ROBERTA M. CORREA
MAYOR - COMMISSIONER

ANNIE H. DAVIS
COMMISSIONER

JUSTIN R. CAMPBELL, SR.
COMMISSIONER

WILL JONES
COMMISSIONER

RUFUS J. BOROM
COMMISSIONER

CYNTHIA CURRY
INTERIM CITY MANAGER

JANE WEST, ESQ.
CITY ATTORNEY

KAREN HAYES, MMC, FCPC
CITY CLERK

JASON SHAW SR.
POLICE CHIEF

CHRIS TAYLOR
CHIEF, FIRE DEPT

CHANTEL PIERRE, CPA
FINANCE DIRECTOR

CITY of Palatka FLORIDA

AGENDA
CITY COMMISSION BUDGET WORKSHOP
June 17, 2026 at 6:00 PM

1. **CALL TO ORDER**
   a. Invocation
   b. Pledge of Allegiance
   c. Roll Call
2. **PUBLIC COMMENTS**
   a. **Public Comments** - (Speakers limited to three minutes - no action taken on items)
   b. **Commission and Staff Response**
3. **REGULAR BUSINESS**
   a. Fire Department
   b. Commission Budget
   c. Human Resource Budget
   d. Code Compliance
4. **CITY MANAGER AND ADMINISTRATIVE REPORTS: (SPEAKERS LIMITED TO FIVE MINUTES - NO ACTION TAKEN ON ITEMS)**
   a. Agenda Item - Ms. Curry
5. **COMMISSIONER COMMENTS**
6. **ADJOURN**

Upcoming Events	Board Vacancies
	Board of Zoning Appeals - 3 vacancies

Fire Department

Fiscal Year 2026-27 Budget Workshop

CITY of Palatka FLORIDA

Fire Department

Achievements 2025-2026

Updating Standard Operating Guidelines, Rules and Regulations

Inspector passed all classes and is certified. Also completed Emergency Medical Responder. Working on Investigator certification. (Inspector John Silva)

Received new ladder truck- see USDA grant

Increased visibility – through successful rescues and working with PIO Hall.

Renegotiated MOU with Georgia Pacific. Haz Mat funding.

Received FM grant, Women's club donation, HMGP grant, working on others.

Updated training props for Haz Mat. Several advanced classes for technicians.

Added response, personnel, and assets management modules from FIRST DUE.

USDA grant for ladder truck (reimbursement) and new fire engine. $2 million

Added 2 Car seat technicians

CITY of Palatka

Fire Department

Major Priorities 2026-2027

Hazardous Materials Team update: training, equipment, training props.

Restructure MOUs with industrial facilities for funding HAZ MAT team.

Increase specialized training with facilities.(fire, HAZ MAT, USAR)

Burn Building additions and training complex

Add personnel for operations preferably 3 per shift. 1 per shift would be a start.

Cancer Prevention/ Mental Wellness

Continue updating Standard Operating Guidelines and Procedures

Continue using technology to streamline systems.

Add parttime administrative help for updating technology and data entry

Operating Budget

- BUDGET
- Current -$554,652.00
- Proposed- $581,592.00
- Differential- $26,940.00
- Major drivers for increase, fuel costs, electricity costs, vehicle maintenance, Haz Mat equipment and training compliance, and personnel physicals. OPERATING

CITY of Palatka

Personnel

- **PERSONNEL**
- Currently a Full roster
- **3 captains**
- **3 lieutenants**
- **6 Engineers**
- **12 Firefighters**
- We need to add personnel, even if 1 per year. Increased call volume and workload.
- Current Personnel costs: Admin-$214,104.00 Clerical- $77,222.53, personnel- $1,988,033.95
- Proposed Personnel costs: Admin- $226,950.45, Clerical - $81,855.88
- Personnel- $2,144,033.95
- Differential : $156,000

- Still well below NFPA standards for personnel

CITY of Palatka

Capital Budget

- Capital Budget:
- Current Funding: $228,000
- Proposed: $100,000
- Differential: -$128,000
- Major initiatives: Hazardous Materials training and equipment, Brush Truck, swift water/flooding boats (zodiac style), training complex at Kay Larkin Station #2. CIP updated.

CITY of Palatka

Contracts/Fire Services

- **Fire Services (revenue)**
- Georgia Pacific -$55,500
- Seminole Electric-$4,300
- CertainTeed- $3,500
- St John's Ship Building-$2915
- Francis Baptist Church-$180
- Christ Ind. Methodist-$180
- Re-negotiating terms for all industrial partners

- **Contractual Services (expenditures)**
- **First Due-$11,928.36 annually**
  - **Inspections, Pre-incident planning, Personnel, Inventory, and response Program tied to PCSO CAD (computer aided Dispatch)**
  - **Lexipol-$2,565.75 training Program**
  - **Samsara- $675**
- **Fire Prevention Services**
  - **Ytd totals - $5,519 (revenue)**
  - **Plan review and Inspections**

CITY of Palatka

511 - COMMISSION DEPARTMENT

	ACCOUNT_ NUMBER	ACCOUNT_DESCRIPTION	BUDGET_ 2023	ACTUAL_ 2023	BUDGET_ 2024	ACTUAL_ 2024	BUDGET_ 2025	ACTUAL_ 2025	BUDGET_ 2026	ACTUAL_ 2026_APRIL	PROJECTED_2026_ ACTUAL	DEPARTMENT REQUESTED AMOUNT FOR FY 2026/2027	DEPARTMENT REQUESTED AMOUNT FOR FY 2026/2027 5% to 10% REDUCTION	COMMENT REGARDING FY 2026/2027 REQUEST
5	PERSONELL SERVICES													
6	001-01-511-1-1110	COMMISSIONERS SALARIES	$ 105,859.00	$ 105,823.58	$ 111,300.00	$ 118,027.28	$ 119,711.00	$ 116,781.86	$ 121,316.00	$ 64,389.14	$ 110,381.38			
7	001-01-511-1-1200	LEGISLATIVE ASST SALARIES	$ -	$ -	$ 16,600.00	$ -	$ -	$ -	$ 50,505.00	$ -	$ -			
8	001-01-511-1-1210	COMMISS ACCRUED PAYROLL	$ 20.00	$ 11.54	$ -	$ (1,825.02)	$ -	$ -	$ -	$ -	$ -			
9	001-01-511-1-2100	FICA TAX EXPENSE	$ 9,525.00	$ 7,796.62	$ 10,701.90	$ 8,819.53	$ 9,192.00	$ 8,753.15	$ 13,144.00	$ 4,840.53	$ 8,298.05			
10	001-01-511-1-2200	RETIREMENT EXPENSE	$ 44,800.00	$ 38,121.46	$ 43,088.80	$ 36,053.66	$ 36,889.00	$ 35,621.89	$ 47,423.00	$ 18,403.68	$ 31,549.17			
11	001-01-511-1-2300	HEALTH AND LIFE INSURANCE	$ 26,814.00	$ 8,919.90	$ 34,449.00	$ 7,577.54	$ 17,376.00	$ 9,958.85	$ -	$ 8,454.36	$ 14,493.19			
12	001-01-511-1-2301	HEALTH AND LIFE INSURANCE-CONT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
13	OPERATING EXPENSES													
14	001-01-511-3-3100	PROFESSIONAL SERVICES	$ 83,980.00	$ 71,733.07	$ 72,350.00	$ 75,429.97	$ 92,645.50	$ 92,619.06	$ 90,000.00	$ 44,383.43	$ 76,085.88			
15	001-01-511-3-3120	PRE-EMPLOYMENT EXPENSE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
16	001-01-511-3-3400	CONTRACTUAL SERVICES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
17	001-01-511-3-4022	SCHOOLING/CONF-MAYOR	$ 9,300.00	$ 7,678.42	$ 14,502.00	$ 1,781.14	$ 10,000.00	$ 612.23	$ 7,500.00	$ -	$ -			
18	001-01-511-3-4023	SCHOOLING/CONF-Commissioner W	$ 9,300.00	$ 4,522.39	$ 17,100.00	$ 3,038.66	$ 10,000.00	$ 3,584.51	$ 7,500.00	$ 2,197.40	$ 3,766.97			
19	001-01-511-3-4024	SCHOOLING/CONF-COMM CAMPBELL	$ 9,300.00	$ 6,872.59	$ 14,493.00	$ 5,558.49	$ 10,000.00	$ 7,144.92	$ 7,500.00	$ 891.38	$ 1,528.08			
20	001-01-511-3-4025	SCHOOLING/CONF-COMM DAVIS	$ 9,300.00	$ 5,091.37	$ 16,422.00	$ 2,119.23	$ 10,000.00	$ 4,898.88	$ 7,500.00	$ 3,731.52	$ 6,396.89			
21	001-01-511-3-4026	SCHOOLING/CONF-COMM BOROM	$ 11,326.86	$ 10,797.94	$ 16,976.00	$ 6,395.31	$ 10,000.00	$ 3,894.09	$ 7,500.00	$ 1,673.12	$ 2,868.21			
22	001-01-511-3-4100	COMMUNICATIONS SERVICES	$ 2,976.00	$ 2,883.05	$ 6,000.00	$ 7,777.13	$ 6,240.00	$ 4,988.74	$ 5,000.00	$ 1,762.70	$ 3,021.77			
23	001-01-511-3-4200	POSTAGE AND FREIGHT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
24	001-01-511-3-4310	NATURAL GAS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
25	001-01-511-3-4400	RENTALS AND LEASES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
26	001-01-511-3-4610	BUILDING MAINTENANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
27	001-01-511-3-4620	EQUIPMENT MAINTENANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
28	001-01-511-3-4700	PRINTING AND BINDING	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
29	001-01-511-3-4800	ADVERTISING	$ 12,725.00	$ 10,165.48	$ 11,575.00	$ 9,434.56	$ 14,000.00	$ 13,011.91	$ 16,000.00	$ 14,141.36	$ 24,242.33			
30	001-01-511-3-4900	SPECIAL EVENTS - REFUNDS	$ 1,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
31	001-01-511-3-4901	SPECIAL EVENTS & PROJECTS - Ma	$ 5,000.00	$ 3,098.47	$ 5,901.53	$ 3,300.00	$ 11,202.00	$ 2,600.00	$ 5,000.00	$ -	$ -			
32	001-01-511-3-4903	SPECIAL EVENTS & PROJECTS - Co	$ 5,000.00	$ 500.00	$ 12,425.00	$ 6,460.14	$ 11,965.00	$ 5,191.93	$ 5,000.00	$ -	$ -			
33	001-01-511-3-4904	SPECIAL EVENTS & PROJECTS - Co	$ 5,000.00	$ 4,028.47	$ 5,200.47	$ 300.00	$ 8,700.00	$ 4,900.00	$ 5,000.00	$ 1,000.00	$ 1,714.29			
34	001-01-511-3-4905	SPECIAL EVENTS & PROJECTS - Co	$ 5,000.00	$ 1,177.64	$ 8,822.36	$ 8,821.83	$ 10,000.00	$ 6,570.19	$ 5,000.00	$ 750.00	$ 1,285.71			
35	001-01-511-3-4906	SPECIAL EVENTS & PROJECTS - Co	$ 5,000.00	$ 534.96	$ 8,465.04	$ 4,426.53	$ 13,997.00	$ 6,266.20	$ 5,000.00	$ 1,290.00	$ 2,211.43			
36	001-01-511-3-4907	MAYOR'S RECEPTION	$ 15,000.00	$ 7,469.99	$ 15,000.00	$ 5,257.41	$ 10,000.00	$ 1,059.00	$ 8,000.00	$ 5,078.11	$ 8,705.33			
37	001-01-511-3-4909	MAYOR'S RACE STUDY CIRCLE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
38	001-01-511-3-4910	NEFLC	$ 2,875.00	$ 2,467.37	$ 3,675.00	$ 2,752.72	$ 5,000.00	$ 3,093.38	$ 5,000.00	$ 150.00	$ 257.14			
39	001-01-511-3-4922	SPECIAL PROJECTS Mayor Correa	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
40	001-01-511-3-4923	SPECIAL PROJECTS Commissioner	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
41	001-01-511-3-4924	SPECIAL PROJECTS Commissioner	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
42	001-01-511-3-4925	SPECIAL PROJECTS Commissioner	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
43	001-01-511-3-4926	SPECIAL PROJECTS Commissioner	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
44	001-01-511-3-4930	CITIZENS TRANSPORTATION	$ -	$ -	$ -	$ -	$ 25,000.00	$ 25,000.00	$ -	$ -	$ -			
45	001-01-511-3-5100	OFFICE SUPPLIES	$ 500.00	$ 422.10	$ 500.00	$ 435.79	$ 520.00	$ 267.64	$ 520.00	$ 40.87	$ 70.06			

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
4	ACCOUNT_ NUMBER	ACCOUNT_DESCRIPTION	BUDGET_ 2023	ACTUAL_ 2023	BUDGET_ 2024	ACTUAL_ 2024	BUDGET_ 2025	ACTUAL_ 2025	BUDGET_ 2026	ACTUAL_ 2026_APRIL	PROJECTED_2026_ ACTUAL	DEPARTMENT REQUESTED AMOUNT FOR FY 2026/2027	DEPARTMENT REQUESTED AMOUNT FOR FY 2026/2027 5% to 10% REDUCTION	COMMENT REGARDING FY 2026/2027 REQUEST
46	001-01-511-3-5260	UNIFORMS	$ 750.00	$ 240.50	$ 500.00	$ 165.40	$ 520.00	$ 269.15	$ 520.00	$ 191.00	$ 327.43			
47	001-01-511-3-5280	OPERATING SUPPLIES	$ 3,000.00	$ 2,601.20	$ 3,089.00	$ 2,696.62	$ 3,213.00	$ 2,447.13	$ 3,213.00	$ 921.55	$ 1,579.80			
48	001-01-511-3-5283	SBDC	$ 12,000.00	$ 8,000.00	$ 12,000.00	$ 8,000.00	$ 8,098.50	$ -	$ 10,000.00	$ 2,500.00	$ 4,285.71			
49	001-01-511-3-5284	AWARDS/RECONGNITION	$ 3,000.00	$ 2,977.74	$ 3,440.00	$ 2,192.76	$ 5,000.00	$ 2,466.40	$ 5,000.00	$ 906.85	$ 1,554.60			
50	001-01-511-3-5286	YOUTH AMBASSADOR PROGRAM	$ -	$ -	$ 500.00	$ 162.50	$ 520.00	$ 147.00	$ 520.00	$ -	$ -			
51	001-01-511-3-5400	MEMBR,SUBSCRIPT,DUES	$ 4,600.00	$ 4,581.00	$ 4,700.00	$ 4,695.00	$ 5,000.00	$ 4,807.00	$ 5,000.00	$ 2,636.00	$ 4,518.86			
52	CAPITAL OUTLAY								$ -	$ -				
53	001-01-511-6-6400	CAPITAL OUTLAY	$ -	$ -	$ 62,000.00	$ -	$ 47,980.00	$ 45,972.73	$ 20,000.00	$ 13,103.64	$ 22,463.38			
54	TRANSFERS/REIMBURSEMENTS							$ -	$ -	$ -				
55	001-01-511-8-2200	Aid to Private Organizations M	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
56	001-01-511-8-2300	Aid to Private Organizations C	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
57	001-01-511-8-2400	Aid to Private Organizations C	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
58	001-01-511-8-2500	Aid to Private Organizations C	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
59	001-01-511-8-2600	Aid to Private Organizations C	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
60														
61		DEPARTMENT TOTAL:	$ 403,450.86	$ 318,516.85	$ 531,776.10	$ 329,854.18	$ 512,769.00	$ 412,927.84	$ 463,661.00	$ 193,436.64	$ 331,605.67	$ -	$ -	

Human Resource Budget

STAFF REPORT

DATE: June 17, 2026
TO: City of Palatka City Commission
FROM: City Staff

APPLICATION REQUEST

Human Resource Budget Review

BACKGROUND

The Human Resources Department has completed its review of the proposed Fiscal Year 2026-2027 budget to ensure the continued delivery of essential personnel services while supporting the City's strategic goals and operational needs. The proposed budget reflects anticipated expenditures associated with employee recruitment and retention, benefits administration, employee relations, training and development, risk management, workers' compensation administration, compliance requirements, and human resource information systems.

In developing this budget, the Department evaluated current staffing levels, projected vacancies, anticipated recruitment needs, employee benefit costs, contractual obligations, professional services, training requirements, and technology resources necessary to support City operations. Consideration was also given to ongoing efforts to attract and retain qualified employees in a competitive labor market while maintaining fiscal responsibility.

The proposed budget is designed to support the City's workforce, ensure compliance with applicable federal and state employment laws, improve operational efficiency, and provide resources necessary to meet the evolving needs of City departments and employees. The Human Resources Department will continue to monitor expenditures throughout the fiscal year and identify opportunities for cost savings and process improvements where appropriate.

PROJECT ANALYSIS

The Human Resources Department's Fiscal Year 2026-2027 budget is focused on maintaining critical personnel services, supporting workforce development, ensuring regulatory compliance, and enhancing operational efficiency throughout the organization. The proposed budget includes funding for recruitment and retention initiatives, employee benefits administration, professional development and training, workers' compensation management, employee recognition programs, technology resources, and contractual services necessary to support City operations.

The Department continues to experience challenges associated with recruiting and retaining qualified employees in a competitive labor market. As a result, emphasis has been placed on workforce planning, succession planning, employee engagement, and compensation analysis to ensure the City remains competitive while maintaining fiscal responsibility.

Staff Recommendation

Staff recommends approval of the Fiscal Year 2026-2027 Human Resources Department budget as presented. The proposed budget provides the resources necessary to support recruitment and retention efforts, employee benefits administration, workforce development, regulatory compliance, risk management initiatives, and other essential human resource functions while maintaining fiscal responsibility and supporting the City's strategic objectives.

ATTACHMENTS

1.	26-27 Budget Template HR_Final 6_15_26

Human Resources

Fiscal Year 2026-27 Budget Workshop

CITY of Palatka FLORIDA

Human Resources 2025-26 Achievements

- **Summer Internship** – The program is truly a success story, our recruitment and interview process yielded 19 interns, we have 14 working between 12 departments, 5 with PAL and 2 of which are college students.
- **Technology and Software** - Actively working to upload paper records into ADP employee files. Working to use ADP to its full capacity (employee training, record keeping/tracking, onboarding)
- **HR/Annex File Retention** – Jointly working with a strong team on reviewing files in the Annex and separating accordingly for records maintenance and file retention or destruction IAW local and state policy.
- **Employee Relations/Team Building** – Leading the charge with Employee Relations and Team building, we recognized employees monthly, departments quarterly, under our Employee of the Month program. We had another extremely successful Wellness luncheon for all staff who completed their biometrics and other required screenings. HR personnel sponsors a Bi-weekly “Breakfast at the Annex”

CITY of Palatka

Human Resources
2026-27 Notable Operational Changes and Goals

- **Changes:**

  Director, Human Resources position

- **Goals:**

  Recruitment and retention improvements.

  Compensation and classification review.

  Continue with supervisor/leadership training and employee relations.

  Establish a succession plan for critical positions.

  Review and update HR policies and procedures.

  HR process modernization and compliance enhancements.

CITY of Palatka

Performance Updates

Insurance Claims

Insurance Claims

	Open Claims	Closed Claims	Total Claims
Workers Compensation Claims	4	15	19
Property Claims	2	8	10
General Liability Claims	2	21	23
Auto Claims	4	15	19
Totals	12	59	71

Pension

Entrance	38
Exits	22

CITY of Palatka

Personnel

<u>Current Staffing List</u>

- Human Resource Director
- Human Resource Sr. Specialist
- Human Resource Coordinator

<u>Proposed Staffing</u>

- No Change

CITY of Palatka

Operating Budget

- Current Total: $61,728

- Proposed Total: $55,950

- **Notable Decreases**
  - Advertising
  - Schooling, Conferences
  - Wellness Program
- **Notable Increases**
  - Professional Services
  - Communications Services

CITY of Palatka

Human Resources Department Proposed Budget FY 2026-27

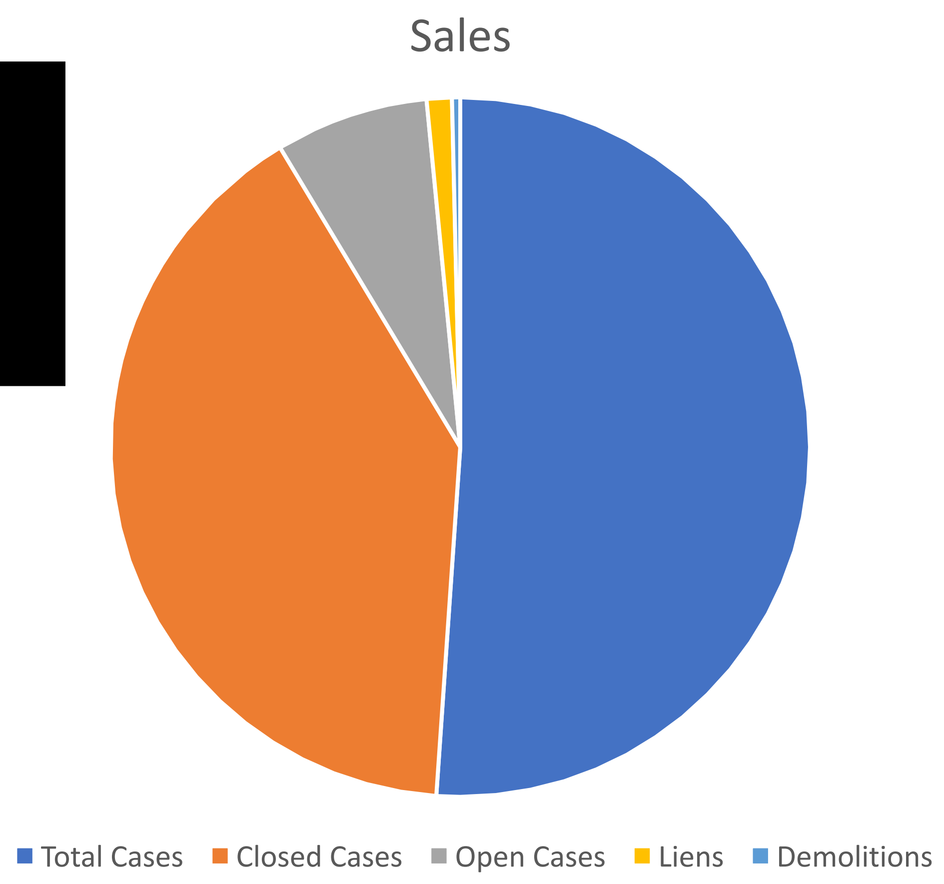
Account Number	Account Description	Current FY 2026	Proposed FY 2027	Difference
001-25-513-3-3100	PROFESSIONAL SERVICES	25,000	30,000	**5,000**
001-25-513-3-3120	PRE-EMPLOYMENT EXPENSE	300	300	
001-25-513-3-3400	CONTRACTUAL SERVICES	0	0	
001-25-513-3-4020	SCHOOLING, CONFERENCE, ETC	4576	2000	2,576
001-25-513-3-4100	COMMUNICATIONS SERVICES	563	1000	**437**
001-25-513-3-4200	POSTAGE AND FREIGHT	228	300	**72**
001-25-513-3-4310	NATURAL GAS	0	0	
001-25-513-3-4400	RENTALS AND LEASES	686	500	186
001-25-513-3-4610	BUILDING MAINTENANCE	0	0	
001-25-513-3-4700	PRINTING AND BINDING	563	550	13
001-25-513-3-4800	ADVERTISING	8500	5500	3,000
001-25-513-3-5000	FEES & FINES	420	450	**30**
001-25-513-3-5100	OFFICE SUPPLIES	1144	500	644
001-25-513-3-5210	GAS AND LUBRICANTS	0	0	
001-25-513-3-5230	JANITORIAL SUPPLIES	0	0	
001-25-513-3-5260	UNIFORMS	300	150	150
001-25-513-3-5280	OPERATING SUPPLIES	4576	3500	1076
001-25-513-3-5288	EMPLOYEE RECOGNITION SUPS	572	600	**28**
001-25-513-3-5400	MEMBR,SUBSCRIPT,DUES	572	600	**28**
001-25-513-3-5500	WELLNESS PROGRAM	13728	10000	3,728
Total Operating Expenses		**61,728**	**55,950**	**5,778**

CITY of Palatka

Code Compliance Department Budget FY2026-27

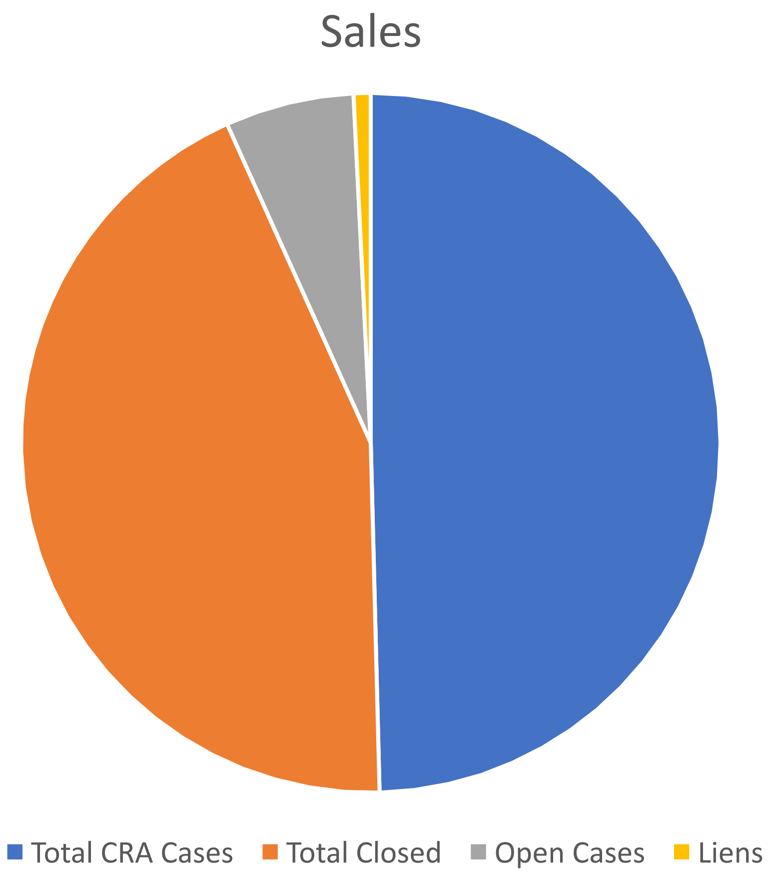
Total Cases from May 01, 2025 – May 14, 2026

Total Cases (Blue)	397
Closed Cases (Orange)	313
Open Cases (Gray)	55
Liens (Yellow)	9
Demolitions (Light Blue)	3



CRA Cases May 01, 2025 – May 14, 2026

Total CRA Cases(Dark Blue)	75
Total Closed Cases (Orange)	66
Open Cases (Gray)	9
Liens (Yellow)	2



Iworq's from 2019-2026

- Code Enforcement currently continues to work on cases from the past, follow ups, liens, open cases, fines and fees daily.
- Total Cases – 846
- Total Closed- 698
- Total Cases still working from the past- 60 open cases
- Total Liens- 39 active Liens
- Cases closed with fines – 49
- Total fines, fees, liens - $2,775,225.00

Achievements for 2025-2026

- Hired two Officers for the Code Compliance Office we have a total of (3) officers.
- New Officers completed the Code Enforcement Class and passed the state exam.
- Blight to Bright, continuous project (3) demolitions of Blight Property Currently working on (3) abatements for safety/hazard issues.
- (1) Officer is assigned to the CRA District to include, cases, community meet and greats, walking the area building a strong community bond, working with CRA Staff, attending Historic Board Meetings to better educate withing the Historic Areas and CRA District.

Continued Achievements for 2025-2026

- Conducted several neighborhood clean ups – code compliance officers choose a neighborhood and clean up the trash and debris in the right of way and roadways. A total of (6) cleanups during this time.
- Christy Lowe – continues to work on N. 12th Street as a project to clean up the Blight and neighborhood.
- Harold Bartelli – continues to work on S. 12th Street as a project to clean up the Blight and neighborhood.
- Melissa Dreyer- continues to work on S. 10th Street as a project to clean up the Blight and neighborhood.

Continued Achievements for 2025-2026

- Work closely with the American Legion to assist veterans with needed home improvements.
- Attending Community Meetings to better assist with ways to help the community overall with violations and concerns.
- Christy Lowe was nominated as Vice President in the N.E.A.C.E Chapter, we attend meetings every 3 months and we host (1) to (2) meetings a year.

Monthly Continuous Assignments

- Special Magistrate Hearing (3) Tuesday of the Month
  - Code Compliance Cases
  - Meetings with homeowners
  - Follow ups
  - Case preparations
  - Agenda
  - Liens
  - Fines
  - Posting, Site, City Hall and Palatka Daily news

Blight to Bright Team

- Christy Lowe Chairs the Meetings
- During May of 2025 to May 2026 a total of 10 meetings have been held with numerous discussions.
- Attendee include but not limited to the following:
  - Code Compliance
  - Building and Zoning
  - Fire Department
  - Police Department
  - Legal Department
  - City Manager or Staff delegated

Daily Assignments

- New Cases that come in from Citizen Portal, walk ins, emails, telephone calls.
- Daily Routine of being proactive in the community
- Daily emails and returning of telephone calls
- Assignments of new complaints
- Follow ups are conducted daily with the amount of active cases we have.

Worked with the Following Agencies from May 2025- to May 2026

- Putnam County Property Tax, (Homestead)
- City of Palatka Gas Authority (Homeowners with no water)
- Public Works
- Road Department
- CRA with home improvements grants and other programs
- Putnam County Mosquito Control
- Environmental Health Department
- Building and Zoning
- Putnam County Code Enforcement
- Putnam County Building and Zoning
- Americal Legion

Goal for 2026-2027

- Continue training to better enhance the skills and knowledge for our team members
- Continue to conduct community outreach
- Continue to create pilot program for volunteers to assist with Code compliance issues.
- Invest in Code Compliance Signs, in areas we are working or have taken care of a blight issues to show the City of Palatka has a continuous goal for blight in the city limits.
- Continue working with outside citizens in reference to assisting with minor violations for the low income.
- To have body cameras for each officer in the field.

SECTION ONE

City Manager Communications

Letter to the City Commission, message to City employees, and the department briefings.

1

INTERIM CITY MANAGER · BUDGET MEETING PACKET

Cynthia W. Curry · June 17, 2026

June 17, 2026

Madam Mayor and Members of the City Commission,

Thank you for the opportunity to serve as Interim City Manager for the City of Palatka. I look forward to meeting with each of you to hear your views on the issues facing the city and to learn more about your priorities for the delivery of city services.

I enter city service at a time when budget and financial matters are ripe for review and reimagining. With the passage of the Legislature's property tax reform measures in Special Session F — the constitutional amendment (CS/HJR 1-F), now headed to the November 2026 ballot, together with its implementing bill (SB 4-F) — there is additional focus on planning for the potential of severe revenue shortfalls from property tax reductions and the impact on core, critical services.

I will be working with department leadership, examining their operations, forecasting resources, and formulating scenarios and recommendations for your review and consideration, as decision time is close at hand.

I have also begun to review recent City Commission meetings and minutes to develop a better understanding of the matters that remain unresolved or require your direction. They span several broad areas:

- **Budget, Audit & Public Safety**: department-by-department operation/financial reporting, the operational audit, the FY25 financial audit, and the fire services assessment;
- **CM Transition & Leadership**: organizational stability and key staffing;
- **Governance & Policy**: an action register so items don't fall through the cracks, boards-and-committee appointments, public-records responsiveness, and project tracking;
- **Personnel, HR & Labor**: hiring and employee-incentive policies, and pending labor matters;
- **Social Services & Homelessness**: emergency weather sheltering and a stronger County partnership;
- **CRA, Redevelopment & the Arts**: the St. Johns Avenue streetscape, downtown parking, public art, and the Newtown agreement;
- **Land Use & Code Enforcement**: annexation and enclaves, and a consistent lien-reduction policy;
- **Capital, Parks & Facilities**: the splash pad, park restrooms, and the youth ball-field partnership;
- **Airport & Utilities**: preserving airport grant eligibility and resolving wellfield and utility documentation.

Additionally, I share with you the message I sent earlier today to the team, the employees of the City of Palatka.

I am poised to provide leadership at this time as we work together to stabilize city operations across the board and position the operational deck for success as we go forward.

In the spirit of excellence,

Cynthia W. Curry

Cynthia W. Curry

Interim City Manager

June 17, 2026

To the Employees of the City of Palatka,

Today I begin as your Interim City Manager, and I do so with a full heart. Palatka is home. I grew up just across the river in East Palatka, at our family's homeplace on East River Road, and in 1965 I was among the first cohort of Black students to integrate Putnam County's public schools. My father served this community as a pastor and an elementary school principal, so public service, and service in general, is a family inheritance for me. To return now — to serve the place and the people who shaped me — is a profound privilege, and one I do not take lightly.

I also come to you clear-eyed about the season this organization has just come through. Leadership has changed hands more than once in a short time, and through all of it, **you** kept Palatka running. You served our residents, you met your responsibilities, and you held this city together through unsteady leadership cycles. That perseverance is not invisible to me — it is where my respect for this team begins.

At the same time, I would not be honest with you if I did not signify the work ahead. This is a season to *true up* — across leadership, management, supervision, and boots on the ground. Together we will re-establish clear management protocols, reinforce the responsibility and accountability that every role carries, and maximize efficiency throughout the organization. These are not corrections aimed at any one of you; they are the standards of a healthy, well-run city — and I will hold myself to them first.

Through all of it, let us never lose sight of the simplest truth of public service: service comes with an earnest smile to the public we serve. The people of Palatka are the reason we are here.

This is an auspicious time in the history of Florida local government. Our cities are under an intense spotlight, where the demand for transparency, fiscal discipline, and results has never been greater. I see that not as a burden but as an opportunity, and one we can meet through steady, deliberate work. That is the posture I intend to set.

To begin, I am sharing with this message a set of department briefing questions. You will see that every department is included — this is engagement across the entire organization, not a select few. In the days ahead, I will follow up with each director so that every area has the time to respond thoughtfully on behalf of its team.

I am looking forward to meeting you, learning from you, and getting to work alongside you. It is an honor to come home to serve.

In the spirit of excellence,

Cynthia W. Curry

Cynthia W. Curry

Interim City Manager · City of Palatka

AIRPORT

Airport · Yul McNair, Airport Manager

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. Give an overview of operations and based-aircraft/activity. What are the director's goals for the airport, and what opportunities are out there?
2. Fuel operations (100LL and Jet-A) — margins and volume.
3. The airport currently takes a $200K General Fund transfer — what's the path toward self-sufficiency?
4. How are things going with the largest users/revenue generators — any issues coming up or chance of them leaving?
5. FBO, fuel, hangar leases, and management agreements — terms and renewal timing.
6. Are there any significant maintenance issues behind schedule or coming up? (Airport maintenance can be very expensive.)
7. Status of the Florida Department of Transportation (FDOT)-funded projects (corporate hangar, RW 9/27, wildlife-hazard mitigation) and the City match.
8. FDOT / Federal Aviation Administration (FAA) grant assurances, drawdown status, and compliance.

PRIORITIES & OPPORTUNITIES

1. The director's top three priorities, the one thing you'd fund or fix, and the longer-term financial outlook for the airport.

CITY ATTORNEY / RISK

City Attorney / Risk · Jane West, City Attorney

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?
5. How are legal services structured — in-house City Attorney plus outside counsel — and how heavy is the caseload right now?

OPERATING — LEGAL

1. Pending litigation, claims, and exposure — including any employment / Equal Employment Opportunity Commission (EEOC) matters.
2. Outside-counsel arrangements and spend.
3. Contracts and ordinances pending legal review — anything time-sensitive?

OPERATING — RISK

1. How is risk management organized, and what's the current claims picture (liability, workers' comp, property)?
2. What is the insurance and claims trend, what's driving it, and what is our carrier/pool arrangement?
3. What safety, loss-control, and return-to-work programs are in place?
4. What are the largest open claims and exposures I should know about?

OPERATING — SPECIAL EVENTS & CITYWIDE (BUDGETED HERE)

1. The Legal Counsel budget also carries citywide special events / festivals (~$153K — Azalea, Blue Crab, fireworks) and Chamber of Commerce — who actually manages special events, and is this the right organizational home?

CITY ATTORNEY / RISK (continued)

2. How are special events planned, permitted, staffed, and insured, and do they generate measurable economic impact?
3. The budget also carries a ~$10,000 "Property Tax" line in this cost center — what property is the City paying tax on, and why is it budgeted here?

PRIORITIES & OPPORTUNITIES

1. Top three legal priorities and the biggest exposures I should know about.

CITY CLERK

City Clerk · Karen Hayes, City Clerk

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?
5. Core functions — agendas/minutes, records, public-records requests, codification, elections support, boards/committees — and where the workload concentrates.

OPERATING

1. Walk me through the agenda workflow from department submission to publication — software (CivicClerk?), submission cutoffs, and who reviews items for legal and budget sufficiency before they hit the agenda.
2. Backup-documentation standards and whether published packets are Americans with Disabilities Act (ADA)-accessible; how revised agendas, late additions, and walk-ons are handled.
3. Minutes process and turnaround; records-retention compliance.
4. Public-records-request volume and turnaround, and whether Sunshine Law / public-records training is current for staff and officials.
5. Codification status and records-management system; key vendor contracts (codification, agenda/records) and renewal timing.

PRIORITIES & OPPORTUNITIES

1. Top three priorities and the one thing you'd fix.

COMMUNITY AFFAIRS

Community Affairs · Eddie Cutwright, Director

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING — RECREATION

1. What recreation programs are offered (youth, adult, athletic leagues, camps, seniors), and what are participation/enrollment trends?
2. Staffing model (FT/PT/seasonal) and supervision — does it match program demand?
3. What facilities does Recreation use (Jenkins, Price Martin, fields, courts), and what's their condition?
4. Fee structure, cost recovery, and scholarship/access policies?
5. Partnerships (schools, leagues, nonprofits, African American Cultural Arts Council (AACAC)) and unmet community demand?
6. Grants or sponsorships supporting recreation?

OPERATING — JENKINS GYMNASIUM

1. What programs and activities run at Jenkins, and what are usage/attendance trends?
2. Hours, staffing model (FT/PT/seasonal), and who supervises it?
3. Fee structure, rentals, or memberships — and revenue vs. cost?
4. Facility condition — heating, ventilation & air conditioning (HVAC), floor, equipment, Americans with Disabilities Act (ADA) access — and any deferred maintenance?
5. Partnerships (schools, leagues, African American Cultural Arts Council (AACAC) / community organizations) and unmet demand?

COMMUNITY AFFAIRS (continued)

6 Safety/liability — waivers, supervision ratios, incident history?

— OPERATING — PRICE MARTIN CENTER

1 What is the Price Martin Center used for — programs, rentals, senior/youth services?

2 Usage/attendance and rental demand; fee structure and cost recovery?

3 Facility condition and any deferred maintenance / Americans with Disabilities Act (ADA) issues?

4 Staffing/supervision model (FT/PT/seasonal)?

5 Community partnerships and unmet need?

— OPERATING — CULTURAL AFFAIRS & TOURISM

1 How are we leveraging Ravine Gardens State Park, the Florida Azalea Festival, and the riverfront to drive year-round (not just seasonal) cultural tourism?

2 Are cultural events generating measurable economic impact for local business and tourism, and how is it tracked?

3 What opportunities exist to better connect arts, recreation, and tourism marketing under a "Visit Palatka" brand?

— OPERATING — MUSEUMS / PUBLIC ART

1 How is art acquired into the collection?

2 If loaned — is there a loan agreement or template?

3 If commissioned (work-for-hire) — are there contracts that give the City appropriate control and licensing of the art?

4 If purchased — are there contracts that give the City appropriate control and licensing of the art?

5 If gifted — is there a deed of gift, and does it provide appropriate controls or licensing?

6 Do we have a collections-management policy?

7 Are we accredited through the American Alliance of Museums (AAM)?

COMMUNITY AFFAIRS (continued)

1. Status of the major capital projects — the Splash Pad, park improvements, and the riverfront — schedule and who's managing delivery?
2. What grant funding supports parks projects, and any compliance or match obligations?
3. Programming and usage — events, reservations, athletic fields — and demand vs. capacity?

OPERATING — GOLF COURSE (PRIVATELY MANAGED)

1. What performance standards and reporting requirements are in the Golf Course management agreement, and how does the City monitor them?
2. How often does the City formally review the operator, and what mechanisms address deficiencies or contract compliance?
3. What financial return does the City receive from the Golf Course (revenue/profit share), and does the structure adequately protect the City's long-term financial interest?
4. Does the contract balance public access, operations performance, and financial return to the City?
5. What is the current condition of the course, irrigation system, clubhouse, and maintenance equipment?

OPERATING — WATER TAXIS

1. Is the water-taxi service operated in-house or contracted, and what's the schedule/season?
2. Ridership trends and fare structure (or is it free)?
3. Condition of the vessels and docks; maintenance and replacement plan?
4. Insurance and U.S. Coast Guard (USCG) / passenger-vessel safety compliance?
5. How does it tie into riverfront/downtown tourism, events, and the Community Redevelopment Agency (CRA)?

PRIORITIES & OPPORTUNITIES

1. Your top three priorities, the one thing you'd fix, and the biggest challenges or opportunities ahead.

COMMUNITY REDEVELOPMENT AGENCY (CRA)

Community Redevelopment Agency · Nicole Auth, CRA Coordinator

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. Describe the three TIF Districts and the different redevelopment approach for each.
2. What are the main projects the CRA is currently focusing on? *(The most recent annual report on the website is 2023 — it highlighted St. Johns Avenue streetscape improvements downtown.)*
3. What is the FY26 revenue yield for each of the three TIF districts? *(The 2023 annual report gives only increment values per district; the 2024 audit shows a combined ~$820,000.)*
4. **Building Improvement Grant program** (current cycle closes Monday, June 15): How much is budgeted for this cycle? Is it an annual cycle? How many applications do you typically receive per cycle, and are they evenly distributed across the three TIF districts? How many are typically funded, and how is that distributed? What is the review and award process? *(A scoring rubric is used by the Tax Increment Finance Advisory Committee.)* Who comprises the TIF Advisory Committee? What are some successes from this program?

PRIORITIES & OPPORTUNITIES

1. Top three priorities, the one thing you'd fix, and the biggest challenges or opportunities.

FINANCE

Finance · Chantel Pierre, Finance Director

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?
5. How is Finance organized across accounting, accounts payable/receivable (AP/AR), payroll, treasury/cash, grants accounting, and budget — and where are the workload pressure points?
6. Authorized vs. filled positions and turnover — how stable is the team (the department carried a Finance Director vacancy not long ago)?

OPERATING

1. FY25 Annual Comprehensive Financial Report (ACFR) — the auditor anticipates the report complete by end of June with a July Commission presentation; what's outstanding to hit that, and any risk to the timeline?
2. Status of the external audit engagement and auditor relationship — and what is the pending additional auditor-fee request for?
3. American Rescue Plan Act (ARPA) — the full project list with descriptions, amount budgeted and amount remaining for each, what the City submitted under revenue replacement, and the remaining spend-down against the Dec 31, 2026 deadline.
4. Fund-balance position by fund — are reserves at policy levels?
5. Debt profile — outstanding debt, annual debt service, and coverage?
6. How do monthly/quarterly reporting and budget-to-actual monitoring work, and who receives them?
7. Condition of the financial system / Enterprise Resource Planning (ERP) and any planned upgrades?
8. Single-audit compliance status and any open findings or material weaknesses?

FINANCE (continued)

9 Major revenue sources and trends (ad valorem, utility transfers, state-shared, grants) and any FY27 concerns?

10 Copies of our key financial policies — budget administration, Capital Improvement Plan (CIP), debt management, fund-balance/reserves, investment, and grants — and when each was last adopted or updated.

11 Walk me through the major components of the ACFR — the government-wide statements, the fund financial statements, the notes, required supplementary information, and the statistical section — and where the report's complexity or risk concentrates.

OPERATING — INFORMATION TECHNOLOGY

1 Confirm the IT delivery model — is it fully managed-services/contracted, or is there any in-house City staff? (If staff: provide an org chart and positions/vacancies.)

2 Who is the managed-services provider, what's the scope (help desk, network, servers, security), and what's the service-level agreement (SLA) / response commitment?

3 What's split between the vendor and City departments — who owns what?

4 Cybersecurity posture — protections, monitoring, incident response, and backup/disaster recovery; any recent incidents?

5 Major systems and their condition/lifecycle (network, servers, financial Enterprise Resource Planning (ERP) system, public-safety systems, email)?

6 Software licensing/subscriptions (~$160K) and hardware refresh (~$24K) — is there a replacement plan? Contract spend (~$195K professional services), term, and renewal date?

PRIORITIES & OPPORTUNITIES

1 Your top three priorities, the one thing you'd fix, and the biggest financial risks I should know about?

FIRE

Fire · Christopher Taylor, Fire Chief

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. What are our current response times, and how do they compare to our adopted standards, National Fire Protection Association (NFPA) 1710 benchmarks, and community expectations?
2. We currently operate two stations — based on today's risk profile and projected growth, how many should we have and where?
3. What is our minimum daily staffing, what level of service does it provide, and where does it fall short?
4. How do we achieve an effective first-alarm response, and what role do automatic and mutual aid partners play?
5. What are the top five risks in our community, and are we staffed, equipped, and trained to manage them?
6. What specialty teams do we operate, how do regional deployments affect local service, and do we have to maintain an Aircraft Rescue & Fire Fighting (ARFF) Index?
7. How many frontline apparatus do we operate, what reserve capacity do we have, and are we on schedule with replacement and maintenance cycles?

PRIORITIES & OPPORTUNITIES

1. What are the department's largest unfunded or underfunded needs, and what operational risk do they create?

GRANTS & CAPITAL PROGRAMS

Grants & Capital Programs · Project/Grants Manager + Grant Writer

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. How is grants administration organized, and how are projects tracked from award to closeout? Is capacity adequate for a ~$19M+ active portfolio reporting to a vacant City Engineer seat?
2. Overview of the Better Place Plan portfolio: CDBG-CARES sidewalks ($3M), the RAISE grant ($3M), DEO affordable housing ($1.9M), CDBG-MIT Irma ($1.38M), the Public Works Building ($1.37M), FDOT downtown streetscape ($1.06M) — and delivery status on each.
3. Construction/engineering contracts tied to these projects and their status.
4. Drawdown status, match obligations, reporting deadlines, and any at-risk or expiring awards across CDBG/RAISE/DEO/FDOT.
5. Any monitoring or audit findings?
6. American Rescue Plan Act (ARPA) closeout (~$1.28M; federal obligation/spend deadlines).

PRIORITIES & OPPORTUNITIES

1. Top three priorities, the one thing you'd fix, and the biggest compliance/delivery risks (deadlines, match, clawback exposure).

HUMAN RESOURCES

Human Resources · Jason White, HR Director

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. Citywide vacancy rate / turnover rate.
2. Which departments have the highest vacancy/turnover, and why do they think the numbers are so high?
3. General sense of employee morale/satisfaction — the high points and low points.
4. Do we have unions? If so, which ones, where are they on current contract terms, and any negotiations going on now or coming up next fiscal year?
5. Which departments bring the most employee-relations / disciplinary issues?

PRIORITIES & OPPORTUNITIES

1. The biggest concerns/needs for the organization from an HR perspective (morale, burnout, benefits, professional development, succession planning).
2. The HR Director's sense of the leadership team — strengths and weaknesses.

PLANNING & COMMUNITY DEVELOPMENT

Planning & Community Development · Lorenzo Aghemo, Planning Director

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING — PLANNING & ZONING

1. Where are our highest density and intensity zoning districts located?
2. Do we have flow charts for our development-review and zoning processes?
3. What types of pre-application services do we provide to applicants?
4. What are our building permit, inspections, and building-fund-balance numbers?
5. What are our development trends?
6. What are our most common applications for development and building permits?
7. Provide a copy of the Comprehensive Plan — when was it last updated, and what is the status of the Evaluation and Appraisal Report (EAR)?
8. How much of the city is restricted to just single-family or other single-use zoning?
9. What are our review timelines?
10. How much development has to be approved by the Commission and advisory boards vs. City staff?
11. Is enforcement proactive (patrol-based) or complaint-driven, and what's the current case volume and backlog?
12. What are the most common violations (overgrowth, junk/debris, derelict structures, signage, short-term rentals (STRs)), and any spikes around Bassmaster / Azalea / Blue Crab?

PLANNING & COMMUNITY DEVELOPMENT

(continued)

3 Walk me through the process — notice, compliance window, citations, liens, and the Special Magistrate / Code Enforcement Board cadence.

4 How are cases tracked, and what's the average time from complaint to resolution?

5 Status of Ordinance 2025-19 (STR registration, business-tax receipts) and compliance rates.

6 How do you coordinate with Planning, Police, Fire, and the City Attorney (unsafe structures, lien foreclosure)?

7 What are the current uncollected fines/liens, and the collection/foreclosure posture?

OPERATING — HOUSING & COMMUNITY DEVELOPMENT

1 Confirm our HUD status — neither the City nor Putnam County is a U.S. Department of Housing and Urban Development (HUD) Participating Jurisdiction (PJ), so there is no direct HUD allocation. Are we pursuing the state's Community Development Block Grant (CDBG) and HOME programs that non-PJ cities can apply for?

2 How do we coordinate with Putnam County on its State Housing Initiatives Partnership (SHIP) allocation (~$545,789 this year), given the County's focus on homeownership (down-payment assistance, rehabilitation, emergency assistance, demolition/reconstruction)?

3 We carry a $1M state (Department of Economic Opportunity) affordable-housing appropriation and CDBG grants in the "Better Place Plan" fund, plus American Rescue Plan Act (ARPA) housing-support dollars — what is the status, spend-down, and who manages these?

4 What is our overall affordable-housing and housing-rehabilitation strategy, and who owns it?

PRIORITIES & OPPORTUNITIES

1 Your top three priorities, the one thing you'd fix, and the biggest challenges or opportunities ahead.

POLICE

Police · Chief Jason Shaw

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. What are the crime trends as reported to the FBI's National Incident-Based Reporting System (NIBRS) for the past three years — both violent and property crime?
2. What are the department's community-policing practices / community-engagement efforts, and how does the community feel about the Police Department?
3. What technology does the department leverage to accomplish the mission?
4. What are the standing mutual-aid agreements/practices, and who is the most-utilized law-enforcement partner?
5. Provide an overview of the command structure and defined bureaus.
6. What employee-wellness initiatives/programs are in place, including mental-health resources?
7. Describe the agency's culture and morale, and how management communicates with the organization.
8. What are the leadership tenets practiced in the organization?
9. Describe the internal complaint process and Internal Affairs Division — what are the most prevalent cases?
10. Describe the Police Department's working relationship with other departments, particularly the Fire Department.

PRIORITIES & OPPORTUNITIES

1. What are the department's current public safety priorities?

PROCUREMENT

Procurement · Lenora Campbell, Procurement Specialist

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. How is purchasing organized — centralized or department-led — and where are the workload pressure points?
2. What are the City's purchasing thresholds for quotes, formal bids, and sole-source?
3. What procurement methods are used (Invitation to Bid (ITB)/formal bid, Request for Proposals (RFP), Request for Qualifications (RFQ), sole-source, emergency)?
4. When was the purchasing policy/ordinance last updated, and is there a purchasing-card (P-card) program with controls?
5. What major contracts come up for renewal in the next 12 months, and what's currently out for solicitation?
6. Do we use cooperative/piggyback contracts (state, Sourcewell, General Services Administration (GSA)), and is there a local-vendor or disparity preference?
7. What's the average time from requisition to award, and where are the bottlenecks?
8. Any protests, audit findings, or compliance gaps?
9. What e-procurement / Enterprise Resource Planning (ERP) system runs purchasing?

PRIORITIES & OPPORTUNITIES

1. Your top three priorities, the one thing you'd fix, and the biggest challenges or opportunities ahead.

PUBLIC INFORMATION OFFICER

Public Information Officer · Greta Hall, PIO

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING

1. How are we currently using our existing channels — community events calendar, news items, social media, emergency notifications — and why are social-media comments disabled (which decreases engagement)?
2. How do we communicate ongoing projects across social media and news releases — announcement (why it matters), progress updates, milestones, and completion stories?
3. How are we telling the economic-development story — redevelopment, downtown initiatives, business success, investor activity, downtown momentum?
4. Do we have a strategy to promote the city's identity and assets (St. Johns River, historic downtown, Ravine Gardens, riverfront, historic architecture, railroad history)?
5. Is there a recurring City Manager communication tool — internal ("Message from the City Manager") and an external community newsletter — to build morale, transparency, and momentum?
6. Do we publish six-month and year-end achievement reviews to generate content for newsletters, interviews, and social media?
7. Do we profile employees / "community builders" to tell the city's human and neighborhood stories?
8. Is there an internal communications network — a liaison in each department, monthly meetings, a story-submission process, and a shared communications calendar — feeding the Public Information Officer (PIO)?

PUBLIC INFORMATION OFFICER (continued)

PRIORITIES & OPPORTUNITIES

1 Your top three priorities, the one thing you'd fix, and the biggest challenges or opportunities ahead.

PUBLIC WORKS

Public Works · Joseph Verrechio, PW Director

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant.
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING — STREETS & STORMWATER

1. Confirm funding sources for the streets & grounds teams in their areas of responsibility.
2. Are crews separated by area of responsibility?
3. Development impacts: how does infrastructure within the right-of-way get vetted by the Public Works (PW) team, and what input do they have on what gets approved?
4. Is streets & grounds maintenance contracted, in-house, or a combination across the areas of responsibility?
5. Street sweeping — is this paid from the general fund, or is there a stormwater utility fee?
6. Street sweeping — contract or in-house? If in-house, how many FTEs; are vehicles owned or leased and how many; how serviced (City Fleet or outside vendor)?
7. How many centerline miles are completed per cycle, and do the units run continually or seasonally?
8. How is the collected material disposed — landfill, and is there a deal to use it as cover (free or discounted)?
9. Tree pruning & planting — contract or in-house (crews/FTEs); parks-only or street trees (are tree wells used)?
10. Sidewalk repair — contract or in-house (crews/FTEs); own concrete truck or batch plant (delivery issues); all repair or new gap-filling?
11. How many traffic signs and signals are maintained, and does this team also manage pavement marking?

PUBLIC WORKS (continued)

12 Is the City a maintaining agency with the Florida Department of Transportation (FDOT) under a signed Traffic Signal Maintenance & Compensation Agreement (TSMCA), and if so what is the annual value and does it cover the FTE salaries/benefits?

13 Who serves as the Traffic Engineer — in-house or a contracted consultant for signal-timing?

14 Do the signals use video detection or loop control, is there a standalone signal network, and is there cybersecurity coverage for the traffic-control team?

15 How many sign/signal techs are on staff, and how are on-call activities managed?

16 Road paving & resurfacing — in-house vs. contracted (crews/FTEs)?

17 Is there a transfer of funds from solid waste for pavement management (heavy-vehicle damage from collection/hauling)?

18 Does the City scan roadways to update the pavement condition index (PCI), and is there a pavement-management plan?

19 Does the City use products like Rejuvenator or other micro-surfacing to extend pavement life?

20 Is the City a National Pollutant Discharge Elimination System (NPDES)-permitted Municipal Separate Storm Sewer System (MS4), and are there Master Stormwater/Drainage or Watershed Management Plans (quality and quantity)?

21 Has a Vulnerability Assessment and/or Adaptation Plan been completed?

22 Is the stormwater infrastructure mapped/tracked, on what asset-management platform, and what is its condition/level of service and long-term plan (pipe replacement/lining, capacity)?

23 Mowing — contract or in-house (crews/FTEs); how does pricing compare and is that a tracked key performance indicator (KPI)?

24 What are the key issues streets & grounds staff face?

OPERATING — SANITATION / SOLID WASTE

1 Is residential and commercial garbage an exclusive haul contract for the City?

2 How many residential customers are served?

PUBLIC WORKS (continued)

3 Is residential collection a 3-, 4-, or 5-day pickup schedule?

4 Are multiple cart sizes offered at varying prices?

5 Does residential collection include recycling, yard waste, and bulk?

6 How many commercial contracts are served?

7 Are commercial franchise fees in play at all, and are there any issues with how the fee is structured?

8 Any issues with construction-and-demolition (C&D) haulers — are they covered under the City's exclusive or under franchise fees?

9 Does the City have a food-waste program?

10 What is the current contract status with the hauler?

11 Where is current disposal? Is there a long-term contract, and what does the City pay per ton?

12 Sanitation fleet — replacement cycle and condition.

13 What are the key issues staff face — customer service on service or billing issues?

14 Enforcement — does the City actively enforce, or is it more education efforts?

OPERATING — FACILITIES MAINTENANCE

1 What facilities does the team maintain (City Hall, Annex, public buildings, park structures), and what's the preventive-vs-reactive split?

2 Current work-order volume and backlog, and how requests are prioritized?

3 Is maintenance in-house, contracted, or a mix (heating, ventilation & air conditioning (HVAC), electrical, plumbing, roofing, janitorial)?

4 Condition assessment — which buildings carry the most deferred maintenance, and is there a facilities condition / capital-renewal plan?

5 Key service contracts (HVAC, elevator, janitorial, security/fire systems) and renewal timing?

6 Energy/utility costs across buildings and any aging-system efficiency issues?

PUBLIC WORKS (continued)

7 Americans with Disabilities Act (ADA) accessibility status of public buildings?

OPERATING — FLEET

1 How is Fleet organized, what does it maintain, and is service in-house or outsourced?

2 Vehicle/equipment inventory, replacement cycle and condition, and any deferred replacement.

3 What types of preventative and reactive maintenance work are required?

4 Is cemetery maintenance contracted, in-house, or a combination — and does that include gravestones? Any difference in seasonal care?

5 Any environmental issues from maintenance equipment or materials (leaky-equipment fluids, fertilizers/pest control, fuel storage)?

6 Are the cemetery lawns irrigated? If so, potable or reclaimed water?

7 How are burials handled — do staff dig graves and prepare for burial, or is it contracted?

8 If staff handle burials, are they properly equipped? Is equipment stored onsite? Serviced/maintained onsite or elsewhere?

9 Are the cemeteries at capacity or is there still room? What is the longevity of the three?

10 Are there long-term plans for more cemeteries?

11 What are the key issues cemetery staff face?

12 How many parks and what acreage does the City maintain, and what's the maintenance model (in-house vs. contracted)?

13 Condition of parks, playgrounds, restrooms, and amenities — what's the deferred-maintenance picture?

14 Key vendors/contracts (playground, irrigation, landscaping) and renewals?

PRIORITIES & OPPORTUNITIES

1 Your top three priorities, the one thing you'd fund or fix, and the biggest challenges or opportunities ahead (deferred infrastructure, fleet age, disposal costs).

WATER & SEWER (UTILITIES)

ADMINISTRATIVE

1. Provide a current organizational chart.
2. A list of all positions and which are currently vacant (including licensed-operator coverage and the certification pipeline).
3. A list of the professional development and technical conferences your staff attend.
4. How does the City Commission agenda process work from your department's vantage point — submission, review, timelines — and where does it help or slow getting your items through?

OPERATING — WATER PLANT & QUALITY

1. Current status of the water plant — capacity.
2. Water plant — future improvements.
3. Water plant — water quality.
4. What water-conservation education do we provide users?
5. Are the rates tiered to encourage water conservation?

OPERATING — WASTEWATER & RECLAIM

1. Current status of the wastewater treatment facility — capacity.
2. Wastewater facility — future improvements.
3. Any issues with infiltration and inflow into the sewer system?
4. How is disposal of biosolids handled?
5. Reuse was proposed at 100% by 2015 — how is that going?
6. Who all uses reclaimed water? (golf courses, airport, cemeteries, ball fields, potentially a sod farm)
7. Is there a price incentive to use reclaimed water for irrigation?
8. Does a single-family residence have access to reuse water for irrigation (separately metered; any cost beyond connection/metering)?

WATER & SEWER (UTILITIES) (continued)

OPERATING — SERVICE CONNECTIONS & DISTRIBUTION

1. How does coordination for new services get handled — is it all through PW?
2. How do new service connections get paid for — does the new connection pay the whole fee, or does the City pay for right-of-way work and the user pays property-line-to-building?
3. What is required for repair when roadways are cut for utility installation?

OPERATING — CAPITAL, DEBT & COMPLIANCE

1. The fund carries a very large capital program (FDEP potable-water, FDEP sewer, the DEO Lift Station 16 expansion, SRF carbon-filter work) — walk me through the project list, draw schedules, delivery status, and the overall CIP.
2. State Revolving Fund (SRF) and FDEP loan/grant compliance and the City-match exposure.
3. The annual debt service in Water Admin — full debt schedule and coverage.
4. DEP permit / consent-order status.
5. Rate adequacy — do utility rates cover operations + debt service, and when was the last rate study?

PRIORITIES & OPPORTUNITIES

1. What are the key issues staff face — your top three priorities, the one thing you'd fund or fix, and the biggest risks (regulatory, capacity, debt coverage, rate adequacy)?

SECTION TWO

Legislative Update

Property tax reform on the November 2026 ballot, and the HB 1329 local-government finance mandates.

2

PROPERTY TAX REFORM · NOVEMBER 2026 BALLOT

What It Is, Where It Stands, and What It Means for Palatka

Briefing for the City Commission

IN BRIEF

Florida voters will decide a property-tax constitutional amendment on **November 3, 2026.** The Legislature passed it during Special Session F, and it now heads to the statewide ballot. For the City of Palatka, the amendment would reduce the City's largest source of general revenue and make that loss harder to recover — and the cut is not static: it is **designed to grow**, from an estimated **$483,000 in the first year to roughly $586,000 the next** (about a 21% increase in a single year), with the amendment directing the Legislature toward the eventual **full elimination** of homestead property taxes. The number to remember alongside the dollars: at full effect, **96% of the City's homesteaded properties would owe no City property tax at all.** The revenue impact is firm and is the focus of this briefing. **Nothing changes unless voters approve the measure in November.**

−$586K	−11.7%	96%	1,661
Annual loss at full effect (2028)	of the City's **property-tax levy**	of **homesteads** would owe $0 City tax	**homesteaded** properties affected

1 · WHAT IS BEING PROPOSED

Two measures passed together and now move to the voters and to implementation.

CS/HJR 1-F — the constitutional amendment ("Save Our Homes from Excessive Property Taxes") carries four mechanics:

1. **A much larger homestead exemption, on a path to full elimination.** The exemption rises from the current $50,000 structure to **$150,000 (Jan 1, 2027)** and **$250,000 (Jan 1, 2028)** on non-school levies, then indexes to inflation. The amendment also **directs the Legislature to set a schedule for fully eliminating homestead property taxes.** The $250,000 step is the first wave, not the end state.
2. **A tighter cap on non-homestead property.** The annual assessment-increase cap on commercial property and smaller rental property drops from **10% to 5%**, slowing the growth of the City's taxable base every year going forward.
3. **A five-year residency wait for new residents.** Floridians who establish residency after Jan 1, 2027 must wait five years before qualifying for the increased exemption.

4 **A spending clause whose scope is unsettled.** The amendment includes language (Article VII, Section 9) addressing how local property tax revenue may be used. The enacted text permits funding municipal operations and locally approved expenditures, while the ballot summary describes "core public needs." **The precise scope of this clause is an open interpretive question.** This briefing does not assume a use restriction beyond the firm revenue loss.

SB 4-F — the implementing bill ("Property Tax Administration"). Most significantly, it **re-bases the maximum millage rate on the "rolled-back rate."** The practical effect: even restoring lost revenue would require a **two-thirds Commission vote** (to reach 110% of the rolled-back rate) or a **unanimous vote** beyond that. It carries no expenditure or use restriction of its own. It also waives the 75-word limit for property-tax ballot summaries.

> **The two measures work in tandem** — one reduces the City's largest revenue source, the other narrows the City's ability to recover it.

2 · WHERE IT STANDS

Date	Status
June 2026	**Both measures passed both chambers** in Special Session F. Amendment: House 75–26, Senate 30–9. Implementing bill: House 75–27, Senate 30–8.
Now	**Certified to the ballot.** The City is in the **post-placement window** for ballot-measure communications (see Section 4).
Nov 3, 2026	Statewide vote — the amendment needs **60% approval** to take effect.
Jan 1, 2027	*If approved:* $150K exemption, 5% non-homestead cap, and 5-year residency rule take effect.
Jan 1, 2028	*If approved:* $250K exemption takes effect.

3 · WHAT IT MEANS FOR PALATKA

The revenue loss (Putnam County Property Appraiser's 2026 estimate of taxable value, June 1, 2026, at the City's 6.2397 mills):

Scenario	City taxable value	City property tax	Annual loss	%
Current	$804,795,070	$5,021,680	—	—
$150,000 exemption (2027)	$727,315,337	$4,538,230	**–$483,450**	**–9.6%**
$250,000 exemption (2028)	$710,859,182	$4,435,548	**–$586,132**	**–11.7%**

ANNUAL LOSS TO THE CITY — AND IT GROWS

The annual loss grows about 21% from the first step to the second. Source: Putnam County Property Appraiser, 2026 estimate of taxable value (June 1, 2026).

For scale, that loss is **9.6% → 11.7% of the City's $5.0M property-tax line.**

This is not a one-time cut — it is built to grow. Four forces stack on top of each other:

1. **It escalates by design.** The loss climbs from **$483,450 to $586,132** as the exemption steps from $150K to $250K — about a **21% increase in a single year.**
2. **The base erodes every year.** Tightening the non-homestead assessment cap from 10% to 5% slows the growth of the City's taxable value going forward. Because the cap compresses growth each year, this effect widens over time.
3. **The endpoint is full elimination.** The amendment directs the Legislature to schedule the complete phase-out of homestead property taxes. The $250,000 step already removes City property tax for **96% of the City's homesteaded properties**, so full homestead elimination would remove most of what remains.
4. **Recovery gets harder each year.** SB 4-F re-bases the maximum millage on the rolled-back rate, so each year the routine tool for recovering lost revenue requires a supermajority.

The homestead effect, in detail. Palatka has **1,661 homesteaded properties** (of 4,468 total parcels). The number paying **zero** City property tax rises sharply: from **233 (14%) today** to **1,339 (81%)** at the $150,000 exemption and **1,592 (96%)** at $250,000 — concentrating the remaining levy on commercial property, rentals, and higher-value homes.

> **A note on the 96%:** these percentages are shares of the City's **1,661 homesteaded properties**, not of all 4,468 parcels. Homesteads are about **37% of the City's parcels**; the 96% means 96% of those homesteads would fall to zero City tax at full implementation — not that 96% of all parcels are homesteads.

HOMESTEADS PAYING $0 CITY PROPERTY TAX

Share of the City's 1,661 homesteaded properties that would owe no City property tax. Source: Putnam County Property Appraiser, 2026 estimate of taxable value (June 1, 2026).

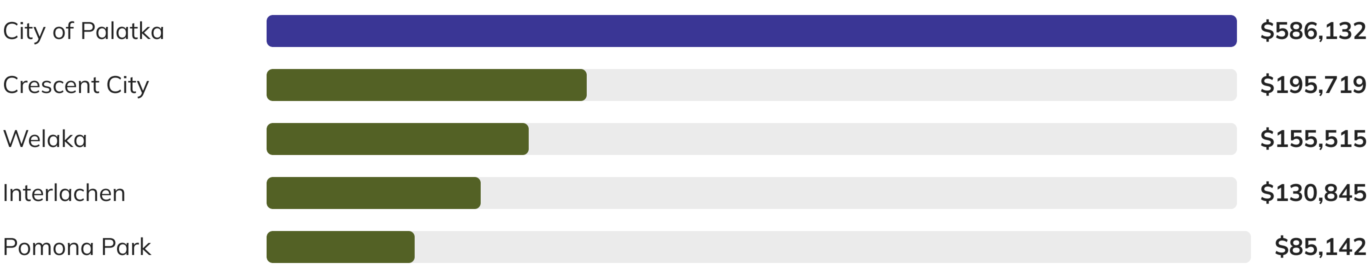
HOW THE CITY'S HIT COMPARES WITHIN PUTNAM COUNTY

All figures are the Putnam County Property Appraiser's, on the same $250,000 scenario.

Taxing authority	Annual loss at $250K	% of its levy
Putnam County (General)	$12,126,740	−17.0%
City of Palatka	**$586,132**	**−11.7%**
Crescent City	$195,719	−16.3%
Welaka	$155,515	−23.7%
Interlachen	$130,845	−19.7%
Pomona Park	$85,142	−22.8%

School-district levies are exempt from the increased exemption, so the School District is not shown. Putnam County's general levy absorbs the largest hit; among municipalities, **Palatka faces the largest dollar loss in the county** — though a *smaller percentage* loss than the smaller towns, because more of Palatka's tax base sits in commercial and non-homestead property.

ANNUAL DOLLAR LOSS AMONG PUTNAM MUNICIPALITIES



Municipalities only ($250,000 scenario). Putnam County (General) loses far more in dollars — $12.1M, shown in the table above — but Palatka takes the largest *municipal* dollar loss.

And recovery is locked. SB 4-F means the Commission could not simply raise millage to offset the loss without a supermajority — in the same cycle the exemption is presented to voters as tax relief.

The relief is uneven. The exemption helps only homesteaded owners. **Businesses** get no exemption. **Renters** get no direct benefit. The service and budget effects of the lost revenue are shared across all three.

4 · WHAT THE CITY CAN AND CANNOT SAY

State law (ss. 106.113 / 106.151) governs how the City may communicate about a measure on the ballot, and that standard has tightened.

- **Factual is no longer an automatic safe harbor.** A recent amendment to section 106.113 applies the prohibition on spending public funds "irrespective of whether the communication is limited to factual information or advocates" for or against the measure. The test is now whether a communication fits an enumerated exemption — accurate and impartial reporting of official actions, posting factual information, hosting public forums, answering inquiries, or communications required by law — **and** stays neutral. Even true statements can cross the line if framed to emphasize emotional consequences.

- **The measure is now on the ballot, which adds a channel restriction.** In this post-placement window, the City may not use public funds to *send* a communication to voters about the measure, even a factual one (no mailers, no paid email blasts, no boosted social posts). The City **may** post verifiable factual information on its website and unboosted social media, host forums and answer questions, report official actions fairly, and make printed materials available for pickup.
- **The Commission retains its official-action voice.** As official actions, the Commission may adopt a resolution and communicate the City's position to the Legislature. Legislator-facing communications may take a position; voter-facing communications may not, and the two must be kept on separate channels.

Final application of these rules to any specific City communication will be determined as needed.

5 · BOTTOM LINE

If approved by voters in November, the amendment removes a recurring share of the City's largest and most flexible source of general revenue, shifts nearly all of the homestead levy off the rolls, points toward the full elimination of homestead property taxes, and constrains the usual tool for recovering the revenue — all at once. A separate question about how the remaining revenue may be spent does not change the revenue picture. The figures above are the Putnam County Property Appraiser's, calculated on the current tax roll and the City's current millage. Because the measure is contingent on the November vote, the Commission's task now is to understand the exposure and plan for the scenario.

Sources: CS/HJR 1-F and SB 4-F as passed (Special Session F, 2026); Florida Senate/House roll-call records; Putnam County Property Appraiser ballot-item projections (2026 estimate of taxable value, June 1, 2026); City of Palatka budget. The City-impact figures provided by the Putnam County Property Appraiser.

CS/CS/HB 1329 (2026) — Local Government Finances

Commissioner Briefing — City of Palatka

"Local Government Financial Transparency and Accountability Act"

*Prepared for the Palatka City Commission · Source: Enrolled bill text (CS/CS/HB 1329, Engrossed 2) Status (as of June 15, 2026): Passed both chambers (Senate 34–0, House 87–19) and enrolled; signed by the presiding officers and presented to the Governor on June 15, 2026 — awaiting the Governor's action. Not yet signed into law; no chapter-law number assigned. If signed (or allowed to become law), it takes effect January 1, 2027.***

1. EXECUTIVE SUMMARY

CS/CS/HB 1329 is a state-imposed **budget transparency and public-engagement mandate** on every Florida municipality and county. It does **not** change the City's millage authority, its TRIM process, or how much revenue the City can raise. What it changes is **how, when, and in what detail the City must publish its budget — and it requires the City Commission itself to publicly model a 10% budget cut every year.**

For the City of Palatka, the operative provisions live in **Section 7, amending s. 166.241, F.S.** (the municipal budget statute). The parallel county provisions (Sections 2–3, ss. 129.03 and 129.06) bind **Putnam County, not the City** — see §2. The bill also tightens **impact-fee / mobility-fee rules** (ss. 163.3180, 163.31801) for any such fee the City adopts or increases after **July 1, 2026**.

The five things that matter most for Palatka:

1. **Annual 10% budget-reduction exercise — by the Commission, in public.** The governing body (not just staff) must hold a workshop and identify strategies to cut the ensuing year's budget by 10% "without compromising essential public services, such as law enforcement or fire services, or legal obligations." Must occur **≥14 days before final budget adoption** and be posted online (PDF or a link to the workshop recording). *[s. 166.241(3)(b)]*
2. **Six years of standardized budget data, posted in a prescribed format** — proposed FY + current FY + the preceding 4 FYs — with a narrative analysis and graphical illustrations, across nine required content categories. *[s. 166.241(4)]*
3. **Quarterly employee-compensation summary** — job titles, **names**, and salaries of every employee funded by City appropriations, posted online each quarter. *[s. 166.241(11)]*
4. **Published budget development calendar** by **January 30 each year.** *[s. 166.241(12)]*
5. **Longer posting windows** — tentative budget posted ≥5 days before the hearing and kept up 45 days; final budget kept up **5 years** (was 2). *[s. 166.241(3)(a), (10)]*

Bottom line: No revenue impact. The cost is **administrative and political** — recurring staff workload (Finance / Clerk / HR / IT) plus an annual, on-the-record Commission exercise in modeling a 10% cut to its own budget. Palatka does **not** currently run a standing 10% scenario exercise, so this is a **new annual requirement** to stand up, first applying to the **FY2028 budget cycle**. Designing the City's process ahead of the first deadline is the practical task.

WHAT THE LAW REQUIRES — AT A GLANCE

10%	6 yrs	Quarterly	Jan 30	5 yrs
Annual budget-reduction exercise — by the Commission, in public	**Standardized budget data** posted in a prescribed 9-category format	**Employee-compensation summary** — titles, names & salaries	**Budget development calendar** published every year	**Retention** — final budgets & amendments kept online

2. HOW IT REACHES PALATKA (CITY VS. COUNTY)

The City is bound directly — through the municipal budget statute (s. 166.241), not the county statutes (ss. 129.03 / 129.06). The question is not whether the act applies but which provisions reach the City versus Putnam County. This was verified against the enrolled text:

Provision area	Statute amended	Binds the City	Binds Putnam County
Municipal budget transparency, 10% exercise, calendar, comp summary	**s. 166.241** (Sec. 7)	**Yes**	—
County budget transparency, 10% exercise, calendar, comp summary	s. 129.03 (Sec. 2)	No (county only)	Yes
County budget-amendment advertising/posting	s. 129.06 (Sec. 3)	No (county only)	Yes
Impact-fee definitions & "plan-based methodology"	s. 163.3164 (Sec. 4)	Yes (if City charges impact fees)	Yes
Concurrency / transportation-capacity fees & interlocal agreements	s. 163.3180 (Sec. 5)	Yes (if City charges a transportation/mobility fee)	Yes
Impact-fee minimum requirements (post-7/1/2026)	s. 163.31801 (Sec. 6)	Yes (if City charges impact fees)	Yes
Local Gov. Infrastructure Surtax cross-reference	s. 212.055 (Sec. 8)	Conforming only — **no substantive change**	Conforming only

Key point for the Commission: Sections 2 and 3 are written in parallel language to Section 7 but apply only to *counties*. The City's obligations are functionally identical to the County's, just located in the municipal statute. The bill's repeated "or the county's official website, as applicable" language is a fallback for a municipality that does not operate its own website — not relevant to Palatka, which maintains its own site.

3. EFFECTIVE DATE & TIMELINE

- **Legislative status (June 15, 2026):** The bill passed the House (87–19) and Senate (34–0), was enrolled, and — per the Florida Senate bill history — was **signed by the presiding officers and presented to the Governor on June 15, 2026.** It is **not yet signed into law and carries no chapter-law number** as of this writing. Given the near-unanimous passage, signature is expected; the dates below assume the act becomes law as enrolled.
- **Act takes effect: January 1, 2027** *(Section 10)* — contingent on the Governor signing the bill or allowing it to become law.
- **No phased rollout** for the transparency provisions — all of Section 7 is live on 1/1/2027.
- **First budget development calendar due: on or before January 30, 2027** *(s. 166.241(12)(b))*. This is the first hard deadline the City hits — **~3 weeks after the act takes effect.**
- The **10% reduction exercise, the 6-year budget posting format, and quarterly compensation summaries** first apply to the **FY2028 budget cycle** (the first full cycle developed after the effective date).
- **Impact-fee provisions** carry a separate trigger: requirements in s. 163.31801 apply to "impact fees **adopted or increased after July 1, 2026**" — a date that *precedes* the act's general effective date. Any City impact-fee/mobility-fee action in that window should be reviewed for compliance. *(Flag for the City Attorney — see §6.)*
- The Legislature declared the act **"fulfills an important state interest"** *(Section 9)* — the constitutional finding required to impose these duties on home-rule municipalities.

4. WHAT THE CITY MUST DO — PROVISION BY PROVISION (S. 166.241)

A. Budget posting — tightened timeframes *[s. 166.241(3)(a)]*

- **Tentative budget:** post on the City website **≥5 days** before the s. 200.065 budget hearing (was 2 days), and **keep it posted ≥45 days** (new).
- **Final adopted budget:** post **within 30 days** of adoption and **keep it posted ≥5 years** (was 2 years).

B. Annual 10% budget-reduction exercise — *the headline mandate [s. 166.241(3)(b)]*

- The City **must hold a budget workshop** at which **the governing body** (the City Commission) performs a **"budget reduction exercise."**
- Purpose: **identify strategies to potentially reduce the ensuing fiscal year's budget by 10%** vs. the current-year budget, **"without compromising essential public services, such as law enforcement or fire services, or legal obligations."** It is a **single 10% target**, not a tiered (5/10/15%) model.
- **Must occur ≥14 days before final budget adoption.**
- **Must be posted** on the City website as a downloadable PDF **or a link to a recording** of the workshop.
- *Note:* It is the **elected body** that performs the exercise — a public, on-the-record Commission activity, not an internal staff worksheet.

C. Standardized 6-year budget posting *[s. 166.241(4)]*

Each **tentative, adopted-tentative, and final** budget must be posted (downloadable PDF) and must include, **for the proposed FY, the current FY, and the preceding 4 FYs** (6 years total): 1. Budget overview & summary — **narrative analysis with graphical illustrations** of major points and trends 2. Overall municipal summary of revenue & expenditures 3. Summary of revenue & expenditures **by fund** 4. Summary of expenses **by department and division** 5. Summary of expenses **by program or function** 6. Summary of expenses related to **debt obligations** 7. Summary of expenses related to **capital projects** 8. **Organizational chart or staffing summary** 9. Summary and analysis of **municipal reserves and fund balances**

D. Budget amendments — posting *[s. 166.241(9)(c), (10)]*

- **Proposed** amendment posted on the website **5 days before** adoption.
- **Adopted** amendment posted **within 5 days** after adoption and kept up **≥5 years** (was 2).

E. Quarterly compensation summary — *new recurring obligation [s. 166.241(11)]*

- Prepare a **quarterly summary of compensation** for **all employees funded by City appropriations.**
- Must include **job titles, names, and salaries** for each employee.
- Posted on the City website as a downloadable PDF.

F. Budget development calendar *[s. 166.241(12)]*

- Publish, **on or before January 30 each calendar year**, a calendar listing (to the extent practicable): 1. When City departments submit budget requests (and to whom) 2. When the **county property appraiser** submits the City's taxable value (per s. 200.065) 3. When any **budget workshops** will be held 4. When the **s. 200.065 public hearings** will be held 5. When the **10% reduction-exercise workshop** will be held
- **Litigation shield:** publishing the calendar **cannot be used as a basis** to challenge adoption of the City's budget.

G. Unchanged / pre-existing

- The **October 15 EDR data submission** *(s. 166.241(8))* is existing law, merely renumbered — not a new task.
- **No change to the TRIM / millage process** itself: budget hearings continue under **s. 200.065** unchanged. The bill conforms references to it but does not alter millage notices or maximum-millage votes.

H. Impact / mobility fees — *applies only if the City charges them [ss. 163.3180, 163.31801]*

For fees **adopted or increased after July 1, 2026**, the City must, among other things: - Base any fee on a **plan-based, demonstrated-need study** using the most recent, **localized** data (within 4 years of the update). - Observe **phase-in limits** (increases over the cap in 2–4 equal annual increments; cannot exceed 100% over a 4-year period; cannot increase if not increased within the prior 5 years; requires **two noticed workshops + a unanimous governing-body vote** to exceed phase-in limits under "extraordinary circumstances"). - Provide **90 days' notice** before a new/increased fee takes effect. - Honor a **30-day refund/credit process** for alleged overpayments. - If **both the City and County charge a transportation-capacity fee**, they must execute an **interlocal agreement** (plan-based methodology, no double-charging). *[s. 163.3180(5)(j)]*

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5. IMPACTS TO PALATKA

Operational / staff workload (recurring): - **Finance / Budget:** Build the 6-year standardized posting package (9 content categories, narrative + graphics) every budget cycle; produce and maintain the budget development calendar; stage the 10% reduction-exercise materials. This formalizes and expands current budget-book production. - **Clerk / IT:** New web-posting obligations with specific formats and retention windows (45 days for tentative; **5 years** for final budgets and amendments). - **HR / Payroll:** Stand up a **quarterly** name-level compensation report (job title, name, salary for every appropriation-funded employee) — a new recurring deliverable with an obvious public-attention dimension.

Political / governance: - The **annual 10% reduction exercise is a public Commission activity.** Every year the Commission must put on the record a credible set of strategies to cut 10% — protecting law enforcement, fire, and legal obligations. This invites press coverage and public comment, and creates a standing public artifact. **This is the provision most likely to drive the local politics of the bill.** - Because the City does not currently run such an exercise, getting **ahead of the format and process** — rather than improvising it in the first FY28 cycle — is the difference between presenting it as disciplined stewardship and reacting under deadline.

Calendar pressure: - The **January 30 calendar deadline** lands almost immediately after the 1/1/2027 effective date. The City should adopt an internal process before year-end 2026 so the first calendar (covering the FY28 cycle) is ready. - The **14-day-before-adoption** timing for the reduction exercise must be slotted into the existing September budget-hearing sequence.

Financial: - **No direct revenue impact.** Costs are staff time and systems. No new dedicated funding accompanies the mandate (the "important state interest" finding lets the Legislature impose it without one).

Impact / mobility fees (if applicable): - If the City maintains a **mobility/transportation fee**, the post-7/1/2026 rules (plan-based study, localized data, phase-in caps, City–County interlocal agreement) constrain how and how fast the City can adjust those fees. Coordinate with the City Attorney and Public Works.

All provisions and section citations in this brief are taken directly from the enrolled text of CS/CS/HB 1329 (2026), Engrossed 2. The City-vs-County distinction in §2 was verified against the bill's section-by-section structure.

COMPLIANCE ROADMAP

JUL 1, 2026	JAN 1, 2027	JAN 30, 2027	FY2028 CYCLE
Impact- & mobility-fee rules trigger (if the City charges such fees)	Act takes effect — all of Section 7 goes live	First budget development calendar due	10% exercise, 6-year posting & quarterly comp first apply

Effective dates apply once the act becomes law.

SECTION THREE

Budget Information

The FY 2027 budget calendar and the General Fund millage analysis.

3

FY 2027 Budget Calendar

FOR DISCUSSION PURPOSES ONLY

The City's budget meeting schedule with the statutory TRIM and fire-assessment milestones for FY 2026-27. Statutory **TRIM** items are flagged in red; **yellow** workshops fall after the July 23 maximum-millage cap and cannot raise it; completed items are grayed and marked ✓. Meeting dates link to the City's online agenda portal.

FIRE ASSESSMENT

Preliminary annual rates were set May 28, held flat ($125 per parcel plus $2.46 per $1,000 of improvement value), for a roll of about **$2,369,348**, roughly **54%** of the fire budget.

Full acceptance and the 50% institutional exemption (about 136 church and nonprofit parcels, estimated at **$96,951** a year to the General Fund under Res. 2026-R-102) return **July 23**; both must be settled in the budget before **Aug 20**.

MAXIMUM MILLAGE, JULY 23

July 23 is the **last regular Commission meeting inside the 35-day TRIM window.**

The maximum millage, the cap printed on every property owner's TRIM notice, must be set that night, along with the exemption decision, or it forces a special meeting.

DATE	ACTION
Apr 8 ✓	Budget Workshop #1
Apr 29 ✓	Budget Workshop #2
May 13 ✓	CRA Budget Workshop #1
May 20 ✓	Budget Workshop #3: fire-assessment fee presentation
May 28 ✓	Fire-assessment **preliminary** rates set (2026-R-102), held flat; full acceptance and exemption decision set for July 23
Jun 10 ✓	CRA Budget Workshop #2
Jun 17	Budget Workshop #4: Fire, Commissioners, Legal, City Clerk, HR
~Jul 1	TRIM Property Appraiser certifies taxable value, starting the 35-day millage clock
Jul 15	Budget Workshop #5: Public Works, Parks, Water, Reclamation, Sanitation, Streets
Jul 23	TRIM **Set maximum millage and institutional-exemption decision**
Jul 29	Budget Workshop #6: Cultural, Recreation, Airport, Code Enforcement, CRA, Grants, Golf, Better Place
~Aug 5	TRIM Deadline to certify maximum millage to the Property Appraiser
Aug 5	CRA Budget Workshop #3
Aug 19	Budget Workshop #7
Aug 20	**Institutional exemption must be settled in the budget**
~Aug 24	TRIM TRIM notices mailed by the Property Appraiser
Aug 26	Budget Workshop #8
Sep 10	TRIM **First budget hearing: adopt tentative millage and budget**
~Sep 15	Certify fire-assessment roll to the Tax Collector
Sep 24	TRIM **Final budget hearing: adopt final millage and budget**
Oct 1	FY 2026-27 begins
~Oct 24	TRIM File TRIM compliance (DR-487)

Dates marked "~" are statutory estimates that depend on the Property Appraiser's certification and the TRIM calendar. Sources: City of Palatka meeting schedule; Putnam County Property Appraiser; ss. 200.065 and 200.069, F.S. (TRIM); Res. 2026-R-102 (fire assessment).

GENERAL FUND

FY 2027 Millage Analysis

TAXABLE ASSESSED VALUE (TAV)	FY 2026 MILLAGE RATE	FY 2027 ESTIMATED TAX REVENUE
$804,795,070	**6.2397**	**$4,770,596**
Estimate — as of 6/1/2026 for Tax Year 2026	per $1,000 of taxable value (FY 2026 adopted rate)	at the current rate · 95% collection basis

How to read this: Final Taxable Assessed Value is set by the Putnam County Property Appraiser and the TRIM notice; figures are estimates. The FY 2027 revenue-neutral **rolled-back rate is approximately 5.7347 mills** — the rate that would raise the same revenue as FY 2026. **Any rate above 5.7347 is a tax increase under TRIM (s. 200.065, F.S.) and must be advertised as such.** Holding the rate flat at 6.2397 therefore *is itself a tax increase* — it raises about $406,000 over FY 2026 on the +11.41% value growth. The table shows millage above the current rate of 6.2397.

MILLAGE INCREASE ANALYSIS

MILLAGE INCREASE	REVISED MILLAGE	VALUE OF MILLAGE INCREASE	ESTIMATED PROPERTY TAX REVENUE	ANNUAL IMPACT — HOMESTEADED $150,000 HOME
0.0000	**6.2397**	**$0**	**$4,770,596**	**$0.00**
0.0025	6.2422	$1,911	$4,772,507	$0.25
0.0050	6.2447	$3,823	$4,774,419	$0.50
0.0100	6.2497	$7,646	$4,778,241	$1.00
0.0200	6.2597	$15,291	$4,785,887	$2.00
0.0300	6.2697	$22,937	$4,793,532	$3.00
0.0400	6.2797	$30,582	$4,801,178	$4.00
0.0500	6.2897	$38,228	$4,808,824	$5.00
0.0600	6.2997	$45,873	$4,816,469	$6.00
0.0700	6.3097	$53,519	$4,824,115	$7.00
0.0750	6.3147	$57,342	$4,827,937	$7.50
0.0800	6.3197	$61,164	$4,831,760	$8.00
0.0900	6.3297	$68,810	$4,839,406	$9.00
0.1000	6.3397	$76,456	$4,847,051	$10.00
0.1500	6.3897	$114,683	$4,885,279	$15.00
0.2000	6.4397	$152,911	$4,923,507	$20.00
0.2500	6.4897	$191,139	$4,961,735	$25.00
0.3000	6.5397	$229,367	$4,999,962	$30.00
0.3500	6.5897	$267,594	$5,038,190	$35.00
0.4000	6.6397	$305,822	$5,076,418	$40.00
0.5000	6.7397	$382,278	$5,152,873	$50.00
0.5500	6.7897	$420,505	$5,191,101	$55.00
0.6000	6.8397	$458,733	$5,229,329	$60.00
0.6500	6.8897	$496,961	$5,267,557	$65.00
0.7000	6.9397	$535,189	$5,305,785	$70.00
0.7500	6.9897	$573,416	$5,344,012	$75.00
0.8000	7.0397	$611,644	$5,382,240	$80.00
0.8500	7.0897	$649,872	$5,420,468	$85.00
0.9000	7.1397	$688,100	$5,458,696	$90.00
0.9500	7.1897	$726,328	$5,496,923	$95.00
1.0000	7.2397	$764,555	$5,535,151	$100.00

Revenue assumes a 95% collection rate (s. 200.065(2)(a)1, F.S.; the City's actual collection has run ~88–95%), applied to the June 1, 2026 estimated Taxable Assessed Value of $804,795,070. Annual impact reflects a $150,000 homesteaded property ($100,000 taxable after the $50,000 homestead exemption). Source: Putnam County Property Appraiser, June 1, 2026; Res. 2025-R-124.