



WORKFORCE TALENT

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Workforce Talent

Goal 6, Workforce Talent, communicates our City Council's desire to develop and implement a comprehensive plan to improve City employee skills and performance through education and training, performance management and personal development opportunities.

In this section of the budget book, we provide details as to how our management team has begun implementing objectives and strategies to achieve this goal in an effort to improve individual skills and talent that exist within our workforce.

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works
			Short-Term							
			Approach Assignments							
Goal 6: Workforce Talent To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	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										



Workforce Talent

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Teams	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
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	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
	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 reach broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC
	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 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 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
	Protect the environment through appropriate development strategies	Protect natural green spaces

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

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(continued)

Leadership Intern Training Experience (LITE) Program

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

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

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

Program Objectives

To address City needs for executive leadership and to develop additional capacity within the City organization to provide executive leadership for projects and issues not normally accommodated/accomplished as part of the routine functions of the City organization. The program is also intended to provide growth opportunities for professional employees in developing their skills and tackling challenges.

Through this unique management style, the City Manager recruited employees to participate in two (2) capacities.

Team Leaders – Oversee individual team members assigned with specific goals and tasked with specific work products.

Team Members – All employees were provided an opportunity to participate in each team.

Requirements for Team Leader Eligibility:

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

During the Fiscal Years of 2011-2012, the following seven (7) LITE Teams were established.

1. 5-year Performance Report including City Council Goals and Objectives, and Citizen Survey (Team Turtle)
2. High Performance Innovative City – Culture, Standards & Measures (High Maintenance Team)
3. Employee Academy Training Team (EAT Team)
4. Employee Motivation, Recognition and Retention (BAM Team)
5. ½ Cent Surtax Campaign (Infrastructure Team)
6. Flagler Agricultural Museum (FAM)
7. City Hall Feasibility (Team Hobo)

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(continued)

5-year Performance Report including City Council Goals and Objectives, and Citizen Survey (Team Turtle)

The “Five-year Performance Report including City Council Goals & Objectives and Citizen Survey” project was assigned to Team Turtle; the team was tasked with being the steward of the Visioning process for the City of Palm Coast City Council. Primary focus of this project was to bridge a closer relationship of implementing the City’s Vision with the budget process and citizen survey data.

The team consists of representative(s) from each of the seven (7) Departments with select cross-representation from other LITE Teams that are relevant to the project’s objectives. The “Performance Measures Team” and “Employee Academy Training Team” Leaders were also appointed to Team Turtle to share knowledge and experience of their respective teams. By establishing these key stakeholders, team participants conveyed unique knowledge from all aspects of City operations. This dually served as a strong foundation for establishing a clearinghouse of information for the Five-Year Performance Report and Goal implementation strategies. In past years, City representatives secured consulting firm services to assist staff with this annual process. It was the direction of City Administration to utilize in-house talent to establish a new approach to the process and product format.

The Team established a work plan to guide the development and implementation of project deliverables. Sub-teams were also utilized to

ensure that assignment(s) were working concurrently to enhance efficiency and team participation.

Through highly motivated and innovative team members, the following accomplishments have been completed to date.

- Evaluation of City-wide accomplishments from 2007 through 2012
- Five-year Progress Report
- 2012 Annual City of Palm Coast Citizen Survey
- Project Calendar to streamline process in future years
- City Council Goal Setting Exercise including Council Member interviews and workshop(s)
- Department Survey(s) to evaluate current and future project proposals to support Council’s Vision through Goal implementation
- 2012 Strategic Action Plan including City of Palm Coast Mission and Values for City Operations and Long-term Vision with supporting six (6) Goals, Objectives, Strategies, and Approaches
- Team participants have gained knowledge and respect of the City Visioning process and overall City Operations.

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High Performance Innovative City – Culture, Standards & Measures (High Maintenance Team)

The work of the Performance Measure Team is to review the past performance measures that has been established for all departments and associated divisions in the last 10 years. Each team member was orientated to all the measures and then meetings were established with the Team and each Division. All divisions were told three things:

1. Evaluate at all the measures and see which measures are part of you daily work habits
2. If the measures do not meet what your work, the measure may be discarded
3. If there is something that you do and we do not track it, we have the ability to create the measurement according to how the work is performed and calculated?

The measures have been tabulated and assigned to the City Council Goals, Objectives, Strategies and lastly through Approaches (implementing projects) that were tabulated from Team Turtle. The ultimate result from the performance measures team is to have the measures reflect the intent and meaning of the goals set forth by the council. The measures must also have a way to track the progress of the department heads and supervisors for yearly evaluations. Finally, a standardized report should be able to read clearly to the progress of each division for ease of reference for City Council and the City Manager.

Presently, a database is being created in-house to manage the information. Once the data base is created and populated, departments will be able to input the weekly/monthly statics.

Employee Academy Training Team (EAT Team)

The Eat Team's first objective is developing and

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

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

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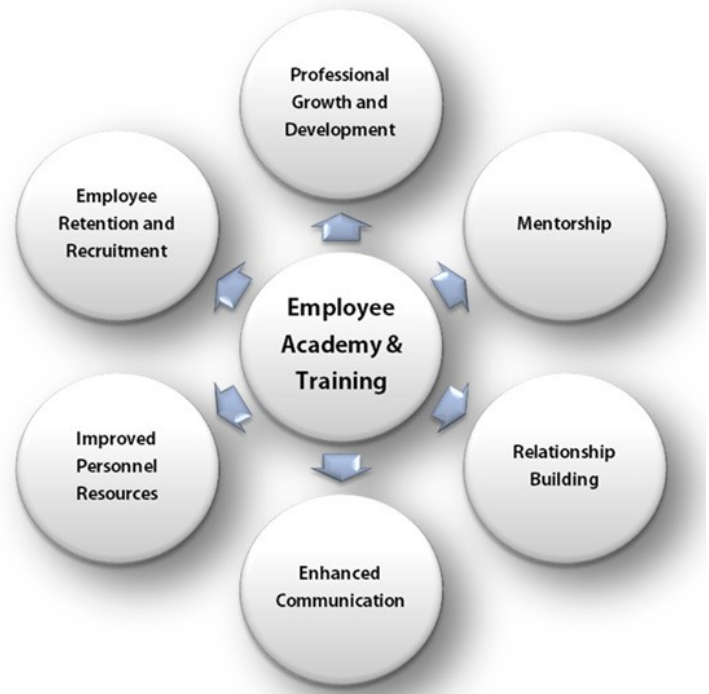
mentor professional growth and development of employees. Two sub-teams were formed, one to create and distribute departmental and employee surveys and the other to put together an Excel training inventory matrix from the survey information in addition to meetings held with each Department. The training inventory matrix will assist with the setup of the computer training module.

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

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

EAT Team accomplishments to date:

- ◇ May 2012 - EAT Team Kick-off meeting. Meetings are generally held weekly.
- ◇ July 2012 - Comprehensive Emergency Management Plan Workshop. All day hands-on workshop with approximately 120 assigned emergency operation employees in attendance.
- ◇ June, July, and September 2012 - Payroll Training and computer system processing for all personnel involved with payroll operations.
- ◇ September 2012 – Distributed a management and supervisory questionnaire and an employee survey in an effort to acquire training needs inventory.
- ◇ September 2012 to present - Training Matrix – Organize training needs into a matrix that will be used for the computer training module set-up. The matrix Sub-team held meetings with each department for data input into the Matrix along with using the questionnaire and survey information.



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Employee Motivation, Recognition and Retention (BAM Team)

With the knowledge that a motivated employee is a productive employee the Employee Motivation, Recognition and Retention team (BAM Team) was tasked with identifying, developing and implementing programs that would motivate City employees. Early on the team was faced with questions such as: How do we keep our employees motivated? How do we show them that their work is valued? To find the answer to these questions a survey was sent to all employees asking them to rank in terms of importance the following motivators: Incentive/Rewards, Promotion, Recognition, Relationship with Colleagues, Responsibility and Work Environment. Armed with the survey's results the team set out to create programs that would make employees feel motivated, recognized and valued.

The following accomplishments have been completed to date:

1. Employee Survey – gives us insight into what is important to City employees
2. Public Employee Recognition Week – Recognize employees for their great work. This took place on the first week of May 2012. Different activities were created to show employee appreciation such as: video presentation to City Council and also broadcasted to all employees through the Internet with employees being thanked by the City Manager; and breakfast, and different snacks throughout the week.
3. Service Awards – in previous years a luncheon and a pin was given to all employees who have been with the city for 5 years or more, in 5 years increments (5, 10, 15,

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etc.). This year it has been approved to award employees with a \$10.00 monetary award for each years of service. For example, if an employee has been here 5 years, besides the luncheon and a pin they will receive a \$50.00 monetary award; if they have been here for 10 years, they will receive a \$100.00 monetary award, etc.

Other things are being done throughout the City to motivate our employees by other Teams. The Wellness team has been working on keeping us healthy and making us happy while doing it with the punch card and other programs like Weight Watchers. The EAT Team is creating a comprehensive training program for employees that will help them do their job more efficiently which in turn will make both the employees and citizens happy. The High Maintenance Team is working on standardizing performance measures, which will help employees know exactly what is expected of them, in turn making them more efficient and happy. Although those programs are not being created by the BAM Team it shows that we are all working for the same cause: create a motivated work environment that will make our employees happy and productive and which in turn will make our City work smoothly and our citizens happy.

½ Cent Surtax Campaign (Infrastructure Team)

The Infrastructure Team is composed of staff members from various City departments. The Team is responsible for analyzing and providing recommendations on a variety of infrastructure and capital project related issues such as financing, planning and design, priorities,

Workforce Talent

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This past year, the Team was tasked with coordinating the City's response to a variety of issues such as the renewal of the ½ cent Infrastructure Sales Tax, developing potential alternative funding sources for stormwater capital projects through the creation of a franchise fee for electric service or public service tax, as well as preparing a report on the implications of an impact fee moratorium on the City's capital improvements program.

On-going tasks include:

- ⇒ Development of a 10-year Capital Improvement Plan, as well as developing recommendations for alternative financing methods for capital projects.
- ⇒ Coordination of tasks related to the City's eventual membership in the Volusia Transportation Planning Organization (VTPO).
- ⇒ Design and construction of the Seminole Woods multi-purpose trail.
- ⇒ Working with property owners to provide an alternate proposal/modification for the Old Kings Road Assessment.

Flagler Agricultural Museum (FAM)

The Agricultural Museum was located in the Doyle Center in Tallahassee and was moved to Flagler County in 1992, since it is known for its strong agricultural ties. The Museum is small but it is growing. The Museum has several buildings that depict life from the early settler or "Cracker" days in Florida. The Museum has a dedicated group of individuals who wish to authentically depict life in early Florida to its visitors.

The City understands it is a valuable resource to the community. The City of Palm Coast put together a team of employees from different Departments to assist the Museum to reach their goals. Working together, the team streamlined the application processes for the building and Special Event permitting, evaluated and made recommendations for the upgrades of the existing buildings to current health and safety regulations, created identification badges for volunteers, assisted with security/background checks for volunteers, created a draft of a Master Development Plan (MDP) based on the Museum's recommendations/design and evaluated the Caldwell Dairy Barn for possible upgrade to an Assembly building so it can be used for multiple purposes. The City believes the Museum can become a major regional tourist destination."

City Hall (Team Hobo)

The general objective for the City Hall Team is to formulate a strategy and a Request for Proposal (RFP) to select prospective Private Developers or Non-Profits, who can demonstrate the necessary capability to "Design-build-finance", a new City Hall Building and thereafter lease with option to purchase back to the City of Palm Coast.

The City currently employs a full-time staff of approximately 334. Staff are located in various facilities throughout the City. City functions take place in 5 different locations and currently the primary city functions, excluding Public Work, Parks & Recreation, and Fire Department, are housed in a leased office building complex

Workforce Talent

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In 2005, a bond referendum in the amount of \$22,000,000.00 was voted down by the citizens of Palm Coast for a 75,000 sq. sf. City Hall. Since then, City staff has explored the options of purchasing the current leased office building or some other building, or constructing a new facility at the City owned property in Town Center at Palm Coast.

performance development as a means to balance the expansion of the City and preservation of quality of life for employees and citizens. With this in mind, the City intends to have City Hall exhibit elements of conserving materials, energy, water and other natural resources.

The City has been approached by several private developers interested in assisting the City with options on proceeding with constructing & leasing a building for a City Hall. City Council has directed City Staff to solicit a Private Developer/Non-Profit to design and build with an option to lease back to the City of Palm Coast a New City Hall at Town Center.

The intent of the Project is to move all staff into the leased facility, as well as a portion of staff from other locations, to a new Primary Building on property owned by the City in Town Center at Palm Coast.

Some of the goals for the lease of City Hall project shall include:

- ⇒ Providing a City Facility that will improve communication, provide a user-friendly experience, and improve daily operations between City staff and City residents.
- ⇒ Developing a facility which becomes a public focal point and contributes to the civic identity of the City of Palm Coast.
- ⇒ Providing an environmentally friendly building. The City recognizes that effective environmental stewardship includes high



Back Cover



AWARDS AND SPECIAL RECOGNITION

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Awards and Special Recognition



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

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



The City of Palm Coast's water treatment facilities were selected by the Florida Department of Environmental Protection (FDEP) to receive the 2012 Plant Operations Excellence Award. The award as presented to City staff by Mark Thomasson, Director of Water Resources in Tallahassee. The Water Operations Division has been recognized by the FDEP for demonstrating a special commitment to excellence in water treatment operations and maintenance through dedicated professionalism. water.

Water Treatment Plant #3 was the recipient of the 2012 Conservation Award for environmental achievements. Sponsored by the Florida Section of the American Water Works Association, the awards program recognizes The City of Palm Coast Public Works/Utility Division for using innovative and environmentally sustainable practices. The award was granted to the City for recovering approximately 9 million gallons of concentrate per month and treating it to drinking water standards. These are all gallons that otherwise would have been wasted and disposed.



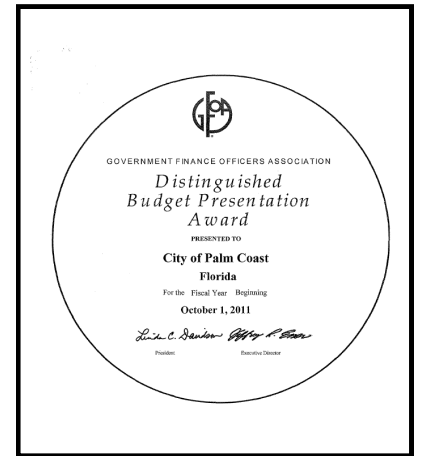
Awards and Special Recognition

Information Technology & Communications Department 2012 Awards



- ⇒ **Bronze Telly Award**
“Find Your Florida” (Non-broadcast production/Direct Marketing)
- ⇒ **Bronze Telly Award**
“Find Your Florida” (Branded Content/Promotional Branding)
- ⇒ **Silver Communicator Award of Distinction**
“Find Your Florida” (Promotional Branding)

- ◆ GFOA Certificate of Achievement in Financial Reporting (11 consecutive years)
- ◆ GFOA Distinguished Budget Presentation Award (9 consecutive years)



Regional Award for Excellence in Environmental Stewardship Accepted by Ms. Denise Bevans on behalf of the City of Palm Coast Solid Waste & Recycling Program

Award for Excellence in Environmental Stewardship

The City of Palm Coast was honored with the 2012 Regional Award for Excellence in Environmental Stewardship by the Northeast Florida Regional Council at the Annual Elected Officials & Regional Leaders Reception. Upon receiving the prestigious award, the City was recognized for its innovative and aggressive recycling incentive program along with other long-term sustainable initiatives.

The Wastewater Treatment Plant has been selected to receive a Safety Award from *The Florida Water Pollution Control Operators Association (FWPCOA)* for 2011 Safety Program.





GLOSSARY AND ACRONYMS

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Glossary

AD VALOREM - "In proportion to the value".

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

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

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

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

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

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

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

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

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

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

CAPITAL EQUIPMENT - Equipment with a value in excess of \$5,000 and an expected life of more than 1 years such as automobiles, equipment and furniture. This equipment is budgeted for in the Operating Budget.

CAPITAL IMPROVEMENTS - Physical assets, constructed or purchased, that have a minimum useful life of 3 years and a minimum cost of \$10,000.

Glossary

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

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

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

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

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

DEBT SERVICE - The expense of retiring such debts as loans and bond issues.

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

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

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

ENTERPRISE FUND - The funds established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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

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

Glossary

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

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

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

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

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

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

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

FUND - An accounting entity that has a set of

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

MILLAGE RATE - For property tax purposes, a rate established per \$1,000 of assessed taxable value. A property tax millage rate of 3.5 mills for example, would mean property with a taxable value of \$80,000 would pay \$280 in property taxes.

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

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

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

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

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

Glossary

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REVENUE - Additions to assets which:

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

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

ROLLBACK RATE - The millage necessary to raise the same amount of Advalorem Tax Revenue as the previous year, excluding taxes from new construction.

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

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

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

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

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

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

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

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

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

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

Acronyms

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

CPI (Consumer Price Index) - This is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.

FTE (Full-time equivalent employees) - This is calculated by taking the total number of work-hours divided by the standard workweek (usually 40 hours). It is used for ease of comparison; i.e. two part-time people working 20 hours per week equal one FTE.

ISO (Insurance Services Office, Inc.) – ISO is an independent statistical, rating, and advisory organization that serves the property and casualty insurance industry.

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



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