

THE CITY OF *PALM COAST* FLORIDA



ANNUAL BUDGET REPORT
FISCAL YEAR 2013-2014

Find Your Florida



This page intentionally left blank

City Officials



CITY COUNCIL



David Ferguson, Council Member District 2, **Jason DeLorenzo**, Council Member District 3,
Jon Netts, Mayor, **Bill Lewis**, Council Member District 4 **Bill McGuire**, Council Member District 1,

APPOINTED OFFICIALS

City Manager, Jim Landon

City Attorney, William E. Reischmann, Jr.

City Clerk, Virginia Smith

Finance Director, Christopher M. Quinn

Information Technology & Communications Director, Steve Viscardi

Fire Chief, Michael C. Beadle

Public Works / Utility Director, Richard H. Adams

Recreation & Parks Director, Luciana Santangelo

Engineering & Stormwater Director, John C. Moden

Community Development Director, Nestor Abreu



This page intentionally left blank



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Palm Coast
Florida**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morrell

President

Jeffrey R. Ennis

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Palm Coast, Florida** for the Annual Budget beginning October 01, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the tenth consecutive year that the City of Palm Coast has received this award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



This page intentionally left blank

Budget Book Highlights

For easy use, this budget book has been divided into separate functional areas as follows:

Introduction

This section contains the transmittal letter, a table of the organization and our 2013-2014 strategic action plan. It also includes statistical information and history about the city.

Financial Policies

Within this section the financial policies are provided. This includes our purchasing, investment and newly adopted debt management policy.

Budget Overview

This section provides an overview of the budget process as a whole providing information about our revenue sources, fund types and our long range financial planning process.

Executive Summary

Summaries of the budget on a city-wide basis including revenues, expenditures and personnel can be found within this section.

Budget Detail

This section provides the reader more detail on the budget on a fund by fund and department by department basis. More information about our departments and their fiscal year 2013 accomplishments, including performance measures, can also be found here.

Capital Improvement Program

In this section the reader is provided an outline of the City's Capital Improvement Program as well as the effect of the program on each fund.

Also included is information about the City's fleet replacement program.

Measuring Results

This sections provides the results of the 2012 citizen survey as well as the fiscal year 2013 performance measure highlights by goal.

Workforce Talent

This sections highlights our work-force teams that work diligently to address City needs for executive leadership and to develop additional capacity within the City organization. These teams provide leadership for projects and issues not normally accomplished as part of the routine functions of the organization.

Awards and Special Recognition

We are proud of what our City has accomplished and in this section we showcase some of our past year(s) awards and other special recognition received.

Glossary and Acronyms

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





This page intentionally left blank

Table of Contents

Section		Page
	City officials	3
	Distinguished Budget Presentation Award	5
	Budget Book Highlights	7
	Table of Contents	9
Introduction	Transmittal Letter	13
	Strategic Action Plan	21
	Organizational Chart	25
	The Perfect Place to Live.... (History of our City)	27
	Our City, at a glance	31
	Population Statistics, Millage Rate Comparison	32
	Utility Rate Comparison	33
	Employment Data	33
	Principal Property Tax Payers	34
Financial Policies	Financial Policies	39
	Fund Balance Policy	40
	Investment Policy	41
	Purchasing Policy	51
	Capital Assets Policy	59
	Debt Management Policy	63
Budget Overview	Budget Process	75
	<i>Budget Preparation Timeline</i>	76
	<i>Budget Calendar</i>	77
	<i>Budget Cycle</i>	78
	<i>Budget Amendment Process</i>	79
	Fund Types and Descriptions	80
	Fund Balances	82
	Revenue Sources	83
	Major Revenue Trends	84
	Revenue Forecast Methodology	86
	Long Range Financial Plan	87
Executive Summary	Budget Overview	97
	<i>Budget Summary by Fund Type</i>	98
	<i>Budget Summary by Function</i>	99
	<i>Budget Summary by Department</i>	100
	Computation of Estimated Fund Balances	101
	Major Revenue Sources	102
	Revenues by Source	103
	General Fund Revenues by Source	105
	Expenditures by Category	107
	Expenditures by Function	109
	General Fund Expenditures by Category	111
	General Fund Expenditures by Function	113
	Property Information (taxable value, history and millage rates)	115
	Personnel	119
	Long Term Debt	123
Budget Detail	Fund Overview	127
	Budget Overview by Fund	128
	Governmental Funds	129
	<i>Capital Projects Fund</i>	130
	<i>CDBG Fund</i>	131
	<i>Police Education Fund</i>	132
	<i>Police Automation Fund</i>	133
	<i>Disaster Reserve Fund</i>	134
	<i>Special Events Fund</i>	135
	<i>Streets Improvement Fund</i>	136
	<i>Park Impact Fee Fund</i>	137
	<i>Fire Impact Fee Fund</i>	138

	<i>Development Special Projects Fund</i>	139
	<i>Transportation Impact Fee Fund</i>	140
	<i>Neighborhood Stabilization Fund</i>	141
	<i>Business Assistance Center Fund</i>	142
	<i>Old Kings Road Special Assessment Fund</i>	143
	<i>SR100 Community Redevelopment Fund</i>	144
	Proprietary Funds	145
	<i>Utility Fund</i>	146
	<i>Utility Capital Projects Fund</i>	147
	<i>Stormwater Management Fund</i>	148
	<i>Solid Waste Fund</i>	149
	<i>Building Permits & Inspections Fund</i>	150
	<i>Golf Course Fund</i>	151
	<i>Tennis Center Fund</i>	152
	<i>Information Technology & Communications Fund</i>	153
	<i>Self Insured Health Fund</i>	138
	<i>Fleet Management Fund</i>	139
	Department Funding	156
	City Council	157
	City Attorney	159
	Administration	161
	<i>City Manager's Office</i>	166
	<i>Communications and Marketing</i>	167
	<i>Purchasing and Contracts</i>	168
	<i>Economic Development</i>	169
	<i>City Clerk's Office</i>	170
	<i>Human Resources</i>	171
	Law Enforcement	172
	Financial Services	174
	Community Development	179
	<i>Planning</i>	186
	<i>Building Permits & Inspections</i>	187
	<i>Code Enforcement</i>	188
	Fire	189
	Public Works	195
	<i>Streets and Drainage</i>	203
	<i>Facilities Maintenance</i>	204
	<i>Parks Facilities Maintenance</i>	205
	<i>Fleet Management</i>	206
	<i>Utility Administration</i>	207
	<i>Utility Maintenance</i>	208
	<i>Wastewater Collection</i>	209
	<i>Wastewater Treatment</i>	210
	<i>Water Treatment Plant 1</i>	211
	<i>Water Treatment Plant 2</i>	212
	<i>Water Treatment Plant 3</i>	213
	<i>Water Quality</i>	214
	<i>Water Distribution</i>	215
	<i>Customer Service</i>	216
	<i>Utility Non-Departmental</i>	217
	Engineering and Stormwater	219
	Parks and Recreation	227
	<i>Tennis Center</i>	234
	<i>Golf Course</i>	235
	General Fund Non-Departmental	236
	Information Technology	237
Capital Improvement Program	Capital Improvement Program	245
	Capital Projects by Funding Source & by Category	248
	Summary by Funding Source	249
	Summary by Department	251
	Revenue and Expense Projections by Fund	253
	Impact of Capital Projects on Operating Budget	257
	Detail of Major Capital Projects	259
	Fleet Replacement 5 Year Capital Improvement Plan	260
Measuring Results	Citizen Survey Results	264
	Performance Measurement	279
Workforce Talent		287
Awards and Special Recognition		302
Glossary and Acronyms	Glossary	307
	Acronyms	316



INTRODUCTION

Find your Florida



This page intentionally left blank









September 30, 2013

CITY MANAGER'S LETTER

I am honored to present to you the adopted budget for Fiscal Year 2014, which furthers City Council's Strategic Action Plan mission statement, operating values, and goals. The adopted budget for Fiscal Year 2014 outlines the programs and projects that support the Strategic Action Plan and reflects a commitment to invest in infrastructure improvements to better serve the citizens of Palm Coast. This letter highlights points of emphasis related to each goal of the Strategic Action Plan.

CONTINUING IMPROVEMENT IN ECONOMY

In 2013, the economic conditions and trends in Palm Coast continued to improve.. Here are a few examples:

-  **Growth** – Palm Coast is projected to be the second fastest growing area over the next five years.
-  **Employment** – Palm Coast had the largest drop in the unemployment rate in the State of Florida this year.
-  **Taxable Sales** – Palm Coast's taxable sales grew 27 percent, or \$123 million, since 2007.
-  **Capital Investment** – \$444 million has been invested in private construction in Palm Coast since 2009.
-  **Real Estate Values** – Palm Coast's median selling price is up 20.4 percent from 2012.
-  **Economic Outlook** – Palm Coast was named one of the 15 best housing markets in the next five years and also one of the 5 great places to retire.

Due to the improvement in the local economy and prudent City Council fiscal policy, the City is able to maintain its aging infrastructure and invest in capital projects that may have been delayed during the economic downturn.

STRATEGIC ACTION PLAN

Following the extensive effort to develop the Strategic Action Plan, this year the City Council reaffirmed the long-term vision and made minor adjustments. Maintaining this long-term vision will help ensure that the City is recognized as one of Florida's premier cities in which to live, work and play.

City Council Mission Statement

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

The Strategic Action Plan is the guiding policy document for City Council and City staff. This budget is driven by the mission statement and goals contained within the Strategic Action Plan. Highlights of initiatives related to each of the City Council's goals are included below along with points of emphasis in this year's budget.

Goal 1 Expansion

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

In the upcoming fiscal year, we will not only plan for tomorrow, but also for long-term infrastructure needs in order to accommodate anticipated growth. Even during the economic recession, the City experienced an increase in population, and we anticipate this growth to continue. The University of Florida Bureau of Economic and Business Research projects that by 2035, the City of Palm Coast will double in population, exceeding 168,000 people. During the past fiscal year, City Council made prudent financial decisions to ensure the City maintains a strong financial position in the future. By doing so, the City will be able to invest in infrastructure to keep up with growth and maintain aging infrastructure. Highlights from Fiscal 2013 include:

Stormwater Fee Structure – City Council adopted an improved stormwater fee structure in order to fairly assess users for the cost to maintain and operate the City's stormwater system. This improved structure, along with the dedicated revenue stream, will ensure ongoing maintenance of our aging stormwater infrastructure.

Utility Rate Study Completed – A Utility Rate Study was completed in order to continue to meet bond covenants, allow for refinancing and additional debt obligations, and to comply with regulatory requirements. While the rate study resulted in rate increases for the first time since 2008, with the exception of consumer price index adjustments, the increases were necessary to ensure an improved bond rating to A+ (Standard & Poor's, 2013) and to maintain a strong financial position.

Infrastructure Team – A multi-departmental team of staff developed 5-year and 10-year Capital Improvement Programs to address existing and future infrastructure needs, some of which were delayed during the economic recession in order to lower or maintain property taxes. Even though financial resources contracted, the need for capital improvements grew during the recession as the city's population grew. The projects planned for Fiscal Year 2014 exemplify City Council's renewed focus to invest in the City's infrastructure.



LIST OF MAJOR CAPITAL IMPROVEMENTS for Fiscal 2014

Capital Projects Fund

Seminole Woods Path	\$1,450,000
Long Creek Nature Preserve	\$1,395,000
James Holland Park	\$1,730,000

Streets Improvements Fund

Street Resurfacing	\$1,000,000
Palm Coast Parkway Six-Laning	\$5,750,000
Palm Harbor Parkway Extension	\$2,285,000
Palm Harbor Parkway Bridge Rehab at Collage Waterway	\$1,307,000

SR100 CRA Fund

Bulldog Drive FPCHS/SR100 Improvements	\$4,675,000
--	-------------

Utility Capital Projects Fund

WTP 2 – Concentrate Zero Liquid Discharge Treatment (ZLD)	\$9,300,000
Old Kings Road Master Pump Station	\$1,250,000

Stormwater Management Capital Fund

Swale Rehab & Pipe Replacement	\$2,323,706
Modeling Improvements	\$ 459,700
Weir Replacement	\$ 467,500

**Goal 2
Economic**

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

In the upcoming fiscal year, the City will continue to implement programs and projects outlined in Prosperity 2021 to develop and maintain a strong economy. The improving local economy enables the City and its partners to maintain our neighborhoods, support existing businesses, and encourage investment by attracting residents, visitors and businesses.

Prosperity 2021 – The City is now in the third year of implementing *Prosperity 2021: Plan for Growing our Local Economy*, which was integrated into the City's Strategic Action Plan. The City and its partners are making great strides and realizing many successes, such as an increased number of visitors due to additional sports tournaments and business relocations to Palm Coast. The improvement in the local economy is now visible, but there is still more work to be done. City staff will continue to focus on projects and programs within Prosperity 2021 to help our local economy.



Business Assistance Center – The Palm Coast Business Assistance Center (BAC) was established in May 2011 to help our existing businesses grow through a unique partnership with the Florida Small Business Development Center at the University of Central Florida (FSBDC at UCF). Since its inception, the BAC has helped businesses maintain or create 153 jobs and invest approximately \$11.5 million in our local economy through capital investment, increased sales, and salaries. In addition, the BAC with City Council's support has established numerous programs, including the annual Business Expo and Loan Guarantee Program. This year, City Council and the FSBDC at UCF affirmed its support of the BAC by allocating additional resources to accomplish even more.

Sports Tournaments – The City, in partnership with our local sports clubs and the Flagler County Tourist Development Council, continues to attract sports tournaments and the associated visitor spending to our local economy. This is apparent with the estimated 5-percent increase in bed tax collections over the last year. This past fiscal year, City Council approved a public-private partnership with Players Development Academy of Florida to develop additional sports fields to attract larger tournaments. In the upcoming year, City staff will work to make these events even bigger and better, along with their positive impact on our local economy.

**Goal 3
Finance**

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

During the budget process, the City Council was able to sustain existing levels of service, while also maintaining the current level of property tax collections. In the upcoming year, City staff will explore even more ways to strengthen our financial position while delivering value to our citizens.

Rolled-Back Millage Rate Adopted – During the budget process, the City Council reduced the City millage rate to the rolled-back millage rate, which resulted in the same amount of property tax collection as the previous year. This allowed the City to maintain the same level of service to the citizens of Palm Coast, while maintaining the third lowest millage rate for cities our size (population between 60,000-90,000) in Florida.

Fund Balance Reserve Policy – Also this past year, the City was able to improve its combined fund reserve balance (general fund and utility fund) to \$11.7 million and maintain compliance with the individual fund balance reserve requirements. The improvement of fund balance reserves, in addition to the \$2.2 million in the disaster reserve fund, will help to provide the City with financial stability and a fund reserve to use if unexpected emergencies arise in the future.

Refinancing CRA Debt – In the upcoming fiscal year, the City plans to take advantage of low interest rates to refinance the \$5.8 million interfund loan from the City to the State Road 100 CRA. By refinancing the debt, the CRA will save on interest costs over the long-term, and this will also allow the proceeds from the repayment to be invested in capital infrastructure.



**Goal 4
Environmental**

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

The City’s commitment to environmental sustainability has been recognized by our designation as a Gold Level Green City by the Florida Green Building Coalition and numerous other awards and recognitions. In this upcoming fiscal year, City staff will look for even more opportunities to conserve natural resources and become more efficient with the resources currently in use.

Alternative Energy Team – A multi-disciplined team of City staff has been exploring ways to minimize the City’s energy use and to lower costs. This past fiscal year, in partnership with Florida Power & Light, a light emitting diode (LED) street light pilot project – the first in the state – was installed along Palm Coast Parkway. This project resulted in instant savings by FPL not billing for pilot project lights and, in time, will determine if other areas should be converted to LED street lights. In the upcoming fiscal year, the team will pursue more aggressive strategies to conserve and reduce citywide energy use.

Solid Waste and Recycling Program – The City’s revamped comprehensive recycling program continues to encourage citizens to recycle through a unique rewards program, resulting in a 13-percent year-over-year increase in recycled tonnage. In addition, this past fiscal year, Waste Pro initiated a conversion of the garbage trucks to compressed natural gas (CNG). This conversion resulted in instant savings to residents with a reduced fee and also benefits our environment.

Water Resources – In the upcoming fiscal year, the City will begin construction of the Zero Liquid Discharge (ZLD) project at Water Treatment Plant No. 2. The ZLD project will eliminate the need to discharge concentrate to water bodies, will increase plant efficiency, and make better use of our water resources.

**Goal 5
Quality of Life**

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

The City’s numerous parks, trails, events and activities make our community truly a special place. In the upcoming year, City staff will continue to maintain and improve these facilities, in addition to looking for ways to help residents and visitors “Find *their* Florida” here in Palm Coast.

Park Projects – In early 2014, the City will begin construction of the Long Creek Nature Preserve through cooperative grant funding with multiple agencies. This project will connect residents with our unique history and also with a hidden jewel (our diverse ecosystem) by both land and water. In addition, we will begin to design the Community Center Renovation and Expansion Project and start construction on

the Holland Park Renovation. Both of these facilities represent the original core recreational facilities in Palm Coast.

Seminole Woods Multi-Use Path – City staff developed the Pedestrian/Bicycle Master Plan with the project priorities set by City Council nearly four years ago. City staff aggressively pursued grants to accomplish many of the projects, and I am proud to report the City now has approximately 125 miles of trails and bicycle paths/lanes for residents to enjoy. In the upcoming fiscal year, City staff will begin work on one of the few remaining sections – Seminole Woods Parkway – with the assistance of Community Development Block Grant funding.

Special Events – The City continues to expand the number and scope of events hosted at Central Park to provide residents additional opportunities for cultural and recreational events. In addition, these special events attract visitors and keep existing residents here on the weekends to spend their disposable income right here in Palm Coast. City staff will work to expand these events to attract more visitors and provide residents an enjoyable experience.

**Goal 6
Workforce
Talent**

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

The Strategic Action Plan adopted by City Council included a goal specifically focused on employee development, which represents a strong commitment to have a dedicated and skilled workforce. In the upcoming fiscal year, City staff will work toward this goal by continuing to develop our workforce, so that our employees are knowledgeable and equipped to provide excellent service to our citizens.

In-House Talent – The City Council’s philosophy of using in-house talent began several years ago when our annual operating budgets decreased, but our residents continued to have high expectations for quality city beautification and services. By doing projects in-house, we are able to reinvest the savings and do additional improvements that otherwise would have to wait, all while lowering our property taxes. This is a philosophy we’re moving to more and more, and the payoff last year alone, an estimated \$2.27 million saved, was greater than ever.

Performance Measures – In order to track progress of the Strategic Action Plan, the Performance Measurement Team coordinated with individual departments to develop performance measurements and a system to track and report on those measurements. Looking forward, the performance measurement system will assist City Council in tracking progress and setting goals in the future.

LITE Team –Through the Leadership Intern Training Experience (LITE) team concept, employees are provided the opportunity to develop additional skills and work directly with the City Manager and other members of top management. The LITE teams are finishing important projects during the upcoming fiscal year and will determine if other teams should be formed to tackle upcoming challenges.

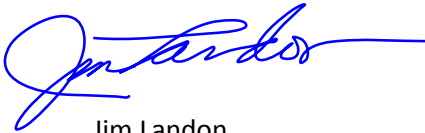
LOOKING FORWARD

I remain encouraged and excited about the future of Palm Coast. This past fiscal year, City staff met the challenge of delivering quality services and value to our residents. And with motivated City employees, I am optimistic we will continue to meet new challenges while maintaining high citizen satisfaction with City programs and services.

The City will have the ability to invest this fiscal year in needed infrastructure projects due to our strong financial position and prudent City Council fiscal policy. Major projects contained in this year's budget include: Palm Coast Parkway Six-Laning, Bulldog Drive Improvements, Long Creek Nature Preserve, Holland Park Renovations, Seminole Woods Path, the Concentrate Zero Liquid Discharge (ZLD) Treatment Project , and various Stormwater Projects, just to name a few.

With a strong City Council vision, mission statement and goals as our guide, along with investments in needed infrastructure projects, I have no doubt that in 2014 our community is poised for continued economic growth and prosperity. On behalf of all City employees, we look forward to a prosperous and successful 2014, as we continue to make Palm Coast Florida's premier City in which to live, work and play.

Sincerely,



Jim Landon
City Manager





This page intentionally left blank

2013-2014 Strategic Action Plan

Palm Coast City Council Our Mission, Vision, and Values



Mission Statement

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

Vision Statement

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

Operating Values

Pride—passion in working together for a better tomorrow

Accountability—accept responsibility for our actions and decisions

Leadership—courage to shape our City today and into the future in a transparent manner

Motivated—seek continuous improvement in all services

Collaborative—dedicated to building partnerships that address community concerns and needs

Ownership—responsible for our actions and inactions

Achievement—seek excellence in all that we do

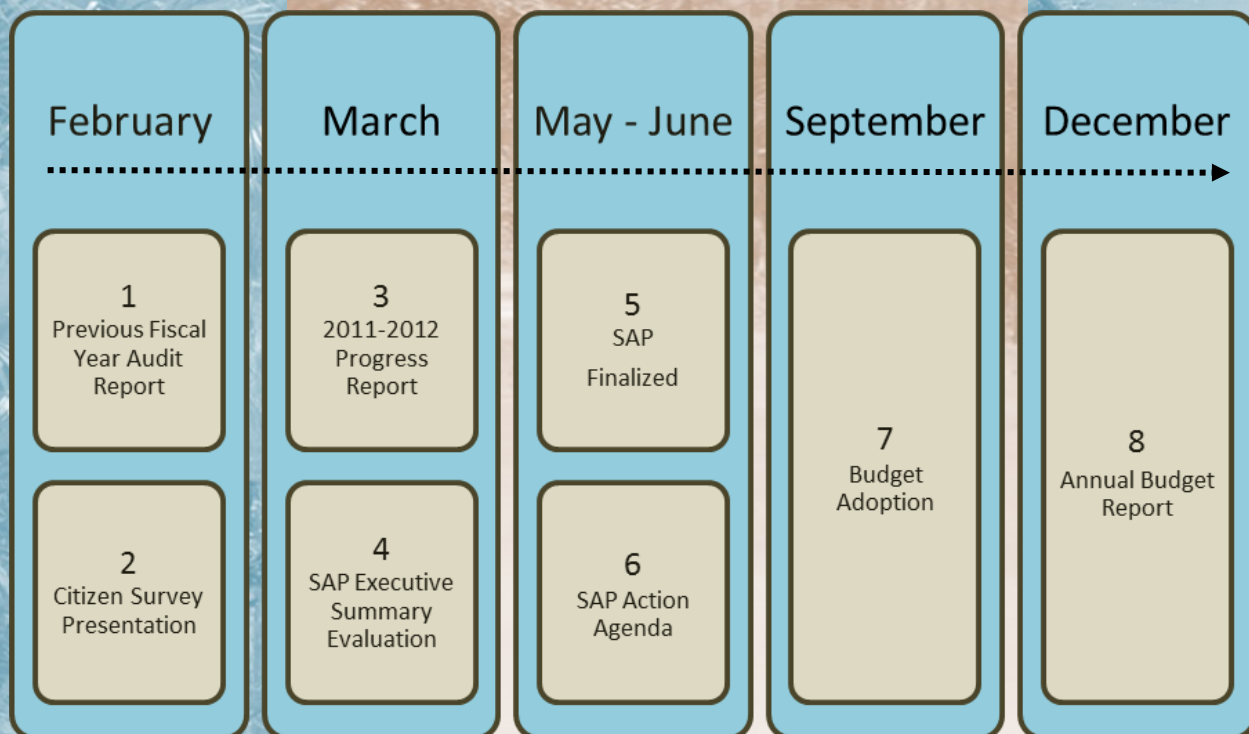
Stewardship—protectors of our natural environment

Trust—mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently

2013-2014 Strategic Action Plan



To ensure the City's pursuit of its Vision to be recognized as one of Florida's premier cities in which to live, work and play, Goals with Objectives and Strategies were established to guide staff with implementing City Council's direction. The budget is driven by this Plan and results in a year-long process.



2013-2014 Strategic Action Plan

Palm Coast City Council Goals 2013-2014



Goal 1 Expansion

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

Goal 2 Economic

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

Goal 3 Finance

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

Goal 4 Environmental

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

Goal 5 Quality of Life

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

Goal 6 Workforce Talent

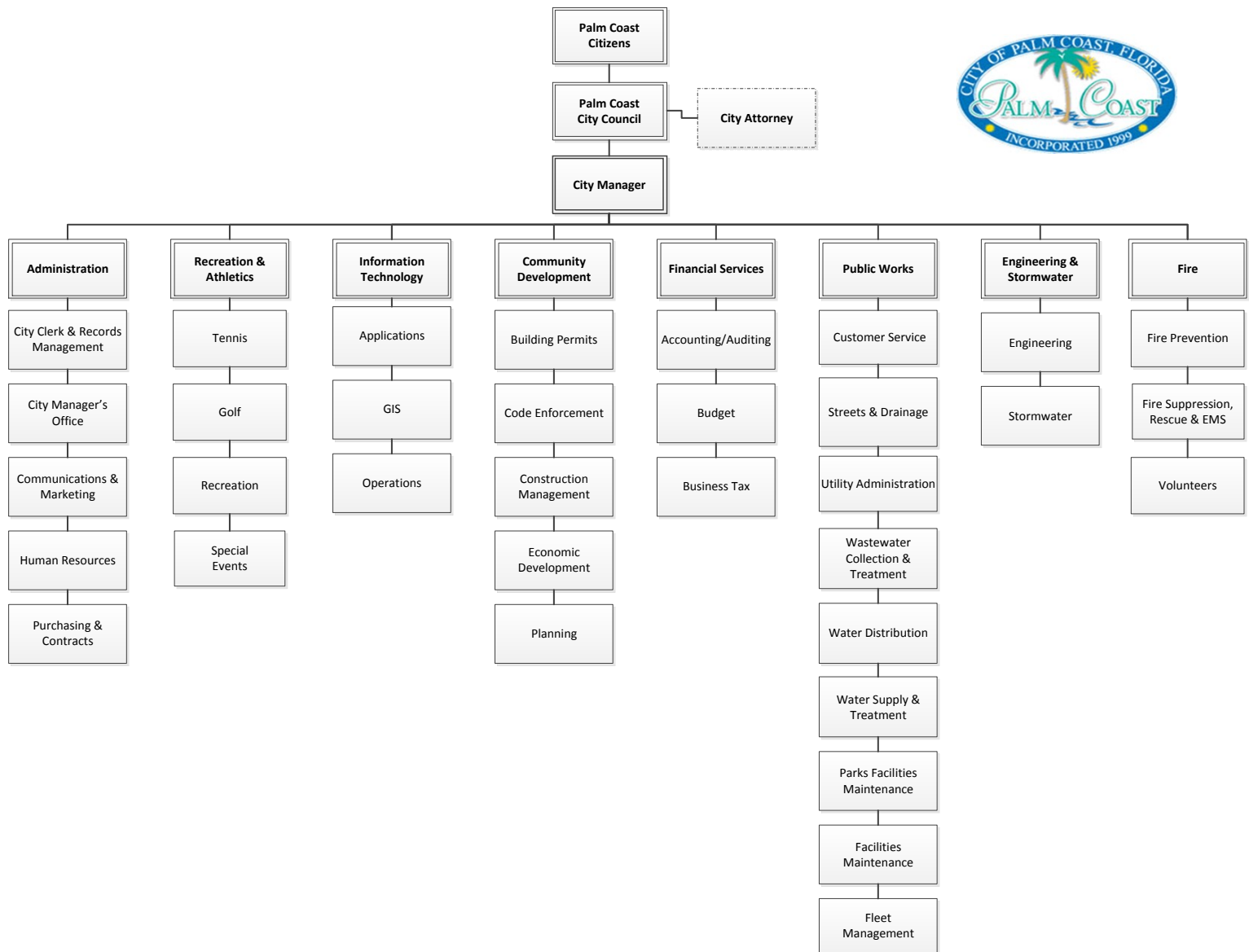
To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

2013-2014 Strategic Action Plan

[illegible]

Organizational Chart

City-Wide



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





This page intentionally left blank

The Perfect Place to Live...

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

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

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

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



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

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

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

From their start in 1969 until ITT withdrew in 1995, the corporation essentially provided most of the services and leadership in Palm Coast. They had planned, built, and maintained a model environmental community. In a unique private/government relationship, ITT had financed Palm Coast's most necessary improvements. The interchange at I-95 and the Hammock Dunes bridge were funded at relatively unnoticeable cost to local taxpayers and the state. As ITT withdrew from the Palm Coast community in the years from 1994 to 1996, the void left by its departure was increasingly felt in the community.



The complicated and often contentious process of incorporation began. Flagler County

residents' opposition groups debated. The county authorized a feasibility study, the state legislative delegation sponsored incorporation, and the Florida state government approved the referendum.

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

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

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

In 2001, providing residents with essential government services and promoting the community's economic growth were two major goals. As a result of joint meetings of Palm Coast City Council and Flagler County Commissioners,

the county turned over many parcels of land to the city benefiting fire, public works, recreation and parks, and the locating of new schools by the board of education. At the same time, the city began studying the acquisition of its water sources.

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



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

By the end of 2005, Palm Coast was officially designated as the "fastest growing

micropolitan area" in the country by the United States Census Bureau. The population had more than doubled to over 64,500 in the six years since incorporation

In 2006, Cobblestone Village started construction, Palm Coast was named "Tree City USA" by the National Arbor Day Foundation, and a room was provided on the side of city hall for the Palm Coast Historical Society. The city saw an increase in the amount of commercial construction activity in 2006, especially in the new Town Center where Walgreens and Publix, the first retail stores, opened on the west side of the site. Town Center is to be the "heart of Palm Coast."

Wal-Mart had opened in Palm Coast in 1987 and upgraded to a supercenter thereafter and now a newly constructed four-lane road is prepared to accommodate a future second store. The grand opening of the Target Superstore in July 2008 provided a great stimulus to the shops at Town Center. The city had reason to celebrate its "dynamic decade" at their 10th anniversary.

Palm Coast started the year 2013 with approximately 76,450 residents. Newspapers have reported a 2% drop in the unemployment rate and home sales are reported to be at a seven-year high. In a general spirit of recovery, Palm Coast seems well suited to continue its well-paced continued growth that is the mark of a well-planned community. There are reasonably priced home sites in all sections of the city and the northwestern part has a huge acreage with infrastructure in place to accommodate commerce, industry, and new residents to join us in enjoying our way of life.

Following is a time line of the most significant openings and events of ITT Corporation

1970 – Welcome Center opens.

1971 – First new road in Palm Coast opens and home construction begins. Palm Coast Golf Club (now Palm Harbor) opens first nine holes.

1972 – First residents move into homes on Casper Drive. Palm Coast Yacht Club (now a Centex project) opens.

1973 – First small business (Handy Way Convenience Center) opens.

1974 – Sheraton Palm Coast Inn on the ocean opens (later it becomes the site of the Hammock Dunes clubhouse). Palm Coast Flagler County High School, on ICDC-donated land, is built.

1975 – Palm Coast Service District is formed, the first step toward home rule. Alan Smolen replaces Dr. Norman Young as president of ICDC.

1976 – St. Mark by the Sea, the city's first church, opens. Palm Coast Fire District is created.

1977 – Decca Marine, the city's first industrial firm, opens.

1978 – A state-mandated Comprehensive Land Use Plan limits ITT to 42,000 acres of development and a maximum of 224,000 people.

1979 – Palm Harbor Shopping Center, anchored by Publix and Eckerd's, opens as does Belle Terre Swim and Racket Club.

1980 – Palm Coast Marina opens.

1981 – I-95 interchange opens.

1982 – Flagler County Humane Society opens animal shelter.

1983 – Flagler County Library opens in Palm Harbor Shopping Center; Daytona Beach Community College opens a branch campus on ICDC-donated land.

1984 – Hammock Dunes development approved.

1985 – Jim Gardner replaces Alan Smolen as ICDC president.

1986 – The Players Club, site of USTA-sponsored tennis tournaments, opens.

1987 – Remodeled Sheraton Resort replaces former Yacht Club. Wadsworth Elementary School opens.

1988 – Hammock Dunes toll bridge over ICW opens with big celebration.

1989 – ITT's Admiral Corporation builds Hammock Dunes and Island Estates.

1990 – Palm Coast population reaches 18,556.

1991 – Old King's Elementary School and Flagler Auditorium open.

1994 – ITT CEO states company is looking to sell off most of its Palm Coast assets.

1995 – I-95 intersection gets four lanes. Major selling of assets continues. Grand Haven construction begins.

1997 – Palm Coast Civic Association and Flagler County Citizens League combine to foster incorporation of a city to fill the void left by ITT.

This short history represents the author's continuing love affair with the Palm Coast community. The people who pioneered Palm Coast formed a partnership with the developer, ITT, together overcoming frontier obstacles in a spirit of mutual respect, active participation and community cooperation. Each contributed to some phase of a rich full life in a beautiful environmental setting. This author believes that ITT was successful in its 25 years of building and managing a planned growth community. It is my hope that Palm Coast's present remarkable growth can be sustained and managed and that its people will continue their cooperative community spirit channeled toward an even richer fuller life in pursuit of "the perfect place to live."

Art Dycke, City Historian (Volunteer), Kay Stafford, Editor, THE PALM COAST HISTORIAN

Our City, at a glance...

Statistical Information

INITIAL INCORPORATION:

FORM OF GOVERNMENT:

CITY POPULATION:

AREA: Square Miles

LEISURE SERVICE FACILITIES:

Community Centers

Swimming Pools

Baseball / Softball Fields

Basketball Courts

Bocce Ball Courts

Handball / Raquetball Courts

Shuffleboard Courts

Tennis Courts

Volleyball Courts (Sand)

Playgrounds

PUBLIC SAFETY:

Fire Stations

Firefighters / Volunteers

Law Enforcement (Contract Service)

FACILITIES:

Miles of Paved Streets

Miles of Unpaved Streets

Miles of Sidewalks, Walkways, and Bikepaths

Number of Street Lights

Number of Traffic Signals

Number of Public Buildings

CITY UTILITIES:

Water Customers

Wastewater Customers

Solid Waste Customers

Stormwater Customers

SCHOOL ENROLLMENT: K-12

December 31, 1999

Council / Manager

77,068

81

1

1

8

5

3

6

2

17

2

8

5

54 / 25

-

551

0.5

91

2,942

54

100

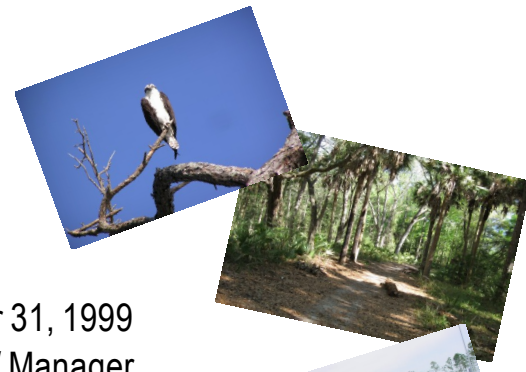
37,779

35,794

32,720

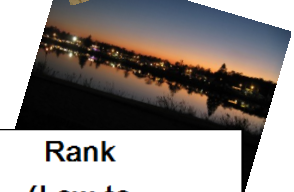
49,953

13,000



Population

Fiscal Year	Palm Coast Population	% Change During the Period	Flagler County Population	% Change During the Period
1999	30,767		45,818	
2000	32,732	6.39%	49,832	8.76%
2001	35,443	8.28%	53,061	6.48%
2002	38,348	8.20%	57,709	8.76%
2003	42,850	11.74%	61,618	6.77%
2004	50,484	17.82%	69,683	13.09%
2005	58,216	15.32%	78,617	12.82%
2006	67,832	16.52%	89,075	13.30%
2007	70,376	3.75%	93,568	5.04%
2008	74,590	5.99%	95,512	2.08%
2009	73,910	-0.91%	94,901	-0.64%
2010	74,067	0.21%	94,905	0.00%
2011	75,180	1.50%	95,361	0.48%
2012	76,450	1.69%	97,376	2.11%
2013	77,068	0.81%	98,359	1.01%



Millage Rate Comparison

Jurisdiction	2012 Operating Millage	Rank (Low to High)	2013 Operating Millage	Rank (Low to High)
Beverly Beach	2.3	1	2.3	1
Bunnell	6.9506	5	6.9506	5
Flagler Beach	5.1244	4	5.335	4
Flagler County *	7.08	6	8.055	7
Marineland	9.3912	8	10	8
Ormond Beach **	4.0132	2	4.1181	2
Palm Coast	4.1502	3	4.1932	3
St. Augustine	7.5	7	7.5	6

* The millage rate for Flagler County is the General Fund millage, which is paid by all residents in Flagler County.

** Includes debt service millage.



Utility Rate Comparison

Jurisdiction	Water Charge	Rank (Low to High)	Wastewater Charge	Rank (Low to High)
	Residential (4,000 gallons)		Residential (4,000 gallons)	
Bunnell	\$43.33	5	\$49.89	6
Flagler Beach	\$35.88	4	\$29.00	3
Flagler County	\$55.04	6	\$33.30	5
Ormond Beach	\$15.26	1	\$24.65	1
Palm Coast	\$31.44	3	\$30.20	4
St. Augustine	\$24.36	2	\$28.08	2

Jurisdiction	Solid Waste Charge	Rank (Low to High)	Stormwater Charge	Rank (Low to High)
	(Residential)		(Residential)	
Bunnell	\$18.31	4	N/A	N/A
Flagler Beach	\$15.37	1	\$4.00	1
Flagler County	\$20.78	6	N/A	N/A
Ormond Beach	\$16.81	3	\$8.00	3
Palm Coast	\$19.82	5	\$11.65	4
St. Augustine	\$16.61	2	\$5.00	2

Employment Data

Flagler County, Top 10 Employers

1. Flagler County Schools: 1,741
2. Palm Coast Data: 1,100
3. Florida Hospital Flagler: 900
4. Publix: 560
5. Hammock Beach Resort: 475
6. Wal-Mart: 425
7. City of Palm Coast: 386
8. Sea Ray Boats Inc.: 375
9. County of Flagler: 297
10. Flagler County Sheriff's Office: 264

SOURCE: Flagler County Chamber of Commerce 2012

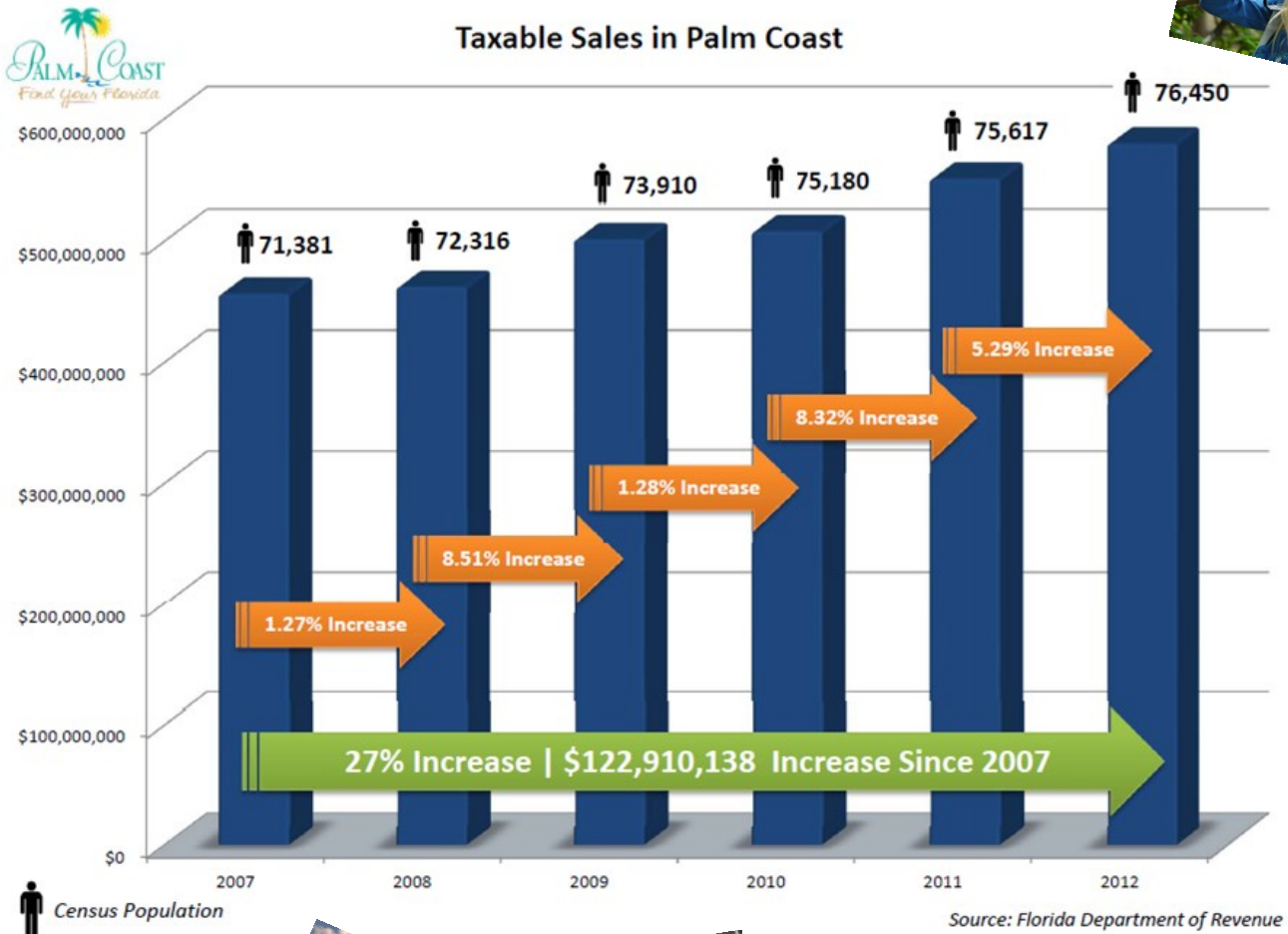


Principal Property Tax Payers

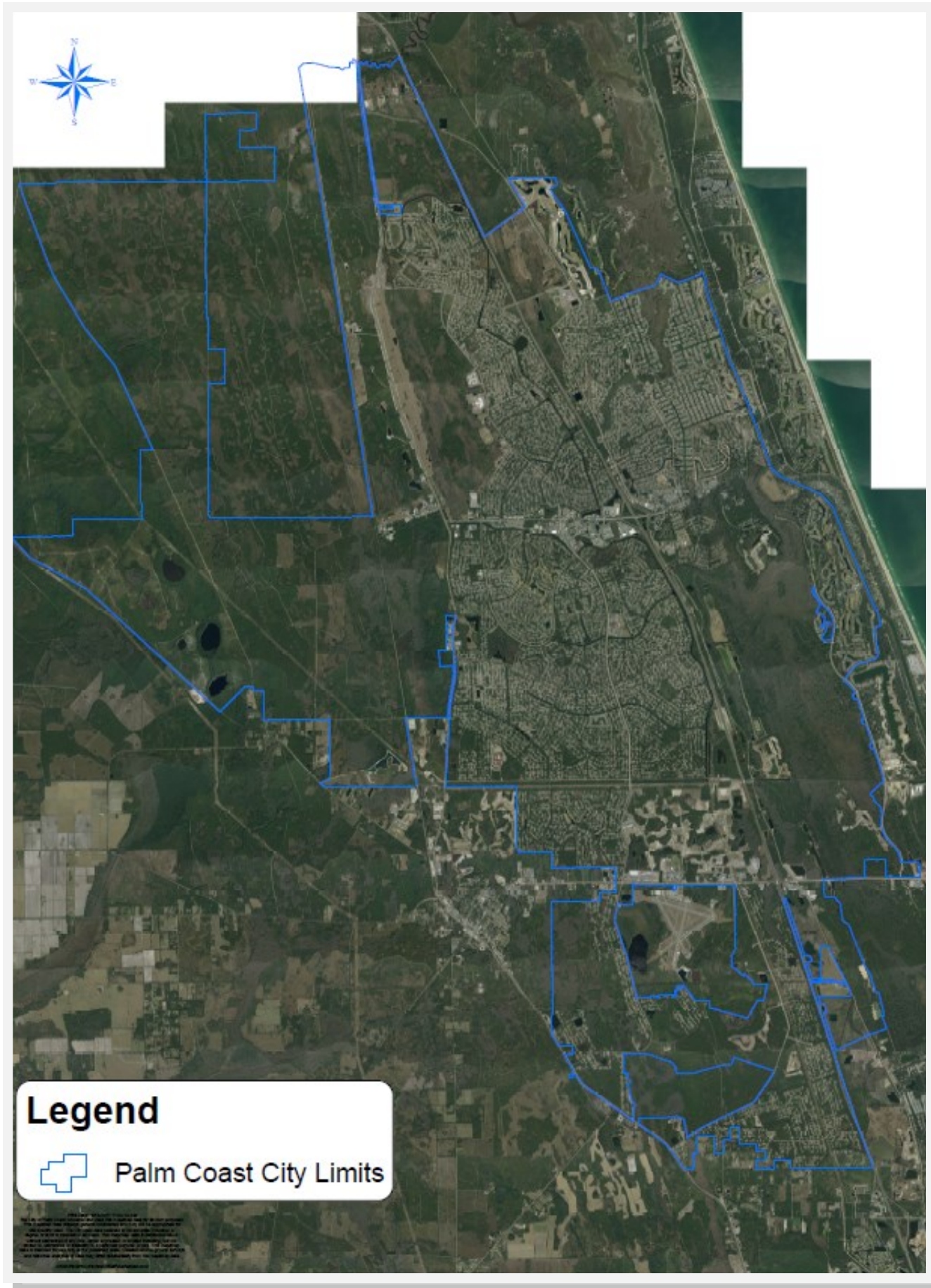
Owner Name	Total Taxable Value
FLORIDA POWER & LIGHT COMPANY	\$ 64,485,522
INLAND DIVERSIFIED PALM COAST	19,687,589
FLORIDA LANDMARK COMMUNITIES	14,850,081
INTEGRA WOODS LLC	14,406,194
BELLSOUTH TELECOMMUNICATIONS I	13,403,497
BRIGHT HOUSE NETWORKS	11,684,924
PALM COAST MEDICAL SPECIALISTS	10,585,106
CELEBRITY RESORTS OF PALM	10,346,400
TARGET CORPORATION T-2364	10,190,158
WAL-MART STORES EAST LP	9,664,730



Taxable Sales



City of Palm Coast - Aerial map





This page intentionally left blank



FINANCIAL POLICIES

Find Your Florida



This page intentionally left blank

Financial Policies

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

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

Revenue User fees and charges will be sufficient to cover the cost of providing the service for which the fee is charged. Recreation and park fees are not intended to cover the full cost of services. These services will be supplemented so that all citizens have the opportunity to utilize these activities and resources regardless of economic condition.

The City will use one-time revenues for non-recurring expenditures. One-time revenues would include grants, prior year surplus, or other revenues that are not likely to occur in future years. Non-recurring expenditures would include special programs or capital purchases that would not require the same expenditure in future years.

Expenditure The City will issue debt only for capital expenditures. The term of the debt will not be for a period longer than the expected life of the asset. Debt for a period longer than three years or more than \$15 million may not be issued without voter consent unless the debt is funded. The City will maintain reserves of at least fifteen percent in its four operating funds.

The City Council will receive a monthly comparison of actual expenditures to budget. The City Manager will recommend any adjustments to the budget that may be required during the year.

Fund Balance Policy

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

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

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

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

The Tennis Center Fund and the Golf Course Fund Unrestricted net assets, at year end, will be between five percent and ten percent of the following year's budgeted operating expenses. Unrestricted net assets over ten percent will be assigned for future capital projects including renewal and replacements. If the Unrestricted net assets are below five percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to ten percent or greater within three years.

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

All other funds, including Special Revenue Funds, Capital Project Funds, and Internal Service Funds do not have a fund balance requirement. Fund balances in these funds are dictated by revenue sources and a schedule of capital projects.

Investment Policy

I. PURPOSE

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

II. SCOPE

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

III. INVESTMENT OBJECTIVES

Safety of Principal

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

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

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

Maintenance of Liquidity

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

Return on Investment

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

IV. DELEGATION OF AUTHORITY

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

V. STANDARDS OF PRUDENCE

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

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

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

VI. ETHICS AND CONFLICTS OF INTEREST

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

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

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

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

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

VIII. CONTINUING EDUCATION

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

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

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

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

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

X. MATURITY AND LIQUIDITY REQUIREMENTS

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

XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

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

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

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

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

Examples of when the City may use this method include:

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

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

XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

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

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

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

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

A. Florida PRIME

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

B. United States Government Securities

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

C. United States Government Agencies

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

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

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

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

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

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

E. Mortgage-Backed Securities ("MBS")

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

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

F. Interest Bearing Time Deposit or Saving Accounts

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

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

G. Repurchase Agreements

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

H. Commercial Paper

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

I. High Grade Corporate Notes

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

J. Bankers' acceptances

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

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

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

L. Registered Investment Companies (Mutual Funds)

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

M. Intergovernmental Investment Pool

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

XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

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

XIV. PERFORMANCE MEASUREMENTS

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

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

XV. REPORTING

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

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

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

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

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

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

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

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

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

XVII. INVESTMENT POLICY ADOPTION

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

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

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

Purchasing Policy

TYPES OF COMMON PURCHASING TRANSACTIONS

Contracts - Contracts will be processed through the Purchase Order system simply as an expedient way to handle the encumbrance of the funds. The requisite documentation should be filed with the Purchasing Manager. In general, this will cover contracts for which there is no competitive function (such as charitable contributions approved each fiscal year by City Council, or payments to other governmental agencies) which are primarily issued to other governments or to non-profit organizations. These should be encumbered at the beginning of each fiscal year for those payments approved in each fiscal year budget. However, they may be requested and encumbered at any time during the fiscal year for approved transactions.

Standard Purchase Order - The standard purchase order is requested by the user with a requisition and is issued for most types of items and/or services. These purchase orders will be encumbered in the financial accounting system.

Service Contract Purchase Orders (SCS) - Service Contract Purchase Orders (SCS) are issued by the Purchasing Manager as a result of a quote or bid usually for construction or consultant type jobs where progress payments are required throughout the duration of the project OR for payments for transactions where regular specific payments are required over a specified length of time. While the term of a Service Contract Purchase Order may or may not coincide with the fiscal year, the amount of funds encumbered must be available in the current year's budget. Requests for construction, consultants, leases, or similar transactions must begin with the proper department.

Price Agreement Purchase Orders - A price agreement is a nonexclusive, indefinite quantity agreement. It is a tool to facilitate purchases when the exact quantity of a required commodity or service is unknown or may vary depending upon the using department's requirements. A Price Agreement is used to obtain commodities or services needed frequently for operations and maintenance.

If usage is anticipated to be greater than or equal to \$3,000 but less than \$15,000 in a single year, at least three (3) verbal quotes must be obtained and documented. If usage is anticipated to be greater than or equal to \$15,000 but less than \$25,000 in a single year, three written quotes must be obtained. If usage is anticipated to be greater than \$25,000 in a single year, formal competition (bid or RFP) must be used to select the vendor, unless the award is made from another political entity's contract, or justified as a sole/single source.

A price agreement may be requested by using departments or initiated by the Purchasing Manager. A price agreement shall be awarded by the Purchasing Manager and issued for citywide use. The term of a price agreement may not necessarily coincide with the fiscal year.

After review by the Purchasing Manager, a request for a Price Agreement may be returned to the user with the recommendation to use a more appropriate purchasing method such as a regular Purchase Order, Procurement Card or Direct Payment Voucher.

Commodities or services available for purchase from current Price Agreements may be obtained from the Purchasing Manager. Departments may request a commodity or service be purchased through the Price Agreement method at any time during the fiscal year.

PURCHASING CARD

The purchasing card is another tool for small purchases. Purchasing cards are issued in an employee's name with preset spending controls and limits. The per transaction limit for purchases is set at seven hundred forty nine dollars or less (\$749.00). Purchasing cards are only issued upon written request from the department director. The purchasing card is intended only for small value, non-recurring needs, usually from local sources.

DIRECT PAYMENT VOUCHER

For certain approved transactions for which there is no competitive purchasing function, a using department may make a request for payment directly to the Accountant without a purchase order. Direct Payment Vouchers require all the necessary approvals and signatures as a requisition.

The following transactions are examples of payment using a Direct Payment Voucher:

- Bond related expenses
- Child support payments
- Debt service payments
- Instructor Fees
- Insurance (Administrative Services Approval)
- Land purchases (Public Works/Right-of-Way including legal fees and related costs) (Council approval required)
- Medical insurance refunds (Financial Services Approval only)
- Outside Counsel
- Payments to Other Government Agencies (all types of taxes, assessments, fees, permits, utility deposits)
- Postage (U.S. Post Office only - no invoice required)
- Pre-approved interview and/or moving expenses (Personnel only)
- Risk Management Claims settlements
- Subscriptions to, and public and legal advertisements in, newspapers and periodicals
- Tax deed application expenses and surpluses

EMERGENCY PURCHASE ORDER

Emergency purchases are **ONLY** for commodities or services necessary because of certain emergency conditions that may affect the health, safety, and welfare of the citizens of The City of Palm Coast.

PURCHASING REQUIREMENTS

The following procedures should be used depending on the amount of the purchase. The estimated value of the purchase determines what steps must be completed before a purchase order can be issued for the request.

OBTAINING QUOTES

While it is the Purchasing Manager's responsibility to obtain quotes, the user can shorten purchasing process by obtaining one or more quotes. The quotes must all be for identically the same quantity and quality and under the same terms and conditions. Even if the user provides quotes with the requisition, a complete description of the item or service needed, including required delivery time, and all special conditions must be clearly written on the requisition or attached as a memo. If the user does not provide quotes, it is imperative the user write a complete and accurate description to assist the Purchasing Manager in obtaining quotes and filling the order promptly and accurately.

Regardless, the Purchasing Manager always reserves the right to obtain additional quotes.

SINGLE QUOTES

(1) Estimated Value under \$750.00

Use the purchasing card for this type of purchase.

(2) Estimated Value under \$3000.00

This only requires a single quote, but a general check of the marketplace should be made to ensure the best value. If there is a preferred vendor, provide a complete name and address, description of the commodity or service and how much it will cost including freight and/or shipping on the requisition form. The Purchasing Manager will review the requisition. If the Purchasing Manager agrees with the recommendation for purchase, the requisition will be processed. If the Purchasing Manager questions whether the commodity can be purchased from another vendor, for a better price, or is available from another source or contract, the department will be contacted to discuss the change.

TOTAL CONTRACT VALUE	QUOTE REQUIREMENTS (Minimum)	AWARD APPROVAL
\$ 0 - \$749.99	Single Quote, Purchasing Card	Department Director or Designee
\$750 - \$2,999.99	Single Quote, Purchase Order	Department Director
\$3,000 - \$14,999.99	3 Verbal Quotes Minimum Purchase Order	Department Director
\$15,000 - \$25,000	3 Written Quotes Minimum Purchase Order	City Manager or Designee
\$25,000.01 - \$30,000	Formal Invitation or Bid Contract or Purchase Order	City Manager or Designee
\$30,000.01 and Above	Formal Invitation or Bid Contract or Purchase Order	City Council

CONTRACTS FOR THE PURCHASE OF ANY COMMODITIES OR SERVICES MAY ONLY BE SIGNED BY THE CITY MANAGER OR THE MAYOR, AS MAY BE APPLICABLE.

VERBAL QUOTES

(3) Estimated Value \$3,000 - \$14,999.99

Requisition forms for purchases for this dollar value are completed in the same manner as above. However, minimums of three (3) VERBAL quotes are required. The user may obtain the necessary quotes and furnish them with the requisition form, or, provide sufficient specifications so that the Purchasing Manager can obtain the quotes. User obtained quotes should be listed either on the requisition or on a separate page: Firm name, telephone number, name of contact person, and each unit price including any freight costs.

WRITTEN QUOTES

(4) Estimated Value \$15,000 - \$25,000

Requisition forms for purchases for this dollar value are completed in the same manner as above. However, minimums of three (3) WRITTEN quotes are required. The user may obtain the necessary quotes and furnish the original of each written quote with the requisition form, or, provide sufficient specifications so that the Purchasing Manager can obtain quotes.

FORMAL INVITATIONS

If the estimated value is greater than \$25,000, the Purchasing Manager must prepare and solicit formal, sealed, advertised invitations (Invitation To Bid, Request For Proposals, Request For Statements of Qualifications, or Request For Information).

If available, specifications for the requested purchase shall accompany the requisition. The Purchasing Manager will review the specifications to see if they are adequate for bid or will work with the requesting department to write specifications, terms and conditions for the invitation. The Purchasing Manager will coordinate all of the details of the invitation such as a pre-proposal conference, if applicable, and the suggested opening, evaluation and award dates, etc. After the formal opening the Purchasing Manager and the using department will evaluate the bids or proposals based upon predetermined criteria for award.

PUBLIC ADVERTISEMENTS

All formal invitations must be publicly advertised seven days in advance of the specified opening date in one major newspaper that covers the area. There are other advertising requirements depending upon the type and value of the proposed contract. Other advertising is suggested if a wide selection of potential proposers is required.

Pre-Solicitation, Pre-Bid, Pre-Proposal Conferences

Conferences may be scheduled and conducted by the Purchasing Manager, or his/her designee, before the official time and date set for the formal opening to explain the procurement requirements and to solicit information from potential bidders/proposers.

A MANDATORY conference may be scheduled and conducted if the technical or physical requirements of the invitation requires the physical presence of potential proposers. Proposals from anyone not attending the mandatory conference will not be considered. Mandatory conferences restrict competition and therefore must be justified in writing to the Purchasing Manager and approved by the Finance Director prior to release of the Invitation. For construction projects in excess of \$200,000, the legal advertisement must be published at least 5 days prior to the pre-bid conference. (Section 255.0525 (1), Florida Statutes)

Formal Opening

Responses to all invitations shall be clocked in upon receipt and opened publicly at the time, date and place designated in the Invitation under the strict control of the Purchasing Manager. The name of each bidder or proposer shall be read aloud and tabulated along with the pertinent information as described in the Invitation. Note: Applicable Florida Statutes Section 180.24 and Section 218.80 and 255.0525.

Late Proposals

Any bid, proposal, or offer received at the place designated in the Invitation after the official date and time specified for receipt of proposals shall be considered late and will **not** be considered for award. Any request for withdrawal or modification received after the date and time specified shall **not** be considered. The time clock in the City Hall is the official time for all Formal Openings.

Bidders List

The Purchasing Manager maintains a database of vendors with whom the City has done business in the past and a list of firms who have expressed interest in submitting quotes and bids to the City. Any firm wishing to register to do business with the City can request a "Bidders Registration Form," complete it, and return it to the City. The firm will then be assigned a vendor number and assigned to commodity categories by the Purchasing Manager.

Users can call the Purchasing Manager to see if a certain vendor is included in the database. Users may suggest to the Purchasing Manager any potential bidders they would like to receive an invitation, request for quote or bid or may request a Bidders Registration Form be mailed or faxed to a potential bidder with whom they are interested in doing business. The "Bidders Registration Form" is also on the City's Web page.

AWARD OF CONTRACTS AND APPROVALS

Award

All quotes and invitations shall be awarded to the lowest responsive and responsible proposer, or upon criteria established before the proposals are opened. If no criteria are specified in the quotes or invitation, then the award will be based upon the price alone.

Approvals

Before any purchase order on budgeted items can be issued, the following approvals are required based upon the total value of the purchase:

Value Less than or Equal to \$15,000

Department Director

Value Greater than \$15,000

City Manager or Designee

Protest Procedures

A vendor/bidder may protest the award of any contract any time prior to its award by contacting the Purchasing Manager.

The decision of the Purchasing Manager may be appealed to the City Manager by filing a written appeal with the City Manager within seven days of the decision. The decision of the City Manager may be appealed to the City Council by filing a written appeal with the City Clerk within seven days of the City Manager's decision.

PROCUREMENT COMMITTEES

Definitions

A "selection committee" is defined as any committee that has been delegated decision-making functions, directly or indirectly. A selection committee ranks and/or short-lists respondents to an Invitation or Request for Statements of Qualifications (RSQ) based upon the information submitted in response to the RSQ. This definition includes all selections under Chapter 287.055 Florida Statutes, the Contractors Competitive Negotiation Act (CCNA), as amended. All selection committee meetings are open public meetings as defined in Chapter 286 FS and subject to Florida's Government in the Sunshine Law.

An "evaluation committee" is defined as a committee that is responsible for advising and informing the final decision maker, the City Manager or City Council, through fact-finding consultations. The evaluation committee meets to evaluate proposals or offers submitted in response to an Invitation for conformance with defined evaluation criteria.

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

A "technical review committee" is defined as any committee appointed by the Purchasing Manager to establish and/or review specifications or scope of work for any procurement project. A technical review committee does not generally fall within the requirements of an open public meeting. However, to the extent that it makes recommendations that would be part of the decision making process it too would be subject to Florida's Government in the Sunshine Law.

Public Meeting Notice/Advertisements

Reasonable public notice shall be given before any selection committee meeting. Such notice shall include: (1) name and/or purpose of selection committee, (2) time and place of meeting, and (3) ADA requirements notification information. All Public Meeting notices shall be posted in City Hall.

The Purchasing Manager shall have published a meeting notice for any selection committee meeting at least one (1) day before the meeting date in a newspaper of general circulation in the City of Palm Coast, Florida. The public meeting notice(s) may be included in the Public advertisement announcing the procurement.

These committee meetings do not rise to the level of being matters of “critical public importance” but should be noticed appropriately.

The following notice guidelines as outlined in the Government in the Sunshine Manual (January 22, 2001) shall apply:

1. The notice should contain the time and place of the meeting and, if available, an agenda (or if no agenda is available, subject matter summations might be used);
2. The notice should be prominently displayed in the area in the agency’s offices set aside for that purposes, e.g., for cities, in City Hall;
3. Emergency sessions should be afforded the most appropriate and effective notice under the circumstances and special meetings should have at least 24 hours reasonable notice to the public; and
4. The use of the press releases and/or phone calls to the wire services and other media is highly effective. On matters of critical public concern such as rezoning, budgeting, taxation, appointment of public officers, etc., advertising in the local newspapers of general circulation would be appropriate.

Meeting Minutes

The minutes of any open public meeting shall be available for public review. The original minutes shall be filed with the invitation package with the Purchasing Manager. If an open public meeting is adjourned and reconvened at a later date to complete the business of the meeting, the second meeting shall also be noticed. This includes any meeting where a presentation is made to the selection committee.

Membership

The Purchasing Manager shall chair all selection and evaluation committees and shall appoint the committee from staff or other representatives who have knowledge and interest in the procurement project. Suggestions from the affected user shall be given consideration. Committee members must ensure that they disclose any conflict of interests and abstain from voting when a conflict exists in accordance with State Law.

Any person with a conflict of interest shall not be appointed to any procurement evaluation or selection committee, or shall be removed from the committee if the conflict arises after appointment to the committee. A conflict of interest is defined as any circumstance in which the personal interest of a committee member in a matter before him or her in his or her official capacity may prevent or appear to prevent him or her from making an unbiased decision with respect to the matter. A conflict of interest is also any conflict defined in the City of Palm Coast Code or Policies, Florida Statutes, or Federal Statutes.

Voting

The vote of each member of the selection committee shall be recorded in the minutes. Committee members are required to vote either in person or via a telephonic appearance. A quorum must be present at the site of the committee meeting and be able to hear the non-present member in order for the telephonic appearance to be authorized. A selection committee member must be present, physically or electronically, for the all of the presentations to vote. Selection shall be made by consensus if possible. If the committee chair deems consensus impossible the selection shall then take place by totaling individual votes of committee members.

Discussion with Respondents

Any discussion before an award by City Council between any member of an evaluation or selection committee and any respondent regarding the procurement project is highly discouraged. Committee members shall disclose any attempts to influence his/her decision to the Purchasing Manager. All requests for information, clarification, or the status for any procurement project shall be directed to the Purchasing Manager.

Recommendation for Award

The Purchasing Manager shall forward the selection committee's recommendation of ranking to the Finance Director for submission to the City Manager or City Council as required.

Type	Times	Minimum**	Recommended
City Bids, RFPs, RSQs	1	7 days	20-30 days
Construction > \$200,000 and <= \$500,000 ¹	1	21 days	30 days
Construction > \$500,000 ¹	1	30 days	30 days
Sale or Lease of City Real Property	2	14 days	30 days
Road projects	2	30 days	30 days
Federal Aviation Authority Projects	2	10 days	20-30 days
Federal Transit Authority -capital equipment	1	10 days	20-30 days
Federal Transit Authority –projects	2	10 days	20-30 days
Grants	At least 1 or per grant	Per grant or 5 days	20-30 days
Addendum - changing closing date	1	5 days	10 - 15 days

***Minimum - number of days from date Public advertisement appears in the newspaper until closing date.**

**** Public advertisement must also be at least 5 days before any pre-bid meeting.**

¹ Florida Statute 255.0525 (2)

Capital Assets Policy

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

A. DESIGNATION OF CUSTODIAN

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

B. ASSET CAPITALIZATION GUIDELINES

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

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

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

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

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

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

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

C. ACQUISITION OF CAPITAL ASSETS

All acquisitions will follow the procedures outlined:

1. After a department determines a need for a capital asset, they will obtain approval to purchase the item from the City Manager and the City Council or designee during the annual budget process. In the event a capital asset needs to be purchased and was not approved in the budget, the department will need approval first from the Finance Director or Infrastructure Committee, if applicable, then the City Manager, and the City Council, if applicable.
2. After approval is obtained, the requesting department will enter a requisition into the system and forward it to the Purchasing Department with the required authorizations per the purchasing policy. The requisition shall contain a detailed description of the item and the cost, as well as required supporting documentation. The requisition will then be converted to a purchase order.
3. After receiving a capital asset, the requesting department will send the approved invoice, and the New Asset Transmittal Sheet, if applicable, to the Finance Department for processing. If the item is a replacement for an existing capital asset, the Asset Disposal and Retirement Form must be sent to the Finance Department prior to or at the same time as purchase of the new asset.
4. The Finance Department assigns capital asset numbers for all capital assets. City vehicles are tagged by the Fleet Manager and computer equipment is tagged by the IT&C Department or designee. Items that are unable to be tagged will still be assigned a capital asset number.
5. Donated property with a market value in excess of \$5,000.00 will be added into the capital assets system. The department must provide written notification to the Finance Department of any donated capital assets. Donated land will be recorded at market value. No minimum threshold will be applied to Donated land.
6. All vehicles purchased will be held solely in the name of the City. If a trade-in is involved please refer to section F of this policy.

D. DISPOSITION OF CAPITAL ASSETS

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

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

E. DISPOSITION THROUGH TRANSFER OF CAPITAL ASSETS

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

F. DISPOSITION THROUGH TRADE-IN

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

G. DISPOSITION OF NON-CAPITAL ASSETS

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

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

H. BI-ANNUAL PHYSICAL INVENTORY OF CAPITAL ASSETS

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

PROCEDURES SPECIFIC TO ASSET TYPE:

I. MODULAR FURNITURE

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

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

J. REPLACEMENT OF ASSETS BY INSURANCE

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

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

K. INTANGIBLE ASSETS

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

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

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

L. OPERATING PROCEDURES

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

Debt Management Policy

OVERVIEW:

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

PURPOSES AND USES OF DEBT:

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

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

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

PLANNING AND STRUCTURE OF CITY INDEBTEDNESS:

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

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

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

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

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

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

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

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

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

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

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

CREDITWORTHINESS:

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

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

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

DEBT STRUCTURE:

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

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

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

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

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

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

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

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

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

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

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

DEBT ADMINISTRATION AND COMPLIANCE:

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

Report to Bondholders: The City, through the Finance Department, shall prepare and release to all interested parties the Comprehensive Annual Financial Report (CAFR), which will act as the ongoing disclosure document required under the Continuing Disclosure Rules promulgated by the Securities Exchange Commission (SEC). This report shall contain general and demographic information on City, and a discussion of the general government, the solid waste system, the water and wastewater utility system, the storm water utility system, and any additional systems that may subsequently be established by the City. The information presented on the general government and on the enterprise system shall comply with the disclosure obligations set forth in the Continuing Disclosure Certificates issued in connection with its debt obligations, and may include information on the following: service areas; rates and charges; financial statement excerpts; outstanding and proposed debt; material events; a summary of certain bond resolution provisions; a management discussion of operations; and other such information that the City may deem to be important. The report shall also include Notes to the Financial Statements, and to the extent available, information on conduit debt obligations issued by the City on behalf of another entity.

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

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

FINANCING TEAM SELECTION:

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

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

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

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

Bond Counsel: The City retains external bond counsel for all debt issues. Further, that all debt issued by the City, includes a written opinion by the bond counsel affirming that the City is authorized to issue the debt. Bond counsel is also responsible for determining the debt's Federal income tax status, the preparation of the ordinance authorizing issuance of the obligations and all of the closing documents to complete a bond sale, as well as, performing any other services defined by their contract with the City. Bond counsel will also coordinate activities with the City Attorney and/or other Counsel and the other members of the FT including, but not limited to the Finance Director. The City Attorney, Bond Counsel and FT will review all public-private partnerships to ensure compliance with State and Federal laws and regulations. Bond counsel is engaged through the purchasing process outlined in the COPC Purchasing Policy. The selection criteria will include a requirement for comprehensive municipal debt experience.

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

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

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

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

Other Service Providers: The City may periodically select other service providers (e.g., escrow agents, verification agents, trustees, arbitrage and other consultants; etc.) as necessary to meet legal requirements and minimize net City debt costs. These services can include debt restructuring services and security or escrow purchases. The City may select a firm or firms to provide such financial services related to debt through the public purchasing process outlined in the COPC Purchasing Policy.

DEBT ISSUANCE PROCESS:

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

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

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

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

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

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

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

PERIODIC REVIEW AND AMENDMENT:

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

CITATIONS & GLOSSARY:

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

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

TYPES OF DEBT DEFINED:

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

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

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

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

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

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

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

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

PARTIES ENGAGED IN A DEBT OBLIGATION:

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

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

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

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

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

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



This page intentionally left blank



BUDGET OVERVIEW

Find Your Florida



This page intentionally left blank

Budget Process

METHODOLOGY

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

REVIEW

Early in the budget process, each department outlines functions and goals to accomplish in the coming fiscal year. They then prepare a detailed estimate of monies and personnel required to provide these services. These requests are reviewed by the City Manager and the Finance Director. Upon completion of this review and matching with the projected revenues available, a balanced budget, where revenues equal to expenditures, is compiled by the Finance Department. During the month of July of each year, the City Manager submits the proposed budget to the City Council. The City Council reviews the proposed budget and conducts public workshops to obtain preliminary direction as to the probable approval levels of the budget.

ADOPTION

During the month of September, in accordance with the timing specified in State Law (F.S. 200.065), two public hearings are held. The time of the first hearing is advertised on the "Notice of Proposed Property Taxes" sent to property owners and by the usual procedure for advertising a public hearing. The first meeting is to tentatively adopt the budget and millage rate. For the second hearing, in addition to normal advertising procedure, a general summary of the proposed budget is advertised in the newspaper along with a date for the statutory public hearing to adopt the budget and millage rate. The City's fiscal year is October 1 through September 30.

PUBLIC PARTICIPATION

The public is invited and encouraged to attend and participate in all work sessions and public hearings.

BUDGETARY BASIS

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

Budget Preparation Timeline

February

- ♦ Fiscal year 2012 Audit Report and final operating results submitted to City Council

March – June

- ♦ Presentation of National Citizen's Survey results to City Council
- ♦ Infrastructure Capital Improvement Program (CIP) 10 year project schedule and funding report submitted to City Council
- ♦ Individual budgets prepared by departments and reviewed with Finance and City Manager
- ♦ 2012 Annual Progress Report delivered to City Council
- ♦ Current fiscal year budget to date presentation to City Council
- ♦ Budget Primer presentation to City Council

July

- ♦ Property Tax Overview presentation to City Council
- ♦ Preliminary General Fund budget workshop
- ♦ Maximum Millage Rate presentation to Council

August

- ♦ Strategic Action Plan revised
- ♦ TRIM notices issued by Flagler County
- ♦ Proprietary, Internal Services, Special Revenue and Capital Projects funds budget workshop
- ♦ Final Budget presentation to City Council

September

- ♦ Public hearings to adopt tentative and final budget and millage rate

Budget Calendar

February	Citizen Survey results presented to City Council
April 8-21st	Budget Refresher for Staff Assistants and Office Managers
April 22	Budget process initiated by Finance Department
April 22	Budget system opened for Department line-item entries
May 6	Departments submit requests for technology , additional programs, personnel and fleet to Finance for FY 2013
May 6	FY 2013 revenue estimates prepared by Finance
May 24	Budget system closed for Department line-item entries
May 28-June 7	Finance reviews budget requests and Capital Improvement Program (CIP) with department heads.
June 10	Finance submits the preliminary budget to the City Manager and department heads.
June 11-30	City Manager meets with department heads to discuss departmental needs and requests, including the CIP
July 9	Budget workshop – General Fund
July 16	Establish proposed Millage Rate (TRIM Rate)
August 13	Budget workshop – Proprietary Funds, Special Revenue and Capital Funds
August 16	Property Appraiser distributes “Trim Notices” with date and time of first Public Hearing on Millage Rate.
August 27	Budget workshop – Final proposed budget presentation
September 4th (Wed. 5:05pm)	Public Hearing to tentatively adopt Millage Rate and Budget <i>Final adoption must be advertised within 15 days</i>
September 14	Place meeting notice and budget summary advertisements <i>Public hearing must be no less than 2 days or more than 2 days after advertisement or more than 20 days after first hearing</i>
September 18 (Wed. 5:05pm)	Public Hearing to adopt final Millage Rate Resolution and Budget Resolution
September 20	Forward a copy of the Millage Rate Resolution to the Property Appraiser and the Tax Collector <i>Must be done within 30 days of final adoption</i>
by October 17	Certificate of Conformance sent to State

Budget Cycle



This year staff implemented a new quarterly review process. During these reviews, department heads met with Finance as well as the City Manager to review budgetary compliance, the potential for future budgetary issues and the status of performance measures. This quarterly process has proven beneficial and has provided the building blocks needed for the annual process which includes the annual budget, the yearly strategic action plan review and the annual progress report.

Budget Amendment Process

SUPPLEMENTAL APPROPRIATION AMENDMENTS AFTER ADOPTION

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

EMERGENCY APPROPRIATIONS

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

REDUCTION OF APPROPRIATIONS

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

TRANSFER OF APPROPRIATIONS

At any time during the fiscal year the City Manager or his designee may transfer part or all of any unencumbered appropriation balance among programs within a department. The City Council may by resolution transfer part or all of any unencumbered appropriation balance from one department to another.

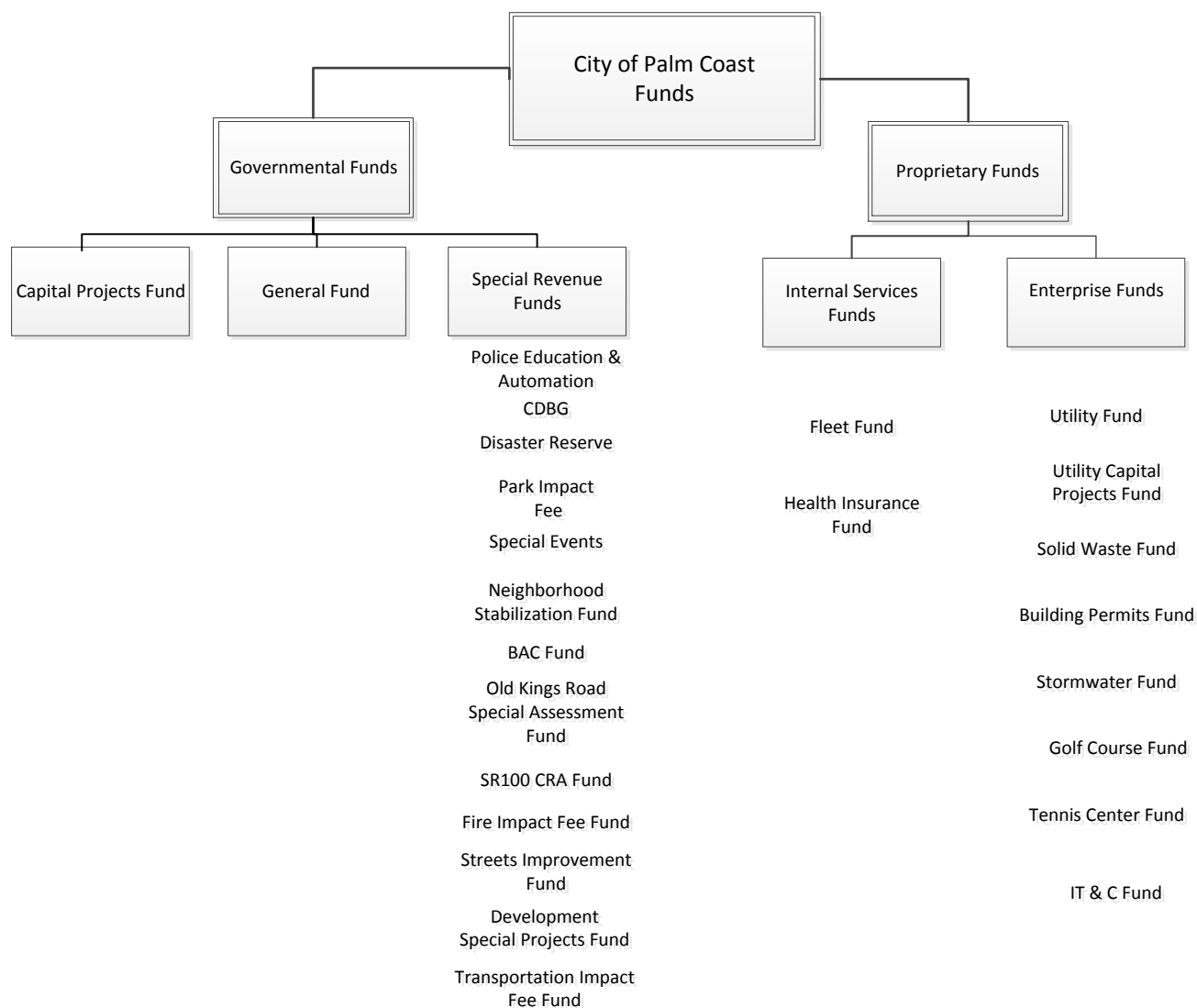
LIMITATIONS; EFFECTIVE DATE

No appropriation may be reduced below that amount required by law to be appropriated, if any. No appropriation may be reduced below the amount of the encumbered balance. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized may be made effective immediately upon adoption.

LAPSE OF AN APPROPRIATION

Every appropriation, except an appropriation for a capital expenditure, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned.

Fund Types



Fund Descriptions

The City of Palm Coast utilizes a fund structure as outlined in the accounting regulations that govern units of local government. A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein, which are segregated for the purpose of conducting specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Funds are divided into various types according to the legal restrictions imposed upon them or by their uses. Following is the fund structure contained in the fiscal year 2013 budget for the City of Palm Coast

GOVERNMENTAL FUNDS

Accounted for on a “spending” or “financial flow” measurement focus. Accordingly, the budgeted fund balances provide an indicator of available spendable, or appropriate resources.

1. General Fund The general fund of a government unit serves as the primary reporting vehicle for current government operations. The general fund is used to account for all current financial resources, with the exception of those required to be accounted for in another fund.
2. Special Revenue Funds The special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. These include impact fee funds, grant funds, a community redevelopment fund, and various capital project funds.

PROPRIETARY FUNDS

Proprietary funds are accounted for on a cost of services or “capital maintenance” measurement focus. Accordingly, all assets and liabilities are included on their balance sheets and the reported fund equity provides an indication of the economic net worth of the fund. Operating statements for proprietary fund types report increases and decreases in total economic net worth.

1. Enterprise Funds The enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises. The Utility Fund and the Utility Capital Projects Fund were established in conjunction with the utility purchase. Other funds include Solid Waste, Stormwater Management, Golf Course, Tennis Center, Building Permits & Inspections, and Information Technology & Communications.
2. Internal Service Funds The internal service funds account for financing goods or services provided by one department to other City departments or to other governments on a cost-reimbursement basis. The internal service funds in this budget are the Fleet Management Fund and the Self Insured Health Fund.

Fund Balances

Fund balances/retained earnings referred to on the following page of this document do not necessarily represent cash and investment balances in the respective funds. It does, however, represent the net of the total fund assets, less total fund liabilities and contributed capital in the respective fund types.

GENERAL FUND:

In the General Fund, the primary purpose of reserve retention is to fund unforeseen occurrences. These unforeseen occurrences are funded only upon specific appropriation by the City Council. City policy is to maintain General Fund reserves between 10% and 20% of the annual budget. The estimated unassigned fund equity for the beginning of fiscal year 2014 will be 20%.

ENTERPRISE FUNDS:

In the Enterprise Funds, reserves are planned to meet operating expenses and future capital needs. Each enterprise fund has a separate rate structure. These rates are reviewed annually to insure that adequate funding will be available to meet the needs of the individual enterprise's budgetary requirements.

INTERNAL SERVICE FUNDS:

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

SPECIAL REVENUE FUNDS:

There are no fund equity reserve requirements for Special Revenue Funds. The purpose of these funds is to fund specific programs and capital improvement projects included in the City's budget. Funding sources include taxes, grants, fines and forfeitures, impact fees, interest earnings, and fund equity.

CHANGES IN FUND BALANCES:

There is an overall increase during the two-year period of approximately 7.5 million. This is primarily due to planned increases in operating fund reserves, and timing of capital projects. The General Fund is estimated to remain level. The Building Permits & Inspections Fund is expected to decrease by approximately \$200,000. This is being caused by a program designed to reduce the surplus balance. The Utility Capital Projects Fund is expected to increase by approximately \$8 million. This is due to new debt issued during 2013 and pending capital expenditures on several large projects scheduled beyond 2014. Decreases in fund balance in the Streets Improvement Fund (\$1.9million) and SR100 Community Redevelopment Fund (\$2.3 million) are due to construction projects scheduled for fiscal year 2014.

Revenue Sources

AD VALOREM TAXES: The property tax is based on the value of real and personal property. Each year the county property appraiser determines the total assessed value of each parcel of property in Palm Coast. After subtracting all lawful exemptions, the remaining value is the taxable value. Ad valorem property taxes are based on the taxable value. The property tax is calculated by multiplying the taxable value by .001 and then multiplying this number by the rate of taxation, or the millage rate.

LOCAL OPTION, USE, AND FUEL TAXES: These are local option taxes, including gas tax and the Small County Surtax. The proceeds are distributed based on a State mandated formula or an inter-local agreement between the cities and the county.

COMMUNICATIONS SERVICES TAXES: This tax is collected and distributed by the State. It replaced the franchise tax and utility tax that were charged for telephone and cable television services.

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

INTERGOVERNMENTAL REVENUE: These revenues are collected by one government and shared with other governmental units. This includes state sales tax, revenue sharing, grants, and various other state taxes and licenses.

CHARGES FOR SERVICES: These are also called "user fees." They are defined as "voluntary payments based on direct, measurable consumption of publicly provided goods and services." User fees are derived from charges for water and wastewater services, solid waste collection, recreation and athletic activities, and various other City services.

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

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

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

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

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

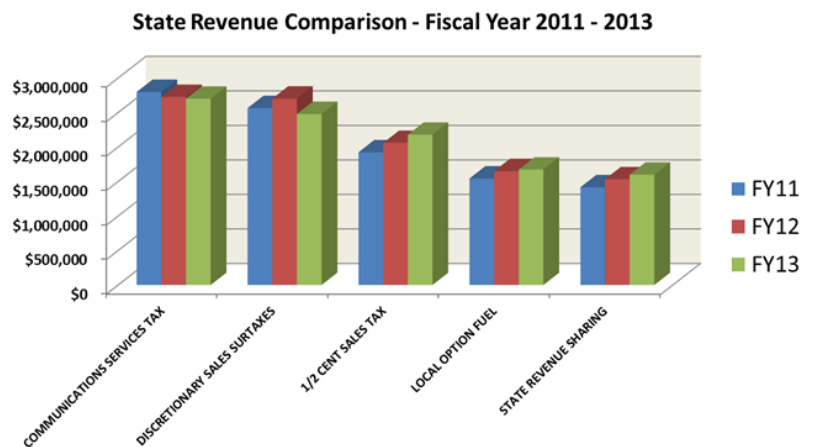
Major Revenue Trends

There are 11 major revenue sources that account for 77 percent of the City's estimated revenues for fiscal year 2014, not including debt proceeds. Appropriated fund balance accounts for another 20 percent of the revenue. These are listed and shown graphically in the Executive Summary section of this document. The following is a more detailed analysis of the trends for these major revenue sources.

AD VALOREM TAXES: Over the past three years, there has been an average decrease in property values of approximately 7% per year. This year, for the first time since 2008, property values have shown a slight increase, rising approximately .37% from 2013 to 2014.

TELECOMMUNICATION SERVICES TAX:

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



HALF-CENT SALES TAX: This revenue source had previously been declining slightly, however fiscal year 2010 through 2013 saw an average increase each year of approximately 4%. We expect to see continued improvement over the next few years and should see increases of at least 1% to 2%.

LOCAL OPTION FUEL TAX: This funding source has seen significant fluctuations from year to year and even month to month. On average, since the beginning of fiscal year 2013 this revenue has increased an average of 4 % per month. From 2009 to 2012 there was an overall increase of approximately 12.5%.

SMALL COUNTY SURTAX

The Small County Surtax is levied at the rate of .5 percent pursuant to an ordinance enacted by a majority vote of the county's governing body. The proceeds are currently being allocated to the Capital Projects Fund. This tax replaced the Discretionary Sales Surtax which expired in December 2012.

STATE REVENUE SHARING

This revenue source has been fairly consistent month to month and overall from fiscal year 2009 to 2012 it has seen an increase of more than 22%.

SOLID WASTE CHARGES: This charge is expected to mirror the population growth of about 1% to 2%. During fiscal year 2013 a rate reduction was possible due to the conversion of our solid waste trucks to natural gas.

STORMWATER UTILITY FEES: This fee is charged on developed and undeveloped property. A rate increase of approximately 46% took place in fiscal year 2013. These additional fees are to fund an aggressive capital improvement program. In subsequent years, a 1% to 2% growth rate is anticipated.

TRANSPORTATION IMPACT FEES: Building permits issued declined through 2012, but have started increasing in 2013. The number of building permits has a direct impact on this revenue source. All construction related revenues are expected to increase 4% annually for the next three years.

WATER AND WASTEWATER SALES: This is a revenue source related to the utility system. As a result of a new rate schedule, this revenue source increased 8% in 2013, with additional 4% increase scheduled for 2014. Rates will increase another 4% in October 2014 in anticipation of future bond issues for infrastructure improvements.

WATER AND WASTEWATER IMPACT FEES: Like transportation impact fees this revenue source is expected to increase 4% annually for the next three years.

Revenue Forecast Methodology

The purpose of detailing forecast methodologies for revenues is to determine the validity of the forecast over time and to utilize the information in making future forecasts. The following are assumptions concerning revenues, covering all funds.

Revenue Source	Forecast Methodology
Ad Valorem Taxes	Approved millage multiplied by tax roll, less 3.41% for assumed non-collection and/or discounts taken for early payment.
Local Option, Use, and Fuel Taxes	State's forecast (based on city and county population and lane miles), adjusted for historical trend analysis.
Communications Services Taxes	State's forecast adjusted for historical trend analysis.
Permits, Fees and Special Assessments	Historical trend analysis.
State Revenue Sharing	State's forecast (based on city and state population), adjusted for historical trend analysis.
Half-Cent Sales Tax	State forecast (based on city population), adjusted for historical trend analysis.
Grants	Amount on application approved by granting agency.
Other Intergovernmental Revenue	Historical trend analysis.
Water Sales and Wastewater Charges	Historical trend analysis.
Solid Waste Fees	Historical trend analysis.
Stormwater Management Fees	Historical trend analysis.
Other Charges for Services	Historical trend analysis.
Judgments, Fines & Forfeits	Historical trend analysis.
Interest and Other Earnings	Historical trend analysis.
Miscellaneous Revenues	Historical trend analysis.
Non Revenues	Amounts billed to departments for usage.
Transfers from Other Funds	Capital needs and allocation of common costs.

Long Range Financial Planning

The City reviews and maintains a long-range financial plan to assist management in the planning and allocation of resources to achieve the Strategic Action Plan goal of leveraging financial strengths while remaining committed to fiscal responsibility. The City reviews its long-range financial plan each year after the completion of the annual financial audit and during preparation of the annual budget. This plan provides us with an opportunity to evaluate existing policies and current practices in order to implement new strategies needed before fiscal constraints have negative impacts on the budget. Despite the recessionary period, the City has remained fiscally sound. We believe this is the result of proper long range planning.

The general fund and utility fund are the City's main operating budgets and therefore a priority when preparing and revising the long range financial plan. Long-range planning for capital funds are discussed in the Capital Improvement Program section later in this document.

REVENUE OPTIONS

In an ongoing effort to keep City Council informed about all existing and new revenue options, staff has created an inventory of all revenue sources. This guide includes any spending limitations that exist on these sources, additional revenues available from current revenue sources, and potential new options for future needs. This process occurs on an annual basis during the budget preparation period. This allows City Council to determine how City revenue is assessed, collected, and allocated, as well as their effect on the operating and capital budget.

IN-HOUSE PROJECTS

One way that the City continues to remain fiscally strong is by evaluating projects before outsourcing them. Staff reviews the services needed and makes a recommendation to management on whether to use external vendors or internal resources. Management reviews the process further by using a cost-benefit analysis and then makes a final determination. Whenever possible, outsourcing will be limited by using talented staff that already exists within our departments. The City believes this produces both a cost savings and boosts moral among its employees.

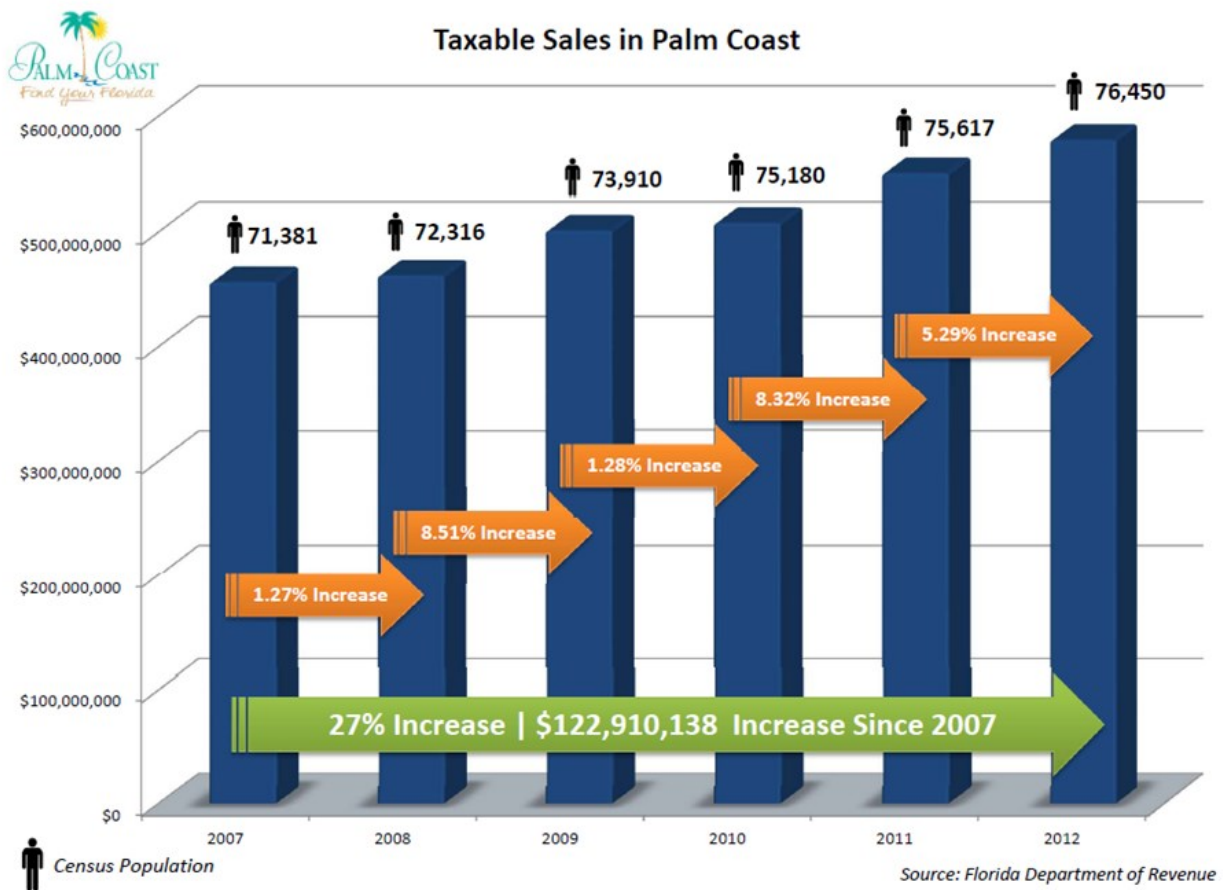
In fiscal year 2013 landscaping services were brought "in-house" allowing the City to reduce its costs and provide a higher level of service. During fiscal year 2014, the benefits of this program will be monitored closely. The evaluation and results will be used towards future consideration for additional in-house projects.



ECONOMIC DEVELOPMENT

Palm Coast City Council has implemented many programs contained in its economic development program, Prosperity 2021. Efforts include launching the Palm Coast Assistance Business Center (BAC), completing various essential capital projects, marketing efforts to attract sports tournaments and maintaining quality neighborhoods. Palm Coast continues to be a great place to live, play and grow a business.

The City believes that a strong economic environment is critical to the long range financial health of the city. Rising taxable sales throughout the economic downturn indicate that efforts to date are having a positive effect.

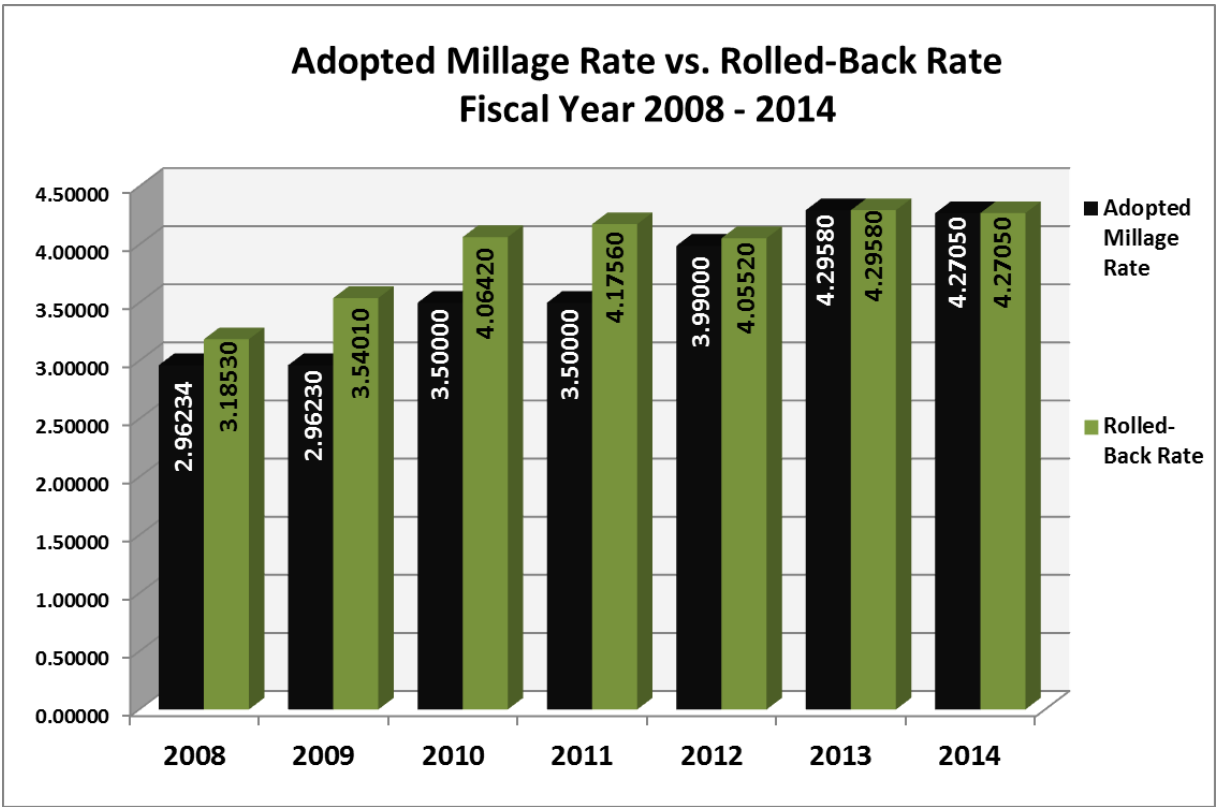


Reports from the Flagler County Board of County Commissioners regarding Tourist Development Tax Collections indicate a 5 increase in collections from fiscal year 2012 to 2013.

GENERAL FUND

This year City Council adopted the rolled back rate of 4.2705, down from last year's millage rate of 4.2958. This was possible because of a slight increase in gross taxable property values from \$3,646,122,021 in 2013 to \$3,665,942,134 in 2014. The Florida Constitution limits any annual increase in the assessed value of residential property with a Homestead Exemption to 3 percent or the Consumer Price Index (CPI), whichever is lower.

Property taxes are approximately 11% of the total City revenue budget however they remain the largest revenue source for the General Fund. City Council has been sensitive to the public's desire to maintain level property taxes, but inflationary pressure and future infrastructure requirements will inevitably have an effect on future millage rates. Residents also continue to request additional or enhanced services. Without significant growth in the taxable value of property, keeping property taxes flat is not sustainable.



Other major sources of tax revenue for the General Fund include the Communication Services Tax and the Half-Cent Sales Tax. Although sales tax revenues have been increasing, the Communications Services Tax has been steadily declining.

Additional revenue diversification in the General Fund provides opportunities to mitigate the effect of rising costs, service level enhancements, and infrastructure funding. There are two funding sources which are not in use and available for future funding. These include the Public Service Tax and Utility Franchise Fees. Both of these funding sources represent the potential for nearly \$8 million of new revenue annually.

Continued pressure on revenues could affect the ability to remain in compliance with the fund balance policy. The table below reflects five-year projection of revenues and expenditures for the General Fund based on these current trends:

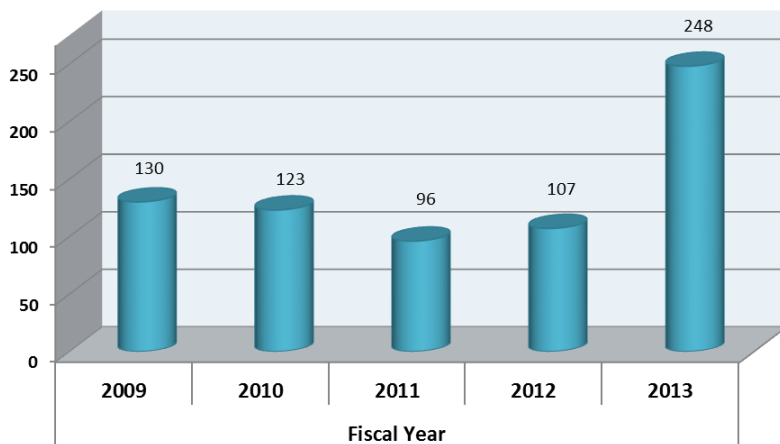
GENERAL FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	2,429,208	2,429,208	2,253,408	1,927,708	1,161,408
Revenues					
Taxes	18,053,500	18,414,600	18,782,900	19,158,600	19,541,800
Permits, Fees and Special Assessments	1,151,600	1,174,600	1,198,100	1,222,100	1,246,500
Intergovernmental Revenue	3,291,465	3,390,200	3,525,800	3,666,800	3,813,500
Charges for Services	3,214,843	3,343,400	3,477,100	3,616,200	3,760,800
Miscellaneous Revenues	360,000	370,800	381,900	393,400	405,200
Transfers from Other Funds	792,000	799,900	807,900	816,000	824,200
Total Revenues	26,863,408	27,493,500	28,173,700	28,873,100	29,592,000
Total Available Funds	29,292,616	29,922,708	30,427,108	30,800,808	30,753,408
Expenditures					
Personal Services	14,392,357	14,824,100	15,268,800	15,879,600	16,514,800
Operating Expenditures	11,138,919	11,473,100	11,817,300	12,290,000	12,781,600
Capital Outlay	205,625	211,800	218,200	226,900	236,000
Grants & Aide	153,000	157,600	162,300	168,800	175,600
Transfers to Other Funds	613,391	631,800	650,800	676,800	703,900
Contingency	360,116	370,900	382,000	397,300	413,200
Total Expenditures	26,863,408	27,669,300	28,499,400	29,639,400	30,825,100
Available Funds End of Year	2,429,208	2,253,408	1,927,708	1,161,408	(71,692)

UTILITY FUND

Due to the economic downturn, the growth within the Utility service area has significantly slowed down in the last five years. This precipitated a reduction and delay in the capital plan and expansion of certain facilities. The current five-year capital improvement plan has been updated to reflect lower demand projections and related revenues due to the effects of current economic conditions on growth. Long-range planning for capital funds are discussed in the Capital Improvement Program section later in this book.

The City has a significant amount of platted vacant residential parcels (18,000) with water and

Single-Family Residential Permits Issued



wastewater service available or in close proximity which will provide a strong potential for growth over the next ten to twenty years. The water system customer base consists primarily of single-family residential customers. This class accounts for approximately 80% of the total estimated accounts. It is expected that the City will continue to grow and increase its water and wastewater customer base. The development of vacant platted properties is expected to continue based on recent historical trends in the issuance of building permits.

In fiscal year 2013 a Utility Rate Study was completed and as a result City Council adopted a three part utility rate increase through October 2014.

These rates were designed to increase the fund balance within the utility fund as well as to double the contribution being made to the Utility Capital Projects fund for repair and renewal (R&R) on aging infrastructure.

The R&R contribution increased from 5% of gross revenues to 10%.

Historical and Projected Customer Accounts and Statistics - Water System				
Fiscal Year Ended September 30 (Historical) [1]	Average Annual Water Accounts	Average Annual ERCs [2]	Water Sales (000s of Gallons)	Average Monthly Water Use per ERC [2]
2008	41,272	45,010	1,867,175	3,457
2009	42,191	46,012	2,266,388	4,105
2010	42,328	46,161	2,245,240	4,053
2011	42,643	46,505	2,455,433	4,400
2012	42,720	46,611	2,390,163	4,273
Average Annual Historical Growth Rate	0.87%	0.88%	6.37%	5.44%
Fiscal Year Ending September 30 (Projected) [3]				
2013	42,815	46,739	2,397,072	4,274
2014	42,924	46,877	2,404,453	4,274
2015	43,038	47,105	2,419,190	4,280
2016	43,164	47,324	2,430,628	4,280
2017	43,298	47,504	2,440,192	4,281
Average Annual Projected Growth Rate [4]	0.27%	0.38%	0.42%	0.03%

[1] Amounts shown derived from Table 1; amounts shown do not include fire service accounts but does recognize bulk water service.

[2] For purposes of this presentation, ERCs were determined based on information published by American Water Works Association (AWWA) which is used by utilities including the City, on the establishment of rate relationships among customers equivalent meter factors to the individual meter sizes served by the System for each class of customers during Fiscal Year 2011.

[3] Amounts shown derived from Table 2; amounts shown include fire service accounts and bulk water service.

[4] Projected growth rate from Fiscal Year 2012 to Fiscal Year 2017.

The City Council has also instituted a new program of updating the rate study every few years to stay ahead of rising operating costs and capital infrastructure needs.

Additionally, in fiscal year 2013, the City refunded its 2003 Utility Revenue Bonds. This refunding produced a present value debt service savings of over \$6 million. In addition to the refunding, the City issued an additional \$20 million for immediate capital needs. Due to the debt service savings, the additional borrowing netted an overall increase in debt service of only approximately \$500,000 annually.

It is assumed that the average annual customers serviced by the utility system will increase at an average rate of .27% per year. This rate of growth is less than the average growth rate experienced during the last five fiscal years. This lower rate is an effort to be conservative although there is a significant amount of capacity reserved for future development. This conservative rate of growth was used for the determination of future sales revenue. Actual increases in the growth rate may accelerate future infrastructure needs such as the addition of a second Wastewater Treatment Plant.

The pace of population growth, and the potential for significant regulatory changes, will potentially provide pressure on future rates through increased debt service. Annual indexing built in to the current rate structure will help offset increased operating costs over time.

UTILITY FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Revenues					
Water & Wastewater Sales	33,817,151	35,228,269	36,105,577	37,014,785	38,887,700
Connection Fees	157,000	157,000	157,000	157,000	157,000
Interest on Investments	27,089	76,485	80,391	85,341	90,461
Total Revenues	34,001,240	35,461,754	36,342,968	37,257,126	39,135,161
Transfers to Rate Stabilization Fund	(500,000)	-	-	-	-
Total Available Funds	33,501,240	35,461,754	36,342,968	37,257,126	39,135,161
Expenditures					
Operations & Maintenance	17,033,692	17,486,854	17,975,315	18,503,296	19,058,400
Debt Service	11,865,943	13,052,550	13,052,826	13,054,952	13,446,600
Transfer to R&R (Capital Projects Fund)	-	-	-	-	-
Total Expenditures	28,899,635	30,539,404	31,028,141	31,558,248	32,505,000
Total Amount Available for Reserves and Capital Expenditures	4,601,605	4,922,350	5,314,827	5,698,878	6,630,161

CONCLUSION

With factors that exist outside of the control of City Council, it is impossible to foresee every economic outcome for the City. That is why both City Council and Management believe in having a long range financial plan which is optimistic yet conservative. Some strategies being used to help secure the fiscal future of the City include expanding the use of grants, continuing to maintain lean operating costs while maintaining its existing level of service, and managing long-term fixed costs. Maintaining a long range financial plan is a critical component of this effort.

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

The balance of this page intentionally left blank.



This page intentionally left blank



EXECUTIVE SUMMARY

Find Your Florida



This page intentionally left blank

Budget Overview

FUND/DEPARTMENT	Proposed FY 14
Total General Fund	\$ 26,863,408
Special Revenues Funds	
CDBG fund	750,815
Police Education Fund	19,300
Police Automation Fund	213,000
Disaster Reserve Fund	2,207,617
Recycling Revenue Fund	290,600
Streets Improvement Fund	13,672,300
Park Impact Fee Fund	266,080
Fire Impact Fee Fund	48,358
Development Special Projects Fund	580,000
Transportation Impact Fee Fund	748,800
Neighborhood Stabilization Fund	1,900,000
Old Kings Road Special Assessment Fund	390,000
BAC Fund	65,225
SR100 Community Redevelopment Fund	6,049,751
Capital Projects Fund	5,155,000
Enterprise Funds	
Utility Fund	32,925,750
Utility Capital Projects Fund	15,976,000
Solid Waste Fund	7,400,000
Stormwater Management Fund	7,776,233
Building Permits & Inspections Fund	1,423,212
Golf Course Fund	1,525,960
Tennis Center Fund	327,385
Information Technology & Comm Fund	2,891,610
Internal Services Funds	
Self Insured Health Fund	3,270,245
Fleet Management Fund	4,387,163
Subtotal Budget All Funds	\$ 137,123,812
Less: Interfund Transfers	14,470,800
Total	\$ 122,653,012

Budget Summary

By Fund Type

Fund Type	Estimated Revenue	Expenditures & Contingency	Capital Expenditures	Operating Transfers	Total Expenditures
General Fund	\$ 26,863,408	\$ 26,044,392	\$ 205,625	\$ 613,391	\$ 26,863,408
Special Revenue Funds					
CDBG Fund	750,815	322,808	-	428,007	750,815
Police Education Fund	19,300	19,300	-	-	19,300
Police Automation Fund	213,000	213,000	-	-	213,000
Disaster Reserve Fund	2,207,617	2,207,617	-	-	2,207,617
Special Events Fund	290,600	290,600	-	-	290,600
Streets Improvement Fund	13,672,300	90,300	13,582,000	-	13,672,300
Park Impact Fee Fund	266,080	16,080	250,000	-	266,080
Fire Impact Fee Fund	48,358	48,358	-	-	48,358
Development Special Projects Fund	580,000	580,000	-	-	580,000
Transportation Impact Fee Fund	748,800	598,800	-	150,000	748,800
Neighborhood Stabilization Fund	1,900,000	1,900,000	-	-	1,900,000
OKR Special Assessment Fund	390,000	390,000	-	-	390,000
BAC Fund	65,225	65,225	-	-	65,225
SR100 Community Redevelopment Fund	6,049,751	862,501	5,187,250	-	6,049,751
Capital Projects Fund	5,155,000	-	5,155,000	-	5,155,000
Sub-Total	32,356,846	7,604,589	24,174,250	578,007	32,356,846
Enterprise Funds					
Utility Fund	32,925,750	28,505,024	598,500	3,822,226	32,925,750
Utility Capital Projects Fund	15,976,000	31,000	15,945,000	-	15,976,000
Solid Waste Fund	7,400,000	7,400,000	-	-	7,400,000
Stormwater Management Fund	7,776,233	4,984,033	2,709,200	83,000	7,776,233
Building Permits & Inspections Fund	1,423,212	1,423,212	-	-	1,423,212
Golf Course Fund	1,525,960	1,503,960	-	22,000	1,525,960
Tennis Center Fund	327,385	326,385	-	1,000	327,385
Information Tech & Comm Fund	2,891,610	2,601,610	276,000	14,000	2,891,610
Sub-Total	70,246,150	46,775,224	19,528,700	3,942,226	70,246,150
Internal Service Funds					
Self Insured Health Fund	3,270,245	3,270,245	-	-	3,270,245
Fleet Management Fund	4,387,163	2,299,263	2,087,900	-	4,387,163
Sub-Total All Funds	137,123,812	\$ 85,993,713	\$ 45,996,475	\$ 5,133,624	137,123,812
Less: Interfund Charges and Transfers	-	-	-	-	-
Total	\$ 137,123,812				\$ 137,123,812

Budget Summary

By Function

	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total Funds
<u>CASH BALANCES BROUGHT FORWARD</u>	\$ -	\$ 14,158,195	\$ 11,118,974	\$ 205,717	\$ 25,482,886
<u>ESTIMATED REVENUES</u>					
TAXES: Millage Per \$1,000					
Advalorem Taxes: 4.2705	14,978,500	-	275,133	-	15,253,633
Sales, Use, and Fuel Taxes	425,000	1,683,000	-	-	2,108,000
Telecommunication Service Tax	2,650,000	-	-	-	2,650,000
Local Business Tax	395,000	-	-	-	395,000
Permits, Fees and Special Assessments	756,600	240,000	-	-	996,600
Intergovernmental Revenue	3,291,465	13,436,958	494,000	-	17,222,423
Charges for Services	2,535,843	1,346,200	52,274,307	333,125	56,489,475
Fines & Forfeitures	679,000	390,400	-	-	1,069,400
Interest Revenue	295,000	20,695	432,400	6,500	754,595
Miscellaneous Revenues	65,000	-	16,000	-	81,000
Non Revenues	-	-	2,225,110	6,819,566	9,044,676
Transfers from Other Funds	792,000	1,081,398	3,260,226	292,500	5,426,124
Debt Proceeds	-	-	150,000	-	150,000
Total Revenues and other Financing Sources	26,863,408	18,198,651	59,127,176	7,451,691	111,640,926
Total Estimated Revenues and Balances	\$ 26,863,408	\$ 32,356,846	\$ 70,246,150	\$ 7,657,408	137,123,812
Less: Interfund Transfers					14,470,800
Net Revenues					\$ 122,653,012
<u>EXPENDITURES/EXPENSES</u>					
General Government	\$ 8,010,190	\$ 50,000	\$ 2,620,745	\$ -	\$ 10,680,935
Public Safety	9,947,133	93,000	1,423,212	-	11,463,345
Physical Environment	-	-	39,822,699	-	39,822,699
Transportation	5,388,148	18,859,550	6,183,209	-	30,430,907
Economic Environment	-	2,252,808	-	-	2,252,808
Culture/Recreation	2,469,430	5,695,600	1,830,345	-	9,995,375
Internal Service	-	-	-	7,657,408	7,657,408
Debt Service	-	1,202,501	13,220,484	-	14,422,985
Transfers to Other Funds	688,391	578,007	4,159,726	-	5,426,124
Total Expenditures/Expenses	26,503,292	28,731,466	69,260,420	7,657,408	132,152,586
Reserves	360,116	3,625,380	985,730	-	4,971,226
Total Appropriated Expenditures and Reserves	\$ 26,863,408	\$ 32,356,846	\$ 70,246,150	\$ 7,657,408	137,123,812
Less: Interfund Transfers					14,470,800
Net Expenditures					\$ 122,653,012

Budget Summary

By Department

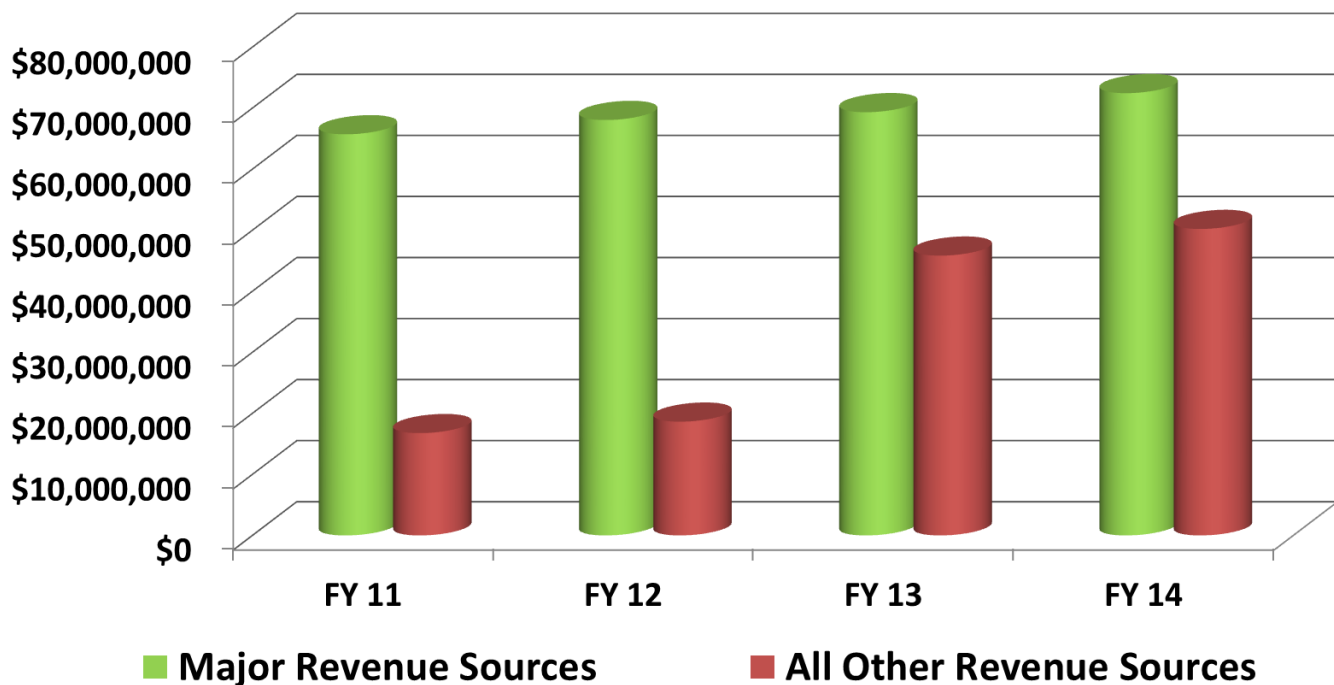
FUND/DEPARTMENT	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
General Fund				
City Council	\$ 82,156	\$ 90,860	\$ 96,551	\$ 95,672
City Manager	351,244	356,106	361,245	363,316
Community Relations	198,887	210,824	175,269	348,982
Purchasing and Contracts Management	297,791	279,917	275,203	252,142
Economic Development	252,108	172,696	236,459	284,945
City Clerk	161,906	130,688	128,429	145,076
Human Resources	268,357	291,274	333,825	340,319
Law Enforcement	2,599,774	2,599,691	2,599,863	2,599,863
City Attorney	392,454	377,896	391,889	394,276
Financial Services	715,263	675,221	691,815	702,866
Fire	7,448,342	7,016,955	7,378,339	7,347,270
Engineering	383,694	463,107	495,336	528,624
Recreation/Athletics	1,214,547	1,079,444	1,232,304	1,359,657
Non-Departmental	806,293	644,452	1,135,933	991,507
Planning	1,436,530	1,359,748	1,479,129	1,600,215
Code Enforcement	2,001,468	2,066,449	2,148,660	2,189,729
Streets	5,187,617	4,842,993	5,239,759	5,463,148
Facilities Maintenance	654,447	648,837	669,823	646,028
Parks/Facilities	966,070	1,031,197	1,164,650	1,209,773
Total General Fund	\$ 25,418,948	\$ 24,338,357	\$ 26,234,481	\$ 26,863,408
Utility Fund				
Utility Customer Service	1,193,655	1,206,817	1,292,033	1,343,941
Utility Administration	1,151,638	1,130,618	1,147,014	1,168,227
Utility Maintenance	594,595	571,037	618,941	689,095
Wastewater Collection	2,070,343	2,193,422	2,293,854	2,400,329
Wastewater Treatment	1,734,357	1,686,157	1,746,126	1,795,467
Water Plant #1	1,665,536	1,621,554	1,723,503	1,735,178
Water Plant #2	1,207,796	1,126,986	1,185,517	1,296,749
Water Plant #3	963,969	822,924	946,158	982,587
Water Quality	421,981	447,216	446,763	475,511
Water Distribution	2,714,327	2,596,390	2,757,571	2,892,193
Non-Departmental	19,898,941	19,690,891	17,448,415	18,146,473
Total Utility Fund	\$ 33,617,138	\$ 33,094,010	\$ 31,605,895	\$ 32,925,750
CDBG Fund	-	50,533	790,530	750,815
Police Education Fund	18,135	-	32,100	19,300
Police Automation Fund	-	-	312,000	213,000
Disaster Reserve Fund	-	-	2,206,117	2,207,617
Recycling Revenue Fund	257,688	291,245	264,350	290,600
Streets Improvement Fund	4,820,476	5,198,313	3,685,700	13,672,300
Park Impact Fee Fund	102,992	200,000	250,000	266,080
Fire Impact Fee Fund	-	-	45,800	48,358
Development Special Projects Fund	-	-	725,000	580,000
Transportation Impact Fee Fund	633,867	-	1,120,000	748,800
Neighborhood Stabilization Fund	1,602,199	1,376,367	1,550,000	1,900,000
Old Kings Road Special Assessment Fund	260,656	211,439	350,000	390,000
BAC Fund	-	-	67,725	65,225
SR100 Community Redevelopment Fund	2,372,357	771,246	3,468,901	6,049,751
Capital Projects Fund	2,871,683	13,639,606	2,338,920	5,155,000
Utility Capital Projects Fund	5,023,320	-	24,200,542	15,976,000
Solid Waste Fund	7,631,424	7,533,636	7,400,000	7,400,000
Stormwater Management Fund	4,339,305	4,091,623	8,182,410	7,776,233
Building Permits & Inspections Fund	1,468,521	1,305,955	1,398,819	1,423,212
Golf Course Fund	1,942,244	1,841,407	1,480,179	1,525,960
Tennis Center Fund	354,794	268,841	322,706	327,385
Information Technology & Comm Fund	2,502,729	2,660,861	2,892,000	2,891,610
Self Insured Health Fund	2,801,630	2,352,885	3,159,350	3,270,245
Fleet Management Fund	3,190,989	3,281,688	3,885,697	4,387,163
Total All Funds	\$ 101,231,095	\$ 102,508,013	\$ 127,969,222	\$ 137,123,812
Less: Interfund Transfers	16,731,756	23,977,984	12,803,035	14,470,800
Total	\$ 84,499,339	\$ 78,530,029	\$ 115,166,187	\$ 122,653,012

Computation of Estimated Fund Balances

FUND	Available Fund Balance 09/30/12	Estimated Fund Balance 09/30/13	Net Annual Revenues (Expenditures) Revenues	Available Fund Balance 09/30/14
General	\$ 3,941,504	\$ 5,355,795	\$ 360,116	\$ 5,715,911
CDBG	-	-	-	-
Police Education	24,918	14,774	(12,100)	2,674
Police Automation	290,826	208,234	(191,000)	17,234
Disaster Reserve	2,205,117	2,204,711	1,500	2,206,211
Special Events	489,274	489,411	-	489,411
Streets Improvement	4,460,530	6,647,552	(4,127,943)	2,519,609
Park Impact Fee	358,692	672,197	16,080	688,277
Fire Impact Fee	110,344	167,141	48,358	215,499
Development Special Projects	1,304,738	580,170		580,170
Transportation Impact Fee	-	-	598,800	598,800
Neighborhood Stabilization	-	66,857	(66,857)	-
Old Kings Road Special Assessment	34,743	34,564	-	34,564
BAC	55,221	55,221	(10,000)	45,221
SR 100 Community Redevelopment	2,692,713	4,967,189	(4,572,817)	394,372
Capital Projects	1,909,520	3,602,446	(2,432,993)	1,169,453
Utility	3,582,119	5,436,243	523,815	5,960,058
Utility Capital Projects	3,375,897	22,580,280	(10,918,974)	11,661,306
Solid Waste	804,811	877,968	205,050	1,083,018
Stormwater Management	1,786,761	991,954	-	991,954
Building Permits & Inspections	2,253,608	2,179,744	(200,000)	1,979,744
Golf Course	-	-	-	-
Tennis Center	-	-	-	-
Information Technology & Communications	91,675	347,016	256,865	603,881
Health Insurance	598,772	546,415	(193,245)	353,170
Fleet Management	3,768,693	4,379,195	(12,472)	4,366,723
	\$ 34,140,476	\$ 62,405,077	\$ (20,727,817)	\$ 41,677,260

Major Revenue Sources

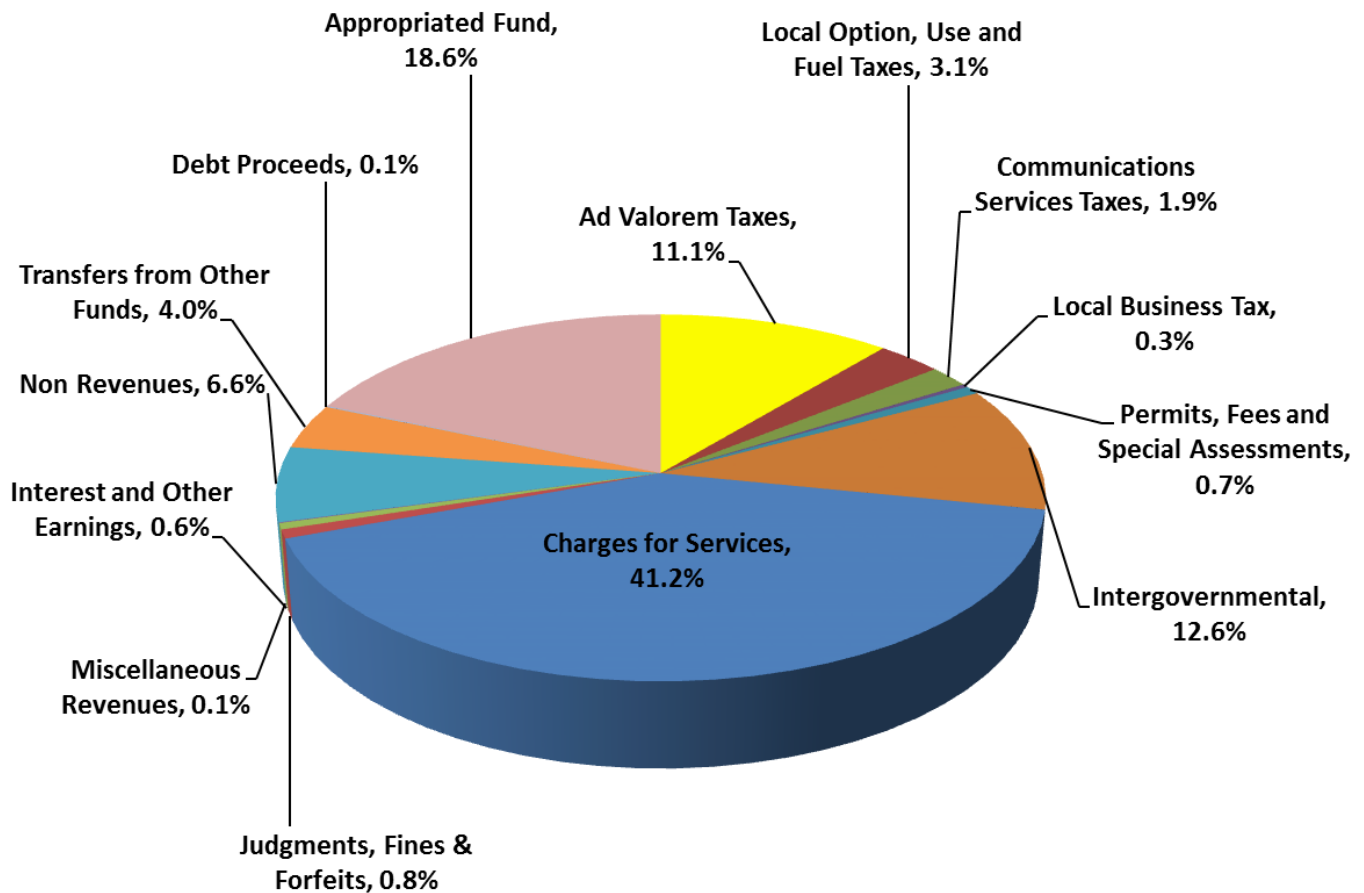
SOURCE	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
Ad Valorem Taxes	\$ 15,181,152	\$ 15,067,848	\$ 15,142,750	\$ 15,253,633
Local Option, Use and Fuel Taxes	4,541,620	4,730,538	4,733,420	4,258,000
Telecommunication Service Tax	2,793,952	2,696,547	2,630,000	2,650,000
Half-Cent Sales Tax	1,947,655	2,074,462	2,178,185	2,230,000
Transportation Impact Fees	412,423	581,068	720,000	996,600
Water Sales	17,445,894	17,370,421	17,675,000	18,200,000
Wastewater Charges	10,421,240	10,734,453	10,453,500	12,975,750
Water Impact Fee	191,818	413,007	460,175	506,193
Wastewater Impact Fee	199,766	1,259,601	439,825	479,807
Solid Waste Charges	7,805,956	7,655,877	7,400,000	7,400,000
Stormwater Utility Fee	4,765,366	5,468,797	7,500,000	7,500,000
Debt Proceeds	-	-	25,513,000	150,000
Appropriated Fund Balance	-	-	4,373,458	25,482,886
All Other Sources	33,492,981	42,613,679	28,749,909	39,040,943
TOTAL	\$ 99,199,823	\$ 110,666,298	\$ 127,969,222	\$ 137,123,812
Less: Interfund Transfers	16,731,756	23,977,984	12,803,035	14,470,800
	\$ 82,468,067	\$ 86,688,315	\$ 115,166,187	\$ 122,653,012
Major Revenue Sources	65,706,842	68,052,620	69,332,855	72,449,983
All Other Revenue Sources	16,761,225	18,635,695	45,833,332	50,203,029
	\$ 82,468,067	\$ 86,688,315	\$ 115,166,187	\$ 122,653,012



Revenues by Source

SOURCE	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
Ad Valorem Taxes	\$15,181,152	\$15,067,848	\$15,142,750	\$15,253,633
Local Option, Use and Fuel Taxes	4,541,620	4,730,538	4,733,420	4,258,000
Communications Services Taxes	2,793,952	2,696,547	2,630,000	2,650,000
Local Business Tax	414,385	378,989	395,000	395,000
Permits, Fees and Special Assessments	982,463	991,224	769,500	996,600
Intergovernmental Revenue	7,988,868	9,910,317	7,246,229	15,072,423
Charges for Services	48,377,123	50,903,639	52,663,763	56,489,475
Judgments, Fines & Forfeits	656,693	739,412	849,400	1,069,400
Interest and Other Earnings	856,662	675,430	741,550	754,595
Miscellaneous Revenues	675,149	594,369	108,117	81,000
Non Revenues	8,458,608	8,440,350	8,614,017	9,044,676
Transfers from Other Funds	8,273,148	15,537,633	4,189,018	5,426,124
Debt Proceeds	-	-	25,513,000	150,000
Appropriated Fund Balance	-	-	4,373,458	25,482,886
TOTAL	\$ 99,199,823	\$ 110,666,298	\$ 127,969,222	\$ 137,123,812
Less: Interfund Transfers	16,731,756	23,977,984	12,803,035	14,470,800
	\$ 82,468,067	\$ 86,688,315	\$ 115,166,187	\$ 122,653,012

Fiscal Year 2014



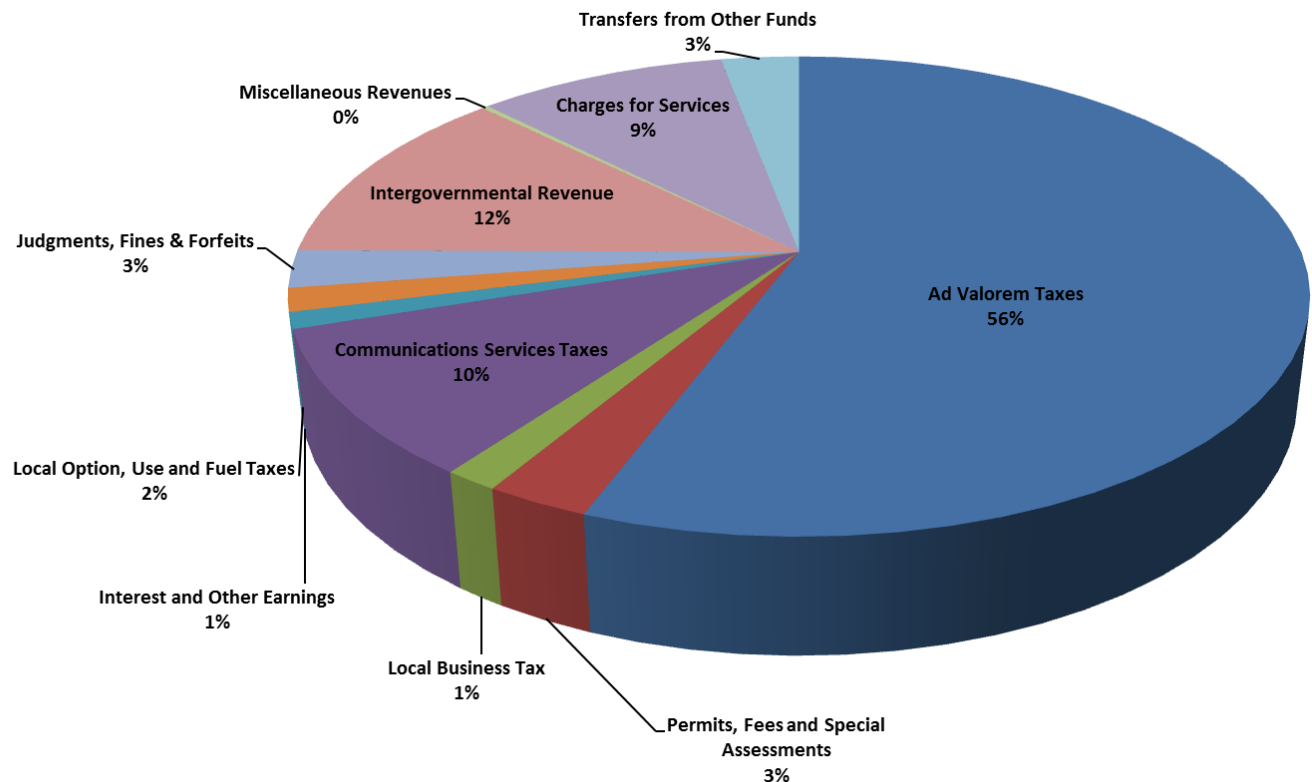
Historical Revenues by Source



General Fund Revenues by Source

SOURCE	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
Ad Valorem Taxes	\$15,181,152	\$13,381,748	\$14,632,000	\$14,978,500
Local Option, Use and Fuel Taxes	359,374	377,962	425,000	425,000
Communications Services Taxes	2,793,952	2,696,547	2,630,000	2,650,000
Local Business Tax	414,385	378,989	395,000	395,000
Permits, Fees and Special Assessments	719,156	861,325	769,500	756,600
Intergovernmental Revenue	2,022,042	2,150,005	3,164,598	3,291,465
Charges for Services	2,590,801	2,373,144	2,412,407	2,535,843
Judgments, Fines & Forfeits	382,396	441,728	459,000	679,000
Interest and Other Earnings	303,830	321,197	295,000	295,000
Miscellaneous Revenues	38,790	38,847	90,000	65,000
Transfers from Other Funds	876,828	2,660,404	961,976	792,000
Appropriated Fund Balance	-	-	-	-
TOTAL	\$25,682,706	\$25,681,897	\$26,234,481	\$26,863,408

Fiscal Year 2014



Historical General Fund Revenues by Source

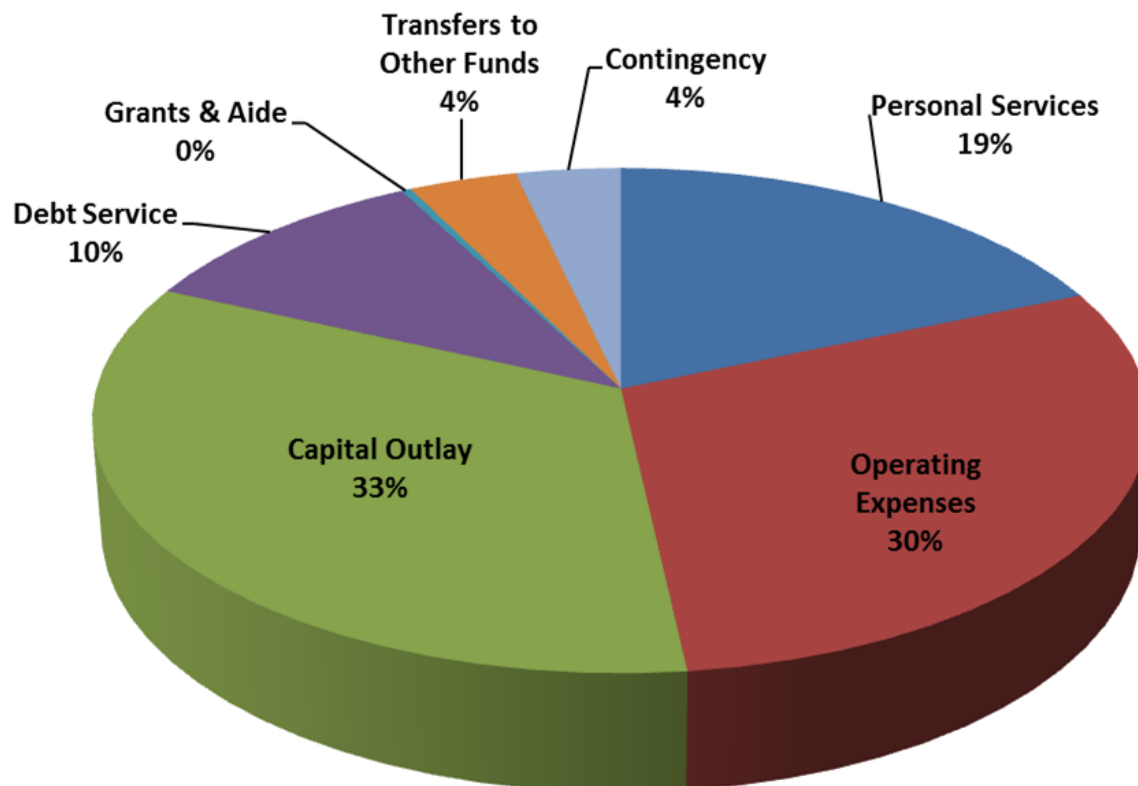


- Ad Valorem Taxes
- Communications Services Taxes
- Permits, Fees and Special Assessments
- Charges for Services
- Interest and Other Earnings
- Transfers from Other Funds
- Local Option, Use and Fuel Taxes
- Local Business Tax
- Intergovernmental Revenue
- Judgments, Fines & Forfeits
- Miscellaneous Revenues

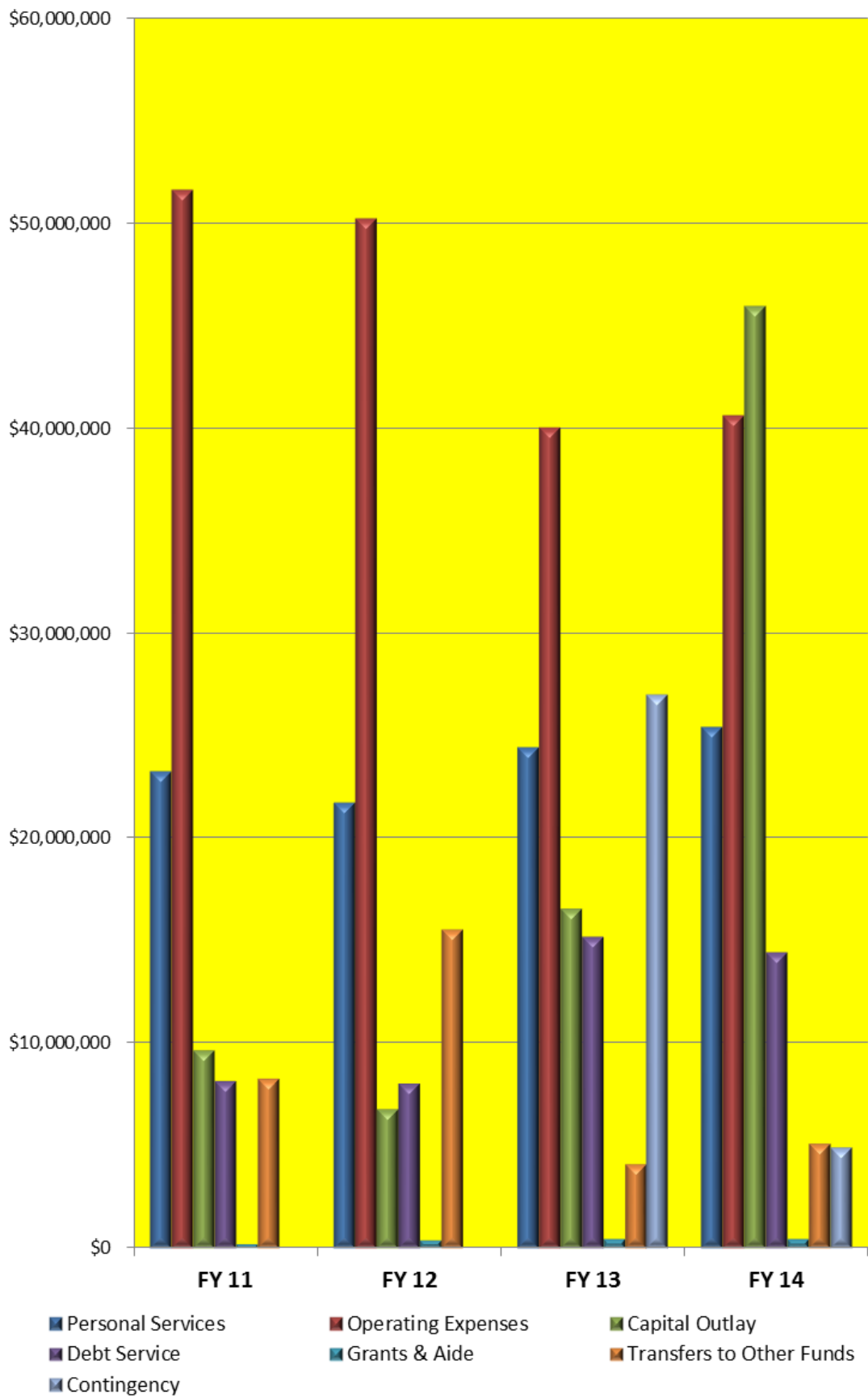
Expenditures by Category

CATEGORY	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
Personal Services	\$23,255,106	\$21,764,882	\$24,459,783	\$25,449,448
Operating Expenses	51,662,589	50,253,026	40,095,295	40,687,054
Capital Outlay	9,709,974	6,821,804	16,623,481	45,996,475
Debt Service	8,150,489	8,030,639	15,201,590	14,422,985
Grants & Aide	179,789	372,877	420,000	463,000
Transfers to Other Funds	8,273,148	15,537,633	4,114,018	5,133,624
Contingency	-	-	27,055,055	4,971,226
TOTAL	\$101,231,095	\$102,780,860	\$127,969,222	\$137,123,812
Less: Interfund Transfers	16,731,756	23,977,984	12,803,035	14,470,800
	\$84,499,339	\$78,802,876	\$115,166,187	\$122,653,012

Fiscal Year 2014



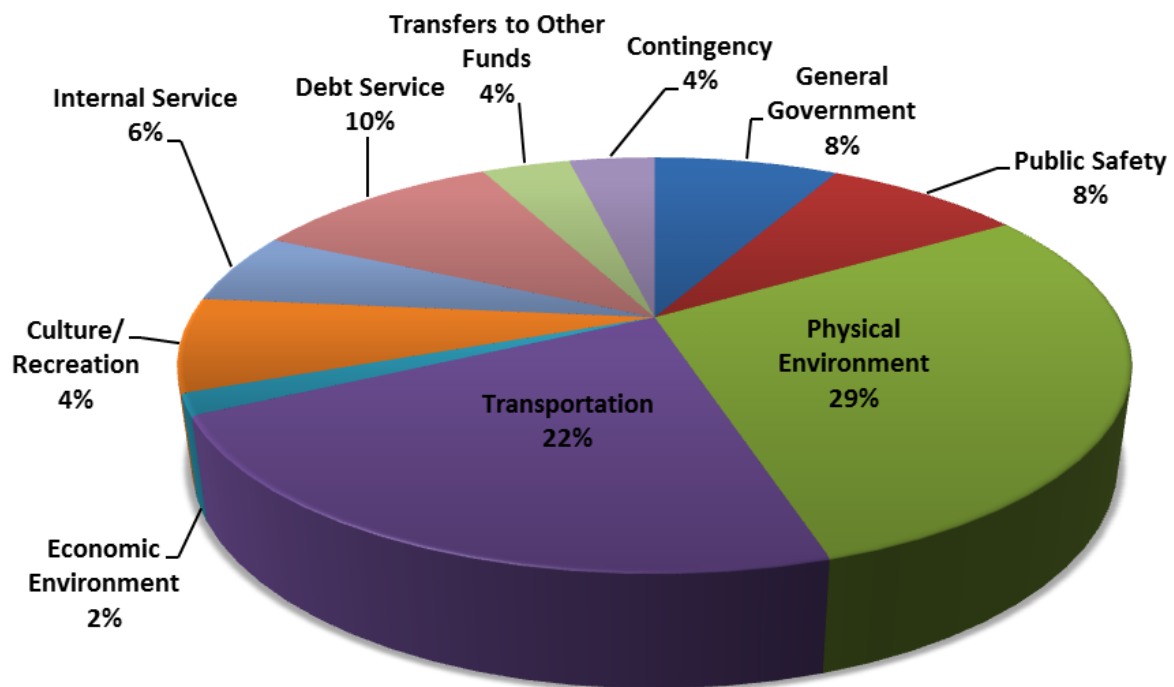
Historical Expenditures by Category



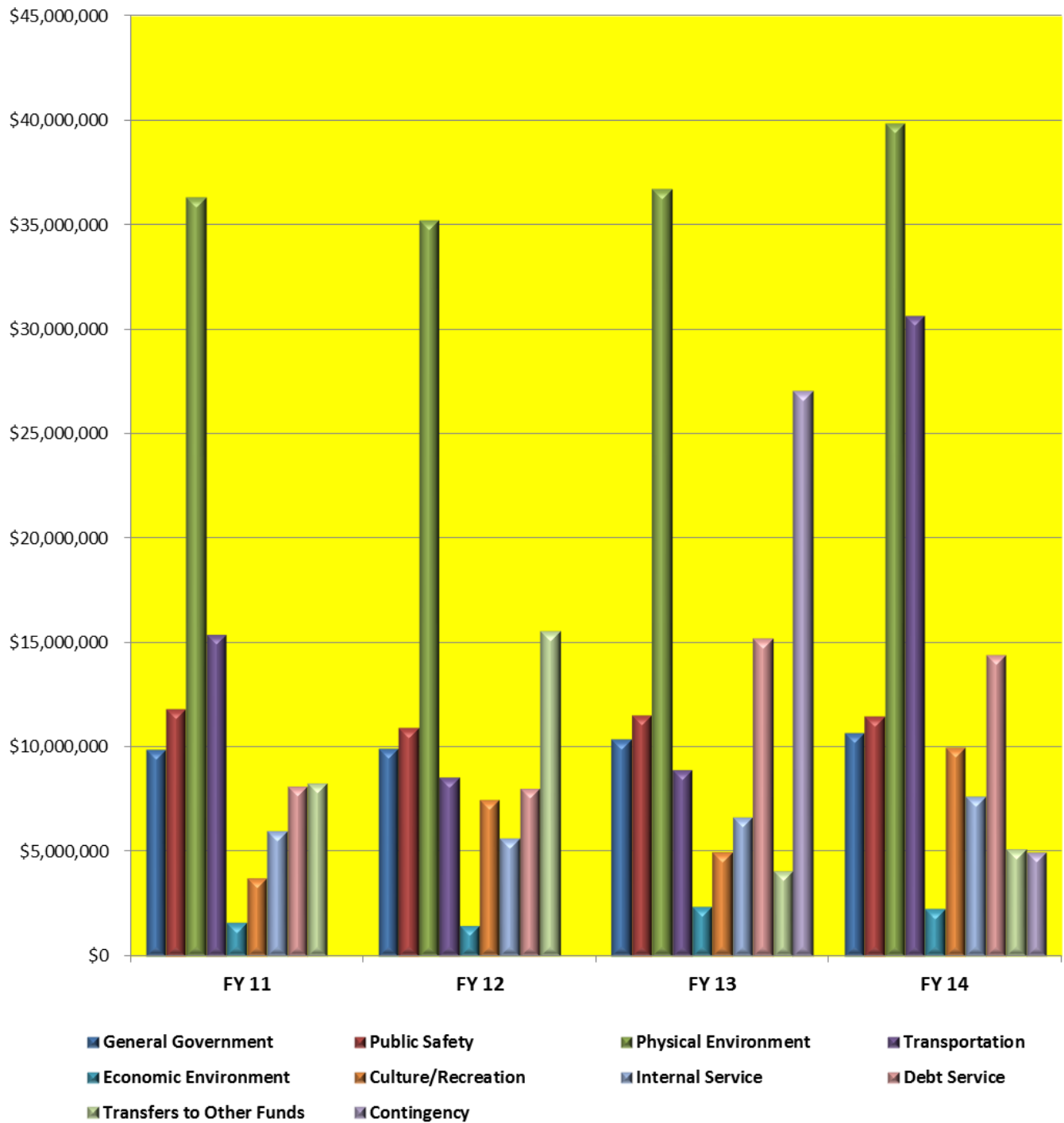
Expenditures by Function

FUNCTION	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
General Government	\$9,900,985	\$9,911,054	\$10,380,593	\$10,680,935
Public Safety	11,835,864	10,922,601	11,518,021	11,463,345
Physical Environment	36,310,310	35,233,864	36,751,807	39,890,199
Transportation	15,412,473	8,600,974	8,930,759	30,655,907
Economic Environment	1,602,199	1,432,978	2,343,030	2,252,808
Culture/Recreation	3,753,008	7,476,545	5,016,639	9,995,375
Internal Service	5,992,619	5,634,574	6,657,710	7,657,408
Debt Service	8,150,489	8,030,639	15,201,590	14,422,985
Transfers to Other Funds	8,273,148	15,537,633	4,114,018	5,133,624
Contingency	-	-	27,055,055	4,971,226
TOTAL	\$101,231,095	\$102,780,860	\$127,969,222	\$137,123,812
Less: Interfund Transfers	\$16,731,756	\$23,977,984	\$12,803,035	\$14,470,800
	\$84,499,339	\$78,802,876	\$115,166,187	\$122,653,012

Fiscal Year 2014



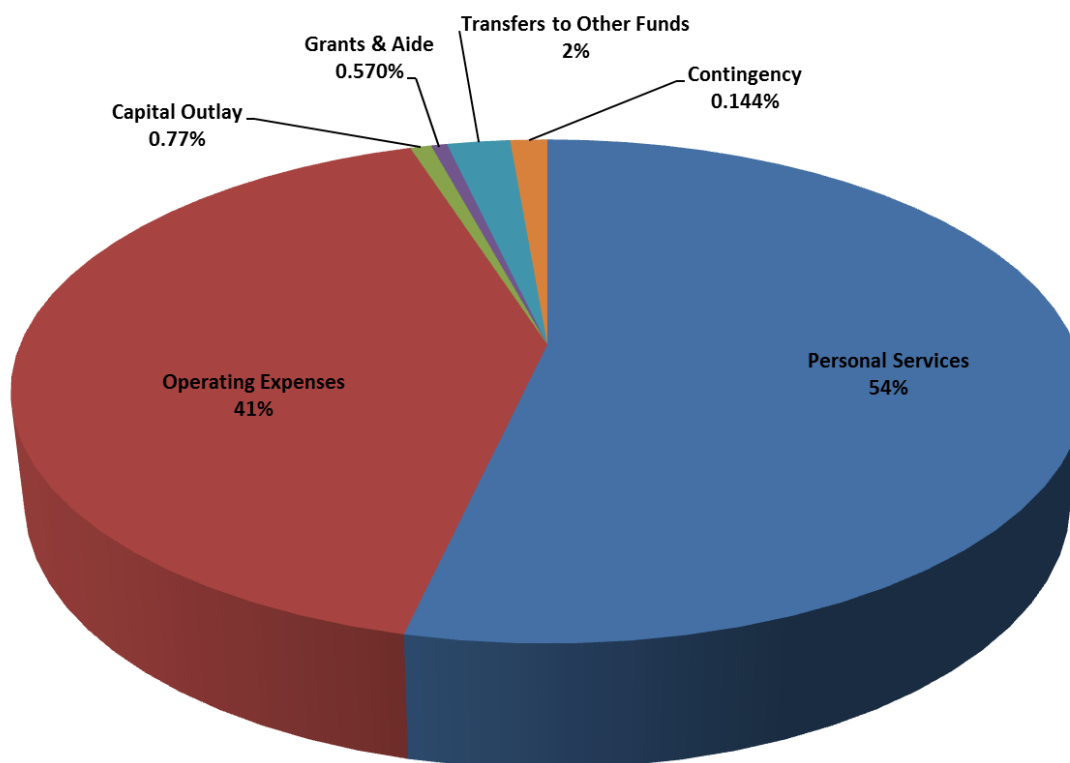
Historical Expenditures by Function



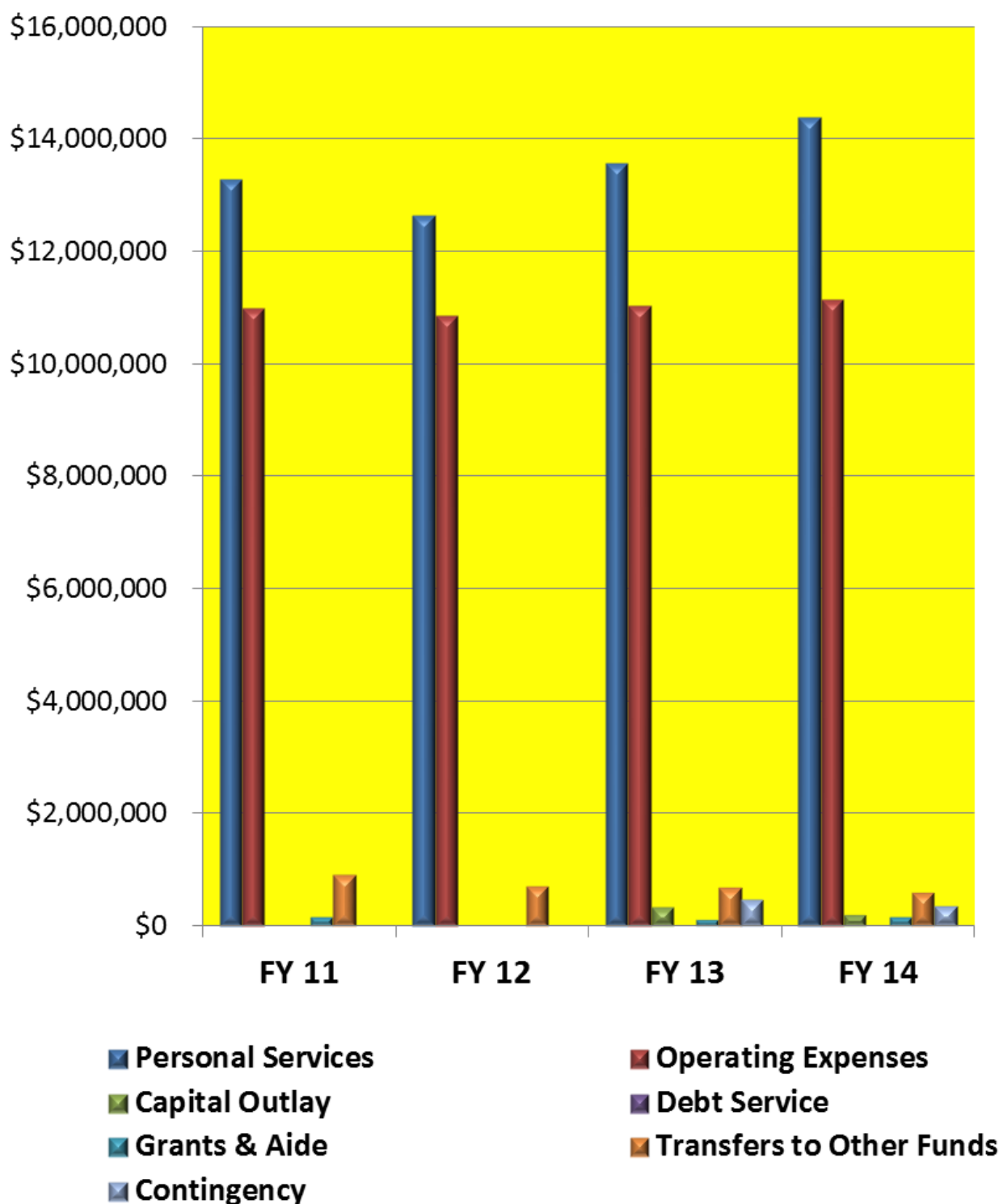
General Fund Expenditures by Category

CATEGORY	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
Personal Services	\$13,291,510	\$12,657,098	\$13,569,417	\$14,392,357
Operating Expenses	11,001,130	10,871,189	11,042,140	11,138,919
Capital Outlay	8,183	36,318	334,991	205,625
Debt Service	26,320	-	-	-
Grants & Aide	169,789	62,877	110,000	153,000
Transfers to Other Funds	922,016	710,874	696,000	613,391
Contingency	-	-	481,933	360,116
TOTAL	\$25,418,948	\$24,338,356	\$26,234,481	\$26,863,408

Fiscal Year 2014



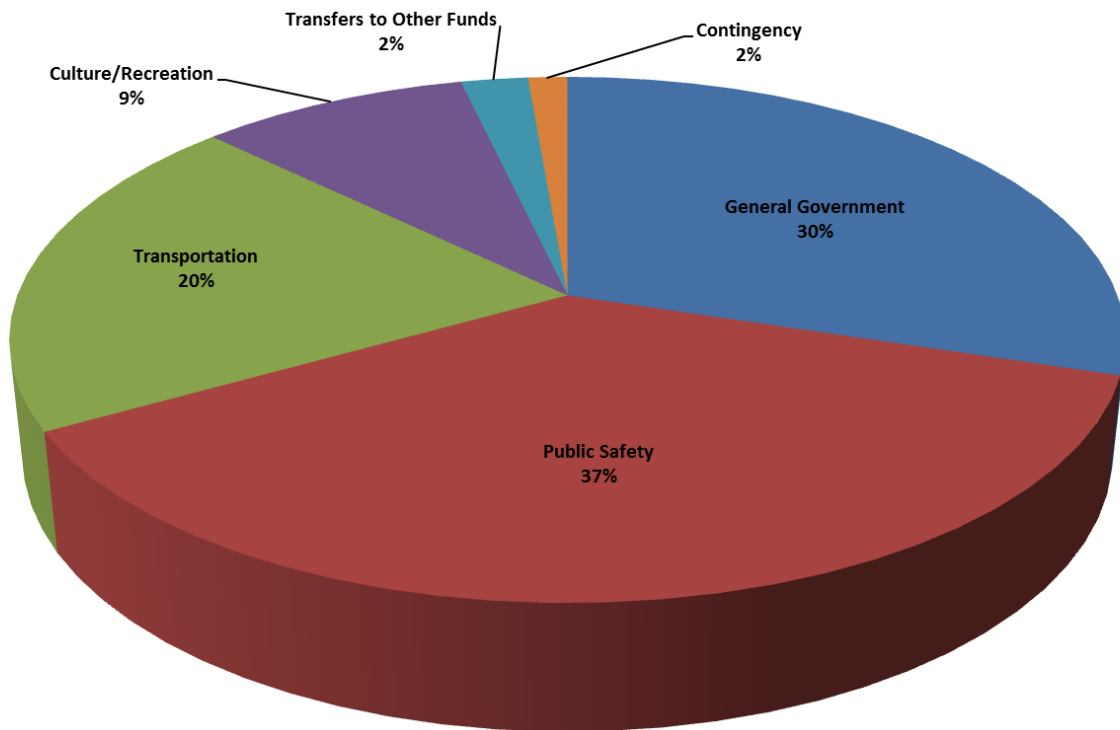
Historical General Fund Expenditures by Category



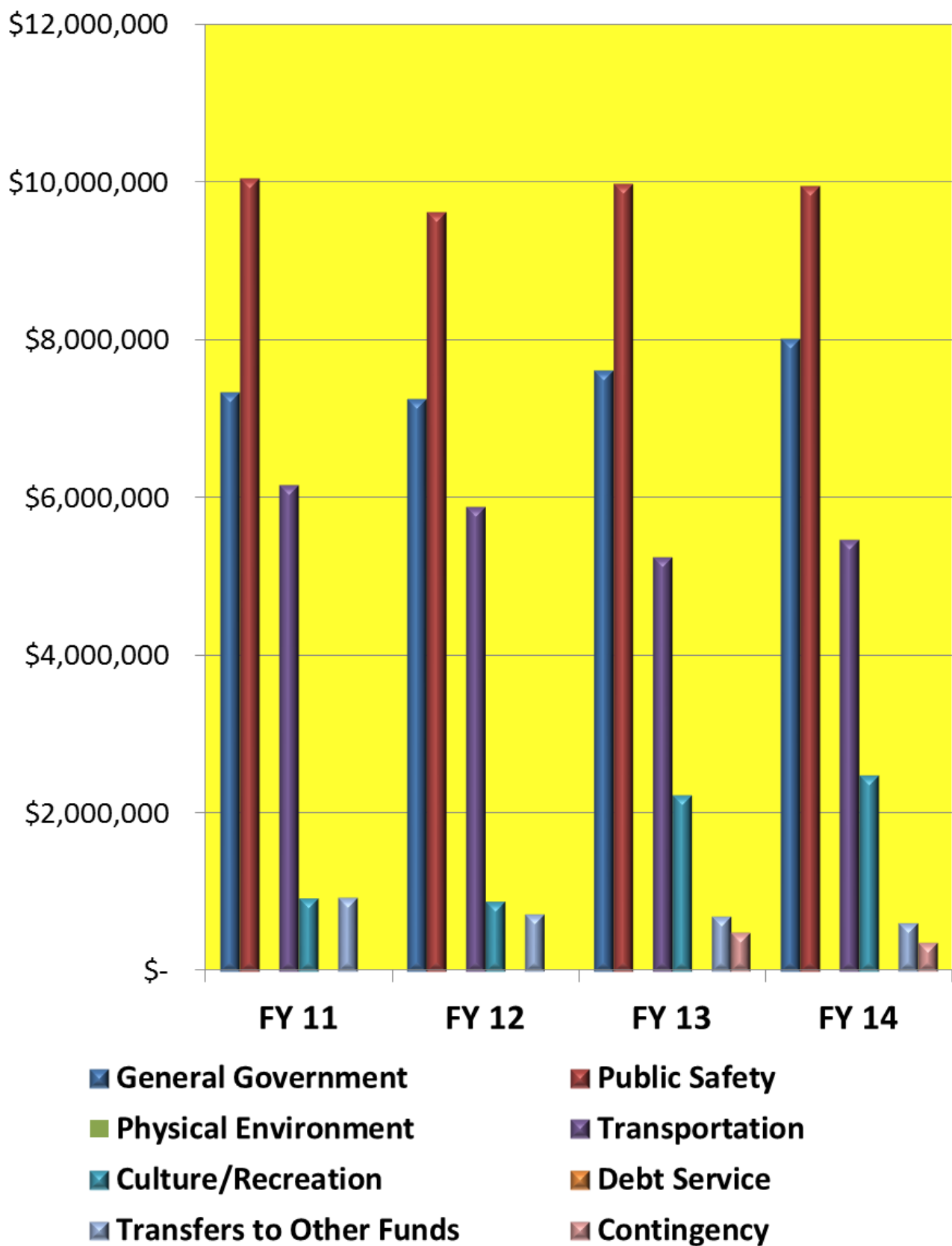
General Fund Expenditures by Function

FUNCTION	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14
General Government	\$ 7,341,262	\$ 7,252,201	\$ 7,616,633	\$ 8,010,190
Public Safety	10,048,116	9,616,646	9,978,202	9,947,133
Physical Environment	-	-	-	-
Transportation	6,153,687	5,874,191	5,239,759	5,463,148
Culture/Recreation	927,547	884,444	2,221,954	2,469,430
Debt Service	26,320	-	-	-
Transfers to Other Funds	922,016	710,874	696,000	613,391
Contingency	-	-	481,933	360,116
TOTAL	\$25,418,948	\$24,338,356	\$26,234,481	\$26,863,408

Fiscal Year 2014



Historical General Fund Expenditures by Function

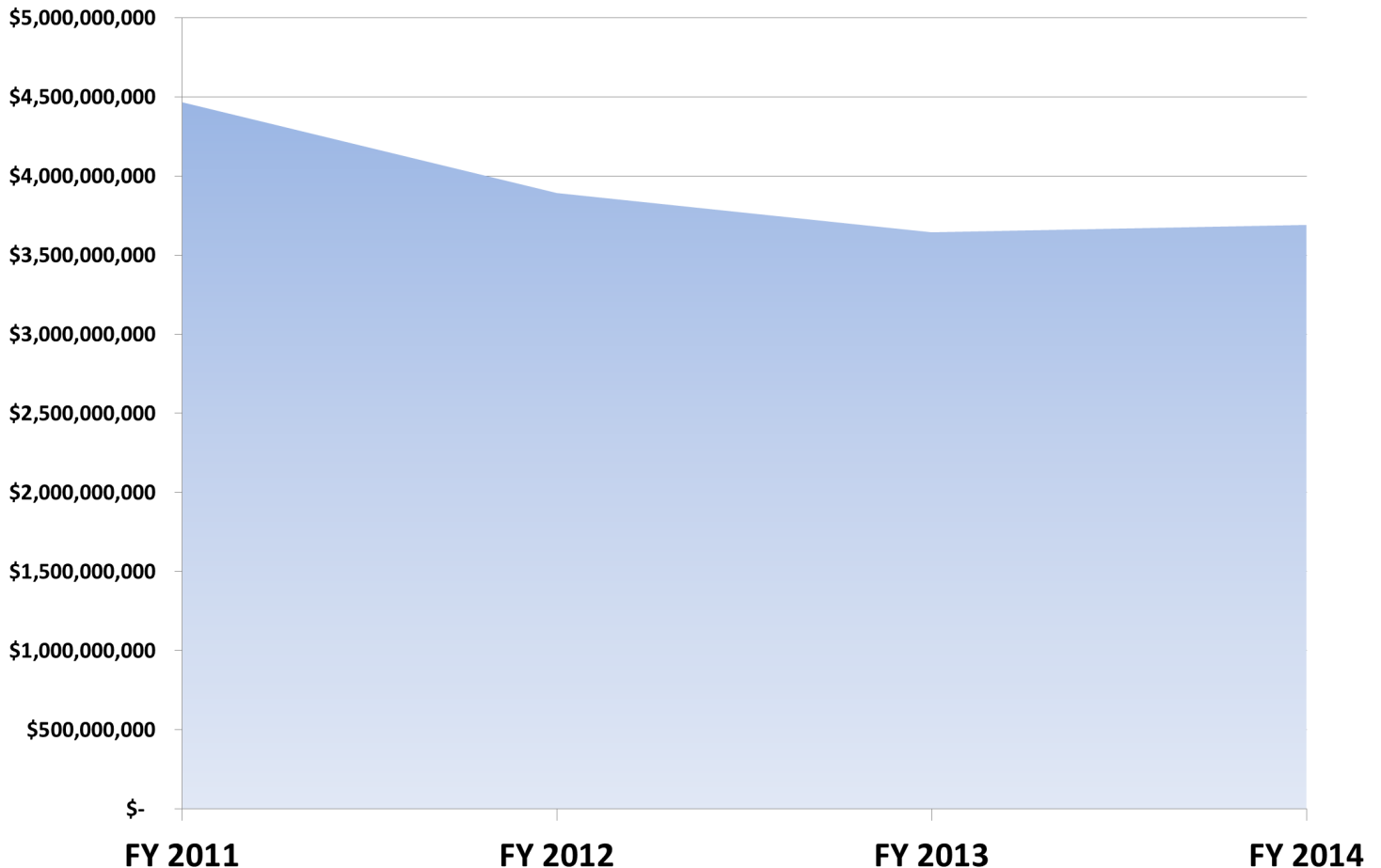


Property Information

Property Values, Millage Rates and Ad Valorem Receipts

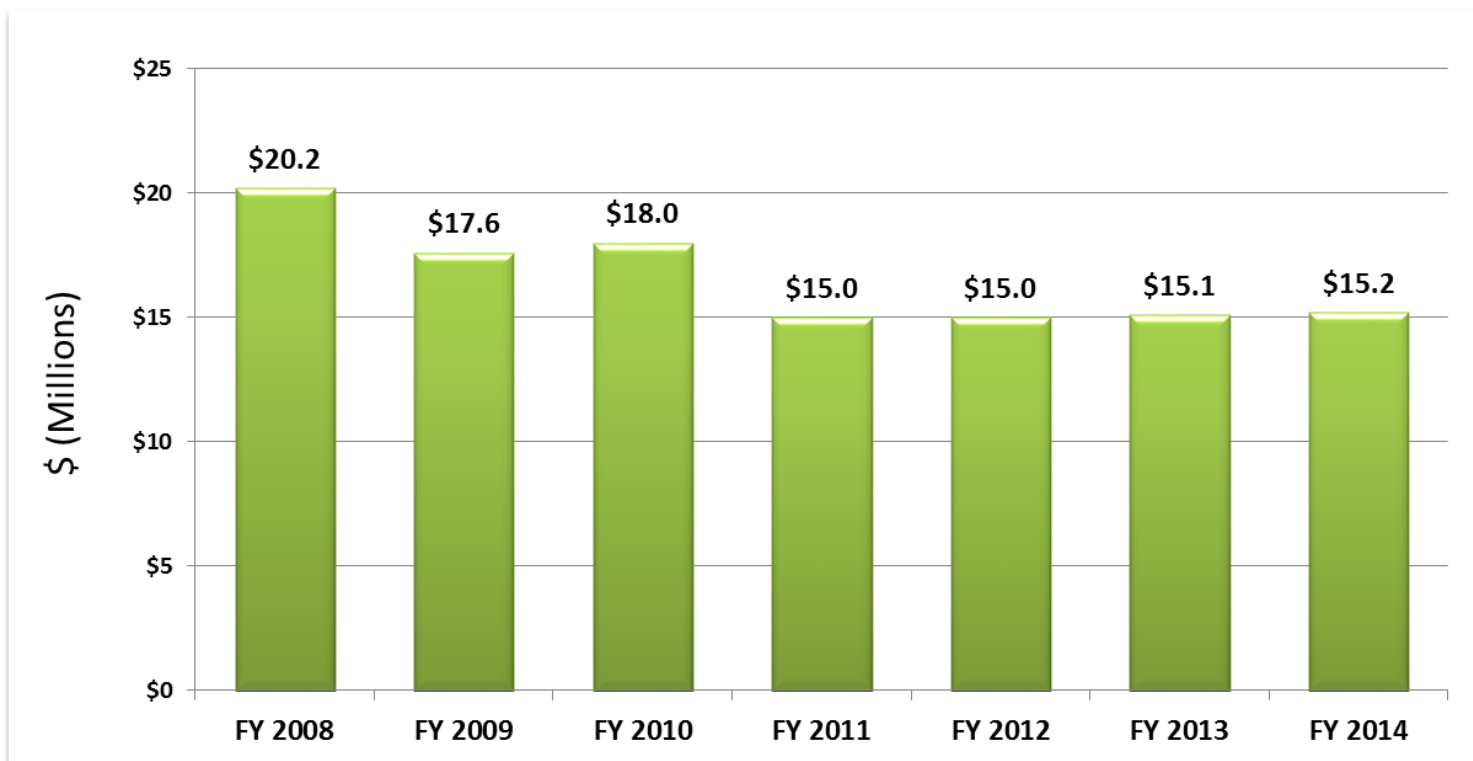
Fiscal Year	Gross Taxable Valuations	Change from Previous Year	% Change	Millage Levy	Change from Previous Year	% Change	Ad Valorem Tax Revenues	Change from Previous Year	% Change
2014	\$3,690,312,857	\$ 44,190,836	1.21%	4.27050	-0.02530	-0.59%	\$15,253,633	\$ 110,883	0.73%
2013	3,646,122,021	(245,472,105)	-6.31%	4.29580	0.30580	7.66%	15,142,750	142,050	0.95%
2012	3,891,594,126	(574,910,627)	-12.87%	3.99000	0.49000	14.00%	15,000,700	(47,600)	-0.32%
2011	4,466,504,753	(780,493,434)	-14.88%	3.50000	0.00000	0.00%	15,048,300	(2,952,500)	-16.40%
2010	5,246,998,187	(884,966,982)	-14.43%	3.50000	0.53770	18.15%	18,000,800	398,019	2.26%
2009	6,131,965,169	(877,912,252)	-12.52%	2.96230	-0.00004	0.00%	17,602,781	(2,581,559)	-12.79%
2008	7,009,877,421	769,882,932	12.34%	2.96234	-0.28766	-8.85%	20,184,340	580,534	2.96%
2007	6,239,994,489	1,795,139,561	40.39%	3.25000	-0.15000	-4.41%	19,603,806	4,971,510	33.98%
2006	4,444,854,928	1,337,273,838	43.03%	3.40000	0.00000	0.00%	14,632,296	4,424,397	43.34%
2005	3,107,581,090	703,341,979	29.25%	3.40000	0.00000	0.00%	10,207,899	2,352,376	29.95%
2004	2,404,239,111	420,498,483	21.20%	3.40000	0.00000	0.00%	7,855,523	1,315,956	20.12%

Taxable Values

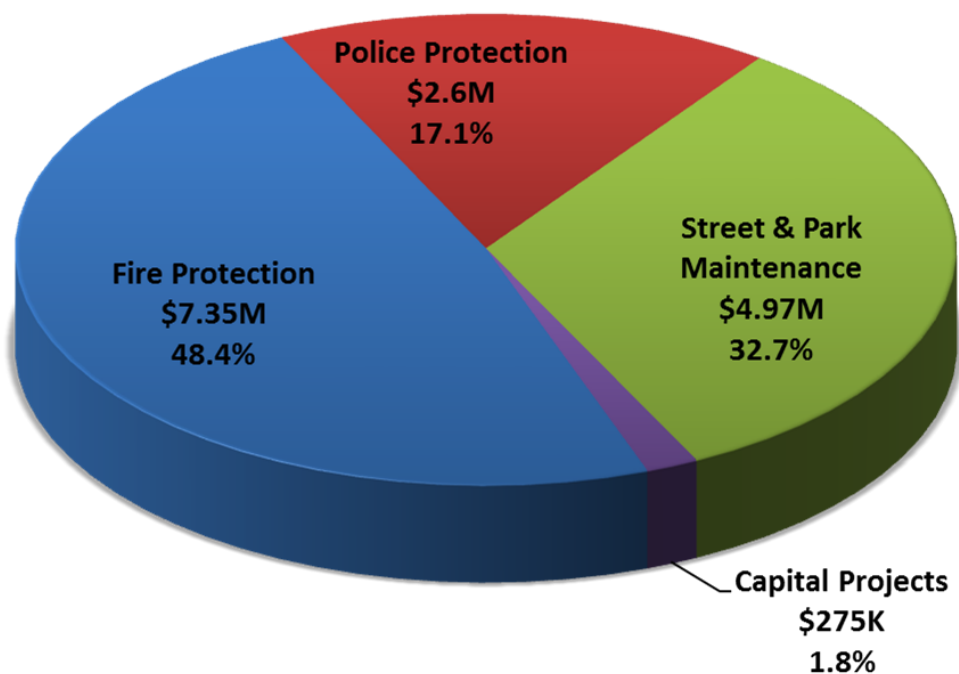


Property Tax History

Fiscal Year 2008 through Fiscal Year 2014



What Property Taxes Pay For

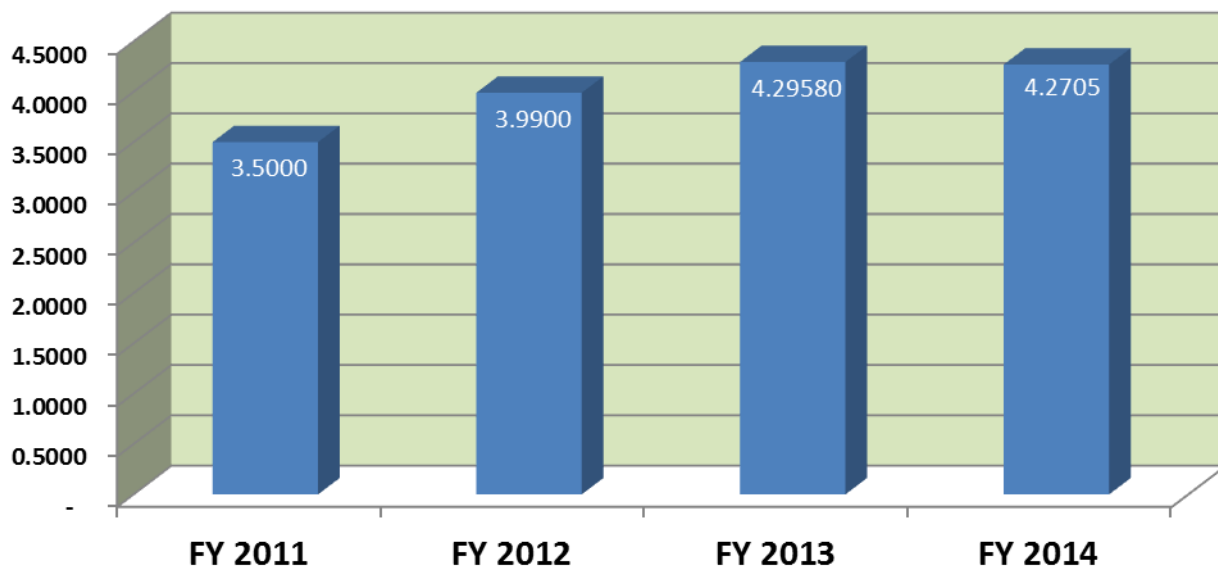


Property Value and Millage Rates

Tax Roll Recapitulation July 1, 2013

Class of Property	# of Parcels	Just Value	Assessed Value	Exempt	Taxable	Taxable Value per Parcel
Residential Vacant Land	18,111	\$ 195,777,120	\$ 194,231,226	\$ 292,778	\$ 193,938,448	10,708
Residential Single Family	31,191	3,817,849,969	3,769,665,007	1,171,299,798	2,598,365,209	83,305
Residential Mobile Homes	2	36,115	36,115	18,773	17,342	8,671
Residential Other	2,661	295,029,596	291,898,732	27,716,874	264,181,858	99,279
Commercial Vacant Land	263	89,565,945	86,979,666	748,345	86,231,321	327,876
Commercial Other	743	325,608,678	324,753,635	12,390,808	312,362,827	420,408
Industrial Vacant Land	45	6,414,866	6,414,866	-	6,414,866	142,553
Industrial Other	42	28,362,689	28,362,689	474,938	27,887,751	663,994
Agriculture	126	73,143,976	5,181,376	64,000	5,117,376	40,614
Institutional	77	66,178,054	66,029,416	39,247,846	26,781,570	347,813
Government	870	292,896,119	292,297,840	292,288,607	9,233	11
Other Real Property	240	7,163,959	7,161,616	615,473	6,546,143	27,276
Personal Property	-	337,345,033	337,345,033	178,989,076	158,355,957	-
Centrally Assessed	-	4,268,303	4,268,303	165,347	4,102,956	-
Total	54,371	\$ 5,539,640,422	\$ 5,414,625,520	\$ 1,724,312,663	\$ 3,690,312,857	67,873

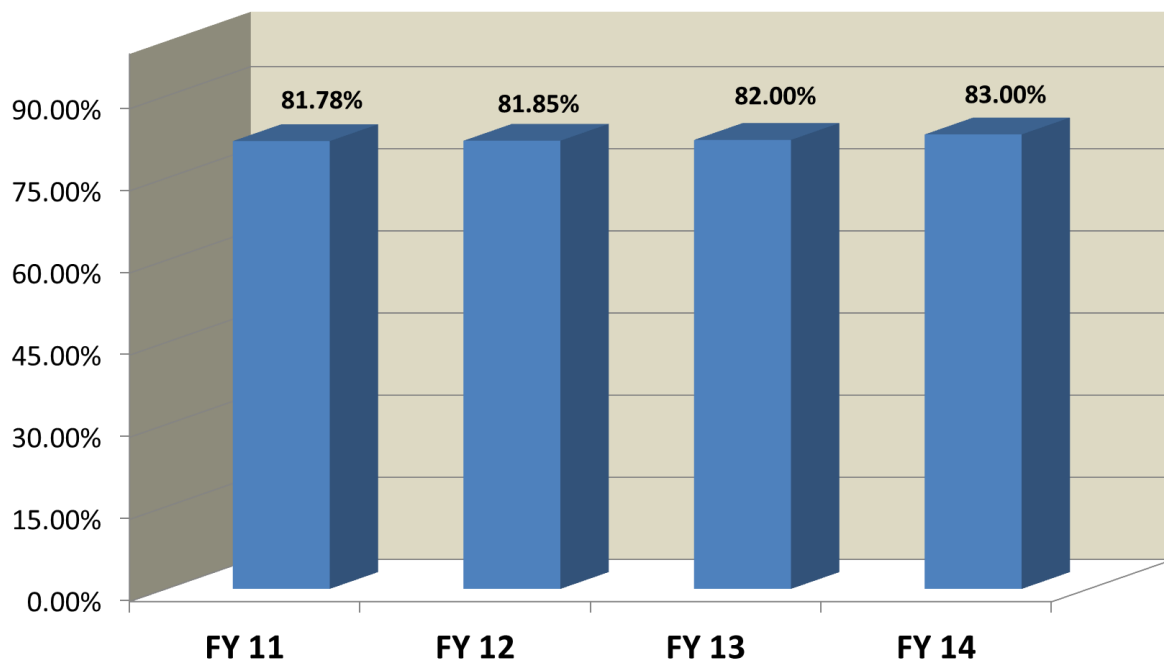
Millage Rate History



Property Value Per Capita

Year	Property Value	Percent Change	Population	Percent Change	Property Value Per Resident	Percent Change
2004	\$ 2,404,239,111	21.20%	42,850	20.90%	\$ 56,108	0.25%
2005	3,107,581,090	29.25%	50,484	17.82%	61,556	9.71%
2006	4,444,854,928	43.03%	58,216	15.32%	76,351	24.04%
2007	6,239,994,489	40.39%	67,832	16.52%	91,992	20.49%
2008	7,009,877,421	12.34%	70,376	3.75%	99,606	8.28%
2009	6,131,965,169	-12.52%	74,590	5.99%	82,209	-17.47%
2010	5,246,998,187	-14.43%	73,910	-0.91%	70,992	-13.64%
2011	4,466,504,753	-14.88%	74,067	0.21%	60,304	-15.06%
2012	3,891,594,126	-12.87%	75,180	1.50%	51,764	-14.16%
2013	3,646,122,021	-6.31%	76,450	1.69%	47,693	-7.86%
2014	3,690,312,857	1.21%	77,068	0.81%	47,884	0.40%

Residential Property as a % of all Property



Residential property continues to carry the largest burden of property taxes within the City. The City Council has identified a goal of supporting the growth and development of new and existing businesses in order to have non-residential development bear a higher portion of the property taxes. The percentage has leveled off over the last few years as the economy has significantly affected non-residential development.

Personnel

2014 Pay Plan

This plan has a salary range established for each position in the City with the exception of the City Manager. The pay plan includes an annual adjustment that occurs each year on January 1, based on the prior June 30 Consumer Price Index (CPI). The annual pay plan adjustment for 2013 was 1.7%,

The annual adjustment reflected in the table below is 1.8%, and will go into effect on January 1, 2014. Merit increases, based on employee performance, range from 0% to 5%, with a department average capped at 2%. Below is the pay scale for fiscal year 2014. The amounts shown are annual salaries.

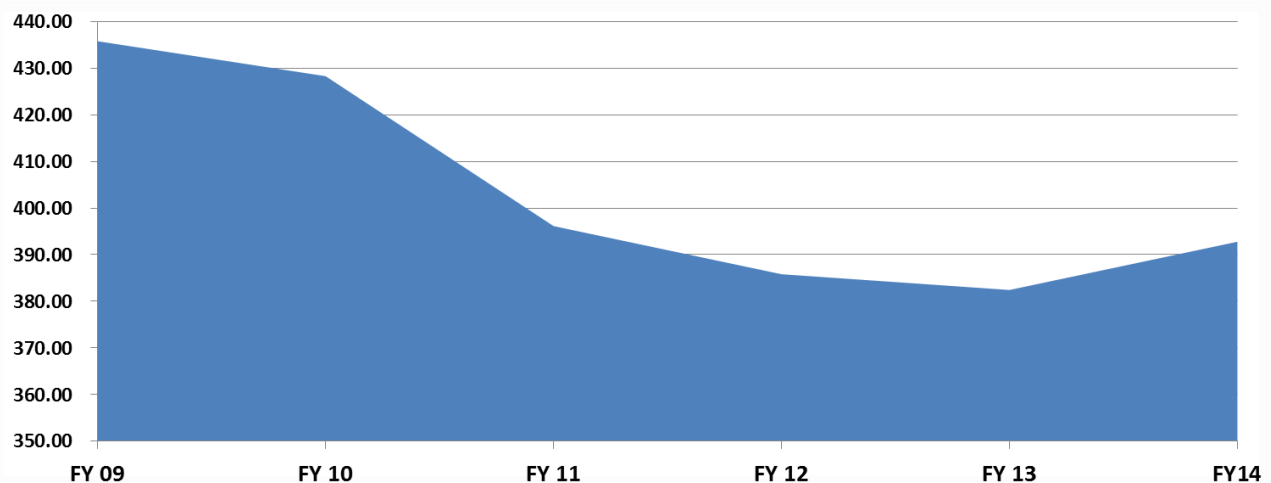
	SALARIED					HOURLY				
	2014 Minimum	2014 1st Quartile	2014 Mid-Point	2014 3rd Quartile	2014 MAX	2014 Minimum	2014 1st Quartile	2014 Mid-Point	2014 3rd Quartile	2014 MAX
Paygrade 2	22,836	25,634	28,433	28,808	34,030	10.9789	12.3243	13.6698	13.8501	16.3606
Paygrade 4	25,174	28,256	31,337	31,750	37,498	12.1032	13.5847	15.0660	15.2647	18.0282
Paygrade 5	26,512	29,721	32,930	33,366	39,349	12.7464	14.2892	15.8322	16.0415	18.9180
Paygrade 6	27,848	31,237	34,626	35,084	41,404	13.3888	15.0182	16.6475	16.8673	19.9061
Paygrade 7	29,185	32,754	36,323	36,802	43,461	14.0315	15.7473	17.4631	17.6935	20.8950
Paygrade 8	30,634	34,382	38,130	38,633	45,627	14.7279	16.5300	18.3321	18.5739	21.9365
Paygrade 9	31,842	35,771	39,699	40,222	47,555	15.3090	17.1977	19.0862	19.3376	22.8633
Paygrade 10	33,385	37,519	41,652	42,201	49,920	16.0507	18.0381	20.0254	20.2890	24.0002
Paygrade 11	35,038	39,377	43,716	44,291	52,394	16.8453	18.9313	21.0175	21.2941	25.1895
Paygrade 12	36,801	41,345	45,889	46,494	54,979	17.6930	19.8776	22.0624	22.3529	26.4325
Paygrade 13	38,674	43,449	48,225	48,860	57,776	18.5934	20.8894	23.1853	23.4906	27.7771
Paygrade 14	41,427	46,538	51,647	52,327	61,866	19.9173	22.3741	24.8304	25.1574	29.7433
Paygrade 15	44,293	49,762	55,231	55,958	66,169	21.2947	23.9241	26.5534	26.9031	31.8120
Paygrade 16	47,378	53,232	58,917	59,695	70,794	22.7783	25.5927	28.3260	28.7000	34.0359
Paygrade 17	50,684	56,948	63,213	64,045	75,743	24.3674	27.3793	30.3912	30.7913	36.4150
Paygrade 18	54,209	60,911	67,612	68,502	81,014	26.0621	29.2842	32.5059	32.9338	38.9491
Paygrade 19	58,066	65,229	72,393	73,346	86,719	27.9166	31.3604	34.8044	35.2628	41.6920
Paygrade 20	62,143	69,794	77,445	78,465	92,747	29.8767	33.5550	37.2334	37.7240	44.5901
Paygrade 22	75,144	84,413	93,681	94,915	112,219	36.1271	40.5833	45.0394	45.6326	53.9516

2756 HOURS PER YEAR -- FIRE DEPARTMENT

	SALARIED					HOURLY				
	2014 Minimum	2014 1st Quartile	2014 Mid-Point	2014 3rd Quartile	2014 MAX	2014 Minimum	2014 1st Quartile	2014 Mid-Point	2014 3rd Quartile	2014 MAX
Paygrade 11	35,038	39,376	43,716	44,291	49,639	12.7134	14.2874	15.8622	16.0710	18.0113
Paygrade 13	38,674	43,450	48,226	48,861	57,778	14.0328	15.7657	17.4987	17.7291	20.9646
Paygrade 16	47,379	53,233	58,917	59,695	70,794	17.1913	19.3154	21.3781	21.6604	25.6876
Paygrade 19	58,066	65,230	72,393	73,347	86,721	21.0691	23.6685	26.2676	26.6136	31.4664

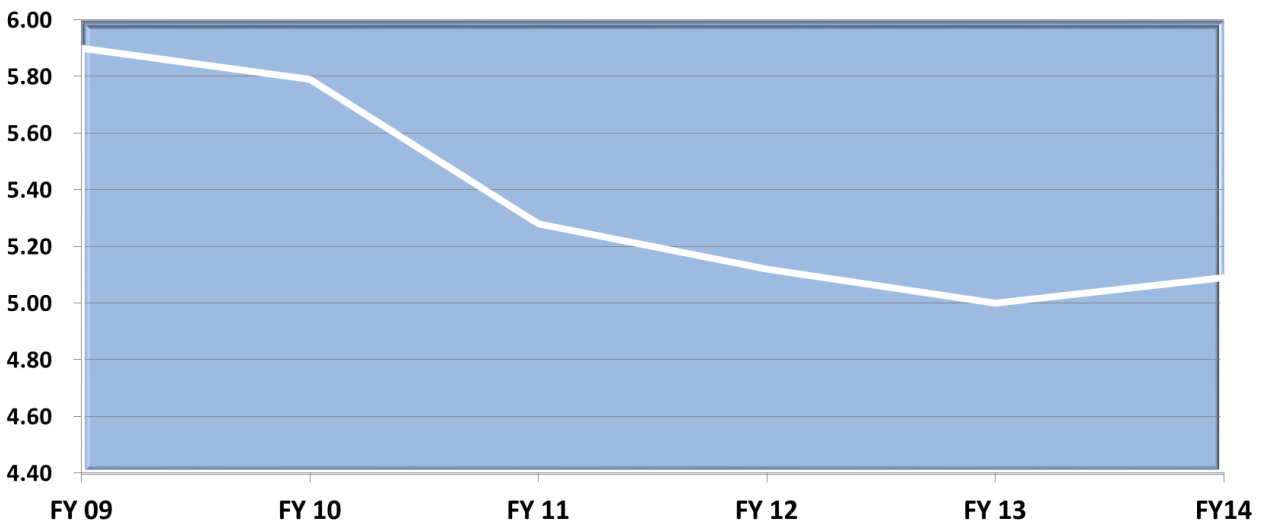
Full Time Equivalent Positions (FTE)

DEPARTMENT	Actual FY 09	Actual FY 10	Actual FY 11	Actual FY 12	Actual FY 13	Proposed FY14	CHANGE
GENERAL FUND							
Mayor and Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Manager	3.50	3.00	2.00	2.00	2.00	2.50	0.50
Communications & Marketing	6.00	3.50	2.38	2.38	1.50	3.50	2.00
Purchasing and Contracts Management	5.00	5.00	4.00	4.00	4.00	3.00	-1.00
Economic Development	0.00	2.00	1.25	1.25	1.25	0.50	-0.75
City Clerk	4.00	2.50	1.50	1.50	1.50	1.50	0.00
Human Resources	3.00	3.00	3.00	3.00	4.00	4.00	0.00
Law Enforcement	1.00	0.00	0.00	0.00	0.00	0.00	0.00
City Attorney	1.00	0.50	0.50	0.50	0.50	0.50	0.00
Financial Services	9.00	9.00	8.00	8.00	8.00	8.00	0.00
Planning	17.00	16.50	15.15	14.15	14.90	16.00	1.10
Code Enforcement	25.00	25.00	26.30	26.30	26.30	25.80	-0.50
Fire	67.00	67.00	66.00	61.50	59.00	59.00	0.00
Streets	50.00	50.30	45.30	45.30	43.30	50.30	7.00
Facilities Maintenance	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Parks Maintenance	12.00	12.00	12.00	12.00	13.00	13.00	0.00
Engineering	17.00	17.45	3.20	6.70	5.95	5.95	0.00
Recreation	27.30	25.30	23.90	19.08	19.08	20.08	1.00
Capital Projects	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GENERAL FUND	249.80	244.05	216.48	209.66	206.28	215.63	9.35
UTILITY FUND	115.50	115.20	113.20	115.20	116.20	118.20	2.00
SOLID WASTE FUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
STORMWATER MANAGEMENT FUND	30.00	29.55	35.55	30.05	30.05	30.05	0.00
BUILDING PERMITS & INSPECTIONS	20.00	18.00	15.40	15.40	13.40	14.40	1.00
TENNIS CENTER FUND	3.00	4.00	0.00	0.00	0.00	0.00	0.00
INFORMATION TECHNOLOGY AND COMMUNICATIONS	14.50	14.50	12.50	12.50	12.50	10.50	-2.00
FLEET MANAGEMENT FUND	3.00	3.00	3.00	3.00	4.00	4.00	0.00
FULL-TIME EQUIVALENT POSITIONS (FTE)	435.80	428.30	396.13	385.81	382.43	392.78	10.35



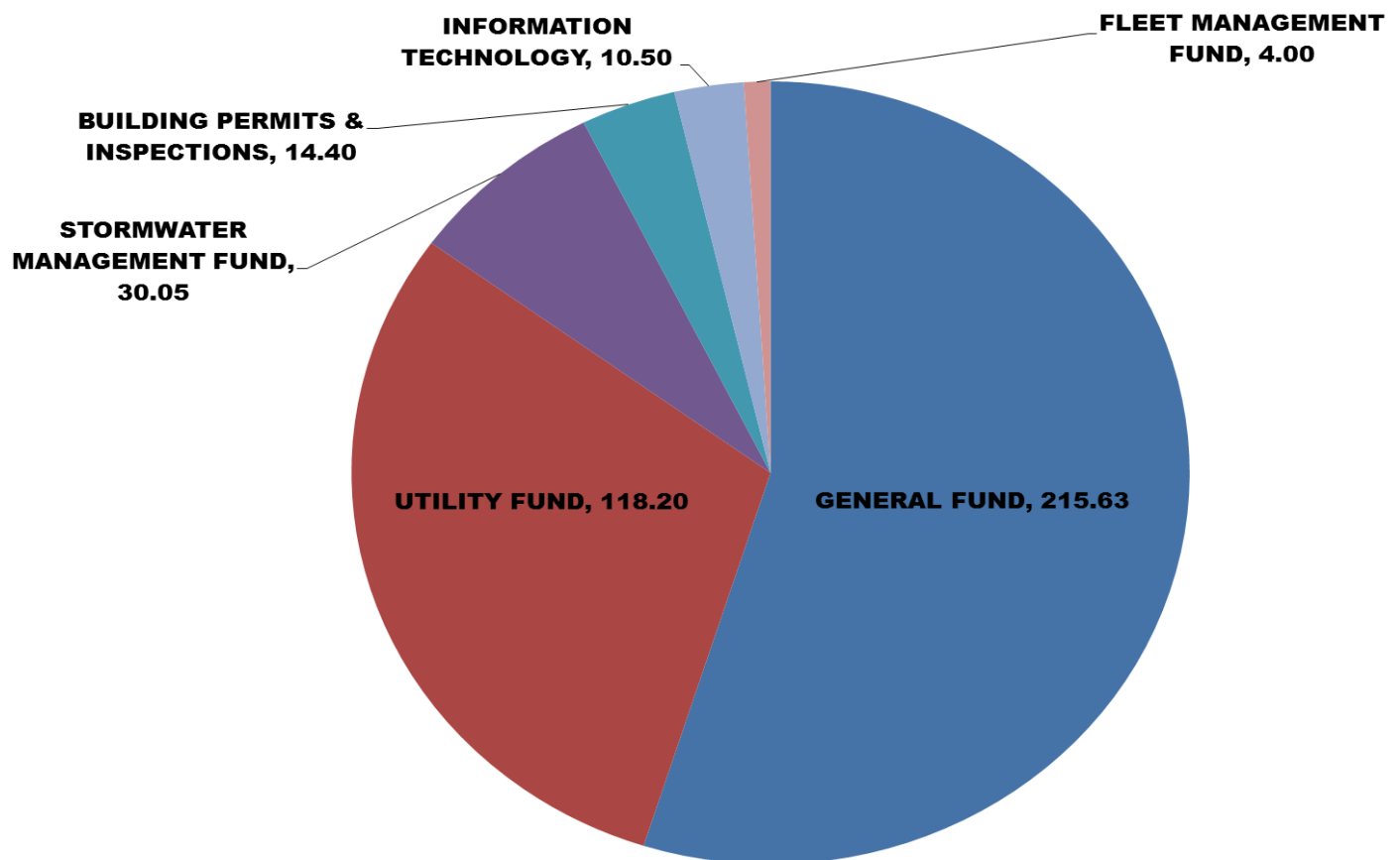
Personnel (FTE) Per 1,000 Population

DEPARTMENT	Actual FY 09	Actual FY 10	Actual FY 11	Actual FY 12	Actual FY 13	PROPOSED FY14
Population	73,910	74,067	75,180	75,617	76,450	77,596
GENERAL FUND						
Mayor and Council	0.00	0.00	0.00	0.00	0.00	0.00
City Manager	0.05	0.04	0.03	0.03	0.03	0.03
Communications & Marketing	0.08	0.05	0.03	0.03	0.02	0.05
Purchasing and Contracts Management	0.07	0.07	0.05	0.05	0.05	0.04
Economic Development	0.00	0.03	0.02	0.02	0.02	0.01
City Clerk	0.05	0.03	0.02	0.02	0.02	0.02
Human Resources	0.04	0.04	0.04	0.04	0.05	0.05
Law Enforcement	0.01	0.00	0.00	0.00	0.00	0.00
City Attorney	0.01	0.01	0.01	0.01	0.01	0.01
Financial Services	0.12	0.12	0.11	0.11	0.10	0.10
Planning	0.23	0.22	0.20	0.19	0.19	0.21
Code Enforcement	0.34	0.34	0.35	0.35	0.34	0.33
Fire	0.91	0.90	0.88	0.81	0.77	0.76
Streets	0.68	0.68	0.60	0.60	0.57	0.65
Facilities Maintenance	0.03	0.03	0.03	0.03	0.03	0.03
Parks Maintenance	0.16	0.16	0.16	0.16	0.17	0.17
Engineering	0.23	0.24	0.04	0.09	0.08	0.08
Recreation	0.37	0.34	0.32	0.25	0.25	0.26
Capital Projects	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL GENERAL FUND	3.38	3.30	2.89	2.79	2.70	2.80
UTILITY FUND	1.56	1.56	1.51	1.52	1.52	1.52
SOLID WASTE FUND	0.00	0.00	0.00	0.00	0.00	0.00
STORMWATER MANAGEMENT FUND	0.41	0.40	0.47	0.40	0.39	0.39
BUILDING PERMITS & INSPECTIONS	0.27	0.24	0.20	0.20	0.18	0.19
TENNIS CENTER FUND	0.04	0.05	0.00	0.00	0.00	0.00
INFORMATION TECHNOLOGY AND COMMUNICATIONS	0.20	0.20	0.17	0.17	0.16	0.14
FLEET MANAGEMENT FUND	0.04	0.04	0.04	0.04	0.05	0.05
FULL-TIME EQUIVALENT POSITIONS	5.90	5.79	5.28	5.12	5.00	5.09



Total FTE by Fund

FUND	FTE
GENERAL FUND	215.63
UTILITY FUND	118.20
SOLID WASTE FUND	0.00
STORMWATER MANAGEMENT FUND	30.05
BUILDING PERMITS & INSPECTIONS	14.40
TENNIS CENTER FUND	0.00
INFORMATION TECHNOLOGY AND COMMUNICATION	10.50
FLEET MANAGEMENT FUND	4.00
	<u>392.78</u>



The majority of full time employees exist within the general fund. Included within these departments are Community Development, Financial Services and our Administration office just to name a few. Some of the divisions included are Code Enforcement, Economic Development, Human Resources, Purchasing and Contracts Management as well as Parks and Recreation. The largest contributor to the number of FTE in the general fund are the Fire Department (59 FTE) and the Streets and Drainage division (50.3 FTE). Streets and Drainage includes mowing services, street maintenance, parks maintenance and facilities maintenance.

Long-Term Debt

The City of Palm Coast has limited debt, both because of City Charter restrictions and a pay-as-you-go philosophy of the City Council. The City Charter states that “unfunded multiyear contracts, the repayment of which: extends in excess of 36 months; or exceeds \$15 million” must be approved by the electorate of the City.

The rate covenant for the Utility System Revenue Bonds provides that net revenues must be sufficient to pay 110% of the bond debt service requirement for the year or 105% and 120% when impact fees are included. The City has no other legal debt limits.

Long-Term Debt Outstanding

Issue	Final Maturity	Original Amount	Principal Outstanding at 09/30/13
Lease Purchases	2019	\$ 764,145	\$ 191,770
Bank Loans	2025	15,088,000	13,790,000
State Revolving Fund Loans	2030	38,402,896	27,577,755
Utility System Revenue Bonds	2036	139,440,000	135,325,000
Totals		<u>\$193,695,041</u>	<u>\$176,884,525</u>

Total Long-Term Debt

Year	Principal	Interest	Total
2014	\$ 4,036,770	\$ 7,404,874	\$ 11,441,644
2015	6,657,545	7,209,958	13,867,503
2016	6,866,519	6,958,059	13,824,578
2017	7,101,140	6,691,267	13,792,407
2018	7,365,143	6,400,502	13,765,645
2019-2023	41,258,147	27,392,187	68,650,333
2024-2028	42,063,695	18,500,586	60,564,281
2029-2033	39,980,566	9,645,297	49,625,863
2034-2038	21,555,000	2,543,284	24,098,284
2039-2043	-	1,428,752	1,428,752
Totals	<u>\$176,884,525</u>	<u>\$94,174,766</u>	<u>\$271,059,291</u>



This page intentionally left blank



BUDGET DETAIL

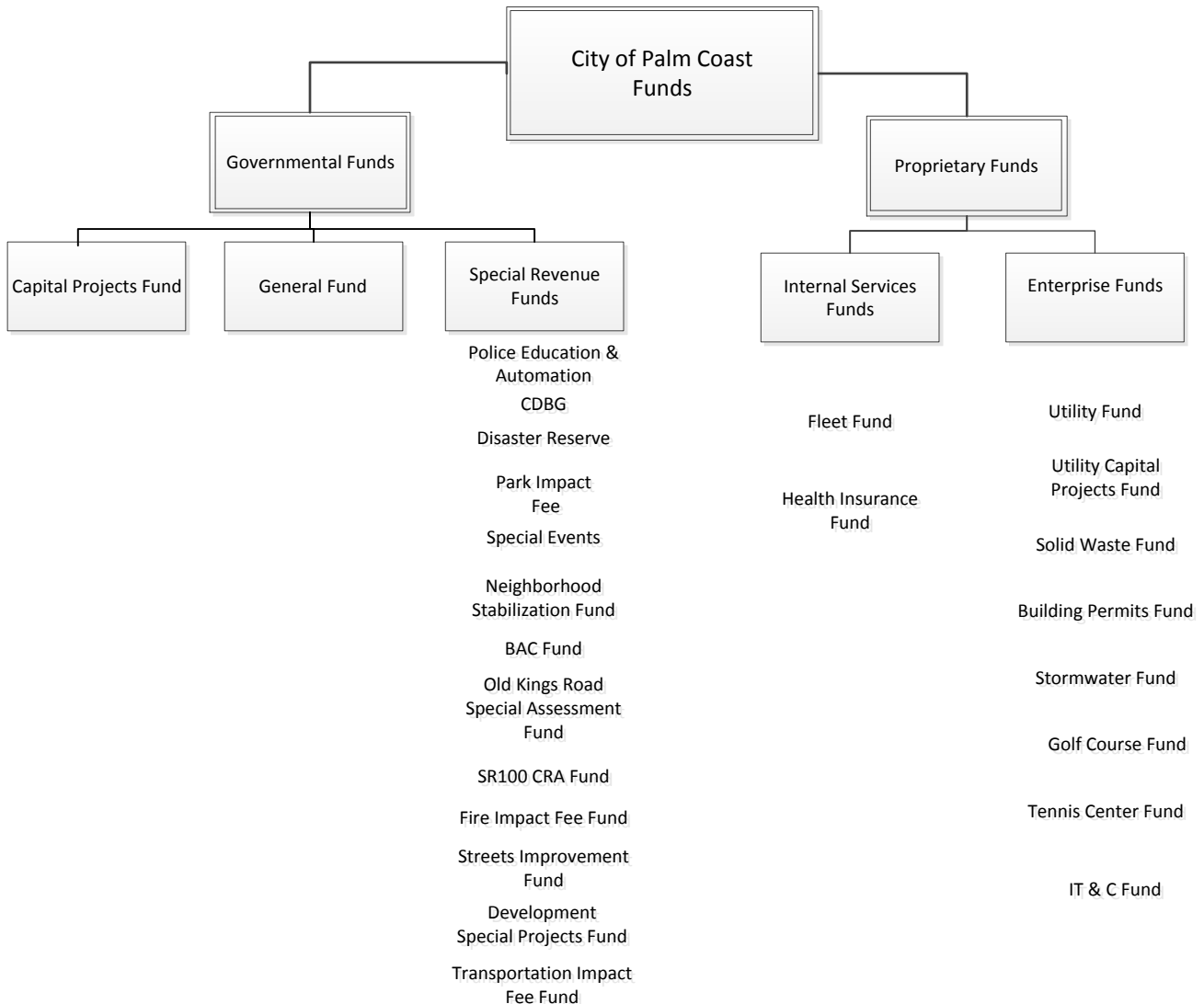
Find Your Florida



This page intentionally left blank

Funds

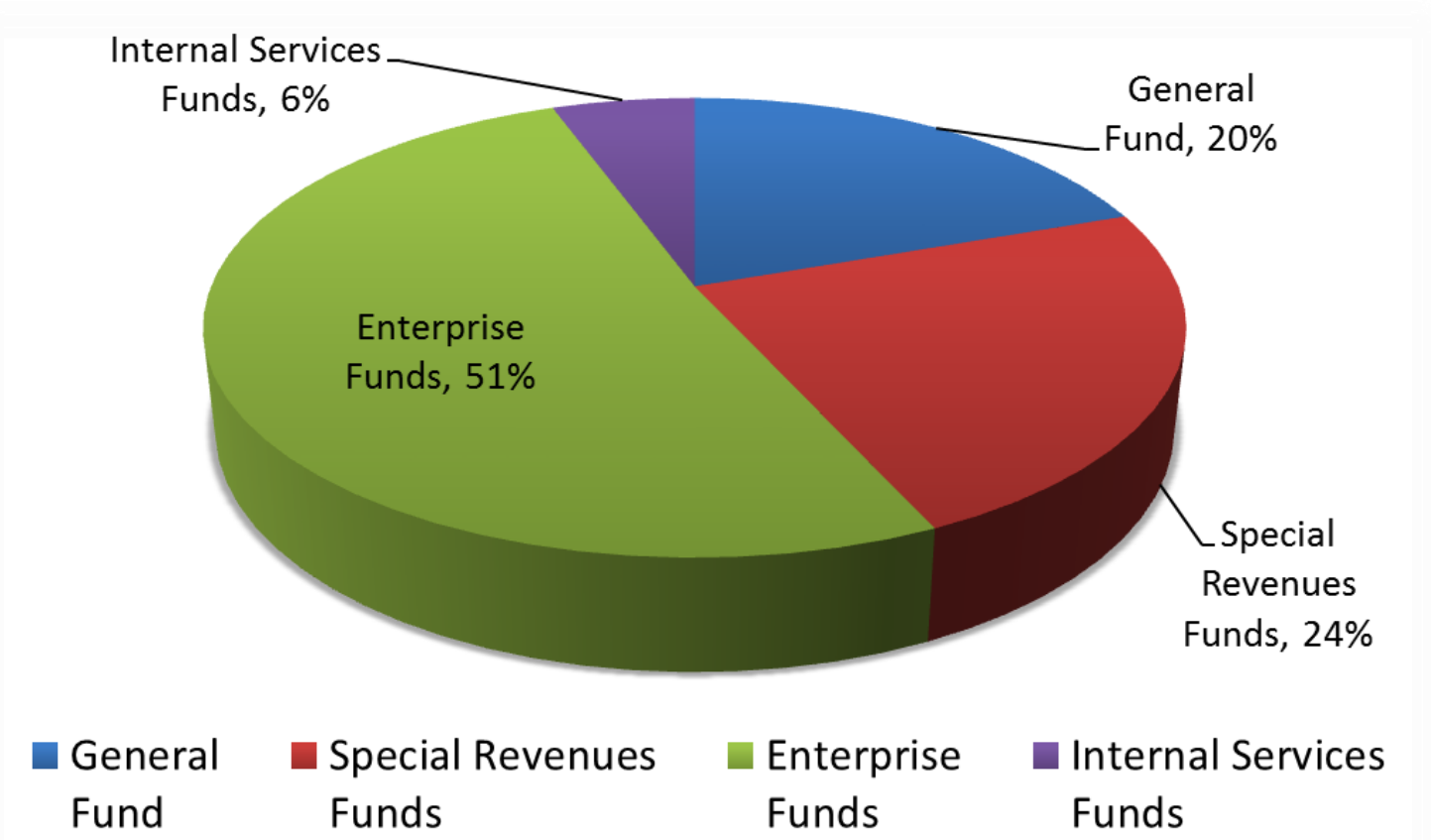
The City of Palm Coast uses a fund structure which includes Governmental, Proprietary and Fiduciary type funds. On the following pages you will see more detail as to the purpose and function of each fund. On the department summary pages you will also find the fund affected by each department.



Budget Overview by Fund Type

Total All Funds
\$137,123,812

General Fund	Special Revenue Funds	Enterprise Funds	Internal Services Funds
\$ 26,863,408 20%	\$ 32,356,846 24%	\$ 70,246,150 51%	\$ 7,657,408 6%



Governmental Funds

GENERAL FUND

As with most governmental entities, the City of Palm Coast's primary governmental fund is the General Fund. In Fiscal Year 2014 less than 1% of the total expenditures in the General Fund have been allocated for capital purchases. The largest impact to this fund as it relates to expenditures is in operating costs.

SPECIAL REVENUE FUNDS

In addition to the General Fund, the City also uses many special revenue funds. These include funds for Police Education and Automation, the CDBG program, Park Impact Fees, Special Events, the Business Assistance Center, our Disaster Reserve, funding of the Streets Improvement program as well as several others.

STREETS IMPROVEMENT FUND

The Streets Improvement Fund, which accounts for expenses related to street resurfacing, expansion and extension, as well as for bridge rehabilitation, is the largest contributor within the special revenue funds.

CAPITAL IMPROVEMENT FUND

The purpose of the Capital Improvement Fund is to account for revenues used for major capital projects and to track the expenditures of those funds. Historically, the City has allocated 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 was .047 mills. No ad valorem taxes were allocated for fiscal year 2014.

The General Fund and Special Revenue funds combined, account for approximately 44% of the overall budget for fiscal year 2014

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.

SOURCE	REVENUES			
	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Ad Valorem Taxes	\$ -	\$ -	\$ 165,000	\$ -
Local Option, Use and Fuel Taxes	-	-	1,951,920	2,150,000
Intergovernmental Revenue	1,183,402	3,145,396	-	160,000
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	13,458	13,140	2,000	4,000
Miscellaneous Revenues	-	1,794,498	-	-
Transfers from Other Funds	-	200,000	220,000	408,007
Appropriated Fund Balance	-	-	-	2,432,993
TOTAL	\$ 1,196,860	\$ 5,153,034	\$ 2,338,920	\$ 5,155,000

SOURCE	EXPENDITURES			
	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	301,092	-	-	-
Capital Outlay	2,570,591	4,213,608	751,450	5,155,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	9,425,998	-	-
Contingency	-	-	1,587,470	-
TOTAL	\$ 2,871,683	\$ 13,639,606	\$ 2,338,920	\$ 5,155,000

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ -	\$ 50,533	\$ 1,078,500	\$ 790,530	\$ 750,815
Interest and Other Earnings	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ -	\$ 50,533	\$ 1,078,500	\$ 790,530	\$ 750,815

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	50,533	918,500	770,530	322,808
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	160,000	20,000	428,007
Contingency	-	-	-	-	-
TOTAL	\$ -	\$ 50,533	\$ 1,078,500	\$ 790,530	\$ 750,815

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Judgments, Fines & Forfeits	\$ 7,961	\$ 7,096	\$ 7,200	\$ 7,200	\$ 7,200
Interest and Other Earnings	91	228	65	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	24,500	24,900	12,100
TOTAL	\$ 8,052	\$ 7,324	\$ 31,765	\$ 32,100	\$ 19,300

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	18,135	-	-	20,000	10,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	31,765	12,100	9,300
TOTAL	\$ 18,135	\$ -	\$ 31,765	\$ 32,100	\$ 19,300

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Judgments, Fines & Forfeits	\$ 25,167	\$ 20,050	\$ 22,000	\$ 22,000	\$ 22,000
Interest and Other Earnings	1,587	2,866	900	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	289,760	290,000	191,000
TOTAL	\$ 26,754	\$ 22,916	\$ 312,660	\$ 312,000	\$ 213,000

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	121,000	83,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	312,660	191,000	130,000
TOTAL	\$ -	\$ -	\$ 312,660	\$ 312,000	\$ 213,000

Disaster Reserve Fund

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

REVENUES

SOURCE	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and Other Earnings	12,370	21,133	7,500	1,000	1,500
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	2,190,984	2,205,117	2,206,117
TOTAL	\$ 12,370	\$ 21,133	\$ 2,198,484	\$ 2,206,117	\$ 2,207,617

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	2,198,484	2,206,117	2,207,617
TOTAL	\$ -	\$ -	\$ 2,198,484	\$ 2,206,117	\$ 2,207,617

Special Events Fund

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

REVENUES

SOURCE	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ 9,998	\$ 18,661	\$ 25,000	\$ 21,200	\$ 20,000
Charges for Services	347,788	358,707	379,000	229,725	270,600
Interest and Other Earnings	1,930	3,787	1,400	-	-
Miscellaneous Revenues	6,555	3,693	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	13,425	-
TOTAL	\$ 366,271	\$ 384,849	\$ 405,400	\$ 264,350	\$ 290,600

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	257,688	291,245	314,050	264,350	290,600
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	91,350	-	-
TOTAL	\$ 257,688	\$ 291,245	\$ 405,400	\$ 264,350	\$ 290,600

Streets Improvement Fund

The Streets Improvement Fund is used to track revenue associated with Gas Taxes and the expenditures of those funds on the street improvement program. State Revenue Sharing monies have also been placed in this fund. Approximately 30% of State Revenue Sharing comes from gas taxes.

REVENUES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Local Option, Use and Fuel Taxes	\$ 4,182,246	\$ 4,352,576	\$ 2,356,500	\$ 1,683,000
Ad Valorem Taxes	-	-	100,000	-
Intergovernmental Revenue	1,921,449	2,321,095	863,000	7,495,600
Judgments, Fines & Forfeits	241,169	270,537	361,200	361,200
Interest and Other Earnings	10,378	26,130	5,000	4,557
Miscellaneous Revenues	-	-	-	-
Appropriated Fund Balance	-	-	-	4,127,943
TOTAL	\$6,355,242	\$6,970,337	\$3,685,700	\$ 13,672,300

EXPENDITURES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	153,948	154,905	90,300	90,300
Capital Outlay	4,666,528	2,465,408	3,253,700	13,582,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	2,578,000	-	-
Contingency	-	-	341,700	-
TOTAL	\$ 4,820,476	\$ 5,198,313	\$ 3,685,700	\$ 13,672,300

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. A park impact fee study is currently underway.

REVENUES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ 100,901	\$ -	\$ -	\$ -
Charges for Services	160,859	130,030	250,000	260,000
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	723	3,819	-	6,080
Miscellaneous Revenues	-	-	-	-
Appropriated Fund Balance	-	-	-	-
TOTAL	\$262,483	\$133,849	\$250,000	\$266,080

EXPENDITURES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	102,992	-	-	250,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	200,000	-	-
Contingency	-	-	250,000	16,080
TOTAL	\$102,992	\$200,000	\$250,000	\$266,080

Fire Impact Fee Fund

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

REVENUES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	26,398	35,069	45,000	46,800
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	435	1,006	800	1,558
Transfers from Other Funds	-	-	-	-
Appropriated Fund Balance	-	-	-	-
TOTAL	\$26,833	\$36,075	\$45,800	\$48,358

EXPENDITURES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	45,800	48,358
TOTAL	\$ -	\$ -	\$ 45,800	\$ 48,358

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.

SOURCE	REVENUES			
	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	5,148	-	-	-
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	9,284	13,770	1,000	-
Miscellaneous Revenues	-	-	-	-
Appropriated Fund Balance	-	-	724,000	580,000
TOTAL	\$ 14,432	\$ 13,770	\$ 725,000	\$ 580,000

SOURCE	EXPENDITURES			
	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	125,000	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	266,770	600,000	-
Contingency	-	-	-	580,000
TOTAL	\$ -	\$ 266,770	\$ 725,000	\$ 580,000

Transportation Impact Fee Fund

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

REVENUES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Permits, Fees and Special Assessments	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	-	-	-	-
Charges for Services	412,423	581,068	720,000	748,800
Interest and Other Earnings	2,495	(23,585)	-	-
Transfers from Other Funds	-	2,341,770	400,000	-
Appropriated Fund Balance	-	-	-	-
TOTAL	\$ 414,918	\$ 2,899,254	\$ 1,120,000	\$ 748,800

EXPENDITURES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	633,867	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	350,000	150,000
Contingency	-	-	770,000	598,800
TOTAL	\$ 633,867	\$ -	\$ 1,120,000	\$ 748,800

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ 1,915,234	\$ 1,063,331	\$ 1,900,000	\$ 1,550,000	\$ 1,900,000
Interest and Other Earnings	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ 1,915,234	\$ 1,063,331	\$ 1,900,000	\$ 1,550,000	\$ 1,900,000

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,602,199	1,376,367	1,900,000	1,550,000	1,900,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
TOTAL	\$ 1,602,199	\$ 1,376,367	\$ 1,900,000	\$ 1,550,000	\$ 1,900,000

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 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Charges for Services	\$ -	\$ 8,319	\$ 15,000	\$ 22,500	\$ 20,000
Miscellaneous Revenues	-	-	-	-	-
Transfers from other funds	-	-	-	-	10,000
Appropriated Fund Balance	-	-	45,225	45,225	35,225
	-	-	-	-	-
TOTAL	\$ -	\$ 8,319	\$ 60,225	\$ 67,725	\$ 65,225

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	6,078	15,000	22,500	30,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	45,225	45,225	35,225
TOTAL	\$ -	\$ 6,078	\$ 60,225	\$ 67,725	\$ 65,225

Old Kings Road Special Assessment Fund

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

REVENUES

SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Permits, Fees and Special Assessments	\$ 250,342	\$ 129,899	\$ -	\$ 240,000
Intergovernmental Revenue	-	-	-	-
Charges for Services	-	-	-	-
Interest and Other Earnings	121	366	-	-
Transfer from Other Funds	-	-	350,000	150,000
Debt Proceeds	-	-	-	-
Appropriated Fund Balance	-	-	-	-
TOTAL	\$ 250,463	\$ 130,265	\$ 350,000	\$ 390,000

EXPENDITURES

SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	78	-	-
Capital Outlay	12,289	-	-	-
Debt Service	248,367	211,361	350,000	390,000
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	-	-
TOTAL	\$ 260,656	\$ 211,439	\$ 350,000	\$ 390,000

SR100 Community Redevelopment Fund

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

REVENUES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ 787,784	\$ 798,707	\$ 856,901	\$ 960,543
Interest and Other Earnings	15,116	27,067	3,000	3,000
Miscellaneous Revenues	-	-	-	-
Transfers from Other Funds	485,016	515,874	521,000	513,391
Debt Proceeds	-	-	2,088,000	-
Appropriated Fund Balance	-	-	-	4,572,817
TOTAL	\$ 1,287,916	\$ 1,341,648	\$ 3,468,901	\$ 6,049,751

EXPENDITURES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	7,464	14,087	90,000	50,000
Capital Outlay	1,715,524	106,470	347,000	5,187,250
Debt Service	649,369	650,689	776,133	812,501
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,255,768	-
TOTAL	\$ 2,372,357	\$ 771,246	\$ 3,468,901	\$ 6,049,751

Proprietary Funds

The City's proprietary funds include groups of both enterprise (business-type) and internal services funds. The largest budgetary contributor among all funds is the Utility Fund, which is an enterprise fund.

UTILITY FUND

The Utility Fund accounts for a total of approximately 24% of the total budget for fiscal year 2014. This does not include Utility Capital Projects which accounts for an additional 11% of the City's overall budget. Additional information related to the Utility Capital Projects program can be found in the Capital Improvement Section of this document.

STORMWATER FUND

The Stormwater Fund, with a total budget of \$7,776,223 for fiscal year 2014, accounts for roughly 6% of the overall total fiscal year 2014 budget. These expenses include \$2,709,200 in capital improvements which provide funding for swale rehabilitation, pipe replacements, modeling improvements and other system upgrades.

FLEET REPLACEMENT FUND

The Fleet Replacement Fund, an internal services fund, is used to replace existing fleet that has been determined to have a high maintenance cost and where replacement has been recommended. A majority of the cost for these replacements is related to heavy equipment which is used primarily by the utility divisions and stormwater maintenance. More information regarding the fleet replacement program can be found in the Capital Improvement section of this document.

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Water Sales	\$ 17,445,894	\$ 17,370,421	\$ 17,908,500	\$ 17,675,000	\$ 18,200,000
Sewer Service	10,421,240	10,734,453	10,393,500	10,453,500	12,975,750
Intergovernmental Revenue	-	-	-	-	-
Other Charges for Service	1,323,702	1,546,296	1,305,943	1,472,395	1,590,000
Interest and Other Earnings	54,498	67,687	272,701	130,000	160,000
Miscellaneous Revenues	39,195	477,582	-	-	-
Non Revenues	-	-	-	-	-
Debt Proceeds	5,023,320	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ 34,307,849	\$ 30,196,440	\$ 29,880,644	\$ 29,730,895	\$ 32,925,750

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ 6,806,811	\$ 6,576,261	\$ 7,002,858	\$ 7,033,608	\$ 7,240,630
Operating Expenses	17,614,819	17,474,792	8,747,423	8,579,476	8,870,119
Capital Outlay	-	-	443,000	450,770	598,500
Debt Service	6,920,696	6,779,966	11,226,866	12,715,619	11,860,460
Grants & Aide	10,000	10,000	10,000	10,000	10,000
Transfers to Other Funds	2,264,812	2,252,991	2,331,018	2,331,018	3,822,226
Contingency	-	-	119,479	485,404	523,815
TOTAL	\$ 33,617,138	\$ 33,094,010	\$ 29,880,644	\$ 31,605,895	\$ 32,925,750

Utility Capital Projects Fund

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

REVENUES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 494,000
Charges for Service	391,584	1,672,608	900,000	986,000
Interest and other Earnings	397,936	131,641	291,000	266,800
Transfers from other Funds	1,384,522	1,388,587	1,459,542	3,160,226
Debt Proceeds	-	-	21,550,000	150,000
Appropriated Fund Balance	-	-	-	10,918,974
TOTAL	\$ 2,174,042	\$ 3,192,836	\$ 24,200,542	\$ 15,976,000

EXPENDITURES				
SOURCE	Actual FY 11	Actual FY 12	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	14,000	31,000
Capital Outlay	-	-	6,543,000	15,945,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	5,023,320	-	-	-
Contingency	-	-	17,643,542	-
TOTAL	\$ 5,023,320	\$ -	\$ 24,200,542	\$ 15,976,000

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Ad Valorem Taxes	\$ -	\$ 1,686,100	\$ 245,750	\$ 245,750	\$ 275,133
Permits, Fees and Special Assessments	12,965	-	-	-	-
Intergovernmental Revenue	48,058	307,369	-	-	-
Charges for Services	4,765,366	5,468,797	7,309,000	7,500,000	7,500,000
Interest and Other Earnings	1,051	902	-	1,000	1,100
Miscellaneous Revenues	569,018	656	-	-	-
Transfers from Other Funds	-	885,000	-	-	-
Debt Proceeds	-	-	-	-	-
Appropriated Fund Balance	-	-	190,542	435,660	-
TOTAL	\$ 5,396,458	\$ 8,348,824	\$ 7,745,292	\$ 8,182,410	\$ 7,776,233

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ 1,047,101	\$ 587,098	\$ 1,684,931	\$ 1,684,931	\$ 1,719,525
Operating Expenses	2,942,467	3,052,077	1,601,435	1,587,071	1,904,484
Capital Outlay	-	-	2,988,100	3,471,570	2,709,200
Debt Service	305,737	384,448	1,337,076	1,359,838	1,360,024
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	44,000	68,000	79,000	79,000	83,000
Contingency	-	-	54,750	-	-
TOTAL	\$ 4,339,305	\$ 4,091,623	\$ 7,745,292	\$ 8,182,410	\$ 7,776,233

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Communications Services Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	7,805,956	7,655,877	7,400,000	7,400,000	7,400,000
Interest and Other Earnings	115	(217)	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ 7,806,071	\$ 7,655,660	\$ 7,400,000	\$ 7,400,000	\$ 7,400,000

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	7,631,424	7,533,636	7,252,381	7,252,381	7,194,950
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	147,619	147,619	205,050
TOTAL	\$ 7,631,424	\$ 7,533,636	\$ 7,400,000	\$ 7,400,000	\$ 7,400,000

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Charges for Service	\$ 217,553	\$ 254,079	\$ 935,368	\$ 984,351	\$ 1,204,212
Interest and Other Earnings	14,074	23,004	6,000	3,000	3,000
Miscellaneous Revenues	7,546	19,705	20,107	18,117	16,000
Appropriated Fund Balance	-	-	437,486	393,351	200,000
TOTAL	\$ 239,173	\$ 296,787	\$ 1,398,961	\$ 1,398,819	\$ 1,423,212

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ 1,133,154	\$ 969,013	\$ 1,088,223	\$ 1,086,723	\$ 1,120,963
Operating Expenses	335,367	336,941	310,738	312,096	302,249
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
TOTAL	\$ 1,468,521	\$ 1,305,955	\$ 1,398,961	\$ 1,398,819	\$ 1,423,212

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 operates the golf course. A transfer from the Capital Projects Fund was used for the capital cost related to the renovation.

REVENUES

SOURCE	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Charges for Services	\$ 1,501,459	\$ 1,479,063	\$ 1,618,881	\$ 1,430,179	\$ 1,525,960
Interest and Other Earnings	123	(971)	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	256,000	5,626,500	-	50,000	-
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ 1,757,582	\$ 7,104,592	\$ 1,618,881	\$ 1,480,179	\$ 1,525,960

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,924,244	1,819,407	1,595,881	1,457,179	1,503,960
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	18,000	22,000	23,000	23,000	22,000
Contingency	-	-	-	-	-
TOTAL	\$ 1,942,244	\$ 1,841,407	\$ 1,618,881	\$ 1,480,179	\$ 1,525,960

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 is 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 at least the next few years of operation. A management company has been hired to operate the tennis center beginning in 2011.

REVENUES

SOURCE	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Charges for Services	\$ 181,596	\$ 157,818	\$ 204,278	\$ 197,706	\$ 227,385
Interest and Other Earnings	-	(78)	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	181,000	125,000	100,000	125,000	100,000
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ 362,596	\$ 282,740	\$ 304,278	\$ 322,706	\$ 327,385

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	353,794	267,841	303,278	321,706	326,385
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	1,000	1,000	1,000	1,000	1,000
Contingency	-	-	-	-	-
TOTAL	\$ 354,794	\$ 268,841	\$ 304,278	\$ 322,706	\$ 327,385

Information Technology & Communications Fund

Information Technology 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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Charges for Services	\$ 312,571	\$ -	\$ 633,000	\$ 646,000	\$ 665,000
Interest and Other Earnings	156	1,308	300	1,000	1,500
Miscellaneous Revenues	9,765	1,000	-	-	-
Non Revenues	2,317,320	2,277,000	2,245,000	2,245,000	2,225,110
Transfers from Other Funds	-	1,794,498	-	-	-
Appropriated Fund Balance	-	-	-	-	-
TOTAL	\$ 2,639,812	\$ 4,073,807	\$ 2,878,300	\$ 2,892,000	\$ 2,891,610

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ 803,936	\$ 763,162	\$ 843,576	\$ 846,932	\$ 731,827
Operating Expenses	1,698,793	1,581,525	1,271,892	1,306,028	1,312,918
Capital Outlay	-	-	350,400	221,000	276,000
Debt Service	-	4,173	-	-	-
Grants & Aide	-	300,000	300,000	300,000	300,000
Transfers to Other Funds	-	12,000	14,000	14,000	14,000
Contingency	-	-	98,432	204,040	256,865
TOTAL	\$ 2,502,729	\$ 2,660,861	\$ 2,878,300	\$ 2,892,000	\$ 2,891,610

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Non Revenues	\$ 2,819,860	\$ 2,749,733	\$ 3,148,100	\$ 2,916,320	\$ 3,075,500
Interest and Other Earnings	2,325	5,810	1,250	1,250	1,500
Appropriated Fund Balance	-	-	20,000	241,780	193,245
TOTAL	\$ 2,822,185	\$ 2,755,543	\$ 3,169,350	\$ 3,159,350	\$ 3,270,245

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	2,801,630	2,352,885	3,169,350	3,159,350	3,270,245
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
TOTAL	\$ 2,801,630	\$ 2,352,885	\$ 3,169,350	\$ 3,159,350	\$ 3,270,245

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 FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Charges for Services	\$ 406,785	\$ 418,182	\$ 315,000	\$ 325,000	\$ 333,125
Interest and Other Earnings	14,566	35,047	5,000	6,500	5,000
Miscellaneous Revenues	4,280	2,886	-	-	-
Non Revenues	3,321,428	3,413,492	3,452,697	3,452,697	3,744,066
Transfers from Other Funds	66,462	-	101,500	101,500	292,500
Appropriated Fund Balance	-	-	195,846	-	12,472
TOTAL	\$ 3,813,521	\$ 3,869,607	\$ 4,070,043	\$ 3,885,697	\$ 4,387,163

EXPENDITURES

CATEGORY	Actual FY 11	Actual FY 12	Original Budget FY 13	Estimated FY 13	Proposed Budget FY 14
Personal Services	\$ 172,594	\$ 212,249	\$ 238,172	\$ 238,172	\$ 244,146
Operating Expenses	3,018,395	3,069,439	2,006,371	2,010,188	2,055,117
Capital Outlay	-	-	1,825,500	1,250,000	2,087,900
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	387,337	-
TOTAL	\$ 3,190,989	\$ 3,281,688	\$ 4,070,043	\$ 3,885,697	\$ 4,387,163

Department Funding

As shown below and on the following page, some department responsibility may cross funds. This is most noticeable in the Public Works department which includes divisions that are funded by the General Fund, Utility Fund, Fleet Fund and Stormwater Fund.

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
City Council	\$ 95,672	\$ -	\$ -	\$ -	\$ -
Administration					
City Manager	363,316	-	-	-	-
Community Relations	348,982	-	-	-	-
Purchasing and Contracts Managements	252,142	-	-	-	-
Solid Waste		7,400,000	-	-	-
Economic Development	284,945	-	-	-	-
City Clerk	145,076	-	-	-	-
Human Resources	340,319	-	-	-	-
Self Insured Health	-	-	-	3,270,245	-
Non-Departmental	991,507	-	-	-	-
Law Enforcement	2,599,863	-	-	-	-
Police Education	-	-	-	-	19,300
Police Automation	-	-	-	-	213,000
Disaster Reserve	-	-	-	-	2,207,617
Recycling Revenue	-	-	-	-	290,600
City Attorney	394,276	-	-	-	-
Financial Services	702,866	-	-	-	-
Community Development					
Building Permits and Inspections	-	1,423,212	-	-	-
Planning	1,600,215	-	-	-	-
Code Enforcement	2,189,729	-	-	-	-
CDBG	-	-	-	-	750,815
Neighborhood Stabilization	-	-	-	-	1,900,000
Business Assistance Center (BAC)	-	-	-	-	65,225
SR100 Community Redevelopment	-	-	-	-	6,049,751
Capital Projects	-	-	5,155,000	-	-
Fire					
Fire	7,347,270	-	-	-	-
Fire Impact Fee	-	-	-	-	48,358
Public Works / Utility					
Streets	\$ 5,463,148	\$ -	\$ -	\$ -	\$ -
Facilities Maintenance	646,028	-	-	-	-
Parks / Facilities	1,209,773	-	-	-	-
Streets Improvement	-	-	-	-	13,672,300
Customer Service	-	1,343,941	-	-	-
Administration	-	1,168,227	-	-	-
Utility Maintenance	-	689,095	-	-	-
Wastewater Collection	-	2,400,329	-	-	-
Wastewater Treatment	-	1,795,467	-	-	-
Water Plant #1	-	1,735,178	-	-	-
Water Plant #2	-	1,296,749	-	-	-
Water Plant #3	-	982,587	-	-	-
Water Quality	-	475,511	-	-	-
Water Distribution	-	2,892,193	-	-	-
Non-Departmental	-	18,146,473	-	-	-
Utility Capital Projects	-	-	15,976,000	-	-
Stormwater Maintenance	-	3,991,208	-	-	-
Fleet Management	-	-	-	4,387,163	-
Engineering and Stormwater Management					
Engineering	528,624	-	-	-	-
Development Special Projects	-	-	-	-	580,000
Transportation Impact Fee	-	-	-	-	748,800
Old Kings Road Special Assessment	-	-	-	-	390,000
Stormwater Engineering	-	3,785,025	-	-	-
Recreation and Parks					
Parks & Recreation	1,359,657	-	-	-	-
Park Impact Fee	-	-	-	-	266,080
Golf Course	-	1,525,960	-	-	-
Tennis Center	-	327,385	-	-	-
Information Technology and Communications					
	-	2,891,610	-	-	-
Total	\$ 26,863,408	\$ 54,270,150	\$ 21,131,000	\$ 7,657,408	\$ 27,201,846
			Total	\$	137,123,812

City Council

Department Summary

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

Jon Netts, Mayor

Upon his retirement in 1992, Mr. Netts moved to Palm Coast from New Jersey. When Palm Coast first incorporated, Mr. Netts was appointed to the City's Code Enforcement Board where he served as Chairman. In 2001 he was elected as District #2's representative on the City Council. He was chosen as Vice Mayor in 2003 and again in 2007. Mr. Netts was successful in his 2007 candidacy to become the City of Palm Coast's second Mayor and he was elected again in 2011.

Bill McGuire, City Council Member, District #1

Mr. McGuire brings a diversified business management/problem solving background to his Palm Coast City Council position. For thirty years, he supervised thousands of employees in processing and producing parts for airplanes, glass furnaces, steel and aluminum casings and aircraft engine parts. He also assisted in the restructuring and start-up operations for several manufacturing plants.

David Ferguson, City Council Member, District #2

Mr. Ferguson received a Bachelor of Science degree in Engineering from Drexel University in Philadelphia and an MBA degree in Finance from Georgia State University. Some of his accomplishments include: Business Strategy Consultant/Advisor/Analyst in Flagler County and Vice President of the Bank Capital Group, also in Flagler County.

Jason DeLorenzo, City Council Member, District #3

The youngest candidate ever to be selected as a Palm Coast City Council Member, Mr. DeLorenzo was elected in 2011 as the District #3 representative to the Council. He is also known throughout the community as the Government Affairs Director for the Flagler Homebuilders Association, working as an advocate for small business.

William A. Lewis, Council Member – District #4

Council Member William A. Lewis was selected to serve on the Palm Coast City Council in November, 2008, representing District #4. Mr. Lewis has taken an active role in the community and local government serving as a member of the City's Planning and Land Development Regulation Board and Palm Coast's Planning and Ordinance Committee.

City Council

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 64,943	\$ 64,796	\$ 65,195	\$ 65,195	\$ -
Operating Expenditures	17,213	26,064	31,356	30,477	(879)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 82,156	\$ 90,860	\$ 96,551	\$ 95,672	\$ (879)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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 Attorney

Department Summary

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

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

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

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

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

City Attorney

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 34,346	\$ 34,487	\$ 36,338	\$ 36,845	\$ 507
Operating Expenditures	358,108	343,409	355,551	357,431	1,880
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 392,454	\$ 377,896	\$ 391,889	\$ 394,276	\$ 2,387

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
Total Full-time		0.50	0.50	0.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		0.50	0.50	0.50	-

Administration

Department Summary

The Administration Department consists of the City Manager's Office, Communications and Marketing, City Clerk's Office, Purchasing and Contracts Management, Economic Development and Human Resources.

City Manager's Office

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.

Communications and Marketing

The Communications and Marketing Division oversees a variety of communications including public relations, media relations, video, graphic design, social media, reports and presentations to City Council, as well as operating and managing TV 199, the City's local government cable television channel. The team supports all City Departments, including assisting with special events, coordinating the Palm Coast Citizens Academy, and handling many aspects of community relations for the City. All Division staff have an active role on the Branding Team, whose mission is to promote the city's "Find Your Florida" brand to residents and prospective residents and businesses.

City Clerk's Office

The City Clerk acts as the Secretary to the City Council. The office of the City Clerk has the Records Management and Land Management function and oversees the City's elections. The City Clerk 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.

Purchasing and Contracts Management

The Purchasing and Contracts Management Division has two functions. This division is responsible for overseeing a decentralized purchasing system that reviews and processes purchase orders, and ensures competitive bidding is in accordance with the City's purchasing policy.

In addition, Purchasing coordinates and develops formal Invitations to Bid, Requests for Qualifications, Requests for Proposals, Requests for Information, and Letters of Interest to ensure overall compliance with the City's standards and policies. Contracts function assists with the administration and negotiation of contracts for a wide range of goods and services, monitors construction projects and handles dispute resolution on those Contracts when necessary. In addition, the Risk Management function falls under Contract Administration and consists of ensuring that all City property, vehicles and capital equipment are adequately insured. The Risk Management function also coordinates with the insurance company/attorney on any general liability and/or automobile claims on behalf of the City.

Economic Development

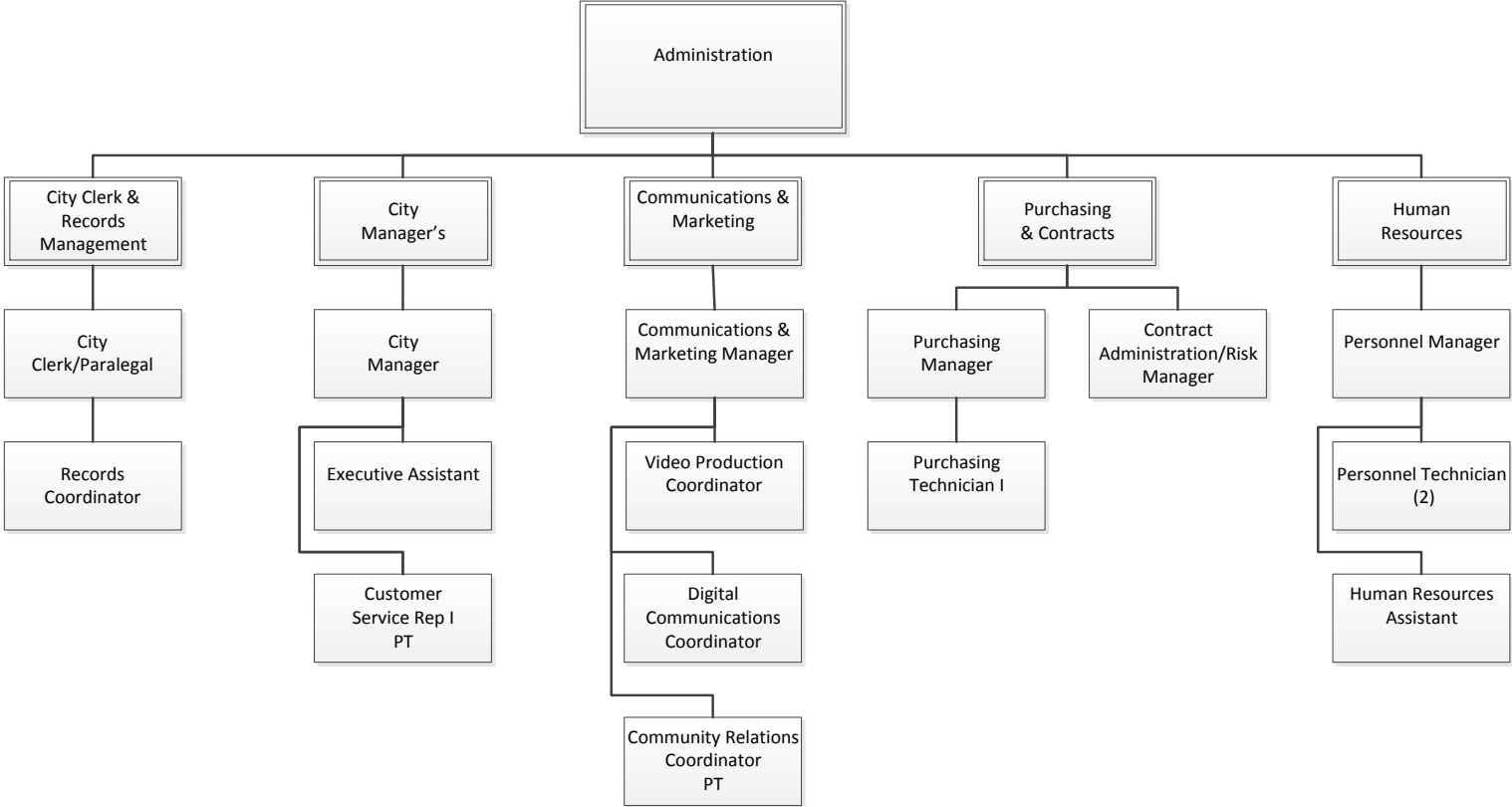
The Economic Development Division is responsible for the development and implementation of the City Economic Development and Incentive Policy, in an effort to grow the City's economy. The division partners with other public and private entities to identify funding sources, create a branding and marketing strategy for the City, to coordinate and promote local events, and to improve the economic well-being of our community through efforts that include job creation, job retention and quality of life.

Human Resources

The Human Resources Division provides support, services, and resources to management, City officials, and employees. HR establishes policies, advises departments on HR matters, assists in the recruiting process, provides benefits and wellness coordination, manages personnel records, and assists in employee separation and retirement.

Administration

Organizational Chart



Administration

Department Objectives

Objective		Strategy		Administration
Long-Term		Short-Term		
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 position descriptions, training, certification, public policy needs that benefit the Organization and the Community		
To enhance awareness of customer service and 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 employee 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

Measuring Performance

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

- √ "Find Your Florida" branding, marketing, and messaging campaign plan was initiated this year
- √ Updated the "Find Your Prosperity" site quarterly

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

- √ All bids submitted to the Purchasing Division were completed (Council approval) within 10 weeks of departmental request 100% of the time.
- √ In an effort to deliver services in an efficient and cost-effective manner, City Council meeting minutes were completed and posted within two days of City Council approval.
- √ All "open records requests" were answered as prescribed by state law
- √ City Council meeting agendas were posted at least 5 days prior to a public meeting

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

- √ Assessed evaluation process through team approach and implemented it
- √ The EAT Team and the Human Resources division jointly implemented a City-wide tracking mechanism to monitor certification and training needs
- √ Performed an assessment of all untracked training opportunities within each Division
- √ The Human Resources division conducted all background screening for full time positions within 10 working days of selection by departments 95% of the time.

Special Notes:

One measure which will carry over to fiscal year 2014 includes creating a city-wide branding policy. Staff has started drafting the policy through a sub-committee which was formed, and completion of the policy is anticipated in 2014 This policy will help the City work towards achieving its objective of developing a branding and marketing strategy and establishing criteria to measure its success.

City Manager's Office

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 327,745	\$ 322,923	\$ 325,440	\$ 324,171	\$ (1,269)
Operating Expenditures	23,499	33,183	35,805	39,145	3,340
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 351,244	\$ 356,106	\$ 361,245	\$ 363,316	\$ 2,071

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	-
Total Full-time		2.00	2.00	2.00	-
<u>Part-time/Temporary</u>					
Customer Service Rep	6	-	-	1.00	1.00
Total Part-time/Temporary		-	-	1.00	1.00
Total Personnel		2.00	2.00	3.00	1.00

The increase in positions for this department is actually the result of the reorganization of a part time (.5 FTE) customer service position that was previously in the Communications and Marketing division.

Communications and Marketing

General Fund

EXPENDITURE SUMMARY					
Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 132,009	\$ 141,588	\$ 100,813	\$ 245,483	\$ 144,670
Operating Expenditures	66,878	69,236	74,456	103,499	29,043
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 198,887	\$ 210,824	\$ 175,269	\$ 348,982	\$ 173,713

CAPITAL OUTLAY SCHEDULE	
Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Community Relations Coordinator	20	-	1.00	1.00	-
Video Production Coordinator	16			1.00	1.00
Digital Communications Coordinator	14			1.00	1.00
Customer Service Representative I	6	1.00			-
Total Full-time		1.00	1.00	3.00	2.00
<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)
Total Part-time/Temporary		2.00	2.00	1.00	(1.00)
Total Personnel		3.00	3.00	4.00	1.00

The video production team was moved for fiscal year 2014 from the Information Technology department to the Communications & Marketing division. In addition a part-time customer service position was moved to the City Manager's office. This resulted in a net change of 1.5 FTE.

Purchasing and Contracts Management

General Fund

EXPENDITURE SUMMARY					
Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 274,059	\$ 257,160	\$ 249,860	\$ 227,553	\$ (22,307)
Operating Expenditures	23,732	22,758	25,343	24,589	(754)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 297,791	\$ 279,917	\$ 275,203	\$ 252,142	\$ (23,061)

CAPITAL OUTLAY SCHEDULE	
Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Purchasing Manager	18	1.00	1.00	1.00	-
Contracts Administrator	18	1.00	1.00	1.00	-
Purchasing Technician	7	2.00	2.00	1.00	(1.00)
Total Full Time		4.00	4.00	3.00	(1.00)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		4.00	4.00	3.00	(1.00)

As a result of streamlining and consolidation of duties with other departments, this division was able to eliminate one position which resulted in a reduction of 1 FTE.

Economic Development

General Fund

EXPENDITURE SUMMARY					
Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 79,182	\$ 84,172	\$ 81,309	\$ 40,942	\$ (40,367)
Operating Expenditures	75,426	88,523	113,150	144,003	30,853
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	97,500	-	42,000	100,000	58,000
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 252,108	\$ 172,696	\$ 236,459	\$ 284,945	\$ 48,486

CAPITAL OUTLAY SCHEDULE	
Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Economic Development Coordinator	21	-	-	-	-
Senior Planner	17	0.50	0.50	0.50	-
Staff Assistant	6	-	-	-	-
Total Full-time		0.50	0.50	0.50	-
<u>Part-time/Temporary</u>					
Event Coordinator	16	-	1.00	-	(1.00)
Total Part-time/Temporary		-	1.00	-	(1.00)
Total Personnel		0.50	1.50	0.50	(1.00)

The event coordinator position, which was previously part time and impacted the Economic Development division by .25 FTE, has been upgraded to a full time position which reports to the Parks and Recreation department.

City Clerk's Office

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 88,715	\$ 96,972	\$ 93,302	\$ 94,838	\$ 1,536
Operating Expenditures	73,191	33,716	35,127	50,238	15,111
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 161,906	\$ 130,688	\$ 128,429	\$ 145,076	\$ 16,647

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
Records Coordinator	11	1.00	1.00	1.00	-
Total Full-time		1.50	1.50	1.50	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		1.50	1.50	1.50	-

Human Resources

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 191,630	\$ 194,236	\$ 240,754	\$ 247,196	\$ 6,442
Operating Expenditures	76,727	97,038	93,071	93,123	52
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 268,357	\$ 291,274	\$ 333,825	\$ 340,319	\$ 6,494

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	-
Total Full-time		3.00	4.00	4.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		3.00	4.00	4.00	-

Law Enforcement

General Fund

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



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

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



Law Enforcement

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	2,599,774	2,599,691	2,599,863	2,599,863	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,599,774	\$ 2,599,691	\$ 2,599,863	\$ 2,599,863	\$ -

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

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

Financial Services

Department Summary

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

The department's core functions are central accounting, payroll services, accounts payable, accounts receivables, budgeting, local business tax receipts and utility billing. The department also provides investment and revenue advice to City Officials and oversees the annual audit to ensure compliance with state and federal laws.

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

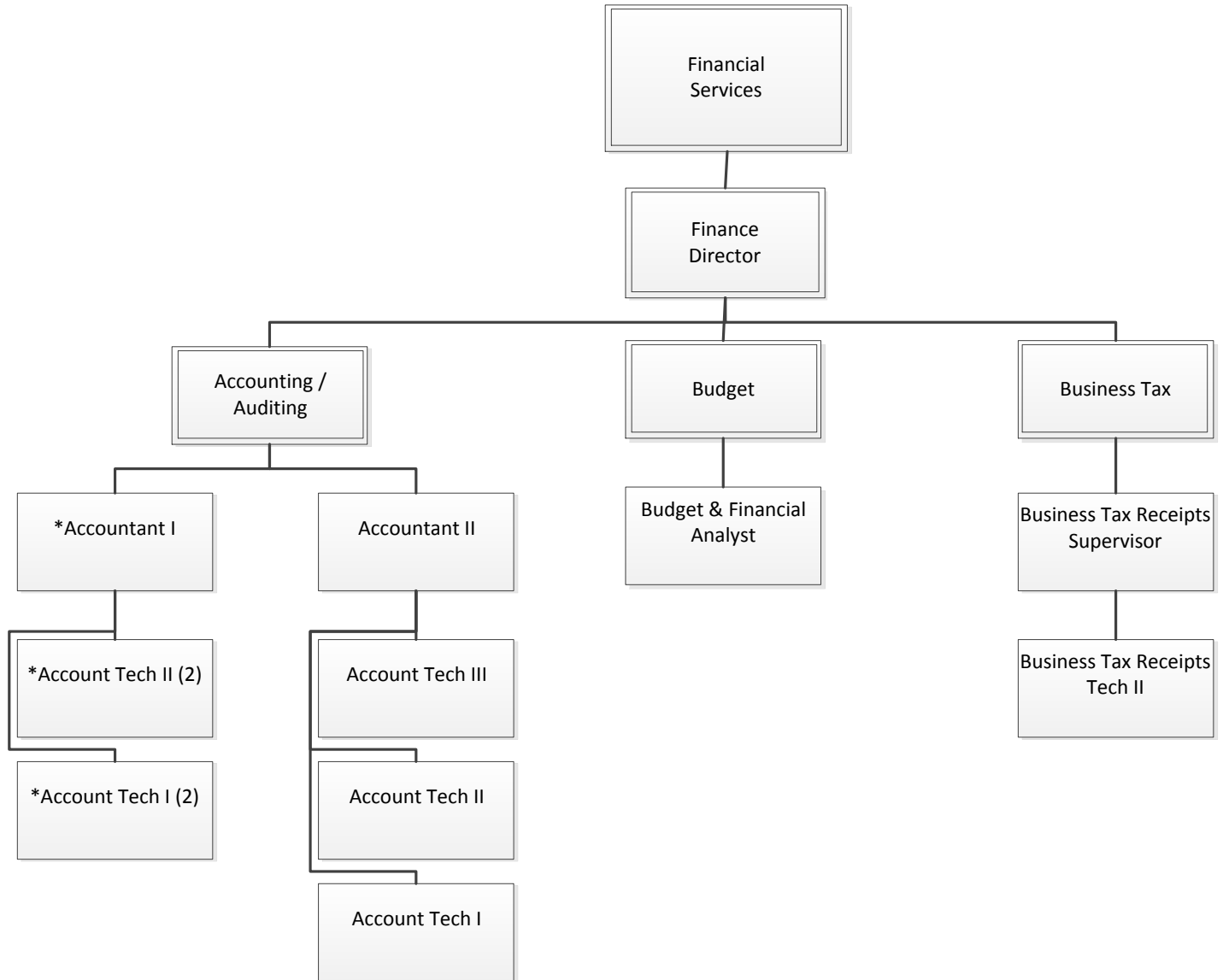
The Department performs these functions with a streamlined staff structure by utilizing cross training, multi-tasking, matrix management and technology to achieve cost effective services for the City.

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



Financial Services

Organizational Chart



* Utility billing, a division of Financial Services, is funded by the Utility Fund and all associated costs can be found within the Customer Service budget.

Financial Services

Department Objectives

Objective		Strategy		Finance
Long-Term		Short-Term		
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 position descriptions, 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 reach 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

Measuring Performance

This past fiscal year, the finance staff worked diligently towards completing numerous objectives set forth in the City Council Strategic Action Plan. Below is a summary of these accomplishments:

Goal 3:

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

- √ In an effort to provide ongoing options to diversify the City's revenue, revenue options were inventoried and were reported to City Council.
- √ Fiscal Year 2012 transactions were processed with no audit comments related to accounting errors.
- √ A public infrastructure plan was developed.
- √ A tax exempt debt policy was created.
- √ The investment policy was revised.
- √ In order to enhance the retirement fiduciary program to maximize benefits to employees, a new program was developed and monitoring has begun.
- √ A payroll internal audit process was created and will continue for ongoing monitoring.

Goal 6:

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

- √ A funding source was identified for the employee moral program.
- √ The Finance Director provided all finance staff with an Accounting 101 and 102 training and development program. All existing staff received a certificate of completion for this program.
- √ In an effort to achieve award recognition for financial excellence staff received the GFOA Budget award as well the GFOA award for financial reporting
- √ This year staff in the finance department participated in approximately 530 hours of formal training.

Special Notes:

One area of the performance measures that will carry forward to fiscal year 2014 is the development of an Internal Controls Committee and implementation of a review process. In 2014 Financial Services will work to develop the committee and move forward with reviewing three processes per year in addition to putting in place a reporting hot-line.

Financial Services

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 557,476	\$ 511,649	\$ 523,448	\$ 535,086	\$ 11,638
Operating Expenditures	157,787	163,572	168,367	167,780	(587)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 715,263	\$ 675,221	\$ 691,815	\$ 702,866	\$ 11,051

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Finance Director	22	1.00	1.00	1.00	-
Chief Accountant	18	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	-
Total Full-time		8.00	8.00	8.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		8.00	8.00	8.00	-

Community Development

Department Summary

The Community Development Department consists of five main functions; Capital Projects, Planning, Code Enforcement, Building & Permitting and Economic Development.

MISSION: Together Community Development Department staff assures and maintains the City's aesthetics, health, safety, and welfare, and protection of natural resources.

Capital Projects Division

The Capital Projects Division is responsible for managing construction of projects for the City. More information about the City's capital program can be found in the Capital Improvement Program section of this document.

Fiscal Year 2013 Capital Projects completed:

- √ Pine Lakes Parkway North Roadway Improvements & Multi-Use Path (Palm Coast Parkway north to Belle Terre Parkway)
 - Construction of paved shoulders, Resurfacing of roadway, Addition of left turn lanes, convert utilities from overhead to underground and construct a 10' wide multi-use asphalt path.
- √ Median Beautification (Belle Terre Parkway from Ponce Deleon to Royal Palms Parkway)
 - City staff completed construction to install landscape and irrigation of median.
- √ Palm Coast Parkway 6-laning (Florida Park Drive to Cypress Point Parkway):
 - Design& permitting of the project was completed.
- √ Long Creek Nature Preserve Park (Palm Harbor Parkway adjacent to College Waterway and Long Creek)
 - Design & Permitting for a new park that will include physical improvements such as shore stabilization, exotic plant removals, native restoration plantings, non-motorized kayak/boat launch, boardwalk/fishing area, parking, educational signs, and a small museum and nature center to provide education programming on the natural environment and history of the area.

Fiscal Year 2014 Budgeted Projects

- √ Seminole Woods Path
- √ Holland Park
- √ Palm Coast PKWY Six-Laning
- √ Community Center Replacement
- √ Additional fields at Indian Trails Sports Complex

Planning Division

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

Code Enforcement Division

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

Animal Control: Responds to calls for lost cats, dogs, animals running at large, cruelty to animals, abused and abandoned pets, and barking dogs. Dogs are not permitted to run at large, and must be leashed when in public or residential areas. Dogs in the open bed of a pickup truck must be confined or leashed with at least two tethers. Owners are responsible for picking up waste created by their dogs on public and private property. Pets are required to be licensed to enhance their chance of being re-united with their owners if lost.

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

Building and Permitting Division

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

Green Team

The Green Team is a special team created to protect the City's citizens and natural resources. The team is comprised of the City's technical staff including the Landscape Architect, Urban Forester, Environmental Planner and other professionals. The main objective of the Green Team Division is to preserve and enhance the City's natural and structural aesthetic, land use, and development through practical application of the City's Land Development Code and all established zoning and code regulations. Programs provided by the Green Team include C.H.I.R.P. (Children Helping In Resource Protection) Arbor Day/Earth Day, Christmas Tree and Electronics, Styrofoam and Christmas lights Recycling, Intracoastal Waterway Cleanup, Household Hazardous Waste Drop-off and Battery Recycling.

Economic Development Team

The Economic Development Team is multidisciplinary working group tasked with implementing “Prosperity 2021,” the City’s Plan for growing our local economy. Planners, accountants, IT professionals, public relation/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 such projects and programs as:

- Neighborhood Stabilization Programs
- Housing Rehabilitation Program
- Recruitment and Marketing/Branding efforts
- Business Ready Program
- Business Assistance Center*

Business Assistance Center (BAC)

Businesses in Palm Coast now have a friend at City offices. The City of Palm Coast launched its Business Assistance Center (BAC) cultivating a service that provides timely and accurate information and guidance to local businesses. Created as a partnership with the Small Business Development Center at the University of Central Florida, the Business Center serves as a liaison between essential resources and also assists with training, growth, expansion and navigating regulatory requirements for all companies who are looking for help.

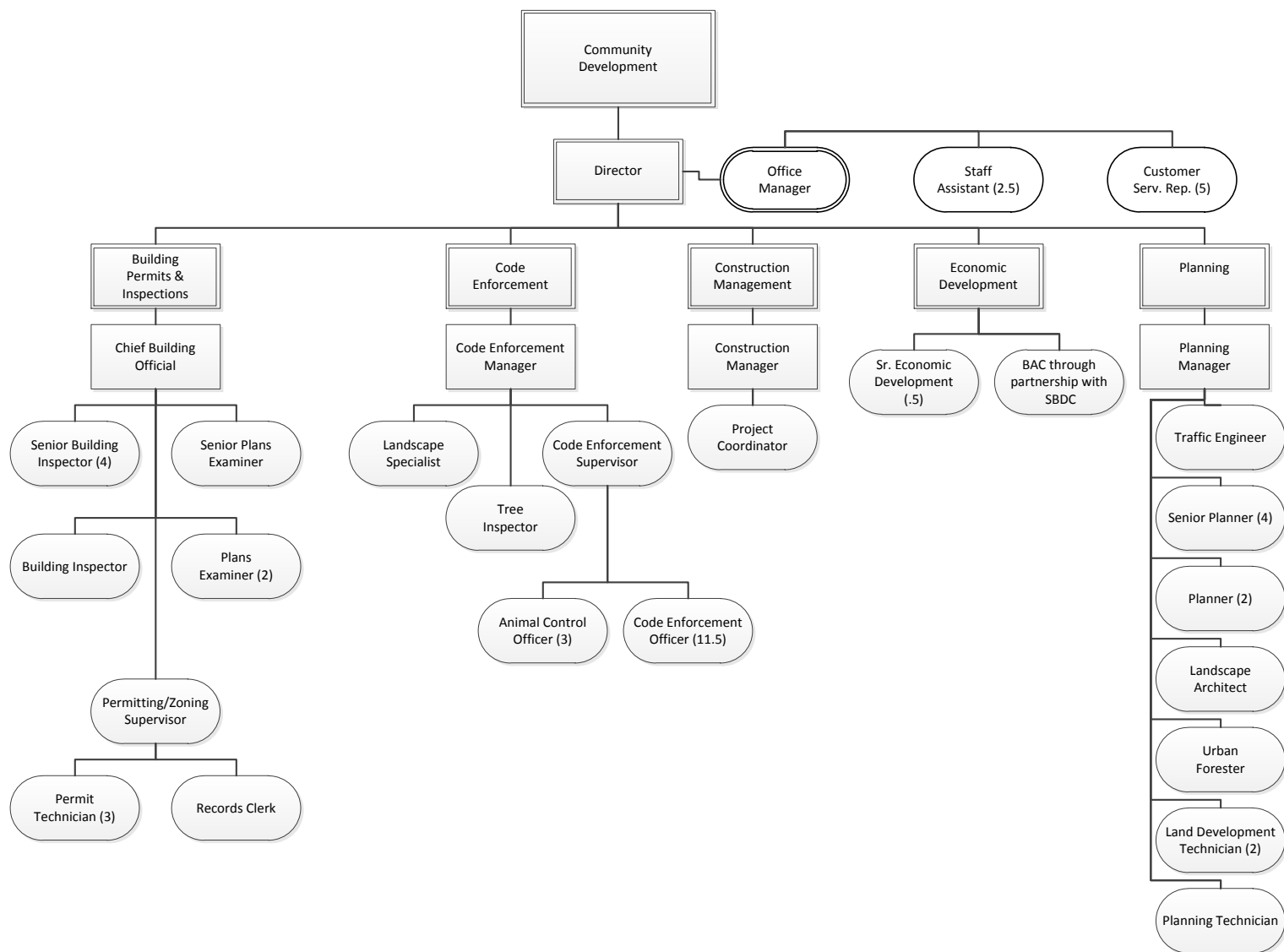
The BAC is housed on the first floor at City offices at 160 Cypress Point Parkway, Suite B105. Services are implemented by the SBDC at UCF Area Manager Joseph Roy, with support from community partners, the Center for Business Excellence (CBE), SCORE Counselors to American’s Businesses, Flagler County Chamber of Commerce and the Small Business Administration. Mr. Roy brings thirty years of executive management and operational performance experience to his new position at the Business Center.

“Data shows that small companies in Florida comprise 5.2% of all resident business establishments in the State, responsible for creating nearly 30% of the jobs,” says Beau Falgout, Senior Planner for the City of Palm Coast. “Imagine how much we can improve our local economy if we help to make our 3,000 existing small businesses successful!”

Hours for the BAC are Monday through Friday, 8:00 a.m. to 5:00 p.m. For more information, the BAC can be reached at 386-986-BIZZ (2499), or go to www.PalmCoastBAC.com

Community Development

Organizational Chart



Community Development

Department Objectives

Objective		Strategy		Community Development
Long-Term		Short-Term		
To develop in-house and identify external training opportunities for employees		Create a comprehensive training program; assess position descriptions, 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		Incorporate 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

Measuring Performance

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

- √ Complete Annual Action Plan for Community Development Block Grant
- √ Code Enforcement secured all abandoned houses within 14 days of being identified.

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

The Business Assistance Center (BAC) Accomplishments to date:

- √ The BAC has Provided Assistance with:
 - The opening of 11 new businesses
 - Creating/retaining 71 jobs
 - Generating \$2.4 million in direct impact to our local economy (sales, capital formation, and payroll) – one job at a time
- √ Facilitated meeting(s) between partners in an effort to attract tenant to former FAA Center
- √ Provide Special Section in Annual Progress Report for Prosperity 2021
- √ Conducted an Annual Workshop for Prosperity 2021 in Conjunction with Goal Setting
- √ The Planning Division inspected all landscape/environmental complaints within one working day from the time the complaint is received at least 95% of the time.
- √ The Building & Permitting Division completed building inspections within one working day from the time the inspection is called in at least 95% of the time.
- √ Tracked number of participating business in “Shop Local. . . It’s a BIG Deal” Program

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

- √ The Landscape Architect provided landscape design, project management, and other professional services and tracked all end of project results at the completion of those assigned tasks, in comparison to outside consulting service detainment.
- √ Completed landscape design for WTP #2 expansion project.
- √ Complete "Impact Fee Analysis" to maintain community assets.
- √ Hosted a Women in Business Series

Goal 4 - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- √ Completed landscape design for SR 100 (Bunnell segments).
- √ Implement enhancements to the Christmas Tree Recycling Event activities.
- √ Consulted two (2) HOA or multi-family residential developments to pursue additional recycling opportunities throughout the City
- √ Assessed possible uses and provided a proposed implementation plan for recycling vegetative debris for City needs
- √ Secured approvals from SJRWMD to complete permitting for Seminole Woods multi-use path (PHASE I)

Fiscal Year 2013 Programs provided by the Green Team:

- √ C.H.I.R.P. (Children Helping In Resource Protection)
- √ Arbor Day/Earth Day Events
- √ Christmas Tree and Electronics, Styrofoam and Christmas lights Recycling
- √ Intracoastal Waterway Cleanup
- √ Battery Recycling

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

- √ Established a methodology to inventory specimen trees at City facilities and create a maintenance plan for the trees.
- √ Assessed the current utilization of the tree nursery and provided proposal of how to diversify
- √ Worked with DBSC on bringing college students in as volunteers for CHIRP program
- √ Completed guidelines for artwork and sculpture in City including Central Park
- √ Identified two (2) possible wildfire mitigation sites for wildfire suppression.

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

- √ Offered environmental educational outreach to 10% of the Citizens of Palm Coast.

Special Notes:

Several items will carry over to fiscal year 2014 as the department was unable to implement them this year. This includes completion of the Matanzas Interchange/Old Kings Rd improvement project, which is currently 90% complete and the completion of traffic counts.

Planning

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 1,261,131	\$ 1,107,003	\$ 1,254,734	\$ 1,351,064	\$ 96,330
Operating Expenditures	175,399	252,745	224,395	249,151	24,756
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,436,530	\$ 1,359,748	\$ 1,479,129	\$ 1,600,215	\$ 121,086

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Community Development Director	22	1.00	1.00	1.00	-
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	3.50	4.50	1.00
Urban Forester	16	1.00	1.00	1.00	-
Planner	15	1.00	2.00	2.00	-
Project Coordinator	15	1.00	1.00	1.00	-
Planning Technician	8	-	-	1.00	1.00
Land Development Technician	13	2.00	2.00	2.00	-
Total Full-time		13.50	13.50	15.50	2.00
<u>Part-time/Temporary</u>					
Senior Planner	17	1.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
Total Part-time/Temporary		2.00	2.00	2.00	-
Total Personnel		15.50	15.50	17.50	2.00

This department added two new positions for fiscal year 2014 totaling 2 FTE. The positions included an additional Senior Planner as well as a Planning Technician.

Building Permits & Inspections

Building & Permit Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 1,133,154	\$ 969,013	\$ 1,086,723	\$ 1,120,963	\$ 34,240
Operating Expenditures	335,367	336,941	312,096	302,249	(9,847)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,468,521	\$ 1,305,955	\$ 1,398,819	\$ 1,423,212	\$ 24,393

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Community Development Director	22	1.00	1.00	1.00	-
Building Official	20	1.00	1.00	-	(1.00)
Chief Building Official	18	1.00	1.00	1.00	-
Senior Building Inspector	15	2.00	2.00	4.00	2.00
Senior Plans Examiner	16	-	-	1.00	1.00
Plans Examiner	15	2.00	2.00	2.00	-
Building Inspector	14	3.00	3.00	1.00	(2.00)
Permit/Zoning Supervisor	13	1.00	1.00	1.00	-
Construction Inspector	12	2.00	2.00	-	(2.00)
Records Clerk	7	-	-	1.00	1.00
Permit Technician	8	3.00	3.00	3.00	-
Total Full-time		16.00	16.00	15.00	(1.00)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		16.00	16.00	15.00	(1.00)

A records clerk, previously in Code Enforcement, has been moved to the Building Permits & Inspections department.

Code Enforcement

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 1,400,093	\$ 1,385,971	\$ 1,515,573	\$ 1,529,995	\$ 14,422
Operating Expenditures	601,375	680,478	633,087	659,734	26,647
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,001,468	\$ 2,066,449	\$ 2,148,660	\$ 2,189,729	\$ 41,069

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Community Development Director	22	1.00	1.00	1.00	-
Code Enforcement Manager	20	1.00	1.00	1.00	-
Code Enforcement Supervisor	14	2.00	2.00	1.00	(1.00)
Officer Manager	12	1.00	1.00	1.00	-
Code Enforcement Inspector	10	10.00	10.00	11.00	1.00
Animal Control Officer	10	2.00	2.00	3.00	1.00
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	5.00	3.00
Data Entry Clerk	5	1.00	1.00	-	(1.00)
Total Full-time		26.00	26.00	27.00	1.00
<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)
Total Part-time/Temporary		2.00	2.00	1.00	(1.00)
Total Personnel		28.00	28.00	28.00	-

A majority of the changes in personnel for this department are the result of reorganization within the department. There was however a part-time position which was upgraded to full time and also a records clerk position which was moved to a different department.

Fire

Department Summary



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

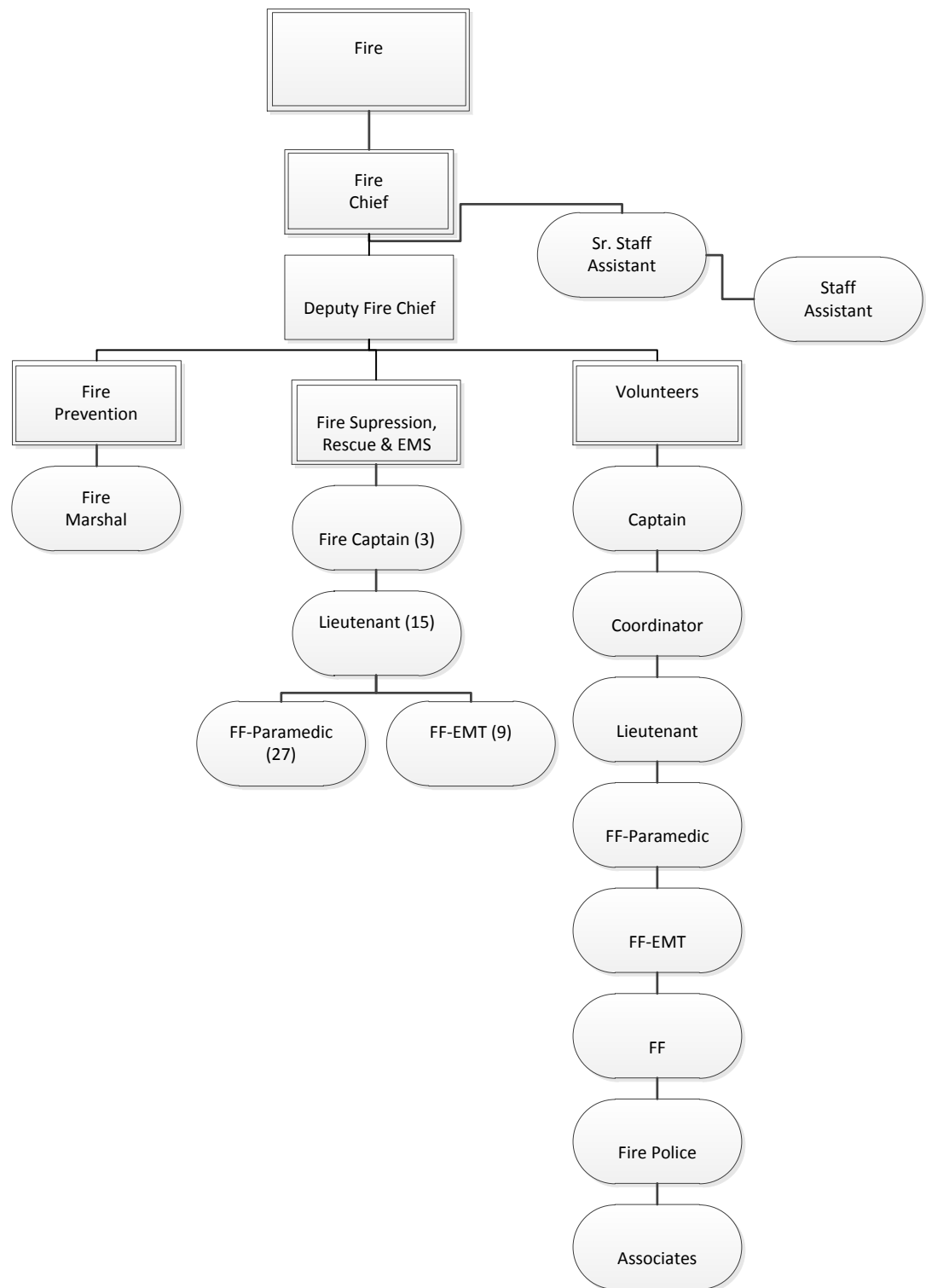
Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 54 FTE's, 25 Volunteer Firefighters and 18 Volunteer Fire Police members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The 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

Organizational Chart



Fire

Department Objectives

Objective		Strategy		Fire
Long-Term		Short-Term		
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 position descriptions, 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 the forefront of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program		
Vision: To be recognized as one of Florida's premier cities in which to live, work and play				

Fire

Measuring Performance

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

- √ Initiated study to seek in house technicians to maintain CAD to minimize external costs
- √ Initiated a feasibility study to seek an in house technician to maintain fire apparatus and small equipment to minimize external costs.

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

- √ Rolled out 5 canned presentations for the City Website:
 - Disaster Preparedness
 - Health and Safety in the Workplace
 - Health and Safety in the Home
 - Our Role in the Community
 - Seasonal Risks and All Weather Awareness
- √ Completed 100% of all businesses inspected by Fire Safety Inspector
- √ Completed 100% of pre-fire planning for all business by engine companies
- √ Established a Fire Prevention and Community Outreach team to develop an outline for the future of public education
- √ Established a Fire Prevention and Community Outreach team to develop an outline for the future of public education.

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

- √ Streamlined the fire training by fully activating “Target Safety” training component
- √ Began a mentoring program for the promotional advancement of firefighters to the lieutenant position.
- √ Revamped the “Fire Employee Evaluations” form to be more task specific

Special Notes:

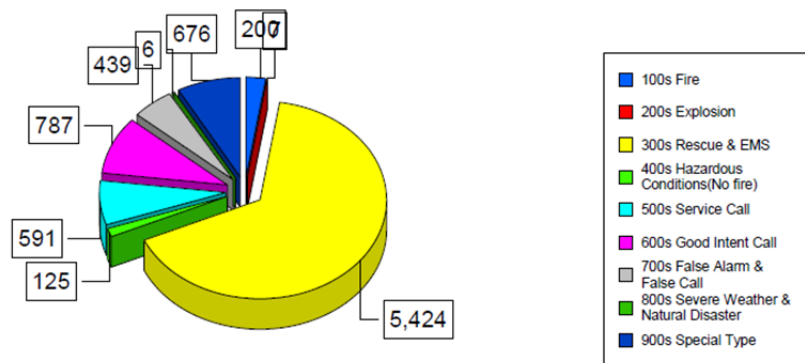
One area of the performance measures which will carry forward to 2014 is related to improving the ISO rating for fire protection. The measure has been re-evaluated and broken into smaller measures to make it more manageable in the future as well as to allow progress towards this objective to be better tracked.

COMMUNITY OUTREACH:

- Worked with the County EOC for disaster recovery program.
- Restructured the Juvenile Fire Setter Program for all of Flagler area in conjunction with the Flagler County Sheriff's Office and the Department of Juvenile Justice.
- Began 2-3 year process to revamp the Flagler Schools safety program.
- Worked with Matanzas High School to shoot a "Texting and Driving: video to support the film students.
- Conducted 911 Ceremonies.
- Assisted Flagler County Sheriff's Office in purchase of 80 AED's and conducted training classes for deputies.
- Engine companies to Belle Terre Elementary to participate in the Dr. Seuss safety program.
- Halloween Hall of Terror 11 had 2000 visitors.

GRANTS:

- Fire House Subs, through their grants program, donated two skid packages for the retrofit of two department vehicles.
- Applied for and received a grant to purchase Lifepak 15 cardiac monitoring units to upgrade ALS service



Graphed Items are sorted by Incident Type

Type Of Incident:	Total Of Incidents:	Percentage Value:
100 Series-Fire	200	2.42%
200 Series-Explosion	7	0.08%
300 Series-Rescue & EMS	5424	65.71%
400 Series-Hazardous Conditions(No fire)	125	1.51%
500 Series-Service Call	591	7.16%
600 Series-Good Intent Call	787	9.53%
700 Series-False Alarm & False Call	439	5.32%
800 Series-Severe Weather & Natural Disaster	6	0.07%
900 Series-Special Type	676	8.19%

Grand Total: 8255

Type Of Incident Most Frequent: 300 Series-Rescue & EMS

Fire

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 5,498,868	\$ 5,082,377	\$ 5,099,038	\$ 5,198,611	\$ 99,573
Operating Expenditures	1,941,291	1,934,578	2,039,676	2,037,034	(2,642)
Capital Outlay	8,183	-	239,625	111,625	(128,000)
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 7,448,342	\$ 7,016,955	\$ 7,378,339	\$ 7,347,270	\$ (31,069)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
Lifepak Cardiac Monitors	\$ 64,000
Scott Airpaks	\$ 47,625
Total	\$ 111,625

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	27.00	(2.00)
Fire Inspector	12	1.00	0.50	-	(0.50)
Firefighter/EMT	11	9.00	9.00	9.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
Staff Assistant	7	1.00	1.00	1.00	-
Total Full-time		66.00	61.50	59.00	(2.50)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		66.00	61.50	59.00	(2.50)

Public Works

Department Summary

Public Works, through its various divisions, is responsible for providing the City's water and wastewater services and for maintaining City infrastructure including city buildings, streets, drainage systems and park facilities.

The Customer Service Division manages the front desk operations at the main City offices and the Utility office as well as staffing of a call center to handle incoming calls to the City. Primarily dealing with utility and stormwater accounts, the Customer Service Representatives are also equipped to help residents and customers with all sorts of city-related subjects. In 2013, Customer Serviced handled over 94,000 calls.

The Streets Division is tasked with maintaining the City rights-of-way and all associated infrastructure – pavement, sidewalks, signs and traffic signals. The Streets Division also picks up the litter, mows the grass on the side of the road and maintains the beautiful landscaping along the parkways. In 2013, an additional landscape crew was added to take over the maintenance of the portion of the parkway landscaping that was formerly contracted out.

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

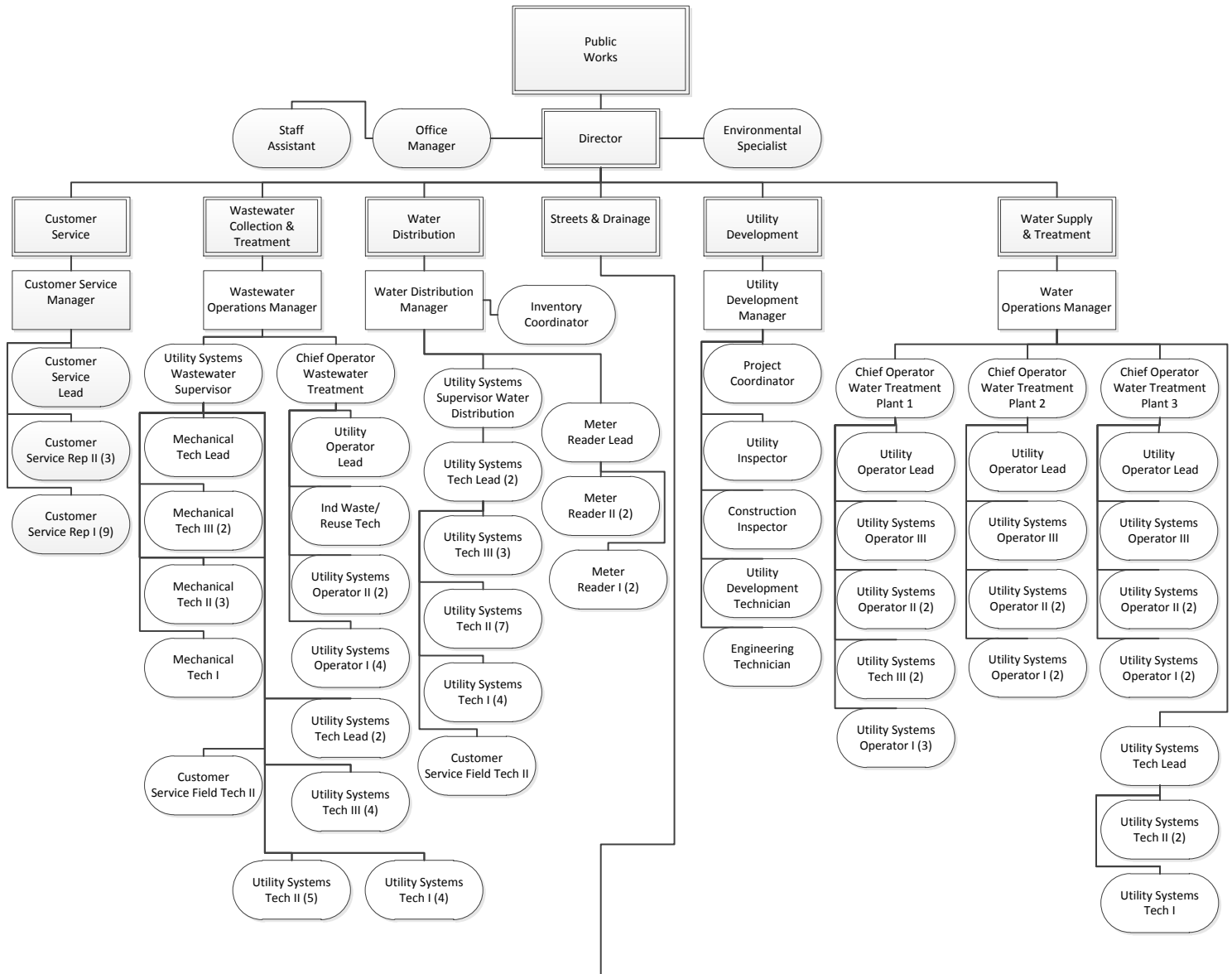
The Utility Division provides water, wastewater and reuse services to the City of Palm Coast and surrounding areas. The Utility operates as an enterprise fund utilizing its operating revenues and capacity fees to cover its expenses with no support from tax dollars. It is the responsibility of the Utility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

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 Public Works Department is also responsible for the maintenance of all city-owned facilities such as the Community Center, Frieda Zamba Pool, City-owned offices and all of the City parks including sports fields, playgrounds and the miles of trails and pathways.

Public Works

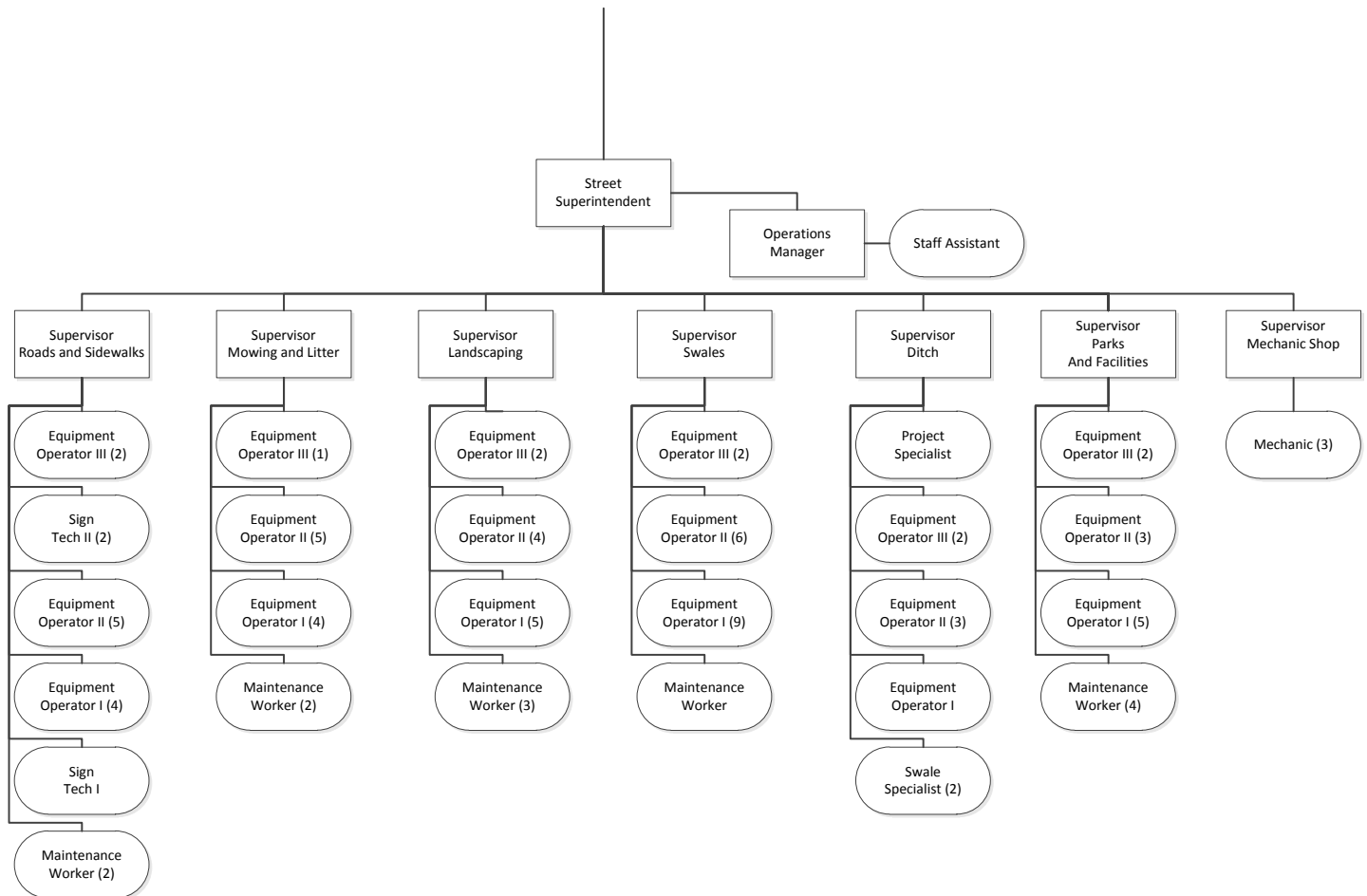
Organizational Chart



Public Works

Organizational Chart

(continued)



Public Works

Department Objectives

Objective		Strategy		Public Works
Long-Term	Short-Term			
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 the forefront 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

Measuring Performance

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

- √ The Streets Division replaced well over 5,000 LF of drainage pipe
- √ The Streets Division ensured all ditches were maintained twice this year
- √ Completed Phase I design and permitting, to execute the County Inter-local agreement to provide the Beverly Beach area with wastewater services
- √ The Utility Division inspected more than 10% of the 1,595,523 linear feet of gravity sewer systems
- √ Capacity improvements were identified for budget planning and implementation through modeling data and system analysis
- √ Facilities Maintenance Division responded to all facilities requests within 1 business day

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

- √ A Utility Rate Study was completed supporting debt service, capital plan improvements and operational expenses
- √ Tracking was completed of the number of transmitters installed to reduce meter reading time and improve efficiency
- √ Immediate opportunities to provide customer connections for reuse transmission system was inventoried
- √ A cost benefit analysis was developed for work sent out for the previous 3 years to see if the work can be performed in house

Goal 4 - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- √ Inventory of "extremely hazardous" material was reduced by 25%
- √ Completed evaluation of the current odor control methods used
- √ In an effort to target expansion opportunities to utilize reclaimed water through established City processes, connection of the Hidden Lakes area to the reclaimed water system was completed

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

- ✓ The Parks Facilities Division provided routine inspection and maintenance to City Park Facilities Monthly.
- ✓ The Streets Division repaired street identification, warning, and regulatory signs within 24 hours being reported

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

- ✓ The Utility Division provided Customer Service Representatives with 8 hours of cross-training from other areas within the Division
- ✓ The Utility Division provided 20 hours of continuing education and/or safety training to at least 90% of all full-time field employees

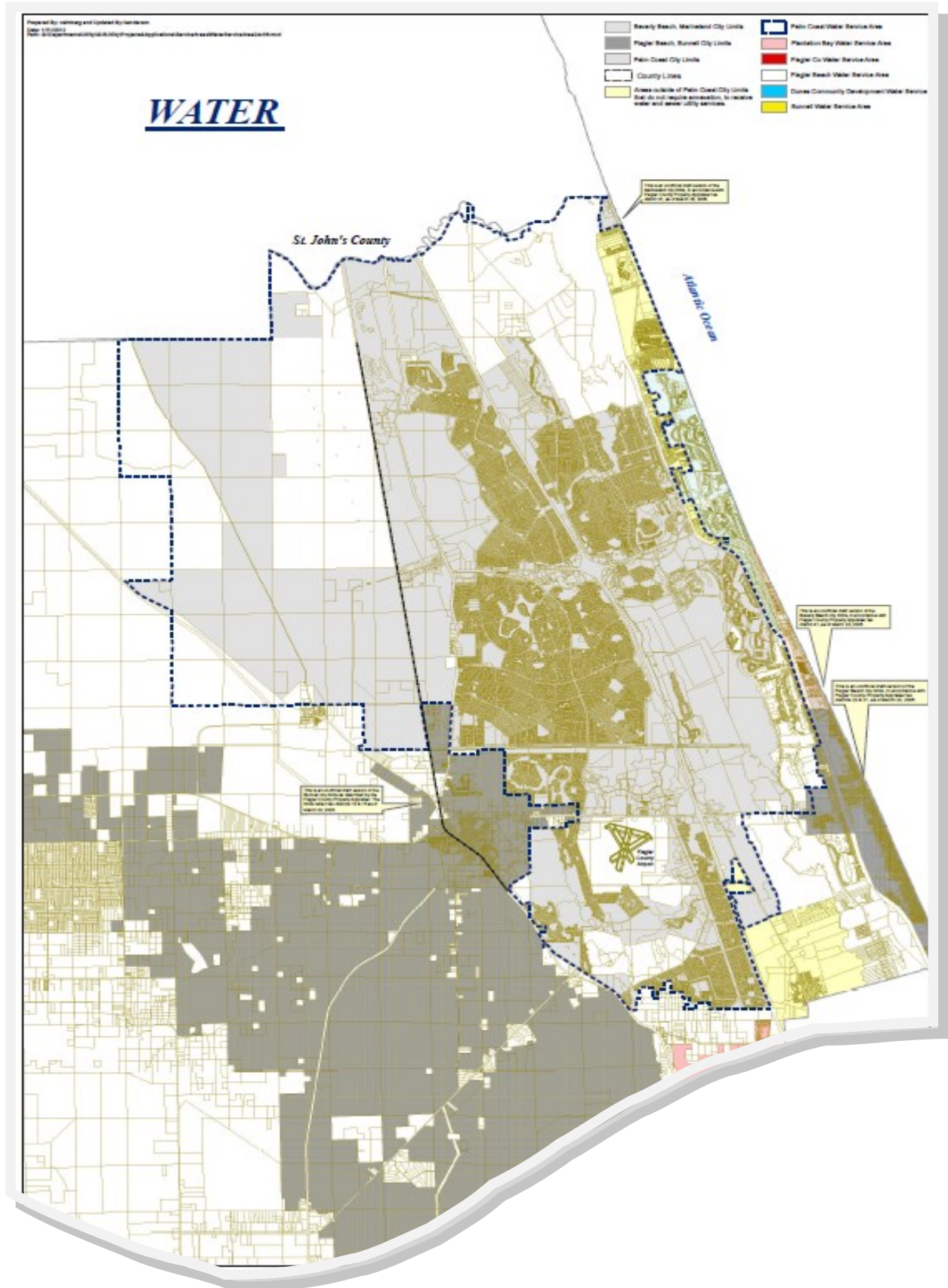
Special Notes:

Public Works had a very productive fiscal year 2013. The Department completed a utility rate analysis, refinanced existing debt and issued new revenue bonds to fund future capital improvements and necessary renewals and replacements. New meter installs were up – 286 for FY 2013 vs. 115 for FY 2012 as were PEP tank installs – 62 for FY 2013 vs. 30 for FY 2012. The Department completed several special projects that in prior years would have been contracted out and brought additional work in-house resulting in significant savings for the year that will carry into the future. The year-end operating expenses for all divisions were at-or-below forecast while several performance measures were exceeded by large margins. Operations were impacted somewhat by the higher than average rainfall and timing of rainfall events, in particular, the wastewater collection division which saw an increase in tank-truck hauling costs and necessary replacement of several PEP tanks which placed demands on staff that affected the division's ability to meet some goals set for preventative maintenance activities.

The Wastewater Treatment Plant was awarded the Florida Water Pollution Control Operators Association Award for Safety for Class B Treatment Facilities for the second year in a row and the three Water Treatment Plants were selected by the Florida Department of Environmental Protection to receive their Excellence in Operations Award. Customer service answered over 94,000 calls while maintaining an average customer wait time of less than two minutes and all of the Public Works Department's customer service-related goals were met.

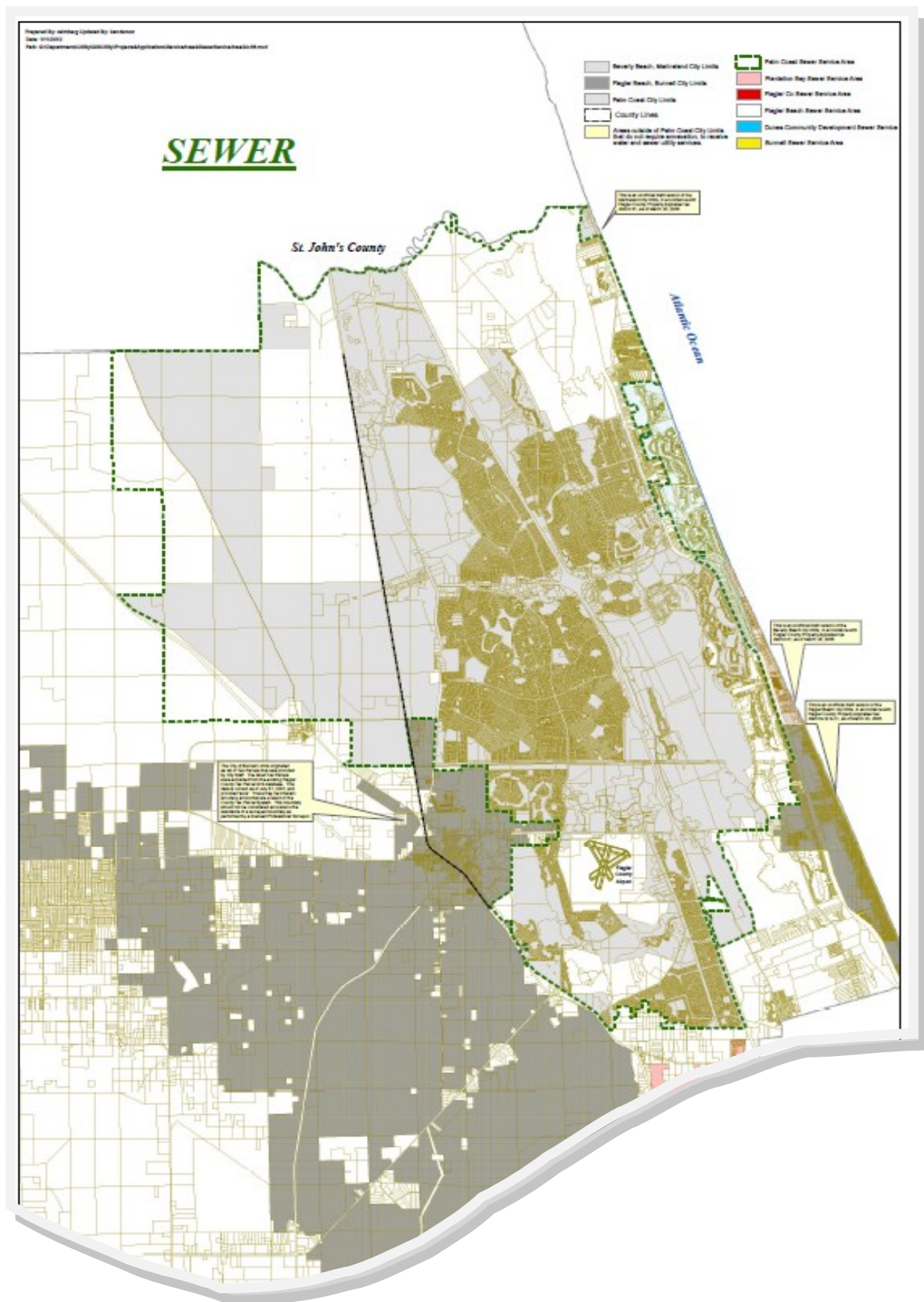
Stormwater Operations had a banner year with results that included completion of over 57 miles of swale regrades, double the target, and nearly 4,000 feet of drainage pipe replacements, grossly exceeding the target of 1,200 feet. In addition, the pipe division took on the first of many stormwater ditch rehabilitation projects. Based on modeling and redesign completed by the Engineering Department, Public Works completed a major ditch system rehab in Section 31, just north of Ralph Carter Park. Work such as this would have normally been performed by an outside contractor but was completed in-house at a significant savings.

Water Service Area Map



Public Works

Sewer Service Area Map



Streets & Drainage

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 1,984,558	\$ 1,844,986	\$ 2,186,648	\$ 2,475,934	\$ 289,286
Operating Expenditures	3,203,059	2,982,525	2,963,245	2,912,214	(51,031)
Capital Outlay	-	15,483	89,866	75,000	(14,866)
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 5,187,617	\$ 4,842,993	\$ 5,239,759	\$ 5,463,148	\$ 223,389

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
All Terrain Slope Mower	\$ 40,000
Gator Cart with Spray Rig	20,000
Lift Signal Truck Attachment	15,000
Total	\$ 75,000

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
Full-time					
Public Works Director	22	0.30	0.30	0.30	-
Streets Superintendent	19	1.00	1.00	1.00	-
Public Works Operations Manager	15	1.00	1.00	1.00	-
Public Works Supervisor	12	2.00	2.00	3.00	1.00
Equipment Operator III	10	3.00	3.00	5.00	2.00
Equipment Operator II	8	10.00	10.00	15.00	5.00
Equipment Operator I	6	18.00	18.00	14.00	(4.00)
Maintenance Worker	5	6.00	6.00	7.00	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	-
Total Full-time		45.30	45.30	50.30	5.00
Part-time/Temporary					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		45.30	45.30	50.30	5.00

The addition of 5 FTE to this department is the result of the City's new mowing crew.

Facilities Maintenance

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 85,591	\$ 88,842	\$ 94,755	\$ 96,361	\$ 1,606
Operating Expenditures	568,856	559,995	575,068	549,667	(25,401)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 654,447	\$ 648,837	\$ 669,823	\$ 646,028	\$ (23,795)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Equipment Operator II	8	1.00	1.00	1.00	-
Equipment Operator I	6	1.00	1.00	1.00	-
Total Full-Time		2.00	2.00	2.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		2.00	2.00	2.00	-

Parks Facilities Maintenance

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 597,242	\$ 554,313	\$ 671,675	\$ 678,909	\$ 7,234
Operating Expenditures	368,828	456,050	487,475	511,864	24,389
Capital Outlay	-	20,835	5,500	19,000	13,500
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 966,070	\$ 1,031,197	\$ 1,164,650	\$ 1,209,773	\$ 45,123

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
Portable Bleachers	\$ 5,500
Sod Cutter	6,000
Laser Painter	7,500
Total	\$ 19,000

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	4.00	4.00	-
Maintenance Worker	5	4.00	4.00	4.00	-
Total Full-time		12.00	13.00	13.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		12.00	13.00	13.00	-

Fleet Management

Fleet Management Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 172,594	\$ 212,249	\$ 238,172	\$ 244,146	\$ 5,974
Operating Expenditures	3,018,395	3,069,439	2,010,188	2,055,117	44,929
Capital Outlay	-	-	1,250,000	2,087,900	837,900
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	387,337	-	(387,337)
Total Expenditures	\$ 3,190,989	\$ 3,281,688	\$ 3,885,697	\$ 4,387,163	\$ 501,466

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
New Equipment	\$ 292,500
Replacement Fleet	\$ 1,795,400
Total	\$ 2,087,900

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Mechanic Shop Supervisor	12	1.00	1.00	1.00	-
Mechanic I	9	2.00	3.00	3.00	-
Total Full-time		3.00	4.00	4.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		3.00	4.00	4.00	-

Utility Administration

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 858,050	\$ 855,427	\$ 885,064	\$ 897,516	\$ 12,452
Operating Expenditures	293,588	275,191	261,950	270,711	8,761
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,151,638	\$ 1,130,618	\$ 1,147,014	\$ 1,168,227	\$ 21,213

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	-
Total Full-time		10.70	10.70	10.70	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		10.70	10.70	10.70	-

Utility Maintenance

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 430,964	\$ 385,185	\$ 406,169	\$ 420,236	\$ 14,067
Operating Expenditures	163,631	185,852	212,772	268,859	56,087
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 594,595	\$ 571,037	\$ 618,941	\$ 689,095	\$ 70,154

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	3.00	3.00	-
Mechanical Technician I	6	2.00	1.00	1.00	-
Total Full-time		7.00	7.00	7.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	7.00	7.00	-

Wastewater Collection

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 928,005	\$ 943,699	\$ 1,029,598	\$ 1,051,679	\$ 22,081
Operating Expenditures	1,139,749	1,248,299	1,244,256	1,261,150	16,894
Capital Outlay	2,589	1,424	20,000	87,500	67,500
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,070,343	\$ 2,193,422	\$ 2,293,854	\$ 2,400,329	\$ 106,475

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
Sewer Service Jetter Trailer	\$ 12,500
Closed Cab Mini Excavator	55,000
Reuse Meters	20,000
Total	\$ 87,500

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
Full-time					
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	-
Total Full-time		18.00	18.00	18.00	-
Part-time/Temporary					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		18.00	18.00	18.00	-

Wastewater Treatment

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 858,050	\$ 855,427	\$ 885,064	\$ 897,516	\$ 12,452
Operating Expenditures	293,588	275,191	261,950	270,711	8,761
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,151,638	\$ 1,130,618	\$ 1,147,014	\$ 1,168,227	\$ 21,213

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	-
Total Full-time		9.00	9.00	9.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		9.00	9.00	9.00	-

Water Plant 1

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 577,285	\$ 547,308	\$ 608,452	\$ 623,564	\$ 15,112
Operating Expenditures	1,088,251	1,074,245	1,115,051	1,111,614	(3,437)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,665,536	\$ 1,621,554	\$ 1,723,503	\$ 1,735,178	\$ 11,675

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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 I	8	-	-	1.00	1.00
Utility Systems Technician III	9	2.00	2.00	1.00	(1.00)
Total Full-time		10.00	10.00	10.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		10.00	10.00	10.00	-

Water Plant 2

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 452,130	\$ 425,146	\$ 431,546	\$ 521,324	\$ 89,778
Operating Expenditures	755,666	701,840	753,971	775,425	21,454
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,207,796	\$ 1,126,986	\$ 1,185,517	\$ 1,296,749	\$ 111,232

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Mechanical Tech I	6	-	-	1.00	1.00
Mechanical Tech II	8	-	-	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	-
Total Full-time		7.00	7.00	9.00	2.00
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	7.00	9.00	2.00

The addition of 2 FTE to this department is the result of the additional staff needed to operate the Zero Liquid Discharge treatment facility being constructed this fiscal year.

Water Plant 3

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 454,212	\$ 398,357	\$ 446,770	\$ 442,096	\$ (4,674)
Operating Expenditures	509,757	424,566	499,388	540,491	41,103
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 963,969	\$ 822,924	\$ 946,158	\$ 982,587	\$ 36,429

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	-
Total Full-time		7.00	7.00	7.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		7.00	7.00	7.00	-

Water Quality

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 358,169	\$ 364,792	\$ 354,722	\$ 370,657	\$ 15,935
Operating Expenditures	63,812	82,424	92,041	104,854	12,813
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 421,981	\$ 447,216	\$ 446,763	\$ 475,511	\$ 28,748

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
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	-
Total Full-time		5.00	5.00	5.00	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		5.00	5.00	5.00	-

Water Distribution

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 1,306,868	\$ 1,252,463	\$ 1,381,722	\$ 1,387,266	\$ 5,544
Operating Expenditures	938,814	955,829	918,579	993,927	75,348
Capital Outlay	402,183	388,098	430,770	511,000	80,230
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	66,462	-	26,500	-	(26,500)
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,714,327	\$ 2,596,390	\$ 2,757,571	\$ 2,892,193	\$ 134,622

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
Meter Installs	\$ 511,000
Total	\$ 511,000

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
Full-time					
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	2.00	2.00	-
Meter Reader II	6	-	2.00	2.00	-
Total Full-time		24.00	24.00	24.00	-
Part-time/Temporary					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		24.00	24.00	24.00	-

Customer Service

Utility Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 817,154	\$ 841,625	\$ 900,819	\$ 939,861	\$ 39,042
Operating Expenditures	349,059	342,871	356,214	369,080	12,866
Capital Outlay	-	-	-	-	-
Debt Service	27,442	22,321	35,000	35,000	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,193,655	\$ 1,206,817	\$ 1,292,033	\$ 1,343,941	\$ 51,908

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
Customer Service Manager	15	1.00	1.00	1.00	-
Accountant I	14	1.00	1.00	1.00	-
Customer Service Supervisor	12	-	-	-	-
Customer Service Lead	10	1.00	1.00	1.00	-
Accounting Technician II	10	2.00	2.00	2.00	-
Accounting Technician I	8	-	1.00	2.00	1.00
Customer Service Representative II	8	2.00	3.00	3.00	-
Customer Service Representative I	6	9.00	9.00	9.00	-
Data Entry Clerk	5	1.00	-	-	-
Total Full-time		17.00	18.00	19.00	1.00
<u>Part-time/Temporary</u>					
Customer Service Representative I	6	-	1.00	-	(1.00)
Mail Clerk	2	1.00	-	-	-
Total Part-time/Temporary		1.00	1.00	-	(1.00)
Total Personnel		18.00	19.00	19.00	-

One position in this department has been upgraded from a part-time Customer Service Representative to a full time Accounting Technician I for fiscal year 2014.

Utility Non-Departmental

Utility Fund

EXPENDITURE SUMMARY					
Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 28,000	\$ 31,000	\$ -	\$ -	\$ -
Operating Expenditures	11,174,109	11,037,952	1,967,874	1,964,972	(2,902)
Capital Outlay	-	-	-	-	-
Debt Service	6,893,254	6,757,645	12,680,619	11,825,460	(855,159)
Grants and Aide	10,000	10,000	10,000	10,000	-
Transfers	2,198,350	2,252,991	2,304,518	3,822,226	1,517,708
Contingency	-	-	485,404	523,815	38,411
Total Expenditures	\$ 20,303,713	\$ 20,089,588	\$ 17,448,415	\$ 18,146,473	\$ 698,058

CAPITAL OUTLAY SCHEDULE	
Description	Proposed FY 14
	\$ -
	-
Total	\$ -

Stormwater Operations

Stormwater Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 488,227	\$ 335,997	\$ 1,367,268	\$ 1,396,368	\$ 29,100
Operating Expenditures	153,271	524,074	578,089	912,840	334,751
Capital Outlay	2,082,216	2,041,751	1,505,000	1,682,000	177,000
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 2,723,714	\$ 2,901,821	\$ 3,450,357	\$ 3,991,208	\$ 540,851

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
Pipe Laser	\$ 7,000
Bulldozer	150,000
Swale Rehab	900,000
Valley Gutter Replacements	75,000
Pipe Replacements	550,000
Total	\$ 1,682,000

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	8.00	8.00	-
Equipment Operator I	6	7.00	10.00	9.00	(1.00)
Maintenance Worker	5	1.00	1.00	1.00	-
Total Full-time		27.00	28.00	27.00	(1.00)
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		27.00	28.00	27.00	(1.00)

Engineering & Stormwater

Department Summary

This Department consists of two divisions: Engineering which is funded by the General Fund and Stormwater Engineering which comes out of the Stormwater Utility Fund. The Stormwater Fund is a proprietary fund, funded mostly by charges/fees for service.

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.

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

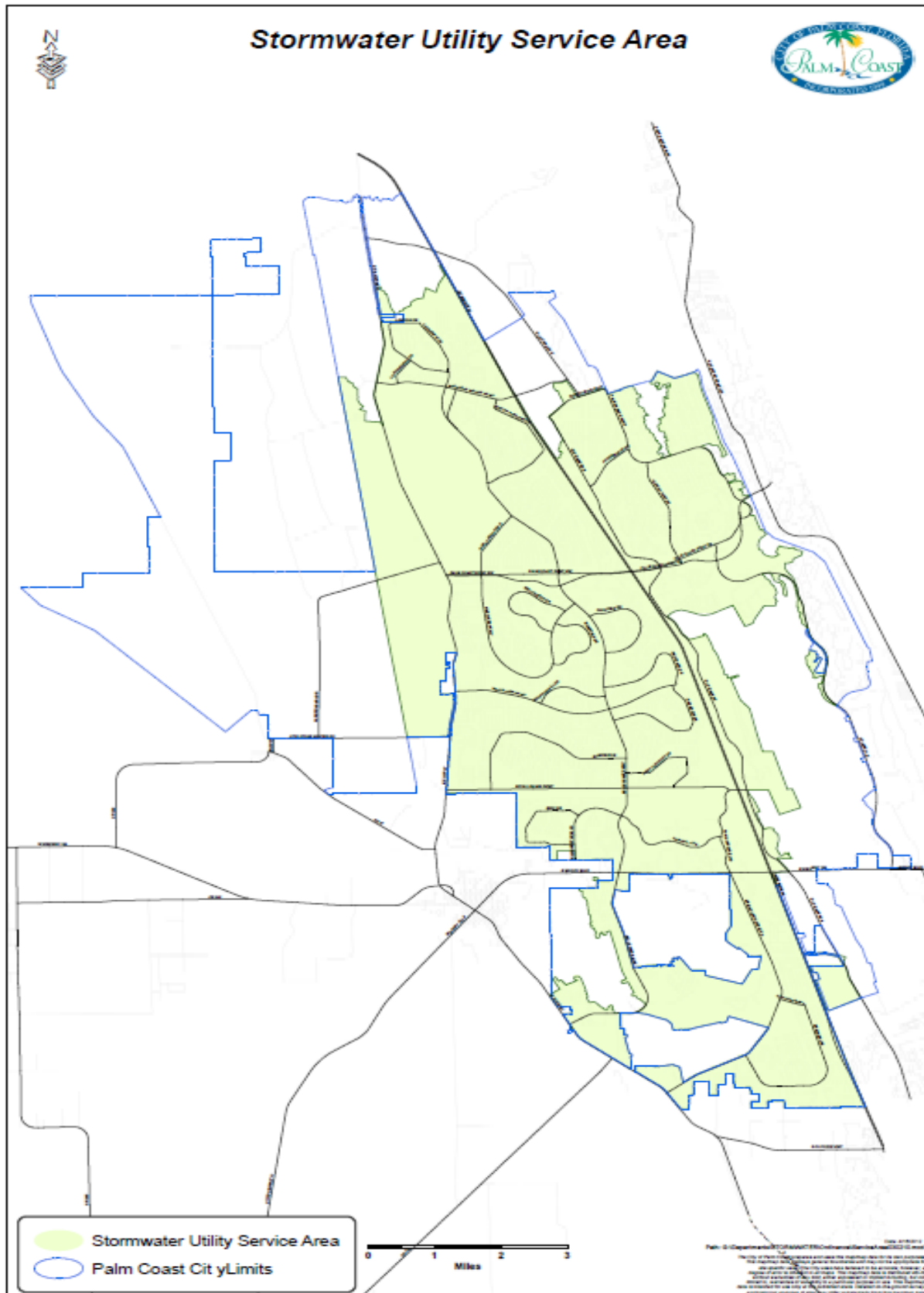
The Engineering Division's functions include: plan review of new infrastructure and developments, establishing technical standards, inventory of infrastructure assets, collecting field survey data, plan design, verifying legal descriptions, and providing interdepartmental supporting to all other departments with technical issues.

Major 2013 Stormwater Capital Project - 3 Sisters Weir Replacement



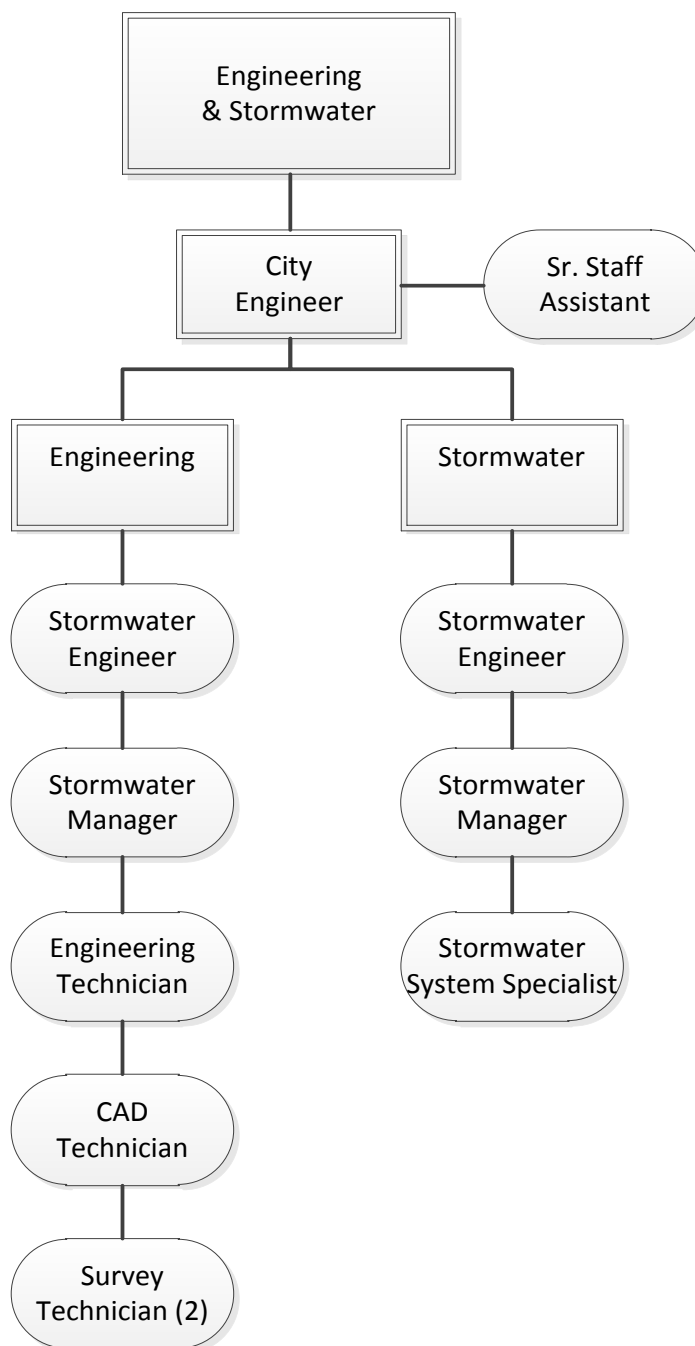
Engineering & Stormwater

Stormwater Utility Service Area



Engineering & Stormwater

Organizational Chart



Engineering & Stormwater

Department Objectives

Engineering & Stormwater	
Objective	Strategy
Long-Term	Short-Term
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 Plan training
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 the forefront of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
Vision: To be recognized as one of Florida's premier cities in which to live, work and play	

Engineering & Stormwater

Measuring Performance

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

- √ Performed hydraulic modeling for two (2) ITT subdivision sections
- √ Inspected, evaluated and rated water control structures, major crossings and pipes through seawalls
- √ Designed one (1) stormwater modeling project
- √ Adhered to the Capital Improvement Plan in accordance to the City Council Goals and Objectives

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

- √ Replaced eight (8) deteriorating Stormwater pipes from roadways through seawall

Project	2012	2013	2013	Description
SW Model Secs. 30 & 34	start		complete	
Weed Control Freshwater Canals	start	start		Ongoing maintenance 58 miles of freshwater canals
SW Model Sec. 31 Drainage	start		complete	Construction Complete
3 Sisters Water Control Structures Rehab		start	7/16/2013	3 Water control structures replaced and upgraded and construction of a new storage lake
L-4 Water Control Structure Repair	start		1/1/2013	Rehabilitation and upgrade of a water control structure
BT-2 Water Control Structure Rehab	start		1/22/2013	Replacement and upgrade of deteriorating canal bypass structure
PH Golf Course Telemetry Equipment	start		complete	Upgrade to an automated control system
Pritchard Drive Major Pipe Crossing		start	8/16/2013	Roadway pipe crossing over 48 inches in diameter.
Biological controls on freshwater canal (Microbe Test pilot)	start		complete	Test pilot of natural weed control method in lieu of herbicide application
Pipes thru seawalls			complete	8 roadway drainage pipes, through seawalls to saltwater canals
Canal end seawall installations			complete	1 seawall installation at City owned property for saltwater canal end
Swale rehab survey & designs (miles)				27 miles designed
Valley Gutter survey & designs				40 total designed
Pipe replacement survey & designs				127 total designed

Engineering

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 209,561	\$ 395,161	\$ 438,252	\$ 437,399	\$ (853)
Operating Expenditures	174,133	67,946	68,253	67,802	(451)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 383,694	\$ 463,107	\$ 506,505	\$ 505,201	\$ (1,304)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	0.50	-
Engineering Technician	11	1.00	1.00	1.00	-
Senior Staff Assistant	8	0.50	0.50	0.50	-
Survey Technicians	8	2.00	2.00	2.00	-
CAD Technician	7	1.00	1.00	1.00	-
Total Full-time		5.95	5.95	5.95	-
<u>Part-time/Temporary</u>					
Development Review Technician	11	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		6.95	6.95	6.95	-

Stormwater Engineering

Stormwater Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 558,874	\$ 251,102	\$ 317,663	\$ 323,157	\$ 5,494
Operating Expenditures	2,789,196	2,528,003	1,008,982	991,644	(17,338)
Capital Outlay	(2,082,216)	(2,041,751)	1,966,570	1,027,200	(939,370)
Debt Service	305,737	384,448	1,359,838	1,360,024	186
Grants and Aide	-	-	-	-	-
Transfers	-	-	79,000	83,000	4,000
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,571,591	\$ 1,121,802	\$ 4,732,053	\$ 3,785,025	\$ (947,028)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
GPS Total Survey Station	\$ 30,000
Control Structure Replacements	467,500
Sewall Replacements	50,000
Modeling Improvements	459,700
Land	20,000
Total	\$ 1,027,200

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	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	-	-	-
Total Full-time		9.55	3.05	3.05	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		9.55	3.05	3.05	-

Parks and Recreation

Department Summary

Recreation is a hallmark of the Palm Coast experience. The mission of the Parks and Recreation Department is to provide comprehensive, quality and safe parks and recreation programs, facilities and services to enrich the quality of life for all of the residents and visitors to Palm Coast. We know that our residents and visitors seek high quality opportunities for recreation in our community. The professional staff of the Parks and Recreation Department is dedicated and proud to serve the Palm Coast community in their quest for excellent recreation opportunities.

With the many options available, our goal is to enhance and expand recreational opportunities that include programs for youth such as “schools out” and summer camp; toddler programs that focus on socialization for the parents as well as the toddler; adult programs for those who enjoy an active lifestyle and for those who enjoy exercising their minds. We also provide opportunities to explore the areas surrounding Palm Coast through our Discover trips program and our Critics Choice Dinner Club.

Special recreation events include the Starlight Event & Holiday Parade, Seafood Festival, Movies in Central Park, Rock ‘n’ Rib Festival, Egg’stravaganza, International Food & Wine Festival, Halloween Boo Bash, Youth Athletic Clinics and the July Parks and Recreation Month Celebration. These events invite visitors to Palm Coast and provide our residents the opportunity to share their bit of paradise with others.

Our facilities include the Frieda Zamba Swimming Pool offering residents a place to enjoy recreational swimming, swim instruction and special events. The Palm Coast Tennis Center has 10 lighted Hydro-clay courts for practice, instruction and social and league play. The Palm Harbor Golf Club brings affordable quality golf to the community.

The City of Palm Coast is consistently working to add new recreational opportunities and experiences for its citizens. In 2008, the City acquired the Long Creek Nature Preserve, a natural sanctuary surrounding 225 acres of wetlands located off of Palm Harbor Parkway. In spring of 2009, Ralph Carter Park opened adjacent to Rymfire Elementary School offering youths the City’s first skate park. Waterfront Park opened in September 2010 with a new fishing pier on the Intracoastal Waterway, picnic pavilions and playground. Indian Trails Sports Complex, in partnership with the Flagler County School Board, added 4 new multi-purpose fields in October 2011 that now hosts over 17 major sporting events throughout the year. New hiking and biking trails continue to be constructed throughout the City, connecting neighborhoods to family, friends and local businesses.



CITY OF PALM COAST PARKS

James Holland Memorial Park – 18 Florida Park Dr. - baseball, soccer, basketball, tennis, racquetball, shuffleboards and volleyball, horseshoes, bocce ball and playground.

Belle Terre Park – 339 Parkview Dr. - tennis, handball, racquetball, soccer and football.

Frieda Zamba Swimming Pool – 339 Parkview Dr. in Belle Terre Park – recreational swimming, swim lessons and swim teams

Palm Coast Linear Park/St. Joe Walkway and Canal – West entrance located across the street from the Community Center at 305 Palm Coast Pkwy. NE – hiking and bike trails, playground, picnic shelters.

Indian Trails Sports Complex – 5455 Belle Terre Pkwy. – lighted soccer, softball, baseball, lacrosse fields, concessions stands and playground.

Seminole Woods Park – Sesame Blvd., 1/3 mile from Seminole Woods Pkwy. – tennis, basketball, multi-sports field, playground and walking trail.

Heroes Park – Palm Coast Pkwy, ½ mile west of Belle Terre Pkwy. – Memorial Park dedicated to the local armed forces/law enforcement men and women, firefighters and EMTs who lost their lives in the line of duty.

Palm Coast Community Center – 305 Palm Coast Pkwy NE – playground, basketball, community garden; Center houses recreation programs, meetings and classes.

Palm Coast Tennis Center – 1290 Belle Terre Pkwy – 10 hydro grid, lighted, clay tennis courts and modular clubhouse.

Ralph Carter Park – adjacent to Rymfire Elementary School – playground, skate park, basketball, multi-purpose fields and picnic pavilion.

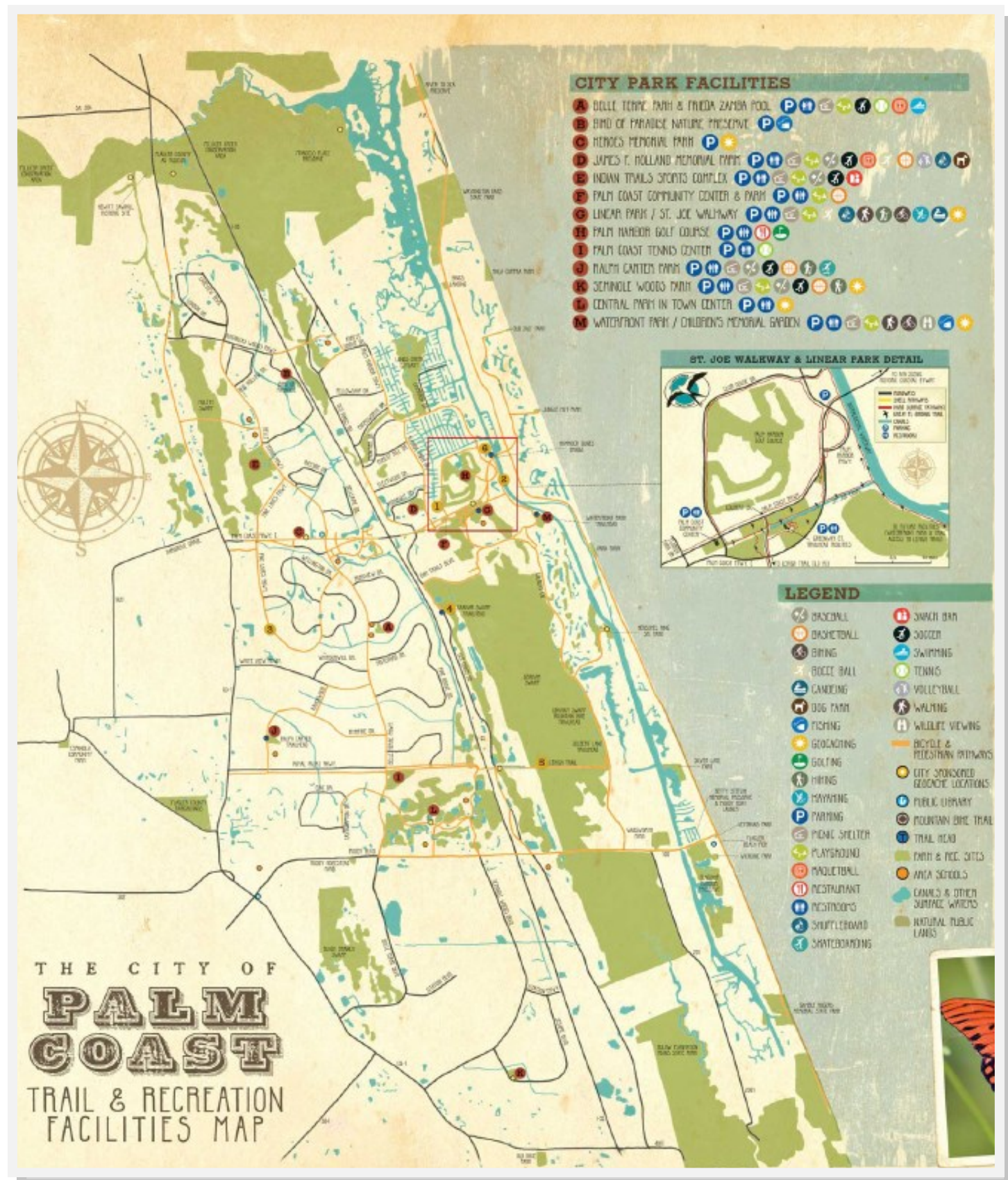
Bird of Paradise Nature Reserve – unimproved canoe/kayak launch.

Palm Harbor Golf Club – 20 Palm Harbor Parkway – 18-hole, par-72 public golf course with driving range, practice and putting greens. Breakfast and lunch is available at Canfield's, in the new clubhouse. Shopping for quality golf products is offered in the Clubhouse Pro Shop.

Waterfront Park –this beautiful new passive park along the St. Joe Walkway & Intracoastal Waterway is the perfect spot for hiking, biking, fishing or a family picnic. The park serves as a trailhead for our new Graham Swamp Trail (connecting the St. Joe Walkway through Graham Swamp to Old Kings Road) and for the St. Joe Walkway/Linear Park.

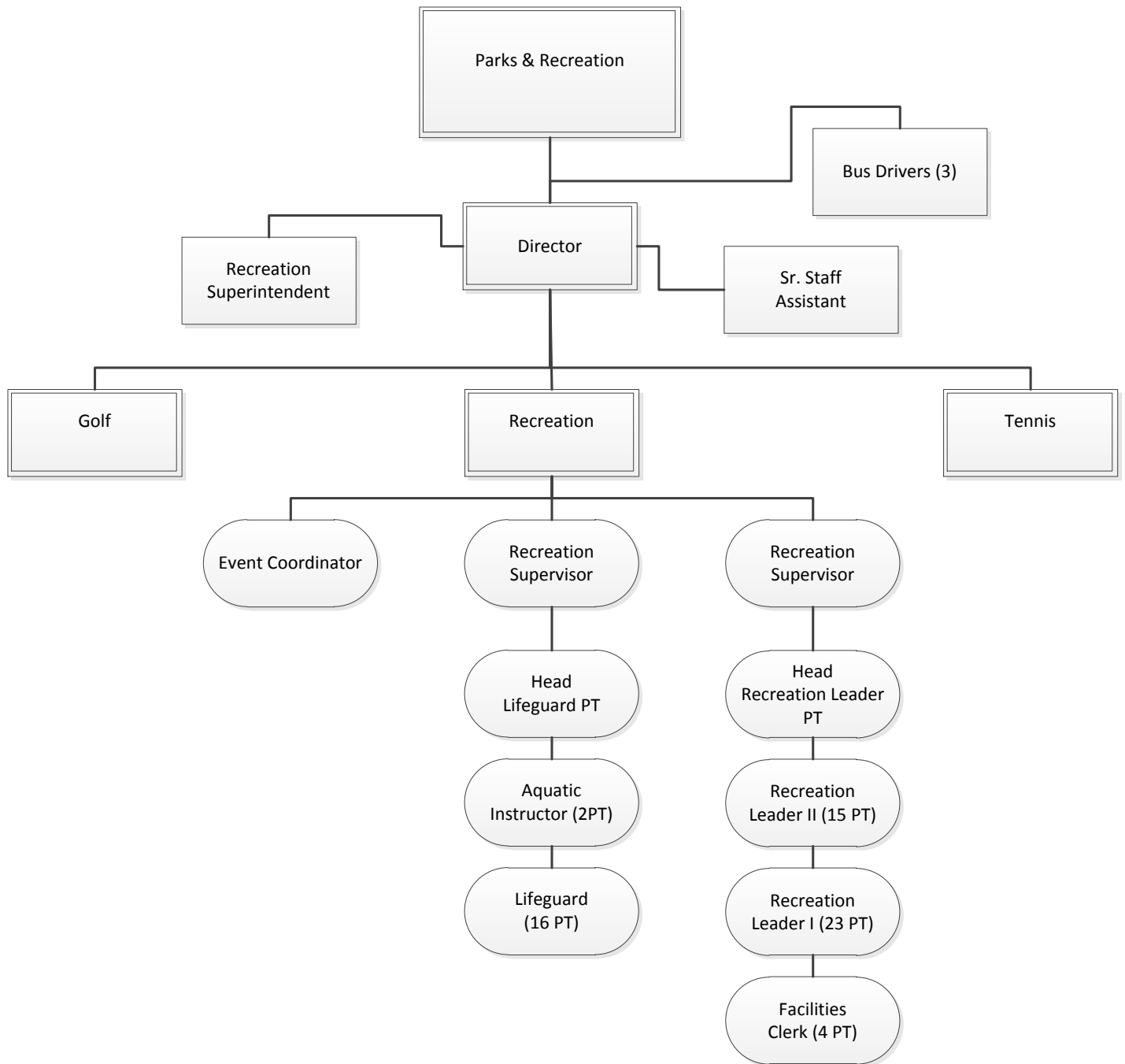
Parks and Recreation

Trail and Recreation Facilities Map



Parks and Recreation

Organizational Chart



Parks and Recreation

Department Objectives

Parks and Recreation	
Objective	Strategy
Long-Term	Short-Term
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 the forefront 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	Incorporate 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 organizations 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	

Parks and Recreation

Measuring Performance

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

- √ Partnership with TDC – The Director of Parks and Recreation attended, with a member of the Tourism Office, the National Association of Sports Commissions conference in April of 2013. Meeting with over 35 event hosts, the result was an International Distance Skateboard event being held in January of 2014.
- √ Partnered with TDC and the Ormond Beach Sr. Games to host 4 events in Palm Coast and the Flagler Beaches. Our first year events of Archery (32 participants), Horseshoes (20 participants) and Ballroom Dance (12 participants) were so successful; we will host our own Sr. Games event in 2014.
- √ Palm Coast Sports Alliance – Continued meetings of the PCSA. As a result a relationship was formed between Players Development Academy (New Jersey) and FC United Soccer. There is now the PDA Florida with an Agreement in place to construct additional soccer fields in Palm Coast. The Palm Coast Sports Alliance meets the last Wednesday of each month.
- √ Tournaments – 17 tournaments held with an estimated \$3M in visitor spending.
- √ a Updated the "Visit Florida" website with current information
- √ Provided a report to summarize monthly data for estimated visitor spending due to tournaments and events

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

- √ Secured over \$500 in Camp Scholarships
- √ Enhanced recreation software to include online registration, facility rental, membership applications
- √ Evaluated current Community Garden Program and implemented an improvement program (management, site enhancement, promotion, etc.)

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

- √ Increased Attendance:
 - Palm Coast Community Center (CC) – 35,140 (increased attendance by .5%)
 - CC Rental Permits Issued – 509 (increased permits issued by 11% from previous year)
 - CC Facility Rental Revenue - \$18,465 (increased revenue by 10% from previous year)
 - Summer Camp Participants – 942 participants (increase of 13% from previous year)
 - Frieda Zamba Swimming Pool - Dive in Movie Participants – 723 for two movies (417 attendees for 3 movies previous year)

- World's Largest Swim Lesson Participants – 136 (115 attendees previous year)
 - Kids Triathlon Participants – 69 (25 previous year)
- √ Provided a minimum of 3 community outreach programs on bicycle safety, pool safety, fire safety etc.
- Pool Safety Day - 231 patrons were present for the pool safety day held on Saturday, May 18, 2013. Discount admission was available for \$1.00. The day's activities included: pool games, a meet n' greet with the lifeguards, Learn to Swim mini-classes, discussions on how to respond in an emergency, and safety of swimmers. Sunscreen and other promotional items were provided by Florida Hospital – Flagler.
 - Bike Rodeo in partnership with the FCSO – Over 100 bicycle enthusiasts attended the Annual Bike Rodeo held on Saturday, April 20 at Ralph Carter Park. Activities included a bike safety course set-up by the Flagler County Sheriff's Office; distribution of free bike helmets, bike registrations with the Celico Foundation and bicycle safety checks.
 - Women's Self Defense in partnership with the FCSO - Sergeant Lutz of the Flagler County Sheriff's Office taught 131 women the basics of personal self-defense (26% increase in participation). Women were taught techniques to defend against an attacker and ways to be more alert and aware of their surroundings. The partnership has continued with this program currently offered free to the women of our community.
 - Fire Safety activities held in conjunction with Food Truck Tuesday on May 21.

Special Notes:

One area of the 2013 performance measures for Parks and Recreation which will carry forward to fiscal year 2014 is related to recovering costs associated with fee based programs. This includes developing a matrix to identify the programs and indicating where cost recovery is possible. The objective is to diversify our revenue sources by recovering at least 70% of the cost of fee based programs. In addition staff will be researching promotional opportunities to advertise events and activities in an effort to increase the number of programs offered to the community.

Parks and Recreation

General Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 504,361	\$ 490,463	\$ 598,824	\$ 781,333	\$ 182,509
Operating Expenditures	423,186	393,981	458,480	478,324	19,844
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	287,000	195,000	175,000	100,000	(75,000)
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,214,547	\$ 1,079,444	\$ 1,232,304	\$ 1,359,657	\$ 127,353

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<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	-
Event Coordinator	16	-	-	1.00	1.00
Senior Staff Assistant	8	1.00	1.00	1.00	-
Total Full-time		5.00	5.00	6.00	1.00
<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	3.00	-
Head Lifeguard	5	1.00	1.00	1.00	-
Head Recreation Leader	5	-	2.00	1.00	(1.00)
Recreation Leader II	4	14.00	15.00	15.00	-
Facilities Clerk	2	6.00	5.00	4.00	(1.00)
Lifeguard	2	22.00	16.00	16.00	-
Recreation Leader I	2	24.00	23.00	23.00	-
Total Part-time/Temporary		74.00	69.00	67.00	(2.00)
Total Personnel		79.00	74.00	73.00	(1.00)

The most significant change in personnel for this department is the addition of an Event Coordinator. In the past this position was part-time and in the Communications & Marketing department.

Tennis Center

Tennis Center Fund

EXPENDITURE SUMMARY					
Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	353,794	267,841	321,706	326,385	4,679
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	1,000	1,000	1,000	1,000	-
Contingency	-	-	-	-	-
Total Expenditures	\$ 354,794	\$ 268,841	\$ 322,706	\$ 327,385	\$ 4,679

CAPITAL OUTLAY SCHEDULE	
Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

This facility is managed through a contract with Kemper Sports.

Golf Course

Golf Course Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	1,924,244	1,819,407	1,457,179	1,503,960	46,781
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	18,000	22,000	23,000	22,000	(1,000)
Contingency	-	-	-	-	-
Total Expenditures	\$ 1,942,244	\$ 1,841,407	\$ 1,480,179	\$ 1,525,960	\$ 45,781

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
	\$ -
	-
Total	\$ -

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

This facility is managed through a contract with Kemper Sports.

General Fund Non-Departmental

General Fund

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

EXPENDITURE SUMMARY					
Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	72,668	65,700	65,000	65,000	-
Capital Outlay	-	-	-	-	-
Debt Service	26,320	-	-	-	-
Grants and Aide	72,289	62,877	68,000	53,000	(15,000)
Transfers	635,016	515,874	521,000	513,391	(7,609)
Contingency	-	-	481,933	360,116	(121,817)
Total Expenditures	\$ 806,293	\$ 644,452	\$ 1,135,933	\$ 991,507	\$ (144,426)

Grants and Aide are made up of the following:

RSVP (Flagler Volunteer Services)	\$ 25,000
Historical Society	3,000
Cultural Arts (various group)	25,000
Total	<u>\$ 53,000</u>

Transfers are made up of the following:

SR100 Community Redevelopment Fund	<u>\$ 513,391</u>
------------------------------------	-------------------

Information Technology

Department Summary

The Information Technology Department's (IT) primary role is to provide services to other City departments and to distribute information to our citizens and customers.

This department is supported by the IT&C Fund, a proprietary fund, which is funded mostly by internal charges to other City departments. In addition the fund receives outside revenue from Cell Tower rentals as well as usage charges for Fiber Optic services. Palm Coast FiberNET, a municipal owned, fiber based, open access network, began offering service to businesses in late fiscal year 2010. This business revenue allows the City to reduce the overall operating expense to other departments.

These services are provided by three divisions: IT Applications, IT Operations, and Geographical Information Systems (GIS). In the past, the Video and Communications division was in this department but was recently moved to our Communications and Marketing Department.

IT provides, to our citizens and customers, services that include the development and maintenance of the City's website. Additional online services, such as the automated scheduling and payment of permit inspections, as well as the live streaming of City meetings, have also been introduced.

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

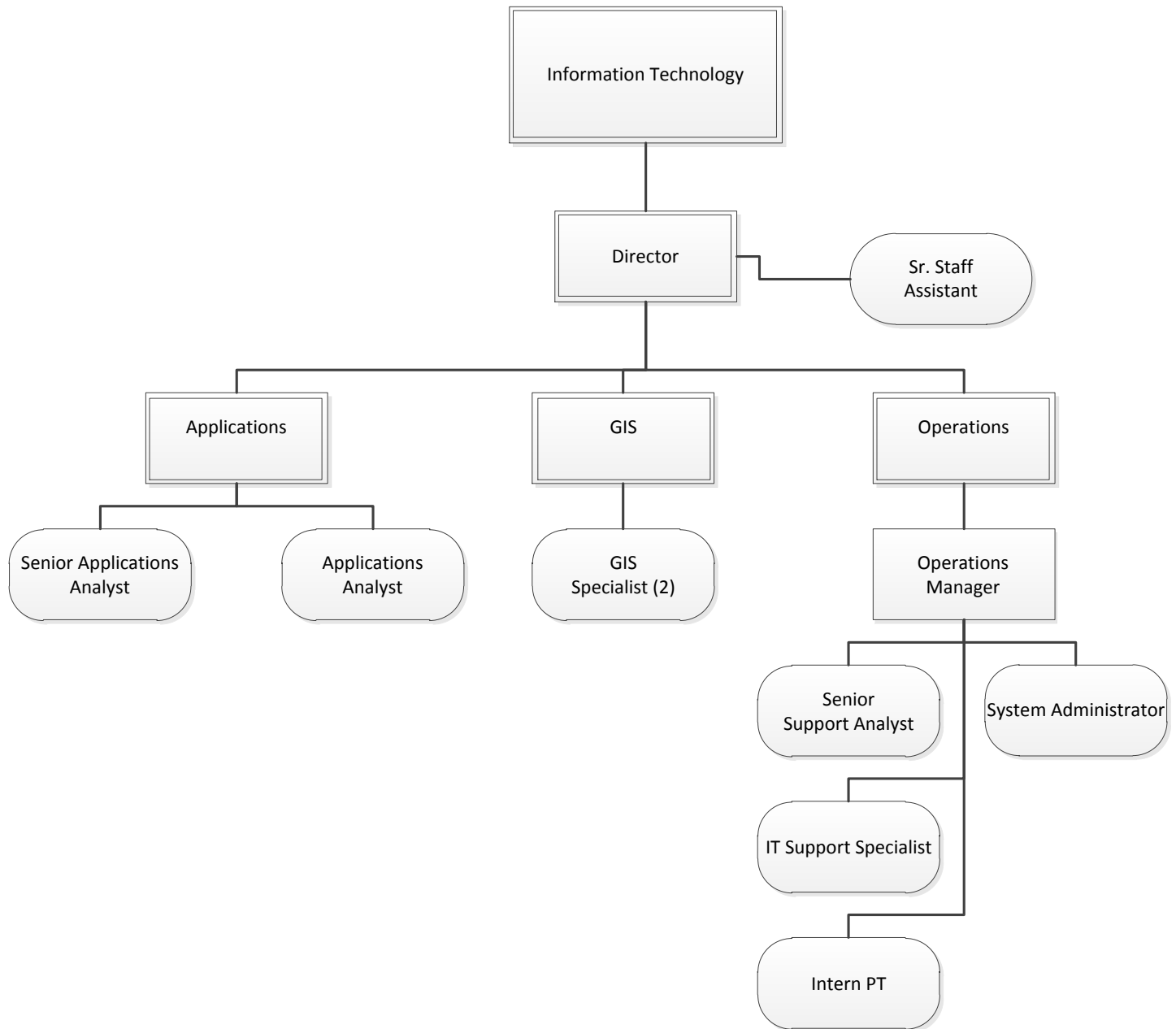
Palm Coast FiberNET

Business at Light speed

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

Organizational Chart



Information Technology

Department Objectives

Objective	Strategy	IT&C
Long-Term	Short-Term	
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 the forefront 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 reach 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	Incorporate 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 organizations 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		

Information Technology

Measuring Performance

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

- √ Completed the software upgrade to MUNIS to 10.1
- √ Converted to WOWZA media server to be platform for agnostic WOWZA media service

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

- √ Successfully deployed public Wi-Fi in various City parks and facilities
- √ Brought Holland Park camera online for security purposes
- √ Installed fiber optic cable into the County EOC enabling a high speed connection

OTHER 2013 ACCOMPLISHMENTS

- Deployed new City Website
- Implemented new enterprise data backup system
- Installed new SQL database cluster system
- Added 24 users to the virtual system

Special Notes:

One area of the performance measures which will carry forward to 2014 includes developing a needs assessment for each department to improve operation processes. This assessment is to increase future efficiency through enhanced operations and technological advancements.

In addition, in an effort to diversify our revenue sources, staff is tasked with developing a recruit strategy for additional internet service providers for the expansion of the City's FiberNET program. The high performance fiber network is available for business and commercial use in Palm Coast. In addition to providing the City with an additional revenue source, 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.

Information Technology

IT&C Fund

EXPENDITURE SUMMARY

Expenditures	Actual FY 11	Actual FY 12	Projected FY 13	Proposed FY 14	Net Change FY13-FY14
Personal Services	\$ 803,936	\$ 763,162	\$ 846,932	\$ 731,827	\$ (115,105)
Operating Expenditures	1,698,793	1,581,525	1,306,028	1,312,918	6,890
Capital Outlay	-	-	221,000	276,000	55,000
Debt Service	-	4,173	-	-	-
Grants and Aide	-	300,000	300,000	300,000	-
Transfers	-	12,000	14,000	14,000	-
Contingency	-	-	204,040	256,865	52,825
Total Expenditures	\$ 2,502,729	\$ 2,660,861	\$ 2,892,000	\$ 2,891,610	\$ (390)

CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 14
Off site backup	15,000
Operational Capital	16,000
Multi-function Printer/Copiers	30,000
Fiber CIP	215,000
Total	\$ 276,000

PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 12	Approved FY 13	Proposed FY 14	Net Change FY13-FY14
<u>Full-time</u>					
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	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	-
Total Full-time		12.00	12.00	10.00	(2.00)
<u>Part-time/Temporary</u>					
Intern	4	1.00	1.00	1.00	-
Total Part-time/Temporary		1.00	1.00	1.00	-
Total Personnel		13.00	13.00	11.00	(2.00)

The video production team, which includes 2 FTE, was moved for fiscal year 2014 from the Information Technology & Communications department to the Communications & Marketing division.



This page intentionally left blank



CAPITAL IMPROVEMENT PROGRAM

Find Your Florida



This page intentionally left blank

Capital Improvement Program

PROCEDURE

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



10 YEAR LOOKOUT

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

5 YEAR ADOPTED CAPITAL IMPROVEMENT PROGRAM (CIP)

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

1 YEAR PROJECT TIMELINE

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

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$10,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

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

Normal replacement equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$10,000 are generally excluded from the Capital Improvement Program. Exceptions will occur for projects where the project contains multiple phases, or the current year CIP project is the planning phase of a construction project.

The 2013/2014 Adopted Capital Budget Summary by Fund schedule indicates which fund and corresponding revenue sources will pay for the associated project. The Summary by Department schedule indicates which department has functional responsibility for the project.

FUNDING SOURCES FOR CAPITAL PROJECTS

General Revenue – CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding through grants, and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Palm Coast's 2014 millage rate for capital projects totals .0773.

Federal Aid – Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and demolition, acquisition, construction, reconstruction, rehabilitation, relocation or installation of public facilities.

Local Option Gas Tax Funds

Per State Statute, the revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.

Small County Surtax

This tax replaced the Local Government Infrastructure Surtax which expired on December 31, 2012. This revenue is in the form of an additional county-wide sales tax of .5%.

Water and Wastewater Charges

Monthly service charges are assessed for the use of services and facilities of the City's water and wastewater system. Service charges are used to pay for operating expenses, maintenance, construction and debt service.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 2005. Funds from this revenue source can only be used for the operation, maintenance, replacement, and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement projects, such as redevelopment projects or infrastructure improvements, maybe undertaken utilizing these funds. Tax Increment Financing is used to fund projects in the SR100 CRA Fund.

Impact Fees

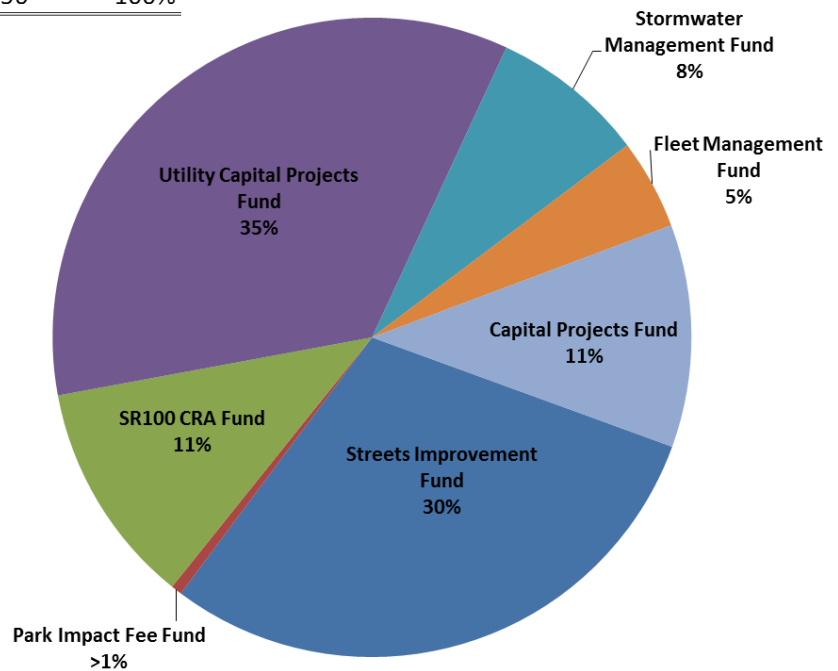
The City adopted a Water, Wastewater, Transportation, Fire and Park Impact Fee Ordinance that allows the City to charge a fee for new construction projects to ensure that development pays its fair share of the cost of new and/or expanded facilities necessary to accommodate that growth. Impact fee revenue can only be used for growth and development related to capacity improvements.

Other Funds

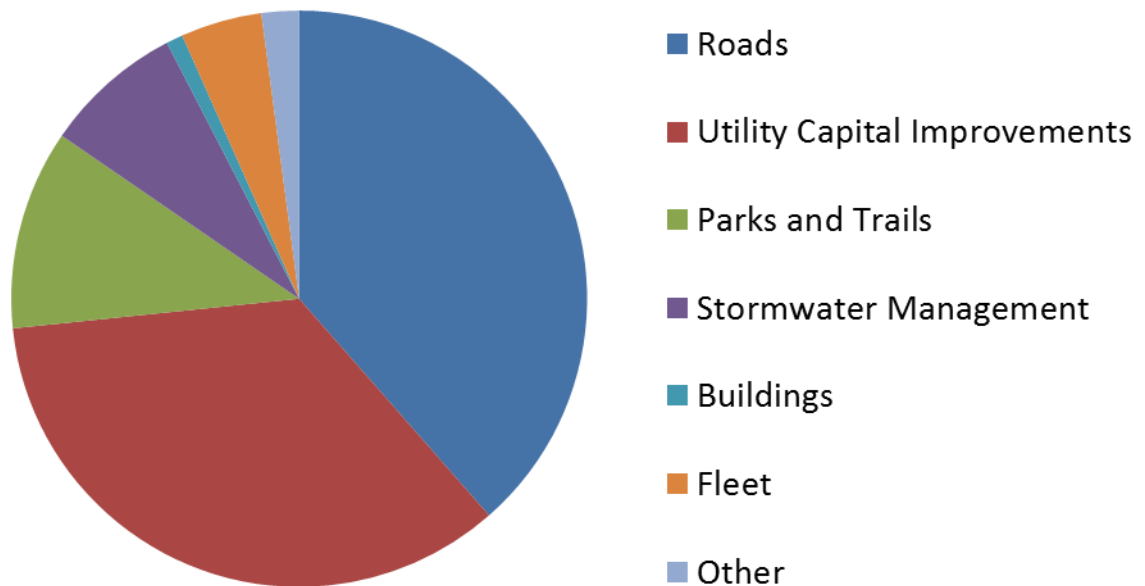
Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation.

Capital Projects by Funding Source

FUNDING SOURCE	AMOUNT	% of TOTAL
Streets Improvement Fund	\$13,582,000	30%
Park Impact Fee Fund	250,000	1%
SR100 CRA Fund	5,187,250	11%
Utility Capital Projects Fund	15,945,000	35%
Stormwater Management Fund	3,582,906	8%
Fleet Management Fund	2,087,900	5%
Capital Projects Fund	5,155,000	11%
Total Capital Budget	<u>\$45,790,056</u>	<u>100%</u>



Capital Projects by Category



Summary by Funding Source

PROJECT	PROJECT#	FY 14	FY 15	FY 16	FY 17	FY 18	TOTAL
Wetland Mitigation Land Purchases		-	1,000,000	-	-	-	1,000,000
Sidewalks and Bike paths	51005	160,000	160,000	160,000	160,000	160,000	800,000
Parkway Beautification	52003	450,000	200,000	200,000	200,000	200,000	1,250,000
Street Paving and Resurfacing	54104	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	6,000,000
Royal Palms Parkway Phase III	54404	1,000,000	-	-	-	-	1,000,000
Traffic Signals	54405	420,000	145,000	430,000	15,000	15,000	1,025,000
Intersection/Turn Lane Improvements	54409	-	-	-	55,000	353,000	408,000
Palm Coast Parkway 6-Laning	54501	5,750,000	4,320,000	1,144,000	-	-	11,214,000
Old Kings Road Extension	54502	150,000	-	-	-	3,274,000	3,424,000
Palm Harbor Extension	54505	2,285,000	15,000	15,000	25,000	-	2,340,000
North Old Kings Road 4-Laning	54507	1,060,000	1,000,000	-	-	-	2,060,000
Belle Terre Lane - PCP to Pine Lakes		-	-	150,000	500,000	500,000	1,150,000
Matanzas Woods 4 Lane - Ph 2		-	-	-	-	1,903,000	1,903,000
Bridge Rehabilitation	54602	1,307,000	1,000,000	150,000	1,000,000	150,000	3,607,000
Total Streets Improvement Fund		\$ 13,582,000	\$ 8,940,000	\$ 3,449,000	\$ 3,255,000	\$ 7,955,000	\$ 37,181,000
Graham Swamp Trail	61014	-	-	-	-	500,000	500,000
Indian Trails Sports Complex	61505	150,000	-	-	-	-	150,000
Lehigh/Belle Terre Trailhead	66009	100,000	300,000	100,000	100,000	-	600,000
Neighborhood Park TBD		-	-	-	-	250,000	250,000
Total Park Impact Fee Fund		\$ 250,000	\$ 300,000	\$ 100,000	\$ 100,000	\$ 750,000	\$ 1,500,000
Fire Station #26 - Seminole Woods	49008	-	-	-	-	250,000	250,000
Total Fire Impact Fee Fund		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Land Acquisition - SR100 Frontage	31011	512,250	500,000	-	-	-	1,012,250
Bulldog Drive	35001	4,675,000	-	-	-	-	4,675,000
Total SR100 CRA Fund		\$ 5,187,250	\$ 500,000	\$ -	\$ -	\$ -	\$ 5,687,250
Long Creek Nature Preserve	61015	1,395,000	-	-	1,725,000	1,300,000	4,420,000
Seminole Woods Path	51005	1,450,000	500,000	-	-	-	1,950,000
Holland Park Renovation	66006	1,730,000	1,570,000	2,400,000	-	-	5,700,000
Park Renovation	66008	150,000	150,000	150,000	150,000	150,000	750,000
Trails & Trail Signs		-	25,000	25,000	25,000	-	75,000
Community Center Replacement/Design	61530	430,000	670,000	-	-	-	1,100,000
Total Capital Projects Fund		\$ 5,155,000	\$ 2,915,000	\$ 2,575,000	\$ 1,900,000	\$ 1,450,000	\$ 13,995,000
Water Treatment Plant #3	81010	1,000,000	380,000	-	225,000	1,725,000	3,330,000
Wellfield and Wells	81019	850,000	1,800,000	1,750,000	2,000,000	1,850,000	8,250,000
Water Mains	81020	900,000	1,250,000	-	-	1,400,000	3,550,000
PEP System	82001	400,000	400,000	400,000	400,000	400,000	2,000,000
Wastewater Treatment Plant #1	82002	170,000	400,000	500,000	5,122,000	878,000	7,070,000
Force Mains	82003	250,000	1,000,000	350,000	350,000	-	1,950,000
Reclaimed Water	82004	100,000	-	600,000	2,950,000	650,000	4,300,000
Wastewater Treatment Plant #2	82007	-	-	300,000	-	11,000,000	11,300,000
Beachside Sewer System	82009	-	-	-	-	1,000,000	1,000,000
Water Treatment Plant #1	84002	-	500,000	-	-	-	500,000
Water Treatment Plant #2	84003	9,300,000	-	-	-	-	9,300,000
General Plant R & R - Water	84004	500,000	500,000	500,000	500,000	500,000	2,500,000
Distribution System Improvements	84005	100,000	100,000	75,000	75,000	100,000	450,000
Lift Stations and Pump Stations	85003	1,875,000	405,000	525,000	255,000	625,000	3,685,000
General Plant R & R - Wastewater	85005	500,000	500,000	500,000	500,000	500,000	2,500,000
Total Utility Capital Projects Fund		\$ 15,945,000	\$ 7,235,000	\$ 5,500,000	\$ 12,377,000	\$ 20,628,000	\$ 61,685,000

Pipe Replacement	55003	831,142	836,765	842,500	848,350	854,317	4,213,074
Weir Replacements	55001	467,500	330,000	335,000	330,000	385,000	1,847,500
Swale Rehabilitation Program	55105	1,492,564	1,522,415	1,552,864	1,583,921	1,615,599	7,767,363
Valley Gutter Improvements	55205	75,000	75,000	75,000	75,000	75,000	375,000
Major Crossing	55232	-	345,000	-	350,000	-	695,000
Canal and Seawall Replacements	55230	50,000	95,000	95,000	95,000	95,000	430,000
Electronic Monitoring Systems		-	40,000	40,000	40,000	40,000	160,000
Modeling Improvements	55231	459,700	325,000	265,000	-	360,200	1,409,900
Water Tower Road Structure		-	-	220,000			220,000
Land Acquisitions	55400	20,000	15,000	15,000	15,000	15,000	80,000
Fresh Water Dredging	55500	-	-	50,000	165,000	165,000	380,000
Fresh Water Bank Clearing		-	-	-	75,000		75,000
Lehigh Access and Dredge at Old Kings Road		-	-	110,000			110,000
New Equipment		187,000	-	-	-	-	187,000
Total Stormwater Management Fund		\$ 3,582,906	\$ 3,584,180	\$ 3,600,364	\$ 3,577,271	\$ 3,605,116	\$ 17,949,837
Fleet - Community Relations	Fleet	-	13,500	-	-	-	13,500
Fleet - Financial Services	Fleet	-	20,000	-	-	-	20,000
Fleet - Planning	Fleet	-	34,000	19,000	-	-	53,000
Fleet - Code Enforcement	Fleet	17,300	215,000	50,000	-	-	282,300
Fleet - Fire	Fleet	437,000	437,842	20,100	20,487	259,254	1,174,683
Fleet - Streets	Fleet	680,200	1,563,441	908,000	837,000	42,000	4,030,641
Fleet - Facilities Maintenance	Fleet	-	26,000	-	-	-	26,000
Fleet - Parks/Facilities	Fleet	40,000	239,000	76,000	71,000	59,000	485,000
Fleet - Engineering	Fleet	-	45,000	-	-	-	45,000
Fleet - Stormwater Engineering	Fleet	-	19,000	-	-	-	19,000
Fleet - Parks & Recreation	Fleet	-	-	-	-	-	-
Fleet - Utility Administration	Fleet	-	100,000	26,000	-	28,000	154,000
Fleet - Utility Maintenance	Fleet	70,000	69,000	-	-	30,000	169,000
Fleet - Wastewater Collection	Fleet	448,100	1,189,000	70,000	30,000	80,000	1,817,100
Fleet - Wastewater Treatment	Fleet	-	80,000	12,000	12,000	-	104,000
Fleet - Water Plant #1	Fleet	-	28,800	-	-	-	28,800
Fleet - Water Plant # 2	Fleet	24,400	15,000	-	-	-	39,400
Fleet - Water Plant # 3	Fleet	-	58,315	-	-	-	58,315
Fleet - Water Quality	Fleet	-	57,000	-	-	21,000	78,000
Fleet - Water Distribution	Fleet	88,800	631,000	97,000	160,000	45,000	1,021,800
Fleet - Stormwater Operations	Fleet	233,300	157,900	-	660,000	220,000	1,271,200
Fleet - Building Permits and Inspections	Fleet	48,800	76,000	-	-	-	124,800
Fleet - Golf Course	Fleet	-	100,000	220,000	-	-	320,000
Fleet - Information Technology & Communications	Fleet	-	44,000	-	-	-	44,000
Fleet - Fleet Management	Fleet	-	54,000	-	-	-	54,000
Total Fleet Management Fund		\$ 2,087,900	\$ 5,272,798	\$ 1,498,100	\$ 1,790,487	\$ 784,254	\$ 11,433,539
Grand Total		\$ 45,790,056	\$ 28,746,978	\$ 16,722,464	\$ 22,999,758	\$ 35,422,370	\$ 149,681,626

Summary by Department

PROJECT	DEPARTMENT	PROJECT#	FY 14	FY 15	FY 16	FY 17	FY 18	TOTAL
City Hall	Administration	99003						
Fleet - Community Relations	Administration	Fleet	-	13,500	-	-	-	13,500
Total Administration			\$ -	\$ 13,500	\$ -	\$ -	\$ -	\$ 13,500
Fleet - Financial Services	Financial Services	Fleet	-	20,000	-	-	-	20,000
Total Financial Services			\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Sidewalks and Bike paths	Community Development	51005	160,000	160,000	160,000	160,000	160,000	800,000
Parkway Beautification	Community Development	52003	450,000	200,000	200,000	200,000	200,000	1,250,000
Palm Coast Parkway Six Lane Design &	Community Development	54501	5,750,000	4,320,000	1,144,000	-	-	11,214,000
Royal Palms Parkway Phase III	Community Development	54404	1,000,000	-	-	-	-	1,000,000
Traffic Signals	Community Development	54405	420,000	145,000	430,000	15,000	15,000	1,025,000
Intersection/Turn Lane Improvements	Community Development		-	-	-	55,000	353,000	408,000
Old Kings Road Extension	Community Development	54502	150,000	-	-	-	3,274,000	3,424,000
Palm Harbor Extension	Community Development	54505	2,285,000	15,000	15,000	25,000	-	2,340,000
North Old Kings Road 4-Laning	Community Development	54507	1,060,000	1,000,000	-	-	-	2,060,000
Matanzas Woods 4 Lane - Ph 2	Community Development		-	-	-	-	1,903,000	1,903,000
Belle Terre Lane - PCP to Pine Lakes	Community Development		-	-	150,000	500,000	500,000	1,150,000
Wetland Mitigation Purchases	Community Development		-	1,000,000	-	-	-	1,000,000
Bridge Rehabilitation	Community Development	54602	1,307,000	1,000,000	150,000	1,000,000	150,000	3,607,000
Land Acquisition - SR100 Frontage	Community Development		512,250	500,000	-	-	-	1,012,250
Bulldog Drive	Community Development	35011	4,675,000	-	-	-	-	4,675,000
Fleet - Planning	Community Development	Fleet	-	34,000	19,000	-	-	53,000
Fleet - Code Enforcement	Community Development	Fleet	17,300	215,000	50,000	-	-	282,300
Fleet - Building Permits and Inspections	Community Development	Fleet	48,800	76,000	-	-	-	124,800
Total Community Development			\$ 17,835,350	\$ 8,665,000	\$ 2,318,000	\$ 1,955,000	\$ 6,555,000	\$ 37,328,350
Fire Station #22 Replacement	Fire	49008	-	-	-	-	250,000	250,000
Fleet - Fire	Fire	Fleet	437,000	437,842	20,100	20,487	259,254	1,174,683
Total Fire			\$ 437,000	\$ 437,842	\$ 20,100	\$ 20,487	\$ 509,254	\$ 1,424,683
Major Crossings	Stormwater & Engineerin	55232	-	345,000	-	350,000	-	695,000
Weir Replacements	Stormwater & Engineerin	55001	467,500	330,000	335,000	330,000	385,000	1,847,500
Valley Gutter Improvements	Stormwater & Engineerin	55205	75,000	75,000	75,000	75,000	75,000	375,000
Canal and Seawall Replacements	Stormwater & Engineerin	55230	50,000	95,000	95,000	95,000	95,000	430,000
Modeling Improvements	Stormwater & Engineerin	55231	459,700	325,000	265,000	-	360,200	1,409,900
Land Acquisitions	Stormwater & Engineerin	55400	20,000	15,000	15,000	15,000	15,000	80,000
Fresh Water Dredging	Stormwater & Engineerin	55500	-	-	50,000	165,000	165,000	380,000
Fresh Water Bank Clearing	Stormwater & Engineering		-	-	-	75,000	-	75,000
Lehigh Access and Dredge at Old Kings	Stormwater & Engineering		-	-	110,000	-	-	110,000
Water Tower Road Structure	Stormwater & Engineering		-	-	220,000	-	-	220,000
Electronic Monitoring	Stormwater & Engineering		-	40,000	40,000	40,000	40,000	160,000
New Equipment	Stormwater & Engineering		187,000	-	-	-	-	187,000
Fleet - Stormwater Engineering	Stormwater & Engineerin	Fleet	-	19,000	-	-	-	19,000
Fleet - Engineering	Stormwater & Engineerin	Fleet	-	45,000	-	-	-	45,000
Total Engineering & Stormwater			\$ 1,259,200	\$ 1,289,000	\$ 1,205,000	\$ 1,145,000	\$ 1,135,200	\$ 6,033,400
Graham Swamp Trail	Parks & Recreation	61014	-	-	-	-	500,000	500,000
Long Creek Nature Preserve	Parks & Recreation	61015	1,395,000	-	-	1,725,000	1,300,000	4,420,000
Indian Trails Sports Complex	Parks & Recreation	61505	150,000	-	-	-	-	150,000
Holland Park Renovation	Parks & Recreation	66006	1,730,000	1,570,000	2,400,000	-	-	5,700,000
Park Renovation	Parks & Recreation	66008	150,000	150,000	150,000	150,000	150,000	750,000
Lehigh/Belle Terre Trailhead	Parks & Recreation	66009	100,000	300,000	100,000	100,000	-	600,000
Trails & Trail Signs	Parks & Recreation		-	25,000	25,000	25,000	-	75,000
Community Center Replacement/Design	Parks & Recreation	61530	430,000	670,000	-	-	-	1,100,000
Seminole Woods Path	Parks & Recreation	51005	1,450,000	500,000	-	-	-	1,950,000
Neighborhood Park TBD	Parks & Recreation		-	-	-	-	250,000	250,000
Fleet - Parks & Recreation	Parks & Recreation	Fleet	-	-	-	-	-	-
Fleet - Golf Course	Parks & Recreation	Fleet	-	100,000	220,000	-	-	320,000
Total Parks & Recreation			\$ 5,405,000	\$ 3,315,000	\$ 2,895,000	\$ 2,000,000	\$ 2,200,000	\$ 15,815,000

Swale Rehabilitation Program	Public Works	55105	1,492,564	1,522,415	1,552,864	1,583,921	1,615,599	7,767,363
Pipe Replacement	Public Works	55003	831,142	836,765	842,500	848,350	854,317	4,213,074
Water Treatment Plant #3	Public Works	81010	1,000,000	380,000	-	225,000	1,725,000	3,330,000
Wellfield and Wells	Public Works	81019	850,000	1,800,000	1,750,000	2,000,000	1,850,000	8,250,000
Water Mains	Public Works	81020	900,000	1,250,000	-	-	1,400,000	3,550,000
PEP System	Public Works	82001	400,000	400,000	400,000	400,000	400,000	2,000,000
Wastewater Treatment Plant #1	Public Works	82002	170,000	400,000	500,000	5,122,000	878,000	7,070,000
Force Mains	Public Works	82003	250,000	1,000,000	350,000	350,000	-	1,950,000
Reclaimed Water	Public Works	82004	100,000	-	600,000	2,950,000	650,000	4,300,000
Wastewater Treatment Plant #2	Public Works	82007	-	-	300,000	-	11,000,000	11,300,000
Beachside Sewer System	Public Works	82009	-	-	-	-	1,000,000	1,000,000
Water Treatment Plant #1	Public Works	84002	-	500,000	-	-	-	500,000
Water Treatment Plant #2	Public Works	84003	9,300,000	-	-	-	-	9,300,000
General Plant R & R - Water	Public Works	84004	500,000	500,000	500,000	500,000	500,000	2,500,000
Distribution System Improvements	Public Works	84005	100,000	100,000	75,000	75,000	100,000	450,000
Lift Stations and Pump Stations	Public Works	85003	1,875,000	405,000	525,000	255,000	625,000	3,685,000
General Plant R & R - Wastewater	Public Works	85005	500,000	500,000	500,000	500,000	500,000	2,500,000
Street Paving and Resurfacing	Public Works	54104	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	6,000,000
Fleet - Fleet Management	Public Works	Fleet	-	54,000	-	-	-	54,000
Fleet - Streets	Public Works	Fleet	680,200	1,563,441	908,000	837,000	42,000	4,030,641
Fleet - Stormwater Operations	Public Works	Fleet	233,300	157,900	-	660,000	220,000	1,271,200
Fleet - Facilities Maintenance	Public Works	Fleet	-	26,000	-	-	-	26,000
Fleet - Parks/Facilities	Public Works	Fleet	40,000	239,000	76,000	71,000	59,000	485,000
Fleet - Utility Administration	Public Works	Fleet	-	100,000	26,000	-	28,000	154,000
Fleet - Utility Maintenance	Public Works	Fleet	70,000	69,000	-	-	30,000	169,000
Fleet - Wastewater Collection	Public Works	Fleet	448,100	1,189,000	70,000	30,000	80,000	1,817,100
Fleet - Wastewater Treatment	Public Works	Fleet	-	80,000	12,000	12,000	-	104,000
Fleet - Water Plant #1	Public Works	Fleet	-	28,800	-	-	-	28,800
Fleet - Water Plant # 2	Public Works	Fleet	24,400	15,000	-	-	-	39,400
Fleet - Water Plant # 3	Public Works	Fleet	-	58,315	-	-	-	58,315
Fleet - Water Quality	Public Works	Fleet	-	57,000	-	-	21,000	78,000
Fleet - Water Distribution	Public Works	Fleet	88,800	631,000	97,000	160,000	45,000	1,021,800
Total Public Works			\$ 20,853,506	\$ 14,962,636	\$ 10,284,364	\$ 17,879,271	\$ 25,022,916	\$ 89,002,693
Fleet - Information Technology	Information Technol	Fleet	-	44,000	-	-	-	44,000
Total Information Technology			\$ -	\$ 44,000	\$ -	\$ -	\$ -	\$ 44,000
Grand Total			\$ 45,790,056	\$ 28,746,978	\$ 16,722,464	\$ 22,999,758	\$ 35,422,370	\$ 149,681,626

The balance of this page intentionally left blank.

Revenue and Expense Projections by Fund

STREETS IMPROVEMENT FUND		FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$	4,541,700	\$ 413,757	\$ 260,287	\$ 976,425	\$ 515,417
Revenues						
Gas Tax		1,683,000	1,716,700	1,751,000	1,786,000	1,821,700
State Revenue Sharing		693,600	707,500	721,700	736,100	750,800
Intergovernmental Revenue		6,802,000	6,091,000	1,421,262	-	5,177,000
Fines & Forfeitures		361,200	361,200	361,200	361,200	361,200
Interest on Investments		4,557	430	276	992	531
Total Revenues		9,544,357	8,876,830	4,255,438	2,884,292	8,111,231
Total Available Funds		14,086,057	9,290,587	4,515,725	3,860,717	8,626,648
Expenditures						
Operating Expenditures		90,300	90,300	90,300	90,300	90,300
Capital Improvement Program		13,582,000	8,940,000	3,449,000	3,255,000	7,955,000
Transfers to Other Funds		-	-	-	-	-
Total Expenditures		13,672,300	9,030,300	3,539,300	3,345,300	8,045,300
Available Funds End of Year	\$	413,757	\$ 260,287	\$ 976,425	\$ 515,417	\$ 581,348

PARK IMPACT FEE FUND		FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$	608,000	\$ 624,080	\$ 600,721	\$ 787,928	\$ 988,207
Revenues						
Grants		-	-	-	-	-
Park Impact Fees		260,000	270,400	281,200	292,400	304,100
Interest on Investments		6,080	6,241	6,007	7,879	9,882
Total Revenues		266,080	276,641	287,207	300,279	313,982
Total Available Funds		874,080	900,721	887,928	1,088,207	1,302,189
Expenditures						
Capital Improvement Program		250,000	300,000	100,000	100,000	750,000
Total Expenditures		250,000	300,000	100,000	100,000	750,000
Available Funds End of Year	\$	624,080	\$ 600,721	\$ 787,928	\$ 988,207	\$ 552,189

FIRE IMPACT FEE FUND		FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$	155,800	\$ 204,158	\$ 254,900	\$ 308,049	\$ 363,729
Revenues						
Fire Impact Fees		46,800	48,700	50,600	52,600	54,700
Interest on Investments		1,558	2,042	2,549	3,080	3,637
Total Revenues		48,358	50,742	53,149	55,680	58,337
Total Available Funds		204,158	254,900	308,049	363,729	422,066
Expenditures						
Capital Improvement Program		-	-	-	-	250,000
Total Expenditures		-	-	-	-	250,000
Available Funds End of Year	\$	204,158	\$ 254,900	\$ 308,049	\$ 363,729	\$ 172,066

DEVELOPMENT SPECIAL PROJECTS FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$ 580,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 580,000
Revenues					
Developer Contributions	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Total Revenues	-	-	-	-	-
Total Available Funds	580,000	580,000	580,000	580,000	580,000
Expenditures					
Capital Improvement Program	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Available Funds End of Year	\$ 580,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 580,000

TRANSPORTATION IMPACT FEE FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues					
Transportation Impact Fees	748,800	778,800	810,000	842,400	876,100
Grants	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance					
Total Revenues	748,800	778,800	810,000	842,400	876,100
Total Available Funds	748,800	778,800	810,000	842,400	876,100
Expenditures					
Capital Improvement Program	598,800	628,800	660,000	692,400	726,100
Transfers to Other Funds	150,000	150,000	150,000	150,000	150,000
Total Expenditures	748,800	778,800	810,000	842,400	876,100
Available Funds End of Year	\$ -	\$ -	\$ -	\$ -	\$ -

OKR SPECIAL ASSESSMENT FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$ -	\$ -	\$ 150,000	\$ 300,000	\$ 450,000
Revenues					
Special Assessments	240,000	239,435	239,435	327,030	327,030
Proceeds from Debt	-	-	-	-	-
Transfers from Other Funds	150,000	150,000	150,000	150,000	150,000
Total Revenues	390,000	389,435	389,435	477,030	477,030
Total Available Funds	390,000	389,435	539,435	777,030	927,030
Expenditures					
Capital Improvement Program	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers to Other Funds	390,000	239,435	239,435	327,030	327,030
Total Expenditures	390,000	239,435	239,435	327,030	327,030
Available Funds End of Year	\$ -	\$ 150,000	\$ 300,000	\$ 450,000	\$ 600,000

SR100 CRA FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$ 4,905,768	\$ 332,951	\$ 474,616	\$ 1,146,664	\$ 1,850,756
Revenues					
Intergovernmental Revenue	960,543	979,800	999,400	1,019,400	1,039,800
Interest on Investments	3,000	666	949	2,293	3,702
Proceeds from Debt	-	-	-	-	-
Transfers from Other Funds	513,391	523,700	534,200	544,900	555,800
Total Revenues	1,476,934	1,504,166	1,534,549	1,566,593	1,599,302
Total Available Funds	6,382,702	1,837,117	2,009,165	2,713,257	3,450,058
Expenditures					
Operating Expenditures	50,000	50,000	50,000	50,000	50,000
Capital Improvement Program	5,187,250	500,000	-	-	-
Debt Service	812,501	812,501	812,501	812,501	812,501
Total Expenditures	6,049,751	1,362,501	862,501	862,501	862,501
Available Funds End of Year	\$ 332,951	\$ 474,616	\$ 1,146,664	\$ 1,850,756	\$ 2,587,557

CAPITAL PROJECTS FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$ 3,387,470	\$ 954,477	\$ 394,277	\$ 217,937	\$ 761,334
Revenues					
Ad Valorem Taxes	-	-	-	-	-
Small County Surtax	2,150,000	2,193,000	2,236,860	2,281,597	2,327,229
Grants	568,007	160,000	160,000	160,000	160,000
Interest on Investments	4,000	1,800	1,800	1,800	1,800
Transfers from Other Funds	-	-	-	-	-
Total Revenues	2,722,007	2,354,800	2,398,660	2,443,397	2,489,029
Total Available Funds	6,109,477	3,309,277	2,792,937	2,661,334	3,250,363
Expenditures					
Capital Improvement Program	5,155,000	2,915,000	2,575,000	1,900,000	1,450,000
Debt Service	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	5,155,000	2,915,000	2,575,000	1,900,000	1,450,000
Available Funds End of Year	\$ 954,477	\$ 394,277	\$ 217,937	\$ 761,334	\$ 1,800,363

UTILITY CAPITAL PROJECTS FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$ 20,323,542	\$ 9,404,568	\$ 6,757,880	\$ 5,957,194	\$ 16,471,554
Revenues					
Impact Fees	986,000	1,075,400	1,168,400	1,265,100	1,365,700
Grant	494,000	-	-	-	-
Developer Contributions	-	-	-	-	-
Interest on Investments	266,800	333,481	307,014	299,007	404,151
Interfund Loan Repayment	150,000	-	-	87,595	91,975
Proceeds from Debt	-	-	-	18,000,000	-
R & R Transfer	3,160,226	3,223,431	3,287,900	3,353,658	3,420,731
Total Revenues	5,057,026	4,632,312	4,763,314	23,005,360	5,282,557
Total Available Funds	25,380,568	14,036,880	11,521,194	28,962,554	21,754,111
Expenditures					
Operating Expenditures	31,000	44,000	64,000	114,000	45,000
Capital Improvement Program	15,945,000	7,235,000	5,500,000	12,377,000	20,628,000
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	15,976,000	7,279,000	5,564,000	12,491,000	20,673,000
Available Funds End of Year	\$ 9,404,568	\$ 6,757,880	\$ 5,957,194	\$ 16,471,554	\$ 1,081,111

STORMWATER MANAGEMENT FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	\$ 64,340	\$ 64,340	\$ 63,079	\$ 45,385	\$ 56,142
Revenues					
Ad Valorem Taxes	275,133	316,403	363,863	418,443	481,209
Stormwater Fees	7,500,000	7,542,500	7,580,213	7,618,114	7,656,204
Interest on Investments	1,100	1,210	1,331	1,464	1,611
Total Revenues	7,776,233	7,860,113	7,945,407	8,038,021	8,139,024
Total Available Funds	7,840,573	7,924,453	8,008,486	8,083,406	8,195,166
Expenditures					
Operating Expenses/Debt Service	4,193,327	4,277,194	4,362,737	4,449,992	4,538,992
Capital Improvement Program	3,395,906	3,584,180	3,600,364	3,577,271	3,605,116
New Equipment	187,000	-	-	-	-
Total Expenditures	7,776,233	7,861,374	7,963,101	8,027,263	8,144,108
Available Funds End of Year	\$ 64,340	\$ 63,079	\$ 45,385	\$ 56,142	\$ 51,058

The balance of this page intentionally left blank.

Impact of Capital Projects on the Operating Budget

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time at which the item becomes operational. It is possible, in certain cases that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the time-frame for recruiting, hiring and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

TRANSPORTATION

New transportation infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. However, roads, sidewalks, pedestrian crossing, pavement marking, signals and signs must be kept up to City and other required standards. As more miles are brought on line, additional staff and equipment may be needed at some point in the future in order to maintain desired service levels. No additional staff or equipment is being added this fiscal year.

RECREATION

New recreation infrastructure can have a significant impact on operating costs. These could include personnel, operating costs, materials and supplies. No additional staff or operating costs are being added for this year.

STORMWATER

New stormwater infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure included in the Capital Budget is included in the operating budget of the Stormwater operations and is funded from Stormwater Utility Fees accounted for in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed at some point in the future in order to keep the infrastructure maintained at an optimum level. No additional staff or is being added this fiscal year.

WATER & WASTEWATER

A significant portion of the City's water and wastewater infrastructure is over 20 years old and deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will assuredly generate energy savings. At this time the exact amount of savings is unknown. The pending expansion of Water Treatment Plant #2 will require additional costs for personnel, operating and maintenance.

CAPITAL EFFECTS ON THE OPERATING BUDGET

	Estimated Annual Operating Cost	Description
<u>Utility Capital Projects Fund</u>		
Water Treatment Plant #2	\$200,000	Personnel, Operations, and Maintenance
	500,000	Debt Service Payments
Utility Fund Total	700,000	
<u>SR100 CRA Fund</u>		
Bulldog Drive Expansion	37,000	Debt Service Payments
SR100 CRA Fund Total	37,000	
Total Operating Cost Impact	<u><u>\$737,000</u></u>	



Detail of Major Capital Projects

Project	Project #	Department	Project Detail	Budgeted Amount	Funded By	Future Operating Expenses Funded by
Water Treatment Plant #2	84003	Public Works	This project will increase the Water Plant's capacity by 1.2 MGD and will eliminate a need for a discharge permit and associated sampling costs. It also incorporates the City's green initiatives by conserving water, recovering and using a byproduct water while providing an environmentally sustainable solution. In addition this project will delay costs associated with future expansion.	\$ 9,300,000	Utility Capital Projects	Utility Fund
Palm Coast Parkway Six Lane Design & Construction	54501	Community Development	The widening of Palm Coast Parkway from a 4-lane divided, rural typical section to a 6-lane divided, urban typical section will consist of adding one travel lane along the outside lane in each direction, a distance of approximately 1.23 miles. This 6-laning will extend from Cypress Point Pkwy/Boulder Rock Dr east to Florida Park Dr. The City is expecting to receive a significant amount of FDOT grants to complete this project.	\$ 5,750,000	Streets Improvement Fund	General Fund, Streets & Drainage Division
Bulldog Drive	35001	Community Development	This project encompasses the realignment and expansion of Bull Dog Drive, stormwater drainage improvements, SR 100 turn lane improvements, as well as changing the traffic pattern within the nearby high school. Phase II of the project is for adding additional lanes to Bull Dog Drive.	\$ 4,675,000	SR 100 CRA Fund	General Fund, Streets & Drainage Division
Palm Harbor Extension	54505	Community Development	This project includes the construction phase of the extension of Palm Harbor Parkway from South of Forest Grove Drive to Old Kings Road. This project is an integral part of the Matanzas Wood I-95 interchange project expected to be completed by the FDOT by 2015.	\$ 2,285,000	Streets Improvement Fund	General Fund, Streets & Drainage Division
Lift Stations and Pump Stations	85003	Public Works	This project includes the Old Kings Road master pump station budgeted at \$1,250,000 and also includes other pump station upgrades as well as odor controls systems.	\$ 1,875,000	Utility Capital Projects	Utility Fund
Holland Park Renovation	66006	Parks & Recreation	This project will include the replacement of the utility infrastructure and will correct drainage issues. It will also enhance traffic circulation, add parking, correct ADA issues, and repair/renovate existing structures. Also included in the project is a new enlarged dog park, a bocce ball court covering, two new horseshoe pits, a new and enlarged playground, a new splash park, roadway and parking lot lighting, sports activity lighting, a perimeter walking trail, new fitness stations and new landscaping as well as irrigation.	\$ 1,730,000	Capital Projects Fund	General Fund, Parks Maintenance Division
Swale Rehabilitation Program	55105	Public Works	This is the cost of materials needed to rehabilitate the swales in the City. The goal is to regrade at least 25 miles of swales each year. The labor is included in the personal services in the Stormwater Management Fund.	\$ 1,492,564	Stormwater Management Fund	Stormwater Management Fund
Seminole Woods Path	51005	Parks & Recreation	These amounts are to begin a multi-purpose path along Seminole Woods Parkway. This includes design, permitting, environmental clearance and construction of this multi-phase project. The project will be completed in annual phases.	\$ 1,450,000	Streets Improvement Fund	General Fund, Streets & Drainage Division
Long Creek Nature Preserve	61015	Parks & Recreation	This project was previously known as Long's Landing and includes a boat launch (non-motorized), shoreline stabilization, a fishing pier/boardwalk and entry road as well as parking for site access.	\$ 1,395,000	Capital Projects Fund	General Fund, Parks Maintenance Division
Bridge Rehabilitation	54602	Community Development	The City has a bridge rehabilitation program based on FDOT ratings. The plan is to design for the rehab in one year, then for construction the following year. This year will include the rehabilitation of bridge #734062 located at Palm Harbor at College Waterway	\$ 1,307,000	Streets Improvement Fund	General Fund, Streets & Drainage Division
North Old Kings Road 4-Laning	54507	Community Development	This project includes a section of Old Kings Road from Palm Coast Parkway to Forest Grove Drive. Old Kings Road North will be connected directly to the Old Kings Road Extension. The current road is a two lane rural road that will need to be upgraded to handle additional traffic from the planned Matanzas Woods I-95 interchange which is expected to be completed in 2015. This amount is for design and is funded through an FDOT grant.	\$ 1,060,000	Streets Improvement Fund	General Fund, Streets & Drainage Division
Royal Palms Parkway Phase III	54404	Community Development	This multi-year project includes paved shoulders from Belle Terre Pkwy to Rymfire Dr with turn lanes at Rickenbacker and Rymfire. Phase 1 will be from Rickenbacker to Belle Terre Pkwy. The second phase is from Rymfire Drive to Rickenbacker.	\$ 1,000,000	Streets Improvement Fund	General Fund, Streets & Drainage Division
Street Paving and Resurfacing	54104	Public Works	The City of Palm Coast has over 550 miles of streets which it maintains. This amount is for the annual appropriation for the resurfacing program.	\$ 1,000,000	Streets Improvement Fund	General Fund, Streets & Drainage Division
Water Treatment Plant #3	81010	Public Works	This project relates to water plant #3 concentrate disposal. Treatment of the concentrate will allow for reduction of iron levels as well as color reduction. The iron reduction will comply with the current requirement of the FDEP.	\$ 1,000,000	Utility Capital Projects	Utility Fund

Fleet Replacement Program

The initial purchase of new fleet is charged to the requesting department and is approved by the City Manager during that department's budget approval process. The fiscal year following the year the initial purchase was made, an internal allocation begins being charged to the department for the expected cost to replace the equipment in the future. This allocation includes an inflationary estimate. The length of time the allocation is collected is based on the expected life of the equipment. For example the replacement cost of a vehicle expected to last 5 years will be split into 5 annual allocation amounts. The allocations are charged to the department monthly based on that annual amount. The future replacement purchase is made by the fleet department and is charged to the fleet fund, an internal service fund, where the annual allocations are credited. In addition to the fleet replacement allocation, the departments are also charged a maintenance allocation. This allocation is determined by the previous year's operating costs for the Fleet Division and a percentage of this cost is allocated to each department based on the age and condition of each piece of machinery. As equipment ages the maintenance costs increase and therefore the departments maintenance allocation increases as well. This "pay as you go" program eliminates the need to borrow. The allocations serve as the largest revenue source for the Fleet Fund.

All City vehicles and equipment are evaluated on an annual basis in order to prioritize replacements and repairs needed in the upcoming year. During the evaluation the Fleet Supervisor takes into consideration the age, condition, maintenance cost and expected life of each piece of equipment and prepares a recommendation for management. Each year, the total cost of the annual replacement program is approved by City Council during the budget process. In addition, all purchases are later approved by City Council prior to the actual purchase being made.

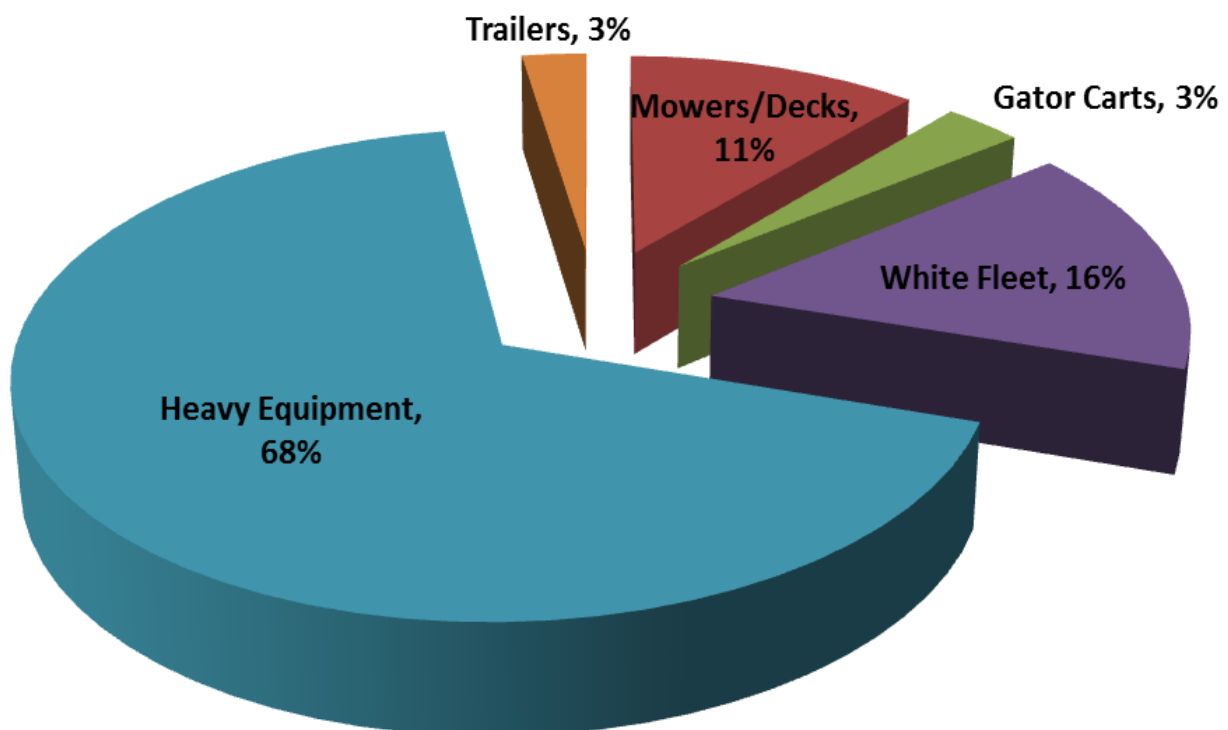
5 Year Replacement Plan

FLEET MANAGEMENT FUND	FY 14	FY 15	FY 16	FY 17	FY 18
Prior Year Carry-over	4,137,337	4,124,865	3,772,046	3,557,891	3,490,061
Revenues					
Fleet Lease Charges	1,727,977	1,814,376	1,905,095	2,000,349	2,100,367
Fleet Maintenance Charges	1,289,364	1,353,832	1,421,524	1,492,600	1,567,230
Fuel Charges	1,059,850	1,086,346	1,113,504	1,141,342	1,169,876
Interest on Investments	5,000	37,875	37,875	37,875	37,875
Transfers from Other Funds	292,500	-	-	-	-
Total Revenues	4,374,691	4,292,429	4,477,998	4,672,166	4,875,348
Total Available Funds	8,512,028	8,417,294	8,250,044	8,230,057	8,365,409
Expenditures					
Operating Expenses	2,299,263	2,345,248	2,392,153	2,439,996	2,488,796
Capital Outlay	292,500	-	-	-	-
Capital Improvement Program	1,795,400	2,300,000	2,300,000	2,300,000	2,300,000
Total Expenditures	4,387,163	4,645,248	4,692,153	4,739,996	4,788,796
Available Funds End of Year	\$ 4,124,865	\$ 3,772,046	\$ 3,557,891	\$ 3,490,061	\$ 3,576,613

2014 Fleet Replacements

In fiscal year 2014 the City will invest \$1,795,400 to replace existing fleet that has been determined to have a high maintenance cost and where replacement has been recommended. A majority of the cost for these replacements is related to heavy equipment which is used primarily by the utility divisions and stormwater maintenance. In addition to replacements, \$292,500 will be invested in new fleet. The initial cost of these new purchases will be charged to the requesting departments.

Type	Estimated Cost	As a Percentage of Total Estimated Cost for Replacements
Mowers/Decks	\$ 203,200	11%
Gator Carts	55,000	3%
White Fleet (Trucks, vans etc...)	279,800	16%
Heavy Equipment	1,212,400	68%
Trailers	45,000	3%
Total Estimated Cost for Replacements	1,795,400	
New Equipment	292,500	
Total Estimated Cost of New & Replacements	\$ 2,087,900	





This page intentionally left blank



MEASURING RESULTS

Find Your Florida

Citizen Survey Results

BACKGROUND

The citizen survey is conducted annually by International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff. The survey is mailed out randomly to 1,200 households and the typical response rate is 39% or 426 responses. The results are statistically weighted to reflect demographic composition and a 5% margin of error is used to compare results.

PURPOSE

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

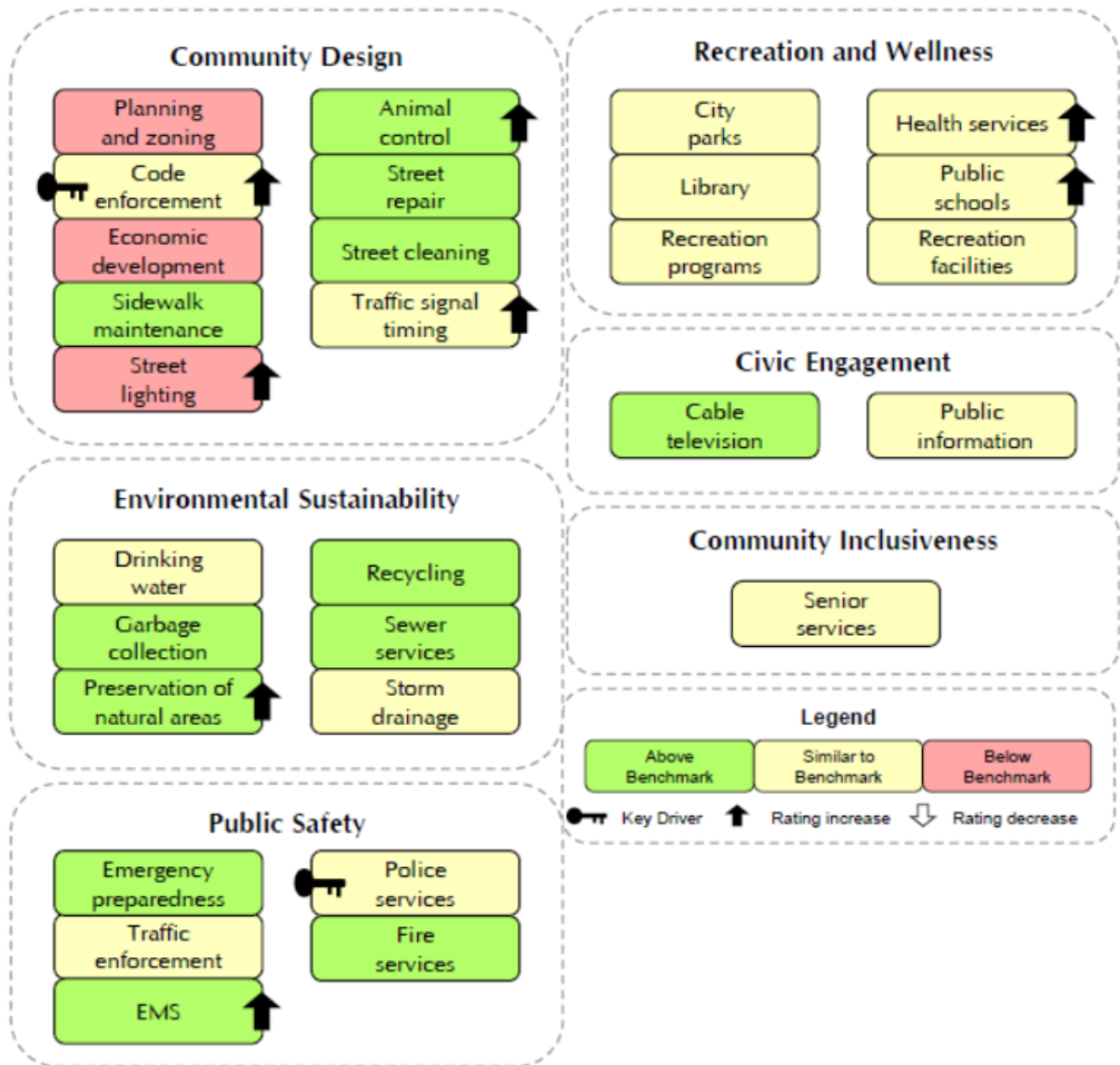
GOALS

The goal of the citizen survey is to identify strengths and weaknesses and to assist the City in planning, allocating resources and evaluating programs for improved services, more civic engagement, better community, quality of life and stronger public trust.

FOCUS

- √ Community Quality
- √ Community Design
- √ Environmental Sustainability
- √ Public Safety
- √ Recreation and Wellness
- √ Community Inclusiveness
- √ Civic Engagement
- √ Public Trust

Overall Quality of City of Palm Coast Services



Three dimensions of performance:

- ✓ Comparison with other communities
- ✓ Identification of key services
- ✓ Trend line (up or down arrows)

29 services in the Key Driver Analysis (KDA)

- ✓ 12 above the benchmark
- ✓ 3 below the benchmark
- ✓ 14 similar to the benchmark
- ✓ Survey identified two key drivers for City

Key Drivers Analysis – Code Enforcement

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	39%	42%	46%	42%	41%	32%	27%	30%	33%	28%	27%
Code enforcement (weeds, abandoned buildings, etc.)	55%	47%	50%	50%	43%	44%	42%	45%	44%	31%	37%
Animal control	65%	57%	64%	61%	55%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

Key Drivers Analysis – Police Service

FIGURE 33: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Safety in your neighborhood during the day	93%	91%	93%	90%	92%	93%	92%	94%	94%	93%	96%
Safety in your neighborhood after dark	75%	68%	75%	73%	70%	74%	79%	78%	80%	78%	82%
Safety in Palm Coast's downtown area during the day	88%	88%	89%	90%	88%	90%	88%	91%	91%	92%	93%
Safety in Palm Coast's downtown area after dark	63%	59%	64%	64%	62%	61%	69%	68%	73%	72%	70%
Safety from violent crime (e.g., rape, assault, robbery)	75%	71%	73%	71%	73%	68%	71%	73%	76%	75%	79%
Safety from property crimes (e.g., burglary, theft)	55%	52%	59%	51%	56%	51%	53%	65%	62%	60%	64%
Safety from environmental hazards	85%	78%	81%	81%	79%	NA	NA	NA	NA	NA	NA
Percent "very" or "somewhat" safe											

- ✓ Police Service is a key driver nationally
- ✓ Code Enforcement and Police Service are considered core services in any City

Focus Area – Overall Community Quality

FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

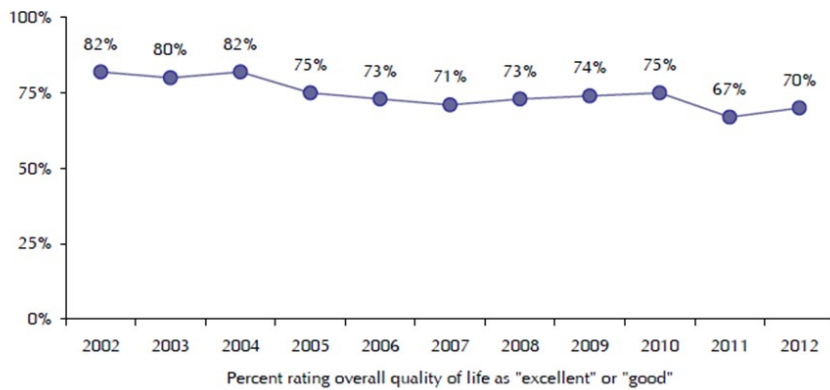


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
The overall quality of life in Palm Coast	70%	67%	75%	74%	73%	71%	73%	75%	82%	80%	82%
Your neighborhood as a place to live	82%	78%	82%	78%	81%	80%	86%	86%	88%	88%	86%
Palm Coast as a place to live	80%	78%	85%	79%	80%	77%	80%	83%	86%	84%	86%
Percent "excellent" or "good"											

- ✓ Cleanliness (87%)
- ✓ Overall Appearance (85%)
- ✓ Shopping Opportunities (43%)
- ✓ Opportunities to attend cultural activities (43%)
- ✓ Employment Opportunities (11%)

Question 2: Community Characteristics

Please rate each of the following characteristics as they relate to Palm Coast as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	14%	50%	26%	10%	100%
Openness and acceptance of the community toward people of diverse backgrounds	22%	46%	25%	7%	100%
Overall appearance of Palm Coast	33%	52%	14%	1%	100%
Cleanliness of Palm Coast	35%	52%	11%	2%	100%
Overall quality of new development in Palm Coast	13%	40%	31%	17%	100%
Variety of housing options	14%	44%	34%	8%	100%
Overall quality of business and service establishments in Palm Coast	10%	39%	34%	17%	100%
Shopping opportunities	7%	36%	36%	20%	100%
Opportunities to attend cultural activities	9%	34%	41%	15%	100%
Recreational opportunities	17%	40%	30%	13%	100%
Employment opportunities	4%	7%	18%	71%	100%
Educational opportunities	7%	38%	43%	13%	100%
Opportunities to participate in social events and activities	10%	44%	35%	12%	100%
Opportunities to participate in religious or spiritual events and activities	25%	54%	19%	2%	100%
Opportunities to volunteer	25%	48%	22%	4%	100%
Opportunities to participate in community matters	15%	46%	32%	8%	100%
Ease of car travel in Palm Coast	20%	51%	20%	10%	100%
Ease of bicycle travel in Palm Coast	25%	44%	22%	9%	100%
Ease of walking in Palm Coast	27%	37%	21%	15%	100%
Availability of paths and walking trails	33%	39%	20%	7%	100%
Traffic flow on major streets	10%	50%	26%	14%	100%

Focus Area – Civic Engagement

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Attended a meeting of local elected officials or other local public meeting	37%	31%	NA	32%	35%	32%	34%	39%	33%	37%	41%
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	38%	40%	NA	47%	50%	51%	44%	44%	44%	44%	50%
Volunteered your time to some group or activity in Palm Coast	45%	46%	55%	NA	NA	NA	NA	NA	NA	NA	NA
Participated in a club or civic group in Palm Coast	40%	41%	49%	45%	43%	NA	NA	NA	NA	NA	NA
Provided help to a friend or neighbor	97%	97%	96%	97%	NA	NA	NA	NA	NA	90%	89%
Percent participating at least once in the last 12 months											

Focus Area – Public Trust

FIGURE 79: PUBLIC TRUST RATINGS BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
The value of services for the taxes paid to Palm Coast*	50%	54%	53%	56%	49%	48%	52%	59%	58%	58%	52%
The overall direction that Palm Coast is taking*	48%	50%	58%	55%	53%	50%	44%	47%	54%	50%	44%
The job Palm Coast government does at welcoming citizen involvement*	39%	45%	48%	47%	42%	50%	46%	49%	61%	56%	56%
Overall image or reputation of Palm Coast	69%	71%	77%	NA	70%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

Rating Public Service

Transportation and Parking Services Benchmarks				
	Palm Coast Average Rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Street Repair	62	26	376	Much above
Street cleaning	64	59	261	Much above
Street lighting	44	250	282	Much below
Sidewalk maintenance	61	32	247	Much above
Traffic signal timing	49	100	216	Similar
Amount of public parking	60	15	206	Much above

Planning and Community Code Enforcement Services Benchmarks				
Land use, planning and zoning	42	178	269	Below
Code enforcement (weeds, abandoned buildings, etc.)	48	132	313	Similar
Animal control	59	95	283	Above

Economic Development Services Benchmarks				
Economic Development	35	218	255	Much Below

Parks and Recreation Services Benchmarks				
City Parks	72	117	280	Similar
Recreation programs or classes	64	143	283	Similar
Recreation centers or facilities	62	127	240	Similar

Palm Coast Recognized For High Ratings By Citizens in Ambulance/Emergency Medical Services
The International City/County Management Association and the National Research Center have awarded the City of Palm Coast the 2013 Voice of the People Award for Transformation in Ambulance or Emergency Medical Services.

Palm Coast was recognized for having the largest percentage increase in survey-takers for ambulance/emergency medical services from 2011 to 2012 (out of all jurisdictions nationwide that participated in the National Citizen Survey). The percentage of respondents rating Palm Coast "excellent" or "good" increased from 88 percent to 96 percent during that time period.

"This award is the result of many years of dedicated work by our Fire Department. Working with the Flagler County Fire Service and our medical director shows the dedication to our citizens," said Palm Coast Fire Chief M.C. Beadle. "Providing Advanced Life Support service from the fire trucks gives that higher level of service by having paramedics arrive with the fire truck. It also allows for our paramedics to work with rescue ambulance paramedics to provide citizens an even greater level of care. We are very honored that our citizens have had such high praise for our service."

Significant Changes– Economic Sustainability

Economic Sustainability and Opportunities Benchmarks				
	Palm Coast average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Employment opportunities	14	262	269	Much below
Shopping opportunities	43	194	258	Much below
Palm Coast as a place to work	21	294	296	Much below
Overall quality of business and service establishments in Palm Coast	47	159	194	Much below

FIGURE 27: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Retail growth seen as too slow	56%	47%	49%	39%	54%	65%	69%	65%	64%	73%	67%
Jobs growth seen as too slow	90%	96%	95%	95%	93%	88%	88%	88%	89%	93%	88%
Percent of respondents											

Near Term Optimistic Outlook

FIGURE 31: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

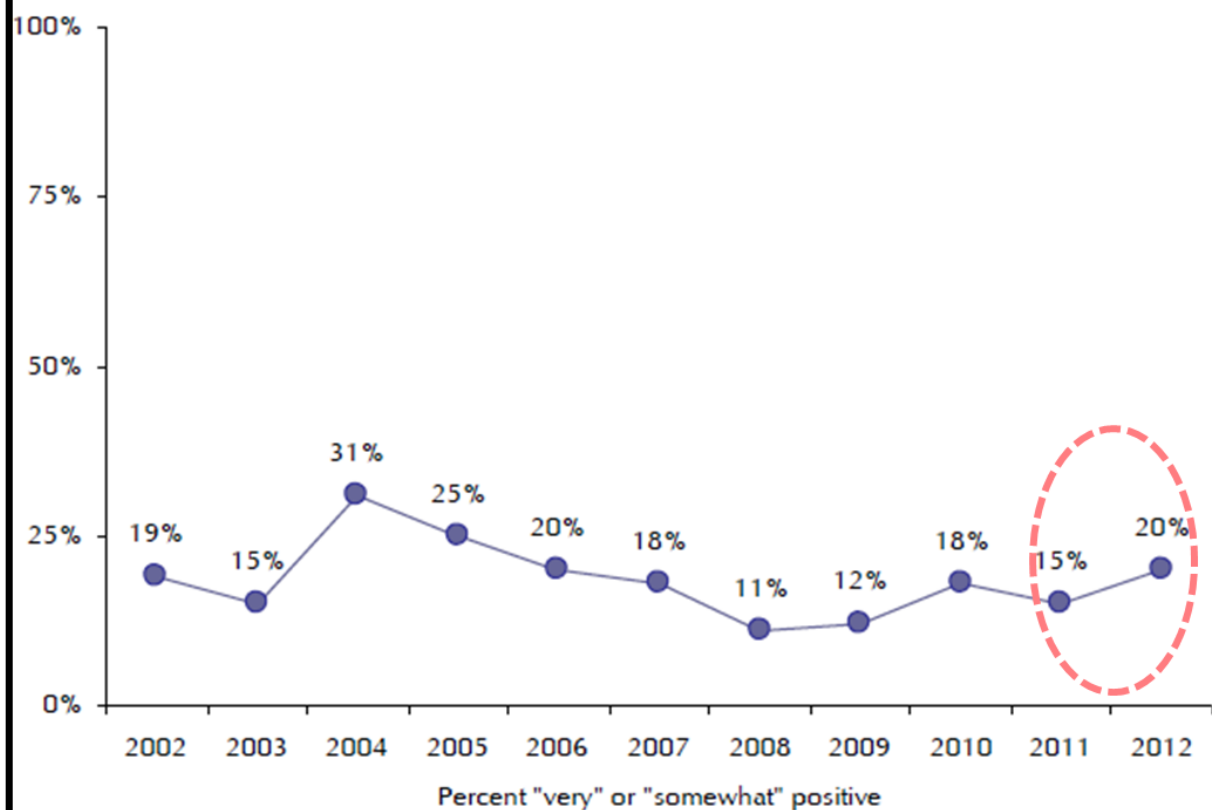


FIGURE 32: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Similar

Overall Findings

FIGURE 61: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Sense of community	64%	56%	62%	NA	58%	NA	NA	NA	NA	63%	59%
Openness and acceptance of the community toward people of diverse backgrounds	68%	65%	75%	NA	NA	NA	NA	NA	NA	NA	NA
Availability of affordable quality child care	45%	30%	44%	32%	27%	27%	30%	24%	32%	NA	NA
Palm Coast as a place to raise children	71%	63%	73%	60%	61%	60%	66%	70%	72%	75%	69%
Palm Coast as a place to retire	78%	75%	78%	73%	78%	76%	71%	78%	81%	83%	84%
Percent "excellent" or "good"											

FIGURE 62: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Above
Availability of affordable quality child care	Similar
Palm Coast as a place to raise kids	Much below
Palm Coast as a place to retire	Much above

FIGURE 63: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Services to seniors	66%	59%	64%	55%	52%	50%	52%	59%	62%	56%	61%
Services to youth	38%	36%	40%	43%	34%	26%	25%	32%	28%	20%	21%
Services to low-income people	36%	36%	40%	33%	NA	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 64: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Similar
Services to youth	Much below
Services to low income people	Much below

Overall Findings

FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Services provided by City of Palm Coast	67%	71%	69%	74%	66%	59%	55%	59%	67%	58%	55%
Services provided by the Federal Government	41%	35%	37%	42%	34%	38%	38%	43%	43%	41%	44%
Services provided by the State Government	43%	33%	41%	42%	37%	41%	40%	43%	43%	40%	44%
Services provided by Flagler County Government	59%	52%	57%	55%	47%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 17: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Overall quality of new development in Palm Coast	53%	56%	63%	61%	63%	53%	47%	48%	NA	NA	NA
Overall appearance of Palm Coast	85%	83%	83%	86%	82%	83%	80%	85%	83%	76%	75%
Percent "excellent" or "good"											

FIGURE 23: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	39%	42%	46%	42%	41%	32%	27%	30%	33%	28%	27%
Code enforcement (weeds, abandoned buildings, etc.)	55%	47%	50%	50%	43%	44%	42%	45%	44%	31%	37%
Animal control	65%	57%	64%	61%	55%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 17: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Overall quality of new development in Palm Coast	53%	56%	63%	61%	63%	53%	47%	48%	NA	NA	NA
Overall appearance of Palm Coast	85%	83%	83%	86%	82%	83%	80%	85%	83%	76%	75%
Percent "excellent" or "good"											

Overall Findings

FIGURE 23: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	39%	42%	46%	42%	41%	32%	27%	30%	33%	28%	27%
Code enforcement (weeds, abandoned buildings, etc.)	55%	47%	50%	50%	43%	44%	42%	45%	44%	31%	37%
Animal control	65%	57%	64%	61%	55%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 47: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Used Palm Coast recreation centers	57%	54%	58%	55%	57%	52%	50%	49%	59%	72%	73%
Participated in a recreation program or activity	50%	47%	47%	45%	45%	43%	41%	40%	45%	47%	49%
Visited a neighborhood park or City park	84%	83%	83%	83%	79%	81%	76%	75%	78%	80%	78%
Percent using at least once in last 12 months											

FIGURE 49: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
City parks	85%	82%	80%	78%	76%	72%	68%	70%	73%	71%	69%
Recreation programs or classes	73%	66%	70%	70%	66%	68%	58%	62%	70%	67%	NA
Recreation centers or facilities	68%	65%	65%	66%	62%	56%	50%	51%	59%	51%	52%
Percent "excellent" or "good"											

FIGURE 51: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Opportunities to attend cultural activities	43%	40%	44%	NA	NA	NA	NA	NA	NA	46%	40%
Educational opportunities	45%	41%	52%	NA	48%	56%	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

Overall Findings

FIGURE 75: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Opportunities to participate in social events and activities	54%	53%	55%	56%	NA	NA	NA	NA	NA	10%	7%
Opportunities to participate in religious or spiritual events and activities	79%	74%	77%	81%	NA	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 59: RATINGS OF HEALTH SERVICES BY YEAR

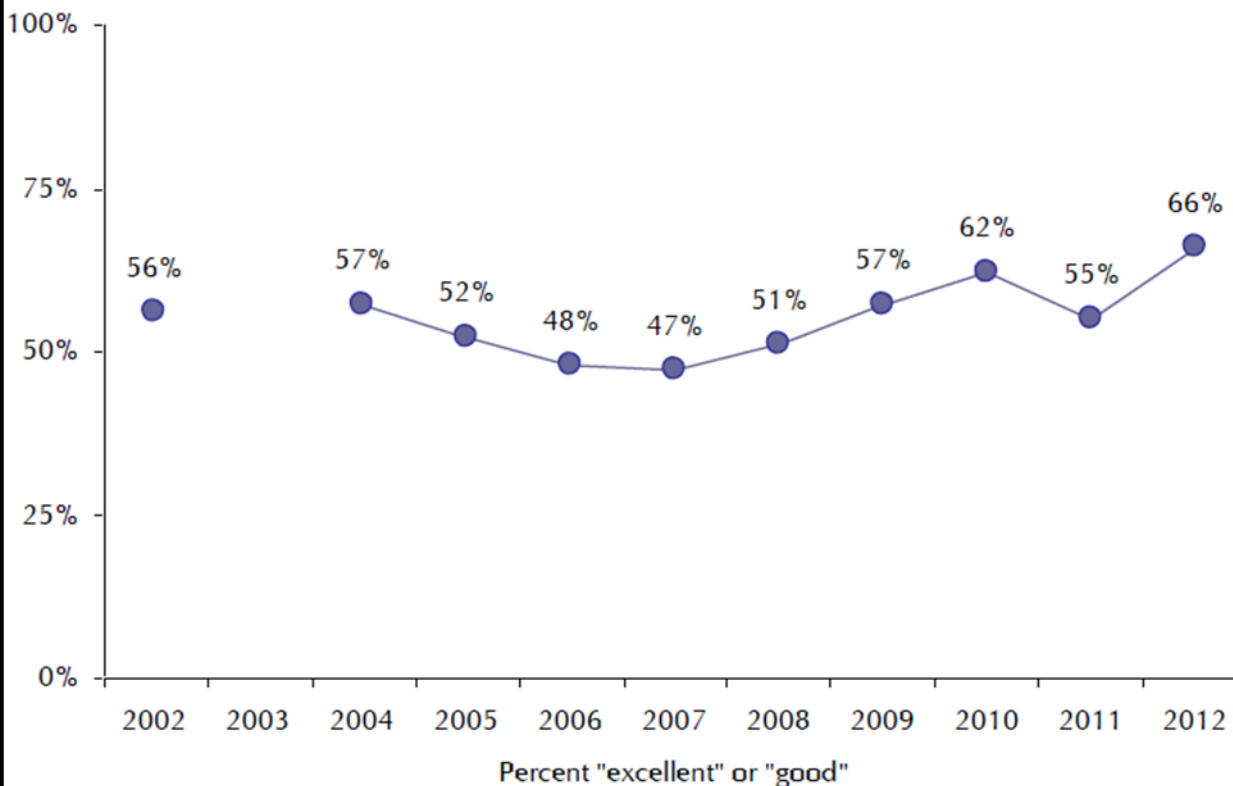


FIGURE 69: REPORTED VOTING BEHAVIOR BY YEAR²

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Registered to vote	88%	92%	90%	93%	84%	87%	87%	89%	89%	87%	86%
Voted in the last general election	83%	81%	82%	90%	70%	76%	76%	84%	70%	78%	79%
Percent "yes"											

Overall Findings

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Ease of car travel in Palm Coast	71%	57%	62%	50%	41%	39%	20%	16%	22%	37%	51%
Ease of bicycle travel in Palm Coast	69%	65%	54%	49%	45%	45%	42%	33%	46%	41%	43%
Ease of walking in Palm Coast	65%	58%	52%	49%	46%	45%	42%	36%	44%	44%	44%
Availability of paths and walking trails	73%	70%	61%	53%	49%	NA	NA	NA	NA	NA	NA
Traffic flow on major streets	60%	50%	44%	41%	32%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Palm Coast	Much above
Ease of bicycle travel in Palm Coast	Much above
Ease of walking in Palm Coast	Above
Availability of paths and walking trails	Much above
Traffic flow on major streets	Much above

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Street repair	70%	68%	55%	62%	52%	43%	37%	31%	34%	18%	16%
Street cleaning	71%	70%	62%	71%	59%	48%	45%	40%	44%	31%	27%
Street lighting	46%	37%	36%	38%	32%	30%	26%	20%	24%	18%	NA
Sidewalk maintenance	68%	65%	57%	52%	51%	49%	45%	43%	43%	35%	35%
Traffic signal timing	52%	43%	46%	46%	45%	39%	33%	28%	35%	38%	46%
Amount of public parking	72%	61%	64%	60%	56%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 13: RATINGS OF HOUSING IN COMMUNITY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Availability of affordable quality housing	67%	58%	61%	58%	53%	41%	33%	39%	54%	NA	NA
Variety of housing options	59%	59%	64%	67%	64%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

Overall Findings

FIGURE 14: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much above
Variety of housing options	Similar

FIGURE 37: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Police services	80%	80%	79%	78%	69%	70%	77%	81%	79%	82%	81%
Fire services	96%	92%	95%	94%	90%	90%	90%	95%	94%	92%	91%
Ambulance or emergency medical services	96%	88%	92%	92%	88%	86%	87%	94%	92%	89%	90%
Crime prevention	65%	62%	69%	NA	NA	NA	NA	NA	NA	NA	NA
Fire prevention and education	82%	75%	79%	78%	75%	76%	71%	73%	NA	77%	76%
Traffic enforcement	65%	63%	65%	61%	57%	57%	50%	50%	55%	48%	56%
Emergency preparedness (services that prepare the community for natural disasters or other emergency services)	73%	69%	73%	71%	61%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 38: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Similar
Fire services	Above
Ambulance or emergency medical services	Much above
Crime prevention	Similar
Fire prevention and education	Similar
Traffic enforcement	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Much above

FIGURE 74: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Above
Public information services	Similar

Overall Findings

FIGURE 71: USE OF INFORMATION SOURCES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Read Palm Coast Newsletter	91%	87%	NA	92%	92%	95%	95%	96%	NA	96%	88%
Visited the City of Palm Coast Web site	75%	64%	NA	64%	60%	45%	35%	34%	26%	26%	21%
Percent using at least once in last 12 months											

FIGURE 39: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Cleanliness of Palm Coast	87%	83%	83%	85%	NA	NA	NA	NA	NA	NA	NA
Quality of overall natural environment in Palm Coast	81%	82%	80%	69%	71%	NA	NA	NA	NA	NA	NA
Preservation of natural areas such as open space, farmlands and greenbelts	75%	66%	70%	66%	56%	NA	NA	NA	NA	NA	NA
Air quality	83%	79%	83%	NA	79%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 40: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Palm Coast	Much above
Quality of overall natural environment in Palm Coast	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above
Air quality	Much above

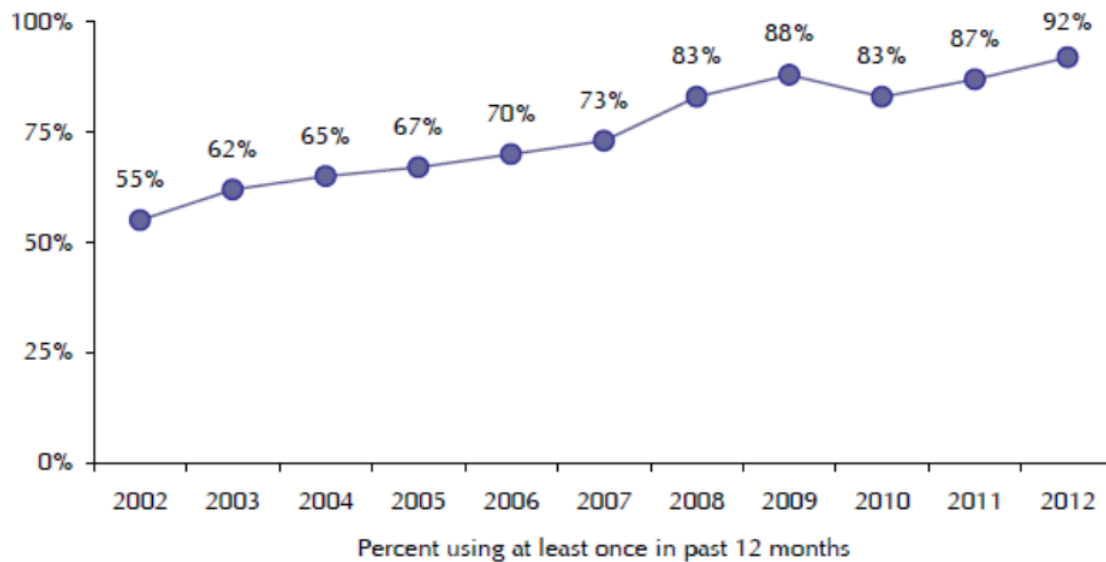
FIGURE 44: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Sewer services	Above
Drinking water	Similar
Storm drainage	Similar
Yard waste pick-up	Much above
Recycling	Much above
Garbage collection	Much above

Overall Findings

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 41: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR



CONCLUSION

- ✓ Significant change in ratings for “availability of affordable quality housing”
- ✓ Significant change in “availability of preventative health services”
- ✓ “Significant” change in Code Enforcement, Animal Control Services (greater than 7% change)
- ✓ Improvement in all categories related to Community Inclusiveness
- ✓ Much above benchmark as “place to retire”
- ✓ Issue for many retirement or bedroom communities
- ✓ City is employing strategy of doing many small things that make a big difference
- ✓ City is focusing on existing businesses
- ✓ Attracting investment through sports tournaments
- ✓ Partnering with Flagler County on job attraction
- ✓ Offering services through the Business Assistance Center (BAC)

Performance Measurement

BACKGROUND

Over the past year, staff has developed a performance measurement and reporting system to align department services and programs with City Council's Strategic Action Plan. The system allows departments to measure results and make any needed adjustments to the results over the course of the year. The program was developed by a group of employees, through a team approach. Development of the program was overseen by the City Manager.

PROGRESS REPORTS

Supporting staff received hands-on training over the course of the year as it relates to inputting data into the new measurement system and reporting the data to management. Each department has created a data collection system which works best for their staff, however one staff member is ultimately responsible for inputting the results of the measures to the measurement system. When staff meets with the City Manager to review the final results of their fiscal year 2013 budget, the results of fiscal year 2013's performance measures will also be reviewed. This review process will continue on a quarterly basis going forward and will allow the City Manager to review progress being made as well as to discuss areas of concern where there may be a lack of progress being made throughout the year. This quarterly review will allow the City Manager to identify problem areas well in advance and make adjustments as needed to ensure the City's success in achieving the six goals set forth in the Strategic Action Plan. The City Manager also has the ability to make changes to the measures over the course of the year if, for example, staff is completing measures at a quicker pace than what was originally anticipated.

PERFORMANCE MEASURES

These performance measures were created to track the department's on an individual basis and show the progress (or lack-of) being made towards the six goals established by City Council in the Strategic Action Plan. The measures range from monitoring operating functions and their efficiency, to addressing infrastructure needs systematically, rather than reactively, to ensure a strong future for the City. The Strategic Action Plan is reviewed each year, during budget preparation time. After the review, staff meets with the City Manager to discuss which measures will carry over to the next fiscal year and any new measures which will be added. Although staff is given the opportunity to have input in this process, the City Manager ultimately decides what measures will be assigned for the following fiscal year.

MEASURING RESULTS

Goal 1 shows City Council's desire to anticipate the need for additional services and infrastructure in order to provide opportunities for mixed use development with good, services and with employment. Some strategies implemented to achieve this goal include evaluating projects targeted as highest priority for potential upgrades or enhancement, as well as by assessing the need to expand infrastructure for sustainable growth.

<i>To assess the need to expand infrastructure for sustainable growth:</i>		
Summary	In Progress	Completed
Inspect, evaluate and rate water control structures, major crossings, pipes through seawalls annually		X
Perform hydraulic modeling of the Palm Coast stormwater drainage system for two (2) ITT subdivision sections within the City of Palm Coast every other year.		X
Design one stormwater modeling project every other year.		X
The Palm Coast Streets Division will ensure all ditches will be maintained twice a year 100% (Mow, spray or excavate)		X
Matanzas interchange/OKR Improvement project: Complete purchase of properties/rights of way required, interlocal agreement with Flagler County, FDOT Grants and complete Palm Harbor Extension design.	X	
The Public Works Utility Division will inspect 20% of 12,745 PEP tanks annually.		X
<i>Keeping older neighborhoods attractive and relevant:</i>		
Summary	In Progress	Completed
Purchase 16 units through the Neighborhood Stabilization Program.		X
Secure all abandoned houses within 14 days of being identified.		X
Finalize the Parkway East Master Plan to address improvements in aging communities		X
Complete Palm Coast Parkway East District Planning Study		X
The Public Works Utility Division will inspect and paint 20% of all 3,462 City-owned Fire Hydrants within the city limits each year.	X	

MEASURING RESULTS

Goal 2 enforces the City's emphasis on developing and maintaining a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values. Strategies in place to accomplish this include developing a branding strategy which supports strengths of the SBDC/BAC partnership, developing a campaign to highlight the City's economic strengths and opportunities as well as expanding the use of the "Find Your Florida" branding strategy.

<i>To develop an evaluation matrix to assess the implementation of Prosperity 2021:</i>		
Summary	In Progress	Completed
Develop a survey program and create a methodology to target feedback for Survey Program.	X	
Continue to work with the TDC to find ways to increase the number of tournaments by 10% from previous years actuals.		X
Provide Special Section in Annual Progress Report for Prosperity 2021		X
<i>To develop a "branding and marketing strategy" and establish criteria to measure success:</i>		
Summary	In Progress	Completed
Update the "Visit Florida" website with current information on a weekly basis.		X
Initiate the "Find Your Florida" campaign plan		X
Develop a multi-phase campaign plan to market "Find Your Florida"	X	
Create a City-Wide Branding Policy	X	
<i>To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County:</i>		
Summary	In Progress	Completed
Return per Tax Dollar Invested in BAC by City		X
Post all BAC events and track on TV 199.		X
Provide support funding of the BAC in the Economic Development budget.		X
Evaluate Business Incubation Program Options		X
Develop Marketing Materials for Palm Coast Business Ready	X	
Develop a program concept for BAC Business Academy.	X	
Renew the annual grant agreement with SBDC at UCF for BAC services		X

MEASURING RESULTS

Goal 3 identifies objectives to related to leveraging of our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses. The City's strategies to accomplish this goal include diversifying our revenue sources and increasing efficiency through enhanced operations and technological advancements.

<i>Diversify our revenue sources:</i>		
Summary	In Progress	Completed
Inventory and report revenue options to the City annually.		X
Process previous fiscal years transactions with no audit comments related to Accounting errors.		X
Develop a public infrastructure financing plan and deliver the plan to City Council		X
Complete "Impact Fee Analysis" to maintain community assets.		X
Develop a Recruit strategy for additional ISPs and implement that strategy	X	
Seek Sponsorship from local business to fund 4 fields at ITSC.	X	
Secure \$500 in Camp Scholarships		X
<i>Increase efficiency through enhanced operations and technological advancement:</i>		
Summary	In Progress	Completed
Develop tax exempt debt compliance policy		X
Pay all vendor invoices within 45 days of receipt within 96% of the time		X
Develop needs assessment for each Department/Division (15 different departments / Divisions) to improve operational processes	X	
Add 30 additional users to virtual system	X	
Track number of transmitters installed to reduce meter reading time and improve efficiency		X
Inventory immediate opportunities to provide customer connections for reuse transmission system		X
Create a feasibility study to seek in-house technician to maintain Fire Apparatus and small equipment to minimize external cost		X
Develop a cost benefit analysis for all work sent for outside services	X	

MEASURING RESULTS

Goal 4 identifies the City's strong desire to blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air and wildlife.

<i>To develop programs to enhance our water conservation strategies:</i>		
Summary	In Progress	Completed
Contract w/ teacher for 5 events per year on water conservation.		X
Start construction of Zero Liquid Discharge - WTP#2		X
Reduce inventory of "extremely hazardous" material by 25%		X
Complete SCADA strategy plan for 2013	X	
Complete connection of Hidden Lakes area to reclaim water system		X
<i>To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects:</i>		
Summary	In Progress	Completed
Complete set of Construction Drawings and Easement Information for Seminole Woods Multi Use Path Phase I		X
Secure approvals from SJRWMD to complete permitting for Seminole Woods multi-use path Phase I		X
Complete construction of Seminole Woods Multi-use path Phase I	X	
<i>Evaluate current "Green" initiatives and targeted projects that are sustainability:</i>		
Summary	In Progress	Completed
Prioritize the documents to convert to electronic only forms	X	
The Public Works Customer Service Division will develop and deliver 6 promotions each year to promote "paperless billing"	X	
The Palm Coast Streets Division will provide routine inspection and maintenance to City Park Facility monthly to reduce waste		X
Assess possible uses and provide a proposed implementation plan for recycling vegetative debris for City needs		X
Consult two (2) HOA or multi-family residential developments to pursue additional recycling opportunities throughout the City		X
Implement enhancements to the Christmas Tree Recycling Event activities.		X
Create a CHIRP event program specific to the Florida Water Star exhibit and field trip opportunities	X	
Evaluate the standard and inventory additional points to elevate Green Local Government designation	X	
Complete installation of LED Street Light pilot project		X
Work with Town Center CDD and complete the feasibility study for alternative fueling stations planned for town center and other high-use public areas.	X	

MEASURING RESULTS

Goal 5 shows the City's mission to enhance the quality of life for our citizens by providing safe, affordable and enjoyable options for cultural, educational, recreational and leisure time events .

<i>Enhance community and visitors' recreational opportunities and experiences at community events:</i>		
Summary	In Progress	Completed
Complete guidelines for artwork and sculpture in City including Central Park		X
Identify locations to initiate Public Wi-Fi		X
Increase the number of programs offered to the community by 10%	X	
Expand sponsorships for Intracoastal Waterway Cleanup event		X
Incorporate QR element into Arbor Day event and 5K run / walk		X
Meet with each City team to re-evaluate current marketing programs and guide future ideas for marketing concepts		X
Evaluate event facilities and develop plan	X	
Develop a survey tool for citizen feedback for events	X	
Develop tracking tool to determine number of free vs. cost based events	X	
<i>Enhance safety measures throughout the community:</i>		
Summary	In Progress	Completed
The Palm Coast Streets Division will repair park facility damage within two (2) working days from the time reported 85 % of the time		X
Provide 3 community outreach programs on bicycle safety, pool safety, fire safety etc.		X
Enter 10% of all current commercial business into the pre-fire planning program with interactive data to capture SARA TITLE III information		X
Replace eight (8) deteriorating Stormwater pipes from roadways through seawall per year.		X
Complete pedestrian crossing enhancements for both Corporate Drive intersections and Seminole Woods Parkway	X	
Create a streamline information technology system through target safety through ISO training reporting		X
Improve on the Engine Company component on the ISO Rating to achieve a 10 out of 10 points from 6.60. For maximum credit, "8 Engine companies are required in the fire district" according to 501.A	X	
Identify two (2) possible wildfire mitigation sites for wildfire suppression.		X
Establish methodology to inventory specimen trees at City facilities and create a maintenance plan for the trees.		X
<i>Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities:</i>		
Summary	In Progress	Completed
Assess the current utilization of the tree nursery and provide proposal of how to diversify		X
Work with DBSC on bringing college students in as volunteers for CHIRP program		X
Identify institutions of higher learning and community groups to establish contacts for future cooperation	X	

MEASURING RESULTS

Goal 6 identifies a desire to develop and implement a comprehensive plan to improve City employee skills and performance through education and training, performance management and through personal development opportunities. Strategies include to develop a program to identify individual skills and foster improvement of professional skills, creating a comprehensive training program, establishing a customer experience program to solicit customer feedback and to create a customer service element to City-wide employee training. Additional strategies include seeking and soliciting student internship opportunities with educational institutions and developing a recruitment and training program team to identify future opportunities.

<i>To develop a program to improve staff retention and recognize individual skill and talents</i>		
Summary	In Progress	Completed
Train Public Works staff to conduct traffic counts		X
Design a program to identify employees and skills for a City-wide inventory.	X	
Provide elective training for all City employees		X
Establish a funding source for the Employee Motivation and Reward Program		X
<i>To develop in-house and identify external training opportunities for employees:</i>		
Summary	In Progress	Completed
Fire Services will create an intra-department mentoring program to educate and train full time employees for future advancement		X
The Public Works Utility Division will crosstrain Customer Service Representative employees with 8 hours of training from other areas within the Division each year		X
The Public Works Utility Division will provide 20 hours of continuing education/safety training to at least 90% of all full-time field employees		X
Perform a City-wide survey to inventory and identify employee training needs for future programs	X	
Seek partnerships with outside agencies for staff training opportunities	X	
<i>To enhance awareness of customer service and relationships with our citizens:</i>		
Summary	In Progress	Completed
Identify the scope and approach of deploying a mobile data application	X	
Offer environmental educational outreach to 10% of the Citizens of Palm Coast annually.		X



This page intentionally left blank



WORKFORCE TALENT

Find Your Florida



This page intentionally left blank

Workforce Talent

Goal 6 of the Strategic Action Plan, communicates our City Council's strong 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.

Goal		Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works	Teams
Long-Term			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	6.1	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									
	6.2	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess position descriptions, training, certification, public policy needs that benefit the Organization and the Community									
	6.3	To enhance awareness of customer service and 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 employee training program									
	6.4	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												

Implementation Through a Team Approach

In this section of the budget book, we provide a brief look at how, using a team approach, our talented workforce has begun implementing objectives and strategies to achieve goal six related to workforce talent. This is being done in an effort to improve individual skills and talent that exist within our workforce.

New teams are created as the need arises and are phased out if and when the mission of the team is complete. These teams have proven to be a critical component in accomplishing all of the goals set forth in the Strategic Action Plan. The City Manager oversees all of these teams at some level.

Teams	Year Formed
Green	2007
X-Generation (Social Media)	2010
Branding	2010
Performance Measures	2011
Employee Academy and Training	2011
Florida Agricultural Museum	2011
Team HOBO	2011
BAM (Employee Motivation)	2011
Floodplain Management	2011
FEST (Events)	2011
Parks	2011
Alternative Energy	2011
Economic Development	2011
Parks Maintenance Team	2011
Safety	2012
Infrastructure	2012
Stormwater	2012
Benefits Team	2012



Objective	Strategy	Teams
Long-Term	Short-Term	
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 the forefront 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	Incorporate 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 organizations 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 position descriptions, 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 and 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 employee 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		

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.

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

FEST - Festivals, Events & Sports Team

The purpose of **FEST** is to enrich the lives of our citizens and visitors by providing family-friendly events that celebrates our community spirit through various forms of entertainment, festivals, tournaments, and activities that showcases the City of Palm Coast and stimulates and supports economic growth.

Expectations of this team:

- Planning and organizing City/Community events
- Communication of event logistics to team members
- Market Palm Coast and support economic development

Team Members include:

Representatives from Parks and Recreation Department, Communications and Marketing, Public Works, Finance Department, Risk Management, Human Resources, Customer Service

The Team meets bi-monthly to discuss logistics and activities being planned for City hosted events. Performance measures were also established to guide decisions so that the activities included in our events continue to support the goals and objectives of the City of Palm Coast.

Quarterly, we invite our outside event partners, such as the Tourist Development Council, Chamber of Commerce, Flagler Broadcasting, Flagler Auditorium, Flagler County School District, and representatives from the various civic clubs and organizations and those from neighboring communities to discuss event schedules county-wide.

Each year members of FEST host over 50 events that will include:

Tree Recycling, Running Series (5 events), Daddy/Daughter Dance, Movies in Central Park (10 events), Food Truck Tuesdays (6 events), NCCAA Sports Clinics, Rock N Rib Festival and Carnival, Teen Flash-light Egg Hunt, Egg'stravaganza. Bike Rodeos (2 events), Arbor Day Celebration and 5K Run, Pool Safety Day, Memorial Day Ceremony, Dive in Movies (3 events), Parks & Recreation Month Celebration (4-8 events), Independence Day Ceremony, Fireworks in the Park, International Food & Wine Festival, Intracoastal Waterway Clean-Up, 9-11 Fallen Hero Memorial Service, Cause for Paws, Halloween Boo Bash, Seafood Festival, Veteran's Day Ceremony, Tree Lighting Ceremony, Starlight Event and Parade... to name a few.

Members of FEST also support the many athletic tournaments, hosted by outside organizations that take place in the City of Palm Coast. These tournaments bring visitors to our community who stay in our hotels, enjoy our many restaurants and visit our local shopping centers...supporting our local small business community.

TEAM TURTLE

5-year Performance Report including City Council Goals and Objectives, and Citizen Survey

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 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.

EMPLOYEE ACADEMY TRAINING (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 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.

Below is a list of 2013 accomplishments for the EAT Team:

- ✓ Completed and analyzed Department and Employee Training Surveys for training needs assessment
- ✓ Completed a Training Matrix to include Departmental mandatory training, certifications and training needs per employee positions
- ✓ Set up and implemented the Munis Training Module – Schedules courses through the Employee Self Service and tracks courses completed onto employee records
- ✓ Held Mandatory Classes
- ✓ Sexual Harassment, Affirmative Action, EEO/Diversity, Ethics and Workers Compensation
- ✓ Purchasing, Kronos, Green, Public Records, Friendly Technology
- ✓ Defensive Driving
- ✓ Met with Safety Team leader and provided the team with safety training needs from the Training Matrix
- ✓ Interviewed Departments for creating Employee Academy Program
- ✓ Established EAT Team performance measures for SAP
- ✓ Drafted an outline of employee skill categories to track on the Munis Training Module. The skill categories do not include job required skills and certifications but rather other beneficial skills such as language interpretation, sign language, photography, scuba certified diver, licensed pilot and more.



EMPLOYEE MOTIVATION, RECOGNITION AND RETENTION (BOOST ALL MORALE (BAM) TEAM)

This is the second year that the City of Palm Coast has emphasized that a happy employee is a productive employee. You may recall that the BAM Team was formed with the intent to determine how the City can demonstrate our appreciation for the good works that our employees do on a daily basis; enhancing not only their work experience but their personal lives as well.

In our first year, the Team conducted an all-employee survey designed to determine what is important to our employees and then, to develop programs to respond to that input. One of our first year successes include the enhancement of our existing Service Awards event. The venue was changed and for the first time in Fiscal Year 2013, employees who had achieved a “benchmark” in service were provided compensation of \$10.00 (ten dollars) for every year of service in 5-year multiples. This event was also moved to coincide with our celebration of Public Employee Recognition Week.

In FY 2013, the Team once again recognized the contributions of our employees. Every employee was invited to *Share in a Cup of Joe* with a personalized coffee mug and an invitation to breakfast cooked and served by team member and directors and held at the main Fire Station. Not only was the food a hit, but many employees who had not had the opportunity to tour the station were able to see first-hand the advances the City has made in technology and safety in our Fire Department. There was also an appreciation video featuring comments from the Mayor, City Council, the City Manager and the Directors.

The Team also rolled out a new program for staff, based upon the survey results received the previous year. Reiterating the City’s emphasis to a healthful and technologically savvy population, employees who had an excess of sick leave accumulated were able to trade in up to 40 hours for either personal wellness initiatives or personal technology for use at home. The program was extremely successful; employees were reimbursed for laptops and bicycles; kayaks and tablets. One of our employees recently indicated that since the purchase of his bicycle through the program he has logged 500 (five-hundred) miles pedaling to and from work. For the coming fiscal year we are looking to expand the program even further.

Although the focus has been on appreciation and the development of initiatives that promote healthy living, the BAM Team also introduced two (2) new programs that foster family fun. Through partnerships developed with LEGOLAND and Tickets-at-Work, City employees can purchase discounted tickets to area theme parks, receive discounts on hotels around the world and purchase discounted attraction tickets around the county. Many employees have already taken advantage of the wonderful program and we look forward to seeing the vacation pictures of our staff members who have been able to create a family memory at reduced rates.

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.

Below is a list of accomplishments for fiscal year 2013:

Develop a 5-year Capital Improvement Plan: The 5-year projects include estimated cost and year-to-year allocations. The 5-year plan was utilized for City Council budget allocations for the 2013/2014 budget .

Develop a 10-year Capital Improvement Plan/funding alternatives: The Team completed a comprehensive list of City capital projects. The 10-year projects include estimated cost and year-to-year allocations. The team categorized the projects into four primary categories: transportation, recreation, public safety and general government.

Renewal of the Half-Cent Infrastructure Sales Tax/ Alternative funding sources for stormwater capital projects: As pledged by City Council, approximately \$23.4 Mil. of revenues received from our percentage of the sales tax has been used for street resurfacing. The ballot measure approved by the voters had a sunset clause that terminated the agreement on December 31, 2012. The Infrastructure Team provided several major deliverables for this project.

The following is a summary of deliverables:

Legal research: The team initially conducted extensive research and analysis of the existing regulations related to the continuation and utilization of the Half-Cent tax, including ballot requirements, deadlines, sales tax revenue allocations, etc.

Identification of infrastructure needs: As a result of Palm Coast fulfilling the commitment to overlay 50 miles of streets per year, the road surface program has become manageable. The Infrastructure team worked together and presented a presentation for City Council illustrating details regarding the future infrastructure needs, including bridges, roads, stormwater infrastructure, and multi-purpose trails.

Funding Source Options: The team conducted research and analysis and provided City Council with a variety of different funding sources which can be implemented to fund future Infrastructure needs including Ad Valorem, public service tax, utility franchise fee, special assessment, and the Half-Cent sales tax.

Draft Interlocal Agreement: City staff prepared and presented a draft Interlocal Agreement to City Council for keeping the same distribution formula as the 2002 Half-Cent sales tax Interlocal Agreement. Representatives of the Infrastructure Team also provided technical support for Mayor Netts during City/County meetings. The County never adopted the City's proposal.

FPL Franchise Fee Agreement: As an alternate funding source for stormwater infrastructure, the Team drafted and presented a draft FPL Franchise fee agreement. The FPL Franchise Agreement was not adopted.

SOCIAL MEDIA (X-GEN TEAM)

The X-Gen Team was established in 2010 and tasked with starting and growing a presence on social media for the City of Palm Coast. Social media was seen as an opportunity to reach beyond our borders, and promote the city with little or no cost. Originally intended to focus on Facebook, this group has expanded to include Twitter, YouTube, Pinterest, and Flickr.

The team consists of representatives from various departments; choosing members based on anticipated involvement in our brand. Departments such as Rec & Parks, Green Team and Utilities, were chosen. Determining department involvement was vital to keeping the City's message consistent, positive and relevant. The team established a work plan to guide the development and implementation of social media, focusing on strategies to grow followers and the legal aspects of social media in government.

Palm Coast's experience has made it clear that social media provides an excellent return on investment. The City's message is reaching a targeted, engaged and quantifiable audience, news media is paying attention and content has been self-regulating.

Here are some of the X-Gen accomplishments to date:

- ◆ Established a thriving and growing community on Facebook
- ◆ 2,400+ likes
- ◆ Begun building a following on Twitter
- ◆ 195 Followers, 1,845 Tweets
- ◆ Migrated photography curation to Flickr
- ◆ 3,900+ Photos
- ◆ Expanded content on YouTube
- ◆ 233 Videos, 113,000+ Views, 297,000+ Minutes Watched
- ◆ Initiated "live" event coverage to include Video/Photography and live posts
- ◆ Established a citywide social media policy
- ◆ Worked closely with "Branding Team" on branding Palm Coast
- ◆ Implemented new website names and concepts
- ◆ discoverpalmcoast.com
- ◆ palmcoastgov.com
- ◆ Assisted in design/implementation of new city website

2012 Milestones

- ◆ Surpassed 2000 followers
- ◆ Began live coverage of special events
- ◆ Name the manatee contest for the Intracoastal Waterway Cleanup
- ◆ Created Facebook calendar event for each event



THE BRANDING TEAM

Palm Coast has an amazing brand – natural beauty, beautiful weather year-round, a great location on Florida’s East coast, world-class golf, boating and tennis, idyllic cinnamon beaches, great options for swimming, well-designed parks, and miles and miles of trails and bicycle paths that facilitate a vibrant lifestyle. Add to that the community’s high standards for development, lovely public landscaping, and signature signage at the gateways to the City. Palm Coast is truly a wonderful place to live, work and play!

HISTORY

Several years ago, the Community Development Department identified the need to spread the word about Palm Coast beyond the City limits. The idea was to attract more residents and businesses as part of our economic development and Prosperity 2021 efforts. The Branding Team was formed to accomplish that goal. The Team initially was made up mainly of Community Development employees and X-Gen Team members. Over time it was expanded to include other departments to provide a broad spectrum of ideas.



Research, training and many, many hours of creative brainstorming led to the creation of the City’s formal brand: “Palm Coast is an oceanfront community with a hometown feeling that respects and protects the natural environment.” The team drilled down further by developing the phrase “Find Your Florida” for Palm

Coast. “Find Your Florida” invites people to find their paradise in Palm Coast through the many attributes that make the City special and unique. The attributes treasured the most were identified several years ago when residents were surveyed as part of an update to the Comprehensive Plan. Building on the ITT logo, the City has two official logos – the formal City seal and the more relaxed Find Your Florida brand logo. Visually, Palm Coast is often associated with a colorful palm tree, sunshine and gently flowing water, and a distinctive font spelling out the name of the City. Elements of the City’s brand are used by many local businesses and organizations, showing that the Palm Coast brand is embraced by the greater community.

One of the first major initiatives of the Branding Team was a Winter Campaign during which postcards were mailed two years in a row to lot owners in Palm Coast. The goal was to remind them of Palm Coast’s welcoming, eco-friendly atmosphere and mild winters, with the hopes they may come, build homes and move to Palm Coast. In 2011, the Branding Team commissioned a City song and created the “Discover Palm Coast, Find Your Florida” video that is heavily utilized to market the City.

“Find Your Florida” has now worked its way into the heart of our City in many ways – from the logos on our trucks and our newly designed Palm Coast website to marketing our special events and the City videos created each year.

2013 ACCOMPLISHMENTS

The Branding Team's major accomplishments in Fiscal 2013 included conducting a Photo Contest for the general public and employees, branding the Council Conference Room at City Offices with the Find Your Florida logo, providing input for the redesign of the palmcoastgov.com website, designing new logos for the Seafood Festival and the Palm Coast Running Series, distributing promotional brand materials at special events, and designing and purchasing name badges for City employees. The team provided brand training and Find Your Florida T-shirts to City employees, naming them "Brand Ambassadors."

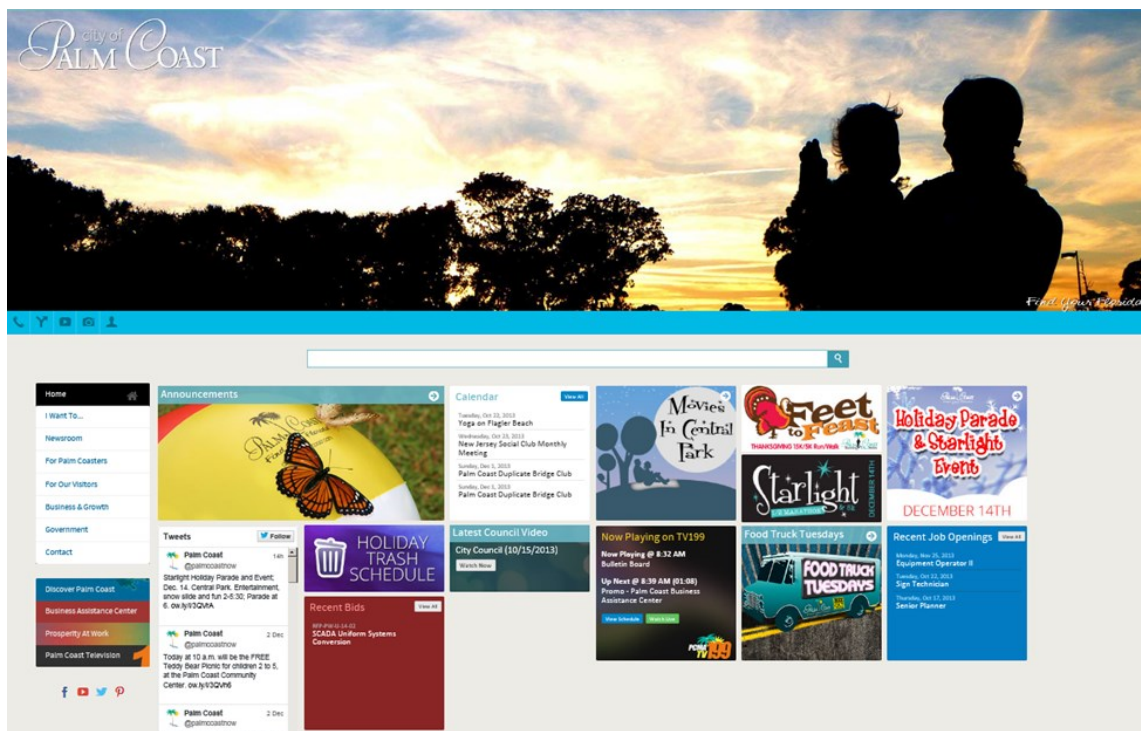


The team also introduced a new initiative that creates special taglines playing off the words "Find Your Florida," such as: "Find Your Pace – Find Your Florida" (for the Running Series) and "Find Your Trails – Find Your Florida" (for a piece in the Flagler Auditorium program).

BRANDING THE FUTURE

The Branding Team plans to implement a brand campaign aimed at Palm Coast residents in Fiscal 2014 – to inspire citizens to become ambassadors of the brand, as well. Other goals for the team include branding more City facilities, giving away Find Your Florida T-shirts at special events, and much more.

A strong brand helps build an image and supports what the City does. By following a consistent and accurate identity, the Branding Team and its Brand Ambassadors help create and maintain a positive and lasting impression of Palm Coast. Join us as we invite others to Find Your Florida in Palm Coast!





AWARDS & RECOGNITION

Find Your Florida



This page intentionally left blank

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 was 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.



Video Production Team - 2013 Awards



The City of Palm Coast's TV199 video production team won six awards this year – two in the National Association of Telecommunication Officers and Advisors (NATOA) Annual Government Programming Awards; three Communicator Awards given by The International Academy of Visual Arts (IAVA); and one People's Telly Award.

The team of Video Production Coordinator and Digital Communications Coordinator received a first-place award for the "Bringing It In-House" video and a second-place award for the "Trek It Out – The QR Code Project" video in the NATOA competition. Both were in the "Community Awareness" category.

In the Communicator Awards, the team received a 2013 Silver Award of Distinction (Government Relations) for the "Bringing It In-House" video, a 2013 Silver Award of Distinction (Outdoor/Environmental – Non-Traditional) for the "Trek It Out – The QR Code Project," and a 2013 Silver Award of Distinction (Government Relations) for the "Prosperity At Work: Sports" video.

The "Trek It Out – The QR Code Project" video also took top honors in the 2013 People's Telly Awards in the Outdoor/Environmental category. This is the first time the City of Palm Coast has won a People's Telly, which is judged by the online community as a hosted video via the Telly Council's YouTube channel.

Award for Excellence in Environmental Stewardship

The City of Palm Coast has been awarded the Northeast Florida Regional Council's Regional Award for Excellence in Environmental Stewardship for its Solid Waste & Recycling Program. Palm Coast is the first city in Florida to offer its residents, by reservation, doorstep hazardous waste pickup for items such as fluorescent light bulbs, used motor oil, batteries, household paint and supplies, pool chemicals, and pesticides and fertilizers.



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



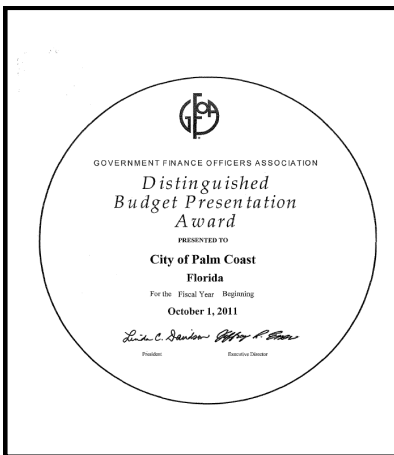
The Wastewater Treatment Plant has been selected to receive a Safety Award from *The Florida Water Pollution Control Operators Association* (FWPCOA) for 2011 Safety Program.



ASSOCIATION OF PUBLIC TREASURERS
UNITED STATES & CANADA

- ◆ The Association of Public Treasurers of the United States & Canada is pleased to present the City of Palm Coast with the Association's Investment Policy Certificate of Excellence Award.

- ◆ City of Palm Coast, City Manager, Jim Landon received the Florida City and County Management Association (FCCMA) 2013 Award for Career Excellence



- ◆ GFOA Certificate of Achievement in Financial Reporting (12 consecutive years)
- ◆ GFOA Distinguished Budget Presentation Award (10 consecutive years)

Palm Coast recognized for high ratings by citizens in ambulance/emergency medical services

The International City/County Management Association and the National Research Center have awarded the City of Palm Coast the 2013 Voice of the People Award for Transformation in Ambulance or Emergency Medical Services.

Palm Coast was recognized for having the largest percentage increase in survey-takers for ambulance/emergency medical services from 2011 to 2012 (out of all jurisdictions nationwide that participated in the National Citizen Survey). The percentage of respondents rating Palm Coast "excellent" or "good" increased from 88 percent to 96 percent during that time period.



"This award is the result of many years of dedicated work by our Fire Department. Working with the Flagler County Fire Service and our medical director shows the dedication to our citizens," said Palm Coast Fire Chief M.C. Beadle. "Providing Advanced Life Support service from the fire trucks gives that higher level of service by having paramedics arrive with the fire truck. It also allows for our paramedics to work with rescue ambulance paramedics to provide citizens an even greater level of care. We are very honored that our citizens have had such high praise for our service."



This page intentionally left blank



GLOSSARY AND ACRONYMS

Find Your Florida



This page intentionally left blank

Glossary

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

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

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

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

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

AD VALOREM - "In proportion to the value".

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

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

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

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

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

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

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

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

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

BALANCED BUDGET - When revenues equal expenditures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CURRENT VALUE - The present fair market value.

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

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

principal and interest.

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

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

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

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

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

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

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

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

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

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

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

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

FLEET - The vehicles owned and operated by the City.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NET - Remaining amount after all deductions.

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

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

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

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

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

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

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

REVENUE - Additions to assets which:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Acronyms

APB (Accounting Principles Board)

ARC (Architectural Review Committee)

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

CADD (Computer Assisted Design and Drafting)

CDBG (Community Development Block Grant) – Residential housing rehabilitation and entitlement program.

CERT (Community Emergency Response Team)

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

CO (Certificate of Occupancy)

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

CPA (Certified Public Accountant) - As designation awarded by on of 50 U.S. states to a college graduate who has passed the rigorous uniform CPA exam and has met the required work experience.

CRA (Community Redevelopment Area) A dependent special district in which any future increases in property values are set aside to support economic development projects within that district.

GAAP (Generally Accepted Accounting Principles)

GASB (Governmental Accounting Standards Board)

GFOA (Government Finance Officers Association)

GIS (Geographical Information Systems)

FASB (Financial Accounting Standards Board)

FDEP (Florida Department of Environmental Protection)

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

FICA (Federal Insurance Contributions Act)

FIFO (First in first out)

FUTA (Federal Unemployment Tax Act)

FY (Fiscal Year) - The twelve-month period to which the Annual Budget applies. The City's fiscal year begins October 1st and ends September 30th.

IRS (Internal Revenue Service) - The U.S. government agency responsible for federal income tax regulations.

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

ISP (Internet Service Provider)

MBS (Mortgage Backed Securities) -Based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.

NSP (Neighborhood Stabilization Program)

NOI (Net Operating Income)

PM - (Performance Measure) Measurement used to track performance towards City Council goals.

PO (Purchase Order)

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

SEC (Securities and Exchange Commission)

SHIP - (State Housing Initiative Partnership)

SRF - (State Revolving Fund) - Loan program

TIF (Tax Increment Financing) - The tax increment above the base year valuation in a CRA which is used to eliminate the blight conditions.

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



Back Cover