	\$ 15,000
Capital Outlay	324,622	6,088,644	425,000	50,000
Debt Service	859,830	990,607	979,988	979,355
Transfers to Other Funds	-	-	546,000	550,000
TOTAL	\$ 1,191,767	\$ 7,130,265	\$ 1,965,988	\$ 1,594,355

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.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Water Sales	\$ 17,445,894	\$ 17,789,590	\$ 17,908,500	\$ 17,675,000	\$ 18,200,000
Sewer Service	10,421,240	11,817,305	10,393,500	10,453,500	12,975,750
Other Charges for Service	2,863,799	4,815,069	5,521,780	7,392,805	4,645,136
Interest and Other Earnings	(89,736)	-	-	-	-
Miscellaneous Revenues	60,420	-	-	-	-
TOTAL	\$ 30,701,617	\$ 34,421,964	\$ 33,823,780	\$ 35,521,305	\$ 35,820,886

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Personal Services	\$ 6,824,320	\$ 6,994,869	\$ 7,740,202	\$ 7,777,792	\$ 7,716,037
Operating Expenses	17,536,956	17,773,522	8,992,082	8,892,707	9,874,064
Capital Outlay	-	-	539,000	538,550	630,100
Debt Service	9,060,984	5,787,685	11,804,259	11,113,803	11,652,601
Grants & Aide	10,000	10,000	10,000	10,000	10,000
Transfers to Other Funds	24,259,717	3,890,699	4,121,675	4,174,275	4,324,695
Contingency	-	-	616,562	3,014,178	1,613,389
TOTAL	\$ 57,691,977	\$ 34,456,775	\$ 33,823,780	\$ 35,521,305	\$ 35,820,886

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.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Estimated FY 15	Proposed Budget FY 16
Intergovernmental Revenue	\$ -	\$ 620,797	\$ 976,325	\$ 165,000
Charges for Service	1,178,059	1,892,172	1,529,000	1,840,200
Interest and other Earnings	94,394	189,175	239,435	239,435
Transfers from other Funds	23,389,313	3,160,226	3,249,075	3,394,346
Debt Proceeds	-	-	-	25,000,000
Appropriated Fund Balance	-	-	3,581,562	-
TOTAL	\$ 24,661,766	\$ 5,862,370	\$ 9,575,397	\$ 30,638,981

EXPENDITURES

SOURCE	Actual FY 13	Actual FY 14	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ -	\$ 3,818	\$ 181,000	\$ 14,000
Capital Outlay	3,587,739	5,354,357	9,394,397	19,174,498
Contingency	-	-	-	11,450,483
TOTAL	\$ 3,587,739	\$ 5,358,175	\$ 9,575,397	\$ 30,638,981

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.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Ad Valorem Taxes	\$ 245,750	\$ 275,133	\$ 316,403	\$ 316,403	\$ 363,863
Intergovernmental Revenue	511	-	-	-	-
Charges for Services	6,316,147	7,228,662	7,300,000	7,300,000	7,400,000
Interest and Other Earnings	-	72	-	-	-
Miscellaneous Revenues	300	100	-	-	-
Appropriated Fund Balance	-	-	145,668	30,186	75,761
TOTAL	\$ 6,562,708	\$ 7,503,967	\$ 7,762,071	\$ 7,646,589	\$ 7,839,624

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Personal Services	\$ 800,935	\$ 781,923	\$ 1,893,967	\$ 1,903,967	\$ 1,472,217
Operating Expenses	3,129,609	3,701,250	1,933,772	1,887,172	2,562,925
Capital Outlay	1,573,437	1,688,950	2,480,000	2,401,718	2,228,000
Debt Service	321,011	299,346	1,355,832	1,355,832	1,355,241
Transfers to Other Funds	79,000	189,049	98,500	97,900	221,241
TOTAL	\$ 5,903,992	\$ 6,660,518	\$ 7,762,071	\$ 7,646,589	\$ 7,839,624

Solid Waste Fund

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

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Charges for Services	\$ 7,227,081	\$ 7,420,478	\$ 7,373,520	\$ 7,373,520	\$ 7,400,000
Interest and Other Earnings	505	-	-	-	-
TOTAL	\$ 7,227,586	\$ 7,420,478	\$ 7,373,520	\$ 7,373,520	\$ 7,400,000

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ 7,154,429	\$ 7,290,268	\$ 7,189,311	\$ 7,189,311	\$ 7,292,826
Contingency	-	-	184,209	184,209	107,174
TOTAL	\$ 7,154,429	\$ 7,290,268	\$ 7,373,520	\$ 7,373,520	\$ 7,400,000

Building Permits Fund

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

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Charges for Service	\$ 1,132,896	\$ 1,586,198	\$ 1,573,349	\$ 1,569,949	\$ 1,632,747
Miscellaneous Revenues	20,050	22,622	19,000	18,000	18,500
Appropriated Fund Balance	-	-	1,138,334	903,604	-
TOTAL	\$ 1,152,945	\$ 1,608,820	\$ 2,730,683	\$ 2,491,553	\$ 1,651,247

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Personal Services	\$ 919,767	\$ 964,307	\$ 1,279,788	\$ 1,057,965	\$ 1,200,635
Operating Expenses	307,043	318,355	314,061	298,954	340,201
Transfers to Other Funds	-	-	1,136,834	1,134,634	-
Contingency	-	-	-	-	110,411
TOTAL	\$ 1,226,810	\$ 1,282,662	\$ 2,730,683	\$ 2,491,553	\$ 1,651,247

Information Technology Fund

Information Technology 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 for the maintenance and expansion of the network, and general technology operations.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Charges for Services	\$ 639,557	\$ 677,563	\$ 653,000	\$ 616,500	\$ 535,500
Interest and Other Earnings	1,389	-	1,000	-	-
Non Revenues	2,246,337	2,225,110	1,909,605	1,909,605	1,646,475
Appropriated Fund Balance	-	-	-	-	426,194
TOTAL	\$ 2,887,283	\$ 2,902,673	\$ 2,563,605	\$ 2,526,105	\$ 2,608,169

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Personal Services	\$ 844,829	\$ 742,503	\$ 761,746	\$ 754,465	\$ 874,377
Operating Expenses	1,589,196	1,565,325	1,330,782	1,288,646	1,367,140
Capital Outlay	-	-	457,077	457,077	352,000
Debt Service	1,137	2,210	-	-	-
Grants & Aide	300,000	300,000	-	-	-
Transfers to Other Funds	14,000	14,000	14,000	14,000	14,652
Contingency	-	-	-	11,917	-
TOTAL	\$ 2,749,162	\$ 2,624,038	\$ 2,563,605	\$ 2,526,105	\$ 2,608,169

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.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Non Revenues	\$ 2,985,360	\$ 3,174,499	\$ 3,300,000	\$ 3,300,000	\$ 3,400,000
Interest and Other Earnings	-	-	1,000	-	-
Appropriated Fund Balance	-	-	80,245	-	-
TOTAL	\$ 2,985,360	\$ 3,174,499	\$ 3,381,245	\$ 3,300,000	\$ 3,400,000

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ 3,037,716	\$ 3,027,056	\$ 3,381,245	\$ 3,228,000	\$ 3,232,000
Contingency	-	-	-	72,000	168,000
TOTAL	\$ 3,037,716	\$ 3,027,056	\$ 3,381,245	\$ 3,300,000	\$ 3,400,000

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.

REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Charges for Services	\$ 347,132	\$ 294,743	\$ 35,000	\$ 19,000	\$ 35,000
Interest and Other Earnings	-	-	1,000	-	-
Miscellaneous Revenues	191,139	280,593	120,000	130,000	120,000
Non Revenues	3,444,975	3,770,282	4,151,729	3,987,729	4,133,823
Transfers from Other Funds	82,315	248,278	542,400	576,500	351,500
Appropriated Fund Balance	-	-	-	-	323,947
TOTAL	\$ 4,065,561	\$ 4,593,896	\$ 4,850,129	\$ 4,713,229	\$ 4,964,270

EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 13	FY 14	Budget FY 15	FY 15	Budget FY 16
Personal Services	\$ 224,003	\$ 284,903	\$ 368,536	\$ 376,696	\$ 368,504
Operating Expenses	3,248,114	3,276,814	1,996,843	1,604,893	1,941,966
Capital Outlay	1,109,805	1,176,782	1,655,470	1,578,100	2,653,800
Contingency	-	-	829,280	1,153,540	-
TOTAL	\$ 4,581,923	\$ 4,738,500	\$ 4,850,129	\$ 4,713,229	\$ 4,964,270

Facilities Maintenance Fund

The Facilities Maintenance Fund was created in fiscal year 2016 and is an internal service s fund that is designed to provide maintenance services to City facilities. Transfers from the user departments support this fund.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Non Revenues	\$ -	\$ -	\$ -	\$ -	\$ 640,532
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 640,532

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ 197,304
Operating Expenses	-	-	-	-	390,638
Capital Outlay	-	-	-	-	7,000
Contingency	-	-	-	-	45,590
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 640,532

Communications Fund

The Communications Fund is an Internal Service Fund that was created in fiscal year 2016 and is designed to secure future funding for the 800 MHz communication system. Transfers from the user departments support this fund.

REVENUES

SOURCE	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Non Revenues	\$ -	\$ -	\$ -	\$ -	\$ 249,100
Transfers from Other Funds	-	-	-	-	12,000
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 261,100

EXPENDITURES

CATEGORY	Actual FY 13	Actual FY 14	Original Budget FY 15	Estimated FY 15	Proposed Budget FY 16
Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ 9,600
Capital Outlay	-	-	-	-	18,000
Contingency	-	-	-	-	233,500
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 261,100



Budget Detail by Department

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Personnel

2016 Pay Plan

This plan has a salary range established for each position in the City with the exception of the City Manager. The 2016 pay plan includes an annual base salary adjustment of 2% that occurs on January 1.

Merit increases, based on employee performance, range from 0% to 5%, with a department average not to exceed 2%. In the fiscal year 2016 budget City Council also approved additional funding in order to reward employees who perform at a high level.

Below is the pay scale for fiscal year 2016.

	SALARIED						HOURLY				
	2016 Minimum	2016 1st Quartile	2016 Mid-Point	2016 3rd Quartile	2016 MAX	2016 Increase	2016 Minimum	2016 1st Quartile	2016 Mid- point	2016 3rd Quartile	2016 MAX
Paygrade 2	\$23,782	\$26,580	\$29,379	\$29,754	\$34,976	\$0.2242	\$11.4337	\$12.7791	\$14.1246	\$14.3049	\$16.8154
Paygrade 4	\$26,217	\$29,299	\$32,380	\$32,793	\$38,541	\$0.2471	\$12.6045	\$14.0860	\$15.5673	\$15.7660	\$18.5295
Paygrade 5	\$27,611	\$30,820	\$34,029	\$34,464	\$40,448	\$0.2603	\$13.2743	\$14.8171	\$16.3601	\$16.5694	\$19.4459
Paygrade 6	\$29,002	\$32,391	\$35,780	\$36,238	\$42,558	\$0.2734	\$13.9434	\$15.5728	\$17.2021	\$17.4219	\$20.4607
Paygrade 7	\$30,394	\$33,963	\$37,532	\$38,011	\$44,671	\$0.2865	\$14.6127	\$16.3285	\$18.0443	\$18.2747	\$21.4762
Paygrade 8	\$31,903	\$35,651	\$39,400	\$39,903	\$46,897	\$0.3007	\$15.3379	\$17.1400	\$18.9421	\$19.1839	\$22.5465
Paygrade 9	\$33,162	\$37,090	\$41,018	\$41,541	\$48,875	\$0.3126	\$15.9431	\$17.8318	\$19.7203	\$19.9717	\$23.4974
Paygrade 10	\$34,768	\$38,902	\$43,036	\$43,584	\$51,303	\$0.3278	\$16.7155	\$18.7029	\$20.6902	\$20.9538	\$24.6650
Paygrade 11	\$36,489	\$40,828	\$45,168	\$45,743	\$53,845	\$0.3440	\$17.5430	\$19.6290	\$21.7152	\$21.9918	\$25.8872
Paygrade 12	\$38,326	\$42,870	\$47,414	\$48,018	\$56,504	\$0.3613	\$18.4259	\$20.6105	\$22.7953	\$23.0858	\$27.1654
Paygrade 13	\$40,276	\$45,052	\$49,827	\$50,462	\$59,378	\$0.3797	\$19.3635	\$21.6595	\$23.9554	\$24.2607	\$28.5472
Paygrade 14	\$43,144	\$48,254	\$53,363	\$54,043	\$63,582	\$0.4067	\$20.7422	\$23.1990	\$25.6553	\$25.9823	\$30.5682
Paygrade 15	\$46,128	\$51,597	\$57,066	\$57,793	\$68,004	\$0.4348	\$22.1768	\$24.8062	\$27.4355	\$27.7852	\$32.6941
Paygrade 16	\$49,341	\$55,195	\$60,880	\$61,658	\$72,757	\$0.4651	\$23.7217	\$26.5361	\$29.2694	\$29.6434	\$34.9793
Paygrade 17	\$52,783	\$59,048	\$65,313	\$66,145	\$77,842	\$0.4976	\$25.3767	\$28.3886	\$31.4005	\$31.8006	\$37.4243
Paygrade 18	\$56,455	\$63,157	\$69,858	\$70,748	\$83,260	\$0.5322	\$27.1416	\$30.3637	\$33.5854	\$34.0133	\$40.0286
Paygrade 19	\$60,472	\$67,635	\$74,798	\$75,752	\$89,125	\$0.5701	\$29.0729	\$32.5167	\$35.9607	\$36.4191	\$42.8483
Paygrade 20	\$64,718	\$72,368	\$80,019	\$81,040	\$95,321	\$0.6101	\$31.1142	\$34.7925	\$38.4709	\$38.9615	\$45.8276
Paygrade 22	\$78,257	\$87,526	\$96,794	\$98,028	\$115,332	\$0.7377	\$37.6235	\$42.0797	\$46.5358	\$47.1290	\$55.4480
2756 HOURS PER YEAR -- FIRE DEPARTMENT											
Paygrade 11	\$36,489	\$40,828	\$45,168	\$45,743	\$53,845	\$0.2596	\$13.2396	\$14.8140	\$16.3888	\$16.5974	\$19.5372
Paygrade 13	\$40,276	\$45,052	\$49,827	\$50,462	\$59,378	\$0.2865	\$14.6138	\$16.3468	\$18.0794	\$18.3098	\$21.5449
Paygrade 16	\$49,341	\$55,195	\$60,880	\$61,658	\$72,757	\$0.3510	\$17.9029	\$20.0270	\$22.0898	\$22.3721	\$26.3993
Paygrade 17	\$52,783	\$59,048	\$65,313	\$66,145	\$77,842	\$0.3755	\$19.1520	\$21.4252	\$23.6981	\$24.0003	\$28.2445
Paygrade 19	\$60,472	\$67,635	\$74,798	\$75,752	\$89,125	\$0.4302	\$21.9415	\$24.5409	\$27.1399	\$27.4861	\$32.3381

Summary of Fiscal Year 2016 Personnel Changes

New Positions:

Department	Position	Fund	*Estimated impact to the budget
Parks & Recreation	Recreation Supervisor	General Fund	\$ 61,000
Public Works (Parks Maintenance)	EO I	General Fund	47,000
Public Works (Parks Maintenance)	Maintenance Worker	General Fund	45,000
Public Works (Parks Maintenance)	PT Maintenance Worker	General Fund	24,000
Public Works (Streets)	EO I	General Fund	47,000
Public Works (Streets)	Maintenance Worker	General Fund	45,000
Public Works (Streets)	Maintenance Worker	General Fund	45,000
Information Technology	Application Analyst	IT Fund	79,000
Utility (WTP 2)	Mechanical Tech I	Utility Fund	46,000
Utility (Wastewater Collection)	Utility System Tech I	Utility Fund	44,000
Utility (Wastewater Collection)	Utility System Tech III	Utility Fund	51,000
Utility (Admin)	Environmental Technician	Utility Fund	56,000
Utility (Customer Service)	Customer Service Representative II	Utility Fund	49,000

Reclassifications:

Department	Position	Fund	*Estimated impact to the budget
Administration	Staff Assistant - PT to FT	General Fund	\$ 26,000
Public Works (Facilities Maintenance)	EO II to EO III	Facilities Fund	1,100
Public Works (Facilities Maintenance)	Supervisor from Stormwater to Maintenance Worker	Facilities Fund	(13,000)
Public Works (Facilities Maintenance)	Supervisor from Streets to Maintenance Worker	Facilities Fund	(13,000)
Utility (Admin)	Environmental Specialist to Environmental Compliance Man	Utility Fund	25,000

*Estimated impact to the budget includes benefits.

Full Time Equivalent Positions (FTE)

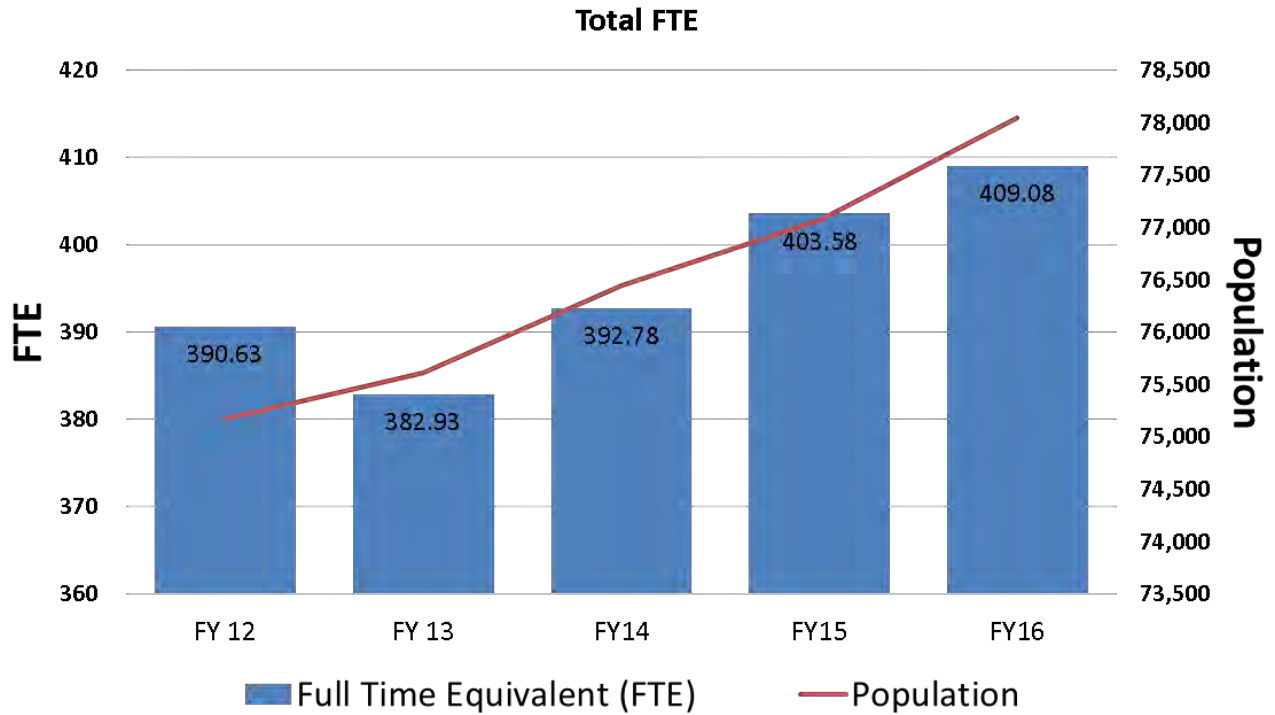
DEPARTMENT	Actual FY 12	Actual FY 13	Actual FY14	Actual FY15	Proposed FY16	CHANGE
City Manager	2.00	2.00	2.50	2.50	2.50	0.00
Communications & Marketing	2.38	2.00	3.50	3.50	3.50	0.00
Purchasing and Contracts Management	4.00	4.00	3.00	3.00	4.00	1.00
Economic Development	1.25	1.25	0.50	1.00	1.00	0.00
City Clerk	1.50	1.50	1.50	1.50	1.50	0.00
Human Resources	3.00	4.00	4.00	5.00	5.00	0.00
City Attorney	0.50	0.50	0.50	0.50	0.50	0.00
Financial Services	8.00	8.00	8.00	8.00	8.00	0.00
Planning	14.15	14.90	16.00	16.30	14.25	(2.05)
Code Enforcement	26.30	26.30	25.80	25.50	25.45	(0.05)
Fire	61.50	59.00	59.00	58.00	58.00	0.00
Streets	45.30	43.30	50.30	52.30	50.30	(2.00)
Facilities Maintenance	2.00	2.00	2.00	2.00	0.00	(2.00)
Parks Maintenance	12.00	13.00	13.00	14.00	16.50	2.50
Engineering	6.70	5.95	5.95	3.95	0.00	(3.95)
Construction Management & Engineering	0.00	0.00	0.00	0.00	16.25	16.25
Parks & Recreation	23.90	19.08	19.08	20.08	21.08	1.00
GENERAL FUND	214.48	206.78	214.63	217.13	227.83	10.70
UTILITY FUND	115.20	116.20	118.20	121.20	120.20	(1.00)
STORMWATER MANAGEMENT FUND	30.05	30.05	30.05	32.05	27.00	(5.05)
BUILDING PERMITS & INSPECTIONS	15.40	13.40	15.40	16.70	16.55	(0.15)
INFORMATION TECHNOLOGY FUND	12.50	12.50	10.50	10.50	11.50	1.00
FACILITIES MANAGEMENT FUND	0.00	0.00	0.00	0.00	4.00	4.00
FLEET MANAGEMENT FUND	3.00	4.00	4.00	6.00	6.00	0.00
FULL-TIME EQUIVALENT POSITIONS (FTE)	390.63	382.93	392.78	403.58	409.08	5.50

**Law Enforcement services are contracted with Flagler County Sheriff's office.*

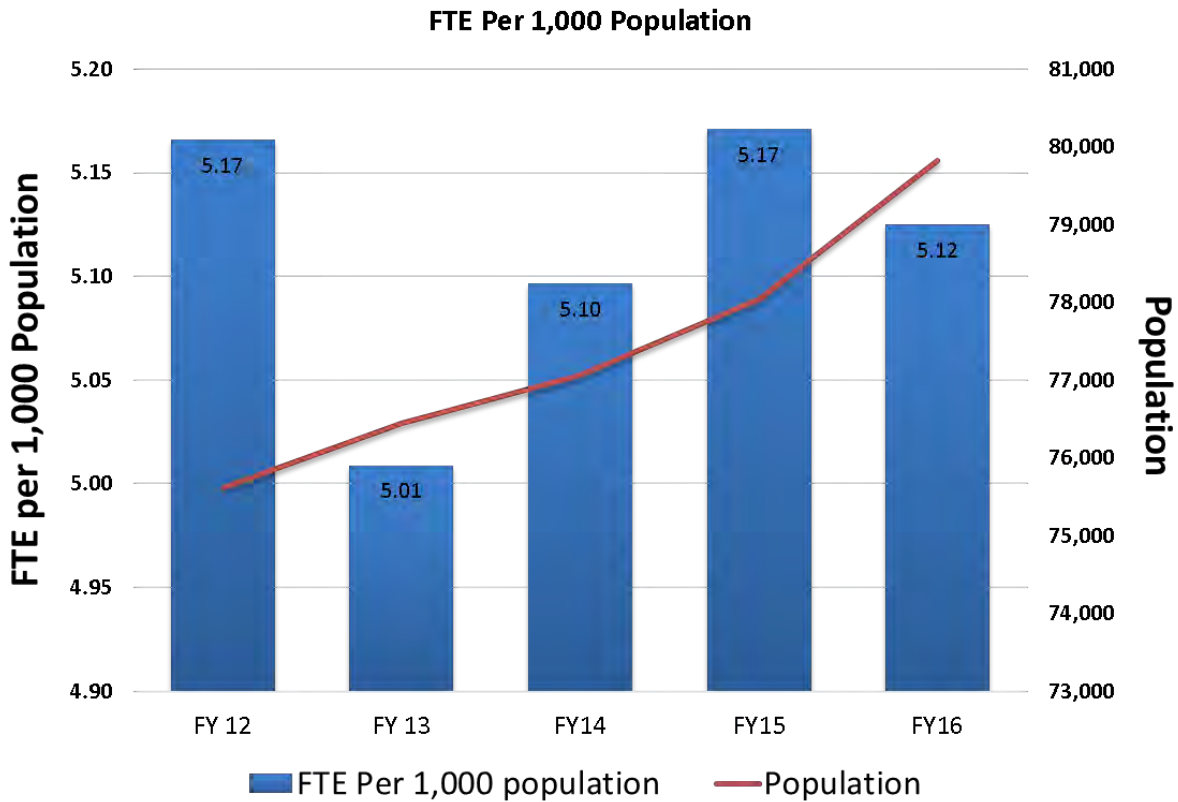
Personnel (FTE) Per 1,000 Population

DEPARTMENT	Actual FY 12	Actual FY 13	Actual FY14	Actual FY15	Proposed FY16
Population	75,617	76,450	77,068	78,046	79,821
City Manager	0.03	0.03	0.03	0.03	0.03
Communications & Marketing	0.03	0.03	0.05	0.04	0.04
Purchasing and Contracts Management	0.05	0.05	0.04	0.04	0.05
Economic Development	0.02	0.02	0.01	0.01	0.01
City Clerk	0.02	0.02	0.02	0.02	0.02
Human Resources	0.04	0.05	0.05	0.06	0.06
Law Enforcement	0.00	0.00	0.00	0.00	0.00
City Attorney	0.01	0.01	0.01	0.01	0.01
Financial Services	0.11	0.10	0.10	0.10	0.10
Planning	0.19	0.19	0.21	0.21	0.18
Code Enforcement	0.35	0.34	0.33	0.33	0.32
Fire	0.81	0.77	0.77	0.74	0.73
Streets	0.60	0.57	0.65	0.67	0.63
Facilities Maintenance	0.03	0.03	0.03	0.03	0.00
Parks Maintenance	0.16	0.17	0.17	0.18	0.21
Engineering	0.09	0.08	0.08	0.05	0.00
Construction Management & Engineering	0.00	0.00	0.00	0.00	0.20
Parks & Recreation	0.32	0.25	0.25	0.26	0.26
TOTAL GENERAL FUND	2.84	2.70	2.78	2.78	2.85
UTILITY FUND	1.52	1.52	1.53	1.55	1.51
STORMWATER MANAGEMENT FUND	0.40	0.39	0.39	0.41	0.34
BUILDING PERMITS	0.20	0.18	0.20	0.21	0.21
INFORMATION TECHNOLOGY	0.17	0.16	0.14	0.13	0.14
FACILITIES MAINTENANCE FUND	0.00	0.00	0.00	0.00	0.05
FLEET MANAGEMENT FUND	0.04	0.05	0.05	0.08	0.08
FULL-TIME EQUIVALENT POSITIONS	5.17	5.01	5.10	5.17	5.12

Total FTE



Total FTE Per 1,000 Population



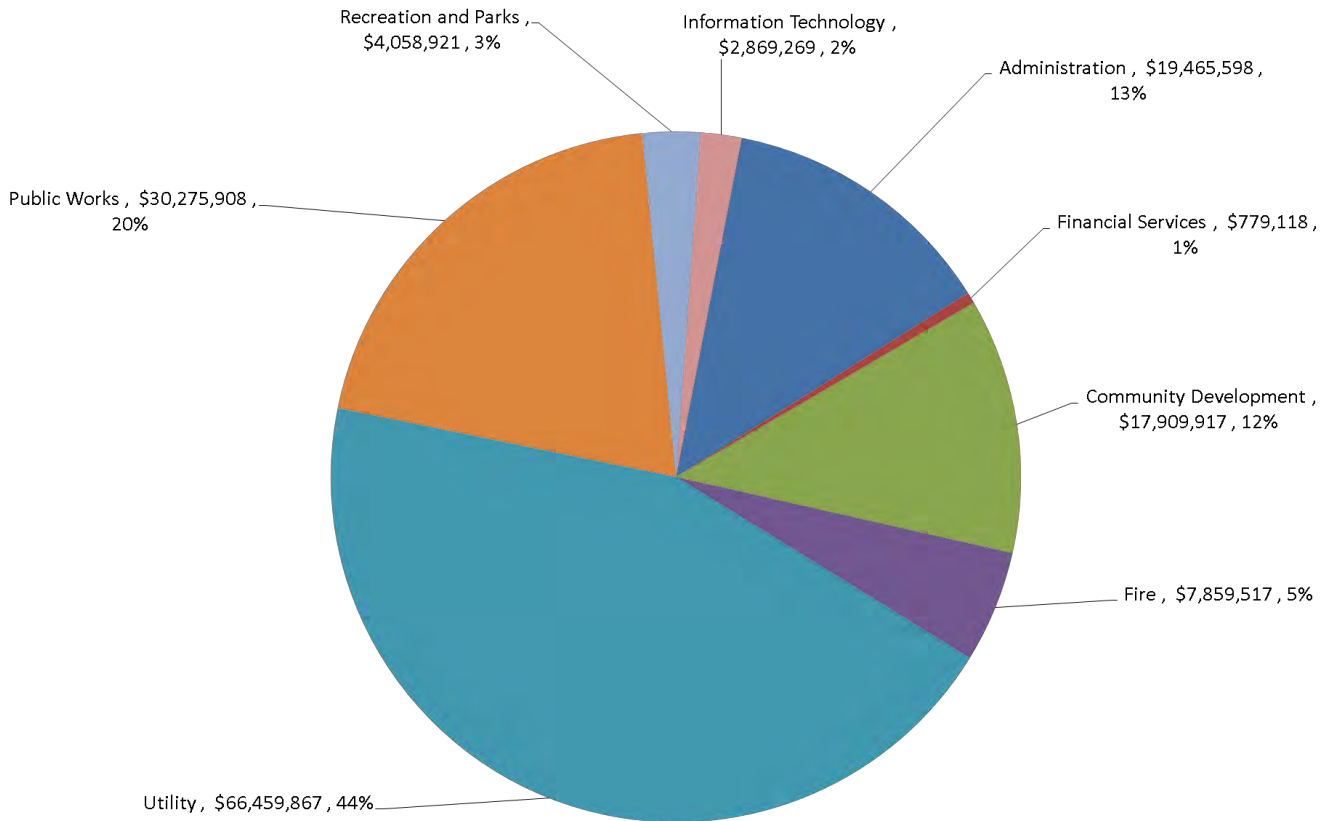
Department Funding

As shown below and on the following page, some department responsibility may cross funds.

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
City Council	\$ 105,506	\$ -	\$ -	\$ -	\$ -
Administration					
City Manager	367,054	-	-	-	-
Community Relations	369,034	-	-	-	-
Purchasing and Contracts Managements	311,459	-	-	-	-
Solid Waste		7,400,000	-	-	-
Economic Development	327,249	-	-	-	-
City Clerk	150,410	-	-	-	-
Human Resources	479,363	-	-	-	-
Self Insured Health	-	-	-	3,400,000	-
Non-Departmental	928,163	-	-	-	-
Law Enforcement	2,720,287	-	-	-	-
Police Education	-	-	-	-	26,000
Police Automation	-	-	-	-	10,000
Disaster Reserve	-	-	-	-	2,177,207
Special Events	-	-	-	-	244,829
City Attorney	449,037	-	-	-	-
Financial Services	779,118	-	-	-	-
Community Development					
Building Permits and Inspections	-	1,651,247	-	-	-
Planning	1,420,634	-	-	-	-
Code Enforcement	2,220,894	-	-	-	-
Construction Management & Engineering	1,559,003	-	-	-	-
CDBG	-	-	-	-	718,925
Neighborhood Stabilization	-	-	-	-	12,000
Business Assistance Center (BAC)	-	-	-	-	60,225
SR100 Community Redevelopment	-	-	-	-	1,594,355
Capital Projects	-	-	6,772,600	-	-
Development Special Projects	-	-	-	-	226,599
Transportation Impact Fee	-	-	-	-	1,274,000
Old Kings Road Special Assessment	-	-	-	-	399,435
Fire					
Fire	7,750,317	-	-	-	-
Fire Impact Fee	-	-	-	-	109,200
Utility					
Customer Service	-	1,637,378	-	-	-
Administration	-	1,342,281	-	-	-
Utility Maintenance	-	765,868	-	-	-
Wastewater Collection	-	2,918,868	-	-	-
Wastewater Treatment	-	1,943,545	-	-	-
Water Plant #1	-	1,881,762	-	-	-
Water Plant #2	-	1,647,106	-	-	-
Water Plant #3	-	1,130,750	-	-	-
Water Quality	-	478,704	-	-	-
Water Distribution	-	3,160,608	-	-	-
Non-Departmental	-	18,914,016	-	-	-
Utility Capital Projects	-	-	30,638,981	-	-

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
Public Works					
Streets	5,721,259	-	-	-	-
Parks / Facilities	1,524,007	-	-	-	-
Streets Improvement	-	-	-	-	9,586,216
Stormwater Maintenance	-	7,839,624	-	-	-
Facilities Maintenance	-	-	-	640,532	-
Fleet Management	-	-	-	4,964,270	-
Parks and Recreation					
Parks & Recreation	1,430,022	-	-	-	-
Tennis Center	273,929	-	-	-	-
Golf Course	1,604,970	-	-	-	-
Park Impact Fee	-	-	-	-	750,000
Information Technology					
Information Technology	-	2,608,169	-	-	-
Communications	-	-	-	261,100	-
Total	\$ 30,491,715	\$ 55,319,926	\$ 37,411,581	\$ 9,265,902	\$ 17,188,991
			Total		\$ 149,678,115

Budget by Department



City Council

Department Summary

The City Council is the elected legislative and policy body for the City of Palm Coast. City Council establishes 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.

Jon Netts, Mayor

Upon his retirement in 1992, Mr. Netts moved to Palm Coast from New Jersey. When Palm Coast first incorporated, Mr. Netts was appointed to the City's Code Enforcement Board where he served as Chairman. In 2001 he was elected as District #2's representative on the City Council. He was chosen as Vice Mayor in 2003 and again in 2007. Mr. Netts was successful in his 2007 candidacy to become the City of Palm Coast's second Mayor and he was elected again in 2011.

Bill McGuire, City Council Member, District #1

Mr. McGuire brings a diversified business management/problem solving background to his Palm Coast City Council position. For thirty years, he supervised thousands of employees in processing and producing parts for airplanes, glass furnaces, steel and aluminum casings and aircraft engine parts. He also assisted in the restructuring and start-up operations for several manufacturing plants.

Heidi Shipley, City Council Member, District #2

Heidi Shipley was elected to the District 2 seat of the Palm Coast City Council in November 2014. Shipley is a 14-year resident of Palm Coast who moved here from Revere, Massachusetts. Her most recent professional experience was as lead mammographer at a Central Florida hospital.

Jason DeLorenzo, City Council Member, District #3

The youngest candidate ever to be selected as a Palm Coast City Council Member, Mr. DeLorenzo was elected in 2011 as the District #3 representative to the Council. He is also known throughout the community as the Government Affairs Director for the Flagler Homebuilders Association, working as an advocate for small business.

Steven Nobile, Council Member – District #4

Steven Nobile was elected to the District 4 seat of the Palm Coast City Council in November 2014. Nobile has lived in Palm Coast for 33 years, coming here from Brooklyn, New York. He works in the Information Technology field, providing senior systems engineering service support for Florida corporations, the U.S. Navy and the U.S. Air Force. He also owns a Palm Coast business, HSDS (Home Self Defense Specialists) Gun Shop.

City Council

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 64,969	\$ 64,964	\$ 65,195	\$ 65,070	\$ (125)
Operating Expenditures	31,372	27,109	31,939	40,436	8,497
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 96,341	\$ 92,073	\$ 97,134	\$ 105,506	\$ 8,372

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	NetChange
		FY 14	FY 15	FY 16	FY15-16
<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.

City Attorney

Department Summary

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

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	*Net Change FY15-FY16
Personal Services	\$ 35,323	\$ 36,565	\$ 39,561	\$ 40,611	\$ 1,050
Operating Expenditures	348,167	353,715	354,117	408,426	54,309
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 383,490	\$ 390,280	\$ 393,678	\$ 449,037	\$ 55,359

* FY 16 includes in an increase in the contracted rate for the City Attorney

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	NetChange FY15-FY16
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
Total Full-time		0.50	0.50	0.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		0.50	0.50	0.50	-

Administration

Department Summary

HELPFUL HINT!

Click on a Division Name to see the expenditure summary and personnel roster for the division.

The Administration Department consists of the City Manager's Office, Communications and Marketing, City Clerk's Office, Purchasing and Contracts Management, Economic Development and Human Resources.

City Manager's Office

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.

Communications and Marketing Division

The Communications and Marketing Division oversees a variety of communications including public relations, media relations, video, graphic design, social media, reports and presentations to City Council, as well as operating and managing PCTV, the City's local government cable television channel. The team supports all City Departments, including assisting with special events, coordinating the Palm Coast Citizens Academy, and handling many aspects of community relations for the City. All Division staff have an active role on the Branding Team, whose mission is to promote the city's "Find Your Florida" brand to residents and prospective residents and businesses.

City Clerk's Office

The City Clerk acts as the Secretary to the City Council. The office of the City Clerk has the Records Management and Land Management function and oversees the City's elections. The City Clerk 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.

Purchasing and Contracts Management Division

The Purchasing and Contracts Management Division has two functions. This division is responsible for overseeing a decentralized purchasing system that reviews and processes purchase orders, and ensures competitive bidding is in accordance with the City's purchasing policy.

In addition, Purchasing coordinates and develops formal Invitations to Bid, Requests for Qualifications, Requests for Proposals, Requests for Information, and Letters of Interest to ensure overall compliance with the City's standards and policies. Contracts function assists with the administration and negotiation of contracts for a wide range of goods and services, monitors construction projects and handles dispute resolution on those Contracts when necessary. In addition, the Risk Management function falls under Contract Administration and consists of ensuring that all City property, vehicles and capital equipment are adequately insured. The Risk Management function also coordinates with the insurance company/attorney on any general liability and/or automobile claims on behalf of the City.

Human Resources Division

The Human Resources Division (HR) provides support, services, and resources to management, City officials, and employees. HR establishes policies, advises departments on HR matters, assists in the recruiting process, provides benefits and wellness coordination, manages personnel records, and assists in employee separation and retirement.

Economic Development

The Economic Development Division is responsible for the development and implementation of the City Economic Development and Incentive Policy, in an effort to grow the City's economy. The division partners with other public and private entities to identify funding sources, create a branding and marketing strategy for the City, to coordinate and promote local events, and to improve the economic well-being of our community through efforts that include job creation, job retention and quality of life.

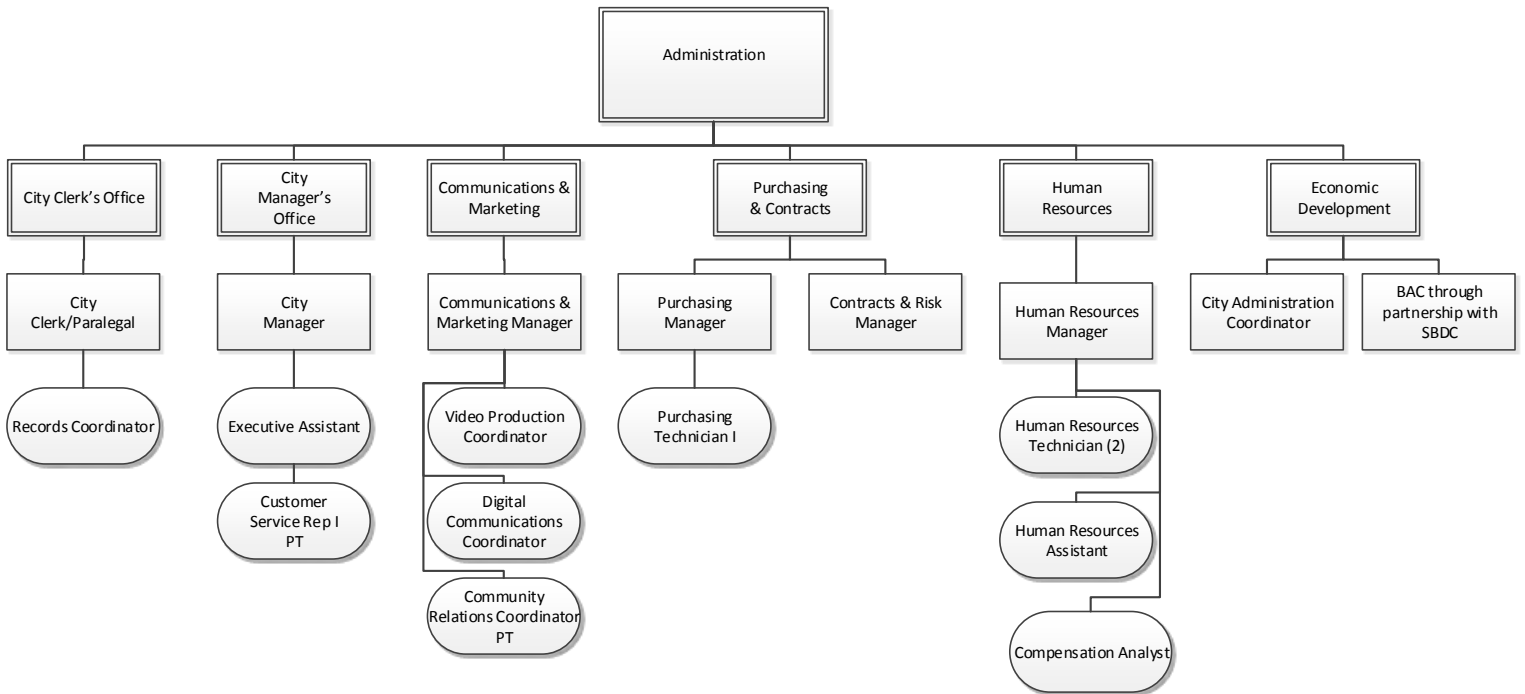
Business Assistance Center (BAC)

The City of Palm Coast launched its Business Assistance Center (BAC) cultivating a service that provides timely and accurate information and guidance to local businesses. Created as a partnership with the Small Business Development Center at the University of Central Florida, the Business Center serves as a liaison between essential resources and also assists with training, growth, expansion and navigating regulatory requirements for all companies who are looking for help.

The BAC is housed in City Hall. Services are implemented by the SBDC UCF Area Manager with support from community partners, the Center for Business Excellence (CBE), SCORE Counselors to American's Businesses, Flagler County Chamber of Commerce and the Small Business Administration. Hours for the BAC are Monday through Friday, 8:00 a.m. to 5:00 p.m. For more information, the BAC can be reached at 386-986-BIZZ (2499), or go to www.PalmCoastBAC.com

Administration

Organizational Chart



Administration

Department Objectives

Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- Inspect ditch drainage problems within 2 day of the receipt of the complaint 85% of the time.
- Solicit feedback from existing businesses and property owners along Hargrove Grade to determine interest and feasibility of master planning stormwater facilities

Goal 2 Economic - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

- Continue to Publicize Economic Development Efforts related to Prosperity 2021 in Annual Progress Report
- Review and update Prosperity 2021 programs and projects during annual goal setting
- Solicit for Public/Private Partnership to CRA Property along Bulldog Drive.
- Report quarterly on coordination efforts with Flagler County to attract businesses to our industrial areas.
- Report quarterly on efforts to market Palm Coast (including CRA owned properties) for commercial development.
- Evaluate land development code requirements for industrial use and propose changes.
- Request a presentation from Flagler County Department of Economic Opportunity to highlight economic development efforts
- Report quarterly the amount of investment by BAC clients including salaries added, increased sales and capital investment.
- Return a minimum of \$50.00 per Tax Dollar Invested in BAC by City
- Provide City Council a presentation of BAC activities and focus for next fiscal year
- Report quarterly on programs provided by BAC and number of attendees
- Grant agreement renewed
- Renew the annual grant agreement with SCORE.
- Report quarterly on issues and solutions developed in collaboration with BAC, owners, consultants and end-users

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- Work orders received from departments will be reviewed, logged, and forwarded to the next approver within one business day 98% of the time.
- All straight bids submitted to the Purchasing Division will be completed (Council approval) within 10 weeks of departmental request 100% of the time.
- All bids submitted to the Purchasing Division will be free from PCMD caused errors 95% of the time
- Contracts approved by Council will be sent to vendor for signature within 5 business days 95% of the time.
- All bids that require prequalification submitted to the Purchasing Division will receive "Notice of Award" within 14 weeks of departmental request 100% of the time.
- The Purchasing division will approve all valid requisitions within 3 business day 90% of the time.
- Liquidated damage letters will be mailed out 30 days prior to substantial completion contractual date
- Purchasing Division will have at least 1 Purchasing Training with vendors annually on how to do business with the City of Palm Coast.
- All bids will be posted within 2 days from the date of advertisement 90% of the time.
- Identify all inactive departmental records kept in office file drawers to be scanned.
- All "open records requests" will be answered as prescribed by state law (track quarterly)
- Conduct a record audit report for all departments semi-annually
- The City Clerk's office will ensure that all of Onbase records are committed within one week of being entered into the system
- Meeting minutes will be completed and posted within 2 days of approval (track quarterly)
- Agendas will be posted at least 5 days prior to a public meeting (track quarterly)

- Council minutes will be completed prior to the next council business meeting with 100% accuracy (track quarterly)
- Scan all identified inactive records for the current year.
- Destroy all documents that have reached retention
- Prepare annual CRA report
- Annually Publish Legislative Priorities
- Annually publish list of projects for Federal/State funding
- Report quarterly on legislative efforts
- Inventory existing opportunities for the use of volunteers
- Develop a program that targets volunteers to supplement City staff
- Identify methods of encouraging volunteer participation in City operations
- Inventory volunteer utilization
- Develop and implement a training process for purchasing card users which will include an annual refresher training for existing employees with a p-card and providing initial training for employees receiving a p-card for the first time.
- Develop and implement a training process for purchasing card users which will include an annual refresher training for existing employees with a p-card and providing initial training for employees receiving a p-card for the first time.

Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

- Provide and pre-schedule social media presence at major events by incorporating video, photos and by introducing “hashtags” for Facebook and Twitter.
- Create video promos for Arbor Day Celebration, International Festival, Birds of a Feather and Starlight Event & Parade.
- Request a presentation on efforts to improve safety within neighborhoods from Flagler County Sheriff
- Create 1 public service announcements for public safety in coordination with the Fire Department.

Goal 6 Workforce Talent - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

- Qualify or disqualify all new employee applications within 5 working days of receiving the application 90% of the time the application was submitted.
- Complete all background screening for full time positions within 10 working days of selection by departments 95% of the time.
- Requisitions for personnel will be processed within 5 days of being received 95% of the time.
- Notification will be sent to supervisors 30 days prior to the anniversary date of an employee
- Completed evaluations will be received by Human Resources within 30 days of all employees' anniversary date
- Create an inventory of factors expressed during exit interview process
- Develop a customer survey program to solicit feedback on matters unique to Palm Coast
- Implement improvements to the current complaint management process
- Develop communication program for annual capital improvement program.
- Implement communication program for swale system/maintenance
- Implement communication program for annual capital improvement program.
- HR will meet with different departments to look at each department needs for interns and their application to City operations
- Implement targeted internship opportunities

Administration

Measuring Performance

2015 Highlights:

- √ Staff led a new initiative to use Constant Contact for direct email marketing.
- √ Conducted three Citizens Academies, graduating 59 residents.
- √ Created a new webpage called Palm Coast Shines featuring awards received by the City.
- √ Analyzed the City's current complaint management process for addressing common complaint areas.
- √ The City's Municipal Access Television Station was renamed Palm Coast Television, or PCTV. In addition to airing City-produced videos, many outstanding programs and series were imported for use on PCTV. Distinct programs run along community service, public safety and brand themes such as safety, finances, recycling, animal adoption, texting and driving, water quality, fair housing, gardening, black bears, cooking, veterans, history, entrepreneurship and parks.
- √ The Video Team Awards:
 - Third place and an honorable mention in the 2014 Government Programming Awards given by NATOA, the National Association of Telecommunication Officers and Advisors, for "The Starlight Tornado" video, in the Public Safety and Event Coverage-Documentary categories.
 - The Northeast Florida Regional Council's Excellence in Public Safety Award for the "Change Your Batteries" smoke detector fire prevention PSA video.
 - Two Communicator Awards – an Award of Excellence for the "Walk Through Life" Parks & Recreation video, in the Public Relations category; and an Award of Distinction for "Change Your Batteries," a Fire PSA, in the Public Safety category.
 - A Bronze Telly Award of Excellence for the "Are You In?" economic development video, in the category of Government Relations.
 - First place in the 2015 Government Programming Awards given by NATOA, for the "Walk through Life" Parks & Recreation video, in the Profile of a City/County government category. Also, honorable mention for "Walk through Life" for Innovative Use of Video.
- √ Continuing our partnership with the Local Government Internship Program

Division: Human Resources

Goal 6: To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

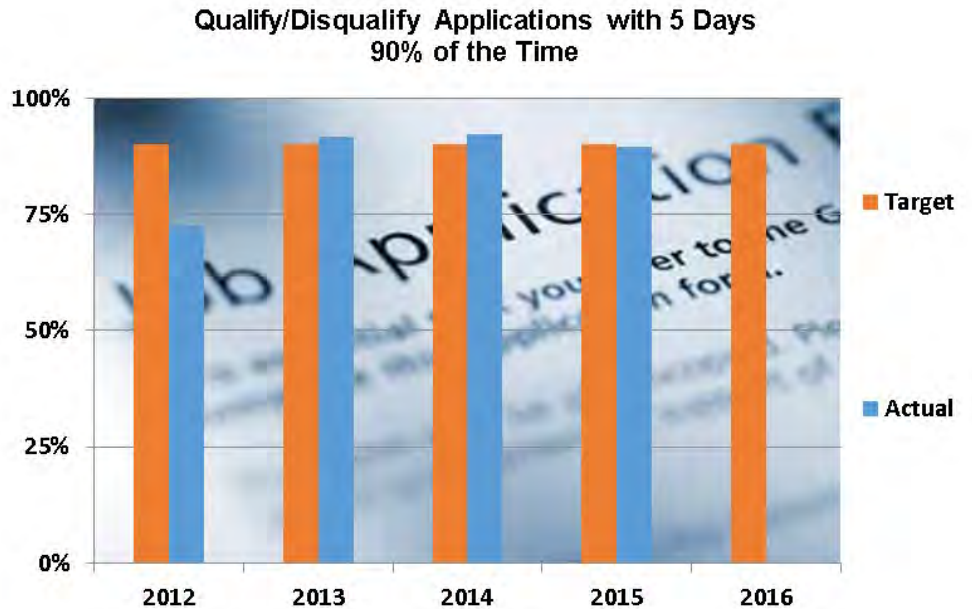
Objective 6.1: To develop a program to improve staff retention and recognize individual skill and talents

Strategy 6.1.1: A program to identify individual skills and foster improvement of professional skills

Approach 6.1.1.9: Ensure efficient processing of employee applications

Results: For fiscal year 2015, applications were qualified or disqualified within 5 days, 89% of the time, falling slightly short of the goal of this measure.

2016 Target: Same as 2015



Division: City Clerk's Office

Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

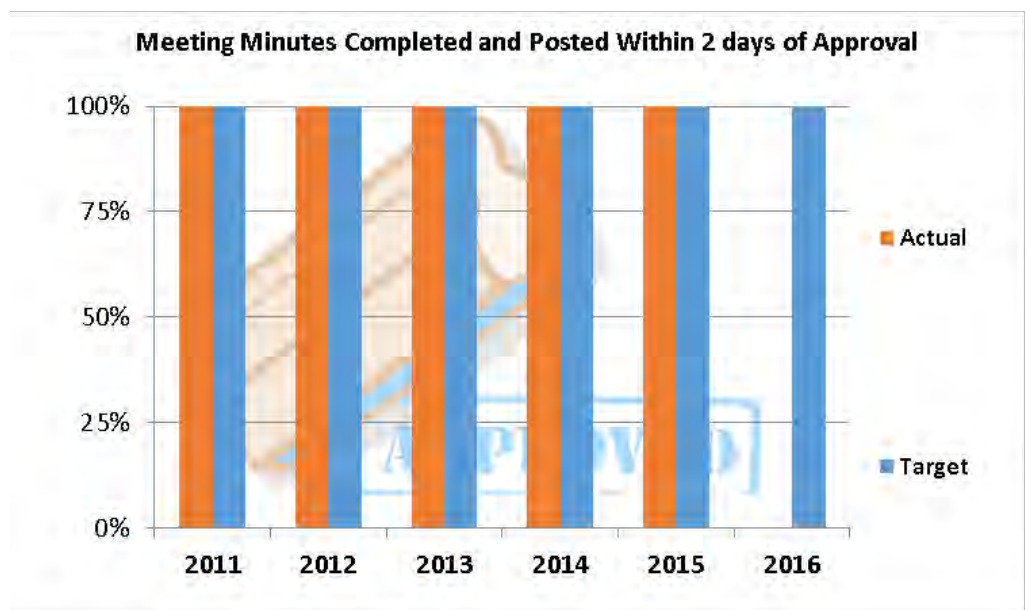
Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

Approach 3.2.1.18: Deliver services in an efficient, cost-effective manner

Results: All meeting minutes were completed with 2 days of approval.

2016 Target: Same as 2015



City Manager's Office

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 322,412	\$ 318,485	\$ 334,066	\$ 336,973	\$ 2,907
Operating Expenditures	36,351	38,670	37,465	30,081	(7,384)
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 358,763	\$ 357,155	\$ 371,531	\$ 367,054	\$ (4,477)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-FY16
<u>Full-time</u>					
City Manager	52	1.00	1.00	1.00	-
Executive Assistant to the City Manager	13	1.00	1.00	1.00	-
Total Full-time		2.00	2.00	2.00	-
<u>Part-time/Temporary</u>					
Customer Service Rep	6	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		3.00	3.00	3.00	-

Communications and Marketing

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 121,718	\$ 236,422	\$ 261,051	\$ 268,987	\$ 7,936
Operating Expenditures	56,602	82,872	98,387	100,047	1,660
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 178,320	\$ 319,294	\$ 359,438	\$ 369,034	\$ 9,596

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-FY16
<u>Full-time</u>					
Communications & Marketing Manager	20	1.00	1.00	1.00	-
Digital Communciations Coordinator	14	1.00	1.00	1.00	-
Video Production Coordinator	16	1.00	1.00	1.00	-
Total Full-time		3.00	3.00	3.00	-
<u>Part-time/Temporary</u>					
Community Relations Coordinator	20	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		4.00	4.00	4.00	-

Purchasing and Contracts Management

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 246,235	\$ 221,738	\$ 245,596	\$ 290,278	\$ 44,682
Operating Expenditures	20,129	21,922	19,846	21,181	1,335
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 266,364	\$ 243,660	\$ 265,442	\$ 311,459	\$ 46,017

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<u>Full-time</u>					
Contracts Administrator	18	1.00	1.00	1.00	-
Purchasing Manager	18	1.00	1.00	1.00	-
Purchasing Technician I	7	1.00	1.00	1.00	-
Staff Assistant	7	-	-	1.00	1.00
Total Full Time		3.00	3.00	4.00	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		3.00	3.00	4.00	1.00

Economic Development

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 70,103	\$ 42,526	\$ 90,820	\$ 93,064	\$ 2,244
Operating Expenditures	101,243	108,893	172,839	159,185	(13,654)
Capital Outlay	-	-	-	-	-
Grants and Aide	-	-	25,000	75,000	50,000
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 171,346	\$ 151,419	\$ 288,659	\$ 327,249	\$ 38,590

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<u>Full-time</u>					
Senior Planner	17	0.50	-	-	-
Administration Coordinator	18	-	1.00	1.00	-
Total Full-time		0.50	1.00	1.00	-
<u>Part-time/Temporary</u>					
N/A	16	-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		0.50	1.00	1.00	-

City Clerk's Office

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 93,883	\$ 97,648	\$ 104,079	\$ 103,763	\$ (316)
Operating Expenditures	27,593	30,504	32,074	46,647	14,573
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 121,475	\$ 128,152	\$ 136,153	\$ 150,410	\$ 14,257

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
Records Coordinator	11	1.00	1.00	1.00	-
Total Full-time		1.50	1.50	1.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		1.50	1.50	1.50	-

Human Resources

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 236,326	\$ 248,486	\$ 322,076	\$ 343,173	\$ 21,097
Operating Expenditures	104,980	119,545	120,596	136,190	15,594
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 341,306	\$ 368,031	\$ 442,672	\$ 479,363	\$ 36,691

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<u>Full-time</u>					
Human Resources Assistant	8	1.00	1.00	1.00	-
Human Resources Manager	19	1.00	1.00	1.00	-
Compensation Analyst	15	-	1.00	1.00	-
Human Resources Technician	10	2.00	2.00	2.00	-
Total Full-time		4.00	5.00	5.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		4.00	5.00	5.00	-

Law Enforcement

General Fund

The Flagler County Sheriff's Office has the solemn duty of serving and protecting the citizens of our great county. Additional law enforcement services are provided to the City of Palm Coast citizens through a contract with the Flagler County Sheriff's Office (FCSO). FCSO is dedicated to providing full-time law enforcement services to the city of Palm Coast, and all unincorporated areas of Flagler County. The Uniform Patrol Section is the backbone of the agency and is the most visible section at the Sheriff's Office. These deputies are specially trained and equipped with cutting edge technology allowing them to handle all situations which may affect our community. The Sheriff's Office prides itself on providing our citizens with the highest level of law enforcement services.



1001 Justice Lane
Bunnell, FL 32110
(386) 437-4116
FAX: (386) 586-4820

Flagler County Sheriff's Office
James L. Manfre
Accountability – Integrity - Respect



Law Enforcement

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	2,599,691	2,599,691	2,623,433	2,720,287	96,854
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,599,691	\$ 2,599,691	\$ 2,623,433	\$ 2,720,287	\$ 96,854

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-FY16
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

Law enforcement services are provided through a contract with the Flagler County Sherriff's Office.

Financial Services

Department Summary

The mission of the Financial Services Department is to help the City of Palm Coast meet its financial 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 departments core functions are central accounting, payroll services, accounts payable, accounts receivable, budgeting, local business tax receipts and utility billing. The department also provides investment and revenue advice to City Officials and oversees the annual audit to ensure compliance with state and federal laws.

The Local Business Tax Receipt Division (formerly Occupational Licensing) is responsible for the issuance of all Local Business Tax Receipts. The Division also issues Door to Door and Right of Way Solicitation Permits. This division also works closely with the City's Business Assistance Center (BAC).

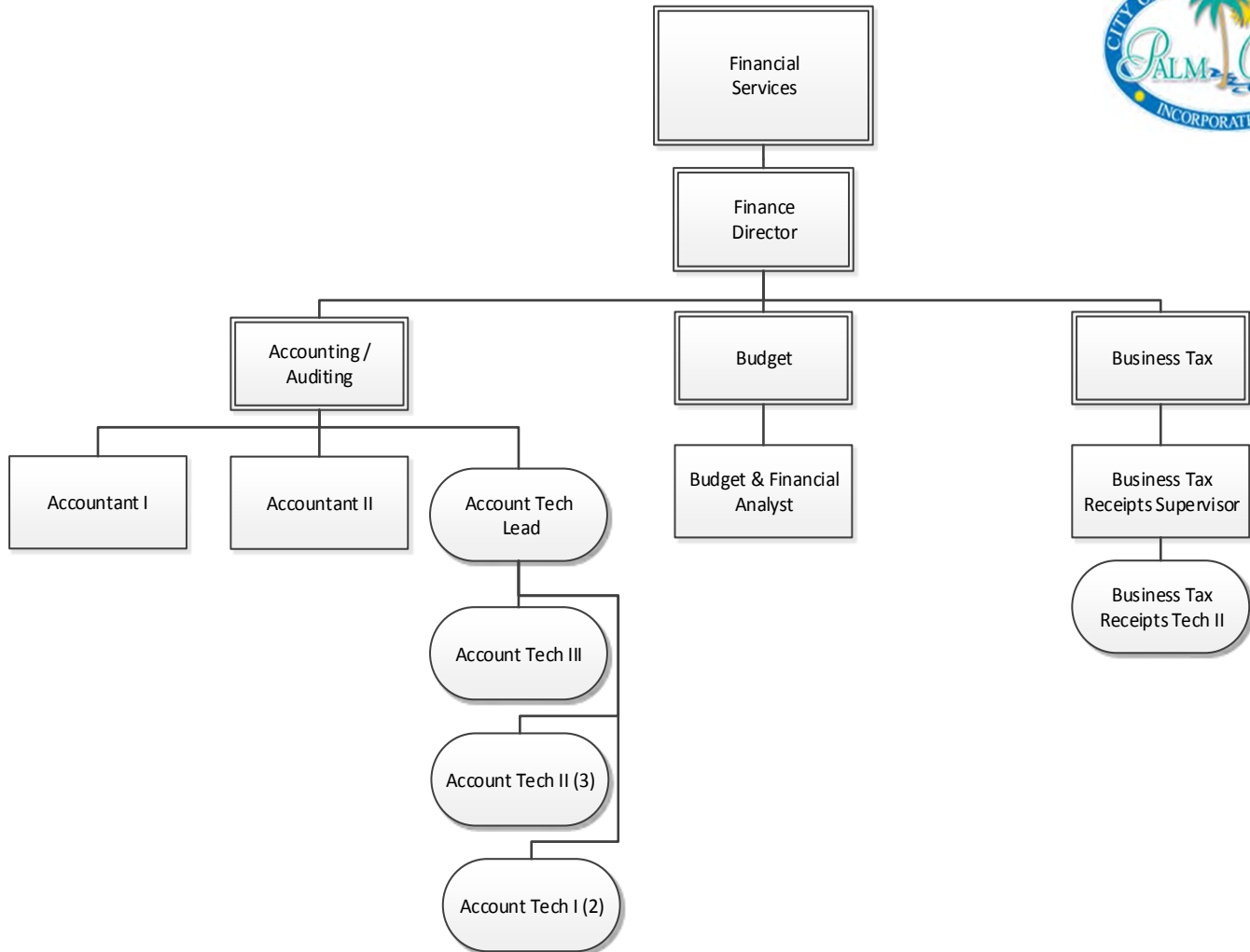
The Department performs all these functions with a streamlined staff structure by utilizing cross training, multi-tasking, matrix management and technology to achieve cost effective services for the City.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Palm Coast for its comprehensive annual financial report 14 consecutive years. The City of Palm Coast also received the GFOA Distinguished Budget Presentation Award for 12 consecutive years.



Financial Services

Organizational Chart



Summary of Changes:

Previously Accounting Technicians reported to either the Accountant or Accountant II. During fiscal year 2015 a reorganization of the Accounting Technicians took place resulting in a new Accounting Technician Lead position.



Financial Services

Department Objectives

Goal 2 Economic - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

- Provide quarterly results of the Business Tax survey program.

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- Inventory and report revenue options to the City annually.
- Process previous fiscal year's transactions with no audit comments related to accounting errors.
- Deliver public infrastructure funding plan to City Council
- Continue formal monitoring of the retirement program with quarterly meetings
- Complete quarterly review of retirement plan documents for updates and modifications as needed
- Publish "Budget at a Glance" document annually
- Develop an online budget dashboard
- Incorporate a budget element into the annual progress report to City Council
- Update the long term financial planning section of the annual budget document on a yearly basis
- Provide City Council with a presentation on the long term financial planning process on a yearly basis
- Report to City Council on the annual investment results and policy compliance
- Create budget preparation schedule annually that ensures TRIM Compliance
- Submit TRIM Compliance packet with zero non-compliance issues
- Pay all vendor invoices within 45 days of receipt within 96% of the time
- Implement Kronos (telestaff) fire module
- Create workflow process for fleet asset maintenance
- Create 2 new workflow processes
- Implement MUNIS Cashiering package in coordination with IT Department

Goal 6 Workforce Talent - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

- Achieve GFOA award for budgeting annually (FY 2016)
- Achieve GFOA award for financial reporting for previous fiscal year annually (FY 2015)
- Provide 8 hours of continuing education to department staff
- Provide annual disaster recovery training for managers & supervisors related to ensuring reimbursement for disaster recovery costs

Financial Services

Measuring Performance

2015 Highlights:

- √ Staff worked diligently in coordination with the IT department on the implementation of the MUNIS cashiering package and the transition of utility billing services to a new vendor. These changes, which will be implemented in the first quarter of fiscal year 2016
- √ TRIM Compliance for the fiscal year 2015 budget was certified with zero non-compliance issues.
- √ An Internal Controls Team was established during the 3rd quarter. The team began meeting to develop a program to target opportunities to strengthen controls throughout the organization
- √ A long term funding plan for 800 MHz radios was implemented at the start of the fiscal year. Departments are now charged an allocation which will help fund the future replacement of the 800 MHz radios.
- √ Several workflow processes were developed this year by Finance staff in coordination with the IT Department. These processes have increased efficiency and will ensure proper internal controls are in place.

These processes include:

- Warrant approvals
 - Journal entry approvals
 - Budget transfer approvals
 - Unclaimed checks
- √ The ICMA Center for Performance Analytics recognized the City of Palm Coast for the second year in a row for its performance management efforts with a Certificate of Distinction. Palm Coast was one of 48 government entities nationwide, and one of six in Florida, to receive some level of recognition from the program.
 - √ The GFOA Budget Presentation award was received for the fiscal year 2015 budget document. This is the 12th consecutive year the City of Palm Coast has received this award.
 - √ The GFOA Certificate of Achievement for Excellence in Financial Reporting was received for the fiscal year 2014 Comprehensive Annual Financial Report (CAFR). This is the 14th consecutive year the City of Palm Coast has received this award.
 - √ The GFOA Award for Outstanding Achievement for Popular Annual Financial Reporting was received for the fiscal year 2014 Popular Annual Financial Report (PAFR). This is the 2nd consecutive year the City of Palm Coast has received this award.



Department: Financial Services

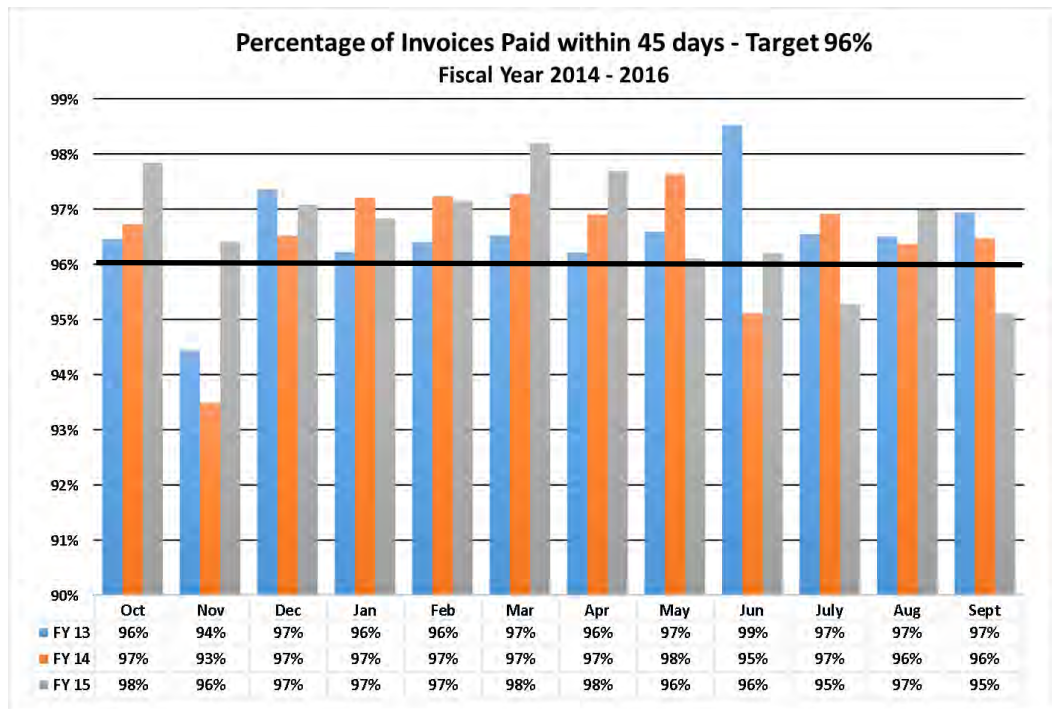
Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

Approach: 3.2.1.5: Pay all vendor invoices within 45 days of receipt within 96% of the time (reported monthly)

Results: Accounts payable continues to see swings during different months of the year in regards to this measure. Falling below 96% is most common during the month of November when the work load increases due to invoices being paid for the previous year as well as the next fiscal year. The annual average however, for fiscal year 2015, remains above 96%.



2016 Target: The target remains at 96%

Goal 6: To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.1: To develop a program to improve staff retention and recognize individual skill and talents

Approach: 6.1.3.2: Achieve award recognition for financial excellence

Results: Staff once again received GFOA award recognition for both budget presentation and financial reporting

2016 Target: Same as 2015

	Budget Presentation 6.1.3.2.a	Financial Reporting 6.1.3.2.b
2004	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2005	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2006	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2007	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2008	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2009	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2010	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2011	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2012	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2013	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2014	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2015	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Financial Services

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 512,534	\$ 521,363	\$ 571,368	\$ 595,661	\$ 24,293
Operating Expenditures	165,573	161,863	154,937	183,457	28,520
Capital Outlay	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 678,107	\$ 683,226	\$ 726,305	\$ 779,118	\$ 52,813

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<u>Full-time</u>					
Accountant II	15	1.00	1.00	1.00	-
Accountant I	14	1.00	1.00	1.00	-
Lead Accounting Technician	13	-	-	1.00	1.00
Accounting Technician I	8	3.00	3.00	3.00	-
Accounting Technician II	10	3.00	3.00	2.00	(1.00)
Accounting Technician III	12	1.00	1.00	1.00	-
Budget & Financial Analyst	12	1.00	1.00	1.00	-
Business Tax Receipts Supervisor	12	1.00	1.00	1.00	-
Business Tax Receipts Tech II	8	1.00	1.00	1.00	-
Finance Director	22	1.00	1.00	1.00	-
Total Full-time		13.00	13.00	13.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		13.00	13.00	13.00	-

Community Development

Department Summary

HELPFUL HINT!

Click on a Division Name to see the expenditure summary and personnel roster for the division.

The Community Development Department consists of four divisions; Planning, Code Enforcement, Building Permits and Construction Management & Engineering. The department provides guidance for well-planned growth and regulates development for the protection of the City's natural resources, public health, safety, and welfare.

Planning

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.

Code Enforcement

Code Administration: Oversees the enforcement of City Codes, including such nuisance issues as parking on the lawn, litter and debris, abandoned properties, overgrown conditions, noise complaints, animal control, wildfire mitigation and hazard trees.

Animal Control: Responds to calls for lost cats, dogs, animals running at large, cruelty to animals, abused and abandoned pets, and barking dogs.

Urban Forestry/Wildfire Mitigation/Tree Removal: The risk of wildfire in the City of Palm Coast is substantial under seasonal climatic conditions and weather patterns. The City of Palm Coast 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. The Wildfire Mitigation program works to ensure 30 feet of managed vegetation adjacent to residential structures.

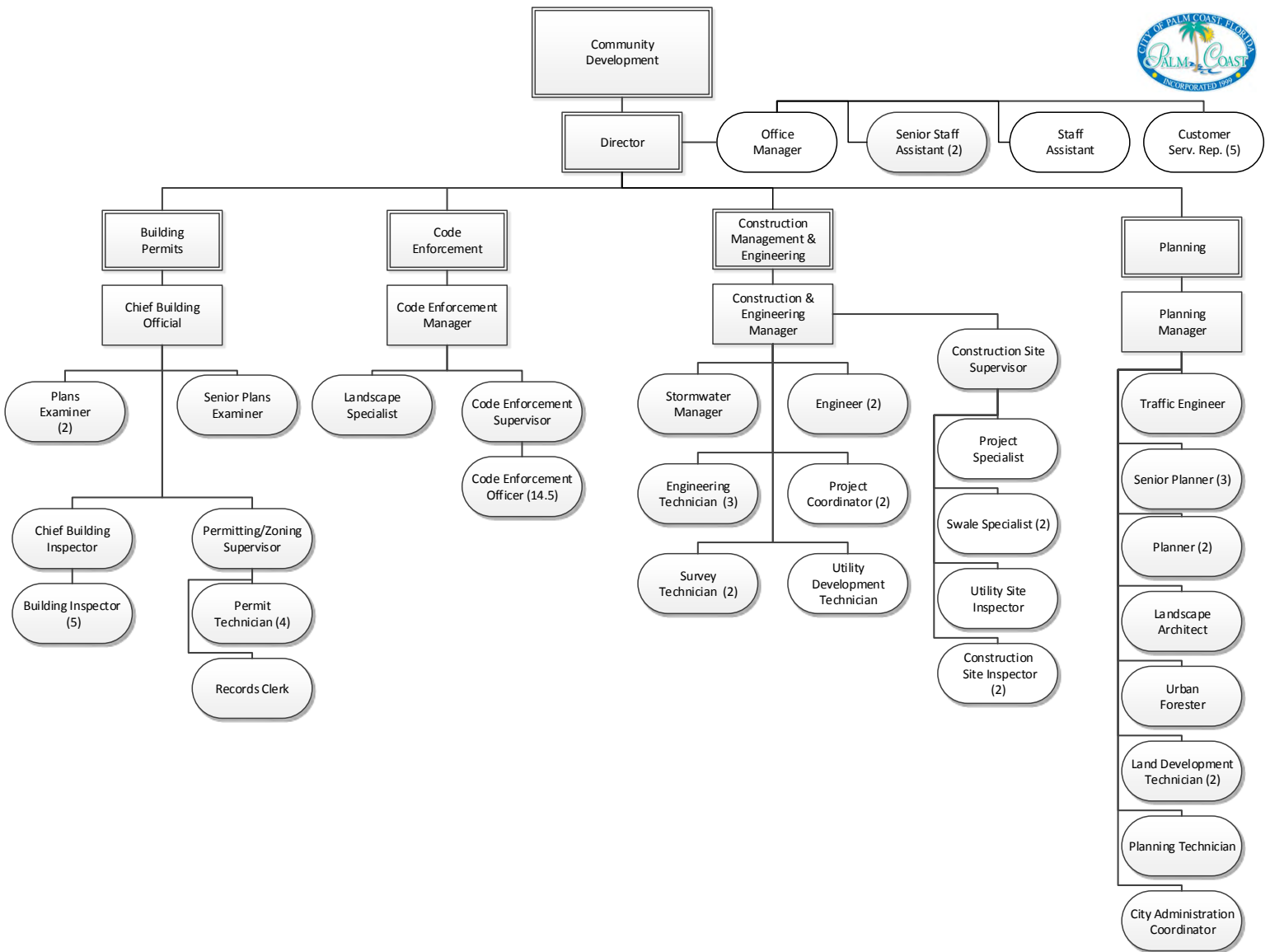
Building Permits

The Building and Permitting Division enforces 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.

Construction Management & Engineering

The Construction Management and Engineering Division is responsible for assisting with the design, construction, and maintenance of the City's infrastructure through a comprehensive long-term approach focused on meeting the future needs of the city. This includes roadways, stormwater drainage and the utility system. This division replaced the Stormwater & Engineering department in fiscal year 2015.

Community Development Organizational Chart



Summary of Changes:

A reorganization took place in fiscal year 2015 that affected this department. A new division, Construction Management & Engineering was created replacing the Stormwater & Engineering department. All positions previously in the Stormwater & Engineering department moved to this new division. The Construction Manager and Project Coordinator positions were moved from Planning to this new division. A number of positions including Project Coordinators, Site Inspectors and Swale Specialists were moved from Public Works and Utility to this department.

One of the Senior Planner positions has been reclassified as a Traffic Engineer.



Community Development

Department Objectives

Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- Report to City Council an overview of issues related to failing seawalls and present solution options.
- Inspect, evaluate and rate water control structures, major crossings, pipes through seawalls, and canal ends annually.
- Update Annual Action Plan for Community Development Block Grant.
- Design one (1) stormwater modeling project every other year for Capital Improvement Plan.
- Develop a bridge maintenance program
- Update GIS mapping application within 6 months of each project completion for swale rehab
- Inspect swale-ditch drainage problems within 2 day of the receipt of the complaint 85% of the time.
- Add the standard design for canal water control structures to the technical manual.
- Complete annual report for MS4 permits.
- Complete an assessment of different intersection control devices and for traffic detection hardware and software that can be implemented into the City to improve traffic flow.
- Draft white paper identifying and evaluating strategies to promote infill development
- Secure all unsecured - abandoned houses within 14 days of being identified.

Goal 2 Economic - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

- Request a presentation from Flagler County to discuss the existing and potential public transportation services
- Review site plan and plat-related resubmittals and provide comment on those resubmittals within 5 working day 95%
- Review site plan and plat-related applications and provide comments within 8 working days 95% from the time received
- Review residential driveway / new home construction permits within 5 working days 95% from the time the permit is received
- Review all performance bonds from developers for financial accuracy within 3 working days from the time received
- Complete "utility" Right of Way utilization permits within 3 working days 95% of the time the permit is entered into Project DOX
- Inspect canal / waterway drainage problems within 3 working days of the request 90% from the time received
- Review commercial permits, 1st & 2nd applications and provide comments within 8 working days, 95% of the time.
- Review & provide response to developer submittal of Utility Agreement within 5 days of submittal and resubmittal 95% of the time
- Review & provide response to DBPR forms within 2 days of developer's submittal and resubmittal 95% of the time
- Review a completed Division of Alcoholic Beverage and Tobacco Application as it pertains to zoning within 5 working days 95% of the time.
- Review zoning on building occupancy permit or commercial or residential interior alteration permit for community residential homes and residential child care facilities, within 7 working days 95% of the time.
- Respond to a customer or administration driven concern within 3 working days 95% the time a customer has made contact.
- Complete all swale redesign requests within six months from the time received
- Design 41 pipes for repair or upgrade per the current year's pipe rehabilitation program.
- Design 12 valley gutters for repair or upgrade per the current year's valley gutter rehabilitation program.
- Calculate ERUs within 48 hours 95% from the time received
- Provide initial site plan and plat related COPC comments to the applicant within 15 working days 85% of the time.
- Review site plan and plat related resubmittals and provide COPC comments to the applicant within 10 working days 95% of the time.
- Provide plan review for all commercial construction within 10 working days from the time the plan is received 95% of the time.

- Provide plan review for all residential construction within 5 working days from the time the plan is received 95% of the time.
- Provide initial response to new commercial permits within 10 working days (to include new structures and alterations) from the time the permit is received 95% of the time.
- Provide plan review for select “quick review” permits within the 1 working day of submittal 95% of the time.
- Process all public hearing development orders within 2 working days after all requirements have been met, 95% of the time.
- Review / process elevation certifications within 5 working days 95% of the time.
- Provide Interlocal review / comments on other agencies requests within the given allotted time established by that local government or within 5 working days 95% of the time.
- Provide comments for Master Plan Developments (MPD) within 10 working days from initial submittal 95% of the time.
- Respond to all landscape/environmental complaints within one working day from the time the complaint is received 95% of the time.
- Complete all commercial and multi-family tree inspections within 1 working day from date received 95 % of the time.
- Complete all commercial and multi-family landscape/irrigation inspections within one working day from the time the inspection was called in 95% of the time.
- Urban Forestry will review and process tree removal and wildfire mitigation requests, and conduct all environmental site visits within 2 working days from the time the request is received 95% of the time.
- Code Enforcement will document and inspect all Code complaints within one working day from the time the complaint is received 95% of the time.
- Complete building inspections within one working day from the time the inspection is called in 95% of the time.

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- Identify the solution for categorization of all "As-builts" and documents, and complete 80% of all "As-builts".
- Implement project dox electronic submittal in coordination with IT Department
- Determine feasibility for in-house surveys from other City departments within 5 working days 95% from the time the request is made.
- Monitor surface water levels monthly at 7 locations
- Monitor water quality monthly at outfalls at 13 locations

Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- Implement & evaluate one weed control option
- Complete survey, permitting and design for 2 remaining phases of Seminole Woods Multi Use Path
- Complete CDBG Comprehensive Annual Performance Evaluation Report (CAPER).
- Work with the Parks Team to develop a plan to tie in the bench master plan with the bus stop design prototype being developed
- Integrate the bench master plan with targeted school bus stop locations
- Maintain 375 acres on a monthly basis at 80% open on freshwater canals surface.
- Maintain 118 acres on a monthly basis at 60% open on freshwater canals surface.

Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

- Survey and design all requests for emergency drainage pipe replacement made by the streets division 2 working days 95% of the time received
- Complete one (1) natural / manmade drainage interface for the management plan per year
- Identify and implement safety programs that are available through the TPO.
- Create a standard signing plan for the bike/ped system.
- Secure funding through the TPO to perform a corridor study to improve access management and safety

Community Development

Measuring Performance

2015 Highlights:

- √ Construction Management & Engineering staff actively engaged in pilot studies of alternative weed control treatment methods for freshwater canals. The aim is to find viable treatment options as a means to:
 - Maintain the City's commitment to being good environmental stewards
 - Limit the amount of chemical treatments to our freshwater canals
 - Maintain a high aesthetic value and proper function of the stormwater system
- √ Staff began an LED street lighting initiative. New roadway construction projects will utilize LED fixtures for all new streetlight installations. Palm Coast was chosen as one of three pilot study locations that resulted from a partnership between the City of Palm Coast and FPL. At the completion of the pilot study, FPL started offering LED fixtures as a street lighting alternative.
- √ The number of development order applications increased by 4% from 45 in FY14 to 47 in FY15.
- √ The number of single family residential permits issued has increased by 7% from 325 in FY14, to 349 in FY15. The value of single family residential construction to date is \$98,841,000. This is an increase from FY14, to FY 15 of 8%.
- √ The number of residential plan reviews increased by 28% from 13,098 in FY14, to 16,742 in FY15.
- √ The number of permits has increased from by 5% 8,699 in FY14, to 9,129 in FY15.
- √ The number of commercial permits issued has increased by 17% from 76 in FY14 to 89 in FY15 YTD .The value of commercial construction to date is \$31,614,200. This is an increase from FY14, to FY15 of 72%.
- √ Building Permit Fund revenue collections increased by 6.5% from \$1,608,819 in FY14, to \$1,713,924 in FY15.
- √ The number of Code Enforcement action orders/complaints decreased by 20% from 19,161 for FY14, to 15,889 in FY15 .
- √ The number of animal licenses issued has increased by 23% from 5,475 ub FY14, to 6,752 in FY15 YTD.
- √ In 2015, over 1,500 Flagler County elementary and middle school students participated in the City's C.H.I.R.P program conducted by Community Development staff.
- √ The 8th Annual Christmas Tree and Electronics Recycling event was held by city staff.

Division: Planning

Goal 2: To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.2: To develop a "branding and marketing strategy" and establish criteria to measure success

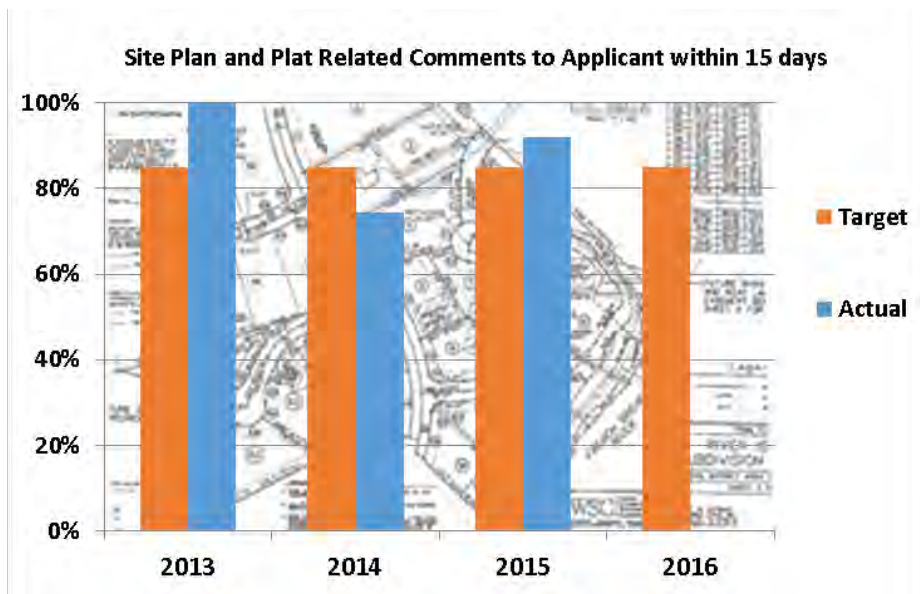
Strategy 2.2.2: Develop a campaign to highlight the City's economic strengths and opportunities

Approach: 2.2.2.7: Monitor permit review time

Measure: Provide initial site plan and plat related COPC comments to the applicant within 15 working days 85% of the time.

Results: Site plan and plat related comments were returned to the applicant within 15 working days 92% of the time for fiscal year 2015.

2016 Target: Same as 2015



Department: Construction Management & Engineering

Goal 5: To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.2: Enhance safety measures throughout the community

Strategy 5.2.2: Continue to enhance safety improvements at intersections and along roadways

Approach: 5.2.2.4: Maintain/Replace water control structure to maintain ground water levels.

Results: Due to an unexpected structure failure in fiscal year 2015, 2 control structures were replaced.

2016 Target: Due to an unexpected structure failure in 2015 no structure will be replaced in 2016.

	Target	# of Structures Repaired or Replaced	Structure Name
2010	1	1	BA-1
2011	1	1	R-1
2012	1	3	I-1, I-4, I-6 (3 Sisters)
2013	1	1	BT-2
2014	1	1	M-3
2015	1	2	LO-1, PA-1

Division: Building Permits

Goal 2: To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

Objective 2.2: To develop a "branding and marketing strategy" and establish criteria to measure success.

Strategy 2.2.2: Develop a campaign to highlight the City's economic strengths and opportunities

Approach: 2.2.2.8: Provide proper response time for inquiries

Measure: Provide initial response to new building residential permits within 5 working days (single family residence) from the time the permit is received 95% of the time.

Results: The fiscal year 2015 target was not met.

2016 Target: Same as 2015

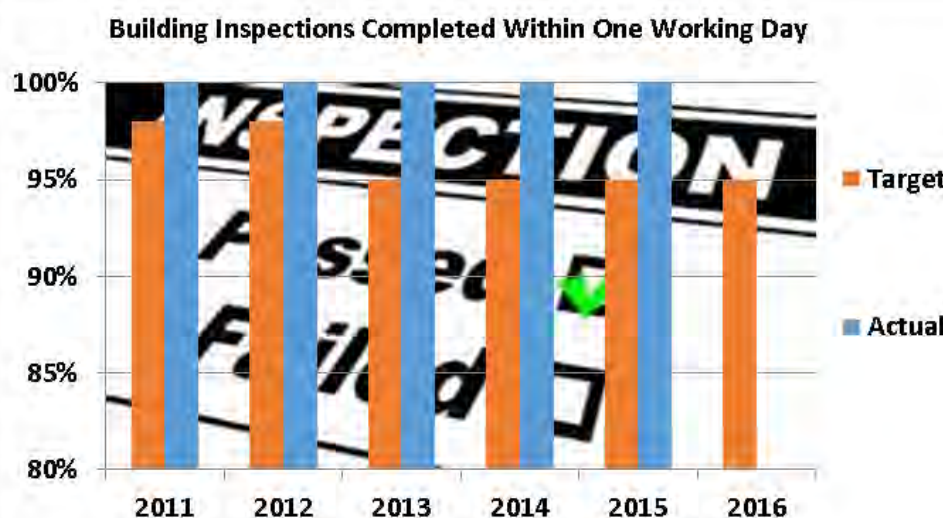


Approach: 2.2.2.9: Provide proper inspection and response time to complaints

Measure: Complete building inspections within one working day from the time the inspection is called in 95% of the time.

Results: The fiscal year 2015 target was met.

2016 Target: Same as 2015



Planning

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 1,174,281	\$ 1,235,709	\$ 1,419,510	\$ 1,236,528	\$ (182,982)
Operating Expenditures	214,341	236,371	268,487	184,106	(84,381)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,388,622	\$ 1,472,080	\$ 1,687,997	\$ 1,420,634	\$ (267,363)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Community Development Director	22	0.30	0.30	0.25	(0.05)
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	-
Administrative Coordinator	18	-	1.00	1.00	-
Senior Planner	17	4.50	4.00	3.00	(1.00)
Traffic Engineer	20	-	-	1.00	1.00
Urban Forrester	16	1.00	1.00	1.00	-
Planner	15	2.00	2.00	2.00	-
Project Coordinator	15	1.00	1.00	-	(1.00)
Planning Technician	8	1.00	1.00	1.00	-
Senior Staff Assistant	8	-	1.00	1.00	-
Land Development Technician	13	2.00	2.00	2.00	-
Total Full-time		14.80	16.30	14.25	(2.05)
<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		16.80	16.30	14.25	(4.05)

Summary of Changes: The Construction Manager and Project Coordinator positions have been moved to the new Construction Management and Engineering division. One of the Senior Planner positions has been reclassified as a Traffic Engineer. 25% of the Director position is now charged here due to a fourth division being added to the department.

Building Permits

Building Permits Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 919,767	\$ 964,307	\$ 1,057,965	\$ 1,200,635	\$ 142,670
Operating Expenditures	307,043	318,355	298,954	340,201	41,247
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	1,134,634	-	(1,134,634)
Contingency	-	-	-	110,411	110,411
Total Expenditures	\$ 1,226,810	\$ 1,282,662	\$ 2,491,553	\$ 1,651,247	\$ (840,306)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Community Development Director	22	0.30	0.30	0.25	(0.05)
Building Official	20	-	-	-	-
Chief Building Official	18	1.00	1.00	1.00	-
Senior Building Inspector	15	4.00	6.00	6.00	-
Senion Plans Examiner	16	1.00	1.00	1.00	-
Plans Examiner	15	2.00	2.00	2.00	-
Building Inspector	14	1.00	1.00	1.00	-
Officer Manager	12	-	0.30	0.30	-
Permit/Zoning Supervisor	13	1.00	1.00	1.00	-
Construction Inspector	12	-	-	-	-
Records Clerk	7	1.00	1.00	1.00	-
Permit Technician	8	3.00	3.00	3.00	-
Total Full-time		14.30	16.60	16.55	(0.05)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		14.30	16.60	16.55	(0.05)

Summary of Changes: 25% of the Community Development director is now charged to this division as a result of a fourth division being added to the department.

Code Enforcement

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 1,463,775	\$ 1,455,509	\$ 1,510,473	\$ 1,554,357	\$ 43,884
Operating Expenditures	632,644	573,586	647,764	666,537	18,773
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,096,419	\$ 2,029,095	\$ 2,158,237	\$ 2,220,894	\$ 62,657

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Community Development Director	22	0.30	0.30	0.25	(0.05)
Code Enforcement Manager	20	1.00	1.00	1.00	-
Code Enforcement Supervisor	14	1.00	1.00	1.00	-
Officer Manager	12	1.00	0.70	0.70	-
Code Enforcement Inspector	10	11.00	11.00	11.00	-
Animal Control Officer	10	2.00	2.00	2.00	-
Landscape Specialist	10	1.00	1.00	1.00	-
Tree Inspector	9	1.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
Staff Assistant	7	1.00	1.00	1.00	-
Records Clerk	7	-	-	-	-
Customer Service Representative I	6	5.00	5.00	5.00	-
Data Entry Clerk	5	-	-	-	-
Total Full-time		25.30	25.00	24.95	(0.05)
<u>Part-time/Temporary</u>					
Code Enforcement Inspector	10	1.00	1.00	1.00	-
Customer Service Representative I	6	1.00	-	-	-
Total Part-time/Temporary		2.00	1.00	1.00	-
Total Personnel		27.30	26.00	25.95	(0.05)

Summary of changes: 25% of the Community Development director is now charged to this division as a result of a fourth division being added to the department.

Construction Management & Engineering

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 412,867	\$ 438,643	\$ 348,704	\$ 1,415,242	\$ 1,066,538
Operating Expenditures	65,458	72,817	105,003	143,761	38,758
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 478,325	\$ 511,460	\$ 453,707	\$ 1,559,003	\$ 1,105,296

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Civil Engineer	20	-	-	1.00	1.00
Community Development Director	22	0.55	0.55	0.25	(0.30)
Construction & Engineering Manager	20	-	-	1.00	1.00
Construction Inspector	12	-	-	2.00	2.00
Construction Site Supervisor	18	-	-	1.00	1.00
Engineering Technician	11	2.00	2.00	3.00	1.00
Project Coordinator	15	1.00	1.00	2.00	1.00
Stormwater Engineer	20	1.00	1.00	1.00	-
Stormwater Manager	19	1.00	1.00	1.00	-
Stormwater System Specialist	15	1.00	1.00	-	(1.00)
Survey Technicians	8	2.00	2.00	2.00	-
Utility Construction Inspector	14	-	-	1.00	1.00
Utility Development Review Technician	11	-	-	1.00	1.00
Total Full-time		8.55	8.55	16.25	7.70
<u>Part-time/Temporary</u>					
Code Enforcement Inspector	10	1.00	1.00	1.00	-
Customer Service Representative I	6	1.00	-	-	-
Total Part-time/Temporary		2.00	1.00	1.00	-
Total Personnel		27.30	26.00	25.95	(0.05)

Fire

Department Summary



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 business inspections and public education. With the increase in sport activities at the local schools and the City's running series, the Fire Department provides rapid advanced medical service with Medical Emergency Response Vehicle (MERV's) units.

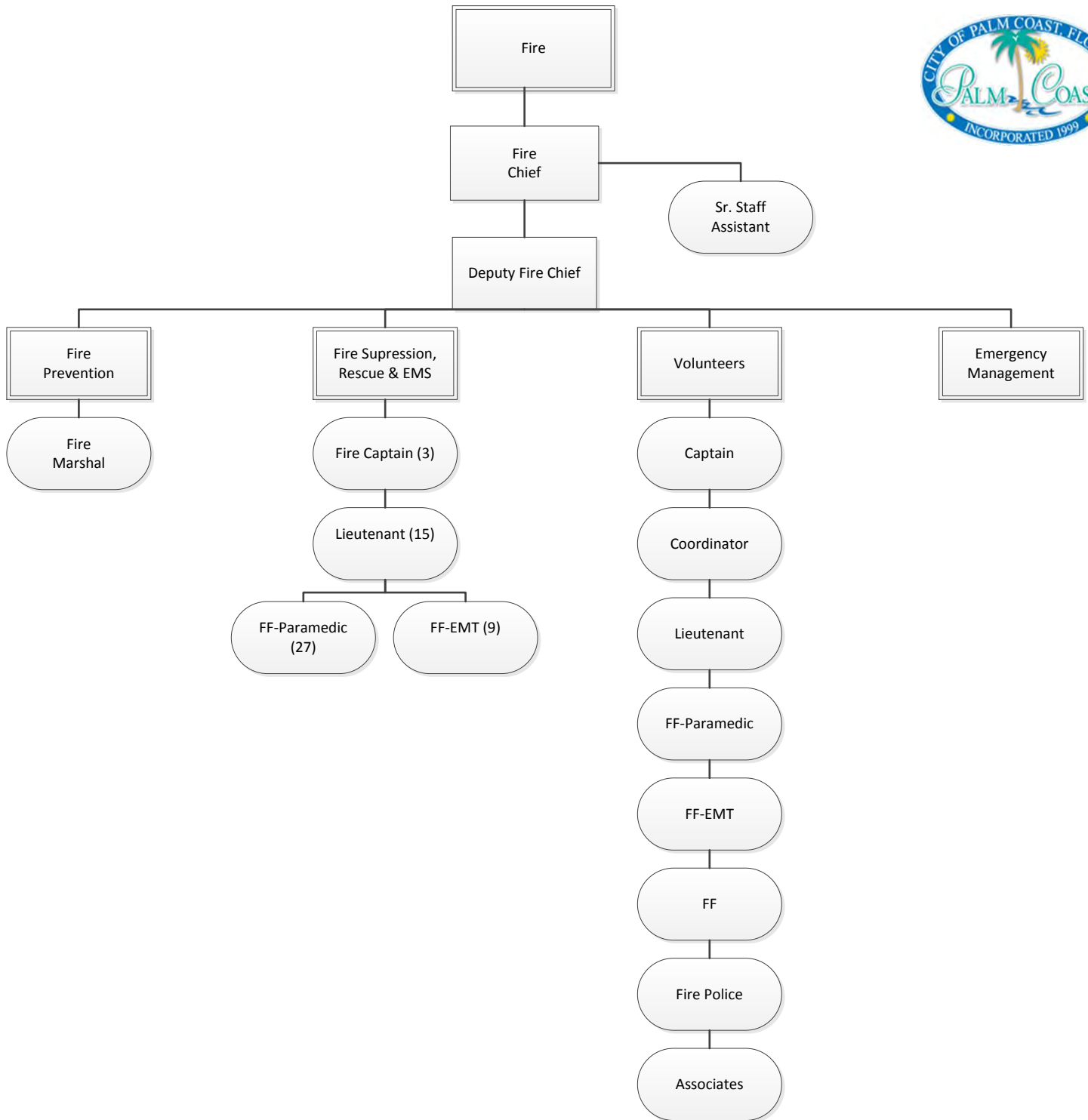
Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 58 FTE's, 25 Volunteer Firefighters and 15 Volunteer Fire Police members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The City I.S.O rating is currently a 2.

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.



Fire

Organizational Chart



Fire

Department Objectives

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- Inventory and evaluate duplication of fire and emergency services between other applicable agencies and present findings to City Council.
- Coordinate with Flagler County on the use of EMS resources
- Report quarterly on fire and emergency services "Calls for Response" on all responses 0-5 minutes, 6-8 minutes and any response times over 8 minutes.
- Create a tracking mechanism for all call response times 6 minutes or more as to the delay in response
- Develop an Action Plan to minimize any identified duplication of services
- Ensure that all firefighters receive annual medical exam.
- Implement a pre-trip check list that the responsible operator of the fire apparatus completes at each station for daily use.

Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

- Create 1 public service announcements for public safety in coordination with the Communications & Marketing.
- Design a new fire educational program for the high schools
- Provide car seat installation education for citizens at all fire station on request and report quarterly
- Maintain and provide training / certification to all line lieutenants to educate citizens about the proper techniques to install child car seats at three (3) events per fiscal year.
- All line employees are to physically attend 3 of the 12 quality assurance sessions with the medical director to review past practices and learn new procedures.
- Maintain the Pumper Capacity component on the ISO Rating of 5 out of 5 points by Pump Testing each year
- All line personnel will maintain a cumulative minimum of 972 hours of "Facility Training" to include tower drilling and Live Fire Training.
- Fire Department Officers will maintain the cumulative minimum "Fire Officer" Continuing Education hours of 216 per year
- All line personnel will maintain 16 hours of "Company Training" per person per month to be cumulative education hours of 864 "Company Training" Hours per Year
- New employees will be trained with a minimum of 60 hours of Pump Operators Certification level within the first year
- All existing driver operators (non-officers) to maintain the cumulative minimum "Driver Training" Continuing Education hours of 432 per year.
- Complete 6 hours per member per year for a cumulative minimum "Hazmat Training" Continuing Education hours of 324
- Conduct pre-fire planning inspection of each commercial, industrial, institutional and other similar type building
- Conduct a business safety inspection of each commercial, industrial, institutional and other similar type building
- Conduct at least two (2) training / education sessions for Emergency Management training or CEMP plan enhancement per year
- Conduct two (2) Confined Space drills per year with the Utility Department entry crews
- Provide "Awareness" level training per year to 95 percent of all Fire Services employees
- Recertify the remaining 4 of 12 identified employees to the level of Confined Space Technician.
-

Goal 6 Workforce Talent - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

- Establish an eligibility list of candidates recommended by the National Testing Network with no less than 3-5 qualified person ready for hire within 3 days of notification of a vacant position.
- Schedule a pre-employment physical with Life scan within 2 weeks of the new employee being offered a position
- Monitor and update the intra-department mentoring program to educate and train full time employees for future advancement.
- Develop criteria for a captain mentoring program

Fire

Measuring Performance

2015 Highlights:

- √ A review of the ISO showed a drastic elevation of the City's rating. Prior to this year the City was rated as a 4. After this year's review the City's rating improved to a 2. Palm Coast became one of only 69 communities in Florida to have an ISO rating of 2 or less putting the city in the 1.1 percentile statewide and the 1.3 percentile nationwide. Florida's CFO Jeff Atwater stopped by our fire station # 25 to congratulate the department.
- √ The car seat education program continued to provide car seat installation training to residents.
- √ CPR classes conducted by the Fire Department continued this year and proved beneficial to as a life was saved at the City golf course.
- √ Staff from the Fire Department joined forces with the Wastewater Collections division of Utility for confined space training. Through the assistance of the Safety Team, staff was able to purchase pipe for the construction of props that were used during training. The team effort produced a cost savings and the props constructed will be beneficial in future training as well.
- √ Staff participated in the first county-wide infectious disease response plan training. This came as a result of Ebola this past year.
- √ Staff also participated in an active shooter scenario held at a local high school. All county first response departments were participants.
- √ The Fire Department was awarded the Regional Award in Excellence by the Northeast Regional Planning Council for the "Change Your Battery" program and "Change Your Battery" video. One Fire Department employee received the "Firefighter of the Year" award by the Sons of Revolution for his efforts in the battery program.
- √ A new fire engine was placed in service this year with a new look and new department logo. This new look coincides the City's branding efforts.

Department: Fire

Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

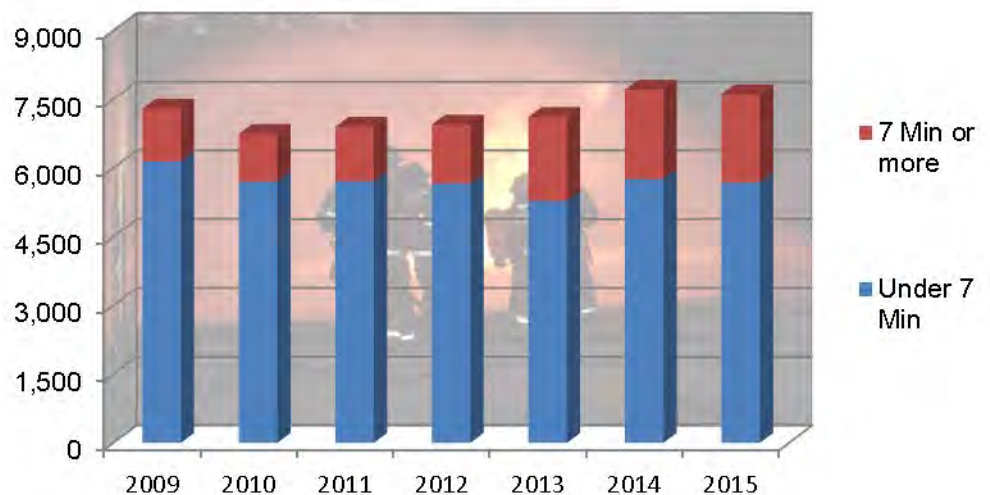
Strategy 3.2.1: Review existing operational procedures and policies

Approach 3.2.1.30: Explore methods to better align resources to ensure efficient delivery of services

2016 Target:

- (a) Inventory and evaluate duplication of fire and emergency services between other applicable agencies and present findings to City Council.
- (b) Coordinate with Flagler County on the use of EMS resources
- (c) Track and report quarterly on fire and emergency services “Calls for Response” on all responses 0-5 minutes, 6-8 minutes and any response times over 8 minutes.
- (d) Create a tracking mechanism for all call response times 6 minutes or more as to the delay in response to include “Out of COPC District for Emergency Calls”, “Out of Zone for emergency calls”, “Unavailable / Call in zone”, “Fire Training in zone”, Fire training out of zone”

Response Time for Fire Department Calls



Fire

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 5,131,340	\$ 5,365,079	\$ 5,539,390	\$ 5,624,548	\$ 85,158
Operating Expenditures	2,012,231	1,973,918	2,296,618	2,104,769	(191,849)
Capital Outlay	173,049	58,059	31,325	21,000	(10,325)
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 7,316,620	\$ 7,397,056	\$ 7,867,333	\$ 7,750,317	\$ (117,016)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<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	27.00	27.00	27.00	-
Fire Inspector	12	-	-	-	-
Firefighter/EMT	11	9.00	9.00	9.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
Staff Assistant	7	1.00	-	-	-
Total Full-time		59.00	58.00	58.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		59.00	58.00	58.00	-

Public Works

Department Summary

HELPFUL HINT!

Click on a Division Name to see the expenditure summary and personnel roster for the division.

Public Works, through its various divisions, is responsible for maintaining City infrastructure including city buildings, streets and bridges, the city-wide drainage systems and park facilities.

Streets Division

The Streets Division is tasked with maintaining the city rights-of-way and all associated infrastructure which includes pavement, medians, sidewalks, signs and traffic signals. The Streets Division also picks up the litter, mows the grass on the side of the road and maintains the beautiful landscaping along the parkways.

Facilities Maintenance Division

This Public Works division is responsible for the maintenance of all city-owned facilities such as the Community Center, Frieda Zamba Pool, City Hall and the Fire stations.

Parks Maintenance Division

The Parks Maintenance division of Public Works maintains the City parks including sports fields, playgrounds and the miles of trails and pathways. This division plays a critical role in the recruitment of sports tournaments to the area.

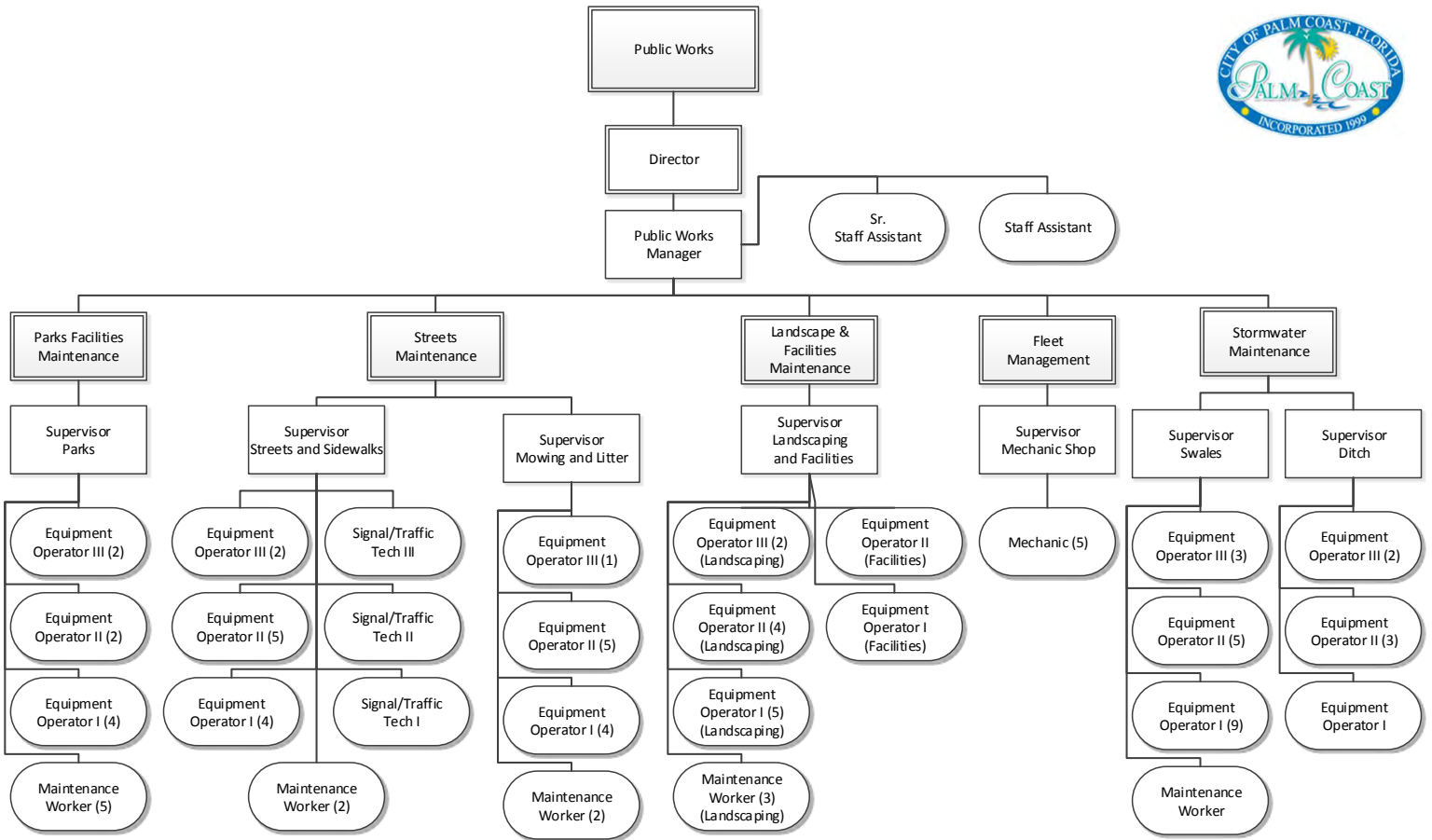
Fleet Management Division

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 and charges from the user departments provide the revenues necessary to accomplish this task.

Stormwater Operations Division

The City's swales and ditches are an integral part of the community-wide drainage system and are maintained by the Stormwater Operations Division. Funded by stormwater fees, the division is responsible for maintenance and improvements to the stormwater runoff collection system including roadside swales, cross ditches, culvert pipes and catch basins.

Public Works Organizational Chart



Summary of Changes:

In fiscal year 2015 a reorganization took place which created a separate Utility department. Previously the Utility divisions were under Public Works. In addition the Swale Specialists and Site Inspector positions have been moved from the Stormwater Maintenance division to Community Development.



Public Works

Department Objectives

Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- Replace 2,500 LF of drainage pipe per year. (Budget Based)
- Swale work orders will be completed within 6 months of receiving the complaint.
- All ditches will be maintained twice a year. (1,779,945 linear feet)
- Complete modeling improvement project for current fiscal year. (Section 37 Trib 1 grading & Trib 3 grading/pipe)
- Complete 12 valley gutters annually
- Develop a methodology for listing, identifying, rating and prioritizing swale runs for rehabilitation based on cost, urgency/needs and productivity to ensure overall system performance
- Develop and maintain a park facility inspection checklist that includes facilities to be inspected and evaluated
- Inspect and categorize 100% of all drainage pipe each year.
- Respond/communicate to all emergency facilities requests within 2 hours 100% of the time.
- Respond/communicate to all facilities requests within 1 business day 100% of the time.

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- All fire fleet (30) will have preventative maintenance work performed on time (according to scheduled hours) 85% of the time
- Of the fire fleet with maintenance not performed according to scheduled hours, all will have maintenance performed within 50 hours past original schedule 100% of the time
- Develop a pre-trip checklist and provide training to Fire personnel for proper fire apparatus use
- Create an SOP to support newly created custodial service which outlines services to be provided on a daily, weekly, monthly and quarterly basis.
- Provide an analysis of resources that are required to provide custodial responsibilities for all City facilities

Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- Provide routine inspection and maintenance to City facilities monthly.
- Repair all signs within 24 hours of being reported.
- Complete street striping annually as described in the striping plan.
- Develop and maintain a striping plan to identify the number of linear feet of striping to be done annually

Public Works

Measuring Performance

2015 Highlights:

- √ Parks maintenance crews:
 - Regraded the paths at Graham Swamp and St Joe's Walkway utilizing 15,000 cubic yards of shell material.
 - Optimized our City athletic fields in preparation for numerous prestigious events such as Soccer Showcase College Tryouts, Father's Day Lacrosse and Martin Luther King Elite Lacrosse Tournaments and a Quidditch Tournament.
- √ Drainage crews :
 - Rehabilitated 55 miles of residential swales
 - Rehabilitated 366 miles of drainage ditches
 - Cleared 4,100 residential culvert pipes
 - Installed one half mile of drainage pipe
 - Developed a public awareness program designed to raise residents' knowledge of the function of the City's stormwater system. Several public presentations were made and numerous one-on-one discussions were conducted with residents to increase their understanding of the functionality of their own neighborhood stormwater system. As a result of this proactive program, our City Customer Service division feels that the number and intensity of swale complaints have decreased.
- √ Streets crews:
 - Provided maintenance for 550 miles of City streets and 96 miles of sidewalks, walkways and bike paths
 - Maintained 50 traffic signals.
 - √ Received training toward certification and enhanced the Street and Traffic workshop capacity, enabling Public Works to perform traffic signal installation and maintenance of induction loop detection systems in house, adding value to Public Works and resulting in a substantial cost savings to the City.
- √ Special Projects crew:
 - Completed Seminole Woods Multi-Use Path (6.5 miles) and construction of two major headwall structures
 - Enhanced landscaping and beautification for the area surrounding Flagler Palm Coast High School at Bulldog Drive and the entrance to Palm Coast Town Center at S.R. 100.
- √ Fleet Maintenance staff:
 - Fire Fleet - Completed 805 repairs and 8 pump recertifications
 - Non-Fire Fleet - Completed 805 repairs, 538 inspections and 594 preventative maintenance services

Division: Facilities Maintenance

Goal 1: To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

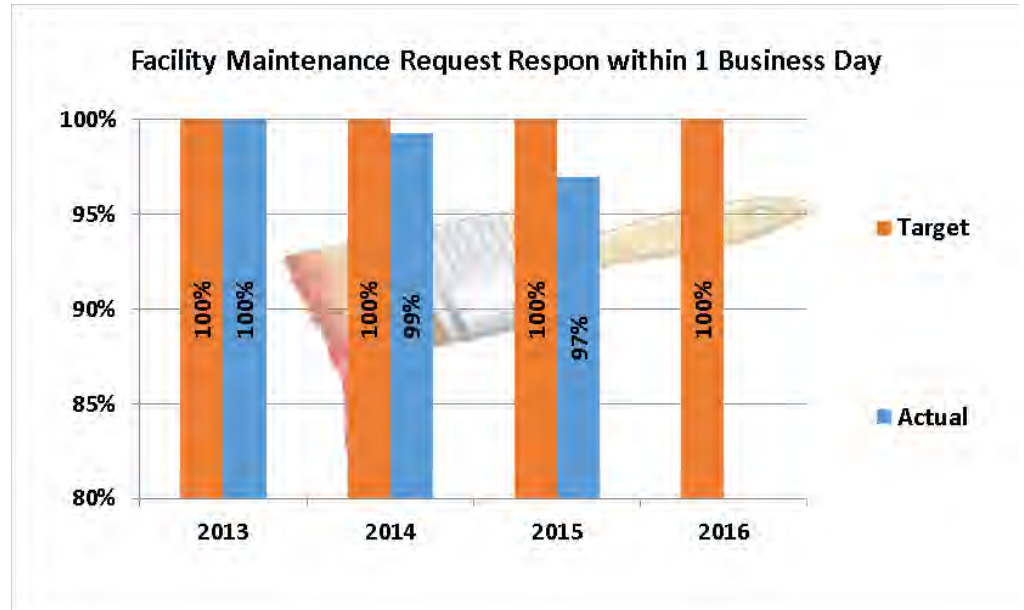
Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.2: Coordinate facility capacity upgrades to meet the City's growth needs appropriately

Approach: 1.2.2.12: Inspect and maintain City facilities

Results: 659 out of 678 facility requests were responded to within 1 day.

2016 Target: Same as 2015



Division: Stormwater Operations

Goal 1: To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

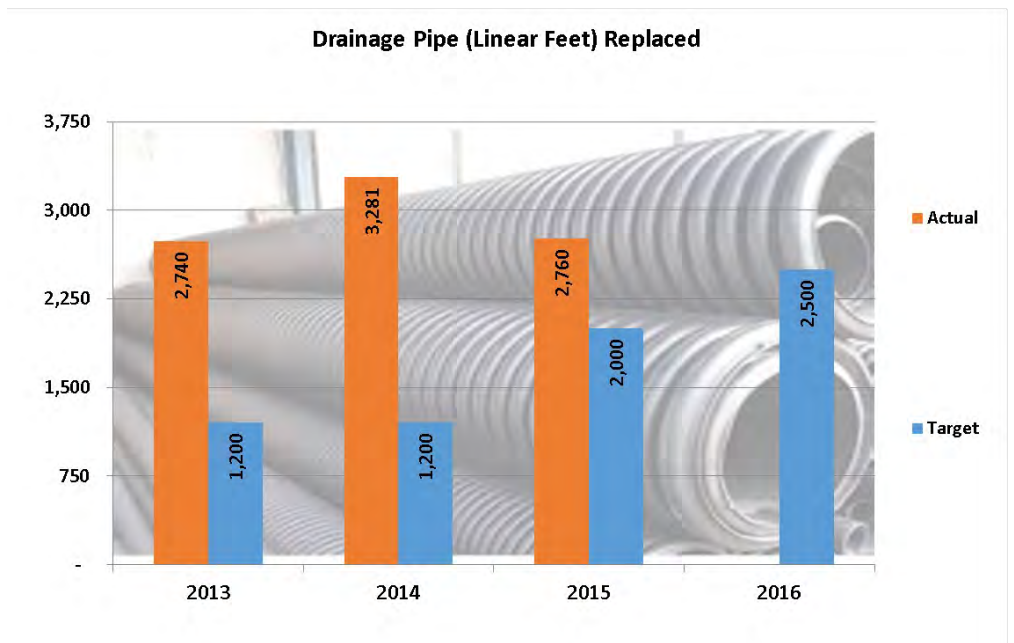
Objective 1.1: To enhance infrastructure in order to maintain quality neighborhoods and business districts

Strategy 1.1.1: Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement

Approach: 1.1.1.5: Replace 2,500 LF of drainage pipe per year. (Budget Based)

Results: In fiscal year 2015 the target was once again exceeded. As a result the target for 2016 has been increased.

2016 Target: In fiscal year 2016 the target is to replace 2,500 linear feet of drainage pipe.



Streets

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 2,151,041	\$ 2,396,134	\$ 2,645,496	\$ 2,666,023	\$ 20,527
Operating Expenditures	3,003,782	2,931,903	2,849,227	3,055,236	206,009
Capital Outlay	14,402	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	56,887	73,756	233,600	-	(233,600)
Contingency	-	-	-	-	-
Total Expenditures	\$ 5,226,111	\$ 5,401,793	\$ 5,728,323	\$ 5,721,259	\$ (7,064)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Public Works Director	22	0.30	0.30	1.00	0.70
Public Works Manager	15	1.00	1.00	1.00	-
Public Works Supervisor	12	3.00	3.00	2.00	(1.00)
Equipment Operator III	10	5.00	5.00	5.00	-
Equipment Operator II	8	15.00	15.00	15.00	-
Equipment Operator I	6	14.00	16.00	17.00	1.00
Maintenance Worker	5	7.00	7.00	9.00	2.00
Signal/Traffic Technician I	6	1.00	1.00	1.00	-
Signal/Traffic Technician II	9	2.00	2.00	1.00	(1.00)
Signal/Traffic Technician III	9	-	-	1.00	1.00
Senior Staff Assistant	8	-	-	1.00	1.00
Staff Assistant	7	1.00	1.00	1.00	-
Total Full-time		49.30	51.30	55.00	3.70
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		49.30	51.30	55.00	3.70

Summary of Changes: One supervisor position has been moved to the Facilities Maintenance division. Three new positions have been added to the division. This includes an Equipment Operator and two Maintenance Workers. The Streets Superintendent position was eliminated and a department director was added. In the past, Public Works included Utility Divisions and therefore only a portion of the Director was charged to this budget.

Facilities Maintenance

Facilities Maintenance Fund (Previously in the General Fund)

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 89,954	\$ 93,224	\$ 101,213	\$ 197,304	\$ 96,091
Operating Expenditures	549,172	516,591	565,403	390,638	(174,765)
Capital Outlay	-	-	-	7,000	7,000
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	45,590	45,590
Total Expenditures	\$ 639,126	\$ 609,815	\$ 666,616	\$ 640,532	\$ (26,084)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Equipment Operator III	10	-	-	1.00	1.00
Equipment Operator II	8	1.00	1.00	-	(1.00)
Equipment Operator I	6	1.00	1.00	1.00	-
Maintenance Worker	5	-	-	2.00	2.00
Total Full-Time		2.00	2.00	4.00	2.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		2.00	2.00	4.00	2.00

Summary of Changes: This division was previously included in the General Fund however for fiscal year 2016 an internal services fund was created for Facilities Maintenance. Departments will be charged an allocation according to use to fund this division. In fiscal year 2016 staff moved to a newly constructed City Hall and the rent of the previous facility is no longer being charged to this budget. This resulted in a decrease in operating expenditures.

Parks Maintenance

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 608,832	\$ 652,152	\$ 742,839	\$ 879,461	\$ 136,622
Operating Expenditures	500,004	459,232	509,761	644,546	134,785
Capital Outlay	-	15,608	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	49,500	-	(49,500)
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,108,836	\$ 1,126,992	\$ 1,302,100	\$ 1,524,007	\$ 221,907

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<u>Full-time</u>					
Public Works Supervisor	12	1.00	1.00	1.00	-
Equipment Operator III	10	2.00	2.00	2.00	-
Equipment Operator II	8	2.00	2.00	2.00	-
Equipment Operator I	6	4.00	4.00	5.00	1.00
Maintenance Worker	5	4.00	5.00	6.00	1.00
Total Full-time		13.00	14.00	16.00	2.00
<u>Part-time/Temporary</u>					
Maintenance Worker	5	-	-	1.00	1.00
Total Part-time/Temporary		-	-	1.00	1.00
Total Personnel		13.00	14.00	17.00	3.00

Summary of Changes: A full time Equipment Operator I and a Maintenance Worker are included in this budget to assist with continuing median beautification and the upcoming completion of renovations to one of the city's largest parks. In addition, a part-time Maintenance Worker is being included to assist with park maintenance needs after hours and on weekends.

Fleet Management

Fleet Management Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 224,003	\$ 284,903	\$ 376,696	\$ 368,504	\$ (8,192)
Operating Expenditures	3,248,114	3,276,814	1,604,893	1,941,966	337,073
Capital Outlay	1,109,805	1,176,782	1,578,100	2,653,800	1,075,700
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	1,153,540	-	(1,153,540)
Total Expenditures	\$ 4,581,923	\$ 4,738,500	\$ 4,713,229	\$ 4,964,270	\$ 251,041

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Mechanic Shop Supervisor	12	1.00	1.00	1.00	-
Mechanic I	9	3.00	5.00	5.00	-
Total Full-time		4.00	6.00	6.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		4.00	6.00	6.00	-

Fleet Management

Capital Outlay

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 16
New Equipment	\$ 351,500
Replacement Fleet	1,952,300
Land Purchase	350,000
Total	<u>\$ 2,653,800</u>

Impact on Future Budgets:

The capital outlay for the Fleet Management budget relates to the replacement of existing fleet as well as the purchase of new fleet. This includes white fleet, mowers, trailers and heavy equipment. Additional operating costs as a result of replacement fleet purchases are considered minimal because they are offset by the elimination of the costs of the equipment they are replacing. Initially, the replacement vehicles often reduce the operating costs for the division because the newer vehicles are less likely to require repairs. As the fleet ages the repair and maintenance costs generally go up and eventually these costs will justify the replacement once again of the equipment. Future operating costs of new equipment could be additional staff to repair and maintain the equipment as well as repair and maintenance costs as the size of the fleet grows.

Additional information about the Fleet replacement program can be found in the Capital Improvement Section of this document.

Stormwater Operations

Stormwater Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 471,115	\$ 446,414	\$ 1,903,967	\$ 1,472,217	\$ (431,750)
Operating Expenditures	2,194,894	2,810,703	1,887,172	2,562,925	675,753
Capital Outlay	2,080,761	2,221,509	2,401,718	2,228,000	(173,718)
Debt Service	321,011	299,346	1,355,832	1,355,241	(591)
Grants and Aide	-	-	-	-	-
Transfers	79,000	189,049	97,900	221,241	123,341
Contingency	-	-	-	-	-
Total Expenditures	\$ 5,146,781	\$ 5,967,021	\$ 7,646,589	\$ 7,839,624	\$ 193,035

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Equipment Operator I	6	9.00	9.00	9.00	-
Equipment Operator II	8	8.00	8.00	8.00	-
Equipment Operator III	10	4.00	4.00	4.00	-
Maintenance Worker	5	1.00	1.00	1.00	-
Project Specialist	11	1.00	1.00	-	(1.00)
Public Works Supervisor	12	2.00	2.00	1.00	(1.00)
Swale Specialist	10	2.00	2.00	-	(2.00)
Total Full-time		27.00	27.00	23.00	(4.00)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		27.00	27.00	23.00	(4.00)

Summary of Changes: The Project Specialist and Swale Specialists have been moved to the Construction Management & Engineering division. The Public Works Supervisor position has been downgraded and moved to the Facilities Maintenance division.

Stormwater Operations

Capital Outlay

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 16
Land	\$20,000
Control Structures	30,000
Canal & Seawalls	35,000
Major Crossing	500,000
Swale Rehab	800,000
Modeling Improvements	318,000
Valley Gutter Replacements	75,000
Pipe Replacements	450,000
Total	2,228,000

Impact on Future Budgets:

The capital outlay for the Stormwater Operations budget is related to improvements to the City's current stormwater system. The impact of these capital expenses on future budgets as it relates to this is considered to be very minimal. A comprehensive Capital Improvement Plan insures the long term functional stability of the city wide drainage system and allows for the replacement of this aging infrastructure instead of increasing maintenance costs. The infrastructure was constructed over 30 years ago and many of its components have reached the limits of their useful life expectancy.

The high cost of replacement is offset by the cost of ongoing maintenance and the higher cost of emergency repairs in the event of a failure. A prime example is the upgrading of the city's water control structures with automated electronic gate systems instead of manually operated gates. The initial cost and annual service and licensing fees are offset by the savings in manpower formally needed to make adjustments to the gates. Through the CIP, the department will gradually retrofit the remainder of the water control structures to create a single integrated system that can be operated remotely instantly saving the time of individual on site visits to each structure.

The Department has also undertaken the task of computer modeling each of the city's 44 sections. The high cost of this process is offset by providing a clear understanding of the benefits of a project prior to any capital outlay for design or construction. This program has identified several prudent projects that are a high benefit to the areas that they serve. The high cost of these projects facilitates the need to extend the projects over several budget cycles.

Utility

Department Summary

HELPFUL HINT!

Click on a Division Name to see the expenditure summary and personnel roster for the division.

The Utility Department, through its various divisions, is responsible for providing the City's water and wastewater services.

Utility Administration

The Utility Administration division provides administrative support to all of the utility divisions. In addition, this division oversees environmental compliance and inventory.

Customer Service

The Customer Service division manages the front desk operations at City Hall and the Utility office as well as staffing of a call center to handle incoming calls to the City. Primarily dealing with utility and stormwater accounts, the Customer Service Representatives are also equipped to help residents and customers with all types of city-related subjects.

Water Distribution

This division of the Utility Department is responsible for maintenance, repairs and installation of the water distribution system. This includes meter reading.

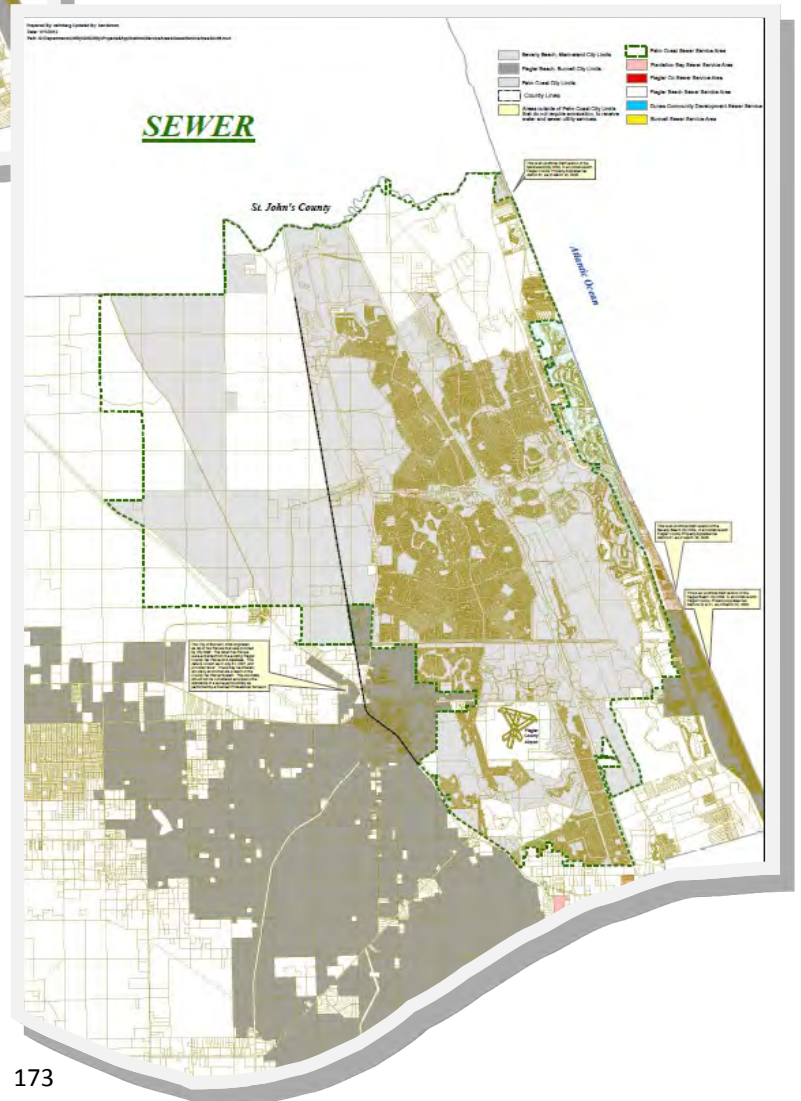
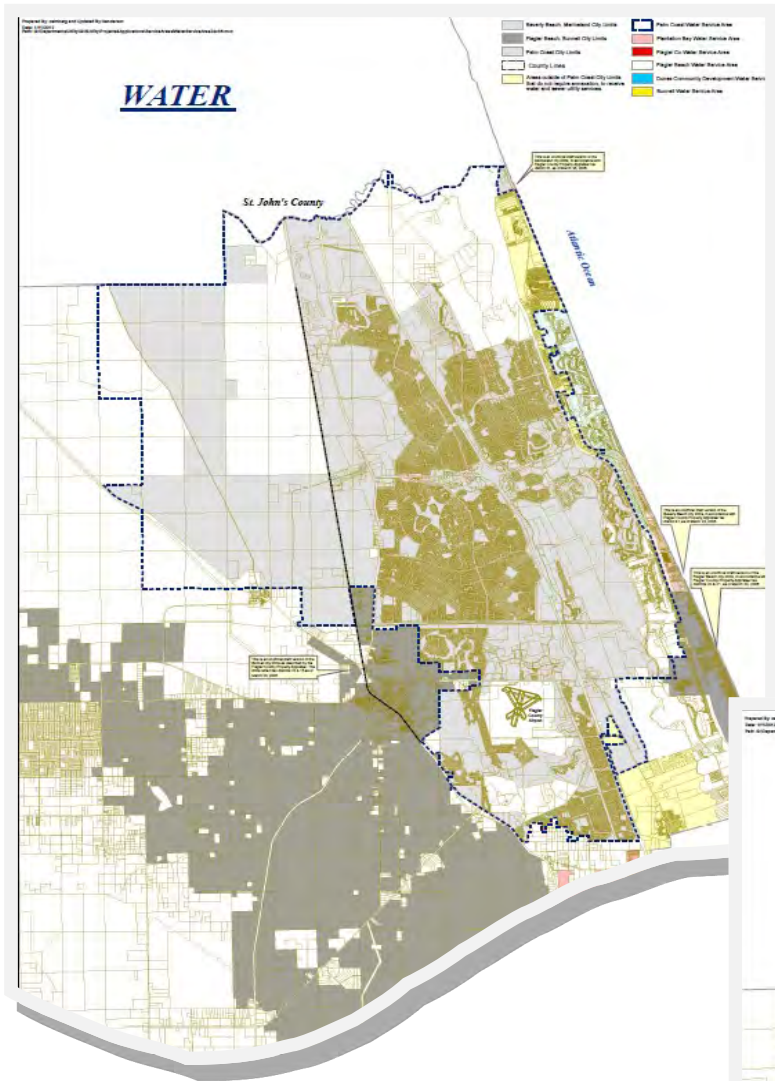
Wastewater Collection & Treatment

This division of the Utility Department includes Utility Maintenance, Wastewater Collection and Wastewater Treatment. The division is responsible for maintenance, repairs and installation of the wastewater system. This includes collection, treatment and disposal of wastewater. This division includes one wastewater treatment plant with a second estimated to be online by 2018.

Water Supply & Treatment

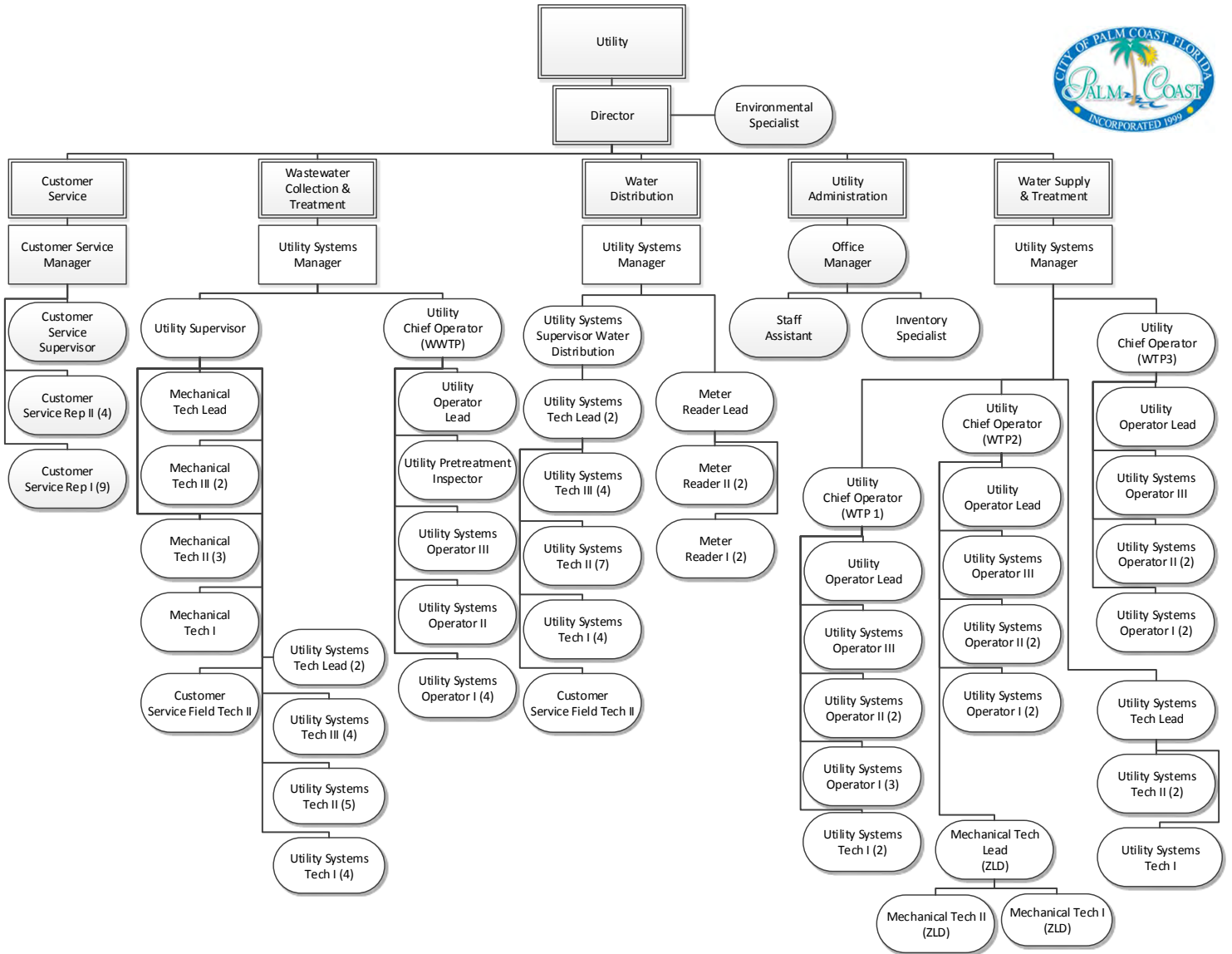
This division of the Utility Department is responsible for the collection and treatment of water for distribution. This division includes three water treatment plants. This division is also responsible for the repair and maintenance of wells and well fields.

Utility Service Area Map



Utility

Organizational Chart



Summary of Changes: In fiscal year 2015 a reorganization took place which created a separate Utility department. Previously the Utility divisions were under Public Works. In addition, several positions from Utility Administration were moved to the Construction Management & Engineering division of Community Development.



Utility

Department Objectives

Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- Track and provide quarterly reports on the amount of time for pep tank installation from site ready to actual installation
- Develop a standard related to the amount of time for pep tank installation from site ready to installation
- Resolve 90% of all "Non-emergency Utility Customer Service" work orders within 7 days of the time it was received.
- Perform inspection and service on 20% of all 6629 isolation valves under 16 inches (1,325)
- Perform inspection and service on 100% of 526 isolation valves 16 inches and larger
- Inspect 20% of 12,900 PEP tanks annually. (2,580)
- Inspect 10% of the 1,595,523 linear feet of gravity sewer systems annually
- Rehab 50 gravity sewer manholes with liner system each year
- Complete repair of at least 90% of gravity sewer system problems identified during CCTV inspections
- Complete annual capacity analysis for water and wastewater.
- Evaluate brackish water for Consumptive Use Permit (CUP) assignment (Water Supply & Treatment)
- Improve 5 lift stations sites per year
- Inspect and paint 20% of all 3784 (757) City fire hydrants each year.
- Service 100% of all 3784 City fire hydrants each year.

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- Install 680 transmitters to reduce meter reading time and improve efficiency
- Line a minimum of 5,000 feet (budget based) of gravity sewer with cured in place lining system
- Install residential backflow units (220)
- Customer complaints from solid waste customers will not exceed .5% of total solid waste customers

Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- Maintain ""Unaccounted for Water"" below 10% each year
- Install one (1) odor control unit
- Conduct two (2) events per year to distribute City regulations and Water Wise educational materials.
- Integrate customer savings element to existing educational outreach initiatives for water conservation.
- Develop and deliver 6 promotions each year to promote ""paperless billing""
- 50% of all new customers will be signed up for paperless billing
- Implement a new service application process that does not require the customer to come in to establish service

Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

- Acknowledge and communicate a response to 100% of all emergency calls within 2 hours of being reported
- Smoke test 25% of all 1,595,523 linear feet of gravity sewers within the City each year. (398,880)

Goal 6 Workforce Talent - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

- Customer Service Representatives will receive 12 hours of training from other Utility Divisions and other City departments each year.
- 20 hours of training will be provided to at least 90% of all full-time Utility Division field employees
- Maintain an average wait time of no more than 3 minute on 100% of all customer service inquiries

Utility

Measuring Performance

2015 Highlights:

- √ The \$9 million Zero Liquid Discharge (ZLD) project was completed mid-year. This project was awarded the David W. York Water Reuse Award for the “Project of the Year” and the 2014 Regional Award for Excellence in Environmental Stewardship from the Northeast Florida Regional Council.
- √ The Palm Coast Top-Ops Team took first place at the State competition and went on to the National contest at the American Water Works Association Conference and Exposition where they placed second in the nation.
- √ Operators at the Wastewater Treatment Plant were honored with the Earl B Phelps award from the Florida Water Environment Association for quality effluent discharge as well as a second place Plant Safety Award from the same organization.
- √ The City’s Environmental Specialist, received from the Southeast Desalting Association, their 2015 “Lifetime Achievement Award” for his 25 years of service to the membrane water treatment industry.
- √ Staff continued to manage cost-share funding received from the St. Johns River Management District. For projects approved by the District for FY 2015, the city is slated to receive nearly \$1 million and applications prepared by staff garnered an additional \$1.1 million for two projects to begin in 2016 .
- √ Crews completed the Royal Palms reuse pipeline project primarily with in-house resources and a sub contract for the directional bore portions. The new line supplies reuse water for irrigation of medians.
- √ Completed the Supervisory Control and Data Acquisition (SCADA) system conversion project. This conversion standardized all three water treatment facilities and the wastewater facility to Rockwell Factory Talk Software and allows all the facilities to communicate and staff to make adjustments to each facility through the city network, including managers using their iPads.
- √ Utility staff replaced all lighting in the process building at Water Treatment Plant #3 with new low-energy LED fixtures.
- √ Staff continued to work with the Flagler Technical Institute (FTI) for the Water Treatment Plant Operator Training program. The program is a joint effort with The City of Palm Coast and FTI designed to prepare students to take State certification exam. Combined, the two classes held so far have produced fourteen graduates.
- √ Palm Coast took first place in the annual drinking water taste test for Region II of the Florida Section of the American Water Works Association.

Division: Water Quality

Goal 1: To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.3: Keeping older neighborhoods attractive and relevant

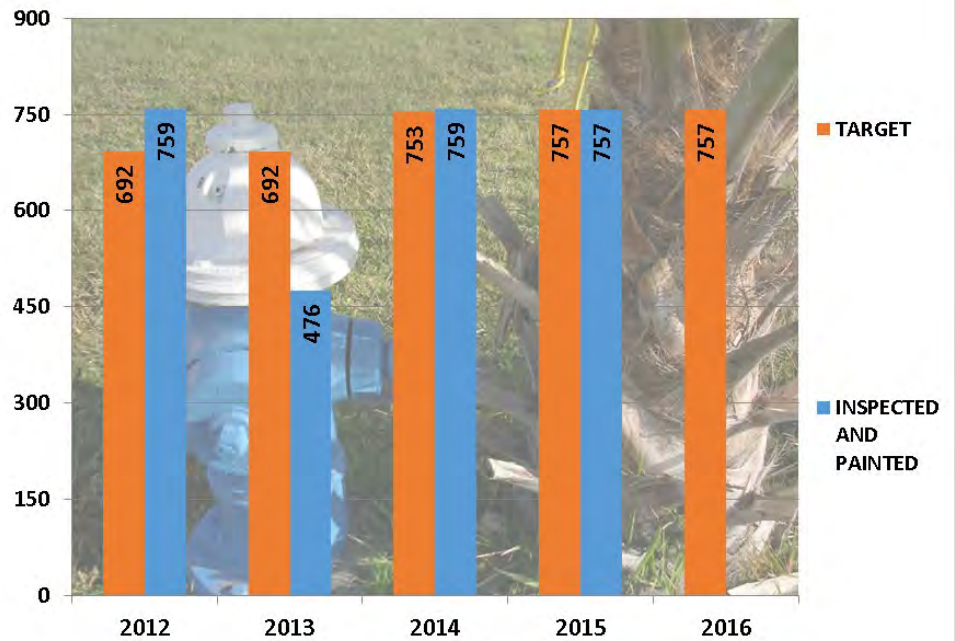
Approach: 1.2.3.9: Maintain Fire Hydrants

(a) *Inspect and paint 20% (757) of all City fire hydrants each year.*

Results: 20% of all City owned fire hydrants were inspected and painted in fiscal year 2015.

2016 Target: Same as 2015

City Fire Hydrants Inspected and Painted Each Year

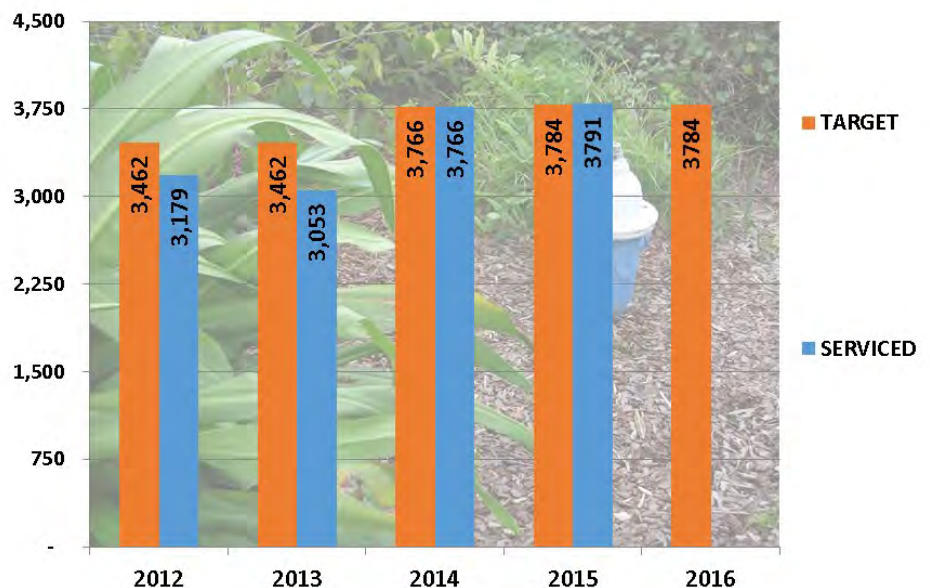


(b) *Service 100% of all (3784) City fire hydrants each year.*

Results: All City owned fire hydrants were serviced in fiscal year 2015.

2016 Target: Same as 2015

City Fire Hydrants Serviced Each Year



Division: Water Operations

Goal 4: To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

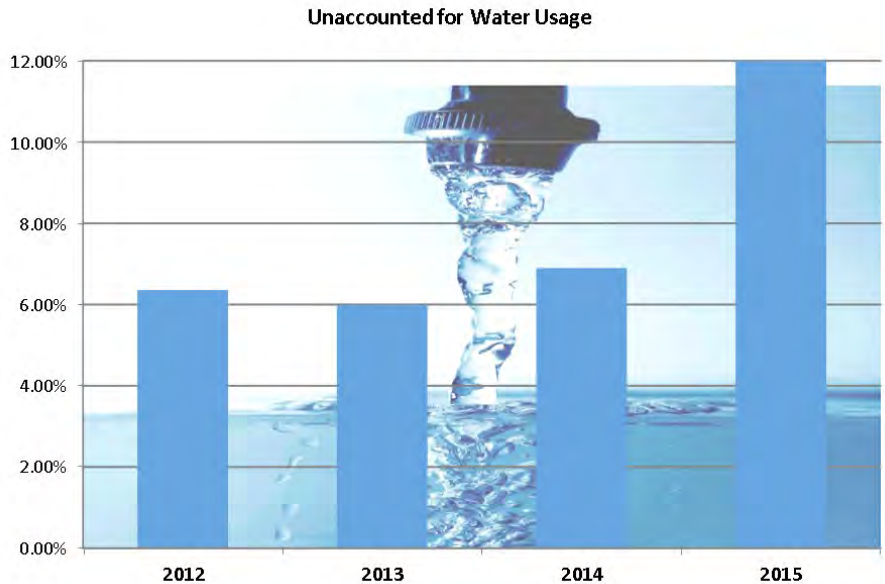
Objective 4.1: To develop programs to enhance our water conservation strategies

Strategy 4.1.1: Utilize nature's water supply resources effectively for water supply

Approach: 4.1.1.9: Monitor water loss

Results: Unaccounted for water loss remains on annual average below 10%

2016 Target: Maintain annual average below 10%



Division: Water Distribution

Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value added services to residents and businesses

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

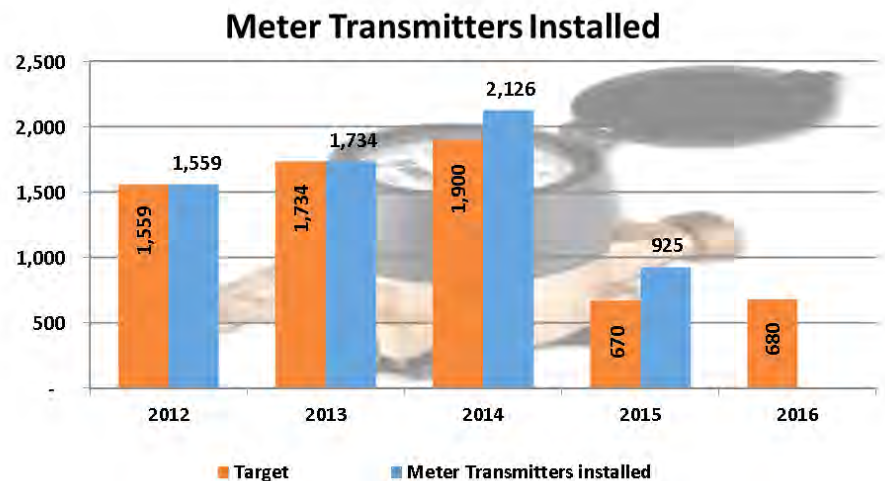
Strategy 3.2.1: Review existing operational procedures and policies

Approach: 3.2.1.14: Install meter transmitters to reduce meter reading time, improve efficiencies and record water consumption

Results: The fiscal year 2016 target of 670 meter transmitters to be installed was exceeded.

2016 Target: Install 680 meter transmitters.

The number of meter transmitters installed in fiscal year 2015 and to be installed in 2016 were targeted significantly less than previous years. This is due to budgetary constraints as a result of brass pricing increases.



Utility Administration

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 865,909	\$ 881,722	\$ 914,948	\$ 537,896	\$ (377,052)
Operating Expenditures	226,118	234,041	286,895	784,385	497,490
Capital Outlay	-	-	-	20,000	20,000
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,092,027	\$ 1,115,763	\$ 1,201,843	\$ 1,342,281	\$ 140,438

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Construction Inspector	12	1.00	1.00	-	(1.00)
Engineering Technician	11	1.00	1.00	-	(1.00)
Environmental Technician	11	-	-	1.00	1.00
Environmental Specialist	17	1.00	1.00	-	(1.00)
Environmental Compliance Manager	19	-	-	1.00	1.00
Inventory Coordinator	12	1.00	-	-	-
Inventory Specialist	10	-	1.00	1.00	-
Office Manager	12	1.00	1.00	1.00	-
Project Coordinator	15	1.00	1.00	-	(1.00)
Public Works Director	22	0.70	0.70	1.00	0.30
Staff Assistant	7	1.00	1.00	1.00	-
Utility Development Manager	19	1.00	1.00	-	(1.00)
Utility Development Review Technician	11	1.00	1.00	-	(1.00)
Utility Inspector	14	1.00	1.00	-	(1.00)
Total Full-time		10.70	10.70	6.00	(4.70)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		10.70	10.70	6.00	(4.70)

Summary of Changes: Four positions were moved from this division to the Construction Management & Engineering division of Community Development. In addition the full cost of the Utility Director is now charged to this budget. This is the result of Utility being made a separate department from Public Works.

Utility Maintenance

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 375,845	\$ 422,974	\$ 434,568	\$ 450,973	\$ 16,405
Operating Expenditures	176,203	229,318	268,336	314,895	46,559
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 552,047	\$ 652,292	\$ 702,904	\$ 765,868	\$ 62,964

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<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	3.00	3.00	3.00	-
Mechanical Technician I	6	1.00	1.00	1.00	-
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	-

Wastewater Collection

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 987,846	\$ 920,932	\$ 1,098,738	\$ 1,225,120	\$ 126,382
Operating Expenditures	1,235,975	1,354,065	1,343,885	1,428,248	84,363
Capital Outlay	18,269	9,483	27,550	28,000	450
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	68,473	139,500	237,500	98,000
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,242,091	\$ 2,352,953	\$ 2,609,673	\$ 2,918,868	\$ 309,195

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<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 - Leac	12	2.00	2.00	2.00	-
Utility Systems Technician III	9	4.00	4.00	4.00	-
Customer Service Field Technic	8	1.00	1.00	1.00	-
Utility Systems Technician III	9	-	-	1.00	1.00
Utility Systems Technician II	7	5.00	5.00	5.00	-
Utility System Technician I	5	4.00	5.00	6.00	1.00
Total Full-time		18.00	19.00	21.00	2.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		18.00	19.00	21.00	2.00

Summary of Changes: An additional Utility System Technician I and Utility System Technician III has been added for the fiscal year 2015 budget as a result of additional workload related to an increase in development.

Wastewater Collection

Capital Outlay

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 16
Pipe Threader	8,000
Reuse Meters	20,000
Total	<u>\$ 28,000</u>

Impact on Future Budgets:

The capital outlay for the Wastewater Collections budget mostly relates to the replacement of reuse meters. The impact on future budgets as it relates to this is considered to be very minimal if any.

Wastewater Treatment

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 564,890	\$ 568,529	\$ 621,393	\$ 659,017	\$ 37,624
Operating Expenditures	1,134,520	1,117,062	1,164,407	1,284,528	120,121
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,699,410	\$ 1,685,591	\$ 1,785,800	\$ 1,943,545	\$ 157,745

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<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 III	12	-	1.00	1.00	-
Utility Systems Operator II	10	2.00	1.00	1.00	-
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	-

Water Treatment Plant 1

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 601,796	\$ 597,638	\$ 622,653	\$ 647,006	\$ 24,353
Operating Expenditures	1,072,915	995,006	1,143,306	1,234,756	91,450
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,674,711	\$ 1,592,644	\$ 1,765,959	\$ 1,881,762	\$ 115,803

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<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	3.00	3.00	3.00	-
Utility Systems Technician I	8	1.00	2.00	2.00	-
Utility Systems Technician III	9	1.00	-	-	-
Total Full-time		10.00	10.00	10.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		10.00	10.00	10.00	-

Water Treatment Plant 2

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 397,232	\$ 478,702	\$ 717,675	\$ 752,352	\$ 34,677
Operating Expenditures	647,271	671,640	802,041	894,754	92,713
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	65,700	-	(65,700)
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,044,503	\$ 1,150,342	\$ 1,585,416	\$ 1,647,106	\$ 61,690

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<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	-
Mechanical Tech Lead	14	-	1.00	1.00	-
Mechanical Tech I	6	1.00	1.00	2.00	1.00
Mechanical Tech II	8	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		9.00	10.00	11.00	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		9.00	10.00	11.00	1.00

Summary of Changes: An additional Mechanical Tech I position is included in this budget to support the Zero Liquid Discharge (ZLD) facility.

Water Treatment Plant 3

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 434,754	\$ 403,062	\$ 457,851	\$ 465,569	\$ 7,718
Operating Expenditures	463,875	453,070	550,051	665,181	115,130
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 898,629	\$ 856,132	\$ 1,007,902	\$ 1,130,750	\$ 122,848

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<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	-

Water Quality

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 352,261	\$ 366,287	\$ 401,247	\$ 384,990	\$ (16,257)
Operating Expenditures	77,508	83,005	82,415	93,714	11,299
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 429,769	\$ 449,292	\$ 483,662	\$ 478,704	\$ (4,958)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Technician - Leac	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	-

Water Distribution

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 1,305,960	\$ 1,375,722	\$ 1,496,952	\$ 1,516,633	\$ 19,681
Operating Expenditures	1,045,471	982,281	1,027,314	1,061,875	34,561
Capital Outlay	419,793	508,736	511,000	582,100	71,100
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	25,428	-	30,000	-	(30,000)
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,796,652	\$ 2,866,739	\$ 3,065,266	\$ 3,160,608	\$ 95,342

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Customer Service Field Technician II	8	1.00	1.00	1.00	-
Meter Reader - Lead	8	1.00	1.00	1.00	-
Meter Reader I	5	2.00	2.00	2.00	-
Meter Reader II	6	2.00	2.00	2.00	-
Utility System Technician I	5	4.00	4.00	4.00	-
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 II	7	7.00	7.00	7.00	-
Utility Systems Technician III	9	3.00	4.00	4.00	-
Total Full-time		24.00	25.00	25.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		24.00	25.00	25.00	-

Water Distribution

Capital Outlay

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 16
Meter Installs	582,100
Total	\$ 582,100

Impact on Future Budgets:

The capital outlay for the Water Distribution budget relates to the replacement of water meters. The impact on future budgets as it relates to this is considered to be very minimal if any. As the meter ages, the potential for the meter dial to read “slow” increases. This means the actual amount of water traveling through the meter may be more than what is actually being recorded by the register head. Therefore, replacing older meters with new meters may actually improve billing efficiency.

Customer Service

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 886,334	\$ 924,399	\$ 1,011,767	\$ 1,076,481	\$ 64,714
Operating Expenditures	336,484	338,418	419,392	550,897	131,505
Capital Outlay	-	-	-	-	-
Debt Service	662	35	8,700	10,000	1,300
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,223,480	\$ 1,262,852	\$ 1,439,859	\$ 1,637,378	\$ 197,519

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Customer Service Lead	10	-	-	-	-
Customer Service Manager	18	1.00	1.00	1.00	-
Customer Service Representative I	6	9.00	9.00	9.00	-
Customer Service Representative II	8	3.00	3.00	4.00	1.00
Customer Service Supervisor	15	1.00	1.00	1.00	-
Total Full-time		14.00	14.00	15.00	1.00
<u>Part-time/Temporary</u>					
Customer Service Representative I	6	-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		14.00	14.00	15.00	1.00
Total Personnel		24.00	24.00	25.00	1.00

Summary of Changes: An additional Customer Service Rep II has been included in this year's budget. This position will help the department manage its increasing customer base and continue to improve the level of service provided to the public.

Utility Non-Departmental

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 51,493	\$ 54,902	\$ -	\$ -	\$ -
Operating Expenditures	11,120,616	11,315,616	1,804,665	1,560,831	(243,834)
Capital Outlay	-	-	-	-	-
Debt Service	9,060,322	5,787,650	11,105,103	11,642,601	537,498
Grants and Aide	10,000	10,000	10,000	10,000	-
Transfers	24,234,289	3,822,226	3,939,075	4,087,195	148,120
Contingency	-	-	3,014,178	1,613,389	(1,400,789)
Total Expenditures	<u>\$ 44,476,720</u>	<u>\$ 20,990,394</u>	<u>\$ 19,873,021</u>	<u>\$ 18,914,016</u>	<u>\$ (959,005)</u>

The Utility Non-Departmental budget tracks general administrative charges, required debt service payments for the Utility fund as well as transfers to the Utility Capital Project fund for renewal and replacement transfers. The personal services expenses in this budget reflect OPEB costs.

Parks and Recreation

Department Summary

Recreation is a hallmark of the Palm Coast experience. The mission of the Parks and Recreation Department is to provide comprehensive, quality and safe parks and recreation programs, facilities and services to enrich the quality of life for all of the residents and visitors to Palm Coast. We know that our residents and visitors seek high quality opportunities for recreation in our community. The professional staff of the Parks and Recreation Department is dedicated and proud to serve the Palm Coast community in their quest for excellent recreation opportunities.

With the many options available, our goal is to enhance and expand recreational opportunities that include programs for youth such as “schools out” and summer camp; toddler programs that focus on socialization for the parents as well as the toddler; adult programs for those who enjoy an active lifestyle and for those who enjoy exercising their minds. We also provide opportunities to explore the areas surrounding Palm Coast through our Discover trips program and our Critics Choice Dinner Club.

Special recreation events include the Starlight Event & Holiday Parade, Movies in Central Park, Egg’stravaganza, International Food & Wine Festival, Halloween Boo Bash, Youth Athletic Clinics and the July Parks and Recreation Month Celebration. These events invite visitors to Palm Coast and provide our residents the opportunity to share their bit of paradise with others.

Our facilities include the Frieda Zamba Swimming Pool offering residents a place to enjoy recreational swimming, swim instruction and special events. The Palm Coast Tennis Center has 10 lighted Hydro-clay courts for practice, instruction and social and league play. The Palm Harbor Golf Club brings affordable quality golf to the community.

The City of Palm Coast is consistently working to add new recreational opportunities and experiences for its citizens. In 2008, the City acquired the Long Creek Nature Preserve, a natural sanctuary surrounding 225 acres of wetlands located off of Palm Harbor Parkway. In spring of 2009, Ralph Carter Park opened adjacent to Rymfire Elementary School offering youths the City’s first skate park. Waterfront Park opened in September 2010 with a new fishing pier on the Intracoastal Waterway, picnic pavilions and playground. Indian Trails Sports Complex, in partnership with the Flagler County School Board, added 4 new multi-purpose fields in October 2011 that now hosts over 17 major sporting events throughout the year. New hiking and biking trails continue to be constructed throughout the City, connecting neighborhoods to family, friends and local businesses.

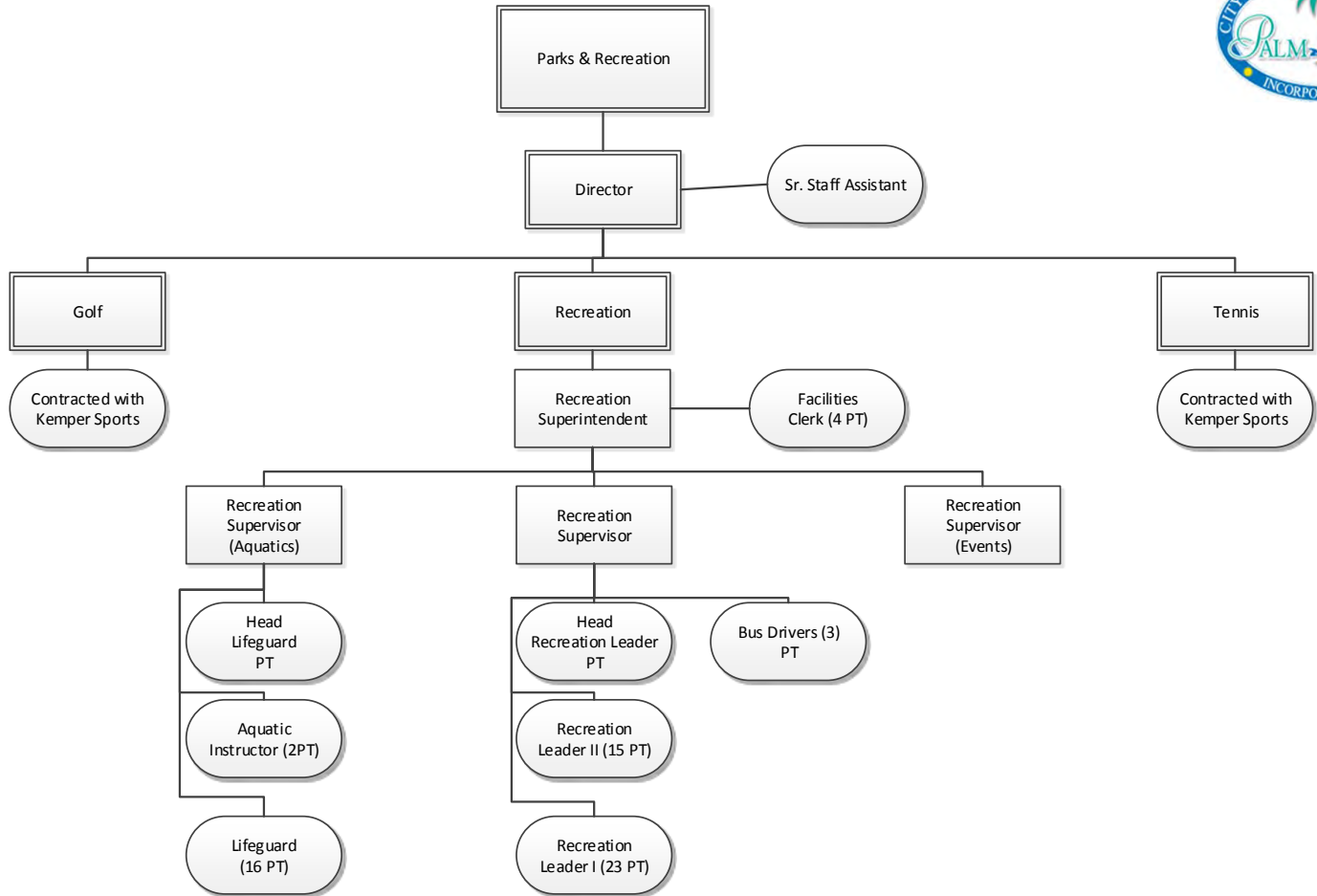


Parks and Recreation

Trail and Recreation Facilities Map



Parks and Recreation Organizational Chart



Parks and Recreation

Department Objectives

Goal 2 Economic - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

- Provide quarterly reports to summarize monthly data for estimated visitor spending due to tournaments and events.
- Continue to work with the TDC to find ways to increase the number of tournaments by 10% from previous years actuals.
- In conjunction with the sports alliance, develop and implement athletic field usage policy that addresses priority users

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- Recover 0-69% of the cost of level 1 fee based Parks & Recreation programs.
- Recover a minimum of 70% of the cost of level 2 fee based Parks & Recreation programs.
- Recover 100% of the cost of level 3 fee based Parks & Recreation programs.
- Re-evaluate and revise current fee resolution
- Complete 3 categories of standards toward the accreditation process

Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

- Increase the number of programs offered to the community by 4 each year
- Of those programs offered in 5.1.1.4.a, 70% have high enough participation to implement.
- Provide a presentation to City Council the current and targeted programs for seniors and youth
- Create a useful report to compare evaluations of customer feedback to make sure we are addressing participant concerns.
- Increase reservations by 10% from FY 2015 (FY 2015 rentals 850 x 1.10 = 935)
- Publish a recreation program guide 3 times per year
- Develop a field promotion guide
- Provide community outreach programs and report on programs offered on a quarterly basis

Parks and Recreation

Measuring Performance

2015 Highlights:

- √ This year our Summer Camp Program serviced 1,093 campers from grades K-8. This was the highest participation since 2010. We saw a significant increase in participation as a direct result of additional options for parents and children in their Summer Camp experience.

Implemented 3 new camps in addition to the traditional camp program:

- Firefighter Camp which was fully supported and instructed by our Palm Coast Fire Department
 - Jr. Lifeguard Camp taught our young campers the skills of our professional Life Safety Staff and provided them with a daily experience of the duties of a Lifeguard
 - Stay-N-Play Camp (1/2 day camp) follows the same format as our traditional camp, but only requires the kids and parents to commit to a 4-5 hour experience.
- √ This year we hosted 21 sporting events welcoming over 56,000 visitors who spent over \$4.5M at our local business establishments.
 - √ Celebrated Parks and Recreation Month by providing opportunities that will bring our community to one of our parks facilities. One highlight this year was the annual Tour de Palm Coast bicycle ride! Over 35 bicyclists traveled over 6 miles enjoying the trail system through our community.
 - √ The Community Center hosted 850 private reservations which is a significant increase over the previous year's reservations of 786. We also saw an increase of over 2,200 visitors over previous year.
 - √ Our Frieda Zamba pool welcomed over 21,000 guests during the months of April-September. These guests included our members and daily visitors but also included various summer camps, Special Olympics Swim Team, Masters Swim Club, Daytona Beach Speed Swim Team and the Matanzas High School Swim Team.

Department: Parks and Recreation

Goal 5: To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.1: Enhance community and visitors' recreational opportunities and experiences at community events

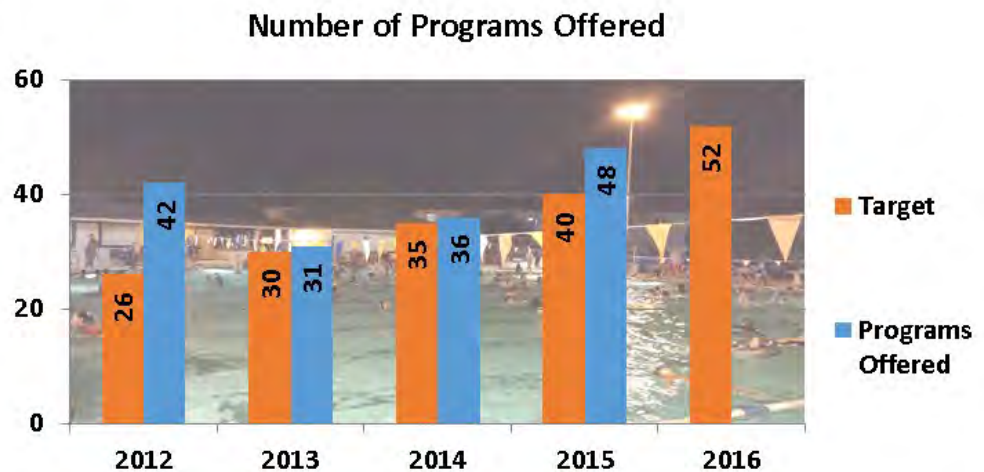
Strategy 5.1.1: Identify fun and interactive elements to incorporate into community events

Approach: 5.1.1.4: Increase the number of new programs and/or events offered to the community

(a) *Increase the number of programs offered to the community by 4*

Results: In fiscal year 2015 the number of programs offered exceeded the target of 40 programs.

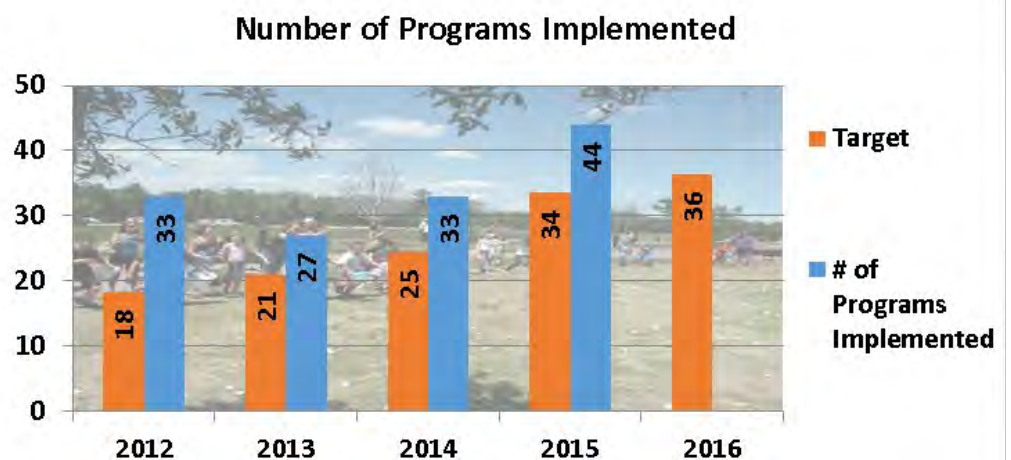
2016 Target: The target for fiscal year 2016 remains the same as 2015, to increase the number of programs offered by 4.



(b) *Of those programs offered in 5.1.1.4a, 70% have high enough participation to implemented.*

Results: In fiscal year 2015 the number of programs implemented exceeded the target of 34 programs.

2016 Target: The target for fiscal year 2016 remains the same as 2015, to implement 70% of the programs offered.



Parks and Recreation

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 406,703	\$ 823,694	\$ 806,711	\$ 943,430	\$ 136,719
Operating Expenditures	393,302	463,299	440,666	486,592	45,926
Grants and Aide	-	-	-	-	-
Transfers	235,000	435,000	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,035,005	\$ 1,721,993	\$ 1,247,377	\$ 1,430,022	\$ 182,645

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 14	FY 15	FY 16	FY15-16
<u>Full-time</u>					
Aquatics Supervisor	14	1.00	1.00	1.00	-
Event Coordinator	16	1.00	-	-	-
Recreation and Parks Director	22	1.00	1.00	1.00	-
Recreation Superintendent	17	-	-	-	-
Recreation Supervisor	14	2.00	3.00	4.00	1.00
Senior Staff Assistant	8	1.00	1.00	1.00	-
Total Full-time		6.00	6.00	7.00	1.00
<u>Part-time/Temporary</u>					
Bus Drivers	10	3.00	3.00	3.00	-
Facilities Clerk	2	4.00	4.00	6.00	2.00
Head Lifeguard	5	1.00	1.00	1.00	-
Head Recreation Leader	5	1.00	1.00	1.00	-
Instructor	10	2.00	2.00	2.00	-
Instructor - Aquatics	10	2.00	2.00	2.00	-
Lifeguard	2	15.00	15.00	15.00	-
Recreation Leader I	2	23.00	23.00	23.00	-
Recreation Leader II	4	15.00	15.00	15.00	-
Total Part-time/Temporary		66.00	66.00	68.00	2.00
Total Personnel		72.00	72.00	75.00	3.00

Summary of Changes: An additional Recreation Supervisor has been budgeted to assist with sporting events and field rentals. An increase in Facilities Clerks has also been budgeted to assist with the increase in facility rentals.

Tennis Center

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	295,279	309,891	274,729	273,929	(800)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	1,000	1,000	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 296,279	\$ 310,891	\$ 274,729	\$ 273,929	\$ (800)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

Summary of Changes: The Tennis Center Fund was previously an Enterprise Fund but was supported by the General Fund. Starting in fiscal year 2015 the Tennis Center is included in the General Fund.

Golf Course

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	1,761,635	1,789,215	1,549,433	1,604,970	55,537
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	23,000	22,000	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,784,635	\$ 1,811,215	\$ 1,549,433	\$ 1,604,970	\$ 55,537

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

Summary of Changes: The Golf Course Fund was previously an Enterprise Fund but was supported by the General Fund. Starting in fiscal year 2015 the Golf Course is included in the General Fund.

General Fund Non-Departmental

General Fund

The purpose of this area 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.

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	55,441	55,134	55,500	326,163	270,663
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	61,773	56,344	58,000	58,000	-
Transfers	521,000	7,505,920	523,000	544,000	21,000
Contingency	-	-	-	-	-
Total Expenditures	<u>\$638,214</u>	<u>\$7,617,398</u>	<u>\$636,500</u>	<u>\$928,163</u>	<u>\$291,663</u>

Special Note: In fiscal year 2014 a repayment of an interfund loan from the SR 100 CRA Fund to the General Fund resulted in an increase from the original budget. This repayment is reflected in the transfer amount for the FY 14 actuals.

Information Technology

Department Summary

The Information Technology (IT) Department's primary role is to provide services to other City departments and to distribute information to our citizens and customers.

This department is supported by the IT&C Fund, a proprietary fund, which is funded mostly by internal charges to other City departments. In addition the fund receives outside revenue from Cell Tower rentals as well as usage charges for Fiber Optic services. Palm Coast FiberNET, a municipal owned, fiber based, open access network, began offering service to businesses in late fiscal year 2010. This business revenue allows the City to reduce the overall operating expense to other departments.

These services are provided by three divisions: IT Applications, IT Operations, and Geographical Information Systems (GIS). In the past, the Video and Communications division was in this department but was recently moved to our Communications and Marketing Department.

IT provides, to our citizens and customers, services that include the development and maintenance of the City's website. Additional online services, such as the automated scheduling and payment of permit inspections, as well as the live streaming of City meetings, have also been introduced.

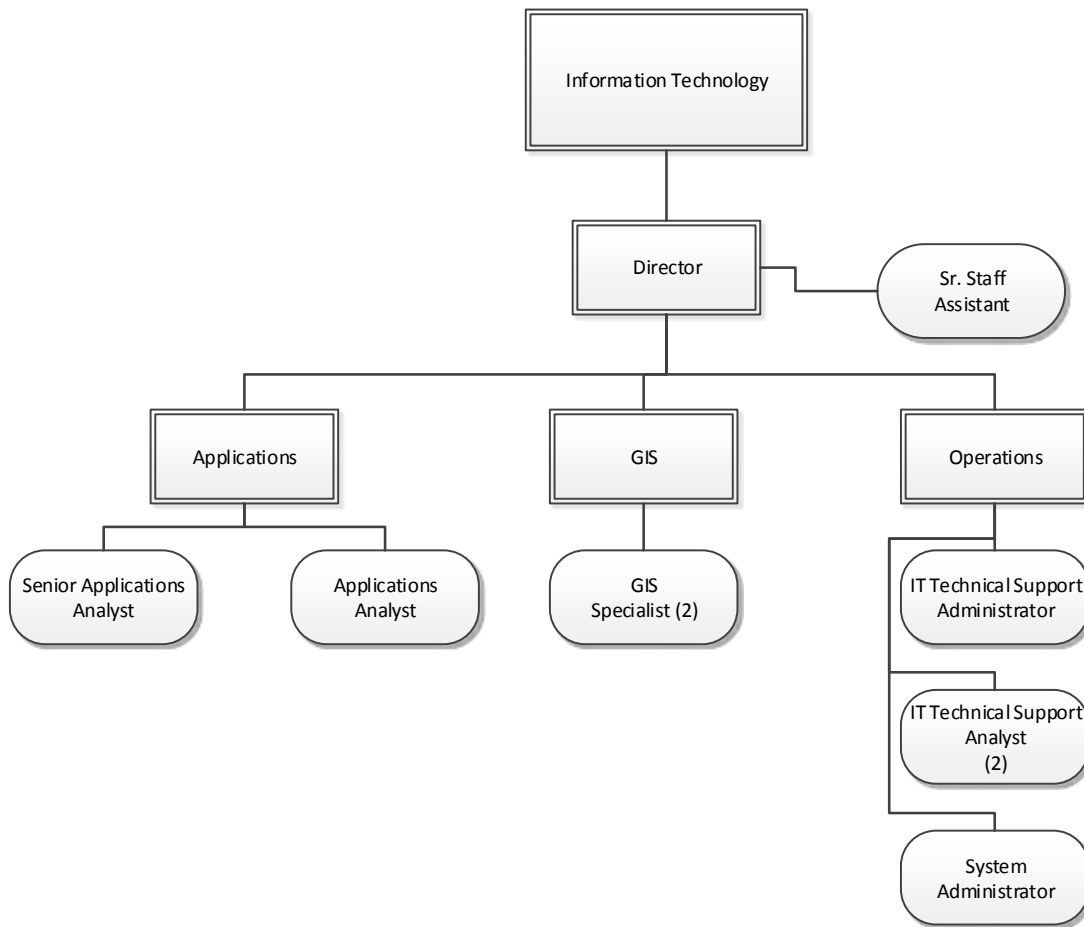
Continuing in the direction of "going green", IT has continued to implement paperless solutions this year to conserve resources and streamline processes. The use of tablet computers and consolidated printers, have furthered these "green" efforts. The IT department will continue to improve vital City processes while introducing new services where appropriate.

Palm Coast FiberNET

Business at Light speed

The City of Palm Coast's high performance fiber network is available for business and commercial use in Palm Coast. The goal of this effort is to create business opportunities for private sector service providers, lower the cost of telecom and broadband for local businesses and to help attract new businesses and job opportunities to the City. Broadband connections to businesses provide Internet access, a wider variety of telephone, video-conferencing, and other business class services.

Information Technology Organizational Chart



Summary of Changes: An additional Applications Analyst has been budgeted for fiscal year 2016.



Information Technology

Department Objectives

Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- Maintain and update inventory of all IT infrastructure in database.
- Complete clean up of the Kronos "Bugs"
- Maintain a multi-year replacement schedule for all equipment and prioritize the replacement of the equipment
- Evaluate and recommend a replacement or upgrade for the City's existing telephone system.
- Develop a project timeline for the upgrade of the City's telephone system and budget for the new system to be completed by the end of FY '16 Q2.
- Complete MUNIS upgrade
- Migrate all users to Office 365
- Complete Kronos upgrade

Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- Implement ProjectDox Enhancements
- Implement online permit request process
- Implement CD+ mobile module
- Implement CD+ invoicing module
- Complete a bring your own device (BYOD) policy
- Transfer alarm monitoring to FCSO
- Complete revamp user permissions in MUNIS
- Evaluate communication costs for the potential elimination of services and report findings to the City Manager.
- Implement MUNIS Cashiering package in coordination with Finance Department

Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- Provide support to other departments and teams to convert at least 4 forms/processes to an electronic method

Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

- Develop first event App

Goal 6 Workforce Talent - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

- Identify the scope and approach of deploying a mobile data application

Information Technology

Measuring Performance

2015 Highlights:

- √ Applications division highlights:
 - Deployed enhancements to the Telestaff program, which allows the Fire Department to better manage staff scheduling was installed
 - Installed and deployed a Munis Cashiering module, which will standardize how all City departments accept payments from the public was also installed.
 - Worked on the conversion of several processes to an electronic workflow process:
 - Warrant approvals
 - Journal and budget posting
 - Unclaimed refund checks
 - Lien processing
 - Web site additions and enhancements completed:
 - Approximately 20 additional City document types for public search through our website
 - Registration for the new Birds of a Feather Fest
 - Rental Registration
- √ Operations division highlights:
 - Implementation of new email archiver
 - Upgrade all users to Microsoft Office 2013
 - Provided Wi-Fi for live streaming of Women's Rugby Tournament
- √ GIS division highlights:
 - Began process to map all dock easements within the city
 - Worked with the Florida Department of Health to compile data for their Statewide Inventory of drinking water sources and wastewater treatment methods

Department: Information Technology

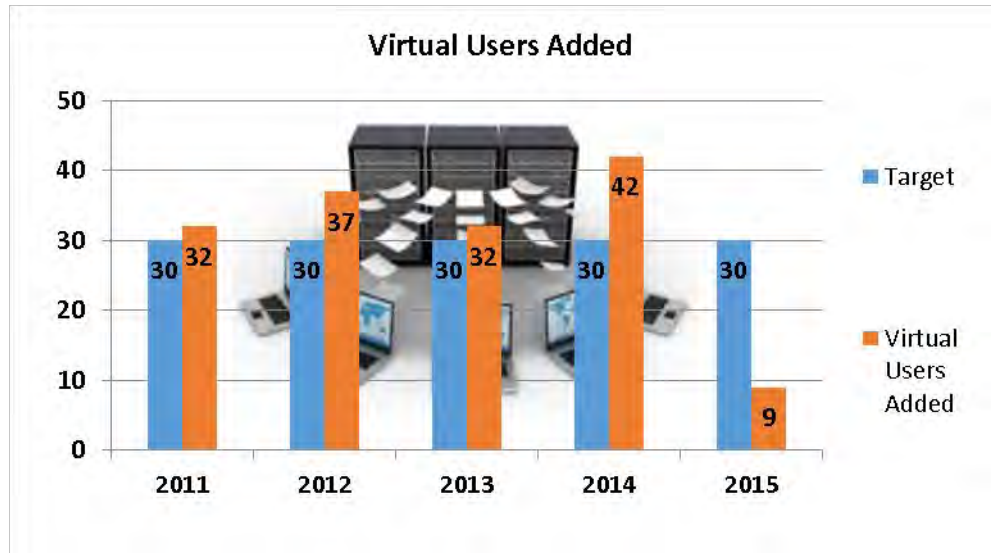
Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

Approach: 3.2.1.10: Continue virtualization initiative

Results: Target of 30 virtual users was not met however this was the result of no additional users being eligible for a virtual desktop. As a result, no users are being targeted for 2016 and this initiative is considered complete at this time.



Information Technology

IT Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 13	Actual FY 14	Projected FY 15	Proposed FY 16	Net Change FY15-FY16
Personal Services	\$ 844,829	\$ 742,503	\$ 754,465	\$ 874,377	\$ 119,912
Operating Expenditures	1,589,196	1,565,325	1,288,646	1,367,140	78,494
Capital Outlay	-	-	457,077	352,000	(105,077)
Debt Service	1,137	2,210	-	-	-
Grants and Aide	300,000	300,000	-	-	-
Transfers	14,000	14,000	14,000	14,652	652
Contingency	-	-	11,917	-	(11,917)
Total Expenditures	\$ 2,749,162	\$ 2,624,038	\$ 2,526,105	\$ 2,608,169	\$ 82,064

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 14	Approved FY 15	Proposed FY 16	Net Change FY15-16
<u>Full-time</u>					
Application Analyst	15	1.00	1.00	2.00	1.00
GIS Specialist	11	2.00	2.00	2.00	-
Information Technology Director	22	1.00	1.00	1.00	-
Operations Manager	18	1.00	1.00	1.00	-
Senior Application Analyst	17	1.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
Senior Support Analyst	13	1.00	1.00	1.00	-
Support Specialist	11	1.00	1.00	1.00	-
System Administrator	16	1.00	1.00	1.00	-
Total Full-time		10.00	10.00	11.00	1.00
<u>Part-time/Temporary</u>					
Intern	4	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		11.00	11.00	12.00	1.00

Summary of Changes: An additional Application Analyst has been budgeted for fiscal year 2016.

Information Technology

Capital Outlay

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 16
Network switch replacement and other improvements	\$ 36,000
Plotter	8,000
Operational Capital	200,000
FiberNET	108,000
Total	<u>\$ 352,000</u>

Impact on Future Budgets:

The capital outlay for the Information Technology department is related to a network switch replacement and other operational improvements that are needed. As with any electronics, future budgets could be impacted by additional electricity costs, maintenance and repairs but this is expected to be minimal.

As the FiberNET system is expanded, additional costs are incurred to keep the system online going forward. The additional expenses, however, are offset by the revenue received from the FiberNET customers. Some examples of these expenses include the cost of repairs to the fiber optic lines and locate services.



Capital Improvement Program

Find Your Florida



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Capital Improvement Program

PROCEDURE

Each year the Capital Improvement Program (CIP) is prepared from project requests submitted by the various departments. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget and an implementation schedule. After compilation of the requests, projects are reviewed by staff members from the City's Infrastructure Team. This team consists of project managers, planners, division managers, and the Finance Director. This team reports directly to the City Manager.



10 YEAR LOOKOUT

The infrastructure team prepares a “Ten–Year Capital Project Lookout” annually. This “lookout” is presented to City Council and allows staff to receive direction on future capital project needs.

5 YEAR ADOPTED CAPITAL IMPROVEMENT PROGRAM (CIP)

As an integral component of the annual budget process, each year a five-year CIP is adopted by City Council. Chapter 163 of the Florida Statutes requires the City to adopt a five-year schedule of capital improvements that includes publicly funded federal, state, or local projects, and may include privately funded projects for which the City has no fiscal responsibility. Projects necessary to ensure that any adopted level-of-service standards are achieved and maintained for the 5-year period must be identified as either funded, or unfunded and given a level of priority for funding. The five year schedule and the level of service standards are established in the Capital Improvements Element (CIE) of the City's Comprehensive Plan. Project review, along with available funding and CIE requirements, forms the basis of the program compiled by the Infrastructure Team. The recommended program is then reviewed by the Mayor and City Council in conjunction with their review of the annual operating budget. The City is required to review the CIE of the Comprehensive Plan on an annual basis and modify it as necessary to maintain a five-year schedule of capital improvements. Modifications to update the 5-year capital improvement schedule may be accomplished by Resolution and are not considered amendments to the Growth Management Plan.

1 YEAR PROJECT TIMELINE

At the start of the fiscal year, a one-year project timeline is presented to City Council. The timeline is updated quarterly to show changes throughout the year. The first year of the five-year Capital Improvement Program is the Capital Budget. The Capital Budget is adopted by the City Council with the adoption of the annual operating budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Program.

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$5,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

- a. New and expanded physical facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Major pieces of equipment which have a relatively long period of usefulness.
- d. Equipment for any public facility or improvement when first erected or acquired.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc.

Normal replacement equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$5,000 are generally excluded from the Capital Improvement Program. Exceptions will occur for projects that contain multiple phases, or the current year CIP project is the planning phase of a construction project.

FUNDING SOURCES FOR CAPITAL PROJECTS

General Revenue – CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding through grants, and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Palm Coast's 2016 millage rate for capital projects totals .1622 and relates to stormwater improvements and a restroom at the sports fields.

Federal Aid – Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and demolition, acquisition, construction, reconstruction, rehabilitation, relocation or installation of public facilities.

Local Option Gas Tax Funds

Per State Statute, the revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.

Small County Surtax

This tax replaced the Local Government Infrastructure Surtax which expired on December 31, 2012. This revenue is in the form of an additional county-wide sales tax of .5%.

Water and Wastewater Charges

Monthly service charges are assessed for the use of services and facilities of the City's water and wastewater system. Service charges are used to pay for operating expenses, maintenance, construction and debt service.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 2005. Funds from this revenue source can only be used for the operation, maintenance, replacement, and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement projects, such as redevelopment projects or infrastructure improvements, maybe undertaken utilizing these funds. Tax Increment Financing is used to fund projects in the SR100 CRA Fund.

Impact Fees

The City adopted a Water, Wastewater, Transportation, Fire and Recreation Impact Fee Ordinance that allows the City to charge a fee for new construction projects to ensure that development pays its fair share of the cost of new and/or expanded facilities necessary to accommodate that growth. Impact fee revenue can only be used for growth and development related to capacity improvements.

Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation.

FLEET REPLACEMENT PROGRAM

The initial purchase of new fleet is charged to the department and is approved by the City Manager during that department's budget approval process. The fiscal year following the year the initial purchase was made, an internal allocation begins being charged to the department for the estimated cost to replace the equipment in the future. This allocation includes an inflationary estimate. The length of time the allocation is collected is based on the expected life of the equipment. For example, if a vehicle is expected to last 5 years the replacement cost will be split into 5 annual allocation amounts. The allocation is charged to the department on a monthly basis.

The future replacement purchase is made by the fleet department and is charged to the fleet fund, an internal services fund, where the annual allocations are credited as revenue. All City vehicles and equipment are evaluated on an annual basis in order to prioritize the replacements and repairs needed in the upcoming year. During the evaluation the Fleet Supervisor takes into consideration the age, condition, maintenance cost and expected life of each piece of equipment and prepares a recommendation for management. Each year, the total cost of the annual replacement program is approved by City Council during the budget process and is approved by City Council prior to the actual purchase being made.

Impact of Capital Projects on the Operating Budget

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time at which the item becomes operational. It is possible, in certain cases that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the time-frame for recruiting, hiring and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

TRANSPORTATION

New transportation infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. However, roads, sidewalks, pedestrian crossing, pavement marking, signals and signs must be kept up to City and other required standards. As more miles are brought on line, additional staff and equipment may be needed at some point in the future in order to maintain desired service levels.

RECREATION

New recreation infrastructure can have a significant impact on operating costs. These could include additional personnel, operating costs related to daily operations, materials and supplies.

STORMWATER

New stormwater infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure included in the Capital Budget is included in the operating budget of the Stormwater operations and is funded from Stormwater Utility Fees accounted for in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed at some point in the future in order to keep the infrastructure maintained at an optimum level. No additional staff is being added this fiscal year.

WATER & WASTEWATER

A significant portion of the City's water and wastewater infrastructure is over 20 years old and deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will assuredly generate energy savings. At this time the exact amount of savings is unknown.

Fiscal Year 2016 Major Capital Projects

Seminole Woods Path \$1,250,000 Capital Projects Fund

These amounts are to continue construction of a multi-purpose path along Seminole Woods Parkway. This includes design, permitting, environmental clearance and construction of this multi-phase project. The project will be completed in annual phases. A DOT grant of \$546,000 was secured for a portion of this years construction.

Future Impact: General Fund, Streets & Drainage Division

Minimum maintenance will be required for the path which will include patches and maintenance of the landscape.

Holland Park Renovation \$3,760,000 Capital Projects Fund

This project will include the replacement of the utility infrastructure and will correct drainage issues. It will also enhance traffic circulation, add parking, correct ADA issues, and repair/renovate existing structures. Also included in the project is a new enlarged dog park, a bocce ball court covering, two new horseshoe pits, a new and enlarged playground, a new splash park, roadway and parking lot lighting, sports activity lighting, a perimeter walking trail, new fitness stations and new landscaping as well as irrigation.

Future Impact: General Fund, Parks Maintenance Division

This is an existing park with existing operating costs. Upon completion, maintenance costs may increase slightly due to the increase in size of the park as a result of the improvements.

Palm Coast Parkway Six Lane Construction \$1,578,216 Streets Improvement Fund

The widening of Palm Coast Parkway from a 4-lane divided, rural typical section to a 6-lane divided, urban typical section will consist of adding one travel lane along the outside lane in each direction, a distance of approximately 1.23 miles. This 6-laning will extend from Cypress Point Pkwy/Boulder Rock Dr east to Florida Park Dr. The City is expecting to receive a significant amount of FDOT grants to complete this project. The project will be completed in fiscal year 2016.

Future Impact: General Fund, Streets & Drainage Division

This project is not anticipated to significantly impact future operating costs.

North Old Kings Road Widening \$1,050,000 Streets Improvement Fund

This project includes a section of Old Kings Road from Palm Coast Parkway to Forest Grove Drive. Old Kings Road North will be connected directly to the Old Kings Road Extension. The current road is a two lane rural road that will need to be upgraded to handle additional traffic from the planned Matanzas Woods I-95 interchange which is expected to be completed in 2016. This amount is for design and will receive grant funding.

Future Impact: General Fund, Streets & Drainage Division

This project is not anticipated to significantly impact future operating costs.

Swale Rehabilitation & Pipe Program \$2,192,411 Stormwater Management Fund

This is the cost of materials and labor needed to rehabilitate the swales and drainage pipes in the City. The goal is to regrade at least 25 miles of swales each year.

Future Impact: Stormwater Management Fund

This project is not anticipated to significantly impact future operating costs.

Palm Harbor Extension \$3,000,000 Streets Improvement Fund

This project includes the construction phase of the extension of Palm Harbor Parkway from South of Forest Grove Drive to Old Kings Road. This project is an integral part of the Matanzas Wood I-95 interchange project expected to be completed by the FDOT by 2016.

Future Impact: General Fund, Streets & Drainage Division

The impact of future operating budgets will include the cost of maintenance of the road, median and shoulders.

Street Paving and Resurfacing \$1,500,000 Streets Improvement Fund

The City of Palm Coast has over 550 miles of streets which it maintains. This amount is for the annual appropriation for the resurfacing program.

Future Impact: General Fund, Streets & Drainage Division

This project is not anticipated to significantly impact future operating costs.

Wellfield and Wells \$3,550,000 Utility Capital Projects

This project includes wellfield expansion for Water Treatment Plant 2 as well as some replacement well construction costs.

Future Impact: Utility Fund

Future operating costs include electrical, generator maintenance and load testing, motor, pump and misc. equipment O&M, landscaping, hydrological data collection and record keeping. This is estimated at \$6-8,000 per year per site.

Force Mains \$1,029,498 Utility Capital Projects

This project includes phase 3 of the Old Kings Road force main as well as force main extensions.

Future Impact: Utility Fund

Annual operating cost for this is considered to be very minimal.

Reclaimed Water Mains \$1,000,000 Utility Capital Projects Fund

This project includes a reclaimed water main for Seminole Woods Blvd.

Future Impact: Utility Fund

The future operating costs are expected to be mostly labor costs for checking signage, reading meters, repairs to ARV's (air relief valves) and main breaks. Annual estimated cost \$3,000 per year.

Wastewater Treatment Plant 2 \$7,530,000 Utility Capital Projects

This project includes the engineering, design and a portion of the construction costs to build a second wastewater treatment plant. This plant is being constructed to increase the city's wastewater capacity in order to keep up with demands as a result of growth. The entirety of this project is expected to be completed in fiscal year 2018.

Future Impact: Utility Fund

The second wastewater treatment plant will be an advanced wastewater treatment plant however future operating costs are anticipated to be in line with the cost of the existing wastewater treatment plant which is approximately \$2,500,000 per year.

Lift Stations and Pump Stations \$1,440,000 Utility Capital Projects

This project includes the Old Kings Road master pump station budgeted at \$1,000,000 and also includes other pump station upgrades as well as odor controls systems.

Future Impact: Utility Fund

Annual operating cost for this pump station would include power, annual generator inspection and load testing and fuel, future odor control, landscape maintenance, and labor for weekly inspections by staff. Estimated cost of \$5,000 to \$7,000 per year for first five years.

2016 Capital Projects Timeline

The one year capital projects timeline does not include all capital projects. The design portion of each project is represented separate from the construction portion. During the course of the year the “on-going timeline” will be adjusted to reflect actual results.

STREETS IMPROVEMENTS FUND		1st Quarter (2016)			2nd Quarter (2016)			3rd Quarter (2016)			4th Quarter (2016)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Palm Harbor Extension <i>Construction</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL							
		ONGOING	ONGOING	ONGOING									
Palm Coast Parkway Six-Lane <i>Construction</i>		ORIGINAL	TIMELINE	ORIGINAL									
		ACTUAL	ACTUAL	ACTUAL									
Old Kings Road North Widening <i>Palm Harbor Village Way to Forest Grove Dr.</i> <i>Design</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
		ONGOING	ONGOING	ONGOING									
	<i>Right-of-Way Acquisition</i>	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE
		ONGOING	ONGOING	ONGOING									
SR100 Medians - OKR to Roberts Road <i>Construction</i>		ORIGINAL	TIMELINE	ORIGINAL									
		ACTUAL	ACTUAL	ACTUAL									
Whiteview Median Improvements & Entry Sign (Whitemill to US1) <i>Design</i>										ORIGINAL	TIMELINE	ORIGINAL	TIMELINE
Palm Harbor Parkway Median <i>(Extension) Construction</i>					ORIGINAL	TIMELINE							
	<i>(European Village) Construction</i>						ORIGINAL						
Belle Terre Median (Royal Palms to SR100) <i>Construction</i>								ORIGINAL	TIMELINE				
Colechester Bridge at College Waterway <i>Construction</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL							
		ONGOING	ONGOING	ONGOING									
Colorado Bridge at College Waterway <i>Design</i>					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
Signal Optimization <i>Study/Design</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
	<i>Construction</i>	ONGOING	ONGOING	ONGOING				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE
Belle Terre Corridor Intersection Safety Analysis <i>Study/Design</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL							
		ONGOING	ONGOING	ONGOING									
Pine Lakes Bridge & Gravity Wall Repair <i>Design</i>					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE					
	<i>Construction</i>								ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL
Palm Coast Pkwy Sidewalk (Pine Lakes to St Joe) <i>Design</i>					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE					
	<i>Construction</i>								ORIGINAL	TIMELINE			
OKR / Town Center Traffic Signal <i>Design</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL							
	<i>Construction</i>	ONGOING	ONGOING	ONGOING			TIMELINE	ORIGINAL	TIMELINE	ORIGINAL			
Street Resurfacing <i>Identify Roadways & Bid</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
	<i>Construction</i>	ONGOING	ONGOING	ONGOING				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE

CAPITAL PROJECTS FUND

1st Quarter (2016)

2nd Quarter (2016)

3rd Quarter (2016)

4th Quarter (2016)

Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
Seminole Woods Path													
<i>Sesame-Seminole to Selma Tr (south)</i>													
<i>Design, Permits, Env. Clearance, CDBG Release</i>									ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL
<i>Construction</i>													
<i>Sesame - Selma Tr (south) to Citation/Seminole</i>													
<i>Design, Permits, Env. Clearance, CDBG Release</i>				ORIGINAL	TIMELINE	ORIGINAL		TIMELINE	ORIGINAL	TIMELINE			
<i>Construction</i>											ORIGINAL	TIMELINE	ORIGINAL
<i>Seminole Woods - Sesame to US1</i>													
<i>Construction</i>				ORIGINAL	TIMELINE	ORIGINAL		TIMELINE	ORIGINAL	TIMELINE			
<i>SR-100 and US-1 Seminole Woods Signs</i>													
<i>Design</i>								ORIGINAL	TIMELINE	ORIGINAL			
<i>Construction</i>											ORIGINAL	TIMELINE	
Northeast Corridor - Wetland Restoration													
<i>Design</i>	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL		
<i>Construction</i>	ONGOING	ONGOING	ONGOING									ORIGINAL	
Community Center Improvements													
<i>Design</i>	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
<i>Construction</i>	ONGOING	ONGOING	ONGOING										
City Hall													
<i>Construction</i>	ORIGINAL	TIMELINE											
ACTUAL													
Holland Park Improvements													
<i>Construction (Phase 1)</i>	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						
ACTUAL	ONGOING	ONGOING	ONGOING										
Fire Station #22													
<i>Analysis and Pricing</i>	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE									
ACTUAL	ONGOING	ONGOING	ONGOING										
<i>Construction</i>							ORIGINAL	TIMELINE					
Public Works Renovations													
<i>Master Plan, Design & Permitting</i>			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
ACTUAL			ONGOING										
<i>Construction</i>										ORIGINAL	TIMELINE	ORIGINAL	
Frieda Zamba Pool Pump Enclosure & Filtration													
<i>Design</i>		ORIGINAL	TIMELINE	ORIGINAL									
ACTUAL			ONGOING										
<i>Construction</i>				ORIGINAL	TIMELINE	ORIGINAL							
ITSC - Baseball Field Improvements & dugouts													
<i>Bid & Construction</i>	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
ACTUAL	ONGOING	ONGOING	ONGOING										
ITSC - Field Sod Replacement & Underdrain													
<i>Design</i>							ORIGINAL	TIMELINE					
ACTUAL													
<i>Construction</i>									ORIGINAL				
Playground Shade Sail Program													
<i>Design</i>				ORIGINAL	TIMELINE	ORIGINAL							
ACTUAL													
<i>Construction</i>							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
Energy Improvements (Park Facilities)													
<i>Bid & Construction</i>									ORIGINAL	TIMELINE	ORIGINAL		
Palm Harbor Golf Club Rebuilding of Bunkers (64) (9 holes per year)													
<i>Bid</i>			ORIGINAL	TIMELINE	ORIGINAL								
ACTUAL			ONGOING										
<i>Construction</i>									ORIGINAL	TIMELINE	ORIGINAL		
Palm Harbor Golf Clubhouse Improvements													
<i>Bid & Construction</i>									ORIGINAL	TIMELINE			

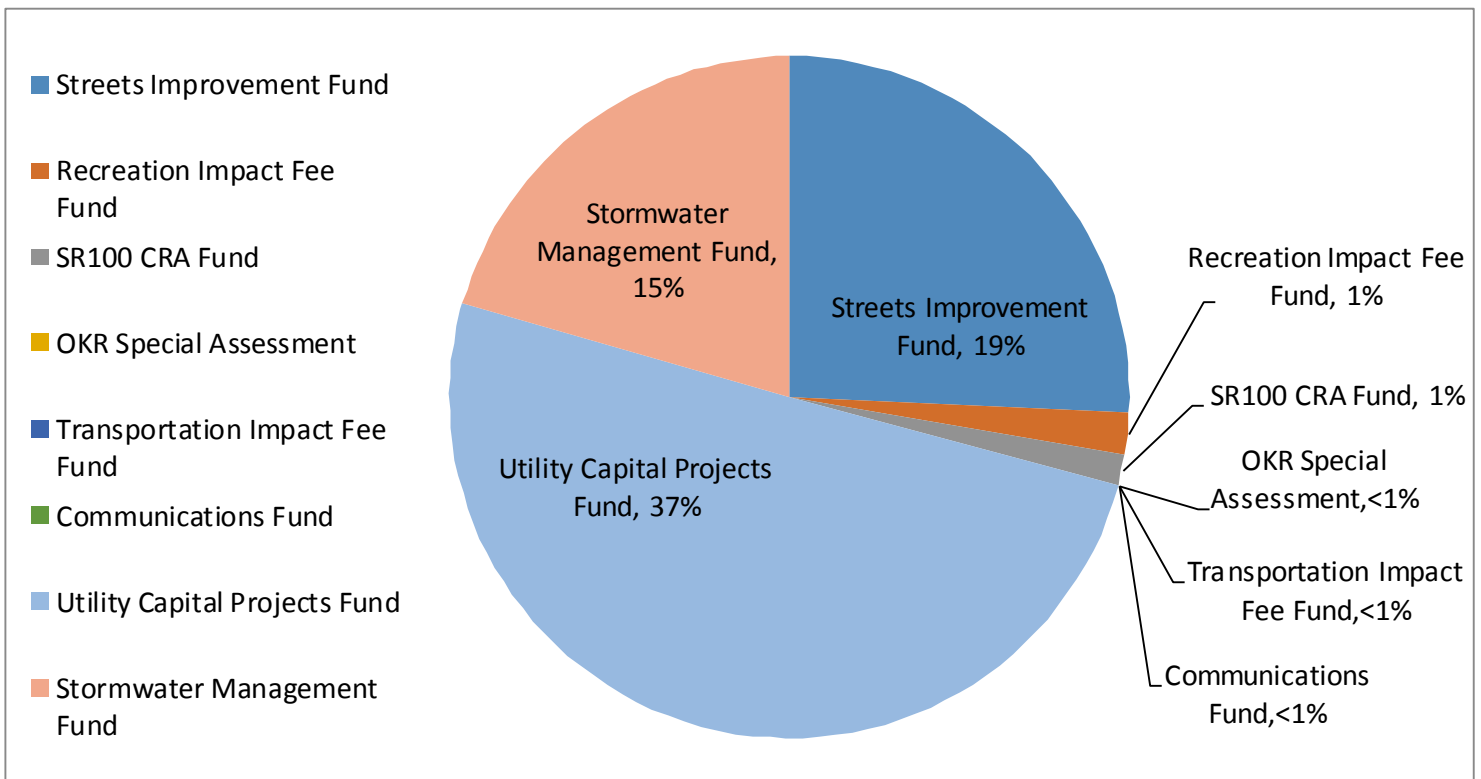
STORMWATER MANAGEMENT		1st Quarter (2015)			2nd Quarter (2015)			3rd Quarter (2015)			4th Quarter (2015)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Boulder Rock Pipe Crossing <i>Construction</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL					
		ONGOING	ONGOING	ONGOING									
Lehigh Canal Spoil Removal <i>Construction</i>		ORIGINAL	TIMELINE										
		ACTUAL	TIMELINE										
Lehigh Canal Access Improvements <i>Construction</i>													
Section 37 Modeling <i>Construction of 37-1 and 37-3</i>						ORIGINAL	TIMELINE	ORIGINAL					
Section 34 Modeling <i>Design & Permitting</i>					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
Section 30 Modeling <i>Permitting</i>		ORIGINAL	TIMELINE	ORIGINAL									
		ONGOING	ONGOING	ONGOING									

UTILITY CAPITAL PROJECTS FUND		1st Quarter (2015)			2nd Quarter (2015)			3rd Quarter (2015)			4th Quarter (2015)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Old Kings Road Force Main/Master Pump Station <i>Construction</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
		ONGOING	ONGOING	ONGOING									
Matanzas Woods Pkwy. Reuse Line Phase 1 and 2 <i>Construction</i>		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL							
		ONGOING	ONGOING	ONGOING									
Wastewater Treatment Plant #2 <i>Construction</i>				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE
				ONGOING									

OTHER CAPITAL PROJECTS		1st Quarter (2015)			2nd Quarter (2015)			3rd Quarter (2015)			4th Quarter (2015)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Fiber Conduit - Belle Terre South to WTP2 <i>Design</i>													
	<i>Construction</i>												
Dirt Relocation <i>Hauling</i>				ORIGINAL	TIMELINE								
				ONGOING									
Palm Coast Park - Landscape Buffer <i>Design</i>						ORIGINAL	TIMELINE						
	<i>Construction</i>										ORIGINAL		

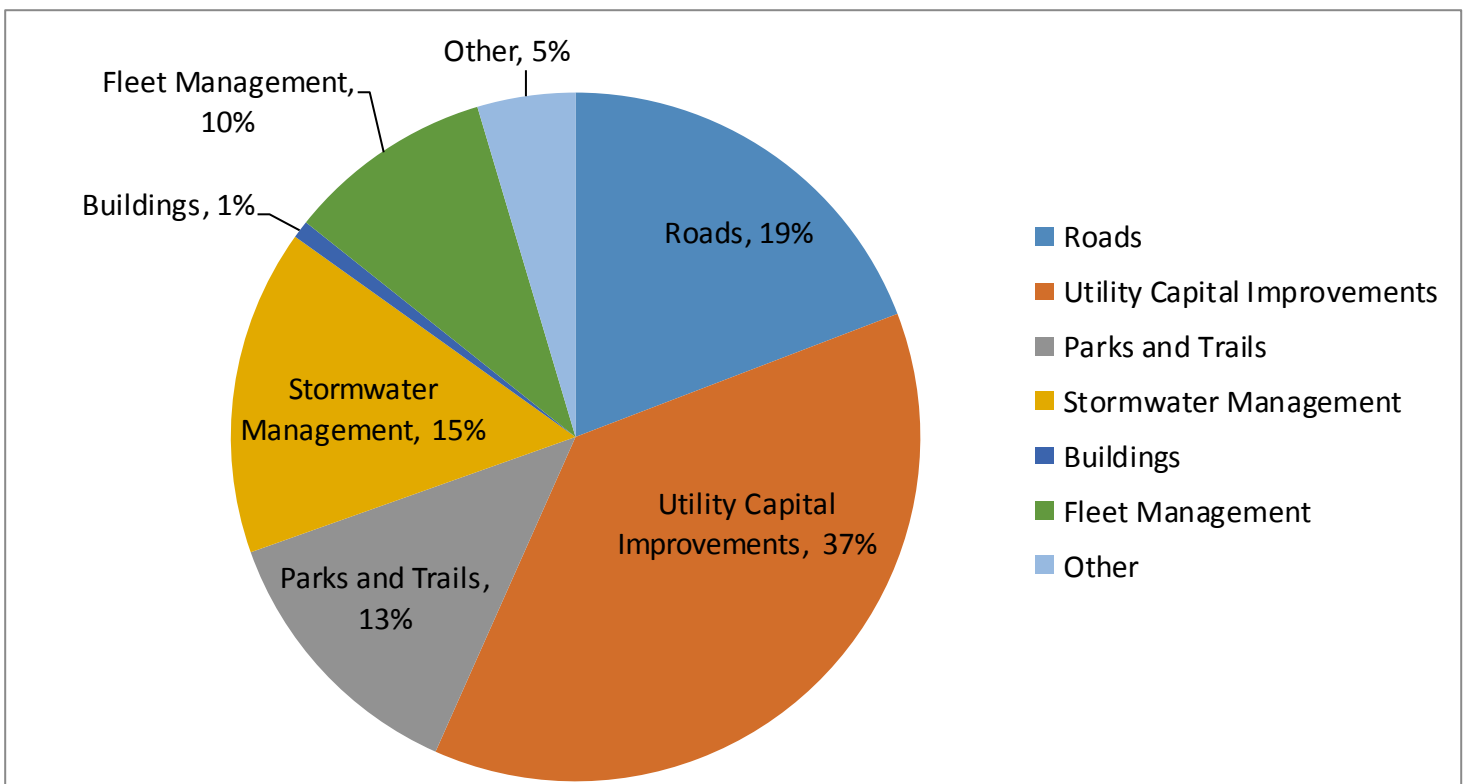
2016 Capital Improvement Program by Fund

FUNDING SOURCE	AMOUNT	% of TOTAL
Streets Improvement Fund	\$9,586,216	19%
OKR Special Assessment	244,435	<1%
Recreation Impact Fee Fund	750,000	1%
Transportation Impact Fee Fund	235,000	<1%
SR100 CRA Fund	1,594,355	1%
Utility Capital Projects Fund	19,188,498	37%
Stormwater Management Fund	7,839,624	15%
Fleet Management Fund	4,964,270	10%
Communications Fund	27,600	<1%
Capital Projects Fund	6,772,600	13%
Total Capital Budget	<u>\$51,202,598</u>	



2016 Capital Improvement Program by Type

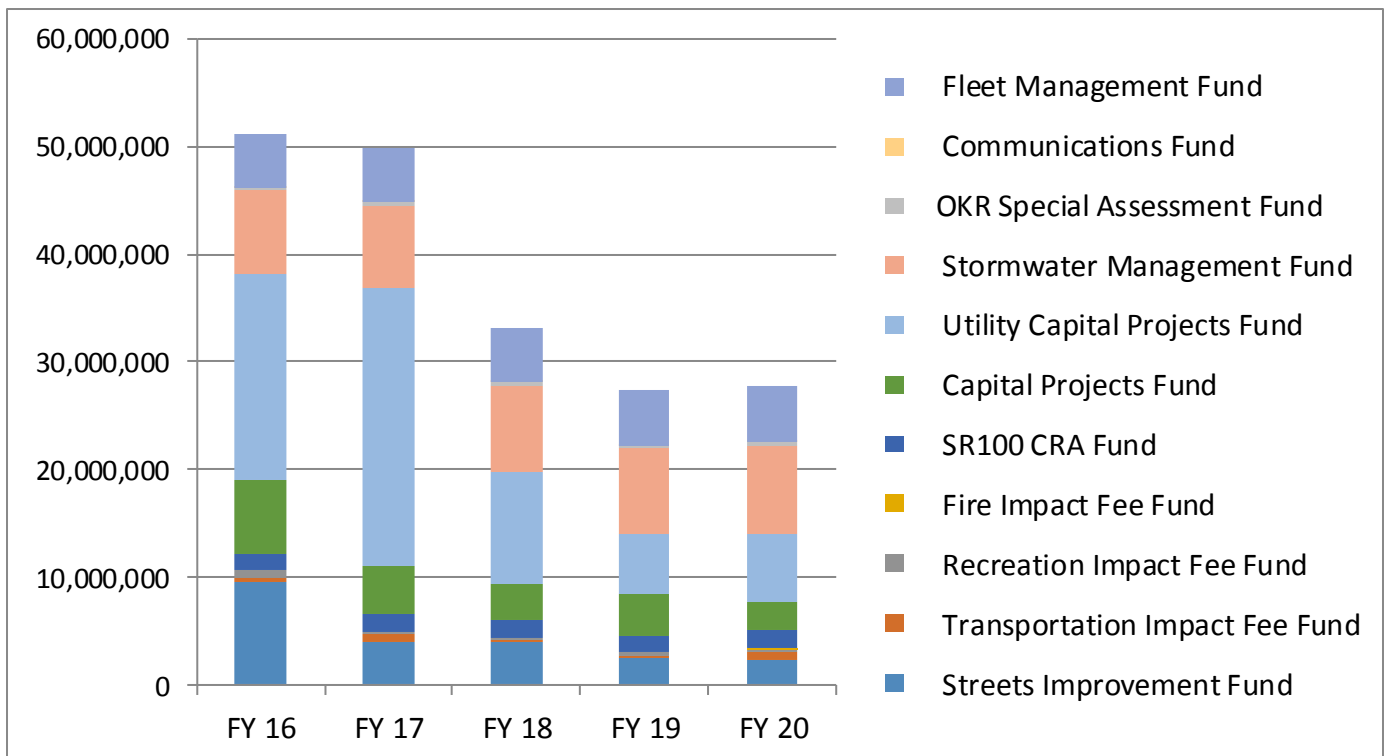
<u>TYPE</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>
Roads	\$ 9,821,216	19%
Utility Capital Improvements	19,188,498	37%
Parks and Trails	6,610,000	13%
Stormwater Management	7,839,624	15%
Buildings	425,000	1%
Fleet Management	4,964,270	10%
Other	2,353,990	5%
	<u>\$ 51,202,598</u>	



Capital Improvement Program by Fund

5 Year Program Summary

Fund	FY 16	FY 17	FY 18	FY 19	FY 20
Streets Improvement Fund	\$ 9,586,216	\$ 3,843,000	\$ 3,923,000	\$ 2,390,000	\$ 2,295,000
Transportation Impact Fee Fund	235,000	860,000	160,000	310,000	660,000
Recreation Impact Fee Fund	750,000	230,000	235,000	240,000	245,000
Fire Impact Fee Fund	-	-	-	-	250,000
SR100 CRA Fund	1,594,355	1,569,118	1,594,230	1,619,649	1,619,649
Capital Projects Fund	6,772,600	4,475,000	3,455,000	3,755,000	2,560,000
Utility Capital Projects Fund	19,188,498	25,824,000	10,430,000	5,580,000	6,430,000
Stormwater Management Fund	7,839,624	7,771,136	7,933,879	8,003,896	8,166,232
OKR Special Assessment Fund	244,435	333,630	333,630	333,630	333,630
Communications Fund	27,600	15,600	15,600	15,600	15,600
Fleet Management Fund	4,964,270	4,902,889	4,999,004	5,098,965	5,202,923
Grand Total	\$ 51,202,598	\$ 29,912,886	\$ 37,678,252	\$ 25,116,217	\$ 19,562,244



Capital Improvement Program by Fund

5 Year Program Detail

PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20
Ad Valorem Taxes	284,600	-	-	-	-
Small County Surtax	2,500,000	2,550,000	2,601,000	2,653,020	2,706,080
FDOT Seminole Woods Path - Phase 6	546,000	-	-	-	-
Transfers from CDBG Entitlement	299,160	250,000	51,000	-	-
Transfer from Recreation Impact Fees - Holland Park	225,000	-	-	-	245,000
Transfer from Recreation Impact Fees - Comm Center	-	230,000	235,000	240,000	-
Transfer Proceeds from CRA - Community Wing	550,000	575,000	600,000	625,000	125,000
Total Capital Projects Fund Revenues	\$ 4,404,760	\$ 3,605,000	\$ 3,487,000	\$ 3,518,020	\$ 3,076,080
Fire Station 22 Improvements	25,000	-	-	-	-
Seminole Woods Path	650,000	-	-	-	-
Seminole Woods Path - FDOT	600,000	-	-	-	-
Wetland Mitigation Bank Construction	200,000	475,000	200,000	-	-
Long Creek Nature Preserve Design/CEI	-	-	-	50,000	50,000
Long Creek Nature Preserve Construction/Signs	-	-	-	-	2,300,000
Community Center Renovation and Expansion	50,000	3,700,000	2,900,000	-	-
Holland Park Improvements Design/CEI	50,000	-	25,000	50,000	-
Holland Park Renovation Construction	3,710,000	-	-	3,300,000	-
Park Renovations	753,000	300,000	280,000	355,000	160,000
Trailheads, Trail Signs, Commercial District Wayfinding	50,000	-	50,000	-	50,000
City Hall Construction	250,000	-	-	-	-
City Council Reserves	284,600	-	-	-	-
Public Works Renovations	150,000	-	-	-	-
Total Capital Projects Fund Expenditures	\$ 6,772,600	\$ 4,475,000	\$ 3,455,000	\$ 3,755,000	\$ 2,560,000
Recreation Impact Fees	353,600	367,700	382,400	397,700	413,600
Total Recreation Impact Fee Fund Revenue	\$ 353,600	\$ 367,700	\$ 382,400	\$ 397,700	\$ 413,600
Transfer to Cap Projects Community Center	-	230,000	235,000	240,000	-
Transfer to Cap Projects Holland Park	225,000	-	-	-	245,000
ITMS Restrooms	250,000	-	-	-	-
Town Center Restrooms	275,000	-	-	-	-
Total Recreation Impact Fee Fund Expenditures	\$ 750,000	\$ 230,000	\$ 235,000	\$ 240,000	\$ 245,000

PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20
Local Option Fuel Tax	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
State Revenue Sharing	707,500	721,700	736,100	750,800	765,800
PCP Six Lane Construction	1,093,425	-	-	-	-
PCP Six Lane CEI & Compliance	106,535	-	-	-	-
OKR Extension Phase 1	600,000	-	25,000	-	-
OKR North Widening ROW	350,000	-	-	-	-
Matanzas Woods 4 Lane - Ph 2	-	-	1,903,000	-	-
County Held Impact Fees - Palm Harbor Extension	2,000,000	-	-	-	-
Transfer from Transportation Impact Fee Fund	-	700,000	-	-	-
Fines & Forfeitures	120,000	120,000	-	-	-
Total Streets Improvement Fund Revenue	\$ 6,677,460	\$ 3,241,700	\$ 4,364,100	\$ 2,450,800	\$ 2,465,800
Operating Expenditures	108,000	108,000	-	-	-
Sidewalks and Bike paths	225,000	400,000	160,000	160,000	160,000
Parkway Beautification	400,000	200,000	200,000	300,000	300,000
Street Resurfacing	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Traffic Signals	795,000	195,000	55,000	55,000	60,000
Intersection/Turn Lanes	25,000	25,000	80,000	375,000	25,000
PCP Six-lane	1,578,216	-	-	-	-
OKR Extension Phase 2	600,000	-	-	-	-
Palm Harbor Extension	3,000,000	15,000	25,000	-	-
OKR North Widening Design	1,050,000	-	-	-	-
Bridge Rehab	250,000	1,400,000	-	-	250,000
Wetland Mitigation Engineering Study	55,000	-	-	-	-
Matanzas Woods 4 Lane - Ph 2	-	-	1,903,000	-	-
Total Streets Improvement Fund Expenditures	\$ 9,586,216	\$ 3,843,000	\$ 3,923,000	\$ 2,390,000	\$ 2,295,000
Fire Impact Fees	109,200	113,600	118,100	122,800	127,700
Total Fire Impact Fee Fund Revenue	\$-	\$-	\$-	\$-	\$ 250,000
Fire Station #22 Replacement	-	-	-	-	250,000
Total Fire Impact Fee Fund Expenditures	\$-	\$-	\$-	\$-	\$ 250,000
Special Assessments	239,435	327,030	327,030	327,030	327,030
Transfers from Other Funds (Impact Fees)	160,000	160,000	160,000	160,000	160,000
Total OKR SAD Fund Revenue	\$ 399,435	\$ 487,030	\$ 487,030	\$ 487,030	\$ 487,030
Operating Expenses	5,000	6,600	6,600	6,600	6,600
Debt Service to Utility Cap Proj Fund	239,435	327,030	327,030	327,030	327,030
Total OKR SAD Fund Expenditures	\$ 244,435	\$ 333,630	\$ 333,630	\$ 333,630	\$ 333,630

PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20
Impact Fees	1,840,200	2,163,800	2,500,400	2,850,400	3,214,400
SJRWMD APT Grant	165,000	-	-	-	-
Interest on Investments	239,435	316,500	318,470	254,215	254,215
Proceeds from Debt	25,000,000	-	-	-	-
R & R Transfer	3,394,346	3,462,233	3,531,478	3,602,108	3,674,150
Total Utility Capital Projects Fund Revenue	\$ 30,638,981	\$ 5,942,533	\$ 6,350,348	\$ 6,706,723	\$ 7,142,765
Operating Expenditures	14,000	164,000	15,000	15,000	15,000
Wellfield and Wells	3,550,000	560,000	500,000	1,550,000	500,000
Water Mains	225,000	1,000,000	100,000	100,000	800,000
Water Treatment Plant #1	1,000,000	-	-	-	-
Water Treatment Plant #2	200,000	-	-	-	-
Water Treatment Plant # 3	275,000	-	-	-	-
General Plant R & R - Water	500,000	500,000	500,000	500,000	500,000
Distribution System Improvements	650,000	650,000	925,000	925,000	925,000
PEP System	850,000	900,000	950,000	1,050,000	1,100,000
Wastewater Treatment Plant #1	175,000	275,000	-	-	400,000
Force Mains	1,029,498	1,975,000	550,000	-	-
Reclaimed Water Mains	1,000,000	1,500,000	-	-	300,000
Wastewater Treatment Plant #2	7,530,000	15,360,000	4,500,000	-	-
Beachside Sewer System	-	-	1,000,000	500,000	1,000,000
Lift Stations and Pump Stations	1,440,000	2,190,000	640,000	190,000	140,000
General Plant R & R - Wastewater	750,000	750,000	750,000	750,000	750,000
Total Utility Capital Projects Fund Expenditures	\$ 19,188,498	\$ 25,824,000	\$ 10,430,000	\$ 5,580,000	\$ 6,430,000
Ad Valorem Taxes	363,863	418,443	481,209	553,391	636,399
Stormwater Fees	7,400,000	7,429,600	7,459,318	7,489,156	7,519,112
Total Stormwater Management Fund Revenue	\$ 3,405,582	\$ 3,152,444	\$ 3,341,252	\$ 3,213,717	\$ 3,243,244
Pipe Replacement	763,821	870,097	876,499	883,029	889,690
Swale Rehabilitation Program	1,428,590	1,449,162	1,470,065	1,491,306	1,512,889
Weir Replacements	-	365,000	330,000	350,000	300,000
Major Crossing	500,000	-	300,000	-	400,000
Modeling Improvements	318,000	430,000	200,000	275,000	-
Valley Gutter Improvements	75,000	75,000	75,000	75,000	75,000
Canal and Seawall Replacements	35,000	40,000	50,000	50,000	50,000
Electronic Monitoring Systems	-	-	20,000	20,000	20,000
Land Acquisitions	20,000	20,000	-	20,000	20,000
Fresh Water Dredging	-	-	-	-	100,000
Fresh Water Bank Clearing	-	-	-	-	-
Water Tower Road Structures	-	-	-	60,000	-
Lehigh Access and Dredge at Old Kings Road	110,000	-	-	-	-
New Equipment	126,000	-	-	-	-
Total Stormwater Management Fund Expenditures	\$ 3,405,582	\$ 3,152,444	\$ 3,341,252	\$ 3,213,717	\$ 3,243,244

PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20
Internal Fuel Charges	860,700	882,218	904,273	926,880	950,052
External Fuel Charges	35,000	35,875	36,772	37,691	38,633
Internal Replacement Charges	1,941,493	2,038,568	2,160,882	2,312,143	2,473,993
Golf Cart Lease from Golf Course	55,584	55,584	55,584	70,000	70,000
Insurance Settlements	20,000	20,000	20,000	20,000	20,000
Disposition of Fixed Assets	100,000	100,000	100,000	100,000	100,000
Internal Maintenance Charges	1,276,046	1,327,088	1,380,171	1,435,378	1,492,793
Transfer from Stormwater - New Equipment	126,000	-	-	-	-
Transfer from Utility - New Equipment	225,500	-	-	-	-
Total Fleet Fund Revenue	\$ 4,640,323	\$ 4,459,332	\$ 4,657,682	\$ 4,902,093	\$ 5,145,472
Operating Expenditures	2,310,470	2,402,889	2,499,004	2,598,965	2,702,923
Fleet Replacements	1,952,300	2,500,000	2,500,000	2,500,000	2,500,000
New Equipment	351,500	-	-	-	-
Land Purchase	350,000	-	-	-	-
Total Fleet Fund Expenditures	\$ 4,964,270	\$ 4,902,889	\$ 4,999,004	\$ 5,098,965	\$ 5,202,923
Replacement Allocation	249,100	259,100	269,500	280,300	291,500
Transfer for New Purchases	12,000	-	-	-	-
Total Communications Fund Revenue	\$ 261,100	\$ 259,100	\$ 269,500	\$ 280,300	\$ 291,500
Replacement of existing radios	15,600	15,600	15,600	15,600	15,600
New radios	12,000	-	-	-	-
Total Communications Fund Expenditures	\$ 27,600	\$ 15,600	\$ 15,600	\$ 15,600	\$ 15,600



Workforce Talent

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Workforce Talent

Implementation Through a Team Approach

In this section of the budget book, we highlight how, using a team approach, our talented workforce has begun implementing objectives and strategies to achieve goal 6 of the Strategic Action Plan related to workforce talent. This is being done in an effort to improve individual skills and talent that exist within our workforce.

New teams are created as the need arises and are phased out if and when the mission of the team is complete. These teams have proven to be a critical component in accomplishing all of the goals set forth in the Strategic Action Plan. The City Manager oversees all of these teams. Teams are asked to do a self evaluation each year to determine if it is time to shift gears. Teams also provide quarterly reports.

LEADERSHIP INTERN TRAINING EXPERIENCE (LITE) PROGRAM

In January 2012, the City of Palm Coast City Manager implemented a management development program for professional employees interested in developing their skills while taking challenges beyond primary roles and expertise.

Through the Leadership Intern Training Experience (LITE) team concept, employees are provided the opportunity to work directly with the City Manager and other members of top management. The concept dually serves the City of Palm Coast City Council Goal 6 for Workforce Talent with the implementation of Approaches (projects) through the following Objectives and Strategies:

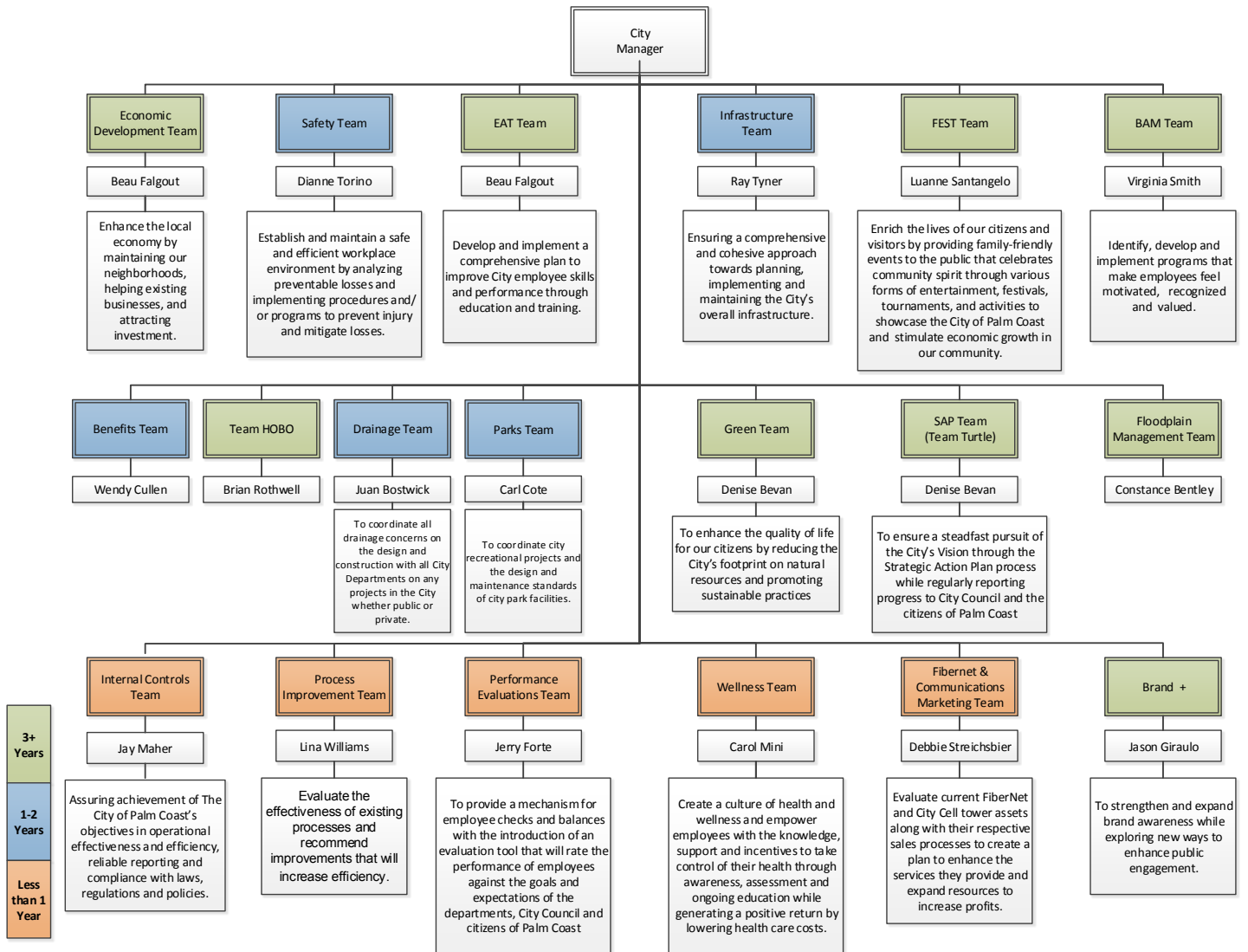
- Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents
- ⇒ Strategy 6.1.1: A program to identify individual skills and foster improvement of professional skills and talents
 - ⇒ Strategy 6.1.3: Develop an Employee Motivation and Reward Program
- Objective 6.2: To develop in-house and identify external training opportunities for employees
- ⇒ Strategy 6.2.1: Create a comprehensive training program

Program Objectives

To address City needs for executive leadership and to develop additional capacity within the City organization to provide executive leadership for projects and issues not normally accommodated/ accomplished as part of the routine functions of the City organization. The program is also intended to provide growth opportunities for professional employees in developing their skills and tackling challenges. Through this unique management style, the City Manager recruited employees to participate in two (2) capacities.

Requirements for LITE Team Leader Eligibility:

- Minimum of one-year as full-time employee in current position
- Exempt Employee Status / Salary Employment
- Desired Skill Levels for Team Leaders
- Professionals with academic achievements and professional licenses/certifications
- Top Performers
- Highly self-motivated individual who demonstrates a desire to advance



EMPLOYEE ACADEMY TRAINING (EAT) TEAM

The EAT Team's first objective is developing and implementing a comprehensive training program for all employees of the City. During the Strategic Action Plan process of the Strategic Action Plan Team it became evident that a comprehensive training program for the entire City was necessary. By approving Goal 6 "Work Force Talent", City Council emphasized this need and established the objective of the EAT team. The Performance Measure Team put together clearly defined measurements in order to evaluate the progress of the training objective. The EAT Team was formed with a member from each of the Departments along with representatives from other associated LITE teams. Generally sub-teams are formed to complete specific tasks and therefore utilize a time-management strategy for team members. The EAT Team has three primary focuses: A Comprehensive Training Program, Employee Academy, and Mid-Level Management Training Program.

Comprehensive Training Program – The objective is to establish and maintain an ongoing comprehensive training program to offer professional growth and development, mentorship, relationship building, enhanced communication, improved personnel resources, and to enhance employee retention and recruitment. The program will also include an all-encompassing computerized system that will schedule and retain City in-house and external training courses as well as track individual employee training and certifications. The computer training module will be a City wide tool to effectively monitor and mentor professional growth and development of employees. Two sub-teams were formed, one to create and distribute departmental and employee surveys and the other to put together an Excel training inventory matrix from the survey information in addition to meetings held with each Department. The training inventory matrix will assist with the setup of the computer training module as well as track individual employee training and certifications. The computer training module will be a City wide tool to effectively monitor and mentor professional growth and development of employees. Two sub-teams were formed, one to create and distribute departmental and employee surveys and the other to put together an Excel training inventory matrix from the survey information in addition to meetings held with each Department. The training inventory matrix will assist with the setup of the computer training module.

Employee Academy – The objective is to create and implement a training program that will be similar to the City's Citizen's Academy but specifically focused towards employees. The intent of this program is to introduce and familiarize employees with each Department's environment, functions and roles. The program will be designed to emphasize how all the components of each Department work together and are relevant towards City goals and objectives. The program will be initially designed for every employee to participate and adjusted for new hires in the future. It is intended for the Employee Academy to be an ongoing, impactful program to broaden employee knowledge about the City they work for.

Mid-Level Management Training – The objective is to create an on-going training program for mid-level management staff that will equip them with a better means of interdepartmental communication and provide tools for better management practices. The training program will provide a means for professional growth and development, management networking, and updating with new and innovated management strategies and styles.

THE BRANDING TEAM

Palm Coast has an amazing brand – natural beauty, beautiful weather year-round, a great location on Florida’s East coast, world-class golf, boating and tennis, idyllic cinnamon beaches, great options for swimming, well-designed parks, and miles and miles of trails and bicycle paths that facilitate a vibrant lifestyle. Add to that the community’s high standards for development, lovely public landscaping, and signature signage at the gateways to the City. Palm Coast is truly a wonderful place to live, work and play!

Several years ago, the Community Development Department identified the need to spread the word about Palm Coast beyond the City limits. The idea was to attract more residents and businesses as part of our economic development and Prosperity 2021 efforts. The Branding Team was formed to accomplish that goal. The Team initially was made up mainly of Community Development employees and X-Gen Team members. Over time it was expanded to include other departments to provide a broad spectrum of ideas.

Research, training and many, many hours of creative brainstorming led to the creation of the City’s formal brand: “Palm Coast is an oceanfront community with a hometown feeling that respects and protects the natural environment.” The team drilled down further by developing the phrase “Find *Your* Florida” for Palm Coast. “Find *Your* Florida” invites people to find their paradise in Palm Coast through the many attributes that make the City special and unique. The attributes treasured the most were identified several years ago when residents were surveyed as part of an update to the Comprehensive Plan. Building on the ITT logo, the City has two official logos – the formal City seal and the more relaxed Find *Your* Florida brand logo. Visually, Palm Coast is often associated with a colorful palm tree, sunshine and gently flowing water, and a distinctive font spelling out the name of the City. Elements of the City’s brand are used by many local businesses and organizations, showing that the Palm Coast brand is embraced by the greater community.

One of the first major initiatives of the Branding Team was a Winter Campaign during which postcards were mailed two years in a row to lot owners in Palm Coast. The goal was to remind them of Palm Coast’s welcoming, eco-friendly atmosphere and mild winters, with the hopes they may come, build homes and move to Palm Coast. In 2011, the Branding Team commissioned a City song and created the “Discover Palm Coast, Find *Your* Florida” video that is heavily utilized to market the City.

“Find *Your* Florida” has now worked its way into the heart of our City in many ways – from the logos on our trucks and our newly designed Palm Coast website to marketing our special events and the City videos created each year.

The Branding Team’s major accomplishments include conducting an annual Photo Contest for the general public and employees, branding the Council Conference Room at City Offices with the Find *Your* Florida logo, providing input for the redesign of the palmcoastgov.com website, designing new logos for the Seafood Festival and the Palm Coast Running Series, distributing promotional brand materials at special events, and designing and purchasing name badges for City employees. The team also introduced a new initiative that creates special taglines playing off the words “Find *Your* Florida,” such as: “Find *Your* Pace – Find *Your* Florida” (for the Running Series) and “Find *Your* Trails – Find *Your* Florida” (for a piece in the Flagler Auditorium program).

The Branding Team is implementing a brand campaign aimed at Palm Coast residents to inspire citizens to become ambassadors of the brand, as well. Other goals for the team include continuing to brand more City facilities, giving away Find *Your* Florida T-shirts at special events, and much more.

A strong brand helps build an image and supports what the City does. By following a consistent and accurate identity, the Branding Team and its Brand Ambassadors help create and maintain a positive and lasting impression of Palm Coast. Join us as we invite others to Find *Your* Florida in Palm Coast!

EMPLOYEE MOTIVATION, RECOGNITION AND RETENTION (BOOST ALL MORALE (BAM) TEAM)

The City of Palm Coast continues to recognize that a happy employee is a productive employee. The BAM Team was formed with the intent to determine how the City can demonstrate our appreciation for the good works that our employees do on a daily basis; enhancing not only their work experience but their personal lives as well.

The Team conducted an all-employee survey designed to determine what is important to our employees and then, to develop programs to respond to that input. One of our first year successes included the enhancement of our existing Service Awards event. Employees who achieve a “benchmark” in service are now provided compensation of \$10.00 (ten dollars) for every year of service in 5-year multiples.

The Team has rolled out a sick leave conversion program for staff, based upon survey results received from employees. Reiterating the City’s emphasis to a healthful and technologically savvy population, employees who have excess sick leave accumulated are able to trade in up to 40 hours for either personal wellness initiatives or personal technology for use at home. The program is extremely successful; employees are reimbursed for laptops and bicycles; kayaks and tablets. Although the focus has been on appreciation and the development of initiatives that promote healthy living, the BAM Team also introduced two (2) new programs that foster family fun. Through partnerships developed with LEGOLAND and Tickets-at-Work, City employees can purchase discounted tickets to area theme parks, receive discounts on hotels around the world and purchase discounted attraction tickets around the county. The team continues to look for ways to make employees feel appreciated through events like icecream socials, employee spotlight and BAMily events.

FEST - Festivals, Events & Sports Team

The purpose of **FEST** is to enrich the lives of our citizens and visitors by providing family-friendly events that celebrates our community spirit through various forms of entertainment, festivals, tournaments, and activities that showcases the City of Palm Coast and stimulates and supports economic growth.

Expectations of this team:

- Planning and organizing City/Community events
- Communication of event logistics to team members
- Market Palm Coast and support economic development

The Team meets bi-monthly to discuss logistics and activities being planned for City hosted events. Performance measures were also established to guide decisions so that the activities included in our events continue to support the goals and objectives of the City of Palm Coast.

Quarterly, we invite our outside event partners, such as the Tourist Development Council, Chamber of Commerce, Flagler Broadcasting, Flagler Auditorium, Flagler County School District, and representatives from the various civic clubs and organizations and those from neighboring communities to discuss event schedules county-wide.

BENEFITS TEAM

This team consists of a group of employees which includes Human Resources and Finance and meets during the months leading up to open enrollment each year. This team reviews the City's financial stability as it relates to the cost of providing health insurance to employees while keeping employee health a priority as well. This team lead to changes within the organization to include a free clinic and a high deductible health care plan where the City contributes to an H.S.A. on behalf of the employee to encourage participation in the plan.

SAFETY TEAM

The Safety Team's main objective is to maximize employee health, safety and wellness, thereby decreasing citywide Workers Compensation loss ratios and ultimately lowering insurance costs. The Team goals include establishing and maintaining a safe and efficient workplace environment by analyzing preventable losses and implementing procedures and/or programs to prevent injury and mitigate losses. The team also consists of various sub-teams to assist with accomplishing the automation of forms and developing a light duty program.

New Teams for Fiscal Year 2015:

- Process Improvement Team
- Internal Controls Team
- Wellness Team
- FiberNET and Cell Tower Marketing Team
- Performance Evaluation team

Teams Dissolved for Fiscal Year 2016:

- Team Hobo (objectives of the team have been met)

New Teams for Fiscal Year 2016

- Floodplain Management Team
- TRX Team



Awards & Recognition

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Awards and Special Recognition

Environmental Awards

The Tree City USA Growth Award is provided by The Arbor Day Foundation, in cooperation with the National Association of State Foresters and the USDA Forest Service, to recognize environmental improvement and encourage higher levels of tree care throughout America. This award is designed not only to recognize achievement, but also to communicate new ideas and help the leaders of all Tree City USAs plan for improving community tree care. Palm Coast has earned the Growth Award every year since 2006.

The National Arbor Day Foundation, in cooperation with the U.S. Forest Service and the National Association of State Foresters, annually recognizes communities that effectively manage their public tree resources. Palm Coast has earned the Tree City USA recognition each year since 2005.



Utility Department Awards

The Palm Coast Top-Ops Team took first place at the State competition and went on to the National contest at the American Water Works Association Conference and Exposition where they placed second in the nation.

Operators at the Wastewater Treatment Plant were honored with the Earl B Phelps award from the Florida Water Environment Association for quality effluent discharge as well as a second place Plant Safety Award from the same organization.

The Water Treatment Plant #2 ZLD project was awarded the David W. York Water Reuse Award for the "Project of the Year" and the 2014 Regional Award for Excellence in Environmental Stewardship from the Northeast Florida Regional Council.

The Regional Award for Excellence in Environmental Stewardship The City of Palm Coast is an example of how municipalities are approaching water conservation in a globally innovative way through the Zero Liquid Discharge (ZLD) project. This project is a multifaceted approach to improving water quality, conserving water and reducing impacts on water supply. According to Florida Department of Environmental Protection (DEP) staff, they are not aware of another project just like the ZLD project in the State of Florida. The ZLD process will allow the City to recover and treat nearly 100 percent of the concentrate produced by the water treatment plan, which is currently being discharge to a surface water body.



Communications & Marketing Awards

- ✓ Third place and an honorable mention in the 2014 Government Programming Awards given by NATOA, the National Association of Telecommunication Officers and Advisors, for “The Starlight Tornado” video, in the Public Safety and Event Coverage-Documentary categories.
- ✓ The Northeast Florida Regional Council’s Excellence in Public Safety Award for the “Change Your Batteries” smoke detector fire prevention PSA video.
- ✓ Two Communicator Awards – an Award of Excellence for the “Walk Through Life” Parks & Recreation video, in the Public Relations category; and an Award of Distinction for “Change Your Batteries,” a Fire PSA, in the Public Safety category.
- ✓ A Bronze Telly Award of Excellence for the “Are You In?” economic development video, in the category of Government Relations.
- ✓ First place in the 2015 Government Programming Awards given by NATOA, for the “Walk through Life” Parks & Recreation video, in the Profile of a City/County government category. Also, honorable mention for “Walk through Life” for Innovative Use of Video.

Finance Awards

- GFOA Certificate of Achievement in Financial Reporting (14 consecutive years)
- GFOA Distinguished Budget Presentation Award (12 consecutive years)
- GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (2 consecutive years)



The International City/County Management Association (ICMA) is pleased to announce that Palm Coast, Florida, is being recognized for its performance management efforts with a Certificate of Distinction from the ICMA Center for Performance Analytics™.

“The certificate program recognizes the principles of performance management,” said Randall H. Reid, ICMA Director of Performance Initiatives. “Jurisdictions meeting the qualifications have demonstrated leadership in continuous improvement and community engagement, and they serve as examples for other governments to follow.”



The City of Palm Coast placed seventh in the United States in the National Mayor's Challenge for Water Conservation, among cities with populations of 30,000 to 99,999. This is Palm Coast's first time participating in the annual program in which residents pledge to conserve water and cut pollution.

Trip Advisor named the top 20 vacation rental destinations in the U.S. in April 2015, and Palm Coast scored the highest out of the 6 Florida destinations on the list! Read "6 Praiseworthy Florida Vacation Spots" at: <http://www.tripadvisor.com/VacationRentalsBlog/2015/04/09/6-praiseworthy-florida-vacation-spots-to-add-to-your-bucket-list/>

The City of Palm Coast was honored as a 2015 Healthy Weight Community Champion by the Florida Surgeon General - in recognition of the Parks & Recreation Department's annual Palm Coast Running Series. The Surgeon General of the Florida Department of Health's "Healthiest Weight Florida" campaign is a public-private collaboration to help Florida's children and adults make informed, consistent choices about healthy eating and active living.

Palm Coast City Manager Jim Landon received the Credentialed Manager designation from ICMA, the International City/County Management Association. Landon is one of more than 1,300 local government management professionals currently credentialed through the ICMA Voluntary Credentialing Program.

Where To Retire magazine selected Palm Coast among its Top Eight Low-Cost Cities in the U.S. for retirement. The story showcasing Palm Coast was featured in the magazine's September/October 2014 edition.

In August 2014, Forbes magazine named Palm Coast as the nation's No. 7 City for the Best Small Places for Business and Careers. One of the criteria for placing Palm Coast over areas such as Dubuque, Iowa, and Auburn, Alabama, was the community's efforts to grow tourism and technology industries.

See the story at: www.forbes.com/pictures/mli45ekgej/7-palm-coast-fla

Beyond.com named Palm Coast the 10th easiest place in the nation to make a hire in 2014.



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Financial Policies

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Financial Policies

Summary

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, financial policies have been established to ensure the long term financial viability of the City and to diversify and strengthen the City's economy.

Balanced Budget:

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.

Budget Amendments:

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. Additional information about the budget amendment process can be found in the Budget Overview section of this document.

User Fees:

General Fund user fees will be established to cover the cost of providing the related services. These would include development fees, engineering fees, and others. The fees should cover all current operating costs. 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.

One Time Revenues:

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.

Capital Assets Policy:

The acquisition, disposition, and monitoring of City owned property is governed by Chapter 274 of the Florida Statutes. The City will consider capital assets to be any tangible or intangible property with a value of \$ 5,000 or more and a projected useful life of more than two years as per guidance provided by the Government Finance Officers Association (GFOA) and Governmental Accounting Standards Board (GASB).

Debt Management:

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. On November 5th 2013 City Council adopted a Debt Management Policy. This policy in its entirety can be found later on in this section of the budget document.

Fund Balance:

On July 21, 2009 a Fund Balance policy was adopted by City Council outlining minimum requirements for unassigned fund balance. This policy was revised on March 18, 2014 to include additional funds. The policy in its entirety can be found later on in this section of the budget document.

Investments:

On December 12, 2012 City Council adopted an Investment Policy for the City of Palm Coast. This policy in its entirety can be found later on in this section of the budget document.

Purchasing:

On December 17, 2002 ordinance 2002-06 was adopted by City Council providing for the purchase or procurement of purchases and contractual services. This policy in its entirety can be found later in on this section of the budget document.

Capital Assets Policy

The acquisition, disposition, and monitoring of City owned property is governed by Chapter 274 of the Florida Statutes. The City will consider capital assets to be any tangible or intangible property with a value of \$ 5,000 or more and a projected useful life of more than two years as per guidance provided by the Government Finance Officers Association (GFOA) and Governmental Accounting Standards Board (GASB).

A. DESIGNATION OF CUSTODIAN

The Department head will designate a custodian(s) of all capital assets held by that department. The custodian will be responsible for monitoring the locations of all capital assets and facilitating the purchase, disposition and transfer of any assets within their inventory. The custodian will work with the Finance Department during the bi-annual physical inventory to ensure all assets are accounted for and will also be responsible for ensuring all procedures are followed in the acquisition and disposition of capital assets.

B. ASSET CAPITALIZATION GUIDELINES

These guidelines are being provided to assist management when making the determination between which asset related expenditures are/are not recommended to be capitalized in accordance with governing laws, rules and regulations. The following guidelines, except where noted, apply equally to both Governmental Funds and Proprietary Funds. Definitions are provided as needed.

New Asset – Cost of \$ \$5,000 or more incurred to acquire an individual asset or to make an asset ready for its intended use should be capitalized.

Additions – Purchased additions to previously capitalized assets that meet the capitalization threshold, should be capitalized as add-ons to the existing property record.

Replacements/Improvements – The cost to replace or improve an existing asset should be capitalized if it meets the capitalization threshold and at least one of the following criteria:

- a) Extends the useful life of the existing asset
- b) Increase the effectiveness or efficiency of an asset

For replacements, the old asset should be removed from the fixed asset system if it can be separately identified or if a cost can be estimated for its original value and then adjusted in the fixed asset system.

Repairs and Maintenance – Costs that are associated with repairs and maintenance are not recommended for capitalization because they do not add value to the existing asset. However, major repairs that extend the useful life or increase the effectiveness or efficiency of an asset may be classified as improvements and therefore should be capitalized (see #3).

C. ACQUISITION OF CAPITAL ASSETS

All acquisitions will follow the procedures outlined:

1. After a department determines a need for a capital asset, they will obtain approval to purchase the item from the City Manager and the City Council or designee during the annual budget process. In the event a capital asset needs to be purchased and was not approved in the budget, the department will need approval first from the Finance Director or Infrastructure Committee, if applicable, then the City Manager, and the City Council, if applicable.
2. After approval is obtained, the requesting department will enter a requisition into the system and forward it to the Purchasing Department with the required authorizations per the purchasing policy. The requisition shall contain a detailed description of the item and the cost, as well as required supporting documentation. The requisition will then be converted to a purchase order.

1. After receiving a capital asset, the requesting department will send the approved invoice, and the New Asset Transmittal Sheet, if applicable, to the Finance Department for processing. If the item is a replacement for an existing capital asset, the Asset Disposal and Retirement Form must be sent to the Finance Department prior to or at the same time as purchase of the new asset.
2. The Finance Department assigns capital asset numbers for all capital assets. City vehicles are tagged by the Fleet Manager and computer equipment is tagged by the IT&C Department or designee. Items that are unable to be tagged will still be assigned a capital asset number.
3. Donated property with a market value in excess of \$5,000.00 will be added into the capital assets system. The department must provide written notification to the Finance Department of any donated capital assets. Donated land will be recorded at market value. No minimum threshold will be applied to Donated land.
4. All vehicles purchased will be held solely in the name of the City. If a trade-in is involved please refer to section F of this policy.

D. DISPOSITION OF CAPITAL ASSETS

All dispositions of capital assets are coordinated by the Purchasing and Contracts Department. Public Works is responsible for the evaluation and approval of all Fleet and equipment disposals. If the capital asset is computer equipment, the IT&C Department will review and approve the disposal.

1. The Purchasing & Contracts Department will arrange for the disposal of capital assets through direct sale, bids, or through the use of an auctioneer.
2. The Purchasing Department will provide a list of disposed assets to the Finance Department. The Finance Department will remove the capital asset from the capital asset inventory, and record the payments received for the disposed assets.
3. The items will be disposed of in accordance with Florida Statutes, Section 274. Any funds received from the sale of those assets will be credited back to the purchasing department's Fund.
4. Capital assets paid for by a grant should follow granting agency's procedures for disposal.
5. If the capital asset is missing and believed stolen, a police report must be completed and a copy attached to the disposal record.
6. All assets approved for disposition will be picked up by Public Works.
7. If the item is in working condition, it will be picked up and stored by Public Works until disposition.
8. Any assets deemed to be in non-working condition and to have little or no value will be transported to the local salvage yard by Public Works.
9. Any proceeds will be submitted to the Finance Department for processing. Public Works will provide documentation from the salvage yard to the Finance Department showing the disposal of such items.

E. DISPOSITION THROUGH TRANSFER OF CAPITAL ASSETS

All transfers of capital assets between departments must be submitted to the Finance Department on an Equipment Transfer Form. The Finance Department will transfer the asset as requested.

F. DISPOSITION THROUGH TRADE-IN

Before any capital asset can be used as a trade-in on a new piece of equipment, it must be approved by the Purchasing & Contracts Department. All trade-ins of capital assets must be submitted to on a New Asset Transmittal Form. Once approval has been given from the Purchasing & Contracts Department, the Finance Department will update the status of the asset traded in on the capital asset system.

G. DISPOSITION OF NON-CAPITAL ASSETS

If a department wishes to dispose of a non-capital item that is not in working condition, this disposal must be initiated and approved by the Department Head. It is the responsibility of the department to dispose of the item. If the item requires additional assistance to dispose of, contact Public Works

If a department wishes to dispose of a non-capital item that is in working condition, then they must follow the same procedures outlined in Section D regarding sending the items to auction.

H. BI-ANNUAL PHYSICAL INVENTORY OF CAPITAL ASSETS

A physical inventory of a department's capital assets will be conducted on bi-annual basis. A representative from the Finance Department will schedule the inventory with each department's designated capital assets custodian. All assets will be physically located and accounted for by the custodian and the Finance Department representative. An Inventory Report will be sent to the department head after completion of the physical inventory that summarizes any additions, deletions, or changes noted during the inventory. The department head will review the form, make changes if necessary, and approve by signing and returning it to the Finance Department.

PROCEDURES SPECIFIC TO ASSET TYPE:

I. MODULAR FURNITURE

This section has been added to provide additional guidance as it specifically relates to modular furniture.

1. Modular furniture that meets the capitalization threshold should be capitalized as equipment/furniture, by lot or by individual unit.
2. If the modular furniture cannot be separately identified from the total cost of the building, it is recommended that the modular furniture be capitalized as part of the building. If you have any questions regarding this, please contact the Finance Department.

J. REPLACEMENT OF ASSETS BY INSURANCE

When a capital asset is severely damaged or destroyed by a covered peril under the City's insurance policy, and the replacement of that asset has been approved through funding from the City's insurance policy, the new capital asset must be paid for by the department that owns the asset (that department's budget).

Reimbursement must then be requested by the department to Contracts & Risk Management. Contracts & Risk Management will then instruct the Finance Department to reimburse the department for their cost of replacing the asset. Proper backup is necessary to complete the reimbursement. Also, the asset that was destroyed must be deleted from that department's inventory.

K. INTANGIBLE ASSETS

Intangible assets such as computer software, easements, and land use/water/leachate rights will be capitalized on the City's books and amortized over their useful lives unless that life is indefinite.

Computer software is considered an intangible asset if it is developed in-house by City employees or by a third party contractor on behalf of the government. This includes any commercially available software that is purchased or licensed by the City and that the City must exert minimal incremental effort before the software can be put into operation (per GASB 51). Such purchases will be capitalized if they meet the City's capitalization threshold (Section B). Yearly renewals and regular upgrades of existing software will be considered an operating cost and expensed as incurred. The City will amortize software over 3-5 years, depending on whether the software is a component of an existing system or a brand new system.

Easements and rights granted to or purchased by the City will be assumed to have an indefinite useful life unless there are contractual or legal requirements that state otherwise. In those instances, the City will amortize those easements and rights over the life stated in the contract documents.

L. OPERATING PROCEDURES

The Finance Director and Purchasing & Contracts Manager will create necessary operating procedures in order to apply this policy.

Debt Management Policy

OVERVIEW:

The City of Palm Coast (City) recognizes the foundation of any well-managed debt program is a comprehensive debt policy. The debt policy sets forth the parameters for issuing debt and managing outstanding debt. The policy also provides guidance to Management and the City Council regarding the timing and purpose for which debt may be issued, types and amounts of permissible debt, the method of sale that may be used and structural features that may be incorporated. The debt policy recognizes a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into capital markets. Adherence to the debt policy helps to ensure that the City maintains a sound debt position and that credit quality is protected. The debt policy promotes consistency and continuity in decision-making, rationalizes the decision-making process, and demonstrates a commitment to long-term financial planning objectives.

PURPOSES AND USES OF DEBT:

The City may issue debt using several types of securities including: general obligation credit that is secured by the City's ability to levy ad valorem taxes on real and personal property within the City; assessment bonds that are secured by a special assessment placed upon the property owners benefiting from specific improvements to their community; and revenue bonds that are secured by dedicated revenue streams arising from sales taxes, special taxes and charges for services, such as, water, sewer and solid waste collection and disposal fees.

Additionally, the City may utilize a covenant to budget and appropriate legally available non-ad valorem revenues in its short-term borrowings. This can provide valuable cash flow and cash management capabilities in managing the City's ongoing capital improvements programs by providing interim or gap financing for the City's pay-as-you-go capital programs.

Other types of debt subject to this Debt Management Policy include State Revolving Fund Loans (SRF Loans), anticipation notes and other promissory notes that may be issued for the repayment of short, intermediate or long-term debt. Several guiding principles have been identified which provide the framework for the issuance, management, continuing evaluation of, and reporting on all debt obligations issued by the City.

PLANNING AND STRUCTURE OF CITY INDEBTEDNESS:

To enhance creditworthiness and prudent financial management, the City is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financial planning. Evidence of this commitment to systematic capital planning is demonstrated through adoption and periodic adjustment of a Comprehensive Plan pursuant to Chapter 163, Florida Statutes, the Florida Growth Management Act and Rule 9 J (5), and the adoption of the five-year Capital Improvement Plan (CIP). The CIP will identify, rank, and assess capital projects, determine useful life, and recommend specific funding sources for the projects for the five-year period. Annually, management will also prepare and submit to City Council a 10-year capital infrastructure plan, which will be incorporated into the long-term financial planning process.

Capital Financing: The City normally will rely on specifically generated funds and/or grants and contributions from other governments to finance its capital needs on a pay-as-you-go basis. To achieve this, it may become necessary to secure short-term (not exceeding a three-year amortization schedule) construction funding. Such financing, allows maximum flexibility in CIP implementation. Debt of longer amortization periods (long-term debt) will be issued for capital projects when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries. In general, debt shall not be used for projects solely because insufficient funds are budgeted at the time of acquisition or construction.

General Obligation Securities: The City will seek voter authorization (per the City Charter) to issue general obligation bonds only for essential projects. In addition, such authority will be sought only after it is determined by the Council that no other funds are available to meet project costs.

Term of Debt Repayment: Borrowings by the City will mature over a term that does not exceed the economic life of the improvements that they finance or exceed the term of the revenue securing such debt. The City will consider long-term financing for the acquisition, replacement, or expansion of physical assets (including land).

Method of Sale: The City will market its debt through the use of competitive bid whenever deemed feasible, cost-effective and advantageous to do so. However, in some situations, certain complexities and intricacies of a particular debt issue are such that it may be beneficial to market the debt via negotiated sale.

Interest Rate: In order to maintain a stable debt service burden, the City will attempt to issue debt that carries a fixed interest rate. Conversely, it is recognized that certain circumstances may warrant the issuance of variable rate debt. In those instances, the City should attempt to stabilize debt service payments through the use of an appropriate stabilization arrangement or maintain a manageable amount of variable rate debt.

Revenue Pledge: Revenue sources will only be pledged for debt when legally available, and when it can be justified that residents or others that receive the benefits of the pledged revenue should repay the related debt.

Debt Guarantees: The City may consider, on case-by-case basis, the use of its debt capacity for legally allowable capital projects by public development authorities or other special purpose units of the government.

Financing Proposals: Any capital financing proposal involving a pledge or other extension of the City's credit through the sale of securities, execution of loans or leases, marketing guarantees, or otherwise involving directly or indirectly the lending or pledging of the City's credit, is referred to and reviewed by members of the Financing Team.

Conduit Bond Financing: Periodically, the City may be approached with a request to provide conduit bond financing for qualified projects. Examples may include infrastructure as part of a special assessment district. Applications for such issues will be processed by the Financing Team, which will provide funding recommendations to the City Council.

Public-Private Partnerships: There may be opportunities presented to the City in which a private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. These partnerships will be carefully evaluated to ensure that any related debt issuance has a minimal impact on the City.

CREDITWORTHINESS:

The City seeks to maintain the highest possible credit ratings for all categories of short and long-term debt that can be achieved without compromising the delivery of basic City services and the achievement of the adopted City Strategic Action Plan. For those agencies that maintain a credit rating on the City, the Finance Department will provide these organizations with all of the necessary budgetary and financial information as published and upon request.

Financial Disclosure: The City is committed to full and complete financial disclosure and to cooperating copiously with rating agencies, institutional and individual investors, other levels of government, and the general public to share clear, comprehensible, and accurate financial and other relevant information. The City is committed to meeting secondary disclosure requirements on a timely and broad basis. The Finance Department is responsible for ongoing disclosures to established national information repositories and for maintaining compliance with disclosure standards promulgated by State and national regulatory bodies, and may carry-out such responsibility through the engagement of an outside dissemination agent.

Debt Limits: The City will keep outstanding debt within the limits prescribed by State Statute and the City Charter and at levels consistent with its creditworthiness, best-practices needs and affordability objectives.

DEBT STRUCTURE:

Debt will be structured to achieve the lowest possible net cost to the City given market conditions, the urgency of the capital project and the nature and type of the security provided. Moreover, to the extent possible, the City will design the re-payment of its overall debt to re-capture its credit capacity for future use.

Length of Debt: Debt will be structured for the shortest amortization period consistent with a fair allocation of costs to current and future beneficiaries or users.

Back Loading (Back-end Load): The City will seek to structure debt with level principal and interest costs over the life of the obligation. Back loading of costs will be considered under extraordinary circumstances, such as, natural disasters or where unanticipated external factors make it necessary for short-term costs of the debt to be prohibitive. Further, where the benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present and/or when such structuring is beneficial to the City's overall amortization schedule, or will allow the debt service to more closely match project revenues during the early years of the venture's operation.

Refunding: The City's staff and advisors will undertake periodic reviews of all outstanding debt to determine refunding opportunities. Refunding will be considered (within Federal tax law constraints) if, and when, there is a net economic benefit of the refunding or it is necessary to modernize covenants essential to operations and management. An advance refunding for the purpose of economic advantage will be considered if there exists the opportunity to secure a net present value savings of at least three percent of the refunded debt. A current refunding that produce a net present value saving of less than three percent will be considered on a case-by-case basis. A refunding that result in a negative savings will not be deliberated unless there is a compelling public policy or legal objective.

Credit Enhancements: Examples include letters of credit and bond insurance. These types of guarantees will only be considered if the net debt service on the bonds is reduced by more than the costs of the enhancement.

Fixed Interest Debt: Fixed interest debt will be issued by the City if management anticipates that interest rates may rise over the term of the loan.

Variable Rate Debt: The City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities that is consistent with State law and covenants of pre-existing bonds, as well as, dependent on market conditions. The City will limit its outstanding variable rate bonds to reasonable levels in relation to total debt.

Subordinate Debt: The City may issue subordinate debt only if it is financially beneficial to the City or consistent with creditworthiness objectives.

Short Term Notes: Use of short-term borrowing, such as bond anticipation notes and tax-exempt commercial paper, will be undertaken only if the transaction costs plus interest on the debt are less than the cost of internal financing or if available cash is insufficient to meet working capital requirements.

State Revolving Fund Program: This program provides funds for projects involving water supply and distribution facilities, storm water control and treatment projects, air and water pollution control, and solid waste disposal facilities. Whenever possible, this program will be utilized since the costs associated with issuing the notes are low and local agencies benefit from the strength of the State's credit.

Bank Term Loan Program: The City reserves the possibility of using bank loans where financially feasible and appropriate.

DEBT ADMINISTRATION AND COMPLIANCE:

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

Report to Bondholders: The City, through the Finance Department, shall prepare and release to all interested parties the Comprehensive Annual Financial Report (CAFR), which will act as the ongoing disclosure document required under the Continuing Disclosure Rules promulgated by the Securities Exchange Commission (SEC).

This report shall contain general and demographic information on City, and a discussion of the general government, the solid waste system, the water and wastewater utility system, the storm water utility system, and any additional systems that may subsequently be established by the City. The information presented on the general government and on the enterprise system shall comply with the disclosure obligations set forth in the Continuing Disclosure Certificates issued in connection with its debt obligations, and may include information on the following: service areas; rates and charges; financial statement excerpts; outstanding and proposed debt; material events; a summary of certain bond resolution provisions; a management discussion of operations; and other such information that the City may deem to be important. The report shall also include Notes to the Financial Statements, and to the extent available, information on conduit debt obligations issued by the City on behalf of another entity.

Tax-Exempt Debt Compliance: The City will comply with all applicable Federal tax rules related to its tax-exempt debt issuances. This includes compliance with all applicable Federal tax documentation and filing requirements, yield restriction limitations, arbitrage rebate requirements, use of proceeds and financed projects limitations and recordkeeping requirements. Given the increasing complexity of the Federal tax law applicable to tax-exempt debt issuances, the Finance Department has separately created a tax-exempt debt policy.

Arbitrage Compliance: The Finance Department maintains a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirements of the Federal tax code. Arbitrage rebate liabilities will be calculated annually and the liability will be reported in the City's annual financial statements.

FINANCING TEAM SELECTION:

As part of the debt management process, the Financing Team (FT) currently operates to review and make recommendations regarding the issuance of debt obligations and the management of outstanding debt. The FT will consider all outstanding and proposed debt obligations, and develops recommended actions on issues affecting or relating to the creditworthiness; security; and repayment of such debt obligations; consisting, but not limited to procurement of services and investment of all borrowed funds; structure; repayment terms; and covenants of the proposed debt obligation; and issues, which may affect the security of the bonds and primary and secondary market disclosures to bondholders.

The FT consists of the City Manager or designee and the City Attorney or designee, department management and the Finance Director. Other participants, as required, will include the City's financial advisor, bond counsel, the underwriter (in a negotiated sale), disclosure counsel, paying agent/registrar, trustee and other specialists who provide the following services: credit enhancements, feasibility studies, auditing, arbitrage compliance, and printing. These specialists will also assist with the development of bond issuance strategies, the preparation of bond documents, and will coordinate marketing efforts for sales to investors.

The Financing Team Selection Process: The Finance Director will provide recommendations to the City Council on the selection of underwriters, bond counsel, disclosure counsel, financial advisors and any other necessary participant. The City Council will make all final determinations. The Finance Director's recommendations will be made following an independent review of responses to requests for proposals (RFPs) or requests for qualifications (RFQs) by the evaluation team.

Underwriters: For all competitive sales, underwriters are selected by competitive bids. For negotiated sales, underwriters are selected through an RFP. The City Manager or designee, the Finance Director, and the Financial Advisor will conduct the evaluation of responses of the RFPs.

Bond Counsel: The City retains external bond counsel for all debt issues. Further, that all debt issued by the City, includes a written opinion by the bond counsel affirming that the City is authorized to issue the debt. Bond counsel is also responsible for determining the debt's Federal income tax status, the preparation of the ordinance authorizing issuance of the obligations and all of the closing documents to complete a bond sale, as well as, performing any other services defined by their contract with the City. Bond counsel will also coordinate activities with the City Attorney and/or other Counsel and

the other members of the FT including, but not limited to the Finance Director. The City Attorney, Bond Counsel and FT will review all public-private partnerships to ensure compliance with State and Federal laws and regulations. Bond counsel is engaged through the purchasing process outlined in the COPC Purchasing Policy. The selection criteria will include a requirement for comprehensive municipal debt experience

Disclosure Counsel: The City retains external disclosure counsel for all public offerings. The disclosure counsel renders an opinion to the City and a reliance letter to the underwriters; if requested, that indicates that the offering document contains no untrue statements or omits any material fact. The disclosure counsel shall provide legal advice to the City to assist in meeting its secondary market disclosure obligations. The disclosure counsel is engaged in the same manner as bond counsel.

Underwriter's Counsel: In negotiated public offerings, the senior managing underwriter may select counsel, subject to approval by the City, to be compensated as an expense item to be negotiated as part of the gross underwriting spread.

Financial Advisor: The City retains a financial advisor selected through the purchasing process outlined in the COPC Purchasing Policy. The financial advisors are required to have comprehensive municipal debt experience including diverse financial structuring and pricing of municipal securities. For each City bond sale, the financial advisor will assist the City in determining the optimum structure of the debt and negotiating favorable pricing terms and managing the debt issuance process. In addition to transactional tasks, the financial advisor will advise the City on strategic financial planning matters and assist in management and operational evaluations and improvements, where appropriate, and as directed by the City. To ensure independence, the financial advisor will not bid on nor underwrite any City debt issues.

A Paying Agent: The City may utilize a paying agent on all City bonded indebtedness; the fees and expenses for servicing outstanding bonds are paid from the appropriate debt service fund unless specified otherwise by the City.

DEBT ISSUANCE PROCESS:

The debt issuance process provides a framework for reporting and evaluating the different types of securities, as well as, a means for dealing with the costs and proceeds associated with such securities.

Debt Evaluation Report: The FT will be responsible for preparing and presenting a report to the City Council relating to current and future debt options and challenges; as needed. Such a report, may include the following elements: (1) calculations of the appropriate ratios and measurements necessary to evaluate the City's credit as compared with acceptable municipal standards; (2) information related to any significant events affecting outstanding debt, including conduit debt obligations; (3) an evaluation of savings related to any refinancing activity; (4) a summary of any changes in Federal or State laws affecting the City's debt program; and (5) a summary statement by the FT as to the overall status of the City's debt obligations and debt management activities.

Investment of Bond and Note Proceeds: All proceeds of debt incurred by the City other than conduit debt obligations are invested as part of the City's consolidated cash pool unless otherwise specified by the bond covenants and approved by the Finance Director. The City will develop detailed draw schedules for each project funded with borrowed monies. The City will invest the proceeds of all borrowings consistent with those authorized by the City's investment policy, and in a manner that will ensure the availability of funds as described in the draw schedules.

Costs and Fees: All costs and fees related to the issuance of bonds other than conduit bonds are paid out of bond proceeds or by the related department budget.

Bond insurance (also known as financial guarantee insurance): The City may consider the use of bond insurance to enhance its credit rating and marketability of its securities based upon an assessment of its cost-effectiveness.

Competitive Sale: In general, City debt is issued through a competitive bidding process. Bids are awarded on a True Interest Cost basis (TIC), provided other bidding requirements are satisfied. The FT shall review all bids and provide bid evaluations to the City Council. If the FT determines that the bids are unsatisfactory it may enter into negotiations of sales of securities.

Negotiated Sale: A negotiated sale of debt may be considered when the complexity of the issue requires specialized expertise; or when the negotiated sale would result in substantial savings in time or money; or when market conditions are unusually volatile; or if the City's credit is problematic; or when a negotiated sale is otherwise in the best interest of the City.

PERIODIC REVIEW AND AMENDMENT:

The debt policies above will be subject to review and revision annually. The Finance Department will make recommendations on any proposed amendments or revisions to City Council for approval.

CITATIONS & GLOSSARY:

The Internal Revenue Code, the Florida Statutes, the Local City Charter and/or the City Ordinances outline legal borrowing authority, restrictions and compliance requirements with the Florida Constitution and Statutes authorize the issuance of bonds by Counties, Municipalities and certain Special Districts.

- Section 125.013 – General Obligation; Revenue Bonds
- Chapters 130 & 132 – County Bonds & General Refunding Law
- Section 154.219 – Revenue Bonds
- Chapter 159 – Bond Financing
- Section 163.01(7) – Florida Inter-local Cooperation Act of 1969
- Chapter 166, Part II – Municipal Borrowing
- Chapter 215 – Financial Matters: General Provisions
- Chapter 218, Part III – Local Financial Management & Reporting

TYPES OF DEBT DEFINED:

Bond Anticipation Notes: Are notes issued by a governmental unit in anticipation of the issuance of general obligation or revenue bonds.

Commercial Paper: Is short-term debt (from 1 to 270 days) to finance capital projects.

General Obligation Bonds: Are obligations secured by the full faith and credit of a governmental unit payable from the proceeds of ad valorem taxes.

Limited Revenue Bonds: Are obligations issued by a governmental unit to pay the cost of improvements of a project or combination of projects payable from funds of a governmental unit, exclusive of ad valorem taxes, special assessments, or earnings from such projects.

Revenue Bonds: Are obligations of a governmental unit issued to pay the cost of improvements of a self-liquidating project or a combination of projects payable from the earnings of the project and any other special funds authorized to be pledged as additional security.

Special Assessment Bonds: Are bonds that provide for capital improvements paid in whole or in part by the levying and collecting of special assessments on the abutting, adjoining, contiguous, or other specially benefited property.

Bond Pools: Offer governmental units an opportunity to participate in a joint venture with other entities to borrow funds for capital improvements, renovations, fixed asset additions or the refinancing of existing debt. The advantages of bond pools may include improved marketability and reduction in issuance costs through economies of scale. Bond pools provide either long-term fixed or variable rate debt products.

Bank Borrowings: Financial institutions offer short-term financing needs for governmental units to alleviate temporary cash flow timing differences (e.g. bond, revenue, or tax anticipation notes). In addition, banks can provide long-term financing solutions for capital projects. Traditional revolving credit facilities and other financing vehicles, such as leasing arrangements, can also provide local governmental units an additional source of funds.

PARTIES ENGAGED IN A DEBT OBLIGATION:

Independent Financial Advisor: In many cases, debt financing involves complex transactions requiring specific expertise not always available in small governments. Depending on the funding purpose, and level of debt required, it is recommended that an independent financial advisor be engaged to represent the governmental unit during the debt issuance process. This individual or firm would be responsible to the appropriate governmental decision-makers and recommend the best method of sale and structure for the debt issue. An independent financial advisor can also provide assistance with the selection of other financial professionals.

Underwriter: The underwriter purchases the bonds of the local government and usually on a percentage fee basis of the issue, markets the bonds to the ultimate bond purchaser. The underwriter may be chosen through a competitive RFP process for a negotiated sale, or public bid process through a competitive sale process. The underwriter is compensated from the proceeds of the bond sale.

Bond Counsel: The bond counsel works on behalf of the bondholders (but is hired by the local government) to ensure compliance with Federal laws and regulations related to the issuance of tax-exempt debt. The bond counsel prepares the legal documents related to the financing and oversees the closing process for the bonds. Additionally, the bond counsel may be chosen through a competitive RFP process, and in most cases, is paid from the proceeds of the debt issuance.

Credit Rating and Credit Enhancements: Various independent bond rating agencies assess the credit quality of the borrowing entity and debt offerings. Superior ratings by these organizations command favorable borrowing rates resulting in lower overall cost of funds. Many governmental units strive to maintain or improve their bond rating in order to preserve easy access to credit markets.

These and other variables affect the overall rate of interest paid by the governmental unit. The use of credit enhancements can also reduce overall borrowing costs and improve the quality of the debt issuance. Surety bonds or insurance (guaranteeing the repayment of the obligation) enhance the offering to potential investors by providing additional strength to the issue.

****THIS POLICY WAS APPROVED AND ADOPTED BY CITY COUNCIL BY RESOLUTION ON NOVEMBER 5th 2013**

Fund Balance Policy

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 affects 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 the amount over the ten percent minimum, may be used to offset the shortfall. At no time should the 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 position, at year end, will be between ten percent and twenty percent of the following year's budgeted operating expenses. Unrestricted net position over twenty percent may be assigned to a rate stabilization fund or transferred to the Utility Capital Projects Fund for utility system renewal and replacement. If unrestricted net position is below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the unrestricted net position to ten percent or greater within three years.

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

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

The Disaster Reserve Fund unassigned 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 unassigned fund balance 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 represents a committed fund balance within the General Fund. It 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.

The Self Insured Health Fund unrestricted net position, at year end, will be a minimum 50% of the difference between the expected plan costs and the maximum plan costs as determined annually by an actuarial calculation. Amounts in excess of this floor can be used to hedge against future cost increases. If the unrestricted net position is below this floor, a plan must be developed using increased premiums and/or reductions in benefits to return unrestricted net position to the minimum level within three years.

The Fleet Fund unrestricted net position, at year end, will be a minimum of the total expected Fleet replacement cost divided by the average life of the Fleet. Amounts in excess of this floor can be used to hedge against future cost increases and Fleet expansion. If the unrestricted net position is below this floor, a plan must be developed using increased internal lease charges to return unrestricted net position to the minimum level within three years.

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

****THIS POLICY WAS REVISED AND THE REVISIONS WERE APPROVED AND ADOPTED BY CITY COUNCIL BY RESOLUTION ON 3/17/2015**

Investment Policy

I. PURPOSE

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"). These policies 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.

II. SCOPE

In accordance with Section 218.415, Florida Statutes, 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.

III. INVESTMENT OBJECTIVES

Safety of Principal

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.

Maintenance of Liquidity

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.

Return on Investment

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.

IV. DELEGATION OF AUTHORITY

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.

V. STANDARDS OF PRUDENCE

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. 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.

VI. ETHICS AND CONFLICTS OF INTEREST

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 maturities of the underlying securities of a repurchase agreement will follow the requirements of the Master Repurchase Agreement (see page 25 of Attachment A).

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

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.

VIII. CONTINUING EDUCATION

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.

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

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 City's Investment Advisor(s) shall utilize and maintain a list of approved primary and non-primary securities dealers. The Finance Director and/or designee 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.

X. MATURITY AND LIQUIDITY REQUIREMENTS

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.

XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

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 by the Investment Advisor 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.

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

The Investment Advisor 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 Investment Advisor and/or 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.

XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

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.

Authorized Investment- Sector Type	Maximum Allocation	Individual Issuer Limit
Florida PRIME Fund	25%	N/A
United States Government Securities	100%	N/A
United States Government Agencies	75%	50%
Federal Instrumentalities (United States Government Sponsored Enterprises "GSE")	80%	40%
Mortgage Backed Securities "MBS"	20%	15%
Interest Bearing Time Deposit or Savings Accounts	25%	15%
Repurchase Agreements	50%	25%
Commercial Paper	30%	10%
Corporate Notes	15%	5%
Bankers' Acceptances	30%	10%
State and/or Local Government Taxable and/or Tax-Exempt Debt	20%	5%
Registered Investment Companies (Money Market Mutual Funds)	50%	25%
Intergovernmental Investment Pools	25%	N/A

A. Florida PRIME

1. Investment Authorization - The Finance Director may invest in Florida PRIME.
2. Portfolio Composition - A maximum of 25% of available funds may be invested in Florida PRIME.
3. Florida PRIME shall be rated "AAAm" by Standard & Poor's or the equivalent by another Nationally Recognized Statistical Rating Organization ("NRSRO") and the published objectives of the fund must agree with the Securities and Exchange Commission investment requirement for 2a-7.
4. Due Diligence Requirements - A thorough investigation of Florida PRIME or any money market fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. A current prospectus must be obtained and/or current pool documents and portfolio reports.

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 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 Government's agencies, provided such obligations are backed by the full faith and credit of the United States Government.
2. Portfolio Composition - A maximum of 75% of available funds may be invested in United States Government agencies. Limits on Individual Issuers. A maximum of 50% of available funds may be invested in individual United States Government agencies.
3. 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 Enterprises ("GSE"))

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 Enterprises (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)
2. Portfolio Composition

A maximum of 80% of available funds may be invested in Federal Instrumentalities. . The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.
3. Limits on Individual Issuers

A maximum of 40% of available funds may be invested in any "GSE".
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. Mortgage-Backed Securities ("MBS")

1. Purchase Authorization - Mortgage-backed securities ("MBS") which are based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.
2. Portfolio Composition - A maximum of 20% of available funds may be invested in MBS. The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.
3. Limits on Individual Issuers - A maximum of 15% of available funds may be invested with any one issuer. The maximum percentage invested in securities of any one issuer is inclusive of mortgage backed securities of same issuer.
4. Maturity Limitations - A maximum length to maturity for an investment in any MBS is seven (7) years from the date of purchase.

The maturity of mortgage securities shall be considered the date corresponding to its average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description

F. 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.

The maximum maturity on any certificate shall be no greater than one (1) year from the date of purchase.

G. Repurchase Agreements

1. Purchase Authorization - 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. 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. 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.

H. 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).
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 270 days from the date of purchase.

I. 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 within the single "A" category by any two NRSROs
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 five (5) years from the date of purchase.

J. 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 or 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.

K. 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 the time of purchase, at a minimum within the single "A" category by any two NRSROs, 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.
3. Limits on Individual Issuers - A maximum of 5% of available funds may be invested with any one issuer.
4. Maturity Limitations - A maximum length to maturity for an investment in any state or local government debt security is five (5) years from the date of purchase.

L. 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 money market mutual funds shall be rated "AAAm" or better by Standard & Poor's, or the equivalent by another NRSRO.
5. Due Diligence Requirements - A thorough investigation of any money market mutual fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. A current prospectus must be obtained.

M. 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. Rating Requirement - The investment pool shall be rated "AAAm" by Standard & Poor's or the equivalent by another NRSRO.
4. Due Diligence Requirements - A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. A current prospectus must be obtained and/or current pool documents and portfolio reports.

XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

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.

XIV. PERFORMANCE MEASUREMENTS

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 the S&P Rated GIP Index Government 30 -Day Yield. 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 the Merrill Lynch 1-3 Year U.S. Treasury Note Index and the portfolio's total rate of return will be compared to this benchmark. 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.

XV. REPORTING

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

1. Recent market conditions, economic developments and anticipated investment conditions. The investment strategies employed in the most recent quarter. A description of all securities held in investment portfolios at quarter-end.
2. The total rate of return for the quarter and year-to-date versus appropriate benchmarks.
3. 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.

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

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 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.

XVII. INVESTMENT POLICY ADOPTION

The Investment Policy shall be adopted by City resolution. The Finance Director shall review the policy annually and the City Council shall approve any modification made thereto. Any inconsistencies between the current portfolio and this policy will be considered acceptable as long as corrective measures are completed to adjust the portfolio in accordance with this policy.

****THIS POLICY WAS APPROVED AND ADOPTED BY CITY COUNCIL BY RESOLUTION ON 12/04/2012**

The City of Palm Coast has been awarded the Association of Public Treasurers of the United States & Canada's Investment Policy Certificate of Excellence Award. The award recognizes success in developing a comprehensive written investment policy that meets the criteria set forth by the Association's Investment Policy Certificate Committee. A team of reviewers from the Investment Policy Certification Committee reviewed the City's recently upgraded investment policy and approved it for the award.

Purchasing Policy

TYPES OF COMMON PURCHASING TRANSACTIONS

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.

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.

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.

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.

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.

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.

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.

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

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).

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.

Total Contract Value	Minimum Quote Reuirements	Award Approval
\$0 - \$749.99	Single Quote or Purchasing Card	Department Director or designee
750 - 2,999.99	Single Quote or Purchasing Order	Department Director
3,000 - 14,999.99	3 Verbal Quotes and Purchase Order	Department Director
15,000 - 25,000	3 Written Quotes and Purchase Order	City Manager or designee
25,000.01 - 30,000	Formal Invitation or Bid and Contract or Purchase Order	City Manager or designee
30,000.01 and above	Formal Invitation or Bid and Contract or Purchase Order	City Council

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.

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 must be approved by the Department Director. Value Greater than \$15,000 the purchase must be approved by the 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.

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.

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.

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

Public Advertising Requirements:

*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)

****THIS POLICY WAS APPROVED AND ADOPTED BY CITY COUNCIL BY ORDINANCE ON 12/17/2002**



Glossary and Acronyms

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Glossary

ACCOUNT - A record in the general ledger that is used to collect and store similar information.

ACCOUNTING PERIOD - A period of time where the City determines its financial position and results of operations.

ACCOUNTS PAYABLE - A current liability account that will show the amount owed for items or services purchased on credit.

ACCOUNTS RECEIVABLES - A current asset resulting from selling goods or service on credit.

ACTUARIAL - A person or methodology that makes determinations of required contributions to achieve future funding levels that address risk and time.

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.

ADOPTED BUDGET - The proposed budget that is formally approved by City Council.

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.

ALLOCATE - To assign costs to a product, department or customer on an arbitrary basis.

AMENDED BUDGET - The adopted budget which is formally adjusted by City Council.

AMORTIZATION - The paying off of debt in regular installments over a period of time.

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.

BALANCED BUDGET - When revenues equal expenditures

BACK LOADING (Back-end Load) - To defer payment of something until the end of a budget period or the end of a contract.

BALANCE SHEET - One of the main financial statements. The balance sheet reports the assets, liabilities and equity at a specific point in time.

BUSINESS ASSISTANCE CENTER (BAC) - A unique partnership between the City and the University of Central Florida Small Business Development Center. The Center's mission is to help grow local businesses.

BOND - A security that represents an obligation to pay a specified amount of money on a specific date in the future.

BOND PROCEEDS – Money paid to the issuer by the purchaser for a new issue of municipal bonds. Used to finance a project or purpose for which the bonds were issued and to pay certain costs of the issuance.

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 \$5,000 and an expected life of more than 2 years such as automobiles, computers 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 2 years and a minimum cost of \$5,000.

CAPITAL IMPROVEMENT FUND - A budget fund providing for future improvements such as construction of new facilities, acquisition of new equipment, and expansion of services.

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.

CASH FLOW - Actual changes in cash as opposed to accounting revenues and expenditures.

COMMERCIAL PAPER - An unsecured, short-term debt instrument issued by a corporation.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – Residential housing rehabilitation and entitlement program, funded by federal contributions.

COMMUNITY REDEVELOPMENT AREA (CRA) - A dependent special district in which any future increases in property values are set aside to support economic development projects within that district.

COMPETITIVE SALE - In a competitive sale, bonds are advertised for sale. The advertisement, by way of a notice of sale, includes both the terms of the sale and the terms of the bond issue.

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.

CONTINGENT LIABILITY - A potential liability dependent upon some future event occurring.

CONTINGENCY - An appropriation of funds to cover unforeseen events that occur during the fiscal year.

CREDIT ENHANCEMENT - A method whereby an entity attempts to improve its' debt or creditworthiness. Through credit enhancement, the lender is provided with reassurance that the borrower will honor the obligation through additional collateral, insurance, or a third party guarantee. Credit enhancement reduces credit/default risk of a debt, thereby increasing the overall credit rating and lowering interest rates.

CURRENT VALUE - The present fair market value.

DEBT RATIO - The ratio of total liabilities to total assets.

DEBT SERVICE - The expense of retiring such debts as loans and bond issues. This includes principal and interest payments.

principal and interest.

DEBT SERVICE FUND - The funds created to account for the accumulation of resources for, and the payment of, general long-term debt

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function, such as Fire 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 - A fund that establishes a separate accounting and financial reporting mechanism for municipal delivery of goods or services.

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.

FINAL MILLAGE - The tax rate adopted in the second public hearing of a taxing agency.

FINANCIAL DISCLOSURE - The act of releasing all relevant information pertaining to the City that may influence an investment decision.

FINANCIAL STATEMENTS - Balance sheet, income statement, statement of cash flows, statement of retained earnings and statement of equity.

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.

FLEET - The vehicles owned and operated by the City.

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.

GAINS - A gain is measured by the proceeds from a sale minus the amount showing on the books. Since the gain is outside the main activity of a business it is reported as other revenue on the income statement.

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 LEDGER - The part of the accounting system which contains the balance sheet and income statement accounts used for recording transactions.

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.

GRANT - An award of financial assistance given by an organization (often a Government Department) for a specific purpose.

IMPACT FEES - A contribution toward the equitable share of the cost of capital improvements required to serve new customers.

INCOME STATEMENT - One of the main financial statements. Also referred to as the profit and loss statement. Reports the revenues, gains, expenses, losses, net income and other totals for a period of time.

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.

INFRASTRUCTURE - Facilities on which the continuance and growth of a community depend on such as roads, water-lines, 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

INTERLOCAL AGREEMENT - A contractual agreement between two or more governmental entities.

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 Fleet 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.

LONG-TERM DEBT - Loans and financial obligations lasting over one-year. Long-term debt for the City would include any financing or leasing obligations that are to come due in a greater than 12-month period. Such obligations would include bond issues or long-term leases that have been capitalized on the balance sheet.

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 \$100,000 would pay \$350 in property taxes.

NET - Remaining amount after all deductions.

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.

PROPRIETARY FUND – Fund that is used for “business like” activities. This includes Enterprise Funds and Internal Service Funds.

REAL PROPERTY - Land and the buildings and other structures attached to it that are taxable under state law.

REFUNDING - Retiring an outstanding bond issue at maturity by using money from the sale of a new bond offering.

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.

REVENUE BOND - A municipal bond supported by the revenue from a specific project, such as a toll bridge, highway or local stadium. Revenue bonds are municipal bonds that finance income-producing projects and are secured by a specified revenue source. Typically, revenue bonds can be issued by any government agency or fund that is run in the manner of a business; those entities having both operating revenues and expenses. Revenue bonds differ from general obligation bonds (GO bonds) that can be repaid through a variety of tax sources.

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.

ROLLED BACK RATE - The millage necessary to raise the same amount of Ad Valorem Tax Revenue as the previous year, excluding taxes from new construction.

SECONDARY MARKET - Is a market where investors purchase securities or assets from other investors, rather than from issuing company directly. The national exchanges, such as, the New York Stock Exchange and the NASDAQ are secondary markets. Secondary markets exist for other securities as well, such as, when funds, investment banks, or entities such as Fannie Mae purchase mortgages from issuing lenders. In any secondary market trade, the cash proceeds go to an investor rather than to the underlying company/entity directly.

SHORT- TERM DEBT - An account shown in the current liabilities portion of a company's balance sheet. This account is comprised of any debt incurred by a company that is due within one year. The debt in this account is usually made up of short-term bank loans taken out by a company

SPECIAL ASSESSMENT - A levy against certain properties to defray part or all of the cost of a specific improvement or service that will primarily benefit those properties'.

SPECIAL REVENUE FUND - The special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

SPECIAL ASSESSMENT DISTRICT (SAD) – An area in which the market value of real estate is enhanced due to the influence of a public improvement and in which a tax is apportioned to recover the costs of the public improvement.

STATE REVENUE SHARING - Allocations to municipalities from a trust fund primarily supported by State cigarette and motor fuel taxes.

SURTAX – Additional amount charged locally above state minimum tax often used with sales 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.

TAXABLE VALUE - The assessed value less homestead and other exemptions, if applicable.

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.

USEFUL LIFE - The period of time that a fixed asset is expected to be in use.

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.

WETLANDS MITIGATION- Any action required to reduce the impact of development on a wetland. Mitigation actions include creation of new wetlands or improvement of existing wetlands.

WHITE FLEET - This term refers to fleet, specifically trucks, vans and cars, used for City business.

WORKING CAPITAL - A financial metric which represents operating liquidity available to a business.

YIELD - The income return on an investment. This refers to the interest or dividends received from a security and are usually expressed annually as a percentage based on the investment's cost, its current market value or its face value.

Acronyms

APB (Accounting Principles Board)

ARC (Architectural Review Committee)

BAC (Business Assistance Center) – Palm Coast Business Assistance Center was started in 2011 through a unique partnership between the city and the University of Central Florida Small Business Development Center. The Center's mission is to help grow local businesses.

CADD (Computer Assisted Design and Drafting)

CDBG (Community Development Block Grant) – Residential housing rehabilitation and entitlement program.

CERT (Community Emergency Response Team)

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.

CO (Certificate of Occupancy)

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.

CPA (Certified Public Accountant) - As designation awarded by on of 50 U.S. states to a college graduate who has passed the rigorous uniform CPA exam and has met the required work experience.

CRA (Community Redevelopment Area) A dependent special district in which any future increases in property values are set aside to support economic development projects within that district.

GAAP (Generally Accepted Accounting Principles)

GASB (Governmental Accounting Standards Board)

GFOA (Government Finance Officers Association)

GIS (Geographical Information Systems)

FASB (Financial Accounting Standards Board)

FDEP (Florida Department of Environmental Protection)

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.

FICA (Federal Insurance Contributions Act)

FIFO (First in first out)

FUTA (Federal Unemployment Tax Act)

FY (Fiscal Year) - The twelve-month period to which the Annual Budget applies. The City's fiscal year begins October 1st and ends September 30th.

IRS (Internal Revenue Service) - The U.S. government agency responsible for federal income tax regulations.

ISO (Insurance Services Office, Inc.) – ISO is an independent statistical, rating, and advisory organization that serves the property and casualty insurance industry.

ISP (Internet Service Provider)

MBS (Mortgage Backed Securities) -Based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.

NSP (Neighborhood Stabilization Program)

NOI (Net Operating Income)

PM - (Performance Measure) Measurement used to track performance towards City Council goals.

PO (Purchase Order)

SAD (Special Assessment District) – An area in which the market value of real estate is enhanced due to the influence of a public improvement and in which a tax is apportioned to recover the costs of the public improvement.

SEC (Securities and Exchange Commission)

SHIP - (State Housing Initiative Partnership)

SRF - (State Revolving Fund) - Loan program

TIF (Tax Increment Financing) - The tax increment above the base year valuation in a CRA which is used to eliminate the blight conditions.

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



Back Cover