



# Strategic Planning/Goal Setting Session

Wednesday, April 1, 2026, at 8:00 AM

Wickline Community Center – 700 South Daytona Avenue, Flagler Beach, FL 32136

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All meeting items will be continued until meeting is complete.

1. **Call the meeting to order**
2. **Pledge of Allegiance followed by a moment of silence to honor our Veterans, members of the Armed Forces and First Responders**
3. **General Business**
  - a. FY 2026-2027 Annual Budget Calendar
  - b. Vision Statement
  - c. Ten-Year Strategic Plan 2022-2032
  - d. Five-Year Capital Plan
  - e. 2025-2026 Capital Budget
  - f. 2026-2027 Budget
  - g. 2026-2027 Goals

#### 4. **Adjournment**

RECORD REQUIRED TO APPEAL: In accordance with Florida Statute 286.0105 if you should decide to appeal any decision the Commission makes about any matter at this meeting, you will need a record of the proceedings. You are responsible for providing this record. You may hire a court reporter to make a verbatim transcript. The City is not responsible for any mechanical failure of the recording equipment. In accordance with the Americans with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact the City Clerk at (386) 517-2000 ext. 233 at least 72 hours prior to the meeting. The City Commission reserves the right to request that all written material be on file with the City Clerk when the agenda item is submitted.



## City of Flagler Beach FY 2026-2027 Annual Budget Calendar

Date	Action
March 4, 2026	Budget/ Staff Meeting Kick-Off
April 01,2026	Annual Goal Setting
April 23, 2026	Audit results presented at City Commission meeting.
May 6, 2026	Initial Budget Requests, Capital Plans, Revenue Projections, Grant Opportunitites due to Finance Director
May 7-15, 2026	City Manager and Finance Director review departmental budget requests.
May 21 & 22, 2026	City Manager and Finance Director meet with Department Directors to review and discuss departmental budgets.
May 29, 2026	Departmental Budget Revisions are due.
June 8-12, 2026	City Manager meets with City Commissioners individually to discuss preliminary budget proposals.
July 1, 2026	Property Appraiser certifies Taxable Value.
July 1-12, 2026	City Manager prepares proposed budget.
July 15, 2026	Submission of Proposed Budget to City Commission.
July 23, 2026	City Commission adopts Proposed Millage Rate. Presentation of FY27 Budget.
July 31, 2026	Deadline for Proposed Millage Rate to Property Appraiser.
August 5, 2026	Budget Workshop
August 6, 2026	Budget Workshop (as needed)
August 10, 2026	Budget Workshop (as needed)
August 11, 2026	Budget Workshop (as needed)
September 10, 2026	Budget Hearing and City Commission reading of Statement regarding Millage Rate.
September 21, 2026	Advertise Budget Summary and Hearing Date.
September 24, 2026	City Commission Final Budget Hearing and Approval of Budget and Millage Rate.
October 1, 2026	New Fiscal Year begins.



**Subject: 2032 Vision, Strategies, and Goals Set at Flagler Beach 2022 Strategic Planning Retreat**

**Date of Retreat: April 26, 2022**

**Retreat Facilitator: Mike Abels**

The Council for the City of Flagler Beach met on Tuesday April 26, 2022 and set a vision for what they desire the City of Flagler Beach to be in the year 2032, strategies to attain that vision, and goals for accomplishing the strategies.

Establishing the groundwork for the Council retreat, City Manager Whitson discussed a citizen survey conducted by the City which asked the citizens of Flagler Beach to identify the issues and concerns they believe should be addressed by the city, what the citizens liked best about the city that should be preserved, and, what the citizens think needs to be improved. The survey, full results found at attachment A, was completed by 382 respondents. The top responses to each question are as follows:

**Ranking issues and concerns for the city:**

- Public safety (police, fire)
- Managing costs (tax and utility rates)
- Drainage/flooding
- Beach maintenance
- Growth management

**Like most about the city:**

- Small town look and feel without commercialization
- No hi-rise buildings
- Pier, parks, boat ramp and beach

**Want to improve:**

- User fee for non-residents that use city facilities

- Sight triangles at every intersection north of 100 with installation of “No U Turn” signs
- Re-open beach walkovers
- Repave Central and Moody
- Explore and implement beach erosion options

Also providing the Council with foundational knowledge for their deliberation, Ken Parker, Senior Advisor for FCCMA and retired city manager with Port Orange, presented the Council with regional demographics which will impact Flagler Beach. Information provided included current population and future growth projections, information about transportation and other infrastructure issues that should be considered by the Council in future planning, as well as other issues e.g. state preemption of home rule authority.

Ken gave five characteristics that define a great city. These characteristics are:

- ✓ They have a vision, and the elected officials view themselves as caretaker for the city vision
- ✓ They have a plan to meet their vision
- ✓ They have a financial plan
- ✓ They communicate well with citizens
- ✓ They clearly identify their public space. Example being Times Square in New York City.

A full description of information Ken presented is available at attachment B.

With the citizen survey and future trends presented, the Council moved to identify the trends and Issues that will impact Flagler Beach over the next 10 years. Staff participated in this discussion. Several identified trends/issues seem to be duplicative, but they are listed separately to reflect the importance the council gave trends/issues.

### **Trends & Issues Impacting Flagler Beach Over Next 10 Years**

- Double digit growth in Flagler County
- Severe demand on city infrastructure
- Significant environmental impact on dunes- beach from sea level rise
- Cybertechnology-home based employment
- Cost burden of being destination city-other governments not sharing cost with Flagler Beach although beach visitors are residents of other governments
- Meeting demands of being county playground
- Stronger intergovernmental relations
- Public safety meeting future demands
- Growth is coming-intergovernmental relations, intergovernmental public safety-creating positive intergovernmental relations
- Erosion of home rule
- Expand focus of growth to county opportunities and federal resources
- Growth will be high income resulting in some being left behind because of affordability
- Upcoming generation may not have income of current generation
- City and other governments moving from non-partisan to partisan elections
- Building resiliency to meet natural disasters-nature as well as economic

- Meeting demands of being county playground
- Building codes adapting to future changes
- Infrastructure keeping up with demands-affordable cost considering catching up with past delays
- Being proactive with needs
- Annexation opportunities and risks
- Intermodal movement-citizens & vehicles
- Affordable housing-space vs. needs
- Change in demographics
- Developing acceptable revenue stream-designing revenue streams overtime incorporating intergovernmental impact
- No place for cars to go
- Equal consideration of trends for mainland & barrier islands- protecting dunes
- Enacting resiliency plan into legislative action
- Meeting changing transportation-charging stations-parking for demands of beachgoers
- May lose A1A-sea level rise
- Meeting future stormwater needs-quantity/quality
- Technology is changing quickly-stay up to date
- Redeveloping trailer park
- Land is scarce for development-where is available land?
- Losing or declining current revenue sources e.g. gas tax
- Losing institutional knowledge-transitional workplace-older work force-can't rely on outsourcing
- The Gardens development-multiuse development potential
- Flagler Avenue may disappear. Housing development new concepts e.g. housing on stilts

With possible trends over the next 10 years identified, the Council considered the current city vision for Flagler Beach and whether that vision adequately describes the most important characteristics that should define the city in 2032.

### **City 2032 Vision**

The current city vision statement is:

**Flagler Beach is a diverse coastal community committed to enhancing our quality of life by:**

- **Preserving our environment as a community asset**
- **Maintaining our old Florida heritage and small-town charm**
- **Providing a safe, healthy, and clean environment**
- **Supporting the development of local business to provide services to residents**
- **Promoting and supporting eco-tourism through our natural resources**
- **Providing opportunities for education, culture, and recreation**

The Council compared the current vision statement with the ideal city they would hope to build in 2032, as well as how well the vision statement addresses the trends and issues Flagler Beach will encounter in

the next 10 years. The council unanimously agreed that the current vision statement should be maintained because it does reflect all values that will allow the city to continue to be a **great** city in 2032.

The next step for the city council was to identify strategic priorities that will help the city accomplish the city vision for the future.

## **Strategic Priorities to Lead the City to 2032**

The city council was asked to identify the major strategic priorities the city should address to accomplish the vision set for the city. After extensive discussion and input from staff the council identified 8 strategies. After the strategies were identified council member were given six votes to assign to the strategies to show the six strategies each council member believed to be the highest priority. Council members assigned one vote to a strategic priority. This order of priorities could also be used by staff to establish budgetary priorities. Following in priority order are the strategies identified by the council. The total votes the strategy received, which reflects its priority, is at the end of the strategy.

- 1) Develop resiliency plan for city wide resources to insure sustainability-**6**
- 2) Protect & preserve beaches and parks, golf course-**5**
- 3) Increase revenue streams to decrease cost burden of city by being a destination city-**5**
- 4) Build effective communication and education with citizens-**5**
- 5) Recruit & maintain qualified staff-**4**
- 6) Develop short/long term infrastructure plan to meet future growth requirements and redevelopment-**4**
- 7) Develop multi-modal transportation plan to alleviate traffic and pedestrian conflict-**3**
- 8) Build intergovernmental bridges to enhance long term city sustainability-**3**

With the eight priorities set the council reviewed the six strategic goal areas that the council established in 2021 to ensure that they were integrated into the 2032 strategic priorities. The council concluded that all six set in 2021 were included and more specifically defined through the council's 2032 priorities.

With strategic priorities identified the council debated goals that the city should pursue to accomplish the strategic priorities. As this is a 2032 plan individual goals may be short term or long term. The budget process will be used for staff to recommend a time frame and cost for each goal and its respective strategy. In discussing and setting of goals the council considered and incorporated staff input for each goal.

## **Implementing goals for strategic priorities**

### **Develop resiliency plan for city wide resources to insure sustainability**

- Develop plan for burying utility lines underground
- Private/public partnership for disaster preparedness

- Conduct vulnerability assessment of city assets
- Review changes to LDRs and development standards-design system to correct
- Invest in improving CRS rating
- Plan for and improve telecommunications

**Protect and preserve beach, parks, golf course**

- Sand fencing for entire beach
- Post rope road??
- Install physical barrier for dunes
- Create vision for each park-assessment of needs
- Use sustainable materials
- Businesses become more accountable for protection of beaches and city
- Develop ambassador program to promote beach and parks
- Explore creation of county/city beach patrol

**Increase Revenue streams to decrease cost burden by being a destination city**

- Increase pier costs for non-residents
- Develop system for paid parking for non-residents and create trolley system with fees
- Analyze possibility of making bridge a toll bridge
- Explore private partnerships for community center
- Explore intergovernmental revenue generation
- Explore federal, state, and private grants

**Build effective communication and education with citizens**

- Create city social media page
- Create in-print newsletter distributed through library/city hall
- Develop portal for web site
- Hire PIO
- Conduct specific topic town hall meetings
- Create regular radio show on 97.3 FM

**Recruit and maintain qualified staff**

- Explore cafeteria plan for benefits
- Develop career ladder-provide development training and certification incentive
- Study vacation leave comparability
- Explore employee benefit initiatives
- Explore conversion to FRS-select departments
- Complete a pay comparability study
- Conduct an employee satisfaction study
- Consider work from home option

### **Develop short/long term infrastructure plan to meet future growth requirements and redevelopment**

- Update stormwater master plan
- Prepare vulnerability assessment and 10-year road & utility maintenance plan with creation of reserve fund
- Analyze utility tax structure
- Invest in GIS

### **Develop multi-modal transportation plan to alleviate traffic and pedestrian conflict**

- Identify and secure parking area on other side of the bridge
- Develop trolley system
- Public private electric vehicle shuttle
- Design permitted golf cart parking in identified ROW
- Explore feasibility and if possible, incentivize an autonomous driver shuttle
- Analyze the synchronization of pedestrian crossing at selected intersections with all lanes crossing at once. Analyze fly-over pedestrian crossings on A1A and other identified roads
- Analyze road design to create bike / pedestrian use and safety
- Identify resources that can be developed by city or privately and develop a plan for development

### **Build intergovernmental bridges to enhance long term city sustainability**

- Facilitate better representation for Flagler Beach on intergovernmental bodies
- Invite county officials to review city structures-facilitate private tours
- Establish proactive connection with district State Representative
- Identify all possible joint activities where citizens can interact with government officials- invite citizens to attend
- Proactively create more interaction with TDC
- Conduct a citizen survey and identify future acceptable public funding sources

### **Next Steps**

The first action that needs to be performed is for staff to review the goals listed in this report for the strategic priorities and to rewrite any that need to be restructured for accuracy and/or clarity. An example, the goal of post rope road under the strategy of protect and preserve the beach needs to be evaluated and possibly re-written to accurately describe what it is and what needs to be accomplished.

I would suggest the second step is for staff to review the priorities established for the six goals in 2021 to determine if any need to be reset as a goal for any of the 2032 strategic priorities. I would recommend that any 2021 priorities identified for inclusion in this plan be prepared as a separate attachment to this report.

With those tasks accomplished this report with attachments should be submitted to the city council for their review and ratification. I would recommend the city council review and formally approve the city vision, as well as the strategies and goals tentatively set for 2032. At the meeting council can maintain, modify, delete, add to the strategies and goals they established at their workshop held on April 26. The strategies and goals officially approved by the council can then be incorporated within the city's budgetary decision packages.

Capital Plan FY 25/26

Project #	Name	Fund	Funding Source	Total 5 Year Capital Plan	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29	Budget 29/30
1	Facilities - 2018 Service Truck Replacement F250	General	Unrestricted GF	80,000	0	40,000	0	40,000	0
2	Facilities - Air Conditioning Units	General	Unrestricted GF	120,000	24,000	24,000	24,000	24,000	24,000
3	Facilities - Rehab Maintenance Building	General	Unrestricted GF	150,000	0	0	150,000	0	0
4	Facilities - Trailer	General	Unrestricted GF	7,000	0	7,000	0	0	0
5	Facilities - Mower	General	Unrestricted GF	7,000	0	0	7,000	0	0
6	Facilities - Bucket Truck	General	Unrestricted GF	100,000	100,000	0	0	0	0
7	Facilities - Dump Truck	General	Unrestricted GF	100,000	100,000	0	0	0	0
8	Facilities - Park Improvements	General	Unrestricted GF	210,000	10,000	50,000	50,000	50,000	50,000
9	Facilities - Wickline Community Center Equipment	General	Unrestricted GF	50,000	0	0	50,000	0	0
10	Facilities - Hydroplanks	General	24/25 Capital/Grant Funded	147,502	147,502	0	0	0	0
	<b>Total Facilities</b>			<b>971,502</b>	<b>381,502</b>	<b>121,000</b>	<b>281,000</b>	<b>114,000</b>	<b>74,000</b>
11	Police - Three Vehicles	General	Infrastructure Surtax Reserve	1,060,833	250,833	195,000	200,000	205,000	210,000
	<b>Total Police</b>			<b>1,060,833</b>	<b>250,833</b>	<b>195,000</b>	<b>200,000</b>	<b>205,000</b>	<b>210,000</b>
12	Fire - Fire Station Repairs	General	Infrastructure Surtax Reserve	162,000	117,000	0	0	25,000	20,000
13	Fire - Painting of High Water Vehicle	General	Unrestricted GF	7,000	7,000	0	0	0	0
14	Fire - Vehicle Replacement	General	Infrastructure Surtax Reserve / Fire Equip Reserve	119,000	59,000	0	0	0	60,000
15	Fire - Fire Truck Replacement	General	Infrastructure Surtax Reserve / Fire Truck Reserve	1,400,000	0	0	0	0	1,400,000
	<b>Total Fire</b>			<b>1,688,000</b>	<b>183,000</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>1,480,000</b>
16	P&Z - Code Enforcement New Golf Cart	General	Unrestricted GF	11,000	11,000	0	0	0	0
	<b>Total Planning &amp; Zoning</b>			<b>11,000</b>	<b>11,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
17	IT - Fire Wall and Core Switch	General	Unrestricted GF	90,000	0	90,000	0	0	0
18	IT - New Server	General	Unrestricted GF	38,000	38,000	0	0	0	0
19	IT - Veam Cloud Storage Backup Device	General	Unrestricted GF	50,000	0	50,000	0	0	0
20	IT - City Wide Cameras	General	City Wide Camera Reserve	40,000	20,000	20,000			
21	IT - BSA Cloud Version Update	Multi	Fund split across departments	68,100	68,100	0	0	0	0
	<b>Total IT</b>			<b>286,100</b>	<b>126,100</b>	<b>160,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
22	Roads & Streets - Paving & Sidewalks	General	Reserves/ Unrestricted GF	2,287,000	287,000	500,000	500,000	500,000	500,000
23	Roads & Streets - Vehicle Replacement	General	Unrestricted GF	110,000	20,000	0	45,000	0	45,000
24	Roads & Streets - Bridge Lighting	General	Bridge Lighting Reserve	203,000	203,000				
25	Roads & Streets - Street Sweeper	General	Unrestricted GF	342,000	0	0	342,000	0	0
	<b>Total Roads &amp; Streets</b>			<b>2,942,000</b>	<b>510,000</b>	<b>500,000</b>	<b>887,000</b>	<b>500,000</b>	<b>545,000</b>
26	Library - Interior Renovation	General	Unrestricted GF	35,000	0	35,000	0	0	0
27	Library - Exterior Rehab	General	Unrestricted GF	25,000	25,000	0	0	0	0
	<b>Total Library</b>			<b>60,000</b>	<b>25,000</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Capital Plan FY 25/26

Project #	Name	Fund	Funding Source	Total 5 Year Capital Plan	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29	Budget 29/30
28	Recreation - ATV	General	Reserves/ Unrestricted GF	50,000	10,000	10,000	10,000	10,000	10,000
29	Recreation - Sun Trail	General	State Grant	2,000,000	0	2,000,000	0	0	0
30	Recreation - Vehicle	General	Unrestricted GF	50,000	0	0	0	50,000	0
31	Recreation - Jet ski	General	Unrestricted GF	30,000	0	15,000	0	0	15,000
<b>Total Recreation</b>				<b>2,130,000</b>	<b>10,000</b>	<b>2,025,000</b>	<b>10,000</b>	<b>60,000</b>	<b>25,000</b>
32	CRA - City Parking Lots	CRA	CRA Fund Balance	400,000	200,000	200,000	0	0	0
33	CRA - Decorative Street Lamp Replacement (Installation Only) (30Yrs)	CRA	CRA	200,000	200,000	0	0	0	0
34	CRA - Crosswalks (Re-stamp)	CRA	CRA	460,000	0	460,000	0	0	0
35	CRA - Underground Utilities	CRA	CRA	700,000	0	0	0	0	700,000
36	CRA - Veteran's Park Improvements	CRA	CRA	50,000	50,000	0	0	0	0
37	CRA - Wickline Playground Rebuild	CRA	FRDAP Grant / CRA	340,000	340,000	0	0	0	0
<b>Total CRA</b>				<b>2,150,000</b>	<b>790,000</b>	<b>660,000</b>	<b>0</b>	<b>0</b>	<b>700,000</b>
38	BCI - Vehicle	BCI	BCI Fund; 24/25 Capital	90,816	35,816	0	0	55,000	0
39	BCI - Carport for Vehicles	BCI	75 BCI / 25 GF	50,000	0	50,000	0	0	0
<b>Total Building Code</b>				<b>140,816</b>	<b>35,816</b>	<b>50,000</b>	<b>0</b>	<b>55,000</b>	<b>0</b>
40	Pier - Pier Reconstruction	Pier	FEMA / State Grant	12,254,491	9,956,774	2,297,717	0	0	0
41	Pier - Pier Bathroom / Beach Walk	Pier	TDC Grant/ GF Transfer	3,789,600	1,266,000	1,392,600	1,131,000	0	0
<b>Total Pier Fund</b>				<b>16,044,091</b>	<b>11,222,774</b>	<b>3,690,317</b>	<b>1,131,000</b>	<b>0</b>	<b>0</b>
42	Water Production - Well # 17 Design	Utility	Impact Fees - Water	100,000	100,000	0	0	0	0
43	Water Production - Well # 17 Construction	Utility	Impact Fees - Water	1,500,000	0	1,500,000	0	0	0
44	Water Production - Potable Water (Intercoastal) River Crossing Design	Utility	Unrestricted Utility Fund	150,000	0	150,000	0	0	0
45	Water Production - Potable Water (Intercoastal) River Crossing Construction	Utility	Unrestricted Utility Fund / Grant	1,500,000	0	0	1,500,000	0	0
46	Water Production - Potable Water (Lambert) River Crossing Construction	Utility	Unrestricted Utility Fund	1,500,000	1,500,000	0	0	0	0
47	<b>Water Production - Infrastructure Improvements</b>	Utility	Unrestricted Utility Fund	9,500,000	500,000	1,500,000	2,500,000	2,500,000	2,500,000
48	Water Production - Filter Elements	Utility	Unrestricted Utility Fund	37,500	6,500	7,000	7,500	8,000	8,500
49	Water Production - 1 MG Tank Construction	Utility	Impact Fees - Water; 24/25 Capital	2,539,237	39,237	2,500,000	0	0	0
50	Water Production - 1 MG Tank Repairs & Inspections	Utility	Unrestricted Utility Fund	25,000	25,000	0	0	0	0
51	Water Production - Replace Tile at Plant	Utility	Unrestricted Utility Fund	20,000	0	0	20,000	0	0
52	Water Production - Stabilization Well 13 Road	Utility	Unrestricted Utility Fund	20,000	20,000	0	0	0	0
53	Water Production - Well # 18 Design	Utility	Impact Fees - Water	100,000	100,000	0	0	0	0
54	Water Production - Well # 18 Construction	Utility	Impact Fees - Water	1,900,000	0	0	0	1,900,000	0
55	Water Production - Security Cameras System	Utility	Unrestricted Utility Fund	35,000	0	0	15,000	0	20,000
56	Water Production - Chlorine Pump	Utility	Unrestricted Utility Fund	5,000	5,000	0	0	0	0
57	Water Production - VFD	Utility	Unrestricted Utility Fund	10,000	10,000	0	0	0	0
58	Water Production - Driveway Paving	Utility	Unrestricted Utility Fund	200,000	0	0	200,000	0	0
59	Water Production - Install Acid Tanks	Utility	24/25 Capital	51,800	51,800	0	0	0	0
60	Water Production - Water Main River Crossing Design	Utility	24/25 Capital	83,406	83,406	0	0	0	0
<b>Total Water Production</b>				<b>19,276,943</b>	<b>2,440,943</b>	<b>5,657,000</b>	<b>4,242,500</b>	<b>4,408,000</b>	<b>2,528,500</b>

Capital Plan FY 25/26

Project #	Name	Fund	Funding Source	Total 5 Year Capital Plan	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29	Budget 29/30
61	Wastewater Plant - Screw Press Building Construction	Utility	50/50 Match (\$850K Each) Total \$1.7 M	2,728,211	2,728,211	0	0	0	0
62	Wastewater Plant - Service Truck Replacement	Utility	Unrestricted Utility Fund	30,000	0	30,000	0	0	0
63	Wastewater Plant - WWTP - New Plant	Utility	SRF Loan/ Line of Credit	48,685,300	26,776,915	21,908,385	0	0	0
64	Wastewater Plant - EQ Basin Master Lift Station	Utility	Grant Funded	1,861,127	1,861,127	0	0	0	0
65	Wastewater Plant - Reverse Osmosis Treat System - Design	Utility	TBD - Unfunded Mandate	1,250,000	0	250,000	1,000,000	0	0
66	Wastewater Plant - Transfer Pump Station (TPS) - Design	Utility	TBD - Unfunded Mandate	2,300,000	0	300,000	1,400,000	600,000	0
67	Wastewater Plant - Reclaimed Water Ground Storage Tank, Covered (2MG) - Design	Utility	TBD - Unfunded Mandate	3,000,000	0	150,000	2,850,000	0	0
68	Wastewater Plant - Reclaimed Water Distribution Pump Station (RWDPDS) - Design	Utility	TBD - Unfunded Mandate	2,750,000	0	300,000	1,450,000	1,000,000	0
69	Wastewater Plant - Reclaimed Water Mains From WRF - Design	Utility	TBD - Unfunded Mandate	300,000	0	300,000	0	0	0
70	Wastewater Plant - Reclaimed Water Mains - John Anderson Highway - Design	Utility	TBD - Unfunded Mandate	4,730,000	0	267,168	2,200,000	2,262,832	0
71	Wastewater Plant - Evaluate Funding Options for the Reuse System (PAR)	Utility	TBD - Unfunded Mandate	25,000	0	25,000	0	0	0
72	Wastewater Plant - Conduct PAR Rate/Impact Fee Study for the PAR System	Utility	TBD - Unfunded Mandate	50,000	0	50,000	0	0	0
73	Wastewater Plant - Develop Interlocal RW Agreement with Palm Coast	Utility	TBD - Unfunded Mandate	75,000	0	75,000	0	0	0
74	Wastewater Plant - Reclaimed Water Mains - Roberts Road	Utility	TBD - Unfunded Mandate	2,569,029	0	145,105	1,923,924	500,000	0
75	Wastewater Plant - Wet Weather Disposal Evaluation - Ponds/Pump Station	Utility	TBD - Unfunded Mandate	100,000	0	0	100,000	0	0
76	Wastewater Plant - Wet Weather Disposal Evaluation - Spray fields	Utility	TBD - Unfunded Mandate	100,000	0	0	100,000	0	0
77	Wastewater Plant - Reclaim Water Mains - Lambert Avenue	Utility	TBD - Unfunded Mandate	5,975,678	0	0	337,522	3,500,000	2,138,156
78	Wastewater Plant - Reclaimed Water Mains - Barrier Island Parks	Utility	TBD - Unfunded Mandate	2,139,150	0	0	0	139,150	2,000,000
79	Wastewater Plant - Reclaimed Water Mains - Golf Course	Utility	TBD - Unfunded Mandate	9,768,108	0	0	0	768,108	9,000,000
80	Wastewater Plant - Startup Costs Screwpress	Utility	24/25 Capital	41,300	41,300				
<b>Total Wastewater Plant</b>				<b>88,477,903</b>	<b>31,407,553</b>	<b>23,800,658</b>	<b>11,361,446</b>	<b>8,770,090</b>	<b>13,138,156</b>
81	Utility Maintenance - Bypass Pump On Trailer	Utility	Unrestricted Utility Fund	225,000	0	75,000	75,000	75,000	0
82	Utility Maintenance - Large Pumps	Utility	Unrestricted Utility Fund	300,000	60,000	60,000	60,000	60,000	60,000
83	Utility Maintenance - Wet Well Rehabs	Utility	Unrestricted Utility Fund	2,120,000	1,800,000	80,000	80,000	80,000	80,000
84	Utility Maintenance - Manhole Rings and Covers / Installation	Utility	Unrestricted Utility Fund	1,150,000	150,000	250,000	250,000	250,000	250,000
85	Utility Maintenance - Lift Station Rebuild / Construction - LS 2,4,5 & 7	Utility	Unrestricted Utility Fund / Grant	2,398,400	2,048,400	350,000	0	0	0
86	Utility Maintenance - Lift Station Generators	Utility	Unrestricted Utility Fund	605,200	105,200	500,000	0	0	0
87	Utility Maintenance - Fire Hydrant Replacement	Utility	Infrastructure Reserve	450,000	90,000	90,000	90,000	90,000	90,000
88	Utility Maintenance - Vehicle Replacement	Utility	Unrestricted Utility Fund	108,000	40,000	68,000	0	0	0
89	Utility Maintenance - Snack Jack Lift Station Design	Utility	Unrestricted Utility Fund	50,000	50,000	0	0	0	0
90	Utility Maintenance - Relocate Snack Jack's Lift Station	Utility	Unrestricted Utility Fund	500,000	0	500,000			
91	Utility Maintenance - Utility Trailer	Utility	Unrestricted Utility Fund	7,000	7,000	0	0	0	0
92	Utility Maintenance - LS's #5 & #2, PS's #4 & #7	Utility	HA009 Grant/ 24/25 Capital	84,250	84,250	0	0	0	0
<b>Total Utility Maintenance</b>				<b>7,997,850</b>	<b>4,434,850</b>	<b>1,973,000</b>	<b>555,000</b>	<b>555,000</b>	<b>480,000</b>
93	Utility Admin Expense - Meter Reader Truck Replacement	Utility	Unrestricted Utility Fund	45,000	0	45,000	0	0	0
94	Utility Admin Expense - Meter Reader Golf Cart Replacement	Utility	Unrestricted Utility Fund	10,000	0	10,000	0	0	0
95	Utility Admin Expense - New Golf Gart	Utility	Unrestricted Utility Fund	11,000	11,000	0	0	0	0
<b>Total Utility Admin</b>				<b>66,000</b>	<b>11,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
96	Sanitation - Forklift/Bobcat	Sanitation	Sanitation Revenues	20,000	20,000	0	0	0	0
97	Sanitation - Sanitation Truck	Sanitation	Sanitation Unrestricted Fund Reserve	300,000	0	300,000	0	0	0
<b>Total Sanitation</b>				<b>320,000</b>	<b>20,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Capital Plan FY 25/26**

Project #	Name	Fund	Funding Source	Total 5 Year Capital Plan	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29	Budget 29/30
98	Stormwater - Custer's Palm Harbor	Stormwater	Stormwater Unrestricted Fund Reserve	395,400	0	0	395,400	0	0
99	Stormwater - Palm Harbor - North Side Canal	Stormwater	Stormwater Unrestricted Fund Reserve	757,800	0	0	0	757,800	0
100	Stormwater - Roads & Streets Vehicle - 50%	Stormwater	Stormwater Unrestricted Fund Reserve	20,000	20,000				
101	Stormwater- Stormwater Improvements	Stormwater	Stormwater Revenues	2,500,000	500,000	500,000	500,000	500,000	500,000
102	Stormwater - Lambert Ave Projects - 640 & 643	Stormwater	24/25 Capital	118,759	118,759	0	0	0	0
103	Stormwater - John Bull Drainage Improvement	Stormwater	24/25 Capital	5,706	5,706	0	0	0	0
<b>Total Stormwater</b>				<b>3,797,665</b>	<b>644,465</b>	<b>500,000</b>	<b>895,400</b>	<b>1,257,800</b>	<b>500,000</b>
104	Contingency Reserve	General Fund	Unrestricted GF	400,000	0	100,000	100,000	100,000	100,000
<b>Capital Contingency</b>				<b>400,000</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Grand Total</b>				<b>147,820,703</b>	<b>52,504,836</b>	<b>39,821,975</b>	<b>19,663,346</b>	<b>16,049,890</b>	<b>19,780,656</b>

Total by Fund	Total 5 Year Plan	25/26	26/27	27/28	28/29	29/30
<b>General</b>	<b>9,549,435</b>	<b>1,497,435</b>	<b>3,136,000</b>	<b>1,478,000</b>	<b>1,004,000</b>	<b>2,434,000</b>
<b>CRA</b>	<b>2,150,000</b>	<b>790,000</b>	<b>660,000</b>	<b>0</b>	<b>0</b>	<b>700,000</b>
<b>Building</b>	<b>140,816</b>	<b>35,816</b>	<b>50,000</b>	<b>0</b>	<b>55,000</b>	<b>0</b>
<b>Pier</b>	<b>16,044,091</b>	<b>11,222,774</b>	<b>3,690,317</b>	<b>1,131,000</b>	<b>0</b>	<b>0</b>
<b>Utility</b>	<b>109,679,459</b>	<b>38,055,109</b>	<b>27,485,658</b>	<b>16,158,946</b>	<b>11,833,090</b>	<b>16,146,656</b>
<b>Impact Fee</b>	<b>6,139,237</b>	<b>239,237</b>	<b>4,000,000</b>	<b>0</b>	<b>1,900,000</b>	<b>0</b>
<b>Sanitation</b>	<b>320,000</b>	<b>20,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Stormwater</b>	<b>3,797,665</b>	<b>644,465</b>	<b>500,000</b>	<b>895,400</b>	<b>1,257,800</b>	<b>500,000</b>
	<b>147,820,703</b>	<b>52,504,836</b>	<b>39,821,975</b>	<b>19,663,346</b>	<b>16,049,890</b>	<b>19,780,656</b>

**Capital Fund Spend 25/26**

PROJECT IN PROGRESS			PROJECT COMPLETED		ON COMMISSION MEETING AGENDA			
Project #	Name	Fund	Funding Source	Budget 25/26	YTD Expense	Percent	Budget Variance	Comments
558	Facilities - Air Conditioning Units	General	Unrestricted GF	24,000	0	0%	24,000	
556	Facilities - Bucket Truck	General	Unrestricted GF	100,000	0	0%	100,000	
556	Facilities - Dump Truck	General	Unrestricted GF	100,000	10,225	10%	89,775	Dump trailer purchased.
563	Facilities - Park Improvements	General	Unrestricted GF	10,000	0	0%	10,000	Contractor is currently installing new fence at Palmetto Park and should be completed by 16 JAN
572	Facilities - Hydroplanks	General	24/25 Capital/Grant Funded	147,502	137,573	93%	9,930	Flood Planks purchase is completed and all materials are on-site. Contractor to begin first facility installation end of JAN
<b>Total Facilities</b>				<b>381,502</b>	<b>147,797</b>	<b>39%</b>	<b>233,705</b>	
095	Police - Three Vehicles	General	Infrastructure Surtax Reserve	250,833	0	0%	250,833	Three of four vehicles have been received.
651	Police - Evidence Drying Cabinet	General	Unrestricted GF	0	8,324	0%	(8,324)	Need to complete BA from Police GF budget.
501	Police - Drones	General	Grant	0	0	0%	0	Drones on order. BA will need to be done for grant.
<b>Total Police</b>				<b>250,833</b>	<b>8,324</b>	<b>3%</b>	<b>242,509</b>	
603	Fire - Fire Station Repairs	General	Infrastructure Surtax Reserve	117,000	72,930	62%	44,070	New Bay Door installation completed. Contractor proposal negotiations currently underway for Training Room Renovations
604	Fire - Painting of High Water Vehicle	General	Unrestricted GF	7,000	0	0%	7,000	Project will not be completed. Funds will be used for command vehicle.
604	Fire - Vehicle Replacement	General	Infrastructure Surtax Reserve / Fire Equip Reserve	59,000	0	0%	59,000	On 1/22/26 agenda.
<b>Total Fire</b>				<b>183,000</b>	<b>72,930</b>	<b>40%</b>	<b>110,070</b>	
553	P&Z - Code Enforcement New Golf Cart	General	Unrestricted GF	11,000	10,500	95%	500	Golf cart received.
<b>Total Planning &amp; Zoning</b>				<b>11,000</b>	<b>10,500</b>	<b>95%</b>	<b>500</b>	
606	IT - New Server	General	Unrestricted GF	38,000	0	0%	38,000	
607	IT - City Wide Cameras	General	City Wide Camera Reserve	20,000	0	0%	20,000	
605	IT - BSA Cloud Version Update	Multi	Fund split across departments	68,100	0	0%	68,100	Go live February.
<b>Total IT</b>				<b>126,100</b>	<b>0</b>	<b>0%</b>	<b>126,100</b>	
567	Roads & Streets - Paving & Sidewalks	General	Reserves/ Unrestricted GF	287,000	71,581	25%	215,419	Street Paving on S. Central Notice to Proceed was given, work to commence early February.
610	Roads & Streets - Vehicle Replacement	General	Unrestricted GF	20,000	0	0%	20,000	
618	Roads & Streets - Bridge Lighting	General	Bridge Lighting Reserve	203,000	0	0%	203,000	
<b>Total Roads &amp; Streets</b>				<b>510,000</b>	<b>71,581</b>	<b>14%</b>	<b>438,419</b>	
611	Library - Exterior Rehab	General	Unrestricted GF	25,000	0	0%	25,000	
<b>Total Library</b>				<b>25,000</b>	<b>0</b>	<b>0%</b>	<b>25,000</b>	
554	Recreation - ATV	General	Reserves/ Unrestricted GF	10,000	0	0%	10,000	
599	Recreation - Driveway Improvements	General	Reserves/ Unrestricted GF	0	770	0%	(770)	Rollover from prior year.
<b>Total Recreation</b>				<b>10,000</b>	<b>770</b>	<b>8%</b>	<b>9,230</b>	
550	CRA - City Parking Lots	CRA	CRA Fund Balance	200,000	0	0%	200,000	DDS enterprises have ordered material to complete project for parking lot; material has a 12-week lead time and is scheduled to be installed early February.
553	CRA - Decorative Street Lamp Replacement (Installation Only) (30Yrs)	CRA	CRA	200,000	0	0%	200,000	Installation services to be procured once scope of work and new locations are determined
598	CRA - Veteran's Park Improvements	CRA	CRA	50,000	0	0%	50,000	
600	CRA - Wickline Playground Rebuild	CRA	FRDAP Grant / CRA	340,000	0	0%	340,000	Playground Equipment is procured and on-site delivery anticipated by end of JAN
<b>Total CRA</b>				<b>790,000</b>	<b>0</b>	<b>0%</b>	<b>790,000</b>	
596	BCI - Vehicle	BCI	BCI Fund; 24/25 Capital	35,816	35,816	100%	0	Truck received.
<b>Total Building Code</b>				<b>35,816</b>	<b>35,816</b>	<b>100%</b>	<b>0</b>	

**Q1 Enterprise Capital 25/26**

PROJECT IN PROGRESS		PROJECT COMPLETED		ON COMMISSION MEETING AGENDA			
Name	Fund	Funding Source	Budget 25/26	YTD Expense	Percent	Budget Variance	Comments
Pier - Pier Reconstruction	Pier	FEMA / State Grant	9,956,774	1,001,313	10%	8,955,461	Construction continues with estimated completion date of JAN 27
Pier - Pier Bathroom / Beach Walk	Pier	TDC Grant/ GF Transfer	1,266,000	2,586	0%	1,263,414	Design is progressing to 65% Submittal
<b>Total Pier Fund</b>			<b>11,222,774</b>	<b>1,003,899</b>	<b>9%</b>	<b>10,218,875</b>	

Water Production - Well # 17 Design	Utility	Impact Fees - Water	100,000		0%	100,000	10% Design is currently underway with Survey and Geotechnical Services
Water Production - Potable Water (Lambert) River Crossing Construction	Utility	Unrestricted Utility Fund	1,500,000	31,127	2%	1,468,873	90% Design Submittal anticipated for end of JAN. Pending FDEP Permitting Review and Comments
<b>Water Production - Infrastructure Improvements</b>	Utility	Unrestricted Utility Fund	500,000		0%	500,000	
Water Production - S Central Water Main	Utility	Unrestricted Utility Fund	0		0%	0	
Water Production - Filter Elements	Utility	Unrestricted Utility Fund	6,500		0%	6,500	
Water Production - 1 MG Tank Construction/Design	Utility	Impact Fees - Water; 24/25 Capital	39,237	1,999	5%	37,238	Construction Proposals after completion of Professional Design Services
Water Production - 1 MG Tank Repairs & Inspections	Utility	Unrestricted Utility Fund	25,000		0%	25,000	Project in process.
Water Production - Stabilization Well 13 Road	Utility	Unrestricted Utility Fund	20,000		0%	20,000	
Water Production - Well # 18 Design	Utility	Impact Fees - Water	100,000		0%	100,000	10% Design is currently underway with Survey and Geotechnical Services
Water Production - Chlorine Pump	Utility	Unrestricted Utility Fund	5,000		0%	5,000	
Water Production - VFD	Utility	Unrestricted Utility Fund	10,000		0%	10,000	Project in process.
Water Production - Install Acid Tanks	Utility	24/25 Capital	51,800		0%	51,800	Project completed in 24/25.
Water Production - Water Main River Crossing Design	Utility	24/25 Capital	83,406		0%	83,406	Design Services Subaqueous Portion On-Hold until FY26/27
<b>Total Water Production</b>			<b>2,440,943</b>	<b>33,126</b>	<b>1%</b>	<b>2,407,817</b>	

Wastewater Plant - Screw Press Building Construction	Utility	50/50 Match (\$850K Each) Total \$1.7 M	2,728,211	1,171,373	43%	1,556,838	Construction continues with completion anticipated for JUL 26
Wastewater Plant - WWTP - New Plant	Utility	SRF Loan/ Line of Credit	26,776,915		0%	26,776,915	
Wastewater Plant - EQ Basin Master Lift Station	Utility	Grant Funded	1,861,127		0%	1,861,127	Part of WWTP project.
Wastewater Plant - Startup Costs Screwpress	Utility	24/25 Capital	41,300		0%	41,300	Project in process.
<b>Total Wastewater Plant</b>			<b>31,407,553</b>	<b>1,171,373</b>	<b>4%</b>	<b>30,236,180</b>	

Utility Maintenance - Large Pumps	Utility	Unrestricted Utility Fund	60,000	14,930	25%	45,070	
Utility Maintenance - LS #3	Utility	Unrestricted Utility Fund	0	6,152	0%	(6,152)	
Utility Maintenance - LS #8	Utility	Unrestricted Utility Fund	0	13,950	0%	(13,950)	
Utility Maintenance - PS #4	Utility	Unrestricted Utility Fund	0	138	0%	(138)	
Utility Maintenance - Wet Well Rehabs	Utility	Unrestricted Utility Fund	1,800,000		0%	1,800,000	
Utility Maintenance - Manhole Rings and Covers / Installation	Utility	Unrestricted Utility Fund	150,000	16,820	11%	133,180	Manhole covers have been received, two are on backorder.
Utility Maintenance - Lift Station Rebuild / Construction - LS 2,4,5 & 7	Utility	Unrestricted Utility Fund / Grant	2,048,400	1,490	0%	2,046,910	Final Permitting and Pre-Construction activities are concluding with Construction Commencement anticipated for end of JAN
Utility Maintenance - Lift Station Generators	Utility	Unrestricted Utility Fund	105,200	105,186	100%	14	Generators received.
Utility Maintenance - Fire Hydrant Replacement	Utility	Infrastructure Reserve	90,000		0%	90,000	Fire hydrants notice to proceed has been given; we are adding the hydrant in front of Compass hotel to the scope and will be bringing this back to commission.
Utility Maintenance - Vehicle Replacement	Utility	Unrestricted Utility Fund	40,000		0%	40,000	
Utility Maintenance - Snack Jack Lift Station Design	Utility	Unrestricted Utility Fund	50,000		0%	50,000	
Utility Maintenance - Utility Locate Equipment	Utility	Unrestricted Utility Fund	0		0%	0	Equipment on order.
Utility Maintenance - Utility Trailer	Utility	Unrestricted Utility Fund	7,000		0%	7,000	
Utility Maintenance - LS's #5 & #2, PS's #4 & #7	Utility	HA009 Grant/ 24/25 Capital	84,250	1,490	2%	82,760	Final Permitting and Pre-Construction activities are concluding with Construction Commencement anticipated for end of JAN
<b>Total Utility Maintenance</b>			<b>4,434,850</b>	<b>160,157</b>	<b>4%</b>	<b>4,274,693</b>	

**Q1 Enterprise Capital 25/26**

PROJECT IN PROGRESS		PROJECT COMPLETED		ON COMMISSION MEETING AGENDA			
Name	Fund	Funding Source	Budget 25/26	YTD Expense	Percent	Budget Variance	Comments
Utility Admin Expense - New Golf Gart	Utility	Unrestricted Utility Fund	11,000		0%	11,000	
<b>Total Utility Admin</b>			<b>11,000</b>	<b>0</b>	<b>0%</b>	<b>11,000</b>	
Sanitation - Forklift/Bobcat	Sanitation	Sanitation Revenues	20,000		0%	20,000	
<b>Total Sanitation</b>			<b>20,000</b>	<b>0</b>	<b>0%</b>	<b>20,000</b>	
Stormwater - Roads & Streets Vehicle - 50%	Stormwater	Stormwater Unrestricted Fund Reserve	20,000		0%	20,000	
Stormwater- Stormwater Improvements	Stormwater	Stormwater Revenues	500,000		0%	500,000	Stormwater project on Palm Circle was denied.
Stormwater- S. Flagler	Stormwater	Grant	0	32,908	0%	(32,908)	
Stormwater - Lambert Ave Projects - 640 & 643	Stormwater	24/25 Capital	118,759	118,759	100%	0	Project complete
Stormwater - John Bull Drainage Improvement	Stormwater	24/25 Capital	5,706		0%	5,706	
<b>Total Stormwater</b>			<b>644,465</b>	<b>151,667</b>	<b>24%</b>	<b>492,798</b>	