



# BUDGET DETAIL

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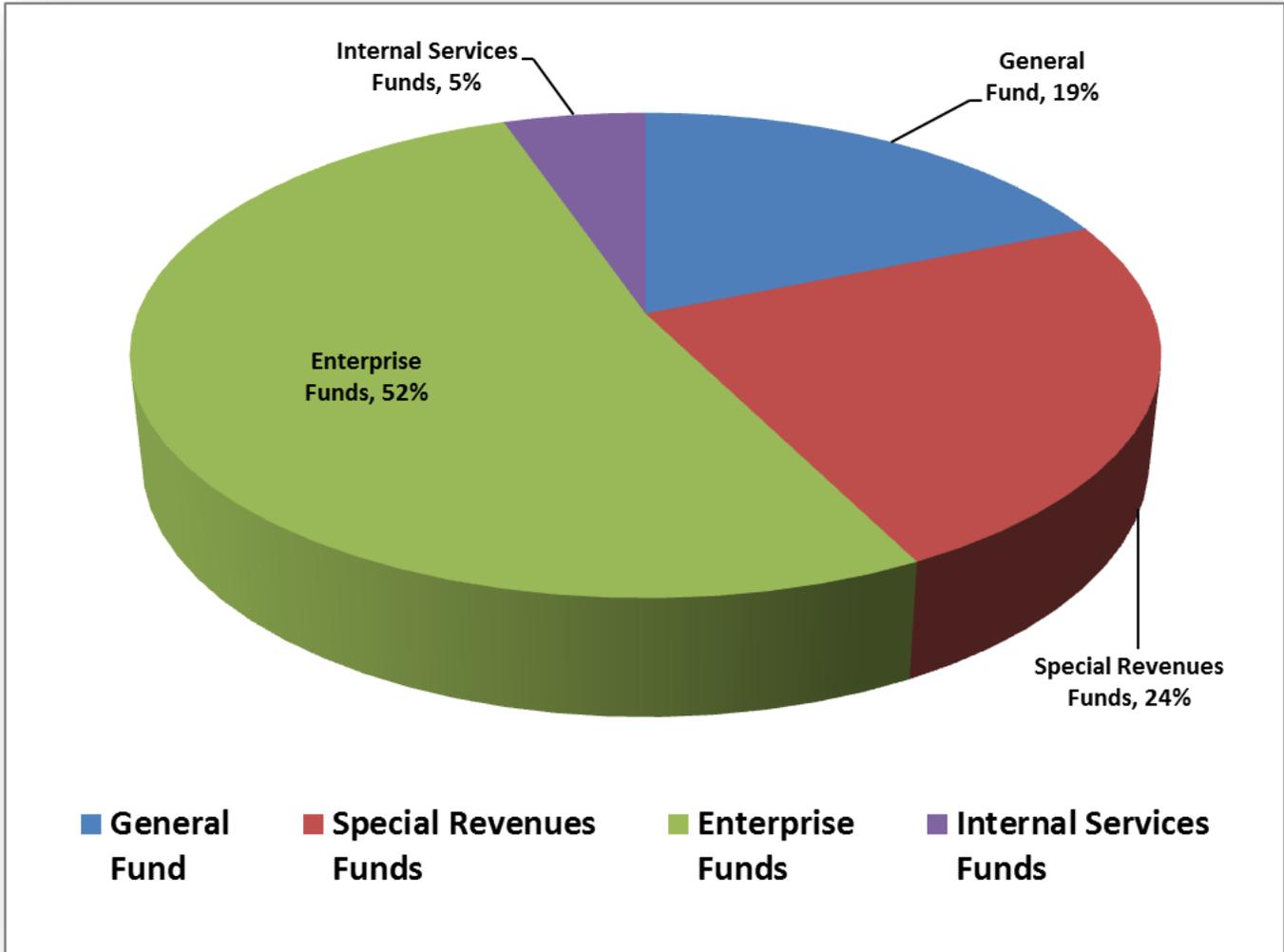
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# Budget Detail

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

<b>FUND/DEPARTMENT</b>	<b>Proposed FY 13</b>
<b>Total General Fund</b>	\$ 25,790,398
 <b>Special Revenues Funds</b>	
CDBG fund	1,078,500
Police Education Fund	31,765
Police Automation Fund	312,660
Distaster Reserve Fund	2,198,484
Recycling Revenue Fund	405,400
Streets Improvement Fund	17,889,472
Park Impact Fee Fund	453,774
Fire Impact Fee Fund	143,245
Development Special Projects Fund	1,305,577
Transportation Impact Fee Fund	574,100
Neighborhood Stabilization Fund	1,900,000
Old Kings Road Special Assessment Fund	264,200
BAC Fund	60,225
SR100 Community Redevelopment Fund	5,735,844
Capital Projects Fund	339,302
 <b>Enterprise Funds</b>	
Utility Fund	29,880,644
Utility Capital Projects Fund	20,540,254
Solid Waste Fund	7,400,000
Stomwater Management Fund	7,745,292
Building Permits & Inspections Fund	1,398,961
Golf Course Fund	1,618,881
Tennis Center Fund	304,278
Information Technology & Comm Fund	2,878,300
 <b>Internal Services Funds</b>	
Self Insured Health Fund	3,169,350
Fleet Management Fund	4,070,043
 <b>Subtotal Budget All Funds</b>	 \$ 137,488,949
Less: Interfund Transfers	12,149,815
<b>Total</b>	<b>\$ 125,339,134</b>

# Budget Overview by Fund Type

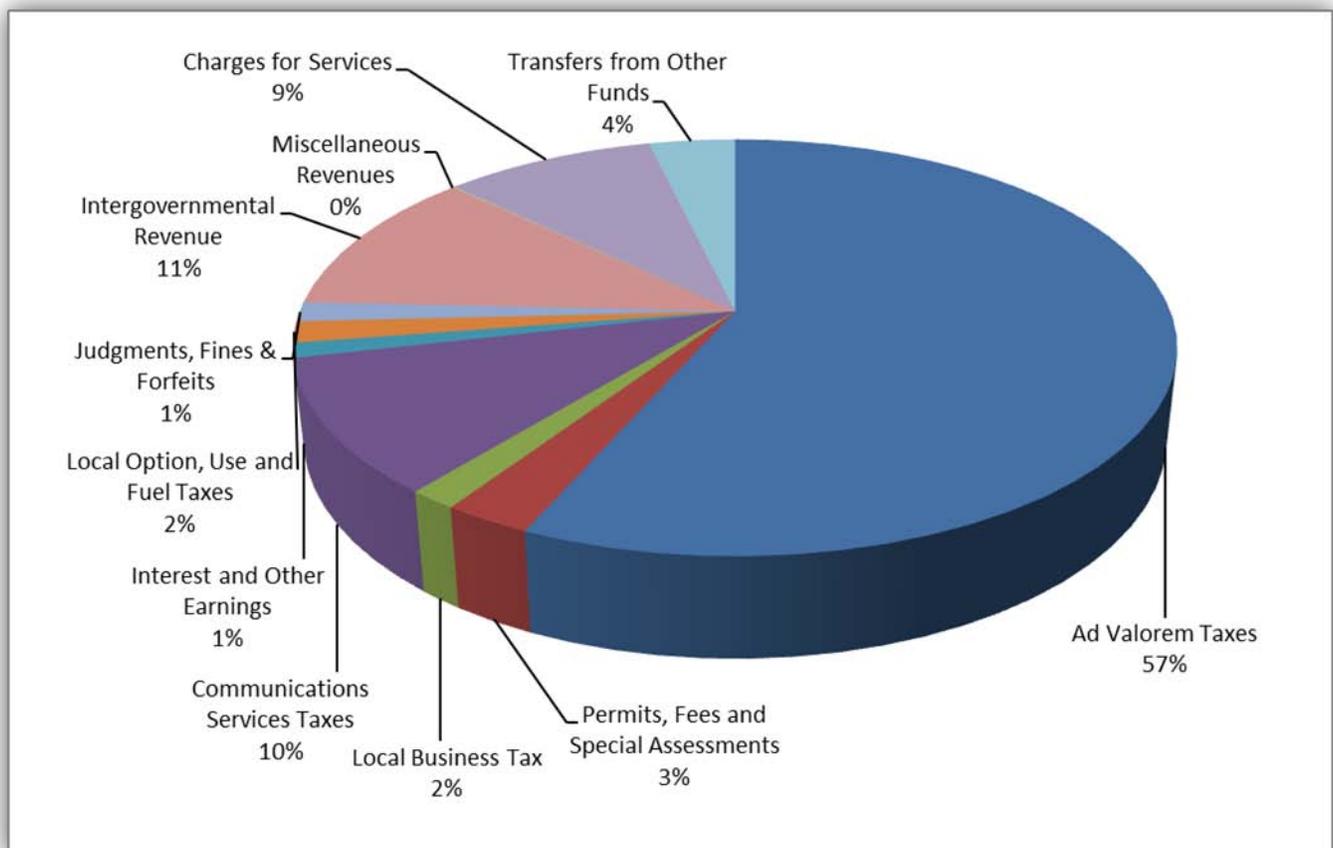


<b>Total All Funds</b>			
\$137,488,949			
<b>General Fund</b>	<b>Special Revenues Funds</b>	<b>Enterprise Funds</b>	<b>Internal Services Funds</b>
\$ 25,790,398	\$ 32,692,548	\$ 71,766,610	\$ 7,239,393
19%	24%	52%	5%

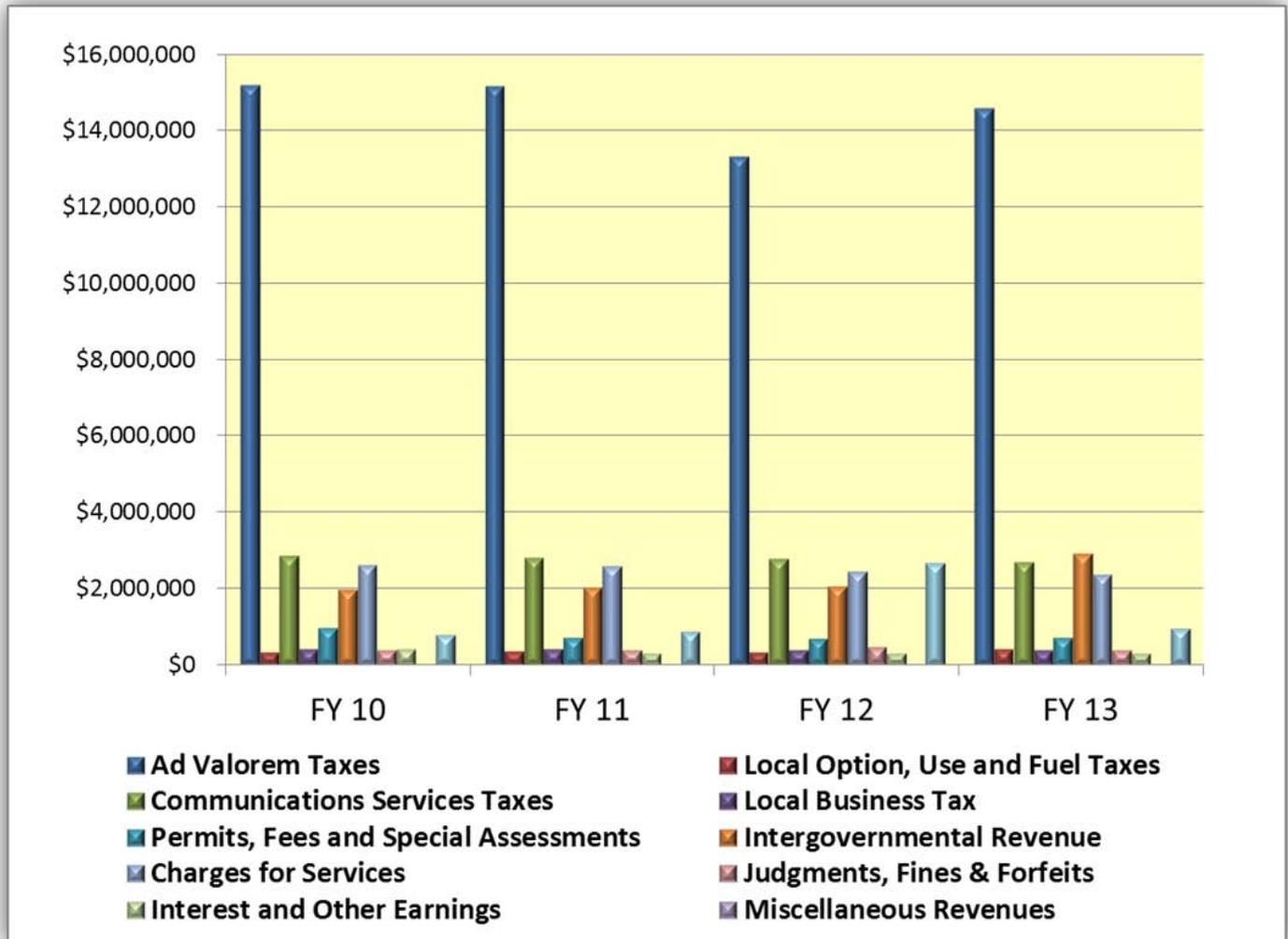
# General Fund Revenues by Source

SOURCE	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
Ad Valorem Taxes	\$15,197,133	\$15,181,152	\$13,344,824	\$14,610,000
Local Option, Use and Fuel Taxes	339,247	359,374	342,000	425,000
Communications Services Taxes	2,858,825	2,793,952	2,775,000	2,700,000
Local Business Tax	404,685	414,385	394,000	395,000
Permits, Fees and Special Assessments	965,554	719,156	695,000	715,000
Intergovernmental Revenue	1,967,829	2,022,042	2,051,100	2,921,988
Charges for Services	2,615,059	2,590,801	2,449,346	2,360,243
Judgments, Fines & Forfeits	387,000	382,396	478,264	389,000
Interest and Other Earnings	426,066	303,830	295,000	295,000
Miscellaneous Revenues	59,387	38,790	30,125	17,191
Transfers from Other Funds	785,401	876,828	2,660,404	961,976
Appropriated Fund Balance	-	-	-	-
<b>TOTAL</b>	<b>\$26,006,186</b>	<b>\$25,682,706</b>	<b>\$25,515,063</b>	<b>\$25,790,398</b>

## FISCAL YEAR 2013



# General Fund Revenues by Source

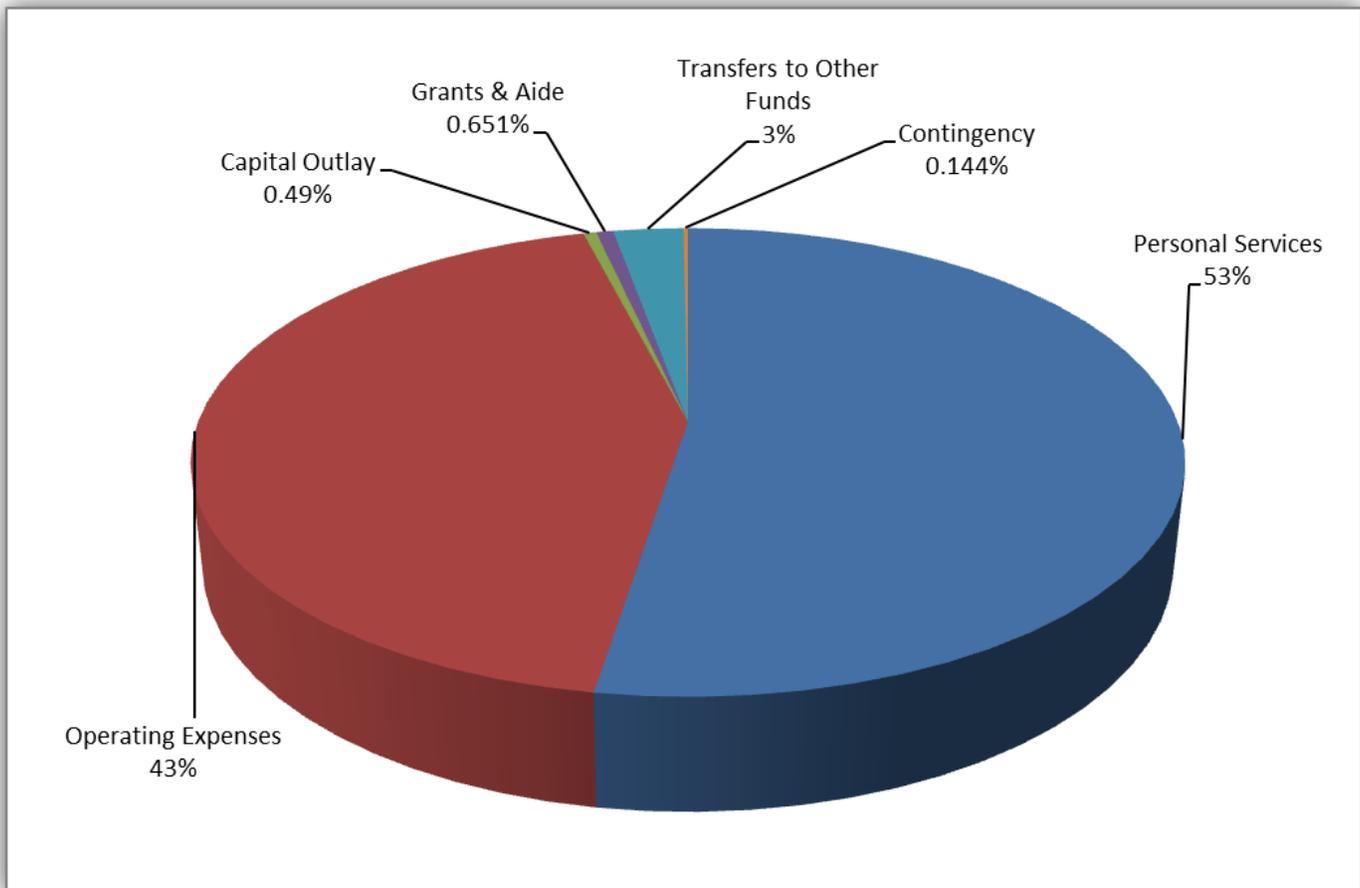


Property taxes are the single largest revenue source for the general fund. The total property taxes in the general fund declined during fiscal year 2012 due to a portion of the overall millage (.45 mills) being dedicated to Stormwater capital projects.

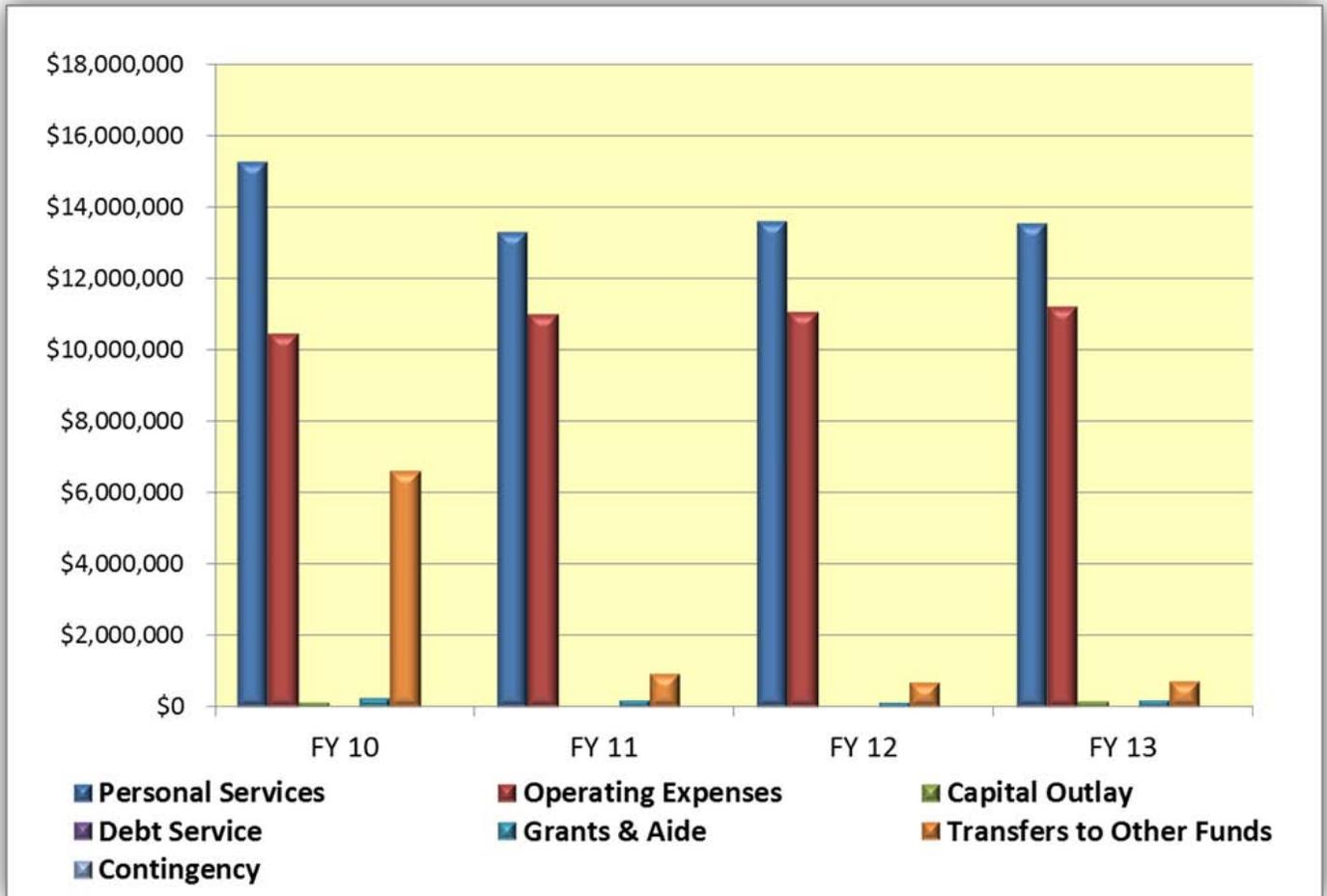
# General Fund Expenditures by Category

CATEGORY	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
Personal Services	\$15,280,804	\$13,291,510	\$13,618,924	\$13,551,417
Operating Expenses	10,451,965	11,001,130	11,063,782	11,203,356
Capital Outlay	101,891	8,183	36,483	127,625
Debt Service	39,480	26,320	-	-
Grants & Aide	220,379	169,789	110,000	168,000
Transfers to Other Funds	6,587,620	922,016	685,874	696,000
Contingency	-	-	-	44,000
<b>TOTAL</b>	<b>\$32,682,139</b>	<b>\$25,418,948</b>	<b>\$25,515,063</b>	<b>\$25,790,398</b>

## FISCAL YEAR 2013



# General Fund Expenditures by Category

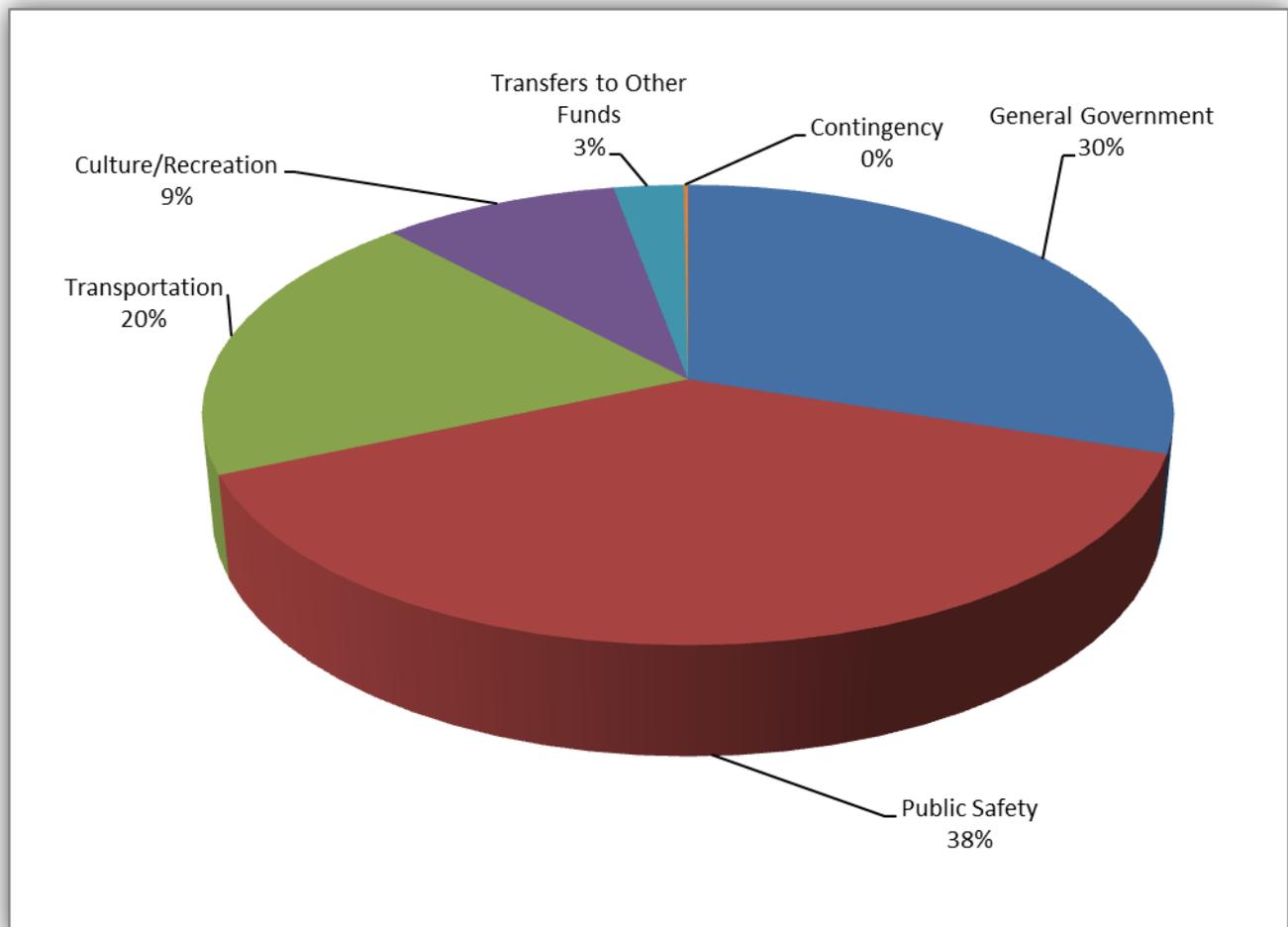


Overall general fund expenses have stabilized after a major restructuring in fiscal year 2010. This was in response to economic conditions in the city.

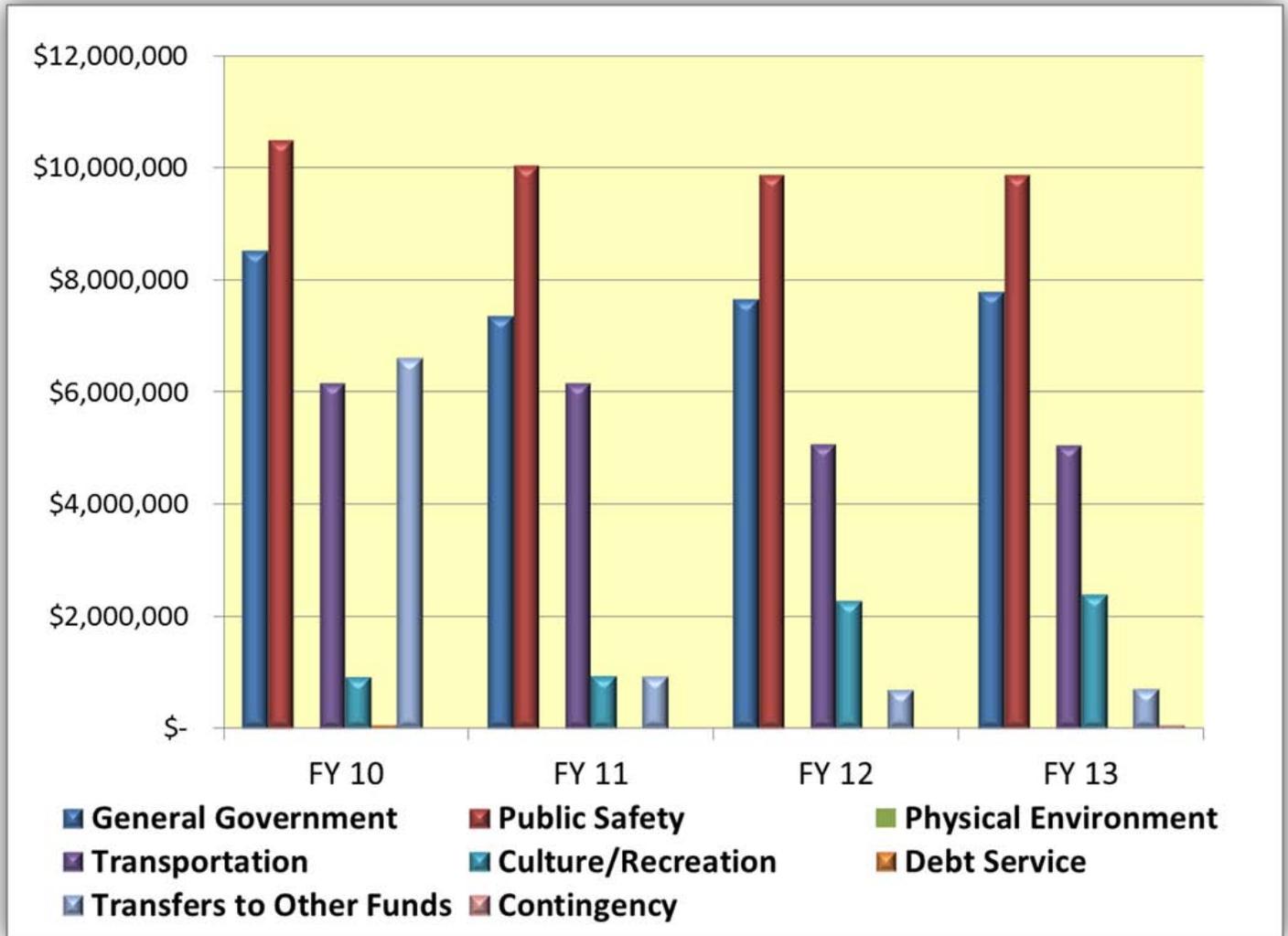
# General Fund Expenditures by Function

<b>FUNCTION</b>	<b>Actual FY 10</b>	<b>Actual FY 11</b>	<b>Projected FY 12</b>	<b>Proposed FY 13</b>
General Government	\$ 8,501,636	\$ 7,341,262	\$ 7,642,857	\$ 7,768,495
Public Safety	10,496,847	10,048,116	9,883,250	9,883,734
Physical Environment	-	-	-	-
Transportation	6,150,176	6,153,687	5,049,743	5,032,678
Culture/Recreation	906,380	927,547	2,253,339	2,365,491
Debt Service	39,480	26,320	-	-
Transfers to Other Funds	6,587,620	922,016	685,874	696,000
Contingency	-	-	-	44,000
<b>TOTAL</b>	<b>\$ 32,682,139</b>	<b>\$ 25,418,948</b>	<b>\$ 25,515,063</b>	<b>\$ 25,790,398</b>

## FISCAL YEAR 2013



# General Fund Expenditures by Function



# CDBG Fund

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

## REVENUES

SOURCE	Actual		Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 75,000	\$ 1,078,500
Interest and Other Earnings	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 1,078,500</b>

## EXPENDITURES

CATEGORY	Actual		Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	75,000	918,500
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	160,000
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 1,078,500</b>

# Police Education Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Judgments, Fines & Forfeits	\$ 7,024	\$ 7,961	\$ 5,000	\$ 6,900	\$ 7,200
Interest and Other Earnings	990	91	300	60	65
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	17,500	17,594	24,500
<b>TOTAL</b>	<b>\$ 8,014</b>	<b>\$ 8,052</b>	<b>\$ 22,800</b>	<b>\$ 24,554</b>	<b>\$ 31,765</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	21,314	18,135	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	22,800	24,554	31,765
<b>TOTAL</b>	<b>\$ 21,314</b>	<b>\$ 18,135</b>	<b>\$ 22,800</b>	<b>\$ 24,554</b>	<b>\$ 31,765</b>

# Police Automation Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Judgments, Fines & Forfeits	\$ 22,119	\$ 25,167	\$ 19,500	\$ 21,000	\$ 22,000
Interest and Other Earnings	5,686	1,587	2,600	850	900
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	272,400	267,910	289,760
<b>TOTAL</b>	<b>\$ 27,805</b>	<b>\$ 26,754</b>	<b>\$ 294,500</b>	<b>\$ 289,760</b>	<b>\$ 312,660</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	294,500	289,760	312,660
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 294,500</b>	<b>\$ 289,760</b>	<b>\$ 312,660</b>

# 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	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and Other Earnings	43,157	12,370	21,000	7,000	7,500
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	2,210,500	2,183,984	2,190,984
<b>TOTAL</b>	<b>\$ 43,157</b>	<b>\$ 12,370</b>	<b>\$ 2,231,500</b>	<b>\$ 2,190,984</b>	<b>\$ 2,198,484</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,621	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	2,231,500	2,190,984	2,198,484
<b>TOTAL</b>	<b>\$ 1,621</b>	<b>\$ -</b>	<b>\$ 2,231,500</b>	<b>\$ 2,190,984</b>	<b>\$ 2,198,484</b>

# Recycling Revenue Fund

The purpose of this fund is to account for the receipt and expenditure of money received from the sale of recyclable materials collected as a part of the solid waste program. This fund is also used to account for the results of special events within the community.

## REVENUES

SOURCE	Actual		Original	Proposed	
	FY 10	FY 11	Budget FY 12	Estimated FY 12	Budget FY 13
Intergovernmental Revenue	\$ 48,023	\$ 9,998	\$ -	\$ 33,600	\$ 25,000
Charges for Services	85,540	347,788	78,600	245,000	255,000
Interest and Other Earnings	6,204	1,930	1,600	1,200	1,400
Miscellaneous Revenues	31,578	6,555	230,000	116,000	124,000
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 171,345</b>	<b>\$ 366,271</b>	<b>\$ 310,200</b>	<b>\$ 395,800</b>	<b>\$ 405,400</b>

## EXPENDITURES

CATEGORY	Actual		Original	Proposed	
	FY 10	FY 11	Budget FY 12	Estimated FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	129,415	257,688	124,700	304,850	314,050
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	185,500	90,950	91,350
<b>TOTAL</b>	<b>\$ 129,415</b>	<b>\$ 257,688</b>	<b>\$ 310,200</b>	<b>\$ 395,800</b>	<b>\$ 405,400</b>

# Streets Improvement Fund

The Streets Improvement Fund is used to track revenue associated with the half-cent Local Government Infrastructure Surtax and the expenditure of those funds on the street resurfacing program. The surtax was effective beginning January 1, 2003 and continues for 10 years. This tax is set to expire on Dec. 31, 2012. Beginning in FY07 State Revenue Sharing monies have been placed in this fund. Approximately 30% of State Revenue Sharing comes from gas taxes.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Local Option, Use and Fuel Taxes	\$ 4,125,806	\$ 4,182,246	\$ 4,042,100	\$ 2,195,000
Ad Valorem Taxes	-	-	-	100,000
Intergovernmental Revenue	1,583,878	1,921,449	2,346,392	11,448,042
Judgments, Fines & Forfeits	626,952	241,169	384,800	377,100
Interest and Other Earnings	66,594	10,378	5,000	7,524
Miscellaneous Revenues	170	-	-	-
Appropriated Fund Balance	-	-	2,688,506	3,761,806
<b>TOTAL</b>	<b>\$6,403,400</b>	<b>\$6,355,242</b>	<b>\$9,466,798</b>	<b>\$17,889,472</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	249,749	153,948	382,200	374,600
Capital Outlay	5,501,652	4,666,528	2,744,792	17,514,445
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	3,600,000	-	2,578,000	-
Contingency	-	-	3,761,806	427
<b>TOTAL</b>	<b>\$ 9,351,401</b>	<b>\$ 4,820,476</b>	<b>\$ 9,466,798</b>	<b>\$ 17,889,472</b>

# Park Impact Fee Fund

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

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ 896,865	\$ 100,901	\$ -	\$ -
Charges for Services	267,207	160,859	112,800	117,300
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	18,342	723	-	3,331
Miscellaneous Revenues	-	-	-	-
Appropriated Fund Balance	-	-	424,843	333,143
<b>TOTAL</b>	<b>\$1,182,414</b>	<b>\$262,483</b>	<b>\$537,643</b>	<b>\$453,774</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	50,000
Capital Outlay	2,262,979	102,992	4,500	100,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	200,000	-
Contingency	-	-	333,143	303,774
<b>TOTAL</b>	<b>\$2,262,979</b>	<b>\$102,992</b>	<b>\$537,643</b>	<b>\$453,774</b>

# 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	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	61,359	26,398	33,300	34,600
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	(91)	435	-	1,076
Transfers from Other Funds	200,000	-	-	-
Appropriated Fund Balance	-	-	74,269	107,569
<b>TOTAL</b>	<b>\$261,268</b>	<b>\$26,833</b>	<b>\$107,569</b>	<b>\$143,245</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	3,925	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	107,569	143,245
<b>TOTAL</b>	<b>\$3,925</b>	<b>\$0</b>	<b>\$107,569</b>	<b>\$143,245</b>

# 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	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	47,550	5,148	-	-
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	37,552	9,284	7,000	5,841
Miscellaneous Revenues	-	-	-	-
Appropriated Fund Balance	-	-	1,557,736	1,299,736
<b>TOTAL</b>	<b>\$ 85,102</b>	<b>\$ 14,432</b>	<b>\$ 1,564,736</b>	<b>\$ 1,305,577</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	265,000	-
Contingency	-	-	1,299,736	1,305,577
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,564,736</b>	<b>\$ 1,305,577</b>

# 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	FY 10	FY 11	FY 12	FY 13
Permits, Fees and Special Assessme \$	-	-	-	-
Intergovernmental Revenue	366,687	-	-	-
Charges for Services	838,621	412,423	552,000	574,100
Interest and Other Earnings	(21,710)	2,495	-	-
Transfers from Other Funds	3,600,000	-	2,340,000	-
Appropriated Fund Balance	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,783,598</b>	<b>\$ 414,918</b>	<b>\$ 2,892,000</b>	<b>\$ 574,100</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	10,937,078	633,867	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,892,000	574,100
<b>TOTAL</b>	<b>\$ 10,937,078</b>	<b>\$ 633,867</b>	<b>\$ 2,892,000</b>	<b>\$ 574,100</b>

# 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	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Intergovernmental Revenue	\$ 1,652,210	\$ 1,915,234	\$ 850,000	\$ 1,100,000	\$ 1,900,000
Interest and Other Earnings	-	-	-	-	-
Miscellaneous Revenues	-	-	150,000	-	-
Appropriated Fund Balance	-	-	583,700	-	-
<b>TOTAL</b>	<b>\$ 1,652,210</b>	<b>\$ 1,915,234</b>	<b>\$ 1,583,700</b>	<b>\$ 1,100,000</b>	<b>\$ 1,900,000</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,652,210	1,602,199	1,583,700	1,100,000	1,900,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,652,210</b>	<b>\$ 1,602,199</b>	<b>\$ 1,583,700</b>	<b>\$ 1,100,000</b>	<b>\$ 1,900,000</b>

# 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 FY 10	Actual FY 11	Original Budget FY12	Estimated FY12	Proposed Budget FY13
Charges for Services	\$ -	\$ -	\$ -	\$ 10,000	\$ 15,000
Miscellaneous Revenues	-	-	-	55,225	-
Appropriated Fund Balance	-	-	-	-	45,225
	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,225</b>	<b>\$ 60,225</b>

## EXPENDITURES

CATEGORY	Actual FY 10	Actual FY 11	Original Budget FY12	Estimated FY12	Proposed Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	10,000	15,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	55,225	45,225
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,225</b>	<b>\$ 60,225</b>

# 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	FY 10	FY 11	FY 12	FY 13
Permits, Fees and Special Assessme \$	219,391	\$ 250,342	\$ 264,200	\$ 264,200
Intergovernmental Revenue	-	-	-	-
Charges for Services	1,924	-	-	-
Interest and Other Earnings	14,627	121	-	-
Debt Proceeds	-	-	-	-
Appropriated Fund Balance	-	-	-	-
<b>TOTAL</b>	<b>\$ 235,942</b>	<b>\$ 250,463</b>	<b>\$ 264,200</b>	<b>\$ 264,200</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	2,004,611	12,289	-	-
Debt Service	87,064	248,367	264,200	264,200
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,091,675</b>	<b>\$ 260,656</b>	<b>\$ 264,200</b>	<b>\$ 264,200</b>

# 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	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ 786,325	\$ 787,784	\$ 798,707	\$ 814,700
Interest and Other Earnings	83,602	15,116	12,000	11,941
Miscellaneous Revenues	-	-	-	-
Transfers from Other Funds	600,198	485,016	515,874	521,000
Debt Proceeds	4,000,000	-	-	2,000,000
Appropriated Fund Balance	-	-	2,122,311	2,388,203
<b>TOTAL</b>	<b>\$ 5,470,125</b>	<b>\$ 1,287,916</b>	<b>\$ 3,448,892</b>	<b>\$ 5,735,844</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	39,409	7,464	50,000	50,000
Capital Outlay	1,746,032	1,715,524	370,000	4,300,000
Debt Service	686,406	649,369	640,689	641,575
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,388,203	744,269
<b>TOTAL</b>	<b>\$ 2,471,847</b>	<b>\$ 2,372,357</b>	<b>\$ 3,448,892</b>	<b>\$ 5,735,844</b>

# Capital Projects Fund

The purpose of this fund is to account for revenues provided for major capital projects and to track the expenditures of those funds. The City allocates a portion of the ad valorem taxes to this fund. In 2010 the allocation to this fund was 0.52 mills. No ad valorem taxes were allocated to this fund for 2011 or 2012. For 2013, the allocation is .047 mills.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Ad Valorem Taxes	\$ 2,631,273	\$ -	\$ -	\$ 165,000
Intergovernmental Revenue	1,383,138	1,183,402	3,541,429	-
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	152,480	13,458	9,000	280
Miscellaneous Revenues	-	1,794,498	-	-
Transfers from Other Funds	85,000	-	200,000	160,000
Appropriated Fund Balance	-	-	964,593	14,022
<b>TOTAL</b>	<b>\$ 4,251,891</b>	<b>\$ 2,991,358</b>	<b>\$ 4,715,022</b>	<b>\$ 339,302</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	365,498	301,092	-	-
Capital Outlay	2,608,106	2,570,591	4,761,000	335,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	1,039,172	-	9,425,998	-
Contingency	-	-	14,022	4,302
<b>TOTAL</b>	<b>\$ 4,012,776</b>	<b>\$ 2,871,683</b>	<b>\$ 14,201,020</b>	<b>\$ 339,302</b>

# 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	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Water Sales	\$ 14,478,993	\$ 16,143,425	\$ 17,908,500	\$ 16,869,000	\$ 17,727,700
Sewer Service	8,648,904	10,028,514	10,393,500	10,203,500	10,464,600
Intergovernmental Revenue	-	-	-	-	-
Other Charges for Service	4,643,827	3,018,897	1,529,395	2,242,295	1,415,643
Interest and Other Earnings	360,411	54,498	329,100	270,000	272,701
Miscellaneous Revenues	1,231,077	39,195	-	-	-
Non Revenues	-	-	-	-	-
Transfers from Other Funds	-	5,023,320	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 29,363,212</b>	<b>\$ 34,307,849</b>	<b>\$ 30,160,495</b>	<b>\$ 29,584,795</b>	<b>\$ 29,880,644</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 7,134,787	\$ 6,806,811	\$ 6,952,289	\$ 6,951,194	\$ 7,002,858
Operating Expenses	18,454,084	17,614,819	8,917,426	8,520,591	8,747,423
Capital Outlay	-	-	475,952	415,000	443,000
Debt Service	6,971,542	6,920,696	11,338,656	11,228,855	11,226,866
Grants & Aide	10,000	10,000	10,000	10,000	10,000
Transfers to Other Funds	3,683,653	7,288,132	2,252,991	2,252,991	2,331,018
Contingency	-	-	213,181	206,164	119,479
<b>TOTAL</b>	<b>\$ 36,254,066</b>	<b>\$ 38,640,458</b>	<b>\$ 30,160,495</b>	<b>\$ 29,584,795</b>	<b>\$ 29,880,644</b>

# 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	FY 10	FY 11	FY 12	FY 13
Local Option, Use and Fuel Taxes	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,257,897	391,584	1,500,000	1,560,000
Judgments, Fines & Forfeits	143,325	397,936	303,214	286,541
Interest and Other Earnings	2,799,068	1,384,522	1,388,587	1,459,542
Miscellaneous Revenues	-	-	-	15,000,000
Appropriated Fund Balance	-	-	3,901,370	2,234,171
<b>TOTAL</b>	<b>\$ 4,200,290</b>	<b>\$ 2,174,042</b>	<b>\$ 7,093,171</b>	<b>\$ 20,540,254</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	14,000	161,000
Capital Outlay	-	-	4,845,000	15,385,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,234,171	4,994,254
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,093,171</b>	<b>\$ 20,540,254</b>

# Solid Waste Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Communications Services Tax	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	7,667,964	7,805,956	7,605,000	7,486,000	7,400,000
Interest and Other Earnings	(6,382)	115	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 7,661,582</b>	<b>\$ 7,806,071</b>	<b>\$ 7,605,000</b>	<b>\$ 7,486,000</b>	<b>\$ 7,400,000</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	7,550,829	7,631,424	7,438,284	7,486,000	7,252,381
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	166,716	-	147,619
<b>TOTAL</b>	<b>\$ 7,550,829</b>	<b>\$ 7,631,424</b>	<b>\$ 7,605,000</b>	<b>\$ 7,486,000</b>	<b>\$ 7,400,000</b>

# 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		Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Ad Valorem Taxes	\$ -	\$ -	\$ 1,686,100	\$ 1,686,100	\$ 245,750
Permits, Fees and Special As	62,411	12,965	80,000	-	-
Intergovernmental Revenue	194,670	48,058	-	307,500	-
Charges for Services	5,446,849	4,765,366	4,823,810	4,900,000	7,309,000
Interest and Other Earnings	(54,749)	1,051	-	-	-
Miscellaneous Revenues	188,095	569,018	-	-	-
Transfers from Other Funds	-	-	885,000	885,000	-
Debt Proceeds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	190,542
<b>TOTAL</b>	<b>\$ 5,837,276</b>	<b>\$ 5,396,458</b>	<b>\$ 7,474,910</b>	<b>\$ 7,778,600</b>	<b>\$ 7,745,292</b>

Ad Valorem Taxes for FY 13 are based on a millage rate of 0.0700

Transfers from Other Funds for FY 12 include State Revenue Sharing from the Streets Improvement Fund

## EXPENDITURES

CATEGORY	Actual		Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ 1,145,048	\$ 1,047,101	\$ 1,650,432	\$ 1,659,079	\$ 1,684,931
Operating Expenses	3,008,623	2,942,467	1,572,976	1,569,104	1,601,435
Capital Outlay	-	-	2,681,200	2,259,600	2,988,100
Debt Service	185,901	305,737	1,502,302	711,505	1,337,076
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	391,450	44,000	68,000	68,000	79,000
Contingency	-	-	-	1,511,312	54,750
<b>TOTAL</b>	<b>\$ 4,731,022</b>	<b>\$ 4,339,305</b>	<b>\$ 7,474,910</b>	<b>\$ 7,778,600</b>	<b>\$ 7,745,292</b>

# Building Permits & Inspections Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Permits, Fees and Special As	\$ 200,341	\$ 217,553	\$ 249,700	\$ 257,684	\$ 935,368
Interest and Other Earnings	127,248	14,074	12,800	9,000	6,000
Miscellaneous Revenues	1,285	7,546	500	19,334	20,107
Appropriated Fund Balance	-	-	1,244,334	1,218,883	437,486
<b>TOTAL</b>	<b>\$ 328,874</b>	<b>\$ 239,173</b>	<b>\$ 1,507,334</b>	<b>\$ 1,504,901</b>	<b>\$ 1,398,961</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 1,384,796	\$ 1,133,154	\$ 1,170,959	\$ 1,166,951	\$ 1,088,223
Operating Expenses	411,548	335,367	336,375	337,950	310,738
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,796,344</b>	<b>\$ 1,468,521</b>	<b>\$ 1,507,334</b>	<b>\$ 1,504,901</b>	<b>\$ 1,398,961</b>

# Golf Course Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Charges for Services	\$ 1,213,334	\$ 1,501,459	\$ 1,668,100	\$ 1,550,109	\$ 1,618,881
Interest and Other Earnings	4,195	123	-	-	-
Miscellaneous Revenues	67,854	-	-	-	-
Transfers from Other Funds	-	256,000	-	5,606,500	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,285,383</b>	<b>\$ 1,757,582</b>	<b>\$ 1,668,100</b>	<b>\$ 7,156,609</b>	<b>\$ 1,618,881</b>

## GOLF COURSE EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,876,394	1,924,244	1,646,100	1,578,109	1,595,881
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	373,586	18,000	22,000	22,000	23,000
Contingency	-	-	-	5,556,500	-
<b>TOTAL</b>	<b>\$ 2,249,980</b>	<b>\$ 1,942,244</b>	<b>\$ 1,668,100</b>	<b>\$ 7,156,609</b>	<b>\$ 1,618,881</b>

# Tennis Center Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Charges for Services	\$ 164,404	\$ 181,596	\$ 206,700	\$ 163,087	\$ 204,278
Interest and Other Earnings	73	-	-	-	-
Miscellaneous Revenues	1,260	-	-	-	-
Transfers from Other Funds	117,000	181,000	99,100	120,000	100,000
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 282,737</b>	<b>\$ 362,596</b>	<b>\$ 305,800</b>	<b>\$ 283,087</b>	<b>\$ 304,278</b>

## TENNIS CENTER EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ 207,295	\$ -	\$ -	\$ -	\$ -
Operating Expenses	78,124	353,794	304,800	282,087	303,278
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	2,000	1,000	1,000	1,000	1,000
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 287,419</b>	<b>\$ 354,794</b>	<b>\$ 305,800</b>	<b>\$ 283,087</b>	<b>\$ 304,278</b>

# Information Technology & Communications Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Charges for Services	\$ 2,259	\$ -	\$ 255,100	\$ 362,203	\$ 393,000
Interest and Other Earnings	11,967	156	3,400	300	300
Miscellaneous Revenues	243,835	225,871	193,600	231,000	240,000
Non Revenues	2,358,181	-	2,277,000	2,277,000	2,245,000
Transfers from Other Funds	750,000	-	-	1,794,498	-
Appropriated Fund Balance	-	-	176,936	-	-
<b>TOTAL</b>	<b>\$ 3,366,242</b>	<b>\$ 226,027</b>	<b>\$ 2,906,036</b>	<b>\$ 4,665,001</b>	<b>\$ 2,878,300</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 1,082,951	\$ 803,936	\$ 832,420	\$ 832,391	\$ 843,576
Operating Expenses	1,428,526	1,698,793	1,462,316	1,375,646	1,271,892
Capital Outlay	-	-	299,300	350,466	350,400
Debt Service	11,180	-	-	-	-
Grants & Aide	-	-	300,000	300,000	300,000
Transfers to Other Funds	-	-	12,000	12,000	14,000
Contingency	-	-	-	1,794,498	98,432
<b>TOTAL</b>	<b>\$ 2,522,657</b>	<b>\$ 2,502,729</b>	<b>\$ 2,906,036</b>	<b>\$ 4,665,001</b>	<b>\$ 2,878,300</b>

# Self Insured Health Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Interest and Other Earnings	\$ 3,530	\$ 2,325	\$ -	\$ 1,000	\$ 1,250
Non Revenues	676,032	2,819,860	3,155,000	3,205,000	3,148,100
Appropriated Fund Balance	-	-	-	-	20,000
<b>TOTAL</b>	<b>\$ 679,562</b>	<b>\$ 2,822,185</b>	<b>\$ 3,155,000</b>	<b>\$ 3,206,000</b>	<b>\$ 3,169,350</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	554,003	2,801,630	3,155,000	3,206,000	3,169,350
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 554,003</b>	<b>\$ 2,801,630</b>	<b>\$ 3,155,000</b>	<b>\$ 3,206,000</b>	<b>\$ 3,169,350</b>

# Fleet Management Fund

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

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Charges for Services	\$ 251,844	\$ 406,785	\$ 315,000	\$ 315,000	\$ 315,000
Interest and Other Earnings	51,412	14,566	31,300	6,500	5,000
Miscellaneous Revenues	48,943	4,280	-	-	-
Non Revenues	3,072,474	3,321,428	3,439,696	3,452,696	3,452,697
Transfers from Other Funds	781,220	66,462	-	-	101,500
Appropriated Fund Balance	-	-	-	-	195,846
<b>TOTAL</b>	<b>\$ 4,205,893</b>	<b>\$ 3,813,521</b>	<b>\$ 3,785,996</b>	<b>\$ 3,774,196</b>	<b>\$ 4,070,043</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 190,333	\$ 172,594	\$ 188,321	\$ 195,637	\$ 238,172
Operating Expenses	2,774,048	3,018,395	1,848,463	1,921,266	2,006,371
Capital Outlay	-	-	495,430	495,430	1,825,500
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	1,253,782	1,161,863	-
<b>TOTAL</b>	<b>\$ 2,964,381</b>	<b>\$ 3,190,989</b>	<b>\$ 3,785,996</b>	<b>\$ 3,774,196</b>	<b>\$ 4,070,043</b>

# Department Funding

Departmental responsibility may cross funds. The table on this page and the next identifies the funding sources for department activities.

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
<b>City Council</b>	\$ 95,501	\$ -	\$ -	\$ -	\$ -
<b>Administration</b>					
City Manager	361,263	-	-	-	-
Community Relations	186,810	-	-	-	-
Purchasing and Contracts Management	298,416	-	-	-	-
Solid Waste	-	7,400,000	-	-	-
Economic Development	295,957	-	-	-	-
City Clerk	129,617	-	-	-	-
Human Resources	349,774	-	-	-	-
Self Insured Health	-	-	-	3,169,350	-
Non-Departmental	678,000	-	-	-	-
Law Enforcement	2,599,863	-	-	-	-
Police Education	-	-	-	-	31,765
Police Automation	-	-	-	-	312,660
Disaster Reserve	-	-	-	-	2,198,484
Recycling Revenue	-	-	-	-	405,400
<b>City Attorney</b>	387,236	-	-	-	-
<b>Financial Services</b>	692,699	-	-	-	-
<b>Community Development</b>					
Building Permits and Inspections	-	1,398,961	-	-	-
Planning	1,505,208	-	-	-	-
Code Enforcement	2,149,693	-	-	-	-
CDBG	-	-	-	-	1,078,500
Neighborhood Stabilization	-	-	-	-	1,900,000
Business Assistance Center (BAC)	-	-	-	-	60,225
SR100 Community Redevelopment	-	-	-	-	5,735,844
Capital Projects	-	-	339,302	-	-
<b>Fire</b>					
Fire	7,283,871	-	-	-	-
Fire Impact Fee	-	-	-	-	143,245

# Department Funding (continued)

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
<b>Public Works / Utility</b>					
Streets	\$ 5,127,678	\$ -	\$ -	\$ -	\$ -
Facilities Maintenance	682,493	-	-	-	-
Parks / Facilities	1,181,633	-	-	-	-
Streets Improvement	-	-	-	-	17,889,472
Customer Service	-	1,287,991	-	-	-
Administration	-	1,166,712	-	-	-
Utility Maintenance	-	634,055	-	-	-
Wastewater Collection	-	2,252,088	-	-	-
Wastewater Treatment	-	1,765,803	-	-	-
Water Plant #1	-	1,728,607	-	-	-
Water Plant #2	-	1,238,566	-	-	-
Water Plant #3	-	972,726	-	-	-
Water Quality	-	469,587	-	-	-
Water Distribution	-	2,770,772	-	-	-
Non-Departmental	-	15,593,737	-	-	-
Utility Capital Projects	-	-	20,540,254	-	-
Stormwater Maintenance	-	3,294,992	-	-	-
Fleet Management	-	-	-	4,070,043	-
<b>Engineering and Stormwater Management</b>					
Engineering	500,828	-	-	-	-
Development Special Projects	-	-	-	-	1,305,577
Transportation Impact Fee	-	-	-	-	574,100
Old Kings Road Special Assessment	-	-	-	-	264,200
Stormwater Engineering	-	4,450,300	-	-	-
<b>Recreation and Parks</b>					
Recreation / Athletics	1,283,858	-	-	-	-
Park Impact Fee	-	-	-	-	453,774
Golf Course	-	1,618,881	-	-	-
Tennis Center	-	304,278	-	-	-
<b>Information Technology and Communications</b>					
	-	2,878,300	-	-	-
<b>Total</b>	<b>\$ 25,790,398</b>	<b>\$ 51,226,356</b>	<b>\$ 20,879,556</b>	<b>\$ 7,239,393</b>	<b>\$ 32,353,246</b>
				<b>Total</b>	<b>\$ 137,488,949</b>

# City Council

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

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 65,128	\$ 64,943	\$ 65,272	\$ 65,195	\$ (77)
Operating Expenditures	18,093	17,213	30,207	30,306	99
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 83,221</b>	<b>\$ 82,156</b>	<b>\$ 95,479</b>	<b>\$ 95,501</b>	<b>\$ 22</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<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 Council

## Performance Measures

### City Council

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City employees (FTE).	428.3	396.13	385.81	382.43
Total original Citywide budget.	\$208,985,815	\$188,483,459	\$120,417,494	\$137,488,949
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Non-discretionary revenue generated per citizen.	\$464.94	\$381.90	\$434.26	\$510.45
City Council cost per capita.	\$1.12	\$1.18	\$1.26	\$1.25
Citizen rating of overall quality of life.	75%	67%	70%	72%
Citizen rating of the overall direction that the City is taking.	58%	50%	48%	50%
Citizen rating of the City as a place to live. (Percent “excellent” or “good”).	85%	78%	80%	82%

# Administration

## Department Summary

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

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

The City Clerk acts the Secretary to the City Council. The office of the City Clerk has the Records Management and Land Management function and performs Supervisor of Elections duties. The Secretary to the City Council is responsible for preparing agendas and minutes for City Council meetings, as well as the processing of all City ordinances, resolutions, and proclamations adopted and/or approved by City Council. The Records function of the City Clerk's office is the official record keeper for all City documents setting guidelines for the management and retention of these documents, as

well as handling the scanning, indexing and destruction of all City documents. Due to the fact that this function is the official records holder, the City Clerk's office also handles citizens' requests for public information and records. The Land Management function is responsible for handling the management of all City property, to include closings. Land Management function keeps an active record of all City owned properties. As the Supervisor of Elections the City Clerk's office is responsible for City elections and works in conjunction with the County Supervisor of Elections, in overseeing City of Palm Coast elections.

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

# Administration

## Department Objectives

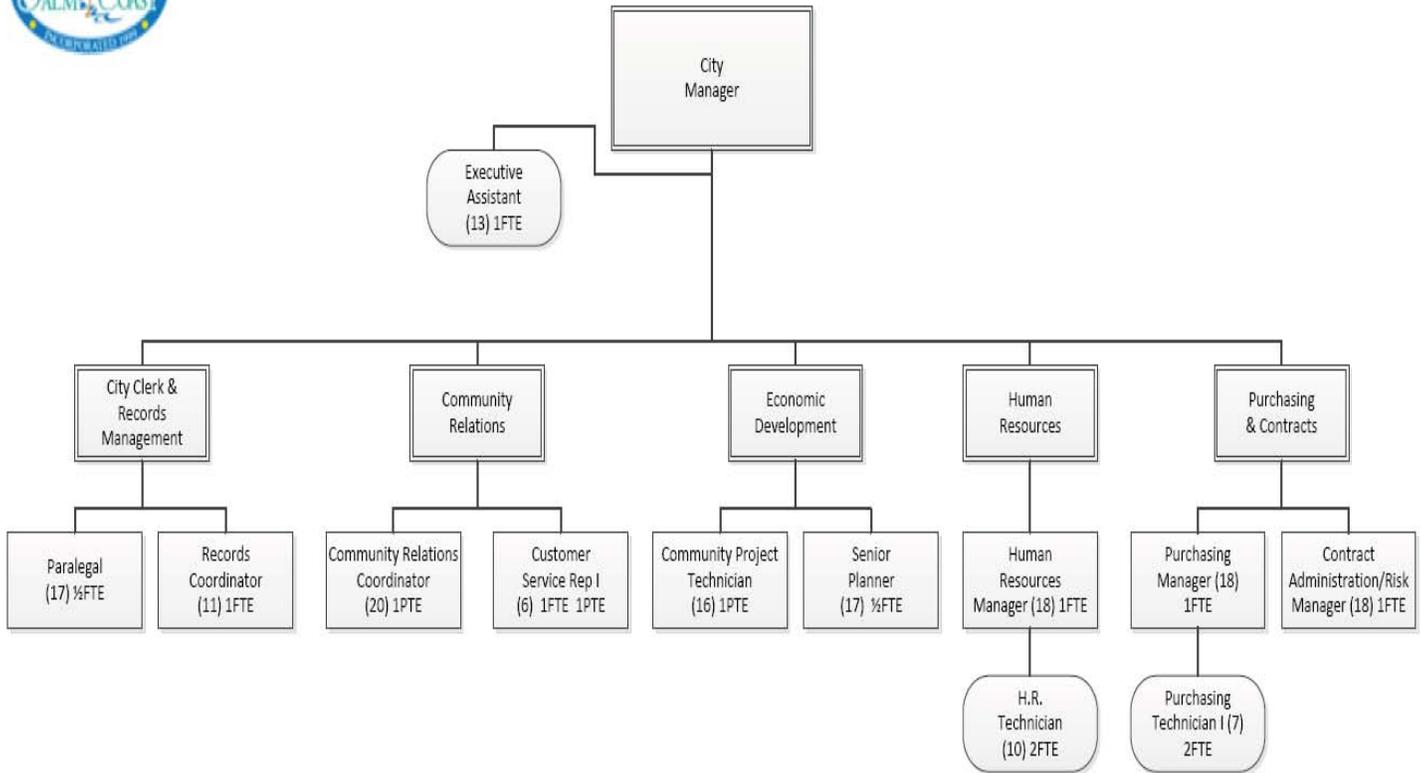


Administration	Objective	Strategy
	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community
	To enhance awareness of customer service relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide training program
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees

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

# Administration

## Organizational Chart



# Administration

## Performance Measures

### City Manager - Administration

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City employees (FTE).	428.3	396.13	385.81	382.43
Total original Citywide budget.	\$208,985,815	\$188,483,459	\$120,417,494	\$137,488,949
<b>EFFICIENCY/EFFECTIVENESS:</b>				
General Fund operating cost per capita.	\$439.88	\$347.71	\$336.94	\$335.68
Number of employees per 1,000 residents.	5.78	5.27	5.1	5
Citizen rating of quality of City services.	69%	71%	67%	69%
Citizen rating of the overall image or reputation of the City.	77%	71%	69%	71%
Citizen rating of the value of services for the taxes paid to the City.	53%	54%	50%	53%
Citizen rating of Economic Development Services. (Percent “excellent” or “good”).	34%	31%	30%	31%

# Administration

## City Manager

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 400,159	\$ 327,745	\$ 326,914	\$ 325,440	\$ (1,474)
Operating Expenditures	24,343	23,499	34,913	35,823	910
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 424,502</b>	<b>\$ 351,244</b>	<b>\$ 361,827</b>	<b>\$ 361,263</b>	<b>\$ (564)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
City Manager	52	1.00	1.00	1.00	-
Executive Assistant to the City Manager	13	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Intern	3	-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

# Administration

## Community Relations

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 192,029	\$ 132,009	\$ 133,134	\$ 101,063	\$ (32,071)
Operating Expenditures	62,061	66,878	80,391	85,747	5,356
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 254,090</b>	<b>\$ 198,887</b>	<b>\$ 213,525</b>	<b>\$ 186,810</b>	<b>\$ (26,715)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Community Relations Coordinator	20	-	-	1.00	1.00
Customer Service Representative I	6	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Community Relations Coordinator	20	1.00	1.00	-	(1.00)
Customer Service Representative I	6	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>-</b>

# Administration

## Purchasing and Contracts Management

EXPENDITURE SUMMARY					
Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 309,434	\$ 274,059	\$ 267,118	\$ 269,860	\$ 2,742
Operating Expenditures	16,659	23,732	28,896	28,556	(340)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 326,093</b>	<b>\$ 297,791</b>	<b>\$ 296,014</b>	<b>\$ 298,416</b>	<b>\$ 2,402</b>

CAPITAL OUTLAY SCHEDULE	
Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Purchasing Manager	18	1.00	1.00	1.00	-
Contracts Administrator	18	1.00	1.00	1.00	-
Purchasing Technician III	9	-	-	-	-
Purchasing Technician	7	2.00	2.00	2.00	-
<b>Total Full Time</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

# Administration

## Economic Development

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 91,348	\$ 79,182	\$ 80,798	\$ 82,059	\$ 1,261
Operating Expenditures	12,102	75,426	121,747	113,898	(7,849)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	110,000	97,500	42,000	100,000	58,000
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 213,450</b>	<b>\$ 252,108</b>	<b>\$ 244,545</b>	<b>\$ 295,957</b>	<b>\$ 51,412</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Economic Development Coordinatr	21	-	-	-	-
Senior Planner	17	0.50	0.50	0.50	-
Staff Assistant	6	-	-	-	-
<b>Total Full-time</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Event Coordinator	16	-	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>0.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>

# Administration

## City Clerk

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 175,112	\$ 88,715	\$ 95,017	\$ 93,302	\$ (1,715)
Operating Expenditures	25,924	73,191	36,978	36,315	(663)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 201,036</b>	<b>\$ 161,906</b>	<b>\$ 131,995</b>	<b>\$ 129,617</b>	<b>\$ (2,378)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
Records Coordinator	11	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>

# Administration

## Human Resources

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 188,085	\$ 191,630	\$ 203,074	\$ 240,754	\$ 37,680
Operating Expenditures	103,021	76,727	102,051	109,020	6,969
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 291,106</b>	<b>\$ 268,357</b>	<b>\$ 305,125</b>	<b>\$ 349,774</b>	<b>\$ 44,649</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Human Resources Manager	18	1.00	1.00	1.00	-
Human Resources Technician	10	2.00	2.00	2.00	-
Human Resources Assistant	8	-	-	1.00	1.00
<b>Total Full-time</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>

# Administration

## Law Enforcement

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	2,599,720	2,599,774	2,599,863	2,599,863	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,599,720</b>	<b>\$ 2,599,774</b>	<b>\$ 2,599,863</b>	<b>\$ 2,599,863</b>	<b>\$ -</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

# 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

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 32,684	\$ 34,346	\$ 34,282	\$ 36,338	\$ 2,056
Operating Expenditures	305,094	358,108	349,019	350,898	1,879
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 337,778</b>	<b>\$ 392,454</b>	<b>\$ 383,301</b>	<b>\$ 387,236</b>	<b>\$ 3,935</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
<b>Total Full-time</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>

# Financial Services

## Department Summary

The mission of the Financial Services Department is to help the City of Palm Coast meet its goals for the future by providing fast and efficient services to citizens, businesses, customers, vendors, employees and other City departments while adhering to local, state, and federal laws and regulations.

The Financial Services Department includes Finance/Budget, Utility Billing, and Business Tax Receipts functions. These functions are provided through two divisions, the Utility Fund and the General Fund divisions.

The Department provides sound investment and revenue advice to the City Officials, budget guidance to the City Manager and Department Directors, audit services in accordance with state and federal laws, licensing assistance to City businesses, billing services for the City's Utility Department, and financial and tax consulting services to the departments.

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

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 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 eleven consecutive years.

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

# Financial Services

## Department Objectives

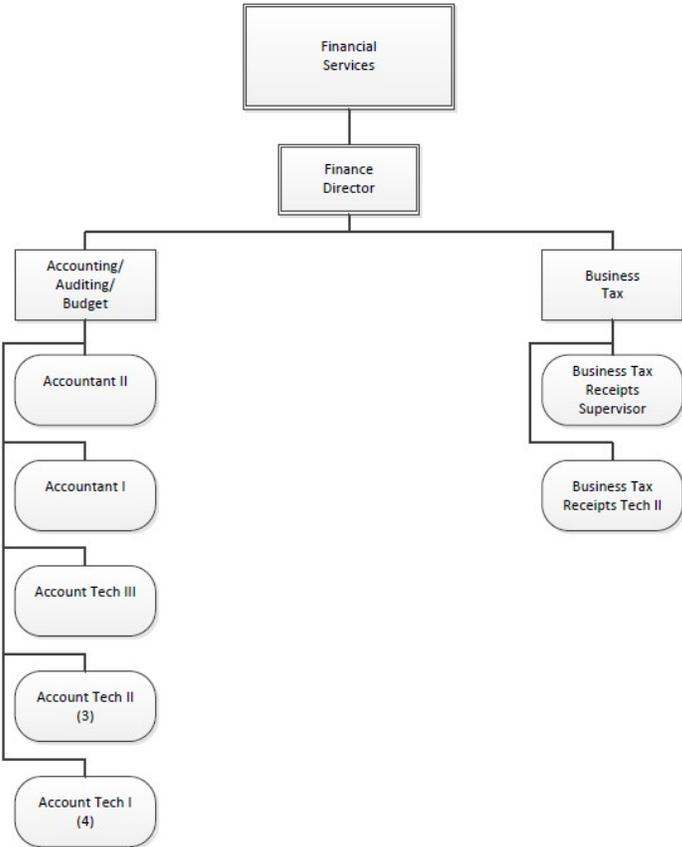


Finance	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact
	To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy, create programs to assist small business; develop education programs to reached broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC
	Establish system to continually evaluate and enhance financial controls	Create an anonymous reporting program to alert financial improprieties; annual evaluation and risk assessment to strengthen controls

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

# Financial Services

## Organizational Chart



1/27/2012



# Financial Services

## Performance Measures

### Finance Department

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City departments.	8	8	8	8
City employees (FTE).	428.3	396.13	385.81	382.43
Invoices processed.	27,431	28,300	27,503	28,250
Business Tax Receipts processed.	3,200	3,250	3,300	3,320
Utility bills processed.	440,474	445,000	446,498	447,500
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Department General Fund expenditures per capita.	\$10.30	\$9.51	\$9.55	\$9.06
Financial transactions processed without error.	99.70%	99.80%	99.91%	99.92%
Citizen reported untaxed businesses.	0.60%	0.90%	0.90%	0.85%
Invoices paid within 45 days.	95.80%	96.50%	97.00%	98%
Electronic vendor payments.	3.20%	8.40%	6.47%	10%

# Financial Services

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 663,014	\$ 557,476	\$ 549,306	\$ 521,506	\$ (27,800)
Operating Expenditures	100,000	157,787	172,821	171,193	(1,628)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 763,014</b>	<b>\$ 715,263</b>	<b>\$ 722,127</b>	<b>\$ 692,699</b>	<b>\$ (29,428)</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Finance Director	22	1.00	1.00	1.00	-
Chief Accountant	18	1.00	1.00	-	(1.00)
Accountant II	15	1.00	1.00	1.00	-
Business Tax Receipts Supervisor	12	1.00	1.00	1.00	-
Budget & Financial Analyst	12	-	-	1.00	1.00
Accounting Technician III	12	1.00	1.00	1.00	-
Accounting Technician II	10	1.00	1.00	1.00	-
Accounting Technician I	8	1.00	1.00	1.00	-
Business Tax Receipts Tech II	8	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

# Community Development

## Department Summary

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

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

The Building Permits Division focuses on implementing the Florida Building Code to ensure that all physical structures are constructed in compliance with all applicable codes, to ensure the public health, safety, and welfare. The responsibility of the Building Division includes; permitting, plan review, and inspection. The budget allows for the 90% fee reduction adopted in 2009, to continue through December 31, 2012. The budget also provides for continued software and application enhancements to facilitate paperless project review.

The Code Enforcement Division oversees the enforcement of City Codes, including such nuisance issues as parking on the lawn, litter and debris, abandoned properties, overgrown conditions, noise complaints and all issues related to animal control to include nuisance animals, animals running at large and animal cruelty. Additionally, Code oversees the enforcement of wildfire mitigation and tree removal regulations. The risk of wildfire in the

City of Palm Coast is substantial under expected climatic conditions and weather patterns. The City has developed a hazard mitigation process to address the evolution of the City's development from a pine plantation to a residential community which includes selective mowing of brush. Such mitigation also helps the community conserve its natural resources for aesthetic, environmental, and Stormwater management purposes. Code Enforcement implements the City's Code of Ordinances by proactively patrolling the City and monitoring citizen complaints to ensure compliance. The budget allows the division to start moving toward cost effective and mobile technology to increase staff efficiency in the field.

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

Planning is responsible for Drafting and Maintenance of the Comprehensive Plan and Land Development Regulations.

The Comprehensive Plan, adopted by the City Council in 2004, provides the City's "roadmap" comprised of goals, objectives, and policies through 2020. The primary function of the Planning & Zoning Division is to implement this plan while ensuring that it remains updated to properly reflect changing conditions within the community.

# Community Development

## Department Summary

(continued)

### **Review of Development Plans and Issuing Development Orders**

Site Plans for new multi-family, commercial, office, and industrial developments are reviewed and approved by the City's technical review staff to ensure application submittals are in compliance with City codes and ordinances, and issue development orders when projects are approved. Technical review staff also reviews subdivisions for both residential and non-residential projects.

### **Review, Processing, and Monitoring of other Development-related applications**

In addition to site plans and subdivisions, there are other development-related applications which must be reviewed and processed on a monthly basis including variances, special exceptions, public/semi-public/special uses, rezonings, and applications for home occupations. Depending upon the specific type of application, the Planning & Zoning business processes may include educating applicants, preparation of reports and recommendations, and presentation of cases to the Planning and Land Development Regulation Board (PLDRB) and City Council. In fact, the Planning & Zoning Division acts as primary staff to the PLDRB - yet another main aspect of its processes.

Larger, more complex applications, such as Developments of Regional Impact (DRI) and Future Land Use Map (FLUM) amendments, are also part of the Planning & Zoning processes. DRIs also involve ongoing monitoring efforts to ensure developer compliance with development agreements.

In 2004, the City Council established the SR100 Community Redevelopment Area (CRA) and adopted a Redevelopment Plan and a tax increment financing district. Administration of

the SR100 CRA, shall involve investing the tax increment revenues in accordance with the plan guideline to help spur the redevelopment of private property, a major business process of the Planning & Zoning Division. It is expected that this business process will continue to expand in the 5-year timeframe as tax increment revenues increase exponentially with commensurate increases in developmental pressures.

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

# Community Development

## Capital Projects

### Completed Projects in 2012:

Construction of various trails/paths were completed in 2012 to include:

- ⇒ Rymfire to Lehigh Path
- ⇒ Belle Terre Phase III
- ⇒ Palm Harbor Path
- ⇒ Whiteview Path Ph II
- ⇒ Indian Trails Sports Complex Storage Building

### Under Construction or Design:

- ⇒ Seminole Woods Path construction to begin in 2013
- ⇒ Bull Dog Drive Design completed in 2012 and scheduled to continue in 2013
- ⇒ Longs Landing Design was completed in 2012 and design is scheduled to continue in 2013. Construction is planned to start in 2014.
- ⇒ Holland Park Improvements design started in 2012 and design is to continue in 2013 with construction not yet planned.
- ⇒ Pine Lakes Parkway North design was completed in 2012 and construction is scheduled to begin in 2013.
- ⇒ Royal Palms shoulder design began in 2012 and design will continue in

2013. Construction is scheduled to begin in 2013 as well.

- ⇒ Design for bridge rehabilitation on Palm Harbor was completed in 2012 and construction is scheduled to begin in 2013.
- ⇒ Old Kings Road North widening design was completed in 2012 and scheduled to continue in 2013.
- ⇒ Palm Coast Parkway six lane right of way design was completed in 2012. Construction is scheduled for 2013.

# Community Development

## Department Objectives



Community Development

### Objective

### Strategy

To develop in-house and identify external training opportunities for employees

Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community

To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees

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

Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement

To assess the need to expand infrastructure for sustainable growth

Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant

Diversify our revenue sources

Evaluate and target diversification of funding sources; seek private/public partnerships

Increase efficiency through enhanced operations and technological advancements

Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services

To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects

Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements

Enhance community and visitors' recreational opportunities and experiences at community events

Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities

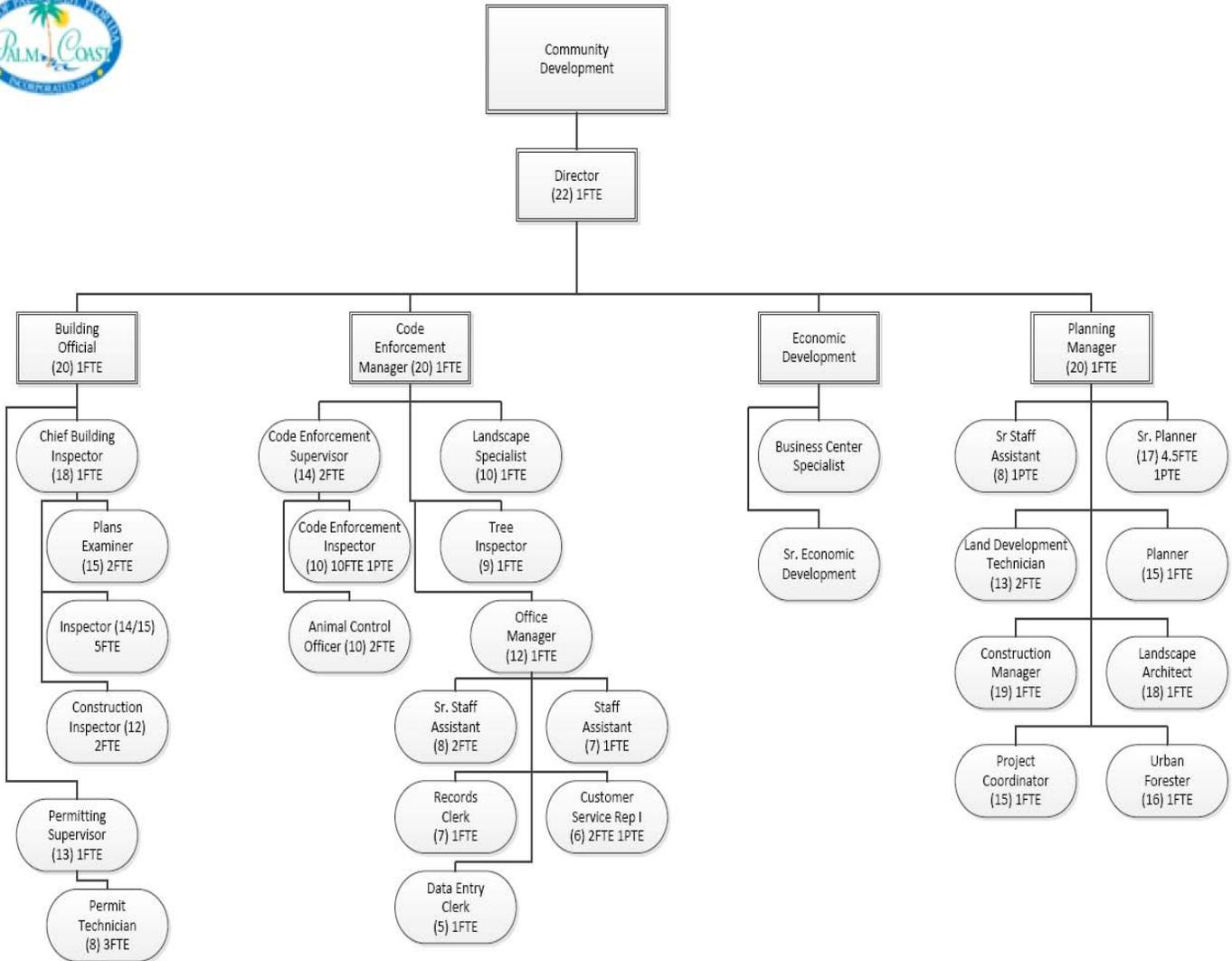
Enhance safety measures throughout the community

Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training

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

# Community Development

## Organizational Chart



1/23/2012



# Community Development

## Performance Measures

### Community Development

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Number of code violations.	23,749	21,261	23,201	24,000
Number of permits issued.	5,413	5,521	6,863	7,000
Number of site plan and subdivision applications.	20	32	35	35
Population – City.	74,067	75,180	75,617	76,450
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Cost per permit issued.	\$271.66	\$325.37	\$216.99	\$199.85
Code Enforcement expenditures per capita.	\$27.76	\$26.62	\$28.36	\$28.12
Planning expenditures per capita.	\$19.82	\$19.11	\$19.01	\$19.69
Percentage of code cases initiated by the City.	42.20%	75.00%	75.00%	76%
Citizen rating of quality of City code enforcement services.	50%	47%	55%	56%
Citizen rating of animal control.	64%	57%	65%	67%
Citizen rating of City land use, planning and zoning. (Percent “excellent” or “good”).	46%	42%	39%	41%

# Community Development

## Planning

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,265,863	\$ 1,261,131	\$ 1,177,653	\$ 1,254,734	\$ 77,081
Operating Expenditures	202,215	175,399	259,642	250,474	(9,168)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,468,078</b>	<b>\$ 1,436,530</b>	<b>\$ 1,437,295</b>	<b>\$ 1,505,208</b>	<b>\$ 67,913</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Community Development Director	22	0.30	0.30	0.30	-
Planning Manager	20	1.00	1.00	1.00	-
Construction Manager	19	1.00	1.00	1.00	-
Landscape Architect	18	1.00	1.00	1.00	-
Senior Planner	17	4.50	4.50	3.50	(1.00)
Urban Forrester	16	1.00	1.00	1.00	-
Planner	15	2.00	1.00	2.00	1.00
Project Coordinator	15	1.00	1.00	1.00	-
Land Development Technician	13	2.00	2.00	2.00	-
<b>Total Full-time</b>		<b>13.80</b>	<b>12.80</b>	<b>12.80</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Senior Planner	17	1.00	1.00	2.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>15.80</b>	<b>14.80</b>	<b>15.80</b>	<b>-</b>

# Community Development

## Building Services

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,384,796	\$ 1,133,154	\$ 1,166,951	\$ 1,088,223	\$ (78,728)
Operating Expenditures	411,548	335,367	337,950	310,738	(27,212)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,796,344</b>	<b>\$ 1,468,521</b>	<b>\$ 1,504,901</b>	<b>\$ 1,398,961</b>	<b>\$ (105,940)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Community Development Director	22	0.40	0.40	0.40	-
Building Official	20	1.00	1.00	1.00	-
Chief Building Inspector	18	1.00	1.00	1.00	-
Senior Building Inspector	15	2.00	2.00	4.00	2.00
Plans Examiner	15	2.00	2.00	2.00	-
Building Inspector	14	3.00	3.00	1.00	(2.00)
Permit Supervisor	13	1.00	1.00	1.00	-
Construction Inspector	12	2.00	2.00	-	(2.00)
Permit Technician	8	3.00	3.00	3.00	-
<b>Total Full-time</b>		<b>15.40</b>	<b>15.40</b>	<b>13.40</b>	<b>(2.00)</b>
<b>Part-time/Temporary</b>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>15.40</b>	<b>15.40</b>	<b>13.40</b>	<b>(2.00)</b>

# Community Development

## Code Enforcement

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,380,295	\$ 1,400,093	\$ 1,492,069	\$ 1,515,573	\$ 23,504
Operating Expenditures	675,572	601,375	652,738	634,120	(18,618)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,055,867</b>	<b>\$ 2,001,468</b>	<b>\$ 2,144,807</b>	<b>\$ 2,149,693</b>	<b>\$ 4,886</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Community Development Director	22	0.30	0.30	0.30	-
Code Enforcement Manager	20	1.00	1.00	1.00	-
Code Enforcement Supervisor	14	2.00	2.00	2.00	-
Officer Manager	12	1.00	1.00	1.00	-
Code Enforcement Inspector	10	10.00	10.00	10.00	-
Animal Control Officer	10	2.00	2.00	2.00	-
Landscape Specialist	10	1.00	1.00	1.00	-
Tree Inspector	9	1.00	1.00	1.00	-
Senior Staff Assistant	8	2.00	2.00	1.00	(1.00)
Staff Assistant	7	1.00	1.00	1.00	-
Records Clerk	7	1.00	1.00	1.00	-
Customer Service Representative I	6	2.00	2.00	4.00	2.00
Data Entry Clerk	5	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>25.30</b>	<b>25.30</b>	<b>25.30</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Code Enforcement Inspector	10	1.00	1.00	1.00	-
Customer Service Representative I	6	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>27.30</b>	<b>27.30</b>	<b>27.30</b>	<b>-</b>

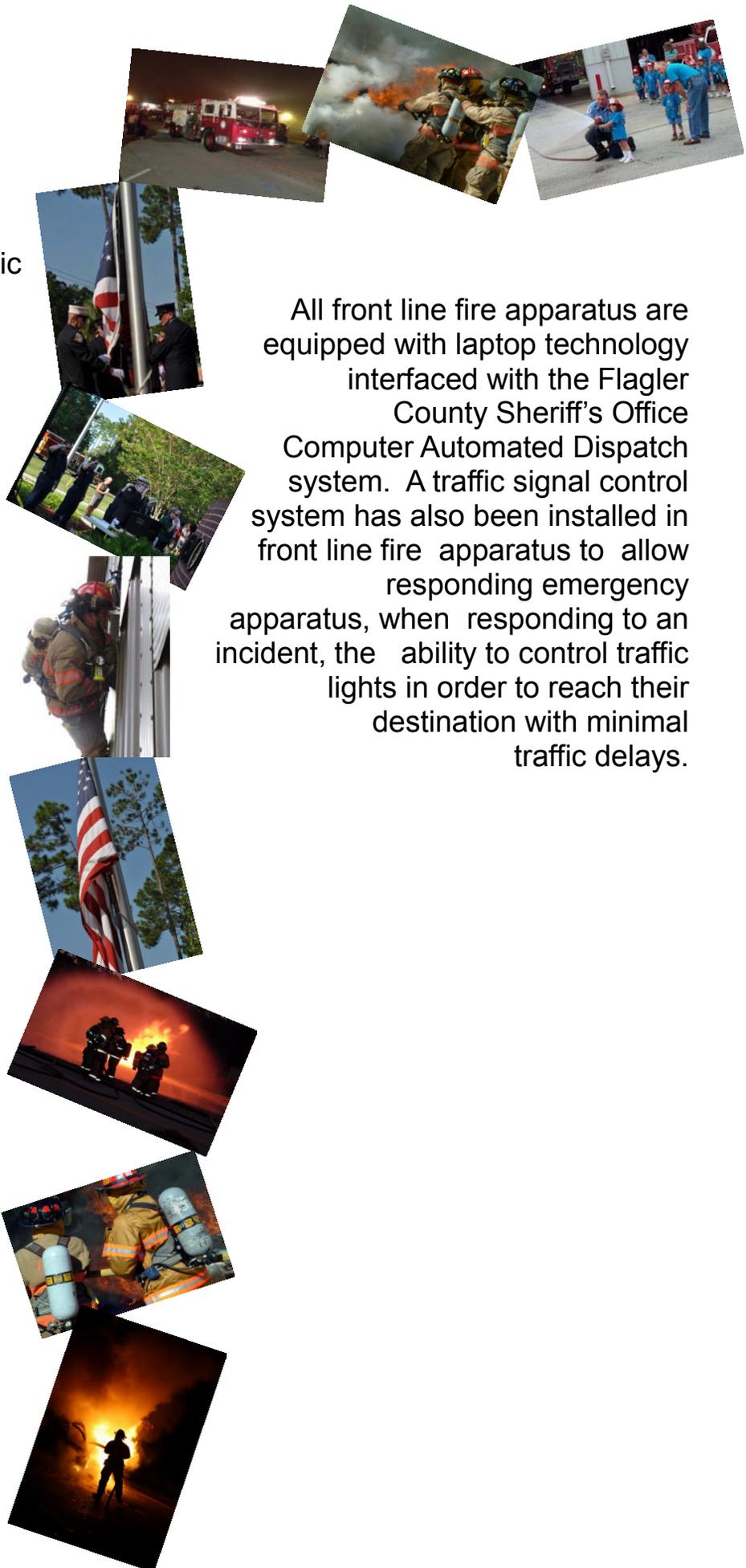
# Fire

## 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 building and site plan reviews, business inspections, and public education.

Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 59 FTE's and 27 Volunteer members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The results of a station location/fire response zone evaluation study conducted by an outside consulting firm as well as an Insurance Services Organization survey, will likely result in the need for additional stations and services throughout the City in the future. (The City I.S.O rating is currently a 4).

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



# Fire

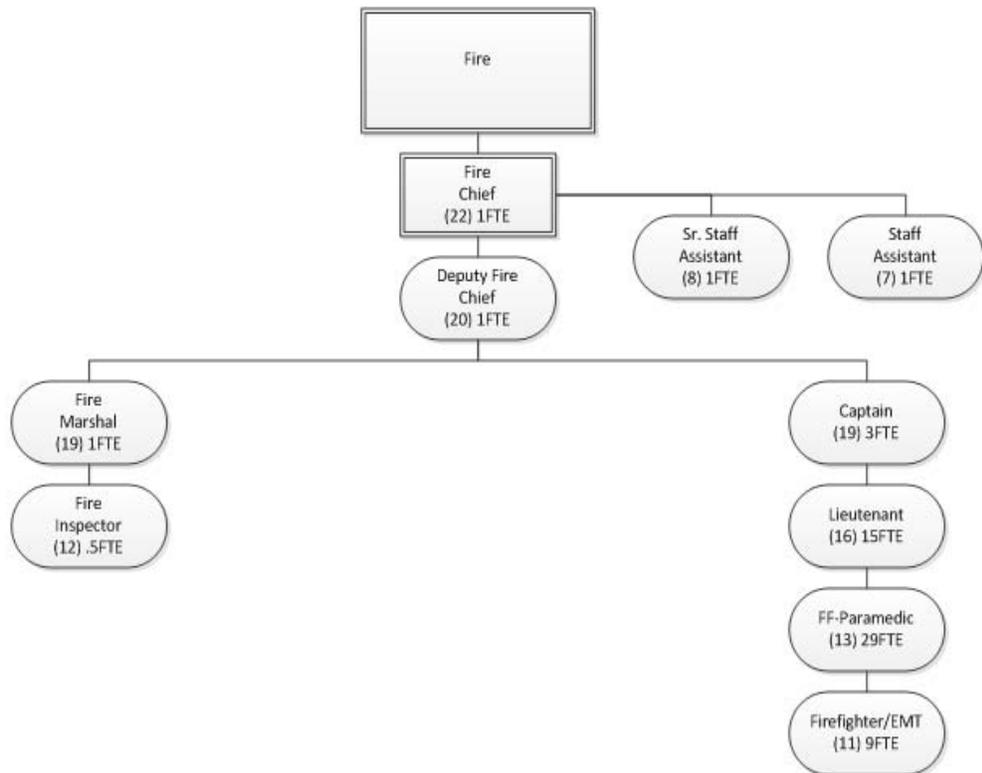
## Department Objectives



Fire	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
<p><b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b></p>		

# Fire

## Organizational Chart



# Fire

## Performance Measures

### Fire Department

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City area (square miles).	81	81	81	81
Number of emergency responses.	5,590	5,578	5,578	5,700
Number of business inspections.	1,181	1,200	1,200	1,200
Number of plan reviews.	199	N/A	N/A	N/A
Number of new construction inspections.	571	N/A	N/A	N/A
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Cost per emergency response.	\$1,405.68	\$1,328.02	\$1,300.59	\$1,273.08
Percentage of response times, 5 minutes or less.	61%	64%	56%	58%
Citizen rating of quality of City fire services (Percent “excellent” or “good”).	95%	92%	96%	97%

# Fire

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 5,982,344	\$ 5,498,868	\$ 5,303,071	\$ 5,099,038	\$ (204,033)
Operating Expenditures	1,866,261	1,941,291	1,980,316	2,082,208	101,892
Capital Outlay	48,522	8,183	-	102,625	102,625
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 7,897,127</b>	<b>\$ 7,448,342</b>	<b>\$ 7,283,387</b>	<b>\$ 7,283,871</b>	<b>\$ 484</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Lifepak Cardiac Monitor	\$ 64,000
Scott Airpaks	38,625
<b>Total</b>	<b>\$ 102,625</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Fire Chief	22	1.00	1.00	1.00	-
Deputy Fire Chief	20	1.00	1.00	1.00	-
Fire Captain	19	3.00	3.00	3.00	-
Fire Marshal	19	1.00	1.00	1.00	-
Fire Lieutenant	16	15.00	15.00	15.00	-
Firefighter/Paramedic	13	33.00	29.00	28.00	(1.00)
Fire Inspector	12	1.00	0.50	-	(0.50)
Firefighter/EMT	11	9.00	9.00	8.00	(1.00)
Senior Staff Assistant	8	1.00	1.00	1.00	-
Staff Assistant	7	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>66.00</b>	<b>61.50</b>	<b>59.00</b>	<b>(2.50)</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>66.00</b>	<b>61.50</b>	<b>59.00</b>	<b>(2.50)</b>

# Public Works / Utility

## Department Summary

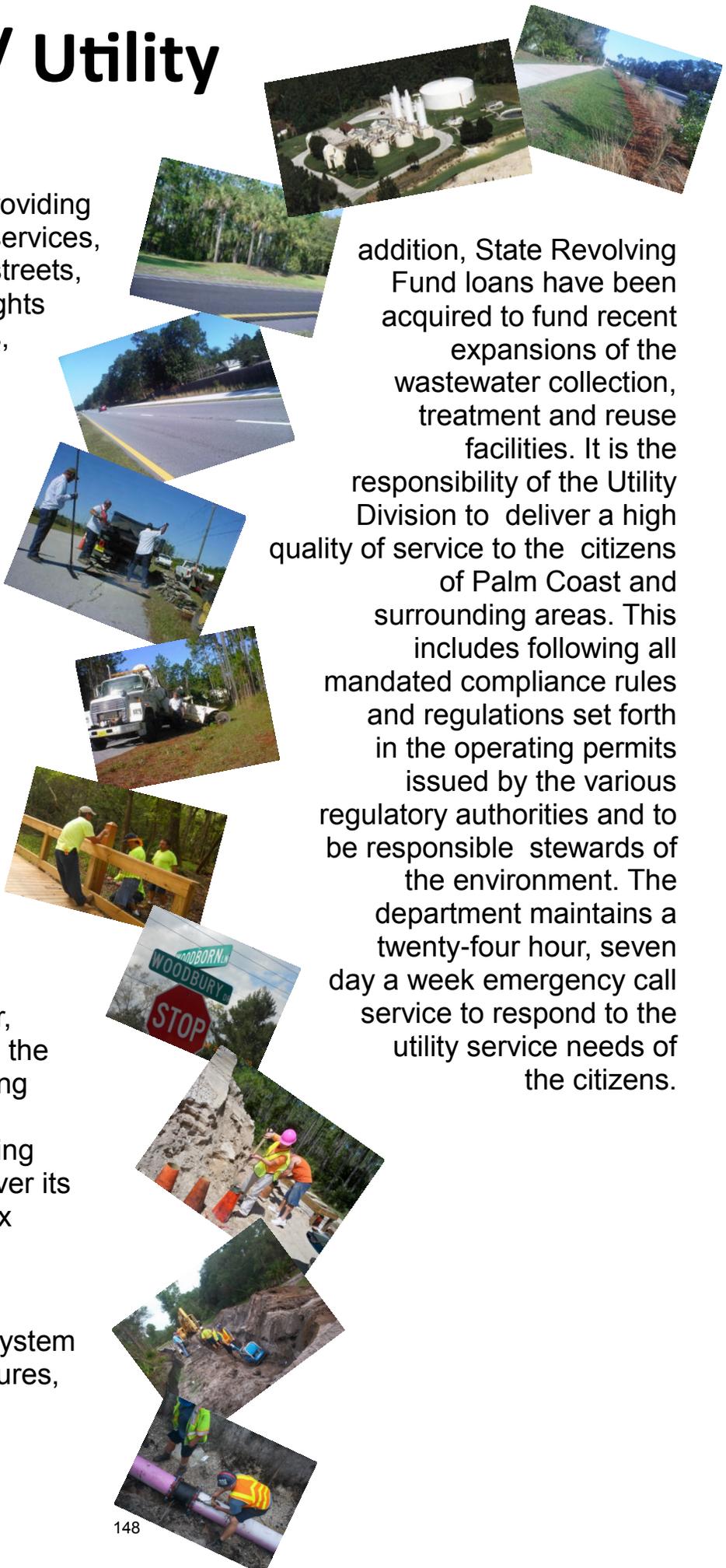
Public Works is responsible for providing the City's water and wastewater services, maintenance and repairs to City streets, the drainage swales, and other rights-of-way, including striping, signals, signage, litter collection, and mowing. The department also manages the City's fleet of vehicles and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

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

The Utility Division provides water, wastewater and reuse services to the City of Palm Coast and surrounding areas. The Utility operates as an enterprise fund utilizing its operating revenues and capacity fees to cover its expenses with no support from tax dollars.

The initial purchase of the utility system as well as major capital expenditures, have been financed through the issuance of Revenue Bonds. In

addition, State Revolving Fund loans have been acquired to fund recent expansions of the wastewater collection, treatment and reuse facilities. It is the responsibility of the Utility Division to deliver a high quality of service to the citizens of Palm Coast and surrounding areas. This includes following all mandated compliance rules and regulations set forth in the operating permits issued by the various regulatory authorities and to be responsible stewards of the environment. The department maintains a twenty-four hour, seven day a week emergency call service to respond to the utility service needs of the citizens.



# Public Works / Utility

## Department Objectives



Public Works	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees
	To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water

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



# Public Works / Utility

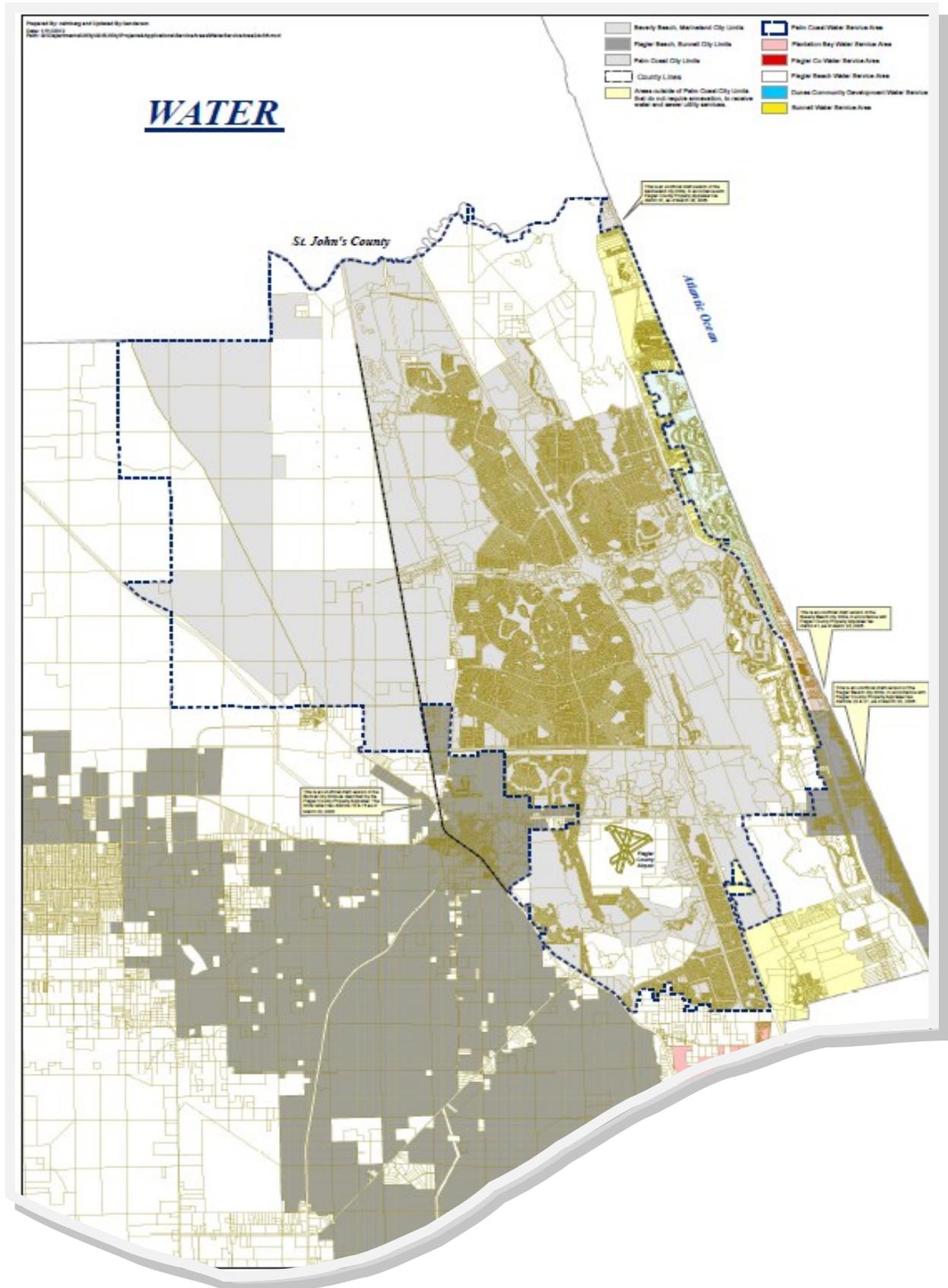
## Performance Measures

### Public Works / Utility

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Population	74,067	75,180	75,617	76,450
Streets (miles).	570	570	570	570
City area (square miles).	81	81	81	81
Street fees collected.	\$92,841	\$112,000	\$111,000	\$113,000
Units in the fleet.	291	291	291	299
Public Works employees (FTE).	179.5	172.5	174.5	205.5
Number utility connections.	42,903	43,000	43,115	43,365
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Street costs per capita	\$68.39	\$67.51	\$65.31	\$65.59
Parks cost per capita.	\$13.40	\$12.85	\$14.50	\$15.46
Citizen rating of quality of City street repair services.	55%	68%	70%	72%
Citizen rating of quality of sidewalk maintenance.	57%	65%	68%	70%
Citizen rating of quality of parks.	80%	82%	85%	86%
Citizen rating of drinking water.	66%	65%	65%	66%
Citizen rating of sewer services. (Percent "excellent" or "good").	73%	76%	81%	82%

# Public Works / Utility

## Water Service Area Map





# Public Works / Utility

## Streets

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 2,288,399	\$ 1,984,558	\$ 2,043,104	\$ 2,037,772	\$ (5,332)
Operating Expenditures	2,836,758	3,203,059	2,991,156	2,975,406	(15,750)
Capital Outlay	32,819	-	15,483	19,500	4,017
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	75,000	75,000
Contingency	-	-	-	20,000	20,000
<b>Total Expenditures</b>	<b>\$ 5,157,976</b>	<b>\$ 5,187,617</b>	<b>\$ 5,049,743</b>	<b>\$ 5,127,678</b>	<b>\$ 77,935</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Trailers for mowers	\$ 4,500
Pressure Washer	8,500
Gator Cart	6,500
<b>Total</b>	<b>\$ 19,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Director	22	0.30	0.30	0.30	-
Streets Superintendent	19	1.00	1.00	1.00	-
Public Works Chief Operator	15	1.00	1.00	1.00	-
Public Works Supervisor	12	2.00	2.00	2.00	-
Equipment Operator III	10	3.00	3.00	4.00	1.00
Equipment Operator II	8	10.00	10.00	14.00	4.00
Equipment Operator I	6	18.00	18.00	12.00	(6.00)
Maintenance Worker	5	6.00	6.00	5.00	(1.00)
Sign Technician I	6	1.00	1.00	1.00	-
Sign Technician II	9	2.00	2.00	2.00	-
Staff Assistant	7	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>45.30</b>	<b>45.30</b>	<b>43.30</b>	<b>(2.00)</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>45.30</b>	<b>45.30</b>	<b>43.30</b>	<b>(2.00)</b>

# Public Works / Utility

## Facilities Maintenance

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 94,487	\$ 85,591	\$ 92,946	\$ 94,755	\$ 1,809
Operating Expenditures	583,886	568,856	575,670	587,738	12,068
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 678,373</b>	<b>\$ 654,447</b>	<b>\$ 668,616</b>	<b>\$ 682,493</b>	<b>\$ 13,877</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Equipment Operator II	8	1.00	1.00	1.00	-
Equipment Operator I	6	1.00	1.00	1.00	-
<b>Total Full-Time</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

# Public Works / Utility

## Parks Maintenance

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 586,507	\$ 597,242	\$ 600,934	\$ 671,675	\$ 70,741
Operating Expenditures	385,143	368,828	474,324	504,458	30,134
Capital Outlay	20,550	-	21,000	5,500	(15,500)
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 992,200</b>	<b>\$ 966,070</b>	<b>\$ 1,096,258</b>	<b>\$ 1,181,633</b>	<b>\$ 85,375</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Bleachers	\$ 5,500
<b>Total</b>	<b>\$ 5,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Supervisor	12	1.00	1.00	1.00	-
Equipment Operator III	10	2.00	2.00	2.00	-
Equipment Operator II	8	2.00	2.00	2.00	-
Equipment Operator I	6	3.00	3.00	4.00	1.00
Maintenance Worker	5	4.00	4.00	4.00	-
<b>Total Full-time</b>		<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>1.00</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>1.00</b>

# Public Works / Utility

## Fleet Management

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 190,333	\$ 172,594	\$ 195,637	\$ 238,172	\$ 42,535
Operating Expenditures	2,774,048	3,018,395	1,921,266	2,006,371	85,105
Capital Outlay	-	-	495,430	1,825,500	1,330,070
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	1,161,863	-	(1,161,863)
<b>Total Expenditures</b>	<b>\$ 2,964,381</b>	<b>\$ 3,190,989</b>	<b>\$ 3,774,196</b>	<b>\$ 4,070,043</b>	<b>\$ 295,847</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Mechanic Shop Supervisor	12	1.00	1.00	1.00	-
Mechanic I	9	2.00	2.00	3.00	1.00
<b>Total Full-time</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>

# Public Works / Utility

## Administration

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 921,165	\$ 858,050	\$ 875,956	\$ 885,064	\$ 9,108
Operating Expenditures	393,575	293,588	281,122	273,148	(7,974)
Capital Outlay	-	-	-	8,500	8,500
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,314,740</b>	<b>\$ 1,151,638</b>	<b>\$ 1,157,078</b>	<b>\$ 1,166,712</b>	<b>\$ 9,634</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Fire sprinkler system repairs	\$ 8,500
<b>Total</b>	<b>\$ 8,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Director	22	0.70	0.70	0.70	-
Utility Development Manager	19	1.00	1.00	1.00	-
Environmental Specialist	17	1.00	1.00	1.00	-
Project Coordinator	15	1.00	1.00	1.00	-
Utility Inspector	14	1.00	1.00	1.00	-
Inventory Coordinator	12	1.00	1.00	1.00	-
Construction Inspector	12	1.00	1.00	1.00	-
Office Manager	12	1.00	1.00	1.00	-
Engineering Technician	11	1.00	1.00	1.00	-
Utility Development Review Technician	11	1.00	1.00	1.00	-
Staff Assistant	7	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>10.70</b>	<b>10.70</b>	<b>10.70</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>10.70</b>	<b>10.70</b>	<b>10.70</b>	<b>-</b>

# Public Works / Utility

## Utility Maintenance

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 449,588	\$ 430,964	\$ 403,903	\$ 406,169	\$ 2,266
Operating Expenditures	202,705	163,631	220,458	227,886	7,428
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 652,293</b>	<b>\$ 594,595</b>	<b>\$ 624,361</b>	<b>\$ 634,055</b>	<b>\$ 9,694</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Mechanical Technician - Lead	14	1.00	1.00	1.00	-
Mechanical Technician III	13	2.00	2.00	2.00	-
Mechanical Technician II	8	2.00	2.00	3.00	1.00
Mechanical Technician I	6	2.00	2.00	1.00	(1.00)
<b>Total Full-time</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

# Public Works / Utility

## Wastewater Collection

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,045,396	\$ 928,005	\$ 1,011,466	\$ 1,014,598	\$ 3,132
Operating Expenditures	1,256,979	1,139,749	1,219,178	1,232,490	13,312
Capital Outlay	10,540	2,589	5,000	5,000	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	58,184	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,371,099</b>	<b>\$ 2,070,343</b>	<b>\$ 2,235,644</b>	<b>\$ 2,252,088</b>	<b>\$ 16,444</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Reuse meter	\$ 5,000
<b>Total</b>	<b>\$ 5,000</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Technician III	9	4.00	4.00	4.00	-
Customer Service Field Technician II	8	1.00	1.00	1.00	-
Utility Systems Technician II	7	5.00	5.00	5.00	-
Utility System Technician I	5	4.00	4.00	4.00	-
<b>Total Full-time</b>		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>

# Public Works / Utility

## Wastewater Treatment

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 607,372	\$ 595,974	\$ 563,112	\$ 588,746	\$ 25,634
Operating Expenditures	1,128,166	1,138,383	1,075,808	1,177,057	101,249
Capital Outlay	18,176	-	10,000	-	(10,000)
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,753,714</b>	<b>\$ 1,734,357</b>	<b>\$ 1,648,920</b>	<b>\$ 1,765,803</b>	<b>\$ 116,883</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Reuse Technician	11	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	4.00	4.00	4.00	-
<b>Total Full-time</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>

# Public Works / Utility

## Water Plant 1

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 608,355	\$ 577,285	\$ 614,148	\$ 593,452	\$ (20,696)
Operating Expenditures	921,038	1,088,251	1,103,625	1,135,155	31,530
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,529,393</b>	<b>\$ 1,665,536</b>	<b>\$ 1,717,773</b>	<b>\$ 1,728,607</b>	<b>\$ 10,834</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	3.00	3.00	3.00	-
Utility Systems Technician III	9	2.00	2.00	2.00	-
<b>Total Full-time</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>

# Public Works / Utility

## Water Plant 2

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 432,693	\$ 452,130	\$ 457,020	\$ 431,546	\$ (25,474)
Operating Expenditures	781,778	755,666	757,946	807,020	49,074
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,214,471</b>	<b>\$ 1,207,796</b>	<b>\$ 1,214,966</b>	<b>\$ 1,238,566</b>	<b>\$ 23,600</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	1.00	1.00	1.00	-
Utility Systems Operator II	10	1.00	2.00	2.00	-
Utility Systems Operator I	8	3.00	2.00	2.00	-
<b>Total Full-time</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

# Public Works / Utility

## Water Plant 3

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 454,645	\$ 454,212	\$ 436,146	\$ 446,770	\$ 10,624
Operating Expenditures	508,881	509,757	489,964	525,956	35,992
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 963,526</b>	<b>\$ 963,969</b>	<b>\$ 926,110</b>	<b>\$ 972,726</b>	<b>\$ 46,616</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	2.00	2.00	2.00	-
<b>Total Full-time</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

# Public Works / Utility

## Water Quality

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 337,910	\$ 358,169	\$ 376,857	\$ 354,722	\$ (22,135)
Operating Expenditures	75,499	63,812	102,616	114,865	12,249
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 413,409</b>	<b>\$ 421,981</b>	<b>\$ 479,473</b>	<b>\$ 469,587</b>	<b>\$ (9,886)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	1.00	1.00	1.00	-
Utility Systems Technician II	7	2.00	2.00	2.00	-
Utility System Technician I	5	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<b>Part-time/Temporary</b>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>

# Public Works / Utility

## Water Distribution

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,510,255	\$ 1,306,868	\$ 1,391,861	\$ 1,380,972	\$ (10,889)
Operating Expenditures	2,083,778	938,814	878,560	933,800	55,240
Capital Outlay	479,547	402,183	400,000	429,500	29,500
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	66,462	-	26,500	26,500
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,073,580</b>	<b>\$ 2,714,327</b>	<b>\$ 2,670,421</b>	<b>\$ 2,770,772</b>	<b>\$ 100,351</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Meter installs	\$ 416,000
Traler	13,500
<b>Total</b>	<b>\$ 429,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Technician III	9	3.00	3.00	3.00	-
Lead Meter Reader	8	1.00	1.00	1.00	-
Customer Service Field Technician II	8	1.00	1.00	1.00	-
Utility Systems Technician II	7	7.00	7.00	7.00	-
Utility System Technician I	5	4.00	4.00	4.00	-
Meter Reader	5	4.00	4.00	2.00	(2.00)
Meter Reader II	6	-	-	2.00	2.00
<b>Total Full-time</b>		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>
<b>Part-time/Temporary</b>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>

# Public Works / Utility

## Customer Service

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 748,408	\$ 817,154	\$ 820,725	\$ 900,819	\$ 80,094
Operating Expenditures	355,665	349,059	332,443	352,172	19,729
Capital Outlay	-	-	-	-	-
Debt Service	34,448	27,442	30,000	35,000	5,000
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,138,521</b>	<b>\$ 1,193,655</b>	<b>\$ 1,183,168</b>	<b>\$ 1,287,991</b>	<b>\$ 104,823</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Customer Service Manager	15	-	1.00	1.00	-
Accountant I	14	1.00	1.00	1.00	-
Customer Service Supervisor	12	1.00	-	-	-
Customer Service Lead	10	-	1.00	1.00	-
Accounting Technician II	10	2.00	2.00	2.00	-
Accounting Technician I	8	-	-	1.00	1.00
Customer Service Representative II	8	1.00	2.00	3.00	1.00
Customer Service Representative I	6	9.00	9.00	9.00	-
Data Entry Clerk	5	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>15.00</b>	<b>17.00</b>	<b>18.00</b>	<b>1.00</b>
<b>Part-time/Temporary</b>					
Customer Service Representative I	6	-	-	1.00	1.00
Mail Clerk	2	1.00	1.00	-	(1.00)
<b>Total Part-time/Temporary</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>16.00</b>	<b>18.00</b>	<b>19.00</b>	<b>1.00</b>

# Public Works / Utility

## Utility Non-Departmental

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 19,000	\$ 28,000	\$ -	\$ -	\$ -
Operating Expenditures	10,746,020	11,174,109	2,058,871	1,967,874	(90,997)
Capital Outlay	-	-	-	-	-
Debt Service	6,937,094	6,893,254	11,198,855	11,191,866	(6,989)
Grants and Aide	10,000	10,000	10,000	10,000	-
Transfers	3,625,469	7,221,670	2,252,991	2,304,518	51,527
Contingency	-	-	206,164	119,479	(86,685)
<b>Total Expenditures</b>	<b>\$ 21,337,583</b>	<b>\$ 25,327,033</b>	<b>\$ 15,726,881</b>	<b>\$ 15,593,737</b>	<b>\$ (133,144)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

# Public Works / Utility

## Stormwater Operations

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 33,318	\$ 488,227	\$ 1,340,015	\$ 1,367,268	\$ 27,253
Operating Expenditures	(1,870)	153,271	584,757	577,724	(7,033)
Capital Outlay	6,082,587	2,082,216	1,200,000	1,350,000	150,000
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 6,114,035</b>	<b>\$ 2,723,714</b>	<b>\$ 3,124,772</b>	<b>\$ 3,294,992</b>	<b>\$ 170,220</b>

Description	Proposed FY 13
Valley Gutters	\$ 75,000
Swale Rehab	725,000
Pipe Replacements	550,000
<b>Total</b>	<b>\$ 1,350,000</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Supervisor	12	2.00	2.00	2.00	-
Project Specialist	11	1.00	1.00	1.00	-
Swale Specialist	10	2.00	2.00	2.00	-
Equipment Operator III	10	4.00	4.00	4.00	-
Equipment Operator II	8	10.00	10.00	8.00	(2.00)
Equipment Operator I	6	7.00	7.00	10.00	3.00
Maintenance Worker	5	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>

# Engineering and Stormwater

## Department Summary

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

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

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

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



# Engineering and Stormwater

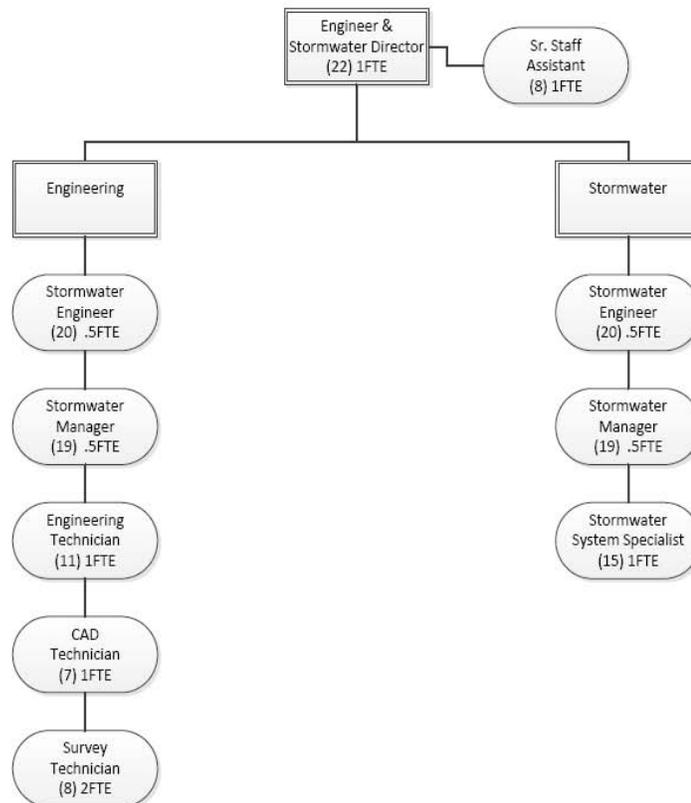
## Department Objectives



Engineering & Stormwater	Objective	Strategy
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees
	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities: Comprehensive Emergency Management
	To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
<p><b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b></p>		

# Engineering and Stormwater

## Organizational Chart



1/23/2012



# Engineering and Stormwater

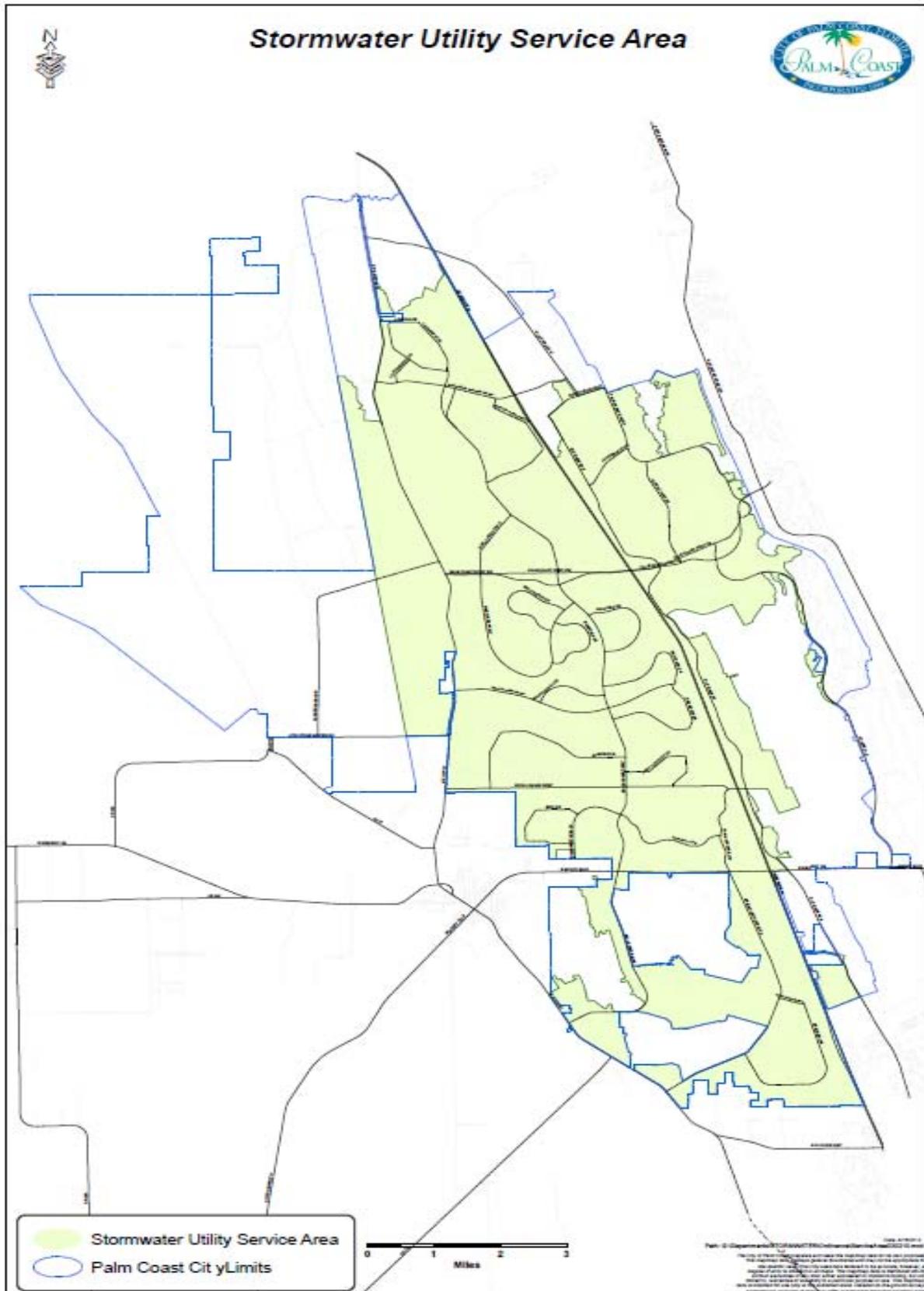
## Performance Measures

### Engineering & Stormwater

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
Streets (miles).	575	580	580	585
City area (square miles).	81	81	81	81
<b>EFFICIENCY/EFFECTIVENESS:</b>				
<b>RESULTS:</b>				
Engineering cost per capita.	\$16.67	\$5.10	\$6.68	\$6.55
Citizen rating of ease of car travel within the City.	62%	57%	71%	72%
Citizen rating of City traffic signal timing.	46%	43%	52%	54%
Citizen rating of street lighting.	36%	37%	46%	47%
Citizen rating of quality of storm drainage. (Percent “excellent” or “good”).	43%	57%	56%	58%

# Engineering and Stormwater

## Stormwater Utility Service Area



# Engineering and Stormwater

## Engineering

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,038,341	\$ 209,561	\$ 438,252	\$ 437,399	\$ (853)
Operating Expenditures	196,510	174,133	68,253	67,802	(451)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,234,851</b>	<b>\$ 383,694</b>	<b>\$ 506,505</b>	<b>\$ 505,201</b>	<b>\$ (1,304)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Engineering & Stormwater Director	22	0.45	0.45	0.45	-
Stormwater Engineer	20	0.50	0.50	0.50	-
Stormwater Manager	19	-	0.50	0.50	-
Stormwater System Specialist	15	1.00	-	-	-
Engineering Technician	11	-	1.00	1.00	-
Senior Staff Assistant	8	0.50	0.50	0.50	-
Survey Technicians	8	-	2.00	2.00	-
CAD Technician	7	-	1.00	1.00	-
<b>Total Full-time</b>		<b>2.45</b>	<b>5.95</b>	<b>5.95</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Development Review Technician	11	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.45</b>	<b>6.95</b>	<b>6.95</b>	<b>-</b>

# Engineering and Stormwater

## Stormwater Management

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,111,730	\$ 558,874	\$ 1,340,015	\$ 317,663	\$ (1,022,352)
Operating Expenditures	3,010,493	2,789,196	584,757	1,023,711	438,954
Capital Outlay	(6,082,587)	(2,082,216)	1,200,000	1,638,100	438,100
Debt Service	185,901	305,737	-	1,337,076	1,337,076
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	79,000	79,000
Contingency	-	-	-	54,750	54,750
<b>Total Expenditures</b>	<b>\$ (1,774,463)</b>	<b>\$ 1,571,591</b>	<b>\$ 3,124,772</b>	<b>\$ 4,450,300</b>	<b>\$ 1,325,528</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Crossing	\$ 250,000
Improvements	100,000
Replacement	1,265,000
Land purchase	23,100
<b>Total</b>	<b>\$ 1,638,100</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Engineering and Stormwater Director	22	0.55	0.55	0.55	-
Stormwater Engineer	20	0.50	0.50	0.50	-
Stormwater Manager	19	1.00	0.50	0.50	-
Stormwater System Specialist	15	-	1.00	1.00	-
Engineering Technician	11	1.00	-	-	-
Survey Technician	8	2.00	-	-	-
Senior Staff Assistant	8	0.50	0.50	0.50	-
CAD Technician	7	1.00	-	-	-
Customer Service Rep I	6	2.00	-	-	-
<b>Total Full-time</b>		<b>8.55</b>	<b>3.05</b>	<b>3.05</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>8.55</b>	<b>3.05</b>	<b>3.05</b>	<b>-</b>



# Recreation and Parks

## Trail and Recreation Facilities Map



# Recreation and Parks

## Department Objectives

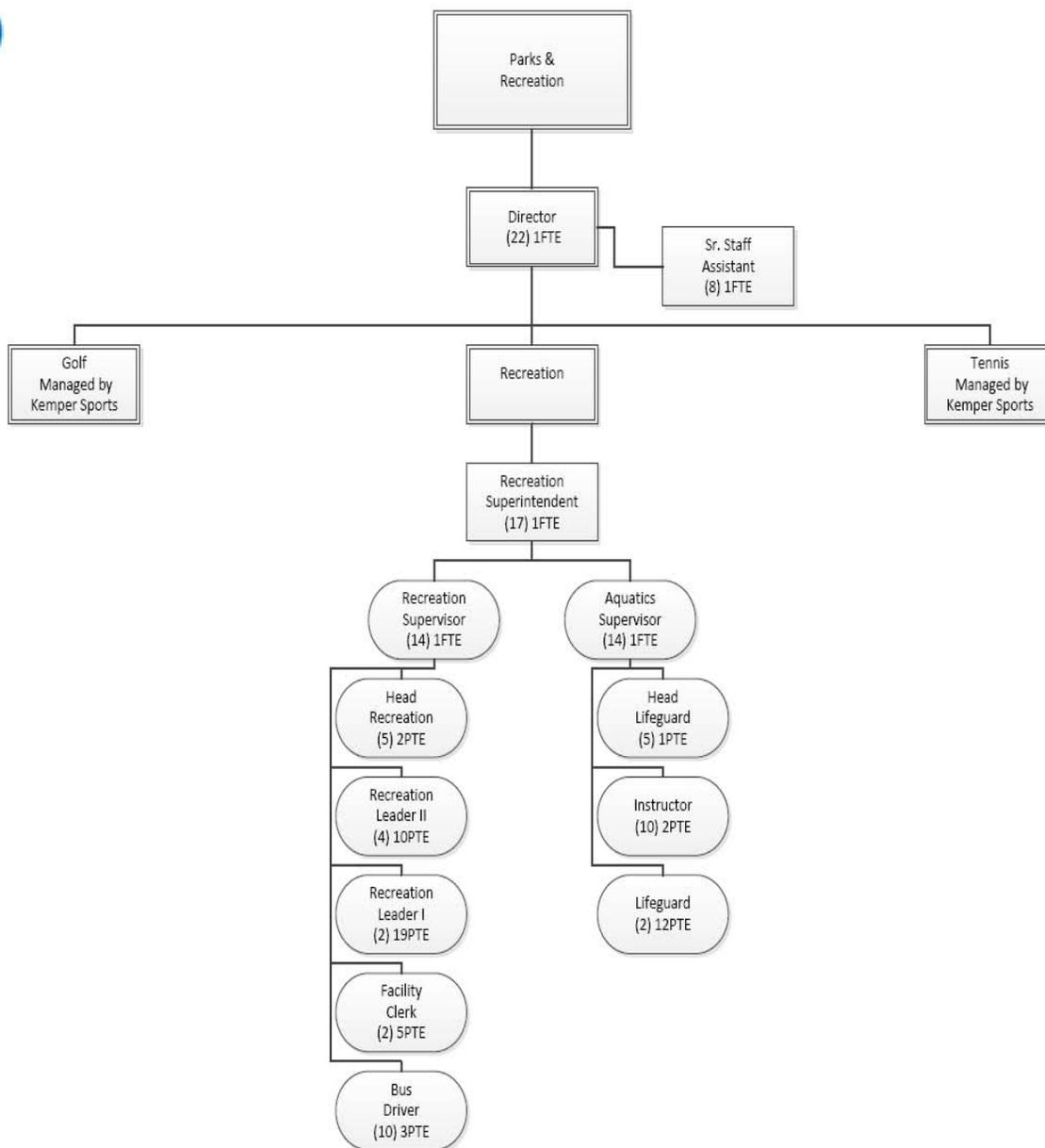


Parks and Recreation	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	Enhance community and visitors' recreational opportunities and experiences at community events	Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities
	Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organization to broaden experiences; expand outreach opportunities to identify and network resources

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

# Recreation and Parks

## Organizational Chart



1/23/2012



# Recreation and Parks

## Performance Measures

### Recreation and Parks

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
Facilities.	4	4	4	4
Parks.	11	11	11	11
Recreation and athletic fees collected.	\$158,546	\$168,209	\$174,057	\$180,000
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Net recreation and athletic cost per capita.	\$10.10	\$13.92	\$15.25	\$14.44
Percent of costs recovered.	17.49%	13.85%	13.12%	14.02%
Citizen rating of City parks	80%	82%	85%	86%
Citizen rating of recreation programs and classes.	70%	66%	73%	74%
Citizen rating of City recreation centers and facilities. (Percent “excellent” or “good”).	65%	65%	68%	69%

# Recreation and Parks

## Recreation / Athletics

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 527,575	\$ 504,361	\$ 716,833	\$ 698,324	\$ (18,509)
Operating Expenditures	378,805	423,186	440,248	485,534	45,286
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	287,000	170,000	100,000	(70,000)
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 906,380</b>	<b>\$ 1,214,547</b>	<b>\$ 1,327,081</b>	<b>\$ 1,283,858</b>	<b>\$ (43,223)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Recreation and Parks Director	22	1.00	1.00	1.00	-
Recreation Superintendent	17	1.00	1.00	1.00	-
Recreation Supervisor	14	2.00	1.00	2.00	1.00
Aquatics Supervisor	14	-	1.00	-	(1.00)
Senior Staff Assistant	8	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Instructor	10	4.00	2.00	2.00	-
Instructor - Aquatics	10	-	-	2.00	2.00
Bus Drivers	10	-	3.00	3.00	-
Head Lifeguard	5	1.00	1.00	1.00	-
Head Recreation Leader	5	-	2.00	2.00	-
Recreation Leader II	4	14.00	10.00	9.00	(1.00)
Facilities Clerk	2	6.00	5.00	5.00	-
Lifeguard	2	22.00	12.00	16.00	4.00
Recreation Leader I	2	24.00	19.00	6.00	(13.00)
<b>Total Part-time/Temporary</b>		<b>71.00</b>	<b>54.00</b>	<b>46.00</b>	<b>(8.00)</b>
<b>Total Personnel</b>	<b>182</b>	<b>76.00</b>	<b>59.00</b>	<b>51.00</b>	<b>(8.00)</b>

# Recreation and Parks

## Tennis Center

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 207,295	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	78,124	353,794	282,087	303,278	21,191
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	2,000	1,000	1,000	1,000	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 287,419</b>	<b>\$ 354,794</b>	<b>\$ 283,087</b>	<b>\$ 304,278</b>	<b>\$ 21,191</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

# Recreation and Parks

## Golf Course

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	1,876,394	1,924,244	1,578,109	1,595,881	17,772
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	373,586	18,000	22,000	23,000	1,000
Contingency	-	-	5,556,500	-	(5,556,500)
<b>Total Expenditures</b>	<b>\$ 2,249,980</b>	<b>\$ 1,942,244</b>	<b>\$ 7,156,609</b>	<b>\$ 1,618,881</b>	<b>\$ (5,537,728)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

# General Fund Non-Department

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.

## Grants and Aide are made up of the following:

RSVP (Flagler Volunteer Services)	\$	25,000
Historical Society		3,000
Cultural Arts (various groups)		20,000
Agricultural Museum		20,000
<b>Total</b>	<b>\$</b>	<b>68,000</b>

## Transfers are made up of the following:

SR100 Community Redevelopment Fund	\$	521,000
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### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	59,798	72,668	65,000	65,000	-
Capital Outlay	-	-	-	-	-
Debt Service	39,480	26,320	-	-	-
Grants and Aide	110,379	72,289	68,000	68,000	-
Transfers	6,587,620	635,016	515,874	521,000	5,126
Contingency	-	-	-	24,000	24,000
<b>Total Expenditures</b>	<b>\$ 6,797,277</b>	<b>\$ 806,293</b>	<b>\$ 648,874</b>	<b>\$ 678,000</b>	<b>\$ 29,126</b>



# Information Technology and Communications

## Department Summary

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

Chief among our goals this year is improving interagency cooperation and improving local services for Palm Coast

residents. In cooperation with Flagler County, we will create a unified emergency communications network used by all Flagler County agencies by merging existing 800 MHz networks. Palm Coast FiberNET, a municipal owned, fiber based open access network, began offering service in late FY2010. This will provide an additional revenue source going forward.

Continuing in the direction of "going green", IT&C has continued to implement paperless solutions this year to conserve resources and streamline processes. The IT&C department will continue to improve vital City processes while introducing new services where appropriate.

## Palm Coast FiberNET

### *Business at Lightspeed*

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

# Information Technology and Communications

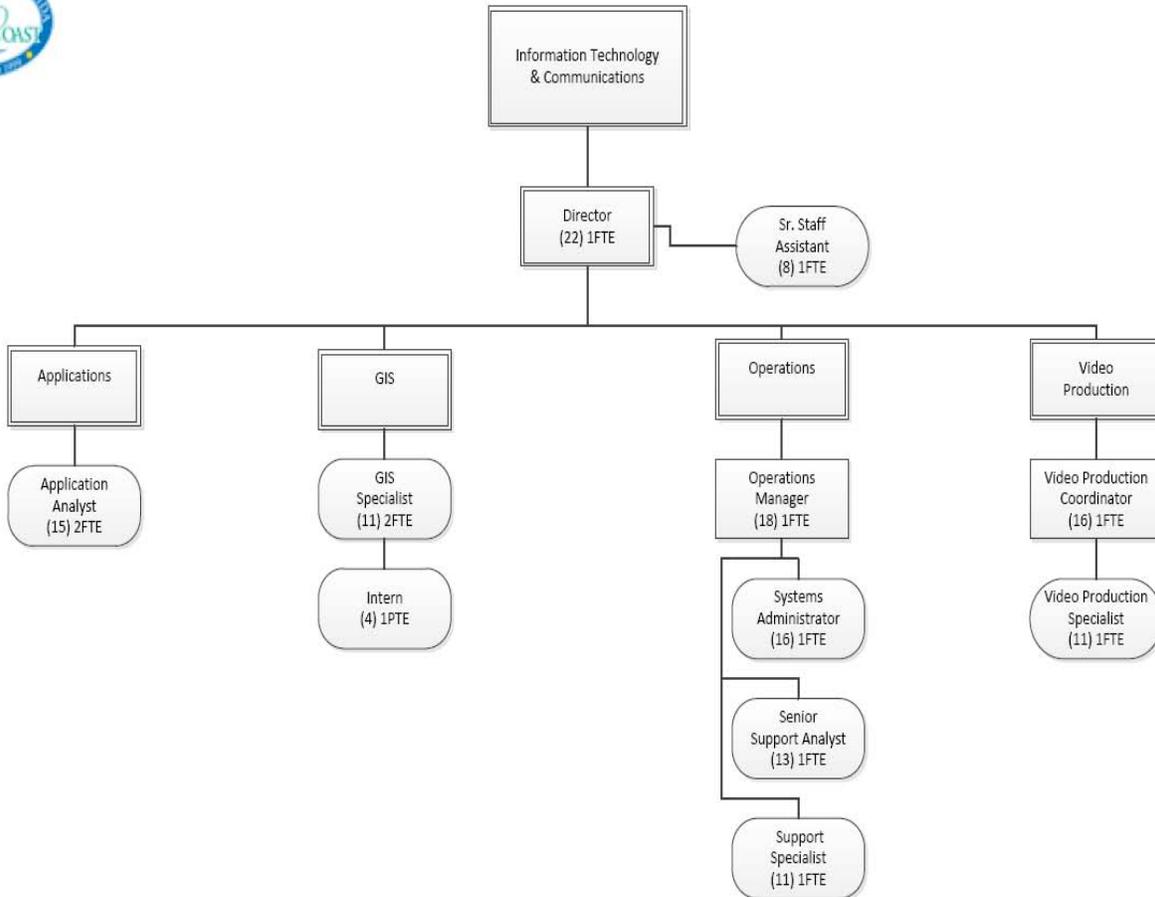
## Department Objectives



IT&C	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact
	To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy, create programs to assist small business; develop education programs to reached broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC
	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	Enhance community and visitors' recreational opportunities and experiences at community events	Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities
	Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organization to broaden experiences; expand outreach opportunities to identify and network resources
<p align="center"><b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b></p>		

# Information Technology and Communications

## Organizational Chart



1/23/2012



# Information Technology and Communications

## Performance Measures

### Information Technology & Communication

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City	74,067	75,180	75,617	76,450
City departments.	8	8	8	8
City employees (FTE).	428.3	396.13	385.81	382.43
Number of PCs in service.	413	400	400	400
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Department operating cost per capita.	\$33.17	\$26.88	\$31.76	\$24.78
External revenues as a percentage of total expenditures.	9.45%	8.13%	16.46%	22.00%

# Information Technology and Communications

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,082,951	\$ 803,936	\$ 832,391	\$ 843,576	\$ 11,185
Operating Expenditures	1,428,526	1,698,793	1,375,646	1,271,892	(103,754)
Capital Outlay	-	-	350,466	350,400	(66)
Debt Service	11,180	-	-	-	-
Grants and Aide	-	-	300,000	300,000	-
Transfers	-	-	12,000	14,000	2,000
Contingency	-	-	1,794,498	98,432	(1,696,066)
<b>Total Expenditures</b>	<b>\$ 2,522,657</b>	<b>\$ 2,502,729</b>	<b>\$ 4,665,001</b>	<b>\$ 2,878,300</b>	<b>\$ (1,786,701)</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Security/Cameras	\$ 5,000
Switch Upgrade	20,000
Servers	15,000
Terminals	16,000
Off site backup	15,000
Operational Capital	16,000
SCADA upgrade	30,000
Truck Computers	18,400
Fiber CIP	215,000
<b>Total</b>	<b>\$ 350,400</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Information Technology & Communications Director	22	1.00	1.00	1.00	-
Operations Manager	18	1.00	1.00	1.00	-
Senior Application Analyst	17	-	-	1.00	1.00
Video Production Coordinator	16	1.00	1.00	1.00	-
System Administrator	16	-	1.00	1.00	-
Communications Administrator	16	1.00	-	-	-
Application Analyst	15	2.00	2.00	1.00	(1.00)
Senior Support Analyst	13	-	1.00	1.00	-
Support Specialist	11	2.00	1.00	1.00	-
GIS Specialist	11	2.00	2.00	2.00	-
Video Production Specialist	11	1.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>
<b>Part-time/Temporary</b>					
Intern	4	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>