



This page intentionally left blank







District 1 Robert Cuff





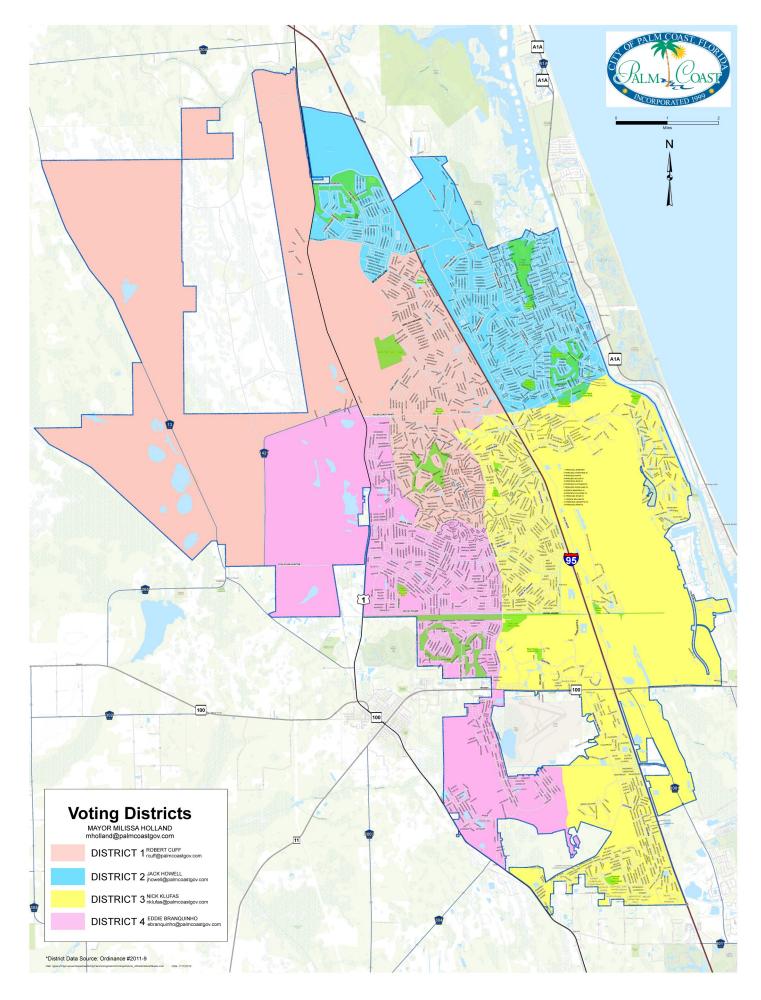
District 2 Col. Jack Howell



District 3 Nick Klufas **Mayor** Milissa Holland



District 4 Eddie Branquinho





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

APPOINTED OFFICIALS

City Manager, Matthew Morton City Attorney, William E. Reischmann, Jr. City Clerk, Virginia Smith Finance Director, Helena P. Alves Information Technology Director, Doug Akins Utility Director, Richard H. Adams Fire Chief, Gerard Forte Parks & Recreation Director, Lauren Johnston Chief Development Officer, Jason Delorenzo Chief Innovation Officer, Don Kewley Public Works Director, Matthew Mancil Human Resources Director, Debbie Streichbier

Distinguished Budget Award Run





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Palm Coast

Florida

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Palm Coast, Florida** for the Annual Budget beginning October 1, 2018. 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 16th 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.

A Note from your Budget Team

Even thought the budget is heard by the Mayor and Council for approval in September, the preparations begin many months prior. This includes projections of City funding sources, revenues and expenditures. It continues through numerous phases during the year and we recognize and appreciate that budgeting is an ongoing process of planning, monitoring, problem solving and customer service.

Each year, every effort is made to improve the budget and the budget process for usefulness and ease of understanding.

Thank You to the City Manager's Office, the department heads and their staff for helping to make this budget a success.

A special Thank You to Tyler Jarnagin – Digital Media Associate for providing photo's

Photos Contributed by: Linda Robbins, Vicki Payne, Beth Dawson, Elena Cunningham, Teresa Johns, Corrine Chapman, William Clarke, Alicia Norton, Patrick Juliano, Tyler Jarnagin, and Tom Kerr

Helena Alves—Director of Finance Shannon Boone—Chief Accountant Gwen Ragsdale—Budget & Procurement Manager Stacy Young—Financial Analyst





This page intentionally left blank



our vision

A multigenerational community recognized as one of Florida's premier cities that values...
Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services

- Providing exceptional amenities and standards that support a high quality lifestyle
- Protecting the environment and beauty of Palm Coast while conserving natural resources

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

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 in all services **Collaborative** improvement Dedicated to building partnerships that address community concerns and needs **Ownership** Responsible actions and for our 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

Find Your Florida

our mission

our values



Recity of COAST

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 ensure a safe community for our citizens and visitors while providing 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

Find your Florida



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 2019-2020 Strategic Action Plan. It also includes statistical information and history about the city.

Measuring Results

This section provides a look at our performance management process and highlights of our previous year's performance.

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. The reader can learn about our departments and their objectives in this section.



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.

Workforce Talent

This section 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.

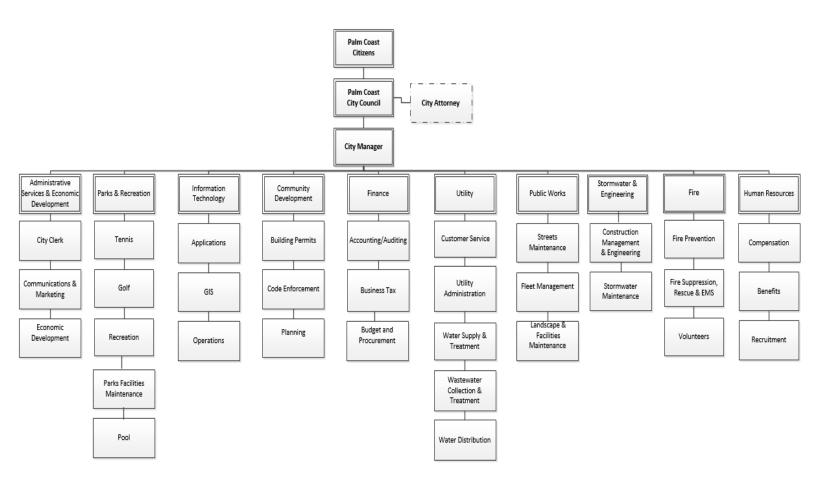
Glossary and Acronyms

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



This page intentionally left blank

Organizational Chart City-Wide

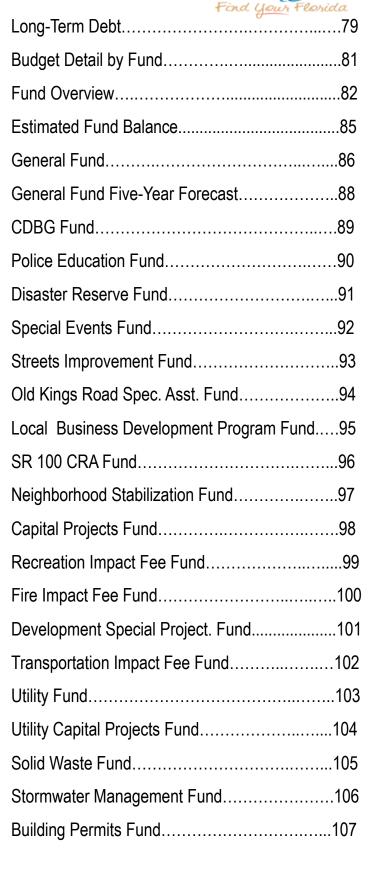


Please Note: Police protection is provided by contract with the Flagler County Sheriffs Office.



Table of Contents

Introduction	17
Budget Letter	19
The Perfect Place to Live	23
Statistical Information	26
Measuring Results	31
Performance Management Process	33
2019 Results	39
Performance Metrics	40
Strategic Action Plan	45
Budget Overview	51
Budget Process	53
Budget Calendar	56
Budget Amendment Process	57
Long Term Financial Plan	58
Long Term Financial Plan	
	62
Fund Types and Descriptions	62 65
Fund Types and Descriptions	62 65 67
Fund Types and Descriptions Executive Summary Summary of Major Changes	62 65 67 69
Fund Types and Descriptions Executive Summary Summary of Major Changes Budget Overview	62 65 67 69 70
Fund Types and Descriptions Executive Summary Summary of Major Changes Budget Overview Budget Summary by Fund	62 65 67 69 70 71
Fund Types and Descriptions Executive Summary Summary of Major Changes Budget Overview Budget Summary by Fund Budget Summary by Function	62 65 67 70 71 72
Fund Types and Descriptions Executive Summary Summary of Major Changes Budget Overview Budget Summary by Fund Budget Summary by Function Budget Summary by Division	62 65 67 70 71 72 74
Fund Types and Descriptions Executive Summary Summary of Major Changes Budget Overview Budget Summary by Fund Budget Summary by Function Budget Summary by Division Revenues	62 65 67 70 71 72 74 75
Fund Types and Descriptions Executive Summary Summary of Major Changes Budget Overview Budget Summary by Fund Budget Summary by Function Budget Summary by Division Revenues Major Revenue Sources	62 65 67 70 71 72 74 75 76



Click on Page number to be taken directly to that page in the document

Table of Contents



Information Technology Funds	108
Self Insured Health Fund	109
Fleet Management Fund	110
Communications Fund	111
Information Technology Internal Svs	112
Facilities Maintenance Fund	113
Budget Detail by Department	115
Personnel Pay Plan	117
Summary of Personnel Changes	118
Full Time Positions	119
Personnel per 1,000 Population	120
Department Funding	122
City Council	124
City Manager's Office	128
City Attorney	130
Law Enforcement	132
Administrative Services & Economic	
Development	134
Human Resources	140
Financial Services	144
Community Development	150
Fire	156
Public Works	160
Stormwater	166
Utility	175
Parks and Recreation	190

General Fund Non-Departmental	198
Information Technology	199
Capital Improvement Program	205
Definitions of Capital Improvements	208
Impact of Capital Projects on the	
Operating Budget	210
Major Capital Projects	211
Capital Program by Fund	228
Capital Program by Type	229
Capital Improvement Program	
5 year Summary	230
Capital Project Timeline	231
Workforce Talent	239
Awards & Recognition	245
Financial Policies	251
Summary	
Capital Assets Policy	
Debt Management Policy	258
Fund Balance Policy	265
Investment Policy	266
Purchasing Policy	276
Glossary and Acronyms	281
Glossary	
Acronyms	289

Click on Page number to be taken directly to that page in the document



This page intentionally left blank



Introduction

Find <u>Your</u> Florida



This page intentionally left blank



September 30,2019

To the Honorable Mayor and Members of City Council:

With a commitment to financial integrity and long-term sustainability, I am honored to present to you the Fiscal Year 2020 Adopted Budget of \$202,931,919 which aligns projected resources for the upcoming year with the City Council's priorities, while reinforcing ongoing programs and projects that support the City of Palm Coast's Long Term Vision.

Long Term Vision:

A multigenerational community recognized as one of Florida's premier cities that values:

- Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure services
- Providing exceptional amenities and standards that support a high quality lifestyle
- Protecting the environment and beauty of Palm Coast while conserving natural resources

Strategic Goals

The Strategic Action Plan, which is divided into six long-term goals with objectives, is the guiding policy for the City Council and City staff. The budget process is driven by these long-term goals and objectives and includes an annual evaluation of the Strategic Action Plan to ensure alignment of projected resources with both current issues and future needs.

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 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 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 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 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 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.





Budget in Brief

The adopted budget for all appropriated funds for Fiscal Year 2020 totals \$202,931,919. This is an increase of approximately \$40 million over 2019 which is mostly attributable to several large capital projects including the first phase of the Public Works Facility, completion of phase II of Holland Park, the widening and extension of Old Kings Road North, and several Utility projects. The Final Adopted Millage Rate for Fiscal Year 2020 is 4.6989 with .0996 going into the Stormwater Fund and the remaining 4.5993 going into the General Fund.

Highlights of the Fiscal Year 2020 budget include the following:

- Total taxable assessed value increased \$456 million or 9% with approximately \$156 million of this attributable to new construction.
- With the increase in assessed values, the City will receive approximately \$2 million in additional property tax revenue over that of 2019.
- Millage rate will remain flat over 2019 at 4.6989.
- 26 new positions have been added to help maintain important services for our growing community, while also supporting new programs and initiatives underway.

Key Initiatives and Priorities

This past year, during the annual evaluation of the Strategic Action Plan and through a series of workshops, the City Council adopted the following seven priority focus areas and associated key initiatives. These initiatives were factored into the development of the proposed budget for Fiscal Year 2020.



Smart City and Fiber:

- Identify potential infrastructure enhancements needed to ensure the City is prepared for technology enhancements.
- Evaluate fiber initiative with the University of Florida Whitney Lab facilities to determine mutually beneficial opportunities.
- Develop a master plan that depicts the existing and future expansion of the fiber infrastructure.
- Based on the Fiber Master Plan, determine the feasibility of requiring existing and proposed development to incorporate fiber infrastructure.

Business Friendly Initiative:

Develop a Business Friendly Initiative to ensure enhanced customer service and communication, simplify and streamline regulatory processes, and provide support through training along with other guidance resources.

Community Engagement:

- Utilize all communication mediums and platforms to inform our citizens of important matters.
- Create an aggressive education Shop Local campaign and establish a measurable goal to increase community awareness and sales tax revenue.
- Identify customer service resources and response expectations resulting from platform implementation through Palm Coast CONNECT.



160 Lake Avenue, Palm Coast, FL 32164 – www.palmcoastgov.com



Street Maintenance:

- Ensure funding of streets maintenance program for current and future fiscal years.
- As part of street resurfacing and maintenance program, incorporate enhancements to support the use of autonomous vehicles.
- As part of street resurfacing and maintenance program, intersection safety improvements shall be conducted to address turn radius conflicts.

Innovation District:

- Develop a marketing program to recruit and host medical and technology summits and retreats to the area.
- Create a program to recruit professional and higher paying jobs (green industry) to the area.
- Create an Art District for Innovation District and establish funding support through revenues generated within the District.
- Develop a comprehensive Marketing Plan for the Innovation District.
- 1 Host identified events in the Innovation District.
- Attract an education partner to the Innovation District that aligns with our Vision, complements the Flagler County School's Flagship Programs, and will foster the diversity of our workforce.
- Seek partnerships with local talent and complementing businesses to foster growth at the Tennis Center to expand on the community's rich sports history.

Service Delivery and Efficiency:

- Ensure that the Public Works Facility is top priority facility project and commence with initial improvements.
- Identify Public Works staff to receive training and certifications to supplement electrical service demands.
- Begin the examination of recycling handling options for waste collection services.
- Identify water and wastewater utility improvements to harden facilities to mitigate the impacts of flooding.
- Manage swale complaints through a priority ranking approach to ensure that critical issues are addressed immediately.

- Continue to improve communication infrastructure and ensure redundancy as part of basic infrastructure needs.
- Establish succession plan and budgetary needs to ensure continuum of institutional knowledge for critical service departments including Utility, Public Works and Fire.

Streetlights and Safety:

- Implement continuous street lighting program for major roads.
- Evaluate residential areas for additional street lighting for safety and reduction of crime.
- Evaluate potential legislative actions to support the Sheriff's Office regarding criminal activity associated with homelessness.
- Implement the plan for emergency communication upgrades in consultation with Flagler County and other partners.
- Through emergency communication validation process, identify areas with poor or no reception.
- Monitor the progress of City-wide camera (security) master plan to include inventory and viewable coverage to determine if additional cameras are needed.



160 Lake Avenue, Palm Coast, FL 32164 – www.palmcoastgov.com



Additional Factors Impacting the Annual Budget

The City Council continues to appropriate funds to invest in maintaining our pay plan, the employee training and development program, and tuition reimbursement, to aid in retaining and continuing to attract a talented workforce.

The internship program is once again included in this year's budget. The program gives qualified candidates the opportunity to build their resume, explore career interests, engage in professional networking, and make a difference in their community. By continuing this program, the City is hoping to once again recruit a multitude of strong candidates to fulfill a variety of identified needs within City departments.

The City continues to look for opportunities to educate the community in regards to resource management and to support efforts to care for our land, air, and wildlife. In the upcoming year, events like the Annual Intracoastal Waterway Cleanup, Arbor Day and the Children Helping in Resource Protection (C.H.I.R.P.) program will continue to be funded.

We believe that the valuable services and amenities the City provides through our parks and trail system, genuinely makes our community a special place. In addition to looking for new ways to help residents and visitors "Find their Florida" here in Palm Coast, maintaining our existing facilities remains a priority. In addition to the ongoing operating expenses associated with maintaining these amenities, the City Council also continues to allocate funds annually in the capital improvement plan for rehabilitation of parks, trails, and facilities.

Capital Improvements

In Fiscal Year 2020, the City will invest more than \$64 million in capital improvements related to streets, parks, stormwater drainage, and utility projects.

Major projects for the Fiscal Year 2020 budget include the following:

- Holland Park, phase II
- Citation Boulevard safety improvements
- Public Works facility, phase I
- Water Treatment Plant 2, Wellfield Expansion
- Lehigh trailhead
- Old Kings Road North, widening and extension
- F-section stormwater improvements
- K-6 weir replacement

The development of this year's Proposed Budget has been a collaborated effort between Department Directors, their dedicated staff, and the Financial Services Department. I would like to extend my sincere appreciation for everyone's hard work. I am extremely grateful for their dedication and commitment to delivering the highest quality of services possible to our community.

On behalf of all City employees, we look forward to a prosperous and successful year as we continue to make Palm Coast, Florida's premier city in which to live, work and play. I believe this budget reflects a commitment from staff to focus on new strategies to serve the citizens of Palm Coast now and into the future. While there will always be new challenges in local government, I believe in finding solutions in partnership with the stakeholders and I am excited about the projects we will be partnering on and the opportunities we will create together.

Respectfully,

Matt 7 More

Matthew Morton City Manager



160 Lake Avenue, Palm Coast, FL 32164 - www.palmcoastgov.com



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 twoand-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.

In Oct 29th 2014, we commemorated the groundbreaking for Palm Coast's City Hall in Town Center. The very first City Hall in Town Center, completed in October 2015, has become a gather-

ing place for residents and future generations and a one-stop shop for everything city-related.



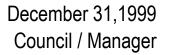
City Hall will stand out as an outstanding example of green building, being LEED certified by the US Green Building Council as environmentally sustainable and energy efficient.

Today, Palm Coast has approximately 86,768 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 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."

About Palm Coast

Initial Incorporation Form of Government





City Population Area: Square Miles 86,768 89



Recreation

- 1 Community Center
- 25 Athletic Fields
- 6 Baseball / Softball Fields
- 5 Basketball Courts
- 4 Bocce Ball Courts
- 2 Dog Parks
- 1 Golf Course
- 2 Handball / Racquetball Courts

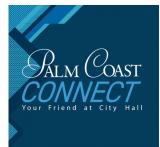
Public Safety

5 Fire Stations
3,860 Fire Hydrants
58 / 34 Firefighters / Volunteers
14 Fire Apparatus
Law Enforcement (Contract Service)

- 2 Horseshoe courts
- 11 Parks
- 8 Playgrounds
- 2 Shuffleboard Courts
- 19 Soccer / Lacrosse Fields
- 1 Swimming Pool
- 17 Tennis Courts
- 2 Volleyball Courts (Sand)

City Utilities

- 551 Miles of Paved Streets
- 0.5 Miles of Unpaved Streets Miles of Sidewalks, Walkways,
- 98 and Bike paths
- 2,942 Number of Street Lights
 - 53 Number of Traffic Signals
 - 733 Water Mains (miles)
 - 636 Sewer Lines (miles)
- 1,222 Swales (miles)
- 177 Drainage Ditches (miles)
 - 84 Canals (miles)
 - 31 Water Control Structures







Flagler County Population Run Const

е
J

*This information provided by Bureau of Economic and Business Research

Major Taxpayers

Owner Name	Taxable Value
Florida Power and Light	86,746,976
EBSCO Integra Woods LLC	25,200,000
Palm Coast Landing Owner LLC	23,884,501
Branch Island Walk Associates	19,896,000
Sunbelt Palm Coast Marina LLC	15,181,425
Pine Lakes Acquisitions LLC	14,700,000
Tuscan Gardens	13,527,403
Palm Coast Medical Specialists	12,820,580
Bright House Networks	11,588,339
Brookhaven Development Land	10,569,562
Florida Landmark Communities	10,349,413
LVC Timeshare Developer LLC	10,346,400
Wal-Mart Stores East LP	9,862,351
Publix Super Markets Inc.	9,719,306
Target Corporation	8,945,929
Bellsouth Telecommunications	8,298,822
Real Sub LLC	8,037,855
Ventas Las Palmas LLC	7,505,516
CubeSmart LP	6,910,552
Cypress Point 160 LLC	6,804,278



This information is provided by the Flagler County Property Appraiser

Flagler County Employment

Major Private Sector Employers

Employer	# of Employees	Employer	# of Employees
Advent Health Palm Coast	1,115	Florida Health Care BC/BS	300
Palm Coast Data	750	American Radionics Company, Inc.	211
Hammock Beach Resort	505	Netpique	150
Publix	491	Coastal Cloud	114
Insurance Services Office, Inc.	326		
Walmart	300		

Source: OneSource - Verified through D&B Hoovers

Prepared by: Florida Department of Economic Opportunity (DEO), Bureau of Labor Market Statistics

Public Sector Employers

Employer	# of Employees
Flagler County Schools	1,750
City of Palm Coast	510
Flagler County Board of County Commissioners	384
Flagler County Sheriff's Office	300

Labor Force

Labor Force

45,573

Unemployment Rate 4%

Information provided from: <u>http://www.flaglercountyedc.com/labor-force/</u>

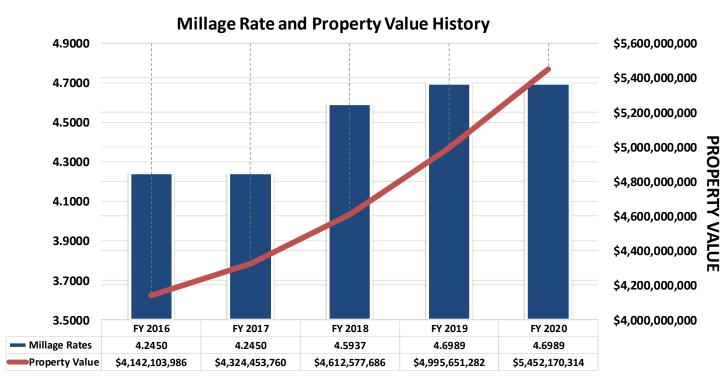


Property Information

Property Value Per Capíta

Fiscal Year	Property Value	% Change in PV	Population	Property Value Per Resident	Percent Change
2020	5,452,170,314	9.14%	86,768	62,836	4.10%
2019	4,995,651,282	8.46%	84,575	60,363	6.24%
2018	4,612,577,686	6.66%	82,760	55,734	4.63%
2017	4,324,453,760	4.40%	81,184	53,267	2.65%
2016	4,142,103,986	6.42%	79,821	51,892	4.05%

Millage Rate & Property Value History





MILLAGE RATES

Flagler County Tax Dístrícts & Tax Rates

Taxing Authority	Rate
Flasher Osumta DOO	
Flagler County BCC	0.05/70
Operating	8.25470
Voted	<u>0.33000</u>
Total	8.58470
Flagler County School Board	
RLE	3.95400
Discretionary	0.74800
Capital Outlay	1.50000
Voted	0.00000
Critical Operating Needs	0.00000
Total	6.20200
St. Johns River Water Mgt.	0.24140
Florida Inland Navigation Dist.	0.03200
East Flagler Mosquito Control	0.24580
City of Palm Coast	4.69890
City of Flagler Beach	5.57100
City of Bunnell	6.43000
Town of Beverly Beach	2.50000
2	
Town of Marineland	10.00000













Measuring Results

Find Your Florida



This page intentionally left blank

What is Performance Management?

The Government Finance Officer's Association (GFOA) defines performance management as "an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance."

IMPLEMENTING A VISION

The City of Palm Coast believes that performance management should be integrated into all aspects of management and policy-making decisions, focusing on achieving improved results

for the public. The current strategic planning process was developed by a group of employees through a team approach that was overseen by the City Manager. This process, which took approximately 2 years to develop and implement, focuses on planning, executing and reporting results that focus on ensuring City Council's goals are met.

MEASURING PERFORMANCE

Department performance is tracked by staff throughout the year and results are reported on a quarterly basis to ensure alignment of departmental services and programs with City Council's Strategic Action Plan. Department performance is in a multitude of service areas. These areas include, but are not limited to permitting and inspections, code enforcement, records retention, facility maintenance



and inspections, conservation, stormwater system maintenance and improvements, capital project management, fiscal responsibility, public safety, parks maintenance and recreational programs.

This comprehensive approach allows management and City Council to recognize successes and immediately identify areas of concern. The City's approach was highlighted at the 2014 International City/County Management Association (ICMA) Annual Conference and has received the ICMA Certificate of Distinction from the ICMA Center for Performance Analytics for the sixth consecutive year.

ΙϾϺΔ

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

This Certificate of Distinction

is presented to

Palm Coast, FL

for exemplifying the standards established by the International City/County Management Association in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking and accountability.

> Presented at the 105th ICMA Annual Conference in Nashville/Davidson County, Tennessee

> > 21 October 2019

MARC A. OTT ICMA Executive Director

KAREN PINKOS ICMA PRESIDENT



Planning for Results

STRATEGIC PROCESS EVALUATION

A team of staff meets annually to review the current strategic planning process. This evaluation is done at the end of the fiscal year and allows

time to implement changes for the following year. The strategic planning process continues to be enhanced each year to strengthen the relationship between the Strategic Action Plan and the annual budget.

CITIZEN SURVEY

A scientific survey is conducted every other year by the International City/County Management Association (ICMA) and National

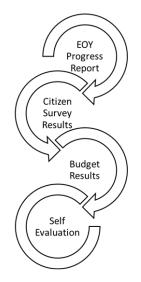
Research Center, Inc. (NRC). The survey is



customized and developed in coordination with City staff and is mailed out randomly to Palm Coast households. The results are statistically weighted to reflect the demographic composition and a 5% margin of error is used to compare results.

The purpose of the 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.

DIRECTOR EVALUATIONS



In January, all Department Directors receive an annual performance evaluation. The evaluation includes a review of survey results, the end-of -year progress report, the final budget results for the previous fiscal year and a self evaluation completed by each director. Direction is provided by the City Manager to the director during this evaluation to ensure that the department's objectives are met. The timing of this provides an appropriate time for budgetary planning and operational adjustments.

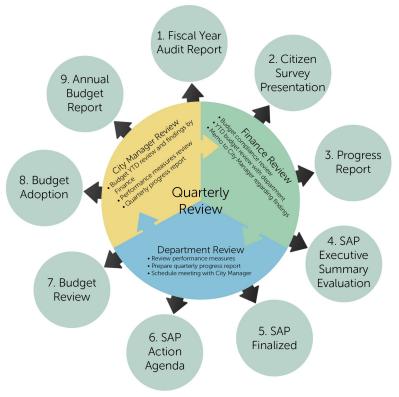
ANNUAL STRATEGIC ACTION PLAN REVIEW

Each year City Council conducts a comprehensive strategic action plan review. This takes place after the Annual Progress Report and the Citizen Survey results have been presented to City Council. During the annual review, City Council priorities are identified and strategies are developed to ensure that

strategies are developed to ensure that priorities are addressed. In 2015 this process was expanded to include formal adoption of priorities through a City Council resolution.

DEPARTMENTAL PLANNING

After the annual strategic action plan review, and during the 3rd quarter meetings with the City Manager, departments make recommendations for performance measures for the upcoming year. The current year's performance measures are evaluated to determine if they will carry forward to the following year and staff also develops new measures to meet new objectives identified by City Council.



During this process, staff provides a recommendation for the following year, however, the City Manager, based on City Council's direction, ultimately decides which performance measures each department is assigned. This approach holds departments accountable and helps ensure that City Council goals and objectives will be met each year. The new measures become effective at the start of the new fiscal year.

QUARTERLY PERFORMANCE REVIEW

At the end of each quarter, each department and team is required to meet with the City Manager to review their year-to-date performance. Department Directors and Team Leaders are ultimately responsible for managing performance. If issues or concerns are identified, the quarterly meetings allow an opportunity to discuss necessary changes needed in order to ensure City Council goals and objectives will be met.

37

Tracking Results

Performance measures are assigned a numerical indicator linked to the overall goals in the strategic action plan (SAP). The SAP consists of six City Council goals. The six goals are dissected into objectives and then appropriate strategies are developed to meet the objectives. Next, an approach determines what action will be taken. The last step

of this process is the action item or performance measure. Individual progress for each measure is tracked and calculated towards the overall goal. This approach allows City Council to track the overall progress being made.

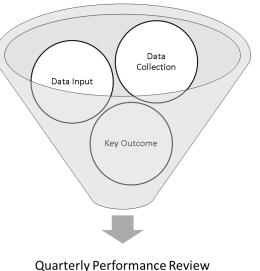
DATA COLLECTION

Each department and team creates a data collection method that works best for their needs. One staff member per department is responsible for collecting and inputting data into the performance measurement system, however departments are required to have a minimum of two employees trained on the process at all times.

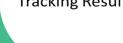
COUNCIL PRIORITIES

During the annual Strategic Action Plan review, City Council priorities are identified and strategies are devel-

oped to ensure that City Council priorities are addressed in the next fiscal year. In 2015 this process was expanded to include the formal adoption of annual priorities through a City Council resolution. When departments meet for their guarterly performance review, the progress report specifically identifies these council priorities. This allows management to closely monitor progress specific to the City Council priorities while still maintaining a cohesive approach to their department's overall performance management for the year. In addition, routine meetings with the City Manager take place to ensure continuing progress on City Council's priorities.



Tracking Results





Reporting Results

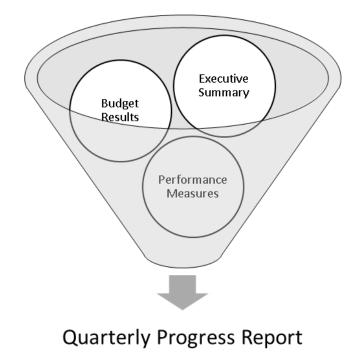
QUARTERLY PROGRESS REPORTS

At the end of each quarter, each department and team is required to meet with the City Manager and to provide a quarterly progress report. This report includes an executive summary, a budget discussion and highlights progress made by the department or team

in the previous quarter. Information about training and staffing vacancies is also included.

A detailed look at the performance measures are also included at this time. These reports are provided to the City Council each quarter and are published on the City's website for the public.

Once the fiscal year ends, teams and departments meet with the City Manager to review the final results for the year. The end of year progress report includes performance results for the year as a whole and a discussion of the final budget results. These reports provide and opportunity to reflect on the progress that was made during the year and form the foundation of the Annual Progress Report to City Council.



ANNUAL PROGRESS REPORT TO CITY COUNCIL

Each year, a team of employees works to convert the information from the end of year reports into a format that is easy to read, engages the reader and highlights the City's major accomplishments for the year. Included in the report are pictures, awards and brief summaries of accomplishments by goal. The report is presented to City Council and can be requested by contacting City offices.

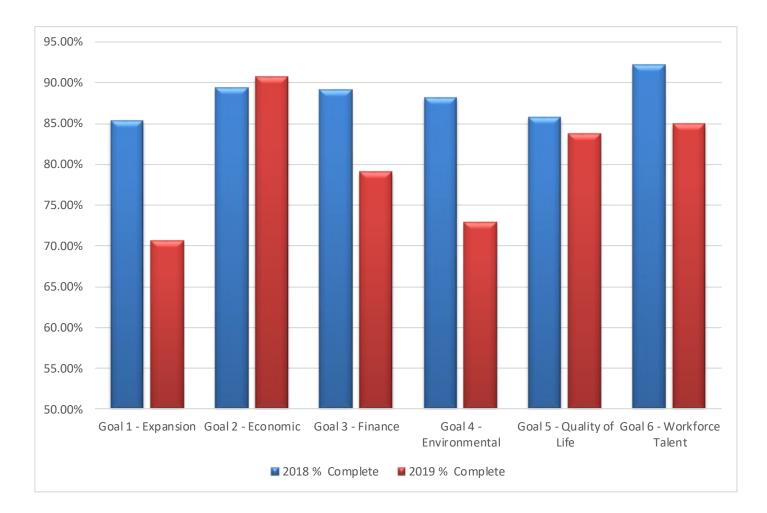
Reporting Results

2019 Results

Before looking forward to the next year, it's important to look back at the results of the previous year. This approach allows departments to plan accordingly and to ensure that City Council goals will be met. The annual results of the performance measures are one of the many tools used to develop the annual budget.

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

Below is a summary of performance measurement progress by goal and how it compares to the previous year.





Performance Metrics—City Wide

Goal 1: Expansion

Measure	FY 2017	FY 2018	FY 2019
To enhance infrastructure in order to maintain quality neighborhoods and business districts	88.43%	88.51%	70.64%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	88.43%	88.51%	75.02%
To assess the need to expand infrastructure for sustainable growth	74.55%	84.13%	69.09%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	74.41%	82.37%	73.38%
Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	75.64%	81.76%	60.42%
Strategy 1.2.3 Keeping older neighborhoods attractive and relevant	72.34%	95.24%	96.01%
Expansion Total	78.43%	85.42%	70.64%

Goal 2: Economic			
Measure	FY 2017	FY 2018	FY 2019
Capitalize on the success of Prosperity 2021, while focusing on new strategies to improve economic growth, diversify our economy, and attract and retain skilled community workforce talent	97.27%	88.85%	88.15%
Strategy 2.1.1 Inventory progress to date and update projects and programs	97.27%	95.45%	75.00%
Strategy 2.1.2 Encourage investment in our Downtown and targeted areas		100.00%	100.00%
Strategy 2.1.3 Foster high-tech companies and talent to locate and grow in Palm Coast		82.42%	100.00%
Strategy 2.1.4 Identify opportunities to expand fiber technology to stimulate economic activity		80.00%	85.00%
To develop a "branding and marketing strategy" and establish criteria to measure success	88.59%	88.74%	93.28%
Strategy 2.2.1 Expand the use of "Find Your Florida"	92.86%	80.00%	81.25%
Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities	88.53%	90.97%	97.89%
Strategy 2.2.3 Support event activities that provide positive economic impact for the community	83.00%	85.71%	78.00%
To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County	97.64%	100.00%	80.00%
Strategy 2.3.1 Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available	95.27%	100.00%	80.00%
Economic Total	91.34%	89.43%	90.74%



Performance Metrics—City Wide Goal 3: Finance

Measure	FY 2017	FY 2018	FY 2019
Diversify our revenue sources	86.54%	100.00%	98.89%
Strategy 3.1.1 Evaluate and target diversification of funding sources	81.11%	100.00%	97.50%
Strategy 3.1.2 Seek private / public partnerships	98.75%	100.00%	100.00%
Increase efficiency through enhanced operations and technological advancements	85.33%	86.76%	76.04%
Strategy 3.2.1 Review existing operational procedures and policies	90.20%	89.18%	89.97%
Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	74.45%	80.52%	54.50%
Strategy 3.2.3 Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community	72.50%	100.00%	82.50%
Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services	79.69%	79.09%	96.14%
Establish system to continually evaluate and enhance internal financial controls	90.91%	96.82%	92.86%
Strategy 3.3.1 Create an anonymous reporting program to alert of potential financial improprieties	100.00%	95.00%	100.00%
Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization	88.89%	97.22%	91.67%
Finance Total	86.01%	89.07%	79.00%

Goal 4: Environmental

Measure	FY 2017	FY 2018	FY 2019
To develop programs to enhance our water conservation strategies	85.00%	89.17%	53.00%
Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply	80.00%	100.00%	100.00%
Strategy 4.1.2 Target expansion opportunities to utilize reclaimed water through established City processess	93.33%	87.00%	41.25%
To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	85.00%	93.33%	49.29%
Strategy 4.2.1 Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept			55.00%
Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations	85.00%	93.33%	47.00%
Evaluate current "Green" initiatives and target projects that are sustainable	88.33%	91.67%	87.35%
Strategy 4.3.1 Reduce waste through sustainable practices	82.50%	89.58%	94.44%
Strategy 4.3.2 Staying in the forefront of sustainable communities in the State of Florida	100.00%	100.00%	75.00%
Strategy 4.3.3 Develop Alternative Energy Strategy	100.00%	100.00%	100.00%
Strategy 4.3.4 Implement City-wide energy savings program	100.00%		77.50%
Protect the environment through appropriate development strategies	80.83%	79.50%	75.00%
Strategy 4.4.1 Protect natural green spaces to ensure a balance between the natural environment and development	80.83%	79.50%	75.00%
Environmental Total	86.15%	88.24%	72.84%



Performance Metrics—City Wide

Goal 5: Quality of Life

Measure	FY 2017	FY 2018	FY 2019
Enhance community and visitors' recreational opportunities and experiences at community events	85.50%	96.07%	84.42%
Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events	80.00%	100.00%	100.00%
Strategy 5.1.2 Promote the variety of local leisure and recreational activities	86.81%	95.58%	85.93%
Enhance safety measures throughout the community	77.35%	83.14%	81.79%
Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards	83.33%	91.67%	85.83%
Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	65.15%	69.58%	81.18%
Strategy 5.2.3 Seek partnerships to educate the public on safety concerns	89.89%	98.46%	93.21%
Strategy 5.2.4 ISO standard improvement throughout the Organization	94.93%	97.22%	87.48%
Strategy 5.2.6 Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan	68.75%	93.46%	65.09%
Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities	70.71%	73.33%	95.00%
Strategy 5.3.1 Share resources between organizations to broaden citizen experiences	66.67%	58.33%	100.00%
Strategy 5.3.2 Expand outreach opportunities to identify and network resources	73.75%	88.33%	93.75%
Quality of Life Total	79.21%	85.81%	83.69%

Goal 6: Workforce Talent

Measure	FY 2017	FY 2018	FY 2019
To develop a program to improve staff retention and recognize individual skill and talents	88.07%	97.79%	80.79%
Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills	94.22%	92.86%	61.25%
Strategy 6.1.2 Assess pay rates and benefits to remain competitive with market	76.92%	97.92%	70.00%
Strategy 6.1.3 Develop an Employee Motivation and Reward Program	92.50%	100.00%	99.91%
To develop in-house and identify external training opportunities for employees	99.14%	85.39%	81.89%
Strategy 6.2.1 Create a comprehensive training program	99.04%	84.35%	80.44%
Strategy 6.2.2 Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community	100.00%	100.00%	100.00%
To enhance awareness of customer service and relationships with our citizens	91.11%	91.92%	97.92%
Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation	85.71%	100.00%	100.00%
Strategy 6.3.2 Develop a reach-out initiative to enhance community awareness of City services	93.33%	93.89%	96.43%
Strategy 6.3.3 Create a customer service element to City-wide employee training program	100.00%	75.00%	0.00%
To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	100.00%	100.00%	100.00%
Strategy 6.4.1 Seek and solicit student internship opportunities with educational institutions	100.00%	100.00%	100.00%
Strategy 6.4.2 Enhance faculty relationship and partnership opportunities	100.00%		
Workforce Talent Total	92.59%	92.17%	85.00%



Cíty and Departmental Goals and Matríx FY 2020

City and Departmental Goals for 2020		City Clerk	Communications & Marketing	Human Resources	Financial Services	Community Development	Public Works	Stormwater	Utility	Parks & Recreation	Information Techology
GOAL 1 : To anticipate the need for additional services and infrastructure to provide oppo	ortunitie	s for m	ixed use	develo	pment	with goo	ods, sei	rvices,	and e	mployr	nent.
To enhance infrastructure in order to maintain quality neighborhoods and business districts								Х		Х	
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement								Х		Х	
To assess the need to expand infrastructure for sustainable growth							Х	Х	Х		
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects								Х	Х		
Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately								Х			
Strategy 1.2.3 Keeping older neighborhoods attractive and relevant							Х		Х		
GOAL 2 : To develop and maintain a strong economy by supporting the growth and develop new companies that align v				ng busi	nesses	while c	reating	an en	/ironm	ent to	attract
Capitalize on the success of Prosperity 2021, while focusing on new strategies to improve		values				V		V			
economic growth, diversify our economy, and attract and retain skilled community workforce talent	Х					Х		Х			
Strategy 2.1.1 Inventory progress to date and update projects and programs	Х					Х					
Strategy 2.1.2 Encourage investment in our Downtown and targeted areas											Х
Strategy 2.1.4 Identify opportunities to expand fiber technology to stimulate economic activity						Х		Х			
To develop a "branding and marketing strategy" and establish criteria to measure success			Х			Х		Х	Х	Х	
Strategy 2.2.1 Expand the use of "Find Your Florida"			Х								
Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities			Х			Х		Х	Х	Х	
Strategy 2.2.3 Support event activities that provide positive economic impact for the community										х	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed businesses	to fisca	l respo	onsibility	in deliv	vering v	alue-ad	ded ser	rvices f	o resi	dents a	ind
Diversify our revenue sources					Х			Х		Х	
Strategy 3.1.1 Evaluate and target diversification of funding sources					Х			Х			
Strategy 3.1.2 Seek private / public partnerships										Х	
Increase efficiency through enhanced operations and technological advancements	Х	Х		Х	Х		Х	Х	Х	Х	Х
Strategy 3.2.1 Review existing operational procedures and policies	Х	Х		Х	Х			Х	Х		Х
Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost		Х			Х			Х	Х		Х
Strategy 3.2.3 Continue and enhance unique volunteer opportunities that offset operational				v							
service and enhance investment in the community				Х							
Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services							Х	Х	Х	х	
Establish system to continually evaluate and enhance internal financial controls					Х						
Strategy 3.3.1 Create an anonymous reporting program to alert of potential financial improprieties					Х						
Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization					Х						





This page intentionally left blank

Goal 1

Expansion

By allocating resources in alignment with the City Council's five strategic goals, we believe this budget will successfully meet the challenges before us and set the stage for continuing success well into the future. The following programs, projects and initiatives continue to support the City Council's Long Term Vision for Palm Coast and are funded for Fiscal Year 2020:

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

Gravity Sewer Pipe Lining - Older parts of the sanitary sewer system constructed with vitrified clay pipe are susceptible to ground water infiltration. These lines are deep underground and usually below the ground water table. The pipes tend to crack and shift position as they age, creating points of entry for ground water to seep in. This results in increased flows to the City's pump stations and at the Wastewater Treatment Plants. A pipe lining project was developed to address approximately 30,000 feet of gravity sewer main in critical areas. Approximately 20,000 feet of gravity sewer has been lined to date and this project is budgeted to continue in the upcoming fiscal year.

Stormwater Improvements – The City is embarking on a comprehensive approach to a City-Wide Stormwater Infrastructure Master Plan. This new approach focuses on improving stormwater conveyance and storage capacity. The following projects are funded for Fiscal Year 2020:

<u>F-Section Drainage Improvements</u> - The City is removing and replacing the existing concrete ditch and associated stormwater conveyance systems that run between a series of homes located within the F-Section, from Faith Lane to Farragut Drive. In addition, an old stormwater control structure will also be replaced upstream of this location.

<u>Belle Terre Boulevard Drainage Improvements</u> - The City is replacing an aging cross-drain consisting of four large, corrugated metal culverts under Belle Terre Boulevard just east of Magnolia Trace Boulevard. These corrugated metal culverts will be removed and replaced with reinforced concrete pipes. Concrete end walls for the proposed pipes will be constructed on-site and guardrails will be removed and replaced as necessary.

<u>E-Section Drainage Improvements</u> – Modeling has demonstrated how significant the need for drainage improvements are in the Lehigh Basin. The extent of work that must occur in order to improve the drainage in this basin is too large to tackle at one time. As a result, this project has been broken up into several phases. Some of the work to be completed this year will include dredging portions of existing freshwater canals and ditches that have received large amounts of sedimentation over the years, repairing or replacing structures that are subject to potential structural failure, and improvements to existing culvert crossings.



<u>K-6 Control Structure - Construction</u> – The replacement of the K-6 Surface Water Control Structure includes the removal of the existing culverts under Smith Trail. It is expected that this improvement project will eliminate local residential and street flooding occurrences during storm events. Although this project is fully funded within the budget, the City is applying for a REDI Community grant through the St. Johns River Water Management District.

<u>L-4 Control Structure - Design</u> - During one of our major storm events, a large piece of the L-4 weir broke off and washed away towards the Graham Swamp area. Although temporary repairs have been made, the weir needs to be fully replaced in the near future. The design portion of this project is included in the budget.

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.

The local economy continues to improve steadily and all economic indicators continue to point in a positive direction. Real estate values continued to rise in 2019 and values are expected to continue to appreciate in 2020. Residential permits are up again with 877 permits issued in 2019, an increase of 13% over last fiscal year, and the eighth straight year of increased residential permitting activity. In addition, the labor market has healed from the high unemployment rates that were previously being seen. Currently, Palm Coast has a labor force of 36,597 people and an unemployment rate of 4%.

Local Spending - We continue to see increases each year in taxable sales for Flagler County and Palm Coast. Since 2012, we have seen an increase of over 38%, or \$224 million, in taxable sales in Palm Coast. New commercial construction increased 29% over last fiscal year. As a result of the increase in commercial growth, as well as outside visitors to the area and their related spending, we have been able to fund exciting projects like the new Community Center and Holland Park renovations. This is possible because a portion of the sales tax collected within the city returns back to Palm Coast. With additional commercial construction underway, and even more being anticipated, taxable sales are expected to continue to grow in 2020.

This year's budget includes funding to strengthen the *"Be Local, Buy Local"* campaign. This initiative aims to encourage Palm Coast residents to spend their tax dollars locally. The program highlights local businesses and aims to educate residents on the impact of keeping their tax dollars right here in Palm Coast. When our Palm Coast community shops locally, businesses thrive, jobs are created, and we generate money for the amenities and projects we cherish.





Town Center, Innovation, and Economic Growth - City Council remains focused on downtown development, innovation, and new programs and projects to encourage economic growth in the coming year. During this year's Strategic Action Planning and Budget workshops, City Council re-emphasized this focus by adopting priorities and new key initiatives focused specifically on the Innovation District, located within the State Road 100 Community Redevelopment Area. Several new events and initiatives aimed at strengthening the Innovation District are included in the budget for the upcoming year.

The Innovation District is centrally-located in Town Center and in order to kick start development within this area, it has been designated as an Opportunity Zone and part of the Innovation Kick Start Program. The Innovation Kick Start Program was created to encourage new development projects and business in the Innovation District that will facilitate new ideas that support our local economy. Through the Program, the City of Palm Coast will provide assistance towards utility impact fees to property owners, developers and/or business owners.

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.

Long Term Financial Planning - The improving local and regional economy has favorably impacted the City's financial outlook. In addition to sound fiscal management practices, the City's healthy financial position can also be attributed to maintaining a long-term financial plan that identifies and monitors emerging issues and trends. Management continues to make the hard but much needed decisions each year, that ensure that the City continues to provide an exceptional level of services, while controlling expenditure growth, and building healthy fund balance reserves to prepare the City for future challenges.

Impact Fee Study – In order to continue to ensure capacity is consistent with growth needs, it is critical to provide periodic analysis of the City's impact fees. Impact fees are charges that are imposed against new development in order to provide for capital improvement needed to accommodate an increase in capacity. Rather than imposing the cost of these additional capital facilities upon existing property owners, the purpose of impact fees is to shift the expense burden to new development. Impact fees require a reasonable connection, or rationale, between the anticipated need for additional capital improvements and the population growth generated by the new development. These fees are collected when an application for new construction is submitted. An update of the Recreation and Fire Impact Fees is included in the fiscal year 2020 budget.



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.

Long Creek Nature Preserve – Long Creek Nature Preserve fills a gap in the greenway between neighborhoods that border Long Creek and Big Mulberry Branch Creek natural corridors. The park is located between College Waterway and Long Creek and can be accessed through Palm Harbor Parkway along with pedestrian/bicycle access by means of a multi-purpose trail on Palm Harbor Parkway.

The completion of phase I of this project provided access to the City's salt water canal system and included physical improvements such as shore stabilization, exotic plant removals, native restoration plantings, non-motorized kayak/boat launch, boardwalk/fishing area, parking, and educational signs. Its natural beauty provides a backdrop for the future Environmental Education Center, included in phase II, which will provide educational programming on the natural environment and history of the area, and will serve as a living laboratory. This year's budget includes funding to update the master plan and to construct additional boardwalks and overlooks.

Energy Retrofits and Improvements – Light Emitting Diode (LED) lighting reduces the amount of electricity used compared to traditional lighting, and is more environmentally friendly while also reducing costs. The conversion of the City's street lighting to LED began in January 2018 and was completed this past year. In addition, City staff has been upgrading facilities with LED fixtures when the cost/benefit makes financial sense. Included in the budget are additional facility upgrades in the upcoming year.

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.

Reclaimed Water Improvements –The City's Wastewater Treatment Facilities recycle and process wastewater into reclaimed water. The reclaimed water is used in various areas throughout the City for irrigation, which in turn helps to reduce potable water demand and effectively helps to conserve raw water from the aquifers. This year's budget includes the cost to extend a reclaimed water main along the west part of the Indian Trails path, through the Indian Trails Middle School and to the Indian Trails Sports Complex. This will be used to replace four existing surficial aquifer wells currently used to irrigate the ballfields and provide a supplemental water source to the irrigation pond currently used for the Middle School. The project will also provide reclaimed water service to the Belle Terre Elementary School.



Holland Park Renovations, Phase II – James F. Holland Memorial Park was one of the original park properties transferred to the City of Palm Coast by Flagler County and offers a variety of uses including athletic fields and courts, pavilions, grills, and a playground. In 2014 the City Council took action to begin renovations to this popular park. The first phase of this project, completed in 2017, included many site improvements including additional parking, lighting, pavilion areas, a paved pathway around the perimeter of the park, expansion of the dog park, improved athletic courts, new restrooms, and a new playground. This year's budget includes funding for the completion of phase II. The centerpiece of this year's addition is a splash and play zone to be added to the existing sugar mill-themed playground.

Palm Coast Trail System – The connecting trails throughout Palm Coast will lead you through the splendid elegance of the native Florida landscape. Miles of pathways are lined with historic oaks, towering pines and indigenous vegetation. Trails traverse Palm Coast's most delicate scenery, promising an exhilarating experience that will forever build cherished memories.

The fiscal year 2020 budget includes funding for the design and construction of a trailhead that will provide paved parking and restroom facilities for users of the Lehigh Trail. The trailhead will be located adjacent to the Lehigh Trail along Belle Terre Parkway. The site adjacent to the trail, which is owned by the City, is encumbered by a Florida Power & Light (FP&L) easement which severely limits vertical development on the property (i.e. buildings). The surface parking for the trailhead will be located within the easement.

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.

Palm Coast CONNECT – With the launch of Palm Coast CONNECT, residents are now able to connect with the City at any time and any place. Palm Coast CONNECT is the easiest way to report concerns to Customer Service and request services from the City of Palm Coast. The website and app lets users submit and track their requests in addition to finding information on City services and programs. Over 3,000 people signed up for Palm Coast CONNECT within the first few months of being launched in 2019. This year's budget includes funding to continue to expand on this new program



Internship Program - The City internship program gives qualified candidates the opportunity to build their resume, explore career interests, engage in professional networking, and make a difference in their community. In addition, through this program, the City hopes to recruit a multitude of strong candidates to fulfill identified needs within City departments. With the success of this program over the last four years, and strong support from the City Council, the internship program is once again included in this year's budget. This year, the program has been expanded to include both High School and College students.

Succession Planning – In order to enhance professional growth and development, in an effort to encourage retention and elevate career advancement opportunities across the organization, the City continues to fund a comprehensive employee training program. The tuition reimbursement program also continues to be funded. An important part of the succession planning process is to foster development and cross training at all levels of the organization. The Human Resources Department will also continue to investigate additional methods of incorporating succession planning into our organization's structure.





Budget Overview

Find Your Florida



This page intentionally left blank

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.

METHODOLOGY

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

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. 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 and is published on the City's website.





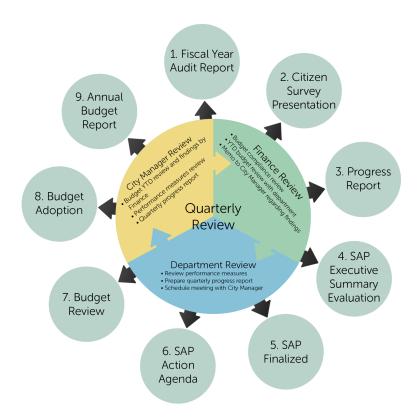
PREPARATION

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 time 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 resources required to provide these services, including personnel, is then prepared by the department. These requests are then reviewed by the City Manager and the Finance department. 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 to the City Manager. This report gives a comprehensive overview of the progress being made throughout the fiscal year.



The end of year performance and budget results are reviewed and the

results provide the foundation for the Annual Progress Report which is presented to City Council. Each Department Director receives their annual performance evaluation which includes a review of the previous fiscal year's budget results, 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 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 sixth 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.





Budget Calendar

Focusing on the Outcome

January

Current year 1st quarter results provided to City Council

March

- Annual Audit Report and final operating results submitted to City Council
- Annual Progress Report and Citizen Survey Results provided to City Council
- Strategic Action Plan Annual Evaluation

April

- 10 Year Infrastructure Capital Improvement Program (CIP) project schedule and funding report submitted to City Council
- Year to Date budget presentation to City Council
- Budget planning meeting (refresher) with staff
- Budget system opened for department input

Мау

- 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
- Department 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
- Current year 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
- End of year review for departments with the City Manager



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 unappropriated revenues to meet such appropriations.

REDUCTION OF APPROPRIATIONS

If, at any time during the fiscal year, it appears probable to the City Manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him, and his recommendations as to any other steps to be taken. The City Council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by resolution reduce one or more appropriations.

TRANSFER OF APPROPRIATIONS

At any time during the fiscal year the City Manager or his designee may transfer part or all of any unencumbered 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 Fínancíal 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 preparation of the annual budget. The timing of this allows staff an opportunity to evaluate existing polices in order to implement new strategies before fiscal constraints impact the budget. This practice has 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 is discussed in the Capital Improvement Program section later in this document.

PERSONNEL

As economic conditions improve, the job market is becoming more competitive. In an effort to remain competitive in the current job market, the budget includes a salary adjustment of 2.% as well as provisions for merit increases not to exceed an average of 3% department wide. For the fifth year, City Council also approved an additional 2% merit increase in the budget to recognize high performing employees.

The pay plan continues to be reviewed and adjusted to identify areas where the City is no longer competitive in the changing labor market. In addition, an employee certification and education incentive pay program has been implemented. This program, once again reflected in this year's budget, along with continued maintenance of our pay plan should hopefully help mitigate the loss of our skilled workforce in the future.

The budget also continues to include funding to offer valuable training programs to employees. In an effort to improve services to the citizens of the City of Palm Coast and encourage employees to complete courses of instruction which may increase their productivity and efficiency in their present positions and contribute to advancement and promotional potential within the City, the tuition reimbursement program continues to be funded.

MAJOR REVENUE TRENDS:

There are 11 major revenue sources that account for 57% of the City's estimated revenues for fiscal year 2020. The following is a more detailed analysis of the trends for these major revenue sources.

AD VALOREM TAXES: Values continue to increase an average of 7% per year. We project that this trend will continue for the next several years as a result of increasing development and healthy economic conditions.



Long Term Fínancíal Plan

TELECOMMUNICATION SERVICES TAX: Decreases in this revenue have averaged about 2% over the past five 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 an average of \$140,000 per year since 2015. We expect to continue to see increases over the next few years.

LOCAL OPTION FUEL TAX: In the past, this funding source has seen significant fluctuations from year to year and even month to month. Since 2015, this revenue source has increased an average of \$73,000 per year. We expect this trend to continue over the next few years.

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 2015 there has been an average increase of 6% per year. With the consistent increase in taxable sales in Palm Coast, this trend is expected to continue.

STATE REVENUE SHARING

This revenue source has been fairly consistent. This revenue source increased on average 2% per year since 2015. This is expected to continue.

SOLID WASTE CHARGES: This charge is expected to mirror the population growth of about 1% to 2%. The City of Palm Coast went out to bid for residential solid waste services in 2017 and Waste Pro, our existing waste hauling contractor, was once again awarded the bid. Our current contract ends in 2022.

IMPACT FEES: The number of Single Family Residential Building permits being issued have more than doubled since 2015. The increase in the number of building permits has a direct impact on this revenue source. All construction related revenues are expected to increase 2% annually for the next two years.

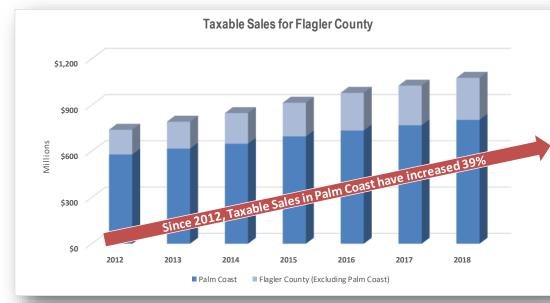
REVENUE DIVERSIFICATION

In an ongoing effort to keep City Council well informed, staff provides an annual review of all funding sources. This includes information about restrictions on revenue sources and funding options available for future needs.



LOCAL ECONOMY

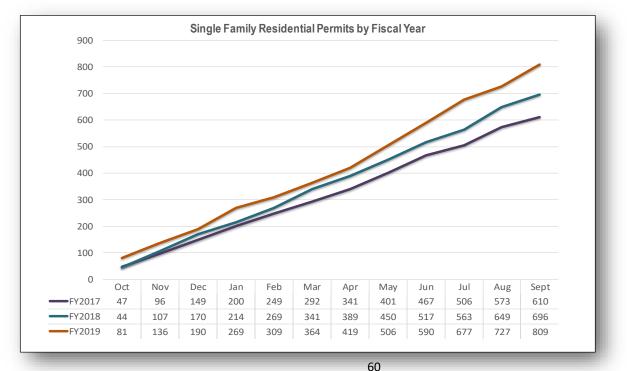
The City's economy continues to steadily improve. All economic indicators are pointing in a positive direction. Real estate values continued to rise in 2019 with the median sales price up 3.7% and with values expected to continue to appreciate in 2020. Single-family permits are up again with 809 permits issued in 2019, the eighth straight year of increased permit activity. In addition, the labor market has healed from the high unemployment rate of six years ago, with the unemployment rate hitting 4% at the end of 2019.



A particular bright spot has been taxable sales within the City. Since 2012. taxable sales have increased 39%. This is primarily due to the addition of several shopping centers since 2007 and increases in tourist activity in Palm Coast and the related spending. Taxable sales should continue to grow in 2020 with

continued commercial growth, especially development along State Road 100 and in our Town Center.

New home construction continues to increase 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 once again and the trend is expected to continue. Improving economic conditions as well as City Council's focus on beautification and strengthening neighborhoods is believed to have contributed to the continuing increase in property values.





FORECAST ASSUMPTIONS

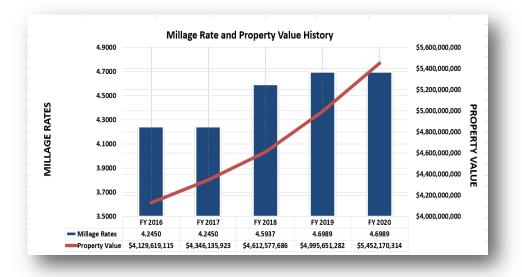
Statistical Data	Source
Population	Based on Bureau of Economic Business Research (BEBR) annual estimates
Consumer Price Index (CPI)	US Bureau of Labor statistics, www.bls.gov, based on 10-year average
Market Value Change	Estimated increase in assessed value in addition to new construction for current fiscal year
Taxable Sales	State of Florida, Department of Revenue
Revenue Source	Assumption
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
Telecommunication 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 historical data for # of residential permits
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. Both developed and undeveloped properties are billed a stormwater fee therefore aside from a rate increase, which is not planned at this time, developing commercial properties is the most significant way to increase this revenue source.
Expenditures Type	Assumption
Personnel Services (not including retirement)	4% increase per year based on currently approved staffing level
Professional and Contractual Services	Increase by CPI
Telecommunication and Utility Expenses	Increase by CPI
Operating Expenditures	Increase by CPI
Fuel, Chemicals, Road, Street Light 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



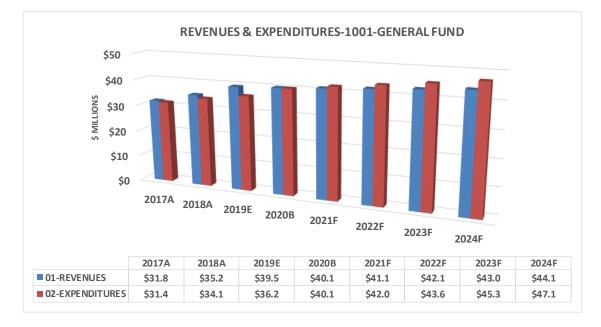
GENERAL FUND

During the budget process, the City Council was able to sustain existing levels of service, within the 2019 millage rate of 4.6989. The increase in the property value will result in an additional \$2,000,000 of property taxes collected over the previous year.

Property taxes account for approximately 12% 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 continue to have an effect on future millage rates. Values continued to increase an average of 7% per year. We anticipate a continuing increase in the next several years.



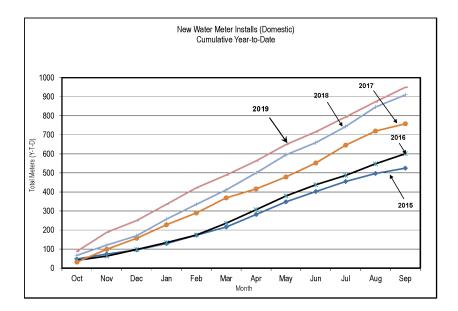
Other major sources of tax revenue for the General Fund include the Communication Services Tax and the Half-Cent Sales Tax. Although sales tax revenue has been increasing, the Communications Services Tax has been steadily declining. Continued pressure on General Fund revenue raises concerns about the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





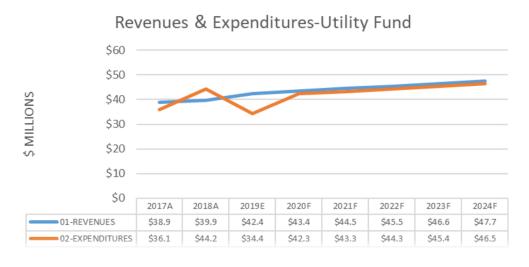
UTILITY FUND

Growth is at an all time high in several years and the Utility Fund is feeling the impact of increased needs in utility services. Based on recent trends for new utility service accounts, residential building permits and population projections, an increase in growth in the current water and wastewater customer base is expected. To ensure revenues are sufficient to support the operation, maintenance and expansion of the water and sewer utility, the City enlisted the services of Public Resources Management Group (PRMG) to conduct a Water and Wastewater Revenue Sufficiency and Capital Facilities Fees Study in 2019. City Council took action to increase various utility rates including monthly base charges and per gallon charges and made adjustments to water and sewer capacity fees that are assessed for new construction. These increases will help ensure future funding in order to maintain the infrastructure of the water and sewer system.



Water and wastewater rates are indexed annually based on the June 30th consumer price index. Like transportation impact fees, water and wastewater impact fees are

expected to increase 4% annually for the next two years as a result of an increase in new construction.



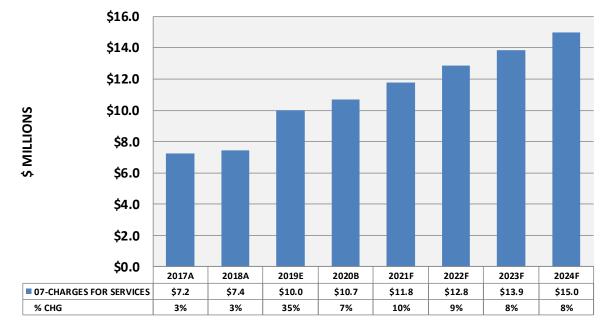


STORMWATER FUND

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 primarily by charges for service however, due to constricted revenue in this fund, a small portion of property taxes support the fund as well. Because both developed and undeveloped property are being charged a stormwater fee, revenue increases resulting from an increase in new development has historically been less than 1% per year.

The 2018 budget included funding for a stormwater fee rate study and City Council took action in October 2018 to increase Stormwater rates in order to fund this critical program for fiscal year 2019 and future years. Without this additional revenue, the City would have been unable to continue to fund its current Stormwater projects, programs and services in the future.



Stormwater Utility Fund - Stormwater Fee

CONCLUSION

Two areas that could be negatively affected by improving economic conditions, and as a result are a priority for our City Council, are rising construction costs for capital projects and the City's ability to retain and attract the necessary workforce talent. If rising construction costs cause capital projects to exceed their projections, it may be necessary to secure additional funding sources, delay projects, or eliminate capital projects in the future. The City has made significant strides in implementing programs and changes to ensure our salaries, benefits, and employee development programs remain competitive in the marketplace. We will need to continue to monitor both these issues and respond accordingly to ensure a successful capital improvement program and a quality workforce.



Executive Summary

Find Your Florida



This page intentionally left blank

Summary of Major Budgetary Changes Fiscal Year 2019 Budget vs. 2020 Budget

Overall:

The Fiscal Year 2020 Approved Budget is \$40,734,050 higher than that of Fiscal Year 2019. This is an increase of almost 25% and is mostly attributable to several large capital projects.

As a result of an increase in taxable values, the Fiscal Year 2020 Ad Valorem Tax Receipt revenue is projected to be 8% or \$1,894,635 higher than Fiscal Year 2019. Total taxable values have increased \$456 million or 9% with approximately \$156 million of this attributable to new construction.

A total of 26 new positions have been added to the budget to help maintain important services for our growing community, while also supporting new programs and initiatives that are underway. The personnel budget includes an average merit increase of 3%, in addition to a 2% cost of living adjustment.

The General Fund budget is increasing by 7% or \$2,710,719 over Fiscal Year 2019.

Utility:

Utility Fund revenue is projected to increase by approximately 8% over Fiscal Year 2019. This increase in revenue is attributed to a rate increases resulting from annual price indexing and an ongoing increase in development that is being projected to continue in Fiscal Year 2020.

Utility Fund expenditures are also projected to increase 10% over last year. This is being attributed to the increase in development and the resulting increased demand on the water and wastewater distribution system.

Four new positions are being added to the budget to support the additional demands on the Utility Department.

Stormwater:

Stormwater revenue and expenditures are budgeted to increase by \$5,496,775 over Fiscal Year 2019. This increase is the result of the implementation of a comprehensive City-Wide Stormwater Masterplan which will accelerate necessary improvements to stormwater conveyance and storage capacity. Several large scale projects are included in the budget and will be funded by future debt and an increase in stormwater fees approved by City Council last fiscal year.

Eight new positions are being added to the budget to support the accelerated stormwater program.





This page intentionally left blank

Budget Overview



General Fund\$ 40,135,081Special Revenue Funds822,817Police Education Fund6,419Special Events Fund222,955Old Kings Road Special Assessment Fund426,002Local Business Development Program Fund5,000Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital Funds2Recreation Impact Fee Fund2,644,220Fire Impact Fee Fund2,035,955Capital Projects Fund11,570,513Capital Projects Fund32,252,038Solid Waste Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315Total\$ 187,006.604	FUND/DEPARTMENT	Adopted FY 20
CDBG fund822,817Police Education Fund6,419Special Events Fund222,955Old Kings Road Special Assessment Fund426,002Local Business Development Program Fund5,000Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital FundsRecreation Impact Fee Fund2,644,220Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund32,252,038Solid Waste Fund32,252,038Solid Waste Fund18,381,380Building Permits Fund18,381,380Building Permits Fund562,506Internal Services Funds562,506Internal Services Fund1,260,500Facilities Maintenance Fund1,260,500Facilities Maintenance Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919	General Fund	\$ 40,135,081
CDBG fund822,817Police Education Fund6,419Special Events Fund222,955Old Kings Road Special Assessment Fund426,002Local Business Development Program Fund5,000Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital FundsRecreation Impact Fee Fund2,644,220Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund32,252,038Solid Waste Fund32,252,038Solid Waste Fund18,381,380Building Permits Fund18,381,380Building Permits Fund562,506Internal Services Funds562,506Internal Services Fund1,260,500Facilities Maintenance Fund1,260,500Facilities Maintenance Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919		
Police Education Fund6,419Special Events Fund222,955Old Kings Road Special Assessment Fund426,002Local Business Development Program Fund5,000Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital FundsRecreation Impact Fee Fund2,644,220Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise Funds32,252,038Utility Capital Projects Fund32,252,038Solid Waste Fund8,766,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919	Special Revenue Funds	
Special Events Fund222,955Old Kings Road Special Assessment Fund426,002Local Business Development Program Fund5,000Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital FundsRecreation Impact Fee Fund2,644,220Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise Funds45,753,102Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund18,381,380Building Permits Fund18,381,380Building Permits Fund562,506Internal Services Funds562,506Internal Services Funds1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919		
Old Kings Road Special Assessment Fund Local Business Development Program Fund426,002 5,000Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital FundsRecreation Impact Fee Fund Transportation Impact Fee Fund2,644,220Fire Impact Fee Fund 		,
Local Business Development Program Fund5,000Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital Funds2Recreation Impact Fee Fund2,644,220Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise Funds2Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Fund5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	•	
Streets Improvement Fund8,496,000SR100 Community Redevelopment Fund2,035,955Capital Funds2,644,220Recreation Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise Funds32,252,038Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	•	
SR100 Community Redevelopment Fund2,035,955Capital Funds2,644,220Recreation Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise Funds45,753,102Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919		
Capital FundsRecreation Impact Fee Fund2,644,220Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise Funds45,753,102Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	•	
Recreation Impact Fee Fund2,644,220Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise FundsUtility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315		2,000,000
Fire Impact Fee Fund209,325Transportation Impact Fee Fund11,570,513Capital Projects Fund8,230,000Enterprise Funds45,753,102Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Self Insured Health Fund5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919		
Transportation Impact Fee Fund11,570,513 8,230,000Enterprise Funds45,753,102Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Self Insured Health Fund5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919	•	
Capital Projects Fund8,230,000Enterprise Funds45,753,102Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Self Insured Health Fund5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers202,931,919		
Enterprise Funds45,753,102Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds562,506Self Insured Health Fund5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315		
Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Capital Projects Fund	8,230,000
Utility Fund45,753,102Utility Capital Projects Fund32,252,038Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Enterprise Funds	
Solid Waste Fund8,756,412Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds562,506Internal Services Funds5,501,889Self Insured Health Fund5,501,889Fleet Management Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	-	45,753,102
Stormwater Management Fund18,381,380Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds562,506Self Insured Health Fund5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Utility Capital Projects Fund	32,252,038
Building Permits Fund2,915,973Information Technology Enterprise Fund562,506Internal Services Funds552,506Self Insured Health Fund5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Solid Waste Fund	8,756,412
Information Technology Enterprise Fund562,506Internal Services Funds5Self Insured Health Fund5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	-	
Internal Services FundsSelf Insured Health Fund5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	0	
Self Insured Health Fund5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Information Technology Enterprise Fund	562,506
Self Insured Health Fund5,501,889Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Internal Services Funds	
Fleet Management Fund8,304,524Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315		5,501,889
Fleet Communication Fund1,260,500Facilities Maintenance Fund1,090,015Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Fleet Management Fund	
Information Technology Internal Service Fund3,349,293Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Fleet Communication Fund	1,260,500
Subtotal Budget All Funds202,931,919Less: Interfund Transfers15,925,315	Facilities Maintenance Fund	1,090,015
Less: Interfund Transfers 15,925,315	Information Technology Internal Service Fund	3,349,293
Less: Interfund Transfers 15,925,315	Subtotal Budget All Funds	202 031 010
	0	
ψισι,000,001	Total	\$ 187,006,604

Budget Summary By Fund Type

		Operating			
	Estimated	Expenditures &	Capital	Operating	Total
Fund Type	Revenue	Contingency	Expenditures	Transfers	Expenditures
General Fund	\$ 40,135,081	\$ 38,721,555	\$ 24,000	\$ 1,389,526	\$ 40,135,081
Special Revenue Funds					
CDBG Fund	822,817	822,817	-	-	822,817
Police Education Fund	6,419	6,419	-	-	6,419
Special Events Fund	222,955	222,955	-	-	222,955
Streets Improvement Fund	8,496,000	5,845,000	2,651,000	-	8,496,000
OKR Special Assessment Fund	426,002	426,002	-	-	426,002
Local Business Development Program Fund	5,000	5,000	-	-	5,000
SR100 Community Redevelopment Fund	2,035,955	1,885,955	150,000	-	2,035,955
	12,015,148	9,214,148	2,801,000	-	12,015,148
Capital Project Funds					
Recreation Impact Fee Fund	2,644,220	12,500	1,827,500	804,220	2,644,220
Fire Impact Fee Fund	209,325	209,325	-	-	209,325
Transportation Impact Fee Fund	11,570,513	-	11,470,513	100,000	11,570,513
Capital Projects Fund	8,230,000	325,000	7,905,000	-	8,230,000
Sub-Total	22,654,058	546,825	21,203,013	904,220	22,654,058
Enterprise Funds					
Utility Fund	45,753,102	38,422,025	905,525	6,425,552	45,753,102
Utility Capital Projects Fund	32,252,038	1,387,038	30,865,000	-	32,252,038
Solid Waste Fund	8,756,412	8,756,412	-	-	8,756,412
Stormwater Management Fund	18,381,380	9,681,569	7,331,000	1,368,811	18,381,380
Building Permits & Inspections Fund	2,915,973	2,849,773	-	66,200	2,915,973
Information Technology Fund	562,506	401,451	141,938	19,117	562,506
Sub-Total	108,621,411	61,498,268	39,243,463	7,879,680	108,621,411
Internal Service Funds					
Self Insured Health Fund	5,501,889	5,501,889	_	_	5,501,889
Fleet Management Fund	8,304,524	2,845,232	5,459,292	-	8,304,524
Fleet Communications Fund	1,260,500	60,500	1,200,000	_	1,260,500
IT Internal Service Fund	3,349,293	3,226,293	123,000	-	3,349,293
Facilities Maintenance Fund	1,090,015	1,090,015	-	-	1,090,015
Sub-Total All Funds	202,931,919	122,704,725	70,053,768	10,173,426	202,931,919
Less: Interfund Charges and Transfers	15,925,315	,. 0 .,. 20	,	,	15,925,315
Total	\$ 187,006,604	-			\$ 187,006,604
	· · · · · · · · · · · · · · · · · · ·	=			,,,



Budget Summary By Function

Funds Funds Funds Funds Funds Funds Funds Funds State Cash Balances Brought Forward \$ 17,909,718 \$ 1,876,697 \$ 5,476,676 \$ 7,033,164 \$ 322,262,258 TAXES: Milage Per \$1,000 Advalorem Taxes: 4,980,90 \$ 5,21,556 \$ - \$ \$ 2,263,134 \$ 3,255,305 \$ 5,641,741 Telecommunication Service Tax 2,279,670 - - - - - 4,35,000 Permits, Fees and Special Assessments 1,105,560 - - 3,26,002 - - 4,43,009,948 Charges for Services 5,887,75 7,460,776 9,763,231 14,935 3,027,969 9,3289,666 Intergovernmental Revenue 413,000 - - 5,500 - - 2,496,000 11,00,493 3,027,969 9,3289,666 Intergovernments Revenue 10,2,000 635,000 10,0000 18,000 - -		General Enterprise Internal Services Spe		cial Revenue	pital Projects	Total							
ESTIMATED REVENUES TAXES: Millage Per \$1.000 Advalorem Taxes: 46899 \$ 24,097.878 \$ 521.556 \$ \$ \$ \$ \$ \$ 2,061,346 3,255,395 5,641,741 Sales, Use, and Fuel Taxes 325,000 - - 2,061,346 3,255,395 5,641,741 Local Business Tax 435,000 - - - - 435,000 Permits, Fees and Special Assessments 1,105,650 - - 326,002 - 435,000 Intergovernmental Revenue 4,331.661 2,696,778 9,763,231 148,935 3,027,969 93,289,656 Intergovernmental Revenue 163,500 635,000 100,000 18,000 - 916,600 Non Revenues 163,500 635,000 100,000 18,000 - 54,51,889 Transfers from Other Funds 1,047,357 5,395,435 2,094,404 1,132,010 804,220 10,473,426 Debt Proceeds 4,0135,081 \$0,111633 <td< th=""><th></th><th></th><th>Fund</th><th>Funds</th><th colspan="2">Funds</th><th></th><th>Funds</th><th colspan="2">Funds</th><th colspan="2">Funds</th></td<>			Fund	Funds	Funds			Funds	Funds		Funds		
TAXES: Millage Per \$1,000 Advalorem Taxes: 4,6899 \$ 24,097,878 \$ 521,556 \$ - \$ - \$ 2,261,346 3,225,395 5,641,741 Talecommunication Service Tax 2,279,670 - - - - 2,279,670 Local Business Tax 435,000 - - 3,265,035 5,641,741 Talecommunication Service Tax 2,279,670 - - - 435,000 Permits, Fees and Special Assessments 1,105,650 - - 2,847,179 8,533,310 11,8408,948 Charges for Services 5,888,745 74,460,776 9,763,231 148,935 3,027,969 93,289,666 Fines & Fortelures 411,000 - - 5,000 - 916,500 Non Revenues 49,600 10,000 220,000 - - 5,945,189 - - - 6,942,148 - - 6,942,148 1,132,010 804,220 10,473,426 5,945,148 10,60,604 10,60,00 11,60,00 11,60,00 12,214,496 10,60,604 <td< td=""><td>Cash Balances Brought Forward</td><td>\$</td><td>-</td><td>\$ 17,909,718</td><td>\$</td><td>1,876,697</td><td>\$</td><td>5,476,676</td><td>\$</td><td>7,033,164</td><td>\$ 32,296,255</td></td<>	Cash Balances Brought Forward	\$	-	\$ 17,909,718	\$	1,876,697	\$	5,476,676	\$	7,033,164	\$ 32,296,255		
Advalorem Taxe: 4.6889 \$ 24,097,878 \$ 521,556 \$ - \$ - \$ 2,261,346 3,255,395 5,641,741 Telecommunication Service Tax 2,279,670 - - 2,284,719 8,350,002 - 2,279,670 Local Business Tax 4,350,000 - - - 2,284,7179 8,533,310 14,408,948 Charges for Services 5,888,745 74,460,776 9,763,231 144,935 3,027,969 9,3,228,866 Fines & Forfeutures 411,000 - - 5,000 - - 279,600 Non Revenues 49,600 100,000 220,000 - - 5,416,000 Miscellaneous Revenues and other Financing Sources \$ 40,130,011 \$ 90,711,693 \$ 1,629,524 \$ 6,538,472 \$ 15,620,894 \$ 10,47,3426 Debt Proceeds - - 5,451,889 - - - 6,992,148 \$ 15,620,894 \$ 10,635,664 Total Estimated Revenues and other Financing Sources \$ 40,135,081	ESTIMATED REVENUES												
Sales, Use, and Fuel Taxes 325,000 - - 2,061,346 3,255,395 5,641,741 Telecommunication Service Tax 2,279,670 - - - 2,279,670 Local Business Tax 435,000 - - 325,000 - - 435,000 Permits, Fees and Special Assessments 1,105,650 - - 326,000 - 1,431,652 Intergovernmental Revenue 4,331,681 2,696,778 - 2,847,179 8,533,310 18,408,948 Charges for Services 5,888,745 74,460,776 9,763,211 149,935 3,027,969 33,289,666 Fines & Forfeitures 411,000 - - 5,451,889 - - 2,451,889 Transfers from Other Funds 1,047,377 5,335,435 2,094,404 1,132,010 804,220 10,473,450 Total Revenues and Balances S 40,135,081 \$ 09,711,693 \$ 17,629,524 \$ 15,620,894 \$ 17,025,664 Expentrure Revenues and Balances S 40,135,081	TAXES: Millage Per \$1,000												
Telecommunication Service Tax 2,279,670 - - - - - - - 435,000 Permils, Fees and Special Assessments 1,105,650 - - 326,002 - 1,431,652 Intergovermmental Revenue 4,331,661 2.269,6778 - 2,247,179 8,533,310 18,408,948 Charges for Services 5,888,745 74,460,776 9,763,231 148,935 3,027,969 93,289,656 Fines & Forfeitures 411,000 - - 5,000 16,000 18,000 100,000 220,000 - - 2,416,000 Ninscellaneous Revenues 49,600 10,000 220,000 - - 5,451,889 - - - 5,451,889 Transfers from Other Funds 1,047,357 5,335,435 2,094,404 1,132,010 804,220 10,473,426 Deth Proceeds - - - - - - - 5,5451,889 1,70,635,6644 1,70,635,6644 1,70,635,664 1,70,635,664 1,70,635,664 20,293,1919 - 1,52,25,315 5 1,52,25,315 <	Advalorem Taxes: 4.6989	\$	24,097,878	\$ 521,556	\$	-	\$	-	\$	-	\$ 24,619,434		
Local Business Tax 435,000 - - - - - 435,000 Permits, Fees and Special Assessments 1,105,650 - - 326,002 - 1,431,652 Intergovernmental Revenue 4,331,681 2,696,778 - 2,847,179 8,533,310 18,408,448 Charges for Services 5,888,745 74,460,776 9,763,231 148,935 3,027,969 93,289,656 Fines & Forfeitures 411,000 - - 5,000 18,000 - 916,500 Non Revenues 49,600 100,000 220,000 - - 5,451,889 - - 5,451,889 - - 5,451,889 - - 5,451,889 - - 5,451,889 - - 5,451,889 - - 5,451,889 - - 5,451,889 - - 5,451,889 - - 5,451,889 10,473,426 10,473,426 10,473,426 10,473,426 10,473,426 10,473,426 10,473,426 12,050,614	Sales, Use, and Fuel Taxes		325,000	-		-		2,061,346		3,255,395	5,641,741		
Permits, Fees and Special Assessments 1,105,650 - - 326,002 - 1,431,652 Intergovermental Revenue 4,331,861 2,696,778 - 2,847,179 8,533,310 18,408,948 Charges for Services 5,888,745 74,460,776 9,763,231 148,935 3,027,669 9,3289,656 Interest Revenue 163,500 635,000 100,000 18,000 - 916,500 Miscellaneous Revenues 449,600 100,000 220,000 - - 5,451,889 Transfers from Other Funds 1,047,357 5,395,435 2,094,404 1,132,010 804,220 10,473,426 Debt Proceeds - - 5,451,889 - - 6,992,148 Total Revenues and other Financing Sources \$ 0,135,081 \$ 90,711,693 \$ 17,629,524 \$ 6,538,472 \$ 15,620,808 \$ 202,931,919 Less: Interfund Transfers Deviscal Environment \$ 0,431,597 \$ - \$ 1,650,600 \$ 1,	Telecommunication Service Tax		2,279,670	-		-		-		-	2,279,670		
Intergovermental Revenue 4,331,681 2,696,778 - 2,847,179 8,533,310 18,408,948 Charges for Services 5,688,745 74,460,776 9,763,231 148,935 3,027,969 93,289,656 Fines & Forfeitures 411,000 - - 5,000 - 416,000 Interest Revenue 163,500 635,000 100,000 18,000 - 916,500 Non Revenues - - 5,451,889 - - 5,451,889 Transfers from Other Funds 1,047,357 5,395,435 2,094,404 1,132,010 804,220 10,473,426 Debt Proceeds -	Local Business Tax		435,000	-		-		-		-	435,000		
Charges for Services 5,888,745 74,460,776 9,763,231 148,935 3,027,969 93,289,656 Fines & Forfeitures 411,000 - - 5,000 - 416,000 Interest Revenue 163,500 635,000 100,000 18,000 - 279,600 Non Revenues - 5,451,889 - - 5,451,889 Transfers form Other Funds 1.047,357 5,395,435 2,094,044 1,132,010 804,220 10,473,426 Debt Proceeds - 6,992,148 - - - 6,992,148 Total Revenues and other Financing Sources \$ 40,135,081 \$ 90,711,693 \$ 17,629,524 \$ 6,538,472 \$ 15,520,894 \$ 170,063,664 Total Revenues Less: Interfund Transfers \$ 10,431,597 \$ - \$ 6,538,472 \$ 16,520,894 \$ 12,925,823 \$ 16,920,006 \$ 12,925,823 \$ 16,920,006 \$ 12,925,831 \$	Permits, Fees and Special Assessments		1,105,650	-		-		326,002		-	1,431,652		
Fines & Forfeitures 411,000 - - 5,000 1.0 416,000 Interest Revenue 163,500 635,000 100,000 18,000 - - 279,600 Non Revenues 49,600 10,000 220,000 - - 5,345,839 - - 5,451,889 Transfers from Other Funds 1,047,357 5,355,435 2,094,404 1,132,010 804,220 1,047,33,564 \$ 1,047,35,764 \$ 1,6520,894 \$ 1,047,35,764 Debt Proceeds - 6,992,148 - - - 6,992,148 \$ 1,6520,894 \$ 1,047,35,664 Debt Proceeds 40,135,081 \$ 90,711,693 \$ 1,7629,524 \$ 6,538,472 \$ 15,526,316 \$ 15,925,316 \$ 1,526,316 \$ 1,605,000 \$ 16,207,096 \$ 1,5225,316 \$ 16,927,148 \$ 16,207,096 \$ 1,605,000 \$ 1,62,07,096 \$ 1,62,07,096 \$ 1,62,07,096 \$ 1,22,14,496 \$ 1,22,14,496 \$ 1,20,22	Intergovernmental Revenue		4,331,681	2,696,778		-		2,847,179		8,533,310	18,408,948		
Interest Revenue 163,500 635,000 100,000 18,000 - 916,500 Miscellaneous Revenues 49,600 10,000 220,000 - - 279,600 Non Revenues - 5,395,435 2,094,404 1,132,010 804,220 10,473,426 Debt Proceeds - - 6,992,148 - - - 6,992,148 Total Revenues and other Financing Sources \$ 40,135,081 \$ 90,711,693 \$ 12,062,524 \$ 6,538,472 \$ 15,620,804 \$ 202,831,919 Total Revenues and other Financing Sources \$ 40,135,501 \$ 10,821,111 \$ 19,506,221 \$ 15,620,805 \$ 202,831,919 Less: Interfund Transfers Less: Interfund Transfers 12,925,823 2,849,773 \$ 17,789 \$ 16,607,096 Public Safety 12,925,823 2,849,773 \$ 1,053,317 2 2,045,252 Culture/Recreation 5,568,542 - \$ 1,053,317 2 2,045,252 Culture/Recreation 6,568,542 - 19,255,453	Charges for Services		5,888,745	74,460,776		9,763,231		148,935		3,027,969	93,289,656		
Miscellaneous Revenues 49,600 10,000 220,000 - - 279,600 Non Revenues - - 5,451,889 - - 5,451,889 Transfers from Other Funds 1,047,357 5,395,435 2,094,404 1,132,010 804,220 10,473,426 Debt Proceeds - 6,992,148 - - 6,992,148 - - 6,992,148 10,473,426 6,938,472 \$ 15,620,894 \$ 17,055,664 Total Revenues and Balances 40,135,081 \$ 90,711,693 \$ 17,629,524 \$ 6,538,472 \$ 15,620,894 \$ 120,25,315 \$ 120,056,664 Expenditures/rexpenses - - - 8 16,050,021 \$ 12,015,148 \$ 12,214,496 Public Safety 12,952,823 2,849,773 - 4,500 40,00,00 16,207,096 Physical Environment - - 830,93,023 - - 22,955 7,785,000 14,576,497 <	Fines & Forfeitures		411,000	-		-		5,000		-	416,000		
Non Revenues - 5,451,889 - - 5,451,889 Transfers from Other Funds 1,047,357 5,395,435 2,094,404 1,132,010 804,220 10,473,426 Debt Proceeds - 6,992,148 - - 6,992,148 Total Revenues and other Financing Sources \$ 40,135,081 \$ 90,711,693 \$ 6,538,472 \$ 15,620,894 \$ 20,2931,919 Less: Interfund Transfers Net Revenues 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 20,2931,919 Less: Interfund Transfers Net Revenues 40,135,097 \$ - \$ 117,7899 \$ 16,050,000 \$ 12,214,496 General Government 12,952,823 2,849,773 - \$ 11,470,513 27,612,093 Public Safety 12,952,823 2,849,773 - 8,666,000 11,470,513 27,612,093 Culture/Recreation 7,476,390 - - 8,666,000 11,470,513 27,612,093 Economic Environment 580,484	Interest Revenue		163,500	635,000		100,000		18,000		-	916,500		
Transfers from Other Funds 1,047,357 5,395,435 2,094,404 1,132,010 804,220 10,473,426 Debt Proceeds - 6,992,148 - - - 6,992,148 Total Revenues and other Financing Sources \$ 40,135,081 \$ 90,711,693 \$ 17,629,524 \$ 6,538,472 \$ 15,620,894 \$ 170,635,664 Total Estimated Revenues and Balances \$ 40,135,081 \$ 90,711,693 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers Net Revenues Net Revenues Net Revenues \$ 1,47,327 \$ 177,899 \$ 1,605,000 \$ 12,214,496 Public Safety 12,952,823 2,849,773 - \$ 1,605,000 \$ 12,214,496 Public Safety 12,952,823 2,849,773 - \$ 1,605,000 \$ 12,214,949 Culture/Recreation 7,476,390 - - 8,666,000 11,470,513 27,612,903 Economic Environment 580,484 411,451 - 1,053,317	Miscellaneous Revenues		49,600	10,000		220,000				279,600			
Debt Proceeds - 6,992,148 - - 6,992,148 Total Revenues and other Financing Sources \$ 40,135,081 \$ 90,711,693 \$ 17,629,524 \$ 6,538,472 \$ 15,620,894 \$ 170,635,664 Total Estimated Revenues and Balances \$ 40,135,081 \$ 108,621,411 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers Net Revenues * * * * 15,925,315 \$ 12,906,604 \$ 15,925,315 \$ 18,7006,604 EXPENDITURES/EXPENSES * 10,431,597 \$ - \$ 177,899 \$ 1,605,000 \$ 12,214,496 Public Safety 12,952,823 2,849,773 - 4,500 400,000 16,207,096 Public Safety 12,952,823 2,849,773 - 2,045,513 2,045,526 2,045,526 2,045,526 2,045,526 2,045,526 2,045,526 2,045,526 <	Non Revenues		-	-		5,451,889 -		-		-	5,451,889		
Total Revenues and other Financing Sources \$ 40,135,081 \$ 90,711,693 \$ 17,629,524 \$ 6,538,472 \$ 15,620,894 \$ 170,635,664 Total Estimated Revenues and Balances \$ 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers Net Revenues Net Revenues \$ 10,431,597 \$ - \$ 177,899 \$ 1,605,000 \$ 12,214,496 Public Safety 12,952,823 2,849,773 - 4,500 400,000 Public Safety 12,952,823 2,849,773 - 4,500 400,000 Physical Environment 7,476,390 8,666,000 Transportation 7,476,390 19,255,453 2,045,252 Culture/Recreation 6,568,542 19,255,453 2,045,252 Culture/Recreation 6,568,542 19,255,453 19,255,453 Debt Service - 14,373,460 - 1,260,542 - 15,634,002 Transfers to Other Funds 1,389,526 7,879,680 1,260,542 - 15,634,002 Total Expenditures/Expenses \$ 39,399,362 \$ 108,607,567 \$ 19,255,453 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves \$ 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers 5 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919	Transfers from Other Funds		1,047,357	5,395,435	2,094,404		2,094,404		404 1,132,010			804,220	10,473,426
Total Estimated Revenues and Balances & 20,931,919 \$ 10,8621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers Net Revenues Net Revenues \$ 10,431,597 \$ - \$ 10,431,597 \$ 10,50,317 \$ 10,609,000 \$ 10,627,096 Public Safety 12,952,823 2,849,773 \$ 1,053,317 \$ 2,045,252 \$ 2,045,252 Coulture/Recreation 7,476,390 5 00,484 411,451 \$ 10,53,317 \$ 2,045,252 \$ 2,045,252 Culture/Recreation 6,568,542 - \$ 19,255,453 \$ 11,260,542 \$ 2,045,252 \$ 11,4576,497 Internal Service - - 12,243,496 \$ 2,245,553 \$ 11,260,542 \$ 2,246,4733 \$ 2,	Debt Proceeds		-	6,992,148		-		-		-	6,992,148		
Less: Interfund Transfers Net Revenues is 25,315 is 25,315 EXPENDITURES/EXPENSES is 10,431,597 is 2,849,773 is 2,849,773 is 177,899 is 1,605,000 is 12,214,496 Public Safety 12,952,823 2,849,773 is 10,4300 is 12,214,496 is 2,214,496 Public Safety 12,952,823 2,849,773 is 10,4300 is 12,214,496 Public Safety 12,952,823 2,849,773 is 10,60,000 is 12,214,496 Public Safety 12,952,823 2,849,773 is 10,000,000 is 2,214,496 Public Safety 12,952,823 2,849,773 is 10,000,000 is 2,214,496 Public Safety 12,952,823 2,849,773 is 10,000,000 is 2,214,496 Public Safety 12,952,823 2,849,773 is 3,093,203 is 2,214,496 Public Safety 7,476,390 is 2,849,773 is 3,093,203 is 2,7,612,903 Economic Environment 7,476,390 is 3,093,203 is 2,7,612,903 is 3,093,203 is 2,0,045,252 Culture/Recreation 6,568,542 is 14,373,460 <t< td=""><td>Total Revenues and other Financing Sources</td><td>\$</td><td>40,135,081</td><td>\$ 90,711,693</td><td>\$</td><td>17,629,524</td><td>\$</td><td>6,538,472</td><td>\$</td><td>15,620,894</td><td>\$ 170,635,664</td></t<>	Total Revenues and other Financing Sources	\$	40,135,081	\$ 90,711,693	\$	17,629,524	\$	6,538,472	\$	15,620,894	\$ 170,635,664		
Net Revenues istance	Total Estimated Revenues and Balances	\$	40,135,081	\$ 108,621,411	\$	19,506,221	\$	12,015,148	\$	22,654,058	\$ 202,931,919		
EXPENDITURES/EXPENSES General Government \$ 10,431,597 \$ - \$ 177,899 \$ 1,605,000 \$ 12,214,496 Public Safety 12,952,823 2,849,773 - 4,500 400,000 16,207,096 Physical Environment - 83,093,203 - - - 83,093,203 Transportation 7,476,390 - - 8,666,000 11,470,513 27,612,903 Economic Environment 580,484 411,451 - 1,053,317 - 2,045,252 Culture/Recreation 6,568,542 - 19,255,453 - - 19,255,453 Debt Service - 14,373,460 - 1,260,542 - 19,255,453 Transfers to Other Funds 1,389,526 7,879,680 - 1,206,542 - 1,047,3426 Total Expenditures/Expenses \$ 39,399,362 \$ 108,607,567 \$ 19,255,453 \$ 11,204,220 10,473,426 Total Appropriated Expenditu	Less: Interfund Transfers										15,925,315		
General Government \$ 10,431,597 \$ - \$ 177,899 \$ 1,605,000 \$ 12,214,496 Public Safety 12,952,823 2,849,773 - 4,500 400,000 16,207,096 Physical Environment - 83,093,203 - - - 83,093,203 Transportation 7,476,390 - - 8,666,000 11,470,513 27,612,903 Economic Environment 580,484 411,451 - 1,053,317 - 2,045,252 Culture/Recreation 6,568,542 - - 1,053,317 - 14,576,497 Internal Service - - 19,255,453 - - 19,255,453 Debt Service - 1,389,526 7,879,680 - - 12,04,220 10,473,426 Transfers to Other Funds 1,389,526 7,879,680 - - 1,204,220 10,473,426 Reserves 735,719 13,844 250,768 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 <	Net Revenues										\$ 187,006,604		
Public Safety 12,952,823 2,849,773 - 4,500 400,000 16,207,096 Physical Environment - 83,093,203 - - 83,093,203 Transportation 7,476,390 - - 8,666,000 11,470,513 27,612,903 Economic Environment 580,484 411,451 - 1,053,317 - 2,045,252 Culture/Recreation 6,568,542 - - 222,955 7,785,000 14,576,497 Internal Service - 19,255,453 - - 19,255,453 - 19,255,453 Debt Service - 1,389,526 7,879,680 - 1,200,542 10,473,426 Transfers to Other Funds 1,389,526 7,879,680 - - 1,204,220 10,473,426 Reserves 735,719 13,844 250,768 \$ 11,385,213 \$ 22,644,733 \$ 202,931,919 Less: Interfund Transfers * 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919	EXPENDITURES/EXPENSES												
Physical Environment - 83,093,203 - - - 83,093,203 Transportation 7,476,390 - - 8,666,000 11,470,513 27,612,903 Economic Environment 580,484 411,451 - 1,053,317 - 2,045,252 Culture/Recreation 6,568,542 - - 222,955 7,785,000 14,576,497 Internal Service - 19,255,453 - - 19,255,453 - - 19,255,453 Debt Service - 14,373,460 - 1,260,542 - 15,634,002 Transfers to Other Funds 1,389,526 7,879,680 - 1,204,220 10,473,426 Total Expenditures/Expenses 39,399,362 \$ 108,607,567 \$ 19,255,453 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves 40,135,081 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ <td< td=""><td>General Government</td><td>\$</td><td>10,431,597</td><td>\$ -</td><td>\$</td><td>-</td><td>\$</td><td>177,899</td><td>\$</td><td>1,605,000</td><td>\$ 12,214,496</td></td<>	General Government	\$	10,431,597	\$ -	\$	-	\$	177,899	\$	1,605,000	\$ 12,214,496		
Transportation 7,476,390 - - 8,666,000 11,470,513 27,612,903 Economic Environment 580,484 411,451 - 1,053,317 - 2,045,252 Culture/Recreation 6,568,542 - - 222,955 7,785,000 14,576,497 Internal Service - 19,255,453 - - 19,255,453 - - 19,255,453 Debt Service - 14,373,460 - 1,260,542 - 11,204,220 10,473,426 Transfers to Other Funds 1,389,526 7,879,680 - - 1,204,220 10,473,426 Reserves Total Expenditures/Expenses 39,399,362 \$ 108,607,567 \$ 19,255,453 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 \$ 202,931,919 Less: Interfund Transfers 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 15,925,315	Public Safety		12,952,823	2,849,773		-		4,500		400,000	16,207,096		
Economic Environment 580,484 411,451 - 1,053,317 - 2,045,252 Culture/Recreation 6,568,542 - - 222,955 7,785,000 14,576,497 Internal Service - 19,255,453 - - 19,255,453 - - 19,255,453 Debt Service - 14,373,460 - 1,260,542 - 19,255,453 Transfers to Other Funds 1,389,526 7,879,680 - - 1,204,220 10,473,426 Total Expenditures/Expenses 39,399,362 \$ 108,607,567 \$ 19,255,453 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers	Physical Environment		-	83,093,203		-		-		-	83,093,203		
Culture/Recreation 6,568,542 - 222,955 7,785,000 14,576,497 Internal Service - 19,255,453 - - 19,255,453 Debt Service - 14,373,460 - 1,260,542 - 15,634,002 Transfers to Other Funds 1,389,526 7,879,680 - 1,204,220 10,473,426 Total Expenditures/Expenses 39,399,362 \$ 108,607,567 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 \$ 202,931,919 Total Appropriated Expenditures and Reserves \$ 40,135,081 \$ 108,621,411 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers - <td>Transportation</td> <td></td> <td>7,476,390</td> <td>-</td> <td></td> <td>-</td> <td></td> <td>8,666,000</td> <td></td> <td>11,470,513</td> <td>27,612,903</td>	Transportation		7,476,390	-		-		8,666,000		11,470,513	27,612,903		
Internal Service - 19,255,453 - - 19,255,453 Debt Service - 14,373,460 - 1,260,542 - 15,634,002 Transfers to Other Funds 1,389,526 7,879,680 - - 1,204,220 10,473,426 Total Expenditures/Expenses \$ 39,399,362 \$ 108,607,567 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves \$ 40,135,081 \$ 108,621,411 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers - - - - - 15,925,315	Economic Environment		580,484	411,451		-		1,053,317		-	2,045,252		
Debt Service - 14,373,460 - 1,260,542 - 15,634,002 Transfers to Other Funds 1,389,526 7,879,680 - 1,204,220 10,473,426 Total Expenditures/Expenses 39,399,362 \$ 108,607,567 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves 40,135,081 \$ 108,621,411 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers - - - - 15,925,315	Culture/Recreation		6,568,542	-		-		222,955		7,785,000	14,576,497		
Transfers to Other Funds 1,389,526 7,879,680 - - 1,204,220 10,473,426 Total Expenditures/Expenses \$ 39,399,362 \$ 108,607,567 \$ 19,255,453 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves \$ 40,135,081 \$ 108,621,411 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers	Internal Service		-	-		19,255,453		-		-	19,255,453		
Total Expenditures/Expenses \$ 39,399,362 \$ 108,607,567 \$ 19,255,453 \$ 11,385,213 \$ 22,464,733 \$ 201,112,328 Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves \$ 40,135,081 \$ 108,621,411 \$ 19,506,221 \$ 12,015,148 \$ 22,654,058 \$ 202,931,919 Less: Interfund Transfers 15,925,315 15,925,315 15,925,315	Debt Service		-	14,373,460		-		1,260,542		-	15,634,002		
Reserves 735,719 13,844 250,768 629,935 189,325 1,819,591 Total Appropriated Expenditures and Reserves \$40,135,081 108,621,411 19,506,221 \$12,015,148 \$22,654,058 \$202,931,919 Less: Interfund Transfers 15,925,315	Transfers to Other Funds		1,389,526	7,879,680		-		-		1,204,220	10,473,426		
Total Appropriated Expenditures and Reserves 40,135,081 108,621,411 19,506,221 12,015,148 22,654,058 202,931,919 Less: Interfund Transfers 15,925,315	Total Expenditures/Expenses	\$	39,399,362	\$ 108,607,567	\$	19,255,453	\$	11,385,213	\$	22,464,733	\$ 201,112,328		
Less: Interfund Transfers 15,925,315	Reserves		735,719	13,844		250,768		629,935		189,325	1,819,591		
	Total Appropriated Expenditures and Reserves	\$	40,135,081	\$ 108,621,411	\$	19,506,221	\$	12,015,148	\$	22,654,058	\$ 202,931,919		
Net Expenditures \$ 187,006,604	Less: Interfund Transfers										 15,925,315		
	Net Expenditures										\$ 187,006,604		



Budget Summary By Division



FUND/DIVISION		Actual FY 18	•			Adopted FY 20
General Fund						
City Council	\$	110,779	\$	157,056	\$	174,531
City Manager	Ψ	602,269	Ψ	397,913	Ψ	484,011
Communications and Marketing		407,190		455,574		512,294
Economic Development		380,886		465,210		580,484
, City Clerk		156,106		182,802		280,490
Human Resources		538,225		657,163		695,841
Law Enforcement		3,338,580		3,505,503		3,680,779
City Attorney		445,118		526,473		542,331
Financial Services		844,847		943,914		1,007,696
Budget and Procurement Office		331,996		405,366		433,964
Fire		8,533,993		8,931,687		9,426,294
Construction Management & Engineering		1,920,539		1,223,870		1,075,040
Tennis Center		280,966		317,328		364,518
Golf Course		1,375,297		1,513,886		1,571,205
Parks and Recreation		1,530,731		1,642,022		1,766,059
Pool		-		431,833		452,262
Non-Departmental		1,342,204		3,741,799		2,205,593
Planning		1,450,004		1,612,669		1,651,453
Code Enforcement		2,492,291		2,696,250		2,848,482
Streets		6,041,621		6,877,505		7,922,695
Parks/Facilities		1,939,266		2,172,429		2,459,059
Total General Fund	\$	34,062,907	\$	38,858,252	\$	40,135,081
Utility Fund						
Utility Customer Service		1,451,375		1,649,086		1,095,458
Utility Finance		-		-		603,107
Utility Construction Management & Engineering		-		528,619		548,075
Utility Administration		795,281		872,982		1,135,502
Wastewater Pumping		891,077		962,493		1,295,705
Wastewater Collection		4,349,233		3,100,663		3,405,363
Wastewater Treatment Plant #1		1,821,622		2,118,573		2,216,930
Wastewater Treatment Plant #2		552,788		1,290,726		1,382,802
Water Plant #1		2,005,002		2,511,418		3,037,880
Water Plant #2		1,743,394		1,812,894		2,082,585
Water Plant #3		1,202,297		1,367,875		1,496,688
Water Quality		547,179		853,259		982,212
Water Distribution		3,842,259		4,230,369		4,406,593
Non-Departmental		25,769,836		23,664,613	-	22,064,202
Total Utility Fund	\$	44,971,342	\$	44,963,570	\$	45,753,102

Budget Summary By Division

FUND/DIVISION	Actual FY 18	Adopted FY 19	Adopted FY 20
CDBG Fund	\$ 389,951	\$ 475,000	\$ 822,817
Police Education Fund	7,000	8,419	6,419
Distaster Reserve Fund	1,558,792	275,000	-
Special Events Fund	160,177	174,300	222,955
Streets Improvement Fund	3,392,241	3,533,266	8,496,000
Recreation Impact Fee Fund	972,912	896,800	2,644,220
Fire Impact Fee Fund	-	225,252	209,325
Development Special Projects Fund	27,402	104,133	-
Transportation Impact Fee Fund	898,617	2,332,590	11,570,513
Neighborhood Stabilization Fund	4,860	71,124	-
Old Kings Road Special Assessment Fund	254,165	506,002	426,002
Local Business Development Fund	-	7,000	5,000
SR100 Community Redevelopment Fund	1,861,153	2,009,337	2,035,955
Capital Projects Fund	4,169,012	8,068,000	8,230,000
Utility Capital Projects Fund	1,097,847	13,254,895	32,252,038
Solid Waste Fund	8,433,184	8,619,592	8,756,412
Stormwater Management Fund	6,332,767	10,402,504	18,381,380
Building Permits Fund	1,821,297	2,333,000	2,915,973
Information Technology Enterprise Fund	2,648,315	739,211	562,506
Information Technology Internal Service Fund	-	3,170,924	3,349,293
Self Insured Health Fund	3,870,234	5,431,294	5,501,889
Fleet Management Fund	3,693,798	6,210,045	8,304,524
Communications Fund	10,007	295,500	1,260,500
Facilities Maintenance Fund	619,847	969,403	1,090,015
Total All Funds	\$ 121,257,827	\$ 153,934,413	\$ 202,931,919
Less: Interfund Transfers	 22,351,848	 19,160,041	 15,925,315
Total	\$ 98,905,979	\$ 134,774,372	\$ 187,006,604



Revenues

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.

JUDGEMENTS, 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.

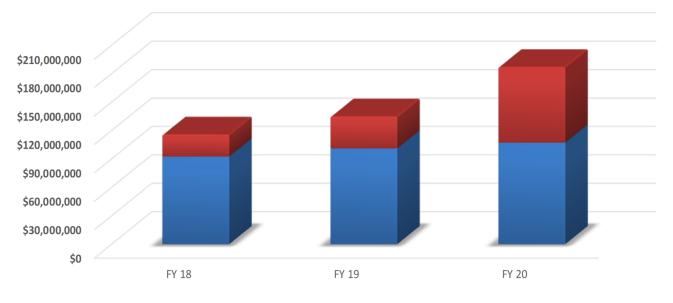
OTHER FINANCING SOURCES: This is most often an appropriation of previous surplus, and proceeds from issuing debt.

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 Sources

SOURCE		Actual FY 18	Adopted FY 19		Adopted FY 20
Ad Valorem Taxes	\$	20,428,875	\$ 22,684,087	\$	24,619,434
Local Option, Use and Fuel Taxes		6,096,294	5,619,829		5,641,741
Telecommunication Service Tax		2,297,782	2,279,670		2,279,670
Half-Cent Sales Tax		2,974,620	3,026,935		3,087,474
Transportation Impact Fees		2,400,317	2,000,000		2,000,000
Water Sales		22,101,640	24,827,752		26,491,301
Wastewater Charges		15,127,651	16,705,291		17,933,470
Water Impact Fee		2,592,404	3,000,000		3,060,000
Wastewater Impact Fee		2,682,889	2,530,000		2,580,600
Solid Waste Charges		8,363,014	8,609,592		8,746,412
Stormwater Utility Fee		7,422,743	9,764,805		10,710,156
Debt Proceeds		-	-		6,992,148
Appropriated Fund Balance		-	6,034,403		32,296,255
All Other Sources		49,018,379	46,852,049		56,493,258
TOTAL	\$	141,506,608	\$ 153,934,413	\$	202,931,919
Less: Interfund Transfers		25,782,187	19,160,041		15,925,315
Total Less Interfund Transfers	\$	115,724,421	\$ 134,774,372	\$	187,006,604
Major Revenue Sources		92,488,229	101,047,961		107,150,258
All Other Revenue Sources	_	23,236,192	33,726,411	<u> </u>	79,856,346
	\$	115,724,421	\$ 134,774,372	\$	187,006,604



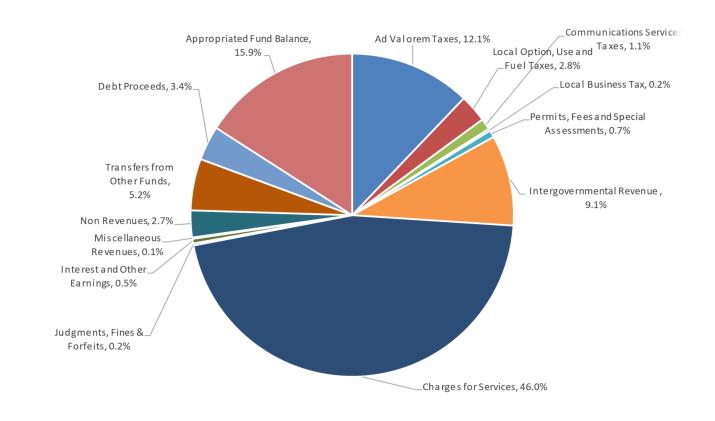
Major Revenue SourcesAll Other Revenue Sources



Revenues by Source

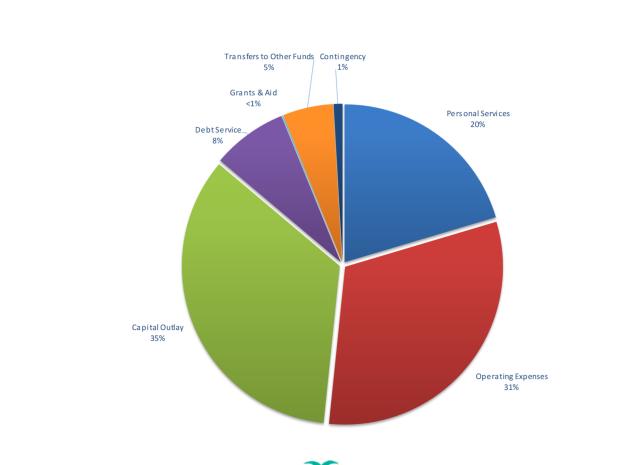


SOURCE		Actual FY 18	Adopted FY 19	Adopted FY 20		
Ad Valorem Taxes	\$	20,428,875	\$ 22,684,087	\$	24,619,434	
Local Option, Use and Fuel Taxes		6,096,294	5,619,829		5,641,741	
Communications Services Taxes		2,297,782	2,279,670		2,279,670	
Local Business Tax		426,105	425,000		435,000	
Permits, Fees and Special Assessment		1,352,463	1,376,652		1,431,652	
Intergovernmental Revenue		10,312,253	8,139,898		18,408,948	
Charges for Services		72,156,253	85,787,637		93,289,656	
Judgments, Fines & Forfeits		589,441	477,000		416,000	
Interest and Other Earnings		900,405	1,525,646		916,500	
Miscellaneous Revenues		1,164,549	424,550		279,600	
Non Revenues		11,534,031	5,346,294		5,451,889	
Transfers from Other Funds		10,817,817	13,813,747		10,473,426	
Debt Proceeds		-	-		6,992,148	
Appropriated Fund Balance		-	6,034,403		32,296,255	
TOTAL	\$	138,076,269	\$ 153,934,413	\$	202,931,919	
Less: Interfund Transfers		22,351,848	19,160,041		15,925,315	
Total Less Interfund Transfers	\$	115,724,421	\$ 134,774,372	\$	187,006,604	



Expenditures by Category

CATEGORY	Actual FY 18	Adopted FY 19	Adopted FY 20		
Personal Services	\$ 35,648,025	\$ 37,098,143	\$	41,391,632	
Operating Expenses	48,957,782	51,717,936		63,401,500	
Capital Outlay	10,267,556	25,442,722		70,053,768	
Debt Service	15,450,226	15,305,109		15,634,002	
Grants & Aid	116,422	153,000		158,000	
Transfers to Other Funds	14,248,156	13,813,747		10,473,426	
Contingency	 -	10,403,756		1,819,591	
TOTAL	\$ 124,688,166	\$ 153,934,413	\$	202,931,919	
Less: Interfund Transfers	 25,782,187	19,160,041		15,925,315	
	\$ 98,905,979	\$ 134,774,372	\$	187,006,604	

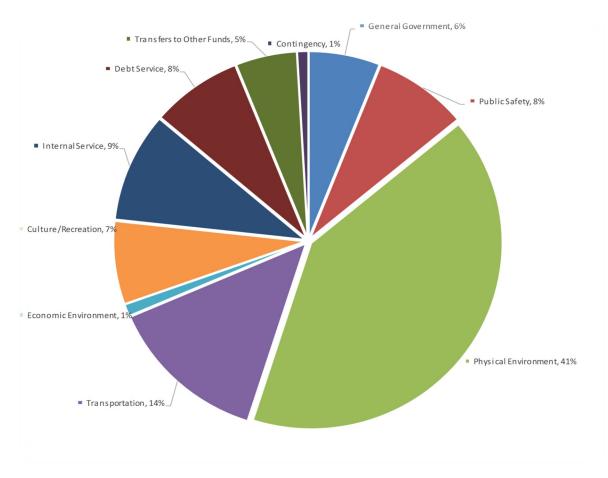




Expenditures by Function Run



FUNCTION	Actual FY 18	Adopted FY 19	Adopted FY 20		
General Government	\$ 12,453,747	\$ 12,028,208	\$	12,214,496	
Public Safety	15,233,240	14,812,162		16,207,096	
Physical Environment	38,249,186	53,077,738		83,093,203	
Transportation	10,169,270	9,949,433		27,612,903	
Economic Environment	549,738	748,334		2,045,252	
Culture/Recreation	10,140,717	8,700,454		14,576,497	
Internal Service	8,193,886	15,095,472		19,255,453	
Debt Service	15,450,226	15,305,109		15,634,002	
Transfers to Other Funds	14,248,156	13,813,747		10,473,426	
Contingency	-	10,403,756		1,819,591	
TOTAL	\$ 124,688,166	\$ 153,934,413	\$	202,931,919	
Less: Interfund Transfers	25,782,187	19,160,041		15,925,315	
Total Less Interfund Transfers	\$ 98,905,979	\$ 134,774,372	\$	187,006,604	



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	Principal Outstanding at 09/30/19
OKR Special Assessment Loan	2043	\$ 5,284,036	\$ 4,511,107
Bank Loans	2025	\$ 78,283,000	\$ 58,251,000
State Revolving Fund Loans	2030	\$ 42,276,165	\$ 32,352,891
Utiltiy System Revenue Bonds	2036	\$ 89,600,000	\$ 75,080,000
TOTALS		\$ 215,443,201	\$ 170,194,998
Fund			Principal Outstanding at 09/30/19
Utility Fund			\$ 151,860,625
Stormwater Fund			\$ 6,839,266
SR100 CRA Fund			\$ 6,984,000
Totals not including interfund loan: Utility interfund loan to the OKR			\$ 165,683,891
Special Assessment District			\$ 4,511,107
Total:			\$ 170,194,998

	Year	Principal	Interest	Total		
	2020	\$ 9,412,527	\$ 5,298,089	\$	14,710,616	
	2021	\$ 10,323,856	\$ 4,979,048	\$	15,302,904	
	2022	\$ 10,646,066	\$ 4,646,233	\$	15,292,299	
	2023	\$ 10,985,915	\$ 4,300,229	\$	15,286,144	
	2024	\$ 10,464,431	\$ 3,940,868	\$	14,405,299	
20	25-2029	\$ 51,350,988	\$ 14,287,337	\$	65,638,325	
20	30-2034	\$ 49,398,262	\$ 5,958,434	\$	55,356,696	
20	35-2039	\$ 16,471,921	\$ 923,669	\$	17,395,590	
20	40-2043	\$ 1,141,032	\$ 144,341	\$	1,285,373	
Totals:		\$ 170,194,998	\$ 44,478,248	\$	214,673,246	



This page intentionally left blank



Budget Detail by Fund

Find Your Florida





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 which is 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.
- Capital Project Funds The capital projects funds account for the cost of new and expanded facilities, rehabilitation or replacement of existing facilities and other associated costs related to expansion and increasing capacity. This includes the Fire, Recreation and Transportation Impact Fee funds and the Capital Projects Funds.
- 3. **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, the CDBG program, 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.

Funds

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, IT Operations 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

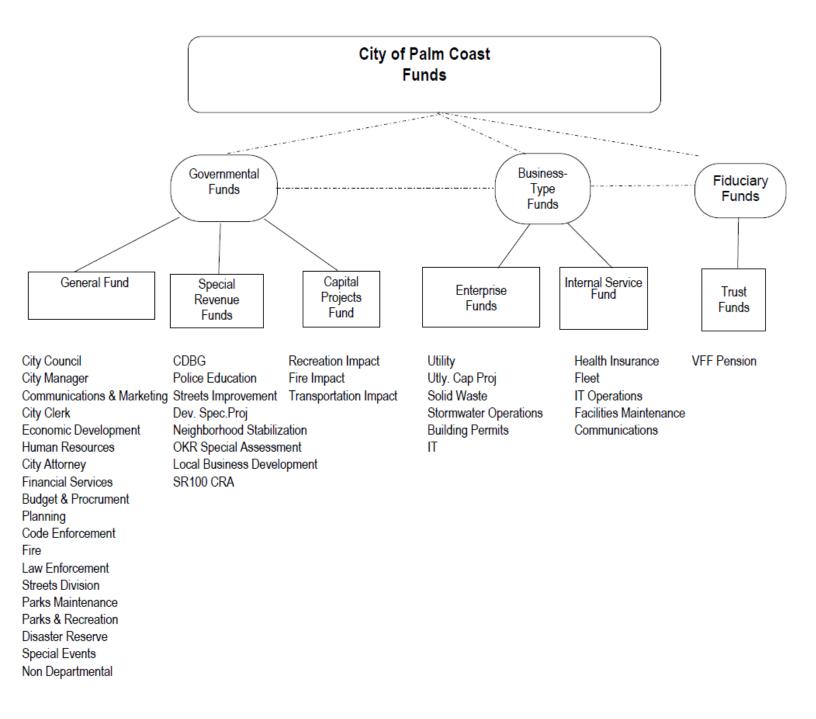
Internal Service Funds differ from other fund types in that funds remaining at year-end are normally redistributed back to the originating funds. An exception to this rule is made when timing differences exist and/or reserves for capital purchases are maintained.

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.



Budget Fund Structure





Estimated Fund Balances

FUND		Available Fund Balance 09/30/18	Estimated Fund Balance 09/30/19	Net Annual Revenues (Expenditures)			Available Fund Balance 09/30/20
General	\$	7,642,843	\$ 7,210,094	\$	735,719	\$	7,945,813
Police Education		2,369	1,419		500		1,919
Disaster Reserve		2,744,058	2,859,058		-		2,859,058
Special Events		300,959	301,670		(49,020)		252,650
Streets Improvement		3,927,720	5,425,948		(5,421,237)		4,711
Recreation Impact Fee		367,472	536,772		(485,826)		50,946
Fire Impact Fee		916,684	1,136,936		189,325		1,326,261
Development Special Projects		289,342	392,055		-		392,055
Transportation Impact Fee		3,956,960	4,919,550		(2,700,000)		2,219,550
Neighborhood Stabilization		36,264	36,264		-		36,264
Old Kings Road Special Assessment		522,349	682,349		80,000		762,349
Local Business Development Program Fund		11,695	5,000		(5,000)		-
SR 100 Community Redevelopment		871,703	885,878		548,016		1,433,894
Capital Projects		2,992,575	6,851,575		(3,847,338)		3,004,237
Utility		16,577,697	15,438,726		13,844		15,452,570
Utility Capital Projects		21,406,455	18,769,065		(17,169,225)		1,599,840
Solid Waste		1,580,692	1,580,692		-		1,580,692
Stormwater Management		2,625,199	3,578,796		(157,520)		3,421,276
Building Permits		3,425,965	3,485,263		(582,973)		2,902,290
Information Technology Enterprise		872,271	772,619		-		772,619
Health Insurance		3,997,929	4,496,622		-		4,496,622
Fleet Management		7,548,893	7,332,271		(733,697)		6,598,574
Communications Fund		1,081,299	1,316,799		(990,000)		326,799
Facilities Fund		226,542	196,196		32,800		228,996
Information Technology Operations		-	125,000		64,968		189,968
	\$	83,925,935	\$ 88,336,617	\$	(30,476,664)	\$	57,859,953

CHANGES IN FUND BALANCES

There is an overall decrease of approximately \$30.4 million projected from fiscal year 2019 to 2020. This is primarily due to an increase in capital spending fueled by development, particularly in the area of streets improvement, parks, water and wastewater infrastructure. The fund balance in the Communications Fund has been allocated for the purchase of a new radio system.



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 personnel and operating costs. The single largest revenue source is ad valorem taxes.

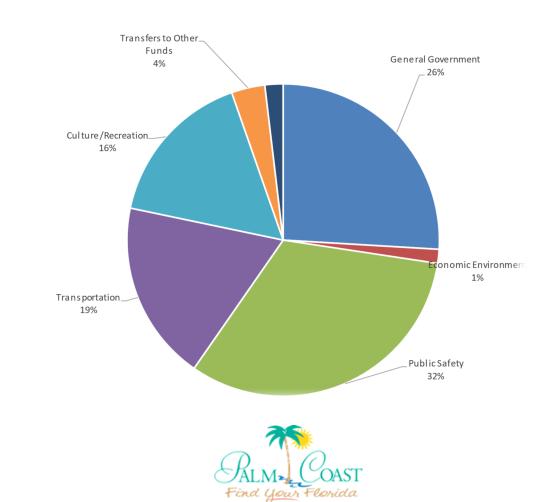
	Revenues												
		Actual		Adopted		Adopted							
SOURCE		FY 18		FY 19		FY 20							
Ad Valorem Taxes	\$	19,326,285	\$	22,164,087	\$	24,097,878							
Local Option, Use and Fuel Taxes		263,091		325,000		325,000							
Communications Services Taxes		2,297,782		2,279,670		2,279,670							
Local Business Tax		426,105		425,000		435,000							
Permits, Fees and Special Assessm		1,018,969		1,050,650		1,105,650							
Intergovernmental Revenue		4,196,324		4,248,396		4,331,681							
Charges for Services		6,006,956		5,516,638		5,888,745							
Judgments, Fines & Forfeits		582,255		471,000		411,000							
Interest and Other Earnings		112,753		235,000		163,500							
Miscellaneous Revenues		93,053		185,191		49,600							
Transfers from Other Funds		883,744		957,620		1,047,357							
Appropriated Fund Balance		-		1,000,000		-							
TOTAL	\$	35,207,317	\$	38,858,252	\$	40,135,081							

	Expenditures												
	Actual			Adopted	Adopted								
CATEGORY	FY 18			FY 19		FY 20							
Personal Services	\$	19,455,932	\$	20,525,948	\$	21,308,805							
Operating Expenses		13,420,340		14,833,233		16,529,031							
Capital Outlay		46,822		43,000		24,000							
Grants & Aid		106,422		143,000		148,000							
Transfers to Other Funds		1,033,391		2,745,820		1,389,526							
Contingency		-		567,251		735,719							
TOTAL	\$	34,062,907	\$	38,858,252	\$	40,135,081							



General Fund Expenditures by Function

FUNCTION	Actual FY 18	Adopted FY 19	Adopted FY 20		
General Government	\$ 9,672,193	\$ 10,350,345	\$	10,431,597	
Public Safety	11,872,573	12,401,286		12,952,823	
Economic Environment	\$380,886	\$465,210		\$580,484	
Transportation	5,977,604	6,702,975		7,476,390	
Culture/Recreation	5,126,261	5,625,365		6,568,542	
Transfers to Other Funds	1,033,391	2,745,820		1,389,526	
Contingency	 -	567,251		735,719	
TOTAL	\$ 34,062,907	\$ 38,858,252	\$	40,135,081	



General Fund Five-Year Forecast

	2018 Actual	2019 Estimate		2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
BEGINNING FUND BALANCE	\$ 6,501,98	3 \$ 7,836,672	\$	11,075,820	\$ 11,075,820	\$ 10,158,829	\$ 8,586,865	\$ 6,311,424	\$ 3,280,264
REVENUES & SOURCES									
AD Valorem Taxes	\$ 19,326,28	5 \$ 22,129,601	\$	24,097,878	\$ 24,640,080	\$ 25,194,482	\$ 25,761,358	\$ 26,340,988	\$ 26,933,661
Sales, Use and Fuel Tax	263,09	1 247,471		325,000	325,000	325,000	325,000	325,000	325,000
Telecommunications Services Tax	2,297,78	2 2,071,956		2,279,670	2,256,873	2,234,305	2,211,962	2,189,842	2,167,943
Local Business Tax	426,10	5 520,733		435,000	435,000	435,000	435,000	435,000	435,000
Permits, Fees and Special Assessments	876,13	1 940,783		940,000	968,200	997,246	1,027,163	1,057,978	1,089,718
Intergovernmental Revenue	4,198,82	4,014,259		4,331,681	4,501,581	4,678,277	4,862,042	5,053,156	5,251,916
Charges for Services	2,244,34	5 2,537,407		2,426,271	2,474,796	2,524,292	2,574,778	2,626,274	2,678,799
Fines and Forfeitures	582,25	5 2,093,676		411,000	411,000	411,000	411,000	411,000	411,000
Miscellaneous Revenues	93,05	3 183,788		49,600	49,708	49,819	49,934	50,052	50,173
Interest Revenue	112,75	3 416,352		163,500	163,500	163,500	163,500	163,500	163,500
Transfers-In from Other Funds	4,786,69	3 4,298,922		4,675,481	4,860,076	5,037,301	5,222,561	5,416,347	5,619,191
TOTAL REVENUES AND SOURCES	\$ 35,207,31	6 \$ 39,454,949	\$	40,135,081	\$ 41,085,815	\$ 42,050,222	\$ 43,044,298	\$ 44,069,138	\$ 45,125,901
% Annual Change	10.7	% 12.1%	,	1.7%	2.4%	2.3%	2.4%	2.4%	2.4%
EXPENDITURES & USES, BY FUNCTION	l								
City Council	\$ 110,77	9 \$ 146,896	\$	174,531	\$ 180,247	\$ 186,181		\$ 198,740	\$ 205,386
Administration	4,203,99	3 5,873,737		5,735,008	5,929,112	6,114,323	6,307,682	6,509,659	6,720,763
Public Works	7,980,88	7 8,175,827		10,381,754	10,983,600	11,420,853	11,879,990	12,362,392	12,869,563
Financial Services	844,84	7 885,538		1,007,696	1,059,577	1,107,858	1,158,622	1,212,019	1,268,216
Community Development	3,942,29	5 4,106,850		4,499,935	4,719,424	4,925,960	5,142,971	5,371,116	5,611,104
Fire	8,533,99	3 8,839,708		9,426,294	9,913,003	10,342,858	10,794,684	11,269,870	11,769,924
Law Enforcement	3,338,58	3,505,503		3,680,779	3,763,597	3,848,277	3,934,864	4,023,398	4,113,925
Engineering	1,920,53	9 1,075,866		1,075,040	1,133,382	1,187,848	1,245,307	1,305,968	1,370,054
Parks and Recreation	3,186,99	5 3,605,875		4,154,044	4,320,866	4,488,028	4,663,276	4,847,136	5,040,180
TOTAL EXPENDITURES AND USES	\$ 34,062,90	7 \$ 36,215,800	\$	40,135,081	\$ 42,002,807	\$ 43,622,186	\$ 45,319,738	\$ 47,100,298	\$ 48,969,114
SURPLUS/(DEFICIT)	1,144,40	9 3,239,149			(916,992)	(1,571,964)	(2,275,441)	(3,031,160)	(3,843,213)
Adjustments	190,28) -		-	-	-	-	-	-
ENDING FUND BALANCE	\$ 7,836,67	2 \$ 11,075,820	\$	11,075,820	\$ 10,158,829	\$ 8,586,865	\$ 6,311,424	\$ 3,280,264	\$ (562,949)
% Annual Change	20.5	% 41.3%)	0.0%	-8.3%	-15.5%	-26.5%	-48.0%	-117.2%

General Fund Five-Year Forecast Summary



CDBG Fund

The purpose of this fund is to account for expenditures for the CDBG entitlement program.

Revenues

	Actual	Adopted	Adopted		
SOURCE	FY 18	FY 19	FY 20		
Intergovernmental Revenue	\$ 389,951	\$ 475,000	\$ 822,817		
TOTAL	\$ 389,951	\$ 475,000	\$ 822,817		

	Actual Adopted			Adopted		
CATEGORY	FY 18		FY 19		FY 20	
Operating Expenses	\$ 153,992	\$	195,000	\$	822,817	
Transfers to Other Funds	235,959		280,000		-	
TOTAL	\$ 389,951	\$	475,000	\$	822,817	



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

	Actual	Adopted	Adopted		
SOURCE	FY 18	FY 19	FY 20		
Judgments, Fines & Forfeits	\$ 6,219	\$ 6,000	\$	5,000	
Interest and Other Earnings	42	50		-	
Appropriated Fund Balance	-	2,369		1,419	
TOTAL	\$ 6,261	\$ 8,419	\$	6,419	

		Actual		Adopted	Adopted		
CATEGORY	FY 18			FY 19	FY 20		
Operating Expenses	\$	7,000	\$	7,000	\$	4,500	
Contingency		-		1,419		1,919	
TOTAL	\$	7,000	\$	8,419	\$	6,419	



Dísaster 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 18	Adopted FY 19			
Intergovernmental Revenue	\$ 1,409,540	\$ 275,000	\$		-
Interest and Other Earnings	(25,185)	-			-
Miscellaneous Revenues	 91,778	-			-
TOTAL	\$ 1,476,133	\$ 275,000	\$		-

	Actual Adopted					
CATEGORY	FY 18		FY 19		FY 20	
Operating Expenses	\$ 1,558,792	\$	160,000	\$		-
Contingency	-		115,000			-
TOTAL	\$ 1,558,792	\$	275,000	\$		-



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

		Actual		Adopted	Adopted		
SOURCE	FY 18			FY 19	FY 20		
Intergovernmental Revenue	\$	20,480	\$	20,000	\$	25,000	
Charges for Services		155,636		154,300		148,935	
Interest and Other Earnings		2,485		-		-	
Appropriated Fund Balance		-		-		49,020	
TOTAL	\$	178,601	\$	174,300	\$	222,955	

	Actual	Adopted	Adopted		
CATEGORY	FY 18	FY 19		FY 20	
Operating Expenses	\$ 160,177	\$ 173,589	\$	222,955	
Contingency	 -	711		-	
TOTAL	\$ 160,177	\$ 174,300	\$	222,955	



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. A portion of State Revenue Sharing monies and grants related to roadway expansion are also accounted for in this fund.

		Revenues								
	Actual			Adopted	Adopted					
SOURCE	FY 18			FY 19		FY 20				
Local Option, Use and Fuel Taxes	\$	2,721,977	\$	2,044,829	\$	2,061,346				
Intergovernmental Revenue		988,989		1,428,437		713,417				
Judgments, Fines & Forfeits		968		-		-				
Interest and Other Earnings		27,621		60,000		-				
Transfers from Other Funds		19,911		-		300,000				
Appropriated Fund Balance		-		-		5,421,237				
TOTAL	\$	3,759,465	\$	3,533,266	\$	8,496,000				
Expenditures										
		Actual		Adopted		Adopted				
CATEGORY		FY 18		FY 19		FY 20				
Operating Expenses	\$	1,732,069	\$	280,000	\$	5,845,000				
Capital Outlay		1,660,173		1,755,038		2,651,000				
Contingency		-		1,498,228		-				
TOTAL	\$	3,392,241	\$	3,533,266	\$	8,496,000				



Old Kings Road Special Assessment

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.

	Rev	enues						
		Actual Adopted				Adopted		
SOURCE		FY 18		FY 19	FY 20			
Permits, Fees and Special Assessments	\$	333,494	\$	326,002	\$	326,002		
Interest and Other Earnings		5,005		-		-		
Transfer from Other Funds	_	145,728		180,000		100,000		
TOTAL	\$	484,228	\$	506,002	\$	426,002		

	Expen	ditures					
	Actual			Adopted		Adopted	
CATEGORY		FY 18		FY 19	FY 20		
Operating Expenses	\$	19,134	\$	20,000	\$	20,000	
Debt Service		235,031		326,002		326,002	
Contingency		-		160,000		80,000	
TOTAL	\$	254,165	\$	506,002	\$	426,002	



Local Business Development Program Fund

This fund accounts for the activities of the Local Business Development Program (LBDP). The LBDP 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 FY 18			Adopted FY 19		Adopted FY 20				
Interest Appropriated Fund Balance	\$		99	\$	100 6,900	\$	5,000				
TOTAL	\$		99	\$	7,000	\$	5,000				
Expenditures											
CATEGORY		Actual FY 18			Adopted FY 19		Adopted FY 20				
Operating Expenses	\$		-	\$	7,000	\$	5,000				



\$

TOTAL

7,000

\$

5,000

\$

-

SR100 Community Redevelopment Fund

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

	I	Revenues				
	Actual			Adopted	Adopted	
SOURCE		FY 18		FY 19		FY 20
Intergovernmental Revenue	\$	1,139,796	\$	1,262,776	\$	1,285,945
Interest and Other Earnings		11,135		25,000		18,000
Miscellaneous Revenues		685,630		-		-
Transfers from Other Funds		645,075		721,561		732,010
TOTAL	\$	2,481,636	\$	2,009,337	\$	2,035,955

	Ex	penditures		
		Actual	Adopted	Adopted
CATEGORY		FY 18	FY 19	FY 20
Operating Expenses	\$	129,534	\$ 139,785	\$ 403,399
Capital Outlay		202,102	-	150,000
Debt Service		929,517	932,377	934,540
Transfers to Other Funds		600,000	923,000	-
Contingency		-	14,175	548,016
TOTAL	\$	1,861,153	\$ 2,009,337	\$ 2,035,955



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.

	R	evenues		
SOURCE		Actual FY 18	Adopted FY 19	Adopted FY 20
Intergovernmental Revenue Appropriated Fund Balance	\$	-	\$ 30,000 41,124	\$ -
TOTAL	\$	-	\$ 71,124	\$
	Exp	enditures		
		Actual	Adopted	Adopted

CATEGORY	FY 18	FY 19	FY 20
Operating Expenses	\$ 4,860	\$ 71,124	\$ -
TOTAL	\$ 4,860	\$ 71,124	\$ -



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.

		Revenues		
		Actual	Adopted	Adopted
SOURCE		FY 18	FY 19	FY 20
Ad Valorem Taxes	\$	600,000	\$ -	\$ -
Local Option, Use and Fuel Taxes		3,111,226	3,250,000	3,255,395
Intergovernmental Revenue		8,400	-	323,047
Interest and Other Earnings		16,703	65,000	-
Transfers from Other Funds		1,285,959	4,753,000	804,220
Appropriated Fund Balance		-	-	3,847,338
TOTAL	\$	5,022,288	\$ 8,068,000	\$ 8,230,000

	Ex	penditures		
		Actual	Adopted	Adopted
CATEGORY		FY 18	FY 19	FY 20
Operating Expenses	\$	73	\$ 150,000	\$ 25,000
Capital Outlay		4,149,029	4,059,000	7,905,000
Transfers to Other Funds		19,911	-	300,000
Contingency		-	3,859,000	-
TOTAL	\$	4,169,012	\$ 8,068,000	\$ 8,230,000



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 will be completed in fiscal year 2020. This fund was previously known as the Park Impact Fee Fund.

	Reve	enues			
	Actual			Adopted	Adopted
SOURCE		FY 18		FY 19	FY 20
Intergovernmental Revenue	\$	-	\$	90,000	\$ 1,339,750
Charges for Services		701,972		794,800	818,644
Interest and Other Earnings		5,634		12,000	-
Appropriated Fund Balance		-		-	485,826
TOTAL	\$	707,605	\$	896,800	\$ 2,644,220

	Expen	ditures Actual	Adopted	Adopted
CATEGORY		FY 18	FY 19	FY 20
Operating Expenses	\$	-	\$ 12,500	\$ 12,500
Capital Outlay		522,912	165,000	1,827,500
Transfers to Other Funds		450,000	550,000	804,220
Contingency		-	169,300	-
TOTAL	\$	972,912	\$ 896,800	\$ 2,644,220



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. An impact fee study will be completed in fiscal year 2020.

	F	Revenues		
		Actual	Adopted	Adopted
SOURCE		FY 18	FY 19	FY 20
Charges for Services	\$	191,118	\$ 207,252	\$ 209,325
Interest and Other Earnings		6,170	18,000	-
TOTAL	\$	197,288	\$ 225,252	\$ 209,325

	Expenditure	S		
	Actual		Adopted	Adopted
CATEGORY	FY 18		FY 19	FY 20
Operating Expenses	\$	- \$	5,000	\$ 20,000
Contingency		-	220,252	189,325
TOTAL	\$	- \$	225,252	\$ 209,325



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.

	F	Revenues		
		Actual	Adopted	Adopted
SOURCE		FY 18	FY 19	FY 20
Charges for Services	\$	10,134	\$ 98,029	\$ -
Interest and Other Earnings		2,610	6,104	-
TOTAL	\$	12,744	\$ 104,133	\$ -

ctual		Adopted		Adopted	
í 18		FY 19		FY 20	
27,402	\$	1,420	\$		-
-		102,713			-
27,402	\$	104,133	\$		-
	<u>7 18</u> 27,402 -	<u>/ 18</u> 27,402 \$ -	Y 18 FY 19 27,402 \$ - 102,713	Y 18 FY 19 27,402 \$ - 102,713	Y 18 FY 19 FY 20 27,402 1,420 \$ - 102,713



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.

	Rev	enues		
		Actual	Adopted	Adopted
SOURCE		FY 18	FY 19	FY 20
Intergovernmental Revenue	\$	-	\$ 252,590	\$ 6,870,513
Charges for Services		2,400,317	2,000,000	2,000,000
Interest and Other Earnings		24,741	80,000	-
Appropriated Fund Balance		-	-	2,700,000
TOTAL	\$	2,425,058	\$ 2,332,590	\$ 11,570,513

	Exper	nditures		
		Actual	Adopted	Adopted
CATEGORY		FY 18	FY 19	FY 20
Operating Expenses	\$	31,131	\$ -	\$ -
Capital Outlay		721,758	1,190,000	11,470,513
Transfers to Other Funds		145,728	180,000	100,000
Contingency		-	962,590	-
TOTAL	\$	898,617	\$ 2,332,590	\$ 11,570,513



Utílíty 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 18	Adopted FY 19	Adopted FY 20
Water Sales	\$ 22,101,640	\$ 24,827,752	\$ 26,491,301
Sewer Service	15,127,651	16,705,291	17,933,470
Intergovernmental Revenue	994,922	-	-
Other Charges for Service	1,440,954	1,112,363	1,078,331
Interest and Other Earnings	190,570	318,164	250,000
Appropriated Fund Balance	-	2,000,000	-
TOTAL	\$ 39,855,737	\$ 44,963,570	\$ 45,753,102

	Actual	Adopted			Adopted	
CATEGORY	FY 18		FY 19		FY 20	
Personal Services	\$ 8,967,726	\$	10,517,792	\$	12,052,972	
Operating Expenses	13,043,714		12,225,360		13,657,034	
Capital Outlay	736,674		882,989		905,525	
Debt Service	14,037,505		12,691,588		12,688,175	
Grants & Aid	10,000		10,000		10,000	
Transfers to Other Funds	8,175,724		7,774,812		6,425,552	
Contingency	-		861,029		13,844	
TOTAL	\$ 44,971,342	\$	44,963,570	\$	45,753,102	



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.

	Rev	enues		
		Actual	Adopted	Adopted
SOURCE		FY 18	FY 19	FY 20
Intergovernmental Revenue	\$	-	\$ -	\$ 2,696,778
Charges for Service		5,275,293	5,530,000	6,640,600
Interest and other Earnings		352,099	443,228	350,000
Transfers from other Funds		7,300,000	4,644,277	5,395,435
Appropriated Fund Balance		-	2,637,390	17,169,225
TOTAL	\$	12,927,392	\$ 13,254,895	\$ 32,252,038

	Expen	ditures		
		Actual	Adopted	Adopted
CATEGORY		FY 18	FY 19	FY 20
Operating Expenses	\$	850,965	\$ 1,216,771	\$ 1,387,038
Capital Outlay		237,182	12,038,124	30,865,000
Transfers to Other Funds		9,700	-	-
TOTAL	\$	1,097,847	\$ 13,254,895	\$ 32,252,038



Solid Waste Fund

This fund is used to track the revenues and contract costs for this service. The City currently contracts for single family, residential, solid waste services. The current monthly rate is \$20.36

Revenues		
Actual	Adopted	Adopted FY 20
	FT 19	FTZU
5 182,478	\$-	\$-
8,363,014	8,609,592	8,746,412
7,534	10,000	10,000
8,553,026	\$ 8,619,592	\$ 8,756,412
	Actual FY 18 182,478 8,363,014 7,534	Actual FY 18Adopted FY 19182,478\$8,363,0148,609,592 10,000

	Actual	Adopted	Adopted
CATEGORY	FY 18	FY 19	FY 20
Operating Expenses	\$ 8,433,184	\$ 8,619,592	\$ 8,756,412
TOTAL	\$ 8,433,184	\$ 8,619,592	\$ 8,756,412



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.

	Actual		Adopted	Adopted		
SOURCE	FY 18		FY 19	FY 20		
Ad Valorem Taxes	\$ 502,590	\$	520,000	\$ 521,556		
Intergovernmental Revenue	981,373		57,699	-		
Charges for Services	7,422,743		9,764,805	10,710,156		
Interest and Other Earnings	27,815		60,000	-		
Transfers from Other Funds	3,630,339		-	-		
Debt Proceeds	-		-	6,992,148		
Appropriated Fund Balance	 -		-	157,520		
TOTAL	\$ 12,564,859	\$	10,402,504	\$ 18,381,380		

	Actual	Adopted	Adopted		
CATEGORY	FY 18	FY 19	FY 20		
Personal Services	\$ 1,278,705	\$ 2,307,695	\$ 3,422,831		
Operating Expenses	4,701,038	3,614,594	4,573,453		
Capital Outlay	-	1,309,821	7,331,000		
Debt Service	248,174	1,355,142	1,685,285		
Transfers to Other Funds	3,535,190	861,655	1,368,811		
Contingency	-	953,597	-		
TOTAL	\$ 9,763,106	\$ 10,402,504	\$ 18,381,380		



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. The building permit revenue is solely for the purpose of supporting the building permits and inspection division.

	Revenues		
SOURCE	Actual FY 18	Adopted FY 19	Adopted FY 20
Charges for Service Interest and Other Earnings Miscellaneous Revenues Appropriated Fund Balance	\$ 2,319,343 26,888 11,362 -	\$ 2,308,000 15,000 10,000 -	\$ 2,308,000 15,000 10,000 582,973
TOTAL	\$ 2,357,594	\$ 2,333,000	\$ 2,915,973

CATEGORY	Actual FY 18	Adopted FY 19	Adopted FY 20
Personal Services	\$ 1,314,364	\$ 1,638,518	\$ 1,990,515
Operating Expenses	480,511	519,734	859,258
Capital Outlay	-	85,624	-
Transfers to Other Funds	26,422	29,826	66,200
Contingency	-	59,298	-
TOTAL	\$ 1,821,297	\$ 2,333,000	\$ 2,915,973



Information Technology Enterprise Fund

Information Technology was moved from the General Fund to an enterprise fund to begin operation of the City's fiber optic network. Prior to fiscal year 2019, both IT enterprise and internal services were accounted for within this fund. In fiscal year 2019 the enterprise and internal service functions were separated. The IT Enterprise Fund accounts for revenue and expenses related to cell towers and the fiber optic network.

Rovonuos

Revenues									
SOURCE		Actual FY 18		Adopted FY 19		Adopted FY 20			
Charges for Services	\$	618,076	\$	621,559	\$	552,506			
Interest and Other Earnings		7,932		18,000		10,000			
Miscellaneous Revenues		5,421		-		-			
Non Revenues		2,107,594		-		-			
Appropriated Fund Balance		-		99,652		-			
TOTAL	\$	2,739,023	\$	739,211	\$	562,506			

CATEGORY	Actual FY 18	Adopted FY 19	Adopted FY 20
Personal Services	\$ 988,560	\$ 63,522	\$ 163,353
Operating Expenses	1,643,625	279,556	238,098
Capital Outlay	-	50,000	141,938
Transfers to Other Funds	16,131	346,133	19,117
TOTAL	\$ 2,648,315	\$ 739,211	\$ 562,506



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		
	Actual	Adopted	Adopted
SOURCE	FY 18	FY 19	FY 20
Non Revenues	\$ 4,334,862	\$ 5,346,294	\$ 5,451,889
Interest and Other Earnings	31,209	85,000	50,000
TOTAL	\$ 4,366,071	\$ 5,431,294	\$ 5,501,889

	Actual	Adopted	Adopted
CATEGORY	FY 18	FY 19	FY 20
Personal Services	\$ 3,025,189	\$ -	\$ 37,194
Operating Expenses	845,045	4,932,601	5,464,695
Contingency	-	498,693	-
TOTAL	\$ 3,870,234	\$ 5,431,294	\$ 5,501,889



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.

SOURCE	Actual FY 18	Adopted FY 19	Adopted FY 20
Charges for Services	\$ 4,158,981	\$ 4,377,202	\$ 5,111,538
Interest and Other Earnings	52,803	50,000	50,000
Miscellaneous Revenues	193,305	226,631	220,000
Transfers from Other Funds	313,400	1,339,590	2,036,289
Appropriated Fund Balance	 -	216,622	886,697
TOTAL	\$ 4,718,488	\$ 6,210,045	\$ 8,304,524

Revenues

	Actual	Adopted	Adopted
CATEGORY	FY 18	FY 19	FY 20
Personal Services	\$ 501,554	\$ 688,040	\$ 742,568
Operating Expenses	1,201,338	1,761,966	1,949,664
Capital Outlay	1,990,906	3,749,814	5,459,292
Transfers to Other Funds	-	10,225	-
Contingency	-	-	153,000
TOTAL	\$ 3,693,798	\$ 6,210,045	\$ 8,304,524



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 18		Adopted FY 19		Adopted FY 20		
Charges for Services Interest Transfers from Other Funds Appropriated Fund Balance	\$	275,401 11,832 24,000 -	\$	270,500 25,000 - -	\$	270,500 - - 990,000		
TOTAL	\$	311,233	\$	295,500	\$	1,260,500		

	Actual	Adopted	Adopted
CATEGORY	FY 18	FY 19	FY 20
Operating Expenses	\$ 10,007	\$ 60,000	\$ 60,500
Capital Outlay	-	-	1,200,000
Contingency	-	235,500	-
TOTAL	\$ 10,007	\$ 295,500	\$ 1,260,500



Information Technology Internal Service

Information Technology was moved from the General Fund to an enterprise fund to begin operation of the City's fiber optic network. Prior to fiscal year 2019, both IT enterprise and internal services were accounted for within this fund. In fiscal year 2019 the enterprise and internal service functions were separated. The IT Internal Service Fund accounts for revenue and expenses related to supporting other departments.

Revenues

	Actual	Adopted	Adopted
SOURCE	FY 18	FY 19	FY 20
Charges for Services	\$ -	\$ 1,953,225	\$ 3,291,178
Transfers from Other Funds	-	1,217,699	58,115
TOTAL	\$ -	\$ 3,170,924	\$ 3,349,293

	Actual	Adopted	Adopted
CATEGORY	FY 18	FY 19	FY 20
Personal Services	\$ -	\$ 1,176,627	\$ 1,394,858
Operating Expenses	-	1,754,985	1,766,467
Capital Outlay	-	114,312	123,000
Contingency	-	125,000	64,968
TOTAL	\$ -	\$ 3,170,924	\$ 3,349,293



Facílítíes Maintenance Fund

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

Revenues								
SOURCE		Actual FY 18		Adopted FY 19		Adopted FY 20		
Charges for Services Miscellaneous Revenues Interest and Other Earnings Appropriated Fund Balance	\$	678,599 - 1,912 -	\$	936,329 2,728 - 30,346	\$	1,090,015 - -		
TOTAL	\$	680,511	\$	969,403	\$	1,090,015		

	Actual	Adopted	Adopted
CATEGORY	FY 18	FY 19	FY 20
Personal Services	\$ 115,995	\$ 180,001	\$ 278,536
Operating Expenses	503,852	677,126	778,679
Transfers to Other Funds	-	112,276	-
Contingency	-	-	32,800
TOTAL	\$ 619,847	\$ 969,403	\$ 1,090,015





This page intentionally left blank



Budget Detail by Department





This page intentionally left blank

Personnel

PALM COAST Find your Florida

2020 Pay Plan

This plan has a salary range established for each position in the City with the exception of the City Manager. The 2020 pay plan includes a salary adjustment of 2% that occurs in January.

Merit increases, based on employee performance, range from 0% to 5%, with a department average not to exceed 3%.

	SAL	ARIED	HOURLY			
	2020 Minimum	2020 MAX	2020 Minimum	2020 Max		
Paygrade 1	\$20,800	\$31,918	\$10.00	\$15.35		
Paygrade 2	\$25,585	\$39,260	\$12.30	\$18.88		
Paygrade 4	\$28,205	\$43,281	\$13.56	\$20.81		
Paygrade 5	\$29,704	\$45,581	\$14.28	\$21.91		
Paygrade 6	\$31,201	\$47,878	\$15.00	\$23.02		
Paygrade 7	\$33,566	\$51,506	\$16.14	\$24.76		
Paygrade 8	\$34,684	\$53,223	\$16.68	\$25.59		
Paygrade 9	\$35,803	\$54,940	\$17.21	\$26.41		
Paygrade 10	\$37,404	\$57,397	\$17.98	\$27.59		
Paygrade 11	\$39,256	\$60,238	\$18.87	\$28.96		
Paygrade 12	\$41,232	\$63,270	\$19.82	\$30.42		
Paygrade 13	\$43,330	\$66,490	\$20.83	\$31.97		
Paygrade 14	\$46,415	\$71,224	\$22.31	\$34.24		
Paygrade 15	\$49,625	\$76,150	\$23.86	\$36.61		
Paygrade 16	\$53,082	\$81,455	\$25.52	\$39.16		
Paygrade 17	\$56,786	\$87,137	\$27.30	\$41.89		
Paygrade 18	\$60,735	\$93,198	\$29.20	\$44.81		
Paygrade 19	\$65,057	\$99,829	\$31.28	\$47.99		
Paygrade 20	\$69,624	\$106,839	\$33.47	\$51.36		
Paygrade 21	\$76,613	\$117,562	\$36.83	\$56.52		
Paygrade 22	\$84,190	\$129,190	\$40.48	\$62.11		
Paygrade 23	\$92,585	\$142,072	\$44.51	\$68.30		
Paygrade 24	\$101,844	\$156,251	\$48.96	\$75.12		

2756 HOURS PER YEAR -- FIRE DEPARTMENT

Paygrade 11	\$39,256	\$60,238	\$14.24	\$21.86					
Paygrade 12	\$41,232	\$63,270	\$14.96	\$22.96					
Paygrade 13	\$43,330	\$66,490	\$15.72	\$24.13					
Paygrade 14	\$46,415	\$71,224	\$16.84	\$25.84					
Paygrade 16	\$53,082	\$81,455	\$19.26	\$29.56					
Paygrade 17	\$56,786	\$87,137	\$20.60	\$31.62					
Paygrade 18	\$60,735	\$93,198	\$22.04	\$33.82					
Paygrade 19	\$65,057	\$99,829	\$23.61	\$36.22					
2									

Summary of Físcal Year 2020 Personnel Changes

All new positions approved for the budget must go through an additional approval process through Human Resources before being filled. The changes below simply reflect that the budgetary impact of these changes has been included in the adopted budget. It does not guarantee that the position will be filled.

Department	Fund	impa	imated ct to the udget	
Economic Development	Innovation & Economic Growth Coordinator	General	\$	72,851
Finance	Senior Finance Technician	General		63,691
City Manager	Administratvie Assistant Council Priorities	General		68,761
City Clerk	Records Specialist	General		62,823
Planning	Site Development Manager	General		111,388
Fire	Sr Staff Assistant	General		55,272
Parks Maintenance	Equipment Operator II	General		29,925
Public Works - Streets	Equipment Operator II (Tree)	General		58,252
Public Works - Streets	Equipment Operator II (Tree)	General		58,252
Utility Customer Service	Customer Service Representative I	Utility		53,869
Utility Finance	Finance Technician I	Utility		53,169
Utility Wastewater Collection	Utility System Technician II	Utility		54,562
Utility Wastewater Pumping	Wastewater Maintenance Tech	Utility		55,987
Stormwater & Engineering	Survey Technician	Stormwater		56,366
Stormwater & Engineering	Senior Staff Assistant	Stormwater		55,272
Stormwater & Engineering	Equipment Operator II SW - 55003 (VAC Truck)	Stormwater		58,252
Stormwater & Engineering	Equipment Operator II SW - 55003 (VAC Truck)	Stormwater		58,252
Stormwater & Engineering	Equipment Operator II SW - 55003 (DITCH)	Stormwater		58,252
Stormwater & Engineering	Equipment Operator II SW - 55003 (DITCH)	Stormwater		58,252
Stormwater & Engineering	Equipment Operator II SW - 55105 (SWALES)	Stormwater		58,252
Stormwater & Engineering	Equipment Operator II SW - 55105 (SWALES)	Stormwater		58,252
IT Internal Services	GIS Lead	IT		82,938
IT Internal Services	IT Enterprise Services Admin	IT		78,235
Building	Deputy Chief Building Official	Building		99,886
Building	Plans Examiner / Building Inspector	Building		73,410



DEPARTMENT	Actual FY18	Actual FY19	Adopted FY20	CHANGE
GENERAL FUND				
City Manager	2.00	2.00	3.00	1.00
Communications & Marketing	3.50	4.00	4.00	0.00
Budget & Procurement Office	4.50	5.50	4.50	-1.00
Economic Development	2.00	2.00	3.00	1.00
City Clerk	1.50	1.50	3.00	1.50
Human Resources	5.00	5.00	5.40	0.40
City Attorney	0.50	0.50	0.50	0.00
Financial Services	8.50	9.00	9.00	0.00
Planning	15.25	15.25	14.66	-0.59
Code Enforcement	25.95	24.95	25.36	0.41
Fire	58.00	58.00	59.00	1.00
Streets	54.00	56.00	57.00	1.00
Parks Maintenance	22.00	20.00	22.00	2.00
Construction Management & Engineering	19.65	10.75	9.00	-1.75
Golf Course	3.00	3.00	2.00	-1.00
Pool	0.00	2.00	2.00	0.00
Tennis Center	1.00	1.00	1.00	0.00
Parks & Recreation	9.00	7.00	8.00	1.00
GENERAL FUND	235.35	227.45	232.42	4.97
UTILITY FUND	127.00	143.00	148.00	5.00
STORMWATER MANAGEMENT FUND	27.00	36.50	48.00	11.50
BUILDING PERMITS & INSPECTIONS	17.75	20.05	23.48	3.43
INFORMATION TECHNOLOGY ENTERPRISE	11.00	1.00	1.00	0.00
INFORMATION TECHNOLOGY INTERNAL SERVICE	0.00	14.00	15.50	1.50
FACILITIES MANAGEMENT FUND	2.00	4.00	4.00	0.00
FLEET MANAGEMENT FUND	7.00	9.50	10.00	0.50
FULL-TIME EQUIVALENT POSITIONS (FTE)	427.10	455.50	482.40	26.90

Full Time Equivalent Positions (FTE)



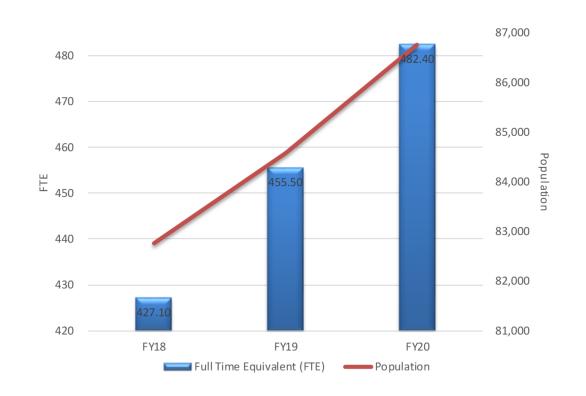
DEPARTMENT	Actual FY18	Actual FY19	Adopted FY20
Population	82,760	84,575	86,768
GENERAL FUND			
City Manager	0.02	0.02	0.03
Communications & Marketing	0.04	0.05	0.05
Budget & Procurement Office	0.05	0.07	0.05
Economic Development	0.02	0.02	0.03
City Clerk	0.02	0.02	0.03
Human Resources	0.06	0.06	0.06
City Attorney	0.01	0.01	0.01
Financial Services	0.10	0.11	0.10
Planning	0.19	0.18	0.17
Code Enforcement	0.32	0.30	0.30
Fire	0.70	0.69	0.68
Streets	0.65	0.66	0.66
Parks Maintenance	0.22	0.24	0.26
Construction Management & Engineering	0.24	0.13	0.11
Golf Course	0.08	0.07	0.07
Pool	0.00	0.06	0.06
Tennis Center	0.03	0.03	0.03
Parks & Recreation	0.21	0.16	0.16
TOTAL GENERAL FUND	2.97	2.86	2.85
UTILITY FUND	1.55	1.69	1.71
STORMWATER MANAGEMENT FUND	0.33	0.43	0.55
BUILDING PERMITS & INSPECTIONS	0.21	0.24	0.27
INFORMATION TECHNOLOGY ENTERPRISE	0.13	0.01	0.01
INFORMATION TECHNOLOGY INTERNAL SERVICE	0.00	0.17	0.18
FACILITIES MANAGEMENT FUND	0.02	0.05	0.05
FLEET MANAGEMENT FUND	0.08	0.11	0.12
FULL-TIME EQUIVALENT POSITIONS	5.30	5.39	5.56

Personnel (FTE) Per 1,000 Population

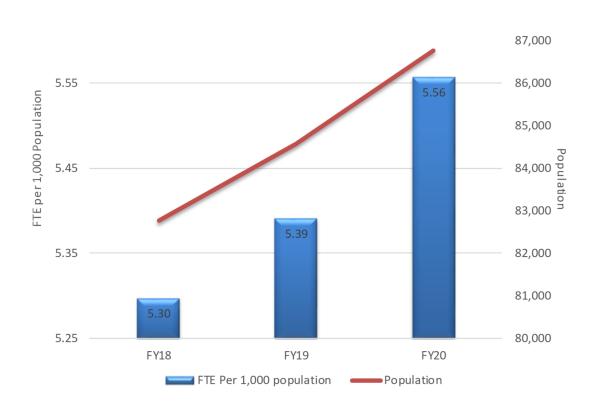


Total Full Time Equivalent (FTE)





Total FTE Per 1,000



Department Funding

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

		General		Enterprise	Capital	Internal	Special
Department / Division		Fund		Funds	Project Funds	Service Fund	Revenue Funds
City Council	\$	174,531	\$	-	\$ -	\$ -	\$-
Administration							
City Manager		484,011		-	-	-	-
Communications & Marketing		512,294		-	-	-	-
Economic Development		580,484		-	-	-	-
City Clerk		280,490		-	-	-	-
Human Resources		695,841		-	-	-	-
Self Insured Health		-		-	-	5,501,889	-
Non-Departmental		2,205,593		-	-	-	-
Law Enforcement		3,680,779		-	-	-	-
Police Education		-		-	-	-	6,419
Special Events Revenue		-		-	-	-	222,955
City Attorney		542,331		-	-	-	-
Financial Services							
General Fund Finance		1,007,696		-	-	-	-
Budget and Procurement Office		433,964		-	-	-	-
Utility Finance		-		603,107	-	-	-
Community Development							
Building Permits		-		2,915,973	-	-	-
Planning		1,651,453		-	-	-	-
Code Enforcement		2,848,482		-	-	-	-
CDBG		-		-	-	-	822,817
Local Business Development Program Fund		-		-	-	-	5,000
SR100 Community Redevelopment		-		-	-	-	2,035,955
Capital Projects		-		-	8,230,000	-	-
Development Special Projects		-		-	-	-	-
Transportation Impact Fee		-		-	11,570,513	-	-
Old Kings Road Special Assessment		-		-	, .	-	426,002
Construction Management & Engineering		1,075,040		-	-	-	-
Fire		,,					
Fire		9,426,294		-	-	-	-
Fire Impact Fee		-		-	209,325	-	-
•							



Department Funding

Department / Division	General Fund			Enterprise Funds	Capital Project Funds	Internal Service Fund	De	Special Revenue Funds	
Utility		Fullu		runus	Floject Fullus	Service Fullu	Ne		
Customer Service	\$	_	\$	1,095,458	\$ -	\$ -	\$	_	
Administration	Ψ	_	Ψ	1,135,502	Ψ	Ψ	Ψ	-	
Solid Waste		_		8,756,412	_	_		-	
Wastewater Pumping		_		1,295,705	_	_		-	
Wastewater Collection		-		3,405,363	-	-		-	
Wastewater Treatment Plant #1		_		2,216,930	-	-		-	
Wastewater Treatment Plant #2		-		1,382,802	-	-		-	
Water Plant #1		-		3,037,880	-	-		-	
Water Plant #2		_		2,082,585	-	-		-	
Water Plant #3		-		1,496,688	-	-		-	
Water Quality		_		982,212	_	_		-	
Water Distribution		_		4,406,593	-	-		-	
Non-Departmental		-		22,064,202	-	-		-	
Utility Capital Projects		-			32,252,038	-		-	
Public Works					-,,,,				
Streets		7,922,695		-	-	-		-	
Streets Improvement		-		-	-	-		8,496,000	
Facilities Maintenance		-		-	-	1,090,015			
Fleet Management		-		-	-	8,304,524		-	
Stormwater						-,,			
Stormwater Maintenance		-		18,381,380	-	-		-	
Utility Construction Management & Engineering		-		548,075	-	-		-	
Recreation and Parks									
Parks & Recreation		1,766,059		-	-	-		-	
Pool		452,262		-	-	-		-	
Tennis Center		364,518		-	-	-		-	
Golf Course		1,571,205		-	-	-		-	
Parks / Facilities		2,459,059		-	-	-		-	
Recreation Impact Fee		-		-	2,644,220	-		-	
Information Technology									
Enterprise		-		562,506	-	-		-	
Internal Services		-		-	-	3,349,293		-	
Communications		-		-	-	1,260,500		-	
Total	\$	40,135,081	\$	76,369,373	\$ 54,906,096	\$ 19,506,221	\$	12,015,148	
						Total	\$	202,931,919	



Cíty Councíl



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. Listed below are the 2020 Council Priorities



Milissa Holland – Mayor – Term 2016 – 2020

Milissa Holland was elected Palm Coast Mayor in November 2016. She is just the third Mayor in Palm Coast's history and the first woman Mayor. Born in Poughkeepsie, New York, Mayor Holland moved to Palm Coast with her family in 1987 when she was a teenager. She has lived and worked here her entire adult life and has three adult children. Mayor Holland served six years as a Flagler County Commissioner, from 2006 to 2012, and was the first woman County Commissioner. She was selected as Chair in 2008, and the County adopted its Strategic Plan during her term as Chair.

Commissioner. She was selected as Chair in 2008, and the County adopted its Strategic Plan during her term as Chair. She was a member of the Flagler County Future Committee to re-write the County's Comprehensive Plan and was the County's representative to numerous local and regional agencies.

Robert Cuff, City Council Member, District 1 - Term 2016 - 2020

Robert G. Cuff was elected to the District 1 seat of the Palm Coast City Council during the primary election in 2016 and then the Council voted to appoint him to take the seat two months early to fill a vacancy. He and his family have lived in Palm Coast since 1983. Council Member Cuff is a practicing attorney with 40 years of experience in real estate, land use, business development and estate planning. He served as a member of the City's Planning and Land Development Review Board from 2009-2016, helping oversee major commercial and residential developments in Palm Coast.

Council Member Cuff began his legal career as a municipal attorney and prosecutor for the cities of Hollywood and Hallandale in Broward County, Florida. He and his wife, Toni, moved to Palm Coast when he accepted a position in the legal department of ITT Community Development Corporation, serving as its general counsel during the company's last several years of operations in Palm Coast. After ITT closed its onsite operations in 2000, Council Member Cuff became a shareholder with the firm of Rogers & Towers, P.A. In 2010, he opened his own office in Palm Coast and continues to represent clients in the areas of real estate, business formation, land use, estate planning and probate.

Cíty Council Department Summary

Col. Jack D. Howell II – District 2 – Term 2018 – 2022

Jack Howell was elected to the District 2 seat of the Palm Coast City Council seat in November 2018. Council Member Howell is an Aviator, President, and Chief Executive Officer of Teens-In-Flight, a national aviation charity to help teens whose parents were killed or injured in the line of active duty in the armed forces, as well as teens who are considered at-risk. He served 25 years of active duty in the U.S. Marine Corps, and is a combat-wounded veteran who retired with the rank of Colonel. He also is a retired high school teacher, former child protective services investigator and former supervisor of Ocean Rescue for the City of Jacksonville. Colonel Howell moved to Daytona Beach from New Orleans, Louisiana, in 1990. Council Member Howell is a graduate of Monmouth University and the Naval War College and also did graduate work at East Carolina University and Pepperdine University. He has lived in Palm Coast since 1991. He and wife Samantha have six children and nine grandchildren.

Nick Klufas – District 3 – Term 2016 – 2020

Nick Klufas was elected to the District 3 seat of the Palm Coast City Council in November 2016. Council Member Klufas was born in Eldred, New York. In 2006, as a teenager, he moved with his family to Palm Coast. His wife, Kayla, was born and raised in Palm Coast. At age 28 at the time of the election, Council Member Klufas is the youngest-ever member of the Palm Coast City Council. He is a Senior Development Engineer at ACI, a real estate appraisal software company located in Palm Coast's Town Center. ACI is owned by First American Financial, which is a Fortune 500 company and a Forbes-rated Top 100 company to work for. He began programming at age 13 on a Commodore 64. Today he is proficient in several programming languages. He is a member of the Flagler Runners Group and participates in the majority of Palm Coast's charitable 5K/10K/15K runs. He is involved with youth athletic leagues and is a proponent of summer technology programs that empower our youth.

Eddie Branquinho – District 4 – Term 2018 – 2022

Eddie Branquinho was elected to the District 4 seat of the Palm Coast City Council in November 2018. Council Member Branquinho is a retired police detective commander in Newark, New Jersey, who has lived in Palm Coast since 2010. He has been active in sports and civic leadership for more than four decades. A past president of the Portuguese American Cultural Center of Palm Coast, Council Member Branquinho helped establish the Portuguese Honorary Consulate in Palm Coast. When he lived in New Jersey he served as a commissioner of the Elizabeth Board of Education. He is married to Dina, and he has two grown sons and two granddaughters.





This page intentionally left blank



Expenditure Summary

	Actual		Adopted		Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$ 64,308	\$	65,049	\$	65,049	\$	-	
Operating Expenditures	46,471		92,007		109,482		17,475	
Total Expenditures	\$ 110,779	\$	157,056	\$	174,531	\$	17,475	

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
Part-time/Temporary				
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.

Cíty Manager's Office Department Summary

The Council/Manager Form of Government

The council-manager form of local government combines the strong political leadership of elected officials in the form of a council with the strong managerial experience of an appointed local government manager. Approximately 59 percent of U.S. cities with populations of 25,000 or more, and 47 percent of U.S. cities with populations of 5,000 or more have adopted the council-manager form.

The Mayor and City Council members act as the political head of the city. They are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline the City's public function. The manager is appointed by council to carry out policy and ensure that the entire community is being served. The manager makes policy recommendations to the council, but the council may or may not adopt them and may modify the recommendations. The manager is bound by whatever action the council takes.

Responsibilities of the City Manager's Office:

The primary responsibility of a city manager is to implement the policies of the elected City Council. In addition, in the council-manager government, the manager assumes responsibility for:

- Directing day-to-day operations;
- Preparing the annual budget; •
- Overseeing personnel matters; •
- Recommending policies or programs to the City Council; •
- Keeping the council fully advised of the financial and other conditions of the city; and •
- Supplying the council with information to aid decision making •

In addition, the City Manager's office is responsible for overseeing the strategic action planning process. The Strategic Action Plan (SAP), which is evaluated on an annual basis by City Council, sets the foundation for city operations. City Council goals are identified in the SAP and provide direction to departments to ensure the City's vision to be recognized as one of Florida's premier cities in which to live, work and play becomes a reality.



Cíty Manager's Office General Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$	576,802	\$ 368,580	\$	401,120	\$	32,540	
Operating Expenditures		25,466	27,533		80,191		52,658	
Transfers	_	-	1,800		2,700		900	
Total Expenditures	\$	602,269	\$ 397,913	\$	484,011	\$	86,098	

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
City Manager	1.00	1.00	1.00	-
Executive Assistant to the City Manager	1.00	1.00	1.00	-
Administrative Assistant	-	-	1.00	1.00
Total Full-time	2.00	2.00	3.00	1.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	2.00	2.00	3.00	1.00



Cíty 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.





Expenditure Summary

	Actual		Adopted		Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$ 50,882	\$	57,641	\$	61,544	\$	3,903	
Operating Expenditures	394,235		468,832		480,787		11,955	
Total Expenditures	\$ 445,118	\$	526,473	\$	542,331	\$	15,858	

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
Full-time				
Paralegal	0.50	0.50	0.50	-
Total Full-time	0.50	0.50	0.50	-
Total Part-time/Temporary	-	-	-	-
Total Personnel	0.50	0.50	0.50	-



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 Sherriff'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.





Operations: 901 E. Moody Blvd, Bunnell, FL 32110 Inmate Facility: 1001 Justice Lane, Bunnell, FL 32110 Phone: (386) 437-4116 Fax: (386) 586-4888 Non-Emergency: (386) 313-4911 EMERGENCY: 9-1-1

Law Enforcement General Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Operating Expenditures	\$ 3,338,580	\$	3,505,503	\$	3,680,779	\$	175,276	
Total Expenditures	\$ 3,338,580	\$	3,505,503	\$	3,680,779	\$	175,276	

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



Administrative Services & Economic Development Department Summary

The Administrative Services & Economic Development Department consists of Communications and Marketing, the City Clerk's Office, and Economic Development.

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. The team supports special events, coordinates the Palm Coast Citizens Academy, and handles many aspects of community relations for the City.

City Clerk's Office

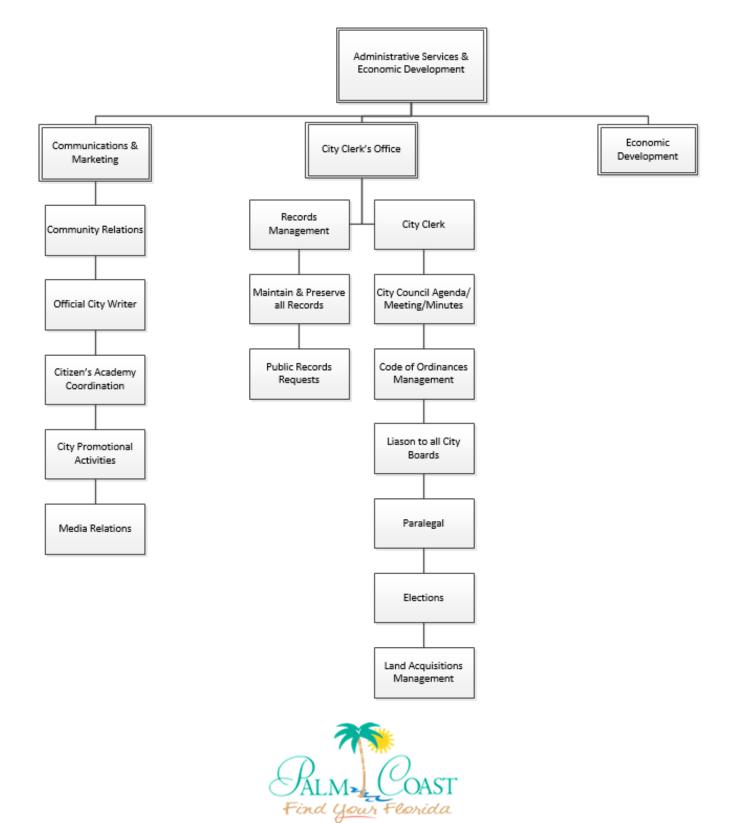
This division is responsible for records management, land management and oversees the City's elections. The division prepares the agendas and minutes for City Council meetings, and processes all City ordinances, resolutions, and proclamations adopted and/or approved by City Council. The City Clerk's office is the official record keeper for all City documents setting guidelines for the management and retention of these documents and also handles citizens' requests for public information and records.

Economic Development

This 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.



Administrative Services & Economic Development Organizational Chart



Administrative Services & Economic Development

Department Goals and Metrics

	2017	2018	2019	Target for 2020
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	96.74%	95.78%	89.17%	100.00%
Provide quarterly results of the Business Tax survey program.	100.00%	100.00%	75.00%	
Report annually on strategy for the new downtown high tech innovative district concept	100.00%	100.00%	100.00%	
Identify ways to educate our citizens to shop local including signage and brochures	*	*	100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	99.63%	94.25%	95.35%	100.00%
Identify all inactive departmental records kept in office file drawers to be scanned.	100.00%	100.00%	100.00%	
All "open records requests" will be answered as prescribed by state law (track quarterly)	100.00%	99.49%	100.00%	
Conduct a record audit report for all departments semi-annually	94.50%	100.00%	100.00%	
Meeting minutes will be completed and posted within 2 days of approval (track quarterly)	100.00%	100.00%	100.00%	
Agendas will be posted at least 5 days prior to a public meeting (track quarterly)	100.00%	100.00%	100.00%	
Council minutes will be completed prior to the next council business meeting with 100% accuracy (track quarterly)	100.00%	100.00%	95.65%	
Scan all identified inactive records for the current year.	100.00%	100.00%	100.00%	
Track and report on documents that reached retention and identify those to be destroyed and those to be excluded	100.00%	100.00%	75.00%	
Provide a minimum of two (2) training sessions to City employees regarding Public Records Annually	100.00%	100.00%	100.00%	
Identify all o: drive records that need to be retained or can be destroyed	*	20.00%	80.00%	
Transition automatic committing with quality control audit in place for all new users	*	*	100.00%	
Prepare annual CRA report	100.00%	100.00%	100.00%	
Report quarterly on legislative efforts	100.00%	100.00%	75.00%	
Transition to recording only for Boards/Committees by end of 1st quarter no streaming-post day after meeting	*	*	100.00%	
Transition City video content to YouTube Channel and other digital platforms and end PCTV programming and broadcasts on cable television channels	*	*	100.00%	
In coordination with IT, evaluate Opportunities to improve public facing "public records" search capabilities	*	*	100.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	100.00%	100.00%	100.00%	100.00%
Provide and/or pre-schedule social media presence at major events by incorporating video, photos and using hashtags as appropriate.	100.00%	100.00%	100.00%	
Create video promos for Arbor Day Celebration, Senior Games, Birds of a Feather Fest, and the Starlight Event & Parade.	100.00%	100.00%	100.00%	
Conduct analysis of the City's social media presence each quarter and lead efforts to improve social media presence across platforms.	100.00%	100.00%	100.00%	
Conduct research on panhandling regulations	*	*	*	
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	93.89%	93.89%	96.88%	100.00%
Maintain communication program for swale system maintenance.	100.00%	100.00%	100.00%	
Maintain communication program for annual capital improvement program.	100.00%	100.00%	75.00%	
Implement a comprehensive communications and marketing program for the City including news releases, social media, video, graphic design, website announcements, photos, newsletter, printed materials, and report quarterly on program.	100.00%	100.00%	100.00%	
Maintain a virtual Citizens Academy program that supplements existing Citizens Academy Program	85.00%	100.00%	100.00%	
In coordination with other City departments, create at least one video per month that serves as a Public Service Announcement; a feature on a new initiative, capital project or City Service; or highlights a program the City wants to better share with residents or visitors.	100.00%	100.00%	100.00%	

* - Not A Measurement in that year

Communications and Marketing General Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$ 302,055	\$	354,759	\$	343,203	\$	(11,556)	
Operating Expenditures	105,136		97,115		169,091		71,976	
Transfers	-		3,700		-		(3,700)	
Total Expenditures	\$ 407,190	\$	455,574	\$	512,294	\$	56,720	

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Communications Officer	-	-	1.00	1
Communications & Marketing Content Strategist	1.00	1.00	-	(1)
Digital Media Specialist	-	1.00	1.00	-
Digital Communications Coordinator	1.00	1.00	1.00	-
Public Relations Associate	1.00	1.00	1.00	-
Total Full-time	3.00	4.00	4.00	(1)
Total Part-time/Temporary	-	-	-	-
Total Personnel	3.00	4.00	4.00	(1)
	3.00	4.00	4.00	(1)



Economíc Development

General Fund

Expenditure Summary

		Actual		Adopted		Adopted		Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20			FY19-FY20		
Personal Services	\$	198,021	\$	265,562	\$	350,615	\$	85,053		
Operating Expenditures		134,440		122,848		141,769		18,921		
Grants and Aide		48,425		75,000		85,000		10,000		
Transfers		-		1,800		3,100		1,300		
Total Expenditures	\$	380,886	\$	465,210	\$	580,484	\$	115,274		

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Director / Assistant City Manager	1.00	1.00	1.00	-
Head of Innovation & Economic Development	1.00	1.00	1.00	-
Economic Development Coordinator	-	-	1.00	1.00
Total Full-time	2.00	2.00	3.00	1.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	2.00	2.00	3.00	1.00



Cíty Clerk's Office General Fund

Expenditure Summary

Actual		Adopted			Adopted		Net Change
FY 18		FY 19		FY 20		FY19-FY20	
\$	110,587	\$	139,014	\$	230,676	\$	91,662
	45,519		43,788		49,064		5,276
	-		-		750		750
\$	156,106	\$	182,802	\$	280,490	\$	97,688
	٠ •	FY 18 \$ 110,587 45,519 -	FY 18 \$ 110,587 \$ 45,519 -	FY 18 FY 19 \$ 110,587 \$ 139,014 45,519 43,788	FY 18 FY 19 \$ 110,587 \$ 139,014 \$ 45,519 43,788	FY 18 FY 19 FY 20 \$ 110,587 \$ 139,014 \$ 230,676 45,519 43,788 49,064 - - 750	FY 18 FY 19 FY 20 \$ 110,587 \$ 139,014 \$ 230,676 \$ 45,519 45,519 43,788 49,064 - - 750

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Paralegal/City Clerk	0.50	0.50	0.50	-
Deputy City Clerk	1.00	1.00	1.00	-
Staff Assistant	-	-	0.50	0.50
Records Specialist	-	-	1.00	1.00
Total Full-time	1.50	1.50	3.00	1.50
Total Part-time/Temporary	-	-	-	-
Total Personnel	1.50	1.50	3.00	1.50
Position sharing with IT, moved from BPO				



Human Resources

Department Summary

Human Resources, is responsible for recruitment and staffing for over 500 positions within the City. Additionally, staff oversees benefits administration, policy compliance, labor relations, training and development of staff as well as the administration of payroll in coordination with the Finance department.

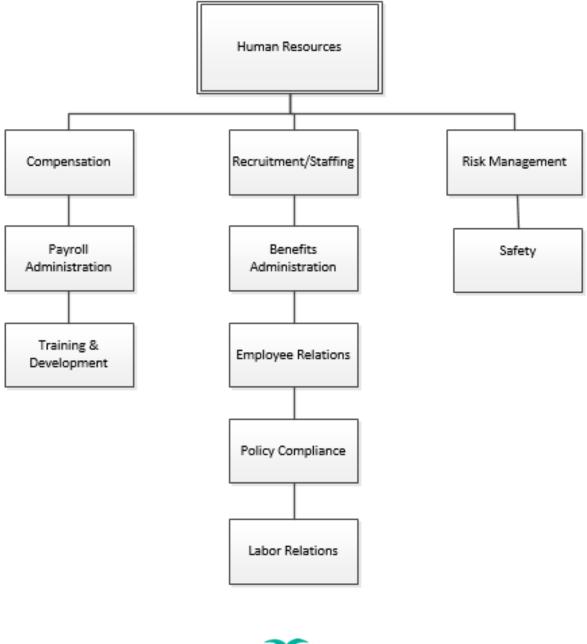
The department also oversee the City's internship program, developed in 2016 by two talented interns. The City of Palm Coast's internship program is more than just a job- it's an experience. From day one interns will take initiative in their own projects, network with professionals, work hands-on in their career field, and make a difference in the community. The City offers internship opportunities in Communications, Human Resources, Landscape Architecture, Finance, Community Development, Environmental Science, Economic Development, Video Production, Utility, Public Works, Information Technology, Public Administration, Parks & Recreation, Sports Management, and much more.

As described in Goal 6 of the Strategic Action Plan, Workforce Talent is a high priority for the City. The department oversees an interdepartmental team focused on developing an employee training program for staff. Among other accomplishments, the team has developed an Employee Academy where staff has the opportunity to learn about all City departments.



To learn more about our internship program click on the photo below!

Human Resources Organizational Chart





Human Resources

Department Goals and Metrics

Inversion value-added services to residents and businesses ************************************	.00%	94.31% * * * * * 88.71% 76.64% 98.36% * 100.00% 100.00%	95.09% 50.00% 100.00% 90.00% 100.00%	for 2020 100.00%
ch quarter, review one of the following Safety Manuals (City-Wide, Public Works, Utility, Fire) and update as necessary. ************************************	* * * * * * * * * * * * * * * * * * *	* * 88.71% 76.64% 98.36% * * 100.00% 100.00%	* * 94.76% 100.00% 95.09% 50.00% 100.00% 100.00%	*
aluate effectiveness and report findings and recommendations to executive team. eview workers comp claims semi-annually to identify trends, modify and/or develop corresponding safety programs, and port findings/recommendations to the executive team. evelop and implement a feasible rewards program for the COPC employees on reducing injuries and lost time. By the d of the first quarter of the fiscal year develop a strategy plan for implementing a rewards program. ualify or disqualify all applications within 5 working days of the position closing date 90% of the time. miniptee all background screening for full time positions within 10 working days or selection by departments 95% of the sevelop a formal and comprehensive off-boarding process. aluate and identify options to improve the open enrollment process. evelop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development and advancement opportunities and management; and personal development and advancement opportunities and services ong with leadership and team building as an employee Academy at least three times per year that raises employee knowledge of City functions and services ong with leadership and team building as chedules a meeting with each Department Director to review Organization Chart and discuss anticipated future	* * * * * * * .00% .10%	* 88.71% 76.64% 98.36% * * 100.00% 100.00%	* 94.76% 100.00% 95.09% 50.00% 100.00% 100.00%	*
eview workers comp claims semi-annually to identify trends, modify and/or develop corresponding safety programs, and , bort findings/recommendations to the executive team. , evelop and implement a feasible rewards program for the COPC employees on reducing injuries and lost time. By the , d of the first quarter of the fiscal year develop a strategy plan for implementing a rewards program. , ualify or disqualify all applications within 5 working days of the position closing date 90% of the time. , mplete all background screening for full time positions within 10 working days of selection by departments 95% of the , usure all required equipment, PPE and technology are available for new staff on first day of employment. , evelop a formal and comprehensive off-boarding process. , rentory existing opportunities for the use of volunteers , yentory volunteer utilization , DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development and advancement opportunities , ain employees to teach others , , ain employee Academy at least three times per year that raises employee development and advancement opportunities , gate and biedership and team building , , as the Employee	* * * * * * .00% .00% .10%	* 88.71% 76.64% 98.36% * * 100.00% 100.00%	* 94.76% 100.00% 95.09% 50.00% 100.00% 100.00%	*
d of the first quarter of the fiscal year develop a strategy plan for implementing a rewards program. ialify or disqualify all applications within 5 working days of the position closing date 90% of the time. inalify or disqualify all applications within 5 working days of the position closing date 90% of the time. isource all background screening for full time positions within 10 working days of selection by departments 95% of the position are available for new staff on first day of employment. isource all required equipment, PPE and technology are available for new staff on first day of employment. evelop a formal and comprehensive off-boarding process. isource and identify options to improve the open enrollment process. isource visiting opportunities for the use of volunteers 90. isource visiting opportunities for the use of volunteers 90. isource trip enducation and training; performance management; and personal development opportunities 91. in employees to teach others in employee development and advancement opportunities isot an Employee Academy at least three times per year that raises employee knowledge of City functions and services ong with leadership and team building isote an Employee recommendations and provide presentation to City Manager at a minimum twice a year.	* * * * * * * * * * * * * * * * * * *	88.71% 76.64% 98.36% * * 100.00% 100.00%	94.76% 100.00% 95.09% 50.00% 100.00% 100.00%	*
Provide a server of the server of the server of the position closing date so % of the time. Provide a line and comprehensive off-boarding process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and identify options to improve the open enrollment process. Particle and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities Particle and method and training programs that fosters employee development and advancement opportunities Particle and teach others * Particle and team building * Particle and team building * Particle and team building * Particle and teach oper recommendations and provide presentation to City Manager at a mini	* * * .00% .00% .10%	76.64% 98.36% * * 100.00% 100.00%	100.00% 95.09% 50.00% 100.00% 90.00%	*
ne issure all required equipment, PPE and technology are available for new staff on first day of employment. evelop a formal and comprehensive off-boarding process. issure all identify options to improve the open enrollment process. raluate and identify options to improve the open enrollment process. issure all required equipment, PPE and technology are available for new staff on first day of employment. velop a formal and comprehensive off-boarding process. issure all identify options to improve the open enrollment process. ventory existing opportunities for the use of volunteers 90. ventory volunteer utilization 25. DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities 91. ain employees to teach others issue an Employee Academy at least three times per year that raises employee development and advancement opportunities issue an Employee Academy at least three times per year that raises employee knowledge of City functions and services ong with leadership and team building issue an entify with each Department Director to review Organization Chart and discuss anticipated future issue an entify and team building R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. issue an entify and team information and provide presentation to City Manager at a minimum twice a year.	* * * .00% .00% .10%	98.36% * 100.00% 100.00%	95.09% 50.00% 100.00% 90.00% 100.00%	*
asure all required equipment, PPE and technology are available for new staff on first day of employment. * evelop a formal and comprehensive off-boarding process. * raluate and identify options to improve the open enrollment process. * ventory existing opportunities for the use of volunteers 90. ventory volunteer utilization 25. DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities 91. ain employees to teach others * entify, track, and report on outside training programs that fosters employee development and advancement opportunities * opg with leadership and team building * R achedules a meeting with each Department Director to review Organization Chart and discuss anticipated future * R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. *	* .00% .00% .10%	* * 100.00% 100.00%	50.00% 100.00% 90.00% 100.00%	
evelop a formal and comprehensive off-boarding process. * raluate and identify options to improve the open enrollment process. * ventory existing opportunities for the use of volunteers 90. ventory volunteer utilization 25. DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities 91. ain employees to teach others * entify, track, and report on outside training programs that fosters employee development and advancement opportunities * obst an Employee Academy at least three times per year that raises employee knowledge of City functions and services ong with leadership and team building * R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future * R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. *	* .00% .00% .10%	* * 100.00% 100.00%	50.00% 100.00% 90.00% 100.00%	
raluate and identify options to improve the open enrollment process. * ventory existing opportunities for the use of volunteers 90. ventory volunteer utilization 25. DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities 91. DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance management; and personal development opportunities 91. ain employees to teach others * entify, track, and report on outside training programs that fosters employee development and advancement opportunities * opg with leadership and team building * R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future * R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. *	.00% .00% .10%	100.00% 100.00%	100.00% 90.00% 100.00%	
ventory existing opportunities for the use of volunteers 90. ventory volunteer utilization 25. DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities 91. ain employees to teach others * entify, track, and report on outside training programs that fosters employee development and advancement opportunities * ost an Employee Academy at least three times per year that raises employee knowledge of City functions and services ong with leadership and team building * R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future * R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. *	.00% .10%	100.00%	90.00% 100.00%	
ventory volunteer utilization 25. DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities 91. ain employees to teach others * entify, track, and report on outside training programs that fosters employee development and advancement opportunities * best an Employee Academy at least three times per year that raises employee knowledge of City functions and services ong with leadership and team building * R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future * R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. *	.00% .10%	100.00%	100.00%	
DAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance rough education and training; performance management; and personal development opportunities 91. ain employees to teach others * entify, track, and report on outside training programs that fosters employee development and advancement opportunities * opp with leadership and team building * R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future * R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. *	.10%			
rough education and training; performance management; and personal development opportunities 91. ain employees to teach others * entify, track, and report on outside training programs that fosters employee development and advancement opportunities * bst an Employee Academy at least three times per year that raises employee knowledge of City functions and services * ong with leadership and team building * R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future * R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. *		100.00%		
ain employees to teach others 's entify, track, and report on outside training programs that fosters employee development and advancement opportunities 's entify, track, and report on outside training programs that fosters employee development and advancement opportunities 's entify, track, and report on outside training programs that fosters employee development and advancement opportunities 's entify, track, and report on outside training programs that fosters employee development and advancement opportunities 's entify, track, and report on outside training programs that fosters employee development and advancement opportunities 's entify, track, and report on outside training programs that fosters employee knowledge of City functions and services ong with leadership and team building R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future 's R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. 's end of the service of the servic	*		95.00%	100.00%
And Director develop recommendations and provide presentation to City Manager at a minimum twice a year.		*	100.00%	
opst an Employee Academy at least three times per year that raises employee knowledge of City functions and services ong with leadership and team building , R schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future , R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year. ,	*	*	100.00%	
R and Director develop recommendations and provide presentation to City Manager at a minimum twice a year.	*	*	*	
and Director develop recommendations and provide presentation to City Manager at a minimum twice a year.	*	*	90.00%	
value memory and training as part of a manifolding program and training three three the second states are the formation of the second states are the secon	*	*	*	
evelop management training as part of a mentoring program and track promotions throughout the organization.	*	*	*	
fine a standard for the 401a plan for forfeiture redistribution *	*	*	*	
ack and report on education efforts for retirement plans (Participant Effect)	*	*	*	
aluate and analyze clinic utilization including employee satisfaction	*	*	*	
alyze vendor participation in the annual wellness fair and develop a new fair concept.	*	*	100.00%	
port Quarterly on Improvements to the Employee Development Program	*	*	*	
· · · · · · · · · ·	*	*	*	
	*	*	60.00%	*
	*	*	100.00%	
e Safety Team will host one required safety training/educational opportunity and two optional safety	*	*	*	
ining/educational opportunity to employees per fiscal year.				
sintain an einproyee salety uaning program utat uentines training needs and also commits employee participation	*	*	*	
		400.000/	100.00%	
ovide an annual report on the internship program 100.	.00%	100.00%		

* - Not A Measurement in that year



Human Resources General Fund

Expenditure Summary

		Actual Adopted			Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$	425,289	\$	506,719	\$	470,107	\$	(36,612)
Operating Expenditures		112,935		147,344		223,484		76,140
Transfers		-		3,100		2,250		(850)
Total Expenditures	\$	538,225	\$	657,163	\$	695,841	\$	38,678

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Director	1.00	1.00	1.00	-
Human Resources Generalist	-	1.00	1.00	-
Human Resources Manager	1.00	-	-	-
Compensation Analyst	1.00	1.00	1.00	-
Benefits & Risk Specialist	1.00	1.00	0.40	(0.60)
*Safety Specialist	-	-	1.00	1.00
Recruitment Specialist	1.00	1.00	1.00	-
Total Full-time	5.00	5.00	5.40	0.40
Total Part-time/Temporary	-	-	-	-
Total Personnel	5.00	5.00	5.40	0.40
*Position moved from PBO				



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 department's core functions are central accounting, payroll services, accounts payable, accounts receivable, local business tax receipts, utility billing, procurement and budget preparation. 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 is responsible for the issuance of all Local Business Tax Receipts. The Division also issues Door to Door and Right of Way Solicitation Permits.

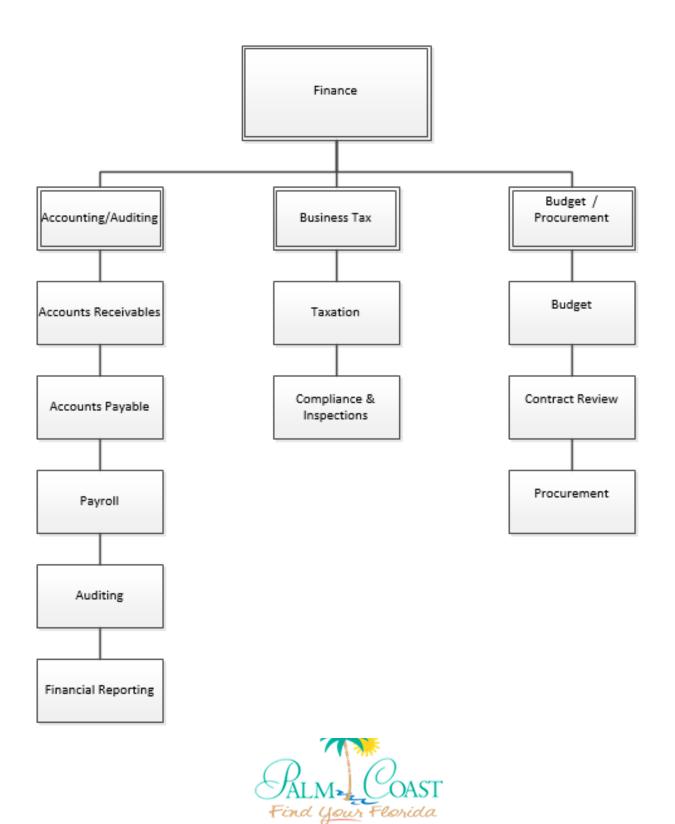
The Department performs all these functions with a streamlined staff structure by utilizing cross training, multi -tasking, matrix management and technology to achieve cost effective services for the City.

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 17 consecutive years. The City of Palm Coast also received the GFOA Distinguished Budget Presentation Award for 15 consecutive years..



Financial Services

Organizational Chart



Financial Services

Department Goals and Metrics

Measurements	2017	2018	2019	Target for 2020
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	94.03%	93.24%	84.44%	100.00%
Update the long term financial planning section of the annual budget document on a yearly basis	100.00%	100.00%	100.00%	
Consolidate Financial Policies to a single policy document	*	75.00%	75.00%	
Pay all vendor invoices within 45 days of receipt within 96% of the time (reported monthly)	99.45%	98.11%	100.00%	
Conduct at least 1 vendor outreach or program annually on how to do business with the City of Palm Coast	100.00%	100.00%	100.00%	
Report to City Council on the annual investment results and policy compliance	100.00%	100.00%	100.00%	
Review and revise construction bids and contract documents	75.00%	76.00%	50.00%	
Revamp the procurement webpage to improve user efficiencies.	*	*	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	100.00%	100.00%	100.00%	100.00%
Conduct public outreach for hotline use and follow up on items reported	100.00%	100.00%	100.00%	
Provide annual disaster recovery training for managers & supervisors related to ensuring reimbursement for disaster recovery costs	*	100.00%	100.00%	
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	100.00%	100.00%	100.00%	100.00%
Track all departmental employee training & certifications for the Finance Department through target solutions (PCU)	100.00%	100.00%	100.00%	
Achieve GFOA award for budgeting annually	100.00%	100.00%	100.00%	
Achieve GFOA award for financial reporting for previous fiscal year annually	100.00%	100.00%	100.00%	
Achieve of OA award for infancial reporting for previous fiscal year arritually	100.0070	100.0070	100.0070	

* - Not A Measurement in that year



Financial Services General Fund

		Actual		Adopted	Adopted		Net Change
Expenditures	FY 18		FY 19	FY 19		FY19-FY20	
Personal Services	\$	664,784	\$	753,624	\$	806,077	\$ 52,453
Operating Expenditures		180,063		183,490		200,719	17,229
Transfers		-		6,800		900	(5,900)
Total Expenditures	\$	844,847	\$	943,914	\$	1,007,696	\$ 63,782

Classification Title FY 18 FY 19 FY 20 FY19-FY20 Full-time Finance Director 1.00 1.00 1.00 - Chief Accountant 1.00 1.00 1.00 - 0.50 - Budget & Procurement Manager 0.50 0.50 - (0.50) Accountant I 1.00 1.00 1.00 - Finance Supervisor 1.00 1.00 1.00 - Sr. Finance Technician - - 1.50 1.50 Finance Technician 2.00 2.00 1.00 (1.00) Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 - - Total Full-time 8.50 9.00 9.00 - Total Personnel 8.50 9.00 9.00 -		Approved	Approved	Approved	Net Change
Finance Director 1.00 1.00 1.00 - Chief Accountant 1.00 1.00 1.00 - - Budget & Procurement Manager 0.50 0.50 - (0.50) Accountant I 1.00 1.00 1.00 - (0.50) Accountant I 1.00 1.00 1.00 - - (0.50) Finance Supervisor 1.00 1.00 1.00 - - - - 1.50 - - - - - 1.50 1.50 - - - - - - - 1.50 1.50 - </td <td>Classification Title</td> <td>FY 18</td> <td>FY 19</td> <td>FY 20</td> <td>FY19-FY20</td>	Classification Title	FY 18	FY 19	FY 20	FY19-FY20
Chief Accountant 1.00 1.00 1.00 - Budget & Procurement Manager 0.50 0.50 - (0.50) Accountant I 1.00 1.00 1.00 - Finance Supervisor 1.00 1.00 1.00 - Sr. Finance Technician - - 1.50 1.50 Finance Technician 2.00 2.00 1.00 (1.00) Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 1.00 - Total Full-time 8.50 9.00 9.00 -	<u>Full-time</u>				
Budget & Procurement Manager 0.50 0.50 - (0.50) Accountant I 1.00 1.00 1.00 - Finance Supervisor 1.00 1.00 1.00 - Sr. Finance Technician - - 1.50 1.50 Finance Technician - - 1.50 1.50 Finance Technician 2.00 2.00 1.00 (1.00) Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 1.00 - Total Full-time 8.50 9.00 9.00 - Total Part-time/Temporary - - - -	Finance Director	1.00	1.00	1.00	-
Accountant I 1.00 1.00 1.00 - Finance Supervisor 1.00 1.00 1.00 - Sr. Finance Technician - - 1.50 1.50 Finance Technician - - 1.00 1.00 - Finance Technician - - 1.50 1.50 Finance Technician 2.00 2.00 1.00 (1.00) Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 1.00 - Total Full-time 8.50 9.00 9.00 - Total Part-time/Temporary - - - -	Chief Accountant	1.00	1.00	1.00	-
Finance Supervisor 1.00 1.00 1.00 1.00 - Sr. Finance Technician - - 1.50 1.50 Finance Technician 2.00 2.00 1.00 (1.00) Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 1.00 - Total Full-time 8.50 9.00 9.00 - Total Part-time/Temporary - - - -	Budget & Procurement Manager	0.50	0.50	-	(0.50)
Sr. Finance Technician - - 1.50 1.50 Finance Technician 2.00 2.00 1.00 (1.00) Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 1.00 - Total Full-time 8.50 9.00 9.00 - Total Part-time/Temporary - - - -	Accountant I	1.00	1.00	1.00	-
Finance Technician 2.00 2.00 1.00 (1.00) Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 1.00 - Total Full-time 8.50 9.00 9.00 - Total Part-time/Temporary - - - -	Finance Supervisor	1.00	1.00	1.00	-
Compliance Manager 1.00 0.50 0.50 - Business Tax Receipt Inspector - 1.00 1.00 - Business Tax Receipts Technician II 1.00 1.00 1.00 - Total Full-time 8.50 9.00 9.00 - Total Part-time/Temporary - - - -	Sr. Finance Technician	-	-	1.50	1.50
Business Tax Receipt Inspector-1.001.00-Business Tax Receipts Technician II1.001.001.00-Total Full-time8.509.009.00-Total Part-time/Temporary	Finance Technician	2.00	2.00	1.00	(1.00)
Business Tax Receipts Technician II1.001.00-Total Full-time8.509.009.00-Total Part-time/Temporary	Compliance Manager	1.00	0.50	0.50	-
Total Full-time8.509.00-Total Part-time/Temporary	Business Tax Receipt Inspector	-	1.00	1.00	-
Total Part-time/Temporary	Business Tax Receipts Technician II	1.00	1.00	1.00	-
	Total Full-time	8.50	9.00	9.00	-
Total Personnel 8.50 9.00 -	Total Part-time/Temporary	-	-	-	-
	Total Personnel	8.50	9.00	9.00	-



Budget and Procurement General Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$ 306,707	\$	373,811	\$	385,091	\$	11,280	
Operating Expenditures	25,288		29,555		48,873		19,318	
Transfers	-		2,000		-		(2,000)	
Total Expenditures	\$ 331,996	\$	405,366	\$	433,964	\$	28,598	

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Budget & Procurement Manager	0.50	0.50	1.00	0.50
Contracts Coordinator	1.00	1.00	1.00	-
Procurement Coordinator	2.00	2.00	2.00	-
Senior Finance Technician	-	-	0.50	0.50
*Safety Specialist	-	1.00	-	(1.00)
*Staff Assistant	1.00	1.00	-	(1.00)
Total Full Time	4.50	5.50	4.50	(1.00)
Total Part-time/Temporary	-	-	-	-
Total Personnel	4.50	5.50	4.50	(1.00)
*Positions moved to HR and City Clerk				



Utility Finance Utility Fund

	Actual		Adopted		Adopted		Net Change		
Expenditures	FY 18		FY 19		FY 20		FY19-FY20		
Personal Services	\$	-	\$ -	\$	384,857	\$	384,857		
Operating Expenditures		-	-		217,150		217,150		
Contingency		-	-		1,100		1,100		
Total Expenditures	\$	-	\$ -	\$	603,107	\$	603,107		

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Accounting Technician	-	-	6.00	6.00
Total Full-time	-	-	6.00	6.00
Part-time/Temporary				
Total Part-time/Temporary	-	-	-	
Total Personnel	-	-	6.00	6.00
5 Positions moved from Customer Service				

NOTE: A new department for Utility Fund related to Finance was created in Fiscal year 2020. Previously, these expenses were included in the Utility Customer Service budget.



Community Development

Department Summary

The Community Development Department consists of three divisions: Planning, Code Enforcement, and Building Permits. 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.

<u>Planning</u>

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

<u>Code Administration</u>: 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.

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

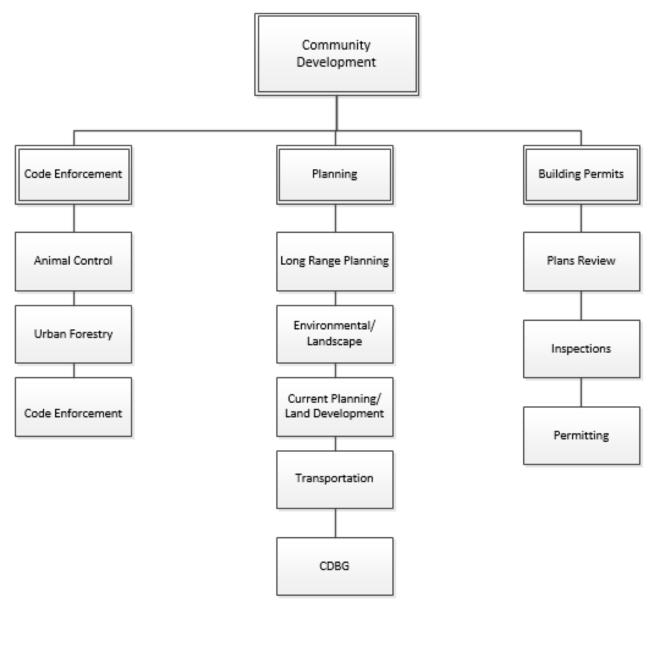
<u>Urban Forestry/Wildfire Mitigation/Tree Removal:</u> The risk of wildfire in the City of Palm Coast is substantial under seasonal climatic conditions and weather patterns. The City of Palm Coast has developed a hazard mitigation process to address the evolution of the City's development from a pine 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.



Community Development Organizational Chart





Community Development

Department Goals and Metrics



	2017	2018	2019	Target for 2020
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	73.57%	76.25%	85.83%	100.00%
Complete an update of the Fire Impact fees	*	*	100.00%	
Complete an update of the Recreation Impact fees	*	*	75.00%	
Investigate the viability of implementing a maintenance program for vacant lot frontages	*	90.00%	100.00%	*
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	91.78%	92.43%		100.00%
Evaluate land development code architectural requirements for industrial use and propose changes.	*	*	50.00%	
Based on the Fiber Master Plan, determine the feasibility of requiring existing and proposed development to incorporate fiber infrastructure	*	*	60.00%	
Provide plan review for all commercial construction (includes additions/accessory) within 10 working days from the time the plan is received 95% of the time.	100.00%	97.57%	93.12%	
Provide plan review for all residential construction (includes additions/accessory) within 5 working days from the time the plan is received 95% of the time.	99.44%	98.68%	95.49%	
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.	100.00%	74.79%	93.92%	
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.	67.36%	65.72%	77.39%	
Provide plan review for select "quick review" permits within the 1 working day of submittal 95% of the time.	94.92%	86.32%	97.28%	
Review / process all 3 elevation certifications within 1 working day 85% of the time.	86.68%	100.00%	100.00%	
Complete all commercial and multi-family tree inspections within 1 working day from date received 95 % of the time.	18.23%	100.00%	100.00%	
Code Enforcement will document and inspect all Code complaints within one working day from the time the complaint is received 95% of the time.	100.00%	100.00%	100.00%	
Complete building inspections within one working day from the time the inspection is called in 95% of the time.	100.00%	100.00%	100.00%	
Create and Report Development timeline as a tool to ensure better communication with customer, better understanding of project status, and improve efficiencies.	*	*	*	
Identify opportunities and create City Developer Partnership Workgroup to enhance communication for projects and actively under construction.	*	*	*	
Establish a "New Business Team" to engage and partner with new businesses/entrepreneurs to consult on regulatory process at initial consultation.	*	*	*	
Develop work flow process to provide new businesses/entrepreneurs the tools necessary to navigate the City's regulatory process.	*	*	*	
Review and improve Occupational Permit process to reduce applicant confusion and inconsistencies.	*	*	*	
Analyze opportunities for external training with developers, builders and the public.	*	*	*	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	*	100.00%	100.00%	100.00%
Submit special assessments to tax collector prior to September 5th of each year.	*	100.00%	100.00%	*
Evaluate and implement changes to improve existing process for plats.	*	*	*	
Evaluate and implement changes standardizing as-built requirements	*	*	*	
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	100.00%	100.00%	100.00%	*
Complete CDBG Comprehensive Annual Performance Evaluation Report (CAPER).	100.00%	100.00%	100.00%	*
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	*	100.00%		100.00%
Update the Recreation and Parks Facilities Master Plan	*	100.00%	*	*
Evaluate opportunities to work with citizens along Florida Park Drive to improve landscaping along the roadway	*	*	95.00%	
Track each outreach activity according to citizens reached and cross-reference with active flood insurance policies in Palm Coast	*	*	*	
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	*	100.00%	100.00%	100.00%
Conduct in-house ADA cross training program for development review staff.	*	*	*	
Track all employee departmental training & certifications for the Community Development Department through target solutions (PCU)	*	100.00%	100.00%	
* - Not A Measurement in that vear				

* - Not A Measurement in that year



	Actual	Adopted		Adopted		Adopted		oted Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20	FY19-FY20				
Personal Services	\$ 1,295,612	\$	1,405,218	\$	1,406,325	\$ 1,107				
Operating Expenditures	154,393		187,926		242,428	54,502				
Transfers	 -		19,525		2,700	(16,825)				
Total Expenditures	\$ 1,450,004	\$	1,612,669	\$	1,651,453	\$ 38,784				

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Chief Development Officer	0.25	0.25	0.33	0.08
Deputy Chief Development Officer	-	-	0.33	0.33
Planning Manager	1.00	1.00	-	(1.00)
Landscape Architect	3.00	2.00	1.00	(1.00)
Site Development Manager	-	-	1.00	1.00
Administration Coordinator	1.00	1.00	1.00	-
Senior Planner	3.00	3.00	3.00	-
Urban Forrester	1.00	1.00	1.00	-
Planner	1.00	1.00	1.00	-
Environmental Planning Technician	-	1.00	1.00	-
Planning Technician	2.00	2.00	2.00	-
Zoning Supervisor	1.00	1.00	1.00	-
Planning Clerk	1.00	1.00	1.00	-
Senior Planning Technician	1.00	1.00	1.00	
Total Full-time	15.25	15.25	14.66	(0.59)
Total Part-time/Temporary	0.40	-	-	
Total Personnel	15.65	15.25	14.66	(0.59)
Reclassed positions to DCDO and Stormwater				



Building Permits Fund

Expenditure Summary

	Actual		Adopted				Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20		
Personal Services	\$ 1,314,364	\$	1,638,518	\$	1,990,515	\$	351,997		
Operating Expenditures	480,511		519,734		859,258		339,524		
Capital Outlay	-		85,624		-		(85,624)		
Transfers	26,422		29,826		66,200		36,374		
Contingency	 -		59,298		-		(59,298)		
Total Expenditures	\$ 1,821,297	\$	2,333,000	\$	2,915,973	\$	582,973		

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Community Development Director	0.25	0.25	0.34	0.09
Deputy Development Officer	-	-	0.34	0.34
Administrative Manager	0.30	0.30	0.30	-
Compliance Manager	-	0.50	0.50	-
Chief Building Official	1.00	1.00	1.00	-
Deputy Chief Building Official	-	-	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	-
Senior Building Inspector	-	-	1.00	1.00
Building Inspector	6.00	8.00	9.00	1.00
Lead Plans Examiner	1.00	1.00	1.00	-
Plans Examiner	2.00	2.00	2.00	-
Records Technician	1.00	1.00	-	(1.00)
Senior Staff Assistant	-	-	1.00	1.00
Permit/Zoning Supervisor	1.00	1.00	1.00	-
Lead Permit Technician	-	1.00	1.00	-
Permit Technician	4.00	3.00	3.00	-
Total Full-time	17.55	20.05	23.48	3.43
Total Part-time/Temporary	0.20	-	-	-
Total Personnel	17.75	20.05	23.48	3.43
2 now positions, 1 nosition realizes building inspector.				

2 new positions, 1 position reclass building inspector



Code Enforcement General Fund

	Actual	Adopted	Adopted	Net Change
Expenditures	FY 18	FY 19	FY 20	FY19-FY20
Personal Services	\$ 1,578,660	\$ 1,712,736	\$ 1,851,615	\$ 138,879
Operating Expenditures	913,631	983,514	996,867	13,353
Total Expenditures	\$ 2,492,291	\$ 2,696,250	\$ 2,848,482	\$ 152,232

Classification Title FY 18 FY 19 FY 20 FY19-FY20 Full-time Chief Development Officer 0.25 0.25 0.33 0.08 Deputy Chief Development Officer - 0.33 0.33 Administrative Manager 0.70 0.70 0.70 - Code Enforcement Manager 1.00 1.00 1.00 - Code Enforcement Supervisor 1.00 1.00 1.00 - Code Enforcement Lead - - 1.00 1.00 - Code Enforcement Inspector 12.00 10.00 10.00 - - Animal Control Officer 2.00 4.00 3.00 (1.00) - Landscape Specialist 1.00 1.00 - - - - Tree Inspector 1.00 1.00 - - - - Code Enforcement Clerk 1.00 1.00 - - - - Code Enforcement Technician 6.00 6.00 6.00		Approved	Approved	Approved	Net Change
Chief Development Officer 0.25 0.25 0.33 0.08 Deputy Chief Development Officer - - 0.33 0.33 Administrative Manager 0.70 0.70 0.70 - Code Enforcement Manager 1.00 1.00 1.00 - Code Enforcement Supervisor 1.00 1.00 1.00 - Code Enforcement Lead - - 1.00 1.00 - Code Enforcement Inspector 12.00 10.00 10.00 - - Animal Control Officer 2.00 4.00 3.00 (1.00) - Landscape Specialist 1.00 1.00 - - - - Code Enforcement Clerk 1.00 1.00 1.00 - - - Code Enforcement Technician 6.00 6.00 6.00 - - - Total Full-time 25.95 24.95 25.36 0.41 - - Part-time/Temporary 1.00	Classification Title	FY 18	FY 19	FY 20	FY19-FY20
Deputy Chief Development Officer - - 0.33 0.33 Administrative Manager 0.70 0.70 0.70 - Code Enforcement Manager 1.00 1.00 1.00 - Code Enforcement Supervisor 1.00 1.00 1.00 - Code Enforcement Lead - - 1.00 1.00 - Code Enforcement Inspector 12.00 10.00 10.00 - - Animal Control Officer 2.00 4.00 3.00 (1.00) - Landscape Specialist 1.00 1.00 - - - - Tree Inspector 1.00 1.00 1.00 - - - Code Enforcement Clerk 1.00 1.00 1.00 - - - Code Enforcement Technician 6.00 6.00 6.00 - - Total Full-time 25.95 24.95 25.36 0.41 - Part-time/Temporary 1.00 0.50	Full-time				
Administrative Manager 0.70 0.70 0.70 - Code Enforcement Manager 1.00 1.00 1.00 - Code Enforcement Supervisor 1.00 1.00 1.00 - Code Enforcement Lead - - 1.00 1.00 - Code Enforcement Inspector 12.00 10.00 10.00 - - Animal Control Officer 2.00 4.00 3.00 (1.00) - Landscape Specialist 1.00 1.00 - - - - Tree Inspector 1.00 1.00 1.00 - - - Code Enforcement Clerk 1.00 1.00 1.00 - - - Code Enforcement Technician 6.00 6.00 6.00 - - - Total Full-time 25.95 24.95 25.36 0.41 - Part-time/Temporary 1.00 0.50 0.50 - - Total Part-time/Temporary 1.	Chief Development Officer	0.25	0.25	0.33	0.08
Code Enforcement Manager 1.00 1.00 1.00 1.00 - Code Enforcement Supervisor 1.00 1.00 1.00 - - - - - - - 0.00 - - - - - 0.00 - - - - 0.00 1.00 - - - - 0.00 1.00 - - - - 0.00 1.00 -	Deputy Chief Development Officer	-	-	0.33	0.33
Code Enforcement Supervisor 1.00 1.00 1.00 1.00 - Code Enforcement Lead - - 1.00 1.00 1.00 Code Enforcement Inspector 12.00 10.00 10.00 - Animal Control Officer 2.00 4.00 3.00 (1.00) Landscape Specialist 1.00 1.00 - - Tree Inspector 1.00 1.00 - - Code Enforcement Clerk 1.00 1.00 1.00 - Code Enforcement Technician 6.00 6.00 - - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Administrative Manager	0.70	0.70	0.70	-
Code Enforcement Lead - - 1.00 1.00 Code Enforcement Inspector 12.00 10.00 10.00 - - Animal Control Officer 2.00 4.00 3.00 (1.00) Landscape Specialist 1.00 1.00 - - Tree Inspector 1.00 1.00 - - Code Enforcement Clerk 1.00 1.00 1.00 - Code Enforcement Technician 6.00 6.00 - - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Code Enforcement Manager	1.00	1.00	1.00	-
Code Enforcement Inspector 12.00 10.00 10.00 - Animal Control Officer 2.00 4.00 3.00 (1.00) Landscape Specialist 1.00 1.00 1.00 - Tree Inspector 1.00 - - - Code Enforcement Clerk 1.00 1.00 1.00 - Code Enforcement Technician 6.00 6.00 - - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Code Enforcement Supervisor	1.00	1.00	1.00	-
Animal Control Officer 2.00 4.00 3.00 (1.00) Landscape Specialist 1.00 1.00 1.00 - Tree Inspector 1.00 - - - Code Enforcement Clerk 1.00 1.00 1.00 - Code Enforcement Technician 6.00 6.00 6.00 - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Code Enforcement Lead	-	-	1.00	1.00
Landscape Specialist 1.00 1.00 1.00 - Tree Inspector 1.00 - - - Code Enforcement Clerk 1.00 1.00 1.00 - Code Enforcement Technician 6.00 6.00 6.00 - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Code Enforcement Inspector	12.00	10.00	10.00	-
Tree Inspector 1.00 - - - - Code Enforcement Clerk 1.00 1.00 1.00 - - Code Enforcement Technician 6.00 6.00 6.00 - - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Animal Control Officer	2.00	4.00	3.00	(1.00)
Code Enforcement Clerk 1.00 1.00 1.00 - Code Enforcement Technician 6.00 6.00 6.00 - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Landscape Specialist	1.00	1.00	1.00	-
Code Enforcement Technician 6.00 6.00 6.00 - Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Tree Inspector	1.00	-	-	-
Total Full-time 25.95 24.95 25.36 0.41 Part-time/Temporary 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Code Enforcement Clerk	1.00	1.00	1.00	-
Part-time/TemporaryCode Enforcement Inspector1.000.500.50-Total Part-time/Temporary1.000.500.50-	Code Enforcement Technician	6.00	6.00	6.00	-
Code Enforcement Inspector 1.00 0.50 0.50 - Total Part-time/Temporary 1.00 0.50 0.50 -	Total Full-time	25.95	24.95	25.36	0.41
Total Part-time/Temporary 1.00 0.50 -	Part-time/Temporary				
	Code Enforcement Inspector	1.00	0.50	0.50	-
Total Personnel 26.95 25.45 25.86 0.41	Total Part-time/Temporary	1.00	0.50	0.50	-
	Total Personnel	26.95	25.45	25.86	0.41



Fíre Department Summary



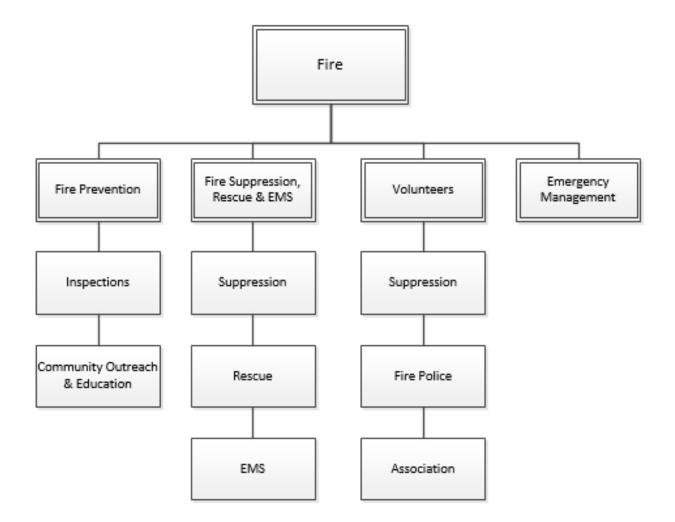
The Fire Department provides basic and advanced life support and fire suppression/ prevention services. The fire service area includes the City, as well as mutual aid response, when needed, within the County and other municipalities. In addition, the department is responsible for enforcing City, State, 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 FTEs, 35 Volunteer Firefighters 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 ISO 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.



Fíre Organizational Chart





Fíre Department Goals and Metrícs



	2017	2018	2019	Target for 2020
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	95.83%	84.12%	97.75%	100.00%
Develop and Implement an Employee Notification System for Urgent	*	60.00%	*	*
Draft guidelines for emergency communication which delineates the responsibilities and procedures to communicate with staff during an emergency.	*	*	100.00%	
Develop and Implement an Employee Notification System for Urgent Messages	*	*	100.00%	
Coordinate with Flagler County on the use of EMS resources	75.00%	100.00%	100.00%	*
Track and report quarterly on fire and emergency services "Calls for Response" on all responses 0-7 minutes and calls over	100.00%	100.00%	100.00%	
Track all calls for service outside of the City	100.00%	100.00%	100.00%	
Ensure that all firefighters receive annual medical exam.	100.00%	100.00%	100.00%	
Maintain and update the fleet replacement program.	*	100.00%	100.00%	
Develop and implement a ladder/aerial maintenance and lubrication schedule	*	100.00%	100.00%	
Develop and implement Amkus Extrication Tool testing certification programs	*	100.00%	83.00%	
Maintain a "Small Engine" Maintenance Program to ensure small engines are being maintained on a schedule recommended by the manufacturer.	*	100.00%	90.00%	
Ensure all fire fleet vehicles scheduled for preventiative maintenatnce within 200 miles of the "Mileage Due" sticker 100% of	*	*	*	
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	*	*	*	100.00%
Develop a scope of services for the Fire Facilities Manager in conjunction with the City of Palm Coast Public Works Facilities Maintenance program for all Fire facilities repairs	*	*	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	87.49%	98.63%	94.72%	100.00%
Report on all fire education programs in Flagler schools	100.00%	100.00%	100.00%	
Provide car seat installation education for citizens at all fire station on request and report quarterly on the number of citizens	100.00%	100.00%	100.00%	
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.	33.33%	100.00%	66.67%	
Upon request, provide smoke detector battery replacements and report quarterly on the number of citizens assisted.	100.00%	100.00%	100.00%	
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.	100.00%	90.74%	92.59%	
Report quarterly on all business inspections conducted	97.26%	92.54%	80.00%	
Report quarterly on all pre-fire plans conducted by each Lieutenant	94.84%	90.70%	100.00%	
The Emergency Management team will update the City CEMP plan each year to ensure current and accurate.	*	100.00%	100.00%	
Fire services will conduct quarterly Confined Space training drills with Team members being required to attend 3 out of 4 training drills to remain an active member of the team.	75.00%	100.00%	75.00%	
Fire Services will work towards recertifying remaining members of the confined space team to a level of Rope Operations and Confined Space Technician.	100.00%	100.00%	96.00%	*
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	93.75%	100.00%	65.22%	100.00%
Monitor and update the an intra-department mentoring program to educate and train full time employees for future advance	100.00%	100.00%	100.00%	
Track all departmental employee training & certifications for the Fire Department through target solutions (PCU)	100.00%	100.00%	90.00%	*
Develop an emergency evacuation plan for all City facilities	75.00%	100.00%	75.00%	*
Review and recommend changes to the annual Fire fleet driver training program to include pre-trip and post-trip inspection practices, pumping / hydraulic calculations, field course training and "Ride-Up" driver testing.	*	100.00%	50.00%	

* - Not A Measurement in that year



	Actual	Adopted	Adopted		Net Change
Expenditures	FY 18	FY 19	FY 20		FY19-FY20
Personal Services	\$ 6,358,336	\$ 6,602,779	\$ 6,678,429	\$	75,650
Operating Expenditures	2,128,834	2,257,004	2,569,615		312,611
Capital Outlay	46,822	36,000	24,000		(12,000)
Transfers	-	35,904	154,250		118,346
Total Expenditures	\$ 8,533,993	\$ 8,931,687	\$ 9,426,294	\$	494,607

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Fire Chief	1.00	1.00	1.00	-
Deputy Fire Chief	1.00	1.00	1.00	-
Batallion Chief	3.00	3.00	3.00	-
Fire Captain	3.00	3.00	3.00	-
Fire Marshal	1.00	1.00	1.00	-
Fire Lieutenant/Paramedic	15.00	15.00	15.00	-
Driver Engineer/EMT/Paramedic	15.00	15.00	15.00	-
Firefighter/Paramedic/EMT	18.00	18.00	18.00	-
Administrative Manager	1.00	1.00	1.00	-
Staff Assistant	-	-	1.00	1.00
Total Full-time	58.00	58.00	59.00	1.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	58.00	58.00	59.00	1.00



Public Works Department Summary

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

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

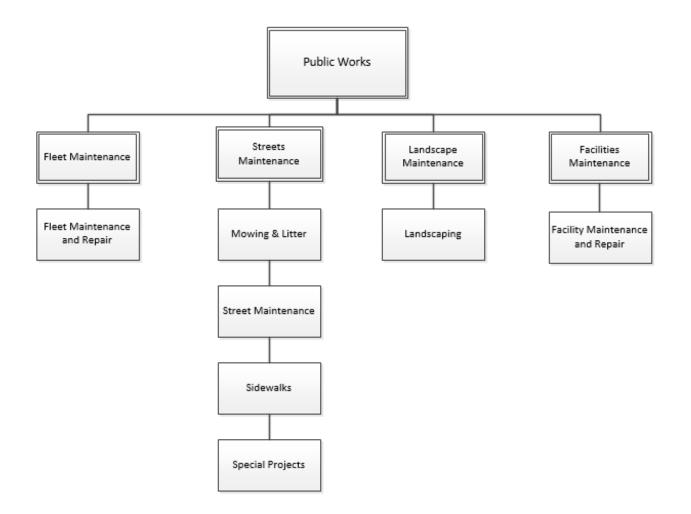
This Public Works division is responsible for the maintenance of all city-owned facilities such as the Community Center, Frieda Zamba Pool, City Hall and the Fire stations.

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.



Public Works Organizational Chart





Public Works Department Goals and Metrics

	2017	2018	2019	Target for 2020
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	89.14%	96.00%	85.37%	100.00%
Repair median irrigation zones within 24 hours upon receipt of complaint or inspection	0.00%	100.00%	100.00%	
All parkway median maintenance will be completed within a two week rotation 100% of the time	88.08%	82.60%	56.12%	*
Perform quarterly inspection to ensure that median areas are maintained to a high standard	*	100.00%	100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	66.67%	100.00%	100.00%	100.00%
All fire fleet (30) will have preventative maintenance work performed on time (scheduled hours) 85% of the time	100.00%	100.00%	100.00%	*
Of the fire fleet not meeting the scheduled preventative maintenance all will have maintenance performed within 50 hours past original schedule 100% of the time	100.00%	100.00%	100.00%	*
All white fleet will have preventative maintenance work performed on time 85% of the time	*	*	100.00%	
Each supervisor will use the GPS monitoring system to monitor that driver activity is being followed according to City policy on a daily basis	*	100.00%	100.00%	*
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	66.67%	75.69%	88.22%	100.00%
Streets - Repair all signs within 24 hours of being reported.	100.00%	100.00%	100.00%	
Complete preventative maintenance on 58 traffic signal cabinets 2 times a year per FDOT standards	*	33.62%	64.66%	
Respond to traffic signal and stop sign emergencies within 2 hours	*	100.00%	100.00%	
All hazardous trees within the ROW will be removed within 30 days of receipt of work order.	*	*	*	
Complete 50,000 Linear feet of Site Distance work quarterly.	*	*	*	
Sidewalks and ADA mats will be inspected bi-annually.	*	*	*	
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	100.00%	100.00%	100.00%	100.00%
Track all departmental employee training & certifications for the Public Works Department through target solutions (PCU)	100.00%	100.00%	100.00%	*
After hiring electrician focused staff, set a timeline for electrical certification and training opportunities to improve skill-set.	*	*	*	
Evaluate current training budget for FY19 based on school availability and start times.	*	*	*	

* - Not A Measurement in that year





	Actual	Adopted	Adopted	Net Change
Expenditures	FY 18	FY 19	FY 20	FY19-FY20
Personal Services	\$ 3,148,639	\$ 3,661,814	\$ 3,909,872	\$ 248,058
Operating Expenditures	2,828,965	3,041,161	3,566,518	525,357
Transfers	 64,017	174,530	446,305	271,775
Total Expenditures	\$ 6,041,621	\$ 6,877,505	\$ 7,922,695	\$ 1,045,190

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Public Works Director	1.00	1.00	1.00	-
Public Works Manager	1.00	1.00	1.00	-
Public Works Supervisor	1.00	1.00	1.00	-
Public Works Lead	6.00	6.00	6.00	-
Maintenance Worker/Equipment Operator	40.00	41.00	42.00	1.00
Signal/Traffic Technician Lead	1.00	1.00	1.00	-
Signal/Traffic Technician	2.00	3.00	3.00	-
Administrative Manager	1.00	1.00	1.00	-
Public Works Support Assistant	-	-	-	-
Staff Assistant	1.00	1.00	1.00	-
Total Full-time	54.00	56.00	57.00	1.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	54.00	56.00	57.00	1.00



Facilities Maintenance

Facílítíes Maíntenance Fund

Expenditure Summary

	Actual	Adopted	Adopted		Net Change
Expenditures	FY 18	FY 19	FY 20		FY19-FY20
Personal Services	\$ 115,995	\$ 180,001	\$ 278,536	\$	98,535
Operating Expenditures	503,852	677,126	778,679		101,553
Transfers	-	112,276	-		(112,276)
Contingency	 -	-	32,800		32,800
Total Expenditures	\$ 619,847	\$ 969,403	\$ 1,090,015	\$	120,612

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Facilities Supervisor	-	1.00	1.00	-
Facilities Lead	-	1.00	1.00	-
Equipment Operator	2.00	2.00	2.00	-
Total Full-Time	2.00	4.00	4.00	-
Total Part-time/Temporary	-	-	-	-
Total Personnel	2.00	4.00	4.00	-



Fleet Management Fund

Expenditure Summary

	Actual	Adopted	Adopted		Net Change
Expenditures	FY 18	FY 19	FY 20		FY19-FY20
Personal Services	\$ 501,554	\$ 688,040	\$ 742,568	\$	54,528
Operating Expenditures	1,201,338	1,761,966	1,949,664		187,698
Capital Outlay	1,990,906	3,749,814	5,459,292		1,709,478
Transfers	-	10,225	-		(10,225)
Contingency	 -	-	153,000		153,000
Total Expenditures	\$ 3,693,798	\$ 6,210,045	\$ 8,304,524	\$	2,094,479

CAPITAL OUTLAY SCHEDULE

		Proposed			
Description		FY 20			
New Equipment		\$ 1,864,482			
Replacement Fleet		\$ 3,594,810			
	Total	\$ 5,459,292			

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Manager	-	0.50	-	(0.50)
Mechanic Shop Supervisor	1.00	1.00	1.00	-
Staff Assistant	-	1.00	1.00	-
Equipment Operator	-	-	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	-
Mechanic I/II	5.00	6.00	6.00	-
Total Full-time	7.00	9.50	10.00	0.50
Total Part-time/Temporary	-	-	-	-
Total Personnel	7.00	9.50	10.00	0.50
Position moved from Streets				



Stormwater Department Summary

Stormwater Division

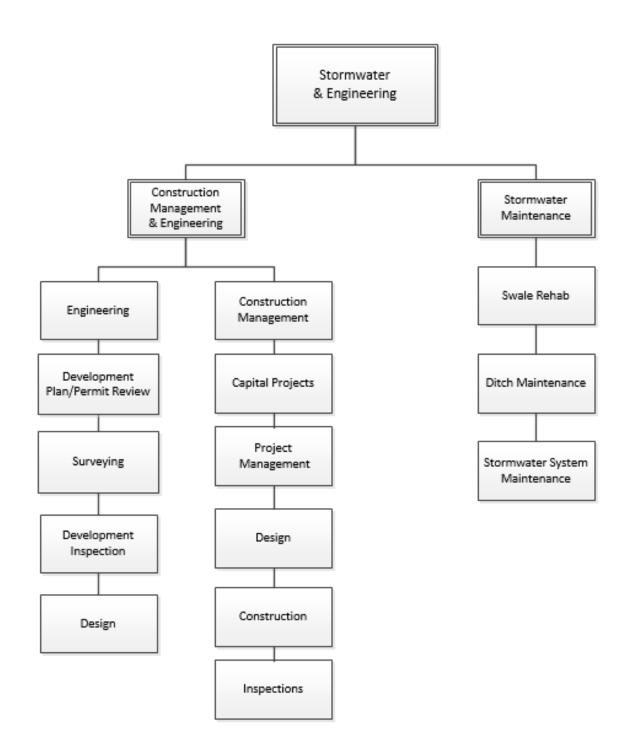
Responsible for the maintenance, operation and inspection of the City's entire drainage system. Because of the lay-of-the-land (flat), the drainage system in Palm Coast is immense. This division is responsible for the community-wide stormwater system, water retention and flood control, and maintenance of the initial stormwater collection and runoff systems. These systems start with the roadside swales which collect initial runoff from the roads and surrounding property and include the cross ditches that take the water to the community-wide system of canals, control structures and outfalls. The ditch and swale maintenance for the City's Stormwater system has been an in-house function since 2010. In FY18 a Stormwater Rate update study was conducted and an increase in the stormwater fee was approved by City Council to accommodate the new Enhanced Stormwater Plan that was created to address an aging infrastructure system as well as to implement projects to enhance the function of the stormwater system.

Engineering Division

Consists of Utility, Transportation, Stormwater, Parks & Facilities groups who are responsible for managing the design and construction of all capital projects for the City. In addition to managing capital projects the Utility Group performs modeling, in-house design & engineering, technical analysis and reports regarding the utility system projects and operation; the Transportation Group performs traffic modeling, oversees the traffic signal operation, technical analysis and reports regarding the transportation projects and roadway safety & operation; and the Stormwater Group performs modeling, in-house design & engineering, survey work, technical analysis and reports regarding the stormwater system projects.



Stormwater Organizational Chart





Stormwater



Department Objectives and Metrics

	2017	2018	2019	Target for 2020
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	75.63%	84.54%	97.63%	100.00%
Provide a swale plan, if necessary, associated with a new home permit within 60 business days from the time the permit is issued.	*	100.00%	99.20%	
Evaluate and consolidate existing data and create a stormwater improvement master plan	*	100.00%	85.00%	*
Create a one year timeline & identify project managers for all capital projects.	*	*	*	
Provide a monthly update to the one year capital project timeline and report findings to the City Manager quarterly.	*	*	*	
Prepare an annual report to the City Manager that compares actual timeline to the original projected timeline.	*	*	*	
Create a template for a 'Project Summary' for each capital project.	*	*	*	
Inspect swale drainage problems and provide customer communication within 2 business days of the receipt of the complaint 85% of the time.	97.76%	13.53%	89.69%	
Provide an annual report of intersection analysis findings that are within the area of work of the pavement management program project.	*	*	*	
Develop draft of Standard Operating Procedures (SOP) based on swale issue severity, criteria rating and response time.	*	*	*	
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	82.03%	85.65%	96.75%	100.00%
Complete driveway engineering review and provide a culvert design if necessary within 10 calendar days from the time the permit is received, 95% of the time	76.97%	58.83%	100.00%	
Inspect canal / waterway drainage problems within 3 business days of the request 90% of the time from the time received.	95.95%	40.71%	86.99%	*
Complete 100% of all traffic counts.	*	*	*	
Analyze existing traffic operations and determine if adaptive traffic light control would provide a benefit to operations.	*	*	*	
Update Utility standards and details manual	*	*	*	
Pursue transfer of Town Center Boulevard Right-of-Way to the City from Flagler County.	*	*	*	
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	*	*	*	100.00%
Research and identify actions taken by other communities related to the use of autonomous vehicles regarding roadway & traffic signal maintenance as well as new construction requirements.	*	*	*	
Identify elements necessary for autonomous vehicle use that may be able to be incorporated into the city's road surfacing and maintenance program as well as traffic signal maintenance, equipment replacement and signal optimization program.	*	*	*	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	32.82%	89.47%	85.09%	100.00%
Identify previous grants that City has obtained and the staff & department responsible for the grant applications. Create a process of how the City will identify and seek grant opportunities associated with capital projects.	*	*	*	
Calculate ERUs within 14 calendar days 95% of the time from the time received	*	78.94%	70.17%	
Review & respond to in-house survey requests from other City departments within 5 business days 95% of the time from the request is made	98.47%	100.00%	100.00%	
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	78.33%		100.00%	100.00%
Complete annual report for MS4 permit and implement report requirements	*	*	100.00%	
Provide an Annual Update to the Trail Pavement Management Plan for incorporation in the CIP & Update GIS Data	*	*	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	70.82%	54.71%	87.62%	100.00%
Review street light requests for approval or denial within 5 business days of receipt	100.00%	61.53%	90.24%	
Implement the master continuous street lighting plan for major roads - Belle Terre Boulevard	*	*	*	
Engage an external consultant to identify options through a traffic engineering study to address traffic concerns on Florida Park Drive	*	*	85.00%	
Create a GIS map of street intersections that have lighting and intersections that do not have lighting and make map available to the public	*	*	*	
Investigate opportunities for community outreach in conjunction with FPL & Sheriff's Office regarding street light programs and neighborhood safety & security measures	*	*	*	
Update master plan to include a long range plan to add street lighting to all intersections and incorporate plan into the Capital Improvement Program.	*	*	*	
Identify and implement safety programs that are available through the TPO. * - Not A Measurement in that year	*	*	*	

* - Not A Measurement in that year

Stormwater Operations

Stormwater Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change		
Expenditures	FY 18		FY 19		FY 20		FY19-FY20		
Personal Services	\$	-	\$		-	\$	571,497	\$	571,497
Operating Expenditures		-			-		137,975		137,975
Total Expenditures	\$	-	\$		-	\$	709,472	\$	709,472

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Stormwater Operations Manager	-	-	1.00	1.00
Lead Stormwater System Coordinator	-	-	1.00	1.00
Stormwater System Coordinator	-	-	1.00	1.00
Senior Project Specialist	-	-	2.00	2.00
Project Specialist	-	-	1.00	1.00
Total Full-time	-	-	6.00	6.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	-	-	6.00	6.00
5 Positions moved from engineering and 1 from GF C	ME			

NOTE: A new division for construction management and engineering functions related to maintaining the stormwater system was created in Fiscal year 2019. The details of this budget can be found in the Community Development Department's budget detail section. Previously, these expenses were included in the Stormwater Operations budget.



Stormwater Engineering

Stormwater Fund

Expenditure Summary

	Actual		Adopted			Adopted		Net Change
Expenditures	FY 18			FY 19		FY 20		FY19-FY20
Personal Services	\$	-	\$	801,284	\$	764,213	\$	(37,071)
Operating Expenditures		-		869,371		466,319		(403,052)
Capital Outlay		-		552,038		6,586,000		6,033,962
Transfers		-		53,433		4,540		(48,893)
Total Expenditures	\$	-	\$	2,276,126	\$	7,821,072	\$	5,544,946

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Stormwater Engineer	-	1.00	1.00	-
Stormwater Design & Construction Engineer	-	-	1.00	1.00
Stormwater Manager	-	1.00	-	(1.00)
Senior Project Specialist	-	2.00	-	(2.00)
Project Specialist	-	2.00	-	(2.00)
Survey Technicians	-	3.00	4.00	1.00
Project Coordinator	-	1.00	1.00	-
Engineering Technicians	-	2.00	2.00	-
Total Full-time	-	12.00	9.00	(3.00)
Total Part-time/Temporary	-	-	-	-
Total Personnel	-	12.00	9.00	(3.00)
	0			

1 Position moved from Planning and 5 moved to operations



Stormwater Maintenance

Stormwater Fund

Expenditure Summary

		Actual		Adopted		Adopted		Net Change
Expenditures	FY 18			FY 19		FY 20		FY19-FY20
Personal Services	\$	337,987	\$	1,506,411	\$	2,087,121	\$	580,710
Operating Expenditures		846,082		1,119,656		1,783,600		663,944
Capital Outlay		-		757,783		745,000		(12,783)
Transfers		-		694,606		1,240,008		545,402
Total Expenditures	\$	1,184,069	\$	4,078,456	\$	5,855,729	\$	1,777,273

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
Full-time				
Stormwater Maintenance Manager	1.00	0.50	1.00	0.50
Public Works Supervisor	1.00	1.00	2.00	1.00
Senior Project Specialist	1.00	-	-	-
Project Specialist	2.00	-	-	-
Equipment Operator Lead	5.00	5.00	5.00	-
Maintenance Worker/Equipment Operator	17.00	18.00	24.00	6.00
Staff Assistant	-	-	1.00	1.00
Total Full-time	27.00	24.50	33.00	8.50
Total Part-time/Temporary	-	-	-	-
Total Personnel	27.00	24.50	33.00	8.50
Maint Mgr position moved from Fleet				



Construction Management & Engineering General Fund

Expenditure Summary

		Actual		Adopted		Adopted		Net Change	
Expenditures	FY 18		FY 19			FY 20		FY19-FY20	
Personal Services	\$	1,736,385	\$	997,294	\$	905,903	\$	(91,391)	
Operating Expenditures		159,776		221,776		169,137		(52,639)	
Transfers		24,378		4,800		-		(4,800)	
Total Expenditures	\$	1,920,539	\$	1,223,870	\$	1,075,040	\$	(148,830)	

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Director	0.25	0.25	1.00	0.75
Construction & Engineering Manager	1.00	1.00	-	(1.00)
Administration Manager	-	0.50	1.00	0.50
Civil Engineer	1.00	-	-	-
Traffic Engineer	1.00	1.00	1.00	-
Stormwater Engineer	1.00	-	-	-
Construction Site Supervisor	1.00	1.00	-	(1.00)
Lead Construction Site Inspector	1.00	1.00	1.00	-
Construction Site Inspector	3.00	3.00	2.00	(1.00)
Engineering Technician	3.00	-	-	-
Project Coordinator	2.00	3.00	3.00	-
Stormwater Manager	1.00	-	-	-
Survey Technicians	3.00	-	-	-
Utility Development Review Technician	1.00	-	-	-
Total Full-time	19.25	10.75	9.00	(1.75)
Total Part-time/Temporary	0.40	-	-	-
Total Personnel	19.65	10.75	9.00	(1.75)
Personnel moved to Stormwater & CME				



Utility Construction Management & Engineering ^{Utility Fund}

Expenditure Summary

	Actual		Adopted			Adopted		Net Change	
Expenditures	FY 18			FY 19		FY 20		FY19-FY20	
Personal Services	\$	-	\$	467,010	\$	511,551	\$	44,541	
Operating Expenditures		-		30,587		36,524		5,937	
Transfers		-		31,022		-		(31,022)	
Total Expenditures	\$	-	\$	528,619	\$	548,075	\$	19,456	

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Engineer	-	1.00	1.00	-
Lead Construction Site Inspector	-	-	1.00	1.00
Senior Construction Site Inspector	-	-	1.00	1.00
Construction Site Inspector	-	1.00	-	(1.00)
Development Review Specialist	-	1.00	-	(1.00)
Engineering Technician	-	1.00	1.00	-
Project Coordinator	-	1.00	1.00	-
Utility Development Review Technician	-	-	-	-
Total Full-time	-	5.00	5.00	-
Total Part-time/Temporary	-	-	-	-
Total Personnel		5.00	5.00	-

2 Positions moved from CME one moved to Utility Admin

NOTE: This organization code was new for fiscal year 2019 and reallocates existing staff and expenses within the division, to be directly funded as appropriate.



Stormwater Non-Departmental Stormwater Fund

Expenditure Summary

	Actual	Adopted		Adopted		Net Change
Expenditures	FY 18	FY 19	FY 20			FY19-FY20
Operating Expenditures	\$ 3,999,882	\$ 1,625,567	\$	2,185,559	\$	559,992
Debt Service	248,174	1,355,142		1,685,285		330,143
Transfers	3,535,190	113,616		124,263		10,647
Contingency	-	953,597		-		(953,597)
Total Expenditures	\$ 7,783,245	\$ 4,047,922	\$	3,995,107	\$	(52,815)



Utílíty Department Summary

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 storm-water 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.

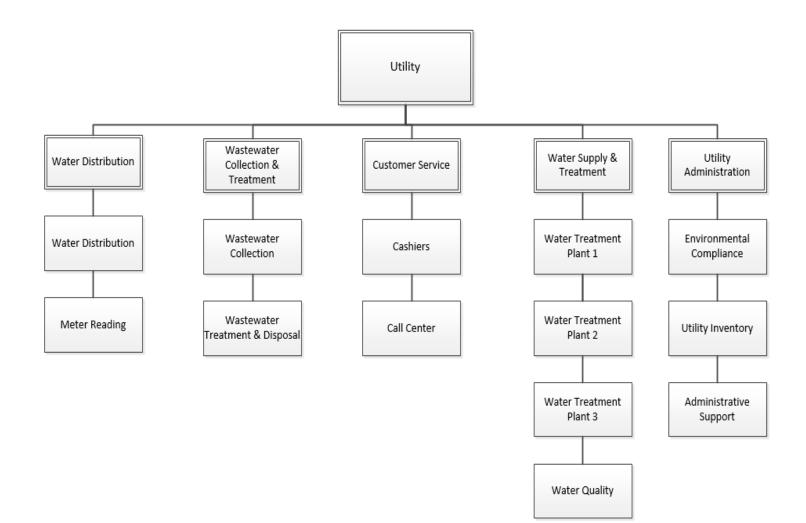
Wastewater Collection & Treatment

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 two wastewater treatment plants.

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.

Utílíty Organizatíonal Chart





Utility Department Goals and Metrics



	2017	2018	2019	Target for 2020
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	97.02%	98.47%	99.39%	100.00%
Water Distribution - Perform inspection and service on 20% of all 6629 isolation valves under 16 inches (1,325)	100.00%	100.00%	95.40%	
Water Distribution - Perform inspection and service on 100% of 516 isolation valves 16 inches and larger	100.00%	100.00%	100.00%	
Wastewater - Inspect 20% of 13,324 PEP tanks annually. (2665)	61.28%	87.25%	100.00%	
Wastewater - Wastewater - Inspect 10% of the 1,602,446 linear feet of gravity sewer systems annually (CCTV Inspection) (160,245)	100.00%	92.80%	100.00%	
Wastewater Collections - Rehab 50 gravity sewer manholes with liner system each year	100.00%	100.00%	98.00%	
Water Operations – Service 100% of all 3845 City fire hydrants each year.	100.00%	100.00%	100.00%	
Improve 10 lift stations sites per year	100.00%	100.00%	100.00%	
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	*	*	*	
Review & provide response to developer submittal of Utility Agreement within 5 business days of submittal and resumittal 95% of the time	*	*	*	
Review & Provide response to DBPR forms within 2 business days of developer's submittal and resubmittal 95% of the time	*	*	*	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	75.59%	77.18%	81.62%	100.00%
Water Distribution - Install 3,000 transmitters to reduce meter reading time and improve efficiency	79.93%	100.00%	100.00%	
Wastewater - Line a minimum of 15,000 feet (budget based) of gravity sewer with cured in place lining system. Locations of liner to be determined by CCTV as part of the annual I&I program.	100.00%	100.00%	100.00%	
Customer Service will monitor and ensure customer complaints from solid waste customers will not exceed .5% of total solid waste customers that are billed Monthly.	33.33%	0.00%	17.00%	
In coordination with IT, through advanced metering project, begin integrating services to real time usage monitoring through a phased approach.	*	*	100.00%	
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	100.00%	98.57%	100.00%	100.00%
Customer Service - Develop and deliver 6 promotions each year to promote "paperless billing"	100.00%	100.00%	100.00%	
Customer Service - 50% of all new customers will be signed up for paperless billing	100.00%	100.00%	100.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	100.00%	62.15%	100.00%	100.00%
Wastewater - Smoke test 15% of all 1,602,446 (240,367) linear feet of gravity sewers within the City each year.	100.00%	24.30%	100.00%	
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	100.00%	95.56%	100.00%	100.00%
20 hours of training will be provided to at least 90% of all full-time Utility Division field employees	100.00%	86.67%	100.00%	*
Customer Service - Maintain an average wait time of no more than 3 minute on 100% of all customer service inquiries	100.00%	*	100.00%	
All Palm Coast Connect cases are initially dispatched withing one business day of receiving	*	*	*	

* - Not A Measurement in that year

Utility Administration Utility Fund

	Actual Adopted			Adopted		Net Change	
FY 18		FY 19		FY 20			FY19-FY20
\$	582,251	\$	647,208	\$	894,013	\$	246,805
	213,030		225,774		239,139		13,365
	-		-		2,350		2,350
\$	795,281	\$	872,982	\$	1,135,502	\$	262,520
	\$	FY 18 \$ 582,251 213,030 -	FY 18 \$ 582,251 \$ 213,030 -	FY 18 FY 19 \$ 582,251 \$ 647,208 213,030 225,774	FY 18 FY 19 \$ 582,251 \$ 647,208 \$ 213,030 225,774	FY 18 FY 19 FY 20 \$ 582,251 647,208 894,013 213,030 225,774 239,139 - - 2,350	FY 18 FY 19 FY 20 \$ 582,251 647,208 894,013 \$ 213,030 225,774 239,139 2,350

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Director	1.00	1.00	1.00	-
Deputy Director	-	-	1.00	1.00
Environmental Technician	1.00	1.00	1.00	-
Environmental Compliance Manager	1.00	1.00	1.00	-
Inventory Specialist	1.00	1.00	1.00	-
Utility Development Review Specialist	-	-	1.00	1.00
Administrative Manager	1.00	1.00	1.00	-
Sr. Staff Assistant	-	1.00	1.00	-
Utility Support Specialist	1.00	1.00	1.00	-
Total Full-time	6.00	7.00	9.00	2.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	6.00	7.00	9.00	2.00
Positions moved from WWTP1 & CME				



Customer Servíce Utílíty Fund

	Actual	Adopted	Adopted		Net Change
Expenditures	FY 18	FY 19	FY 20		FY19-FY20
Personal Services	\$ 1,124,824	\$ 1,266,302	\$	1,029,000	\$ (237,302)
Operating Expenditures	326,551	382,784		64,143	(318,641)
Transfers	 -	-		2,315	2,315
Total Expenditures	\$ 1,451,375	\$ 1,649,086	\$	1,095,458	\$ (553,628)

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Customer Service Manager	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	1.00	-
Customer Service Specialist	-	1.00	2.00	1.00
Accounting Technician	5.00	5.00	-	(5.00)
Customer Service Representative	13.00	13.00	12.00	(1.00)
Total Full-time	20.00	21.00	16.00	(5.00)
Total Part-time/Temporary	-	-	-	-
Total Personnel	20.00	21.00	16.00	(5.00)
Positions moved to Finance				

NOTE: A new department for Utility Fund related to Finance was created in Fiscal year 2020.



Wastewater Pumping Utility Fund

	Actual		Adopted			Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$	564,533	\$	644,706	\$	768,075	\$	123,369
Operating Expenditures		282,044		295,033		458,316		163,283
Transfers		44,500		22,754		69,314		46,560
Total Expenditures	\$	891,077	\$	962,493	\$	1,295,705	\$	333,212

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility System Supervisor	-	1.00	1.00	-
Mechanical Technician - Lead	1.00	1.00	1.00	-
Mechanical Technician Foreman	3.00	3.00	3.00	-
Mechanical Technician	4.00	4.00	5.00	1.00
Total Full-time	8.00	9.00	10.00	1.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	8.00	9.00	10.00	1.00



Wastewater Collection Utility Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20
Personal Services	\$ 1,376,914	\$	1,437,591	\$	1,600,508	\$	162,917
Operating Expenditures	2,949,908		1,611,072		1,690,644		79,572
Capital Outlay	22,411		52,000		70,000		18,000
Transfers	-		-		44,211		44,211
Total Expenditures	\$ 4,349,233	\$	3,100,663	\$	3,405,363	\$	304,700

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Systems Manager	1.00	1.00	1.00	-
Utility Systems Supervisor	1.00	1.00	1.00	-
Utility Systems Technician - Lead	2.00	2.00	2.00	-
Utility Systems Technician Foreman	5.00	5.00	5.00	-
Customer Service Field Technician II	1.00	1.00	1.00	-
Utility Systems Technician	11.00	11.00	12.00	1.00
Total Full-time	21.00	21.00	22.00	1.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	21.00	21.00	22.00	1.00



Wastewater Treatment Plant 1 Utility Fund

Expenditure Summary

. ,	Actual Adopted			Adopted		Net Change		
Expenditures	FY 18		FY 19		FY 20		FY19-FY20	
Personal Services	\$ 561,357	\$	767,824	\$	802,991	\$	35,167	
Operating Expenditures	1,260,265		1,327,995		1,413,939		85,944	
Transfers	-		22,754		-		(22,754)	
Total Expenditures	\$ 1,821,622	\$	2,118,573	\$	2,216,930	\$	98,357	

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Systems Manager	-	-	-	-
Utility Systems Chief Operator	1.00	1.00	1.00	-
Utility Systems Operator - Lead	1.00	1.00	1.00	-
Pretreatment Inspector	1.00	1.00	1.00	-
Utility System Technician	-	1.00	1.00	-
Utility Systems Operators	6.00	6.00	5.00	(1.00)
Total Full-time	9.00	10.00	9.00	(1.00)
Total Part-time/Temporary	-	-	-	-
Total Personnel	9.00	10.00	9.00	(1.00)



Wastewater Treatment Plant 2 Utility Fund

Expenditure Summary

	Actual		Adopted			Adopted		Net Change	
Expenditures	FY 18		FY 19		FY 20		FY19-FY20		
Personal Services	\$	289,340	\$	460,744	\$	558,521	\$	97,777	
Operating Expenditures		223,815		743,010		824,281		81,271	
Transfers		39,632		86,972		-		(86,972)	
Total Expenditures	\$	552,788	\$	1,290,726	\$	1,382,802	\$	92,076	

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Chief Operator	-	1.00	1.00	-
Utility Systems Operator Lead	-	1.00	1.00	-
Utility Systems Operator	3.00	3.00	4.00	1.00
Utility Systems Operator Trainee	-	1.00	-	(1.00)
Utility Pre-Treatment Inspector	-	1.00	-	(1.00)
Mechanical Tech	-	1.00	-	(1.00)
Total Full-time	3.00	8.00	6.00	(2.00)
Total Part-time/Temporary	-	-	-	-
Total Personnel	3.00	8.00	6.00	(2.00)

Wastewater Treatment Plant 2 became fully operational late fiscal year 2018.



Water Treatment Plant 1 Utility Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change
Expenditures		FY 18	FY 19		FY 20		FY19-FY20
Personal Services	\$	732,858	\$ 785,210	\$	883,296	\$	98,086
Operating Expenditures		1,272,144	1,726,208		2,154,584		428,376
Total Expenditures	\$	2,005,002	\$ 2,511,418	\$	3,037,880	\$	526,462

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Systems Chief Operator	1.00	1.00	1.00	-
Utility Systems Operator - Lead	1.00	1.00	1.00	-
Utility Systems Operator	6.00	6.00	6.00	-
Utility Systems Technician	2.00	2.00	2.00	-
Total Full-time	10.00	10.00	10.00	-
Total Part-time/Temporary	-	-	-	-
Total Personnel	10.00	10.00	10.00	-



Water Treatment Plant 2 Utility Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20
Personal Services	\$ 754,814	\$	600,852	\$	700,241	\$	99,389
Operating Expenditures	988,580		1,212,042		1,382,344		170,302
Total Expenditures	\$ 1,743,394	\$	1,812,894	\$	2,082,585	\$	269,691

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Systems Chief Operator	1.00	1.00	1.00	-
Utility Systems Operator - Lead	1.00	1.00	1.00	-
Mechanical Tech Lead	1.00	-	-	-
Mechanical Tech	2.00	-	-	-
Utility Systems Operator	5.00	5.00	5.00	-
Utility Systems Operator Trainee	-	-	1.00	1.00
Total Full-time	10.00	7.00	8.00	1.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	10.00	7.00	8.00	1.00



Water Treatment Plant 3 Utility Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20
Personal Services	\$ 536,787	\$	562,685	\$	637,486	\$	74,801
Operating Expenditures	 665,509		805,190		859,202		54,012
Total Expenditures	\$ 1,202,297	\$	1,367,875	\$	1,496,688	\$	128,813

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Systems Chief Operator	1.00	1.00	1.00	-
Utility Systems Operator - Lead	1.00	1.00	1.00	-
Utility Systems Operator	5.00	4.00	4.00	-
Mechanical Tech 1	1.00	-	-	-
Utility Systems Operator Trainee	-	1.00	1.00	-
Total Full-time	8.00	7.00	7.00	-
Total Part-time/Temporary	-	-	-	-
Total Personnel	8.00	7.00	7.00	-



Water Quality Utility Fund

Expenditure Summary

, • · · · · · · · · · · · · · · · · · ·	Actual		Adopted		Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20
Personal Services	\$ 455,517	\$	721,665	\$	863,653	\$	141,988
Operating Expenditures	91,662		98,108		118,559		20,451
Transfers	-		33,486		-		(33,486)
Total Expenditures	\$ 547,179	\$	853,259	\$	982,212	\$	128,953

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Systems Manager	1.00	1.00	1.00	-
Utility Systems Technician - Lead	1.00	1.00	1.00	-
Utility Systems Technician	3.00	4.00	4.00	-
Mechanical Technician - Lead	-	1.00	1.00	-
Mechanical Technician	-	3.00	3.00	-
Total Full-time	5.00	10.00	10.00	-
Total Part-time/Temporary	-	-	-	-
Total Personnel	5.00	10.00	10.00	-



Water Distribution Utility Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20
Personal Services	\$ 1,959,470	\$	2,155,995	\$	2,418,780	\$	262,785
Operating Expenditures	1,139,697		1,136,363		1,145,438		9,075
Capital Outlay	714,263		830,989		835,525		4,536
Transfers	 28,830		107,022		6,850		(100,172)
Total Expenditures	\$ 3,842,259	\$	4,230,369	\$	4,406,593	\$	176,224

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Utility Systems Manager	1.00	1.00	1.00	-
Utility Systems Supervisor	1.00	1.00	1.00	-
Customer Service Field Technician II	1.00	1.00	1.00	-
Utility Systems Technician - Lead	2.00	2.00	2.00	-
Utility Systems Technician	11.00	11.00	12.00	1.00
Utility Systems Foreman	5.00	6.00	7.00	1.00
Meter Technician - Supervisor	-	1.00	1.00	-
Meter Technician - Lead	1	-	-	-
Meter Technician - Foreman	1.00	1.00	1.00	-
Meter Technician	4.00	4.00	4.00	-
Total Full-time	27.00	28.00	30.00	2.00
Total Part-time/Temporary	-	-	-	-
Total Personnel	27.00	28.00	30.00	2.00



Utility Non-Departmental Utility Fund

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. The personal services expenses, if any, in this budget reflect OPEB costs.

Expenditure Summary

Expenditures	Actual FY 18	Adopted Adopted FY 19 FY 20		•	Net Change FY19-FY20		
Operating Expenditures	\$ 3,726,959	\$ 2,631,194	\$	3,052,771	\$	421,577	
Debt Service	13,970,115	12,691,588		12,688,175		(3,413)	
Grants and Aide	10,000	10,000		10,000		-	
Transfers	8,062,762	7,470,802		6,299,412		(1,171,390)	
Contingency	-	861,029		13,844		(847,185)	
Total Expenditures	\$ 25,769,836	\$ 23,664,613	\$	22,064,202	\$	(1,600,411)	



Parks and Recreation

Department Summary

Active lifestyle and the natural environment go hand-in-hand in Palm Coast, and the City places a high

priority on making the community a great place to live, work and play. At the heart of that is our system of beautiful parks and connecting trails. We treasure our parks as gateways to nature, peace, beauty, birds and wildlife, and invigorating exercise.

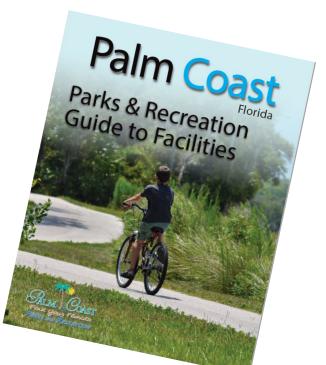
Our 15 City parks offer a variety of amenities such as playgrounds, fishing docks, picnic pavilions and athletic fields and courts. Among the parks are the Indian Trails Sports Complex, the Palm Harbor Golf Club, the Palm Coast Tennis Center, Frieda Zamba Swimming Pool and our newest gem – Long Creek Nature Preserve. Palm Coast's parks are connected by 125 miles of trails, pathways and bicycle lanes.



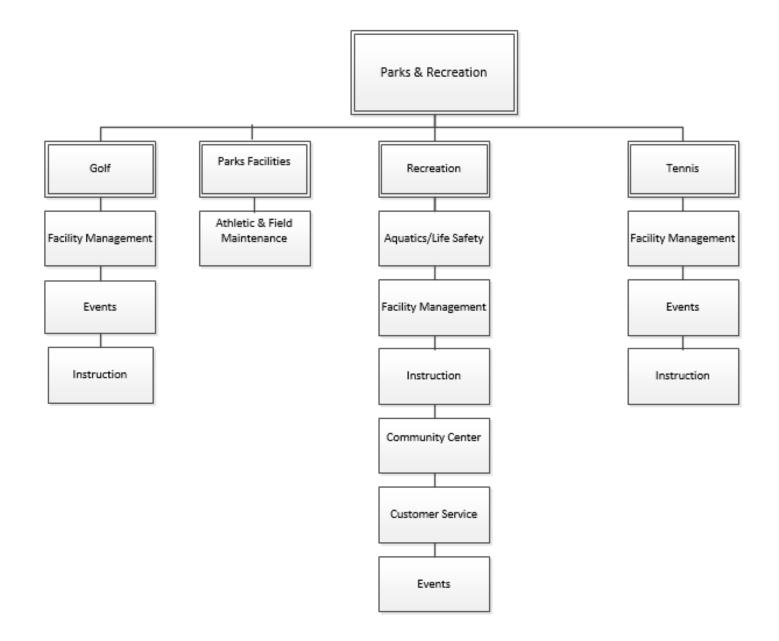


Lined with historic oaks, towering pines and indigenous vegetation, our parks and trails showcase the splendid elegance of the native Florida landscape. Bird-watching is popular at St. Joe Walkway and Linear Park, which are designated as Great Florida Birding & Wildlife Trails, and you can spot dolphins and seabirds as you stroll along the Intracoastal at Waterfront Park.

The Parks & Recreation Department offers a comprehensive, year-round recreation program for all ages and an extensive schedule of special events. Many of the programs and special events are held at the Palm Coast Community Center or in Central Park in Town Center.



Parks and Recreation Organizational Chart





Parks and Recreation

Department Goals and Metrics

Measures	2017	2018	2019	Target for 2020
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	*	*	76.19%	100.00%
Power wash all playground equipment at 7 parks quarterly	*	*	76.19%	*
Inspect all park facilities monthly	*	*	*	
GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and	400.000/	400.000/	97 500/	400.000/
existing businesses while creating an environment to attract new companies that align with our values	100.00%	100.00%	87.50%	100.00%
Continue to work with local organizations to find ways to maintain or increase the number of tournaments	100.00%	100.00%	75.00%	*
Inspect 70% of parks and athletic fields irrigation zones on a monthly basis	*	*	100.00%	
Complete all repairs (citizen reported and identified during inspection) to parks and athletic fields irrigation zones within 24 h	*	*	100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in	00 750/	400.000/	400.000/	400.000/
delivering value-added services to residents and businesses	98.75%	100.00%	100.00%	100.00%
Recover 100% of the cost of level 3 fee based Parks & Recreation programs.	100.00%	100.00%	100.00%	*
Report on sponsorships and in-kind donations	*	100.00%	100.00%	
Supervisors and Mangers will speak with new community groups with a goal of 12 times per year.	*	*	*	
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	*	*	100.00%	100.00%
Facilities - Provide routine inspection and maintenance to City facilities monthly.	*	*	100.00%	
Ensure quarterly preventative maintenance is accomplished for all City facilities.	*	*	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable	96.88%	97.50%	100.00%	100.00%
options for cultural, educational, recreational and leisure-time events.	90.00%	97.50%	100.00%	100.00%
Publish a recreation program guide 3 times per year	100.00%	100.00%	100.00%	1
Track and report on the Tennis Center operations quarterly	*	100.00%	100.00%	1
Track and report on the Golf Course operations quarterly	*	100.00%	100.00%	1
Create new one permit process for sporting events with Flagler County by Q3.	*	*	*	
Provide 2 new Innovation and Technology Program opportunities per year.	*	*	*	
Increase 3 new events that expand on the community's rich sports history at the Tennis Center	*	*	*	
Provide 3 new Teenager Demographic Program opportunities per year.	*	*	*	
Recover 85% cost by Q4 for Golf Course operations.	*	*	*	
Complete an evaluation of the existing facilities at PHGC to identify maintenance, repair and upgrade items	*	*	*	
Increase PCAC facility attendance to 28,000 visitors by Q4.	*	*	*	
Evaluate options for improving scheduling of recreation programming	100.00%	100.00%	100.00%	
Provide community outreach programs and report on programs offered on a quarterly basis	100.00%	100.00%	100.00%	
Repair park facility damage within two (2) working days.	*	*	*	
Grow and develop four programs to diversity our interest with a focus on Fine Arts, Music or Multi-Cultural.	100.00%	75.00%	100.00%	
GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance	100.00%	100.00%	100.00%	100.00%
through education and training; performance management; and personal development opportunities	100.00 //	100.00 /0	100.00 /0	100.007
Create a reward/recognition program by end of Q4.	*	*	*	
Track all departmental employee training & certifications for the Parks & Recreation Department through target solutions (P	100.00%	100.00%	100.00%	
Create a customer survey satisfaction survey for programs and rentals by Q2.	*	*	*	
Grow overall customer satisfaction to 75% success rate by Q4.	*	*	*	

* - Not A Measurement in that year



Parks and Recreation

General Fund

Expenditure Summary

	Actual A		Adopted	Adopted		Net Change
Expenditures	FY 18		FY 19		FY 20	FY19-FY20
Personal Services	\$ 915,178	\$	1,010,573	\$	1,049,481	\$ 38,908
Operating Expenditures	594,229		620,849		686,578	65,729
Grants and Aide	-		-		30,000	30,000
Transfers	21,325		10,600		-	(10,600)
Total Expenditures	\$ 1,530,731	\$	1,642,022	\$	1,766,059	\$ 124,037

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Director	1.00	1.00	1.00	-
Recreation Manager	1.00	1.00	-	(1.00)
Recreation Supervisor	5.00	3.00	3.00	-
Recreation Specialist	-	1.00	1.00	-
Head Lifeguard	1.00	-	-	-
Head Facility Clerk	1.00	1.00	-	(1.00)
Lead Recreation Leader	-	-	2.00	2.00
Hospitality Specialist	-	-	1.00	1.00
Total Full-time	9.00	7.00	8.00	1.00
Total Part-time/Temporary	17.43	12.28	10.98	(1.30)
Total Personnel	26.43	19.28	18.98	(0.30)
Reclass seasonal hours to FT				

Note: Beginning in fiscal year 2019, expenses related to Pool operations are now accounted for separate from that of Parks & Recreation.









Expenditure Summary

	Actual Adopt		Adopted	Adopted			Net Change
Expenditures	FY 18		FY 19		FY 20		FY19-FY20
Personal Services	\$ -	\$	326,652	\$	342,385	\$	15,733
Operating Expenditures	 -		105,181		109,877		4,696
Total Expenditures	\$ -	\$	431,833	\$	452,262	\$	20,429

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Recreation Supervisor	-	1.00	1.00	-
Head Lifeguard	-	1.00	1.00	-
Total Full-time	-	2.00	2.00	-
Total Part-time/Temporary	-	5.75	5.75	-
Total Personnel	-	7.75	7.75	-

Note: Beginning in fiscal year 2019, expenses related to Pool operations are now accounted for separate from that of Parks & Recreation.



Tennís Center General Fund

Expenditure Summary

	Actual		Adopted		Adopted		Net Change
Expenditures		FY 18	FY 19		FY 20		FY19-FY20
Personal Services	\$	173,275	\$ 183,867	\$	205,791	\$	21,924
Operating Expenditures		107,691	125,861		157,227		31,366
Capital Outlay		-	7,000		-		(7,000)
Transfers		-	600		1,500		900
Total Expenditures	\$	280,966	\$ 317,328	\$	364,518	\$	47,190

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Tennis Pro	1.00	1.00	1.00	-
Total Full-time	1.00	1.00	1.00	-
Part-time/Temporary				
Total Part-time/Temporary	3.20	3.20	2.98	(0.22)
Total Personnel	4.20	4.20	3.98	(0.22)





Expenditure Summary

	Actual	Adopted	Adopted	Net Change
Expenditures	FY 18	FY 19	FY 20	FY19-FY20
Personal Services	\$ 383,477	\$ 415,587	\$ 415,989	\$ 402
Operating Expenditures	991,820	1,095,499	1,155,216	59,717
Transfers	-	2,800	-	(2,800)
Total Expenditures	\$ 1,375,297	\$ 1,513,886	\$ 1,571,205	\$ 57,319

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Golf Manager	1.00	1.00	1.00	-
Golf Pro	1.00	1.00	-	(1.00)
Accounting Technician II	1.00	1.00	1.00	-
Total Full-time	3.00	3.00	2.00	(1.00)
Total Part-time/Temporary	6.63	6.63	7.73	-
Total Personnel	9.63	9.63	9.73	(1.00)



Parks Maintenance General Fund

Expenditure Summary

	Actual	Adopted	Adopted	Net Change
Expenditures	FY 18	FY 19	FY 20	FY19-FY20
Personal Services	\$ 1,166,935	\$ 1,324,669	\$ 1,429,533	\$ 104,864
Operating Expenditures	693,735	841,460	986,465	145,005
Transfers	78,596	6,300	43,061	36,761
Total Expenditures	\$ 1,939,266	\$ 2,172,429	\$ 2,459,059	\$ 286,630

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Public Works Supervisor	1.00	1.00	1.00	-
Public Works Lead	2.00	2.00	2.00	-
Maintenance Worker/Equipment Operator	19.00	17.00	19.00	2.00
Total Full-time	22.00	20.00	22.00	2.00
Maintenance Worker	0.50	0.50	0.50	-
Total Part-time/Temporary	0.50	0.50	0.50	-
Total Personnel	22.50	20.50	22.50	2.00
PT to FT and add new position				



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					
	Actual Adopted Adopted		Net Change		
Expenditures	FY 18		FY 19	FY 20	FY19-FY20
Operating Expenditures	\$ 439,132	\$	634,987	\$ 704,864	\$ 69,877
Grants and Aide	57,997		68,000	33,000	(35,000)
Transfers	845,075		2,471,561	732,010	(1,739,551)
Contingency	 -		567,251	735,719	168,468
Total Expenditures	\$ 1,342,204	\$	3,741,799	\$ 2,205,593	\$ (1,536,206)

11. ~



Information Technology Department Summary



The Information Technology (IT) department is committed to serving the business operations of the City by providing enterprisewide integrated system solutions and quality customer service to ensure the efficient utilization of technology resources and investments.

The IT Department's main role is to provide services to other City departments and to distribute information to our citizens and customers. This department is supported by the internal service fund, which is comprised mainly of internal charges to other City departments.

Currently, we manage over 500 computers, more than 80 servers that spans over 25 locations throughout the City. We also handles all communications needs to include point-to-point phone calls as well as conference calls. Video and web conference also fall under this category and include other forms of technology necessary to facilitate communication: cellular access, 800MHZ radios, network drives, electronic mail (email), and secure servers.

The IT Department is divided into the following divisions:

· Operations – Manage day to day operations of voice and data networks to ensure a high level of data integrity and systems availability.

· Support Services – Support all aspects of departmental business functions throughout the city, while maintaining a high level of customer service.

· Application Development – Develop and maintain network centric information applications to maximize external communications and streamline core internal business processes.

· Geographical Information Systems (GIS) – Provide digital mapping services to various departments throughout the city.

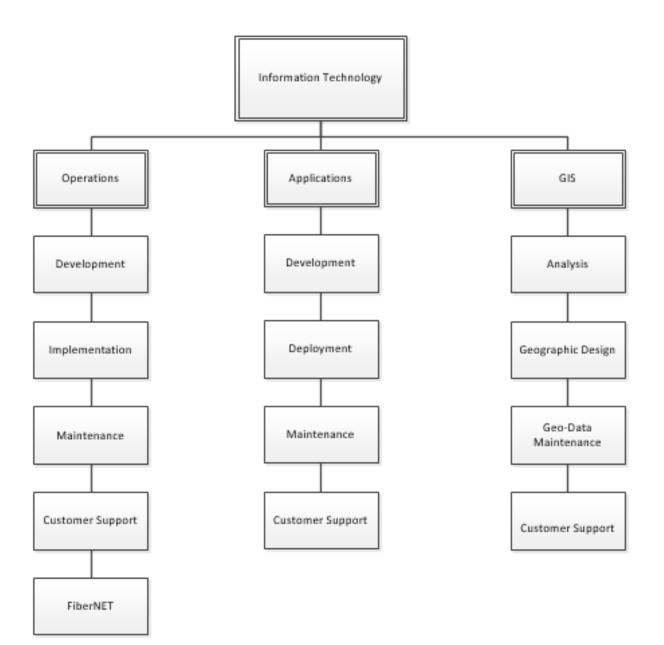
Continuing in the direction of "going green", IT works with all departments to implement paperless solutions to conserve resources and streamline processes. The use of tablet computers and consolidated printers, have furthered these green efforts. The IT department will continue to improve vital City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

External Operations

The City of Palm Coast also has an Information Technology enterprise fund, which is derived from outside revenue through 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.

The City of Palm Coast's FiberNET fiber optic network assets include over 60 miles of conduit and fiber optic cable running along major roadways in Palm Coast and already connects city facilities, Flagler Schools, and more than two dozen businesses as well as offering Dark Fiber services to other businesses as needed. Fiber is currently available along Palm Coast Parkway, Belle Terre Parkway, Matanzas Parkway, in Town Center and along the U.S. 1 corridor and will soon circle the City of Palm Coast with a fiber ring on the north and south ends of the City. The city established FiberNET in 2007-08, and the network has grown each year.

Information Technology Organizational Chart





Information Technology

Department Goals and Metrics

	2017	2018	2019	Target for 2020
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	70.00%	77.69%	53.15%	100.00%
Complete revamp user permissions in MUNIS	75.00%	95.00%	95.00%	
Maintain and report on emergency communication procedures including "code red reverse 911" notification system for employee notification	*	*	0.00%	
Provide annual report to the City Manager on communication costs	100.00%	100.00%	0.00%	
Implement IT project governance structure	85.00%	80.00%	15.00%	
Complete CD Plus Property Registration Enhancements	*	*	0.00%	
Evaluate and Implement Employee Notification System	*	*	0.00%	
Evaluate and Implement Improvements to HR Processes and Systems	*	*	0.00%	
Create a project plan and timeline for City website refresh.	*	*	*	
Develop Implementation Timeline for Tyler TCM and Report on Progress	*	*	10.00%	
Evaluate Cloud Based Office Productivity Suites and Costs	*	*	5.00%	
Pilot Cloud Based Office Productivity Suites	*	*	0.00%	
Track and Report on GIS Map Service Requests	*	*	100.00%	
Update Internal Allocation Methodology to Better Account for IT Costs	*	*	0.00%	
Conduct a cost-benefit analysis regarding implementation and ongoing maintenance of existing and proposed platform(s) (Citizen Engagement Platform)	*	*	10.00%	
Identify external facing vs. internal efficiencies of operational services (Citizen Engagement Platform)	*	*	25.00%	
Identify customer service resources and response expectations resulting from platform implementation (Citizen Engagement Platform)	*	*	60.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable option	*	*	71.67%	100.00%
Complete city-wide facility security master plan to include parks and all other City facilities.	*	*	95.00%	
Monitor the progress of park camera (security) master plan to include inventory and viewable coverage to determine if additional cameras are needed	*	*	20.00%	
GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance	50.00%	100.00%	100.00%	100.00%
through education and training; performance management; and personal development opportunities Implement city-wide cyber security training	*	*	*	
Track all departmental employee training & certifications for the IT Department through target solutions (PCU)	100.00%	100.00%	100.00%	*
* Not A Measurement in the tweer	100.0070	100.0070	100.0070	

* - Not A Measurement in that year



Information Technology IT Enterprise Fund

Expenditure Summary

Expenditures		Actual FY 18	Adopted FY 19	Adop FY		Net Change FY19-FY20
Personal Services	\$	988,560	\$ 63,522	\$	163,353	99,831
Operating Expenditures		1,643,625	279,556		238,098	(41,458)
Capital Outlay		-	50,000		141,938	91,938
Transfers		16,131	346,133		19,117	(327,016)
Total Expenditures	\$	2,648,315	\$ 739,211	\$	562,506	6 (176,705)
Personnel Roster				A 1	•	
			Approved	Approved		0
Classification Title			FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>						
Chief Innovation Officer			-	1.00	1.00	-
Information Technology D	irector		1.00	-	-	-
Support Assistant			1.00	-	-	-
GIS Specialist			2.00	-	-	-
Tech Support Analyst			2.00	-	-	-
Tech Support Administrate	or		1.00	-	-	-
Senior Application Analyst	t		1.00	-	-	-
Application Analyst			2.00	-	-	-
System Administrator			1.00	-	-	-
Total Full-time			11.00	1.00	1.00	-
Total Part-time/Temporary	/			-	-	-
Total Personnel			11.00	1.00	1.00	

Note: In fiscal year 2019, revenue and expenses related to internal operations for the IT department were moved to an internal service fund. Previously these expenses were included in the enterprise fund which includes cell tower and fibernet revenue and expenses.



Information Technology

IT Internal Service Fund

Expenditure Summary

Actual		Adopted		Adopted		Net Change
FY 18		FY 19		FY 20		FY19-FY20
\$ -	\$	1,176,627	\$	1,394,858	\$	218,231
-		1,754,985		1,766,467		11,482
-		114,312		123,000		8,688
 -		125,000		64,968		(60,032)
\$ -	\$	3,170,924	\$	3,349,293	\$	178,369
\$	FY 18 \$- - - -	FY 18 \$-\$ - - -	FY 18 FY 19 \$ - \$ 1,176,627 - 1,754,985 - 114,312 - 125,000 - 125,000	FY 18 FY 19 \$ - \$ 1,176,627 \$ - 1,754,985 - 114,312 - 125,000	FY 18 FY 19 FY 20 \$ - \$ 1,176,627 \$ 1,394,858 - 1,754,985 1,766,467 - 114,312 123,000 - 125,000 64,968	FY 18 FY 19 FY 20 \$ - \$ 1,176,627 \$ 1,394,858 \$ - 1,754,985 \$ 1,766,467 - 114,312 \$ 123,000 - 125,000 \$ 64,968

Personnel Roster

	Approved	Approved	Approved	Net Change
Classification Title	FY 18	FY 19	FY 20	FY19-FY20
<u>Full-time</u>				
Information Technology Director	-	1.00	1.00	-
Support Assistant	-	1.00	0.50	(0.50)
GIS Lead	-	-	1.00	1.00
GIS Specialist	-	3.00	3.00	-
Tech Support Analyst	-	2.00	2.00	-
Tech Support Administrator	-	1.00	1.00	-
Senior Application Analyst	-	1.00	1.00	-
Application Analyst	-	3.00	3.00	-
Enterprise Services Administrator	-	-	1.00	1.00
System Administrator	-	2.00	2.00	-
Total Full-time	-	14.00	15.50	1.50
Total Part-time/Temporary	-	-	-	
Total Personnel	-	14.00	15.50	1.50

Note: In fiscal year 2019, revenue and expenses related to internal operations for the IT department were moved to an internal service fund. Previously these expenses were included in the enterprise fund which includes cell tower and fibernet revenue and expenses.





This page intentionally left blank



Capital Improvement Program

Find Your Florida



This page intentionally left blank

Capítal 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 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

<u>General Revenue – CIP</u>

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. A small portion of the millage rate goes towards Stormwater improvements each year.

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.

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.

Old Kings Road North 4-Lane – Phase 1

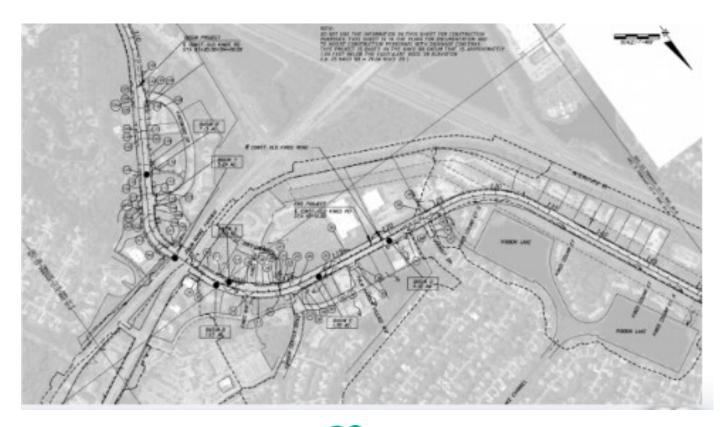
2020 Cost: \$7,520,513 with Grant Funding of \$6,870,513

Funding Source: Transportation Fund

Operating Budget Impact: Maintenance Cost of the streetscaping, roadway, traffic control devices, signage and irrigation

Council Priority: Expansion

This project includes the roadway widening of Old Kings Road from Brighton Circle/Kingswood Drive to Farragut Drive for a length of approximately .6 miles. The project will consist of new asphalt pavement, drainage, concrete curb and gutter, and sidewalks. In addition, the project will include streetscape, irrigation, upgrades to storm water retention ponds and traffic control, including signage and striping.





Traffic Signals

2020 Cost: \$700,000 Funding Source: Transportation Fund Operating Budget Impact: Minimal Maintenance Cost Council Priority: Expansion

New Signal – Eastwood Dr. / Market Ave Intersection



Street Rehabilitation & Renewal

2020 Cost: \$5,795,000 Funding Source: Streets Improvement Fund Operating Budget Impact: None Council Priority: Expansion



Citation Boulevard Improvements

2020 Cost: \$1,700,000 Funding Source: Street Improvement Fund Operating Budget Impact: None Council Priority: Expansion

The current intersection of Citation Boulevard & Sesame Boulevard is not deemed safe due to deteriorating bridge conditions and a confusing layout. According to the recent inspection, it was noted that: "Existing bridge has heavy to severe corrosion with areas up to 100% section loss". The proposed design will address the issue of the deteriorating conditions and improve safety, by eliminating the stop sign at the existing intersection and converting Citation Pkwy into the extension of Sesame Boulevard to the intersection with Seminole Woods Pkwy. The proposed design will include intersection improvements at Citation Parkway and Seminole Woods Boulevard including the addition of left and right turn lanes, intersection improvements at Citation Parkway and Universal Trail, including the addition of a left turn lane, and multi-use path/passive linear park along the south side of Sesame Boulevard.



View of new Roadway Alignment





Holland Park Phase 2

2020 Cost: \$4,050,000 Funding Source: Capital Projects Fund Operating Budget Impact: Increased Maintenance and Utility cost Council Priority: Environmental, Quality of Life

Holland Park is getting some exciting Phase 2 Improvements! The centerpiece of the additions is a splash and play zone to be added to the existing sugar mill-themed playground. The splash park design will reflect the river, ocean, lakes and swampy areas – with water fountains and sprayers shaped like frogs, turtles, octopus, whales, manta rays, starfish, sand dollars, lily pads and cattails. Spray loops will be installed all the way down one pathway, and kids will be able to spray their friends with water cannons. The new splash park is being designed by Vortex Aquatic Structures, designer of many large water parks.

About 20 new pieces are also being added to the "dry" part of the playground, including equipment for toddlers and children with disabilities. Little ones will be able to climb a treehouse, explore a steam engine and carriage, and operate a play dozer. The playground is designed so children can develop their motor skills, learn through play and take on new challenges in a safe environment.

Other features of Phase 2 project include:

- Addition of covered pavilions at the playground, small dog park, horseshoe, and shuffleboard to provide more shade.
- Complete reconstruction of the bocce ball court with shade canopy covering, deck with seating, lighting, and hydro-irrigation system for the clay court.
- Update to the restrooms at Pavilion 3.
- Construction of a new maintenance building, to be added at the back of the property.
- New LED lighting, including at the tennis courts.

BBI Construction Management is the construction manager for Holland Park Phase 2. S&ME Inc. in Orlando was the architectural design firm for the first phase of the playground and also is designing the playground plans for Phase 2. Joseph Pozzuoli Architect (JPA) in Flagler Beach designed the other buildings, and the electrical engineer for the project is ERS Engineering in Jacksonville.

Holland Park will remain open during the new construction, though an area toward the back of the park will be fenced off for the contractor's storage, office space and contractor parking during the 14-month project.



You can also see updates posted at: https://www.palmcoastgov.com/parks/hollandpark/splashpark





Bocce ball courts to be replaced and improved



Small dog park seating to be shaded



Tennis court to get new LED lighting



Area of playground for splash and expansion



Park Renovations

2020 Cost: \$1,895,000 Funding Source: Capital Projects Fund Operating Budget Impact: Minimal Maintenance Cost Council Priority: Environmental, Quality of Life

- Indian Trails Sports Complex Facility Improvements, Field 1 and 2 conversion to Softball
- Palm Harbor Golf Club Clubhouse Improvements
- Pickle Ball Courts
- Waterfront Park Fishing Pier Deck Board Replacements





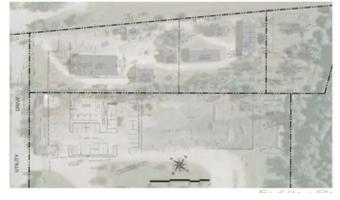




Public Works Facility – Phase 1

2020 Cost: \$1,110,000 Funding Source: Capital Projects Fund Operating Budget Impact: Additional Utility Charges Council Priority: Expansion

- Immediate Improvements for Stormwater and Utility Offices
- Design Phase 1



Stormwater Facility Site Plan



Phase One – Fleet Facility



Major Capital Projects - FY 2020

Lehigh Trail Head

2020 Cost: \$1,127,500 with approval of Grant Funding of \$1,014,750 Funding Source: Recreation Impact Fee Fund Operating Budget Impact: Utility and Maintenance Cost Council Priority: Environmental, Quality of Life

Design & Construction



Long Creek Nature Preserve

2020 Cost: \$700,000 Grant \$325,000 Funding Source: Recreation Impact Fee Fund Operating Budget Impact: Minimal Maintenance Cost Council Priority: Environmental, Quality of Life

- Master Plan Update
- Preserve Construction of Boardwalks and Overlooks





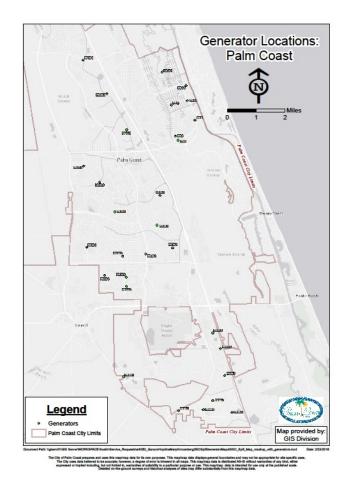


Major Capital Projects - FY 2020

FEMA 6 Lift Station Backup Generators (30)

2020 Cost: \$1,885,000 Grant funding of 1,196,778 Funding Source: Utility Fund Operating Budget Impact: Maintenance Cost Council Priority: Expansion

After Hurricane Matthew, the Utility Department determined and prioritized which lift stations needed emergency power. The 30 lift stations were grouped in fives and an application was submitted to FEMA for a cost share grant. All six applications were approved and City staff will work with the Florida Division of Emergency Management (DEM) on the FEMA grants. The projects were placed out to bid and construction contractors were approved by City Council and the DEM. The projects are expected to be completed in FY20.





Water Mains

2020 Cost: \$3,260,000 Funding Source: Utility Fund Operating Budget Impact: Minimal Council Priority: Expansion

- Citation / OKR / SR 100 Water Main Loop
- OKR Eagle Lakes
- OKR N. Extension & Relocation
- Marineland Acres Phase 2
- Seminole Woods



Needed potable water main improvements have been identified for the southeast future development area of the city, notably the Old Kings Road South MPD and adjacent development areas This will include a water main loop along Citation Pkwy from Seminole Woods Blvd to Old Kings Road and up to SR100. A segment of this proposed water main will be extended south along OKR to the Eagle Lake Development.

Force Mains

2020 Cost: \$4,200,000 Funding Source: Utility Fund Operating Budget Impact: Minimal Council Priority: Expansion

- Pump Station to WWTP#1
- OKR SR 100 to WWTP #3
- Whiteview PS 24-2 to OKR
- Pine Lakes to WWTP #2



A series of sanitary sewer force mains will be constructed in order to meet the increasing demands of the growing city. The Pine Lakes force main improvement will reroute a portion of sewerage from that part of the city, which currently flows to Wastewater Treatment Plant 1 and reroute to the new Wastewater Treatment Plant 2. This will help to reduce the loading on the existing sewer mains and lift stations in the Pine Lakes area. The Whiteview force main improvement is a parallel line from the master pump station 24-2 to the primary force mains along Old Kings Road going to WWTP1. This additional flow capacity is needed to improve the performance of MPS 24-2 and help prevent overflows at that station. Another parallel force main will be constructed from Blare Castle Drive to the WWTP1 head works in order to provide additional flow and help to increase the performance of pump stations along Palm Coast Parkway and Colbert Lane.



Water Treatment Plant #1

2020 Cost: \$980,000 Funding Source: Utility Fund Operating Budget Impact: None Council Priority: Expansion

- Electrical Improvements
- Lime Sludge Handling Design & Facility
- Re-roof (WFilter Bldg., HSPS, Hypo & Chem Bldg.)
- Slaker #1 Replacement
- TTHM Reduction System
- A1A ET Disinfection System

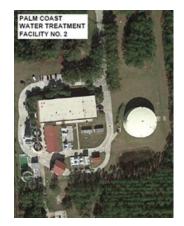


Water Treatment Plant #1 is the City's oldest water treatment facility and will be undergoing needed upgrades to some of its electrical systems and installing new roofing on two of the buildings. Studies will be initiated in order to improved treatment processes to reduce cost and increase water quality. Lime sludge is a byproduct of the plant's treatment process. Historically, the wet lime sludge has been trucked off site and used for land application; however, the demand and cost of this disposal method has varied and at times resulted in over stockpiling of the sludge at the plant site. Alternate methods of processing and disposal of the lime sludge are being investigated

Water Treatment Plant #2

2020 Cost: \$1,180,000 Funding Source: Utility Fund Operating Budget Impact: None Council Priority: Expansion

- Membrane Replacement UF
- Ozone Treatment
- Filtration Ammonia Reduction
- UF Backwash Process Piping



The Water Treatment Plant #2 will undergo some routine equipment replacement, which includes the Utra-Filtration (UF) cartridges for the plant's Zero Liquid Discharge System and will also initiate studies to improve chemical processes to reduce process costs and increase water quality.



Waste Water Treatment Plant #1

2020 Cost: \$1,960,000 Funding Source: Utility Fund Operating Budget Impact: None Council Priority: Expansion

- Headwork Coating Rehab
- Centrifuge Replacement
- Bio solids Treatment / Disposal Improvements
- New Administration Bldg.
- Diffused Air
- Expand Filter Capacity
- Spray Field Replaced with RIBS Investigation

Wastewater Treatment Plant #1 has been in operation for over 40 years and processes the majority of sewerage produced by the residential and commercial sewer customers. For the plant to continue to operate in good working order, replacement of equipment is needed for the centrifuge, filter capacity and diffused air systems. More modern and efficient equipment will be implemented. The plant's head-works is in need of recoating as to protect its concrete structure from corrosion. This will require the design and implementation of a bypass system for the head-works, so that the incoming raw sewerage flows can be temporarily diverted around the head-works, making it possible to conduct maintenance activities. Other improvements to the Plant #1 facility include design and construction of a new operations/administration office, which will help provide better working conditions for the operations staff and help to modernize the facility. The plant's effluent disposal fields include Rapid Infiltration Basins (RIBs) and Spray Fields. In general, the RIB sites are more efficient for disposal compared with the spray fields; therefore, the spray fields are being studied to determine the feasibility of converting them to RIBs.



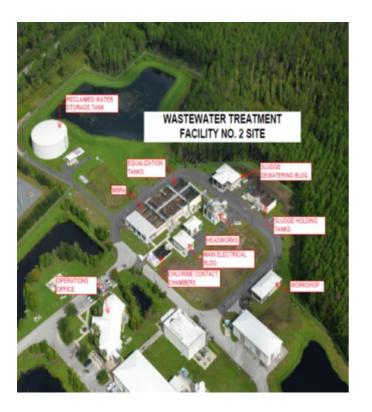


Waste Water Treatment Plant #2

2020 Cost: \$1,450,000 Funding Source: Utility Fund Operating Budget Impact: None Council Priority: Expansion

- Improvements Discharge Automation
- Engineering Construction
- Investigation to include Direct Potable Reuse
- Land

Wastewater Treatment Plant #2 is planned to be expanded from its current treatment capacity of 2.0 million gallons per day (MGD) to 4.0 MGD in order to accommodate sewer demands from development growth around the City. The expanded capacity is anticipated to be operational in 2022. In 2020, State Revolving Funds (SRF) will be secured for the project and design of the plant expansion will begin.

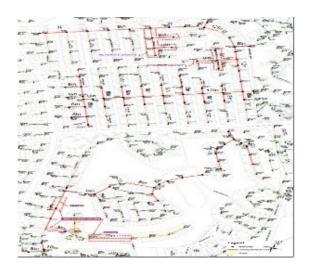




Gravity Sewer Pipe Lining

2020 Cost: \$1,000,000 Funding Source: Utility Fund Operating Budget Impact: None Council Priority: Environmental

Staff has identified areas of the City which are susceptible to ground water infiltration. These locations tend to be in older parts of the sanitary sewer system constructed with vitrified clay pipe. These lines are deep underground and usually below the ground water table. The pipes tend to crack and shift position as they age, creating points of entry for ground water to seep in. This results in increased flows to the City's pump stations and at the Wastewater Treatment Plants. City staff created a pipe lining project to address approximately 30,000 feet of gravity sewer main in critical areas. Approximately 20,000 feet of gravity sewer has been lined.





Map indicating location of proposed pipe lining Pipe Lining Crew

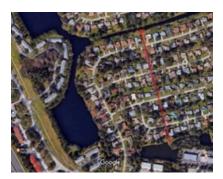


Stormwater Capital Projects – F Section, Belle Terre

2020 Cost: \$2,160,000 Funding Source: Stormwater Fund Operating Budget Impact: None Council Priority: Expansion

- Concrete Lined Ditch F Section from Faith Ln to Farragut Dr
- Belle Terre Culvert Replacement
- Trenchless Pipe Rehabilitation 6 locations

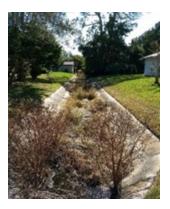
The City is planning on removing and replacing the existing concrete ditch and associated stormwater conveyance systems that runs between a series of homes located within the F-Section; Faith Lane, Farmbrook Lane, Fairview Lane and Farragut Drive. The existing concrete conveyance system will be converted to one that only consists of pipes and inlets. Upstream of the run, the old stormwater control structure will be replaced, any roads that were affected will be repaved and striped. Since this project will be taking place through a residential neighborhood, additional measures for temporary maintenance of traffic and soil erosion will be put in place for the duration of this project.











The City is replacing an aging cross-drain consisting of four 48" corrugated metal culverts (CMP's) under Belle Terre Boulevard just east of the driveway for Magnolia Trace Boulevard. These four 48" CMP's will be removed and replaced with reinforced concrete pipes (RCP's). Concrete end walls for the proposed pipes will be constructed on-site, guardrails will be removed and replaced as necessary. Repaving will be required in some areas from the pipe removal. Since the four pipes being removed exist underneath the roadway, the City will be forced to close both north and southbound lanes at this section of Belle Terre Blvd and reroute traffic for the duration of this project.



An inspection completed by Ayres Associates in 2018 identified 6 locations where the City's stormwater pipes were badly deteriorated and in need of immediate repairs. Instead of replacing these pipes the contractors will be using methods to reinforce the interior of the eroding pipes by lining them with an incredibly durable, concrete-like substance. These pipe rehabilitation methods are much more cost effective, they require less time than replacement would and, do not require us to tear up infrastructure to complete the project so no road closures or rerouting of traffic is anticipated.









Stormwater Capital Projects – Drainage Improvement

2020 Cost: \$1,890,000 Funding Source: Stormwater Fund Operating Budget Impact: None Council Priority: Expansion

Section E – Design

The E-Section Drainage Improvements project is part of a city-wide drainage improvement program. Modeling done by DRMP has demonstrated how significant the need for drainage improvements in the Lehigh Basin are. The extent of work that must occur in order to improve the drainage in this basin is too large to tackle at one time so the project has been broken up into several phases. Some of the work to be completed will include dredging portions of existing canals and ditches that have received large amounts of sedimentation over the years, repair or replace structures that are subject to potential structural failure and improvements to existing culvert crossings.

Stormwater Capital Projects – Control Structure Replacements

2020 Cost: \$1,145,000 Funding Source: Stormwater Fund Operating Budget Impact: None Council Priority: Expansion

- K-6 Weir Construction
- L-4 Weir Design

K-6 Project -The City is planning on removing the existing culverts under Smith Trail and replacing it with a more appropriately sized box culvert. Currently the K-6 Surface Water Control Structure (SWCS) is upstream of the road crossing and unreachable by construction equipment. The City intends to combine the weir and SWCS into one structure closer to the roadside so that they can be easily reached for maintenance purposes. It is expected that this improvement project will eliminate local residential and street flooding occurrences during storm events. The City is applying for a REDI Community grant through SJRWMD to assist with paying for this project although it is appropriately budgeted for in the event we do not receive this grant.

L-4 Project - During one of our major storm events, a large piece of the L-4 weir broke off and washed away towards the Graham Swamp area. The weir was repaired but the repair is only considered a temporary fix and the weir still needs to be replaced fully, which is what the City intents to do. Currently this project is on hold until later in the year but the design portion will be going out to bid within the next few months.







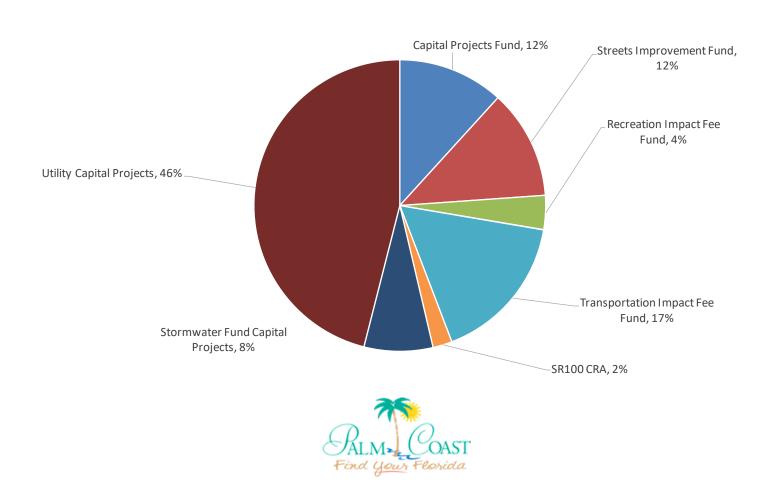




Capítal Improvement Program by Fund

	Fund as a % of
Amount	total CIP
\$ 8,230,000	12%
8,496,000	12%
2,644,220	4%
20,000	0%
11,570,513	17%
1,497,939	2%
5,346,000	8%
32,252,038	46%
\$ 70,056,710	
\$	\$ 8,230,000 8,496,000 2,644,220 20,000 11,570,513 1,497,939 5,346,000 32,252,038

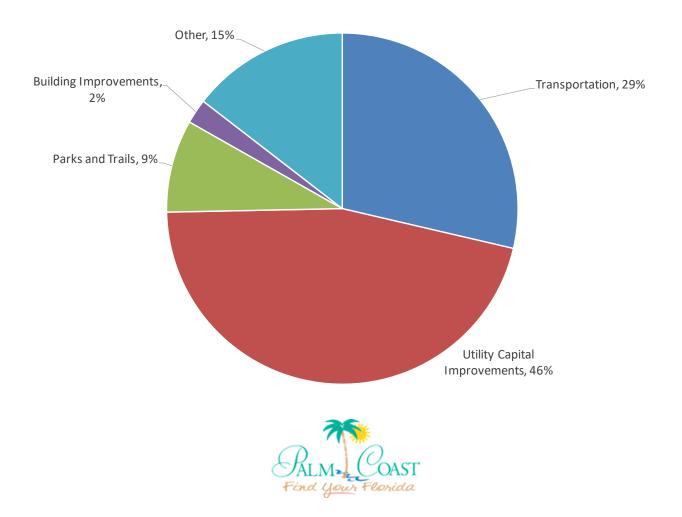
Físcal Year 2020



Capítal Improvement Program by Type

		Fund as a % of
Туре	Amount	total CIP
Transportation	\$ 20,066,513	29%
Utility Capital Improvements	32,252,038	46%
Parks and Trails	5,975,000	9%
Building Improvements	1,585,000	2%
Other	10,178,159	15%
	\$ 70,056,710	

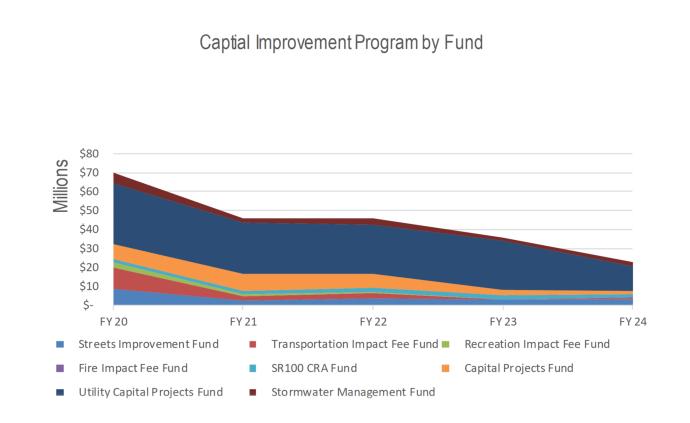
Físcal Year 2020



Capítal Improvement Program by Fund

<u>5 Year Program Summary</u>

Fund	FY 20	FY 21	FY 22	FY 23	FY 24
Streets Improvement Fund	\$ 8,496,000	\$ 2,490,000	\$ 3,580,000	\$ 2,820,000	\$ 3,120,000
Transportation Impact Fee Fund	11,570,513	2,525,000	2,850,000	250,000	600,000
Recreation Impact Fee Fund	2,644,220	804,220	804,220	-	-
Fire Impact Fee Fund	20,000	-	-	-	250,000
SR100 CRA Fund	1,497,939	1,958,817	2,149,595	2,195,311	1,758,874
Capital Projects Fund	8,230,000	8,820,000	6,980,000	2,965,000	1,575,000
Utility Capital Projects Fund	32,252,038	26,954,658	25,872,355	25,580,129	13,022,980
Stormwater Management Fund	5,346,000	2,060,000	3,450,000	2,065,000	2,180,000
Total	\$ 70,056,710	\$ 45,612,695	\$ 45,686,170	\$ 35,875,439	\$ 22,506,854





	CAPITAL PROJECTS FUND - Path & Trail Projects	1st Quarter (FY20)	2nd Quarter (FY20)	3rd Quarter (FY20)
Project Manager	Project Name	Oct Nov Dec	Jan Feb Mar April May June	July Aug Sept FY 21
Susan Knopf	Graham Swamp: Boardwalk Repair & Replacement Desig	n	ORIGINA TIMELIN ORIGINAL TIMELIN ORIGIN	A TIMELIN ORIGIN TIMELI
	CAPITAL PROJECTS FUND - Park Projects	1st Quarter (FY20)	2nd Quarter (FY20)	3rd Quarter (FY20)
Project Manager	Project Name	Oct Nov Dec	Jan Feb Mar April May June	July Aug Sept FY 21
Susan Knopf	Holland Park Improvements - Phase 2 Construct on	ti ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGIN	A TIMELIN ORIGIN
	CAPITAL PROJECTS FUND - Park Projects Rehab & Renewal	1st Quarter (FY20)	2nd Quarter (FY20)	3rd Quarter (FY20)
Project Manager	Project Name	Oct Nov Dec	Jan Feb Mar April May June	July Aug Sept FY 21
Susan Knopf	ITSC - Facility Improvements Construction	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	
Susan Knopf & Carmelo	ITSC - Field 1&2 Conversion (Phase 1)			
Morales Marvin Calderon	Design (in-hous	e) ORIGINA TIMELINE ORIGINAL		
	Construction (in-hous	e)	(so TIMELIN ORIGINAL TIMELIN ORIGIN	d install to occur May 31-July 1
	Palm Harbor Golf Club - Clubhouse Improvements		Work to occu	r (June - July)
Susan Knopf	Construction	ז	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGIN	A TIMELIN ORIGIN
Susan Knopf Susan Knopf	Pickleball Courts Design Construction	1	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGIN	Δ
				TIMELIN ORIGIN TIMELI
	Waterfront Park - Fishing Pier Repairs			
Marvin Calderon	Construction (in-hous	e)	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGIN	A

	CAPITAL PROJECTS FUND - IT Capital F	Projects		1st Quarte	r (FY20)		2	nd Quarte	r (FY20)			3rd Quar	ter (FY20)	
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
Doug Akins & Mark Aeillo	Network Equipment Upgrades	Design / Equipment Replacement	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	
Doug & Mark & Susan	Park & Facility Security Upgrades Study Design - Phase One (Holland Park) Construction - Phase One (Holland Park)		ORIGINA		ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	I				
											ORIGINA	TIMELIN	ORIGIN	TIMELI	
Donald Kewley & Bill Eldredge Donald Kewley & Bill		ystem Modification & Expansion rre Boulevard (SR100 to WTP#2)		nsus AMI pro	· · ·										
Eldredge Donald Kewley & Bill		Construction SR100 (Belle Terre to OKR) Construction	(part of sig	nal optimizat											
Eldredge Donald Kewley & Bill Eldredge	Old Kings Roa	d (Utility Drive to Forest Grove) Design Construction - Phase One	(part of Old	TIMELINE I Kings Road	ORIGINAL Widening	TIMELINE	ORIGINA	TIMELIN							
			ORIGINA	TIMELINE	ORIGINAL										
				TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	Q2

	CAPITAL PROJECTS FUND - City Facility Projects		1st Quarter (F)	(20)	2nd Quart	ter (FY20)	3rd Quar	ter (FY20)	
Project Manager	Project Name			Dec	Jan Feb Mar	April May Ju	ne July	Aug Sept	FY 21
Susan Knopf	City Hall / Community Wing - Generator	Constructi on	Grant deadline of April 30, 2 ORIGINA TIMELINE OR	2020 RIGINAL	TIMELINE ORIGINA TIMELIN	I ORIGINAL TIMELIN ORIC	GINA TIMELIN	ORIGIN TIMELI	
Susan Knopf	City Hall - Interior Modifications	Constructi on	ORIGINA TIMELINE OR	RIGINAL					
Susan Knopf Susan Knopf	Public Works Existing Facility Improvements	Design Constructi on	ORIGINA ORIGINA TIMELINE OR	RIGINAL	TIMELINE ORIGINA TIMELIN	L			
Carl Cote	Public Works Facility - Phase One	Desi gn	TIMELINE OR	RIGINAL	TIMELINE ORIGINA TIMELIN	I ORIGINAL TIMELIN ORIC	GINA TIMELIN	ORIGIN TIMELI	
Susan Knopf Susan Knopf	Stormwater Facility Improvements	Design Constructi on	ORIGINA ORIGINA TIMELINE OR	RIGINAL					
Susan Knopf Susan Knopf	Energy Improvements	Design Constructi on	ORIGINA TIMELINE OR	RIGINAL	TIMELINE ORIGINA TIMELIN	I ORIGINAL TIMELIN ORIG	GINA TIMELIN	ORIGIN TIMELI	
Susan Knopf	ADA Transition Plan Improvements	Desi gn			ORIGINA TIMELIN	ORIGINAL TIMELIN ORIC	GINA		



	CAPITAL PROJECTS FUND - Other Projects			1st Quarte	r (FY20)		2	2nd Quarte	er (FY20)			3rd Quar	rter (FY20	J)	
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
Denise Bevan	Northeast Corridor - Wetland Restoration	Design &													
Denise Bevan Marvin		Permit	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	
Calderon															
		Construction (in-house)	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	

	PARK IMPACT FEE FUND - Projects		1st Quarter (FY20)		2nd Quarte	er (FY20)		3rd Quarter	(FY20)	
Project Manager	Project Name	Oct	Nov	Jan	Feb	April	May	July	Aug	FY 2
	Long Creek Nature Preserve - Master Plan Update									
Parks Team & Susan Knopf	Master Plan Study		TIMELINE	TIMELINE	ORIGINAL	ORIGINAL	TIMELINE			
Susan Knopf Susan Knopf	Long Creek Nature Preserve - Boardwalk & Overlooks								G	Grant
	Design		TIMELINE	TIMELINE	ORIGINAL	ORIGINAL	TIMELINE			
	Construction (seek FIND grant for kayak launch modification)									
								0	ORIGINAL	
Ded Oata Owene Kanaf	Labiah/Dalla Tama Tasilhaad (EDL Faaaaa	-4								
Carl Cote Susan Knopf	Lehigh/Belle Terre Trailhead (FPL Easeme			TRACLINE	ODIOINIAL					
	Des	5	AL TIMELINE	TIMELINE	ORIGINAL					
	Construct	on				001011141	THEFT		00101111	
						ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	Q

	SR100 CRA FUND - Projects			1st Quarte	er (FY20)			2nd Quarte	r (FY20)			3rd Quar	ter (FY20))	
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
Michael Grunewald Michael	Roundabout Safety Improvements - Town Center (2)	Design													
Grunewald		Construction						TIMELIN	ORIGINAL	. TIMELIN					
											ORIGINA	TIMELIN	ORIGIN		

	STREETS IMPROVEMENTS FUND - Safety Imp. Projects		1st Quarte	er (FY20)		:	2nd Quarte	er (FY20)			3rd Quar	ter (FY20)	
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
Tyler Gibson	ADA Transition Plan - Clubhouse Drive - Palm Coast Pkwy WB Construction	ORIGINA	TIMELINE	ORIGINAL	TIMEI INE	ORIGINA	TIMEI IN	ORIGINAL	TIMELIN C	RIGINA	TIMEI IN	ORIGIN	TIMELI	
	Consulacion	ontonin	THEERICE	ONIONAL	THEEHLE	ontionart	THEELIN	ONTOININE			THEEN	ontoin	1111221	
	Signalized Intersection Analysis & Modification													
Tyler Gibson	Design & Construction				TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN C	ORIGINA				
Michael Grunewald Marc	Roadway Signage Improvements													
Tourville	Identify Locations					ORIGINA	AL .	ORIGINAL						
	Construction (in-house)								TIMELINE		TIMELIN	E		
Michael Grunewald Tyler	Citation Boulevard Improvements													
Gibson	Design	ORIGINA	TIMELINE	ORIGINAL										
	Construction				TIMELINE	ORIGINA	TIMELIN	ODIONIAL	TIMELIN C		TIMELIN	ODION	THATLE	
					TIMELINE	URIGINA	TIMELIN	URIGINAL		JRIGINA	TIMELIN	URIGIN		
Michael Grunewald & Beth	Florida Park Drive - No Truck, Air, Noise & Landscape													
Dawson	Report & Presentation	ORIGINA	TIMELINE	ORIGINAL										
Michael Grunewald Marc	Florida Park Drive - No Truck													
Tourville	Route, Ordinance & Notifications	ORIGINA	TIMELINE	ORIGINAL										
	Construction (Signage)			ORIGINAL										
Beth Dawson Beth Dawson	Florida Park Drive - Landscape (council to determine scope)													
	Dough	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN C	DRIGINA	TIMELIN	ORIGIN	TIMELI	
	Construction							ORIGINAL	TIMELIN C	RIGINA	TIMEL IN	ORIGIN	TIMELL	
								ONIONAL		Alimit		OKIOIN	TIWELI	

	STREETS IMPROVEMENTS FUND - Path Projects	1st Qua	rter (FY20)		2nd Quarte	r (FY20)		3rd Quarter	(FY20)	
Project Manager	Project Name	Oct	Nov	Jan	Feb	April	May	July	Aug	FY 21
Tyler Gibson & Marvin	OKR Temporary Path - Phase 2									
Calderon	Construction (in-house & resurfacing contract)				TIMELI	ORIGINAL				
Tyler Gibson Tyler Gibson	Palm Coast Pkwy EB Sidewalk (PL to BT missing segments)									
	Design	ORIGINAL	TIMELINE							
	Construction			TRACLINE	ODIOINAL	ODIOINAL		TIMELINE		
				TIMELINE	ORIGINAL	ORIGINAL	TIMELINE	TIMELINE		
ТРО	Pedestrian Access on Collectors - Pilot Study	Managed by TPO -	Pending							
Jose & Mike G.	Study	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	
Michael Grunewald Tyler	Mid-Block Crossing Enhancements (Colbert & PCPKWY, Forest Grove,									
Gibson	Fellowship)		TIMELINE							
	Design	ORIGINAL	TIMELINE							
	Construction			TIMELINE	ORIGINAL					
				TIMEENVE	ONIGINAL					



	STREETS IMPROVEMENTS FUND - Street Lighting Projects		1st Quarter	(FY20)		2nd Quart	er (FY20)		3rd Quarter	(FY20)	
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	April	May June	July	Aug	FY 21
	Continuous Street Lighting										
	Belle Terre Parkway (Palm Coast Pkwy to Pine Lakes)										
Tyler Gibson	Construction						ORIGINA	L TIMELIN ORIGINA	TIMELINE	ORIGINAL	
	Belle Terre Parkway (Pine Lakes to Whiteview)										
Tyler Gibson	Construction							ORIGIN	TIMELINE	ORIGINAL	
	Belle Terre Parkway (Whiteview to Rymfire)										
Tyler Gibson	Construction							ORIGIN	TIMELINE	ORIGINAL	
	Belle Terre Parkway (Rymfire to Royal Palms)										
Tyler Gibson	Construction							ORIGIN	TIMELINE	ORIGINAL	
	Ravenwood (Whiteview to Rymfire)										
Tyler Gibson	Design		I	ORIGINAL	TIMELINE	ORIGINAL	ORIGINA	L TIMELIN ORIGIN	N		

	STREETS IMPROVEMENTS	FUND - Traffic Signal Projects		1st Quarte	r (FY20)		2	nd Quarte	r (FY20)			3rd Quar	rter (FY20)	
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
Michael Grunewald Michael	Signal Optimization	Construction/Implementation(Phase 3)													
Grunewald Michael		Design/Bid (Phase 4)	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA								
Grunewald		Construction (Phase 4)													
		. ,					ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	(I
							ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	•
	STREETS IMPROVEMENTS	FUND - Street Rehab & Renewal		1st Quarte	r (FY20)		2	nd Quarte	r (FY20)			3rd Quar	rter (FY20)	
Project Manager	Project Name		Oct	Nov	Dec	Jan		Feb	April		May	July		Aug	FY 21
Tyler Gibson Tyler Gibson		Street Rehah & Renewal													

FT0ject Manager	Froject Name	001	NOV Dec	Jan	i eb	April	iviay	July	Aug	1121
Tyler Gibson Tyler Gibson	Street Rehab & Renewal									
Tyler Gibson Tyler Gibson	Roadway Striping Analysis & Long Range Plan Update Roadway Pavement	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	Q1
	Analysis & Long Range Plan Update									
	Identify Projects & Design		TIMELINE	TIMELINE	ORIGINAL	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	Q1
	Construction									
	00108/2020/1	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL					
									1	
						ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	
	1								-	1 1

	TRANSPORTATION IMPACT FEE FUND - Projects	1st Quarter (FY20) Oct Nov Dec Ja			2nd	Quarter	r (FY20)		3rd Qua	arter (FY20)			
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May June	July	Aug S	Sept FY	21
Tyler Gibson Tyler Gibson	Old Kings Road N. Extension Phase 2a - Matanzas to OKR												
	Design	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA TI	MELIN	ORIGINAL	TIMELIN ORIGIN	A TIMELIN	ORIGIN TI	MELI	
	Construction	ODIOINA	THATLINE	ODIONIAL	TIMELINE				TIMELIN ORIGIN				
		ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA TI	MELIN	ORIGINAL	TIMELIN ORIGIN	A TIMELIN	ORIGIN TI	WELI	
Michael Grunewald Tyler	Old Kings Road N. Widening - Kingswood to Forest Grove	(includes r	new fiber mai	n line)						+			
Gibson	Design - Phase 2 & 3 (modify project into 3 bid packages)				TIMELINE	ORIGINA Gra	ant dead	lline of Febru	arv 29, 2020				
	Construction - Phase 1										Grant de	adline of	1
			TIMELINE	ORIGINAL	TIMELINE	ORIGINA TI	MELIN	ORIGINAL	TIMELIN ORIGIN	A TIMELIN	ORIGIN TI	MELI G	Q2
Mish and One small	Belle Terre Intersection Imp. (Pritchard to Royal Palms)	ODIOINA	TIMELINE	ODIONIAL	TIMELINE	ODIONIA							
Michael Grunewald	Design	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA							
Michael Grunewald Tyler	Belle Terre Intersection Imp. (Easthampton) Design												
Gibson	Construction	ORIGINA	TIMELINE										
				ORIGINAL	TIMELINE	ORIGINA TI	MELIN	ORIGINAL	TIMELIN				
Michael Grunewald	Whiteview - Safety, Path, Sign & Beautification Improvements									-			
Michael Grunewald & Beth	Design	ORIGINA	TIMELINE										
Dawson	Design												
24110011	Design - Landscape/Irrigation/Entry Sign (In-House)			ORIGINAL	TIMELINE	ORIGINA TI	MELIN	ORIGINAL	TIMELIN ORIGIN	A TIMELIN	ORIGIN TI	MELI	
Tyler Gibson	Traffic Signal - Belle Terre / Eastwood Dr / Market Ave Intersection	ORIGINA		OPICINAL		ORIGINA TI		OPICINAL					
	Construction	OKIGINA	TIMELINE	ORIGINAL	TIWELINE	UNIONA III		OKIGINAL					

	STORMWATER MNG. FUND - Saltwater Canal Projects		1st Quarte	r (FY20)		2	nd Quarte	r (FY20)			3rd Quar	ter (FY20)	
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
	Saltwater Canal System													
	Pipes thru Seawalls (2 locations)													
Donald Schrager	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	
	Canal End Seawall (2 locations)													
Donald Schrager	Construction				TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	

	STORMWATER MNG. FUND - Water Control Structures	1st Quarter (FY20)			2nd Quarte	er (FY20)		3rd Quarter	(FY20)	
Project Manager	Project Name	Oct	Nov	Jan	Feb	April	May	July	Aug	FY 21
	L-4 Weir Replacement (Royal Palms Parkway-Town Center)									
R. Michael Peel	Design			TIMELINE	ORIGINAL	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	
	5									
Carmelo Morales	K-6 Weir Replacement & Major Crossing (Smith Trail)	Seeking Grant	in Fall of 2019							
Carmelo Morales & Andrea	Design	ORIGINAL	TIMELINE							
/ludryk	Construction									
·				TIMELINE	ORIGINAL	ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	



	STORMWATER MNG. FUND - Canal Pipe Crossings		1st Quarter (FY20) Oct Nov Dec Jan				2nd Quarte	r (FY20)			3rd Quart	ter (FY20)			
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May J	une	July	Aug	Sept	FY 21
Carmelo Morales & Andrea Mudryk	Pipe Inspections (60 Crossings)	Inspections	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN OR	IGINA				
Carmelo Morales & Andrea Mudryk	Pipe Replacement - Belle Terre Blvd. (South of Citation)	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	e origina	TIMELIN							
Carmelo Morales & Andrea Mudryk	Pipe Lining - K-7, Sesame (east of Seward Trail)	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN					
Carmelo Morales & Andrea Mudryk	Pipe Lining - RO-1, Rymfire (west of Russell Drive)	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	e origina	TIMELIN	ORIGINAL	TIMELIN					
Carmelo Morales & Andrea Mudryk	Pipe Lining - 735511, Crandal Cove/Palm Harbor Parkway	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	e origina	TIMELIN	ORIGINAL	TIMELIN					
Carmelo Morales & Andrea Mudryk	Pipe Lining - 735515, Rymfire @ Rippling Waterway	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	e origina	TIMELIN	ORIGINAL	TIMELIN					
Carmelo Morales & Andrea Mudryk	Pipe Lining - 735516, Royal Palms @ Rippling Waterway	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	e origina	TIMELIN	ORIGINAL	TIMELIN					
Carmelo Morales & Andrea Mudryk	Pipe Lining - 735517, Easthampton @ Hampton Waterway	Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	e origina	TIMELIN	ORIGINAL	TIMELIN					

	STORMWATER MNG. FUND - Capacity Improvement Projects	1st Quarter (FY20)	2nd Quarter (FY20)	3rd Quarter (FY20)
Project Manager	Project Name Concrete Lined Ditch Rehabiliation - 'F' Section	Oct Nov Dec	Jan Feb Mar April May Jun	e July Aug Sept FY 21
Carmelo Morales & Andrea	Concrete Lined Ditch Rehabiliation - 'F' Section Constructio	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN	
Mudryk	n			
Carmelo Morales Carmelo	Pipe Replacements / New Pipes / Pipe Linings Design			
Morales	Constructio	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA TIMELIN ORIGIN TIMELI
	n	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA TIMELIN ORIGIN TIMELI
R. Michael Peel & Andrea	Drainage Improvements - 'E' Section (Phase 1)			
Mudryk Carmelo Morales &	Design	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA TIMELIN
Andrea Mudryk	Construction			ORIGIN TIMELI Q1
				ORIGIN TIMEET OF
R. Michael Peel & Andrea	Drainage Improvements - 'E' Section (Phase 2) Desig			
Mudryk	n	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA TIMELIN ORIGIN TIMELI Q1
	Drainage Improvements - 'R' Section			
R. Michael Peel &	Design	ORIGINA TIMELINE ORIGINAL		
Andrea Mudryk				
Carmelo Morales &	Construction		TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA
Andrea Mudryk				
R. Michael Peel &	Ditch Improvements - 'F' Section (Fallen Oak Area) - Crandall Cove Modeling & Conceptual Design	ORIGINA TIMELINE ORIGINAL		
Andrea Mudryk	Design			
Carmelo Morales &	Doogn		TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA
Andrea Mudryk				
Carmelo Morales &	Drainage Improvements (Project(s) to be determined)		TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	
Andrea Mudryk	Modeling & Conceptual Design Design	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA HMELIN ORIGIN HMELI
Carmelo Morales &	Design	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA TIMELIN ORIGIN TIMELI
Andrea Mudryk				
	Ditch & Pipe Rehab & Renewal (Project(s) to be determined)			
Carmelo Morales &	Design	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA TIMELIN ORIGIN TIMELI
Andrea Mudryk Carmelo Morales &	Construction	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN ORIGINAL TIMELIN ORIGI	NA TIMELIN ORIGIN TIMELI
Andrea Mudryk		ONIONAL TIMEEINE ONIONAL	THELENE ON ON THELEN ON ON THE LIN ON OF	

	UTILITY CAPITAL PROJECTS FUND - Wellfield & Wells	1st Quarter (FY20)		er (FY20)		2nd Quarte	er (FY20)			3rd Quarter	(FY20)	
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	April	May	June	July	Aug	FY 21
Mary Kronenberg Mary	Wellfield and Wells - Wellfield Expansion WTP #2 - 3 new wells											
Kronenberg	Design	ORIGINA	L TI	MELINE								
	Construction (Equip & Activation)											
					TIMELINE	ORIGINAL	ORIGINAL	TIMELIN	ORIGINA	TIMELINE	ORIGINAL	/
-												\vdash
Mary Kronenberg Mary	Wellfield and Wells - Wellfield Replacement WTP #1 - SW-43R											
Kronenberg	Construction (Equip & Activation)	ORIGINA	L TI	MELINE	TIMELINE	ORIGINAL	ORIGINAL					
-	Deconstruct SW43											
								TIMELI	NE	TIMELINE	ORIGINAL	



	UTILITY CAPITAL PROJECTS FUND - Water Mains		1st Quarter (FY20)			:	2nd Quarte	er (FY20)			3rd Qua	rter (FY20)			
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
Alexander Blake Mary	OKR South - Water Main Loop	Design	(part of OK	R South Utilit	'y										
Kronenberg		Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA				
												TIMELIN	ORIGIN	TIMELI	
Alexander Blake Mary	OKR South - Water Main Extension to Eagle Lakes	Design	(nart of Ok	R South Utilit	v										
Kronenberg		Construction		TIMELINE		TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA				
		Concadonon													
												TIMELIN	ORIGIN	TIMELI	
ManuKaananhaan	North Old Kings Road Water Main Relocation (Phase 1)	Construction		(R Road Wide		-	0.0101114		0.0101111		0.0101114	-	0010101	-	
Mary Kronenberg		Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	IIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	Q2
Alexander Blake Mary	North Old Kings Road Extension Water Main	Design													
Kronenberg		Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	
5															
			ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	Q1
Alexander Dieke Mers	Seminole Woods Transmission Main Connection	Design	(nort of Cit	ation Deadure	Decised)										
Alexander Blake Mary Kronenberg	Seminole woods Transmission Main Connection	Design Construction		ation Roadwa											
Nonemberg		Construction	ONIGINA		ONIGINAL										
						TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	Q1
Alexander Blake Mary	Marineland Acres Phase 2 WM relocates (Spec														
Kronenberg		Design		TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN	ORIGINA	TIMELIN	ORIGIN	TIMELI	
		Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMEL IN	ORIGINAL	TIMELIN	ORIGINA		ORIGIN	TIMELI	
			ONIGINA	TIMELINE	ONIGINAL		ONIGINA	TIMELIN	ONIGINAL	TIMELIN	ONIGINA	THELIN	ONIGIN	1000350	

	UTILITY CAPITAL PROJECTS FUND - Water Treatment	Plant #1	1st Quarter (FY20)	2nd Quarte		3rd Quarter (FY20)	
Project Manager	Project Name		Oct Nov Dec	Jan Feb Mar	April May June	July Aug Sept	FY 21
Susan Knopf	Electrical Improvements - Phase 1	Constructio n	ORIGINA TIMELINE ORIGINAL				
Susan Knopf	Electrical Improvements - Phase 2	Design		TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
Utility Team Mary Kronenberg	Lime Sludge Handling Facility	Study Design	ORIGINA TIMELINE ORIGINAL	TIMELINE			
				TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN TIMELI	
Susan Knopf	Roof Replacments - (First -Wfilter Bldg, HSPS, Hypo B Construction	ldg, Chem Bldg)	ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN TIMELI	
Project Manager	UTILITY CAPITAL PROJECTS FUND - PEP System Project Name		1st Quarter (FY20) Oct Nov Dec	2nd Quarte Jan Eeb Mar	er (FY20) April May June	3rd Quarter (FY20) July Aug Sept	EV 21
Alexander Blake	PEP System Upgrades, Phase 2	Constructi on	ORIGINA TIMELINE ORIGINAL			TIMELIN	
Durland Manageme	UTILITY CAPITAL PROJ. FUND - Wastewater Treatmen	Plant #1	1st Quarter (FY20)	2nd Quarte		3rd Quarter (FY20)	
Project Manager Alexander Blake Mary	Project Name Headworks Coating Rehab	Study & Design	Oct Nov Dec	Jan Feb Mar	April May June	July Aug Sept	FY 21
Kronenberg		Construction	ONGINA TIMELINE ONGINAL		OKIGINAL HIMLLIN OKIGINA	ORIGIN TIMELI	
Alexander Blake Mary Kronenberg	Centrifuge Replacement (Replace with Belt Press)	Design Constructio		TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
		n				TIMELIN ORIGIN TIMELI	
Alexander Blake	Biosolids Treatment/Disposal Improvements	Desig n		TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN TIMELI	
Alexander Blake Mary Kronenberg	New Administration Building	Design Constructio	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
		n				TIMELIN ORIGIN TIMELI	
Alexander Blake Mary Kronenberg	Difused Air	Design Constructio n	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
		"				TIMELIN ORIGIN TIMELI	
Alexander Blake	Spray Field Replaced with RIBS - Investigation	Stud y	ORIGINA TIMELINE ORIGINAL	. TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		



	UTILITY CAPITAL PROJECTS FUND - Force Mains		1st Quarter (FY20)	2nd Quarte	er (FY20)	3rd Quarter (FY20)	
roject Manager	Project Name		Oct Nov Dec	Jan Feb Mar	April May June	July Aug Sept	FY 2
	Pine Lakes to WWTP #2		(project includes an add alternate for				
lary Kronenberg		Construction	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN TIMELI	
	White View, PS 24-2 to Old Kings Road		(project includes fiber conduit)				+
lary Kronenberg		Construction	ORIGINA TIMELINE ORIGINAL				
lexander Blake Alex &	Force Main from Pump Station (Blare Castle Dr to WWT	P)					-
lary	D	esign (In-House)	ORIGINA TIMELINE ORIGINAL				
		Construction		TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN TIMELI	
lexander Blake Mary	OKR South - SR100 to future WWTP #3	Design	(part of OKR South Utility				+
ronenberg		Construction	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
						TIMELIN ORIGIN TIMELI	
	UTILITY CAPITAL PROJECTS FUND - Reclaimed Water M	lains	1st Quarter (FY20)	2nd Quarte	r (FY20)	3rd Quarter (FY20)	
roject Manager	Project Name		Oct Nov Dec	Jan Feb Mar	April May June	July Aug Sept	FY
lexander Blake	Old Kings Road Phase 2 & 3	Desim	(part of OKR Widening Project)				
lexander blake		Design	ORIGINA TIMELINE ORIGINAL				
lexander Blake Mary	16" Discharge with study	Permitting	ORIGINA TIMELINE ORIGINAL			TIMELIN ORIGIN TIMELI	
ronenberg		Design	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
			ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN TIMELI	
	RCW Main Extension to ITSC & Discharge Automation	Design	ORIGINA TIMELINE ORIGINAL				T
lake		Construction	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
						TIMELIN ORIGIN TIMELI	
tility Team Mary	Cigar Lake Water Quality Improvements - Aeration	Study					1
ronenberg		Construction	ORIGINA TIMELINE ORIGINAL	TIMELINE			
				ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN TIMELI	
lexander Blake Mary	OKR South - SR100 to future WWTP#3 & Citation Loop	Design	(part of OKR South Utility				T
ronenberg		Construction	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA		
						TIMELIN ORIGIN TIMELI	
	UTILITY CAPITAL PROJ. FUND - Wastewater Treatment F	Plant #2	1st Quarter (FY20)	2nd Quarte	er (FY20)	3rd Quarter (FY20)	<u> </u>
roject Manager	Project Name		Oct Nov Dec	Jan Feb Mar	April May June	July Aug Sept	FY
exander Blake Mary ronenberg	Plant Expansion Analysis & Gr	ant Coordination Design	ORIGINA TIMELINE ORIGINAL	TIMELINE ORIGINA TIMELIN	ORIGINAL TIMELIN ORIGINA	TIMELIN ORIGIN	
ononoog		Design					
						TIMELI	



	UTILITY CAPITAL PROJECTS FUND - Lift Station Generators		1st Quarte	er (FY20)		2	2nd Quart	er (FY20)			3rd Quart	er (FY20)	
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug Sept	FY 21
Mary Kronenberg	FEMA Generators (PS 23-1, PS 26-1, PS 28-1, PS 29-1, PS 29-2) Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN (ORIGINA	TIMELIN	Grant deadline	
Mary Kronenberg	FEMA Generators (PS 33-1, PS 34-2, PS 34-3, PS 34-4, PS 65-1) Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN (ORIGINA	TIMELIN	Grant deadline	
Mary Kronenberg	FEMA Generators (PS 59-2, PS 59-1, PS 60-1, PS 35-2, PS 35-4) Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN C	ORIGINA	TIMELIN	Grant deadline	August
Mary Kronenberg	FEMA Generators (PS D, PS E, PS 58-1, LS 22-2, PS A) Construction	ORIGINA	TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN (ORIGINA	TIMELIN	Grant deadline	August
Mary Kronenberg	FEMA Generators (PS 11-2, PS 4-2, PS C, PS 27-1k PS 58-2) Construction		TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN (ORIGINA	TIMELIN	Grant deadline .	August
Mary Kronenberg	FEMA Generators (LS 24-1, LS 14-1, PS 4-3, PS 57-3, PS 57-2) Construction		TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIGINAL	TIMELIN (ORIGINA	TIMELIN	Grant deadline	August

	UTILITY CAPITAL PROJECTS FUND - Lift & Pump Stations		1st Quarter (FY20)			2nd Quarter (FY20)					3rd Quarter (FY20)			
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug Se	pt FY 21	
Mary Kronenberg Mary	FEMA Generators (PS-G, PS 35-1, PS 63-1, PS 63-2, PS 64	-1)										Grant D	eadline of	
Kronenberg	Des	ign ORIGIN	A TIMELINE	ORIGINAL	TIMELINE	ORIGINA T	IMELIN	ORIGINAL	TIMELIN	ORIGINA				
	Construct	ion												
											TIMELIN	ORIGIN TIM	ELI	
													_	
Alexander Blake Mary	OKR South - Master Pump Station Design		OKR South Ut											
Kronenberg	Construc	tio ORIGIN	A TIMELINE	e original	TIMELINE	ORIGINA T	IMELIN	ORIGINAL	. TIMELIN	ORIGINA				
	n													
											TIMELIN	ORIGIN TIM	ELI	
	Pump Station 'D' Improvements													
Mary Kronenberg	Construct	ORIGIN			TIMELINE.									
mary rationioniburg	n	ONION			TIMEENTE									
Alexander Blake Alexander	Eductor Stations Conversion - 6 Location	ns												
Blake	Investigation,Analysis & Report	ing ORIGIN	A TIMELINE	ORIGINAL	TIMELINE									
	Design - Phas													
						ORIGINA T	IMELIN	ORIGINAL	. TIMELIN	ORIGINA	TIMELIN	ORIGIN TIM	ELI	
					1									

	UTILITY CAPITAL PROJECTS FUND - General Plant R&R WW			1st Quarter (FY20)			2nd Quarter (FY20)					3rd Quarter (FY20)			
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 21
Alexander Blake Mary	Gravity Pipe Lining	Identify													
Kronenberg		Locations	ORIGINA												
		Construction													
				TIMELINE	ORIGINAL	TIMELINE	ORIGINA	TIMELIN	ORIĜINAL	. TIMELIN	ORIGINA	TIMELIN	ORIGIN		





This page intentionally left blank



Workforce Talent

Find Your Florida



This page intentionally left blank

Workforce Talent

Implementation Through a Team Approach

Using a team approach, our talented workforce has begun implementing objectives and strategies to achieve City Council goals. The use of a team approach is an effort to foster individual skills and highlight the talent that exists within our workforce. These teams have proven to be a critical component in accomplishing all of the goals in the Strategic Action Plan.

New teams are created as the need arises and are phased out if and when the team's objective is met. A team evaluation is done each year to determine if the team is on track or if new direction is needed. At that time, strategies for the next year are also identified. The City Manager oversees all of these teams. Teams have performance measures to track progress and meet quarterly with the City Manager to provide a quarterly progress report.

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

Infrastructure Team

Team objective: Ensuring a comprehensive and cohesive approach towards planning, implementing and maintaining the City's overall infrastructure.

Drainage Team

Team objective: To coordinate all drainage concerns on the design and construction with all City Departments on any projects in the City whether public or private.

Parks Team

Team objective: To coordinate city recreational projects and the design and maintenance standards of city park 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.

Economic Development Team

Team objective: Enhance the local economy by maintaining our neighborhoods, helping existing businesses, and attracting investment.

Public Private Partnership (P3) Team

Team objective: To facilitate and enhance the effectiveness of the development process; improve coordination, project reviews, inspections, customer service, technology, communication and overall quality.

Brand + Team

Team objective: To strengthen and expand brand awareness while exploring new ways to enhance public engagement.



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.

Internal Controls Team

Team objective: Assuring achievement of the City of Palm Coast's objectives in operational effectiveness and efficiency, reliable reporting and compliance with laws, regulations and policies.

Process Improvement Team

Team objective: Evaluate the effectiveness of existing processes and recommend improvements that will increase efficiency.

Safety Team

Team objective: Establish and maintain a safe and efficient workplace environment by analyzing preventable losses and implementing procedures and/or programs to prevent injury and mitigate losses.

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.

Green Team

Team objective: To enhance the quality of life for our citizens by reducing the City's footprint on natural resources and promoting sustainable practices

Floodplain Management Team

Team objective: To support and educate our citizens about flood hazards and the National Flood Insurance Program, while ensuring a safe community through steadfast stewardship of floodplain management, hazard mitigation, open space protection and comprehensive stormwater management.

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.

FEST Team:

Team objective: Enrich the lives of our citizens and visitors by providing family-friendly events to the public that celebrates community spirit through various forms of entertainment, festivals, tournaments, and activities to showcase the City of Palm Coast and stimulate economic growth in our community.



Strategic Action Planning (SAP) Team

Team objective: To ensure a steadfast pursuit of the City's Vision through the Strategic Action Plan process while regularly reporting progress to City Council and the citizens of Palm Coast

SERT Team

Team objective: To regulate City and Non-City sponsored special events that occur in City limits.

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.

Wellness Team

Team objective: Create a culture of health and wellness and empower employees with the knowledge, support and incentives to take control of their health through awareness, assessment and ongoing education while generating a positive return by lowering health care costs.

BAM Team

Team objective: Identify, develop and implement programs that make employees feel motivated, recognized and valued.

EAT Team

Team objective: Develop and implement a comprehensive plan to improve City employee skills and performance through education and training.



Leadership Program

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
- \Rightarrow 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

 \Rightarrow 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.

Considerations 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



Awards & Recognition

Find Your Florida



This page intentionally left blank

Awards and Special Recognition

Palm Coast Community Center honored for design, contribution to residents

Palm Coast Parks & Recreation is thrilled the Community Center has been selected as a winner for the 2018 FRPA Facility Showcase, which highlights newly designed or renovated park or recreation facility spaces that serve communities across Florida.

FRPA (Florida Recreation and Park Association) is a non-profit organization dedicated to the promotion, preservation, and advocacy of the Parks, Recreation, and Leisure Services profession.

Each year, the FRPA Journal winter edition features these facilities as a sort of yearbook of the achievements made throughout the Sunshine State. The Palm Coast Community Center, which reopened last year following a major \$8 million dollar renovation and expansion, was chosen to be showcased based on a number of factors:

contribution to community health and community building;

economic impact;

- environmental considerations and effects;
- collaborative efforts/partnerships; and
- unique features and community benefits.

In order to be considered for this distinguished honor, the Parks & Rec team had to complete an extensive application with the organization, demonstrating how they met the above factors.

"The 'new' Community Center is truly the heart of our community, providing residents so many opportunities to socialize, exercise, learn and meet their neighbors," said Palm Coast Mayor Milissa Holland. "We are so proud of what we've built here, and we are very excited that we've been selected for the FRPA Facility Showcase. Congratulations to Alex Boyer and the entire Parks & Recreation Department for this honor and for expanding the recreational programming for everyone in our beautiful City."

Palm Coast wins first place in National Mayor's Challenge for Water Conservation

The City of Palm Coast won first place in the 8th Annual Wyland National Mayor's Challenge for Water Conservation for cities its size – with 8,022 Palm Coast residents pledging to cut water use by 33 million gallons over the next year! Winners were announced Monday by the Wyland Foundation.

The Water Challenge is a friendly non-profit national community service campaign and competition to see which cities can best inspire their residents to make a series of easy-to-do online pledge to use water more efficiently, reduce pollution and save energy. Residents made their pledges April 1-30. The City named this effort the 'Stop the Drops' campaign and provided residents tips on saving water in their homes.

"Congratulations to the citizens of Palm Coast for winning first place in this year's Water Challenge and even more importantly for your commitment to save water," said Palm Coast Mayor Milissa Holland.

"We are a conservation-minded community, and this accomplishment is a testament to our desire to protect this precious natural resource," Mayor Holland added. "Although we're surrounded by water here in Florida, drinking water is not abundant. In fact, the aquifer – our primary source for drinkable water – cannot recharge quickly enough to keep up with growth. Water conservation is our best option for ensuring an adequate supply as demand for water continues to grow."

In addition to the 8,022 pledges to reduce water use, residents from Palm Coast pledged to reduce their use of 88,000 single-use plastic water bottles and eliminate 1,896 pounds of hazardous waste from entering watersheds. By altering daily lifestyle choices, residents pledges to send 883,000 fewer pounds of waste to area landfills. Potential savings of 239,000 gallons of oil, 138 million pounds of carbon dioxide, 2.1 million kilowatt hours of electricity, and \$409,571 in consumer cost savings rounded out the final pledge results.







City of Palm Coast is Tree City USA for 14th straight year – and it's time for Arbor Day!

Palm Coast – For the 14th straight year, the City of Palm Coast has been named a Tree City USA by the National Arbor Day Foundation in recognition of Palm Coast's urban forestry program. In addition, the City again this year received the Tree City USA Growth Award. This is the 13th time Palm Coast has received this recognition.



The Tree City USA program, sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters, provides direction, technical assistance, public attention, and national recognition for urban and community forestry programs in thousands of towns and cities that more than 135 million Americans call home.

"We are honored to again be named a Tree City USA and to receive the Tree City USA Growth Award," said Palm Coast Urban Forester Carol Mini. "The timing of this year's award is perfect, because we're preparing to celebrate Arbor Day on May the 4th!"

Palm Coast was recognized as a Tree City USA for promoting environmental improvement and higher levels of tree care for citizens by enforcing a specific tree care ordinance, offering a comprehensive community forestry program, establishing a Green Team and sponsoring an annual Arbor Day observance. The City was also named a Tree City USA Growth community based on its community education programs.

"We are known for our tree canopy and the thousands of beautiful trees we have in our neighborhoods, parks and trails," said Palm Coast Mayor Milissa Holland. "Trees provide so much to our community's character, and we are proud of our designation as a Tree City USA by the Arbor Day Foundation. Please join me to celebrate – and get a new tree to plant – at our upcoming Arbor Day event."

The Arbor Day Celebration will be Saturday, May 4, 9 a.m. to 2 p.m. at Central Park in Town Center, 975 Central Ave., Palm Coast. Admission and activities are free!

"Feed a Mouth, Get a Tree, Grow a Community" is the theme for Arbor Day 2019, which will feature a tree give-away in exchange for non-perishable, non-expired food items (while supplies last, so come early). There will also be a butterfly release and bigger-than-ever butterfly tent, professional paper-shredding service, drone demonstrations, a petting zoo, train rides, and performances by the City's 'Recyclasaurus' and 'Velocirappers' dinosaurs. Families can also take a picture in the life-size eagles nest. DJ Vern of Pyramid Disc Jockeys and Surf 97.3 FM will provide the DJ entertainment for children's games, dancing, line dances, limbo and hula hoop contests. Participants who completed the Mayor's 90/90 Challenge for fitness will be recognized and receive their medals.

A promo video for Arbor Day 2019 can be viewed on YouTube at: <u>https://youtu.be/rfcz-2VNrBw</u>.

For more information, visit <u>www.palmcoastgov.com/ArborDay</u>.

City of Palm Coast Water Utility wins 'Best Tasting Drinking Water' in regional contest

The City of Palm Coast's Utility Water Operations Division was named the winner in the Florida Section American Water Works Association annual Region II "Best Tasting Drinking Water Contest."

The City's Utility Department competed against six other utilities for the title. FSAWWA (Florida Section of AWWA) has been holding the contest since 2003. This is the fifth win for the City in the regional competition in the utility's history, which includes wins in 2015, 2011, 2009 and 2007.

The City of Palm Coast Utility Department is responsible for providing high quality, safe drinking water and environmentally responsible wastewater service to the community. With over 500 miles each of water and wastewater pipelines, three water treatment plants and a wastewater treatment facility, the Utility Department provides service to the residents and businesses as well as to various territories outside the city limits. Our staff of highly trained individuals are equipped to provide the best utility service available.



City of Palm Coast Wastewater Treatment Plant #1 recognized with safety award

The Florida Water and Pollution Control Operators Association (FWPCOA) is recognizing the City of Palm Coast's Wastewater Treatment Plant #1 with the FWPCOA Safety Award 2018. They won first place in category 'B' for wastewater treatment plants. There are three wastewater categories as part of the award process, which are A, B, and C and are based on the size of the plant. Category 'A' is for the largest sized plants.

Wastewater Treatment Plant #1 treats most of the wastewater for the City. It is located at 26 Utility Drive and was built in 1973. Eight workers perform maintenance and operations at the plant, which runs 24 hours a day.

The City was judged on having an outstanding safety program in place that includes training completed, safety policies and a safety committee with a safety officer and meeting information. The City also had to demonstrate injury prevention methods and provide safety records for 2018, which there were no injuries at this plant during that time.





This page intentionally left blank



Financial Policies

Find Your Florida



This page intentionally left blank

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 funds 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 may be revised annually to include additional funds or limits. 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 was revised in July 2017. This policy in its entirety can be found later in on this section of the budget document.



Capítal Assets Polícy

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 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.

<u>New Asset</u> – 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.

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

<u>Replacements/Improvements</u> – 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.

<u>Repairs and Maintenance</u> – 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:

- 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 Budget and Procurement Office 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.

- 3. 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.
- 4. 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 Department or designee. Items that are unable to be tagged will still be assigned a capital asset number.
- 5. 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.
- 6. 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 Department will review and approve the disposal.

- 1. The Finance Department will arrange for the disposal of capital assets through direct sale, bids, or through the use of an auctioneer.
- 2. 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 Finance Department and submitted on a New Asset Transmittal Form. Once approval has been given, 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 & Budget Procurement Manager will create necessary operating procedures in order to apply this policy.



Debt Management Polícy

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 predetermined 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 Polícy

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 of three months claims in order to be considered actuarially sound by the Florida Office of Insurance regulation. 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 a 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 3/15/2016



Investment Polícy

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 Statues, 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 could 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) 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 thenprevailing 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

- 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 Governments agencies, provided such obligations are backed by the full faith and credit of the United States Government.
- 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%.
- 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 or 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

- 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.
- 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 longerterm 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.
- 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

The full purchasing procedures and guidelines can be viewed online at http://www.palmcoastgov.com/government/ purchasing. The Budget and Procurement Office seeks to ensure that all City purchases of goods and services are conducted in accordance with City and State laws and policies; to aid departments/divisions in accomplishing their purchases; and, to ensure City departments/divisions secure quality equipment, goods and services in a fair, competitive, cost effective and responsive manner.

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.

Total Contract Value	Minimum Quote Reuirements	Award Approval	
up to \$999.99	Purchasing Card or Direct Pay Request	Department Director or designee	
\$1,000 - \$2,999.99	Single Written Quote or Purchasing Order	Department Director	
\$3,000 - \$14,999	Multiple Written Quotes and Purchase Order	Department Director	
\$15,000 - \$29,999.99	Multiple Written Quotes and Purchase Order	City Manager or designee	
\$30,000 - \$49,999.99	Formal Request for Quotes, Contract	City Council	
\$50,000 or greater	Formal Invitation or Bid and Contract	City Council	

VENDORS

Any firm wishing to register to do business with the City can submit a "Vendors Registration Form," online via the City's website. Once approved, the firm will then be assigned a vendor number. User Departments may suggest to the Purchasing Coordinator's) any potential bidders they would like to receive an invitation, request for quote or bid and should encourage the vendor to register on the City's Procurement Portal.

LOCAL BUSINESS PREFERENCE

Except as provided for in the Purchasing Policy, a local business preference shall apply to all purchases. City staff is encouraged to purchase products or services from local businesses where possible.

A local business preference shall be given to businesses that have its headquarters, manufacturing facility, or locallyowned franchise located in, or having a street address within, the legal boundaries of the City of Palm Coast for at least one (1) year immediately prior to the request for a quote or formal bid solicitation (Post office boxes do not qualify as a verifiable business address). If the local business preference does not result in the Palm Coast business being awarded the quote/bid/contract, then the local business preference shall be given to businesses have its headquarters, manufacturing facility, or locally-owned franchise located in, or having a street address within, the legal boundaries of Flagler County for at least one (1) year immediately prior to the request for a quote or formal bid solicitation (Post office boxes do not qualify as a verifiable business address).

Preference Amount:

- Five percent (5%) of the net quote or bid price up to \$200,000.00 as referenced on the quote tabulation or bid price schedule.
- Three percent (3%) of the net bid price above \$200,000.00 as referenced on the bid price schedule.
- Total local business preference shall be limited to \$20,000.00 for each quote or project

Exempt Purchases:

• Purchases that are funded in whole or part by assistance from any federal, state, or local agency that disallows local preference; purchases exempt from obtaining quotes or soliciting formal proposals or bids as described in Sec. 2-28.



PURCHASING CARD

The purchasing card is a tool for small purchases under \$1,000.00. Purchasing cards are issued in an employee's name with preset spending controls and limits. 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. Purchases using a purchasing card must meet the procedures and guidelines contained herein along with the City's Purchasing Card Policies and Procedures.

OBTAINING QUOTES

Department staff is responsible for obtaining written quotes for purchases up to \$29,999.99 (unless piggyback, emergency, exempt, or sole source). All quotes must 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. The Purchasing Coordinator's) always reserves the right to obtain additional quotes.

The solicitation of competitive bids or proposals for professional services covered by the Consultants Competitive Negotiation Act (CCNA) shall be accomplished in accordance with the provisions of Section 287.055, Florida Statutes. The solicitation of competitive bids or proposals for any City construction project that is projected to cost more than \$200,000 shall be accomplished in accordance with the provisions of Section 255.0525, Florida Statutes. The solicitation of competitive bids or proposals for City utility projects shall be accomplished in accordance with the provisions of Section 255.0525, Florida Statutes. The solicitation of competitive bids or proposals for City utility projects shall be accomplished in accordance with the provisions of Chapter 180, Florida Statutes.

PUBLIC ADVERTISEMENTS

Formal invitations \$50,000 and above must be advertised as outlined below in advance of the specified opening date in one major newspaper that covers the area (i.e. the Daytona News Journal). In addition, all formal invitations must be published on the City's website and the City's Procurement Portal.

PRE-SOLICITATION, PRE-BID, PRE-PROPOSAL CONFERENCES

Pre-Bid Meeting may be scheduled and conducted by the Purchasing Coordinator's) before the official time and date set for the formal opening to explain the procurement requirements and to solicit information from potential bidders/vendors. A mandatory Pre-Bid Meeting may be scheduled and conducted if the technical or physical requirements of the invitation require the physical presence of potential vendors. Proposals from anyone not attending the mandatory meeting will not be considered. 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

The name of each bidder or proposer shall be read aloud and tabulated along with the pertinent information as described in the formal invitation. Note: Applicable Florida Statutes Section 119.071, 180.24, 218.80, 286.011, 286.0113, and 255.0525.

EVALUATION AND AWARD PROCESS

The Budget and Procurement Office must structure the evaluation and award of proposals to eliminate as much subjectivity as possible. The perception of subjectivity in evaluating proposals generates a greater likelihood of a challenge or protest by unsuccessful vendors. Key issues for consideration in the Evaluation Process is establishment of the procurement committee, clear evaluation criteria including scoring of proposals, discussions with vendors, notification of award, public notices, and meeting minutes.

PROCUREMENT COMMITTEES

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 to Bid 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, and the Consultants Competitive Negotiation Act (CCNA), as amended. All selection committee meetings are public meetings as defined in Chapter 286 FS or must be recorded under Fla. Stat. 286.0113. No off the record meetings are permitted.



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 with defined evaluation criteria. The outcome of an evaluation committee is based on whether responses meet the evaluation criteria and which response (offer) is best for the City. An evaluation committee meeting sometimes falls within the requirements of an open public meeting and is sometimes subject to Florida's Government in the Sunshine Law.

A "technical review committee" is defined as any committee appointed by the Purchasing Coordinator's 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.

MEMBERSHIP

The Purchasing Coordinator's shall chair all selection and evaluation committees and is a voting member only to break a tie. The Purchasing Coordinator's shall appoint a qualified committee and give due consideration to suggestions from the affected user department.

When selecting the committee, the organization must appoint members who possess two traits. First, they must have the skills and ability to carry out their tasks in a professional manner. Second, they must be free from bias or conflict of interest and be persons of high integrity. Committee members must ensure that they disclose any conflict of interests and abstain from voting when a conflict exists in accordance with State Law. If, at any time during the procurement process, the Chair has reason to believe a person on the evaluation committee has an unreasonable bias or conflict of interest, the Chair should immediately request this person to remove themselves from the committee.

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.

PUBLIC MEETINGS NOTICE/ADVERTISEMENTS

Reasonable public notice shall be given before any selection committee meeting. Such notice shall include: (1) name and 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 Coordinator's must publish a meeting notice for any selection committee meeting at least 24 hours before the time of the meeting in a newspaper of general circulation in the City of Palm Coast, Florida. The public meeting notices may be included in the Public advertisement announcing the procurement. Except as provided in Fla. Stat. 286.0113, the meetings must be conducted in accordance with Fla. Stat.286.011. These committee meetings do not rise to the level of being matters of "critical public importance" but should be noticed appropriately.

MEETING MINUTES AND RECORDINGS

The minutes of any open public meeting must be kept, and shall be available for public review. 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. All meetings that are exempt from the public meetings law under Fla. Stat. 286.0113 must be recorded. No off the record meetings are permitted.

EVALUATION FACTORS

The Request for Proposal must state the evaluation factors, including price, and their relative importance. Specific weights to be applied to the individual evaluation factors need not be listed in the Request for Proposal, but must be documented in the Evaluation Criteria file prior to receipt of proposals. The evaluation must be based on the evaluation factors set forth in the Request for Proposals. Criteria not listed in the RFP cannot be considered when evaluating proposals.



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.

Discussions with vendors are held to promote understanding of requirements and the vendors' proposals, and to facilitate arriving at a contract that will be most advantageous to the organization. Vendors must be accorded fair and equal treatment with respect to any opportunity for discussions and revisions of proposals. If during discussions, there is a need for any substantial clarification of or change in the Request for Proposals, the Request must be amended to incorporate such clarification or change. Auction techniques (revealing one vendor's price to another proposer) and disclosure of any information derived from competing proposals is prohibited. Under Fla. Stat. 286.0113, any portion of a meeting during which negotiation with a vendor is conducted, or a vendor makes a presentation or answers questions is exempt and confidential until the City provides a notice of an intended decision or until 30 days after bid opening, whichever is earlier. Any substantial oral clarification of a proposal must be reduced to writing by the vendor.

NOTICE OF AWARD

At time of award, all vendors submitting a proposal shall be notified in writing of the vendor selected for award. Unsuccessful vendors shall be provided fair access to the complete procurement file, including proposal submittals and evaluation documentation, except where the City rejects all bids, in which case Fla. Stat. 119.071 applies.

EXEMPTIONS TO QUOTES AND FORMAL SOLICITATIONS:

EMERGENCY PURCHASES

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. It may also be a condition that stops or seriously impairs the necessary function of City government. In case of any emergency the City Manager or designee may authorize emergency purchases. It shall be the responsibility of all authorized personnel to ensure each emergency purchase is accomplished in accordance with City policy and that emergency purchase procedures shall not be used to abuse or otherwise purposely circumvent the regular established purchasing procedures. Those delegated the authority to implement emergency purchases are also authorized to waive the bid process within their authority level in the event of an emergency. The department may make the purchase and submit a completed requisition form along with an emergency purchase form to the Purchasing Coordinator's) no later than the next business day after the emergency and circumstances. The emergency must be valid and not just a result of poor planning. A report listing all emergency purchases and the circumstances of the emergency shall be submitted to the City Council at the next Council meeting after the purchase and the termination of the emergency.



PIGGYBACKING

Piggybacking is a procedure of procuring goods or services without the formal solicitation process by means of utilizing another public entities' award of an Invitation for bid or request for proposal. This procedure includes but is not limited to piggybacks of State Contracts with the State of Florida, Department of Management Services, and Division of Purchasing, SNAPS Contracts, and Federal GSA contracts.

SOLE SOURCE PURCHASES

Sole source purchasing is when there is only one person or company that can provide the goods and/or services needed because of the specialized or unique characteristics of the goods and/or services.

ADDITIONAL EXEMPTIONS

The purchase of the following goods and services is exempt from quotes and formal solicitations:

- Water, Sewer, Gas, Electrical and Other Utility Services; Telecommunication Services including, but not limited to, cable television, telephone lines, internet connectivity, data and voice circuits, voice over internet protocol ("VOIP"), cellular/ wireless phones, wide area network ("WAN") connectivity, pagers, and wireless adapters for cellular data ("air cards").
- Postage
- Advertisements
- Membership Fees
- Subscriptions
- Any items covered under the City's travel policy
- Software/Technology Maintenance and Support renewal fees for existing software or technology licenses
- · Goods and/or services provided by governmental entities

CONTRACTS

A contract is an agreement between two parties which creates legal rights and obligations as to the parties to the contract. Although a contract can be enforceable even if verbal, the City requires all contractual rights and obligations to be in writing and signed by an authorized representative of the City. This procedure document specifically covers contracts involving the City's purchase of goods and services, including construction services. The goal of contract administration is to ensure that each contract is performed and the responsibilities of both parties are properly discharged, including but not limited to, timely delivery, acceptance, and payment. Contract administration includes all dealings between parties to a contract from the time a contract is awarded until the work has been completed and accepted or the contract terminated, payment has been made, and disputes have been resolved. To achieve this goal, City's program or project managers together with the Contract Coordinator monitor and provide guidance to the contractors

DISPOSAL OF SURPLUS PROPERTY

Surplus property may be disposed of by trade, sealed bid, donated, or sold at public auction depending on the item, its value, or other factors all as may be in accordance with law and City policy. If the surplus property is determined to be only of scrap value or have no commercial value, City staff is authorized sell the surplus property as scrap if possible, or dispose in any other appropriate manner. City Council approval must be sought for disposal of surplus property that has commercial value, unless the property is disposed by public auction or redistributed to another City department.

APPROVED AND ADOPTED BY CITY COUNCIL BY ORDINANCE ON DECEMBER 2002, REVISED JULY 2017









This page intentionally left blank

ACCOUNT - A record in the general ledger that is used to collect and store similar information.

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.

ACRUARIAL – 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.

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.

BALANCE SHEET – One of the main financial statements. The balance sheet reports 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.

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.

CONSTRUCTION FUNDS - Established to account for all resources, principally bond proceeds and construction grants, which are used for the acquisition of capital facilities and projects.

CONTINGENCY - An appropriation of funds to cover unforeseen events that occur during the fiscal year.

CURRENT VALUE - The present fair market value.

DEBT SERVICE - The expense of retiring such debts as loans and bond issues. This includes principal and interest payments.

DEBT SERVICE FUND - The funds created to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function, such as 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 selfbalancing 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 – Reports revenues, gains, expenses, losses, net income and other totals for a period of time. Also referred to as the profit and loss statement.

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, waterlines, etc.

INTERFUND TRANSFERS - Transfers among funds. These are utilized to track items for management purposes. They represent a "double counting" and, therefore are subtracted when computing a "net" operating budget.

INTERGOVERNMENTAL REVENUE – Funds received from Federal, State and other Local Government sources in the form of grants, shared revenues and payments in lieu of taxes.

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 longterm 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.

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 incomeproducing 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 operation 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.

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.

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 services within the corporate limits of the City. Public service is electricity, gas, fuel, oil, water, and telephone services.

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.

WETLAND 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.



APB (Accounting Principles Board)

ARC (Architectural Review Committee)

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, 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 award by 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 employee) – 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 Service Office, Inc.) – 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)

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 cost of the public improvement.

SEC (Securities and Exchange Commission)

SHIP (State Housing Imitative 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

CITY OF PALM COAST 160 LAKE AVE. PALM COAST, FL 32164 386-986-2360 PALMCOASTGOV.COM