



2020/2021

Annual Budget Report
Fiscal Year 2020/2021



city of
PALM COAST



This page intentionally left blank

City Officials



District 1
Robert Cuff



District 2
Jon Netts



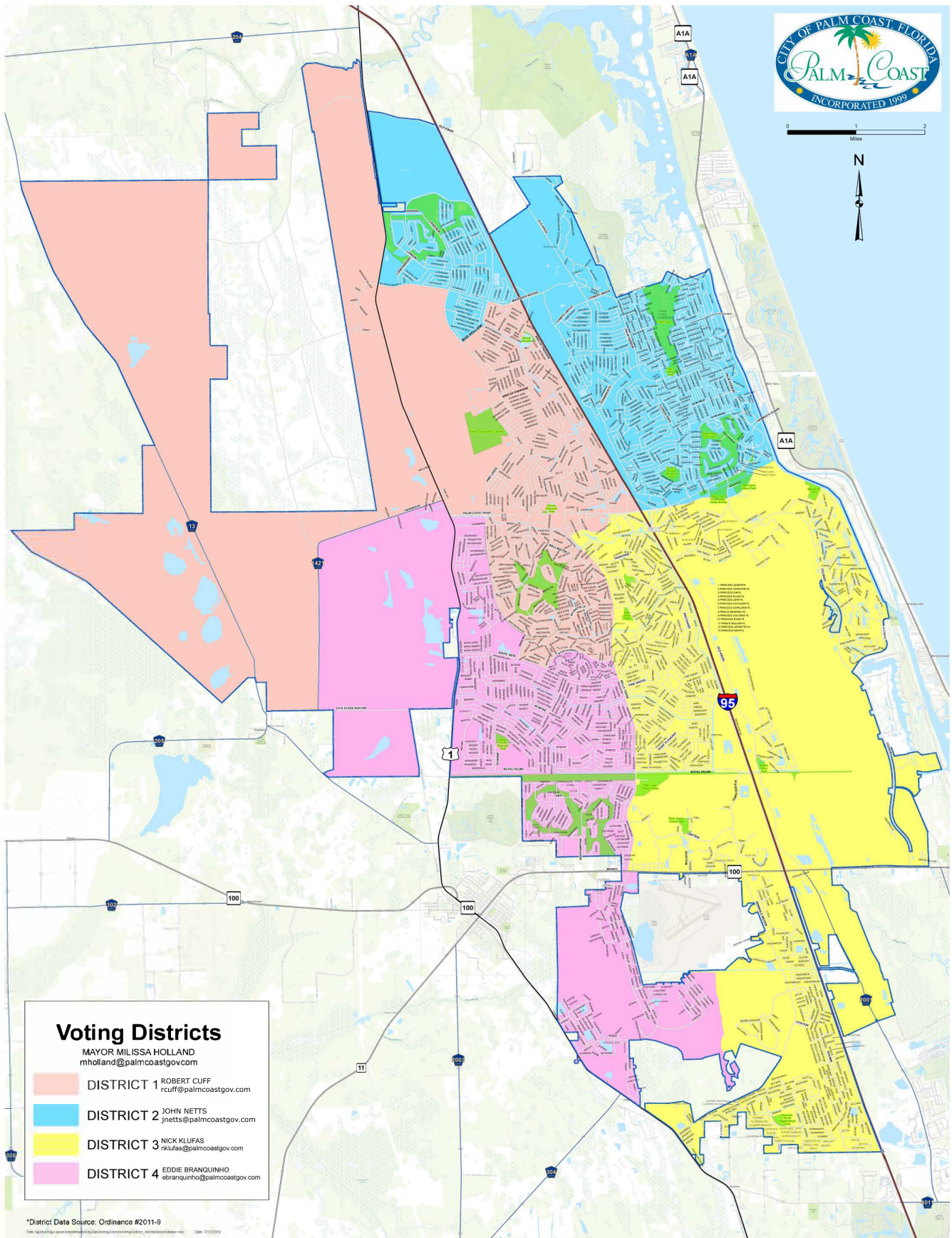
Mayor
Milissa Holland



District 3
Nick Klufas



District 4
Eddie Branquinho



CONTACT INFO

www.palmcoastgov.com

City Offices 386-986-3700

Customer Service 386-986-2360

Code Enforcement 386-986-3764

Animal Control 386-986-2520

Building Services 386-986-3780

Parks & Recreation 386-986-2323

APPOINTED OFFICIALS

City Manager, Matthew Morton

City Attorney, William E. Reischmann, Jr.

City Clerk, Virginia Smith

Finance Director, Helena P. Alves

Information Technology Director, Doug Akins

Utility Director, Stephen Flanagan

Fire Chief, Gerard Forte

Parks & Recreation Director, Lauren Johnston

Chief Development Officer, Jason DeLorenzo

Public Works Director, Matthew Mancill

Human Resources Director, Renina Fuller

Citizens Engagement Director, Cynthia Schweers



Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Palm Coast

Florida

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morrell

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 1, 2019. 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 17th 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.

A Note from your Budget Team

Even though the budget is heard by the Mayor and Council for approval in September, the preparations begin many months prior. This includes projections of City funding sources, revenues and expenditures. It continues through numerous phases during the year and we recognize and appreciate that budgeting is an ongoing process of planning, monitoring, problem solving and customer service.

Each year, every effort is made to improve the budget and the budget process for usefulness and ease of understanding.

Thank you to the City Manager's Office, the department directors and their staff for helping to make this budget a success.

A special Thank You to the Community for submitting photos to the Palm Coast Annual 2020 Photo Contest and to the Communications and Marketing Team for providing photo's.

Helena Alves—Director of Finance

Shannon Boone—Chief Accountant

Gwen Ragsdale—Budget & Procurement Manager

Stacy Young—Financial Analyst

Mark Caluder—Financial Analyst in Training

CORE BELIEFS

City of PALM COAST

our vision

A multigenerational community recognized as one of Florida's premier cities that values...

- Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services
- Providing exceptional amenities and standards that support a high quality lifestyle
- Protecting the environment and beauty of Palm Coast while conserving natural resources

our mission

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

our values

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



City of PALM COAST

Goal 1 - Expansion

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

Goal 2 - Economic

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

Goal 3 - Finance

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

Goal 4 - Environmental

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

Goal 5 - Quality of Life

To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events

Goal 6 - Workforce Talent

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

LONG TERM GOALS



Budget Book Highlight

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

Introduction

This section contains the transmittal letter, an organizational chart and our 2020-2021 Strategic Action Plan. It also includes statistical information and history about the city.

Measuring Results

This section provides a look at our performance management process and highlights of our previous year's performance.

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. The reader can learn about our departments and their objectives in this section

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.

Awards and Special Recognition

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

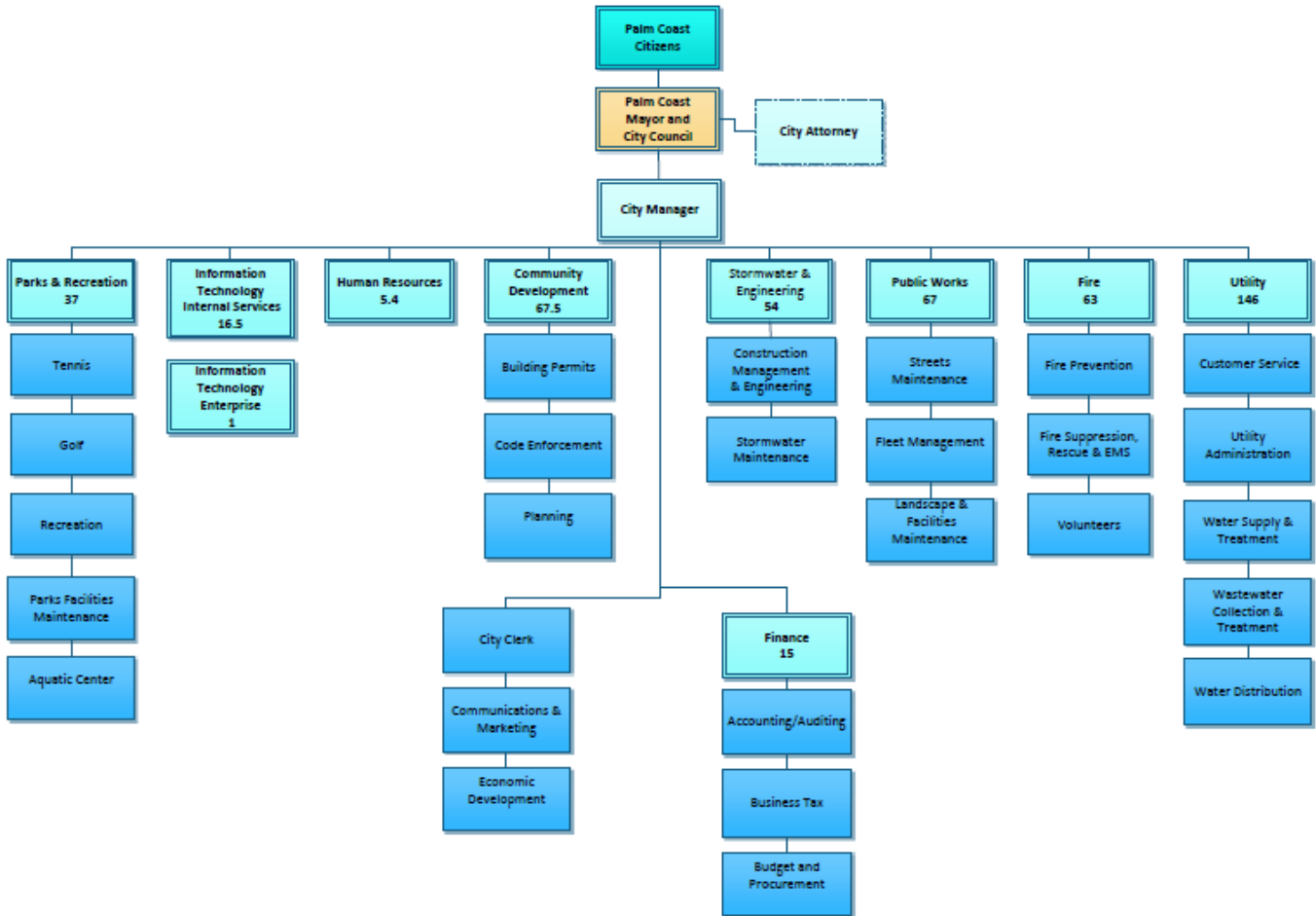
Financial Policies

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

Glossary and Acronyms

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

Organizational Chart - FTE Counts



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

Table of Contents

<u>Introduction.....</u>	<u>14</u>	<u>Long-Term Debt.....</u>	<u>83</u>
<u>Budget Letter.....</u>	<u>16</u>	<u>Budget Detail by Fund.....</u>	<u>85</u>
<u>The Perfect Place to Live</u>	<u>21</u>	<u>Fund Overview.....</u>	<u>86</u>
<u>Statistical Information</u>	<u>24</u>	<u>Estimated Fund Balance</u>	<u>89</u>
<u>Measuring Results.....</u>	<u>32</u>	<u>General Fund</u>	<u>91</u>
<u>Performance Management Process... ..</u>	<u>34</u>	<u>General Fund Five-Year Forecast.....</u>	<u>93</u>
<u>2020 Results</u>	<u>40</u>	<u>CDBG Fund.....</u>	<u>94</u>
<u>Performance Metrics</u>	<u>41</u>	<u>Police Education Fund</u>	<u>95</u>
<u>Strategic Action Plan - Long Term Vision</u>	<u>46</u>	<u>Disaster Reserve Fund.....</u>	<u>96</u>
<u>Budget Overview.....</u>	<u>54</u>	<u>Special Events Fund</u>	<u>97</u>
<u>Budget Process... ..</u>	<u>56</u>	<u>Streets Improvement Fund.....</u>	<u>98</u>
<u>Budget Calendar.....</u>	<u>60</u>	<u>Old Kings Road Spec. Asst. Fund</u>	<u>99</u>
<u>Budget Amendment Process... ..</u>	<u>61</u>	<u>Local Business Development Program Fund ...</u>	<u>100</u>
<u>Long Term Financial Plan</u>	<u>62</u>	<u>SR 100 CRA Fund.....</u>	<u>101</u>
<u>Fund Types and Descriptions.....</u>	<u>66</u>	<u>Neighborhood Stabilization Fund.....</u>	<u>102</u>
<u>Executive Summary</u>	<u>70</u>	<u>Capital Projects Fund.....</u>	<u>103</u>
<u>Summary of Major Changes... ..</u>	<u>72</u>	<u>Recreation Impact Fee Fund.....</u>	<u>104</u>
<u>Budget Overview... ..</u>	<u>73</u>	<u>Fire Impact Fee Fund</u>	<u>105</u>
<u>Budget Summary by Fund.....</u>	<u>74</u>	<u>Development Special Project Fund</u>	<u>106</u>
<u>Budget Summary by Function</u>	<u>75</u>	<u>Transportation Impact Fee Fund</u>	<u>107</u>
<u>Budget Summary by Division</u>	<u>76</u>	<u>Water/Wastewater Utility Fund</u>	<u>108</u>
<u>Revenues.....</u>	<u>78</u>	<u>Water/Wastewater Utility Capital Projects Fund</u>	<u>109</u>
<u>Major Revenue Sources... ..</u>	<u>79</u>	<u>Solid Waste Fund</u>	<u>110</u>
<u>Revenue by Source... ..</u>	<u>80</u>	<u>Stormwater Management Fund.....</u>	<u>111</u>
<u>Expenditures by Category... ..</u>	<u>81</u>	<u>Building Permits Fund</u>	<u>112</u>
<u>Expenditures by Function.....</u>	<u>82</u>		

Table of Contents

<u>Information Technology Enterprise Fund.....</u>	<u>113</u>	<u>General Fund Non-Departmental.....</u>	<u>213</u>
<u>Self Insured Health Fund</u>	<u>114</u>	<u>Information Technology.....</u>	<u>214</u>
<u>Fleet Management Fund.....</u>	<u>115</u>	<u>Capital Improvement Program.....</u>	<u>219</u>
<u>Fleet Communications Fund.....</u>	<u>116</u>	<u>Definitions of Capital Improvements</u>	<u>221</u>
<u>Information Technology Internal Services.....</u>	<u>117</u>	<u>Impact of Capital Projects on the</u>	
<u>Facilities Maintenance Fund</u>	<u>118</u>	<u>Operating Budget... ..</u>	<u>223</u>
<u>Budget Detail by Department... ..</u>	<u>120</u>	<u>Major Capital Projects... ..</u>	<u>224</u>
<u>Personnel Pay Plan</u>	<u>121</u>	<u>Capital Program by Fund.....</u>	<u>245</u>
<u>Summary of Personnel Changes... ..</u>	<u>129</u>	<u>Capital Program by Type.....</u>	<u>246</u>
<u>Full Time Positions... ..</u>	<u>130</u>	<u>Capital Improvement Program</u>	
<u>Personnel per 1,000 Population</u>	<u>131</u>	<u>5 year Summary</u>	<u>247</u>
<u>Department Funding</u>	<u>133</u>	<u>Capital Project Timeline</u>	<u>248</u>
<u>City Council.....</u>	<u>135</u>	<u>Awards & Recognition</u>	<u>261</u>
<u>City Manager's Office.</u>	<u>139</u>	<u>Financial Policies... ..</u>	<u>267</u>
<u>City Attorney.....</u>	<u>141</u>	<u>Summary.....</u>	<u>268</u>
<u>Communications/Marketing, City Clerk &</u>		<u>Capital Assets Policy.....</u>	<u>270</u>
<u>Economic Development.....</u>	<u>143</u>	<u>Debt Management Policy... ..</u>	<u>273</u>
<u>Human Resources... ..</u>	<u>151</u>	<u>Fund Balance Policy... ..</u>	<u>280</u>
<u>Financial Services... ..</u>	<u>154</u>	<u>Investment Policy... ..</u>	<u>281</u>
<u>Community Development.....</u>	<u>159</u>	<u>Purchasing Policy.....</u>	<u>291</u>
<u>Law Enforcement... ..</u>	<u>165</u>	<u>Glossary and Acronyms.....</u>	<u>297</u>
<u>Fire.....</u>	<u>167</u>		
<u>Public Works... ..</u>	<u>171</u>		
<u>Stormwater.....</u>	<u>179</u>		
<u>Water/Wastewater Utility... ..</u>	<u>188</u>		
<u>Parks and Recreation</u>	<u>205</u>		

Click on Page numbers to take you directly to the page



This page intentionally left blank



PALM COAST



Introduction



This page intentionally left blank



city of PALM COAST

City Manager's Office

September 30, 2020

To the Honorable Mayor and Members of City Council:

With a commitment to financial integrity and long-term sustainability, I am honored to present to you the Fiscal Year 2021 Adopted Budget of \$211,284,973 which aligns projected resources for the upcoming year with the City Council's priorities, while reinforcing ongoing programs and projects that support the City of Palm Coast's Long Term Vision.

Long Term Vision:

A multigenerational community recognized as one of Florida's premier cities that values:

- Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure services
- Providing exceptional amenities and standards that support a high quality lifestyle
- Protecting the environment and beauty of Palm Coast while conserving natural resources

Strategic Goals

The Strategic Action Plan, which is divided into six long-term goals with objectives, is the guiding policy for the City Council and City staff. The budget process is driven by these long-term goals and objectives and includes an annual evaluation of the Strategic Action Plan to ensure alignment of projected resources with both current issues and future needs.

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 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 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 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 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 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 adopted budget for all appropriated funds for Fiscal Year 2021 totals \$211,284,973. This is an increase of 3.3% over Fiscal Year 2020. The largest contributor to this increase is the Recreation Impact Fee Fund, which includes the design and construction of a regional tennis and pickleball facility. The Final Adopted Millage Rate for Fiscal Year 2021 is 4.6989 with .0996 going into the Stormwater Fund and the remaining 4.5993 going into the General Fund.

Highlights of the Fiscal Year 2021 budget include the following:

- Total taxable assessed value increased \$374 million or 6% with approximately \$160 million of this attributable to new construction.
- With the increase in assessed values, the City will receive approximately \$1.7 million in additional property tax revenue over that of 2020.
- Millage rate will remain flat over 2020 at 4.6989.
- 6 new positions have been added to help maintain important services for our growing community, while also supporting new programs and initiatives underway.

The City Council continues to appropriate funds to invest in maintaining our pay plan, the employee training and development program to aid in retaining and continuing to attract a talented workforce.

Serving our citizens and striving for excellence is a top priority. Our employees are fully committed to improving efficiencies while delivering high quality services to our community. Through exceptional customer service and data-driven decision making, the City will continue to emphasize this focus to ensure fiscal responsibility.

The City continues to look for opportunities to educate the community in regards to resource management and to support efforts to care for our land, air, and wildlife. In the upcoming year, events like the Annual Intracoastal Waterway Cleanup, Arbor Day, Christmas Tree Recycling, and the Children Helping in Resource Protection (C.H.I.R.P.) program will continue to be funded. (pictures below for CHIPR and waterway cleanup)

During a challenging time with staying connected, investment into high quality safe recreational programs continues to be a priority. We are proud to host opportunities to explore the arts, parks and trails; to connect with fun things that bring smiles; to play games and sports. With the introduction of Explore, Connect and Play, recreational programs continue to grow while enhancing awareness of the wealth of amenities.

We believe that the valuable services and amenities the City provides through our parks and trail system, genuinely makes our community a special place. In addition to looking for new ways to help residents and visitors Explore Palm Coast, maintaining our existing facilities remains a priority. In addition to the ongoing operating expenses associated with maintaining these amenities, the City Council also continues to allocate funds annually in the capital improvement plan for rehabilitation of parks, trails, and facilities.



Capital Improvements

In Fiscal Year 2021, the City will invest more than \$76 million in capital improvements related to streets, parks, stormwater drainage, and utility projects. Due to COVID-19 some projects were not started or completed and were moved to the 2021 Fiscal Year.

Major projects for the Fiscal Year 2021 budget include the following:

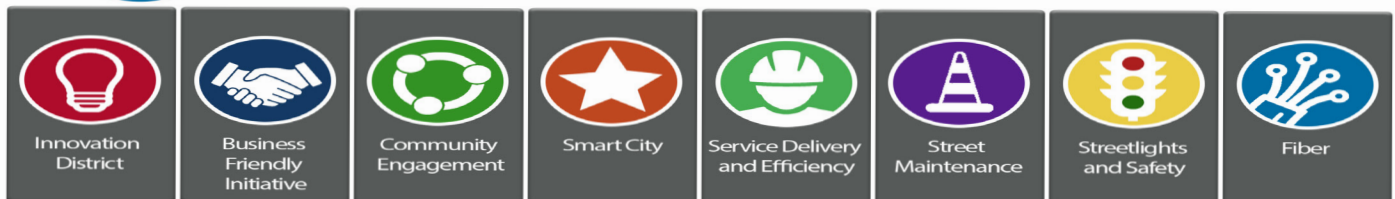
- Complete Holland Park, phase II
- Citation Boulevard safety improvements
- Park Renovations
 - Indian Trails Sports Complex – Field 1 & 2 conversion to softball
 - Ralph Carter – Basketball Court Resurfacing
 - Seminole – Basketball & Tennis Court Resurfacing
 - Palm Harbor Golf Club – Clubhouse Improvements, Irrigation Supply Study
 - Tennis Center – Court Rehabilitation
- Public Works facility
- Water Treatment Plant 1, Expansion
- Water Treatment Plant 2, Wellfield Expansion
- Waste Water Treatment Plant 2, Expansion
- Lehigh trailhead
- Long Creek Nature Preserve, Boardwalks and Overlooks
- Regional Tennis & Pickleball Facility
- Old Kings Road North, widening and extension, Brighton Circle to Farragut Drive.
- Old Kings Road Phase 2A, widening and sidewalks, Palm Harbor Village Way to Farnsworth Drive
- K-6 weir replacement

Key Initiatives and Priorities

This past year, during the annual evaluation of the Strategic Action Plan and through a series of workshops, the City Council adopted the following eight priority focus areas and associated key initiatives. These initiatives were factored into the development of the proposed budget for Fiscal Year 2021.



Council Priorities Strategic Action Plan 2020-2021





Council Priorities Strategic Action Plan 2020-2021



Innovation District

1. Create an Art District for the Innovation District, establish dedicated funding support through generated revenues, and foster relationships in support of a cultural arts facility while expanding programs and experiences within the District.
2. Host an annual hackathon event that builds on the success of the 2020 Tech Beach Hackathon.
3. Continue to support UNF MedNexus and foster relationships that continue to align program initiatives with Flagler County Flagship Programs, Daytona State College and medical institutions.
4. Seek partnerships with local talent and complementing businesses while seeking grants to foster growth at the Tennis Center to expand on the community's rich sports history.



Business Friendly Initiative

1. Continue to grow the Business Friendly Initiative on Private-Public Technical Review Meetings, SCORE, and other successes to ensure enhanced customer service through technology driven processes ("Amazon" of Building Permits – tracking, inspection routing, etc.).
2. Develop a baseline and establish level of service targets for permitting through the incorporation of user feedback and reviewing standards of other communities.
3. Develop a communications plan that outlines the specific techniques being implemented to improve efficiencies and customer satisfaction with the goal of building public awareness.



Community Engagement

1. Host Virtual Town Halls and other interactive opportunities through a single source to reach our citizens.
2. Promote "Take the Challenge" to "Be Local Buy Local" commitment campaign.
3. Enhance PalmCoastConnect through the integration of real-world applications.
4. Utilize PalmCoastConnect data to drive efficiencies while integrating customer feedback.
5. Develop a communication plan to broaden public awareness of key initiatives including Streetlights, Stormwater, Business Friendly Initiative, Innovation and Arts District(s), and Fiber.



Street Maintenance

1. Develop alternative options to traditional funding sources to ensure funding of streets maintenance program for striping and resurfacing by providing a projection of road maintenance currently budgeted vs. needs for future years.
 - "Intersection safety improvements shall be conducted to address turn radius conflicts
 - Enhancements to support the use of autonomous vehicles
 - Traffic calming alternatives (i.e. striping, road bumps, etc.)
 - Continue the incorporation of innovative assessment methods
2. As part of street resurfacing and maintenance program, investigate and where feasible.
3. Ensure that Phase II and III of Old Kings Road are included in FDOT project plan.



Fiber

1. Evaluate fiber initiative with the University of Florida Whitney Lab facilities to determine mutually beneficial opportunities.
2. Develop a master plan that depicts the existing and future expansion of the fiber infrastructure.
3. Based on the Fiber Master Plan, determine the feasibility of requiring existing and proposed development to incorporate fiber infrastructure.
4. Evaluate and confirm the option to establish an Internet Service Provider to permit the selling of bandwidth to retail users.



Smart City

1. As technology advances, staff to continue the investigation of adaptive traffic control solutions and enhancements.



Service Delivery and Efficiency

1. Ensure that the Public Works Facility is top priority facility project and commence with initial improvements based on Capital Improvement Plan timeline.
2. Identify Public Works staff to receive training and certifications to supplement electrical service demands.
3. Begin the examination of recycling handling options for waste collection services.
4. Continue to implement water and wastewater utility improvements to harden facilities to mitigate the impacts of flooding and other hazards.
5. Provide biannual updates to City Council and the public regarding the master stormwater plan to communicate how projects are being managed and prioritized.
6. Continue to improve communication infrastructure and ensure redundancy as part of basic infrastructure needs.
7. Ensure succession planning is in place with budgetary needs to ensure continuum of institutional knowledge for all departments.
8. To ensure a strong workforce, evaluate service demand of the organization and determine if alternative duties can be assigned in lieu of reducing staff.
9. Seek private-public partnership opportunities for the Community Center to help relieve parking pressures.
10. Pursue PEP tank service areas as a recognized "Priority Risk" area at the state level to ensure it is an emergency response priority.
11. Evaluate the City Fleet for electrification of vehicles.
12. Conduct a Return on Investment (ROI) analysis that evaluates all City facilities for solar power retrofits and companion battery storage power.
13. Conduct a cost-benefit analysis regarding implementation and ongoing maintenance of existing and proposed platform(s) (Enterprise Resource Platform).
14. Strengthen and maintain relationships with key stakeholders (i.e. Florida Department of Transportation, Florida Power & Light, St. Johns River Water Management District, Department of Economic Opportunity, Florida Inland Navigation District, etc. through reoccurring meetings).



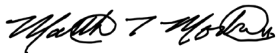
Streetlights and Safety

1. Implement continuous street lighting program for major roads.
2. Evaluate residential areas for additional street lighting for safety and reduction of crime.
3. Implement the plan for emergency communication upgrades in consultation with Flagler County and other partners.
4. Through emergency communication validation process, identify areas with poor or no reception.
5. Monitor the progress of City-wide camera (security) master plan to include inventory and viewable coverage to determine if additional cameras are needed.

The development of this year's Proposed Budget has been a collaborated effort between Department Directors, their dedicated staff, and the Financial Services Department. I would like to extend my sincere appreciation for everyone's hard work. I am extremely grateful for their dedication and commitment to delivering the highest quality of services possible to our community.

On behalf of all City employees, we look forward to a prosperous and successful year as we continue to make Palm Coast, Florida's premier city in which to live, work and play. I believe this budget reflects a commitment from staff to focus on new strategies to serve the citizens of Palm Coast now and into the future. While there will always be new challenges in local government, I believe in finding solutions in partnership with the stakeholders and I am excited about the projects we will be partnering on and the opportunities we will create together.

Respectfully,



Matthew Morton
City Manager

The Perfect Place to Live...

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

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

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

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



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

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

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

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



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

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

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

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

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

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

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

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

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

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

In Oct 29th 2014, we commemorated the groundbreaking for Palm Coast's City Hall in Town Center. The very first City Hall in Town Center, completed in October 2015, has become a gather-

ing place for residents and future generations and a one-stop shop for everything city-related.



City Hall will stand out as an outstanding example of green building, being LEED certified by the US Green Building Council as environmentally sustainable and energy efficient. .

Today, Palm Coast has approximately 89,437 residents. Vibrant lifestyle and the natural environment go hand-in-hand, with 13 beautiful parks, 125+ miles of connecting trails and paths for walking/bicycling, abundant fishing and boating and world-class tennis and golf. The community offers excellent schools, a business assistance center that promotes local businesses, and extensive City services that continue to make Palm Coast the perfect place to live, work and play. We invite you to join us – Explore, Connect and Play in Palm Coast!

-Adapted from "The Brief History of Palm Coast," by City Historian Arthur E. Dycke, author of "Images of America: Palm Coast" and "Alan Smolen: Father of Palm Coast, 1975-85."

About Palm Coast

Initial Incorporation
Form of Government

December 31, 1999
Council / Manager

City Population 89,437
Area: Square Miles 89



City Owned Parks & Recreation

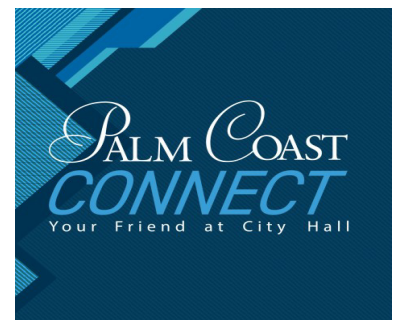
- 1 Community Center
- 25 Athletic Fields
- 6 Baseball / Softball Fields
- 5 Basketball Courts
- 4 Bocce Ball Courts
- 2 Dog Parks
- 1 Golf Course
- 2 Handball / Racquetball Courts
- 2 Horseshoe courts
- 11 Parks
- 8 Playgrounds
- 2 Shuffleboard Courts
- 19 Soccer / Lacrosse Fields
- 1 Swimming Pool
- 17 Tennis Courts
- 2 Volleyball Courts (Sand)

Public Safety

- 5 Fire Stations
- 3,860 Fire Hydrants
- 63 / 34 Firefighters / Volunteers
- 14 Fire Apparatus

City Utilities

- 551 Miles of Paved Streets
- 0.5 Miles of Unpaved Streets
- Miles of Sidewalks, Walkways, and
- 98 Bike paths
- 2,942 Number of Street Lights
- 53 Number of Traffic Signals
- 733 Water Mains (miles)
- 636 Sewer Lines (miles)
- 1,222 Swales (miles)
- 177 Drainage Ditches (miles)
- 84 Canals (miles)
- 31 Water Control Structures



Flagler County Population

County/City	April 1 2010 (Census)	April 1 2020 (Estimate)	Total Change	% Change
Flagler County	95,696	114,173	18,477	19%
Beverly Beach	338	382	44	13%
Bunnell	2,676	3,507	831	31%
Flagler Beach (part)	4,424	4,760	336	8%
Marineland (part)	16	8	(8)	-50%
Palm Coast	75,180	89,437	14,257	19%
UNINCORPORATED	13,062	16,079	3,017	23%

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



Major Taxpayers

Owner Name	Taxable Value
Florida Power and Light	97,055,034
EBSCO Integra Woods LLC	27,720,000
Palm Coast Landing Owner LLC	23,704,951
Branch Island Walk Associates	21,809,000
Pine Lakes Acquisitions LLC	15,700,000
Palm Coast Medical Specialists	12,820,580
Tuscan Gardens	12,790,128
Brookhaven Development Land	11,626,518
LVC Timeshare Developer LLC	10,346,400
Wal-Mart Stores East LP	9,823,977
Bright House / Spectrum Networks	9,477,000
Florida Landmark Communities	9,268,825
Sunbelt Palm Coast Marina LLC	8,945,450
Target Corporation	8,926,198
Publix Super Markets Inc.	8,612,662
RCG-Palm Coast LLC	8,243,857
Real Sub LLC	8,184,236
Bellsouth Telecommunications	7,875,291
CubeSmart LP	7,601,607
Ventas Las Palmas LLC	7,515,835



This information is provided by the Flagler County Property Appraiser

Flagler County Labor Force

Labor Force

Flagler County has a labor force of 47,196 people, with an unemployment rate of 9.7%

47,196

Labor Force

9.7%

Unemployment Rate

▲ 5.6%

**Unemployment Rate
Change (1 Year)**

Talent

Where are the top jobs by occupation?

Office and
Administrative
Support



13.29%
3,877

Sales



12.68%
3,701

Executive,
Managers, and
Administrators



8.87%
2,587

Production
Workers



6.88%
2,007

Food Preparation,
Serving



6.22%
1,816

Total Employees
29,178



The work distribution of total employees in Flagler County is:



41%
Blue Collar



58%
White Collar

Total Establishments

3,900

Flagler County Employment

Major Private Sector Employers

Employer	# of Employees
Advent Health Palm Coast	1,060
Palm Coast Data	721
Hammock Beach Resort	467
Publix	838
Insurance Services Office, Inc.	326
Walmart	300
Target	200
Netpique	150
Grand Oaks Health and Rehab	180
Flagler Pines	150

Major Public Sector Employers

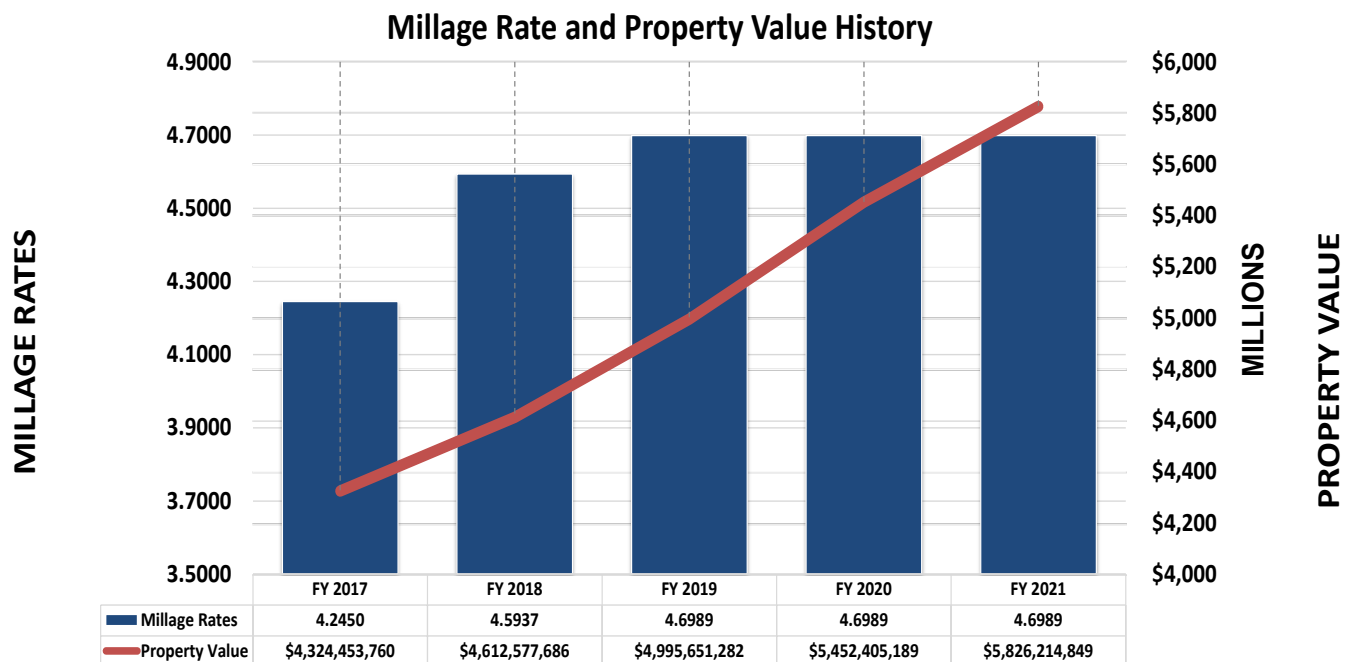
Employer	# of Employees
Flagler County Schools	1,750
City of Palm Coast	490
Flagler County Board of County Commissioners	310
Flagler County Sheriff's Office	269



Property Information

Property Value Per Capita

Fiscal Year	Property Value	% Change in PV	Population	Property Value Per Resident	Percent Change
2021	5,826,214,849	6.86%	89,437	65,143	3.67%
2020	5,452,405,189	9.14%	86,768	62,839	4.10%
2019	4,995,651,282	8.46%	84,575	60,363	6.24%
2018	4,612,577,686	6.66%	82,760	55,734	4.63%
2017	4,324,453,760	4.40%	81,184	53,267	2.65%



Flagler County Tax Districts & Tax Rates

Taxing Authority	Rate
Flagler County BCC	
Operating	8.25470
Voted	0.33000
Total	8.58470
Flagler County School Board	
RLE	3.75400
Discretionary	0.74800
Capital Outlay	1.50000
Voted	0.00000
Critical Operating Needs	0.00000
Total	6.00200
St. Johns River Water Mgt.	0.22870
Florida Inland Navigation Dist.	0.03200
East Flagler Mosquito Control	0.23750
City of Palm Coast	4.69890
City of Flagler Beach	5.28500
City of Bunnell	6.43000
Town of Beverly Beach	1.36400
Town of Marineland	10.00000



2020 Breakdown of Ad Valorem Taxes

How your property taxes were allocated based on millage rates



Flagler County ¢41

School Board ¢31

Palm Coast ¢23 Others ¢4

How Property Tax is Calculated

Your property tax is calculated by first determining the taxable value. The taxable value is your assessed value less any exemptions. The taxable value is then multiplied by your local millage rate to determine your ad valorem taxes. Ad valorem taxes are added to the non-ad valorem assessments. The total of these two taxes equals your annual property tax amount.

Your property's assessed value is determined by the Flagler County Property Appraiser. The millage rate is set by each ad valorem taxing authority for properties within their boundaries.

Non-ad valorem assessments are determined by the levying authority using a unit measure to calculate the cost of services.

A property owner with property assessed at \$150,000 and a homestead exemption of \$50,000 will pay the Countywide millage on \$100,000 of taxable value, calculated by the following formula:

(Assessed Value Homestead Exemption) divided by 1,000 x Millage Rate =
Property Tax

$(\$150,000 - \$50,000) / 1,000 \times 4.69890 = \469.89 to the City of Palm Coast



This page intentionally left blank



PALM COAST



Measuring Results



This page intentionally left blank

What is Performance Management?

The Government Finance Officer's Association (GFOA) defines performance management as “an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance.”

IMPLEMENTING A VISION

The City of Palm Coast believes that performance management should be integrated into all aspects of management and policy-making decisions, focusing on achieving improved results for the public. The current strategic planning process was developed by a group of employees through a team approach that was overseen by the City Manager. This process, which took approximately 2 years to develop and implement, focuses on planning, executing and reporting results that focus on ensuring City Council's goals are met.



MEASURING PERFORMANCE

Department performance is tracked by staff throughout the year and results are reported on a quarterly basis to ensure alignment of departmental services and programs with City Council's Strategic Action Plan. Department performance is in a multitude of service areas. These areas include, but are not limited to permitting and inspections, code enforcement, records retention, facility maintenance and inspections, conservation, stormwater system maintenance and improvements, capital project management, fiscal responsibility, public safety, parks maintenance and recreational programs. This comprehensive approach allows management and City Council to recognize successes and immediately identify areas of concern. The City's approach was highlighted at the 2014 International City/County Management Association (ICMA) Annual Conference and has received the ICMA Certification of Distinction from the ICMA Center for Performance Analytics for the seventh consecutive year.



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

This
Certificate of Distinction
is presented to

Palm Coast, Florida

for exemplifying the standards established by the International City/County Management Association in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking and accountability.

Presented in conjunction with the
106th ICMA Annual Conference

September 24, 2020

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

Marc A. Ott
ICMA Executive Director

A handwritten signature in black ink, appearing to read "Jane S. Brautigam".

Jane Brautigam
ICMA President



Planning For Results

STRATEGIC PROCESS EVALUATION

A team of staff meets annually to review the current strategic planning process. This evaluation is done at the end of the fiscal year and allows time to implement changes for the following year. The strategic planning process continues to be enhanced each year to strengthen the relationship between the Strategic Action Plan and the annual budget.

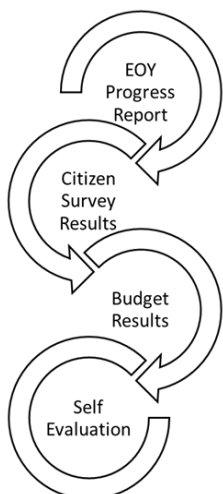


CITIZEN SURVEY

A scientific survey is conducted every other year by the International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff and is mailed out randomly to Palm Coast households. The results are statistically weighted to reflect the demographic composition and a 5% margin of error is used to compare results.

The purpose of the 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.

The City won achieved the Voice of the People Award this year reflecting the improvements that have been made from 2017 to 2019 based on the citizen survey results.



DIRECTOR EVALUATIONS

Department Directors receive an annual performance evaluation. The evaluation includes a review of survey results, the end-of-year progress report, the final budget results for the previous fiscal year and a self evaluation completed by each director. Direction is provided by the City Manager to the director during this evaluation to ensure that the department's objectives are met. The timing of this provides an appropriate time for budgetary planning and operational adjustments.

ANNUAL STRATEGIC ACTION PLAN REVIEW

Each year City Council conducts a comprehensive strategic action plan review. This takes place after the Annual Progress Report and the Citizen Survey results have been presented to City Council. During the annual review, City Council priorities are identified and strategies are developed to ensure that priorities are addressed. In 2015 this process was expanded to include formal adoption of priorities through a City Council resolution.

DEPARTMENTAL PLANNING

After the annual strategic action plan review, and during the 3rd quarter meetings with the City Manager, departments make recommendations for performance measures for the upcoming year. The current year's performance measures are evaluated to determine if they will carry forward to the following year.



During this process, staff provides a recommendation for the following year, however, the City Manager, based on City Council's direction and goals set by the department, ultimately decides which performance measures each department is assigned. This approach holds departments accountable and helps ensure the targeted level of service will be met each year. The new measures become effective at the start of the new fiscal year. Through Council direction, an additional level of detail was created in 2020 to better serve the overall budget process. After City Council adopts priorities for the next fiscal year, staff develops a project "Road Map" that forecasts the resource needs to accomplish each priority. Each Road Map charts a course of tasks, estimated staff hours dedicated, budget needs, and anticipated outcome(s). The proposal is delivered to City Council for consideration and discussion prior to budget adoption. Each priority's progress is closely monitored against the Road Map and reported during quarterly performance review meetings. Additional insight is provided in the subsequent sections.

QUARTERLY PERFORMANCE REVIEW

At the end of each quarter, each department and team is required to meet with the City Manager to review their year-to-date performance. Department Directors are ultimately responsible for managing performance. If issues or concerns are identified, the quarterly meetings allow an opportunity to discuss necessary changes needed in order to ensure City Council goals and objectives will be met.

Tracking Results

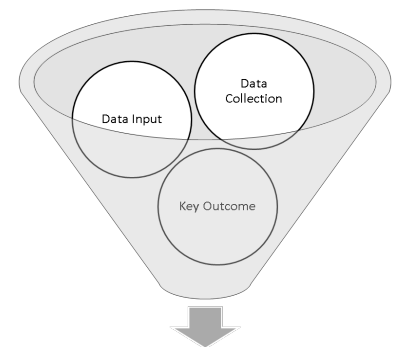
Performance measures are assigned a numerical indicator linked to the overall goals in the strategic action plan (SAP). The SAP consists of six City Council goals. The six goals are dissected into objectives and then appropriate strategies are developed to meet the objectives. Next, an approach determines what action will be taken.



The last step of this process is the action item or performance measure. Individual progress for each measure is tracked and calculated towards the overall goal. This approach allows City Council to track the overall progress being made.

DATA COLLECTION

Each department creates a data collection method that works best for their needs. One staff member per department is responsible for collecting and inputting data into the performance measurement system, however departments are required to have a minimum of two employees trained on the process at all times.



Quarterly Performance Review

In June 2019, the City launched a new, mobile-friendly app that makes it faster and easier than ever to reach the City at any time of the day or night, and from virtually anywhere. With the customer in mind, the app helps citizens identify issues that need to be addressed while ensuring quick response while improving customer service. It provides staff the ability to track issues real time and provide timely updates to the customer. The produced data has improved response time, standardized internal processes and priority resources based on analytical data.

COUNCIL PRIORITIES

During the annual Strategic Action Plan review, City Council priorities are identified and strategies are developed to ensure that City Council priorities are addressed in the next fiscal year. In 2015 this process was expanded to include the formal adoption of annual priorities through a City Council resolution. When departments meet for their quarterly performance review, the progress report specifically identifies these council priorities and associated "Road Maps". This allows management to closely monitor progress specific to the City Council priorities while still maintaining a cohesive approach to their department's overall performance management for the year. As noted previously, these Road Maps were a new addition in FY 2021 per Council direction. Each Road Map charts a course of tasks, estimated staff hours dedicated, budget needs, and anticipated outcome(s). Each priority's progress is closely monitored against the Road Map and reported during quarterly performance review meetings. The relative goal is to keep focus on established scope and expectations while tracking successes, opportunities and challenges."

Reporting Results

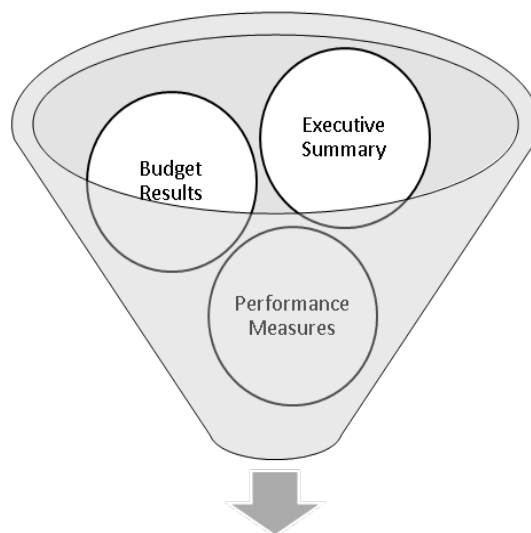
QUARTERLY PROGRESS REPORTS

At the end of each quarter, each department is required to meet with the City Manager and to provide a quarterly progress report. This report includes an executive summary, a budget discussion, City Council priorities and road maps along with highlights progress made by the department in the previous quarter Information about training and staffing vacancies is also included.



A detailed look at the performance measures are also included at this time. These reports are generated each quarter. In the 1st and 3rd Quarters, a comprehensive update is presented to City Council with a focus on adopted priorities.

Once the fiscal year ends, departments meet with the City Manager to review the final results for the year. The end of year progress report includes performance results for the year as a whole and a discussion of the final budget results. These reports provide and opportunity to reflect on the progress that was made during the year and form the foundation of the annual budget book.



Quarterly Progress Report

Strategic Action Plan Roadmap				
Adopted Priority	Strategy (Approach)	Output (Activities/FMs)	Outcome (FY Goal)	
2) Adopted FY20: Identify Public Works staff to receive training and certification to supplement electrical service demands. 7) Adopted FY20: Establish succession plan and budgetary needs to ensure continuity of institutional knowledge for critical service departments including Utility, Public Works and Fire.	This is a multi-year plan aimed at training current staff with available electrical qualifications training as well as leading to add a licensed electrician to be on staff in the Facilities Maintenance Division.	What are the performance measures? Think about what you plan to accomplish each quarter and enter it below for Q1 - Q4.	What is the outcome you are targeting for this fiscal year? What do you know you accomplished the priority?	
Q1 Targeted Activities	Q2 Targeted Activities	Q3 Targeted Activities	Q4 Targeted Activities	
FW1. Identify Public Works staff to receive training and certification to supplement electrical service demands.	Financial electrical training that will fit the City needs and schedule the Identify Public Works staff to attend. Provide of suitable FTE	Identify cross-trained staff to take on electrical responsibilities. Create and benefit analysis to take a licensed electrician on the Facilities staff for FY22 budget	Create an approved plan for a succession plan for a licensed electrician and outline a succession plan for the electrician staff.	
FW2.				
FW3.				
Q1 Outcomes	Q2 Outcomes	Q3 Outcomes	Q4 (Established in FY20) Targeted Outcome Goal (Priority)	
Identified staff: Francisco Delacruz, R2, David Collins, Corina Salazar FW1. Outcome will be entered on a quarterly basis.	FW1. Outcome will be entered on a quarterly basis.	FW1. Outcome will be entered on a quarterly basis.	Secure an approved position for a licensed electrician for FY22.	
FW2.			Outline an electrician succession program.	
FW3.				

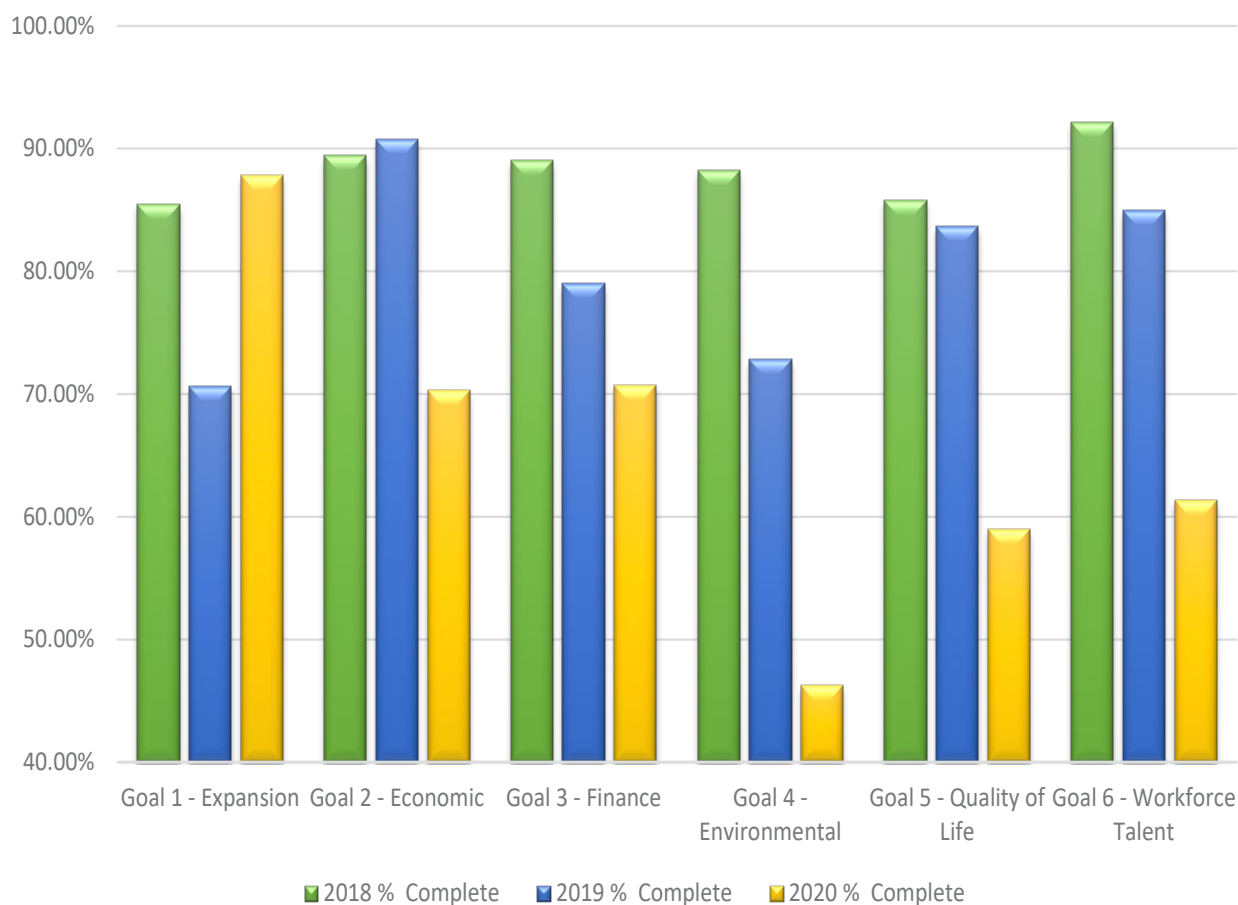
Directions: Develop a work plan that establishes what will be done each quarter, assignment (owner defined), and forecasted budget needs. Enter Activity / FM projected for each quarter in this table and enter projected outcome for each activity in Q4 column.

2020 Results

Before looking forward to the next year, it's important to look back at the results of the previous year. This approach allows departments to plan accordingly and to ensure that City Council goals will be met. The annual results of the performance measures are one of the many tools used to develop the annual budget.

A closer look at departmental objectives, tied to City Council goals, can be found in the "Budget Detail by Department" section of this document.

Below is a summary of performance measurement progress by goal and how it compares to the previous year.



Performance Metrics—City Wide

Goal 1: Expansion

Measure	FY 2018	FY 2019	FY 2020
To enhance infrastructure in order to maintain quality neighborhoods and business districts	88.51%	70.64%	95.49%
Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	88.51%	75.02%	95.49%
To assess the need to expand infrastructure for sustainable growth	84.13%	69.09%	84.40%
Maintain an inventory of the condition and priority rating of infrastructure projects	82.37%	73.38%	81.11%
Coordinate facility capacity upgrades to meet the City's growth needs appropriately	81.76%	60.42%	83.33%
Keeping older neighborhoods attractive and relevant	95.24%	96.01%	100.00%
Expansion Total	85.42%	70.64%	87.79%

Goal 2: Economic

Measure	FY 2018	FY 2019	FY 2020
Capitalize on the success of Prosperity 2021, while focusing on new strategies to improve economic growth, diversify our economy, and attract and retain skilled community workforce talent	88.85%	88.15%	26.32%
Inventory progress to date and update projects and programs	95.45%	75.00%	21.67%
Encourage investment in our Downtown and targeted areas	100.00%	100.00%	31.25%
Foster high-tech companies and talent to locate and grow in Palm Coast	82.42%	100.00%	*
Identify opportunities to expand fiber technology to stimulate economic activity	80.00%	85.00%	23.13%
To develop a "branding and marketing strategy" and establish criteria to measure success	88.74%	93.28%	91.74%
Expand the use of "Find Your Florida"	80.00%	81.25%	100.00%
Develop a campaign to highlight the City's economic strengths and opportunities	90.97%	97.89%	91.52%
Support event activities that provide positive economic impact for the community	85.71%	78.00%	*
To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County	100.00%	80.00%	*
Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available	100.00%	80.00%	*
Economic Total	89.43%	90.74%	70.31%

Performance Metrics—City Wide

Goal 3: Finance

Measure	FY 2018	FY 2019	FY 2020
Diversify our revenue sources	100.00%	98.89%	89.10%
Evaluate and target diversification of funding sources	100.00%	97.50%	90.00%
Seek private / public partnerships	100.00%	100.00%	86.85%
Increase efficiency through enhanced operations and technological advancements	86.76%	76.04%	68.79%
Review existing operational procedures and policies	89.18%	89.97%	79.37%
Evaluate current technological opportunities to reduce operational cost	80.52%	54.50%	46.79%
Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community	100.00%	82.50%	42.50%
Seek in-house alternative to external services while maintaining high-quality services	79.09%	96.14%	85.27%
Establish system to continually evaluate and enhance internal financial controls	96.82%	92.86%	75.00%
Create an anonymous reporting program to alert of potential financial improprieties	95.00%	100.00%	75.00%
Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization	97.22%	91.67%	75.00%
Finance Total	89.07%	79.00%	70.73%

Goal 4: Environmental

Measure	FY 2018	FY 2019	FY 2020
To develop programs to enhance our water conservation strategies	89.17%	53.00%	*
Utilize nature's water supply resources effectively for water supply	100.00%	100.00%	*
Target expansion opportunities to utilize reclaimed water through established City processes	87.00%	41.25%	*
To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	93.33%	49.29%	0.00%
Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept		55.00%	*
Build future bicycle / pedestrian connections to unique destinations	93.33%	47.00%	0.00%
Evaluate current "Green" initiatives and target projects that are sustainable	91.67%	87.35%	50.08%
Reduce waste through sustainable practices	89.58%	94.44%	71.57%
Staying in the forefront of sustainable communities in the State of Florida	100.00%	75.00%	18.75%
Develop Alternative Energy Strategy	100.00%	100.00%	25.00%
Implement City-wide energy savings program		77.50%	*
Protect the environment through appropriate development strategies	79.50%	75.00%	*
Protect natural green spaces to ensure a balance between the natural environment and development	79.50%	75.00%	*
Environmental Total	88.24%	72.84%	46.23%

Performance Metrics—City Wide

Goal 5: Quality of Life

Measure	FY 2018	FY 2019	FY 2020
Enhance community and visitors' recreational opportunities and experiences at community events	96.07%	84.42%	56.26%
Identify fun and interactive elements to incorporate into community events	100.00%	100.00%	*
Promote the variety of local leisure and recreational activities	95.58%	85.93%	56.26%
Enhance safety measures throughout the community	83.14%	81.79%	57.43%
Identify enhancements within park facilities to reduce hazards	91.67%	85.83%	40.20%
Continue to enhance safety improvements at intersections and along roadways	69.58%	81.18%	47.06%
Seek partnerships to educate the public on safety concerns	98.46%	93.21%	37.62%
ISO standard improvement throughout the Organization	97.22%	87.48%	76.72%
Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan	93.46%	65.09%	64.42%
Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities	73.33%	95.00%	79.29%
Share resources between organizations to broaden citizen experiences	58.33%	100.00%	52.50%
Expand outreach opportunities to identify and network resources	88.33%	93.75%	90.00%
Quality of Life Total	85.81%	83.69%	59.00%

Goal 6: Workforce Talent

Measure	FY 2018	FY 2019	FY 2020
To develop a program to improve staff retention and recognize individual skill and talents	97.79%	80.79%	53.78%
A program to identify individual skills and foster improvement of professional skills	92.86%	61.25%	42.56%
Assess pay rates and benefits to remain competitive with market	97.92%	70.00%	98.00%
Develop an Employee Motivation and Reward Program	100.00%	99.91%	48.50%
To develop in-house and identify external training opportunities for employees	85.39%	81.89%	67.27%
Create a comprehensive training program	84.35%	80.44%	60.00%
Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community	100.00%	100.00%	100.00%
To enhance awareness of customer service and relationships with our citizens	91.92%	97.92%	84.38%
Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation	100.00%	100.00%	75.00%
Develop a reach-out initiative to enhance community awareness of City services	93.89%	96.43%	100.00%
Create a customer service element to City-wide employee training program	75.00%	0.00%	*
To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	100.00%	100.00%	50.00%
Seek and solicit student internship opportunities with educational institutions	100.00%	100.00%	50.00%
Workforce Talent Total	92.17%	85.00%	61.34%

City and Departmental Goals and Matrix FY 2021

City and Departmental Goals for 2021	Economic Development	City Clerk	Communications & Marketing	Human Resources	Financial Services	Community Development	Public Works	Stormwater	Utility	Parks & Recreation	Information Technology
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.											
To enhance infrastructure in order to maintain quality neighborhoods and business districts								X		X	
Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement								X		X	
To assess the need to expand infrastructure for sustainable growth							X	X	X		
Maintain an inventory of the condition and priority rating of infrastructure projects								X	X		
Coordinate facility capacity upgrades to meet the City's growth needs appropriately								X			
Keeping older neighborhoods attractive and relevant							X		X		
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											
Capitalize on the success of Prosperity 2021, while focusing on new strategies to improve economic growth, diversify our economy, and attract and retain skilled community workforce talent	X					X		X			
Inventory progress to date and update projects and programs	X					X					
Encourage investment in our Downtown and targeted areas											X
Identify opportunities to expand fiber technology to stimulate economic activity						X		X			
To develop a "branding and marketing strategy" and establish criteria to measure success			X			X		X	X	X	
Expand the use of "Find Your Florida"			X								
Develop a campaign to highlight the City's economic strengths and opportunities			X			X		X	X	X	
Support event activities that provide positive economic impact for the community										X	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses											
Diversify our revenue sources					X			X		X	
Evaluate and target diversification of funding sources					X			X			
Seek private / public partnerships										X	
Increase efficiency through enhanced operations and technological advancements	X	X		X	X		X	X	X	X	X
Review existing operational procedures and policies	X	X		X	X			X	X		X
Evaluate current technological opportunities to reduce operational cost		X			X			X	X		X
Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community				X							
Seek in-house alternative to external services while maintaining high-quality services							X	X	X	X	
Establish system to continually evaluate and enhance internal financial controls					X						
Create an anonymous reporting program to alert of potential financial improprieties					X						
Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization					X						

City and Departmental Goals and Matrix FY 2021

City and Departmental Goals for 2021	Economic Development	City Clerk	Communications & Marketing	Human Resources	Financial Services	Community Development	Public Works	Stormwater	Utility	Parks & Recreation	Information Technology
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											
To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects								X			
Build future bicycle / pedestrian connections to unique destinations								X			
Evaluate current "Green" initiatives and target projects that are sustainable									X	X	
Reduce waste through sustainable practices									X	X	
Staying in the forefront of sustainable communities in the State of Florida						X					
Develop Alternative Energy Strategy						X					
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.											
Enhance community and visitors' recreational opportunities and experiences at community events			X							X	
Identify fun and interactive elements to incorporate into community events										X	
Promote the variety of local leisure and recreational activities			X							X	
Enhance safety measures throughout the community		X	X	X	X		X	X	X	X	X
Identify enhancements within park facilities to reduce hazards										X	X
Continue to enhance safety improvements at intersections and along roadways		X	X				X	X	X		
Seek partnerships to educate the public on safety concerns					X			X			
ISO standard improvement throughout the Organization			X								
Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan			X	X	X						
Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities										X	
Share resources between organizations to broaden citizen experiences								X			
Expand outreach opportunities to identify and network resources										X	
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											
To develop a program to improve staff retention and recognize individual skill and talents				X			X			X	
A program to identify individual skills and foster improvement of professional skills				X			X			X	
Assess pay rates and benefits to remain competitive with market				X							
Develop an Employee Motivation and Reward Program										X	
To develop in-house and identify external training opportunities for employees				X	X	X					X
Create a comprehensive training program				X		X					X
Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community					X						
To enhance awareness of customer service and relationships with our citizens			X		X				X	X	
Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation									X	X	
Develop a reach-out initiative to enhance community awareness of City services			X		X						
To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties				X							
Seek and solicit student internship opportunities with educational institutions				X							

Aligning Resources With a Long Term Vision

By allocating resources in alignment with the City Council's six strategic goals, we believe this budget will successfully meet the challenges before us and set the stage for continuing success well into the future. Through the Strategic Action Plan evaluation process, City Council reinforced eight Focus Areas through the adoption of annual priorities which are referenced herein. The following programs, projects and initiatives continue to support the City Council's Long Term Vision for Palm Coast and are funded for Fiscal Year 2021:

Goal 1 Expansion

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

The City of Palm Coast is embraced as a young vibrant City which was incorporated in December 1999, but aging infrastructure constructed 50 years ago tells another story. With an estimated population of 89,437 citizens in a growing community, a focus on long-term infrastructure needs is always at the forefront. For a community of ever-growing assets, ensuring efficient operations through a strong workforce is a critical element to manage the maintenance, repair, recovery and enhancement of infrastructure elements. Through the capital improvement plan, numerous projects are building resilience by mitigating risks to critical facilities. From hardening utility facilities to planning for future operation needs and facilities, City Council has put a laser focus in this area through the adoption of the following priorities.

- *"Continue to implement water and wastewater utility improvements to harden facilities to mitigate the impacts of flooding and other hazards"*
- *"Pursue PEP tank service areas as a recognized "Priority Risk" area at the state level to ensure it is an emergency response priority"*
- *"Provide biannual updates to City Council and the public regarding the master stormwater plan to communicate how projects are being managed and prioritized"*
- *"Ensure that the Public Works facility is top priority project and commence with initial improvements based on the Capital Improvement Plan timeline"*
- *"Utilize PalmCoastConnect data to drive efficiencies while integrating customer feedback"*

Gravity Sewer Pipe Lining - Older parts of the sanitary sewer system constructed with vitrified clay pipe are susceptible to ground water infiltration. These lines are deep underground

Aligning Resources With a Long Term Vision

and usually below the ground water table. The pipes tend to crack and shift position as they age, creating points of entry for ground water to seep in. This results in increased flows to the City's pump stations and at the Wastewater Treatment Plants. A pipe lining project was developed to address approximately 30,000 feet of gravity sewer main in critical areas. Approximately 20,000 feet of gravity sewer has been lined to date and this project is budgeted to continue in the upcoming fiscal year.

Stormwater Improvements – The City is embarking on a comprehensive approach to a City-Wide Storm- water Infrastructure Master Plan. This new approach focuses on improving stormwater conveyance and storage capacity. The following projects are funded for Fiscal Year 2021:

E-Section Drainage Improvements – Modeling has demonstrated how significant the need for drainage improvements are in the Lehigh Basin. The extent of work that must occur in order to improve the drainage in this basin is too large to tackle at one time. As a result, this project has been broken up into several phases. Some of the work to be completed this year will include dredging portions of existing freshwater canals and ditches that have received large amounts of sedimentation over the years, repairing or replacing structures that are subject to potential structural failure, and improvements to existing culvert crossings.

London Waterway - Stormwater Capacity Expansion Project

K-6 Control Structure - Construction – The replacement of the K-6 Surface Water Control Structure includes the removal of the existing culverts under Smith Trail. It is expected that this improvement project will eliminate local residential and street flooding occurrences during storm events.

L-4 Control Structure - Design - During one of our major storm events, a large piece of the L-4 weir broke off and washed away towards the Graham Swamp area. Although temporary repairs have been made, the weir needs to be fully replaced in the near future. The design portion of the project is included in the budget.

Planning a Multi-faceted Public Works Facility - As reinforced through the following adopted Priority, the existing Public Works facility does not meet current operational needs and is deficient in safety, technology, capacity, traffic flow, and workflow. In order to continue providing a high level of service to our residents and to address current and future needs of the community, a new public works facility is planned and currently being evaluated to encompass additional services. As part of the ongoing needs analysis, operation efficiencies are being evaluated through PalmCoast CONNECT data while building capacity through Salesforce enhancements.

Aligning Resources With a Long Term Vision

Public Works and Utilities were the first departments to use “field service lightning” to improve operational performance. The remaining departments will follow this fiscal year through budgeted licenses.

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.

The local economy continues to improve steadily and all economic indicators continue to point in a positive direction. Real estate values continued to rise in 2020 and values are expected to continue to appreciate in 2021. Residential permits are up again with 1,020 permits issued in 2020, an increase of 14% over last fiscal year, and the ninth straight year of increased residential permitting activity. In addition, the labor market had started to heal from the high unemployment rates that were previously being seen until COVID-19. Currently, Palm Coast has a labor force of 47,196 people and an unemployment rate of 9.7%.

Local Spending - We continue to see increases each year in taxable sales for Flagler County and Palm Coast. Since 2012, there has been an increase of over 43%, or \$248 million, in taxable sales in Palm Coast. New commercial construction increased 29% over last fiscal year. As a result of the increase in commercial growth, as well as outside visitors to the area and their related spending, we have been able to fund exciting projects like the new Community Center in 2019 and Holland Park renovations in 2020 and 2021. This is possible because a portion of the sales tax collected within the city returns back to Palm Coast. With additional commercial construction underway, and even more being anticipated, taxable sales are expected to continue to grow in 2021.

This year’s budget includes funding to strengthen the “Be Local, Buy Local” campaign. This initiative aims to encourage Palm Coast residents to spend their tax dollars locally. The program highlights local businesses and aims to educate residents on the impact of keeping their tax dollars right here in Palm Coast. When our Palm Coast community shops locally, businesses thrive, jobs are created, and we generate money for the amenities and projects we cherish.

Aligning Resources With a Long Term Vision

Town Center, Innovation, and Economic Growth - City Council remains focused on downtown development, innovation, and new programs and projects to encourage economic growth in the coming year. During this year's Strategic Action Planning and Budget workshops, City Council re-emphasized this focus by adopting priorities and new key initiatives focused specifically on the Innovation District, located within the State Road 100 Community Redevelopment Area. Several new events and initiatives aimed at strengthening the Innovation District are included in the budget for the upcoming year.

The Innovation District is centrally-located in Town Center and in order to kick start development within this area, it has been designated as an Opportunity Zone and part of the Innovation Kick Start Program. The Innovation Kick Start Program was created to encourage new development projects and business in the Innovation District that will facilitate new ideas that support our local economy. Through the Program, the City of Palm Coast will provide assistance towards utility impact fees to property owners, developers and/or business owners.

Through City Council's direction, significant strides have progressed Town Center towards creating this identity and building supporting initiatives in future years. The limits of the Art District was adopted by City Council that will foster relationships that will expand programs and experiences within the Innovation District and beyond. The MedNexus initiative has secured the support of University of North Florida and Jacksonville University which will bring tangible benefits within the Innovation District. Through the alignment of Flagler County Flagship programs, Daytona State College and medical institutions, MedNexus will deliver the nation's first comprehensive university-based medical / healthcare nexus and elevate the potential growth of the area.

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.

Long Term Financial Planning - The improving local and regional economy has favorably impacted the City's financial outlook. In addition to sound fiscal management practices, the City's healthy financial position can also be attributed to maintaining a long-term financial plan that identifies and monitors emerging issues and trends. Management continues to make the hard but much needed decisions each year, that ensure that the City continues to provide an exceptional level of services, while controlling expenditure growth, and building healthy fund balance reserves to prepare the City for future challenges.

Aligning Resources With a Long Term Vision

Impact Fee Study – In order to continue to ensure capacity is consistent with growth needs, it is critical to provide periodic analysis of the City’s impact fees. Impact fees are charges that are imposed against new development in order to provide for capital improvement needed to accommodate an increase in capacity. These fees are collected when an application for new construction is submitted. An update of Building Permit Fees are included in the fiscal year 2021 budget.

Goal 4 Environmental

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

Balancing the needs of a growing community with the natural environment rests with thoughtful and diligent long-term planning. From protecting unique places to reducing consumption of energy and water, the following projects support sustainability in our community

Long Creek Nature Preserve – Long Creek Nature Preserve fills a gap in the greenway between neighborhoods that border Long Creek and Big Mulberry Branch Creek natural corridors. The park is located between College Waterway and Long Creek and can be accessed through Palm Harbor Parkway along with pedestrian/bicycle access by means of a multi-purpose trail on Palm Harbor Parkway.

The completion of phase I of this project provided access to the City’s salt water canal system and included physical improvements such as shore stabilization, exotic plant removals, native restoration plantings, non-motorized kayak/boat launch, boardwalk/fishing area, parking, and educational signs. Its natural beauty provides a backdrop for the future Environmental Education Center, included in phase II, which will provide educational programming on the natural environment and history of the area, and will serve as a living laboratory. This year’s budget includes funding to update the master plan and to construct additional boardwalks and overlooks.

Energy Retrofits and Improvements – Strategic Energy Action (SEA) plan to include evaluating installation of solar at city facilities and conversion of fleet vehicles to electric which are both adopted Priorities. Through consulting services, city-operated facilities energy demands, structural suitability, and return-on-investment of solar retrofits will be assessed. Concurrently,

Aligning Resources With a Long Term Vision

the fleet inventory will be evaluated to determine if an electric vehicle alternative is a feasible option. This initiative is a continuation of a 2012 comprehensive analysis of energy and water consumption through all facilities which yielded numerous recommendations. Of those, the City focused on LED indoor and outdoor lighting retrofits. With technology and building codes rapidly changing, the SEA will revisit the benefits of solar and other approaches to reduce the cost of operations.

Reclaimed Water Improvements –The City’s Wastewater Treatment Facilities recycle and process wastewater into reclaimed water. The reclaimed water is used in various areas throughout the City for irrigation, which in turn helps to reduce potable water demand and effectively helps to conserve raw water from the aquifers. This year’s budget includes the cost to extend a reclaimed water main along the west part of the Indian Trails path, through the Indian Trails Middle School and to the Indian Trails Sports Complex. This will be used to replace four existing surficial aquifer wells currently used to irrigate the ballfields and provide a supplemental water source to the irrigation pond currently used for the Middle School. The project will also provide reclaimed water service to the Belle Terre Elementary School.

Waste Collection Contract Evaluation – In 2022, the effective contract with the current waste collection company, Waste Pro, will expire. Recognizing the cost of recycling services may increase, City Council directed staff to immediately begin the evaluation of services and identify advancements in the industry. Through the use of a consultant, contract elements will be evaluated and support provided during the selection process.

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.

Holland Park Renovations, Phase II – James F. Holland Memorial Park was one of the original park properties transferred to the City of Palm Coast by Flagler County and offers a variety of uses including athletic fields and courts, pavilions, grills, and a playground. In 2014 the City Council took action to begin renovations to this popular park. The first phase of this project, completed in 2017, included many site improvements including additional parking, lighting, pavilion areas, a paved pathway around the perimeter of the park, expansion of the dog park, improved athletic courts, new restrooms, and a new playground. This year’s budget

Aligning Resources With a Long Term Vision

includes funding for the completion of phase II. In 2020 the addition of a splash and play zone were added to the existing sugar mill-themed playground.

Palm Coast Trail System – The connecting trails throughout Palm Coast will lead you through the splendid elegance of the native Florida landscape. Miles of pathways are lined with historic oaks, towering pines and indigenous vegetation. Trails traverse Palm Coast's most delicate scenery, promising an exhilarating experience that will forever build cherished memories.

The fiscal year 2021 budget includes funding for the design and construction of a trailhead that will provide paved parking and restroom facilities for users of the Lehigh Trail. The trailhead will be located adjacent to the Lehigh Trail along Belle Terre Parkway. The site adjacent to the trail, which is owned by the City, is encumbered by a Florida Power & Light (FP&L) easement which severely limits vertical development on the property (i.e. buildings). The surface parking for the trailhead will be located within the easement.

Street Lighting Program – To continue to expand continuous street lighting on major roads, an annual budget commitment continues to the program. Ravenwood Drive and Seminole Woods Boulevard are budgeted. Belle Terre Parkway street lighting installation is currently underway and estimated for completion in spring 2022.

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.

Palm Coast CONNECT – With the launch of Palm Coast *CONNECT*, residents are now able to connect with the City at any time and any place. Palm Coast *CONNECT* is the easiest way to report concerns to Customer Service and request services from the City of Palm Coast. The website and app lets users submit and track their requests in addition to finding information on City services and programs. Over 3,000 people signed up for Palm Coast *CONNECT* within the first few months of being launched in 2019. This year's budget includes funding to continue to expand on this new program. Through the supporting platform of Salesforce, operational advancements will be targeted to improve efficiencies while ensuring our citizens are the priority.

Aligning Resources With a Long Term Vision

Internship Program - The City internship program gives qualified candidates the opportunity to build their resume, explore career interests, engage in professional networking, and make a difference in their community. In addition, through this program, the City hopes to recruit a multitude of strong candidates to fulfill identified needs within City departments. With the success of this program over the last five years, and strong support from the City Council, the internship program has been put on hold in this year's budget due to the current economic conditions.

Succession Planning – In order to enhance professional growth and development, in an effort to encourage retention and elevate career advancement opportunities across the organization, the City continues to fund a comprehensive employee training program. An important part of the succession planning process is to foster development and cross training at all levels of the organization. The Human Resources Department will also continue to investigate additional methods of incorporating succession planning into our organization's structure.



PALM COAST



Budget Overview



This page intentionally left blank

Budget Process

Focusing on the Outcome

The budget is adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) with the following exceptions:

- Advances from other funds are presented as revenues.
- Encumbrances, advances to other funds, and principal on long-term debt of proprietary funds are presented as expenditures or expenses.
- Depreciation and compensated absences are not budgeted in any funds.

The basis of accounting for governmental funds is modified accrual. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual, i.e., measurable and available to finance the City's operations. Available refers to collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. An example would be sales tax or state revenue sharing that is measurable but may not be received until after the end of the year.

Expenditures (decreases in net financial resources) are recognized in the accounting period in which the related fund liabilities are incurred, as long as they are measurable. An exception to this is long-term debt and the long-term portion of accumulated compensated absences and longevity pay, which are recognized when due. Budgetary expenditures include expenditures adjusted for encumbrances at fiscal year-end and principal on long-term debt of the proprietary funds.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as a guide. There are, however, essentially two types of these revenues. In one, monies must be expensed on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to the purpose of expenditure and are usually revocable only for failure to comply with prescribed compliance requirements. The resources are reflected as revenues at the time of receipt or earlier if susceptible to accrual.



Budgetary Basis (Continued)

The major utility taxes and franchise fees are recorded as revenues when earned. Licenses and permits, fines and forfeitures, charges for services, and other revenues (except investment earnings) are recorded as revenues when received in cash because they are generally not measurable until actually received. Property taxes are recorded as revenues in the fiscal year levied, provided they are collected in the current period or within sixty days thereafter. Those remaining uncollected are recorded as deferred revenues. Investment income is recorded as revenue when earned. Special assessments are recorded as revenues only to the extent that individual installments are considered available.

The accrual basis of accounting is utilized by proprietary funds and pension and nonexpendable trust funds. Under the accrual basis, revenues are recognized in the accounting period in which they are earned, if objectively measurable, whether collected sooner or later. Expenses, not expenditures, are recognized when the benefits of cost incurred are deemed to have been consumed or expired. Long-term liabilities are accounted for through those funds. Depreciation of fixed assets (including capital outlay equipment purchased in the operating budget) is recorded in the accounts of these funds as well on the straight-line basis over the following useful lives: buildings (40-50 years),

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.

PUBLIC PARTICIPATION

Ensuring ample opportunity for public input is an important part of the budget preparation process. A series of presentations over the course of six months are provided to City Council in public workshops where citizens can not only view the information at the workshop but also can obtain copies of all presentations and other helpful documents on the City website by clicking on the "Budget Preparation" link on the City's homepage. In addition, a budget at a glance document is available at the first and second budget hearings and is published on the City's website.

PREPARATION

Budgeting with an outcome in mind requires a direct link between departmental spending and the Strategic Action Plan (SAP). The SAP is reviewed on an annual basis and adjustments are made according to City Council direction. This review is done just prior to the departmental budget preparation period and after the presentation to City Council. This allows staff time to budget accordingly in order to meet City Council goals for the following year. This approach helps to bridge the gap between the SAP and the annual budget.

During budget preparation time, each department first outlines functions and goals to accomplish in the coming fiscal year. A detailed estimate of resources required to provide these services, including personnel, is then prepared by the department. These requests are then reviewed by the City Manager and the Finance department. Upon completion of this review, and matching with the projected revenues available, a balanced budget, where revenues are equal to expenditures, is prepared.

During the months of July and August, the City Manager presents the proposed budget to the City Council. This takes place over the course of several City Council workshop sessions. During each session the City Council reviews the proposed budgets by department and by fund.



ADOPTION

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

REVIEW

Once the budget is approved, departments begin meeting with the Finance Department and the City Manager on a quarterly basis to review the year to date budget and overall performance results. These quarterly reviews provide an opportunity for the department to highlight achievements from the previous quarter and to discuss progress to date. This process allows management to make adjustments during the year to ensure success towards meeting City Council goals. Each department head provides a formal report to the City Manager. This report gives a comprehensive overview of the progress being made throughout the fiscal year.



The end of year performance and budget results are reviewed by the City Manager. Each Department Director receives their annual performance evaluation which includes a review of the previous fiscal year's budget results, Citizen Survey results, and a self-evaluation. The timing of this evaluation provides the Department Director with an opportunity to plan for the upcoming fiscal year prior to the start of the budget preparation period. This final step brings the overall strategic planning process full circle again.

For the seventh consecutive year the International City/County Management Association has recognized the City of Palm Coast's performance management process which aligns department spending with the City Council's Strategic Action Plan. The ICMA certificates are awarded at three levels, Achievement, Distinction, and Excellence.



Budget Calendar

Focusing on the Outcome

January

- ◆ 1st quarter Council priority update

March

- ◆ Annual Audit Report and final operating results submitted to City Council
- ◆ Citizen Survey Results provided to City Council
- ◆ Strategic Action Plan Annual Evaluation
- ◆ Budget planning meeting (refresher) with staff
- ◆ 10 Year Infrastructure Capital Improvement Program (CIP) project schedule and funding report submitted to City Council

April

- ◆ Year to Date budget presentation to City Council
- ◆ Budget system opened for department input

May

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

June

- ◆ Revenue Source Overview presentation provided to City Council
- ◆ Department Budgets reviewed with City Manager
- ◆ Property Tax Overview presentation provided to City Council

July

- ◆ Preliminary General Fund budget and Maximum Millage Rate presentation to City Council
- ◆ Maximum Millage Rate (TRIM rate) adopted
- ◆ 5 Year Capital Improvement Program (CIP) finalized

August

- ◆ TRIM notices issued by Flagler County Property Appraiser
- ◆ Proprietary, Internal Services, Special Revenue and Capital Projects funds budget workshops
- ◆ Final Budget presentation to City Council

September

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

December

- ◆ Finalize year-end budget results
- ◆ End of year review for departments with the City Manager

Budget Amendment Process

SUPPLEMENTAL APPROPRIATION AMENDMENTS AFTER ADOPTION

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

EMERGENCY APPROPRIATIONS

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

REDUCTION OF APPROPRIATIONS

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

TRANSFER OF APPROPRIATIONS

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

LIMITATIONS; EFFECTIVE DATE

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

LAPSE OF AN APPROPRIATION

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

Long Term Financial Plan

PLANNING PROCESS

The long-term financial plan is the foundation of the strategic planning process. The plan provides direction for the allocation of resources and ensures fiscal responsibility. The long-term plan is reviewed and revised each year after the annual financial audit and during the preparation of the annual budget. The timing of this allows staff an opportunity to evaluate existing policies in order to implement new strategies before fiscal constraints impact the budget. This practice has allowed the City to remain fiscally sound during the past recessionary period.

The General Fund, Water/Wastewater Utility Fund and Stormwater Fund are the City's main operating funds and therefore a priority when evaluating the long-term financial plan. Long-range planning for capital funds is discussed in the Capital Improvement Program section later in this document.

PERSONNEL

For the last five years the budget has included a salary adjustment of 2% to 3% as well as provisions for merit increases not to exceed an average of 3% department wide. City Council also approved an additional 2% merit increase in the budget to recognize high performing employees in prior years, to mitigate the potential for unforeseen loss of revenues City Council has put this program on hold for the Fiscal Year 2021 budget.

The pay plan continues to be reviewed and adjusted to identify areas where the City is no longer competitive in the changing labor market. In addition, an employee certification and education incentive pay program has been implemented. This program, once again reflected in this year's budget, along with continued maintenance of our pay plan should hopefully help mitigate the loss of our skilled workforce in the future.

The budget also continues to include funding to offer valuable training programs to employees. In an effort to improve services to the citizens of the City of Palm Coast and encourage employees to complete courses of instruction which may increase their productivity and efficiency in their present positions and contribute to advancement and promotional potential within the City.

MAJOR REVENUE TRENDS:

There are 11 major revenue sources that account for 57% of the City's estimated revenues for fiscal year 2021. The following is a more detailed analysis of the trends for these major revenue sources.

AD VALOREM TAXES: Values continue to increase an average of 7% per year. We project that this trend will continue for the next several years as a result of increasing development and economic conditions.

Long Term Financial Plan

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

HALF-CENT SALES TAX: This revenue source has increased an average of \$140,000 per year since 2015. We expect this trend to continue at a slower rate in the next year due to COVID-19. The City is starting a Be Local Buy Local campaign to help mitigate this revenue source and help our small businesses.

LOCAL OPTION FUEL TAX: In the past, this funding source has seen significant fluctuations from year to year and even month to month. Since 2015, this revenue source has increased an average of \$73,000 per year. We expect this trend to stay flat over the next few years.

SMALL COUNTY SURTAX: The Small County Surtax is levied at the rate of .5 percent pursuant to an ordinance enacted by a majority vote of the county's governing body. The proceeds are currently being allocated to the Capital Projects Fund. This tax replaced the Discretionary Sales Surtax which expired in December 2012. Since 2015 there has been an average increase of 6% per year. This trend we expect to be at a slower rate in the next year due to COVID-19.

STATE REVENUE SHARING: This revenue source has been fairly consistent. This revenue source increased on average 2% per year since 2015. This is expected to continue.

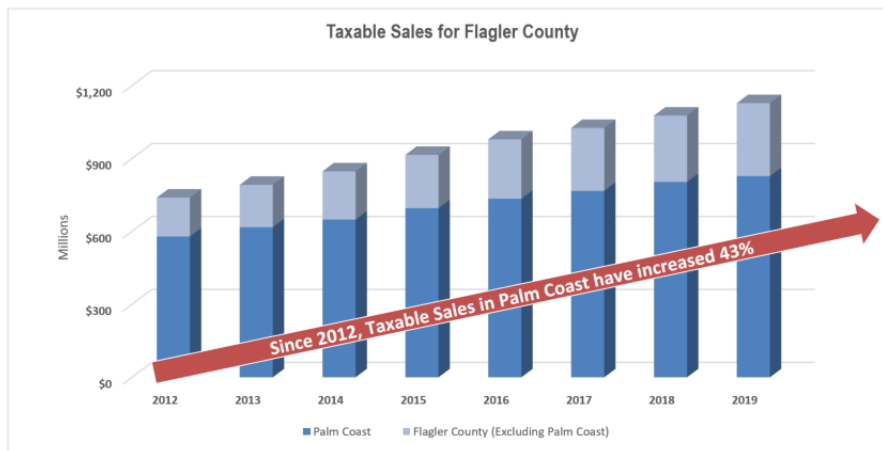
SOLID WASTE CHARGES: This charge is expected to mirror the population growth of about 1% to 2%. The City of Palm Coast went out to bid for residential solid waste services in 2017 and Waste Pro, our existing waste hauling contractor, was once again awarded the bid. Our current contract ends in 2022.

IMPACT FEES: The number of Single Family Residential Building permits being issued have more than doubled since 2015. The increase in the number of building permits has a direct impact on this revenue source. All construction related revenues are expected to increase 2% annually for the next two years.

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

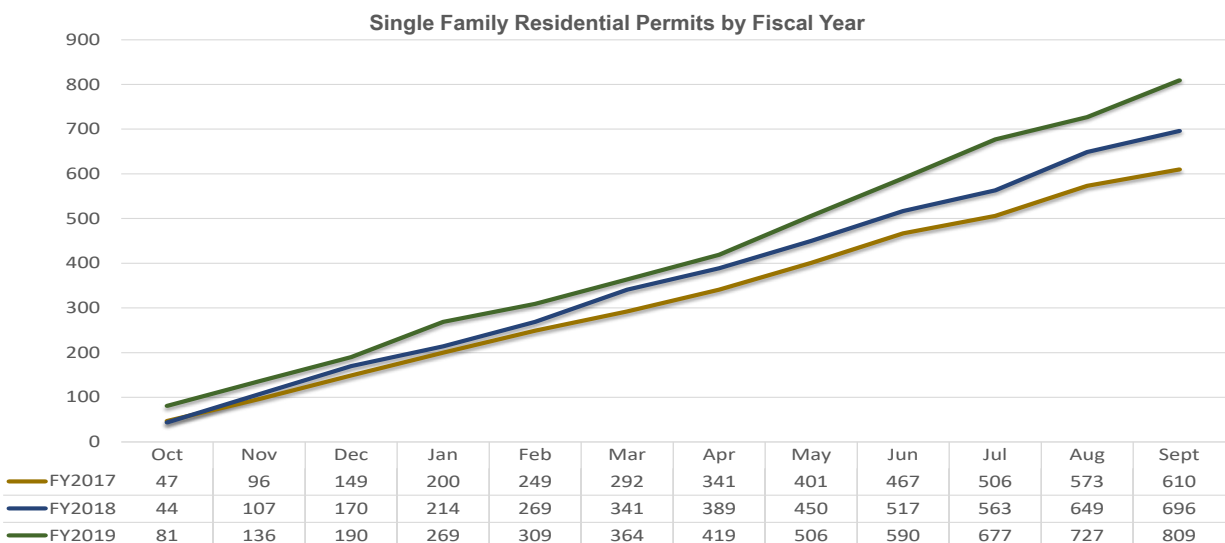
LOCAL ECONOMY

The City's economy had continued to improve in FY 2020. All economic indicators were pointing in a positive direction. Real estate values continued to rise in 2020 with the median sales price up 2.6% and with values expected to continue to appreciate in 2021. Single-family permits are up again with 1,020 permits issued in 2020, the ninth straight year of increased permit activity. In addition, the labor market had started to heal from the high unemployment rate of six years ago, until COVID-19 hitting a high of 9.7% at the end of 2020



Since 2012, taxable sales have increased 43%. This is primarily due to the addition of several shopping centers since 2007 and increases in tourist activity in Palm Coast and the related spending. Taxable sales should continue to grow in 2021 with continued commercial growth.

New home construction continues to increase and the number of single family residential permits are at an all time high since 2009. After several years of declining property values during the recession, property values have increased once again and the trend is expected to continue. Economic conditions as well as City Council's focus on beautification and strengthening neighborhoods is believed to have contributed to the continuing increase in property values.



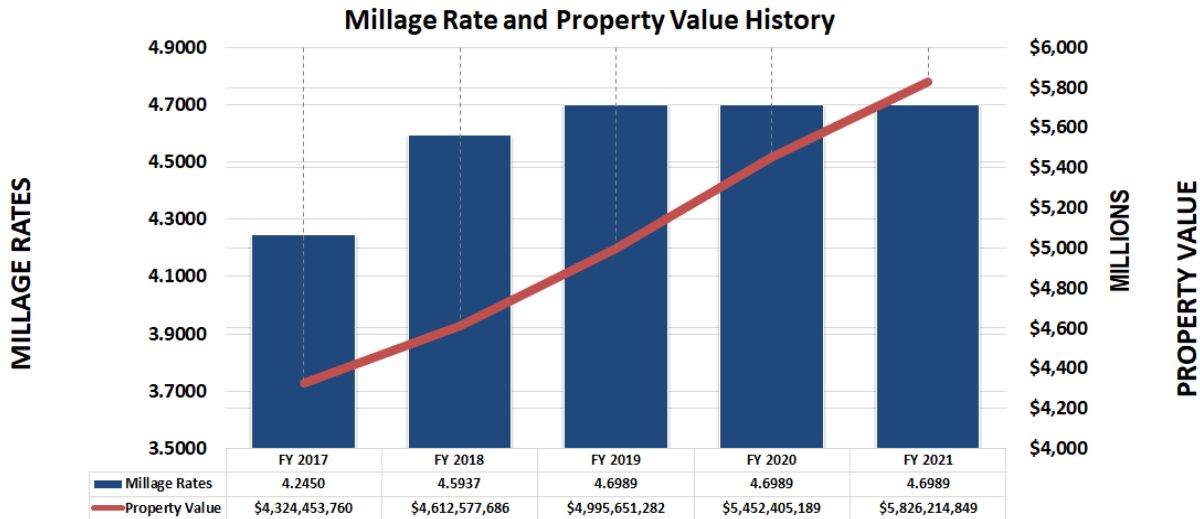
Forecast Assumptions

Statistical Data	Source
Population	Based on Bureau of Economic Business Research (BEBR) annual estimates
Consumer Price Index (CPI)	US Bureau of Labor statistics, www.bls.gov , based on 10-year average
Market Value Change	Estimated increase in assessed value in addition to new construction for current fiscal year
Taxable Sales	State of Florida, Department of Revenue
Revenue Source	Assumption
Ad Valorem Taxes	Assume average increase of new construction of 1.25% over prior year, 1% annual market value change, and flat millage rate
Small County Surtax	Based on historical data increase 4% per year
Local Option Fuel Tax	Based on historical data keep flat
Telecommunication Service Tax	Due to a continuing decline in this revenue source, assume decrease of 1% per year
Permits, Fees and Special Assessments	Increase 3% per year based on historical data for # of residential permits
State Revenue Sharing	Based on historical data increase 4% per year
1/2 Cent Sales	Based on historical data increase 4% per year
Charges for Services	Based on historical data increase 4% per year
Stormwater Fees	A .5% increase per year has been assumed based on an estimate of potential commercial properties being developed each year. Both developed and undeveloped properties are billed a stormwater fee therefore aside from a rate increase, which is not planned at this time, developing commercial properties is the most significant way to increase this revenue source.
Expenditures Type	Assumption
Personnel Services (not including retirement)	4% increase per year based on currently approved staffing level
Professional and Contractual Services	Increase by CPI
Telecommunication and Utility Expenses	Increase by CPI
Operating Expenditures	Increase by CPI
Fuel, Chemicals, Road, Street Light Expenses	Based on historical data, increase by 5% per year
Capital Outlay	Based on 5 year CIP and 10 year infrastructure funding plan which is revised annually
Property, Liability and Auto Insurance	Based on historical data, increase by 15% per year

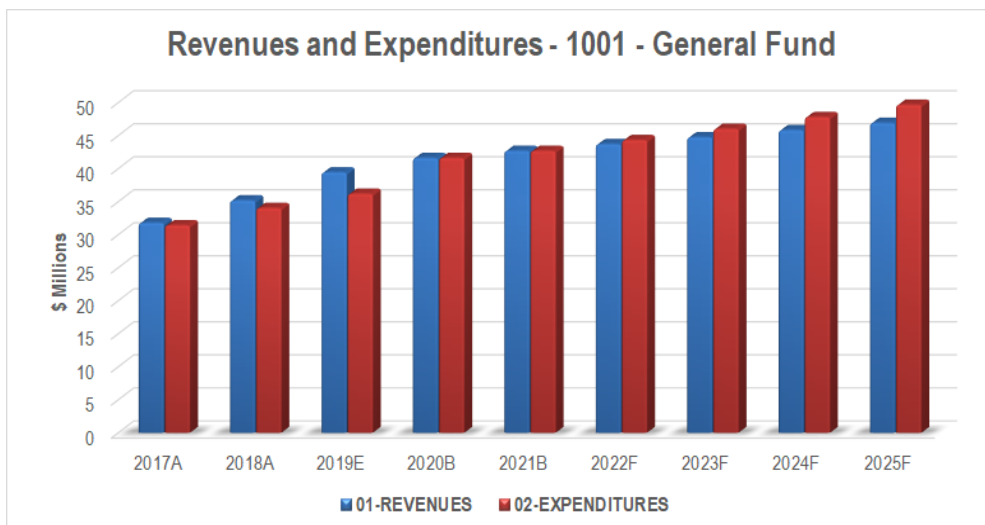
GENERAL FUND

During the budget process, the City Council was able to sustain existing levels of service, within the 2021 millage rate of 4.6989. The increase in the property value will result in an additional \$1.6 million of property taxes collected over the previous year.

Property taxes account for approximately 12% of the total City revenue. However, it is the largest single revenue source for the General Fund. City Council is sensitive to the public's desire to maintain level property taxes, but inflationary pressure and future infrastructure needs will continue to have an effect on future millage rates. Values continued to increase an average of 7% per year. We anticipate a continuing increase in the next several years.

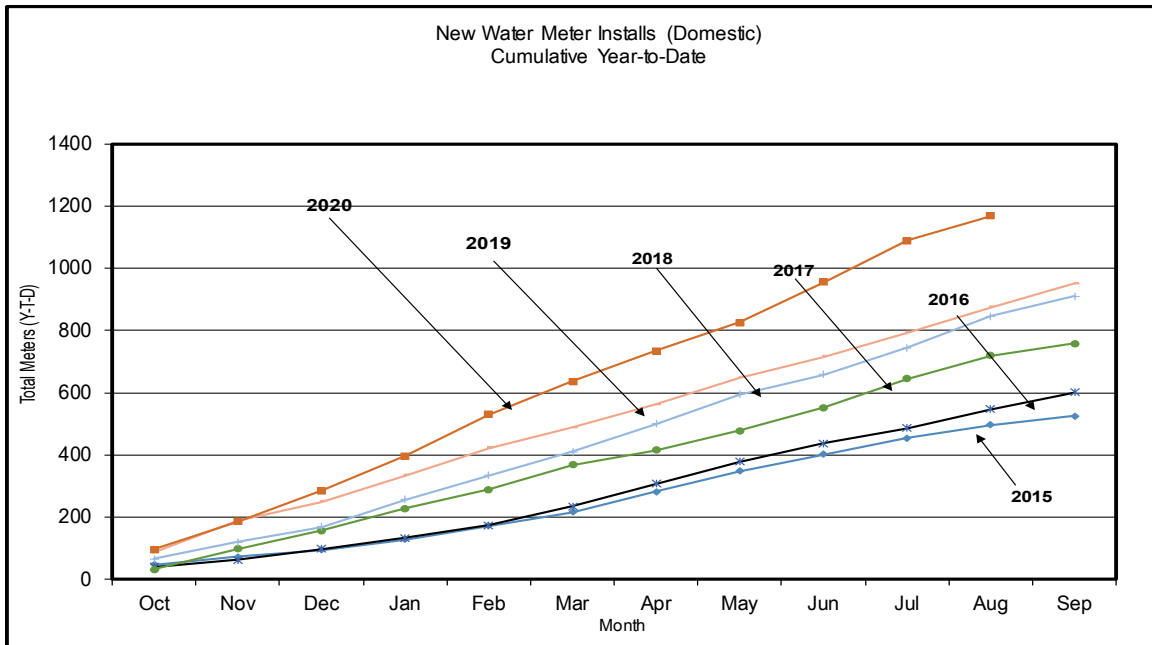


Other major sources of tax revenue for the General Fund include the Communication Services Tax and the Half-Cent Sales Tax. Although sales tax revenue has been increasing, the Communications Services Tax has been steadily declining. Continued pressure on General Fund revenue raises concerns about the ability to remain in compliance with the fund balance policy in future years.

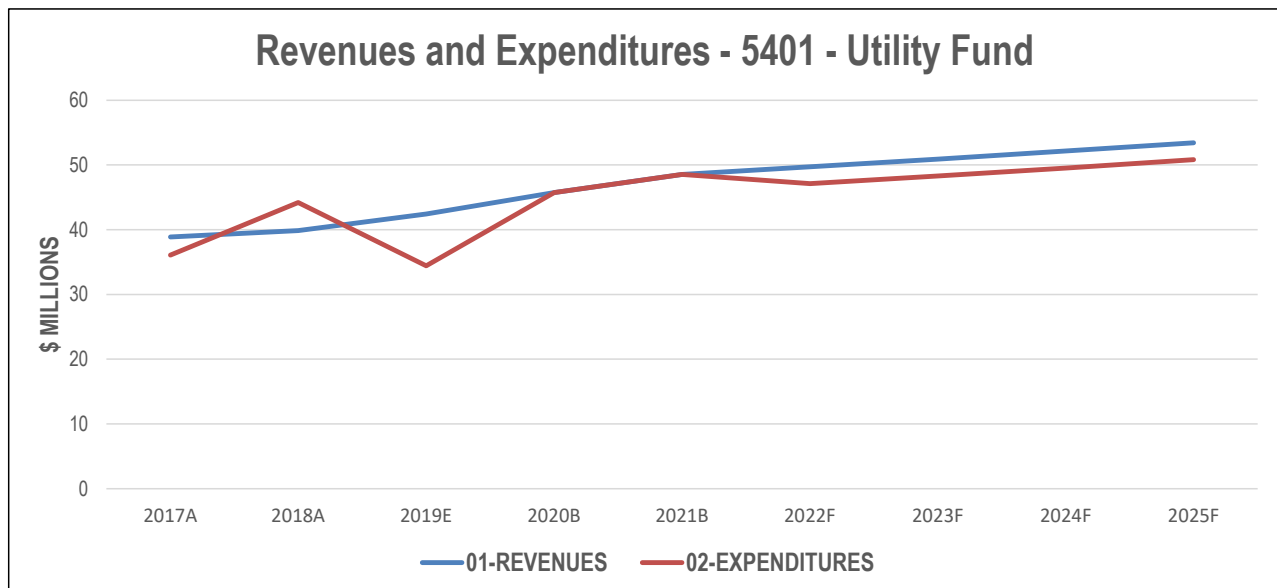


WATER & WASTEWATER UTILITY FUND

Growth is at an all time high in several years and the Water/Wastewater Utility Fund is feeling the impact of increased needs in utility services. Based on recent trends for new utility service accounts, residential building permits and population projections, an increase in growth in the current water and wastewater customer base is expected. To ensure revenues are sufficient to support the operation, maintenance and expansion of the water and sewer utility, the City enlisted the services of Public Resources Management Group (PRMG) to conduct a Water and Wastewater Revenue Sufficiency and Capital Facilities Fees Study in 2018. City Council took action to increase various utility rates including monthly base charges and per gallon charges and made adjustments to water and sewer capacity fees that are assessed for new construction. These increases will help ensure future funding in order to maintain the infrastructure of the water and sewer system.



Water and wastewater rates are indexed annually based on the June 30th consumer price index. Like transportation impact fees, water and wastewater impact fees are expected to increase 2% to 4% annually for the next two years as a result of an increase in new construction.

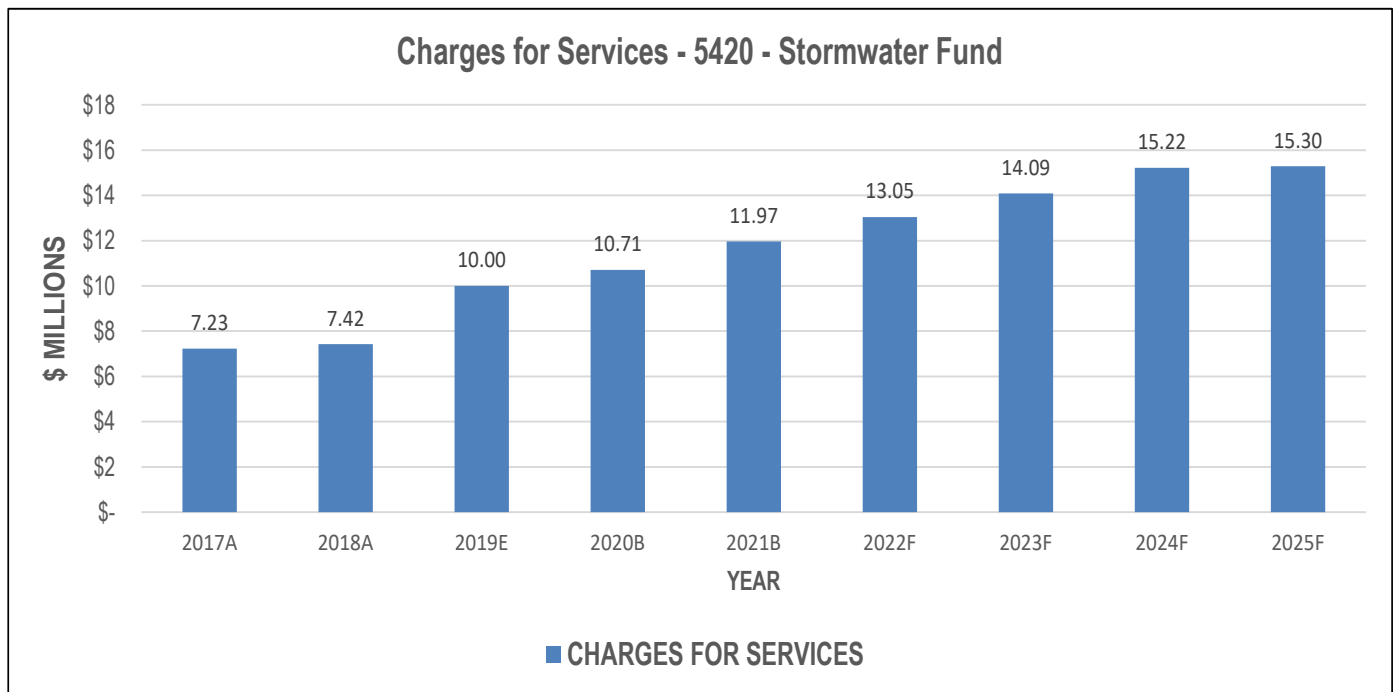


STORMWATER UTILITY FUND

In 2004, the City of Palm Coast established the Stormwater Utility Fund in order to support the maintenance and improvement needs of the City's stormwater system. Residential developed properties within the stormwater service area are currently billed a flat fee monthly while residential undeveloped properties are billed annually. For commercial and larger parcels, the fee is calculated based on a combination of factors including impervious and pervious area, the size of the parcel and the property's use. Some of these properties may also qualify for a reduced service credit.

Revenue generated by the stormwater fee is used solely for the maintenance and rehabilitation of the stormwater drainage system. Improvements and maintenance of the system is supported primarily by charges for service however, due to constricted revenue in this fund, a small portion of property taxes support the fund as well. Because both developed and undeveloped property are being charged a stormwater fee, revenue increases resulting from an increase in new development has historically been less than 1% per year.

The 2018 budget included funding for a stormwater fee rate study and City Council took action in October 2018 to increase Stormwater rates in order to fund this critical program for fiscal year 2019 and future years. Without this additional revenue, the City would have been unable to continue to fund its current Stormwater projects, programs and services in the future.





This page intentionally left blank



PALM COAST



Executive Summary



This page intentionally left blank

Summary of Major Budgetary Changes

Fiscal Year 2020 vs. 2021

Overall:

The Fiscal Year 2021 Approved Budget is \$38 million higher than that of Fiscal Year 2020, this is an increase of almost 3.3%

As a result of an increase in taxable values, the Fiscal Year 2021 Ad Valorem Tax Receipt revenue is projected to be 6% or \$1,583,181 higher than Fiscal Year 2020. Total taxable values have increased \$374 million with approximately \$160 million of this attributable to new construction.

The General Fund budget is increasing by 8% or \$3,526,489 over Fiscal Year 2020.

3 new firefighter / EMT positions are being added to the budget along with 1 new Finance Tech to support Stormwater

Water/Wastewater Utility:

Water/Wastewater Utility Fund revenue is projected to increase by approximately 4% over Fiscal Year 2020. This increase in revenue is attributed to a rate increases resulting from annual price indexing and an ongoing increase in development that is being projected to continue in Fiscal Year 2021.

Utility Fund expenditures are also projected to increase 6% over last year. This is being attributed to the increase in development and the resulting increased demand on the water and wastewater distribution system.

Stormwater:

Stormwater revenue and expenditures are budgeted to increase by \$ 391,547 over Fiscal Year 2020. Several large scale projects are included in the budget and will be funded by future debt and an increase in stormwater fees approved by City Council in 2019.



Budget Overview

FUND/DEPARTMENT	Adopted Fiscal Year 2021
General Fund	\$ 42,713,684
Special Revenue Funds	
CDBG fund	1,069,277
Police Education Fund	7,000
Special Events Fund	218,985
Neighborhood Stabilization Fund	66,264
Old Kings Road Special Assessment Fund	476,002
Local Business Development Program Fund	5,000
Streets Improvement Fund	8,319,384
SR100 Community Redevelopment Fund	2,135,600
Capital Funds	
Recreation Impact Fee Fund	4,615,000
Fire Impact Fee Fund	350,391
Transportation Impact Fee Fund	13,215,000
Capital Projects Fund	8,873,502
Enterprise Funds	
Water / Wastewater Utility Fund	48,523,870
Utility Capital Projects Fund	31,537,108
Solid Waste Fund	9,047,903
Stormwater Management Fund	17,460,973
Building Permits Fund	3,144,468
Information Technology Enterprise Fund	724,697
Internal Services Funds	
Self Insured Health Fund	6,010,047
Fleet Management Fund	7,538,232
Fleet Communication Fund	160,264
Facilities Maintenance Fund	1,411,419
Information Technology Internal Service Fund	3,660,903
Subtotal Budget All Funds	211,284,973
Less: Interfund Transfers	20,511,436
Total	<u>\$ 190,773,537</u>

Budget Summary

By Fund Type

Fund Type	Estimated Revenue	Operating Expenditures & Contingency	Capital Expenditures	Operating Transfers	Total Expenditures
General Fund	\$ 42,713,684	\$ 41,713,780	\$ 109,500	\$ 890,404	\$ 42,713,684
Special Revenue Funds					
CDBG Fund	1,069,277	1,021,081	-	48,196	1,069,277
Police Education Fund	7,000	7,000	-	-	7,000
Special Events Fund	218,985	218,985	-	-	218,985
Streets Improvement Fund	8,319,384	7,399,384	920,000	-	8,319,384
Neighborhood Stabilization Fund	66,264	66,264	-	-	66,264
OKR Special Assessment Fund	476,002	476,002	-	-	476,002
Local Business Development Program Fund	5,000	5,000	-	-	5,000
SR100 Community Redevelopment Fund	2,135,600	1,393,504	-	742,096	2,135,600
	12,297,512	10,587,220	920,000	790,292	12,297,512
Capital Project Funds					
Recreation Impact Fee Fund	4,615,000	-	4,615,000	-	4,615,000
Fire Impact Fee Fund	350,391	350,391	-	-	350,391
Transportation Impact Fee Fund	13,215,000	-	13,065,000	150,000	13,215,000
Capital Projects Fund	8,873,502	1,253,502	7,620,000	-	8,873,502
Sub-Total	27,053,893	1,603,893	25,300,000	150,000	27,053,893
Enterprise Funds					
Water/Wastewater Utility Fund	48,523,870	38,584,277	1,248,000	8,691,593	48,523,870
Utility Capital Projects Fund	31,537,108	1,712,108	29,825,000	-	31,537,108
Solid Waste Fund	9,047,903	9,047,903	-	-	9,047,903
Stormwater Management Fund	17,460,973	10,429,359	4,870,000	2,161,614	17,460,973
Building Permits & Inspections Fund	3,144,468	2,919,758	-	224,710	3,144,468
Information Technology Fund	724,697	421,240	284,183	19,274	724,697
Sub-Total	110,439,019	63,114,645	36,227,183	11,097,191	110,439,019
Internal Service Funds					
Self Insured Health Fund	6,010,047	6,010,047	-	-	6,010,047
Fleet Management Fund	7,538,232	2,739,985	4,498,247	300,000	7,538,232
Fleet Communications Fund	160,264	160,264	-	-	160,264
IT Internal Service Fund	3,660,903	3,563,474	97,429	-	3,660,903
Facilities Maintenance Fund	1,411,419	1,411,419	-	-	1,411,419
Sub-Total All Funds	211,284,973	130,904,727	67,152,359	13,227,887	211,284,973
Less: Interfund Charges and Transfers	20,511,436				20,511,436
Total	\$ 190,773,537				\$ 190,773,537

Budget Summary

By Function

	General Fund	Enterprise Funds	Internal Services Funds	Special Revenue Funds	Capital Projects Funds	Total Funds
Cash Balances Brought Forward	\$ 1,853,244	\$ 19,700,710	\$ 915,083	\$ 5,650,479	\$ 8,760,501	\$ 36,880,017
<u>ESTIMATED REVENUES</u>						
TAXES: Millage Per \$1,000						
Advalorem Taxes: 4.6989	\$ 25,778,616	\$ 523,121	\$ -	\$ -	\$ -	\$ 26,301,737
Sales, Use, and Fuel Taxes	2,500,027	-	-	1,863,000	2,405,000	6,768,027
Telecommunication Service Tax	2,206,616	-	-	-	-	2,206,616
Local Business Tax	435,000	-	-	-	-	435,000
Permits, Fees and Special Assessments	1,146,150	-	-	326,002	-	1,472,152
Intergovernmental Revenue	196,900	488,908	-	2,547,643	6,550,000	9,783,451
Charges for Services	5,624,323	75,116,592	10,908,511	160,997	3,338,466	95,148,889
Fines & Forfeitures	476,000	-	-	7,000	-	483,000
Interest Revenue	50,000	400,000	-	-	-	450,000
Miscellaneous Revenues	27,500	12,000	170,000	-	-	209,500
Non Revenues	-	-	6,010,047	-	20,000	6,030,047
Transfers from Other Funds	1,104,117	5,687,888	777,224	932,234	5,979,926	14,481,389
Debt Proceeds	-	8,509,800	-	-	-	8,509,800
Total Revenues and other Financing Sources	\$ 40,860,440	\$ 90,738,309	\$ 17,865,782	\$ 6,647,033	\$ 18,293,392	\$ 174,404,956
Total Estimated Revenues and Balances	\$ 42,713,684	\$ 110,439,019	\$ 18,780,865	\$ 12,297,512	\$ 27,053,893	\$ 211,284,973
Less: Interfund Transfers						20,511,436
Net Revenues						<u>\$ 190,773,537</u>
<u>EXPENDITURES/EXPENSES</u>						
General Government	\$ 12,522,203	\$ -	\$ -	\$ 166,048	\$ 7,620,000	\$ 20,308,251
Public Safety	13,990,078	2,919,758	-	7,000	-	16,916,836
Physical Environment	-	81,440,997	-	-	-	81,440,997
Transportation	7,708,877	-	-	8,369,384	13,065,000	29,143,261
Economic Environment	511,002	431,240	-	1,342,345	-	2,284,587
Culture/Recreation	6,441,120	-	-	218,985	4,615,000	11,275,105
Internal Service	-	-	18,217,505	-	-	18,217,505
Debt Service	-	14,549,833	-	1,263,062	-	15,812,895
Transfers to Other Funds	890,404	11,097,191	300,000	790,292	1,403,502	14,481,389
Total Expenditures/Expenses	\$ 42,063,684	\$ 110,439,019	\$ 18,517,505	\$ 12,157,116	\$ 26,703,502	\$ 209,880,826
Reserves	650,000	-	263,360	140,396	350,391	1,404,147
Total Appropriated Expenditures and Reserves	\$ 42,713,684	\$ 110,439,019	\$ 18,780,865	\$ 12,297,512	\$ 27,053,893	\$ 211,284,973
Less: Interfund Transfers						20,511,436
Net Expenditures						<u>\$ 190,773,537</u>

Budget Summary

By Division

FUND/DIVISION	Actual FY 19	Adopted FY 20	Adopted FY 21
General Fund			
City Council	\$ 146,896	\$ 136,621	\$ 156,032
City Manager	346,010	443,100	456,532
Communications and Marketing	432,488	436,423	542,883
Economic Development	344,593	473,341	511,002
City Clerk	158,050	274,073	305,445
Human Resources	637,696	651,133	672,160
Law Enforcement	3,505,503	3,680,779	4,035,818
City Attorney	449,110	640,579	544,231
Financial Services	1,246,019	1,431,452	1,621,808
Fire	8,840,379	9,588,552	9,968,010
Construction Management & Engineering	1,075,921	965,889	761,009
Tennis Center	312,843	349,497	350,811
Golf Course	1,387,565	1,481,097	1,548,984
Parks and Recreation	1,542,356	1,669,237	1,818,794
Aquatics Center	365,108	301,796	423,345
Non-Departmental	3,147,543	2,704,091	3,993,265
Planning	1,471,713	1,557,995	2,054,790
Code Enforcement	2,642,934	2,785,094	2,862,032
Streets	6,247,400	7,508,683	7,761,623
Parks/Facilities	1,929,364	2,107,763	2,325,110
Total General Fund	\$ 36,229,491	\$ 39,187,195	\$ 42,713,684
Water/Wastewater Utility Fund			
Water/Wastewater Utility Customer Service	1,594,705	1,095,221	1,151,960
Water/Wastewater Utility Finance	-	599,307	618,787
Water/Wastewater Utility Construction Management & Engineering	473,301	541,509	553,366
Water/Wastewater Utility Administration	904,087	1,134,406	1,224,110
Wastewater Pumping	943,612	1,295,437	1,328,282
Wastewater Collection	2,889,082	3,375,333	3,339,649
Wastewater Treatment Plant #1	1,910,749	2,156,023	2,310,497
Wastewater Treatment Plant #2	996,802	1,166,043	1,273,786
Water Plant #1	2,415,567	2,992,605	3,018,788
Water Plant #2	1,816,475	2,049,585	2,036,107
Water Plant #3	1,232,455	1,475,966	1,533,772
Water Quality	853,420	950,600	963,188
Water Distribution	3,833,189	4,574,326	4,853,119
Non-Departmental	17,231,482	22,100,534	24,318,459
Total Utility Fund	\$ 37,094,926	\$ 45,506,895	\$ 48,523,870

Budget Summary

By Division

FUND/DIVISION	Actual FY 19	Adopted FY 20	Adopted FY 21
CDBG Fund	\$ 373,710	\$ 412,112	\$ 1,069,277
Police Education Fund	7,000	7,075	7,000
Distaster Reserve Fund	108,046	561,500	-
Special Events Fund	149,731	259,314	218,985
Streets Improvement Fund	1,504,150	4,581,619	8,319,384
Recreation Impact Fee Fund	649,533	963,186	4,615,000
Fire Impact Fee Fund	3,340	290,500	350,391
Development Special Projects Fund	1,420	6,210	-
Transportation Impact Fee Fund	1,093,663	4,345,513	13,215,000
Neighborhood Stabilization Fund	-	-	66,264
Old Kings Road Special Assessment Fund	257,497	607,502	476,002
Local Business Development Fund	4,575	2,390	5,000
SR100 Community Redevelopment Fund	1,986,010	2,088,417	2,135,600
Capital Projects Fund	2,553,391	7,295,282	8,873,502
Utility Capital Projects Fund	10,258,208	17,439,732	31,537,108
Solid Waste Fund	8,559,838	8,936,032	9,047,903
Stormwater Management Fund	7,036,796	17,069,426	17,460,973
Building Permits Fund	1,860,476	2,915,973	3,144,468
Information Technology Enterprise Fund	1,118,008	672,559	724,697
Information Technology Internal Service Fund	2,966,740	3,355,503	3,660,903
Self Insured Health Fund	4,206,501	5,581,294	6,010,047
Fleet Management Fund	4,110,754	7,565,664	7,538,232
Communications Fund	8,281	1,272,000	160,264
Facilities Maintenance Fund	860,251	1,104,656	1,411,419
Total All Funds	\$ 123,002,335	\$ 172,027,549	\$ 211,284,973
Less: Interfund Transfers	24,727,210	21,793,306	20,511,436
Total	\$ 98,275,126	\$ 150,234,243	\$ 190,773,537

Revenue

AD VALOREM TAXES: The property tax is based on the value of real and personal property. Each year the county property appraiser determines the total assessed value of each parcel of property in Palm Coast. After subtracting all lawful exemptions, the remaining value is the taxable value. Ad valorem property taxes are based on the taxable value. The property tax is calculated by multiplying the taxable value by .001 and then multiplying this number by the rate of taxation, or the millage rate. The Flagler County Tax Collector collects and distributes the taxes to each taxing authority. This is considered to be general revenue for general purposes of the government entity.

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

COMMUNICATIONS SERVICES TAXES: This tax is collected by the State. The tax revenues, less the DOR’s administrative cost deduction are distributed monthly to the appropriate jurisdictions. The tax is charged on telecommunications, video, direct-to-home satellite and related services. This tax may be used for any public purpose.

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

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

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

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

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

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

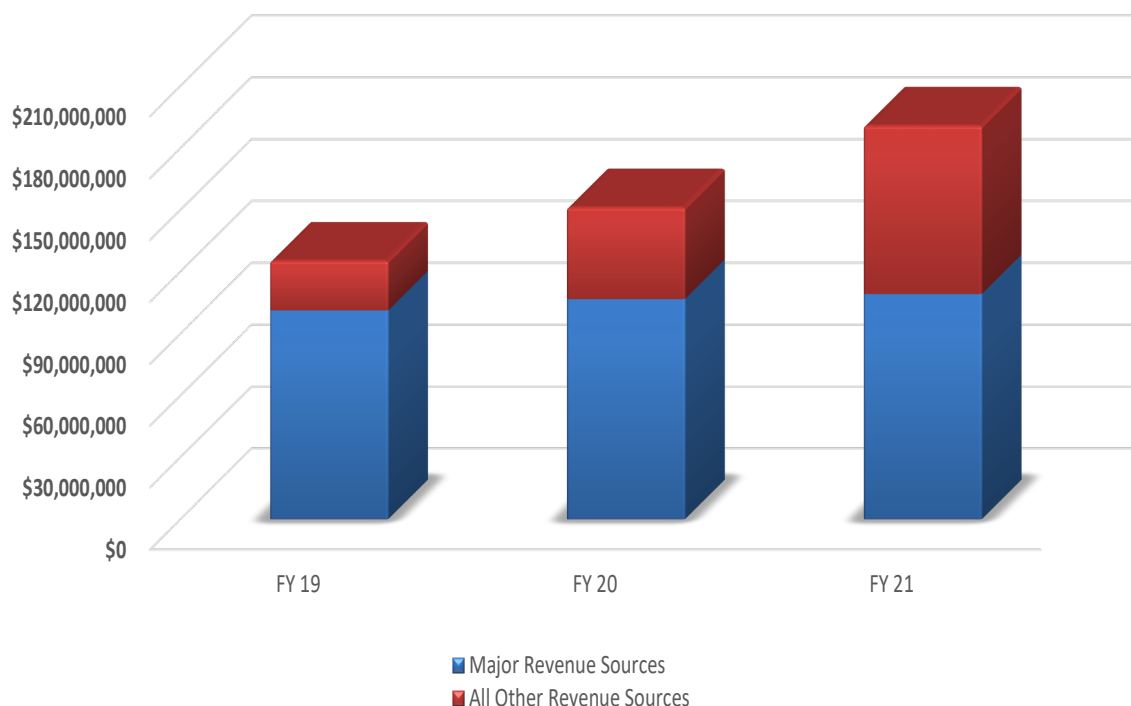
PERMITS, FEES AND SPECIAL ASSESSMENTS: According to Section 205.042, Florida Statutes, a municipality may levy a local business tax receipt for the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction. This revenue also includes the Old King’s Road special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

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

Major Revenue Sources

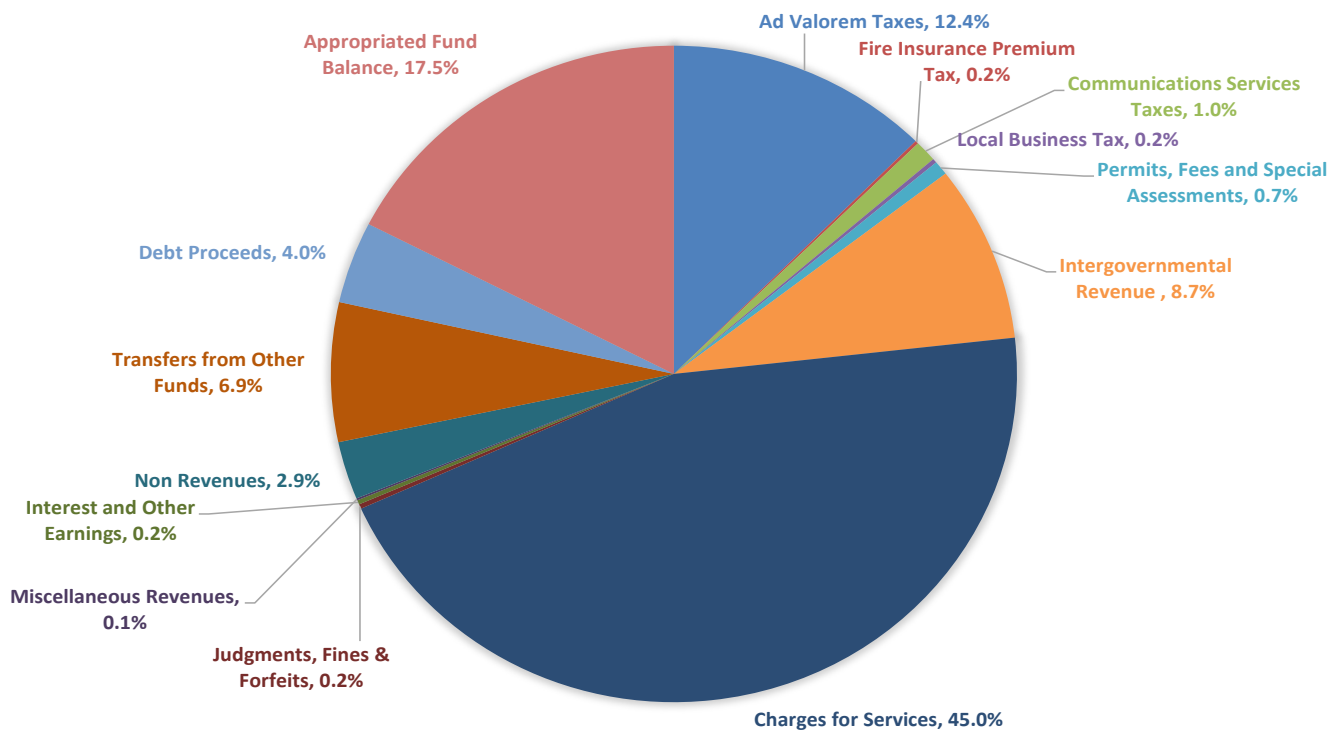
SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21
Ad Valorem Taxes	\$ 22,649,601	\$ 24,718,556	\$ 26,301,737
Local Option, Use and Fuel Tax	8,258,792	6,610,255	6,768,027
Telecommunication Service Tax	2,265,385	2,279,670	2,206,616
Transportation Impact Fees	2,404,373	2,400,000	2,000,000
Water Sales	24,152,514	26,300,000	26,824,727
Wastewater Charges	16,399,237	17,933,201	18,309,611
Water Impact Fee	3,240,514	3,335,000	3,121,200
Wastewater Impact Fee	3,244,705	3,318,000	2,632,212
Solid Waste Charges	8,670,086	8,924,032	9,047,903
Stormwater Utility Fee	9,932,424	10,913,420	11,970,602
Debt Proceeds	-	5,375,000	8,509,800
Appropriated Fund Balance	-	9,713,330	36,880,017
All Other Sources	48,791,381	50,207,085	56,712,521
TOTAL	\$ 150,009,012	\$ 172,027,549	\$ 211,284,973
Less: Interfund Transfers	24,727,210	21,793,306	20,511,436
Total Less Interfund Transfers	\$ 125,281,802	\$ 150,234,243	\$ 190,773,537

Major Revenue Sources	101,217,631	106,732,134	109,182,635
All Other Revenue Sources	24,064,172	43,502,109	81,590,902
	\$ 125,281,802	\$ 150,234,243	\$ 190,773,537



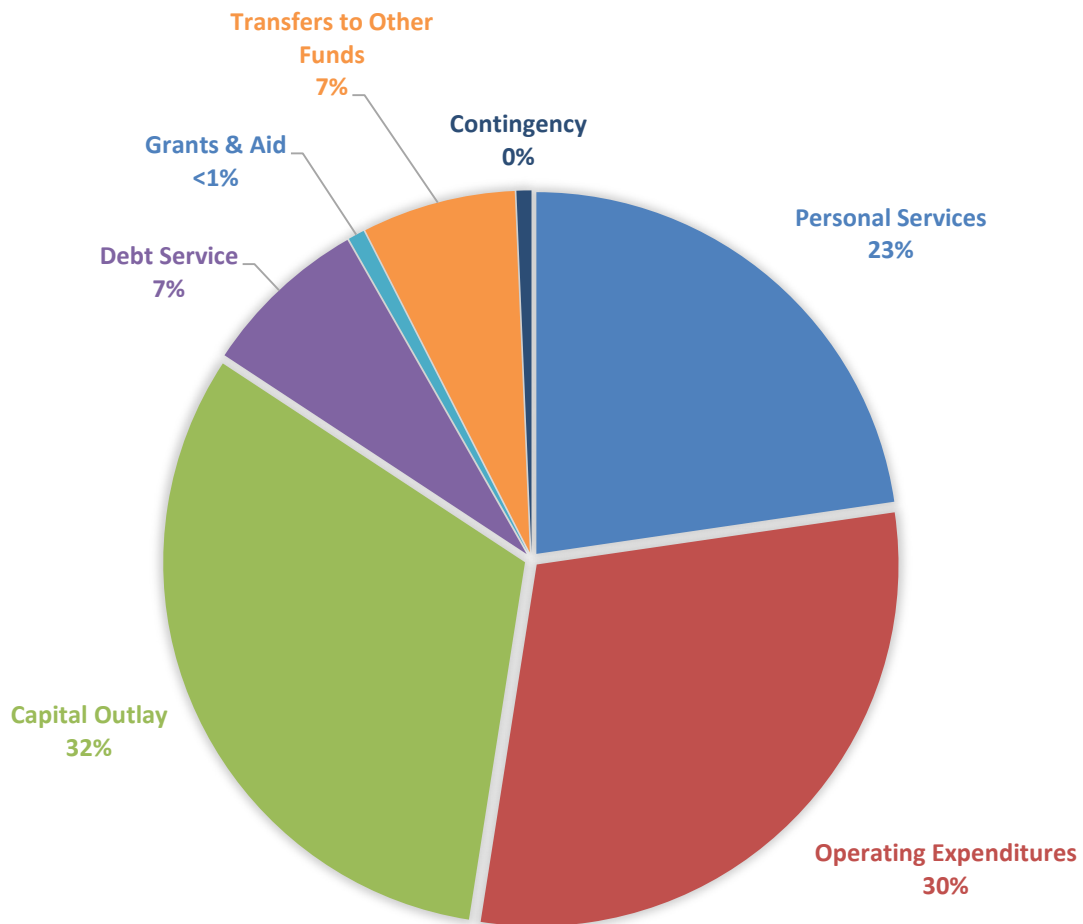
Revenue By Sources

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21
Ad Valorem Taxes	\$ 22,649,601	\$ 24,718,556	\$ 26,301,737
Fire Insurance Premium Tax	247,471	325,000	325,000
Communications Services Taxes	2,265,385	2,279,670	2,206,616
Local Business Tax	520,733	435,000	435,000
Permits, Fees and Special Assessment	1,480,837	1,110,650	1,472,152
Intergovernmental Revenue	13,375,261	14,744,649	18,351,826
Charges for Services	80,534,670	88,909,514	95,148,889
Judgments, Fines & Forfeits	669,127	478,000	483,000
Interest and Other Earnings	3,332,871	1,644,983	450,000
Miscellaneous Revenues	205,845	499,891	209,500
Non Revenues	12,238,720	10,031,001	6,030,047
Transfers from Other Funds	12,488,490	11,762,305	14,481,389
Debt Proceeds	-	5,375,000	8,509,800
Appropriated Fund Balance	-	9,713,330	36,880,017
TOTAL	\$ 150,009,012	\$ 172,027,549	\$ 211,284,973
Less: Interfund Transfers	24,727,210	21,793,306	20,511,436
Total Less Interfund Transfers	\$ 125,281,802	\$ 150,234,243	\$ 190,773,537



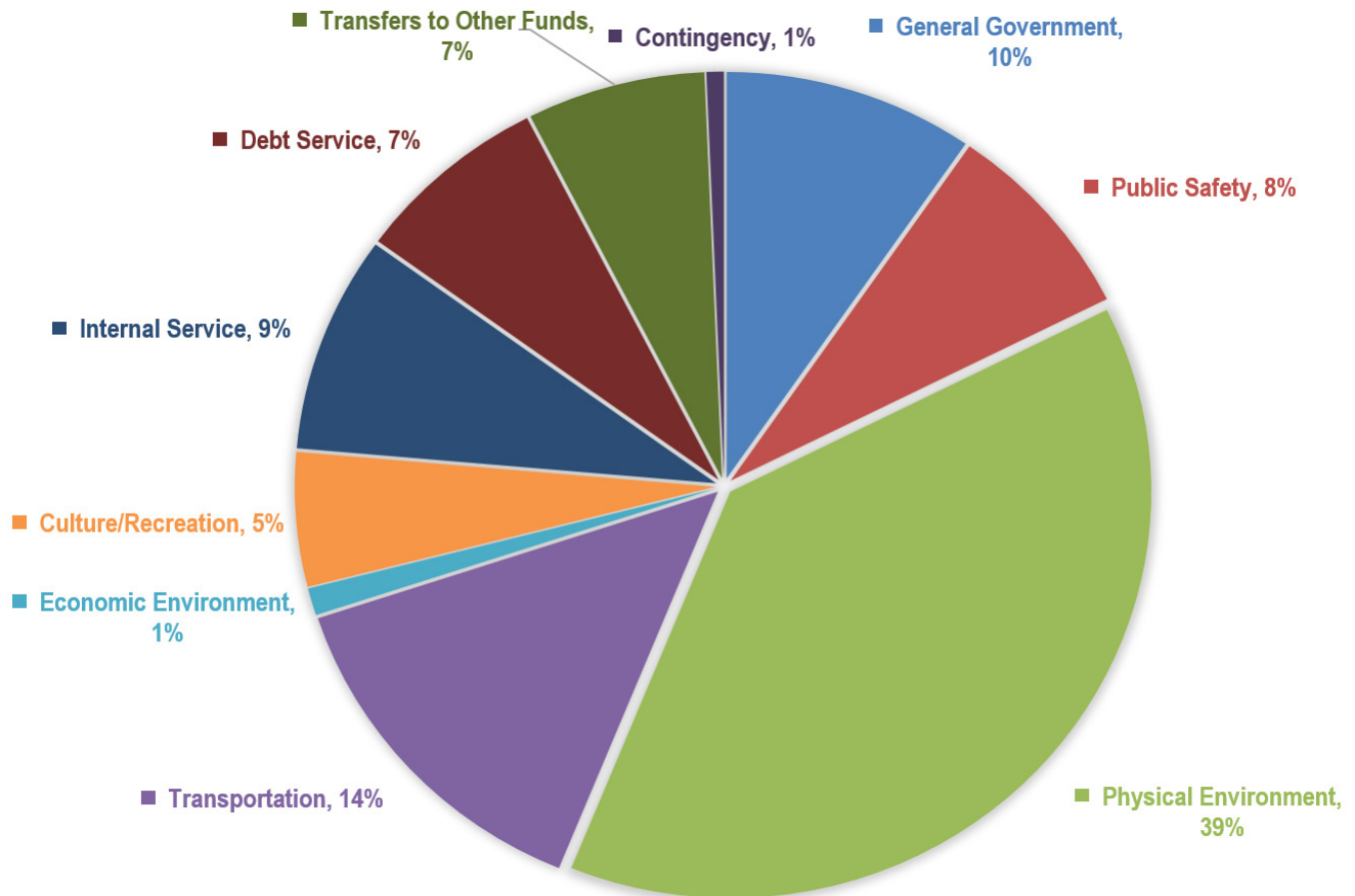
Expenditures By Category

CATEGORY	Actual FY 19	Adopted FY 20	Adopted FY 21
Personal Services	\$ 38,287,825	\$ 45,052,079	\$ 47,951,623
Operating Expenditures	46,680,563	54,705,042	62,929,560
Capital Outlay	18,976,435	39,898,453	67,152,359
Debt Service	6,460,968	15,203,621	15,812,895
Grants & Aid	108,054	143,000	1,553,000
Transfers to Other Funds	12,488,491	11,762,305	14,481,389
Contingency	-	6,180,105	1,404,147
TOTAL	\$ 123,002,335	\$ 172,944,605	\$ 211,284,973
Less: Interfund Transfers	26,280,140	21,793,306	20,511,436
	\$ 96,722,196	\$ 151,151,299	\$ 190,773,537



Expenditures By Function

FUNCTION	Actual FY 19	Adopted FY 20	Adopted FY 21
General Government	\$ 11,020,380	\$ 12,509,550	\$ 20,308,251
Public Safety	14,294,918	16,364,651	16,916,836
Physical Environment	50,580,951	65,399,244	81,440,997
Transportation	8,484,721	12,929,183	29,143,261
Economic Environment	481,323	1,055,343	2,284,587
Culture/Recreation	7,160,559	11,660,241	11,275,105
Internal Service	12,040,251	18,296,328	18,217,505
Debt Service	6,460,968	15,203,621	15,812,895
Transfers to Other Funds	12,478,266	11,762,305	14,481,389
Contingency	-	6,847,083	1,404,147
TOTAL	\$ 123,002,335	\$ 172,027,549	\$ 211,284,973
Less: Interfund Transfers	24,727,210	21,793,306	20,511,436
Total Less Interfund Transfers	\$ 98,275,126	\$ 150,234,243	\$ 190,773,537



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.

The City of Palm Coast owes \$71,760,000 in revenue bonds, net of premiums, used for the purchase and expansion of the utility system. There are State Revolving Fund loans and bank loans totaling \$89,703,092 primarily for utility and stormwater improvements. The City also has two CRA revenue loans for redevelopment costs with a balance of \$6,261,809 at year end. The remainder of the long-term debt is made up of compensated absences, and unfunded OPEB liability, and a net pension liability. The total long-term debt of the City is \$165,807,745.



Long-Term Debt Schedule

Issue	Final Maturity	Original Amount	Principal Outstanding at 09/30/20
OKR Special Assessment Loan	2043	\$ 5,284,036	\$ 4,344,653
Bank Loans	2025	\$ 82,994,000	\$ 58,593,809
State Revolving Fund Loans	2030	\$ 37,955,856	\$ 31,109,283
Utility System Revenue Bonds	2036	\$ 89,600,000	\$ 71,760,000
TOTALS		\$ 215,833,892	\$ 165,807,745

Fund	Principal Outstanding at 09/30/20
Utility Fund	\$ 144,452,506
Stormwater Fund	\$ 10,748,777
SR100 CRA Fund	\$ 6,261,809
Totals not including interfund loan:	\$ 161,463,092
Utility interfund loan to the OKR Special Assessment District	\$ 4,344,653
Total:	\$ 165,807,745

Year	Principal	Interest	Total
2020	\$ 10,602,289	\$ 5,100,807	\$ 15,703,096
2021	\$ 10,931,420	\$ 4,761,252	\$ 15,692,672
2022	\$ 11,278,189	\$ 4,408,342	\$ 15,686,531
2023	\$ 10,763,617	\$ 4,041,907	\$ 14,805,525
2024	\$ 22,716,537	\$ 3,686,106	\$ 26,402,643
2025-2029	\$ 49,694,799	\$ 12,875,520	\$ 62,570,319
2030-2034	\$ 40,173,066	\$ 4,723,529	\$ 44,896,595
2035-2039	\$ 8,789,961	\$ 642,704	\$ 9,432,664
2040-2043	\$ 857,866	\$ 86,012	\$ 943,879
Totals:	\$ 165,807,745	\$ 40,326,178	\$ 206,133,923



PALM COAST



Budget Detail by Fund

Funds

The City of Palm Coast utilizes a fund structure as outlined in the accounting regulations that govern units of local government. A fund is a fiscal and accounting entity which is segregated for the purpose of conducting specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Funds are divided into various types according to the legal restrictions imposed upon them or by their uses.

FUND TYPES:

Funds described on the pages that follow are consistent with the Comprehensive Annual Financial Report.

GOVERNMENTAL FUNDS

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

1. **General Fund** The general fund of a government unit serves as the primary reporting vehicle for current government operations. The general fund is used to account for all current financial resources, with the exception of those required to be accounted for in another fund. Historically, less than 1% of the total expenditures in the General Fund are allocated for capital purchases. The largest impact to this fund as it relates to expenditures is in operating costs.
2. **Capital Project Funds** The capital projects funds account for the cost of new and expanded facilities, rehabilitation or replacement of existing facilities and other associated costs related to expansion and increasing capacity. This includes the Fire, Recreation and Transportation Impact Fee Funds and the Capital Projects Funds.
3. **Special Revenue Funds** The special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. These include funds for Police Education, the CDBG program, our Disaster Reserve, funding of the Streets Improvement program as well as several others.

PROPRIETARY FUNDS

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

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

Funds

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

FUND BALANCES:

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

GENERAL FUND

In the General Fund, the primary purpose of reserve retention is to fund unforeseen occurrences. These unforeseen occurrences are funded only upon specific appropriation by the City Council. City policy is to maintain General Fund reserves between 10% and 20% of the annual budget.

ENTERPRISE FUNDS

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

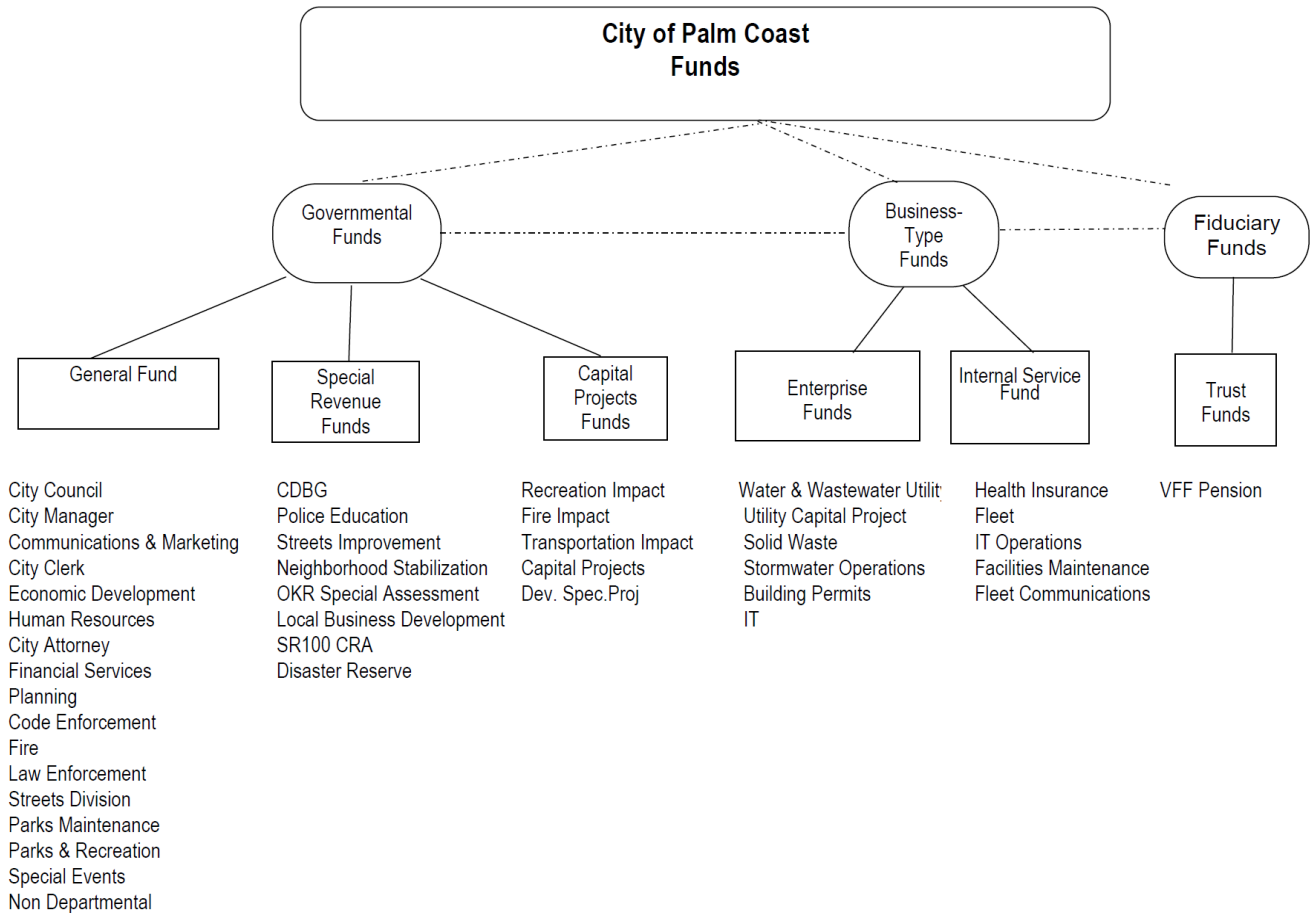
INTERNAL SERVICE FUNDS

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

SPECIAL REVENUE FUNDS

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

Budget Fund Structure



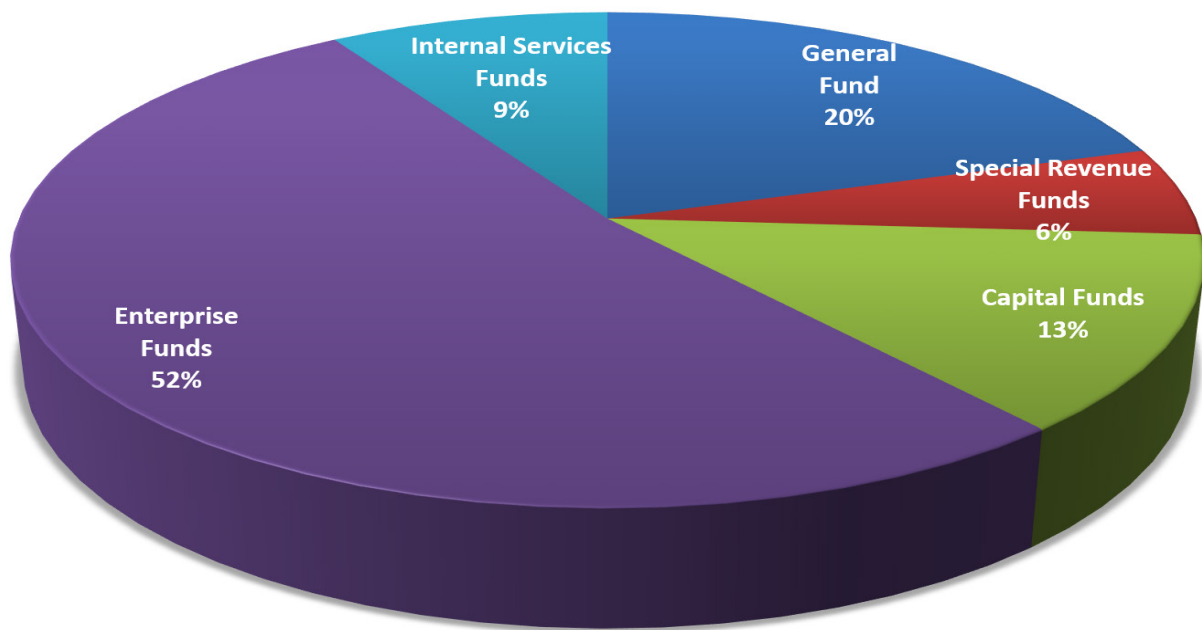
Estimated Fund Balances

FUND	Available Fund Balance 09/30/19	Estimated Fund Balance 09/30/20	Net Annual Revenues (Expenditures)	Available Fund Balance 09/30/21
General	\$ 9,996,933	\$ 10,563,592	\$ (1,203,244)	\$ 9,360,348
Police Education	2,675	2,675	-	2,675
Disaster Reserve	2,861,815	3,032,215	-	3,032,215
Special Events	341,334	341,334	(32,988)	308,346
Streets Improvement	6,025,168	5,582,131	(5,546,227)	35,904
Recreation Impact Fee	801,138	588,495	(81,327)	507,168
Fire Impact Fee	1,230,573	1,501,073	350,391	1,851,464
Development Special Projects	397,290	399,215	-	399,215
Transportation Impact Fee	5,673,341	7,654,180	(6,215,000)	1,439,180
Neighborhood Stabilization	66,264	66,264	(66,264)	-
Old Kings Road Special Assessment	522,349	748,849	100,000	848,849
Local Business Development Program Fund	7,398	5,008	(5,000)	8
SR 100 Community Redevelopment	917,056	1,584,034	40,396	1,624,430
Capital Projects	8,493,609	4,896,774	(2,464,174)	2,432,600
Water and Wastewater Utility	18,037,327	18,124,253	(2,159,892)	15,964,361
Water & Wastewater Utility Capital Projects	23,355,131	20,219,679	(12,706,900)	7,512,779
Solid Waste	1,734,228	1,734,228	-	1,734,228
Stormwater Management	4,973,224	6,318,354	(3,007,450)	3,310,904
Building Permits	4,071,247	3,413,274	(1,826,468)	1,586,806
Information Technology Enterprise	958,077	1,081,514	-	1,081,514
Health Insurance	4,665,734	4,665,734	-	4,665,734
Fleet Management	7,215,921	7,603,361	(915,083)	6,688,278
Fleet Communications Fund	1,389,494	411,494	100,264	511,758
Facilities Fund	315,551	346,606	46,871	393,477
Information Technology Operations	456,307	608,601	116,225	724,826
	\$ 104,509,184	\$ 101,492,937	\$ (35,475,870)	\$ 66,017,067

CHANGES IN FUND BALANCES

There is an overall decrease of approximately \$35.4 million projected from fiscal year 2020 to 2021. This is primarily due to an increase in capital spending fueled by development, particularly in the area of streets improvement, parks, water and wastewater infrastructure.

Total of All Funds



■ General Fund
■ Special Revenue Funds
■ Capital Funds
■ Enterprise Funds
■ Internal Services Funds

Total All Funds				
\$211,284,973				
General Fund	Special Revenue	Capital Funds	Enterprise Funds	Internal Services Funds
\$ 42,713,684	\$ 12,297,512	\$27,053,893	\$ 110,439,019	\$ 18,780,865
20%	6%	13%	52%	9%

General Fund

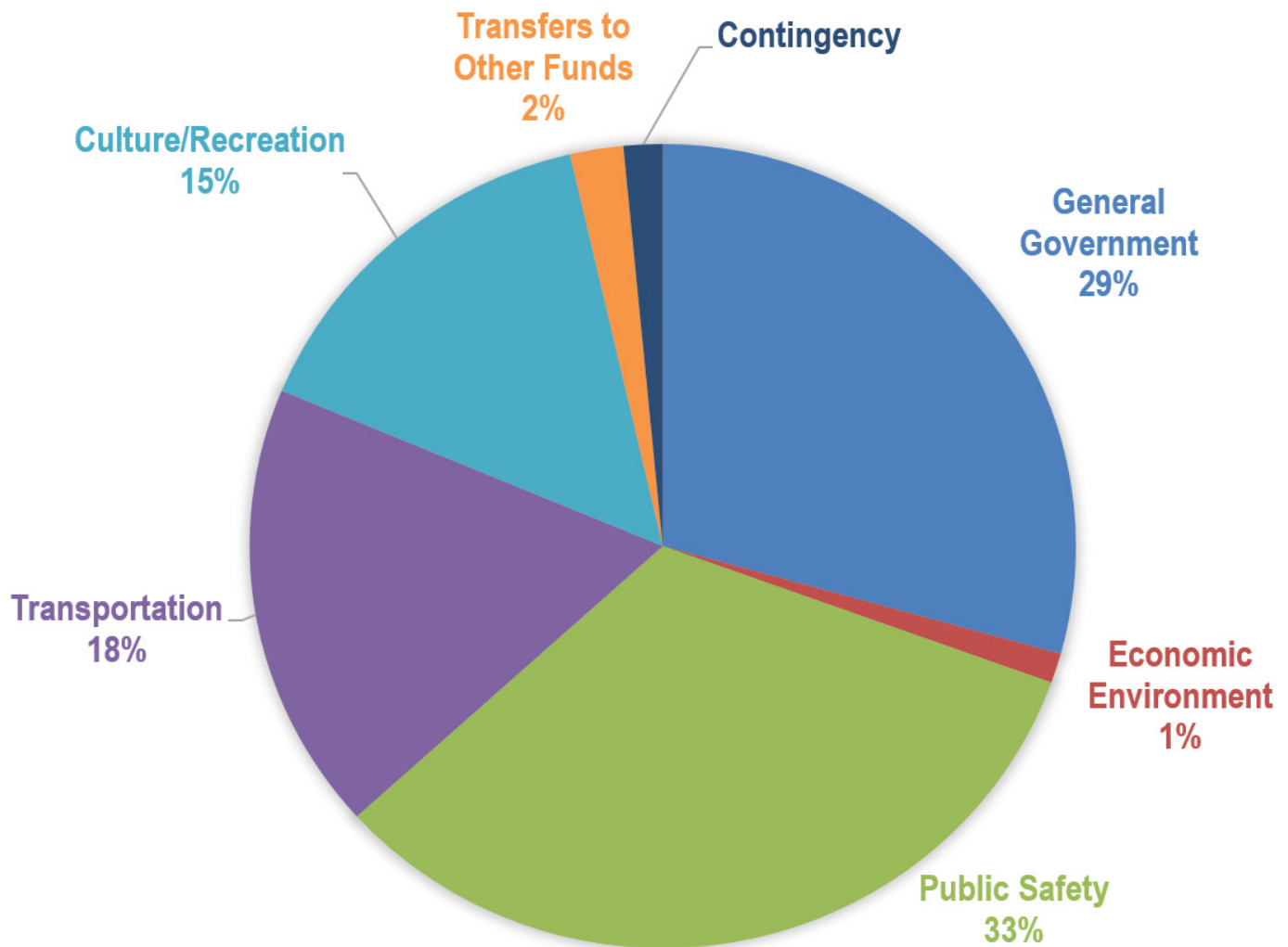
The City of Palm Coast's primary governmental fund is the General Fund. The largest impact to this fund as it relates to expenditures is in personnel and operating costs. The single largest revenue source is ad valorem taxes.

SOURCE	Revenues		
	Actual FY 19	Adopted FY 20	Adopted FY 21
Ad Valorem Taxes	\$ 22,129,601	\$ 24,197,000	\$ 25,778,616
Fire Insurance Premium Tax	247,471	325,000	325,000
Communications Services Taxes	2,265,385	2,279,670	2,206,616
Local Business Tax	520,733	435,000	435,000
Permits, Fees and Special Assessm	1,147,717	1,110,650	1,146,150
Intergovernmental Revenue	4,356,695	3,729,198	3,687,118
Charges for Services	5,688,677	5,321,899	5,624,323
Judgments, Fines & Forfeits	661,829	471,000	476,000
Interest and Other Earnings	415,205	275,000	50,000
Miscellaneous Revenues	181,612	26,250	27,500
Transfers from Other Funds	957,620	1,016,528	1,104,117
Appropriated Fund Balance	-	-	1,853,244
TOTAL	\$ 38,572,545	\$ 39,187,195	\$ 42,713,684

Expenditures	Expenditures		
	Actual FY 19	Adopted FY 20	Adopted FY 21
Personal Services	\$ 19,378,603	\$ 20,703,691	\$ 22,348,577
Operating Expenses	13,970,226	15,529,985	17,172,203
Capital Outlay	36,787	99,600	109,500
Grants & Aid	98,054	133,000	1,543,000
Transfers to Other Funds	2,745,820	2,054,260	890,404
Contingency	-	666,659	650,000
TOTAL	\$ 36,229,491	\$ 39,187,195	\$ 42,713,684

General Fund Expenditures by Function

FUNCTION	Actual FY 19	Adopted FY 20	Adopted FY 21
General Government	\$ 9,548,199	\$ 10,224,029	\$ 12,522,203
Public Safety	12,345,882	13,115,081	13,990,078
Economic Environment	344,593	473,341	511,002
Transportation	6,072,870	7,088,187	7,708,877
Culture/Recreation	5,172,128	5,565,638	6,441,120
Transfers to Other Funds	2,745,820	2,054,260	890,404
Contingency	-	666,659	650,000
TOTAL	\$ 36,229,491	\$ 39,187,195	\$ 42,713,684



General Fund Five-Year Forecast

	2019 Actual	2020 Budget	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
BEGINNING FUND BALANCE	\$ 7,836,672	\$ 10,179,724	\$ 10,179,724	\$ 10,179,724	\$ 9,567,339	\$ 8,289,689	\$ 6,299,164	\$ 3,544,657
REVENUES & SOURCES								
AD Valorem Taxes	\$ 22,129,601	\$ 24,097,878	\$ 25,778,616	\$ 26,358,635	\$ 26,951,704	\$ 27,558,117	\$ 28,178,175	\$ 28,812,184
Sales, Use and Fuel Tax	247,471	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Telecommunications Services Tax	2,265,385	2,279,670	2,206,616	2,184,550	2,162,704	2,141,077	2,119,667	2,098,470
Local Business Tax	520,733	435,000	435,000	435,000	435,000	435,000	435,000	435,000
Permits, Fees and Special Assessments	1,147,717	940,000	980,500	1,009,915	1,040,212	1,071,419	1,103,561	1,136,668
Intergovernmental Revenue	4,356,695	4,331,681	3,687,118	3,826,727	3,971,920	4,122,921	4,279,961	4,443,284
Charges for Services	2,537,407	2,426,271	2,066,700	2,108,034	2,150,195	2,193,199	2,237,063	2,281,804
Fines and Forfeitures	661,829	411,000	476,000	476,000	476,000	476,000	476,000	476,000
Miscellaneous Revenues	181,612	49,600	27,500	27,695	27,896	28,103	28,316	28,535
Interest Revenue	415,205	163,500	50,000	50,000	50,000	50,000	50,000	50,000
Transfers-In from Other Funds	4,108,890	6,175,481	6,680,634	6,926,345	7,173,824	7,432,250	7,702,260	7,984,547
TOTAL REVENUES AND SOURCES	\$ 38,572,545	\$ 41,635,081	\$ 42,713,684	\$ 43,727,900	\$ 44,764,455	\$ 45,833,085	\$ 46,935,003	\$ 48,071,492
% Annual Change	9.6%	7.9%	2.6%	2.4%	2.4%	2.4%	2.4%	2.4%
EXPENDITURES & USES, BY FUNCTION								
City Council	\$ 146,896	\$ 174,531	\$ 156,032	\$ 161,321	\$ 166,819	\$ 172,533	\$ 178,474	\$ 184,652
Administration	5,515,489	7,235,008	7,025,518	7,229,815	7,435,311	7,648,733	7,870,489	8,101,023
Public Works	6,247,400	10,381,754	10,086,733	10,544,226	10,981,402	11,440,086	11,921,601	12,427,380
Financial Services	1,246,022	1,007,696	1,621,808	1,700,241	1,778,322	1,860,354	1,946,568	2,037,214
Community Development	4,114,647	4,499,935	4,916,822	5,143,873	5,370,823	5,609,145	5,859,523	6,122,696
Fire	8,840,379	9,426,294	9,968,010	10,329,823	10,780,195	11,253,108	11,749,928	12,272,129
Law Enforcement	3,505,503	3,680,779	4,035,818	4,126,624	4,219,473	4,314,411	4,411,485	4,510,744
Engineering	1,075,921	1,075,040	761,009	800,172	839,299	880,535	924,015	969,887
Parks and Recreation	5,537,236	4,154,044	4,141,934	4,304,190	4,470,461	4,644,704	4,827,425	5,019,171
TOTAL EXPENDITURES AND USES	\$ 36,229,493	\$ 41,635,081	\$ 42,713,684	\$ 44,340,285	\$ 46,042,106	\$ 47,823,610	\$ 49,689,510	\$ 51,644,896
SURPLUS/(DEFICIT)	2,343,052	-	-	(612,385)	(1,277,650)	(1,990,525)	(2,754,507)	(3,573,404)
Adjustments	-	-	-	-	-	-	-	-
ENDING FUND BALANCE	\$ 10,179,724	\$ 10,179,724	\$ 10,179,724	\$ 9,567,339	\$ 8,289,689	\$ 6,299,164	\$ 3,544,657	\$ (28,747)
% Annual Change	29.9%	0.0%	0.0%	-6.0%	-13.4%	-24.0%	-43.7%	-100.8%

CDBG Fund

Special Revenue Fund

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

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ 373,710	\$ 412,112	\$ 1,069,277	\$ 657,165
TOTAL	\$ 373,710	\$ 412,112	\$ 1,069,277	\$ 657,165

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 122,155	\$ 412,112	\$ 1,021,081	\$ 608,969
Transfers to Other Funds	251,555	-	48,196	48,196
TOTAL	\$ 373,710	\$ 412,112	\$ 1,069,277	\$ 657,165

Police Education Fund

Special Revenue 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Judgments, Fines & Forfeits	\$ 7,096	\$ 7,000	\$ 7,000	-
Interest and Other Earnings	210	75	-	(75)
TOTAL	<u>\$ 7,306</u>	<u>\$ 7,075</u>	<u>\$ 7,000</u>	<u>\$ (75)</u>

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 7,000	\$ 7,075	\$ 7,000	\$ (75)
TOTAL	<u>\$ 7,000</u>	<u>\$ 7,075</u>	<u>\$ 7,000</u>	<u>\$ (75)</u>

Disaster Reserve Fund

Special Revenue 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ 230,347	\$ 535,000	\$ -	\$ (535,000)
Interest and Other Earnings	-	25,500	-	(25,500)
Miscellaneous Revenues	-	1,000	-	(1,000)
TOTAL	<u>\$ 230,347</u>	<u>\$ 561,500</u>	<u>\$ -</u>	<u>\$ (561,500)</u>

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 108,046	\$ 391,100	\$ -	(391,100)
Contingency	-	170,400	-	(170,400)
TOTAL	<u>\$ 108,046</u>	<u>\$ 561,500</u>	<u>\$ -</u>	<u>\$ (561,500)</u>

Special Events Fund

Special Revenue Fund

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

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ 19,652	\$ 5,000	\$ 25,000	\$ 20,000
Charges for Services	160,492	250,314	160,997	(89,317)
Interest and Other Earnings	9,962	4,000	-	(4,000)
Appropriated Fund Balance	-	-	32,988	32,988
TOTAL	<u>\$ 190,107</u>	<u>\$ 259,314</u>	<u>\$ 218,985</u>	<u>\$ (40,329)</u>

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 149,731	\$ 246,114	\$ 218,985	\$ (27,129)
Capital Outlay	-	13,200	-	(13,200)
TOTAL	<u>\$ 149,731</u>	<u>\$ 259,314</u>	<u>\$ 218,985</u>	<u>\$ (40,329)</u>

Streets Improvement Fund

Special Revenue Fund

The Streets Improvement Fund is used to track revenue associated with Gas Taxes and the expenditures of those funds on the street improvement program. A portion of State Revenue Sharing monies and grants related to roadway expansion are also accounted for in this fund.

SOURCE	Revenues			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ 3,455,598	\$ 2,329,000	\$ 2,773,157	\$ 444,157
Judgments, Fines & Forfeits	202	-	-	-
Interest and Other Earnings	145,797	87,000	-	(87,000)
Transfers from Other Funds	-	1,047,582	-	(1,047,582)
Appropriated Fund Balance	-	1,118,037	5,546,227	4,428,190
TOTAL	<u>\$ 3,601,597</u>	<u>\$ 4,581,619</u>	<u>\$ 8,319,384</u>	<u>\$ 3,737,765</u>

CATEGORY	Expenditures			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 217,393	\$ 3,447,623	\$ 7,399,384	\$ 3,951,761
Capital Outlay	1,286,757	458,996	920,000	461,004
Contingency	-	675,000	-	(675,000)
TOTAL	<u>\$ 1,504,150</u>	<u>\$ 4,581,619</u>	<u>\$ 8,319,384</u>	<u>\$ 3,737,765</u>

Old Kings Road Special Assessment

Special Revenue 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Permits, Fees and Special Assessments	\$ 333,120	\$ 326,002	\$ 326,002	\$ -
Interest and Other Earnings	20,601	11,500	-	(11,500)
Transfer from Other Funds	214,470	270,000	150,000	(120,000)
TOTAL	<u>\$ 568,191</u>	<u>\$ 607,502</u>	<u>\$ 476,002</u>	<u>\$ (131,500)</u>

Expenditures				
CATEGORY	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenditures	\$ 27,089	\$ 55,000	\$ 50,000	\$ (5,000)
Debt Service	230,409	326,002	326,002	-
Contingency	-	226,500	100,000	(126,500)
TOTAL	<u>\$ 257,497</u>	<u>\$ 607,502</u>	<u>\$ 476,002</u>	<u>\$ (131,500)</u>

Local Business Development Program Fund

Special Revenue Fund

This fund accounts for the activities of the Business Assistance Center(BAC). The BAC was established in 2011 with the mission to help grow local businesses.

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Interest	\$ 277	\$ -	\$ -	\$ -
Appropriated Fund Balance	-	2,390	5,000	2,610
TOTAL	\$ 277	\$ 2,390	\$ 5,000	\$ 2,610

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 4,575	\$ 2,390	\$ 5,000	2,610
TOTAL	\$ 4,575	\$ 2,390	\$ 5,000	\$ 2,610

SR100 Community Redevelopment Fund

Special Revenue Fund

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

SOURCE	Revenues			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ 1,262,776	\$ 1,296,849	\$ 1,353,366	\$ 56,517
Interest and Other Earnings	50,027	21,000	-	(21,000)
Miscellaneous Revenues	(3,000)	21,000	-	(21,000)
Transfers from Other Funds	721,561	749,568	782,234	32,666
Appropriated Fund Balance	-	917,056	-	(917,056)
TOTAL	<u>\$ 2,031,364</u>	<u>\$ 3,005,473</u>	<u>\$ 2,135,600</u>	<u>\$ (869,873)</u>

CATEGORY	Expenditures			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 130,930	\$ 333,899	\$ 416,048	\$ 82,149
Capital Outlay	-	1,737,034	-	(1,737,034)
Debt Service	932,080	934,540	937,060	2,520
Transfers to Other Funds	923,000	-	742,096	742,096
Contingency	-	-	40,396	40,396
TOTAL	<u>\$ 1,986,010</u>	<u>\$ 3,005,473</u>	<u>\$ 2,135,600</u>	<u>\$ (869,873)</u>

Neighborhood Stabilization Fund

Special Revenue 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ 30,000	\$ -	\$ -	\$ -
Appropriated Fund Balance	-	-	66,264	66,264
TOTAL	\$ 30,000	\$ -	\$ 66,264	\$ 66,264

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ -	\$ -	\$ 66,264	\$ 66,264
TOTAL	\$ -	\$ -	\$ 66,264	\$ 66,264

Capital Projects Fund

Capital 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Local Option Tax & Use Tax	\$ 3,190,000	\$ 2,794,475	\$ 2,405,000	\$ (389,475)
Interest and Other Earnings	139,870	85,000	-	(85,000)
Transfers from Other Funds	4,724,555	818,972	4,004,328	3,185,356
Appropriated Fund Balance	-	3,596,835	2,464,174	(1,132,661)
TOTAL	\$ 8,054,425	\$ 7,295,282	\$ 8,873,502	\$ 1,578,220

CATEGORY	Expenditures			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Capital Outlay	\$ 2,553,391	\$ 7,295,282	\$ 7,620,000	\$ 324,718
Transfers to Other Funds	-	-	1,253,502	1,253,502
TOTAL	\$ 2,553,391	\$ 7,295,282	\$ 8,873,502	\$ 1,578,220

Recreation Impact Fee Fund

Capital Fund

The purpose of this fund is to account for revenues from recreation impact fees and the expenditures of those funds. Recreation impact fees may be used to acquire land for parks and to construct parks. It may not be used for the operation of the parks. An impact fee study was completed in fiscal year 2020. This fund was previously known as the Park Impact Fee Fund.

SOURCE	Revenues			Net Change FY20-FY21
	Actual FY 19	Adopted FY 20	Adopted FY 21	
Intergovernmental Revenue	\$ 51,231	\$ 38,769	\$ 1,550,000	\$ 1,511,231
Charges for Services	1,006,582	699,774	988,075	288,301
Interest and Other Earnings	25,387	12,000	-	(12,000)
Transfers from Other Funds	-	-	1,995,598	1,995,598
Appropriated Fund Balance	-	212,643	81,327	(131,316)
TOTAL	\$ 1,083,200	\$ 963,186	\$ 4,615,000	\$ 3,651,814

CATEGORY	Expenditures			Net Change FY20-FY21
	Actual FY 19	Adopted FY 20	Adopted FY 21	
Operating Expenses	\$ -	\$ 12,500	\$ -	\$ (12,500)
Capital Outlay	99,533	248,000	4,615,000	4,367,000
Transfers to Other Funds	550,000	702,686	-	(702,686)
TOTAL	\$ 649,533	\$ 963,186	\$ 4,615,000	\$ 3,651,814

Fire Impact Fee Fund

Capital 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. An impact fee study was completed in fiscal year 2020.

SOURCE	Revenues			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 283,571	\$ 275,000	\$ 350,391	\$ 75,391
Interest and Other Earnings	33,658	15,500	-	(15,500)
TOTAL	\$ 317,229	\$ 290,500	\$ 350,391	\$ 59,891

CATEGORY	Expenditures			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 3,340	\$ 20,000	\$ -	\$ (20,000)
Contingency	-	270,500	350,391	79,891
TOTAL	\$ 3,340	\$ 290,500	\$ 350,391	\$ 59,891

Development Special Projects Fund

Capital 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 98,029	\$ 1,710	\$ -	\$ (1,710)
Interest and Other Earnings	11,339	4,500	-	(4,500)
TOTAL	\$ 109,368	\$ 6,210	\$ -	\$ (6,210)

CATEGORY	Expenditures			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 1,420	\$ 4,285	\$ -	\$ (4,285)
Contingency	-	1,925	-	(1,925)
TOTAL	\$ 1,420	\$ 6,210	\$ -	\$ (6,210)

Transportation Impact Fee

Capital 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.

SOURCE	Revenues			Net Change FY20-FY21
	Actual FY 19	Adopted FY 20	Adopted FY 21	
Intergovernmental Revenue	\$ 252,590	\$ 1,870,513	\$ 5,000,000	\$ 3,129,487
Charges for Services	2,404,373	2,400,000	2,000,000	(400,000)
Interest and Other Earnings	153,080	75,000	-	(75,000)
Appropriated Fund Balance	-	-	6,215,000	6,215,000
TOTAL	\$ 2,810,043	\$ 4,345,513	\$ 13,215,000	\$ 8,869,487

CATEGORY	Expenditures			Net Change FY20-FY21
	Actual FY 19	Adopted FY 20	Adopted FY 21	
Capital Outlay	\$ 879,193	\$ 1,722,092	\$ 13,065,000	\$ 11,342,908
Transfers to Other Funds	214,470	642,582	150,000	(492,582)
Contingency	-	1,980,839	-	(1,980,839)
TOTAL	\$ 1,093,663	\$ 4,345,513	\$ 13,215,000	\$ 8,869,487

Water/Wastewater Utility Fund

Enterprise 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Water Sales	\$ 24,152,514	\$ 26,300,000	\$ 26,824,727	\$ 524,727
Sewer Service	16,399,237	17,933,201	18,309,611	376,410
Intergovernmental Revenue	81,920	2,844	-	(2,844)
Other Charges for Services	2,125,917	1,069,832	1,179,640	109,808
Interest and Other Earnings	621,512	200,000	50,000	(150,000)
Non Revenues	-	1,018	-	(1,018)
Appropriated Fund Balance	-	-	2,159,892	2,159,892
TOTAL	\$ 43,381,100	\$ 45,506,895	\$ 48,523,870	\$ 2,118,682

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 10,100,930	\$ 11,790,972	\$ 12,182,848	\$ 391,876
Operating Expenditures	11,330,368	13,399,682	13,652,770	253,088
Capital Outlay	2,802,759	1,133,125	1,248,000	114,875
Debt Service	5,076,057	12,128,034	12,738,659	610,625
Grants & Aid	10,000	10,000	10,000	-
Transfers to Other Funds	7,774,812	6,908,156	8,691,593	1,783,437
Contingency	-	136,926	-	(136,926)
TOTAL	\$ 37,094,926	\$ 45,506,895	\$ 48,523,870	\$ 3,016,975

Water/Wastewater Utility Capital Projects Fund

Enterprise 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.

SOURCE	Revenues			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ -	\$ 1,250,437	\$ 488,908	\$ (761,529)
Charges for Services	6,485,219	6,653,000	5,753,412	(899,588)
Interest and other Earnings	960,032	505,408	350,000	(155,408)
Transfers from other Funds	4,644,277	5,895,435	5,687,888	(207,547)
Debt Proceeds	-	-	6,550,000	6,550,000
Appropriated Fund Balance	-	3,135,452	12,706,900	9,571,448
TOTAL	\$ 12,089,528	\$ 17,439,732	\$ 31,537,108	\$ 14,097,376

CATEGORY	Expenditures			
	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenditures	\$ 927,012	\$ 1,051,688	\$ 1,712,108	660,420
Capital Outlay	9,331,196	16,388,044	29,825,000	13,436,956
TOTAL	\$ 10,258,208	\$ 17,439,732	\$ 31,537,108	\$ 14,097,376

Solid Waste Fund

Enterprise Fund

This fund is used to track the revenues and contract costs for this service. The City currently contracts for single family, residential, solid waste services. The current monthly rate is \$20.36

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Intergovernmental Revenue	\$ 10,103	\$ -	\$ -	\$ -
Charges for Services	8,670,086	8,924,032	9,047,903	123,871
Interest and Other Earnings	33,184	12,000	-	(12,000)
TOTAL	<u>\$ 8,713,374</u>	<u>\$ 8,936,032</u>	<u>\$ 9,047,903</u>	<u>\$ 111,871</u>

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 8,559,838	\$ 8,936,032	\$ 9,047,903	\$ 111,871
TOTAL	<u>\$ 8,559,838</u>	<u>\$ 8,936,032</u>	<u>\$ 9,047,903</u>	<u>\$ 111,871</u>

Stormwater Management Fund

Enterprise 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Ad Valorem Taxes	\$ 520,000	\$ 521,556	\$ 523,121	\$ 1,565
Intergovernmental Revenue	57,699	154,450	-	(154,450)
Charges for Services	9,932,424	10,913,420	11,970,602	1,057,182
Interest and Other Earnings	110,215	105,000	-	(105,000)
Miscellaneous Revenues	21,000	-	-	-
Debt Proceeds	-	5,375,000	1,959,800	(3,415,200)
Appropriated Fund Balance	-	-	3,007,450	3,007,450
TOTAL	\$ 10,641,337	\$ 17,069,426	\$ 17,460,973	\$ 391,547

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 2,177,573	\$ 3,435,495	\$ 3,529,712	\$ 94,217
Operating Expenses	3,364,457	4,443,736	5,088,473	644,737
Capital Outlay	1,984,620	4,658,532	4,870,000	211,468
Debt Service	222,422	1,815,045	1,811,174	(3,871)
Transfers to Other Funds	(712,275)	1,371,488	2,161,614	790,126
Contingency	-	1,345,130	-	(1,345,130)
TOTAL	\$ 7,036,796	\$ 17,069,426	\$ 17,460,973	\$ 391,547

Building Permits Fund

Enterprise Fund

This is a fund that was created during fiscal year 2010 to track revenues and expenses for the Building Permits Department. Previously this function was recorded in the General Fund. The building permit revenue is solely for the purpose of supporting the building permits and inspection division.

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 2,395,893	\$ 2,196,000	\$ 1,306,000	\$ (890,000)
Interest and Other Earnings	126,477	50,000	-	(50,000)
Miscellaneous Revenues	12,903	12,000	12,000	-
Appropriated Fund Balance	-	657,973	1,826,468	1,168,495
TOTAL	\$ 2,535,273	\$ 2,915,973	\$ 3,144,468	\$ 228,495

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,341,120	\$ 1,994,542	\$ 2,144,461	\$ 149,919
Operating Expenditures	489,530	771,229	775,297	4,068
Capital Outlay	-	85,624	-	(85,624)
Transfers to Other Funds	29,826	64,578	224,710	160,132
TOTAL	\$ 1,860,476	\$ 2,915,973	\$ 3,144,468	\$ 228,495

Information Technology Enterprise Fund

Enterprise Fund

Information Technology was moved from the General Fund to an enterprise fund to begin operation of the City's fiber optic network. Prior to fiscal year 2019, both IT enterprise and internal services were accounted for within this fund. In fiscal year 2019 the enterprise and internal service functions were separated. The IT Enterprise Fund accounts for revenue and expenses related to cell towers and the fiber optic network.

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 704,712	\$ 662,559	\$ 724,697	\$ 62,138
Interest and Other Earnings	29,516	10,000	-	(10,000)
TOTAL	\$ 734,229	\$ 672,559	\$ 724,697	\$ 52,138

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 60,966	\$ 163,353	\$ 170,083	\$ 6,730
Operating Expenses	466,061	225,276	251,157	25,881
Capital Outlay	2,199	141,938	284,183	142,245
Transfers to Other Funds	588,782	18,555	19,274	719
Contingency	-	123,437	-	(123,437)
TOTAL	\$ 1,118,008	\$ 672,559	\$ 724,697	\$ 52,138

Self Insured Health Fund

Internal Services 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Non Revenues	\$ 4,723,904	\$ 5,511,294	\$ 6,010,047	\$ 498,753
Miscellaneous Revenues	-	20,000	-	(20,000)
Interest and Other Earnings	147,462	50,000	-	(50,000)
Grant	2,941	-	-	-
TOTAL	\$ 4,874,306	\$ 5,581,294	\$ 6,010,047	\$ 428,753

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 3,282,930	\$ 4,551,594	\$ 4,815,847	\$ 264,253
Operating Expenditures	923,571	1,029,700	1,194,200	164,500
TOTAL	\$ 4,206,501	\$ 5,581,294	\$ 6,010,047	\$ 428,753

Fleet Management Fund

Internal Services 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 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 4,164,518	\$ 5,038,273	\$ 5,711,195	\$ 672,922
Interest and Other Earnings	233,407	75,000	-	(75,000)
Miscellaneous Revenues	8,602	430,000	170,000	(260,000)
Non Revenues	199,187	-	-	-
Transfers from Other Funds	1,339,590	2,022,391	741,954	(1,280,437)
Appropriated Fund Balance	-	-	915,083	915,083
TOTAL	\$ 5,945,305	\$ 7,565,664	\$ 7,538,232	\$ (27,432)

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 650,590	\$ 742,568	\$ 814,636	\$ 72,068
Operating Expenses	3,449,939	1,854,270	1,925,349	71,079
Capital Outlay	-	4,581,386	4,498,247	(83,139)
Transfers to Other Funds	10,225	-	300,000	300,000
Contingency	-	387,440	-	(387,440)
TOTAL	\$ 4,110,754	\$ 7,565,664	\$ 7,538,232	\$ (27,432)

Fleet Communications Fund

Internal Services Fund

The Communications Fund is an internal service fund that was created in fiscal year 2016 and is designed to secure future funding for the Emergency communication system. Transfers from the user departments support this fund.

In Fiscal Year 2020 a new radio communications system was purchased and put into operation during the third quarter. The Interlocal Agreement with Flagler County for TYLER-CAD Dispatch Software update approved in the fourth quarter and has been sent to Flagler County for initiation.

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 275,401	\$ 270,500	\$ 160,264	\$ (110,236)
Interest	45,976	11,500	-	(11,500)
Non Revenues	(4,901)	-	-	-
Appropriated Fund Balance	-	990,000	-	(990,000)
TOTAL	\$ 316,476	\$ 1,272,000	\$ 160,264	\$ (1,111,736)

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 8,281	\$ 60,000	\$ 60,000	-
Capital Outlay	-	1,200,000	-	(1,200,000)
Contingency	-	12,000	100,264	88,264
TOTAL	\$ 8,281	\$ 1,272,000	\$ 160,264	\$ (1,111,736)

Information Technology Internal Service

Internal Services Fund

Information Technology was moved from the General Fund to an enterprise fund to begin operation of the City's fiber optic network. Prior to fiscal year 2019, both IT enterprise and internal services were accounted for within this fund. In fiscal year 2019 the enterprise and internal service functions were separated. The IT Internal Service Fund accounts for revenue and expenses related to supporting other departments.

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Non Revenues	\$ 1,953,225	\$ 3,291,388	\$ 3,625,633	\$ 334,245
Transfers from Other Funds	1,460,347	58,115	35,270	(22,845)
Interest	9,475	6,000	-	(6,000)
TOTAL	\$ 3,423,047	\$ 3,355,503	\$ 3,660,903	\$ 305,400

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,151,815	\$ 1,388,858	\$ 1,569,152	\$ 180,294
Operating Expenses	1,814,925	1,694,351	1,878,097	183,746
Capital Outlay	-	120,000	97,429	(22,571)
Contingency	-	152,294	116,225	(36,069)
TOTAL	\$ 2,966,740	\$ 3,355,503	\$ 3,660,903	\$ 305,400

Facilities Maintenance Fund

Internal Services Fund

The Facilities Maintenance Fund was created in fiscal year 2016 and is an internal service fund that is designed to provide maintenance services to City facilities. Transfers from the user departments support this fund.

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 678,599	\$ -	\$ 1,411,419	\$ 1,411,419
Miscellaneous Revenues	2,728	10,641	-	(10,641)
Interest and Other Earnings	10,203	4,000	-	(4,000)
Non Revenues	257,730	1,090,015	-	(1,090,015)
TOTAL	\$ 949,259	\$ 1,104,656	\$ 1,411,419	\$ 306,763

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 143,298	\$ 281,006	\$ 376,307	\$ 95,301
Operating Expenses	604,677	776,995	988,241	211,246
Capital Outlay	-	15,600	-	(15,600)
Transfers to Other Funds	112,276	-	-	-
Contingency	-	31,055	46,871	15,816
TOTAL	\$ 860,251	\$ 1,104,656	\$ 1,411,419	\$ 306,763



This page intentionally left blank



PALM COAST



Budget Detail by Department

Personnel - 2021 Pay Plan

The following pages include the Fiscal Year 2021 salary range established for each position in the City along with the FTE count per department. Due to COVID-19 the normal salary adjustment that occurs in January was placed on hold. Merit increases, based on employee performance, normally range from zero to five percent, with a department average not to exceed three percent have also been put on hold. Featured below are several of our department staff photos.



Personnel Roster

Classification Title	Approved FY 19	Approved FY 20	Approved FY 21	Net Change	Pay Grade		Salary Range 2021-Min	2021-Mid	2021-Max
Council									
<u>Part-time/Temporary</u>									
Mayor	1.00	1.00	1.00	-	51		N/A	N/A	N/A
Vice - Mayor	1.00	1.00	1.00	-	50		N/A	N/A	N/A
Council Member	3.00	3.00	3.00	-	50		N/A	N/A	N/A
Total Personnel	5.00	5.00	5.00	-					
City Manager									
<u>Full-time</u>									
City Manager	1.00	1.00	1.00	-	52		N/A	N/A	N/A
Executive Assistant to the City Manager	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Administrative Assistant	0.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	2.00	3.00	3.00	-					
Communications and Marketing									
<u>Full-time</u>									
Communications Officer	0.00	1.00	1.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Communications & Marketing Content Strategist	1.00	0.00	0.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Digital Media Specialist	1.00	1.00	1.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Digital Communications Coordinator	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Public Relations Associate	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Total Personnel	4.00	4.00	4.00	-					
Economic Development									
<u>Full-time</u>									
Director / Assistant City Manager	1.00	1.00	1.00	-	24	\$	101,844.00	\$ 129,048.00	\$ 156,251.00
Head of Innovation & Economic Development	1.00	1.00	1.00	-	22	\$	84,190.00	\$ 106,690.00	\$ 129,190.00
Economic Development Coordinator	0.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Total Personnel	2.00	3.00	3.00	-					
City Clerk									
<u>Full-time</u>									
Paralegal/City Clerk	0.50	0.50	0.50	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Deputy City Clerk	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Staff Assistant	0.00	0.50	0.50	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Records Specialist	0.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	1.50	3.00	3.00	-					
Human Resources									
<u>Full-time</u>									
Director	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Human Resources Generalist	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Compensation Analyst	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Benefits & Risk Specialist	1.00	0.40	0.40	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Safety Specialist	0.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Recruitment Specialist	1.00	1.00	1.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Total Personnel	5.00	5.40	5.40	-					
City Attorney									
<u>Full-time</u>									
Paralegal	0.50	0.50	0.50	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Total Personnel	0.50	0.50	0.50	-					
Financial Services									
<u>Full-time</u>									
Finance Director	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Chief Accountant	1.00	1.00	1.00	-	21	\$	76,613.00	\$ 97,088.00	\$ 117,562.00
Budget & Procurement Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Accountant I	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Finance Supervisor	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Contracts Coordinator	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Procurement Coordinator	2.00	2.00	2.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Financial Analyst	0.00	2.00	2.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Finance Technician	2.00	1.00	2.00	1.0	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Safety Specialist	1.00	0.00	0.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Staff Assistant	1.00	0.00	0.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Compliance Manager	0.50	0.50	1.00	0.5	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Business Tax Receipt Inspector	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Business Tax Receipts Technician II	1.00	1.00	1.00	-	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Total Personnel	14.50	13.50	15.00	1.5					

Personnel Roster

Classification Title	Approved FY 19	Approved FY 20	Approved FY 21	Net Change	Pay Grade		2021-Min	Salary Range 2021-Mid	2021-Max
Planning									
<u>Full-time</u>									
Chief Development Officer	0.25	0.33	0.33	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Deputy Chief Development Officer	0.00	0.33	0.33	-	22	\$	84,190.00	\$ 106,690.00	\$ 129,190.00
Planning Manager	1.00	0.00	0.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Landscape Architect	2.00	1.00	1.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Site Development Manager	0.00	0.00	1.00	1.0	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Construction Site Inspector	0.00	0.00	1.00	1.0	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Senior Construction Site Inspector	0.00	0.00	2.00	2.0	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Administration Coordinator	1.00	1.00	1.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Senior Planner	3.00	3.00	3.00	-	17	\$	56,786.00	\$ 71,961.00	\$ 87,137.00
Urban Forester	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Planner	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Environmental Planning Technician	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Planning Technician	2.00	2.00	1.00	(1.0)	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Zoning Supervisor	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Administrative Manager	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Senior Planning Technician	1.00	1.00	2.00	1.0	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Total Personnel	15.25	13.66	17.66	4.0					
Code Enforcement									
<u>Full-time</u>									
Chief Development Officer	0.25	0.33	0.33	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Deputy Chief Development Officer	0.00	0.33	0.33	-	22	\$	84,190.00	\$ 106,690.00	\$ 129,190.00
Administrative Manager	0.70	0.70	0.70	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Code Enforcement Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Code Enforcement Supervisor	1.00	1.00	0.50	(0.5)	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Code Enforcement Lead	0.00	1.00	1.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Code Enforcement Inspector	10.00	10.00	10.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Animal Control Officer	4.00	3.00	3.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Code Enforcement Clerk	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	24.95	25.36	24.86	(0.5)					
Fire									
<u>Full-time</u>									
Fire Chief	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Deputy Fire Chief	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Battalion Chief	3.00	3.00	3.00	-	19	\$	65,057.00	\$ 82,443.00	\$ 99,829.00
Fire Captain	3.00	3.00	3.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Fire Marshal	1.00	1.00	1.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Fire Lieutenant/Paramedic	7.00	7.00	7.00	-	17	\$	56,786.00	\$ 71,961.00	\$ 87,137.00
Fire Lieutenant/EMT	8.00	8.00	8.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Driver Engineer/Paramedic	10.00	10.00	10.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Driver Engineer/EMT	5.00	5.00	5.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Firefighter/Paramedic	12.00	13.00	13.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Firefighter/EMT	6.00	6.00	9.00	3.0	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Administrative Manager	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Total Personnel	58.00	60.00	63.00	3.0					
Streets									
<u>Full-time</u>									
Public Works Director	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Public Works Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Public Works Supervisor	4.00	4.00	3.00	(1.0)	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Public Works Lead	6.00	6.00	6.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Maintenance Worker	9.00	9.00	9.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Equipment Operator I	3.00	3.00	3.00	-	7	\$	33,566.00	\$ 42,536.00	\$ 51,506.00
Equipment Operator II	26.00	27.00	27.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Signal/Traffic Technician Lead	1.00	1.00	1.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Signal/Traffic Technician	3.00	3.00	3.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	56.00	57.00	56.00	(1.0)					
Parks Facilities Maintenance									
<u>Full-time</u>									
Public Works Supervisor	1.00	1.00	0.00	(1.0)	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Recreation Manager	0.00	0.00	0.50	0.5	17	\$	56,786.00	\$ 71,961.00	\$ 87,137.00
Public Works Lead	2.00	2.00	2.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Maintenance Worker	5.00	6.00	6.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Equipment Operator I	2.00	2.00	2.00	-	7	\$	33,566.00	\$ 42,536.00	\$ 51,506.00
Equipment Operator II	10.00	11.00	11.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	20.00	22.00	21.50	(0.5)					
Construction Management & Engineering									
<u>Full-time</u>									
Director	0.25	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Construction & Engineering Manager	1.00	0.00	0.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Administration Manager	0.50	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Construction Site Supervisor	1.00	0.00	0.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Lead Construction Site Inspector	1.00	1.00	0.00	(1.0)	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Construction Site Inspector	3.00	2.00	0.00	(2.0)	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Project Coordinator Traffic	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Traffic Engineer	1.00	1.00	1.00	-	21	\$	76,613.00	\$ 97,088.00	\$ 117,562.00
Project Manager	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Senior Project Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Total Personnel	10.75	9.00	6.00	(3.0)					

Personnel Roster

Classification Title	Approved FY 19	Approved FY 20	Approved FY 21	Net Change	Pay Grade		Salary Range 2021-Min	2021-Mid	2021-Max
Parks and Recreation									
<u>Full-time</u>									
Director	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Recreation Manager	1.00	0.00	0.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Recreation Supervisor	3.00	3.00	4.00	1.0	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Recreation Specialist	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Staff Assistant	0.00	0.00	1.00	1.0	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Head Facility Clerk	1.00	0.00	0.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Lead Recreation Leader	0.00	2.00	0.00	(2.0)	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Hospitality Specialist	0.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Youth Program Specialist	0.00	0.00	1.00	1.0	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Facilities & Guest Attendants	0.00	0.00	2.00	2.0	7	\$	33,566.00	\$ 42,536.00	\$ 51,506.00
Total Full-time	7.00	8.00	11.00	3.0					
Total Part-time/Temporary	12.28	10.98	9.60	(1.4)	5	\$	29,704.00	\$ 37,642.00	\$ 45,581.00
Total Personnel	19.28	18.98	20.60	1.6					
Aquatic Center									
<u>Full-time</u>									
Recreation Supervisor	1.00	1.00	0.50	(0.5)	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Head Lifeguard	1.00	1.00	1.00	-	4	\$	28,205.00	\$ 35,743.00	\$ 43,281.00
Total Full-time	2.00	2.00	1.50	(0.5)					
Total Part-time/Temporary	6.00	5.75	5.75	-	4	\$	28,205.00	\$ 35,743.00	\$ 43,281.00
Total Personnel	8.00	7.75	7.25	(0.5)					
Golf Course									
<u>Full-time</u>									
Golf Manager	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Golf Pro	1.00	0.00	0.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Total Full-time	3.00	2.00	2.00	-					
Total Part-time/Temporary	6.63	7.73	7.28	-	5	\$	29,704.00	\$ 37,642.00	\$ 45,581.00
Total Personnel	9.63	9.73	9.28	-					
Tennis Center									
<u>Full-time</u>									
Tennis Pro	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Total Part-time/Temporary	3.20	2.98	3.13	-	5	\$	29,704.00	\$ 37,642.00	\$ 45,581.00
Total Personnel	4.20	3.98	4.13	-					
Utility Finance									
<u>Full-time</u>									
Accounting Technician	0.00	6.00	6.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Total Personnel	0.00	6.00	6.00	-					
Customer Service									
<u>Full-time</u>									
Customer Service Manager	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Customer Service Supervisor	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Customer Service Specialist	1.00	2.00	2.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Accounting Technician	5.00	0.00	0.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Customer Service Representative I	10.00	9.00	9.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Total Full-time	18.00	13.00	13.00	-					
Customer Service Representative II	3.00	3.00	3.00	-	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Total Part-time/Temporary	3.00	3.00	3.00	-					
Total Personnel	21.00	16.00	16.00	-					

Personnel Roster

Classification Title	Approved FY 19	Approved FY 20	Approved FY 21	Net Change	Pay Grade		2021-Min	Salary Range 2021-Mid	2021-Max
Utility Construction Management & Engineering									
<u>Full-time</u>									
Utility Engineer	1.00	1.00	1.00	-	21	\$	76,613.00	\$ 97,088.00	\$ 117,562.00
Lead Construction Site Inspector	0.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Senior Construction Site Inspector	0.00	1.00	0.00	(1.0)	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Construction Site Inspector	1.00	0.00	1.00	1.0	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Development Review Specialist	1.00	0.00	0.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Engineering Technician	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Project Coordinator	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Total Personnel	5.00	5.00	5.00	-					
Utility Administration									
<u>Full-time</u>									
Director	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Deputy Director	0.00	1.00	1.00	-	22	\$	84,190.00	\$ 106,690.00	\$ 129,190.00
Environmental Technician	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Environmental Compliance Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Inventory Specialist	1.00	1.00	1.00	-	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Utility Development Review Specialist	0.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Administrative Manager	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Sr. Staff Assistant	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Support Specialist	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	7.00	9.00	9.00	-					
Positions moved from WWTP1 & CME									
Wastewater Pumping									
<u>Full-time</u>									
Utility System Supervisor	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Mechanical Technician - Lead	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Mechanical Technician Foreman	3.00	3.00	3.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Mechanical Technician I	1.00	2.00	2.00	-	7	\$	33,566.00	\$ 42,536.00	\$ 51,506.00
Total Full-time	6.00	7.00	7.00	-					
Mechanical Technician II	3.00	3.00	3.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Part-time/Temporary	3.00	3.00	3.00	-					
Total Personnel	9.00	10.00	10.00	-					
Wastewater Collection									
<u>Full-time</u>									
Utility Systems Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Utility Systems Supervisor	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Utility Systems Technician - Lead	2.00	2.00	2.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Utility Systems Technician Foreman	5.00	5.00	5.00	-	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Customer Service Field Technician II	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Systems Technician II	6.00	6.00	6.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Utility Systems Technician I	5.00	6.00	6.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Total Personnel	21.00	22.00	22.00	-					
Wastewater Treatment Plant 1									
<u>Full-time</u>									
Utility Systems Chief Operator	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Utility Systems Operator - Lead	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Pretreatment Inspector	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Utility System Technician	1.00	1.00	1.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Utility Systems Operator I Trainee	1.00	1.00	1.00	-	5	\$	29,704.00	\$ 37,642.00	\$ 45,581.00
Utility Systems Operator I	2.00	1.00	2.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Systems Operator II	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Utility Systems Operator II PT	1.00	1.00	1.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Utility Systems Operator III	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Total Personnel	10.00	9.00	10.00	-					
Wastewater Treatment Plant 2									
<u>Full-time</u>									
Utility Chief Operator	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Utility Systems Operator Lead	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Utility Systems Operator I	2.00	3.00	2.00	(1.0)	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Systems Operator III	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Utility Systems Operator Trainee	1.00	0.00	0.00	-	5	\$	29,704.00	\$ 37,642.00	\$ 45,581.00
Utility Pre-Treatment Inspector	1.00	0.00	0.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Total Personnel	8.00	6.00	5.00	(1.0)					

Personnel Roster

Classification Title	Approved FY 19	Approved FY 20	Approved FY 21	Net Change	Pay Grade		2021-Min	Salary Range 2021-Mid	2021-Max
WTP 3									
<u>Full-time</u>									
Utility Systems Chief Operator	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Utility Systems Operator - Lead	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Utility Systems Operator I	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Systems Operator II	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Utility Systems Operator III	2.00	2.00	3.00	1.0	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Utility Systems Operator Trainee	1.00	1.00	1.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Total Personnel	7.00	7.00	8.00	1.0					
WTP 1									
<u>Full-time</u>									
Utility Systems Chief Operator	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Utility Systems Operator - Lead	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Utility Systems Operator I	4.00	4.00	4.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Systems Operator II	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Utility Systems Operator III	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Total Personnel	10.00	10.00	10.00	-					
WTP 2									
<u>Full-time</u>									
Utility Systems Chief Operator	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Utility Systems Operator - Lead	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Utility Systems Operator I	2.00	2.00	2.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Systems Operator II	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Utility Systems Operator III	2.00	2.00	2.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Utility Systems Operator Trainee	0.00	1.00	0.00	(1.0)	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Total Personnel	7.00	8.00	7.00	(1.0)					
Water Quality									
<u>Full-time</u>									
Utility Systems Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Utility Systems Technician - Lead	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Utility Systems Technician I	1.00	1.00	1.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Utility Systems Technician II	3.00	3.00	3.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Mechanical Technician - Lead	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Total Personnel	10.00	10.00	10.00	-					
Water Distribution									
<u>Full-time</u>									
Utility Systems Manager	1.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Utility Systems Supervisor	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Customer Service Field Technician II	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Utility Systems Technician - Lead	2.00	2.00	2.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Utility Systems Technician I	3.00	3.00	3.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Utility Systems Technician II	7.00	8.00	7.00	(1.0)	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Utility Systems Foreman	6.00	7.00	6.00	(1.0)	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Meter Technician - Supervisor	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Meter Technician - Lead	0.00	0.00	0.00	-					
Meter Technician - Foreman	1.00	1.00	1.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Meter Technician I	2.00	2.00	2.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Meter Technician II	3.00	3.00	3.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Total Personnel	28.00	30.00	28.00	(2.0)					

Personnel Roster

Classification Title	Approved FY 19	Approved FY 20	Approved FY 21	Net Change	Pay Grade		2021-Min	Salary Range 2021-Mid	2021-Max
Stormwater Engineering									
<u>Full-time</u>									
Stormwater Engineer	1.00	1.00	1.00	-	21	\$	76,613.00	\$ 97,088.00	\$ 117,562.00
Stormwater Design & Construction Engineer	0.00	1.00	1.00	-	21	\$	76,613.00	\$ 97,088.00	\$ 117,562.00
Stormwater Manager	1.00	0.00	0.00	-	21	\$	76,613.00	\$ 97,088.00	\$ 117,562.00
Senior Project Specialist	2.00	0.00	0.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Project Specialist	2.00	0.00	0.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Survey Crew Chief	0.00	0.00	0.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Survey Technicians	3.00	4.00	4.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Project Coordinator	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Engineering Technicians	2.00	2.00	2.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Total Personnel	12.00	9.00	9.00	-					
Stormwater Operations									
<u>Full-time</u>									
Stormwater Operations Manager	0.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Lead Stormwater System Coordinator	0.00	1.00	1.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Stormwater System Coordinator	0.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Senior Project Specialist	0.00	2.00	2.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Project Specialist	0.00	1.00	1.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Total Personnel	0.00	6.00	6.00	-					
Stormwater Maintenance									
<u>Full-time</u>									
Stormwater Maintenance Manager	0.50	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Public Works Supervisor	1.00	2.00	2.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Project Specialist	0.00	0.00	0.00	-					
Equipment Operator Lead	5.00	5.00	5.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Maintenance Worker	2.00	2.00	2.00	-	6	\$	31,201.00	\$ 39,540.00	\$ 47,878.00
Equipment Operator I	2.00	6.00	6.00	-	7	\$	33,566.00	\$ 42,536.00	\$ 51,506.00
Equipment Operator II	14.00	16.00	16.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Staff Assistant	0.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	24.50	33.00	33.00	-					
Information Technology Internal Services									
<u>Full-time</u>									
Information Technology Director	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Support Assistant	1.00	0.50	0.50	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
GIS Lead	0.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
GIS Specialist	2.00	2.00	2.00	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
GIS Specialist	1.00	1.00	1.00	-	17	\$	56,786.00	\$ 71,961.00	\$ 87,137.00
Tech Support Analyst I	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Tech Support Analyst II	1.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Tech Support Administrator	1.00	1.00	1.00	-	17	\$	56,786.00	\$ 71,961.00	\$ 87,137.00
Senior Application Analyst	1.00	1.00	2.00	1.0	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Application Analyst	3.00	3.00	3.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Enterprise Services Administrator	0.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
System Administrator I	2.00	2.00	2.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Total Personnel	14.00	15.50	16.50	1.0					
Information Technology Enterprise									
<u>Full-time</u>									
Chief Innovation Officer	1.00	1.00	1.00	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Total Personnel	1.00	1.00	1.00	-					

Personnel Roster

Classification Title	Approved FY 19	Approved FY 20	Approved FY 21	Net Change	Pay Grade		Salary Range 2021-Min	2021-Mid	2021-Max
Building Permits									
<u>Full-time</u>									
Community Development Director	0.25	0.34	0.34	-	23	\$	92,585.00	\$ 117,328.00	\$ 142,072.00
Deputy Development Officer	0.00	0.34	0.34	-	22	\$	84,190.00	\$ 106,690.00	\$ 129,190.00
Administrative Manager	0.30	0.30	0.30	-	13	\$	43,330.00	\$ 54,910.00	\$ 66,490.00
Compliance Manager	0.50	0.50	0.50	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Chief Building Official	1.00	1.00	1.00	-	21	\$	76,613.00	\$ 97,088.00	\$ 117,562.00
Deputy Chief Building Official	0.00	1.00	1.00	-	20	\$	69,624.00	\$ 88,231.00	\$ 106,839.00
Chief Building Inspector	1.00	1.00	1.00	-	17	\$	56,786.00	\$ 71,961.00	\$ 87,137.00
Senior Building Inspector	0.00	1.00	1.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Building Inspector	8.00	9.00	10.00	1.0	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Lead Plans Examiner	1.00	1.00	1.00	-	17	\$	56,786.00	\$ 71,961.00	\$ 87,137.00
Plans Examiner	2.00	2.00	2.00	-	15	\$	49,625.00	\$ 62,887.00	\$ 76,150.00
Records Technician	1.00	0.00	0.00	-	8	\$	34,684.00	\$ 43,954.00	\$ 53,223.00
Senior Staff Assistant	0.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Permit/Zoning Supervisor	1.00	1.00	1.00	-	14	\$	46,415.00	\$ 58,819.00	\$ 71,224.00
Lead Permit Technician	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Permit Technician	3.00	3.00	3.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	20.05	23.48	24.48	1.0					
Fleet Management									
<u>Full-time</u>									
Manager	0.50	0.00	0.00	-	18	\$	60,735.00	\$ 76,966.00	\$ 93,198.00
Mechanic Shop Supervisor	1.00	1.00	1.00	-	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Staff Assistant	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Equipment Operator II	0.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Lead Mechanic	1.00	1.00	1.00	-	12	\$	41,232.00	\$ 52,251.00	\$ 63,270.00
Mechanic I	4.00	4.00	4.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Mechanic II	1.00	1.00	1.00	-	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Mechanic III	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Inventory Specialist	0.00	0.00	1.00	1.0	10	\$	37,404.00	\$ 47,401.00	\$ 57,397.00
Total Personnel	9.50	10.00	11.00	1.0					
Facilities Maintenance									
<u>Full-time</u>									
Facilities Supervisor	0.00	0.00	1.00	1.0	16	\$	53,082.00	\$ 67,268.00	\$ 81,455.00
Facilities Lead	1.00	1.00	1.00	-	11	\$	39,256.00	\$ 49,747.00	\$ 60,238.00
Equipment Operator I	2.00	2.00	2.00	-	7	\$	33,566.00	\$ 42,536.00	\$ 51,506.00
Equipment Operator II	1.00	1.00	1.00	-	9	\$	35,803.00	\$ 45,372.00	\$ 54,940.00
Total Personnel	4.00	4.00	5.00	1.0					
Insurance Fund									
Benefits & Risk Specialist	0.60	0.60	0.60	-	15		49,625	62,887	76,150
Total Personnel	0.60	0.60	0.60	-					

Summary of Fiscal Year 2021 Personnel Changes

All new positions approved for the budget must go through an additional approval process through Human Resources before being filled. The changes below simply reflect that the budgetary impact of these changes has been included in the adopted budget. It does not guarantee that the position will be filled.

New Positions:

Department	Position	Fund	Estimated impact to the budget
Fire Department	Firefighter / EMT	General Fund	\$ 53,531
Fire Department	Firefighter / EMT	General Fund	53,531
Fire Department	Firefighter / EMT	General Fund	53,531
Financial Services	Finance Tech I	General Fund	58,151
Building	Building Inspector	Building Fund	71,710
Information Technology	IT Programmer	IT Internal Support	84,301
Reclassified Facilities & Guest Attendants seasonal hours to 2 Full Time positions			34,330

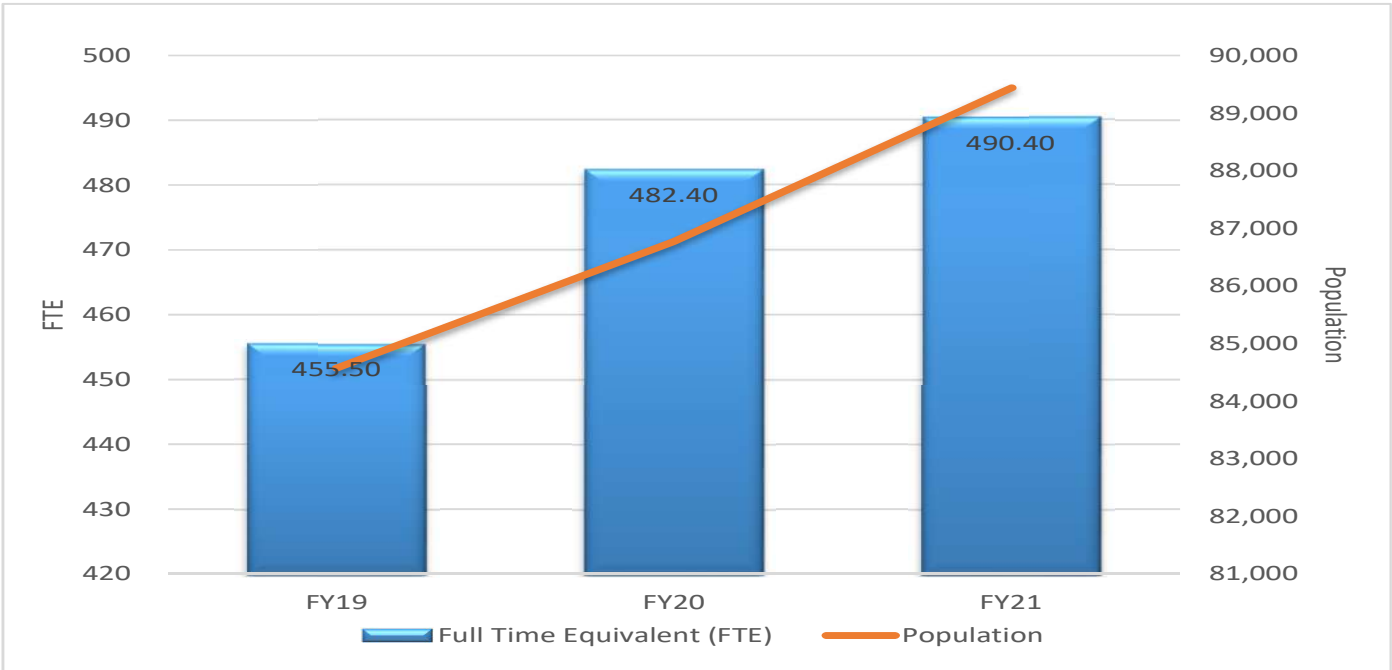
Full Time Equivalent Positions (FTE)

DEPARTMENT	Actual FY19	Actual FY20	Adopted FY21	CHANGE
GENERAL FUND				
City Manager	2.00	3.00	3.00	0.00
Communications & Marketing	4.00	4.00	4.00	0.00
Economic Development	2.00	3.00	3.00	0.00
City Clerk	1.50	3.00	3.00	0.00
Human Resources	5.00	5.40	5.40	0.00
City Attorney	0.50	0.50	0.50	0.00
Financial Services	14.50	13.50	15.00	1.50
Planning	15.25	13.66	17.66	4.00
Code Enforcement	24.95	25.36	24.86	-0.50
Fire	58.00	60.00	63.00	3.00
Streets	56.00	57.00	56.00	-1.00
Parks Maintenance	20.00	22.00	21.50	-0.50
Construction Management & Engineering	10.75	9.00	6.00	-3.00
Golf Course	3.00	2.00	2.00	0.00
Aquatic Center	2.00	2.00	1.50	-0.50
Tennis Center	1.00	1.00	1.00	0.00
Parks & Recreation	7.00	8.00	11.00	3.00
GENERAL FUND	227.45	232.42	238.42	6.00
UTILITY FUND	143.00	148.00	146.00	-2.00
STORMWATER MANAGEMENT FUND	36.50	48.00	48.00	0.00
BUILDING PERMITS & INSPECTIONS	20.05	23.48	24.48	1.00
INFORMATION TECHNOLOGY ENTERPRISE	1.00	1.00	1.00	0.00
INFORMATION TECHNOLOGY INTERNAL SERVICE	14.00	15.50	16.50	1.00
FACILITIES MANAGEMENT FUND	4.00	4.00	5.00	1.00
FLEET MANAGEMENT FUND	9.50	10.00	11.00	1.00
FULL-TIME EQUIVALENT POSITIONS (FTE)	455.50	482.40	490.40	8.00

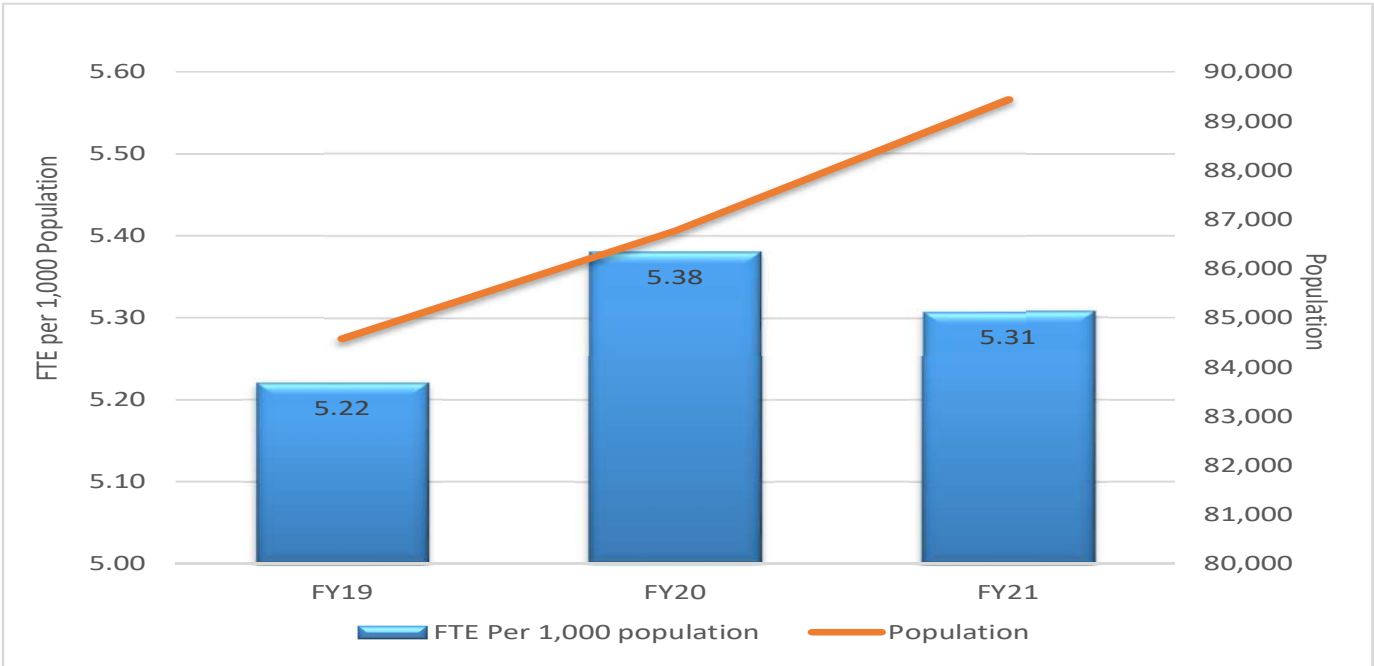
Personnel (FTE) Per 1,000 Population

DEPARTMENT	Actual FY19	Actual FY20	Adopted FY21
Population	84,575	86,768	89,437
GENERAL FUND			
City Manager	0.02	0.03	0.03
Communications & Marketing	0.05	0.05	0.04
Economic Development	0.02	0.03	0.03
City Clerk	0.02	0.03	0.03
Human Resources	0.06	0.06	0.06
City Attorney	0.01	0.01	0.01
Financial Services	0.17	0.16	0.17
Planning	0.18	0.16	0.20
Code Enforcement	0.30	0.29	0.28
Fire	0.69	0.69	0.70
Streets	0.66	0.66	0.63
Parks Maintenance	0.24	0.25	0.24
Construction Management & Engineering	0.13	0.10	0.07
Golf Course	0.04	0.02	0.02
Aquatic Center	0.02	0.02	0.02
Tennis Center	0.01	0.01	0.01
Parks & Recreation	0.08	0.09	0.13
TOTAL GENERAL FUND	2.69	2.68	2.67
UTILITY FUND	1.69	1.71	1.63
STORMWATER MANAGEMENT FUND	0.43	0.55	0.54
BUILDING PERMITS & INSPECTIONS	0.24	0.27	0.27
INFORMATION TECHNOLOGY ENTERPRISE	0.01	0.01	0.01
INFORMATION TECHNOLOGY INTERNAL SERVICE	0.17	0.18	0.18
FACILITIES MANAGEMENT FUND	0.05	0.05	0.06
FLEET MANAGEMENT FUND	0.11	0.12	0.12
FULL-TIME EQUIVALENT POSITIONS	5.22	5.38	5.31

Total Full Time Equivalent (FTE)



Total FTE per 1,000 Population



Department Funding

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

Department / Division	General Fund	Enterprise Fund	Capital Project Fund	Internal Service Fund	Special Revenue Fund
City Council	\$ 156,032	\$ -	\$ -	\$ -	\$ -
Administration					
City Manager	456,532	-	-	-	-
Communications & Marketing	542,883	-	-	-	-
Economic Development	511,002	-	-	-	-
City Clerk	305,445	-	-	-	-
Human Resources	672,160	-	-	-	-
Self Insured Health	-	-	-	6,010,047	-
Non-Departmental	3,993,265	-	-	-	-
Law Enforcement	4,035,818	-	-	-	-
Police Education	-	-	-	-	7,000
Special Events Revenue	-	-	-	-	218,985
City Attorney	544,231	-	-	-	-
Financial Services					
General Fund Finance	1,621,808	-	-	-	-
Utility Finance	-	618,787	-	-	-
Community Development					
Building Permits	-	3,144,468	-	-	-
Planning	2,054,790	-	-	-	-
Code Enforcement	2,862,032	-	-	-	-
CDBG	-	-	-	-	1,069,277
Local Business Development Program Fund	-	-	-	-	5,000
SR100 Community Redevelopment	-	-	-	-	2,135,600
Capital Projects	-	-	8,873,502	-	-
Development Special Projects	-	-	-	-	-
Transportation Impact Fee	-	-	13,215,000	-	-
Old Kings Road Special Assessment	-	-	-	-	476,002
Construction Management & Engineering	761,009	-	-	-	-
Fire					
Fire	9,968,010	-	-	-	-
Fire Impact Fee	-	-	350,391	-	-

Department Funding

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
Water/Wastewater Utility					
Customer Service	\$ -	\$ 1,151,960	\$ -	\$ -	\$ -
Administration	-	1,224,110	-	-	-
Solid Waste	-	9,047,903	-	-	-
Wastewater Pumping	-	1,328,282	-	-	-
Wastewater Collection	-	3,339,649	-	-	-
Wastewater Treatment Plant #1	-	2,310,497	-	-	-
Wastewater Treatment Plant #2	-	1,273,786	-	-	-
Water Plant #1	-	3,018,788	-	-	-
Water Plant #2	-	2,036,107	-	-	-
Water Plant #3	-	1,533,772	-	-	-
Water Quality	-	963,188	-	-	-
Water Distribution	-	4,853,119	-	-	-
Non-Departmental	-	24,318,459	-	-	-
Utility Capital Projects	-	-	31,537,108	-	-
Public Works					
Streets	7,761,623	-	-	-	-
Streets Improvement	-	-	-	-	8,319,384
Facilities Maintenance	-	-	-	1,411,419	-
Fleet Management	-	-	-	7,538,232	-
Stormwater					
Stormwater Maintenance	-	17,460,973	-	-	-
Utility Construction Management & Engineering	-	553,366	-	-	-
Recreation and Parks					
Parks & Recreation	1,818,794	-	-	-	-
Aquatics Center	423,345	-	-	-	-
Tennis Center	350,811	-	-	-	-
Golf Course	1,548,984	-	-	-	-
Parks / Facilities	2,325,110	-	-	-	-
Recreation Impact Fee	-	-	4,615,000	-	-
Information Technology					
Enterprise	-	724,697	-	-	-
Internal Services	-	-	-	3,660,903	-
Communications	-	-	-	160,264	-
Total	\$ 42,713,684	\$ 78,901,911	\$ 58,591,001	\$ 18,780,865	\$ 12,297,512
			Total	\$	211,284,973

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. Listed below are the 2021 Council Priorities



Milissa Holland – Mayor – Term 2016 – 2020

Milissa Holland was elected Palm Coast Mayor in November 2016. She is just the third Mayor in Palm Coast's history and the first woman Mayor. Born in Poughkeepsie, New York, Mayor Holland moved to Palm Coast with her family in 1987 when she was a teenager. She has lived and worked here her entire adult life and has three adult children. Mayor Holland served six years as a Flagler County Commissioner, from 2006 to 2012, and was the first woman County Commissioner. She was selected as Chair in 2008, and the County adopted its Strategic Plan during her term as Chair. She was a member of the Flagler County Future Committee to re-write the County's Comprehensive Plan and was the County's representative to numerous local and regional agencies.

Robert Cuff, City Council Member, District 1 - Term 2016 – 2020

Robert G. Cuff was elected to the District 1 seat of the Palm Coast City Council during the primary election in 2016 and then the Council voted to appoint him to take the seat two months early to fill a vacancy. He and his family have lived in Palm Coast since 1983. Council Member Cuff is a practicing attorney with 40 years of experience in real estate, land use, business development and estate planning. He served as a member of the City's Planning and Land Development Review Board from 2009-2016, helping oversee major commercial and residential developments in Palm Coast. Council Member Cuff began his legal career as a municipal attorney and prosecutor for the cities of Hollywood and Hallandale in Broward County, Florida. He and his wife, Toni, moved to Palm Coast when he accepted a position in the legal department of ITT Community Development Corporation, serving as its general counsel during the company's last several years of operations in Palm Coast. After ITT closed its on site operations in 2000, Council Member Cuff became a shareholder with the firm of Rogers & Towers, P.A. In 2010, he opened his own office in Palm Coast and continues to represent clients in the areas of real estate, business formation, land use, estate planning and probate.

City Council

Department Summary

Col. Jack D. Howell II – District 2 – Term 2018 – 2022 (Retired in 2020)

Jack Howell was elected to the District 2 seat of the Palm Coast City Council seat in November 2018. Council Member Howell is an Aviator, President, and Chief Executive Officer of Teens-In-Flight, a national aviation charity to help teens whose parents were killed or injured in the line of active duty in the armed forces, as well as teens who are considered at-risk. He served 25 years of active duty in the U.S. Marine Corps, and is a combat-wounded veteran who retired with the rank of Colonel. He also is a retired high school teacher, former child protective services investigator and former supervisor of Ocean Rescue for the City of Jacksonville. Colonel Howell moved to Daytona Beach from New Orleans, Louisiana, in 1990. Council Member Howell is a graduate of Monmouth University and the Naval War College and also did graduate work at East Carolina University and Pepperdine University. He has lived in Palm Coast since 1991. He and wife Samantha have six children and nine grandchildren.

Jon Netts - District 2 - Term 2020 Interim

Upon his retirement in 1992, Jon and his wife, Priscilla moved to Palm Coast from New Jersey. When Palm Coast first incorporated, Mr. Netts was appointed to the Code Enforcement Board, serving first as a member and then as its Chairman. In 2001 Jon was elected to the Palm Coast City Council and in 2003 he was chosen as Vice Mayor. In that same year he was named by Palm Coast Elks Lodge, #2709 as "Citizen of the Year." In 2005 Jon was elected to his second term on the City Council. Jon holds both a Bachelor's and a Master's degree in science and has completed his doctoral coursework in Administration, Policy, and Urban Education at Fordham University. Among other local activities, Jon serves as a Director of the Palm Coast Historical Society; as a Director of Enterprise Flagler, and on the Executive Board of Flagler Habitat for Humanity. He has served as Chairman of the Flagler County's "Citizen Advisory Committee on School Impact Fees" and on the "Flagler County Blue Ribbon Landfill Advisory Committee." He is a graduate of "Leadership Flagler."

Nick Klufas – District 3 – Term 2016 – 2020

Nick Klufas was elected to the District 3 seat of the Palm Coast City Council in November 2016. Council Member Klufas was born in Eldred, New York. In 2006, as a teenager, he moved with his family to Palm Coast. His wife, Kayla, was born and raised in Palm Coast. At age 28 at the time of the election, Council Member Klufas is the youngest-ever member of the Palm Coast City Council. He is a Senior Development Engineer at ACI, a real estate appraisal software company located in Palm Coast's Town Center. ACI is owned by First American Financial, which is a Fortune 500 company and a Forbes-rated Top 100 company to work for. He began programming at age 13 on a Commodore 64. Today he is proficient in several programming languages. He is a member of the Flagler Runners Group and participates in the majority of Palm Coast's charitable 5K/10K/15K runs. He is involved with youth athletic leagues and is a proponent of summer technology programs that empower our youth.

Eddie Branquinho – District 4 – Term 2018 – 2022

Eddie Branquinho was elected to the District 4 seat of the Palm Coast City Council in November 2018. Council Member Branquinho is a retired police detective commander in Newark, New Jersey, who has lived in Palm Coast since 2010. He has been active in sports and civic leadership for more than four decades. A past president of the Portuguese American Cultural Center of Palm Coast, Council Member Branquinho helped establish the Portuguese Honorary Consulate in Palm Coast. When he lived in New Jersey he served as a commissioner of the Elizabeth Board of Education. He is married to Dina, and he has two grown sons and two granddaughters.



This page intentionally left blank

City Council

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 65,424	\$ 65,049	\$ 64,681	\$ (368)
Operating Expenses	81,473	71,572	91,351	19,779
TOTAL	\$ 146,896	\$ 136,621	\$ 156,032	\$ 19,411

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	5.00	5.00	5.00

City Manager's Office

Department Summary

The Council/Manager Form of Government

The council-manager form of local government combines the strong political leadership of elected officials in the form of a council with the strong managerial experience of an appointed local government manager. Approximately 59 percent of U.S. cities with populations of 25,000 or more, and 47 percent of U.S. cities with populations of 5,000 or more have adopted the council-manager form.

The Mayor and City Council members act as the political head of the city. They are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline the City's public function. The manager is appointed by council to carry out policy and ensure that the entire community is being served. The manager makes policy recommendations to the council, but the council may or may not adopt them and may modify the recommendations. The manager is bound by whatever action the council takes.

Responsibilities of the City Manager's Office:

The primary responsibility of a city manager is to implement the policies of the elected City Council. In addition, in the council-manager government, the manager assumes responsibility for:

- Directing day-to-day operations;
- Preparing the annual budget;
- Overseeing personnel matters;
- Recommending policies or programs to the City Council;
- Keeping the council fully advised of the financial and other conditions of the city; and
- Supplying the council with information to aid decision making

In addition, the City Manager's office is responsible for overseeing the strategic action planning process. The Strategic Action Plan (SAP), which is evaluated on an annual basis by City Council, sets the foundation for city operations. City Council goals are identified in the SAP and provide direction to departments to ensure the City's vision to be recognized as one of Florida's premier cities in which to live, work and play becomes a reality.

City Manager's Office

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 317,430	\$ 366,120	\$ 370,579	\$ 4,459
Operating Expenses	26,780	74,280	85,953	11,673
Transfers to Other Funds	1,800	2,700	-	(2,700)
TOTAL	\$ 346,010	\$ 443,100	\$ 456,532	\$ 13,432

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	2.00	3.00	3.00

City Attorney

Department Summary

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

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

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

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

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

City Attorney

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 59,047	\$ 61,544	\$ 60,660	\$ (884)
Operating Expenses	390,063	579,035	483,571	(95,464)
TOTAL	<u>\$ 449,110</u>	<u>\$ 640,579</u>	<u>\$ 544,231</u>	<u>\$ (96,348)</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>

Communications/Marketing, City Clerk & Economic Development

Department Summary

Communications and Marketing Division

The Communications and Marketing Division oversees a variety of communications including public relations, media relations, video, graphic design, social media, reports and presentations to City Council. The team supports special events, coordinates the Palm Coast Citizens Academy, and handles many aspects of community relations for the City.

City Clerk's Office

This division is responsible for records management, land management and oversees the City's elections. The division prepares the agendas and minutes for City Council meetings, and processes all City ordinances, resolutions, and proclamations adopted and/or approved by City Council. The City Clerk's office is the official record keeper for all City documents setting guidelines for the management and retention of these documents and also handles citizens' requests for public information and records.

Economic Development

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

Communications/Marketing, City Clerk and Economic Development

Department Goals and Metrics

	2018	2019	2020	Target for 2021
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	95.78%	89.17%	66.67%	100.00%
Provide quarterly results of the Business Tax survey program.	100.00%	75.00%	0.00%	
Report annually on strategy for the new downtown high tech innovative district concept	100.00%	100.00%	*	
Identify ways to educate our citizens to shop local including signage and brochures	*	100.00%	*	
Conduct an annual photo contest to emphasize the City of Palm Coast branding, utilize photos in ongoing marketing campaigns; develop ongoing photo repository for City and public use	*	*	100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	94.25%	95.35%	75.38%	100.00%
Identify all inactive departmental records kept in office file drawers to be scanned.	100.00%	100.00%	50.00%	
All "open records requests" will be answered as prescribed by state law (track quarterly)	99.49%	100.00%	100.00%	
Conduct a record audit report for all departments semi-annually	100.00%	100.00%	90.00%	
Meeting minutes will be completed and posted within 2 days of approval (track quarterly)	100.00%	100.00%	100.00%	
Agendas will be posted at least 5 days prior to a public meeting (track quarterly)	100.00%	100.00%	100.00%	
Council minutes will be completed prior to the next council business meeting with 100% accuracy (track quarterly)	100.00%	95.65%	100.00%	
Scan all identified inactive records for the current year.	100.00%	100.00%	100.00%	
Track and report on documents that reached retention and identify those to be destroyed and those to be excluded	100.00%	75.00%	100.00%	
Provide a minimum of two (2) training sessions to City employees regarding Public Records Annually	100.00%	100.00%	100.00%	
Identify all o: drive records that need to be retained or can be destroyed	20.00%	80.00%	35.00%	
Transition automatic committing with quality control audit in place for all new users	*	100.00%	75.00%	
Prepare annual CRA report	100.00%	100.00%	0.00%	
Report quarterly on legislative efforts	100.00%	75.00%	*	
Transition to recording only for Boards/Committees by end of 1st quarter no streaming-post day after meeting	*	100.00%	*	
Transition City video content to YouTube Channel and other digital platforms and end PCTV programming and broadcasts on cable television channels	*	100.00%	*	
In coordination with IT, evaluate Opportunities to improve public facing "public records" search capabilities		100.00%	30.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	100.00%	100.00%	47.50%	100.00%
Provide and/or pre-schedule social media presence at major events by incorporating video, photos and using hashtags as appropriate.	100.00%	100.00%	100.00%	
Create video promos for Arbor Day Celebration, Senior Games, Birds of a Feather Fest, and the Starlight Event & Parade.	100.00%	100.00%	*	
Conduct analysis of the City's social media presence each quarter and lead efforts to improve social media presence across platforms.	100.00%	100.00%	100.00%	
Conduct research of panhandling regulations	*	*	50.00%	
Research programs that provide support innovative approaches	*	*	35.00%	
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	93.89%	96.88%	100.00%	100.00%
Maintain communication program for swale system maintenance.	100.00%	100.00%	*	
Maintain communication program for annual capital improvement program.	100.00%	75.00%	*	
Implement a comprehensive communications and marketing program for the City including news releases, social media, video, graphic design, website announcements, photos, newsletter, printed materials, and report quarterly on program.	100.00%	100.00%	100.00%	
Maintain a virtual Citizens Academy program that supplements existing Citizens Academy Program	100.00%	100.00%	100.00%	
In coordination with other City departments, create at least one video per month that serves as a Public Service Announcement; a feature on a new initiative, capital project or City Service; or highlights a program the City wants to better share with residents or visitors.	100.00%	100.00%	*	

* - Not A Measurement in that year

Communications and Marketing

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 337,968	\$ 277,203	\$ 339,300	\$ 62,097
Operating Expenses	90,820	159,220	199,783	40,563
Transfers to Other Funds	3,700	-	3,800	3,800
TOTAL	<u>\$ 432,488</u>	<u>\$ 436,423</u>	<u>\$ 542,883</u>	<u>\$ 106,460</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

Communications and Marketing

Progress Report

Communications and Marketing was changing often month to month in Q3 and Q4, largely due to the needs during the pandemic. Messaging transitioned from COVID-19 content, to highlighting initiatives, to hurricane season, to showcasing city workmanship, and educating new guidelines on City facilities and services.

In Q3, the team was focused on the Feed Palm Coast and Rise Up Palm Coast initiatives, and also the COVID-19 Virtual Town Halls – all of which were in response to the global pandemic. Messaging also continued in news releases, social media and Constant Contact. Toward the end of this quarter in June, the team hosted the City's annual photo contest and held the City's first-ever virtual State of the City. With more reopening measures in place statewide, the effort for Be Local Buy Local was to help local businesses, which inspired the 30 Restaurants in 30 Days campaign and Be Local Buy Local foodie photo contest.

In Q4, the team continued with pandemic related safety and informational messaging. Virtual Town Halls were continued and transitioned from the topic of health to highlighting city departments. Monthly Be Local Buy Local social campaigns were executed featuring different business sectors. The annual photo contest concluded in July and the winners were announced late summer and recognized at a city council meeting. The Wyland National Mayor's Challenge for Water Conservation that was delayed from April, was held in August. The City of Palm Coast came in second place following an educational social media campaign on water conservation awareness. In September, Communications also worked with Public Works to create a department overview video for the American Public Works Association contest in showcasing a day in the life and came in first place. The team created several storytelling pieces on these City wins and highlighted them along with employees.



This page intentionally left blank

Economic Development

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 197,371	\$ 310,615	\$ 391,632	\$ 81,017
Operating Expenses	114,800	84,626	109,370	24,744
Grants & Aid	30,622	75,000	10,000	(65,000)
Transfers to Other Funds	1,800	3,100	-	(3,100)
TOTAL	<u>\$ 344,593</u>	<u>\$ 473,341</u>	<u>\$ 511,002</u>	<u>\$ 37,661</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>

City Clerk's Office

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 135,910	\$ 230,676	\$ 250,240	\$ 19,564
Operating Expenses	22,139	42,647	55,205	12,558
Transfers to Other Funds	-	750	-	(750)
TOTAL	\$ 158,050	\$ 274,073	\$ 305,445	\$ 31,372

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	1.50	3.00	3.00

City Clerk's Office

Progress Report

COVID-19 brought many challenges to the Clerk's division. Additional notices had to be published as the City conducted its' first CMT/Virtual Council meetings. The division worked closely with IT and then assisted the Planning Clerk with how to conduct a CMT/Virtual PLDRB meeting. There were multiple voluminous public records requests completed in this quarter. Records management and public records training will be provided in the next quarters.

As a result of COVID-19, in person public records training remained as an online training. This will be completed in the fourth quarter by all employees.

Staff is still on track with drafting further ADA policies to use city-wide. The final draft will be presented prior to the end of this year due to the extraordinary circumstances of COVID-19. In addition to drafting ADA policies, staff is also researching the regulations in place nationwide relating to solicitation-pan handling to further the City's code requirements.

The Division began integrating Public Records Requests through Palm Coast Connect for tracking purposes.

There were three seats held on the Primary Election and all three were on the General Election ballot. In addition a Special Election was called due to the resignation of Council Member Howell for District 2. The Clerk's office qualified for candidates for the Special Election. Staff also assisted the Supervisor of Elections for canvassing of ballots for the Primary election. Due to the resignation of Council Member Howell, staff also coordinated receiving applications for Council's consideration for a temporary replacement for District 2

Human Resources

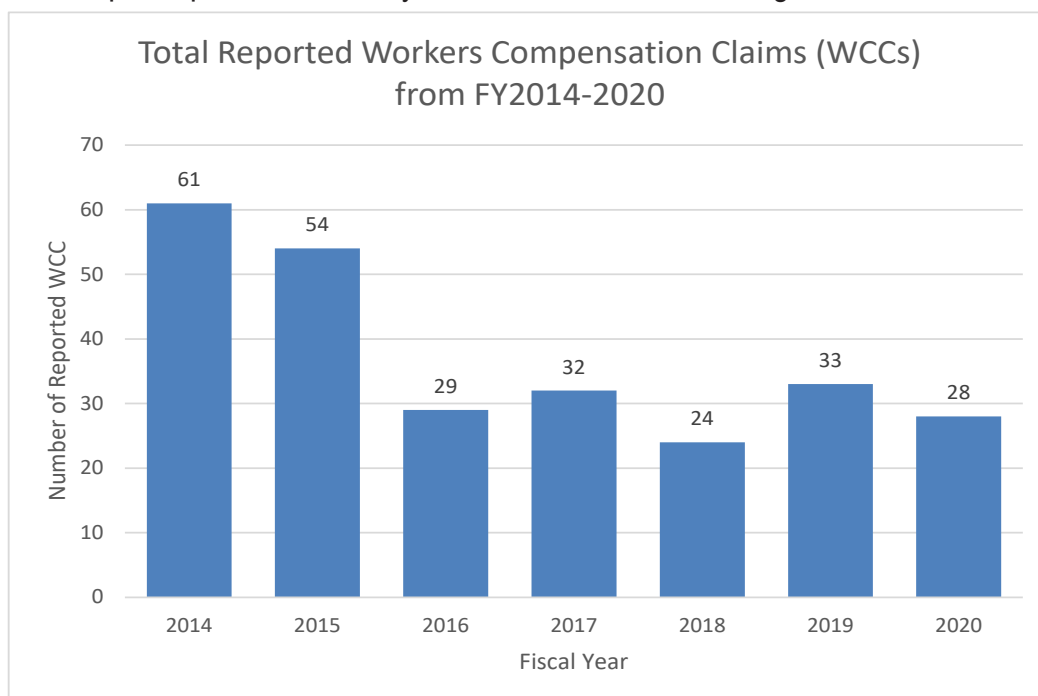
Department Summary

Human Resources, is responsible for recruitment and staffing for over 500 positions within the City. Additionally, staff oversees benefits administration, policy compliance, labor relations, training and development of staff as well as the administration of payroll in coordination with the Finance department.

Amidst a global pandemic the department has had its challenges which has opened doors for opportunities. The main challenge has been establishing relationships with our employees. Through Zoom, we are able to see one another but it is not the same and as a new employee, you only have one chance to make a good impression. As a city, we have had to rethink our approach to employee's health care. How can we keep our employee's healthy and our citizens healthy has been the question for over six months. We have implemented safety precautions to protect both. In reviewing the safety precautions we found an opportunity to begin offering our employees the chance to work from home. This has been very successful and helped with employee morale.

Highlights Include:

- Successful virtual lunch-n-learn safety training class
- Implemented a work from home policy
- The Participant Effect provided zoom education classes
- Coordinated and participated in Blood Drive that provided COVID antibody testing
- An upgrade with internal training on KRONOS
- HR Staff participated in the Mayor's Food drive to feed Flagler



Human Resources

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	94.31%	91.56%	88.33%	100.00%
Each quarter, review one of the following Safety Manuals (City-Wide, Public Works, Utility, Fire) and update as necessary.	*	*	100.00%	
Review workers comp claims semi-annually to identify trends, modify and/or develop corresponding safety programs, and report findings/recommendations to the executive team.	*	*	100.00%	
Develop and implement a feasible rewards program for the COPC employees on reducing injuries and lost time. By the end of the first quarter of the fiscal year develop a strategy plan for implementing a rewards program.	*	*	100.00%	
Qualify or disqualify all applications within 5 working days of the position closing date 90% of the time.	88.71%	94.76%	*	
Complete all background screening for full time positions within 10 working days of selection by departments 95% of the time	76.64%	100.00%	*	
Ensure all required equipment, PPE and technology are available for new staff on first day of employment.	98.36%	95.09%	90.00%	
Develop a formal and comprehensive off-boarding process.	*	50.00%	95.00%	
Evaluate and identify options to improve the open enrollment process.	*	100.00%	90.00%	
Inventory existing opportunities for the use of volunteers	100.00%	90.00%	60.00%	
Inventory volunteer utilization	100.00%	100.00%	25.00%	
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	100.00%	95.00%	57.94%	100.00%
Train employees to teach others	*	100.00%	75.00%	
Identify, track, and report on outside training programs that fosters employee development and advancement opportunities	*	100.00%	50.00%	
Host an Employee Academy at least three times per year that raises employee knowledge of City functions and services along with leadership and team building	*	*	33.33%	
HR schedules a meeting with each Department Director to review Organization Chart and discuss anticipated future	*	90.00%	10.00%	
HR and Director develop recommendations and provide presentation to City Manager at a minimum twice a year.	*	*	0.00%	
Develop management training as part of a mentoring program and track promotions throughout the organization.	*	*	0.00%	
Define a standard for the 401a plan for forfeiture redistribution	*	*	100.00%	
Track and report on education efforts for retirement plans (Participant Effect)	*	*	100.00%	
Evaluate and analyze clinic utilization including employee satisfaction	*	*	90.00%	
Analyze vendor participation in the annual wellness fair and develop a new fair concept.	*	100.00%	100.00%	
Report Quarterly on Improvements to the Employee Development Program	*	*	15.00%	
Evaluate Employee Development Program Annually and Recommend Improvements	*	*	10.00%	
Administer a survey after mandatory training classes 100% of the time	*	60.00%	*	
Develop at least two new "soft skill" training programs for City staff	*	100.00%	50.00%	
The Safety Team will host one required safety training/educational opportunity and two optional safety training/educational opportunity to employees per fiscal year.	*	*	100.00%	
Implement targeted internship opportunities.	100.00%	100.00%	50.00%	
Provide an annual report on the internship program	100.00%	100.00%	50.00%	

* - Not A Measurement in that year

Human Resources

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 500,002	\$ 469,309	\$ 501,511	\$ 32,202
Operating Expenses	134,594	179,574	165,649	(13,925)
Transfers to Other Funds	3,100	2,250	5,000	2,750
TOTAL	<u>\$ 637,696</u>	<u>\$ 651,133</u>	<u>\$ 672,160</u>	<u>\$ 21,027</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>5.00</u>	<u>5.40</u>	<u>5.40</u>

Financial Services

Department Summary

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

The department's core functions are central accounting, payroll services, accounts payable, accounts receivable, local business tax receipts, utility billing, procurement and budget preparation. 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 is responsible for the issuance of all Local Business Tax Receipts. The Division also issues Door to Door and Right of Way Solicitation Permits.

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

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Palm Coast for its comprehensive annual financial report 18 consecutive years. The City of Palm Coast also received the GFOA Distinguished Budget Presentation Award for 16 consecutive years.

Financial Services

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	93.24%	84.44%	79.75%	100.00%
Update the long term financial planning section of the annual budget document on a yearly basis	100.00%	100.00%	100.00%	
Create an informational pamphlet/booklet of revenue sources	*	*	75.00%	
Consolidate Financial Policies to a single policy document	75.00%	75.00%	90.00%	
Pay all vendor invoices within 45 days of receipt within 96% of the time (reported monthly)	98.11%	100.00%	99.62%	
Conduct at least 1 vendor outreach or program annually on how to do business with the City of Palm	100.00%	100.00%	0.00%	
Report to City Council on the annual investment results and policy compliance	100.00%	100.00%	100.00%	
Review and revise construction bids and contract documents	76.00%	50.00%	50.00%	
Online Business Tax Receipts Portal	*	*	100.00%	
Revamp the procurement webpage to improve user efficiencies.	*	*	100.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	100.00%	100.00%	75.00%	100.00%
Conduct public outreach for hotline use and follow up on items reported	100.00%	100.00%	50.00%	
Provide annual disaster recovery training for managers & supervisors related to ensuring reimbursement for disaster recovery costs	100.00%	100.00%	100.00%	
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	100.00%	100.00%	100.00%	100.00%
Track all departmental employee training & certifications for the Finance Department through target solutions (PCU)	100.00%	100.00%	100.00%	
Achieve GFOA award for budgeting annually	100.00%	100.00%	100.00%	
Achieve GFOA award for financial reporting for previous fiscal year annually	100.00%	100.00%	100.00%	
Publish "Budget at a Glance" document annually	100.00%	100.00%	100.00%	

* - Not A Measurement in that year

Financial Services

Progress Report

Fiscal Year 2020 was a unique year for everyone including the Financial Services Department. During first quarter, the department was focused on year-end processing, the finalization of the 2019 budget and subsequent budget amendment, and the annual financial audit. During second quarter, COVID hit and it affected how the department operated. The focus was on a smooth and fast transition to a work from home environment while continuing to deliver timely services. During the third quarter, while continuing to work from home with some partial time in-house, 2021 budget preparation and presentations to council began. This included preparing for the annual fleet purchases

Vendor Registration Process:

The new “By Invite Only” vendor registration process went into effect on June 1, 2020. This process allows only those vendors from which the City has awarded business to procure goods and/or services will be permitted to register. This does not hinder businesses from participating in any competitive sourcing opportunity. It just avoids the confusion of having them register when in fact they are just seeking to get their Local Business Tax receipt. It also avoids duplication of vendor registrations and unnecessary account set-ups in the accounts payable system.

Procurement Website:

In conjunction with the new vendor registration process, the Procurement Website update project is complete. The updated website is more sleek and concise and provides access to our competitive sourcing systems, our contact information and relevant vendor forms.

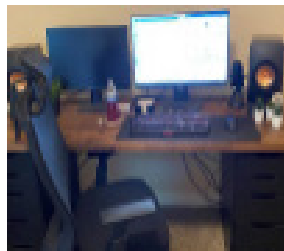
Online Business Tax Receipts Portal:

During the COVID 19 Pandemic the Local Business Tax Receipt Department assisted IT in the development of on an online Local Business Tax Receipt Renewal Portal. The project was completed just prior to the new Local Business Tax Year.

Becoming A Vendor

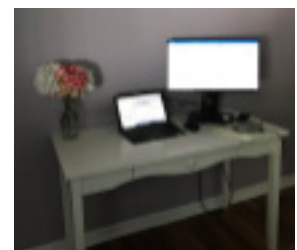
Register Free at these websites

- web **BONFIRE**
Bids, Proposals/Qualifications valued at or more than \$30,000.00
[View \(Web Page\)](#)
- web **GOVQUOTE**
For quotes valued under \$30,000.00
[View \(Web Page\)](#)



Useful Forms And Information

- pdf **Vendor Information Brochure** [348.89 KB]
[Download](#) [View In Browser](#)
- web **Bid/RFP Search**
[View \(Web Page\)](#)
- pdf **Procurement Policy** [1.88 MB]
[Download](#) [View In Browser](#)
- pdf **Standard Credit Application Form** [28.03 KB]
[Download](#) [View In Browser](#)



Financial Services

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,037,072	\$ 1,188,307	\$ 1,359,832	\$ 171,525
Operating Expenses	200,148	242,245	258,851	16,606
Transfers to Other Funds	8,800	900	3,125	2,225
TOTAL	\$ 1,246,019	\$ 1,431,452	\$ 1,621,808	\$ 190,356

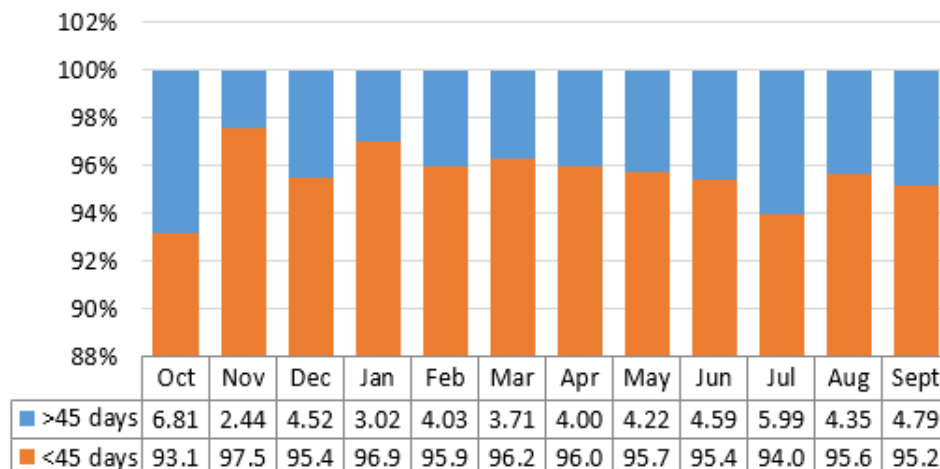
Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	14.50	13.50	15.00

Vendor Payments:

The department strives to pay all vendor invoices within 45 days of receipt, at least 96% of the time.

Invoices Paid



Utility Finance

Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ -	\$387,857	\$ 430,220	\$ 42,363
Operating Expenditures	-	210,350	188,567	(21,783)
Transfers to Other Funds	-	1,100	-	(1,100)
TOTAL	\$ -	\$599,307	\$618,787	\$ 19,480

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	0.00	6.00	6.00

Community Development

Department Summary

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

Planning

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

Code Enforcement

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

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

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

Building Permits

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

Community Development

Progress Report

In Fiscal Year 2020, the increase in permitting activity continued at a steady pace despite the seven month closure of City Hall to the public. The pandemic had no adverse effect on the upward trend of new residential construction activity in our community, which increased in the fiscal year by 31%. Commercial project activity decreased slightly by 4%, but continued to move forward. Planning staff provided professional technical review for a total of 67 development project applications. 44 development orders were issued, which decreased by 21% compared to the prior fiscal year. Animal licenses issued also decreased by 10%, with a total 5,706 purchased, to include 1,352 renewals processed online.

Staff from all three divisions within Community Development made the seamless transition of working primarily from home with the technical assistance from staff in the IT dept., who played a significant role. Preparations were made for the October re-opening of City Hall to the public, to include the implementation of safety measures for staff to return to working from the office.

All Code Enforcement Board and Animal Control meetings were canceled in the last two quarters of the fiscal year, which resumed in the 1st quarter of Fiscal Year 2021. In the 4th quarter, building inspectors started re-entering the residences of citizens to perform inspections; however, virtual building inspections continue to be offered.

Permitting fees collected to enforce the Florida Building Code were reduced by 100% in an effort to assist with stimulating the local economy, in addition to reducing a surplus in the building fund. This will remain in effect until the surplus reaches \$2 million. Florida Statute does not allow use of those fees for any purpose other than to enforce the Florida Building Code.

Community Development

Department Goals and Metrics

	2018	2019	2020	Target for 2021
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	92.43%	94.64%	87.44%	100.00%
Evaluate land development code architectural requirements for industrial use and propose changes.	*	50.00%	65.00%	
Based on the Fiber Master Plan, determine the feasibility of requiring existing and proposed development to incorporate fiber infrastructure	*	60.00%	5.00%	
Provide plan review for all commercial construction (includes additions/accessory) within 10 working days from the time the plan is received 95% of the time.	97.57%	93.12%	91.70%	
Provide plan review for all residential construction (includes additions/accessory) within 5 working days from the time the plan is received 95% of the time.	98.68%	95.49%	95.16%	
Provide initial response to new commercial permits within 10 working days (to include new structures and alterations) from the time the permit is received 95% of the time.	74.79%	93.92%	66.97%	
Provide initial response to new building residential permits within 5 working days (single family residence) from the time the permit is received 95% of the time.	65.72%	77.39%	80.47%	
Provide plan review for select "quick review" permits within the 1 working day of submittal 95% of the time.	86.32%	97.28%	98.51%	
Review / process all 3 elevation certifications within 1 working day 85% of the time.	100.00%	100.00%	100.00%	
Complete all commercial and multi-family tree inspections within 1 working day from date received 95 % of the time.	100.00%	100.00%	99.13%	
Code Enforcement will document and inspect all Code complaints within one working day from the time the complaint is received 95% of the time.	100.00%	100.00%	99.25%	
Complete building inspections within one working day from the time the inspection is called in 95% of the time.	100.00%	100.00%	99.97%	
Create and Report Development timeline as a tool to ensure better communication with customer, better understanding of project status, and improve efficiencies.	*	*	100.00%	
Identify opportunities and create City Developer Partnership Workgroup to enhance communication for projects and actively under construction.	*	*	100.00%	
Establish a "New Business Team" to engage and partner with new businesses/entrepreneurs to consult on regulatory process at initial consultation.	*	*	100.00%	
Develop work flow process to provide new businesses/entrepreneurs the tools necessary to navigate the City's regulatory process.	*	*	100.00%	
Review and improve Occupational Permit process to reduce applicant confusion and inconsistencies.	*	*	100.00%	
Analyze opportunities for external training with developers, builders and the public.	*	*	100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	100.00%	100.00%	50.00%	100.00%
Submit special assessments to tax collector prior to September 5th of each year.	100.00%	100.00%	*	
Evaluate and implement changes to improve existing process for plats.	*	*	40.00%	
Evaluate and implement changes standardizing as-built requirements	*	*	35.00%	
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	100.00%	100.00%	28.57%	
Create a reduce/reuse campaign to reduce use and increase reuse by 5% over audit results	*	*	0.00%	
Examination of recycling options for waste collection services	*	*	18.75%	
Research and determine 4 viable locations for vehicle charging stations	*	*	25.00%	
Complete CDBG Comprehensive Annual Performance Evaluation Report (CAPER).	100.00%	100.00%	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	100.00%	95.00%	57.14%	100.00%
Update the Recreation and Parks Facilities Master Plan	100.00%	*	*	
Evaluate opportunities to work with citizens along Florida Park Drive to improve landscaping along the roadway	*	95.00%	100.00%	
Complete Waterway Cleanup event with 350 volunteers	*	*	42.86%	
Arbor Day event - give away 400 trees and recycle 6,000 lbs of paper	*	*	0.00%	
Track each outreach activity according to citizens reached and cross-reference with active flood insurance policies in Palm Coast	*	*	100.00%	
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	100.00%	100.00%	65.00%	100.00%
Conduct in-house ADA cross training program for development review staff.	*	*	65.00%	
Track all employee departmental training & certifications for the Community Development Department through target solutions (PCU)	100.00%	100.00%	*	

* - Not A Measurement in that year

Planning

General Fund

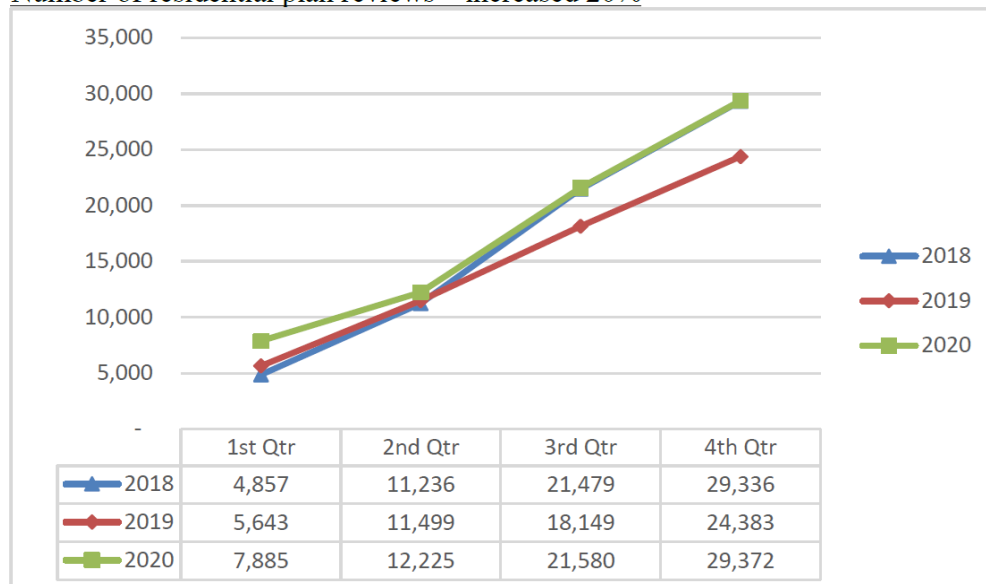
Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,276,492	\$ 1,333,725	\$ 1,780,718	\$ 446,993
Operating Expenses	175,696	220,980	270,247	49,267
Transfers to Other Funds	19,525	3,290	3,825	535
TOTAL	\$ 1,471,713	\$ 1,557,995	\$ 2,054,790	\$ 496,795

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	15.25	13.66	17.66

Number of residential plan reviews – increased 20%



Building Permits

Building Permits Fund

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Service	\$ 2,395,893	\$ 2,196,000	\$ 1,306,000	\$ (890,000)
Interest and Other Earnings	126,477	50,000	-	(50,000)
Miscellaneous Revenues	12,903	12,000	12,000	-
Appropriated Fund Balance	-	657,973	1,826,468	1,168,495
TOTAL	\$ 2,535,273	\$ 2,915,973	\$ 3,144,468	\$ 228,495

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,341,120	\$ 1,994,542	\$ 2,144,461	\$ 149,919
Operating Expenses	489,530	771,229	775,297	4,068
Capital Outlay	-	85,624	-	(85,624)
Transfers to Other Funds	29,826	64,578	224,710	160,132
TOTAL	\$ 1,860,476	\$ 2,915,973	\$ 3,144,468	\$ 228,495

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	20.05	23.48	24.48

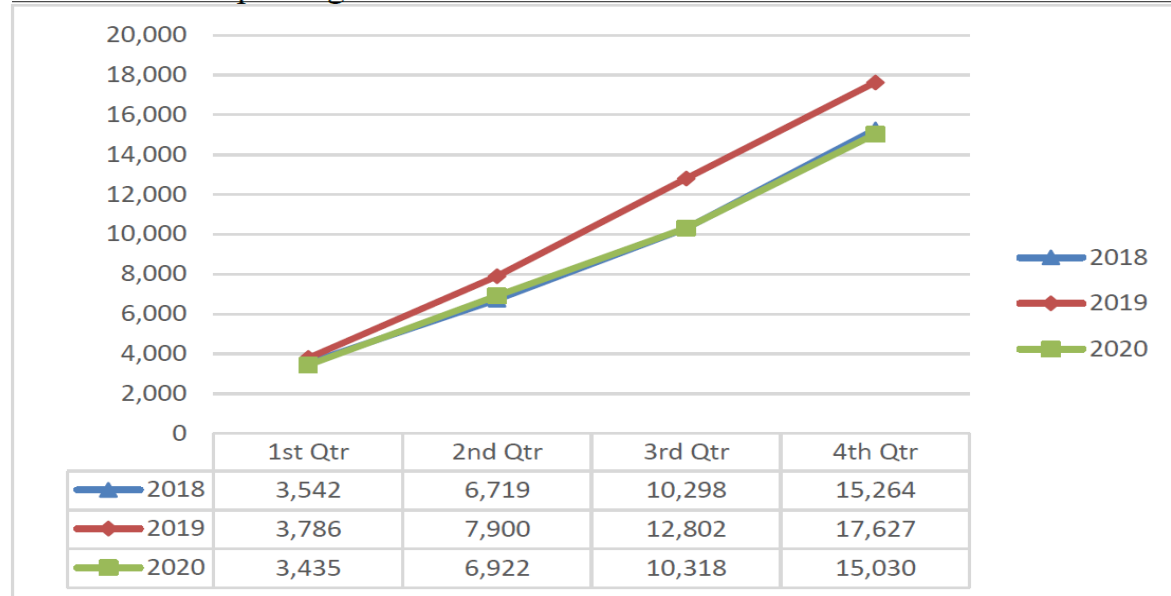
Code Enforcement

General Fund

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,715,085	\$ 1,832,815	\$ 1,919,379	\$ 86,564
Operating Expenses	927,850	952,279	942,653	(9,626)
TOTAL	\$ 2,642,934	\$ 2,785,094	\$ 2,862,032	\$ 76,938

Approved FTE's	FY 19	FY 20	FY 21
Total Personnel	24.95	25.36	25.36

Number of complaint generated & code officer initiated action orders - decreased 15%



Law Enforcement

Department Summary

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.



Operations: 901 E. Moody Blvd,
Bunnell, FL 32110
Inmate Facility: 1001 Justice Lane,
Bunnell, FL 32110
Phone: (386) 437-4116
Fax: (386) 586-4888
Non-Emergency: (386) 313-4911
EMERGENCY: 9-1-1

Law Enforcement

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 3,505,503	\$ 3,680,779	\$ 4,035,818	\$ 355,039
TOTAL	\$ 3,505,503	\$ 3,680,779	\$ 4,035,818	\$ 355,039

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

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 63 FTEs, 35 Volunteer Firefighters operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The City ISO rating is currently a 2.

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



Fire

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	*	*	100.00%	100.00%
Complete an update of the Fire Impact Fees			100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	84.12%	97.75%	74.35%	100.00%
Develop and Implement an Employee Notification System for Urgent	60.00%	*	*	
Draft guidelines for emergency communication which delineates the responsibilities and procedures to communicate with staff during an emergency.	*	100.00%	*	
Develop and Implement an Employee Notification System for Urgent Messages	*	100.00%	*	
Coordinate with Flagler County on the use of EMS resources	100.00%	100.00%	25.00%	
Track and report quarterly on fire and emergency services "Calls for Response" on all responses 0-7 minutes and calls over 8 minutes.	100.00%	100.00%	100.00%	
Track all calls for service outside of the City	100.00%	100.00%	100.00%	
Ensure that all firefighters receive annual medical exam.	100.00%	100.00%	0.00%	
Maintain and update the fleet replacement program.	100.00%	100.00%	100.00%	
Develop and implement / Maintain a ladder/aerial maintenance and lubrication schedule	100.00%	100.00%	100.00%	
Develop and implement Amkus Extrication Tool testing certification programs	100.00%	83.00%	0.00%	
Maintain a "Small Engine" Maintenance Program to ensure small engines are being maintained on a schedule recommended by the manufacturer.	100.00%	90.00%	90.89%	
Ensure all fire fleet vehicles scheduled for preventative maintenance within 200 miles of the "Mileage Due" sticker 100% of the time	*	*	100.00%	
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	*	*	100.00%	100.00%
Develop a scope of services for the Fire Facilities Manager in conjunction with the City of Palm Coast Public Works Facilities Maintenance program for all Fire facilities repairs	*	*	100.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	98.63%	94.72%	70.04%	100.00%
Report on all fire education programs in Flagler schools	100.00%	100.00%	50.00%	
Provide car seat installation education for citizens at all fire station on request and report quarterly on the number of citizens	100.00%	100.00%	50.00%	
Maintain and provide training / certification to all line lieutenants to educate citizens about the proper techniques to install child car seats at three (3) events per fiscal year.	100.00%	66.67%	33.33%	
Upon request, provide smoke detector battery replacements and report quarterly on the number of citizens assisted.	100.00%	100.00%	55.00%	
All line employees are to physically attend 3 of the 12 quality assurance sessions with the medical director to review past practices and learn new procedures.	90.74%	92.59%	0.00%	
Report quarterly on all business inspections conducted	92.54%	80.00%	*	
Report quarterly on all pre-fire plans conducted by each Lieutenant	90.70%	100.00%	100.00%	
The Emergency Management team will update the City CEMP plan each year to ensure current and accurate.	100.00%	100.00%	70.00%	
Fire services will conduct quarterly Confined Space training drills with Team members being required to attend 3 out of 4 training drills to remain an active member of the team.	100.00%	75.00%	100.00%	
Fire Services will work towards recertifying remaining members of the confined space team to a level of Rope Operations and Confined Space Technician.	100.00%	96.00%	*	
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	100.00%	65.22%	100.00%	100.00%
Monitor and update the an intra-department mentoring program to educate and train full time employees for future advancement	100.00%	100.00%	100.00%	
Track all departmental employee training & certifications for the Fire Department through target solutions (PCU)	100.00%	90.00%	*	
Develop an emergency evacuation plan for all City facilities	100.00%	75.00%	*	
Review and recommend changes to the annual Fire fleet driver training program to include pre-trip and post-trip inspection practices, pumping / hydraulic calculations, field course training and "Ride-Up" driver testing.	100.00%	50.00%	100.00%	

* - Not A Measurement in that year

Fire Department

Progress Report

Emergency Management Team

The Emergency Management team has had an extensive year working with City and County staff to include Flagler Emergency Management, Department of Health, and other regional partners to provide service during the pandemic. The initial notification and subsequent closing of the State was met with full action from the team and the City. PPE and needed cleaning equipment/supplies were identified and purchased immediately. Operations for the City and emergency response were adjusted in early March. Fire training and community interaction were halted per recommendations.

COVID 19 response continued during the third quarter. The EM team developed an opening matrix with all the City Departments to be ready operationally and with personnel for the pending opening. The team further worked with Human Resources to assist with the development and institution of City "Return to Work" policies and Fire Department response procedures. The City worked directly with Flagler County Emergency Management to maintain communication flow and involvement in disseminating new CDC and Department of Health guidelines. EM Staff worked with social groups and sports teams to provide guidance and direction for the slow opening of society during each phase of the pandemic.

Fire Danger in May reached a high of 480 KBDI and required up-staffing on specific days of low humidity and high fire danger. This required the staffing of wildland brush trucks for quick response. Subsequent rains in June dropped the KBDI into safer ranges to return to normal operations.

Business Inspections

The department continues to make progress in correcting fire prevention issues and developing relationships with the business community. The inspections from October to February were consistent with last year with positive outcomes. As a result of the pandemic, access to many healthcare facilities has been reduced or eliminated to public inspection. The recent change in contact with the community has changed practice that restricted access to senior care centers and adult living facilities. While the schools were vacated and facilities closed, the Inspection Team went to all the schools to conduct the annual fire inspections.

Fire Training Team

January and February were typical months for training. The Fire Training team reduced some of their training in March due to COVID 19 recommendations, which also caused the City shut down. Of the training conducted was on an engine company level with no interaction with other crews. During Phase II, the engine companies returned to regular training. By the time Phase III was announced, much of the training was back to normal status. Fire Officer Training, Company Training, Driver Training, Hazardous Materials Training have all met their required 100%. Facility Training was 49% related to the pandemic and the inability for the department to gather in large numbers at the training site.

Fire Department

General Fund

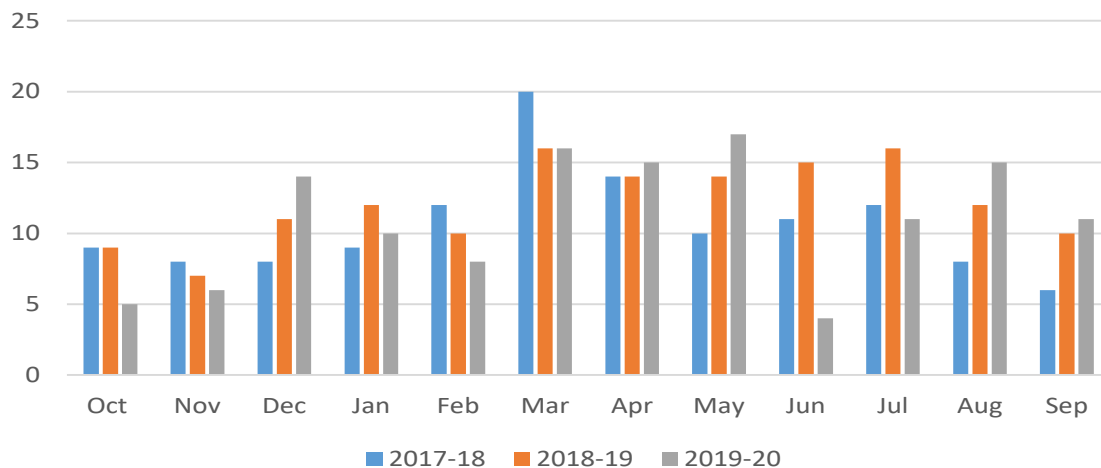
Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Budget FY 21	Net Change FY20-FY21
Personal Services	\$ 6,586,740	\$ 6,828,429	\$ 7,132,438	\$ 304,009
Operating Expenses	2,187,943	2,506,273	2,712,322	206,049
Capital Outlay	29,792	99,600	109,500	9,900
Transfers to Other Funds	35,904	154,250	13,750	(140,500)
TOTAL	\$ 8,840,379	\$ 9,588,552	\$ 9,968,010	\$ 379,458

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	58.00	60.00	63.00

Cumulative Fire Calls



Public Works

Department Summary

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

Streets Division

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

Facilities Maintenance Division

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

Fleet Management Division

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

Public Works Department

Progress Report

The fiscal year 2020 started with much momentum behind process improvements and a focus on the department's professional development. Unfortunately, as with all departments, things changed quickly as we adapted to a global pandemic. Many of these initiatives had to be set aside for the time being to continue our essential operations. We looked for ways to remain effective while adhering to CDC guidelines to reduce our employees' risk. Whether it be the Streets, Facilities, or the Fleet maintenance crews, the department was able to work through the difficulties that Covid-19 presented us. This was a blessing in disguise that allowed us to show what a strong leadership team is in place.

The department came together and performed at an amazingly high level of excellence. Our City crews kept moving forward without any hesitation, and the department continued to deliver the exceptional service that our residents have come to expect.

Outside of normal operations, the department was able to take on several new and exciting transformations and projects such as:

- Continued planning for the new PW Facility
- American Public Works Association (APWA) membership and accreditation
- Record employee retention
- Onboarding of Field Service Lighting to Streets, then expanding to Facilities and Fleet
- Created an Inventory management process with a dedicated inventory specialist
- Storm prep for the most active hurricane season in history (luckily, we spared a direct hit)

Additionally, the department transitioned facility maintenance from a general labor pool to a division focused on providing preventative and responsive maintenance of city facilities and aligned budgets towards that end. The Special Projects crew expanded their success by completing several major capital improvement projects, including rebuilding the pier at Waterfront Park, ITSC field renovations, Stormwater Facility build out, PW facilities temporary improvements, and more. The Streets division continued to grow and expand their capabilities by bringing the repair of guardrails and more extensive asphalt work in-house. The Landscaping crews remained consistent in keeping the City's medians and neighborhoods looking pristine by continuing to take pride in the work they produce on a daily basis.

The department's overall goal is to continue developing internal talent so the future is focused on promoting the City's overall mission, "Delivering Exceptional Service by making People the Purpose of Our Work." The department will focus on this goal and continue to professionalize the department and align our mission, vision, and goals with the same.

Public Works

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	96.00%	85.37%	100.00%	100.00%
Repair median irrigation zones within 24 hours upon receipt of complaint or inspection	100.00%	100.00%	100.00%	
All parkway median maintenance will be completed within a two week rotation 100% of the time	82.60%	56.12%	*	
Perform quarterly inspection to ensure that median areas are maintained to a high standard	100.00%	100.00%	100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	100.00%	100.00%	90.41%	100.00%
All fire fleet (30) will have preventative maintenance work performed on time (scheduled hours) 85% of the time	100.00%	100.00%	*	
Of the fire fleet not meeting the scheduled preventative maintenance all will have maintenance performed within 50 hours past original schedule 100% of the time	100.00%	100.00%	*	
White fleet will have preventative maintenance work performed on time (within 250 miles before or after target mileage) 100% of the time	*	100.00%	86.66%	
Fleet Department will report on Citywide average for white fleet on time PM's	*	*	94.16%	
Each supervisor will use the GPS monitoring system to monitor that driver activity is being followed according to City policy on a daily basis	100.00%	100.00%	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	75.69%	88.22%	80.59%	100.00%
Streets - Repair all signs within 24 hours of being reported.	100.00%	100.00%	100.00%	
Complete preventative maintenance on 58 traffic signal cabinets 2 times a year per FDOT standards	33.62%	64.66%	54.92%	
Respond to traffic signal and stop sign emergencies within 2 hours	100.00%	100.00%	100.00%	
All hazardous trees within the ROW will be removed within 30 days of receipt of work order.	*	*	100.00%	
Complete 50,000 Linear feet of Site Distance work quarterly.	*	*	65.00%	
Sidewalks and ADA mats will be inspected bi-annually.	*	*	63.63%	
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	100.00%	100.00%	0.00%	100.00%
Track all departmental employee training & certifications for the Public Works Department through target solutions (PCU)	100.00%	100.00%	*	
After hiring electrician focused staff, set a timeline for electrical certification and training opportunities to improve skill-set.	*	*	0%	
Evaluate current training budget based on school availability and start times.	*	*	0%	

* - Not A Measurement in that year

Streets

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 3,287,375	\$ 3,759,872	\$ 3,976,405	\$ 216,533
Operating Expenses	2,785,495	3,328,315	3,732,472	404,157
Transfers to Other Funds	174,530	420,496	52,746	(367,750)
TOTAL	<u>\$ 6,247,400</u>	<u>\$ 7,508,683</u>	<u>\$ 7,761,623</u>	<u>\$ 252,940</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>56.00</u>	<u>57.00</u>	<u>56.00</u>

Facilities Maintenance

Facilities Maintenance Fund

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 678,599	\$ -	\$ 1,411,419	\$ 1,411,419
Miscellaneous Revenues	2,728	10,641	-	(10,641)
Interest and Other Earnings	10,203	4,000	-	(4,000)
Non Revenues	257,730	1,090,015	-	(1,090,015)
TOTAL	<u>\$ 949,259</u>	<u>\$ 1,104,656</u>	<u>\$ 1,411,419</u>	<u>\$ 306,763</u>

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 143,298	\$ 281,006	\$ 376,307	\$ 95,301
Operating Expenses	604,677	776,995	988,241	211,246
Capital Outlay	-	15,600	-	(15,600)
Transfers to Other Funds	112,276	-	-	-
Contingency	-	31,055	46,871	15,816
TOTAL	<u>\$ 860,251</u>	<u>\$ 1,104,656</u>	<u>\$ 1,411,419</u>	<u>\$ 306,763</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>4.00</u>	<u>4.00</u>	<u>5.00</u>

Facilities Maintenance

Facility & Maintenance Requests

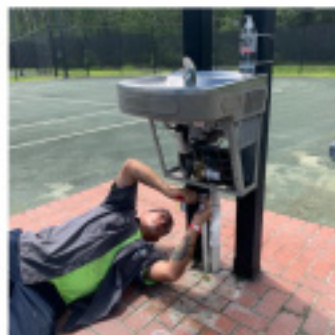
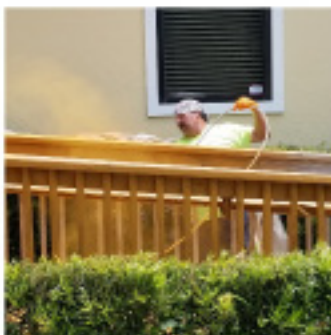
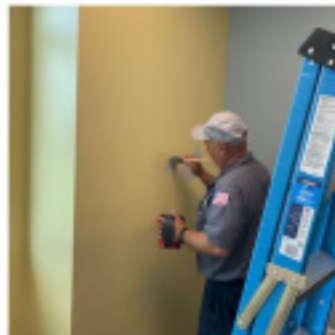
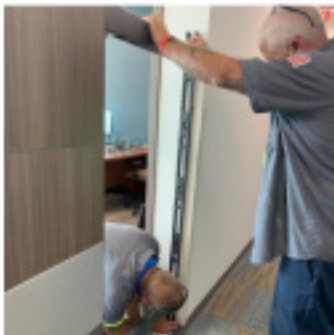
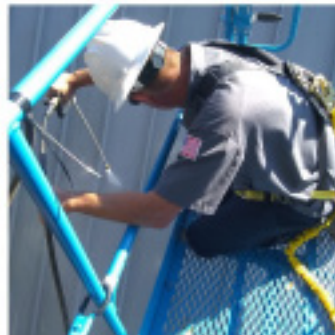
Irrigation repairs identified and completed during inspections at Fire Stations & Utility

Quarterly Flag Inspections

- 114 for 4th Q - 438 for FY

- Heads cleaned - 33-4th Q - 467 for FY
- Heads adjusted - 28- 4th Q - 496 for FY
- Heads replaced - 15- 4th Q - 210 for FY
- Lines repaired - 3- 4th Q- 33 for FY
- Other Misc -0-4th Q - 7 for FY

- 12 - 4 Flags Replaced- 4th Q - 15 for FY



Fleet Management

Fleet Management Fund

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 4,164,518	\$ 5,038,273	\$ 5,711,195	\$ 672,922
Interest and Other Earnings	233,407	75,000	-	(75,000)
Miscellaneous Revenues	8,602	430,000	170,000	(260,000)
Non Revenues	199,187	-	-	-
Transfers from Other Funds	1,339,590	2,022,391	741,954	(1,280,437)
Appropriated Fund Balance	-	-	915,083	915,083
TOTAL	\$ 5,945,305	\$ 7,565,664	\$ 7,538,232	\$ (27,432)

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 650,590	\$ 742,568	\$ 814,636	\$ 72,068
Operating Expenses	3,449,939	1,854,270	1,925,349	71,079
Capital Outlay	-	4,581,386	4,498,247	(83,139)
Transfers to Other Funds	10,225	-	300,000	300,000
Contingency	-	387,440	-	(387,440)
TOTAL	\$ 4,110,754	\$ 7,565,664	\$ 7,538,232	\$ (27,432)

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	9.50	10.00	11.00

Fleet Management

Fire Fleet Service

- 50 Vehicle Repairs
- 12 Vehicle Inspections
- 12 Vehicle & Equipment Preventative Maintenance
- 2 Road Calls, Travel, Transport
- 0 Aerial six month inspection
- 76 Total Completed Fire Fleet Services

White Fleet Service

- 328 Vehicle Repairs
- 168 Vehicle Preventative Maintenance & Inspections
- 246 Small Equipment Repairs
- 38 Small Equipment PM's & Inspections
- 22 Repairs Hand Held Equipment
- 26 Road Calls Vehicles & Small Equipment
- 22 Low Boy Transports
- 850 Total Fleet Services



Stormwater & Engineering

Department Summary

The Stormwater & Engineering Department manages the rehabilitation and expansion of the City's Infrastructure system. Much of the original infrastructure (stormwater, utility, and roadways) were put in during the initial development of Palm Coast that began in the 1970's. The department focuses on keeping the operation of our infrastructure systems functioning by assessing and rehabilitating the aging infrastructure but also expanding roadways and adding new elements such as parks, wells, pump stations to address our current and future growth. Project types range from the replacement of stormwater, maintenance of our swale system, to roadway widening, adding street lights and constructing new parks and buildings. The Department also manages the maintenance and operation of the entire stormwater system. This department consist of four core groups.



Stormwater & Engineering

Progress Report

For the 4th quarter of FY2020 Stormwater & Engineering continued efforts including but not limited to continuous street lighting, traffic signal timing, pavement management, Holland Park improvements, public works facility improvements, Florida Park Drive, utility inflow & infiltration, as well as the enhanced stormwater plan.

There were a lot of accomplishments for FY20 even though it was a challenging year due to COVID and higher than normal rainfall during a few of the months. Staff was able to modify and adapt to continue operations and work efforts, however the largest impact was in our stormwater maintenance group who were without the 2 normally scheduled prison crews (16 staff) for over half the year who are responsible to cut down vegetation in our ditches. Some temporary labor was utilized and some staff was reallocated to cover this loss of labor and we are expected to be back to normal level of service early in FY21. The department has had many success in this fiscal year that include:

- Completion of the work and transferring of staff to the renovated facility on Utility Drive that created a sole location for stormwater maintenance & operation staff and equipment.
- Receiving the Florida Stormwater Association 2020 outstanding achievement award for the city's enhanced stormwater program. This award is to recognize outstanding stormwater programs and projects in the profession of stormwater management, and the benefit they provide to the environment and local citizenry. The City of Palm Coast's enhanced stormwater program was nominated on the basis of demonstrating development and implementation of innovative projects, innovations in the areas of stormwater management and finance, permit compliance, adequate funding, a stable and talented staff, intergovernmental coordination, best management practices, and improved level of service. The Stormwater & Engineering Department is tasked with managing over 110 projects in Fiscal Year 2020 for City capital projects and associated infrastructure related items.

Stormwater & Engineering

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	84.54%	97.63%	82.99%	100.00%
Provide a swale plan, if necessary, associated with a new home permit within 60 business days from the time the permit is issued.	100.00%	99.20%	98.83%	
Evaluate and consolidate existing data and create a stormwater improvement master plan	100.00%	85.00%	*	
Create a one year timeline & identify project managers for all capital projects.	*	*	100.00%	
Provide a monthly update to the one year capital project timeline and report findings to the City Manager quarterly.	*	*	100.00%	
Prepare an annual report to the City Manager that compares actual timeline to the original projected timeline.	*	*	100.00%	
Create a template for a 'Project Summary' for each capital project.	*	*	100.00%	
Inspect swale drainage problems and provide customer communication within 2 business days of the receipt of the complaint 85% of the time.	13.53%	89.69%	*	
Provide an annual report of intersection analysis findings that are within the area of work of the pavement management program project.	*	*	100.00%	
Analyze existing traffic operations and determine if adaptive traffic light control would provide a benefit to operations.	*	*	50.00%	
Develop draft of Standard Operating Procedures (SOP) based on swale issue severity, criteria rating and response time.	*	*	0.00%	
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	85.65%	96.75%	42.00%	100.00%
Complete driveway engineering review and provide a culvert design if necessary within 10 calendar days from the time the permit is received, 95% of the time	58.83%	100.00%	100.00%	
Inspect canal / waterway drainage problems within 3 business days of the request 90% of the time from the time received.	40.71%	86.99%	*	
Research and identify actions taken by other communities related to the use of autonomous vehicles regarding roadway & traffic signal maintenance as well as new construction requirements.	*	*	60.00%	
Identify elements necessary for autonomous vehicle use that may be able to be incorporated into the city's road surfacing and maintenance program as well as traffic signal maintenance, equipment replacement and signal optimization program.	*	*	50.00%	
Identify scop changes & potential cost implications that may be needed as a result of the autonomous vehicle findings & present to council	*	*	0.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	89.47%	85.09%	65.28%	100.00%
Identify previous grants that City has obtained and the staff & department responsible for the grant applications. Create a process of how the City will identify and seek grant opportunities associated with capital projects.	*	*	100.00%	
Calculate ERUs within 14 calendar days 95% of the time from the time received	78.94%	70.17%	0.00%	
Review & respond to in-house survey requests from other City departments within 5 business days 95% of the time from the request is made	100.00%	100.00%	*	
White fleet will have preventative maintenance work performed on time (within 250 miles before or after target mileage) 100% of the time	*	*	95.83%	
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	87.14%	100.00%	0.00%	100.00%
Complete annual report for MS4 permit and implement report requirements	*	100.00%	*	
Provide an Annual Update to the Trail Pavement Management Plan for incorporation in the CIP & Update GIS Data	*	*	0.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	54.71%	87.62%	20.56%	100.00%
Review street light requests for approval or denial within 5 business days of receipt	61.53%	90.24%	*	
Implement the master continuous street lighting plan for major roads - Belle Terre Boulevard	*	*	75.00%	
Engage an external consultant to identify options through a traffic engineering study to address traffic concerns on Florida Park Drive	*	85.00%	0%	
Create a GIS map of street intersections that have lighting and intersections that do not have lighting and make map available to the public	*	*	100%	
Investigate opportunities for community outreach in conjunction with FPL & Sheriff's Office regarding street light programs and neighborhood safety & security measures	*	*	0%	
Update master plan to include a long range plan to add street lighting to all intersections and incorporate plan into the Capital Improvement Program.	*	*	0%	

* - Not A Measurement in that year

Stormwater Operations

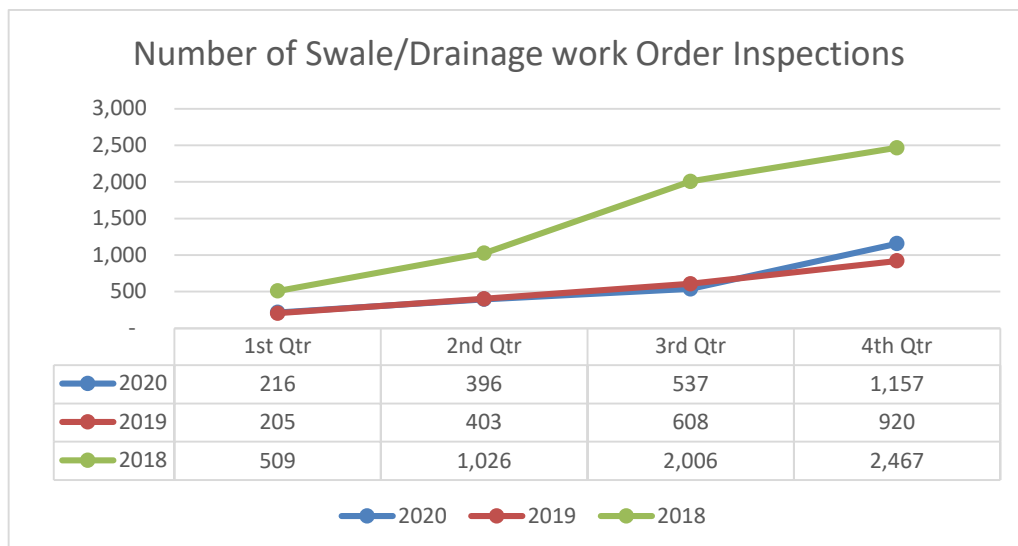
Stormwater Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ -	\$ 576,497	\$ 586,010	\$ 9,513
Operating Expenses	-	121,196	382,860	261,664
TOTAL	\$ -	\$ 697,693	\$ 968,870	\$ 271,177

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	0.00	6.00	6.00



Stormwater Engineering

Stormwater Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 974,442	\$ 764,213	\$ 796,093	\$ 31,880
Operating Expenses	750,165	315,549	425,491	109,942
Capital Outlay	(947,524)	3,913,532	4,050,000	136,468
Transfers to Other Funds	53,433	4,540	27,652	23,112
TOTAL	\$ 830,516	\$ 4,997,834	\$ 5,299,236	\$ 301,402

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	12.00	9.00	9.00

R Section Drainage Improvements



FPL Path Pipe Replacement



Stormwater Maintenance

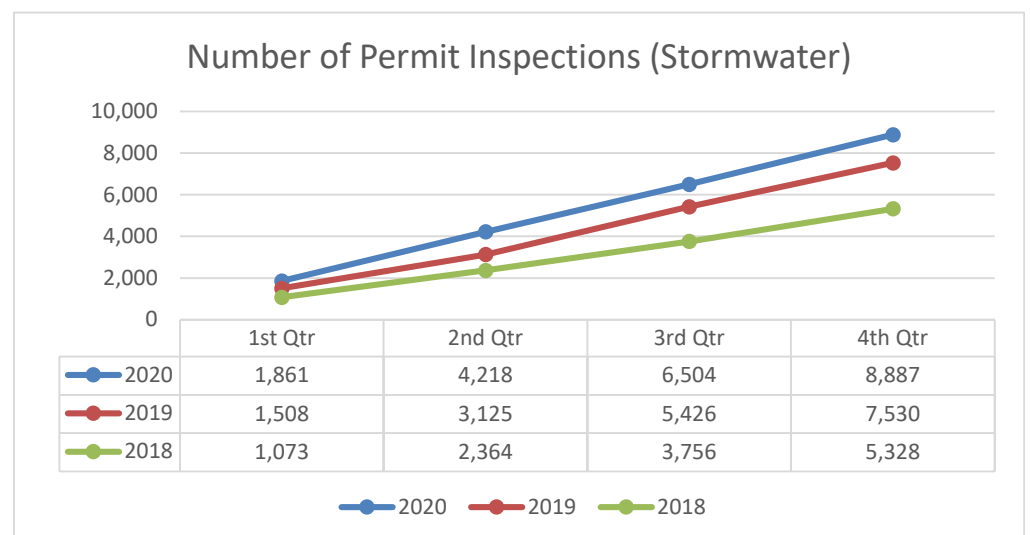
Stormwater Fund

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,200,032	\$ 2,094,785	\$ 2,147,609	\$ 52,824
Operating Expenses	994,976	1,780,350	3,273,623	1,493,273
Capital Outlay	898,875	745,000	820,000	75,000
Transfers to Other Funds	694,606	1,246,343	402,496	(843,847)
TOTAL	\$ 3,788,489	\$ 5,866,478	\$ 6,643,728	\$ 777,250

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	24.50	33.00	33.00

New Pipe Installation



Construction Management & Engineering

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 871,367	\$ 811,173	\$ 690,090	\$ (121,083)
Operating Expenses	199,754	154,716	70,919	(83,797)
Transfers to Other Funds	4,800	-	-	-
TOTAL	\$ 1,075,921	\$ 965,889	\$ 761,009	\$ (204,880)

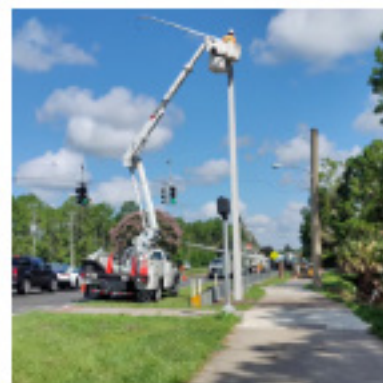
Approved FTE's

	FY 19	FY 20	FY 21
Total Full-time	10.75	9.00	6.00

CB-1 overview



Continuous Steetlighting



Utility Construction Management & Engineering

Water & Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 414,198	\$511,551	\$ 523,972	\$ 12,421
Operating Expenses	28,082	29,958	29,394	(564)
Transfers to Other Funds	31,022	-	-	-
TOTAL	<u>\$ 473,301</u>	<u>\$ 541,509</u>	<u>\$ 553,366</u>	<u>\$ 11,857</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>

Stormwater Non Departmental

Stormwater Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 3,099	\$ -	\$ -	\$ -
Operating Expenses	1,619,315	2,226,641	1,006,499	(1,220,142)
Capital Outlay	2,033,269	-	-	-
Debt Service	222,422	1,815,045	1,811,174	(3,871)
Transfers to Other Funds	(1,460,314)	120,605	1,731,466	1,610,861
Contingency	-	1,345,130	-	(1,345,130)
TOTAL	\$ 2,417,791	\$ 5,507,421	\$ 4,549,139	\$ (958,282)

Water / Wastewater Utility

Department Summary

The Water/Wastewater Utility Department, through its various divisions, is responsible for providing the City's water and wastewater services.

Utility Administration

The Utility Administration division provides administrative support to all of the utility divisions. In addition, this division oversees utility development permitting and agreement formation, environmental compliance and inventory.

Customer Service

The Customer Service division manages the front desk operations at City Hall and the Utility office as well as staffing of a call center to handle incoming calls to the City. Primarily dealing with utility and stormwater accounts, the Customer Service Representatives are also equipped to help residents and customers with all types of city related subjects. This includes meter reading.

Water Distribution

This division of the Utility Department is responsible for maintenance, repairs and installation of the water distribution system. This includes construction installation of new home service. This section also includes a water quality division that assures water quality in the distribution system.

Wastewater Collection & Treatment

This division of the Utility Department includes Utility Maintenance, Wastewater Collection and Wastewater Treatment. The division is responsible for maintenance, repairs and installation of the wastewater system. This includes collection, treatment and disposal of wastewater. This division includes two wastewater treatment plants and a reclaimed water system for irrigation uses.

Water Supply & Treatment

This division of the Utility Department is responsible for the collection and treatment of water for distribution. This division includes three water treatment plants. This division is also responsible for the repair and maintenance of wells and well fields.

Water/Wastewater Utility

Progress Report

FY2020 proved to be a challenging one, the coronavirus was in full effect for the better part of the year and staff worked hard to adjust as conditions demanded. The Utility was impacted greatly by the extra steps necessary to try and protect staff and the citizens, screening is a daily program for protection of all. Staff had an increase in after-hours calls for a portion of the early COVID-19 days mostly due to residents flushing disposable wipes and causing pumps to clog and fail when toilet paper was in short supply. Operations staffing have successfully utilized a modification of staffing hours by having some staff work four 10 hour days in an effort to reduce overtime hours. This is something that several staff members felt might be beneficial to the city financially while being a boost to employee morale as well. A reduction of overtime costs has occurred and will be tracked to see the bigger picture over time.

Shutoffs were discontinued for several months due to some customers being hard hit financially but now have been reinstated.

Staff is working hard to keep up with the increased growth and the normal work functions and will be utilizing outside contractors more as the new year rolls in. Staff continues to work toward increasing wastewater treatment capacity which will be a 2.0 million gallon per day (MGD) expansion to Wastewater Treatment Plant #2. City Council approved an agreement to secure a low interest State Revolving Fund (SRF) loan from the Florida Department of Environmental Protection (FDEP) to fund the design portion of the project. Our Engineering consultant is now fully engaged in the final design.

After initial launch mid-2019, Palm Coast Connect has proven to be a great success so far and Customer Service continues to work with the software developer, Coastal Cloud to expand the capabilities and usefulness of the application. During the first quarter the Wastewater Division, the Customer Service Division and Coastal Cloud began building the platform through Salesforce for the Field Service Lightning component of Palm Coast Connect. A series of weekly meetings allowed operations staff to provide valuable input for development of the application which will be customized to fit the operation. When implemented Field Service Lightning will send work orders directly to the field technicians' mobile devices thereby increasing efficiency, eliminating paper work orders and providing for quick responses and real time status updates.

Water/Wastewater Utility

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	98.47%	99.39%	100.00%	100.00%
Water Distribution - Perform inspection and service on 20% of all 6629 isolation valves under 16 inches (1,325)	100.00%	95.40%	100.00%	
Water Distribution - Perform inspection and service on 100% of 516 isolation valves 16 inches and larger	100.00%	100.00%	100.00%	
Wastewater - Inspect 20% of 13,324 PEP tanks annually. (2665)	87.25%	100.00%	100.00%	
Wastewater - Wastewater - Inspect 10% of the 1,602,446 linear feet of gravity sewer systems annually (CCTV Inspection) (160,245)	92.80%	100.00%	100.00%	
Wastewater Collections - Rehab 50 gravity sewer manholes with liner system each year	100.00%	98.00%	100.00%	
Water Operations – Service 100% of all 3845 City fire hydrants each year.	100.00%	100.00%	100.00%	
Improve 10 lift stations sites per year	100.00%	100.00%	100.00%	
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	*	*	100.00%	100.00%
Review & provide response to developer submittal of Utility Agreement within 5 business days of submittal and resubmittal 95% of the time	*	*	100.00%	
Review & Provide response to DBPR forms within 2 business days of developer's submittal and resubmittal 95% of the time	*	*	100.00%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	77.18%	81.62%	97.73%	100.00%
Water Distribution - Install 3,000 transmitters to reduce meter reading time and improve efficiency	100.00%	100.00%	*	
Wastewater - Line a minimum of 15,000 feet (budget based) of gravity sewer with cured in place lining system. Locations of liner to be determined by CCTV as part of the annual I&I program.	100.00%	100.00%	100.00%	
Customer Service will monitor and ensure customer complaints from solid waste customers will not exceed .5% of total solid waste customers that are billed Monthly.	0.00%	17.00%	*	
In coordination with IT, through advanced metering project, begin integrating services to real time usage monitoring through a phased approach.	*	100.00%	*	
White fleet will have preventative maintenance work performed on time (within 250 miles before or after target mileage) 100% of the time	*	*	95.45%	
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	98.57%	100.00%	*	100.00%
Customer Service - Develop and deliver 6 promotions each year to promote "paperless billing"	100.00%	100.00%	*	
Customer Service - 50% of all new customers will be signed up for paperless billing	100.00%	100.00%	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	62.15%	100.00%	92.57%	100.00%
Wastewater - Smoke test 15% of all 1,602,446 (240,367) linear feet of gravity sewers within the City each year.	24.30%	100.00%	92.57%	

* - Not A Measurement in that year

Water/Wastewater Utility Administration

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 724,547	\$ 892,213	\$ 979,667	\$ 87,454
Operating Expenses	179,539	224,243	244,443	20,200
Capital Outlay	-	15,600	-	(15,600)
Transfers to Other Funds	-	2,350	-	(2,350)
TOTAL	\$ 904,087	\$ 1,134,406	\$ 1,224,110	\$ 89,704

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	7.00	9.00	9.00



This page intentionally left blank

Customer Service-Citizen Engagement

Water / Wastewater Utility Fund

Expenditure Summary

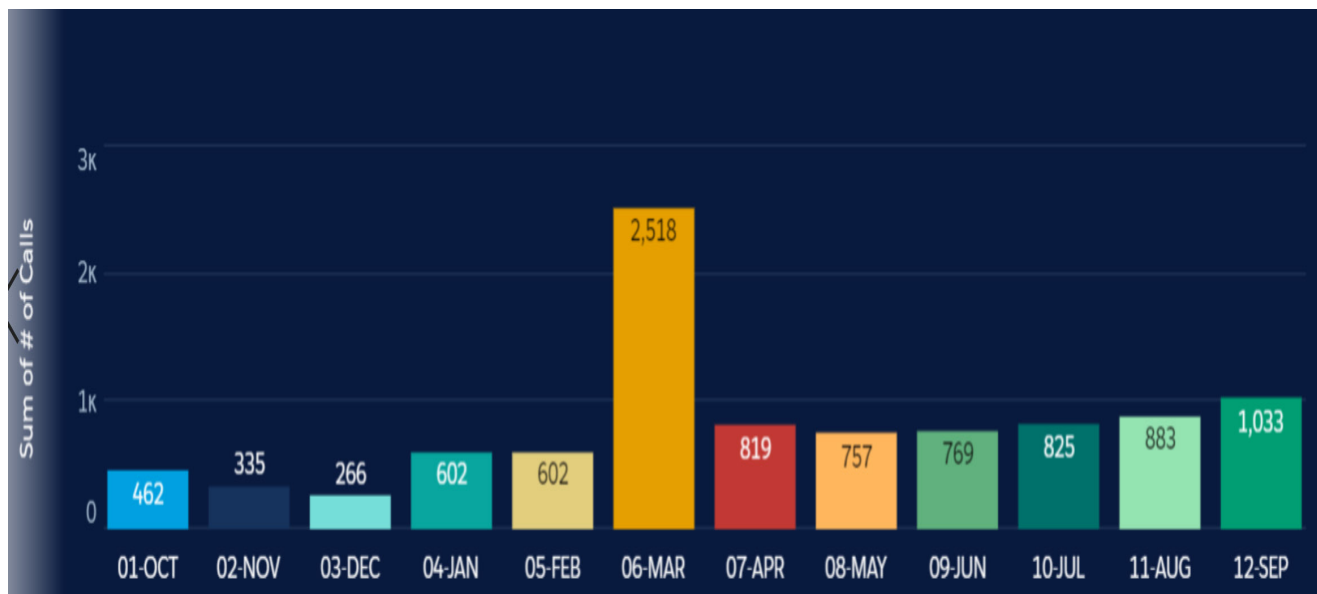
Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,246,126	\$ 1,037,500	\$ 1,102,894	\$ 65,394
Operating Expenses	348,580	55,406	49,066	(6,340)
Transfers to Other Funds	-	2,315	-	(2,315)
TOTAL	\$ 1,594,705	\$ 1,095,221	\$ 1,151,960	\$ 56,739

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	21.00	16.00	16.00

This year Customer Service has moved from a traditional Call Center. Customer Service used to take a call and create a work order for the designated department and were never notified of the results. Recently, the department has transformed into a Citizen Engagement Center where communication with residents happens throughout the entire process. A survey selection has been added to each case, which allows users to rate how the department did throughout the process. This accountability gives the guidance to improve processes within the organization. Customer Service is striving to make sure the department sets the example of our mission of "Delivering Exceptional Service by Making people the Purpose of Our work".

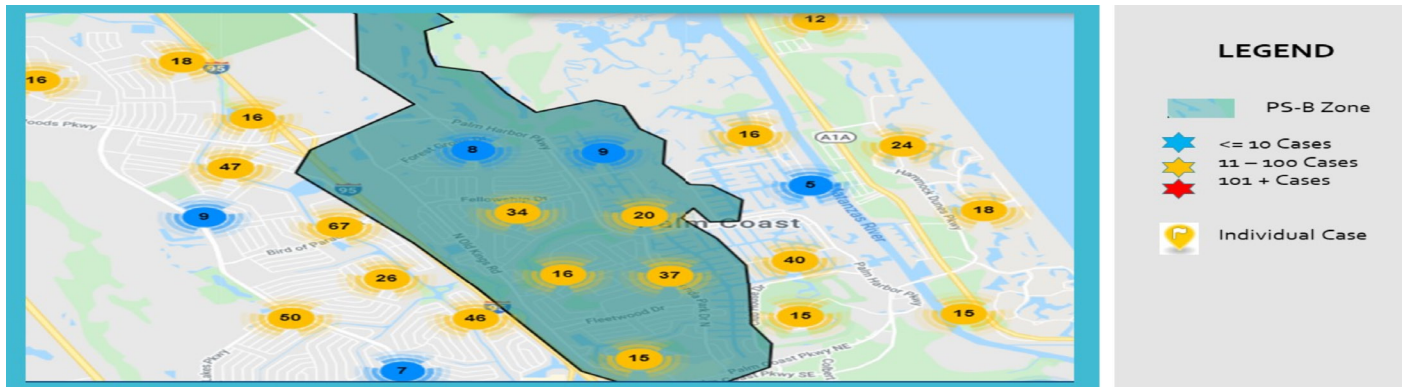
Graph below shows the Palm Coast Connect Cases Web Monthly



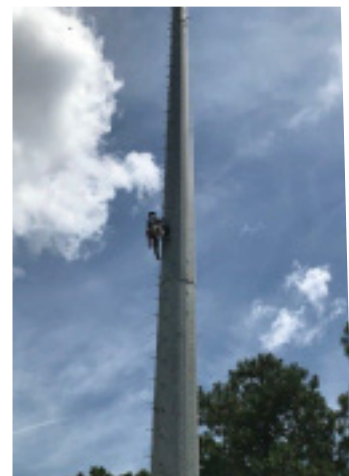
Customer Service-Citizen Engagement

Progress Report

During the month of August, staff regularly received COVID data from Flagler Health Department and built a custom object in Salesforce that enabled the department to visually map the data for overlays. Along with the data from the Health Department, the City partnered with AquaVitas who analyzes wastewater samples from 6 different areas within the city. The samples identify possible concentrations of viral compounds for SARS-CoV-2. With this data, the City was able to overlay the data areas in Salesforce (Geopoint) The school zones and long-term care facilities to help identify possible COVID “hot spots”. This allows the Health Department to identify areas where they may need to set up new mobile testing spots for COVID.



Utility billing, Meter Division and Customer Service have been working rapidly in the RNI system to clean up the data base to get it ready for the billing process.



Wastewater Pumping

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 629,475	\$ 758,075	\$ 815,517	\$ 57,442
Operating Expenses	291,383	471,849	496,624	24,775
Transfers to Other Funds	22,754	65,513	16,141	(49,372)
TOTAL	<u>\$ 943,612</u>	<u>\$ 1,295,437</u>	<u>\$ 1,328,282</u>	<u>\$ 32,845</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>9.00</u>	<u>10.00</u>	<u>10.00</u>

Wastewater Collection

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,389,369	\$ 1,620,508	\$ 1,709,244	\$ 88,736
Operating Expenses	1,454,724	1,642,600	1,565,405	(77,195)
Capital Outlay	44,989	70,000	65,000	(5,000)
Transfers to Other Funds	-	42,225	-	(42,225)
TOTAL	<u>\$ 2,889,082</u>	<u>\$ 3,375,333</u>	<u>\$ 3,339,649</u>	<u>\$ (35,684)</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>21.00</u>	<u>22.00</u>	<u>22.00</u>

Wastewater Treatment Plant 1

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 673,297	\$ 780,991	\$ 862,703	\$ 81,712
Operating Expenses	1,214,698	1,375,032	1,447,794	72,762
Transfers to Other Funds	22,754	-	-	-
TOTAL	\$ 1,910,749	\$ 2,156,023	\$ 2,310,497	\$ 154,474

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	10.00	9.00	10.00

Wastewater Treatment Plant 2

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 297,948	\$ 473,521	\$ 448,215	\$ (25,306)
Operating Expenses	611,882	692,522	755,571	63,049
Capital Outlay	-	-	70,000	70,000
Transfers to Other Funds	86,972	-	-	-
TOTAL	<u>\$ 996,802</u>	<u>\$ 1,166,043</u>	<u>\$ 1,273,786</u>	<u>\$ 107,743</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>8.00</u>	<u>6.00</u>	<u>5.00</u>

Water Treatment Plant 1

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 773,927	\$ 873,296	\$ 880,578	\$ 7,282
Operating Expenses	1,641,640	2,119,309	2,138,210	18,901
TOTAL	\$ 2,415,567	\$ 2,992,605	\$ 3,018,788	\$ 26,183

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	10.00	10.00	10.00

Water Treatment Plant #1 removed all of the old wood bridges and replaced with new aluminum. The bridges are used to allow operators to gain access to slurry lines for routine cleaning.



Water Treatment Plant 2

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 636,803	\$ 680,241	\$ 665,366	\$ (14,875)
Operating Expenses	1,179,672	1,369,344	1,370,741	1,397
TOTAL	\$ 1,816,475	\$ 2,049,585	\$ 2,036,107	\$ (13,478)

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	7.00	8.00	7.00



Water Treatment Plant 3

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 518,698	\$ 623,486	\$ 670,544	\$ 47,058
Operating Expenses	708,693	852,480	863,228	10,748
Capital Outlay	5,064	-	-	-
TOTAL	\$ 1,232,455	\$ 1,475,966	\$ 1,533,772	\$ 57,806

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	7.00	7.00	8.00



Water Quality

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 723,845	\$ 833,653	\$ 833,928	\$ 275
Operating Expenses	96,089	116,947	129,260	12,313
Transfers to Other Funds	33,486	-	-	-
TOTAL	<u>\$ 853,420</u>	<u>\$ 950,600</u>	<u>\$ 963,188</u>	<u>\$ 12,588</u>

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>

Water Distribution

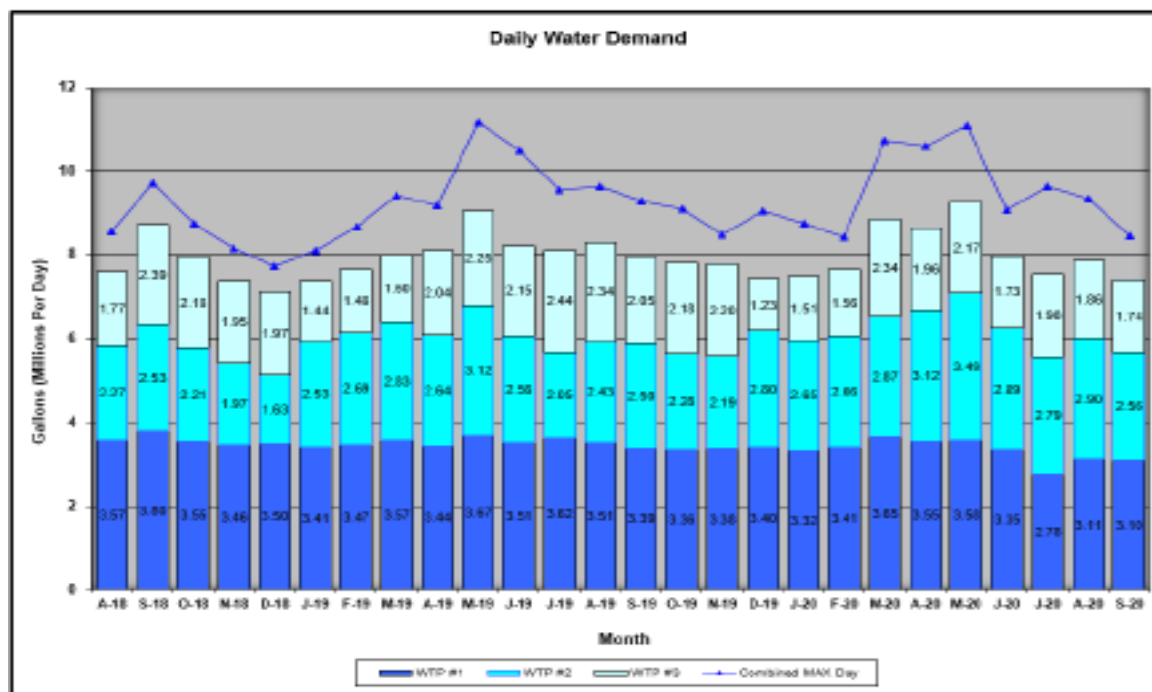
Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 2,047,261	\$ 2,318,080	\$ 2,260,000	\$ (58,080)
Operating Expenses	948,265	1,186,871	1,320,279	133,408
Capital Outlay	730,640	1,047,525	1,113,000	65,475
Transfers to Other Funds	107,022	21,850	159,840	137,990
TOTAL	\$ 3,833,189	\$ 4,574,326	\$ 4,853,119	\$ 278,793

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	28.00	30.00	28.00



Utility Non Departmental

Water / Wastewater Utility Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 2,627,120	\$ 3,052,771	\$ 3,054,188	\$ 1,417
Capital Outlay	2,022,066	-	-	-
Debt Service	5,076,057	12,128,034	12,738,659	610,625
Grants & Aid	10,000	10,000	10,000	-
Transfers to Other Funds	7,470,802	6,772,803	8,515,612	1,742,809
Contingency	-	136,926	-	(136,926)
TOTAL	\$ 17,231,482	\$ 22,100,534	\$ 24,318,459	\$ 2,217,925

Parks & Recreation

Department Summary

Active lifestyle and the natural environment go hand-in-hand in Palm Coast, and the City places a high priority on making the community a great place to live, visit, and recreate. At the heart of that is our system of beautiful parks and over 130 miles of connecting trails through diverse ecosystems of plants and wildlife.



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

Residents are encouraged to explore, connect, and play in Palm Coast. Parks & Recreation offers a myriad of amenities including the Palm Coast Community Center, Palm Harbor Golf Course, Palm Coast Tennis Center, Palm Coast Aquatics Center, Indian Trails Sports Complex, James F. Holland Memorial Park, and many more.



Palm Coast is home to many community events, such as Movies in the Park, Food Truck Tuesdays, Egg'Stravaganza, Arbor Day, Fireworks in the Park, Intracoastal Waterway Cleanup, and holiday events to name a few. Many of these are possible through grants, sponsorships, and strong community partnerships.



Explore *Connect* Play

Parks and Recreation

Progress Report

Traditionally, Quarter 2 (Q2) is spent preparing for the busy spring and summer seasons. As expected, the first two months of Q2 saw much focus being directed at planning events and programs including the Fun in the Sun Summer Camp, Movies in the Park and the annual Easter Egg Stravaganza. Unexpectedly, the last leg of Q2 presented us with the COVID-19 pandemic. As the situation rapidly changed, the City closed all facilities, parks, and trails, as well as cancelled all programs and reservations through April 30, 2020 in support of social distancing. Despite the challenges, the staff at Parks & Recreation remain committed to providing excellent customer service and recreational opportunities to Palm Coast residents. Staff is also used this time to focus on preparing for summer and fall programs as well as tackling large administrative and facility maintenance projects. Additionally, Phase 2 of the James F. Holland Memorial Park renovations are still well under way. The state-of-the-art bocce ball courts are opened to the public and new playground features are being added each week.

Quarter 3 (Q3) was unlike any experience that Parks & Recreation has dealt with. One day the department was operating as normal and gearing up for a busy special event and summer camp season. The next day the entire operations came to a halt because of COVID-19. All City facilities were closed to the public and the majority of staff began working remotely. Going back to Kennedy's quote, the department approached this situation as an opportunity. A time to be more creative and innovative than ever had been before. The Parks and Recreation department implemented safety precautions and offered virtual recreation opportunities. Anything to stay connected to the community and stay social while social distancing. The Department values the ability to connect with our residents. During the pandemic, the Department helped coordinate the Mayor's Rise Up Palm Coast Initiative that worked with over 15 community partners in providing countless virtual activities.

During Q3, the Palm Coast Tennis Center and Palm Harbor Golf Club were able to reopen to the public with safety precautions in place. The Palm Coast Community Center and Palm Coast Aquatics Center remained closed to the public through Q3. As the quarter progressed, the department was able to offer our Fun in the Sun Summer Camp with some alterations. The staff did a phenomenal job in adapting and keeping the schedule packed full of fun activities. Campers participated in water play, free outside time, cooking, video games, movies, reading, math exercises and more!

Parks & Recreation started Quarter 4 (Q4) with the traditional national observance of "July is Parks and Recreation Month." The COVID-19 pandemic showcased how essential Parks & Recreation are to the community. More residents utilized the City parks and trails than ever before. The parks & recreation staff also saw how much the facilities and in-person programming were missed. The parks and recreation staff worked hard on developing safety plans and working with the emergency management leaders to transition from stay safer at home into a limited but safe in-person environment. Through this the department was able to offer different kinds of recreation opportunities for all ages this summer including Fun in the Sun Summer Camp, Parks for Pollinators, golf, tennis, and limited senior programs including hybrid virtual offerings. Also, this time was used to reflect on our department and our communication/marketing strategies. The staff developed and launched the Explore Connect Play concept to reach our entire community in a cohesive way and to streamline our communications.

Parks and Recreation

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	*	76.19%	80.77%	100.00%
Power wash all playground equipment at 7 parks quarterly	*	76.19%	*	
Complete an annual evaluation of recreation infrastructure needs to identify and prioritize items to include in CIP	*	*	100.00%	
Inspect all park facilities monthly	*	*	61.53%	
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	100.00%	100.00%	91.23%	100.00%
Recover 100% of the cost of level 3 fee based Parks & Recreation programs.	100.00%	100.00%	*	
Report on sponsorships and in-kind donations	100.00%	100.00%	73.70%	
Supervisors and Managers will speak with new community groups with a goal of 12 times per year	*	*	100.00%	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events.	97.50%	100.00%	67.59%	100.00%
Publish a recreation program guide 3 times per year	100.00%	100.00%	*	
Track and report on the Tennis Center operations quarterly	100.00%	100.00%	*	
Track and report on the Golf Course operations quarterly	100.00%	100.00%	*	
Create new one permit process for sporting events with Flagler County by Q3.	*	*	0%	
Provide 2 new Innovation and Technology Program opportunities per year.	*	*	100.00%	
Increase 3 new events that expand on the community's rich sports history at the Tennis Center	*	*	66.67%	
Provide 3 new Teenager Demographic Program opportunities per year.	*	*	33.33%	
Recover 85% cost by Q4 for Golf Course operations.	*	*	89.41%	
Complete an evaluation of the existing facilities at PHGC to identify maintenance, repair and upgrade items	*	*	76.00%	
Increase PCAC facility attendance to 28,000 visitors by Q4.	*	*	9.98%	
Evaluate options for improving scheduling of recreation programming	100.00%	100.00%	*	
Provide community outreach programs and report on programs offered on a quarterly basis	100.00%	100.00%	*	
Repair park facility damage within two (2) working days.	*	*	75.60%	
Grow and develop four programs to diversity our interest with a focus on Fine Arts, Music or Multi-Cultural.	75.00%	100.00%	100.00%	
Increase educational event/program opportunities that provide physical activities to 3 per year.	*	100.00%	100.00%	
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	100.00%	100.00%	46.43%	100.00%
Create a reward/recognition program by end of Q4.	*	*	0.00%	
Track all departmental employee training & certifications for the Parks & Recreation Department through target solutions (PCU)	100.00%	100.00%	*	
Create a customer survey satisfaction survey for programs and rentals by Q2.	*	*	100.00%	
Grow overall customer satisfaction to 75% success rate by Q4.	*	*	0.00%	
Conduct quarterly customer service training to staff that integrates survey feedback from customers.	*	*	75.00%	

* - Not A Measurement in that year

Parks and Recreation

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 944,353	\$ 1,049,481	\$ 1,104,995	\$ 55,514
Operating Expenses	587,402	589,756	683,799	94,043
Grants & Aid	-	30,000	30,000	-
Transfers to Other Funds	10,600	-	-	-
TOTAL	\$ 1,542,356	\$ 1,669,237	\$ 1,818,794	\$ 149,557

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	19.28	18.98	20.60



Aquatic Center

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 270,974	\$ 218,060	\$ 315,763	\$ 97,703
Operating Expenses	94,134	83,736	107,582	23,846
TOTAL	\$ 365,108	\$ 301,796	\$ 423,345	\$ 121,549

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	8.00	7.75	7.25



Tennis Center

General Fund

Expenditure Summary

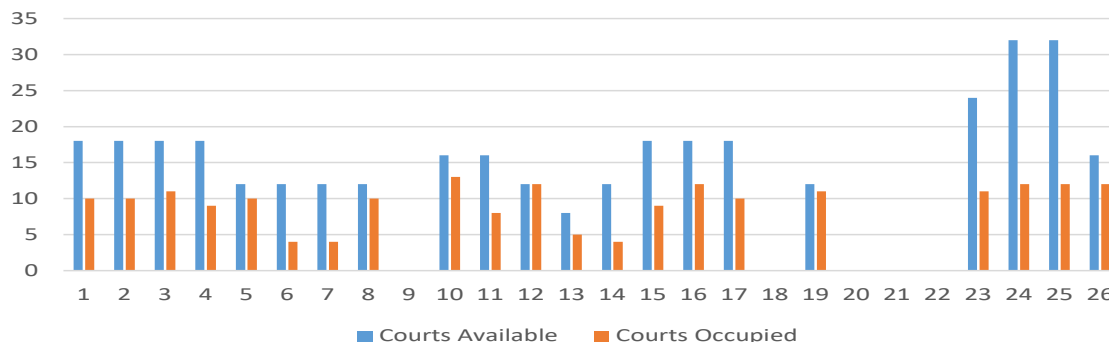
Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 188,092	\$ 205,791	\$ 213,053	\$ 7,262
Operating Expenditures	117,157	142,206	137,758	(4,448)
Capital Outlay	6,995	-	-	-
Transfers to Other Funds	600	1,500	-	(1,500)
TOTAL	\$ 312,843	\$ 349,497	\$ 350,811	\$ 1,314

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	4.20	3.98	4.13

After being closed for two months, the Palm Coast Tennis Center resumed limited operations on May 18, 2020. The pass holders were very happy to be back in the swing of things. Some of the restrictions, put in place to prevent the spread of COVID-19, were staggered court reservations, no spectators, checking in through the side gate outside rather than the pro shop, and no cash payments. The occupancy-tracking chart below shows the successes of being able to reopen the facility. The Palm Coast Tennis Center remained open in Q4 and re-introduced its regular programming schedule under new safety parameters. Our residents were excited to get back into clinics like Round Robins, Rallies, Tennis Tots, private lessons, etc.

Occupancy Tracking



Golf Course

General Fund

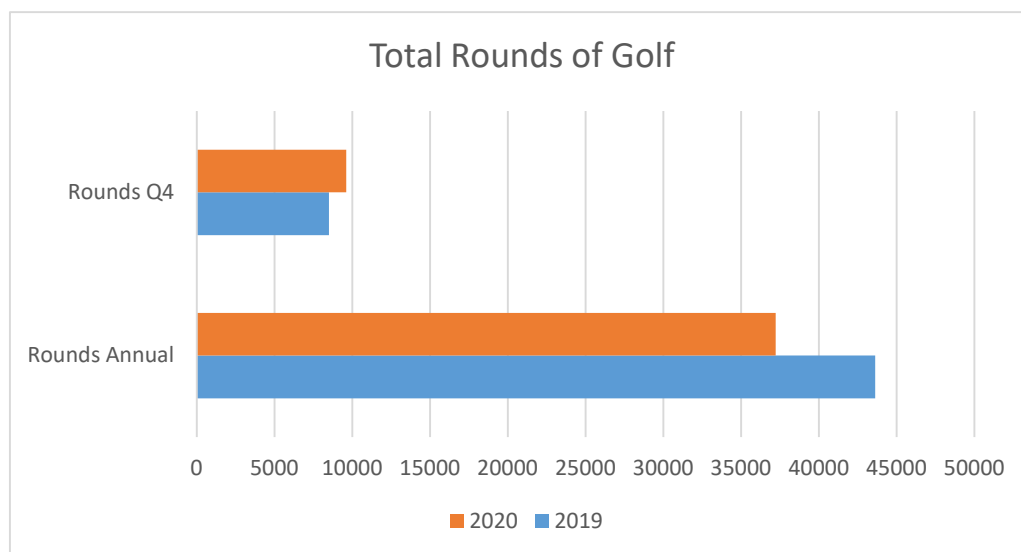
Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 393,930	\$ 415,989	\$ 433,528	\$ 17,539
Operating Expenses	990,835	1,065,108	1,089,532	24,424
Transfers to Other Funds	2,800	-	25,924	25,924
TOTAL	\$ 1,387,565	\$ 1,481,097	\$ 1,548,984	\$ 67,887

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	9.63	9.73	9.28

The Palm Harbor Golf Course remained open in Q4 and saw a busier season than normal. Golf became a very popular activity in the pandemic and our rounds of golf were higher this year compared to last year in Q4.



Parks & Facilities Maintenance

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,193,971	\$ 1,279,533	\$ 1,443,773	\$ 164,240
Operating Expenses	729,093	787,774	881,337	93,563
Transfers to Other Funds	6,300	40,456	-	(40,456)
TOTAL	\$ 1,929,364	\$ 2,107,763	\$ 2,325,110	\$ 217,347

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	20.00	22.00	21.50

General Fund Non Departmental

General Fund

Expenditure Summary

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Operating Expenses	\$ 608,550	\$ 584,864	\$ 1,058,031	\$ 473,167
Grants & Aid	67,432	28,000	1,503,000	1,475,000
Transfers to Other Funds	2,471,561	1,424,568	782,234	(642,334)
Contingency	-	666,659	650,000	(16,659)
TOTAL	\$ 3,147,543	\$ 2,704,091	\$ 3,993,265	\$ 1,289,174

Information Technology

Department Summary

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

The IT Department's main role is to provide services to other City departments and to distribute information to our citizens and customers. This department is supported by the internal service fund, which is comprised mainly of internal charges to other City departments.

Currently, we manage over 500 computers, more than 80 servers that spans over 25 locations throughout the City. The department also handles all communications needs to include point-to-point phone calls as well as conference calls. Video and web conference also fall under this category and include other forms of technology necessary to facilitate communication: cellular access, 800MHZ radios, network drives, electronic mail (email), and secure servers.

The IT Department is divided into the following divisions:

- Operations – Manage day to day operations of voice and data networks to ensure a high level of data integrity and systems availability.
- Support Services – Support all aspects of departmental business functions throughout the city, while maintaining a high level of customer service.
- Application Development – Develop and maintain network centric information applications to maximize external communications and streamline core internal business processes.
- Geographical Information Systems (GIS) – Provide digital mapping services to various departments throughout the city.

Continuing in the direction of “going green”, IT works with all departments to implement paperless solutions to conserve resources and streamline processes. The use of tablet computers and consolidated printers, have furthered these green efforts. The IT department will continue to improve vital City processes while introducing new services where appropriate.

External Operations

The City of Palm Coast also has an Information Technology enterprise fund, which is derived from outside revenue through 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.

The City of Palm Coast's FiberNET fiber optic network assets include over 60 miles of conduit and fiber optic cable running along major roadways in Palm Coast and already connects city facilities, Flagler Schools, and more than two dozen businesses as well as offering Dark Fiber services to other businesses as needed. Fiber is currently available along Palm Coast Parkway, Belle Terre Parkway, Matanzas Parkway and Town Center . The city established FiberNET in 2007-08, and the network has grown each year.

Information Technology

Progress Report

As the 3rd quarter started we were just starting into the global COVID pandemic. The IT staff quickly and effectively transitioned a majority of the City staff to be enabled to work remotely and have continued to support employees throughout. Virtual Board meetings (City Council, PLDRB and CATF) have also been facilitated through our efforts as well as the weekly Virtual Town Halls.

IT transitioned the City's website into "emergency mode" and assisted with setting up Virtual City Hall. There is much work to be done to continue to bring our IT systems into a cohesive strategy and to streamline processes and integrations, but it should be noted that one of the main reasons we were able to transition so seamlessly into a virtual City Hall is IT's focus over the years to put as many services and forms online as possible. Other projects that were accomplished are listed below:

Planning work was done on the Holland Park Security Camera project which would be presented to Council the following quarter.

The department added a few new features to City of Palm Coast, Amazon Alexa skill. Enabling homeowners and builders another option for scheduling inspections, checking the status of a permit, and checking the status of an inspection.

Drafted a Request for Solution for ERP consulting. The RFS was successfully advertised and ultimately awarded to GFOA.

Fishing Tournament application in Palm Coast Connect

Intercoastal Waterway Cleanup application in Palm Coast Connect

Created 3D imagery from a programmed drone flight plan as a pilot project

Our GIS Division began working with CM&E on a project to keep the public informed on all Capital Projects and their progress.

Information Technology

Department Goals and Metrics

	2018	2019	2020	Target for 2021
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	77.69%	53.15%	39.00%	100.00%
Complete revamp user permissions in MUNIS	95.00%	95.00%	100.00%	
Maintain and report on emergency communication procedures including "code red reverse 911" notification system for employee notification	*	0.00%	10.00%	
Provide annual report to the City Manager on communication costs	100.00%	0.00%	100.00%	
Implement IT project governance structure	80.00%	15.00%	60.00%	
Complete CD Plus Property Registration Enhancements	*	0.00%	100.00%	
Evaluate and Implement Employee Notification System	*	0.00%	5.00%	
Evaluate and Implement Improvements to HR Processes and Systems	*	0.00%	10.00%	
Create a project plan and timeline for City website refresh.	*	*	0.00%	
Develop Implementation Timeline for Tyler TCM and Report on Progress	*	10.00%	0.00%	
Evaluate Cloud Based Office Productivity Suites and Costs	*	5.00%	0.00%	
Pilot Cloud Based Office Productivity Suites	*	0.00%	0.00%	
Track and Report on GIS Map Service Requests	*	100.00%	100.00%	
Update Internal Allocation Methodology to Better Account for IT Costs	*	0.00%	100.00%	
Conduct a cost-benefit analysis regarding implementation and ongoing maintenance of existing and proposed platform(s) (Citizen Engagement Platform)	*	10.00%	0.00%	
Identify external facing vs. internal efficiencies of operational services (Citizen Engagement Platform)	*	25.00%	*	
Identify customer service resources and response expectations resulting from platform implementation (Citizen Engagement Platform)	*	60.00%	*	
GOAL 5 : To ensure a safe community for our citizens and visitors while providing affordable, and enjoyable option	*	71.67%	22.50%	100.00%
Complete city-wide facility security master plan to include parks and all other City facilities.	*	95.00%	15.00%	
Monitor the progress of park camera (security) master plan to include inventory and viewable coverage to determine if additional cameras are needed	*	20.00%	30.00%	

* - Not A Measurement in that year

Information Technology

IT Enterprise Fund

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Charges for Services	\$ 704,712	\$ 662,559	\$ 724,697	\$ 62,138
Interest and Other Earnings	29,516	10,000	-	(10,000)
TOTAL	\$ 734,229	\$ 672,559	\$ 724,697	\$ 52,138

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 60,966	\$ 163,353	\$ 170,083	\$ 6,730
Operating Expenses	466,061	225,276	251,157	25,881
Capital Outlay	2,199	141,938	284,183	142,245
Transfers to Other Funds	588,782	18,555	19,274	719
Contingency	-	123,437	-	(123,437)
TOTAL	\$ 1,118,008	\$ 672,559	\$ 724,697	\$ 52,138

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	1.00	1.00	1.00

Information Technology

IT Internal Service Fund

Revenues

SOURCE	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Non Revenues	\$ 1,953,225	\$ 3,291,388	\$ 3,625,633	\$ 334,245
Transfers from Other Funds	1,460,347	58,115	35,270	(22,845)
Interest	9,475	6,000	-	(6,000)
TOTAL	\$ 3,423,047	\$ 3,355,503	\$ 3,660,903	\$ 305,400

Expenditures

Expenditures	Actual FY 19	Adopted FY 20	Adopted FY 21	Net Change FY20-FY21
Personal Services	\$ 1,151,815	\$ 1,388,858	\$ 1,569,152	\$ 180,294
Operating Expenses	1,814,925	1,694,351	1,878,097	183,746
Capital Outlay	-	120,000	97,429	(22,571)
Contingency	-	152,294	116,225	(36,069)
TOTAL	\$ 2,966,740	\$ 3,355,503	\$ 3,660,903	\$ 305,400

Approved FTE's

	FY 19	FY 20	FY 21
Total Personnel	14.00	15.50	16.50

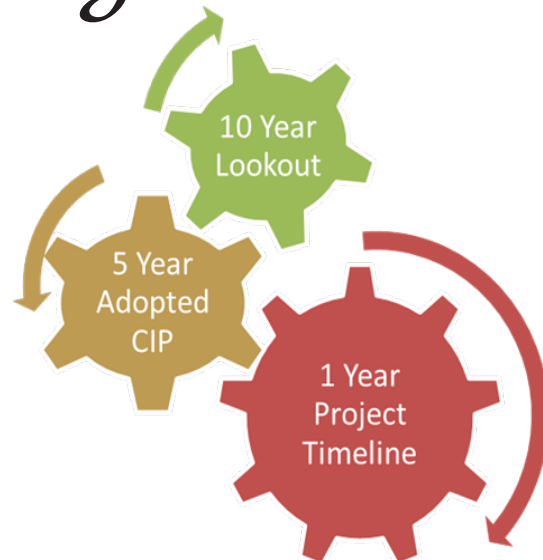


Capital Improvement Program

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 City Council with the adoption of the annual operating budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Program.

DEFINITION OF CAPITAL IMPROVEMENTS

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

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

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

FUNDING SOURCES FOR CAPITAL PROJECTS

General Revenue – CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding through grants, and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. A small portion of the millage rate goes towards Stormwater improvements each year.

Federal Aid – Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and demolition, acquisition, construction, reconstruction, rehabilitation, relocation or installation of public facilities.

Local Option Gas Tax Funds

Per State Statute, the revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.

Small County Surtax

This tax replaced the Local Government Infrastructure Surtax which expired on December 31, 2012. This revenue is in the form of an additional county-wide sales tax of .5%.

Water and Wastewater Charges

Monthly service charges are assessed for the use of services and facilities of the City's water and wastewater system. Service charges are used to pay for operating expenses, maintenance, construction and debt service.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 2005. Funds from this revenue source can only be used for the operation, maintenance, replacement, and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement projects, such as redevelopment projects or infrastructure improvements, maybe undertaken utilizing these funds. Tax Increment Financing is used to fund projects in the SR100 CRA Fund.

Impact Fees

The City adopted a Water, Wastewater, Transportation, Fire and Recreation Impact Fee Ordinance that allows the City to charge a fee for new construction projects to ensure that development pays its fair share of the cost of new and/or expanded facilities necessary to accommodate that growth. Impact fee revenue can only be used for growth and development related to capacity improvements.

Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation.

FLEET REPLACEMENT PROGRAM

The initial purchase of new fleet is charged to the department and is approved by the City Manager during that department's budget approval process. The fiscal year following the year the initial purchase was made, an internal allocation begins being charged to the department for the estimated cost to replace the equipment in the future. This allocation includes an inflationary estimate. The length of time the allocation is collected is based on the expected life of the equipment. For example, if a vehicle is expected to last 5 years the replacement cost will be split into 5 annual allocation amounts. The allocation is charged to the department on a monthly basis.

The future replacement purchase is made by the fleet department and is charged to the fleet fund, an internal services fund, where the annual allocations are credited as revenue. All City vehicles and equipment are evaluated on an annual basis in order to prioritize the replacements and repairs needed in the upcoming year. During the evaluation the Fleet Supervisor takes into consideration the age, condition, maintenance cost and expected life of each piece of equipment and prepares a recommendation for management. Each year, the total cost of the annual replacement program is approved by City Council during the budget process and is approved by City Council prior to the actual purchase being made.

Impact of Capital Projects on the Operating Budget

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time at which the item becomes operational. It is possible, in certain cases that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the time-frame for recruiting, hiring and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

TRANSPORTATION

New transportation infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. However, roads, sidewalks, pedestrian crossing, pavement marking, signals and signs must be kept up to City and other required standards. As more miles are brought on line, additional staff and equipment may be needed at some point in the future in order to maintain desired service levels.

RECREATION

New recreation infrastructure can have a significant impact on operating costs. These could include additional personnel, operating costs related to daily operations, materials and supplies.

STORMWATER

New stormwater infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure included in the Capital Budget is included in the operating budget of the Stormwater operations and is funded from Stormwater Utility Fees accounted for in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed at some point in the future in order to keep the infrastructure maintained at an optimum level.

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.

Major Capital Projects - FY 2021

Old Kings Road North 4-Lane – Phase 1

2021 Cost: \$7,100,000 with Grant Funding of \$5,000,000

Total Project Cost: \$7,870,513 with Grant Funding of \$6,870,513

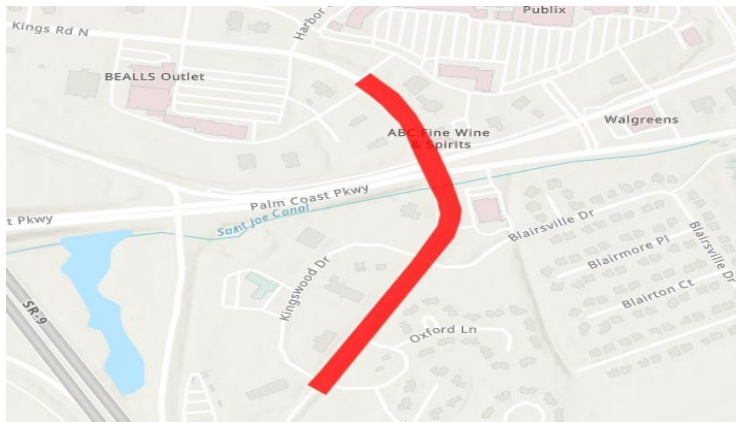
Project Years: FY 2020 to FY 2021

Funding Source: Transportation Fund

Operating Budget Impact: Maintenance Cost of the streetscaping, roadway, traffic control devices, signage and irrigation

Council Priority: Expansion

This project includes the roadway widening of Old Kings Road from Brighton Circle/Kingswood Drive to Farragut Drive for a length of approximately .6 miles. The project will consist of new asphalt pavement, drainage, concrete curb and gutter, and sidewalks. In addition, the project will include streetscape, irrigation, upgrades to storm water retention ponds and traffic control, including signage and striping.



Major Capital Projects - FY 2021

Citation Boulevard Improvements

2021 Cost: \$1,965,000

Total Project cost: \$2,201,060

Project Years: FY 2018 to FY 2021

Funding Source: Transportation Fund

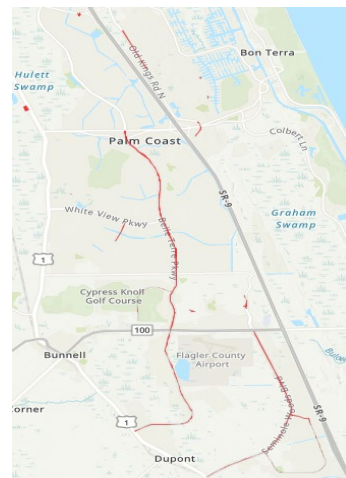
Operating Budget Impact: Maintain Sidewalk and landscaping, reduce Bridge Maintenance

Council Priority: Expansion

The current intersection of Citation Boulevard & Sesame Boulevard is not deemed safe due to deteriorating bridge conditions and a confusing layout. According to the recent inspection, it was noted that: "Existing bridge has heavy to severe corrosion with areas up to 100% section loss". The proposed design will address the issue of the deteriorating conditions and improve safety, by eliminating the stop sign at the existing intersection and converting Citation Pkwy into the extension of Sesame Boulevard to the intersection with Seminole Woods Pkwy. The proposed design will include intersection improvements at Citation Parkway and Seminole Woods Boulevard including the addition of left and right turn lanes, intersection improvements at Citation Parkway and Universal Trail, including the addition of a left turn lane, and multi-use path/passive linear park along the south side of Sesame Boulevard.



View of new Roadway Alignment



Major Capital Projects - FY 2021

Holland Park Phase 2

2021 Cost: \$975,000

Total Project Cost: \$6,416,219

Project Years: FY 2018 to FY 2021

Funding Source: Capital Projects Fund

Operating Budget Impact: Increased Maintenance and Utility cost

Council Priority: Environmental, Quality of Life

Holland Park is getting some exciting Phase 2 Improvements! The centerpiece of the additions is a splash and play zone to be added to the existing sugar mil themed playground. The splash park design will reflect the river, ocean, lakes and swampy areas with water fountains and sprayers shaped like frogs, turtles, octopus, whales, manta rays, starfish, sand dollars, lily pads and cattails. Spray loops will be installed all the way down one pathway, and kids will be able to spray their friends with water cannons. The new splash park is being developed by Vortex Aquatic Structures, designer of many large water parks.

About 20 new pieces are also being added to the "dry" part of the playground, including equipment for toddlers and children with disabilities. Little ones will be able to climb a tree house, explore a steam engine and carriage, and operate a play dozer. The playground is designed so children can develop their motor skills, learn through plan and take on new challenges in a safe environment.

Other features of Phase 2 project include:

- Addition of covered pavilions at the playground, small dog park, horseshoe, and shuffleboard to provide more shade.
- Complete reconstruction of the bocce ball court with shade canopy covering, deck with seating, lighting, and hydro-irrigation system for the clay court.
- Update to the restrooms at Pavilion 3.
- Construction of a new maintenance building, to be added at the back of the property.
- New LED lighting, including at the tennis courts.
- IT / Cameras

BBI Construction Management is the construction manager for Holland Park Phase 2. S&ME Inc. in Orlando was the architectural design firm for Phase 1 and 2 of the playground plans. Joseph Pozzuoli Architect in Flagler Beach designed the other buildings, and electrical engineer for the project is ERS Engineering in Jacksonville.

Holland Park will remain open during the new construction, though an area toward the back of the park will be fenced off for the contractor's storage, office space and contractor parking during the 14-month project.

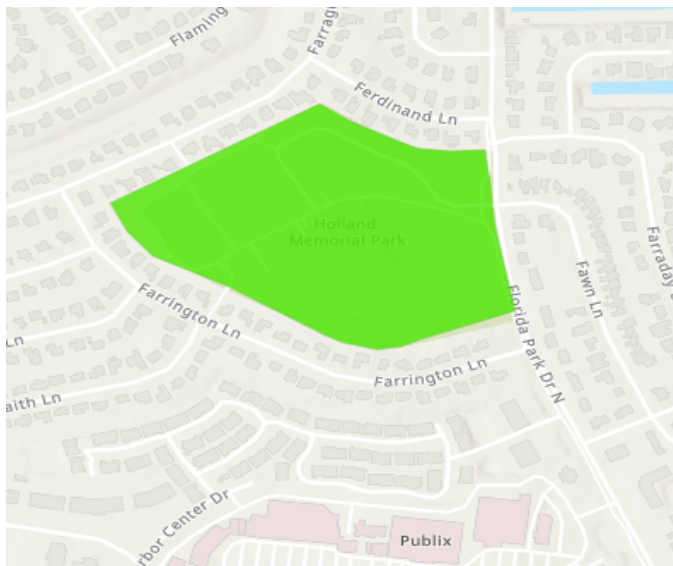
Major Capital Projects - FY 2021

You can also see updates posted at:

<https://www.palmcoastgov.com/parks/hollandpark/splashpark>

PHASE TWO ITEMS:

- Pavilion 3 Bathroom Renovations
- Replace Bocce Ball Courts & Add Covering
- Playground Expansion
- Splash Park
- Sports Activity Lighting
- Maintenance Building



Small dog park seating to be shaded



Area of playground for splash and expansion



Tennis court to get new LED lighting



Bocce ball courts to be replaced and improved

Major Capital Projects - FY 2021

Park Renovations

2021 Cost: \$370,000

Total Project Cost: \$3,100,548

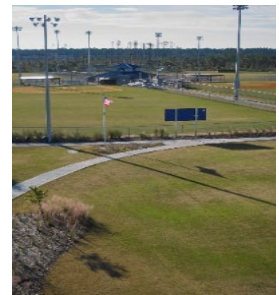
Project Years: FY 2016 to FY 2021

Funding Source: Capital Projects Fund

Operating Budget Impact: Minimal Maintenance Cost

Council Priority: Environmental, Quality of Life

- Indian Trails Sports Complex - Facility Improvements, Field 1 and 2 conversion to Softball
- Ralph Carter - Basketball Court Resurfacing
- Seminole - Basketball Court Resurfacing
- Seminole - Tennis Court Resurfacing & Improvements
- Palm Harbor Golf Club - Clubhouse Improvements
- Palm Harbor Golf Club: Reroof Maintenance Bldg. & Cart Barn
- Palm Harbor Golf Club: Irrigation Supply Study
- Tennis Center: Reroof Clubhouse
- Tennis Center: Court Rehabilitation (1-2)
- Contingency / Safety Improvements



Major Capital Projects - FY 2021

Public Works Facility

2021 Cost: \$4,925,000

Total Project Cost: \$16,062,266

Project Years: FY 2016 to FY 2023

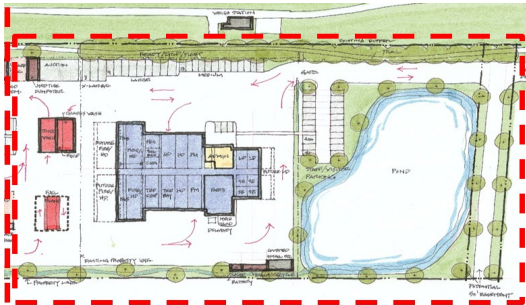
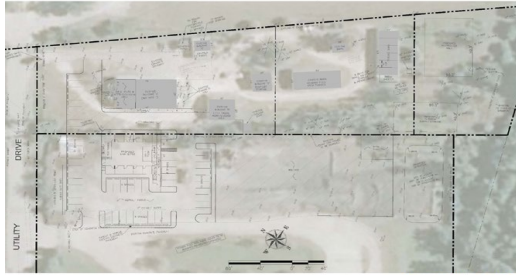
Funding Source: Capital Projects Fund

Operating Budget Impact: Additional Utility Charges, building maintenance, savings on lease payments

Council Priority: Expansion

- Immediate Improvements for Stormwater and Utility Offices
- Design Phase 1

Stormwater Facility Site Plan



Phase One – Fleet Facility



Major Capital Projects - FY 2021

Lehigh Trail Head

2021 Cost: \$1,675,000 with Grant Funding of \$1,000,000

Total Project Cost: \$1,878,054

Project Years: FY 2018 to FY 2021

Funding Source: Recreation Impact Fee Fund

Operating Budget Impact: Utility and Maintenance Cost

Council Priority: Environmental, Quality of Life

- Design & Construction



Long Creek Nature Preserve

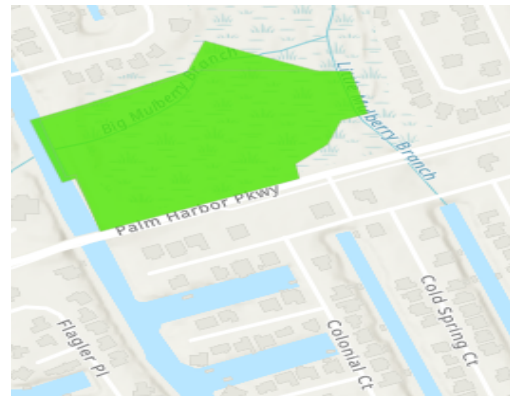
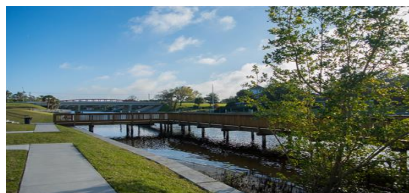
2021 Cost: \$700,000 with Grant Funding of \$325,000

Funding Source: Recreation Impact Fee Fund

Operating Budget Impact: Minimal Maintenance Cost

Council Priority: Environmental, Quality of Life

- Master Plan Update
- Preserve Construction of Boardwalks and Overlooks



Major Capital Projects - FY 2021

FEMA 7 Lift Station Backup Generators (35)

2021 Cost: \$800,000 with Grant funding of \$488,908

Total Project Cost: \$5,158,476 with Grant Funding of \$488,908

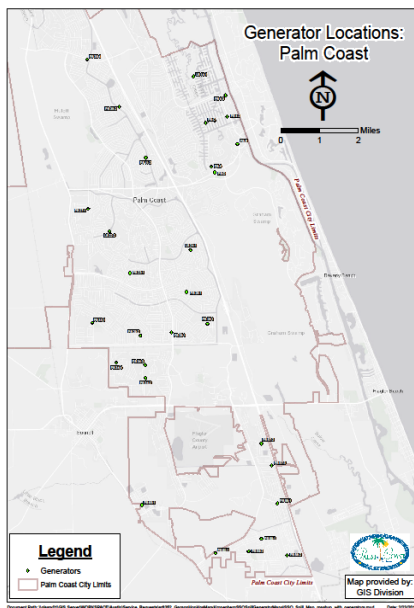
Project Years: FY 2016 to FY 2021

Funding Source: Utility Fund

Operating Budget Impact: Maintenance Cost

Council Priority: Expansion

After Hurricane Matthew, the Utility Department determined and prioritized which lift stations needed emergency power. The 35 lift stations were grouped in fives and an application was submitted to FEMA for a cost share grant. All seven applications were approved and City staff will work with the Florida Division of Emergency Management (DEM) on the FEMA grants. The projects were placed out to bid and construction contractors were approved by City Council and the DEM. The projects are expected to be completed in FY21.



Major Capital Projects - FY 2021

Water Treatment Plant #1

2021 Cost: \$2,625,000

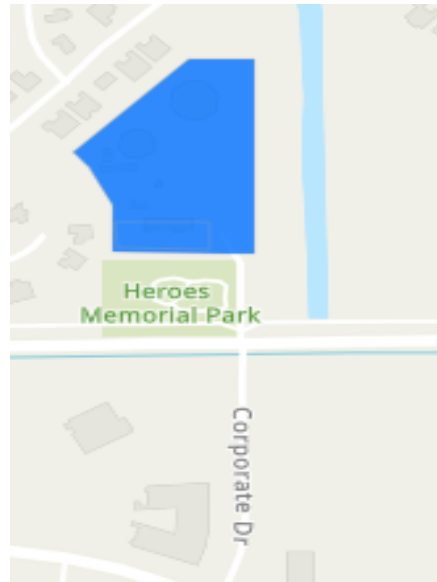
Funding Source: Utility Fund

Operating Budget Impact: Less repairs and maintenance

Council Priority: Expansion

- Electrical Improvements
- Lime Sludge Handling – Design & Facility
- Ozone Treatment - Color, Taste and Odor
- HS Discharge Pump Piping Replacement & Meter Pit
- TTHM Reduction System
- A1A ET Disinfection System

Water Treatment Plant #1 is the City's oldest water treatment facility and will be undergoing needed upgrades to some of its electrical systems and installing new roofing on two of the buildings. Studies will be initiated in order to improved treatment processes to reduce cost and increase water quality. Lime sludge is a byproduct of the plant's treatment process. Historically, the wet lime sludge has been trucked off site and used for land application; however, the demand and cost of this disposal method has varied and at times resulted in over stockpiling of the sludge at the plant site. Alternate methods of processing and disposal of the lime sludge are being investigated



Major Capital Projects - FY 2021

Water Treatment Plant #2

2021 Cost: \$2,550,000

Funding Source: Utility Fund

Operating Budget Impact: less repairs and maintenance

Council Priority: Expansion

- Membrane Replacement – UF
- Membrane Replacement - NF
- Ozone Treatment
- Filtration Ammonia Reduction
- UF Backwash Process Piping

The Water Treatment Plant #2 will undergo some routine equipment replacement, which includes the Ultra-Filtration (UF) cartridges for the plant's Zero Liquid Discharge System and will also initiate studies to improve chemical processes to reduce process costs and increase water quality.



Major Capital Projects - FY 2021

Waste Water Treatment Plant #1

2021 Cost: \$6,150,000

Funding Source: Utility Fund

Operating Budget Impact: Utility cost

Council Priority: Expansion

- Headwork Coating Rehab
- Centrifuge Replacement
- Bio solids Treatment / Disposal Improvements
- New Administration Bldg.
- Diffused Air
- New Genset and Above Ground Fuel Storage Tank
- Spray field to RIB conversion
- Spray Field Replaced with RIBS – Investigation

Wastewater Treatment Plant #1 has been in operation for over 40 years and processes the majority of sewerage produced by the residential and commercial sewer customers. For the plant to continue to operate in good working order, replacement of equipment is needed for the centrifuge, filter capacity and diffused air systems. More modern and efficient equipment will be implemented. The plant's head-works is in need of re-coating as to protect its concrete structure from corrosion. This will require the design and implementation of a bypass system for the head-works, so that the incoming raw sewerage flows can be temporarily diverted around the head-works, making it possible to conduct maintenance activities. Other improvements to the Plant #1 facility include design and construction of a new operations/administration office, which will help provide better working conditions for the operations staff and help to modernize the facility. The plant's effluent disposal fields include Rapid Infiltration Basins (RIBs) and Spray Fields. In general, the RIB sites are more efficient for disposal compared with the spray fields; therefore, the spray fields are being studied to determine the feasibility of converting them to RIBs.



Major Capital Projects - FY 2021

Gravity Sewer Pipe Lining

2021 Cost: \$1,000,000

Funding Source: Utility Fund

Operating Budget Impact: less expenses in pipe repairs

Council Priority: Environmental

Staff has identified areas of the City which are susceptible to ground water infiltration. These locations tend to be in older parts of the sanitary sewer system constructed with vitrified clay pipe. These lines are deep underground and usually below the ground water table. The pipes tend to crack and shift position as they age, creating points of entry for ground water to seep in. This results in increased flows to the City's pump stations and at the Wastewater Treatment Plants. City staff created a pipe lining project to address approximately 30,000 feet of gravity sewer main in critical areas. Approximately 20,000 feet of gravity sewer has been lined. Map indicating location of proposed pipe lining Pipe Lining Crew



Major Capital Projects - FY 2021

Stormwater Capital Projects – Drainage Improvement

2021 Cost: \$2,400,000

Total Project Cost: \$2,719,669

Project Years: FY 2019 to FY 2021

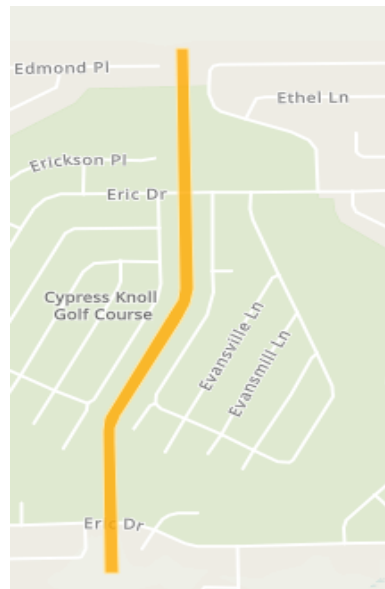
Funding Source: Stormwater Fund

Operating Budget Impact: None

Council Priority: Expansion

- Section E – Design

The E-Section Drainage Improvements project is part of a city-wide drainage improvement program. Modeling done by DRMP has demonstrated how significant the need for drainage improvements in the Lehigh Basin are. The extent of work that must occur in order to improve the drainage in this basin is too large to tackle at one time so the project has been broken up into several phases. Some of the work to be completed will include dredging portions of existing canals and ditches that have received large amounts of sedimentation over the years, repair or replace structures that are subject to potential structural failure and improvements to existing culvert crossings.



Major Capital Projects - FY 2021

Stormwater Capital Projects – Control Structure Replacements

2021 Cost: \$450,000

Total Project Cost: \$833,226

Project Years: FY 2019 to FY 2021

Funding Source: Stormwater Fund

Operating Budget Impact: None

Council Priority: Expansion

- K-6 Weir – Construction
- L-4 Weir – Design

K-6 Project -The City is planning on removing the existing culverts under Smith Trail and replacing it with a more appropriately sized box culvert. Currently the K-6 Surface Water Control Structure (SWCS) is upstream of the road crossing and unreachable by construction equipment. The City intends to combine the weir and SWCS into one structure closer to the roadside so that they can be easily reached for maintenance purposes. It is expected that this improvement project will eliminate local residential and street flooding occurrences during storm events. The City is applying for a REDI Community grant through SJRWMD to assist with paying for this project although it is appropriately budgeted for in the event we do not receive this grant.

L-4 Project - During one of our major storm events, a large piece of the L-4 weir broke off and washed away towards the Graham Swamp area. The weir was repaired but the repair is only considered a temporary fix and the weir still needs to be replaced fully, which is what the City intends to do. Currently this project is on hold until later in the year but the design portion will be going out to bid within the next few months.

L-4 Weir



Major Capital Projects - FY 2021

Information Technology - Capital Upgrades

2021 Cost: \$960,000

Total Project Cost: \$1,305,651

Project Years: FY 2019 to FY 2021

Funding Source: Capital Project Fund

Operating Budget Impact:

Council Priority: Expansion

- Fiber Connections & Dig Once (City Facilities)
- Network Equipment Upgrades
- COLO 2 Relocation

Information Technology - Capital Upgrades project is an all-encompassing project for upgrades or additions to City Technology infrastructure, specifically in the 3 projects listed.

Fiber Connections & Dig Once - Install fiber in the ground in various locations.

Network Equipment Upgrades - Replace older technology equipment (switches, firewalls, UPS, etc.) at our server room.

COLO 2 Relocation - Our current Fiber Colocation is located between the 2 bathrooms in Central Park. This project it to put a new colocation facility at another City location.

Major Capital Projects - FY 2021

Recreation Center – Regional Tennis & Pickleball Facility

2021 Cost: \$1,700,000

Total Project Cost: \$2,300,000

Project Years: FY 2021 to FY 2022

Funding Source: Recreation Fund

Operating Budget Impact: Utility Cost, Facilities Maintenance

Council Priority: Expansion

- Master Plan
- Design + construction Administration
- Construction

Project will include a new facility office building, expanded court system to include pickleball courts. Project is in the Master Plan stage.

OKR Extension Phase 2A

2021 Cost: \$3,150,000

Funding Source: Transportation Fund

Operating Budget Impact: Landscaping, irrigation, road maintenance

Council Priority: Expansion

This project consists of widening Old Kings Rd. from a 2-lane undivided roadway to a 4-lane divided roadway with curb and gutter, medians and 8' sidewalks. This phase of the project stretches from the northern intersection of Palm Harbor Village Way to Farnsworth Dr.

Major Capital Projects - FY 2021

Wellfield and Wells

2021 Cost: \$2,650,000

Funding Source: Utility Capital Project Fund **Operating**

Budget Impact: Utility, maintenance of pumps **Council**

Priority: Expansion

Wellfield Expansion WTP #2 - 3 additional wells - This project is the last phase of the Southern Wellfield Expansion. Phase 1 installed a new raw water main, phase 2 installed and equipped 5 new wells with submersible pumps and equipment, in addition to a new raw water main. The new wells will allow for more efficient rotation and resign of the existing wells which have been in service for a number of years. The project is currently awaiting permitting to begin construction.

Deconstruct SW43 - Last year the raw water well, SW-43R, which will replace SW-43, was constructed and placed in service on Matanzas Parkway. SW-43 will be decommissioned and the well will be removed.

5 Year Wetland Monitoring Plan - A monitoring plan is required as a condition of the Consumptive Use Permit for the City's wells.

Well Construction Replacements - Loan per Rate Study Wells are replaced as indicated in the loan rate study.

Surface Water/Ground water interface study - The City requested a study to determine the correlation between the surface water and ground water levels.

Major Capital Projects - FY 2021

WWTP #2 Expansion

2021 Cost: \$2,350,000

Total Project Cost: \$20,411,669

Project Years: FY 2021 to FY 2023

Funding Source: Utility Capital Project Fund

Operating Budget Impact: Utility, Maintenance

Council Priority: Expansion

- Plant Expansion Engineering Construction

Wastewater Treatment Plant # 2 is currently planned to expand its treatment capacity from two million gallons (MGD) to 4 MGD in order to accommodate sewer demands from commercial and residential development growth. The expanded capacity is anticipated to be operational in 2022. The City applied for State Revolving Funds (SRF) in 2020 to secure funds for the project. The project is currently under design.

Fleet Capital Investment

DIVISION	DESCRIPTION	VEHICLE APPLICATION	RECOMMENDED REPLACEMENT TYPE	Total With Contingency
REPLACEMENT WHITE FLEET				\$ 1,294,087.00
Streets	F-350 Utility Body 4X4	Concrete Crew Truck	F-350 4X4 Crew Cab Utility Body	\$ 63,011.00
Streets	F-550 Dump Body	Facility Lanscaping	F-250 4X2 Crew Cab Utility Body	\$ 45,424.00
Streets	F-150 4X4 Pickup	Facility Lanscaping	F-250 Extended Cab 4X4 Utility Body	\$ 41,705.00
Water Plant #3	F-150 4X4 Pickup	Well Site Maintenance	F-250 4X4 Crew Cab Utility Body	\$ 49,208.00
Waste Water Pumping	F-350 Utility Body with crane	Lift Station Maintenance	F-550 4x2 Regular Cab Utility / Crane	\$ 106,448.00
Waste Water Plant #1	F-250 Pickup 4x4	Plant Maintenance	F-250 4x4 Regular Cab Pick up	\$ 31,561.00
Wast Water Collections	F-450 Utility Body	Wastewater Collections	F-450 4x2 Crew Cab Utility Body	\$ 56,497.00
Waste Water Collections	F-450 Utility Body	Wastewater Collections	F-450 4x2 Crew Cab Utility Body	\$ 56,497.00
Stormwater	F-550 Dump Body	Stormwater Maintenance	chassis Regular Cab(ONLY)	\$ 43,146.00
Stormwater	Water Truck	Stormwater Maintenance	Flatbed (ONLY)	\$ 14,490.00
Water Plant #1	F-150 Pickup	Water Plant Maintenance	F-150 4x2 Regular CabPickup	\$ 28,404.00
Parks	F-550 Dump Body	Parks maintenance	F-550 4x2 Regular Cab / Dump Body	\$ 53,465.00
Planning	Pickup	Landscape Architect	Escape (Hybrid)	\$ 27,652.00
Fire	Explorer 4X4	Fire Marshal	F-150 4X4 Crew Cab Pickup	\$ 46,579.00
Fire	Pumper	Suppression	E-one	\$ 630,000.00

Fleet Capital Investment

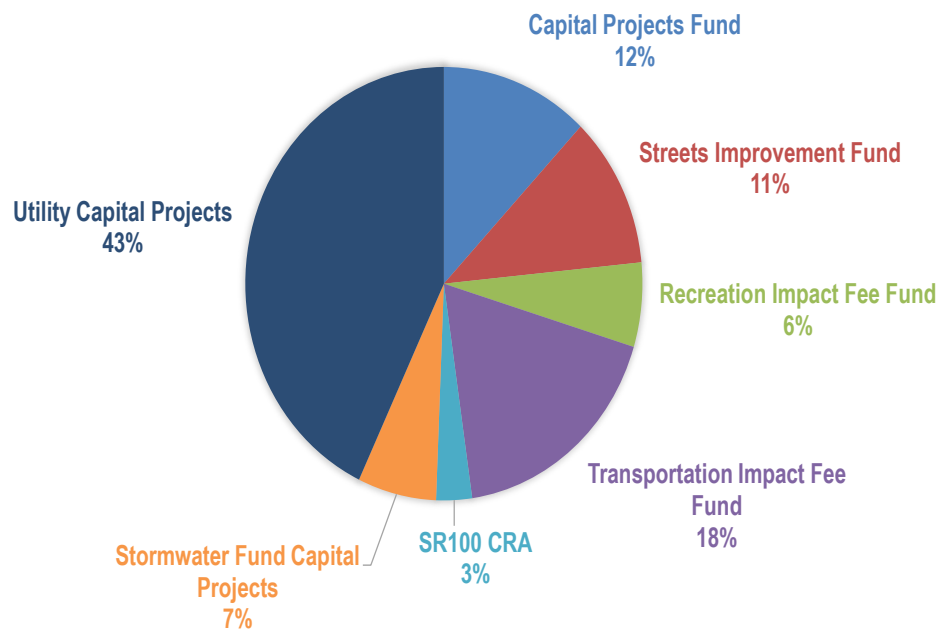
REPLACEMENT MOWERS AND EQUIPMENT				\$ 1,492,327.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Lastec 72" Deck	Median Maintance	Lastec	\$ 7,748.00
Streets	Mower	Median Maintance	Scag Turf Tiger 72"	\$ 11,734.00
Streets	Mower	Median Maintance	Scag Turf Tiger 72"	\$ 11,734.00
Streets	Backhoe	Special Projects / construction	Cat 309 Excavator	\$ 121,662.00
Streets	Multi Terrain Cut Mower	Outside Mowing	1570 Multi Terrain	\$ 25,195.00
Streets	Utility Cart	Lnadscaping	Toro Workmand HDX	\$ 28,227.00
Streets	Trailer	Special Projects / construction	20XPT	\$ 21,851.00
Streets	Articulating Mower	Outside Mowing	4500Z	\$ 23,564.00
Streets	Roller	Special Projects / construction	CS34 Vibratory Compactor	\$ 86,925.00
Streets	Compact Tractor	Outside Mowing /Trash	John Deere Gator Cart 615E	\$ 12,075.00
Streets	Tractor	Outside Mowing	Toro 4100 11'	\$ 73,776.00
Streets	Gator Cart	Outside Mowing /Trash	John Deere Gator Cart 615E	\$ 12,075.00
Streets	Multi Terrain Cut Mower	Outside Mowing	1570 Multi Terrain	\$ 25,195.00
Streets	Double Batt Wing	Outside Mowing	Ventrac Attachments(Broom & 95" Deck)	\$ 11,161.00
Water Distribution	Wheeled Loader	Water Distribution / Construction	926M Wheeled Loader	\$ 164,411.00
Water Distribution	Excavator	Water Distribution / Construction	John Deere 160 Excavator	\$ 157,395.00
Stormwater	Excavator	Stormwater Maintenance	Cat 315 Excavator	\$ 201,534.00
Stormwater	Skidsteer	Stormwater Maintenance	T 870 Skidsteer	\$ 76,934.00
Streets	Tractor	Outside Mowing	Massey Fergeson 5712S	\$ 68,250.00
Streets	Single Wing Mower	Outside Mowing	Ventrac Attachments(95" Deck)	\$ 6,727.00
Streets	Mower	Outside Mowing	Toro 4100 11'	\$ 73,776.00
Stormwater	Trailer	Stormwater Maintenance	Towmaster T-50T	\$ 36,877.00
Parks	Infield Rake	Parks Maintenance	Toro Sand Pro 5040	\$ 34,813.00
Parks	Mower	Parks Maintenance	Toro Z Master 5000 60"	\$ 10,252.00
Parks	Mower	Parks Maintenance	Toro Z Master 5000 72"	\$ 11,665.00
Parks	Mower	Parks Maintenance	Toro Z Master 5000 72"	\$ 11,665.00
Waste Water Plant #1	Gator Cart	Plant Maintanace	John Deere Gator Cart 615E	\$ 12,075.00
Waste Water Plant #1	Gator Cart	Plant Maintanace	John Deere Gator Cart 615E	\$ 12,075.00
Waste Water Plant #1	Gator Cart	Plant Maintanace	John Deere Gator Cart 615E	\$ 12,075.00
Parks	Gator Cart	Parks Maintenance	John Deere Gator Cart 615E	\$ 12,075.00
Parks	Mower	Parks Maintenance	Scag 48 V Ride	\$ 7,689.00
Waste Water Pumping	Message Board	Waste Water Pumping (MOT)	Ver -Mac Message Board	\$ 16,141.00

Fleet Capital Investment

NEW VEHICLE AND EQUIPMENT 091501				\$	563,376.00
Stormwater	Lowboy	Equipment Transport / Stormwater Maintenance		\$	216,980.00
Stormwater	Watertruck	Stormwater Maintenance		\$	190,257.00
Waste Water Pumping	Message Board	Waste Water Pumping (MOT)		\$	16,141.00
Building Permits	F-150 4X4 Pickup	Building Inspector		\$	29,800.00
Building Permits	F-150 4X4 Pickup	Building Inspector		\$	29,800.00
Stormwater Design & Operations	(Hybrid)	Admin		\$	27,652.00
Streets	Asphalt Recycler	Asphalt Repair/Maintenance-Streets		\$	52,746.00
Mowers				\$	153,077.00
Golf Course	Mower		Toro Greensmater3400 Triflex	\$	51,420.00
Golf Course	Mower		Toro Greensmater3400 Triflex	\$	51,420.00
Golf Course	Spray Rig		Toro Workman HDX with spray rig	\$	50,237.00
				\$	-
Golf Course				\$	25,924.00
Golf Course			544317A Ryan Renovaire	\$	8,609.00
Golf Course			Wiedemann 75" PTO Driven Verticutter	\$	17,315.00
			TOTAL	\$	3,528,791.00

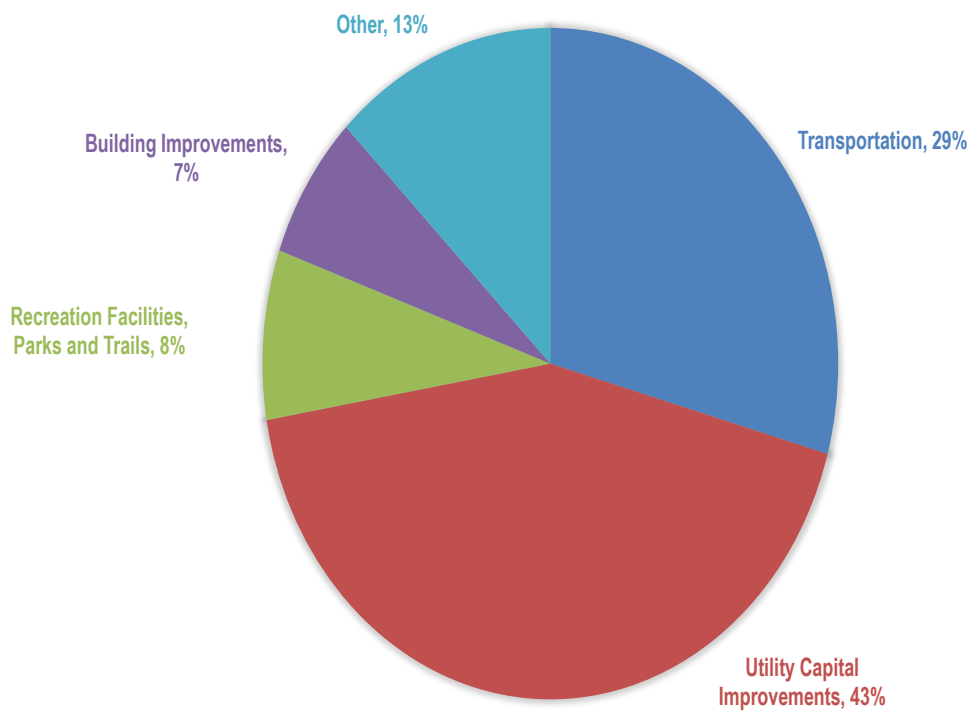
Capital by Funding Source

Funding Source	Amount	Fund as a % of total CIP
Capital Projects Fund	\$ 8,873,502	12%
Streets Improvement Fund	8,319,384	11%
Recreation Impact Fee Fund	4,615,000	6%
Transportation Impact Fee Fund	13,215,000	18%
SR100 CRA	2,135,600	3%
Stormwater Fund Capital Projects	4,700,000	6%
Utility Capital Projects	31,537,108	43%
Total	<u>\$ 73,395,594</u>	



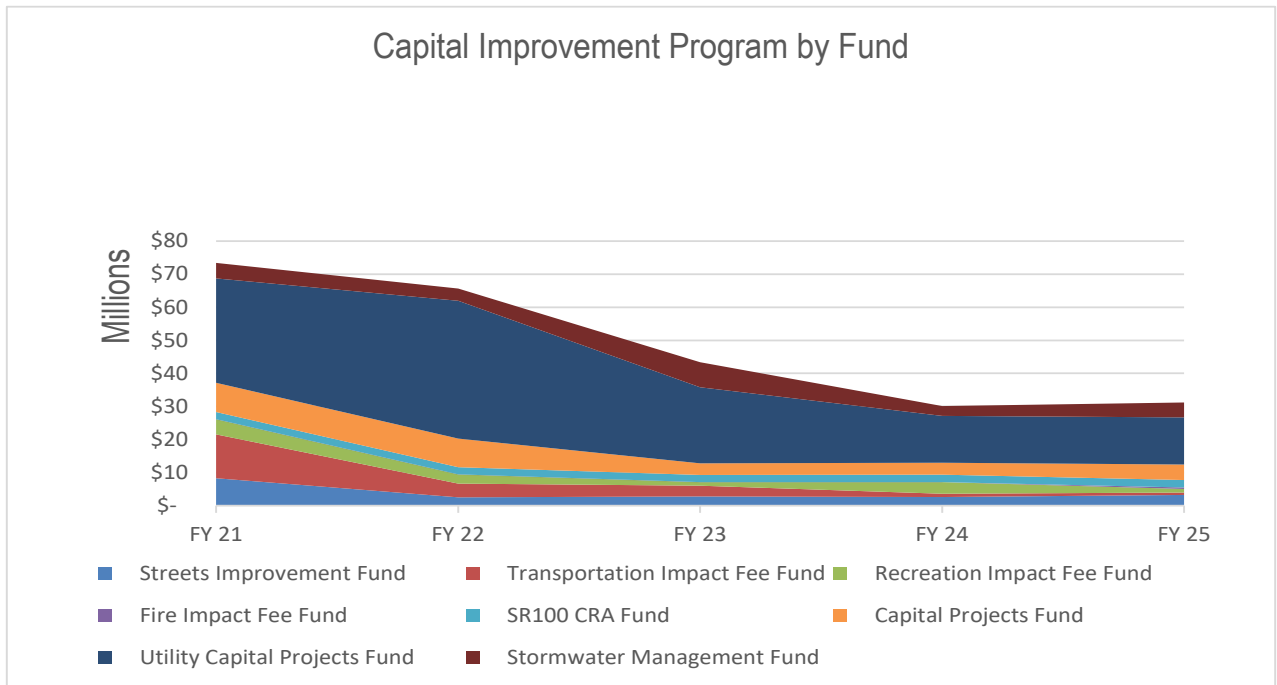
Capital by Type

Type	Amount	Fund as a % of total CIP
Transportation	\$ 21,534,384	29%
Utility Capital Improvements	31,537,108	43%
Recreation Facilities, Parks and Trails	5,995,000	8%
Building Improvements	5,115,000	7%
Other	9,214,102	13%
	<u>\$ 73,395,594</u>	



Capital - Five Year

Fund	FY 21	FY 22	FY 23	FY 24	FY 25
Streets Improvement Fund	\$ 8,319,384	\$ 2,510,000	\$ 2,825,000	\$ 2,585,000	\$ 3,265,000
Transportation Impact Fee Fund	13,215,000	4,150,000	3,250,000	1,050,000	750,000
Recreation Impact Fee Fund	4,615,000	2,812,000	1,030,000	3,520,000	1,025,000
Fire Impact Fee Fund	-	-	-	-	450,000
SR100 CRA Fund	2,135,600	2,178,300	2,221,900	2,266,400	2,311,700
Capital Projects Fund	8,873,502	8,670,223	3,457,010	3,567,068	4,687,276
Utility Capital Projects Fund	31,537,108	41,632,529	23,058,054	14,193,685	14,244,315
Stormwater Management Fund	4,700,000	3,650,000	7,570,000	2,980,000	4,450,000
Total	\$ 73,395,594	\$ 65,603,053	\$ 43,411,965	\$ 30,162,153	\$ 31,183,291



Capital Projects Timeline

CAPITAL PROJECTS FUND - Park Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
1 Susan Knopf	Holland Park Improvements - Phase 2	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
CAPITAL PROJECTS FUND - Park Projects Rehab & Renewal			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
2 Susan Knopf & Marvin Calderon	ITSC - Field 1&2 Conversion (Phase 1)	Construction (partial in-house)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	(Little League grant application for dug-outs is pending)						
3 Fred Vitagliano	ITSC - Maintenance Building Roof Painting	Construction		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
4a Susan Knopf	Court Resurfacing														
	Ralph Carter Park - Basketball Court	Construction				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
4b Susan Knopf	Seminole Woods Park - Basketball Court	Construction				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
5 Susan Knopf	Palm Harbor Golf Club - Clubhouse Improvements	Construction	ORIGINAL	TIMELINE	ORIGINAL										
6 Susan Knopf	Palm Harbor Golf Club - Reroof Maintenance & Cart Barn	Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
7 Alex Blake	Palm Harbor Golf Club - Irrigation Supply Study	Study			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
8 Susan Knopf	Tennis Center - Reroof Clubhouse	Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
9 James Hirst	Tennis Center - Court Rehabilitation (9&10)	Construction									ORIGINAL	TIMELINE	ORIGINAL		

Capital Projects Timeline

CAPITAL PROJECTS FUND - IT Capital Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
10 Doug Akins & Mark Aiello	Network Equipment Upgrades	Design / Equipment Replacement	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
11 Susan Knopf & Doug Aikens	Park & Facility Security Upgrades	Construction - Phase One (Holland Park)	ORIGINAL	TIMELINE	ORIGINAL										
12a Susan Knopf & Doug Aikens	COLO2 Relocation	Design	ORIGINAL	TIMELINE	ORIGINAL										
12b Susan Knopf & Doug Aikens		Construction				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
CAPITAL PROJECTS FUND - City Facility Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
13 Susan Knopf & James Hirst	Community Center - LEED Items	Construction (in-house)				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
14a Susan Knopf & Landscape Architect	Community Center - Generator Landscape Screening	Design (in-house)				TIMELINE	ORIGINAL								
14b Susan Knopf & James Hirst		Construction (in-house)						TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
15 Susan Knopf	Fire Station #22 - Reroof	Construction	Pursue LMS Grant				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
16a Susan Knopf	Fire Station #23 - Kitchen Remodel	Scope of Work								ORIGINAL	TIMELINE				
16b Susan Knopf		Construction										ORIGINAL	TIMELINE	ORIGINAL	
17 Susan Knopf	Fire Station #23 - Bunker Gear & Fitness Equipment Rooms	Design								ORIGINAL	TIMELINE	TIMELINE	ORIGINAL	TIMELINE	
18 Fred Vitagliano	Fire Station #24 - Exterior Painting	Construction		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
19 Susan Knopf	Public Works Existing Facility Improvements	Construction	ORIGINAL	TIMELINE	ORIGINAL										
20 Carl Cote	Public Works Facility - Phase One	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
21 Susan Knopf	Stormwater Facility Improvements	Construction	ORIGINAL	TIMELINE	ORIGINAL										
22 Carl Cote & Matthew Mancil	Energy Improvements	Study / ROI		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
			(includes strategic energy action plan, facility solar study and electrification of fleet vehicles)												

Capital Projects Timeline

CAPITAL PROJECTS FUND - Other Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
23a Denise Bevan	Northeast Corridor - Wetland Restoration	Design & Permit	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
23b Denise Bevan & Andy Hyatt	Construction Phase 1 - Secure Site (in-house)		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
PARK IMPACT FEE FUND - Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
24 Parks Team & Susan Knopf	Long Creek Nature Preserve - Master Plan Update	Master Plan Study		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
25a Susan Knopf	Long Creek Nature Preserve - Boardwalk & Overlooks	Design		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						Grant deadline of xxx	
25b Susan Knopf	Construction								ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
26a Susan Knopf	Waterfront Park - Water Access Phase 1, Part A, B, C	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						Grant deadline of 9/30/2022, Part A	
26b Susan Knopf	Construction								ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
27 Susan Knopf	Waterfront Park - Water Access Phase 2 (Parking Lot)	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
28 Susan Knopf	Lehigh/Belle Terre Trailhead (FPL Easement)	Construction												Waiting on FDOT Grant Funding	
29a Lauren Johnston	Recreation Center - Regional Tennis & Pickleball Facility														
SR100 CRA FUND - Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
29b Susan Knopf	Roundabout Safety Improvements - Town Center (2)	Design							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
30 Michael Grunewald	Design		ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				

Capital Projects Timeline

STREETS IMPROVEMENTS FUND - Safety Imp. Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
31 Landscape Architect	Florida Park Drive - Landscape Grant	Grant Application Review & Award	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE									
32a Michael Grunewald	Florida Park Drive - Canal Ends	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
32b Michael Grunewald		Construction							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
33 Tyler Gibson	ADA Transition Plan - Clubhouse Drive - Palm Coast Pkwy WB	Construction (partial in-house)	ORIGINAL												
34 Tyler Gibson	Signalized Intersection Analysis & Modification	Design & Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
35 Michael Grunewald	Slow Way Road Closure	Design & Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
36 Michael Grunewald	Woodbury Drive Road Break	Design & Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
37 Michael Grunewald	Traffic Calming - Pilot Study (Rolling Sands & Blare Castle)	Design & Construction		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							

STREETS IMPROVEMENTS FUND - Path Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
38 Tyler Gibson & Marvin Calderon	OKR Temporary Path - Phase 2	Construction (in-house & resurfacing contract)			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						

STREETS IMPROVEMENTS FUND - Parkway Beautification			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
39a Tyler Gibson & Landscape Architect	SR100 & 195 Interchange Improvements	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE								xxx grant deadline	
39b Tyler Gibson & Landscape Architect		Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

Capital Projects Timeline

STREETS IMPROVEMENTS FUND - Street Lighting Projects		1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
40 Tyler Gibson	Continuous Street Lighting													
	<i>Belle Terre Parkway (PC PKWY to SR100)</i>													
	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
41a Tyler Gibson	<i>Ravenwood (Whiteview to Rymfire)</i>													
	Design & FPL Agreements	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE									
41b Tyler Gibson														
	Construction											ORIGINAL	TIMELINE	
42a Tyler Gibson	<i>Seminole Woods Blvd (SR100 to US1)</i>													
	Design & FPL Agreements	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
42b Tyler Gibson														
	Construction												TIMELINE	Q2
43 Tyler Gibson	<i>Belle Terre Blvd (SR100 to US1)</i>													
	Design & FPL Agreements				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				

STREETS IMPROVEMENTS FUND - Bridge Rehab & Renewal		1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
44 Carmelo Morales & Andy Hyatt	Bridge #735503 - Secretary Trail													
	Construction (in-house)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							

STREETS IMPROVEMENTS FUND - Traffic Signal Projects		1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
45 Michael Grunewald	Signal Optimization - Various Corridors													
	Design & Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

STREETS IMPROVEMENTS FUND - Street Rehab & Renewal		1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
46a Tyler Gibson	Street Rehab & Renewal													
	Roadway Striping Analysis & Long Range Plan Update	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
46b Tyler Gibson														
	Roadway Pavement Analysis & Long Range Plan Update	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
47a Tyler Gibson														
	Review Revenue, Identify Projects & Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
47b Tyler Gibson														
	Construction						TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

Capital Projects Timeline

TRANSPORTATION IMPACT FEE FUND - Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)				
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY22	
48 Tyler Gibson	Old Kings Road N. Widening - Phase One (Kingswood/Brighton Intersection to Kings Way)	Construction	(includes new fiber main line)						Grant deadline of May 31, 2021							
			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
49 Michael Grunewald	Old Kings Road N. Widening - Phase Two (Kings Way to Fleetwood)	Design	(includes new fiber main line)													
			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	Grant deadline of July 31, 2020									
50 Michael Grunewald	Old Kings Road N. Widening - Phase Three (Fleetwood to Forest Grove)	Design	(includes new fiber main line)													
			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	Grant deadline of July 31, 2020									
51a Tyler Gibson	Old Kings Road N. Extension - Phase 2a (Matanzas to ...)	Design	(project start dependent upon development submission)													
			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE		
51b Tyler Gibson		Construction														
52a Michael Grunewald	Belle Terre Intersection Imp. (Easthampton)	Design	ORIGINAL		TIMELINE											
52b Tyler Gibson		Construction			TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
53 Michael Grunewald	Belle Terre Intersection Imp. (Pritchard to Royal Palms)	Design	ORIGINAL		TIMELINE		ORIGINAL		TIMELINE		ORIGINAL					
			ORIGINAL		TIMELINE		ORIGINAL		TIMELINE		ORIGINAL					
54 Tyler Gibson	Citation Boulevard Improvements	Construction	ORIGINAL		TIMELINE		ORIGINAL		TIMELINE		ORIGINAL		TIMELINE			
			ORIGINAL		TIMELINE		ORIGINAL		TIMELINE		ORIGINAL		TIMELINE			
55a Michael Grunewald	Matanzas / Bird of Paradise Intersection	Right-of-Way Acquisition			TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
55b Michael Grunewald		Design									ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE
56 Tyler Gibson	Cypress Point Parkway / Belle Terre Parkway Intersection	Design				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
57a Michael Grunewald	Sidewalk Extension - Town Center Blvd RB to Imagine School	Design	ORIGINAL		TIMELINE											
57b Tyler Gibson & Marvin Calderon		Construction (in-house & resurfacing contract)				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						

Capital Projects Timeline

STORMWATER MNG. FUND - Facility Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
58a Susan Knopf	Stormwater Facility Improvements	Generator Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
		Flag Pole Design		TIMELINE	ORIGINAL	TIMELINE									
58b Donald Schrager		Construction				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
58a Susan Knopf		Additional Parking (motorcycle) Design	TIMELINE	ORIGINAL		TIMELINE									
58b Donald Schrager		Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
58b Susan Knopf		Building 'x' - Removal of Support at Inmate Parking Design	TIMELINE	ORIGINAL		TIMELINE									
58b Donald Schrager		Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
58a Susan Knopf		Building 'E' - Enclose Storage Bay Design	TIMELINE	ORIGINAL		TIMELINE									
58b Donald Schrager		Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
58a Susan Knopf		Additional Site Lighting Design	TIMELINE	ORIGINAL		TIMELINE									
58b Susan Knopf		Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
58a Susan Knopf		Stormwater Office - Work Stations (6) Design	TIMELINE	ORIGINAL		TIMELINE									
58b Donald Schrager		Building 'F' - Add Overhead Door Construction	TIMELINE	ORIGINAL		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
58a Susan Knopf		Building 'A' - Replace Overhead Doors (4) Construction	TIMELINE	ORIGINAL		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

UTILITY CAPITAL PROJECTS FUND - Force Mains			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
95 Mary Kronenberg	Pine Lakes to WWTP #2	Construction	(project includes fiber conduit)			TIMELINE	ORIGINAL	TIMELINE							

UTILITY CAPITAL PROJECTS FUND - Reclaimed Water Mains			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
95a Alexander Blake	RCW Main Extension to ITSC & Discharge Automation	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE					
95b Alexander Blake		Construction									ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
97 Utility Team	WTP #3 Concentrate Pipe Investigation for SS Discharge	Study	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

UTILITY CAPITAL PROJ. FUND - Wastewater Treatment Plant #2			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
98a Alexander Blake	Plant Expansion	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE					
98b Mary Kronenberg		Construction									ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

Capital Projects Timeline

STORMWATER MNG. FUND - MS4 Program			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
59 R. Michael Peel	Water Quality	Study	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
STORMWATER MNG. FUND - Saltwater Canal Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
60 Donald Schrager	Saltwater Canal System	Pipes thru Seawalls (4 locations) Construction				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
61 Donald Schrager		Canal End Seawall (1 locations) Construction				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
STORMWATER MNG. FUND - Stormwater Storage/Detention			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
62a R. Michael Peel	London Waterway Expansion	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
62b Andrea Mudryk		Construction											ORIGINAL	TIMELINE	
STORMWATER MNG. FUND - Water Control Structures			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
63a Carmelo Morales	L-4 Weir Replacement (Royal Palms Parkway-Town Center)	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
63b Andrea Mudryk		Construction											ORIGINAL	TIMELINE	
64 Andrea Mudryk	K-6 Weir Replacement & Major Crossing (Smith Trail)	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE									
65a Carmelo Morales	P-1 Weir Replacement (West BT south of Pine Grove)	Design		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
65b Andrea Mudryk		Construction											ORIGINAL	TIMELINE	
STORMWATER MNG. FUND - Canal Pipe Crossings			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
66 Carmelo Morales	W-1 (Belle Terre @ BTMS)	Design			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
67 Carmelo Morales	Pipe Inspections (20 Crossings)	Inspections			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
68 Carmelo Morales	Pipe Lining - K10 - Seminole Woods Blvd. (South of Citation)	Construction	ORIGINAL												
69 Andrea Mudryk	Pipe Lining - Emergency	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

Capital Projects Timeline

STORMWATER MNG. FUND - Capacity Improvement Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
70 Carmelo Morales	Drainage Improvements - 'E' Section (Phase 1)	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
71a R. Michael Peel	Drainage Improvements - 'E' Section (Phase 2)	Design & Easements	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
71b Carmelo Morales		Construction							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
72a R. Michael Peel	Blare & Colbert Lane Pipe Upgrade Replacements	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
72b Andrea Mudryk		Construction											ORIGINAL	TIMELINE	
73 Carmelo Morales	K-Section Drainage Improvements	Modeling & Feasibility Study	ORIGINAL	TIMELINE	ORIGINAL										
74 Carmelo Morales	Bulldog Pump Station Pond Berm Rehabilitation	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
75a R. Michael Peel	Drainage Improvements (Project(s) to be determined)	Modeling & Conceptual Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
75b Carmelo Morales		Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
76a R. Michael Peel	Ditch & Pipe Rehab & Renewal (Project(s) to be determined)	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
76b Carmelo Morales		Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
STORMWATER MNG. FUND - Pipe Replacement Projects			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
77a Carmelo Morales	Pipe Replacements - ## locations TBD	Design (in-house)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
77b Kevin Nelson		Construction (in-house)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
78a Kevin Nelson	Pipe Linings ## locations TBD	Identify Projects	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
78b Kevin Nelson		Construction (in-house)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

Capital Projects Timeline

UTILITY CAPITAL PROJECTS FUND - Water Treatment Plant #1			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
79 Susan Knopf	Electrical Improvements - Phase 2	Design				TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
80a Alex Blake	HS Discharge Pump Piping Replacement & Meter Pit	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE									
80b Alex Blake		Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
81 Alexander Blake	Lime Sludge Handling	Land Acquisition	(possible combination with Biosolids Facility)												
			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

UTILITY CAPITAL PROJECTS FUND - Water Treatment Plant #2			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
82a Alex Blake	UF Backwash Process Piping - Relocate Chemical Feed Lines	Design		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
82b Alex Blake		Construction						TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			

UTILITY CAPITAL PROJECTS FUND - Water Treatment Plant #3			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
83a Alex Blake	Waste Tank Yard Plumbing	Design	Part of WWTP#2 Expansion Project												
83b Alex Blake		Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE					
											ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

UTILITY CAPITAL PROJECTS FUND - Wellfield & Wells			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
84 Mary Kronenberg	Wellfield and Wells - Wellfield Expansion WTP #2 - 3 new wells	Construction (Equip & Activation)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
85 Mary Kronenberg	Wellfield and Wells - Wellfield Replacement WTP #1 - SW43R	Deconstruct SW43	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							

UTILITY CAPITAL PROJECTS FUND - Water Mains			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
86 Alexander Blake	OKR South - Water Main Loop	Design	(on-hold, project start dependent upon development)												
			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
87 Alexander Blake	Seminole Woods Transmission Main Connection	Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

Capital Projects Timeline

UTILITY CAPITAL PROJECTS FUND - Lift Station Generators		1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
99 Mary Kronenberg	FEMA Generators (PS 23-1, PS 26-1, PS 28-1, PS 29-1, PS 29-2) Construction	ORIGINAL	TIMELINE	ORIGINAL				Grant deadline extended to March 31, 2021						
100 Mary Kronenberg	FEMA Generators (PS 33-1, PS 34-2, PS 34-3, PS 34-4, PS 65-1) Construction	ORIGINAL	TIMELINE	ORIGINAL				Grant deadline extended to March 31, 2021						
101 Mary Kronenberg	FEMA Generators (PS 59-2, PS 59-1, PS 60-1, PS 35-2, PS 35-4) Construction	ORIGINAL	TIMELINE	ORIGINAL				Grant deadline extended to March 31, 2021						
102 Mary Kronenberg	FEMA Generators (PS D, PS E, PS 58-1, LS 22-2, PS A) Construction	ORIGINAL	TIMELINE	ORIGINAL				Grant deadline extended to March 31, 2021						
103 Mary Kronenberg	FEMA Generators (PS 11-2, PS 4-2, PS C, PS 27-1k PS 58-2) Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	Grant deadline extended to March 31, 2021						
104 Mary Kronenberg	FEMA Generators (LS 24-1, LS 14-1, PS 4-3, PS 57-3, PS 57-2) Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	Grant deadline extended to March 31, 2021						
105 Mary Kronenberg	FEMA Generators (PS-G, PS 35-1, PS 63-1, PS 63-2, PS 64-1) Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	Grant Deadline of June 30, 2021			

UTILITY CAPITAL PROJECTS FUND - Lift & Pump Stations		1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
106 Alexander Blake	Pump Station Upgrades-Part of Pine Lakes Force Main Project Pump Station 22-3 Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
106 Mary Kronenberg	Pump Station 22-4 Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
106 Alexander Blake	Pump Station CB-1 Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
106 Mary Kronenberg	Pump Station IP-1 Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
106 Alexander Blake	Pump Station 27-1 Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
107 Alexander Blake	Eductor Station Conversion - 2 Locations Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
107 Alexander Blake	Construction							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

UTILITY CAPITAL PROJECTS FUND - General Plant R&R WW		1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			FY22
Project Manager	Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
108 Alexander Blake	Gravity Pipe Lining Identify Locations		TIMELINE	ORIGINAL	TIMELINE									
108 Alexander Blake	Construction					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL		

Capital Projects Timeline

UTILITY CAPITAL PROJECTS FUND - PEP System			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY22
88a Alexander Blake	PEP System Upgrades, Phase 3 (L-Section)	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						
88b Alexander Blake		Construction								TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
UTILITY CAPITAL PROJ. FUND - Wastewater Treatment Plant #1			1st Quarter (FY21)			2nd Quarter (FY21)			3rd Quarter (FY21)			4th Quarter (FY21)			
Project Manager	Project Name		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY22
98a Alexander Blake	Headworks Coating Rehab	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						
98b Mary Kronenberg		Construction								TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
90a Mary Kronenberg	Centrifuge Replacement (Replace with Belt Press)	Design		TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
90b Alexander Blake		Construction										TIMELINE	ORIGINAL	TIMELINE	
91 Alexander Blake	Biosolids Treatment/Disposal Improvements	Land Acquisition	(possible combination with Lime Sludge Facility)						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
92a Alexander Blake	New Administration Building	Design	ORIGINAL	TIMELINE											
92b Mary Kronenberg		Construction			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
93a Alexander Blake	Difused Air	Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						
93b Mary Kronenberg		Construction								TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
94a Alexander Blake	Spray Field Replaced with RIBS - Investigation	Study	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE									
94b Mary Kronenberg		Design					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	

Follow link to access Capital project dashboard:

<https://copcgis.maps.arcgis.com/apps/opstdashboard/index.html#/b4f8c6e213774cd8aa1f2ba9f3db43b1>



This page intentionally left blank



PALM COAST



Awards & Recognition

Awards and Special Recognition

Fire Police Capt. Steve Garnes and the Palm Coast Fire Police program awarded the Fire Safety Commendation Medal

Fire Police Capt. Steve Garnes and the Palm Coast Fire Police program were awarded the Fire Safety Commendation Medal for outstanding performance from the Flagler Chapter, Sons of the American Revolution. Capt. Garnes has responded to more than 10,000 emergency incidents in 14 years without missing a single incident requiring fire police presence. The Palm Coast Fire Police program includes a group of highly dedicated volunteer employees, whose mission is to provide safety for responders and victims at emergency scenes. Their primary role in the emergency response system is to establish a perimeter of safety around the emergency. Within this perimeter, occupants or victims of the emergency as well as emergency responders operate safely, without consequences from continued traffic flow.



Public Works Department has wins the “A Day in the Life” video contest

The City of Palm Coast Public Works Department has won the “A Day in the Life” video contest held by the American Public Works Association. The contest featured dozens of Public Works teams across the country, all striving to highlight the incredible work that is done on a daily basis in their respective communities. Palm Coast’s video was themed, “We Lay the Groundwork!” It highlights the extensive, multi-faceted approach that Public Works executes with rapid efficiency to keep Palm Coast running smoothly and looking beautiful. The City’s Communications Division produced and edited the video for the Public Works Department.



City of Palm Coast Public Works - We Lay the Groundwork!
<https://www.youtube.com/watch?v=PYgY9rvyGXc>

ICMA honors City of Palm Coast with Certificate of Distinction

The ICMA (International City/County Management Association) has acknowledged the City of Palm Coast for their focus on collecting and using performance data in the management of local government. City and staff were recently honored with a Certificate of Distinction for exceeding the standards established by the ICMA Center for Performance Measurement in the application of performance data to local government management, including training, verification, public reporting, planning, decision-making, networking and accountability.

Utility Department's Water Treatment Plant #2 presented with the 2020 "Outstanding Membrane Plant Award"

The City of Palm Coast Utility Department's Water Treatment Plant #2 is being presented with the 2020 "Outstanding Membrane Plant Award" by the South East Desalting Association (SEDA). This award is in recognition of outstanding plant operations, maintenance, and exemplary membrane treatment plant performance.



City of Palm Coast announced winner in the Voice of the People (VOP) Awards

Polco and the International City & County Management Association (ICMA) have announced the City of Palm Coast a winner in the Voice of the People (VOP) Awards. The Voice of the People Awards honor local governments based on feedback from residents in survey responses from 2017 to 2019. The award recognizes the city's large improvements on The National Community Survey™ (The NCS) and its intentional, data-informed decisions. The city is receiving the award for 'Transformation in Foundations of Livability' which reflects residents' views on the general direction of the local government and commitment to best practices in moving the community forward.

Budget & Procurement Office, a division of the Financial Services Department receives FAPPO award

The City of Palm Coast's Budget & Procurement Office, a division of the Financial Services Department, received the esteemed 2020 Florida Association Public Procurement Officials Award of Excellence, recognizing their contribution and commitment to their profession. Earning this accolade affirms that our City's procurement operation performances and practices are continuously improving and exceeding expectations in the areas including policies and procedures, staffing, ethical conduct, education, professional development and sourcing methodologies and use of automation and electronic commerce



This page intentionally left blank



PALM COAST



Financial Policies

Financial Policies

Summary

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

Balanced Budget:

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

Budget Amendments:

If, during the fiscal year, the City Manager certifies that there are funds available for appropriation, revenues in excess of those estimated in the budget, the City Council by resolution may make supplemental appropriations for the year up to the amount of such excess. Additional information about the budget amendment process can be found in the Budget Overview section of this document.

User Fees:

General Fund user fees will be established to cover the cost of providing the related services. These would include development fees, engineering fees, and others. The fees should cover all current operating costs. Recreation and park fees are not intended to cover the full cost of services. These services will be supplemented so that all citizens have the opportunity to utilize these activities and resources regardless of economic condition.

One Time Revenues:

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

Financial Policies

Capital Assets Policy:

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

Debt Management:

The City will issue debt only for capital expenditures. The term of the debt will not be for a period longer than the expected life of the asset. Debt for a period longer than three years or more than \$15 million may not be issued without voter consent unless the debt is funded. The City will maintain reserves of at least fifteen percent in its four operating funds. On November 5th 2013 City Council adopted a Debt Management Policy. This policy in its entirety can be found later on in this section of the budget document.

Fund Balance:

On July 21, 2009 a Fund Balance policy was adopted by City Council outlining minimum requirements for unassigned fund balance. This policy may be revised annually to include additional funds or limits. The policy in its entirety can be found later on in this section of the budget document.

Investments:

On December 12, 2012 City Council adopted an Investment Policy for the City of Palm Coast. This policy in its entirety can be found later on in this section of the budget document.

Purchasing:

On December 17, 2002 ordinance 2002-06 was adopted by City Council providing for the purchase or procurement of purchases and contractual services. This policy was revised in July 2017. This policy in its entirety can be found later in on this section of the budget document.

Capital Assets Policy

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

A. DESIGNATION OF CUSTODIAN

The Department head will designate a custodian 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 Budget and Procurement Office 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 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 Department will review and approve the disposal.

1. The Finance Department will arrange for the disposal of capital assets through direct sale, bids, or through the use of an auctioneer.
2. 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 Finance Department and submitted on a New Asset Transmittal Form. Once approval has been given, 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 & Budget Procurement Manager will create necessary operating procedures in order to apply this policy.

Debt Management Policy

OVERVIEW:

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

PURPOSES AND USES OF DEBT:

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

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

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

PLANNING AND STRUCTURE OF CITY INDEBTEDNESS:

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

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

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

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

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

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

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

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

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

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

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

CREDITWORTHINESS:

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

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

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

DEBT STRUCTURE:

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

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

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

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

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

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

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

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

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

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

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

DEBT ADMINISTRATION AND COMPLIANCE:

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

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

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

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

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

FINANCING TEAM SELECTION:

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

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

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

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

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

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

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

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

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

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

DEBT ISSUANCE PROCESS:

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

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

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

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

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

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

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

PERIODIC REVIEW AND AMENDMENT:

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

CITATIONS & GLOSSARY:

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

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

TYPES OF DEBT DEFINED:

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

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

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

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

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

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

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

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

PARTIES ENGAGED IN A DEBT OBLIGATION:

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

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

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

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

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

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

Fund Balance Policy

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

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

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

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

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

The Self Insured Health Fund unrestricted net position, at year end, will be a minimum of three months claims in order to be considered actuarially sound by the Florida Office of Insurance regulation. Amounts in excess of this floor can be used to hedge against future cost increases. If the unrestricted net position is below this floor, a plan must be developed using increased premiums and/or a reductions in benefits to return unrestricted net position to the minimum level within three years.

The Fleet Fund unrestricted net position, at year end, will be a minimum of the total expected Fleet replacement cost divided by the average life of the Fleet. Amounts in excess of this floor can be used to hedge against future cost increases and Fleet expansion. If the unrestricted net position is below this floor, a plan must be developed using increased internal lease charges to return unrestricted net position to the minimum level within three years.

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

****THIS POLICY WAS REVISED AND THE REVISIONS WERE APPROVED AND ADOPTED BY CITY COUNCIL BY RESOLUTION ON 3/15/2016**

Investment Policy

I. PURPOSE

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

II. SCOPE

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

III. INVESTMENT OBJECTIVES

Safety of Principal

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

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

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

Maintenance of Liquidity

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

Return on Investment

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

IV. DELEGATION OF AUTHORITY

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

V. STANDARDS OF PRUDENCE

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

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

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

VI. ETHICS AND CONFLICTS OF INTEREST

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

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

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

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

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

VIII. CONTINUING EDUCATION

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

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

Authorized City staff and Investment Advisors shall only purchase securities from financial institutions, which are Qualified Institutions by the City or institutions designated as “Primary Securities Dealers” by the Federal Reserve Bank of New York. Authorized City staff and Investment Advisors shall only enter into repurchase agreements with financial institutions that are Qualified Institutions and Primary Securities Dealers as designated by the Federal Reserve Bank of New York. The City’s Investment Advisor) 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 Governments 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

The full purchasing procedures and guidelines can be viewed online at <http://www.palmcoastgov.com/government/purchasing>. The Budget and Procurement Office seeks to ensure that all City purchases of goods and services are conducted in accordance with City and State laws and policies; to aid departments/divisions in accomplishing their purchases; and, to ensure City departments/divisions secure quality equipment, goods and services in a fair, competitive, cost effective and responsive manner.

PURCHASING REQUIREMENTS

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

Total Contract Value	Minimum Quote Requirements	Award Approval
up to \$999.99	Purchasing Card or Direct Pay Request	Department Director or designee
\$1,000 - \$2,999.99	Single Written Quote or Purchasing Order	Department Director
\$3,000 - \$14,999	Multiple Written Quotes and Purchase Order	Department Director
\$15,000 - \$29,999.99	Multiple Written Quotes and Purchase Order	City Manager or designee
\$30,000 - \$49,999.99	Formal Request for Quotes, Contract	City Council
\$50,000 or greater	Formal Invitation or Bid and Contract	City Council

VENDORS

Any firm wishing to register to do business with the City can submit a "Vendors Registration Form," online via the City's website. Once approved, the firm will then be assigned a vendor number. User Departments may suggest to the Purchasing Coordinator(s) any potential bidders they would like to receive an invitation, request for quote or bid and should encourage the vendor to register on the City's Procurement Portal.

LOCAL BUSINESS PREFERENCE

Except as provided for in the Purchasing Policy, a local business preference shall apply to all purchases. City staff is encouraged to purchase products or services from local businesses where possible.

A local business preference shall be given to businesses that have its headquarters, manufacturing facility, or locally-owned franchise located in, or having a street address within, the legal boundaries of the City of Palm Coast for at least one (1) year immediately prior to the request for a quote or formal bid solicitation (Post office boxes do not qualify as a verifiable business address). If the local business preference does not result in the Palm Coast business being awarded the quote/bid/contract, then the local business preference shall be given to businesses have its headquarters, manufacturing facility, or locally-owned franchise located in, or having a street address within, the legal boundaries of Flagler County for at least one (1) year immediately prior to the request for a quote or formal bid solicitation (Post office boxes do not qualify as a verifiable business address).

Preference Amount:

- Five percent (5%) of the net quote or bid price up to \$200,000.00 as referenced on the quote tabulation or bid price schedule.
- Three percent (3%) of the net bid price above \$200,000.00 as referenced on the bid price schedule.
- Total local business preference shall be limited to \$20,000.00 for each quote or project

Exempt Purchases:

- Purchases that are funded in whole or part by assistance from any federal, state, or local agency that disallows local preference; purchases exempt from obtaining quotes or soliciting formal proposals or bids as described in Sec. 2-28.

PURCHASING CARD

The purchasing card is a tool for small purchases under \$1,000.00. Purchasing cards are issued in an employee's name with preset spending controls and limits. Purchasing cards are only issued upon written request from the department director. The purchasing card is intended only for small value, non-recurring needs, usually from local sources. Purchases using a purchasing card must meet the procedures and guidelines contained herein along with the City's Purchasing Card Policies and Procedures.

OBTAINING QUOTES

Department staff is responsible for obtaining written quotes for purchases up to \$29,999.99 (unless piggyback, emergency, exempt, or sole source). All quotes must be for identically the same quantity and quality and under the same terms and conditions. Even if the user provides quotes with the requisition, a complete description of the item or service needed, including required delivery time, and all special conditions must be clearly written on the requisition or attached as a memo. The Purchasing Coordinator(s) always reserves the right to obtain additional quotes.

The solicitation of competitive bids or proposals for professional services covered by the Consultants Competitive Negotiation Act (CCNA) shall be accomplished in accordance with the provisions of Section 287.055, Florida Statutes. The solicitation of competitive bids or proposals for any City construction project that is projected to cost more than \$200,000 shall be accomplished in accordance with the provisions of Section 255.0525, Florida Statutes. The solicitation of competitive bids or proposals for City utility projects shall be accomplished in accordance with the provisions of Chapter 180, Florida Statutes.

PUBLIC ADVERTISEMENTS

Formal invitations \$50,000 and above must be advertised as outlined below in advance of the specified opening date in one major newspaper that covers the area (i.e. the Daytona News Journal). In addition, all formal invitations must be published on the City's website and the City's Procurement Portal.

PRE-SOLICITATION, PRE-BID, PRE-PROPOSAL CONFERENCES

Pre-Bid Meeting may be scheduled and conducted by the Purchasing Coordinator(s) before the official time and date set for the formal opening to explain the procurement requirements and to solicit information from potential bidders/vendors. A mandatory Pre-Bid Meeting may be scheduled and conducted if the technical or physical requirements of the invitation require the physical presence of potential vendors. Proposals from anyone not attending the mandatory meeting will not be considered. For construction projects in excess of \$200,000, the legal advertisement must be published at least 5 days prior to the pre-bid conference. (Section 255.0525 (1), Florida Statutes)

FORMAL OPENING

The name of each bidder or proposer shall be read aloud and tabulated along with the pertinent information as described in the formal invitation. Note: Applicable Florida Statutes Section 119.071, 180.24, 218.80, 286.011, 286.0113, and 255.0525.

EVALUATION AND AWARD PROCESS

The Budget and Procurement Office must structure the evaluation and award of proposals to eliminate as much subjectivity as possible. The perception of subjectivity in evaluating proposals generates a greater likelihood of a challenge or protest by unsuccessful vendors. Key issues for consideration in the Evaluation Process is establishment of the procurement committee, clear evaluation criteria including scoring of proposals, discussions with vendors, notification of award, public notices, and meeting minutes.

PROCUREMENT COMMITTEES

A "selection committee" is defined as any committee that has been delegated decision-making functions, directly or indirectly. A selection committee ranks and/or short-lists respondents to an Invitation to Bid or Request for Statements of Qualifications (RSQ) based upon the information submitted in response to the RSQ. This definition includes all selections under Chapter 287.055 Florida Statutes, and the Consultants Competitive Negotiation Act (CCNA), as amended. All selection committee meetings are public meetings as defined in Chapter 286 FS or must be recorded under Fla. Stat. 286.0113. No off the record meetings are permitted.

An “evaluation committee” is defined as a committee that is responsible for advising and informing the final decision maker, the City Manager or City Council, through fact-finding consultations. The evaluation committee meets to evaluate proposals or offers submitted with defined evaluation criteria. The outcome of an evaluation committee is based on whether responses meet the evaluation criteria and which response (offer) is best for the City. An evaluation committee meeting sometimes falls within the requirements of an open public meeting and is sometimes subject to Florida’s Government in the Sunshine Law.

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

MEMBERSHIP

The Purchasing Coordinator's shall chair all selection and evaluation committees and is a voting member only to break a tie. The Purchasing Coordinator's shall appoint a qualified committee and give due consideration to suggestions from the affected user department.

When selecting the committee, the organization must appoint members who possess two traits. First, they must have the skills and ability to carry out their tasks in a professional manner. Second, they must be free from bias or conflict of interest and be persons of high integrity. Committee members must ensure that they disclose any conflict of interests and abstain from voting when a conflict exists in accordance with State Law. If, at any time during the procurement process, the Chair has reason to believe a person on the evaluation committee has an unreasonable bias or conflict of interest, the Chair should immediately request this person to remove themselves from the committee.

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

PUBLIC MEETINGS NOTICE/ADVERTISEMENTS

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

The Purchasing Coordinator's must publish a meeting notice for any selection committee meeting at least 24 hours before the time of the meeting in a newspaper of general circulation in the City of Palm Coast, Florida. The public meeting notices may be included in the Public advertisement announcing the procurement. Except as provided in Fla. Stat. 286.0113, the meetings must be conducted in accordance with Fla. Stat. 286.011. These committee meetings do not rise to the level of being matters of “critical public importance” but should be noticed appropriately.

MEETING MINUTES AND RECORDINGS

The minutes of any open public meeting must be kept, and shall be available for public review. If an open public meeting is adjourned and reconvened at a later date to complete the business of the meeting, the second meeting shall also be noticed. This includes any meeting where a presentation is made to the selection committee. All meetings that are exempt from the public meetings law under Fla. Stat. 286.0113 must be recorded. No off the record meetings are permitted.

EVALUATION FACTORS

The Request for Proposal must state the evaluation factors, including price, and their relative importance. Specific weights to be applied to the individual evaluation factors need not be listed in the Request for Proposal, but must be documented in the Evaluation Criteria file prior to receipt of proposals. The evaluation must be based on the evaluation factors set forth in the Request for Proposals. Criteria not listed in the RFP cannot be considered when evaluating proposals.

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

VOTING

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

DISCUSSION WITH RESPONDENTS

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

Discussions with vendors are held to promote understanding of requirements and the vendors' proposals, and to facilitate arriving at a contract that will be most advantageous to the organization. Vendors must be accorded fair and equal treatment with respect to any opportunity for discussions and revisions of proposals. If during discussions, there is a need for any substantial clarification of or change in the Request for Proposals, the Request must be amended to incorporate such clarification or change. Auction techniques (revealing one vendor's price to another proposer) and disclosure of any information derived from competing proposals is prohibited. Under Fla. Stat. 286.0113, any portion of a meeting during which negotiation with a vendor is conducted, or a vendor makes a presentation or answers questions is exempt and confidential until the City provides a notice of an intended decision or until 30 days after bid opening, whichever is earlier. Any substantial oral clarification of a proposal must be reduced to writing by the vendor.

NOTICE OF AWARD

At time of award, all vendors submitting a proposal shall be notified in writing of the vendor selected for award. Unsuccessful vendors shall be provided fair access to the complete procurement file, including proposal submittals and evaluation documentation, except where the City rejects all bids, in which case Fla. Stat. 119.071 applies.

EXEMPTIONS TO QUOTES AND FORMAL SOLICITATIONS:

EMERGENCY PURCHASES

Emergency purchases are ONLY for commodities or services necessary because of certain emergency conditions that may affect the health, safety, and welfare of the citizens of The City of Palm Coast. It may also be a condition that stops or seriously impairs the necessary function of City government. In case of any emergency the City Manager or designee may authorize emergency purchases. It shall be the responsibility of all authorized personnel to ensure each emergency purchase is accomplished in accordance with City policy and that emergency purchase procedures shall not be used to abuse or otherwise purposely circumvent the regular established purchasing procedures. Those delegated the authority to implement emergency purchases are also authorized to waive the bid process within their authority level in the event of an emergency. The department may make the purchase and submit a completed requisition form along with an emergency purchase form to the Purchasing Coordinator(s) no later than the next business day after the emergency. The completed and signed requisition form must be accompanied by a written description and explanation of the emergency and circumstances. The emergency must be valid and not just a result of poor planning. A report listing all emergency purchases and the circumstances of the emergency shall be submitted to the City Council at the next Council meeting after the purchase and the termination of the emergency.

PIGGYBACKING

Piggybacking is a procedure of procuring goods or services without the formal solicitation process by means of utilizing another public entities' award of an Invitation for bid or request for proposal. This procedure includes but is not limited to piggybacks of State Contracts with the State of Florida, Department of Management Services, and Division of Purchasing, SNAPS Contracts, and Federal GSA contracts.

SOLE SOURCE PURCHASES

Sole source purchasing is when there is only one person or company that can provide the goods and/or services needed because of the specialized or unique characteristics of the goods and/or services.

ADDITIONAL EXEMPTIONS

The purchase of the following goods and services is exempt from quotes and formal solicitations:

- Water, Sewer, Gas, Electrical and Other Utility Services; Telecommunication Services including, but not limited to, cable television, telephone lines, internet connectivity, data and voice circuits, voice over internet protocol ("VOIP"), cellular/wireless phones, wide area network ("WAN") connectivity, pagers, and wireless adapters for cellular data ("air cards").
- Postage
- Advertisements
- Membership Fees
- Subscriptions
- Any items covered under the City's travel policy
- Software/Technology Maintenance and Support renewal fees for existing software or technology licenses
- Goods and/or services provided by governmental entities

CONTRACTS

A contract is an agreement between two parties which creates legal rights and obligations as to the parties to the contract. Although a contract can be enforceable even if verbal, the City requires all contractual rights and obligations to be in writing and signed by an authorized representative of the City. This procedure document specifically covers contracts involving the City's purchase of goods and services, including construction services. The goal of contract administration is to ensure that each contract is performed and the responsibilities of both parties are properly discharged, including but not limited to, timely delivery, acceptance, and payment. Contract administration includes all dealings between parties to a contract from the time a contract is awarded until the work has been completed and accepted or the contract terminated, payment has been made, and disputes have been resolved. To achieve this goal, City's program or project managers together with the Contract Coordinator monitor and provide guidance to the contractors

DISPOSAL OF SURPLUS PROPERTY

Surplus property may be disposed of by trade, sealed bid, donated, or sold at public auction depending on the item, its value, or other factors all as may be in accordance with law and City policy. If the surplus property is determined to be only of scrap value or have no commercial value, City staff is authorized sell the surplus property as scrap if possible, or dispose in any other appropriate manner. City Council approval must be sought for disposal of surplus property that has commercial value, unless the property is disposed by public auction or redistributed to another City department.

APPROVED AND ADOPTED BY CITY COUNCIL BY ORDINANCE ON DECEMBER 2002, REVISED JULY 2017



PALM COAST



Glossary and Acronyms

Glossary and Acronyms

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

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.

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 - According to Florida Statute, the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures, and reserves.

BALANCE SHEET - One of the main financial statements. the balance sheet reports 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.

Glossary and Acronyms

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.

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.

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

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

CURRENT VALUE - The present fair market value.

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

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

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

Glossary and Acronyms

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.

Glossary and Acronyms

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 – Reports revenues, gains, expenses, losses, net income and other totals for a period of time. Also referred to as the profit and loss statement.

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

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

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

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

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.

Glossary and Acronyms

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.

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 operation 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.

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.

Glossary and Acronyms

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

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

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

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

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.

WETLAND 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.

Glossary and Acronyms

APB (Accounting Principles Board)

ARC (Architectural Review Committee)

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, 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 award by 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 employee) – 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 Service Office, Inc.) – 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)

PM (Performance Measure) – Measurement used to track performance towards City Council goals.

PO (Purchase Order)

Glossary and Acronyms

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 cost 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.



*City of Palm Coast
160 Lake Ave
Palm Coast, FL 32164
386-986-2360
www.palmcoastgov.com
palmcoastconnect.com*