



2026

ANNUAL BUDGET REPORT

FISCAL YEAR 2025-2026



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palmcoast.gov/contact

Website

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Palm Coaster Insider

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- Facebook: facebook.com/PalmCoastGov
- Instagram: instagram.com/PalmCoastGov
- Twitter / X: twitter.com/PalmCoastGov
- YouTube: youtube.com/@PalmCoastFL

Press Releases

The City of Palm Coast regularly issues press releases and other important information on our Facebook, Instagram, Twitter platforms and our website at palmcoast.gov/newsroom

Palm Coast Connect

The easiest way to report concerns and request services from the City of Palm Coast. The app lets you track and receive email notifications about your submitted requests. Get started by visiting palmcoast.gov/connect today!

Budget Book Highlights

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

Introduction

This section contains the transmittal letter, an organizational chart and our 2025-2026 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

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 & 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, capital asset, fund balance, balanced budget, and debt management policy.

Glossary & Acronyms

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

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PALM COAST CITY COUNCIL



MIKE NORRIS
MAYOR



TY MILLER
COUNCIL MEMBER
DISTRICT 1



THERESA PONTIERI
VICE MAYOR & COUNCIL
MEMBER DISTRICT 2



DAVID SULLIVAN
COUNCIL MEMBER
DISTRICT 3



CHARLES GAMBARO JR
COUNCIL MEMBER
DISTRICT 4

APPOINTED CITY OFFICIALS



LAUREN JOHNSTON
ACTING CITY MANAGER



MATTHEW MANCILL
DIRECTOR OF
PUBLIC WORKS



HELENA ALVES
DIRECTOR OF FINANCIAL
SERVICES



CARL COTE
DIRECTOR OF STORMWATER
& ENGINEERING



RENINA FULLER
DIRECTOR OF HUMAN
RESOURCES



DOUG AKINS
DIRECTOR OF INFORMATION
TECHNOLOGY



BRITTANY KERSHAW
DIRECTOR OF COMMUNICATIONS
& MARKETING



KYLE BERRYHILL
FIRE DEPARTMENT
CHIEF



BRIAN ROCHE
DIRECTOR OF UTILITY



JOHN ZABLER
DIRECTOR OF COMMUNITY
DEVELOPMENT



JAMES HIRST
DIRECTOR OF PARKS &
RECREATION

OUR BELIEFS

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 and promote cultural activities.
- Protecting the environment and beauty of Palm Coast while conserving natural resources.



Mission



Delivering exceptional service by making citizens our priority.



Values



Pride, Accountability, Leadership, Motivated, Collaborative, Ownership, Achievement, Stewardship, Trust

PILLARS OF PRIORITIES



STRONG RESILIENT ECONOMY

Support the expansion and smart growth of both population and businesses to ensure success locally as well as regionally. Improve financial strengths within the City to promote fiscal responsibility and secure future stability.



SAFE & RELIABLE SERVICES

A safe community for all is the catalyst to ensure that residents and regional visitors experience exceptional quality amenities year-round. Recruiting and retaining a quality, talented workforce to maintain uninterrupted services to the citizens.



CIVIC ENGAGEMENT

Build a cooperative and trusting relationship between the City and the community. Promote the opportunity for communication between the decision-makers. Enhance existing channels through which accurate and timely information is disseminated from the City. Increase the public's understanding and support of the City's goals and strategies.



SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE

Build and effectively manage sustainable infrastructure that promotes clean water, safe streets, and green infrastructure. Anticipate the need for additional services and infrastructure. Continue to provide opportunities for development. Maintain visual appeal by caring for our land, water, air, and wildlife.

A Note From Your Budget Team

Dear Valued Team,

The preparations for the fiscal year budget are a year-long process that involves great effort from all departments of the City of Palm Coast. The annual budget is constantly being reviewed for efficiency and effectiveness. From April through September, a series of budget presentations are prepared for the Mayor and Council. This includes projections of funding sources, revenues, and expenditures for the current fiscal year and the next fiscal year. We recognize and appreciate that budgeting is an extensive, ongoing process of planning, inspection, teamwork, and communication.

The budget team wants to announce a special thanks to the department directors, their staff, and the City Manager's Office for helping to make this budget a successful operation. We also recognize appreciation to the community for the excellent photos submitted for the Palm Coast Annual 2025 Photo Contest and to the Communications and Marketing Team for facilitating this event.

Sincerely,

Signed by:

Helena Alves

4F2A3892B67B492...

Helena Alves,
Director of Finance

DocuSigned by:

Gwen Ragsdale

2972CE1839D14C1...

Gwen Ragsdale,
Budget & Procurement Manager

Signed by:

Stacy Young

919EDF7AC008468...

Stacy Young,
Assistant Director of Finance

DocuSigned by:

Raelene Bowman

8824DF261918465...

Raelene Bowman,
Accountant

Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Palm Coast
Florida**

For the Fiscal Year Beginning

October 01, 2024



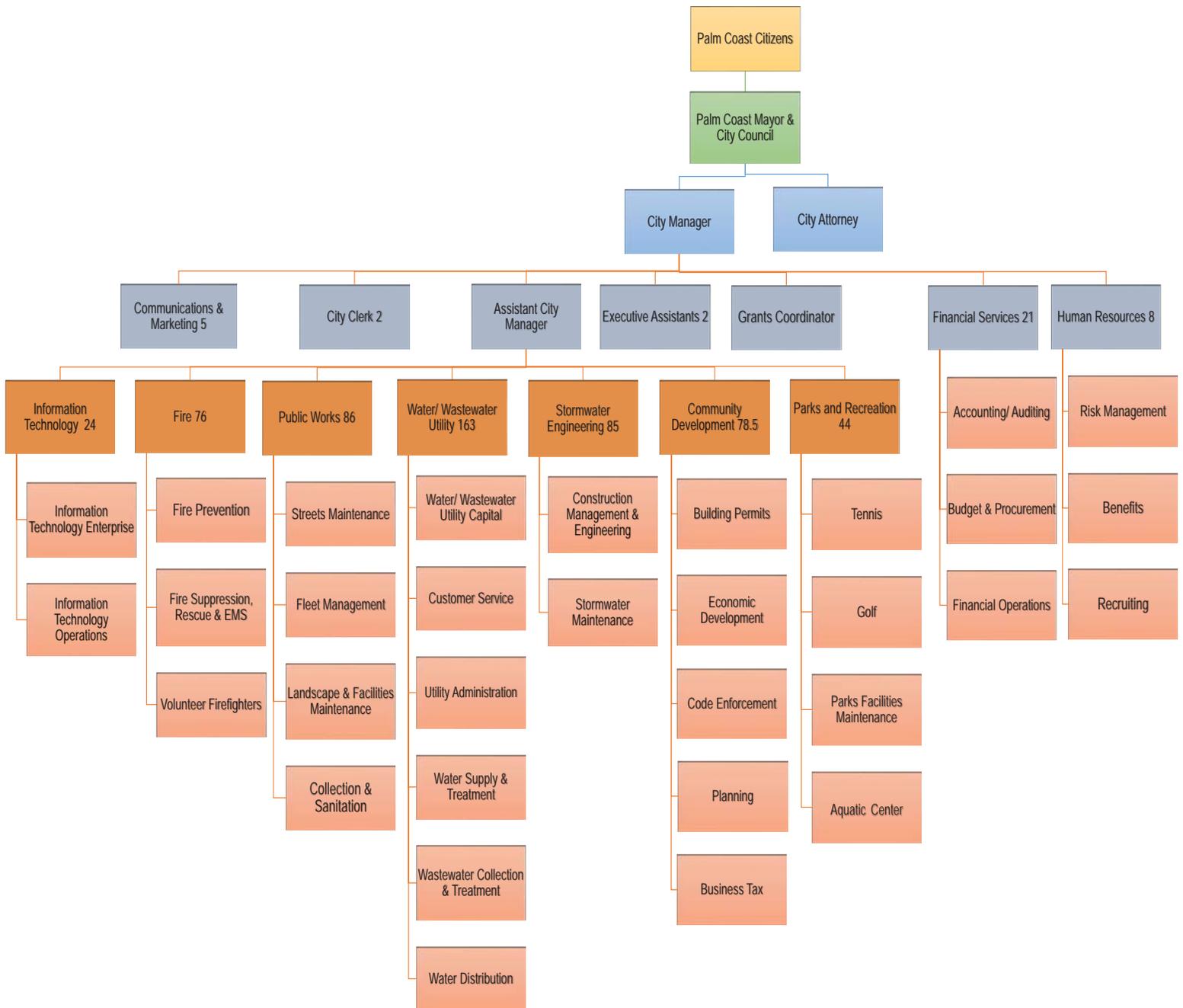
Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Palm Coast, Florida for the Annual Budget beginning October 1, 2024. 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. The City of Palm Coast has received the Distinguished Budget Presentation Award for each Annual Budget Report since Fiscal Year 2003.

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.

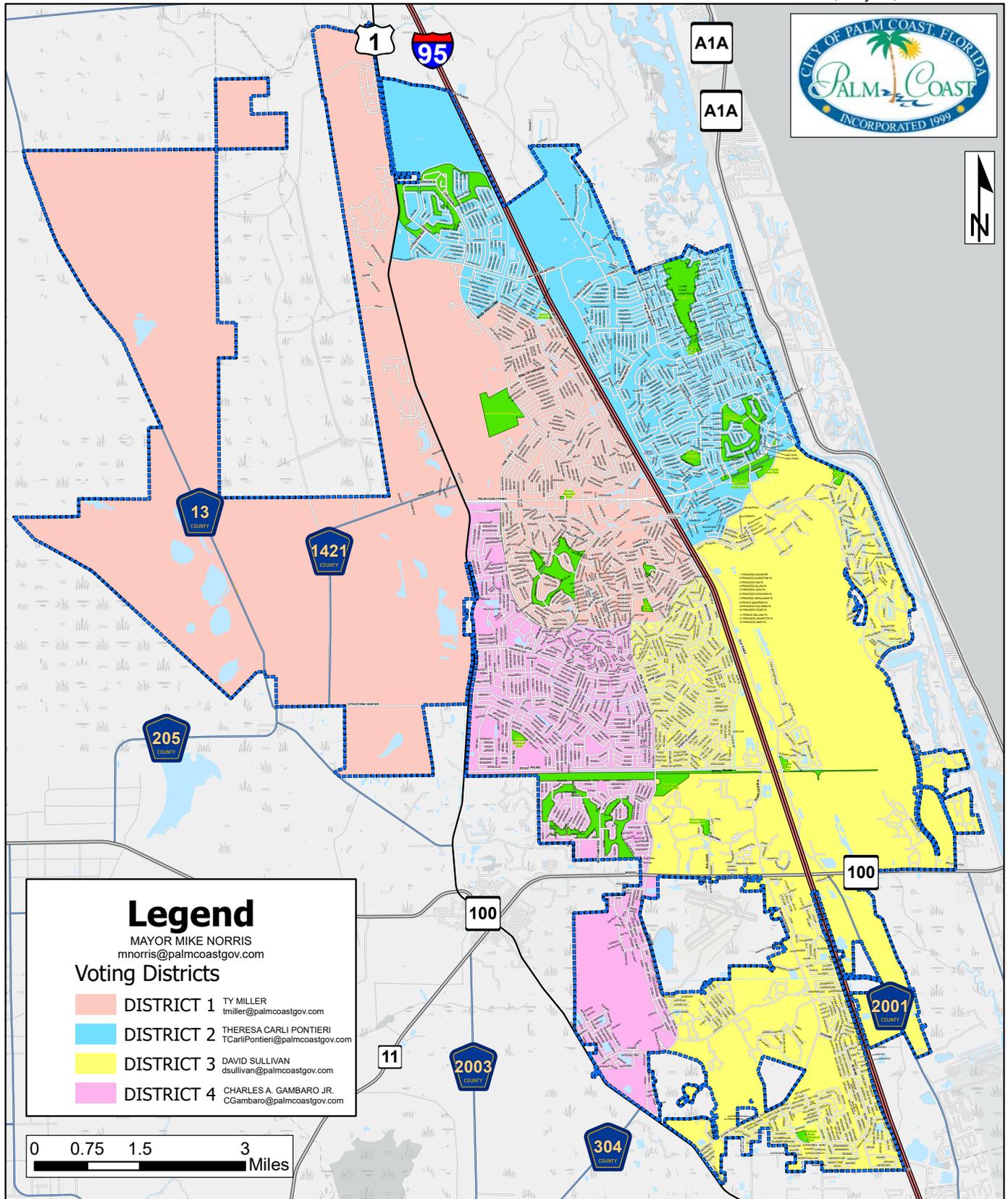
Organizational Chart - FTE Counts



Please Note: Police protection is provided by contract with the Flagler County Sheriffs Office. There are currently 66 FTE included in this contract for Fiscal Year 2026.

Palm Coast Voting Districts

Thu, May 22, 2025 9:11 AM



The City of Palm Coast prepares and uses this map/map data for its own purposes. This map/map data displays general boundaries and may not be appropriate for site specific uses. The City uses data believed to be accurate; however, a degree of error is inherent in all maps. This map/map data is distributed AS-IS without warranties of any kind, either expressed or implied including, but not limited to, warranties of suitability to a particular purpose or use. This map/map data is intended for use only at the published scale. Detailed on-the-ground surveys and historical analyses of sites may differ substantially from this map/map data.



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INTRODUCTION

September 30, 2025

To the Honorable Mayor and Members of City Council:

With a commitment to fiscal responsibility, I present the Fiscal Year 2026 Adopted Budget of \$696,444,327. This budget not only aligns with the City Council’s priorities but also reflects the innovative, data-driven work happening across Palm Coast to make our community stronger, more efficient, and ready for the future.

Pillars of Priorities

Palm Coast’s Strategic Action Plan, built on four pillars, continues to guide every step we take. These pillars help us stay focused on today’s needs while preparing for tomorrow’s opportunities. Each year, we review and refresh this plan so that resources align with City Council’s goals. And now it’s easier than ever to track these priorities through our Strategic Planning dashboard at palmcoast.gov/priorities

The infographic consists of four vertical panels, each representing a pillar. Each panel has a distinct icon at the top: a shield with a checkmark for 'SAFE & RELIABLE SERVICES', a dollar sign with an upward arrow for 'STRONG RESILIENT ECONOMY', a globe with people icons for 'CIVIC ENGAGEMENT', and a gear with a leaf for 'SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE'. The panels are blue with yellow headers and green borders.

SAFE & RELIABLE SERVICES	STRONG RESILIENT ECONOMY	CIVIC ENGAGEMENT	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE
<p>A safe community for all is the catalyst to ensure that residents and regional visitors enjoy quality amenities year-round.</p> <p>Recruiting and retaining a quality, talented workforce to maintain uninterrupted services to the citizens.</p>	<p>Support the expansion and smart growth of both population and businesses to ensure success locally as well as regionally.</p> <p>Maintaining financial strengths within the City and promote fiscal responsibility to ensure future stability.</p>	<p>Build a cooperative and trusting relationship between the City and the community.</p> <p>Promote the opportunity for communication between the decision makers and the public and create a credible channel through which accurate and timely information from the City can be disseminated.</p> <p>Increase the public’s understanding and support of the City’s goals and strategies.</p>	<p>Build and effectively manage sustainable infrastructure that promotes clean water, integrated streets, and emphasizes green infrastructure.</p> <p>To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment while creating a sustainable framework of visual appeal by caring for our land, water, air, and wildlife.</p>

The Fiscal Year 2026 budget for all appropriated funds totals \$696,444,327, reflecting a 65% increase over last year. However, this jump is largely due to a \$283 million bond issued to upgrade the city’s Wastewater Treatment Plant 1, rather than a surge in ongoing operational spending. The Final Adopted Millage Rate is 4.0893, with 0.0502 dedicated to the Stormwater Fund and 4.0391 to the General Fund.

Highlights from the FY 2026 Budget

- Taxable value growth of \$1 million (10.34%), with approximately \$548 million attributed to new construction.
- 10 new positions added to maintain vital services and support new initiatives for our growing city.
- Continued investment in employee training and development to attract and retain top talent.
- A 17% increase in public safety funding over last year, including nine new deputies and two brand-new fire stations.
- \$1.3 million for economic development incentives to bring in quality jobs and grow the local economy.
- Strategic reductions in IT expenses, cutting more than \$500,000 by restructuring platforms and leveraging grants.

Efficiency in Action

We're rethinking the way government works. This year, the City:

- Began conducting a citywide Risk Assessment analysis to identify opportunities for smarter decision-making.
- Completed an efficiency staffing analysis across IT, Finance, Public Works, and Utility to ensure teams are structured for long-term success.
- Refined and modernized the Veterans Preference Policy, reinforcing our commitment to those who have served in the armed forces.
- Updated the entire City policies and procedures manual, modernizing internal operations and ensuring consistency across departments.
- Streamlined IT projects and invested in tools that help staff work smarter, not harder.

Investing in Community & Quality of Life

Palm Coast is committed to protecting what makes our city special while creating new opportunities to explore, connect, and play.

- Parks & Recreation continues to offer over 100 programs annually, with funding set aside to maintain facilities and expand opportunities based on feedback from the Planning Our Parks Master Plan.
- \$1 million for neighborhood street maintenance through the pavement management program.
- \$500,000 toward the saltwater canal dredging initiative to preserve navigability.
- \$1 million in capital investment for the new Maintenance Operations Complex, a critical hub for the city's vital services.

Safety and Resiliency

Public safety remains at the heart of this budget. Fire and Law Enforcement services make up 50% of the \$67.6 million General Fund. With two new fire stations, additional deputies, and advanced emergency management training, we are prepared for today's needs and tomorrow's challenges.

The Maintenance and Operations Complex, major water and wastewater plant upgrades, and stormwater projects like the P-1 Weir replacement and K-Section drainage improvements will strengthen our ability to recover quickly after severe weather while supporting smart-managed growth.

Capital Improvements – A \$459 Million Investment

This year we're putting resources into projects that build a more resilient, connected, and thriving city, including:

- Major stormwater system upgrades
- Water and wastewater treatment plant expansions
- New Fire Stations #22 and #26
- Park renovations
- Roadway expansions, including the Palm Coast Parkway Extension and Matanzas Woods Parkway Extension

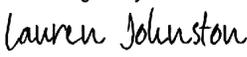
Looking Forward

Through the Strategic Action Plan, City Council reaffirmed its commitment to safe and reliable services, a resilient economy, civic engagement, and sustainable infrastructure. Updating the Comprehensive Plan through 2050 helps ensure Palm Coast continues to deliver the high quality of life our community expects and deserves.

This budget is more than numbers—it's a roadmap of innovation, efficiency, and community investment. I am deeply grateful to City Council, our directors, and every City of Palm Coast employee for their dedication to shaping this plan.

Together, we are not just maintaining our lifestyle—we are leading with vision, innovation, and resilience.

Respectfully,

DocuSigned by:

17644D609F7D434...
Lauren Johnston
Acting City Manager

THE PERFECT PLACE TO LIVE



Prior to 1969, Palm Coast was seen as a pine-covered swamp, but ITT/Levitt envisioned a sprawling community on 22,000 acres, complete with golf courses and more. They marketed it to urban dwellers, leading to rapid development with a 500-mile network of infrastructure, making it Florida's largest master-planned development.

ITT, a multinational corporation, funded the project, and Dr. Norman Young led it until 1975. The Welcome Center, Palm Coast's first building, played a pivotal role in early growth but was eventually demolished in 1995 after ITT's departure.

ITT's contributions included funding the I-95 interchange and Hammock Dunes bridge, benefiting Palm Coast from 1969 to 1995.

Palm Coast became a city in 1999, with a population of 29,360. By 2005, it was the "fastest-growing micropolitan area" in the US, boasting 64,500 residents.

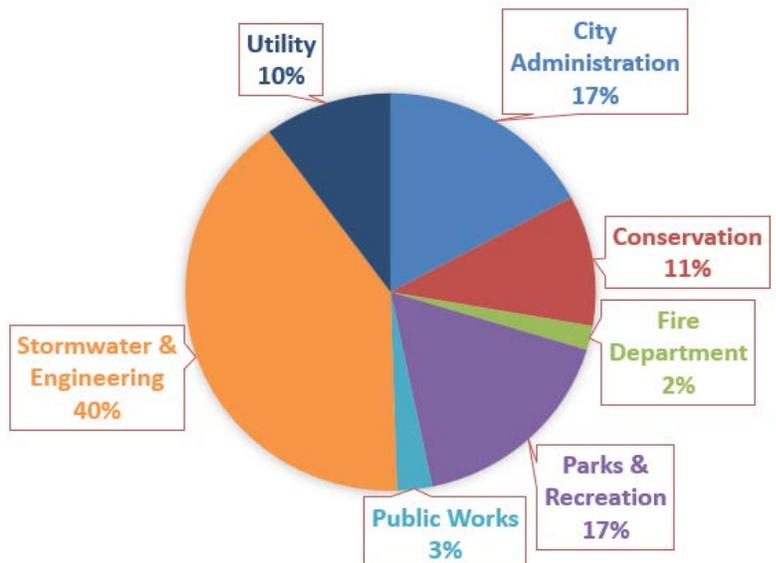
In 2006, Palm Coast earned the "Tree City USA" title and saw increased commercial activity, especially in Town Center.

In 2013, it had around 76,450 residents, lower unemployment, and robust home sales. City Hall construction began in 2014 and was completed in 2015 with LEED certification.

Today, Palm Coast sits on 97 square miles, and has over 100,000 residents. The City offers a vibrant lifestyle with parks, trails, and recreational activities. Local businesses are highly supported, making it an ideal destination for living, working, and leisure.

We invite you to join us – Explore, Connect and Play in Palm Coast!

CITY OWNED PARCEL TOTAL ACREAGE BY DEPARTMENT



ABOUT PALM COAST

110K

RESIDENTS

597

EMPLOYEES

FORM OF GOVERNMENT:

COUNCIL-CITY MANAGER

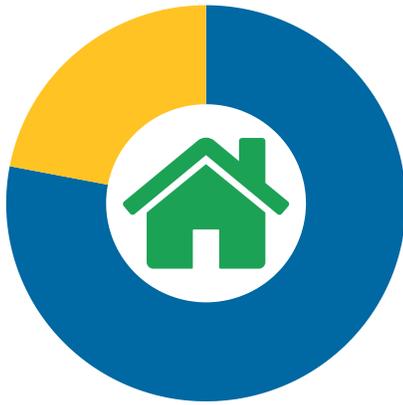
SQUARE MILES:

97

INITIAL INCORPORATION:

DECEMBER 31, 1999

RENT 22%



OWN 78%



\$367,950

HOME VALUE



950K

ANNUAL VISITORS



\$5 MIL

LEGISLATIVE FUNDING

- 30 CITY FACILITIES**
- 5 FIRE STATIONS**
- 76 FIREFIGHTERS**
- 14 FIRE APPARATUS**
- 1 FCSO STATION**
- 66 FCSO DEPUTIES**
- 14 PARKS**
- 8 PLAYGROUNDS**
- 130+ MILES OF TRAILS**
- 2 DOG PARKS**
- 1 AQUATIC CENTER**
- 26 ANNUAL EVENTS**
- 351 PROGRAMS**
- 26 SPORTS FIELDS**
- 1,222 MILES OF SWALES**
- 84 MILES OF CANALS**
- 17 WATER WIERS**
- 777 WATER MAINS**
- 707 SEWER MAINS**
- 63 TRAFFIC SIGNALS**
- 3,807 STREET LIGHTS**
- 545 MILES OF ROADS**

SAVE THE DATE

ANNUAL CITY EVENTS

January

Christmas Tree Recycling | Palm Coast Open: A USTA Pro Circuit

March

Spring Fest | PI(E) Day

April

UNF Mednexus Innovation Challenge | Egg'Stravaganza | Tunnels to Towers | Celebrate Trails Day

May

Arbor Day | Touch-A-Truck | Memorial Day Ceremony

July

Fireworks Over the Runways | Pedal In The Park

September

9/11 Ceremony | Intracoastal Waterway Cleanup | Senior Games

October

Pink Army 5K | Hall of Terror

November

Veterans Day Ceremony | Feet to Feast 5K | Tree Lighting Ceremony

December

Starlight Parade | Holiday Boat Parade

HURRICANE PREPAREDNESS

HURRICANE CATEGORIES



WIND: 74-95 MPH
MINIMAL DAMAGE



WIND: 96-110 MPH
MODERATE DAMAGE



WIND: 111-129 MPH
EXTENSIVE DAMAGE



WIND: 130-156 MPH
EXTREME DAMAGE



WIND: 157 MPH or higher
CATASTROPHIC DAMAGE

THINGS TO KNOW



SANDBAGS

The City of Palm Coast works with emergency management officials to set up sandbag locations ahead of potential storms or serious rain events. Sandbags are helpful in areas prone to flooding.



EVACUATION ZONES

You can find your evacuation zone on the Flagler County Evacuation Zone Locator Map provided by Flagler County.



PEP TANKS

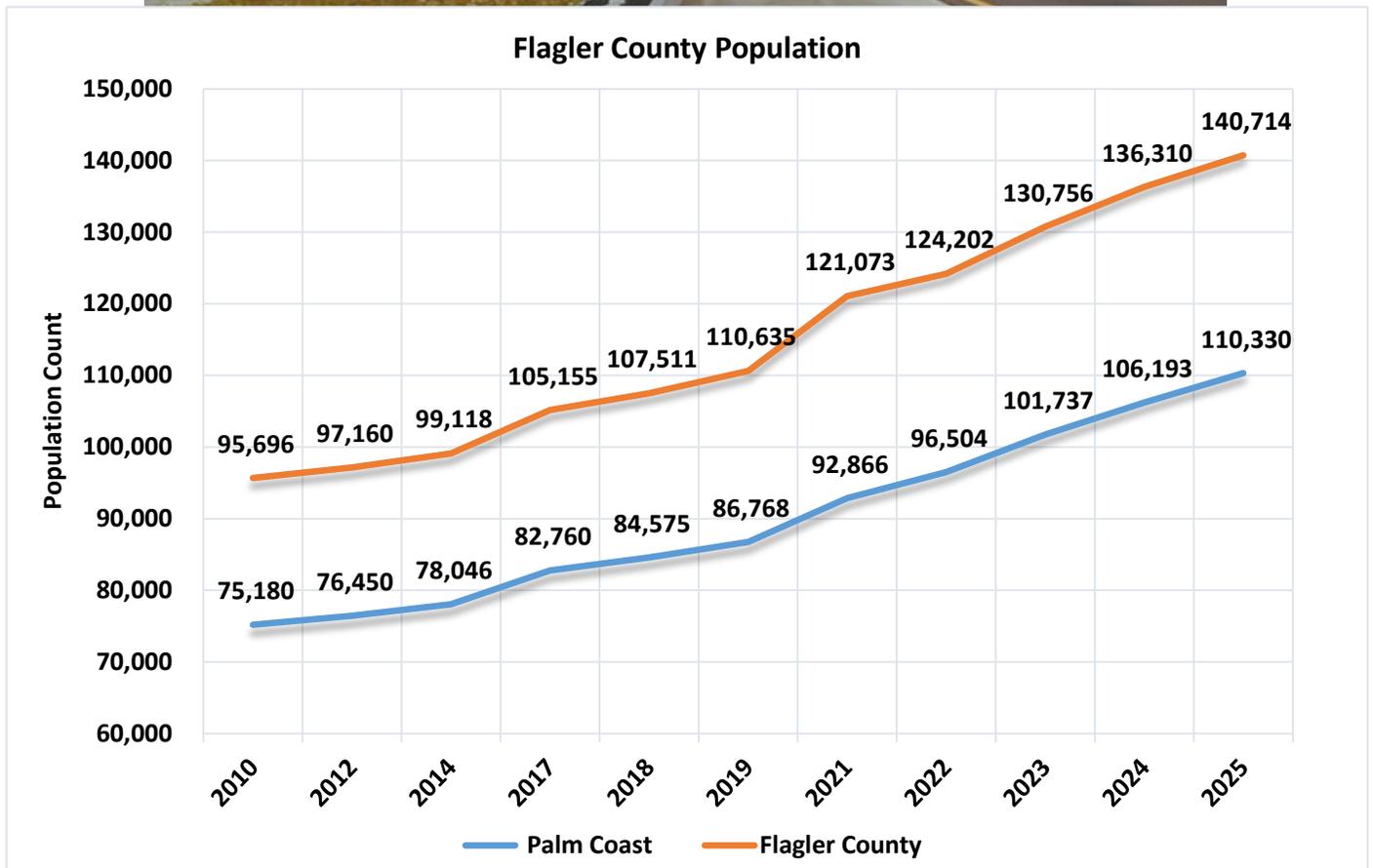
If Power is Lost, Don't be alarmed but reduce water usage until power is restored. Water should be conserved. PEP tanks cannot empty into the wastewater system if there is no power.

To view more information on storm preparedness, please visit our website:
[Storm Preparedness](#)

Flagler County Population

County/City	April 1, 2024 (Estimate)	April 1, 2025 (Estimate)	Total Change	% Change
Flagler County	136,310	140,714	4,404	3%
Beverly Beach	503	504	1	0%
Bunnell	4,149	4,224	75	2%
Flagler Beach (Partial)	5,550	5,659	109	2%
Mainland (Partial)	12	12	-	0%
Palm Coast	106,193	110,330	4,137	4%
Unincorporated Land	19,903	19,985	82	0%

**This information provided by <https://www.bibr.ufl.edu/population/>*



Flagler County Employment

TOP 10 TAXPAYERS FOR FLAGLER COUNTY 2025		
Owner Name	Assessed Value	Total Tax
Florida Power & Light Company Property Tax-PSX/JB	\$ 448,248,386	\$ 7,478,920
Dr Horton INC - Jacksonville	\$ 14,537,093	\$ 1,129,947
Forestar (USA) Real Estate Group INC	\$ 14,875,683	\$ 828,797
KB Home Jacksonville LLC	\$ 13,257,319	\$ 767,242
Ebsco Integra Woods LLC	\$ 38,300,000	\$ 696,087
Preserve at Flagler Beach LLC	\$ 31,462,459	\$ 614,140
Palm Coast Landing Owner LLC	\$ 24,213,908	\$ 523,912
TEG at Brookhaven LLC	\$ 20,095,492	\$ 412,770
RLS (Sabal) LLC	\$ 6,534,066	\$ 410,757
Pointe Grand Palm Coast LLC	\$ 32,325,119	\$ 408,529
TOTAL	\$ 643,849,525	\$ 13,271,102

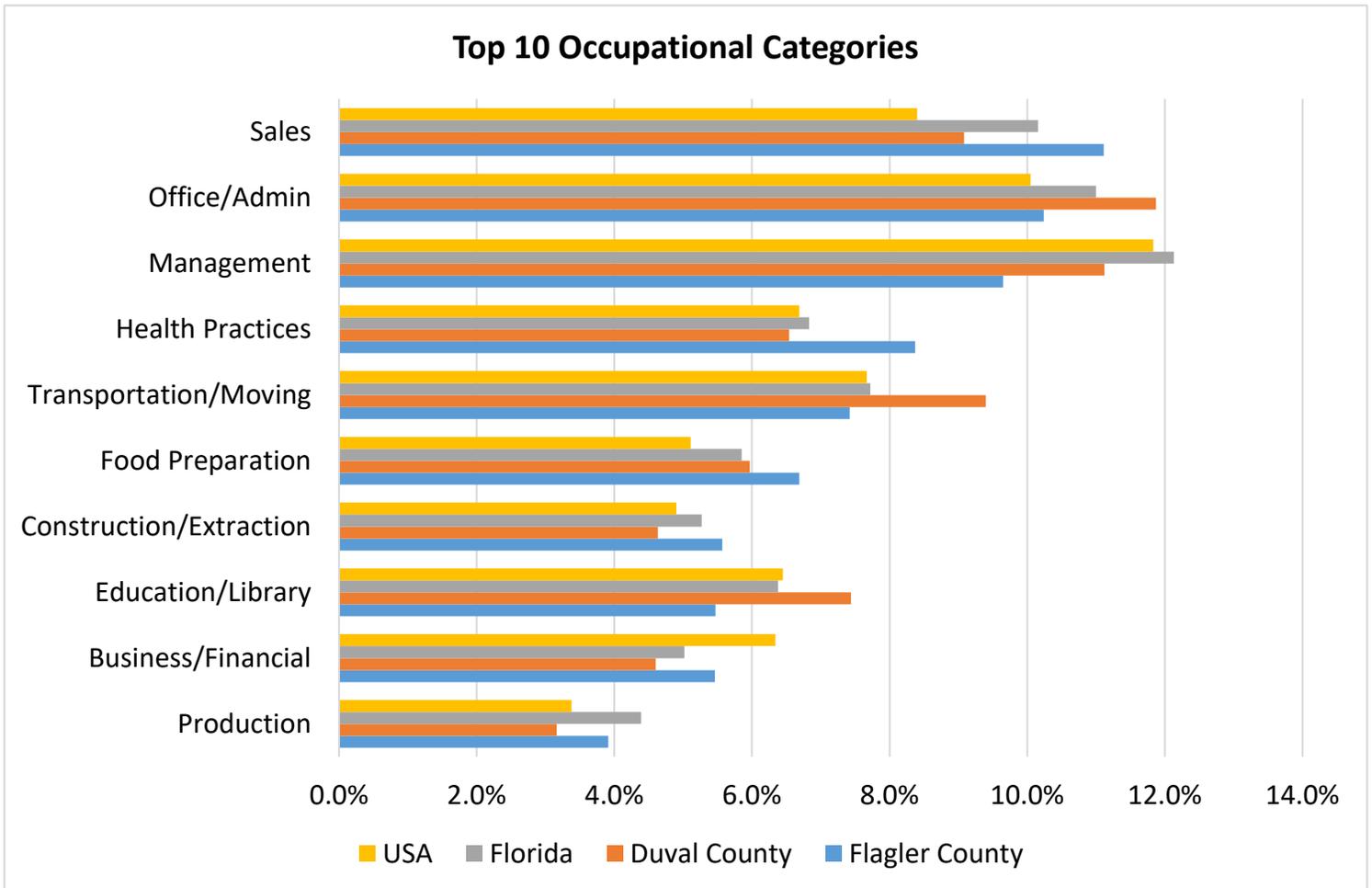
Generated on 10/14/2025 by Finance Dept - Flagler County Tax Collector

Major Private Sector Employers in Flagler County	
Employer	# of Employees
Advent Health Palm Coast	1,713
ALSW / Yellowstone / Verdego (Landscaping)	1,075
Publix	863
Ambridge / Hammock Dunes Club	661
Wal-Mart	452
Target	186
Home Depot	175
Lowe's	173
Winn-Dixie	151
Coastal Cloud	145
Major Public Sector Employers in Flagler County	
Employer	# of Employees
Flagler County Schools	2,184
City of Palm Coast	597
Flagler County Board of County Commissioners	535
Flagler County Sheriff's Office	377
United States Post Office	146
Labor Force & Unemployment (as of Aug 2025)	
Unemployment Rate	5.4%
Unemployment Number	3,022
Employment Number	52,959
Labor Force Number	55,981
Prepared by: Florida Department of Economic Opportunity (DEO), Bureau of Labor Market Statistics	

Labor Force

Workforce Category	Flagler County	Duval County	Florida	USA
2025 Total Population	140,714	1,054,465	23,027,836	339,887,819
2025 Median Household Income	\$77,810	\$74,128	\$78,205	\$81,624
2025 Median Age	54	39	44	40
2025 Per Capita Income	\$45,618	\$41,767	\$44,891	\$45,360
2025 Median Home Value	\$384,935	\$355,630	\$416,969	\$370,578
2025 Pop Age 25+: Bachelor's Degree	22%	24%	23%	23%
2025 Pop Age 25+: Grad/Professional Degree (%)	11%	12%	14%	15%

Information Provided By ESRI Inc

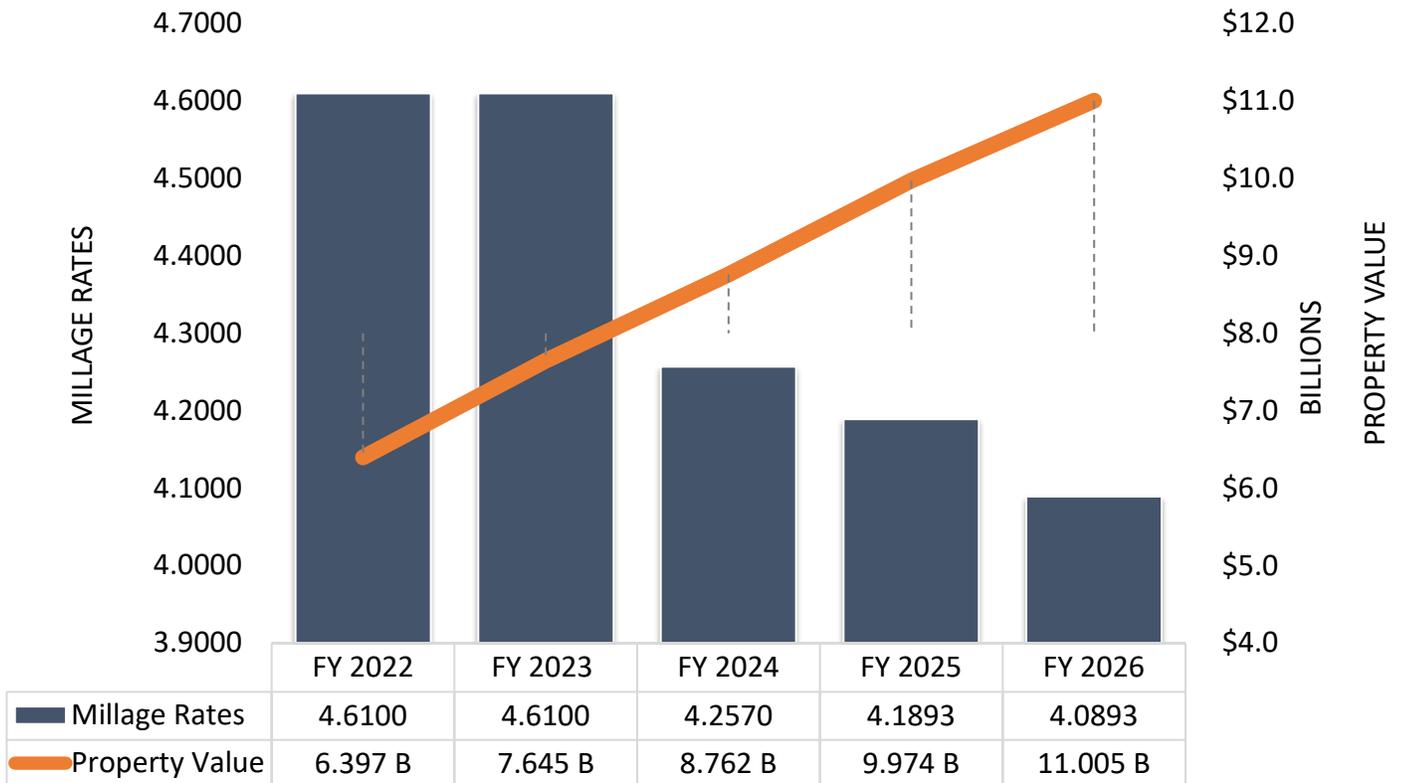


Property Information

Property Value Per Capita

Fiscal Year	Property Value (PV)	% Change in PV	Population	PV per Resident	% Change Per Resident
2026	\$11,005,474,334	10.34%	110,330	\$99,751	6.21%
2025	\$9,973,717,496	13.83%	106,193	\$93,921	9.05%
2024	\$8,762,097,220	14.61%	101,737	\$86,125	10.57%
2023	\$7,645,411,705	19.52%	98,150	\$77,895	13.09%
2022	\$6,396,639,746	9.93%	92,866	\$68,880	5.87%
2021	\$5,818,727,063	6.72%	89,437	\$65,060	3.53%

Millage Rate and Property Value History



Flagler County Tax Districts & Tax Rates

Taxing Authority	Rate
Flagler County BCC	
Operating	7.9945
Voted	0.1855
Total	8.1800
Flagler County School Board	
RLE	3.1010
Discretionary	0.7480
Capital Outlay	1.5000
Total	5.3490
St. Johns River Water Mgt.	0.1793
Florida Inland Navigation Dist.	0.0270
East Flagler Mosquito Control	0.3500
City of Palm Coast	4.0893
City of Flagler Beach	5.4500
City of Bunnell	7.9300
Town of Beverly Beach	1.0400
Town of Marineland	10.0000



2026 Breakdown of Ad Valorem Taxes

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 4.0893 = \408.93 to the City of Palm Coast

How Property Taxes are Calculated Based on Millage Rate



Flagler County ¢45

School Board ¢29

Palm Coast ¢23

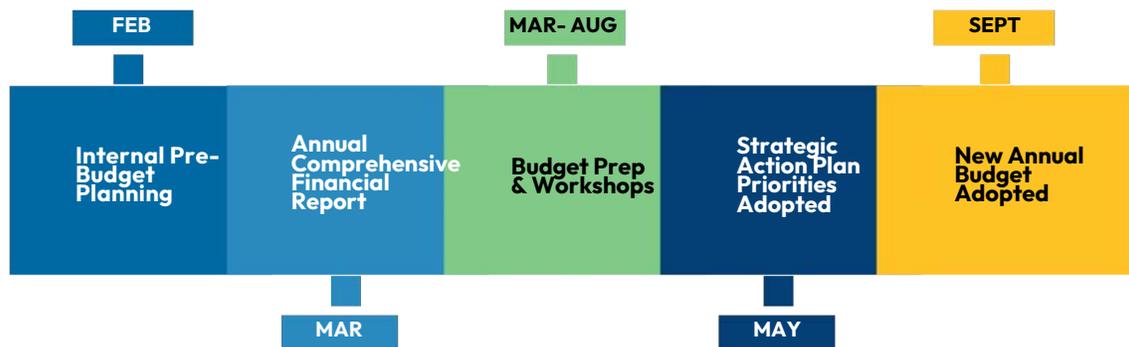
Other ¢3



MEASURING RESULTS

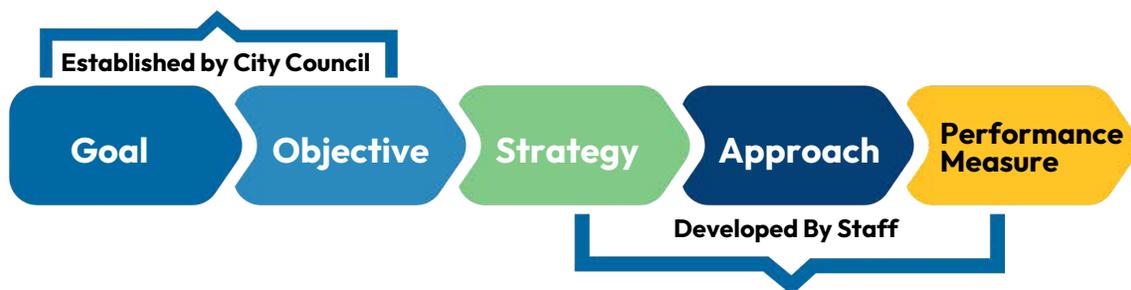
PERFORMANCE MANAGEMENT

Integrating Performance Management: The City of Palm Coast believes in integrating performance management into all facets of management and policymaking to enhance public results. The current strategic planning process was collaboratively developed by employees and overseen by the City Manager. It took approximately three years to create and implement and centers on planning, execution, and reporting of results aligned with the City Council's goals.

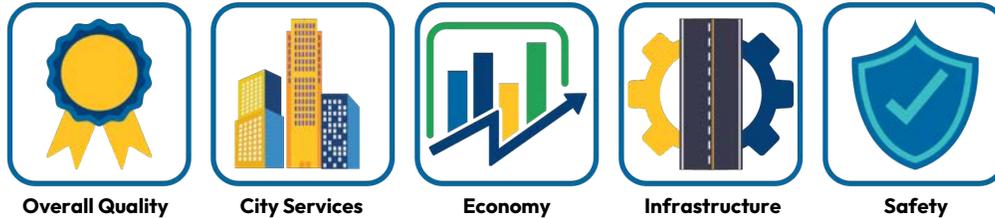


Performance Measurement: Departments track their performance throughout the year, reporting results quarterly to ensure alignment with the City Council's Strategic Action Plan. Various service areas, including permitting, code enforcement, facility maintenance, and public safety, are covered. Key Performance Indicators (KPIs) were introduced in 2020-2021, enhancing performance management metrics. Data collection and analysis now involve a citizen portal and management program, enabling data-driven decision-making.

Strategic Process Evaluation: An annual staff team evaluates the strategic planning process, enhancing its alignment with the annual budget and strengthening the connection between the Strategic Action Plan and budgeting.



Citizen Survey: A scientifically conducted survey is performed every other years by the National Research Center, Inc. in coordination with City Council and staff. It provides statistically weighted results reflecting residents' opinions on quality of life, City services, civic engagement, and local issues. Benchmark comparisons and yearly analysis help identify significant changes.



Performance Measurement: Department Directors undergo annual performance evaluations, incorporating survey results, end-of-year reports, budget outcomes, and self evaluations. The City Manager provides guidance to ensure departmental objectives are met, facilitating budget planning and operational adjustments. **Annual Strategic Action Plan Review:** City Council conducts a comprehensive review following the Annual Progress Report and Citizen Survey results presentation. Priorities are identified, and strategies are developed to address them. This process includes the formal adoption of priorities through a City Council resolution.

Departmental Planning: After the annual review, departments analyze Key Performance Indicators (KPI) metric trends, assess level of service goals, and discuss staffing and resource needs for the upcoming fiscal year. Each department maintains a 5-year Strategic Plan living document aligned with the organization's Mission.

Sustainable Environment & Infrastructure

KPI	GOAL	CURRENT	TARGET
AVERAGE WORK ORDER RESPONSE FOR PUBLIC WORKS	24 Hrs	98%	✓
ALL STORMWATER CASES RESPONDED TO WITHIN 3 WEEKS (FY22), 2 WEEKS (FY23) AND 7 DAYS (FY24)	3 Weeks	99.7%	✓

Quarterly Performance Review: At the end of each quarter, departments report to the City Manager to review year-to-date performance. Discussions identify any issues or changes needed to achieve City Council goals. This process tracks progress toward City Council priorities and overall performance goals.

Data Collection: Each department adopts a data collection method to suit its needs, with the city launching a mobile-friendly app to facilitate issue reporting and enhance customer service. The app improves response times, standardizes processes, and prioritizes resources based on data analytics.

Council Priorities: City Council priorities are established during the annual Strategic Action Plan review. These priorities guide departmental quarterly performance reviews, enabling a focus on Council priorities while maintaining overall performance management coherence.



STRONG RESILIENT ECONOMY



SAFE & RELIABLE SERVICES



CIVIC ENGAGEMENT



SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE

Quarterly Progress Reports: At the end of each quarter, departments meet with the City Manager to provide progress reports, including budget discussions, Council priorities, and action agendas. These reports offer a detailed examination of performance measures. Comprehensive updates are presented to City Council in the 1st and 3rd Quarters, focusing on adopted priorities. End-of-Year Progress Report: Departments meet with the City Manager at the end of the fiscal year to review performance results and final budget outcomes, forming the foundation for the annual budget book.



Council Priorities

In 2024, the Palm Coast City Council completed a comprehensive strategic action planning process facilitated by Dr. Joe Saviak and Dr. Richard Levy. On June 18, 2024, the City Council adopted a 5-year Strategic Action Plan aligned with the City's long-term vision, mission, and values. This plan was developed through an extensive process that incorporated diverse research methods and community input, ensuring alignment between annual priorities and the City Council's overarching goals.

Each year, City Council evaluates the Strategic Action Plan to ensure it remains relevant and effective. This includes one-on-one interviews with Council Members and staff to review current priorities and discuss the City's long-term vision. The 2024 plan was shaped through a multi-stage process involving a combination of research tools, including organizational and community studies, leadership team interviews, an employee survey, and insights from the 2024 Palm Coast Community Survey.

The City Council identified 13 key objectives and directed staff to create summary implementation plans for each. Progress on these objectives will be tracked using performance measures and detailed in next year's report.





STRATEGIC ACTION PLAN PRIORITIES

Objective #1

Identify savings and conduct a revenue and impact analysis to fund a property tax rollback for the coming fiscal year

Objective #2

Conduct a solar evaluation of city assets to identify opportunities to utilize this energy source and achieve cost savings

Objective #3

Design and implement a citywide plan for road repair and road safety

Objective #4

Design and implement a citywide plan for swale maintenance and performance

Objective #5

Continue saltwater canal dredging initiative

Objective #6

Optimize citizen information from and engagement with city government and consistently ensure an excellent customer service response

Objective #7

Design and produce a technology improvement plan focused on technology for city government



LONG TERM VISION

City Council's long-term vision is a strategic plan that outlines the desired future state of the city and sets the direction for its growth and development over an extended period, often spanning several years or even decades. This vision serves as a blueprint for public policy and decision-making, guiding the allocation of resources and the pursuit of specific goals. Key performance indicators (KPIs) are essential in measuring progress towards these goals and ensuring accountability.

City Council's long-term vision, established KPIs, and policy decisions are developed through this process.

Vision Development:

- **Community Engagement:** The City Council engages with the community to gather input and understand residents' priorities, concerns, and aspirations. This involves surveys, public meetings, focus groups, and other forms of outreach.
- **Stakeholder Collaboration:** Collaboration with various stakeholders, including businesses, nonprofits, and government agencies, helps ensure a comprehensive and well-informed vision.

Defining the Vision:

- **Mission Statement:** The City Council creates a clear and concise mission statement that articulates the long-term vision, such as becoming a sustainable and inclusive city with a vibrant economy and a high quality of life.
- **Goals and Objectives:** Specific goals and objectives are established to support the mission statement. For example, economic growth, environmental sustainability, public safety, and improved infrastructure.



LONG TERM VISION

Key Performance Indicators (KPIs):

- **Quantifiable Metrics:** KPIs are selected based on their ability to measure progress towards each goal. These metrics are quantifiable, specific, and time-bound
- **Examples:** For the goal of exceptional customer service, the KPI includes metrics to dispatch Palm Coast Connect cases within one business day of receiving. For employee safety, the KPI includes reducing workplace injuries from the previous year, measured quarterly.

Policy Development and Implementation:

- **Data-Driven Decisions:** Policy decisions are informed by the data collected through KPIs. City Administration regularly assesses KPI data to identify areas where progress is lacking and where policy adjustments are needed.
- **Resource Allocation:** The allocation of resources, such as budgetary funds and staff, is aligned with the priorities outlined in the long-term vision. Projects and initiatives that contribute to achieving the established goals take precedence.
- **Collaboration and Partnerships:** The City Council partners with other governmental entities, private organizations, or nonprofits to leverage resources and expertise to achieve its vision.

Regular Review and Adaptation:

- **Feedback Loop:** Feedback from residents and stakeholders is continually incorporated into the decision-making process, ensuring that the vision remains relevant and responsive to evolving community needs.



LONG TERM VISION

Transparency and Accountability:

- **Communication:** The City communicates progress and results to the public through reports, public meetings, and online platforms to maintain transparency and build trust.

In summary, City Council's long-term vision, supported by KPIs, serves as a roadmap for public policy and decision-making. It aligns resources, informs policy development, and provides a framework for regular evaluation and adaptation to ensure the city progresses towards its desired future state while remaining accountable to its residents and stakeholders.



Strong Resilient Economy



KPI	GOAL	CURRENT	TARGET
Provide thorough building code plan reviews and inspections through development of multi-certified inspection staff.	100%	29%	
Reduce the backlog of water meter retirements.	25%	32%	



Civic Engagement

KPI	GOAL	CURRENT	TARGET
Increase social media followers annually	2%	13.9%	
Increase in website visits annually	20%	19.7%	
Decrease the number of customer service calls by increasing the use of Palm Coast Connect.	10%	9.29%	

Sustainable Environment & Infrastructure



KPI	GOAL	CURRENT	TARGET
Average work order response time for public works.	7 Days	98%	
All connect cases for Stormwater will be responded to within the appropriate timeframe.	100%	99.7%	



Safe & Reliable Services

KPI	GOAL	CURRENT	TARGET
Track number of fires contained to the room of origin.	75%	88%	
Achieve return of spontaneous circulation in cardiac arrest	30%	37%	



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BUDGET OVERVIEW

Budget Process

Focusing on the Outcome

BASIS OF ACCOUNTING

The term “Basis of Accounting” is used to describe the timing of recognition, that is when the effects of transactions or events are to be recognized. The basis of accounting used by the City of Palm Coast for purposes of financial reporting is in accordance with generally accepted accounting principles (GAAP). The City’s accounting records for Governmental Funds (General Fund, Special Revenue Funds, Capital Improvement Funds, and Debt Service Funds) are reported on a modified accrual basis with revenues recorded when available and measurable and expenditures recorded when the services or goods are received, and the related liabilities are incurred. Accounting records for the City’s Proprietary Funds (Enterprise and Internal Service Funds) are reported on a modified accrual basis during the year and converted to a full accrual method at year-end only.

The City’s Annual Comprehensive Financial Report (ACFR) shows the status of the City’s finances in conformance with generally accepted accounting principles (GAAP).

BASIS OF BUDGETING

The City’s Charter states that the City Council must approve a balanced annual budget prior to the beginning of each fiscal year. A resolution adopting the annual budget shall constitute appropriation of the amounts specified therein as expenditures from funds indicated.

There are some differences between the basis of accounting and budgeting. Examples include:

- 1) Under the Budget Basis, depreciation expense is not shown, or budgeted for as the full purchase price of equipment and capital improvements are shown as expenses in the business type funds and expenditures in the governmental funds. The Accounting Basis reports these outlays as fixed assets and are depreciated in both governmental and proprietary, (business type) funds at the citywide statement level. At the fund financial statement level, the business-type activities record depreciation, while the governmental funds do not.
- 2) Compensated absences and liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees under the Accounting Basis as opposed to being expended when paid under the Budget Basis.
- 3) Under the Budget Basis, advances from other funds are presented as revenues as well as encumbrances, advances to other funds, and principal on long-term debt of proprietary funds are presented as expenditures or expenses.

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 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 Financial Services 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 the department and by the 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 Financial Services 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 in 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.



- CITY MANAGER REVIEW**
- Budget YTD review and findings
 - Performance measures review
 - Quarterly progress report

- FINANCE REVIEW**
- Budget compliance review
 - YTD budget review with department

- DEPARTMENT REVIEW**
- Review performance measures
 - Prepare quarterly progress report
 - Schedule meeting with City Manager

Budget Preparation

Palm Coast released a video that provides in-depth insight into each category of the city's budget, highlighting the specific areas and projects that receive funding. Residents will gain a comprehensive understanding of the financial resources allocated to public safety, infrastructure development, parks and recreation, economic development, and more. By delving into the details of the budget, citizens can actively participate in discussions and decision-making processes that shape the future of Palm Coast.

Search

City Budget

Budget preparation for the city is important. We allocate budgets for every project that we have.

Menu ☰

City Budget 2026

CITY BUDGET 2026

Watch later Share

Watch on YouTube

City Budget Reports

To find important information on budget processes, preparation, presentations, and documents, visit the City of Palm Coast Website:

[Budget Preparation](#)

Budget Calendar

Focusing on the Outcome

January

- ◆ 1st quarter Council priority update

February

- ◆ Budget preparation meeting with staff

March

- ◆ Annual Audit Report and final operating results submitted to City Council
- ◆ Strategic Action Plan Annual Evaluation

April

- ◆ 10-Year Infrastructure Capital Improvement Program (CIP) project schedule and funding report submitted to City Council
- ◆ Year to Date Budget Presentation to City Council
- ◆ Budget system opened for department input

May

- ◆ Budgets prepared by departments and reviewed with the Finance Department

June

- ◆ Department Budgets reviewed with the City Manager
- ◆ TRIM 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
- ◆ Proprietary, Internal Services, Special Revenue, and Capital Projects funds budget workshops

August

- ◆ TRIM notices issued by Flagler County Property Appraiser
- ◆ 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 Preparation Timeline

January February March April May June July August September October November December

Strategic Planning

Council and Citizen input												
Staff input												
Update Vision, Mission & Strategic Goals												
Develop Key Performance Indicators												

Capital Improvement and Financing Plan

Review projects and priorities												
Estimate ten-year plan												
Estimate five-year operational plan												
Review plan with budget team												
Review draft with Executive Team												

Operating Budget

Update budget calendar												
Update budget presentations												
Update budgets in ERP												
Update revenue assumptions and proposed rate changes												
Estimate impacts of salary increases, retirements, etc.												
Estimate impacts of insurance costs												
Develop detailed ORG expenditure budgets												
Review of Fleet Program												
Review draft with City Manager												

Council and Public Input

Budget Workshops												
Public Hearings												
Budget Advertised												
Budget Adoption												



Budget Adoption Resolution

RESOLUTION 2025-152 FISCAL YEAR 2025-2026 BUDGET

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PALM COAST, FLAGLER COUNTY, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2025-2026; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Palm Coast, Flagler County, Florida, held the first public hearing on September 10, 2025, and adopted a tentative budget of \$696,444,327 for Fiscal Year 2025-2026; and

WHEREAS, the City of Palm Coast, Flagler County, Florida, held a properly noticed public hearing on September 24, 2025, relating to the final budget for Fiscal Year 2025-2026.

WHEREAS, the City of Palm Coast, Flagler County, Florida, approved Resolution 2025-153 adopting a final millage rate of 4.0893 mills; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF PALM COAST, FLAGLER COUNTY, FLORIDA, AS FOLLOWS:

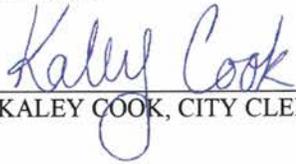
SECTION 1. APPROVAL OF FINAL BUDGET. The City Council of the City of Palm Coast hereby adopts the budget for Fiscal Year 2025-2026 at \$696,444,327 as attached hereto and incorporated by reference as Exhibit "A."

SECTION 2. CAPITAL IMPROVEMENT ELEMENT. The Capital Improvement Plan in the City's Annual Budget will serve to update the 5-year capital improvement schedule of the Capital Improvements Element of the Comprehensive Plan.

SECTION 3. EFFECTIVE DATE. This Resolution shall take effect immediately upon its passage and adoption by the City Council.

DULY PASSED AND ADOPTED by the City Council of the City of Palm Coast,
Florida, on this 24th day of September 2025.

ATTEST:


KALEY COOK, CITY CLERK

CITY OF PALM COAST


MICHAEL NORRIS, MAYOR

APPROVED AS TO FORM AND LEGALITY


MARCUS DUFFY, CITY ATTORNEY



Attachment: Exhibit "A" - Final Budget

To view the City's Budget at a Glance, please visit the City of Palm Coast's
website:

[Fiscal Year 2026 Budget at a Glance](#)

CITY BY THE NUMBERS

110K
RESIDENTS

597
CITY EMPLOYEES

RENT 22%



OWN 78%

 **\$367,950**
HOME VALUE

 **950K**
ANNUAL VISITORS

 **\$5 MIL**
LEGISLATIVE FUNDING

- 30 CITY FACILITIES
- 5 FIRE STATIONS
- 76 FIREFIGHTERS
- 14 FIRE APPARATUS
- 1 FCSS STATION
- 66 FCSS DEPUTIES
- 14 PARKS
- 8 PLAYGROUNDS
- 130+ MILES OF TRAILS
- 2 DOG PARKS
- 1 AQUATIC CENTER
- 26 ANNUAL EVENTS
- 351 PROGRAMS
- 26 SPORTS FIELDS
- 1,222 MILES OF SWALES
- 84 MILES OF CANALS
- 17 WATER WIERS
- 777 WATER MAINS
- 707 SEWER MAINS
- 63 TRAFFIC SIGNALS
- 3,807 STREET LIGHTS
- 545 MILES OF ROADS

CAPITAL IMPROVEMENT PLAN (CIP)

FUND DEPARTMENT	ADOPTED FY 2026
CAPITAL PROJECTS FUND	
Energy Improvements at City Facilities	\$ 1,067,022
Fire Station #25	\$ 1,400,000
Maintenance and Operations Complex	\$ 13,957,106
STREETS IMPROVEMENT FUND	
Traffic Signals	\$ 750,000
Street Rehab and Renewal	\$ 8,252,495
TRANSPORTATION IMPACT FEE FUND	
Matanzas Woods Loop Road Connector	\$ 3,580,650
Palm Coast Parkway Extension Loop Road	\$ 4,731,832
Whiteview Safety Improvements	\$ 6,054,773
Belle Terre Safety Improvements	\$ 7,112,779
Matanzas Woods Parkway Extension West	\$ 14,605,000
RECREATION IMPACT FEE FUND	
Graham Swamp Trail Phase 2	\$ 1,300,000
Waterfront Park	\$ 2,240,250
WATER/WASTEWATER CAPITAL PROJECTS FUND	
Water Plant #1 Expansion	\$ 3,396,375
Water Treatment Improvements	\$ 3,502,000
Water Mains	\$ 3,512,019
Lift Station Upgrades / Improvements	\$ 3,572,000
Wastewater Treatment Plant #2 Expansion	\$ 5,461,000
Water Plant #3 Expansion	\$ 5,887,000
Reclaimed Water Mains	\$ 6,228,966
Wellfields and Wells	\$ 8,068,490
Force Mains	\$ 9,557,204
Water Treatment Plant 1 & 2 R&R	\$ 9,267,705
Wastewater Treatment Plant #1 Expansion / Upgrades	\$ 32,487,456
STORMWATER MANAGEMENT FUND	
P-1 Wier Replacement	\$ 685,000
Pine Grove Waterway West Freshwater Canal	\$ 1,126,293
K-Section - Drainage Improvements	\$ 2,772,371
Blare & Colbert Capacity Improvements	\$ 4,025,000
Pipe Inspections and Lining	\$ 4,409,177
FIRE IMPACT FEE FUND	
Fire Station #26	\$ 5,922,000
Fire Station # 22	\$ 6,404,600



2026 BUDGET AT A GLANCE OVERVIEW

SCAN ME FOR MORE INFORMATION!



Or visit www.palmcoast.gov/finance



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/she 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 designee may transfer part or all of any unencumbered appropriation balance among programs within a department. In FY2021 City Council approved a re-organizational structure giving the City Manager or designee the authority to transfer between certain departments. 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.

The General Fund, Water/Wastewater Utility Fund, Stormwater Management Fund, and Building 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

To remain competitive in the current job market, the budget includes a cost-of-living salary adjustment of 2% and provisions for merit increases not exceeding an average of 3% department-wide.

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 City of Palm Coast citizens and encourage employees to complete courses of instruction that may increase their productivity and efficiency in their present positions and contribute to advancement and promotional potential within the City.

MAJOR REVENUE TRENDS:

10 major revenue sources account for 30% of the City's estimated revenues for the fiscal year 2026. The following is a more detailed analysis of the trends for these major revenue sources.

AD VALOREM TAXES: Taxable values continued to increase on average in the last five years by 13.65% per year. We are projecting that this trend will continue at a slower rate than in the past.

Long Term Financial Plan

TELECOMMUNICATION SERVICES TAX: This revenue has started to increase over the last several years. We will continue to watch this growth for our forecast assumptions in the future, we are forecasting a 5% increase yearly.

HALF-CENT SALES TAX: This revenue source has increased an average of \$200K per year over the last couple of years. We expect this trend to slightly decrease over the next few years.

LOCAL OPTION FUEL TAX: In the past, this funding source has seen significant fluctuations from year to year and even month to month. Since 2021, this revenue source has increased an average of 1.5% 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 0.5% 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 2021 there has been an average increase of 5% per year.

STATE REVENUE SHARING: This revenue source has been consistent. This revenue source increased on average by 3% per year the last couple of years. 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 contracted with FCC Environmental Services Florida, LLC to start waste hauling on June 1, 2023.

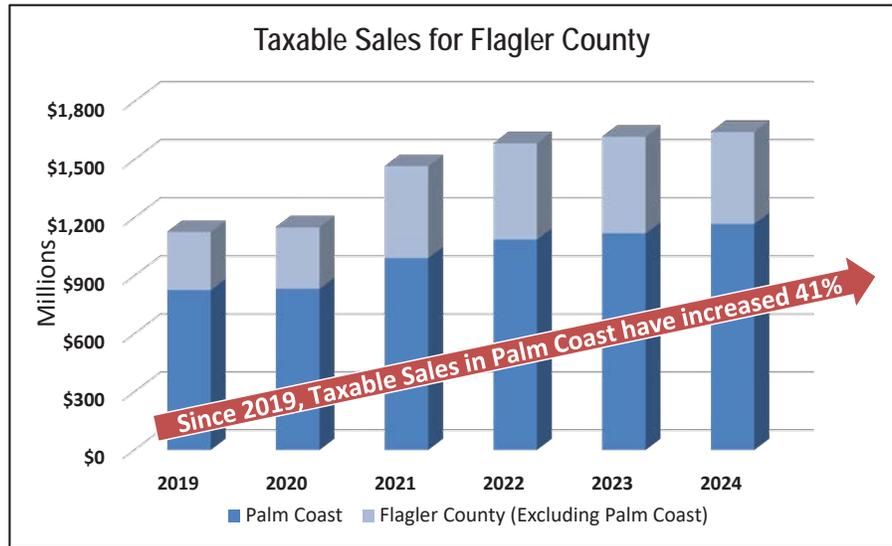
IMPACT FEES: The number of Single-Family Residential Building permits being issued has decreased since 2023. This decrease in the number of building permits has a direct impact on this revenue source. All construction-related revenues are expected to increase over the next several years due to the new impact fees approved by City Council this year.

REVENUE DIVERSIFICATION: In an ongoing effort to keep the 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.

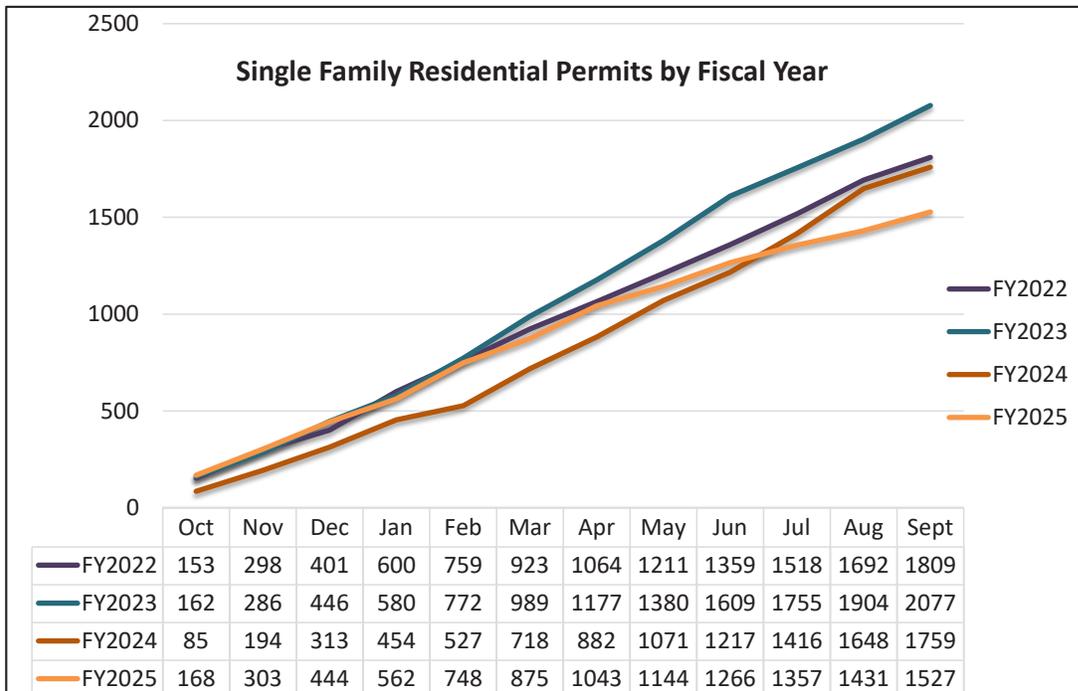
Local Economy

The City's economy continued to improve in Fiscal Year 2025. All economic indicators were pointing in a positive direction. Real estate values continued to rise in 2025 with the median sales price up 2.82% and with values expected to continue to appreciate in 2026. Single-family permits issued were 1,527 in Fiscal Year 2025, this has decreased slightly from the 2024 permits issued. In addition, the unemployment rate reached the highest % since June 2021. In August 2025, the unemployment rate was 5.4% which is higher by 0.8% than in August 2024.

Since 2019, taxable sales have increased on average by 4%. This can be attributed to the increase in population, and the influx of shopping centers, restaurants, and convenience stores in the area. Taxable sales should continue to grow in 2026 with continued commercial growth.



After several years of declining property values during the recession, property values have increased once again, and the trend is expected to continue at a slower rate than the last couple of years. Economic conditions as well as City Council's focus on beautification and strengthening neighborhoods are believed to have contributed to the continuing increase in property values.



Forecast Assumptions

Statistical Data	Source
Population	Bureau of Economic Business Research (BEBR) & World Population Review
Consumer Price Index (CPI) Market Value	US Bureau of Labor statistics, www.bls.gov, based on a 10-year average
Change Taxable Sales	The estimated increase in assessed value in addition to new construction for current fiscal year State of Florida, Department of Revenue
Flagler County Employment & Labor Force	Florida Department of Economic Opportunity - Regional Labor Supply Dashboard
Revenue Source	Assumption
Ad Valorem Taxes	Assume an average increase of new construction of 1.25% over the prior year and a 2% annual market value change.
Small County Surtax	Based on historical data increase 5% per year
Local Option Fuel Tax	Based on historical data increase 1.5% per year
Telecommunication Service Tax	Based on historical data increase by 5% per year
Permits, Fees, and Special Assessments	3% per year based on historical data for # of residential permits Based on historical data increase of 4% per year
State Revenue Sharing	Based on historical data increase by 3% per year
1/2 Cent Sales	Based on historical data increase by 2% per year
Charges for Services	Based on historical data increase by 3% per year
Stormwater Fees	Both developed and undeveloped properties are billed a stormwater fee which is increased based on the 2023 rate study approved by City Council. Fiscal Year 2026 rate is \$38.33/ERU and Fiscal Year 2027 is \$ 39.10/ERU. Thereafter, increases will be by the Consumer Price Index as of June 30th or a minimum of 2%, whichever is greater.
Expenditures Type	Assumption
Personnel Services	12% 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 8% 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 current information, increase by 11% per year

5-Year Forecast

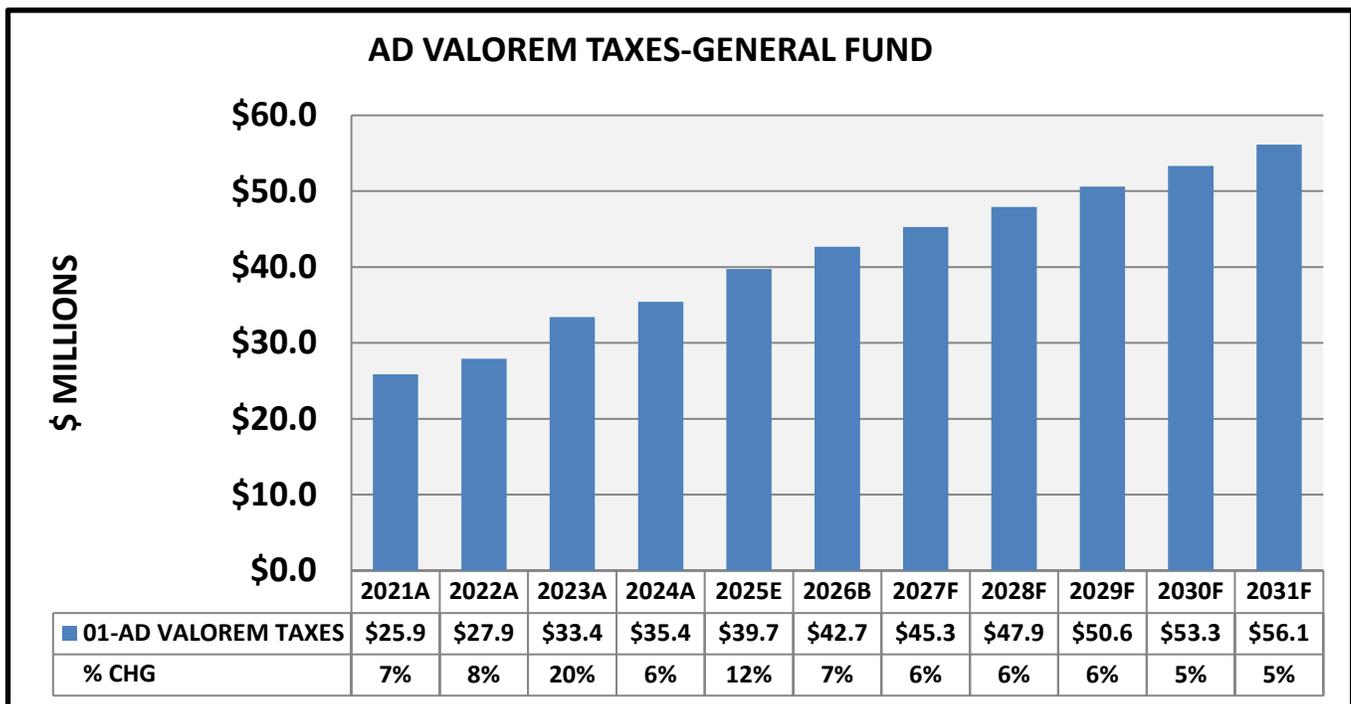
The five-year estimates for both revenue and expenditures in this section were taken from the financial forecasting model provided by Muncast during the Fiscal Year 2026 budget cycle. A description of each revenue source as well as a discussion and outlook for the next year follows. The charts include Actual (A), Expected (E), Budget (B), and Forecasted (F).

GENERAL FUND – Five-Year Financial Forecast Revenue

Major sources that make up the General Fund's total revenue include Ad Valorem/Property Taxes (63%), Charges for Services (11%), Sales and Use Tax (6%), Communications Services Tax (4%), Permits, Fees and Assessments (4%), State Revenue Sharing (2%), Transfers from Other Funds (2%), Other Sources (8%).

Ad Valorem Taxes

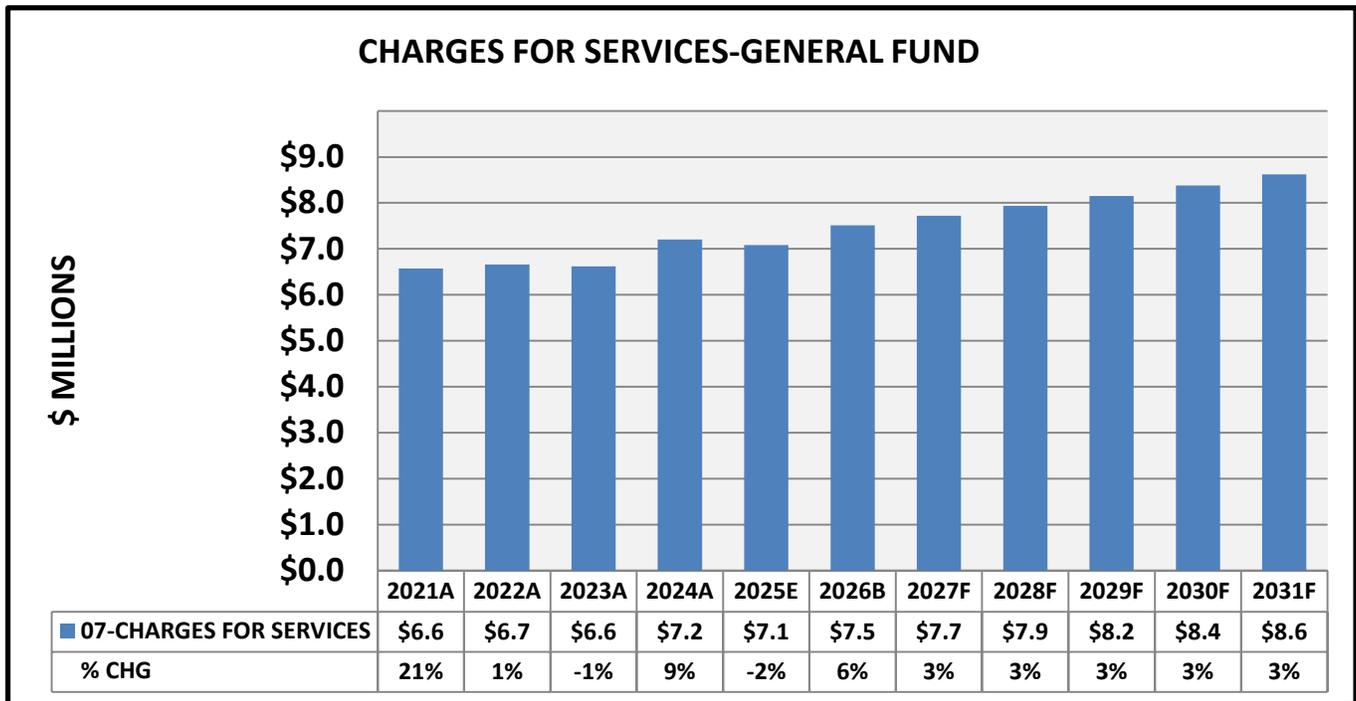
The proposed general fund ad valorem or property tax millage for operating purposes is 4.0893. It generates \$ 42 million or 63% of the General Fund revenue, based on the Flagler County Property Appraiser's July 1, 2025, estimate of the City of Palm Coast's taxable value of \$ 11,005,474,334. The tax rate is made up of two components: the operating millage rate and the stormwater millage.



Over the last few years, property values have steadily grown. Taxable values have increased by 10.34% over the past year. The five-year projection assumes property tax growth will slow by 5% in FY 2031

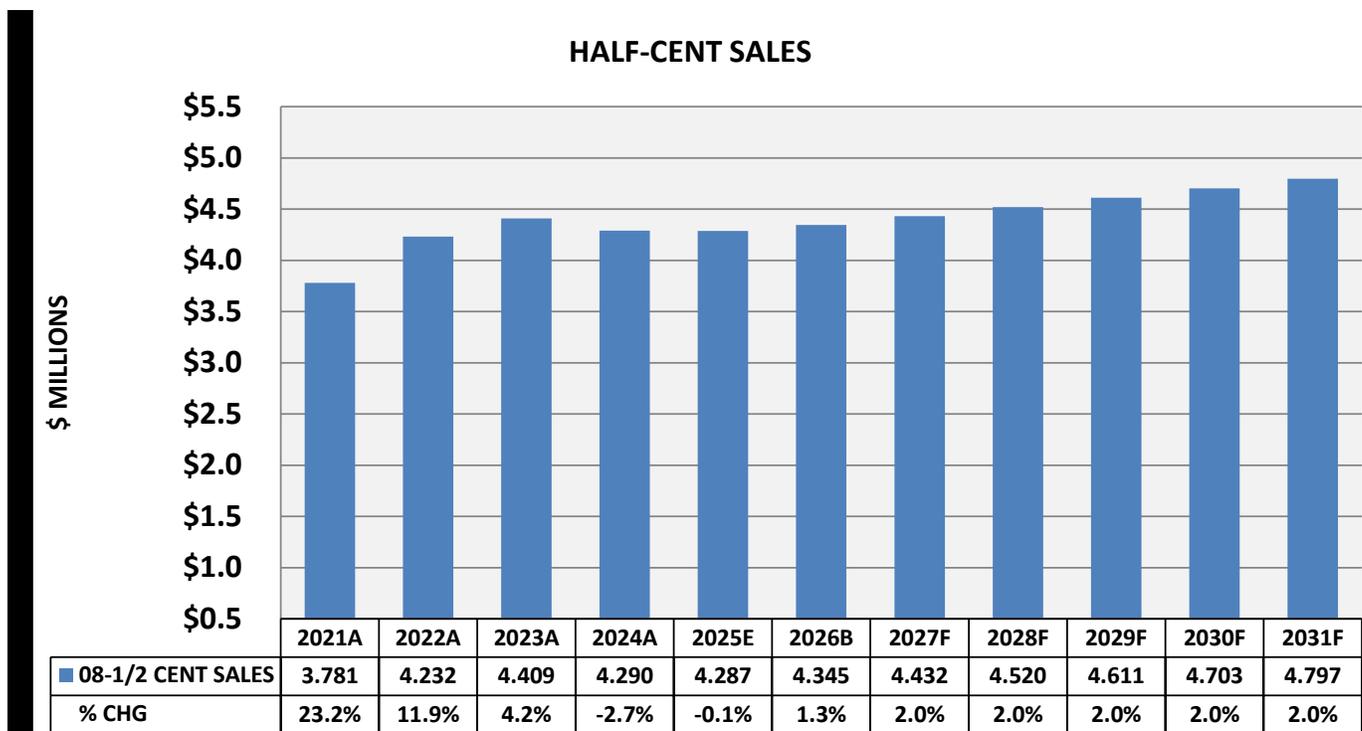
Charges for Services

This category of revenue is associated with funds received from users of specific services, including fees for public safety charges, fire inspections, road damage, animal control, parks and recreation, golf, tennis, and aquatic center. The revenue for the FY2026 Adopted Budget is \$7.5 million which represents a 13% increase from the FY 2025 Adopted Budget. The revenue is anticipated to increase by 3% annually over the next five years.



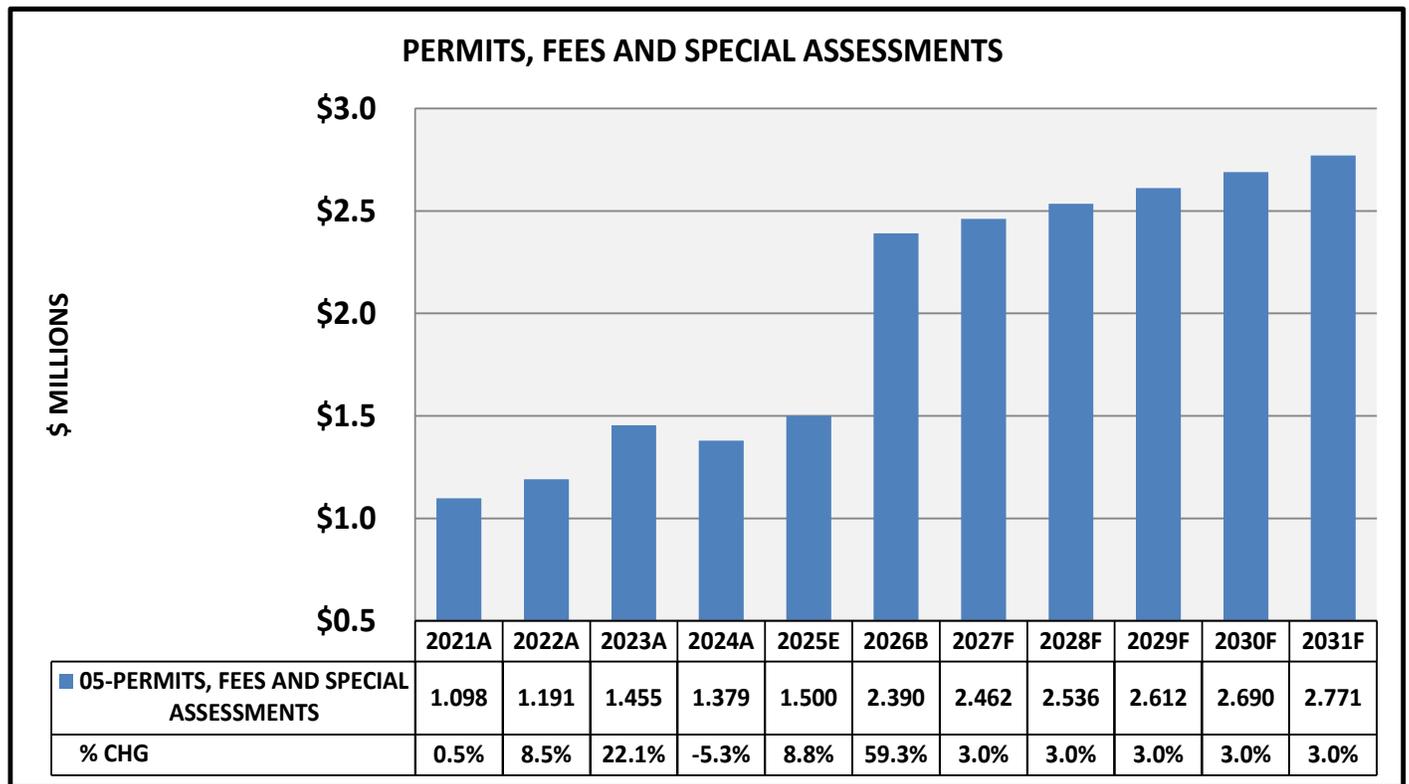
Sales and Use Taxes

The revenue for the Fiscal Year 2026 Adopted Budget is \$4.3 million which represents a .4% decrease from the FY 2025 Adopted Budget. The revenue is anticipated to increase by 2% annually over the next five years.



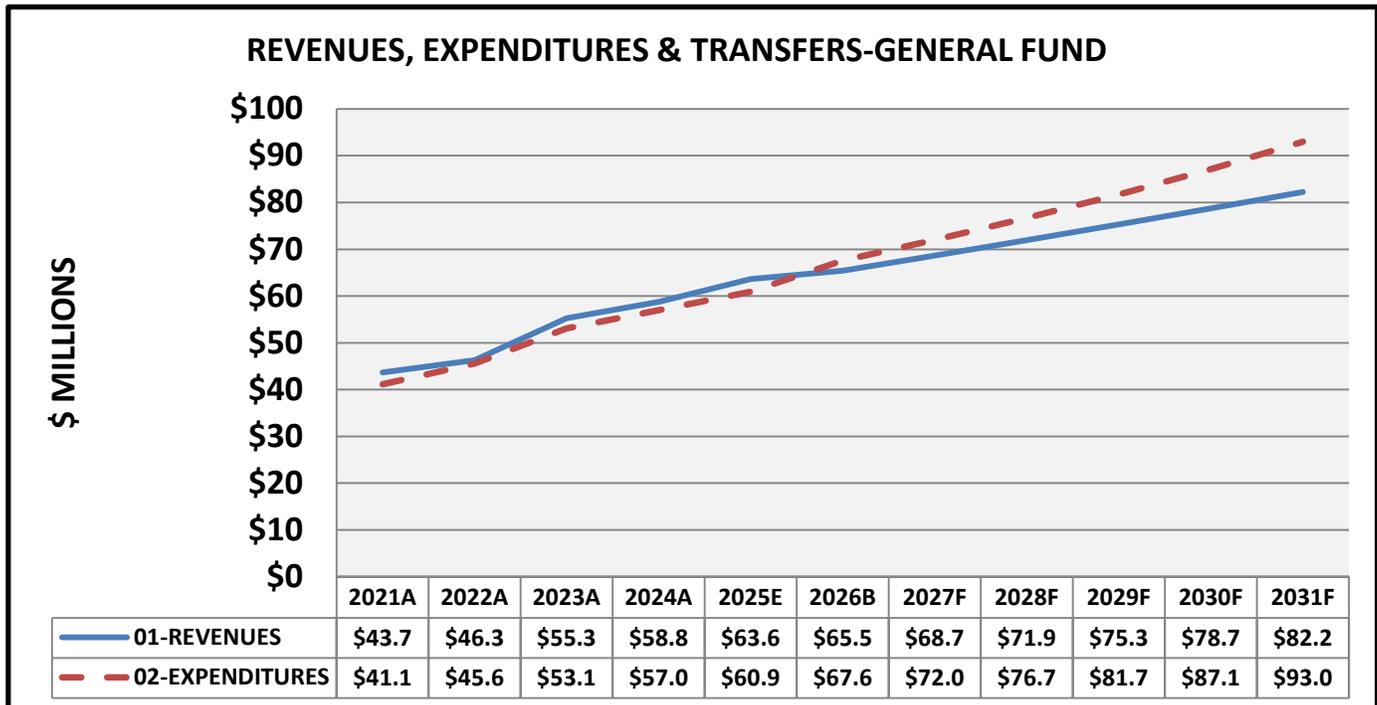
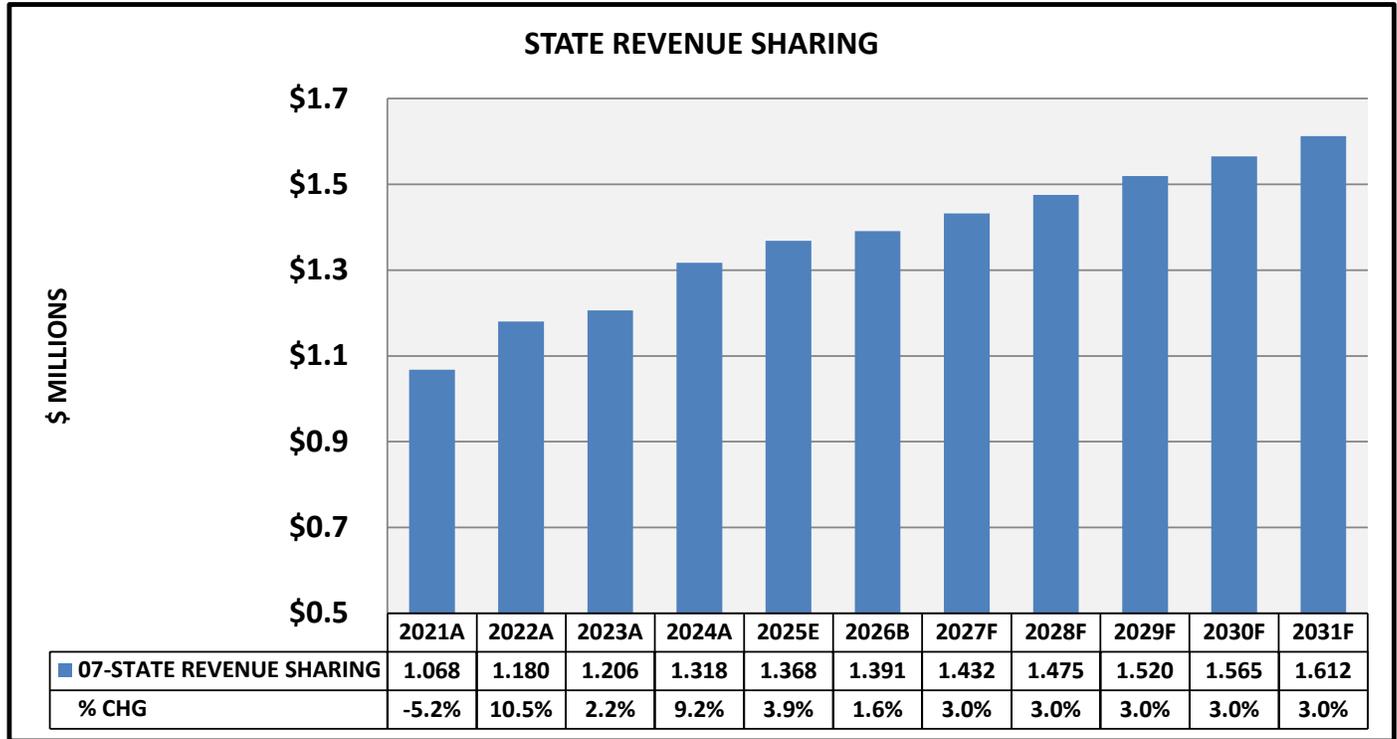
Permits, Fees, and Assessments

This revenue category includes planning and zoning permits. For Fiscal Year 2026 this includes short term rental fees and stormwater residential site inspection fees for the first time. The revenue for the Fiscal Year 2026 Adopted Budget is \$2.7 million which represents a 15% increase from the Fiscal Year 2025 Adopted Budget. The revenue is anticipated to increase by 3% annually over the next five years.



State Revenue Sharing

This revenue source is recurring State shared and County shared revenue. The State of Florida shares motor fuel, alcoholic beverage licenses, and sales tax revenue with local governments based on population. Flagler County provides fuel tax and receipt revenue. The revenue for the FY2026 Adopted Budget is \$ 1.3 million. The revenue is anticipated to remain at 3% over the next five years.

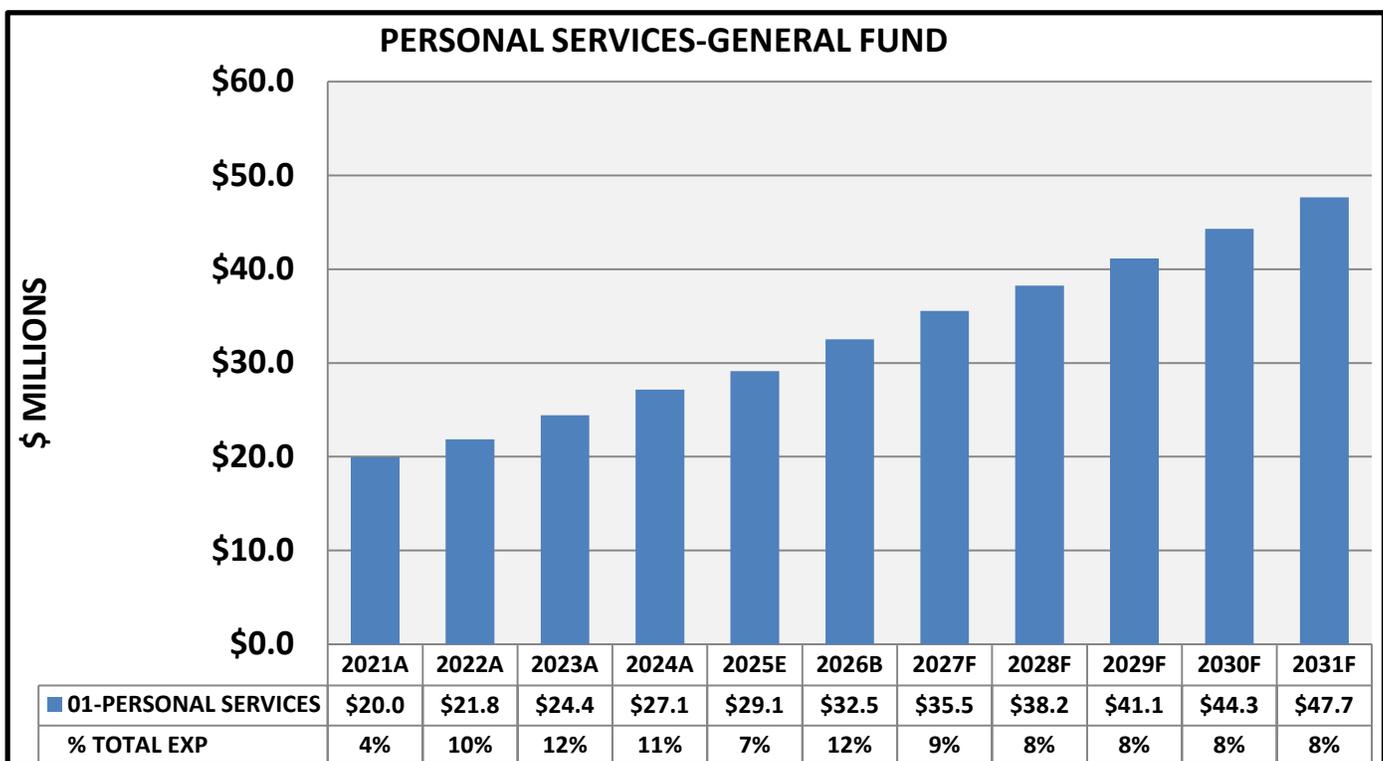


GENERAL FUND – Five-Year Financial Forecast Expenditures

Major categories that make up the General Fund expenditures include Personnel Services (49%), Operating Expenses (45%), Interfund Transfers (2%), Economic Development (2%) and Capital Outlay (.7%), A description of each expenditure category as well as a discussion and outlook for the next five years.

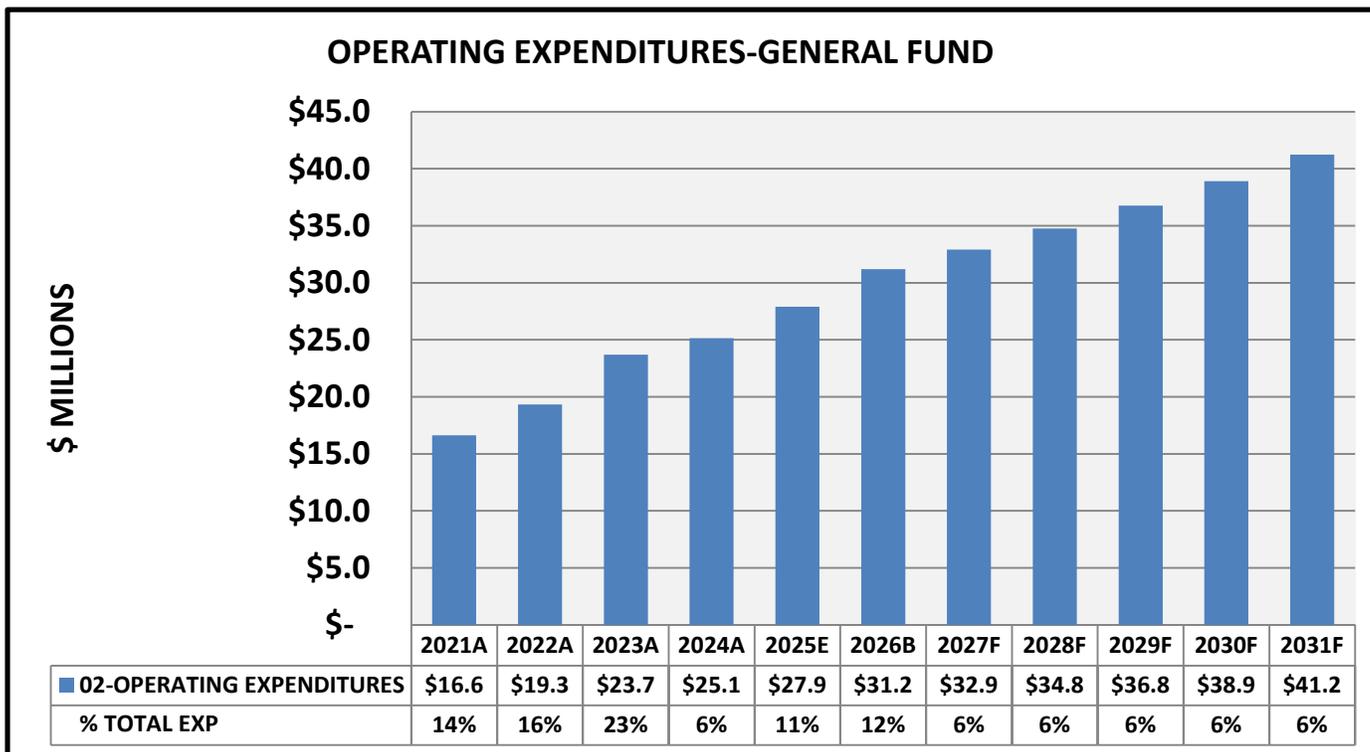
Personnel Services

This is the largest expenditure category and represents 49% of the Adopted General Fund expenditures, excluding balances and reserves. The major expenses in this category include the following: salaries, other wages, overtime, certification pay, retirement, social security, and health care. The Adopted Budget for Fiscal Year 2026 is \$33 million. This increase is largely due to new FTE positions and the increased cost of health care. Over the next five years, this expenditure category is projected to increase by 8% annually, based primarily on the cost of living, health insurance, and additional FTEs.



Operating Expenditures

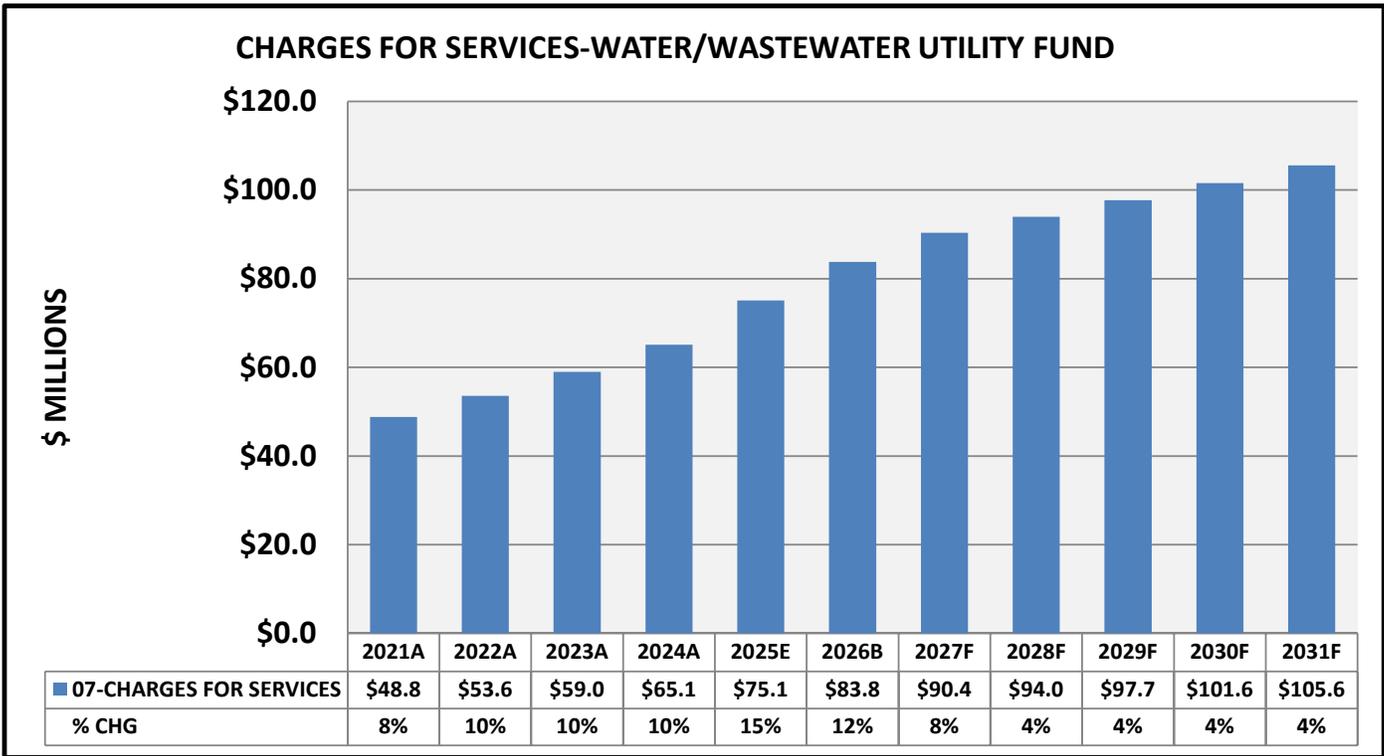
This expenditure category, which represents 45% of the Adopted General Fund Expenditures, includes other contractual services, travel and training, property and liability insurance, fleet maintenance allocation, office supplies, operating supplies and equipment, fuel charges, electricity, water, and subscriptions. Over the next five years, the financial model projects an average inflationary factor of 2 to 3% for the cost of supplies and services. In Fiscal Year 2025 and Fiscal Year 2026 there will be an increase in operating costs for the new Fire Stations.



WATER AND WASTEWATER UTILITY FUND – Financial Forecast Revenues

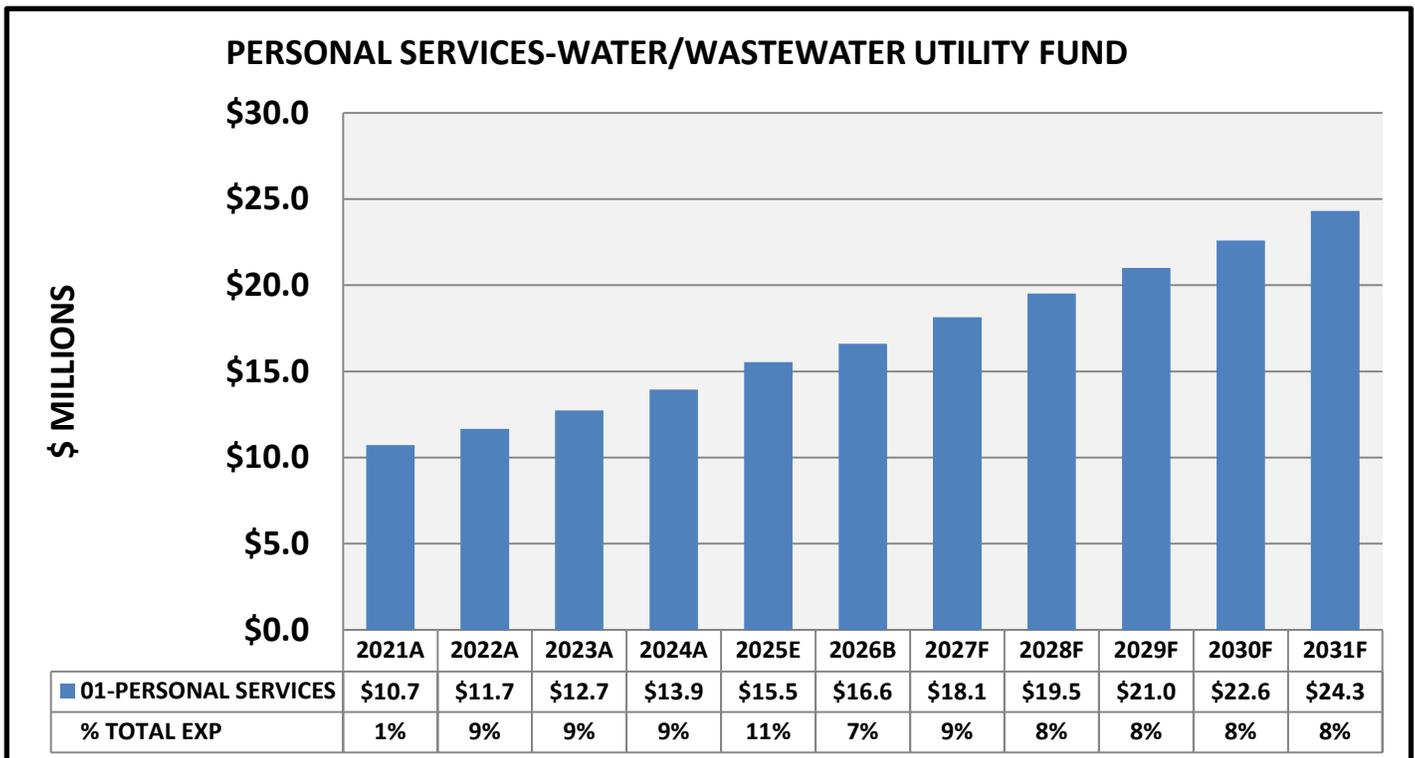
Revenue supporting this fund is generated from rate revenues, miscellaneous service charges, and interest earnings. Growth in the community is at its highest level in several years, increasing the demand for water and wastewater services. Based on recent trends in new utility accounts, residential building permits, and population projections, continued growth in the water and wastewater customer base is anticipated.

In March 2025, the City Council approved Ordinance 2025-04 establishing new water and wastewater rates. The ordinance implements an 8% rate increase on April 1, 2025, and another 8% increase on October 1, 2025. Rates will increase an additional 8% in Fiscal Years 2026 and 2027. Beginning in Fiscal Year 2028, rates will adjust annually by the greater of the June 1 Consumer Price Index (CPI) or 4%.

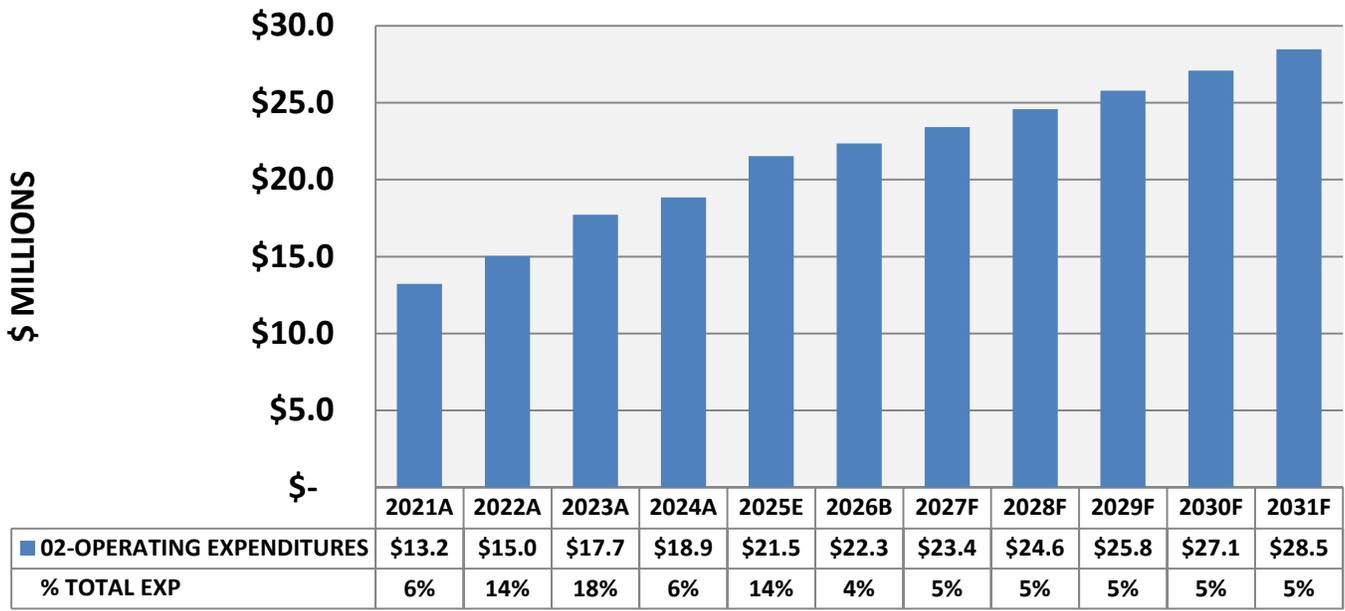


Expenses

Operating expenses include personnel services costs, operating and maintenance costs, and minor capital outlays. In each year of the forecast after FY2026, operational expenses were executed at 3.5% except for chemicals at 15% of the budget to reflect historical norms. Personnel services and capital outlays were assumed to be executed at 12% throughout the projection period.



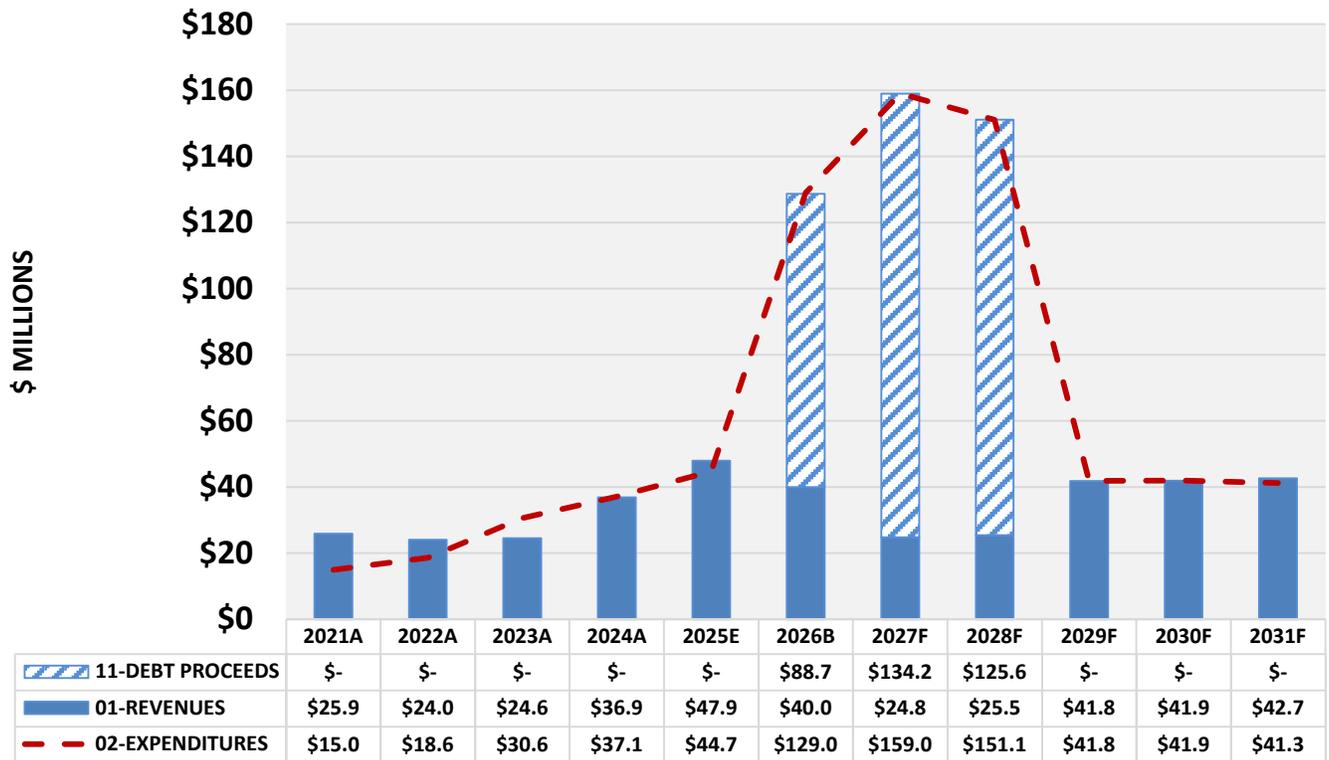
OPERATING EXPENDITURES-WATER/WASTEWATER UTILITY FUND



Capital Improvement Program (CIP)

The City's investment in the Utility CIP program is \$326 million, \$9.3 million is comprised of grants, \$3 million from a state revolving fund loan and \$283.3 from bond proceeds. The Bond proceeds will be used for Water Plant 1 Expansion, Water Treatment Plant 3 construction, Wastewater Treatment Plant 1 Expansion over the next three years.

REVENUES, EXPENDITURES & TRANSFERS-UTILITY CAPITAL PROJECTS FUND



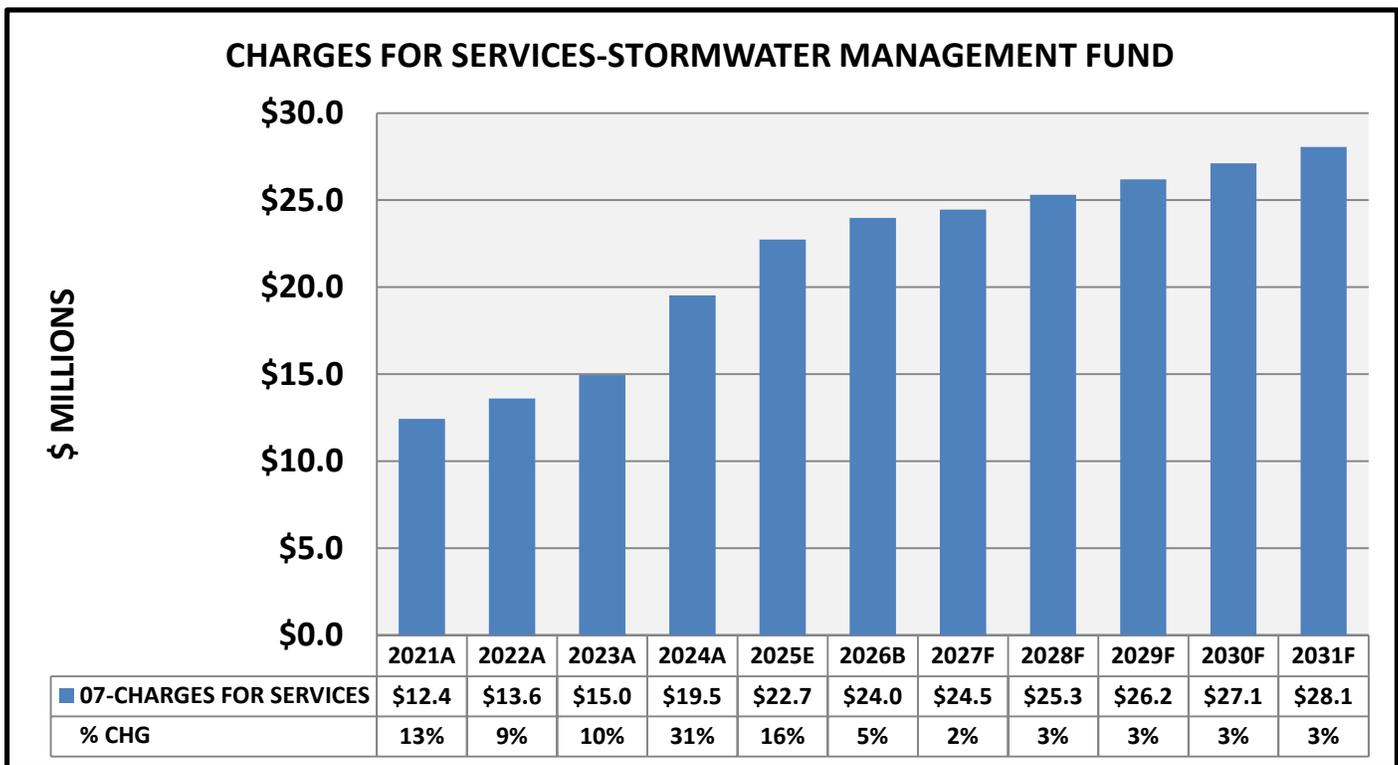
STORMWATER MANAGEMENT FUND – Financial Forecast

In 2004, the City of Palm Coast established the Stormwater Management Fund 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 areas, the size of the parcel, and the property’s use. Some of these properties may also qualify for a reduced service credit.

Revenues

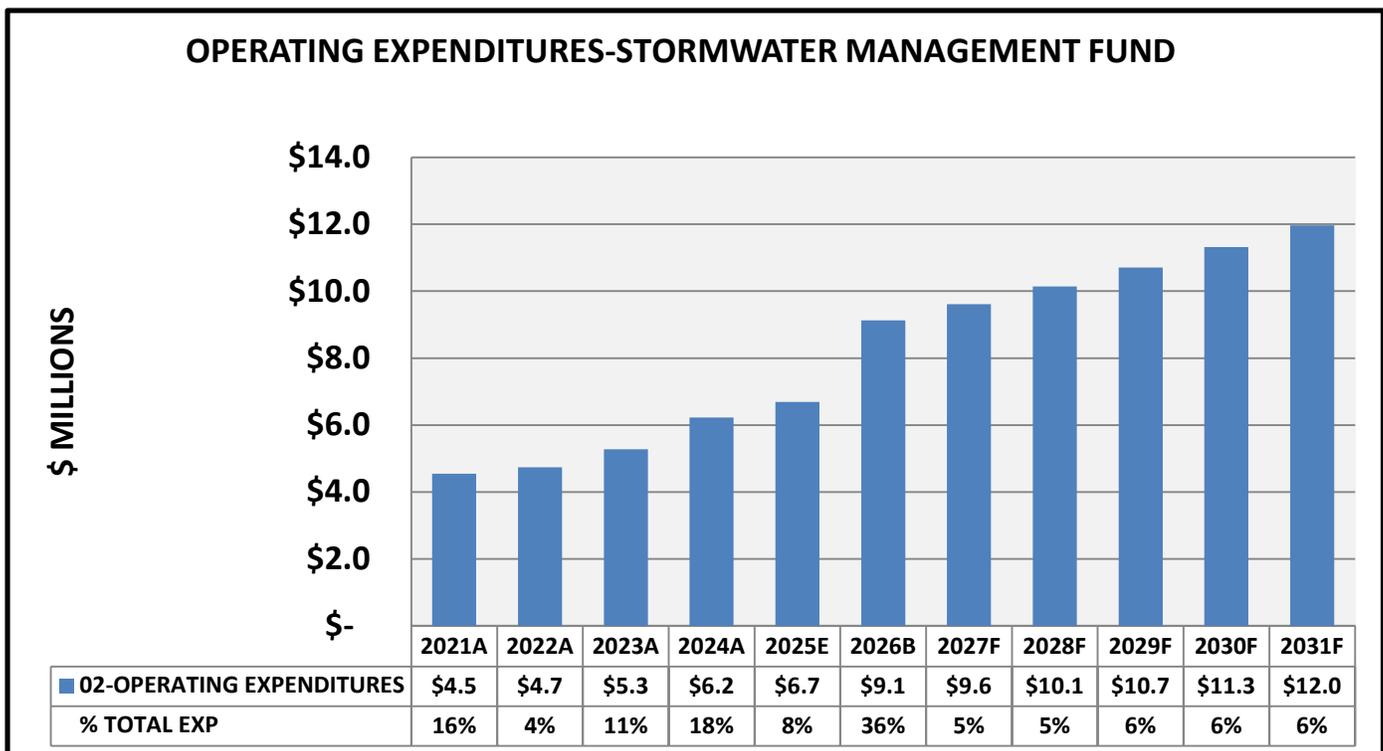
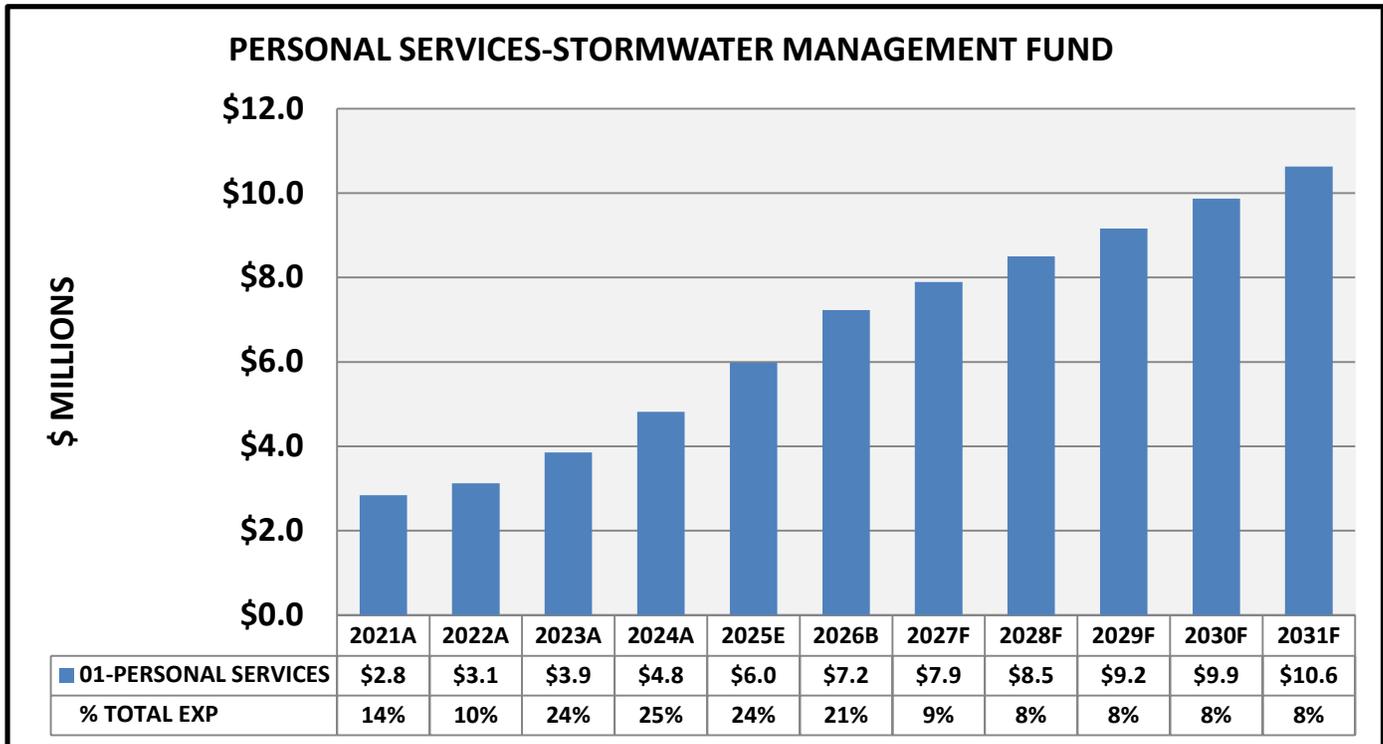
Revenue generated by the stormwater fee is used solely for the maintenance and rehabilitation of the stormwater drainage system. Improvements and maintenance of the system is supported primarily by charges for service however, due to constricted revenue in this fund, a small portion of property taxes 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 have historically been less than 1% per year.

City Council acted in August 2023, Resolution 2023-53 to increase Stormwater rates to fund this critical program for fiscal year 2026 and commencing on October 1, 2028, and thereafter, by the Consumer Price Index (CPI) as of June 30th. Without this additional revenue, the City would have been unable to continue to fund its current Stormwater projects, programs, and services in the future.



Expenses

Operating expenses include personnel services costs, operating and maintenance costs, and minor capital outlays. In each year of the forecast after FY2026, spending rates of 4% were assumed for all fixed operating expenses while execution rates of 100% were assumed in all years for all personnel services and capital outlays. The Fiscal Year 2026 budget for operating expenditures includes and increase in swale maintenance, fleet replacement and maintenance allocations, IT allocations and facilities maintenance charges.





EXECUTIVE SUMMARY

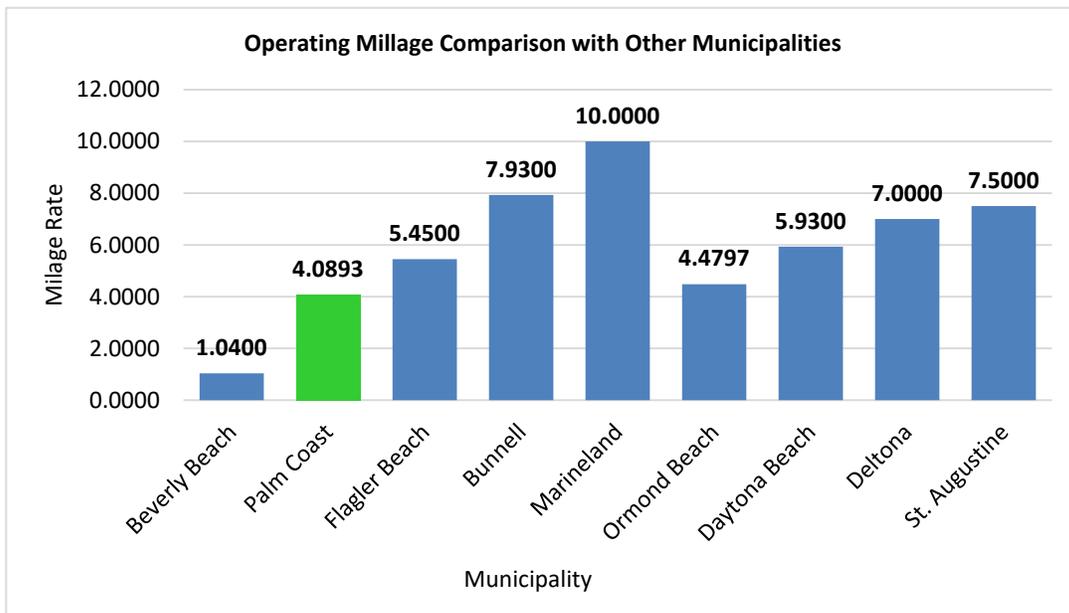
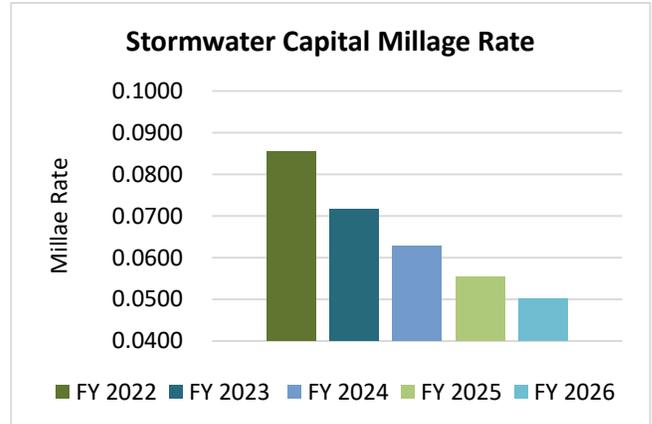
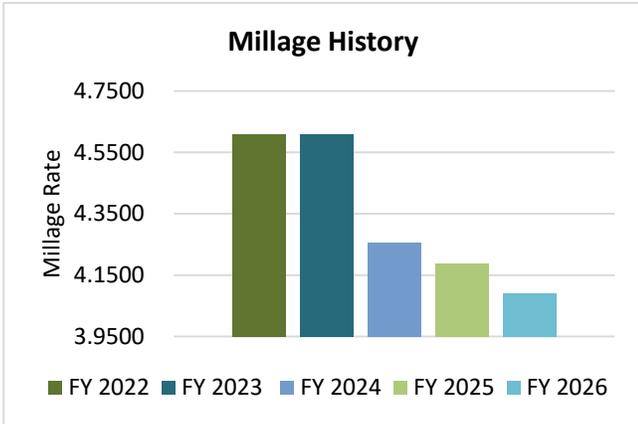
Budget Highlights

Millage Tax Rates Fiscal Year 2026.....

General Operating Millage	4.0391
Stormwater Capital Millage	0.0502
Combined City Millage Rate	4.0893

Introduction

The Fiscal Year 2026 Annual Budget, which was adopted on September 24, 2025, is a numerical reflection of the Fiscal Year 2026 Plan. By allocating resources in alignment with the City Council's strategic goals and performance indicators, we believe this budget will successfully meet the challenges before us and set the stage for continued success in the future.



Budget in Brief

The adopted operating net budget for the Fiscal Year 2026 for all funds totals \$696,444,327. This represents an increase of \$275M or 65% compared to the Fiscal Year 2025 net budget.

Highlights of the Fiscal Year 2026 budget include:

- Total taxable assessed value increased 10.34% in the City of Palm Coast to \$11,005,474,334.
- Operating millage rate will decrease to 4.0893. Combined with the increase in assessed values, the City will receive approximately \$1million in additional property tax revenue.

- The Stormwater capital millage rate will decrease from 0.0554 to .0502, a decrease of 0.0052 driven by the most recent rate study. The Stormwater rates will increase from \$32.87/ERU in FY 2025 to \$36.16/ERU for FY 2026.
- Water and Wastewater rates will increase in FY2026. The average homeowner will see an increase of 8% on all charges associated with water and wastewater.
- The Residential Solid Waste rate has increased to \$34.37 per month

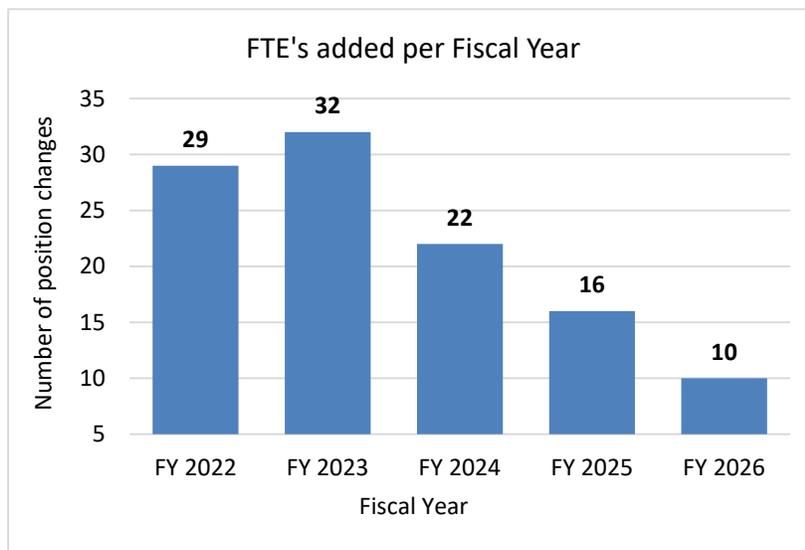
Capital Improvements:

- In Fiscal Year 2026, the city will invest \$459 million in capital improvements and upkeep of City-owned facilities.

Staffing:

- Total full-time positions in Fiscal Year 2026 are 597
- The City will add an additional ten (10) full-time employees.
- The City is not funding 2 positions in the building fund and 1 in Human Resources and is eliminating 2 positions in the general fund and one position in the internal services fund.

Net full-time position changes per fiscal year



Full-time staff changes during the Fiscal Year 2025

There were no full-time staff changes during the Fiscal Year 2025 outside of the approved budget.

Full-time staff changes for the Fiscal Year 2026

The fiscal Year 2026 will reflect a full-time equivalent staff net increase of seven and a half (7.5) positions for the City and does not reflect the contractual agreement with the Flagler County Sheriff's Office (FCSO). The City's new total headcount is 597 (excluding five council members and FCSO).

Fire Department – Inventory Clerk:

Palm Coast Fire Department utilizes on shift firefighters to help manage many of its day-to-day activities. Currently, firefighters with a 24/48 work schedule manage vendor relationships and inventory for department areas of interests including: cleaning supplies, EMS supplies, firefighting equipment, hose, air-packs, technical rescue equipment, uniforms, PPE, public education, office supplies, and information technology. When attempting to schedule deliveries, vendor demonstrations, discuss pricing, or obtain quotes firefighters are always split between a collateral assignment and responding to emergencies. When PCFD was two or three stations and ran 3,000 responses per year it was prudent to utilize on-duty firefighters to assist with many of the logistical tasks of the operations. Today, PCFD responds from six

stations to over 17,000 calls annually. With the increased workload and increased footprint, PCFD needs a logistics clerk to assist with the day-to-day internal needs of six fire stations and over one hundred department members.

Public Works – (2) Maintenance Worker:

This request is necessary to maintain a safe and efficient work environment, ensure compliance with Putnam County Correctional Facility's operational standards, and prevent disruption to other critical operations.

Putnam County Correctional Facility requires that each inmate squad have a minimum of two certified supervisors before they are authorized to be released for work. This policy is in place to ensure the safety of both the inmates and City employee's while maintaining security and accountability. The primary responsibility of maintenance workers is to ensure the safety and security of the work crews while they are engaged in various tasks. The maintenance workers will provide enough certified staff to meet the minimum requirement for all work squads. This will help mitigate the risks associated with increased crew sizes, as the maintenance workers will be present to handle emergencies and monitor activities, preventing potential safety hazards.

Supervisors must be able to address and resolve any issues that may arise during the workday, such as conflicts among inmates, equipment malfunctions, or safety concerns. By adding two additional maintenance workers, the crew lead will have the necessary support to effectively address these issues without disrupting the overall operation. This additional supervision will enable the crew lead to focus on task management and problem-solving, ensuring smooth operations throughout the day. The additional positions will not only improve safety and supervision but also ensure that other operations can continue at their normal pace. Without the need to reassign current employees to supervise additional crews, we can maintain consistent productivity across all divisions. This will allow for the effective use of resources and avoid delays or disruptions to ongoing operations, ultimately improving overall efficiency.

The addition of two maintenance workers to assist in supervising the expanded inmate work crews is a vital step in ensuring compliance with Putnam County Correctional Facility's regulations while maintaining a safe and efficient work environment. These additional positions will support the existing crew lead, enabling them to concentrate on operational duties and address any issues that arise during the workday. This request is essential to avoid disruptions to other operations and ensure that landscape operations continue to run at their highest capacity.

Stormwater Equipment Operator II Stormwater (3), Equipment Operator III (1.) & Temporary Maintenance Worker (1):

One of our most important public safety and flood mitigation responsibilities is the ongoing maintenance, repair, and replacement of the approximately 50 miles of stormwater drainage pipe that are found throughout the city, including those under major roadways and other critical infrastructure. Our pipe crew performs many complex tasks and has seen a significant increase in the both the number and size of pipe replacement projects that they perform annually. We perform many of the associated tasks with each pipe project in-house, however we still have a reliance on contractors to perform our concrete and asphalt work. It is our intention to bring all concrete and asphalt repair work in-house to increase our level of service and guarantee safe and reliable services in a timely manner.

Currently we use one single contractor to perform most of the concrete and asphalt work for all our stormwater pipe projects. This contractor is also shared city-wide with other departments. This leaves us at their mercy for scheduling and job completion which can sometimes occur weeks after our stormwater pipe crew has completed the first phase of a project. As a result, our jobsites are left unfinished until our contractor can complete their tasks, and only then can our stormwater pipe crew go back and finish the final phase of the project. Logistically speaking this is not ideal and not an effective use of our resources. By eliminating the contractor, we can control the timing of when projects are completed from start-to-finish, which will significantly increasing our level of service. Instead of a pipe replacement project taking weeks to complete it could now take only days. We would also be able to erase any potential quality control issues by working in-house as we are directly accountable for the work quality from the very beginning to the very end of the project.

This crew and all associated positions were included in our FY23 stormwater rate study as approved by City Council on 5/16/23.

Wastewater Treatment Plant #2 – Utility Systems Operator II:

Wastewater treatment plant #2 is currently a 2.0 million gallon per day AWT Membrane plant with a current staff of one Chief Operator, one Lead Operator, and three Certified Operators.

Currently Wastewater Treatment Plant #2 is under construction to expand to 4.0 mgd. This expansion is scheduled to be complete and online by early 2025. The expansion will mirror the existing process and footprint. When the expansion is complete and online the process equipment will double in size therefore an increased workload for process control operation and maintenance, cleaning and housekeeping, compliance sampling and daily, monthly, and quarterly compliance sampling. Operator coverage is also needed for weekends, holidays and covering open shifts (vacation and sick days).

As the service area for Wastewater Treatment Plant #2 continues to grow and plans to expand the City to the west of US-1 the capacity for this plant will be committed over the next few years. It is imperative that we staff both plants to be able to serve the growing population.

Facilities Maintenance – Trades Worker 1:

Over the past year, the Facilities Management Division has worked diligently to maintain a high level of service, despite being stretched across various locations throughout the City. Through careful analysis of workforce data, we have identified critical gaps in manpower that need to be addressed to continue providing exceptional service. Currently, we maintain approximately 190,000 square feet with just 5 field staff. With the upcoming addition of at least two new facilities— including two new fire stations, a fleet shop, and the Southern Recreation Center— it is essential to hire additional maintenance crew members now. This will allow us to begin the training process, ensuring that new team members are equipped with the necessary skills and knowledge to effectively manage and maintain these facilities from the moment they open.

According to the International Facilities Management Association, organizations managing between 100,001 and 250,000 square feet have on average 7.53 maintenance staff.

This position would be responsible for completing work orders, preventative maintenance, repairs, and simple modifications to the City's facilities. Additionally, the new hire would receive training to help develop the next generation of facilities professionals for the City of Palm Coast.

Fiscal Year 2026 changes to staff:

				Fiscal Year 2025 FTE Count	590
NEW POSITION	DEPARTMENT/DIVISION	ORG CODE	FUND	PAY GRADE	FTE
Fire Inventory Clerk	Fire	10014000	General Fund	10	1
Maintenance Worker	Public Works - Streets	10015011	General Fund	6	1
Maintenance Worker	Public Works - Streets	10015011	General Fund	6	1
Equipment Operator III	Stormwater Maintenance	54205511-55003	Stormwater Management Fund	11	1
Equipment Operator II	Stormwater Maintenance	54205511-55003	Stormwater Management Fund	9	1
Equipment Operator II	Stormwater Maintenance	54205511	Stormwater Management Fund	9	1
Equipment Operator II	Stormwater Maintenance	54205511	Stormwater Management Fund	9	1
Temporary Maintenance Worker	Stormwater Maintenance	54205511-55003	Stormwater Management Fund	5	1
Utility Systems Operator II	Wastewater Treatment Plant 2	54019084	Utility Fund	11	1
Trades Worker I	Facilities Maintenance	65035012	Facilities Fund	7	1
				Net Changes in Staff Fiscal Year 2025	10
				Eliminated positions	-3
				Final Fiscal Year 2025 FTE Count	597

Financial Condition

The City's revenue growth is anticipated to continue; therefore, forecasts exhibit a growth rate of 3%. The City has made the decision to increase cost for services in various departments to be cost recovery and City Council made the decision to decrease the millage rate for Fiscal Year 2026.

Fund balances are remaining steady because of improved productivity, and prudent financial management policies. Those fund balances have been leveraged to reduce future debt service by equity financing high-priority capital purchases.

Unfunded Positions and Fleet Requests in the FY26 Budget

Fund	Department	Request	Cost
General Fund	Fire Department	Fire IT Technician Support	\$ 92,572.00
Water /Wastewater Fund	Wastewater Pumping	Mechanical Technician I	\$ 67,105.00
Water /Wastewater Fund	Wastewater Pumping	F-550 Crank Truck	\$ 163,940.00
Water /Wastewater Fund	Wastewater Collection	Two Utility System Technician I	\$ 126,832.00
Water /Wastewater Fund	Wastewater Collection	Two F-250 Utility Body	\$ 131,300.00
Water /Wastewater Fund	Wastewater Collection	Utility System Lead Technician	\$ 80,246.00
Water /Wastewater Fund	Wastewater Collection	F-250 Utility Body	\$ 77,440.00
Water /Wastewater Fund	Wastewater Treatment Plant 1	Mechanical Technician III	\$ 68,471.00
Water /Wastewater Fund	Water Plant 1	Utility System Operator Trainee	\$ 58,858.00
Water /Wastewater Fund	Water Quality	Utility System Technician I	\$ 63,416.00
Water /Wastewater Fund	Water Quality	F-250 Truck	\$ 77,897.00
Water /Wastewater Fund	Water Quality	Mechanical Technician I	\$ 63,416.00
Water /Wastewater Fund	Water Quality	F-350 Truck	\$ 85,000.00
Water /Wastewater Fund	Water Distribution	Water Distribution Manager	\$ 137,663.00
Water /Wastewater Fund	Water Distribution	Three Utility System Technician I	\$ 190,248.00
Water /Wastewater Fund	Water Distribution	Three F-250 Trucks	\$ 206,820.00
Building Fund	Building	Administrative Temp	\$ 25,170.00
		TOTAL	\$ 1,716,394.00



Fiscal Year 2026 Adopted Budget

<u>FUND / DEPARTMENT</u>	<u>ADOPTED FISCAL YEAR 2026</u>
GENERAL FUND	\$ 67,601,395
SPECIAL REVENUE FUNDS	
Streets Improvement Fund	\$ 9,632,495
State Road 100 Community Redevelopment Agency	\$ 3,336,344
Old Kings Road Special Assessment Fund	\$ 1,233,573
Community Development Block Grant Fund	\$ 806,000
Special Events Fund	\$ 166,660
Neighborhood Stabilization Fund	\$ 121,035
Police Education Fund	\$ 12,000
CAPITAL FUNDS	
Transportation Impact Fee Fund	\$ 54,173,103
Capital Projects Fund	\$ 23,697,976
Fire Impact Fee Fund	\$ 12,326,600
Recreation Impact Fee Fund	\$ 9,291,385
Town Center Impact Fee Fund	\$ 660,319
Development Special Projects	\$ 122,275
ENTERPRISE FUNDS	
Water / Wastewater Capital Projects Fund	\$ 326,390,581
Water / Wastewater Utility Fund	\$ 88,214,320
Stormwater Management Fund	\$ 42,801,621
Collection and Sanitation Fund	\$ 19,698,024
Building Permits Fund	\$ 3,779,254
Information Technology Enterprise Fund	\$ 1,576,231
INTERNAL SERVICE FUNDS	
Fleet Management Fund	\$ 10,664,763
Self Insured Health Fund	\$ 10,467,183
Information Technology Operations Fund	\$ 6,953,140
Facilities Maintenance Fund	\$ 2,273,201
Emergency Communications Fund	\$ 444,849
Subtotal Budget All Funds	\$ 696,444,327
Less: Interfund Charges and Transfers	\$ 51,588,522
TOTAL	\$ 644,855,805

Budget Summary

By Fund Type

FUND TYPE	Estimated Revenue	Operating Expenditures & Contingency	Capital Expenditures	Operating Transfers	Total Expenditures
General Fund	\$ 67,601,395	\$ 65,767,673	\$ 477,075	\$ 1,356,647	\$ 67,601,395
SPECIAL REVENUE FUNDS					
Community Development Block Grant Fund	\$ 806,000	\$ 781,000	\$ -	\$ 25,000	\$ 806,000
Police Education Fund	12,000	12,000	-	-	12,000
Special Events Fund	166,660	166,660	-	-	166,660
Neighborhood Stabilization Fund	121,035	121,035	-	-	121,035
Old Kings Road Special Assessment Fund	1,233,573	373,000	860,573	-	1,233,573
Streets Improvement Fund	9,632,495	8,252,495	1,380,000	-	9,632,495
State Road 100 Community Redevelopment Agency	3,336,344	1,891,485	-	1,444,859	3,336,344
Sub-Total	15,308,107	11,597,675	2,240,573	1,469,859	15,308,107
CAPITAL FUNDS					
Recreation Impact Fee Fund	\$ 9,291,385	\$ 2,500	\$ 9,067,060	\$ 221,825	\$ 9,291,385
Transportation Impact Fee Fund	54,173,103	1,609,889	52,363,214	200,000	54,173,103
Fire Impact Fee Fund	12,326,600	-	12,326,600	-	12,326,600
Development Special Projects	122,275	50,000	-	72,275	122,275
Town Center Impact Fee Fund	660,319	-	660,319	-	660,319
Capital Projects Fund	23,697,976	75,000	18,671,128	4,951,848	23,697,976
Sub-Total	100,271,658	1,737,389	93,088,321	5,445,948	100,271,658
ENTERPRISE FUNDS					
Water / Wastewater Utility Fund	\$ 88,214,320	\$ 67,207,732	\$ 2,491,938	\$ 18,514,650	\$ 88,214,320
Water / Wastewater Capital Projects Fund	326,390,581	201,661,465	119,729,116	5,000,000	326,390,581
Collection and Sanitation Fund	19,698,024	19,698,024	-	-	19,698,024
Stormwater Management Fund	42,801,621	19,252,370	20,889,116	2,660,135	42,801,621
Building Permits Fund	3,779,254	3,779,254	-	-	3,779,254
Information Technology Enterprise Fund	1,576,231	626,726	925,000	24,505	1,576,231
Sub-Total	482,460,031	312,225,571	144,035,170	26,199,290	482,460,031
INTERNAL SERVICES FUNDS					
Self Insured Health Fund	\$ 10,467,183	\$ 10,467,183	\$ -	\$ -	\$ 10,467,183
Fleet Management Fund	10,664,763	5,908,795	4,755,968	-	10,664,763
Emergency Communications Fund	444,849	444,849	-	-	444,849
Facilities Maintenance Fund	2,273,201	2,273,201	-	-	2,273,201
Information Technology Operations Fund	6,953,140	6,943,140	10,000	-	6,953,140
Sub-Total	30,803,136	26,037,168	4,765,968	-	30,803,136
Sub-Total All Funds	\$ 696,444,327	\$ 417,365,476	\$ 244,607,107	\$ 34,471,744	\$ 696,444,327
Less: Interfund Charges & Transfers	51,588,522				51,588,522
TOTAL	\$ 644,855,805				\$ 644,855,805

Budget Summary

By Function

	General Fund	Enterprise Funds	Internal Services Funds	Special Revenue Funds	Capital Projects Funds	Total Funds
Cash Balances Brought Forward	\$ 2,149,435	\$ 22,080,899	\$ 554,638	\$ 7,101,099	\$ 25,671,466	\$ 57,557,537
<u>ESTIMATED REVENUES</u>						
TAXES: Millage Per \$1,000						
Ad Valorem Taxes: 4.1893	\$ 42,698,778	\$ 530,721	\$ -	\$ -	\$ -	\$ 43,229,499
Sales, Use, and Fuel taxes	4,344,751	-	-	2,039,667	5,318,571	11,702,989
Telecommunications Service Tax	3,009,154	-	-	-	-	3,009,154
Local Business Tax	512,425	-	-	-	-	512,425
Fire Insurance Premium	677,161	-	-	-	-	677,161
State Revenue Sharing	1,390,684	-	-	927,123	-	2,317,807
Permits, Fees, and Special Assessments	2,770,155	15,561,772	-	323,000	14,625,474	33,280,401
Intergovernmental Revenue	48,279	9,363,000	70,500	3,350,639	37,707,615	50,540,033
Charges for Services	7,514,905	130,448,968	12,242,893	141,660	-	150,348,426
Fines & Forfeitures	658,183	-	-	9,000	-	667,183
Interest Revenues	343,919	1,105,184	324,133	95,000	455,000	2,323,236
Miscellaneous Revenues	116,033	1,905,920	274,001	-	-	2,295,954
Non Revenues	-	-	17,116,778	-	-	17,116,778
Transfers From Other Funds	1,367,533	15,069,567	220,193	1,320,919	16,493,532	34,471,744
Debt Proceeds	-	286,394,000	-	-	-	286,394,000
Total Revenues and Other Financing Sources	\$ 65,451,960	\$ 460,379,132	\$ 30,248,498	\$ 8,207,008	\$ 74,600,192	\$ 638,886,790
Total Estimated Revenues and Balances	\$ 67,601,395	\$ 482,460,031	\$ 30,803,136	\$ 15,308,107	\$ 100,271,658	\$ 696,444,327
Less: Interfund Transfers						51,588,522
Net Revenues						\$ 644,855,805
<u>ESTIMATED EXPENDITURES</u>						
General Government	\$ 16,352,758	\$ 1,551,726	\$ -	\$ 1,941,375	\$ 16,876,128	\$ 36,721,987
Public Safety	27,091,062	3,779,254	-	12,000	13,726,600	44,608,916
Physical Environment	-	221,914,348	-	-	-	221,914,348
Transportation	10,321,742	-	-	10,543,068	54,633,422	75,498,232
Economic Environment	1,818,365	-	-	-	-	1,818,365
Culture/Recreation	10,060,821	-	-	162,443	9,589,560	19,812,824
Internal Service	-	-	29,122,845	-	-	29,122,845
Debt Service	-	31,129,244	-	1,175,145	-	32,304,389
Transfers to Other Funds	1,356,647	26,199,290	-	1,469,859	5,445,948	34,471,744
Total Expenditure/Expenses	\$ 67,001,395	\$ 284,573,862	\$ 29,122,845	\$ 15,303,890	\$ 100,271,658	\$ 496,273,650
Reserves	600,000	197,886,169	1,680,291	4,217	-	200,170,677
Total Appropriated Expenditures and Reserves	\$ 67,601,395	\$ 482,460,031	\$ 30,803,136	\$ 15,308,107	\$ 100,271,658	\$ 696,444,327
Less: Interfund Charges & Transfers						51,588,522
Net Expenditures						\$ 644,855,805

Budget Summary

By Division

FUND/DIVISION	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026
General Fund:			
City Council	\$ 361,192	\$ 402,283	\$ 449,077
City Manager & City Clerk	1,247,478	1,464,377	1,334,237
Communications and Marketing	596,051	738,885	742,022
Economic Development	237,325	646,999	1,818,365
Human Resources	1,038,577	1,235,945	1,264,171
City Attorney	763,037	670,000	790,000
Financial Services	1,813,498	2,164,343	2,267,599
Fire Department	13,424,981	14,412,821	16,002,655
Law Enforcement	7,363,929	8,996,489	11,181,587
Construction Management and Engineering	1,231,517	1,332,745	1,482,102
Parks and Recreation	2,301,402	2,550,916	2,802,611
Parks Facilities Maintenance	2,983,731	3,382,805	3,916,202
Palm Coast Southern Recreation Center	560,375	664,495	761,508
Palm Harbor Golf Course	1,864,472	1,949,338	2,182,422
Palm Coast Aquatics Center	455,739	500,301	500,301
Planning	2,732,603	3,127,789	3,917,366
Code Enforcement	3,161,326	3,699,714	3,812,865
Business Tax	223,644	214,815	226,919
Public Works Streets Maintenance	8,645,313	9,849,227	10,321,742
Non-Departmental	5,987,255	3,187,386	1,827,644
Total General Fund	\$ 56,993,445	\$ 61,191,673	\$ 67,601,395
Water/Wastewater Utility Fund:			
Water/Wastewater Utility Customer Service	\$ 1,629,807	1,892,666	\$ 1,838,833
Water/Wastewater Utility Finance	657,726	932,249	835,429
Water/Wastewater Utility Administration	1,397,855	1,680,020	1,934,344
Wastewater Pumping	1,908,710	2,324,553	2,193,603
Wastewater Collection	4,873,356	5,763,666	5,300,121
Wastewater Treatment Plant #1	3,160,678	4,296,567	4,084,373
Wastewater Treatment Plant #2	1,886,669	2,925,671	2,931,808
Water Plant #1	3,875,993	4,452,836	4,463,256
Water Plant #2	3,205,160	3,808,494	4,379,187
Water Plant #3	1,636,965	2,274,974	2,363,901
Water Quality	931,700	1,081,238	1,238,427
Water Distribution	7,827,242	8,595,418	7,853,146
Non-Departmental	26,730,008	30,238,108	48,797,892
Total Water/Wastewater Utility Fund	\$ 60,515,521	\$ 71,330,784	\$ 88,214,320

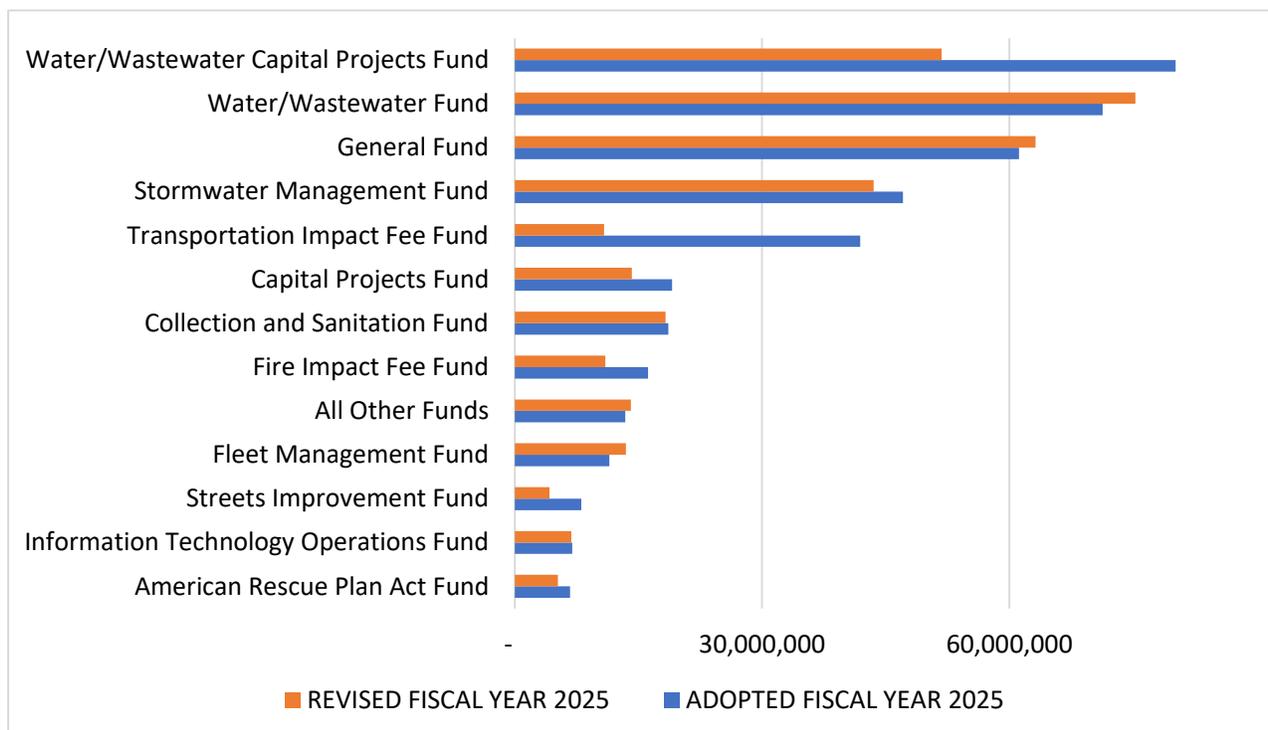
Budget Summary

By Division (Continued)

FUND/DIVISION	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026
Community Development Block Grant Fund	\$ 705,463	\$ 756,000	\$ 806,000
Police Education Fund	7,000	10,000	12,000
Special Events Fund	148,571	191,370	166,660
Streets Improvement Fund	3,546,298	8,058,958	9,632,495
Recreation Impact Fee Fund	4,252,699	4,660,646	9,291,385
Fire Impact Fee Fund	1,473,569	16,180,000	12,326,600
Development Special Projects Fund	3,595	50,000	122,275
Capital Projects Fund	7,031,433	19,082,943	23,697,976
Town Center Impact Fee Fund	-	900,000	660,319
Neighborhood Stabilization Fund	-	121,035	121,035
Old Kings Road Special Assessment Fund	226,465	1,623,000	1,233,573
American Rescue Plan Act Fund	6,956,349	6,718,662	-
State Road 100 Community Redevelopment Agency	3,003,996	3,581,603	3,336,344
Transportation Impact Fee Fund	14,259,638	41,930,835	54,173,103
Water / Wastewater Capital Projects Fund	37,148,964	83,838,019	326,390,581
Collection and Sanitation Fund	16,607,153	18,646,141	19,698,024
Stormwater Management Fund	26,054,066	47,125,884	42,801,621
Building Permits Fund	3,247,773	4,219,923	3,779,254
Information Technology Enterprise Fund	880,682	982,823	1,576,231
Information Technology Operations Fund	5,088,068	6,968,711	6,953,140
Self Insured Health Fund	9,022,359	9,257,503	10,467,183
Fleet Management Fund	10,596,094	11,459,137	10,664,763
Emergency Communications Fund	377,040	488,827	444,849
Facilities Maintenance Fund	1,990,854	2,177,244	2,273,201
Total All Funds	\$ 270,137,091	\$ 421,551,721	\$ 696,444,327
Less: Interfund Charges & Transfers	43,795,823	48,755,174	51,588,522
Total	\$ 226,341,268	\$ 372,796,547	\$ 644,855,805

Fiscal Year 2025 Adopted vs Revised Budget Comparison

FUND TYPE	ADOPTED FISCAL YEAR 2025	REVISED FISCAL YEAR 2025	AMOUNT CHANGED	PERCENT CHANGE
Information Technology Enterprise Fund	\$ 982,823	\$ 945,054	\$ (37,769)	-4.0%
Facilities Maintenance Fund	2,177,244	2,176,209	(1,035)	0.0%
SR100 Community Redevelopment Act Fund	3,581,603	3,567,315	(14,288)	-0.4%
Building Permit Fund	4,219,923	3,920,790	(299,133)	-7.6%
Recreation Impact Fee Fund	4,660,646	5,990,781	1,330,135	22.2%
American Rescue Plan Act Fund	6,718,662	5,237,605	(1,481,057)	-28.3%
Information Technology Operations Fund	6,968,711	6,851,950	(116,761)	-1.7%
Streets Improvement Fund	8,058,958	4,198,926	(3,860,032)	-91.9%
Fleet Management Fund	11,459,137	13,490,601	2,031,464	15.1%
All Other Funds	13,397,735	14,080,593	682,858	4.8%
Fire Impact Fee Fund	16,180,000	10,979,936	(5,200,064)	-47.4%
Collection and Sanitation Fund	18,646,141	18,275,306	(370,835)	-2.0%
Capital Projects Fund	19,082,943	14,186,426	(4,896,517)	-34.5%
Transportation Impact Fee Fund	41,930,835	10,818,182	(31,112,653)	-287.6%
Stormwater Management Fund	47,125,884	43,557,785	(3,568,099)	-8.2%
General Fund	61,191,673	63,205,642	2,013,969	3.2%
Water/Wastewater Fund	71,330,784	75,314,846	3,984,062	5.3%
Water/Wastewater Capital Projects Fund	83,838,019	51,820,776	(32,017,243)	-61.8%
TOTAL BUDGET	\$ 421,551,721	\$ 348,618,723	\$ (72,932,998)	-20.9%



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 the 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 Department Of Revenue’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 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 Fuel 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. This includes contributions towards the Self-Insured Health Fund, Fleet Replacement Fund, and the Emergency Communications Fund.

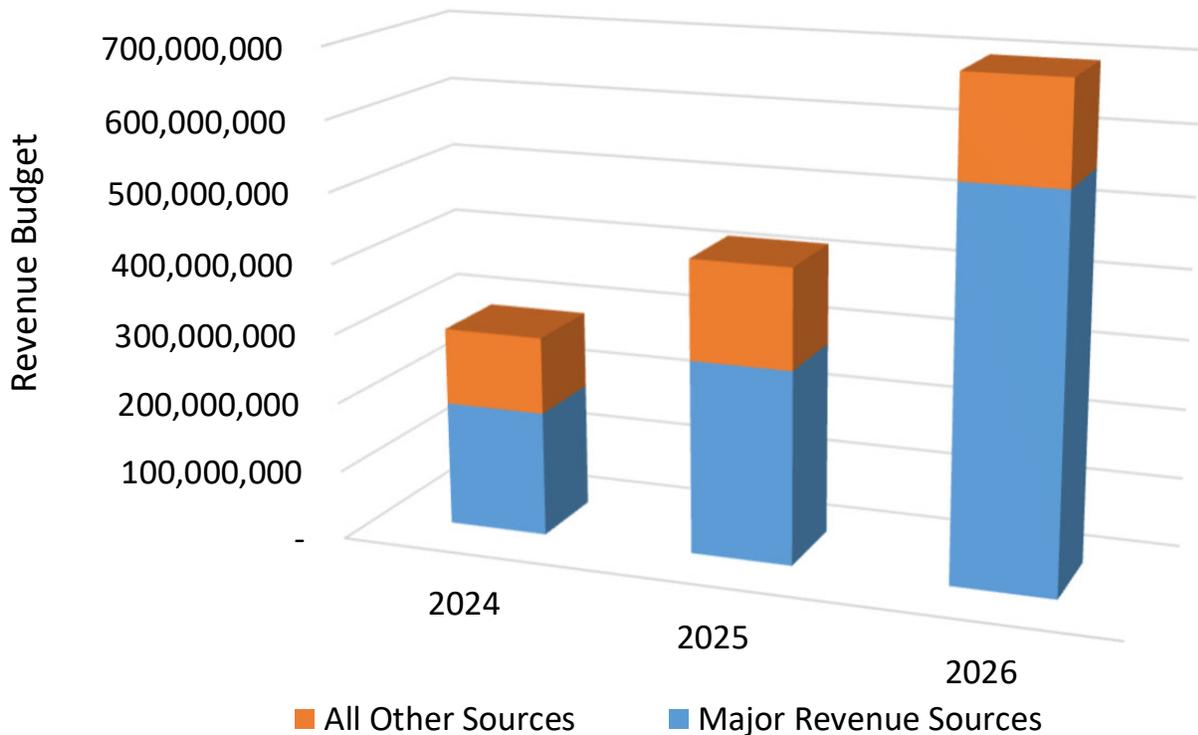
OTHER FINANCING SOURCES: This is most often an appropriation of previous surplus, and proceeds from issuing debt.

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 Impact Fees, 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.

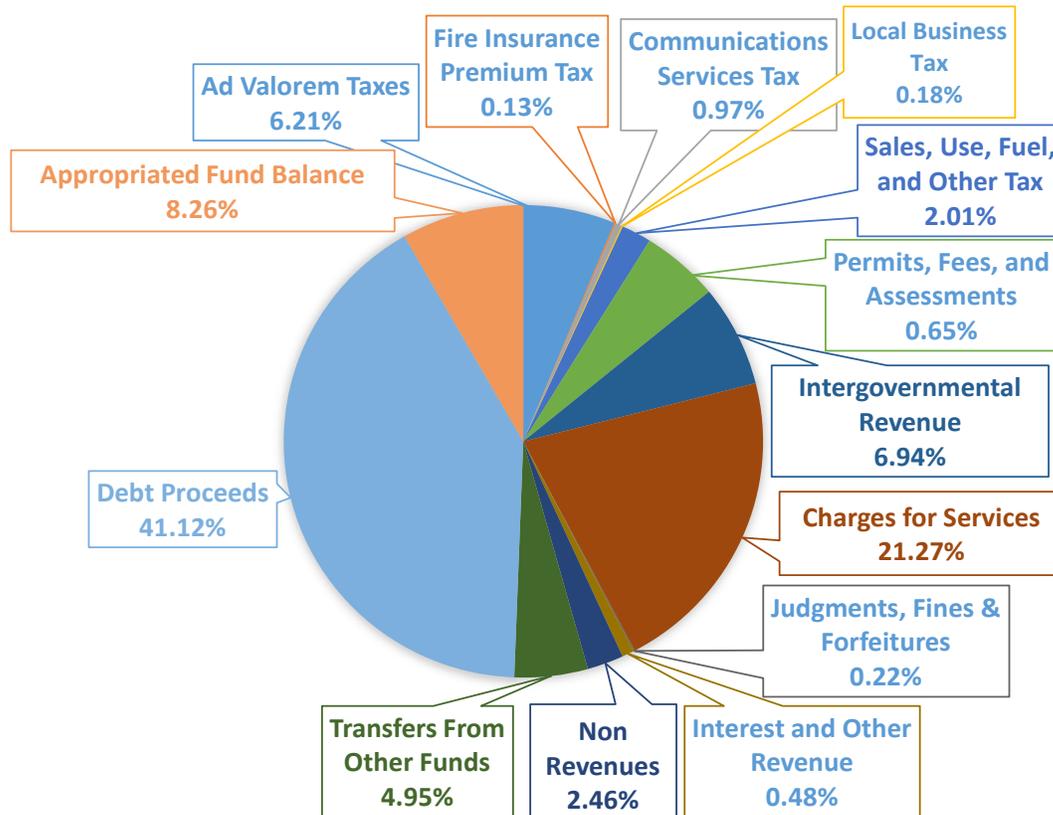
Major Revenue Sources

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026
Ad Valorem Taxes	\$ 35,944,791	\$ 40,082,550	\$ 43,229,499
Local Option, Use and Fuel Tax	11,517,768	11,450,588	11,702,989
Communication Service Tax	2,854,514	2,950,151	3,009,154
Transportation Impact Fees	6,539,055	3,956,410	8,738,311
Water Sales	38,478,744	39,488,429	49,554,483
Wastewater Charges	25,209,602	27,505,834	34,209,641
Water Impact Fee	10,712,532	7,030,357	7,784,169
Wastewater Impact Fee	11,687,690	7,241,198	7,777,603
Collection and Sanitation Charges	17,051,794	18,613,090	19,668,024
Stormwater Management Fee	19,527,234	21,736,563	23,977,931
Debt Proceeds	-	25,720,000	286,394,000
Appropriated Fund Balance	-	72,621,075	57,557,537
All Other Sources	109,726,637	143,155,476	142,840,986
Total All Funds	\$ 289,250,361	\$ 421,551,721	\$ 696,444,327
Less: Interfund Charges & Transfers	43,795,823	48,755,174	51,588,522
Total	\$ 245,454,538	\$ 372,796,547	\$ 644,855,805



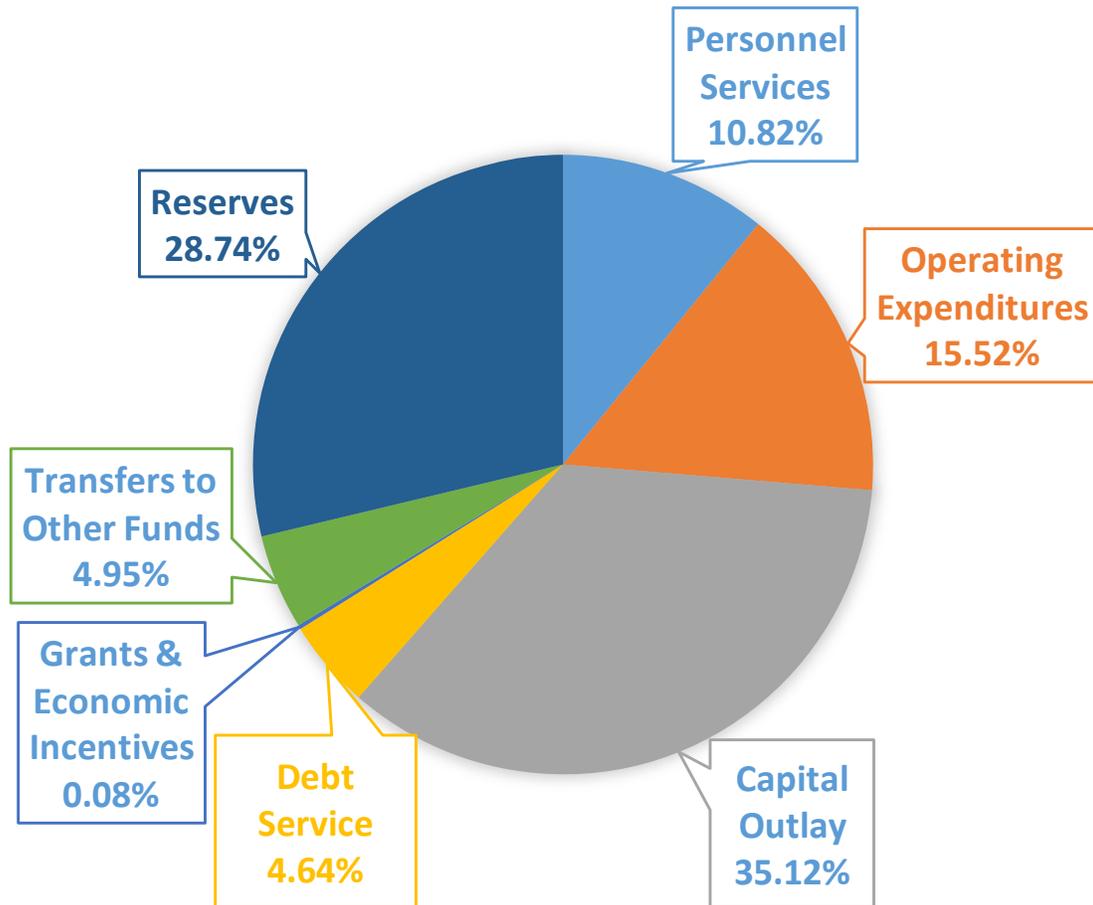
Revenue By Sources

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026
Ad Valorem Taxes	\$ 35,944,791	\$ 40,082,550	\$ 43,229,499
Fire Insurance Premium Tax	827,363	600,000	677,161
Communications Services Tax	2,854,514	2,950,151	3,009,154
Local Business Tax	494,326	517,425	512,425
Sales, Use, Fuel, and Other Tax	13,713,668	13,696,597	14,020,796
Permits, Fees, and Assessments	38,769,528	27,725,413	36,668,933
Intergovernmental Revenue	14,071,138	55,544,081	48,362,333
Charges for Services	120,423,877	127,192,736	148,141,734
Judgments, Fines & Forfeitures	573,185	655,278	667,183
Interest and Other Revenue	17,782,148	5,185,803	5,615,050
Non Revenues	14,266,923	16,156,662	17,116,778
Transfers From Other Funds	29,528,900	32,903,950	34,471,744
Debt Proceeds	-	25,720,000	286,394,000
Appropriated Fund Balance	-	72,621,075	57,557,537
Total All Funds	\$ 289,250,361	\$ 421,551,721	\$ 696,444,327
Less: Interfund Charges & Transfers	43,795,823	48,755,174	51,588,522
Total	\$ 245,454,538	\$ 372,796,547	\$ 644,855,805



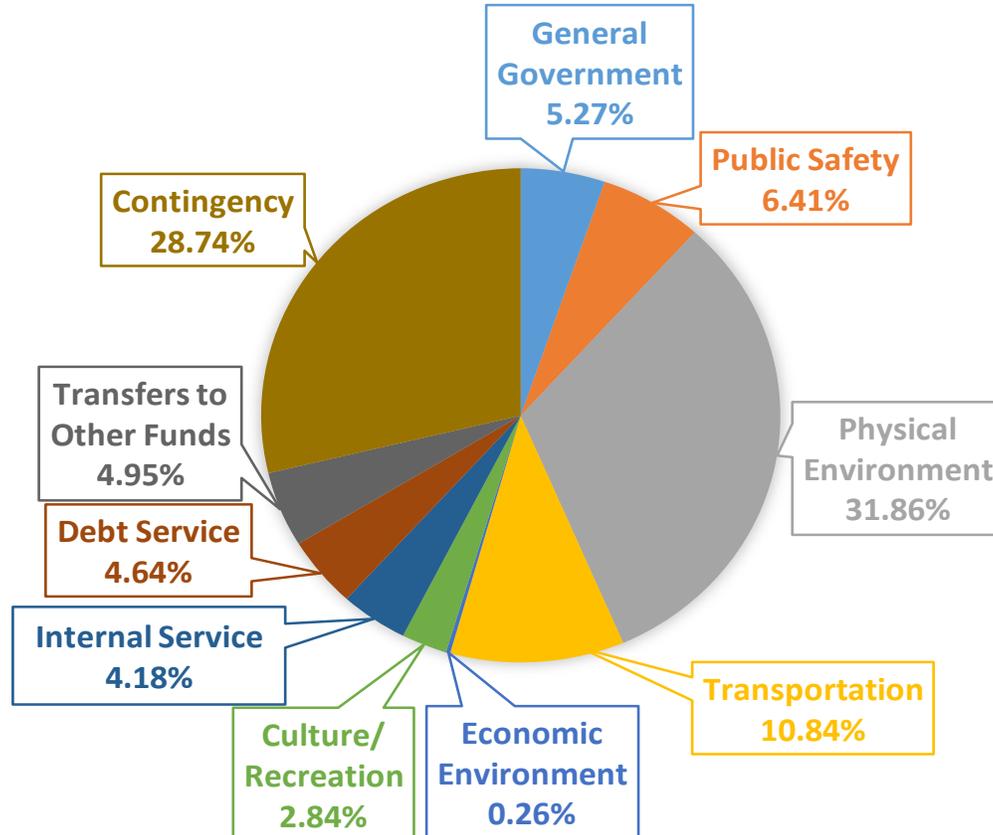
Expenditures By Category

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026
Personnel Services	\$ 61,222,076	\$ 71,286,805	\$ 75,324,310
Operating Expenditures	81,077,177	100,979,691	108,103,058
Capital Outlay	83,310,516	194,713,836	244,607,107
Debt Service	14,678,430	17,447,450	32,304,389
Grants & Economic Incentives	319,998	296,650	1,463,042
Transfers to Other Funds	29,528,900	32,903,950	34,471,744
Reserves	-	3,923,339	200,170,677
TOTAL	\$ 270,137,097	\$ 421,551,721	\$ 696,444,327
Less: Interfund Charges & Transfers	43,795,823	48,755,174	51,588,522
Total Less Interfund Charges & Transfers	\$ 226,341,274	\$ 372,796,547	\$ 644,855,805



Expenditures By Function

FUNCTION	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026
General Government	\$ 19,678,254	\$ 35,313,478	\$ 36,721,987
Public Safety	25,444,604	44,456,804	44,608,916
Physical Environment	110,988,285	184,868,720	221,914,348
Transportation	26,255,721	61,837,020	75,498,232
Economic Environment	640,105	646,999	1,818,365
Culture/Recreation	15,881,009	13,158,618	19,812,824
Internal Service	27,041,786	26,995,343	29,122,845
Debt Service	14,678,430	17,447,450	32,304,389
Transfers to Other Funds	29,528,900	32,903,950	34,471,744
Reserves	-	3,923,339	200,170,677
TOTAL	\$ 270,137,093	\$ 421,551,721	\$ 696,444,327
Less: Interfund Charges & Transfers	43,795,823	48,755,174	51,588,522
Total Less Interfund Charges & Transfers	\$ 226,341,270	\$ 372,796,547	\$ 644,855,805



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 constitution of the State of Florida, Florida Statutes 200.181, and the City of Palm Coast Charter set no legal debt margin.

Utility System Revenue Bonds:

The City issues Water and Sewer System Revenue Bonds to finance capital projects and improvements related to the City’s water, wastewater, and surface water system. This type of bond is referred to as a Utility revenue bonds are the debt payments are funded through fees charged to the customers of the water system.

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 \$54,510,000 in utility system revenue bonds, net of premiums, used for the purchase and expansion of the utility system.

For Fiscal Year 2026 City Council had included a revenue bond issue for approximately \$275,000 for infrastructure to include water plant #3 construction, expansion of water plant #1 and wastewater plant #1.

State Revolving Fund Loans:

In order to take advantage of low interest rates, the City is participating in the State of Florida revolving loan program to finance sewer system capital improvements. The City began borrowing funds through the State Revolving Fund (SRF) loan program in 2001. The SRF program has lending rates that are approximately fifty-five percent (55%) of the average for the municipal bond cost index. The low market rate makes this financing source attractive though there are additional administrative costs associated with the SRF loan program. The source of funding has been limited because of demand and other circumstances beyond the City's control.

There are State Revolving Fund loans and bank loans totaling \$80,732,623 primarily for utility and stormwater improvements.

Other Loans:

The City also has two Community Redevelopment Area revenue loans for redevelopment costs with a balance of \$3,728,133 at year-end. The remainder of the long-term debt is made up of compensated absences, unfunded OPEB liability, and a net pension liability.

The Series 2013 bonds are not secured by insurance or the reserve fund. During the fiscal year ending September 30, 2021, Standard & Poor's raised its rating to AA- and Fitch assigned an AA rating on this bond issue.

Long-Term Debt Schedule

Issue	Final Maturity	Original Amount	Principal Outstanding at 09/30/25
OKR Special Assessment Loan	2043	\$ 5,284,036	\$ 3,728,133
Bank Loans	2025	\$ 94,938,000	\$ 57,667,809
State Revolving Fund Loans	2030	\$ 73,511,745	\$ 23,064,814
System Revenue Bonds	2036	\$ 62,715,000	\$ 54,510,000
Total		\$ 236,448,781	\$ 138,970,756

Fund	Principal Outstanding at 09/30/25
Utility Fund	\$ 102,351,502
Stormwater Fund	\$ 30,481,312
SR100 CRA Fund	\$ 2,409,809
Totals not including interfund loan:	\$ 135,242,623
Utility interfund loan to the OKR Special Assessment District	\$ 3,728,133
Total	\$ 138,970,756

Year	Principal	Interest	Total
2026	\$ 13,545,985	\$ 2,629,173	\$ 16,175,158
2027	\$ 12,526,752	\$ 2,415,029	\$ 14,941,781
2028	\$ 12,736,398	\$ 2,202,613	\$ 14,939,011
2029	\$ 11,272,017	\$ 1,976,908	\$ 13,248,925
2030	\$ 11,224,742	\$ 1,777,460	\$ 13,002,202
2031-2035	\$ 53,270,241	\$ 5,265,947	\$ 58,536,188
2036-2040	\$ 18,309,969	\$ 1,996,052	\$ 20,306,021
2041-2045	\$ 6,084,652	\$ 585,464	\$ 6,670,116
Total	\$ 138,970,756	\$ 18,848,646	\$ 157,819,402

* Amounts above do not include State Revolving Loan for the Utility Fund that is currently in the process of being drawn.



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BUDGET DETAIL

BY FUNDING

Fund Types

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 that 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. The entire Fund Balance policy is in the Financial Policies Section of this book.

FUND TYPES

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

GOVERNMENTAL FUNDS

Accounted for 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 Community Development Block Grant program, Disaster Reserve, and 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 Water/Wastewater Utility Capital Projects Fund were established in conjunction with the utility

purchase. Other funds include Collection and Sanitation, Stormwater Management, Building Permits, and Information Technology.

2. **Internal Service Funds** The internal service funds account for financial goods and 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 Fleet Management, Facilities Maintenance, Emergency Communications, Information Technology 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 ensure that adequate funding will be available to meet the needs of the individual enterprise's budgetary requirements.

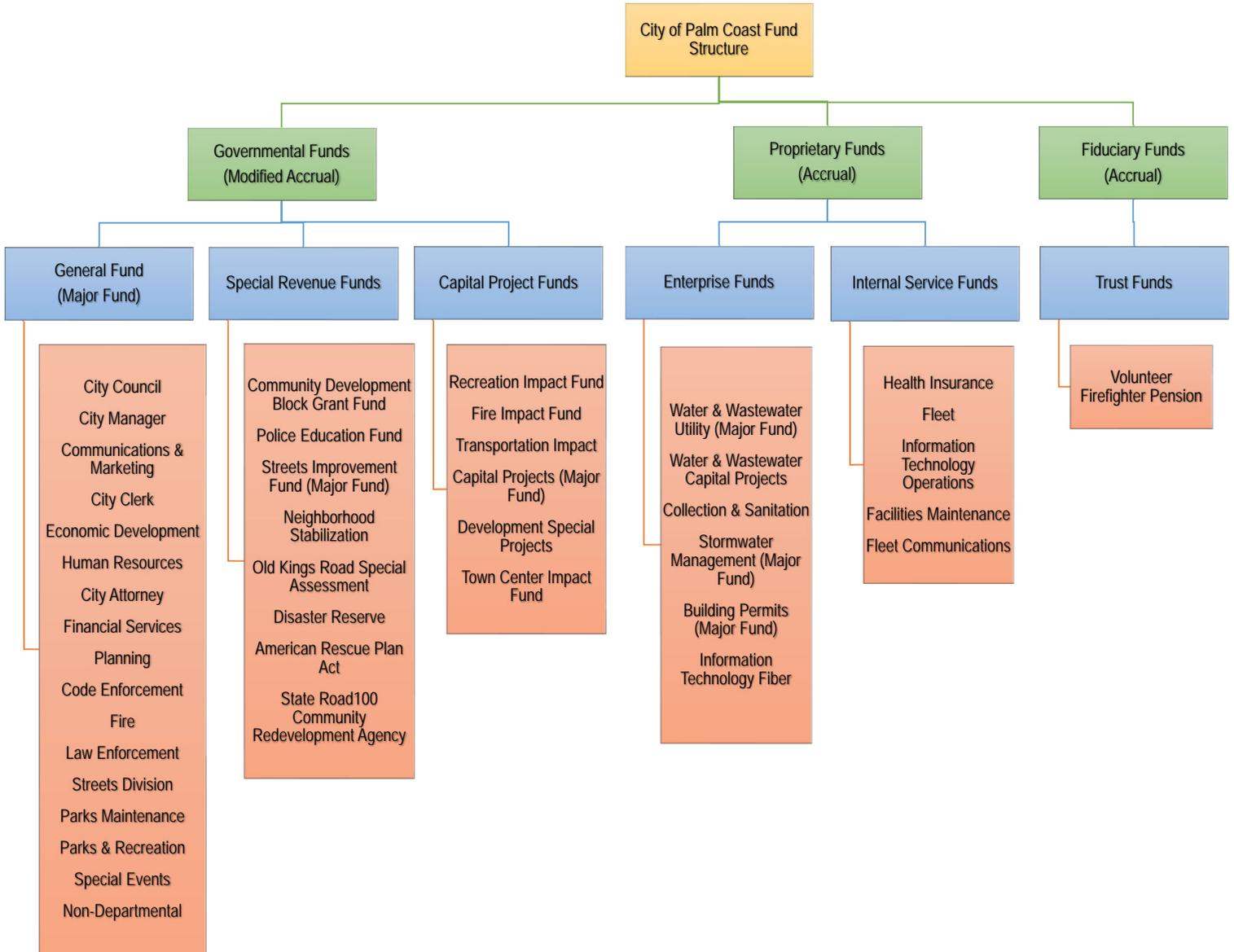
Internal Service Funds:

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 balance 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. These include funds for Police Education, the Community Development Block Grant program, Disaster Reserve, and funding the Streets Improvement program.

Budget Fund Structure



Estimated Fund Balances

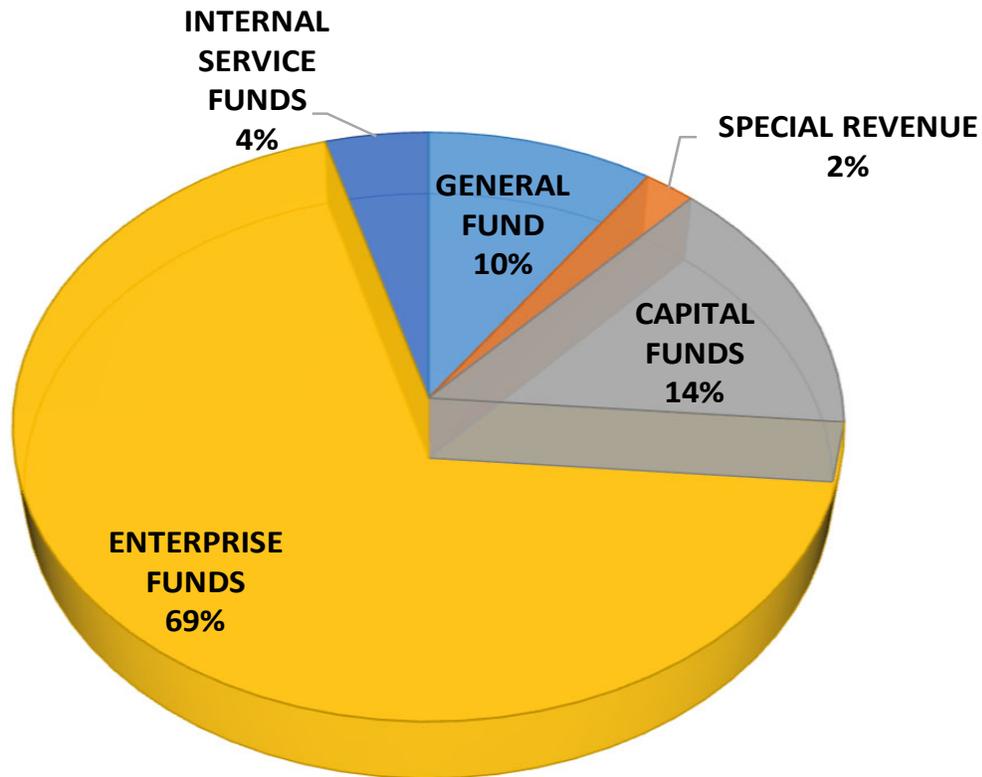
Change in Ending Fund Balances 2026 Budget Compared to 2025 Projected and 2024 Available

	Available Fund	Estimated Fund			Projected Fund	% Change in Fund Balance
	Balance 9/30/2024	Balance 9/30/2025	Revenues	(Expenditures)	Balance 9/30/2026	
General Fund	\$ 21,731,539	\$ 20,540,091	\$ 64,720,055	\$ 67,001,395	\$ 18,258,751	-11%
Police Education	6,348	3,548	9,000	12,000	548	-85%
Disaster Reserve	5,802,095	6,827,834	-	-	6,827,834	0%
Special Events	577,480	592,939	166,660	162,443	597,156	1%
Streets Improvement	6,719,692	6,628,845	3,089,065	9,632,495	85,415	-99%
Recreation Impact Fee	3,111,835	4,830,540	7,414,244	9,291,385	2,953,399	-39%
Fire Impact Fee	8,120,050	9,961,547	3,394,074	12,326,600	1,029,021	-90%
Development Special Projects	683,629	820,484	-	122,275	698,209	-15%
Transportation Impact Fee	11,741,782	13,349,741	45,254,228	54,173,103	4,430,866	-67%
Town Center Transportation Impact Fee	961,908	961,908	105,000	660,319	406,589	-58%
American Rescue Plan Act	-	(1,187,320)	-	-	(1,187,320)	0%
Neighborhood Stabilization	121,035	121,035	-	121,035	-	-100%
Old Kings Road Special Assessment	1,351,202	1,194,836	799,939	1,233,573	761,202	-36%
SR 100 Community Redevelopment	616,919	616,791	3,336,344	3,336,344	616,791	0%
Capital Projects	20,601,044	20,938,492	11,284,831	23,697,976	8,525,347	-59%
Water and Wastewater Utility	46,408,574	46,061,042	82,842,836	88,214,320	40,689,558	-12%
Water & Wastewater Utility Capital Projects	47,119,908	37,267,872	326,390,581	128,972,974	234,685,479	530%
Collections and Sanitation	2,500,038	2,753,443	19,698,024	19,229,462	3,222,005	17%
Stormwater Management	10,068,634	25,492,787	25,011,914	42,801,621	7,703,080	-70%
Building Permits	1,634,371	1,334,371	3,759,050	3,779,254	1,314,167	-2%
Information Technology Enterprise	1,984,764	2,368,683	1,226,231	1,576,231	2,018,683	-15%
Health Insurance	2,473,221	2,473,221	10,467,183	10,467,183	2,473,221	0%
Fleet Management	13,209,435	15,928,575	10,664,763	9,245,025	17,348,313	9%
Emergency Communications Fund	1,141,875	1,300,264	444,849	304,296	1,440,817	11%
Facilities Maintenance Fund	1,661,611	1,716,005	2,009,562	2,233,201	1,492,366	-13%
Information Technology Operations	2,397,312	2,053,570	6,591,641	6,873,140	1,772,071	-14%
	\$ 212,746,301	\$ 224,951,144	\$ 628,680,074	\$ 495,467,650	\$ 358,163,568	

Fund	% Change in Fund Balance	Reason for Greater than 10 Percent Variance
General Fund	-11%	Projected use of fund balance for economic development incentives
Police Education	-85%	Projected revenue to pay out in FY2026
Streets Improvement	-99%	Projected use of fund balance for street rehabilitation and renewal projects
Recreation Impact Fee	-39%	Projected use of fund balance for the aquatic center construction and parking expansion at sports fields
Fire Impact Fee	-90%	Projected use of fund balance for construction of Fire Station #22 replacement and new Fire Station #26
Development Special Projects	-15%	Projected use of fund balance for tree fund and for transfer to streets improvement fund
Transportation Impact Fee	-67%	Projected use of fund balance for Whiteview and Belle Terre Safety Improvements, OKR North Widening, Matanzas Woods Parkway Extension, Palm Coast Parkway Extension and Loop Road
Town Center Transportation Impact Fee	-58%	Projected use of fund balance for Royal Palms Parkway 4-Laning
Neighborhood Stabilization	-100%	Projected use fund balance for prior year grant fund obligations
Old Kings Road Special Assessment	-36%	Projected use of fund balance for OKR design
Capital Projects	-59%	Projected use of fund balance for the design and construction of the Maintenance and Operations Complex, fire station maintenance and energy improvements
Water & Wastewater Utility	-12%	Projected use of fund balance for Operational Expenses
Water & Wastewater Utility Capital Projects	530%	Bond Issue for construction of Water Treatment Plant #3 , Expansion of Water Treatment Plant #1 and Wastewater Treatment Plant #1
Collection and Sanitation	17%	Planned increase to fund balance for operational reserve purposes
Stormwater Management	-70%	Projected use of fund balance for Drainage Improvement Projects
Information Technology Enterprise	-15%	Projected use of funds for Fiber projects for City Hall and new Fire Stations
Emergency Communications Fund	11%	Savings for New Radio Communications System
Facilities Maintenance Fund	-13%	Projected use of funds for Operational Expenses
Information Technology Operations	-14%	Projected use of fund balance for new equipment and software

Total of All Funds

TOTAL ALL FUNDS				
\$696,444,327				
GENERAL FUND	SPECIAL REVENUE	CAPITAL FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
\$67,601,395	\$15,308,107	\$100,271,658	\$482,460,031	\$30,803,136
10%	2%	14%	69%	4%



	General Fund	Enterprise Funds	Internal Services Funds	Special Revenue Funds	Capital Projects Funds	Total Funds
General Government	\$ 16,352,758	\$ 1,551,726	\$ -	\$ 1,941,375	\$ 16,876,128	\$ 36,721,987
Public Safety	27,091,062	3,779,254	-	12,000	13,726,600	44,608,916
Physical Environment	-	221,914,348	-	-	-	221,914,348
Transportation	10,321,742	-	-	10,543,068	54,633,422	75,498,232
Economic Environment	1,818,365	-	-	-	-	1,818,365
Culture/Recreation	10,060,821	-	-	162,443	9,589,560	19,812,824
Internal Service	-	-	29,122,845	-	-	29,122,845
Debt Service	-	31,129,244	-	1,175,145	-	32,304,389
Transfers to Other Funds	1,356,647	26,199,290	-	1,469,859	5,445,948	34,471,744
Total Expenditure/Expenses	\$ 67,001,395	\$ 284,573,862	\$ 29,122,845	\$ 15,303,890	\$ 100,271,658	\$ 496,273,650
Reserves	600,000	197,886,169	1,680,291	4,217	-	200,170,677
Total Appropriated Expenditures and Reserves	\$ 67,601,395	\$ 482,460,031	\$ 30,803,136	\$ 15,308,107	\$ 100,271,658	\$ 696,444,327
Less: Interfund Charges & Transfers						51,588,522
Net Expenditures						\$ 644,855,805

General Fund

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

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Ad Valorem Taxes	\$ 35,417,067	39,553,328	\$ 42,698,778	\$ 3,145,450
Communication Services Tax	2,854,514	2,950,151	3,009,154	59,003
Half-Cent Sales Tax	4,289,834	4,368,055	4,344,751	(23,304)
Local Business Tax	494,326	517,425	512,425	(5,000)
Fire Insurance Tax	827,363	600,000	677,161	77,161
Permits, Fees and Assessments	1,735,151	1,788,700	2,770,155	981,455
State Revenue Sharing	1,317,540	1,347,605	1,390,684	43,079
Intergovernmental Revenue	85,990	52,086	48,279	(3,807)
Charges for Services	7,205,153	6,647,238	7,514,905	867,667
Judgments, Fines & Forfeitures	563,148	645,278	658,183	12,905
Interest Revenues	2,615,061	228,048	343,919	115,871
Other Revenues	98,206	112,555	116,033	3,478
Transfers From Other Funds	1,273,750	1,347,554	1,367,533	19,979
Appropriated Fund Balance	-	1,033,650	2,149,435	1,115,785
TOTAL	\$ 58,777,103	\$ 61,191,673	\$ 67,601,395	\$ 6,409,722

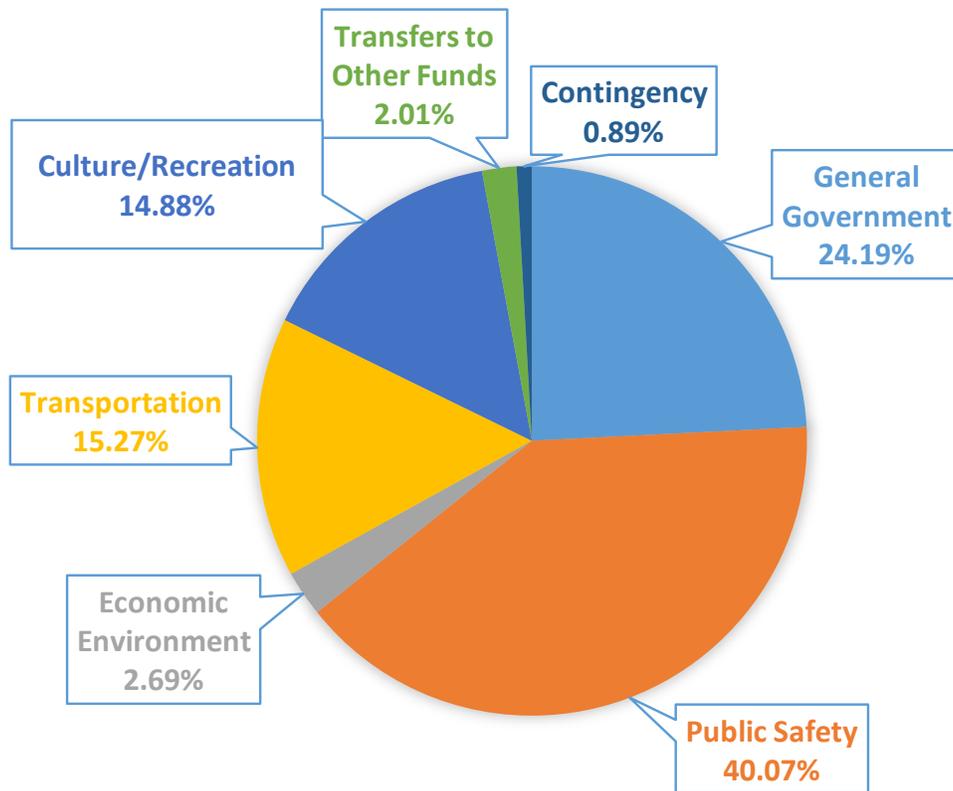
Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 27,976,345	\$ 31,441,737	\$ 33,203,318	\$ 1,761,581
Operating Expenditures	24,321,820	27,739,417	30,511,313	2,771,896
Capital Outlay	131,215	99,000	477,075	378,075
Grants & Aides	32,218	286,650	1,453,042	1,166,392
Transfers to Other Funds	4,531,849	1,111,869	1,356,647	244,778
Contingency	-	513,000	600,000	87,000
TOTAL	\$ 56,993,447	\$ 61,191,673	\$ 67,601,395	\$ 6,409,722

General Fund

Expenditures by Function

FUNCTION	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026
General Government	\$ 14,644,354	\$ 16,649,491	\$ 16,352,758
Public Safety	20,773,868	23,409,310	27,091,062
Economic Environment	237,325	646,999	1,818,365
Transportation	8,645,313	9,847,227	10,321,742
Culture/Recreation	8,160,739	9,013,777	10,060,821
Transfers to Other Funds	4,531,849	1,111,869	1,356,647
Contingency	-	513,000	600,000
TOTAL	\$ 56,993,448	\$ 61,191,673	\$ 67,601,395



General Fund

Five-Year Forecast

	2024A	2025E	2026B	2027F	2028F	2029F	2030F	2031F
BEGINNING FUND BALANCE	20,182,796	21,731,539	24,444,013	22,294,578	17,278,669	9,142,471	(2,426,250)	(17,769,429)
REVENUES & SOURCES								
01-AD VALOREM TAXES	35,417,067	39,749,530	42,698,778	43,552,754	44,423,809	45,312,285	46,218,530	47,142,901
02-SALES, USE AND FUEL TAXES	4,289,834	4,287,189	4,344,751	4,431,646	4,520,279	4,610,685	4,702,898	4,796,956
03-TELECOMMUNICATION SERVICE TAX	2,854,514	3,000,727	3,009,154	3,159,612	3,317,592	3,483,472	3,657,645	3,840,528
04-LOCAL BUSINESS TAX	489,910	489,458	502,425	507,449	512,524	517,649	522,825	528,054
05-PERMITS, FEES AND SPECIAL ASSESSMENTS	1,735,151	1,956,540	2,770,155	2,849,460	2,931,067	3,015,046	3,101,465	3,190,395
06-INTERGOVERNMENTAL REVENUE	1,374,012	1,409,674	1,448,963	1,490,684	1,533,656	1,577,917	1,623,506	1,670,463
07-CHARGES FOR SERVICES	7,205,153	7,084,435	7,514,905	7,720,321	7,932,954	8,153,173	8,381,377	8,618,000
08-FINES & FORFEITURES	563,148	710,697	658,183	658,183	658,183	658,183	658,183	658,183
09-MISCELLANEOUS REVENUES	959,503	1,993,328	793,194	794,117	795,069	796,048	797,058	798,097
10-INTEREST REVENUE	2,615,061	1,611,467	343,919	343,919	343,919	343,919	343,919	343,919
14-TRANSFERS-IN FROM OTHER FUNDS	1,273,750	1,338,061	1,367,533	1,422,103	1,479,247	1,539,123	1,601,903	1,667,777
TOTAL REVENUES AND SOURCES	58,777,104	63,631,107	65,451,960	66,930,248	68,448,299	70,007,499	71,609,310	73,255,273
% ANNUAL CHANGE	6.3%	8.3%	2.9%	2.3%	2.3%	2.3%	2.3%	2.3%
EXPENDITURES & USES, BY FUNCTION								
01-CITY COUNCIL	361,192	451,884	449,077	474,194	500,982	529,569	560,090	592,697
02-ADMINISTRATION	9,869,724	9,054,600	7,776,439	8,168,884	8,548,556	8,952,513	9,382,651	9,841,038
03-PUBLIC WORKS	8,645,313	9,784,300	10,321,742	11,078,323	11,866,973	12,718,971	13,639,959	14,636,132
04-FINANCIAL SERVICES	1,813,498	1,916,207	2,267,599	2,457,740	2,630,839	2,817,272	3,018,155	3,234,707
06-COMMUNITY DEVELOPMENT	6,117,574	6,381,321	7,957,150	8,589,374	9,178,026	9,812,079	10,495,415	11,232,287
07-FIRE	13,424,981	14,267,106	16,002,655	17,277,534	18,595,300	20,029,960	21,593,450	23,299,100
08-LAW ENFORCEMENT	7,363,929	8,996,489	11,181,587	11,740,666	12,327,700	12,944,085	13,591,289	14,270,853
09-ENGINEERING & STORMWATER	1,231,517	1,187,771	1,482,102	1,611,705	1,727,905	1,853,082	1,987,982	2,133,419
10-PARKS & RECREATION	8,165,719	8,878,956	10,163,044	10,547,737	11,208,215	11,918,690	12,683,497	13,507,396
TOTAL EXPENDITURES AND USES	56,993,446	60,918,633	67,601,395	71,946,156	76,584,497	81,576,220	86,952,490	92,747,631
NET OVER/(UNDER)	1,783,657	2,712,474	(2,149,435)	(5,015,909)	(8,136,198)	(11,568,721)	(15,343,179)	(19,492,359)
% ANNUAL REVENUES & SOURCES	3.0%	4.3%	-3.3%	-7.5%	-11.9%	-16.5%	-21.4%	-26.6%

Community Development Block Grant Fund

Special Revenue Fund

The purpose of this fund is to account for expenditures for the Community Development Block Grant entitlement program.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Intergovernmental Revenue	\$ 705,463	\$ 756,000	\$ 806,000	\$ 50,000
TOTAL	<u>\$ 705,463</u>	<u>\$ 756,000</u>	<u>\$ 806,000</u>	<u>\$ 50,000</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 685,463	\$ 731,000	\$ 781,000	\$ 50,000
Transfers to Other Funds	20,000	25,000	25,000	-
TOTAL	<u>\$ 705,463</u>	<u>\$ 756,000</u>	<u>\$ 806,000</u>	<u>\$ 50,000</u>

Police Education Fund

Special Revenue Fund

The purpose of this fund is to account for the educational expenses for police officer education. Revenues represent a portion of the collections from fines and forfeitures

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Judgement, Fines, & Forfeitures	\$ 10,037	\$ 10,000	\$ 9,000	\$ (1,000)
Interest & Other Revenues	341	-	-	-
Appropriated Fund Balance	-	-	3,000	3,000
TOTAL	<u>\$ 10,378</u>	<u>\$ 10,000</u>	<u>\$ 12,000</u>	<u>\$ 2,000</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 7,000	\$ 9,000	\$ 12,000	\$ 3,000
Contingency Reserve	-	1,000	-	(1,000)
TOTAL	<u>\$ 7,000</u>	<u>\$ 10,000</u>	<u>\$ 12,000</u>	<u>\$ 2,000</u>

Disaster Reserve Fund

Special Revenue Fund

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

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Intergovernmental Revenue	\$ 4,070	\$ -	\$ -	\$ -
Interest & Other Revenues	312,170	-	-	-
TOTAL	<u>\$ 316,240</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ -	\$ -	\$ -	\$ -
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</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 sales of recyclable materials collected as a part of the Collection and Sanitation program. This fund is also used to account for the results of special events within the community.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Charges for Services	\$ 142,625	\$ 169,760	\$ 161,660	\$ (8,100)
Interest & Other Revenues	32,126	-	-	-
Intergovernmental Revenue	17,291	5,000	5,000	
Appropriated Fund Balance	-	16,610	-	(16,610)
TOTAL	\$ 192,042	\$ 191,370	\$ 166,660	\$ (24,710)

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 148,571	\$ 191,370	\$ 162,443	\$ (28,927)
Contingency Reserve	-	-	4,217	4,217
TOTAL	\$ 148,571	\$ 191,370	\$ 166,660	\$ (24,710)

Streets Improvement Fund

Special Revenue Fund

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

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
State Revenue Sharing	\$ 878,360	\$ 898,404	\$ 927,123	\$ 28,719
Local Option Fuel Tax	1,999,176	1,999,675	2,039,667	39,992
Interest & Other Revenues	413,960	50,000	50,000	-
Transfers from Other Funds	-	-	72,275	72,275
Appropriated Fund Balance	-	5,110,879	6,543,430	1,432,551
TOTAL	<u>\$ 3,291,496</u>	<u>\$ 8,058,958</u>	<u>\$ 9,632,495</u>	<u>\$ 1,573,537</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 3,166,253	\$ 6,403,958	\$ 8,252,495	\$ 1,848,537
Capital Outlay	380,045	1,655,000	1,380,000	(275,000)
TOTAL	<u>\$ 3,546,298</u>	<u>\$ 8,058,958</u>	<u>\$ 9,632,495</u>	<u>\$ 1,573,537</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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Permits, Fees, and Special Assessments	\$ 331,959	\$ 323,000	\$ 323,000	\$ -
Intergovernmental Revenue	-	500,000	361,939	(138,061)
Interest & Other Revenues	84,512	15,000	15,000	-
Transfers from Other Funds	47,098	100,000	100,000	-
Appropriated Fund Balance	-	685,000	433,634	(251,366)
TOTAL	<u>\$ 463,569</u>	<u>\$ 1,623,000</u>	<u>\$ 1,233,573</u>	<u>\$ (389,427)</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 26,486	\$ 50,000	\$ 50,000	\$ -
Capital Outlay	-	1,250,000	860,573	(389,427)
Debt Service	199,979	323,000	323,000	-
TOTAL	<u>\$ 226,465</u>	<u>\$ 1,623,000</u>	<u>\$ 1,233,573</u>	<u>\$ (389,427)</u>

American Rescue Plan Act Fund

Special Revenue Fund

The purpose of this fund is to account for revenues from the American Rescue Plan Act of 2021 initiated by section 602 and 603 of the Emergency Legislative Package. This is in response to the public health emergency and its negative economic impacts. These funds are to make the necessary improvements and investments in the water, sewer, and broadband infrastructure.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Intergovernmental Revenue	\$ 6,956,349	\$ 6,718,662	\$ -	\$ (6,718,662)
TOTAL	<u>\$ 6,956,349</u>	<u>\$ 6,718,662</u>	<u>\$ -</u>	<u>\$ (6,718,662)</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Transfers to Other Funds	\$ 6,956,349	\$ 6,718,662	\$ -	\$ (6,718,662)
TOTAL	<u>\$ 6,956,349</u>	<u>\$ 6,718,662</u>	<u>\$ -</u>	<u>\$ (6,718,662)</u>

State Road 100 Community Redevelopment Fund Special Revenue Fund

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

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Intergovernmental Revenue	\$ 1,872,071	\$ 1,895,205	\$ 2,157,700	\$ 262,495
Interest & Other Revenues	102,502	30,000	30,000	-
Transfers from Other Funds	1,005,007	1,015,191	1,148,644	133,453
Appropriated Fund Balance	-	641,207	-	(641,207)
TOTAL	<u>\$ 2,979,580</u>	<u>\$ 3,581,603</u>	<u>\$ 3,336,344</u>	<u>\$ (245,259)</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 326,923	\$ 690,271	\$ 1,039,340	\$ 349,069
Debt Service	945,614	844,539	852,145	7,606
Grants & Aides	277,780	-	-	-
Transfers to Other Funds	1,453,679	2,046,793	1,444,859	(601,934)
TOTAL	<u>\$ 3,003,996</u>	<u>\$ 3,581,603</u>	<u>\$ 3,336,344</u>	<u>\$ (245,259)</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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Appropriated Fund Balance	\$ -	\$ 121,035	\$ 121,035	\$ -
TOTAL	\$ -	\$ 121,035	\$ 121,035	\$ -

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ -	\$ 121,035	\$ 121,035	\$ -
TOTAL	\$ -	\$ 121,035	\$ 121,035	\$ -

Capital Projects Fund

Capital Fund

The purpose of this funds is to account for revenues provided for major capital projects and to track the expenditures of those funds.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Small County Surtax	\$ 5,228,758	\$ 5,082,858	\$ 5,318,571	\$ 235,713
Intergovernmental Revenue	-	-	140,000	140,000
Interest & Other Revenues	1,064,956	300,000	250,000	(50,000)
Transfers from Other Funds	2,650,000	7,256,064	10,716,260	3,460,196
Appropriated Fund Balance	-	6,444,021	7,273,145	829,124
TOTAL	<u>\$ 8,943,714</u>	<u>\$ 19,082,943</u>	<u>\$ 23,697,976</u>	<u>\$ 4,615,033</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 38,475	\$ -	\$ 75,000	\$ 75,000
Capital Outlay	6,654,314	18,197,999	18,671,128	473,129
Transfers To Other Funds	338,644	809,944	4,951,848	4,141,904
Contingency Reserve	-	75,000	-	(75,000)
TOTAL	<u>\$ 7,031,433</u>	<u>\$ 19,082,943</u>	<u>\$ 23,697,976</u>	<u>\$ 4,615,033</u>

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.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Permits Fees and Assessments	\$ 3,540,038	\$ 2,722,161	\$ 4,356,047	\$ 1,633,886
Intergovernmental Revenue	858,696	979,698	1,201,698	222,000
Interest & Other Revenues	76,991	-	-	-
Transfers from Other Funds	1,532,564	860,184	3,514,314	2,654,130
Appropriated Fund Balance	-	98,603	219,326	120,723
TOTAL	<u>\$ 6,008,289</u>	<u>\$ 4,660,646</u>	<u>\$ 9,291,385</u>	<u>\$ 4,630,739</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 23,331	\$ 50,000	\$ 2,500	\$ (47,500)
Capital Outlay	4,229,368	2,628,471	9,067,060	6,438,589
Transfers to Other Funds	-	1,982,175	221,825	(1,760,350)
TOTAL	<u>\$ 4,252,699</u>	<u>\$ 4,660,646</u>	<u>\$ 9,291,385</u>	<u>\$ 4,630,739</u>

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.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Permits, Fees, and Special Assessments	\$ 1,061,865	\$ 784,386	\$ 1,181,116	\$ 396,730
Intergovernmental Revenue	-	5,000,000	-	(5,000,000)
Interest & Other Revenues	261,369	50,000	50,000	-
Transfers from Other Funds	4,327,878	4,087,420	2,162,958	(1,924,462)
Appropriated Fund Balance	-	6,258,194	8,932,526	2,674,332
TOTAL	<u>\$ 5,651,112</u>	<u>\$ 16,180,000</u>	<u>\$ 12,326,600</u>	<u>\$ (3,853,400)</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ -	\$ 30,000	\$ -	\$ (30,000)
Capital Outlay	1,473,569	16,150,000	12,326,600	(3,823,400)
TOTAL	<u>\$ 1,473,569</u>	<u>\$ 16,180,000</u>	<u>\$ 12,326,600</u>	<u>\$ (3,853,400)</u>

Town Center Impact Fee Fund

Capital Fund

The purpose of this fund is to account for impact fees collected for the purposes of funding expenditures for the expansion of the Palm Coast Town Center.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Transfers from Other Funds	\$ 167,525	\$ 100,000	\$ 100,000	\$ -
Interest & Other Revenues	45,555	5,000	5,000	-
Appropriated Fund Balance	-	795,000	555,319	(239,681)
TOTAL	<u>\$ 213,080</u>	<u>\$ 900,000</u>	<u>\$ 660,319</u>	<u>\$ (239,681)</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Capital Outlay	\$ -	\$ 900,000	\$ 660,319	\$ (239,681)
TOTAL	<u>\$ -</u>	<u>\$ 900,000</u>	<u>\$ 660,319</u>	<u>\$ (239,681)</u>

Transportation Impact Fee Fund

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.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Permits Fees and Assessments	\$ 6,539,055	\$ 3,956,410	\$ 8,738,311	\$ 4,781,901
Intergovernmental Revenue	3,368,653	29,736,285	36,365,917	6,629,632
Interest & Other Revenues	778,931	150,000	500,000	350,000
Appropriated Fund Balance	-	8,088,140	8,568,875	480,735
TOTAL	<u>\$ 10,686,639</u>	<u>\$ 41,930,835</u>	<u>\$ 54,173,103</u>	<u>\$ 12,242,268</u>

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 96,590	\$ -	\$ 1,609,889	\$ 1,609,889
Transfers To Other Funds	214,623	200,000	200,000	-
Capital Outlay	13,948,425	41,730,835	52,363,214	10,632,379
TOTAL	<u>\$ 14,259,638</u>	<u>\$ 41,930,835</u>	<u>\$ 54,173,103</u>	<u>\$ 12,242,268</u>

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.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Interest & Other Revenues	\$ 238,709	\$ -	\$ -	\$ -
Appropriated Fund Balance	-	50,000	122,275	72,275
TOTAL	\$ 238,709	\$ 50,000	\$ 122,275	\$ 72,275

Expenditures

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 3,595	\$ 50,000	\$ 50,000	\$ -
Transfers to Other Funds	-	-	72,275	72,275
TOTAL	\$ 3,595	\$ 50,000	\$ 122,275	\$ 72,275

Water/Wastewater Utility Fund

Enterprise Fund

The Water/Wastewater 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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Charges for Services - Water	\$ 38,478,744	\$ 39,488,429	\$ 49,554,483	\$ 10,066,054
Charges for Services - Sewer	25,209,602	25,808,676	32,697,801	6,889,125
Charges for Services - Other	1,419,488	1,697,158	1,511,840	(185,318)
Interest & Other Revenues	2,611,577	292,292	509,004	216,712
Appropriated Fund Balance	-	4,044,229	3,941,192	(103,037)
TOTAL	<u>\$ 67,719,411</u>	<u>\$ 71,330,784</u>	<u>\$ 88,214,320</u>	<u>\$ 16,883,536</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	14,138,558	\$ 16,689,968	\$ 16,614,784	\$ (75,184)
Operating Expenses	18,654,087	24,251,701	22,349,901	(1,901,800)
Capital Outlay	3,490,493	3,089,000	2,491,938	(597,062)
Debt Service	12,032,725	12,994,410	28,233,047	15,238,637
Grants	10,000	10,000	10,000	-
Transfers to Other Funds	12,189,658	14,295,705	18,514,650	4,218,945
TOTAL	<u>\$ 60,515,521</u>	<u>\$ 71,330,784</u>	<u>\$ 88,214,320</u>	<u>\$ 16,883,536</u>

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.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Water Impact Fees	\$ 10,712,532	\$ 7,030,357	\$ 7,784,169	\$ 753,812
Wastewater Impact Fees	11,687,690	7,241,198	7,777,603	536,405
Intergovernmental Revenue	1,157,746	10,000,000	9,363,000	(637,000)
Interest & Other Revenues	2,203,865	599,630	327,242	(272,388)
Transfers from Other Funds	11,134,893	15,663,498	14,744,567	(918,931)
Debt Proceeds	-	8,450,000	286,394,000	277,944,000
Appropriated Fund Balance	-	34,853,336	-	(34,853,336)
TOTAL	<u>\$ 36,896,726</u>	<u>\$ 83,838,019</u>	<u>\$ 326,390,581</u>	<u>\$ 242,552,562</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ -	\$ -	\$ 1,199,511	\$ 1,199,511
Operating Expenses	1,340,166	1,695,616	3,044,347	1,348,731
Capital Outlay	35,808,798	79,492,403	119,729,116	40,236,713
Transfers to Other Funds	-	2,650,000	5,000,000	2,350,000
Contingency Reserve	-	-	197,417,607	197,417,607
TOTAL	<u>\$ 37,148,964</u>	<u>\$ 83,838,019</u>	<u>\$ 326,390,581</u>	<u>\$ 242,552,562</u>

Collection and Sanitation 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 \$34.37

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Charges for Services	\$ 17,051,794	\$ 18,613,090	\$ 19,668,024	\$ 1,054,934
Miscellaneous Revenues	113,620	33,051	30,000	(3,051)
TOTAL	<u>\$ 17,165,414</u>	<u>\$ 18,646,141</u>	<u>\$ 19,698,024</u>	<u>\$ 1,051,883</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 177,132	\$ 238,439	\$ 315,014	\$ 76,575
Operating Expenses	16,430,021	18,407,702	18,914,448	506,746
Contingency Reserve	-	-	468,562	468,562
TOTAL	<u>\$ 16,607,153</u>	<u>\$ 18,646,141</u>	<u>\$ 19,698,024</u>	<u>\$ 1,051,883</u>

Stormwater Management Fund

Enterprise Fund

The Stormwater Management Fund was developed as a funding strategy to pay for Stormwater System Operations, R&R and Major Capital Improvements.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Ad Valorem Taxes	\$ 527,724	\$ 529,222	\$ 530,721	\$ 1,499
Charges for Services	19,527,234	21,736,563	23,977,931	2,241,368
Intergovernmental Revenue	916,882	1,796,350	-	(1,796,350)
Miscellaneous Revenues	1,606,799	600,000	503,262	(96,738)
Debt Proceeds	-	17,270,000	-	(17,270,000)
Transfers from Other Funds	6,128,471	1,838,541	-	(1,838,541)
Appropriated Fund Balance	-	3,355,208	17,789,707	14,434,499
TOTAL	\$ 28,707,110	\$ 47,125,884	\$ 42,801,621	\$ (4,324,263)

Expenses

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 4,816,607	\$ 7,089,574	\$ 7,230,410	\$ 140,836
Operating Expenses	6,222,917	8,917,875	9,125,763	207,888
Capital Outlay	9,899,509	24,986,442	20,889,116	(4,097,326)
Debt Service	1,500,112	3,285,501	2,896,197	(389,304)
Transfers to Other Funds	3,614,921	2,846,492	2,660,135	(186,357)
TOTAL	\$ 26,054,066	\$ 47,125,884	\$ 42,801,621	\$ (4,324,263)

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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Permits Fees and Assessments	\$ 3,161,237	\$ 3,879,201	\$ 3,738,532	\$ (140,669)
Interest & Other Revenues	124,131	40,722	40,722	-
Appropriated Fund Balance	-	300,000	-	(300,000)
TOTAL	<u>\$ 3,285,368</u>	<u>\$ 4,219,923</u>	<u>\$ 3,779,254</u>	<u>\$ (440,669)</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,296,866	\$ 3,009,587	\$ 2,834,320	\$ (175,267)
Operating Expenses	799,442	1,038,907	944,934	(93,973)
Transfers to Other Funds	151,465	171,429	-	(171,429)
TOTAL	<u>\$ 3,247,773</u>	<u>\$ 4,219,923</u>	<u>\$ 3,779,254</u>	<u>\$ (440,669)</u>

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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Charges for Services	\$ 798,394	\$ 839,054	\$ 840,197	\$ 1,143
Miscellaneous Revenues	189,627	10,000	61,034	51,034
Transfers from Other Funds	-	-	325,000	325,000
Appropriated Fund Balance	-	133,769	350,000	216,231
TOTAL	<u>\$ 988,021</u>	<u>\$ 982,823</u>	<u>\$ 1,576,231</u>	<u>\$ 593,408</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 210,392	\$ 228,915	\$ 201,482	\$ (27,433)
Operating Expenses	392,624	429,767	425,244	(4,523)
Capital Outlay	252,583	300,000	925,000	625,000
Transfers to Other Funds	25,083	24,141	24,505	364
TOTAL	<u>\$ 880,682</u>	<u>\$ 982,823</u>	<u>\$ 1,576,231</u>	<u>\$ 593,408</u>

Self Insured Health Fund

Internal Service 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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Interest & Other Revenues	\$ 934,382	\$ 70,000	\$ 70,000	\$ -
Non-Revenues	7,950,045	9,187,503	10,397,183	1,209,680
TOTAL	<u>\$ 8,884,427</u>	<u>\$ 9,257,503</u>	<u>\$ 10,467,183</u>	<u>\$ 1,209,680</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 7,806,838	\$ 7,839,503	\$ 8,779,183	\$ 939,680
Operating Expenses	1,215,521	1,418,000	1,688,000	270,000
TOTAL	<u>\$ 9,022,359</u>	<u>\$ 9,257,503</u>	<u>\$ 10,467,183</u>	<u>\$ 1,209,680</u>

Fleet Management Fund

Internal Service 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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Charges for Services	\$ 2,936,252	\$ 3,876,333	\$ 3,823,661	\$ (52,672)
Interest & Other Revenues	1,699,303	602,300	449,133	(153,167)
Transfers from Other Funds	1,202,428	490,172	102,223	(387,949)
Non-Revenues	5,943,254	6,490,332	6,289,746	(200,586)
TOTAL	<u>\$ 11,781,237</u>	<u>\$ 11,459,137</u>	<u>\$ 10,664,763</u>	<u>\$ (794,374)</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,111,243	\$ 1,413,574	\$ 1,481,856	\$ 68,282
Operating Expenses	2,467,279	3,047,316	3,007,201	(40,115)
Capital Outlay	7,014,273	4,089,008	4,755,968	666,960
Transfers to Other Funds	3,299	-	-	-
Reserve	-	2,909,239	1,419,738	(1,489,501)
TOTAL	<u>\$ 10,596,094</u>	<u>\$ 11,459,137</u>	<u>\$ 10,664,763</u>	<u>\$ (794,374)</u>

Emergency Communication Fund

Internal Service 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.

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Interest & Other Revenues	\$ 57,873	\$ 10,000	\$ 15,000	\$ 5,000
Non-Revenues	373,624	478,827	429,849	(48,978)
TOTAL	\$ 431,497	\$ 488,827	\$ 444,849	\$ (43,978)

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenses	\$ 377,040	\$ 305,438	\$ 304,296	\$ (1,142)
Reserve	-	183,389	140,553	(42,836)
TOTAL	\$ 377,040	\$ 488,827	\$ 444,849	\$ (43,978)

Information Technology Operations

Fund

Internal Service Fund

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

Revenues

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Internal Allocation	\$ 5,497,607	\$ 6,249,832	\$ 6,434,670	\$ 184,838
Intergovernmental Revenue	-	-	70,500	70,500
Interest & Other Revenues	137,404	39,000	39,001	1
Transfers from Other Funds	59,287	145,326	117,970	(27,356)
Appropriated Fund Balance	-	534,553	290,999	(243,554)
TOTAL	\$ 5,694,298	\$ 6,968,711	\$ 6,953,140	\$ (15,571)

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,368,320	\$ 2,760,999	\$ 2,798,966	\$ 37,967
Operating Expenses	2,632,368	3,901,323	4,064,174	162,851
Capital Outlay	87,380	145,678	10,000	(135,678)
Contingency Reserve	-	160,711	80,000	(80,711)
TOTAL	\$ 5,088,068	\$ 6,968,711	\$ 6,953,140	\$ (15,571)

Facilities Maintenance Fund

Internal Service 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 FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Charges for Services	\$ 2,163,986	\$ 2,094,603	\$ 1,984,562	\$ (110,041)
Interest & Other Revenues	99,106	25,000	25,000	-
Appropriated Fund Balance	-	57,641	263,639	205,998
TOTAL	<u>\$ 2,263,092</u>	<u>\$ 2,177,244</u>	<u>\$ 2,273,201</u>	<u>\$ 95,957</u>

Expenses

CATEGORY	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 517,021	574,509	\$ 665,466	\$ 90,957
Operating Expenses	1,444,502	1,499,995	1,567,735	67,740
Transfers to Other Funds	29,331	21,740	-	(21,740)
Contingency Reserve	-	81,000	40,000	(41,000)
TOTAL	<u>\$ 1,990,854</u>	<u>\$ 2,177,244</u>	<u>\$ 2,273,201</u>	<u>\$ 95,957</u>



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HEROES MEMORIAL PARK



**BUDGET
DETAIL
BY DEPARTMENT**

Personnel - 2026 Pay Plan

The following pages include the Fiscal Year 2026 salary range established for each position in the City, along with the FTE count per department. Merit increases, based on employee performance, normally range from zero to five percent, with a department average not to exceed four percent. Featured below are a few of our department staff photos.



Personnel Roster

Classification Title	Approved Fiscal Year 2024	Approved Fiscal Year 2025	Approved Fiscal Year 2026	Net Change	Pay Grade	2026 MINIMUM	2026 MID POINT	2026 MAXIMUM
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	-				
NOT INCLUDED IN FTE COUNT								
City Manager								
<u>Full-time</u>								
City Manager	1.00	1.00	1.00	-	52	N/A	N/A	N/A
Assistant City Manager	1.00	1.00	1.00	-	24	\$ 121,420.61	\$ 164,725.27	\$ 208,029.94
Chief of Staff	1.00	1.00	0.00	(1.00)	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Executive Assistant to the City Manager	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
City Administration Coordinator, Grants	0.00	0.00	1.00	1.00	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Staff Assistant II	1.00	1.00	1.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Total Personnel	5.00	5.00	5.00	-				
Communications & Marketing								
<u>Full-time</u>								
Director of Communications & Marketing	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Communications & Marketing Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Multimedia Associate	2.00	2.00	2.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Communications Specialist	1.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Total Personnel	5.00	5.00	5.00	-				
<u>Part-time/Temporary</u>								
Total Part-time/Temporary	0.50	0.50	0.00	(0.50)	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Total Personnel	5.50	5.50	5.00	(0.50)				
Economic Development								
<u>Full-time</u>								
Economic Development Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Economic Development Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Total Personnel	2.00	2.00	2.00	-				
City Clerk								
<u>Full-time</u>								
City Clerk/Paralegal	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Deputy City Clerk (or in Training)	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Records Analyst	1.00	1.00	0.00	(1.00)	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Total Personnel	3.00	3.00	2.00	(1.00)				
Human Resources								
<u>Full-time</u>								
Human Resources Director	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Human Resources Manager	1.00	1.00	0.00	(1.00)	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
City Safety Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Benefits Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Risk and Safety Administrator	0.00	0.00	1.00	1.00	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Risk Management Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Senior Human Resources Generalist	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Human Resources Generalist	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Recruitment Specialist	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Total Personnel	8.00	8.00	8.00	-				
Financial Services								
<u>Full-time</u>								
Finance Director	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Chief Accountant	1.00	1.00	1.00	-	21	\$ 91,339.93	\$ 123,916.31	\$ 156,492.69
Budget & Procurement Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Finance Operations Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Senior Accountant	0.00	0.00	1.00	1.00	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Accountant	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Payroll Accountant	1.00	1.00	0.00	(1.00)	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Sr.Contracts and Procurement Coordinator	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Procurement Coordinator II	2.00	2.00	1.00	(1.00)	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Procurement Coordinator I	1.00	1.00	2.00	1.00	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Budget Coordinator	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Finance Technician III	0.00	0.00	2.00	2.00	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Finance Technician II	3.00	3.00	1.00	(2.00)	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Finance Technician I	1.00	1.00	1.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Total Personnel	15.00	15.00	15.00	-				
Planning								
<u>Full-time</u>								
Director of Community Development	0.33	0.33	0.33	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Chief of Staff	0.00	0.00	0.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Deputy Director of Community Development	0.33	0.33	0.33	-	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Landscape Architect	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Administration Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Land Management Administrator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53

Classification Title	Approved Fiscal Year 2024	Approved Fiscal Year 2025	Approved Fiscal Year 2026	Net Change	Pay Grade	2026 MINIMUM	2026 MID POINT	2026 MAXIMUM
Senior Planner	3.00	3.00	3.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Urban Forrester	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Site Development Coordinator II	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Site Development Coordinator I	1.00	1.00	2.00	1.00	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Site Development Manager	1.00	1.00	1.00	-	21	\$ 91,339.93	\$ 123,916.31	\$ 156,492.69
Planner	2.00	2.00	3.00	1.00	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Zoning Supervisor	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Construction Inspection Lead	1.00	1.00	0.00	(1.00)	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Senior Planning Technician	1.00	1.00	0.00	(1.00)	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Senior Construction Site Inspector	1.00	1.00	1.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Construction Site Inspector	1.00	1.00	0.00	(1.00)	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Community Development Technician	2.00	2.00	1.00	(1.00)	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Residential Site Inspector I	0.00	0.00	2.00	2.00	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Residential Site Inspector II	0.00	0.00	2.00	2.00	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Residential Site Inspector III	0.00	0.00	1.00	1.00	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Engineering Technician I	0.00	0.00	1.00	1.00	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Total Personnel	19.66	19.66	23.66	4.00				
Code Enforcement								
<u>Full-time</u>								
Director of Community Development	0.33	0.33	0.33	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Deputy Director of Community Development	0.33	0.33	0.33	-	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Code Enforcement Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Assistant Code Enforcement Manager	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Code Compliance Supervisor	0.35	0.35	0.35	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Code Enforcement Clerk Supervisor	0.70	0.70	1.00	0.30	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Code Enforcement Lead	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Code Enforcement Officer	9.00	9.00	9.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Animal Control Officer	3.00	3.00	3.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Landscape Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Code Enforcement Clerk	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Code Enforcement Technician	6.00	6.00	6.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Total Full-time	24.71	24.71	25.01	0.30				
<u>Part-time/Temporary</u>								
Code Enforcement Officer	0.50	0.50	0.50	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Total Personnel	25.21	25.21	25.51	0.30				
Business Tax								
<u>Full-time</u>								
Business Tax Receipts Technician II	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Local Business Tax Inspector	1.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Total Personnel	2.00	2.00	2.00	-				
Fire								
<u>Full-time</u>								
Fire Chief	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Deputy Fire Chief	1.00	1.00	1.00	-	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Fire Inspector Captain	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Fire Inspector	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Battalion Chief	6.00	6.00	6.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Battalion Chief in Training	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Fire Lieutenant/Paramedic	12.00	12.00	17.00	5.00	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Fire Lieutenant/EMT	6.00	6.00	5.00	(1.00)	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Administrative Coordinator	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Driver Engineer/Paramedic	13.00	13.00	14.00	1.00	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Driver Engineer/EMT	5.00	5.00	3.00	(2.00)	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Firefighter/Paramedic	7.00	7.00	3.00	(4.00)	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Firefighter/EMT	20.00	20.00	21.00	1.00	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Fire Inventory Clerk	0.00	0.00	1.00	1.00	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Total Personnel	75.00	75.00	76.00	1.00				
Streets								
<u>Full-time</u>								
Public Works Director	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Public Works Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Public Works Supervisor	2.00	2.00	2.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Administrative Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Administrative Operations Manager	0.00	0.00	0.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Foreman	2.00	2.00	2.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Streets Crew Lead	1.00	1.00	2.00	1.00	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Signal/Traffic Technician Lead	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Signal/Traffic Technician III	0.00	0.00	1.00	1.00	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Signal/Traffic Technician II	2.00	2.00	1.00	(1.00)	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Signal/Traffic Technician I	2.00	2.00	2.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Landscape Technician	1.00	1.00	1.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Public Works Lead	5.00	5.00	5.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Maintenance Worker	17.00	17.00	19.00	2.00	6	\$ 37,198.73	\$ 50,465.66	\$ 63,732.59
Equipment Operator I	3.00	4.00	4.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Equipment Operator II	17.00	17.00	16.00	(1.00)	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Staff Assistant I	1.00	1.00	1.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Total Personnel	58.00	59.00	61.00	2.00				

Classification Title	Approved Fiscal Year 2024	Approved Fiscal Year 2025	Approved Fiscal Year 2026	Net Change	Pay Grade	2026 MINIMUM	2026 MID POINT	2026 MAXIMUM
Parks Facilities Maintenance								
<u>Full-time</u>								
Parks Supervisor	1.00	2.00	2.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Parks Maintenance Lead	1.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Field Maintenance Lead	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Groundskeeper III	0.00	0.00	2.00	2.00	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Groundskeeper II	8.00	7.00	4.00	(3.00)	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Groundskeeper I	12.00	13.00	14.00	1.00	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Maintenance Worker	0.00	0.00	0.00	-	6	\$ 35,802.44	\$ 45,370.70	\$ 61,339.62
Total Personnel	23.00	24.00	24.00	-				
Construction Management & Engineering								
<u>Full-time</u>								
Director	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Traffic Engineer III	1.00	1.00	1.00	-	21	\$ 91,339.93	\$ 123,916.31	\$ 156,492.69
Traffic Engineer II	0.00	0.00	1.00	1.00	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Traffic Engineer I	1.00	1.00	1.00	-	19	\$ 77,561.76	\$ 105,224.16	\$ 132,886.57
Architect III	1.00	1.00	1.00	-	21	\$ 91,339.93	\$ 123,916.31	\$ 156,492.69
Administrative Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Capital Projects Plan Administrator	1.00	1.00	0.00	(1.00)	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Project Coordinator Traffic	0.00	0.00	0.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Project Manager II	0.00	0.00	1.00	1.00	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Project Manager I	1.00	1.00	0.00	(1.00)	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Total Personnel	8.00	8.00	8.00	-				
Parks and Recreation								
<u>Full-time</u>								
Director	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Deputy Director	1.00	1.00	1.00	-	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Recreation Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Community Center Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Recreation Supervisor	1.00	0.00	0.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Recreation Coordinator	2.00	2.00	2.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Recreation Specialist II	1.00	1.00	1.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Recreation Specialist I	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Staff Assistant II	1.00	1.00	1.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Staff Assistant	0.00	0.00	0.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Youth Program Specialist	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Customer Service Representative	2.00	2.00	2.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Total Full-time	14.00	13.00	13.00	-				
<u>Part-time/Temporary</u>								
Total Part-time/Temporary	8.28	8.28	8.28	-				
Total Personnel	22.28	21.28	21.28	-				
Aquatics Center								
<u>Full-time</u>								
Recreation Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Aquatics Safety Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Head Lifeguard	0.00	0.00	0.00	-	4	\$ 33,626.83	\$ 45,619.84	\$ 57,612.85
Total Full-time	2.00	2.00	2.00	-				
<u>Part-time/Temporary</u>								
Total Part-time/Temporary	4.95	4.95	3.55	(1.40)				
Total Personnel	6.95	6.95	5.55	(1.40)				
Palm Harbor Golf Course								
<u>Full-time</u>								
Golf Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Finance Technician III	1.00	1.00	0.00	(1.00)	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Recreation Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Total Full-time	3.00	3.00	2.00	(1.00)				
<u>Part-time/Temporary</u>								
Total Part-time/Temporary	6.38	6.38	6.38	-				
Total Personnel	9.38	9.38	8.38	(1.00)				
Southern Recreation Center								
<u>Full-time</u>								
Tennis Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Recreation Leader I - Maintenance	1.00	1.00	1.00	-	6	\$ 37,198.73	\$ 50,465.66	\$ 63,732.59
Customer Services Representative	1.00	1.00	1.00	-	6	\$ 37,198.73	\$ 50,465.66	\$ 63,732.59
Total Full-time	3.00	3.00	3.00	-				
<u>Part-time/Temporary</u>								
Total Part-time/Temporary	2.53	2.78	3.05	0.27				
Total Personnel	5.53	5.78	6.05	0.27				
GENERAL FUND FTE	270.37	271.37	276.67	5.30				
Utility Finance								
<u>Full-time</u>								
Financial Analyst	0.00	0.00	0.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Lead Finance Technician	0.00	0.00	0.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Accountant	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53

Classification Title	Approved Fiscal Year 2024	Approved Fiscal Year 2025	Approved Fiscal Year 2026	Net Change	Pay Grade	2026 MINIMUM	2026 MID POINT	2026 MAXIMUM
Senior Financial Technician	0.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Financial Technician III	1.00	0.00	0.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Financial Technician II	0.00	0.00	2.00	2.00	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Financial Technician I	3.00	3.00	1.00	(2.00)	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Total Personnel	6.00	7.00	6.00	(1.00)				
Customer Service								
<u>Full-time</u>								
Director of Citizen Engagement	0.00	0.00	0.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Customer Service Supervisor	2.00	2.00	2.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Customer Service Lead	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Customer Service Analyst	0.00	0.00	0.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Customer Service Representative II	3.00	3.00	3.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Senior Customer Service Representative	3.00	3.00	1.00	(2.00)	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Customer Service Representative I	7.00	7.00	5.00	(2.00)	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Total Personnel	17.00	17.00	17.00	-				
Utility Construction Management & Engineering								
<u>Full-time</u>								
Utility Engineer III	1.00	1.00	1.00	-	21	\$ 91,339.93	\$ 123,916.31	\$ 156,492.69
Utility Engineer I	1.00	2.00	2.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Utility Civil Engineer	0.00	0.00	0.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Construction Site Inspector Lead	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Construction Site Inspector II	1.00	1.00	0.00	(1.00)	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Construction Site Inspector I	1.00	1.00	4.00	3.00	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Engineering Technician II	0.00	0.00	1.00	1.00	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Engineering Technician	1.00	1.00	0.00	(1.00)	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Total Personnel	7.00	8.00	10.00	2.00				
Utility Administration								
<u>Full-time</u>								
Utility Director	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Utility Deputy Director	1.00	1.00	1.00	-	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Utility Development Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Environmental Compliance Manager	0.00	0.00	0.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Utility Development Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Inventory Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Administrative Coordinator	3.00	3.00	3.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Inventory Technician	1.00	1.00	1.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Utility Support Specialist	0.00	0.00	0.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Total Personnel	10.00	10.00	10.00	-				
Wastewater Pumping								
<u>Full-time</u>								
Wastewater Manager	0.50	0.50	0.50	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Utility System Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Mechanical Technician - Lead Foreman	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Mechanical Technician Lead	3.00	3.00	2.00	(1.00)	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Mechanical Technician II	2.00	2.00	2.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Mechanical Technician I	3.00	3.00	3.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Total Personnel	10.50	10.50	9.50	(1.00)				
Wastewater Collection								
<u>Full-time</u>								
Utility Systems Manager	0.50	0.50	0.50	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Assistant Utility Manager	0.50	0.50	0.50	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Utility Systems Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Utility Systems Technician - Lead	3.00	3.00	4.00	1.00	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Utility Systems Technician Foreman	5.00	5.00	5.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Utility Systems Technician Dispatcher	1.00	1.00	1.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Customer Service Field Technician II	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Utility Systems Technician II	5.00	5.00	5.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Utility Systems Technician I	9.00	10.00	10.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Total Personnel	26.00	27.00	28.00	1.00				
Wastewater Treatment Plant 1								
<u>Full-time</u>								
Utility Systems Manager	0.50	0.50	0.50	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Utility Systems Chief Operator	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Utility Systems Operator - Lead	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Pretreatment Inspector	1.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Utility Systems Operator III	2.00	2.00	2.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Utility Systems Operator II	0.00	0.00	0.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Utility Systems Operator II PT	0.00	0.00	0.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Utility System Technician	0.00	0.00	0.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Total Personnel	10.50	10.50	10.50	-				
Wastewater Treatment Plant 2								
<u>Full-time</u>								
Utility Systems Manager	0.50	0.50	0.50	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Deputy Utility Manager	0.00	0.00	1.00	1.00	19	\$ 77,561.76	\$ 105,224.16	\$ 132,886.57
Utility Chief Operator	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Utility Systems Operator Lead	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55

Classification Title	Approved Fiscal Year 2024	Approved Fiscal Year 2025	Approved Fiscal Year 2026	Net Change	Pay Grade	2026 MINIMUM	2026 MID POINT	2026 MAXIMUM
Utility Systems Operator III	0.00	0.00	0.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Utility Systems Operator II	0.00	0.00	2.00	2.00	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Utility Systems Operator I	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Utility Systems Operator I Trainee	2.00	2.00	1.00	(1.00)	5	\$ 35,413.74	\$ 48,044.06	\$ 60,674.37
Total Personnel	6.50	6.50	8.50	2.00				
Water Treatment Plant 1								
<u>Full-time</u>								
Utility Systems Manager	0.25	0.25	0.25	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Utility Systems Chief Operator	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Utility Systems Operator - Lead	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Utility Systems Operator III	3.00	3.00	3.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Utility Systems Operator II	2.00	2.00	2.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Utility Systems Operator I	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Utility Systems Technician II	1.00	1.00	1.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Utility Systems Technician I	1.00	1.00	1.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Total Personnel	10.25	10.25	10.25	-				
Water Treatment Plant 2								
<u>Full-time</u>								
Utility Systems Manager	0.25	0.25	0.25	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Utility Certified Control Systems Technician	1.00	0.00	0.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Utility Systems Chief Operator	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Utility Systems Operator - Lead	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Utility Systems Operator III	1.00	1.00	1.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Utility Systems Operator II	2.00	0.00	0.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Utility Systems Operator I	2.00	3.00	3.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Utility Systems Operator Trainee	1.00	3.00	3.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Total Personnel	9.25	9.25	9.25	-				
Water Treatment Plant 3								
<u>Full-time</u>								
Utility Systems Manager	0.25	0.25	0.25	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Utility Systems Chief Operator	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Utility Systems Technician - Lead	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Utility Systems Operator III	3.00	3.00	3.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Utility Systems Operator II	2.00	2.00	2.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Utility Systems Operator I	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Utility Systems Operator Trainee	0.00	0.00	0.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Total Full-time	8.25	8.25	8.25	-				
Water Quality								
<u>Full-time</u>								
Utility Systems Manager	0.25	0.25	0.25	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Mechanical Technician - Lead	1.00	1.00	1.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Utility Systems Technician - Lead	1.00	1.00	1.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Mechanical Technician II	2.00	2.00	2.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Utility Systems Technician II	4.00	4.00	4.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Utility Systems Technician I	0.00	0.00	0.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Total Personnel	9.25	8.25	8.25	-				
Water Distribution								
<u>Full-time</u>								
Utility Systems Manager	0.00	0.00	0.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Utility Systems Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Utility Systems Senior Foreman	1.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Utility Systems Tech Foreman	5.00	2.00	2.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Utility Systems Technician - Lead	3.00	5.00	5.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Utility Systems Technician III	0.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Utility Systems Technician II	7.00	5.00	5.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Utility Systems Technician I	6.00	7.00	7.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Meter Technician - Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Meter Technician Lead	1.00	1.00	1.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Meter Technician Foreman	1.00	1.00	1.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Meter Technician II	2.00	0.00	0.00	-	8	\$ 41,351.59	\$ 56,099.63	\$ 70,847.67
Meter Technician I	4.00	8.00	8.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Customer Service Field Technician II	0.00	0.00	0.00	-	9	\$ 41,083.15	\$ 52,062.60	\$ 70,386.76
Total Personnel	32.50	33.50	33.50	-				
TOTAL WATER AND WASTEWATER UTILITY	163.00	166.00	169.00	3.00				
Stormwater Engineering								
<u>Full-time</u>								
Stormwater Deputy Director	0.00	0.00	0.00	-	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Stormwater Design & Construction Engineer	0.00	0.00	0.00	-	21	\$ 91,339.93	\$ 123,916.31	\$ 156,492.69
Flood Plain Management Coordinator	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Senior Project Manager	0.00	0.00	0.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Survey Crew Chief	0.00	0.00	2.00	2.00	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Survey Technicians	0.00	0.00	2.00	2.00	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Project Manager	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Engineering Technician I	1.00	1.00	1.00	-	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Engineering Technicians II	0.00	0.00	1.00	1.00	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Total Full-time	5.00	5.00	12.00	7.00				

Classification Title	Approved Fiscal Year 2024	Approved Fiscal Year 2025	Approved Fiscal Year 2026	Net Change	Pay Grade	2026 MINIMUM	2026 MID POINT	2026 MAXIMUM
Stormwater Operations								
<u>Full-time</u>								
Stormwater Deputy Director	1.00	1.00	0.00	(1.00)	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Stormwater Operations Manager	1.00	1.00	0.00	(1.00)	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Lead Stormwater System Coordinator	0.00	0.00	0.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Stormwater Operations Supervisor	1.00	1.00	0.00	(1.00)	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Stormwater Specialist	1.00	1.00	0.00	(1.00)	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Senior Project Specialist	1.00	1.00	0.00	(1.00)	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Stormwater Citizen Resource & Outreach Coordinator	1.00	1.00	0.00	(1.00)	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Project Specialist	3.00	3.00	0.00	(3.00)	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Survey Crew Supervisor	1.00	1.00	0.00	(1.00)	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Survey Crew Chief	2.00	2.00	0.00	(2.00)	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Survey Technicians	2.00	2.00	0.00	(2.00)	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Finance Technician I	0.00	1.00	0.00	(1.00)	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Engineering Technicians	1.00	2.00	0.00	(2.00)	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Total Personnel	16.00	18.00	0.00	(18.00)				
Stormwater Maintenance								
<u>Full-time</u>								
Stormwater Deputy Director	0.00	0.00	1.00	1.00	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Stormwater Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Stormwater Assistant Manager	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Stormwater Maintenance Supervisor	4.00	4.00	4.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Stormwater Citizen Resource & Outreach Coordinator	0.00	0.00	1.00	1.00	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Finance Technician II	0.00	0.00	1.00	1.00	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Stormwater System Foreman	4.00	5.00	6.00	1.00	13	\$ 51,658.49	\$ 70,082.48	\$ 88,506.48
Stormwater System Crew Lead	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Swales Specialist	2.00	3.00	3.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Equipment Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Stormwater Systems Lead	2.00	2.00	2.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Stormwater Maintenance Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Equipment Operator III	7.00	9.00	10.00	1.00	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Equipment Operator II	12.00	15.00	19.00	4.00	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Equipment Operator I	6.00	6.00	6.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Administrative Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Maintenance Worker	3.00	3.00	3.00	-	7	\$ 40,017.54	\$ 54,289.80	\$ 68,562.05
Maintenance Worker - Temporary	1.00	2.00	3.00	1.00	5	\$ 35,413.74	\$ 48,044.06	\$ 60,674.37
Total Personnel	47.00	55.00	65.00	10.00				
TOTAL STORMWATER MANAGEMENT FUND	68.00	78.00	77.00	-1.00				
Information Technology Internal Services								
<u>Full-time</u>								
Information Technology Director	1.00	1.00	1.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Research & Development Head	0.00	0.00	0.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Senior Infrastructure Administrator	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Senior Applications Administrator	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
Project Manager	1.00	1.00	1.00	-	18	\$ 72,409.52	\$ 98,234.37	\$ 124,059.22
System Administrator	0.00	0.00	0.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
IT Enterprise Services Administrator	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
IT Enterprise Services Programmer	2.00	3.00	3.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Infrastructure Administrator III	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Infrastructure Administrator I	1.50	1.50	1.50	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Service Desk Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Senior Systems Analyst	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
GIS Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
GIS Specialist III	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
GIS Specialist II	2.00	2.00	2.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Tech Support Analyst II	0.00	0.00	0.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Tech Support Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Administrative Coordinator	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Total Personnel	22.50	23.50	22.50	(1.00)				
TOTAL INFORMATION TECHNOLOGY INTERNAL	22.50	23.50	22.50	-1.00				
Information Technology Enterprise								
<u>Full-time</u>								
IT Fiber Coordinator	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Infrastructure Administrator	0.50	0.50	0.50	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Total Personnel	1.50	1.50	1.50	-				
TOTAL INFORMATION TECHNOLOGY ENTERPRISE	1.50	1.50	1.50	0.00				
Building Permits								
<u>Full-time</u>								
Community Development Director	0.34	0.34	0.34	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Chief of Staff	0.00	0.00	0.00	-	23	\$ 110,381.81	\$ 149,749.48	\$ 189,117.15
Deputy Development Officer	0.34	0.34	0.34	-	22	\$ 100,373.45	\$ 136,171.64	\$ 171,969.83
Code Enforcement Clerk Supervisor	0.30	0.30	0.00	(0.30)	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Deputy Chief Building Official	1.00	1.00	1.00	-	21	\$ 91,339.93	\$ 123,916.31	\$ 156,492.69
Senior Plans Examiner	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Chief Building Official	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Compliance Supervisor	0.65	0.65	0.65	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55

Classification Title	Approved Fiscal Year 2024	Approved Fiscal Year 2025	Approved Fiscal Year 2026	Net Change	Pay Grade	2026 MINIMUM	2026 MID POINT	2026 MAXIMUM
Chief Building Inspector	1.00	1.00	1.00	-	17	\$ 67,700.75	\$ 91,846.22	\$ 115,991.69
Permit/Zoning Supervisor	0.00	0.00	0.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Development Process Administrator	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Plans Examiner II	3.00	3.00	3.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Building Inspector III	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Building Inspector II	1.00	1.00	1.00	-	15	\$ 59,163.91	\$ 80,264.72	\$ 101,365.53
Building Inspector I	9.00	9.00	9.00	-	14	\$ 55,336.80	\$ 75,072.67	\$ 94,808.55
Lead Permit Technician	1.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Community Development Technician	3.00	3.00	3.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Staff Assistant II	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Permit Technician	0.00	0.00	0.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
BUILDING PERMITS & INSPECTIONS	25.63	25.63	25.33	-0.30				
Fleet Management								
<u>Full-time</u>								
Fleet Division Manager	1.00	1.00	1.00	-	20	\$ 83,007.73	\$ 112,612.44	\$ 142,217.15
Mechanic Shop Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Lead Mechanic	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Inventory Specialist	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Parts and Service Technician	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Mechanic III	0.00	0.00	0.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Mechanic II	4.00	4.00	4.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Mechanic I	2.00	2.00	2.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Equipment Operator II	2.00	2.00	2.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Staff Assistant II	1.00	1.00	1.00	-	10	\$ 44,594.37	\$ 60,498.95	\$ 76,403.54
Fleet Service Writer	1.00	1.00	1.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Total Personnel	15.00	15.00	15.00	-				
FLEET MANAGEMENT	15.00	15.00	15.00	0.00				
Facilities Maintenance								
<u>Full-time</u>								
Facilities Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Facilities Lead	1.00	1.00	1.00	-	12	\$ 49,157.24	\$ 66,689.17	\$ 84,221.10
Maintenance Worker	1.00	1.00	1.00	-	6	\$ 37,198.73	\$ 50,465.66	\$ 63,732.59
Equipment Operator II	0.00	0.00	0.00	-	9	\$ 42,685.39	\$ 57,909.14	\$ 73,132.88
Total Personnel	6.00	6.00	7.00	1.00				
FACILITIES MANAGEMENT FUND	6.00	6.00	7.00	1.00				
Collections and Sanitation								
<u>Full-time</u>								
Solid Waste Contract Supervisor	1.00	1.00	1.00	-	16	\$ 63,285.71	\$ 85,856.55	\$ 108,427.40
Solid Waste Field Inspector	1.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Commercial Hauling Compliance Officer	0.00	1.00	1.00	-	11	\$ 46,801.89	\$ 63,493.79	\$ 80,185.68
Total Full-Time	2.00	3.00	3.00	-				
COLLECTIONS AND SANITATION FUND	2.00	3.00	3.00	0.00				
TOTAL FULL-TIME	574.00	590.00	597.00	7.00				

Summary of Fiscal Year 2026 New Personnel

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 have been included in the adopted budget. It does not guarantee that the position will be filled.

Department	Position	Estimated Start Date	Fund	Estimated Budget Impact
Fire	Fire Inventory Clerk	10/01/25	General Fund	\$80,246
Public Works - Streets	Maintenance Workers Streets	10/01/25	General Fund	\$61,214
Public Works - Streets	Maintenance Workers Streets	10/01/25	General Fund	\$61,214
Water/Wastewater	Utility Systems Operator	10/01/25	Water/Wastewater Fund	\$84,945
Stormwater Maintenance	Equipment Operator III	10/01/25	Stormwater Fund	\$84,945
Stormwater Maintenance	Equipment Operator II	10/01/25	Stormwater Fund	\$68,471
Stormwater Maintenance	Temporary Maintenance Worker	10/01/25	Stormwater Fund	\$58,858
Stormwater Maintenance	Equipment Operator II	10/01/25	Stormwater Fund	\$68,471
Stormwater Maintenance	Equipment Operator II	10/01/25	Stormwater Fund	\$68,471
Facilities Maintenance	Trades Worker I	10/01/25	Facilities Fund	\$63,416
Total				\$700,251



Full Time Equivalent Positions (FTE)

DEPARTMENT	Actual FY24	Approved FY25	Approved FY26	CHANGE
GENERAL FUND:	270.87	271.87	276.67	4.80
City Manager	8.00	8.00	7.00	-1.00
Communications & Marketing	5.50	5.50	5.00	-0.50
Economic Development	2.00	2.00	2.00	0.00
Human Resources	8.00	8.00	8.00	0.00
City Attorney	0.00	0.00	0.00	0.00
Financial Services	15.00	15.00	15.00	0.00
Planning	19.66	19.66	23.66	4.00
Code Enforcement	24.71	24.71	25.01	0.30
Business Tax	2.00	2.00	2.00	0.00
Fire	75.00	75.00	76.00	1.00
Streets	58.00	59.00	61.00	2.00
Parks Maintenance	23.00	24.00	24.00	0.00
Construction Management & Engineering	8.00	8.00	8.00	0.00
Golf Course	3.00	3.00	2.00	-1.00
Aquatic Center	2.00	2.00	2.00	0.00
Southern Recreation Center	3.00	3.00	3.00	0.00
Parks & Recreation	14.00	13.00	13.00	0.00
WATER AND WASTEWATER UTILITY FUND	163.00	166.00	169.00	3.00
STORMWATER MANAGEMENT FUND	68.00	78.00	77.00	-1.00
COLLECTION & SANITATION FUND	2.00	3.00	3.00	0.00
BUILDING PERMITS & INSPECTIONS	25.63	25.63	25.33	-0.30
INFORMATION TECHNOLOGY ENTERPRISE	1.50	1.50	1.50	0.00
INFORMATION TECHNOLOGY INTERNAL SERVICE	22.50	23.50	22.50	-1.00
FACILITIES MANAGEMENT FUND	6.00	6.00	7.00	1.00
FLEET MANAGEMENT FUND	15.00	15.00	15.00	0.00
TOTAL FULL-TIME EQUIVALENT POSITIONS (FTE)	574.50	590.50	597.00	6.50

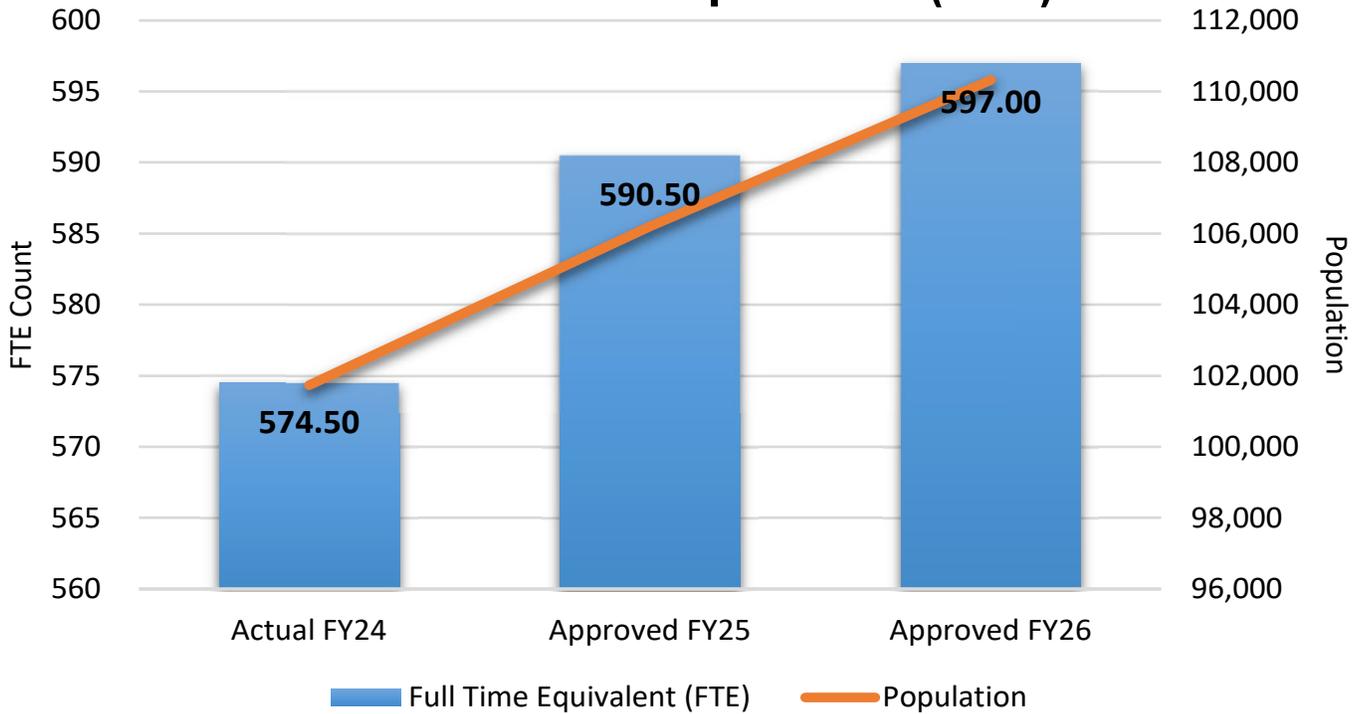
* Does not include the Mayor or City Council

Personnel (FTE) Per 1,000 Population

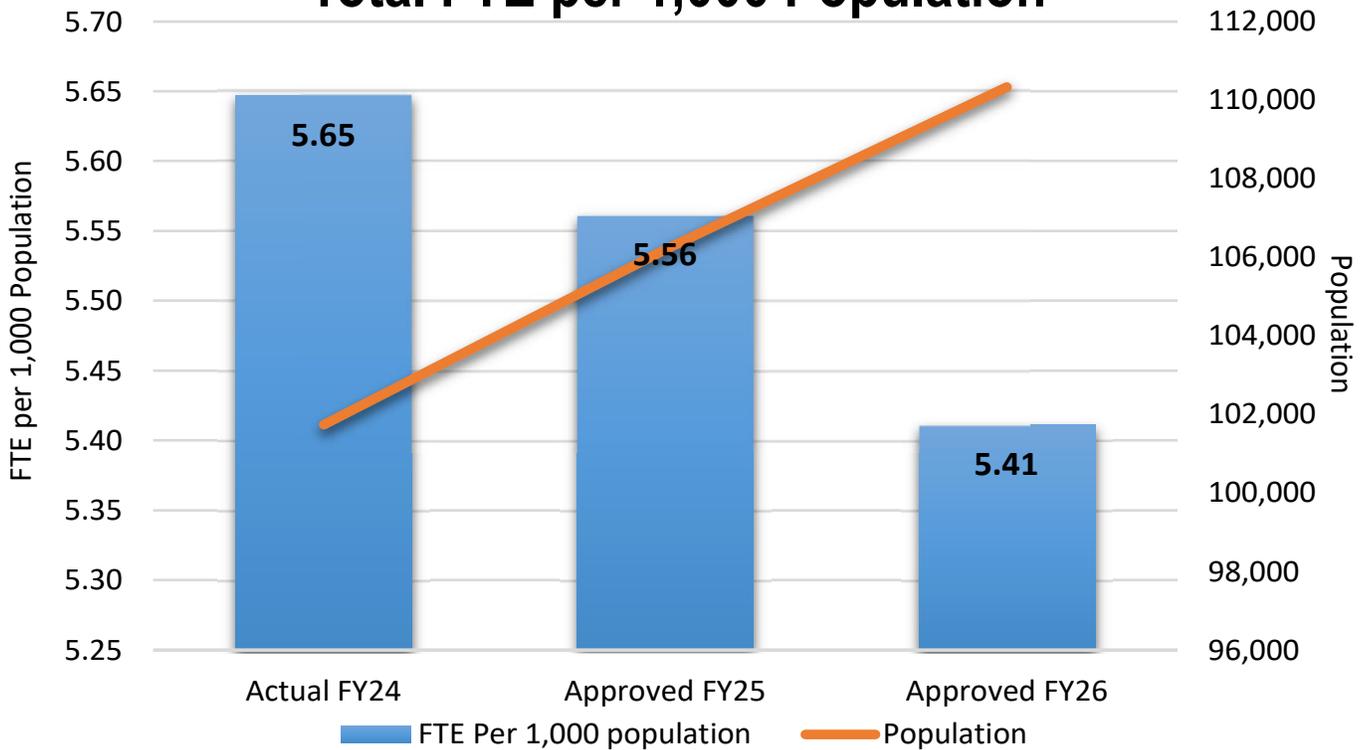
DEPARTMENT	Actual FY24	Approved FY25	Approved FY26
POPULATION COUNT	101,737	106,193	110,330
GENERAL FUND:	2.66	2.56	2.51
City Manager	0.08	0.08	0.06
Communications & Marketing	0.05	0.05	0.05
Economic Development	0.02	0.02	0.02
Human Resources	0.08	0.08	0.07
City Attorney	0.00	0.00	0.00
Financial Services	0.15	0.14	0.14
Planning	0.19	0.19	0.21
Code Enforcement	0.24	0.23	0.23
Business Tax	0.02	0.02	0.02
Fire	0.74	0.71	0.69
Streets	0.57	0.56	0.55
Parks Maintenance	0.23	0.23	0.22
Construction Management & Engineering	0.08	0.08	0.07
Golf Course	0.03	0.03	0.02
Aquatic Center	0.02	0.02	0.02
Southern Recreation Center	0.03	0.03	0.03
Parks & Recreation	0.14	0.12	0.12
WATER AND WASTEWATER UTILITY FUND	1.60	1.56	1.53
STORMWATER MANAGEMENT FUND	0.67	0.73	0.70
COLLECTION & SANITATION FUND	0.02	0.03	0.03
BUILDING PERMITS & INSPECTIONS	0.25	0.24	0.23
INFORMATION TECHNOLOGY ENTERPRISE	0.01	0.01	0.01
INFORMATION TECHNOLOGY INTERNAL SERVICE	0.22	0.22	0.20
FACILITIES MANAGEMENT FUND	0.06	0.06	0.06
FLEET MANAGEMENT FUND	0.15	0.14	0.14
TOTAL FULL-TIME EQUIVALENT POSITIONS (FTE)	5.65	5.56	5.41

* Does not include the Mayor or City Council

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	\$ 449,077	\$ -	\$ -	\$ -	\$ -
Administration					
City Manager	1,334,237	-	-	-	-
Communications & Marketing	742,022	-	-	-	-
Human Resources	1,264,171	-	-	-	-
Self Insured Health	-	-	-	10,467,183	-
Non-Departmental	1,827,644	-	-	-	-
Law Enforcement	11,181,587	-	-	-	-
Police Education	-	-	-	-	12,000
City Attorney	790,000	-	-	-	-
Financial Services					
General Fund	2,267,599	-	-	-	-
Utility Finance	-	835,429	-	-	-
Community Development					
Building Permits	-	3,779,254	-	-	-
Economic Development	1,818,365	-	-	-	-
Planning	3,917,366	-	-	-	-
Business Tax	226,919	-	-	-	-
Code Enforcement	3,812,865	-	-	-	-
Community Development Block Grant	-	-	-	-	806,000
Neighborhood Stabilization	-	-	-	-	121,035
SR100 Community Redevelopment	-	-	-	-	3,336,344
Town Center Impact Fee Fund	-	-	660,319	-	-
Capital Projects	-	-	23,697,976	-	-
Development Special Projects	-	-	-	-	122,275
Transportation Impact Fee	-	-	54,173,103	-	-
Old Kings Road Special Assessment	-	-	-	-	1,233,573
Fire					
Fire Department	16,002,655	-	-	-	-
Fire Impact Fee Fund	-	-	12,326,600	-	-
Stormwater					
Stormwater Maintenance	-	13,737,195	-	-	-
Stormwater Engineering	-	22,355,958	-	-	-
Stormwater Non-Departmental	-	6,708,468	-	-	-
Construction Management & Engineering	1,482,102	-	-	-	-
TOTAL	47,116,609	47,416,304	90,857,998	10,467,183	5,631,227

Department Funding

Department / Division	General Fund	Enterprise Fund	Capital Project Fund	Internal Service Fund	Special Revenue Fund
Water/Wastewater Utility					
Customer Service	\$ -	\$ 1,838,833	\$ -	\$ -	\$ -
Administration	-	1,934,344	-	-	-
Wastewater Pumping	-	2,193,603	-	-	-
Wastewater Collection	-	5,300,121	-	-	-
Wastewater Treatment Plant #1	-	4,084,373	-	-	-
Wastewater Treatment Plant #2	-	2,931,808	-	-	-
Water Plant #1	-	4,463,256	-	-	-
Water Plant #2	-	4,379,187	-	-	-
Water Plant #3	-	2,363,901	-	-	-
Water Quality	-	1,238,427	-	-	-
Water Distribution	-	7,853,146	-	-	-
Non-Departmental	-	48,797,892	-	-	-
Utility Capital Projects	-	326,390,581	-	-	-
Public Works					
Streets Maintenance	10,321,742	-	-	-	-
Streets Improvement Fund	-	-	-	-	9,632,495
Facilities Maintenance Fund	-	-	-	2,273,201	-
Fleet Management Fund	-	-	-	10,664,763	-
Collection & Sanitation Fund	-	19,698,024	-	-	-
Recreation and Parks					
Parks & Recreation	2,802,611	-	-	-	-
Aquatics Center	500,301	-	-	-	-
Palm Coast Southern Recreation Center	761,508	-	-	-	-
Palm Harbor Golf Course	2,182,422	-	-	-	-
Parks Maintenance	3,916,202	-	-	-	-
Recreation Impact Fee Fund	-	-	9,291,385	-	-
Special Events	-	-	-	-	166,660
Information Technology					
Information Technology Enterprise Fund	-	1,576,231	-	-	-
Information Technology Operations Fund	-	-	-	6,953,140	-
Emergency Communications Fund	-	-	-	444,849	-
Total	\$ 67,601,395	\$ 482,460,031	\$ 100,149,383	\$ 30,803,136	\$ 15,430,382
			Total	\$ 696,444,327	

City Council 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 and ensure that the 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.

MIKE NORRIS – TERM 2024-2028

Mike Norris, a dedicated community leader, retired Army officer, and local small business owner, serves as the Mayor of Palm Coast with a vision for a prosperous and sustainable future.

A long-time Palm Coast resident, Mayor Norris brings over two decades of public service experience and a deep passion for addressing the city's challenges and opportunities.

Throughout his career, Mayor Norris has demonstrated a commitment to community involvement, serving on various advisory boards and committees to effectively address local concerns. As a Critical Infrastructure Protection Officer, he managed one of the U.S. military's largest installations in the Pacific theater.

A decorated veteran, Mayor Norris has earned numerous awards, including two Bronze Stars for meritorious combat and job performance. He holds Master of Arts degrees in Management & Leadership and Human Resources Management from Webster University's Walker School of Business & Technology.

With a proven track record of service and a commitment to collaboration, Mayor Norris is dedicated to building a stronger, safer, and thriving Palm Coast for current and future generations.



TY MILLER – TERM 2024-2028

Ty Miller, a proud Florida native and combat veteran, brings a wealth of leadership and experience to the Palm Coast City Council. A graduate of Flagler Palm Coast High School (Go Bulldogs!) and the University of Florida's Master of Business program, Ty combines a deep connection to the community with a strong foundation in business and fiscal management.

Currently serving as a project manager for a large technology company, Ty leverages his expertise in leadership, planning, and resource management to approach city finances and obligations with a strategic and responsible mindset.

A dedicated advocate for public safety, Ty is committed to supporting local law enforcement and first responders. Drawing from his military service in the U.S. Marine Corps, he understands the importance of ensuring that residents feel secure and that the Flagler County Sheriff's Office has the resources it needs to protect the community.

As a longtime resident raising his family in Palm Coast, Ty is passionate about preserving the city's exceptional quality of life. He is focused on protecting green spaces, promoting sustainable development, and enhancing recreational opportunities for current and future generations.

Ty is honored to serve on the City Council during this pivotal time for Palm Coast, bringing his commitment to fiscal responsibility, public safety, and community preservation to ensure the city remains a vibrant and prosperous place to live, work, and play.

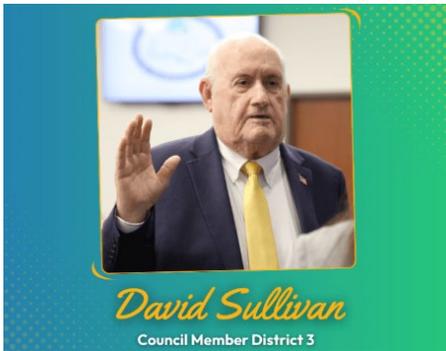
Theresa Carli Pontieri – Term 2022-2026

Theresa Pontieri spent her modest formative years in Ohio and South Carolina. As a third-degree black belt and international competitor, she contended on two World Championship teams. She was also an individual silver medalist in the World Championships, a bronze medalist at the Pan-American Games, and a bronze medalist in the Goodwill games in Tokyo. Her strong work ethic, dedication, and fighting spirit have conveyed in her successful career and her passion for leading.



Ms. Pontieri attended the University of Central Florida and received a Bachelor of Arts degree in Legal Studies with a minor in Sports and Entertainment Law. She graduated magna cum laude from Jacksonville's Florida Coastal School of Law and now practices a broad range of litigation for Jimerson Birr PA in Jacksonville. Ms. Pontieri has also owned and operated her own law firm and a business in the food and beverage industry. These experiences as a business owner and attorney will serve her well as she analyzes and scrutinizes complicated City documents to ensure they accurately serve Palm Coast citizens.

Ms. Pontieri would like her community to know that she will build the confidence of her constituents by tackling her new position with integrity and perseverance. "No one will ever 'out-work' me," she says. She and her husband, Rick (an Osceola County Lieutenant in the fire service), have lived in Palm Coast for almost seven years and are proud parents of their three dogs, Bailey, Bacon, and Max, and cat Beni.



DAVID SULLIVAN – TERM 2025-2026

David C. Sullivan was appointed to the Palm Coast City Council on April 15, 2025, and will serve until November 2026 general election.

Born on November 19, 1941, in New York City and raised in Port Chester, New York, Sullivan graduated from Boston College in 1963 and later earned a master's degree in National Security from the Naval Postgraduate School in Monterey, California.

Sullivan dedicated 28 years to service in the U.S. Navy, where he served aboard various aircraft carriers and squadrons. He became an Intelligence Officer (1630) and held key overseas roles in Rota, Spain, and as Commanding Officer of an intelligence facility in Japan. He also served as Director of Special Programs at the Pentagon and retired as a Navy Captain in 1990.

Sullivan was elected to the Flagler County Commission for District 3 in 2016 and re-elected in 2020, serving through November 2024. During his tenure, he served as Chair (2019–2020) and Vice Chair (2018–2019) of the Board of County Commissioners. He earned both the Certified and Advanced County Commissioner credentials from the Florida Counties Foundation at the University of Florida. His leadership extended to serving as Chair of the Tourist Development Council and participation on multiple local and regional boards.

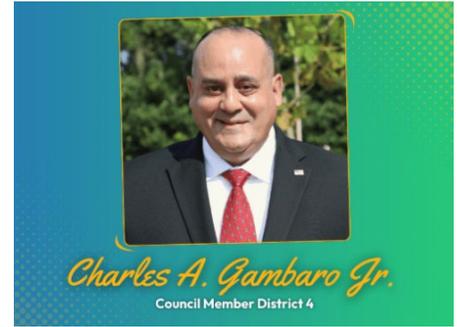
Sullivan is a proud father and grandfather. He was married to Patricia Perry Sullivan, a Jacksonville native, until her passing in 2019. His son, a retired Navy aviator, now works as a pilot for Delta Airlines and lives in Virginia with his wife and three children. His daughter lives in Austin, Texas, where she works as a software quality control manager.

David Sullivan brings a lifetime of service, leadership, and community involvement to the Palm Coast City Council.

CHARLES GAMBARO— TERM 2024 – 2026

Charles A. Gambaro Jr. was appointed to the District 4 City Council seat on October 1, 2024. He will serve the remainder of the term vacated by Cathy Heigher, which runs until November 2026.

With an impressive background in both military and public service, Council Member Gambaro brings a wealth of experience to the City Council. He is a U.S. Army Reserve Brigadier General, known for being the youngest serving general in the Army Reserve and the U.S. Army, and has advised at the highest levels of government, including the Secretary of Defense and the President of the United States.



A resident of Palm Coast since 2006, Council Member Gambaro is deeply committed to the community. He holds multiple advanced degrees, including a Bachelor of Arts in Political Science, a Master of Public Administration, and a Master of Strategic Studies.

Council Member Gambaro is passionate about public service and is dedicated to ensuring that Palm Coast remains a thriving, well-managed city. In his own words, "I am honored to have been able to serve my country in uniform and my community through elected and appointed office. My experience of working at the highest levels of government has prepared me to bring seasoned leadership to the people of Palm Coast."

As a City Council member, Charles is committed to not raising taxes, working with city staff to deliver exceptional services, and ensuring that future growth is strategically planned with the appropriate infrastructure. His leadership comes at a pivotal time for the city, and he is ready to offer his expertise to help guide Palm Coast forward.

Each year, the City of Palm Coast City Council participates in interviews and workshop events to reaffirm a City-wide Mission, Values and Long-term Vision. To ensure the City's pursuit of this Vision, four Pillars of Priorities were established as part of the Strategic Action Plan process to guide staff with implementing City Council's direction. Through these priorities, City staff will develop project plans, track budget, performance, and overall accountability of implementing the City Council focus areas. This document is intended to support City Council in reflecting on this process and tracking progress throughout the year, as well as to inform residents about important projects occurring in fiscal year 2024 and the years ahead



City Council General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 189,230	\$ 225,008	\$ 216,092	\$ (8,916)
Operating Expenditures	171,961	177,275	232,985	55,710
TOTAL	\$ 361,191	\$ 402,283	\$ 449,077	\$ 46,794
TOTAL PERSONNEL	5.00	5.00	5.00	0.00





CITY MANAGER & CITY CLERK

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

The Mayor and City Council members act as the political leaders of the City. They are responsible for setting policies, 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 City council to ensure that the entire community is being served. The City manager will make recommendations for City Council consideration on important business items for review, and then will adopt the final decision made by the City Council.

The City Manager's primary responsibility 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) is evaluated on an annual basis by City Council and sets the foundation for city operations. City Council goals, identified in the SAP, provide direction to departments. These goals are in place to ensure that the City's vision to be recognized as one of Florida's premier cities to live, work, and play becomes a reality.

The City Clerk provides an array of services to the public, City Council, City Manager, and staff. The Clerk is appointed by and serves at the pleasure of the City Manager. The City Clerk is the qualifying officer for candidates who wish to contend for the office of Mayor and City Council. This division is responsible for records management, land management, and oversees the City's elections. They prepare the agendas and timelines for City Council meetings to process 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 handles all requests from citizens for public information and records. Public records request can be submitted through the City website.

City Manager's/City Clerk's Office

General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,138,273	\$ 1,315,370	\$ 1,116,870	\$ (198,500)
Operating Expenditures	109,204	149,007	217,367	68,360.00
TOTAL	<u>\$ 1,247,477</u>	<u>\$ 1,464,377</u>	<u>\$ 1,334,237</u>	<u>\$ (130,140)</u>
TOTAL PERSONNEL	<u>8.00</u>	<u>8.00</u>	<u>7.00</u>	<u>(1.00)</u>



Administration

Progress Report

City Manager's Office Highlights

Government & Legislative Relations: Held monthly coordination meetings with Flagler County and quarterly meetings with Flagler Schools. Presented City legislative priorities to Representative Greco and Senator Leek. Attended Florida League of Cities Legislative Action Days in Tallahassee and the Chamber Legislative Breakfast.

Community & Stakeholder Engagement: Met with the HBA, Sports Commission, Advent Health, Coalition for Flagler's Future, and TPO. Hosted joint communication strategy sessions with local cities and counties, focus groups on traffic, sports, canals, and community topics, and participated in Free For All Friday radio shows and local speaking events.

Organizational Leadership & Development: Completed onboarding of newly elected officials, departmental quarterly reviews, and employee evaluations. Graduated the 2025 LITE Team and Employee Academy, hosted Employee Appreciation events, and welcomed new directors for Utility and Community Development.

Strategic & Project Planning: Led Prosperity 2035 and the 5-Year CIP Summit with regional partners. Coordinated the Charter Review project, Public Safety Plan meetings, and Imagine 2050 initiatives. Oversaw grant planning and collaboration meetings, storm preparedness during Hurricane Milton, and infrastructure ribbon-cuttings including new fire stations, waterway, and recreation facilities.

Public & Educational Outreach: Engaged students from Flagler Palm Coast High School and Imagine School, hosted Bring Your Child to Work Day, and led the annual State of the City presentation. Presented to Citizen Academy classes and the Flagler County Association of Realtors.

Civic Recognition: The City received the NEFRC 2024 Regional Award for Excellence in Planning & Growth Management for the Imagine 2050 Comprehensive Plan.

City Clerk's Office Highlights

The City Clerk's Office achieved significant progress and efficiency throughout the fiscal year. A total of 906 public records requests were completed—an increase of 136 over the prior year—reflecting the City's continued commitment to transparency and public access. The Office also prepared 398 documents for recording by the Flagler County Clerk of Court, as required by Florida Statute.

A new City Council meeting schedule was established this year, introducing a second workshop meeting and transitioning one to an evening session to encourage greater community participation. The Clerk's team successfully reviewed and began implementation of a new agenda management software to improve efficiency and accessibility. They also coordinated agendas and meetings for the newly established Charter Review Committee, assisted with the appointment of the District 3 Council vacancy, and began early coordination with candidates and the Flagler County Supervisor of Elections in preparation for the 2026 elections.

Throughout the year, the Clerk's Office produced 52 agenda packets containing a total of 563 agenda items, including 12 packets with 156 items during the fourth quarter alone. The division also supported five candidates through the administrative filing process required to contend for office.

In addition to their operational accomplishments, the Clerk's team pursued extensive professional development, completing training in municipal elections, the structure and function of local government, records management, ethics, and government budgeting and revenue. These efforts continue to strengthen the department's capacity to serve the City Council, staff, and citizens with accuracy, integrity, and professionalism.



CITY ATTORNEY

The City utilizes the services of a legal firm, 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, as well as the officers, 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 include, 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.

City Attorney General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 763,037	\$ 670,000	\$ 790,000	\$ 120,000
TOTAL	\$ 763,037	\$ 670,000	\$ 790,000	\$ 120,000





The Communications & Marketing department helps to both create and sustain productive connections between City services and Palm Coast community members, businesses, and visitors. The services delivered by each department plays a critical role in the lives of those in our community, and we have a unique story to tell within each aspect of the City’s operations. Communications & Marketing helps to facilitate all City events and announcements. This operation is effective for all activities from the annual fireworks display to hurricane preparedness announcements. It is important to make all members of the community aware of what is happening. All of the latest updates and announcements are posted on the City website, as well as communicated through the email notifications if residents are signed up through Palm Coast Connect.

Stay Connected - Stay Informed
City Updates



Your City, Palm Coast

Palm Coast offer beautiful parks, trails, abundant fishing and boating, and world-class tennis and golf.

[Read More](#)

Communications and Marketing

Progress Report

Department Goals

Continue to be the Coach: In 2025, the focus continued to be coaching and supporting our Communications team so everyone could shine, even with a busy year full of major projects, events, and emergency responses. We worked hard to create a culture where our team feels empowered to use their strengths, share ideas, and take on new challenges. Regular mentoring and feedback helped the team stay confident and proactive, even when unexpected obstacles came up.

This year brought some real challenges. In June, our Communications Specialist position became vacant and hasn't been filled yet, which meant the team had to pick up extra responsibilities. On top of that, losing the Parks & Recreation Marketing Coordinator added even more work to our plate. Despite this, the team stepped up, stayed flexible, and kept delivering high-quality results

Continue to Drive Innovation: Innovation has always been key to reaching our residents, and 2025 was no exception. We leaned into creative ways to share information—from social media and video content to newsletters, in-person events, and printed materials—to make sure we connected with everyone, no matter how they like to receive information.

Even with added workloads, we found ways to keep residents informed and engaged on big projects, from infrastructure updates and utility programs to community events and planning initiatives. Using multiple communication tools helped residents feel connected to the City's work. Moving forward, we'll keep looking for new ways to make city communications more approachable, inclusive, and effective; while supporting the team we rely on every day.

Department Highlights

In FY 2025, the Communications & Marketing Department focused on keeping Palm Coast residents informed, engaged, and connected through strategic storytelling, proactive outreach, and multi-platform communication efforts. The team successfully balanced crisis communications, infrastructure updates, community engagement, and promotional campaigns, focusing on transparency, public safety, and civic pride throughout the year.

The department began the fiscal year by enhancing public outreach, crisis response, and engagement initiatives. Major achievements included:

- Launched the Special Events Portal, streamlining event requests and logistics coordination.
- Promoted the closure of the Utility Office lobby and expanded hours at the Southern Recreation Center.
- Produced and promoted the 25th Anniversary Celebration at Central Park.
- Supported the Food Truck Tuesday finale, the Pink on Parade 5K and Hall of Terror 2024 with multi-channel coverage and creative campaigns.
- Issued crisis & public safety communications regarding Hurricane Milton, including pre-storm alerts, sandbag information, and emergency preparedness campaigns reaching thousands of residents.
- Communicated road closures, traffic signal outages, and emergency water conservation alerts.
- Shared updates on Indian Trails Sports Complex traffic changes, stormwater and wastewater protocols, and ongoing city projects.

- Celebrated Imagine 2050 Plan winning the Regional Award for Excellence in Planning and Growth Management.
- Launched the Traffic Calming Pilot Program, Palm Coast Connect enhancements, and Utility Strategic Plan webpage.
- Expanded digital outreach through Palm Coast Connect campaigns, e-newsletters, and multi-platform social media campaigns to improve resident engagement and city service awareness.
- Supported the State of the City 2025, highlighting public safety, infrastructure, and economic development.
- Coordinated communications for Whiteview Parkway Safety Project, David Sullivan appointment to City Council, and launch of GIS Open Data Hub.
- Advanced accessibility through AV upgrades in the Jon Netts Community Wing for hybrid meetings and live streaming.
- Promoted Keep Palm Coast Clean 2025, Tunnel to Towers 5K, MedNexus Innovation Challenge, and
- Celebrated Arbor Day 20th Anniversary, Touch-a-Truck + Spring Arts Festival, and the Citizens Academy Spring graduation.
- Hosted Connecting to Palm Coast Expo and the statewide CLOAF conference.
- Highlighted traffic calming pilot results, micro surfacing projects, and joint training exercises between Palm Coast Fire Department and Flagler County Sheriff's Office.
- Addressed public safety and water management messaging through timely outreach on infrastructure maintenance and emergency preparedness.
- Supported the Let's Talk Palm Coast town hall series with City Council Members and City-Wide Risk Assessment launch.
- Promoted Jon Netts Community Wing dedication and recognition of the award-winning Imagine 2050 Comprehensive Plan.
- Promoted the United Flagler 4th, Father's Day Lacrosse Tournament, water plant tours, and ongoing stormwater education campaigns.
- Coordinated joint public safety training exercises, emphasizing readiness and inter-agency collaboration.

Through these efforts, the Communications & Marketing Department successfully enhanced transparency, public engagement, and community connection, demonstrating a full year of strategic, resident-focused communications in Palm Coast.



Communications and Marketing

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Increase website visits annually	20%	19.7%	Website visits are up nearly 20% in FY25 from FY24. There have been extensive efforts to drive people to the website for self-service, news information, project updates, and engagement.	Familiarity with the website will bring down call volume to Customer Service and encourage self-service.
Strategy	Consistently pointing to the website, encouraging the use of Palm Coast Connect, referencing areas of the website in news releases and social posts, etc.			

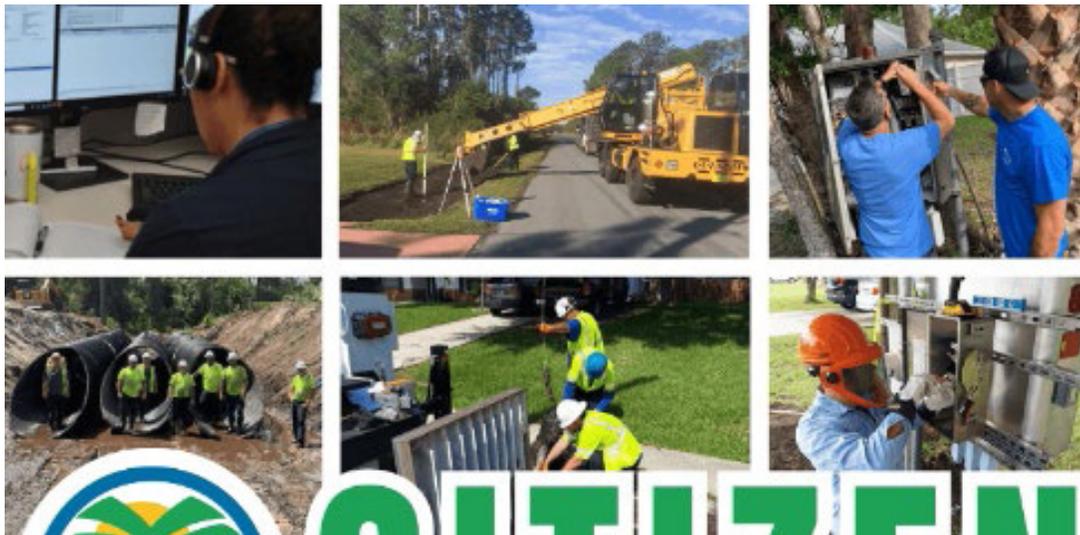
KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Increase social media followers annually	20%	13.9%	The most active social platform continues to be Facebook, which earned 3,535 additional followers in FY25. All other social channels have seen steady growth as well, with a total of 5,678 new followers across all channels.	Bringing innovative and engaging social opportunities has been successful in earning more subscribers.
Strategy	This goal was accomplished by having a robust social media presence with many engaging campaigns, including short informational videos, several promo videos for events and initiatives, and event marketing.			

To view the full progress report for Fiscal Year 2025, please follow the link below:

[ANNUAL DEPARTMENT SUMMARIES](#)

Communications and Marketing General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 478,148	\$ 610,474	\$ 589,905	\$ (20,569)
Operating Expenditures	115,392	128,411	152,117	23,706
Transfers to Other Funds	2,511	-	-	-
TOTAL	\$ 596,051	\$ 738,885	\$ 742,022	\$ 3,137
TOTAL PERSONNEL	5.50	5.50	5.00	(0.50)




CITIZEN

INTERACTION ROADMAP

ment

HUMAN RESOURCES



The Human Resources department provides the structure and the ability to meet business needs by managing our city’s most valuable resources – our employees. Our mission is to consistently improve the city culture by enhancing the employee experience.

The City of Palm Coast Human Resources department through strategic partnerships and collaboration attracts, develops, and retains a high-performing workforce. The goal is to maintain an inclusive and diverse workforce that fosters a healthy, safe, well-equipped productive work environment for employees. Ensuring this keeps employees’ families, departments, our community partners, and the public aware of the City’s ability to maximize individual potential, expand organizational capacity, and position the City of Palm Coast as an employer of choice. Our mission is to exceed customer expectations and promote equitable policies and practices.

Our department is responsible for a wide range of tasks while supporting over 590 employees. Functional areas of the department are staffing and workforce planning, compensation, benefits administration, workers’ compensation, labor relations, policy development, succession planning, personnel training and development, Human Resources Information System administration, as well as city-wide safety and risk management.

The human resources staff consistently looks for ways to enhance employee experience and cultivate a diverse, talented, and engaged workforce through credibility, fairness, respect, and service. As a strategic partner, we bridge the gaps and provide responsive and innovative leadership, organizational development, and support services to all city employees.

More information can be found on volunteering and job openings on the City’s website.

Human Resources

Progress Report

Highlights and Projects

During FY25, the Human Resources Department supported an average workforce of 640 employees, processing 148 new hires, 140 terminations, 811 personnel action forms, 521 evaluations, and 103 promotions. HR attended all full-time position interviews, ensuring fair and efficient hiring practices across all departments.

A major strategic goal for the year was to review, update, and approve all City policies for legal compliance ahead of the Q4 deadline. This milestone was successfully achieved, reducing organizational risk and strengthening the City's governance framework. In addition, HR secured approval for and began implementing a new policy management system, set to launch in January 2026, which will streamline policy administration, improve compliance tracking, and enhance citywide communication and training.

Recruitment and Staffing: The department advanced its hiring capabilities through the use of NEOGOV, improving advertising, screening, and onboarding processes. Efforts also focused on long-term talent acquisition strategies and workforce forecasting to ensure all departments remain fully staffed with qualified professionals.

Employee Relations & Development: HR continued to foster a positive workplace culture by encouraging open communication and addressing employee concerns promptly. The department provided ongoing training, leadership development, and succession planning opportunities, preparing employees for future leadership roles and promoting career growth.

Compensation and Benefits: In partnership with Brown & Brown, HR rolled out new employee benefits effective October 1st, while maintaining equitable pay structures and ensuring compliance with market and legal standards. The department also managed payroll, benefits, and retirement programs with precision and reliability.

Performance Management: HR continued to reinforce a culture of continuous improvement through evaluations and feedback. While the Munis performance module presented challenges in locking evaluations, HR effectively monitored and tracked progress manually to ensure timely completion.

Risk and Safety Management: The department introduced a new risk tracking system built in Salesforce, featuring two dashboards for claims and workers' compensation management. This in-house development is projected to save significant staff time and taxpayer dollars. HR also emphasized workplace safety through proactive strategies, including reinforcing a safety-first culture, prevention training, and post-incident improvements.

Wellness, Health, and Morale (WHAM): HR promoted wellness and employee engagement through a variety of creative programs and events. Highlights included the Pumpkin Carving and Halloween Costume Contest, Breast Cancer Awareness Month initiatives, and a five-week Lifestyle Improvement Program. Seasonal events such as the Employee Honors Ceremony, Biggest Loser Challenge, and Public Service Appreciation Breakfast fostered camaraderie and recognition across departments.

Throughout the year, WHAM organized lunch-and-learns on topics such as heat and sun safety, men's health, and prostate cancer awareness. Other initiatives included the Innovation and Efficiency Challenge, Take Your Kids to Work Day with 23 participants, the Annual Benefits Fair featuring 25 vendors and a blood drive, and regular wellness webinars with WellCents.

Human Resources

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Retention Rate	90%	85%	In the public sector, a retention rate between 80% to 85% is an indicator that our employees are satisfied and engaged.	Attracting and retaining top talent is crucial for the city's continued growth and success. In FY2025 we modified our onboarding, and re-started meeting with each new full-time employee to review their benefits one on one. These meetings did not make an impact on our retention rate.

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Employee Health and Wellness Participation Rate	50% of full-time workforce	9.16%	A systems-based approach to evaluating well-being program nonparticipation can help identify factors contributing to employee nonparticipation and lead to targeted policy and practice changes that encourage greater employee engagement.	The calculation involves the number of Employees Participating in Health & Wellness Programs / Total Number of Employees x 100. The improvement action is to promote wellness initiatives, offer incentives, and create a culture of health and well-being.

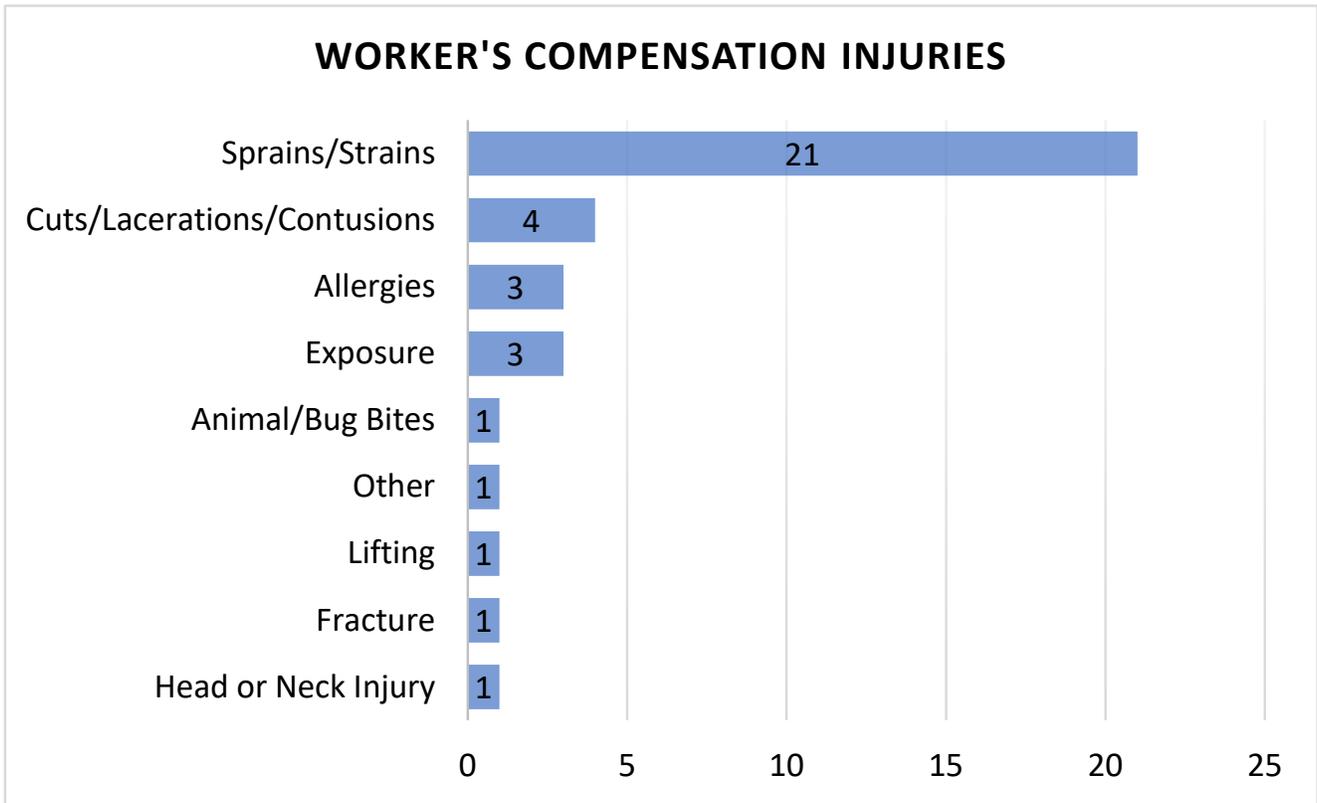
To view the full progress report for Fiscal Year 2025, please follow the link below:

[ANNUAL DEPARTMENT SUMMARIES](#)

Human Resources

General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 799,045	\$ 947,628	\$ 888,360	\$ (59,268)
Operating Expenditures	239,532	288,317	375,811	87,494
TOTAL	\$ 1,038,577	\$ 1,235,945	\$ 1,264,171	\$ 28,226
TOTAL PERSONNEL	8.00	8.00	8.00	0.00





FINANCIAL SERVICES

The mission of the Financial Services Department is to promote financial integrity, transparency, and accountability. We strive to support 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. To ensure compliance with state and federal laws, Financial Services also coordinates the annual external audit performed by the City Auditors, Mauldin Jenkins, and provides investment and revenue advice to Palm Coast City Officials.

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 accounting division manages the annual external audit, treasury management, compliance, and the local business tax receipt function, which is responsible for the issuance of all local business tax receipts, and door-to-door solicitation permits within the city. The operations department manages the day-to-day core transactions for the department including all billing, vendor payment processing, and payroll. The budget and procurement division manages the procurement process as well as the annual budget preparation, which involves several presentations to Council and the public. This staff structure allows for efficient techniques such as cross-training, multi-tasking, and matrix management, and utilizes up-to-date technology to achieve cost-effective services for the City of Palm Coast.

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 Annual Comprehensive Financial Report. The City has received this award for each Annual Comprehensive Financial Report since Fiscal Year 2003. The City of Palm Coast received the GFOA Distinguished Budget Presentation Award each Annual Budget Report since Fiscal Year 2003.

GFOA has named the City of Palm Coast a Triple Crown Winner. This award recognizes the City for receiving the GFOA Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting, and the Distinguished Budget Award.

Financial Services

Progress Report

Highlights & Projects

The Financial Services Department is excited to have launched the “Your Tax Breakdown” platform on the City website that delineates where each property’s City tax dollars go. This is a great tool that allows for further transparency of the resident’s tax dollars collected and what the funds are spent on.

The Financial Services Department collaborated with Utility, Stormwater Engineering, and the rate consultant from Raftelis to prepare the GAP Utility Rate Study Analysis requested by council, which has been completed in Q2.

Department spending is on target, total expended at the end of Q4 was 88% of budget. Personal services expenditures are at 88% of budget while operating expenditures are at 76% of the budget.

The Banking Payment Manager is a project in the works to reduce the workload from Accounts Payable by removing the check-cutting process from City functions entirely. This project is currently in testing with the bank. Finance Department and IT staff along with MUNIS representatives have completed the MUNIS portion of testing. Our goal is for this process to go live in Q2 of Fiscal Year 2026.

Contracts Module in the ERP system – The contracts module went live in Q4 2025. The contracts module will significantly enhance departmental efficiency by centralizing contract management, streamlining approval workflows, and improving visibility across all stages of the contract lifecycle.

Grants Manager is a project within MUNIS to utilize existing modules within MUNIS to streamline, track and create system generated records of grant activity, moving us away from relying solely on Microsoft Excel to track. This project is being slow rolled out in the sense that all inputs are done through the Finance Department as of now. Our goal is to develop a workflow and trainings to department admins that will allow each department to enter their own grants that will follow a workflow for Finance approval. Full implementation of this project is expected for Q2 of Fiscal Year 2026. Our project accounting module, which also went live this past fiscal year, ties into Grants Manager to help us track projects more effectively at the project phase level.

The Grants Policy has been revised to ensure to ensure all grants (federal, state, county, and private) awarded to the City are effectively and efficiently researched, applied for, appropriated, and monitored.

The Financial Services Department is actively working with our FEMA representative to facilitate the reimbursement of eligible Hurricane Milton expenses. Finance staff has completed submitting for reimbursement eligible expenses and projects and remain in weekly contact with FEMA. We are currently awaiting their review and obligation.

Beginning with the FY25 annual financial audit, the City’s contract with James Moore has lapsed and Mauldin Jenkins has been awarded a five-year contract with the City to perform the annual financial audit. The financial audit is currently underway.

Financial Services

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET	ACTUALS	SUMMARY	OUTCOME
Actual Revenue Compared to Budgeted Revenue	\$162.4	\$158.1	This metric covers differences between the projected budget to the actual revenue collected for the fiscal year.	Revenue was collected within acceptable standard levels.
Strategy	Accuracy in budgeted revenue is very important to ensure the City can cover its budgeted expenditures while maintaining healthy fund balances. Governmental revenue includes taxes, fees, grants, interest earnings, etc. Examples of Enterprise revenue include fees for stormwater, wastewater, and water. Examples of General fund revenue include Ad Valorem taxes, state revenue sharing, and half-cent sales tax.			

KPI GOAL	TARGET	ACTUALS	SUMMARY	OUTCOME
Actual Expenditures Compared to Budgeted Expenditures	\$126M	\$109M	Accuracy and precision in expenditure budgeting are very important to ensure the city can provide the full number of programs and services expected.	The General Fund used 94% of the budget, the Water/Wastewater Fund used 84% of the budget and Stormwater Fund used 80% of the budget.
Strategy	Expenditures are separated into Governmental and Enterprise. Governmental expenditures are supported by taxes and grants. Enterprise expenditures are related to activities that are supported by fees charged to users. Expenditures include operating costs, such as personnel, insurance, consulting, supplies, and capital equipment purchases.			

To view the full progress report for Fiscal Year 2025, please follow the link below:

[ANNUAL DEPARTMENT SUMMARIES](#)

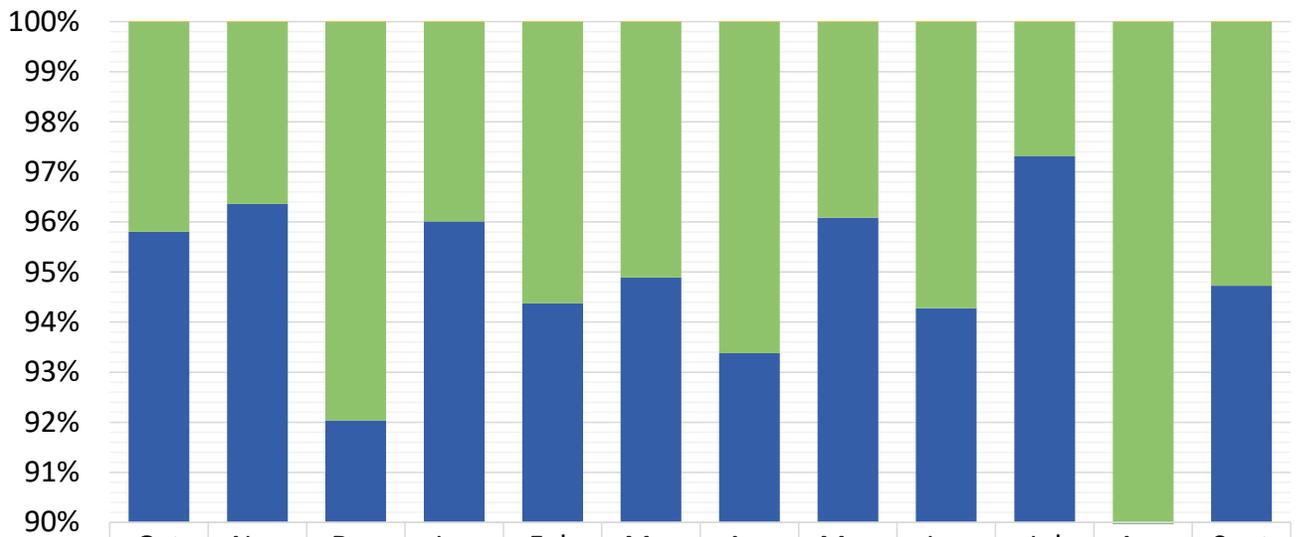
Financial Services

General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,547,018	\$ 1,845,970	\$ 1,900,486	\$ 54,516
Operating Expenditures	266,480	318,373	367,113	48,740
TOTAL	\$ 1,813,498	\$ 2,164,343	\$ 2,267,599	\$ 103,256
TOTAL PERSONNEL	15.00	15.00	15.00	0.00

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

Invoices Paid



Utility Finance

Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 462,236	\$ 705,394	\$ 590,945	\$ (114,449)
Operating Expenses	195,489	226,855	244,484	17,629
TOTAL	<u>\$ 657,725</u>	<u>\$ 932,249</u>	<u>\$ 835,429</u>	<u>\$ (96,820)</u>
TOTAL PERSONNEL	<u>6.00</u>	<u>7.00</u>	<u>6.00</u>	<u>(1.00)</u>

Utility Budget

What is an Enterprise Fund?

→ FOR
→ PROVIDING

An enterprise fund is like a separate business within a government. It's used for services that people pay for directly, like water, sewer, and stormwater. The money collected from customers (like utility bills) is used to cover the costs of running that service.

NATURE OF OPERATIONS	IT OFFERS GOOD & SERVICES TO CITIZENS
CUSTOMER BASE	SERVES THE GENERAL PUBLIC
REVENUE COLLECTION	COLLECTS USER FEES. INTENDED TO BE SELF-SUPPORTING. NOT INTENDED TO BE SUBSIDIZED BY TAX REVENUES; THIS INCLUDES TRANSFERS FROM THE GENERAL FUND.
DEBT	REQUIRED FOR ACTIVITY FINANCED BY DEBT SECURED BY PLEDGE OF REVENUE FROM FEES AND CHARGES FOR THE ACTIVITY I.E. REVENUE BONDS.
PROFIT UTILIZATION	IT RETAINS ANY PROFITS AS A SURPLUS FOR SUBSEQUENT OPERATIONS.

COMMUNITY DEVELOPMENT



The Community Development Department consists of four divisions: Planning, Code Enforcement Building Permits, and Economic Development. 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.

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. Under planning also falls Site Development which facilitates the development of the building and zoning within the City.

Code Enforcement consists of Code Administration, Animal Control, and Urban Forestry. All of which are important to maintain the pristine conditions of our community. They oversee 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 animal nuisance complaints.

Urban Forestry consist of Wildfire Mitigation and Tree Removal to reduce the risk of wildfire in the City of Palm Coast. This is substantial under seasonal climatic conditions and weather patterns of our area. Mitigation 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.

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.

The Economic Development division is responsible for the development and implementation of the City Economic Development and Incentive Policy, in an effort to grow the City's economy. The division partners with other public and private entities to identify funding sources and 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.

Community Development Progress Report

Department Highlights

The beginning of fiscal year '25 began with Hurricane Milton with minor overall damage and ending the fiscal year without any severe weather damage or hurricane impacts to Florida. Overall permitting activity decreased by 4% with a 20% decrease in one- and two-family dwellings and 19% decrease in commercial construction compared to fiscal year '24.

One thousand four hundred and ninety (1,490) animal license tags were purchased in the 4th quarter of fiscal year'25, 471 of which were issued over the counter and 581 were purchased on-line. A total of 5,986 tags were purchased in fiscal year'25, which is a 7% increase compared to the total obtained in the previous fiscal year. Code action orders/complaints (17,746) also increased by 8%, along with a 7% increase (545) in the number of code board hearing cases heard this fiscal year compared to last.

Eighteen solicitation permits and 382 business tax receipts were issued in the 4th quarter. The total number issued in fiscal year '25 was 60 solicitation permits and 1,260 business tax receipts.

During FY'25 the Planning Division reviewed 76 development applications and issued 43 development orders which is a decrease from FY'24 of 108 and 58 respectively. During the 4th quarter of this fiscal year two Planners were promoted to Senior Planners, a Senior Planner was promoted to Planning Manager and the Deputy Director of Community Development resigned.

During the 4th Quarter the Site Development Division performed 1,398 inspections with a cumulative total of 6,306 inspections for FY25. The inspections varied from utility inspections; asphalt, curb, and sidewalk inspections; and storm pipe/structures and pond inspections. During 2025 we had one of our Site Development Inspectors, Don Haney, retire which required us to hire a new inspector. Our task to revise the model home and early start home process into one application type based on the new Senate has been fully implemented. We have also fully implemented the new process for submitting this application and the required information will now be submitted with the initial application submittal. All of this will be done through the online portal. We have implemented the same process for multifamily and commercial projects to allow them to go vertical and are in the process of fine tuning this process as we have a few projects that are currently under construction.

Economic Development in Palm Coast saw increased investment, the start of many programs that were 'firsts' for the City, and a significant commitment from City Council to support Economic Development in the City. The City was proud to announce the investment made by DC Blox and Google, highlighted by Google's Cable Landing Station. Phase 1 of the investment is expected to be \$35-\$40 million invested just at the site in Town Center. An additional \$20 million is forecast to be invested for the conduit running from the beach to Town Center.

Recognizing the need for additional investment in the City's Economic Development, Palm Coast's City Council committed to investing in Economic Development in the City by increasing the incentive budget \$1.3 million in funds to be used to accelerate and support growing the tax base and creating jobs in Palm Coast.

The City also created its first Business Retention & Expansion program (BRE). BRE programs are a cornerstone of every successful economic development organization. Not only does it show area businesses that the City is a committed partner in the business' success by offering assistance to companies that can include workforce hiring and training grants, exporting, partnering with area education providers to supply workforce to the employers, access to capital, and assistance with navigating local regulations, but it also allows the economic developer to get valuable intel from a company on how business is going, any potential plans to hire or expand, and additional feedback on the company's experience as an investor in the community. Helping existing businesses succeed is vital, as more than 50% of announcements in any given region come from

business expansions. These expansions not only mean additional capital expenditure and new jobs but also the retention of jobs already in place.

Six employees transferred from the Stormwater Division to Community Development to create a new division, Residential Site Inspections. The new division will enforce drainage requirements for new construction work in the city's rights of ways.

An Inspection Request Application designed for mobile phone use was released during the 4th quarter. The application is designed to allow for more convenient inspection scheduling and project management for contractors.

Palm Coast also significantly amplified its presence in marketing the City and recruiting companies to Palm Coast. These efforts included rebuilding the City's Economic Development website (selectpalmcoast.com), exhibiting at trade shows and exhibitions to connect directly with companies, and a quarterly email blast to over 440 regional commercial brokers to market Palm Coast Town Center for investment and development.

To encourage development in the City's Town Center, the City also published a RFP for a Market and Feasibility Study on two Town Center properties that will provide analysis on prospects for (1) an upscale boutique hotel across from The Promenade on the northeast corner of Central Avenue and Park Street and (2) a commercial or mixed use project on approximately 7 acres of city-owned land on Bulldog Drive behind the Wawa on SR 100.

In partnership with the Northeast Florida Regional Council, Palm Coast launched its Prosperity 2035 initiative, which will host four engagement events inviting citizens to share their views on economic development needs in Palm Coast.

Community Development Block Grant (CDBG) Program Update

During the 4th quarter staff attend several Florida Housing Training regarding legislative changes purposed by HUD and the State Florida in funding for Affordable Housing. Other topics discussed was issues stemming from the displacement of section 8 housing voucher recipients and the eventual increase in homeless populations to follow. Local changes that will affect the Live Local Act and local municipalities creating regulations for sober living facilities. Staff are addressing this issue with research for future purposed legislation. Updates to first-time Homebuyers program are being made to add moderate income category to help more people qualify for assistance.

Staff presented to Affordable Housing Advisory Committee (AHAC) to address issues from the July meeting. Staff addressed issues with non-compliance with State Statute 420.9076 (4) which: "Annually, the [AHAC] shall review the established policies and procedures, ordinances, land development regulations, and adopted local government comprehensive plan . . . and shall recommend specific actions or initiatives to encourage or facilitate affordable housing while protecting the ability of the property to appreciate in value." AHAC wanted us to develop a housing impact statement. Staff added a line item to our existing Business Impact Estimate to address the issue. AHAC ask to have item as a standalone Part III to this form instead of an item (d) under part II. Working with City Attorney for changes to language. AHAC wanted staff to present information regarding inclusionary zoning and ADU Ordinance. These items are scheduled to be reviewed and addressed during the Housing Study currently be done as a component to housing element of the 2050 comprehensive plan.

Community Development

Key Performance Indicator's (KPI's)

Overall Department Goal	Promote High Quality Development and Appearance through a Business-Friendly Approach
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KPI GOAL	TARGET PERCENTAGE	Actual	SUMMARY
Provide initial COPC comments to the applicants within 15 working days; provide 2 nd submittal COPC comments to applicants within 10 working days; provide after 2 nd submittal COPC comments to the applicants within 7 working days 100% of the time.	100%	94%	During the fourth quarter 12 out of 12 initial comments were completed within 15 working days, 2 out of 3 - 2nd submittal comments were completed with 10 working days, 1 out of 1 - 3rd+ submittal comments were completed with 7 working days 100% of the time.

KPI GOAL	TARGET PERCENTAGE	ACTUAL	SUMMARY
Improve service levels and efficiencies and provide consistent and thorough building code plan reviews and inspections through development of multi-disciplined multi-certified inspection staff.	100%	29%	There are (80) State Certifications available to Building Divisions plan reviewers and building inspectors. As of this KPI update, staff has obtained 23 certifications or roughly 29% towards the goal of attaining a complete multi-disciplined/multi-certified plan review and inspection staff.

KPI GOAL	TARGET PERCENTAGE	ACTUAL	SUMMARY
For Preliminary and Final Plat Applications, provide initial COPC comments to the applicants within 20 working days; provide 2nd submittal to applicants within 15 working days; provide after 2nd submittal comments to the applicants within 10 working days 100% of the time.	100%	100%	During the fourth quarter 2 out of 2 initial comments were completed within 20 working days, 4 out of 4 - 2nd submittal comments were completed with 15 working days, 0 out of 0 - 3rd+ submittal comments were completed with 10 working days 100% of the time.

Planning General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,183,208	\$ 2,502,401	3,055,532	\$ 553,131
Operating Expenditures	546,552	614,788	861,834	247,046
Transfers to Other Funds	2,844	10,600	-	(10,600)
TOTAL	\$ 2,732,604	\$ 3,127,789	\$ 3,917,366	\$ 789,577
TOTAL PERSONNEL	19.66	19.66	23.66	4.00

*Transferred 4 Full Time Equivalents From Stormwater Operations to Residential Site Development in FY2026

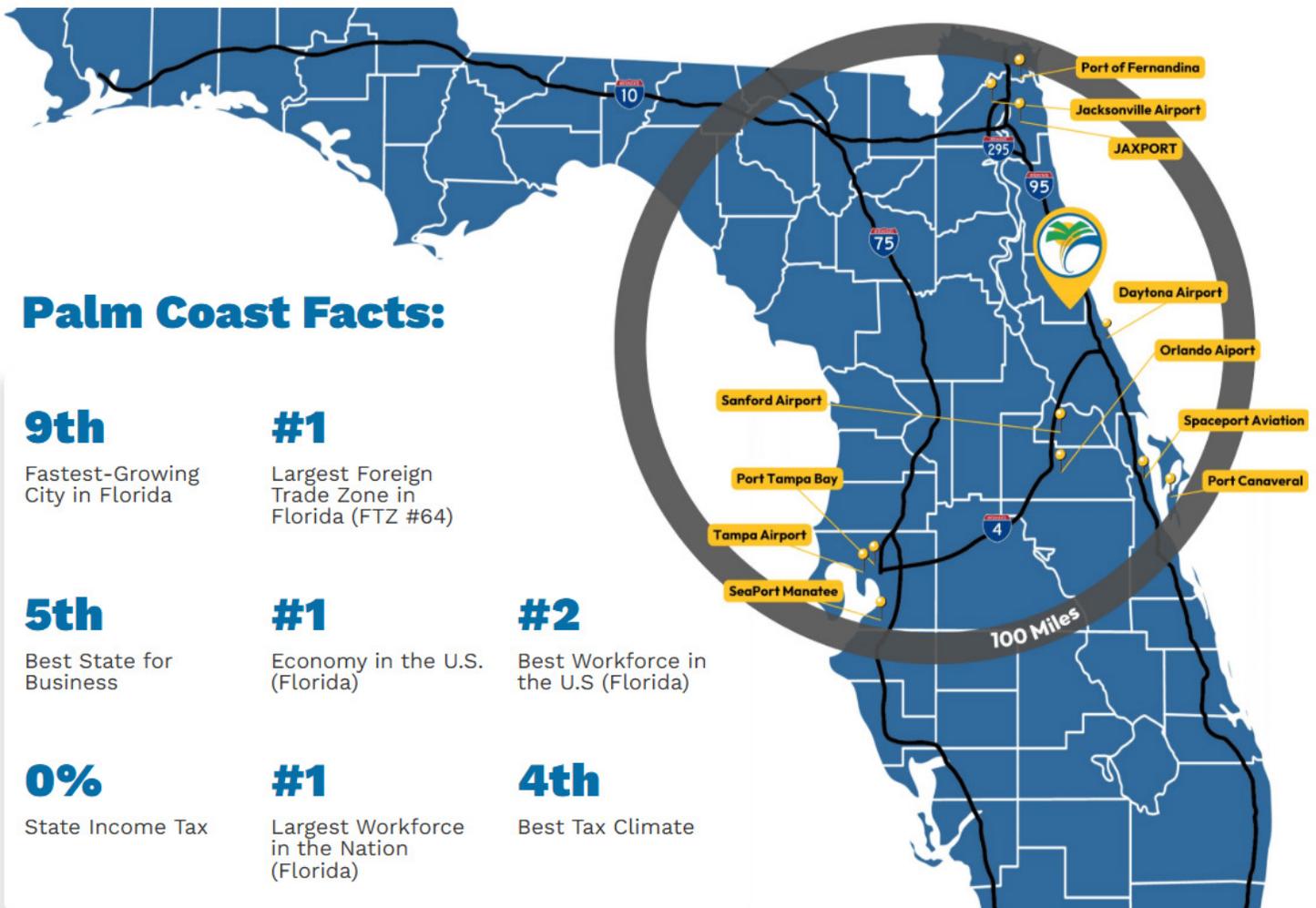
PROPOSED SITE INFORMATION

FLAGLER COUNTY CORPORATE AIRPORT CENTRE



Economic Development General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 75,287	\$ 220,226	\$ 226,907	\$ 6,681
Operating Expenditures	151,708	250,123	248,416	(1,707)
Grants	10,329	176,650	1,343,042	1,166,392
TOTAL	\$ 237,324	\$ 646,999	\$ 1,818,365	\$ 1,171,366
TOTAL PERSONNEL	2.00	2.00	2.00	0.00



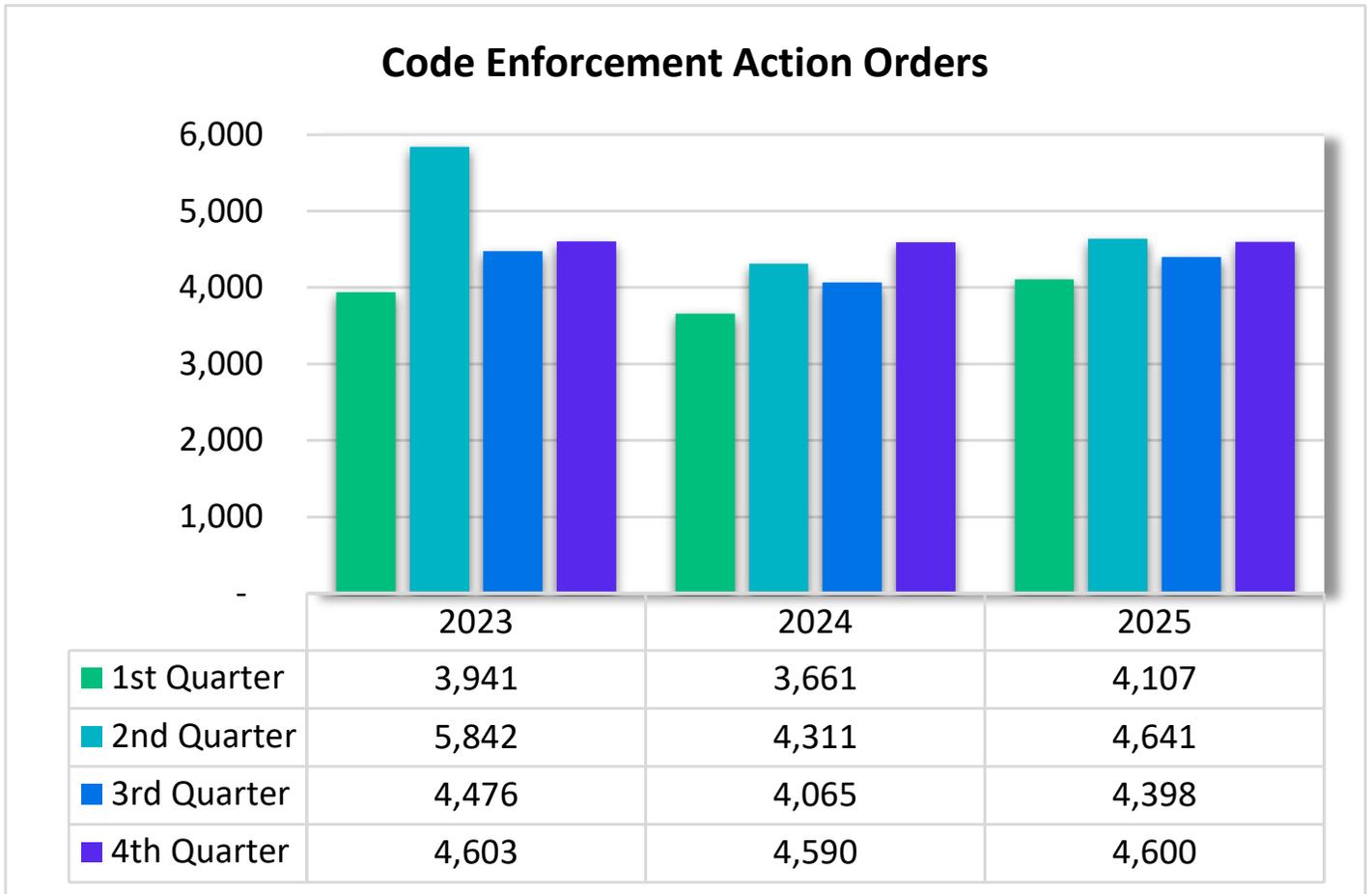
Business Tax General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 165,099	\$ 167,599	\$ 176,344	\$ 8,745
Operating Expenditures	58,545	47,216	50,575	3,359
TOTAL	<u>\$ 223,644</u>	<u>\$ 214,815</u>	<u>\$ 226,919</u>	<u>\$ 12,104</u>
TOTAL PERSONNEL	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>



Code Enforcement General Fund

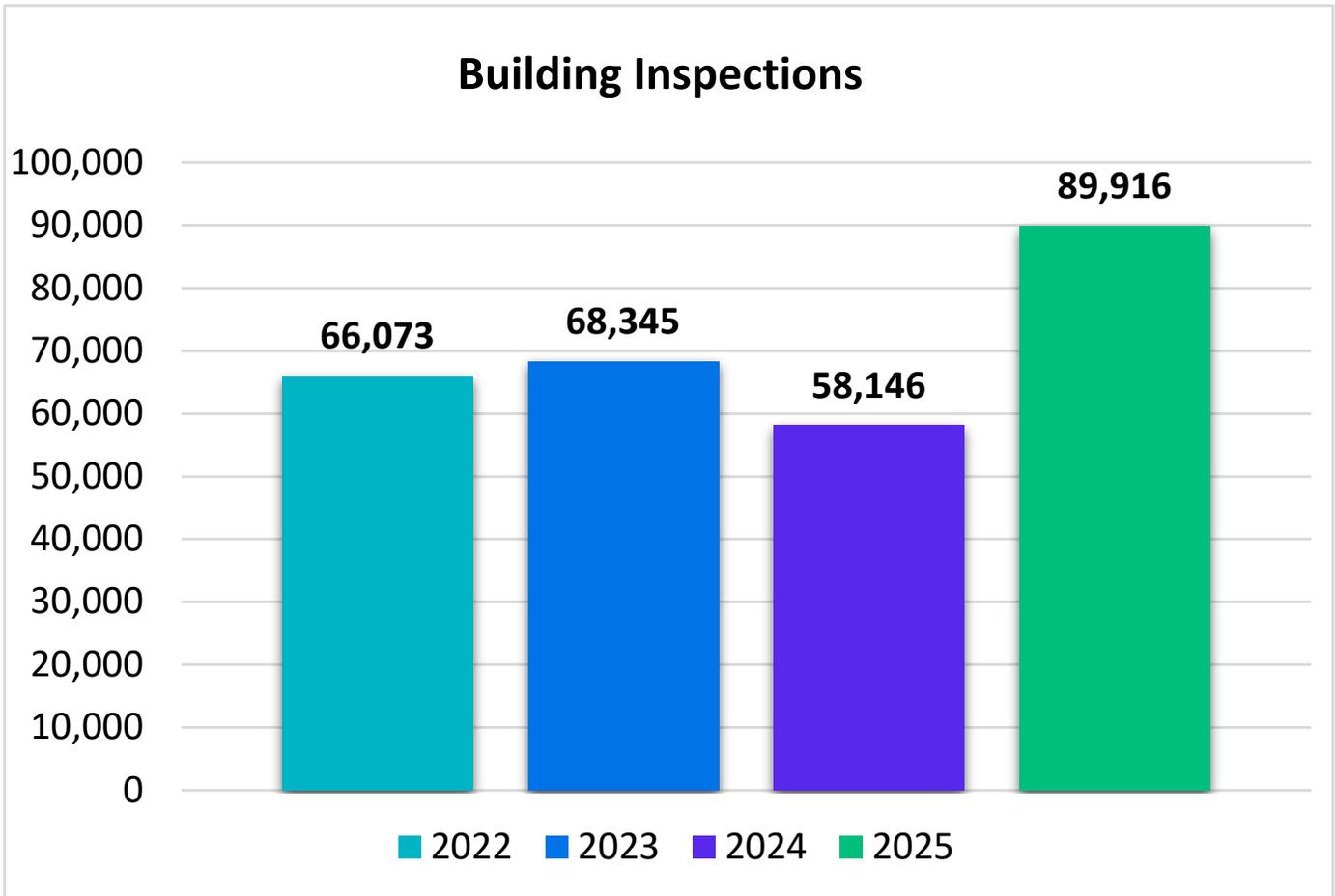
SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,029,539	\$ 2,418,540	\$ 2,504,507	\$ 85,967
Operating Expenditures	1,130,322	1,281,174	1,301,558	20,384
Transfers to Other Funds	1,465	-	6,800	6,800
TOTAL	\$ 3,161,326	\$ 3,699,714	\$ 3,812,865	\$ 113,151
TOTAL PERSONNEL	25.21	25.21	25.21	0.00



Building Permits

Building Permits Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,296,866	\$ 3,009,587	\$ 2,834,320	\$ (175,267)
Operating Expenses	799,442	1,038,907	944,934	(93,973)
Transfers to Other Funds	151,465	171,429	-	(171,429)
TOTAL	\$ 3,247,773	\$ 4,219,923	\$ 3,779,254	\$ (440,669)
TOTAL PERSONNEL	25.63	25.63	25.33	(0.30)





FLAGLER COUNTY SHERIFFS OFFICE

The Flagler County Sheriff's Office has the solemn duty of serving and protecting the citizens of our great county. Law enforcement services are provided to the Palm Coast citizens through a contract with the Flagler County Sherriff's Office and the unincorporated areas of Flagler County. This contract, which is reviewed annually, provides full-time law enforcement services for the City of Palm Coast.

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 specialized technology to allow 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.

FCSO CONTACT LIST

SHERIFF'S OPERATIONS CENTER

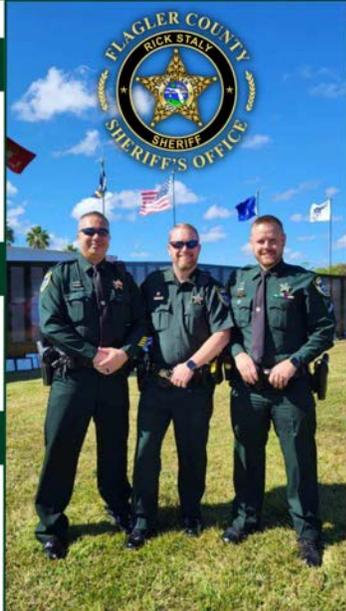
61 Sheriff EW Johnston Drive
 Bunnell, FL 32110
 Main Office: 386-437-4116
 Fax Line: 386-586-4888
 Records: 386-437-4116

PALM COAST DISTRICT OFFICE

14 Palm Harbor Village Way
 Palm Coast, FL 32137
 Phone: (386) 586-2621

FLAGLER COUNTY EMERGENCY COMMUNICATIONS

1769 E Moody Blvd,
 Bunnell, FL 32110
 Non-Emergency: 386-313-4911
EMERGENCY: 9-1-1



OTHER IMPORTANT NUMBERS

- Victim's Advocates: Deanna Uhl: 386-586-4848
- Family Life Center: 386-437-3505
- Community Legal Hotline: 1-800-405-1417
- VINE Program: 1-866-846-3435
- Department of Children and Families: 800-962-2873
- Bunnell Police Department: 386-437-7508
- Flagler Beach Police Department: 386-517-2023
- Crime Stoppers: 1-888-277-TIPS
- Flagler County Clerk Court: 386-313-4484
- State Attorney's Office: 386-313-4300
- Missing Child Hotline: 800-843-5678



Law Enforcement General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 7,363,929	\$ 8,996,489	\$ 11,181,587	\$ 2,185,098
TOTAL	\$ 7,363,929	\$ 8,996,489	\$ 11,181,587	\$ 2,185,098
TOTAL PERSONNEL	48.00	57.00	66.00	9.00

*These numbers only reflect what is funded through The City of Palm Coast.

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





FIRE DEPARTMENT

The Fire Department responds to more than 17,000 calls for service annually. Providing fire suppression, fire prevention, and emergency medical services to the community since 1973 the Palm Coast Fire Department protects citizens with an all-hazards approach to emergency response. Department members include 76 FTEs and 17 volunteers who operate 9 pumpers, 2 aerial apparatus, 2 wild-land attack trucks, and other support vehicles out of 6 fire stations located strategically throughout the city. Career firefighters, certified in firefighting standards and either Basic or Advanced Life Support, staff fire stations 24 hours a day 365 days per year. Volunteer firefighters, volunteer fire police, and volunteer associates provide an additional layer of protection for Palm Coast's citizens and visitors.

Residents enjoy an ISO rating of 2 due to the department's rigorous training regiments, robust pre-incident planning, pro-active public education program, extensive hydrant system, minimum staffing levels, and quick response times. Fire companies utilize technology to interact in real time with the Flagler County Sheriff's Office Computer Automated Dispatch system, city traffic signals, partner agencies, and the local hospitals.



Fire Department

Progress Report

Department Updates

In FY25, Palm Coast Fire Department responded to 17,815 calls for service, with 76% of those calls being medical in nature. This represents another all-time high for both fiscal year and rolling 12-month totals and marks a 7% increase (1,116 calls) over FY24. Call distribution continues to show that four of PCFD's six fire stations are now operating at response levels comparable to the city's historically busiest station, as identified in the 2020 Fire Station Development Methodology Report. This growth reflects both the City's continued expansion and the 2023 addition of the southern response area, which has now impacted a full fiscal year. Palm Coast residents' utilization factor (responses per population) has grown significantly, rising from 11.3% in 2019 to 16.1% in FY25. This upward trend was anticipated by Fire Administration as a result of demographic shifts, increased population, and expanded service area.

The primary drivers of this sustained call growth include:

- Expansion of response territory
- Ongoing population growth within the City
- Demographic changes — particularly the aging population of Palm Coast.

A significant emphasis during FY25 was placed on the continued development of the Battalion Chief rank. Fire Administration advanced this effort by meeting with Battalion Chiefs during shift days, assigning and reviewing 10-Year Plan initiatives in partnership with them, and convening the command staff on a monthly basis. These actions were designed to strengthen leadership consistency and ensure alignment with the long-term strategic direction of the department.

The Palm Coast Fire Department remains committed to identifying and refining processes that minimize budgetary impacts while maximizing operational effectiveness. Our organization continues to emphasize innovation and data-driven decision-making, utilizing key performance indicators, case management, GIS, work orders, field service lighting, customer satisfaction surveys, Munis, and other analytical tools to guide service delivery. For PCFD, innovation is more than a tool for progress; it is a pathway to creating a stronger, more resilient workforce and ensuring dependable service for the community.

The first initiative is the development of a value tool designed to quantify the tangible benefits associated with PCFD's actions. While the department has long recognized the life safety and property protection impacts of its mission, there are also measurable financial benefits to residents. City Council and City Administration are already familiar with the advantages of PCFD's ISO rating, which creates both expanded insurance market access and reduced premiums. Anecdotal data suggests that residents who live within five miles of a fire station enjoy three times as many potential insurers and receive an average annual insurance discount exceeding \$1,000. Upon the completion of Fire Station 26, nearly all Palm Coast households will fall within this service radius, representing a potential annual community-wide benefit of more than \$43 million. With construction of Station 26 now underway, Fire Administration has begun the process of tracking these outcomes, and in the coming year will engage residents to document the savings realized from this investment.

The second initiative is the completion of a comprehensive fleet analysis and capital replacement plan, which establishes a full-cycle approach to apparatus replacement. This plan ensures that PCFD continues to meet community fire protection needs, align with fire service best practices, and support the fiscal expectations of City Council. Palm Coast already demonstrates strength in fleet management by saving in advance for apparatus purchases rather than financing them. The fleet analysis builds on this foundation, offering a roadmap for sustainable capital planning while also identifying opportunities for service improvements and budget efficiencies. In FY25, Fire Administration identified two vehicles in need of replacement and presented recommendations to Council within the broader framework of this capital strategy.

Fire Department Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Contain Fires to the Room of Origin	75%	88%	Containing structure fires to the room of origin is an outcomes-based indicator of PCFD's response system performance in meeting these incident priorities. Palm Coast Fire Department's KPI of containing 75% of structure fires to the room of origin demonstrates a specific competency that indicates the overall quality of the department's response to fire emergencies.	In FY25 Q4, PCFD responded to five qualifying structure fires, containing four to the room of origin, for a quarterly rate of 80%. Over the full fiscal year, the department responded to sixteen qualifying structure fires and contained fourteen to the room of origin, achieving an 88% success rate—the highest annual performance since this KPI was first established.
Strategy	Fire departments design response systems to accomplish three incident priorities: life safety, property conservation, and incident stabilization.			

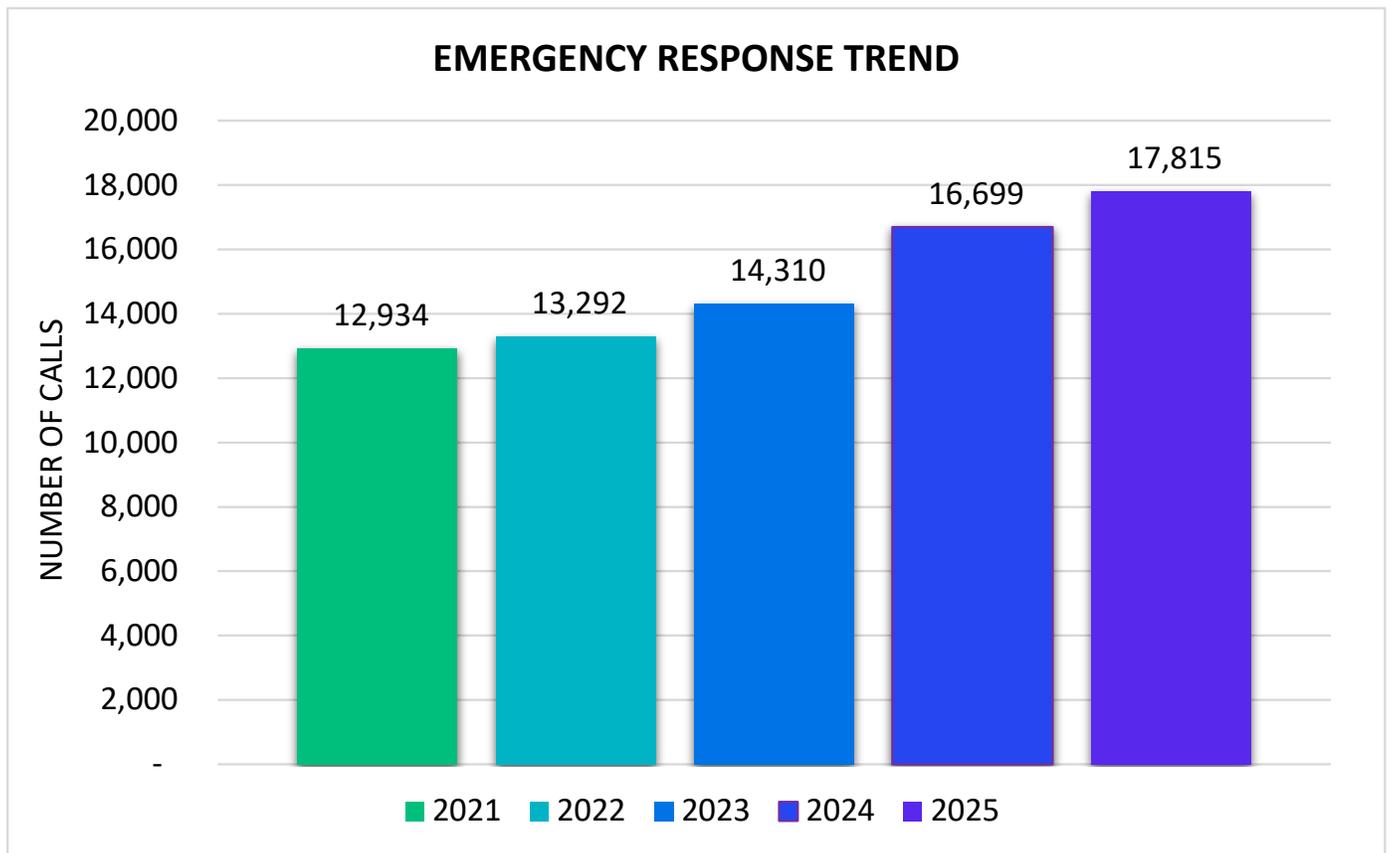
KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Achieve Return of Spontaneous Circulation in Cardiac Arrest	30%	36%	Sudden cardiac arrest occurs when a person's heart stops generating a productive heartbeat. When crews respond to incidences of cardiac arrest and get the heart to begin beating again, known as Return of Spontaneous Circulation.	PCFD crews responded to 36 cardiac arrest incidents in the field and achieved ROSC in 13 cases, resulting in a quarterly rate of 36%—well above the department's benchmark.
Strategy	PCFD continues to focus on response times and training to improve ROSC rates and the chance of survival of sudden cardiac arrest.			

KPI GOAL	TARGET	ACTUALS	SUMMARY	OUTCOME
Perform and Execute Succession Planning	3 LTs 6 DEs 9 FF's	4 LTs 2 DEs 0 FF's	The city continues to see growth in its residents, visitors, businesses, and emergency incidents. PCFD responded to 17,815 calls for service in FY 25, the highest twelve months of call volume in department history – increasing by 7% since last year.	During the fiscal year the training division supported the hiring of twelve new career firefighters. Four firefighters were promoted to driver engineer, and two additional firefighters remain assigned as ride-up drivers. Five lieutenants have also been cleared to serve as ride-up Battalion Chiefs.
Strategy	The City of Palm Coast continues to experience growth in residents, visitors, businesses, and emergency incidents. Planned retirements, combined with the demands of this growth, require the department to actively invest in succession planning			

Fire Department

General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 9,761,604	\$ 10,225,521	\$ 10,987,118	\$ 761,597
Operating Expenditures	3,538,553	4,098,300	4,792,707	694,407
Capital Outlay	109,782	89,000	129,650	40,650
Transfers to Other Funds	15,042	-	93,180	93,180
TOTAL	\$ 13,424,981	\$ 14,412,821	\$ 16,002,655	\$ 1,589,834
TOTAL PERSONNEL	75.00	75.00	76.00	1.00





PUBLIC WORKS

Public Works is responsible for maintaining property and infrastructure owned by the City. This infrastructure includes buildings, streets, bridges, roads, and drainage systems. The American Public Works Association defines Public Works as, "the combination of physical assets, management practices, policies, and personnel necessary for government". The Public Works Department also manages the contractual services for garbage collection within the City limits.

Streets Division: The Streets Division is tasked with maintaining the city rights-of-way and all associated infrastructure which includes pavement, medians, sidewalks, traffic signs, and traffic signals. The Streets Division is also responsible for litter removal, lawn maintenance, and 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 repair, replace, and maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements when the useful life has expired. Internal transfers and allocation charges from the user departments provide the revenues necessary to accomplish this task.

Collections and Sanitation Division: The Public Works Department also manages the contractual services for garbage collection within the City limits. Information about trash services, recycling, and yard waste collection can be found on the City website.

Public Works Department Progress Report

Department Highlights & Projects

Streets Division – Special Projects: The Special Projects Division delivered major sidewalk, asphalt, and concrete rehabilitation citywide, enhancing safety and accessibility. Critical improvements at Southern Recreation Center expanded recreational opportunities, while neighborhood monument sign projects strengthened community identity. The team collaborated closely with Utilities and Parks & Recreation to restore infrastructure efficiently after underground and facility work. FY2025 highlighted the division’s ability to balance planned capital improvements with urgent, unplanned needs, demonstrating flexibility, technical skill, and commitment to Palm Coast’s quality of life. Looking ahead, the division will continue strategic infrastructure improvements while remaining responsive to emerging needs.

Streets Division - Sign & Signal Operations: The division completed multiple traffic signal and cabinet upgrades at key intersections, installing energy-efficient LED lights and responding to emergency repairs. Traffic calming devices were tested in residential areas, and school zone flashers and pedestrian crossings were upgraded to improve safety. Citywide inspections covered over 12,000 signs, ensuring FDOT MMU compliance. Pavement markings were refreshed at City parks and facilities, while custom signage supported interdepartmental projects. Traffic detection sensors and studies informed future planning, and the team provided traffic support for city events such as Food Truck Tuesdays, Arbor Day, Memorial Day, 4th of July celebrations, and regional events including Daytona Bike Week. The division’s efforts reinforced safe, efficient, and future-ready transportation systems.

Landscape Operations: The Landscape Division completed over 1,400 work orders, including tree removals, irrigation repairs, debris collection, and site-specific requests. Regular mowing and detailing of high-visibility corridors maintained safe, attractive public spaces. Targeted enhancements at gateways, including new plantings, fountains, and lighting, elevated aesthetics. Use of growth inhibitors improved maintenance efficiency, and in-house well repairs on SR100 demonstrated fiscal responsibility. Despite storm recovery, drought, and extreme heat, the division maintained functional and visually appealing landscapes while generating cost savings for residents.

Facilities Division: The Facilities Division completed over 183 4th-quarter work orders, including major roof repairs, remodels, and City Hall upgrades. In-house generator repairs at Fire Station 25 saved \$2,000 in contractor costs, and other preventative maintenance extended infrastructure lifespan while maintaining regulatory compliance. The division secured new and renewed contracts for HVAC and alarm monitoring services, overhauled the budget for accuracy, and coordinated vendor maintenance for generators and fire suppression systems, improving operational reliability and safety.

Fleet Operations: Fleet crews executed complex repairs in-house, including vacuum pump, transmission, and hydraulic cylinder replacements, saving thousands in labor costs and minimizing downtime. Annual pump testing and aerial certifications were completed, with warranty coordination saving an additional \$19,000. Fleet auctions generated \$655,923.32, supporting asset optimization. FY2025 reflected resilience and operational progress, with staff focusing on succession planning, certifications, and process improvements to enhance efficiency and service quality.

Residential Collections: The division serviced 46,405 accounts, collecting an annual total of 56,106.75 tons, including 11,275.74 tons of recycling and yard waste. Community clean-ups, such as the Keep Palm Coast Clean event in April and the Intracoastal Waterway Clean-up in September, engaged hundreds of volunteers and removed over 2,250 lbs. of debris. Strategic initiatives included the Commercial Solid Waste Hauling Analysis and creation of the Commercial Compliance Officer role, enhancing oversight of commercial haulers.

Public Works

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Fleet: Perform preventative maintenance services on time	85%	76%	319 Preventative Maintenance performed. 61 were past due at the scheduled time. 258 were on or before the scheduled time.	Fleet continues to make strides, even working with minimum space to meet the demand of the very large fleet vehicles we service. This makes things longer, working outside in the elements, especially in these heightened rainy and very hot months

KPI GOAL	TARGET	ACTUALS	SUMMARY	OUTCOME
Average work order response time	The goal is to respond within 24 hours and resolve within 7 business days	98% are closed within 48 hours and 2% had required scheduling	1,536 work orders initiated this fiscal year	Public Works division work cohesively to keep our response time for the initial work order to 8 working hours 98% are closed within 48 hours and 2% require scheduling

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Mowing rotations will be completed according to schedule. (Reporting in GIS)	93% timeline rotation accuracy	ROW Mowing has maintained a - 89% average for the FY Neighborhood mowing – has maintained a 100% average for the FY. Median mowing is 91% average for the FY	The KPI states that 93% of mowing occurs on schedule throughout the growing season.	Reporting structures are being revisited and modified based on type of work completed that may impact KPI's reporting as it is currently designed.

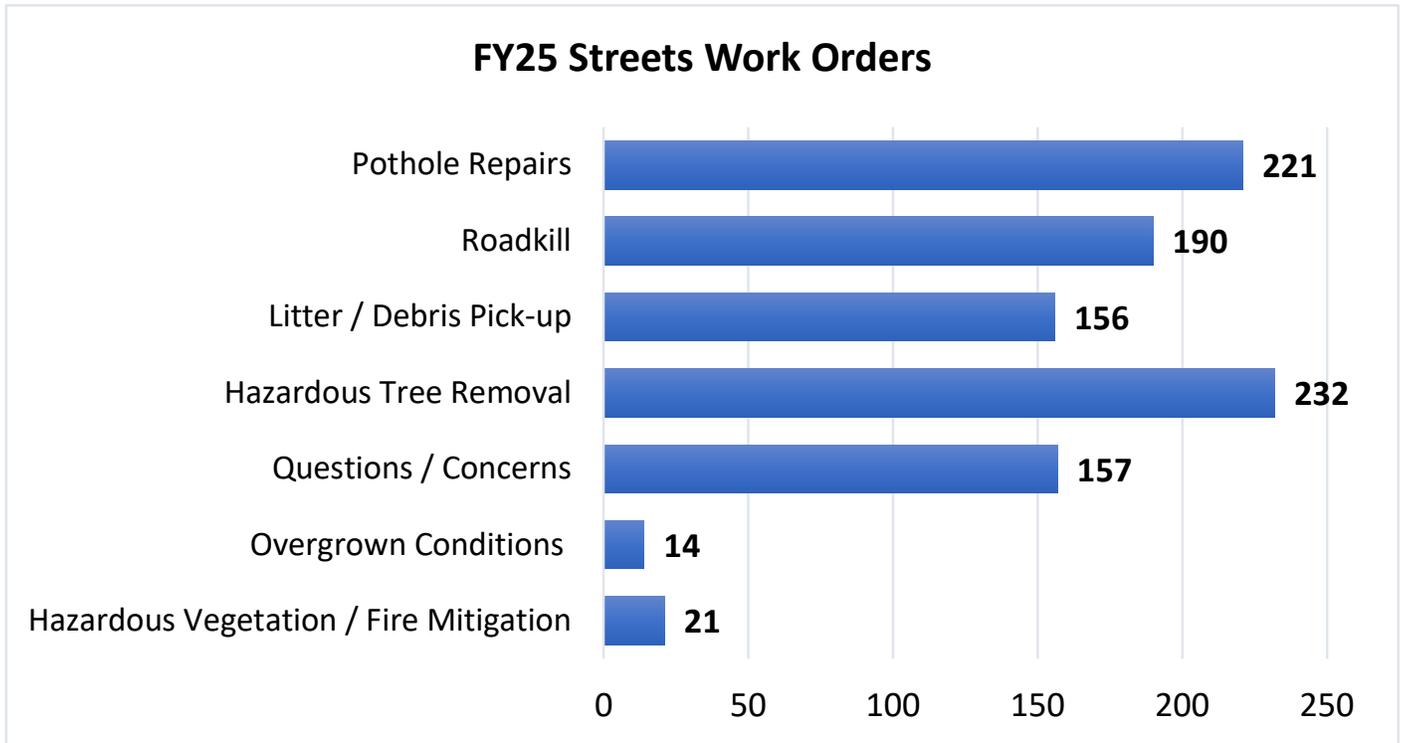
To view the full progress report for Fiscal Year 2025, please follow the link below:

[ANNUAL DEPARTMENT SUMMARIES](#)

Streets General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 4,215,523	\$ 4,939,064	\$ 5,273,782	\$ 334,718
Operating Expenditures	4,420,616	4,898,163	5,003,560	105,397
Capital Outlay	9,175	10,000	44,400	34,400
Transfers to Other Funds	-	2,000	-	(2,000)
TOTAL	\$ 8,645,314	\$ 9,849,227	\$ 10,321,742	\$ 472,515
TOTAL PERSONNEL	58.00	59.00	61.00	2.00

*Transferred 5 Full Time Equivalents Facilities from Facilities Maintenance from this fund in FY2024

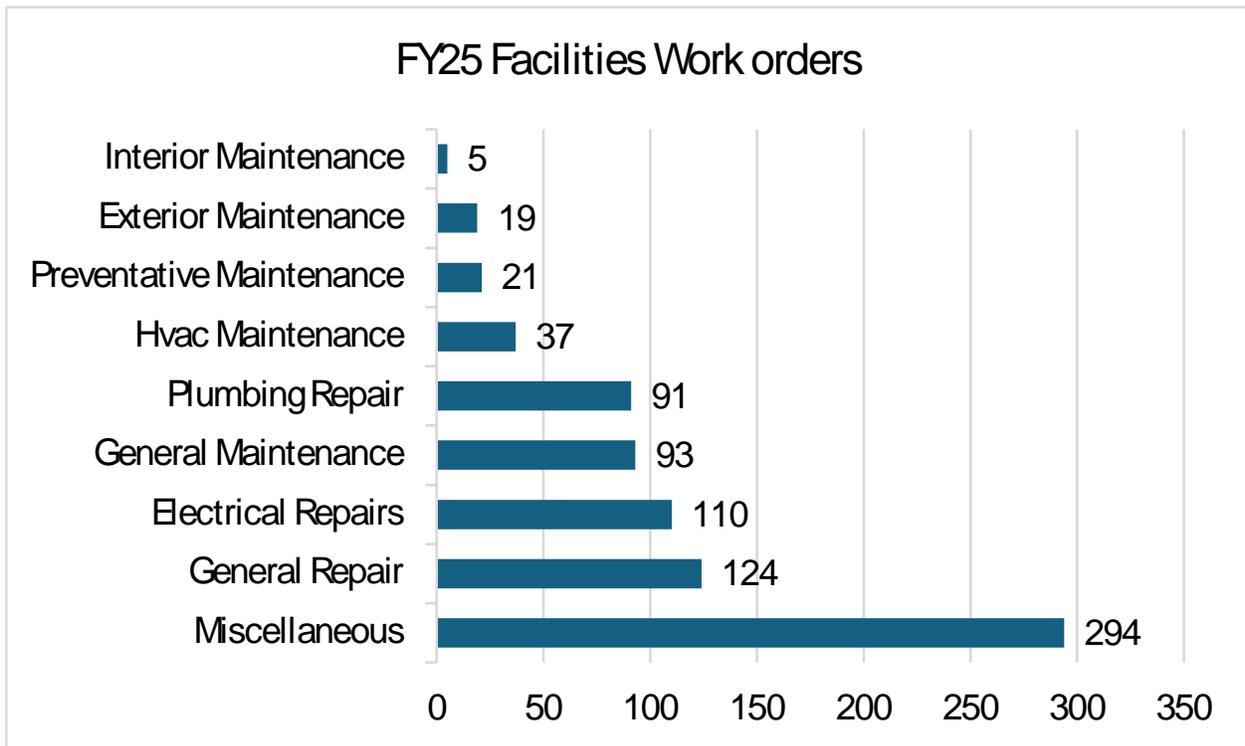


Facilities Maintenance

Facilities Maintenance Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 517,021	\$ 574,509	\$ 665,466	\$ 90,957
Operating Expenses	1,444,502	1,499,995	1,567,735	67,740
Transfers to Other Funds	29,331	21,740	-	(21,740)
Contingency	-	81,000	40,000	(41,000)
TOTAL	\$ 1,990,854	\$ 2,177,244	\$ 2,273,201	\$ 95,957
TOTAL PERSONNEL	6.00	6.00	7.00	1.00

* Transferred 6 Full Time Equivalents From Facilities to Streets Maintenance and 1 to Streets from this fund in FY2024



Collection & Sanitation

Solid Waste Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 177,132	\$ 238,439	\$ 315,014	\$ 76,575
Operating Expenses	16,430,021	18,407,702	18,914,448	506,746
TOTAL	<u>\$ 16,607,153</u>	<u>\$ 18,646,141</u>	<u>\$ 19,698,024</u>	<u>\$ 1,051,883</u>
 TOTAL PERSONNEL	 2.00	 3.00	 3.00	 0.00

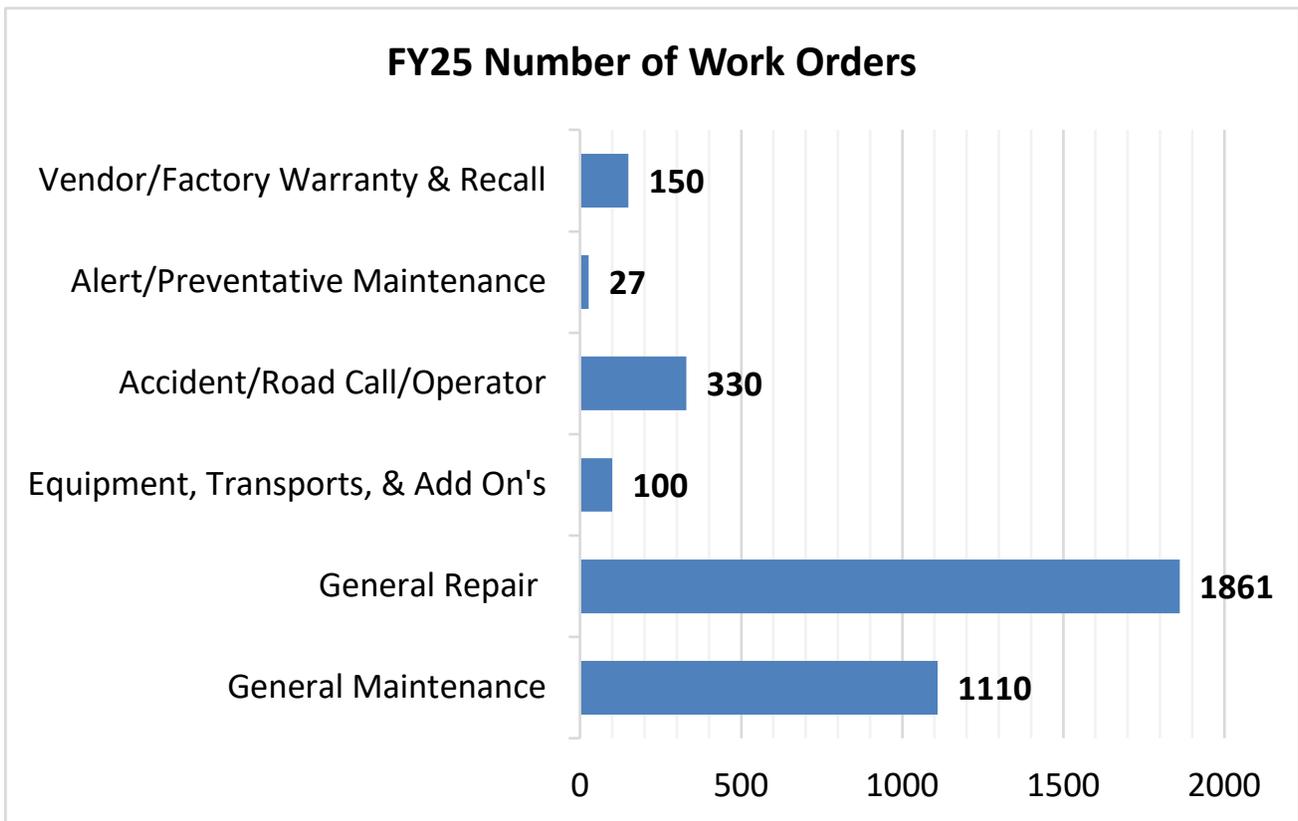


Fleet Management

Fleet Management Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,111,243	\$ 1,413,574	\$ 1,481,856	\$ 68,282
Operating Expenses	2,467,279	3,047,316	3,007,201	(40,115)
Capital Outlay	7,014,273	4,089,008	4,755,968	666,960
Transfers to Other Funds	3,299	-	-	-
Contingency	-	2,909,239	1,419,738	(1,489,501)
TOTAL	\$ 10,596,094	\$ 11,459,137	\$ 10,664,763	\$ (794,374)
TOTAL PERSONNEL	15.00	15.00	15.00	0.00

* Transferred 1 Full Time Equivalents From Facilities Maintenance from this fund in FY2024





STORMWATER & ENGINEERING

The Stormwater & Engineering Department (SW&E) provides a wide variety of functions that serve both internal and external customers. The SW&E Department oversees the management, maintenance, & operations of the city’s stormwater system. They inspect the technical design and construction of private and public infrastructure that is facilitated by the utility, transportation, stormwater, and civil engineering departments. SW&E projects range from the replacement and maintenance of our stormwater swale system to roadway widening, streetlight installation, and the construction of new building and park infrastructure.

This department also is responsible for the compilation of the Capital Improvement Plan (CIP). The CIP consists of the rehabilitation and expansion of the City’s Infrastructure system. Much of the original infrastructure (stormwater 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, expanding roadways, and adding new elements, such as parks, wells, and pump stations, to address our current and future growth.



Stormwater and Engineering

Progress Report

Capital Project Completions

FY2025 was a highly productive year for the Stormwater & Engineering Department, marked by numerous major infrastructure and capital project completions. Key projects included the Citation Boulevard extension, Micro surfacing contract, Long Creek Nature Preserve construction, and the London Waterway Expansion. Additionally, the centrifuge replacement at Wastewater Treatment Facility 1 and the wellfield interconnect construction from Water Treatment Facility 3 to Facility 1 were completed, along with the construction of a new genset and above-tank storage at Wastewater Treatment Facility 1.

Significant improvements were made in public safety and community service infrastructure, including Fire Stations 22, 25, and 26 design and construction milestones. FS 22 celebrated a steel topping ceremony on September 3, 2025, while FS 25 construction commenced on September 8, 2025, featuring a new concrete drive and apparatus bay doors. FS 25 also received a certificate of completion for the baby box on July 1, 2025. Other completed projects included Blare & Colbert Lane pipe replacement, CIP lining on Royal Palms and US-1, and the K-Section drainage improvement design.

To enhance staff efficiency and service delivery, the department consolidated the Stormwater Maintenance and Operations divisions, creating a single, unified team that provides consistent guidance and support across all functions. Additionally, the department coordinated and executed the City's first-ever dirt donation program, assisting residents in regarding their properties, and completed a neighborhood traffic study to improve community safety and flow.

Operational Highlights

Stormwater operations achieved multiple improvements to stormwater flow and drainage performance throughout the City. Repairs to the Lehigh Waterway bank armament mitigated erosion, while a permanently mobilized swale trenching crew improved response times to citizen concerns and enhanced swale performance citywide. Major pipe and swale rehabilitation projects were completed along Parkview Drive near Wadsworth Elementary School and Belle Terre Park. Other ongoing projects include the K-Section Drainage Improvement, which began construction on August 25, 2025, and Pine Grove Waterway dredging, which commenced on July 21, 2025. The department also completed Maintenance Operations Complex Phase 1B fuel depot pricing.

Community Outreach & Engagement

The department remained committed to educating and engaging residents. Stormwater Awareness Week, held September 22–26, 2025, was recognized with a City Council proclamation. Staff participated in the Connecting to Palm Coast event on September 25, providing residents with stormwater maintenance guidance and readiness tips. Over 50 miles of swales were improved, setting a City record and celebrated with a staff pizza and ice cream party.

Stormwater & Engineering also hosted the Citizen's Academy Class on September 29, showcasing the City's unique open drainage system, capital projects, and heavy machinery. Staff engaged the community at the Emergency Preparedness Event on August 12, providing informational brochures and direct interaction with attendees. Educational materials were also shared at the Home Show, Flagler County Schools Job Fair, and Stormwater Town Hall meeting.

Looking ahead, the department continues to collaborate with Communications to develop a series of stormwater education videos, available on the City's website, to further inform residents about stormwater management and City projects.

Stormwater and Engineering

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
All connect cases for Stormwater will be responded to within the appropriate timeframe.	Respond 100% of the time	Responded appropriately 97.5%	Respond to connect cases within a three-week timeframe.	Response time to connect cases is approximately 2% short of our targeted goal for fiscal year 2025.

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Reduce the number of open work orders	Reduce the amount of time it takes to complete swale maintenance requests.	work orders while 279 new ones were opened.	The number of closed swale maintenance work orders will exceed the number of open work orders by 100 annually until the overall number of work orders becomes invariable.	Stormwater exceeded our goal by 112 work orders.

To view the full progress report for Fiscal Year 2025, please follow the link below:

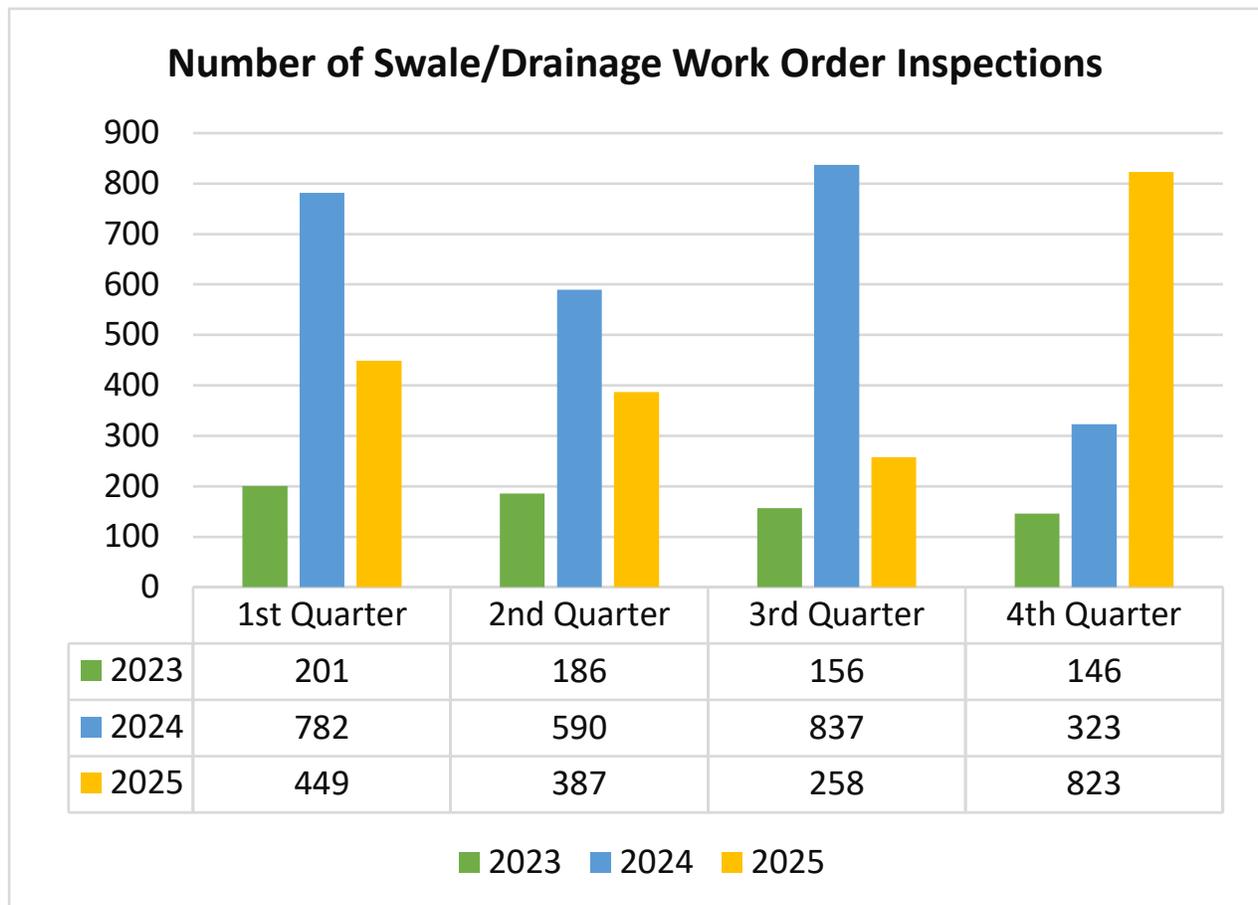
[ANNUAL DEPARTMENT SUMMARIES](#)

Stormwater Operations

Stormwater Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,344,492	\$ 1,764,381	\$ -	\$ (1,764,381)
Operating Expenses	181,974	395,520	-	(395,520)
Capital Outlay	28,766	-	-	-
Transfers to Other Funds	99,172	11,660	-	(11,660)
TOTAL	\$ 1,654,404	\$ 2,171,561	\$ -	\$ (2,171,561)
TOTAL PERSONNEL	16.00	18.00	0.00	(18.00)

*Transferred Full Time Equivalents From Stormwater Operations to Stormwater Maintenance, Stormwater Engineering, Planning, and Residential Site Development in FY2026



Stormwater Engineering

Stormwater Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 650,768	\$ 643,161	\$ 1,319,135	\$ 675,974
Operating Expenses	432,024	653,829	932,707	278,878
Capital Outlay	8,651,124	23,991,442	20,104,116	(3,887,326)
Transfers to Other Funds	-	4,660	-	(4,660)
TOTAL	\$ 9,733,916	\$ 25,293,092	\$ 22,355,958	\$ (2,937,134)
 TOTAL PERSONNEL	 5.00	 5.00	 12.00	 7.00

*Transferred 7 Full Time Equivalents From Stormwater Operations in FY2026

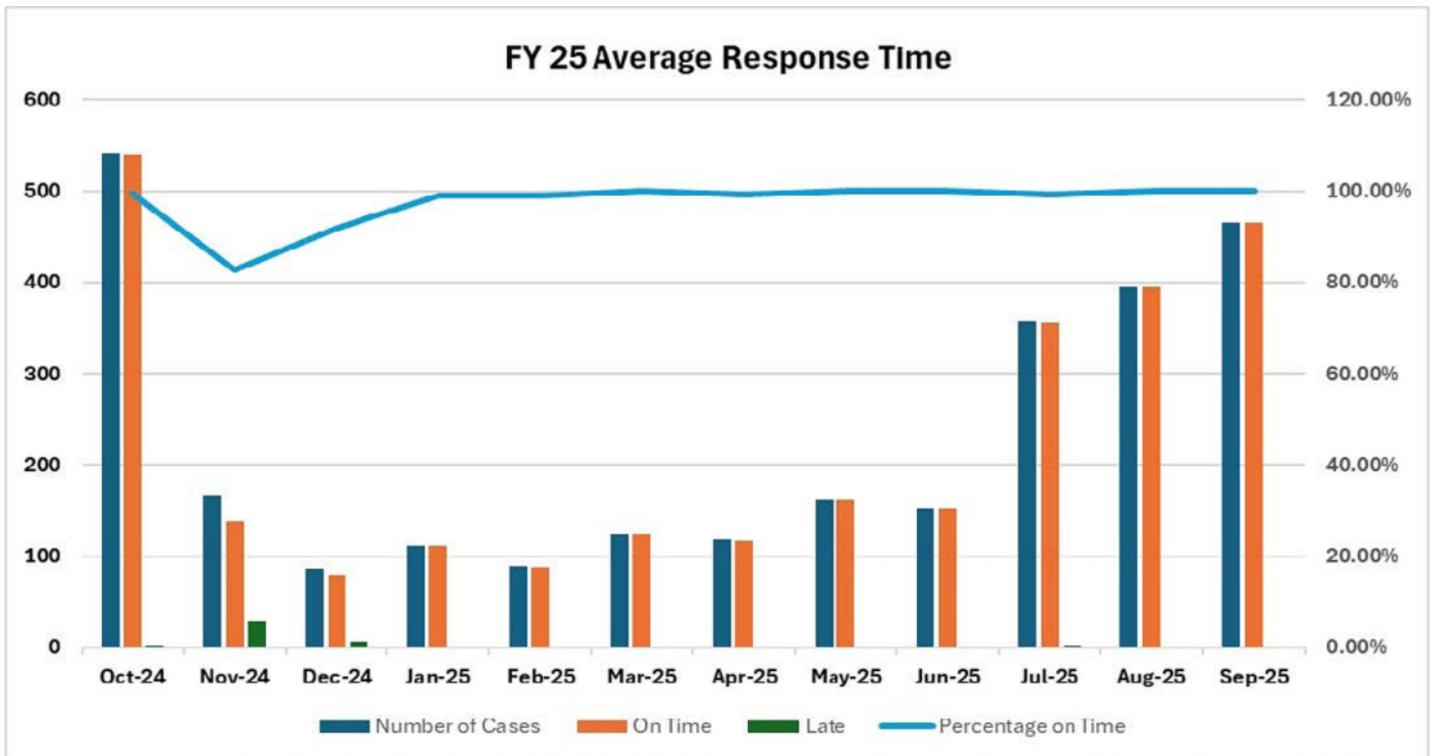


Stormwater Maintenance

Stormwater Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,855,853	\$ 4,682,032	\$ 5,911,275	\$ 1,229,243
Operating Expenses	4,428,319	6,652,833	7,040,070	387,237
Capital Outlay	1,219,618	995,000	785,000	(210,000)
Transfers to Other Funds	866,998	173,258	850	(172,408)
TOTAL	\$ 9,370,788	\$ 12,503,123	\$ 13,737,195	\$ 1,234,072
TOTAL PERSONNEL	47.00	55.00	65.00	10.00

* Transferred 5 Full Time Equivalents From Stormwater Operations to Stormwater Maintenance from this fund in FY2026



Construction Management & Engineering

General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 985,998	\$ 1,189,380	\$ 1,314,523	\$ 125,143
Operating Expenditures	233,261	143,365	161,779	18,414
Capital Outlay	12,258	-	-	-
Transfers to Other Funds	-	-	5,800	5,800
TOTAL	\$ 1,231,517	\$ 1,332,745	\$ 1,482,102	\$ 149,357
TOTAL PERSONNEL	8.00	8.00	8.00	0.00



Stormwater Non Departmental Stormwater Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenses	\$ 1,146,000	\$ 1,215,693	\$ 1,152,986	\$ (62,707)
Debt Service	1,500,112	3,285,501	2,896,197	(389,304)
Transfers to Other Funds	2,648,751	2,656,914	2,659,285	2,371
TOTAL	\$ 5,294,863	\$ 7,158,108	\$ 6,708,468	\$ (449,640)



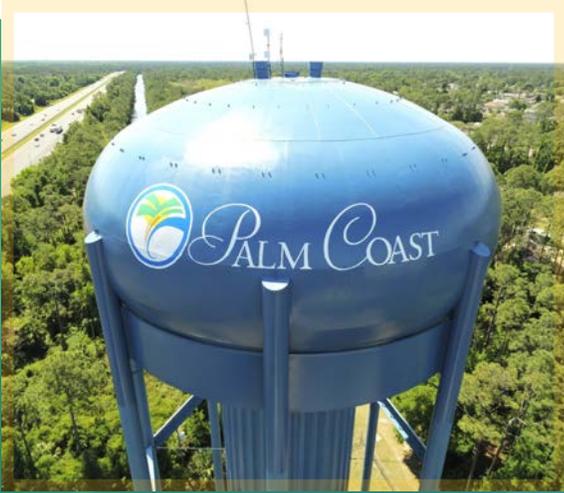
Ditch Maintenance



Pipe Replacement



Swale Maintenance



WATER/WASTEWATER UTILITY

The Water and Wastewater Utility Department is responsible for providing utility services within the city limits and several areas outside our boundaries. This department is compiled of many divisions, all of which focus on critical utility functions to maintain the quality of water within the City.

Utility Administration: This division provides administrative support to all of the other divisions and facilitates proper communication and efficiency of all operations. They oversee environmental compliance regulations and inventory regulations, as well as the formation of utility development permitting agreements.

Water Distribution & Quality: This division of the Utility Department is responsible for maintenance, repairs, and installation of the water distribution system. This system includes water mains, fire hydrants, valves, and water services for existing residents and new construction homes. This section also includes a water quality division to ensure the quality of water distributed to the customer. Utility personnel actively monitors, maintains, and replaces meters on an as needed basis, and is responsible in managing the Advanced Metering Infrastructure system.

Water Supply & Treatment: The collection and treatment of water that is distributed throughout the City falls under this division, is comprised of three water treatment plants. These plants, located in separate sections of the City, also manage the repair and maintenance of the wells and well fields.

Wastewater Collection and Pumping: This division conducts operations related to the installation, maintenance, and repairs of the wastewater systems. This system is in place to collect water and pump it to the wastewater treatment plant centers.

Wastewater Treatment and Reuse: This division of the Utility Department is responsible for treatment and disposal of wastewater. There are two wastewater treatment plants, and a water reclaim system for irrigation uses.

Water/Wastewater Utility

Progress Report

FY2025 was a productive year for the Water & Wastewater Department, with significant achievements in infrastructure, compliance, and community engagement. A major milestone was the completion and certification of the Risk and Resilience Assessment (RRA) for water operations in accordance with the America's Water Infrastructure Act (AWIA) of 2018. Certification was submitted to the U.S. Environmental Protection Agency (EPA), confirming that the Utility has evaluated potential risks to its water systems and implemented measures to enhance security, operational resilience, and emergency preparedness. The Emergency Response Plan was also reviewed and certified on September 30th, ensuring ongoing compliance with federal mandates and reinforcing the Utility's commitment to safe and reliable drinking water.

The department conducted two pilot studies at Water Treatment Plant #1 (WTP1) to improve water quality and treatment efficiency. These studies evaluated ceramic filters in place of sand filtration and tested ozone combined with granular activated carbon treatment. Additionally, well rehabilitations at WTP1 (SW-31, SW-24, SW-35, and SW-106) restored production efficiency and extended service life, while preliminary evaluation identified potential new well sites west of the City's north wellfield.

The Groundwater Modeling project was completed, evaluating impacts to wetlands, lakes, rivers, and springs from current and future groundwater withdrawals. Scenarios simulated increasing allocations from the Confined Surficial Aquifer (CSA) and the fresh portion of the Upper Floridan Aquifer (UFA) by 3 MGD above the current permitted 15.525 MGD, without impacting primary water bodies. The Water Supply Facilities Work Plan (WSFWP) was updated in August 2025, extending projections to 2050 and highlighting a potable water shortfall of approximately 2.0 MGD between 2025 and 2030, prior to the availability of brackish water supplies included in the current CUP.

Operational achievements included the relief of a major blockage on Florida Park Drive, restoring substantial flow and preventing backups. The department recorded 18 Sanitary Sewer Overflows (SSOs) during Q4, primarily due to extreme rainfall and inflow & infiltration (I/I), totaling 10 inches in August and September. Expansion of Wastewater Treatment Plant #1 from 6.83 MGD to 10.83 MGD is underway, with 60% design plans completed on September 15, 2025, and 90% plans scheduled for February 2026. Construction will be delivered using a Construction Management at Risk (CMAR) approach, beginning with the installation of a new generator, electrical upgrades, and control system improvements in November 2025, and project completion expected by December 2028.

Community Outreach

The department continued its strong commitment to community engagement. The Customer Service Team, alongside Water Operations, Wastewater Treatment, and Collections representatives, participated in the Palm Coast Expo, providing residents with water conservation tips and guidance on Utility billing. Educational facility tours were held at Water Plant #3 and Wastewater Plant #2 on March 12th, June 18th, and September 17th, helping residents understand the necessity of utility rate increases and providing insight into operational processes. Tours averaged 30 residents each, with positive feedback prompting plans to host quarterly sessions, with the next scheduled for December 10, 2025.

Educational outreach extended to younger residents through the Children Helping in Resource Planning (CHIRP) program at Linear Park. Wastewater operators engaged 2nd-grade students from Belle Terre Elementary, teaching the water cycle, pollution impacts, and microbiology in wastewater treatment through hands-on experiments and demonstrations. Future CHIRP programs are planned in collaboration with other local schools.

The department also actively participated in charity events, job fairs, and local educational programs, providing tours and instructional presentations to organizations including U.S. Congressman Randy Fine and State Representative Sam Greco.

Conclusion & Future Focus

Throughout FY2025, the Utility maintained reliable water and wastewater services while fully complying with state and federal standards. Staff focused on infrastructure improvements, emergency preparedness, and responsive customer service, ensuring public health and environmental stewardship.

Looking ahead to FY2026, the department will continue investing in critical projects that enhance system reliability, support community growth, and promote long-term sustainability. By combining careful planning, innovation, and public engagement, the Utility aims to build a more resilient, efficient, and sustainable water and wastewater system for the future.

Water/Wastewater Utility

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Decrease the number of customer service calls per capita by 10% within 12 months by increasing the use of the Palm Coast Connect Portal and website resources.	10%	9.29%	Significant progress was made toward the call reduction target, with nearly a 10% decrease achieved, alongside steady growth in portal usage,	Yearly calls decreased to 113,376, representing a 9.29% reduction compared to the prior year – very close to the 10% goal. Portal cases increased to 41,171, a 3.16% increase, indicating greater adoption of online resources.
Strategy	Track portal usage and call volume monthly, identify common questions still generating calls and update online content accordingly to further customer service contacts.			

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Meet the % of Palm Coast Connect cases are initially dispatched within one business day of receiving.	90%	90%	Customer Service introduced a new text message feature, allowing residents to submit cases without the need to wait on hold in the call center. This initiative has led to a notable reduction in call volume, providing a better experience for residents and reducing call center congestion.	We ended this year with 50,318 cases and only 4,687 were considered late. Our percentage was 90% on time for the year.
Strategy	The strategy is to ensure cases are dispatched to the proper department and are handled quickly.			

To view the full progress report for Fiscal Year 2025, please follow the link below:
[ANNUAL DEPARTMENT SUMMARIES](#)

Utility Construction Management & Engineering

Water & Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 675,838	\$ 893,575	1,199,511	\$ 305,936
Operating Expenses	105,556	165,543	199,773	34,230
Capital Outlay	12,258	-	-	-
Transfers to Other Funds	-	5,206	-	(5,206)
TOTAL	\$ 793,652	\$ 1,064,324	\$ 1,399,284	\$ 334,960
TOTAL PERSONNEL	7.00	8.00	10.00	2.00

* Transferred 2 Full Time Equivalents From Stormwater Operations to Utility Construction Management & Engineering from this fund in FY2026



Customer Service Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,359,667	\$ 1,550,395	\$ 1,500,758	\$ (49,637)
Operating Expenses	270,140	297,271	338,075	40,804
Transfers to Other Funds	-	45,000	-	(45,000)
TOTAL	\$ 1,629,807	\$ 1,892,666	\$ 1,838,833	\$ (53,833)
TOTAL PERSONNEL	17.00	17.00	15.00	(2.00)



Water/Wastewater Utility Administration

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,066,882	\$ 1,226,017	\$ 1,556,209	\$ 330,192
Operating Expenses	330,972	454,003	376,135	(77,868)
Transfers to Other Funds	-	-	2,000	2,000
TOTAL	\$ 1,397,854	\$ 1,680,020	\$ 1,934,344	\$ 254,324
TOTAL PERSONNEL	10.00	10.00	12.00	2.00

Know your

WATERING DAYS

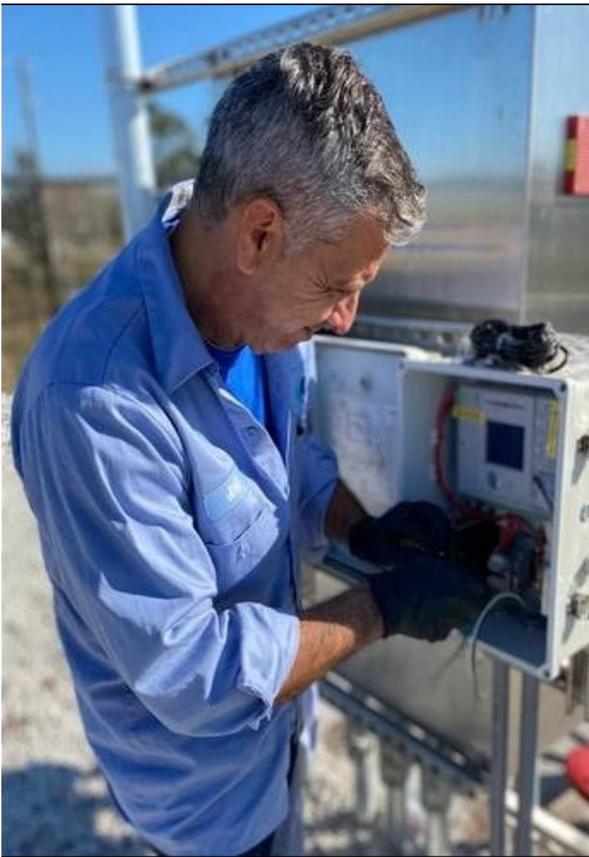
if your address is	Mon	Tue	Wed	Thu	Fri	Sat	Sun
ODD numbered			🌿			🌿	
EVEN numbered				🌿			🌿
OTHER Non-residential		🌿			🌿		

Chart outlines efficient watering for homes and businesses, specifying days and timeframes for 1 hour. Highlighted icons mark additional watering days during Daylight Savings Time. Best time to water is between 4 p.m. - 10 a.m., only as needed.

Wastewater Pumping

Water / Wastewater Utility Fund

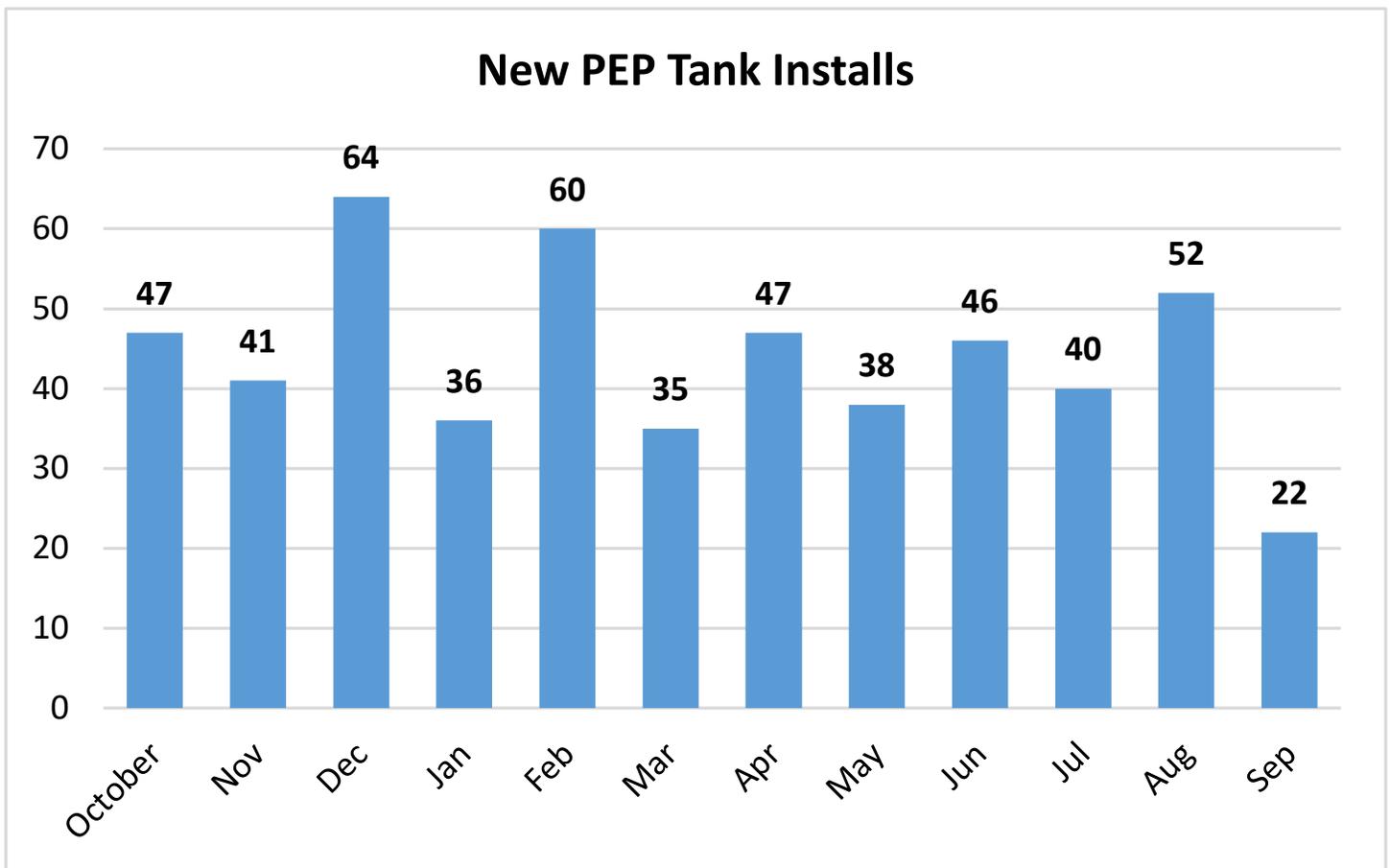
SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 975,514	\$ 1,093,207	\$ 1,113,207	\$ 20,000
Operating Expenses	854,269	1,231,346	1,080,396	(150,950)
Transfers to Other Funds	78,927	-	-	-
TOTAL	\$ 1,908,710	\$ 2,324,553	\$ 2,193,603	\$ (130,950)
TOTAL PERSONNEL	10.50	10.50	10.50	0.00



Wastewater Collection

Water / Wastewater Utility Fund

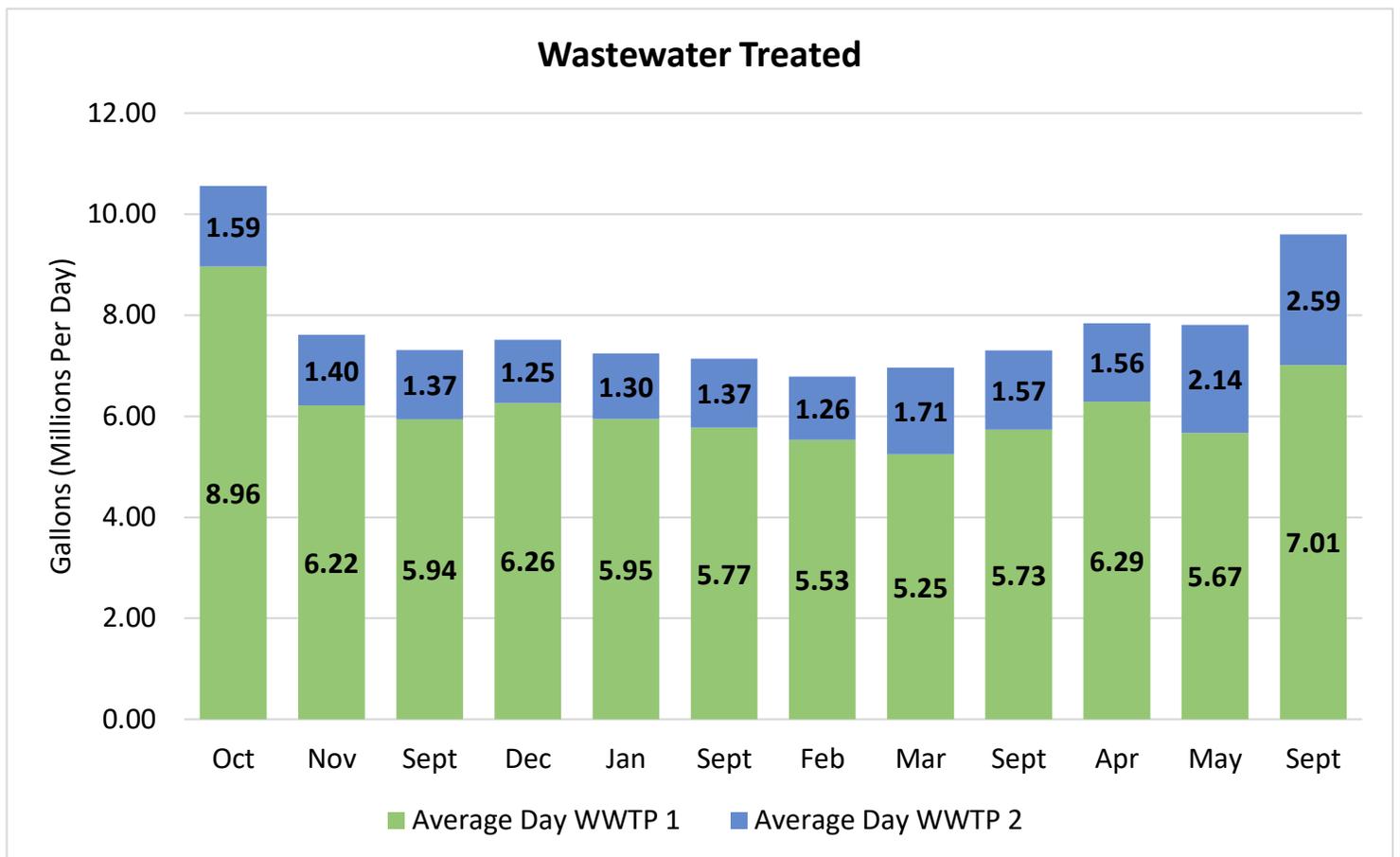
SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,188,760	\$ 2,572,258	\$ 2,630,341	\$ 58,083
Operating Expenses	2,505,410	3,026,411	2,669,780	(356,631)
Capital Outlay	177,417	150,000	-	(150,000)
Transfers to Other Funds	1,770	14,997	-	(14,997)
TOTAL	\$ 4,873,357	\$ 5,763,666	\$ 5,300,121	\$ (463,545)
TOTAL PERSONNEL	26.00	27.00	27.00	0.00



Wastewater Treatment Plant 1

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 970,932	\$ 1,104,916	\$ 1,136,512	\$ 31,596
Operating Expenses	2,175,484	3,110,717	2,907,861	(202,856)
Capital Outlay	14,262	23,000	40,000	17,000
Transfers to Other Funds	-	57,934	-	(57,934)
TOTAL	\$ 3,160,678	\$ 4,296,567	\$ 4,084,373	\$ (212,194)
TOTAL PERSONNEL	10.50	10.50	10.50	0.00



Wastewater Treatment Plant 2

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 729,456	\$ 811,528	\$ 1,053,637	\$ 242,109
Operating Expenses	1,118,803	2,040,209	1,850,331	(189,878)
Capital Outlay	-	16,000	18,500	2,500
Transfers to Other Funds	38,409	57,934	9,340	(48,594)
TOTAL	\$ 1,886,668	\$ 2,925,671	\$ 2,931,808	\$ 6,137
TOTAL PERSONNEL	6.50	6.50	8.50	2.00



Water Treatment Plant 1

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 924,932	\$ 1,022,887	\$ 1,035,595	\$ 12,708
Operating Expenses	2,951,062	3,429,949	3,427,661	(2,288)
TOTAL	<u>\$ 3,875,994</u>	<u>\$ 4,452,836</u>	<u>\$ 4,463,256</u>	<u>\$ 10,420</u>
TOTAL PERSONNEL	<u>10.25</u>	<u>10.25</u>	<u>10.25</u>	<u>0.00</u>



Water Treatment Plant 2

Water / Wastewater Utility Fund

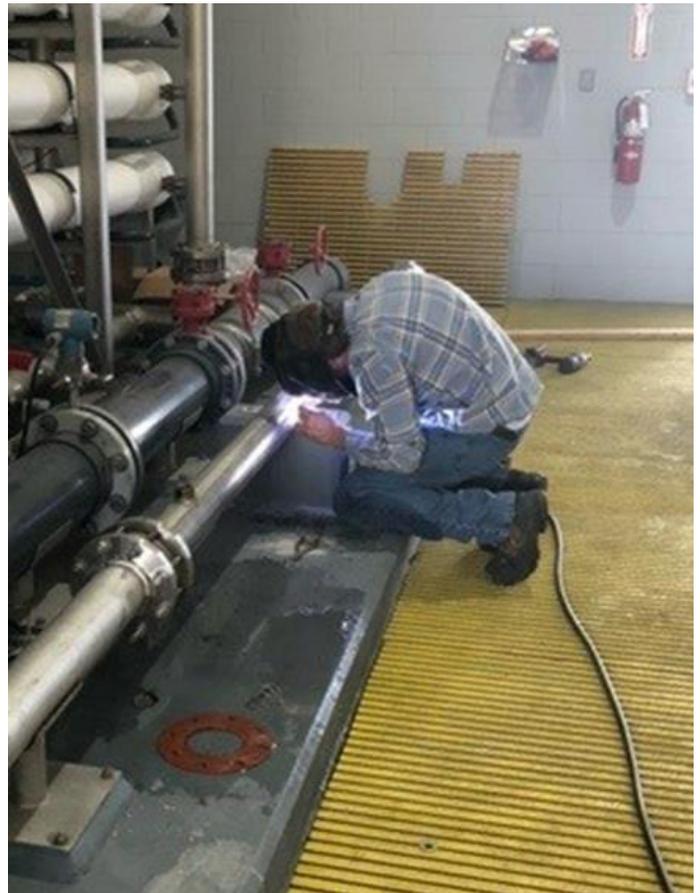
SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 747,781	\$ 865,711	941,854	\$ 76,143
Operating Expenses	2,409,517	2,942,783	3,437,333	494,550
Transfers to Other Funds	47,863	-	-	-
TOTAL	\$ 3,205,161	\$ 3,808,494	\$ 4,379,187	\$ 570,693
TOTAL PERSONNEL	9.25	9.25	9.25	0.00



Water Treatment Plant 3

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 654,323	\$ 911,888	\$ 970,226	\$ 58,338
Operating Expenses	982,642	1,363,086	1,393,675	30,589
TOTAL	\$ 1,636,965	\$ 2,274,974	\$ 2,363,901	\$ 88,927
TOTAL PERSONNEL	8.25	8.25	8.25	0.00

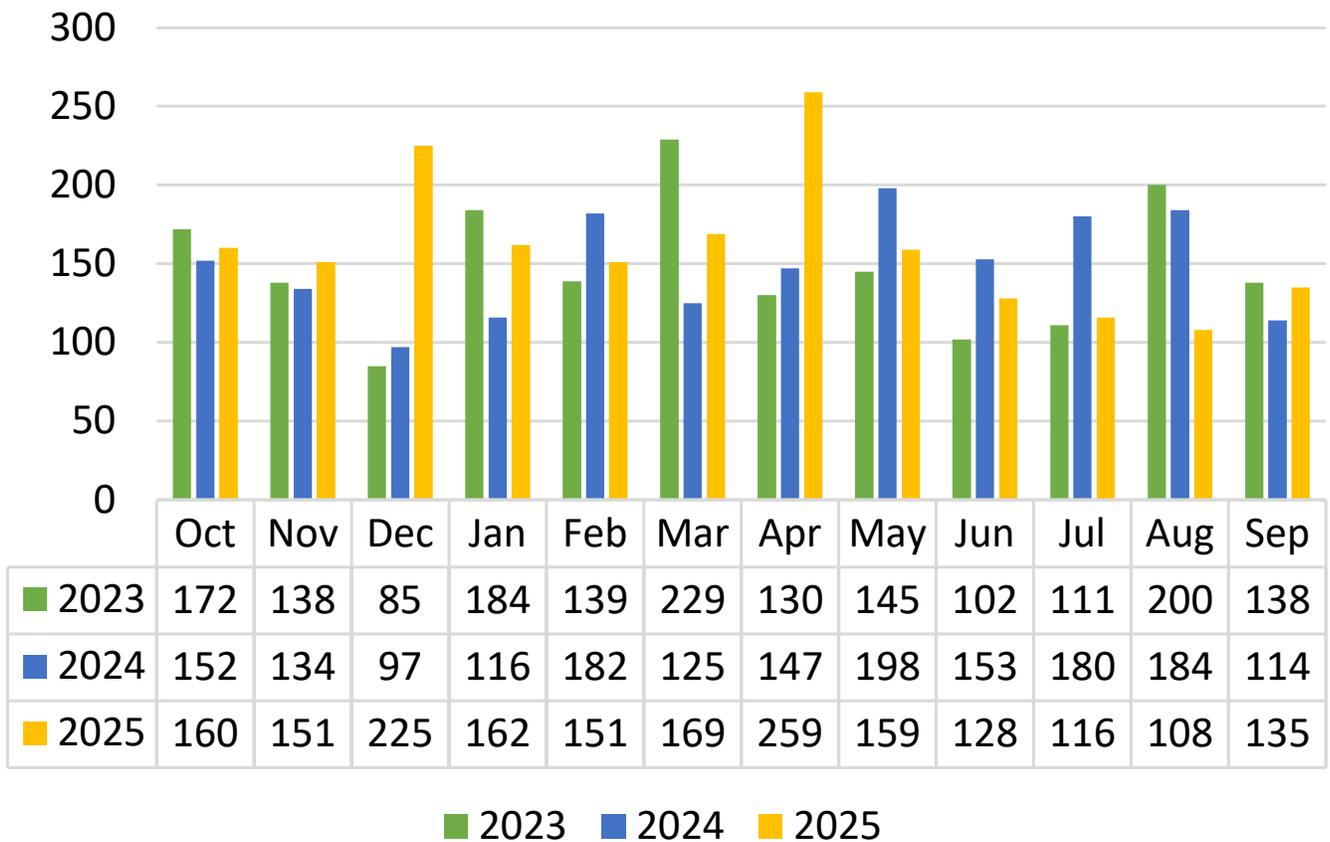


Water Quality

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 681,726	\$ 771,822	\$ 843,159	\$ 71,337
Operating Expenses	249,973	309,416	395,268	85,852
TOTAL	<u>\$ 931,699</u>	<u>\$ 1,081,238</u>	<u>\$ 1,238,427</u>	<u>\$ 157,189</u>
TOTAL PERSONNEL	<u>9.25</u>	<u>8.25</u>	<u>8.25</u>	<u>0.00</u>

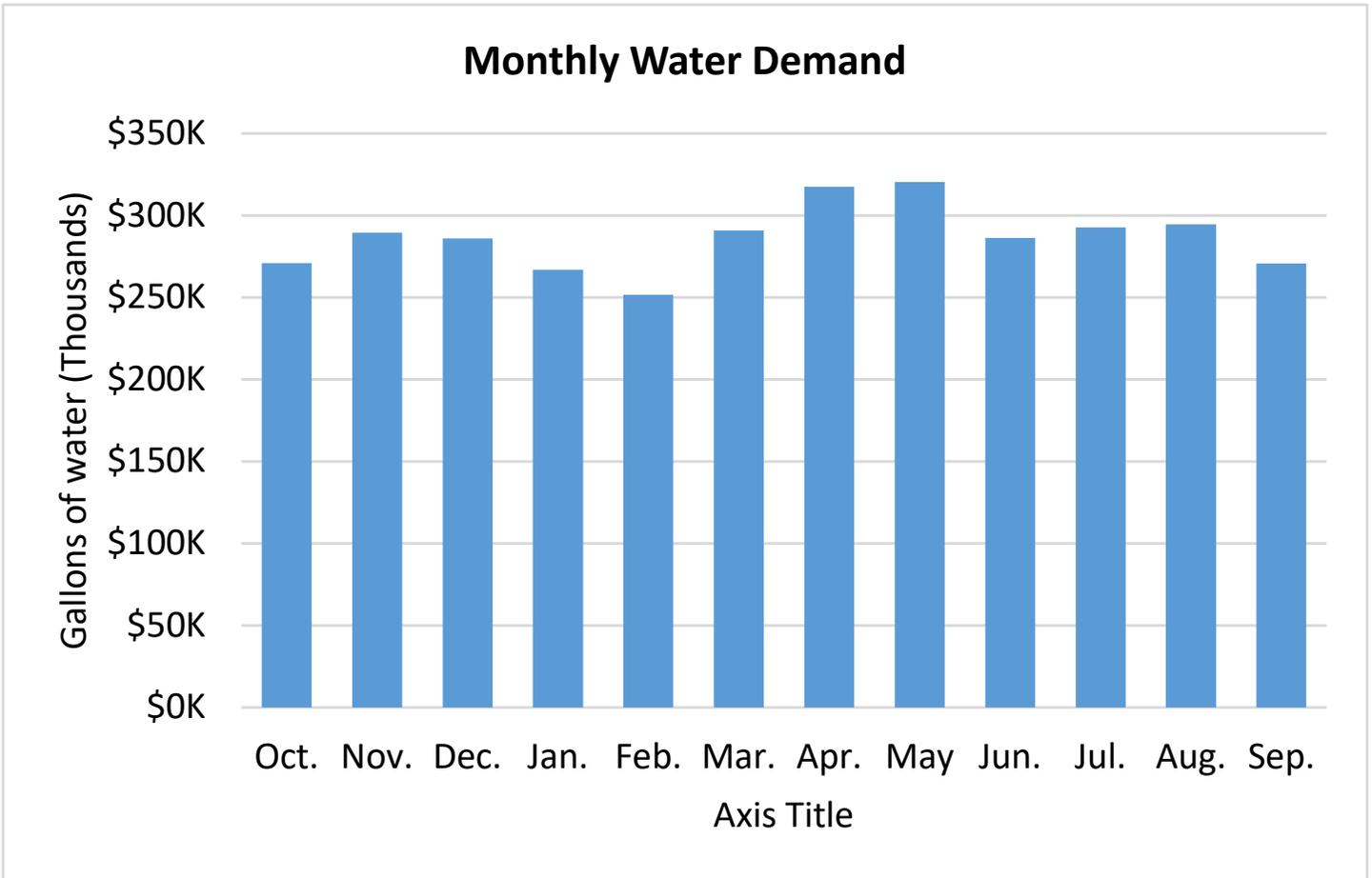
Water Meter Installs



Water Distribution

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,700,511	\$ 3,160,370	\$ 3,242,341	\$ 81,971
Operating Expenses	1,774,734	2,436,157	2,177,367	(258,790)
Capital Outlay	3,286,556	2,900,000	2,433,438	(466,562)
Transfers to Other Funds	65,441	98,891	-	(98,891)
TOTAL	\$ 7,827,242	\$ 8,595,418	\$ 7,853,146	\$ (742,272)
TOTAL PERSONNEL	32.50	33.50	33.50	0.00



Utility Non Departmental

Water / Wastewater Utility Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenses	\$ 2,730,035	\$ 3,217,955	\$ 2,051,535	\$ (1,166,420)
Debt Service	12,032,725	12,994,410	28,233,047	15,238,637
Grants	10,000	10,000	10,000	-
Transfers to Other Funds	11,957,248	14,015,743	18,503,310	4,487,567
TOTAL	<u>\$ 26,730,008</u>	<u>\$ 30,238,108</u>	<u>\$ 48,797,892</u>	<u>\$ 18,559,784</u>





PARKS & RECREATION

The City of Palm Coast places a high priority on making the community a great place to live, visit, and explore. 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. Birdwatching is popular at St. Joe Walkway and Linear Park, which are designated as Great Florida Birding & Wildlife Trails, and you can even spot dolphins and exotic seabirds as you stroll along the Intracoastal at Waterfront Park. Residents and guests are encouraged to explore, connect, and play in our community.

The Parks & Recreation department offers a myriad of amenities including the Palm Coast Community Center, Palm Harbor Golf Course, Palm Coast Southern Recreation Center, Palm Coast Aquatics Center, Indian Trails Sports Complex, James F. Holland Memorial Park, and many more. We host many community events, such as Movies in the Park, Food Truck Tuesdays, Arbor Day, Fireworks in the Park, and Intracoastal Waterway Cleanup to name a few. Many of these are possible through grants, sponsorships, and strong community partnerships.



Parks and Recreation

Progress Report

Fiscal year 2024-25 was a year of remarkable achievements for the Parks & Recreation Department, marked by record-breaking participation, innovative programming, and enhanced community experiences. With City Council support, two key ordinances were adopted: a smoking ordinance, restricting smoking in all City parks, and a public art ordinance, supporting arts, culture, and history in Palm Coast. These initiatives strengthen the City's commitment to the health, enrichment, and cultural vitality of residents and visitors alike.

Programs and Community Engagement

Programs remain at the heart of Parks & Recreation, delivering enriching experiences for all ages. The department offered 320 programs, including 18 new initiatives, attracting a record 86,864 participants, an increase of 6,864 from the previous year. Pickleball has emerged as a particularly popular activity, engaging players of all ages. The City launched its first youth pickleball program, which expanded to youth camps, leagues, and tournaments due to overwhelming interest. Additional new programs, including Steppin' in the Coast, PC Cyclist, and Lunch with Littles, encouraged intergenerational connection and community building. Lunch with Littles paired summer campers with Community Center seniors for shared meals and conversation, creating meaningful cross-generational relationships and promoting social inclusion.

This year, the department executed 35 special events, up from 28 last year. Notably, the annual Feet 2 Feast Thanksgiving run broke participation records with 1,100 registrations, while an estimated 44,354 residents enjoyed department-hosted events, reflecting a growing community engagement. The City also hosted the inaugural Palm Coast Women's Professional Tennis Tournament, establishing Palm Coast as a recognized stop on the professional tour for both men and women, complementing the longstanding Palm Coast Open. These events not only fostered community pride but also attracted visitors and contributed to the local economy.

The Aquatics Center continued to provide high-quality water safety and recreational opportunities, hosting signature events such as Egg Splash, Pool Safety Day, and the World's Largest Swim Lesson. Residents also enjoyed water aerobics, Aqua Zumba, and private swim lessons, and the City partnered with the Florida Department of Health to implement the Free Swim Lessons Voucher Program, ensuring equitable access to water safety education for families.

Facility and Park Enhancements

The department undertook multiple facility improvements, enhancing safety, usability, and aesthetics. The James F. Holland Memorial Park dog park was upgraded with fresh Bermuda sod, regraded turf, and improved irrigation. Ralph Carter Park reopened after major sports field renovations, providing upgraded irrigation, new fencing, and revitalized fields for community programs, including the Mad Dogs Flag Football winter season. The Indian Trails Sports Complex hosted the National Croquet Championship for the first time, marking a milestone for the City, and organizers plan to return in 2026. The Florida United Father's Day Lacrosse Tournament also set new participation records with more than 150 teams, generating an estimated \$1.8 million in economic impact.

Major capital projects were successfully completed. Southern Recreation Center added four new clay tennis courts, LED lighting, an expanded viewing deck, and the new Friends Court, a 140-seat open-air show court funded by a \$700,000 USTA Growth Grant. Long Creek Nature Preserve Phase 2 was completed, adding trails, overlooks, and boardwalks while preserving historically significant areas. The Indian Trails Sports Complex lighting upgrade was also completed, improving safety and energy efficiency. These enhancements not only support recreational opportunities but also contribute to the City's environmental stewardship and sustainability goals.

Youth, Enrichment, and Fitness Programs

Youth engagement remains a cornerstone of the department’s mission. Programs like Fun in the Sun Summer Camp hosted 140 campers, while specialty camps, including Teen Adventure, Firefighter, Soccer, and Robotics, saw full enrollment with waiting lists. Discover Trips offered excursions to regional destinations such as Silver Springs, the Jacksonville Zoo, and the Jacksonville Symphony Holiday Pops. Multi-generational events, including the inaugural Spooky Soirée and the second annual Valentine’s Sweetheart Dance, strengthened community bonds by bringing together families and residents of all ages.

Youth and adult pickleball programs grew substantially, with leagues, summer camps, and tournaments filling quickly. To meet demand, additional sessions were added, and professional pickleball and tennis instruction was introduced at the Southern Recreation Center, providing high-performance opportunities for players seeking advanced skill development. Community fitness programs, including Zumba, Fit 4 Life, Belly Dancing, and Yoga, continued to expand, with classes offered at multiple City facilities to maximize accessibility.

Golf Programs and Youth Engagement

Palm Harbor Golf Club hosted summer camps for children ages 3-13, combining foundational golf skills with structured instruction from professional LPGA coaches. The Club also hosted two Florida State Golf Association Junior Tournaments, bringing competitive youth golfers to Palm Coast, and the National Christian College Athletic Association (NCCAA) golf clinic, offering free instruction for local youth. These programs foster sportsmanship, skill development, and healthy recreational activity for children while supporting tourism and economic impact in the City.

Community Partnerships and Outreach

Throughout the year, the department partnered with local organizations, schools, and community groups to expand the reach of its programs. The History in Park event, hosted with the Palm Coast Historical Society, combined food trucks, games, and museum access, engaging residents with the City’s rich cultural heritage. Programs like Lunch with Littles and multi-generational camps fostered meaningful intergenerational connections, while collaboration with UNF for the Mednexus Innovation Challenge highlighted student-led projects focused on mental health awareness.

Conclusion

FY24-25 demonstrated the Parks & Recreation Department’s dedication to enhancing quality of life through programs, events, and facilities. Record-breaking participation, innovative youth programs, expanded pickleball offerings, professional sporting events, and significant capital improvements underscore the department’s impact on the community. By fostering engagement, promoting health and wellness, and supporting cultural and recreational enrichment, the department continues to strengthen Palm Coast as a vibrant, inclusive, and active city. Looking ahead, Parks & Recreation will continue to prioritize program growth, facility enhancements, community engagement, and sustainable development, ensuring the City remains a welcoming, thriving environment for residents of all ages.

Parks and Recreation

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
To continually promote Parks & Recreation services and expand our reach to residents and visitors.	Create 2000 new CivicRec accounts for first-time users.	103%	CivicRec is the online portal for Palm Coast Parks & Recreation programs, events, and parks that is designed to help residents and visitors explore, connect, and play.	2071 total accounts were created.



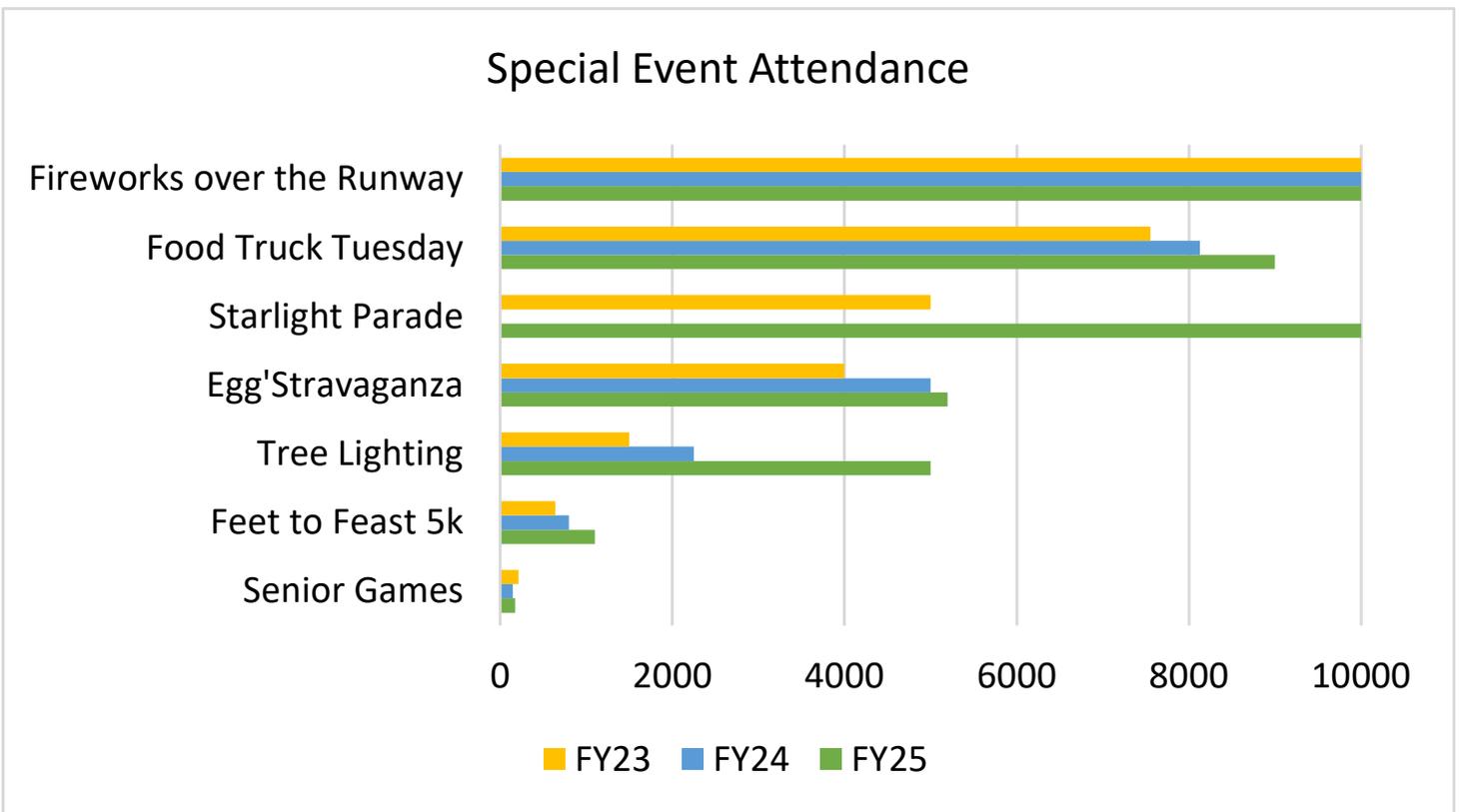
To view the full progress report for Fiscal Year 2025, please follow the link below:

[ANNUAL DEPARTMENT SUMMARIES](#)

Parks and Recreation

General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,491,831	\$ 1,574,310	\$ 1,630,380	\$ 56,070
Operating Expenditures	785,622	866,606	1,062,231	195,625
Grants	21,889	110,000	110,000	-
Transfers to Other Funds	2,061	-	-	-
TOTAL	\$ 2,301,403	\$ 2,550,916	\$ 2,802,611	\$ 251,695
TOTAL PERSONNEL	22.28	21.28	21.28	0.00



Aquatic Center

General Fund

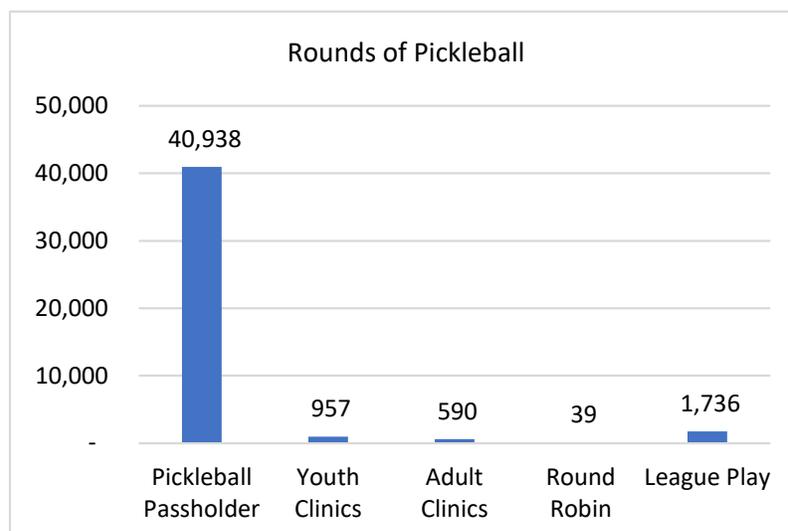
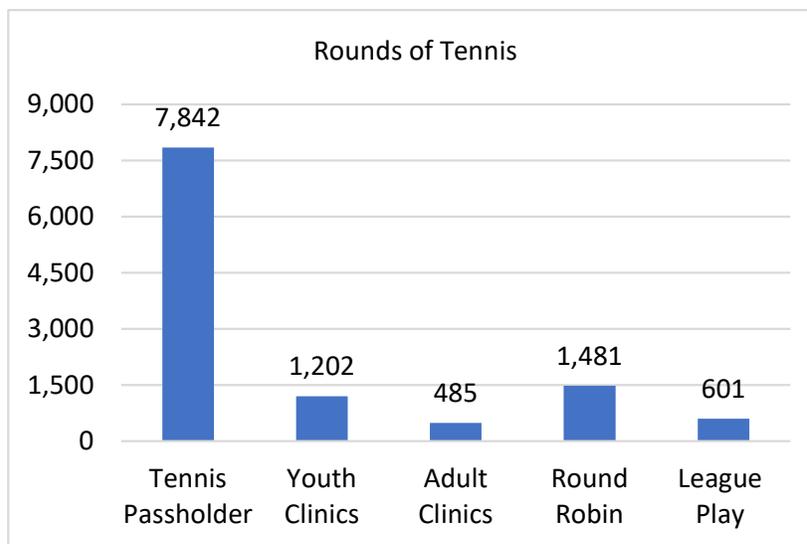
SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 325,373	\$ 356,223	\$ 317,392	\$ (38,831)
Operating Expenditures	130,366	144,078	182,909	38,831
TOTAL	\$ 455,739	\$ 500,301	\$ 500,301	\$ -
TOTAL PERSONNEL	6.95	6.95	5.55	(1.40)



Southern Recreation Center

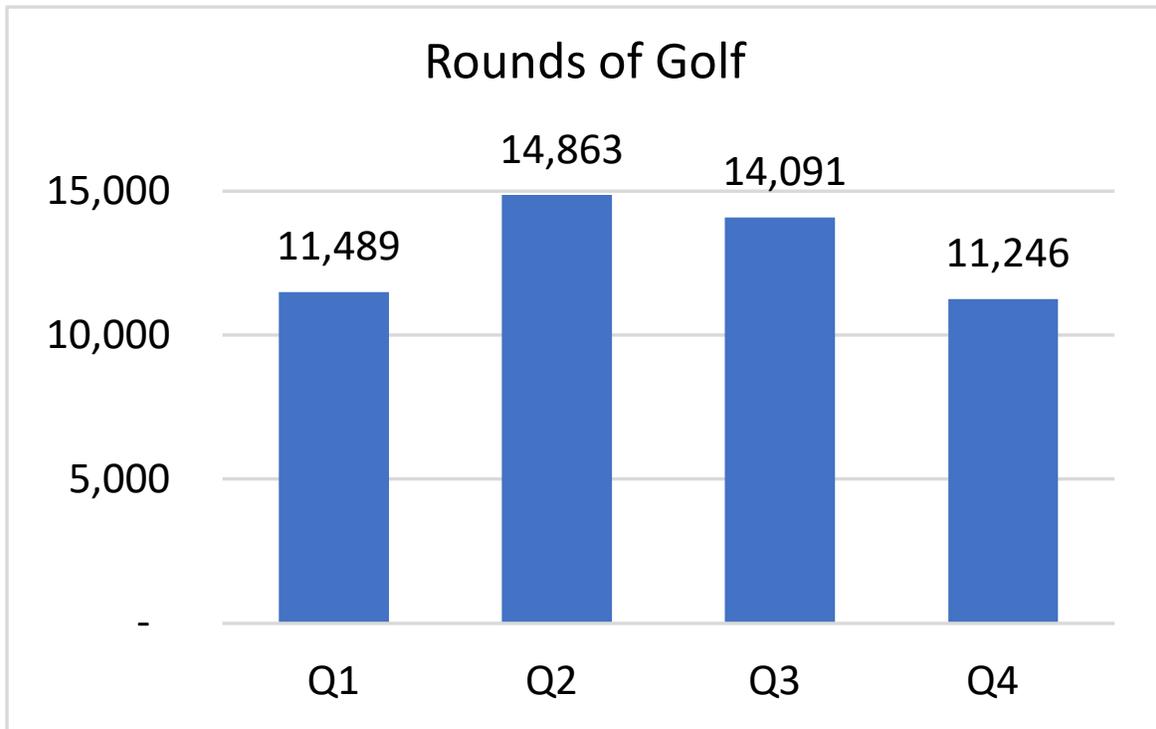
General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 372,018	\$ 386,263	\$ 427,718	\$ 41,455
Operating Expenditures	185,437	278,232	321,700	43,468
Capital Outlay	-	-	12,090	12,090
Transfers to Other Funds	2,919	-	-	-
TOTAL	\$ 560,374	\$ 664,495	\$ 761,508	\$ 97,013
TOTAL PERSONNEL	5.53	5.78	6.05	0.27



Golf Course General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 501,378	\$ 491,277	\$ 441,734	\$ (49,543)
Operating Expenditures	1,363,094	1,423,983	1,462,253	38,270
Capital Outlay	-	-	278,435	278,435
Transfers to Other Funds	-	34,078	-	(34,078)
TOTAL	\$ 1,864,472	\$ 1,949,338	\$ 2,182,422	\$ 233,084
TOTAL PERSONNEL	9.38	9.28	8.38	(0.90)



Parks Maintenance

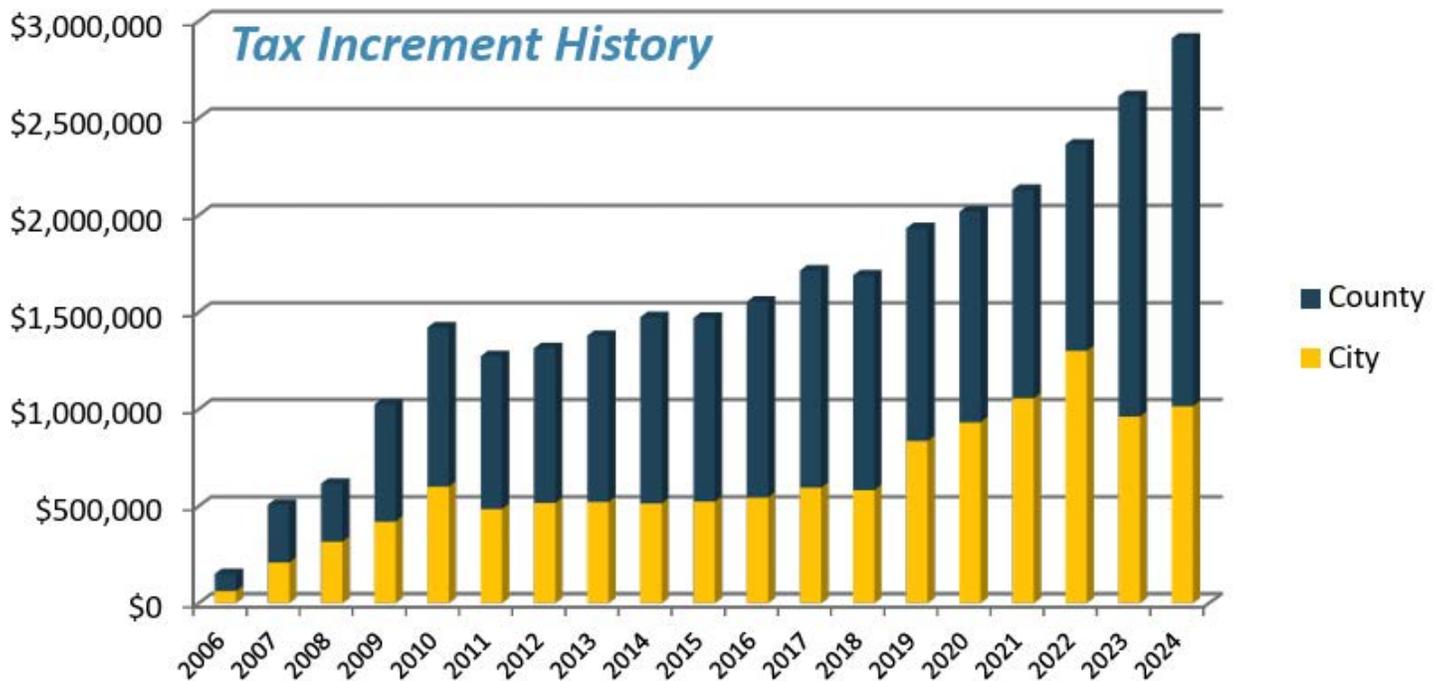
General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 1,717,772	\$ 2,026,483	\$ 2,135,668	\$ 109,185
Operating Expenditures	1,265,959	1,356,322	1,678,311	321,989
Transfers to Other Funds	-	-	102,223	102,223
TOTAL	<u>\$ 2,983,731</u>	<u>\$ 3,382,805</u>	<u>\$ 3,916,202</u>	<u>\$ 533,397</u>
TOTAL PERSONNEL	<u>23.00</u>	<u>24.00</u>	<u>24.00</u>	<u>0.00</u>



General Fund Non Departmental General Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Operating Expenditures	\$ 1,482,250	\$ 1,609,195	\$ 66,500	\$ (1,542,695)
Transfers to Other Funds	4,505,007	1,065,191	1,148,644	83,453
Capital Outlay	-	-	12,500	12,500
Contingency	-	513,000	600,000	87,000
TOTAL	<u>\$ 5,987,257</u>	<u>\$ 3,187,386</u>	<u>\$ 1,827,644</u>	<u>\$ (1,359,742)</u>





INFORMATION TECHNOLOGY

The Information Technology (IT) Department provides critical technology services that support every City department and ensure secure, reliable access to information for staff and the public. Funded through the City's internal service fund, the department is supported primarily by internal transfers and allocation charges. The IT team manages more than 650 computers and over 80 servers across 25 locations citywide, along with support for over 800 mobile devices (cell phones, tablets, modems/routers) and key communication and collaboration tools such as Voice over IP (VoIP) systems, video and web conferencing, cellular access, network storage, email services, and secure servers. These services enable efficient daily operations, informed decision-making, and effective service to residents.

The IT Department is divided into the following divisions:

- Service Desk – Delivers end-user support by resolving technical issues and fulfilling service requests.
- Development – Maintains City websites, integrates applications, and builds software solutions.
- Geographical Information Systems (GIS) – Provides mapping and spatial data to support planning and operations.
- Applications Administration – Manages enterprise systems, integrations, and user support.
- Infrastructure – Oversees IT systems and network infrastructure to ensure secure, reliable connectivity.

External Operations: In addition to internal services, the IT Department manages Palm Coast FiberNET, the City's fiber optic network, and leads the City's Wireless Master Plan, which guides expansion of wireless infrastructure to improve cellular coverage citywide. These initiatives not only strengthen City operations but also enhance communication capabilities for residents, businesses, and partner agencies. External revenues are generated through wireless communications ground leases and fees for dark and lit fiber services. FiberNET delivers critical connectivity for City facilities, schools, and other entities, with more than 60 miles of conduit and fiber optic cable along major roadways in Palm Coast.

Information Technology Progress Report

Department Highlights

The Service Desk led several key initiatives this year, including critical preparations for hurricane season. The team successfully stood up the Emergency Operations Center (EOC) for Hurricane Milton and later conducted a full exercise to ensure all equipment was operational and staff were familiar with the process.

A major project completed was the replacement of all virtual workstations across the city with physical computers. This move was prompted by a drastic increase in virtualization costs and will reduce long-term expenses while providing users with better performance.

The department began a formal implementation of the ITIL service framework, building out the ticketing system and developing Change Management processes that are now being used throughout the department.

Other accomplishments include upgrading the audio/video equipment at Central Park, the Community Center and the Community Wing at City Hall. They also implemented a new WIN-911 alert system for the SCADA network, which provides plant operators with more detailed alerts via a mobile app.

The Infrastructure Division focused on enhancing the city's core technology systems and facilities. Construction of the new City Hall Data Center was completed.

Other key projects included the full transfer of plant operations to the new SCADA environment and the completion of a city-wide wireless refresh, which involved deploying new access points and troubleshooting connectivity issues. The team also finalized the creation of Microsoft Teams for each department, with deployment scheduled to begin in the fourth quarter.

The Applications team managed numerous software upgrades and implementations this year. The city launched the first phase of the NeoGov recruitment platform, establishing a presence on GovernmentJobs.com to attract talent. Phase two, focusing on employee onboarding, is scheduled to go live in July. The city also successfully upgraded its merchant services provider to enhance payment processing efficiency and security, with a second phase to integrate with the Munis financial system scheduled for Q4.

Several migration projects were completed, including moving the Business Tax Receipt (BTR) process from Munis to the CDPlus system and launching the new Fats, Oils, and Grease (FOG) management system, which equips inspectors with modern mobile tools. The team also upgraded to a web-based cashiering system to improve customer service and support more payment options.

Ongoing projects include the migration of the Timekeeping and Telestaff scheduling systems to a cloud-hosted environment to improve resiliency; this project is currently in the build-out phase. Finally, a project to replace the city's Agenda and Meeting Management software is in the approval phase, with deployment targeted for Q4.

The Development team advanced several public-facing and internal applications. Work continued on the new in-house Palm Coast Connect mobile app.

Significant enhancements were made to the Palm Coast Connect web portal, including the ability to view case progress, see estimated completion times, and view email discussions between staff and customers directly within a case. The team also launched a redesigned Economic Development website (selectpalmcoast.com) with a new homepage and a news article feature to enhance communication.

To improve transparency, website pages were created to display the real-time status of the City's Strategic Action Plan. The city is now transitioning from the current reporting software to a custom-built in-house application that will utilize AI to generate progress summaries. Other completed projects include the development of an online Short-Term Rental registration system and the migration of several end-of-life SQL servers to new, more secure environments.

The HR Risk Management function has been successfully transitioned, improving organizational efficiency by consolidating both workers' compensation and risk management claims into a single, unified system.

The GIS Division had a year of significant advancements, strengthening internal operations and expanding services to other departments and the public. A major milestone was the successful submission of a grant application to fund the creation of a formal GIS Strategic Plan, an initiative that will provide a long-term roadmap for GIS technology use and investment.

The team significantly upgraded its infrastructure by completing the successful migration of the entire Inframap Asset Management solution for Water, Sewer, and Reclaimed Water to the cloud in March, enhancing system reliability, security, and accessibility. In a related effort, a new GIS reference layer was created for utility construction drawings, streamlining infrastructure planning and documentation. The GIS Division also strengthened departmental collaboration by embedding GIS technicians directly within the Stormwater and Community Development departments, fostering a more targeted approach to spatial data management.

New solutions were developed to support key municipal functions. In collaboration with Flagler County IT, a comprehensive Fire Pre-Plan GIS Solution was created to aid emergency response by providing critical building information during incident responses. In preparation for the 2025 hurricane season, the team supported the Hurricane Milton response and later reviewed emergency GIS solutions with nine departments, providing training and participating in EOC readiness exercises. The division also focused on improving its data quality and accessibility. A major year-long Stormwater Database Development project was completed, bringing the stormwater asset inventory up to the same high standard as other utility networks. The team then developed a new Stormwater Network Viewer, a highly requested tool that allows users to access construction plans through a map interface. To improve public access to data, the division launched a new public-facing GIS Open Data Hub.

Internally, the division underwent a modernization of its own workflows, transitioning to an agile project management methodology to improve collaboration and delivery cadence. Continued efforts were made to ensure that GIS applications and data products meet ADA accessibility standards. The division also began exploring new strategic initiatives, including the use of AI to automate workflows and the expansion of its server environment to support specialized applications like the new isolated 3GIS environment for fiber infrastructure.

The Enterprise division, before its consolidation with Infrastructure, managed the city's fiber network and wireless assets. The team continued its work with a consultant to conduct a pricing analysis for FiberNET services, with updated pricing expected by the end of the fiscal year. In March, the City Council adopted the updated Wireless Master Plan, the first major update since 2018, and later approved three new ground leases for cell towers.

Significant progress was made in documenting the city's fiber assets in the 3-GIS system, with all fiber cables and conduit entered within the first year of a three-year project. The system was also upgraded to the latest version. The team performed various fiber maintenance tasks, including an emergency repair that restored service to Old Kings Elementary within 24 hours of a fiber cut.

As part of the Software Technology Plan, staff surveyed city departments about their software and process needs. This data collection will aid in informing future technology strategies, and the completion of the Software Technology Plan. The team also completed the FY26 budget process, meeting with all departments to review their technology needs before finalizing and presenting the proposed budget to administration.

Information Technology

Key Performance Indicator's (KPI's)

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Maintain 95% Customer Satisfaction Rate 100% of the time	100%	100%	Service Desk works in conjunction with Infrastructure, providing support to end-users.	The IT Department also demonstrated its commitment to innovation and improved service delivery.

KPI GOAL	TARGET PERCENTAGE	ACTUALS	SUMMARY	OUTCOME
Maintain Created vs Resolved tickets to under 150 per quarter	< 150	96%	Applications maintains and configures the City's enterprise software systems and supports end-users in their use of the systems.	9,851 tickets were opened and 9,499 closed this fiscal year.

To view the full progress report for Fiscal Year 2025, please follow the link below:

[ANNUAL DEPARTMENT SUMMARIES](#)

Information Technology

IT Enterprise Fund

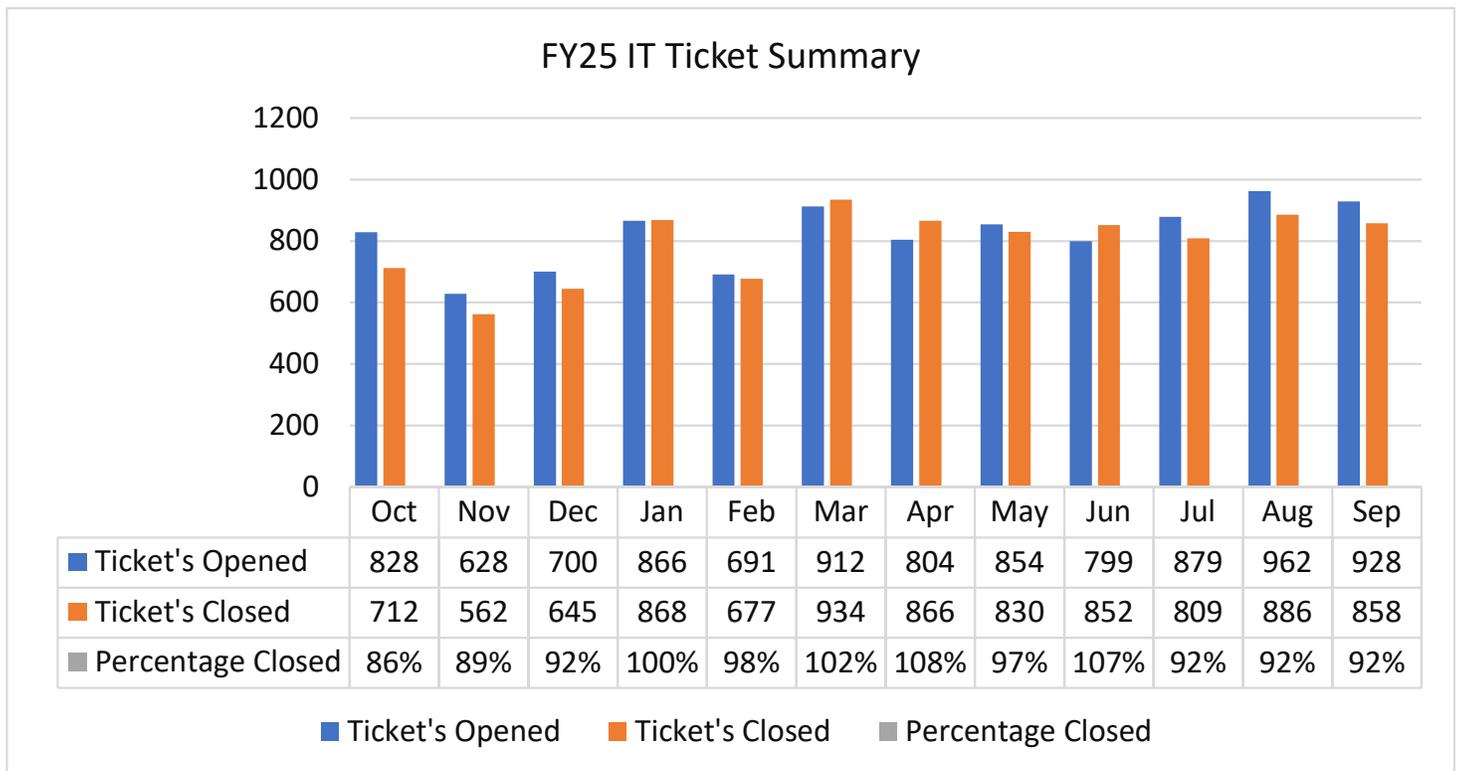
SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 210,392	\$ 228,915	\$ 201,482	\$ (27,433)
Operating Expenses	392,624	429,767	425,244	(4,523)
Capital Outlay	252,583	300,000	925,000	625,000
Transfers to Other Funds	25,083	24,141	24,505	364
TOTAL	<u>\$ 880,682</u>	<u>\$ 982,823</u>	<u>\$ 1,576,231</u>	<u>\$ 593,408</u>
TOTAL PERSONNEL	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>0.00</u>



Information Technology Operations

IT Internal Service Fund

SOURCE	ACTUAL FISCAL YEAR 2024	ADOPTED FISCAL YEAR 2025	ADOPTED FISCAL YEAR 2026	NET CHANGE FY25-FY26
Personnel Services	\$ 2,368,320	\$ 2,760,999	\$ 2,798,966	\$ 37,967
Operating Expenses	2,632,368	3,901,323	4,064,174	162,851
Capital Outlay	87,380	145,678	10,000	(135,678)
Contingency	-	160,711	80,000	(80,711)
TOTAL	\$ 5,088,068	\$ 6,968,711	\$ 6,953,140	\$ (15,571)
TOTAL PERSONNEL	22.50	23.50	22.50	(1.00)





CAPITAL IMPROVEMENT



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Capital Improvement Program

PROCEDURE

Each year the Capital Improvement Program (CIP) is prepared from project requests submitted by the various departments. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget and an implementation schedule. After compilation of the requests, projects are reviewed by staff members from the City's Infrastructure Team. This team consists of project managers, planners, division managers, and the Financial Services 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 two 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 Fuel 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 July of 2004. 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 the 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

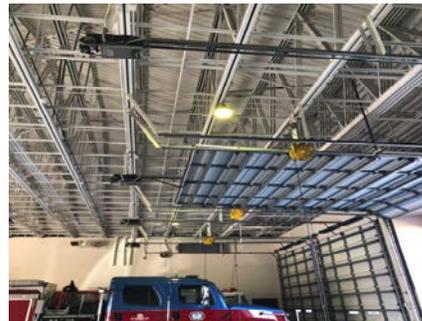
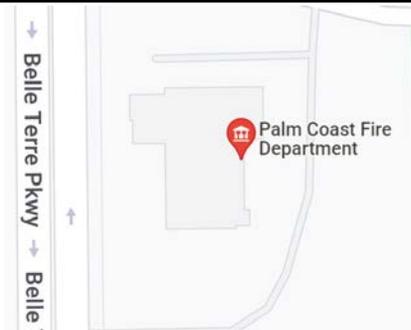
A significant portion of the City's water and wastewater infrastructure is over 20 years old and deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will assuredly generate energy savings. At this time the exact amount of savings is unknown.

Capital Projects Outlined in the CIP

Capital Projects Fund			
MAINTENANCE AND OPERATIONS COMPLEX			
2026 ESTIMATED EXPENDITURE	\$13,957,106	TOTAL PROJECT COST	\$90,936,843
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	NEW ADDITION
FUND	CAPITAL PROJECTS FUND	SPAN OF PROJECT	2020-2028
FUNDING SOURCE	SMALL COUNTY SURTAX		
COUNCIL PRIORITY	SAFE & RELIABLE SERVICES		
OPERATING BUDGET IMPACT	This project will allow the City to cease the lease payments for the staff trailers which will save \$4,500 per year. There will be additional electricity, utility, and maintenance costs for this facility which will cost approximately \$30,000 per year.		
PROJECT DESCRIPTION	This design includes the expansion of personnel space, traffic equipment, fuel station installation, and additional parking. Current expenditures include design, permit fees, and construction costs.		
PROJECT JUSTIFICATION	There is additional need for expansion, specifically in the departments of public works, stormwater, and utility. Currently, the location of the public works facility is undersized and will require more maintenance functions to sustain the growth of the fleet department.		



FIRE STATION 25 IMPROVEMENTS			
2026 ESTIMATED EXPENDITURE	\$1,400,000	TOTAL PROJECT COST	\$2,480,524
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	CAPITAL PROJECTS FUND	SPAN OF PROJECT	2021-2028
FUNDING SOURCE	SMALL COUNTY SURTAX		
COUNCIL PRIORITY	SAFE & RELIABLE SERVICES		
OPERATING BUDGET IMPACT	The replacement of HVAC system will reduce the repair and maintenance operational expenses and painting of the facility will also help to preserve the lifespan of the building. This should save around \$2,000 per year.		
PROJECT DESCRIPTION	Improvements to this facility include bay door, flooring, and HVAC replacement. Additional modifications to interior and exterior painting is also required to maintain the building.		
PROJECT JUSTIFICATION	Fire Station 25 is aging, and is in need to superficial repair and maintenance to sustain the current working conditions of the facility.		



ENERGY IMPROVEMENTS AT CITY FACILITIES			
2026 ESTIMATED EXPENDITURE	\$1,067,022	TOTAL PROJECT COST	\$3,160,554
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	CAPITAL PROJECTS FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	SMALL COUNTY SURTAX		
COUNCIL PRIORITY	SAFE & RELIABLE SERVICES		
OPERATING BUDGET IMPACT	Upgrades to building systems reduces overall maintenance and operating costs, extends the replacement intervals of building system components and supports City Council's Strategic Action Plan Priority of Sustainable and Reliable Infrastructure.		
PROJECT DESCRIPTION	These Projects include the installation of energy efficient lighting and solar photovoltaic systems at new and existing City facilities.		
PROJECT JUSTIFICATION	The inclusion of new, resilient and sustainable systems and materials are essential to the efficient and economical operation of the all buildings in the City inventory.		



To view the full list of projects in this fund, and their details, please visit the link below:
[CIP Dashboard](#)

Streets Improvement Fund			
TRAFFIC SIGNAL MAINTENANCE & INSTALLATION			
2026 ESTIMATED EXPENDITURE	\$750,000	5-YEAR CIP TOTAL	\$3,339,871
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	SAFETY IMPROVEMENTS
FUND	STREETS IMPROVEMENT FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	LOCAL OPTION FUEL TAX & STATE REVENUE SHARING		
COUNCIL PRIORITY	SAFE & RELIABLE SERVICES		
OPERATING BUDGET IMPACT	Maintenance and installation for traffic signals is a minimal expense for the operational budget.		
PROJECT DESCRIPTION	This project consists of the rehab and renewal of the traffic signals in the City. The replacement of strain pole replacement and mast arm replacement, as well as signal optimization are some of the many improvements in this project.		
PROJECT JUSTIFICATION	As City Infrastructure ages and weathers, there is a need to replace and improve the existing traffic signals in Palm Coast.		

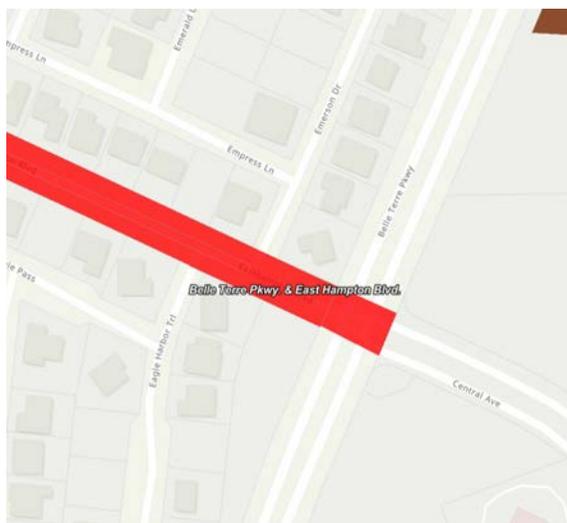
STREETS REHAB AND RENEWAL			
2026 ESTIMATED EXPENDITURE	\$8,252,495	5-YEAR CIP TOTAL	\$19,297,495
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	SAFETY IMPROVEMENTS
FUND	STREETS IMPROVEMENT FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	LOCAL OPTION FUEL TAX & STATE REVENUE SHARING		
COUNCIL PRIORITY	SAFE & RELIABLE SERVICES		
OPERATING BUDGET IMPACT	Maintenance and repair costs for streets rehab and renewal should not change the operating budget.		
PROJECT DESCRIPTION	Guardrail replacements from accidents, pavement analysis, repairs, and restriping are scheduled to be repaired in the streets improvement fund. The widening of Old Kings Road and the highway beautification project for various roads are included. East Hampton, Seminole Woods Blvd., Ravenwood, Sesame, Palm Harbor Drive, Belle Terre Blvd., and Ravenwood drive are all a part of the highway beautification project.		
PROJECT JUSTIFICATION	Palm Coast continues to grow in population, along with the traffic. City streets need to be resurfaced, restriped, and enhanced to maintain the growing environment.		



Transportation Impact Fee Fund

BELLE TERRE SAFETY IMPROVEMENTS

2026 ESTIMATED EXPENDITURE	\$7,112,779	TOTAL PROJECT COST	\$7,570,074
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	SAFETY IMPROVEMENTS
FUND	TRANSPORTATION IMPACT FEE FUND	SPAN OF PROJECT	2019-2026
FUNDING SOURCE	STATE GRANTS & TRANSPORTATION IMPACT FEES		
COUNCIL PRIORITY	SAFE & RELIABLE SERVICES		
OPERATING BUDGET IMPACT	Safety improvements to Belle Terre should not affect the operating budget.		
PROJECT DESCRIPTION	The budget for this project includes the design, construction, and services for Construction Engineering Inspections (CEI) for the sections of Belle Terre Boulevard connecting to the following roads: East Hampton, Pritchard to Pine Grove, Royal Palms Parkway, and Ponce Deleon to Point Pleasant Drive.		
PROJECT JUSTIFICATION	Belle Terre is one of Palm Coast business roads, and it is in need of improvements to ensure the residents can safely commute throughout the City.		

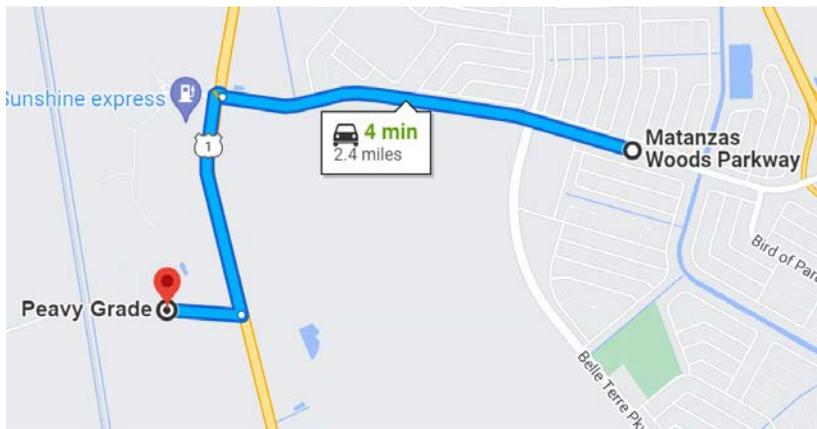


WHITEVIEW SAFETY IMPROVEMENTS

2026 ESTIMATED EXPENDITURE	\$6,054,773	TOTAL PROJECT COST	\$7,098,171
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	SAFETY IMPROVEMENTS
FUND	TRANSPORTATION IMPACT FEE FUND	SPAN OF PROJECT	2018-2026
FUNDING SOURCE	STATE GRANTS & TRANSPORTATION IMPACT FEES		
COUNCIL PRIORITY	SAFE & RELIABLE SERVICES		
OPERATING BUDGET IMPACT	Safety improvements to Whiteview Parkway should not affect the operating budget.		
PROJECT DESCRIPTION	The budget for this project includes a project development and environment study, project design, construction, and CEI services for the extension of Whiteview Road at the East and West points.		
PROJECT JUSTIFICATION	Whiteview Parkway is a well traveled road within Palm Coast, and it is in need of improvements to ensure the residents can safely commute throughout the City.		



PALM COAST PARKWAY EXTENSION LOOP ROAD			
2026 ESTIMATED EXPENDITURE	\$4,731,832	TOTAL PROJECT COST	\$25,807,350
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	ROADWAY IMPROVEMENTS
FUND	TRANSPORTATION IMPACT FEE FUN	SPAN OF PROJECT	2024-2030
FUNDING SOURCE	STATE GRANTS & TRANSPORTATION IMPACT FEES		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT AND INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Pavement Management, Maintenance, and repair costs for additional road servicing may increase due to the extension. Approximate Maintenance cost: \$51,368/year		
PROJECT DESCRIPTION	The Palm Coast Parkway Extension Loop Road - Phase 3 project is with the City of Palm Coast. The limits of this project are from the US 1 and Palm Coast Parkway intersection, on the east end, over the FEC railroad line, to the southern limits of the Loop Road Connector – Phase 4 project, on the west end. Design and construction improvements will include a new full-depth roadway and infrastructure to support economic development.		
PROJECT JUSTIFICATION	The proposed project involves building a new multilane roadway and bridge over the FEC railroad to improve access to the western part of the community. Aimed at enhancing connectivity, safety, and economic development, the project will support future growth, attract businesses, and create jobs. It includes infrastructure upgrades like utilities and stormwater management, with coordination to minimize disruption and ensure compliance. Overall, it's a strategic investment to boost mobility and the region's economic foundation		



MATANZAS WOODS LOOP ROAD CONNECTOR			
2026 ESTIMATED EXPENDITURE	\$3,580,650	TOTAL PROJECT COST	\$40,629,509
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	ROADWAY IMPROVEMENTS
FUND	TRANSPORTATION IMPACT FEE FUN	SPAN OF PROJECT	2024-2029
FUNDING SOURCE	STATE GRANTS & TRANSPORTATION IMPACT FEES		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT AND INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Pavement Management, Maintenance, and repair costs for additional road servicing may increase due to the extension. Approximate Maintenance cost: \$77,052/year		
PROJECT DESCRIPTION	The Loop Road Connector - Phase 4 project is with the City of Palm Coast. This project will include the design, permitting, and construction of a roadway connecting the terminus of the Matanzas Woods Parkway Extension Loop - Phase 2A project to the western terminus of the Palm Coast Parkway Extension Loop Road - Phase 3 project. Design and construction improvements will include a new full-depth roadway and infrastructure to support economic development.		
PROJECT JUSTIFICATION	The City plans to build a new multilane roadway with a bridge over the Florida East Coast railroad, improving safety and traffic flow. The project will expand access to the western community, supporting economic growth, business development, and job creation. It includes modern infrastructure features like utilities and stormwater management, while aligning with long-term transportation goals for Palm Coast and Flagler County. Overall, it's a strategic investment to enhance mobility and strengthen the region's economic foundation		

MATANZAS WOODS PARKWAY EXTENSION WEST			
2026 ESTIMATED EXPENDITURE	\$14,605,000	TOTAL PROJECT COST	\$63,456,529
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	ROADWAY IMPROVEMENTS
FUND	TRANSPORTATION IMPACT FEE FUN	SPAN OF PROJECT	2021-2029
FUNDING SOURCE	STATE GRANTS & TRANSPORTATION IMPACT FEES		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT AND INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Maintenance and repair costs for additional road servicing may increase due to the extension by approximately \$3,000 per year.		
PROJECT DESCRIPTION	The budget for this project includes an project development and environment study, project design, construction, and CEI services for the extension of Whiteview Road at the East and West points.		
PROJECT JUSTIFICATION	The City of Palm Coast is bordered by the Atlantic Intercoastal Waterway on the east and the Florida East Coast (FEC) Railroad on the west. US 1 runs parallel to the FEC railroad and provides the westernmost roadway access to Palm Coast properties. Properties bordering US 1 are building quickly, and to assist in the expansion of the City it will need a functional arterial roadway to connect to land west of the FEC railroad. This project proposes to extend Matanzas Woods Parkway to the west including a bridge to carry the new Matanzas Woods Parkway over the FEC railroad.		



To view the full list of projects in this fund, and their details, please visit the link below:
[CIP Dashboard](#)

Recreation Impact Fee Fund			
GRAHAM SWAMP TRAIL PHASE II			
2026 ESTIMATED EXPENDITURE	\$1,300,000	TOTAL PROJECT COST	\$1,300,000
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	NEW ADDITIONS
FUND	RECREATION IMPACT FEE FUND	SPAN OF PROJECT	2026
FUNDING SOURCE	STATE GRANTS AND RECREATION IMPACT FEES		
COUNCIL PRIORITY	SAFE AND RELIABLE SERVICES		
OPERATING BUDGET IMPACT	Maintenance costs for additional upkeep may increase by approximately \$7,500 per year.		
PROJECT DESCRIPTION	The proposed project is an approximately 3.5-mile-long 12'-multi-use path from the Lehigh Trail north to the Graham Swamp Conservation Area Trailhead located off Old Kings Rd. The project will be designed with a combination of at-grade trails and boardwalk (elevated) to minimize wetland impacts.		
PROJECT JUSTIFICATION	Belle Terre is one of Palm Coast's busiest roads, and it is in need of improvements to ensure the residents can safely commute throughout the City.		

WATERFRONT PARK			
2026 ESTIMATED EXPENDITURE	\$2,240,250	TOTAL PROJECT COST	\$3,831,503
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	NEW ADDITIONS
FUND	RECREATION IMPACT FEE FUND	SPAN OF PROJECT	2020-2026
FUNDING SOURCE	STATE GRANTS AND RECREATION IMPACT FEES		
COUNCIL PRIORITY	SAFE AND RELIABLE SERVICES		
OPERATING BUDGET IMPACT	Improvements to the City's existing parks inventory enhance community engagement and quality of life and supports City Council's Strategic Action Plan Priority of implementation of the County-wide Parks Master Plan.		
PROJECT DESCRIPTION	This Project includes the expansion of the existing parking and construction of an events pavilion to serve the existing Park and additions of new amenities such as a floating dock, kayak launch, and a new recreational area for events, as well as additional parking lot to the facility in the near future.		
PROJECT JUSTIFICATION	The work associated with this Project will enhance the experience of the park users by providing greater accessibility to the kayak launch, create a gathering space for various city and private events and enhanced safety through efficient lighting installation at the existing and new parking.		



Fire Impact Fee Fund			
FIRE STATION 22 UPGRADE			
2026 ESTIMATED EXPENDITURE	\$6,404,600	TOTAL PROJECT COST	\$11,824,150
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	UPGRADE & EXPANSION
FUND	FIRE IMPACT FEE FUND	SPAN OF PROJECT	2022-2026
FUNDING SOURCE	FIRE IMPACT FEES		
COUNCIL PRIORITY	SAFE AND RELIABLE SERVICES		
OPERATING BUDGET IMPACT	This expansion will result in more essential equipment and staff. This equipment may cost an additional \$15,000 per year.		
PROJECT DESCRIPTION	The budget for this project includes land acquisition, project design, and construction services.		
PROJECT JUSTIFICATION	As Palm Coast's population grows, its calls for fire service are also growing. Calls for service are growing in locations throughout the City that do not have proportional coverage for emergency response services. This new facility will improve the response time, as well as many other concerns for citizens.		



FIRE STATION 26			
2026 ESTIMATED EXPENDITURE	\$5,922,000	TOTAL PROJECT COST	\$11,418,658
PROJECT CATEGORY	INFRASTRUCTURE & EQUIPMENT	PROJECT TYPE	NEW ADDITION
FUND	FIRE IMPACT FEE FUND	SPAN OF PROJECT	2023-2029
FUNDING SOURCE	FIRE IMPACT FEES		
COUNCIL PRIORITY	SAFE AND RELIABLE SERVICES		
OPERATING BUDGET IMPACT	The new facility will require more essential equipment and staff. This equipment may cost an additional \$70,000 per year.		
PROJECT DESCRIPTION	The budget for this project includes project design, construction services, and critical fire machinery. The equipment needed for this station include a fire engine, brush attack fire truck, and a utility vehicle.		
PROJECT JUSTIFICATION	As Palm Coast's population grows, its calls for fire service are also growing. Calls for service are growing in locations throughout the City that do not have proportional coverage for emergency response services.		



Stormwater Engineering Fund			
PIPE INSPECTIONS & LININGS			
2026 ESTIMATED EXPENDITURE	\$4,409,177	5-YEAR CIP TOTAL	\$8,509,177
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	REPLACEMENTS
FUND	STORMWATER FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	STORMWATER FEES, AD VALOREM TAXES, STATE AND LOCAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Repairs and Maintenance Costs will decrease. With an inspection program, Stormwater staff can make informed decisions of which pipes to repair in the upcoming years which can help with decreasing the amount of erosion and sinkholes forming from failing pipes. Additionally, if a pipe can be rehabilitated (lined) before it fails it will save the Stormwater Operations between \$10K - \$70K depending on the extent of replacement.		
PROJECT DESCRIPTION	Pipelining and inspections in this budget are conducted by the FDOT bridge inspection program. The following location of these inspections are: W-2 near Walker Waterway and Pine Lakes Parkway, P-3 near Rae Dr at Pine Grove Waterway, K-2, K-4, and I-2 near Seminole and Sesame, and PA-1 near the Belle Terre and Parkview Waterway.		
PROJECT JUSTIFICATION	The pipelining program has been focal point for the stormwater department. With the majority of this critical infrastructure installed around the 1970's, most of the metal pipes are reaching their life expectancy. The pipelining program aims to address these issues before emergency repairs have to take place. It focuses on renovating the existing pipes from the inside without the need to open cut the road. This process extends the pipe's expected life span, reduces costs and construction time, while also reducing the stress of rerouting traffic since typically roads do not need to be fully closed during the construction process like you would during an open cut repair method.		

P-1 WEIR REPLACEMENT			
2026 ESTIMATED EXPENDITURE	\$685,000	TOTAL PROJECT COST	\$1,038,957
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	REPLACEMENTS
FUND	STORMWATER FUND	SPAN OF PROJECT	2021-2026
FUNDING SOURCE	STORMWATER FEES, AD VALOREM TAXES, STATE AND LOCAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Repairs and Maintenance Costs will decrease. Once constructed, this project will alleviate ongoing erosion issues which will save on costs related to future washouts. Additionally, having a remote control SCADA system installed with new weir will allow appropriate individuals to control water levels remotely instead of having to manually remove wooden boards from weir to release water when needed. Savings for this project would be approximately \$70 per every 1.5 employee hours.		
PROJECT DESCRIPTION	The budget for this project includes project design, construction, and CEI services for the P-1 pipe and canal crossing located near the west side of Belle Terre, south of Pine Grove Lane.		
PROJECT JUSTIFICATION	With the aging infrastructure of this weir, it will need to be replaced and improved. The weir will have updated telemetric and SCADA technology for improved peak elevation tracking and recording during storm events		



PINE GROVE WATERWAY WEST FRESHWATER CANAL			
2026 ESTIMATED EXPENDITURE	\$1,126,293	TOTAL PROJECT COST	\$1,184,360
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	EXPANSION
FUND	STORMWATER FUND	SPAN OF PROJECT	2023-2026
FUNDING SOURCE	STORMWATER FEES, AD VALOREM TAXES, STATE AND LOCAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Minimal impact to current operating budget. No increase to the budget foreseen. On the contrary, a slight reduction to maintenance can be expected by reduction of canal bank erosion repairs.		
PROJECT DESCRIPTION	This Capital Improvement Project intends to restore the canal back to original design conditions by dredging and reshaping canal banks with slopes steeper than desired.		
PROJECT JUSTIFICATION	This canal has endured years of erosion and sedimentation and is in need for a restoration via dredging. The drainage system is still operational as is, but the restoration will provide a significant improvement to the system's operations.		

K-SECTION DRAINAGE IMPROVEMENTS			
2026 ESTIMATED EXPENDITURE	\$2,772,371	TOTAL PROJECT COST	\$2,871,213
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	EXPANSION
FUND	STORMWATER FUND	SPAN OF PROJECT	2021-2026
FUNDING SOURCE	STORMWATER FEES, AD VALOREM TAXES, STATE AND LOCAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	The existing culverts to be replaced as a part of this project are currently a City of Palm Coast maintenance responsibility. As a result of this project, no change in operations budget is expected as maintenance shall continue in the same fashion.		
PROJECT DESCRIPTION	The proposed project aims to improve stormwater conveyance for most of the K-Section. The project aims to increase flood protection within this neighborhood.		
PROJECT JUSTIFICATION	This project is a continuation of the capital improvement projects identified during the 2019 Master Stormwater Plan.		

BLARE & COLBERT CAPACITY IMPROVEMENTS			
2026 ESTIMATED EXPENDITURE	\$4,025,000	TOTAL PROJECT COST	\$4,483,907
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	EXPANSION
FUND	STORMWATER FUND	SPAN OF PROJECT	2020-2026
FUNDING SOURCE	STORMWATER FEES, AD VALOREM TAXES, STATE AND LOCAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	The existing culverts to be replaced as a part of this project are currently a Flagler County maintenance responsibility. As a result of this project, city of Palm Coast operations budget can be expected to increase due to additional maintenance and inspections for these new culverts.		
PROJECT DESCRIPTION	The proposed project aims to improve stormwater conveyance for the Woodlands and Wild Oaks subdivision. The project aims to increase flood protection within these neighborhoods.		
PROJECT JUSTIFICATION	This project is a continuation of the capital improvement projects identified during the 2019 Master Stormwater Plan.		

To view the full list of projects in this fund, and their details, please visit the link below:

[CIP Dashboard](#)

Water / Wastewater Utility Capital Projects Fund

WATER PLANT 1 EXPANSION

2026 ESTIMATED EXPENDITURE	\$3,396,375	TOTAL PROJECT COST	\$15,035,543.00
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	2025-2028
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	With this expansion, there will be a need for additional staff, tools, equipment, and chemicals. Electricity and utilities will also increase with this project to total approx. \$500,000 in additional yearly expenses to operate the plant.		
PROJECT DESCRIPTION	The budget for this expansion includes the engineering design and construction.		
PROJECT JUSTIFICATION	Due to recent planned growth, Wastewater Treatment Plant # 1 is in need of expansion and upgrade. In addition, it is older, requiring repair and replacement. A critical component that influences the well-being of our community is its ability to treat wastewater for the production of human health. This expansion will allow us to comply with our regulatory agency's new discharge requirements and help us recover water for reuse purposes.		

WATER TREATMENT PLANT 3 EXPANSION

2026 ESTIMATED EXPENDITURE	\$5,887,000	TOTAL PROJECT COST	\$24,011,042
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	2024-2028
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	With this expansion, there will be a need for additional staff, tools, equipment, and chemicals. Electricity and utilities will also increase with this project to total approx. \$500,000 in additional yearly expenses to operate the plant.		
PROJECT DESCRIPTION	Projects include treatment process and electrical improvements, installation of new treatment skids, production wells, pumps, piping and control systems.		
PROJECT JUSTIFICATION	Due to planned growth, WTF#3 is in need of expansion. The plant also requires routing maintenance for aging infrastructure and improvements for more efficient operations. The facility is in need of capital improvements to prevent equipment malfunctions.		

WASTEWATER TREATMENT PLANT 1 EXPANSION / UPGRADES

2026 ESTIMATED EXPENDITURE	\$32,787,456	5-YEAR CIP TOTAL	\$188,287,456
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	With this expansion, there will be a need for additional staff, tools, equipment, and chemicals. Electricity and utilities will also increase with this project to total approx. \$500,000 in additional yearly expenses to operate the plant.		
PROJECT DESCRIPTION	The budget for this expansion includes the engineering design and construction.		
PROJECT JUSTIFICATION	Due to recent planned growth, Wastewater Treatment Plant # 1 is in need of expansion and upgrade. In addition, it is older, requiring repair and replacement. A critical component that influences the well-being of our community is its ability to treat wastewater for the production of human health. This expansion will allow us to comply with our regulatory agency's new discharge requirements and help us recover water for reuse purposes.		

WATER MAINS

2026 ESTIMATED EXPENDITURE	\$3,512,019	5-YEAR CIP TOTAL	\$3,512,019
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Repair and maintenance costs may increase due to inspection and cleaning processes. This increase will be approximately \$5,000.		
PROJECT DESCRIPTION	The reclaimed water mains are being focused on Citation Rd, in-between Seminole and Sesame Drive, and Cigar Lake water quality improvements. Citation Boulevard will include a Reclaim Extension Gap. There will be a dry lake conversion to reclaimed pond study, and also an extension to the sports complex.		
PROJECT JUSTIFICATION	Providing reclaimed water extensions to planned developments is considered to be a pillar in water conservation as it allows the City to get more use out of nonrenewable and crucial resource. The City does a good job using reclaimed water and we are improving the process. Unfortunately, unused reclaimed water can be an issue. Sometimes we produce more reclaim water than is used, especially in the rainy season which is why we are engaging in a pond study.		

LIFT STATION UPGRADES & IMPROVEMENTS			
2026 ESTIMATED EXPENDITURE	\$3,572,000	5-YEAR CIP TOTAL	\$8,226,000
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	UPGRADES & IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Annual electricity expenses, inspections, and equipment will increase with these improvements. The upgraded equipment will assist with maintenance costs. The total increase should be \$15,000.		
PROJECT DESCRIPTION	Lift and pump station upgrades will encompass improvements to the odor control system, gravity system relocation, SCADA Conversion, on-line generators, and eductor station conversions. Pump Station 34-1, 4-2, and 24-2 are undergoing maintenance, reconfigurations, and upgrades.		
PROJECT JUSTIFICATION	Routine maintenance and replacement for aging infrastructure. When lift stations are not maintained, the system can back up or fail. By providing overall maintenance, repairs, and enhancements of lift stations, the Utility will experience less system failures. The online generators will keep the system operating during periods of power losses such as during storm events.		

RECLAIMED WATER MAINS			
2026 ESTIMATED EXPENDITURE	\$6,228,966	5-YEAR CIP TOTAL	\$6,228,966
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Repair and maintenance costs may increase due to inspection and cleaning processes. This increase will be approximately \$10,000.		
PROJECT DESCRIPTION	Project details include the repair, maintenance, and addition of water mains near Cigar Lake, Citation Blvd, Seminole Blvd, Old Kings, Road South, and Belle Terre Blvd.		
PROJECT JUSTIFICATION	Reclaim water under the Florida Statutes specifies that reusing water is considered to be "in the best interest" of the public and the law establishes water conservation and reuse as a formal State objective. The law further states that discharging in canals are going to scale back and the regulation is mandating the elimination of discharging. Reuse will replace that option.		

WELLFIELD AND WELLS			
2026 ESTIMATED EXPENDITURE	\$8,068,490	5-YEAR CIP TOTAL	\$43,424,490
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	These upgrades will require more energy due to the equipment being used to operate this plant which could result in an operational increase of \$20,000 per year.		
PROJECT DESCRIPTION	Project details include the expansion of the Water Treatment Plant 1, 2, and 3 which will add more wells. Well SW-43 deconstruction and replacement, and addition of SW-24 & SW-55 are also included. There will be a 5-year wetland monitoring plan conducted, as well as a surface and ground water interface study. Lastly, the acquisition of the north and south wellfield property will be expended next year.		
PROJECT JUSTIFICATION	Increasing wellfield capacity by adding new wells to the system's raw water infrastructure will allow the Utility to keep up to the increased water demand. The regulatory agencies require certain conditions in the withdrawal permits to perform studies before drilling and developing new wells. Studies for acquiring new wells are also requirements that are mandated by our regulators.		

FORCE MAINS			
2026 ESTIMATED EXPENDITURE	\$9,557,204	5-YEAR CIP TOTAL	\$9,557,204
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	This extension will result in a reduction in the tank trucking contractor fees and should save approximately \$25,000. Replacement equipment will cost an additional \$5,000.		
PROJECT DESCRIPTION	Force Main extensions will include Pump Station 4-2 and OKR to WWTP 1. Force Main relocations will be in Matanzas Woods, and improvements will include OKR, Ravenwood, and SR100.		
PROJECT JUSTIFICATION	The City is starting to exceed the maximum force main velocity at peak conditions. Force main performance is closely tied to the performance of lift stations to which it is connected. With an increase in development, the City needs to provide timely sewer service to those areas including the problems associated with I & I pipe surcharging. Force main extensions on the Beach side to serve the community in the County is also planned.		

WATER TREATMENT IMPROVEMENTS			
2026 ESTIMATED EXPENDITURE	\$3,502,000	5-YEAR CIP TOTAL	\$3,502,000
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	IMPROVEMENTS
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	This improvement will impact the operating budgeted expenses mainly for electricity. Chemicals expenses will also increase which could total approximately \$60,000 in additional yearly expenses to operate the plant.		
PROJECT DESCRIPTION	These project details will include all three water treatment plants. These improvements entail a membrane replacement, THM reduction system, anti-scaling investigation, oxygen generation equipment, brackish treatment improvements and pipe concentration, waste tank yard plumbing and storage tank, a filtration ammonia reduction system, and new lime slaker. Building improvements include re-roofing, expansion and construction design, piping improvements, and electrical upgrades.		
PROJECT JUSTIFICATION	Water treatment facility improvements to defend against aging infrastructure (slaker and building improvements), maintain current water production (membrane replacements), WTP#3 plant expansion to increase in water production, & water quality enhancements (THM reduction system, Oxygen generation, equipment, anti-sealant investigation, etc.)		

WASTEWATER TREATMENT PLANT 2 EXPANSION			
2026 ESTIMATED EXPENDITURE	\$5,461,000	TOTAL PROJECT COST	\$8,744,000
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	EXPANSION
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	2021 - 2026
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	With this expansion, there will be a need for additional staff, tools, equipment, and chemicals. Electricity and utilities will also increase with this project to total approximately \$300,000 in additional yearly expenses to operate the plant.		
PROJECT DESCRIPTION	The budget for this expansion includes the engineering design and construction.		
PROJECT JUSTIFICATION	Due to recent growth, Wastewater Treatment Plant # 2 is in need of expansion. The expansion will double its capacity. A critical component that influences the well-being of our community is its ability to treat wastewater for the protection of human health. This expansion will allow us to continue to comply with our regulatory agency's new discharge requirements and help us recover water for reuse purposes.		



WATER TREATMENT PLANT 1 & 2 R&R			
2026 ESTIMATED EXPENDITURE	\$9,267,705	5-YEAR CIP TOTAL	\$47,178,705
PROJECT CATEGORY	INFRASTRUCTURE	PROJECT TYPE	EXPANSION
FUND	UTILITY CAPITAL FUND	SPAN OF PROJECT	CONTINUOUS
FUNDING SOURCE	WATER & WASTEWATER IMPACT FEES, FEDERAL GRANTS, AND LOANS		
COUNCIL PRIORITY	SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE		
OPERATING BUDGET IMPACT	Regular repairs and maintenance will prevent higher future maintenance costs.		
PROJECT DESCRIPTION	Projects include upgrades to pumps, electrical systems, membranes and skid replacements, WTF#1 treatment process, pump and piping improvements.		
PROJECT JUSTIFICATION	Water treatment facility improvements to upgrade aging infrastructure (building, piping and pump improvements). Maintaining current water production is essential (membranes with skid replacements), Water Treatment Facility water quality enhancements are necessary to improve (chemical feed equipment and investigations, etc.).		

To view the full list of projects in this fund, and their details, please visit the link below:
[CIP Dashboard](#)

Fleet Capital Investment

NEW WHITE FLEET REQUESTS			
DIVISION	DESCRIPTION	VEHICLE APPLICATION	BUDGETED COST
Parks Maintenance	Chevy 4500 HG	Maintenance & Landscaping for Trails & Parks	\$ 102,223.00
TOTAL BUDGETED COST			\$ 102,223.00

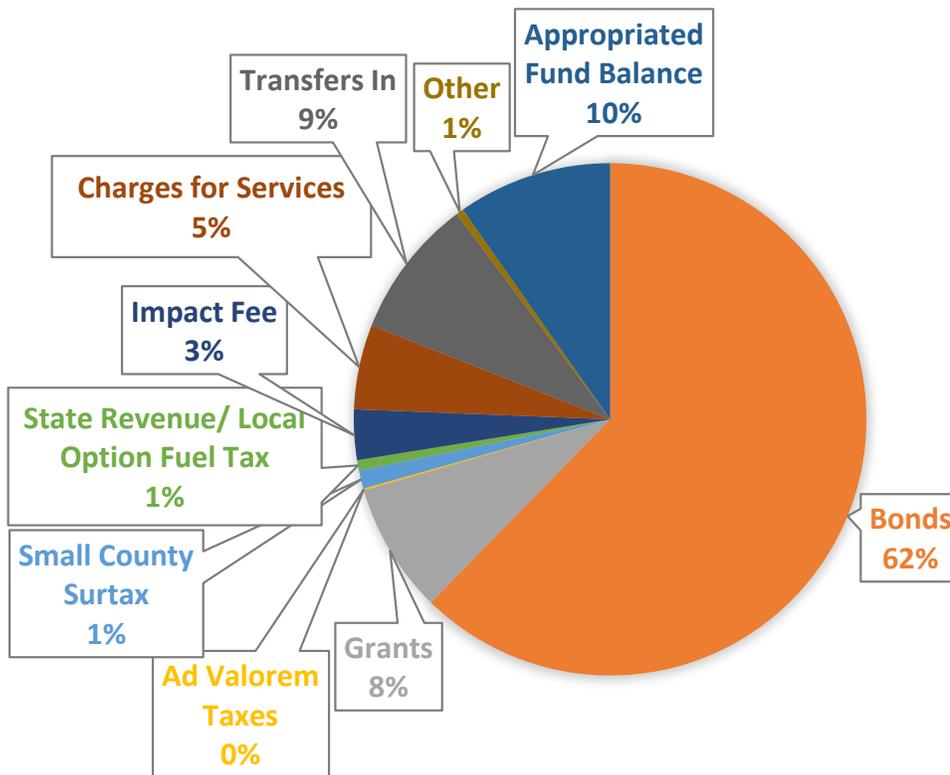
WHITE FLEET REPLACEMENT				
DIVISION	DESCRIPTION	VEHICLE APPLICATION	REPLACEMENT TYPE	BUDGETED COST
Code	F-150 Extended Cab	Code Enforcement	Ford Maverick	\$ 34,423.00
Code	F250 Animal Control	Animal Control	Caged Van Ford	\$ 90,449.00
Code	F-150	Supervisory Overview	Ford Maverick	\$ 34,423.00
Code	F-150	Urban Forestry Officer	Ford Maverick	\$ 34,423.00
Fleet	F-150 Extended Cab	Fleet Supervisor	F-150 Extended Cab	\$ 45,750.00
Stormwater Maintenance	Van	Inmate	Ford Or Chevy Van	\$ 57,398.00
Streets	F-250 Utility Body	Landscape Maintenance	Ford Transit	\$ 57,398.00
Water Distribution	Extended Cab Frontier	Meter Technician	F-150 Extended Cab With Topper	\$ 56,304.00
Water Distribution	F-250 Utility Body	Water Distribution	F-250 Utility Body	\$ 68,968.00
TOTAL BUDGETED COST				\$ 479,536.00

REPLACEMENT MOWERS & EQUIPMENT				
DIVISION	DESCRIPTION	APPLICATION	REPLACEMENT TYPE	BUDGETED COST
Fire Department	Converted Ambulance	Transportation	Polaris	\$ 37,924.00
Fire Department	Pumper	Fire Suppression	EONE Pumper	\$ 993,503.00
Fire Department	Tower	Fire Suppression	EONE Pumper	\$ 2,005,080.00
Fleet	Portable Truck Lift	Mechanic Shop	Ari Portable Lift	\$ 78,596.00
Stormwater Maintenance	305 Cat Excavator	Pipe Maintenance	305 With Cab	\$ 94,030.00
Stormwater Maintenance	V Ride II 52"	Ditch Maintenance	Exmark 52" Stand On Mower	\$ 10,751.00
Stormwater Maintenance	V Ride II 48"	Ditch Maintenance	Exmark 48" Stand On Mower	\$ 10,667.00
Streets	Speed Trailer	Speed Analysis	Speed Trailer	\$ 21,506.00
Streets	Speed Trailer	Speed Analysis	Speed Trailer	\$ 21,506.00
Streets	Scag Turf Tiger 72"	Median Maintenance	Scag Windstorm Stand On Blower	\$ 12,473.00
Streets	Scag Turf Tiger 72"	Median Maintenance	Exmark 72"	\$ 16,779.00
Streets	Slope Mower	Right of Way Maintenance	Ventrac Or Steiner	\$ 43,753.00
Streets	V Ride II 52"	Streets Maintenance	Exmark 52" Stand On	\$ 10,751.00
Streets	Brush Cutter	Turf Maintenance	Exmark 72" Stand On	\$ 13,718.00
Streets	Loop Saw	Streets Maintenance	Towable Air Compressor	\$ 34,212.00
Streets	Dump Trailer	Streets Maintenance	Low Deck For Roller	\$ 15,073.00
Wastewater Collections	Vactor	Sewer Cleaning	Jet-Vac Sewer Cleaner Combo	\$ 664,438.00
Wastewater Collections	Vacuum Trailer	Construction	Manhole Saw	\$ 38,844.00
Wastewater Plant 1	Gator HPx615E	Plant Maintenance	Gator Cart	\$ 15,222.00
Wastewater Plant 1	Gator HPx615E	Plant Maintenance	Gator Cart	\$ 15,222.00
Water Distribution	Dump Trailer	Hauling	Sure Trac Dump Trailer	\$ 7,646.00
Water Distribution	Dump Trailer	Hauling	Sure Trac Dump Trailer	\$ 12,515.00
TOTAL BUDGETED COST				\$ 4,174,209.00

Capital by Funding Source

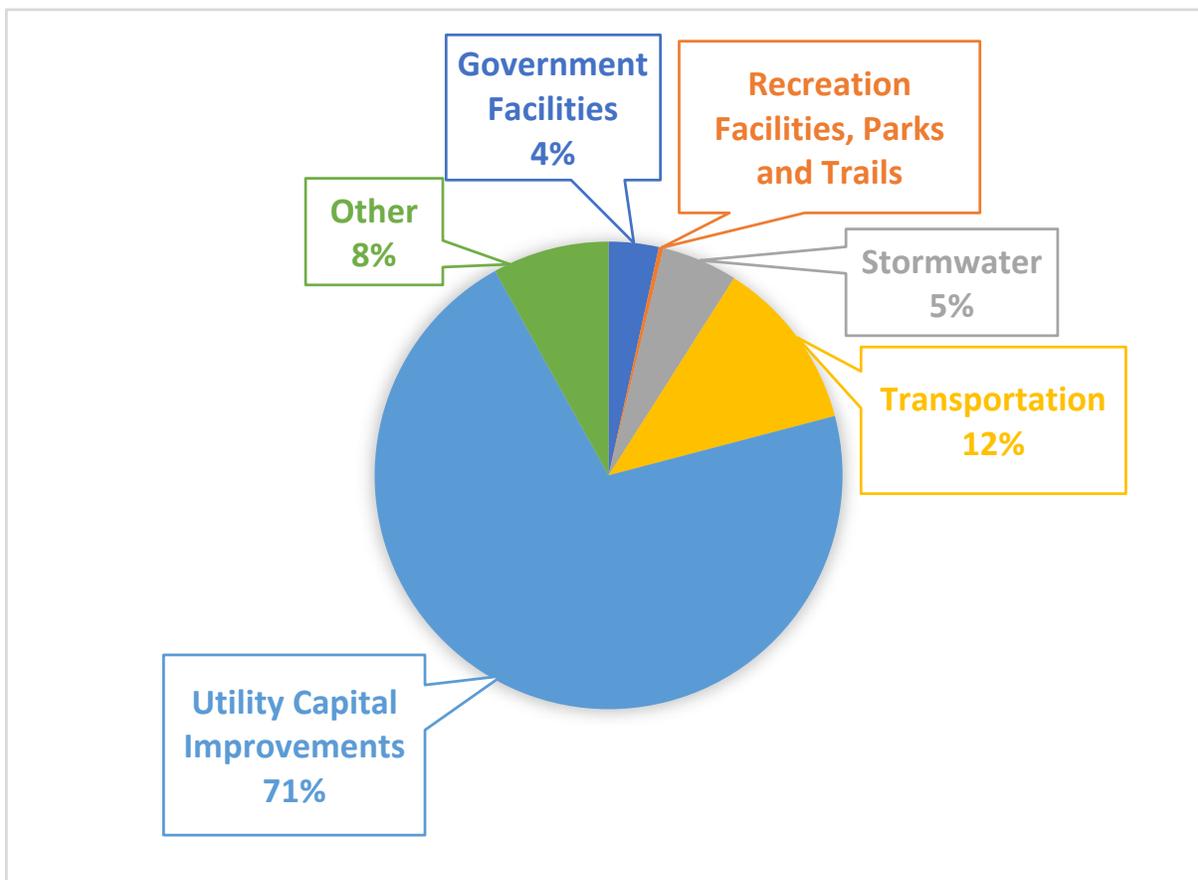
Fiscal Year 2026 Funding Sources									
Name / Type	Streets Improvement	Transportation Capacity Projects	Recreation Capacity Projects	Fire Capacity Projects	Capital Projects	Utility Capital Projects	Fleet Capital	Stormwater Management	Total
Bonds	\$ -	-	-	-	-	286,394,000	-	-	\$ 286,394,000
Grants	\$ -	36,365,917	1,201,698	-	140,000	-	-	-	\$ 37,707,615
Ad Valorem Taxes	\$ -	-	-	-	-	-	-	530,721	\$ 530,721
Small County Surtax	\$ -	-	-	-	5,318,571	-	-	-	\$ 5,318,571
State Revenue/ Local Option Fuel Tax	\$ 2,966,790	-	-	-	-	-	-	-	\$ 2,966,790
Impact Fee	\$ -	9,088,311	4,356,047	1,181,116	-	-	-	-	\$ 14,625,474
Charges for Services	\$ -	-	-	-	-	15,561,772	3,823,661	5,178,264	\$ 24,563,697
Transfers In	\$ 72,275	100,000	3,292,489	2,162,958	10,716,260	24,107,567	102,223	-	\$ 40,553,772
Other	\$ 50,000	155,000	-	50,000	175,000	327,242	830,084	503,262	\$ 2,090,588
Appropriated Fund Balance	\$ 6,543,430	8,974,767	219,326	8,932,526	2,321,297	-	-	17,789,707	\$ 44,781,053
Total Revenue	\$ 9,632,495	\$ 54,683,995	\$ 9,069,560	\$ 12,326,600	\$ 18,671,128	\$ 326,390,581	\$ 4,755,968	\$ 24,001,954	\$ 459,532,281

FY26 CAPITAL FUNDING SOURCES



Capital by Type

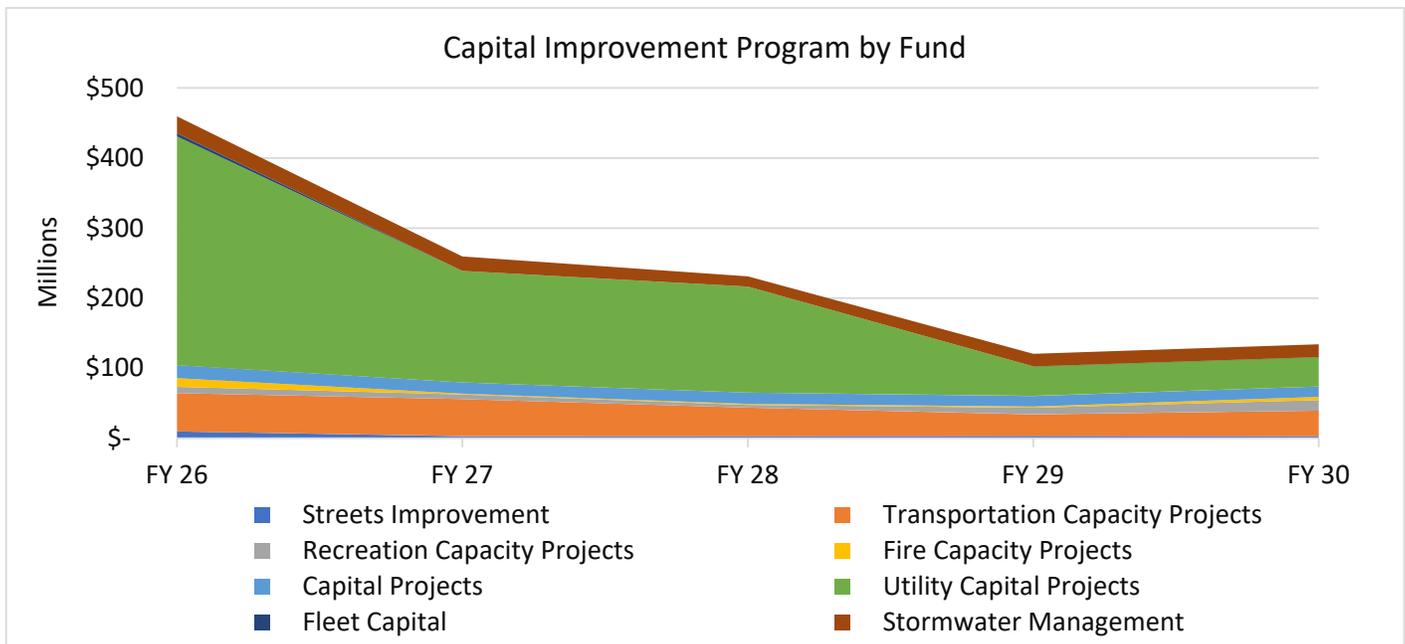
Type	Amount
Government Facilities	\$ 15,882,106
Recreation Facilities, Parks and Trails	1,531,570
Stormwater	24,001,954
Transportation	54,683,995
Utility Capital Improvements	326,390,581
Other	37,042,075
Total	\$ 459,532,281



Capital Improvement Program

Five Year Summary

Fund	FY 26	FY 27	FY 28	FY 29	FY 30
Streets Improvement	\$ 9,632,495	\$ 3,026,160	\$ 3,086,669	\$ 3,295,000	\$ 3,230,000
Transportation Capacity Projects	54,683,995	52,919,539	40,641,225	30,791,138	36,203,133
Recreation Capacity Projects	9,069,560	6,531,349	3,895,199	9,436,000	15,065,000
Fire Capacity Projects	12,326,600	1,295,490	1,442,741	1,500,239	4,662,968
Capital Projects	18,671,128	15,832,128	16,162,967	15,358,131	14,722,099
Utility Capital Projects	326,390,581	159,278,233	151,381,040	42,142,183	41,924,861
Fleet Capital	4,755,968	-	-	-	-
Stormwater Management	24,001,954	20,735,913	14,537,496	18,138,320	18,281,948
Total	\$ 459,532,281	\$ 259,618,812	\$ 231,147,337	\$ 120,661,011	\$ 134,090,009



To view the full list of projects in this fund, and their details, please visit the link below:
[CIP Dashboard](#)



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AWARDS & RECOGNITION



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Awards and Special Recognition

City-Received Special Recognition

Palm Coast's Southern Recreation Center Achieves LEED Gold Certification, a First in Flagler County

The Palm Coast Southern Recreation Center has been awarded LEED (Leadership in Energy and Environmental Design) Gold certification for its design and construction. This marks the first building in Flagler County to receive this prestigious ranking. The Southern Recreation Center achieved all 64 points during the review process, underscoring the City's commitment to environmentally responsible practices and thoughtful development.

The LEED certification, developed by the U.S. Green Building Council, is recognized worldwide as the benchmark for environmentally friendly building standards. Earning Gold certification shows that the Southern Recreation Center was designed and constructed with a strong focus on energy efficiency, resource conservation, and environmental stewardship.



Palm Coast Southern Recreation Center Wins Best New Tourism Product Award

Palm Coast – The Palm Coast Southern Recreation Center has been recognized as the Best New Tourism Asset/Product at the 2025 Flagler County Annual Tourism Meeting, celebrating its contribution to local tourism and recreation.

Since opening in 2024, the state-of-the-art facility has become a hub for sports and community activities, attracting visitors from across the region. Currently, the Southern Recreation Center is hosting the 2025 Palm Coast Open, a USTA Florida-sanctioned tennis tournament that brings top-tier athletes and fans to the area.



The Tourism Development Office (TDO) plays a vital role in promoting tourism and fostering economic growth in Flagler County. Through marketing initiatives, visitor engagement, and strategic partnerships, the TDO works to highlight Palm Coast and Flagler Beaches as premier destinations for both leisure and sports tourism. The Southern Recreation Center exemplifies this mission, offering a world-class venue for athletic competitions and recreational activities that bring visitors from across the state, country, and beyond.

Palm Coast Community Receives Grant and Removes 1,600 Pounds of Trash at 18th Annual Waterway Cleanup

The City of Palm Coast proudly hosted its 18th Annual Intracoastal Waterway Cleanup on Saturday, September 20, bringing together 287 volunteers who collected an impressive 1,600 pounds of litter from local waterways, parks, and neighborhoods—a 60% increase over last year's total. The City extends its deepest thanks to the Florida Inland Navigation District (FIND) for sponsoring the event for the past 18 years, including a \$5,000 grant this year, bringing their total contributions to \$90,000 since 2008. We also send our heartfelt thanks to Palm Coast Ford for providing optional transportation to cleanup sites and FCC Environmental Services for sponsoring the awards and handling the removal of collected waste.



Palm Coast Celebrates Prestigious Award for Outstanding Private and Public Partnership

The City of Palm Coast was awarded the "Outstanding Private and Public Partnership" award by the Florida Planning and Zoning Association (FPZA) Surfcoast Chapter. This award recognizes the City's collaborative work with Mesa Capital Group to bring the Palm Coast Disc Golf Course to life.

As part of the project, the Master Developer donated the land for the park to the City of Palm Coast, demonstrating their commitment to community amenities. Mesa Capital Group partnered with the City to construct the disc golf facility, utilizing park impact fees generated exclusively from Mesa Capital Group's development. The park will feature nine to 18 holes, restrooms, shade structures, and a parking lot. Importantly, no property taxes from the broader community will be used to construct this park, ensuring it remains a cost-effective addition that is free to play and accessible for everyone to enjoy.

Community Development

City of Palm Coast Wins Statewide Planning Award for Imagine 2050 Comprehensive Plan Update

The City of Palm Coast was honored with the 2025 Florida Planning and Zoning Association's Outstanding Public Outreach & Community Involvement Award for its exceptional public engagement efforts during the Imagine 2050 Comprehensive Plan update. The award was presented on Friday, June 6, 2025, during the 72nd Annual FPZA Conference at the Casa Monica Hotel & Spa in St. Augustine.

Palm Coast's outreach strategy was noted for its adaptability and effectiveness in gathering actionable feedback. The result was a set of clearly defined Vision and Guiding Principles, shaping new goals, objectives, and policies—along with specific updates to address economic development, future expansion, and property rights.

City of Palm Coast Wins Prestigious NWFRC Award for Imagine 2050 Comprehensive Plan Update

The City of Palm Coast has been honored with a prestigious Regional Award for Excellence for Planning and Growth Management from the Northeast Florida Regional Council for its visionary work on the "Imagine 2050: City on the Rise" Comprehensive Plan Update. This recognition highlights the City's commitment to proactive planning, innovative community engagement, and strategic initiatives to shape Palm Coast's future. The award was presented during the annual Northeast Florida Regional Council (NEFRC) Awards Luncheon, held on January 9, 2025, at the WJCT Studios in Jacksonville, Florida.

Palm Coast Senior Planner has received the prestigious Professional Transportation Planner (PTP) Certification

The City of Palm Coast proudly announced that Mr. Phong T. Nguyen, Senior Planner in the Community Development Department has received the prestigious Professional Transportation Planner (PTP) Certification. This recognition highlights his exceptional expertise in transportation planning and his commitment to fostering innovative and sustainable solutions that enhance the quality of life for our community.

Palm Coast Recognized as Tree City USA for 20th Consecutive Year

The City of Palm Coast has once again been honored by the Arbor Day Foundation as a Tree City USA community, marking an impressive 20 consecutive years of recognition. This milestone reflects the City's long-standing commitment to environmental stewardship and responsible urban forestry. This milestone not only honors the City's history of urban forestry but also serves as a reminder of the shared responsibility to preserve and grow Palm Coast's natural legacy for generations to come.

Financial Services

Palm Coast Awarded Certificate of Achievement for Excellence in Financial Reporting

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 Annual Comprehensive Financial Report. The City has received this award for each Annual Comprehensive Financial Report since Fiscal Year 2003. GFOA has named the City of Palm Coast a Triple Crown Winner. This award recognizes the City for receiving the GFOA Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting, and the Distinguished Budget Award.

Palm Coast Awarded the Distinguished Budget Presentation Award

The Financial Services Department received the Government Finance Officers Association (GFOA) the Distinguished Budget Presentation Award for its FY 2024-2025 budget book. The City's budget book was recognized for its high quality and excellence in all categories. The City has received the Distinguished Budget Presentation Award for each Annual Budget Report since Fiscal Year 2003.

Fire Department

Palm Coast Fire Department Presents Life Saving Awards to Employees

The Palm Coast Fire Department upheld its tradition of honoring firefighters whose quick actions and skill directly resulted in lives being saved. Six CPR Life Saving Awards were presented to Fire Department Lieutenant's, as well as three Unit Commendations awarded for exemplary teamwork during high-risk and complex incidents.



Utility Department

Palm Coast Recognized for "Best Tasting Water" in the Region

The City of Palm Coast has been awarded the "Best Tasting Drinking Water" title in the Florida Section American Water Works Association's Region II contest. The competition, held on November 6, 2024, at the UF/IFAS Agricultural Center in St. Augustine, celebrated the hard work and dedication of Palm Coast's Utility Department, whose team of Operators, Wellfield Technicians, Mechanical Technicians, and Water Quality Technicians ensure the city's water consistently exceeds expectations.

In this annual contest, top utility departments from across northeast Florida submit water samples to be judged on taste, color, odor, and clarity. Palm Coast's water stood out among fierce competitors, reaffirming the city's commitment to delivering exceptional water quality to residents.



Stormwater Department

Palm Coast's London Waterway Project Wins 2025 Outstanding Achievement Award

The City of Palm Coast's London Waterway Project has been honored with the 2025 Outstanding Achievement Award for Stormwater Projects by the Florida Stormwater Association. This annual award recognizes exceptional public sector initiatives that demonstrate excellence in areas such as stormwater management, water quality improvement, best management practices, and intergovernmental coordination. Completed in February 2025, the London Waterway Project is located in the city's L Section and features a 13-acre lake designed to enhance flood storage capacity, reduce peak flood elevations, and improve water quality in downstream waters through advanced stormwater treatment. The site also includes two walkable boardwalk docks, new native vegetation along the shoreline, and two scenic island areas.

The project was made possible through funding from the St. Johns River Water Management District, the American Rescue Plan Act (ARPA), and the City's Stormwater Management Fund.



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FINANCIAL POLICIES

Financial Policies

Purpose:

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 were established to ensure the long-term financial viability of the City and to diversify and strengthen the City's economy. The City shall regularly review its policies and procedures and reserves its right to change and supplement them as necessary.

Objective:

In order to achieve its purpose, the Citywide Financial Policies and Guidelines have the following objectives for the City's fiscal performance.

1. To guide City Council and management policy decisions that have significant fiscal impact.
2. To set forth operating principles that minimize the cost of government and financial risk.
3. To employ balanced and fair revenue policies that provide adequate funding for desired programs.
4. To maintain appropriate financial capacity for present and future needs.
5. To promote sound financial management by providing accurate and timely information on the City's financial condition.
6. To provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.
7. To ensure the legal use of financial resources through an effective system of internal controls.
8. To promote cooperation and coordination with other governments and the private sector in the financing and the delivery of services.

The City will uphold all federal law and Florida state code, as it pertains to the following policies and guidelines.

Compliance:

Policies that are directly related and relevant to the budget indicate compliance with a ✓. Those not in compliance will have a strategy to achieve conformance. Some financial policies are indirectly related or not relevant to the budget. They will have a designation of NA.

Policy	Purpose	Policy Adopted	Revised	Compliant?
Balanced Budget Policy	The City adopts a balanced budget as required by Florida Statute, Chapter 166. A balanced budget is when the amount available from taxation and other sources, including amounts carried over from prior year fiscal years, equals the total appropriations for expenditures and reserves.	12/31/1999	10/21/2025	√
Capital Assets Policy	The acquisition, disposition, and monitoring of City-owned property are 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).	8/7/2013	11/15/2023	√
Debt Management Policy	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.	11/5/2013	11/12/2024	√
Fund Balance Policy	Outlines minimum requirements for unassigned fund balance. This policy may be revised annually to include additional funds or limits.	7/21/2009	3/15/2016	√
Investment Policy	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.	12/12/12	8/16/2022	√
Procurement and Contracting Policy	Ordinance 2021-23 was adopted by City Council providing for the procurement of purchases and contractual services.	12/17/21	8/19/2025	√
Grants Management Policy	Implemented the following Policy and Procedures to ensure all grants (federal, state, county, and private) awarded to the City are effectively and efficiently researched, applied for, appropriated, and monitored.	2/14/25	02/14/2025	√

Balanced Budget Policy

Overview

The City will comply with all Federal, State, or local legal requirements pertaining to the operating budget, including the adoption of a balanced budget. A balanced budget is achieved when the amounts available from taxation and other sources, including amounts carried over from prior fiscal years, equals the total appropriations for expenditures and reserves.

Purpose

The purpose of this policy is to outline the budget process followed by the City.

Methodology

The City will employ a structured budget preparation and formulation process that will be used by all entities receiving funding from the City. 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

The budget preparation and formulation process that the City employs will ensure adequate citizen input and participation. This will include:

- A series of annual presentations to the City Council during public meetings which allow an opportunity for public comment. These presentations include a review of the Strategic Action Plan, adjustments to the Capital Improvement Program (CIP), and numerous budget workshops.
- Copies of all presentations and other information related to the budget preparation may be requested from the City with a public records request.

Preparation

The City will employ a structured expenditure and revenue forecasting system to allow for effective financial planning.

The following considerations will be used during the preparation of the budget:

- Essential services will receive first priority for funding. The City will attempt to maintain current service levels for all essential services.
- The City will identify low-priority services for reduction or elimination, if necessary, before essential services.
- The City will consider the establishment of user fees as an alternative to service reductions or elimination.
- The City will pay for all current expenditures with current revenues. Long-term debt will not be used for funding current expenditures.

- The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing necessary expenditures, accruing future years' revenues, or rolling over short-term debt.
- The budget will provide for adequate maintenance and repair of capital facilities and equipment and for their orderly replacement.
- The budget will provide sufficient funding to cover annual debt retirement costs.
- In all actions to balance the budget, the City will attempt to avoid layoffs of permanent employees. If possible, personnel reductions will be scheduled to come primarily from attrition.
- The budget will be prepared with a focus on TRIM compliance as defined in chapter 200 of the Florida Statutes.

The preparation process includes:

- Each department outlining functions and goals to accomplish in the coming fiscal year based on current service levels and City Council priorities as identified in the Strategic Action Plan.
- Each department prepares a detailed estimate of resources required to provide these services, including personnel.
- The City Manager and Finance department review the department estimates.
- Preparing the budget upon completion of this review and matching it with the projected revenues available.
- The City Manager presenting the proposed budget to the City Council for approval.

Adoption

The City will adopt the budget in accordance with the timing specified by state law during a series of public hearings.

Timeline

The City will hold two public hearings during the adoption of the budget process.

The first hearing is to adopt the tentative budget and millage rate. The tentative budget must be posted on the City's official website at least 2 days before the budget hearing in accordance with State law.

The second hearing is to adopt the final budget and millage rate. The final adopted budget must be posted on the City's official website within 30 days after adoption.

The City's fiscal year is October 1 through September 30.

Performance Review

City departments will review with the City Manager the year-to-date budget and overall performance results on a quarterly basis. These reviews will provide an opportunity for the department to highlight achievements from the previous quarter and to discuss progress to date. This process will allow management to make adjustments during the year to ensure success in meeting City Council goals.

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 Manager may make emergency appropriations. Such appropriations may be made by emergency resolution 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, the City Manager shall report same to the Council without delay, indicating the estimated amount of the deficit, any remedial action to be taken, and recommendations as to any other steps that should be taken. The Council shall then take such further action as it deems necessary to prevent any deficit and, for that purpose, the Council may by resolution reduce one or more appropriations accordingly.

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, office, or agency of the City to other programs within the same department, office, or agency. And, upon written request of the City Manager, 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 for debt service may be reduced or transferred, no appropriation may be reduced below any amount required by law to be appropriated, and no appropriation may be reduced by more than the amount of the unencumbered balance thereof. Other provisions of law to the contrary notwithstanding, the supplemental and emergency appropriations and reduction or transfer of appropriations authorized by this section 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.

Timeline

If there are any amendments to the budget, the adopted amendment must be posted on the official City website within 5 days after adoption in accordance with state law.

Long-Term Financial Plan

Planning Processes

Multi-year projections will be utilized in developing the operating budget. The long-term plan is reviewed and revised each year after the annual financial audit and during the preparation of the annual budget.

****THIS POLICY WAS REVIEWED AND ADOPTED BY CITY MANAGER ON OCTOBER 21ST, 2025**

Capital Assets Policy

INTRODUCTION

The purpose of this manual is: (1) to provide control and accountability over capital assets, and (2) to gather and maintain information needed for the City's annual audit in conformity with Generally Accepted Accounting Principles (GAAP) and with Governmental Accounting Standards Board (GASB) Statement 34.

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 according to the criteria outlined in section 4 of this policy as per guidance provided by the Government Finance Officers Association (GFOA) and Governmental Accounting Standards Board (GASB). Properly accounting and maintaining physical control of capital assets ensures accountability to the residents of the City of Palm Coast. The cost of a capital asset is depreciated yearly over its useful life based on GAAP guidelines. Disposition of capital assets shall be according to City Ordinance 2021-23 Sec. 2-28. – Disposal of surplus property.

Each department is responsible for assisting in providing accurate, complete, and timely capital asset information to the Financial Services Department.

DEFINITIONS

Acquisition – The point at which the City takes possession of an asset. This could be when it was purchased, or when it was donated.

Amortization – The systematic expensing of the cost of an intangible asset over its estimated useful life based on Generally Accepted Accounting Principles. Straight-line amortization, which allocates the cost of a capital asset evenly over its estimated useful life, will be recorded yearly.

Buildings – Depreciable structures with a cost over \$5,000 that are permanent in nature. Buildings are valued at the purchase price or construction cost. Cost should include all charges relating to the building, such as broker's fees, architect's fees, etc. Permanently attached fixtures to the building should also be included in the cost of the building. If using in-house resources such as labor, materials, and supplies from various City departments to construct or add on to the building, the costs should be part of the cost of the asset. If an addition is constructed, it is added to the asset system as a component of the original building.

Capital Asset – Tangible and intangible property that the City can use as a resource in providing services to the residents. Capitalized assets include equipment, buildings, infrastructure, and improvements.

Capital Asset Cost – The amount or amounts expended to acquire capital assets. This will include the amount spent to acquire the capital asset and any charges to put the asset in service, such as site preparation, architectural design, project management, or freight charges.

Capital Expenditure – Expenditure that has been designed for specific capital improvement purposes or major infrastructure improvement projects. These include major purchase and construction projects that may last over a period of years.

Capital Improvement – An expenditure of \$25,000 or more that provides additional value to a capital asset by either lengthening the estimated useful life of a capital asset or increases a capital asset's ability to provide greater capacity or efficiency. The useful life will be the same as the capital asset.

Construction in Progress (CIP) – Capital assets that are incomplete at fiscal year-end. Upon completion, these projects are recorded in the appropriate capital asset category in the asset system.

Depreciation – The systematic expensing of the cost of an asset over its estimated useful life based on Generally Accepted Accounting Principles. Straight-line depreciation, which allocates the cost of a capital asset evenly over its estimated useful life, will be recorded yearly.

Disposal – An asset is disposed of in the asset system if it has been sold, traded in, scrapped, abandoned or in any way removed from service.

Donated Property – The City may accept donated property upon Council approval. Donated property can include equipment, land or easements, buildings, and infrastructure. Donated property should be capitalized at the estimated fair market value at the time of donation.

Easement – An easement is defined as an interest in land owned by another that entitles its holder to a specific limited use or enjoyment (right to use the land). Easements are characterized as having an inexhaustible life.

Equipment – Tangible property other than land and buildings such as machinery, furnishings, vehicles, etc. The cost includes the equipment purchase price and any other charges necessary to purchase or install the equipment including the cost of labor, delivery, setup, etc.

General Accepted Accounting Principles (GAAP) – A set of rules and accounting practices developed by the Financial Accounting Standards Board (FASB).

Governmental Accounting Standard Board (GASB) – The board that develops the accounting standards for governmental entities.

Governmental Funds – Funds generally used to account for tax-supported activities. The City uses four different types of governmental funds: the general fund, special revenue funds, debt service funds, and capital projects funds.

Infrastructure Assets – Long-lived capital assets that are normally stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, and water and sewer systems.

Intangible Assets – Capital assets that lack physical form, such as computer software and easements.

Land – The real estate property held by the City. The land can be purchased or donated. Purchased land should be entered into the asset system at its cost. The cost includes its purchase price and any other charges necessary to purchase the land. The other charges include costs such as site preparation expenditures, professional fees, and legal claims directly attributable to the land acquisition. Land is a non-depreciable asset comprised of owned land parcels and non-depreciable costs associated with preparing the site for development. All Land acquisitions need to follow the Land Acquisition Work Request included in Appendix B.

Improvements other than Buildings – Depreciable assets, including assets such as paving, outdoor lighting, irrigation systems, sidewalks, drives, fencing, and structures, with a cost of over \$25,000 which do not meet the definition of a building.

Proprietary Funds – Funds that focus on determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The City uses two types of proprietary funds: enterprise funds and internal service funds.

Tangible Assets – Capital assets that are durable and physical in form, such as land, buildings, vehicles, etc.

Transfer – Permanently moving an item from one department to another department. If it's within the same department, it is a location/division change.

Useful Life – The number of years the asset is expected to be operational.

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.

- a) **New Asset Acquisition** – 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 and the useful life is expected to be more than two years.
- b) **Capital Asset Additions** – Purchased additions to previously capitalized assets that meet the capitalization threshold, should be capitalized as add-ons to the existing property record.
- c) **Replacement/Improvements** – Costs incurred 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 capacity or efficiency of an asset

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

- a) **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 capacity or efficiency of an asset may be classified as improvements and therefore should be capitalized (see #c).
- b) **Right to use leased assets** – If the present value of the leased asset payments and any additional residual value guaranteed by the City is more than \$50,000, the City will apply GASB 87. That is, the City will recognize a lease asset or liability. This policy does not apply to lease agreements classified as short-term per GASB 87 (less than 1 year). The discount rate is determined in the terms of the lease agreement. If the rate is not readily determinable, the City will use an estimated incremental borrowing rate based on the City's weighted average cost of capital.

Thresholds for capitalizing assets for each major class of assets are as follows:

<u>Asset Type</u>	<u>Threshold</u>
Land	N/A
Buildings/Building Improvements	\$5,000/\$25,000
Improvements other than Buildings	\$25,000
Infrastructure	\$25,000
Machinery and Equipment	\$5,000
Right to use leased asset	\$50,000

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 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 4). 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 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.

Capital Asset Procedures

Asset Acquisition Procedure

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. Also, during the annual budget process, the Fleet Management Department will review and identify current Fleet assets that are in need of being replaced. The Fleet replacement list will identify the asset being replaced and the cost of the replacement asset. 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 Financial Services Director, then the City Manager, and the City Council, if applicable.
2. After approval is obtained, the requesting department will enter a requisition through the purchasing module 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 after approval from the purchasing department.
3. After receiving a capital asset, the requesting department will enter the invoice into Munis through the A/P process and include the following information: control number, description of asset purchased, useful life. Supporting documents will be attached to the invoice such as the invoice, certificate of origin, delivery receipt, application for title, registration.
4. The Financial Services Department assigns capital asset numbers for all capital assets. City vehicles are tagged by the Fleet Management Department and computer equipment is tagged by the IT Department. 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 will be added to the asset system. The receiving department of the donated property must provide written notification to the Financial Services Department of any donated assets. Donated assets will be accepted by the City through Council approval.
6. Land acquisitions should follow the land acquisition work request included in Appendix B.
7. All vehicles purchased will be held solely in the name of the City.
8. Modular furniture that meets the capitalization threshold should be capitalized as equipment, by lot, or by individual unit. To capitalize as an individual unit, the threshold must be met per unit. 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.

Depreciation and Useful Life

All assets, other than land, must be depreciated. These assets should be depreciated in a straight-line method over their expected useful life. Useful life is the estimated number of years that an asset will be able to be used for the purpose for which it was purchased or constructed. See Appendix A for detail useful lives.

Bi-Annual Physical Inventory

Finance will send an inventory list by department on a bi-annual basis for review. The Department is responsible for completing a physical count of their inventory items. Any changes should be reviewed and approved by the Department Director and City Manager prior to submission to the Finance Director for approval and removal from inventory.

Asset Disposition Procedure

All dispositions of capital assets are coordinated by the Financial Services Department. Fleet Management is responsible for the evaluation and approval of all Fleet and equipment disposals. If the capital asset is computer equipment or technology, the IT Department will review and approve the disposal. All dispositions of capital assets through the Fleet replacement program will need to be identified during the annual budget process. All others will need a completed Asset Disposal Form (Appendix A) to be submitted to Finance.

- a. The Fleet Management Department will arrange for the disposal of capital assets through direct sale, trade-in, scrap, or auction.
 - i. The Fleet Manager or representative will notify the Financial Services Department when a capital asset is sold through direct sale, such as selling an asset to another government entity.
 - ii. The Fleet Manager or representative will notify the Financial Services Department when a capital asset is used as a trade-in against the replacement asset. All assets replaced through a trade-in should be noted on the replacement asset invoice with value of trade-in. All trade-in replacements will need a Trade in Assets Form (Appendix C) noting the replacement asset (see 5.c.) and the traded-in asset to be disposed of in the capital asset system.
 - iii. The Fleet Manager or representative will notify the Financial Services Department when a capital asset is sold as scrap material. The required documentation is the sales receipt from the salvage yard noting the cash received and asset number, and a copy of the check. Assets sold as scrap are considered in non-working condition and have little or no value.
 - iv. The Fleet Manager or representative will post all assets up for auction on the approved auction website. When payment is received for the assets sold through auction, the Financial Services Department is notified by the auctioneer through an email noting the assets sold and sale price.
- b. The Financial Services Department will remove the sold capital asset from the capital asset inventory, and record the payments received for the disposed assets. All disposed assets will be tracked annually on the Asset Disposal worksheet and reconciled annually for the annual audit.
- c. The items will be disposed of in accordance with Florida Statutes, Section 274, and City Ordinance 2021-23. Any funds received from the sale of those assets will be posted as revenue to the originating fund.
Capital assets paid for by a grant should follow the granting agency's procedures for disposal. *Note: Capital assets obtained through Federal, or State grants may have restrictions on disposal. Capital asset custodians are responsible for abiding by any guidelines associated for capital assets assigned to their department.*
- d. If the capital asset is missing and believed stolen, a police report must be completed, and a copy attached to the disposal record.
- e. All IT capital assets disposals will follow the Fleet Management Department procedures listed in section 4.a.

Public works will coordinate the storage and pickup of all equipment assets approved for disposition and the IT Department will coordinate the storage and pickup of all computer or technology equipment.

Departmental Transfer of Capital Assets

In the case where an asset transfer has been identified as beneficial for City operations, a request must be made through the Fleet department using the Vehicle Transfer Request form (Appendix B). Once approved by Fleet, the form needs to be submitted to Financial Service department for review prior to submission to the City Manager for consideration.

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 Director. 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 6.

Disposition and Replacement of Asset 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. Insurance settlement reimbursement must then be requested by the department to Risk Management. Risk Management will instruct the Financial Services Department to credit the department for their cost of replacing the asset. Proper backup is necessary to complete the insurance reimbursement. The purchase of the replacement asset will follow the purchasing policy (See Section 1). Also, the asset that was destroyed must be disposed of from the capital asset inventory.

****THIS POLICY AND PROCEDURE WAS APPROVED BY THE CITY MANAGER ON NOVEMBER 13th, 2023**

Debt Management Policy



City of Palm Coast - Debt Management Policy

November 2024

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 two primary types of security 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 and revenue bonds that are secured by dedicated non-ad valorem revenue streams arising from special assessments levied against real property benefited from specific improvements, sales taxes, special taxes or charges for services such as water, sewer, and solid waste collection and disposal fees.

Additionally, revenue debt may also be secured by a covenant to budget and appropriate legally available non-ad valorem revenues. For 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 gap financing for the City's pay-as-you-go capital programs. In some instances, revenue debt is secured primarily by an identified revenue source, and secondarily by a covenant to budget and appropriate non-ad valorem revenues in the event the primary revenue source is insufficient on its own to satisfy debt service requirements.

Other types of debt subject to this Debt Management Policy include State Revolving Fund Loans (SRF Loans), bond 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: Considering City Charter restrictions on borrowing, 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 Debt: The City is required to seek voter authorization (per the City Charter and state law) to issue general obligation bonds. General obligation bonds may be *limited* with respect to the amount of millage that may be levied, or *unlimited* in which case the bonds are secured by the full faith, credit, and taxing power of the City, without any limitation on the millage that may be levied to repay the debt obligation.

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: For publicly offered bond issues, the City will market the bonds debt using competitive bidding whenever deemed feasible, cost-effective, and advantageous to do so. Typically, the underwriting group which bids the lowest true interest cost is awarded the sale of the bonds. 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 in which case the City will work with a selected underwriter and negotiate the terms for the sale of the bonds. For private placements such as bank loans, whenever possible the City will undertake a competitive selection process such as a request for proposals (RFP) in order to obtain the most favorable borrowing terms.

Interest Rate: 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 using an appropriate stabilization arrangement or maintain a manageable amount of variable rate debt.

Revenue Pledge: Municipal debt is typically not secured by granting a mortgage or security interest in the project or asset being financed. Instead, the City will identify a particular revenue source (or in the case of the covenant to budget and appropriate, a range of available revenue sources), and then grant a lien and security interest in the revenue source. In each case, the lender or underwriter will require demonstration by the City that the revenues pledged for the security and repayment of debt are sufficient to satisfy debt services requirements through maturity of the loan. When considering issuance of new debt secured by one or more non-ad valorem revenue sources, the City will prioritize debt structures for which the then-existing rates of the revenues pledged for repayment (including any future rate increases already approved and adopted at time of issuance) are sufficient for purposes of servicing the debt, without need for future rate increases which have not already been adopted to satisfy debt service requirements. Nothing herein is intended to preclude the City's consideration of future rate increases in structuring debt service requirements, if necessary, advantageous or cost effective with respect to a proposed debt issuance.

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 workforce or affordable housing, non-profit entities seeking funding for projects with public benefit or charter schools. 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 Financial Services Department will provide these organizations with all 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 full

cooperation 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 Financial Services 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 match project revenues more closely during the early years of the venture's operation. In the absence of emergency or extraordinary circumstances, back loaded debt shall bear a fixed rate of interest.

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, to the extent authorized or feasible under state or federal law limitations, for the purpose of economic advantage will be considered if there exists the opportunity to secure net present value or annual debt service savings which warrant the refunding in the discretion of City Council. A current refunding resulting in net present value or annual debt service savings will be considered on a case-by-case basis. A refunding that results in a negative savings will not be deliberated unless there is a compelling public policy or legal objective.

Credit Enhancements: Examples include bond ratings, letters of credit, bond insurance and debt service reserves or sureties. These types of products 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 or to provide stability in future debt service costs.

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 and any bond covenants applicable to senior lien debt.

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 loans for projects involving water supply and distribution facilities, storm water control and treatment projects, air and water pollution control, and solid waste disposal facilities. SRF loans are sometimes accompanied by grants, matching funds, or loan forgiveness opportunities. 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 Financial Services Department, shall prepare and release to all interested parties the Annual Comprehensive Financial Report (ACFR), 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 the 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 publicly offered 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 Financial Services Department has separately created a tax-exempt debt policy.

Arbitrage Compliance: The Financial Services 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 Financial Services 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, engineers, rate consultants 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 Financial Services Director will provide recommendations to the City Council on the selection of underwriters, bond counsel, disclosure counsel, financial advisors, and any other necessary participants. The City Council will make all final determinations. The Financial Services 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 Financial Services 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, all debt issued by the City includes a written opinion by the bond counsel affirming that the City is authorized to pledge the revenues specified for payment and security of the debt.

Bond counsel is also responsible for determining the debt's Federal income tax status, opining as to the tax-exempt and/or bank-qualified status of the debt (if applicable), the preparation of the ordinance and/or resolutions 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 Financial Services Director. The City Attorney, Bond Counsel and FT will review all public-private partnerships to ensure compliance with State and Federal laws and regulations. Bond counsel is engaged through the purchasing process outlined in the COPC Purchasing Policy. The selection criteria will include a requirement for comprehensive municipal debt experience.

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

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

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

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

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

DEBT ISSUANCE PROCESS:

The debt issuance process provides a framework for reporting and evaluating the different types of

debt, as well as a means for dealing with the costs and proceeds associated with such debt.

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 Financial Services 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 federal requirements applicable to tax-exempt debt (if applicable), 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 typically 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 Financial Services 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 revenue 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:

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 a 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. A 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 City 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. The opinion of bond counsel as to the tax-exempt status of the debt issue is a fundamental requirement of banks, underwriters or investors considering purchase of 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. The firm serving as bond counsel should have a statewide practice and be nationally recognized as having the requisite skill and experience to serve in such capacity, with in-house federal tax expertise. Possible indicators of such recognition include listing in the *The Red Book* and AV Preeminent rating by Martindale-Hubbell.

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.

TERMS DEFINED:

Ad Valorem Tax: The phrase ad valorem is Latin for "according to value". In the case of municipal property taxes, property owners have their property assessed on a periodic basis by a public tax assessor. The assessed value of the property is then used to compute an annual tax, which is levied

on the owner by his or her municipality. Ad valorem taxes are incurred through ownership of an asset, in contrast to transactional taxes, such as sales taxes, which are incurred only at the time of transaction.

Advance Refunding: In an advance refunding transaction, new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date. An advance refunding occurs more than 90 days the maturity or call date of the old debt, and the proceeds of the new debt are invested until the maturity or call date of the old debt. Federal regulations governing tax-exempt debt may limit a local government's ability to utilize tax-exempt advance refunding.

Amortization: The paying off of debt in regular installments over a period of time.

Arbitrage: The simultaneous purchase and sale of an asset to profit from a difference in the price. It is a trade that profits by exploiting price differences of identical or similar financial instruments, on different markets or in different forms. Arbitrage exists because of market inefficiencies; it provides a mechanism to ensure prices do not deviate substantially from fair value for long periods of time. The ability to earn arbitrage by issuing tax-exempt securities has been severely curtailed by the Tax Reform Act of 1986, as amended.

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

Bond: A security that represents an obligation to pay a specified amount of money on a specific date in the future, typically with periodic interest payments.

Bond Anticipation Note (BAN): A short-term interest-bearing security issued in advance of a larger, future bond issue. Bond anticipation notes are smaller short-term bonds that are issued by corporations and governments, such as local municipalities wishing to generate funds for upcoming projects. The issuing bodies use the bond anticipation notes as short-term financing, with the expectation that the proceeds of the larger, future bond issue will cover the anticipation notes. Bond anticipation notes may be used when the issuer wants to delay a bond issue, or if the issuer wishes to combine several projects into one larger issue. Bond anticipation notes are typically payable from the proceeds of the sale of the bonds.

Bond Insurance: Bond insurance is a type of insurance whereby an insurance company guarantees scheduled payments of interest and principal on a bond other security in the event of a payment default by the issuer of the bond or security. As compensation for its insurance, the insurer is paid a premium (as a lump sum or in installments) by the issuer or owner of the security to be insured. Bond insurance is a form of "credit enhancement" that generally results in the rating of the insured security being the higher of (i) the claims-paying rating of the insurer and (ii) the rating the bond would have absent insurance (also known as the "underlying" or "shadow" rating).

The economic value of bond insurance to the governmental unit, agency, or other issuer offering bonds or other securities is a saving in interest costs reflecting the difference in yield payable on an insured bond from that on the same bond if uninsured. The economic value of bond insurance to the investor purchasing or holding insured securities is based upon (i) the additional payment source provided by the insurer if the issuer fails to pay principal or interest when due (which reduces the probability of a

missed payment to the joint probability that both the issuer and insurer default), (ii) rating downgrade protection so long as the insurer is more highly rated than the issuer, (iii) improved liquidity, and (iv) services provided by the insurer such as credit underwriting, due diligence, negotiation of terms, surveillance, and remediation.

Capital Lease: A capital lease is usually used to finance equipment for a major part of its useful life, and there is a reasonable assurance that the lessee will obtain ownership of the equipment by the end of the lease term.

Commercial Paper: An unsecured, short-term debt instrument issued by a corporation, typically for the financing of accounts receivable, inventories and meeting short-term liabilities. Maturities on commercial paper rarely range any longer than 270 days. The debt is usually issued at a discount, reflecting prevailing market interest rates.

Competitive Sale: In a competitive sale, bonds are advertised for sale. The advertisement, by way of a notice of sale, includes both the terms of the sale and the terms of the bond issue. Any broker dealer or dealer bank may bid on the bonds at the designated date and time. A competitive sale is usually awarded to the bidder which offers the lowest true interest cost.

Conduit Bond Financing: A financing arrangement involving a government or other qualified agency using its name in an issuance of fixed income securities for a non-profit organization's large capital project. The government or other qualified agency is not responsible for paying the required cash flows to investors; all cash flows come directly from the project.

Continuing Disclosure: Disclosure of material information relating to municipal securities provided to the marketplace by the issuer of the securities or any other entity obligated with respect to the securities after the initial issuance of municipal securities. Such disclosures include, but are not limited to, annual financial information, certain operating information and notices about specified events affecting the issuer, the obligor, the municipal securities, or the project financed. Such disclosures are required to be provided by the issuer or obligor to the MSRB's EMMA system for the benefit of bondholders of the issuer's securities under continuing disclosure agreements entered into as contemplated under SEC Rule 15c2-12 or on a voluntary basis.

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

Debt Guarantee: A Debt Guarantee provides for a guarantor for the repayment of a debt. This guarantor basically acts as a co-signer for the borrower's obligations to a specific lender. The guarantor will agree that if any of the borrower's payments are late or not paid, they will make the payments. The guarantor may also agree that the guarantee may be enforced without having to first sue the borrower for defaulting on the debt.

Debt Service: The amount set aside annually in a fund to pay the interest and the part of the principal due on a debt.

Default: The failure to make timely payment of interest or principal on a debt security or to otherwise

comply with the provisions of a bond indenture; a breach of a covenant. In context of project financing, a technical default signals a project parameter is outside defined or agreed limits or a legal matter is not yet resolved.

Financial Disclosure: The act of releasing all relevant information pertaining to the City that may influence an investment decision.

Fixed Interest Rate: A Fixed interest rate is the interest rate on a liability, such as a loan, that remains fixed either for the entire term of the loan or a part therein. A fixed interest rate avoids the interest rate risk that comes with a floating or variable interest rates where the interest rate payable on a debt obligation depends on a benchmark interest rate or index.

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.

Options: The right, but not the obligation, to buy (for a call option) or sell (for a put option) a specific amount of a given stock, commodity, currency, index, or debt, at a specified price (the strike price) during a specified period.

Premium: The difference between the higher prices paid for a fixed-income security and the security's face amount at issue.

Present Value (Discounted Value): The current worth of a future sum of money or stream of cash flows given a specified rate of return. Future cash flows are discounted at the discount rate, and the higher the discount rate, the lower the present value of the future cash flows. Determining the appropriate discount rate is the key to properly valuing future cash flows, whether they are earnings or obligations.

Public-Private Partnerships: Agreement between government and the private sector regarding the provision of public services or infrastructure. It is a means of bringing together social priorities with the managerial skills of the private sector, relieving government of the burden of large capital expenditure, and transferring the risk of cost overruns to the private sector.

Revenue Bond: A municipal bond supported by the revenue from a specific project, such as a toll bridge, highway or local stadium. Revenue bonds are municipal bonds that finance income-producing projects and are secured by a specified revenue source. Typically, revenue bonds can be issued by any government agency or fund that is run in the manner of a business; those entities having both operating revenues and expenses.

Revenue bonds differ from general obligation bonds (GO bonds) that can be repaid through a variety of tax sources.

Revenue Pledge: A stipulation in a municipal bond indenture that requires the issuer (the municipality selling the bonds to fund a given development project) first to use revenues to pay down the issue's debt-servicing costs, delegating operating costs as second priority and likely funding them from other revenue sources. These bonds are most often tax free at the Federal level.

Secondary Market: Is a market where investors purchase securities or assets from other investors, rather than from issuing company directly. The national exchanges, such as, the New York Stock Exchange and the NASDAQ are secondary markets. Secondary markets exist for other securities as

well, such as, when funds, investment banks, or entities such as Fannie Mae purchase mortgages from issuing lenders. In any secondary market trade, the cash proceeds go to an investor rather than to the underlying company/entity directly.

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

Special Assessments: A charge against real property proportionately levied based on the relative benefit conveyed by the improvements funded with the assessment. For example, a special assessment might be made to pay for sidewalks or sewer connections.

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

*APPROVED AND ADOPTED BY CITY COUNCIL BY ORDINANCE ON NOVEMBER 05, 2013, REVISED ON NOVEMBER 12, 2024.

Fund Balance Policy



City of Palm Coast - Fund Balance Policy Proposed Revision March 15, 2016

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 MARCH 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.

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

The Finance Director shall establish a system of internal controls and operational procedures that are in writing and made a part of the City's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation, by third parties, or imprudent actions by employees. The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and "delivery vs. payment" procedures. No person may engage in an investment transaction except as authorized under the terms of this policy.

Independent auditors as a normal part of the annual financial audit for the City shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

VIII. CONTINUING EDUCATION

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

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

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

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

- 7) Public Depositories qualified by the Treasurer of the State of Florida, in accordance with Chapter 280, Florida Statutes.

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

X. MATURITY AND LIQUIDITY REQUIREMENTS

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Investments of current operating funds should have maturities of no longer than twenty-four (24) months.

Investments of bond reserves, construction funds, and other non-operating funds ("core funds") shall have a term appropriate to the need for funds and/or 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.

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).

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
- D. Daily market pricing provided by the City's custodian or their correspondent institutions

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
Cash and Cash Equivalents	100%	N/A
Florida PRIME Fund	50%	N/A
United States Government Securities	100%	N/A
United States Government Agencies	75%	50%
Supranationals (where U.S. is a shareholder and voting member)	25%	10%
Federal Instrumentalities (United States Government Sponsored Enterprises “GSE”)	80%(1)	40%
Mortgage Backed Securities “MBS”	20%(1)	15%
Interest Bearing Time Deposit or Savings Accounts	25%	15%
Repurchase Agreements	50%	25%
Commercial Paper	30%(2)	10%
Corporate Notes	30%(2)	5%
Asset-Backed Securities (ABS)	25%(2)	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	50%	N/A

(1) Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS is 40%.

(2) Maximum allocation to all corporate and bank credit instruments is 40% combined.

A. Florida PRIME

1. Investment Authorization

The Finance Director may invest in Florida PRIME.

2. Portfolio Composition

A maximum of 50% 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 the following:

- 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. Such securities will include, but not be limited to the following:

- Government National Mortgage Association (GNMA)
 - GNMA guaranteed mortgage-backed bonds
 - GNMA guaranteed pass-through obligations
- United States Export – Import Bank
 - Direct obligations or fully guaranteed certificates of beneficial ownership
- Farmer Home Administration
 - Certificates of beneficial ownership
- Federal Financing Bank
 - Discount notes, notes and bonds

Federal Housing Administration Debentures
General Services Administration
United States Maritime Administration Guaranteed
-Title XI Financing
New Communities Debentures
-United States Government guaranteed debentures
United States Public Housing Notes and Bonds
-United States Government guaranteed public housing notes and bonds
United States Department of Housing and Urban Development
-Project notes and local authority bonds

2. Portfolio Composition

A maximum of 75% of available funds may be invested in United States Government agencies.

3. Limits on Individual Issuers

A maximum of 50% of available funds may be invested in individual United States Government agencies.

4. 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. Supranational Bonds

1. Purchase Authorization

The Finance Director may invest in U.S. dollar denominated debt obligations of Supranationals which are multilateral organizations of governments where U.S. is a shareholder and voting member that have a long term debt rating of “AAA” category, or a short term debt rating of A-1 or higher, by any two NRSROs at the time of purchase. Such supranational securities will include, but not be limited to:

International Bank for Reconstruction and Development
International Finance Corporation
Inter-American Development Bank

2. Portfolio Composition

A maximum of 25% of available funds may be invested in supranational organization securities.

3. Limits on Individual Issuers

A maximum of 10% of available funds may be invested in any one supranational organization.

4. Maturity Limitations

The maximum length to maturity for an investment in any supranational organization security is five and a half (5.50) years from the date of purchase.

E. 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.

F. 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.

G. 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.

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

H. Repurchase Agreements

1. Purchase Authorization

a. 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.

b. 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.

- c. 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.

- I. 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. A maximum allocation to commercial paper, corporate notes and asset backed securities shall not exceed 40% of available funds.

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.

J. 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 30% of available funds may be directly invested in corporate notes. A maximum allocation to commercial paper, corporate notes and asset backed securities shall not exceed 40% of available funds.

3. Rating Composition

A maximum of 15% of available funds may be directly invested in corporate notes with a single “A” rating category by any two NRSROs at the time of purchase.

4. Limits on Individual Issuers

A maximum of 5% of available funds may be invested with any one issuer.

5. Maturity Limitations

The maximum length to maturity for corporate notes shall be five and a half (5.50) years from the date of purchase.

K. Asset Backed Securities

1. Purchase Authorization

The Finance Director may invest in U.S. dollar denominated debt obligations of Asset-backed securities (ABS) whose underlying collateral consists of loans, leases or receivables, including but not limited to auto loans/leases, credit card receivables, student loans, equipment loans/leases, or home-equity loans that have a rating of “AAA” by any two NRSROs at the time of purchase.

2. Portfolio Composition

A maximum of 25% of available funds may be invested in ABS securities. A maximum allocation to commercial paper, corporate notes and asset backed securities shall not exceed 40% of available funds.

3. Limits on Individual Issuers

A maximum of 5% of available funds may be invested in any one ABS issuer.

4. Maturity Limitations

The maximum length to maturity for an investment in any ABS security is five and a half (5.50) years from the date of purchase.

The maturity of asset backed 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.

L. 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.

M. 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 and a half (5.50) years from the date of purchase.

N. 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.

O. 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 50% 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 an appropriate index will have a duration and asset mix that approximates the portfolio and will be utilized as a benchmark to be compared to the portfolios’ total rate of return.

For portfolios with a duration target of approximately 1.5 years to 2 years, the benchmark may include the Bank of America Merrill Lynch 1-3 Year U.S. Treasury Note Index, the Bank of America Merrill Lynch 1-3 Year U.S. Treasury/Agency Index or the 1-3 Year AAA-AA Corporate and Government Index. For portfolios with a target duration of 2 years to 3 years, the benchmark may include the Bank of America Merrill Lynch 1-5 Year U.S. Treasury Note Index, the Bank of America Merrill Lynch 1-5 Year U.S. Treasury/Agency Index or the 1-5 Year AAA-AA Corporate and Government Index.

The portfolio’s total rate of return will be compared to the designated benchmark. 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:

- A. Recent market conditions, economic developments and anticipated investment conditions.
- B. The investment strategies employed in the most recent quarter.
- C. A description of all securities held in investment portfolios at quarter-end.
- D. The total rate of return for the quarter and year-to-date versus appropriate benchmarks.
- E. 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 DECEMBER 4TH, 2012
AND AUGUST 16TH, 2022**

Procurement Policy

OVERVIEW

Purpose & Scope

The purpose of this document is to (i) define the objectives and responsibilities of the City's Budget & Procurement Office; (ii) clarify the process by which City employees purchase goods and services in compliance with the City's procurement policy; (iii) outline the procedure for executing and administering vendor contracts, (iv) outline the guidelines for disposal of surplus property and (v) outline the guidelines for processing public-private partnership (P3) proposals.

It is the individual responsibility of each City employee with a procurement need to know, understand and comply with the City's Procurement Policy and to follow these procedures and processes.

This document is for internal use only and establishes no rights in third parties to challenge or otherwise frustrate the City's procurement activities.

Budget & Procurement Office (BPO) Responsibilities

- Maintain a procurement and contracting process that:
 - Is compliant with Federal, State and local laws
 - Is ethical, fair, and objective
 - Is competitive and cost-effective manner
 - Is designed to enhance efficiency
 - Promotes good will and clear communication in City-vendor relations
 - Identifies and reduces City's contractual risk
- Provide support with:
 - Determining proper procurement method
 - Obtaining quotes as needed
 - Facilitating formal competitive processes (RFQ, RFSQ, RFP, ITB, etc.)
- Identify potential opportunities to consolidate and leverage large purchases to obtain the maximum economic benefits and cost savings.
- Identify and secure piggyback opportunities
- Provide support with vendor disputes (i.e. bid protests, contract disputes); Suspending or debaring vendors as appropriate

ELECTRONIC SIGNATURES

The use of electronic media for transactions with the City, including acceptance of electronic signatures, is hereby authorized by the City Manager in accordance with the City's Procurement Policy. All such electronic media must be securitized, as determined by the City, to prevent unauthorized access to the competitive solicitation, approval and award processes and to ensure the integrity of the transaction. The electronic media must also allow for the accurate retrieval and conversion of electronic forms into a medium which permits inspection, copying, and displaying for ADA compliance.

PROCUREMENT PROCESS

Purchasing Card (P-Card) Usage

A Purchasing Card (P-Card) is a credit card issued in an employee's name with preset spending limits and controls. P-Cards are only issued upon written request from the Department Director. The P-Card is to be used only for City purposes. City purchases are those purchases that support the goals and objectives of the City.

Employees who are approved and issued a P-Card in their name (P-Card Holder) may make purchases within their spending limit and controls. However, in the event of a single purchase exceeding \$1499.99 a Purchase Order (PO) must also be issued in accordance with the Procurement Policy and **prior** to the P-Card purchase being made.

Training, followed by an exam requiring 100% correct responses, is required to be issued a P-Card. Annual training, also followed by an exam requiring 100% correct responses, is required to be permitted to maintain the P-Card.

P-Card Holders must safeguard their P-Card and purchase appropriately. Failure to do so may result in suspension of P-Card privileges, and disciplinary action up to and including termination in accordance with the Personnel Policy.

Safeguard: The P-Card Holder must:

- Not share the P-Card account number for use by someone other than the cardholder
- Return the P-Card to Human Resources upon leaving employment with the City
- Monitor invoices and immediately report the following to the P-Card Company/Bank (800-270-7760)
 - lost or stolen cards
 - fraudulent charges
 - disputes
- Immediately report declines to P-Card Administrator
- Immediately report any erroneous charge to your supervisor/manager and the P-Card Administrator

Purchase Appropriately: The P-Card Holder must:

- Use the P-Card for City purposes only
- Purchase within approved spending limit
- Not purchase a prohibited spend item
- Not split transactions to reduce the appearance of total spend in order to bypass the procurement process
- Submit all receipts to Staff Assistant within three (3) business days for document retention purposes
- Never accept cash or gift cards for returns. Credit must be applied to the P-Card account.

Permitted Purchases

- Travel expenses in accordance with Travel Policy
- Employee Training/Conferences
- Approved subscriptions
- Approved memberships
- Operating and office supplies
- Alcohol – P&R Director/City Manager Only, from wholesaler only and with proof of City Liquor License

Prohibited Purchases: This list is not all inclusive. Individual departments may impose more restrictive requirements and limits on the P-Card usage.

- IT/Electronic Purchases that have not been coordinated with IT
- Cash Advances
- Cell Phones
- Construction Services
- Consulting Services
- Contraband
- Meals unrelated to either approved travel as per Travel Policy or emergencies* or otherwise approved by the City Manager

- Fuel unrelated to either approved travel as per Travel Policy or emergencies* or otherwise approved by the City Manager
- Gift Cards
- Legal or medical services
- Personal Items
- Personal Memberships
- Weapons and Ammunition

***Emergencies** –serious unexpected situation requiring immediate action and that causes one or more employees to unexpectedly and unforeseeably be working outside their normal work hours or unable to take their typical lunch break.

Department Directors or designee are responsible to review the account activity and approve the charges of the P-Card Holders in their respective departments. However, a Department Director or designee cannot approve his/her own account activity.

All P-Card transactions and related recordkeeping are subject to audit by Financial Services and external auditors.

Procurement Policy Matrix

The following matrix identifies the least restrictive procurement sourcing method in accordance with the purchasing ordinance as well as approval authority pursuant to City Manager direction.

VALUE	MINIMUM REQUIREMENTS	AWARD APPROVAL
\$1 - \$1,499.99	Use of Purchase Card or Direct Payment Request No Purchase Order Required	n/a
\$1,500 - \$4,999.99	Single Written Quote; Purchase Order	Department Director
\$5,000 - \$29,999.99	Multiple Written Quotes; Purchase Order	Department Director
\$30,000 - \$49,999.99	Multiple Written Quotes using Procurement Portal; Purchase Order	City Manager
\$50,000 or Greater	Formal Sealed Competitive Solicitation; Standard Contract Work Order (Services); Purchase Order	City Council

Purchasing Process Steps

The following is an outline of various steps in the procurement process and responsibility for each. Depending upon the procurement method used, some steps may not be required.

1. Plan/Identify a departmental need – Department
 - Plan for sufficient time and budget
 - Prioritize by need
2. Research solutions available in the marketplace – Department and BPO
3. Prepare specifications for scope of work – Department
4. Draft a solicitation, public advertisement and notice – BPO
5. Conduct a pre-bid meeting, as needed, followed by formal opening, receipt of responses – BPO
6. Evaluate responses – Evaluation team
7. Publish Intent to Award – BPO
8. Present recommendation to Council – Department
9. Prepare contract for execution – BPO
10. Review and maintain the City’s contract throughout its term – BPO

Informal Quotes – \$1,500.00 to \$29,999.99

Department staff are responsible for obtaining the required minimum number of written quotes as follows:

Estimated Value \$1500.00 - \$4,999.99—Single WRITTEN Quote: This only requires obtaining a single written quote. However, a general check of the marketplace should be made to ensure the best value.

Estimated Value \$5,000.00 - \$29,999.99 — Multiple WRITTEN Quotes: This requires obtaining multiple written quotes. Typically, no less than three (3) written quotes are required, unless the Department can justify why only two (2) or less written quotes can be provided.

In furtherance of the City’s obligation to be fair, objective, competitive, cost effective, all quotes must be for the same quantity and quality and under the same delivery requirements and special conditions. BPO will assist when requested by Department staff. BPO reserves the right to obtain additional quotes.

Formal Solicitations - \$30,000.00 and above

In accordance with the Procurement Policy, formal solicitations are required for purchases equal to or exceeding \$30,000.00 unless otherwise exempted.

Estimated Value \$30,000.00 - \$49,999.99: These purchases require formal Requests for Quote posted using the City’s procurement portal. The requesting department shall attach the supporting documentation of proper quote vetting with the requisition request.

Estimated Value \$50,000.00 or more - or - for Professional Design and Engineering Consultants: These purchases require formal, sealed, advertised solicitations (Invitations to Bid, Requests for Proposal, Requests for Statement of Qualifications, or Requests for Information).

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 City utility projects shall be accomplished in accordance with the provisions of Chapter 180, Florida Statutes.

Developing the Specifications

All solicitations should include a description of the physical, functional, and performance characteristics required of the good or service. It is the responsibility of the Department to understand their needs and requirements and clearly communicate these needs to BPO. The Department should use reasonable efforts to develop specifications that permit maximum practical competition while considering the total cost. When developing specifications, accepted commercial standards/products should be used and unique requirements shall be avoided, to the extent practical. Specifications that list a brand name "Or Equal" description are intended to be descriptive rather than restrictive, and to indicate the minimum quality and characteristics of the products that will be accepted. Submittals offering "equal" products will be considered for award if such products are clearly identified and are determined by the Department and BPO to fully meet or exceed the salient characteristics listed in the specifications.

The quality of the vendors' responses is directly related to the quality and completeness of the specifications. The solicitation must provide potential vendors a clear understanding of the City's needs. Effective and thorough specifications in the solicitation will reduce post award protests and contract administration problems. The following are some considerations for inclusion in the specifications:

- Complete and clearly written scope of work. It is not prudent to rely upon the vendor to draft the scope of services.
- Requirements for inspecting and testing
- Conditions for acceptance
- Delivery and passing of title
- Express warranties/guarantees
- Preservation of rights under an implied warranty
- Liquidated damages
- Performance bond and maintenance bond, as appropriate
- Periodic reports.
- Progressive payment schedule.
- Periodic meetings and process reviews
- Audit rights
- Escalation provisions in the event of dispute
- Preservation of right to dispute and withhold payment
- Termination rights for failure to deliver and other defaults.
- Indemnification and insurance provisions.

Preparing and Processing the Solicitation Documents

BPO is responsible for facilitating formal solicitations and will begin the process upon request from the Department. BPO will manage all of the details of the solicitation such as drafting the solicitation manual, incorporating the specifications, confirming key dates (i.e. pre-bid meeting, formal opening, evaluation and award dates), publishing the solicitation and any public meeting notices, arranging rooms for pre-bid meetings, when applicable, as well as the formal opening, taking minutes/recording public meetings and preparing any Addenda.

Public Advertisements

Formal solicitations must be published on the City's website and the City's procurement portal. Formal solicitations, \$50,000.00 and above, must also 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). Public advertisement must also be at least 5 days before any pre-bid meeting. 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)

Public Advertising Requirements

Type	Times	Minimum Bid Period*	Recommended Bid Period
Invitation to Bid (Non-Construction) ITB	1	7 days	14-21 days
ITB (Construction)	1	7 days	21-45 days
Request for Statement of Qualifications - RFSQ	1	7 Days	21-45 days
Request for Proposal – RFP	1	7 Days	21-45 days
Request for Solutions - RFS	1	7 Days	21-45 days
ITB Construction > \$200,000 and <= \$500,000 **	1	21 days	21-45 days
ITB Construction > \$500,000*	1	30 days	30-45 days
Grants	Per Grant Requirements		

Pre-Bid Meetings

When applicable, pre-bid meetings are held during the bid/proposal preparation period, before the official time and date for the formal opening. Their purpose is to clarify any concerns vendors may have with the solicitation documents, scope of work and other details of the requirement. Pre-bid meetings may be optional or mandatory. A mandatory pre-Bid meeting may be scheduled and conducted if the technical or physical requirements of the solicitation require the physical presence of potential vendors. Responses from any vendors who do not attend the mandatory meeting will not be considered. BPO staff serves as proctor for all pre-Bid meetings.

Vendor Questions & Answers

Vendors must be accorded fair and equal treatment with respect to any opportunity for discussions that promote understanding of requirements and revisions of proposals. Such discussions must be facilitated by BPO, not by the Department nor any evaluation group member. All requests for information, clarification, or the status for any solicitation must be directed to BPO. If there is a need for any substantial clarification or change in the solicitation, the solicitation will be amended, using an Addendum, to incorporate such clarification or change.

Formal Opening

A public opening of the submissions is one of the fundamentals of the formal solicitation process. The time and place of the formal opening is included in the advertisement. The name of each responding vendor must be read aloud and tabulated along with the pertinent information as described in the formal solicitation. Note: Applicable Florida Statutes Section 119.071, 180.24, 218.80, 286.011, 286.0113, and 255.0525.

Evaluation and Award Process

After the formal opening, the responses will be evaluated based upon predetermined criteria for award. The evaluation criteria and methodology must be structured to be as objective as possible. The perception of subjectivity in evaluating responses generates a greater likelihood of a challenge or protest by unsuccessful vendors.

Key tasks for consideration in the evaluation process are the establishment of the evaluation group(s), defining clear evaluation criteria including scoring methodology, ascertaining the need for vendor presentations, notification of award and other public notices, and meeting minutes.

Evaluation Groups

“Administrative review” is completed by the BPO Coordinator facilitating the solicitation. The purpose of this review is to confirm that the responders provided a fully responsive submission. Failure by a party responding to the competitive sourcing process to complete and submit all required documentation shall result in rejection of the response as unresponsive.

“Technical review” is the evaluation group of three or more (odd number to avoid tie scores) persons that scores, ranks and/or short-lists respondents to solicitations based upon their submissions. The technical review must comply with Section 287.055 Florida Statutes, the “Consultants Competitive Negotiation Act” (CCNA), as amended. All such meetings are proctored by the BPO Procurement Coordinator. Such meetings are public meetings as defined in Chapter 286 Florida Statutes unless exempt in accordance with Section 286.0113 Florida Statutes. If exempt, such meetings must be recorded. No “off-the-record” meetings are permitted. The outcome of the technical review is based on whether responses meet the evaluation criteria, and which response (offer) is best for the City.

As facilitator of the procurement process, the Procurement Coordinator assigns members to the technical review evaluation group. The Procurement Coordinator shall only assign qualified members and will give due consideration to suggestions from the user Department. The selected members must possess two traits; first, they must have the skills and ability to carry out their tasks in a professional manner. Second, they must be persons of high integrity and free from bias or conflict of interest. A conflict of interest is defined as any circumstance in which the personal interest of an evaluation group member may prevent or appear to prevent him or her from making an unbiased decision. A conflict of interest is also any conflict defined in the City of Palm Coast Code or Policies, Florida Statutes, or Federal Statutes. Members must ensure that they disclose any conflicts of interest and abstain from voting when a conflict exists. If, at any time during the procurement process, the Procurement Coordinator has reason to believe a member of the evaluation group has an unreasonable bias or conflict of interest, they may remove the member from the evaluation group.

Evaluation group members are prohibited from discussing the contents of submissions with persons not directly associated with the solicitation. Except for the Procurement Coordinator, no evaluation group member may have discussions relating to the solicitation with any responding vendor until after the publication of the Notice of Intent to Award. Failure of any member to abide by this may lead to disciplinary action up to and including termination. Further, members shall disclose any attempts by responding vendors to influence committee member’s the award decision to the Procurement Coordinator.

Public Meeting Notice/Advertisements

Public notice shall be given at least twenty-four (24) hours before any evaluation group meeting. Such notice shall include: (1) name and purpose of evaluation group, (2) time and place of meeting, and (3) ADA requirements notification information.

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 evaluation group. In accordance with Section 286.0113 Florida Statutes, all meetings that are exempt from the public meetings law must be recorded.

Evaluation Factors/Local Business Preference

The advertised solicitation 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 solicitation but must be documented in the Evaluation Criteria file prior to receipt of submissions. The evaluation must be based on the evaluation factors set forth in the solicitation. Criteria not listed cannot be considered when evaluating submissions.

Except as provided for in the Procurement Policy, a local business preference shall apply to all purchases. City staff is encouraged to purchase products or services from local businesses where possible. The City's local business preference shall be applied when pricing is all or part of the evaluation factors except for those solicitations that are funded in whole or part by Federal, State, or other agencies that disallow local business preference funding. The evaluation group shall apply the City's local business preference to all responding vendors that qualify in accordance with the City's Procurement Policy.

Selection

Evaluation Committee members will independently evaluate and rank each response in accordance with the criteria contained in the Request for Proposals/Qualifications. Each evaluation criteria will have a value from one to the maximum point value noted for that criterion in the Request for Proposal/Qualifications. Each member of the Evaluation Committee will score each submittal in the procurement portal. The BPO Coordinator shall convert each evaluation committee "members" total points for each submittal into a ranking. Based on total points value, each member's top ranked submittal will be assigned ranking of "1"; the second a ranking a "2" and so on.

If oral presentations are requested and given, the Evaluation Committee will independently rank following presentations based both on the written submittals and oral presentations and provide score sheets to the BPO Coordinator. The BPO Coordinator will compile the rankings and establish the final ranking for each submittal.

Vendor Presentations/Negotiations

Auction techniques (revealing one vendor's price to another vendor) and disclosure of any information derived from competing proposals is prohibited. Under Section 286.0113 Florida Statutes, 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.

Mistakes in Proposals

Discovered Prior To Award

Until formal opening, responding vendors may freely correct any mistake in their submission by modifying or withdrawing the submission. After formal opening but prior to award, vendors may correct a mistake in their submission only if:

1. The vendor can establish that both the mistake and the intended correct offer are clearly evident on the face of the proposal, or
2. The mistake is not clearly evident on the face of the proposal, but the vendor submits proof of evidentiary value which clearly and convincingly demonstrates both the existence of a mistake and the intended correct offer, and such correction would not be contrary to the fair and equal treatment of other vendors.

Discovered after Award

Mistakes shall not be corrected after award of the Agreement except where the City determines it would be unconscionable not to allow the mistake to be corrected.

Notice of Intent to Award

At time of award, all responding vendors 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 Section 119.071 Florida Statute applies.

The City reserves the right to reject all submissions, and to solicit and re-advertise for new submissions, or to abandon the project in its entirety at any time during the process including, but not limited to, after the Notice of Intent to Award is published.

Bid Protests

Bid protests procedures are as set forth in the City's Procurement Policy.

Exemptions to Quotes and Formal Solicitations

Emergency Purchases

Emergency purchases are only for goods or services needed due to emergency conditions that may affect the health, safety, and welfare of the citizens of the City or that may stop or seriously impair the necessary function of City government. In case of any such emergency, the City Manager or designee is authorized to waive the competitive solicitation process provided that such emergency procurements be made with such competition as is practical under the circumstances. The emergency must be valid and not a result of poor planning. It shall be the responsibility of all authorized personnel to ensure that emergency purchase procedures shall not be used to abuse or otherwise purposely circumvent the procurement policy. A monthly report listing all emergency purchases for the prior month shall be submitted to City Council.

Piggybacking

The City may forego its formal solicitation process by piggybacking. Piggybacking is the procedure of procuring goods or services without our formal solicitation process by means of utilizing another public entities' award of its formal advertised solicitation. The City may piggyback any contract with any federal, state or local agency, as well as any state or federal authorized cooperative as long as the contract was awarded following a formal advertised solicitation. In situations where neither the solicitation documents nor the contract indicates that piggybacking is permitted, BPO will obtain the agency authorization to piggyback first. Then BPO will ask the vendor to allow the City to piggyback using an engagement letter as follows:

- (1) The engagement letter will expressly indicate that the piggyback shall be in accordance with all the terms and conditions, prices, time frames, and other criteria as included in the other public entities' contract. Additional options not priced in the underlying contract may be purchased, without competitive solicitation, as long as the total dollar value of the additional options does not exceed \$49,999.99.
- (2) Approval of the engagement letter to piggyback shall comply with the Award Approvals set forth in the Procurement Policy Matrix.

Renewals of piggybacks will depend upon the contract. If the contract automatically renews and requires notice of termination rather than an option to renew, no further action is required to renew. However, the complete term of the contract including renewals is limited to a five (5) year term. To continue past five (5) years will require a new engagement letter and approvals in accordance with the Procurement Policy Matrix above. If the contract renewal is an option and the Department Project Manager seeks to renew, BPO will submit a new engagement letter. This renewal engagement letter does not require City Council approval if the original engagement letter was approved by City Council. If at any renewal of a piggyback that has not been before City Council, contract value exceeds \$49,999.99 City Council approval must be received.

Sole Source Purchases

The following criteria must be met, documented and included with a Requisition in order to sole source:

- a. It is the only item that will produce the desired results (or fulfill the specific need), or
- b. The item is available from only one vendor, or
- c. The item is available from more than one vendor, but due to other circumstances (such as exclusive sales territory by manufacturer, prohibitive delivery time and cost, compatibility with existing systems, etc.), only one vendor is suited to provide the goods or services.
- d. The Department requesting the sole source must document that they have made a reasonable attempt to locate competitive sources.

Any sole source purchase over \$35,000 must be electronically posted for fifteen (15) business days, in accordance with Section 287.057(3)(c) Florida Statutes. The notice must include a request that potential vendors provide information regarding their ability to supply the goods and/or services described.

Additional Exemptions

Purchases of the following goods and services are exempt from quotes and formal solicitations.

- (1) Water, Sewer, Gas, Electric, Telecommunication, Internet, Cable, Satellite and other Utility Service.
- (2) Postage
- (3) Advertisements
- (4) Membership Fees
- (5) Subscriptions including software subscriptions and licenses
- (6) Software maintenance and support renewal fees for existing software licenses
- (7) Goods and/or services provided by governmental entities
- (8) Any items covered under the City's travel policy

Requesting a Purchase Order (Requisition)

For all purchases over \$1499.99, the Department shall submit a Requisition in the City's on-line financial system requesting a purchase order. The Requisition must include:

- All Quote(s)*
- A complete description of the goods or services needed, including required delivery time, and all special conditions (if not clearly expressed in the quote)
- Agenda Item and Resolution (\$50K and above)
- Contract, if applicable
- Work Order Information Sheet (Master Service Contract only) - For purchases related to an existing Master Services Agreement, a work order request outlining the specific scope of services and fee must be attached to the requisition. A work order is written authorization to the vendor to proceed with the performance of the contract. The Contracts Coordinator will execute the Work Order on behalf of the City once the requisition has met all approvals within the ERP system.
- Sole Source justification as applicable
- Emergency purchase justification as applicable

**Blanket POs for amounts under \$5,000 for purchases on an “as needed basis” to support multiple purchases for various items at various times (i.e., Ace Hardware, Ver E Safe, Tom Nehl, etc.) do not require quote. Also, if pricing is in active contract, no quote is required.*

Exemptions from Purchase Orders and Requisitions

In addition to permissible P-Card purchases, the following payment types do not require Purchase Orders:

- Purchases under \$1,500.00
- Utility (water, sewer, electric, gas, telecom and other utility services)
- Postage
- Membership fees
- Magazine Subscriptions
- Bank fees
- Debt Service/Lease Payments
- Land Transactions
- Payments under Interlocal Agreements
- Payroll and related Vendor Payments
- Tax Filings
- Permits

Requisition/Purchase Order Approval

The approval flow is determined based on the dollar value of the Requisition in accordance with the City Manager’s designee approvals.

BPO reviews Requisitions for the following:

- All required information must be included
- The general ledger account code assigned must be reasonable and appropriate based on the nature of the item or service being purchased
- Compliance with Procurement Policy
- Adequate funds available in the budget
- Work Order RAP, if underlying contract is a Master Services Agreement requiring a Work Order

Once the requisition completes the approval flow, a Purchase Order is generated.

The official copy of the signed purchase order will be uploaded to the City Records document retention tool. An electronic copy of the purchase order is sent to the vendor’s email address on file.

Except in the case of Emergency purchases, the requisition must be approved, and the purchase order must be created prior to delivery of goods and performance of services. Failure to follow this requirement could result in the inability of the City to accept the related goods or services or to process payments to the respective vendors. In the event this process is not followed, the requestor must submit a procurement procedure exception form, signed by the Department Director, with the requisition.

Requisitions for Emergency Purchases - The department may make the purchase and submit a completed requisition form along with an emergency purchase form within a reasonable period of time after the

emergency.

Receiving, Inspecting and Testing

Receiving and Inspecting

It shall be the responsibility of each department to have an individual, immediately upon receipt of a product or service, inspect that product or service to ensure that it meets the specifications as set forth in the purchase order. The receiving person shall have a copy of the purchase order for verification purposes. The person shall inspect for timing of delivery, quantity, quality, and damage. Any deviations should be immediately documented and sent to the vendor. Time is of the essence when dealing with problems on an order. Failure to advise the vendor and/or freight carrier and document the issue in real time may limit the remedies. In addition, if an item is delivered damaged, the receiving department has the responsibility to protect it and all packing materials from any further damage, and to make it available to the vendor and/or carrier for inspection.

Testing

Testing and samples are at the discretion of the department.

Delivery Requirements

Delivery terms and freight costs are important considerations when asking for a quote. Agreeing to the wrong delivery terms can create the risk of unexpected costs, such as freight costs (shipping and handling), and costs related to the passing of title/ownership. Passing of title impacts which party bears the risk of loss during shipping and the potential need for additional insurance. Therefore, when obtaining quotes for goods, Departments should request that the price include shipping and handling and whenever possible, the shipping terms should be F.O.B. Destination, Prepaid, Allowed. F.O.B. Destination means the title/ownership does not pass until the goods are accepted by the City at the destination point. Risk of damage during shipping is borne by the vendor. Prepaid, Allowed means that the vendor prepays the shipping costs and will not charge back the City.

When the preferred terms are not available, the delivery costs should be quoted as a separate line item and shipping terms should be F.O.B. Destination, Prepaid and Added. Once again title passes after the goods are accepted by the City at the destination point and the vendor prepays the freight costs. The difference is that the vendor will invoice the City for the freight as a separate line item on their invoice. If these delivery terms are used, the vendor should be instructed to include the actual shipping document with pricing along with its invoice. If using any other F.O.B. terms other than these preferred methods, it must be noted in the description field of the requisition.

Adjusting a Purchase Order

Initiation

In the course of business, it may be necessary to adjust a purchase order. Purchase order adjustments are appropriate for administrative adjustments (vendor, quantity changes, and final invoice reconciliation). Purchase order adjustments are not appropriate to avoid the purchasing process or to use a vendor for a different project, phase, or cost center. In order to initiate a purchase order adjustment, the Department should submit the Purchase Order Adjustment through the City's financial system. Supporting documentation should be attached to justify the purchase order adjustment.

For construction projects, in order to initiate a purchase order adjustment, submit the Change Order request to BPO via email. The change order must be signed by the general contractor, the City Project Manager, and engineer (if applicable).

Depending upon the total value of the original purchase order and any adjustment requested, a purchase order adjustment and/or change order may require City Council approval before sending the request to BPO.

Approval

The purchase order adjustment will be processed and approved in the financial system. Once the purchase order adjustment is approved, any related contract change orders will be signed by Contract Coordinator and sent to the vendor and project manager. In addition, the revised purchase order may be sent to the vendor at the discretion of the project manager.

Vendor Relations

Vendor Registration

Vendor registration is a requirement for those vendors with whom the City is doing business. To be paid by the City, vendors must complete the AP Registration. This registration should not be submitted until an award of business is made by the City.

Notifying Vendors of Requests for Quotes, Bids and Proposals

Vendors who are interested in receiving notice of City competitive bid processes such as requests for quotes, formal and informal, Invitations to Bids, Requests for Proposals, etc. should register on the City's solicitation portals. Currently these portals are "[Bonfire](#)" and "[GovQuote](#)".

Vendor Performance

If any Department is experiencing a performance issue with a vendor, the Department should document the issue in writing giving all details such as date, nature of problem, person contacted, conversations with the vendor, efforts to resolve, vendor commitment to resolve, etc. This can be done by keeping a written log of the issue and any email or other correspondence. Any Department that experiences a performance issue with a vendor which is not satisfactorily resolved within a reasonable period of time should contact BPO. BPO has the authority to take action against any vendor including possible banning from doing business with the City for a specified length of time or forever. This is a very drastic action and will not be done without proper documentation and due process. Therefore, documentation must be very detailed and immediately recorded. Vague complaints with little supporting document or minor complaints with little negative impact such as "last week my uniform delivery was late" are not acceptable.

Surveys / Testimonials / References

Due to the potential legal consequences, both personally and to the City, City employees must refrain from completing surveys or providing testimonials or any other type of reference for any vendor without prior approval from the Department Director who may consult with the City Attorney, or the City Manager as needed.

CONTRACTING PROCESS

Non-Construction

A contract is an agreement between two parties which creates legal rights and obligations as to the contracting parties. The City requires all contractual rights and obligations for goods and services valued at or above \$1,499.00 be in writing and signed by an authorized representative of the City. For purchases of goods regardless of amount and purchases of services under \$50,000, the City's standard Purchase Order can be the contract. The Purchase Order contains terms and conditions which become the contractual rights and obligations of the purchase. For purchases of services over \$50,000 the City requires a contract in writing signed by an authorized representative of both the City and the vendor.

When, either by City policy and/or by the vendor's policies and procedures, a Purchase Order is not sufficient, then a fully executed contract will be required. The need for a fully executed contract can present itself in different ways. For example, formal solicitations for competitive bids may include or reference the City's standard contract as part of the bid package. In these cases, the City will use the City's standard contract. Sometimes however, when the City project manager asks for quotes, the vendor may require the quote to be signed, or the vendor may provide its own order form of contract. In these cases, a determination must be made as to whether to use the vendor's form of contract or the City's standard contract. In any case, when the need for a fully executed contract arises, engage Procurement. The City's Contract Coordinator will facilitate development and execution of the contract.

The process that follows specifically covers contracts involving the City's purchase of goods and services over \$50,000.

Construction Contracts

A contract is an agreement between two parties which creates legal rights and obligations as to the contracting parties. The Contract contains terms and conditions which become the rights and obligations for services over \$50,000. The City requires a contract in writing signed by an authorized representative of both the City and the vendor. For example, formal solicitations for competitive bids may include or reference the City's standard contract as part of the bid package. In these cases, the City will use the City's standard contract. The City's Contract Coordinator will facilitate development and execution of the contract.

For construction-related procurements, payments may be made directly against a fully executed construction contract without the issuance of a separate purchase order, provided that the contract has been approved and includes a detailed scope of work, schedule of values, and payment terms. All invoices must reference the contract number and be reviewed for alignment with approved milestones or deliverables. Contracts will go through the workflow approval process in the City's Enterprise Resource Planning system.

The process that follows specifically covers contracts involving the City's purchase of construction services.

Contract Development and Execution

Development

Contract Coordinator selects the appropriate contract template.

- Confers with City Attorney as needed.
- When using a vendor's form of contract, Contract Coordinator reviews and edits as necessary, then sends to City Attorney for review and approval. This step may also involve some back-and-forth negotiations with the vendor and the City Attorney to obtain mutual approval of modifications.
- When the City's standard contract is used, City Attorney review is not needed as the standard templates have already been reviewed and approved by the City Attorney, although the Contract Coordinator should ask for periodic review by the City Attorney to ensure the template is up to date.
- Contract Coordinator prepares the contract and executive overview document for submission in the automated contract approval/signature tool.

Execution

- Contract Coordinator releases the contract to begin the signature approval process.
 - Submission Timing - If the value of the purchase is over \$49,999.99 or otherwise requires City Council approval, the Contract Coordinator will not release the contract for signature until City

Council approval has been received.

- Signature/Approval Flow begins:
 - Typically, the vendor signs first;
 - Next, approvals signatures from Department Director, City Finance, City Attorney and any other City Manager designee follow;
 - Typically, the City Manager signs last.
- Upon completion of the signature/approval flow, the fully executed contract is forwarded to the vendor, the Project Manager and uploaded to the City's City Records document retention tool.

Contract Administration

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, the Department project managers together with the Contract Coordinator monitor and provide guidance to the vendors. Effective contract administration will minimize or eliminate potential claims and disputes. Contract Administration may include any of the following:

Resources

Department project managers should be cognizant of the resources the vendor has devoted to the work required. Vendor resources should be used in accordance with the proposed levels in the contract.

Timeliness and Quality of Deliverables

Any delay in delivery or poor quality of products or services is an indication that the vendor may be experiencing problems. Prompt inquiry may avoid further delays or quality problems. Additionally, any delay or poor quality is an indication that stricter monitoring of the contract is warranted, e.g., once a delay has occurred, the program or project manager may wish to contact the vendor prior to future scheduled deliveries to ensure there is no further slippage. Deliverables must be inspected as soon as they are received to assure that quality deficiencies are not present.

Performance Monitoring

Understanding the Scope/Statement of Work is critical to performance monitoring. Monitoring the performance of a vendor allows the City to:

- Ensure that the vendor is performing its duties in accordance with the contract;
- Identify problems which may be developing; and
- Exclude unsatisfactory vendors from seeking award of subsequent City procurements.

The level of monitoring necessary for a particular contract is determined by factors such as the nature and complexity of the work, the dollar value of the contract, the experience of the vendor and vendor's personnel and the risks involved in performance.

Progress Reports

Some contracts require the vendor to submit periodic progress reports. Comparing these reports with the contract schedule shows whether or not the vendor is making progress in accordance with the terms of the contract. If the contract does not provide for periodic progress reports, the Department project managers will monitor the contract to ensure that sufficient progress is being made by the vendor. This may be accomplished by requesting a status from the vendor, a site visit to view the progress, discussions with City staff and other means.

Audits, Review Meetings, Site Visits

More complex contracts may require audits or periodic review meetings and/or site visits to ensure progress in accordance with the contract schedule. Review meetings can be used to review any reports provided and hold discussions with the vendor regarding the progress of the work. Site visits by the Department project manager or construction inspectors are useful to verify actual performance against scheduled or reported performance and ensure that the vendor is dedicating sufficient resources and appropriate personnel to the contract.

Monitoring by Outside Vendors

In some instances, the obligation of monitoring a vendor's progress is assigned to another vendor (e.g., on a construction contract, the task of ensuring progress in accordance with the contract may be handled by the architectural firm that provided the plans for construction). For highly technical work, consultant subject matter experts (SMEs) may be employed to perform monitoring services independently or by Department staff augmentation. It is important to ensure that the vendor performing the inspection does not have the opportunity to cover up its own design errors.

Contract Changes

During the term of the contract, it may be necessary to make changes to the contract. Some changes are minor, such as a change of address, and some changes are substantive changes that affect terms such as price or delivery.

Minor Changes

Minor changes do not affect or alter the rights of the parties. These changes are executed by written notice (if allowed by the contract) or an amendment. BPO will provide copies of the notice or amendment to all affected departments. Examples of minor administrative changes include:

- Changes in billing instructions or address.
- Corrections of typographical errors not affecting the substance of the contract.
- Changes as permitted by specific contract clauses.
- Changes in City personnel assigned to the contract.

Substantive Changes

These are changes that affect the rights of the parties. Such changes require a fully executed amendment, change order (construction), or renewal (when opting to renew contract).

Examples of substantive changes include:

- Change in the price of the contract.
- Change in delivery schedule.
- Change in the quantity.

- Change or nature of deliverables or specifications.
- Change of key personnel.
- Change of any material term and condition.
- An extension of the contract not previously contemplated by the contract.

Constructive Changes

A vendor may claim the right to additional time and/or money based on the allegation that the contract was “constructively” changed. The following City actions can lead to a claim of constructive change:

- Providing suggestions to a vendor.
- Providing definitions to general contract terms without an amendment.
- Accelerating the delivery schedule.
- Directing work to be performed differently.
- Changing sequencing of the work.
- Delaying acceptance or rejection of deliverables without cause.
- Delaying review of invoices and approval of payments without cause.
- Interfering with or hindering performance.

Therefore, City personnel should be vigilant in avoiding such claims. To prevent claims of constructive change by the vendor, personnel interacting with the vendor should remind the vendor from time to time during the period of performance that the vendor is NOT allowed to initiate or accept any change to the contract unless the change has been processed through the proper written change order procedure in accordance with the contract. Contact BPO and City Attorney immediately if a vendor makes such claims.

Contract Dispute Resolution Procedures (Non-Construction)

Purpose

The purpose of this section is to provide a cooperative dispute resolution process for contract related disputes with vendors. This procedure is intended to complement other requirements imposed by the contract, which is the subject of the dispute and is not intended to create duties or obligations not otherwise imposed by law or the contract. The parties remain responsible for performance of all obligations imposed under the contract. At all times during the time that any dispute is pending and in the process of being resolved or decided, the vendor shall proceed diligently with performance so as to achieve completion of the work.

Conflict with Contract

If the contract provides for a dispute resolution procedure, or if any terms of this dispute resolution procedure are inconsistent with or conflict with terms of the contract, the contract shall take precedence.

Payment Only Disputes

Pursuant to 218.76 (2)(a) Florida Statutes, if a dispute arises between a vendor and the City concerning payment of a payment request or invoice, the dispute resolution process set forth below must be commenced within 45 days after the date the payment request or proper invoice was received by the City, and concluded by final decision of the City within 60 days after the date the payment request or proper invoice was received by the

City. The dispute shall be finally determined by the City pursuant to the following procedure:

Notice of Claim

In the event of a claim or dispute involving a vendor contract (“Contract Claim”), that party bringing the Contract Claim (“Invoking Party”) shall provide written notice of the dispute in accordance with the Notice provision of the Contract (“Dispute Notice”) to the attention of the non-Invoking Party. Dispute Notices shall be given as early as reasonably possible but in no event later than the time allowed in the Contract.

Dispute Process and Escalation

Upon issuance of a Dispute Notice, the vendor’s Project Manager and the City’s Project Manager, or their designated representatives, shall furnish to each other all information and documentation requested by the other party and shall also furnish all information and documentation with respect to the Contract Claim believed by them to be appropriate and germane. The Project Managers shall exercise their best efforts to negotiate and promptly settle the Contract Claim. The Project Managers shall use reasonable efforts to arrange personal meetings and telephone conferences as needed, at mutually convenient times and places, to address and work toward resolution. If such dispute is not resolved by the Project Managers or their designated representatives within ten (10) business days of issuance of the Dispute Notice, or such other time as may be mutually agreed upon by the Project Managers as being necessary given the scope and complexity of the dispute, the Project Managers may, depending upon the nature, scope, and severity of the dispute, escalate the Contract Claim to successive management levels.

Mediation

At any point after the issuance of a Dispute Notice coupled with a good faith attempt by the Invoking Party to resolve the dispute in accordance with this cooperative dispute resolution process, the Invoking Party may request and initiate formal non-binding mediation before a single mediator, which mediation shall be completed within thirty (30) days of initiation or such longer time as may be agreed upon by both parties as being necessary for the mutual selection of a mediator and scheduling of such mediation. Any such mediation shall be convened and conducted in accordance with the rules of practice and procedure adopted by the Supreme Court of Florida for court-ordered mediation, Rule 1.700 et seq. of the Florida Rules of Civil Procedure, and Chapter 44, Florida Statutes. If the dispute remains unresolved after conducting such mediation, then either party may proceed to finalize any pending termination remedies and commence litigation in a court of competent jurisdiction. Each party shall bear its own costs and attorney’s fees for mediation of an issue arising under this Agreement. The mediator’s fee will be split between the parties.

DISPOSAL OF SURPLUS PROPERTY

Disposal of Surplus Property shall be in accordance with Section 274.05 Florida Statutes.

City owned personal property is considered “surplus” when:

- it is obsolete,
- the continued use of it is uneconomical or inefficient, or
- it serves no useful function

Surplus personal 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.

Once a determination regarding how to dispose is made, the responsible designee within the Public Works Department executes the disposal of surplus personal property.

GRANTS

Purchases from grant funds may require special processing because of specific legal terms and conditions required by the grant funding agency. Departments shall advise BPO staff when grant funding is applicable to a particular sourcing project and shall provide BPO staff with those terms and conditions of the grant agreement that set forth requirements related to procuring goods and/or services using grant funding. In accordance with the City of Palm Coast Grant Policy, the Department Project Manager shall include BPO staff in the Post-Award meeting to ensure that grant requirements are addressed. Such grants include but are not limited to FEMA reimbursement, Federal Community Development Block Grants (CDBG) and Florida Department of Transportation (FDOT) funded projects.

PUBLIC/PRIVATE PARTNERSHIPS

A Public-Private Partnership (“P3”) is a contractual arrangement between a public agency and a private sector entity that allows for greater private sector participation in the delivery and financing of public building and infrastructure projects. The City shall comply with Section 255.065 Florida Statutes and the Procurement Policy with regard to proposals for P3 arrangement.

****APPROVED AND ADOPTED BY CITY COUNCIL BY ORDINANCE ON DECEMBER 2002, REVISED JULY 2017, REVISED OCTOBER 5, 2021, REVISED AUGUST 19TH, 2025**

Grants Management Policy

OVERVIEW

The City of Palm Coast has implemented the following Policy and Procedures to ensure all grants (federal, state, county, and private) awarded to the City are effectively and efficiently researched, applied for, appropriated, and monitored.

DEFINITION AND PURPOSE

The definition of a grant for purposes of this policy is as follows: an award of financial assistance in the form of money or property by a funding source including the federal government, state government, other local governments, non-profit agencies, and private businesses and citizens that the City has the ability to accept or reject.

The purpose of the grant procedures outlined in this document is:

1. To ensure proper oversight of all funds appropriated by the City.
2. To minimize the City's risk of non-compliance with grant requirements.
3. To ensure proper administration and accounting for all grants.

The purpose of this Policy is to establish internal controls and guidelines for the research, application, acceptance, and financial administration of all grants awarded to the City and to assist in providing accurate and complete disclosure of the program and financial results of each grant.

SCOPE

This policy is applicable to any City of Palm Coast program or department preparing and submitting grant applications to agencies outside the City government for funds, materials, or equipment to be received and administered by the City. While this Policy is intended to include standard procedures, some provisions will not apply to certain grant agreements and/or Departments. Such cases will be treated as exceptions.

The Procedures are presented in two main categories addressing the following areas of the grant cycle:

Pre-Award

Grant Research and Grant Application

Post-Award

Award Acceptance, Grant Accounting and Budgeting, Annual Audit, Grant Extensions, Closeout

ROLES AND RESPONSIBILITIES

Each Department should actively pursue grant resource opportunities; maintain an active grant portfolio; and utilize grant funds to supplement and enhance the long-term goals and objectives of the City.

Each Department is responsible for locating grant funding sources; determining the appropriateness of the grant; preparing required documentation for application submittal; and managing of programmatic or day-to-day functions.

The application, acceptance, and administration of grants should be coordinated with the Finance Department. The Director of every department is accountable for all grants within his/ her departmental jurisdiction. Each grant shall have a Project Manager identified.

Finance will compile a report of expenditures coded to the grant accounts and provide invoices, proof of payment, and other financial documents needed for reimbursement. Finance will also be responsible for end of year financial reporting of grant activity and related single audit.

Each Department Director shall:

- a) Designate a Project Manager for every grant awarded to the Department.
- b) Implement awarded grant projects according to the terms and conditions of the award contract/agreement.

- c) Ensure that the Project Manager tracks grant awards and consults with the Finance Department to communicate all grant related events (i.e. notices received from granting agencies, extensions, amendments, budget revisions, etc.).
- d) Ensure that the Project Manager knows the correct expenditure organization codes for each grant and how to monitor funding using prescribed procedures.
- e) Ensure that the designated Project Manager has a thorough understanding of the grant reporting requirements and reimbursement review process and submittal timeline.
- f) Ensure that project reporting requirements and deadlines for submission are observed.

PRE-AWARD PROCEDURES

All grant applications will be tracked in the ERP system.

Process:

- a) Department identifies grant that they intend to pursue.
- b) Department submits the Director approved Grant Processing Request Form (Appendix A) to Finance and City Manager's office for consideration.
- c) Upon approval from the City Manager's office, the department prepares the funding request/application and applicable documentation as outlined by the grantor requirements and enters the grant information into the ERP system.
- d) Department sends application to the City Manager to approve application submission.
- e) The Project Manager of the assigned grant is responsible for submitting applications directly to the funding agency.

POST-AWARD PROCEDURES

All grant awards and corresponding contracts must be officially accepted by the City Manager and Council. It is the responsibility of the Department to place the grant award on the Council agenda. Subsequent increases in cost may require additional Council approval, as determined by the City Manager.

Process:

- a) The Project Manager will notify the City Manager's office and Finance regarding the official acceptance of the grant award
- b) Delivering the Executed Agreement - Once the Grant Agreement is executed, the Department Director or assigned Project Manager is responsible for delivering the document to the Granting Agency. No funds may be expended for grant purposes until the agreement has been signed and executed by both parties.
- c) Receiving the Fully Executed Agreement - The fully executed original agreement (executed by the City and Granting Agency) is received by the grantee Department and a copy is uploaded to the grant in the ERP system.
- d) Purchasing policy and procedures should be followed for the purchase and spending of the grant award. The funding source needs to be identified in the procurement checklist.

GRANT ACCOUNTING AND BUDGETING

- a) All grants must be entered in the City's financial system for tracking purposes and given a unique organizational code for expenditure and revenue.
- b) Grants that are paid in advance by the funding agency and require interest to be reported and/or remitted to the funding agency must be kept in separate funds from grants that are paid on a reimbursement basis.
- c) For City match to be included as part of a grant agreement, amendment/modification, the Department must identify where, in the current or future budgets, the match will be met.
- d) Grant receipts and expenditures must be maintained in accordance with federal, state, and local guidelines/laws applicable to the agreement (federal statute, state statute, local laws/ordinances, federal, state, guidelines). If differences exist between guidelines/laws, the department is to utilize the most stringent requirement (e.g., record retention, travel, inventory).

e) All reports of a statistical, programmatic or fiscal nature are the responsibility of the administering department, with technical assistance available from Finance, according to the reporting frequency (e.g., monthly, quarterly) established by the funding agency.

f) Record retention and disposition of applicable records shall be coordinated with the City Clerk's Office.

ANNUAL AUDIT

a) Audits of grant funds will be conducted in accordance with the grant agreement and appropriate laws.

b) The Audit of Federal funds is governed by the Single Audit Act, 31 USC 7505 which states: "The Director, after consultation with the Comptroller General and appropriate Federal, State, and local government officials, shall prescribe policies, procedures, and guidelines to implement this chapter." OMB Circular A-133 describes the non-Federal entity's responsibility for managing Federal assistance programs and the auditor's responsibility with respect to the scope of audit.

c) The Audit of State funds is governed by Florida Statutes Chapter 215.97 which establishes uniform State Audit requirements for non-state entities receiving State Financial Assistance. The Auditor General has issued regulations to be followed – Rules of the Auditor General - Chapter 10.550.

EXTENSIONS

In the event that a grant extension is needed for the completion of a grant project, a grant extension request must be submitted to the granting agency in a timely manner as soon as known and well before the deadline.

a) Requesting a Grant Extension - The Project Manager is responsible for completing the extension request. This may require the Project Manager to compose, sign, and mail out a formal letter requesting a grant extension; completing an extension request on the granting agency's form; and securing the City Manager's signature.

b) Submitting a Grant Extension Request to a Granting Agency – At the time the Project Manager submits an extension request to a granting agency, this request must be forwarded to the Finance Department.

c) Receiving a Grant Extension – After receiving an approved grant extension from a granting agency, the fully executed/approved extensions must be uploaded to the ERP system. This ensures proper accounting and the continued ability to expend from grant accounts.

CLOSEOUT

Each grant has specific closeout procedures to which the City must adhere to. Upon completion of the grant, if applicable, the Project Manager can submit a final report to the Finance.

****APPROVED BY CITY MANAGER ON FEBRUARY,2025**



GLOSSARY & ACRONYMS

Glossary and Acronyms

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

ACCOUNTS PAYABLE – A current liability account showing the amount owed for items or services purchased on credit.

ACCOUNTS RECEIVABLES – A current asset from selling goods or services on credit.

ACCRUAL BASIS – The basis of accounting under which transactions are recognized when they occur, regardless of when cash is received or spent.

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 financial plan (budget) demonstrating a basis of appropriations approved formally by City Council.

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

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

AMENDED BUDGET – The authorized budget as adjusted over the fiscal year through formal action taken by City Council, typically from contingency, department, or fund appropriation transfers.

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.

BALANCED BUDGET - According to the 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.

BLOCK GRANT – A federal grant allocated according to predetermined formulas and for use within a preapproved broad functional area such as the Community Development Block Grant (CDBG). CDBG funding can be used as a funding source for qualified projects.

Glossary and Acronyms

BOND – a type of financial 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 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, that the City follows in the preparation and adoption of the budgets.

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

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 over \$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 the 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 a physical presence such as buildings, roads, sewage systems, water systems, etc.

CAPITAL IMPROVEMENT PROGRAM – A comprehensive five (5) year plan of capital projects that 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 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 that are used for the acquisition of capital facilities and projects.

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

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

Glossary and Acronyms

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 – Funds that are primarily self-supporting and provide goods and services to public users in exchange for a fee. Like private sector enterprises, the fee structure is set to recover the operating costs of the fund, including capital cost (i.e., depreciation, replacement, and debt servicing)/

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 the 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.

FIELD SERVICE LIGHTNING - is a Salesforce product that connects customers, workforce, and products on a single platform to deliver exceptional on-site services. It also provides the customer support team a chance to intelligently delegate work to Field Service technicians and monitor them constantly.

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

FINANCIAL DISCLOSURE – The act of releasing all relevant information about 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.

FRANCHISE FEES - Fees levied on a corporation in return for granting a 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).

FUND - An accounting entity that has a set of self-balancing accounts and that records all financial transactions, 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.

Glossary and Acronyms

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

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

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

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

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

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

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

INCOME STATEMENT – 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 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 (PILOT).

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.

Glossary and Acronyms

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 is 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.

PEP – Pretreatment Effluent Pumping – accounts for half of the wastewater collection system with the other half being a gravity sewer. The (PEP) system has several distinct characteristics such as smaller pipes made from PVE that do not have to be laid as deep in the ground as the conventional gravity sewer system and manholes are not required. A simpler way to describe it is a septic tank system, but instead of an on-site drain field, the gray water is pumped into the wastewater collection system. The system was designed and installed during the early development of Palm Coast when owned and operated by ITT Corporation. It was designed as an alternative to gravity sewer as a means of saving the capital expense cost.

PERSONNEL SERVICES – Cost related to compensating employees, including salaries, wages, and benefit costs.

PROPOSED MILLAGE – The tax rate is 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 – A fund that is used for “business-like” activities. This includes Enterprise Funds and Internal Service Funds.

REVENUE – Money collected by the City from various income sources to finance the cost of services provided to its citizens.

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

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

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

Glossary and Acronyms

SALES AND USE TAXES – Sales tax refers to the tax imposed on any non-exempt sale, admission, storage, or rental. Use tax refers to taxing upon usage for goods or services with unpaid sales tax.

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.

STATE REVOLVING FUND LOANS (SRF)- Low-interest loans administered by the state are generally designated toward the improvement of infrastructure.

STRUCTURAL DEFICIT – A budget deficit that results from a fundamental imbalance in government receipts and expenditures, as opposed to one based on one-off short-term factors.

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

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

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

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

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

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

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

TRUTH IN MILLAGE (TRIM) - State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for the 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 every purchase of public services within the corporate limits of the City. Public service is electricity, gas, fuel, oil, water, and telephone services.

Glossary and Acronyms

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.

WEIR - is a small dam built across a river to control the upstream water level. Weirs have been used for ages to control the flow of water in streams, rivers, and other water bodies. Unlike large dams, which create reservoirs, the goal of building a weir across a river isn't to create storage, but only to gain some control over the water level. Over time, the term weir has taken on a more general definition in engineering to apply to any hydraulic control structure that allows water to flow over its top, often called its crest.

WETLAND MITIGATION – Any action required to reduce the impact of development on a wetland. Mitigation actions include the creation of new wetlands or the 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 that 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 that 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.

Glossary and Acronyms

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)

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 the adoption of budgets and tax rates.



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