



2018/19

Annual Budget Report
Fiscal year 2018-2019



city of
PALM COAST



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City Officials

CITY COUNCIL



Mayor, Milissa Holland (center)

District 2 Heidi Shipley (absent), District 3 Nick Klufas, District 4 Vincent Lyon, District 1 Robert Cuff

APPOINTED OFFICIALS

Interim City Manager, Beau Falgout

City Attorney, William E. Reischmann, Jr.

City Clerk, Virginia Smith

Finance Director, Helena P. Alves

Information Technology Director, Chuck Burkhart

Utility Director, Richard H. Adams

Fire Chief, Gerard Forte

Parks & Recreation Director, Alex Boyer

Community Development Director, Stephen Flanagan

Public Works Director, Nestor Abreu

Human Resources Director, Wendy Cullen

CONTACT INFO

www.palmcoastgov.com

City Offices 386-986-3700

Customer Service 386-986-2360

Code Enforcement 386-986-3764

Animal Control 386-986-2520

Building Services 386-986-3780

Parks & Recreation 386-986-2323



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Palm Coast
Florida**

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morill

Executive Director



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CORE BELIEFS

City of PALM COAST

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

our mission

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

our values

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



Find Your Florida

City of PALM COAST

LONG TERM GOALS

Goal 1 - Expansion

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

Goal 2 - Economic

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

Goal 3 - Finance

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

Goal 4 - Environmental

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

Goal 5 - Quality of Life

To 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

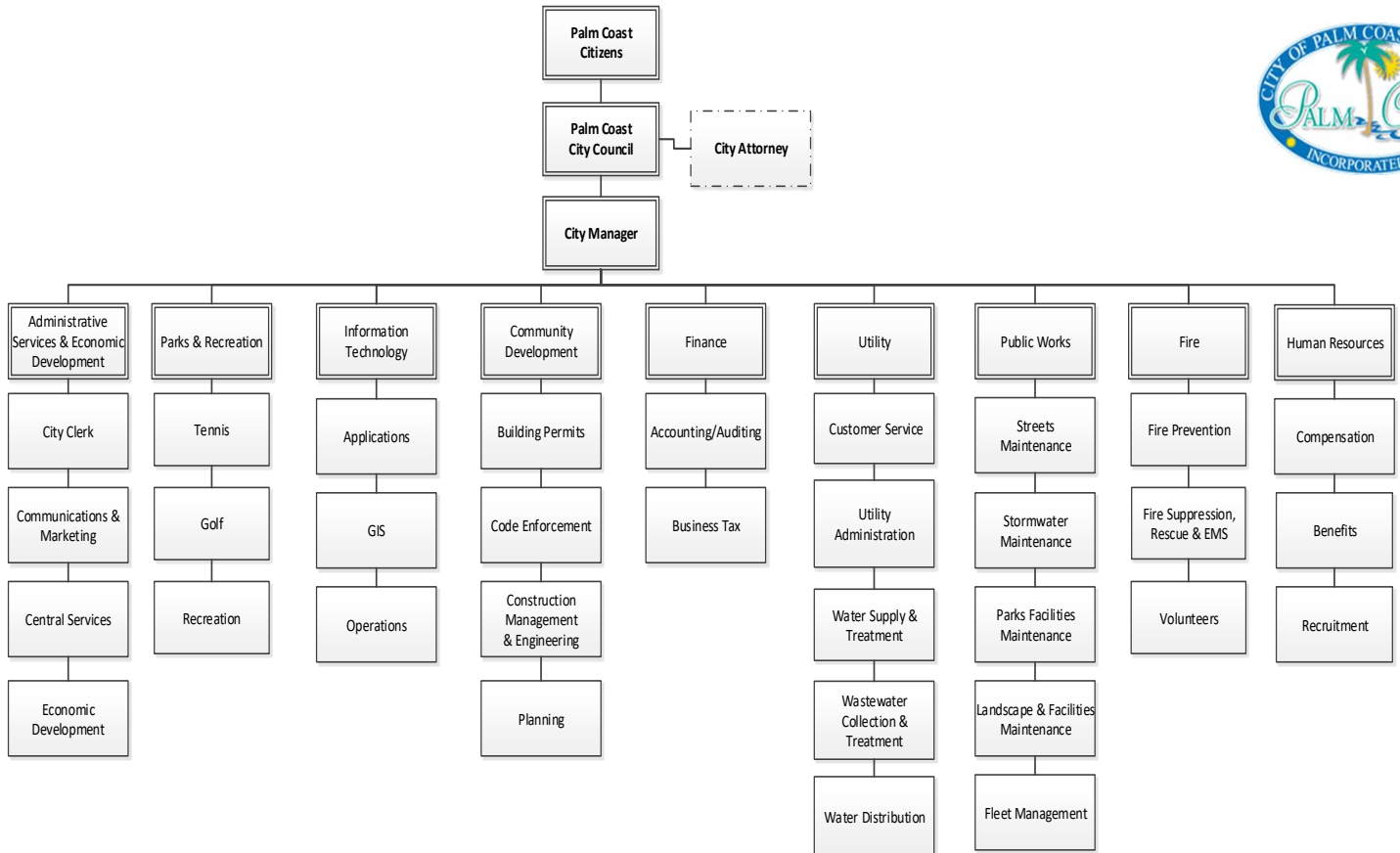
To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Find Your Florida



Organizational Chart

City-Wide



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





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Introduction

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City of PALM COAST

City Manager's Office

September 30, 2018

To the Honorable Mayor and Members of City Council:

I am honored to present to you the proposed budget of \$162,197,869 for the Fiscal Year 2019, which promotes the City Council's Strategic Action Plan's mission statement, operating values, and goals. The Fiscal Year 2019 budget includes adopted City Council priorities and outlines 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*

The Strategic Action Plan is the guiding policy document for the City Council and City staff. The budget is driven by the goals defined within the Strategic Action Plan. The annual budget cycle includes an opportunity for the City Council to re-evaluate the City's Strategic Action Plan on an annual basis. This past year, during the annual evaluation, the City Council adopted the following new priorities:

- 🌴 Evaluate opportunities to work with citizens along Florida Park Drive to improve landscaping along the roadway
- 🌴 Engage an external consultant to identify options through a traffic engineering study to address traffic issues on Florida Park Drive
- 🌴 Create a stakeholders group to create a new Vision for Town Center through a strategic approach
- 🌴 Create a dedicated funding mechanism to support events and programs in pursuit of innovation in Town Center. Utilize stakeholders to create funding program framework
- 🌴 Evaluate the feasibility of requiring new construction to incorporate a committed fiber port through building code regulations
- 🌴 Develop a robust citizen engagement platform and ensure that cost-benefit analysis includes ongoing maintenance of the platform
- 🌴 Evaluate opportunities to improve public facing "public records" search capabilities
- 🌴 Improve communications infrastructure (phone/internet service) at City Hall and other City facilities to ensure the continuum of services
- 🌴 Evaluate existing software product(s)' maintenance costs and technological advancement needs to ensure that long-term financial investment is acceptable or justifies an alternative product
- 🌴 Evaluate Town Center and other locations within the southern part of the City with the potential to incorporate a future premier multi-purpose recreation center that all generations are served
- 🌴 Request Florida Power & Light to provide a presentation to City Council to discuss the feasibility of underground utility retrofits and mounting of equipment on utility poles

I believe this budget reflects a commitment by staff to focus on new strategies to improve economic growth, diversify our economy, and attract and retain a skilled workforce to serve the citizens of Palm Coast now and in the future. This letter highlights areas of emphasis related to each goal of the Strategic Action Plan.

**Goal 1
Expansion**

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

In the upcoming fiscal year, we will continue rehabilitating our older infrastructure while expanding our existing facilities to support future growth and sustainability. The following projects are included in the fiscal year 2019 budget:

Old Kings Road North 4-Laning (Palm Coast Parkway to Forest Grove Drive) – This project includes the roadway widening of Old Kings Road from Brighton Circle/Kingswood Drive to Forest Grove Drive for a length of approximately 3.6 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 stormwater retention ponds and traffic control, including signage and striping. All right-of-way has been acquired for Phase 1 of the Project. Currently, there is still one right-of-way item that needs to be acquired for Phase 2. FDOT anticipates being able to fund the first phase in the upcoming FY20 budget.

Whiteview Parkway Improvements - One of City Council's objectives is to continue to enhance safety improvements at intersections and along roadways. Based on 2017 Crash Analysis completed by River to Sea Transportation Planning Organization, Whiteview Pkwy is deemed the second highest crash road segment in Volusia & Flagler Counties, based on crash severity. Improvements along Whiteview Pkwy corridor will reduce the existing four-lane road segment to two lanes, add turn lanes and extend the multi-use path throughout the corridor, which will significantly improve safety for motorists, bikers, and pedestrians. The project will also add street lights along the entire corridor.

Gravity Sewer Pipelining - Staff has identified areas of the City which are susceptible to groundwater 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 groundwater table. The pipes tend to crack and shift position as they age, creating points of entry for groundwater to seep in. This results in increased flows to the City's pump stations and at the Wastewater Treatment Plants. This budget includes funding to begin addressing approximately 30,000 feet of gravity sewer main in critical areas.

Pumpstation Back-up Generators - Last February, City council approved Florida Division of Emergency Management (DEM) cost-share agreements for Hazard Mitigation Grants for the purchase and installation of generators for 30 pump stations throughout the City. In the upcoming year, these generators will be installed at existing pump stations and will be placed on concrete pads and connected to electrical panels.

**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 Outlook - The City's economy continues to improve steadily. All economic indicators are pointing in a positive direction. Real estate values continued to rise in 2018 with the median sales price up 4.7% and values are expected to continue to appreciate in 2019. Single-family permits are up again with 696 permits issued in 2018, the seventh straight year of increased permit activity. In addition, the labor market has healed from the high unemployment rate of 9.6% five years ago, with the unemployment rate hitting 3.9% at the end of 2018. Flagler County has 5,514 more people employed than five years ago.

Taxable Sales - A particular bright spot has been taxable sales within the City. We have seen over a 39% increase in taxable sales since 2011, which represents an increase of \$218 million. This is mainly due to the addition of several shopping centers since 2007 and increases in tourists and related spending. Taxable sales should continue to grow in 2019 with continued commercial growth, especially development along State Road 100 and in our Town Center. The improving local economy enables the City and its partners to maintain our neighborhoods, support existing businesses, and encourage investment by attracting residents, visitors and businesses.

Economic Development Partnerships - The City will continue its efforts to expand the local economy through the Palm Coast Business Assistance Center (BAC) and by attracting sports tournaments and tourism. Both initiatives have

already seen much success. Each year, the Business Assistance Center's clients as a whole invest over \$1.6 million into their business and our community. The Business Assistance Center invests over 1,000 hours each year to local businesses which helps our community thrive. The City, in partnership with our local sports clubs and the Flagler County Tourist Development Council continues to attract sports tournaments and the associated visitor spending.

Focus on Downtown, Innovation, and Economic Growth - While the City will continue to implement programs and projects that have been successful, City Council is focused on downtown development, innovation, and new programs and projects to encourage economic growth in the coming year. The improving local economy enables the City and its partners to maintain our neighborhoods, support existing businesses, and encourage investment by attracting residents, visitors and businesses. During the Strategic Action Planning and Budget processes this past fiscal year, City Council re-emphasized this continued focus. While the economy continues to grow, there is still more work to be done to diversify and accelerate economic growth. City staff will continue to focus on projects and programs to help our local economy including attracting new investments through the Innovation District, an Opportunity Zone designation, and a development incentive program.

**Goal 3
Finance**

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

Stormwater Fees - The City of Palm Coast stormwater utility is an enterprise fund which is established to ensure stable funding for the operation, maintenance, and capital projects. The City retained the consulting services of Public Resource Management Group (PRMG) to evaluate and analyze the long term sustainability of the Stormwater system using the existing Stormwater Utility Fees/Charges. According to the findings presented by PRMG during the Stormwater Rate Study, the City Council found and determined that an increase was rational, reasonable, and equitable and as a result, City Council took action on September 18, 2018, to revise the Stormwater fee from \$11.65 per ERU to \$15.55 per ERU. City Council adopted the Fiscal Year 2019 Stormwater Fund original budget according to the previous rate of \$11.65 per ERU. However, in October, staff will present the City Council with an amended Stormwater Fund budget along with an updated capital improvement plan for the Stormwater system.

Utility Rates - 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 this past year. After a lengthy discussion, City Council took action to increase various utility rates including monthly base charges and per gallon charges as well as adjustments to water and sewer capacity fees that are assessed for new construction. These increases will help ensure future funding to maintain the infrastructure of the water and sewer system.

Millage Rate - During the budget process, the City Council was able to sustain existing levels of service, within the 2018 millage rate of 4.5937. However, recognizing a need for technology improvements, the City Council took action to increase the millage rate for 2019 to 4.6989 mills. The increase in the millage rate will result in an estimated increase of \$500,000 of property taxes collected over the previous year.

**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.

In this upcoming fiscal year, City staff will look for more opportunities to conserve natural resources and become more efficient with the resources currently in use.

LED Retrofits - Light Emitting Diode (LED) lighting reduces the amount of electricity used compared to traditional lighting, which is more environmentally friendly and also saves money. City staff has been upgrading facilities with LED fixtures when the cost/benefit makes financial sense. The conversion of street lighting to LED began in January 2018 and progressed throughout the year. Since that time, approximately 2,700 streetlights have been converted representing 81% of the City's streetlights. With the City Council's continuing support of this program, these upgrades will continue to be included in this year's budget.

Public Outreach – The City continues to look for opportunities to educate the community in regards to resource management to support efforts to care for our land, air, and wildlife. In the upcoming year, events like the 11th Annual Intracoastal Waterway Cleanup, Arbor Day and the Children Helping in Resource Protection (C.H.I.R.P.) program will continue to be funded.

Reuse Improvements – Use of lower quality water sources for irrigation, such as reuse water, continues to be a focus of the City to make better use of all available water resources. This year's budget includes the cost to extend the existing reclaimed water main along the west part of the Indian Trails path, out to Belle Terre and to the Indian Trails Sports Complex to replace four existing surficial aquifer wells currently used to irrigate the ballfields, provide a booster pump system to increase line pressure to meet irrigation zone needs and add an automated controllable valve system for the wetlands outfall of the existing discharge system for WWTP2.

**Goal 5
Quality of Life**

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

The valuable services the City provides and the City's numerous amenities, such as parks, trails, events, and activities genuinely make our community a special place. In the upcoming year, a priority continues to be to maintain and improve these facilities, in addition to looking for new ways to help residents and visitors "Find *their* Florida" here in Palm Coast.

Park Renovation and Rehabilitation Projects - The Fiscal Year 2019 budget includes funding for the following renovation and rehabilitation projects at existing parks and recreational facilities:

Holland Park Renovations – James F. Holland Memorial Park was one of the original park properties transferred to the City of Palm Coast by Flagler County and offers athletic fields and courts as well as 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. Phase II of this project will include a new splash park in addition to other improvements as well. This year's budget includes funding for the completion of a majority of the phase II improvements.

Palm Harbor Golf Club – Improvements to be made to the Golf Club's aging clubhouse.

Ralph Carter Park - Additional pickleball courts to be constructed.

Indian Trails Sports Center – Upgrades to be made to the restroom and concession building as well as improvements to the fields to include sod replacement and underdrain installation.

Tennis Center - Resurfacing of eight clay tennis courts, construction of a shade cover, repairs to an existing shed and necessary fencing replacements to be completed.

Lakeview Sidewalk – This project consists of constructing an 8-foot-wide concrete multi-use path along Lakeview Boulevard from south of La Mancha Drive to London Drive. The project is approximately 1 mile in length. The project also includes piping, ditch regrading, signing and pavement markings, current ADA compliant detectable warnings, benches & landscaping, waste and recycling receptacles, sod and silt fence. The FDOT has allocated funding for the construction phase of the project as part of its current approved budget.

Continuous Street Lighting – Through the City's Strategic Action Plan, City Council directed City staff to develop a master plan to increase the amount of continuous street lighting on thoroughfares throughout the City, especially along major corridors. The master plan includes LED lighting fixtures consistent with the City's standard for new street light installation and FPL's proposed tariff. The cost for some design services and installation is included in this year's budget along with the operating costs associated with expanding this service.

Seminole Woods Multi-Use Path – With assistance from the Community Development Block Grant (CDBG) and River to Sea Transportation Planning Organization (TPO), the City will be completing the final segments of the multi-use path improvements in the Seminole Woods Neighborhood started several years ago.

**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.

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

Internship Program – With 14 paid internship positions filled by college students this past summer and the same number anticipated for 2019, the City of Palm Coast and Flagler Schools hopes to bring our talent back home following their high school graduation. 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, the City is hoping to recruit a multitude of strong candidates to fulfill identified needs within City departments. With the success of this program over the last three years, and strong support from the City Council, the internship program is once again included in this year's budget.

Employee Development – The budget continues to include funding to offer valuable training programs to employees. In addition, the Employee Academy continues with three sessions offered each year. 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 City of Palm Coast continues to fund the tuition reimbursement program. These efforts are all aimed at meeting the City Council goal focused on workforce talent.

LOOKING FORWARD TO THE FUTURE

The City will have the ability this year to invest in needed infrastructure improvements due to our strong financial position and prudent City Council fiscal policy. In addition, City Council continues to appropriate funds to invest in maintaining our pay plan, employee training and development programs, and the Internship Program, which will aid in retaining and attracting a talented workforce as the economy continues to grow.

In 2018, City staff received the GFOA Distinguished Budget Presentation Award for its Fiscal Year 2018 budget document for the fifteenth consecutive year and the ICMA Certificate of Distinction for its performance management process for the fifth consecutive year. I am confident the Fiscal Year 2019 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

I am encouraged and excited about the future of Palm Coast. I am optimistic we will continue to meet new challenges while maintaining high citizen satisfaction with City programs and services. While the future will certainly bring change, I am confident that with our City Council vision, mission statement and goals as our guide, 2019 will provide continued economic growth and prosperity. 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.

Sincerely,



Beau Falgout
Interim City Manager



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The Perfect Place to Live...

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

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

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

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



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

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

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

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



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

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

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

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

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

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

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

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

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

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

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 84,575 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:

December 31, 1999

FORM OF GOVERNMENT:

Council / Manager

CITY POPULATION:

84,575

AREA: Square Miles

89

LEISURE SERVICE FACILITIES:

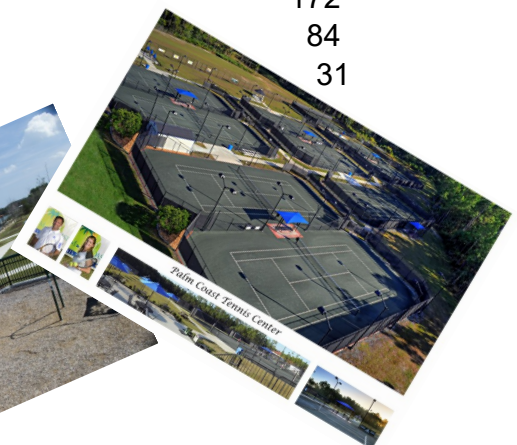
Community Centers	1
Swimming Pools	1
Dog Parks	2
Horseshoes Courts	2
Baseball / Softball Fields	6
Basketball Courts	5
Bocce Ball Courts	4
Handball / Racquetball Courts	2
Shuffleboard Courts	2
Soccer/Lacrosse Fields	19
Tennis Courts	17
Volleyball Courts (Sand)	2
Playgrounds	8
Athletic Fields	25

PUBLIC SAFETY:

Fire Stations	5
Fire Hydrants	3,860
Fire Apparatus	20
Firefighters / Volunteers	51 / 25
Law Enforcement (Contract Service)	-

CITY UTILITIES:

Miles of Paved Streets	550
Miles of Unpaved Streets	0.5
Miles of Sidewalks, Walkways, and Bikepaths	96
Number of Street Lights	2,942
Number of Traffic Signals	53
Water Mains (miles)	734
Sewer lines (miles)	635
Swales (miles)	12,222
Drainage Ditches (miles)	172
Canals (miles)	84
Water Control Structures	31



Flagler County Population

County/City	April 1 2010 (Census)	April 1 2018 (Estimate)	Total Change	% Change
Flagler County	95,696	107,511	11,815	12%
Beverly Beach	338	356	18	5%
Bunnell	2,676	3,056	380	14%
Flagler Beach (part)	4,424	4,666	242	5%
Marineland (part)	16	6	(10)	-63%
Palm Coast	75,180	84,575	9,395	12%
UNINCORPORATED	13,062	14,852	1,790	14%

**This information provided by Bureau of Economic and Business Research*



Major Taxpayers

Owner Name	Taxable Value
Florida Power & Light	85,947,051
EBSCO Integra Woods LLC	24,400,000
KRG Palm Coast Landing LLC	22,505,717
Branch Island Walk Associates	19,183,000
Pine Lakes Acquisitions LLC	14,200,000
Palm Coast Medical Specialists	11,896,203
Florida Landmark Communities	10,717,226
Bright House Networks	10,540,835
Wal-mart Stores East LP	10,348,455
LVC Timeshare Developers LLC	10,346,400

**This information provided by the Flagler County Property Appraiser*



Flagler County Employment

Labor Force

Labor Force	46,570
Employed	44,885
Unemployed	1,685
Unemployment Rate	3.6%

**This information provided by Labor Market Statistics, Local Area Unemployment Statistics Program*



Major Employers

Major Employers	# of Employees
Flagler County Schools	1,750
Advent Health Palm Coast	1,115
Palm Coast Data	750
Hammock Beach Resort	505
Publix	491
City of Palm Coast	452
Insurance Services Office Inc	326
Wal-mart	300
Florida Health Care	300
Flagler County Sheriff's Office	295

Sources: Flagler County Chamber of Commerce, Florida Research & Economic Database, Career Source



Property Information



Property Value Per Capita

Fiscal Year	Property Value	Percent Change	Population	Property Value Per Resident	Percent Change
2019	4,998,582,294	8.37%	84,575	59,102	6.04%
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%
2015	3,892,358,641	5.48%	78,046	49,873	4.15%

Millage Rate & Property Value History



Fiscal Year	Property Value	Operating Millage	Capital Millage	Total Millage	Ad Valorem Receipts
2009	6,131,965,169	2.6123	0.35	2.9623	17,602,781
2010	5,246,998,187	3.15	0.35	3.5	17,828,406
2011	4,463,085,550	3.5	-	3.5	15,048,300
2012	3,891,594,126	3.54	0.45	3.99	15,000,700
2013	3,646,122,021	4.1502	0.1456	4.2958	15,120,750
2014	3,690,312,857	4.1932	0.0773	4.2705	15,203,633
2015	3,892,358,641	4.1609	0.0841	4.245	15,963,477
2016	4,142,103,986	4.0828	0.1622	4.245	16,973,093
2017	4,324,453,760	4.112	0.133	4.245	18,895,079
2018	4,612,577,686	4.3461	0.2476	4.5937	20,447,190
2019	4,998,582,294	4.5912	0.1077	4.6989	22,665,764



Flagler County Tax Districts & Tax Rates

Taxing Authority	Tax Rate
Flagler County BCC	
Operating	8.2297
Voted	0.4950
Total	8.7247
Flagler County School Board	
RLE	4.1620
Discretionary	0.7480
Capital Outlay	1.5000
Voted	0.0000
Critical Operating Needs	0.0000
Total	6.4100
St. Johns River Water Mgt.	0.2562
Florida Inland Navigation Dist.	0.0320
East Flagler Mosquito Control	0.2518
City of Palm Coast	4.6989
City of Flagler Beach	5.3900
City of Bunnell	6.4300
Town of Beverly Beach	2.5000
Town of Marineland	10.0000





Measuring Results

Find your Florida



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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, storm-water 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 three consecutive years.





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 104th ICMA Annual Conference
in Baltimore, Maryland

26 September 2018

A handwritten signature in black ink, appearing to read 'Marc A. Ott'.

Marc A. Ott
ICMA Executive Director

A handwritten signature in black ink, appearing to read 'David Johnstone'.

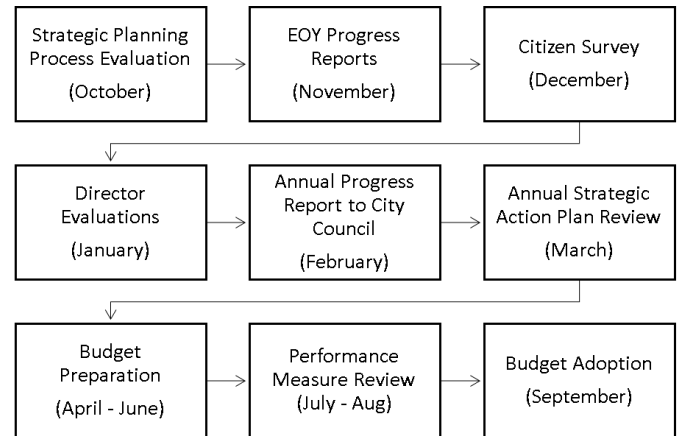
David Johnstone
ICMA President

Planning for Results



STRATEGIC PROCESS EVALUATION

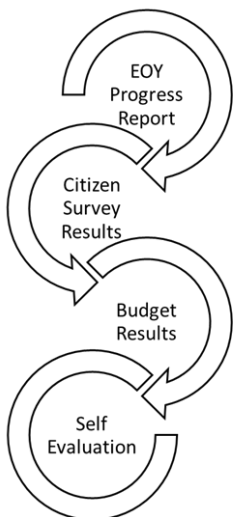
A team of staff meets annually to review the current strategic planning process. This evaluation is done at the end of the fiscal year and allows time to implement changes for the following year. The strategic planning process continues to be enhanced each year to strengthen the relationship between 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 survey was previously conducted annually, but in 2016 the City Council took action to pursue other methods of citizen engagement in the off years.

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



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 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, however the Budget Coordinator facilitates these meetings during which the budget and overall department performance is reviewed. 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. In addition to facilitating these quarterly meetings, the Budget Coordinator also provides ongoing training and support related to performance management and progress reports.



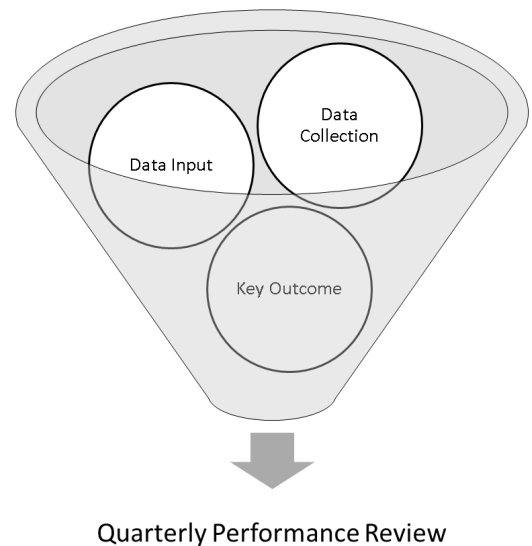
Tracking Results

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. The Budget Coordinator acts as the administrator to the performance measurement system.



COUNCIL PRIORITIES

During the annual Strategic Action Plan review, City Council priorities are identified and strategies are developed 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 quarterly 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, a weekly meeting with the City Manager takes place to ensure continuing progress on City Council's priorities.

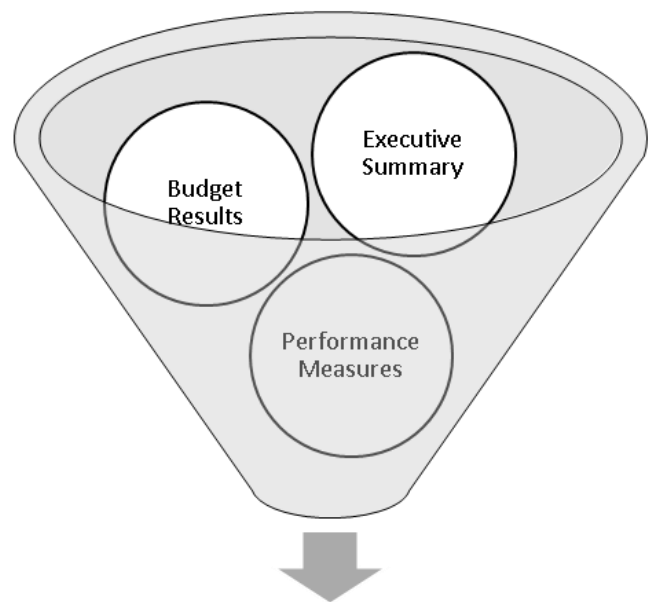
Reporting Results

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 an opportunity to reflect on the progress that was made during the year and form the foundation of the Annual Progress Report to City Council.



Quarterly Progress Report

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 published on the City's website at <http://www.palmcoastgov.com/progress-report>.

2018 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 comprehensive report is published each year titled "Measuring Results" which contains a detailed look at performance by goal and by department. This report is available on the City's website at www.palmcoastgov.com. The "Measuring Results" document is also used by City Council during the annual strategic action plan review which takes place before the annual budget is developed allowing departments to plan accordingly for the next year's 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.



Goal 1 Infrastructure

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

2018 Results: 85.42% Complete



Goal 2 Economic

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

2018 Results: 89.43% Complete



Goal 3 Finance

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

2018 Results: 89.07% Complete



Goal 4 Environmental

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

2018 Results: 88.24% Complete



Goal 5 Quality of Life

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

2018 Results: 85.81% Complete



Goal 6 Workforce Talent

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

2018 Results: 92.17% Complete

Performance Metrics

Department: Financial Services

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

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

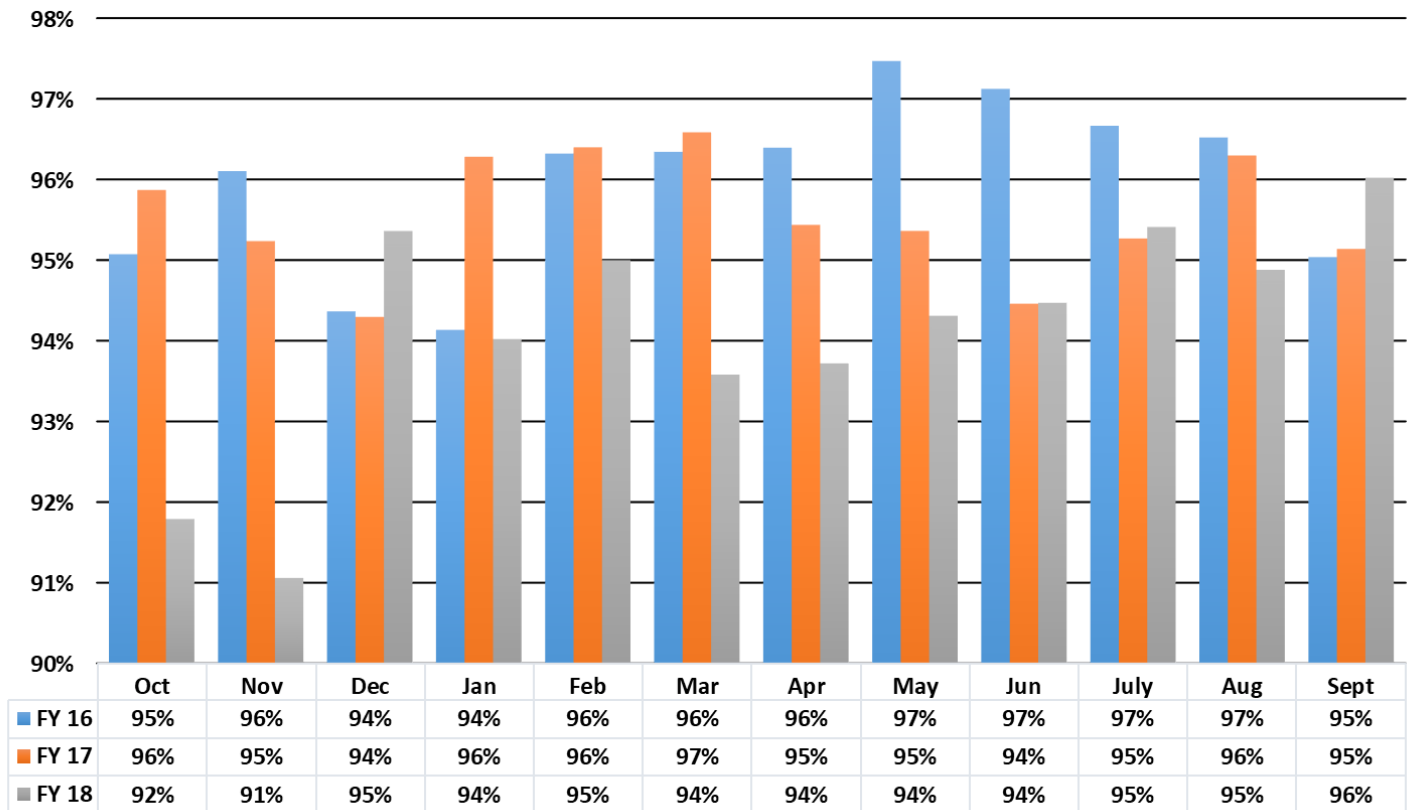
Strategy 3.2.1: Review existing operational procedures and policies

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

Results: Accounts payable continues to see swings during different months of the year in regards to this measure. Falling below 96% is most common during the month of November when the work load increases due to invoices being paid for the previous year as well as the next fiscal year. The annual average for fiscal year 2018 was 94%.

2019 Target: The target remains at 96%

Percentage of Invoices Paid within 45 days - Target 96%
Fiscal Year 2016 - 2018



Department / Division: Public Works / Parks Maintenance

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

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

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

Approach: 1.1.1.8: Inspect and maintain park facilities monthly

Results: 33 out of 33 parks were inspected monthly.

2019 Target: Same as 2018



Department / Division: Utility / Customer Service

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

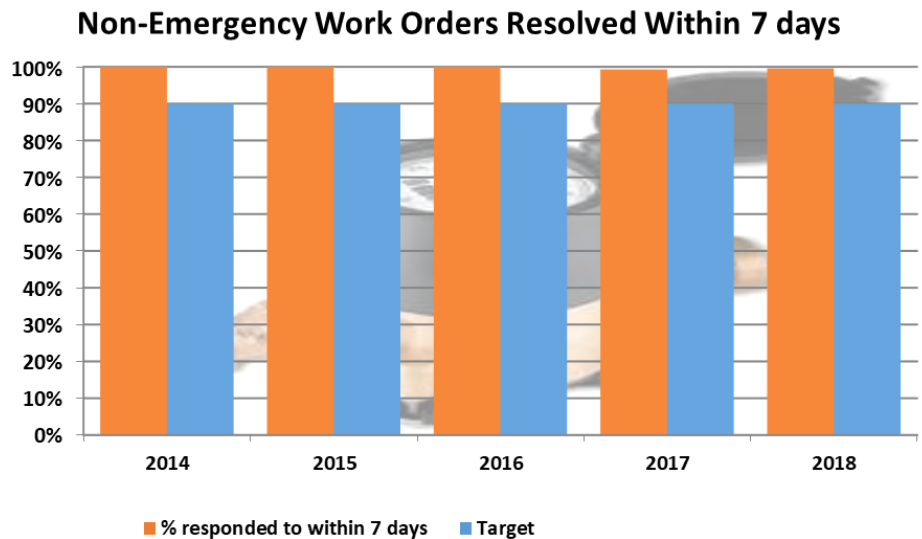
Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1: Maintain an inventory of the condition and priority rating of infrastructure projects

Approach 1.2.1.8 Resolve 90% of all "Non-emergency Utility Customer Service" work orders within 7 days of the time it was received.

Results: 19,050 out of 19,131 (99%) of non-emergency service orders were resolved to within 7 days

2019 Target: Same as 2018



Department / Division: Utility / Utility Maintenance

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

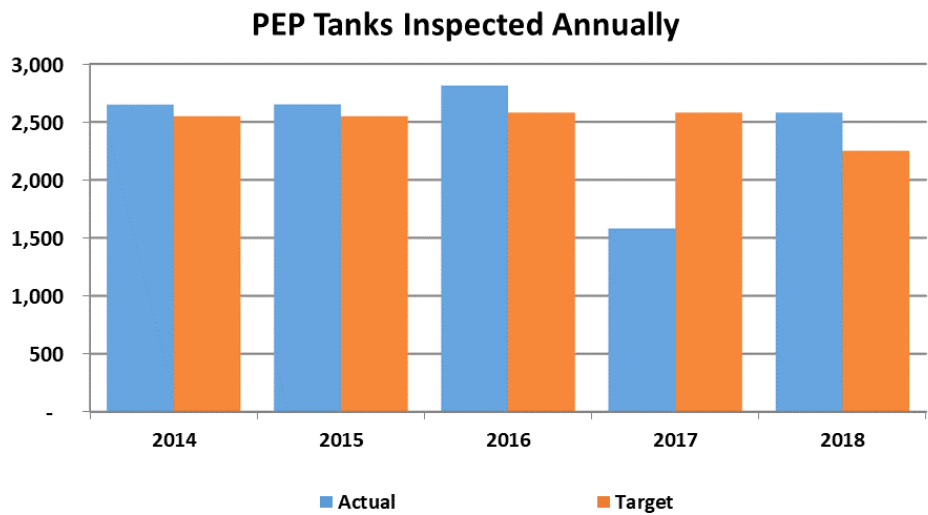
Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1: Maintain an inventory of the condition and priority rating of infrastructure projects

Approach 1.2.1.8 Inspect 20% of PEP tanks annually

Results: 2,251 out of 2,580 PEP tanks were inspected, falling short of the target. Recovery efforts from multiple rain events this fiscal year caused this measure to fall behind.

2019 Target: Same as 2018



Department / Division: Utility / Wastewater Collection

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

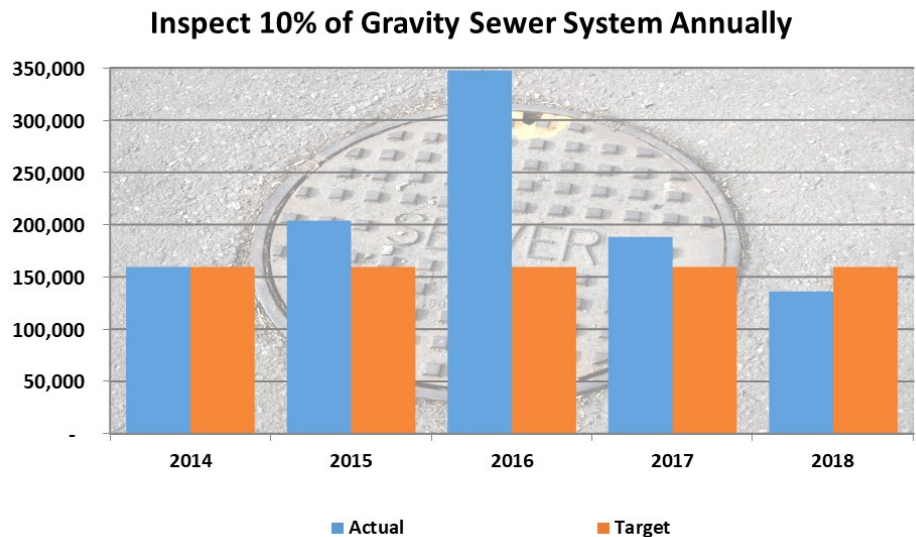
Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1: Maintain an inventory of the condition and priority rating of infrastructure projects

Approach 1.2.1.8 Inspect 10% of gravity sewer systems annually (CCTV inspection)

Results: The number of inspections fell slightly behind target this fiscal year.

2019 Target: Same as 2018



Department / Division: Public Works / Stormwater Operations

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

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

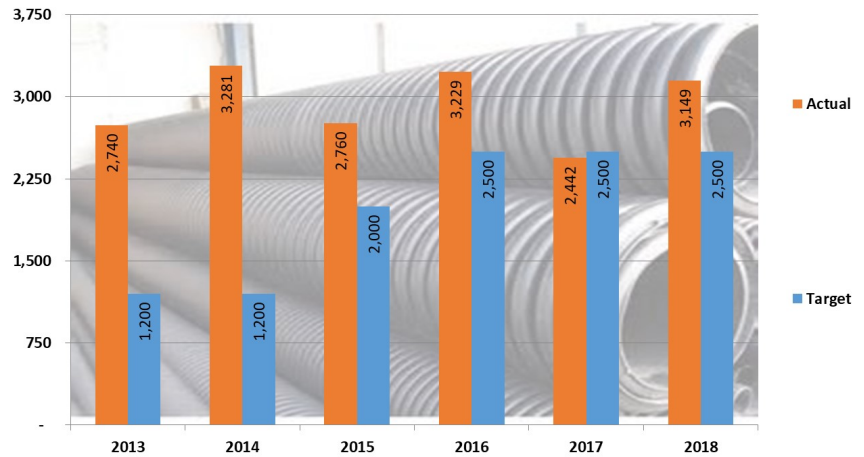
Strategy 1.1.1: Projects targeted as highest priority shall be evaluated for potential up-grade or enhancement

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

Results: 3,149 LF of drainage pipe was replaced, exceeding the target.

2019 Target: In fiscal year 2019 the target is to replace 2,500 linear feet of drainage pipe.

Drainage Pipe (Linear Feet) Replaced



Department / Division: Utility / Water Quality

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

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

Strategy 1.2.3: Keeping older neighborhoods attractive and relevant

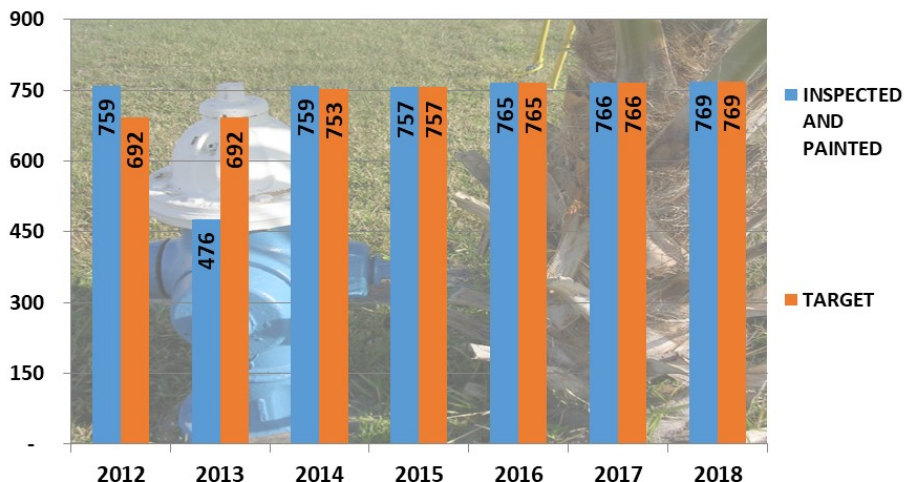
Approach: 1.2.3.9: Maintain Fire Hydrants

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

Results: 20% of all City owned fire hydrants were inspected and painted in fiscal year 2018

2019 Target: Same as 2018

City Fire Hydrants Inspected and Painted Each Year



Department / Division: Utility / Water Quality

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

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

Strategy 1.2.3: Keeping older neighborhoods attractive and relevant

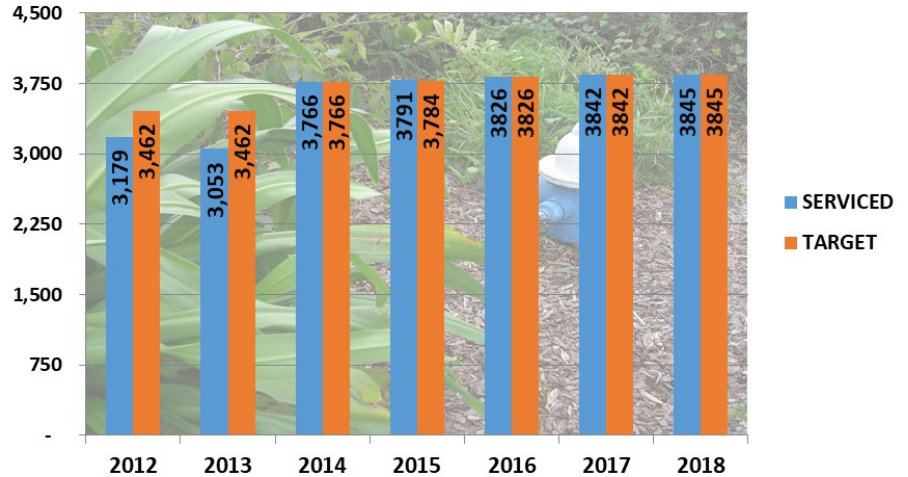
Approach: 1.2.3.9: Maintain Fire Hydrants

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

Results: All City owned fire hydrants were serviced in fiscal year 2018

2019 Target: Same as 2018

City Fire Hydrants Serviced Each Year



Department / Division: Utility / Water Distribution

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

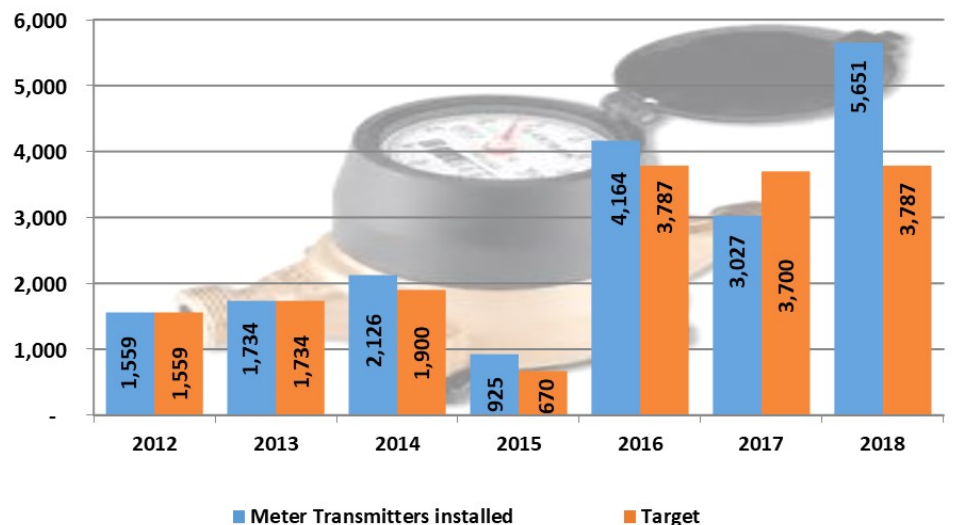
Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

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

Results: This number of meter transmitters installed exceeded the target this year.

Meter Transmitters Installed



Department : Human Resources

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

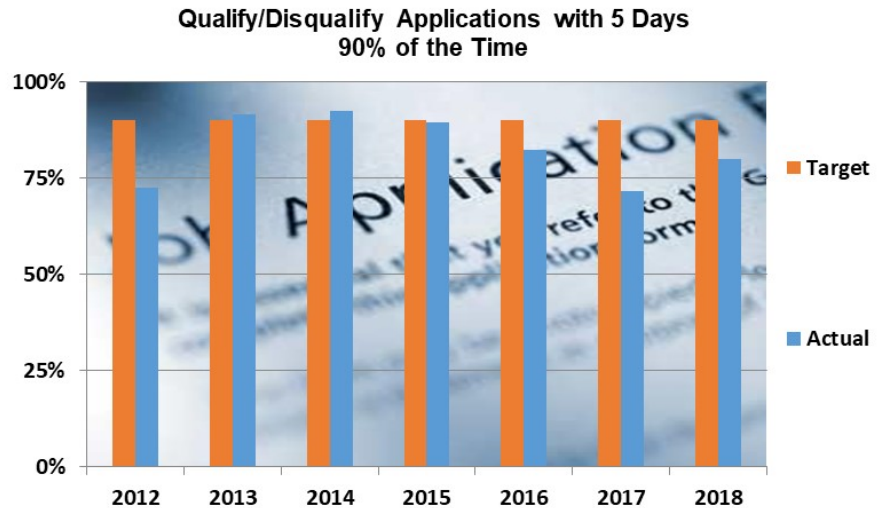
Objective 6.1: To develop a program to improve staff retention and recognize individual skill and talents

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

Approach: 6.1.1.9: Ensure efficient processing of employee applications

Results: For fiscal year 2018, 2,539 applications out of 3,180 were qualified or disqualified within 5 days, 90% of the time, falling slightly short of the goal of this measure.

2019 Target: Same as 2018



Department / Division: Administrative Services & Economic Development / City Clerk's Office

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

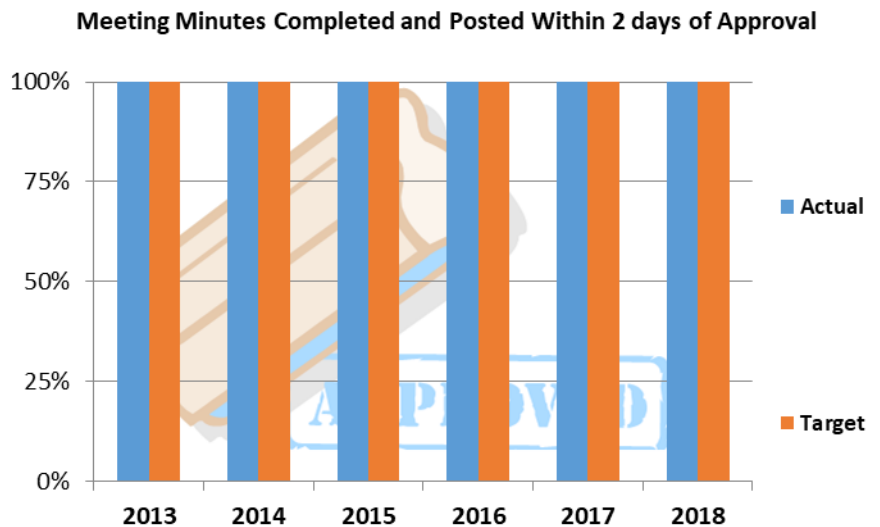
Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

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

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

2019 Target: Same as 2018



Department / Division: Community Development / Planning

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

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

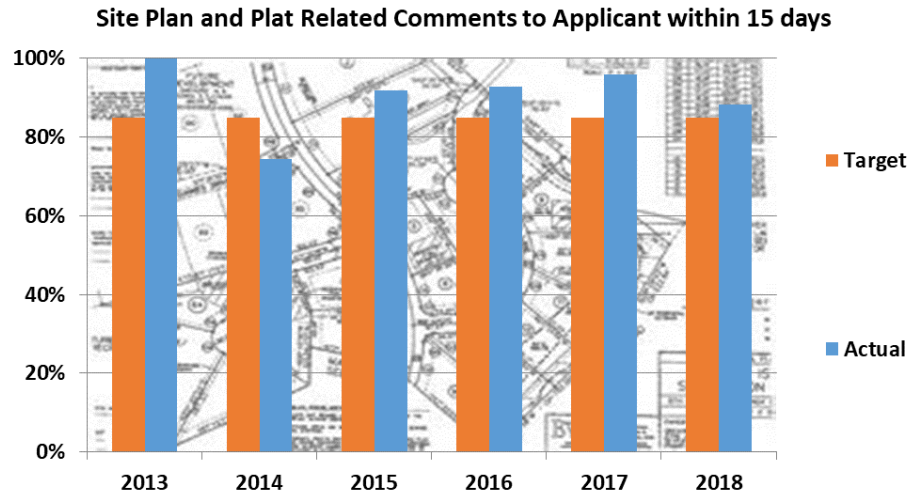
Strategy 2.2.2: Develop a campaign to highlight the City's economic strengths and opportunities

Approach: 2.2.2.7: Monitor permit review time

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

Results: Site plan and plat related comments were returned to the applicant within 15 working days 88% of the time for fiscal year 2018.

2019 Target: Same as 2018



Department / Division: Community Development / Building Permits

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

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

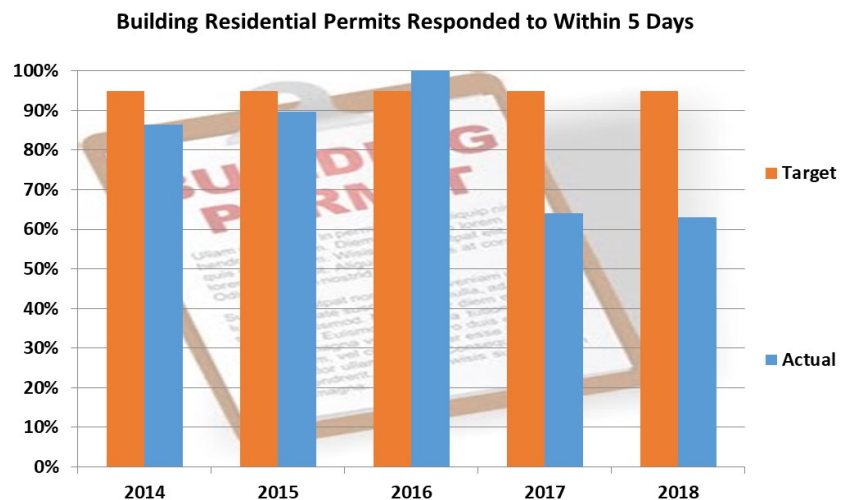
Strategy 2.2.2: Develop a campaign to highlight the City's economic strengths and opportunities

Approach: 2.2.2.8: Provide proper response time for inquiries

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

Results: The fiscal year 2018 the target was not met. As development increases this measure remains a priority but is more difficult to meet.

2019 Target: Same as 2018



Department / Division: Community Development / Building Permits

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

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

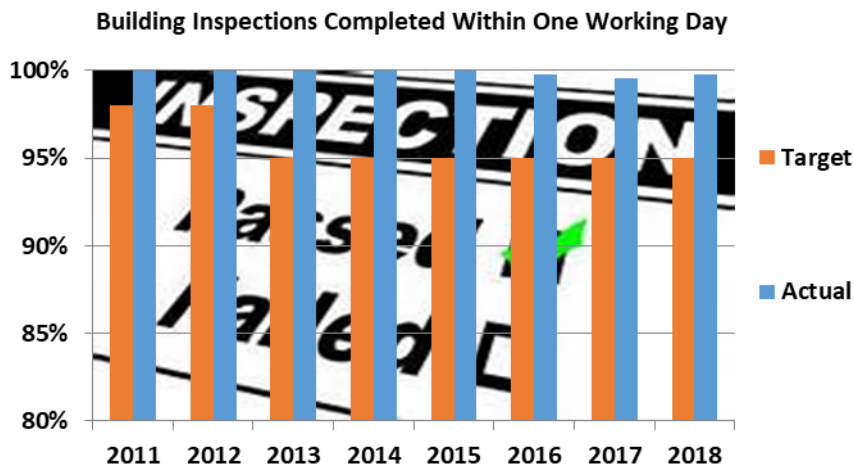
Strategy 2.2.2: Develop a campaign to highlight the City's economic strengths and opportunities

Approach: 2.2.2.9: Provide proper response time for inspections

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

Results: The fiscal year 2018 target was met.

2019 Target: Same as 2018



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Budget Overview





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Budget Process

Focusing on the Outcome

BUDGETARY BASIS

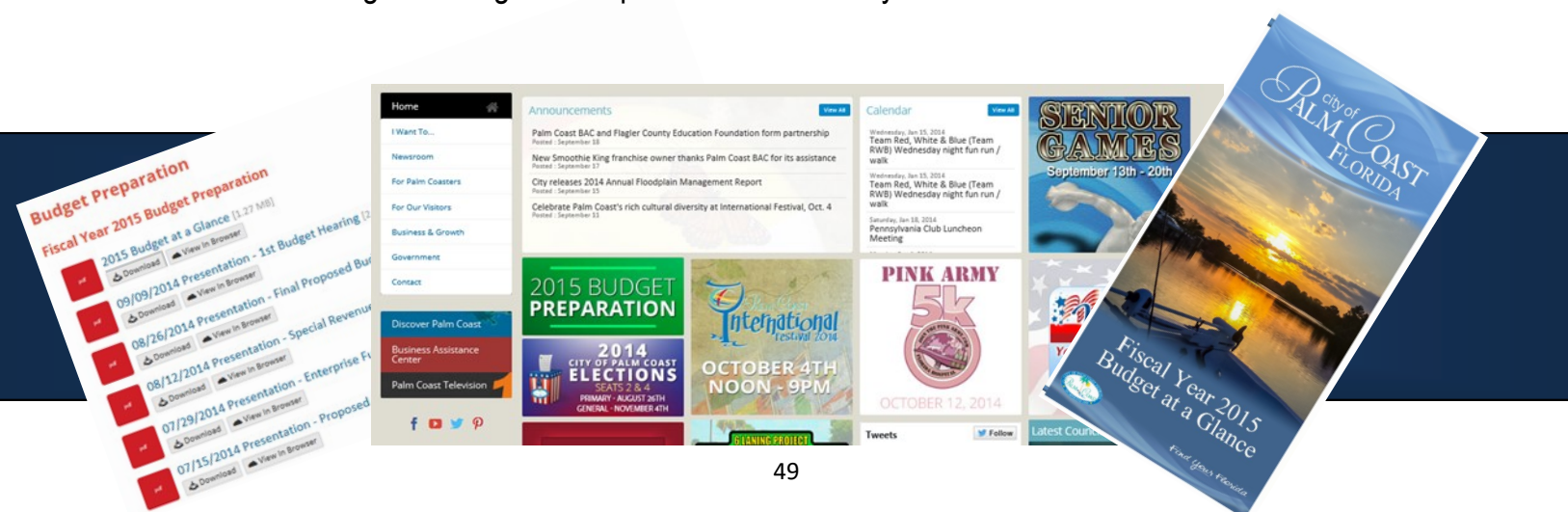
Governmental Funds are budgeted using the modified accrual basis of accounting. Revenues are recognized when they become available and measurable. An example would be sales tax or state revenue sharing that is measurable but may not be received until after the end of the fiscal year. Expenditures are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

METHODOLGY

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

PUBLIC PARTICIPATION

Ensuring ample opportunity for public input is an important part of the budget preparation process. A series of presentations over the course of six months are provided to City Council in public workshops where citizens can not only view the information at the workshop but also can obtain copies of all presentations and other helpful documents on the City website by clicking on the "Budget Preparation" link on the City's homepage. 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 which is made available to both City Council and to the public each quarter via the City's website. This report gives City Council a birds eye view of the progress being made throughout the fiscal year.



The end of year performance and budget results are reviewed in December. These results provide the foundation for the Annual Progress Report which is presented to City Council in February. In January, each Department Director receives their annual performance evaluation. The evaluation includes a review of the previous fiscal year's budget results, 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 fifth 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.

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Budget Calendar

Focusing on the Outcome

HELPFUL HINT!

Click here to be taken to the City's website where budget preparation documents can be found.

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
- ◆ Current year 2nd quarter results provided to City Council

May

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

June

- ◆ Revenue Source Overview presentation provided to City Council
- ◆ 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
- ◆ End of year results provided to City Council

Budget Amendment Process

SUPPLEMENTAL APPROPRIATION AMENDMENTS AFTER ADOPTION

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

EMERGENCY APPROPRIATIONS

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

PLANNING PROCESS

The long-term financial plan is the foundation of the strategic planning process. The plan provides direction for the allocation of resources and ensures fiscal responsibility. The long-term plan is reviewed and revised each year after the annual financial audit and during the preparation of the annual budget. The timing of this allows staff an opportunity to evaluate existing policies 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. This has been apparent over the past two years as long-time employees have left employment with the City to pursue new endeavors. In an effort to mitigate the loss of talented staff, and to remain competitive in the current job market, the budget includes a base salary adjustment of 2.9% as well as provisions for merit increases not to exceed an average of 3% department wide. For the fourth 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 58% of the City's estimated revenues for fiscal year 2019. 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 6% per year. We project that this trend will continue for the next several years as a result of increasing development and healthy economic conditions.

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

HALF-CENT SALES TAX: This revenue source has increased an average of \$150,000 per year since 2013. 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 2013, this revenue source has increased an average of \$80,000 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 fiscal year 2014, the first full year for this revenue, there has been an increase of 30% or \$700,000. 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. Overall from fiscal year 2014 to 2018 this revenue source increased 9% or \$150,000. This is expected to continue.

SOLID WASTE CHARGES: This charge is expected to mirror the population growth of about 1% to 2%. During fiscal year 2013 a rate reduction was possible due to the conversion of our solid waste trucks to natural gas. 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 2013. The increase in the number of building permits has a direct impact on this revenue source. All construction related revenues are expected to increase 4% annually for the next two years.

REVENUE DIVERSIFICATION

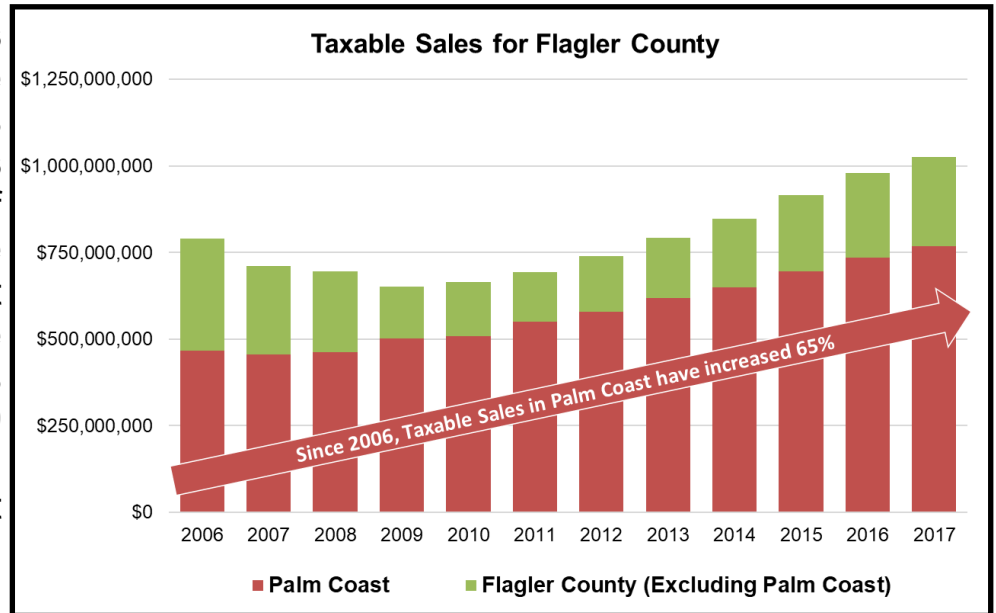
In an ongoing effort to keep City Council well informed, staff provides an annual review of all funding sources. This includes information about restrictions on revenue sources and funding options available for future needs.

There are two funding sources which are not currently in use and are available for future funding. These include the Public Service Tax and Utility Franchise Fees. Both of these funding sources represent the potential for nearly \$8 million of new revenue annually. This discussion takes place each year during the budget preparation process.

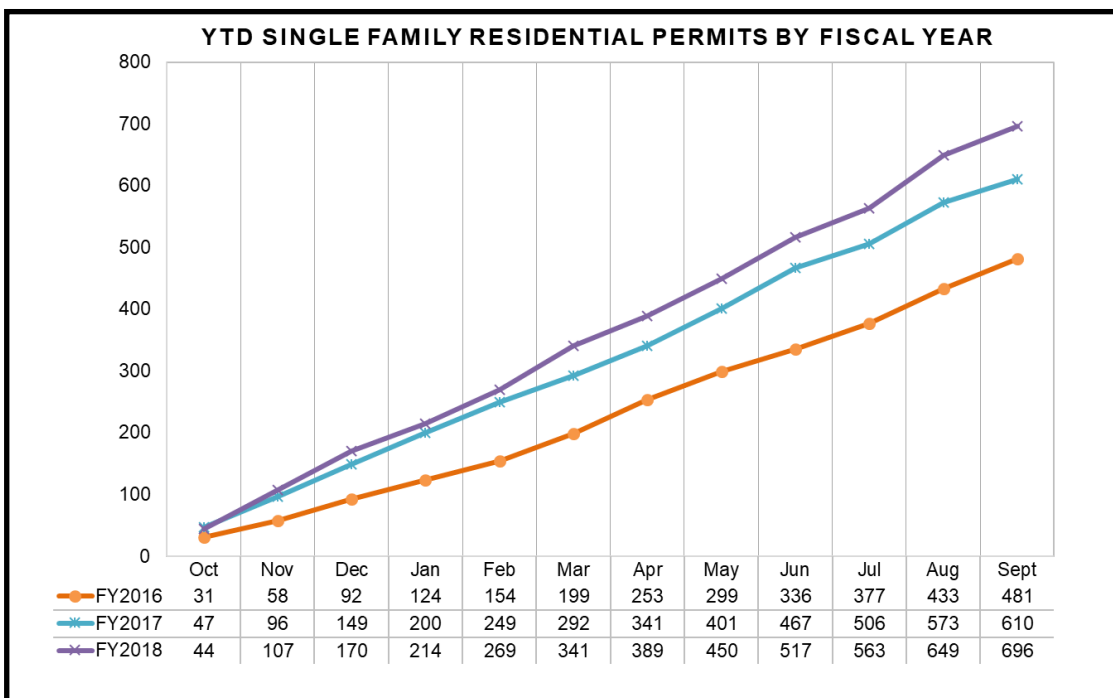
LOCAL ECONOMY

The City's economy continues to steadily improve. All economic indicators are pointing in a positive direction. Real estate values continued to rise in 2018 with the median sales price up 4.7% and with values expected to continue to appreciate in 2019. Single-family permits are up again with 696 permits issued in 2018, the seventh straight year of increased permit activity. In addition, the labor market has healed from the high unemployment rate of 9.6% five years ago, with the unemployment rate hitting 3.9% at the end of 2018. Flagler County has 5,514 more people employed than five years ago.

A particular bright spot has been taxable sales within the City. Since 2006, taxable sales have increased 65%. 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 2019 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

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

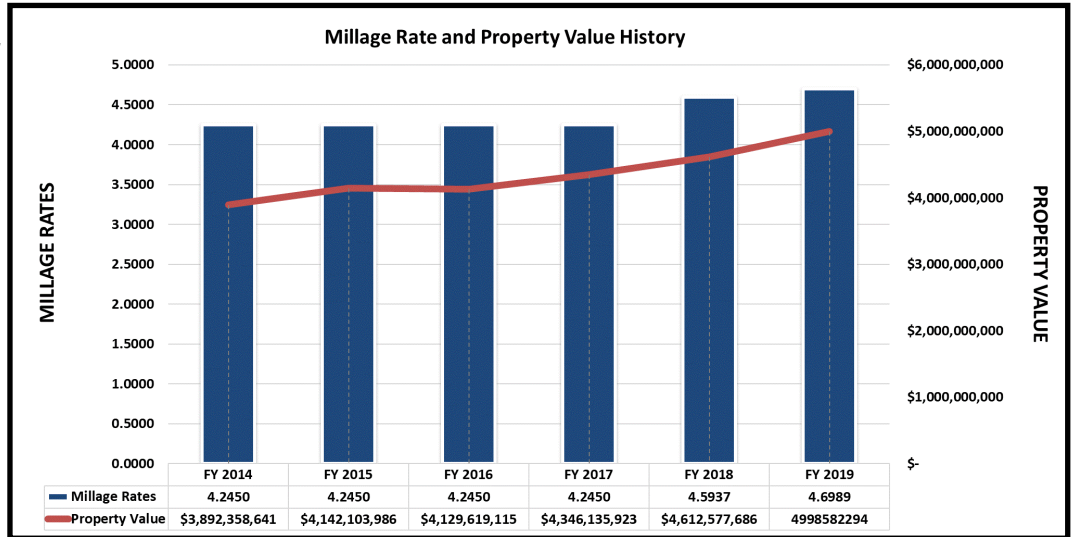
<u>Revenue Source</u>	<u>Assumption</u>
AD VALOREM TAXES	Assume average increase of new construction of 1.25% over prior year, 1% annual market value change, and flat millage rate
SMALL COUNTY SURTAX	Based on historical data increase 4% per year
LOCAL OPTION FUEL TAX	Based on historical data keep flat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

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

GENERAL FUND

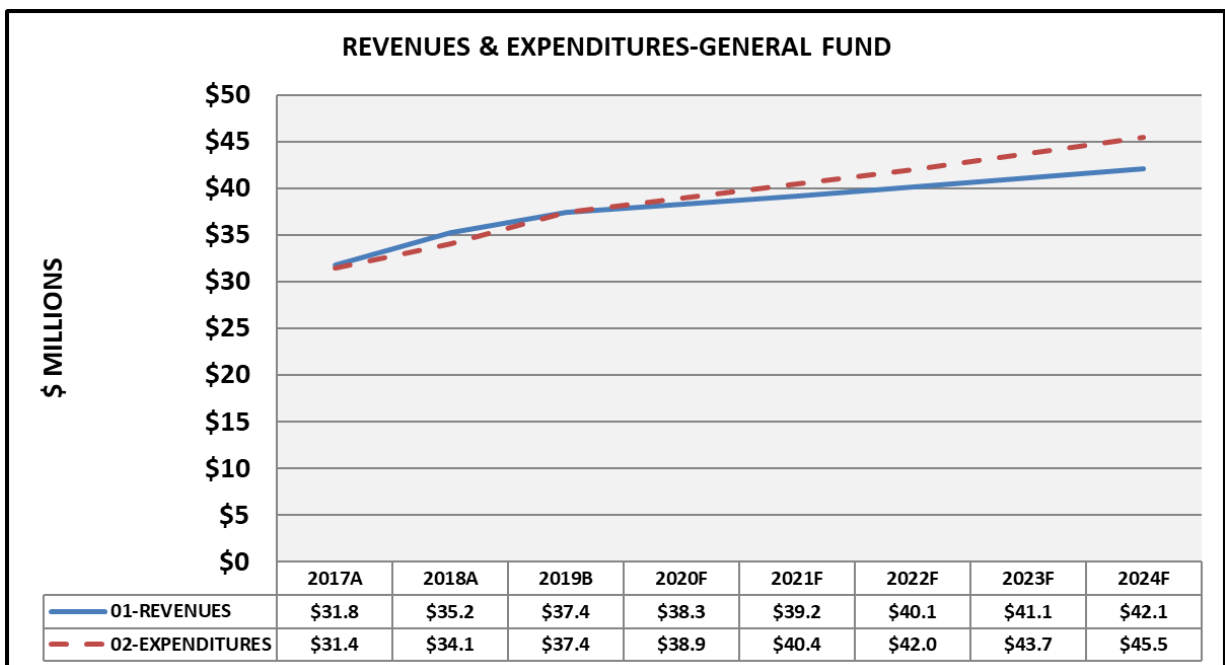
During the budget process, the City Council was able to sustain existing levels of service, within the 2018 millage rate of 4.5937. However, City Council took action to increase the millage rate for 2019 to 4.6989 mills in order to fund additional technology improvements. The increase in the millage rate will result in an additional \$500,000 of property taxes collected over the previous year.

Property taxes account for approximately 14% 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



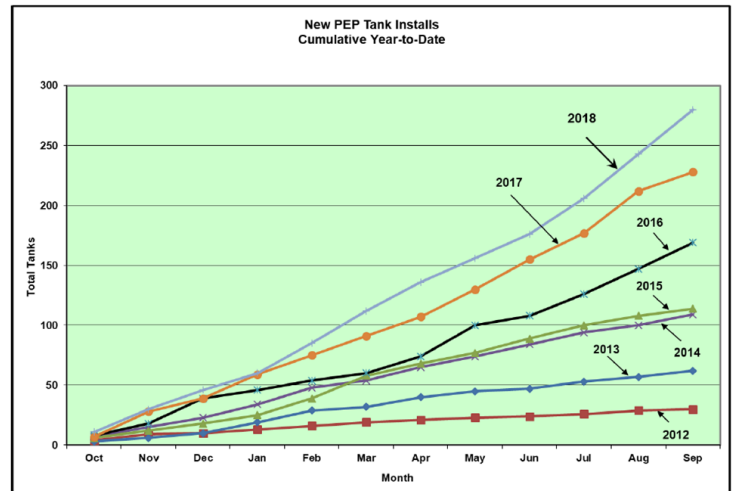
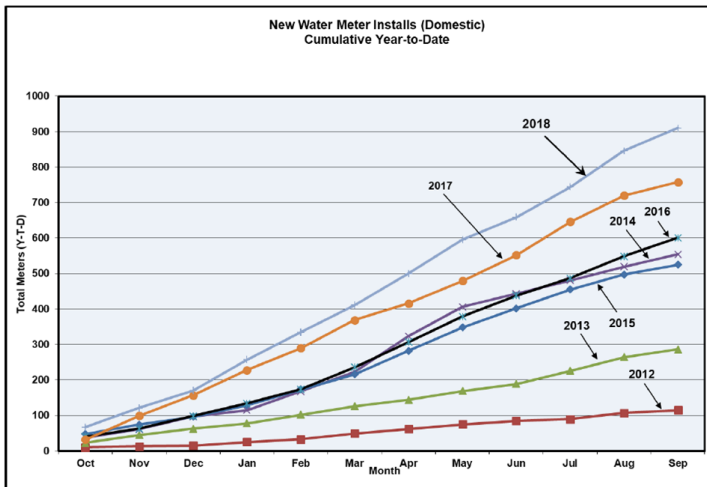
millage rates. After several years of decreases, property values increased in fiscal year 2014 a modest 1.21%. Values have since continued to increase an average of 6% per year. We anticipate a continuing increase in the next several years.

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.

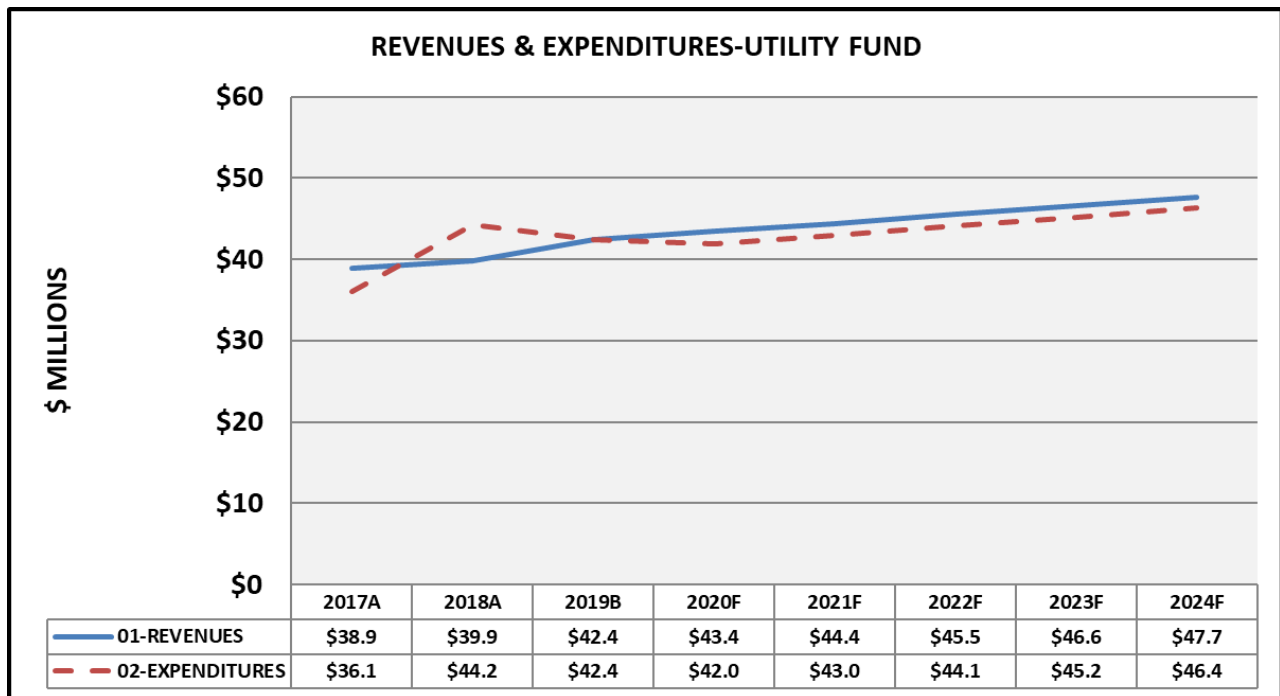


UTILITY FUND

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 this past year. 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.



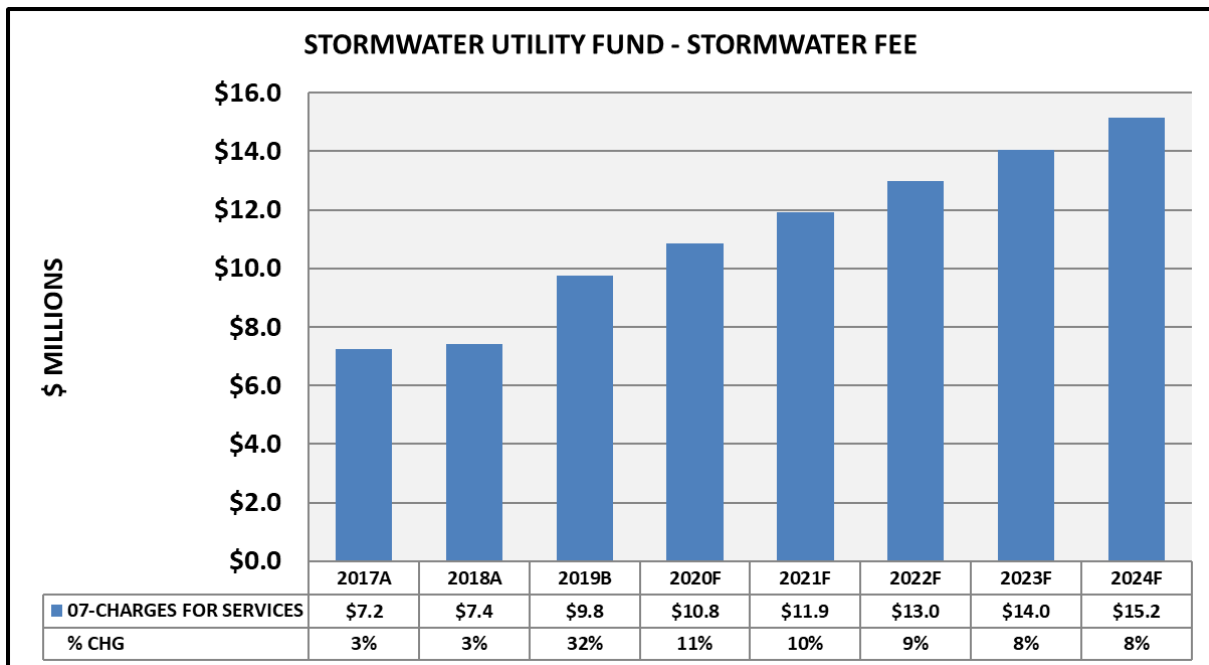
Water and wastewater rates are indexed annually based on the June 30th consumer price index. Like transportation impact fees, water and wastewater impact fees are expected to increase 4% annually for the next two years as a result of an increase in new construction.

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.



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





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Summary of Major Budgetary Changes

Fiscal Year 2018 Budget vs. 2019 Budget

- ⇒ The FY 2019 Approved Budget is \$5,755,230 higher than that of FY 2018. This is an increase of almost 4%.
- ⇒ The FY 2019 Ad Valorem Tax Receipt revenue is budgeted 11% or \$2,229,168 higher than FY 2018. This is due to an increase in property values as well as additional technology improvements being funded. The millage rate has been increased from 4.5937 for 2018 to 4.6989 for 2019 to fund these technology improvements.

Additional Technology Improvements Funded by Increase:

- Applications & system evaluation
 - ERP streamlining and integrations
 - Employee emergency notification application
 - Routing application integration
 - Cloud based office application pilot
 - RFID inventory system pilot
 - Various Smart City applications
 - Phone system improvements
- ⇒ Utility revenue is projected to increase by approximately 7% in FY 2019 as a result of rate increases approved by City Council.
 - ⇒ Business type and internal services have now been broken out within the budget for the Information Technology Department. The enterprise fund now only accounts for the cost of our cell towers and FiberNET system.
 - ⇒ The Communications Fund includes \$1.6M to fund the new 800 MHz radio system equipment.

Budget Overview

<u>FUND/DEPARTMENT</u>	<u>Proposed FY 19</u>
General Fund	\$ 37,424,362
<u>Special Revenue Funds:</u>	
CDBG fund	811,673
Police Education Fund	5,500
Special Events Fund	187,170
Old Kings Road Special Assessment Fund	427,475
BAC Fund	16,500
Streets Improvement Fund	5,246,100
SR100 Community Redevelopment Fund	2,202,162
<u>Capital Funds:</u>	
Recreation Impact Fee Fund	735,800
Fire Impact Fee Fund	207,252
Transportation Impact Fee Fund	2,254,735
Capital Projects Fund	7,960,000
<u>Enterprise Funds:</u>	
Utility Fund	42,395,540
Utility Capital Projects Fund	25,862,557
Solid Waste Fund	8,450,296
Stormwater Management Fund	8,101,784
Building Permits Fund	2,333,000
Information Technology Enterprise Fund	512,757
<u>Internal Services Funds:</u>	
Self Insured Health Fund	5,356,294
Fleet Management Fund	5,884,523
Fleet Communication Fund	1,625,000
Facilities Maintenance Fund	1,010,608
Information Technology Internal Service Fund	3,186,781
Subtotal Budget All Funds	\$162,197,869
Less: Interfund Transfers	23,207,191
Total	<u><u>\$ 138,990,678</u></u>

Budget Summary

By Fund Type

Fund Type	Estimated Revenue	Expenditures & Contingency	Capital Expenditures	Operating Transfers	Total Expenditures
General Fund	\$ 37,424,362	\$ 35,744,429	\$ 36,000	\$ 1,643,933	\$ 37,424,362
Special Revenue Funds					
CDBG Fund	811,673	331,673	-	480,000	811,673
Police Education Fund	5,500	5,500	-	-	5,500
Special Events Fund	187,170	187,170	-	-	187,170
Streets Improvement Fund	5,246,100	2,795,000	2,451,100	-	5,246,100
OKR Special Assessment Fund	427,475	427,475	-	-	427,475
BAC Fund	16,500	16,500	-	-	16,500
SR100 CRA Fund	2,202,162	1,079,162	200,000	923,000	2,202,162
	<u>8,896,580</u>	<u>4,842,480</u>	<u>2,651,100</u>	<u>1,403,000</u>	<u>8,896,580</u>
Capital Project Funds					
Recreation Impact Fee Fund	735,800	20,800	165,000	550,000	735,800
Fire Impact Fee Fund	207,252	207,252	-	-	207,252
Transportation Impact Fee Fund	2,254,735	634,000	1,520,735	100,000	2,254,735
Capital Projects Fund	7,960,000	375,000	7,585,000	-	7,960,000
Sub-Total	<u>11,157,787</u>	<u>1,237,052</u>	<u>9,270,735</u>	<u>650,000</u>	<u>11,157,787</u>
Enterprise Funds					
Utility Fund	42,395,540	35,963,311	880,989	5,551,240	42,395,540
Utility Capital Projects Fund	25,862,557	1,264,771	24,597,786	-	25,862,557
Solid Waste Fund	8,450,296	8,450,296	-	-	8,450,296
Stormwater Management Fund	8,101,784	7,056,468	931,700	113,616	8,101,784
Building Permits & Inspections Fund	2,333,000	2,299,050	-	33,950	2,333,000
Information Technology Fund	512,757	245,278	50,000	217,479	512,757
Sub-Total	<u>87,655,934</u>	<u>55,279,174</u>	<u>26,460,475</u>	<u>5,916,285</u>	<u>87,655,934</u>
Internal Service Funds					
Self Insured Health Fund	5,356,294	5,356,294	-	-	5,356,294
Fleet Management Fund	5,884,523	2,482,506	3,070,417	331,600	5,884,523
Fleet Communications Fund	1,625,000	50,000	1,575,000	-	1,625,000
IT Internal Service Fund	3,186,781	3,065,781	121,000	-	3,186,781
Facilities Maintenance Fund	1,010,608	884,008	8,000	118,600	1,010,608
Sub-Total All Funds	<u>162,197,869</u>	<u>\$ 108,941,724</u>	<u>\$ 43,192,727</u>	<u>\$ 10,063,418</u>	<u>162,197,869</u>
Less: Interfund Charges and Transfers	<u>23,207,191</u>				<u>23,207,191</u>
Total	<u>\$ 138,990,678</u>				<u>\$ 138,990,678</u>

Budget Summary

By Function

	General Fund	Enterprise Funds	Internal Services Funds	Special Revenue Funds	Capital Projects Funds	Total Funds
<u>CASH BALANCES BROUGHT FORWARD</u>	\$ -	\$ 14,649,828	\$ 2,014,725	\$ 1,794,309	\$ 2,283,953	\$ 20,742,815
<u>ESTIMATED REVENUES</u>						
TAXES: Millage Per \$1,000						
Advalorem Taxes: 4.6989	\$ 22,204,799	\$ 520,000	\$ -	\$ -	\$ -	\$ 22,724,799
Sales, Use, and Fuel Taxes	325,000	-	-	2,741,875	3,400,000	6,466,875
Telecommunication Service Tax	2,279,670	-	-	-	-	2,279,670
Local Business Tax	400,000	-	-	-	-	400,000
Permits, Fees and Special Assessments	1,077,500	-	-	327,475	-	1,404,975
Intergovernmental Revenue	4,246,396	946,470	-	2,734,690	668,782	8,596,338
Charges for Services	5,405,817	66,710,016	22,591	172,170	2,852,052	75,162,646
Fines & Forfeitures	396,000	-	-	4,500	-	400,500
Interest Revenue	66,560	415,000	35,000	-	-	516,560
Miscellaneous Revenues	65,000	10,000	220,500	-	-	295,500
Non Revenues	-	-	12,843,773	-	-	12,843,773
Transfers from Other Funds	957,620	4,404,620	1,926,617	1,121,561	1,953,000	10,363,418
Total Revenues and other Financing Sources	\$ 37,424,362	\$ 73,006,106	\$ 15,048,481	\$ 7,102,271	\$ 8,873,834	\$ 141,455,054
Total Estimated Revenues and Balances	\$ 37,424,362	\$ 87,655,934	\$ 17,063,206	\$ 8,896,580	\$ 11,157,787	\$ 162,197,869
Less: Interfund Transfers						23,207,191
Net Revenues						\$ 138,990,678
<u>EXPENDITURES/EXPENSES</u>						
General Government	\$ 9,695,610	\$ 245,278	\$ -	\$ 146,785	\$ 1,770,000	\$ 11,857,673
Public Safety	12,419,658	2,131,841	-	4,500	-	14,555,999
Physical Environment	-	64,769,734	-	-	-	64,769,734
Transportation	6,844,635	-	-	5,266,100	1,520,735	13,631,470
Economic Environment	473,191	10,000	-	336,673	-	819,864
Culture/Recreation	6,192,922	-	-	387,170	6,055,000	12,635,092
Internal Service	-	-	16,260,972	-	-	16,260,972
Debt Service	-	14,106,730	-	1,259,852	-	15,366,582
Transfers to Other Funds	1,643,933	5,916,285	450,200	1,403,000	950,000	10,363,418
Total Expenditures/Expenses	\$ 37,269,949	\$ 87,179,868	\$ 16,711,172	\$ 8,804,080	\$ 10,295,735	\$ 160,260,804
Reserves	154,413	476,066	352,034	92,500	862,052	1,937,065
Total Appropriated Expenditures and Reserves	\$ 37,424,362	\$ 87,655,934	\$ 17,063,206	\$ 8,896,580	\$ 11,157,787	\$ 162,197,869
Less: Interfund Transfers						23,207,191
Net Expenditures						\$ 138,990,678

Budget Summary

By Division

FUND/DIVISION	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19
General Fund				
City Council	\$ 100,487	\$ 104,646	\$ 118,958	\$ 157,056
City Manager	361,633	359,102	554,038	397,913
Communications and Marketing	331,572	383,045	424,886	455,574
Central Services	340,329	311,626	349,056	405,366
Economic Development	247,178	253,689	432,836	473,191
City Clerk	136,864	146,097	168,544	164,410
Human Resources	455,788	517,106	543,237	602,828
Law Enforcement	2,702,136	2,702,136	3,338,578	3,505,503
City Attorney	426,680	447,116	520,086	526,473
Financial Services	778,122	859,711	934,212	943,914
Fire	7,859,396	8,187,313	8,747,897	8,931,687
Construction Management & Engineering	1,382,093	1,758,484	1,964,150	1,230,968
Tennis Center	301,304	313,597	288,629	324,328
Golf Course	1,610,659	1,651,266	1,528,106	1,572,365
Parks and Recreation	1,153,600	1,160,359	1,624,980	1,646,855
Pool	-	-	-	431,833
Non-Departmental	1,346,673	1,056,213	1,377,689	2,323,961
Planning	1,405,345	1,312,755	1,560,626	1,661,509
Code Enforcement	2,003,442	2,225,616	2,521,134	2,465,912
Streets	5,599,304	6,115,448	6,313,127	6,975,975
Parks/Facilities	1,504,382	1,575,091	2,101,853	2,226,741
Total General Fund	\$ 30,046,990	\$ 31,440,416	\$ 35,412,622	\$ 37,424,362
Utility Fund				
Utility Customer Service	1,388,941	1,405,989	1,578,776	1,649,507
Utility Construction Management & Engineering	-	-	-	530,292
Utility Administration	695,334	766,030	829,256	876,337
Utility Maintenance	712,442	745,197	927,264	983,169
Wastewater Collection	2,670,841	2,771,546	4,575,763	3,151,613
Wastewater Treatment Plant #1	1,771,576	1,898,646	1,990,631	2,145,848
Wastewater Treatment Plant #2	-	52,142	566,153	1,460,813
Water Plant #1	1,088,682	1,220,154	1,336,526	2,483,606
Water Plant #2	1,747,372	1,890,922	2,176,420	1,765,092
Water Plant #3	1,390,106	1,681,772	1,857,126	1,385,575
Water Quality	458,224	473,699	553,822	856,698
Water Distribution	2,954,038	3,071,069	3,685,526	4,233,817
Non-Departmental	21,697,600	42,255,989	22,036,540	20,873,173
Total Utility Fund	\$ 36,575,154	\$ 58,233,154	\$ 42,113,803	\$ 42,395,540

FUND/DIVISION	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19
CDBG Fund	178,971	445,683	1,217,298	811,673
Police Education Fund	10,000	10,000	8,000	5,500
Police Automation Fund	10,577	-	-	-
Distaster Reserve Fund	-	3,658,051	2,010,000	-
Special Events Fund	243,528	140,893	179,056	187,170
Streets Improvement Fund	7,891,724	2,980,933	3,724,844	5,246,100
Recreation Impact Fee Fund	243,893	754,489	984,454	735,800
Fire Impact Fee Fund	-	-	205,200	207,252
Development Special Projects Fund	-	42,524	35,251	-
Transportation Impact Fee Fund	118,904	1,019,969	2,303,000	2,254,735
Neighborhood Stabilization Fund	-	15	41,124	-
Old Kings Road Special Assessment Fund	252,773	257,467	427,030	427,475
BAC Fund	22,500	22,500	16,500	16,500
SR100 Community Redevelopment Fund	1,599,596	1,642,521	2,470,501	2,202,162
Capital Projects Fund	3,838,327	7,430,103	5,100,000	7,960,000
Utility Capital Projects Fund	33,014	11,610,862	22,606,086	25,862,557
Solid Waste Fund	7,349,686	7,680,586	8,595,392	8,450,296
Stormwater Management Fund	6,929,790	5,931,897	8,929,597	8,101,784
Building Permits Fund	1,575,210	1,687,990	2,333,000	2,333,000
Information Technology Enterprise Fund	2,692,296	2,419,340	2,755,290	512,757
Information Technology Internal Service Fund	-	-	-	3,186,781
Self Insured Health Fund	3,219,813	3,322,796	4,687,752	5,356,294
Fleet Management Fund	3,418,127	3,288,894	4,903,674	5,884,523
Communications Fund	6,317	23,627	305,400	1,625,000
Facilities Maintenance Fund	575,582	520,455	678,599	1,010,608
Total All Funds	\$ 106,832,774	\$ 144,565,163	\$ 152,043,473	\$ 162,197,869
Less: Interfund Transfers	17,444,655	20,759,014	22,895,599	23,207,191
Total	\$ 89,388,118	\$ 123,806,149	\$ 129,147,874	\$ 138,990,678

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.

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

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

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

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

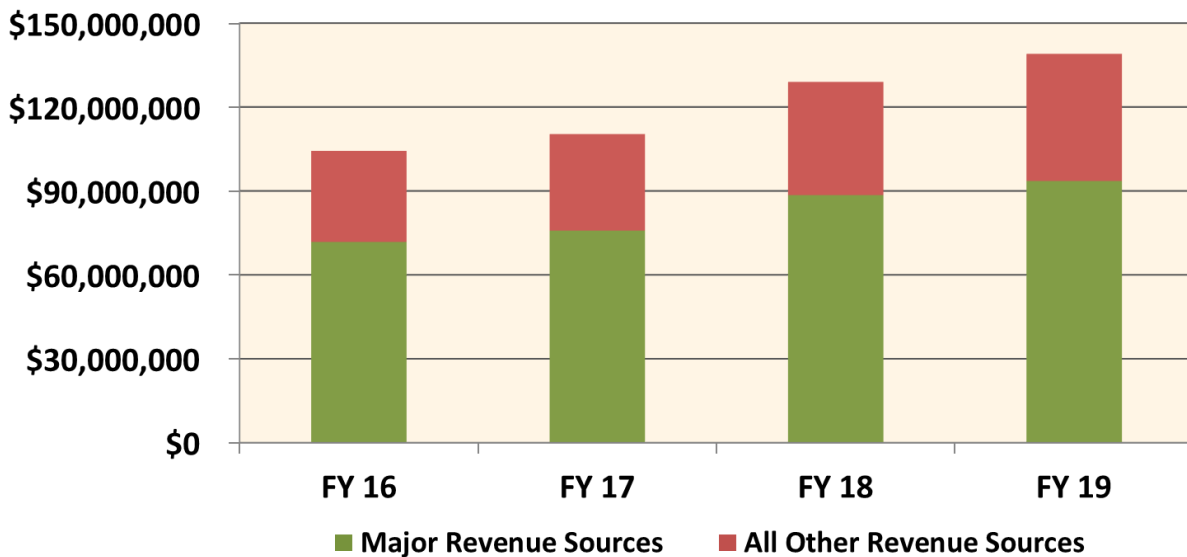
OTHER FINANCING SOURCES: This is most often an appropriation of previous surplus, and proceeds from issuing debt.

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

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

Major Revenue Sources

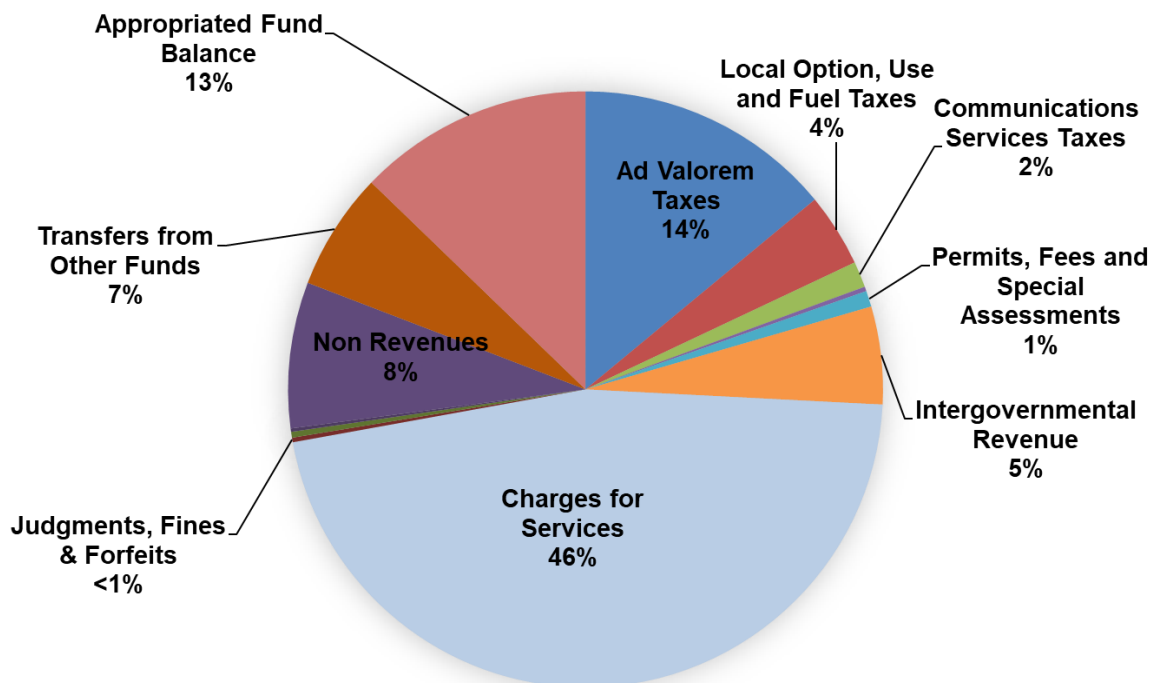
SOURCE	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19
Ad Valorem Taxes	\$ 16,938,942	\$ 17,680,005	\$ 20,470,631	\$ 22,724,799
Local Option, Use and Fuel Taxes	5,393,953	5,742,086	6,014,438	6,466,875
Telecommunication Service Tax	2,390,508	2,221,345	2,289,875	2,279,670
Half-Cent Sales Tax	1,947,655	2,074,462	2,760,864	2,860,639
Transportation Impact Fees	2,139,002	2,376,846	2,303,000	2,000,000
Water Sales	17,445,894	17,789,590	21,247,359	22,428,543
Wastewater Charges	10,421,240	11,817,305	14,904,509	15,277,121
Water Impact Fee	191,818	697,513	1,425,000	1,758,780
Wastewater Impact Fee	199,766	480,546	1,425,000	2,008,779
Solid Waste Charges	7,634,487	7,727,089	8,392,392	8,450,296
Stormwater Utility Fee	7,076,133	7,228,209	7,265,627	7,287,423
Debt Proceeds	-	-	10,351,720	-
Appropriated Fund Balance	-	-	4,190,948	20,742,815
All Other Sources	50,001,906	55,236,243	49,002,110	47,912,129
TOTAL	\$ 121,781,304	\$ 131,071,238	\$152,043,473	\$ 162,197,869
Less: Interfund Transfers	17,444,655	20,759,014	22,895,599	23,207,191
	\$ 104,336,649	\$ 110,312,225	\$129,147,874	\$ 138,990,678
Major Revenue Sources	71,779,398	75,834,995	88,498,695	93,542,925
All Other Revenue Sources	32,557,251	34,477,229	40,649,179	45,447,753
	\$ 104,336,649	\$ 110,312,225	\$129,147,874	\$ 138,990,678



Revenues by Source

SOURCE	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19
Ad Valorem Taxes	\$ 16,938,942	\$ 17,680,005	\$ 20,470,631	\$ 22,724,799
Local Option, Use and Fuel Taxes	5,393,953	5,742,086	6,014,438	6,466,875
Communications Services Taxes	2,390,508	2,221,345	2,289,875	2,279,670
Local Business Tax	431,683	400,099	400,000	400,000
Permits, Fees and Special Assessments	1,270,956	1,320,178	1,354,530	1,404,975
Intergovernmental Revenue	9,575,255	12,495,252	9,728,348	8,596,338
Charges for Services	66,707,965	68,931,336	72,256,192	75,162,646
Judgments, Fines & Forfeits	574,494	614,899	461,000	400,500
Interest and Other Earnings	703,802	583,321	537,700	516,560
Miscellaneous Revenues	349,091	323,704	1,092,492	295,500
Non Revenues	10,590,943	11,138,755	11,951,080	12,843,773
Transfers from Other Funds	6,853,712	9,620,259	10,944,519	10,363,418
Debt Proceeds	-	-	10,351,720	-
Appropriated Fund Balance	-	-	4,190,948	20,742,815
TOTAL	\$ 121,781,304	\$ 131,071,238	\$ 152,043,473	\$ 162,197,869
Less: Interfund Transfers	17,444,655	20,759,014	22,895,599	23,207,191
	\$ 104,336,649	\$ 110,312,225	\$129,147,874	\$ 138,990,678

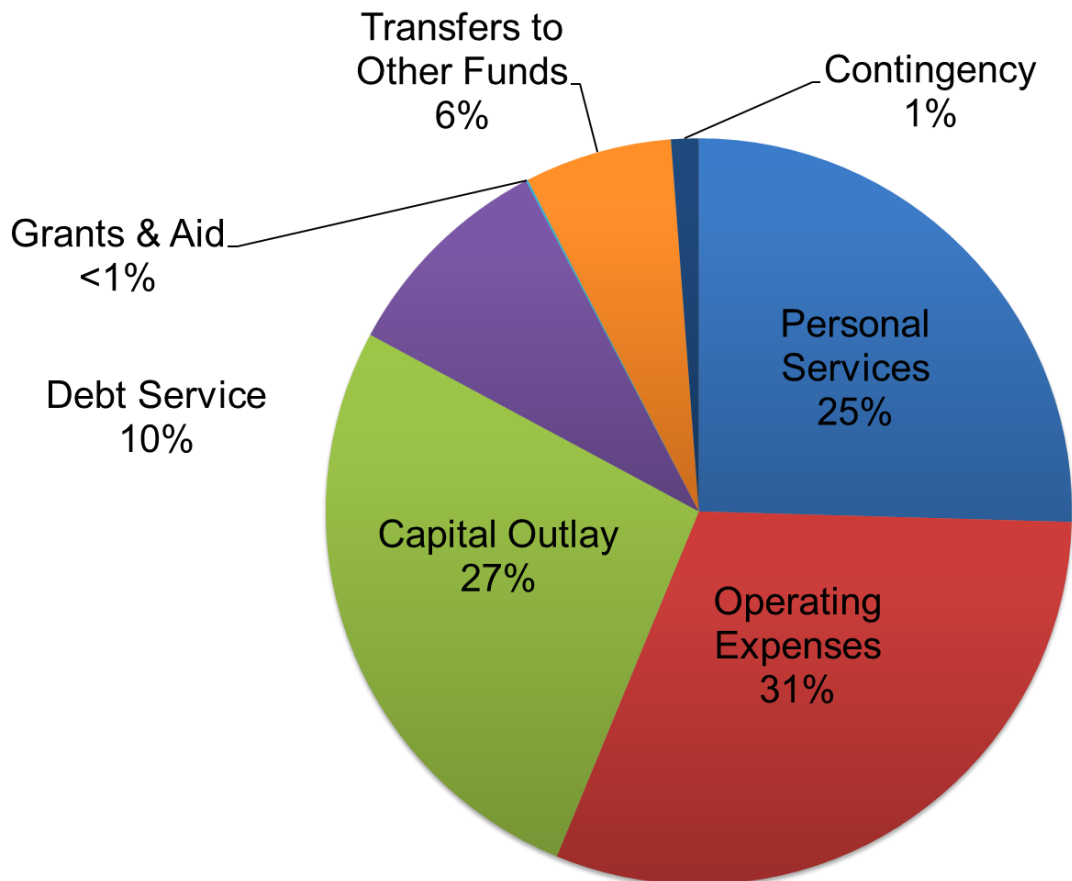
Fiscal Year 2019



Expenditures by Category

CATEGORY	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19
Personal Services	\$ 28,751,301	\$ 33,148,673	\$ 37,638,841	\$ 41,280,966
Operating Expenses	52,796,697	55,962,087	50,307,926	49,909,111
Capital Outlay	11,605,895	39,653,170	27,204,356	43,192,727
Debt Service	6,767,339	6,116,847	13,713,781	15,366,582
Grants & Aid	57,829	64,128	136,000	148,000
Transfers to Other Funds	6,853,712	9,620,259	10,944,519	10,363,418
Contingency	-	-	12,098,050	1,937,065
TOTAL	\$ 106,832,774	\$ 144,565,163	\$ 152,043,473	\$ 162,197,869
Less: Interfund Transfers	17,444,655	20,759,014	22,895,599	23,207,191
	\$ 89,388,118	\$ 123,806,149	\$ 129,147,874	\$ 138,990,678

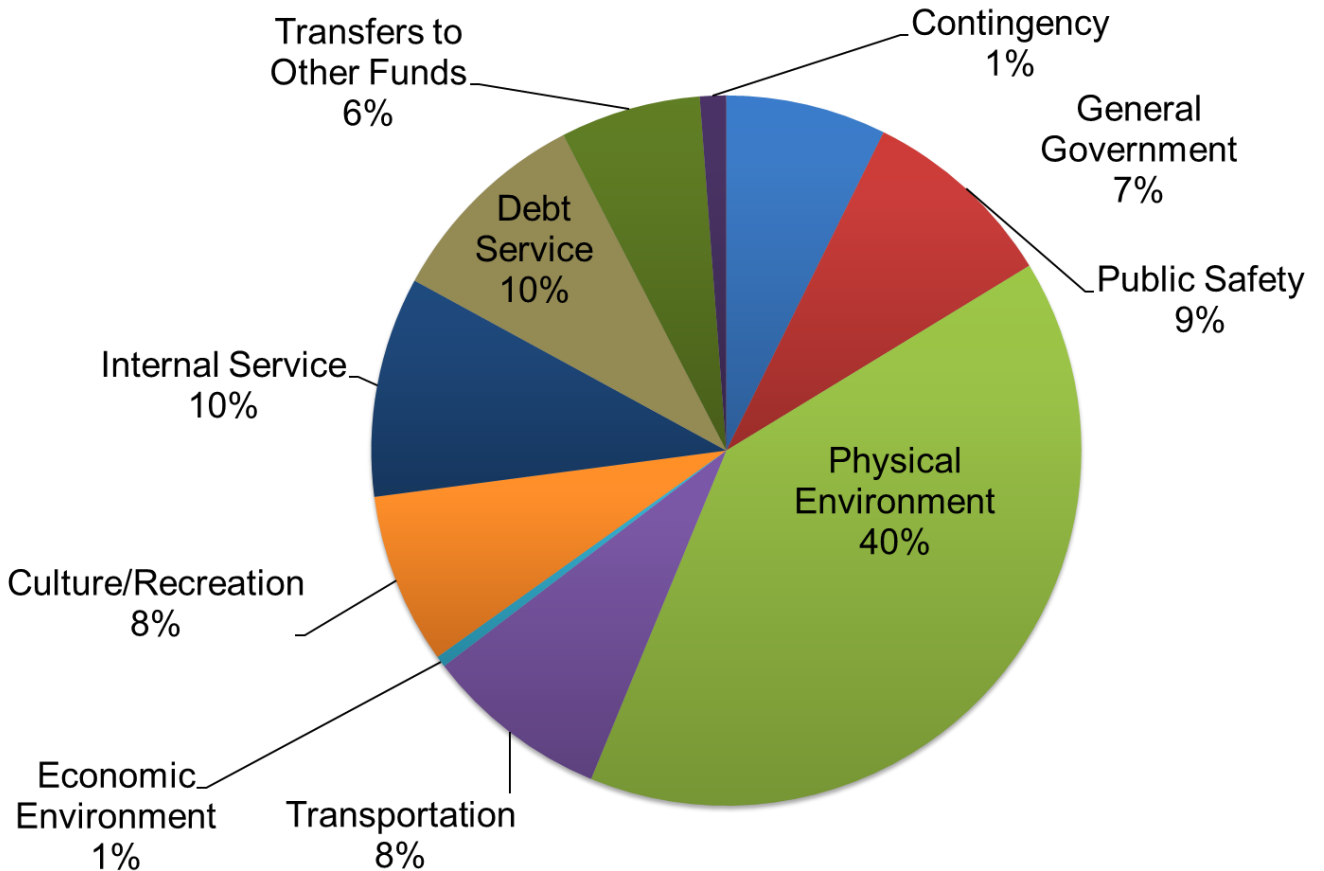
Fiscal Year 2019



Expenditures by Function

FUNCTION	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19
General Government	\$ 12,102,698	\$ 11,508,023	\$ 13,066,559	\$ 11,857,673
Public Safety	12,239,132	16,220,257	15,908,260	14,555,999
Physical Environment	40,682,621	53,405,471	54,016,692	64,769,734
Transportation	13,507,857	9,267,264	10,853,498	13,631,470
Economic Environment	458,648	731,886	1,000,046	819,864
Culture/Recreation	7,248,682	12,572,210	10,933,900	12,635,092
Internal Service	7,219,840	7,155,771	9,508,168	16,260,972
Debt Service	6,767,339	24,084,023	13,713,781	15,366,582
Transfers to Other Funds	6,605,957	9,620,259	10,944,519	10,363,418
Contingency	-	-	12,098,050	1,937,065
TOTAL	\$ 106,832,774	\$ 144,565,163	\$ 152,043,473	\$ 162,197,869
Less: Interfund Transfers	\$17,444,655	\$20,759,014	\$22,895,599	\$23,207,191
	\$ 89,388,118	\$ 123,806,149	\$ 129,147,874	\$ 138,990,678

Fiscal Year 2019



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 09/30/18
Lease Purchases	2019	\$ 479,015	\$ 15,897
OKR Special Assessment Loan	2043	5,284,036	4,608,173
Bank Loans	2025	78,283,000	62,880,000
State Revolving Fund Loans	2030	42,276,165	34,192,122
Utility System Revenue Bonds	2036	89,600,000	78,240,000
TOTALS		\$215,922,216	\$179,936,192

Fund	Principal Outstanding at 09/30/18
Utility Fund	\$ 159,635,801
Stormwater Fund	7,991,321
Information Technology Fund	15,897
SR100 CRA Fund	7,685,000
Totals not including interfund loan:	\$175,328,019
Utility interfund loan to the OKR SAD	\$4,608,173
Total:	\$179,936,192

Total:	Principal	Interest	Total
2019	\$ 9,740,311	\$ 5,600,202	\$ 15,340,513
2020	10,023,946	5,295,313	15,319,259
2021	10,334,608	4,974,940	15,309,548
2022	10,656,891	4,642,052	15,298,943
2023	18,601,812	4,295,976	22,897,788
2024-2028	53,754,046	14,411,907	68,165,953
2029-2033	46,660,138	8,728,045	55,388,183
2034-2038	18,765,862	1,798,661	20,564,523
2039-2043	1,398,578	214,270	1,612,848
Totals:	\$ 179,936,192	\$ 49,961,365	\$ 229,897,557

Budget Detail by Fund





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Funds

The City of Palm Coast utilizes a fund structure as outlined in the accounting regulations that govern units of local government. A fund is a fiscal and accounting entity 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.
2. **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, the Business Assistance Center, our Disaster Reserve, funding of the Streets Improvement program as well as several others.

PROPRIETARY FUNDS

Proprietary funds are accounted for on a cost of services or “capital maintenance” measurement focus. Accordingly, all assets and liabilities are included on their balance sheets and the reported fund equity provides an indication of the economic net worth of the fund. Operating statements for proprietary fund types report increases and decreases in total economic net worth. The City’s proprietary funds include groups of both enterprise (business-type) and internal services funds. The largest budgetary contributor among all funds is the Utility Fund, which is an enterprise fund.

1. **Enterprise Funds** The enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises. The Utility Fund and the Utility Capital Projects Fund were established in conjunction with the utility purchase. Other funds include Solid Waste, Stormwater Management, Building Permits and Information Technology.

2. **Internal Service Funds** The internal service funds account for financing goods or services provided by one department to other City departments or to other governments on a cost-reimbursement basis. The internal service funds in this budget are the Fleet Management, Facilities Maintenance, Communications, 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.

Estimated Fund Balances

FUND	Available Fund Balance 9/30/2017	Estimated Fund Balance 9/30/2018	Net Annual Revenues (Expenditures)	Available Fund Balance 9/30/2019
General	\$6,501,983	\$7,642,843	\$154,413	\$7,797,256
Police Education	3,108	2,369	(1,000)	1,369
Disaster Reserve	2,826,717	2,744,058	-	2,744,058
Special Events	282,535	300,959	-	300,959
Streets Improvement	3,560,496	3,927,720	(1,207,319)	2,720,401
Recreation Impact Fee	632,777	367,472	20,800	388,272
Fire Impact Fee	719,396	916,684	207,252	1,123,936
Development Special Projects	303,999	289,342	(35,251)	254,091
Transportation Impact Fee	2,430,521	3,956,960	569,000	4,525,960
Neighborhood Stabilization	41,124	36,264	(36,264)	-
Old Kings Road Special Assessment	388,343	521,339	80,000	601,339
BAC	11,596	11,695	(11,500)	195
SR 100 Community Redevelopment	251,220	871,703	(269,490)	602,213
Capital Projects	2,139,299	2,992,575	(2,283,953)	708,622
Utility	13,721,163	17,273,969	308,857	17,582,826
Utility Capital Projects	9,484,465	16,734,973	(14,355,467)	2,379,506
Solid Waste	1,460,849	1,580,692	-	1,580,692
Stormwater Management	2,466,751	2,625,199	(294,361)	2,330,838
Building Permits	2,884,232	3,425,965	167,209	3,593,174
Information Technology	687,356	872,271	(226,454)	645,817
Health Insurance	3,418,092	3,997,929	352,034	4,349,963
Facilities Fund	165,877	226,542	(74,279)	152,263
Communications Fund	780,073	1,081,299	(1,030,000)	51,299
Fleet Management	6,485,879	7,322,351	(683,992)	6,638,359
	<u>\$ 61,647,851</u>	<u>\$ 79,723,173</u>	<u>\$ (18,649,765)</u>	<u>\$ 61,073,408</u>

CHANGES IN FUND BALANCES

There is an overall decrease of approximately \$18.6 million projected from fiscal year 2018 to 2019. 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

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed FY 19
Ad Valorem Taxes	\$16,290,479	\$17,261,563	\$19,368,041	\$22,204,799
Local Option, Use and Fuel Taxes	273,487	232,597	325,000	325,000
Communications Services Taxes	2,390,508	2,221,345	2,289,875	2,279,670
Local Business Tax	431,683	400,099	400,000	400,000
Permits, Fees and Special Assessments	943,385	987,029	1,027,500	1,077,500
Intergovernmental Revenue	3,898,952	3,989,003	4,074,208	4,246,396
Charges for Services	4,760,309	5,308,007	5,880,574	5,405,817
Judgments, Fines & Forfeits	363,852	449,314	456,000	396,000
Interest and Other Earnings	80,333	66,716	80,000	66,560
Miscellaneous Revenues	70,498	42,931	92,300	65,000
Transfers from Other Funds	813,319	840,150	883,744	957,620
Appropriated Fund Balance	-	-	535,380	-
TOTAL	\$30,316,805	\$31,798,754	\$35,412,622	\$37,424,362

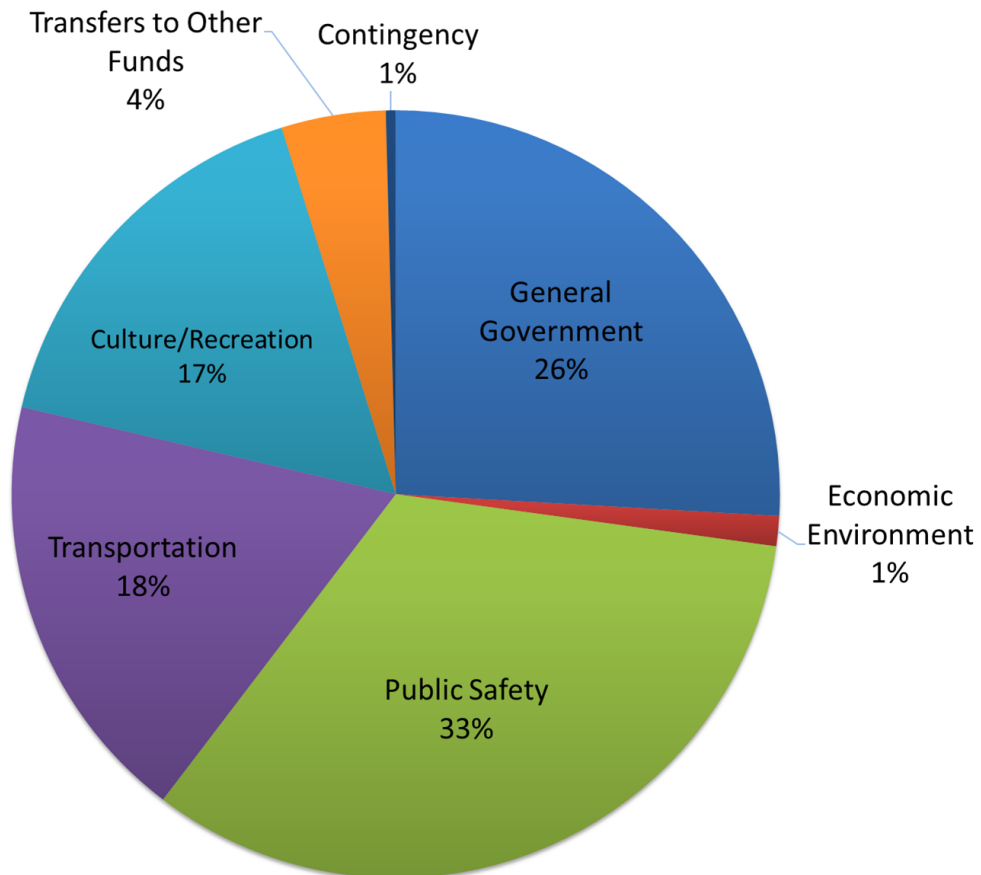
EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Budget FY 19
Personal Services	\$17,428,328	\$18,417,730	\$20,129,121	\$20,744,936
Operating Expenses	11,497,621	12,215,439	14,072,015	14,707,080
Capital Outlay	29,213	88,822	52,095	36,000
Grants & Aid	47,829	54,128	126,000	138,000
Transfers to Other Funds	1,044,000	664,298	1,033,391	1,643,933
Contingency	-	-	-	154,413
TOTAL	\$30,046,990	\$31,440,416	\$35,412,622	\$37,424,362

General Fund Expenditures by Function

FUNCTION	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19
General Government	\$ 8,025,030	\$ 8,878,257	\$10,167,163	\$ 9,695,610
Public Safety	10,561,532	10,889,449	12,086,475	12,419,658
Economic Environment	\$247,178	\$253,689	\$432,836	\$473,191
Transportation	5,599,304	6,054,410	6,249,110	6,844,635
Culture/Recreation	4,569,946	4,700,313	5,443,647	6,192,922
Transfers to Other Funds	1,044,000	664,298	1,033,391	1,643,933
Contingency	-	-	-	154,413
TOTAL	\$ 30,046,990	\$ 31,440,416	\$ 35,412,622	\$ 37,424,362

Fiscal Year 2019



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

SOURCE	REVENUES			Proposed
	Actual FY 16	Actual FY 17	Estimated FY 18	Budget FY 19
Ad Valorem Taxes	\$ 284,600	\$ -	\$ 600,000	\$ -
Local Option, Use and Fuel Taxes	2,749,805	2,878,973	3,050,000	3,400,000
Intergovernmental Revenue	162,913	370,405	-	323,047
Interest and Other Earnings	37,533	22,435	-	-
Transfers from Other Funds	1,275,000	838,514	1,450,000	1,953,000
Appropriated Fund Balance	-	-	-	2,283,953
TOTAL	\$ 4,509,851	\$ 4,110,328	\$ 5,100,000	\$ 7,960,000

EXPENDITURES

SOURCE	EXPENDITURES			Proposed
	Actual FY 16	Actual FY 17	Estimated FY 18	Budget FY 19
Operating Expenses	\$ -	\$ -	\$ 75,000	\$ 75,000
Capital Outlay	3,838,327	7,300,103	4,637,542	7,585,000
Transfers to Other Funds	-	130,000	28,000	300,000
Contingency	-	-	359,458	-
TOTAL	\$ 3,838,327	\$ 7,430,103	\$ 5,100,000	\$ 7,960,000

CDBG Fund

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

REVENUES

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Intergovernmental Revenue	\$ 139,546	\$ 445,683	\$ 1,217,298	\$ 506,673
Appropriated Fund Balance	-	-	-	305,000
TOTAL	\$ 139,546	\$ 445,683	\$ 1,217,298	\$ 811,673

EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Operating Expenses	\$ 178,971	\$ 445,683	\$ 511,086	\$ 331,673
Transfers to Other Funds	-	-	400,000	480,000
Contingency	-	-	306,212	-
TOTAL	\$ 178,971	\$ 445,683	\$ 1,217,298	\$ 811,673

Police Education Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Judgments, Fines & Forfeits	\$ 4,339	\$ 4,784	\$ 5,000	\$ 4,500
Appropriated Fund Balance	-	-	3,000	1,000
TOTAL	\$ 4,339	\$ 4,784	\$ 8,000	\$ 5,500

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ 10,000	\$ 10,000	\$ 7,000	\$ 4,500
Contingency	-	-	1,000	1,000
TOTAL	\$ 10,000	\$ 10,000	\$ 8,000	\$ 5,500

Disaster Reserve Fund

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

REVENUES

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Intergovernmental Revenue	\$ 26,481	\$ 4,240,980	\$ 1,675,000	\$ -
Interest and Other Earnings	17,836	(1,134)	-	-
Miscellaneous Revenues	-	-	8,141	-
Appropriated Fund Balance	-	-	326,859	-
TOTAL	\$ 44,317	\$ 4,239,846	\$ 2,010,000	\$ -

EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Operating Expenses	\$ -	\$ 3,658,051	\$ 2,010,000	\$ -
TOTAL	\$ -	\$ 3,658,051	\$ 2,010,000	\$ -

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

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Intergovernmental Revenue	\$ 20,109	\$ 15,279	\$ 25,180	\$ 20,000
Charges for Services	117,340	109,737	153,876	167,170
Interest and Other Earnings	2,514	1,123	-	-
TOTAL	\$ 139,964	\$ 126,139	\$ 179,056	\$ 187,170

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ 228,694	\$ 140,893	\$ 170,903	\$ 187,170
Capital Outlay	14,834	-	-	-
Contingency	-	-	8,153	-
TOTAL	\$ 243,528	\$ 140,893	\$ 179,056	\$ 187,170

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

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Local Option, Use and Fuel Taxes	\$ 2,370,661	\$ 2,630,515	\$ 2,639,438	\$ 2,741,875
Intergovernmental Revenue	3,591,359	217,221	842,500	996,906
Judgments, Fines & Forfeits	206,303	160,801	-	-
Interest and Other Earnings	13,063	13,667	-	-
Transfers from Other Funds	-	700,000	28,000	300,000
Appropriated Fund Balance	-	-	214,906	1,207,319
TOTAL	\$6,181,386	\$3,722,204	\$3,724,844	\$ 5,246,100

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ 187,096	\$ 534,519	\$ 1,989,107	\$ 2,795,000
Capital Outlay	7,704,628	2,446,414	1,735,737	2,451,100
TOTAL	\$ 7,891,724	\$ 2,980,933	\$ 3,724,844	\$ 5,246,100

Recreation Impact Fee Fund

The purpose of this fund is to account for revenues from recreation impact fees and the expenditures of those funds. Recreation impact fees may be used to acquire land for parks and to construct parks. It may not be used for the operation of the parks. An impact fee study was completed in fiscal year 2014. This fund was previously known as the Park Impact Fee Fund.

REVENUES

SOURCE	Proposed			
	Actual FY 16	Actual FY 17	Estimated FY 18	Budget FY 19
Intergovernmental Revenue	\$ -	\$ 150,000	\$ -	\$ 91,000
Charges for Services	391,400	533,973	620,000	644,800
Interest and Other Earnings	4,451	3,841	-	-
Appropriated Fund Balance	-	-	364,454	-
TOTAL	\$ 395,851	\$ 687,814	\$ 984,454	\$ 735,800

EXPENDITURES

SOURCE	Proposed			
	Actual FY 16	Actual FY 17	Estimated FY 18	Budget FY 19
Capital Outlay	\$ 18,893	\$ 524,489	\$ 534,454	\$ 165,000
Transfers to Other Funds	225,000	230,000	450,000	550,000
Contingency	-	-	-	20,800
TOTAL	\$ 243,893	\$ 754,489	\$ 984,454	\$ 735,800

Fire Impact Fee Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Charges for Services	\$ 146,925	\$ 198,482	\$ 205,200	\$ 207,252
Interest and Other Earnings	3,776	2,585	-	-
TOTAL	\$ 150,701	\$ 201,067	\$ 205,200	\$ 207,252

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Contingency	\$ -	\$ -	\$ 205,200	\$ 207,252
TOTAL	\$ -	\$ -	\$ 205,200	\$ 207,252

Development Special Projects Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Charges for Services	\$ 113,282	\$ 2,784	\$ 10,134	\$ -
Interest and Other Earnings	2,336	1,523	-	-
Appropriated Fund Balance	-	-	25,117	-
TOTAL	\$ 115,618	\$ 4,307	\$ 35,251	\$ -

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ -	\$ -	\$ 35,251	\$ -
Capital Outlay	-	9,010	-	-
Transfers to Other Funds	-	33,514	-	-
TOTAL	\$ -	\$ 42,524	\$ 35,251	\$ -

Transportation Impact Fee Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 254,735
Charges for Services	2,139,002	2,376,846	2,303,000	2,000,000
Interest and Other Earnings	4,383	9,869	-	-
TOTAL	\$ 2,143,385	\$ 2,386,716	\$ 2,303,000	\$ 2,254,735

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ 4,090	\$ 35,979	\$ 30,000	\$ -
Capital Outlay	-	177,907	829,544	1,520,735
Transfers to Other Funds	114,814	806,083	100,000	100,000
Contingency	-	-	1,343,456	634,000
TOTAL	\$ 118,904	\$ 1,019,969	\$ 2,303,000	\$ 2,254,735

Neighborhood Stabilization Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Intergovernmental Revenue	\$ -	\$ 24,732	\$ -	\$ -
Appropriated Fund Balance	-	-	41,124	-
TOTAL	\$ -	\$ 24,732	\$ 41,124	\$ -

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ -	\$ 15	\$ 41,124	\$ -
TOTAL	\$ -	\$ 15	\$ 41,124	\$ -

Business Assistance Center Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Charges for Services	\$ -	\$ -	\$ 5,000	\$ 5,000
Interest	413	178	-	-
Appropriated Fund Balance	-	-	11,500	11,500
TOTAL	\$ 413	\$ 178	\$ 16,500	\$ 16,500

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ 22,500	\$ 22,500	\$ 5,000	\$ 5,000
Contingency	-	-	11,500	11,500
TOTAL	\$ 22,500	\$ 22,500	\$ 16,500	\$ 16,500

Old Kings Road Special Assessment Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Permits, Fees and Special Assessments	\$ 327,571	\$ 333,149	\$ 327,030	\$ 327,475
Interest and Other Earnings	3,772	3,170	-	-
Transfer from Other Funds	-	106,083	100,000	100,000
TOTAL	\$ 331,343	\$ 442,401	\$ 427,030	\$ 427,475

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ 12,739	\$ 18,034	\$ 20,000	\$ 20,000
Debt Service	240,035	239,433	327,030	327,475
Contingency	-	-	80,000	80,000
TOTAL	\$ 252,773	\$ 257,467	\$ 427,030	\$ 427,475

SR100 Community Redevelopment Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Intergovernmental Revenue	\$ 1,017,131	\$ 1,119,196	\$ 1,139,796	\$ 1,211,111
Interest and Other Earnings	5,587	5,659	-	-
Miscellaneous Revenues	-	8,000	685,630	-
Transfers from Other Funds	544,000	594,922	645,075	721,561
Appropriated Fund Balance	-	-	-	269,490
TOTAL	\$ 1,566,718	\$ 1,727,777	\$ 2,470,501	\$ 2,202,162

EXPENDITURES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Operating Expenses	\$ 70,401	\$ 112,629	\$ 139,237	\$ 146,785
Capital Outlay	-	10,535	202,103	200,000
Debt Service	979,196	944,357	929,651	932,377
Transfers to Other Funds	550,000	575,000	600,000	923,000
Contingency	-	-	599,510	-
TOTAL	\$ 1,599,596	\$ 1,642,521	\$ 2,470,501	\$ 2,202,162

Utility Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Water & Sewer Sales	\$ 27,867,134	\$ 29,606,895	\$ 36,151,868	\$ 37,705,664
Other Charges for Service	11,093,138	9,158,999	3,790,442	4,589,876
Interest and Other Earnings	127,950	103,029	100,000	100,000
Appropriated Fund Balance	-	-	2,071,493	-
TOTAL	\$ 39,088,222	\$ 38,868,923	\$ 42,113,803	\$ 42,395,540

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Personal Services	\$ 7,600,521	\$ 8,317,792	\$ 9,131,668	\$ 10,537,535
Operating Expenses	19,252,118	20,237,130	12,928,404	12,355,331
Capital Outlay	-	-	765,815	880,989
Debt Service	5,281,842	22,665,912	11,102,192	12,751,588
Grants & Aid	10,000	10,000	10,000	10,000
Transfers to Other Funds	4,430,673	7,002,320	8,175,724	5,532,735
Contingency	-	-	-	327,362
TOTAL	\$ 36,575,154	\$ 58,233,154	\$ 42,113,803	\$ 42,395,540

Utility Capital Projects Fund

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

REVENUES

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Intergovernmental Revenue	\$ 717,081	\$ 1,587,921	\$ 54,366	\$ 946,470
Charges for Service	2,761,434	3,764,534	4,600,000	5,856,000
Interest and other Earnings	287,197	278,402	300,000	300,000
Transfers from other Funds	3,503,824	6,200,000	7,300,000	4,404,620
Debt Proceeds	-	-	10,351,720	-
Appropriated Fund Balance	-	-	-	14,355,467
TOTAL	\$ 7,269,536	\$ 11,830,858	\$ 22,606,086	\$ 25,862,557

EXPENDITURES

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Operating Expenses	\$ 33,014	\$ 482,148	\$ 929,344	\$ 1,264,771
Capital Outlay	3,587,739	5,354,357	14,052,231	24,597,786
Transfers to Other Funds	-	-	10,000	-
Contingency	-	-	7,614,511	-
TOTAL	\$ 3,620,753	\$ 5,836,504	\$ 22,606,086	\$ 25,862,557

Stormwater Management Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Ad Valorem Taxes	\$ 363,863	\$ 418,442	\$ 502,590	\$ 520,000
Intergovernmental Revenue	1,684	334,832	700,000	-
Charges for Services	7,076,133	7,228,209	7,265,627	7,287,423
Interest and Other Earnings	10,279	10,651	-	-
Transfers from Other Funds	-	-	200,000	-
Appropriated Fund Balance	-	-	261,380	294,361
TOTAL	\$ 7,451,958	\$ 7,992,135	\$ 8,929,597	\$ 8,101,784

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Personal Services	\$ 1,098,239	\$ 1,194,005	\$ 1,654,036	\$ 2,222,515
Operating Expenses	5,349,043	4,365,096	3,503,369	3,481,355
Capital Outlay	1,411,686	1,823,436	2,312,433	931,700
Debt Service	266,267	234,321	1,354,908	1,355,142
Transfers to Other Funds	216,241	138,475	104,851	111,072
TOTAL	\$ 8,341,476	\$ 7,755,333	\$ 8,929,597	\$ 8,101,784

Solid Waste Fund

The City contracts for solid waste services. This fund is used to track the revenues and contract costs for this service. In 2017 a new contract took effect raising the monthly rate from \$18.62 per household to \$20.16.

REVENUES

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Charges for Services	\$ 7,634,487	\$ 7,727,089	\$ 8,392,392	\$ 8,450,296
Interest and Other Earnings	6,890	3,892	-	-
Appropriated Fund Balance	-	-	203,000	-
TOTAL	\$ 7,641,376	\$ 7,730,981	\$ 8,595,392	\$ 8,450,296

EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Operating Expenses	\$ 7,349,686	\$ 7,680,586	\$ 8,595,392	\$ 8,450,296
TOTAL	\$ 7,349,686	\$ 7,680,586	\$ 8,595,392	\$ 8,450,296

Building Permits Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Charges for Service	\$ 2,007,280	\$ 2,283,016	\$ 2,308,000	\$ 2,308,000
Interest and Other Earnings	18,352	11,976	15,000	15,000
Miscellaneous Revenues	23,723	8,555	10,000	10,000
TOTAL	\$ 2,049,355	\$ 2,303,546	\$ 2,333,000	\$ 2,333,000

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Personal Services	\$ 1,155,953	\$ 1,220,371	\$ 1,283,357	\$ 1,638,518
Operating Expenses	419,257	442,386	511,428	493,323
Capital Outlay	-	-	10,000	-
Transfers to Other Funds	-	25,234	26,422	33,950
Contingency	-	-	501,793	167,209
TOTAL	\$ 1,575,210	\$ 1,687,990	\$ 2,333,000	\$ 2,333,000

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.

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Charges for Services	\$ 584,703	\$ 610,616	\$ 549,542	\$ 512,757
Interest and Other Earnings	7,397	3,152	2,000	-
Miscellaneous Revenues	24,103	-	5,421	-
Non Revenues	1,646,475	1,742,100	2,107,594	-
Appropriated Fund Balance	-	-	90,733	-
TOTAL	\$ 2,262,679	\$ 2,355,868	\$ 2,755,290	\$ 512,757

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Personal Services	\$ 840,362	\$ 887,854	\$ 1,094,269	\$ 85,499
Operating Expenses	1,837,282	1,516,151	1,500,890	160,170
Capital Outlay	-	-	144,000	50,000
Transfers to Other Funds	14,652	15,335	16,131	217,088
TOTAL	\$ 2,692,296	\$ 2,419,340	\$ 2,755,290	\$ 512,757

Information Technology Internal Service 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 Internal Service Fund accounts for revenue and expenses related to supporting other departments.

REVENUES

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed
				Budget FY 19
Miscellaneous Revenues	\$ -	\$ -	\$ -	\$ 500
Non Revenues	-	-	-	1,953,225
Transfers from Other Funds	-	-	-	1,006,602
Appropriated Fund Balance	-	-	-	226,454
TOTAL	\$ -	\$ -	\$ -	\$ 3,186,781

EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed
				Budget FY 19
Personal Services	\$ -	\$ -	\$ -	\$ 1,175,168
Operating Expenses	-	-	-	1,890,613
Capital Outlay	-	-	-	121,000
TOTAL	\$ -	\$ -	\$ -	\$ 3,186,781

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.

SOURCE	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Non Revenues	\$ 4,403,964	\$ 4,673,590	\$ 4,551,750	\$ 5,346,294
Miscellaneous Revenues	17,430	-	84,000	-
Interest and Other Earnings	15,473	11,842	10,000	10,000
Appropriated Fund Balance	-	-	42,002	-
TOTAL	\$ 4,436,868	\$ 4,685,432	\$ 4,687,752	\$ 5,356,294

EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Operating Expenses	\$ 3,219,813	\$ 3,322,796	\$ 4,687,752	\$ 5,004,260
Contingency	-	-	-	352,034
TOTAL	\$ 3,219,813	\$ 3,322,796	\$ 4,687,752	\$ 5,356,294

Fleet Management Fund

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

REVENUES

SOURCE	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Charges for Services	\$ 15,398	\$ 22,148	\$ 20,537	\$ 22,591
Interest and Other Earnings	45,042	24,866	24,700	25,000
Miscellaneous Revenues	213,336	237,260	207,000	220,000
Non Revenues	3,650,872	3,827,622	4,337,737	4,337,425
Transfers from Other Funds	343,000	198,590	313,700	595,515
Appropriated Fund Balance	-	-	-	683,992
TOTAL	\$ 4,267,647	\$ 4,310,486	\$ 4,903,674	\$ 5,884,523

EXPENDITURES

CATEGORY	Actual	Actual	Estimated	Proposed
	FY 16	FY 17	FY 18	Budget FY 19
Personal Services	\$ 394,734	\$ 435,029	\$ 516,659	\$ 688,040
Operating Expenses	2,775,639	2,853,865	1,709,370	1,794,466
Capital Outlay	1,109,805	1,176,782	1,919,552	3,070,417
Transfers to Other Funds	247,755	-	-	331,600
Contingency	-	-	758,093	-
TOTAL	\$ 4,527,933	\$ 4,465,676	\$ 4,903,674	\$ 5,884,523

Facilities 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 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Non Revenues	\$ 640,532	\$ 620,043	\$ 678,599	\$ 936,329
Appropriated Fund Balance	-	-	-	74,279
TOTAL	\$ 640,532	\$ 620,043	\$ 678,599	\$ 1,010,608

EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Personal Services	\$ 233,163	\$ 112,076	\$ 124,357	\$ 242,532
Operating Expenses	342,419	408,378	521,628	641,476
Capital Outlay	-	-	8,850	8,000
Transfers to Other Funds	-	-	-	118,600
Contingency	-	-	23,764	-
TOTAL	\$ 575,582	\$ 520,455	\$ 678,599	\$ 1,010,608

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 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Interest	\$ 8,475	\$ 5,287	\$ 6,000	\$ -
Non Revenues	249,100	275,400	275,400	270,500
Transfers from Other Funds	259,755	12,000	24,000	324,500
Appropriated Fund Balance	-	-	-	1,030,000
TOTAL	\$ 517,330	\$ 292,687	\$ 305,400	\$ 1,625,000

EXPENDITURES

CATEGORY	Actual FY 16	Actual FY 17	Estimated FY 18	Proposed Budget FY 19
Operating Expenses	\$ 6,317	\$ 23,627	\$ 20,000	\$ 50,000
Capital Outlay	-	-	-	1,575,000
Contingency	-	-	285,400	-
TOTAL	\$ 6,317	\$ 23,627	\$ 305,400	\$ 1,625,000

Budget Detail by Department





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Personnel

2019 Pay Plan

This plan has a salary range established for each position in the City with the exception of the City Manager. The 2019 pay plan includes an annual base salary adjustment of 2.9% that occurs on January 1.

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

	SALARIED		HOURLY	
	2019 Minimum	2019 MAX	2019 Min	2019 Max
Paygrade 2	\$25,585	\$39,260	\$12.3005	\$18.8750
Paygrade 4	\$28,205	\$43,281	\$13.5602	\$20.8081
Paygrade 5	\$29,704	\$45,581	\$14.2808	\$21.9138
Paygrade 6	\$31,201	\$47,878	\$15.0006	\$23.0184
Paygrade 7	\$33,566	\$51,506	\$16.1373	\$24.7627
Paygrade 8	\$34,684	\$53,223	\$16.6752	\$25.5881
Paygrade 9	\$35,803	\$54,940	\$17.2131	\$26.4135
Paygrade 10	\$37,404	\$57,397	\$17.9829	\$27.5947
Paygrade 11	\$39,256	\$60,238	\$18.8731	\$28.9608
Paygrade 12	\$41,232	\$63,270	\$19.8229	\$30.4183
Paygrade 13	\$43,330	\$66,490	\$20.8316	\$31.9661
Paygrade 14	\$46,415	\$71,224	\$22.3149	\$34.2421
Paygrade 15	\$49,625	\$76,150	\$23.8582	\$36.6104
Paygrade 16	\$53,082	\$81,455	\$25.5203	\$39.1608
Paygrade 17	\$56,786	\$87,137	\$27.3007	\$41.8930
Paygrade 18	\$60,735	\$93,198	\$29.1995	\$44.8066
Paygrade 19	\$65,057	\$99,829	\$31.2772	\$47.9948
Paygrade 20	\$69,624	\$106,839	\$33.4733	\$51.3647
Paygrade 21	\$76,613	\$117,562	\$36.8333	\$56.5203
Paygrade 22	\$84,190	\$129,190	\$40.4761	\$62.1105
Paygrade 23	\$92,585	\$142,072	\$44.5120	\$68.3037

2756 HOURS PER YEAR -- FIRE DEPARTMENT

Paygrade 11	\$39,256	\$60,238	\$14.2439	\$21.8572
Paygrade 12	\$41,232	\$63,270	\$14.9607	\$22.9572
Paygrade 13	\$43,330	\$66,490	\$15.7220	\$24.1254
Paygrade 14	\$46,415	\$71,224	\$16.8414	\$25.8431
Paygrade 16	\$53,082	\$81,455	\$19.2606	\$29.5553
Paygrade 17	\$56,786	\$87,137	\$20.6043	\$31.6173
Paygrade 18	\$60,735	\$93,198	\$22.0373	\$33.8163
Paygrade 19	\$65,057	\$99,829	\$23.6054	\$36.2225

Summary of Fiscal Year 2019 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/Division	Position	Fund	**Estimated impact to the budget
Central Services	Safety Coordinator (June 2019 start)	General	\$ 20,143
Finance	Business Tax Inspector	General	57,267
Streets	Signal Tech	General	58,226
Streets	Equipment Operator	General	56,155
Construction Management	Project Coordinator	General	79,092
Utility Construction Management	Construction Site Inspector	Utility	66,526
Utility Wastewater	Wastewater Pumping Supervisor	Utility	77,160
Utility Wastewater	Utility Systems Tech (Wastewater)	Utility	56,429
Utility Wastewater	Wastewater Manager	Utility	92,178
Utility Wastewater	Systems Operator	Utility	58,875
Utility Water Treatment	System Technician	Utility	53,382
Utility Water Distribution	System Foreman	Utility	56,797
Building	Building Inspector	Building	68,066
Building	Plans Examiner	Building	76,341
Information Technology	Project Manager	IT	85,499
Information Technology	Project Manager (April 2019 start)	IT	42,515
Facilities	Lead Equipment Operator (March 2019 start)	Facilities	29,616
Facilities	Supervisor	Facilities	85,946
Fleet	Mechanic	Fleet	56,598
Fleet	Staff Assistant	Fleet	52,445
Communications & Marketing	Public Relations Coordinator (PT to FT)	General	31,390

Full Time Equivalent Positions (FTE)

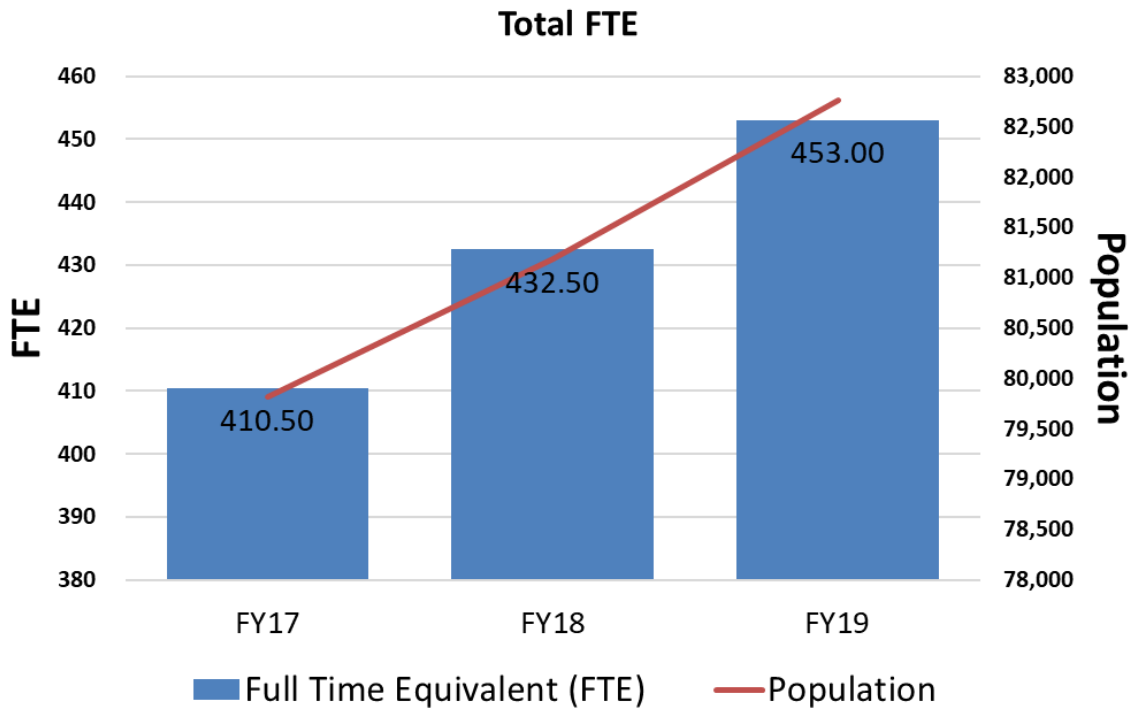
DEPARTMENT	Actual FY17	Actual FY18	Proposed FY19	CHANGE
GENERAL FUND				
Mayor and Council	0.00	0.00	0.00	0.00
City Manager	2.00	2.00	2.00	0.00
Communications & Marketing	3.50	3.50	4.00	0.50
Central Services	4.00	4.50	5.50	1.00
Economic Development	1.00	2.00	2.00	0.00
City Clerk	1.50	1.50	1.50	0.00
Human Resources	5.00	5.00	5.00	0.00
City Attorney	0.50	0.50	0.50	0.00
Financial Services	9.00	8.50	9.00	0.50
Planning	14.25	15.25	15.25	0.00
Code Enforcement	25.45	25.45	25.45	0.00
Fire	58.00	58.00	58.00	0.00
Streets	54.00	54.00	56.00	2.00
Parks Maintenance	16.50	20.50	20.50	0.00
Construction Management & Engineering	19.25	20.25	10.75	-9.50
Golf Course	0.00	3.00	3.00	0.00
Tennis Center	0.00	1.00	1.00	0.00
Parks & Recreation	8.00	9.00	9.00	0.00
GENERAL FUND	221.95	233.95	228.45	-5.50
UTILITY FUND	125.00	132.00	143.00	11.00
STORMWATER MANAGEMENT FUND	27.00	27.00	33.50	6.50
BUILDING PERMITS & INSPECTIONS	16.55	17.55	20.05	2.50
INFORMATION TECHNOLOGY	11.00	13.00	14.50	1.50
FACILITIES MANAGEMENT FUND	2.00	2.00	4.00	2.00
FLEET MANAGEMENT FUND	7.00	7.00	9.50	2.50
FULL-TIME EQUIVALENT POSITIONS (FTE)	410.50	432.50	453.00	20.50

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

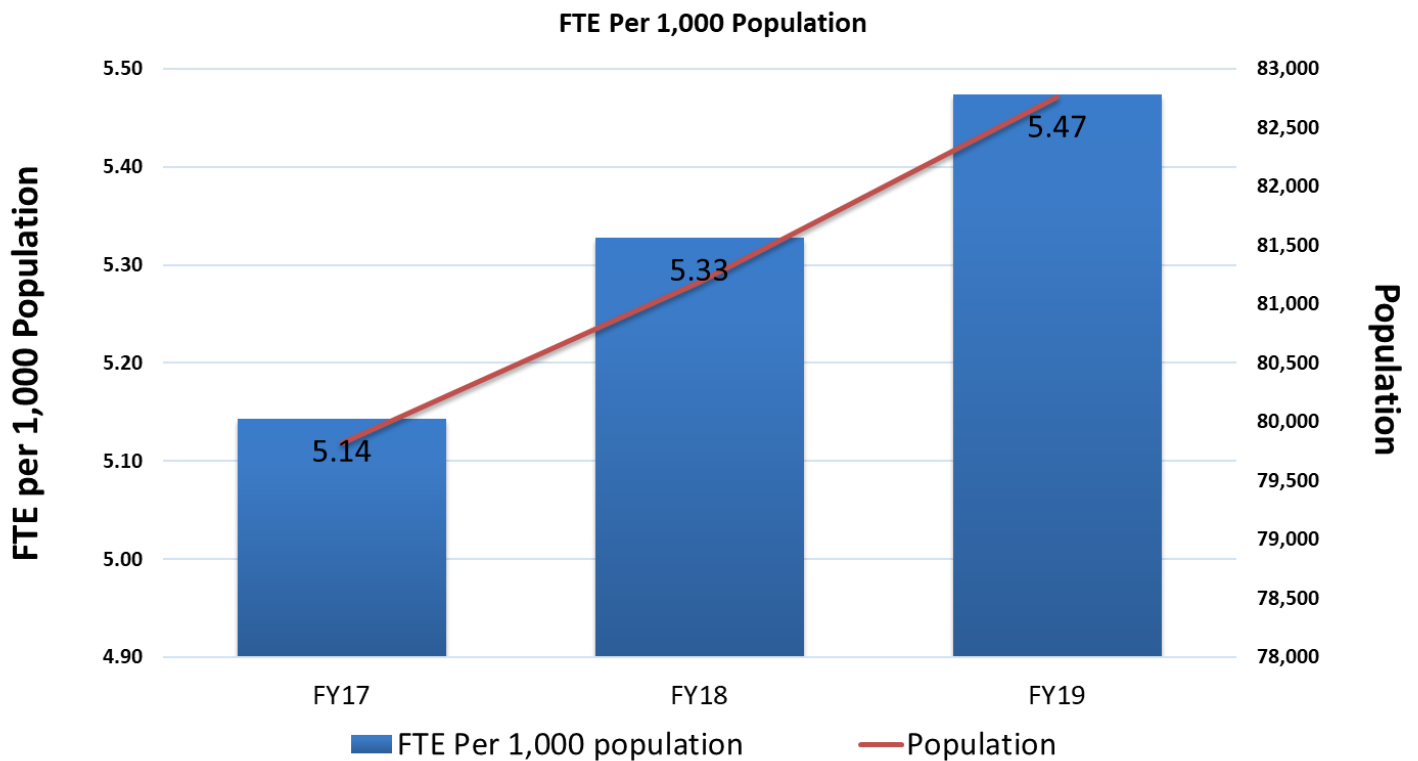
Personnel (FTE) Per 1,000 Population

DEPARTMENT	Actual FY17	Actual FY18	PROPOSED FY19
Population	79,821	81,184	82,760
GENERAL FUND			
Mayor and Council	0.00	0.00	0.00
City Manager	0.03	0.02	0.02
Communications & Marketing	0.04	0.04	0.05
Purchasing and Contracts Management	0.05	0.06	0.07
Economic Development	0.01	0.02	0.02
City Clerk	0.02	0.02	0.02
Human Resources	0.06	0.06	0.06
City Attorney	0.01	0.01	0.01
Financial Services	0.11	0.10	0.11
Planning	0.18	0.19	0.18
Code Enforcement	0.32	0.31	0.31
Fire	0.73	0.71	0.70
Streets	0.68	0.67	0.68
Parks Maintenance	0.21	0.25	0.25
Construction Management & Engineering	0.24	0.25	0.13
Golf Course	0.00	0.04	0.04
Tennis Center	0.00	0.01	0.01
Recreation	0.10	0.11	0.11
TOTAL GENERAL FUND	2.78	2.88	2.76
UTILITY FUND	1.57	1.63	1.73
STORMWATER MANAGEMENT FUND	0.34	0.33	0.40
BUILDING PERMITS & INSPECTIONS	0.21	0.22	0.24
INFORMATION TECHNOLOGY AND COMMUNICATIONS	0.14	0.16	0.18
FACILITIES MANAGEMENT FUND	0.03	0.02	0.05
FLEET MANAGEMENT FUND	0.09	0.09	0.11
FULL-TIME EQUIVALENT POSITIONS	5.14	5.33	5.47

Total Full Time Equivalent (FTE)



Total FTE Per 1,000 Population



Department Funding

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

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
City Council	\$ 157,056	\$ -	\$ -	\$ -	\$ -
Administration					
City Manager	397,913	-	-	-	-
Communications & Marketing	455,574	-	-	-	-
Central Services	405,366	-	-	-	-
Solid Waste		8,450,296	-	-	-
Economic Development	473,191	-	-	-	-
City Clerk	164,410	-	-	-	-
Human Resources	602,828	-	-	-	-
Self Insured Health	-	-	-	5,356,294	-
Non-Departmental	2,323,961	-	-	-	-
Law Enforcement	3,505,503	-	-	-	-
Police Education	-	-	-	-	5,500
Special Events Revenue	-	-	-	-	187,170
City Attorney	526,473	-	-	-	-
Financial Services	943,914	-	-	-	-
Community Development					
Building Permits	-	2,333,000	-	-	-
Planning	1,661,509	-	-	-	-
Code Enforcement	2,465,912	-	-	-	-
Construction Management & Engineering	1,230,968	-	-	-	-
CDBG	-	-	-	-	811,673
Business Assistance Center (BAC)	-	-	-	-	16,500
SR100 Community Redevelopment	-	-	-	-	2,202,162
Capital Projects	-	-	7,960,000	-	-
Transportation Impact Fee	-	-	2,254,735	-	-
Old Kings Road Special Assessment	-	-	-	-	427,475
Fire					
Fire	8,931,687	-	-	-	-
Fire Impact Fee	-	-	207,252	-	-

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
Utility					
Customer Service	-	1,649,507	-	-	-
Construction Management & Engineering	-	530,292	-	-	-
Administration	-	876,337	-	-	-
Wastewater Pumping	-	983,169	-	-	-
Wastewater Collection	-	3,151,613	-	-	-
Wastewater Treatment Plant #1	-	2,145,848	-	-	-
Wastewater Treatment Plant #2	-	1,460,813	-	-	-
Water Plant #1	-	2,483,606	-	-	-
Water Plant #2	-	1,765,092	-	-	-
Water Plant #3	-	1,385,575	-	-	-
Water Quality	-	856,698	-	-	-
Water Distribution	-	4,233,817	-	-	-
Non-Departmental	-	20,873,173	-	-	-
Utility Capital Projects	-	-	25,862,557	-	-
Public Works					
Streets	6,975,975	-	-	-	-
Parks / Facilities	2,226,741	-	-	-	-
Streets Improvement	-	-	-	-	5,246,100
Stormwater Maintenance	-	8,101,784	-	-	-
Facilities Maintenance	-	-	-	1,010,608	-
Fleet Management	-	-	-	5,884,523	-
Recreation and Parks					
Parks & Recreation	1,646,855	-	-	-	-
Pool	431,833	-	-	-	-
Tennis Center	324,328	-	-	-	-
Golf Course	1,572,365	-	-	-	-
Recreation Impact Fee	-	-	735,800	-	-
Information Technology					
Enterprise	-	512,757	-	-	-
Internal Services	-	-	-	3,186,781	-
Communications	-	-	-	1,625,000	-
Total	\$ 37,424,362	\$ 61,793,377	\$ 37,020,344	\$ 17,063,206	\$ 8,896,580
			Total	\$	162,197,869

City Council

Department Summary

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

Milissa Holland, Mayor

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. Her father, the late James Holland, was a member of the inaugural Palm Coast City Council. Mayor Holland served six years as a Flagler County Commissioner, from 2006 to 2012, and was the first woman County Commissioner. Mayor Holland is on the Board of Directors of the prestigious organization 1000 Friends of Florida, which promotes healthy urban and natural places by wise management of growth change. She also founded the James F. Holland Foundation, named for her father, which raises money and initiates programs that benefit the children and youth of Flagler County through the formation of partnerships with local, state and national agencies and organizations.

Robert Cuff, City Council Member, District #1

Mr. 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 until 2016, helping oversee major commercial and residential developments in Palm Coast.

Heidi Shipley, City Council Member, District #2

Heidi Shipley was elected to the District 2 seat of the Palm Coast City Council in November 2014. On the Council, she has been an advocate for Trap, Neuter and Return for free-roaming cats. She serves as the City Council's liaison for the Florida Department of Juvenile Justice Circuit 7 Juvenile Justice Council and the Drug Court program. Shipley is a 14-year resident of Palm Coast who moved here from Revere, Massachusetts. Her most recent professional experience was as lead mammographer at a Central Florida hospital.

Nick Klufas City Council Member, District #3

Nick Klufas was elected to the District 3 seat of the Palm Coast City Council in November 2016. 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. He began programming at age 13 on a Commodore 64. Today he is proficient in several programming languages.

Vincent T. Lyon, Council Member – District #4

Palm Coast resident Vincent T. Lyon, a guardianship and probate litigation attorney with the Chiumento Dwyer Hertel Grant and Kistemaker law firm, was appointed June 5, 2018, to the Palm Coast City Council District 4 seat. He will serve until November 2018, when a newly elected Council Member will take office for a four-year term. Lyon earned his juris doctor from The George Washington University Law School after receiving his undergraduate degree from Cornell University and a master's from the University of Central Oklahoma.

City Council

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 64,721	\$ 65,202	\$ 65,049	\$ 65,049	\$ -
Operating Expenditures	35,766	39,443	53,909	92,007	38,098
Total Expenditures	\$ 100,487	\$ 104,646	\$ 118,958	\$ 157,056	\$ 38,098

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					-
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
Mayor *		1.00	1.00	1.00	-
Vice - Mayor **		1.00	1.00	1.00	-
Council Member **		3.00	3.00	3.00	-
Total Part-time/Temporary		5.00	5.00	5.00	-
Total Personnel		5.00	5.00	5.00	-

* Budgeted at \$11,400 per year.

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

City 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.

City Manager's Office

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$334,941	\$ 337,747	\$ 526,119	\$370,641	\$ 19,522
Operating Expenditures	26,692	21,355	27,919	27,272	(647)
Total Expenditures	\$361,633	\$ 359,102	\$ 554,038	\$397,913	\$ 18,875

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
City Manager	52	1.00	1.00	1.00	-
Executive Assistant to the City Manager	14	1.00	1.00	1.00	-
Total Full-time		2.00	2.00	2.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		2.00	2.00	2.00	-

City Attorney

Department Summary

The City utilizes the services of a legal firm, which in accordance with the City Charter, is directly responsible to the City Council and is the City's legal representative. The City's legal representative shall be responsible for advising and representing the City Council, the City Manager and all City departments, officers and advisory boards and agencies of City government in all legal matters relating to their official responsibilities.

The City's legal representative serves as general counsel to the City and handles its legal matters. The legal representative defends and prosecutes for the City in civil litigation, ordinance violations and administrative proceedings. Litigation in State and Federal courts includes, but is not limited to, eminent domain, civil rights actions, inverse condemnations, mortgage and lien foreclosures, property assessment disputes, challenges to City codes and ordinances, appeals for review of City Council decisions, and code enforcement lien foreclosures. Administrative proceedings include, but are not limited to, internal hearings of the Planning and Land Development Regulation Board; Code Enforcement Board hearings; and hearings before State administrative law judges in growth management, labor cases and environmental cases.

The City's legal representative is responsible for conducting legal research, drafting, reviewing and revising ordinances, resolutions, contracts, real property instruments, and proposed legislation. The City's legal representative is an integral part of the City's Land Development Code process and the City's comprehensive planning program. The City's legal representative assists City staff in bankruptcy cases; assists in the collection of code enforcement fines, costs, fees and special assessments; and files claims when necessary.

The City's legal representative continues to reduce the costs associated with representation of the City by keeping to a minimum the reliance on outside counsel for both litigated and non-litigated matters. The City's legal representative is also working on a system of standard City legal forms to be used by City staff and the public.

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

City Attorney

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 42,052	\$ 46,249	\$ 51,422	\$ 57,935	\$ 6,513
Operating Expenditures	384,629	400,867	468,664	468,538	(126)
Total Expenditures	\$ 426,680	\$ 447,116	\$ 520,086	\$ 526,473	\$ 6,387

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Paralegal	20	0.50	0.50	0.50	-
Total Full-time		0.50	0.50	0.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		0.50	0.50	0.50	-

Law Enforcement

General Fund

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



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

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



Law Enforcement

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Contractual Services	\$ 2,702,136	\$ 2,702,136	\$ 3,338,578	\$ 3,505,503	\$ 166,925
Total Expenditures	\$ 2,702,136	\$ 2,702,136	\$ 3,338,578	\$ 3,505,503	\$ 166,925

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

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

Administrative Services & Economic Development

Department Summary

The Administrative Services & Economic Development Department consists of Communications and Marketing, the City Clerk's Office, Central Services 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, as well as operating and managing PCTV, the City's local government cable television channel. The team supports special events, coordinates the Palm Coast Citizens Academy, and handles many aspects of community relations for the City. All Division staff have an active role on the Branding Team, whose mission is to promote the city's "Find Your Florida" brand.

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.

Central Services Division

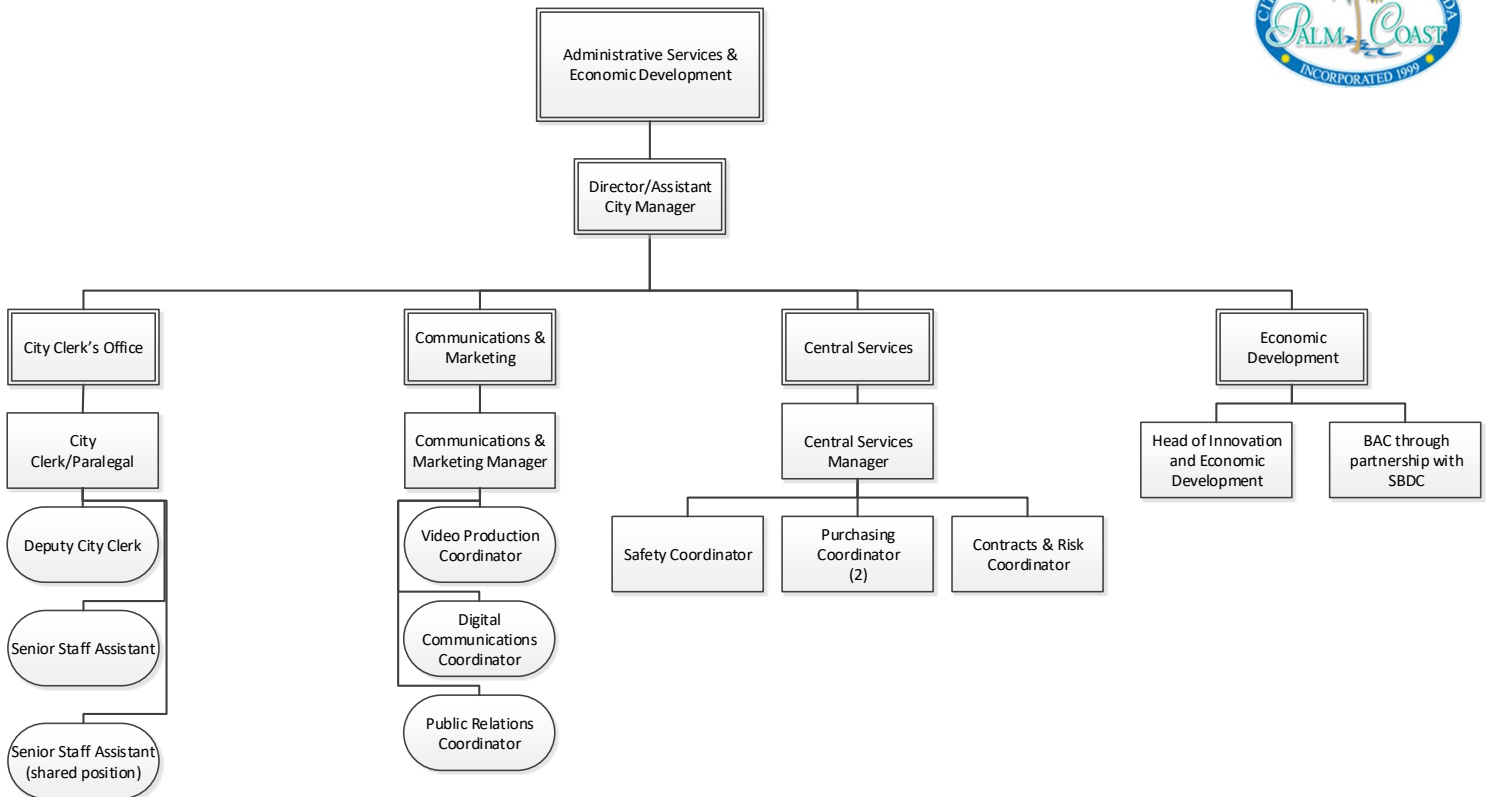
The Central Services division is responsible for overseeing a decentralized purchasing process in addition to contract and risk management. The division is also responsible for the coordination of the budget and performance management process .

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.

This division also oversees the Business Assistance Center (BAC) which provides information and guidance to local businesses through a partnership with the Small Business Development Center at the University of Central Florida. The BAC serves as a liaison between essential resources and also assists with training, growth, expansion and navigating regulatory requirements for all companies who are looking for help. The BAC is housed in City Hall however, services are implemented by the SBDC UCF Area Manager with support from community partners.

Administrative Services & Economic Development Organizational Chart



Administrative Services & Economic Development

Department Objectives

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

- 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
- Evaluate Private/Public Partnerships for public benefit and equity
- Strengthen City's involvement support in economic efforts
- Strengthen the brands of both the BAC and SBDC to demonstrate the unique partnership that exists and the capabilities that are available to all small businesses through this partnership
- Evaluate and refine vision for Downtown
- Foster high-tech companies and talent to locate and grow in Palm Coast
- Enhance the "Find Your Florida" branding campaign
- Develop a campaign to highlight the City's economic strengths and opportunities
- Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available

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.

- Deliver Purchasing and Contract services in an efficient, cost - effective manner
- Deliver services in an efficient, cost-effective manner
- Complete/Update All Safety Manuals
- Develop Best Practices for Workers Compensation Loss Ratios and Experience Mod.
- Develop post accident procedures and maintain policies and procedures to encourage good safety practices
- Prepare annual CRA report
- Annually Publish Legislative Priorities
- Annually publish list of projects for Federal/State funding
- Identify ways to increase efficiency and streamline processes
- Improve video streaming
- In coordination with IT, evaluate Opportunities to improve public facing "public records" search capabilities
- Provide on-going training to ensure staff compliance with purchasing policy

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

- Provide video and Social media support for City events.
- Maintain a strong social media presence
- Study the feasibility of developing a Palm Coast App to promote our amenities and events
- Provide a presentation from the Flagler County Sheriff's office that details statistics and frequency of crimes and how it is being addressed
- Expand police presence in neighborhoods

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.

- Standardize City-Wide Safety Training
- Track complaints and compliments throughout the organization
- Conduct a customer survey program to solicit feedback from citizens on matters unique to Palm Coast.
- Enhance communication with our citizens
- Investigate options to install and maintain informational kiosks at local high-volume shopping locations.
- Improve efforts to solicit customer feedback and civic engagement

Communications and Marketing

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 261,054	\$ 299,571	\$ 308,731	\$ 354,759	\$ 46,028
Operating Expenditures	70,518	83,474	116,155	100,815	(15,340)
Total Expenditures	\$ 331,572	\$ 383,045	\$ 424,886	\$ 455,574	\$ 30,688

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
Full-time					
Communication & Marketing Manager	20	1.00	1.00	1.00	-
Public Relations Coordinator	14	-	-	1.00	1.00
Digital Communciations Coordinator	14	1.00	1.00	1.00	-
Video Production Coordinator	16	1.00	1.00	1.00	-
Total Full-time		3.00	3.00	4.00	1.00
Part-time/Temporary					
Community Relations Coordinator	20	1.00	1.00	-	(1.00)
Total Part-time/Temporary		1.00	1.00	-	(1.00)
Total Personnel		4.00	4.00	4.00	-

Central Services

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 320,841	\$ 287,969	\$ 322,351	\$ 375,611	\$ 53,260
Operating Expenditures	19,488	23,658	26,705	27,755	1,050
Transfers	-	-	-	2,000	2,000
Total Expenditures	\$ 340,329	\$ 311,626	\$ 349,056	\$ 405,366	\$ 56,310

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Central Services Manager	17	-	0.50	0.50	-
Contracts & Risk Coordinator	16	1.00	1.00	1.00	-
Purchasing Coordinator	15	2.00	2.00	2.00	-
Budget Coordinator	15	0.50	-	-	-
Safety Coordinator	15	-	-	1.00	1.00
Staff Assistant	8	1.00	1.00	1.00	-
Total Full Time		4.50	4.50	5.50	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		4.50	4.50	5.50	1.00

Economic Development

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 106,638	\$ 130,859	\$ 223,347	\$ 265,562	\$ 42,215
Operating Expenditures	140,539	122,829	141,489	132,629	(8,860)
Grants and Aide	-	-	68,000	75,000	7,000
Total Expenditures	\$ 247,178	\$ 253,689	\$ 432,836	\$ 473,191	\$ 40,355

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Director	19	1.00	1.00	1.00	-
Economic Development Coordinator	15	-	1.00	1.00	-
Total Full-time		1.00	2.00	2.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		1.00	2.00	2.00	-

City Clerk's Office

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 111,051	\$ 120,077	\$ 116,985	\$ 130,277	\$ 13,292
Operating Expenditures	25,813	26,021	51,559	34,133	(17,426)
Total Expenditures	\$ 136,864	\$ 146,097	\$ 168,544	\$ 164,410	\$ (4,134)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Paralegal/City Clerk	17	0.50	0.50	0.50	-
Deputy City Clerk	14	1.00	1.00	1.00	-
Total Full-time		1.50	1.50	1.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		1.50	1.50	1.50	-

Human Resources

Department Summary

Human Resources, previously a division of the Administration Department, became the City of Palm Coast's 9th department in late fiscal year 2016. The department is responsible for recruitment and staffing for over 400 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 oversees 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.

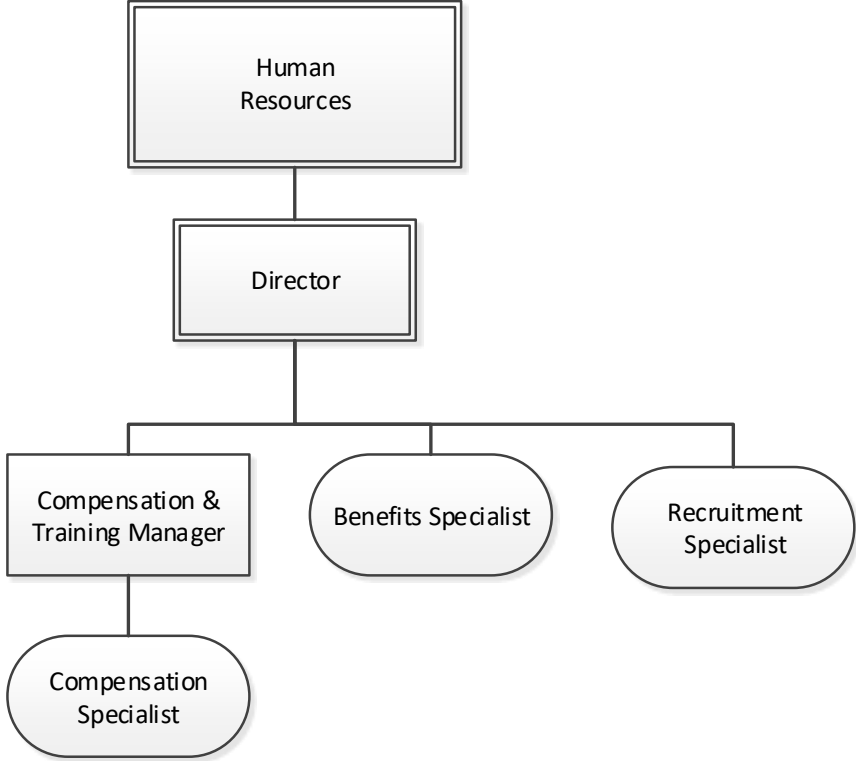
As described in Goal 6 of the Strategic Action Plan, Workforce Talent is a high priority for the City. The department oversees an interdepartmental team focused on developing an employee training program for staff. Among other accomplishments, the team has developed an Employee Academy where staff has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

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

- Ensure efficient processing of employee applications
- Improve Onboarding Process for New Employees
- Identify methods of encouraging volunteer participation

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.

- Develop programs to recognize individual achievements and years of service
- Inventory staff skills to better utilize talent
- Monitor retention and cause of employee turn-over
- Foster professional development to elevate career advancements across the Organization
- Provide Interdepartmental training to create depth within the organization
- Encourage diversification of staff knowledge with optional training opportunities.
- Monitor, evaluate and report quarterly on new performance evaluation process
- Assess employee benefits in order to remain competitive in the market
- Enhance retirement fiduciary program to include compliance, evaluation and monitoring functions to maximize benefits to employees
- Maintain advisory staff committee consisting of all Departments
- Enhance employee appreciation to focus on an exemplary performance approach
- Create a culture of health and wellness to empower employees with the knowledge, support and incentives to take control of their health through awareness, assessment and ongoing education
- Report on the benefits of an internship program with the COPC and regional educational institutions.
- Seek partnerships with outside entities for staff training opportunities
- Provide customer service training to all employees City-wide

Human Resources

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 363,192	\$ 417,026	\$ 421,966	\$ 465,427	\$ 43,461
Operating Expenditures	92,596	100,081	121,271	136,101	14,830
Transfers	-	-	-	1,300	1,300
Total Expenditures	\$ 455,788	\$ 517,106	\$ 543,237	\$ 602,828	\$ 59,591

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 17	FY 18	FY 19	FY18-19
<u>Full-time</u>					
Director	22	1.00	1.00	1.00	-
Compensation Specialist	12	1.00	1.00	1.00	-
Compensation & Training Manager	17	1.00	1.00	1.00	-
Benefits Specialist	12	1.00	1.00	1.00	-
Recruitment Specialist	12	1.00	1.00	1.00	-
Total Full-time		5.00	5.00	5.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		5.00	5.00	5.00	-

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 and utility billing. The department also provides investment and revenue advice to City Officials and oversees the annual audit to ensure compliance with state and federal laws.

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

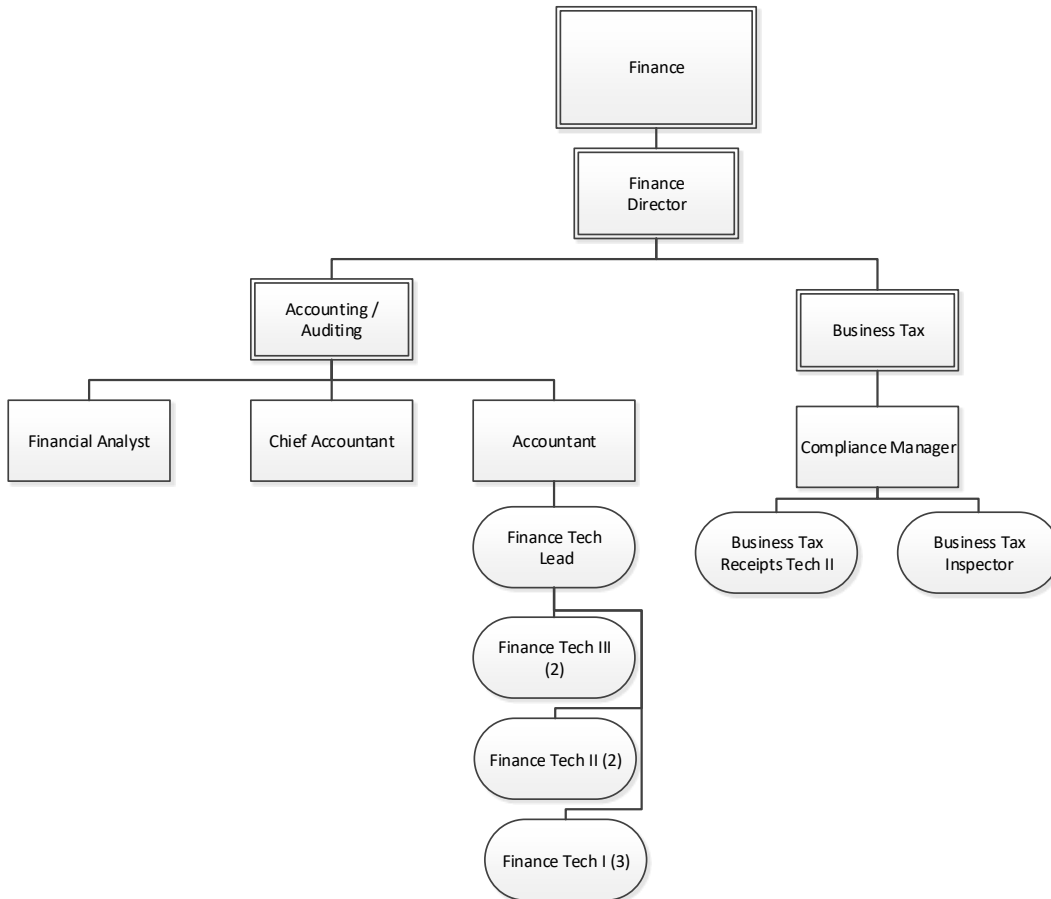
The Department performs all these functions with a streamlined staff structure by utilizing cross training, multi-tasking, matrix management and technology to achieve cost effective services for the City.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Palm Coast for its comprehensive annual financial report 16 consecutive years. The City of Palm Coast also received the GFOA Distinguished Budget Presentation Award for 14 consecutive years.



Financial Services

Organizational Chart



Financial Services

Department Objectives

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

- Provide ongoing options to diversify City revenues
- Achieve an Annual unqualified audit opinion with "0" accounting comments.
- Reinforce long-term financial planning process
- Evaluate and revise financial policies
- Enhance retirement fiduciary program to include compliance, evaluation and monitoring functions to maximize benefits to employees
- Track response times of invoices charged to the City
- Reinforce long-term financial planning process
- Maintain annual Compliance
- Transition Building division to online payments
- Identify ways to increase efficiency and streamline processes
- Achieve award recognition for financial excellence
- Maintain internal committee to review internal control processes
- Maintain a reporting hotline to identify potential internal control deficiencies

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.

- Conduct community outreach sessions to educate the public on local consumer fraud and scams
- Provide annual disaster recovery training for managers & supervisors related to ensuring reimbursement for disaster recovery costs

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

- Achieve award recognition for financial excellence
- Enhance delivery of budget message

Financial Services

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 601,191	\$ 693,294	\$ 736,667	\$ 753,624	\$ 16,957
Operating Expenditures	176,931	166,416	197,545	188,290	(9,255)
Transfers	-	-	-	2,000	2,000
Total Expenditures	\$ 778,122	\$ 859,711	\$ 934,212	\$ 943,914	\$ 9,702

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Finance Director	22	1.00	1.00	1.00	-
Chief Accountant	19	1.00	1.00	1.00	-
Budget Coordinator	15	0.50	-	-	-
Central Services Manager	17	-	0.50	0.50	-
Accountant I	14	1.00	1.00	1.00	-
Lead Accounting Technician	13	1.00	1.00	1.00	-
Finance Technician I	8	1.00	1.00	1.00	-
Finance Technician II	10	1.00	1.00	1.00	-
Compliance Manager	16	1.00	1.00	0.50	(0.50)
Business Tax Inspector	10	-	-	1.00	1.00
Business Tax Receipts Tech II	10	1.00	1.00	1.00	-
Total Full-time		8.50	8.50	9.00	0.50
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		8.50	8.50	9.00	0.50

Community Development

Department Summary

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

Planning

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

Code Enforcement

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

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

Urban Forestry/Wildfire Mitigation/Tree Removal: The risk of wildfire in the City of Palm Coast is substantial under seasonal climatic conditions and weather patterns. The City of Palm Coast has developed a hazard mitigation process to address the evolution of the City's development from a pine plantation to a residential community which includes selective mowing of brush. Such mitigation also helps the community conserve its natural resources for aesthetic, environmental, and Stormwater management purposes. The Wildfire Mitigation program works to ensure 30 feet of managed vegetation adjacent to residential structures.

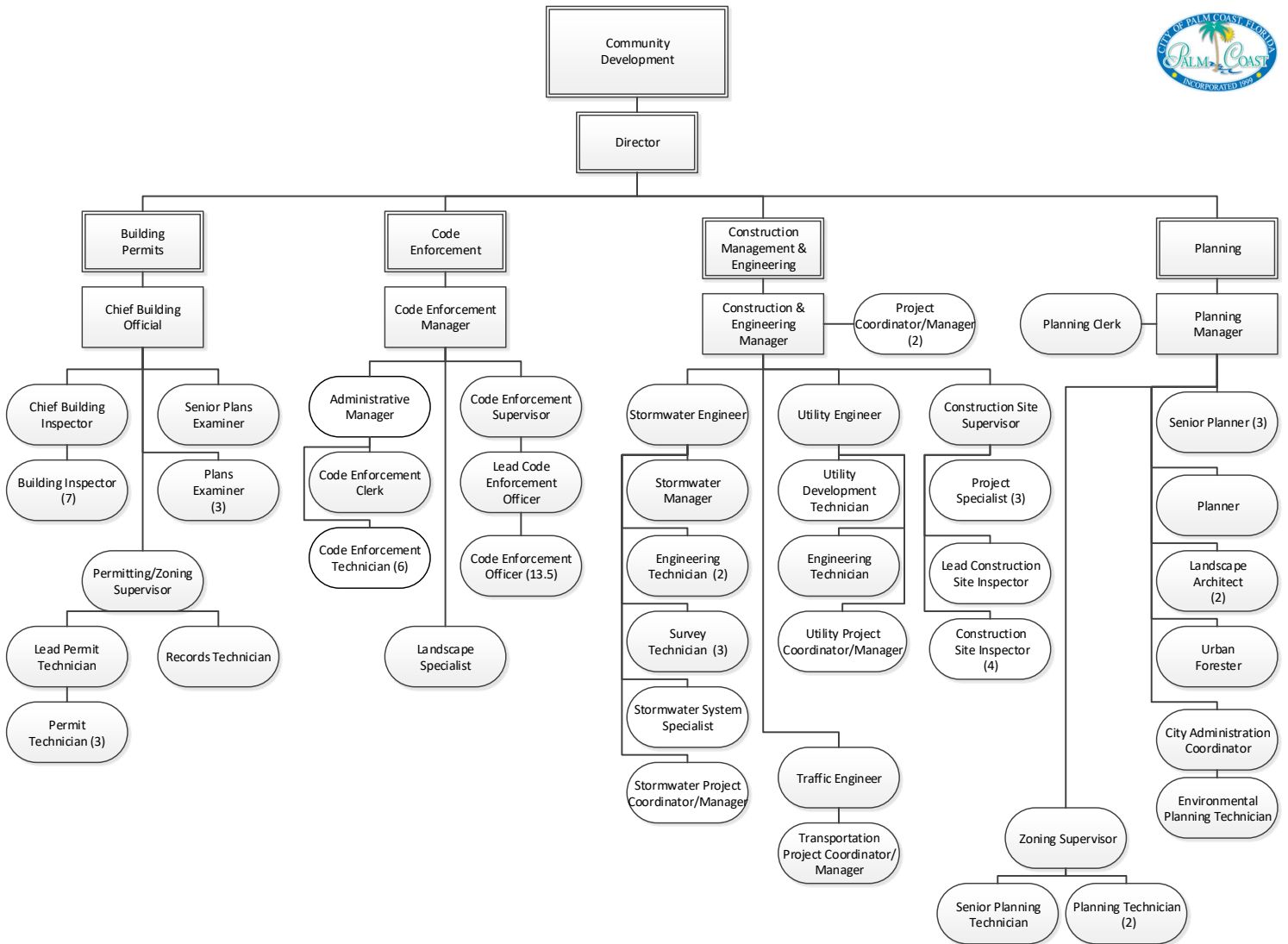
Building Permits

The Building and Permitting Division enforces the Florida Building Code to ensure that all physical structures are constructed in compliance with all applicable codes, to ensure the public health, safety, and welfare. The responsibility of the Building Division includes; permitting, plan review, and inspection.

Construction Management & Engineering

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

Community Development Organizational Chart



Community Development

Department Objectives

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

- Maintain an Action Plan for Community Development Block Grant (CDBG) Program in order to receive community development funds.
- Maintain stormwater system elements
- Maintain a Capital Improvement Plan
- Maintain an inventory of the condition and priority rating of infrastructure projects
- Develop a comprehensive public policy to address failing sea walls.
- Ensure that all infrastructure is a priority regarding maintenance and performance
- Request Florida Power & Light to provide a presentation to City Council to discuss feasibility of underground utility retrofits and mounting of equipment on utility poles
- Coordinate facility capacity upgrades to meet the City's growth needs appropriately
- Continue to ensure capacity is consistent with growth needs
- Ensure ADA transition for Public Rights of Way (ROW)
- Investigate the viability of implementing a maintenance program for vacant lot frontages

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.

- Evaluate the feasibility of requiring new construction to incorporate a committed fiber port through building code regulations
- Provide proper response time for inquiries and permit review and proper inspection and response time to complaints

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.

- Provide in-house survey services to other Departments when possible
- Create a long-term funding strategy for public infrastructure
- During the capital improvement project planning process, target grant opportunities that can offset capital improvement cost
- Recover code nuisance abatements through property tax assessments
- Evaluate existing procedures and identify methods to improve community development driven processes

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.

- Build future bicycle / pedestrian connections to unique destinations
- Complete CDBG Comprehensive Annual Performance Evaluation Report (CAPER).
- Provide an educational outreach program
- Perform energy audit on city facilities
- Meet annual park grant requirements
- Maintain annual requirements for MS4 permits

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.

- Maintain, repair or replace major roadway crossing and control structures to ensure safety
- Evaluate and implement safety improvement options for intersections & roadways
- Develop continuous street lighting plan for major roads
- Maintain a community floodplain management program
-

Planning

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 1,261,760	\$ 1,167,562	\$ 1,385,309	\$ 1,470,884	\$ 85,575
Operating Expenditures	143,585	145,193	175,317	186,425	11,108
Transfers	-	-	-	4,200	4,200
Total Expenditures	\$ 1,405,345	\$ 1,312,755	\$ 1,560,626	\$ 1,661,509	\$ 100,883

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Community Development Director	22	0.25	0.25	0.25	-
Planning Manager	20	1.00	1.00	1.00	-
Landscape Architect	18	2.00	2.00	2.00	-
Administration Coordinator	18	1.00	1.00	1.00	-
Senior Planner	17	3.00	3.00	3.00	-
Urban Forrester	16	1.00	1.00	1.00	-
Planner	15	1.00	1.00	1.00	-
Environmental Planning Technician	11	-	1.00	1.00	-
Planning Technician	11	2.00	2.00	2.00	-
Zoning Supervisor	14	1.00	1.00	1.00	-
Planning Clerk	9	1.00	1.00	1.00	-
Senior Planning Technician	13	1.00	1.00	1.00	-
Total Full-time		14.25	15.25	15.25	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		14.25	15.25	15.25	-

Building Permits

Building Permits Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 1,155,953	\$ 1,220,371	\$ 1,283,357	\$ 1,638,518	\$ 355,161
Operating Expenditures	419,257	442,386	511,428	493,323	(18,105)
Capital Outlay	-	-	10,000	-	(10,000)
Transfers	-	25,234	26,422	33,950	7,528
Contingency	-	-	501,793	167,209	(334,584)
Total Expenditures	\$ 1,575,210	\$ 1,687,990	\$ 2,333,000	\$ 2,333,000	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Community Development Director	22	0.25	0.25	0.25	-
Chief Building Official	20	1.00	1.00	1.00	-
Chief Building Inspector	17	1.00	1.00	1.00	-
Building Inspector	14	5.00	6.00	7.00	1.00
Senion Plans Examiner	16	1.00	1.00	2.00	1.00
Plans Examiner	15	2.00	2.00	2.00	-
Administrative Manager	13	0.30	0.30	0.30	-
Compliance Manager	14	-	-	0.50	0.50
Permit/Zoning Supervisor	14	1.00	1.00	1.00	-
Records Technician	7	1.00	1.00	1.00	-
Permit Technician	8	4.00	4.00	4.00	-
Total Full-time		16.55	17.55	20.05	2.50
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		16.55	17.55	20.05	2.50

Code Enforcement

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 1,491,226	\$ 1,467,819	\$ 1,601,076	\$ 1,712,536	\$ 111,460
Operating Expenditures	512,216	757,797	920,058	753,376	(166,682)
Total Expenditures	\$ 2,003,442	\$ 2,225,616	\$ 2,521,134	\$ 2,465,912	\$ (55,222)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Community Development Director	22	0.25	0.25	0.25	-
Code Enforcement Manager	20	1.00	1.00	1.00	-
Code Enforcement Supervisor	14	1.00	1.00	1.00	-
Administrative Manager	13	0.70	0.70	0.70	-
Code Enforcement Inspector	10	12.00	12.00	12.00	-
Animal Control Officer	10	2.00	2.00	2.00	-
Landscape Specialist	10	1.00	1.00	1.00	-
Tree Inspector	9	1.00	1.00	1.00	-
Code Enforcement Clerk	8	1.00	1.00	1.00	-
Code Enforcement Technician	8	6.00	6.00	6.00	-
Total Full-time		25.95	25.95	25.95	-
<u>Part-time/Temporary</u>					
Code Enforcement Inspector	10	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		26.95	26.95	26.95	-

Construction Management & Engineering

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 1,263,284	\$ 1,628,844	\$ 1,747,014	\$ 1,064,377	\$ (682,637)
Operating Expenditures	104,225	129,640	192,758	161,791	(30,967)
Capital Outlay	14,583	-	-	-	-
Transfers	-	-	24,378	4,800	(19,578)
Total Expenditures	\$ 1,382,093	\$ 1,758,484	\$ 1,964,150	\$ 1,230,968	\$ (733,182)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Community Development Director	22	0.25	0.25	0.25	-
Construction & Engineering Manager	20	1.00	1.00	1.00	-
Civil Engineer	20	1.00	1.00	-	(1.00)
Stormwater Engineer	20	1.00	1.00	-	(1.00)
Traffic Engineer	20	1.00	1.00	1.00	-
Construction Site Supervisor	18	1.00	1.00	1.00	-
Senior Construction Site Inspector	14	1.00	1.00	1.00	-
Construction Site Inspector	12	3.00	3.00	3.00	-
Engineering Technician	11	3.00	3.00	-	(3.00)
Project Coordinator/Manager	15/16	2.00	3.00	3.00	-
Stormwater Manager	19	1.00	1.00	-	(1.00)
Survey Technicians	8	3.00	3.00	-	(3.00)
Senior Staff Assistant	9	-	-	0.50	0.50
Utility Development Review Technician	11	1.00	1.00	-	(1.00)
Total Full-time		19.25	20.25	10.75	(9.50)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		19.25	20.25	10.75	(9.50)

Utility

Construction Management & Engineering

Utility Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ -	\$ -	\$ -	\$ 467,010	\$ 467,010
Operating Expenditures	-	-	-	30,782	30,782
Transfers	-	-	-	32,500	32,500
Total Expenditures	\$ -	\$ -	\$ -	\$ 530,292	\$ 530,292

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Utility Engineer	20	-	-	1.00	1.00
Development Review Specialist	13	-	-	1.00	1.00
Engineering Technician	13	-	-	1.00	1.00
Project Coordinator	15	-	-	1.00	1.00
Construction Site Inspector	12	-	-	1.00	1.00
Total Full-time		-	-	5.00	5.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	5.00	5.00

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

Stormwater

Construction Management & Engineering

Stormwater Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ -	\$ -	\$ -	\$ 801,284	\$ 801,284
Operating Expenses	-	-	-	931,447	931,447
Capital Outlay	-	-	-	381,700	381,700
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,114,431	\$ 2,114,431

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Senior Project Specialist	13	-	-	2.00	1.00
Project Specialist	12	-	-	2.00	-
Stormwater Engineer	20	-	-	1.00	1.00
Stormwater Manager	19	-	-	1.00	1.00
Project Specialist	12	-	-	2.00	2.00
Stormwater System Specialist	16	-	-	1.00	1.00
Survey Technician	9	-	-	3.00	3.00
Total Full-time		-	-	12.00	9.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	12.00	9.00

NOTE: This organization code is new for fiscal year 2019 and reallocates existing staff and expenses within the division, to be directly funded as appropriate. Previously these expenses were allocated to the Stormwater Operations division or the Construction Management & Engineering division.

Fire

Department Summary



The Fire Department provides basic and advanced life support and fire suppression/prevention services. The fire service area includes the City, as well as mutual aid response, when needed, within the County and other municipalities. In addition, the department is responsible for enforcing City, State, and Federal Fire and Life Safety Codes. This is accomplished by performing business inspections and public education. With the increase in sport activities at the local schools and the City's running series, the Fire Department provides rapid advanced medical service with Medical Emergency Response Vehicle (MERV's) units.

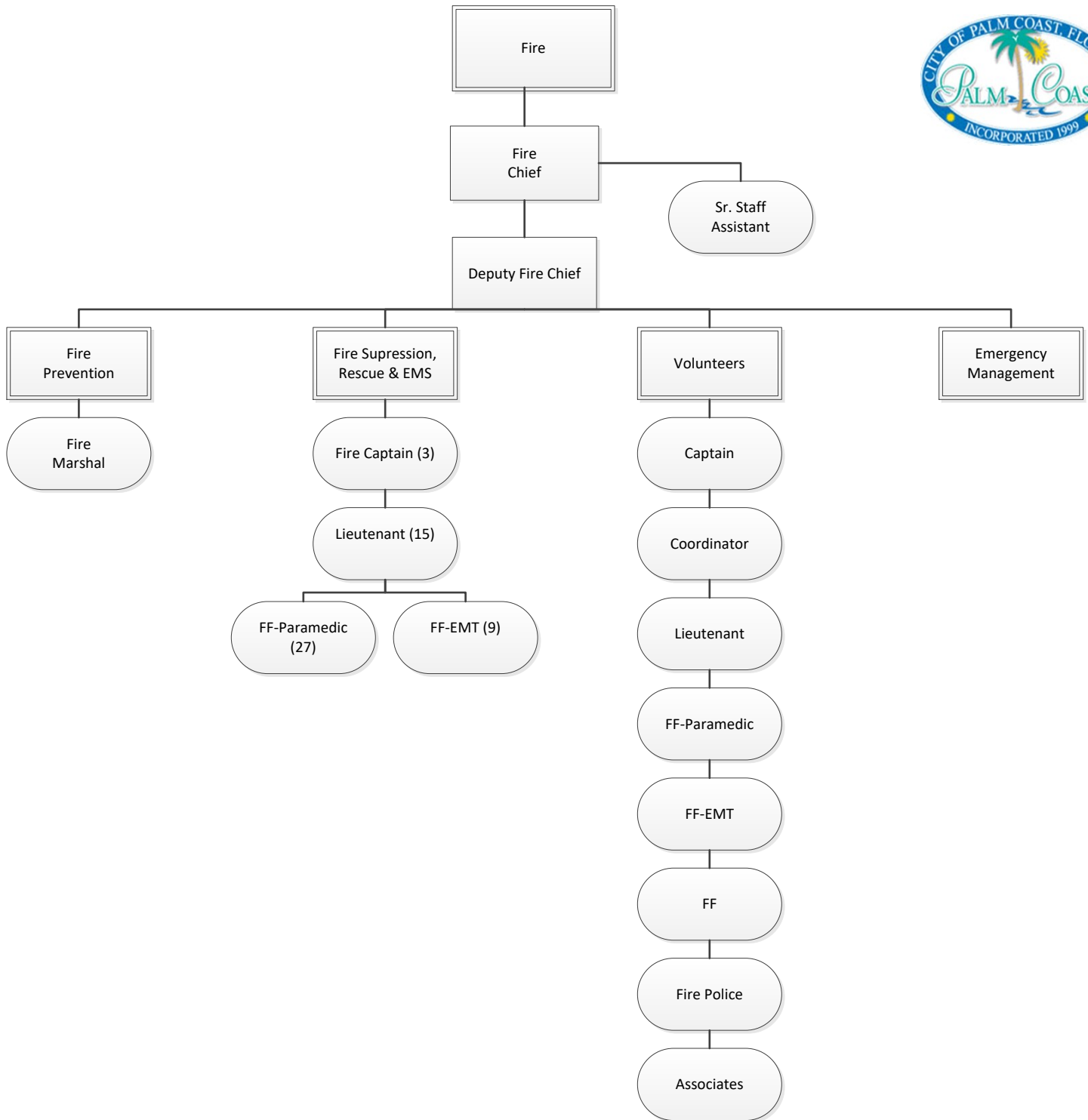
Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 58 FTEs, 25 Volunteer Firefighters and 15 Volunteer Fire Police members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support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

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



Fire

Organizational Chart



Fire

Department Objectives

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

- Explore methods to better align resources to ensure efficient delivery of services
- Ensure that all firefighters receive annual medical exam.
- Ensure proper maintenance of Fire Fleet
- Maintain Fire fleet replacement program

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

- Provide Flagler Schools "Fire and Community Education" to students from K - 12th grade.
- Provide Public Safety and Education Programs
- Complete Fire Service Medical advancement and training
- Strive for improved ISO rating for fire protection according to the recommendations of last evaluation
- Develop a plan for emergency communication upgrades in consultation with Flagler County and other partners
- Provide emergency response to the Utility Department for confined / reduced spaces
- Evaluate and develop procedures to improve radio communication
- Conduct an annual City-wide Emergency Management training session
- Provide emergency response to the Utility Department for confined / reduced spaces

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.

- Update and maintain officer mentoring program to educate and train full time firefighters for advancement.
- Develop an emergency evacuation plan for all City facilities
- 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.

Fire

General Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 5,860,147	\$ 6,038,883	\$ 6,469,335	\$ 6,602,779	\$ 133,444
Operating Expenditures	1,984,620	2,105,556	2,226,467	2,275,376	48,909
Capital Outlay	14,629	42,875	52,095	36,000	(16,095)
Transfers	-	-	-	17,532	17,532
Total Expenditures	\$ 7,859,396	\$ 8,187,313	\$ 8,747,897	\$ 8,931,687	\$ 183,790

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Fire Chief	22	1.00	1.00	1.00	-
Deputy Fire Chief	20	1.00	1.00	1.00	-
Fire Captain	19	3.00	3.00	3.00	-
Fire Marshal	19	1.00	1.00	1.00	-
Fire Lieutenant	16	7.00	7.00	7.00	-
Fire Lieutenant/Paramedic	17	8.00	8.00	8.00	-
Firefighter/Paramedic	13	23.00	23.00	23.00	-
Firefighter/EMT	11	13.00	13.00	13.00	-
Fire Support Assistant	12	1.00	1.00	1.00	-
Total Full-time		58.00	58.00	58.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		58.00	58.00	58.00	-

Public Works

Department Summary

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

Streets Division

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

Facilities Maintenance Division

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

Parks Maintenance Division

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

Fleet Management Division

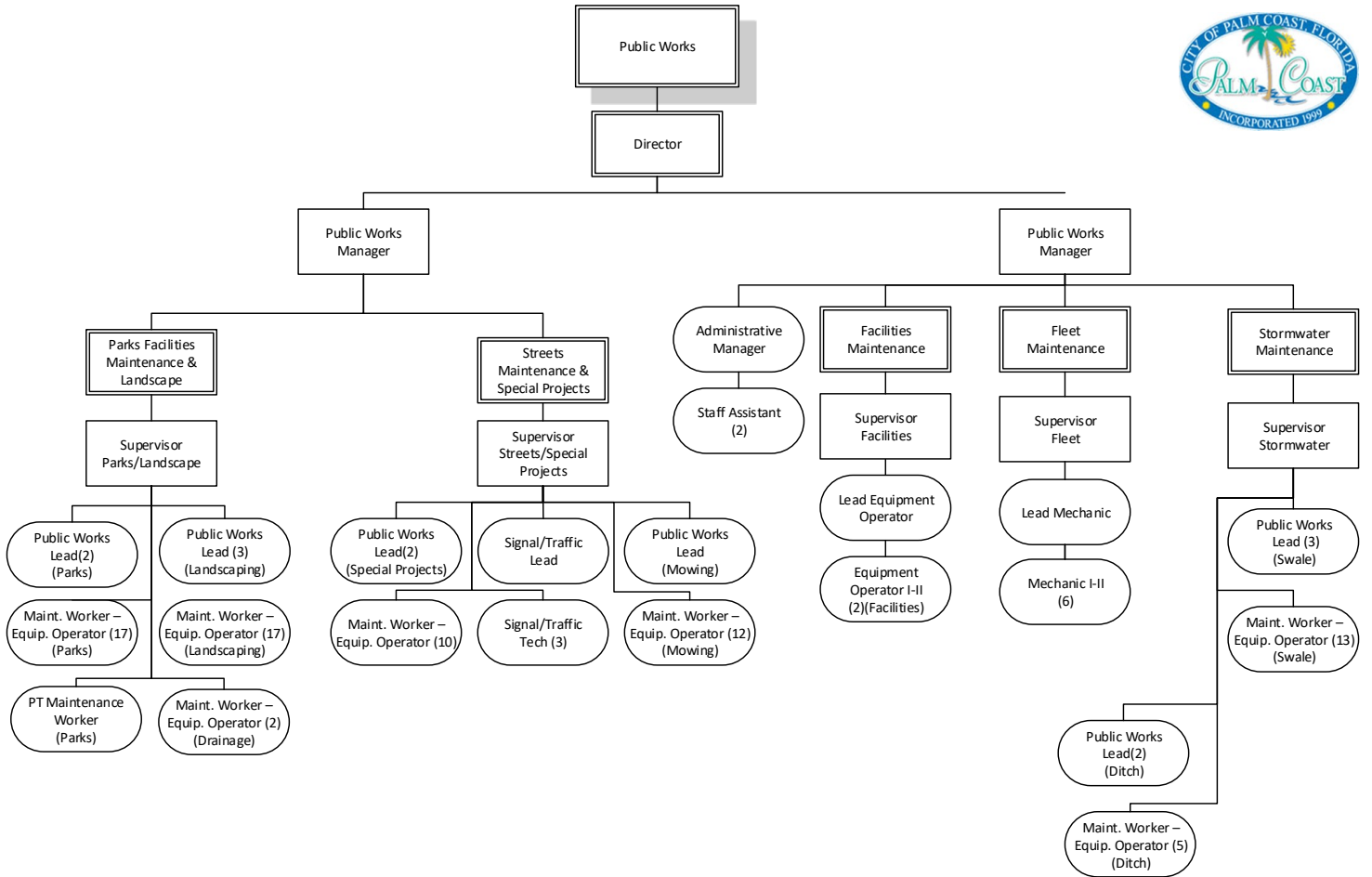
The Fleet Management Fund is an Internal Service Fund that is designed to maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements for the fleet when the useful life has expired. Transfers and charges from the user departments provide the revenues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

Stormwater Operations Division

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

Public Works

Organizational Chart



Public Works

Department Objectives

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

- Replace aging infrastructure elements
- Maintain stormwater system elements
- Continually evaluate Park conditions and develop repair/replacement or maintenance programs
- Ensure proper inspection and repair of City infrastructure
- Inspect and maintain City facilities
- Maintain Median Beautification program

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.

- Support event activities that provide positive economic impact for the community
- Maintain stormwater system elements

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.

- Ensure proper maintenance of Fire Fleet

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.

- Complete facility inspections for repair and preventative maintenance to reduce waste and energy

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.

- Implement hazard prevention throughout City parks
- Implement hazard prevention measures throughout all City facilities

Streets

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 2,731,530	\$ 3,137,870	\$ 3,225,708	\$ 3,661,814	\$ 436,106
Operating Expenditures	2,867,774	2,870,593	3,023,402	3,182,821	159,419
Capital Outlay	-	45,947	-	-	-
Transfers	-	61,038	64,017	131,340	67,323
Total Expenditures	\$ 5,599,304	\$ 6,115,448	\$ 6,313,127	\$ 6,975,975	\$ 662,848

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Public Works Director	22	1.00	1.00	1.00	-
Public Works Manager	18	1.00	1.00	1.00	-
Public Works Supervisor	15	1.00	1.00	1.00	-
Public Works Lead	11	6.00	6.00	6.00	-
Maintenance Worker/Equipment Oper	6/9	40.00	40.00	41.00	1.00
Signal/Traffic Technician Lead	12	1.00	1.00	1.00	-
Signal/Traffic Technician	10	2.00	2.00	3.00	1.00
Administrative Manager	13	1.00	1.00	1.00	-
Staff Assistant	8	1.00	1.00	1.00	-
Total Full-time		54.00	54.00	56.00	2.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		54.00	54.00	56.00	2.00

Facilities Maintenance

Facilities Maintenance Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 233,163	\$ 112,076	\$ 124,357	\$ 242,532	\$ 118,175
Operating Expenditures	342,419	408,378	521,628	641,476	119,848
Capital Outlay	-	-	-	8,850	8,000
Transfers	-	-	-	118,600	118,600
Contingency	-	-	23,764	-	(23,764)
Total Expenditures	\$ 575,582	\$ 520,455	\$ 669,749	\$ 1,011,458	\$ 340,859

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 17	FY 18	FY 19	FY18-19
<u>Full-time</u>					
Supervisor	16	-	-	1.00	1.00
Equipment Operator - Lead	11	-	-	1.00	1.00
Equipment Operator	7/9	2.00	2.00	2.00	-
Total Full-Time		2.00	2.00	4.00	2.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		2.00	2.00	4.00	2.00

Parks Maintenance

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 900,286	\$ 956,231	\$ 1,292,095	\$ 1,371,767	\$ 79,672
Operating Expenditures	604,096	610,522	731,162	850,374	119,212
Transfers	-	8,338	78,596	4,600	(73,996)
Total Expenditures	\$ 1,504,382	\$ 1,575,091	\$ 2,101,853	\$ 2,226,741	\$ 124,888

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-FY19
<u>Full-time</u>					
Public Works Supervisor	15	1.00	1.00	1.00	-
Public Works Lead	11	2.00	2.00	2.00	-
Maintenance Worker/Equipment Operator (I,II,III)	6/9	15.00	17.00	17.00	-
Total Full-time		18.00	20.00	20.00	-
<u>Part-time/Temporary</u>					
Maintenance Worker	6	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		19.00	21.00	21.00	-

Fleet Management

Fleet Management Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 394,734	\$ 435,029	\$ 516,659	\$ 688,040	\$ 171,381
Operating Expenditures	2,775,639	2,853,865	1,709,370	1,794,466	85,096
Capital Outlay	1,109,805	1,176,782	1,919,552	3,070,417	1,150,865
Transfers	247,755	-	-	331,600	331,600
Contingency	-	-	758,093	-	(758,093)
Total Expenditures	\$4,527,933	\$4,465,676	\$4,903,674	\$5,884,523	\$980,849

CAPITAL OUTLAY SUMMARY

Description	Proposed FY 19
New Equipment	\$ 1,153,265
Replacement Fleet	1,917,152
Total	\$ 3,070,417

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Mechanic Shop Supervisor	16	1.00	1.00	1.00	-
Lead Mechanic	12	1.00	1.00	1.00	
Mechanic I/II	9/10	5.00	5.00	6.00	1.00
Total Full-time		7.00	7.00	8.00	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	7.00	8.00	1.00

Stormwater Operations

Stormwater Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 1,098,010	\$ 1,194,005	\$ 1,654,036	\$ 1,421,231	\$ (232,805)
Operating Expenditures	5,349,272	4,365,096	3,503,369	2,549,908	(953,461)
Capital Outlay	1,411,686	1,823,436	2,312,433	550,000	(1,762,433)
Debt Service	266,267	234,321	1,354,908	1,355,142	234
Transfers	216,241	138,475	104,851	111,072	6,221
Total Expenditures	\$ 8,341,476	\$ 7,755,333	\$ 8,929,597	\$ 5,987,353	\$ (2,942,244)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Public Works Manager	18	-	1.00	0.50	(0.50)
Public Works Supervisor	15	1.00	1.00	1.00	-
Senior Project Specialist	13	1.00	1.00	-	(1.00)
Project Specialist	12	2.00	2.00	-	(2.00)
Equipment Operator Lead	11	5.00	5.00	5.00	-
Maintenance Worker/Equipment Operator I/II/III	9 - 10	17.00	17.00	18.00	1.00
Public Works Liason	12	1.00	-	-	-
Total Full-time		27.00	27.00	24.50	(2.50)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		27.00	27.00	24.50	(2.50)

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.

Utility

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

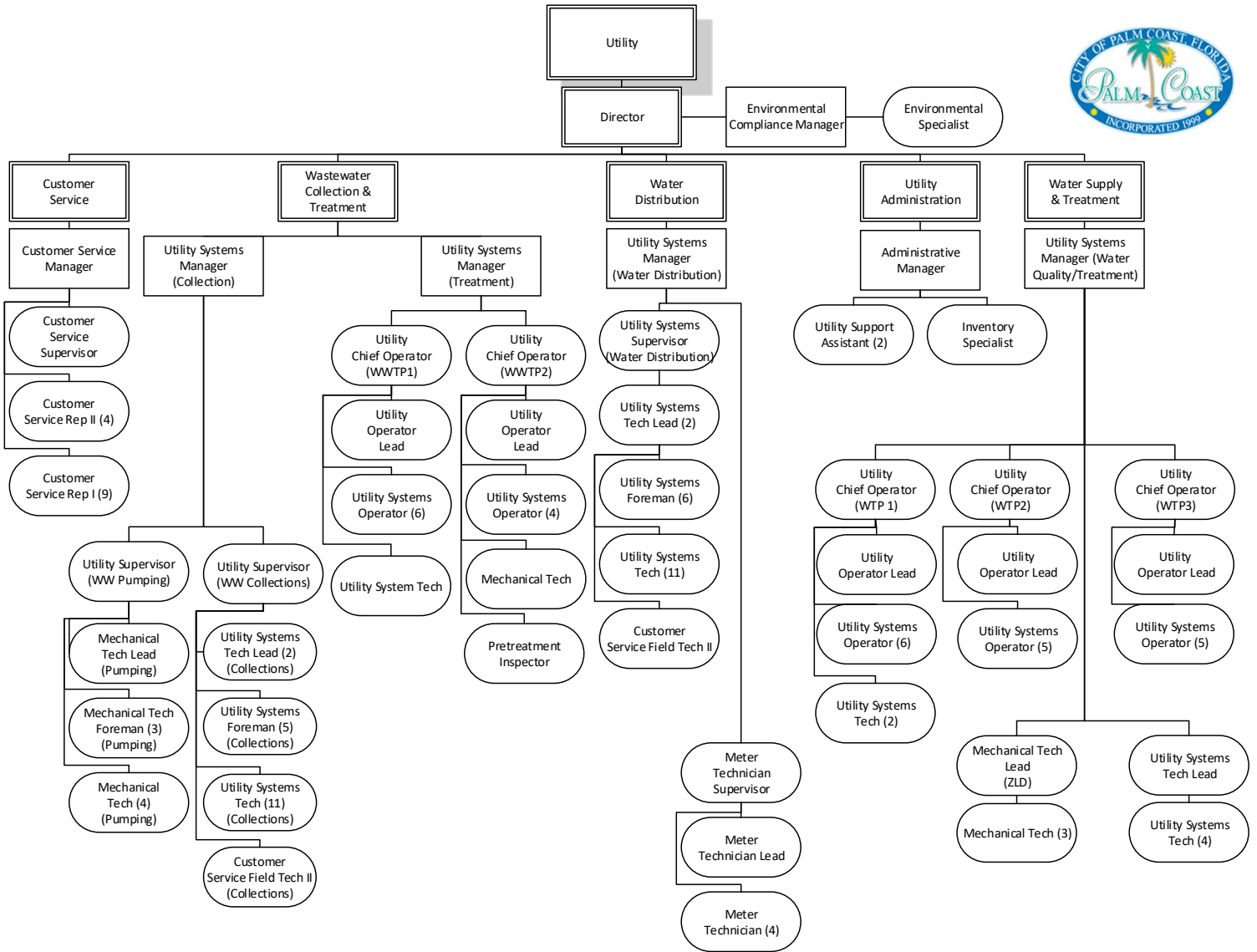
This division of the Utility Department includes Utility Maintenance, Wastewater Collection and Wastewater Treatment. The division is responsible for maintenance, repairs and installation of the wastewater system. This includes collection, treatment and disposal of wastewater. This division includes 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.

Utility

Organizational Chart



Utility

Department Objectives

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

- Replace aging infrastructure elements
- Maintain a Capital Improvement Plan
- Evaluate pep tank replacement factors and future demand needs.
- Ensure that all infrastructure is a priority regarding maintenance and performance
- Ensure proper inspection and repair of City infrastructure
- Develop additional source water supply wells for to meet existing water plant design capacity and provide optimum wellfield management capability
- Coordinate facility capacity upgrades to meet the City's growth needs appropriately
- Maintain fire hydrants
- Maintain lift station sites

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.

- Reduce meter reading time, improve efficiencies and record daily water consumption by installing meter transmitters
- Reduce Inflow/Infiltration into the wastewater collection system
- Install residential backflow devices
- Evaluate the hydrant meter procurement process
- In coordination with IT, through advanced metering project, begin integrating services to real time usage monitoring through a phased approach.

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.

- Monitor water loss
- Install one (1) Alternative Odor Control Unit
- Complete reclaim water discharge to wetlands from WTP 2
- Target non-City seminars / workshops to distribute City regulations and Water Wise educational materials.
- Encourage the public to utilize paperless options
- Complete study for biosolids treatment
- Complete LED conversion at 50% of pump station sites.

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.

- Integrate training element for each Division into training program
- Ensure appropriate customer service call times

Utility Administration

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 487,999	\$ 561,028	\$ 577,592	\$ 647,208	\$ 69,616
Operating Expenditures	207,335	205,003	251,664	229,129	(22,535)
Total Expenditures	\$ 695,334	\$ 766,030	\$ 829,256	\$ 876,337	\$ 47,081

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-FY19
<u>Full-time</u>					
Director	22	1.00	1.00	1.00	-
Environmental Technician	11	1.00	1.00	1.00	-
Environmental Compliance Manager	18	1.00	1.00	1.00	-
Inventory Specialist	10	1.00	1.00	1.00	-
Administrative Manager	13	1.00	1.00	1.00	-
Utility Support Specialist	9	1.00	2.00	2.00	-
Total Full-time		6.00	7.00	7.00	-
<u>Part-time/Temporary</u>					
Utility Support Specialist		1.00	-	-	-
Total Part-time/Temporary		1.00	-	-	-
Total Personnel		7.00	7.00	7.00	-

Wastewater Pumping

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 447,053	\$ 486,998	\$ 577,592	\$ 644,706	\$ 67,114
Operating Expenditures	265,389	258,199	305,172	314,313	9,141
Transfers	-	-	44,500	24,150	(20,350)
Total Expenditures	\$ 712,442	\$ 745,197	\$ 927,264	\$ 983,169	\$ 55,905

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Supervisor	16	-	-	1.00	1.00
Mechanical Technician - Lead	14	1.00	1.00	1.00	-
Mechanical Technician Foreman	13	3.00	3.00	3.00	-
Mechanical Technician	7/9	3.00	4.00	4.00	-
Total Full-time		7.00	8.00	9.00	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	8.00	9.00	1.00

Wastewater Collection

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-FY19
Personal Services	\$ 1,174,285	\$ 1,271,164	\$ 1,396,300	\$ 1,437,591	\$ 41,291
Operating Expenditures	1,253,001	1,432,448	3,139,463	1,664,022	(1,475,441)
Capital Outlay	9,554	39,386	40,000	50,000	10,000
Transfers	234,000	28,549	-	-	-
Total Expenditures	\$ 2,670,841	\$ 2,771,546	\$ 4,575,763	\$ 3,151,613	\$(1,424,150)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Technician Foreman	10	5.00	5.00	5.00	-
Customer Service Field Technician II	9	1.00	1.00	1.00	-
Utility Systems Technician	6/8	11.00	11.00	12.00	1.00
Total Full-time		21.00	21.00	22.00	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		21.00	21.00	22.00	1.00

Wastewater Treatment Plant 1

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-FY19
Personal Services	\$ 650,283	\$ 682,235	\$ 615,556	\$ 760,824	\$ 145,268
Operating Expenditures	1,121,293	1,216,411	1,375,075	1,360,874	(14,201)
Transfers	-	-	-	24,150	24,150
Total Expenditures	\$ 1,771,576	\$ 1,898,646	\$ 1,990,631	\$ 2,145,848	\$ 155,217

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Manager	19	-	-	1.00	1.00
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Pretreatment Inspector	11	1.00	1.00	-	(1.00)
Utility System Technician	8	-	-	1.00	1.00
Utility Systems Operator	9/10/12	6.00	6.00	6.00	-
Total Full-time		9.00	9.00	10.00	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		9.00	9.00	10.00	1.00

Wastewater Treatment Plant 2

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ -	\$ 42,042	\$ 277,079	\$ 517,487	\$ 240,408
Operating Expenditures	-	10,099	249,442	854,076	604,634
Transfers	-	-	39,632	89,250	49,618
Total Expenditures	\$ -	\$ 52,142	\$ 566,153	\$ 1,460,813	\$ 894,660

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Utility Systems Operator Trainee	5	3.00	-	1.00	1.00
Utility Chief Operator	15	-	1.00	1.00	-
Pretreatment Inspector	11	-	-	1.00	1.00
Utility Systems Operator Lead	14	-	1.00	1.00	-
Utility Systems Operator	9/11	-	1.00	4.00	3.00
Total Full-time		3.00	3.00	8.00	5.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		3.00	3.00	8.00	5.00

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

Water Treatment Plant 1

Utility Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 650,510	\$ 679,772	\$ 740,535	\$ 785,210	\$ 44,675
Operating Expenditures	1,096,862	1,211,150	1,435,885	1,698,396	262,511
Total Expenditures	\$ 1,747,372	\$ 1,890,922	\$ 2,176,420	\$ 2,483,606	\$ 307,186

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved	Approved	Proposed	Net Change
		FY 17	FY 18	FY 19	FY18-19
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator	9/10/12	6.00	6.00	6.00	-
Utility Systems Technician	9/8	2.00	2.00	2.00	-
Total Full-time		10.00	10.00	10.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		10.00	10.00	10.00	-

Water Treatment Plant 2

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 709,357	\$ 782,496	\$ 796,954	\$ 600,852	\$ (196,102)
Operating Expenditures	680,749	899,276	1,060,172	1,164,240	104,068
Total Expenditures	<u>\$ 1,390,106</u>	<u>\$ 1,681,772</u>	<u>\$ 1,857,126</u>	<u>\$ 1,765,092</u>	<u>\$ (92,034)</u>

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Mechanical Tech Lead	14	1.00	1.00	-	(1.00)
Mechanical Tech	7/9	3.00	2.00	-	(2.00)
Utility Systems Operator	12/10/9	5.00	5.00	5.00	-
Total Full-time		11.00	10.00	7.00	(3.00)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		11.00	10.00	7.00	(3.00)

Water Treatment Plant 3

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 464,703	\$ 518,271	\$ 561,871	\$ 562,685	\$ 814
Operating Expenditures	623,979	701,883	774,655	822,890	48,235
Total Expenditures	\$ 1,088,682	\$ 1,220,154	\$ 1,336,526	\$ 1,385,575	\$ 49,049

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator	12/10/9	5.00	5.00	5.00	-
Mechanical Tech I	7	-	1.00	-	(1.00)
Total Full-time		7.00	8.00	7.00	(1.00)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	8.00	7.00	(1.00)

Water Quality

Utility Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 371,340	\$ 384,245	\$ 457,876	\$ 721,665	\$ 263,789
Operating Expenditures	86,884	89,454	95,946	99,858	3,912
Transfers	-	-	-	35,175	35,175
Total Expenditures	\$ 458,224	\$ 473,699	\$ 553,822	\$ 856,698	\$ 302,876

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Technician - Lead	13	1.00	1.00	1.00	-
Utility Systems Technician	6/8	3.00	3.00	4.00	1.00
Mechanical Tech - Lead	14	-	-	1.00	1.00
Mechanical Tech	7	-	-	3.00	3.00
Total Full-time		5.00	5.00	10.00	5.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		5.00	5.00	10.00	5.00

Water Distribution

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 1,555,202	\$ 1,762,036	\$ 1,916,708	\$ 2,125,995	\$ 209,287
Operating Expenditures	860,812	690,963	1,014,173	1,161,963	147,790
Capital Outlay	538,023	569,435	725,815	830,989	105,174
Transfers	-	48,635	28,830	114,870	86,040
Total Expenditures	\$ 2,954,038	\$ 3,071,069	\$ 3,685,526	\$ 4,233,817	\$ 548,291

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Customer Service Field Technician II	9	1.00	1.00	1.00	-
Meter Technician - Lead	12	1.00	1.00	1.00	-
Meter Technician - Foreman	10	-	1.00	1.00	-
Meter Technician II	6	2.00	2.00	2.00	-
Meter Technician I	5	2.00	2.00	2.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Foreman	10	5.00	5.00	6.00	1.00
Utility Systems Technician	8/7	11.00	11.00	11.00	-
Total Full-time		26.00	27.00	28.00	1.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		26.00	27.00	28.00	1.00

Customer Service

Utility Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 1,085,256	\$ 1,143,056	\$ 1,213,605	\$ 1,266,302	\$ 52,697
Operating Expenditures	275,907	221,724	305,171	323,205	18,034
Debt Service	27,778	41,209	60,000	60,000	-
Total Expenditures	\$ 1,388,941	\$ 1,405,989	\$ 1,578,776	\$ 1,649,507	\$ 70,731

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Customer Service Manager	18	1.00	1.00	1.00	-
Customer Service Supervisor	12	1.00	1.00	1.00	-
Finance Technician	8/10/12	5.00	5.00	5.00	-
Customer Service Specialist	12	-	1.00	1.00	-
Customer Service Representative I	8	9.00	9.00	9.00	-
Customer Service Representative II	10	4.00	4.00	4.00	-
Total Full-time		20.00	21.00	21.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		20.00	21.00	21.00	-

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 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 4,534	\$ 4,451	\$ -	\$ -	\$ -
Operating Expenditures	12,779,906	13,300,520	2,921,586	2,631,583	(290,003)
Debt Service	5,254,064	22,624,702	11,042,192	12,691,588	1,649,396
Grants and Aide	10,000	10,000	10,000	10,000	-
Transfers	4,196,673	6,925,136	8,062,762	5,212,640	(2,831,617)
Contingency	-	-	-	327,362	308,857
Total Expenditures	<u>\$ 22,245,177</u>	<u>\$ 42,864,810</u>	<u>\$ 22,036,540</u>	<u>\$ 20,873,173</u>	<u>\$ (1,163,367)</u>

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.

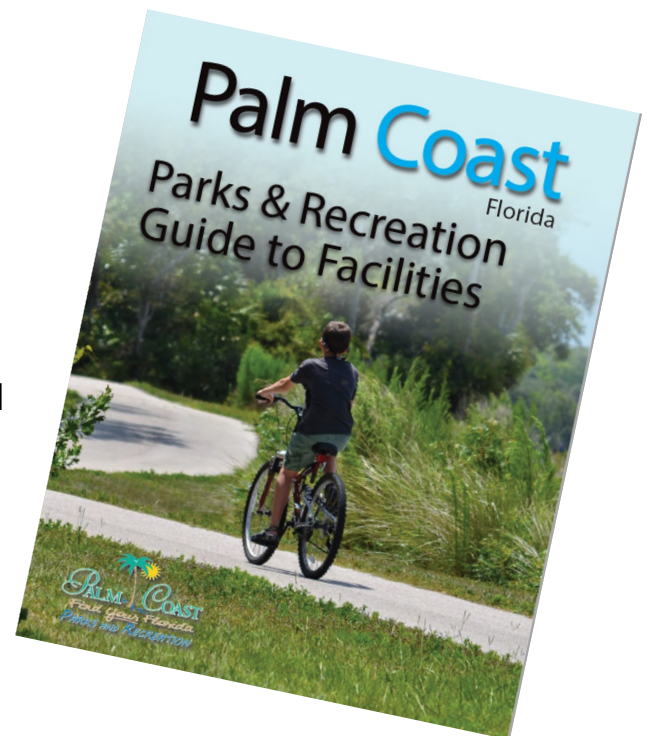
Our 15 City parks offer a variety of amenities such as playgrounds, fishing docks, picnic pavilions and athletic fields and courts. Among the parks are the Indian Trails Sports Complex, the Palm Harbor Golf Club, the Palm Coast Tennis Center, Frieda Zamba Swimming Pool and our newest gem – Long Creek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



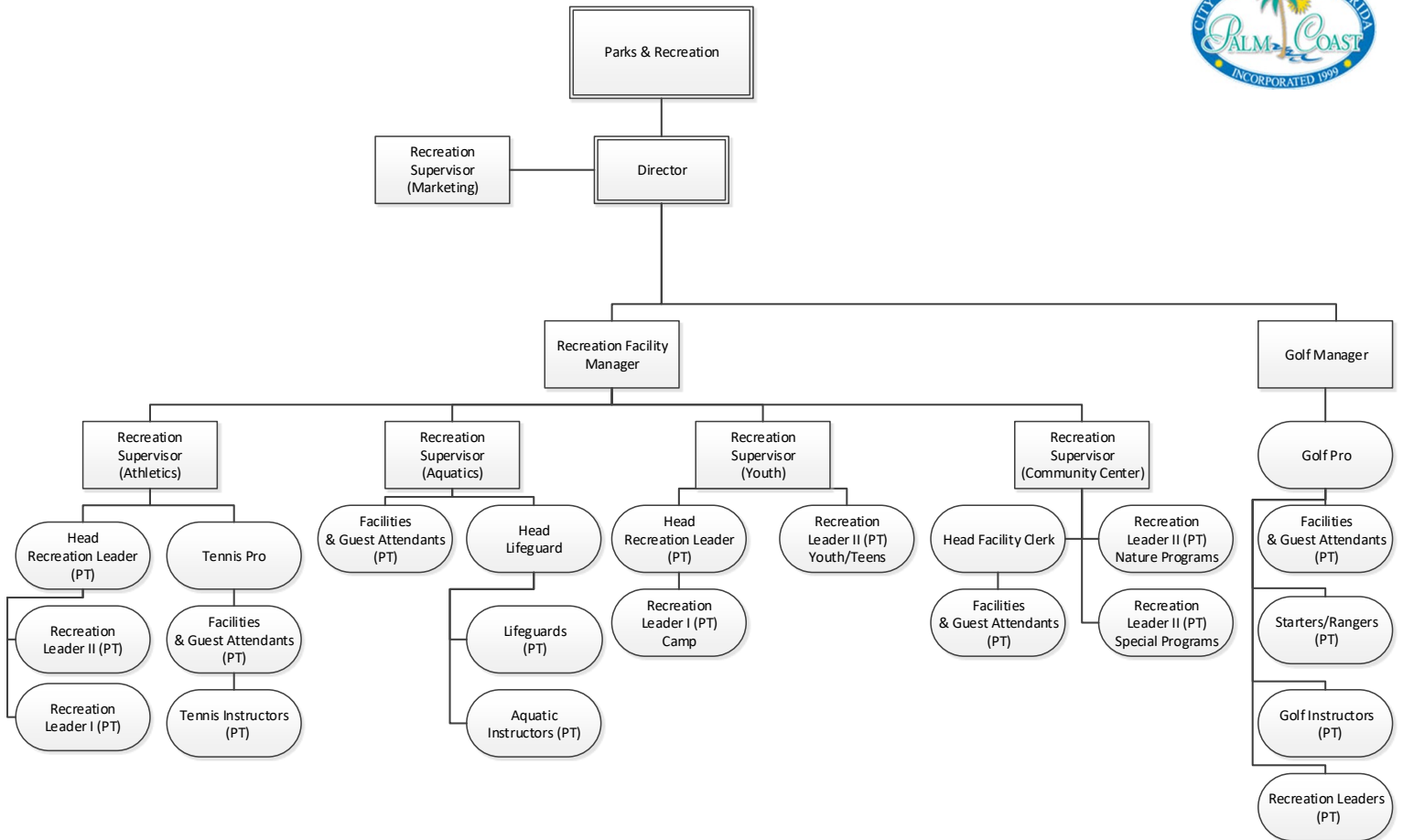
Lined with historic oaks, towering pines and indigenous vegetation, our parks and trails showcase the splendid elegance of the native Florida landscape. Bird-watching is popular at St. Joe Walkway and Linear Park, which are designated as Great Florida Birding & Wildlife Trails, and you can spot dolphins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

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

- Evaluate Town Center and other locations within the southern part of the City with the potential to incorporate a future premier multi-purpose recreation center that all generations are served
- Provide quarterly reports to summarize monthly data for estimated visitor spending due to tournaments and events.
- Continue to grow the economic benefits resulting from special events and sport tournaments

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

- Recover costs associated with fee based programs

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

- Increase the number of new programs and/or events offered to the community
- Report quarterly on coordination efforts for Art in Public Places.
- Create marketing materials to actively promote available facilities and amenities
- Survey event attendees
- Improve, expand and/or enhance the variety of local leisure and recreational activities
- Evaluate options for improving scheduling of recreation programming
- Evaluate and attract special events that have a positive community and economic impact
- Seek community partnerships for events
- Provide community outreach programs
- Expand educational, social and cultural opportunities

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Parks and Recreation

General Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ 741,339	\$ 682,789	\$ 1,002,825	\$ 1,009,573	\$ 6,748
Operating Expenditures	412,261	477,570	600,830	633,982	33,152
Transfers	-	-	-	3,300	3,300
Contingency	-	-	21,325	-	(21,325)
Total Expenditures	\$ 1,153,600	\$ 1,160,359	\$ 1,624,980	\$ 1,646,855	\$ 21,875

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Recreation and Parks Director	22	1.00	1.00	1.00	-
Recreation Superintendent	17	1.00	-	-	-
Recreation Manager	14	-	1.00	1.00	-
Recreation Supervisor	14	4.00	4.00	3.00	(1.00)
Recreation Specialist	12	1.00	1.00	1.00	-
Hospitality Specialist	9	-	-	1.00	1.00
Head Lifeguard	5	1.00	1.00	-	(1.00)
Head Facility Clerk	8	1.00	1.00	-	(1.00)
Total Full-time		9.00	9.00	7.00	(2.00)
<u>Part-time/Temporary</u>					
Part-Time Hours FTE (As needed)		17.83	17.43	18.03	0.60
Total Part-time/Temporary		17.83	17.43	18.03	0.60
Total Personnel		26.83	26.43	25.03	(1.40)

Part-Time staffing includes Facility Clerks, Lifeguards, Instructors and Recreation Leaders

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

Pool

General Fund

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ -	\$ -	\$ -	\$ 327,153	\$ 327,153
Operating Expenditures	-	-	-	104,680	104,680
Total Expenditures	\$ -	\$ -	\$ -	\$ 431,833	\$ 431,833

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Recreation Supervisor	14	-	-	1.00	1.00
Head Lifeguard	5	-	-	1.00	1.00
Total Full-time		-	-	2.00	2.00
<u>Part-time/Temporary</u>					
Part-Time Hours FTE (As needed)		-	-	5.75	5.75
Total Part-time/Temporary		-	-	5.75	5.75
Total Personnel		-	-	7.75	7.75

Part-Time staffing includes Facility Clerks, Lifeguards, Instructors and Recreation Leaders

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

Tennis Center

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ -	\$ -	\$ 181,912	\$ 192,938	\$ 11,026
Operating Expenditures	301,304	313,597	106,717	131,390	24,673
Total Expenditures	<u>\$ 301,304</u>	<u>\$ 313,597</u>	<u>\$ 288,629</u>	<u>\$ 324,328</u>	<u>\$ 35,699</u>

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Tennis Pro	13	-	1.00	1.00	-
Total Full-time		-	-	1.00	1.00
<u>Part-time/Temporary</u>					
Part-Time Hours FTE (As needed)		-	3.20	3.20	-
Total Part-time/Temporary		-	3.20	3.20	-
Total Personnel		-	4.20	4.20	-

Part-Time staffing includes Facility Clerks and Instructors.

In late FY 2017, the City took over management of this facility. This was previously being contracted through Kemper Sports.

Golf Course

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Personal Services	\$ -	\$ -	\$ -	\$ 492,230	\$ 492,230
Operating Expenditures	1,610,659	1,651,266	1,528,106	1,078,835	(449,271)
Transfers	-	-	-	1,300	1,300
Total Expenditures	\$ 1,610,659	\$ 1,651,266	\$ 1,528,106	\$ 1,572,365	\$ 44,259

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Golf Manager	18	-	1.00	1.00	-
Golf Pro	15	-	1.00	1.00	-
Accounting Technician	10	-	1.00	1.00	-
Total Full-time		-	3.00	3.00	-
<u>Part-time/Temporary</u>					
Part-Time Hours FTE (As needed)		-	6.63	6.63	-
Total Part-time/Temporary		-	6.63	6.63	-
Total Personnel		-	9.63	9.63	-

In late FY 2017, the City took over management of this facility. This was previously being contracted through Kemper Sports.

General Fund Non-Departmental

General Fund

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

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-19
Operating Expenditures	\$ 254,844	\$ 407,163	\$ 474,614	\$ 634,987	\$ 160,373
Grants and Aid	47,829	54,128	58,000	63,000	5,000
Transfers	1,044,000	594,922	845,075	1,471,561	626,486
Contingency	-	-	-	154,413	154,413
Total Expenditures	<u>\$ 1,346,673</u>	<u>\$ 1,056,213</u>	<u>\$ 1,377,689</u>	<u>\$ 2,323,961</u>	<u>\$ 946,272</u>

Information Technology

Department Summary

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

The Information Technology (IT) Department's primary role is to provide services to other City departments and to distribute information to our citizens and customers. This department is supported by the an internal service fund, which is funded mostly by internal charges to other City departments and an enterprise fund, which funded by outside revenue from Cell Tower rentals as well as usage charges for Fiber Optic services. Palm Coast FiberNET, a municipal owned, fiber based, open access network, began offering service to businesses in late fiscal year 2010.

Currently, there are over 325 desktop/laptop computers, more than 20 servers and the network currently spans 11 locations throughout the City. The network is primarily made up of carrier class circuits but these are rapidly being replaced as the new city owned Fiber Network comes online. IT also handles all communications needs to include cellular phone accounts, desktop phones, and over 300 800MHz radios.

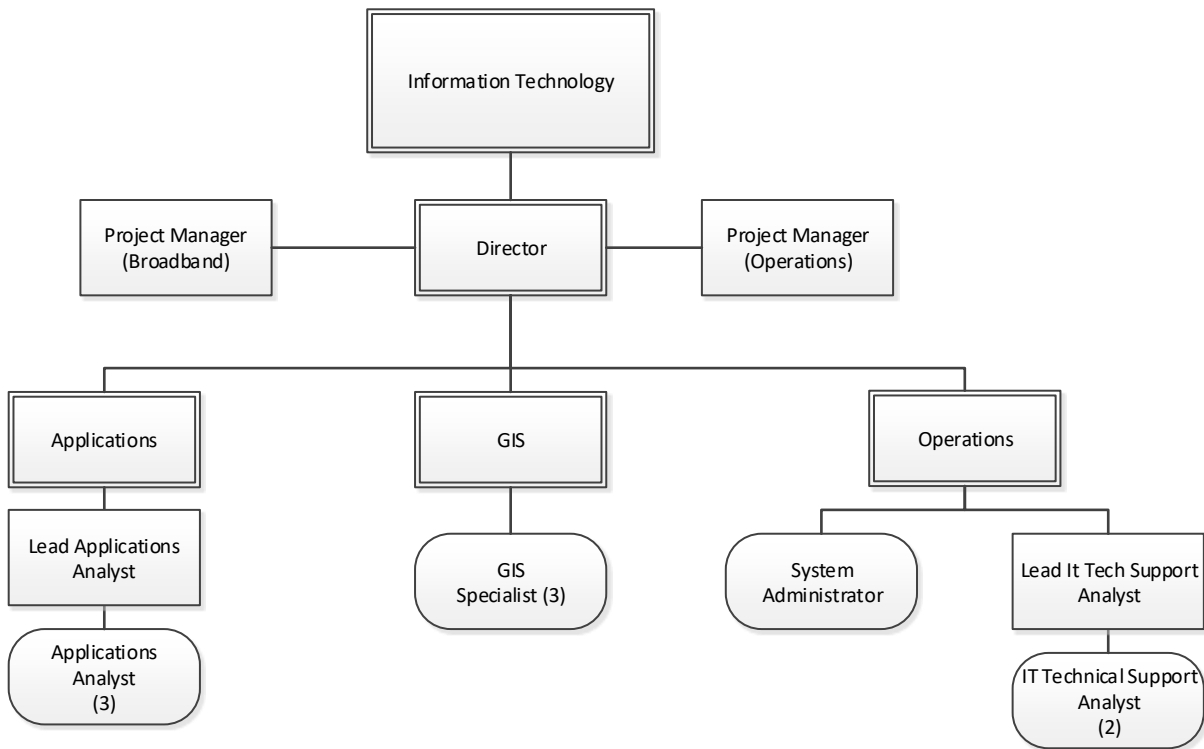
The Information Technology Department is divided into the following categories:

- Administration & Management – 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 enabled information applications to maximize external communications and streamline core internal business processes.
- Communications – Perform technical assignments related to telecommunications systems citywide to include installation and support of internal voice network and all cellular communications.
- Geographical Information Systems (GIS) – Provide mapping services to various departments throughout the city.

Continuing in the direction of “going green”, IT works with 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.

The City of Palm Coast's FiberNET fiber optic network covers 50 miles of major roadways in Palm Coast and already connects city facilities, Flagler Schools, and more than two dozen businesses. Fiber is currently available along Palm Coast Parkway, Belle Terre Parkway, in Town Center and along the U.S. 1 corridor. The city established FiberNET in 2007-08, and the network has grown each year.

Information Technology Organizational Chart



Information Technology

Department Objectives

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

- Evaluate fiber initiative with the University of Florida Whitney Lab facilities to determine mutually beneficial opportunities
- Identify potential infrastructure enhancements needed to ensure the City is prepared for technology enhancements (i.e. fiber, autonomous vehicles, etc.)
- Evaluate opportunities to incorporate fiber technology into major City infrastructure improvements
- Develop a master plan that depicts the existing and future expansion of the fiber infrastructure
- Develop a capital plan for FiberNET based on the FiberNET business plan and P3 partnership
- Rehabilitate and renovate the COLO facility
- Evaluate other approaches of promoting FiberNET

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.

- Develop a plan to establish better cell tower coverage and generate more revenue
- Upgrade Munis
- Connect City Facilities to FiberNET
- Implement IT project governance structure
- Go out for proposals for alarm monitoring services
- Increase efficiency through enhanced operations and technological advancements
- Evaluate communications costs for potential elimination of services
- Perform Information Technology (I.T.) System upgrades
- Move Customer Service to a cloud based phone system to improve redundancy and reliability
- Create an inventory of existing software products to establish evaluation priority
- Engage an external consultant to evaluate existing software products
- Maintain and update inventory of all IT infrastructure in database
- Track communication system interruptions and provide after-action report
- Identify options to mitigate weaknesses in current communication services
- Complete Data Center at City Hall
- Evaluate Opportunities to improve public facing "public records" search capabilities
- Conduct a cost-benefit analysis regarding implementation and ongoing maintenance of existing and proposed platform(s) (Citizen Engagement Platform)
- Identify external facing vs. internal efficiencies of operational services
- Identify customer service resources and response expectations resulting from platform implementation
- Present options including budget considerations to City Council

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.

- Complete city-wide facility security master plan to include parks and all other City facilities.
- Monitor the progress of park camera (security) master plan to include inventory and viewable coverage to determine if additional cameras are needed
- Monitor the progress of park camera (security) master plan to include inventory and viewable coverage to determine if additional cameras are needed

Information Technology

IT Enterprise Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-FY19
Personal Services	\$ 840,362	\$ 887,854	\$ 1,094,269	\$ 85,499	\$ (1,008,770)
Operating Expenditures	1,837,282	1,516,151	1,500,890	160,170	(1,341,111)
Capital Outlay	-	-	144,000	50,000	(94,000)
Transfers	14,652	15,335	16,131	217,088	201,348
Total Expenditures	\$ 2,692,296	\$ 2,419,340	\$ 2,755,290	\$ 512,757	\$ (2,242,533)

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Information Technology Director	22	1.00	1.00	-	(1.00)
Support Assistant	9	1.00	1.00	-	(1.00)
GIS Specialist	13	2.00	3.00	-	(3.00)
Tech Support Analyst	14	2.00	2.00	-	(2.00)
Tech Support Administrator	16	1.00	1.00	-	(1.00)
Senior Application Analyst	18	1.00	1.00	-	(1.00)
Application Analyst	15	2.00	3.00	-	(3.00)
Project Manager	18	-	-	1.00	1.00
System Administrator	17	1.00	1.00	-	(1.00)
Total Full-time		11.00	13.00	1.00	(12.00)
<u>Part-time/Temporary</u>					
		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		11.00	13.00	1.00	(12.00)

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

Expenditures	Actual FY 16	Actual FY 17	Projected FY 18	Proposed FY 19	Net Change FY18-FY19
Personal Services	\$ -	\$ -	\$ -	\$ 1,175,168	\$ 1,175,168
Operating Expenditures	-	-	-	1,890,613	1,890,613
Capital Outlay	-	-	-	121,000	121,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 3,186,781	\$ 3,186,781

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 17	Approved FY 18	Proposed FY 19	Net Change FY18-19
<u>Full-time</u>					
Information Technology Director	22	-	-	1.00	1.00
Support Assistant	9	-	-	1.00	1.00
GIS Specialist	13	-	-	3.00	3.00
Tech Support Analyst	14	-	-	2.00	2.00
Tech Support Administrator	16	-	-	1.00	1.00
Senior Application Analyst	18	-	-	1.00	1.00
Application Analyst	15	-	-	3.00	3.00
Project Manager	18	-	-	1.00	1.00
System Administrator	17	-	-	1.00	1.00
Total Full-time		-	-	14.00	14.00
<u>Part-time/Temporary</u>					
		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	14.00	14.00

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.



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Capital Improvement Program





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Capital Improvement Program

PROCEDURE

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



10 YEAR LOOKOUT

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

5 YEAR ADOPTED CAPITAL IMPROVEMENT PROGRAM (CIP)

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

1 YEAR PROJECT TIMELINE

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

DEFINITION OF CAPITAL IMPROVEMENTS

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

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

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

FUNDING SOURCES FOR CAPITAL PROJECTS

General Revenue – CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding through grants, and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. 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. No additional staff is being added this fiscal year.

WATER & WASTEWATER

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

Fiscal Year 2019 Major Capital Projects

Old Kings Road North 4-Laning **\$7,678,600** Streets Improvement Fund

This project includes the roadway widening of Old Kings Road from Brighton Circle/Kingswood Drive to Forest Grove Drive for a length of approximately 3.6 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 stormwater retention ponds and traffic control, including signage and striping. All right-of-way has been acquired for Phase 1 of the Project. Currently there is still 1 right-of-way item that needs to be acquired for Phase 2. FDOT anticipates to be able to fund the first phase in the upcoming FY20 budget.

Future Impact: General Fund, Streets Division

Anticipated impact to future operating budgets includes maintenance costs of the streetscape, roadway, traffic control devices, signage and irrigation.

STREETS IMPROVEMENTS FUND - Capacity Imp. Projects	1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Old Kings Road N. Extension Phase 2 - Matanzas to OKR												
Right-of-Way Acquisition	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	(Grant Deadline 3/31/2019)					
Old Kings Road N. Widening - Kingswood to Forest Grove												
Design - Phase 1 (modify project into 3 bid packages)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE					(Grant Deadline 7/31/2019)	
Design - Phase 2 & 3 (modify project into 3 bid packages)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	(Grant Deadline 7/31/2019)	
Right-of-Way Acquisition	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	(Grant Deadline 6/30/2019)		

Whiteview Parkway Improvements **\$2,575,000** Transportation Impact Fee Fund

One of City Council's objectives is to continue to enhance safety improvements at intersections and along roadways. Based on 2017 Crash Analysis completed by River to Sea Transportation Planning Organization, Whiteview Pkwy is deemed second highest crash road segment in Volusia & Flagler Counties based on crash severity. Improvements along Whiteview Pkwy corridor will reduce the existing four lane road segment to two lanes, add turn lanes and extend the multiuse path throughout the corridor, which will greatly improve safety for motorists, bikers and pedestrians. The project will also add street lights along the entire corridor.

Future Impact: General Fund, Streets Division

Anticipated impact to future operating budgets includes maintenance costs of the streetscape, roadway, traffic control devices, signage and irrigation.

TRANSPORTATION IMPACT FEE FUND - Projects	1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Whiteview - Safety Path, Sign & Beautification Improvements												
Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL			
Design - Landscape/Irrigation/Entrv Sign (In-House)						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			

Sesame Boulevard Path **\$480,000** Capital Projects Fund

These amounts are to continue construction of a multi-purpose path along Seminole Woods Parkway. This includes design, permitting, environmental clearance and construction of this multi-phase project. The project will be completed in annual phases and there are two segments left to construct. A portion of the annual CDBG grant funds is allocated for this project.

Future Impact: General Fund, Streets Division

Minimum maintenance will be required for the path which will include patches and maintenance of the landscape. The path also includes benches and trash receptacles will need to be maintained. This will require some future operating costs in the Streets division budget.

CAPITAL PROJECTS FUND - Path & Trail Projects	1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Sesame Boulevard Path												
Construction (in-house)				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL		

Southern Wellfield Expansion \$3,825,000 Utility Capital Projects

This project is the last phase of the Southern Wellfield Expansion. Phase 1 installed a new raw water main, Phase 2 installed and equipped 5 new wells with submersible pumps and equipment, in addition to a raw water main. The new wells will allow for rotation and resting of the existing wells which have been in service a number of years. The project is under design while the wells are being drilled and developed for equipping.

Future Impact: Utility Fund

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

UTILITY CAPITAL PROJECTS FUND - Wellfield & Wells		1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Wellfield and Wells - Wellfield Expansion WTP #2 - 3 new wells	Drilling	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL							
	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
	Construction (Equip & Activation)							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE
Wellfield and Wells - Wellfield Replacement WTP #1 - SW-43R	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE								
	Construction (Equip & Activation)					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE

Forcemain Improvements \$2,205,000 Utility Capital Projects

The City of Palm Coast is planning on upgrading the sanitary sewer force main system which connects the existing pump station 24-2, located near the intersection of Pritchard Drive and Whiteview Parkway, to the existing force main along Old Kings Road. Additional pipe capacity has become necessary over time as development growth has increased wastewater flow demands. Forcemain extension from the east end of Whiteview Pkwy to Old Kings Road via beneath I-95 will provide a secondary forcemain for master pump station 24-2 to discharge through which will greatly improve the efficiency of that stations pump discharge. The Concentrate main to Forcemain conversion involves converting an out of service dry-line pipe main along Belle Terre into a forcemain to help improve the discharge performance of pump stations south of SR100 by providing additional pipe capacity.

Future Impact: Utility Fund

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

UTILITY CAPITAL PROJECTS FUND - Force Mains		1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Force Main - Pine Lakes to WWTP#2	Design	<i>(Project to include an Add Alternate for Fiber conduit)</i>											
	Construction										ORIGINAL	ORIGINAL	TIMELINE
Force Main - Whiteview. PS24 to OKR	Design	<i>(Project to include an Add Alternate for Fiber conduit)</i>											
	Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE
Force Main - WTP#2 Concentrate Line Conversion	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
Force Main - WWTP#1 to Blare Castle Dr	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL			
	Construction											TIMELINE	ORIGINAL

Pumpstation Back-up Generators \$1,813,155 Utility Capital Projects Fund

Last February, City council approved Florida Division of Emergency Management (DEM) cost share agreements for Hazard Mitigation Grants for the purchase and installation of generators for 30 pump stations throughout the City. In the upcoming year, these generators will be installed at existing pump stations and will be placed on concrete pads and connected to electrical panels.

Future Impact: Utility Fund

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

UTILITY CAPITAL PROJECTS FUND - Lift & Pump Stations		1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)			FY 20
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
Pump Station D Rehabilitation	Design	ORIGINAL	TIMELINE											
	Construction			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
Pump Station Generators (1-5)	Design	ORIGINAL												
	Construction		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	(Grant Deadline of 12/31/2019)
Pump Station Generators (6-10)	Design	ORIGINAL												
	Construction		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	(Grant Deadline of 1/31/2020)
Pump Station Generators (11-15)	Design	ORIGINAL												
	Construction		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	(Grant Deadline of 1/31/2020)
Pump Station Generators (16-20)	Design	ORIGINAL												
	Construction		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	(Grant Deadline of 1/31/2020)
Pump Station Generators (21-25)	Design	ORIGINAL												
	Construction		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	(Grant Deadline of 1/31/2020)
Pump Station Generators (26-30)	Design	ORIGINAL												
	Construction		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	(Grant Deadline of 1/31/2020)

Lakeview Boulevard Sidewalk and Lighting \$450,000 Streets Improvement Fund

This project consists of constructing an 8-foot-wide concrete multi-use path along Lakeview Boulevard from south of La Mancha Drive to London Drive. The project is approximately 1 mile in length. The project also includes piping, ditch regrading, signing and pavement markings, current ADA compliant detectable warnings, benches & landscaping, waste and recycle receptacles, sod and silt fence. The FDOT has allocated funding for the construction phase of the project as part of their current approved budget.

Future Impact: General Fund, Streets Division

Minimum maintenance will be required for the path which will include maintenance. The path also includes lighting which will require some future operating costs in the Streets division budget.

STREETS IMPROVEMENTS FUND - Path Projects		1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Lakeview Sidewalk (Lamancha to London)	Construction	ORIGINAL	TIMELINE	ORIGINAL									(Grant Deadline 3/31/2019)

STREETS IMPROVEMENTS FUND - Street Lighting Projects		1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Lakeview Boulevard	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						

Holland Park Renovation, Phase II \$3,775,000 Capital Projects Fund

This project includes the replacement of the utility infrastructure and will correct drainage issues. It will also enhance traffic circulation, add parking, correct ADA issues, and repair/renovate existing structures. Also included in the project is a new enlarged dog park, a bocce ball court covering, two new horseshoe pits, a new and enlarged playground, a new splash park, roadway and parking lot lighting, sports activity lighting, a perimeter walking trail, new fitness stations and new landscaping as well as irrigation. The amount allocated for fiscal year 2019 is to complete the construction of phase II of this project.

Future Impact: General Fund, Parks Maintenance Division

This is an existing park with existing operating costs. Upon completion, maintenance costs are expected to increase due to the increase in size of the park and in usage as a result of the improvements. In addition, a splash pad is being added to the park which is expected to increase utility costs.

CAPITAL PROJECTS FUND - Park Projects		1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Holland Park Improvements - Phase 2	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE

Reclaimed Water Main Extension \$1,640,000 Utility Capital Projects Fund

Project involves extension of existing reclaimed watermain along the west part of the Indian Trail path, out to Belle Terre and to the ITSC to replace four (4) existing surficial aquifer wells currently used to irrigate the ballfields, provide a booster pump system to increase line pressure to meet irrigation zone needs and add an automated controllable valve system for the wetlands outfall of the existing discharge system for WWTP2.

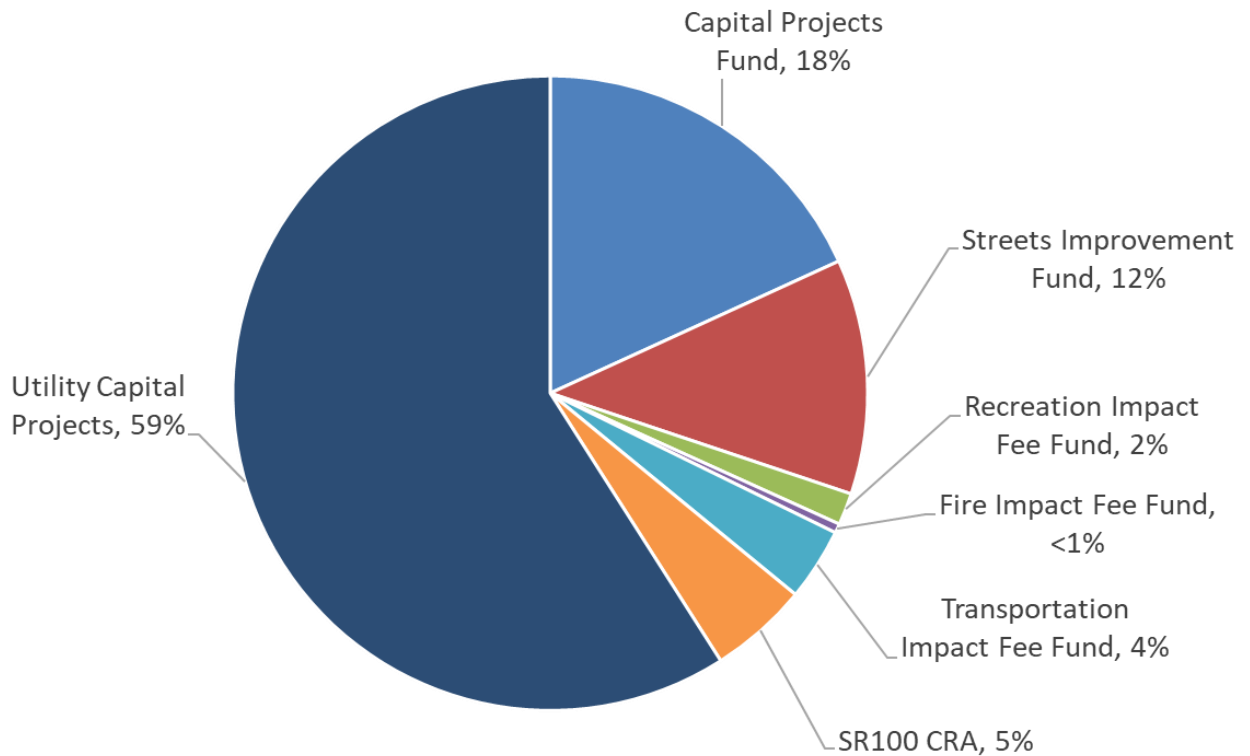
Future Impact: Utility Fund

The future operating costs are expected to be mostly labor costs for checking signage, reading meters, repairs to ARV's (air relief valves) and main breaks.

UTILITY CAPITAL PROJECTS FUND - Reclaimed Water Mains		1st Quarter (FY19)			2nd Quarter (FY19)			3rd Quarter (FY19)			4th Quarter (FY19)		
Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
WWTP3 Concentrate Discharge/WWTP1 outfall use expansion	Study	ORIGINAL	TIMELINE	ORIGINAL	ORIGINAL	TIMELINE							
	Obtain FDEP Permit Modification						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL
Reclaimed Water Main Extension to ITSC	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	
	Construction												TIMELINE
Reclaimed Water Main - Cigar Lake Water Quality Improvements	Construction (Install Additional Units)					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
	Evaluation	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL			

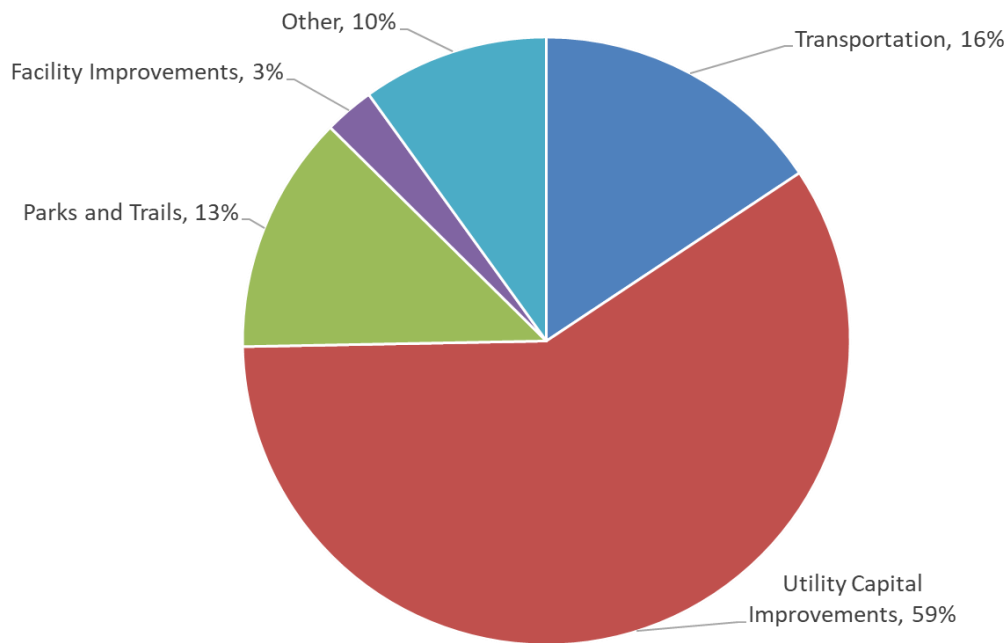
2019 Capital Improvement Program by Fund

FUNDING SOURCE	AMOUNT	% of TOTAL
Capital Projects Fund	\$ 7,960,000	18%
Streets Improvement Fund	5,246,100	12%
Recreation Impact Fee Fund	715,000	2%
Fire Impact Fee Fund	207,252	0.47%
Transportation Impact Fee Fund	1,620,735	4%
SR100 CRA	2,202,162	5%
Utility Capital Projects	25,862,556	59%
	<u>\$ 43,813,805</u>	



2019 Capital Improvement Program by Type

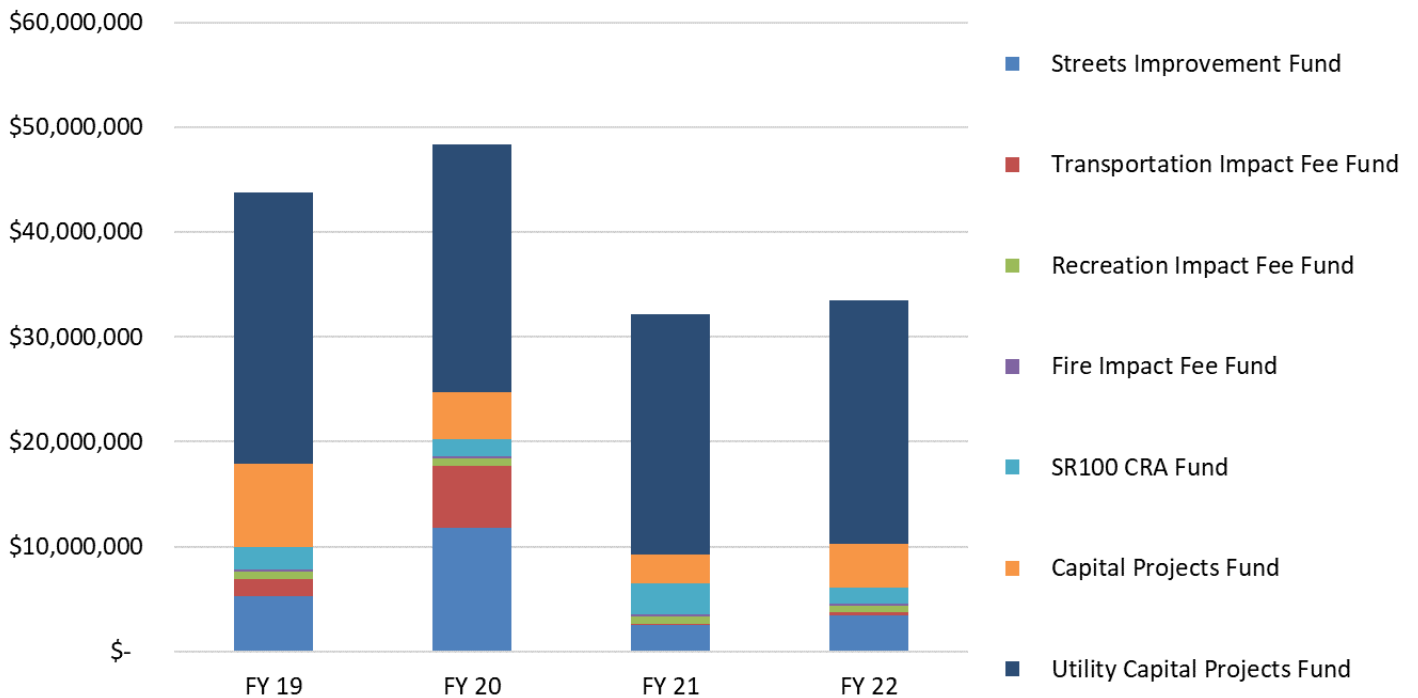
TYPE	AMOUNT	% OF TOTAL
Roads	\$ 6,866,835	16%
Utility Capital Improvements	25,862,556	59%
Parks and Trails	5,565,000	13%
Building Improvements	1,165,000	3%
Other	4,354,414	10%
	<u>\$ 43,813,805</u>	



Capital Improvement Program by Fund

5 Year Program Summary

Fund	FY 19	FY 20	FY 21	FY 22	FY 23
Streets Improvement Fund	\$ 5,246,100	\$ 11,825,000	\$ 2,550,000	\$ 3,480,000	\$ 2,895,000
Transportation Impact Fee Fund	1,620,735	5,920,000	100,000	250,000	600,000
Recreation Impact Fee Fund	715,000	650,000	650,000	650,000	650,000
Fire Impact Fee Fund	207,252	209,325	211,418	213,532	215,667
SR100 CRA Fund	2,202,162	1,631,325	3,008,845	1,486,698	1,488,920
Capital Projects Fund	7,960,000	4,535,000	2,700,000	4,210,000	2,300,000
Utility Capital Projects Fund	25,862,556	23,577,499	22,927,981	23,160,294	25,283,254
Grand Total	\$ 43,813,805	\$ 48,348,148	\$ 32,148,243	\$ 33,450,523	\$ 33,432,842





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Financial Policies





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Financial Policies

Summary

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

Balanced Budget:

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

Budget Amendments:

If, during the fiscal year, the City Manager certifies that there are 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.

Capital Assets Policy

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

A. DESIGNATION OF CUSTODIAN

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

B. ASSET CAPITALIZATION GUIDELINES

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

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

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

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

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

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

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

C. ACQUISITION OF CAPITAL ASSETS

All acquisitions will follow the procedures outlined:

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

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

D. DISPOSITION OF CAPITAL ASSETS

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

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

E. DISPOSITION THROUGH TRANSFER OF CAPITAL ASSETS

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

F. DISPOSITION THROUGH TRADE-IN

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

G. DISPOSITION OF NON-CAPITAL ASSETS

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

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

H. BI-ANNUAL PHYSICAL INVENTORY OF CAPITAL ASSETS

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

PROCEDURES SPECIFIC TO ASSET TYPE:

I. MODULAR FURNITURE

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

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

J. REPLACEMENT OF ASSETS BY INSURANCE

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

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

K. INTANGIBLE ASSETS

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

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

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

L. OPERATING PROCEDURES

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

Debt Management Policy

OVERVIEW:

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

PURPOSES AND USES OF DEBT:

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

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

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

PLANNING AND STRUCTURE OF CITY INDEBTEDNESS:

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

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

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

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

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

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

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

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

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

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

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

CREDITWORTHINESS:

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

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

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

DEBT STRUCTURE:

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

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

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

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

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

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

Variable Rate Debt: The City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities that is consistent with State law and covenants of pre-existing bonds, as well as, dependent on market conditions. The City will limit its outstanding variable rate bonds to reasonable levels in relation to total debt.

Subordinate Debt: The City may issue subordinate debt only if it is financially beneficial to the City or consistent with creditworthiness objectives.

Short Term Notes: Use of short-term borrowing, such as bond anticipation notes and tax-exempt commercial paper, will be undertaken only if the transaction costs plus interest on the debt are less than the cost of internal financing or if available cash is insufficient to meet working capital requirements.

State Revolving Fund Program: This program provides funds for projects involving water supply and distribution facilities, storm water control and treatment projects, air and water pollution control, and solid waste disposal facilities. Whenever possible, this program will be utilized since the costs associated with issuing the notes are low and local agencies benefit from the strength of the State's credit.

Bank Term Loan Program: The City reserves the possibility of using bank loans where financially feasible and appropriate.

DEBT ADMINISTRATION AND COMPLIANCE:

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

Report to Bondholders: The City, through the Finance Department, shall prepare and release to all interested parties the Comprehensive Annual Financial Report (CAFR), which will act as the ongoing disclosure document required under the Continuing Disclosure Rules promulgated by the Securities Exchange Commission (SEC).

This report shall contain general and demographic information on City, and a discussion of the general government, the solid waste system, the water and wastewater utility system, the storm water utility system, and any additional systems that may subsequently be established by the City. The information presented on the general government and on the enterprise system shall comply with the disclosure obligations set forth in the Continuing Disclosure Certificates issued in connection with its debt obligations, and may include information on the following: service areas; rates and charges; financial statement excerpts; outstanding and proposed debt; material events; a summary of certain bond resolution provisions; a management discussion of operations; and other such information that the City may deem to be important. The report shall also include Notes to the Financial Statements, and to the extent available, information on conduit debt obligations issued by the City on behalf of another entity.

Tax-Exempt Debt Compliance: The City will comply with all applicable Federal tax rules related to its tax-exempt debt issuances. This includes compliance with all applicable Federal tax documentation and filing requirements, yield restriction limitations, arbitrage rebate requirements, use of proceeds and financed projects limitations and recordkeeping requirements. Given the increasing complexity of the Federal tax law applicable to tax-exempt debt issuances, the Finance Department has separately created a tax-exempt debt policy.

Arbitrage Compliance: The Finance Department maintains a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirements of the Federal tax code. Arbitrage rebate liabilities will be calculated annually and the liability will be reported in the City's annual financial statements.

FINANCING TEAM SELECTION:

As part of the debt management process, the Financing Team (FT) currently operates to review and make recommendations regarding the issuance of debt obligations and the management of outstanding debt. The FT will consider all outstanding and proposed debt obligations, and develops recommended actions on issues affecting or relating to the creditworthiness; security; and repayment of such debt obligations; consisting, but not limited to procurement of services and investment of all borrowed funds; structure; repayment terms; and covenants of the proposed debt obligation; and issues, which may affect the security of the bonds and primary and secondary market disclosures to bondholders.

The FT consists of the City Manager or designee and the City Attorney or designee, department management and the Finance Director. Other participants, as required, will include the City's financial advisor, bond counsel, the underwriter (in a negotiated sale), disclosure counsel, paying agent/registrar, trustee and other specialists who provide the following services: credit enhancements, feasibility studies, auditing, arbitrage compliance, and printing. These specialists will also assist with the development of bond issuance strategies, the preparation of bond documents, and will coordinate marketing efforts for sales to investors.

The Financing Team Selection Process: The Finance Director will provide recommendations to the City Council on the selection of underwriters, bond counsel, disclosure counsel, financial advisors and any other necessary participant. The City Council will make all final determinations. The Finance Director's recommendations will be made following an independent review of responses to requests for proposals (RFPs) or requests for qualifications (RFQs) by the evaluation team.

Underwriters: For all competitive sales, underwriters are selected by competitive bids. For negotiated sales, underwriters are selected through an RFP. The City Manager or designee, the Finance Director, and the Financial Advisor will conduct the evaluation of responses of the RFPs.

Bond Counsel: The City retains external bond counsel for all debt issues. Further, that all debt issued by the City, includes a written opinion by the bond counsel affirming that the City is authorized to issue the debt. Bond counsel is also responsible for determining the debt's Federal income tax status, the preparation of the ordinance authorizing issuance of the obligations and all of the closing documents to complete a bond sale, as well as, performing any other services defined by their contract with the City. Bond counsel will also coordinate activities with the City Attorney and/or other Counsel and

the other members of the FT including, but not limited to the Finance Director. The City Attorney, Bond Counsel and FT will review all public-private partnerships to ensure compliance with State and Federal laws and regulations. Bond counsel is engaged through the purchasing process outlined in the COPC Purchasing Policy. The selection criteria will include a requirement for comprehensive municipal debt experience

Disclosure Counsel: The City retains external disclosure counsel for all public offerings. The disclosure counsel renders an opinion to the City and a reliance letter to the underwriters; if requested, that indicates that the offering document contains no untrue statements or omits any material fact. The disclosure counsel shall provide legal advice to the City to assist in meeting its secondary market disclosure obligations. The disclosure counsel is engaged in the same manner as bond counsel.

Underwriter's Counsel: In negotiated public offerings, the senior managing underwriter may select counsel, subject to approval by the City, to be compensated as an expense item to be negotiated as part of the gross underwriting spread.

Financial Advisor: The City retains a financial advisor selected through the purchasing process outlined in the COPC Purchasing Policy. The financial advisors are required to have comprehensive municipal debt experience including diverse financial structuring and pricing of municipal securities. For each City bond sale, the financial advisor will assist the City in determining the optimum structure of the debt and negotiating favorable pricing terms and managing the debt issuance process. In addition to transactional tasks, the financial advisor will advise the City on strategic financial planning matters and assist in management and operational evaluations and improvements, where appropriate, and as directed by the City. To ensure independence, the financial advisor will not bid on nor underwrite any City debt issues.

A Paying Agent: The City may utilize a paying agent on all City bonded indebtedness; the fees and expenses for servicing outstanding bonds are paid from the appropriate debt service fund unless specified otherwise by the City.

DEBT ISSUANCE PROCESS:

The debt issuance process provides a framework for reporting and evaluating the different types of securities, as well as, a means for dealing with the costs and proceeds associated with such securities.

Debt Evaluation Report: The FT will be responsible for preparing and presenting a report to the City Council relating to current and future debt options and challenges; as needed. Such a report, may include the following elements: (1) calculations of the appropriate ratios and measurements necessary to evaluate the City's credit as compared with acceptable municipal standards; (2) information related to any significant events affecting outstanding debt, including conduit debt obligations; (3) an evaluation of savings related to any refinancing activity; (4) a summary of any changes in Federal or State laws affecting the City's debt program; and (5) a summary statement by the FT as to the overall status of the City's debt obligations and debt management activities.

Investment of Bond and Note Proceeds: All proceeds of debt incurred by the City other than conduit debt obligations are invested as part of the City's consolidated cash pool unless otherwise specified by the bond covenants and approved by the Finance Director. The City will develop detailed draw schedules for each project funded with borrowed monies. The City will invest the proceeds of all borrowings consistent with those authorized by the City's investment policy, and in a manner that will ensure the availability of funds as described in the draw schedules.

Costs and Fees: All costs and fees related to the issuance of bonds other than conduit bonds are paid out of bond proceeds or by the related department budget.

Bond insurance (also known as financial guarantee insurance): The City may consider the use of bond insurance to enhance its credit rating and marketability of its securities based upon an assessment of its cost-effectiveness.

Competitive Sale: In general, City debt is issued through a competitive bidding process. Bids are awarded on a True Interest Cost basis (TIC), provided other bidding requirements are satisfied. The FT shall review all bids and provide bid evaluations to the City Council. If the FT determines that the bids are unsatisfactory it may enter into negotiations of sales of securities.

Negotiated Sale: A negotiated sale of debt may be considered when the complexity of the issue requires specialized expertise; or when the negotiated sale would result in substantial savings in time or money; or when market conditions are unusually volatile; or if the City's credit is problematic; or when a negotiated sale is otherwise in the best interest of the City.

PERIODIC REVIEW AND AMENDMENT:

The debt policies above will be subject to review and revision annually. The Finance Department will make recommendations on any proposed amendments or revisions to City Council for approval.

CITATIONS & GLOSSARY:

The Internal Revenue Code, the Florida Statutes, the Local City Charter and/or the City Ordinances outline legal borrowing authority, restrictions and compliance requirements with the Florida Constitution and Statutes authorize the issuance of bonds by Counties, Municipalities and certain Special Districts.

- Section 125.013 – General Obligation; Revenue Bonds
- Chapters 130 & 132 – County Bonds & General Refunding Law
- Section 154.219 – Revenue Bonds
- Chapter 159 – Bond Financing
- Section 163.01(7) – Florida Inter-local Cooperation Act of 1969
- Chapter 166, Part II – Municipal Borrowing
- Chapter 215 – Financial Matters: General Provisions
- Chapter 218, Part III – Local Financial Management & Reporting

TYPES OF DEBT DEFINED:

Bond Anticipation Notes: Are notes issued by a governmental unit in anticipation of the issuance of general obligation or revenue bonds.

Commercial Paper: Is short-term debt (from 1 to 270 days) to finance capital projects.

General Obligation Bonds: Are obligations secured by the full faith and credit of a governmental unit payable from the proceeds of ad valorem taxes.

Limited Revenue Bonds: Are obligations issued by a governmental unit to pay the cost of improvements of a project or combination of projects payable from funds of a governmental unit, exclusive of ad valorem taxes, special assessments, or earnings from such projects.

Revenue Bonds: Are obligations of a governmental unit issued to pay the cost of improvements of a self-liquidating project or a combination of projects payable from the earnings of the project and any other special funds authorized to be pledged as additional security.

Special Assessment Bonds: Are bonds that provide for capital improvements paid in whole or in part by the levying and collecting of special assessments on the abutting, adjoining, contiguous, or other specially benefited property.

Bond Pools: Offer governmental units an opportunity to participate in a joint venture with other entities to borrow funds for capital improvements, renovations, fixed asset additions or the refinancing of existing debt. The advantages of bond pools may include improved marketability and reduction in issuance costs through economies of scale. Bond pools provide either long-term fixed or variable rate debt products.

Bank Borrowings: Financial institutions offer short-term financing needs for governmental units to alleviate temporary cash flow timing differences (e.g. bond, revenue, or tax anticipation notes). In addition, banks can provide long-term financing solutions for capital projects. Traditional revolving credit facilities and other financing vehicles, such as leasing arrangements, can also provide local governmental units an additional source of funds.

PARTIES ENGAGED IN A DEBT OBLIGATION:

Independent Financial Advisor: In many cases, debt financing involves complex transactions requiring specific expertise not always available in small governments. Depending on the funding purpose, and level of debt required, it is recommended that an independent financial advisor be engaged to represent the governmental unit during the debt issuance process. This individual or firm would be responsible to the appropriate governmental decision-makers and recommend the best method of sale and structure for the debt issue. An independent financial advisor can also provide assistance with the selection of other financial professionals.

Underwriter: The underwriter purchases the bonds of the local government and usually on a percentage fee basis of the issue, markets the bonds to the ultimate bond purchaser. The underwriter may be chosen through a competitive RFP process for a negotiated sale, or public bid process through a competitive sale process. The underwriter is compensated from the proceeds of the bond sale.

Bond Counsel: The bond counsel works on behalf of the bondholders (but is hired by the local government) to ensure compliance with Federal laws and regulations related to the issuance of tax-exempt debt. The bond counsel prepares the legal documents related to the financing and oversees the closing process for the bonds. Additionally, the bond counsel may be chosen through a competitive RFP process, and in most cases, is paid from the proceeds of the debt issuance.

Credit Rating and Credit Enhancements: Various independent bond rating agencies assess the credit quality of the borrowing entity and debt offerings. Superior ratings by these organizations command favorable borrowing rates resulting in lower overall cost of funds. Many governmental units strive to maintain or improve their bond rating in order to preserve easy access to credit markets.

These and other variables affect the overall rate of interest paid by the governmental unit. The use of credit enhancements can also reduce overall borrowing costs and improve the quality of the debt issuance. Surety bonds or insurance (guaranteeing the repayment of the obligation) enhance the offering to potential investors by providing additional strength to the issue.

****THIS POLICY WAS APPROVED AND ADOPTED BY CITY COUNCIL BY RESOLUTION ON NOVEMBER 5th 2013**

Fund Balance Policy

The General Fund unassigned fund balance, at year end, will be between ten percent and twenty percent of the following year's budgeted expenditures. Unassigned fund balance over twenty percent may be transferred to the Disaster Reserve Fund, if necessary to meet the fund balance goal, or to the Capital Projects Fund. If the unassigned fund balance is below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenditures to return the unassigned fund balance to ten percent or greater within three years. If economic conditions cause a temporary loss of revenue, the unassigned fund balance may be used to help alleviate the affects of the loss of revenue. If the unassigned fund balance exceeds ten percent of the following year's budgeted General Fund expenditures, up to 50% of the amount over the ten percent minimum, may be used to offset the shortfall. At no time should the unassigned fund balance be used to offset a structural deficit since these types of deficiencies are considered to be permanent.

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

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

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

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

The Self Insured Health Fund unrestricted net position, at year end, will be a minimum 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 Policy

I. PURPOSE

The purpose of this policy is to set forth the investment objectives and parameters for the management of the funds of the City of Palm Coast, (hereinafter "City"). These policies are designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

II. SCOPE

In accordance with Section 218.415, Florida Statutes, this investment policy applies to all cash and investments held or controlled by the City and shall be identified as "general operating funds" of the City with the exception of the City's Pension Funds and funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. Additionally, any future revenues, which have statutory investment requirements conflicting with this Investment Policy and funds held by state agencies (e.g., Department of Revenue), are not subject to the provisions of this policy.

III. INVESTMENT OBJECTIVES

Safety of Principal

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

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

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

Maintenance of Liquidity

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

Return on Investment

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

IV. DELEGATION OF AUTHORITY

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

V. STANDARDS OF PRUDENCE

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

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

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

VI. ETHICS AND CONFLICTS OF INTEREST

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

The maturities of the underlying securities of a repurchase agreement will follow the requirements of the Master Repurchase Agreement (see page 25 of Attachment A).

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

The Finance Director shall establish a system of internal controls and operational procedures that are in writing and made a part of the City's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation, by third parties, or imprudent actions by employees.

The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and "delivery vs. payment" procedures. No person may engage in an investment transaction except as authorized under the terms of this policy. Independent auditors as a normal part of the annual financial audit for the City shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

VIII. CONTINUING EDUCATION

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

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

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

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

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

X. MATURITY AND LIQUIDITY REQUIREMENTS

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Investments of current operating funds should have maturities of no longer than twenty-four (24) months. Investments of bond reserves, construction funds, and other non-operating funds ("core funds") shall have a term appropriate to the need for funds and in accordance with debt covenants, but should not exceed ten (10) years. From time to time the above parameters may require modification in order to meet specific construction draw schedules or other predetermined operating, capital needs or to satisfy debt obligations but in no event shall exceed thirty (30) years.

XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

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

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

- A. Telerate Information System
- B. Bloomberg Information Systems
- C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing

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

Examples of when the City may use this method include:

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

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

XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

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

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

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

Authorized Investment- Sector Type	Maximum Allocation	Individual Issuer Limit
Florida PRIME Fund	25%	N/A
United States Government Securities	100%	N/A
United States Government Agencies	75%	50%
Federal Instrumentalities (United States Government Sponsored Enterprises "GSE")	80%	40%
Mortgage Backed Securities "MBS"	20%	15%
Interest Bearing Time Deposit or Savings Accounts	25%	15%
Repurchase Agreements	50%	25%
Commercial Paper	30%	10%
Corporate Notes	15%	5%
Bankers' Acceptances	30%	10%
State and/or Local Government Taxable and/or Tax-Exempt Debt	20%	5%
Registered Investment Companies (Money Market Mutual Funds)	50%	25%
Intergovernmental Investment Pools	25%	N/A

A. Florida PRIME

1. Investment Authorization - The Finance Director may invest in Florida PRIME.
2. Portfolio Composition - A maximum of 25% of available funds may be invested in Florida PRIME.
3. Florida PRIME shall be rated "AAAm" by Standard & Poor's or the equivalent by another Nationally Recognized Statistical Rating Organization ("NRSRO") and the published objectives of the fund must agree with the Securities and Exchange Commission investment requirement for 2a-7.
4. Due Diligence Requirements - A thorough investigation of Florida PRIME or any money market fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. A current prospectus must be obtained and/or current pool documents and portfolio reports.

B. United States Government Securities

1. Purchase Authorization - The Finance Director may invest in direct negotiable obligations, or obligations the principal and interest of which are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to Cash Management Bills, Treasury Securities – State and Local Government Series ("SLGS"), Treasury Bills, Treasury Notes, Treasury Bonds, Treasury Strips
2. Portfolio Composition - A maximum of 100% of available funds may be invested in the United States Government Securities.
3. Maturity Limitations - The maximum length to maturity of any direct investment in the United States Government Securities is ten (10) years from the date of purchase.

C. United States Government Agencies

1. Purchase Authorization - The Finance Director may invest in bonds, debentures, notes or callable issued or guaranteed by the United States Government's agencies, provided such obligations are backed by the full faith and credit of the United States Government.
2. Portfolio Composition - A maximum of 75% of available funds may be invested in United States Government agencies. Limits on Individual Issuers. A maximum of 50% of available funds may be invested in individual United States Government agencies.
3. Maturity Limitations - The maximum length to maturity for an investment in any United States Government agency security is ten (10) years from the date of purchase.

D. Federal Instrumentalities (United States Government Sponsored Enterprises ("GSE"))

1. Purchase Authorization - The Finance Director may invest in bonds, debentures or notes which may be subject to call, issued or guaranteed as to principal and interest by United States Government Sponsored Enterprises (Federal Instrumentalities) which are non-full faith and credit agencies limited to the following:
 - Federal Farm Credit Bank (FFCB)
 - Federal Home Loan Bank or its district banks (FHLB)
 - Federal National Mortgage Association (FNMA)
 - Federal Home Loan Mortgage Corporation (Freddie-Macs)
2. Portfolio Composition

A maximum of 80% of available funds may be invested in Federal Instrumentalities. . The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.
3. Limits on Individual Issuers

A maximum of 40% of available funds may be invested in any "GSE".
4. Maturity Limitations

The maximum length to maturity for an investment in any Federal Instrumentality security is ten (10) years from the date of purchase.

E. Mortgage-Backed Securities ("MBS")

1. Purchase Authorization - Mortgage-backed securities ("MBS") which are based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.
2. Portfolio Composition - A maximum of 20% of available funds may be invested in MBS. The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.
3. Limits on Individual Issuers - A maximum of 15% of available funds may be invested with any one issuer. The maximum percentage invested in securities of any one issuer is inclusive of mortgage backed securities of same issuer.
4. Maturity Limitations - A maximum length to maturity for an investment in any MBS is seven (7) years from the date of purchase.

The maturity of mortgage securities shall be considered the date corresponding to its average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description

F. Interest Bearing Time Deposit or Saving Accounts

1. Purchase Authorization - The Finance Director may invest in non-negotiable interest bearing time certificates of deposit or savings accounts in banks organized under the laws of this state and in national banks organized under the laws of the United States and doing business and situated in the State of Florida. Additionally, the bank shall not be listed with any recognized credit watch information service.
2. Portfolio Composition - A maximum of 25% of available funds may be invested in non-negotiable interest bearing time certificates of deposit.
3. Limits on Individual Issuers - A maximum of 15% of available funds may be deposited with any one issuer.

The maximum maturity on any certificate shall be no greater than one (1) year from the date of purchase.

G. Repurchase Agreements

1. Purchase Authorization - The Finance Director may invest in repurchase agreements composed of only those investments based on the requirements set forth by the City's Master Repurchase Agreement. All firms are required to sign the Master Repurchase Agreement prior to the execution of a repurchase agreement transaction. A third party custodian with whom the City has a current custodial agreement shall hold the collateral for all repurchase agreements with a term longer than one (1) business day. A clearly marked receipt that shows evidence of ownership must be supplied to the Finance Director and retained. Securities authorized for collateral are negotiable direct obligations of the United States Government, Government Agencies, and Federal Instrumentalities with maturities under five (5) years and must have a market value for the principal and accrued interest of 102 percent of the value and for the term of the repurchase agreement. Immaterial short-term deviations from 102 percent requirement are permissible only upon the approval of the Finance Director.
2. Portfolio Composition - A maximum of 50% of available funds may be invested in repurchase agreements excluding one (1) business day agreements and overnight sweep agreements.
3. Limits on Individual Issuers - A maximum of 25% of available funds may be invested with any one institution.
4. Limits on Maturities - The maximum length to maturity of any repurchase agreement is 90 days from the date of purchase.

H. Commercial Paper

1. Purchase Authorization - The Finance Director may invest in commercial paper of any United States company that is rated, at the time of purchase, "Prime-1" by Moody's and "A-1" by Standard & Poor's (prime commercial paper).
2. Portfolio Composition - A maximum of 30% of available funds may be directly invested in prime commercial paper.
3. Limits on Individual Issuers - A maximum of 10% of available funds may be invested with any one issuer.
4. Maturity Limitations - The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

I. High Grade Corporate Notes

1. Purchase Authorization - The Finance Director may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, at a minimum within the single "A" category by any two NRSROs
2. Portfolio Composition - A maximum of 15% of available funds may be directly invested in corporate notes.
3. Limits on Individual Issuers - A maximum of 5% of available funds may be invested with any one issuer.
4. Maturity Limitations - The maximum length to maturity for corporate notes shall be five (5) years from the date of purchase.

J. Bankers' acceptances

1. Purchase Authorization - The Finance Director may invest in Bankers' acceptances issued by a domestic bank or a federally chartered domestic office of a foreign bank, which are eligible for purchase by the Federal Reserve System, at the time or purchase, the short-term paper is rated, at a minimum, "P-1" by Moody's Investors Services and "A-1" Standard & Poor's. Additionally, the bank shall not be listed with any recognized credit watch information service.
2. Portfolio Composition - A maximum of 30% of available funds may be directly invested in Bankers' acceptances
3. Limits on Individual Issuers - A maximum of 10% of available funds may be invested with any one issuer.
4. Maturity Limitations - The maximum length to maturity for Bankers' acceptances shall be 180 days from the date of purchase.

K. State and/or Local Government Taxable and/or Tax-Exempt Debt

1. Purchase Authorization - The Finance Director may invest in state and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, rated at the time of purchase, at a minimum within the single "A" category by any two NRSROs, for long-term debt, or rated at least "MIG-2" by Moody's and "SP-2" by Standard & Poor's for short-term debt.
2. Portfolio Composition - A maximum of 20% of available funds may be invested in taxable and tax-exempt debts.
3. Limits on Individual Issuers - A maximum of 5% of available funds may be invested with any one issuer.
4. Maturity Limitations - A maximum length to maturity for an investment in any state or local government debt security is five (5) years from the date of purchase.

L. Registered Investment Companies (Mutual Funds)

1. Investment Authorization - The Finance Director may invest in shares in open-end and no-load fixed-income securities mutual funds provided such funds are registered under the Federal Investment Company Act of 1940 and invest in securities permitted by this policy.
2. Portfolio Composition - A maximum of 50% of available funds may be invested in mutual funds excluding one (1) business day overnight sweep agreements.
3. Limits of Individual Issuers - A maximum of 25% of available funds may be invested with any one mutual fund.
4. Rating Requirements - The money market mutual funds shall be rated "AAAm" or better by Standard & Poor's, or the equivalent by another NRSRO.
5. Due Diligence Requirements - A thorough investigation of any money market mutual fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. A current prospectus must be obtained.

M. Intergovernmental Investment Pool

1. Investment Authorization - The Finance Director may invest in intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in Section 163.01, Florida Statutes and provided that said funds contain no derivatives.
2. Portfolio Composition - A maximum of 25% of available funds may be invested in intergovernmental investment pools.
3. Rating Requirement - The investment pool shall be rated "AAAm" by Standard & Poor's or the equivalent by another NRSRO.
4. Due Diligence Requirements - A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. A current prospectus must be obtained and/or current pool documents and portfolio reports.

XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

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

XIV. PERFORMANCE MEASUREMENTS

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

- A. Investment performance of funds designated as short-term funds and other funds that must maintain a high degree of liquidity will be compared to the return the S&P Rated GIP Index Government 30 -Day Yield. Investments of current operating funds should have maturities of no longer than twenty-four (24) months.
- B. Investment performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon will be compared to the Merrill Lynch 1-3 Year U.S. Treasury Note Index and the portfolio's total rate of return will be compared to this benchmark. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios' total rate of return. Investments of bond reserves, construction funds, and other non-operating funds ("core funds") should have a term appropriate to the need for funds and in accordance with debt covenants, but should not exceed ten (10) years.

XV. REPORTING

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

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

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

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

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

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

The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit. The custodian shall accept transaction instructions only from those persons who have been duly authorized by the City Manager and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, unless by such a duly authorized person.

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

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

XVII. INVESTMENT POLICY ADOPTION

The Investment Policy shall be adopted by City resolution. The Finance Director shall review the policy annually and the City Council shall approve any modification made thereto. Any inconsistencies between the current portfolio and this policy will be considered acceptable as long as corrective measures are completed to adjust the portfolio in accordance with this policy.

****THIS POLICY WAS APPROVED AND ADOPTED BY CITY COUNCIL BY RESOLUTION ON 12/04/2012**

The City of Palm Coast has been awarded the Association of Public Treasurers of the United States & Canada's Investment Policy Certificate of Excellence Award. The award recognizes success in developing a comprehensive written investment policy that meets the criteria set forth by the Association's Investment Policy Certificate Committee. A team of reviewers from the Investment Policy Certification Committee reviewed the City's recently upgraded investment policy and approved it for the award.

Purchasing Policy

The full Central Services procedures and guidelines can be viewed online at <http://www.palmcoastgov.com/government/purchasing>. The Central Services Division 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 locally-owned 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 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

Central Services 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 notice(s) 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. The completed and signed requisition form must be accompanied by a written description and explanation of 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.

Glossary & Acronyms





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Glossary

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

ACCOUNTING PERIOD - A period of time where the City determines its financial position and results of operations.

ACCOUNTS PAYABLE - A current liability account that will show the amount owed for items or services purchased on credit.

ACCOUNTS RECEIVABLES - A current asset resulting from selling goods or service on credit.

ACTUARIAL - A person or methodology that makes determinations of required contributions to achieve future funding levels that address risk and time.

AD VALOREM - "In proportion to the value".

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

ADOPTED BUDGET - The proposed budget that is formally approved by City Council.

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

ALLOCATE - To assign costs to a product, department or customer on an arbitrary basis.

AMENDED BUDGET - The adopted budget which is formally adjusted by City Council.

AMORTIZATION - The paying off of debt in regular installments over a period of time.

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

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

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

BALANCED BUDGET - When revenues equal expenditures

BACK LOADING (Back-end Load) - To defer payment of something until the end of a budget period or the end of a contract.

BALANCE SHEET - One of the main financial statements. The balance sheet reports the assets, liabilities and equity at a specific point in time.

BUSINESS ASSISTANCE CENTER (BAC) - A unique partnership between the City and the University of Central Florida Small Business Development Center. The Center's mission is to help grow local businesses.

BOND - A security that represents an obligation to pay a specified amount of money on a specific date in the future.

BOND PROCEEDS – Money paid to the issuer by the purchaser for a new issue of municipal bonds. Used to finance a project or purpose for which the bonds were issued and to pay certain costs of the issuance.

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

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

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

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

CAPITAL BUDGET - A plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the City's consolidated budget, which includes both operating and capital outlays. The capital budget should be based on a capital improvement program (CIP).

CAPITAL EQUIPMENT - Equipment with a value in excess of \$5,000 and an expected life of more than 2 years such as automobiles, computers and furniture. This equipment is budgeted for in the Operating Budget.

CAPITAL IMPROVEMENTS - Physical assets, constructed or purchased, that have a minimum useful life of 2 years and a minimum cost of \$5,000.

CAPITAL IMPROVEMENT FUND - A budget fund providing for future improvements such as construction of new facilities, acquisition of new equipment, and expansion of services.

CAPITAL OUTLAY - The cost of acquiring land, buildings, equipment, furnishings, etc.

CAPITAL PROJECTS - Have long range returns, useful life spans, are relatively expensive, and have physical presence such as buildings, roads, sewage systems, water systems, etc.

CAPITAL IMPROVEMENT PROGRAM - A comprehensive five (5) year plan of capital projects which identifies priorities as to need, method of financing and cost and revenue that will result during the five (5) years. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the Annual Capital Budget.

CASH FLOW - Actual changes in cash as opposed to accounting revenues and expenditures.

COMMERCIAL PAPER - An unsecured, short-term debt instrument issued by a corporation.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – Residential housing rehabilitation and entitlement program, funded by federal contributions.

COMMUNITY REDEVELOPMENT AREA (CRA) - A dependent special district in which any future increases in property values are set aside to support economic development projects within that district.

COMPETITIVE SALE - In a competitive sale, bonds are advertised for sale. The advertisement, by way of a notice of sale, includes both the terms of the sale and the terms of the bond issue.

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

CONTINGENT LIABILITY - A potential liability dependent upon some future event occurring.

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

CREDIT ENHANCEMENT - A method whereby an entity attempts to improve its' debt or creditworthiness. Through credit enhancement, the lender is provided with reassurance that the borrower will honor the obligation through additional collateral, insurance, or a third party guarantee. Credit enhancement reduces credit/default risk of a debt, thereby increasing the overall credit rating and lowering interest rates.

CURRENT VALUE - The present fair market value.

DEBT RATIO - The ratio of total liabilities to total assets.

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

principal and interest.

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

DEPARTMENT - An organizational unit responsible for carrying out a major governmental function, such as Fire or Public Works.

DEPRECIATION - The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary-type funds, such as enterprise and internal service funds. It is not used in any other fund. Depreciation is a non-cash expense and while it is recorded in the annual financial statements, it is not budgeted.

ENTERPRISE FUND - A fund that establishes a separate accounting and financial reporting mechanism for municipal delivery of goods or services.

ESTIMATED REVENUES - Projections of funds to be received during the fiscal year.

EXEMPTION - Amounts that state law determines should be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. Some of these exemptions include homestead, agricultural, widows, and disability.

EXPENDITURES - The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.

FINAL MILLAGE - The tax rate adopted in the second public hearing of a taxing agency.

FINANCIAL DISCLOSURE - The act of releasing all relevant information pertaining to the City that may influence an investment decision.

FINANCIAL STATEMENTS - Balance sheet, income statement, statement of cash flows, statement of retained earnings and statement of equity.

FISCAL YEAR - The twelve-month period to which the Annual Budget applies. The City's fiscal year begins October 1st and ends September 30th.

FIXED ASSETS - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FLEET - The vehicles owned and operated by the City.

FRANCHISE FEES - Fees levied on a corporation in return for granting privilege, sanctioning a monopoly, or permitting the use of public property, usually subject to regulation.

FULL FAITH AND CREDIT - A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FUNCTION - A major class or grouping of activities directed toward a common goal such as public safety. For the purposes utilized in budgetary analysis, the categories have been established by the State of Florida and financial reports must be grouped according to those established functions.

FUND - An accounting entity that has a set of self-balancing accounts and that records all financial transactions or specific activities or government functions. Eight commonly used funds in public accounting are: General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Funds, Trust and Agency Funds, Internal Service Funds and Special Assessment Funds.

FUND BALANCE (EQUITY) - Fund equity for governmental funds and trust funds, which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.

GAINS - A gain is measured by the proceeds from a sale minus the amount showing on the books. Since the gain is outside the main activity of a business it is reported as other revenue on the income statement.

GENERAL FUND - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, parks and recreation, public works and general administration.

GENERAL LEDGER - The part of the accounting system which contains the balance sheet and income statement accounts used for recording transactions.

GENERAL OBLIGATIONS BONDS - Bonds that finance a variety of public projects such as streets, buildings and improvements. The repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.

GRANT - An award of financial assistance given by an organization (often a Government Department) for a specific purpose.

IMPACT FEES - A contribution toward the equitable share of the cost of capital improvements required to serve new customers.

INCOME STATEMENT - One of the main financial statements. Also referred to as the profit and loss statement. Reports the revenues, gains, expenses, losses, net income and other totals for a period of time.

INDIRECT COSTS - Costs associated with, but not directly attributable to, providing a product or service. These are usually costs incurred by other departments in the support of operating departments.

INFRASTRUCTURE - Facilities on which the continuance and growth of a community depend on such as roads, water-lines, etc.

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

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

INTERLOCAL AGREEMENT - A contractual agreement between two or more governmental entities.

INTERNAL SERVICE FUNDS - The funds established for the financing of goods or services provided by one department to other departments within the City on a cost reimbursement basis. Examples are the Fleet and the Insurance Fund.

JUST VALUE - Value of a piece of property as determined by the property appraiser, before reductions for legislatively imposed restrictions on valuation increases or other limitations.

LONG-TERM DEBT - Loans and financial obligations lasting over one-year. Long-term debt for the City would include any financing or leasing obligations that are to come due in a greater than 12-month period. Such obligations would include bond issues or long-term leases that have been capitalized on the balance sheet.

MILL - A ratio of one (1) to one thousand (1,000).

MILLAGE RATE - For property tax purposes, a rate established per \$1,000 of assessed taxable value. A property tax millage rate of 3.5 mills for example, would mean property with a taxable value of \$100,000 would pay \$350 in property taxes.

NET - Remaining amount after all deductions.

OPERATING EXPENSES - These are the expenses of day-to-day operations and exclude personal services and capital costs.

PERSONAL PROPERTY - Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars, and similar possessions that are taxable under State law.

PERSONAL SERVICES - Costs related to compensating employees, including salaries, wages and benefit costs.

PROPOSED MILLAGE - The tax rate certified to the property appraiser by each taxing agency within a county. Proposed millage is to be sent to the appraiser within 35 days after a county's tax roll is certified by the State Department of Revenue and is listed on notices sent to property owners. No taxing agency may approve a levy that is larger than the one it originally proposed.

PROPRIETARY FUND – Fund that is used for “business like” activities. This includes Enterprise Funds and Internal Service Funds.

REAL PROPERTY - Land and the buildings and other structures attached to it that are taxable under state law.

REFUNDING - Retiring an outstanding bond issue at maturity by using money from the sale of a new bond offering.

REVENUE - Additions to assets which:

- a. Do not increase any liability.
- b. Do not represent the recovery of an expenditure.
- c. Do not represent the cancellation of certain liabilities or decrease assets.
- d. Do not represent contributions of fund capital in enterprise and internal service funds.

REVENUE BOND - A municipal bond supported by the revenue from a specific project, such as a toll bridge, highway or local stadium. Revenue bonds are municipal bonds that finance income-producing projects and are secured by a specified revenue source. Typically, revenue bonds can be issued by any government agency or fund that is run in the manner of a business; those entities having both operating revenues and expenses. Revenue bonds differ from general obligation bonds (GO bonds) that can be repaid through a variety of tax sources.

REVENUE ESTIMATE - A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

ROLLED BACK RATE - The millage necessary to raise the same amount of Ad Valorem Tax Revenue as the previous year, excluding taxes from new construction.

SECONDARY MARKET - Is a market where investors purchase securities or assets from other investors, rather than from issuing company directly. The national exchanges, such as, the New York Stock Exchange and the NASDAQ are secondary markets. Secondary markets exist for other securities as well, such as, when funds, investment banks, or entities such as Fannie Mae purchase mortgages from issuing lenders. In any secondary market trade, the cash proceeds go to an investor rather than to the underlying company/entity directly.

SHORT- TERM DEBT - An account shown in the current liabilities portion of a company's balance sheet. This account is comprised of any debt incurred by a company that is due within one year. The debt in this account is usually made up of short-term bank loans taken out by a company

SPECIAL ASSESSMENT - A levy against certain properties to defray part or all of the cost of a specific improvement or service that will primarily benefit those properties'.

SPECIAL REVENUE FUND - The special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

SPECIAL ASSESSMENT DISTRICT (SAD) – An area in which the market value of real estate is enhanced due to the influence of a public improvement and in which a tax is apportioned to recover the costs of the public improvement.

STATE REVENUE SHARING - Allocations to municipalities from a trust fund primarily supported by State cigarette and motor fuel taxes.

SURTAX – Additional amount charged locally above state minimum tax often used with sales taxes.

TAX INCREMENT DISTRICT - An area that has been declared “blighted” and is eligible to use tax increment financing to aid in redevelopment.

TAX INCREMENT FINANCING (TIF) - Property tax revenue generated by the tax on increases in property value above the base value at the time a tax increment district is established. This revenue is used to fund projects in the district.

TAX BASE - The total property valuations on which each taxing agency levies its tax rates.

TAX ROLL - The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

TAXABLE VALUE - The assessed value less homestead and other exemptions, if applicable.

TENTATIVE MILLAGE - The tax rate adopted at the first public hearing of a taxing agency. Under State law, the agency may reduce, but not increase, the tentative millage during the second budget hearing.

TRUTH IN MILLAGE (TRIM) - State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates.

USEFUL LIFE - The period of time that a fixed asset is expected to be in use.

USER FEE - Charges for specific services rendered only to those paying such charges as, for example, sewer service charges.

UTILITY TAXES - Municipal charges levied by the City in each and every purchase of a public service within the corporate limits of the City. Public service is electricity, gas, fuel oil, water, and telephone service.

VOTED MILLAGE - Property tax levies authorized by voters within a taxing agency. Bond issues that are backed by property taxes are a common form of voted millage in the State. Such issues are called general obligation bonds.

WETLANDS MITIGATION- Any action required to reduce the impact of development on a wetland. Mitigation actions include creation of new wetlands or improvement of existing wetlands.

WHITE FLEET - This term refers to fleet, specifically trucks, vans and cars, used for City business.

WORKING CAPITAL - A financial metric which represents operating liquidity available to a business.

YIELD - The income return on an investment. This refers to the interest or dividends received from a security and are usually expressed annually as a percentage based on the investment's cost, its current market value or its face value.

Acronyms

APB (Accounting Principles Board)

ARC (Architectural Review Committee)

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

CADD (Computer Assisted Design and Drafting)

CDBG (Community Development Block Grant) – Residential housing rehabilitation and entitlement program.

CERT (Community Emergency Response Team)

CIP (Capital Improvement Program) - A comprehensive five (5) year plan of capital projects which identifies priorities as to need, method of financing and cost and revenue that will result during the five (5) years. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the Annual Capital Budget.

CO (Certificate of Occupancy)

CPI (Consumer Price Index) - This is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.

CPA (Certified Public Accountant) - As designation awarded by on of 50 U.S. states to a college graduate who has passed the rigorous uniform CPA exam and has met the required work experience.

CRA (Community Redevelopment Area) A dependent special district in which any future increases in property values are set aside to support economic development projects within that district.

GAAP (Generally Accepted Accounting Principles)

GASB (Governmental Accounting Standards Board)

GFOA (Government Finance Officers Association)

GIS (Geographical Information Systems)

FASB (Financial Accounting Standards Board)

FDEP (Florida Department of Environmental Protection)

FTE (Full-time equivalent employees) - This is calculated by taking the total number of work-hours divided by the standard workweek (usually 40 hours). It is used for ease of comparison; i.e. two part-time people working 20 hours per week equal one FTE.

FICA (Federal Insurance Contributions Act)

FIFO (First in first out)

FUTA (Federal Unemployment Tax Act)

FY (Fiscal Year) - The twelve-month period to which the Annual Budget applies. The City's fiscal year begins October 1st and ends September 30th.

IRS (Internal Revenue Service) - The U.S. government agency responsible for federal income tax regulations.

ISO (Insurance Services Office, Inc.) – ISO is an independent statistical, rating, and advisory organization that serves the property and casualty insurance industry.

ISP (Internet Service Provider)

MBS (Mortgage Backed Securities) -Based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.

NSP (Neighborhood Stabilization Program)

NOI (Net Operating Income)

PM - (Performance Measure) Measurement used to track performance towards City Council goals.

PO (Purchase Order)

SAD (Special Assessment District) – An area in which the market value of real estate is enhanced due to the influence of a public improvement and in which a tax is apportioned to recover the costs of the public improvement.

SEC (Securities and Exchange Commission)

SHIP - (State Housing Initiative Partnership)

SRF - (State Revolving Fund) - Loan program

TIF (Tax Increment Financing) - The tax increment above the base year valuation in a CRA which is used to eliminate the blight conditions.

TRIM (Truth in Millage) - State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates



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