

# **PALM COAST INCORPORATION FEASIBILITY STUDY**

**Presented to:  
Flagler County Commission  
County of Flagler, Florida**

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# **Study of the Feasibility of Incorporation of Palm Coast, Florida**

**Under the Direction of the Flagler County Commission**

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## I. EXECUTIVE SUMMARY AND OVERVIEW

Beginning in 1969, the community of Palm Coast was developed in Flagler County by the International Telephone and Telegraph Company (ITT). Since then it has grown to be a diverse community of approximately 30,000.

The current Flagler County population is approximately 43,400, of which approximately 29,360, or 68% live within Palm Coast. The median age is 47, but about 30% of the population is over age 65. The County is currently about 87% white, 10% black and 6% Hispanic (numbers are over 100% because persons of Hispanic origin may be of any race). The average household income is \$40,800.

Palm Coast has been uniquely definable as a community since its inception. In 1982, Palm Coast was designated as the Palm Coast Service District (PCSD) by the Flagler County Commission. The PCSD operates under an appointed advisory board, in its own community office, with an annual budget based on a separate ad valorem tax rate.

The current boundaries of the Palm Coast Service District are, with very minor exceptions, those established in the early 1970's. The District is bounded on the north by Flagler County, on the east by the Town of Beverly Beach and the City of Flagler Beach on the west by the City of Bunnell and on the south by Flagler County. All three cities are within a two-mile radius, thus technically, Palm Coast is not in compliance with the requirements of s. 165.061, Florida Statutes. However, the unique and long-standing nature of Palm Coast, as well as the change in the boundaries, where possible, to accommodate these adjacent cities, appears to address this statutory requirement in Palm Coast's favor.

With an estimated population in 1999 of 30,828, and a total acreage of 32,315, the density of .95 does not meet the requirements of s. 165.061, Florida Statutes. However, the planned build out population of over 225,000, and the existence of infrastructure currently in place to support such a population, appears to address this statutory requirement in Palm Coast's favor.



A Charter has been developed under the requirements of Chapter 165, Florida Statutes with a Council/Manager form of government. Estimates of both revenues and expenses have been projected for five years and tables are presented. Expense estimates for year one were projected at the current costs and levels of service with either a population or inflation factor. For years two through five expenses were projected based on per capita rates developed from an analysis of the budgets of five similar cities. This was done in an attempt to bring the City of Palm Coast to the level of a full-service city by the fifth year. Revenues have been estimated using established State and County formulas.

Based on the results of this study, the incorporation of Palm Coast is feasible, and the adoption of the Charter by the State Legislature is recommended.



## II. HISTORY, BACKGROUND AND SCOPE

### A. History and Background

The community known as Palm Coast is located on the East Coast of Florida in Flagler County, one of the fastest growing Counties in the nation (U.S. Bureau of the Census). Originally developed beginning in 1969 by International Telephone and Telegraph Company (ITT), this Planned Unit Development (PUD) was named Palm Coast. ITT Community Development Corporation (ITT-CDC) was formed in September 1971 to become the developer of Palm Coast. The current community plan of approximately 48,000 home sites on 42,000 acres was created in 1974 and became the basis for the growth and development of the new community over a future period of some twenty to thirty years. According to *Florida Magazine*, (October 2, 1988, p. 10): "... the developer built the streets and the schools and the sewers *first*. Now a community ... sits atop an urban infrastructure built to serve a population of 225,000."

### B. Palm Coast Service District

Palm Coast was established in 1970 as an independent taxing district devised to levy taxes on Palm Coast taxpayers to pay for the specific needs of the community. Subsequently, in 1982 Palm Coast was formed into a Service District (PCSD) under the authority of the Flagler County Commission. An advisory board, appointed by the County Commission, acts as a recommending body to the County Commission, which serves as the Palm Coast Service District Commission. Under this governmental structure, Palm Coast has no home rule authority.

The Planned Unit Development (PUD) contract agreement, which stipulated the manner in which Palm Coast would be developed, was entered into by the developer (ITT-CDC) and the State of Florida in 1974, amended in



1977, and is entered in the Official Records Book 96, pages 204-214, Public Records of Flagler County, Florida.

Currently, the Palm Coast Service District levies an ad valorem tax of 1.3490 mills (1998-1999 budget). This tax, together with a portion of the Ninth Cent Gas Tax and the Local Option Gas Tax, and also a cable television franchise fee, gives the PCSD an operating budget of about \$2.7 million.

The services provided to Palm Coast by this budget include three fully operational departments that provide most of the services in three areas: code enforcement, fire and rescue services, and road and bridge maintenance. In addition, there is a skeletal administrative service manned by a part-time secretary, and a small capital fund and road damage fund. The remainder of the services in these areas, plus all planning and zoning, major administration, police and recreation services are provided by Flagler County.

### **C. Incorporation Efforts**

There have been several incorporation efforts since the mid-80's. The first was a short study done in 1985 by the Palm Coast Civic Association that provided little more than unsubstantiated opinions on the subject. Other than a tentative budget, this study contained very few specifics on detailed planning or on considerations that would have to be addressed with regard to incorporation.

The second report was a professional study done in 1987 by Kelton and Associates for the County Commission. While the Kelton Study was well founded and well organized, it proposed to limit the incorporation boundaries to 15,000 acres thus disenfranchising current and future residents residing in the other 27,000 acres of the PCSD.

In 1988 incorporation efforts gained momentum because additional taxes were needed to support the PCSD and Flagler County. In May 1990 the Legislative Committee of the Flagler County Taxpayers Association studied the



Economic Impact on Flagler County of the incorporation of the Palm Coast community as a separate municipality. The report, entitled: "The Incorporation of Palm Coast – Is Now The Time?" and the proposed Charter for City Government were submitted to the Florida State Legislature, but this effort was unsuccessful.

Finally, in January 1998, a committee of the Palm Coast Home Rule Coalition prepared the most recent study. This study was sent to the state level for preliminary review. The state review found several problems with the report, specifically: estimation of revenue; there was no expense budget; and, the report was submitted late in the legislative year, making it difficult to revise in a timely fashion. The study was therefore never slated on the legislative calendar.

However, as a result of the Coalition's study and the issues that it raised, the Flagler County Commission, on January 20, 1998, authorized an independent study be undertaken by an outside, professional group, to be selected by a competitive bid process. After a competitive bid process, Daytona Beach Community College was chosen and approved by the Commission on April 6, 1998, to undertake the current study.

This document and the accompanying Charter, which is delivered with the Study under separate cover, both dated November 2, 1998, are the product of that process authorized by the Flagler County Commission.

A current map of Flagler County showing the proposed City of Palm Coast and its relationship to surrounding cities and unincorporated areas of Flagler County is attached at the end of this chapter as Exhibit 2.1.



### **III. REVIEW OF STATUTORY REQUIREMENTS FOR INCORPORATION AND COMPLIANCE**

#### **A. Statutory Requirements**

The Florida Legislature, through Chapter 165, Florida Statutes, Formation of Local Governments, has established requirements and procedures regarding the incorporation of new municipalities within the State of Florida, as well as regulations dealing with mergers, consolidations, dissolution's and special districts. The purpose of these State requirements as enumerated in Section 165.021 is to:

1. Allow orderly patterns of urban growth and land use.
2. Assure adequate quality and quantity of local public services.
3. Ensure financial integrity of municipalities.
4. Eliminate or reduce avoidable and undesirable differentials in fiscal capacity among neighboring local governmental jurisdictions.
5. Promote equity in the financing of municipal services.

Section 165.061, Florida Statutes, entitled "Standards for Incorporation, Merger, and Dissolution", lists the following conditions to be met for incorporation:

1. It must be compact and contiguous and amenable to separate municipal government.
2. It must have a total population, as determined in the latest official state census, special census, or estimate of population, in the area proposed to be incorporated of at least 1,500 persons in counties with a population of less than 50,000, and of at least 5,000 population in counties with a population of more than 50,000.
3. It must have an average population density of at least 1.5 persons per acre or have extraordinary conditions requiring the establishment of a municipal corporation with less existing density.



4. It must have a minimum distance of any part of the area proposed for incorporation from the boundaries of an existing municipality within the county of at least two miles or have an extraordinary natural boundary which requires separate municipal government.
5. It must have a proposed municipal charter which:
  - a) Prescribes the form of government and clearly defines the responsibility for legislative and executive functions.
  - b) Does not prohibit the legislative body of the municipality from exercising its powers to levy any tax authorized by the Constitution or general law.

#### **B. Compliance with Statutory Requirements**

Palm Coast meets the requirements with regard to Section 165.021. Palm Coast has had, since its inception in 1970, an orderly plan for growth provided by a PUD agreement. There is infrastructure in place, and services are being provided to maintain the infrastructure and to address the health, safety and wellbeing of the citizens.

With regard to the requirements of Section 165.061, Palm Coast meets or exceeds all the requirements except those regarding density and a two-mile separation. The following paragraphs address each of the five requirements, and outlines mitigating circumstances with regard to the two-mile and density requirements which render them inconsequential.

##### **1. Compact, Contiguous and Amenable Requirement.**

The original boundaries of the PCSD are compact and contiguous. The boundaries of the City of Palm Coast (hereinafter called "Palm Coast") have been drawn so that no land outside the PCSD boundaries is included; and, in two instances, portions of the original PCSD are removed from the boundaries of Palm Coast. The removal of these two parcels allows Palm Coast to more closely address areas of concerns of its neighbors. To the east of Palm Coast, a



parcel was removed in order to give the City of Flagler Beach room for growth to the west of its current boundaries. On the south of Palm Coast, removal of the parcel that includes the Flagler County airport allows the County to retain this important property which includes an industrial park. In no instance is there an enclave, and every part of Palm Coast is contiguous.

With regard to being able to self-govern, it is obvious that an area which has been operating as a Service District for close to thirty years, with a separate ad valorem tax, and with infrastructure and basic systems already in place, should be the paradigm for "amenable to separate municipal government".

## **2. Population Requirement.**

Based on the 1990 census data as listed in the *1990 Florida Census Handbook* (University Press of Florida, 1994), the population of Flagler County in 1990 was 28,701. (Refer to Appendix A-1, Census Data,) The total acreage is 322,560 acres or 504 square miles. The official adjusted population for Flagler County as of April 1, 1998 was 43,441 (Refer to Appendix A-2, Revised Population Estimates from the University of Florida, Bureau of Economic and Business Research,).

Flagler County Department of Planning and Zoning figures for 1995 for the Palm Coast Service District show a population within the Service District of 25,082. At a five- percent growth rate, which is generally accepted to be a low estimate, the current Palm Coast population is 29,360.

Thus, Palm Coast far exceeds the requirement that a new city in a county with less than 50,000 population have "at least 1,500 persons".

## **3. Density Requirement.**

Palm Coast does not meet the density requirement of at least 1.5 persons per acre, however there are mitigating conditions that allow the establishment of a municipal government.



In 1999-2000, the population of Palm Coast is anticipated to be 30,828. This is calculated by multiplying the 1995 population of 25,082 by a 5% growth rate per year. (Refer to Appendix A-3, Palm Coast Growth Rate Based on 1995 Data.) With the elimination of the two parcels of land from the PCSD, Palm Coast will have a total acreage of 32,315. Thus, the density of Palm Coast in 1999 is anticipated to be .95 persons per acre. At the current conservative growth rate of 5%, Palm Coast will have a population of 39,345 by the end of the fifth year, 2004. At that time, the density would be 1.22. (Refer to Appendix A-4, Density Table).

However, the original PUD agreement platted homesites for a population of over 225,000 (a density of well over 3 persons per acre). What is unusual in the development of the Palm Coast PUD by ITT-CDC is that they installed infrastructure in advance of the population's arrival. Thus, the roads and sewers are in place, and have been, for the most part, maintained. Further infrastructure includes the system of canals upon which much of Palm Coast is built. These were constructed and maintained by the development company. In addition, ITT-CDC has been a good neighbor, giving land to the Community College for a local campus, to the Flagler County School Board for a High School, building a bridge across the inland waterway, and building, among other infrastructure, a golf course, a welcome center, and a community center.

People in surrounding counties assume that Palm Coast is already a city. People who have settled in Palm Coast over the past 25 years have come to feel that Palm Coast is a city—with one major exception. There is no home rule. Today, Palm Coast Service District residents comprise approximately 70% of the population of Flagler County, but have a disproportionate say in their future. They are not equally represented electorally. They are not in charge of their own destiny.

These two issues, the fact that planning and infrastructure are currently available for build-out of a population of over 225,000, together with the issue of



unequal representation, represent an extraordinary condition for the citizens of Palm Coast which demands that the density requirement be dismissed as moot.

#### **4. Two-Mile Minimum Distance Requirement.**

Palm Coast does not meet the two-mile minimum distance requirement from current cities in Flagler County. One of the reasons given for the two-mile limit was stated by the Secretary of the Department of Community Affairs in a letter dated March 2, 1993 to Ron Saunders, Chairman of the House of Representatives Committee on Community Affairs. In that letter, Secretary Shelley stated with regard to the two-mile separation that: "The Department ... believes the two mile requirement serves a valid purpose. In particular, it minimizes our concern about urban sprawl. . . ." Since its inception over 25 years ago, Palm Coast has been within the two-mile minimum distance of Flagler Beach, Beverly Beach, and Bunnell, and has been providing some municipal services to its approximately citizens. Thus it would appear that there is no "urban sprawl" concern with regard to Palm Coast.

A discussion of the affected cities follows:

(a) To the east, the two-mile distance from the City of Flagler Beach encroaches into Palm Coast for just under 3/4<sup>th</sup> of a mile directly north of Route 100, and about 1/10<sup>th</sup> of a mile directly south of Route 100.

The City of Flagler Beach, with a population of approximately 4,500, has the Atlantic Ocean as its eastern boundary, and the Flagler County line as its southern boundary. Flagler Beach has expressed a concern that using the PCSD boundaries, allowing them no room for growth to the east or north, would effectively cause Flagler Beach to be locked into its current boundaries. Therefore, the eastern Palm Coast boundary nearest Flagler Beach was drawn back west to what was felt was a natural boundary: the western property line of Graham Swamp. Some of this property was deeded to the St. John's River Water Management District (SJRWMD) by ITT-CDC as a mitigation site in 1995. Directly south of the SJRWMD property lies Florida Department of Transportation



mitigation property, currently in the process of being joined with the SJRWMD property. These two parcels, and the northern continuation of the swamp, provide a natural boundary for that portion of the east side of Palm Coast that lies west of the City of Flagler Beach. This boundary allows Flagler Beach a growth area of approximately 1-½ miles to the west and 2 miles to the north.

(b) Also to the east, the two-mile distance from the Town of Beverly Beach encroaches approximately 2-½ miles into the southern portion of the area of Palm Coast known as Grand Haven that has been platted and is part of the Palm Coast Service District.

The Town of Beverly Beach, with a population of approximately 350, has expressed no concerns with regard to the boundaries of Palm Coast. Beverly Beach lies entirely between the Inland Waterway and the Atlantic Ocean. It appears that they have no plans for annexation west of the Waterway.

(c) To the west, the boundaries of Palm Coast and the City of Bunnell are co-existent; therefore, the two-mile distance from the City of Bunnell encroaches into Palm Coast for approximately 3 ½ miles north, east, and south of the City of Bunnell. This effectively removes approximately 1/4<sup>th</sup> of the current population of Palm Coast from the proposed City.

The City of Bunnell, with a population of approximately 2,100, has also expressed concerns with regard to the proposed boundaries for the City of Palm Coast. However, in this case, it is neither feasible nor appropriate to make any changes to the Palm Coast boundary. In the past several years, Bunnell has annexed property to the north directly to up to the PCSD boundary, to the north up the west side of Route One which is the western boundary of the PCSD, and to the east, along the Route 100 corridor up to the PCSD boundary. In addition, directly to the east they have a parcel under consideration for annexation, which would make the PCSD/Bunnell boundary co-existent along the entire eastern portion of Bunnell. In addition, there is currently property available to the south and west of Bunnell, which it could annex.



Therefore, the current PCSD boundary nearest Bunnell is the same as that proposed for the City of Palm Coast. There is no encroachment into Bunnell property, or property they have planned to annex. There is no intent, nor can a finding be made, that using the current boundaries will cause Bunnell to lose its ability for further growth. However, to draw back the western boundary of Palm Coast to allow a two-mile separation from Bunnell would disenfranchise over one-fourth of the citizens who currently reside in Palm Coast.

The boundary issues between Palm Coast and Bunnell are entirely different from that of either Beverly Beach or Flagler Beach. Bunnell has actively annexed right up to the boundary with the PCSD, and has room for future annexation. Thus, on the east of Palm Coast the proposed boundaries have been drawn so as to allow Beverly Beach and Flagler Beach room to expand, while on the east, the boundaries are co-existent with Bunnell.

It can not have been the intent of the "two-mile" requirement in Section 165.061 to disenfranchise over 7,500 citizens, who have lived in, and been paying taxes to, a Service District which has been in effect, with the current boundaries, for over 25 years. It can not have been the intent of the language in Section 165.061 to give preference to an established City over an established Service District, which, because of a fluke of timing, requests sovereignty after the established city.

Flagler County is one of the fastest growing counties in Florida. Palm Coast is the fastest growing area of Flagler County. Palm Coast was developed under a unique set of circumstances by a far-sighted development company who planned a community that would be amenable to the eventual establishment of a City. For all of the above reasons, the issue of a two-mile separation from current municipalities is of no consequence and should be waived.



### **5. Municipal Charter Requirement.**

A municipal Charter has been developed and is included with this Feasibility Study under separate cover. The Charter outlines the form of government, the responsibility for legislative and executive functions, and does not prohibit the legislative body from levying any tax authorized by the constitution or general law. In addition, the Charter provides the following: a legal description of the boundaries of both the City and the Districts; the dates for Referendum and Incorporation; dissolves the Palm Coast Service District; and requests that requirements with regard to earliest date of eligibility for State Revenue Share and Local Option Gas Tax be waived.



#### IV. STUDY AREA

For purposes of analyzing the feasibility of Palm Coast incorporation it was first necessary to identify the study boundary area for which both revenues would be generated and expenditures would be incurred should incorporation occur. A discussion of these factors follows.

To facilitate this step, the existing boundaries of the Palm Coast Service District were reviewed. Additionally, discussion was held, in a public meeting noticed for that purpose, regarding four different variations of these boundaries which might either include or exclude areas to the south of route 100 near and around Flagler Airport.

Based upon review of the alternatives and information gained at the public meeting attended by over 250 affected citizens, a fifth alternative was developed. This fifth and final boundary alternative has become the basis for the final boundaries. As was explained in detail in Section III.B.4 above, the final City boundary encompasses the entire current PCSD boundary with two major exceptions. A map of the proposed boundaries of Palm Coast and the proposed Districts is attached at the end of this chapter as Exhibit 4.1

1. On the east, north of Route 100, the boundary was pulled back west to the western boundary of that area known Graham Swamp.
2. On the south, the boundary was pulled back north to provide an upside down "U" shaped area which leaves the Flagler Airport and industrial park, along with Palm Coast Holdings properties southwest of the Flagler Airport within the County.

The proposed Palm Coast boundary includes 32,315 acres for a total of approximately 50 square miles, with a population of 30,828 in 1999, its first year of incorporation. A map indicating the proposed boundaries for the City of Palm Coast, and the four Commission Districts within the city, appears as Exhibit 4.1 at the end of this section.



The proposed boundaries of Palm Coast are generally as follows:

1. On the west: Beginning at the west corner of Matanzas Woods the boundary follows the Palm Coast Service District borders south (roughly along U.S. Route One) meeting the Bunnell boundary at Royal Palms Parkway and following the co-existent boundary along the Route 100 corridor. Near the Flagler County airport, the boundary continues south, still along the PCSD boundary, to Route One.
2. On the south: Continue south along Route One to the southeast point of Quail Hollow. **Here begins the first exception to the PCSD**

**boundary:**

the boundary then proceeds north along Belle Terre Parkway and east along Citation Parkway around to the southern boundary of the airport, up and around the airport along Belle Terre, Route 100, and south down Seminole Woods Parkway to Route One. It then follows the jagged boundary of the PCSD toward the east to I-95.

3. On the east: Proceed north on I-95 along the PCSD boundary to just south of Route 100. The boundary then follows the PCSD boundary around the south side of the Flagler Regional Plaza. **Here begins the second deviation from the PCSD boundary:**

proceed north along the western boundary of Graham Swamp to Ditch 10, just south of Utility Drive Commerce Park. The boundary then generally follows Ditch 10 east to Colbert Lane. From Colbert Lane it proceeds south along the PCSD boundary to South Park Road. It then follows South Park Road to the Inland Waterway, and proceeds north along the Waterway to the northeastern corner of the PCSD boundary.



4. On the North: The boundary follows the current PCSD boundary west to I-95, north along I-95 to the northeast corner of Matanzas Woods, and west to the point of beginning at U.S. Route One.

Flagler County includes 322,560 acres for a total of approximately 504 square miles, with a population of 45,613 in 1999. Upon incorporation, Palm Coast would therefore be approximately 10% of the total land area of Flagler County and 67% of the total population of the County. Adding the population of approximately 7,000 for the rest of the cities in Flagler County to the Palm Coast population of 30,487, one can estimate that in 1999, the incorporated portion of Flagler County would represent 82% of the total population of Flagler County. This is not unreasonable, as much of the western portion of Flagler County is rural in nature, with large timber and produce farms.



## V. BASIC ASSUMPTIONS AND METHODS

### A. Basic Assumptions

Certain assumptions have been made and should be considered when reviewing the expense and revenue projections contained within this report.

#### 1. Revenue and Expense Assumptions

All the numbers for revenues and expenses are, of necessity, projections into the future: they are estimates. Therefore, early in the process, the decision was made to estimate revenues conservatively and expenses liberally; or, put another way, **the study estimates revenues low and expenses high**. This was done to ensure that the feasibility could be determined based on "worst case" numbers.

#### 2. Base Year

All population, revenue and expense projections were figured based on the current FY 1997-1998. Total taxable values were figured based on historic data and the revised 1998 data.

#### 3. Inflation

The decision was made to adjust projected revenue and expense numbers for an inflation rate of three percent (3%) per year unless otherwise noted. The exact inflationary factor can not be predicted for the five years of the projected revenues and expenses. However, 3% per year was deemed reasonable, and, if applied equally to both the revenue and the expense sides of the budgetary equations, any actual deviations from 3%, either positive or negative, would be self-correcting.

#### 4. Franchise Fees

In estimating revenue, the decision was made to assume that the franchise fee from the Palm Coast Cablevision would continue to accrue to Palm Coast. Thus, this franchise fee will be included as a revenue source for purposes of estimating possible revenues in the attempt to determine feasibility.



## **5. General Fund and Special Revenues**

For purposes of estimating, only General Fund expenses and revenues will be addressed. Such revenues are those obtained from ad valorem taxes, state/county shared revenues, utility taxes, if any, franchise fees, and other miscellaneous fees which are collected for General Fund revenue such as occupational licenses, building permits and charges for services, etc. General Fund expenses are those of general governmental operation including administrative services, public works, development services, parks and recreation, and police and fire services.

It is understood that there are other sources of revenue available to a city. One source often used is a designated revenue; i.e., a storm water management fee. These revenues are adopted by ordinance as a source of funds in order to accomplish a specific purpose--construct a storm water drainage system. They can only be spent for the expense to which they are dedicated, and as such, are not available for general governmental services. As dedicated revenue for a dedicated expense, they are budgeted separately, and are not counted in the General Fund revenue/expense budget. They are a 'wash'.

For information purposes, Palm Coast residents currently pay such fees to Flagler County. For instance, a millage is assessed for "Environmentally Sensitive Lands", and general obligation bonds. In addition, all residents pay a refuse collection fee. Refuse collection is currently under a County contract with a private refuse collector. Any such contracts have standing, regardless of what entity governs; therefore, residents will continue to pay that fee until the end of the contract.

## **6. First Year's Service Provision**

If the Referendum of September 1999 passes, Palm Coast will become a city on December 31, 1999. This is one quarter in to fiscal year 1999-2000. Ad valorem taxes will have been collected for the Palm Coast Service



District, and Flagler County, and the first quarter of expenditures will be completed under the approved budgets of each entity. In addition, Palm Coast will have no mechanism for collecting any taxes until October of 2000. Finally, it is important that the provision of services to the citizens of Palm Coast not be interrupted. For all of these reasons, the assumption was made that those services provided for in the FY99-00 budget, both Palm Coast and Flagler County would continue to be provided under contract with Flagler County. This will assure continuity of services, and will allow the new City Council time to develop those departments it deems necessary in order to provide services during the first full year of operation. During years two through five, with the exception of administrative services, which will be a City department, the Palm Coast City Council will decide which services to contract for and which to provide in-house.

#### **7. Level of Service**

For purposes of this study, the decision was to assume the same level of service for Palm Coast through year one as it receives currently. The assumption has been made that the level of services for years two through five should rise to that of a full-service city. This decision was made in order to figure expenses at the level of a full-service city, under the theory that by at least year five, the residents may desire a higher level of service than they are currently receiving. For instance, as a result of the fires during the summer of 1998, citizens will likely desire a higher level of service from the Fire Department. Therefore, projecting services to that of a full service city will allow citizens to see the real costs associated with such services.

#### **8. Parks and Recreation Areas**

The decision has been made to not include Parks and Recreation as a General Fund service provided by Palm Coast after incorporation. All parks are under Flagler County, and it was decided that Palm Coast residents could



continue to utilize them, as do other Flagler County citizens, without incurring the expense of purchasing them immediately and providing for their upkeep.

#### **B. Population Estimates and Projections**

Population for the first year, FY 1999-2000, is estimated at 30,828. This figure was arrived at by utilizing figures developed by the Planning and Zoning Department of Flagler County based on actual building permits in the PCSD in 1995. (Refer to Appendix A-5 for the actual Population Projections by Section and Area.)

The Palm Coast PUD was developed in a unique manner. Residents in Palm Coast live in named areas such as "Quail Hollow" or "Matanzas Woods." However, each area of the PCSD is also known by one or more sections; thus, Quail Hollow is comprised of Sections 63, 64, and 65. These are not the standard sections within a one-mile square, but rather section numbers given to subdivision areas by the developer. All of these sections are included within the proposed boundaries of Palm Coast. (These sections are listed in Appendix A-5. However, Hammock Dunes and Matanzas Shores are not included as they lie east of the Inland Waterway.) Thus, the total 1995 population was estimated to be 25,082. (Grand Haven, with a population of 324 in 1998 was factored into the population estimates from 1998.) The Planning and Zoning chart figures an average annual growth of 1,489. This is actually a 6% growth rate:

$$1,489 / 25,082 = .059 = 5.9\% \quad \text{rounded} = 6\%.$$

However, we have chosen to use a more conservative growth rate of 5%. If the growth rate is higher, more revenues would accrue and expenses should go up at the same rate. Table 5.1 showing estimated Palm Coast population figures follows.



**Table 5.1: Estimated Population Growth**

Year	Population Base	5% Annual Growth Rate
1995	25,082    +310          	
1996		26,336
1997		27,653
1998		29,360
1999		30,828
2000		32,369
2001		33,987
2002		35,687
2003		37,471
2004		39,345
2005		41,312

**C. Total Taxable Value**

For purposes of this study, total taxable value is estimated based on Flagler County data from years 1990 through 1998. From this data, the annual percentage increase each year from 1990 to 1998 was developed. An average was then calculated and that average was used to estimate the Total Taxable Value (TTV) from 1998 through 2003. TTV increases have ranged from +9.81% to -1.85%. The average is 3.25%. Using this factor is a more conservative approach than using the population increase percentage of 5%, and is in keeping with the effort to estimate revenues low and expenses high.



**Table 5.2 Total Taxable Value Estimates**

<b>Calendar Year</b>	<b>FY Year</b>	<b>TTV</b>	<b>\$ Increase</b>	<b>% Increase</b>
1990	1989-1990	\$ 1,107,496,637		
1991	1990-1991	\$ 1,228,007,454	\$ 120,510,817	9.81%
1992	1991-1992	\$ 1,263,542,226	\$ 35,534,772	2.81%
1993	1992-1993	\$ 1,240,571,532	\$ (22,970,694)	-1.85%
1994	1993-1994	\$ 1,282,033,791	\$ 41,462,259	3.23%
1995	1994-1995	\$ 1,306,163,092	\$ 24,129,301	1.85%
1996	1995-1996	\$ 1,344,848,133	\$ 38,685,041	2.88%
1997	1996-1997	\$ 1,357,888,149	\$ 13,040,016	0.96%
1998	1998-1999	\$ 1,449,186,877	\$ 91,298,728	6.30%
1999	1999-2000	\$ 1,496,285,451	\$ 47,098,574	
2000	2000-2001	\$ 1,544,914,728	\$ 48,629,277	
2001	2001-2002	\$ 1,595,124,456	\$ 50,209,729	
2002	2002-2003	\$ 1,646,966,001	\$ 51,841,545	
2003	2003-2004	\$ 1,700,492,396	\$ 53,526,395	

Note: Average % Growth 1990-1991 to 1998-1999 = 3.25%  
 TTV years 1999-2000 through 2003-2004 were arrived at by  
 Multiplying the previous year TTV by 3.25



## **VI. CURRENT SERVICES**

Currently, services are provided to Palm Coast by two entities: the Palm Coast Service District, and Flagler County. An assessment of these services is necessary in order to develop both levels and costs of services for the new City of Palm Coast.

### **A. Palm Coast Service District**

The Palm Coast budget for FY 97-98 was approved by the Flagler County Commission in September 1994, and is attached as Appendix B-1. (Specific information relative to some of the PCSD departments is attached as Appendix B-2). This budget was based on an ad valorem tax rate of 1.0927. The total budget was \$2,624,484 and was spent largely in fire and public works services. A similar budget was just approved for the PCSD for 1998-1999 at an ad valorem tax rate of 1.3490. However, all budget figures discussed below use FY97-98 as a base year.

The budgeted expenses for FY 97-98 were for the following:

1. Administration, including maintenance of the PCSD office in the Palm Coast Community Center with a half-time secretary, and supplies; and Property Appraiser fees and an Animal Control contract. The budgeted amount was \$464,544.
2. A pro-active Code Enforcement department with one code officer, one and one-half inspectors, a half-time secretary and a three-quarters supervisor/inspector. (The 98-99 budget was approved for one more inspector and one more secretary.) The budgeted amount was \$106,478.
3. Fire and Rescue services are provided through a staff of 17 at two Flagler County fire stations within the PCSD. The budgeted amount was \$979,576.



4. The PCSD Road and Bridge Department currently maintains 431.3 road miles (863 lane miles) of local roads within the District with a staff of over 17. The budgeted amount was \$1,073,886.
5. There is a Capital Fund that was established for future improvements, and includes a dedicated millage of .001 for Pedestrian Pathways. This amount of \$209,471 will transfer to Palm Coast; however, it has not been listed in the General Fund Revenue or Expense Tables, as it is a dedicated fund.
6. There is a Road Damage fund established to charge developers who damage roads. The current charge is \$10.00 per square foot, and the fund is currently at \$85,313. While this will transfer to Palm Coast, it has not been included in the General Fund Revenue or Expense Tables as it is also a dedicated fund.

While the PCSD as a district will cease to exist if and when Palm Coast becomes a City on December 31, 1999; the history of service and budgeting will serve the new City well.

#### **B. Flagler County Services**

In addition to the services provided to the District by the PCSD budgeted departments, the County of Flagler through its various departments provides major services to Palm Coast. According to current accounting principles, the expenses for serving the community of Palm Coast are not separately listed. However, the various departments were able to estimate with a fair degree of certainty that portion of expenses that was spent for services to the District. These estimates are shown in several different letters attached as Appendix B-3. It is these documents, combined with conversations with the various department heads that has provided much of the basis for the estimation of the cost to maintain the current level of service within the new City of Palm Coast.



Five main departmental areas were investigated: Public Works; Development Services, including Planning and Zoning, and Building and Inspection Department; Parks and Recreation; Law Enforcement provided by the Sheriff's Department; and Fire and Emergency Management Services.

### **1. Public Works**

The County currently maintains all of the 91.5 road miles (183 lane miles) of arterial roads within the PCSD. Local roads are maintained by the district. For at least year one, this will continue under contract with the County. The department estimated their costs for 97-98 to be \$148,196. They further estimated that after incorporation, they expected to be responsible for about 12.5% of that cost due to a reduction in roads under their responsibility. In addition, they provide an extra \$10,000 worth of ditch mowing to the PCSD.

### **2. Development Services**

For the first year, as provided in the Palm Coast Charter, Palm Coast will look to Flagler County for provision of all growth management services (zoning, code compliance, building inspection, and land development) at the same level as currently provided.

It is understood that the City of Palm Coast will have to develop a Comprehensive Growth Management Plan. The Charter states that portion of the current Flagler County Comprehensive Growth Management Plan which pertains to Palm Coast will continue to serve Palm Coast until a new Plan is developed and submitted to the proper State authorities. It is anticipated that this will take place during year two. For purposes of the Feasibility Study, the Committee included projected costs for developing a Comprehensive Plan provided by the Volusia Council of Governments. (See Appendix B-3 for a breakdown of services and costs.)

The Director of Planning stated that approximately 75% of the zoning fees and planning review fees were generated in the PCSD. However, only about 25% of the budget was specifically spent for the Service District. In addition, the



Building department estimated that 80% of that department's work took place in the PCSD.

### **3. Parks and Recreation**

There are three recreational facilities in Palm Coast: Belle Terre Community Park, Palm Coast Community Park, and Palm Coast Community Center. The cost to the County to maintain and improve those parks was \$90,795. There is some question as to how much of the impact fees collected in the PCSD went into the building of these parks. For the purposes of this study, it is assumed that these parks will continue to be County parks until, and unless, the City of Palm Coast wishes to investigate that portion of ownership and perhaps work out a purchase price with the County. Until that time, neither revenue nor expense for these parks will be factored into the budget for the city of Palm Coast.

### **4. Law Enforcement**

The Flagler County Sheriff provides police protection for the area of Palm Coast. This protection will continue, under the terms of the Charter, at least during year one of the City operation. The Sheriff has estimated a contract price for 1999-2000 of \$1,660,673 for the full year. This will provide the following:

- A total of 17 posts or six deputies for the day shift, six for the night shift and five for the midnight shift.
- Supervisory services.
- Equipment and vehicle expense.
- Start-up costs for ten deputies.

### **5. Fire and EMS**

Currently, the PCSD is served through two fire stations paid for by its own ad valorem tax. However, countywide, EMS and Disaster services are paid for by Flagler County, including in the PCSD. It is anticipated that such services would continue as provided.



In addition to these two fire stations, Flagler County has a first response contract with surrounding cities. Flagler Beach is the first responder to the Seminole Woods area and that eastern part of the District near I-95 at Route 100. Korona, a volunteer fire department, also has first response in the southern part of Seminole Woods and Quail Hollow. The City of Bunnell has first response to the northwestern portion of Quail Hollow and to that part of the PCSD that abuts its borders near Route 100. It is anticipated that the City of Palm Coast would have to enter into such agreements in year two.

One result of the recent fires in Seminole Woods is a desire for a new fire station to better serve that area. Therefore, included in Appendix B-3 is a letter from the County Fire Services outlining the cost of such a new station. It would be up to the new City to decide whether or not to build such a station. If they choose to build, they will have to bond for the capital expenses. However, the expenses budgeted for years two through five should cover the added cost of personnel.



## **VII. REVENUE PROJECTION METHODS**

Several methods were used in conservatively estimating the revenues expected to accrue to the City of Palm Coast. No figures were rounded.

### **A. Ad Valorem Projection Methods**

#### **1. Year One, FY 99-2000**

Ad valorem taxes were conservatively estimated, based on the past history as shown in Table 5.2: Total Taxable Estimates, presented on page 25 of this document. Information from the Tax Assessor's Office that was used to produce these revenue projections is attached in Appendix C-1.

The ad valorem tax rates for year one, FY 99-00, will be established for the PCSD by the County Commission during budget hearings for that fiscal year. However, for purposes of this study, the millage rate recently established for FY 98-99 was used for year-one revenue estimates since it has been approved. That millage rate is 1.3490.

#### **2. Years Two through Five**

For years two through five, it was necessary, for the purposes of this study, to raise the ad valorem tax rate. That rate goes up by increments until it is 3.7000 by year five. It should be noted that this is approximately what local full-service cities are using today, so it does not appear to be out of line. It is acknowledged that the final ad valorem tax rate will be established by the new City Council for years two through five.

### **B. Projection Methods -- Other Revenues**

Population-driven revenues were figured on a per-capita rate obtained from year-one revenue, multiplied by the population for the relevant year.

State revenue share was projected based on information from the Department of Revenue. Conservatively using the DOR information as year one



(even though the estimate is for the year before year one) successive years were estimated as follows: 1% per year growth for Municipal Revenue Share; 3% per year growth for the Sales Tax ½ Cent Revenue; and the Municipal Financial Assistance Trust Fund was projected flat. The Local Option Gas Tax was also projected flat.



## **VIII. GENERAL FUND REVENUE PROJECTIONS**

General Fund revenues were projected, using the methods described previously, for years one through five. Revenue projections for year one are shown in Table 8.1 and those for years two through five are shown in Table 8.2. Both are at the end of this chapter, and are printed so that the reader may fold the table out to review while reading the documentation.

### **A. Ad Valorem Tax Projections**

Ad Valorem Taxes for year one were computed for the full year for the Palm Coast Service District based on the millage rate approved by the County for 1998-1999, and were projected based on a 95% collection rate. This tax will accrue to the PCSD for the first quarter of the year, and to the City of Palm Coast for the second, third and fourth quarters of the year.

For years two through five, ad valorem taxes will be set by the City Council. It is anticipated that ad valorem taxes will rise from year one's rate of 1.3490 to approximately 3.7000 by year five. However, it is understood that this decision will be a City Council decision, and will be based upon many factors, including: the cost to contract for services; the desire to provide full-city services; a higher or lower than anticipated growth in population; or higher or lower revenues from other sources.

### **B. State Revenue Share Projections**

State revenue share is comprised of the Half-Cent Sales Tax distribution, a distribution of the Municipal Financial Assistance Trust Fund, and the Municipal Revenue Share. The Office of Research and Analysis, Department of Revenue, provided a revenue estimate for 1998-1999, based on information given to them by the consultant: an estimated population of 30,487 and a Total Taxable Value (TTV) of \$1,443,174,965. Both of these figures are low due to recent revaluation;



however, the only result is that the estimates are conservative. This initial estimate is attached as Appendix D-1, State Revenue Share Estimate.

For years one through five, very conservative estimates were also established, based on a one percent growth in the Municipal Revenue Share, a 3% growth in the Half-Cent Sales Tax revenue, and a flat projection of the Municipal Trust Fund. The basis for these projection formulas was a memorandum from the Office of the Governor to the House Community Affairs Committee dated February 11, 1998, that reviewed the State Revenue Share methodology of the January 1998 Feasibility Study submitted by the Palm Coast Home Rule Coalition. A copy of this letter is attached as Appendix D-2.

A clause has been inserted in the Charter for the City of Palm Coast that when passed, will waive the requirements of Section 218.23(1) and of Section 218.26(3), Florida Statutes for the purpose of eligibility to receive revenue sharing funds from the date of incorporation. This will enable the City to receive these funds early, in time for the FY 2000-2001 budget year.

#### **C. Ninth Cent Gas Tax**

During year one Palm Coast will receive the 9<sup>th</sup> cent distribution from the County because it will have already been apportioned and figured into the 1999-2000 budget. However, in succeeding years, this source of revenue will not be available to Palm Coast because it is a County tax which counties have sole discretion over, and historically, Flagler County has not shared this revenue with municipalities.

#### **D. Local Option Gas Tax**

Flagler County shares the Local Option Gas Tax with current municipalities. It is also shared with the PCSD. The share has historically been population driven. However, the purpose of the gas tax is to fund transportation issues. Thus it can be distributed on the basis of lane (or road) miles. It is Flagler County's intention



to redistribute this tax based on road miles maintained. Based on the Palm Coast lane miles of 863, compared to the County miles of 483, it is estimated that Palm Coast will be responsible for 64.1% of the road maintenance, leaving 35.9% for the County. The current distribution to Flagler County is \$1,268,664. If Palm Coast received 64.1% of this distribution, it would equate to \$813,214. Thus, this figure was used for year two through year five, as it is perceived that the gas tax will remain flat. (See Appendix D-3 for information on the Local Option Gas Tax.)

**E. Charges for Services**

Charges for services such as DRI's (Development of Regional Impact), Zoning Fees and Plan Review Fees were figured for year one based on the Director's estimate of the level of revenue that is associated with development in Palm Coast. From these figures, per capita rates were established. These revenues were then projected for years two through five based on the per capita rate times the estimated population.

**F. Franchise Fees**

The only franchise fee currently collected within Palm Coast is for Palm Coast Cablevision. A per capita figure was figured for this revenue, and subsequent year's revenues were projected based on the per capita rate times the estimated population.

**G. Licenses and Permits**

County department heads estimated occupational Licenses and Building Permits collected from within Palm Coast. Per capita figures were developed for these revenues, and subsequent year's revenues were projected based on the per capita rate times the estimated population.



**H. Reserve Accounts**

Currently, the PCSD has a variety of reserve accounts within the General Fund: for contingencies, for future capital outlay, and for salary adjustments. These will be included in the FY 1999-2000 PCSD budget. However, it can not be definitively predicted that they will be available to the city after year one. It may be that these accounts will be drawn down in year one. Therefore, there is no allowance for such revenue in years two through five.

**I. Cash Balance Forward**

Since these are only estimates, every effort has been made to provide for a cash balance at the end of each year, from year one through five.

**J. Loan**

It is estimated that the City of Palm Coast will need to borrow \$1,000,000 in order to provide for first year expenses. This will be necessary since the ad valorem tax will have already been set, and thus there will be no other source of income for operating during the first year. A clause has been inserted in the Charter, which will allow the Council to arrange for such a loan. No loan is anticipated past the first year.



**Table 8.1 General Fund Revenue**  
**Palm Coast Service District and City of Palm Coast**  
**Year One**

LINE ITEM Population Year One 30828	PCSD 10/1/99 12/31/99	PALM COAST INCORP. 1/1/00 9/30/00	Total Revenue Year 1	Note 3 Per Cap Rate Year 1
<b>TOTAL REVENUES See Note 1</b>	\$ 1,151,955	\$ 4,812,393	\$ 5,964,348	
<b>Ad Valorem Taxes</b>	\$ 479,391	\$ 1,438,173	\$ 1,917,565	
Palm Coast Service District @ 95% collection rate	\$ 479,391	\$ 1,438,173		
\$1,496,285,451 TTV/1000 x 1.3490 mills x 95% collection rate	\$ 90,526	\$ 271,579	\$ 362,105	11.75
<b>Cash Balance Forward</b>	\$ 90,526	\$ 271,579	\$ 362,105	
@ FY 97-98 figure of \$362,105				
<b>Gas Tax</b>	\$ 151,664	\$ 454,993	\$ 606,657	19.68
9th Cent @ 97-98 Tax Rev to PCSD of \$98,955	\$ 24,739	\$ 74,216	\$ 98,955	3.21
Local Option @ 97-98 Tax Rev to PCSD of \$507,702	\$ 126,926	\$ 380,777	\$ 507,702	16.47
<b>State Revenue Share See Note 2</b>	\$ 319,667	\$ 959,002	\$ 1,278,669	41.48
Municipal Revenue Share @ 1% x 98-99 projection of \$448,856	\$ 113,336	\$ 340,008	\$ 453,345	14.71
Sales Tax 1/2 Cent Revenue @ 3% x 98-99 projection of \$757,528	\$ 195,063	\$ 585,190	\$ 780,254	25.31
Municipal Fin. Assist. Trust Fund @ Flat projection of \$45,071	\$ 11,268	\$ 33,803	\$ 45,071	1.46
<b>Charges for Services Note 3</b>	\$ -	\$ 27,642	\$ 27,642	0.90
DRI Fees & Other Charges @ 97-98 bud of \$5,000	\$ -	\$ 3,750	\$ 3,750	0.12
Zoning Fees @ 75% of 97-98 collected total of \$14,974	\$ -	\$ 8,423	\$ 8,423	0.27
Planning Review Fees @ 75% of 97-98 collected total of \$27,500	\$ -	\$ 15,469	\$ 15,469	0.50
<b>Franchise Fees</b>	\$ 29,089	\$ 87,266	\$ 116,354	3.77
Palm Cable Franchise Fee @ 97-98 Budget of \$116,354	\$ 29,089	\$ 87,266	\$ 116,354	
<b>License/Permits Note 3</b>	\$ -	\$ 328,886	\$ 328,886	10.67
Occupational Licenses @ 75% of 70% of 97-98 total of \$22,500 x 10%	\$ -	\$ 12,994	\$ -	0.00
Building Permits @ 75% of 70% of 97-98 total of \$547,000 x 10% pop	\$ -	\$ 315,893	\$ -	0.00
<b>Reserve Accounts Forward</b>	\$ 81,618	\$ 244,853	\$ 326,470	10.59
Reserve for Contingency @ 97-98 budget of \$100,000	\$ 25,000	\$ 75,000	\$ 100,000	3.24
Reserve for Future Capital Outlay @ 97-98 budget of \$1,000	\$ 250	\$ 750	\$ 1,000	0.03
Salary Adjustment Reserve @ 97-98 budget of \$146,578	\$ 36,645	\$ 109,934	\$ 146,578	4.75
Reserve for Future Capital in Fund 703 @ 97-98 budget of \$78,892	\$ 19,723	\$ 59,169	\$ 78,892	2.56
<b>Loan</b>		\$ 1,000,000	\$ 1,000,000	

**Note 1:** It is assumed that all revenues collected and budgeted for the FY 1999-2000 will remain the same throughout the budget year, whether under the PCSD or the City, and are based as noted.  
All revenue in the first quarter is figured @ 25% of the total; that for the last 3/4 is @ 75% of the total.

**Note 2:** State Rev Share is based on estimates from DOR for State FY 98-99.  
State FY is July through June. Municipal FY is Oct through Sept. Therefore, State Revenue share is figured @ 50% of the 99-00 State FY + .25% of the 00-01 State FY. All figures are based on a 1% increase in receipts over the FY 98-99 estimates.

**Note 3:** The per rate for Charges for Services, Franchise Fees and License/Permits is not a true figure as only 75% of some revenue was included in year one.



**Table 8.2 Palm Coast General Fund Revenue Estimates  
Years Two through Five**

LINE ITEM	Year 1 Per Cap	Year 1 1999-2000	Year 2 2000-2001	Year 3 2001-2002	Year 4 2002-2003	Year 5 2003-2004
Population	30828	30828	32369	33987	35687	37471
<b>TOTAL REVENUE *See Note 1</b>		<b>\$ 5,964,348</b>	<b>\$8,724,018</b>	<b>\$10,050,134</b>	<b>\$10,555,291</b>	<b>\$10,712,988</b>
Ad Valorem Taxes @ 95% Collection		\$ 1,917,565	\$5,136,841	\$5,303,789	\$5,476,162	\$5,977,231
Total Taxable Value		\$ 1,496,285,451	\$1,544,914,728	\$ 1,595,124,456	\$ 1,646,966,001	\$ 1,700,492,396
Millage		\$ 1.3490	\$ 3.5000	\$ 3.5000	\$ 3.5000	\$ 3.7000
Cash Balance Forward		\$ 362,105	\$ 698,367	\$ 1,790,368	\$ 2,053,265	\$ 1,637,217
Gas Tax		\$ 606,657	\$ 813,214	\$ 813,214	\$ 813,214	\$ 813,214
9th Cent (Co. tax not shared with cities)			\$ -	\$ -	\$ -	\$ -
Local Option (flat projections of \$813,214)			\$ 813,214	\$ 813,214	\$ 813,214	\$ 813,214
State Revenue Share		\$ 1,278,669	\$1,305,611	\$1,334,290	\$ 1,363,737	\$ 1,393,976
State Revenue Share @ 1% growth			\$456,878	\$ 461,447	\$ 466,062	\$ 470,722
Sales Tax 1/2 Cent Revenue @ 3% growth			\$803,662	\$ 827,771	\$ 852,605	\$ 878,183
Municipal Fin Assist Trust Fund @ flat growth			\$45,071	\$45,071	\$45,071	\$45,071
Charges for Services	Note 2	\$ 27,642	\$ 49,847	\$ 52,339	\$ 54,957	\$ 57,704
DRI Fees & Other Charges (Full year = \$5,000)	0.16		\$ 5,250	\$ 5,512	\$ 5,788	\$ 6,077
Zoning Fees (Full year = \$14,974)	0.49		\$ 15,723	\$ 16,508	\$ 17,334	\$ 18,201
Planning Review Fees (Full Year = \$27,500)	0.89		\$ 28,875	\$ 30,318	\$ 31,834	\$ 33,426
Franchise Fees		\$ 116,354	\$ 122,170	\$ 128,277	\$ 134,693	\$ 141,427
Palm Cable (Full Year = \$116,354)	3.77		\$ 122,170	\$ 128,277	\$ 134,693	\$ 141,427
License/Permits		\$ 328,886	\$ 597,968	\$ 627,858	\$ 659,263	\$ 692,219
Occ. Licenses (Full Year = \$22,500)	0.73		\$ 23,625	\$ 24,806	\$ 26,046	\$ 27,348
Building Permits (Full Year = \$47,000)	17.74		\$ 574,343	\$ 603,052	\$ 633,216	\$ 664,871
Reserve Accounts Forward		\$ 326,470				
Loan		\$ 1,000,000				

Note 1: Ad valorem taxes are figured according to formula: 95% of (TTV/1000 x millage).

Palm Coast will not receive the 9th cent Gas Tax which is reserved to the county.

The Local Option gas tax will rise based on additional lane miles maintained by the City.

State shared revenue is projected as listed based on 98-99 DOR estimates.

All other revenue items are anticipated to grow based upon population growth,

and are therefore figured by multiplying the year one per cap rate times the current year population estimate.

Note 2: Per capita rates for Charges for Services and License/Permits are based on 12 months revenue to obtain a true rate.

They are also figured with no population or inflation to be conservative. Thus, the rate is different from Year One Rate.



## **IX. EXPENSE PROJECTIONS AND METHODS**

Expenses for the City of Palm Coast were computed for only the General Fund budget. As with the revenue budgets, special funds and Enterprise funds were not included. Expense projections for year one are shown in Table 9.1 and those for years two through five are shown in Table 9.2. Both are at the end of this chapter, and are printed so that the reader may fold the table out to review while reading the documentation.

### **A. Year One, FY 99-2000**

Expenses for Year One were developed using two methods: current budgeted expenses; and estimated new expenses.

Expenses for those services currently being provided to Palm Coast by Flagler County were projected based on estimates of current year expenses provided by the County during a series of meetings. These expenses have been reviewed previously, and are included in this report as Appendix B-3. In addition, services are currently being provided based on the Palm Coast Service District as listed in the Budget included as Appendix B-1.

For administrative salaries that will be new to the City of Palm Coast, information and costs were taken from the Florida League of Cities, "Cooperative Salary Survey, Group II: Cities 10,000 – 50,000 Population" published in February 1998. The relevant pages are submitted in Appendix E-1.

### **B. Years Two through Five: Five-City Per Capita Method**

Expenses for Years Two through Five were developed using the Five-City per capita method. This method was used in order to bring the cost of doing business in Palm Coast up to the cost of a full-service city by year five. This is in keeping with the basic assumption that expenses should be estimated high.



Five Florida cities were chosen. Each of the five was comparable to Palm Coast in some manner; i.e., location--near a coast; size--square miles; population; or developer-built. A detailed analysis of each city's FY 97-98 General Fund revenues and expenses and a comparative analysis of all five was performed. Information gained from the comparison of these cities was valuable in the computation of anticipated expenses. The General Fund Revenue/Expense budget analysis of the five cities and the comparison study is attached as Appendix E-2. The five cities chosen were, in alphabetical order:

- DeBary
- Deltona
- New Smyrna Beach
- North Port
- Port Orange

While it is accepted that the cities vary in size and levels of services, the average per capita rate for General Fund services is a valid benchmark to utilize to evaluate the feasibility question. Consider the following:

- One of the five cities analyzed was developer built, as was Palm Coast, and three are either on or near a coast.
- The five cities range in population from 13,200 to 59,000, for an average of 29,633. Palm Coast's population estimate for year one of operation is 30,828.
- The surface area ranges from 19.6 square miles to 76 square miles, for an average of 36 square miles. Palm Coast's proposed square mileage is 50.
- The total taxable value ranges from \$571,433,540 to \$1,710,743,303. The average is \$917,089,967. The total taxable value for Palm Coast in its first year of operation is estimated to be \$1,496,285,451



Reviewing individual city statistics produces a profile against which to measure Palm Coast, and therefore provides a reasonable guideline for comparison of both revenues and expenses.

In analyzing the budget information from the five cities, certain decisions were made. First, it was decided to study and compare only the General Fund revenue and expense budgets, since proprietary funds vary from city to city and are dedicated forms of revenue/expense. Second, every attempt was made, both through review of the budgets and through conversations with representatives of the various finance departments, to compare "apples to apples". For instance, some cities combine zoning with planning, etc.

Tables of information regarding the five cities were developed comparing the 1997-1998 revenue and expense budgets by line item, and comparing the per capita revenue and expense by line item. Averages of the line item expense/revenue and per capita were computed.

The information so gained was used to project the second through fifth year expenses for Palm Coast. For all General Fund categories, with the exception of the Law Enforcement, some combination of the per capita rate for expenses developed through the Five-City Study was used.

#### **1. General Government and Development Services.**

Port Orange's per capita rate was used for year five expenses in the areas of General Government (\$38.12) and Development Services (\$26.30). With an inflation factor of 6%, these became \$40.40 for Government Services and \$27.88 for Development Services. Years two through four were raised incrementally in order to get from the year one per capita rate to the year five per capita rate.

Instead of the per capita average of all five cities, Port Orange's per capita rate was picked for the following reasons:

- The population of 41,464 is near to what Palm Coast will be by year five.



- Port Orange is known for its excellent services in both areas.

## **2. Public Works.**

Initially Port Orange was to be used for the per capita rate in Public Works. However, that rate was \$43.09, and Port Orange has just less than half of the square miles that Palm Coast will have. After more thought, the Public Works area was raised to \$50.00 per capita. It is believed that, because Palm Coast has infrastructure roads in place, the average per capita rate of \$56.62 might be too high. However, since some of the roads need repair, a mid-point between Port Orange and the Five-City average was picked. As above, the per capita rate was raised incrementally from year one to year five to obtain the final rate.

## **3. Fire Services.**

In the area of Fire Services, the \$49.94 per capita rate of Deltona was used. Deltona has much the same configuration as Palm Coast: miles of curved roads over a large area. They have had a fully operational fire department since before their incorporation. Therefore, the per capita rate for Palm Coast Fire Services in year five was set at \$50.00. Once again, the rate was raised by increments from year one through year five to reach this figure.

## **4. Law Enforcement**

The decision of how to project Law Enforcement expenses was more difficult. The per capita rate for year one under the Sheriff's proposed contract was \$53.86. The nine months per capita rate shown in Table 9.1 is \$40.40, but the full year per capita rate was \$53.86. Therefore, in order to match year one's twelve-month expense plus inflation, year two must be at least \$55.47 per capita.

In the Five City Study, the average for law enforcement was \$116.64. However, this is not a true picture, because the per capita rate ranged from a high of \$197.98 in New Smyrna Beach with a population of only 18,500 to a low of \$53.65 in Deltona where services are being provided under contract for a



population of 59,000 for \$53.65. With this range, an arbitrary per capita rate of \$75.00 for year five was chosen.

### **C. Loan Repayment**

Even though current loan rates are extremely low, and local cities are able to borrow at a lower rate today, an arbitrary interest rate of 6% for repayment of the \$1,000,000 loan was used. This was used in order to estimate this expense on the high side, in keeping with the basic assumption of estimating expenses high and revenues low. At this rate, the annual repayment would be \$281,820.



**Table 9.1 General Fund Expense**  
**Palm Coast Service District + Flagler County and City of Palm Coast**  
**Year One**

LINE ITEM See Note 1	COLUMN 1	COLUMN 2	COLUMN 3
	PALM COAST SERV DISTRICT 10/1/99 - 12/31/99 (25% of PCSD Bud)*	(Note 1) FL. CO. SERVICE (No chg to PCSD) 10/1/99 - 12/31/99 (25% of Fl Co Bud or Per Capita)	TOTAL (Note 2) FY 99-00 BUDGET FC + PCSD 10/1/99 - 12/31/99 (Cols 1 + 2)
<b>TOTAL EXPENSES</b> See Note 3	\$ 752,912	\$ 719,143	\$ 1,472,055
<b>Administrative Services</b>	\$ 59,012	\$ 79,749	\$ 138,761
PCSD Admin @ 25% of ((\$216,966 - Tax Coll - Animal Cont) x 6%)	\$ 32,076	\$ -	
Mayor/Council	\$ -	\$ -	
County Administration @ 25% of 70% of (\$429,913 x 6%)	\$ -	\$ 79,749	
Tax Assessor/Prop App @ 25% of (\$57,194 x 6% x 10% pop)	\$ 16,672	\$ -	
Animal Control @ 25% of \$38,732 x 6%	\$ 10,264	\$ -	
<b>Public Works</b>	\$ 284,580	\$ 48,620	\$ 333,199
Road/Drainage Maint @ 25% of (1,073,886 x 6%)	\$ 284,580	\$ -	
R & B County @ 25% of (\$148,196 x 6%)	\$ -	\$ 39,272	
Ditch/Mowing @ 25% of (\$10,000 x 6%)	\$ -	\$ 2,650	
Road and Bridge Admin Fl Co @ 25% of (\$25,274 x 6%)	\$ -	\$ 6,698	
<b>Development Services</b>	\$ 41,059	\$ 151,546	\$ 192,604
P&Z @ 25% of 70% of (\$441,972 x 6%)	\$ -	\$ 81,986	
Code @ 25% of [(\$106,478) + (\$26,975) + (\$21,486)] x 6% Note 4	\$ 41,059		
Inspection & Building Dept @ 25% of 80% of (\$328,112 x 6%)	\$ -	\$ 69,560	
<b>Parks &amp; Recreation</b>	\$ -	\$ 24,061	\$ 24,061
P&R @ 25% of (\$90,795) x 6%)	\$ -	\$ 24,061	
<b>Law Enforcement</b>	\$ -	\$ 415,168	\$ 415,168
Sheriff's Contract @ 25% of \$1,660,673	\$ -	\$ 415,168	
<b>Fire</b>	\$ 250,550	\$ -	\$ 250,550
Palm Coast Fire Dept @ 25% of (\$945,473 x 6%)	\$ 250,550	\$ -	
<b>Miscellaneous</b>	\$ 117,711	\$ -	\$ 117,711
Reserve for Contingence @ 25% of (\$100,000 x 6%)	\$ 26,500	\$ -	
Pay Plan Reserve @ 25% of (\$146,578 x 6%)	\$ 38,843		
Reserve for Future Cap to Fund 703: assume no increase	\$ 52,368		

Note 1: Expenses in Column 2 (and Column 3) are shown merely to show the true cost of the first 1/4 year expenses.  
Column 2 services will be provided at no extra charge for the County ad valorem tax collected.

Note 2: Discrepancies among totals are due to rounding differences.

Note 3: All data for Year One are on a base year of 1997-1998. Where noted, data is corrected for 3% inflation/year (6% total).

Note 4: \$26,975 is expense for one more inspector; \$21,486 is expense for one secretary anticipated in 98-99 budget.



**Table 9.1 General Fund Expense**  
**Palm Coast Service District + Flagler County and City of Palm Coast**  
**Year One**

LINE ITEM	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7
	PALM COAST INCORPORATED 1/1/00 - 9/30/00 (Service Provided by City)	PALM COAST INCORPORATED 1/1/00 - 9/30/00 (Service Provided by Contract)	PALM COAST BUDGET 1/1/00 - 9/30/00 (Cols 4 + 5)	TOTAL FY 99-00 BUDGET PCSD/City (Cols 1 + 6) See Note 7
<b>TOTAL EXPENSES</b>	\$ 2,637,886	\$ 1,875,184	\$ 4,513,070	\$ 5,265,982
<b>Administrative Services See Note 5</b>	\$ 543,465	\$ -	\$ 543,465	\$ 602,477
Mayor/Council @ \$1,800 for Mayor & \$1,200 Per council person	\$ 6,600	\$ -		
City Manager @ 75% of Salary of \$83,246 x 6%	\$ 66,181	\$ -		
City Attorney @ 75% of Salary of \$60,322 x 6%	\$ 47,956	\$ -		
City Clerk @ 75% of Salary of \$48,595 x 6%	\$ 38,633	\$ -		
Auditor (Ave of Port Orange @ \$32,000 & DeBary @ \$15,000)	\$ 23,500	\$ -		
Budget Analyst @ 50% of Salary of \$31,527 x 6%	\$ 16,709	\$ -		
Personnel Officer @ 50% of Salary of \$35,548 x 6%	\$ 18,840	\$ -		
Benefits all personnel @ 35%	\$ 68,222	\$ -		
Tax Ass/Prop Apprais @ 75% of ( \$57194 x 6% x 10% pop)	\$ 50,016	\$ -		
Animal Control @ 75% of (\$38,732 x 6%)	\$ 30,792	\$ -		
Rent for City Offices for nine months See Note 6	\$ 26,016	\$ -		
Operational Expenses @ \$150,000	\$ 150,000	\$ -		
<b>Public Works</b>	\$ 853,739	\$ 175,042	\$ 1,028,782	\$ 1,313,361
Road/Drainage Maint @ 75% of (\$1,073,886 x 6%)	\$ 853,739	\$ -		
R & B County Contract @ 75% of 12.5% of (\$148,196 x 6%)	\$ -	\$ 14,727		
Ditch/Mowing @ 75% of (\$10,000 x 6%)	\$ -	\$ 7,950		
Prof Eng & tech review @ 75% of 52.8% of (362,982 x 6%)	\$ 0	\$ 152,365		
<b>Development Services</b>	\$ 135,898	\$ 454,637	\$ 590,534	\$ 631,593
P&Z Services with Co @ 75% of 70% of (\$441,972 x 6%)	\$ -	\$ 245,957		
Code @ 75% of [(\$106,478 + \$26,975 + \$21,486) x 6%]	\$ 123,177	\$ -		
Inspection & Building Dept @ 75% of 80% of (\$328,112 x 6%)	\$ -	\$ 208,680		
Benefits for Code Sec and Insp @ 35% for 75% of year	\$ 12,721	\$ -		
<b>Parks &amp; Recreation</b>	\$ -	\$ -	\$ -	\$ -
County Property	\$ -	\$ -	\$ -	\$ -
<b>Law Enforcement</b>	\$ -	\$ 1,245,505	\$ 1,245,505	\$ 1,245,505
Sheriff's Contract @ 75% of \$1,660,673	\$ -	\$ 1,245,505		
<b>Fire and EMS</b>	\$ 751,651	\$ -	\$ 751,651	\$ 1,002,201
Palm Coast Fire Dept @ 75% of (\$945,473 x 6%)	\$ 751,651	\$ -		
<b>Miscellaneous</b>	\$ 353,133	\$ -	\$ 353,133	\$ 470,844
Reserve for Contingence @ 75% of (\$100,000 x 6%)	\$ 79,500	\$ -		
Pay Plan Reserve @ 75% of (\$146,578 x 6%)	\$ 116,530	\$ -		
Reserve for Future Cap to Fund 703: assume no increase	\$ 157,103	\$ -		

Note 5: All professional salaries are the average taken from the 1998 Comparison Study published by the Florida League of Cities.

Note 6: Rent was estimated based on local realtor information for 1800 sq ft @ \$18.00 per sq ft with 7% tax.

Note 7: In order to represent only those expenses Palm Coast will have to pay for, the total expense shown in Column 7 is the total of Columns 1 and 6—NOT Columns 3 and 6.



**Table 9.2 Palm Coast General Fund Expense Estimates  
Years Two through Five**

LINE ITEM	Year One 1999-2000	Year Two 2000-2001	Year Three 2001-2002	Year Four 2002-2003	Year Five 2003-2004
Population	30828	32369	33987	35687	37471
<b>TOTAL EXPENSES See Note 1</b>	<b>\$ 5,265,981</b>	<b>\$ 6,933,650</b>	<b>\$ 7,996,869</b>	<b>\$ 8,918,074</b>	<b>\$ 9,997,301</b>
<b>General Government</b>	<b>\$ 602,477</b>	<b>\$ 809,225</b>	<b>\$ 1,019,610</b>	<b>\$ 1,249,045</b>	<b>\$ 1,513,828</b>
Per Cap Rate	\$ 19.54	\$ 25.00	\$ 30.00	\$ 35.00	\$ 40.40
General Government					
Mayor and Council					
City Manager/Administration					
City Attorney/Legal Sservices					
City Clerk					
Finance & Auditor					
Personnel/Human Resources					
Data Processing					
Rent for City Offices					
<b>Public Works</b>	<b>\$ 1,313,361</b>	<b>\$ 1,424,236</b>	<b>\$ 1,563,402</b>	<b>\$ 1,712,976</b>	<b>\$ 1,873,550</b>
Per Cap Rate	\$ 42.60	\$ 44.00	\$ 46.00	\$ 48.00	\$ 50.00
See Note 2 Per Cap Rate	\$ 43.68				
Administration					
Engineering					
Traffic Engineering/Control					
Streets/ROW Maintenance/Other Public Works					
<b>Development Services</b>	<b>\$ 631,593</b>	<b>\$ 857,779</b>	<b>\$ 917,649</b>	<b>\$ 963,549</b>	<b>\$ 1,044,691</b>
Per Cap Rate	\$ 20.49	\$ 26.50	\$ 27.00	\$ 27.00	\$ 27.88
See Note 2 Per Cap Rate	\$ 25.40				
Planning & Zoning					
Comprehensive Plan @ Contract with VCOG					
Code					
Inspection & Building Dept					
<b>Parks &amp; Recreation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
All County Parks & Rec Under FI Co Ad Valorem					
<b>Law Enforcement</b>	<b>\$ 1,245,505</b>	<b>\$ 1,780,295</b>	<b>\$ 2,209,155</b>	<b>\$ 2,498,090</b>	<b>\$ 2,810,325</b>
Per Cap Rate	\$ 40.40	\$ 55.00	\$ 65.00	\$ 70.00	\$ 75.00
See Note 2 Per Cap Rate	\$ 53.87				
<b>Fire</b>	<b>\$ 1,002,201</b>	<b>\$ 1,262,391</b>	<b>\$ 1,461,441</b>	<b>\$ 1,641,602</b>	<b>\$ 1,873,550</b>
Per Cap Rate	\$ 32.51	\$ 39.00	\$ 43.00	\$ 46.00	\$ 50.00
<b>Miscellaneous</b>	<b>\$ 470,844</b>	<b>\$ 517,904</b>	<b>\$ 543,792</b>	<b>\$ 570,992</b>	<b>\$ 599,536</b>
Per Cap Rate	15.27	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00
Reserve for Contingence					
Pay Plan Reserve					
<b>Debt Service</b>		<b>\$281,820</b>	<b>\$281,820</b>	<b>\$281,820</b>	<b>\$281,820</b>
\$1,000,000 @ under 8% interest rate		\$281,820	\$281,820	\$281,820	\$281,820

Note 1: FY 1999-2000 Expense Total includes first 3 months under PCSD and last 9 months as a city.

Note 2: This per cap rate includes the cost of county services during the first quarter of year one,  
as such, it is closer to the true cost of full services for year one and is added for information only.



## **X. IMPACT ANALYSIS**

There is the potential for a major impact on Flagler County, and a small impact on the current municipalities within the County.

### **A. Impact on Flagler County**

#### **1. Revenue Share and Local Option Gas Tax**

The impact on the County as a result of reduced revenue share will amount to about **\$1,426,000**. The reduction will be in the following areas:

- Reduction in the Half-Cent Sales Tax will be about \$684,000.
- Reduction in the County's Revenue Share as a result of the increased Municipal Share will be about \$442,000.
- In addition, the County will lose about \$300,000 in Local Option Gas Tax.

#### **2. Ad Valorem Taxes**

The County will lose no ad valorem taxes as a result of the incorporation of Palm Coast.

#### **3. Other Lost Revenue**

The County will also lose revenue from charges for services and license and permits. This will amount to about \$356,500.

#### **4. Mitigating Circumstances**

There are some mitigating circumstances, which will reduce this dollar impact.

- The County will gain \$99,000 by the return of the 9<sup>th</sup> cent. In addition, the \$300,000 lost in Local Option Gas Tax will be mitigated by the fact that the County will no longer be responsible for maintaining \$300,000 worth of roads. These circumstances represent a total mitigation to the County in real dollars of approximately \$400,000. Thus, the total dollar impact



on the county as a result of lost revenue share will be  
**\$1,026,000.**

- The county will no longer be responsible for many services, which they currently provide to over 66% of the population.
- The County will receive back from Palm Coast approximately **\$1,875,000** in contract service revenue.

Thus, it appears that the County will have **a net gain in year one of about \$406,500.**

In years two through five the County will have adequate time to prepare for the loss of contract revenue as Palm Coast gradually transfers over to a full-service city. The loss of revenue will be offset by the reduction in services provided. Thus, Flagler County should ultimately have no net gain or loss.

## **B. Impact on Current Municipalities**

### **1. Dollar Impact**

The dollar impact on current cities as a result of Palm Coast receiving a portion of the revenue share allotted to the County will be about \$5,800 for Beverly Beach, \$37,000 for Bunnell, and \$77,000 for Flagler Beach. The impact on their respective budgets will be negative, but the result can not be estimated. What is known is the following example: Bunnell's expense budget for 1998-1999 was \$1,220,913. Had they received \$37,000 less during the FY 98-99, their budget would have been reduced by a mere 3%.

### **2. Other Impacts**

As was discussed in Section III, Bunnell and Flagler Beach have concerns regarding their ability to grow if Palm Coast is incorporated. It appears that both cities will have room to grow: Flagler Beach to the west and Bunnell to the west and south.



## XI. CONCLUSIONS AND RECOMMENDATION

Based on the information contained within this Feasibility Report, reviewed at five stages of the preparation by the citizens of Palm Coast, the conclusion is that incorporation of Palm Coast is feasible. In fact, it has been said that the City of Palm Coast will be a:

"... showcase community, with beautiful parks and no rush-hour traffic jams. ... Palm Coast will doubtless never be an other Cleveland. And most of the people who live there will doubtless be very glad." (*Florida Magazine* (October 2, 1998, p. 15)

the following paragraphs support the conclusion, and in addition, a time-line is provided.

### A. Legal

Palm Coast meets all of the requirements for incorporation prescribed in the statutes of the State of Florida, except two: the two-mile separation and the density requirement. However, both issues are inconsequential due to unique circumstances: 1) Palm Coast has operated within the current boundaries, which have been within the two-mile separation for over 25 years; 2) Palm Coast has made every effort to be cognizant of the needs of the other municipalities by changing the boundaries where possible; and 3) Palm Coast was developed under a PUD agreement which has provided infra-structure for an anticipated build out at over 225,000 citizens, well over the requirement.

In addition, the Legislature has waived such requirements before, specifically in the case of DeBary and Deltona, both neighbors of Palm Coast. If the Legislature agrees to a waiver in the present Charter, incorporation is feasible from a legal point of view.



**B. Financial**

In the first fiscal year the City will require a short-term loan or credit line in order to accomplish the business of government. The projected revenues and expenses anticipate a rise in the level of services to that of a full city by year five. Therefore, in years two through five, the City can only operate under a balanced budget by moderately raising taxes to a level commensurate with other local cities. In addition, in order to arrive at these figures, revenues were projected very conservatively, and expenses very liberally. (Table 11.1 is a composite of the revenues and expenses for all five years.) Therefore, there is a high degree of confidence in the ability of the City to operate effectively in all but an unpredictable catastrophic situation. However, these figures do not represent actual revenues and expenditures. If incorporation takes place, it will be the responsibility of the elected Council to develop annual budgets based on conditions at the time.



**Table 11.1 Revenues and Expenses for Years One through Five**

	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Population</i>	30,828	32,369	33,987	35,687	37,471
<i>Fiscal Year</i>	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004
<b>REVENUES</b>					
<i>Total Taxable Value</i>	1,496,285,451	1,544,914,728	1,595,124,456	1,646,966,001	1,700,492,39
<i>Millage</i>	1.3490	3.5000	3.5000	3.5000	3.7000
Ad Valorem Tax	1,917,565	5,136,841	5,303,789	5,476,162	5,977,231
State Revenue Share	1,278,669	1,305,611	1,334,290	1,363,737	1,393,976
Gas Tax	606,657	813,214	813,214	813,214	813,214
Charges for Services	27,642	49,847	52,339	54,957	57,704
Franchise Fees	116,354	122,170	128,277	134,693	141,427
Licenses/Permits	328,886	597,968	627,858	659,263	692,219
Reserve Accounts	326,470	-	-	-	-
Loan	1,000,000	-	-	-	-
Cash Balance Forward	362,105	698,367	1,790,368	2,053,265	1,637,217
<b>Total Revenues</b>	<b>5,964,348</b>	<b>8,724,018</b>	<b>10,050,135</b>	<b>10,555,291</b>	<b>10,712,988</b>
<b>EXPENSES</b>					
General Government	602,477	809,225	1,019,610	1,249,045	1,513,828
Public Works	1,313,361	1,424,236	1,563,402	1,712,976	1,873,550
Development Services	631,593	857,779	917,649	963,549	1,044,691
Law Enforcement	1,245,505	1,780,295	2,209,155	2,498,090	2,810,325
Fire	1,002,201	1,262,391	1,461,441	1,641,602	1,873,550
Miscellaneous	470,844	517,904	543,792	570,992	599,536
Debt Service	-	281,820	281,820	281,820	281,820
<b>Total Expenses</b>	<b>5,265,981</b>	<b>6,933,650</b>	<b>7,996,869</b>	<b>8,918,074</b>	<b>9,997,300</b>
<b>SURPLUS</b>	<b>698,367</b>	<b>1,790,368</b>	<b>2,053,266</b>	<b>1,637,217</b>	<b>715,688</b>



### C. Citizen Impact

The dollar impact on the citizens of Palm Coast will be higher than continuing to operate as a Service District. However, it is anticipated that for the citizens, the opportunity to have home rule with local representation and responsibility over their own future will be worth the added dollar amount. The following table, Table 11.2 Residential Tax Impact on Palm Coast, outlines possible dollar impacts on various homes.

**Table 11.2 Residential Tax Impact on Palm Coast Homes**

<b>Year and Millage Tax Rate</b>	<b>Actual Taxes for Property Value of \$60,000 Minus Homestead = \$35,000</b>	<b>Actual Taxes for Property Value of \$80,000 Minus Homestead = \$55,000</b>	<b>Actual Taxes for Property Value of \$100,000 Minus Homestead = \$75,000</b>
Current PCSD 1.3490	\$47.21	\$74.19	\$101.17
Year One 1.3490	\$47.21	\$74.19	\$101.17
Year Two 3.5000	\$122.50	\$192.50	\$262.50
Year Three 3.5000	\$122.50	\$192.50	\$262.50
Year Four 3.5000	\$122.50	\$192.50	\$262.50
Year Five 3.7000	\$129.50	\$203.50	\$277.50



**D. Charter**

A Charter for Palm Coast has been prepared and is submitted along with this Feasibility Study. Included in the Charter is information regarding the formation and governance of the City. The manner of elections is outlined, the duties and requirements of all public officials, both elected and appointed, is detailed. The City and district boundaries are detailed. (For a breakdown of the population by district, refer to Appendix F-1.) Finally, provision is made for the ability of the new City to borrow, set transition ordinances and receive early eligibility for State Revenue Share.

**E. Time Line**

A time line for the incorporation of Palm Coast is included as Table 11.3.

**Table 11.3 Time Line for Incorporation of Palm Coast**

DATE	ACTIVITY
September 14, 1999	Referendum on Incorporation
September 21 to October 1, 1999	Qualifying for City Elections
November 9, 1999	Primary Election if Needed
December 14, 1999	General Election
December 16, 1999	First Council Meeting
December 31, 1999	PCSD Dissolved
December 31, 1999	City of Palm Coast Incorporated
December 31, 1999	Palm Coast Eligible for State Revenue Share Programs
September 30, 2000	First Full City Budget Adopted



# APPENDIX A



(CO-97-1) Estimates of the Population of Counties (alphabetical list) for  
July 1, 1997, and Population Change: April 1, 1990 to July 1, 1997

Source: Population Estimates Program, Population Division, U.S. Bureau of the Cen  
Contact: Statistical Information Staff, Population Division, U.S. Bureau of the C  
Internet Release date: March 17, 1998

FIPS State/County Code and Area Name	Revised 4/1/90 Census	7/1/97 Estimate	N Po
12 Florida.....	12,938,071	14,653,945	1
12001 Alachua County, FL.....	181,596	198,326	
12003 Baker County, FL.....	18,486	20,761	
12005 Bay County, FL.....	126,994	146,223	
12007 Bradford County, FL.....	22,515	24,646	
12009 Brevard County, FL.....	398,978	460,977	
12011 Broward County, FL.....	1,255,531	1,470,758	
12013 Calhoun County, FL.....	11,011	12,337	
12015 Charlotte County, FL.....	110,975	133,681	
12017 Citrus County, FL.....	93,513	112,454	
12019 Clay County, FL.....	105,986	135,179	
12021 Collier County, FL.....	152,099	195,731	
12023 Columbia County, FL.....	42,613	52,856	
12025 Dade County, FL.....	1,937,194	2,044,600	
12027 DeSoto County, FL.....	23,865	26,259	
12029 Dixie County, FL.....	10,585	12,563	
12031 Duval County, FL.....	672,971	732,622	
12033 Escambia County, FL.....	262,798	282,604	
12035 Flagler County, FL.....	28,701	46,128	
12037 Franklin County, FL.....	8,967	10,133	
12039 Gadsden County, FL.....	41,116	45,441	
12041 Gilchrist County, FL.....	9,667	13,367	
12043 Glades County, FL.....	7,591	9,698	
12045 Gulf County, FL.....	11,504	13,926	
12047 Hamilton County, FL.....	10,930	12,521	
12049 Hardee County, FL.....	19,499	22,113	
12051 Hendry County, FL.....	25,773	31,634	
12053 Hernando County, FL.....	101,115	125,537	
12055 Highlands County, FL.....	68,432	76,854	
12057 Hillsborough County, FL.....	834,054	909,444	
12059 Holmes County, FL.....	15,778	18,382	
12061 Indian River County, FL.....	90,208	99,215	
12063 Jackson County, FL.....	41,375	45,706	
12065 Jefferson County, FL.....	11,296	13,232	
12067 Lafayette County, FL.....	5,578	6,289	
12069 Lake County, FL.....	152,104	196,214	
12071 Lee County, FL.....	335,113	387,091	
12073 Leon County, FL.....	192,493	215,170	
12075 Levy County, FL.....	25,912	32,254	
12077 Liberty County, FL.....	5,569	6,703	
12079 Madison County, FL.....	16,569	17,558	
12081 Manatee County, FL.....	211,707	237,139	
12083 Marion County, FL.....	194,835	237,308	
12085 Martin County, FL.....	100,900	116,087	
12087 Monroe County, FL.....	78,024	81,919	
12089 Nassau County, FL.....	43,941	54,096	
12091 Okaloosa County, FL.....	143,777	167,580	
12093 Okeechobee County, FL.....	29,627	33,102	
12095 Orange County, FL.....	677,491	783,974	
12097 Osceola County, FL.....	107,728	142,128	
12099 Palm Beach County, FL.....	863,503	1,018,524	
12101 Pasco County, FL.....	281,131	320,253	



## REVISED POPULATION ESTIMATES, U OF F BEBR

FLAGLER

## PRELIMINARY POPULATION ESTIMATE (PERMANENT RESIDENTS) APRIL 1, 1998

CENSUS 4/1/90	TOTAL POPULATION CHANGE	PRELIMINARY ESTIMATE 4/1/98	INMATES 4/1/98	PRELIMINARY EST. LESS INMATES 4/1/98
28,701	14,740	43,441	0	43,441

THE POPULATION ESTIMATE PROPOSED FOR STATE REVENUE SHARING, 1999-2000 FISCAL YEAR IS 43,441.

YOUR PRELIMINARY POPULATION ESTIMATE FOR APRIL 1, 1998 IS \* 43,441 \*

(SEE ENCLOSED SHEET FOR AN EXPLANATION OF TERMS.)

PLEASE MARK THE APPROPRIATE RESPONSE AND RETURN ONE COPY OF THIS FORM BEFORE SEPTEMBER 16, 1998. RETAIN THE OTHER COPY FOR YOUR FILE.

☒ I HAVE REVIEWED THIS PRELIMINARY POPULATION ESTIMATE AND CONSIDER IT TO BE REASONABLY CORRECT.

☐ I HAVE REVIEWED THIS PRELIMINARY POPULATION ESTIMATE AND DO NOT CONSIDER IT TO BE REASONABLY ACCURATE. I BELIEVE A MORE ACCURATE ESTIMATE WOULD BE \_\_\_\_\_. I REQUEST THAT YOU RECONSIDER YOUR PRELIMINARY ESTIMATE.

☐ I HAVE REVIEWED THIS PRELIMINARY POPULATION ESTIMATE AND DO NOT CONSIDER IT TO BE REASONABLY ACCURATE. I AM ENCLOSING DOCUMENTATION WHICH I BELIEVE SUPPORTS AN APRIL 1, 1998 ESTIMATE OF \_\_\_\_\_. I REQUEST THAT YOU REVIEW THIS DOCUMENTATION AND RECONSIDER YOUR PRELIMINARY ESTIMATE.

8-27-98  
DATE

Planning Director  
TITLE

  
SIGNATURE

IF FUTURE CORRESPONDENCE SHOULD BE SENT TO AN ADDRESS OR PERSON DIFFERENT THAN THAT CURRENTLY LISTED, PLEASE ENTER THE NEW INFORMATION BELOW.

PLEASE PRINT

IF YOU HAVE ANY QUESTIONS OR COMMENTS ABOUT THIS ESTIMATE YOU MUST REQUEST A REVIEW BEFORE SEPTEMBER 16, 1998.

BUREAU OF ECONOMIC AND BUSINESS RESEARCH  
UNIVERSITY OF FLORIDA  
221 MATHERLY HALL  
P.O. BOX 117145  
GAINESVILLE, FL. 32611-7145

①



**Appendix A-2**  
**FLAGLER COUNTY GROWTH RATES BASED ON 1990 REVISED CENSUS**

	1990 Census	1998 Adjusted BEBR Pop.	5% growth
1990	28,701		30,136
1991			31,643
1992			33,225
1993			34,886
1994			36,631
1995			38,462
1996			40,385
1997			42,404
1998		43,441	43,441
1999			45,613
2000			47,894
2001			50,288
2002			52,803
2003			55,443
2004			58,215
2005			61,126

NOTE: BEBR adjusted population estimate for Flagler County as of 4/1/98. This has been appended.



### Appendix A-3

#### PALM COAST GROWTH RATES BASED ON 1995 DATA

	Population Base	5% Annual Growth Rate
*1995	25,082	
1996		26,336
1997		27,653
**1998		29,360
1999		30,828
2000		32,369
2001		33,987
2002		35,687
2003		37,471
2004		39,345
2005		41,312

- \* 1995 Estimated by Flagler County Planning Department based on Actual Building Permits
- \*\* 310 population for Grand Haven added in.



**Appendix A-4**  
**DENSITY OF PALM COAST**

<b>Year</b>	<b>Population</b>	<b>Acreage</b>	<b>Density</b>
1995	25,082	39,575	0.63
1996	26,336	39,575	0.67
1997	27,653	39,575	0.70
*1998	29,360	39,575	0.74
1999	30,828	32,315	0.95
2000	32,369	32,315	1.00
2001	33,988	32,315	1.05
2002	35,687	32,315	1.10
2003	37,472	32,315	1.16
2004	39,345	32,315	1.22
2005	41,312	32,315	1.28

\* Population of 310 added in for Grand Haven.

NOTE: 640 acres = 1 square mile  
32,315 acres = 50 square miles



Appendix A-5  
PALM COAST POPULATION PROJECTIONS BY SECTIONS AND AREA

Palm Coast Population Projections

2000 - 2015

Population Projections - Palm Coast 2000 - 2015																
Section	1992		1995		Estimated Population 1-1-95		Actual Number	Average Annual Growth	Year 2000		Year 2005		Year 2010		Year 2015	
	Developed Units	Estimated Population	Developed Units	Estimated Population	Total Units	Projected Population			Total Units	Projected Population	Total Units	Projected Population	Total Units	Projected Population	Total Units	Projected Population
Hammock Dunes	130	312	274	658	346	173	346	173	635	1,523	995	2,388	1,355	3,253	1,716	4,118
Sub-Total	130	312	274	658	346	173	346	173	635	1,523	995	2,388	1,355	3,253	1,716	4,118
1	674	1,618	682	1,637	19	10	19	10	703	1,687	724	1,737	745	1,787	765	1,837
2	233	559	235	564	5	3	5	3	241	579	248	594	254	609	260	624
3	362	869	375	900	31	15	31	15	406	975	438	1,050	469	1,125	500	1,200
4	298	715	319	766	51	25	51	25	371	891	423	1,016	475	1,141	528	1,266
5																
6	178	427	183	439	12	6	12	6	195	469	208	489	220	529	233	559
7	509	1,222	558	1,339	117	58	117	58	679	1,829	800	1,919	920	2,209	1,041	2,499
8	779	1,870	779	1,870	0	1	0	1	780	1,872	781	1,874	782	1,876	783	1,878
9	161	386	200	480	94	47	94	47	298	715	422	1,013	520	1,248	618	1,483
10	110	264	155	372	108	54	108	54	270	642	380	912	493	1,182	605	1,452
11	427	1,025	453	1,087	82	31	82	31	517	1,242	582	1,397	647	1,552	711	1,707
12	273	655	339	814	159	79	159	79	504	1,209	669	1,604	833	1,999	998	2,394
13	405	972	444	1,066	94	47	94	47	542	1,301	640	1,536	738	1,771	836	2,006
14	277	685	311	746	81	40	81	40	394	946	478	1,146	561	1,346	640	1,536
15	187	449	205	492	43	21	43	21	249	597	285	684	329	789	372	894
16	215	516	251	602	86	43	86	43	340	817	430	1,032	520	1,247	609	1,462
17	132	317	147	353	36	18	36	18	185	443	222	533	259	623	297	713
18	196	470	240	578	106	53	106	53	350	841	460	1,106	571	1,371	682	1,636
19	91	218	156	374	156	78	156	78	318	764	481	1,154	643	1,544	806	1,934
20	355	852	367	881	29	15	29	15	398	956	430	1,031	461	1,106	492	1,181
21	288	643	310	744	101	50	101	50	414	994	518	1,244	623	1,494	727	1,744
22	539	1,284	602	1,445	151	75	151	75	758	1,820	915	2,195	1,071	2,570	1,227	2,945
23	102	245	157	377	132	66	132	66	282	677	420	1,007	557	1,337	695	1,667
24	100	240	129	310	70	35	70	35	202	485	275	660	348	835	421	1,010
25	354	850	388	931	81	40	81	40	471	1,131	555	1,331	638	1,531	721	1,731

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Appendix A-5  
PALM COAST POPULATION PROJECTIONS BY SECTIONS AND AREA

Section	Population Projections - Palm Coast 2000 - 2015														
	1992		1995		Estimated Population 1-1-95	Actual Number	Average Annual Growth	Year 2000		Year 2005		Year 2010		Year 2015	
	Developed Units	Estimated Population	Developed Units	Estimated Population				Total Units	Projected Population	Total Units	Projected Population	Total Units	Projected Population	Total Units	Projected Population
26	95	228	106	254	26	13	133	319	160	384	187	449	214	514	
27	234	562	332	797	235	117	576	1,382	820	1,967	1,063	2,552	1,307	3,137	
28	133	319	142	341	22	11	165	396	188	451	211	506	234	561	
29	43	103	59	142	39	20	101	242	143	342	184	442	226	542	
30	46	110	56	134	24	12	81	194	106	254	131	314	156	374	
31	27	65	36	86	21	10	57	136	78	186	98	236	119	286	
32	35	84	66	158	74	37	143	343	220	528	297	713	374	898	
33	9	22	21	50	28	14	50	120	79	190	108	260	138	330	
34	113	271	153	367	96	48	253	607	353	847	453	1,087	553	1,327	
35	136	328	209	502	176	88	287	688	360	864	433	1,040	507	1,216	
37	70	168	84	202	34	17	120	287	155	372	190	457	226	542	
39	10	24	13	31	7	4	20	48	27	65	34	82	41	99	
✓57	41	98	52	125	27	14	81	195	110	265	140	335	169	405	
✓58	17	41	21	50	9	5	31	75	42	100	52	125	63	150	
✓59	22	53	29	70	17	9	48	115	67	160	85	205	104	250	
✓60	5	12	12	29	17	9	31	74	50	119	68	164	87	209	
✓63	35	84	71	170	86	43	160	385	250	600	340	815	429	1,030	
✓64	4	10	9	22	12	6	22	52	34	82	47	112	59	142	
✓65	24	58	37	89	31	16	70	169	104	249	137	329	170	409	
81	822	1,973	824	1,978	5	2	828	1,988	833	1,998	837	2,000	840	2,018	
Sea Colony	316	758	327	785	27	13	350	840	350	840	350	840	350	840	
Matanzas Shores	134	322	181	434	112	56	298	714	414	994	531	1,274	648	1,554	
Marina Cove	49	118	54	130	12	6	67	160	79	190	92	220	104	250	
Oaks / Waterway Trace	14	34	27	65	31	15	58	140	89	215	120	290	120	290	
Hamptons / Arlington			37	89	89	44	129	309	152	365	152	365	152	365	
Savannah Square			16	38	38	19	55	133	90	216	90	216	90	216	
Total W/O Hammock Dunes & Matanzas Shores	9,209	22,104	10,451	25,082	2,978	1,489	13,433	32,239	16,368	39,283	19,226	46,143	22,049	52,918	
Grand Total	9,789	23,496	11,233	26,959	3,463	1,732	14,715	35,316	18,127	43,505	21,463	51,510	24,763	59,430	

Sources: 1995 Estimated Population, Actual Building Permits  
 Flagler County Planning Department 1995  
 Year 2000 - 2015 Population Projections - Palm Coast  
 Flagler County Planning Department, 1995

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## **APPENDIX B**



## ANNUAL BUDGET

FUND:	Palm Coast Service District	DEPARTMENT:	Administration
DIVISION:		SECTION:	701-400-519

### BUDGET NARRATIVE

The budget consists of three items that are administered for the Service District overall. A part-time secretary's time is allocated to Administration.

The fees payable to the Property Appraiser and the Tax Collector are estimated at \$57,194 for FY 1997/98. Other operating expenses include the Animal Control Contract in the amount of \$38,731.

The Reserve Accounts include the following:

Reserve for Contingency	\$100,000
Salary Adjustment Reserve	146,578
Reserve for Future Capital Outlay	<u>1,000</u>
Total:	\$247,578

The balance for Reserve for Future Capital in the amount of \$78,892 has been transferred to a Special Capital Fund (703).



# DIVISION SUMMARY

## DEPARTMENT

### PALM COAST SERVICE DISTRICT

DIVISION	FUND SOURCE
Administration	701-400-519

ACCT. DESCRIPTION	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
Personal Services	\$6,016	\$10,687	\$10,919	\$13,609	} 216,966	
Operating Expenses	\$149,028	\$192,487	\$184,351	\$203,357		
Capital Outlay	\$0	\$2,340	\$2,238	\$0		
Debt Service						
Grants and Aids						
Non-Operating	\$0	\$272,831	\$89,037	\$247,578	↑	
<b>TOTAL</b>	<b>\$155,044</b>	<b>\$478,345</b>	<b>\$286,545</b>	<b>\$464,544</b>		

PROGRAM	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
<b>TOTAL</b>	<b>\$155,044</b>	<b>\$478,345</b>	<b>\$286,545</b>	<b>\$464,544</b>		

PROGRAM STAFFING ALLOCATION	NUMBER OF POSITIONS				
	1995-96	1996-97	1997-98		
	ACTUAL	BUDGET	ADOPTED		
Secretary III	0.50	0.50	0.50		
<b>TOTAL</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>		

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## ANNUAL BUDGET

FUND:	PCSD	DEPARTMENT:	PCSD ADMINISTRATION
DIVISION:	PCSD Code Enforcement	SECTION:	701

### BUDGET NARRATIVE

The Palm Coast Service District (PCSD) Code Enforcement Division provides technical, professional and administrative support necessary to enforce County codes, ordinances and land development regulations in the Palm Coast Service District. In 1992, the Palm Coast Service District hired its first Code Officer for the Service District.

The current service level funding for Palm Coast Service District (PCSD) - Code Enforcement will provide continued technical, professional and administrative support to the Palm Coast Service District.

An additional Code Enforcement Inspector has been added and the Code Enforcement Officer has been reclassified to a Code Enforcement Supervisor/Inspector (75%).

A compact truck has been approved at 75% Palm Coast Service District and 25% General Fund (total cost - \$12,000). Additionally, a personal computer for the Supervisor/Inspector is included at 75% Palm Coast Service District and 25% General Fund (total cost - \$1,800).



## ANNUAL BUDGET

<b>FUND:</b>	Palm Coast Service District	<b>DEPARTMENT:</b>	PCSD Administration
<b>DIVISION:</b>	PCSD Code Enforcement	<b>SECTION:</b>	

### MISSION STATEMENT

The Palm Coast Service District (PCSD) Code Enforcement Division provides technical, professional and administrative support to the Palm Coast Service District, Palm Coast Ordinance Committee, Flagler County Code Enforcement Board and general public as necessary to enforce County codes and ordinances and land development regulations. The Code Enforcement Program also assists in the review of ordinance changes and helps implement effective Code Enforcement procedures.

### GOALS AND OBJECTIVES

1. To investigate and resolve 80 Code Enforcement cases each month;
2. To prepare violation notices and appropriate Code Enforcement Board cases;
3. To provide and initiate 30 inspection services each month in order to ensure Code compliance;
4. To assist the County Planning and Legal Departments in the implementation of an effective Code Citation system;
5. To respond to 60 public inquiries regarding Code requirements each month.

WORKLOAD	PROJECTED 1998
1. Investigate and resolve Code Enforcement cases each month;	80
2. Prepare violation notices and Code Enforcement cases;	As Deemed Appropriate
3. Initiate inspection services each month;	30
4. Assist in the implementation of the Civil Citation system.	As Necessary
5. Respond to public inquiries regarding Code Enforcement requirements each month.	60



# DIVISION SUMMARY

DEPARTMENT	
PCSD ADMINISTRATION & COMMUNITY SERVICES	
DIVISION	FUND SOURCE
PCSD Code Enforcement	701-401-515

ACCT. DESCRIPTION	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
Personal Services	\$42,240	\$60,628	\$64,285	\$89,839		
Operating Expenses	\$4,305	\$5,598	\$4,444	\$6,289		
Capital Outlay	\$6,528	\$0	\$0	\$10,350		
Debt Service						
Grants and Aids						
Non-Operating						
<b>TOTAL</b>	<b>\$53,073</b>	<b>\$66,226</b>	<b>\$68,729</b>	<b>\$106,478</b>		

PROGRAM	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
Palm Coast Code Enforcement						
<b>TOTAL</b>	<b>\$53,073</b>	<b>\$66,226</b>	<b>\$68,729</b>	<b>\$106,478</b>		

PROGRAM STAFFING ALLOCATION	NUMBER OF POSITIONS				
	1995-96	1996-97	1997-98		
	ACTUAL	BUDGET	ADOPTED		
Code Enforcement Officer	1.00	1.00	0.00		
Code Enforcement Inspector	0.50	0.50	1.50		
Secretary III	0.00	0.50	0.50		
Code Enforcement Supervisor/Inspector	0.00	0.75	0.75		
<b>TOTAL</b>	<b>1.50</b>	<b>2.75</b>	<b>2.75</b>		

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## ANNUAL BUDGET

FUND:	Palm Coast Service District	DEPARTMENT:	Public Safety
DIVISION:	Fire/Rescue Services	SECTION:	701-380-522

### BUDGET NARRATIVE

The adopted budget for the Palm Coast Service District Fire/Rescue Services represents an increase of \$44,455 (4.8%).

The secretarial position has been approved at 100% whereas it was 80% funded. The staffing for FY 1997/98 is 17, which includes a Station Officer, 3 Firefighter/Emergency Medical Technicians, Shift Commanders, 1 Firefighter/Paramedic, 11 Firefighter/Emergency Medical Technicians and one Secretary.

Operating Expenses have increase \$12,080, with the majority of the cost in small tools.

Capital Expenses include hoses, storage facilities and carpet, for a total of \$12,954.



## ANNUAL BUDGET

<b>FUND:</b>	Palm Coast Service District	<b>DEPARTMENT:</b>	Public Safety
<b>DIVISION:</b>	Fire/Rescue	<b>SECTION:</b>	701-380-522

### MISSION STATEMENT

The purpose of the Palm Coast Fire/Rescue Department is to protect the lives, property and environment of the citizens and visitors of Flagler County by providing the highest possible level of service through fire prevention, public education, fire suppression, emergency medical services, and the mitigation of the effects of natural and man-made disasters consistent with the resources and funding available.

### GOALS AND OBJECTIVES

1. Incorporate into a five year plan how to achieve an acceptable level of service that can be maintained during growth. 2. Continue to standardize by replacing outdated and broken equipment. 3. Establish a minimum manning guideline to keep engine companies at a level of at least three personnel that would give same level of service as the community grows. 4. Decrease response time to an average of less than 5 minutes for first due engines within the service district. 5. Continue to set minimum standards for training of all firefighters by achieving certifications as Driver Pump Operators and Fire Officer I as recognized by the State of Florida. 6. Set a standardized organization structure that would incorporate officers for supervision of each fire station. 7. Build more community involvement by starting community emergency response teams for post disaster response. 8. Continue to build volunteer involvement to supplement the career personnel for the most efficient operation of emergency service.

### WORKLOAD

The Palm Coast Fire Rescue Department responded to 1,433 calls for emergency assistance. This is an average of 120 responses a month. We conducted station tours for private schools and day care centers of Palm Coast. Fire prevention instruction was given to every elementary class in the Flagler County School System. Continuous mandated training of EMT's, Hazardous Materials, Blood Borne Pathogens, confined space and high angle rescue and fire suppression techniques is being done. Members have also been trained as part of a county search and rescue team.

### PROJECTED 1998

Call load was down by approximately 200 runs due to fewer responses to non-trauma calls. Trauma calls and major accidents increased. Maintenance of station and fire equipment increased by 50% with the opening of Station 2 East on a full-time basis.



# DIVISION SUMMARY

DEPARTMENT	
PUBLIC SAFETY	
DIVISION	FUND SOURCE
Palm Coast Fire/Rescue	701-380-522

ACCT. DESCRIPTION	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
Personal Services	\$523,705	\$638,344	\$638,344	\$688,595		
Operating Expenses	\$214,998	\$231,844	\$228,132	\$243,924		
Capital Outlay	\$28,554	\$30,830	\$30,830	\$12,954		
Debt Service	\$11,477					
Grants and Aids						
Non-Operating	\$34,103	\$34,103	\$34,103	\$34,103		
<b>TOTAL</b>	<b>\$812,837</b>	<b>\$935,121</b>	<b>\$931,409</b>	<b>\$979,576</b>		

PROGRAM	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
Fire/Rescue	\$812,837	\$935,121	\$931,409	\$979,576		
<b>TOTAL</b>	<b>\$812,837</b>	<b>\$935,121</b>	<b>\$931,409</b>	<b>\$979,576</b>		

PROGRAM STAFFING ALLOCATION	NUMBER OF POSITIONS				
	1995-96	1996-97	1997-98		
	ACTUAL	BUDGET	ADOPTED		
Station Captain	1.00	1.00	1.00		
FF/EMT Shift Commander	3.00	3.00	3.00		
FF/Paramedic	1.00	1.00	1.00		
FF/EMT	8.00	11.00	11.00		
Administrative Secretary	0.80	0.00	0.00		
Secretary III	0.00	0.80	1.00		
Volunter Firefighters	38.00	38.00	25.00		
<b>TOTAL</b>	<b>51.80</b>	<b>54.80</b>	<b>42.00</b>		



## ANNUAL BUDGET

FUND:	701-391-541	DEPARTMENT:	Public Works
DIVISION:	Palm Coast Road & Bridge	SECTION:	Roadside Drainage Maint.

### BUDGET NARRATIVE

The Palm Coast Road Department was created in December 1987. The department is responsible for the effective and efficient management of the 435 miles of local roads within Palm Coast.

The Department has a computerized road and sign inventory and a Preventive Maintenance Program for effectively managing the road system. Approximately 11.21 miles of road will be resurfaced in Fiscal Year 1997/98.

By action of the Board of County Commissioners on March 1, 1993, the Palm Coast Road Department repairs pavement damage caused by developers, according to Flagler County Code. Drainage improvements are also provided, through ditchmaster use, on local roads and on County roads within Palm Coast upon request.

The Department manages the inspection of residential contractor pavement damage and utility work within Palm Coast. The "Adopt-a-Road" Program is also managed by this Department to encourage businesses, service clubs and other organizations to provide roadside litter control, assisting in lessening the tax burden to provide this service.

The adopted budget for Fiscal Year 1997/98 reflects a decrease of \$84,599, which includes both operating and capital outlay expenses.



# ANNUAL BUDGET

FUND:	701-391-541	DEPARTMENT:	Public Works
DIVISION:	Palm Coast Road & Bridge	SECTION:	Roadside Drainage Maint.

## MISSION STATEMENT

Provide effective, yet efficient, maintenance of the roads, roadsides and drainage systems within the Palm Coast Service District, including installation, repair and replacement of traffic and street signs, pavement patching, crack sealing, roadside vegetation management, regrading roadside swales, ditchmastering swales, repairing drainage structures such as inlets and outfalls, guard rail and bridge repair, maintenance of the vehicle and equipment fleet and litter control within the public right-of-way. Administer all of the above programs.

## GOALS AND OBJECTIVES

Patch 3,000 sq. yds. and seal 50,000 sq. yds of pavement per year.  
 Make, install, repair or replace 500 traffic & street signs per year.  
 Mow all roadsides each 2 months during growing season (4 times per year).  
 Clean, shape and rebuild 2 miles of roadside swales with grader crew.  
 Clean, repair and rebuild 40 inlets and outfall structures.  
 Herbicide 100% of streets with vegetation growing through pavement, drainage structures and guardrail.  
 Brush trim for safety sight distance (280 intersections).  
 Provide vehicle and equipment maintenance & repair (475 work orders).  
 Inspect all residential building sites for pavement, & swale damage per Flagler County Code Section 26 and Utility Construction within Palm Coast right-of-way. Administer all of the above and respond to public requests in a timely manner.

WORKLOAD	PROJECTED 1998	
(1) Make, install, replace street name & traffic signs	500 Signs	3%
(2) Patch Pavement	3000 SY Patched	24%
(3) Crack Seal Pavement	50,000 SY Sealed	9%
(4) Fleet Maintenance	475 Work Orders	9%
(5) Grader-Ditchmaster Rd/Swale Maintenance	40 Miles per Year	14%
(6) Clean/Repair Inlets	40 per Year	5%
(7) Shoulder Repair for Safety	3 Miles per Year	6%
(8) Mow Roadsides	6000 Acres (4 rounds)	13%
(9) Inspection Utility & Residential Construction	Approx. 850 Sites	7%
(10) Vegetation Management	870 Locations	7%
(11) Bridge/Guardrail Maintenance	8 Locations	2%
(12) Litter Control & Adopt-a-Road Program	50 Work Orders	1%



# DEPARTMENT SUMMARY

DEPARTMENT	
PUBLIC WORKS	
FUND SOURCE	
Palm Coast Road and Bridge	701-391-541

ACCT. DESCRIPTION	1995-96	1996-97		1997-98	
	ACTUAL	BUDGET	EST. EXP.	ADOPTED	
Personal Services	\$452,183	\$494,817	\$493,508	\$519,911	
Operating Expenses	\$108,919	\$220,628	\$179,371	\$209,675	
Capital Outlay	\$220,950	\$443,040	\$329,806	\$344,300	
Debt Service					
Grants and Aids					
Non-Operating					
<b>TOTAL</b>	<b>\$782,052</b>	<b>\$1,158,485</b>	<b>\$1,002,685</b>	<b>\$1,073,886</b>	

PROGRAM	1995-96	1996-97		1997-98	
	ACTUAL	BUDGET	EST. EXP.	ADOPTED	
ROAD/DRAINAGE	\$782,052	\$1,158,485	\$1,002,685	\$1,073,886	
<b>TOTAL</b>	<b>\$782,052</b>	<b>\$1,158,485</b>	<b>\$1,002,685</b>	<b>\$1,073,886</b>	✓

PROGRAM STAFFING ALLOCATION	NUMBER OF POSITIONS				
	1995-96	1996-97	1997-98		
	ACTUAL	BUDGET	ADOPTED		
Director*	1.00	1.00	1.00		
Assistant Director	1.00	1.00	1.00		
Administrative Secretary	1.00	1.00	1.00		
Secretary I**	1.00	1.00	1.00		
Secretary III	0.20	0.20	0.00		
Sign Technician	1.00	1.00	1.00		
Mechanic II	1.00	1.00	1.00		
Crew Leader II	2.00	2.00	2.00		
Equipment Operator IV	1.00	1.00	1.00		
Equipment Operator III	1.00	1.00	1.00		
Equipment Operator I	3.00	3.00	3.00		
Tradesworker II	1.00	1.00	1.00		
Maintenance Technician II	1.00	1.00	1.00		
Maintenance Technician I	1.00	1.00	1.00		
Maintenance Tech. II (24 Hrs/week)	1.20	1.20	1.20		
* Safety Coordinator					
** 25% Safety Secretary	-0.25	-0.25	-0.25		
<b>TOTAL</b>	<b>17.15</b>	<b>17.15</b>	<b>16.95</b>		

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## ANNUAL BUDGET

FUND:	Capital	DEPARTMENT:	Palm Coast Service District
DIVISION:		SECTION:	703

### BUDGET NARRATIVE

The Palm Coast Advisory Board recommended to the Board of County Commissioners that a Capital Fund be established for future improvements, which was approved August 22, 1997, with a dedicated millage on an annual basis for Pedestrian Pathways.

This fund has been established with a transfer of \$78,892 during FY 1996/97, and a millage rate of .001 dedicated to the Pedestrian Pathways in the amount of \$137,452 (less 5%) for a total budget of \$209,471 for FY 1997/98.



# DIVISION SUMMARY

## DEPARTMENT

PALM COAST SERVICE DISTRICT

DIVISION

FUND SOURCE

Capital Fund

703

ACCT. DESCRIPTION	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
Personal Services						
Operating Expenses						
Capital Outlay	\$0	\$0	\$0	\$130,579		
Debt Service						
Grants and Aids						
Non-Operating	\$0	\$0	\$0	\$78,892		
TOTAL	\$0	\$0	\$0	\$209,471		

PROGRAM	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
TOTAL	\$0	\$0	\$0	\$209,471		

PROGRAM STAFFING ALLOCATION	NUMBER OF POSITIONS				
	1995-96	1996-97	1997-98		
	ACTUAL	BUDGET	ADOPTED		
TOTAL					

BUD#9

222

14



## ANNUAL BUDGET

FUND:	Palm Coast Road Damage	DEPARTMENT:	Palm Coast Road & Bridge
DIVISION:		SECTION:	116

## BUDGET NARRATIVE

This fund was established for a charge back to developers who damage the roads when applicable within the Palm Coast geographic area. Currently the charge is \$10.00 per square foot (\$8.75/SF for repairs and \$1.25/SF for Administrative Fees/Engineering). The total amount received in 1997 was \$69,255 and the budgeted amount for 1998 is \$25,000. The balance of \$60,313 includes miscellaneous repairs/expense (\$1,300) and land use requirements (\$59,013).



## DIVISION SUMMARY

## DEPARTMENT

# PALM COAST ROAD DAMAGE

DIVISION	FUND SOURCE
	116

ACCT. DESCRIPTION	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
Personal Services						
Operating Expenses	\$45,594	\$55,810	\$25,000	\$85,313		
Capital Outlay						
Debt Service						
Grants and Aids						
Non-Operating						
<b>TOTAL</b>	<b>\$45,594</b>	<b>\$55,810</b>	<b>\$25,000</b>	<b>\$85,313</b>		

PROGRAM	1995-96	1996-97		1997-98		
	ACTUAL	BUDGET	EST. EXP.	ADOPTED		
TOTAL	\$45,594	\$55,810	\$25,000	\$85,313		

PROGRAM STAFFING ALLOCATION	NUMBER OF POSITIONS				
	1995-96	1996-97	1997-98		
	ACTUAL	BUDGET	ADOPTED		
TOTAL					

BUD#9

223

16,



PCSC DEPARTMENT BUDGET INFORMATION

INTEROFFICE MEMO

Date: August 26, 1998  
To: E.L. Dougherty, County Engineer  
From: Ron Cotterman, Director *RC*  
Subject: Feasibility Study-Palm Coast Incorporation/Palm  
Coast Road & Bridge

The following information is in response to those items discussed in your memo dated August 13th.

1. There are 183 lane miles of County roads and 863 lane mile of PCSD roads.  
*431.3 Road Miles*
2. There are 159 lane miles of County roads and 736 lane miles of PCSD roads within proposed boundaries.  
*368 Road Miles*
3. State of roads: Patch 80% of work days and resurface 15 miles per year. Roads are in reasonably good state of repair.
5. Drainage, storm water are very good and well planned compared to rest of county.
8. There are presently 2 bridges maintained by PCRB and 5 maintained by the County.

RC/blb

**FILE COPY**



# COUNTY ROAD & BRIDGE MILEAGE

<u>FOR</u>	<u>FROM</u>	<u>TO</u>	<u>LANE/MILES</u>
Belle Terre	US1	Matanzas Wds Pkwy	29.7240
Whippoorwill Dr	Belle Terre Pkwy	Whiteview Pkwy	2.3088
Bird of Paradise	Belle Terre Pkwy	Matanzas Wds Pkwy	4.6203
Clubhouse Dr	Palm Harbor Pkwy	Palm Coast Pkwy EB	3.5837
Colbert Ln	Palm Coast Pkwy WB	SR100	13.6071
Farnsworth Dr	Palm Harbor Pkwy	Old Kings Rd	1.8028
Fellowship Dr	Palm Harbor Pkwy	Old Kings Rd	1.8754
Fleetwood Dr	Palm Harbor Pkwy	Old Kings Rd	1.8700
Florida Park Dr	Florida Park Dr	Palm Harbor Pkwy	3.8480
Frontier Dr	Palm Coast Pkwy EB	Old Kings Rd	2.1893
Hargrove Gr	Palm Harbor Dr	West End Pav't	1.8208
Matanzas Woods Dr	US1	Bird of Paradise	3.6962
Old Kings Rd	US1	Ditch 10.	9.2817
Palm Coast Pkwy	Forest Grove Dr	US1	15.2472
Palm Harbor Pkwy	Palm Harbor Pkwy	Forest Grove Dr	8.1315
Parkview Dr	Palm Coast Pkwy	Belle Terre Pkwy S	3.5514
Pine Grove Dr	Belle Terre Pkwy N	Belle Terre Pkwy	4.2894
Pine Lakes Pkwy	Whiteview Pkwy	Belle Terre Pkwy S	10.0303
Point Pleasant Dr	Belle Terre Pkwy N	Belle Terre Pkwy	3.2368
Pritchard Dr	Royal Palm Pkwy	Whiteview Pkwy	3.8892
Royal Palms Pkwy	Belle Terre	Point Pleasant Dr	5.4488
Rymfire Dr	US1	Belle Terre Pkwy	6.1040
Wellington Dr	Royal Palms Pkwy	Pine Lakes Pkwy W	3.9200
Westhampton Dr	Pine Lakes Pkwy E	Pine Lakes Pkwy W	2.9147
Whiteview Pkwy	Pine Lakes Pkwy E	US1	8.8052
Wynnfield Dr	Pritchard Dr	Pine Lakes Pkwy W	3.0194
	Pine Lakes Pkwy E	<b>TOTAL</b>	<b>158.71</b>

## South of SR100 Would be Outside City

Citation Pkwy	Sesame Blvd	Seminole Woods Pkwy	1.5430
Laguna Forest Tr	Belle Terre Pkwy	Citation Blvd	2.2434
Sesame Blvd	Seminole Woods Blvd	Citation Pkwy	5.8428
Seminole Woods Pkwy	SR100	US1	14.5404
		<b>TOTAL</b>	<b>24.17</b>

North of SR100  
South of SR100

158.71  
24.17  
**GRAND TOTAL LANE MILES 182.88**



Appendix B-3

FLAGLER COUNTY DEPARTMENT EXPENSE INFORMATION

M E M O R A N D U M

TO: Lois Wescott, President  
Wescott Management Services

FROM: *BJC* Benjie Cauley, Public Works Director  
*RD* Road and Bridge Department

SUBJECT: Cost of Performing Maintenance in Palm Coast

DATE: September 14, 1998

Date	9/14/98	# of pages	2
From	Benjie Cauley		
Co.	FOR 413		
Phone #	904 437-7474	Fax #	904 437-7476
Post-it Fax Note	7671	To	Lois Wescott
		Co/Dept.	Wescott Man.Srv
		Phone #	904 253-9289
		Fax #	904 253-9632

In response to your request for information regarding the total cost that is associated with this department's maintenance of various Palm Coast County roads and recreational facilities, I offer the following:

Presently, this department maintains 30 roads in the Palm Coast vicinity.

Listed below are the man and equipment hour costs that were expended in the past two years (FY1996-1997 and FY1997-1998) for road related maintenance:

	Man Hours	Equip Hours	Total
FY1996-1997	\$ 23,003.75	\$ 35,340.00	\$ 58,343.75
FY1997-1998	\$ 68,252.50	\$ 79,943.75	\$148,196.25
Subtotal	\$ 91,256.25	\$115,283.75	\$206,540.00

\* These costs include only those roads in Palm Coast and do not include those roads located in the Hammock.

As for the recreational facilities in Palm Coast, please be advised that there are presently three (3) locations. They are as follows:

Belle Terre Community Park  
Palm Coast Community Park  
Palm Coast Community Center

Listed below are the man and equipment hour costs that were expended in the past two years (FY1996-1997 and FY1997-1998) for park related maintenance:

	Man Hours	Equip Hours	Total
FY1996-1997	\$ 48,487.50	\$ 5,970.00	\$ 54,457.50
FY1997-1998	\$ 31,197.50	\$ 2,350.00	\$ 33,547.50
Subtotal	\$ 79,685.00	\$ 8,320.00	\$ 88,005.00

= 67,096

①



Page 2  
9/14/98  
Mtce \$\$ in Palm Coast

The budgetary maintenance and improvement costs for the afore mentioned recreational facilities are as follows:

	Belle Terre Park	Palm Coast Comm Center	Palm Coast Park	
FY1996-1997	\$ 93,320.27	\$ 69,126.25	\$ 16,311.76	
FY1997-1998	\$ 10,423.38	\$ 3,197.40	\$ 10,078.92	= 23,699
	-----	-----	-----	
Subtotal	\$103,743.65	\$ 72,323.65	\$ 26,390.68	

As for the impact fee districts and the amounts spent from each that were used to construct these three (3) facilities, I would suggest contacting either Ken Koch, Planning Director at (904) 437-7484 or Cheryl Dukes, Finance Supervisor at (904) 437-7418. I feel that Mrs. Dukes may be able to give you more precise information as well as a clear and concise understanding of how impact fees are used.

Also, the above totals do not reflect utility costs incurred from Florida Power and Light. Since we have a large number of accounts, we do not usually see these invoices and therefore have no breakdown of the individual costs. Bobbie Edwards, also of the Clerk's Office, keeps a ledger of these costs and may be able to furnish them to you. Her direct telephone number is (904) 437-7415.

After reviewing this information, if you have any questions or I can be of further assistance, please don't hesitate to contact me at (904) 437-7474 between the hours of 7:00 AM and 3:30 PM.

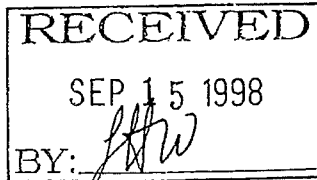
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23,699  
+ 67,096  
-----  
90,795

(2)



## M E M O R A N D U M



TO: Lois Wescott, President  
Wescott Management Services

FROM: *Ronda* Ronda Derreberry, Administrative Secretary  
Flagler County Road and Bridge

SUBJECT: Information for feasibility study on maintaining  
county roads in Palm Coast (City)

DATE: September 15, 1998

Per your request of this morning, included is a list of all the Palm Coast roads that are presently maintained by this department.

According to Benjie, he feels that if Palm Coast is incorporated as a city, the maintenance and upkeep of all roads, including those presently under our jurisdiction should be handled by City personnel.

He went on to say that what he feels would actually happen is that the Board of County Commissioners would decide to retain control of certain Palm Coast roads, that may connect to state and/or county roads such as Old Kings Road, Belle Terre Parkway, Colbert Lane and Seminole Woods Parkway.

If that happens, you could estimate approximately 12.5% of the total cost shown on the previous documentation as being the cost of maintaining these roads ( **NOTE:** There are actually 32 roads that are under the jurisdiction of this department, rather than the 30 that were previously reported).

Also, as discussed, many of our roads are presently under a mowing contract which is overseen by Palm Coast Road and Bridge. I would estimate approximately \$8-10,000 per year as being the cost of mowing our roads.

I hope this information is of help. If you have any questions, please feel free to contact me.

rjd/

Attachment: 1

Post-it® Fax Note	7671	Date	9/15/98	# of pages	2
To	Lois Wescott	From	Ronda Derreberry		
Co./Dept.	Wescott Man.Srv	Co.	FC.R&B		
Phone #	904 253-9289	Phone #	904 437-7476		
Fax #	904 253-9634	Fax #	904 437-7476		



Palm Coast County Roads

Belle Terre Parkway  
Bird of Paradise Drive  
Bird of Paradise Place  
Citation Boulevard  
Citation Parkway  
Clubhouse Drive  
Colbert Lane  
Farmsworth Drive  
Fellowship Drive  
Fleetwood Drive  
Florida Park Drive  
Frontier Drive  
Laguna Forest Trail  
Matanzas Woods Parkway  
Old Kings Road  
Palm Coast Parkway

Palm Harbor Parkway  
Parkview Drive  
Pine Grove Drive  
Pine Lakes Parkway  
Point Pleasant Drive  
Pritchard Drive  
Royal Palms Parkway  
Rymfire Drive  
Seminole Woods Boulevard  
Seminole Woods Parkway  
Sesame Boulevard  
Wellington Drive  
Westhampton Drive  
Whipporwill Drive  
Whiteview Parkway  
Wynnfield Drive

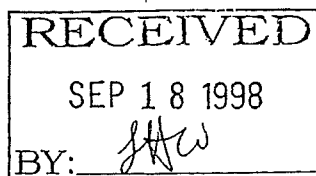




Flagler County  
Board of County Commissioners  
Engineering  
1200 E. Moody Blvd. No. 7  
Bunnell, FL 32110  
(904) 437-7496 FAX (904) 437-8212

September 15, 1998

Ms. Lois Wescott  
Wescott Management Services  
116 Wing Foot Circle  
Daytona Beach, Florida 32114



*RE: Flagler County Engineering Department  
Activities in Palm Coast Service District*

Dear Ms. Wescott:

In order to help you better understand where the figures for the Engineering Department activities come from, it might be helpful if you know the functions assigned to the Department. We have accordingly, prepared a list of such activities, as follows:

**1. Responsible for all Capital Improvement Projects**

- A. Road and Bridge Design & Construction
- B. Building Design & Construction
- C. Parks Design & Construction
- D. Airport Design & Construction
- E. Solid Waste Improvements (Design/Construction)

Some of the above design is done in-house, other by Consultants under the County Engineer's Supervision. All construction activities, including preparation and processing of contract documents and construction inspection is accomplished in-house.

**2. Responsible for Technical Aspects of Development Processes**

- A. Review of Preliminary & Final Plats
- B. Review of Improvement Plans
- C. Meetings with Developers
- D. Inspection of construction for compliance with County Regulations and Improvement Plans
- E. Certifications regarding developments, including cost analyses for bonding

**3. Responsible for Right-of-Way Utilization by others**

- A. Review residential and commercial building permits for conformance to County Ordinance.
- B. Inspect construction of drainage and driveways for residential and commercial buildings.
- C. Review plans from utility companies for right-of-way usage.
- D. Inspect utility construction on right-of-way.

5

JOHN W. SEAY  
District 1

MICHAEL R. DES PARTE  
District 2

JIM DARBY  
District 3

SAM TRIVETT  
District 4

GEORGE HANNS  
District 5



**4. Responsible for Extra-Ordinary Maintenance** efforts on County Road & Bridge maintained roads and for technical support for Palm Coast Road & Bridge when requested.

- A. Re-surfacing contracts preparation, receipt of bids and, on County Road & Bridge maintained roads, inspection of the work.
- B. Intersection studies and preparation of plans for required improvements, including signals and added lanes.
- C. Striping and road marking plans and contract documents. Inspection of contractor work.

**5. Providing technical assistance to other Departments**

In order to provide you with a solid cost estimate for work involving only the Palm Coast Service District facilities we have attempted to separate the time used for each of the above groupings on a percent of total time used basis) for each individual in the Department, since we do not attempt to keep hourly records for each activity. As a consequence, the over-all percentage arrived at is subject to variations during various periods of time throughout the year.

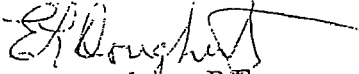
In assessing the total costs involved in work connected with Palm Coast Service District, we estimate the percent for each of the five (5) categories attributed to Palm Coast Service District to be:

- 1. CIP - None
- 2. Technical Aspects - Approximately 90% in Palm Coast Service District
- 3. Right-of-Way Utilization - Approximately 85% in Palm Coast Service District
- 4. Extra-ordinary Maintenance - Approximately 5% in Palm Coast Service District
- 5. Technical Support - Minor

As a result of the above analyses and applying the percentages to the time spent by the individuals working in the Department, it appears approximately Fifty-Two and 8/10 percent (52.8%) of the Engineering Department costs apply directly to work in Palm Coast Service District.

Hope this will assist you in your endeavor.

Sincerely,  
FLAGLER COUNTY ENGINEERING

  
E.L. Dougherty, P.E.  
County Engineer

cc: C. Chinault

wescot.wpd

6





## Flagler County Board of County Commissioners

Flagler County Planning Dept.  
1200 E. Moody Blvd., No. 2  
Bunnell, FL 32110  
(904)437-7484

August 28, 1998

RECEIVED

SEP 01 1998

BY: *[Signature]*

Ms. Lois H. Wescott  
Wescott Management Services  
116 Wing Foot Circle  
Daytona Beach, FL 32114

RE: Growth Management Services - Palm Coast Service District

Dear Lois,

This letter is a follow-up to our meeting on Friday, August 14, 1998. At the meeting I provided current cost estimates for growth management services related to the Palm Coast Service District. Based upon review of information provided in your follow-up letter dated August 17, 1998, I concur with your estimated costs (see attached letter).

I trust this letter is sufficient to document and back up the figures and cost estimates.

Sincerely,

*[Signature]*

Kenneth Koch  
Planning Director

KK:cg

7

JOHN W. SEAY  
District 1

MICHAEL R. DES PARTE  
District 2

JIM DARBY  
District 3

SAM TRIVETT  
District 4

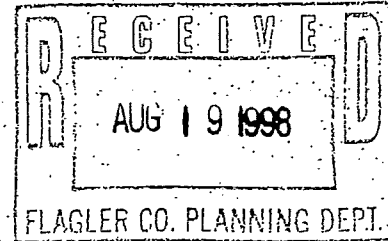
GEORGE HANNS  
District 5



## Wescott Management Services

August 17, 1998

Mr. Ken Koch  
Director of Planning  
1200 East Moody Boulevard, #2  
Bunnell, FL 32110



Dear Ken:

Thanks for meeting with me last Friday. I wanted to put down on paper what my notes said regarding the level of time and effort currently spent by your department in activities related to the Palm Coast Service District. Please review these notes and send me back a letter, which I will attach to the Feasibility Study as an Appendix, to back up figures for the first year budget. FYI, I will just do a straight-line extrapolation of these expense figures based on a 4% increase in population to reach a 99/2000 budget.

Growth Management activities in the Palm Coast Service District:

1. Building permits probably take about 70% of your efforts with the boundaries in Option 1 and about 80% if Grand Haven and the area South of Rt. 100 are included.
2. DRI fees in Grand Haven are about \$5000.
3. Zoning Fees and Planning Review Fees in the PCSD are 75% of your revenue line.
4. Probably only about 25% of the P&Z administration expense in this year's budget would go specifically for a city of Palm Coast because there would still be the need to do regular functions for the rest of the county.
5. Currently the PCSD pays for 2 code enforcement officers and the county pays for 1/2 of an officer. In addition, the PCSD is adding a 3<sup>rd</sup> officer and a secretary.

For planning purposes, the cost of personnel, including benefits, is as follows:

- |  |             |
|--|-------------|
| 1. Entry level planner:                | \$38-40,000 |
| 2. Senior planner:                     | \$48-50,000 |
| 3. Planning Director:                  | \$55-60,000 |
| 4. Zoning technician(building permits: | \$35,000    |
| 5. Code supervisor                     | \$35,000    |
| 6. Code officer/inspector              | \$35,000    |
| 7. Recording Secretary                 | \$25,000    |

Please get back to me regarding this information, and correct me if I am wrong. Once again, thanks for working with me to obtain the information that I need.

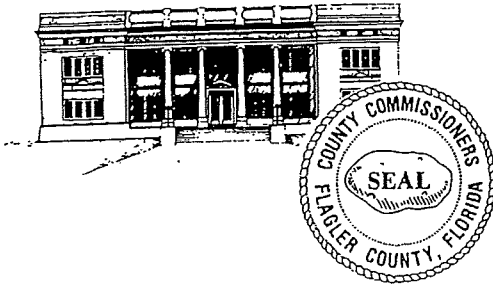
Sincerely,

Lois H. Wescott

  
Wescott Management Services

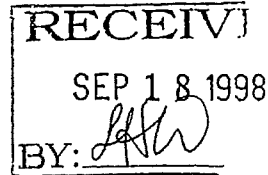
8





Flagler County  
Board of County Commissioners  
Building Department  
1200 E. Moody Blvd., #6  
Bunnell, FL 32110  
(904) 437-7492

September 16, 1998



Ms. Lois Wescott  
Wescott Management Services  
116 Wing Foot Circle  
Daytona Beach, FL 32114

Dear Ms. Wescott,

In reply to your inquiry as to what extent the Palm Coast Service District impacts this department, I would estimate that approximately 80 percent of this department's workload takes place within the said service district.

Sincerely,

J. Nathaniel Bruce  
Building Official

9

JOHN W. SEAY  
District 1

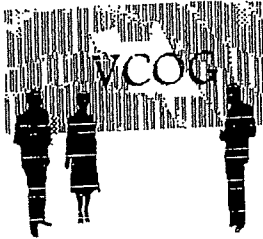
MICHAEL R. DES PARTE  
District 2

JIM DARBY  
District 3

SAM TRIVETT  
District 4

GEORGE HANNS  
District 5





# VOLUSIA COUNCIL OF GOVERNMENTS

PELICAN BAY PROFESSIONAL VILLAGE  
1190 PELICAN BAY DRIVE  
DAYTONA BEACH, FLORIDA 32119-1381  
(904) 322-5160 FAX (904) 322-5164

Dr. Barbara Heller, Chairman  
Donald Large, Executive Director

<b>RECEIVED</b>  SEP 17 1998 BY: <i>[Signature]</i>
--

## FAX

Date 09/17/98 2:30 PM

Number of pages 5  
(including cover sheet):

TO: Lois Westcott

FROM: Robert Keeth, Director of Planning

Phone:

Phone: (904) 322-5160 ext. 30

Fax Phone: (904) 253-9634

Fax Phone: (904) 322-5164

CC:

REMARKS: ☐ Urgent ☐ For your review ☐ Reply ASAP ☐ Please Comment

Lois,

As you requested, I have prepared the attached estimate of cost to prepare a comprehensive plan for the future City of Palm Coast. The total estimated cost is \$104,500. This estimate is based on the following conditions:

- All required elements, but no optional plan elements, would be included.
- An optional (but highly recommended) vision would be included.
- Included elements would satisfy only the basic requirements. The effort does not provide for the use of specialized consultants like civil engineers, traffic engineers, biologists and financial planners. Data would be derived mainly from existing sources. Collection of new data would be limited generally to existing land use and housing surveys. If recent and reliable existing land use and housing survey data do already exist, then the total cost can be reduced accordingly. (See the attached breakdown of estimated costs.)
- Only a "moderate" effort to promote public participation is included. No extraordinary measures to promote such participation – like surveys, preparation and publication of promotional materials and extra meetings – are included.
- The cost does not include anticipated support from City staff, including administrative support in setting up and documenting meetings. It does not include the cost (if any)



of support by County staff in providing data.

- The cost does not include support by the City's legal counsel, including plan review and preparation of public hearing notices and ordinances.
- As you can see on the attached breakdown of personnel costs by task, the costs are based on the following hourly charge rates:

Project Manager	\$90.00
Principal Planner	\$70.00
Planning Technician	\$30.00
Graphics Technician	\$30.00
Administrative Assistant	\$20.00

- Finally, the cost includes what I consider to be a very modest contingency or "profit margin" of 5%. Most consultants, I think, would factor in a higher contingency.

Understand that this estimate is intended only for purposes of your incorporation feasibility study. It is not a proposal.

You may already know that both Deltona and DeBary received special fund allocations from the Legislature to cover some (or perhaps all) of the cost of their plans. I presume such an allocation would also be available to Palm Coast. If so, you'll want that to be reflected in the incorporation feasibility analysis.

I hope this information will be helpful. If you have questions or require additional information, please call me.



**ESTIMATED COST TO PREPARE A COMPREHENSIVE PLAN FOR THE FUTURE CITY OF PALM COAST**  
(For Purposes of the Incorporation Feasibility Study Only -- NOT A WORK PROPOSAL)

	Project Manager	Principal Planner	Planning Technician	Graphics Technician	Administrative Assistant	Cost
	Hours					
<b>Develop Vision (163.3167(11), F.S.)</b>						
Prepare Presentations	8	16	24	24	3	\$3,340.00
Conduct Public Workshops (3)	18	18	18			\$3,420.00
Prepare Draft Vision Report	4	18	16	16	4	\$2,520.00
Conduct Review Meeting	4	4			2	\$680.00
Prepare Final Vision Report	3	16	8	16	4	\$2,190.00
Present Final Report for Adoption	4	4				\$640.00
<b>Subtotal</b>						<b>\$12,790.00</b>
<b>Prepare Supporting Data and Analysis</b>						
Compile and Analyze Population and Economic Data	8	16	24	8	4	\$2,880.00
Inventory and Analyze Existing Land Use	2	8	32	32	3	\$2,720.00
Inventory and Analyze Natural Resources	2	16	32	32	3	\$3,280.00
Prepare Draft Report	2	16	2	8	3	\$1,660.00
Review Draft Report with LPA	4	4				\$640.00
<b>Subtotal</b>						<b>\$11,180.00</b>
<b>Capital Improvements Element (163.3177(3)(a), F.S.)</b>						
Identify Capital Improvement Needs	2	8	16			\$1,220.00
Prepare Cost and Revenue Projections	2	8	16		2	\$1,260.00
Review and Analyze Debt Capacity	1	4	4		2	\$530.00
Prepare Draft Element	2	16	8	8	4	\$1,860.00
Review Draft Element with LPA	3	3				\$480.00
<b>Subtotal</b>						<b>\$5,350.00</b>
<b>Future Land Use Element (163.3177(5)(a), F.S.)</b>						
Prepare Projection of Future Acreage Needs	1	4	4			\$490.00
Identify and Evaluate Alternatives Land Use Schemes	4	24	24	24		\$3,480.00
Review Alternatives with LPA	2	8	8			\$980.00
Prepare Draft Element	2	16	16	4	4	\$1,980.00
Review Draft Element with LPA	4	8	8			\$1,160.00
<b>Subtotal</b>						<b>\$8,090.00</b>
<b>Transportation Element (163.3177(5)(b), F.S.)</b>						
Inventory and Analyze Existing Transportation Systems and Travel Characteristics	2	32	32	32	2	\$4,380.00
Prepare Projections of Future Transportation Needs	4	16	32	4		\$2,560.00
Identify and Evaluate Alternative Transportation Improvements	4	32	8			\$2,840.00
Review Alternatives with LPA	4	4	4			\$760.00
Prepare Draft Element	4	16	16	8	4	\$2,280.00
Review Draft Element with LPA	4	4				\$640.00
<b>Subtotal</b>						<b>\$13,460.00</b>
<b>Sanitary Sewer, Solid Waste, Drainage, Potable</b>						
Inventory and Analyze Utility Systems	2	16	32	8	2	\$2,540.00



	Project Manager	Principal Planner	Planning Technician	Graphics Technician	Administrative Assistant	Cost
	Hours					
Prepare Projections of Future Utilities Needs	4	16	16	8		\$2,200.00
Identify and Evaluate Alternative Utilities Improvements	2	16	16	8		\$2,020.00
Review Alternatives with LPA	4	8	8			\$1,160.00
Prepare Draft Element	2	16	8	4	4	\$1,740.00
Review Draft Element with LPA	4	4				\$640.00
<b>Subtotal</b>						<b>\$10,300.00</b>
<b>Conservation Element (163.3177(5)(d), F.S.)</b>						
Prepare Draft Element	4	16	16	8	4	\$2,280.00
Review Draft Element with LPA	4	4				\$640.00
<b>Subtotal</b>						<b>\$2,920.00</b>
<b>Recreation and Open Space Element (163.3177(5)(e), F.S.)</b>						
Recreation and Open Space Inventory and Analysis	2	8	8	4	2	\$1,140.00
Prepare Projections of Future Recreation and Open Space Needs	4	4	8	4	2	\$1,040.00
Identify and Evaluate Alternative Recreation and Open Space Improvements	4	8	8	4		\$1,280.00
Prepare Draft Element	2	6	16	4	4	\$1,420.00
Review Draft Element with LPA	3	3				\$480.00
<b>Subtotal</b>						<b>\$5,360.00</b>
<b>Housing Element (163.3177(5)(f), F.S.)</b>						
Inventory and Analyze Housing Stock	4	16	32			\$2,440.00
Prepare Projections of Future Housing Needs by Income Categories, Housing Types, and Special Needs Populations	4	8	8			\$1,160.00
Prepare Projections of Future Acreage Needs	1	4	4			\$490.00
Identify and Evaluate Alternative Housing Strategies	4	8	8		4	\$1,240.00
Review Alternatives with LPA	4	4				\$640.00
Prepare Draft Element	2	16	8	4	4	\$1,740.00
Review Draft Element with LPA	4	4				\$640.00
<b>Subtotal</b>						<b>\$8,350.00</b>
<b>Coastal Management Element (163.3177(5)(g), F.S.)</b>						
Inventory and Analyze Coastal Resources	4	24	24	16	4	\$3,320.00
Identify and Evaluate Coastal Issues and Opportunities	4	16	16		4	\$2,040.00
Identify and Evaluate Alternative Coastal Management Strategies	4	16	16	16	4	\$2,520.00
Prepare Draft Element	4	24	16	16	8	\$3,160.00
Review Draft Element with LPA	3	3				\$480.00
<b>Subtotal</b>						<b>\$11,520.00</b>
<b>Intergovernmental Coordination Element</b>						
Identify Needs for Coordination	2	12	8			\$1,260.00
Identify and Evaluate Existing Coordination Mechanisms	2	8	16			\$1,220.00
Prepare Draft Element	2	8	8		4	\$1,060.00
Review Draft Element with LPA	3	3				\$480.00



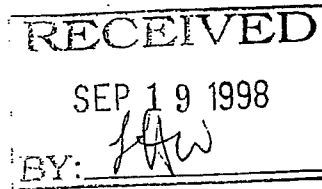
	Project Manager	Principal Planner	Planning Technician	Graphics Technician	Administrative Assistant	Cost
						Hours
						\$4,020.00
Subtotal						
General						

Charge Rates	
Project Manager	\$90.00
Principal Planner	\$70.00
Planning Technician	\$30.00
Graphics Technician	\$30.00
Administrative Assistant	\$20.00





FLAGLER COUNTY SHERIFF'S DEPARTMENT  
ROBERT E. McCARTHY, SHERIFF  
P.O. DRAWER 1880 • BUNNELL, FLORIDA 32110



TELEPHONE  
PHONE (904) 437-4116  
SHERIFF'S EXTENSION 206  
EMERGENCY 911

September 18, 1998

Ms. Lois H. Wescott  
116 Wing Foot Circle  
Daytona Beach, Florida 32114

Dear Ms. Wescott,

The following is a breakdown and cost explanation for the contracting of law enforcement service between the Sheriff's Office and the proposed City of Palm Coast. This projected proposal will be for the 1999/2000 fiscal year only.

I need to emphasize that this is a projected proposal and because there are several variables, it is virtually impossible to give a completely accurate proposal. I do however feel reasonably comfortable with the figures presented unless there are drastic changes in the economy and/or population.

I hope that this information is what you need and if you should have any questions please contact me anytime at 904-437-4116, extension 230.

Respectfully,

Captain F. A. Adamy  
Uniform Division Commander

15





# **FLAGLER COUNTY SHERIFF'S OFFICE**

**ROBERT E. McCARTHY, SHERIFF**

## **PROJECTED PROPOSAL**

The following is a breakdown and cost explanation for the contracting of law enforcement service between the Sheriff's Office and the proposed City of Palm Coast. This proposal is a projection for the fiscal year 1999/2000.

### **I. PERSONNEL EXPENSES**

- A. Cost per deputy: The cost of "fielding" one (1) deputy for one (1) year is computed to be \$39,405.60. This amount includes base salary, as well as the deputies insurance, retirement, uniforms and other related expenses.
- B. Cost by posts: One (1) deputy for 365 days a year (8 hours per day) is referred to as one (1) post. However, because deputies are allowed time off for days off, vacations, illness, education (in-service training) and military leave, coverage of one (1) post requires that 1.66 deputies be employed to actually staff the post. The "1.66" is referred to as the availability factor. A city's personnel expense equals  $\$39,405.60 \times 1.66 \times$  the number of posts required.

### **II VEHICLE EXPENSES**

Due to an increase in the cost to replace, maintain and repair the Sheriff's Office patrol vehicles, the projected vehicle expense is \$.41 per mile. The estimated average miles per post is estimated at an average of 80 miles per post.

### **III SUPERVISORY & ADMINISTRATIVE EXPENSE**

- A. Considerable expenses are incurred in the routine of supervising contract city deputies.
- B. A 3 % supervisory/administration fee is attached to the contract cost.
- C. A liaison supervisor will be assigned to the city.
- D. In addition to the liaison supervisor, each deputy assigned to the contract city is under the direct supervision of a squad sergeant on each shift.



## ***COST BREAKDOWN FOR CONTRACT LAW ENFORCEMENT***

### **SALARY - Deputy Sheriff**

One (1) deputy based on second year pay	\$23,218.35
Group Insurance (life, hospital, dental)	3,800.00
Retirement, Workers' Compensation, F. I. C. A.	10,000.00
Salary Incentive (State Mandated)	240.00
Uniform Replenishment	320.00
Bonding	3.00
Liability Insurance	842.00
Holiday pay	982.25
<b>TOTAL</b>	<b><u>\$39,405.60</u></b>

### **BASIC MAN/YEAR:**

8 (Hours per day)  
x 365 (Days per year)  
 2,920 (Possible hours)

### ***HOURS***

Days off	104 x 8 hours	832
Personal Days	2 x 8 hours	16
Vacation	3/4 day/month	72
Sick Leave	10 days per year	80
Training	8 hours every 3 weeks	138
Military		5
Workers' Compensation		10
Death Leave		4
Total hours lost from patrol		1157
Total hours available for patrol		<u>2920</u>

Total possible hours (2,920) divided by  
 total available hours (1763) = 1.66

***Deputies required to fill one (1) post*** **1.66**

### **VEHICLE EXPENSE:**

Operating Costs:	
Maintenance cost per mile	.15
Fuel cost per mile	.09
Depreciation Cost:	
Average cost of vehicle - \$20,500.00	
Average milage (removed from service) - 120,000	
Depreciation cost per mile	.17
<b>Total Cost Per Mile</b>	<b>.41</b>

(17)



CONTRACT LAW ENFORCEMENT  
WORK SHEET FOR 11 POSTS

POSTS:

It has been determined that Palm Coast requires a total of 17 posts. This breaks down to 6 deputies for day shift, 6 deputies for evening shift and 5 deputies for the midnight shift. Based on the 1.66 availability factor, it will require a total of 29 deputies to cover the 17 posts.

PERSONNEL EXPENSE:

Cost per deputy - \$39,405.60

<b>Total Patrol Deputy Expense</b> <i>(\$39,405.60 x 17 posts x 1.66)</i>	<b>\$1,112,026.00</b>
--	-----------------------

VEHICLE EXPENSE:

Total operating cost per mile.....\$.41

Annual miles traveled.....321,200  
(Based on 80 miles per shift/per deputy)

Vehicle Expense Equals: (80 miles per shift x 17 posts x 365 days x .41 per mile)	\$203,524.00
--	--------------

Vehicle Insurance - \$900.00 x 28 vehicles =	25,200.00
--	-----------

<b>TOTAL VEHICLE EXPENSE</b>	<b>\$228,724.00</b>
------------------------------	---------------------

SUPERVISORY AND ADMINISTRATIVE EXPENSE <i>(3 % of vehicle and personnel cost combined)</i>	<b>\$ 40,222.50</b>
---	---------------------

START UP COST FOR 10 DEPUTIES <i>(10 deputies x \$27,970.00)</i>	<b>\$279,700.00</b>
---	---------------------

**GRAND TOTAL: Vehicle, Personal and Administrative Expense**  
*(Including start up cost)*

**Per Year \$1,660,672.50**



**START UP COSTS**

★	Patrol Vehicle	\$20,500.00
★	Mobile Radio	2,100.00
★	Light Bar	900.00
★	Siren/Speaker	300.00
★	Emblems	300.00
★	Cage	400.00
★	Installation	850.00
★	Portable Radio	1,100.00
★	Glock Handgun/Shotgun	800.00
★	Body Armor	400.00
★	Deputy Uniforms (one time start-up)	<u>320.00</u>
	<b><i>TOTAL</i></b>	<b><i>\$27,970.00</i></b>

19

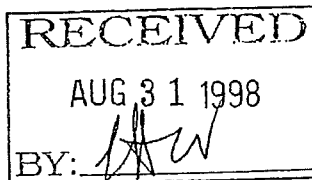




Flagler County  
Board of County Commissioners  
Department of Emergency Management

1200 E. Moody Blvd., #8  
Bunnell, FL 32110  
(904) 437-7381 FAX (904) 437-7489

August 27, 1998



Lois H. Wescott  
Wescott Management Services  
116 Wing Foot Circle  
Daytona Beach, Florida 32114

Dear Ms. Wescott:

Per your request, we have reviewed the Palm Coast Fire Rescue 97/98 budget, and have estimated added expenditures if Proposal 4A was implemented.

Land. . . . .	\$ 75,000 - 100,000
Building. . . . .	400,000
Vehicles:	
1 Class A Pumper. . . . .	160,000
1 Midline Pumper. . . . .	120,000
1 Quick Attack. . . . .	90,000
Personnel	
3 Man shifts (9 employees) with benefits, \$40,000 ea. . . . .	360,000
Bunker gear (\$1,000 ea.) . . . . .	9,000
Brush gear (\$300 ea.) . . . . .	2,700
Other (uniforms, cleaning supplies, medical supplies) . . . . .	5,750
Contracted services . . . . .	3,700
Travel (training) . . . . .	2,200
Utilities (\$700 per mo.) . . . . .	8,400
Building insurance. . . . .	1,050
Vehicle insurance . . . . .	3,530
Vehicle maintenance . . . . .	5,500
Fuel. . . . .	3,000
Station equipment (living quarters)	4,000
Communications/Rentals. . . . .	4,500
Building maintenance. . . . .	3,830
Small tools . . . . .	7,000
Training. . . . .	3,750

Sincerely,

Ron Bolser  
Acting Fire Coordinator

cc: Chrono file  
/pj

20



# APPENDIX C



PCSD TOTAL TAXABLE VALUE HISTORY

OFFICE OF  
COUNTY ADMINISTRATION

FACSIMILE TRANSMITTAL FORM

TO: Lois Wescott LOCATION: \_\_\_\_\_

FAX PHONE # 904-253-9634 DATE: 9/14/98

# OF PAGES \_\_\_\_\_ (including cover sheet)

MESSAGE:

The Gross Taxable Value  
FOR OPERATING PURPOSES  
for 7498-99 for Palm Coast  
\$1,443,174,965 -

NOTE: Per phone conversation 10/5/98 with  
Assessor's office, revised TTV = \$1,449,186,877  
JHW

JOHN W. SEAY  
District 1

MICHAEL R. DES PARTE  
District 2

JIM DARBY  
District 3

SAM TRIVETT  
District 4

GEORGE HANNS  
District 5





Guy W. Sapp, CFA  
Property Appraiser

# FLAGLER COUNTY PROPERTY APPRAISER

P.O. Box 936  
Bunnell, FL 32110-0936

Telephone: (904) 437-7450  
Suncom: (904) 370-7450  
FAX: (904) 437-7453

## TELECOPY MESSAGE FORM

TO: Lois Wescott

COMPANY: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

FAX NUMBER: 253-9634

TOTAL PAGES INCLUDING COVER PAGE: 2

\*\*\*\*\*

COMMENTS: \_\_\_\_\_

Attached is a copy of the 1998  
Preliminary Recapitulation for the  
Palm Coast Service District.

I tried to call you 253-9289  
but did not receive an answer

DATE SENT: 9-14-98

TIME: 2:15

OPERATOR: AS

2



4-489AM  
A. 01/97

The 19 98 Preliminary Recapitulation of the Ad Valorem Assessment Rolls of Palm Coast Service District, Flagler County, Florida  
Every space must be filled in. Where there are spaces that are not applicable to your county, write "NONE" or "0" in that space.

	Column I Real Property Including Subsurface Rights	Column II Personal Property	Column III Centrally Assessed Property	Column IV Total Property
1. Just Value (193.011, F.S.)	1,655,453,374	103,595,672	0	1,759,049,046
2. Just Value of Land Classified Agricultural	834,191			834,191
2a. Just Value of Land Classified High-Water Recharge	0			0
3. Just Value of Park and Recreational Land	0	0		0
4. Just Value of Pollution Control Devices	0			0
5. Just Value of Historically Significant Properties	0			0
6. Classified Use Value of Land				
6a. Classified Agricultural (193.114(2)(d), 193.461, F.S.)	102,594			102,594
7. Classified High-Water Recharge (193.625, F.S.)	0			0
8. Classified Use Value of Park and Recreational Land (193.114(2)(d), 193.501, F.S.)	0			0
9. Classified Use Value of Pollution Control Devices (193.621, F.S.)	0	0		0
10. Classified Use Value of Historically Significant Properties (193.505, F.S.)	0			0
11. Economic Development Exemption (196.1995, F.S.)	0	0		0
12. Renewable Energy Source Exemption (196.175, F.S.)	0			0
13. Lands Available for Taxes (197.502(7), F.S.)	0			0
14. Governmental Exemptions (196.199, F.S.)	54,445,726	2,033,467		56,479,193
15. Widow's Exemption (196.202, F.S.)	473,150	0		473,150
16. Widower's Exemption (196.202, F.S.)	100,726	0		100,726
17. Disability Exemptions (196.081, 196.091, 196.101, 196.202, 196.24, F.S.)	4,477,542	0		4,477,542
18. Institutional Exemptions (196.196, 196.197, 196.1975, 196.198, 196.1985, 196.1986, 196.2001, F.S.)	23,469,628	1,545,741		25,015,369
19. \$25,000 Homestead Exemption (196.031, F.S.)	228,101,076			228,101,076
20. Assessment Differential Value of Capped Parcels	495,428			495,428
21. Sum of (Just Value - Capped Value) (193.155, F.S.)	1,343,158,501	100,016,464	0	1,443,174,965
22. Taxable Value for Operating Millages (1-2-2a-3-4-5-6-8a-7+8-9-10-11-12-13-14-15-16-17-18-19-20)	1,576,806,423	100,016,464	0	1,676,822,887
23. Net Assessed Value (1-2-2a-3-4-5-6-8a-7+8-9-13-17-22)				



FLAGLER COUNTY PROPERTY APPRAISER

IN

PALM COAST SERVICE DISTRICT

YEAR	TAXABLE VALUE	FROM PRIOR YEAR VALUE INCREASE		MILLAGE	TAXES LEVIED
		\$	%		
1997	1,357,888,149	13,040,016	0.97	1.2440	1,689,215
1996	1,344,848,133	38,685,041	2.96	1.0927	1,469,508
1995	1,306,163,092	24,129,301	1.88	1.0927	1,427,256
1994	1,282,033,791	41,462,259	3.34	0.9239	1,184,480
1993	1,240,571,532	(22,970,694)	(1.82)	0.8545	1,060,192
1992	1,263,542,226	35,534,772	2.89	0.9046	1,143,009
1991	1,228,007,454	120,510,817	10.88	0.9055	1,111,965
1990	1,107,496,637	71,440,554	6.90	0.8485	939,715
1989	1,036,056,083	332,188,576	47.19	0.8566	887,463
1988	703,867,507	57,111,486	8.83	1.1702	823,630
1987	646,756,021	80,989,598	14.32	1.0831	700,501
1986	565,766,423	46,944,937	9.05	0.7434	420,591
1985	518,821,486	64,296,642	14.15	0.7557	392,073
1984	454,522,844	15,723,968	3.58	0.3579	162,674
1983	438,798,876	40,644,040	10.21	0.3289	144,315
1982	398,154,836			0.2935	116,912



# APPENDIX D



Appendix D-1  
STATE REVENUE SHARE ESTIMATE: DOR

FAX  
904-253-9289

TO: Lois Wescott

FROM: Sarah Voyles  
Office of Research & Analysis  
Department of Revenue

Date: September 15, 1998

Attached are the revenue estimates that you requested. These estimates are on an annualized basis as if the incorporation had occurred prior to calculation of the factors for 1998-99 revenue sharing formulas. The estimates also assume that the proposed city has met all the requirements of Chapter 218, Florida Statutes.

You provided the following assumptions which were used in the analysis:

	Population	Taxable Value
Proposed City of Palm Coast	30,487	\$1,443,174,965

Please call me at 850-413-7119 if you have any additional questions.

①







## MEMO TO HOUSE COMMUNITY AFFAIRS COMMITTEE

OFFICE OF THE GOVERNOR  
THE CAPITOL, TALLAHASSEE, FLORIDA 32399-0001  
PHONE 487-2814

## M E M O R A N D U M

---

TO: Lisa Cervenka  
FROM: Don Langston *JS* via Alan Johansen *amj*  
SUBJECT: City of Palm Coast Proposed Incorporation  
DATE: February 11, 1998

---

On behalf of Gale Sittig, this memorandum is in response to your request for a review of the feasibility study for the proposed incorporation of the City of Palm Coast. My expertise is in the areas of revenues and forecasting, so my comments on the study will be limited to those areas.

**Population Estimates**--The population estimates provided appear to be reasonable. Given my experience with past work products of BEBR, it is safe to assume that the forecasts were produced in a professionally sound manner.

**Basic Assumptions: Inflation**--It is certainly true that during the five year projection period there will be inflation of both revenues and expenditures. However, it is not reasonable to assume that such inflation will apply equally to income and expenses.

The city's largest **revenue sources** will be subject to an array of different inflation effects. The primary revenue source for the city, ad valorem taxes, will be driven by inflation in local real estate markets. Gas tax revenues will be largely unaffected by any modest price inflation because the tax is based on the number of gallons consumed, regardless of price. Municipal Revenue Sharing dollars depend mainly on physical consumption of cigarettes, which has been stagnant or growing very slowly in recent years. Only the Half-cent Sales Tax distribution is based on a tax that could be expected to roughly parallel general price inflation.

A large portion of the **spending** side of the budget, will be driven by wages, salaries, and benefits costs, which tend to track a combination of general consumer inflation and medical cost inflation. Any equipment and supply costs will be more affected by the markets for specific goods and services, instead of overall inflation rates.

**Five Year Proposed Budget**--The five year budget projection in the feasibility study is presented as a five year projection of revenues only. Apparently, the absence of projected expenditures results from an implicit assumption that expenditures will equal revenues in any given year.



I would suggest that the budget projections shown in the feasibility study are too simplistic to be informative. A meaningful budget projection must forecast revenues and expenditures separately and must show any projected fund deficits or surpluses. Furthermore, each major item of revenue and expenditure should be projected using growth rates appropriate to those particular items. A uniform growth rate applied to everything is unrealistic.

The benefit of using this more comprehensive approach is that it will help indicate whether the anticipated tax/revenue base and rates will be sufficient to meet the spending demands of a rapidly growing population (4% - 5% annually) in a modest inflationary economy (about 2% consumer inflation each year). It will provide a greater sense of feasibility and will better inform voters and legislators of the likely consequences of incorporation.

**The Budgetary Impact of Palm Coast Incorporation**--The approach taken in this section seems reasonable. Just make sure to use the most recent available estimates from Department of Revenue.

**Shared Revenues**--The study anticipates full eligibility for various state shared revenues in the first year of incorporation. This will not happen without special language in the enacting legislation. I would suggest working with Dept. of Revenue to make sure that the enacting bill has the appropriate language.

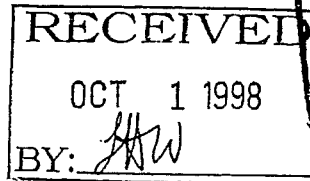
If you have any questions, please call me at 922-5150.

cc: Gale Sittig  
Ed Montanaro  
Sarah Voyles  
Chuck Hungerford



Appendix D-3  
LOCAL OPTION GAS TAX

Table 7.4  
Proceeds of the Local Option Gas Tax  
Estimated Motor Fuel/Special Fuel Consumption  
Local Option Gas Tax  
Local Government Fiscal Year  
Based on 1997-98 Distribution Percentages



Local Government	Distribution Percentage	Total Fuel 1997-98 Distribution Per .01 Tax	Motor Fuel 1997-98 Distribution Per .01 Tax
BOCC DeSoto	78.000000	\$85,590	\$66,023
Arcadia	<u>22.000000</u>	<u>24,141</u>	<u>18,622</u>
	100.000000	\$109,730	\$84,645
Distributions for the "NEW" 5 cent local option tax for DeSoto county and its municipalities. This tax is not subject to the dealer collection allowance.			
BOCC DeSoto	80.000000		\$68,474
Arcadia	<u>20.000000</u>		<u>17,119</u>
	100.000000		\$85,593
BOCC Dixie	81.250000	\$60,941	\$47,904
Cross City	12.500000	9,375	7,370
Horseshoe	<u>6.250000</u>	<u>4,688</u>	<u>3,685</u>
	100.000000	\$75,004	\$58,959
Jacksonville-Duval	94.203900	\$3,876,179	\$3,098,355
Atlantic Beach	1.782100	73,328	58,613
Baldwin	0.215200	8,855	7,078
Jacksonville Beach	2.765500	113,791	90,957
Neptune Beach	<u>1.033300</u>	<u>42,517</u>	<u>33,985</u>
	100.000000	\$4,114,669	\$3,288,988
BOCC Escambia	75.300000	\$1,052,873	\$901,382
Century	0.700000	9,788	8,379
Pennacola	<u>24.000000</u>	<u>335,577</u>	<u>287,293</u>
	100.000000	\$1,398,237	\$1,197,055
BOCC Flagler	81.000000	\$171,270	\$147,756
Beverly Beach	1.000000	2,114	1,824
Bunnell	6.000000	12,687	10,945
Flagler Beach	<u>12.000000</u>	<u>25,373</u>	<u>21,890</u>
	100.000000	\$211,444 ←	\$182,414
BOCC Franklin	N/A	\$74,849	\$64,991
BOCC Gadsden	73.160000	\$184,153	\$144,837
Chatahoochee	7.080000	17,821	14,016
Greensboro	0.310000	780	614
Gretna	0.450000	1,133	891
Havana	3.700000	9,313	7,325
Midway	0.400000	1,007	792
Quincy	<u>14.900000</u>	<u>37,505</u>	<u>29,428</u>
	100.000000	\$251,712	\$197,973
BOCC Gilchrist	85.100000	\$34,897	\$28,431
Bell	1.580000	648	528
Fanning Springs	1.130000	463	378
Trenton	<u>12.190000</u>	<u>4,999</u>	<u>4,073</u>
	100.000000	\$41,007	\$33,409



To: Lois 904-253-9634

$$* 211,444 \times 6 = \underline{1,268,664} \quad \text{LO 6 pennies}$$

$$* 1,268,664 \times 35.9\% = 455,450$$

$$1,268,664 \times 64.1\% = * 813,214$$

(64.1%) 863 lane miles - PCSO mach/tanks

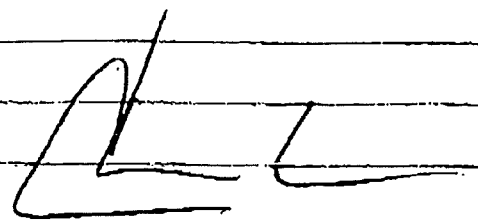
(35.9%) 483 lane miles - Co. mach/tanks

- Co. mach/tanks in PCSO - 187.8 lane miles

- Co. mach/tanks outside PCSO - 161.2 lane miles

- Co. mach/tanks <sup>(DIRT ROAD)</sup> outside PCSO - 134 lane miles

100% 1,346 TOTAL LANE MILES (DOES NOT  
INCLUDE FOOT miles,  
Bunnell miles, F Beach  
miles, Maryland miles,  
or Bev. Beach miles)



10-1-98



# APPENDIX E



Florida League of Cities  
Cooperative Salary Survey  
Group III: Cities 10,000 - 50,000 Population

Florida League of Cities, Inc.  
P. O. Box 1757  
Tallahassee, FL 32302-1757  
(904) 222-9684

February 1998

Appendix E-1  
FLORIDA LEAGUE OF CITIES  
SALARY SURVEY



## NOTES TO THE SALARY SURVEY

The Florida League of Cities Salary Survey has been printed in three sections by population: Cities 50,000 and over; 10,000-50,000 population; and cities 10,000 and under population. Those jurisdictions which participated in the survey automatically receive a copy of the survey which corresponds with their population group. Survey reports for any population group are available to all members upon request.

This survey covers 128 "benchmark" positions, which are intended to be generally representative of the duties of a particular job in a city or county. A extensive listing and description of these benchmarks was enclosed with the salary survey questionnaire sent out in October, 1997 and are enclosed with the survey results for reference. These benchmarks are used as a guide when filling out the survey, in order to match the city's or county's job description with the benchmark job description.

The survey results are printed out one benchmark to the page, with the responding city listed first, then the minimum and maximum of the range (single figure salaries reflect the actual salary of the person in that position). Also listed is the actual average salary of all the employees in the position. The next column, "L/S/H" indicates whether the duties performed by the employees in that jurisdiction are the same (S) as those outlined in the benchmarks used to match jobs in the survey, lower (L) than the benchmark duties, or higher (H) than the duties summarized in the benchmarks. The column "Inc." means the number of incumbents (employees) currently in that position. "Above" means whether the policy of the jurisdiction allows hiring above the minimum of the range for that position. "Title" means the title that the jurisdiction used for the position, regardless of the title of the benchmark.

The average figure at the bottom of the minimum, maximum and actual average columns represents the average of all the entries in each column, for that position only.



## Group II Populations for 1997-98

Altamonte Springs	38,000	North Lauderdale	27,354
Apopka	19,255	North Port	15,905
Aventura	16,996	Ocala	43,332
Bartow	15,025	Oviedo	19,247
Belle Glade	16,858	Palatka	10,685
Bradenton	48,031	Panama City	37,236
Casselberry	24,393	Parkland	10,378
Cocoa Beach	12,794	Pinecrest	18,988
Coconut Creek	34,528	Pinellas Park	44,472
Cooper City	27,686	Plant City	26,081
Crestview	12,429	Port Orange	40,543
Eustis	14,286	Punta Gorda	12,308
Fort Pierce	37,273	Riviera Beach	27,782
Fort Walton Beach	22,037	Royal Palm Beach	17,668
Haines City	12,911	Safety Harbor	16,750
Hallandale	31,458	Sanford	35,279
Holly Hill	11,370	South Daytona	12,910
Kissimmee	38,175	St Cloud	16,601
Lake Worth	29,844	Stuart	13,773
Lighthouse Point	10,470	Tarpon Springs	19,507
Longwood	13,598	Temple Terrace	19,138
Miami Shores Village	10,162	Titusville	41,321
Miami Springs	13,358	Vero Beach	17,697
Miramar	46,490	Wellington	26,148
Naples	21,127	Wilton Manors	11,886
New Port Richey	14,555	Winter Haven	25,485
New Smyrna Beach	18,239	Winter Park	24,750
Niceville	11,705		



CITY	MINIMUM	MAXIMUM	AVERAGE	ACTUAL L/S/H	# INC	ABOVE	TITLE
Altamonte Springs	4800	4800	4800	S	1	Y	Mayor
Apopka			97766	H	1		Mayor
Aventura			5000		1		Mayor
Bartow		4200	4200	S	1	N	Mayor
Belle Glade	8112		8112	S	1		Mayor
Bradenton		4759	52098		1		Mayor
Casselberry			3000		1	N	Mayor
Cocoa Beach		8000	8000	S	1		Mayor
Coconut Creek		7200	7200		1		Mayor
Cooper City	7200		15017		1		Mayor
Crestview			6400	S	1	N	Mayor
Eustis	9000	9000		S	1	N	Mayor
Fort Pierce			3300	S	1		Mayor/Comm
Haines City			9000		1		Mayor
Hallandale			16470		1		Part/time
Kissimmee		10400	10400	S	1		Mayor
Lighthouse Point	4805	4805	4805		1		Mayor
Longwood	1	1	1		1		Mayor
Miami Shores Village		12000	12000		1		Mayor
Miramar		18000	18000	S	1	N	Mayor
Naples			9224		1		Mayor
New Smyrna Beach		6000	6000	S	1		Mayor
North Lauderdale							Chairperson
North Port	1000						City Mayor
Palatka	10080	10080	10080	S	1	N	Mayor
Panama City			13500	S	1		Mayor
Parkland	2400		12000		1		Mayor
Pinellas Park			4800		1	N	Mayor
Port Orange							Mayor
Punta Gorda	3956	8572					Mayor
Riviera Beach			9600	S	1	Y	Mayor
South Daytona			4800	S	1		Mayor
St Cloud	8640	8640		S	1		Mayor
Tarpon Springs		12000	12000	S	1		Mayor
Titusville		6270	6270		1	N	Mayor
Vero Beach		6000	6000		1		Mayor
Wellington		3600	3600		1		Mayor

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1. MAYOR

CITY	MINIMUM	MAXIMUM	AVERAGE	MATCH	INC	#	ABOVE	TITLE
Wilton Manors	3000	3000						
Winter Haven			6586	S	1	1		Mayor
Winter Park			3000		1	1	N	Mayor
Average	5250	7564	11910					
	=====	=====	=====					

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# 124 CITY/COUNTY MANAGER

CITY	MINIMUM	MAXIMUM	ACTUAL AVERAGE	L/S/H MATCH	# INC	ABOVE	TITLE
Altamonte Springs	75000	112500	101563	S	1	Y	City Mgr
Aventura			118000	S	1		City Mgr
Bartow		65000	65000	S	1	N	City Mgr
Belle Glade			82168	H	1	Y	City Mgr
Casselberry		90000	75158	S	1	Y	City Mgr
Cocoa Beach	65000		62400	H	1		City Mgr
Coconut Creek			104162	S	1		City Mgr
Cooper City	103568		103568	S	1	Y	City Mgr
Eustis			73902	S	1	N	City Mgr
Fort Pierce	75000	86000	82220	H	1	Y	City Mgr
Fort Walton Beach			83129	S	1		City Mgr
Haines City	64440	90216	64440	S	1	Y	City Mgr
Hallandale	104934	132554	104934	S	1	N	City Mgr
Holly Hill			66645	S	1		City Mgr
Kissimmee			94000		1	Y	City Mgr
Lake Worth			73507		1		City Mgr
Lighthouse Point		85068	85068	S	1	N	City Mgr
Longwood	63051	78396		S	1		City Administrator
Miami Shores Village	68408	99000	92530	S	1	Y	City Mgr
Miami Springs	55350	78899	77581	S	1	N	City Mgr
Miramar			105000	S	1		City Mgr
Naples			94000	S	1	Y	City Mgr
New Port Richey			65270				City Mgr
New Smyrna Beach	70075	70075	70075	H	1		City Mgr
Niceville			65042	S	1		City Mgr
North Lauderdale			85475		1		City Mgr
North Port		85000	65000	S	1	Y	City Mgr
Ocala	65000	95059	95059	S	1		City Mgr
Oviedo	55918		99452	S	1	Y	City Mgr
Palatka	46645	68916	74058	S	1	Y	City Mgr
Panama City			90087	S	1		City Mgr
Parkland	87256			S	1		City Mgr
Pinecrest			91300	S	1		Village Mgr
Pinellas Park			67573	S	1		City Mgr
Plant City	65000		73500	S	1	Y	City Mgr
Port Orange			80553	S	1	Y	City Mgr
Punta Gorda	75584	137162					



124 CITY/COUNTY MANAGER

CITY	MINIMUM	MAXIMUM	ACTUAL AVERAGE	L/S/H MATCH	# INC	ABOVE	TITLE
Riviera Beach			95000	H	1	Y	City Mgr
Royal Palm Beach			96497	S	1		Village Mgr
Safety Harbor			71594	S	1		City Mgr
Sanford			79058	S	1		City Mgr
South Daytona			76317	S	1	Y	City Mgr
St Cloud	58243	80219	77751	S	1	Y	City Mgr
Stuart	82202	82202	82202		1		City Mgr
Tarpon Springs	57342	78886	70821	S	1		City Mgr
Temple Terrace			82000	S	1		City Mgr
Titusville			82388		1		City Mgr
Vero Beach			93990	H	1	Y	City Mgr
Wellington	61500	86100	74000	S	1	Y	Village Mgr
Wilton Manors		93620					City Mgr
Winter Haven	70588	104477	90438	S	1	Y	City Mgr
Winter Park			92342	S	1	Y	City Mgr

Average 70005 90445 83246  
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118 CITY/COUNTY ATTORNEY

CITY	MINIMUM	MAXIMUM	AVERAGE	L/S/H #	INC	ABOVE	TITLE
Bartow	44633	44633	44633	S	1	N	City Atty
Fort Pierce	27909	27909	34805	S	1	N	City Atty
Haines City			54614	S	1	Y	City Atty
Hallandale	103001	128634	103001	S	1	N	City Atty
Kissimmee			97850		1		
Lake Worth			68390	S	1		City Atty
Lighthouse Point		18000	18000	S	1		City Attorney
New Smyrna Beach	66248	66248	66248	S	1		
Palatka	12900	12900	12900	S	1	N	City Atty
Parkland	56700			S	1		City Atty
Port Orange			59810	S	1	Y	City Atty
Punta Gorda	75584	137162					
Riviera Beach			71202	S	1	Y	City Atty
Stuart	74048	74048	74048		1		City Atty
Tarpon Springs			55000	S	1		City Atty
Vero Beach			84006	H	1	Y	City Atty

Average 59484 63692 60322  
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120 CITY/COUNTY CLERK

CITY	MINIMUM	MAXIMUM	ACTUAL AVERAGE	L/S/H #	MATCH INC	ABOVE	TITLE
Altamonte Springs	35000	52500	43331	1	S	Y	City Clk
Apopka	35251	59177		1	S	N	City Clk
Aventura	45000		58960	1	S		City Clk
Bartow		54288	54288	1	H	N	City Auditor/Clk
Belle Glade	35000	42542	42542	1	H	Y	City Clk
Bradenton	42661	63617	60674	1			City Clk/Treas
Casselberry	33833	49219	42860	1	S	Y	City Clk
Cocoa Beach	32500	58500	38307	1	S	Y	City Clk
Coconut Creek	45185	65827	45185	1	H		City Clk
Cooper City	53458	76005	76005	1	H	Y	City Clk
Crestview			52260	1			City Clk
Fort Pierce	34775	50424	49882	1	S	Y	City Clk
Fort Walton Beach			38350	1	S		City Clk
Haines City	32547	45565	32740	1	S	Y	City Clk
Hallandale	52177	65162	68461	1	S	N	City Clk
Holly Hill	29067	43601	46550	1	S	Y	City Clk
Kissimmee	32978	46404	46404	1	S	N	
Lake Worth	36109	53456	48984	1	S		City Clk
Lighthouse Point		57510	57510	1	S	N	City Clk
Longwood	35874	44606		1	S		Clk
Miami Shores Village	23587	45000	39500	1	H	Y	
Miami Springs	32155	45828	43494	1	S	N	City Clk
Miramar			53000	1	S		City Clk
Naples			42500	1	S	Y	City Clerk
Niceville			41517	1	S		
North Lauderdale	47143	64988	64986	1	S		
North Port	32240	47849	43727	1	S	Y	City Clk
Ocala	35128	57207	45382	1	S		
Oviedo	35920	50754	36627	1	S	N	City Clk
Palatka	33012	48774	51974	1	S	Y	City Clk
Panama City			58698	1	S		City Clk
Parkland	45448			1	S		City Clk
Pinecrest			54000	1	S		Village Clk
Pinellas Park			64064	1	S		City Clk
Plant City	43290	63066	61802	1	H	Y	City Clk/Fin Dir
Punta Gorda	43019	61132		1			
Port St. John	26441	53022	53022	1	S	Y	City Clk



# 120 CITY, COUNTY CLERK

CITY	MINIMUM	MAXIMUM	ACTUAL AVERAGE	L/S/H # MATCH INC	ABOVE	TITLE
Royal Palm Beach	29270	39061	38674	S 1	Y	Village Clk
Safety Harbor	35360	54350	49192	S 1	Y	City Clk
Sanford	31942	47913	47913	S 1	Y	City Clk/Sec-City Mgr
South Daytona	32947	49421	43037	S 1	Y	Dpty City Clk
Stuart	39146	39146	39146	S 1		City Clk
Tarpon Springs	34751	49214	46374	S 1		City Clk/Collector
Temple Terrace			56000	S 1		City Clk
Titusville	30472	47237	42557	S 1	Y	City Clk
Vero Beach			36992	S 1	Y	City Clk
Wellington	51250	71750	51914	H 1	Y	Village Clk
Wilton Manors	41933	58968				
Winter Haven	29556	42543	35194	S 1	Y	City Clk
Winter Park	39306	58177	41271	S 1	Y	City Clk

Average 37230 53282 48595  
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# 204 BUDGET ANALYST

CITY	MINIMUM	MAXIMUM	ACTUAL AVERAGE	L/S/H MATCH	# INC	ABOVE	TITLE
Belle Glade	25000	28941	28940	S	1		Finanical Analyst
Fort Pierce	25706	37274		S	1	N	Fiscal Mgr
Naples	34564	50463	37163	S	1	Y	Budget/Investment Mgr
New Port Richey		22844					
Ocala	26430	41682	27222	S	1		Budget/Mgmt Spec
Riviera Beach	33128	49029	39449	S	1	Y	Budget Analyst
Sanford	29954	44931	35639	S	1	Y	Internal Auditor
Titusville	20342	31387	29515	S	1	Y	Budget Analyst
Wellington	25448	37417	31447	S	1	Y	Budget Analyst

Average 27572 40141 31527  
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# 224 PERSONNEL OFFICER

CITY	MINIMUM	MAXIMUM	ACTUAL AVERAGE	L/S/H MATCH	# INC	ABOVE	TITLE
Altamonte Springs	28651	49424	38025	S	1	Y	HR Coord
Apopka	27619	46366		H	1	N	Asst Personnel Admin
Aventura	30000		36977	S	1		HR/ Training Spec
Cooper City	28493	39278	29206	L	1	Y	Personnel Spec
Eustis	31127	46208	31905	S	1	N	Personnel Coord
Fort Walton Beach	30161	48218	31688		1	Y	HR Coord
Hallandale	41780	52177	42824	S	1	N	Asst Personnel Dir
Kissimmee	37053	52138	37053	S	1	N	Asst Dir/Personnel & R Mgmt
Miramar	28000	43500	42230	L	1	Y	HR Tech
Naples	34564	50463	38000	S	1	Y	Sr HR Analyst
Ocala	35128	57207	38382	S	1	Y	Dpty Dir HR
Pinecrest	35000	45000		H	1	Y	Personnel Officer-vacant
Pinellas Park	26874	43618	43368	L	1		HR Analyst
Punta Gorda	45283	63611					
Sanford	25481	38222	27001	S	1	N	HR Analyst
Temple Terrace	25750	36088	26790	S	1	Y	Personnel Spec
Titusville	23566	36379	30950	S	1	Y	Personnel Coord
Vero Beach			45611	H	1	Y	Asst Dir/HR
Wilton Manors	34424	48485					
Winter Park	21887	32394	28750	S	2	N	Personnel Asst

Average 31097 46043 35548  
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Appendix E-2  
FIVE CITIES STUDY

General Information On Selected Cities for FY 97/98 Budget

Schedule A

	DeBary	Deltona	New Smyrna Beach	North Port	Port Orange
General Fund Budget	\$ 4,488,183	\$ 17,323,424	\$ 12,517,038	\$ 6,446,689	\$ 14,319,499
General Fund Millage Rate	2.5876	4.198	5.32896	5.2	4.40707
Total Assessed Property Value	\$ 608,029,153	\$ 1,710,743,303	\$ 1,275,231,796	\$ 763,482,675	\$ 1,473,059,888
Total Taxable Property Value	\$ 571,433,540	\$ 1,270,530,951	\$ 1,084,476,000	\$ 585,566,647	\$ 1,073,442,698
% Taxable Property Value to Assessed Value	94%	74%	85.04%	77%	72.87%
Population	13,200	59,000	18,500	16,000	41,464
Square Miles	25		19.6	76	21.5
Developer Built?	No	Yes	No	No	No



## Schedule B

## Comparison of General Fund Revenues of Selected Cities for FY 97/98 Budget

	DeBary	Deltona	New Smyrna Beach	North Port	Port Orange
<b>Taxes</b>					
Ad Valorem Taxes	\$ 1,392,224	\$ 5,067,000	\$ 5,342,900	\$ 2,591,584	\$ 4,673,200
Utility Taxes	\$ 735,000	\$ 2,859,589	\$ 641,800	\$ 201,600	\$ 2,620,300
Franchise Fees	\$ 25,750	\$ 160,000	\$ 163,000	\$ 505,400	\$ 1,723,000
Local Option Gas Tax	\$ 190,000	\$ 1,284,577	\$ 376,000	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 2,342,974</b>	<b>\$ 9,371,166</b>	<b>\$ 6,523,700</b>	<b>\$ 3,298,584</b>	<b>\$ 9,016,500</b>
<b>Licenses &amp; Permits</b>					
Occupational Licenses	\$ 11,000	\$ -	\$ 155,650	\$ 27,000	\$ 72,200
Occupational Licenses-County	\$ -	\$ 30,000	\$ -	\$ 4,000	\$ 40,900
Building Permits/Inspections	\$ 113,000	\$ 350,000	\$ 120,000	\$ 462,500	\$ 297,500
Other Licenses & Permits	\$ -	\$ 25,000	\$ 49,700	\$ 13,450	\$ -
<b>Subtotal</b>	<b>\$ 124,000</b>	<b>\$ 405,000</b>	<b>\$ 325,350</b>	<b>\$ 506,950</b>	<b>\$ 410,600</b>
<b>State Shared Revenues</b>					
State Revenue Sharing	\$ 186,396	\$ 1,250,493	\$ -	\$ -	\$ 885,300
State Sales Tax	\$ 466,575	\$ -	\$ 725,000	\$ -	\$ 1,536,900
Municipal Gas Tax	\$ -	\$ -	\$ 110,000	\$ -	\$ -
1/2 Cent Sales Tax	\$ -	\$ 2,303,150	\$ -	\$ 1,003,000	\$ -
Fuel Tax Refund	\$ -	\$ -	\$ -	\$ -	\$ 14,800
State/Federal Grants	\$ -	\$ 40,000	\$ 263,268	\$ -	\$ 22,998
Cigarette Tax	\$ 34,665	\$ 171,115	\$ 275,000	\$ 297,900	\$ 134,300
Alcoholic Beverage License	\$ 4,000	\$ 12,000	\$ 22,000	\$ 3,500	\$ 8,200
Mobil Home Licenses	\$ 8,000	\$ -	\$ 5,000	\$ 100	\$ 75,000
Other Shared Revenue	\$ -	\$ 21,000	\$ 2,063,690	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 699,636</b>	<b>\$ 3,797,758</b>	<b>\$ 3,463,958</b>	<b>\$ 1,304,500</b>	<b>\$ 2,677,498</b>
<b>Charges For Services</b>					
Planning & Zoning/Development Fee	\$ 54,500	\$ -	\$ 24,300	\$ 4,000	\$ -
Animal Control Fees	\$ 2,480	\$ -	\$ -	\$ -	\$ 112,500
General Government	\$ -	\$ -	\$ 16,300	\$ 514,500	\$ -
Culture/Parks/Recreation Fees	\$ 3,000	\$ 80,000	\$ 204,100	\$ 7,000	\$ 132,100
Public Safety	\$ -	\$ 3,200	\$ 37,500	\$ -	\$ 278,200
Physical Environment	\$ -	\$ -	\$ 1,000	\$ 5,000	\$ -
Misc. Charges for Service	\$ -	\$ 17,200	\$ -	\$ 1,000	\$ -
<b>Subtotal</b>	<b>\$ 59,980</b>	<b>\$ 100,400</b>	<b>\$ 283,200</b>	<b>\$ 531,500</b>	<b>\$ 522,800</b>







## NOTES

DeBary - No notes.

**Deltona** - "Licenses & Permits" revenue source entitled 'Other Licenses & Permits' is \$25,000 for Animal Control Fees.

"State Shared Revenues" revenue source entitled 'Other Shared Revenues' includes \$17,000 - County Contributions & \$4000 - Other Fire Dept. Charges.

"Charges for Services" revenue source entitled 'Public Safety' includes \$3,100 - Haz Mat Services and \$100 Fire Witness Fees. The revenue source entitled 'Misc. Charges for Service' include \$17,000 - County Contributions and \$200 - Facilities Fees.

"Fines & Forfeitures" revenue source entitled 'Local Ordinance Citations' reflects Code Enforcement fines collected and Miscellaneous Revenues' is Law Enforcement Education monies.

"Miscellaneous Revenues" entitled 'Miscellaneous' includes \$15,000 - Sidewalk Impact Fees, \$60,000 - Recycling Proceeds, and \$12,000 - Other. Non-Revenue revenue source entitled 'Transfers From Other Funds' is an Administrative Service Charge to the Stormwater and Solid Waste Management Funds.

**New Smyrna Beach** - "Licenses & Permits" revenue source 'Other Licenses & Permits' includes monies for plumbing, mechanical, sign, fire inspection, garage sale permits, etc.

"State Shared Revenues" revenue source entitled 'Other Shared Revenue' includes \$2.0 million, 6% Utilities Commission, which is a required payment from the Utilities Fund.

"Charges For Services" revenue source entitled 'General Government' includes fees received from charges related to planning and development activities. The revenue source 'Public Safety' includes fees from charges for funeral detail, fingerprinting, and overtime detail.

"Non-Revenues" revenue source 'Transfers From Other Fund' includes monies from administrative service charges to the Sanitation and Community Redevelopment Funds.

**North Port** - "Licenses & Permits" revenue source 'Building Permits/Inspections' includes \$350,00 - Bldg. Permits, \$42,000 - Planning & Zoning Insp. Fees, \$70,000 - Certificate of Compliance fees, and \$500 - Certificate of Occupancy fees. "State Shared Revenues" revenue source 'Cigarette Tax' is as follows: \$100,100 - 2 cents tax and \$197,800 - 11 cents tax. Municipal Gas Tax' monies, identified in this revenue category, are deposited directly into the Road & Drainage District Fund. "Charges for Services" revenue source entitled 'General Government' is for administrative charges to the following Enterprise funds: \$130,000 - Road and Drainage, \$95,000 - Fire Rescue, \$114,500 - Solid Waste, and \$175,000 - Utilities. "Non-Revenues" revenue source 'Transfers from Other Fund' is monies transferred from the Capital Improvement, Construction, and Land Acquisition Fund.

**Port Orange** - "State Shared Revenues" revenue source entitled 'State/Federal Grants' is for "Great Kids" grant program. "Charges for Services" revenue source entitled 'Culture/Parks/Recreation Fees' includes monies collected from sponsor fees, park/facility rentals, program registration, child care programs, etc. The 'Public Safety' revenue source if for monies from special fire services, ambulance assistance, fire permits, fire plans review, etc. "Non-Revenues" revenue source entitled 'Transfers From Other Funds' includes \$661,830 from the Water & Sewer Fund, \$75,000 from the Solid Waste Fund and \$151,453 - Garbage Administrative Fee.



Schedule C

Comparison of General Fund Revenues Per Capita of Selected Cities for FY 97/98 Budget

	DeBary 13,200	Deltona 59,000	New Smyrna Beach 18,500	North Port 16,000	Port Orange 41,464
<b>Population</b>					
<b>Taxes</b>					
Ad Valorem Taxes	\$ 105.47	\$ 85.88	\$ 288.81	\$ 161.97	\$ 112.70
Utility Taxes	\$ 55.68	\$ 48.47	\$ 34.69	\$ 12.60	\$ 63.19
Franchise Fees	\$ 1.95	\$ 2.71	\$ 8.81	\$ 31.59	\$ 41.55
Local Option Gas Tax	\$ 14.39	\$ 21.77	\$ 20.32	\$ -	\$ -
<b>Subtotal</b>	\$ 177.50	\$ 158.83	\$ 352.63	\$ 206.16	\$ 217.45
<b>Licenses &amp; Permits</b>					
Occupational Licenses	\$ -	\$ -	\$ -	\$ -	\$ -
Occupational Licenses-County	\$ 0.83	\$ -	\$ 8.41	\$ 1.69	\$ 1.74
Building Permits/Inspections	\$ -	\$ 0.51	\$ -	\$ 0.25	\$ 0.99
Other Licenses & Permits	\$ 8.56	\$ 5.93	\$ 6.49	\$ 28.91	\$ 7.17
<b>Subtotal</b>	\$ -	\$ 0.42	\$ 2.69	\$ 0.84	\$ -
	\$ 9.39	\$ 6.86	\$ 17.59	\$ 31.68	\$ 9.90
<b>State Shared Revenues</b>					
State Revenue Sharing	\$ 14.12	\$ 21.19	\$ -	\$ -	\$ 21.35
State Sales Tax	\$ 35.35	\$ -	\$ 39.19	\$ -	\$ 37.07
Municipal Gas Tax	\$ -	\$ -	\$ 5.95	\$ -	\$ -
1/2 Cent Sales Tax	\$ -	\$ 39.04	\$ -	\$ 62.69	\$ -
Fuel Tax Refund	\$ -	\$ -	\$ -	\$ -	\$ 0.36
State/Federal Grants	\$ -	\$ 0.68	\$ 14.23	\$ -	\$ 0.55
Cigarette Tax	\$ 2.63	\$ 2.90	\$ 14.86	\$ 18.62	\$ 3.24
Alcoholic Beverage License	\$ 0.30	\$ 0.20	\$ 1.19	\$ 0.22	\$ 0.20
Mobil Home Licenses	\$ 0.61	\$ -	\$ 0.27	\$ 0.01	\$ 1.81
Other Shared Revenue	\$ -	\$ 0.36	\$ 111.55	\$ -	\$ -
<b>Subtotal</b>	\$ 53.00	\$ 64.37	\$ 187.24	\$ 81.53	\$ 64.57
<b>Charges For Services</b>					
Planning & Zoning/Development Fee	\$ 4.13	\$ -	\$ 1.31	\$ 0.25	\$ -
Animal Control Fees	\$ 0.19	\$ -	\$ -	\$ -	\$ 2.71
General Government	\$ -	\$ -	\$ 0.88	\$ 32.16	\$ -
Culture/Parks/Recreation Fees	\$ 0.23	\$ 1.36	\$ 11.03	\$ 0.44	\$ 3.19
Public Safety	\$ -	\$ 0.05	\$ 2.03	\$ -	\$ 6.71
Physical Environment	\$ -	\$ -	\$ 0.05	\$ 0.31	\$ -
Misc. Charges for Service	\$ -	\$ 0.29	\$ -	\$ 0.06	\$ -
<b>Subtotal</b>	\$ 4.54	\$ 1.70	\$ 15.31	\$ 33.22	\$ 12.61







Schedule D

Comparison of General Fund Expenditures of Selected Cities for FY 97/98 Budget

	DeBary	Deltona	New Smyrna Beach	North Port	Port Orange
General Government	\$ 469,814	\$ -	\$ 342,629	\$ -	\$ -
Mayor and Council/Commission	-	66,562	109,977	89,274	140,943
City Manager/Admin.	-	264,664	187,171	192,203	270,543
City Attorney/Legal Services	-	208,500	165,212	168,000	249,406
City Clerk	-	154,595	-	296,156	234,810
Administrative Services	-	-	990,278	-	-
Finance	-	307,443	-	788,204	414,550
Data Processing/Info. Services	-	-	-	-	-
Personnel/Human Resources	-	-	-	147,237	270,269
Development Services	354,162	1,186,985	697,392	975,481	1,090,624
Police/Law Enforcement	708,240	3,461,437	3,662,700	2,759,316	4,164,067
Fire	508,870	2,946,430	2,325,183	15,900	2,919,971
Animal Control	31,407	117,465	-	-	-
Library Services	-	-	3,000	-	-
Parks and Recreation	132,819	822,906	1,460,998	-	1,518,227
Public Works					
Administration	-	-	214,832	67,322	52,887
Engineering	42,329	344,084	-	-	-
Traffic Engineering/Control	58,509	-	-	-	263,529
Streets/ROW Maintenance	686,728	894,267	1,325,962	-	960,206
Facilities/Bldg. Maintenance	-	-	359,710	274,627	442,253
Other Public Works	99,000	1,637,700	-	-	67,733
Non-Departmental					
Transfers to Other Funds	-	-	285,089	150,517	922,585
Contingency	123,613	556,386	-	522,452	231,822
Reserves	1,102,692	1,500,000	-	-	-
Debt Service	-	-	386,630	-	102,074
Grants and Aids	-	25,000	275	-	3,000
Payments to other Govts.	60,000	-	-	-	-
Miscellaneous	110,000	2,829,000	-	-	-
<b>TOTALS</b>	<b>\$ 4,488,183</b>	<b>\$ 17,323,424</b>	<b>\$ 12,517,038</b>	<b>\$ 6,446,689</b>	<b>\$ 14,319,499</b>



**NOTES:**

**DeBary** - Since incorporation on 12-31-93, services have been provided by Volusia County via an Interlocal Agreement. The agreement is negotiated annually with County Manager Larry Arrington for general services and with Sheriff Robert Vogel for law enforcement services.

"*Development Services*" expenditures include the following functions: \$182,232 - Code Administration Inspections,

\$51,158 - Zoning Compliance, \$120,772 - Development Services.

"*Public Works*" expenditures for the function 'Other Public Works' include: \$85,000 - Sidewalks, \$4,000 - Solid Waste, and \$10,000 - Mosquito/Aquatic Weed Control.

**Deltona** - "City Attorney" expenses are contract services and the "Finance" department includes monies for the Personnel function.

"Development Services" expenditures include \$444,423 - Growth Management and \$742,562 - Code Compliance.

"Police/Law Enforcement" services are provided by the Volusia County Sheriff's Office via interlocal agreement.

"Public Works" expenditures for 'Other Public Works' are for contract services with Volusia County and private sector contractors. Services include asphalt resurfacing, sidewalk construction, retention area maintenance, tree removal, signage, mosquito control, and public works related studies & analyses.

Expenditures for 'Streets/ROW Maintenance' is Field Operations which includes crews for road maintenance, litter control, etc. "Non-Departmental" expenditures in the 'Miscellaneous' category include \$2,250,000 appropriated for capital improvements and \$579,000 for miscellaneous contracts/contributions/expenses.

**New Smyrna Beach** - "General Government" includes expenses that cannot be allocated to specific departments.

"Administrative Services" includes expenses for the following functions: Finance, Personnel and City Clerk.

"Development Services" includes expenses for building, permitting, licensing, and development related activities.

"Parks and Recreation" includes the following: \$816,704 - Recreation and \$644,294 - Parks/Ball Parks

The "Public Works" function 'Streets/ROW Maintenance' also includes marina maintenance.

**North Port** - The "Finance" department includes monies for two divisions: Finance - \$691,759 and Human Services - \$96,445.

The Finance function includes Purchasing, Payroll, Accounting and Information Services. The Human Services function provides assistance to those residents in need of food, shelter, etc.

"Development Services" includes monies for two divisions: Planning & Zoning - \$535,575 and Building - \$439,906. The Planning & Zoning function is responsible for all long range planning, zoning review, and various development related services. Building is responsible for all permitting for construction and regulation of licenses for contractors and businesses.

"Fire" expenditures are for Emergency Management services only. A Fire Rescue District Fund, with a \$3,323,741 budget, covers all general fire and rescue services.

"Public Works" expenditures for all road maintenance/repair, stormwater management, road signage, lighting and landscaping are included in a separate Road and Drainage Fund.

"Non-Departmental" expenditures for 'Transfers to other Funds' is to the Fleet Maintenance Fund



**Port Orange** - "Development Services" includes the following functions: \$180,340 - Building Permits & Inspections, \$93,284 - Licensing & Permitting, \$153,168 - Code Enforcement, \$91,254 - City Council, etc. Support, \$28,937 - Engineering Permit Review & Issuance, \$149,104 - Engineering Inspection Services, \$90,505 - Geographic Information System, \$183,174 - Comprehensive and Current Planning, \$60,470 - Zoning Regulation, and \$60,388 - Urban/Architectural/Landscape Design.

"Parks and Recreation" expenditures include: \$791,995 - Parks Maintenance, \$465,032 - Recreation, and \$352,647 - Athletics. "Public Works" expenditures for the 'Facilities/Building Maintenance' function include: \$89,605 for actual maintenance of facilities and \$352,648 for facilities maintenance contracts such as custodial, pest control and window cleaning.

"Public Works" expenditures for the 'Streets/ROW Maintenance' function include \$554,014 for maintenance and \$406,192 for maintaining the right of way.

"Public Works" expenditures for the 'Other Public Works' function include: \$37,694 - Customer Service, \$16,353 - Training and Development, and \$13,686 - Capital Improvement Program Administration.



**Schedule E**

**Comparison of General Fund Expenditures Per Capita for Selected Cities for FY 97/98 Budget**

<b>Population</b>	<b>DeBary 13,200</b>	<b>Deltona 59,000</b>	<b>New Smyrna Beach 18,500</b>	<b>North Port 16,000</b>	<b>Port Orange 41,464</b>
General Government	\$ 35.59	\$ -	\$ 18.52	\$ -	\$ -
Mayor and Council/Commission	\$ -	\$ 1.13	\$ 5.94	\$ 5.58	\$ 3.40
City Manager/Admin.	\$ -	\$ 4.49	\$ 10.12	\$ 12.01	\$ 6.52
City Attorney/Legal Services	\$ -	\$ 3.53	\$ 8.93	\$ 10.50	\$ 6.02
City Clerk	\$ -	\$ 2.62	\$ -	\$ 18.51	\$ 5.66
Administrative Services	\$ -	\$ -	\$ 53.53	\$ -	\$ -
Finance	\$ -	\$ 5.21	\$ -	\$ 49.26	\$ 10.00
Data Processing/Info. Services	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel/Human Resources	\$ -	\$ -	\$ -	\$ 9.20	\$ 6.52
Development Services	\$ 26.83	\$ 20.12	\$ 37.70	\$ 60.97	\$ 26.30
Police/Law Enforcement	\$ 53.65	\$ 58.67	\$ 197.98	\$ 172.46	\$ 100.43
Fire	\$ 38.55	\$ 49.94	\$ 125.69	\$ 0.99	\$ 70.42
Animal Control	\$ 2.38	\$ 1.99	\$ -	\$ -	\$ -
Library Services	\$ -	\$ -	\$ 0.16	\$ -	\$ -
Parks and Recreation	\$ 10.06	\$ 13.95	\$ 78.97	\$ -	\$ 36.62
Public Works					
Administration	\$ -	\$ -	\$ 11.61	\$ 4.21	\$ 1.28
Engineering	\$ 3.21	\$ 5.83	\$ -	\$ -	\$ -
Traffic Engineering/Control	\$ 4.43	\$ -	\$ -	\$ -	\$ 6.36
Streets/ROW Maintenance	\$ 52.02	\$ 15.16	\$ 71.67	\$ -	\$ 23.16
Facilities/Bldg. Maintenance	\$ -	\$ -	\$ 19.44	\$ 17.16	\$ 10.67
Other Public Works	\$ 7.50	\$ 27.76	\$ -	\$ -	\$ 1.63
Non-Departmental					
Transfers to Other Funds	\$ -	\$ -	\$ 15.41	\$ 9.41	\$ 22.25
Contingency	\$ 9.36	\$ 9.43	\$ -	\$ 32.65	\$ 5.59
Reserves	\$ 83.54	\$ 25.42	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ 20.90	\$ -	\$ 2.46
Grants and Aids	\$ -	\$ 0.42	\$ 0.01	\$ -	\$ 0.07
Payments to other Govts.	\$ 4.55	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 8.33	\$ 47.95	\$ -	\$ -	\$ -
<b>TOTALS</b>	<b>\$ 340.01</b>	<b>\$ 293.62</b>	<b>\$ 676.60</b>	<b>\$ 402.92</b>	<b>\$ 345.35</b>



# APPENDIX F



Appendix F-1

DISTRICT POPULATION IN 2000

District Populations in 2000

District 1		District 2		District 3		District 4	
Sec	Pop	Sec	Pop	Sec	Pop	Sec	Pop
37	287	10	715	5	0	27	1382
35	688	9	642	2	579	18	841
12	1,209	16	817	4	891	19	764
13	1,301	15	597	3	975	23	677
11	1,242	14	946	8	1,872	24	485
21	994	17	443	81	1,988	32	343
20	956	7	1,629	39	48	30	194
22	1,820	1	1,687	25	1,131	26	319
		6	469	Grand Haven	315	33	120
				Marina Cove	160	31	136
				Oaks/Waterway	140	29	242
Total	8497	Total	7945	Total	8099	28	396
						34	607
						63	385
						64	59
						65	169
						57	195
						58	75
						59	115
						60	74
						Hamptons/Art	309
						Savannah Sq	133
						Total	8020

Grand Total = 32,561

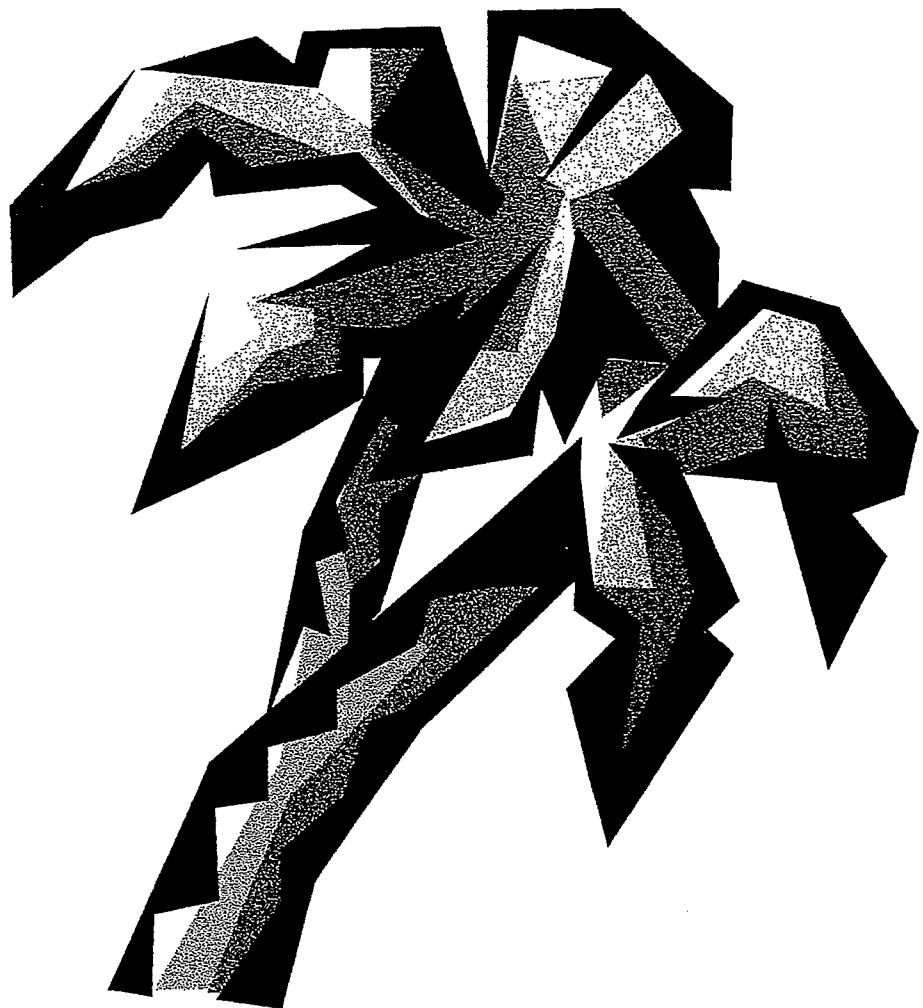


# CHARTER



# **PALM COAST CHARTER**

**Flagler County, Florida**



**November 2, 1998**



## **CITY OF PALM COAST CHARTER**

### **SECTION 1. SHORT TITLE**

This act, together with any future amendments thereto, shall be known and may be cited as the "City of Palm Coast Charter," hereinafter referred to as "the Charter."

### **SECTION 2. LEGISLATIVE INTENT**

The Legislature hereby finds and declares that:

- (1) The area in Flagler County known as the Palm Coast Service District includes a compact and contiguous urban community amenable to separate municipal government.
- (2) It is in the best interests of the public health, safety, and welfare of the citizens of this community to form a separate municipality for the Palm Coast Service District area with all powers and authority necessary to provide efficient and adequate municipal services to its residents.

### **SECTION 3. INCORPORATION OF MUNICIPALITY**

- (1) There is hereby created effective, December 31, 1999, in Flagler County, Florida, a new municipality to be known as the City of Palm Coast.
- (2) The Corporate boundaries of the City of Palm Coast, hereinafter referred to as "the City," shall be as described in Section 9. (1).
- (3) The city of Palm Coast shall operate under a Council-Manager form of government. The general duties of the Council (described in Section 5) shall be to set policy; the general duties of the Manager (described in Section 6) shall be to carry out those policies.



## **SECTION 4. MUNICIPAL POWERS**

The City shall be a body corporate and politic and shall have all the powers of a municipality under the Constitution and laws of the State of Florida, as fully and completely as though such powers were specifically enumerated in this Charter, unless otherwise prohibited by or contrary to the provisions of this Charter. The City shall have all governmental, corporate, and proprietary powers necessary to enable it to conduct municipal government, perform municipal functions, and render municipal services, and may exercise any power for municipal purposes unless expressly prohibited by law. The powers of the City shall be liberally construed in favor of the City.

## **SECTION 5. CITY COUNCIL**

### **(1) CITY COUNCIL: COMPOSITION; QUALIFICATIONS FOR OFFICE.**

#### **(a) Composition.**

1. There shall be a five member City Council consisting of four District members and a Mayor.
2. There shall be four districts within the City, the boundaries of which are as outlined in Section 9 (2). These districts shall be designated as District One (1), District Two (2), District Three (3), and District Four (4). Each of the four Council members shall run from the district in which they live, but be elected at-large; and, the Council members elected from each district shall be considered to hold Seat One, Seat Two, Seat Three, and Seat Four.
3. The Mayor shall live within the City boundaries. The Mayor shall run at-large, and be elected at-large.

#### **(b) Qualifications for Office:**

1. Each candidate for office shall be a qualified elector of the City.
2. Each individual seeking to qualify as a candidate for one of the four seats on the Council shall:
  - a. Submit a petition supporting his/her candidacy to the City Clerk containing the signatures of at least 1% of the



electorate residing within the district (as identified in the most recent decennial census) which he/she seeks to run from; or, Pay to the City Clerk a qualifying fee of 10% of the salary of the office he/she seeks to run for.

- b. At the time of qualification, each candidate for a Seat on the Council shall reside within the boundaries of the district that he/she seeks to run from. For the length of their term, Council members shall maintain residency within the boundaries of the district from which he/she ran. In addition, candidates, and Council members, shall reside at least forty-five (45) weeks in each year in the district in which they live.
3. Each individual seeking to qualify as a candidate for Mayor shall:
  - a. Submit a petition supporting his/her candidacy to the City Clerk containing the signatures of at least 1% of the electors residing within city limits (as identified in the most recent decennial census); or, pay to the City Clerk a qualifying fee of 10% of the Mayoral salary.
  - b. At the time of qualification, each candidate for Mayor shall reside within the City limits. For the length of his or her term, the Mayor shall maintain residency within the City limits. In addition, Mayoral candidates, and the elected Mayor, shall reside at least forty-five (45) weeks in each year within the City limits.
4. Additionally, for the initial election, following the referendum approving the creation of the City, candidates for office shall qualify as provided in Section 13 (3).

(2) TERMS OF OFFICE.

- (a) The term of office for each District Member shall be four years. However, in order to provide for staggering of terms, the initial term of office for District Seats One, and Three shall be four years, and that of



District Seats Two and Four shall be two years. The initial term of office for the Mayor shall also be four years.

- (b) No Council member or Mayor may serve more than two successive four-year terms in the same seat.
- (c) Each Council member shall remain in office until his/her successor is elected and assumes the duties of the position at the first meeting of the new Council, which shall be held in accordance with City ordinance.

(3) POWERS AND DUTIES OF COUNCIL.

Except as otherwise prescribed herein or provided by law, legislative and police powers of the City shall be vested in the Council. The Council shall provide for the exercise of its powers and for the performance of all duties and obligations imposed on the City by law.

(4) POWERS AND DUTIES OF THE MAYOR.

- (a) Powers. In addition to the regular powers invested in any other Council member, the Mayor shall: be recognized by the governor for purposes of military law; have the power to declare an emergency situation; have the power for service of process, and execution of contracts, deeds and other documents; have the power to represent the city in all agreements with other governmental entities or certifications to other governmental entities that the Council has approved.
- (b) Duties. In addition to his or her regular duties, the Mayor shall: preside at meetings of the Council and be recognized as the head of city government for all ceremonial occasions. The Mayor shall have no administrative duties other than those necessary to accomplish these actions, or such other actions as may be authorized by the City Council, consistent with general or special law.

(5) THE VICE-MAYOR: ELECTION AND DUTIES.

- (a) Election. There shall be a Vice-Mayor elected annually by the Council from among the Council members. Such election shall take place at



the first meeting after the general election, or at the organizational meeting during years when there is no election.

- (b) Duties. The Vice-Mayor shall have the same legislative powers and duties as any other Council member, except that he or she shall serve as Acting Mayor during the absence or disability of the Mayor, and during such period, shall have the same duties as provided for in Section 5 (4). In the absence of the Mayor and Vice-Mayor, the remaining Council members shall select a Council member to serve as Acting Mayor.

(6) COMPENSATION AND EXPENSES.

- (a) Compensation. The Council members and Mayor shall receive compensation as established by ordinance. Such compensation shall not take effect until the date of commencement of the terms of Council members elected at the next regularly scheduled election that follows the adoption of said ordinance by at least six months. The sole exception to this is that the Council members and Mayor elected initially under Section 13 (3) may adopt an ordinance which compensates the Council members for up to \$1,200 per year, and the Mayor for up to \$1,800 per year. Such ordinance, if adopted, shall take effect immediately.
- (b) Expenses. The Council may provide for reimbursement of actual expenses incurred by its members while performing their official duties.

(7) VACANCIES; FORFEITURE OF OFFICE; SUSPENSION; RECALL;  
FILLING OF VACANCIES.

- (a) Vacancies. A vacancy in the office Mayor or of a Council seat shall occur upon any of the following: upon the death of the incumbent; removal from office as authorized by law; resignation; appointment to other public office which creates dual office holding; judicially determined incompetence; or forfeiture of office as herein described.



- (b) Forfeiture of Office. The Mayor or any other Council member shall forfeit his/her office upon determination by the Council, acting as a body, that he/she:
1. Lacks at any time, or fails to maintain during his/her term of office, any qualification for the office prescribed by this Charter or otherwise required by law;
  2. Is convicted of a felony, or enters a plea of guilty or *nolo contendere* to a crime punishable as a felony, even if adjudication of guilt has been withheld;
  3. Is convicted of a first degree misdemeanor arising directly out of his/her official conduct or duties or enters a plea of guilty or *nolo contendere* thereto, even if adjudication of guilt has been withheld;
  4. Is found to have violated any standard of conduct or code of ethics established by law for public officials and has been suspended from office by the Governor, unless subsequently reinstated as provided by law; or
  5. Is absent from three consecutive regular Council meetings without being excused by the Council.
- (c) Suspension from Office. The Mayor or any other Council member shall be suspended from office by the Council acting as a body upon return of an indictment or issuance of an information charging the Council member or Mayor with any crime which is punishable as a felony or with any crime arising out of his/her official conduct or duties which is punishable as a misdemeanor. Pursuant thereto:
1. During the period of suspension, the Mayor or the Council member shall not perform any official act, duty, or function, or receive any allowance, emolument, or privilege of office.
  2. If the Mayor or the Council member is subsequently found not guilty of the charge, or if the charge is otherwise dismissed or altered so that suspension would no longer be required as



provided herein, the suspension shall be lifted by the Council, and the Council member or Mayor shall be entitled to receive full back allowances and such other emoluments or as he/she would have been entitled to had the suspension not occurred.

- (d) Recall. The electors of the City following the procedures for recall established by general law or ordinance may remove the Mayor or any member of the City Council from office.
- (e) Filling of Vacancies.
  - 1. If, for any reason other than recall, a vacancy occurs in the office of Mayor, the Vice Mayor shall assume the position of Mayor, and within 30 days following the occurrence of such vacancy, a Special Election shall be called as outlined in Section 8 (5) (b). The Special Election for Mayor shall be for the remainder of the unfilled term.
  - 2. If, for any reason other than recall, a vacancy occurs in the office of any Council seat within the first two years of a term, the office shall be filled by appointment within 30 days following the occurrence of such vacancy by majority vote of the remaining Council members. Such appointments shall last until the next regularly scheduled election, at which time the seat shall be declared open and an election held for the remaining two years of the original term, thus continuing the original staggering of district seats.
  - 3. If, for any reason other than recall, a vacancy occurs in the office of any Council seat within the last two years of a term, the office shall be filled by appointment within 30 days following the occurrence of such vacancy by majority vote of the remaining Council members. Such appointments shall last until the next regularly scheduled election, at which time the seat shall be declared open and an election held for the regular four-year term.



4. If a vacancy occurs as a result of a Recall Petition, such vacancy will be filled by Special Election as outlined in Section 8 (5) (b).
5. Any person appointed to fill a vacant seat on the Council is required to meet all the qualifications for office except the petition requirement.

(8) CITY COUNCIL MEETINGS: ORGANIZATIONAL MEETING; QUORUM; SPECIAL MEETINGS.

The Council shall meet regularly at least once a month, at such times and places as the Council may prescribe by ordinance. Such meetings shall be public meetings, and shall be subject to notice and other requirements of law applicable to public meetings. Pursuant thereto:

- (a) Organizational Meeting. The first meeting following a general City election at which elected or re-elected Council members are inducted into office shall be held in accordance with City ordinance.
- (b) Quorum. A majority of the Council, including the Mayor, shall constitute a quorum. No action of the Council shall be valid unless adopted by an affirmative vote of the majority of the Council members and Mayor in attendance, unless otherwise provided by law, ordinance, or stated herein. All actions of the City Council shall be by ordinance, resolution, or motion.
- (c) Special Meetings. Special meetings may be held at the call of the Mayor, or, in the absence of the Mayor, at the call of the Vice-Mayor. Special meetings may also be called upon the request of a majority of the Council members. The City Clerk shall provide not less than 24 hours prior notice of the meeting to the public, unless a declared emergency situation exists.

(9) CITY RECORDS.

The Council shall, in a properly indexed book kept for the purpose, provide for the authentication and recording in full of all minutes of meetings, and all ordinances and resolutions adopted by the Council, and the same shall at all times be a public record. In addition, the Council shall keep *verbatim* recordings of all meetings in



accordance with state law. The Council shall further maintain a current codification of all ordinances. Such codification shall be printed and be made available to the public on a continuing basis. All ordinances or resolutions of the Council shall be signed by the Mayor or in the Mayor's absence, by the Vice-Mayor, or in the absence of both, by the Acting Mayor, and attested to by the City Clerk.

**(10) LIMIT OF EMPLOYMENT OF COUNCIL MEMBERS.**

Neither Council members nor the Mayor shall be in the employment of the City while in office, nor shall any former Council member or former Mayor be employed by the City until after the expiration of one (1) year from the time of leaving office.

**(11) NONINTERFERENCE BY CITY COUNCIL.**

Except for the purpose of inquiry and information, the Council and its members, including committees thereof, are expressly prohibited from interfering with the performance of the duties of any City employee who is under the direct or indirect supervision of the City Manager or City Attorney. Such action shall be malfeasance within the meaning of Florida Statutes.

**SECTION 6. CHARTER OFFICERS**

The designated Charter Officers shall be the City Manager and the City Attorney.

**(1) DESIGNATED CHARTER OFFICERS: APPOINTMENT; REMOVAL; COMPENSATION; FILLING OF VACANCIES; CANDIDATE FOR CITY OFFICE.**

- (a) Appointment. The Charter Officers shall be appointed by a majority vote of the full Council and shall serve at the pleasure of the Council.
- (b) Removal. The Charter Officers shall be removed from office only by a majority vote of the full Council. If the vote is less than unanimous, the Charter Officer may, within seven days of the dismissal motion by the Council, submit to the Mayor a written request for reconsideration. Any action taken by the Council at the reconsideration hearing shall be final.
- (c) Compensation. The compensation of the Charter Officers shall be fixed by the City Council.



- (d) Filling of Vacancy. The City Council shall begin the process to fill a vacancy in the Charter Office of the City Manager or City Attorney within 90 days of the vacancy. An Acting City Manager or Acting City Attorney may be appointed by the Council during a vacancy in office.
  - (e) Candidate for City Office. No Charter Officer shall be a candidate for any elected office while holding his/her Charter Office position.
- (2) CITY MANAGER: QUALIFICATIONS; RESIDENCY; POWERS AND DUTIES.

The City Manager shall be the chief Administrative Officer of the City.

- (a) Qualifications. The City Manager shall be selected on the basis of experience, expertise, and management ability as it pertains to running municipal government.
- (b) Residency. Although the City Manager need not be a resident of the City at the time of appointment, within six (6) months of such appointment, he/she shall establish and maintain residency within the corporate limits of the City. Upon request of the City Manager, this 6-month period may be extended by the City Council for an additional 6-month period.
- (c) Power and Duties. The City Manager shall:
  - 1. Attend all meetings of the City Council.
  - 2. Draw and sign vouchers upon depositories, and keep, or cause to be kept, a true and accurate account of same. Such vouchers shall be countersigned by the Mayor or by the Vice-Mayor in the event the office of Mayor is vacant. If both the Mayor and Vice Mayor offices are vacant, the Acting Mayor shall countersign such vouchers.
  - 3. Be responsible for: signature and issuance of all licenses issued by the City; issuance of receipts for all moneys paid to the City; and deposit of said moneys in the proper depositories on the first banking day after receipt.



4. Provide administrative services as required by the Mayor and the Council.
5. Appoint a City Clerk to serve at his/her pleasure.
6. Appoint and suspend or remove any employee of the City. The City Manager may authorize any administrative officer who is subject to his/her direction and supervision to exercise these powers with respect to subordinates in that officer's department, office, or agency within the guidelines of stated personnel policies and procedures.
7. Direct and supervise the administration of all departments, offices, and agencies of the City, except as otherwise provided by this Charter or by law.
8. See that all laws, provisions of this Charter, and acts of the Council are faithfully executed.
9. Prepare and submit annually a balanced budget, budget message, and capital program to the Council.
10. Keep the Council fully advised as to the financial condition and future needs of the City and make such recommendations to the Council concerning the affairs of the City.
11. Submit to the Council, and make available to the public, a complete report on finances and administrative activities of the City as of the end of each fiscal year.
12. Sign contracts on behalf of the City to the extent authorized by the Council.
13. Perform other such duties as are specified in this Charter or as may be directed by the Council.

(3) CITY ATTORNEY: QUALIFICATIONS; RESIDENCY; POWERS AND DUTIES;

The City Attorney shall be the chief legal officer of the city. The City Attorney may either be retained in-house, or be retained part-time under contract.



- (a) Qualifications. The City Attorney shall be a member in good standing of the Florida Bar.
- (b) Residency. If retained in-house, the City Attorney shall, within six (6) months of such appointment, establish and maintain residency within the corporate limits of the City. Upon request of the City Attorney, this 6-month period may be extended by the City Council for an additional 6-month period. If City Attorney services are contracted, such attorney need not be a resident of the city.
- (c) Powers and Duties. The City Attorney shall:
  - 1. Serve as chief legal advisor to the City Commission, the City Manager, and all City departments, offices, City advisory boards, and agencies.
  - 2. If in-house, appoint, suspend or remove such assistant attorneys as may be required. If City Attorney services are contracted, the City Manager shall appoint, suspend or remove any in-house assistant attorneys as may be required. The remainder of the staff of the Office of City Attorney shall be employees of the city, appointed, suspended, or removed under the regular personnel policies and procedures of the city.
  - 3. The City Attorney or his or her designee shall attend all City Council meetings unless excused by the City Council, and shall perform such professional duties as may be required by law or by the Council in furtherance of the law.
  - 4. The City Attorney shall prepare an annual budget for the operation of the Office of the City Attorney and shall submit this budget to the City Manager for inclusion in the annual City budget, in accordance with uniform city procedures.



## **SECTION 7. BUDGET AND APPROPRIATIONS**

### **(1) FISCAL YEAR.**

The City fiscal year shall begin on October 1 of each year and end on September 30 of the succeeding year.

### **(2) BUDGET ADOPTION.**

The Council shall by resolution adopt a budget on or before the 30th day of September of each year. A resolution adopting the annual budget shall constitute appropriation of the amounts specified therein as expenditures from funds indicated.

### **(3) APPROPRIATION AMENDMENTS DURING THE FISCAL YEAR:**

**SUPPLEMENTAL APPROPRIATIONS; REDUCTION OF APPROPRIATIONS; TRANSFER OF APPROPRIATIONS; LIMITATIONS: EFFECTIVE DATE; LIMITATIONS TO COUNCIL'S CONTRACTING AUTHORITY.**

- (a) Supplemental Appropriations. If, during the fiscal year, revenues in excess of those estimated in the budget are available for appropriation, the Council may, by resolution, make supplemental appropriations for the year in an amount not to exceed such excess.
- (b) 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 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.
- (c) Transfer of Appropriations. At any time during the fiscal year, the City Manager may transfer all or part of any unencumbered appropriation balance 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 Council may transfer part or all



of any unencumbered appropriation balance from one department, office, or agency to another.

- (d) 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.
- (e) Limitations to Council's Contracting Authority. Unless authorized by the electors of the City at a duly held referendum election, the Council shall not enter into lease purchase contracts or any other unfunded multiyear contracts, the repayment of which: extends in excess of 36 months; or exceeds \$15 million dollars.

## **SECTION 8. ELECTIONS**

### **(1) ELECTORS.**

Any person who is a resident of the City, who has qualified as an elector of this state, and who registers in the manner prescribed by law, shall be an elector of the City.

### **(2) NONPARTISAN ELECTIONS.**

All elections for City elective office shall be conducted on a nonpartisan basis without any designation of political party affiliation.

### **(3) QUALIFYING FOR OFFICE.**

Any person who wishes to become a candidate for a City elective office shall qualify with the City Clerk no sooner than 45 calendar days nor later than 35 calendar days prior to the second Tuesday in September of each odd numbered year. In addition, candidates shall qualify as provided in Section 5. (1) (b).

### **(4) SCHEDULE FOR REGULAR ELECTIONS AND PRIMARIES.**

The regular City election shall be the first Tuesday after the first Monday in



November on each odd-numbered year. Such City elections shall be general City elections. If there are more than two candidates who qualify for any office, a primary City election shall be held on the first Tuesday after the first Monday in September.

- (a) An election to fill a vacant Council seat, as outlined in Section 5 (7) (e), where there is more than half of the term remaining shall be held during the next regularly scheduled election. Such election shall be for the remaining two years of the original term.
- (b) An election to fill a vacant Council seat, as outlined in Section 5 (7) (e), where there is less than half of the term remaining shall be filled at the next regularly scheduled election. Such election shall be for a four-year term.

(5) SCHEDULE FOR SPECIAL ELECTIONS.

- (a) A special election for a vacant position of Mayor as outlined in Section 5 (7) (3) shall be called within 30 days, and the City Council shall, by resolution, fix the time for holding of such election. Such special election for Mayor shall be for the remainder of the vacant term.
- (b) All other special municipal elections shall be held in the same manner as regular elections and the City Council shall, by resolution, fix the time for holding of such elections.

(6) DETERMINATION OF ELECTION TO OFFICE.

- (a) If only one candidate qualifies for an office, that candidate shall be deemed to be elected and shall not be placed on either the general or the primary ballot.
- (b) If two or more candidates qualify for an office, the names of those candidates shall be placed on the ballot at the primary election. If any candidate for such office receives a majority of the votes cast in the primary election for the office, he/she shall be deemed to be elected.
- (c) If no single candidate for an office receives a majority of the votes cast in the City primary election for that office, the two candidates for the



office receiving the highest vote in the primary City election shall run again in the regular City election. Further:

1. In any primary election in which there is a tie for first place, the name of each such candidate shall be placed on the City's general election ballot.
  2. In any primary election in which there is a tie for second place and the candidate placing first did not receive a majority of the votes cast for such office, the name of the candidate placing first and the name of each candidate tying for second shall be placed upon the City's general election ballot.
- (d) The candidate receiving the highest number of votes cast for the office in the City's general election shall be elected to such office. If the vote at the general City election results in a tie, the outcome shall be determined by lot as follows:
1. At the first regularly scheduled Council meeting after the election, the Supervisor of Elections of Flagler County shall toss a coin. In alphabetic order, the two candidates shall call the coin.
  2. The candidate whose call matches the coin toss shall be declared the winner.

(7) CITY CANVASSING BOARD.

For purposes of certifying absentee ballots and election results, the City Clerk and a representative from the City designated by the Council shall be known as the Canvassing Board. At the close of the polls of any City election, the Canvassing Board shall insure that the absentee ballots are delivered to the Flagler County Supervisor of Elections, and shall meet at the County election headquarters and proceed to certify the ballots and open them in the presence of a representative of the Supervisor of Elections' office. In addition, after final election results are certified by the Flagler County Supervisor of Elections, the Canvassing Board shall immediately report the results back to a meeting of the City Council held for the purpose of final certification and filing with the City Clerk as required by law.



## **SECTION 9. LAND DESCRIPTION**

### **(1) CITY BOUNDARIES.**

The initial corporate boundaries shall be as hereinafter described. At any time after incorporation boundaries may be changed in accordance with general laws regarding annexation without amendments to the Charter.



## **SECTION 10. DISSOLUTION OF EXISTING DISTRICTS**

### **(1) PALM COAST AREA MUNICIPAL SERVICE DISTRICT.**

Notwithstanding the incorporation of the City of Palm Coast, the Palm Coast Area Municipal Service District, a special taxing district created by the Flagler County Council, is authorized to continue in existence and to provide services through December 31, 1999. Thereafter, upon passage of the referendum as described in Section 13 (1), the Palm Coast Area Municipal Services District shall be considered dissolved.

## **SECTION 11. GENERAL PROVISIONS**

### **(1) CHARTER AMENDMENT.**

This Charter may be amended in accordance with the provisions of the Municipal Home Rules Powers Act, Chapter 166, Florida Statutes, as the same may be amended from time to time, or as may otherwise be provided by general law. The form, content, and certification of any petition to amend shall be established by ordinance.

### **(2) CHARTER REVIEW: SCHEDULE; CHARTER REVIEW COMMITTEE**

- (a) Schedule.** The Charter shall be reviewed no sooner than ten years after the creation of the City of Palm Coast on December 31, 1999, and thereafter it may be reviewed every 10 years.
- (b) Charter Review Committee.** A five-member Charter Review Committee shall be appointed. Each District Council member shall appoint one member from his/her District, and the Mayor shall appoint one member at-large. The Palm Coast City Council shall fund this Committee. The Charter Review Committee shall be appointed at least one year before the next scheduled general election and complete its work and present any recommendations for change no later than 60 days before the general election. The Palm Coast City Council shall hold a minimum of two public hearings on the proposed changes to the Charter prior to placing the proposed changes on the scheduled general election ballot.

### **(3) INITIATIVE AND REFERENDUM.**

At least 25 percent of the qualified electorate of the City shall have the



power to petition the Council to propose an ordinance or to require reconsideration of an adopted ordinance, or to propose an amendment to this Charter. If the Council fails to adopt such ordinance or amendment so proposed, or to repeal such adopted ordinance, without any change in substance, then the Council shall place the proposed ordinance or amendment, or the repeal of the adopted ordinance, on the ballot at the next general election.

(4) ADJUSTMENTS OF DISTRICTS: NUMBER; COMMISSION; REPORT; SUPPORT; PROCEDURE; FAILURE TO ENACT; EFFECT OF ENACTMENT.

- (a) Number of Districts. There shall be four (4) City Council districts as described in Section 9 (2). These boundaries shall remain in effect until the decennial census of 2010. Thereafter, there shall be a Districting Commission as outlined in Section 11, (4) (b).
- (b) Districting Commission. By the first (1st) day of the month following official certification notification of the decennial census to the state, the City Council shall appoint five (5) city electors, determined from the registration for the last statewide general election, who shall comprise the Districting Commission. Electors chosen shall not be employed by the City in any other capacity.
- (c) Commission Report. Within one hundred twenty (120) days of the appointment, the Districting commission shall file with the official designated by the Council; a report containing a recommended plan for adjustment of the council district boundaries to comply with these specifications:
  - 1. Each district shall be formed of compact, contiguous territory; and its boundary lines shall follow the center lines of natural and man-made separations, such as canals, streets, etc. where possible;
  - 2. The districts shall be based upon the principal of equal and effective representation as required by the United States Constitution and as represented in the mathematical preciseness



for the remaining two years of the term, depending on the district vacant.

(5) **STANDARDS OF CONDUCT.**

All elected officials and employees of the City shall be subject to the standards of conduct for public officers and employees set by general law. In addition, the City Council may, by ordinance, establish a code of ethics for officials and employees of the City, which may be supplemental to general law, but in no case may such an ordinance diminish the provisions of general law.

**SECTION 12. SEVERABILITY**

If any provision of this act, or the application thereof to any person or circumstance, is held invalid, the invalidity shall not affect other provisions or applications of this act which can be given effect without the invalid provision or application and to this end the provisions of this act are declared severable.

**SECTION 13. TRANSITION SCHEDULE**

(1) **REFERENDUM.**

The referendum election called for by this act shall be held on the second Tuesday in September 1999, at which time the following question shall be placed upon the ballot.

**"SHALL CHAPTER 99- \_\_\_\_\_, LAWS OF FLORIDA, CREATING THE CITY OF PALM COAST AND PROVIDING ITS CHARTER BE APPROVED?"**

In the event this question is answered affirmatively by a majority of voters voting in the referendum, the provisions of this Charter shall take effect as provided herein.

(2) **CREATION AND ESTABLISHMENT OF CITY.**

For the purpose of compliance with Florida Statutes, relating to assessment and collection of ad valorem taxes, and for the purpose of Section 11(2), the City is hereby created and established effective December 31, 1999.



(3) INITIAL ELECTION OF COUNCIL MEMBERS: DATES; QUALIFYING PERIOD QUALIFYING; CERTIFICATION OF ELECTION RESULTS; INDUCTION INTO OFFICE.

- (a) Dates. Following the adoption of this Charter in accordance with Section 13 (1), the Flagler County Council shall call a special election for the election of the four (4) City Council members and the Mayor to be held on Tuesday, December 14, 1999. Any necessary primary election shall be held on Tuesday, November 9, 1999.
- (b) Qualifying Period. Between 8:30 a.m. on Tuesday, September 21, 1999, and 2:00 p.m. on Friday, October 1, 1999, any individual who wishes to run for one of the four initial seats on the Council or for the office of Mayor shall qualify as a candidate with the Flagler County Supervisor of Elections in accordance with the provisions of general law and Section 5 (1) (b) of this Charter, except that for this initial election, the following provisions supercede Section 5 (1) (b):
  - 1. For any of the four District Seats: the number of qualifying signatures required on a qualifying petition shall be 80; or, if the candidate wishes to qualify by fee, that fee shall be \$120.00.
  - 2. For the seat of Mayor: the number of qualifying signatures required on a qualifying petition shall be 300; or, if the candidate wishes to qualify by fee, that fee shall be \$180.00.
- (c) Certification of Election Results. For the initial election, the Flagler County Commission shall appoint a canvassing board which shall certify the results of the election.
- (d) Induction In To Office. Those candidates who are elected on December 14, 1999, or at the primary on November 9, 1999, following the same manner as outlined in Section 8 (6), shall take office at the initial City Council meeting, which shall be held at 7:00 p.m., on December 16, 1999, at the Palm Coast Community Center, 305 Palm Coast Parkway, Palm Coast, Florida.



(4) TRANSITION SERVICES AND COMPENSATION.

- (a) It is the intent of this section that the County shall provide and be compensated for the provision of services to the City of Palm Coast as budgeted for in the FY 1999-2000 Flagler County Budget for the remainder of the budget year. The level of services to be provided will be consistent with the level upon which the FY 1999-2000 expense budget was predicated and in accordance with adopted revenues.
- (b) It is also the intent of this section that, if the Referendum of September 1999 passes, the County shall make no changes to the 1999-2000 draft budget which would affect the future City of Palm Coast, either positively or negatively, unless a special budget hearing is held for the citizens of the future City of Palm Coast to discuss such changes.
- (c) In addition, services which the County shall provide under the terms of this agreement, shall include all services provided to the Palm Coast Municipal Service District as adopted by the Flagler County Commission prior to the City of Palm Coast becoming operational on December 31, 1999. Compensation to the County of Flagler for services provided shall include all revenues which, although accruing to the City, would have accrued to the County as budgeted for provision of services prior to the incorporation of the City.
- (d) It is the responsibility of the City to adopt appropriate ordinances, resolutions, or agreements as required to ensure the continued collection of budgeted revenues with which to fund services beginning January 1, 2000.
- (e) Any revenues adopted or received by the City of Palm Coast upon which delivery of services was not predicated within the Flagler County Commission's FY 1999-2000 adopted Budget will accrue to the City of Palm Coast.

(5) FIRST YEAR EXPENSES.

The City Council, in order to provide additional monies needed for the expenses and support of the City, shall have the power to borrow money necessary for



the operation of City Government until such time as a budget is adopted and revenues are raised in accordance with the provisions of this Charter.

(6) TRANSITIONAL ORDINANCES AND RESOLUTIONS.

The City Council shall adopt ordinances and resolutions required to effect the transition. Ordinances adopted within 60 days after the first Council meeting shall be passed as emergency ordinances. These transitional ordinances shall be effective for no longer than 90 days after adoption, and thereafter may be readopted, renewed, or otherwise continued only in the manner normally prescribed for ordinances.

(7) TRANSITIONAL COMPREHENSIVE PLAN AND LAND DEVELOPMENT REGULATION.

- (a) Until such time as the City shall adopt a comprehensive plan, the applicable provisions of the Comprehensive Plan of Flagler County, Florida, as the same exists on the day the City commences corporate existence, shall remain in effect as the City's transitional comprehensive plan. However, all planning functions, duties, and authority shall thereafter be vested in the City Council of Palm Coast, which shall be deemed the local planning agency until the Council establishes a separate local planning agency.
- (b) All powers and duties of the Flagler County Planning and Land Development Regulations Council, any Boards of Adjustment and Appeals created pursuant to statutory trade codes, and the County Council of Flagler County, Florida, as set forth in these transitional zoning and land use regulations, shall be vested in the City Council of Palm Coast until such time as the city Commission delegates all or a portion thereof to another entity.
- (c) Subsequent to the commencement of the City's corporate existence, no amendment of the Comprehensive Plan or Land Development Regulations enacted by the Flagler County Council shall be deemed as an amendment of the City's transitional Comprehensive Plan or Land Development Regulations or shall otherwise take effect within the City's corporate limits unless approved by the City Council.



(8) SHARED REVENUES.

The City of Palm Coast shall be entitled to participate in all shared revenue programs of the State of Florida effective on the date of incorporation. The provisions of Section 218.23(1), Florida Statutes, shall be waived for the purpose of eligibility to receive revenue sharing funds from the date of incorporation through the state fiscal year 1999-2000. The provisions of Section 218.26(3), Florida Statutes, shall be waived for the 1999-2000 fiscal year and apportionment factors for the municipalities and counties shall be recalculated pursuant to Section 218.245, Florida Statutes, upon the date of incorporation. Initial population estimates for calculating eligibility for shared revenues shall be determined by the University of Florida Bureau of Economic and Business Research. Should the Bureau be unable to provide an appropriate population estimate, the Flagler County Planning Department shall provide an appropriate estimate.

(9) GAS TAX REVENUES.

Notwithstanding the requirements of Section 336.025, Florida Statutes, to the contrary, the City of Palm Coast shall be entitled to receive local option gas tax revenues beginning October 1, 2000. The amount of said revenues to be distributed to the City of Palm Coast shall be in accordance with an inter-local agreement between Flagler County and the municipalities within said County that shall take effect July 1, 2000. The said revenues shall be distributed in accordance with Section 336.025, Florida Statutes.

**SECTION 14. EFFECTIVE DATES**

This Act shall take effect as provided herein only upon its approval by a majority vote of those qualified electors residing within the proposed corporate limits of the proposed City of Palm Coast as described in Section 9 (1), voting in a referendum election to be called by the Flagler County Commission and to be held in accordance with Section 13 (1), and provisions of general law relating to elections currently in force.