TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager

TO: **Town of Sewall's Point Commission**

FROM: **Pamela Mac'Kie Walker, Town Manager**

SUBJECT: **Agenda Item 1**
Financial Reports
Town Commission Meeting, April 26, 2016

Staff recommends acceptance of the attached financial reports.

Town of Sewall's Point
Financial Report
Revenues and Expenses Budget-to-Actual

	Actual Mar 2016	Monthly Budget Mar 2016	Actual to Monthly Budget %	Actual Oct- Mar 2016	YTD Budget Oct - Mar 2016	Actual to YTD Budget %	Annual Budget FY 2016	Actual to Annual Budget %
	unaudited	*unaudited*		*unaudited*	*unaudited*		*unaudited*	
Revenues								
Intergovernmental								
334.100 · Police Dept Grant Funds	-	-	n/a	1,168	-	n/a	-	n/a
332.000 · Grant Mgmt. Fees FEMA 3%	38,418	-	n/a	42,781	20,000	213.9%	20,000	213.9%
312.400 · Gas Tax	5,000	5,250	95.2%	32,218	31,500	102.3%	63,000	51.1%
315.000 · Communications Services Taxes	5,000	5,250	95.2%	31,791	31,500	100.9%	63,000	50.5%
335.120 · State Revenue Sharing	5,000	5,250	95.2%	30,732	31,500	97.6%	63,000	48.8%
335.150 · Alcoholic Beverage Tax	-	167	0.0%	-	1,000	0.0%	2,000	0.0%
335.180 · Sales Tax	15,000	17,667	84.9%	103,909	106,000	98.0%	212,000	49.0%
Total Intergovernmental	68,418	33,583	203.7%	242,599	221,500	109.5%	423,000	57.4%
Local Taxes, Fees, Fines								
311.100 · Ad Valorem Taxes	48,055	50,300	95.5%	1,512,945	1,478,200	102.4%	1,633,000	92.6%
316.000 · Local Business Tax	133	333	39.8%	1,765	2,000	88.2%	4,000	44.1%
322.000 · Building Permit Fees	38,945	26,500	147.0%	98,246	113,000	86.9%	245,000	40.1%
323.100 · Electric Francise	14,000	10,750	130.2%	98,814	64,500	153.2%	129,000	76.6%
325.200 · Road Impact Assessments	6,935	7,500	92.5%	17,938	21,000	85.4%	34,000	52.8%
351.300 · Civil Fines	100	500	20.0%	5,300	3,000	176.7%	6,000	88.3%
351.500 · Traffic Fines	1,168	1,417	82.4%	7,896	8,500	92.9%	17,000	46.4%
351.501 · Police Education	103	167	62.0%	506	1,000	50.6%	2,000	25.3%
361.100 · Interest	1,084	417	260.2%	4,728	2,500	189.1%	5,000	94.6%
366.900 · Miscellaneous Revenue	1	583	0.1%	13	3,500	0.4%	7,000	0.2%
367.000 · Town Licenses & Fees	2,325	417	558.0%	3,350	2,500	134.0%	5,000	67.0%
Total Local Taxes, Fees, Fines	112,848	98,883	114.1%	1,751,501	1,699,700	103.0%	2,087,000	83.9%
Total Revenues	**181,266**	**132,467**	**136.8%**	**1,994,100**	**1,921,200**	**103.8%**	**2,510,000**	**79.4%**
Expenses								
Human Resources								
Public Safety	61,692	68,987	89.4%	384,474	413,923	92.9%	827,845	46.4%
Town Manager	9,860	10,100	97.6%	59,701	60,600	98.5%	121,200	49.3%
Town Assistant	3,704	3,788	97.8%	22,507	22,875	98.4%	45,600	49.4%
Town Clerk	5,134	5,269	97.5%	30,911	31,763	97.3%	63,375	48.8%
Building Dept.	9,763	9,962	98.0%	58,386	59,774	97.7%	113,835	51.3%
Maintenance Dept.	3,294	3,379	97.5%	20,097	20,425	98.4%	40,700	49.4%
519.230 · Insurance Benefits	12,948	14,986	86.4%	78,083	89,918	86.8%	179,836	43.4%
519.24 · Worker's Comp - Other	(4,076)	-	n/a	7,565	12,500	60.5%	25,000	30.3%
Total Human Resources	102,319	116,471	87.8%	661,722	711,777	93.0%	1,417,391	46.7%

Town of Sewall's Point
Financial Report
Revenues and Expenses Budget-to-Actual

	Actual Mar 2016	Monthly Budget Mar 2016	Actual to Monthly Budget %	Actual Oct- Mar 2016	YTD Budget Oct - Mar 2016	Actual to YTD Budget %	Annual Budget FY 2016	Actual to Annual Budget %
	unaudited	*unaudited*		*unaudited*	*unaudited*		*unaudited*	
Operating Expenses								
519.40 · Travel	-	250	0.0%	1,229	1,500	82.0%	3,000	41.0%
519.41 · Communication Network	3,602	2,567	140.3%	19,477	19,200	101.4%	34,600	56.3%
519.43a - Electricity	2,182	2,417	90.3%	12,639	14,500	87.2%	29,000	43.6%
519.43b - Water	2,319	2,000	116.0%	11,251	12,000	93.8%	24,000	46.9%
519.45 · General and Liability Insurance	-	-	n/a	21,914	22,000	99.6%	44,000	49.8%
519.48 · Town Events	84	833	10.1%	6,011	5,000	120.2%	10,000	60.1%
511.49 - Contingency	-	83	0.0%	-	500	0.0%	1,000	0.0%
519.49D - Disaster Aid	-	83	0.0%	-	500	0.0%	1,000	0.0%
519.49F - Bank Fees	54	250	21.7%	486	1,500	32.4%	3,000	16.2%
519.51 · Office Supplies & Services	1,797	2,583	69.6%	10,030	15,500	64.7%	31,000	32.4%
519.52 · Fuel, Oil, Operating Supplies	1,300	2,417	53.8%	7,850	14,500	54.1%	29,000	27.1%
519.54 · Dues, Ed., Tuition Reimb	135	667	20.2%	2,074	4,000	51.8%	8,000	25.9%
521.52 · PD Enforcement Supplies	10,541	1,475	714.6%	17,642	8,850	199.3%	17,700	99.7%
Total Operating Expenses	22,014	15,625	140.9%	110,605	119,550	92.5%	235,300	47.0%
Outside Services								
Maintenance Services								
519.46a · Landscaping Maintenance	7,920	5,000	158.4%	20,580	30,000	68.6%	60,000	34.3%
519.46M · Buildings & Facilities Maint.	94	917	10.2%	6,027	5,500	109.6%	11,000	54.8%
519.46O · Office Cleaning Service	560	667	84.0%	3,540	4,000	88.5%	8,000	44.3%
519.46P · Parks Maintenance	176	1,083	16.2%	616	6,500	9.5%	13,000	4.7%
519.46S · Streets & StormSewers	-	1,917	0.0%	2,439	11,500	21.2%	23,000	10.6%
521.162 · PD Equip. Maintenance	426	592	71.9%	2,367	3,550	66.7%	7,100	33.3%
521.46V · PD Vehicles Maintenance	1,929	1,250	154.4%	5,882	7,500	78.4%	15,000	39.2%
524.46V · BD Vehicle	-	125	0.0%	970	750	129.4%	1,500	64.7%
539.46V · PW Vehicle	161	125	129.1%	1,435	750	191.3%	1,500	95.7%
539.34 · Temporary Staffing	263	500	52.5%	744	3,000	24.8%	6,000	12.4%
Total Maintenance Services	11,529	12,175	94.7%	44,601	73,050	61.1%	146,100	30.5%
519.31 · Grant Management Support	1,060	-	n/a	10,175	10,000	101.8%	10,000	101.8%
525.32 · Audit Service	3,700	5,000	74.0%	22,850	19,000	120.3%	23,000	99.3%
513.32 - Financial Services - Other	3,062	1,000	306.2%	19,108	12,000	159.2%	20,000	95.5%
Total 513.32 · Financial Services	7,822	6,000	130.4%	52,134	41,000	127.2%	53,000	98.4%
514.31 · Legal Services	3,198	4,917	65.0%	33,552	29,500	113.7%	59,000	56.9%
521.31 - PD Professional Services	-	750	0.0%	2,843	4,500	63.2%	9,000	31.6%
522.34 - Contracted Fire Rescue Services	-	-	n/a	177,860	185,000	96.1%	370,000	48.1%
541.31 - Engineering Services	-	3,167	0.0%	8,274	19,000	43.5%	38,000	21.8%
Total Professional Services	11,020	14,833	74.3%	274,663	279,000	98.4%	529,000	51.9%
Total Outside Services	22,548	27,008	83.5%	319,263	352,050	90.7%	675,100	47.3%
Total Recurring Expenses	**146,882**	**159,104**	**92.3%**	**1,091,591**	**1,183,377**	**92.2%**	**2,327,791**	**46.9%**

Town of Sewall's Point
Financial Report
Revenues and Expenses Budget-to-Actual

	Actual Mar 2016	Monthly Budget Mar 2016	Actual to Monthly Budget %	Actual Oct- Mar 2016	YTD Budget Oct - Mar 2016	Actual to YTD Budget %	Annual Budget FY 2016	Actual to Annual Budget %
	unaudited	*unaudited*		*unaudited*	*unaudited*		*unaudited*	
NR · Capital & Nonrecurring Expenses								
541.64 · Furniture & Equipment								
519.64 · TH Office Equipment	-	208	0.0%	-	1,250	0.0%	2,500	0.0%
521.64 · PD New Equipment	-	583	0.0%	-	3,500	0.0%	7,000	0.0%
Total 541.64 · Furniture & Equipment	**-**	**792**	0.0%	**-**	**4,750**	0.0%	**9,500**	0.0%
541.630 · Capital Improvements								
541.632 · Parks & Landscaping	1,361	2,500	54.4%	1,361	15,000	9.1%	30,000	4.5%
541.635 · Town Hall	-	833	0.0%	-	5,000	0.0%	10,000	0.0%
541.63R · Road & Bridge Improvements	1,190	7,500	15.9%	27,727	45,000	61.6%	90,000	30.8%
541.675 · Stormwater Improvements								
541.67G · Grant-matched Projects	-	3,125	0.0%	-	18,750	0.0%	37,500	0.0%
541.67N · Non-Grant Projects	3,875	2,917	132.8%	7,416	17,500	42.4%	35,000	21.2%
Total 541.675 · Stormwater Improvements	3,875	6,042	64.1%	7,416	36,250	20.5%	72,500	10.2%
Total 541.630 · Capital Improvements	6,425	16,875	38.1%	36,504	101,250	36.1%	202,500	18.0%
Total NR · Capital & Nonrecurring Expenses	**6,425**	**17,667**	**36.4%**	**36,504**	**106,000**	**34.4%**	**212,000**	**17.2%**

Town of Sewall's Point
Financial Statement
Balance Sheet Prev. YTD Comparison
As of Mar. 31, 2016

	unaudited 3/31/2016	*unaudited* 3/31/2015	$ Change	% Change
ASSETS				
Current Assets				
Total Cash Accounts	1,044,952	753,598	291,354	38.7%
Total Investment Accounts	2,229,081	2,219,157	9,924	0.4%
Total Cash & Investments	3,274,033	2,972,755	301,278	10.1%
Total Other Current Assets	179,511	83,324	96,187	115.4%
Total Current Assets	179,511	83,324	96,187	115.4%
Capital Assets				
161.91/.92 Land and Improvements	681,019	681,019	-	0.0%
161.94 · Roads & Walkways	1,624,183	1,624,183	-	0.0%
162.91 · Building - Town Hall	411,010	411,010	-	0.0%
164.91 · Street Lights	140,590	140,590	-	0.0%
164.92 · Landscaping	44,930	44,930	-	0.0%
165.000 · Construction In Progress	11,907	11,907	-	0.0%
166.91 · Police Cars & Equipment	370,554	370,554	-	0.0%
166.912 · Truck	40,727	40,727	-	0.0%
166.92/.93 · Equipment, Furniture & Fixtures	86,074	86,074	-	0.0%
Less Dep. & Invest.in Capital Assets	(3,410,994)	(3,410,994)	-	0.0%
Total Capital Assets	-	-	-	0.0%
TOTAL ASSETS	**3,453,544**	**3,056,079**	**397,465**	**13.0%**
LIABILITIES & EQUITY				
Total Accounts Payable & Accrued Expenses	14,343	9,228	5,116	55.4%
207.000 · Technology/Processing Fee	756	(108)	864	801.4%
208.001 · State Fees Payable	4,237	4,248	(11)	-0.3%
209.000 · Martin Cty Impact Fees Payable	19,978	-	19,978	100.0%
217.00 · Payroll Liabilities	751	(284)	1,035	364.3%
Total Current Liabilities	40,065	13,084	26,982	206.2%
Total Long Term Liabilities	-	-	-	0.0%
Total Liabilities	40,065	13,084	26,982	206.2%
Equity				
Designated for Special Projects				
247.030 · Reserve for Prepaid Insurance	17,000	5,367	11,633	216.8%
247.05 · Reserve - Infrastructure	-	62,500	(62,500)	-100.0%
247.06 · Reserve - Vehicle Replacement		1,885		
247.32 · Disaster Reserve	1,000,000	-		
247.33 · Operating Reserve	500,000			
247.32 · Hurricane Reserve	-	1,500,000	(1,500,000)	-100.0%
Total Designated for Special Projects	1,517,000	1,569,751	(52,751)	-3.4%
Unrestricted and Retained Earnings	1,030,474	1,045,014	(14,540)	-1.4%
YTD Revenues/Transfer from Reserves	866,005	428,230	437,774	102.2%
Total Equity	3,413,479	3,042,996	370,483	12.2%
TOTAL LIABILITIES & EQUITY	**3,453,544**	**3,056,079**	**397,465**	**13.0%**

TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager

TO: **Town of Sewall's Point Commission**

FROM: **Pamela Mac'Kie Walker, Town Manager**

SUBJECT: **Agenda Item 2**
Meeting Minutes
Town Commission Meeting, April 26, 2016

Staff recommends approval of the attached meeting minutes.

TOWN OF SEWALL'S POINT
TOWN COMMISSION MINUTES OF REGULAR MEETING
MARCH 22, 2016

[Verbatim details available at www.sewallspoint.org by clicking the "audio" link for the meeting]

The Town Commission of the Town of Sewall's Point met on Tuesday, March 22, 2016 at 7:00 p.m. at Town Hall**.**

CALL TO ORDER
Mayor Morris called the meeting to order at 7:00 p.m.

PLEDGE OF ALLEGIANCE
Mayor Morris led the Pledge of Allegiance.

ROLL CALL
Mayor Dan Morris, Vice-Mayor James Campo, Commissioner Vincent N. Barile, Commissioner Paul Luger, Commissioner Jacqui Thurlow-Lippisch, Town Manager Pamela M. Walker, Town Attorney Glen Torcivia and Town Clerk Lakisha Burch were present.

ADDITIONS, DELETIONS OR CHANGES TO THE AGENDA
Mayor Morris asked that item # 8 (Second Reading of Ordinance No. 408) be moved to item # 3 due to him having to leave for family reasons. Town Manager Walker also added the Financial Balance Sheet to the Financial Report due to it being omitted by accident. She also asked if item # 3 (Proclamation Keep Martin Beautiful/Great American Cleanup) could be placed on the Consent Agenda.

Motion was made by Vice-Mayor Campo, seconded by Commissioner Luger to approve the changes made to the agenda; it was voted as follows: Ayes: Mayor Morris, Vice-Mayor Campo, Commissioners Barile, Luger and Thurlow-Lippisch. Motion carried unanimously.

CONSENT AGENDA
1. Financial Reports
2. Meeting Minutes
3. Proclamation Keep Martin Beautiful/Great American Cleanup

Motion was made by Commissioner Luger, seconded by Vice-Mayor Campo to approve amended Consent Agenda; it was voted as follows: Ayes: Mayor Morris, Vice-Mayor Campo, Commissioners Barile, Luger and Thurlow-Lippisch. Motion carried unanimously.

COMMENTS FROM THE PUBLIC ON ANY TOPIC

There was public comment by Ella Ford.

PRESENTATION AND PROCLAMATION

4. **Proclamation Keep Martin Beautiful/Great American Cleanup**

Moved to item # 3 on the Consent Agenda.

5. **Martin County Historical Preservation Board applicability to municipalities.**

Mr. Douette Pryce of the Martin County Historical Preservation Board presented this item before the Commission.

DISCUSSION

6. **Request for FEMA Grant Extension support by Fote/Baby**

Town Manager Walker presented the item.

Mr. Baby addressed the Commission.

There was public comment by Mr. Douette Pryce.

The Commission reached a consensus to allow the FEMA Grant Extension support for Mr. Baby.

RESOLUTION

7. **Resolution No. 827 Re-adopting the Governmental Money Purchase Plan and Trust and re-designating ICMA Retirement Corporation as the Plan Administrator**

Town Manager Walker presented the item to the Commission.

Vice-Mayor Campo commented that ICMA is industry standard and that he supports adoption as proposed, but he asked the Commission to direct the Town Manager to get competitive quotes and consider the benefits of using someone local for more direct assistance to staff in order to avoid liability and to increase financial planning education to staff. Commissioner Luger stated that he has no objection with Vice-Mayor Campo's suggestion as long as it stays in the confines of industry standards for a municipality and that it will benefit the employees.

Town Manager Walker responded that she had had the same concerns as Vice-Mayor Campo about the liability issue but that ICMA has agreed to provide "in person" consultation with staff, and that there is resistance among staff to any change in the current arrangement.

Commissioner Thurlow-Lippisch asked whether Police Chief Ciechanowski had her input in this matter. Town Manager Walker responded that as a long-time employee she had been asked for input and opined that she is happy with ICMA.

Motion was made by Commissioner Luger, seconded by Commissioner Barile to approve Resolution No. 827 Re-adopting the Governmental Money Purchase Plan and Trust and re-designating ICMA Retirement Corporation as the Plan Administrator; it was voted as follows: Ayes: Vice-Mayor Campo, Commissioners Barile, Luger and Thurlow-Lippisch. Absent: Mayor Morris. Motion carried unanimously.

PUBLIC HEARING

8. **First Reading of Ordinance No. 409 to Repeal Prohibition of the Use of Structural Fill in Zone A Flood Hazard Areas**

Town Attorney read the Ordinance No. 409 into the record.

Town Manager Walker presented the item to the Commission.

John Adams, Town of Sewall's Point Building Official, addressed the Commission on the item.

Commissioner Thurlow-Lippisch expressed disappointment in the possibility of un-doing this change, expressing her desire that the Town of Sewall's Point continue to be a leader in issues such as this. She expressed her pride in the Town's FEMA projects and planning.

Discussion continued.

There were public comments by Marcela Camblor and Anna Bersdis.

There were various motions which no action was taken and direction was given to staff to bring this issue for discussion at a workshop.

9. **Second Reading of Ordinance No. 408 Sign Code Ordinance – Moved to agenda item # 4 on the agenda.**

Town Attorney Torcivia read the Ordinance into the record.

Town Manager Walker presented the item.

There was public comment by Mr. Don Winer.

Motion was made by Vice-Mayor Campo, seconded by Commissioner Luger, to approve Ordinance No. 408 Sign Code on Second Reading; therefore it was read into the record by title by Town Attorney Torcivia; therefore it was voted as follows: Ayes: Mayor Morris,

Vice-Mayor Campo, Commissioners Barile, Luger and Thurlow-Lippisch. Motion passed unanimously.

COMMISSIONERS OR STAFF COMMENTS

Commissioner Barile stated his concerns about advertising and soliciting in the Town's newsletter. Town Manager Walker responded to Commissioner Barile's concerns and stated her would be more mindful and careful about what is placed in the Town's newsletter in the future.

Commissioner Thurlow-Lippisch thanked the Commission she also apologized to the Commission and stated that she never means to make her comments personal.

Vice-Mayor Campo stated that the Commission received the packets for the Town Manager's evaluation. He also commented on the Town Manager's personal time and record keeping of Town Manager's time. Town Manager Walker and Town Clerk Burch addressed Vice-Mayor Campo's concerns.

Town Manager Walker stated that City of Stuart's City Manager Paul Nicoletti is trying to schedule a meeting for April 21, 2016 from 1:00 p.m. until 4:00 p.m. to discuss the Fire Consolidation and would like to know which Commissioner would be available.

ADJOURN

There being no further business to come before the Commission, the meeting was adjourned at 9:37 p.m.

APPROVED:

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Mayor Dan Morris, Presiding Officer

ATTEST:

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Lakisha Q. Burch, Town Clerk

SEWALL'S POINT POLICE DEPARTMENT

Oath of Office

I, Brian Feddon, do solemnly swear that I will, during my continuance in office, to the best of my skill and ability, faithfully discharge all duties which may be required of me and, that I will, in all cases, conform to the ordinances of the Town of Sewall's Point and its police regulations. I will, without partiality, faithfully enforce the ordinances of the Town of Sewall's Point, and all laws, and will uphold both the Constitution of the State of Florida and the Constitution of the United States of America.

Loyalty Oath

I, Brian Feddon, a citizen of the State of Florida and of the United States of America, and being employed by or an official of the Town of Sewall's Point and a recipient of public funds as such employee or officer, do solemnly swear or affirm that I will support the Constitution of the United States and of the State of Florida.

Officer's Signature	Date
Signature of Official Administering the Oath	Printed Name of Official Administering the Oath

Before the Mayor of the Town of Sewall's Point, Martin County, Florida

A Proclamation

Declaring Historic Preservation Month in Sewall's Point, Florida

Whereas, historic preservation is an effective tool for revitalizing neighborhoods, fostering local pride, and maintaining community character; and

Whereas, historic preservation is relevant for communities across the nation, both urban and rural, and for Americans of all ages, all walks of life, and all ethnic backgrounds; and

Whereas, historic preservation plays an important role in our lives, and we should celebrate the contributions made by dedicated individuals in helping to preserve the tangible aspects of the heritage that has shaped us as a people; and

Whereas, The Martin County Historic Preservation Board has planned events throughout Martin County during the month of May to increase awareness and the need for public participation in historic preservation in order to save our local treasures.

Now, therefore, be it proclaimed by the Town of Sewall's Point Commissioners that May 2016 is Historic Preservation Month in Sewall's Point, Florida and calls upon the people of Sewall's Point to join their fellow citizens across the United States in recognizing and participating in this special observance.

Duly Adopted this Twenty-Sixth Day of April 2016

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E. Dan Morris
MAYOR

Before the Mayor of the Town of Sewall's Point, Martin County, Florida

A Proclamation

Municipal Clerk Week
May 1 – May 7, 2016

Whereas, The Office of the Municipal Clerk, a time honored and vital part of local government exists throughout the world, and;

Whereas, The Office of the Municipal Clerk in the oldest among public servants, and;

Whereas, The Office of the Municipal Clerk provides the professional link between the citizens, the local governing bodies and agencies of government at other levels, and;

Whereas, Municipal Clerks have pledge to be ever mindful of their neutrality and impartiality rendering equal service to all, and;

Whereas, The Municipal Clerk serves as the information center on functions of local government and community, and;

Whereas, Municipal Clerks continually strive to improve the administration of the affairs of the Office of the Municipal Clerk through participation in education programs, seminars, workshops and the annual meeting of their state, province, county and international professional organizations, and;

Whereas, It is most appropriate that we recognize the accomplishments of the Office of the Municipal Clerk.

Now, therefore, I, E. Dan Morris, Mayor of the Town of Sewall's Point, do recognize the week of May 1 through May 7, 2016 as Municipal Clerks Week, and further extend appreciation to our Municipal Clerk, **Lakisha Burch** and to all Municipal Clerks for the vital services they perform and their exemplary dedication to the communities they represent.

Duly Adopted this Twenty-Six Day of April, 2016

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E. Dan Morris
MAYOR

TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager

TO: **Town of Sewall's Point Commission**

FROM: **Pamela Mac'Kie Walker, Town Manager**

SUBJECT: **Agenda Item 7: Investment Policy**
Town Commission Meeting, April 26, 2016

Background: As we begin to prepare for our strategic planning workshop next month where we will outline the capital needs for the town and seek to identify funding sources, I have taken the opportunity to review the investment rules for municipalities. Although this matter has been reviewed by some commissioners in previous years, it has not been discussed during my 2.5 year tenure.

The attached copy of F. S. 218 prescribes the investment mechanisms available to municipalities: (a) the local government surplus funds trust fund, (b) certain money market or interest-bearing time deposits, or (c) US Treasury obligations. The statute also provides that towns electing to adopt a written investment policy may, in addition to those instruments, invest in a significantly broader list of instruments, subject to the limitations of the statute. Sewall's Point adopted an Investment Policy in 2010 but it allows only the investments permitted for towns *without* an investment policy.

The town's funds are all invested in Florida Prime – the local government surplus funds trust fund. A copy of our February statement and the monthly summary is attached. In addition, the Town holds about $1million in our Seacoast account as of 2/29/16. The account is currently at its annual high balance, and will steadily diminish to its lowest balance in October each year, based primarily on property tax receipts.

I've attached sample Investment Policies from other local governments for your information, many utilizing an Investment Advisory Committee for monitoring and making recommendations for the town's investment of surplus funds.

Recommendation: Staff seeks policy direction from the Commission.

Select Year: 2015 Go

The 2015 Florida Statutes

Title XIV TAXATION AND FINANCE	Chapter 218 FINANCIAL MATTERS PERTAINING TO POLITICAL SUBDIVISIONS	View Entire Chapter

218.415 Local government investment policies.—Investment activity by a unit of local government must be consistent with a written investment plan adopted by the governing body, or in the absence of the existence of a governing body, the respective principal officer of the unit of local government and maintained by the unit of local government or, in the alternative, such activity must be conducted in accordance with subsection (17). Any such unit of local government shall have an investment policy for any public funds in excess of the amounts needed to meet current expenses as provided in subsections (1)-(16), or shall meet the alternative investment guidelines contained in subsection (17). Such policies shall be structured to place the highest priority on the safety of principal and liquidity of funds. The optimization of investment returns shall be secondary to the requirements for safety and liquidity. Each unit of local government shall adopt policies that are commensurate with the nature and size of the public funds within its custody.

(1) SCOPE.—The investment policy shall apply to funds under the control of the unit of local government in excess of those required to meet current expenses. The investment policy shall not apply to pension funds, including those funds in chapters 175 and 185, or funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds.

(2) INVESTMENT OBJECTIVES.—The investment policy shall describe the investment objectives of the unit of local government. Investment objectives shall include safety of capital, liquidity of funds, and investment income, in that order.

(3) PERFORMANCE MEASUREMENT.—The investment policy shall specify performance measures as are appropriate for the nature and size of the public funds within the custody of the unit of local government.

(4) PRUDENCE AND ETHICAL STANDARDS.—The investment policy shall describe the level of prudence and ethical standards to be followed by the unit of local government in carrying out its investment activities with respect to funds described in this section. The unit of local government shall adopt the Prudent Person Rule, which states that: “Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.”

(5) LISTING OF AUTHORIZED INVESTMENTS.—The investment policy shall list investments authorized by the governing body of the unit of local government, subject to the provisions of subsection (16). Investments not listed in the investment policy are prohibited. If the policy authorizes investments in derivative products, the policy must require that the unit of local government’s officials responsible for making investment decisions or chief financial officer have developed sufficient understanding of the derivative products and have the expertise to manage them. For purposes of this subsection, a

"derivative" is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or index or asset values. If the policy authorizes investments in reverse repurchase agreements or other forms of leverage, the policy must limit the investments to transactions in which the proceeds are intended to provide liquidity and for which the unit of local government has sufficient resources and expertise.

(6) MATURITY AND LIQUIDITY REQUIREMENTS.—The investment policy shall require that the investment portfolio is structured in such manner as to provide sufficient liquidity to pay obligations as they come due. To that end, the investment policy should direct that, to the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash-flow requirements.

(7) PORTFOLIO COMPOSITION.—The investment policy shall establish guidelines for investments and limits on security issues, issuers, and maturities. Such guidelines shall be commensurate with the nature and size of the public funds within the custody of the unit of local government.

(8) RISK AND DIVERSIFICATION.—The investment policy shall provide for appropriate diversification of the investment portfolio. Investments held should be diversified to the extent practicable to control the risk of loss resulting from overconcentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. Diversification strategies within the established guidelines shall be reviewed and revised periodically, as deemed necessary by the appropriate management staff.

(9) AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS.—The investment policy should specify the authorized securities dealers, issuers, and banks from whom the unit of local government may purchase securities.

(10) THIRD-PARTY CUSTODIAL AGREEMENTS.—The investment policy shall provide appropriate arrangements for the holding of assets of the unit of local government. Securities should be held with a third party; and all securities purchased by, and all collateral obtained by, the unit of local government should be properly designated as an asset of the unit of local government. No withdrawal of securities, in whole or in part, shall be made from safekeeping, except by an authorized staff member of the unit of local government. Securities transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.

(11) MASTER REPURCHASE AGREEMENT.—The investment policy shall require all approved institutions and dealers transacting repurchase agreements to execute and perform as stated in the Master Repurchase Agreement. All repurchase agreement transactions shall adhere to the requirements of the Master Repurchase Agreement.

(12) BID REQUIREMENT.—The investment policy shall require that the unit of local government's staff determine the approximate maturity date based on cash-flow needs and market conditions, analyze and select one or more optimal types of investment, and competitively bid the security in question when feasible and appropriate. Except as otherwise required by law, the bid deemed to best meet the investment objectives specified in subsection (2) must be selected.

(13) INTERNAL CONTROLS.—The investment policy shall provide for a system of internal controls and operational procedures. The unit of local government's officials responsible for making investment decisions or chief financial officer shall establish a system of internal controls which shall be in writing and made a part of the governmental entity's operational procedures. The investment policy shall provide for review of such controls by independent auditors as part of any financial audit periodically

required of the unit of local government. The internal controls should be designed to prevent losses of funds which might arise from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees of the unit of local government.

(14) CONTINUING EDUCATION.—The investment policy shall provide for the continuing education of the unit of local government's officials responsible for making investment decisions or chief financial officer. Such officials must annually complete 8 hours of continuing education in subjects or courses of study related to investment practices and products.

(15) REPORTING.—The investment policy shall provide for appropriate annual or more frequent reporting of investment activities. To that end, the governmental entity's officials responsible for making investment decisions or chief financial officer shall prepare periodic reports for submission to the legislative and governing body of the unit of local government, which shall include securities in the portfolio by class or type, book value, income earned, and market value as of the report date. Such reports shall be available to the public.

(16) AUTHORIZED INVESTMENTS; WRITTEN INVESTMENT POLICIES.—Those units of local government electing to adopt a written investment policy as provided in subsections (1)-(15) may by resolution invest and reinvest any surplus public funds in their control or possession in:

(a) The Local Government Surplus Funds Trust Fund or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in s. 163.01.

(b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency.

(c) Interest-bearing time deposits or savings accounts in qualified public depositories as defined in s. 280.02.

(d) Direct obligations of the United States Treasury.

(e) Federal agencies and instrumentalities.

(f) Rated or unrated bonds, notes, or instruments backed by the full faith and credit of the government of Israel.

(g) Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.

(h) Other investments authorized by law or by ordinance for a county or a municipality.

(i) Other investments authorized by law or by resolution for a school district or a special district.

(17) AUTHORIZED INVESTMENTS; NO WRITTEN INVESTMENT POLICY.—Those units of local government electing not to adopt a written investment policy in accordance with investment policies developed as provided in subsections (1)-(15) may invest or reinvest any surplus public funds in their control or possession in:

(a) The Local Government Surplus Funds Trust Fund, or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in s. 163.01.

(b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency.

(c) Interest-bearing time deposits or savings accounts in qualified public depositories, as defined in s. 280.02.

(d) Direct obligations of the U.S. Treasury.

The securities listed in paragraphs (c) and (d) shall be invested to provide sufficient liquidity to pay obligations as they come due.

(18) SECURITIES; DISPOSITION.—

(a) Every security purchased under this section on behalf of the governing body of a unit of local government must be properly earmarked and:

1. If registered with the issuer or its agents, must be immediately placed for safekeeping in a location that protects the governing body's interest in the security;

2. If in book entry form, must be held for the credit of the governing body by a depository chartered by the Federal Government, the state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in this state, and must be kept by the depository in an account separate and apart from the assets of the financial institution; or

3. If physically issued to the holder but not registered with the issuer or its agents, must be immediately placed for safekeeping in a secured vault.

(b) The unit of local government's governing body may also receive bank trust receipts in return for investment of surplus funds in securities. Any trust receipts received must enumerate the various securities held, together with the specific number of each security held. The actual securities on which the trust receipts are issued may be held by any bank depository chartered by the Federal Government, this state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in this state.

(19) SALE OF SECURITIES.—When the invested funds are needed in whole or in part for the purposes originally intended or for more optimal investments, the unit of local government's governing body may sell such investments at the then-prevailing market price and place the proceeds into the proper account or fund of the unit of local government.

(20) PREEXISTING CONTRACT.—Any public funds subject to a contract or agreement existing on October 1, 2000, may not be invested contrary to such contract or agreement.

(21) PREEMPTION.—Any provision of any special act, municipal charter, or other law which prohibits or restricts a local governmental entity from complying with this section or any rules adopted under this section is void to the extent of the conflict.

(22) AUDITS.—Certified public accountants conducting audits of units of local government pursuant to s. 218.39 shall report, as part of the audit, whether or not the unit of local government has complied with this section.

(23) AUTHORIZED DEPOSITS.—In addition to the investments authorized for local governments in subsections (16) and (17) and notwithstanding any other provisions of law, a unit of local government may deposit any portion of surplus public funds in its control or possession in accordance with the following conditions:

(a) The funds are initially deposited in a qualified public depository, as defined in s. 280.02, selected by the unit of local government.

(b) The selected depository arranges for depositing the funds in financial deposit instruments insured by the Federal Deposit Insurance Corporation in one or more federally insured banks or savings and loan associations, wherever located, for the account of the unit of local government.

(c) The full amount of the principal and accrued interest of each financial deposit instrument is insured by the Federal Deposit Insurance Corporation.

(d) The selected depository acts as custodian for the unit of local government with respect to each financial deposit instrument issued for its account.

History.—s. 1, ch. 95-194; s. 2, ch. 97-9; s. 3, ch. 2000-264; ss. 66, 141, ch. 2001-266; s. 2, ch. 2005-126; s. 1, ch. 2007-89; s. 42, ch. 2008-4; s. 2, ch. 2009-140.

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FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

State Board of Administration
Local Government Surplus Funds Trust Fund
Participant Statement

AGENCY ACCOUNT 272201
02/01/2016 - 02/29/2016

SEWALL'S POINT, TOWN OF

Participant Return 02/29/2016 : 0.53 %

1 SOUTH SEWALLS POINT ROAD
SEWALLS POINT, FL 34996

Date	Transaction Type	Description	Amount	Balance
02/01/2016	BEGINNING BALANCE			2,217,896.11
02/29/2016	EARNED INCOME	INTEREST	941.91	2,218,838.02
	Totals:		941.91	2,218,838.02

FLORIDA PRIME™

AN INVESTMENT SERVICE FOR PUBLIC FUNDS

MONTHLY SUMMARY REPORT

February 2016

State Board of Administration of Florida

FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

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Past performance is no guarantee of future results.

Views are as of the issue date and are subject to change based on market conditions and other factors. These views should not be construed as a recommendation for any specific security.

An investment in Florida PRIME is neither insured nor guaranteed by the Federal Deposit Insurance Corporation or any other government agency.

Although money market funds seek to preserve the value of your investment at $1.00 per share, it is possible to lose money by investing in this fund.

FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

Introduction

This report is prepared for stakeholders in Florida PRIME in accordance with Section 218.409(6)(a), Florida Statutes. The statute requires:

(1) Reporting of any material impacts on the funds and any actions or escalations taken by staff to address such impacts;

(2) Presentation of a management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the last month; and

(3) Preparation of the management summary "in a manner that will allow anyone to ascertain whether the investment activities during the reporting period have conformed to investment policies."

This report, which covers the period from February 1, 2016, through February 29, 2016, has been prepared by the SBA with input from Federated Investment Counseling ("Federated"), investment advisor for Florida PRIME in a format intended to comply with the statute.

Disclosure of material impacts

During the reporting period, Florida PRIME was in material compliance with investment policy. There were no developments that had a material impact on the liquidity or operation of Florida PRIME. Details are available in the PRIME policy compliance table. This report also includes details on market conditions; fees; fund holdings, transactions and performance; and client composition.

PRIME™ STATISTICS

(As of February 29, 2016)

Total Participants
773

Florida PRIME™ Assets
$8,865,632,105

Total Number of Accounts
1,469

FACTS-AT-A-GLANCE

Florida PRIME is an exclusive service for Florida governmental organizations, providing a cost-effective investment vehicle for their surplus funds. Florida PRIME, the Local Government Surplus Funds Trust Fund, is utilized by hundreds of governmental investors including state agencies, state universities and colleges, counties, cities, special districts, school boards, and other direct support organizations of the State of Florida.

Florida PRIME is a government investment pool that offers management by an industry leader in professional money management, conservative investment policies, an extensive governance framework, a Standard & Poor's "AAAm" rating, full transparency, and best-in-class financial reporting.

FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

PORTFOLIO MANAGER COMMENTARY

MARKET CONDITIONS

Divining the future monetary policy maneuvers of the Federal Reserve can be frustration personified, but that does not stop the market from trying. Few of us would work in this field if we did not like thinking about expectations. But as futures go, the market's predictions for the fed funds rate are not particularly reliable. We think they are off now and that the market is underestimating the Fed's willingness to hike.

The prevailing view is that there is only around a 50% chance of one rate hike this year. One! That is almost disregarding what the Fed is telling us. More than a few Fed officials have said not to assume the hike in December was a one-and-done move (the minutes of the January policy-setting meeting were balanced—not dovish or hawkish). The Fed has gone to considerable length for several years now to let the market know it is data dependent and if anything, the U.S. economy has been steady to slightly positive. Housing, employment, retail sales and even CPI have been ticking up. This is not to say the U.S. is running on all cylinders, but we are certainly not in any way, shape or form close to a situation that would indicate negative rates.

Let us not forget that the Fed is the global leader. While the world's central banks do not have to follow it, the Fed certainly does not have to follow them. This divergence applies to that issue of negative rates, which also have been getting much too much attention. With the Bank of Japan's recent move to negative rates, the question was bound to be raised when Fed Chair Janet Yellen had her semiannual Humphrey-Hawkins testimony last month. While the Chair acknowledged that as a matter of prudent planning a negative rate policy could not be ruled out entirely, she did not give any indication that the Fed was contemplating such a drastic move. Yellen does not shy away from addressing issues that are concerning to the markets, so it is telling that she did not have any mention of negative rates in her prepared remarks. The media has given this much more attention than it ever deserved.

Another reason for our confidence is more technical. As firms have been preparing for the upcoming SEC money fund rules by converting some products to government funds, there has been concern about that the additional demand will drive rates negative. But a substantial portion of the shift has already occurred, and we have not seen much impact on rates. Even though the government money fund assets have passed prime money fund assets for the first time, there is plenty of supply. And just as significant, the Reverse Repo Program's floor of 25 basis points has hardly been used and market repo rates have not been below 30 basis points more than a handful of times this whole year. While it is good that investors and media are more engaged on monetary policy, it is unfortunate that negative rates have unnecessarily colored the discourse.

INVESTMENT STRATEGY

The tax collecting season for Pool participants was in full gear in February, leading to assets under management growing $28.7 million to $8.87 billion. The yield of the Pool increased slightly, a function of our tactical response to the London interbank offered rate (LIBOR) creeping up over the month (1-month Libor was up 1 basis point to 44, 3-month rose 2 basis points to 63 and 6-month increased 2 basis points to 88). We were able to take advantage of the increase to reinvest at higher rates any paper we held that matured during the month.

But the overall percentage of our holdings of various instruments did not change substantially: variable-rate paper remained at 19% of total, repo instruments increased from 5% to 6%, fixed-rate bank paper grew from 19% to 20%, money market funds decreased from 18% to 17% and commercial paper decreased from 39% to 38%. As investing inflows appropriately is more important than simply investing them when they come in, we did not immediately invest a large inflow that arrived late in the month, which temporarily pulled our Weighted Average Maturity to 28 days, below our target range of 35-45 days

FLORIDA PRIME™
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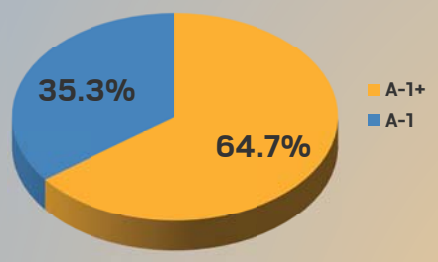
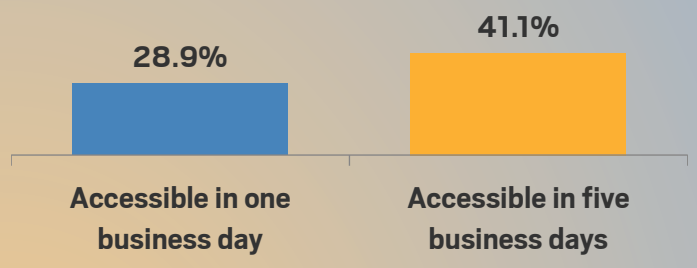
PORTFOLIO COMPOSITION FOR FEBRUARY 2016

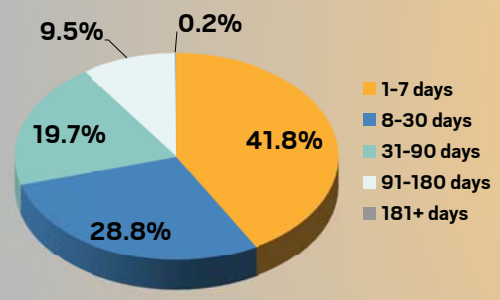
CREDIT QUALITY COMPOSITION



HIGHLY LIQUID HOLDINGS



EFFECTIVE MATURITY SCHEDULE



TOP HOLDINGS & AVG. MATURITY

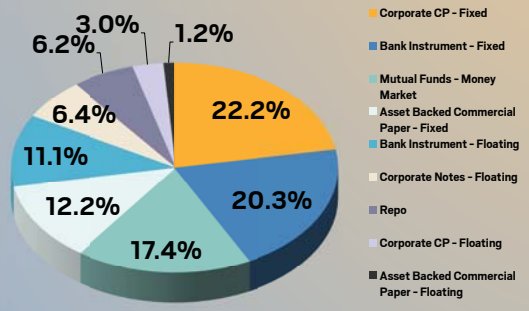
1.	Federated Prime Obligations Fund	8.9%
2.	Federated Prime Cash Obligations Fund	8.4%
3.	Nationwide Building Society	4.8%
4.	Royal Bank of Canada, Montreal	4.8%
5.	Credit Suisse Group AG	4.6%
6.	Svenska Handelsbanken, Stockholm	4.3%
7.	Standard Chartered PLC	4.3%
8.	Toronto Dominion Bank	3.8%
9.	Mitsubishi UFJ Financial Group, Inc.	3.8%
10.	North Rhine-Westphalia, State of	3.8%

Average Effective Maturity (WAM)
27.5 Days

Weighted Average Life (Spread WAM)
46.0 Days

Percentages based on total value of investments

PORTFOLIO COMPOSITION



FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

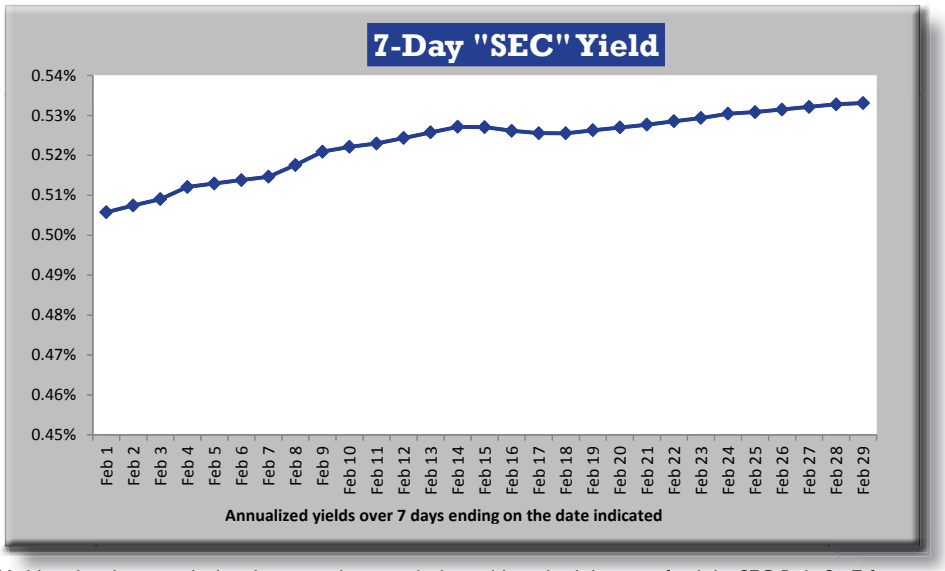
FUND PERFORMANCE THROUGH FEBRUARY 29, 2016

	Florida PRIME Performance Data		
	Net Participant Yield[1]	Net-of-Fee Benchmark[2]	Above (Below) Benchmark
One Month	0.53%	0.29%	0.24%
Three Months	0.45%	0.22%	0.23%
One Year	0.29%	0.11%	0.17%
Three Years	0.21%	0.07%	0.14%
Five Years	0.24%	0.08%	0.16%
Ten Years	1.40%	1.27%	0.13%
Since 1/96	2.75%	2.54%	0.21%

Note: Net asset value at month end: $8,865.7 million, which includes investments at market value, plus all cash, accrued interest receivable and payables.
[1]Net of fees. Participant yield is calculated on a 365-day basis and includes adjustments for expenses and other accounting items to reflect realized earnings by participants.
[2]The net-of-fee benchmark is the S&P AAA/AA Rated GIP All 30-Day Net Index for all time periods.

ABOUT ANNUALIZED YIELDS:
Performance data in the table and chart is annualized, meaning that the amounts are based on yields for the periods indicated, converted to their equivalent if obtained for a 12-month period.

For example, ignoring the effects of compounding, an investment that earns 0.10% over a 1-month period yields 1.20% on an annualized basis. Likewise, an investment that earns a total of 3.60% over three years yields 1.20% on an annualized basis, ignoring compounding.



The 7-Day "SEC" Yield in the chart is calculated in accordance with the yield methodology set forth by SEC Rule 2a-7 for money market funds.
The 7-day yield = net income earned over a 7-day period / average units outstanding over the period / 7 times 365.
Note that unlike other performance measures, the SEC yield does not include realized gains and losses from sales of securities.

FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

PRIME ACCOUNT SUMMARY FOR FEBRUARY 2016

	Summary of Cash Flows	
Opening Balance (02/01/16)	$	8,836,981,197
Participant Deposits		1,088,635,589
Gross Earnings		3,757,079
Participant Withdrawals		(1,063,741,760)
Fees		(122,128)
Fee Holiday*		122,128
Closing Balance (02/28/16)	$	8,865,632,105
Net Change over Month	**$**	**28,650,908**

*Beginning January 1, 2016, all monthly pool expenses incurred are offset using proceeds from liquidity redemption fees charged to participants in 2008. The total amount of fees offset since January 2016 is $256,545. The redemption reserve account balance at month end is $2,000,697.28. Once the redemption fee reserve account is exhausted, pool charges will be reinstituted.

	Detailed Fee Disclosure***		
February 2016		**Amount**	**Basis Point Equivalent***
SBA Client Service, Account Mgt. & Fiduciary Oversight Fee	$	70,097.66	0.95
Federated Investment Management Fee		27,660.92	0.38
BNY Mellon Custodial Fee**		10,953.98	0.15
Bank of America Transfer Agent Fee		4,893.66	0.07
S&P Rating Maintenance Fee		3,565.57	0.05
Audit/External Review Fees		4,956.22	0.07
Total Fees	**$**	**122,128.01**	**1.66**

*The basis point equivalent is an annualized rate based on the dollar amount of fees charged for the month times 12, divided by an average of the fund's beginning and ending total value (amortized cost) for the month which was $8,851,306,651.

**All custodian banking fees are allocated based on both market value (size) and level of service accurately passing through all charges to pool participants. Charges may fluctuate month-to-month.

*** Beginning January 1, 2016, all monthly pool expenses incurred are offset using proceeds from liquidity redemption fees charged to participants in 2008. Once the redemption fee reserve account is exhausted, pool charges will be reinstituted.

FLORIDA PRIME™
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INVENTORY OF HOLDINGS FOR FEBRUARY 2016

Security Name	Security Classification	Cpn/Dis	Maturity	Rate Reset	Par	Current Yield	Amort Cost (2)	Mkt Value (1)	Unrealized Gain/Loss
Anglesea Funding LLC CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/1/2016		177,700,000	0.36	$177,698,272	$177,698,287	$15
Anglesea Funding LLC CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		4/26/2016		65,000,000	0.66	$64,933,104	$64,949,468	$16,364
Australia & New Zealand Banking Group, Melbourne CP4-2	COMMERCIAL PAPER - 4-2		4/4/2016		80,000,000	0.61	$79,953,333	$79,963,211	$9,878
BASF SE CP4-2	COMMERCIAL PAPER - 4-2		6/22/2016		25,750,000	0.69	$25,694,552	$25,705,641	$11,090
BMO Harris Bank, N.A., Mar 14, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.64	3/14/2016	3/14/2016	10,000,000	0.65	$10,000,000	$9,999,210	-$790
BMW US Capital LLC, Jul 06, 2016	VARIABLE EURO MEDIUM TERM NOTE	0.73	7/6/2016	4/6/2016	51,000,000	0.74	$51,000,000	$50,900,142	-$99,858
BNP Paribas SA Dublin CP4-2	COMMERCIAL PAPER - 4-2		3/2/2016		200,000,000	0.39	$199,995,778	$199,996,178	$400
BNP Paribas SA Dublin CP4-2	COMMERCIAL PAPER - 4-2		3/15/2016		100,000,000	0.59	$99,975,833	$99,984,375	$8,542
Bank of America N.A. Triparty Repo Overnight Fixed	REPO TRIPARTY OVERNIGHT FIXED	0.32	3/1/2016		575,000,000	0.32	$575,000,000	$575,000,000	$0
Bank of Montreal CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.76	6/6/2016		50,000,000	0.77	$50,000,000	$50,036,038	$36,038
Bank of Montreal, Jun 01, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.79	6/1/2016	3/1/2016	25,000,000	0.57	$25,000,000	$24,986,550	-$13,450
Bank of Montreal, May 23, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.59	5/23/2016	3/23/2016	50,000,000	0.60	$50,000,000	$49,994,950	-$5,050
Bank of Montreal, Series MTN, 1.300%, 07/15/2016	CORPORATE BOND	1.30	7/15/2016		14,430,000	0.81	$14,456,302	$14,458,139	$1,837
Bank of Montreal, Sr. Unsecd. Note, Series MTN, 7/15/2016	CORPORATE BOND	1.14	7/15/2016	4/15/2016	15,000,000	0.74	$15,023,622	$15,016,215	-$7,407
Bank of Montreal, Sr. Unsecd. Note, Series MTN, 7/15/2016	CORPORATE BOND	1.14	7/15/2016	4/15/2016	10,000,000	0.78	$10,014,177	$10,010,810	-$3,367
Bank of Montreal, Sr. Unsecd. Note, Series MTN, 7/15/2016	CORPORATE BOND	1.14	7/15/2016	4/15/2016	54,250,000	0.82	$54,319,569	$54,308,644	-$10,924
Bank of Nova Scotia, Toronto CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.87	7/8/2016		25,000,000	0.88	$25,000,000	$25,021,813	$21,813
Bank of Nova Scotia, Toronto, Aug 05, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.79	8/5/2016	5/5/2016	105,000,000	0.80	$105,000,000	$104,988,450	-$11,550
Bank of Nova Scotia, Toronto, May 09, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.72	5/9/2016	5/9/2016	50,000,000	0.73	$50,000,000	$49,969,300	-$30,700
Bedford Row Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		6/9/2016		50,000,000	0.77	$49,893,389	$49,915,413	$22,024
Bedford Row Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		6/13/2016		30,000,000	0.81	$29,930,000	$29,946,188	$16,188
Bedford Row Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		6/14/2016		20,000,000	0.83	$19,951,711	$19,963,607	$11,895
Bedford Row Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		6/16/2016		20,000,000	0.83	$19,950,800	$19,962,560	$11,760
Bedford Row Funding Corp., Apr 14, 2016	VARIABLE RATE COMMERCIAL PAPER-ABS-4(2)	0.57	4/14/2016	3/14/2016	25,000,000	0.58	$25,000,000	$24,995,675	-$4,325

See notes at end of table.

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Bedford Row Funding Corp., Jun 07, 2016	VARIABLE RATE COMMERCIAL PAPER-ABS-4(2)	0.66	6/7/2016	3/7/2016	25,000,000	0.66	$25,000,000	$24,997,750	-$2,250
Bedford Row Funding Corp., May 10, 2016	VARIABLE RATE COMMERCIAL PAPER-ABS-4(2)	0.58	5/10/2016	3/10/2016	50,000,000	0.59	$50,000,000	$49,993,350	-$6,650
Canadian Imperial Bank of Commerce CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.80	6/21/2016		25,000,000	0.81	$25,000,000	$25,018,571	$18,571
Canadian Imperial Bank of Commerce CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.84	7/7/2016		50,000,000	0.85	$50,000,000	$50,033,811	$33,811
Canadian Imperial Bank of Commerce CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.85	8/24/2016		15,000,000	0.86	$15,000,000	$15,000,433	$433
Canadian Imperial Bank of Commerce, Jun 13, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.73	6/13/2016	3/11/2016	25,000,000	0.74	$25,000,000	$24,998,075	-$1,925
Chase Bank USA, N.A. CD	CERTIFICATE OF DEPOSIT	0.65	6/8/2016		50,000,000	0.66	$50,000,000	$50,032,604	$32,604
Commonwealth Bank of Australia CP4-2	COMMERCIAL PAPER - 4-2		6/23/2016		50,000,000	0.86	$49,865,833	$49,905,125	$39,292
Commonwealth Bank of Australia, Apr 04, 2016	VARIABLE RATE COMMERCIAL PAPER - 4-2	0.62	4/4/2016	3/4/2016	50,000,000	0.62	$50,000,000	$49,999,150	-$850
Credit Agricole Corporate and Investment Bank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.52	3/24/2016		120,000,000	0.53	$120,000,000	$120,010,223	$10,223
Credit Industriel et Commercial CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.38	3/2/2016		200,000,000	0.39	$200,000,000	$200,000,700	$700
Credit Suisse, Zurich CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.45	3/3/2016		200,000,000	0.46	$200,000,000	$200,001,410	$1,410
Credit Suisse, Zurich CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.63	5/3/2016		98,000,000	0.64	$98,000,000	$98,012,487	$12,487
Credit Suisse, Zurich CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.65	6/3/2016		25,000,000	0.66	$25,000,000	$24,999,799	-$201
Credit Suisse, Zurich CP	COMMERCIAL PAPER		5/5/2016		100,000,000	0.64	$99,884,500	$99,896,600	$12,100
DZ Bank AG Deutsche Zentral-Genossenschaftbank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.48	3/23/2016		165,000,000	0.49	$165,000,000	$165,015,764	$15,764
Dreyfus Government Cash Management Fund OVNMF	OVERNIGHT MUTUAL FUND	0.16	3/1/2016		9,282,797	0.16	$9,282,797	$9,282,797	$0
Exxon Mobil Corp. CP	COMMERCIAL PAPER		3/3/2016		220,000,000	0.40	$219,992,850	$219,994,592	$1,742
Fairway Finance Co. LLC CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		5/13/2016		30,000,000	0.71	$29,956,833	$29,965,960	$9,127
Fairway Finance Co. LLC, Jun 10, 2016	VARIABLE RATE COMMERCIAL PAPER-ABS-4(2)	0.73	6/10/2016	3/10/2016	15,000,000	0.74	$15,000,000	$14,999,115	-$885
Federated Prime Cash Obligations Fund, Class IS	MUTUAL FUND MONEY MARKET	0.49	3/1/2016	3/1/2016	773,104,827	0.47	$773,104,827	$773,104,827	$0
Federated Prime Obligations Fund, Class IS	MUTUAL FUND MONEY MARKET	0.53	3/1/2016	3/1/2016	823,016,811	0.50	$823,016,811	$823,016,811	$0
General Electric Capital Corp., Sr. Unsecd. Note, 2.950%, 05/09/2016	CORPORATE BOND	2.95	5/9/2016		6,510,000	0.54	$6,539,905	$6,536,763	-$3,142
General Electric Capital Corp., Sr. Unsecd. Note, 2.950%, 05/09/2016	CORPORATE BOND	2.95	5/9/2016		7,500,000	0.54	$7,534,454	$7,530,833	-$3,621

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General Electric Capital Corp., Sr. Unsecd. Note, 2.950%, 05/09/2016	CORPORATE BOND	2.95	5/9/2016		10,000,000	0.54	$10,045,943	$10,041,110	-$4,833
General Electric Capital Corp., Sr. Unsecd. Note, 2.950%, 05/09/2016	CORPORATE BOND	2.95	5/9/2016		6,100,000	0.54	$6,128,020	$6,125,077	-$2,943
General Electric Capital Corp., Sr. Unsecd. Note, 2.950%, 05/09/2016	CORPORATE BOND	2.95	5/9/2016		11,911,000	0.60	$11,964,635	$11,959,966	-$4,669
General Electric Capital Corp., Sr. Unsecd. Note, 2.950%, 05/09/2016	CORPORATE BOND	2.95	5/9/2016		1,000,000	0.66	$1,004,364	$1,004,111	-$253
General Electric Capital Corp., Sr. Unsecd. Note, 2.950%, 05/09/2016	CORPORATE BOND	2.95	5/9/2016		1,000,000	0.66	$1,004,363	$1,004,111	-$252
General Electric Capital Corp., Sr. Unsecured, Jun 20, 2016	VARIABLE EURO MEDIUM TERM NOTE	0.77	6/20/2016	3/21/2016	85,000,000	0.63	$85,041,099	$85,001,785	-$39,314
General Electric Capital, Series GMTN, 1.5%, 7/12/2016	CORPORATE BOND	1.50	7/12/2016		4,626,000	0.76	$4,638,470	$4,641,724	$3,254
Gotham Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/7/2016		25,000,000	0.53	$24,997,472	$24,997,958	$486
Gotham Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/10/2016		115,000,000	0.46	$114,985,625	$114,986,455	$830
Gotham Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/14/2016		100,000,000	0.54	$99,979,389	$99,983,317	$3,928
Gotham Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/22/2016		75,000,000	0.46	$74,979,375	$74,980,246	$871
Gotham Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/22/2016		35,000,000	0.46	$34,990,375	$34,990,781	$406
ING (U.S.) Funding LLC CP	COMMERCIAL PAPER		4/11/2016		54,000,000	0.62	$53,961,570	$53,966,421	$4,851
ING (U.S.) Funding LLC CP	COMMERCIAL PAPER		4/12/2016		100,000,000	0.62	$99,927,139	$99,936,097	$8,958
ING (U.S.) Funding LLC CP	COMMERCIAL PAPER		6/2/2016		50,000,000	0.65	$49,916,444	$49,916,575	$131
J.P. Morgan Securities LLC, Apr 22, 2016	VARIABLE RATE COMMERCIAL PAPER - 4-2	0.69	4/22/2016	3/22/2016	10,000,000	0.70	$10,000,000	$9,997,940	-$2,060
J.P. Morgan Securities LLC, Aug 09, 2016	VARIABLE RATE COMMERCIAL PAPER	0.80	8/9/2016	5/9/2016	150,000,000	0.81	$150,000,000	$149,982,900	-$17,100
J.P. Morgan Securities LLC, May 25, 2016	VARIABLE RATE COMMERCIAL PAPER	0.77	5/25/2016	5/25/2016	40,000,000	0.78	$40,000,000	$39,977,320	-$22,680
J.P. Morgan Securities LLC, May 31, 2016	VARIABLE RATE COMMERCIAL PAPER - 4-2	0.75	5/31/2016	2/29/2016	25,000,000	0.76	$25,000,000	$24,997,975	-$2,025
JPMorgan Chase Bank, N.A., Nov 04, 2016	VARIABLE RATE BANK NOTE	0.78	11/4/2016	5/9/2016	15,000,000	0.75	$15,000,000	$14,993,850	-$6,150
Kaiser Foundation Hospital CP	COMMERCIAL PAPER		8/11/2016		30,000,000	0.77	29,897,500	29,875,223	-$22,277
LMA-Americas LLC CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/9/2016		45,000,000	0.45	$44,995,050	$44,995,241	$191
LMA-Americas LLC CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/9/2016		24,000,000	0.45	$23,997,360	$23,997,462	$102
LMA-Americas LLC CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		4/5/2016		50,000,000	0.54	$49,973,500	$49,977,200	$3,700
LMA-Americas LLC CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		4/26/2016		25,000,000	0.52	$24,979,813	$24,980,050	$238
Manhattan Asset Funding CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		4/22/2016		39,602,000	0.53	$39,571,682	$39,573,082	$1,399

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Manhattan Asset Funding CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		4/26/2016		100,000,000	0.54	$99,916,083	$99,920,200	$4,117
Mizuho Bank Ltd. CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.52	3/3/2016		32,600,000	0.44	$32,600,243	$32,600,384	$141
Mizuho Bank Ltd., Mar 16, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.63	3/16/2016	3/16/2016	200,000,000	0.59	$200,004,914	$199,981,400	-$23,514
NRW.Bank CP4-2	COMMERCIAL PAPER - 4-2		3/30/2016		350,000,000	0.45	$349,874,535	$349,884,063	$9,528
National Australia Bank Ltd., Melbourne CP4-2	COMMERCIAL PAPER - 4-2		3/18/2016		50,000,000	0.66	$49,983,750	$49,993,625	$9,875
Nationwide Building Society CP4-2	COMMERCIAL PAPER - 4-2		3/4/2016		30,250,000	0.54	$30,248,219	$30,248,894	$675
Nationwide Building Society CP4-2	COMMERCIAL PAPER - 4-2		3/8/2016		90,000,000	0.56	$89,989,000	$89,993,120	$4,120
Nationwide Building Society CP4-2	COMMERCIAL PAPER - 4-2		3/9/2016		25,000,000	0.56	$24,996,563	$24,997,825	$1,263
Nationwide Building Society CP4-2	COMMERCIAL PAPER - 4-2		3/14/2016		100,000,000	0.64	$99,975,500	$99,985,767	$10,267
Nationwide Building Society CP4-2	COMMERCIAL PAPER - 4-2		3/21/2016		150,000,000	0.66	$149,943,125	$149,965,875	$22,750
Nationwide Building Society CP4-2	COMMERCIAL PAPER - 4-2		3/30/2016		20,000,000	0.54	19,991,167	19,993,333	$2,167
Nationwide Building Society CP4-2	COMMERCIAL PAPER - 4-2		4/1/2016		25,000,000	0.54	24,988,222	24,991,089	$2,867
Orthopaedic Hospital of Wisconsin LLC, Series 09-A, Mar 01, 2039	VARIABLE RATE DEMAND NOTE	0.45	3/1/2039	3/3/2016	4,460,000	0.45	4,460,000	4,460,000	$0
Rabobank Nederland NV, Utrecht, Mar 18, 2016	VARIABLE RATE EUR CERTIFICATE OF DEPOSIT	0.63	3/18/2016	3/18/2016	40,000,000	0.64	$40,000,000	$39,998,040	-$1,960
Royal Bank of Canada, Montreal, Feb 02, 2017	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.96	2/2/2017	5/2/2016	45,000,000	0.98	$45,000,000	$44,990,685	-$9,315
Royal Bank of Canada, Montreal, May 12, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.57	5/12/2016	3/14/2016	50,000,000	0.57	$50,000,000	$49,995,800	-$4,200
Royal Bank of Canada, Montreal, Oct 03, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.77	10/3/2016	4/4/2016	125,000,000	0.78	$125,000,000	$124,953,750	-$46,250
Standard Chartered Bank plc CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.39	3/9/2016		25,000,000	0.40	$25,000,000	$24,999,991	-$10
Standard Chartered Bank plc CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.51	3/4/2016		100,000,000	0.52	$100,000,000	$100,001,450	$1,450
Standard Chartered Bank plc CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.65	3/24/2016		25,000,000	0.66	$25,000,000	$25,003,723	$3,723
Standard Chartered Bank plc CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.65	4/1/2016		45,000,000	0.66	$45,000,000	$45,008,177	$8,177
Standard Chartered Bank plc CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.64	5/4/2016		23,000,000	0.66	$22,999,793	$23,004,675	$4,882
Standard Chartered Bank plc CP4-2	COMMERCIAL PAPER - 4-2		3/2/2016		75,000,000	0.44	$74,998,208	$74,998,442	$233
Standard Chartered Bank plc CP4-2	COMMERCIAL PAPER - 4-2		6/1/2016		100,000,000	0.64	$99,837,250	$99,839,833	$2,583

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Starbird Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/10/2016		49,500,000	0.66	$49,491,063	$49,494,170	$3,107
Starbird Funding Corp. CPABS4-2	COMMERCIAL PAPER - ABS- 4(2)		3/17/2016		47,000,000	0.46	$46,990,013	$46,990,456	$444
Svenska Handelsbanken, Stockholm CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.41	3/11/2016		200,000,000	0.41	$200,000,305	$200,002,990	$2,685
Svenska Handelsbanken, Stockholm TDCAY	TIME DEPOSIT - CAYMAN	0.27	3/1/2016		200,000,000	0.27	$200,000,000	$200,000,000	$0
Toronto Dominion Bank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.90	8/15/2016		10,000,000	0.91	$10,000,000	$10,007,402	$7,402
Toronto Dominion Bank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	1.00	11/10/2016		15,000,000	1.01	$15,000,000	$15,009,841	$9,841
Toronto Dominion Bank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.75	6/3/2016		65,000,000	0.76	$65,000,000	$65,032,366	$32,366
Toronto Dominion Bank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.75	8/8/2016		10,000,000	0.76	$10,000,000	$10,001,065	$1,065
Toronto Dominion Bank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.80	6/14/2016		25,000,000	0.81	$25,000,000	$25,015,578	$15,578
Toronto Dominion Bank CDYAN	CERTIFICATE OF DEPOSIT - YANKEE	0.83	6/22/2016		25,000,000	0.84	$25,000,000	$25,017,540	$17,540
Toronto Dominion Bank, Apr 15, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.65	4/15/2016	4/15/2016	40,000,000	0.66	$40,000,000	$39,982,520	-$17,480
Toronto Dominion Bank, Jul 01, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.60	7/1/2016	3/1/2016	75,000,000	0.59	$75,000,000	$74,988,075	-$11,925
Toronto Dominion Bank, Nov 04, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.79	11/4/2016	3/4/2016	10,000,000	0.79	$10,000,000	$9,998,600	-$1,400
Toronto Dominion Bank, Oct 17, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.87	10/17/2016	4/18/2016	30,000,000	0.88	$30,000,000	$29,985,000	-$15,000
Toronto Dominion Bank, Sr. Unsecured, Sep 09, 2016	VARIABLE MEDIUM TERM NOTE	0.94	9/9/2016	3/9/2016	24,000,000	0.64	$24,039,732	$24,035,328	-$4,404
Toronto Dominion Holdings (USA), Inc. CP4-2	COMMERCIAL PAPER - 4-2		3/23/2016		15,000,000	0.46	$14,995,688	$14,996,330	$642
Toronto Dominion Holdings (USA), Inc. CP4-2	COMMERCIAL PAPER - 4-2		5/13/2016		10,000,000	0.58	$9,988,283	$9,989,537	$1,254
Toyota Motor Credit Corp., Apr 15, 2016	VARIABLE MEDIUM TERM NOTE	0.63	4/15/2016	4/15/2016	100,000,000	0.64	$100,000,000	$99,957,200	-$42,800
Toyota Motor Credit Corp., Oct 07, 2016	VARIABLE MEDIUM TERM NOTE	0.82	10/7/2016	4/7/2016	50,000,000	0.83	$50,000,000	$49,979,650	-$20,350
Toyota Motor Credit Corp., Sr. Unsecured, May 17, 2016	VARIABLE MEDIUM TERM NOTE	0.91	5/17/2016	5/17/2016	21,100,000	0.38	$21,112,805	$21,109,643	-$3,163
Toyota Motor Credit Corp., Sr. Unsecured, May 17, 2016	VARIABLE MEDIUM TERM NOTE	0.91	5/17/2016	5/17/2016	1,420,000	0.39	$1,420,829	$1,420,649	-$180
Toyota Motor Credit Corp., Sr. Unsecured, May 17, 2016	VARIABLE MEDIUM TERM NOTE	0.91	5/17/2016	5/17/2016	300,000	0.39	$300,176	$300,137	-$39
Toyota Motor Credit Corp., Sr. Unsecured, May 17, 2016	VARIABLE MEDIUM TERM NOTE	0.91	5/17/2016	5/17/2016	2,000,000	0.40	$2,001,183	$2,000,914	-$269
Wells Fargo & Co., Sr. Unsecd. Note, 3.676%, 06/15/2016	CORPORATE BOND	3.68	6/15/2016		10,045,000	0.72	$10,129,781	$10,127,962	-$1,819

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Wells Fargo & Co., Sr. Unsecd. Note, 3.676%, 06/15/2016	CORPORATE BOND	3.68	6/15/2016		33,480,000	0.76	$33,765,559	$33,756,511	-$9,048
Wells Fargo & Co., Sr. Unsecd. Note, 3.676%, 06/15/2016	CORPORATE BOND	3.68	6/15/2016		10,000,000	0.99	$10,078,251	$10,082,590	$4,339
Wells Fargo Bank, N.A. CD	CERTIFICATE OF DEPOSIT	0.85	7/11/2016		50,000,000	0.86	$50,000,000	$50,016,038	$16,038
Wells Fargo Bank, N.A., Nov 18, 2016	VARIABLE RATE BANK NOTE	0.74	11/18/2016	3/21/2016	100,000,000	0.75	$100,000,000	$99,942,600	-$57,400
Wells Fargo Bank, N.A., Nov 21, 2016	VARIABLE MEDIUM TERM NOTE	0.77	11/21/2016	3/22/2016	50,000,000	0.78	$50,000,000	$50,005,800	$5,800
Westpac Banking Corp. Ltd., Sydney, Apr 15, 2016	VARIABLE RATE CERTIFICATE OF DEPOSIT	0.80	4/15/2016	4/15/2016	25,000,000	0.74	$25,002,815	$25,001,850	-$965
Total Value of Investments					*9,221,938,435*		*$9,221,071,492*	*$9,221,060,872*	*-$10,620*

Notes: The data included in this report is unaudited. Amounts above are the value of investments. Income accruals, payables and uninvested cash are not included. Amortizations/accretions are reported with a one-day lag in the above valuations.

[1] Market values of the portfolio securities are provided by the custodian, BNY Mellon. The portfolio manager, Federated Investment Counseling, is the source for other data shown above.

[2] Amortized cost is calculated using a straight line method.

Notice of Updating Software

On February 12, 2016, Microsoft officially ended support for all versions of its Internet Explorer ("IE") browser below version 11. The Florida PRIME™ website will still function with earlier versions of IE, however Microsoft will no longer be providing security patches or any other technical support for these older versions.

In order to provide enhanced security, the SBA will soon require TLS 1.2 browser encryption for accessing our websites. Current compliant browsers include:
- **Chrome - v30 and later supports TLS 1.2.**
- **Firefox - v27 and later enables 1.2 by default**
- **Internet Explorer - v11 supports TLS 1.2 from Feb 2013**
- **Opera - v17 has added support for TLS 1.2.**
- **Safari - v5 on iOS and v7 on OS X have added support for up to TLS 1.2**

If you cannot upgrade or use one of the above browsers for a time, contact us to explain how to configure IE10 and earlier versions to work with TLS1.2.

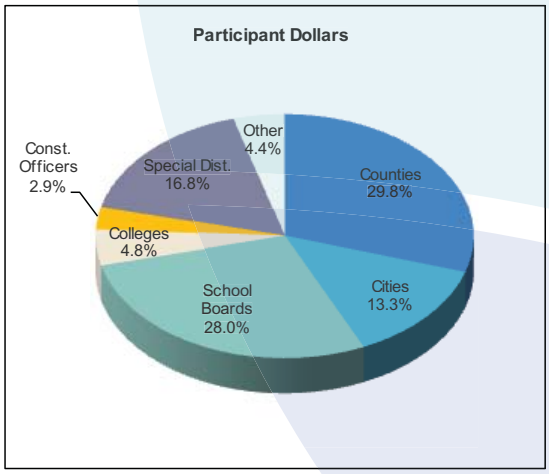
PLEASE CONTACT US IF YOU HAVE ANY QUESTIONS / (850) 488-7311
BETWEEN 7:30 a.m. and 4:30 p.m. ET, Monday through Friday.

Learn more about Florida PRIME at: https://www.sbafla.com/PRIME

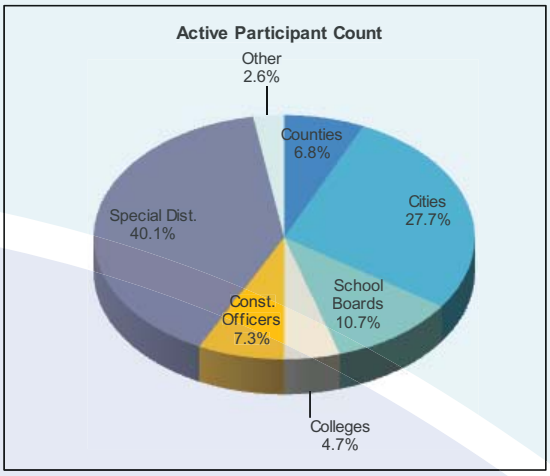
FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

PARTICIPANT CONCENTRATION DATA - AS OF FEBRUARY 2016

Participant Balance	Share of Total Fund	Share of Participant Count	Participant Balance	Share of Total Fund	Share of Participant Count
All Participants	**100.0%**	**100.0%**	**Colleges & Universities**	**4.8%**	**4.7%**
Top 10	39.1%	1.3%	Top 10	4.4%	1.3%
$100 million or more	51.4%	2.4%	$100 million or more	2.4%	0.1%
$10 million up to $100 million	41.8%	14.4%	$10 million up to $100 million	1.7%	0.8%
$1 million up to $10 million	6.1%	19.1%	$1 million up to $10 million	0.6%	1.6%
Under $1 million	0.7%	64.1%	Under $1 million	0.02%	2.2%
Counties	**29.8%**	**6.8%**	**Constitutional Officers**	**2.9%**	**7.3%**
Top 10	24.0%	1.3%	Top 10	1.1%	1.3%
$100 million or more	22.1%	1.0%	$100 million or more	0.0%	0.0%
$10 million up to $100 million	7.3%	1.8%	$10 million up to $100 million	2.3%	0.9%
$1 million up to $10 million	0.4%	0.8%	$1 million up to $10 million	0.6%	1.8%
Under $1 million	0.0%	3.1%	Under $1 million	0.1%	4.6%
Municipalities	**13.3%**	**27.7%**	**Special Districts**	**16.8%**	**40.1%**
Top 10	7.5%	1.3%	Top 10	11.2%	1.3%
$100 million or more	1.7%	0.1%	$100 million or more	6.7%	0.4%
$10 million up to $100 million	9.3%	3.7%	$10 million up to $100 million	8.5%	3.1%
$1 million up to $10 million	2.0%	6.7%	$1 million up to $10 million	1.3%	5.4%
Under $1 million	0.2%	17.3%	Under $1 million	0.3%	31.2%
School Boards	**28.0%**	**10.7%**	**Other**	**4.4%**	**2.6%**
Top 10	21.8%	1.3%	Top 10	3.9%	1.3%
$100 million or more	17.1%	0.5%	$100 million or more	1.3%	0.1%
$10 million up to $100 million	10.0%	3.1%	$10 million up to $100 million	2.7%	0.9%
$1 million up to $10 million	0.8%	2.0%	$1 million up to $10 million	0.3%	0.9%
Under $1 million	0.1%	5.1%	Under $1 million	0.0%	0.7%



Total Fund Value: $8,865,632,105



Total Active Participant Count: 764

Note: Active accounts include only those participant accounts valued above zero.

FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

COMPLIANCE WITH INVESTMENT POLICY FOR FEBRUARY 2016

As investment manager, Federated monitors compliance daily on Florida PRIME to ensure that investment practices comply with the requirements of the Investment Policy Statement (IPS). Federated provides a monthly compliance report to the SBA and is required to notify the Investment Oversight Group (IOG) of compliance exceptions within 24 hours of identification. The IOG meets monthly and on an ad hoc basis to review compliance exceptions, to document responses to exceptions, and to formally escalate recommendations for approval by the Executive Director & CIO. The IOG also reviews the Federated compliance report each month, as well as the results of independent compliance testing conducted by SBA Risk Management and Compliance. Minutes from the IOG meetings are posted to the Florida PRIME website.

In addition to the compliance testing performed by Federated, the SBA conducts independent testing on Florida PRIME using a risk-based approach. Under this approach, each IPS parameter is ranked as "High" or "Low" with respect to the level of risk associated with a potential guideline breach. IPS parameters with risk rankings of "High" are subject to independent verification by SBA Risk Management and Compliance. These rankings, along with the frequency for testing, are reviewed and approved by the IOG on an annual basis or more often if market conditions dictate. Additionally, any parameter reported in "Fail" status on the Federated compliance report, regardless of risk ranking, is also independently verified and escalated accordingly. The results of independent testing are currently reported monthly to the IOG.

Test by Source	Pass/Fail
Florida PRIME's Investment Policy	
Securities must be USD denominated.	Pass
Ratings requirements	
The Florida PRIME investment portfolio must purchase exclusively first-tier securities. Securities purchased with short-term ratings by an NRSRO, or comparable in quality and security to other obligations of the issuer that have received short-term ratings from an NRSRO, are eligible if they are in one of the two highest rating categories.	Pass
Securities purchased that do not have short-term ratings must have a long-term rating in one of the three highest long-term rating categories.	Pass
Commercial Paper must be rated by at least one short-term NRSRO.	Pass
Repurchase Agreement Counterparties must be rated by S&P	Pass
S&P Weighted Average Life - maximum 90 days [1]	Pass
Maturity	
Securities, excluding Government floating rate notes/variable rate notes, purchased did not have a maturity in excess of 397 days.	Pass
Government floating rate notes/variable rate notes purchased did not have a maturity in excess of 762 days.	Pass
The Florida PRIME investment portfolio must maintain a Spread WAM of 120 days or less.	Pass
Issuer Diversification	
First-tier issuers (limit does not apply to cash, cash items, U.S. Government securities refunded securities and repo collateralized by these securities) are limited, at the time of purchase, to 5% of the Florida PRIME investment portfolio's total assets. [2]	Pass
Demand Feature and Guarantor Diversification	
First-tier securities issued by or subject to demand features and guarantees of a non-controlled person, at time of purchase, are limited to 10% with respect to 75% of the Florida PRIME investment portfolio's total assets.	Pass
First-tier securities issued by or subject to demand features and guarantees of a control person, at time of purchase, are limited to 10% with respect to the Florida PRIME investment portfolio's total assets.	Pass
Money Market Mutual Funds	
The account, at time of purchase, will not have exposure to any one Money Market Mutual Fund in excess of 10% of the Florida PRIME investment portfolio's total assets.	Pass
Concentration Tests	
The account, at time of purchase, will not have exposure to an industry sector, excluding the financial services industry, in excess of 25% of the Florida PRIME investment portfolio's total assets.	Pass
The account, at time of purchase, will not have exposure to any single Government Agency in excess of 33.33% of the Florida PRIME investment portfolio's total assets.	Pass
The account, at time of purchase, will not have exposure to illiquid securities in excess of 5% of the Florida PRIME investment portfolio's total assets.	Pass
The account, at time of purchase, will invest at least 10% of the Florida PRIME investment portfolio's total assets in securities accessible within one business day.	Pass
The account, at time of purchase, will invest at least 30% of the Florida PRIME investment portfolio's total assets in securities accessible within five business days. [3]	Pass
S&P Requirements	
The Florida PRIME investment portfolio must maintain a Dollar Weighted Average Maturity of 60 days or less.	Pass
The account, at time of purchase, will invest at least 50% of the Florida PRIME investment portfolio's total assets in Securities in Highest Rating Category (A-1+ or equivalent) .	Pass

[1] The fund may use floating rate government securities to extend the limit up to 120 days
[2] This limitation applies at time of trade. Under Rule 2a-7, a fund is not required to liquidate positions if the exposure in excess of the specified percentage is caused by account movements.
[3] This limitation applies at time of trade. Under Rule 2a-7, a fund is not required to take immediate corrective measures if asset movements cause the exposure to be below the specified percentage.

FLORIDA PRIME™
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TRADING ACTIVITY FOR FEBRUARY 2016

Description	Maturity Date	Trade Date	Settle Date	Par or Shares	Principal	Traded Interest	Settlement Amount	Realized Gain(Loss)
Buys								
ABBOTT LABORATORIESCP4-2	02/26/16	02/18/16	02/18/16	25,000,000	24,997,778	0	24,997,778	0
ABBOTT LABORATORIESCP4-2	02/26/16	02/18/16	02/18/16	50,000,000	49,995,556	0	49,995,556	0
ABBOTT LABORATORIESCP4-2	02/26/16	02/18/16	02/18/16	10,000,000	9,999,111	0	9,999,111	0
ABBOTT LABORATORIESCP4-2	02/26/16	02/18/16	02/18/16	50,000,000	49,995,556	0	49,995,556	0
ANGLESEA FUNDING LLCPABS4	03/01/16	02/29/16	02/29/16	50,000,000	49,999,514	0	49,999,514	0
ANGLESEA FUNDING LLCPABS4	03/01/16	02/29/16	02/29/16	30,800,000	30,799,701	0	30,799,701	0
ANGLESEA FUNDING LLCPABS4	03/01/16	02/29/16	02/29/16	50,000,000	49,999,514	0	49,999,514	0
ANGLESEA FUNDING LLCPABS4	03/01/16	02/29/16	02/29/16	46,900,000	46,899,544	0	46,899,544	0
ANTALIS S,A, CPABS4CPABS4	02/11/16	02/04/16	02/04/16	25,000,000	24,998,056	0	24,998,056	0
ANTALIS S,A, CPABS4CPABS4	02/18/16	02/11/16	02/11/16	38,750,000	38,746,986	0	38,746,986	0
ANTALIS S,A, CPABS4CPABS4	02/25/16	02/18/16	02/18/16	20,000,000	19,998,444	0	19,998,444	0
BASF SECP4-2	06/22/16	02/03/16	02/03/16	25,750,000	25,681,906	0	25,681,906	0
BP CAPITAL MARKETS CP4-2	02/17/16	02/16/16	02/16/16	50,000,000	49,999,500	0	49,999,500	0
BP CAPITAL MARKETS CP4-2	02/17/16	02/16/16	02/16/16	50,000,000	49,999,500	0	49,999,500	0
BP CAPITAL MARKETS CP4-2	02/17/16	02/16/16	02/16/16	50,000,000	49,999,500	0	49,999,500	0
BP CAPITAL MARKETS CP4-2	02/17/16	02/16/16	02/16/16	50,000,000	49,999,500	0	49,999,500	0
BP CAPITAL MARKETS CP4-2	02/17/16	02/16/16	02/16/16	48,000,000	47,999,520	0	47,999,520	0
BANK OF NOVA SCOTIA/HOUSTON	08/05/16	02/03/16	02/03/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF NOVA SCOTIA/HOUSTON	08/05/16	02/03/16	02/03/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF NOVA SCOTIA/HOUSTON	08/05/16	02/03/16	02/03/16	5,000,000	5,000,000	0	5,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/08/16	02/01/16	02/01/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/08/16	02/01/16	02/01/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/09/16	02/02/16	02/02/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/09/16	02/02/16	02/02/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/16/16	02/08/16	02/08/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/16/16	02/08/16	02/08/16	45,000,000	45,000,000	0	45,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/23/16	02/16/16	02/16/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/23/16	02/16/16	02/16/16	50,000,000	50,000,000	0	50,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/23/16	02/16/16	02/16/16	50,000,000	50,000,000	0	50,000,000	0
BNP PARIBAS SACP4-2	02/09/16	02/02/16	02/02/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/09/16	02/02/16	02/02/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/09/16	02/02/16	02/02/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/10/16	02/03/16	02/03/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/10/16	02/03/16	02/03/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/10/16	02/03/16	02/03/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/16/16	02/09/16	02/09/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/16/16	02/09/16	02/09/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/16/16	02/09/16	02/09/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/17/16	02/10/16	02/10/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/17/16	02/10/16	02/10/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/17/16	02/10/16	02/10/16	25,000,000	24,998,153	0	24,998,153	0
BNP PARIBAS SACP4-2	02/17/16	02/10/16	02/10/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/24/16	02/17/16	02/17/16	30,000,000	29,997,783	0	29,997,783	0
BNP PARIBAS SACP4-2	02/24/16	02/17/16	02/17/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	02/24/16	02/17/16	02/17/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	03/02/16	02/24/16	02/24/16	50,000,000	49,996,306	0	49,996,306	0

FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

TRADING ACTIVITY FOR FEBRUARY 2016

Description	Maturity Date	Trade Date	Settle Date	Par or Shares	Principal	Traded Interest	Settlement Amount	Realized Gain(Loss)
BNP PARIBAS SACP4-2	03/02/16	02/24/16	02/24/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	03/02/16	02/24/16	02/24/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP4-2	03/02/16	02/24/16	02/24/16	50,000,000	49,996,306	0	49,996,306	0
BNP PARIBAS SACP	02/29/16	02/26/16	02/26/16	50,000,000	49,998,458	0	49,998,458	0
BNP PARIBAS SACP	02/29/16	02/26/16	02/26/16	50,000,000	49,998,458	0	49,998,458	0
CANADIAN IMPERIAL BCDYAN	08/24/16	02/24/16	02/24/16	15,000,000	15,000,000	0	15,000,000	0
RABOBANK NEDERLAND CP	02/22/16	02/19/16	02/19/16	50,000,000	49,998,500	0	49,998,500	0
RABOBANK NEDERLAND CP	02/22/16	02/19/16	02/19/16	50,000,000	49,998,500	0	49,998,500	0
RABOBANK NEDERLAND CP	02/22/16	02/19/16	02/19/16	50,000,000	49,998,500	0	49,998,500	0
COOPERATIEVE RABOBANK UA/NY	02/24/16	02/23/16	02/23/16	15,569,000	15,568,844	0	15,568,844	0
RABOBANK NEDERLAND CP	02/26/16	02/25/16	02/25/16	24,870,000	24,869,751	0	24,869,751	0
RABOBANK NEDERLAND CP	02/26/16	02/25/16	02/25/16	50,000,000	49,999,500	0	49,999,500	0
COOPERATIEVE RABOBANK UA/NY	02/29/16	02/26/16	02/26/16	50,000,000	49,998,500	0	49,998,500	0
COOPERATIEVE RABOBANK UA/NY	02/29/16	02/26/16	02/26/16	50,000,000	49,998,500	0	49,998,500	0
COOPERATIEVE RABOBANK UA/NY	02/29/16	02/26/16	02/26/16	50,000,000	49,998,500	0	49,998,500	0
COOPERATIEVE RABOBANK UA/NY	02/29/16	02/26/16	02/26/16	20,000,000	19,999,400	0	19,999,400	0
COOPERATIEVE RABOBANK UA/NY	02/29/16	02/26/16	02/26/16	50,000,000	49,998,500	0	49,998,500	0
COOPERATIEVE RABOBANK UA/NY	02/29/16	02/26/16	02/26/16	50,000,000	49,998,500	0	49,998,500	0
CREDIT INDUSTRIEL ECDYAN	02/17/16	02/10/16	02/10/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/17/16	02/10/16	02/10/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/17/16	02/10/16	02/10/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/17/16	02/10/16	02/10/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/24/16	02/17/16	02/17/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/24/16	02/17/16	02/17/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/24/16	02/17/16	02/17/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/24/16	02/17/16	02/17/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	03/02/16	02/24/16	02/24/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	03/02/16	02/24/16	02/24/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	03/02/16	02/24/16	02/24/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT INDUSTRIEL ECDYAN	03/02/16	02/24/16	02/24/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT SUISSE, ZURICDYAN	05/03/16	02/03/16	02/03/16	48,000,000	48,000,000	0	48,000,000	0
CREDIT SUISSE, ZURICDYAN	05/03/16	02/03/16	02/03/16	50,000,000	50,000,000	0	50,000,000	0
CREDIT SUISSE, ZURICDYAN	06/03/16	02/25/16	02/25/16	25,000,000	25,000,000	0	25,000,000	0
CREDIT SUISSE, ZURICP	05/05/16	02/05/16	02/05/16	50,000,000	49,921,250	0	49,921,250	0
CREDIT SUISSE, ZURICP	05/05/16	02/05/16	02/05/16	50,000,000	49,921,250	0	49,921,250	0
EXXON MOBIL CORP,CP	03/03/16	02/23/16	02/24/16	50,000,000	49,995,667	0	49,995,667	0
EXXON MOBIL CORP,CP	03/03/16	02/23/16	02/24/16	50,000,000	49,995,667	0	49,995,667	0
EXXON MOBIL CORP,CP	03/03/16	02/23/16	02/24/16	20,000,000	19,998,267	0	19,998,267	0
EXXON MOBIL CORP,CP	03/03/16	02/24/16	02/24/16	50,000,000	49,995,667	0	49,995,667	0
EXXON MOBIL CORP,CP	03/03/16	02/24/16	02/24/16	50,000,000	49,995,667	0	49,995,667	0
GOTHAM FUNDING CORPCPABS4	02/29/16	02/26/16	02/26/16	43,000,000	42,998,746	0	42,998,746	0
GOTHAM FUNDING CORPCPABS4	02/29/16	02/26/16	02/26/16	50,000,000	49,998,542	0	49,998,542	0
GOTHAM FUNDING CORPCPABS4	03/10/16	02/04/16	02/04/16	50,000,000	49,978,125	0	49,978,125	0
GOTHAM FUNDING CORPCPABS4	03/10/16	02/04/16	02/04/16	15,000,000	14,993,438	0	14,993,438	0
GOTHAM FUNDING CORPCPABS4	03/10/16	02/04/16	02/04/16	50,000,000	49,978,125	0	49,978,125	0
GOTHAM FUNDING CORPCPABS4	03/22/16	02/10/16	02/10/16	35,000,000	34,982,063	0	34,982,063	0
GOTHAM FUNDING CORPCPABS4	03/22/16	02/23/16	02/23/16	50,000,000	49,982,500	0	49,982,500	0

FLORIDA PRIME™
AN INVESTMENT SERVICE FOR PUBLIC FUNDS

TRADING ACTIVITY FOR FEBRUARY 2016

Description	Maturity Date	Trade Date	Settle Date	Par or Shares	Principal	Traded Interest	Settlement Amount	Realized Gain(Loss)
GOTHAM FUNDING CORPCPABS4	03/22/16	02/23/16	02/23/16	25,000,000	24,991,250	0	24,991,250	0
ING (U,S,) FUNDING CP	06/02/16	02/23/16	02/23/16	50,000,000	49,911,111	0	49,911,111	0
JP MORGAN SECURITIES LLC	08/09/16	02/09/16	02/09/16	50,000,000	50,000,000	0	50,000,000	0
JP MORGAN SECURITIES LLC	08/09/16	02/09/16	02/09/16	50,000,000	50,000,000	0	50,000,000	0
JP MORGAN SECURITIES LLC	08/09/16	02/09/16	02/09/16	50,000,000	50,000,000	0	50,000,000	0
KAISER FOUNDATION HCP	08/11/16	02/29/16	02/29/16	30,000,000	29,897,500	0	29,897,500	0
LMA-AMERICAS LLCCPABS4-2	02/10/16	02/09/16	02/09/16	46,000,000	45,999,527	0	45,999,527	0
LMA-AMERICAS LLCCPABS4-2	02/24/16	02/18/16	02/18/16	10,540,000	10,539,315	0	10,539,315	0
LMA-AMERICAS LLCCPABS4-2	03/09/16	02/02/16	02/02/16	24,000,000	23,989,440	0	23,989,440	0
LMA-AMERICAS LLCCPABS4-2	03/09/16	02/10/16	02/10/16	45,000,000	44,984,600	0	44,984,600	0
LMA-AMERICAS LLCCPABS4-2	04/05/16	02/05/16	02/05/16	50,000,000	49,955,833	0	49,955,833	0
LMA-AMERICAS LLCCPABS4-2	04/26/16	02/26/16	02/26/16	25,000,000	24,978,750	0	24,978,750	0
MANHATTAN ASSET FUNCPABS4	04/22/16	02/26/16	02/26/16	39,602,000	39,569,966	0	39,569,966	0
MANHATTAN ASSET FUNCPABS4	04/26/16	02/26/16	02/26/16	50,000,000	49,955,833	0	49,955,833	0
MANHATTAN ASSET FUNCPABS4	04/26/16	02/26/16	02/26/16	50,000,000	49,955,833	0	49,955,833	0
MIZUHO BANK LTD,CDYAN	02/26/16	02/05/16	02/05/16	50,000,000	49,999,698	44,417	50,044,114	0
MIZUHO BANK LTD,CDYAN	02/26/16	02/05/16	02/05/16	50,000,000	49,999,698	44,417	50,044,114	0
MIZUHO BANK LTD,CDYAN	02/26/16	02/05/16	02/05/16	50,000,000	49,999,698	44,417	50,044,114	0
MIZUHO BANK LTD,CDYAN	02/26/16	02/05/16	02/05/16	50,000,000	49,999,698	44,417	50,044,114	0
MIZUHO BANK LTD,CDYAN	03/03/16	02/18/16	02/18/16	32,600,000	32,601,135	36,258	32,637,393	0
NRW,BANKCP	02/23/16	02/12/16	02/12/16	50,000,000	49,993,965	0	49,993,965	0
NRW,BANKCP	02/23/16	02/12/16	02/12/16	50,000,000	49,993,965	0	49,993,965	0
NRW,BANKCP	03/30/16	02/29/16	03/01/16	50,000,000	49,982,076	0	49,982,076	0
NRW,BANKCP	03/30/16	02/29/16	03/01/16	50,000,000	49,982,076	0	49,982,076	0
NRW,BANKCP	03/30/16	02/29/16	03/01/16	50,000,000	49,982,076	0	49,982,076	0
NRW,BANKCP	03/30/16	02/29/16	03/01/16	50,000,000	49,982,076	0	49,982,076	0
NRW,BANKCP	03/30/16	02/29/16	03/01/16	50,000,000	49,982,076	0	49,982,076	0
NRW,BANKCP	03/30/16	02/29/16	03/01/16	50,000,000	49,982,076	0	49,982,076	0
NRW,BANKCP	03/30/16	02/29/16	03/01/16	50,000,000	49,982,076	0	49,982,076	0
NATIONWIDE BUILDINGCP4-2	03/30/16	02/09/16	02/09/16	20,000,000	19,985,278	0	19,985,278	0
NATIONWIDE BUILDINGCP4-2	04/01/16	02/03/16	02/03/16	25,000,000	24,978,653	0	24,978,653	0
ORTHOPAEDIC HOSPITAL OF WISCONSIN LLC	03/01/39	02/29/16	02/29/16	4,460,000	4,460,000	1,353	4,461,353	0
ROYAL BANK OF CANADA/NEW YORK NY	02/02/17	02/02/16	02/02/16	45,000,000	45,000,000	0	45,000,000	0
STANDARD CHARTERED CP4-2	06/01/16	02/22/16	02/22/16	50,000,000	49,912,500	0	49,912,500	0
STANDARD CHARTERED CP4-2	06/01/16	02/22/16	02/22/16	50,000,000	49,912,500	0	49,912,500	0
STARBIRD FUNDING COCPABS4	03/17/16	02/08/16	02/08/16	47,000,000	46,977,675	0	46,977,675	0
SVENSKA HANDELSBANKCDYAN	03/11/16	02/09/16	02/09/16	50,000,000	50,000,215	0	50,000,215	0
SVENSKA HANDELSBANKCDYAN	03/11/16	02/09/16	02/09/16	50,000,000	50,000,215	0	50,000,215	0
SVENSKA HANDELSBANKCDYAN	03/11/16	02/09/16	02/09/16	50,000,000	50,000,215	0	50,000,215	0
SVENSKA HANDELSBANKCDYAN	03/11/16	02/09/16	02/09/16	50,000,000	50,000,215	0	50,000,215	0
UBS FINANCE (DELAWACP	02/16/16	02/08/16	02/08/16	50,000,000	49,995,889	0	49,995,889	0
UBS FINANCE (DELAWACP	02/16/16	02/08/16	02/08/16	50,000,000	49,995,889	0	49,995,889	0
UBS FINANCE (DELAWACP	02/18/16	02/11/16	02/11/16	50,000,000	49,996,403	0	49,996,403	0
UBS FINANCE (DELAWACP	02/18/16	02/11/16	02/11/16	50,000,000	49,996,403	0	49,996,403	0
UBS FINANCE (DELAWACP	02/18/16	02/11/16	02/11/16	50,000,000	49,996,403	0	49,996,403	0
UBS FINANCE (DELAWACP	02/23/16	02/16/16	02/16/16	50,000,000	49,996,403	0	49,996,403	0
UBS FINANCE (DELAWACP	02/23/16	02/16/16	02/16/16	50,000,000	49,996,403	0	49,996,403	0

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Description	Maturity Date	Trade Date	Settle Date	Par or Shares	Principal	Traded Interest	Settlement Amount	Realized Gain(Loss)
UBS FINANCE (DELAWACP	02/25/16	02/18/16	02/18/16	50,000,000	49,996,306	0	49,996,306	0
UBS FINANCE (DELAWACP	02/25/16	02/18/16	02/18/16	50,000,000	49,996,306	0	49,996,306	0
UBS FINANCE (DELAWACP	02/25/16	02/18/16	02/18/16	50,000,000	49,996,306	0	49,996,306	0
UBS FINANCE (DELAWACP	02/25/16	02/18/16	02/18/16	15,900,000	15,898,825	0	15,898,825	0
WELLS FARGO & CO	06/15/16	02/26/16	03/02/16	10,045,000	10,129,781	171,293	10,301,074	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/01/16	02/01/16	732,097	732,097	0	732,097	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/04/16	02/04/16	4,832,210	4,832,210	0	4,832,210	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/08/16	02/08/16	389,520	389,520	0	389,520	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/10/16	02/10/16	4,133,652	4,133,652	0	4,133,652	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/16/16	02/16/16	4,787,751	4,787,751	0	4,787,751	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/18/16	02/18/16	3,414,073	3,414,073	0	3,414,073	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/22/16	02/22/16	1,226,751	1,226,751	0	1,226,751	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/24/16	02/24/16	2,646,565	2,646,565	0	2,646,565	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/29/16	02/29/16	1,914,741	1,914,741	0	1,914,741	0
BANK OF AMERICA TRIPARTY	02/02/16	02/01/16	02/01/16	155,000,000	155,000,000	0	155,000,000	0
BANK OF AMERICA TRIPARTY	02/03/16	02/02/16	02/02/16	230,000,000	230,000,000	0	230,000,000	0
BANK OF AMERICA TRIPARTY	02/04/16	02/03/16	02/03/16	15,000,000	15,000,000	0	15,000,000	0
BANK OF AMERICA TRIPARTY	02/05/16	02/04/16	02/04/16	240,000,000	240,000,000	0	240,000,000	0
BANK OF AMERICA TRIPARTY	02/08/16	02/05/16	02/05/16	195,000,000	195,000,000	0	195,000,000	0
BANK OF AMERICA TRIPARTY	02/09/16	02/08/16	02/08/16	290,000,000	290,000,000	0	290,000,000	0
BANK OF AMERICA TRIPARTY	02/10/16	02/09/16	02/09/16	330,000,000	330,000,000	0	330,000,000	0
BANK OF AMERICA TRIPARTY	02/11/16	02/10/16	02/10/16	235,000,000	235,000,000	0	235,000,000	0
BANK OF AMERICA TRIPARTY	02/12/16	02/11/16	02/11/16	255,000,000	255,000,000	0	255,000,000	0
BANK OF AMERICA TRIPARTY	02/16/16	02/12/16	02/12/16	307,000,000	307,000,000	0	307,000,000	0
BANK OF AMERICA TRIPARTY	02/17/16	02/16/16	02/16/16	145,000,000	145,000,000	0	145,000,000	0
BANK OF AMERICA TRIPARTY	02/18/16	02/17/16	02/17/16	475,000,000	475,000,000	0	475,000,000	0
BANK OF AMERICA TRIPARTY	02/19/16	02/18/16	02/18/16	330,000,000	330,000,000	0	330,000,000	0
BANK OF AMERICA TRIPARTY	02/22/16	02/19/16	02/19/16	205,000,000	205,000,000	0	205,000,000	0
BANK OF AMERICA TRIPARTY	02/23/16	02/22/16	02/22/16	320,000,000	320,000,000	0	320,000,000	0
BANK OF AMERICA TRIPARTY	02/24/16	02/23/16	02/23/16	495,000,000	495,000,000	0	495,000,000	0
BANK OF AMERICA TRIPARTY	02/25/16	02/24/16	02/24/16	255,000,000	255,000,000	0	255,000,000	0
BANK OF AMERICA TRIPARTY	02/26/16	02/25/16	02/25/16	500,000,000	500,000,000	0	500,000,000	0
BANK OF AMERICA TRIPARTY	02/29/16	02/26/16	02/26/16	350,000,000	350,000,000	0	350,000,000	0
BANK OF AMERICA TRIPARTY	03/01/16	02/29/16	02/29/16	575,000,000	575,000,000	0	575,000,000	0
Total Buys				12,307,863,359	12,306,683,493	386,571	12,307,070,064	0
Deposits								
SVENSKA HANDELSBANKTDCAY 0.36 20160202	02/02/16	02/01/16	02/01/16	400,000,000	400,000,000	0	400,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160203	02/03/16	02/02/16	02/02/16	300,000,000	300,000,000	0	300,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160204	02/04/16	02/03/16	02/03/16	300,000,000	300,000,000	0	300,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160205	02/05/16	02/04/16	02/04/16	100,000,000	100,000,000	0	100,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160208	02/08/16	02/05/16	02/05/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160209	02/09/16	02/08/16	02/08/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160211	02/11/16	02/10/16	02/10/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160212	02/12/16	02/11/16	02/11/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160216	02/16/16	02/12/16	02/12/16	240,000,000	240,000,000	0	240,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160217	02/17/16	02/16/16	02/16/16	200,000,000	200,000,000	0	200,000,000	0

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SVENSKA HANDELSBANKTDCAY 0.36 20160218	02/18/16	02/17/16	02/17/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160219	02/19/16	02/18/16	02/18/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160222	02/22/16	02/19/16	02/19/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160223	02/23/16	02/22/16	02/22/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160224	02/24/16	02/23/16	02/23/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160225	02/25/16	02/24/16	02/24/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160226	02/26/16	02/25/16	02/25/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160229	02/29/16	02/26/16	02/26/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.27 20160301	03/01/16	02/29/16	02/29/16	200,000,000	200,000,000	0	200,000,000	0
Total Deposits				***4,140,000,000***	***4,140,000,000***	***0***	***4,140,000,000***	***0***
Maturities								
ABBOTT LABORATORIESCP4-2	02/26/16	02/26/16	02/26/16	135,000,000	135,000,000	0	135,000,000	0
ANGLESEA FUNDING LLCPABS4	02/01/16	02/01/16	02/01/16	100,000,000	100,000,000	0	100,000,000	0
ANTALIS S,A, CPABS4CPABS4	02/02/16	02/02/16	02/02/16	25,000,000	25,000,000	0	25,000,000	0
ANTALIS S,A, CPABS4CPABS4	02/04/16	02/04/16	02/04/16	50,000,000	50,000,000	0	50,000,000	0
ANTALIS S,A, CPABS4CPABS4	02/11/16	02/11/16	02/11/16	25,000,000	25,000,000	0	25,000,000	0
ANTALIS S,A, CPABS4CPABS4	02/18/16	02/18/16	02/18/16	38,750,000	38,750,000	0	38,750,000	0
ANTALIS S,A, CPABS4CPABS4	02/25/16	02/25/16	02/25/16	20,000,000	20,000,000	0	20,000,000	0
ATLANTIC ASSET SECUCPABS4	02/18/16	02/18/16	02/18/16	27,631,000	27,631,000	0	27,631,000	0
AUSTRALIA & NEW ZEALAND BANKING GROUP LTD	02/12/16	02/12/16	02/12/16	4,400,000	4,400,000	0	4,400,000	0
BP CAPITAL MARKETS CP4-2	02/12/16	02/12/16	02/12/16	100,000,000	100,000,000	0	100,000,000	0
BP CAPITAL MARKETS CP4-2	02/17/16	02/17/16	02/17/16	248,000,000	248,000,000	0	248,000,000	0
BANK OF NOVA SCOTIACDYAN	02/10/16	02/10/16	02/10/16	75,000,000	75,000,000	0	75,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/01/16	02/01/16	02/01/16	100,000,000	100,000,000	0	100,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/02/16	02/02/16	02/02/16	100,000,000	100,000,000	0	100,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/08/16	02/08/16	02/08/16	100,000,000	100,000,000	0	100,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/09/16	02/09/16	02/09/16	100,000,000	100,000,000	0	100,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/16/16	02/16/16	02/16/16	95,000,000	95,000,000	0	95,000,000	0
BANK OF TOKYO-MITSUCDYAN	02/23/16	02/23/16	02/23/16	150,000,000	150,000,000	0	150,000,000	0
BNP PARIBAS SACP4-2	02/02/16	02/02/16	02/02/16	150,000,000	150,000,000	0	150,000,000	0
BNP PARIBAS SACP4-2	02/03/16	02/03/16	02/03/16	180,000,000	180,000,000	0	180,000,000	0
BNP PARIBAS SACP4-2	02/09/16	02/09/16	02/09/16	150,000,000	150,000,000	0	150,000,000	0
BNP PARIBAS SACP4-2	02/10/16	02/10/16	02/10/16	150,000,000	150,000,000	0	150,000,000	0
BNP PARIBAS SACP4-2	02/16/16	02/16/16	02/16/16	150,000,000	150,000,000	0	150,000,000	0
BNP PARIBAS SACP4-2	02/17/16	02/17/16	02/17/16	175,000,000	175,000,000	0	175,000,000	0
BNP PARIBAS SACP4-2	02/24/16	02/24/16	02/24/16	130,000,000	130,000,000	0	130,000,000	0
BNP PARIBAS SACP	02/29/16	02/29/16	02/29/16	100,000,000	100,000,000	0	100,000,000	0
COOPERATIEVE CENTRALE RAIFFEISEN-BOERENLEEN-BANK BA/NY	02/22/16	02/22/16	02/22/16	5,000,000	5,000,000	0	5,000,000	0
RABOBANK NEDERLAND CP	02/22/16	02/22/16	02/22/16	150,000,000	150,000,000	0	150,000,000	0
COOPERATIEVE RABOBANK UA/NY	02/24/16	02/24/16	02/24/16	15,569,000	15,569,000	0	15,569,000	0
RABOBANK NEDERLAND CP	02/26/16	02/26/16	02/26/16	74,870,000	74,870,000	0	74,870,000	0
COOPERATIEVE RABOBANK UA/NY	02/29/16	02/29/16	02/29/16	270,000,000	270,000,000	0	270,000,000	0
CREDIT AGRICOLE CORCDYAN	02/04/16	02/04/16	02/04/16	20,000,000	20,000,000	0	20,000,000	0
CREDIT AGRICOLE CORCDYAN	02/17/16	02/17/16	02/17/16	25,000,000	25,000,000	0	25,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/17/16	02/17/16	02/17/16	200,000,000	200,000,000	0	200,000,000	0
CREDIT INDUSTRIEL ECDYAN	02/24/16	02/24/16	02/24/16	200,000,000	200,000,000	0	200,000,000	0

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DZ BANK AG DEUTSCHECDYAN	02/08/16	02/08/16	02/08/16	50,000,000	50,000,000	0	50,000,000	0
DZ BANK AG DEUTSCHECDYAN	02/10/16	02/10/16	02/10/16	10,000,000	10,000,000	0	10,000,000	0
DZ BANK AG DEUTSCHECDYAN	02/25/16	02/25/16	02/25/16	100,000,000	100,000,000	0	100,000,000	0
GOTHAM FUNDING CORPCPABS4	02/04/16	02/04/16	02/04/16	115,000,000	115,000,000	0	115,000,000	0
GOTHAM FUNDING CORPCPABS4	02/29/16	02/29/16	02/29/16	93,000,000	93,000,000	0	93,000,000	0
WORLD BANK DISCOUNT NOTES	02/10/16	02/10/16	02/10/16	50,000,000	50,000,000	0	50,000,000	0
JP MORGAN SECURITIES LLC	02/09/16	02/09/16	02/09/16	100,000,000	100,000,000	0	100,000,000	0
JP MORGAN SECURITIES LLC	02/16/16	02/16/16	02/16/16	25,000,000	25,000,000	0	25,000,000	0
LMA-AMERICAS LLCCPABS4-2	02/04/16	02/04/16	02/04/16	25,000,000	25,000,000	0	25,000,000	0
LMA-AMERICAS LLCCPABS4-2	02/05/16	02/05/16	02/05/16	50,000,000	50,000,000	0	50,000,000	0
LMA-AMERICAS LLCCPABS4-2	02/10/16	02/10/16	02/10/16	46,000,000	46,000,000	0	46,000,000	0
LMA-AMERICAS LLCCPABS4-2	02/24/16	02/24/16	02/24/16	10,540,000	10,540,000	0	10,540,000	0
MALAYAN BANKING BERCPLOC	02/04/16	02/04/16	02/04/16	25,000,000	25,000,000	0	25,000,000	0
MALAYAN BANKING BERCPLOC	02/08/16	02/08/16	02/08/16	10,000,000	10,000,000	0	10,000,000	0
MANHATTAN ASSET FUNCPABS4	02/09/16	02/09/16	02/09/16	50,000,000	50,000,000	0	50,000,000	0
MANHATTAN ASSET FUNCPABS4	02/10/16	02/10/16	02/10/16	99,000,000	99,000,000	0	99,000,000	0
MANHATTAN ASSET FUNCPABS4	02/11/16	02/11/16	02/11/16	125,000,000	125,000,000	0	125,000,000	0
MANHATTAN ASSET FUNCPABS4	02/25/16	02/25/16	02/25/16	8,000,000	8,000,000	0	8,000,000	0
MANHATTAN ASSET FUNCPABS4	02/26/16	02/26/16	02/26/16	15,137,000	15,137,000	0	15,137,000	0
MIZUHO BANK LTD,CDYAN	02/26/16	02/26/16	02/26/16	200,000,000	200,000,000	0	200,000,000	0
NRW BANK	02/05/16	02/05/16	02/05/16	200,000,000	200,000,000	0	200,000,000	0
NRW,BANKCP	02/10/16	02/10/16	02/10/16	50,000,000	50,000,000	0	50,000,000	0
NRW,BANKCP	02/11/16	02/11/16	02/11/16	138,000,000	138,000,000	0	138,000,000	0
NRW,BANKCP	02/18/16	02/18/16	02/18/16	50,000,000	50,000,000	0	50,000,000	0
NRW,BANKCP	02/23/16	02/23/16	02/23/16	100,000,000	100,000,000	0	100,000,000	0
NEDERLANDSE WATERSCCP4-2	02/08/16	02/08/16	02/08/16	100,000,000	100,000,000	0	100,000,000	0
STANDARD CHARTERED CP4-2	02/05/16	02/05/16	02/05/16	78,000,000	78,000,000	0	78,000,000	0
STANDARD CHARTERED CP4-2	02/22/16	02/22/16	02/22/16	50,000,000	50,000,000	0	50,000,000	0
STANDARD CHARTERED CDYAN	02/26/16	02/26/16	02/26/16	23,000,000	23,000,000	0	23,000,000	0
SUMITOMO MITSUI BANCDYAN	02/05/16	02/05/16	02/05/16	75,000,000	75,000,000	0	75,000,000	0
TORONTO-DOMINION BANK/NY	02/12/16	02/12/16	02/12/16	10,000,000	10,000,000	0	10,000,000	0
TORONTO-DOMINION BANK/NY	02/24/16	02/24/16	02/24/16	50,000,000	50,000,000	0	50,000,000	0
UBS FINANCE (DELAWACP	02/16/16	02/16/16	02/16/16	100,000,000	100,000,000	0	100,000,000	0
UBS FINANCE (DELAWACP	02/18/16	02/18/16	02/18/16	150,000,000	150,000,000	0	150,000,000	0
UBS FINANCE (DELAWACP	02/23/16	02/23/16	02/23/16	100,000,000	100,000,000	0	100,000,000	0
UBS FINANCE (DELAWACP	02/25/16	02/25/16	02/25/16	165,900,000	165,900,000	0	165,900,000	0
BANK OF AMERICA TRIPARTY	02/01/16	02/01/16	02/01/16	485,000,000	485,000,000	0	485,000,000	0
BANK OF AMERICA TRIPARTY	02/02/16	02/02/16	02/02/16	155,000,000	155,000,000	0	155,000,000	0
BANK OF AMERICA TRIPARTY	02/03/16	02/03/16	02/03/16	230,000,000	230,000,000	0	230,000,000	0
BANK OF AMERICA TRIPARTY	02/04/16	02/04/16	02/04/16	15,000,000	15,000,000	0	15,000,000	0
BANK OF AMERICA TRIPARTY	02/05/16	02/05/16	02/05/16	240,000,000	240,000,000	0	240,000,000	0
BANK OF AMERICA TRIPARTY	02/08/16	02/08/16	02/08/16	195,000,000	195,000,000	0	195,000,000	0
BANK OF AMERICA TRIPARTY	02/09/16	02/09/16	02/09/16	290,000,000	290,000,000	0	290,000,000	0
BANK OF AMERICA TRIPARTY	02/10/16	02/10/16	02/10/16	330,000,000	330,000,000	0	330,000,000	0
BANK OF AMERICA TRIPARTY	02/11/16	02/11/16	02/11/16	235,000,000	235,000,000	0	235,000,000	0
BANK OF AMERICA TRIPARTY	02/12/16	02/12/16	02/12/16	255,000,000	255,000,000	0	255,000,000	0
BANK OF AMERICA TRIPARTY	02/16/16	02/16/16	02/16/16	307,000,000	307,000,000	0	307,000,000	0

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TRADING ACTIVITY FOR FEBRUARY 2016

Description	Maturity Date	Trade Date	Settle Date	Par or Shares	Principal	Traded Interest	Settlement Amount	Realized Gain(Loss)
BANK OF AMERICA TRIPARTY	02/17/16	02/17/16	02/17/16	145,000,000	145,000,000	0	145,000,000	0
BANK OF AMERICA TRIPARTY	02/18/16	02/18/16	02/18/16	475,000,000	475,000,000	0	475,000,000	0
BANK OF AMERICA TRIPARTY	02/19/16	02/19/16	02/19/16	330,000,000	330,000,000	0	330,000,000	0
BANK OF AMERICA TRIPARTY	02/22/16	02/22/16	02/22/16	205,000,000	205,000,000	0	205,000,000	0
BANK OF AMERICA TRIPARTY	02/23/16	02/23/16	02/23/16	320,000,000	320,000,000	0	320,000,000	0
BANK OF AMERICA TRIPARTY	02/24/16	02/24/16	02/24/16	495,000,000	495,000,000	0	495,000,000	0
BANK OF AMERICA TRIPARTY	02/25/16	02/25/16	02/25/16	255,000,000	255,000,000	0	255,000,000	0
BANK OF AMERICA TRIPARTY	02/26/16	02/26/16	02/26/16	500,000,000	500,000,000	0	500,000,000	0
BANK OF AMERICA TRIPARTY	02/29/16	02/29/16	02/29/16	350,000,000	350,000,000	0	350,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160202	02/02/16	02/02/16	02/02/16	400,000,000	400,000,000	0	400,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160203	02/03/16	02/03/16	02/03/16	300,000,000	300,000,000	0	300,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160204	02/04/16	02/04/16	02/04/16	300,000,000	300,000,000	0	300,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160205	02/05/16	02/05/16	02/05/16	100,000,000	100,000,000	0	100,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160208	02/08/16	02/08/16	02/08/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160209	02/09/16	02/09/16	02/09/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160211	02/11/16	02/11/16	02/11/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160212	02/12/16	02/12/16	02/12/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160216	02/16/16	02/16/16	02/16/16	240,000,000	240,000,000	0	240,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160217	02/17/16	02/17/16	02/17/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160218	02/18/16	02/18/16	02/18/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160219	02/19/16	02/19/16	02/19/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160222	02/22/16	02/22/16	02/22/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160223	02/23/16	02/23/16	02/23/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160224	02/24/16	02/24/16	02/24/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160225	02/25/16	02/25/16	02/25/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160226	02/26/16	02/26/16	02/26/16	200,000,000	200,000,000	0	200,000,000	0
SVENSKA HANDELSBANKTDCAY 0.36 20160229	02/29/16	02/29/16	02/29/16	200,000,000	200,000,000	0	200,000,000	0
Total Maturities				***16,037,797,000***	***16,037,797,000***	***0***	***16,037,797,000***	***0***
Sells								
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/02/16	02/02/16	69,863	69,863	0	69,863	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/03/16	02/03/16	3,570,227	3,570,227	0	3,570,227	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/05/16	02/05/16	2,165,769	2,165,769	0	2,165,769	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/09/16	02/09/16	901,448	901,448	0	901,448	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/09/16	02/09/16	698,472	698,472	0	698,472	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/09/16	02/09/16	732,097	732,097	0	732,097	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/09/16	02/09/16	224,748	224,748	0	224,748	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/11/16	02/11/16	2,975,195	2,975,195	0	2,975,195	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/12/16	02/12/16	25,413	25,413	0	25,413	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/17/16	02/17/16	1,606,854	1,606,854	0	1,606,854	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/17/16	02/17/16	389,520	389,520	0	389,520	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/17/16	02/17/16	2,786,208	2,786,208	0	2,786,208	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/19/16	02/19/16	2,424,435	2,424,435	0	2,424,435	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/23/16	02/23/16	1,247,369	1,247,369	0	1,247,369	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/25/16	02/25/16	1,346,226	1,346,226	0	1,346,226	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/26/16	02/26/16	100,075	100,075	0	100,075	0
DREYFUS GOVT CASH MGMT FUND	06/01/18	02/26/16	02/26/16	936,422	936,422	0	936,422	0
Total Sells				***22,200,341***	***22,200,341***	***0***	***22,200,341***	***0***

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Our Mission

Our mission is to provide superior investment management and trust services by proactively and comprehensively managing risk and adhering to the highest ethical, fiduciary, and professional standards.

Federated

MARTIN COUNTY, FLORIDA

INVESTMENT POLICY

Revised February 3, 2009

MARTIN COUNTY, FLORIDA

INVESTMENT POLICY

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I. SCOPE

This investment policy is developed and adopted pursuant to Section 218.415, Florida Statutes. This investment policy applies to all financial assets of Martin County, FL ("the County"), which are under the direct control of the Board of County Commissioners of Martin County, FL ("the Board") except (a) any pension funds (including funds governed by Sections 175 and 185, Florida Statutes, and (b) funds held pursuant to any bond resolution or indenture, unless specifically provided for in such resolution or indenture. This policy does not include any financial assets under the direct control of any of the Constitutional Officers of Martin County; provided, at such time as any funds under the direct control of such Constitutional Officers shall pass to the Board, this policy will become applicable.

Implementation of this investment policy is the responsibility of the Clerk of the Court ("the Clerk"), acting in her capacity as the Chief Financial Officer to the Board, pursuant to 28.33, Florida Statutes. The Clerk shall establish investment and accounting procedures to govern the day- to- day investment activities necessary to carry out this investment policy.

II. INVESTMENT OBJECTIVES

SAFETY OF CAPITAL

Safety of capital is the first priority in the handling of investments for Martin County. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they are from securities defaults or erosion of market value. Investment in derivative products is not authorized. From time to time securities may be traded for other similar securities to improve yield, maturity or credit risk. For these type transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:

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

MAINTENANCE OF ADEQUATE LIQUIDITY

Maintenance of liquidity is the second priority in the handling of investments for the County. The investment portfolio shall remain sufficiently liquid to meet all operating and capital requirements that may be reasonably anticipated.

RETURN ON INVESTMENTS

Achieving a fair market return on investment is the third priority in the handling of investments for the County. The investment portfolio shall be designed with the objective of attaining a market rate of return that takes into account investment risk constraints, liquidity needs and economic conditions.

III. PERFORMANCE MEASUREMENT

The investment portfolio shall be designed with the annual objective of equaling or exceeding the average return on three month (90 day) U.S. Treasury Bills.

IV. PRUDENCE AND ETHICAL STANDARDS

The County adopts the "Prudent Person Rule" which states that: "Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment." The "prudent person" concept discourages speculative risks in the management of the overall portfolio. It attaches primary significance to the preservation of capital and secondary importance to the generation of income and capital gains.

The Clerk and employees of the Clerk's office acting in accordance with this policy, and exercising due diligence, shall not be personally responsible for an individual security's credit risk or market price changes, provided the original investment decisions were made in good faith and that significant negative changes in market value or deteriorating credit are reported to the Board on a timely basis so that appropriate action can be taken to control further adverse developments.

V. AUTHORIZED INVESTMENTS

The Clerk shall invest and reinvest all funds held by or for the benefit of the County in:

A. The Local Government Surplus Funds Trust Fund, or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act, as provided in 163.01 F.S.;

B. Security and Exchange Commission registered money market funds with a Moody's credit rating of Aaa or Standard and Poor's (S & P) credit rating of "AAAm" or "AAAg";

C. Interest bearing time deposits or savings accounts in qualified public depositories, as defined in 280.02 F.S.;

D. Direct obligations of the U.S. Treasury;

E. Securities issued by Federal Agencies. These security types shall include primary obligations of the Federal Home Loan Bank (FHLB), the Federal National Mortgage Association ("Fannie Mae"), the Federal Home Loan Mortgage Company ("Freddie Mac") and the Federal Farm Credit Bank (FFCB) as well as mortgage-backed securities issued by the Government National Mortgage Association (GNMA) which carry the full-faith-and-credit of the US government.

F. Florida Local Government Investment Trust administered by the Florida

Association of Court Clerks.

G. Repurchase agreements having a defined termination date, governed by a Bond Market Association (BMA) master repurchase agreement and fully collateralized by Treasury or Federal agency securities held in the county's name with a third-party safekeeping agent.

VI. MATURITY AND LIQUIDITY

The investment portfolio shall remain sufficiently liquid to meet all operating and capital requirements that may be reasonably anticipated. To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Clerk shall not directly invest in individual securities maturing more than five (5) years from the date of purchase. Investments do not necessarily have to be made for the same length of time that the funds are available.

VII. PORTFOLIO COMPOSITION

The following guidelines are established for investments and limits on security issues, issuers and maturities:

A. Investment Pools

- Issues and Issuers - Authorized issues and issuers are the Local Government Surplus Funds Trust Fund administered by the State Board of Administration (SBA) and Florida Local Government Investment Trust (FLGIT) administered by the Florida Association of Court Clerks (FACC)

- Maturities - Not applicable

- Special Restrictions – Not applicable

- Issuer Composition Limits - Investments in the SBA are limited to 60% of the portfolio. Investments in the FLGIT are limited to 10% of the portfolio.

- Security Type Composition Limits – None

B. Money Market Funds

- Issues and Issuers - Authorized issues are the Securities and Exchange Commission registered money market funds with a Moody's credit rating of "Aaa" or Standard and Poor's (S & P) credit rating of "AAAm" or "AAAg". Authorized issuers are those banks or money managers sponsoring money market funds meeting the criteria of this policy

- Maturities - Not applicable

- Special Restrictions – A qualified fund must seek to maintain a stable net asset value of $1.00 per share. Securities in the portfolio underlying shares of a money market fund must be investments authorized by this policy.

- Issuer Limits - The County may not invest any more than $50 million in any single money market fund family. In addition, County Investment in any single money market fund shall not exceed 5% of the total balance of that particular fund.

- Security Type Composition Limits – Total Investment in combined money market funds are limited to 50% of the County portfolio.

C. Interest-bearing Time Deposits Accounts and Non-negotiable Certificates of Deposit (CD) in Qualified Public Depositories

- Issues and Issuers - Authorized issues are any savings account or CD issued by an authorized issuer. Authorized issuers are any state or nationally chartered bank, which qualifies as a public depository and has an office in Martin County.

- Maturities – Maturities are not applicable to savings accounts. Investments in CDs shall be limited to one (1) year from the date of deposit

- Special Restrictions – None

- Issuer Composition Limits - Investments in savings accounts and CDs issued by one issuer are limited to 10% of the portfolio.
- Security Type Composition Limits – Investments in savings accounts and CDs are limited to 30% of the portfolio.

D. Direct Obligations of the U.S. Treasury

- Issues and Issuers - Authorized issues may include, but not be limited to, any direct obligation of the U.S. Treasury: cash management bills, state and local government series (SLGS), bills, notes and bonds.

- Maturities –Investments in direct obligations of the U.S. Treasury shall be limited to five (5) years from the date of purchase.

- Special Restrictions – None

- Issuer Composition Limits – None

- Security Type Composition Limits – Investments in direct obligations of the U.S. Treasury are limited to 90% of the portfolio.

E. Securities issued by Federal Agencies –

- Issues and Issuers - These shall be limited to primary obligations of the Federal Home Loan Bank (FHLB), the Federal National Mortgage Association ("Fannie Mae"), the Federal Home Loan Mortgage Company ("Freddie Mac") and the Federal Farm Credit Bank (FFCB) as well as mortgage-backed securities issued by the Government National Mortgage Association (GNMA) which carry the full-faith-and-credit of the US government.

- Maturities – Federal agency maturities shall be limited to five (5) years from the date of purchase.

- Special Restrictions – None

- Issuer Composition Limits – Investment in any single issuer shall be limited to 25% of the total portfolio assets.

- Security Type Composition Limits – Investments in Federal agencies are limited to 50% of the portfolio.

The Clerk may approve temporary modifications to the guidelines from time to time based on liquidity or market conditions or current portfolio composition. Changes to these guidelines must be authorized in writing by the Clerk.

VIII. RISK AND DIVERSIFICATION

Assets held shall be diversified to control risks resulting from the over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which these instruments are bought and sold. Diversification strategies within the established guidelines shall be reviewed periodically by the authorized Clerk staff as defined in Section XIII.

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

Authorized Clerk staff shall only purchase securities from financial institutions which are qualified as public depositories by the Treasurer of the State of Florida or from primary securities dealers as designated by the Federal Reserve Bank of New York.

X. THIRD PARTY CUSTODIAL AGREEMENTS

The Board Chairperson and the Clerk will execute an agreement for a custodial account with a depository chartered by the United States Government or the State of Florida.

All securities purchased and/or collateral obtained by the Clerk shall be properly designated as an asset of the County and held in an account separate and apart from other assets held by the depository. No withdrawal of such securities, in whole or in part, shall be made from safekeeping except by authorized Clerk staff.

Security transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.

XI. BID REQUIREMENTS

After the Director of Finance or other authorized Clerk staff has determined the approximate maturity date based on cash flow needs and market conditions, and has analyzed and selected one or more optimal types of investments, a minimum of three (3) banks and/or dealers must be contacted and asked to provide bids (quotes) on the securities. Bids may be obtained by internet (E-mail) or fax, which document the person giving the bid, date and time, pricing and other relevant information. Bids will be released in compliance with Chapter 119 Florida Statutes (Florida Public Records Law).

The bid deemed best to meet the investment objectives set forth in Section II herein shall be selected unless otherwise required by law.

Acceptable current market price providers include, but are not limited to:

1. Bloomberg Information System or other on-line service
2. The Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing
3. Daily market pricing provided by the County's custody agents or their correspondent institutions

XII. INTERNAL CONTROLS

The Director of Finance shall establish and monitor a set of written internal controls designed to protect the County's funds and ensure proper accounting and reporting of the securities transactions. Such internal controls shall include, but not be limited to, the following:

A. All securities purchased or sold will be transferred only under the "delivery vs. payment" (DVP) method to ensure that funds or securities are not released until all criteria relating to the specific transaction are met.

B. The Director of Finance or authorized Clerk staff will accept, on behalf of and in the name of the County, bank trust receipts or confirmations as evidence of actual delivery of the obligations or securities in return for investment of funds.

C. Trust receipts or confirmations shall fully describe the various obligations or securities held. The receipt or confirmation shall state that the investment is held in the name of the County.

D. Securities shall be held by a third-party custodial bank and/or institution or a designated correspondent bank which has a correspondent relationship to the County's third-party custodian.

E. Other internal controls include:

1. Written documentation of telephone transactions
2. Adequate separation of duties
3. Custodial safekeeping
4. Supervisory control of employee actions and operations review
5. Performance evaluations and interim and annual reporting

F. The following positions are designated by the Clerk as having the authority to initiate all investment activities:

Chief Deputy Clerk
Director of Finance
Assistant Director of Finance

G. Internal controls shall be reviewed by the County's independent auditors as part of the annual financial audit.

XIII. CONTINUING EDUCATION

Authorized Clerk staff shall annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products.

XIV. REPORTING

The Clerk shall file monthly investment reports with the Board of County Commissioners. The report shall include securities in the portfolio by class or type, book value, income earned, average yield and portfolio allocation. In addition, on a quarterly basis, market values and performance measures shall be reported. Such report shall be available to the public.

LIST OF EXHIBITS:

EXHIBIT 1: FLORIDA STATUTES CHAPTER 218.415

EXHIBIT 2: RESOLUTION ESTABLISHING INVESTMENT POLICIES

EXHIBIT I

Select Year: 2008 Go

The 2008 Florida Statutes

Title XIV TAXATION AND FINANCE	Chapter 218 FINANCIAL MATTERS PERTAINING TO POLITICAL SUBDIVISIONS	View Entire Chapter

218.415 Local government investment policies.--Investment activity by a unit of local government must be consistent with a written investment plan adopted by the governing body, or in the absence of the existence of a governing body, the respective principal officer of the unit of local government and maintained by the unit of local government or, in the alternative, such activity must be conducted in accordance with subsection (17). Any such unit of local government shall have an investment policy for any public funds in excess of the amounts needed to meet current expenses as provided in subsections (1)-(16), or shall meet the alternative investment guidelines contained in subsection (17). Such policies shall be structured to place the highest priority on the safety of principal and liquidity of funds. The optimization of investment returns shall be secondary to the requirements for safety and liquidity. Each unit of local government shall adopt policies that are commensurate with the nature and size of the public funds within its custody.

(1) SCOPE.--The investment policy shall apply to funds under the control of the unit of local government in excess of those required to meet current expenses. The investment policy shall not apply to pension funds, including those funds in chapters 175 and 185, or funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds.

(2) INVESTMENT OBJECTIVES.--The investment policy shall describe the investment objectives of the unit of local government. Investment objectives shall include safety of capital, liquidity of funds, and investment income, in that order.

(3) PERFORMANCE MEASUREMENT.--The investment policy shall specify performance measures as are appropriate for the nature and size of the public funds within the custody of the unit of local government.

(4) PRUDENCE AND ETHICAL STANDARDS.--The investment policy shall describe the level of prudence and ethical standards to be followed by the unit of local government in carrying out its investment activities with respect to funds described in this section. The unit of local government shall adopt the Prudent Person Rule, which states that: "Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment."

(5) LISTING OF AUTHORIZED INVESTMENTS.--The investment policy shall list investments authorized by

the governing body of the unit of local government, subject to the provisions of subsection (16). Investments not listed in the investment policy are prohibited. If the policy authorizes investments in derivative products, the policy must require that the unit of local government's officials responsible for making investment decisions or chief financial officer have developed sufficient understanding of the derivative products and have the expertise to manage them. For purposes of this subsection, a "derivative" is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or index or asset values. If the policy authorizes investments in reverse repurchase agreements or other forms of leverage, the policy must limit the investments to transactions in which the proceeds are intended to provide liquidity and for which the unit of local government has sufficient resources and expertise.

(6) MATURITY AND LIQUIDITY REQUIREMENTS.--The investment policy shall require that the investment portfolio is structured in such manner as to provide sufficient liquidity to pay obligations as they come due. To that end, the investment policy should direct that, to the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash-flow requirements.

(7) PORTFOLIO COMPOSITION.--The investment policy shall establish guidelines for investments and limits on security issues, issuers, and maturities. Such guidelines shall be commensurate with the nature and size of the public funds within the custody of the unit of local government.

(8) RISK AND DIVERSIFICATION.--The investment policy shall provide for appropriate diversification of the investment portfolio. Investments held should be diversified to the extent practicable to control the risk of loss resulting from overconcentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. Diversification strategies within the established guidelines shall be reviewed and revised periodically, as deemed necessary by the appropriate management staff.

(9) AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS.--The investment policy should specify the authorized securities dealers, issuers, and banks from whom the unit of local government may purchase securities.

(10) THIRD-PARTY CUSTODIAL AGREEMENTS.--The investment policy shall provide appropriate arrangements for the holding of assets of the unit of local government. Securities should be held with a third party; and all securities purchased by, and all collateral obtained by, the unit of local government should be properly designated as an asset of the unit of local government. No withdrawal of securities, in whole or in part, shall be made from safekeeping, except by an authorized staff member of the unit of local government. Securities transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.

(11) MASTER REPURCHASE AGREEMENT.--The investment policy shall require all approved institutions and dealers transacting repurchase agreements to execute and perform as stated in the Master Repurchase Agreement. All repurchase agreement transactions shall adhere to the requirements of the

Master Repurchase Agreement.

(12) BID REQUIREMENT.--The investment policy shall require that the unit of local government's staff determine the approximate maturity date based on cash-flow needs and market conditions, analyze and select one or more optimal types of investment, and competitively bid the security in question when feasible and appropriate. Except as otherwise required by law, the bid deemed to best meet the investment objectives specified in subsection (2) must be selected.

(13) INTERNAL CONTROLS.--The investment policy shall provide for a system of internal controls and operational procedures. The unit of local government's officials responsible for making investment decisions or chief financial officer shall establish a system of internal controls which shall be in writing and made a part of the governmental entity's operational procedures. The investment policy shall provide for review of such controls by independent auditors as part of any financial audit periodically required of the unit of local government. The internal controls should be designed to prevent losses of funds which might arise from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees of the unit of local government.

(14) CONTINUING EDUCATION.--The investment policy shall provide for the continuing education of the unit of local government's officials responsible for making investment decisions or chief financial officer. Such officials must annually complete 8 hours of continuing education in subjects or courses of study related to investment practices and products.

(15) REPORTING.--The investment policy shall provide for appropriate annual or more frequent reporting of investment activities. To that end, the governmental entity's officials responsible for making investment decisions or chief financial officer shall prepare periodic reports for submission to the legislative and governing body of the unit of local government, which shall include securities in the portfolio by class or type, book value, income earned, and market value as of the report date. Such reports shall be available to the public.

(16) AUTHORIZED INVESTMENTS; WRITTEN INVESTMENT POLICIES.--Those units of local government electing to adopt a written investment policy as provided in subsections (1)-(15) may by resolution invest and reinvest any surplus public funds in their control or possession in:

(a) The Local Government Surplus Funds Trust Fund or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in s. 163.01.

(b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency.

(c) Interest-bearing time deposits or savings accounts in qualified public depositories as defined in s. 280.02.

(d) Direct obligations of the United States Treasury.

(e) Federal agencies and instrumentalities.

(f) Rated or unrated bonds, notes, or instruments backed by the full faith and credit of the government of Israel.

(g) Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.

(h) Other investments authorized by law or by ordinance for a county or a municipality.

(i) Other investments authorized by law or by resolution for a school district or a special district.

(17) AUTHORIZED INVESTMENTS; NO WRITTEN INVESTMENT POLICY.--Those units of local government electing not to adopt a written investment policy in accordance with investment policies developed as provided in subsections (1)-(15) may invest or reinvest any surplus public funds in their control or possession in:

(a) The Local Government Surplus Funds Trust Fund, or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in s. 163.01.

(b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency.

(c) Interest-bearing time deposits or savings accounts in qualified public depositories, as defined in s. 280.02.

(d) Direct obligations of the U.S. Treasury.

The securities listed in paragraphs (c) and (d) shall be invested to provide sufficient liquidity to pay obligations as they come due.

(18) SECURITIES; DISPOSITION.--

(a) Every security purchased under this section on behalf of the governing body of a unit of local government must be properly earmarked and:

1. If registered with the issuer or its agents, must be immediately placed for safekeeping in a location that protects the governing body's interest in the security;

2. If in book entry form, must be held for the credit of the governing body by a depository chartered by

the Federal Government, the state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in this state, and must be kept by the depository in an account separate and apart from the assets of the financial institution; or

3. If physically issued to the holder but not registered with the issuer or its agents, must be immediately placed for safekeeping in a secured vault.

(b) The unit of local government's governing body may also receive bank trust receipts in return for investment of surplus funds in securities. Any trust receipts received must enumerate the various securities held, together with the specific number of each security held. The actual securities on which the trust receipts are issued may be held by any bank depository chartered by the Federal Government, this state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in this state.

(19) SALE OF SECURITIES.--When the invested funds are needed in whole or in part for the purposes originally intended or for more optimal investments, the unit of local government's governing body may sell such investments at the then-prevailing market price and place the proceeds into the proper account or fund of the unit of local government.

(20) PREEXISTING CONTRACT.--Any public funds subject to a contract or agreement existing on October 1, 2000, may not be invested contrary to such contract or agreement.

(21) PREEMPTION.--Any provision of any special act, municipal charter, or other law which prohibits or restricts a local governmental entity from complying with this section or any rules adopted under this section is void to the extent of the conflict.

(22) AUDITS.--Certified public accountants conducting audits of units of local government pursuant to s. 218.39 shall report, as part of the audit, whether or not the unit of local government has complied with this section.

(23) AUTHORIZED DEPOSITS.--In addition to the investments authorized for local governments in subsections (16) and (17) and notwithstanding any other provisions of law, a unit of local government may deposit any portion of surplus public funds in its control or possession in accordance with the following conditions:

(a) The funds are initially deposited in a qualified public depository, as defined in s. 280.02, selected by the unit of local government.

(b) The selected depository arranges for the deposit of the funds in certificates of deposit in one or more federally insured banks or savings and loan associations, wherever located, for the account of the

unit of local government.

(c) The full amount of principal and accrued interest of each such certificate of deposit is insured by the Federal Deposit Insurance Corporation.

(d) The selected depository acts as custodian for the unit of local government with respect to such certificates of deposit issued for its account.

(e) At the same time the unit of local government's funds are deposited and the certificates of deposit are issued, the selected depository receives an amount of deposits from customers of other federally insured financial institutions, wherever located, equal to or greater than the amount of the funds initially invested by the unit of local government through the selected depository.

History.--s. 1, ch. 95-194; s. 2, ch. 97-9; s. 3, ch. 2000-264; ss. 66, 141, ch. 2001-266; s. 2, ch. 2005-126; s. 1, ch. 2007-89; s. 42, ch. 2008-4.

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EXHIBIT II

BEFORE THE BOARD OF COUNTY COMMISSIONERS

MARTIN COUNTY, FLORIDA

RESOLUTION NO. 09-2.7

A RESOLUTION APPROVING REVISIONS TO THE MARTIN COUNTY INVESTMENT POLICY ADOPTED BY RESOLUTION NO. 03-4.1

BE IT RESOLVED by the Board of County Commissioners (Board) of Martin County, Florida (County), as follows:

Section 1. Authority for this Resolution. This resolution is adopted pursuant to the provisions of Chapter 125, Part I, Florida Statutes, and Section 218.415, Florida Statutes.

Section 2. Findings. It is hereby found, determined, and declared by the Board as follows:

A. On April 1, 2003, the County adopted an Investment Policy which was attached as Exhibit A to Resolution Number 03-4.1.

B. The Board has approved revisions to the Investment Policy and the revised Investment Policy is attached hereto as Exhibit A, and is hereby approved and adopted as the revised investment policy of Martin County amending and replacing the prior Exhibit A in its entirety.

Section 3. Effective Date. This resolution shall take effect immediately upon its adoption.

DULY PASSED AND ADOPTED the 3rd day of February, 2009.

ATTEST:

Marsha Ewing, Clerk of Court

MARTIN COUNTY, FLORIDA

Susan L. Valliere, Chairman
Board of County Commissioners

APPROVED AS TO FORM:

Stephen Fry, County Attorney

RESOLUTION NO. 40-2014

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF PALM BEACH, PALM BEACH COUNTY, FLORIDA, AMENDING THE INVESTMENT POLICY FOR THE TOWN; PROVIDING AN EFFECTIVE DATE.

WHEREAS, on March 9, 2010, the Town adopted Resolution No. 33-10, adopting an Investment Policy for the Town; and

WHEREAS, on September 11, 2012, the Town adopted Resolution No. 98-2012 amending the Investment Policy for the Town; and

WHEREAS, upon review it has been determined that the Investment Policy should now be amended in the manner and form attached hereto.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF PALM BEACH, PALM BEACH COUNTY, AS FOLLOWS:

Section 1. This Resolution is hereby adopted to include the Town of Palm Beach Investment Policy as Exhibit "A" attached and made a part hereto.

Section 2. This Resolution shall become effective immediately upon passage by the Town Council.

PASSED AND ADOPTED in a regular, adjourned session of the Town Council of the Town of Palm Beach assembled this 11th day of March, 2014.

Gail L. Coniglio, Mayor

Absent
Robert N. Wildrick, Town Council President

William J. Diamond, Council President Pro Tem

Richard M. Kleid, Town Council Member

Michael J. Pucillo, Town Council Member

Penelope D. Townsend, Town Council Member

ATTEST:

Susan A. Owens, MMC, Town Clerk

Exhibit A

Investment Policy
Town of Palm Beach, Florida

Dated: March 11, 2014

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ATTACHMENT A: Glossary of Cash and Investment Management Terms
ATTACHMENT B: Investment Pool Fund Questionnaire

Investment Policy
of the
Town of Palm Beach

I. PURPOSE

The purpose of this Investment Policy (hereinafter "Policy") is to set forth the investment objectives and parameters for the management of the funds of the Town of Palm Beach, (hereinafter "Town"). This Policy is designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

II. SCOPE

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

III. INVESTMENT OBJECTIVES

Safety of Principal

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

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

A. The yield has been increased, or

B. The maturity has been reduced or lengthened, or

C. The quality of the investment has been improved.

Maintenance of Liquidity

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

Return on Investment

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

IV. DELEGATION OF AUTHORITY

Responsibility for management of the investment program is hereby delegated to the Finance Director, under the direction of the Town Manager. No investment activity shall take place except as provided under the terms of this Policy. The Town may appoint an outside investment manager as "Agent" for the Town's cash reserves. Such Investment Manager must be registered under the Investment Advisors Act of 1940. The "Agent" for the Town shall have discretion over the purchase and sale of securities within this investment Policy.

Positions authorized as investment signatories are the Town Manager and the Finance Director. If either of these individuals is unavailable, the Deputy Town Manager may authorize investment transactions in the place and stead of the Town Manager and the Assistant Finance Director may authorize investment transactions in the place and stead of the Finance Director.

In all cases, every investment transaction requires two authorizing signatures. However, the Town Manager and Deputy Town Manager are not authorized to countersign each other's signature. Nor are the Finance Director and Assistant Finance Director authorized to countersign each other's signature.

The Finance Director shall maintain an Investment Procedures and Internal Controls Manual based on this Policy. The Finance Director shall be responsible for monitoring internal controls, administrative controls and to regulate the activities of the Town's staff involved with the investment program.

V. STANDARDS OF PRUDENCE

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

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

While the standard of prudence to be used by investment officials who are officers or employees is the "Prudent Person" standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of "Prudent Expert". The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of

these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

VI. ETHICS AND CONFLICTS OF INTEREST

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

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

The Finance Director shall establish a system of internal controls and operational procedures that are in writing and made a part of the Town's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees. The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and "delivery vs. payment" procedures. No person may engage in an investment transaction except as authorized under the terms of this Policy. These procedures are intended to reduce the relatively low risk that material losses may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

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

VIII. CONTINUING EDUCATION

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

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

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

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

The Town's Investment Advisor(s) shall utilize and maintain its own list of approved primary and non-primary securities dealers.

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

X. MATURITY AND LIQUIDITY REQUIREMENTS

Operating Funds

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Investments of current operating funds shall have maturities of no longer than twelve (12) months.

Core Funds

Investments of reserves, project funds, debt proceeds and other non-operating funds ("core funds") shall have a term appropriate to the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years and the average duration of the funds as a whole may not exceed three (3) years.

XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

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

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

A. Telerate Information System

B. Bloomberg Information Systems

C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing

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

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

Examples of when this method may be used include:

A. When time constraints due to unusual circumstances preclude the use of the competitive bidding process

B. When no active market exists for the issue being traded due to the age or depth of the issue

C. When a security is unique to a single dealer, for example, a private placement

D. When the transaction involves new issues or issues in the "when issued" market

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

XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

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

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

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

A. United States Government Securities

1. Purchase Authorization

Authorized Staff may invest in negotiable direct obligations, or obligations the principal and interest of which are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to the following:

Cash Management Bills
Treasury Securities – State and Local Government Series (SLGS)
Treasury Bills
Treasury Notes
Treasury Bonds
Treasury Strips

2. Portfolio Composition

A maximum of 100% of available funds may be invested in the United States Government Securities.

3. Maturity Limitations

The length to maturity of any direct investment in the United States Government Securities is five (5) years from the date of purchase. Maturities longer than five (5) years require the Town's approval.

B. United States Government Agencies (full faith and credit of the United States Government)

1. Purchase Authorization

Authorized Staff may invest in bonds, debentures or notes issued or guaranteed by the United States Government agencies, provided such obligations are backed by the full faith and credit of the United States Government. Such securities will include, but not be limited to the following:

Government National Mortgage Association (GNMA)
United States Export – Import Bank
Direct obligations or fully guaranteed certificates of beneficial ownership
Farmer Home Administration
Certificates of beneficial ownership
Federal Financing Bank
Discount notes, notes and bonds
Federal Housing Administration Debentures
General Services Administration
New Communities Debentures
United States Government guaranteed debentures
United States Public Housing Notes and Bonds
United States Government guaranteed public housing notes and bonds
United States Department of Housing and Urban Development
Project notes and local authority bonds

2. Portfolio Composition

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

3. Limits on Individual Issuers

A maximum of 25% of available funds may be invested in individual United States Government agencies.

4. Maturity Limitations

The length to maturity for an investment in any United States Government agency security is five (5) years from the date of purchase.

C. Federal Instrumentalities (United States Government sponsored agencies which are non-full faith and credit).

1. Purchase Authorization

Authorized Staff may invest in bonds, debentures or notes issued or guaranteed by Untied States Government sponsored agencies (Federal Instrumentalities which are non-full faith and credit agencies) limited to the following:

Federal Farm Credit Bank (FFCB)
Federal Home Loan Bank or its District banks (FHLB)
Federal National Mortgage Association (FNMA)
Federal Home Loan Mortgage Corporation (Freddie-Macs) including Federal Home Loan Mortgage Corporation participation certificates

2. Portfolio Composition

A maximum of 80% of available funds may be invested in Federal Instrumentalities.

3. Limits on Individual Issuers

A maximum of 30% of available funds may be invested in any one issuer.

4. Maturity Limitations

The length to maturity for an investment in any Federal Instrumentality is five (5) years from the date of purchase.

D. Non-Negotiable Interest Bearing Time Certificates of Deposit

1. Purchase Authorization

Authorized Staff may invest in non-negotiable interest bearing time certificates of deposit or savings accounts in banks organized under the laws of this state and/or in national banks organized under the laws of the United States and doing business and situated in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes and provided that the bank is not listed with any recognized credit watch information service.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in non-negotiable interest bearing time certificates of deposit or savings accounts.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be deposited with any one issuer.

4. Maturity Limitations

The maximum maturity on any certificate shall be no greater than ~~one (1)~~ five (5) years from the date of purchase.

E. Repurchase Agreements

1. Purchase Authorization

a. Authorized Staff may invest in repurchase agreements comprised of only those investments based on the requirements set forth by the Town's Master Repurchase Agreement. All firms with whom the Town enters into repurchase agreements will have in place an executed Master Repurchase Agreement with the Town.

b. A third party custodian shall hold collateral for all repurchase agreements with a term longer than one (1) business day.

c. Securities authorized for collateral are negotiable direct obligations of the United States Government and Federal Instrumentalities with maturities under five (5) years and must have a mark-to-market value at a minimum of 102 percent during the term of the repurchase agreement. Immaterial short-term deviations from 102 percent requirement are permissible only upon the approval of the Authorized Staff.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in repurchase agreements with the exception of one (1) business day agreements and overnight sweep agreements.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be invested with any one institution with the exception of one (1) business day agreements and overnight sweep agreements.

4. Maturity Limitations

The maximum length to maturity of any repurchase agreement is 60 days from the date of purchase.

F. Commercial Paper

1. Purchase Authorization

Authorized Staff may invest in commercial paper of any United States company that is rated, at the time or purchase, "Prime-1" by Moody's and "A-1" by Standard & Poor's (prime commercial paper).

2. Portfolio Composition

A maximum of 35 ~~25~~% of available funds may be directly invested in prime commercial paper.

3. Limits on Individual Issuers

A maximum of 15% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

G. Corporate Notes

1. Purchase Authorization

The Finance Director may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time or purchase, must be rated at least single "A" category by any two (2) Nationally Recognized Statistical Rating Organizations ('NRSROs") ~~at a minimum "A" by Moody's and a minimum long term debt rating of "A" by Standard & Poor's.~~

2. Portfolio Composition

A maximum of 35 ~~25~~% of available funds may be directly invested in corporate notes and a maximum allocation in "A" rated securities of 10%.

3. Limits on Individual Issuers

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

4. Maturity Limitations

The maximum length to maturity for corporate notes shall be five (5) ~~3~~ years from the date of purchase.

~~H. Corporate Obligations~~

~~1. Purchase Authorization~~

~~The Authorized Staff may invest in corporate obligations issued by financial institutions that participate in the FDIC's Temporary Liquidity Guarantee Program and are fully~~

~~insured by the FDIC and are guaranteed by the full faith and credit of the United States Government.~~

~~2. Portfolio Composition~~

~~A maximum of 50% of available funds may be directly invested in corporate obligations.~~

~~3. Limits on Individual Issuers~~

~~A maximum of 25% of available funds may be invested with any one issuer.~~

~~4. Maturity Limitations~~

~~The maximum length to maturity for corporate obligations shall be 3 years from the date of purchase.~~

I. Bankers' Acceptances

1. Purchase Authorization

Authorized Staff may invest in bankers' acceptances which are issued by a domestic bank which has at the time of purchase, an unsecured, uninsured and unguaranteed obligation rating of at least "Prime-1" by Moody's or "A-1" by Standard & Poor's.

2. Portfolio Composition

A maximum of 35% of available funds may be directly invested in bankers' acceptances.

3. Limits on Individual Issuers

A maximum of 20% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for bankers' acceptances shall be 180 days from the date of purchase.

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

1. Purchase Authorization

Authorized Staff may invest in state and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, must be rated at least single "A" category by any two (2) Nationally Recognized Statistical Rating Organizations ('NRSROs") ~~rated at least "Aa" by Moody's or "AA" by Standard & Poor's for long-term debt~~, or rated at least "MIG-2" by Moody's or "SP-2" by Standard & Poor's for short-term debt.

2. Portfolio Composition

A maximum of 20% of available funds may be invested in taxable and tax-exempt debts.

3. Limits on Individual Issuers

A maximum of 20% of available funds may be invested with any one issuer.

4. Maturity Limitations

A maximum length to maturity for an investment in any state or local government debt security is five (5) ~~three (3)~~ years from the date of purchase.

K. Registered Investment Companies (Money Market Mutual Funds)

1. Investment Authorization

Authorized Staff may invest in shares in open-end and no-load money market funds provided such funds are registered under the Federal Investment Company Act of 1940 and operate in accordance with 17 C.F.R. § 270.2a-7, which stipulates that money market funds must have an average weighted maturity of 60 ~~90~~ days or less. In addition, the share value of the money market funds must be equal to $1.00.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in money market funds.

3. Limits of Individual Issuers

A maximum of 25% of available funds may be invested with any one money market fund.

4. Rating Requirements

The money market funds shall be rated "AAAm" by Standard & Poor's or the equivalent by another rating agency.

5. Due Diligence Requirements

A thorough review of any money market fund is required prior to investing, and on a continual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. ~~There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool/fund.~~

L. Intergovernmental Investment Pool

1. Investment Authorization

Authorized Staff may invest in intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in s. 163.01, F.S.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in intergovernmental investment pools.

3. Rating Requirements

The Intergovernmental Investment Pool shall be rated "AAA" by Standard & Poor's or a National Recognized Statistical Rating Organization ("NRSROs") ~~the equivalent by another rating agency.~~

4. Due Diligence Requirements

A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. ~~There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool.~~

XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

Investment in any derivative products or the use of reverse repurchase agreements is prohibited.
A "derivative" is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or indices or asset values.

XIV. PERFORMANCE MEASUREMENTS

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

A. The short-term investment portfolio shall be evaluated in comparison with the weighted average return (net book value rate of return) of the Standard & Poor's Local Government Investment Pool All 30 Day rate (LGIP30D). The Standard & Poor's LGIP30D represents Government Investment Pools that maintain a stable net asset value of $1 per share with an average maturity of 30 days and is rated in Standard & Poor's two highest money market fund rating categories: "AAAm" and "AAm."

B. Investment performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon will be compared to an index comprised of U. S. Treasury or Government securities. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios' total rate of return. Investments of bond reserves, construction funds, and other non-operating funds ("core funds") shall have a term appropriate to the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years.

C. In order to calculate the overall return for the Town's various investment portfolios, there will be a dollar weighted calculation for both the portfolio and the benchmark.

XV. REPORTING

On a monthly basis, the Finance Director shall generate reports for management purposes, and shall promptly submit such reports to the Town Manager. The report shall list securities in the portfolio by class or type, book value, income earned, and market value as of the report date. Current yield and total return for each pool and for the total of all reserves should be reported.

The Finance Director, management designee and/or Investment Advisor shall provide the Town Manager with a "Quarterly Investment Report" that summarizes but not limited to the following:

A. Recent market conditions, economic developments and anticipated investment conditions.

B. The investment strategies employed in the most recent quarter.

C. A description of all securities held in investment portfolios at month-end.

D. The total rate of return for the quarter and year-to-date versus appropriate benchmarks.

E. Any areas of the Policy concern warranting possible revisions to current or planned investment strategies. The market values presented in these reports will be consistent with accounting guidelines in GASB Statement 31.

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

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

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

Securities, with the exception of certificates of deposits, shall be held with a third party custodian; and all securities purchase by, and all collateral obtained by the Town should be properly designated as an asset of the Town. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the Town Manager and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, shall be permitted unless by such a duly authorized person.

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

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

XVII. INVESTMENT COMMITTEE

The Town has established an Investment Committee by Ordinance number 4-04. The ordinance provides for the appointments, terms, qualifications, functions, regulations and procedures regarding the activities of the committee.

XVIII. INVESTMENT POLICY ADOPTION

The Investment Policy shall be adopted by Town resolution. The Finance Director, Assistant Finance Director, and the Investment Committee shall review the Policy annually and submit recommendations to the Town Manager for review and approval. If a change in the Policy is recommended for approval by the Town Manager, the Finance Director will prepare the necessary report to Council.

APPROVED AS TO LEGAL FORM AND SUFFICIENCY

_____

TOWN ATTORNEY

Attachment A
Glossary of Cash and Investment Management Terms

Agency - A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U.S. Government. Federally sponsored agencies (FSAs) are backed by each particular agency with a market perception that there is an implicit government guarantee. An example of federal agency is the Government National Mortgage Association (GNMA). An example of a FSA is the Federal National Mortgage Association (FNMA).

Asked - The price at which securities are offered

Average Life - The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Bankers' Acceptance (BA) - A draft, bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

Basis Point - A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

Bid - The indicated price at which a buyer is willing to purchase a security or commodity.

Book Value - The value at which a security is carried on the inventory lists or other financial records of an investor. The book value may differ significantly from the security's current value in the market.

Broker - A broker brings buyer and sellers together for a commission.

Certificate of Deposit (CD) - A time deposit with a specific maturity evidenced by a certificate. Large-denomination CDs are typically negotiable.

Collateralization - Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

Commercial Paper - An unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

Convexity - A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Current Yield (Current Return) - A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

Dealer - A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

Delivery Versus Payment (DVP) - A type of securities transaction in which the purchaser pays for the securities when they are delivered either to the purchaser or his/her custodian.

Attachment A
Glossary of Cash and Investment Management Terms

Derivatives - For hedging purposes, common derivatives are options, futures, swaps and swaptions. All Collateralized Mortgage Obligations ("CMOs") are derivatives. (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities.

Derivative Security - Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Diversification - A process of investing assets among a range of security types by sector, maturity, and quality rating.

Duration - A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

Federal Home Loan Banks (FHLB) - Government sponsored wholesale banks (currently 12 regional banks) which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

Federal National Mortgage Association (FNMA) - FNMA, like GNMA, was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

Government National Mortgage Association (GNMA OR GINNIE MAE) - Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. The security holder is protected by full faith and credit of the U. S. Government. Ginnie Mae securities are backed by the FHA, VA, or FMHM mortgages. The term "passthroughs" is often used to describe Ginnie Maes.

Government Securities - An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, Bonds, and SLGS."

Internal Controls - An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

Attachment A
Glossary of Cash and Investment Management Terms

1. **Control of collusion** - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.

2. **Separation of transaction authority from accounting and record keeping** - By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.

3. **Custodial safekeeping** - Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.

4. **Avoidance of physical delivery securities** - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.

5. **Clear delegation of authority to subordinate staff members** - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.

6. **Written confirmation of transactions for investments and wire transfers** - Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.

7. **Development of a wire transfer agreement with the lead bank and third-party custodian** - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

Investment Company Act of 1940- Federal legislation that sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Liquidity - An asset that can be converted easily and quickly into cash.

Local Government Investment Pool (LGIP) - An investment by local governments in which their money is pooled as a method for managing local funds, (i.e., Florida State Board of Administration "SBA").

Long-Term Core Investment Program – Funds that are not needed within a one year period.

Mark-to-market - The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

Market Value - Current market price of a security.

Attachment A
Glossary of Cash and Investment Management Terms

Master Repurchase Agreement - A written contract covering all future transactions between parties to repurchase—reverse repurchase agreement that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

Maturity - The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity".

Money Market - The market in which short-term debt instruments (bills, commercial paper, bankers' acceptance, etc.) are issued and traded.

Money Market Mutual Fund - Mutual funds that invest solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, repos and federal funds).

National Association of Securities Dealers (NASD) - A self-regulatory organization (SRO) of brokers and dealers in the over-the-counter securities business. Its regulatory mandate includes authority over firms that distribute mutual fund shares as well as other securities.

Net Asset Value - The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)

[(Total assets) - (Liabilities)]/(Number of shares outstanding)

Par - Face value or principal value of a bond, typically $1,000 per bond.

Portfolio - Collection of securities held by an investor.

Principal - The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

Qualified Public Depository - Per Florida Statute 280, means any bank, saving bank or savings association that:

(a) Is organized and exists under the laws of the United States, the laws of this state or any other state or territory of the United States;
(b) Has its principal place of business in this state or has a branch office in this state which is authorized under the laws of this state or of the United States to receive deposits in this state.
(c) Has deposit insurance under the provision of the Federal Deposit Insurance Act, as amended, 12 U.S.C. ss.1811 seq.
(d) Meets all requirements of F.S. 280
(e) Has been designated by the Chief Financial Officer of the State of Florida as a qualified public depository.

Attachment A
Glossary of Cash and Investment Management Terms

Rate of Return - For fixed income securities (bonds and preferred stock), current yield, that is, the coupon or contractual dividend rate divided by the purchase price. For common stock, dividend yield, which is the annual dividend divided by the purchase price.

Repurchase Agreement (repo or RP) - An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price or at a specified later date.

Reverse Repurchase Agreement (Reverse Repo) - An agreement of one party to purchase securities at a specified price from a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

Safekeeping - Holding of assets (e.g., securities) by a financial institution.

Structured Notes - Notes issued by government sponsored enterprises (FHLB, FNMA, SLMA, etc.) and corporations which have imbedded options (e.g. call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by fluctuation of interest rates, the volatility of the imbedded options, and shifts in the shape of the yield curve.

Swap - Trading one asset for another.

Total Return - The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital gains) = Total Return

Treasury Bills - Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of $10,000. Auctions of three- and six-month bills are weekly, while auctions of one-year bills are monthly. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.

Treasury Notes - Intermediate U.S. government debt securities with maturities of one to 10 years and issued in denominations ranging from $1,000 to $1 million or more.

Treasury Bonds - Long-term U.S. government debt securities with maturities of ten years or longer and issued in minimum denominations of $1,000. Currently, the longest outstanding maturity for such securities is 30 years.

Weighted Average Maturity (WAM) - The average maturity of all the securities that comprise a portfolio. According to SEC rule 2a-7, the WAM for SEC registered money market mutual funds may not exceed 90 days and no one security may have a maturity that exceeds 397 days.

Yield - The current rate of return on an investment security generally expressed as a percentage of the security's current price.

Attachment A
Glossary of Cash and Investment Management Terms

Yield Curve - A graph showing the relationship at a single point in time between the available maturities of a security or similar securities with essentially identical credit risk and the yields that can be earned for each of those available maturities. A graphical depiction of the term structure of interest rates at any given point in time. Yield curves may be constructed for different instruments.

Yield-to-call (YTC) - The rate of return an investor earns from a bond assuming the bond is redeemed (called) prior to its nominal maturity date. Yield Curve - A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

Yield-to-maturity - The rate of return yielded by a debt security held to maturity when both interest payments and the investor's potential capital gain or loss are included in the calculation of return.

Zero-coupon Securities - Security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.

Attachment B
Investment Pool/Fund Questionnaire

1. A description of eligible investment securities, and a written statement of investment policy and objectives.

2. A description of interest calculations and how it is distributed, and how gains and losses are treated.

3. A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.

4. A description of who may invest in the program, how often, what size deposits and withdrawals are allowed.

5. A schedule for receiving statements and portfolio listings.

6. Are reserves, retained earnings, etc., utilized by the pool/fund?

7. A fee schedule, and when and how is it assessed.

8. Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?

Investment Policy
The City of West Palm Beach

Revised January 22, 2013

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INVESTMENT POLICY
CITY OF WEST PALM BEACH, FLORIDA

I. PURPOSE

The general objective of this policy is to provide guidelines to ensure that the securities portfolio is managed using sound investment practices to help achieve the earnings, asset/liability strategy, interest rate risk management and liquidity goals of the City.

The portfolio will fluctuate in size; quality and maturity based on the availability of investable funds, revenue, liquidity needs and interest rate risk management.

This policy establishes parameters for the acquisition and investment of City funding. Investments for the purposes of this document include any interest bearing, or capital appreciation assets. Approved investment alternatives are discussed in detail as well as dollar limitations for each investment type. Funding, for the purposes of this document, includes any funding instrument that is not originated as a result of the City's revenue stream. Approved sources of funding often referred to as "alternative funding", are discussed in detail as well as limitation on their use.

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

II. SCOPE

In accordance with Section 218.415, Florida Statues, this investment policy applies to the investment of cash and investment balances of the following funds:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Enterprise Funds
- Internal Service Funds
- Trust and Agency Funds

This policy does not apply to the investment of principal, interest, reserve, construction, capitalized interest, redemption or escrow accounts created by ordinance or resolution pursuant to the issuance of bonds where the investments are held by an authorized depository. Funds received and held in specific accounts in compliance with Federal or State grant awards are excluded from this policy. Additionally, this policy does not apply to funds not under investment control of the City, such as, the Police, Firefighters and the Employees Pension Funds. Cash and investment balances as defined in this Section are entirely known as "Available Fund".

III. INVESTMENT OBJECTIVES

The Investment and Liquidity Policy of The City of West Palm Beach, (the City) considered in combination with the Interest Rate Risk policy is designed to:

1) Manage liquidity for cash flow requirements
2) Manage interest rate risk within policy
3) Assist in managing the City's overall return on assets
4) Manage asset quality diversification of the City's assets
5) Manage and preserve the safety and integrity of the City's assets

Preservation of Principal

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

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

1) The yield has been increased, or
2) The maturity has been reduced or lengthened, or
3) The quality of the investment has been improved.

Maintenance of Liquidity

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

Return on Investment

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

IV. DELEGATION OF AUTHORITY

The management responsibility for all City funds in the investment program and investment transactions is delegated to the Finance Director or his Designee, who shall be a member of the Investment Committee. The Finance Director shall establish written procedures for the operation of the investment portfolio and a system of internal accounting and administrative controls to regulate the activities of employees.

Investment Managers:

The City may employ investment managers to assist in investing, monitoring, or advising on the City's investments. Such investment managers must be registered under the Investment

Advisors Act of 1940.

The Finance Director in conjunction with the Investment Committee is responsible for establishing a solicitation and selection process for securing professional investment managers. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices. The solicitation and selection process for such services shall comply with City Code requirements.

The City expects that its financial service providers (i.e. the "investment team") shall provide the City with objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any *conflicts of interest*.

All investment team members shall be required to provide full and complete disclosure, relative to agreements with other investment team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide the highest quality level of independent advice or service which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

The selection of the investment team shall, as a matter of policy, be done by having the City qualify and maintain, via a recurring RFQ process, a reasonable number of firms to participate in the investment of City funds. As part of this qualification process, and consistent with the City charter and small business program, the City desires the participation of small business investment firms, minority investment firms, women-owned investment firms and local/regional investment firms whenever possible. This method offers maximum flexibility and diversification of the City's investment portfolio.

V. INVESTMENT COMMITTEE

The City Commission has designated an Investment Committee consisting of the City Administrator or designee, Finance Director, Treasury Manager, Accounting Manager, and Budget Manager. It will be their responsibility to manage the City's balance sheet which includes: the maintenance of asset quality; an appropriate mix of assets and liabilities; measurement and management of interest rate and liquidity risk and adequate levels of capital.

The Investment Committee will perform all of its duties in accordance with the City's Charter. Such duties shall include, meeting at least quarterly in order to oversee the City's financial management to include: strategic planning, budgeting, forecasting, financial reporting, and the accounting and treasury management functions.

VI. STANDARDS OF PRUDENCE

The standard of prudence to be used by City's staff shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program. The Finance Director or his Designee, who shall be a member of the Investment Committee, acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of any personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the City Administrator and the Investment Committee in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The Prudent Person standard is as follows:

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of

their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

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

VII. ETHICS AND CONFLICTS OF INTEREST

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

VIII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

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

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

Any identified policy violations are to be immediately mitigated and reported to the Investment Committee. Exceptions may be approved for specific circumstances, without revising policy. Such exception approvals will be documented in the meeting minutes of the investment committee.

IX. CONTINUING EDUCATION

All members of the Investment Committee will complete at least 10 hours of continuing education each fiscal year. Continuing education will be in the form of an actual training event such as attending conferences in person, through webinars or conference calls. The education should be focused on economics, ethics, financial accounting and/or investment related topics. The Finance Director or his Designee will maintain a record of each member continuing education credit hours.

X. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

Authorized City staff shall only purchase securities from Financial Institutions; which are qualified as "Public Depositories" by the Treasurer or the Chief Financial Officer of the State of Florida; from direct issuers of commercial paper and Bankers' Acceptances; institutions designated as or clearing through Primary Securities Dealers; or Regional Broker/Dealers who are members in good standing of FINRA Public Depositories may provide the services of a securities dealer through a Section 20 subsidiary of the financial institution.

Due Diligence files for each Securities Brokerage will be maintained in the office of the Treasury Manager. At a minimum, the due diligence file will include; annual financial statements from the brokerage, and/or the parent firm; a credit review and analysis to include key financial ratios and counterparty risk; an updated report from FINRA on each broker with whom the City conducts business.

For Public Depositories with whom the City conducts business, a QPD form DFS-J1-1295 will be obtained annually.

The City's core funds investment managers, under contract with the City, are permitted to select the best type of broker/dealer that provides the City with the best bid/offer on each security as required in Section XII of this policy.

For the investment of debt proceeds, financial institutions shall be selected pursuant to the debt covenants created by ordinance or resolution pursuant to the issuance of bonds.

XI. MATURITY AND LIQUIDITY REQUIREMENTS

In the 4th quarter of each fiscal year a cash flow analysis will be completed to determine the acceptable allocation and balances for each of the following funds. The Treasury Manager will be responsible for the cash flow analysis, which will be presented to the Finance Director and the Investment Committee for review.

Operating Funds

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

Core Funds

Investments of reserves, capital funds, and other non-operating funds ("Long-Term Portfolio") shall have a term appropriate to the need for funds, but in no event shall exceed seven (7) years and the average duration of the portfolio as a whole may not exceed three (3) years.

XII. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

After the Finance Director or his Designee, who shall be a member of the investment committee has determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) authorized investment institutions or dealers must be contacted and asked to provide bids/offers on securities in question. Bids will be held in confidence until the bid/offer deemed to best meet the investment objectives is determined and selected.

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

1) Telerate Information System
2) Bloomberg Financial System
3) Wall Street Journal or a comparable recognized financial publication
4) Daily market pricing provided by the City's custodian bank or correspondent institutions

Examples of when this method may be used include the following:

1) When time constraints due to unusual circumstances preclude the use of the competitive bidding process
2) When no active market exists for the issue being traded due to the age or depth of the issue
3) When a security is unique to a single dealer (i.e. private placement)
4) When the transaction involves a new issue or when issue market

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

XIII. AUTHORIZED INVESTMENTS INSTRUMENTS AND PORTFOLIO COMPOSITION

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

The following are the investment instrument requirements and allocation limits on security types, issuers, and maturities, as established by the City. For the purpose of complying with allocation limits, the term "Available Funds" is defined as Section II of this policy and not including balances invested in the overnight sweep investment. The Finance Director or his designee, and the Investment Committee shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocation requirements for investment types and issuers are calculated based on the market value of each investment. Investments not listed in this policy are prohibited.

The allocation limits and security types do not apply to the investment of debt proceeds. These investments shall be governed by the debt covenant created by ordinance or resolution pursuant to the issuance of bonds.

Investments rated less A by Moody's, S&P, Fitch or any other nationally recognized statistical rating agency equivalent ("NRSRO") may not be purchased, but may be held in the portfolio if downgrade was subsequent to purchase. However, every effort should be made to sell the position and minimize the loss.

A) The Florida Prime Fund, as administered by the Florida State Board of Administration ("SBA"). Invest in the Florida Prime Fund, provided the stated objectives of the Florida Prime Fund are followed which include: to provide a short-term, very liquid, high quality investment vehicle to participating local governments, to purchase securities consistent with Section 215.47,

Florida Statutes and to operate the pool as a "2a7-like" fund using the Securities and Exchange Commission investment requirements for 2a-7.

Maximum Term	5 years
Maximum Aggregate Position	20% of available funds
Rating	AAAm or AAAm-G

Due Diligence Requirements - A thorough review of the SBA is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director or his Designee that will contain a list of questions that covers the major aspects of the SBA's Investment Policy requirements.

B) United States Treasury Securities – Principal and Interest guaranteed by the full faith and credit of the United States Government. Securities will include, US Treasury Bonds, Notes, Bills, Strips, State and Local Government Series (SLGS) or Cash Management Bills.

Maximum Term	10 years
Maximum Aggregate Position	100% of available funds
Rating	AA or better

C) United States Government Agencies - Principal and Interest backed by the full faith and credit of the United States Government. Securities will include; Government National Mortgage Association (GNMA) mortgage backed bonds and pass thru obligations, US Export-Import Bank (EXIM), Farmer Home Administration, Federal Financing Bank, Federal Housing Administration (FHA), General Services Administration (GSA), US Maritime Administration, New Communities Debentures, US Public Housing and US Department of Housing and Urban Development (HUD)

Maximum Term	7 years
Maximum Aggregate Position	50% of available funds
Maximum in any one agency	25% of available funds
Rating	AA or better

D) United States Government Instrumentalities - Principal and Interest is not backed by the full faith and credit of the United States Government or an agency thereof, commonly known as Government Sponsored Enterprises (GSE's) to include Federal Farm Credit Bank (FFCB), Federal Home Loan Bank (FHLB), Federal National Mortgage Association (FNMA), Federal Home Loan Mortgage Association (FHLMC).

Maximum Term	7 years
Maximum Aggregate Position	80% of available funds
Maximum in any one entity	50% of available funds
Rating	AA or better

E) Mortgage-Backed Securities (MBS) – Federal National Mortgage Association (FNMA), Federal Home Loan Mortgage Corporation (FHLMC) in which the underlying collateral from the investments are mortgages that are guaranteed by a government sponsored entity as to the payment of principal and interest, but in no case shall MBS where more than 25% of the underlying collateral is Alt-A non-conforming or Private Label Collateralized Mortgage Obligations be allowed.

Maximum Term	7 years
Maximum Aggregate Position	30% of available funds
Maximum in any one pool	20% of available funds
Rating	AA or better

F) Interest Bearing Time Certificates of Deposit or Saving Accounts – Non-negotiable interest bearing time certificates of deposit or savings accounts with banks organized under the laws of the State of Florida and/or in national banks organized under the laws of the United States and doing business and situated in the State of Florida, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes. Additionally the bank shall not be under any credit watch by any recognized rating agency, nor shall the bank be under any regulatory order by their primary regulator (i.e. OCC, OTS, Federal Reserve).

Maximum Term	1 year
Maximum Aggregate Position	25% of available funds
Maximum on Individual Issuers	15% of available funds

G) Interest Bearing Time Certificates of Deposit with Domestic (Non-Florida) Institutions – Non-negotiable interest bearing time certificates of deposit with banks organized under the laws of the United States, provided that such deposits are insured by the FDIC, up to the maximum limit currently in force. Additionally, the bank shall not be under any credit watch by any recognized rating agency, nor shall the bank be under any regulatory order by their primary regulator (i.e. OCC, OTS, Federal Reserve Bank)

Maximum Term	1 year
Maximum Aggregate Position	10% of available funds
Maximum on Individual Issuers	up to FDIC insurance limit

H) Repurchase Agreements - Investment in repurchase agreements is limited to only those investments based on the requirements set forth by the City's Master Repurchase Agreement. All firms are required to sign the Master Repurchase Agreement prior to the execution of a repurchase agreement transaction

A third party custodian with whom the City has a current custodial agreement shall hold the collateral for all repurchase agreements with a term longer than one (1) business day. A clearly marked receipt that shows evidence of ownership must be supplied to the Director of Finance and retained.

Securities authorized for collateral are negotiable direct obligations of the United States Government, Government Agencies, and Federal Instrumentalities with maturities under five (5) years and must have a market value for the principal and accrued interest of 102 percent of the value and for the term of the repurchase agreement. Immaterial short-term deviations from 102 percent requirement are permissible only upon the approval of the Finance Director.

Maximum Term	90 days
Maximum Aggregate Position	50% of available funds (excluding (1) business day agreements and overnight sweep agreements
Maximum on Individual Issuers	25% of available funds

Overnight sweep investments for the purpose of calculating investment performance will be excluded from the calculation.

I) Commercial Paper - Invest in commercial paper of any United States company that is rated, at the time of purchase, "Prime-1" by Moody's or "A-1" by Standard & Poor's (prime commercial paper) or the equivalent by another NRSRO.

Maximum Term	270 days
Maximum Aggregate Position	25% of available funds

Maximum on Individual Issuers	5% of available funds
Rating	A-1, P-1

J) Corporate Notes - Invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a minimum long term debt rating, at the time of purchase, of "A" by Moody's and a minimum long term debt rating of "A" by Standard & Poor's or the minimum equivalent by another NRSRO.

Maximum Term	7 years
Maximum Aggregate Position	25% of available funds
Maximum on A Rated Issuers	10% of available funds
Rating	A or better

K) Bankers' Acceptances - Invest in Bankers' Acceptances issued by a domestic bank or a federally chartered domestic office of a foreign bank, which are eligible for purchase by the Federal Reserve System, at the time or purchase, the short-term paper is rated, at a minimum, "P-1" by Moody's Investors Services and "A-1" Standard & Poor's or the equivalent by another NRSRO.

Maximum Term	180 days
Maximum Aggregate Position	25% of available funds
Maximum on Individual Issuers	5% of available funds
Rating	A-1, P-1

L) State and/or Local Government Taxable and/or Tax-Exempt Debt – All debt issued by a state, county or city which represent general obligations (GO) of the issuer or revenue bonds, rated at least Aa (Moody's) and AA (S&P) or the equivalent by another NRSRO for long term debt or MIG-1 (Moody's) and SP-1 (S&P) or the equivalent by another NRSRO for short term debt. Municipal Securities, which are rated AA/Aa or better as a result of credit enhancement insurance guarantees shall not be purchased unless the underlying standalone credit rating of the municipality is AA/Aa or better.

Maximum Term	5 years
Maximum Aggregate Position	20% of available funds
Maximum on Individual Issuers	5% of available funds
Rating	AA/Aa underlying

M). Registered Investment Companies (Money Market Mutual Funds)** -Invest in shares of open-end, no-load money market mutual funds provided such funds are registered under the Federal Investment Company Act of 1940 and operate in accordance with 17 C.F.R. § 270.2a-7, which stipulates that money market mutual funds must have an weighted average maturity (WAM) of 60 days or less. The prospectus of such funds must indicate that the share value shall not fluctuate

Maximum Aggregate Position	50% of available funds
Maximum on Individual Funds	25% of available funds
Rating	AAAm or AAAm-G

N) Registered Investment Companies (Mutual Funds)** – Shares of open-end, no-load, institutional class mutual funds with fluctuating net asset values (NAV) provided that such funds are registered under the Investment Company Act of 1940. The prospectus must indicate that the funds average duration is maintained at 3 years or less and the fund invests exclusively in investment instruments as authorized by this policy.

Maximum Aggregate Position	40% of available funds
Maximum on Individual Funds	20% of available funds
Rating	AAAf

O) Intergovernmental Investment Pool** – As provided by §163.01 of the Florida Interlocal Cooperation Act.

Maximum Aggregate Position	25% of available funds
Maximum on Individual Funds	5% of available funds
Rating	AAAm

**The Due Diligence requirement for Registered Investment Companies and Investment Pools dictates that a thorough investigation of any mutual funds or pool is required prior to investing and on a continual basis. Analysis will contain information such as adherence to stated objective, compliance with the City's investment policy as to underlying investments, management changes, style drift, performance as compared to peer group, performance versus the relevant benchmark. A current prospectus must be obtained and reviewed prior to investing. Positions must be monitored monthly to identify any variance from original investment.

The Finance Director will utilize the questionnaire contained herein in Attachment B.

O) OPEB Trust – In accordance with Article V, section 5.1(a) and 5.1(b), the trustees shall have the power and authority to invest and reinvest consistent with a prudent investor standard, not constrained by any limitation restricting investments in common stocks to a percentage of the Trust Fund or to a percentage of the total market value of the Trust Fund. Further the Trustees shall have power an authority to invest in any stocks, bonds, or other property, real or personal, including improved real estate and equity interests in real estate, where such an investment appears to the Trustees, in their discretion and consistent with their fiduciary obligations, to be in the best interest of the Trust Fund, judged by the then prevailing business conditions and standards.

This authority applies only to OPEB funds, and not to general investment funds of the City.

P) Discretionary Investment – The Finance Director in conjunction with the approval of the investment committee shall have discretionary prudent expert authority to invest two percent (2%) of available funds, in unlisted vehicles or listed securities, which may from time to time become available.

XIV. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

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

XV. PERFORMANCE MEASUREMENTS

In order to assist in the evaluation of the portfolios' performance, the City will use nationally recognized performance benchmarks for the Short-Term and Long-Term portfolios. The use of benchmarks will allow the City to measure its returns against other investors in the same markets. Performance calculations will not include any balances invested in the overnight sweep accounts.

A. A nationally recognized Money Market Fund Index, such as the Standard and Poor's Governmental Investment Pool Index ("GIP") Government 30 day gross yield index, 91 day T-bill average, Fed Funds rate or 3 month CD rate will be used as a benchmark as compared to the portfolios' net book value rate of return for current operating funds (short-term portfolio).

B. Investment performance of the Long-Term Portfolio will be compared to an index comprised of U. S. Treasury, Government Agency, Corporate securities, Commercial Paper and other obligations which best mirror the City's Investment Portfolio as determined by the Investment Committee. The appropriate index will have a duration and asset mix that approximates the City's portfolio and will be utilized as a benchmark to be compared to the portfolio's total rate of return.

XVI. REPORTING

The Treasury Manager shall provide the City Administrator and Finance Director with an investment report, at least quarterly, which includes a listing of the holdings in the portfolio at cost and market value. The summary report should include the following information:

1) Description of Security
2) Book Value
3) Average Life, Duration and Final Maturity
4) Book Yield
5) Coupon
6) Performance comparisons versus relevant Benchmarks
7) Percentage of available funds represented by each investment type
8) Par Value, Original Cost and Market Value
9) Current Worst Rating by any of the NRSRO's

The Finance Director or his designee shall provide the Investment Committee with quarterly performance investment reports. Once reviewed by the Investment Committee the reports shall be submitted to the City Commission.

At the end of each fiscal year, the Finance Director or his Designee shall prepare and submit to the City Commission a written report on all Available Funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, income earned, the book value, the market value and the yield on each investment.

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

XVII. THIRD-PARTY CUSTODIAL AGREEMENTS

All securities, with the exception of certificates of deposits, shall be held with a third party custodian and all securities purchased by, and all collateral obtained by the City should be properly designated as an asset of the City. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida as defined in Section 658.12, Florida Statutes, or by a national association organized and existing under the laws of the United States, which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.

Fidelity bond coverage information from the depositories and satisfactory control reports from the security depository's independent auditors (i.e. SAS-70) shall be obtained and reviewed annually.

The Finance Director, upon approval of the City Commission, will execute on behalf of the City, third party custodial agreement(s) with its bank(s) and depository institution(s). Such agreements may include letters of authority from the City, details as to the responsibilities of each party, method of notification of security purchases, sales, delivery, procedures related to repurchase agreements and wire transfers, safekeeping and transaction costs, procedures in case of wire failure or other unforeseen mishaps and describing the liability of each party.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the City of West Palm Beach and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, shall be permitted unless by such a duly authorized person.

The custodian shall provide the Finance Director or his Designee with monthly statements that provide detail information on the securities held by the custodian. Security transactions between authorized investment institutions and dealers and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

XVIII. INVESTMENT POLICY ADOPTION

This investment policy shall be adopted by City resolution. The Investment Committee shall review the policy annually and the City Commission shall approve any modification made thereto.

APPROVED AND ADOPTED BY THE CITY COMMISSION ON _____.

Attachment A
Glossary of Cash and Investment Management Terms

Accrued Interest - Interest earned but which has not yet been paid or received.

Agency - See "Federal Agency Securities."

Ask Price - Price at which a broker/dealer offers to sell a security to an investor. Also known as "offered price."

Asset Backed Securities (ABS) - A fixed-income security backed by notes or receivables against assets other than real estate. Generally issued by special purpose companies that "own" the assets and issue the ABS. Examples include securities backed by auto loans, credit card receivables, home equity loans, manufactured housing loans, farm equipment loans and aircraft leases.

Average Life - The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Bankers' Acceptance (BA's) - A draft or bill of exchange drawn upon and accepted by a bank. Frequently used to finance shipping of international goods. Used as a short-term credit instrument, bankers' acceptances are traded at a discount from face value as a money market instrument in the secondary market on the basis of the credit quality of the guaranteeing bank.

Basis Point - One hundredth of one percent, or 0.01%. Thus 1% equals 100 basis points.

Bearer Security - A security whose ownership is determined by the holder of the physical security. Typically, there is no registration on the issuer's books. Title to bearer securities is transferred by delivery of the physical security or certificate. Also known as "physical securities."

Benchmark Bills - In November 1999, FNMA introduced its Benchmark Bills program, a short-term debt securities issuance program to supplement its existing discount note program. The program includes a schedule of larger, weekly issues in three- and six-month maturities and biweekly issues in one-year for Benchmark Bills. Each issue is brought to market via a Dutch (single price) auction. FNMA conducts a weekly auction for each Benchmark Bill maturity and accepts both competitive and non-competitive bids through a web based auction system. This program is in addition to the variety of other discount note maturities, with rates posted on a daily basis, which FNMA offers. FNMA's Benchmark Bills are unsecured general obligations that are issued in book-entry form through the Federal Reserve Banks. There are no periodic payments of interest on Benchmark Bills, which are sold at a discount from the principal amount and payable at par at maturity. Issues under the Benchmark program constitute the same credit standing as other FNMA discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

Benchmark Notes/Bonds - Benchmark Notes and Bonds are a series of FNMA "bullet" maturities (non-callable) issued according to a pre-announced calendar. Under its Benchmark Notes/Bonds program, 2, 3, 5, 10 and 30-year maturities are issued each quarter. Each Benchmark Notes new issue has a minimum size of $4 billion, 30-year new issues having a minimum size of $1 billion, with re-openings based on investor demand to further enhance liquidity. The amount of non-callable issuance has allowed FNMA to build a yield curve in Benchmark Notes and Bonds in maturities ranging from 2 to 30 years. The liquidity emanating from these large size issues has facilitated favorable financing opportunities through the

development of a liquid overnight and term repo market. Issues under the Benchmark program constitute the same credit standing as other FNMA issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Benchmark - A market index used as a comparative basis for measuring the performance of an investment portfolio. A performance benchmark should represent a close correlation to investment guidelines, risk tolerance and duration of the actual portfolio's investments.

Bid Price - Price at which a broker/dealer offers to purchase a security from an investor.

Bond Market Association (BMA) - The bond market trade association representing the largest securities markets in the world. In addition to publishing a Master Repurchase Agreement, widely accepted as the industry standard document for Repurchase Agreements, the BMA also recommends bond market closures and early closes due to holidays.

Bond - Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment.

Book Entry Securities - Securities that are recorded in a customer's account electronically through one of the financial markets electronic delivery and custody systems, such as the Fed Securities wire, DTC and PTC

(as opposed to bearer or physical securities). The trend is toward a certificate-free society in order to cut down on paperwork and to diminish investors' concerns about the certificates themselves. The vast majority of securities are now book entry securities.

Book Value - The value at which a debt security is reflected on the holder's records at any point in time. Book value is also called "amortized cost" as it represents the original cost of an investment adjusted for amortization of premium or accretion of discount. Also called "carrying value." Book value can vary over time as an investment approaches maturity and differs from "market value" in that it is not affected by changes in market interest rates.

Broker/Dealer - A person or firm transacting securities business with customers. A "broker" acts as an agent between buyers and sellers, and receives a commission for these services. A "dealer" buys and sells financial assets from its own portfolio. A dealer takes risk by owning inventory of securities, whereas a broker merely matches up buyers and sellers. See also "Primary Dealer."

Bullet Notes/Bonds - Notes or bonds that have a single maturity date and are non-callable.

Call Date - Date at which a call option may be or is exercised.

Call Option - The right, but not the obligation, of an issuer of a security to redeem a security at a specified value and at a specified date or dates prior to its stated maturity date. Most fixed-income calls are a par, but can be at any previously established price. Securities issued with a call provision typically carry a higher yield than similar securities issued without a call feature. There are three primary types of call options (1) European - one-time calls, (2) Bermudan - periodically on a predetermined schedule (quarterly, semi-annual, annual), and (3) American - continuously callable at any time on or after the call date. There is usually a notice period of at least 5 business days prior to a call date.

Callable Bonds/Notes - Securities, which contain an imbedded call option giving the issuer, the right to redeem the securities prior to maturity at a predetermined price and time.

Certificate of Deposit (CD) - Bank obligation issued by a financial institution generally offering a fixed rate of return (coupon) for a specified period of time (maturity). Can be as long as 10 years to maturity, but most CDs purchased by public agencies are one year and under.

Collateral - Investment securities or other property that a borrower pledges to secure repayment of a loan, secure deposits of public monies, or provide security for a repurchase agreement.

Collateralization - Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

Collateralized Mortgage Obligation (CMO) - A security that pools together mortgages and separates them into short, medium, and long-term positions (called tranches). Tranches are set up to pay different rates of interest depending upon their maturity. Interest payments are usually paid monthly. In "plain vanilla" CMOs, principal is not paid on a tranche until all shorter tranches have been paid off. This system provides interest and principal in a more predictable manner. A single pool of mortgages can be carved up into numerous tranches each with its own payment and risk characteristics.

Commercial Paper - Short term unsecured promissory note issued by a company or financial institution. Issued at a discount and matures for par or face value. Usually a maximum maturity of 270 days, and given a short-term debt rating by one or more NRSROs.

Convexity - A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Corporate Note - A debt instrument issued by a corporation with a maturity of greater than one year and less than ten years.

Counterparty - The other party in a two party financial transaction. "Counterparty risk" refers to the risk that the other party, to a transaction, will fail in its related obligations. For example, the bank or broker/dealer in a repurchase agreement.

Coupon Rate - Annual rate of interest on a debt security, expressed as a percentage of the bond's face value.

Current Yield - Annual rate of return on a bond based on its price. Calculated as (coupon rate / price), but does <u>not</u> accurately reflect a bond's true yield level.

Custody - Safekeeping services offered by a bank, financial institution or trust company, referred to as the "custodian." Service normally includes the holding and reporting of the customer's securities, the collection and disbursement of income, securities settlement and market values.

Dealer - A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

Delivery Versus Payment (DVP) - Settlement procedure in which securities are delivered versus payment of cash, but only after cash has been received. Most security transactions, including those through the Fed Securities Wire system and DTC, are done DVP as a protection for both the buyer and seller of securities.

Depository Trust Company (DTC) - A firm through which members can use a computer to arrange for securities to be delivered to other members without physical delivery of certificates. A member of the Federal Reserve System and owned mostly by the New York Stock Exchange,

the Depository Trust Company uses computerized debit and credit entries. Most corporate securities, commercial paper, CDs and BAs clear through DTC.

Derivatives - For hedging purposes, common derivatives are options, futures, swaps and swaptions. All Collateralized Mortgage Obligations ("CMOs") are derivatives. (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

Derivative Security - Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Designated Bond - FFCB's regularly issued, liquid, non-callable securities that generally have a 2 or 3 year original maturity. New issues of Designated Bonds are $1 billion or larger. Re-openings of existing Designated Bond issues are generally a minimum of $100 million. Designated Bonds are offered through a syndicate of two to six dealers. Twice each month the Funding Corporation announces its intention to issue a new Designated Bond, reopen an existing issue, or to not issue or reopen a Designated Bond. Issues under the Designated Bond program constitute the same credit standing as other FFCB issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Discount Notes - Unsecured general obligations issued by Federal Agencies at a discount. Discount notes mature at par and can range in maturity from overnight to one year. Very large primary (new issue) and secondary markets.

Discount Rate - Rate charged by the system of Federal Reserve Banks on overnight loans to member banks. Changes to this rate are administered by the Federal Reserve and closely mirror changes to the "fed funds rate."

Discount Securities - Non-interest bearing money market instruments that are issued at discount and redeemed at maturity for full face value. Examples include: U.S. Treasury Bills, Federal Agency Discount Notes, Bankers' Acceptances and Commercial Paper.

Discount - The amount by which a bond or other financial instrument sells below its face value. See also "Premium."

Diversification - Dividing investment funds among a variety of security types, maturities, industries and issuers offering potentially independent returns.

Dollar Price - A bond's cost expressed as a percentage of its face value. For example, a bond quoted at a dollar price of 95 ½, would have a principal cost of $955 per $1,000 of face value.

Duff & Phelps - One of several NRSROs that provide credit ratings on corporate and bank debt issues.

Duration - The weighted average maturity of a security's or portfolio's cash flows, where the present values of the cash flows serve as the weights. The greater the duration of a security/portfolio, the greater its percentage price volatility with respect to changes in interest rates. Used as a measure of risk and a key tool for managing a portfolio versus a benchmark and for hedging risk. There are also different kinds of duration used for different purposes (e.g. MacAuley Duration, Modified Duration).

Fannie Mae - See "Federal National Mortgage Association."

Fed Money Wire - A computerized communications system that connects the Federal Reserve System with its member banks, certain U. S. Treasury offices, and the Washington D.C. office of the Commodity Credit Corporation. The Fed Money Wire is the book entry system used to transfer cash balances between banks for themselves and for customer accounts.

Fed Securities Wire - A computerized communications system that facilitates book entry transfer of securities between banks, brokers and customer accounts, used primarily for settlement of U.S. Treasury and Federal Agency securities.

Fed - See "Federal Reserve System."

Federal Agency Security - A debt instrument issued by one of the Federal Agencies. Federal Agencies are considered second in credit quality and liquidity only to U.S. Treasuries.

Federal Agency - Government sponsored/owned entity created by the U.S. Congress, generally for the purpose of acting as a financial intermediary by borrowing in the marketplace and directing proceeds to specific areas of the economy considered to otherwise have restricted access to credit markets. The largest Federal Agencies are GNMA, FNMA, FHLMC, FHLB, FFCB, SLMA, and TVA.

Federal Deposit Insurance Corporation (FDIC) - Federal agency that insures deposits at commercial banks, currently to a limit of $250,000 per depositor per bank.

Federal Farm Credit Bank (FFCB) - One of the large Federal Agencies. A government sponsored enterprise (GSE) system that is a network of cooperatively-owned lending institutions that provides credit services to farmers, agricultural cooperatives and rural utilities. The FFCBs act as financial intermediaries that borrow money in the capital markets and use the proceeds to make loans and provide other assistance to farmers and farm-affiliated businesses. Consists of the consolidated operations of the Banks for Cooperatives, Federal Intermediate Credit Banks, and Federal Land Banks. Frequent issuer of discount notes, agency notes and callable agency securities. FFCB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and agricultural industry. Also issues notes under its “designated note” program.

Federal Funds (Fed Funds) - Funds placed in Federal Reserve Banks by depository institutions in excess of current reserve requirements, and frequently loaned or borrowed on an overnight basis between depository institutions.

Federal Funds Rate (Fed Funds Rate) - The interest rate charged by a depository institution lending Federal Funds to another depository institution. The Federal Reserve influences this rate by establishing a "target" Fed Funds rate associated with the Fed's management of monetary policy.

Federal Home Loan Bank System (FHLB) - One of the large Federal Agencies. A government sponsored enterprise (GSE) system, consisting of wholesale banks (currently twelve district banks) owned by their member banks, which provides correspondent banking services and credit to various financial institutions, financed by the issuance of securities. The principal purpose of the FHLB is to add liquidity to the mortgage markets. Although FHLB does not directly fund mortgages, it provides a stable supply of credit to thrift institutions that make new mortgage loans. FHLB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes and callable agency securities. Also issues notes under its “global note” and “TAP” programs.

Federal Home Loan Mortgage Corporation (FHLMC or "Freddie Mac") - One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides stability and assistance to the secondary market for home mortgages by purchasing first mortgages and participation interests financed by the sale of debt and guaranteed mortgage backed securities. FHLMC debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities and MBS. Also issues notes under its "reference note" program.

Federal National Mortgage Association (FNMA or "Fannie Mae") - One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides liquidity to the residential mortgage market by purchasing mortgage loans from lenders, financed by the issuance of debt securities and MBS (pools of mortgages packaged together as a security). FNMA debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities and MBS. Also issues notes under its "benchmark note" program.

Federal Reserve Bank - One of the 12 distinct banks of the Federal Reserve System.

Federal Reserve System (the Fed) - The independent central bank system of the United States that establishes and conducts the nation's monetary policy. This is accomplished in three major ways: (1) raising or lowering bank reserve requirements, (2) raising or lowering the target Fed Funds Rate and Discount Rate, and (3) in open market operations by buying and selling government securities. The Federal Reserve System is made up of twelve Federal Reserve District Banks, their branches, and many national and state banks throughout the nation. It is headed by the seven member Board of Governors known as the "Federal Reserve Board" and headed by its Chairman.

Financial Industry Regulatory Authority, Inc (FINRA) - is a private corporation that acts as a self-regulatory organization (SRO). FINRA is the successor to the National Association of Securities Dealers, Inc. (NASD). Though sometimes mistaken for a government agency, it is a non-governmental organization that performs financial regulation of member brokerage firms and exchange markets. The government also has a regulatory arm for investments, the Securities and Exchange Commission.

Fiscal Agent/Paying Agent - A bank or trust company that acts, under a trust agreement with a corporation or municipality, in the capacity of general treasurer. The agent performs such duties as making coupon payments, paying rents, redeeming bonds, and handling taxes relating to the issuance of bonds.

Fitch Investors Service, Inc - One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Floating Rate Security (FRN or "floater") - A bond with an interest rate that is adjusted according to changes in an interest rate or index. Differs from variable-rate debt in that the changes to the rate take place immediately when the index changes, rather than on a predetermined schedule. See also "Variable Rate Security."

Freddie Mac - See "Federal Home Loan Mortgage Corporation".

Ginnie Mae - See "Government National Mortgage Association".

Global Notes - Notes designed to qualify for immediate trading in both the domestic U.S. capital market and in foreign markets around the globe. Usually large issues that are sold to investors worldwide and therefore have excellent liquidity. Despite their global sales, global notes sold in the U.S. are typically denominated in U.S. dollars.

Government National Mortgage Association (GNMA or "Ginnie Mae") - One of the large Federal Agencies. Government-owned Federal Agency that acquires, packages, and resells mortgages and mortgage purchase commitments in the form of mortgage-backed securities. Largest issuer of mortgage pass-through securities. GNMA debt is guaranteed by the full faith and credit of the U.S. government (one of the few agencies that is actually full faith and credit of the U.S.).

Government Securities - An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, Bonds, and SLGS."

Government Sponsored Enterprise (GSE) - Privately owned entity subject to federal regulation and supervision, created by the U.S. Congress to reduce the cost of capital for certain borrowing sectors of the economy such as students, farmers, and homeowners. GSEs carry the implicit backing of the U.S. Government, but they are not direct obligations of the U.S. Government. For this reason, these securities will offer a yield premium over U.S. Treasuries. Some consider GSEs to be stealth recipients of corporate welfare. Examples of GSEs include: FHLB, FHLMC, FNMA and SLMA.

Government Sponsored Enterprise Security - A security issued by a Government Sponsored Enterprise. Considered Federal Agency Securities.

Index - A compilation of statistical data that tracks changes in the economy or in financial markets.

Interest-Only (IO) STRIP - A security based solely on the interest payments from the bond. After the principal has been repaid, interest payments stop and the value of the security falls to nothing. Therefore, IOs are considered risky investments. Usually associated with mortgage-backed securities.

Internal Controls - An internal control structure ensures that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. **Control of collusion -** Collusion is a situation where two or more employees are working in conjunction to defraud their employer.

2. **Separation of transaction authority from accounting and record keeping -** By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.

3. **Custodial safekeeping -** Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.

4. **Avoidance of physical delivery securities** - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.

5. **Clear delegation of authority to subordinate staff members** - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.

6. **Written confirmation of transactions for investments and wire transfers** - Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.

7. **Development of a wire transfer agreement with the lead bank and third-party custodian** - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

Inverse Floater - A floating rate security structured in such a way that it reacts inversely to the direction of interest rates. Considered risky as their value moves in the opposite direction of normal fixed-income investments and whose interest rate can fall to zero.

Investment Advisor - A company that provides professional advice managing portfolios, investment recommendations and/or research in exchange for a management fee.

Investment Adviser Act of 1940 - Federal legislation that sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Investment Grade - Bonds considered suitable for preservation of invested capital; bonds rated a minimum of Baa3 by Moody's, BBB- by Standard & Poor's, or BBB- by Fitch. Although "BBB" rated bonds are considered investment grade, most public agencies cannot invest in securities rated below "A."

Liquidity - Relative ease of converting an asset into cash without significant loss of value. Also, a relative measure of cash and near-cash items in a portfolio of assets. Also, a term describing the marketability of a money market security correlating to the narrowness of the spread between the bid and ask prices.

Local Government Investment Pool (LGIP) - An investment by local governments in which their money is pooled as a method for managing local funds, (i.e., Florida State Board of Administration's Florida Prime Fund).

Long-Term Core Investment Program - Funds that are not needed within a one year period.

Market Value - The fair market value of a security or commodity. The price at which a willing buyer and seller would pay for a security.

Mark-to-market - Adjusting the value of an asset to its market value, reflecting in the process unrealized gains or losses.

Master Repurchase Agreement - A widely accepted standard agreement form published by the Bond Market Association (BMA) that is used to govern and document Repurchase Agreements and protect the interest of parties in a repo transaction.

Maturity Date - Date on which principal payment of a financial obligation is to be paid.

Medium Term Notes (MTN's) - Used frequently to refer to corporate notes of medium maturity (5-years and under). Technically, any debt security issued by a corporate or depository institution with a maturity from 1 to 10 years and issued under an MTN shelf registration. Usually issued in smaller issues with varying coupons and maturities, and underwritten by a variety of broker/dealers (as opposed to large corporate deals issued and underwritten all at once in large size and with a fixed coupon and maturity).

Money Market - The market in which short-term debt instruments (bills, commercial paper, bankers' acceptance, etc.) are issued and traded.

Money Market Mutual Fund (MMF) - A type of mutual fund that invests solely in money market instruments, such as: U.S. Treasury bills, commercial paper, bankers' acceptances, and repurchase agreements. Money market mutual funds are registered with the SEC under the Investment Company Act of 1940 and are subject "rule 2a-7" which significantly limits average maturity and credit quality of holdings. MMF's are managed to maintain a stable net asset value (NAV) of $1.00. Many MMFs carry ratings by a NRSRO.

Moody's Investors Service - One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Mortgage Backed Securities (MBS) - Mortgage-backed securities represent an ownership interest in a pool of mortgage loans made by financial institutions, such as savings and loans, commercial banks, or mortgage companies, to finance the borrower's purchase of a home or other real estate. The majority of MBS are issued and/or guaranteed by GNMA, FNMA and FHLMC. There are a variety of MBS structures, some of which can be very risky and complicated. All MBS have reinvestment risk as actual principal and interest payments are dependent on the payment of the underlying mortgages which can be prepaid by mortgage holders to refinance and lower rates or simply because the underlying property was sold.

Mortgage Pass-Through Securities - A pool of residential mortgage loans with the monthly interest and principal distributed to investors on a pro-rata basis. Largest issuer is GNMA.

Municipal Note/Bond - A debt instrument issued by a state or local government unit or public agency. The vast majority of municipals are exempt from state and federal income tax, although some non-qualified issues are taxable.

Mutual Fund - Portfolio of securities professionally managed by a registered investment company that issues shares to investors. Many different types of mutual funds exist (bond, equity, money fund); all except money market funds operate on a variable net asset value (NAV).

Negotiable Certificate of Deposit (Negotiable CD) - Large denomination CDs ($100,000 and larger) that are issued in bearer form and can be traded in the secondary market.

Net Asset Value -The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)

[(Total assets) - (Liabilities)]/(Number of shares outstanding)

NRSRO - A "Nationally Recognized Statistical Rating Organization." A designated rating organization that the SEC has deemed a strong national presence in the U.S. NRSROs provide credit ratings on corporate and bank debt issues. Only ratings of a NRSRO may be used for the regulatory purposes of rating. Includes Moody's, S&P, Fitch and Duff & Phelps.

Offered Price - See also "Ask Price."

Open Market Operations - Federal Reserve monetary policy tactic entailing the purchase or sale of government securities in the open market by the Federal Reserve System from and to primary dealers in order to influence the money supply, credit conditions, and interest rates.

Par Value - Face value, stated value or maturity value of a security.

Physical Delivery - Delivery of readily available underlying assets at contract maturity.

Portfolio - Collection of securities and investments held by an investor.

Premium - The amount by which a bond or other financial instrument sells above its face value. See also "Discount."

Primary Dealer - Any of a group of designated government securities dealers designated by to the Federal Reserve Bank of New York. Primary dealers can buy and sell government securities directly with the Fed. Primary dealers also submit daily reports of market activity and security positions held to the Fed and are subject to its informal oversight. Primary dealers are considered the largest players in the U.S. Treasury securities market.

Prime Paper - Commercial paper of high quality. Highest rated paper is A-1+/A-1 by S&P and P-1 by Moody's.

Principal - Face value of a financial instrument on which interest accrues. May be less than par value if some principal has been repaid or retired. For a transaction, principal is par value times price and includes any premium or discount.

Prudent Investor Standard - Standard that requires that when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. More stringent than the "prudent person" standard as it implies a level of knowledge commensurate with the responsibility at hand.

Qualified Public Depository - Per Florida Statute 280, means any bank, saving bank or savings association that:

1. Is organized and exists under the laws of the United States, the laws of this state or any other state or territory of the United States;

2. Has its principal place of business in this state or has a branch office in this state which is authorized under the laws of this state or of the United States to receive deposits in this state.

3. Has deposit insurance under the provision of the Federal Deposit Insurance Act, as amended, 12 U.S.C. ss.1811 seq.

4. Meets all requirements of F.S. 280

5. Has been designed by the Treasurer as a qualified public depository.

Range Note - A type of structured note that accrues interest daily at a set coupon rate that is tied to an index. Most range notes have two coupon levels; a higher accrual rate for the period the index is within a designated range, the lower accrual rate for the period that the index falls outside the designated range. This lower rate may be zero and may result in zero earnings.

Rate of Return - Amount of income received from an investment, expressed as a percentage of the amount invested.

Realized Gains (Losses) - The difference between the sale price of an investment and its book value. Gains/losses are "realized" when the security is actually sold, as compared to "unrealized" gains/losses which are based on current market value. See "Unrealized Gains (Losses)."

Reference Bills - FHLMC's short-term debt program created to supplement its existing discount note program by offering issues from one month through one year, auctioned on a weekly or on an alternating four-week basis (depending upon maturity) offered in sizeable volumes ($1 billion and up) on a cycle of regular, standardized issuance. Globally sponsored and distributed, Reference Bill issues are intended to encourage active trading and market-making and facilitate the development of a term repo market. The program was designed to offer predictable supply, pricing transparency and liquidity, thereby providing alternatives to U.S. Treasury bills. FHLMC's Reference Bills are unsecured general corporate obligations. This program supplements the corporation's existing discount note program. Issues under the Reference program constitute the same credit standing as other FHLMC discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

Reference Notes - FHLMC's intermediate-term debt program with issuances of 2, 3, 5, 10 and 30-year maturities. Initial issuances range from $2 - $6 billion with re-openings ranging $1 - $4 billion.

The notes are high-quality bullet structures securities that pay interest semiannually. Issues under the Reference program constitute the same credit standing as other FHLMC notes; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Repurchase Agreement (Repo) - A short-term investment vehicle where an investor agrees to buy securities from a counterparty and simultaneously agrees to resell the securities back to the counterparty at an agreed upon time and for an agreed upon price. The difference between the purchase price and the sale price represents interest earned on the agreement. In effect, it represents a collateralized loan to the investor, where the securities are the collateral. Can be DVP, where securities are delivered to the investor's custodial bank, or "tri-party" where the securities are delivered to a third party intermediary. Any type of security can be used as "collateral," but only some types provide the investor with special bankruptcy protection under the law. Repos should be undertaken only when an appropriate BMA approved master repurchase agreement is in place.

Reverse Repurchase Agreement (Reverse Repo) - A repo from the point of view of the original seller of securities. Used by dealers to finance their inventory of securities by essentially

borrowing at short-term rates. Can also be used to leverage a portfolio and in this sense, can be considered risky if used improperly.

Safekeeping - Service offered for a fee, usually by financial institutions, for the holding of securities and other valuables. Safekeeping is a component of custody services.

Secondary Market - Markets for the purchase and sale of any previously issued financial instrument.

Securities Lending - An arrangement between and investor and a custody bank that allows the custody bank to "loan" the investors investment holdings, reinvest the proceeds in permitted investments, and shares any profits with the investor. Should be governed by a securities lending agreement. Can increase the risk of a portfolio in that the investor takes on the default risk on the reinvestment at the discretion of the custodian.

Sinking Fund - A separate accumulation of cash or investments (including earnings on investments) in a fund in accordance with the terms of a trust agreement or indenture, funded by periodic deposits by the issuer (or other entity responsible for debt service), for the purpose of assuring timely availability of moneys for payment of debt service. Usually used in connection with term bonds.

Spread - The difference between the price of a security and similar maturity U.S. Treasury investments, expressed in percentage terms or basis points. A spread can also be the absolute difference in yield between two securities. The securities can be in different markets or within the same securities market between different credits, sectors, or other relevant factors.

Standard & Poor's - One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

STRIPS (Separate Trading of Registered Interest and Principal of Securities) - Acronym applied to U.S. Treasury securities that have had their coupons and principal repayments separated into individual zero-coupon Treasury securities. The same technique and "strips" description can be applied to non-Treasury securities (e.g. FNMA strips).

Structured Notes - Notes that have imbedded into their structure options such as step-up coupons or derivative-based returns.

Swap - Trading one asset for another.

TAP Notes - Federal Agency notes issued under the FHLB TAP program. Launched in 6/99 as a refinement to the FHLB bullet bond auction process. In a break from the FHLB's traditional practice of bringing numerous small issues to market with similar maturities, the TAP Issue Program uses the four most common maturities and reopens them up regularly through a competitive auction. These maturities (2, 3, 5 and 10 year) will remain open for the calendar quarter, after which they will be closed and a new series of TAP issues will be opened to replace them. This reduces the number of separate bullet bonds issued, but generates enhanced awareness and liquidity in the marketplace through increased issue size and secondary market volume.

Tennessee Valley Authority (TVA) - One of the large Federal Agencies. A wholly owned corporation of the United States government that was established in 1933 to develop the resources of the Tennessee Valley region in order to strengthen the regional and national economy and the national defense. Power operations are separated from non-power operations. TVA securities represent obligations of TVA, payable solely from TVA's net power proceeds,

and are neither obligations of nor guaranteed by the United States. TVA is currently authorized to issue debt up to $30 billion. Under this authorization, TVA may also obtain advances from the U.S. Treasury of up to $150 million. Frequent issuer of discount notes, agency notes and callable agency securities.

Total Return - Investment performance measured over a period of time that includes coupon interest, interest on interest, and both realized and unrealized gains or losses. Total return includes, therefore, any market value appreciation/depreciation on investments held at period end.

Treasuries - Collective term used to describe debt instruments backed by the U.S. Government and issued through the U.S. Department of the Treasury. Includes Treasury bills, Treasury notes, and Treasury bonds. Also a benchmark term used as a basis by which the yields of non-Treasury securities are compared (e.g., "trading at 50 basis points over Treasuries").

Treasury Bills (T-Bills) - Short-term direct obligations of the United States Government issued with an original term of one year or less. Treasury bills are sold at a discount from face value and do not pay interest before maturity. The difference between the purchase price of the bill and the maturity value is the interest earned on the bill. Currently, the U.S. Treasury issues 4-week, 13-week and 26-week T-Bills

Treasury Bonds - Long-term interest-bearing debt securities backed by the U.S. Government and issued with maturities of ten years and longer by the U.S. Department of the Treasury. The Treasury stopped issuing Treasury Bonds in August 2001.

Treasury Notes - Intermediate interest-bearing debt securities backed by the U.S. Government and issued with maturities ranging from one to ten years by the U.S. Department of the Treasury. The Treasury currently issues 2-year, 5-year and 10-year Treasury Notes.

Trustee - A bank designated by an issuer of securities as the custodian of funds and official representative of bondholders. Trustees are appointed to insure compliance with the bond documents and to represent bondholders in enforcing their contract with the issuer.

Uniform Net Capital Rule - SEC regulation 15C3-1 that outlines the minimum net capital ratio (ratio of indebtedness to net liquid capital) of member firms and non-member broker/dealers.

Unrealized Gains (Losses) - The difference between the market value of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See also “Realized Gains (Losses).”

Variable-Rate Security - A bond that bears interest at a rate that varies over time based on a specified schedule of adjustment (e.g., daily, weekly, monthly, semi-annually or annually). See also “Floating Rate Note.”

Weighted Average Maturity (or just “Average Maturity”) - The average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. A simple measure of risk of a fixed-income portfolio.

Weighted Average Maturity to Call - The average maturity of all securities and investments of a portfolio, adjusted to substitute the first call date per security for maturity date for those securities with call provisions.

Yield Curve - A graphic depiction of yields on like securities in relation to remaining maturities spread over a time line. The traditional yield curve depicts yields on U.S. Treasuries, although yield curves exist for Federal Agencies and various credit quality corporates as well. Yield curves can be positively sloped (normal) where longer-term investments have higher yields, or "inverted" (uncommon) where longer-term investments have lower yields than shorter ones.

Yield to Call (YTC) - Same as "Yield to Maturity," except the return is measured to the first call date rather than the maturity date. Yield to call can be significantly higher or lower than a security's yield to maturity.

Yield to Maturity (YTM) - Calculated return on an investment, assuming all cash flows from the security are reinvested at the same original yield. Can be higher or lower than the coupon rate depending on market rates and whether the security was purchased at a premium or discount. There are different conventions for calculating YTM for various types of securities.

Yield - There are numerous methods of yield determination. In this glossary, see also "Current Yield," "Yield Curve," "Yield to Call" and "Yield to Maturity."

Attachment B
Investment Pool/Fund Questionnaire

1. A description of eligible investment securities, and a written statement of investment policy and objectives.

2. A description of interest calculations and how it is distributed, and how gains and losses are treated.

3. A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.

4. A description of who may invest in the program, how often, what size deposit and withdrawal are allowed.

5. A schedule for receiving statements and portfolio listings.

6. Are reserves, retained earnings, etc. utilized by the pool/fund?

7. A fee schedule, and when and how is it assessed.

8. Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?

TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager

TO: **Town of Sewall's Point Commission**

FROM: **Pamela Mac'Kie Walker, Town Manager**

SUBJECT: **Agenda Item 8**
Tree Removal Ordinance
Town Commission Meeting, April 26, 2016

Background: Mayor Morris has requested that the Commission review the Town's tree removal ordinance.

Our ordinance requires a permit for "the removal (or transplant) of any tree with a two-inch caliper or more," with the exception of citrus trees. The permit fee of $15 is waived for removal of "prohibited species, dead, dying, or damaged trees; however permits are required." Prohibited species are those listed on the Invasive Plant List Category I and II under the Florida Exotic Pest Plant Council as amended.

The current tree removal permit application form is attached, along with my summary of the ordinance requirements for staff use, and a copy of the ordinance itself.

Recommendation: Staff seeks Commission policy direction.

Tree Removal Permits

Sewall's Point, Florida

1 A property where there is an Existing Home

Permit Required for tree removal (or transplant) over 2" caliper.

Permit must comply with Article V conditions (below).

No permit required for citrus tree removal.

Requirements for minimum number of eight-foot (8') high, three-inch (3") caliper trees must be met as a condition of the permit:

- 8 trees for half acre lot
- 12 trees for ½ half to 1 acre lot
- Additional 8 trees for each half acre over 1
- Note: palm trees count as ¼ caliper

2 A Property where there is an application for a New or Renovated Home

"Undeveloped residential property or residential property with an existing residence under an application for permit for substantial improvements"

Permit Required for tree removal (or transplant) over 2" caliper.

Permit must comply with Article V conditions (below).

No permit required for citrus tree removal.

Requirements for minimum number of eight-foot (8') high, three-inch (3") caliper trees must be met as a condition of the permit:

- **8 trees for half acre lot**
- **12 trees for ½ half to 1 acre lot**
- **Additional 8 trees for each half acre over 1**
- **Note: palm trees count as ¼ caliper**

PERMIT EVALUATION CRITERIA

(Article V)

TWO PART TEST

Part One:

THE TOWN SHALL CONSIDER THE FOLLOWING REQUIREMENTS AND POTENTIAL ADVERSE IMPACTS

Whether removal of the tree will result in:

1. Uncontrollable erosion of soils
2. Lessening of water quality or aquifer recharge
3. Adverse impact to ecological systems
4. Significant ambient noise increase
5. Significant reduction of wildlife habitat
6. Adverse impact on aesthetics causing property value degradation in the area
7. Significant impact to species of special concern
8. No mangrove modification without state permit or exemption letter
9. Whether a "specimen tree" affected, i.e., a tree identified by a registered arborist as being of "high aesthetic or ecological value because of its type, size, age or other professional criteria."

"Adverse Impact: Any direct or indirect action likely to cause, or actually causing, a measurable decline in: (a) the stability, natural function, or natural diversity of a natural resource or system; or (b) the quiet, peaceful, safe, or healthful use or occupancy of any property."

PERMIT EVALUATION CRITERIA

TWO PART TEST

IF PART ONE OF THE TEST IS MET
Part Two:

The permit will be issued if AT LEAST ONE OF THE FOLLOWING CONDITIONS MUST BE MET:

1. The tree is
   - in an area where structures or utilities are permitted under Town code AND
   - preserving the tree would unreasonably restrict the economic enjoyment of the property AND
   - the tree cannot be relocated on the property

OR

2. The tree is
   - Diseased or injured OR
   - Located too close to existing or proposed structures OR
   - Interferes with existing utilities OR
   - Creates and unsafe visual obstruction

OR

3. The tree is to be replaced by "another tree or shrub on the owner's property."

Miscellaneous

1. Permit fee is $15 (waived for dying or damaged trees)

2. Arborist expenses are to be borne by the applicant when deemed needed by the Town

3. Permit denials are appealed to the Code Enforcement Board (application fee is $100)

4. "In addition to or in lieu of civil penalties, the Town may require replacement of illegally removed trees . . . on an inch-for-inch basis or accumulation of tree diameters equaling the diameter of the tree(s) removed. A combination of money and tree replants may be required."

5. Fine for removal without a permit:
   - 2" to 5" caliper: $500
   - 5" to 10" caliper: $1,500
   - 10" to 15" caliper: $3,000
   - Over 15" caliper: "up to $5,000 or the maximum amount permitted by law."

6. Variances: Code Enforcement Board may "upon appropriate application in writing and a $100 fee, reduce the fines established (above) in specific cases due to unreasonable hardship, overriding public interest, or the general public welfare."

7. Caliper is measured four feet above the soil line; if tree removed without a permit below this elevation, caliper is measured at highest point of trunk; if no trunk, caliper is assumed to be thirty inches (30")

8. Every tree permit shall require (a) removal of all exotics and (b) compliance with minimum tree requirements on site as a condition of the permit.

TOWN OF SEWALL'S POINT BUILDING DEPARTMENT
One South Sewall's Point Road
Sewall's Point, Florida 34996
Tel 772-287-2455 Fax 772-220-4765

TREE CITY USA

Since 1990, Sewall's Point has proudly been designated a "Tree City USA"

APPLICATION FOR TREE REMOVAL, RELOCATION OR REPLACEMENT PERMIT ON RESIDENTIAL PROPERTY

(This permit is required for ALL tree removal in a residential area,including new construction and/or renovation)

A Permit is REQUIRED to remove or relocate ANY tree(s) with two (2) exceptions: (1) Citrus tree(s) or (2) Tree(s) less than two inches (2") in diameter measured four feet (4') from the top of soil.

NOTE: Trimming or pruning a tree to the extent that its natural function is severely altered is EFFECTIVE REMOVAL and requires a permit for tree removal.

*****PENALTIES FOR UNPERMITTED TREE REMOVAL ARE UP TO $5,000 PER TREE*****

In reviewing the application for Tree Removal/Relocation, the Town shall first consider adverse impacts to soils, water, ecological systems, noise,wildlife habitat, property values, and other criteria identified in Town ordinances, including without limitation any impacts to a "Specimen Tree" having high aesthetic or ecological value because of its type, size, age or other professional criteria identified by a qualified arborist. In the event the Town determines it appropriate to retain the services of a licensed arborist in association with this application, the cost of such will be borne by the applicant/property owner.

If the initial review identified above is passed, a permit will be issued **only** if one of the following conditions are met: (1) the tree is in an area where structures or utilities are permitted under Town codes AND preserving the tree would unreasonably restrict the economic enjoyment of the property AND the tree cannot reasonably be relocated on the property; or (2) the tree is diseased or injured OR located too close to structures OR interferes with existing utilities OR creates an unsafe visual obstruction; or (3) the tree is to be replaced by another tree on the owner's property.

Application procedures:

1. Complete application information including sketch below.
2. Place identification tape or ribbon on each tree proposed for removal/relocation.
3. Inspector will visit site and confirm (a) whether property meets residential tree requirements (b) identify prohibited species for removal from property.
4. Applicant can obtain permit, if issued, from Town Hall. Permit must be posted on site prior to work proceeding.
5. Permits expire if work does not begin within 3 months and if activity is interrupted over 45 days.

Permit Fee is $15.00. (No fees are assessed for removal of prohibited species or for a tree which is dead, diseased, injured, hazardous to life or property.)

AS A CONDITION OF ISSUANCE OF ALL PERMITS HEREUNDER, ALL PROHIBITED SPECIES MUST BE REMOVED FROM THE ENTIRE PROPERTY AND COMPLIANCE WITH MINIMUM NUMBER AND SIZE OF TREES REQUIRED BY TOWN CODE BASED ON LOT SIZE MUST BE MET.

IF THE PERMIT IS DENIED, THE TOWN WILL NOTIFY THE APPLICANT IN WRITING OF THE BASIS FOR DENIAL .

APPEAL MAY BE MADE TO THE CODE ENFORCEMENT BOARD AS PROVIDED IN THE TOWN ORDINANCE.

THE FOLLOWING IS A LIST SPECIES ARE CONSIDERED NATIVE, PROTECTED SPECIES (the list may be modified from time to time by regulatory agencies; applicant is responsible for independent confirmation): BLACK IRONWOOD, BLACK MANGROVE, BLOLLY, BUTTONWOOD, CABBAGE (SABLE) PALM, COCOPLUM (RED TIP AND GREEN TIP), CORAL BEAN, DEER MOSS, GRAY TWIG, GOPHER APPLE, GUMBO LIMBO, INKWOOD, LAUREL OAK, LEATHER FERN, LIVE OAK, MAHOGANY, MARLBERRY, MASTIC, MULBERRY, MYRTLE OAK, PARADISE TREE, PIGEON PLUM, POND APPLE, PRICKLY PEAR, RED MANGROVE, RED MAPLE, RED BAY, SAFFRON PLUM, SAND PINE, SCRUB PINE, SATINLEAF, SAW PALMETTO, SCRUB HICKORY, SEA GRAPE, SEA OXEYE, SLASH PINE, STOPPERS, WILD LIME, SUMAC (SOUTHERN), SUGAR BERRY (HACKBERRY),TORCHWOOD, WILD COFFEE, VARNISH LEAF, WATER OAK, WAX MYRTLE, WEST INDIAN CHERRY, WHITE MANGROVE.

TOWN OF SEWALL'S POINT BUILDING DEPARTMENT
One South Sewall's Point Road
Sewall's Point, Florida 34996
Tel 772-287-2455 Fax 772-220-4765

TREE CITY USA

Since 1990, Sewall's Point has proudly been designated a "Tree City USA"

TREE REMOVAL, RELOCATION, REPLACEMENT PERMIT

WORK PERMITTED FROM 8:00 AM TO 5:00 PM – NO SUNDAYS

Owner_____ **Address**_____ **Phone**_____

Contractor_____ **Address**_____ **Phone**_____

No. of Trees REMOVE _____ **Species:** _____ **Caliper @ 4' above soil** ___(inches) **Height** ____(ft.)

No. of Trees RELOCATE_____ **Species:** _____ **Caliper @ 4' above soil** ___(inches) **Height** ____ (ft.)

No. of Trees REPLACE _____ **Species:** _____ **Caliper @ 4' above soil** ___ (inches) **Height** ____ (ft.)

REPLACED OR RELOCATED TREES MUST BE INSPECTED WITHIN 30 DAYS OF PERMIT ISSUANCE

ALL PROHIBITED SPECIES AND VEGETATIVE WASTE MUST BE REMOVED FROM PROPERTY

Reason for tree removal /relocation _____

_____

Signature of Property Owner_____ **Date**_____

==========

This space for Official Use only:

Approved by Building Official:_____ **Date**_____ **Fee:**_____

BUILDING INSPECTOR NOTES:_____

_____

☐ **Minimum Tree Requirements Met On Property** ☐ **Prohibited Species Identified for Removal**

==========

SKETCH (Show location of tree(s) to be removed/relocated; dimensions of lot; location of structures):

Chapter 70 - HABITAT MANAGEMENT
FOOTNOTE(S):

--- **(1)** ---

Editor's note— Ord. No. 303, adopted July 20, 2004, provided for the substantial rewriting of the administrative provisions of habitat management of the town, in effect repealing §§ 70-1, 70-26—70-35, 70-51—70-55, 70-76, 70-101, 70-102, 70-126, and 70-151—70-154. Said ordinance further provided for a new ch. 70 to read as herein set out. Formerly, said chapter pertained to resource protection as enacted by Ord. No. 258, § 2, adopted Aug. 17, 1999; as amended. See the Code Comparative Table for a detailed analysis of inclusion.

ARTICLE I. - IN GENERAL
Sec. 70-1. - Definitions.

[The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:]

Adverse impact: Any direct or indirect action likely to cause, or actually causing, a measurable decline in: (a) the stability, natural function, or natural diversity of a natural resource or system; or (b) the quiet, peaceful, safe, or healthful use or occupancy of any property.

Caliper: Trunk diameter measured four feet above the soil line.

Caliper (once tree has been removed without a permit): If tree has been cut down to below four feet above grade then caliper will be measured at highest point of the remaining trunk. If tree has been totally removed including roots then caliper will be assumed at 30 inches.

Damaged tree: Any tree which has been destroyed or damaged by natural causes, or which constitutes an immediate peril to life, property, or other trees.

Department: Town of Sewall's Point Building Department.

Developer: Any person, excluding a government agency, undertaking any development subject to an application for a development order.

Development or *development activity:*

(1) The construction, demolition or removal of a residence, accessory building, commercial building or pool.
(2) Clearing, scraping, grubbing or otherwise removing, altering or destroying the vegetation on an undeveloped site.
(3) Adding, removing, exposing, excavating, leveling, grading, digging, burrowing, and dumping.

Dripline: An imaginary, perpendicular line that extends downward from the outermost tips of the tree branches to the ground.

Effectively remove: Means to trim or prune to the extent that a plant's natural function is severely altered.

Endangered, threatened or species of special concern: The list of plant and animal species as defined pursuant to Rules 39-27.003 through .005, F.A.C. or CFR 17.11-12 or F.S. § 581.185.

Ground cover: Low-growing plants that form a continuous cover over the ground.

Grubbing: The removal or destruction of any living rooted shrubbery; the denuding of a parcel by digging, raking or dragging; activities which disturb the roots of vegetation or the soil in which such roots are located in a manner which is calculated to result, or likely to result, in the death, destruction or removal of such vegetation.

Hedge: Hedges are self-supporting, woody species and shall be a minimum of 24 inches in height when measured immediately after planting.

Large-scale development: Any development that spans an area greater than two adjacent lots.

Mangrove: Any rooted trees or seedlings, of any size, including the following species: White Mangrove (Laguncularia racemosa), Red Mangrove (Rhizophora mangle), Black Mangrove (Avicennia germinans), and varieties of the listed species, as well as their synonyms. Buttonwood (Conocarpus erector).

Minimum residential tree requirement: The minimum number of trees required on a residential lot as required by this chapter.

Native plant communities: Native plant communities consist of a variety of plants including canopy trees, understory trees, shrubs, ground cover, vines and wildflowers. Native plant communities found in the Town contain native plants such as: Tropical Hammock Plants: Black Ironwood, Blolly, Cabbage Palm, Cocoplum (red-tip), Coral Bean, Graytwig, Gumbo Limbo, Inkwood, Jamaica Dogwood, Lancewood, Live Oak, Mahogany, Marlberry, Mastic, Paradise Tree, Pigeon Plum, Redbay, Saffron Plum, Satinleaf, Stoppers, Torchwood, Wild Coffee, Wild Lime; South Florida Coastal Strand: Buttonwood, Cocoplum (green-tip), Gopher Apple, Leather Fern, Saw Palmetto, Sea Grape, Sea Oxeye Daisy, Varnish Leaf; Scrub Forests: Deer Moss, Gopher Apple, Myrtle Oak, Prickly Pear Cactus, Sand Pine, Sand Live Oak, Scrub Hickory; Pine Flatwood: Cabbage Palm, Cocoplum, Dahoon Holly, Gopher Apple, Myrsine, Saw Palmetto, South Florida Slash Pine, Wax Myrtle; Mangrove Swamp: Black Mangrove, Buttonwood (green, silver), Red Mangrove, Sea Oxeye Daisy, Leather Fern, White Mangrove.

Open space: Pervious area of a site with soils sufficient to promote healthy plant growth.

Parcel: The area of land or water owned by an applicant which is submitted with an application under this chapter.

Person: Any landowner, lessee, building contractor, subcontractor, developer or other entity involved in the use or development of real property, including agents, employees, independent contractors or others in privity with any of the above, whether natural persons, corporations, partnerships, joint adventures, governmental bodies, agencies or officials.

Preliminary land clearing: Those operations where trees and vegetation are removed within designated road rights-of-way, drainage and utility areas as depicted on a preliminary plan and which occur prior to the construction of buildings.

Prohibited species: Any species listed in the Invasive Plant List Category I and II under the Florida Exotic Pest Plant Council and amendments thereof.

Protective barrier: A physical structure limiting access to a protected area composed of wooden and/or other suitable materials, which assures compliance with the intent of this chapter.

Pruning: The removal of not more than 25 percent of the canopy of a tree.

Remove or *removal:* The actual removal of vegetation by digging up or cutting down, or damage of the vegetation or alteration of a site through the application of herbicides or other chemical agents; or the effective removal by trimming or pruning to the extent that a plant's natural function is severely altered.

Shade tree: A tree with a broad crown planted to shade an area from the sunlight.

Site: Any lot, plot, parcel or area of land or water.

Site plan or *survey:* A graphically drawn scaled plan view of a site, signed and sealed by an appropriately licensed professional(s), which shows all proposed or existing man-made improvements which includes buildings, parking areas, utility lines, drive, canopy roads, topographic changes, and natural features.

Sketch: A graphically drawn scaled plan view of a site which shows all proposed or existing man-made improvements which includes buildings, parking areas, utility lines, drives, roads, topographic changes, and natural features.

HERITAGE TREE!

Specimen tree: A tree which has been determined by the town in consultation with a suitable professional registered in the State of Florida selected by the town to be of high aesthetic or ecological value because of its type, size, age or other professional criteria.

Specimen tree stands: A contiguous grouping of trees which has been determined to be at a height of at least eight feet and normally growing to an overall height of at least 15 feet in the vicinity of the town.

Substantial improvement. The repair, reconstruction or improvement to a structure built prior to the enactment of the ordinance codified in this chapter, the cost of which equals or exceeds 50 percent of the market value of the structure, either before the repair or improvement is started, or, if the structure has been damaged and is being restored, before the damage occurred. For the purposes of this definition, substantial improvement is considered to occur when the first alteration of any wall, ceiling, floor or other structural part of the building commences, whether or not that alteration affects the external dimensions of the structure. The term does not, however, include either:

(1)

Any project for improvement of a structure to comply with existing state or local health, sanitary, or safety code specifications which are solely necessary to ensure safe living conditions; or

(2) Any alteration of a structure listed on the National Register of Historic Places or a state inventory of historic places.

Transplant: The digging up of a tree from one place on a site and the planting of the same tree in another place on the same site.

Tree: A tree with a minimum caliper of one and one-half inches and eight feet tall at time of planting and which is a Florida Department of Agricultural Nursery Grade No. 1 or better.

Tree inventory: A written list of all trees on the site showing the common name and caliper.

Undeveloped site: A site upon which a primary residence or commercial building has not been built under a permit issued by the town.

Upland buffer area: The area of land from the mean high waterline inland ten feet.

Vehicular use area: All areas used for the circulation or parking of any and all types of vehicles or heavy construction equipment, whether self-propelled or not, and all land upon which vehicles traverse as a function of the primary use.

(Ord. No. 303, 7-20-04)

Secs. 70-2—70-20. - Reserved. LOT w/existing house

ARTICLE II. - HABITAT MANAGEMENT PERMITS FOR EXISTING DEVELOPED SINGLE-FAMILY LOTS

Sec. 70-21. - Minimum tree requirements for residential properties.

Any applicant requesting a tree removal permit on an existing residential property with an existing residence must meet the following minimum requirements:

(1) *Lots not exceeding one-half acre:* At least eight trees (excluding citrus) with a minimum caliper of three inches and a trunk at least eight feet tall. Palm trees of all types shall be counted at one-fourth of their caliper.

(2) *Lots greater than one-half acre, but not exceeding one acre:* At least 12 trees (excluding citrus) with a minimum caliper of three inches and a trunk at least eight feet tall. Palm trees of all types shall be counted at one-fourth of their caliper.

(3) *Lots greater than one-acre: for the first acre at least 12 trees (excluding citrus) with a minimum caliper of three inches and a trunk at least eight feet tall.* Palm trees of all types shall be counted at one-fourth of their caliper. For each additional one-half acre or portion thereof: Eight trees with a minimum caliper of three inches and a trunk at least eight feet tall. Palm trees of all types shall be counted at one-fourth of their caliper.

(Ord. No. 303, 7-20-04)

Sec. 70-22. - Permit required for tree removal.

A permit as provided for in this chapter shall be required for the removal (or transplant) of any tree with a two-inch caliber or more upon any parcel upon which there is a residence under a validly issued permit. Permit requirements are outlined under article V. If the town has to procure the services of a suitable professional licensed in the State of Florida to ascertain the state or type of a tree(s) prior to or after removal of the tree(s) then the cost of such will be borne by the property owner.

(Ord. No. 303, 7-20-04)

Sec. 70-23. - Permit not required for tree removal.

A permit is not required for removal of the following trees:

(1) *Citrus trees.* If the town has to procure the services of a suitable professional licensed in the State of Florida to ascertain the type of a tree(s) prior to or after removal of the tree(s) then the cost of such will be borne by the property owner.

(Ord. No. 303, 7-20-04)

Secs. 70-24—70-40. - Reserved. Vacant Lot - new or renovating house

ARTICLE III. - HABITAT MANAGEMENT PERMITS FOR NEW RESIDENTIAL DEVELOPMENT OR SUBSTANTIAL IMPROVEMENTS

Sec. 70-41. - Minimum tree requirements for residential properties.

Any applicant requesting a tree removal permit on undeveloped residential property or residential property with an existing residence under an application for permit for substantial improvements must meet the following minimum requirements:

(1) *Lots not exceeding one-half acre:* At least eight trees (excluding citrus) with a minimum caliper of three inches and a trunk at least eight feet tall. Palm trees of all types shall be counted at one-fourth of their caliper.

(2) *Lots greater than one-half acre, but not exceeding one acre:* At least 12 trees (excluding citrus) with a minimum caliper of three inches and a trunk at least eight feet tall. Palm trees of all types shall be counted at one-fourth of their caliper.

(3) *Lots greater than one-acre: for the first acre at least 12 trees (excluding citrus) with a minimum caliper of three inches and a trunk at least eight feet tall.* Palm trees of all types shall be counted at one-fourth of their caliper. For each additional one-half acre or portion thereof: Eight trees with a minimum caliper of three inches and a trunk at least eight feet tall. Palm trees of all types shall be counted at one-fourth of their caliper.

(Ord. No. 303, 7-20-04)

Sec. 70-42. - Permit required for tree removal.

A permit as provided for in this chapter shall be required for the removal (or transplant) of any tree. Permit requirements are outlined under article V. If the town has to procure the services of a suitable professional registered in the State of Florida to ascertain the state or type of a tree(s) prior to or after removal of the tree(s) then the cost of such will be borne by the property owner.

(Ord. No. 303, 7-20-04)

Sec. 70-43. - Tree and vegetation installation and maintenance.

All trees and vegetation planted in conformance with this chapter shall be installed in accordance with good planting procedures as prescribed by the American Society of Landscape Architects. All existing trees and trees being planted on the site, and other required plant material shall be permanently maintained in healthy growing condition or shall be promptly replaced within 30 days. Severe pruning or maintenance practice(s) upon any tree with a minimum caliper of two inches that results in stunted, abnormal, or other unreasonable deviation from normal healthy growth shall be considered as removal of vegetation, which requires a permit.

(Ord. No. 303, 7-20-04)

Sec. 70-44. - Prohibited species removal.

Prohibited species as defined under article I are considered undesirable vegetation due to their growth characteristics which may result in human health problems and the elimination of habitat for more desirable native species as a condition of permitting pursuant to this chapter. There shall be no fee for permits to remove prohibited species. If the town has to procure the services of a suitable professional registered in the State of Florida to ascertain the state or type of a tree(s) prior to or after removal of the tree(s) then the cost of such will be borne by the property owner.

(Ord. No. 303, 7-20-04)

Sec. 70-45. - Site stabilization and protective barriers.

(a) All sites grubbed or cleared pursuant to the provisions of this chapter shall be stabilized within 60 days of certificate of occupancy or other final approval or within 120 days of commencement or whichever occurs first. Stabilization shall be in a manner to minimize airborne dust, erosion and off-site sediment transfer. The applicant shall install silt barriers, hay bales, or similar erosion control barriers in any area where erosion or siltation may cause vegetation to be damaged.

(b) Prior to development activity, the owner or his agent shall erect a suitable protective barrier(s) for all protected vegetation with placards, posted on the barricades, indicating the purpose of the barriers and the penalties for unauthorized removal. The protective barrier(s) and placards shall remain in place until the department authorizes removal or upon completion of final lot grading and placement of final ground cover. During construction, no attachments or wires shall be attached to any protected vegetation.

(Ord. No. 303, 7-20-04)

Sec. 70-46. - Placement of solvents, material, construction machinery, or soil.

It shall be unlawful for any person engaged in development activity to place solvents, construction material, construction machinery, or temporary soil deposits within six feet of the trunk or two-thirds of the dripline whichever is greater, of any tree four inches in caliper or greater or within six feet of other protected vegetation.

(Ord. No. 303, 7-20-04)

Secs. 70-47—70-60. - Reserved.

ARTICLE IV. - HABITAT MANAGEMENT PERMITS FOR LARGE-SCALE DEVELOPMENT AND NATIVE HABITAT PRESERVATION AREAS

Sec. 70-61. - Application of articles I through III.

The provision of articles I through III applicable to single family lots are applicable to large-scale development with the modification and additions of this article:

(1) In lieu of a sketch, the applicant shall provide a survey signed and sealed by an appropriately licensed professional with the information listed in article V shown on the survey.

(2) The permit fee shall be $500.00.

(Ord. No. 303, 7-20-04)

Sec. 70-62. - Native habitat preservation areas.

(a) *Purpose.* It is the purpose of a native habitat preservation area to provide for the preservation of viable wildlife habitats and representative native vegetative communities. The protection of these areas will help to ensure that adequate feeding, nesting and cover necessary for the continued survival of native wildlife species is available while protecting naturally occurring vegetative communities.

(b) *Criteria.* All large-scale developments shall preserve a parcel as a native habitat preservation area (native habitat and vegetative community) as outlined below:

(1) A minimum of 25 percent of the total site if more than six lots; or

(2) Ten percent of the total site if six or fewer lots, are being developed. The native habitat preservation area may be provided on one or more other lots if all lots are contiguous and are considered as a single, master planned development under unified control.

The native habitat preservation area shall be located in a manner that maximizes the contiguity and retention of native vegetation including understory vegetation. Where wetland vegetation exists and upland buffers are provided, the preservation area shall, wherever feasible, be contiguous to the upland buffer. Upland buffers shall be credited toward the percentage required by this section.

Upon submittal of a development application, the Department shall inspect the parcel and use the evaluation criteria of article V to evaluate the native habitat and vegetative community area(s) of the parcel. If the Department determines that the vegetation of the site is of poor quality, the habitat preservation area shall be planted with one native tree with at least a minimum caliper of at least three inches or multiple native trees with combined calipers equivalent to the three-inch requirement or with a trunk eight feet tall at the time of planting (of Florida Department of Agriculture Nursery Fancy Grade No. 1 or better) per 400 square feet and native understory or native ground cover on three-foot centers. Such plan shall be submitted for approval to the building official.

(Ord. No. 303, 7-20-04)

Secs. 70-63—70-80. - Reserved.

ARTICLE V. - GENERAL PROVISION FOR ISSUANCE OF PERMITS AND EMERGENCY CONDITIONS

Sec. 70-81. - Permit location and expiration.

The permit shall be posted and maintained in a conspicuous place on the nearest public road right-of-way to the subject property. Permits shall expire if permitted work is not commenced within three months or if development activity is interrupted for a period in excess of 45 days.

(Ord. No. 303, 7-20-04)

Sec. 70-82. - Variances and waiver.

(CEB may reduce fines)

The code enforcement board may upon appropriate application in writing and a $100.00 fee, reduce the fines established under section 70-134 of this chapter in specific cases due to unreasonable hardship, overriding public interest, or the general public welfare.

(Ord. No. 303, 7-20-04)

Sec. 70-83. - Emergencies.

In case of emergencies, such as hurricane, windstorm, flood, freeze, or other disasters, the requirements of these regulations may be waived by the mayor or other designated official upon finding that the waiver is necessary to ensure public or private work to restore order in the town will not be impeded.

(Ord. No. 303, 7-20-04)

Sec. 70-84. - Appeal.

Tree removal denial to CEB

Any person may appeal a decision denying a permit (or conditions in a permit issued) required by this chapter within 30 days from the date of the decision. Appeals shall be made to the town code enforcement board by filing a written notice of appeal with the town clerk in duplicate along with a $100.00 fee.

(Ord. No. 303, 7-20-04)

Sec. 70-85. - Permit application procedures for single family lots.

(a) *Procedure.* Application shall be made by filing a written application with the department and paying a $15.00 application fee. No fee shall be required to remove prohibited species, dead, dying, or damaged trees; however permits are required. The department may require the written opinion of a suitable professional registered in the State of Florida selected by the town to support the application, the cost of the arborist to be reimbursed by the applicant. The application shall be field verified by the building official who shall indicate the verification by signing and dating the sketch(s) on file before issuing or denying the permit. The applicant shall submit the following to the department:

(no fee to remove trees)

(1) A scaled sketch, site plan or survey showing:

a. where the trees to be removed are located;

b. the tree species;

c. the tree diameter, and approximate height of the trees to be removed;

d. the shape and dimensions of the lot or parcel, together with the existing and proposed locations of structures and improvements, if any; and

e. all proposed new or moved trees or other vegetation, by species and size, along with the type of ground cover to be installed, including the proposed new location for the trees or vegetation. In the case of a permit application in connection with the construction of a structure, the applicant shall provide a site plan in lieu of a sketch. The sketch, site plan or survey shall be prepared in accordance with chapter 11.5 of this Code titled surveys and drawings.

(2) If the applicant is not the owner of the property, the applicant must submit a written authorization from the owner of the property authorizing the applicant to submit and/or represent the application.

(3)

The applicant shall mark the tree(s) subject to the permit on the site by tagging the tree(s) with red, yellow, or orange marking tape. The department may photograph the tree(s) marked for removal and place the photograph(s) in the permit file no later than 30 days after issuing or denying the permit.

(4) If land clearing is intended, an erosion control plan, showing topography of the site where trees are located and effect removal of the same would have on: erosion, soil, moisture, retention, increase or decreased flow or diversion in the flow of surface waters, and impact on overall surface water management, together with the reasons for clearing or grubbing of the site.

(5) Any other information requested by the department.

(6) The permit fee.

(Ord. No. 303, 7-20-04)

Sec. 70-86. - Evaluation criteria.

The department shall consider the following requirements and potential adverse impacts on urban and natural environment in evaluating the application:

(1) *Minimum number of trees:* Must meet requirements as outlined under section 70-21(a).

(2) *Soil stabilization:* Whether the removal of tree(s) or other vegetation will result in uncontrollable erosion of soils into surface waters, or adjacent properties.

(3) *Water quality and/or aquifer recharge:* Whether the removal of tree(s) or other vegetation will lessen the ability for the natural assimilation of nutrients, chemical pollutants, heavy metals, silt and other noxious substance from ground and surface waters.

(4) *Ecological impacts:* Whether the removal of tree(s) or other vegetation will have an adverse impact upon existing biological and ecological systems.

(5) *Noise pollution:* Whether the removal of tree(s) or other vegetation will significantly increase ambient noise levels.

(6) *Wildlife habitat:* Whether the removal of tree(s) or other vegetation will significantly reduce available habitat for wildlife existence and reproduction, or are likely to result in the emigration of wildlife from adjacent or associated ecosystems.

(7) *Aesthetic degradation:* Whether the removal of tree(s) or other vegetation will have an adverse effect on property values in the neighborhood where the applicant's property is located or on other existing vegetation in the vicinity.

(8) *Endangered, threatened and species of special concern:* Whether the removal of tree(s) or other protected species will significantly affect endangered, threatened, or other protected plants.

(9) *Wetland vegetation:* Whether any alterations are planned for mangroves or other wetlands which are recognized to be of special ecological value. No mangroves or other wetland vegetation shall be removed, trimmed, pruned, chemically treated, filled upon or altered unless completed in accordance with state law and unless a state permit or written exemption is provided to the department.

(10) *Specimen tree or specimen tree stands:* Whether the application calls for removal, trimming, pruning, or alteration to a specimen tree or specimen tree stand which has been designated as such under the provisions of this chapter.

(Ord. No. 303, 7-20-04)

Sec. 70-87. - Permit issuance or denial.

The department shall issue the permit if:

(1) The application complies with the provisions of this chapter;

(2) The application of the evaluation criteria shows no significant adverse impacts; and

(3) One or more of the following conditions exist:

a. The vegetation is located in an area where structures, utilities or improvements may be placed according to the Town Code; and to preserve the vegetation would unreasonably restrict the economic enjoyment of the property; and the vegetation cannot be relocated on the site because of age, type or size. - or -

b. The vegetation is diseased, injured, located too close to the existing or proposed structures, interferes with existing utility service, or creates unsafe visual obstruction. or

c. The vegetation is to be moved to another location on the owner's property or is to be replaced by another tree or shrub on the owner's property, regardless of location.

If the permit is denied, the department shall notify the applicant in writing of the basis for denial using the criteria listed in this section.

(Ord. No. 303, 7-20-04)

Sec. 70-88. - Permit conditions.

Every permit issued by the department under this chapter shall contain the following conditions:

(1) Plan approval by the town that satisfies the requirements of article II of this chapter.

(2) Tree species shall be compatible with soil conditions. All required tree(s) must be maintained in good condition and be planted in locations with adequate open space to allow mature tree canopy development. Replanted trees shall be located to avoid underground and overhead utilities.

(3) The applicant shall remove all prohibited species from the site in connection with a permit issued for development activity or substantial improvements.

(4) The town may inspect the trees and the site permanently after the certificate of occupancy is issued or final inspection is conducted in order to ascertain that the required trees or other vegetation are healthy and stabilized.

(Ord. No. 303, 7-20-04)

Sec. 70-89. - Conflicts and distance from utilities.

No tree shall be planted where it could, at mature height, conflict with overhead power lines. Large trees (height at maturity of greater than 30 feet) shall be planted no closer than a horizontal distance of 30 feet from the nearest overhead power line. Medium height trees (height at maturity between 20 and 30 feet) shall be offset at least 20 feet. Small trees (height at maturity of less than 20 feet) require no offset. No tree shall be planted within five feet of any existing or proposed utility pole, guy wire or pad mounted transformer. Palms should be planted at a distance equal to or greater than the average frond length plus six feet from power lines. When shade trees do not meet the above-required setbacks, small ornamental trees shall be substituted at a rate of one and one-half trees for each required shade tree. No vine shall be planted within five feet of any existing or proposed utility pole, guy wire or pad mounted transformer.

(Ord. No. 303, 7-20-04)

Secs. 70-90—70-110. - Reserved.

ARTICLE VI. - PROTECTION OF SHORELINES

Sec. 70-111. - Upland buffers adjacent to shorelines.

(a) *Purpose.* It is the purpose of an upland buffer to protect shorelines, their associated vegetation, wildlife and water quality attributes from adjacent development impacts. The impacts include siltation, erosion, surface water runoff, and human and domestic animal intrusion. Upland buffers also provide for the preservation of upland wildlife habitat.

(b) *Prohibited activities within upland buffers.* The following activities within an upland buffer area shall be prohibited unless a permit, variance or waiver has been issued (permits, variances and waivers shall be reviewed based on the evaluation criteria within article V):

(1) Placement of a structure, road or utilities (other than extension of dock or walkway to dock).

(2) Planting of prohibited vegetation.

(3) Removal of native vegetation.

(4) Fill with dirt, topsoil, sand, gravel or other similar material.

(5) Excavation.

(6) Storage of equipment, supplies, materials, machinery, and portable buildings.

(7) Application of herbicides, pesticides, fertilizers, or chemical agents injurious to vegetation.

(Ord. No. 303, 7-20-04)

Secs. 70-112—70-130. - Reserved.

ARTICLE VII. - LANDSCAPE REQUIREMENTS FOR COMMERCIAL PARKING LOTS

Sec. 70-131. - Development permit applications.

All nonresidential development permit applications which propose vehicular use areas with more than three parking spaces shall conform to the minimum landscaping requirements defined below. In instances where healthy plant material exists on a site prior to its development, in part or in whole, for purposes of off-street parking or other vehicular use areas, the department shall adjust the application of the below-mentioned standards to allow credit for the plant material if such an adjustment is in keeping with and will preserve the intent of this chapter.

(Ord. No. 303, 7-20-04)

Sec. 70-132. - Permit required for tree removal.

A permit as provided for in this chapter shall be required for the removal (or transplant) of any tree with a two-inch caliper or more upon any commercial parcel upon which there is a structure under a validly issued permit. Permit requirements are outlined under article V.

(Ord. No. 303, 7-20-04)

Sec. 70-133. - Perimeter landscaping.

The exterior perimeters of all vehicular use areas adjacent to other property pursuant to the Zoning Code or public right-of-way shall be landscaped with a strip of land which is at least three feet in width. Within this landscape strip, a hedge shall be installed which, at the time of planting, shall be three feet in height and be allowed to grow to and be maintained so as to form a continuous, unbroken, solid visual screen. Spacing of plants shall be no more than two and one-half to three feet on center, depending on the species.

(Ord. No. 303, 7-20-04)

Sec. 70-134. - Trees.

An area equal to ten percent of the total vehicular use area shall be devoted to landscape open space for planting of tree(s). There shall be a minimum of one tree for each 200 square feet or fraction thereof of required landscape open space. All existing shade trees shall be maintained and applied as a credit to this requirement. Each tree shall be planted within a minimum five-foot by five-foot hole and newly planted or transplanted trees shall have a minimum caliper of six inches. Trees shall be located wherever possible to avoid underground and overhead utilities. These trees shall be located at the perimeter and interior of the vehicular use area to most effectively provide shade and cool pavement areas as well as to relieve the monotony of large expanses of paving and contribute to the orderly circulation of vehicular and pedestrian traffic.

(Ord. No. 303, 7-20-04)

Sec. 70-135. - Vehicular use landscape plan approval.

The developer must submit for approval by the Department a combination site plan/landscape plan ("vehicular use landscape plan"). The use of xeriscape design is preferred. The design should include: low maintenance design; low volume irrigation; use of mulch ground cover; use of drought tolerant plant material; soil augmentation; and limited use of turf to allow for low maintenance. The vehicular use landscape plan shall be submitted to the Department and shall contain the following information: The name, address, and telephone number of the owner and designer; landscape architect and irrigation maintenance contractor; a site plan indicating all dimensions and property lines, northpoint, clearly delineated existing and proposed easements, utility lines, parking spaces, access aisles, driveways, sidewalks, curbs and other vehicular use controls, the location of curb cuts on adjacent property and median openings on abutting street; lighting; irrigation system; proposed planting areas; decorative or screen walls; and existing trees and related buildings. Proposed planting areas must indicate the quantity, spacing, size and name of proposed plant material.

(Ord. No. 303, 7-20-04)

Sec. 70-136. - Parking lot divider strips.

Landscaped divider strips shall be used to separate double rows of parking spaces and such divider strips shall have a minimum width of six feet. All such divider strips shall be planted with trees spaced no more than 20 feet apart. Tree species are to be selected on the bases of (a) size at maturity, and (b) expected life, in order to maximize shaded areas for many years under tree canopies within parking areas.

(Ord. No. 303, 7-20-04)

Sec. 70-137. - Irrigation requirements.

Irrigation systems shall utilize low volume design to provide direct application and low evaporation. Water supply shall be piped to each individual planter island and, in no case, shall any planted vegetation area required pursuant to this section be more than 50 feet from a water supply hose bib. Trees shall be irrigated for at least five years after planting and irrigation systems shall be properly maintained for such minimum period. Aside from tree selection, the Department shall encourage the use of plants which do not have ongoing watering and fertilization requirements in order to reduce the demand on the potable water supply.

(Ord. No. 303, 7-20-04)

Sec. 70-138. - Sight distance restrictions at intersections.

All landscape plant material shall be planted in accordance with sight distance restrictions determined by the department.

(Ord. No. 303, 7-20-04)

Secs. 70-139—70-150. - Reserved.

ARTICLE VIII. - ENFORCEMENT

Sec. 70-151. - Withholding certificate of occupancy.

The department shall withhold the issuance of a certificate of occupancy, or permits and inspections, on any development until the provisions of this chapter, or conditions of any permits issued under this chapter, have been fully complied with, and until any fines levied under this chapter have been paid.

(Ord. No. 303, 7-20-04)

Sec. 70-152. - Cease and desist order.

The department may issue a cease and desist order for any permit issued under this chapter for fraud, misrepresentation, or violation of conditions imposed under this chapter pursuant to the permit or other good cause or for any site where work has commenced and a permit has not been obtained but is required pursuant to this chapter. Any person receiving an order for cessation of operations shall immediately comply with the requirements of the order. It shall be a violation of this chapter for any person to fail to or refuse to comply with a cease and desist order issued and serviced under the provisions of this chapter.

(Ord. No. 303, 7-20-04)

Sec. 70-153. - Liability.

Whenever a violation of this chapter occurs or exists, or has occurred or existed, any person, individually or otherwise, who has a legal, beneficial or equitable interest in the facility or instrumentality causing or contributing to the violation, or who has a legal, beneficial, or equitable interest in the real property upon which the violation occurs or exists, or has occurred or existed, shall be jointly and severally liable for the violation regardless of fault and regardless of knowledge of the violation. This provision shall be construed to impose joint and severable liability, regardless of fault and regardless of knowledge of the violation, upon all person(s), individually or otherwise, who although the persons may no longer have any such legal, beneficial or equitable interest in such facility or instrumentality or real property, did have an interest at any time during which the violation existed or occurred or continued to exist or to occur. This provision shall be liberally construed and shall be retroactively applied to protect the public health, safety, and welfare to accomplish the purposes of this chapter.

(Ord. No. 303, 7-20-04)

Sec. 70-154. - Civil penalties.

Any person who violates any provision of this chapter shall forfeit and pay to the town a civil penalty for the vegetation illegally removed or damaged, based on the caliper of the vegetation, as follows:

ord. 400

(1) Two to five inches—$500.00;

(2) Over five to ten inches—$1,500.00;

(3) Over ten to 15 inches—$3,000.00;

(4) Over 15 t~~o 20 inches~~ up to $5,000.00; or the maximum permitted by law.

~~(5) Over 20 to 30 inches—$7,500.00;~~

~~(6) Over 30 inches $15,000.00 and/or complete removal of a stump.~~

The foregoing schedule of civil penalties by caliper shall be reduced by 50 percent for palm trees. The sum shall accrue to the Town and may be recovered as a condition to the issuance of further permits or certificates of occupancy or in a civil action brought by the town.

(Ord. No. 303, 7-20-04)

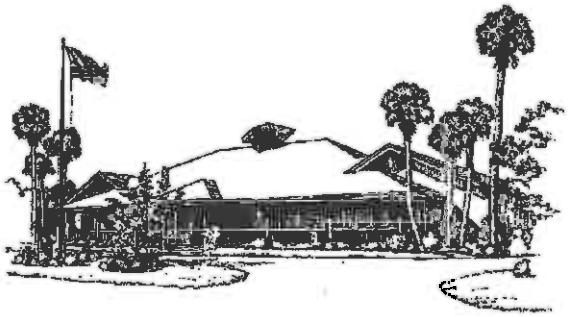
Sec. 70-155. - Mitigation.

In addition to or in lieu of civil penalties as provided for by this chapter, the town may require replacement of illegally removed trees or other protected vegetation on an inch-for-inch basis or accumulation of tree diameters equaling the diameter of the tree(s) removed. A combination of money and tree replants may be required.

(Ord. No. 303, 7-20-04)

TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager



TO: Town of Sewall's Point Commission

FROM: Pamela Mac'Kie Walker, Town Manager

SUBJECT: Agenda Item 4.a.
Town Commission Meeting, August 26, 2014

Background: The attached amendment to Town ordinances was passed at first reading on June 24, 2014 and will reduce the penalty for penalty for illegal tree removal to the maximum level permitted by Florida law.

Recommendation: Staff recommends that the attached ordinance be adopted.

Staff is available for questions or action as directed by the Commission.

ORDINANCE NO. 400

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF SEWALL'S POINT, FLORIDA, AMENDING CHAPTER 70 "HABITAT MANAGEMENT", ARTICLE VIII "ENFORCEMENT", TO ENSURE THE PENALTIES ARE IN ACCORDANCE WITH FLORIDA STATUTES; PROVIDING FOR SEVERABILITY, THE REPEAL OF LAWS IN CONFLICT, CODIFICATION, AND AN EFFECTIVE DATE.

WHEREAS, the Town of Sewall's Point, Florida, is a duly constituted municipality having such power and authority conferred upon it by the Florida Constitution and Chapter 166, Florida Statutes; and

WHEREAS, the Town Commission has adopted penalties at section 70-154 of the Code of Ordinances for violations involving the illegal removal of or damage to vegetation; and

WHEREAS, the Town Commission wishes to ensure that the penalties adopted in section 70-154 are in compliance with the penalties authorized under Ch. 162, Part I, Florida Statutes, which governs code enforcement activities; and

WHEREAS, the Town Commission has reviewed the amendment and finds that such amendment to the Town Code furthers the public health, safety and general welfare of the residents and citizens of the Town.

NOW THEREFORE, BE IT ORDAINED BY THE TOWN COMMISSION OF THE TOWN OF SEWALL'S POINT, FLORIDA:

Section 1. The whereas clauses are incorporated herein as true and correct and as the legislative findings of the Town Commission.

Section 2. Chapter 70 "Habitat Management", Article VIII "Enforcement", is hereby adopted to read as follows:

Sec. 70-154. - Civil penalties.

Any person who violates any provision of this chapter shall forfeit and pay to the town a civil penalty for the vegetation illegally removed or damaged, based on the caliper of the vegetation, as follows:

(1) Two to five inches—$500.00;

(2) Over five to ten inches—$1,500.00;

(3) Over ten to 15 inches—$3,000.00;

(4) Over 15 ~~to 20~~ inches— up to $5,000.00 or the maximum amount permitted by law~~;~~.

~~(5) Over 20 to 30 inches—$7,500.00;~~

~~(6) Over 30 inches $15,000.00 and/or complete removal of a stump.~~

The foregoing schedule of civil penalties by caliper shall be reduced by 50 percent for palm trees. The sum shall accrue to the Town and may be recovered as a condition to the issuance of further permits or certificates of occupancy or in a civil action brought by the

town.

Section 3. Severability. If any section, subsection, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions thereof.

Section 4. Repeal of Laws in Conflict. All ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

Section 5. Codification. The sections of the ordinance may be made a part of the Town Code of Laws and ordinances and may be re-numbered or re-lettered to accomplish such, and the word "ordinance" may be changed to "section," "division," or any other appropriate word.

Section 6. Effective Date. This ordinance shall take effect immediately upon adoption.

_____ offered the Ordinance for its first, reading and moved its adoption. The motion was seconded by _____, and upon being put to a vote, the vote was:

	AYE	NAY
PAM BUSHA, MAYOR	____	____
PAUL LUGER, VICE MAYOR	____	____
VINCENT N. BARILE, Commissioner	____	____
THOMAS BAUSCH, Commissioner	____	____
JACQUI THURLOW-LIPPISCH, Commissioner	____	____

Passed second reading at the Regular Meeting of the Town Commission held on the _____ day of _____, 2014. The _____ thereupon declared this Ordinance approved and adopted by the Town Commission on this _____ day of _____, 2014.

TOWN OF SEWALL'S POINT, FLORIDA

_____
PAM BUSHA, MAYOR

ATTEST:

_____
Ann-Marie S. Basler, Town Clerk
(TOWN SEAL)

Approved as to form and legal sufficiency:

_____
Glen J. Torcivia, Town Attorney
Florida Bar No. 343374

FIRE FEE ANALYSIS

Table 16: Summary of Costs to Average Homeowner – Current, S

Summary	County	Stuart	Sewall's Point
Current	$365.81	$423.92	Contract
Scenario A	$365.75	$365.75	Contract
Scenario B	$360.18	$360.18	$839.86

The report does not show the amount currently paid by TSP's "Average Home"

Taxable Value of the Town of Sewall's Point		598,841,698
Tax Rate	**0.594013**	
Ad Valorem Tax Revenue		355,720
Contractual Payment		$ 355,720

Millage rate needed to generate the current contractual fire fee ("contractual millage")

Taxable Value of "Average Home Less Exemptio		437,325
Tax Rate	**0.59**	
Ad Valorem Tax Revenue		259.78

This shows that "contractual millage" rate applied to the report's "Average Home"

Taxable Value of "Average Home Less Exemptio		437,325
Tax Rate	**1.41**	
Ad Valorem Tax Revenue		618.38
Tier 1 fee		108.35
Tier 2 Fee		113.10
		839.83

This shows the report's recommended millage rate applied to the report's "Average Home" PLUS the 2 additional fees

Taxable Value of the Town of Se	598,841,698	
Tax Rate	**1.41**	
Ad Valorem Tax Revenue Paid by TSP for Fi		846,762.16
Total Tier 1 fees fm TSP		92,097.50
Total Tier 2 Fees by TSP		96,135.00
TOTAL TSP COST		$ 1,034,995

This shows the report's recommended millage rate applied to the Total TSP Assessed Value PLUS the 2 additional fees

This graph shows the potential savings overall by reductions in costs system-wide

Scenario B

	County	Stuart	TSP
	$365.81	$423.92	259.78
25%	348.69	$348.69	$806.47
50%	337.2	$337.20	$773.09
75%	325.71	$325.71	$739.70
100%	314.22	$314.22	$706.32

Scenario B	County	Stuart	Sewall's Point
Current	$365.81	$423.92	Contract
25%	$348.69	$348.69	$806.47
50%	$337.20	$337.20	$773.09
75%	$325.71	$325.71	$739.70
100%	$314.22	$314.22	$706.32

March 2016

Draft Executive Summary Report

Martin County Fire Rescue and Stuart Fire Rescue
Fire and EMS Consolidation Feasibility Study
Martin County, Florida

Prepared by:

FITCH & ASSOCIATES, LLC
2901 Williamsburg Terrace #G ▪ Platte City ▪ Missouri ▪ 64079
816.431.2600 ▪ www.fitchassoc.com

CONSULTANT DRAFT REPORT

Fire and EMS Consolidation Feasibility Study
Draft Executive Summary Report
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EXECUTIVE SUMMARY

Martin County and the City of Stuart collectively conducted a sealed bid procurement process for consulting services to conduct a Feasibility Study for Fire and EMS Consolidation throughout Martin County, including the City of Stuart, the Town of Sewall's Point, the Town of Ocean Breeze, and the Town of Jupiter Island.

In April of 2015, *FITCH* & Associates, LLC entered into a contractual agreement with Martin County, FL to complete the study.

General Observations and Conclusions

It was evident throughout the project that the concept of countywide consolidation of fire and rescue services was not a newly developed theoretical construct. However, the operational, economic, and political environments were not conducive to move the concept forward previously.

At this time, the *FITCH* team believes that the County and their municipal partners retain the requisite operational and economic efficiencies to elevate the concept of countywide consolidation for consideration and implementation. The operational and financial models developed through this process provide broad flexibility for policy to be established in a successful manner and optimizations are not intended to be overly prescriptive but rather demonstrate potentiality.

This report, analyses, and subsequent recommendations converge on the value of creating an independent fire district for Martin County, FL that provides both operational and economic efficiencies. In addition, the alternative governance models developed incorporate critical political pillars for representativeness, fairness, and equity.

Finding #1:
Sufficient operational and economic efficiencies exist to recommend pursing the creation of an independent fire district for Martin County that will naturally consolidate fire and rescue service delivery.

Report Structure and Methodology

This report is the culmination of two distinct sections consisting of a summary report and the supporting data report.

While the data report has individual agency performance identified, this summary report attempts to provide only system level data pertinent to a theoretically consolidated system. In this manner, stakeholders and policy discussions can focus on issues related to future collaborative efforts and not focus on historical perspectives and legacy issues.

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The *FITCH* team utilized a combination of structured interviews, document reviews, direct observations, and comprehensive quantitative, temporal and GIS analyses. Performance data was provided by the 911 Center and were evaluated in conjunction with the available internal records management system information from each department.

The *FITCH* team met with elected officials from each community with the exception of the Town of Jupiter Island. In addition, structured interviews were completed with each participating community's administrations throughout this project. Specifically, the *FITCH* team met with each Martin County and Stuart City Commissioner throughout the project study period.

Each fire department administration's participated in structured interviews at the beginning of the project and then was provided draft concepts near the conclusion. Draft performance data was provided to each fire administration for review and feedback prior to the completion of this report. This validation strategy is an integral milestone to ensure future oriented discussions focus on strategic pathways rather than the underlying assumptions.

Similarly, all financial models were presented to the both the City and County administrations and financial teams to both understand and validate each model's assumptions.

Finally, the *FITCH* team met with each of the International Association of Firefighters (IAFF) locals to solicit input.

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REVIEW OF COMMUNITY CHARACTERISTICS, CURRENT SERVICES, AND COMMUNITY EXPECTATIONS FOR SERVICE

Community Characteristics

Martin County, FL is located on the coast in Southeastern Florida consisting of approximately 544 square miles with an estimated population of approximately 156,000.[1] Martin County Fire Rescue provides fire and rescue services, including Advanced Life Support and patient transportation services, throughout all of the unincorporated areas and through a contractual relationship with the Towns' of Jupiter Island and Ocean's Breeze.

The City of Stuart is the county seat and retains an urban density of greater than 2,300 population per square mile over the City's nearly seven square mile area.[2] Stuart Fire Rescue provides fire and rescue services, including Advanced Life Support and patient transportation services, throughout the incorporated city limits and through a contractual relationship with the Town of Sewall's Point.

In addition, Interlocal agreements (ILA) have been established that support the best practice of closest unit dispatching. Therefore, enclaves exist where Stuart Fire Rescue has the responsibility for primary response services in unincorporated Martin County and the reciprocal is true of Martin County Fire Rescue having primarily responsibility for portions of the City's incorporated limits.

The Town of Jupiter Island also operates a public safety department on the island for initial response for fire and emergency medical services supplemented through a contractual relationship with Martin County for a dedicated Paramedic and automatic fire and EMS support.

Current Services and Existing Capital Infrastructure

Resources are deployed with a variety of unit types out of 15 fixed facilities. The Martin County operation is supported out of an administrative building shared with the sheriff's office in addition to a fleet maintenance facility and Ocean Rescue headquarters facility.

Martin County has demonstrated a strategic and mindful approach to their facilities and apparatus. Although several stations are in need of renovation and replacement, the county has been proactive in providing excellent quarters for their apparatus and personnel. The Martin County Capital Improvement Plan currently accounts for every station in need of renovation or reconstruction. The balance of the fire stations are well organized and meet or exceed best practices in their layout, functionality and design. For instance, in the newer stations, a separation of sleeping and shower facilities has been provided to accommodate a diverse workforce. These stations are also exemplary in their storage of firefighter PPE meeting all recommendations of NFPA 1851.

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[1] U.S. Census Quickfacts. Retrieved from http://www.census.gov/quickfacts/table/PST045215/1268875,12085,00
[2] Ibid.

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Apparatus in the system is also well provided for. The county maintains a vehicle replacement plan based on an apparatus life of 15 years; 10 years frontline and 5 years reserve. The county provides for all repair, maintenance, and testing required of these vehicles through a dedicated fleet maintenance facility. The following provides an overview of facilities and apparatus within Martin County.

Units in blue provide Advance Life Support (ALS) services while all others are Basic Life Support (BLS) capable.

Martin County Fire Rescue Fleet Maintenance Facility

This is a state of the art, 5-year-old facility that services only the County's fire rescue vehicles. The operation is 100% self-sustained and sufficient with the ability to perform nearly all repair work, service testing and certifications including pump and hose testing. Ladder testing and certification is contracted out to a third party provider. Martin County's reserve apparatus are stored here under cover and are listed in the accompanying table. The facility also acts as the supply hub for the fire department. All supplies, office materials, uniforms, parts etc. are stocked and distributed from this location. The facility utilizes a standard asset management tracking software. However, the software is not fleet specific and therefore despite capturing the elements related to cost of ownership, it does not facilitate the aggregate reporting necessary to strategically manage apparatus replacement by cost of ownership. Instead, the replacement schedule is based on age with millage as a consideration.

Unit	Year	Replacement	Estimated Cost
B/U Rescue	2001	N/A	N/A
B/U Rescue	2001	N/A	N/A
B/U Rescue	2001	N/A	N/A
B/U Rescue	2003	N/A	N/A
B/U Rescue	2005	N/A	N/A
B/U Engine	1997	N/A	N/A
B/U Engine	1997	N/A	N/A
B/U Engine	1997	N/A	N/A
B/U Engine	1997	N/A	N/A
B/U Engine	2001	N/A	N/A

Station 11 – Flight Station

This is an older facility located at the airport. This station is home to the County's air transport service LifeStar. The LifeStar unit is operated by PHI with two Martin County flight medics and one PHI pilot. When air ship is O.O.S. for greater than 2hrs, the County medics staff and place Rescue 11 in service from this location. Station is also home to Battalion 3 who serves as a float fill-in commander between Battalion 1 and 2 depending on which is off. Battalion 3 doesn't relocate to the quarters of the battalion they are covering. This station can adequately house a diverse crew of four persons.

Unit	Year	Replacement	Estimated Cost
Rescue 11	1997	2001 B/U	N/A
Battalion 3			
LifeStar	N/A	N/A	N/A

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Station 14 – Hutchinson Island

Unit	Year	Replacement	Estimated Cost
Quint 14	2006	2021	$850,000
Rescue 14	2003	2015	$250,000

Built in 1981, the station is clean but in need of replacement. This station can sleep 7 personnel but provides no gender separation. Sleeping quarters are open bunks with the exception of the officer's quarters. There are two bathrooms with showers for male and female personnel. Two apparatus bays are fully occupied. This station is planned for replacement by FY2022.

Station 16 – Jensen Beach

Unit	Year	Replacement	Estimated Cost
Engine 16	2007	2018	$650,000
Rescue 16	2007	2015	$250,000
Tanker 16	2007	2022	$250,000
Brush 16	1973	Rebuild	$50,000
Rescue Sup1			

Built in 2005, the station is clean, well kept, and fully functional. The station can sleep 11 personnel with 11 separate bunkrooms and three bathrooms with showers. Station has adequate office space including a classroom for training. Six apparatus bays are fully occupied.

Station 18 – North River Shores

Unit	Year	Replacement	Estimated Cost
Engine 18	2001	2015	$550,000
Rescue 18	2007	2017	$275,000
HazMat 18	2001	2021	$400,000
Squad 18	2006	2021	$85,000

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Built around 1992, the station is clean but challenged for adequate space and accommodations. The station can sleep 7 personnel but provides no gender separation. Sleeping quarters are two open bunkrooms. There are two bathrooms with showers with no gender specification. The office space is limited. Three apparatus bays are fully occupied.

Station 21 – Palm City

Unit	Year	Replacement	Estimated Cost
Engine 21	2007	2018	$625,000
Rescue 21	2013	2023	$300,000
Tanker 21	2001	2020	$250,000
Brush 21	1953	Rebuild	
Battalion 1			

Built in 2004, the station is clean, well kept, and fully functional with plenty of space and capacity. The station can sleep 11 personnel and provides three bathrooms with showers. The station includes a separate officer and battalion's quarters. The station has six apparatus bays, a large classroom and is home to the SCBA maintenance and repair shop.

Station 22 – Tropical Farms

Unit	Year	Replacement	Estimated Cost
Engine 22	2007	2018	$650,000
Rescue 22	2009	2019	$275,000
Tanker 22	1999	2020	$250,000
Brush 22	1968	Rebuild	$50,000

Built in 2012, the station is clean, well kept, and fully functional. The station can sleep seven personnel and provides three bathrooms with showers. The station includes a separate officer's quarters and has three apparatus bays fully occupied.

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Station 23 – Kanner Highway

Unit	Year	Replacement	Estimated Cost
Quint 23	2012	2027	$900,000
Rescue 23	2009	2019	$285,000
Rescue Sup 2			

Built in 2008, the station is clean, well kept, and fully functional with plenty of space and capacity. The station can sleep seven personnel and provides three bathrooms with showers. The station includes a separate officer's quarters. The station has four apparatus bays (2 drive through), adequate office space and day room space.

Station 24 – Indiantown

Unit	Year	Replacement	Estimated Cost
Engine 24	2007	2018	$625,000
Rescue 241	2014	2024	$300,000
Rescue 242	2007	2017	$275,000
Tanker 24	1996	2020	$250,000
Brush 24	1973	Rebuild	$50,000
Brush 242	1980	Rebuild	$50,000

Built in 1998, the station resides in a shared county facility. The station is clean, well kept, and fully functional. The station can sleep 11 personnel and provides three bathrooms with showers. The station includes a separate officer's quarters. The station has three apparatus bays that are full.

Station 28 – Is an old station that existed prior to merger and formation of Martin County Fire Rescue. This facility is in the far northwest corner of the County and is not used to deploy resources. The station would not be suitable for occupancy and is currently being used for storage.

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Station 30 –Port Salerno

Unit	Year	Replacement	Estimated Cost
Engine 30	2014	2025	$750,000
Rescue 30	2009	2019	$275,000
Brush 30	1972	Rebuild	$50,000
Battalion 2			

Built in 2001, the station is clean, well kept, and fully functional with plenty of space and capacity. The station can sleep 11 personnel and provides three bathrooms with showers. The station includes a separate officer and battalion's quarters. The station has six apparatus bays (3 drive through) with room to house more apparatus and a large classroom.

Station 32 – Hobe Sound

Unit	Year	Replacement	Estimated Cost
Engine 32	2003	2018	$625,000
Rescue 32	2007	2015	$250,000
Tanker 32	2001	2020	$250,000
Brush 32	1980	Rebuild	$50,000

Engine 32 BLS, Rescue 32, EMS Supervisor 3, Tanker 32, and Brush 32. Eight bunks, 2+1 showers. The station was remodeled 4 years ago and is in excellent condition. Adequate space for current crew and could house more. 6 bays (3 drive through) all occupied. This station also houses the department's communications truck and trailer.

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Station 33 – Ridgeway

Unit	Year	Replacement	Estimated Cost
Quint 33	1997	2015	$753,000
Rescue 33	2013	2023	$300,000
Dive 33	1997	2020	Refurb B/U
Dive Boat	2008	2020	$50,000
Tert 33	1999	2020	$500,000

Built in 1988, the station is clean but in need of replacement. This station can sleep 7 personnel but provides no gender separation. Sleeping quarters are open bunks with the exception of the officer's bunk. There are two bathrooms with showers. Living and office space is very limited. Two apparatus bays are fully occupied with one vehicle being stored outside. This station is planned for replacement by FY2020.

Station 34 – Jupiter Island

Unit	Year	Replacement	Estimated Cost
Medic 34	N/A		

Facility belongs to Jupiter Island Dept. of Public Safety. Small living quarter accommodates only one Martin County paramedic staffing an ALS SUV. Jupiter Island Public Safety maintains one commercial cab mini pumper. Small quarters for one medic staffing for ALS SUV M34.

Station 36 – County Line

Unit	Year	Replacement	Estimated Cost
Engine 36	2003	2018	$625,000
Rescue 36	2007	2017	$275,000
Brush 36	1967	Rebuild	$50,000

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Built in the 1970s, the station needs replacement. This station can sleep 5 personnel but provides no gender separation. Sleeping quarters are open bunks. There are two bathrooms with showers. Living and office space is very limited. Two apparatus bays are fully occupied with the brush truck being stored outside. This station is planned for replacement by FY2017.

Stuart Fire Rescue Station 1

Unit	Year	Replacement (RP) / Refurbish (RF)	Estimated Cost
Engine 1	1997	2022 (RP)	$350,000
Rescue 1	2004	2017 (RP)	$200,000
Quint 1	2006	2020 (RF)	$400,000
Brush 1	1970	>10 years	$150,000
Battalion 5	2005	2016 (RP)	$60,000

Built in 2005, the station resides in a shared city facility. The station is clean, well kept, and fully functional with plenty of space and capacity. The station can sleep 11 personnel with five full bathroom/showers. There is plenty of office, training, and living space. The station has eight apparatus bays fully occupied and is home to the SCBA maintenance and repair shop and PPE cleaning.

Stuart Fire Rescue Station 2

Unit	Year	Replacement	Estimated Cost
Engine 2	1997	2025 (RP)	$350,000
Rescue 2	2007	2016 (RF)	$60,000

Built in 2004, the station is in adequate condition to house its current personnel. The station can sleep seven personnel with three full bathroom/showers. There is adequate office and living space. The station has two bays fully occupied.

Community Expectations for Service

The *FITCH* team conducted structured interviews with fire chiefs, elected officials, and County, City, and Town managements. In addition, both labor executive boards provided input that was utilized to shape our overall impression of community expectations.

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A commonly held expectation across all groups is that the level of service should either be held constant or improved. While the opportunity remained open to find new operational and fiscal efficiencies, the overall impression is that the services provided were of a high quality and meeting or exceeding community expectations.

The Town of Jupiter Island funds their own services internally and contracts for ALS capability and support services from Martin County. While the community is satisfied with the current provision of services, the Town understands that there is an upper threshold that they are willing to pay for services and would consider alternative strategies if exceeded.

The Towns of Ocean's Breeze and Sewall's Point are approving of the current services and the contracted fiscal limits of said services.

Finding #2:
Stakeholders believe that the communities' are receiving high quality services and the services are meeting or exceeding expectations.
Finding #3:
While open to new operational and economic efficiencies, stakeholders have a common expectation that current performance should either be maintained or improved.

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COMMUNITY RISK ASSESSMENT

Risk Density

Martin County has a total service area of approximately 544 square miles. As found in other larger counties, the population density and prospective, or potential, risk varies across the jurisdiction. For example, the taxable value in Sewall's Point and Jupiter Island is generally higher than in the unincorporated areas of the county and the City of Stuart, but may have lower population densities. The City of Stuart has an urban population density at greater than 2,300 people per square mile. The unincorporated county area has large expanses of very low population in areas that are predominantly agricultural and urban densities along the eastern expanse.

For a risk-based planning process, an analysis was conducted to examine the relative densities of urban level requests for service and suburban/rural level requests for service.

There are three steps to determine Urban (high risk) and Suburban/Rural (low risk) incident zones:

1. Use the predetermined political boundaries of Martin County as the mapping area.
2. Import the historical data for demands for service onto this map.
3. Create a grid of approximately 0.5 miles (0.56 mi) squares that covers the area to be evaluated. For all squares in the half-mile grid, the analysis counts the number of incident locations that fall within each square. For each half-mile square, the analysis also determines the number of incidents that fall within the eight adjacent half-mile squares in the grid. This methodology removes the artifact or potential that a singular address, such as a nursing home, can affect a square to such a degree that it becomes Urban (high density demand) without truly exhibiting high-density demand over the whole square.

The outcome of this process results in the map of incident zones presented in Figure 1 below:

- **RED**: Urban Incident Zones—two calls per half mile per month with at least half the adjacent square half miles having the same number of calls per month.
- **GREEN**: Suburban/Rural Incident Zones —at least one call per half mile square every six months with at least half the adjacent square half miles having the same number of calls per month.
- **No Color**: Remote Incident Zones —less than one call per square half mile every six months.

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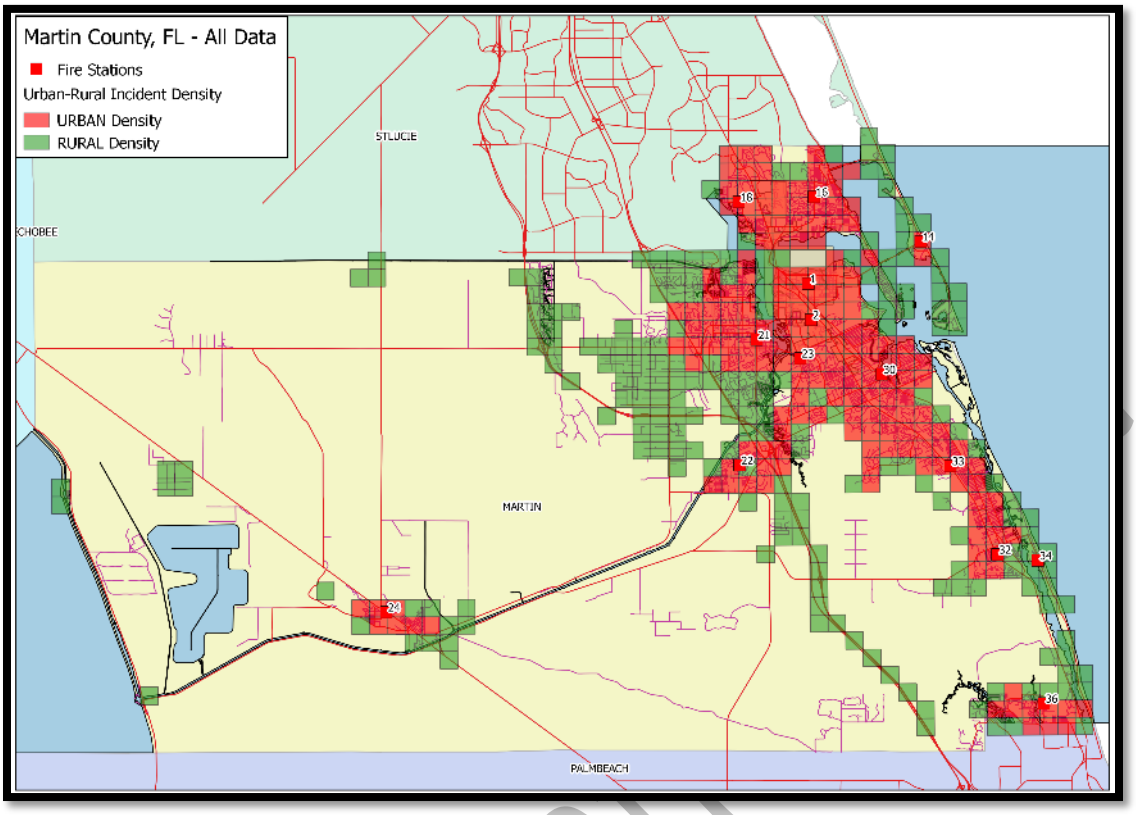
Figure 1: All Community Service Demands Density Map



The results of this analysis demonstrates that the overall community demand for services is concentrated on the eastern corridor and generally follows the population densities. Two other areas that aren't specifically congruent to the rest of the urban demand areas occur around Station 24 (Indiantown) and Station 36 (County Line). In addition, this analysis demonstrates that for much of the County's geographic territory is defined as remote, requests for services occur less than once per square half-mile every six months.

Overall, the variability in socioeconomic status between the County and the City of Stuart is not sufficiently distant to impact service demands that aren't explained by population density.

Finding #4:
Overall, risk is predominantly located in and around the urban areas on the eastern side of the County.
Finding #5:
The County has large geographic areas with a Remote designation of less than one call per square half-mile every six months.

Categorization of Risk

In an effort to understand the differences between types of risk, community demands for services were categorized by call type. The data demonstrates that, like most fully integrated fire and rescue organizations, EMS is the predominant risk center as it accounts for approximately 78% of all requests for service throughout Martin County. While fire related incidents accounted for approximately 14% of the remaining incidents, actual fires (structure fire, outside fire, vehicle fire, marine fire, and fire other) accounted for less than 3% of the community's demands for service. Data are presented as Table 1 below.

Table 1: Number of Incidents Dispatched by Category – All Jurisdictions Included

Call Category	Number of Calls	Calls per Day	Call Percentage
Cardiac and stroke	2,685	7.4	12.1%
Seizure and unconsciousness	1,696	4.6	7.6%
Breathing difficulty	1,929	5.3	8.7%
Overdose and psychiatric	638	1.7	2.9%
MVA	1,275	3.5	5.7%
Fall and injury	4,535	12.4	20.4%
Illness and other	4,626	12.7	20.8%
EMS Total	**17,384**	**47.6**	**78.1%**
Structure fire	79	0.2	0.4%
Outside fire	226	0.6	1.0%
Vehicle fire	69	0.2	0.3%
Marine fire	6	0.0	0.0%
False alarm	1,013	2.8	4.5%
Good intent	190	0.5	0.9%
Public service	1,325	3.6	6.0%
Fire other	253	0.7	1.1%
Fire Total	**3,161**	**8.7**	**14.2%**
Rescue	18	0.0	0.1%
Hazmat	89	0.2	0.4%
Mutual aid	390	1.1	1.8%
Canceled	1,226	3.4	5.5%
Total	**22,268**	**61.0**	**100.0%**

Finding #6:

Throughout Martin County, the most frequent community demand for service is for emergency medical services at 78% of all community requests for service.

Finding #7:

Fire related incidents account for 14% of the community demands and actual fires account for less than 3% of the County's aggregated demand.

Distribution of Risk Across Communities

Similarly, community demands for service were stratified by community. Data is presented as Table 2 below.

Table 2: Number of Incidents Dispatched by Category and Jurisdiction

Call Category	MCFR	SFR	Sewall's Point	Jupiter Island	Other
Cardiac and stroke	2,096	558	13	18	0
Seizure and unconsciousness	1,298	382	12	4	0
Breathing difficulty	1,460	450	9	10	0
Overdose and psychiatric	495	139	3	1	0
MVA	1,043	220	9	3	0
Fall and injury	3,311	1,150	40	34	0
Illness and other	3,513	1,049	28	36	0
EMS Total	**13,216**	**3,948**	**114**	**106**	**0**
Structure fire	66	10	1	2	0
Outside fire	198	26	1	1	0
Vehicle fire	62	7	0	0	0
Marine fire	6	0	0	0	0
False alarm	737	243	21	12	0
Good intent	176	13	1	0	0
Public service	1,237	79	5	4	0
Fire other	205	44	2	2	0
Fire Total	**2,687**	**422**	**31**	**21**	**0**
Rescue	8	10	0	0	0
Hazmat	69	14	4	2	0
Mutual aid	0	0	0	0	390
Canceled	1,078	126	15	7	0
Total	**17,058**	**4,520**	**164**	**136**	**390**
Percentage	**76.6**	**20.3**	**0.7**	**0.6**	**1.8**
Calls per Day	**46.7**	**12.4**	**0.4**	**0.4**	**1.1**

Finding #8:

Nearly 87% of all of the community's requests for service were answered by either Martin County or the City of Stuart, excluding calls in Sewall's Point and Jupiter Island.

Temporal Distributions of Community Demands

Temporal analyses were conducted to determine if the community demands for service varied significantly across month of year, day of week, or hour of day. Analyses reveal that the monthly and weekly demand did not vary significantly to suggest adjusting the allocation of resources based on this variability. Data for month of year and day of week are presented as Figures 2 and 3, respectively.

However, the temporal distribution of community demand for services by hour of day does vary significantly. The countywide average hourly call rate varies from a low of 1 call per hour at 3am to 5am to a high of 3.7 calls per hour at the peak of the day. The data illustrates a distinct "peak" period of the day between 8 am and 8 pm. Data is presented as Figure 4 below.

Figure 2: Overall: Average Calls per Day by Month

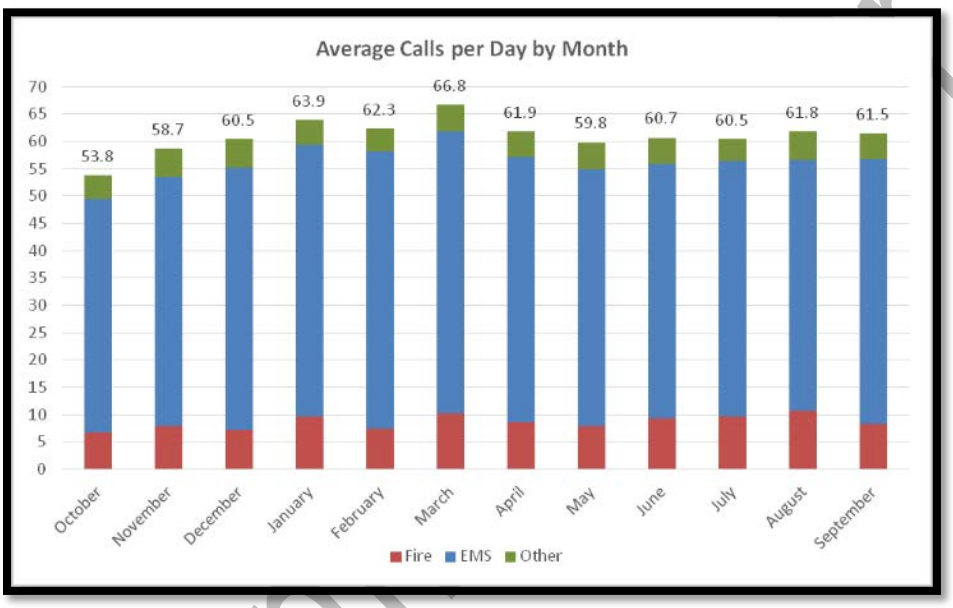


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Figure 3: Overall: Average Calls per Day by Weekday

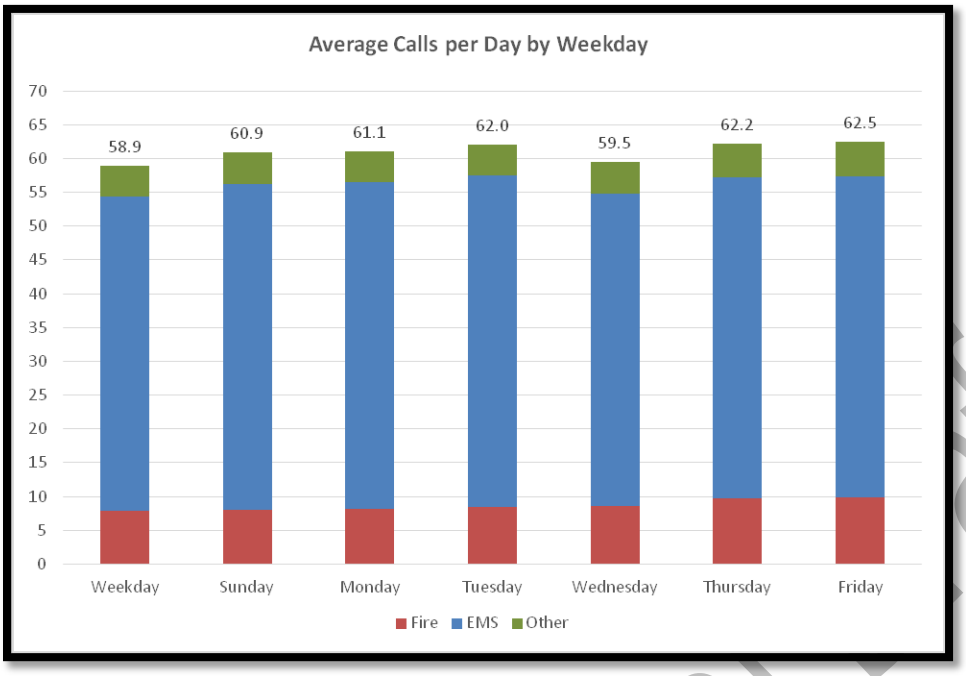
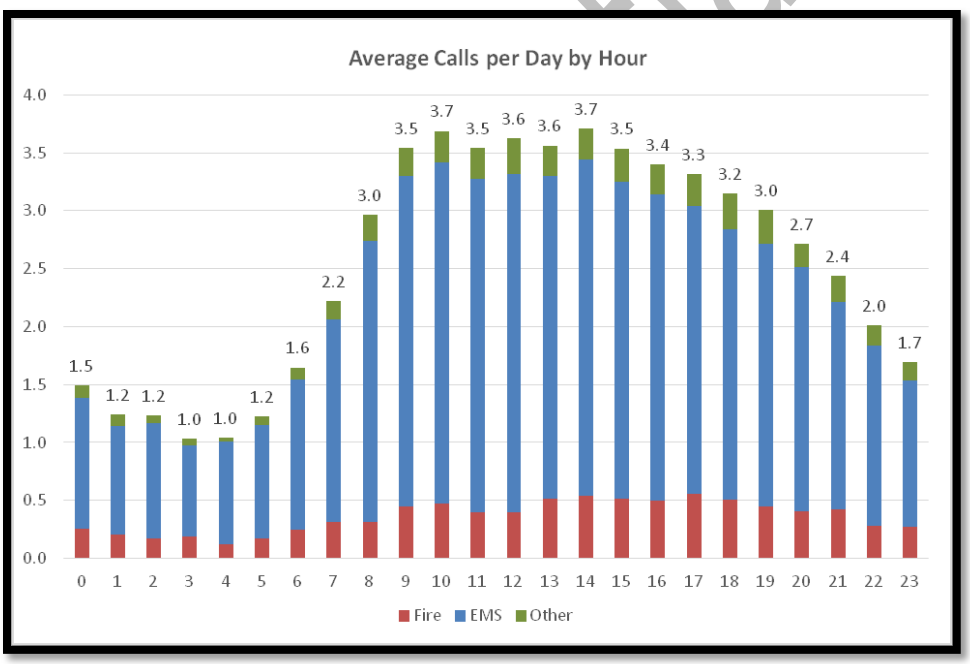


Figure 4: Overall: Average Calls per Day by Hour



Finding #9:
The community's demand for services is disproportionately distributed during the peak of the day from 8 am to 8 pm.

Natural and Man-made Risks

The City and County have a robust understanding of the regional risks associated with natural and manmade disasters. It is assumed that all institutional knowledge and planning efforts would be retained in the system. In addition, the County and the City may continue to provide Emergency Management activities and coordinate with the District where applicable.

All of Martin County is subject to similar risks associated with natural disasters such as found with tropical events; with the coastal communities have a higher risk of wind damage and storm surges. The City of Stuart and Martin County maintain the majority of risk associated with transportation, railway, and hazardous materials.

This study did not specifically analyze the potential impacts of the expansion of All Aboard Florida into Martin County. As local efforts may ultimately influence the outcome, the degree of variability would threaten the validity of any assumptions. However, in anticipation of the impact, this study does provide alternative deployment strategies to allow the District the greatest flexibility in managing the changing environment.

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HISTORICAL SYSTEM PERFORMANCE

Methodology

Three different data sets were collected: CAD, MCFR NFIRS, and SFR NFIRS. We cross-validated CAD and NFIRS databases. In this report, we used NFIRS incident type to accurately categorize call types, and then we primarily used CAD data in our analysis. This report focused analyses on the 2014 fiscal year from October 2013 through September 2014.

In this report, we utilized two distinct measures of call volume and workload. First, is the number of requests for service that are defined as either "dispatches" or "calls". Dispatches/calls are the number of times a distinct incident was created involving either MCFR or SFR units. Conversely, "responses" are the number of times that an individual unit (or units) responded to a call. Responses will be utilized on all Unit and Station level analyses, which account for all elements of workload and performance. Calls have been categorized as EMS, Fire, Rescue, Hazard, Mutual aid, and Canceled, respectively. Since we are studying two agencies together, mutual aid calls are defined as outside of both MCFR and SFR's jurisdictions. A canceled call means that all responding agencies indicated the incident was canceled.

Thirty-one percent (31%) of the total emergency requests are from 911, and the majority of requests are either transferred from the sheriff's office, or other sources. For 911 calls, the CAD system only captures the time an incident was created in the system. However, if a transferred request was dialed via a cell phone, the system captures the call-received time. In our response time analysis, we compared dispatch time by call source and pointed out that the dispatch time of 911 calls is not complete. Instead, we focused our discussions on turnout time, and travel time. Since MCFR is contracted to provide emergency services to Jupiter Island and SFR is contracted to provide emergency services to Sewall's point, we discussed the demand and workload distribution and response time performances by jurisdiction.

Aggregate System Performance – Turnout Time

A response time continuum was utilized to examine the individual time elements of turnout time, travel time, and total response time. Turnout time is defined as the time interval from when the stations or units are dispatched to an incident until the unit is responding to the incident. Travel time is defined as the time interval from when the unit first began responding until arrival at the scene of the incident. Response time is defined as the time interval from dispatch until arrival.

At the 90th percentile, the turnout time is 2.8 minutes, or 2:48 for all call types. The travel time ranges from 7.7 minutes to 9.4 minutes and has an aggregate value of 7.9 minutes, or 7:54. The total response time (turnout and travel) is 10 minutes at the 90th percentile. Data is presented as Table 3 below.

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Table 3: 90th Percentile Turnout and Travel Time of First Arriving Units by Program

Program	Turnout Time	Travel Time	Turnout and Travel	Sample Size
EMS	2.7	7.7	9.7	16,581
Fire	3.0	9.3	11.4	2,974
Rescue	2.6	9.4	10.8	17
Hazmat	3.2	8.3	10.8	83
Total	**2.8**	**7.9**	**10.0**	**19,655**

Two notable national recommendations for response time performance are noted in NFPA 1710[3] (4 minutes) and the Commission on Fire Accreditation International[4] (5 minutes and 21 seconds) for an urban population density. The current performance for travel time is outside of these national recommendations, but within the general national experience of six to eight minutes. A very small percentage of departments are able to meet the national best practice for travel time recommendations due to the costs associated with a higher concentration of fire stations and resources.

However, a no-cost option for improvement does exist that could improve system performance by up to one minute. The NFPA recommends a 60 second turnout time for all EMS incidents and 80 seconds for fire and special operations incidents.[5] The Commission on Fire Accreditation International (CFAI) follows the same recommendations for optimal performance but will allow up to 90 seconds for turnout time.[6] Currently, the aggregate performance at 2 minutes and 48 seconds at the 90th percentile is nearly double the most lenient national recommendation.

Seizing the opportunity to hold the system accountable and to manage turnout time performance may provide an equivalent value multi- million dollars in service enhancements at no cost. In other words, if the system chose to purchase a minute improvement in travel time, it may require considerable investment in new stations, equipment, and personnel.

In an effort to demonstrate the value to the system and the customer, consider that the overall performance is currently 2:48 and the most lenient recommendation is 1:30 seconds. Conservatively, if the system were able to improve the total response time that the customer would experience by one minute, it would be the equivalent improvement of purchasing approximately two fully staffed fire stations. For example, if the theoretically consolidated system were to have a 10-minute travel time rather than an 8-minute travel time, the system would only require 6 fire stations rather than 10.

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[3] National Fire Protection Association. (2016). NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. Boston, MA: National Fire Protection Association.

[4] CFAI. (2009). Fire & Emergency Service Self-Assessment Manual, 8th (ed.). Chantilly, Virginia: Author. (p. 71)

[5] National Fire Protection Association. (2016). NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. Boston, MA: National Fire Protection Association.

[6] CFAI. (2009). Fire & Emergency Service Self-Assessment Manual, 8th (ed.). Chantilly, Virginia: Author. (p. 71)

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As a rough estimate, one minute would equate to two fire stations at an estimated annual cost of $3 million.

This no cost area of improvement is obtainable as agencies accredited by the CFAI are either currently meeting 90 seconds 90% of the time or have a clear pathway for improvement over the first 5-year rating period to meet the recommendations. In all cases, accredited agencies have made the commitment to meet the adopted baseline performance.

Finding #10:

A no-cost opportunity exits to improve turnout performance to meet best practice on turnout time (90 seconds 90% of the time) within a reasonable improvement period.

System Performance Standards for Travel Time

Martin County has adopted the following performance measures as part of the Comprehensive Growth Management Plan (CGMP):[7]

1. Advanced Life Support 8 minutes 90% of the time in Urban areas
2. Advanced Life Support 20 minutes 90% of the time in Rural areas
3. Basic Life Support 6 minutes 90% of the time in Urban Areas
4. Basic Life Support 15 minutes 90% of the time in Rural Areas
5. Fire Response 6 minutes 90% of the time in Urban areas
6. Fire Response 15 minutes 90% of the time in Rural areas

Martin County fire Rescue has identified the station territories as Urban/Suburban, Suburban/Rural combination, and Rural. Both of the Stations in the City of Stuart are of Urban density. A summary table of the all system stations is provided as Table 4 below.

Table 4: Countywide Fire Stations Categorized by Population Density[8]

Urban/Suburban	Suburban/Rural	Rural
Station 1	Station 21	Station 22
Station 2	Station 32	Station 24
Station 14		
Station 16		
Station 18		
Station 23		
Station 30		
Station 33		
Station 34		
Station 36		

[7] Martin County. (1990). Section *14.4.1A.7 Fire/Rescue.* Retrieved from https://www.municode.com/library/fl/martin_county/codes/comprehensive_plan?nodeId=COGRMAPL_CH14CAIM_S14.4GOOBPO

[8] Martin County Fire Rescue Stations provided by MCFR (2015).

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Analyses of actual historical system performance reveal that the system is not meeting the adopted performance or level of service standards for urban level basic life support or fire responses. In addition, no single station response territory met the 6-minute standard for urban travel time for fire or basic life support incidents.

In contrast, the system was able to meet the 8-minute travel time objective for advanced life support incidents in all but one of the urban density stations. Similarly, system and all stations within the system are capable of meeting the 15-minute and 20-minute response time standards for rural responses. Station level data are presented as Table 5 below.

Finding #11:

The aggregate system performance, and all individual stations, is not meeting the Martin County adopted performance, or level of service, standard of a 6-minute travel time to 90% of fire and BLS incidents in Urban/Suburban density stations.

Table 5: 90th Percentile First Arrival Performance by Station FDZ

Agency	First Due Station	Turnout Time	Travel Time	Turnout and Travel	Sample Size
MCFR	14	2.9	8.3	10.3	527
	16	2.8	7.1	9.3	2,049
	18	3.0	7.0	9.4	1,120
	21	2.9	9.6	11.6	2,692
	22	3.0	10.7	12.8	940
	23	2.8	6.3	8.4	1,073
	24	3.0	13.7	15.7	1,000
	30	2.8	7.1	9.1	2,598
	32	2.9	6.7	9.1	908
	33	2.7	7.5	9.5	1,693
	34	2.3	6.8	8.1	117
	36	3.1	9.5	11.6	588
SFR	SFD1	2.0	7.4	8.8	2,196
	SFD2	1.9	6.7	8.2	2,147
	Overall	**2.8**	**7.9**	**10.0**	**19,648**

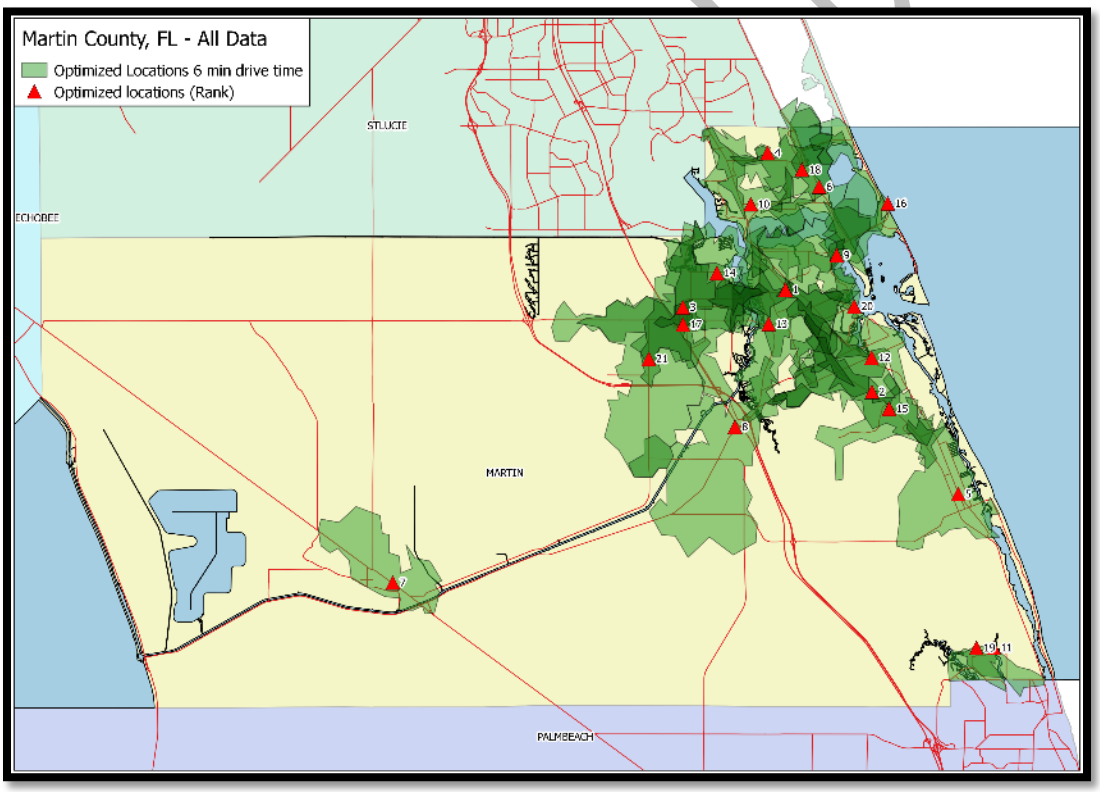
Establishing Current System Performance

A universal expectation from the key stakeholders was to ensure that any theoretical consolidated system either maintains or improves system performance. Therefore, it is important to define and establish the current baseline performance for the system. Results are utilized as baseline assumptions for system design and future oriented planning efforts.

First, it is assumed that all firefighters are driving at the safest and most expedient manner for the road conditions and incident severity. Therefore, the difficulty in meeting a 6-minute travel time is a system design and distribution limitation rather than a performance deficiency. Unlike turnout time this is outside of the control of the Departments' day to day management capability.

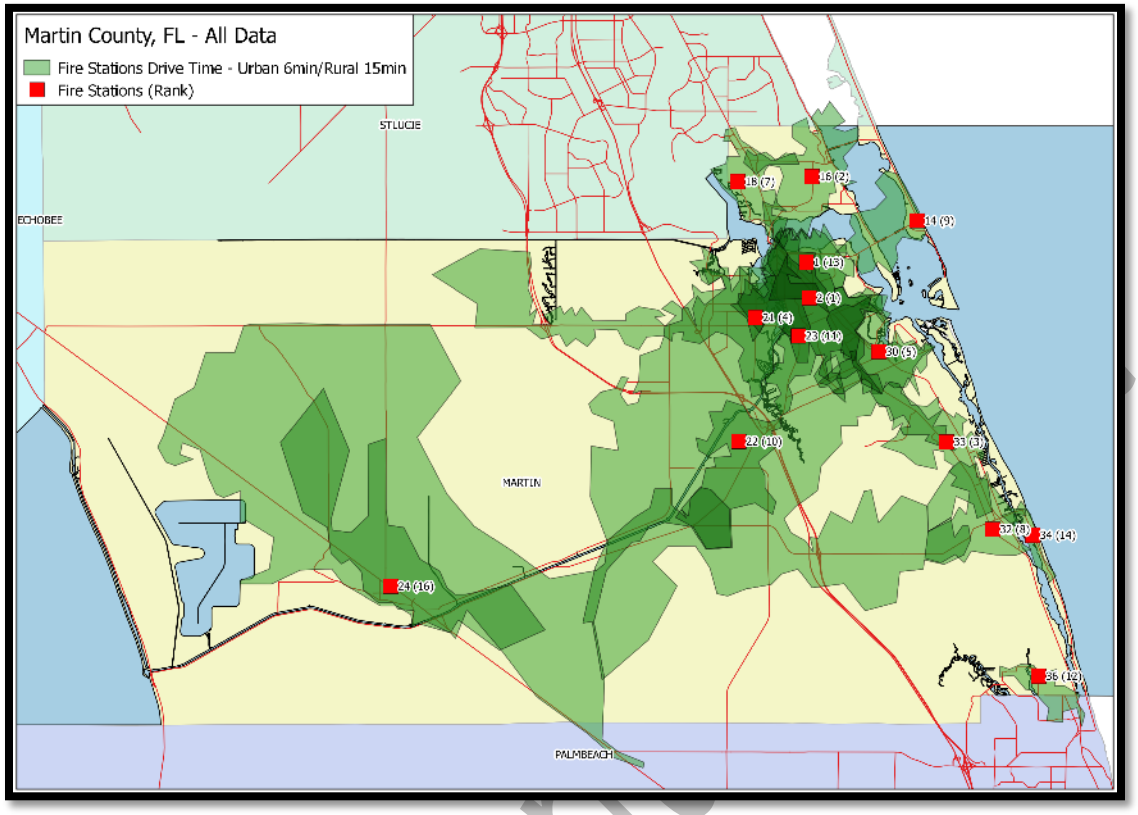
Geospatial analyses were utilized to test the assumptions and to quantify the limitations in system design. First, analyses were completed to identify how well the current aggregate system could perform utilizing the current station locations and existing road networks to meet a countywide 6-minute travel time to 90% of all requests for service. The countywide system does not currently have enough stations to complete the analysis, as the maximum coverage the system could accomplish is 80% of the incidents. Therefore, optimized station locations were created to complete the analysis for the system to accomplish a 6-minute travel time to all incidents countywide. Results found that it would require 21 fire station locations to meet this standard for 90% of the incidents. Graphic results are provided as Figure 5 below.

Figure 5: Optimized System Design for 6-Minute Travel Time to 90% of All Incidents



Understanding these limitations and the deployment realities of the urban and rural zones, Martin County's level of service standards of 6 minute for urban and 15 minute rural travel times was evaluated. This analysis had similar results, as the maximum capacity to meet the 6-minute travel time in urban coverage areas was 79% and 85% in the rural coverage areas utilizing all existing active stations. Results are presented as Figure 6 below.

Figure 6: Current Stations 6-Minute Travel Urban and 15-Minute Rural Travel Time to 90% of Incidents



Note: a) Station 22 is labeled as (15) but is utilized as the 10th Station for Urban response and again as the 15th Station for Rural Capacity; b) Station 24 is utilized as the 6th station for urban response and again as the (16th) station for rural coverage.

Historical performance and geospatial analyses suggests that the currently adopted performance standards are not and cannot be met with the existing system design, therefore, it is necessary to establish obtainable baseline performance or level of service standards to better define current performance. Since Martin County Fire Rescue provides response coverage for the nearly 77% of all of the incidents in the county, their system design was chosen as a starting point. Previous analyses demonstrate that the aggregate travel time performance is at 7 minutes and 54 seconds, or nearly 8 minutes (Table 5 above).

Therefore, the Martin County Fire Rescue system was evaluated utilizing geospatial analyses to test the system validity of an 8-minute travel time to 90% of all incidents. Results demonstrated that the Martin County Fire Rescue system is appropriately resourced to meet an 8-minute travel time performance without any consideration of consolidation. MCFR can meet the 8-minute travel time at nearly 90% of all incidents at 89.25%. Data are presented in tabular form as Table 6, below.

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Table 6: Existing MCFR Stations with 8-Minute Travel Time

Rank	Station Number	Station Capture	Total Capture	Percent Capture
1	33	4359	4359	24.80%
2	21	3301	7660	43.58%
3	16	3061	10721	60.99%
4	24	1221	11942	67.94%
5	30	1184	13126	74.67%
6	22	811	13937	79.29%
7	36	530	14467	82.30%
8	18	444	14911	84.83%
9	14	261	15172	86.31%
10	32	234	15406	87.64%
11	23	229	15635	88.95%
12	34	53	15688	89.25%

Utilizing the 8-minute travel time as an obtainable baseline performance objective is validated by geospatial analyses as well as quantitative analyses of historical call volume. Historical performance was evaluated by each jurisdiction and found that MCFR is performing at 8.2 minutes, validating the 8-minute performance standard. The data could not delineate emergency and on emergency responses. Therefore, these data include tiered responses based on the severity of the incident. Finally, results for Jupiter Island are reported for the first arriving Martin County unit and does not include the performance of the Jupiter Island Public Safety Department. Results are presented as Table 7 below.

Table 7: 90th Percentile Turnout and Travel Time of First Arriving Units by Jurisdiction

Jurisdiction	Turnout Time	Travel Time	Response Time	Sample Size
MCFR	2.9	8.2	10.4	15,196
SFR	2.0	6.8	8.3	4,204
Sewall's Point	2.2	10.8	12.2	139
Jupiter Island	2.3	6.8	8.1	116
Total	**2.8**	**7.9**	**10.0**	**19,655**

Finally, in an effort for full transparency, analyses were conducted to determine the impact of a theoretical increase from approximately 7 minutes to 8 minutes in the City of Stuart. Since Jupiter Island provides independent service, performance was not further evaluated because the performance will remain unchanged regardless of the established standard. Similarly, Sewall's Point's performance will be relevant to the closest responding station and is included in the overall system design of 8-minutes to 90% of all incidents.

Geospatial analyses for the City of Stuart Fire Rescue reveal that a shift from 7 minutes to 8 minutes travel time will not have an impact on the suggested resource allocations. In other words,

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considering a countywide commensurate level of service, Stuart's adoption of the 8-minute travel time will not change the number of stations required to meet the standard.

For example, the existing station locations introduce considerable redundancy in coverage areas at 6, 7, and 8 minute travel times. In all cases, Station 2 provides the vast majority of the coverage and Station 1 only adds 3%, 1%, and 0.3% in additional coverage, respectively. Therefore, Station 2 can adequately cover greater than 90% of all incidents at the 7-minute or 8 minute standard with only a 3% difference in coverage. In other words, regardless of the adoption of an 8-minute standard, Stuart's actual performance will more closely align to current performance, as nearly 94% of the incidents will continue to be responded to within 7 minutes. Results are provided below in Table 8.

Table 8: Existing Stuart Fire Rescue Stations at 6, 7, and 8 Minute Travel Times to 90% of All Incidents

Rank	Station Number	Station Capture	Total Capture	Percent Capture
6 Minutes				
1	2	3,935	3,935	84.06%
2	1	147	4,082	87.20%
7 Minutes				
1	2	4,381	4,381	93.59%
2	1	64	4,445	94.96%
8 Minutes				
1	2	4,562	4,562	97.46%
2	1	14	4,576	97.76%

The culmination of these analyses has suggested that the 8-minute travel time most closely represents historical performance and current system capabilities and is therefore utilized as the baseline travel time for all system wide planning and the development of a consolidated countywide system.

Finding #12:

The 8-minute travel time most closely represents historical performance and current system capabilities and is therefore utilized as the baseline level of service for all consolidation planning analyses.

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OPTIMIZED CONSOLIDATED FIRE AND RESCUE SYSTEM

The *FITCH* team employed a broad and flexible system design to allow for the greatest opportunity for success. For example, the subsequent financial modeling does not assume any reductions in expenditures from the current system design. The underlying concept is that the newly developed board for the "District" should be wholly accountable for the manner in which the District meets or exceeds community expectations. Therefore, the operational and financial models are provided as a broad framework to understand the potential opportunities for enhanced efficiency and long-term sustainability and are not intended to be prescriptive.

Resource Allocation for Geographic Requirements

Geospatial analyses were utilized to design an optimized consolidated fire and rescue system. Results confirm that synergistic efficiencies exist within a theoretical consolidated system.

A marginal utility model was developed to examine the individual and cumulative contribution of each station towards the systems overall performance. When referring to the table below, the station ranked number one provided the greatest percentage of calls that are covered, or capture, within 8 minutes or less from the current location. For example, Station 2 (Stuart) is positioned to capture 43.29% of all calls in the county. The "Station Capture" is an individual station measure for the number of calls captured by that particular station. The "Total Capture" and "Percent Capture" are cumulative measures for the system's incremental improvement by each resource provided at fixed costs.

Currently, there are 14 fire stations that actively participate in the service delivery model. Station 11 was not included as it is primarily dedicated to the air transport program. Utilizing the adopted countywide 8-minute travel time performance, results found that a delivery model consisting of 10 stations could cover nearly 90% (89.96%) of all incidents countywide and 11 stations covers 91%. The analyses demonstrate that the 11th station through the 14th station only provides 1.5% in additional coverage over the 10-station model and the 12th station through the 14th station only provides 0.5% improvement over the 11-station configuration. Results are provided as Table 9 below.

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Table 9: Existing Stations Countywide 8-Minute Travel Time to 90% of All Requests for Service

Rank	Station Number	Station Capture	Total Capture	Percent Capture
1	2	9,637	9,637	43.29%
2	16	2,722	12,359	55.52%
3	33	2,687	15,046	67.60%
4	21	1,311	16,357	73.48%
5	24	1,221	17,578	78.97%
6	22	746	18,324	82.32%
7	36	530	18,854	84.70%
8	18	433	19,287	86.65%
9	30	399	19,686	88.44%
10	14	338	20,024	89.96%
11	32	234	20,258	91.01%
12	34	53	20,311	91.25%
13	23	43	20354	91.44%
14	1	3	20357	91.46%

Additional analyses were completed to evaluate the capability of maintaining an 8-minute travel time for all urban calls and a 20-minute travel time for rural incidents. The optimized 10-station system design meets both the urban and rural travel time requirements for approximately 90% of all incidents within Martin County. In other words, the system is designed to respond to 90% of all incidents countywide within an 8-minute travel time. Therefore, although the performance measure allows up to 20 minutes travel time in rural areas, this model is designed to respond to 90% of all incidents within an 8-minute travel time regardless of whether it is an urban or rural density. Graphic results of both analyses are presented as Figure 7, below.

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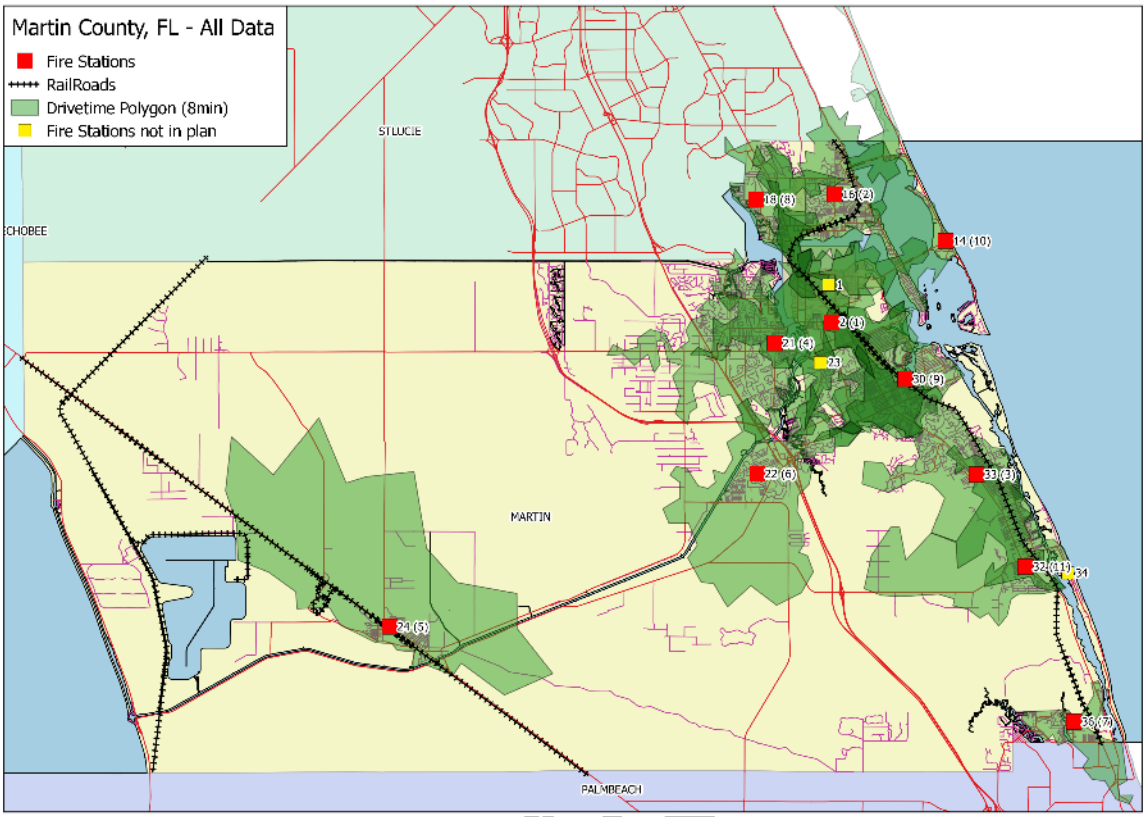
Figure 7: Consolidated System Utilizing Existing Stations with 8-Minute Travel Time to 90% of All Requests for Service



The analysis suggests very marginal improvement from the 11th through the 14th stations. However, fiscal and operational realities suggest that Station 34 remain in the system. For example, Station 34 is funded and primarily staffed by the Town of Jupiter Island's Public Safety Department. Additionally, Jupiter Island contracts with Martin County and covers the costs of Medic 34 (single medic SUV) and proportional costs for backup services. Every financial model developed assumed that Jupiter Island would continue to contract with the new District for like services. In other words, while there may not be a strong operational driver for this station, the political will remains and there would be limited realized fiscal benefit.

The *FITCH* team provided a broad framework for moving forward. This conservative approach allows the greatest flexibility in policy decisions and affords the new District Board the greatest latitude to allocate resources for non-operational motivators. Reductions in operational expenditures from two stations (Stations 1 and 23) would provide significant savings without changing the overall systems performance (less than 0.5%). Station 32's inclusion is explored in the demand analysis below.

Finding #13:
Analysis suggests that at a minimum, a 10 Station Model will provide coverage to 90% of all incidents countywide within an 8-minute travel time.

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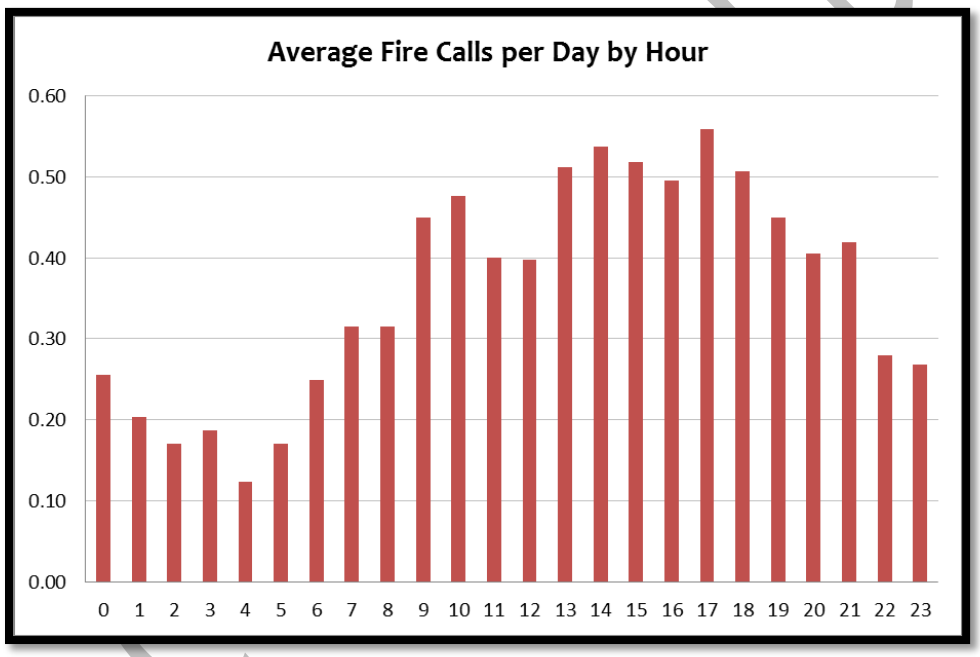
Resource Allocation for Service Demands

The previous analyses demonstrated that a minimum of 10 stations could achieve the desired geographic coverage to capture approximately 90% (89.96%) of all incidents within an 8-minute travel time. However, the geographic requirements only serve the distribution of the system design. What remains is the necessity to allocate the appropriate concentration of resources in the remaining facilities to handle the demand for services.

Therefore, temporal analyses were completed to determine the total demand for services. First, a temporal distribution was created for fire related incidents. At the peak time, there were no more than an average of 0.6 calls per hour for fire related incidents. In other words, one fire suppression unit could cover the average demand without any geographic limitations. When combining the geographic requirements of 10 Stations and 1 additional resource for demand, the system would optimally function with a total of 11 fire suppression resources. Results are presented as Figure 8 below.

Figure 8: Average Fire Related Calls per Day by Hour of Day in 2014



Therefore, two options were considered on how to best allocate the 11th fire suppression unit. First, because the inclusion of Station 32 would reduce the measured impact of the reduction of the remaining fire stations to 0.5%, and the costs of the 11th fire suppression unit remains regardless of the location, it is recommended that Station 32 remain open. The second option is to close Station 32 and reallocate the 11th fire suppression unit to the area with the greatest call density in or near Stewart. Since the greatest frequency of system demand and performance is associated with the arrival of first two units, it is recommended that the 11th fire suppression apparatus remain at Station 32 increasing the distribution and coverage to 91%.

Second, a temporal distribution was created for EMS demand. Results demonstrate that at the peak of the day, there was an average hourly demand for three incidents per hour. Again, combining the 10 geographic coverage units and three additional units to cover the EMS demand, the system would optimally deploy with 13 EMS units.

Finally temporal analyses were completed regarding the frequency of the demand for patient transport services. Overall, the system transports approximately 80% of all patients responded to. This would require that all 13 EMS units are transport capable. Results are provided as Figures 9 and 10 below.

Figure 9: Average EMS Calls per Day by Hour of Day

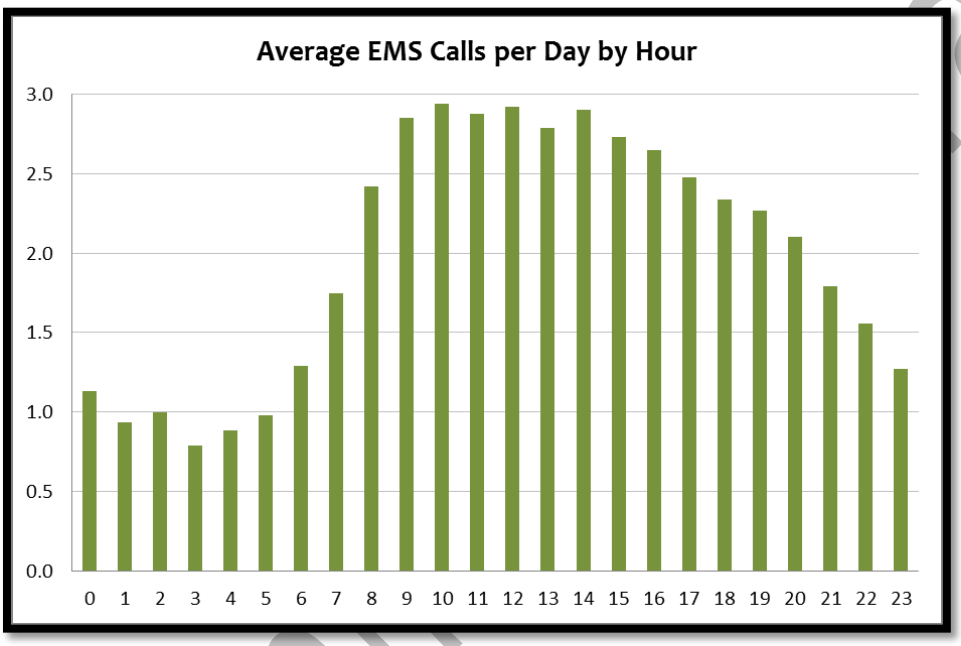


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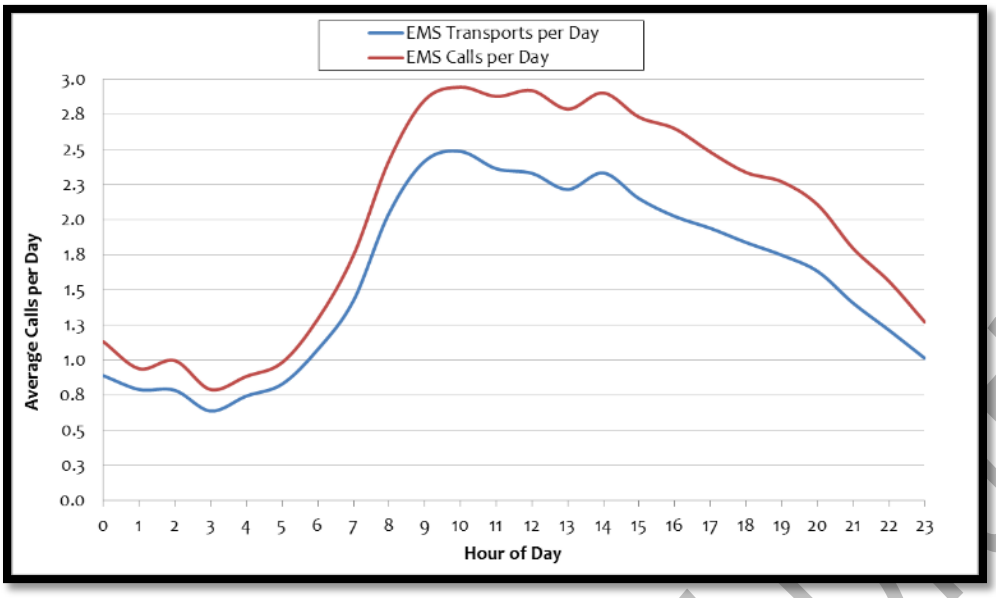
Figure 10: Average BLS/ALS Calls and BLS/ALS Transports per Day by Hour of Day



Optimized System Design

FITCH understands the operational and political realities that accompany efficient system designs. Therefore, the suggested optimized system includes maintaining both Stations 32 and Station 34 for previously stated observations. It is recommended that Station 34 remain unchanged. However, it is suggested that Station 32 could effectively and efficiently cross-staff the Engine and Rescue.

First, the system does not require Station 32 to meet all performance standards. Second, Station 32 has a very high reliability of greater than 90%. In other words, the Station is in a state of readiness and able to respond when a call comes more than 90% of the time. In addition, the probability of concurrent calls occurring is 16% of the time. For example, approximately 84% of the time one of the two units will respond to a call and conclude the call prior to a second call occurring. Therefore, approximately 16% of the time when responding to a call, a second or greater number of calls will occur at the same time. The combined workload for this cross-staffed unit would be approximately 0.15 Unit Hour Utilization (UHU), or 3.6 hours per day if no changes were made to the response polygons. Data demonstrating the station reliability, call concurrency, and UHUs are presented as Figures 11 – 14, respectively.

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Figure 11: Percentage Reliability by Station FDZ

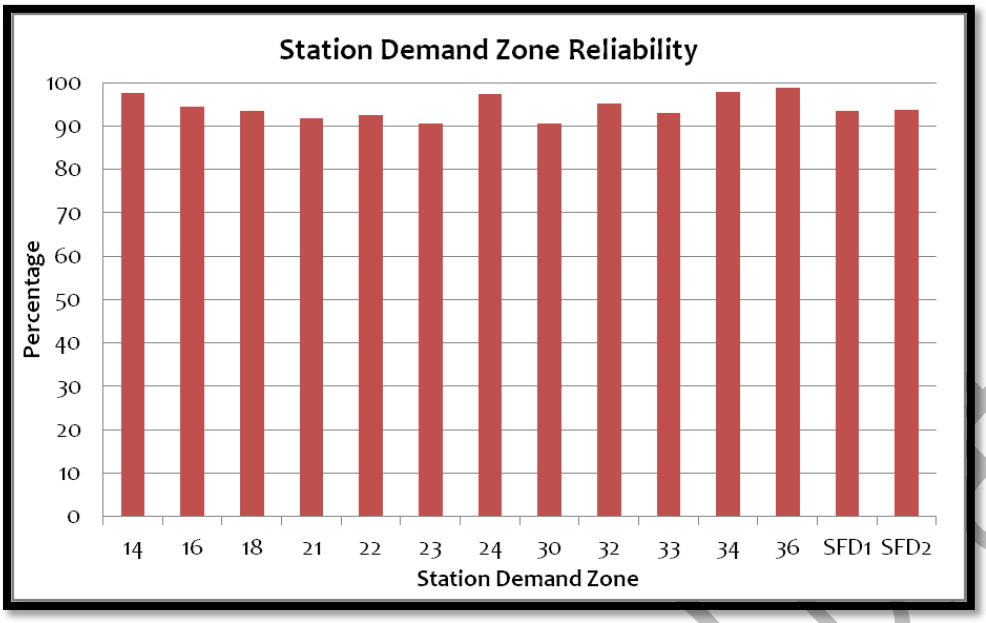


Figure 12: Probability of Overlapped Calls Occur by Station FDZ

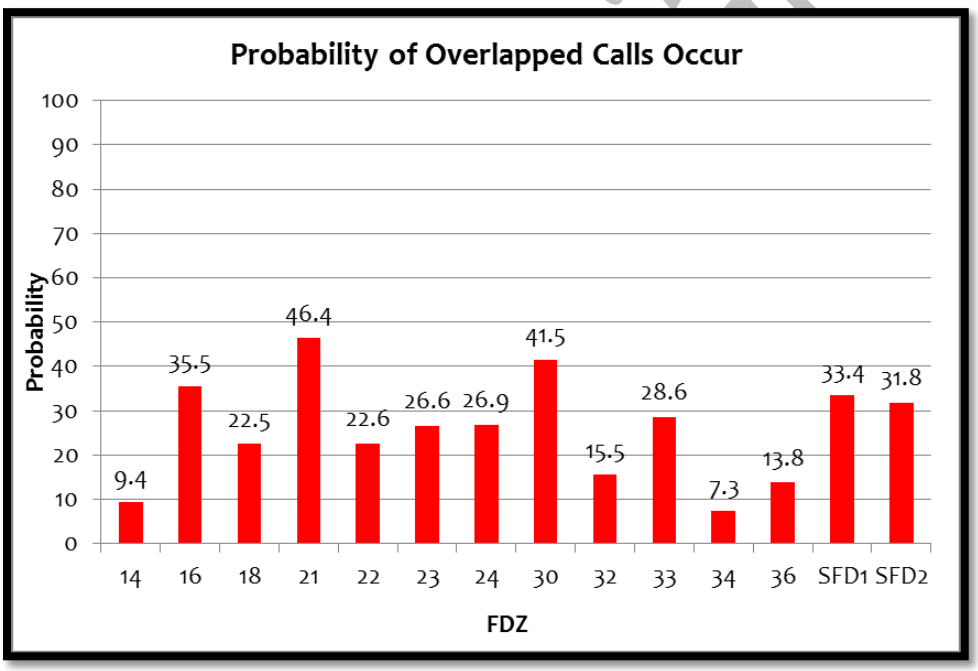


Figure 13: Unit Hour Utilization by MCFR Rescue Unit

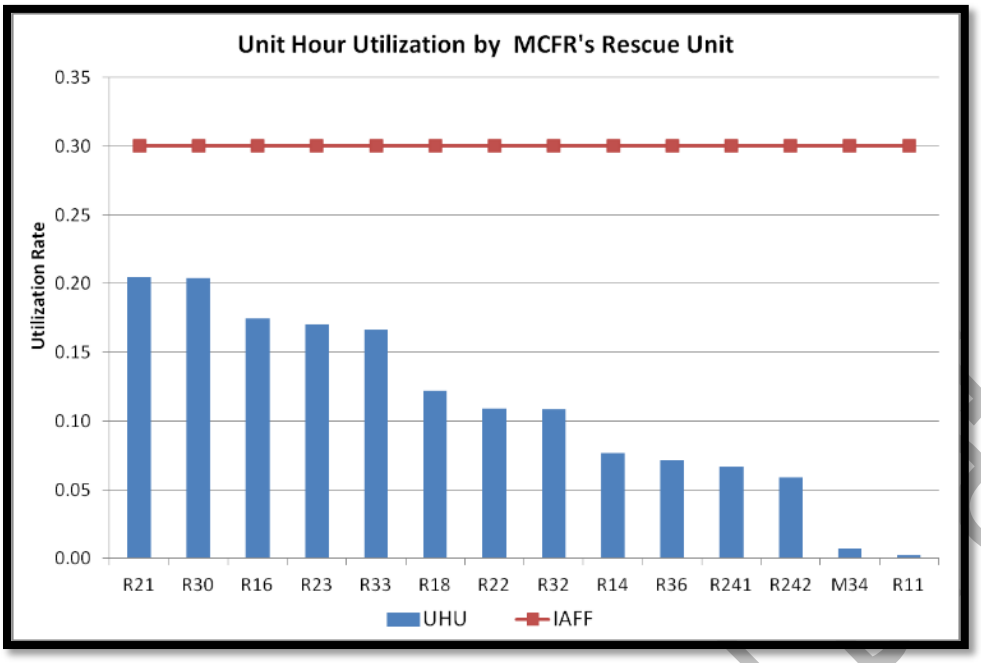
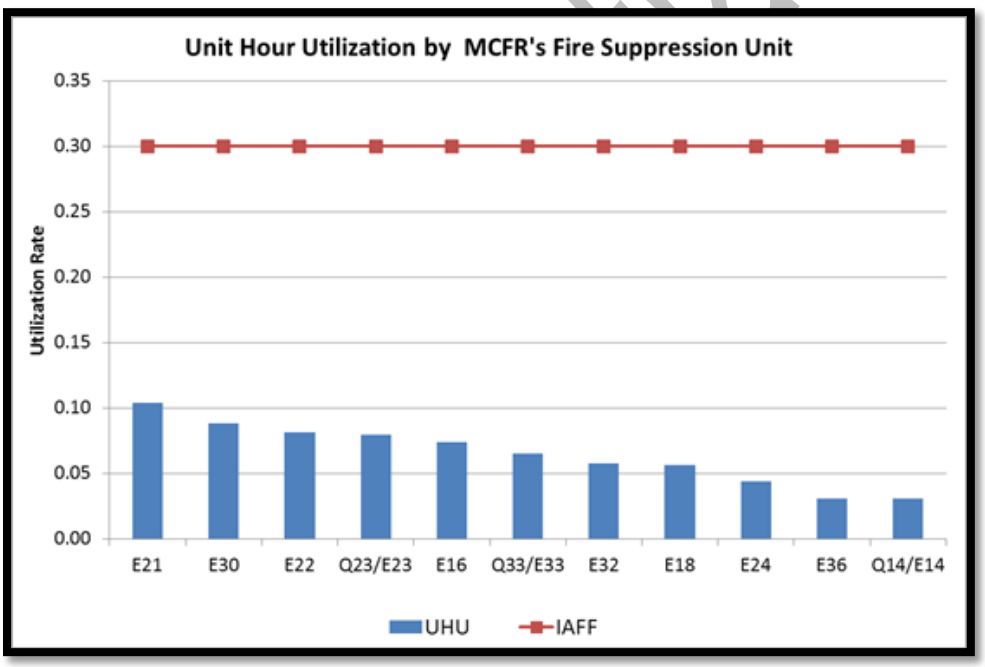


Figure 14: Unit Hour Utilization by MCFR Fire Suppression Unit



Additionally, the geospatial and quantitative analyses have suggested that Stations 1 and 23 would be nearly 100% redundant and thus would not significantly contribute to the overall system's performance. However, due to the demand for EMS services both R1 and R23 are required for the optimized system. Engine 1 and Quint 23 (or equivalent apparatus) could be sunset through attrition.

Alternative system reconfigurations are available that will serve to optimize the deployment strategies. The first alternative would include redeploying Rescues 1 and 23 to Stations 2 and 21, respectively. In addition, Rescue 242's personnel would be redeployed to Station 30 to create a second Rescue unit. Finally, Engine 24 could cross staff a second ALS transport capable rescue (R242). These reconfigurations would absorb the annual workload from Station 23 and Station 1's workload and maintain ALS transport capable depth in Indiantown. Finally, this deployment strategy will appropriately address the high call concurrency that will occur in Stations 2, 21, and 30 (Figure 12).

An evaluation of the impact to fire suppression apparatus (Engines and Quints) reveals that the system would need to absorb approximately 2,000 calls from Station 23 and 1,800 calls from Station 1. At average call duration of less than 25 minutes, the system would need to absorb less than 4.5 hours of additional work per day. If all additional workload were distributed across the three closest stations (E2, E21, and E30), the fire suppression apparatus would each absorb approximately 1.5 hours per day, or approximately 0.05 UHUs. Of course, it is anticipated that these projections would be the upper limit, as the newly designed system's concentration of Rescue units in the area would reduce the demand on the engines. Stuart Fire Rescue's unit hour utilization is presented as Figure 15 below. Figures 13 and 14 presented Martin County's workload as measured by the UHU previously, however, a consolidated all unit UHU is presented as Figure 16 below.

Figure 15: Unit Hour Utilization by SFR Unit

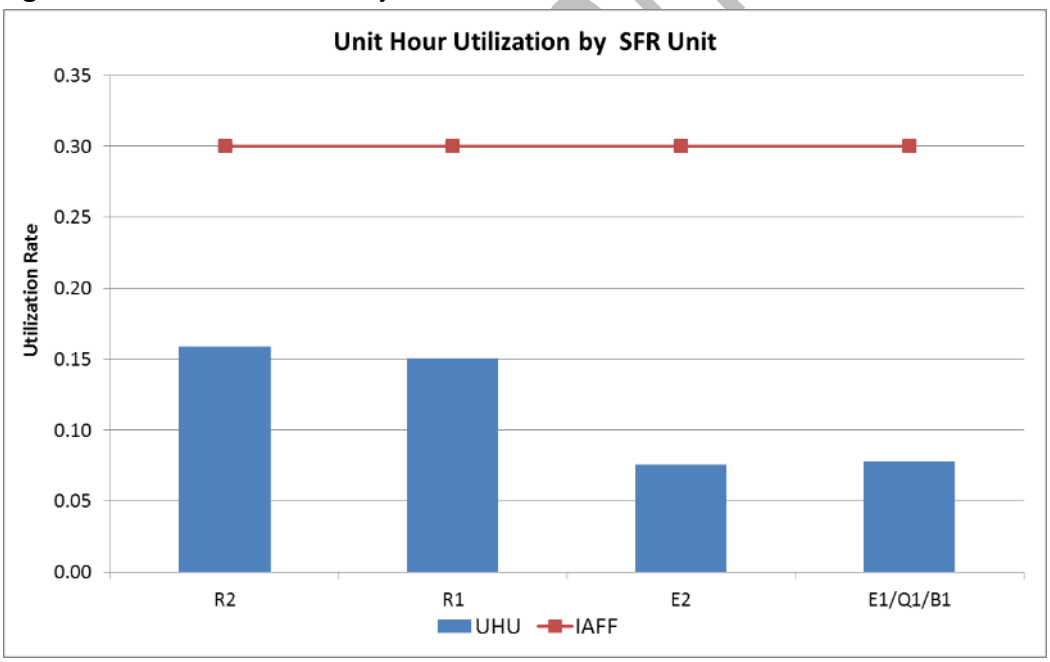
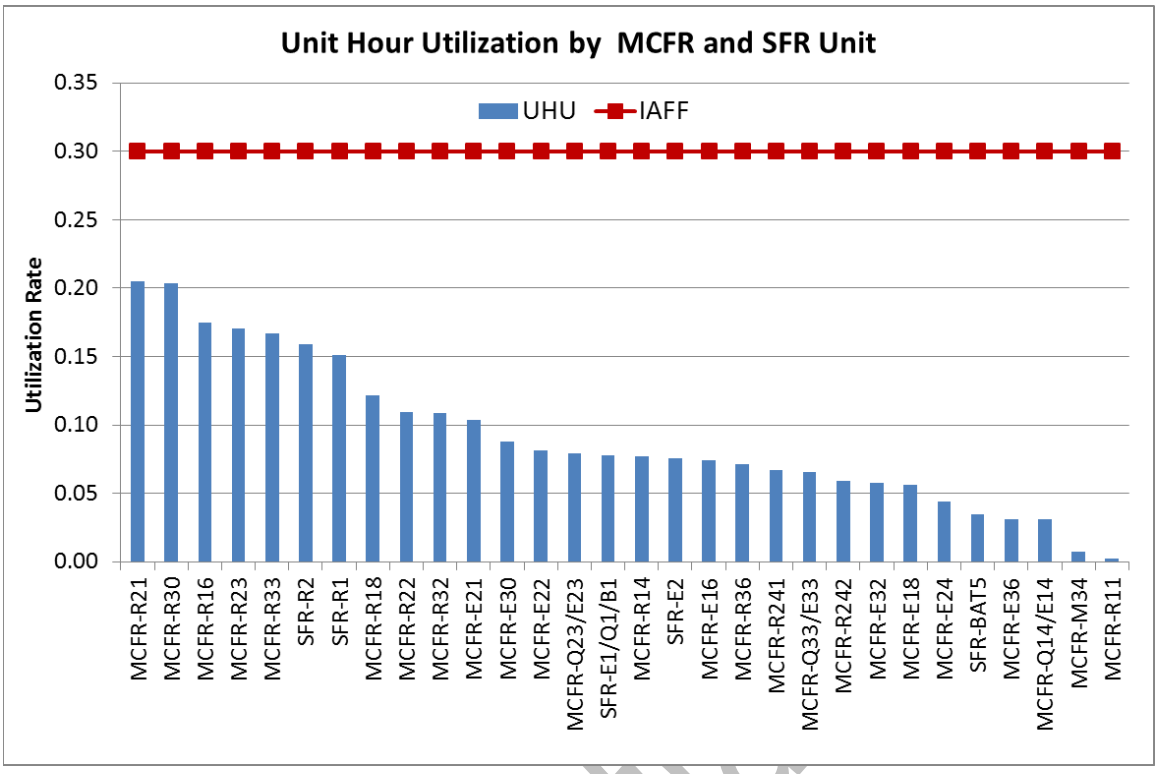


Figure 16: Unit Hour Utilizations for All County Units



The second alternative is to maintain Stations 1 and 23, but only deploy the Rescue units addressing nearly 80% of the community's request for service. This strategy also provides some flexibility to navigate public concerns and perceptions associated with station closures. Adopting this strategy maintains all current stations in service. In addition, maintaining Rescue 1 at Station 1 may be an effective strategy to assist in mitigating the potential impact of All Aboard Florida. A summary of the deployment strategy is presented as Table 10, below.

Analyses of the current facilities and capabilities suggest that Stations 30 and 21 can accommodate both the apparatus and personnel for the additional Rescue units. Station 2 will have to plan for additional capacity in the capital improvement plan when the station is up for replacement or refurbishment. Although, the potential impact of the rail system supports Rescue 1 remaining at Station 1 until such a time that greater clarity is gained on this issue. Therefore, the current capital facilities have the capacity to adapt to the optimized system configuration.

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Table 10: Optimized System Configuration 8-Minute Travel to 90% of All Requests for Service

Station Number	Fire Suppression Resource	EMS Resource
2	Engine 2	Rescue 1 and Rescue 2
16	Engine 16	Rescue 16
33	Quint 33 (ALS)	Rescue 33
21	Engine 21 (ALS)	Rescue 21 and Rescue 23
24	Engine 24 (ALS)	Rescue 241 and Rescue 242 (Cross-Staffed)
22	Engine 22 (ALS)	Rescue 22
36	Engine 36	Rescue 36
18	Engine 18	Rescue 18
30	Engine 30 (ALS)	Rescue 301 and Rescue 302 (Personnel from R242)
14	Quint 14	Rescue 14
32	Engine 32	Rescue 32 (Cross-staffed)
34	Engine (Jupiter Island)	Medic 34

To understand the built-in surge capacity in the system, there are 15 Rescue units, excluding Medic 34 on Jupiter Island and an average demand of no more than three (3) Rescues. In other words, when there is an average demand for services or less, 10 full-time staffed Rescues and two (2) cross-staffed Rescues will be available.

Similarly, for the fire suppression forces, there are 11 fire suppression units with an average demand of less than one call per hour for fire related incidents. Therefore, when there is average demand or less, approximately 10 fire suppression apparatus will be available and ready for response. This excess capacity is useful for the multi-unit responses that occur with more significant fire related incidents. In an effort to quantify the necessary surge capacity, an analysis was completed to determine the demand for resources on fire related incidents. Results found that nearly half of the fire related incidents were handled by one unit and over 70% of the incidents were handled by two units. Finally, 91% of all fire related incidents were handled by four units or less. Data are presented as Table 11 below.

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Table 11: Resource Commitment for Fire Related Incidents

Number of Units	Number of Fire Calls	Call Percentage	Cumulative Call Percentage
1	1,509	47.7%	47.7%
2	806	25.5%	73.2%
3	485	15.3%	88.6%
4	85	2.7%	91.3%
5	39	1.2%	92.5%
6	42	1.3%	93.8%
7	74	2.3%	96.2%
8	40	1.3%	97.4%
9	34	1.1%	98.5%
10 or more	47	1.5%	100.0%
Total	**3,161**	**100.0%**	**NA**

Finally, analyses were conducted that examined the temporal distribution of total system workload (all calls) by day of the week at both the average demand and 90th percentile. The peak demand for services is no more than four (4) resources per hour and 90% of all community demand was handled at less than eight (8) incidents per hour. Therefore, three figures were developed to graphically illustrate the resources allocated on the optimized system design for fire suppression, EMS, and the aggregated total. In summary, the system will have 13 ALS transport capable Rescue units (15 with R32 and R242 cross staffed), 11 fire engines/quints, and a total of 24 full-time staffed available resources. Under this optimized system, at the busiest times 90% of all calls would be handled with 16 resources still available. Data is presented for fire, EMS, and total in Figures 16 through 18, respectively.

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Figure 17: Total System Demand for All Call Types and Allocated Fire Suppression Resources

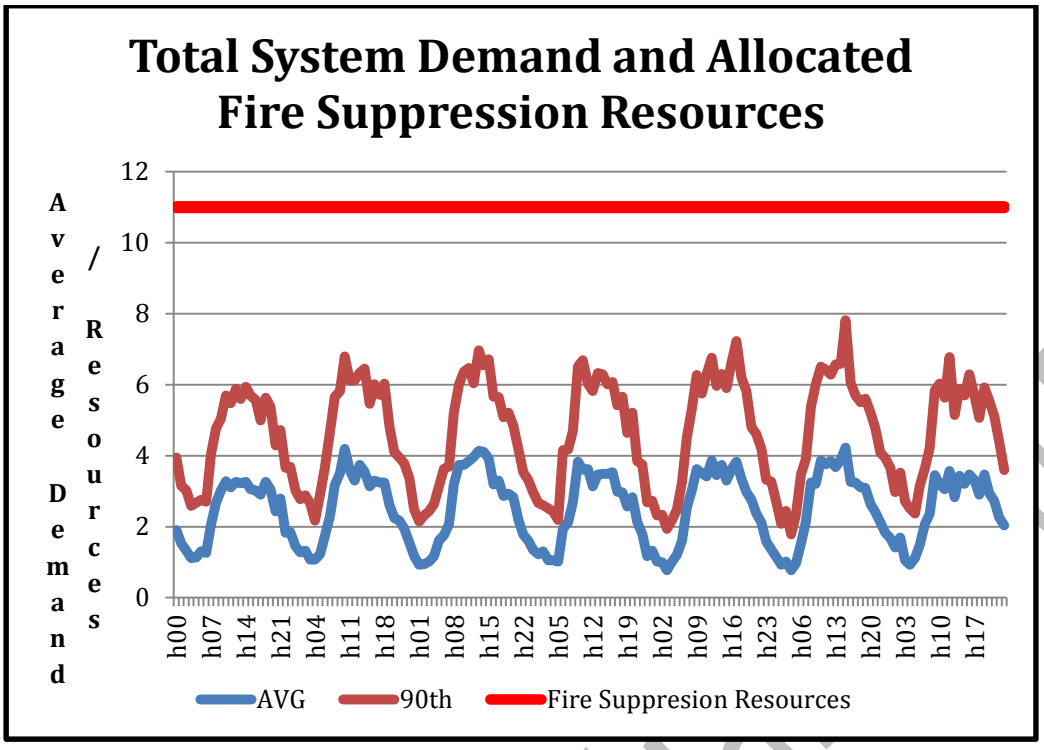


Figure 18: Total System Demand for All Calls and Allocated EMS Transport Resources

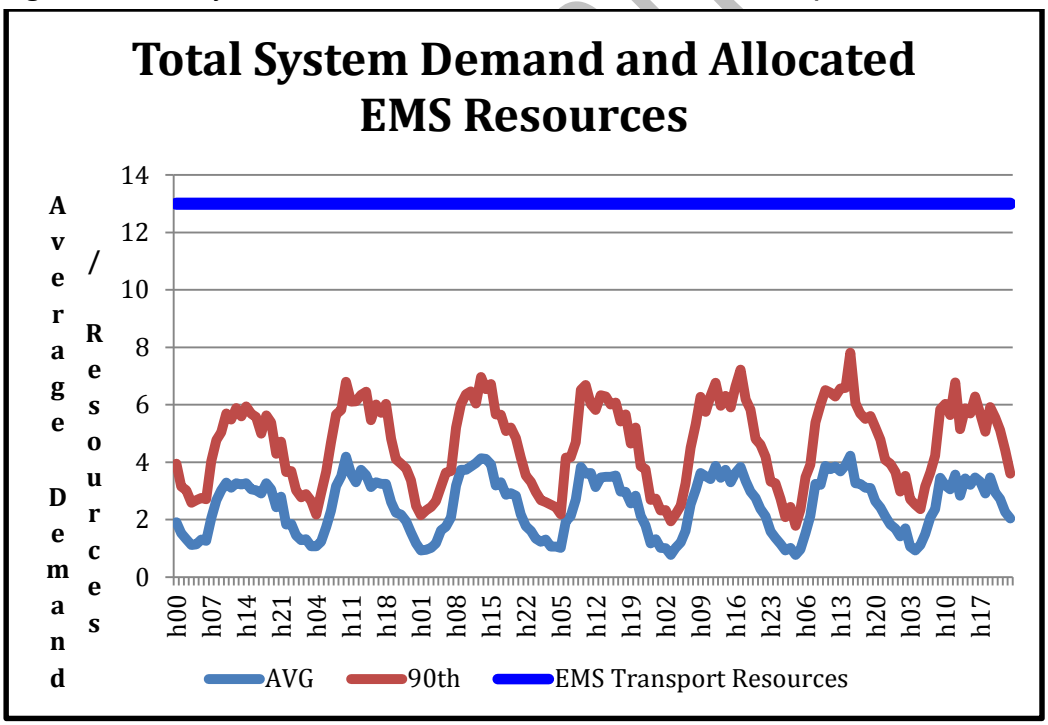
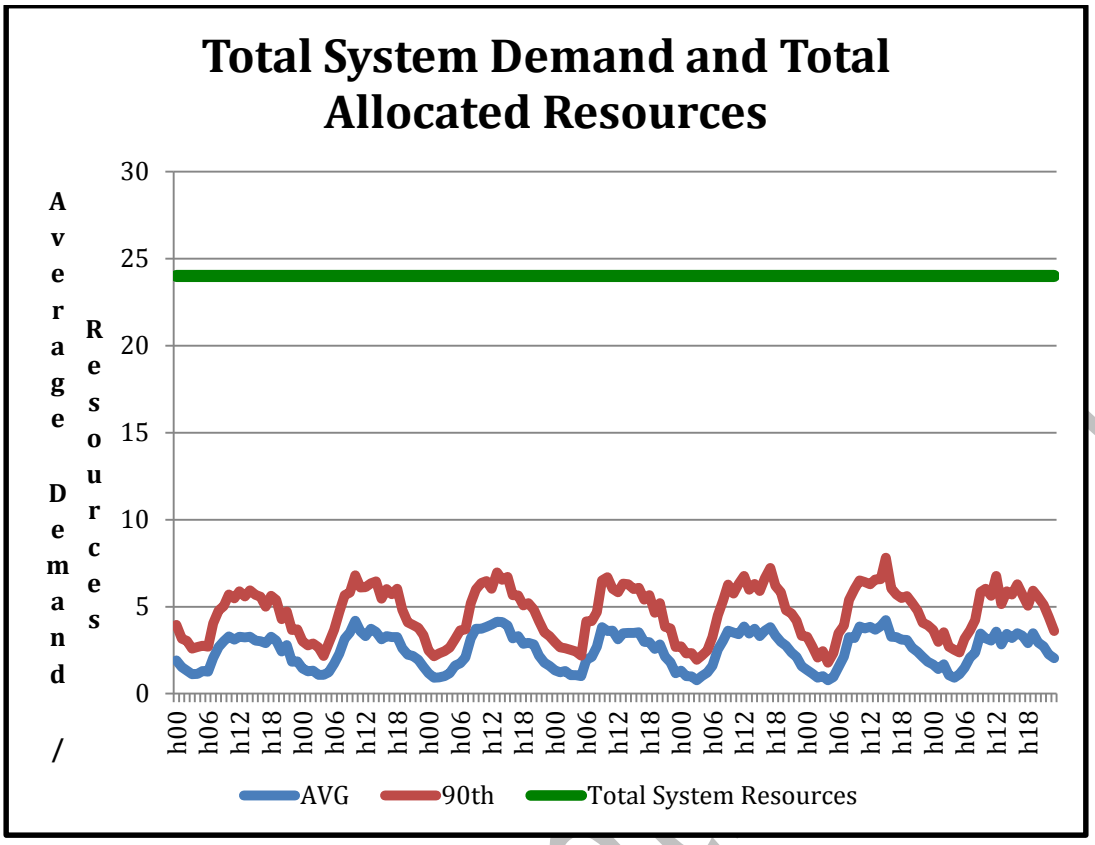


Figure 19: Total System Demand for All Calls and Total Allocated Resources



In total, the system optimization would provide for approximately $2,520,000 in savings while maintaining current system performance.

Finding #14:

Optimization of a consolidated system deployment option would provide for approximately a $2,520,000 annual reduction in expenditures and maintain current obtainable performance.

Optimized Organizational Staffing

An analysis was conducted to determine what the optimal shift staffing would require. This analysis utilized actual leave records for both the City of Stuart and Martin County for all shift personnel. For the purposes of this analysis it was assumed that the theoretical new District would maintain the current average workweek of 48 hours.

The optimized deployment strategy would reduce the daily staffing by the seven (7) positions associated with two engines and a rescue unit. Additionally, this analysis identifies that the optimal staffing for the remaining positions would require 32 less FTE's overall. This staffing strategy maintains the existing minimum unit staffing, leave history, average workweek, and shift schedule currently employed by the Departments. In other words, no operational impacts are associated with

optimized staffing strategy. In total, the optimized staffing strategy would provide for approximately $2,880,000 in reduced expenditures.

Overall, the new District Board would have the policy option either maintaining the status quo of all current staffing and resources or adopting some or all of the optimizations and fiscal efficiencies of up to $5.4 million.

Again, these potential opportunities for enhanced operational and fiscal efficiencies are only options for the new District Board and are not intended to be overly prescriptive. What this knowledge does, is provide the understanding that considerable flexibility is built into the system design and the Board will have full discretion to establish policy.

Finding #15:

Optimization of the staffing strategy will provide for approximately a $2,880,000 reduction in annual expenditures while maintaining recommended deployment strategies and current shift schedules, leave, and scheduled workweeks.

Organizational Structure

Generally, fire-based organizations follow paramilitary structures. The actual structure is largely dependent on local goals, missions, values, and preferences. While many different variations of organizational structures have proven successful, it is important to acknowledge that the personnel in the positions contribute the most to the overall success as opposed to the actual structure.

An example of a functional organizational structure that acknowledges the demands of the future is offered as Figure 19, below. This structure incorporates the assumption of the independent District's Board of Directors and the Department's benefit of focusing on planning and performance management.

This suggested organizational chart, assumes that the District would assume administrative responsibilities that are typically handled by intergovernmental charges within the local governments. For example, the District may have to employ expertise for activities such as human resources, payroll, and legal counsel. Ultimately, the new District could elect to contract for these services with either Martin County or the City of Stuart.

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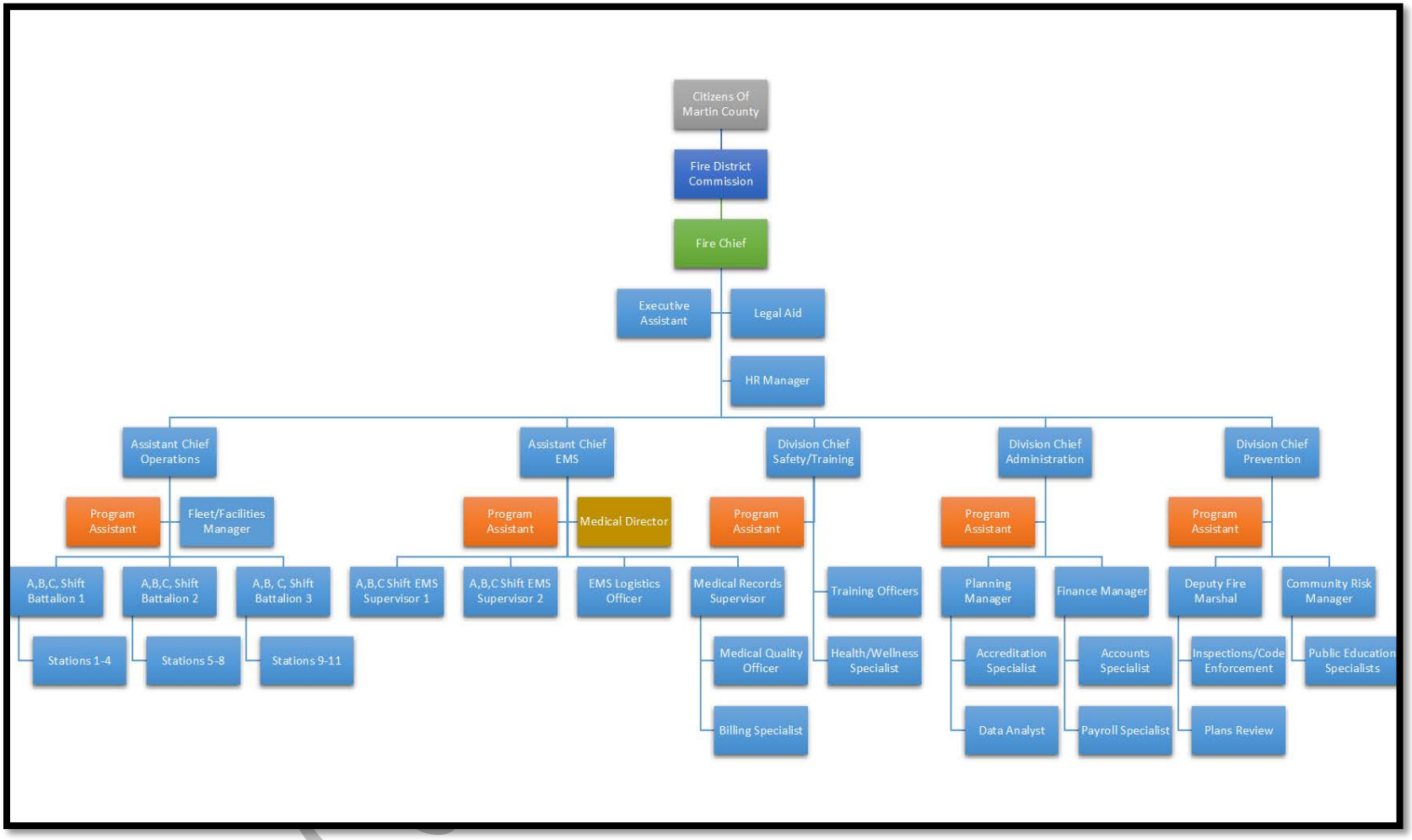
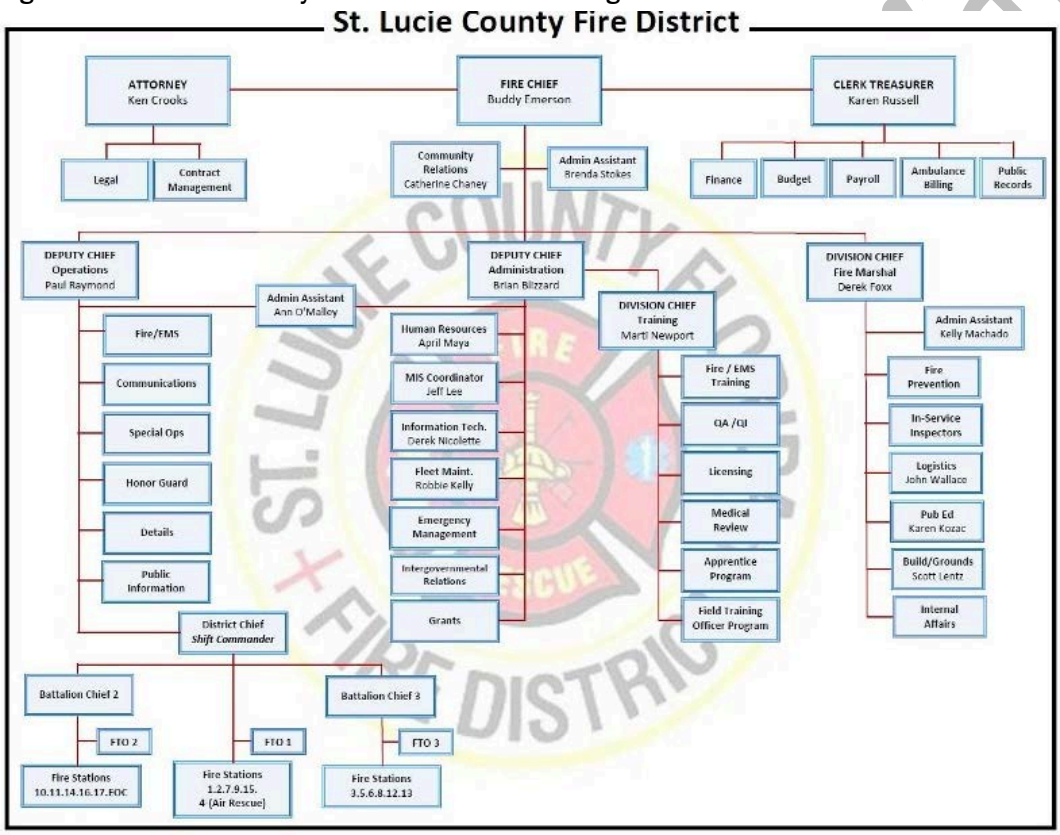
Figure 20: Example Functional Organizational Chart



Some administrative efficiency is anticipated with a consolidation of the City and County's fire rescue departments. The departments are not overly robust administratively, however, there would be some duplication at the fire chief position, program assistants, and at the battalion chief level. In an effort to provide the new District Board sufficient flexibility to decide how they intend to handle new administrative positions such as human resources, payroll, legal counsel, and the potentiality of parity, the potential administrative redundancies were not included in any cost projections. Administrative savings available for reallocation are roughly estimated at $600,000 per year.

Finally, for comparative purposes, St. Lucie County Fire Protection District's organizational chart is provided as Figure 20 below.[9]

Figure 21: St. Lucie County Fire Protection District Organizational Chart



[9] St. Lucie County Fire District Organizational Chart. Retrieved from http://www.slcfd.com/orgchart.htm

DRAFT PERFORMANCE MEASURES FOR OPTIMIZED SYSTEM

The following draft performance measures for travel time are offered to support and maintain the recommended system design.

1. Advanced Life Support 8 minutes 90% of the time in Urban areas
2. Advanced Life Support 20 minutes 90% of the time in Rural areas
3. Basic Life Support 8 minutes 90% of the time in Urban Areas
4. Basic Life Support 20 minutes 90% of the time in Rural Areas
5. Fire Response 8 minutes 90% of the time in Urban areas
6. Fire Response 20 minutes 90% of the time in Rural areas

In addition, it is recommended that performance objectives be adopted for turnout time:[10] [11]

1. BLS and ALS Incidents 60 seconds 90% of the time
2. Fire and Special Operations Incidents 90 seconds 90% of the time

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[10] National Fire Protection Association. (2016). NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. Boston, MA: National Fire Protection Association.

[11] CFAI. (2009). Fire & Emergency Service Self-Assessment Manual, 8th (ed.). Chantilly, Virginia: Author. (p. 71)

FINANCIAL ANALYSES AND ALTERNATIVES

Current State

The various first responder, fire and EMS service agencies in Martin County are funded primarily through property taxes. Budgets are augmented by patient transport fees, fire non-ad valorem (non-property tax) assessments, fire inspection fees, other miscellaneous grants and non-recurring revenues. There are contractual agreements between jurisdictions for the provision of services: the contract amounts are reported as revenues to the respective agency as follows in Table 12, below.

Table 12: Contracted Fire/Rescue Services in Martin County

Agency Providing Service	Jurisdiction Receiving Services	Budgeted Contract Revenue FY15/16
Martin County Fire/Rescue	Town of Jupiter Island	$746,718
Martin County Fire/Rescue	Town of Ocean Breeze	$31,036
Stuart Fire/Rescue	Town of Sewall's Point	$372,750

FY15/16 expenditure budgets for the operations of two primary fire/rescue service agencies, Martin County Fire Rescue and Stuart Fire Rescue, are noted in Table 13 below.

Table 13: FY15/16 Expenditure Budgets for Fire Rescue Services

Fire Rescue Agency	FY15/16 Budgeted Expenditures
Martin County Fire Rescue[12]	$39,835,909
Less Regional Services[13]	-$4,700,419
Stuart Fire Rescue[14]	$5,010,143
Total for Fire Rescue Services	**$40,145,633**

The expenditure total above is the expenditure target to be funded by the proposed independent district.

Assumptions for Alternative Consolidation Structures: Scenario A and Scenario B

Two consolidation structures, Scenario A and Scenario B, are developed with the objective of providing the same or improved service levels, more efficiently and effectively. The two structures and their assumptions are as follows:

1. <u>Scenario A: Consolidate County/Stuart Fire Rescue - Contract with Other Jurisdictions – Implement Fire Fee</u>
    - The new independent district via contract agreements provides fire Rescue services to Jupiter Island, Ocean Breeze and Sewall's Point.

[12] Includes the cost to provide services to the Towns of Jupiter Island and Ocean Breeze.
[13] Regional Services are funded countywide and include Emergency Management, Nuclear Planning, Fire Rescue Communications, Ocean Rescue and Special Operations.
[14] Includes the cost to provide services to the Town of Sewall's Point.

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- Contracts for services are valued in the scenario using current budgets.
- Stuart's non-ad valorem fire assessment methodology is extended countywide.

2. Scenario B: Consolidate County/Stuart Fire Rescue – All Jurisdictions Except Jupiter Island Assessed Millage – Implement Fire Fee
    - Fire Rescue services to Ocean Breeze and Sewall's Point is provided by the new independent district; Jupiter Island contracts for services from the new entity.
    - All jurisdictions except for Jupiter Island are assessed property taxes based on the new entity's millage rate.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

Scenario A and Scenario B – Funding Models

The financial models are an all-inclusive consolidation of Martin County and City of Stuart current fire rescue operations (stations and personnel). The combined FY15/16 expenditure budgets are the target amount to be funded. Non-ad valorem revenues are considered first with the balance to be funded from ad valorem taxes. Uncertain or non-recurring revenues are not considered.

Table 14: Scenarios A and B - Funding Details

Revenues to Fund New Entity	Scenario A	Scenario B
Non-Ad Valorem Revenues	**FY15/16 Budgeted**	**FY15/16 Budgeted**
Patient Transport Fees	$5,150,100	$5,150,100
Fire Inspection /Alarm Fees	$280,000	$280,000
Jupiter Island Contract	$746,718	$746,718
Ocean Breeze Contract	$31,036	$0
Sewall's Point Contract	$372,750	$0
Firefighter Supplement	$121,000	$121,000
Miscellaneous Recurring	$35,000	$35,000
Tier 1 & Tier 2 Fire Assessment Fee Countywide	$11,455,796	$11,584,708
Total Non-Ad Valorem Revenues	**$18,192,400**	**$17,917,526**
New Entity Expenditure Target	**$40,145,633**	**$40,145,633**
Expenditure Target less Non-Ad Valorem Revenues = Ad Valorem Revenue Needed to Fund New Entity[15]	**$21,953,233**	**$22,228,107**
Countywide Tax Roll Less Jupiter Island, Ocean Breeze and Sewall's Point	$15,925,249,121	$16,546,518,632
Millage Needed to Fund Ad Valorem for New Entity	0.00145	0.001414
Millage Stated as:	**1.451 mills**	**1.414 mills**

[15] Per State statute, the ad valorem amount needed represents 95% of the amount to be raised by a millage. The millage rate calculation is based on providing 100% of the needed ad valorem.

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Table 15 below compares the cost of the current system, Scenario A, and Scenario B, for a homeowner based on the countywide average value of a single family home, less homestead exemption. Best estimates have been used with the understanding that there are a number of variables in Martin County. In particular, valuations for condominiums are not necessarily comparable with single-family residences, and in the case of the fire fee assessment, there are variations in the number of commercial versus residential parcels by jurisdiction.

Table 15: Comparisons of Cost to Homeowners for Current, Scenarios A and B

Current	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Average Home Less Exemption	$150,510	$150,510			
Current Millage	0.002431	0.001838			
			Contract	*Contract*	*Contract*
Ad Valorem	$365.81	$276.57			
Tier 1	$0	$108.35			
Tier 2	$0	$39.00			
Total	**$365.81**	**$423.92**			
Scenario A	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510			
Scenario A Millage	0.001451	0.001451			
			Contract	*Contract*	*Contract*
Ad Valorem	$218.40	$218.40			
Tier 1	$108.35	$108.35			
Tier 2	$39.00	$39.00			
Total	**$365.75**	**$365.75**			
Scenario B	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510	$437,325		
Scenario B Millage	0.001414	0.001414	0.001414		
				Contract	*N/A*
Ad Valorem	$212.83	$212.83	$618.41		
Tier 1	$108.35	$108.35	$108.35		
Tier 2	$39.00	$39.00	$113.10		
Total	**$360.18**	**$360.18**	**$839.86**		

Sewall's Point currently contracts for fire and EMS services. Based on the current annual contract value, we have estimated the cost of the contract as a percent of the Town's ad valorem revenues. From there an estimated millage was calculated and is applied to the Sewall's Point average single-family residence value for Scenario B.

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In both Scenario A and B, Jupiter Island continues for contract for fire and EMS services via agreement. There is, therefore, no change in the cost to Jupiter Island residents under the current agreement and no entry is included in the table for Jupiter Island.

Ocean Breeze is unusual in that there are only four parcels in the Town and no single-family residences. All residences are mobile homes that do not own the property on which they sit and therefore, would not receive a property tax bill.

Table 16 below summarizes the estimated change in costs for the average homeowner between the current system, Scenario A and Scenario B.

Table 16: Summary of Costs to Average Homeowner – Current, Scenarios A and B

Summary	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Current	**$365.81**	**$423.92**	*Contract*	*Contract*	*Contract*
Scenario A	**$365.75**	**$365.75**	*Contract*	*Contract*	*Contract*
Scenario B	**$360.18**	**$360.18**	**$839.86**	*Contract*	*N/A*

Finding #16:

Financial analyses support economic benefits to consolidation while preserving all current systems, personnel, and costs.

Fiscal Impact of Realized Efficiencies

The previous fiscal projections assumed that all current state costs from both the City of Stuart and Martin County are carried over to the new District. As such, there were no changes in personnel, stations, deployment, or administrative capacity. However, expenditure reductions of approximately $5,400,000 were identified in an optimized deployment and staffing model.

FITCH's approach is to provide the new District Board the greatest flexibility in policy decisions related to how to best meet community expectations for service. Therefore, in contrast to the previous evaluation of maintaining the status quo on all operations and costs, a conservative value of $4,800,000 was utilized to demonstrate the fiscal impact of realizing identified efficiencies in 25%, or $1,200,000 increments.

The identified efficiencies are the reduction of personnel for two (2) fire suppression apparatus and one (1) rescue unit. In total, at the current staffing strategies of each agency, this would equate to seven (7) positions each day and a total of approximately 32 full time employees. Approximately 50% of the efficiencies and expenditure reductions are associated with the operational optimization and 50% is associated with the optimized shift-staffing schedule.

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Scenarios A and B are consolidated and summarized by the adopted level of efficiency for clarity in Tables 17 and 18, respectively. A detailed description of the analyses for each level of incremental efficiency is provided as Appendix A.

Table 17: Summary of Costs to Average Homeowner – Current and Scenario A with Realized Efficiencies in 25% Increments

Scenario A	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Current	**$365.81**	**$423.92**	*Contract*	*Contract*	*Contract*
25%	**$353.81**	**$353.81**	*Contract*	*Contract*	*Contract*
50%	**$341.87**	**$341.87**	*Contract*	*Contract*	*Contract*
75%	**$329.94**	**$329.94**	*Contract*	*Contract*	*Contract*
100%	**$318.00**	**$318.00**	*Contract*	*Contract*	*Contract*

Table 18: Summary of Costs to Average Homeowner – Current and Scenario B with Realized Efficiencies in 25% Increments

Scenario B	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Current	**$365.81**	**$423.92**	*Contract*	*Contract*	*Contract*
25%	**$348.69**	**$348.69**	**$806.47**	*Contract*	*N/A*
50%	**$337.20**	**$337.20**	**$773.09**	*Contract*	*N/A*
75%	**$325.71**	**$325.71**	**$739.70**	*Contract*	*N/A*
100%	**$314.22**	**$314.22**	**$706.32**	*Contract*	*N/A*

Finding #17:

Realizing identified efficiencies will provide economic benefits at each progressive quartile.

Finding #18:

Adopting Scenario A would avoid a negative economic impact to homeowners in the contracted areas while maintaining positive benefits for the County and City.

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RECOMMENDED GOVERNANCE MODEL

Governance

Operational and financial analyses both support the feasibility of consolidation between City and County fire services. In considering that option, governance is the next significant issue policy makers must consider. Discussions with key stakeholders, including elected officials, appointed leaders, and labor representatives focused on this issue of governance, and stakeholders concerns and preferences on how a future independent fire protection district may best be structured was solicited. Stakeholders did not express an interest in an existing government entity assuming responsibility for a consolidated fire rescue service. The issues and concerns expressed represented a diverse set of issues, yet each led predominantly to the same conclusion – the creation of an independent special district for fire protection and emergency medical services was the preferred option.

Governance Structure

Independent fire districts are a common governance model in Florida. Created pursuant to Chapter 189 of Florida Statue and further defined under Chapter 191[16]. Special districts providing either fire protection or emergency medical services (EMS) number 66 within the State[17]. The Florida Legislature typically creates such special purpose districts.

It is widely acknowledged that fire protection and emergency medical services (EMS) is one of the most fundamental and essential services local government provides to its citizens. Along with law enforcement, these basic public safety functions are some of the most visible, and financially demanding, programs at the local level. Providing for the health and safety of its residents also demands a strong managerial and policy-making oversight. For that reason, many communities embrace independent fire districts as an effective model of governance. As a special purpose government, the legislative body is focused on the provision of that single set of services. The impact of competing service demands from other functions such as parks, libraries and transportation are somewhat blunted under this special purpose district model. And while important as these other services are, the utilization of an independent special district ensures a focused policy-making and legislative effort toward the essential public safety service. Concurrent with these structural strengths, policymakers also need to be cognizant of the need for clear performance policies and the requirement for a system to monitor the effectiveness and efficacy of the system. To that end,

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[16] Disclaimer – *FITCH* & Associates is not a law firm, and its employees are not acting as your attorney. *FITCH* & Associates does not practice law and does not give legal advice.
The pursuit of an independent fire district requires significant legal guidance and the City and County should ensure legal counsel in the pursuit of this recommendation.
[17] Special District Accountability Program, Official List of Special Districts. Downloaded from https://dca.deo.myflorida.com/fhcd/sdip/OfficialListdeo/ February 29, 2016

significant consideration should be given to the potential composition of the independent fire district's governing body. On this issue, there are several options.

Governing Body

While key stakeholders quickly aligned around an independent fire district as the preferred governance structure, there was less consensus on the specific make-up of the governing body. It is *FITCH'S* understanding that FS189.03 permits a special district to have a governing body comprised of appointees designated by another legislative body – for example independent fire district board members being selected by the City Commission and County Commission; or by the direct election of the independent fire district's governing body by the electorate.

At this juncture, it is unclear the number of local governments within Martin County that may desire to formally participate in a special fire/EMS district. At a minimum, *FITCH* assumed both the County and City of Stuart would participate in the creation of a consolidated fire/EMS service. Opportunities also exist for Sewall's Point and Ocean Breeze to similarly join this effort. The ultimate decision of Jupiter Island is less clear.

Accordingly, with at least two and up to five local governments electing to participate in the creation of an independent special district, a legislative body comprised of at least seven 'fire commissioners' seems an appropriate number to ensure adequate representation. Should the enabling legislative action define the district's legislative body be selected by commissions of the participating general purpose governments, the allocation of 3 seats for County Commission appointees, 2 seats for City of Stuart appointees; and the remaining 2 seats allocated among other governmental bodies as best determined. Should the enabling legislation require a directly elected 'fire board', utilizing geographical districts can ensure appropriate representation. Such geographic districts can be allocated similarly to an appointed process - 3 seats from unincorporated areas; 2 seats from within the municipal boundaries of the City of Stuart; and the remaining 2 seats representing geographic areas of other participating municipalities. In each case, elected fire commissioners would need to reside within their geographic districts.

Revenue Options

Fitch & Associates evaluated the financial feasibility of consolidation from several perspectives, including the use of both ad valorem and non-ad valorem assessments. Both methodologies are allowed in Florida. During establishment of the independent special district, we recommend that the new district's enabling legislative authority retain both of these options for consideration by the fire district's future commission.

During the recent economic recession in 2008, those communities that relied, at least partially, on non-ad valorem fire assessments were better able to continue to provide essential public safety services to their residents. As an example, the increases in service delivery demand continued to rise during the economic downturn. To limit a future independent special fire district in their enabling

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legislation would remove opportunities for the governing body to address changing economic conditions in a manner most beneficial to their constituents.

Finally, the fiscal models utilized in this analysis were intended to compare and contrast the potentiality of consolidation. All of the participating agencies are accustomed to ad valorem taxing strategies and the City of Stuart utilizes a non-ad valorem fire assessment. However, this is not intended to limit the new Board's ability to explore alternative funding models that best meet their needs.

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CONCLUSIONS

In conclusion, substantive opportunities for operational, administrative, and fiscal efficiencies exist when considering consolidated fire and rescue services within Martin County, FL. Consolidation is a natural next step as the countywide system has multiple areas that are contracted for service and well-developed Interlocal agreements for automatic aid.

Fiscal analyses demonstrated that there is no negative economic value to moving towards consolidation even if all deployment, costs, and structures are carried over unchanged. Operationally, an optimized deployment and staffing strategy could provide up to $5.4 million in reduced expenditures while maintaining current performance. At each level, realizing identified efficiencies has a positive economic impact on the average homeowner for commensurate services.

Input from stakeholders provided a common position that an independent fire district is the most desirable governance model for a consolidated fire and rescue service. Therefore, suggestions were provided for the representativeness and make-up of the theoretical new Board of Directors.

FITCH considers three main pillars for a successful consolidated effort. These pillars include a similar risk profile and operational capability, similar cost structures and economic efficiencies, and a governance model that will be politically tenable. This study found that Martin County successfully met all three pillars and the environment is conducive to elevating the concept of consolidation to implementation.

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RECOMMENDATIONS FOR IMPLEMENTATION

As designed, this study provides a broad framework for moving the concept of consolidation forward. While optimized system design and efficiencies were identified, every effort was made to provide detailed information to support policy development, but provide sufficient flexibility for the new Board to determine how to best meet or exceed community expectations for service, establish tolerance for risk, and the willingness and capability to fund services. In other words, this report provided the necessary information while refraining from being overly prescriptive.

The following is a general framework towards adoption and implementation:

- Solicit public input and feedback
- Develop commonality of purpose across governing bodies
- Conduct a fire assessment fee validation study for Martin County
- Codify local intent
- Begin managing Martin County Fire Rescue and Stuart Fire Rescue towards ultimate consolidated models.
- Draft enabling language for board makeup, election process, funding strategies, etc.
- Engage the State Legislature for the creation of an Independent Fire District.

Once the District is created additional steps for implementation must occur. The following list identifies some of the major milestones and is not intended to be all-inclusive:

- Elect Board
- Select Fire Chief
- Establish Administrative Team
- Solidify revenue generation process
- Establish position classifications, job descriptions/duties, minimum qualifications, hiring and promotional practices, work conditions, schedules, compensation structures, etc.
- Negotiate and/or impact bargain where required by law
- Hire workforce
- Update dispatching and CAD processes to reflect new system design (as appropriate)

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Attachment A

Analyses of Incremental Efficiency

FITCH
& ASSOCIATES

ATTACHMENT A: ANALYSES OF INCREMENTAL EFFICIENCY

Level 1 Reductions (25%)

Current State

The various first responder, fire and EMS service agencies in Martin County are funded primarily through property taxes. Budgets are augmented by patient transport fees, fire non-ad valorem (non-property tax) assessments, fire inspection fees, other miscellaneous grants and non-recurring revenues. There are contractual agreements between jurisdictions for the provision of services: the contract amounts are reported as revenues to the respective agency as follows in Table 1, below.

Table 1: Contracted Fire/Rescue Services in Martin County

Agency Providing Service	Jurisdiction Receiving Services	Budgeted Contract Revenue FY15/16
Martin County Fire/Rescue	Town of Jupiter Island	$746,718
Martin County Fire/Rescue	Town of Ocean Breeze	$31,036
Stuart Fire/Rescue	Town of Sewall's Point	$372,750

Level 1 Reduction to Expenditures

FY15/16 expenditure budgets for the operations of two primary fire/rescue service agencies, Martin County Fire Rescue and Stuart Fire Rescue, are noted in Table 2 below.

Table 2: FY15/16 Expenditure Budgets for Fire Rescue Services (Level 1 Reductions)

Fire Rescue Agency	FY15/16 Budgeted Expenditures
Martin County Fire Rescue[18]	$39,835,909
Less Regional Services[19]	-$4,700,419
Stuart Fire Rescue[20]	$5,010,143
Total for Fire Rescue Services	**$40,145,633**
Level 1 Reduction	-$1,200,000
Expenditure Target	**$38,945,633**

The expenditure total above is the expenditure target to be funded by the proposed independent district assuming Level 1 expenditure reductions.

[18] Includes the cost to provide services to the Towns of Jupiter Island and Ocean Breeze.
[19] Regional Services are funded countywide and include Emergency Management, Nuclear Planning, Fire Rescue Communications, Ocean Rescue and Special Operations.
[20] Includes the cost to provide services to the Town of Sewall's Point.

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Assumptions for Alternative Consolidation Structures: Scenario A and Scenario B

Two consolidation structures, Scenario A and Scenario B, are developed with the objective of providing the same or improved service levels, more efficiently and effectively. The two structures and their assumptions are as follows:

1. Scenario A: Consolidate County/Stuart Fire Rescue - Contract with Other Jurisdictions – Implement Fire Fee
    - Fire Rescue services to Jupiter Island, Ocean Breeze and Sewall's Point are provided by the new independent district via contract agreements.
    - Contracts for services are valued in the scenario using current budgets.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

2. Scenario B: Consolidate County/Stuart Fire Rescue – All Jurisdictions Except Jupiter Island Assessed Millage – Implement Fire Fee
    - Fire Rescue services to Ocean Breeze and Sewall's Point is provided by the new independent district; Jupiter Island contracts for services from the new entity.
    - All jurisdictions except for Jupiter Island are assessed property taxes based on the new entity's millage rate.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

Scenario A and Scenario B – Funding Models

The financial models are an all-inclusive consolidation of Martin County and City of Stuart current fire rescue operations (stations and personnel). The combined FY15/16 expenditure budgets less Level 1 reductions are the target amount to be funded. Non-ad valorem revenues are considered first with the balance to be funded from ad valorem taxes. Uncertain or non-recurring revenues are not considered.

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Table 3: Scenarios A and B - Funding Details (Level 1 Reductions)

Revenues to Fund New Entity	Scenario A	Scenario B
Non-Ad Valorem Revenues	**FY15/16 Budgeted**	**FY15/16 Budgeted**
Patient Transport Fees	$5,150,100	$5,150,100
Fire Inspection /Alarm Fees	$280,000	$280,000
Jupiter Island Contract	$746,718	$746,718
Ocean Breeze Contract	$31,036	$0
Sewall's Point Contract	$372,750	$0
Firefighter Supplement	$121,000	$121,000
Miscellaneous Recurring	$35,000	$35,000
Tier 1 & Tier 2 Fire Assessment Fee Countywide	$11,455,796	$11,584,708
Total Non-Ad Valorem Revenues	**$18,192,400**	**$17,917,526**
New Entity Expenditure Target	**$38,945,633**	**$38,945,633**
Expenditure Target less Non-Ad Valorem Revenues = Ad Valorem Revenue Needed to Fund New Entity[21]	**20,753,233**	**21,028,107**
Countywide Tax Roll Adjusted for Scenario	$15,925,249,121	$16,546,518,632
Millage Needed to Fund Ad Valorem for New Entity	.0013718	.0013377
Millage Stated as:	**1.3718**	**1.3377**

Table 4 below compares the cost of the current system, Scenario A, and Scenario B, for a homeowner based on the countywide average value of a single family home, less homestead exemption. Best estimates have been used with the understanding that there are a number of variables in Martin County. In particular, valuations for condominiums are not necessarily comparable with single-family residences, and in the case of the fire fee assessment, there are variations in the number of commercial versus residential parcels by jurisdiction.

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[21] Per State statute, the ad valorem amount needed represents 95% of the amount to be raised by a millage. The millage rate calculation is based on providing 100% of the needed ad valorem.

Table 4: Comparisons of Cost to Homeowners for Current, Scenario A and Scenario B (Level 1 Reductions)

Current	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Average Home Less Exemption	$150,510	$150,510			
Current Millage	0.002431	0.001838			
			Contract	*Contract*	*Contract*
Ad Valorem	$365.81	$276.57			
Tier 1	$0	$108.35			
Tier 2	$0	$39.00			
Total	**$365.81**	**$423.92**			
Scenario A	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510			
Scenario A Millage	0.0013718	0.0013718			
			Contract	*Contract*	*Contract*
Ad Valorem	$206.46	$206.46			
Tier 1	$108.35	$108.35			
Tier 2	$39.00	$39.00			
Total	**$353.81**	**$353.81**			
Scenario B	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510	$437,325		
Scenario B Millage	.0013377	.0013377			
				Contract	*N/A*
Ad Valorem	$201.34	$201.34	$585.02		
Tier 1	$108.35	$108.35	$108.35		
Tier 2	$39.00	$39.00	$113.10		
Total	**$348.69**	**$348.69**	**$806.47**		

Sewall's Point currently contracts for fire and EMS services. Based on the current annual contract value, we have estimated the cost of the contract as a percent of the Town's ad valorem revenues. From there an estimated millage was calculated and is applied to the Sewall's Point average single-family residence value for Scenario B.

In both Scenario A and B, Jupiter Island continues for contract for fire and EMS services via agreement. There is, therefore, no change in the cost to Jupiter Island residents under the current agreement and no entry is included in the table for Jupiter Island.

Ocean Breeze is unusual in that there are only four parcels in the Town and no single-family residences. All residences are mobile homes that do not own the property on which they sit and therefore, would not receive a property tax bill.

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Table 5 below summarizes the estimated change in costs for the average homeowner between the current system, Scenario A and Scenario B.

Table 5: Summary of Costs to Average Homeowner – Current, Scenario A and Scenario B (Level 1 Reductions)

Summary	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Current	**$365.81**	**$423.92**	*Contract*	*Contract*	*Contract*
Scenario A	**$353.81**	**$353.81**	*Contract*	*Contract*	*Contract*
Scenario B	**$348.69**	**$348.69**	**$806.47**	*Contract*	*N/A*

Level 2 Reductions (50%)

Current State

The various first responder, fire and EMS service agencies in Martin County are funded primarily through property taxes. Budgets are augmented by patient transport fees, fire non-ad valorem (non-property tax) assessments, fire inspection fees, other miscellaneous grants and non-recurring revenues. There are contractual agreements between jurisdictions for the provision of services: the contract amounts are reported as revenues to the respective agency as follows in Table 6, below.

Table 6: Contracted Fire/Rescue Services in Martin County

Agency Providing Service	Jurisdiction Receiving Services	Budgeted Contract Revenue FY15/16
Martin County Fire/Rescue	Town of Jupiter Island	$746,718
Martin County Fire/Rescue	Town of Ocean Breeze	$31,036
Stuart Fire/Rescue	Town of Sewall's Point	$372,750

Level 2 Reductions to Expenditures

FY15/16 expenditure budgets for the operations of two primary fire/rescue service agencies, Martin County Fire Rescue and Stuart Fire Rescue, are noted in Table 7 below.

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Table 7: FY15/16 Expenditure Budgets for Fire Rescue Services (Level 2 Reductions)

Fire Rescue Agency	FY15/16 Budgeted Expenditures
Martin County Fire Rescue[22]	$39,835,909
Less Regional Services[23]	-$4,700,419
Stuart Fire Rescue[24]	$5,010,143
Total for Fire Rescue Services	**$40,145,633**
Level 2 Reduction	-$2,400,000
Expenditure Target	**$37,745,633**

The expenditure total above is the expenditure target to be funded by the proposed independent district assuming Level 2 expenditure reductions.

Assumptions for Alternative Consolidation Structures: Scenario A and Scenario B

Two consolidation structures, Scenario A and Scenario B, are developed with the objective of providing the same or improved service levels, more efficiently and effectively. The two structures and their assumptions are as follows:

3. Scenario A: Consolidate County/Stuart Fire Rescue - Contract with Other Jurisdictions – Implement Fire Fee
    - Fire Rescue services to Jupiter Island, Ocean Breeze and Sewall's Point are provided by the new independent district via contract agreements.
    - Contracts for services are valued in the scenario using current budgets.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

4. Scenario B: Consolidate County/Stuart Fire Rescue – All Jurisdictions Except Jupiter Island Assessed Millage – Implement Fire Fee
    - Fire Rescue services to Ocean Breeze and Sewall's Point is provided by the new independent district; Jupiter Island contracts for services from the new entity.
    - All jurisdictions except for Jupiter Island are assessed property taxes based on the new entity's millage rate.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

Scenario A and Scenario B – Funding Models

The financial models are an all-inclusive consolidation of Martin County and City of Stuart current fire rescue operations (stations and personnel). The combined FY15/16 expenditure budgets less Level 2 reductions are the target amount to be funded. Non-ad valorem revenues are considered first with

[22] Includes the cost to provide services to the Towns of Jupiter Island and Ocean Breeze.
[23] Regional Services are funded countywide and include Emergency Management, Nuclear Planning, Fire Rescue Communications, Ocean Rescue and Special Operations.
[24] Includes the cost to provide services to the Town of Sewall's Point.

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the balance to be funded from ad valorem taxes. Uncertain or non-recurring revenues are not considered.

Table 8: Scenarios A and B - Funding Details (Level 2 Reductions)

Revenues to Fund New Entity	Scenario A	Scenario B
Non-Ad Valorem Revenues	**FY15/16 Budgeted**	**FY15/16 Budgeted**
Patient Transport Fees	$5,150,100	$5,150,100
Fire Inspection /Alarm Fees	$280,000	$280,000
Jupiter Island Contract	$746,718	$746,718
Ocean Breeze Contract	$31,036	$0
Sewall's Point Contract	$372,750	$0
Firefighter Supplement	$121,000	$121,000
Miscellaneous Recurring	$35,000	$35,000
Tier 1 & Tier 2 Fire Assessment Fee Countywide	$11,455,796	$11,584,708
Total Non-Ad Valorem Revenues	**$18,192,400**	**$17,917,526**
New Entity Expenditure Target	**$37,745,633**	**$37,745,633**
Expenditure Target less Non-Ad Valorem Revenues = Ad Valorem Revenue Needed to Fund New Entity[25]	**$19,553,233**	**$19,828,107**
Countywide Tax Roll Adjusted for Scenario	$15,925,249,121	$16,546,518,632
Millage Needed to Fund Ad Valorem for New Entity	0.0012924	0.0012614
Millage Stated as:	**1.2924**	**1.12614**

Table 9 below compares the cost of the current system, Scenario A, and Scenario B, for a homeowner based on the countywide average value of a single family home, less homestead exemption. Best estimates have been used with the understanding that there are a number of variables in Martin County. In particular, valuations for condominiums are not necessarily comparable with single-family residences, and in the case of the fire fee assessment, there are variations in the number of commercial versus residential parcels by jurisdiction.

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[25] Per State statute, the ad valorem amount needed represents 95% of the amount to be raised by a millage. The millage rate calculation is based on providing 100% of the needed ad valorem.

Table 9: Comparisons of Cost to Homeowners for Current, Scenario A and Scenario B (Level 2 Reductions)

Current	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Average Home Less Exemption	$150,510	$150,510			
Current Millage	0.002431	0.001838			
			Contract	*Contract*	*Contract*
Ad Valorem	$365.81	$276.57			
Tier 1	$0	$108.35			
Tier 2	$0	$39.00			
Total	**$365.81**	**$423.92**			
Scenario A	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510			
Scenario A Millage	0.0012924	0.0012924			
			Contract	*Contract*	*Contract*
Ad Valorem	$194.52	$194.52			
Tier 1	$108.35	$108.35			
Tier 2	$39.00	$39.00			
Total	**$341.87**	**$341.87**			
Scenario B	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510	$437,325		
Scenario B Millage	0.0012614	0.0012614	0.0012614		
				Contract	*N/A*
Ad Valorem	$189.85	$189.85	$551.64		
Tier 1	$108.35	$108.35	$108.35		
Tier 2	$39.00	$39.00	$113.10		
Total	**$337.20**	**$337.20**	**$773.09**		

Sewall's Point currently contracts for fire and EMS services. Based on the current annual contract value, we have estimated the cost of the contract as a percent of the Town's ad valorem revenues. From there an estimated millage was calculated and is applied to the Sewall's Point average single-family residence value for Scenario B.

In both Scenario A and B, Jupiter Island continues for contract for fire and EMS services via agreement. There is, therefore, no change in the cost to Jupiter Island residents under the current agreement and no entry is included in the table for Jupiter Island.

Ocean Breeze is unusual in that there are only four parcels in the Town and no single-family residences. All residences are mobile homes that do not own the property on which they sit and therefore, would not receive a property tax bill.

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Table 10 below summarizes the estimated change in costs for the average homeowner between the current system, Scenario A and Scenario B.

Table 10: Summary of Costs to Average Homeowner – Current, Scenario A and Scenario B (Level 2 Reductions)

Summary	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Current	**$365.81**	**$423.92**	*Contract*	*Contract*	*Contract*
Scenario A	**$341.87**	**$341.87**	*Contract*	*Contract*	*Contract*
Scenario B	**$337.20**	**$337.20**	**$773.69**	*Contract*	*N/A*

Level 3 Reductions (75%)

Current State

The various first responder, fire and EMS service agencies in Martin County are funded primarily through property taxes. Budgets are augmented by patient transport fees, fire non-ad valorem (non-property tax) assessments, fire inspection fees, other miscellaneous grants and non-recurring revenues. There are contractual agreements between jurisdictions for the provision of services: the contract amounts are reported as revenues to the respective agency as follows in Table 11, below.

Table 11: Contracted Fire/Rescue Services in Martin County

Agency Providing Service	Jurisdiction Receiving Services	Budgeted Contract Revenue FY15/16
Martin County Fire/Rescue	Town of Jupiter Island	$746,718
Martin County Fire/Rescue	Town of Ocean Breeze	$31,036
Stuart Fire/Rescue	Town of Sewall's Point	$372,750

Level 3 Reductions to Expenditures

FY15/16 expenditure budgets for the operations of two primary fire/rescue service agencies, Martin County Fire Rescue and Stuart Fire Rescue, are noted in Table 12 below.

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Table 12: FY15/16 Expenditure Budgets for Fire Rescue Services (Level 3 Reductions)

Fire Rescue Agency	FY15/16 Budgeted Expenditures
Martin County Fire Rescue[26]	$39,835,909
Less Regional Services[27]	-$4,700,419
Stuart Fire Rescue[28]	$5,010,143
Total for Fire Rescue Services	**$40,145,633**
Level 3 Reduction	-$3,600,000
Expenditure Target	**$36,545,633**

The expenditure total above is the expenditure target to be funded by the proposed independent district assuming Level 3 expenditure reductions.

Assumptions for Alternative Consolidation Structures: Scenario A and Scenario B

Two consolidation structures, Scenario A and Scenario B, are developed with the objective of providing the same or improved service levels, more efficiently and effectively. The two structures and their assumptions are as follows:

5. Scenario A: Consolidate County/Stuart Fire Rescue - Contract with Other Jurisdictions – Implement Fire Fee
    - Fire Rescue services to Jupiter Island, Ocean Breeze and Sewall's Point are provided by the new independent district via contract agreements.
    - Contracts for services are valued in the scenario using current budgets.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

6. Scenario B: Consolidate County/Stuart Fire Rescue – All Jurisdictions Except Jupiter Island Assessed Millage – Implement Fire Fee
    - Fire Rescue services to Ocean Breeze and Sewall's Point is provided by the new independent district; Jupiter Island contracts for services from the new entity.
    - All jurisdictions except for Jupiter Island are assessed property taxes based on the new entity's millage rate.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

Scenario A and Scenario B – Funding Models

The financial models are an all-inclusive consolidation of Martin County and City of Stuart current fire rescue operations (stations and personnel). The combined FY15/16 expenditure budgets less reductions are the target amount to be funded. Non-ad valorem revenues are considered first with

[26] Includes the cost to provide services to the Towns of Jupiter Island and Ocean Breeze.
[27] Regional Services are funded countywide and include Emergency Management, Nuclear Planning, Fire Rescue Communications, Ocean Rescue and Special Operations.
[28] Includes the cost to provide services to the Town of Sewall's Point.

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the balance to be funded from ad valorem taxes. Uncertain or non-recurring revenues are not considered.

Table 13: Scenarios A and B - Funding Details (Level 3 Reductions)

Revenues to Fund New Entity	Scenario A	Scenario B
Non-Ad Valorem Revenues	**FY15/16 Budgeted**	**FY15/16 Budgeted**
Patient Transport Fees	$5,150,100	$5,150,100
Fire Inspection /Alarm Fees	$280,000	$280,000
Jupiter Island Contract	$746,718	$746,718
Ocean Breeze Contract	$31,036	$0
Sewall's Point Contract	$372,750	$0
Firefighter Supplement	$121,000	$121,000
Miscellaneous Recurring	$35,000	$35,000
Tier 1 & Tier 2 Fire Assessment Fee Countywide	$11,455,796	$11,584,708
Total Non-Ad Valorem Revenues	**$18,192,400**	**$17,917,526**
New Entity Expenditure Target	**$36,545,633**	**$36,545,633**
Expenditure Target less Non-Ad Valorem Revenues = Ad Valorem Revenue Needed to Fund New Entity[29]	**$18,353,2133**	**$18,628,107**
Countywide Tax Roll Adjusted for Scenario	$15,925,249,121	$16,546,518,632
Millage Needed to Fund Ad Valorem for New Entity	0.0012131	0.0011851
Millage Stated as:	**1.2131**	**1.1851**

Table 14 below compares the cost of the current system, Scenario A, and Scenario B, for a homeowner based on the countywide average value of a single family home, less homestead exemption. Best estimates have been used with the understanding that there are a number of variables in Martin County. In particular, valuations for condominiums are not necessarily comparable with single-family residences, and in the case of the fire fee assessment, there are variations in the number of commercial versus residential parcels by jurisdiction.

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[29] Per State statute, the ad valorem amount needed represents 95% of the amount to be raised by a millage. The millage rate calculation is based on providing 100% of the needed ad valorem.

Table 14: Comparisons of Cost to Homeowners for Current, Scenario A and Scenario B (Level 3 Reductions)

Current	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Average Home Less Exemption	$150,510	$150,510			
Current Millage	0.002431	0.001838			
			Contract	*Contract*	*Contract*
Ad Valorem	$365.81	$276.57			
Tier 1	$0	$108.35			
Tier 2	$0	$39.00			
Total	**$365.81**	**$423.92**			
Scenario A	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510			
Scenario A Millage	0.0012131	0.0012131			
			Contract	*Contract*	*Contract*
Ad Valorem	$182.59	$182.59			
Tier 1	$108.35	$108.35			
Tier 2	$39.00	$39.00			
Total	**$329.94**	**$329.94**			
Scenario B	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510	$437,325		
Scenario B Millage	0.0011851	0.0011851	0.0011851		
				Contract	*N/A*
Ad Valorem	$178.36	$178.36	$518.25		
Tier 1	$108.35	$108.35	$108.35		
Tier 2	$39.00	$39.00	$113.10		
Total	**$325.71**	**$325.71**	**$739.70**		

Sewall's Point currently contracts for fire and EMS services. Based on the current annual contract value, we have estimated the cost of the contract as a percent of the Town's ad valorem revenues. From there an estimated millage was calculated and is applied to the Sewall's Point average single-family residence value for Scenario B.

In both Scenario A and B, Jupiter Island continues for contract for fire and EMS services via agreement. There is, therefore, no change in the cost to Jupiter Island residents under the current agreement and no entry is included in the table for Jupiter Island.

Ocean Breeze is unusual in that there are only four parcels in the Town and no single-family residences. All residences are mobile homes that do not own the property on which they sit and therefore, would not receive a property tax bill.

Table 15 below summarizes the estimated change in costs for the average homeowner between the current system, Scenario A and Scenario B.

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Table 15: Summary of Costs to Average Homeowner – Current, Scenario A and Scenario B (Level 3 Reductions)

Summary	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Current	**$365.81**	**$423.92**	*Contract*	*Contract*	*Contract*
Scenario A	**$329.94**	**$329.94**	*Contract*	*Contract*	*Contract*
Scenario B	**$325.71**	**$325.71`**	**$739.70**	*Contract*	*N/A*

Level 4 Reductions (100%)

Current State

The various first responder, fire and EMS service agencies in Martin County are funded primarily through property taxes. Budgets are augmented by patient transport fees, fire non-ad valorem (non-property tax) assessments, fire inspection fees, other miscellaneous grants and non-recurring revenues. There are contractual agreements between jurisdictions for the provision of services: the contract amounts are reported as revenues to the respective agency as follows in Table 16, below.

Table 16: Contracted Fire/Rescue Services in Martin County (Level 4 Reductions)

Agency Providing Service	Jurisdiction Receiving Services	Budgeted Contract Revenue FY15/16
Martin County Fire/Rescue	Town of Jupiter Island	$746,718
Martin County Fire/Rescue	Town of Ocean Breeze	$31,036
Stuart Fire/Rescue	Town of Sewall's Point	$372,750

Level 4 Reductions to Expenditures

FY15/16 expenditure budgets for the operations of two primary fire/rescue service agencies, Martin County Fire Rescue and Stuart Fire Rescue, are noted in Table 17 below.

Table 17: FY15/16 Expenditure Budgets for Fire Rescue Services (Level 4 Reductions)

Fire Rescue Agency	FY15/16 Budgeted Expenditures
Martin County Fire Rescue[30]	$39,835,909
Less Regional Services[31]	-$4,700,419
Stuart Fire Rescue[32]	$5,010,143
Total for Fire Rescue Services	**$40,145,633**
Level 4 Reduction	-$4,800,000
Expenditure Target	**$35,645,633**

The expenditure total above is the expenditure target to be funded by the proposed independent district assuming Level 4 expenditure reductions.

[30] Includes the cost to provide services to the Towns of Jupiter Island and Ocean Breeze.
[31] Regional Services are funded countywide and include Emergency Management, Nuclear Planning, Fire Rescue Communications, Ocean Rescue and Special Operations.
[32] Includes the cost to provide services to the Town of Sewall's Point.

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Assumptions for Alternative Consolidation Structures: Scenario A and Scenario B

Two consolidation structures, Scenario A and Scenario B, are developed with the objective of providing the same or improved service levels, more efficiently and effectively. The two structures and their assumptions are as follows:

7. Scenario A: Consolidate County/Stuart Fire Rescue - Contract with Other Jurisdictions – Implement Fire Fee
    - Fire Rescue services to Jupiter Island, Ocean Breeze and Sewall's Point are provided by the new independent district via contract agreements.
    - Contracts for services are valued in the scenario using current budgets.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

8. Scenario B: Consolidate County/Stuart Fire Rescue – All Jurisdictions Except Jupiter Island Assessed Millage – Implement Fire Fee
    - Fire Rescue services to Ocean Breeze and Sewall's Point is provided by the new independent district; Jupiter Island contracts for services from the new entity.
    - All jurisdictions except for Jupiter Island are assessed property taxes based on the new entity's millage rate.
    - Stuart's non-ad valorem fire assessment methodology is extended countywide.

Scenario A and Scenario B – Funding Models

The financial models are an all-inclusive consolidation of Martin County and City of Stuart current fire rescue operations (stations and personnel). The combined FY15/16 expenditure budgets less Level 4 reductions are the target amount to be funded. Non-ad valorem revenues are considered first with the balance to be funded from ad valorem taxes. Uncertain or non-recurring revenues are not considered.

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Table 18: Scenarios A and B - Funding Details (Level 4 Reductions)

Revenues to Fund New Entity	Scenario A	Scenario B
Non-Ad Valorem Revenues	**FY15/16 Budgeted**	**FY15/16 Budgeted**
Patient Transport Fees	$5,150,100	$5,150,100
Fire Inspection /Alarm Fees	$280,000	$280,000
Jupiter Island Contract	$746,718	$746,718
Ocean Breeze Contract	$31,036	$0
Sewall's Point Contract	$372,750	$0
Firefighter Supplement	$121,000	$121,000
Miscellaneous Recurring	$35,000	$35,000
Tier 1 & Tier 2 Fire Assessment Fee Countywide	$11,455,796	$11,584,708
Total Non-Ad Valorem Revenues	**$18,192,400**	**$17,917,526**
New Entity Expenditure Target	**$35,345,633**	**$35,345,633**
Expenditure Target less Non-Ad Valorem Revenues = Ad Valorem Revenue Needed to Fund New Entity[33]	**$17,153,233**	**$17,428,107**
Countywide Tax Roll Adjusted for Scenario	$15,925,249,121	$16,546,518,632
Millage Needed to Fund Ad Valorem for New Entity	0.0011338	0.0011087
Millage Stated as:	**1.1338**	**1.1087**

Table 19 below compares the cost of the current system, Scenario A, and Scenario B, for a homeowner based on the countywide average value of a single family home, less homestead exemption. Best estimates have been used with the understanding that there are a number of variables in Martin County. In particular, valuations for condominiums are not necessarily comparable with single-family residences, and in the case of the fire fee assessment, there are variations in the number of commercial versus residential parcels by jurisdiction.

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[33] Per State statute, the ad valorem amount needed represents 95% of the amount to be raised by a millage. The millage rate calculation is based on providing 100% of the needed ad valorem.

Table 19: Comparisons of Cost to Homeowners for Current, Scenario A and Scenario B (Level 4 Reductions)

Current	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Average Home Less Exemption	$150,510	$150,510			
Current Millage	0.002431	0.001838			
			Contract	*Contract*	*Contract*
Ad Valorem	$365.81	$276.57			
Tier 1	$0	$108.35			
Tier 2	$0	$39.00			
Total	**$365.81**	**$423.92**			
Scenario A	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510			
Scenario A Millage	0.0011338	0.0011338			
			Contract	*Contract*	*Contract*
Ad Valorem	$170.65	$170.65			
Tier 1	$108.35	$108.35			
Tier 2	$39.00	$39.00			
Total	**$318.00**	**$318.00**			
Scenario B	**County**	**Stuart**	**Sewall's Point**	**Jupiter Island**	**Ocean Breeze**
Average Home Less Exemption	$150,510	$150,510	$437,325		
Scenario B Millage	0.0011087	0.0011087	0.0011087		
				Contract	*N/A*
Ad Valorem	$166.87	$166.87	$484.87		
Tier 1	$108.35	$108.35	$108.35		
Tier 2	$39.00	$39.00	$113.10		
Total	**$314.22**	**$314.22**	**$706.32**		

Sewall's Point currently contracts for fire and EMS services. Based on the current annual contract value, we have estimated the cost of the contract as a percent of the Town's ad valorem revenues. From there an estimated millage was calculated and is applied to the Sewall's Point average single-family residence value for Scenario B.

In both Scenario A and B, Jupiter Island continues for contract for fire and EMS services via agreement. There is, therefore, no change in the cost to Jupiter Island residents under the current agreement and no entry is included in the table for Jupiter Island.

Ocean Breeze is unusual in that there are only four parcels in the Town and no single-family residences. All residences are mobile homes that do not own the property on which they sit and therefore, would not receive a property tax bill.

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Table 20 below summarizes the estimated change in costs for the average homeowner between the current system, Scenario A and Scenario B.

Table 20: Summary of Costs to Average Homeowner – Current, Scenario A and Scenario B (Level 4 Reductions)

Summary	County	Stuart	Sewall's Point	Jupiter Island	Ocean Breeze
Current	**$365.81**	**$423.92**	*Contract*	*Contract*	*Contract*
Scenario A	**$318.00**	**$318.00**	*Contract*	*Contract*	*Contract*
Scenario B	**$314.22**	**$314.22**	**$706.32**	*Contract*	*N/A*

Additional Requested Analyses

Average Costs per Incident and Response

FITCH was requested to provide analyses regarding the average costs per incident and/or response. The numbers of incidents are the number of unique calls requested by provider. The number of responses refers to the total number of apparatus responses provided by each provider. The following tables present the average costs for each provider by incidents and responses.

However, there are significant limitations in this type of analysis and the reader is cautioned not to make policy decisions or undue assumptions based on this information. For example, larger organizations such as exist with MCFR have additional administrative and overhead costs due to the size and complexity of the operation that serve to increase costs. In addition, MCFR has responsibilities to provide services in non-urban areas that shift costs towards readiness rather than actual demand due to lower call volumes. In contrast, Stuart's service area has the highest concentration of calls in a small urban geographic area. The net effect is that the frequency of incidents drives costs down when viewed at per incident. Finally, when considering the number of responses, some variability exists, as the two agencies do not respond in an identical manner. Therefore, this is a rough estimate and not an apples to apples comparison and is not intended to drive decision-making.

What is transferrable from this analysis is the understanding that there is a greater return on investment, or a more efficient manner to deliver services, in urban environments as less costs are sunk in readiness and more costs are allocated to actual service delivery.

Results are provided as Tables 21 and 22 below.

Table 21: Summary of Average Costs per Incident by Provider

Summary	County	Stuart
Net Expenditures	$30,700,330	$2,849,286
Number of Incidents	18,016	4,996
Average Cost per Incident	$1,704.06	$570.31

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Table 22: Summary of Average Costs per Response by Provider

Summary	County	Stuart
Net Expenditures	$30,700,330	$2,849,286
Number of Incidents	37,446	8,957
Average Cost per Incident	$819.86	$318.11

Proportion of Revenue Contribution by Jurisdiction

FITCH was requested to describe the proportional revenue contribution by each jurisdiction across the two alternative scenarios. Scenario A assumes that Martin County and Stuart contribute to the District with a combination of ad valorem and non-ad valorem revenues and the District would continue to contract with Sewall's Point, Jupiter Island, and Ocean Breeze. Scenario B assumes that Martin County, Stuart, Sewall's Point, and Ocean Breeze contribute to the District with a combination of ad valorem and non-ad valorem revenues and the District would continue to contract for services with Jupiter Island.

An analysis of the proportion of revenue contributed by each jurisdiction demonstrates that the unincorporated county areas and the City of Stuart would contribute the majority of the revenues. In each scenario, the combination of the Stuart and Martin County revenues accounts for approximately 96% and 97% in Scenario B and A, respectively. Since Jupiter Island was assumed to maintain the contractual relationship in either scenario their relative contribution remains unchanged. The Town of Sewall's Point varies from 0.9% to 2.4% of the overall revenue contributions between Scenario A and B. Currently, Ocean Breeze does not have a significant overall shift in contributed revenue under either scenario. However, future development planned in Ocean Breeze should be a consideration for the future in either the appropriate contracted value or the ability to contribute through traditional taxing structures.

The diversified funding strategies have a positive benefit for areas with higher assessed values. For example, in Sewall's Point as the proportion of contributed revenue is shifted towards ad valorem taxes, the relative contribution will increase due to assessed values. The utilization of a non-ad valorem fire assessment fee serves to distribute costs more evenly across the jurisdictions. Results are presented in Table XX below.

Table 19: Proportion of Overall Revenue Contribution by Jurisdiction and Alternative Scenario

Jurisdiction	Scenario A	Scenario B
Unincorporated County	86.0%	84.7%
City of Stuart	11.2%	11.1%
Town of Jupiter Island	1.8%	1.8%
Town of Sewell's Point	0.9%	2.4%
Town of Ocean Breeze	0.1%	0.0%
Total	100.00%	100.00%

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Seasonable Impact on Workload at Hutchinson Island

FITCH was requested to describe the seasonable impact on workload at Station 14 on Hutchinson Island. Analyses suggest that only minor variability exists between month of year and day of week. The overall distribution of calls throughout the day follows a similar pattern. This analysis examined requests for service within Station 14's first due assigned area. Results are presented as Figures 22, 23, and 24, below.

Figure 22: Average Calls per Day by Month of Year

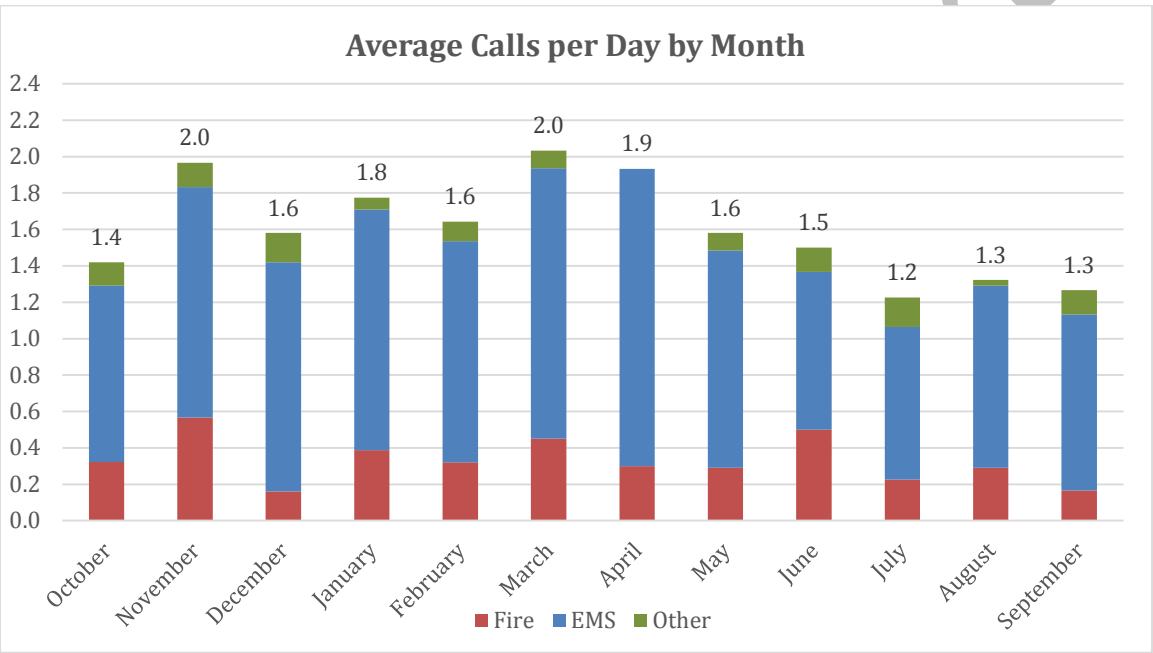


Figure 23: Average Calls per Day by Weekday

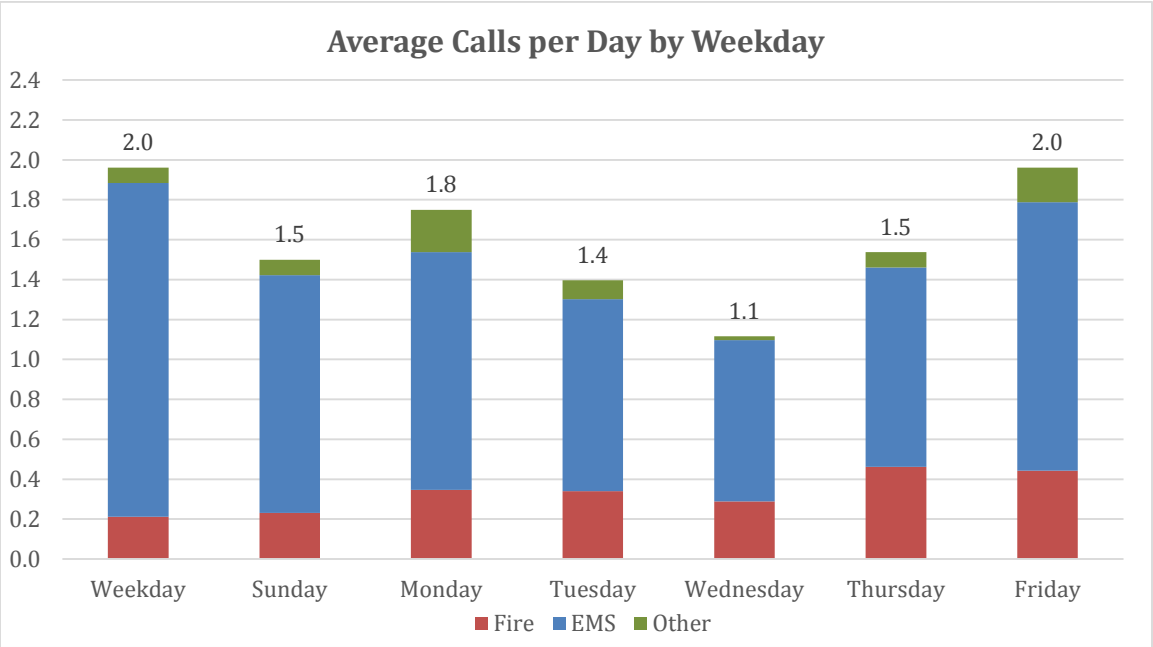
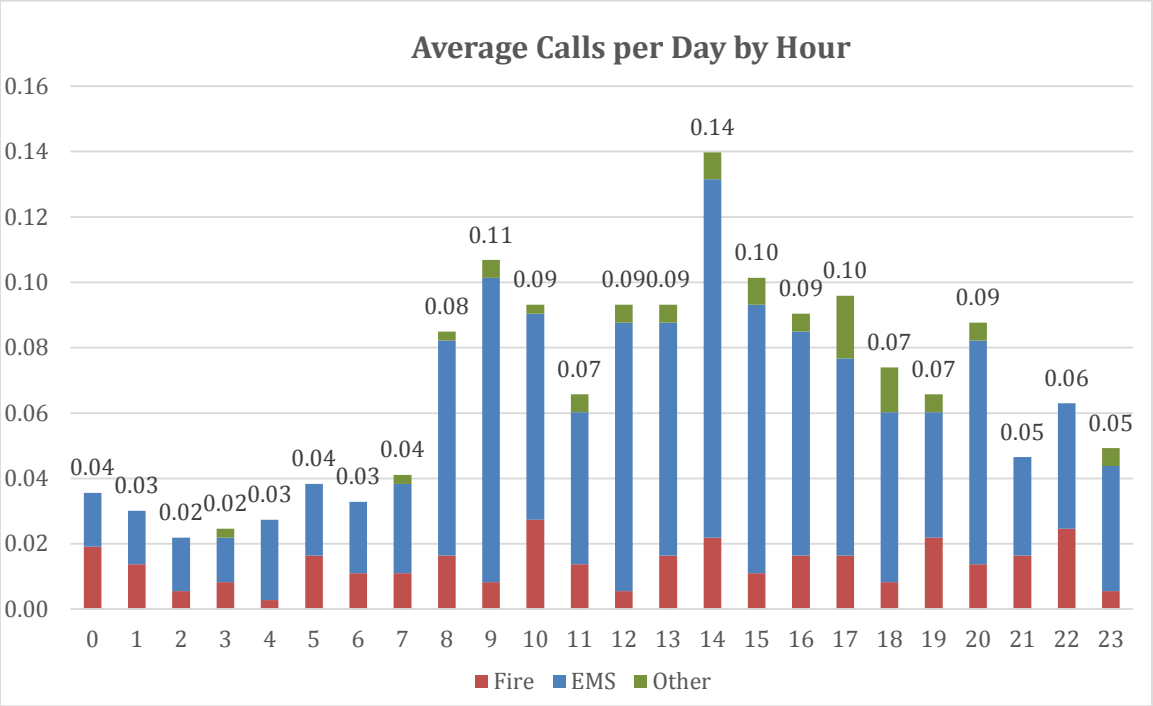


Figure 24: Average Calls per Day by Hour of Day



Potential Exposure for All-Aboard Florida for Station 1

FITCH was requested to describe the demand for services for Station 1 as it is located on the East side of the railroad tracks. Overall, there is not considerable variability in demand for services by month of year or day of week. The distribution by time of day follows the same general pattern as the

system as a whole. In total, 2,415 calls were answered in Station 1's territory in 2014, or approximately 6 to 8 incidents per day. Therefore, it is appropriate to maintain deploying Rescue 1 from Station 1 until either Station 2 has been updated to accommodate the additional apparatus and personnel or there is greater clarity on the impact of All Aboard Florida. Data are presented as Figures 25 – 27.

Figure 25: Average Calls per Day by Month of Year

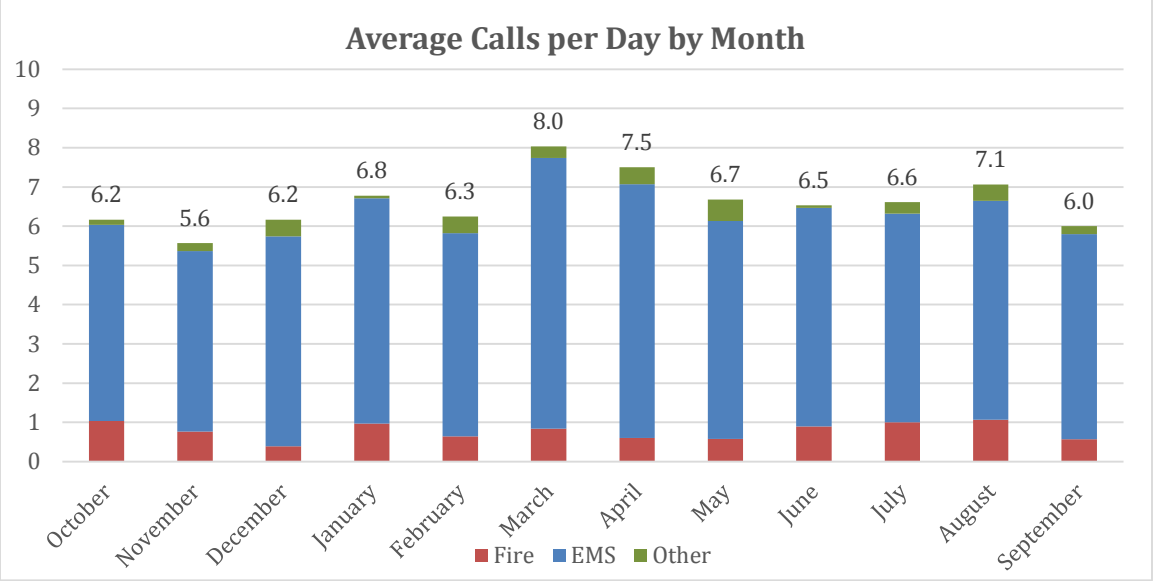


Figure 26: Average Calls per Day of Week

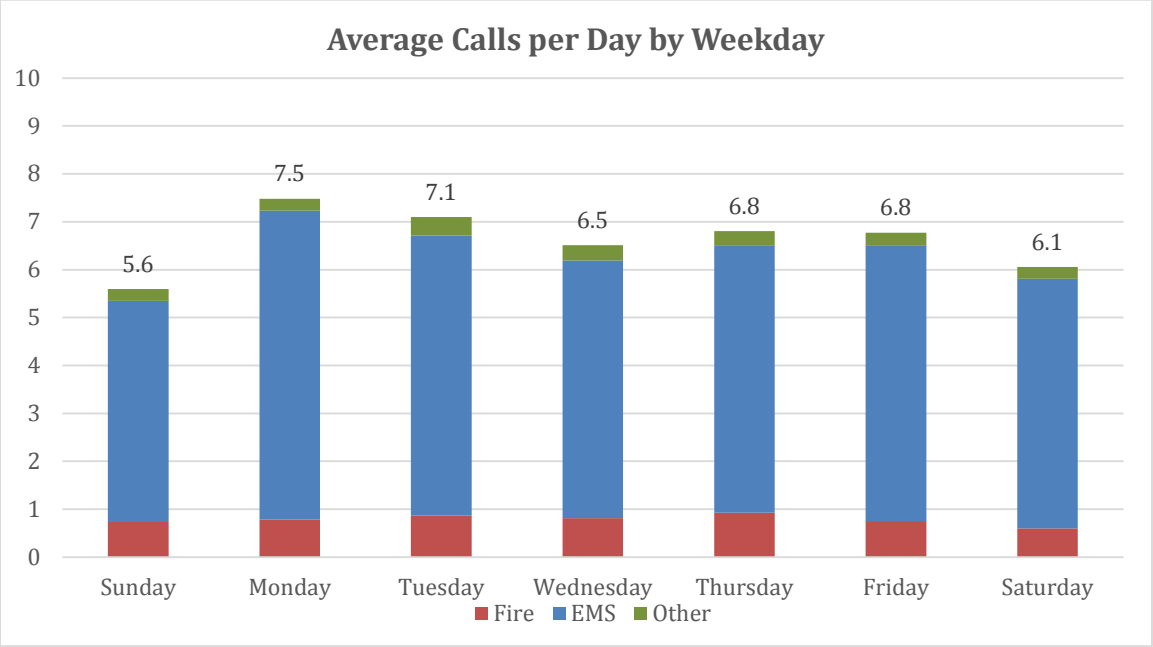
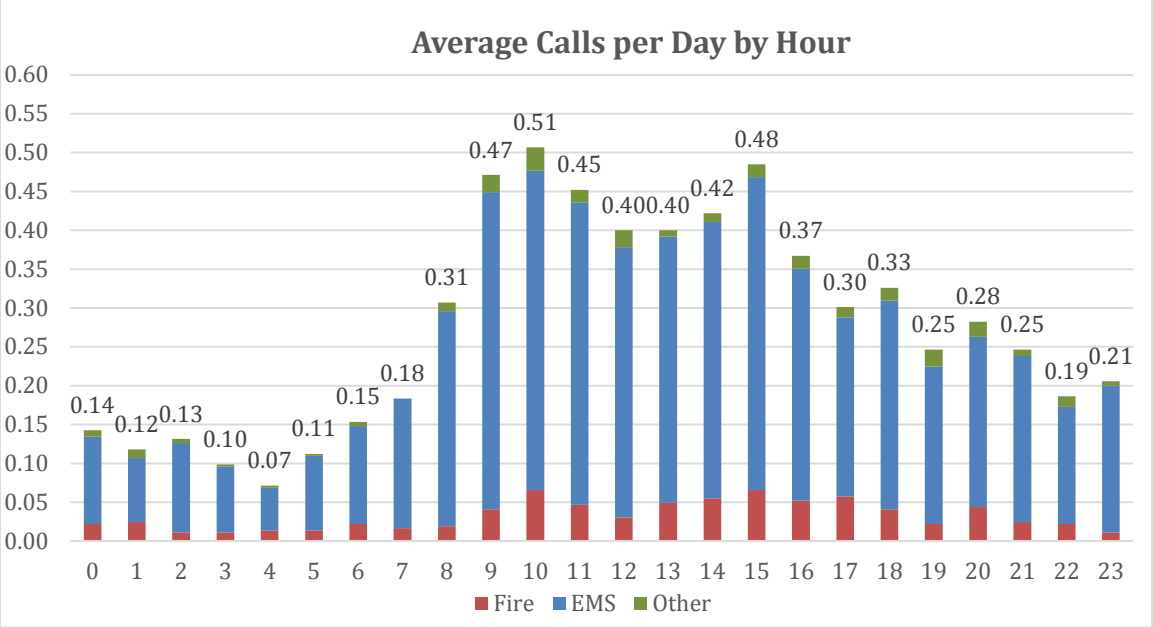


Figure 27: Average Calls per Hour of Day



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March 2016

Draft Data Analysis

Martin County Fire Rescue and Stuart Fire Rescue
Fire and EMS Consolidation Feasibility Study
Martin County, Florida

FITCH & ASSOCIATES, LLC

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CONSULTANT DRAFT REPORT

Fire and EMS Consolidation Feasibility Study
Martin County, Florida

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METHODOLOGY

We collected three different data sets: CAD, MCFR NFIRS, and SFR NFIRS. We cross validated CAD and NFIRS databases. In this report, we used NFIRS incident type to accurately categorize call types, and then we primarily used CAD data in our analysis. In this report, we focused our analysis on the 2014 fiscal year from October 2013 through September 2014.

In this report, we utilized two distinct measures of call volume and workload. First, is the number of requests for service that are defined as either "dispatches" or "calls". Dispatches/calls are the number of times a distinct incident was created involving either MCFR or SFR units. Conversely, "responses" are the number of times that an individual unit (or units) responded to a call. Responses will be utilized on all Unit and Station level analyses, which account for all elements of workload and performance. Calls have been categorized as EMS, Fire, Rescue, Hazard, Mutual aid, and Canceled, respectively. Since we are studying two agencies together, mutual aid calls are outside of both MCFR and SFR's jurisdictions. A canceled call means that all responding agencies indicated the incident was canceled. Thirty-one percent (31%) of the total emergency requests are from 911, and the majority requests are either transferred from the sheriff's office, or other sources. For 911 calls, the CAD system only captures the time an incident was created in the system. However, if a transferred request was dialed via a cell phone, the system captures the call received time. In our response time analysis, we compared dispatch time by call source and pointed out that the dispatch time of 911 calls is not complete. Instead, we focused our discussions on turnout time, and travel time. Since MCFR is contracted to provide emergency services to Jupiter Island and SFR is contracted to provide emergency services to Sewall's point, we discussed the demand and workload distribution and response time performances by jurisdiction.

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COMMUNITY RESPONSE HISTORY

In the 2014 fiscal year, MCFR and SFR responded to a total of 22,268 requests for service, or dispatches. EMS service requests totaled 17,384, accounting for 78.1% of the total number of incidents. The number of fire related calls was 3,161, which accounted for 14.2% of the dispatched incidents. A total of 17,058 incidents (76.6 percent) were in MCFR's jurisdiction; 4,520 incidents (20.3 percent) were in SFR's jurisdiction; 164 incidents (0.7 percent) were in Sewall's point; 136 incidents (0.6 percent) were in Jupiter Island; and 390 (1.8 percent) were mutual aid incidents outside Martin County. MCFR and SFR have both responded to 714 calls (3.2 percent), MCFR individually responded to 17,302 calls (77.7 percent), and SFR individually responded to 4,252 calls (19.1 percent).

The number of individual unit responses will be more reflective of total department workload since 71 percent of the calls resulted in multiple units dispatched. As summarized in Table 4, all units in MCFR and SFR combined made 46,403 responses, and were busy on emergency calls 26,894 hours. On average, each response lasted 35 minutes from dispatched to clear. MCFR units made 37,446 responses (80.7 percent), and SFR units made 8,957 responses (19.3 percent).

Table 1: Number of Incidents Dispatched by Category

Call Category	Number of Calls	Calls per Day	Call Percentage
Cardiac and stroke	2,685	7.4	12.1%
Seizure and unconsciousness	1,696	4.6	7.6%
Breathing difficulty	1,929	5.3	8.7%
Overdose and psychiatric	638	1.7	2.9%
MVA	1,275	3.5	5.7%
Fall and injury	4,535	12.4	20.4%
Illness and other	4,626	12.7	20.8%
EMS Total	**17,384**	**47.6**	**78.1%**
Structure fire	79	0.2	0.4%
Outside fire	226	0.6	1.0%
Vehicle fire	69	0.2	0.3%
Marine fire	6	0.0	0.0%
False alarm	1,013	2.8	4.5%
Good intent	190	0.5	0.9%
Public service	1,325	3.6	6.0%
Fire other	253	0.7	1.1%
Fire Total	**3,161**	**8.7**	**14.2%**
Rescue	18	0.0	0.1%
Hazmat	89	0.2	0.4%
Mutual aid	390	1.1	1.8%
Canceled	1,226	3.4	5.5%
Total	**22,268**	**61.0**	**100.0%**

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Figure 1: Percentage of Total Incidents Dispatched by Program

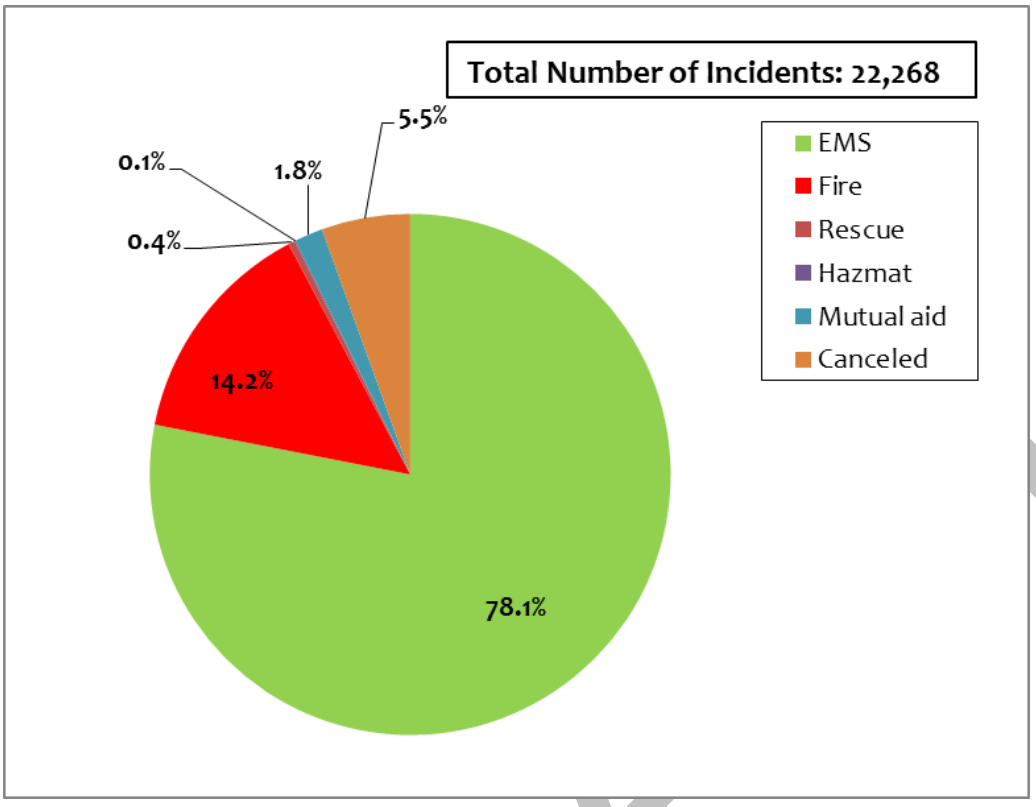

Table 2: Number of Incidents Dispatched by Category and Jurisdiction

Call Category	MCFR	SFR	Sewall's Point	Jupiter Island	Other
Cardiac and stroke	2,096	558	13	18	0
Seizure and unconsciousness	1,298	382	12	4	0
Breathing difficulty	1,460	450	9	10	0
Overdose and psychiatric	495	139	3	1	0
MVA	1,043	220	9	3	0
Fall and injury	3,311	1,150	40	34	0
Illness and other	3,513	1,049	28	36	0
EMS Total	**13,216**	**3,948**	**114**	**106**	**0**
Structure fire	66	10	1	2	0
Outside fire	198	26	1	1	0
Vehicle fire	62	7	0	0	0
Marine fire	6	0	0	0	0
False alarm	737	243	21	12	0
Good intent	176	13	1	0	0
Public service	1,237	79	5	4	0
Fire other	205	44	2	2	0

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Call Category	MCFR	SFR	Sewall's Point	Jupiter Island	Other
Fire Total	**2,687**	**422**	**31**	**21**	**0**
Rescue	8	10	0	0	0
Hazmat	69	14	4	2	0
Mutual aid	0	0	0	0	390
Canceled	1,078	126	15	7	0
Total	**17,058**	**4,520**	**164**	**136**	**390**
Percentage	**76.6**	**20.3**	**0.7**	**0.6**	**1.8**
Calls per Day	**46.7**	**12.4**	**0.4**	**0.4**	**1.1**

Table 3: Number of Incidents Requested by Jurisdiction and Source

Jurisdiction	Number of Calls	
	911	Other
MCFR	5,192	11,866
SFR	1,239	3,281
Sewall's Point	67	97
Jupiter Island	102	34
Mutual aid	370	20
Total	**6,970**	**15,298**
Percentage	**31.3**	**68.7**

Table 4: Number of Calls, Number of Responses, and Total Busy Time by Program

Program	Number of Calls	Number of Responses	Average Responses per Call	Total Busy Hours	Average Busy Minutes per Response
EMS	17,384	35,646	2.1	21,078	35.5
Fire	3,161	7,082	2.2	4,267	36.1
Rescue	18	33	1.8	11	20.7
Hazmat	89	339	3.8	292	51.7
Mutual aid	390	576	1.5	839	87.4
Canceled	1,226	2,727	2.2	408	9.0
Total	**22,268**	**46,403**	**2.1**	**26,894**	**34.8**

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Table 5: Number of Calls, Number of Responses, and Total Busy Time by Responding Agency

	MCFR			SFR		
Program	Number of Calls	Number of Responses	Total Busy Hours	Number of Calls	Number of Responses	Total Busy Hours
EMS	13,667	27,908	17,216	4,210	7,738	3,862
Fire	2,769	6,230	3,850	547	852	417
Rescue	9	17	6	12	16	6
Hazmat	74	304	267	22	35	26
Mutual aid	388	559	833	10	17	7
Canceled	1,109	2,428	348	165	299	59
Total	**18,016**	**37,446**	**22,519**	**4,966**	**8,957**	**4,376**

Note: A total of 714 incidents have both MCFR and SFR units responding.

MCFR units made 1,464 unit responses to a total of 447 incidents in SFR's jurisdiction, among which 79% were EMS requests. Whereas, SFR units made 1,530 unit responses to a total of 356 incidents in MCFR's jurisdiction, among which EMS requests were 59% of the total and fire requests were 31% of the total.

Table 6: Number of Calls and Number of Responses by Jurisdiction and Responding Agency

	MCFR Units Responding to SFR Calls		SFR Units Responding to MCFR Calls	
Call Category	Number of Calls	Number of Responses	Number of Calls	Number of Responses
EMS	353	944	210	737
Fire	65	421	109	621
Rescue	2	3	5	5
Hazmat	1	4	2	45
Canceled	26	92	30	122
Total	**447**	**1,464**	**356**	**1,530**

Overall, a total of 46% of EMS calls were hot responses (Bravo, Delta and Echo). For non-transport EMS requests, Bravo calls were the largest category, which accounted for 38 of the total non-transport EMS requests. For transport EMS requests, Alpha calls were the largest category and had 31% of the total requests.

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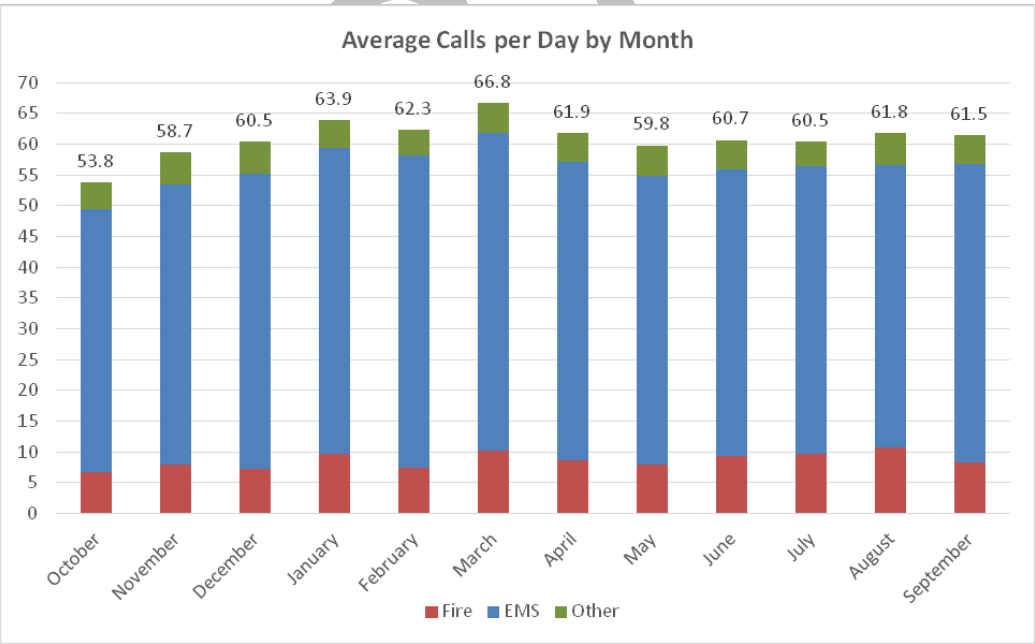
Table 7: Number of EMS Calls by Response Determinant and Transport

Response Determinant	Number of EMS Calls			Call Percentage
	Non-Transport	Transport	Total	
Alpha	1,110	4,319	5,429	31.2%
Bravo	1,305	3,012	4,317	24.8%
Charlie	435	3,479	3,914	22.5%
Delta	478	3,028	3,506	20.2%
Echo	62	98	160	0.9%
Omega	13	37	50	0.3%
Missing	6	2	8	0.0%
Total	**3,409**	**13,975**	**17,384**	**100.0%**

Temporal analyses were conducted to evaluate patterns in community demands. These measures examined the frequency of requests for service by month, day of week, and hour of day. In the following temporal analysis, rescue, hazmat, mutual aid and canceled calls were grouped into the other category for presentation purpose.

Overall, average requests per month ranged from a low of 53.8 per day in October 2013 to a high of 66.8 per day in March 2014. The top three months with the most demands in the descending order are: March (66.8 per day), January (63.9 per day) and February (62.3 per day).

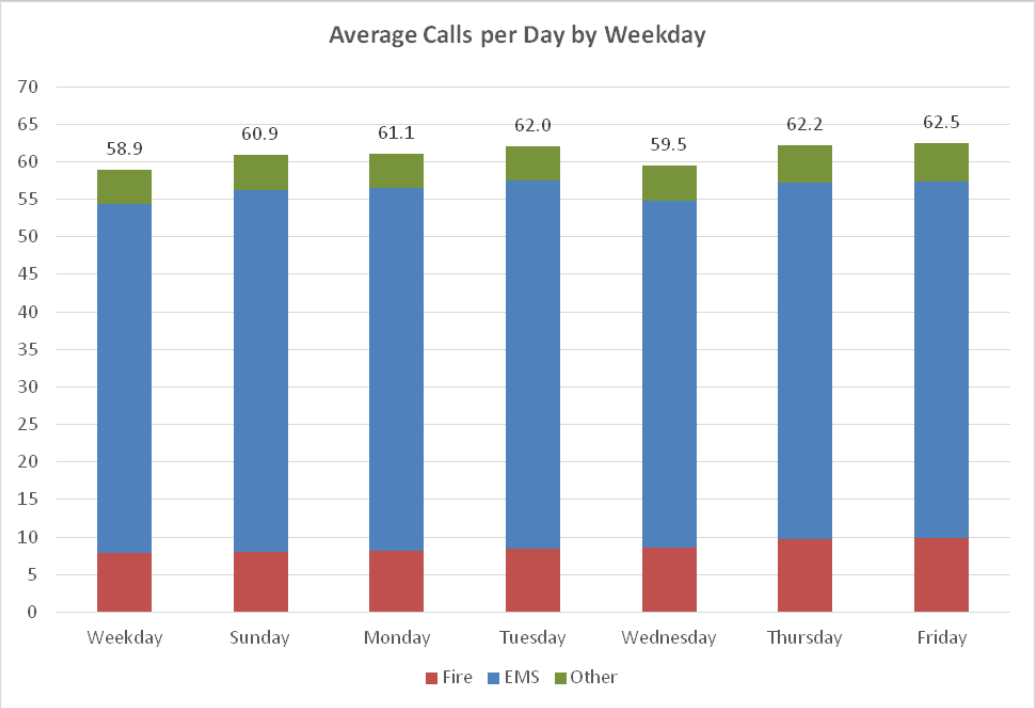
Figure 2: Overall: Average Calls per Day by Month



Similar analyses were conducted for requests by day of week. The data revealed that there is little variability in the demand for services by day of week. Sunday was the lows for the week at 3,061 calls

or 58.9 calls per day. Wednesday has the highest frequency of requests for services at 3,286 calls or 62.0 calls per day.

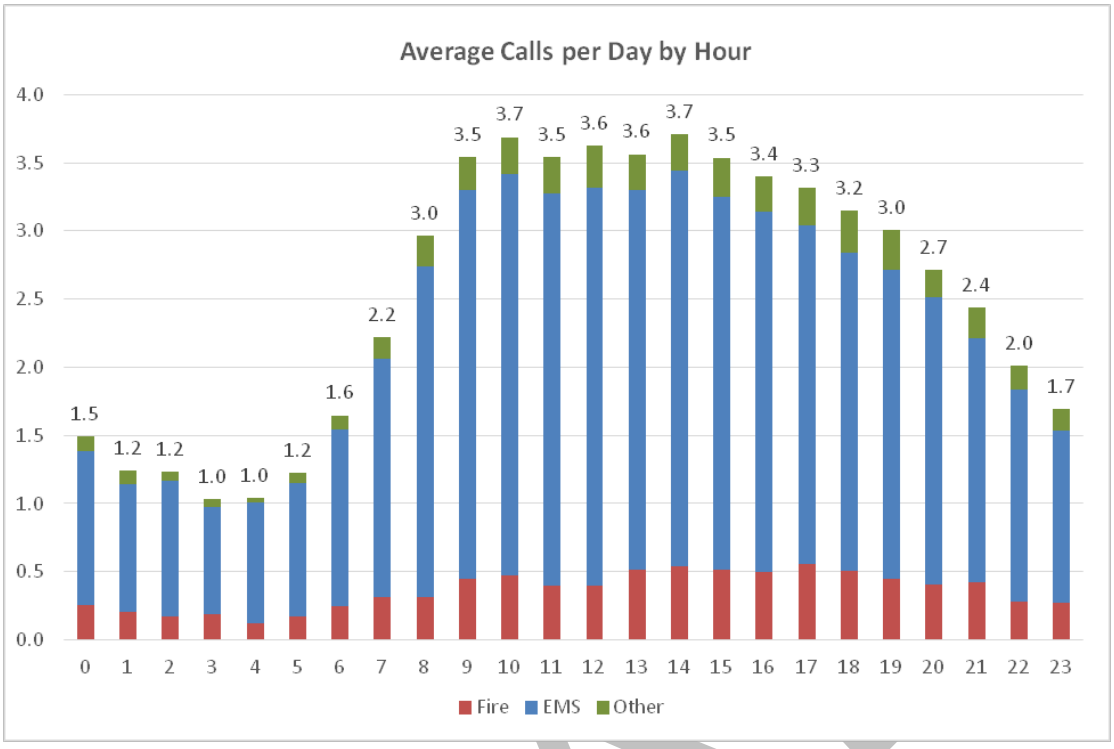
Figure 3: Overall: Average Calls per Day by Weekday



Overall demands were evaluated by the hour of the day. Considerable variability exists in the time of day that requests for emergency services are received. The hours that include midnight to 0500 are below one standard deviation for this data set. While the middle of the day has the greatest frequency of calls, specifically the hours that begin at 0900 and 1800 are above 1,150 calls in a year. The average number of calls per hour is 928. The data illustrates that the busiest times of the day are between 0900 and 1800.

To provide a more granular understanding of the community's demand for emergency services, this temporal analysis included the average number of calls per hour. In other words, when referring to the figure below, the busiest hour is at 1400 with 1,353 calls during that hour. The average number of calls per hour is a daily average for those 1,353 calls if they were equally distributed. Therefore, the busiest hour per day would be at 1400 with an average hourly call volume at 3.7 calls per hour. The second busiest hour is at 1000 with 1,346 calls during the hour, and averaged 3.7 calls per hour.

Figure 4: Overall: Average Calls per Day by Hour



Overall, MCFR's units made 37,446 unit responses, and the total busy hours were 22,519 hours. Stations 30, 21 and 23 were the top three busiest stations. Rescue 30, rescue 21, engine 21, engine 30, and rescue 23 each made more than 2,000 responses, and were the top 5 most utilized units. SFR's units made 8,957 unit responses, and the total busy hours were 4,376 hours. Rescue R1, and engine E2 were the two most utilized units in SFR.

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Table 8: Overall Workload by Agency and Station

Agency	Station	Avg. Busy Minutes per Unit Response	Annual Busy Unit Hours	Annual Total Unit Responses
MCFR	11	68.9	136	118
MCFR	14	35.1	943	1,613
MCFR	16	35.2	2,217	3,776
MCFR	18	37.8	1,658	2,630
MCFR	21	35.3	2,832	4,818
MCFR	22	43.9	1,817	2,482
MCFR	23	31.9	2,189	4,120
MCFR	24	48.7	1,722	2,120
MCFR	30	31.5	2,600	4,952
MCFR	32	38.8	1,545	2,387
MCFR	33	36.5	2,152	3,540
MCFR	34	27.1	62	137
MCFR	36	43.4	899	1,243
MCFR	HQ	29.9	1,749	3,510
MCFR Total		**36.1**	**22,519**	**37,446**
SFR	One	28.6	2,322	4,864
SFR	Two	30.1	2,054	4,093
SFR Total		**29.3**	**4,376**	**8,957**

Table 9: Overall Workload by MCFR Unit

Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
11	LIFESTAR	ALS Aeromedical Helicopter	72.6	114	94
	R11	Rescue	54.7	22	24
14	E14	Engine	26.7	14	32
	Q14	Quint	22.4	257	688
	R14	Rescue	45.1	672	893
16	B16	Brush truck	70.7	19	16
	E16	Engine	22.0	648	1,770
	R16	Rescue	46.5	1,532	1,976
	T16	tanker	78.4	18	14
18	E18	Engine	26.5	492	1,112
	HM18	Hazmat	47.4	91	115
	R18	Rescue	45.8	1,067	1,398
	SQ18	Hazmat	98.5	8	5
21	B21	Brush truck	118.2	67	34
	E21	Engine	23.4	910	2,329
	R21	Rescue	44.6	1,793	2,411

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Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
	T21	tanker	83.8	61	44
22	B22	Brush truck	122.7	78	38
	E22	Engine	36.6	714	1,171
	R22	Rescue	46.7	958	1,231
	T22	tanker	96.8	68	42
23	E23	Engine	16.8	13	45
	Q23	Quint	21.6	684	1,897
	R23	Rescue	41.1	1,493	2,178
24	B241	Brush truck	116.7	72	37
	B242	Brush truck	134.3	56	25
	E24	Engine	30.6	386	758
	R241	Rescue	53.6	586	656
	R242	Rescue	52.9	518	588
	T24	tanker	95.3	84	53
	T28	tanker	383.2	19	3
30	B30	Brush truck	62.0	43	42
	E30	Engine	20.1	770	2,294
	R30	Rescue	41.0	1,786	2,616
32	B32	Brush truck	220.4	48	13
	E32	Engine	27.9	507	1,092
	R32	Rescue	45.3	950	1,257
	T32	tanker	97.0	40	25
33	E33	Engine	23.8	78	196
	Q33	Quint	21.4	495	1,388
	R33	Rescue	46.6	1,459	1,880
	RIB33	Dive Rescue Boat	189.9	22	7
	SPOP33	Technical Extrication Unit	68.6	55	48
	WR33	Water Rescue Truck	122.9	43	21
34	MEDIC34	non-transport ALS unit	27.1	62	137
36	B36	Brush truck	90.2	3	2
	E36	Engine	28.9	271	562
	R36	Rescue	55.2	625	679
NA	B91	Brush truck (backup)	352.7	35	6
	BAT1	Battalion Chief	31.1	321	619
	BAT2	Battalion Chief	31.0	227	439
	BAT3	Battalion Chief-floater	20.7	31	90
	E90	Engine (special events)	498.4	8	1

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Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
	E91	Engine (special events)	536.2	27	3
	EMS1	EMS Supervisor	23.8	215	542
	EMS2	EMS Supervisor	25.7	458	1,069
	EMS3	EMS Supervisor	21.4	203	568
	EMS4	EMS Supervisor-floater	16.4	22	79
	EVENT1	ALS (special events)	97.4	94	58
	EVENT2	ALS (special events)	122.8	33	16
	R91	Rescue (special events)	152.5	25	10
	RECON1	Brush fire support unit	161.4	16	6
	T90	tanker (backup)	494.5	8	1
	T91	tanker (backup)	525.4	26	3

Table 10: Overall Workload by SFR Unit

Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
One	B1	Brush Truck	124.1	15	7
	BAT5	Com Vehicle	22.1	301	817
	E1	Engine	20.8	434	1,249
	Q1	Ladder	23.2	251	649
	R1	Rescue	37.0	1,322	2,142
Two	E2	Engine	21.1	663	1,886
	R2	Rescue	37.8	1,392	2,207

Currently, the CAD data from 911 only captures the time a dispatcher created the call, not the time a citizen dialed 911. For calls transferred from the sheriff office, or other sources, the call received time is captured if the citizen has used a cell phone. We investigated the average and 90th percentile dispatch times by call source, and the differences are significant. This level of difference was very unlikely to happen given the same group of dispatchers were handling the calls. It does inform us that the interval from the time that a call is created until the time a unit is dispatched only accounts for a small portion of the whole dispatch process.

To study the efficiencies of the two fire departments, the major body of the report is restricted to analyze turnout time, travel time, and the sum of turnout and travel that best reflects total response time not including the dispatch interval.

This analysis utilized the first arriving units of all distinct incidents excluding mutual aid and canceled incidents. The mean (average) turnout time was 108 seconds (one minute and 48 seconds), travel

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time was 294 seconds (four minutes 54 seconds), and turnout and travel time was 402 seconds (six minutes 42 seconds).

However, a more conservative and reliable measure of performance is the fractile or percentile. This measure is more robust, or less influenced by outliers, than measures of central tendency such as the mean. Best practice is to measure at the 90th percentile. In other words, 90% of all performance is captured expecting that 10% of the time the department may experience abnormal conditions that would typically be considered an outlier. For example, if the department were to report an average response time of six minutes, then in a normally distributed set of data, half of the responses would be longer than six minutes and half of the responses would be less than six minutes. The 90th percentile communicates that 9 out of 10 times the department performance is predictable and thus more clearly articulated to policy makers and the community.

The performance for turnout time at the 90th percentile is 165 seconds (two minutes and 45 seconds), travel time is 476 seconds (seven minutes and 46 seconds), and turnout and travel time is 597 seconds (9 minutes and 57 seconds). Please note that the summation of 90th percentile turnout time and 90th percentile travel time is not the same as 90th percentile turnout and travel time.
The response time performance also varies by jurisdiction, the average and 90th percentile response time from shortest to longest by jurisdiction in that order are: Jupiter Island, SFR, MCFR and Sewall's Point.

Typically, performance varies across call types or categories due to a variety of reasons. For example, the turnout time may be longer for fire related calls because the crews have to dress in their personal protective ensemble (bunker gear) prior to leaving the station where as on an EMS incident they do not. Similarly, the larger fire apparatus may require longer response times due to their size and lack of maneuverability. However, these data only includes emergency responses; data does suggest mean and 90th percentile turnout time for fire calls were longer than EMS calls. As expected, significant variability is introduced in responses for rescue and hazmat calls. Since there are only 17 rescue calls used in this analysis, the 90th percentile is essential the second longest time.

Table 11: Average and 90th Percentile Dispatch Time by Call Source

Call Source	Average	90th Percentile	Sample Size
911	0.3	0.6	5,191
Other	1.8	2.8	14,464

Table 12: Average Turnout and Travel Time of First Arriving Units by Program

Program	Turnout Time	Travel Time	Turnout and Travel	Sample Size
EMS	1.8	4.8	6.6	16,581
Fire	2.1	5.5	7.6	2,974
Rescue	1.4	4.6	6.0	17
Hazmat	2.3	5.4	7.7	83
Total	**1.8**	**4.9**	**6.7**	**19,655**

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Figure 5: Average Turnout and Travel Time by Call Category

Table 13: 90th Percentile Turnout and Travel Time of First Arriving Units by Program

Program	Turnout Time	Travel Time	Turnout and Travel	Sample Size
EMS	2.7	7.7	9.7	16,581
Fire	3.0	9.3	11.4	2,974
Rescue	2.6	9.4	10.8	17
Hazmat	3.2	8.3	10.8	83
Total	**2.8**	**7.9**	**10.0**	**19,655**

Table 14: Average Turnout and Travel Time of First Arriving Units by Jurisdiction

Jurisdiction	Turnout Time	Travel Time	Response Time	Sample Size
MCFR	2.0	5.0	8.4	15,196
SFR	1.3	4.5	7.2	4,204
Sewall's Point	1.4	7.7	10.5	139
Jupiter Island	1.2	3.9	5.9	116
Total	**1.8**	**4.9**	**8.1**	**19,655**

Table 15: 90th Percentile Turnout and Travel Time of First Arriving Units by Jurisdiction

Jurisdiction	Turnout Time	Travel Time	Response Time	Sample Size
MCFR	2.9	8.2	10.4	15,196
SFR	2.0	6.8	8.3	4,204
Sewall's Point	2.2	10.8	12.2	139
Jupiter Island	2.3	6.8	8.1	116
Total	**2.8**	**7.9**	**10.0**	**19,655**

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The average and 90th percentile response time performances did not vary significantly by MPDS response determinant. The 90th percentile of turnout and travel time varied between 9.2 and 9.9 minutes.

Table 16: Average and 90th percentile Turnout and Travel Time by Response Determinant for EMS Calls

Response Determinant	Mean			90th Percentile			Sample Size
	Turnout Time	Travel Time	Response Time	Turnout Time	Travel Time	Response Time	
Alpha	1.7	5.1	6.8	2.6	8.0	9.9	5,114
Bravo	1.7	4.7	6.5	2.6	7.7	9.6	4,092
Charlie	1.7	4.6	6.3	2.6	7.2	9.2	3,772
Delta	1.9	4.6	6.5	2.8	7.5	9.8	3,399
Echo	1.9	4.5	6.3	2.8	7.6	9.5	157
Omega	1.8	5.2	7.1	2.8	7.4	9.5	43
Total	1.8	4.8	6.6	2.7	7.7	9.7	**16,577**

Fire Services

Temporal analyses were conducted to evaluate patterns in community demands for fire related services. These measures examined the frequency of requests for service in 2014 Fiscal year by month, day of week, and hour of day. Results found that there was variability by month. The three months with most fire calls in order were: August (10.7 per day), March (10.3 per day), and July (9.7 per day). The three months with least fire calls in order were: October (6.7 per day), December (7.2 per day), and February (7.5 per day). Results are presented below in Table 17 and Figure 6.

Table 17: Total Fire Related Calls per Month

Month	Number of Calls	Calls per Day	Call Percentage
October	207	6.7	6.5
November	239	8.0	7.6
December	223	7.2	7.1
January	298	9.6	9.4
February	209	7.5	6.6
March	318	10.3	10.1
April	260	8.7	8.2
May	245	7.9	7.8
June	278	9.3	8.8
July	302	9.7	9.6
August	333	10.7	10.5
September	249	8.3	7.9
Total	**3,161**	**8.7**	**100.0**

Note: 2014 fiscal year is from October, 2013 through September, 2014.

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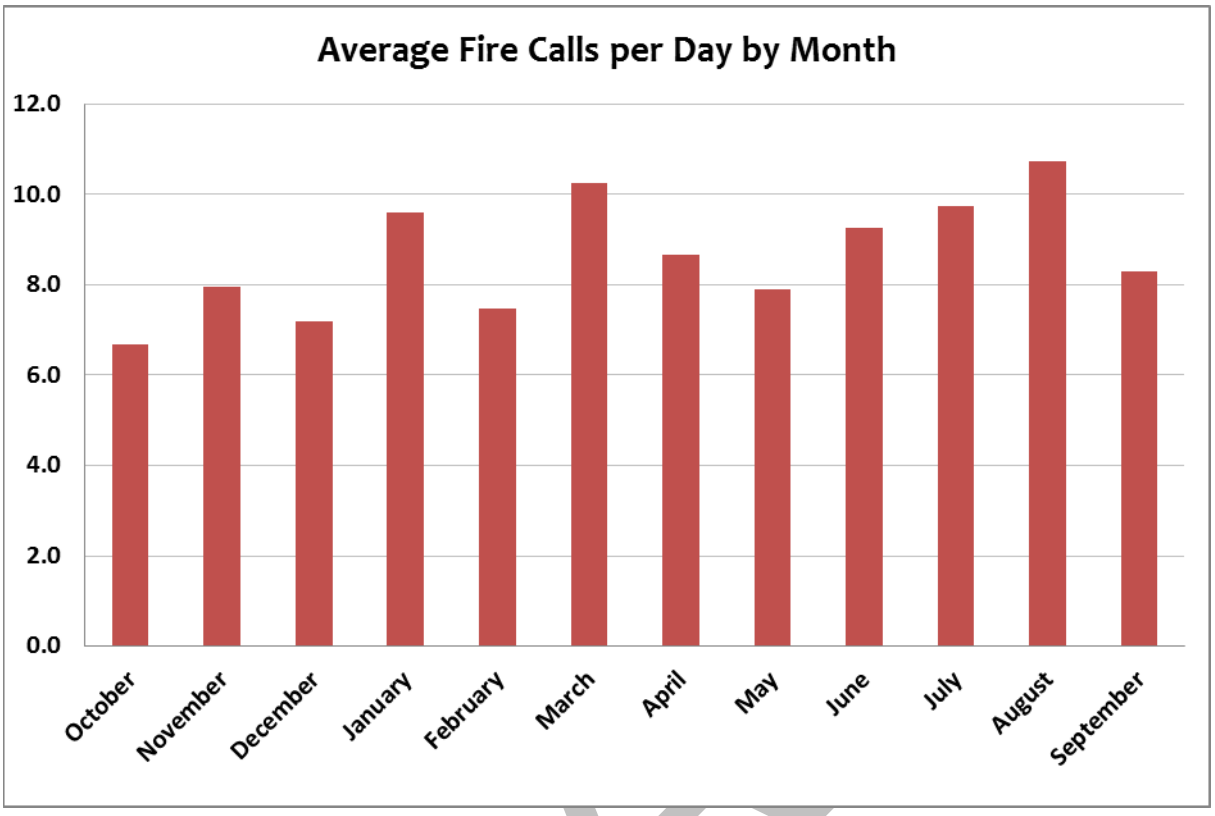
Figure 6: Average Fire Related Calls per Month of 2014



Similar analyses were conducted for fire related calls per day of week. The data revealed that there is little variability in the demand for services by day of week. Sunday was the lowest for the week, averaging 7.8 per day or 12.8 of the fire related calls for the week. Friday has the highest frequency of requests for fire related services averaging 9.9 calls per day and 16.3%. Results for this analysis are presented below in Table 18 and Figure 7.

Table 18: Total Fire Related Calls by Day of Week for 2014

Day of Week	Number of Calls	Calls per Day	Call Percentage
Sunday	406	7.8	12.8
Monday	421	8.1	13.3
Tuesday	451	8.7	14.3
Wednesday	447	8.6	14.1
Thursday	506	9.5	16.0
Friday	515	9.9	16.3
Saturday	415	8.0	13.1
Total	**3,161**	**8.7**	**100.0**

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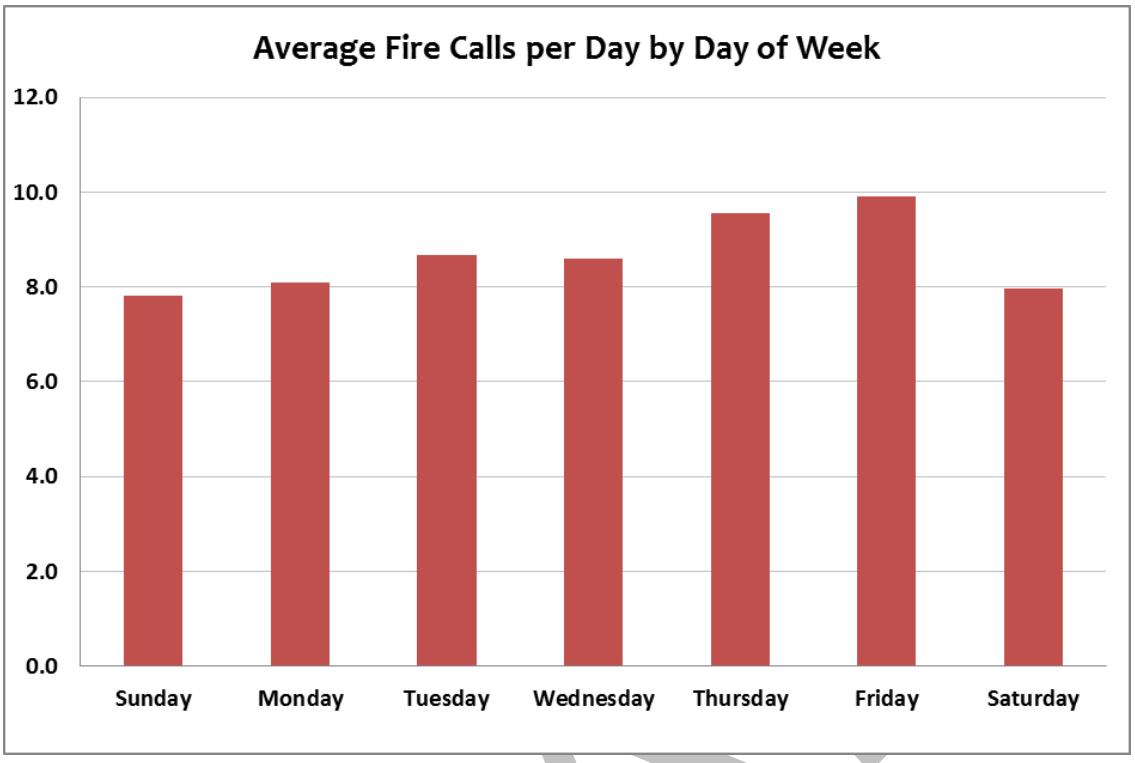
Figure 7: Average Fire Related Calls by Day of Week for 2014



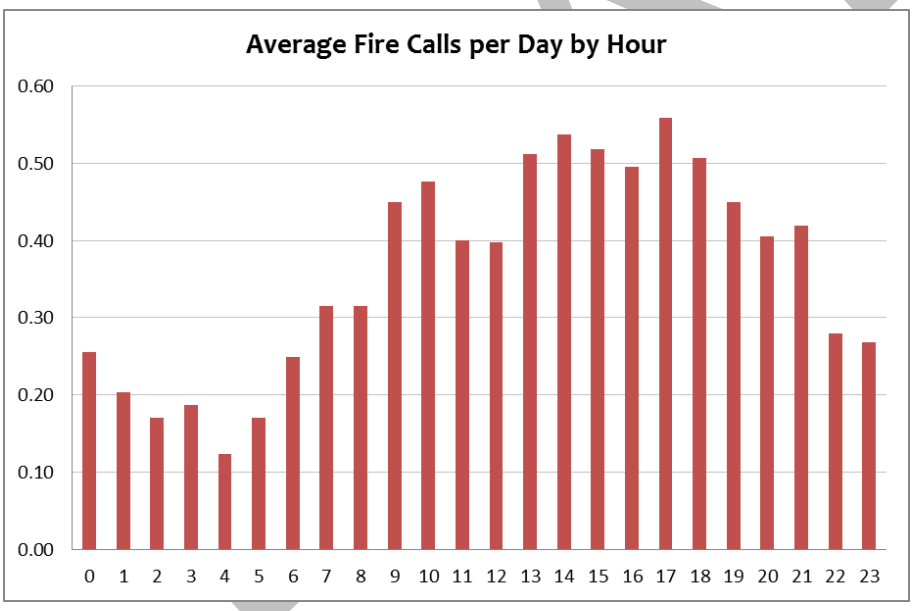
Fire related calls were evaluated by the hour of the day. Considerable variability exists in the time of day that requests for fire related services are received. The hours that include midnight to 0600 have the lowest demands. While the middle of the day has the greatest frequency of calls, specifically the 13 hours period from 0900 through 2200 are above 145 calls in a year. The average number of calls per hour in a year is 132. The data illustrates that the busiest times of the day for fire related incidents are between 1300 and 1900. Finally, in an effort to provide a more granular understanding of the community's demand for fire related services, this temporal analysis included the average number of calls per hour. In other words, when referring to the Table below, the busiest hour is at 1700 with 204 calls during that hour in 2014. The average number of calls per hour is a daily average for those 204 calls if they were equally distributed. Therefore, the busiest hour per day would be at 1700 with an average hourly call volume of less than 1 at 0.56 calls per hour. Below are the results in Table 19 and Figure 8.

Table 19: Total and Average Fire Related Calls by Hour of Day for 2014

Hour of Day	Number of Calls	Calls per Hour	Call Percentage
0	93	0.3	2.9
1	74	0.2	2.3
2	62	0.2	2.0
3	68	0.2	2.2
4	45	0.1	1.4
5	62	0.2	2.0
6	91	0.2	2.9

Hour of Day	Number of Calls	Calls per Hour	Call Percentage
7	115	0.3	3.6
8	115	0.3	3.6
9	164	0.4	5.2
10	174	0.5	5.5
11	146	0.4	4.6
12	145	0.4	4.6
13	187	0.5	5.9
14	196	0.5	6.2
15	189	0.5	6.0
16	181	0.5	5.7
17	204	0.6	6.5
18	185	0.5	5.9
19	164	0.4	5.2
20	148	0.4	4.7
21	153	0.4	4.8
22	102	0.3	3.2
23	98	0.3	3.1
Total	**3,161**	**8.7**	**100.0**

Figure 8: Average Fire Related Calls per Day by Hour of Day in 2014



For these analyses, "Fire Related" incidents are an aggregated category of the various final incident types available in the NFIRS databases. Both MCFR and SFR submitted their NFIRS records to FL state, and the NFIRS incident types reflect the nature of emergency. Public service was the most frequent community demand (averaging at 3.6 requests per day), followed by false alarm (averaging at 2.8 requests per day). Responses to structure, outside, vehicle and marine fires totaled 380 (averaging about one request per day), and outside fire is the largest category.

Fire incidents in MCFR averaged 7.4 per day, and accounted for 85 percent of the fire related incidents total. Fire incidents in SFR averaged 1.2 per day, and accounted for 13 percent of the fire related incidents total. Actual Fires include structure, outside, vehicle, and marine fires.

Table 20: Total Fire Related Calls by Jurisdiction and Category

Call Category	MCFR	SFR	Sewall's Point	Jupiter Island	Total	Calls per Day
Structure fire	66	10	1	2	79	0.2
Outside fire	198	26	1	1	226	0.6
Vehicle fire	62	7	0	0	69	0.2
Marine fire	6	0	0	0	6	0
False alarm	737	243	21	12	1,013	2.8
Good intent	176	13	1	0	190	0.5
Public service	1,237	79	5	4	1,325	3.6
Fire other	205	44	2	2	253	0.7
Fire Total	**2,687**	**422**	**31**	**21**	**3,161**	**8.7**
Actual Fire Calls per Day	**0.9**	**0.1**	**0.0**	**0.0**	**1.0**	**NA**
Fire Related Calls per Day	**6.5**	**1.0**	**0.1**	**0.0**	**7.6**	**NA**
Percent of Fire Total	**85.0%**	**13.4%**	**1.0%**	**0.7%**	**100%**	**NA**

MCFR made a total of 6,230 responses to fire related calls. The total time on task was 3,850 hours, and the average time on task was 37.3 minutes. Quint Q23 was the most utilized unit of all units in fire related calls, and it made 505 responses, and spent 227 hours on task. Of the 11 regularly staffed engines, E21 is the most utilized unit in fire related calls, followed by E30 and E46. Of the 13 regularly staffed rescue units, R21 is the most utilized unit in fire related calls, followed by R23, and R30.

SFR made a total of 852 responses to fire related calls. The total time on task was 417 hours, and the average time on task was 29.5 minutes. Engine E2 is the most utilized unit in fire related calls, and made 239 responses.

Table 21: Workload by MCFR Unit for Fire Calls

Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
11	LIFESTAR	ALS Aeromedical Helicopter	89.3	1.5	1
	R11	Rescue	18.7	1.6	5
	Total		**30.5**	**3.1**	**6**
14	E14	Engine	21.6	2.9	8
	Q14	Quint	21.1	62.9	179
	R14	Rescue	20.8	42.2	122
	Total		**21.0**	**108.0**	**309**
16	B16	Brush truck	64.2	16.0	15
	E16	Engine	22.0	94.4	258

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Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
	R16	Rescue	18.5	71.3	231
	T16	tanker	76.7	15.3	12
	Total		**23.0**	**197.1**	**516**
18	E18	Engine	35.8	114.5	192
	HM18	Hazmat	51.6	37.8	44
	R18	Rescue	24.8	79.1	191
	SQ18	Hazmat	98.5	8.2	5
	Total		**33.3**	**239.6**	**432**
21	B21	Brush truck	124.5	64.3	31
	E21	Engine	33.4	234.8	423
	R21	Rescue	21.7	122.1	337
	T21	tanker	95.1	60.3	39
	Total		**34.9**	**481.5**	**830**
22	B22	Brush truck	139.8	76.9	34
	E22	Engine	49.5	183.3	222
	R22	Rescue	34.8	95.7	165
	T22	tanker	112.3	63.6	34
	Total		**55.4**	**419.5**	**455**
23	E23	Engine	14.0	0.9	4
	Q23	Quint	27.2	227.3	505
	R23	Rescue	21.3	117.2	333
	Total		**24.8**	**345.4**	**842**
24	B241	Brush truck	136.3	70.4	35
	B242	Brush truck	129.7	47.6	23
	E24	Engine	57.3	142.2	149
	R241	Rescue	66.2	85.0	80
	R242	Rescue	63.5	77.2	79
	T24	tanker	106.3	79.7	46
	T28	tanker	571.3	19.0	2
	Total		**78.4**	**521.1**	**414**
30	B30	Brush truck	64.8	40.0	37
	E30	Engine	26.4	135.3	308
	R30	Rescue	21.2	88.5	251
	Total		**26.6**	**263.8**	**596**
32	B32	Brush truck	220.4	47.8	13
	E32	Engine	34.2	137.9	242
	R32	Rescue	22.2	85.1	230
	T32	tanker	79.2	29.0	22
	Total		**35.5**	**299.8**	**507**
33	E33	Engine	21.9	8.4	23
	Q33	Quint	27.7	111.2	242
	R33	Rescue	23.8	88.2	222
	RIB33	Dive Rescue Boat	183.0	12.2	4

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Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
	SPOP33	Technical Extrication Unit	157.6	42.0	16
	WR33	Water Rescue Truck	245.2	28.6	7
	Total		**34.0**	**290.6**	**514**
34	MEDIC34	ALS unit	34.8	12.2	21
36	B36	Brush truck	90.2	3.0	2
	E36	Engine	28.7	54.1	113
	R36	Rescue	36.5	69.3	115
	Total		**33.1**	**126.4**	**230**
NA	B91	Brush truck (backup)	326.2	27.2	5
	BAT1	Battalion Chief	56.9	164.1	175
	BAT2	Battalion Chief	67.1	108.5	102
	BAT3	Battalion Chief- floater	32.2	14.0	28
	E91	Engine (special events)	556.2	18.5	2
	EMS1	EMS Supervisor	35.9	31.1	52
	EMS2	EMS Supervisor	45.5	81.9	113
	EMS3	EMS Supervisor	40.4	35.0	52
	EMS4	EMS Supervisor- floater	16.4	3.3	12
	EVENT1	ALS (special events)	167.3	25.1	9
	EVENT2	ALS (special events)	170.1	5.7	2
	R91	Rescue (special events)	4.1	0.1	1
	RECON1	Brush fire support unit	191.2	9.6	3
	T91	tanker (backup)	541.4	18.0	2
	Total		**59.8**	**542.0**	**558**
MCFR Total			**37.3**	**3850.1**	**6,230**

Table 22: Workload by SFR Unit for Fire Calls

Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
One	B1	Brush Truck	124.1	14.5	7
	BAT5	Com Vehicle	34.2	65.0	114
	E1	Engine	25.9	79.1	184
	Q1	Ladder	28.7	77.0	161
	R1	Rescue	39.3	53.1	81
	Total		**31.7**	**288.6**	**547**
Two	E2	Engine	24.2	95.3	239
	R2	Rescue	29.9	32.9	66
	Total		**25.5**	**128.2**	**305**
SFR Total			**29.5**	**416.8**	**852**

We are able to collect property and content loss information from MCFR. A total of 60 structure fire, outside fire or vehicle fire calls have recorded a property loss, and the total property loss is $1.77

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million. A total of 31 structure fire, outside fire or vehicle fire calls have recorded content loss, and the total content loss is $0.65 million.

Table 23: MCFR Property and Content Loss by Call Type

	MCFR					
	Property Loss			Content Loss		
Call Type	Dollar Amount	Average Loss per Call	Number of Calls	Dollar Amount	Average Loss per Call	Number of Calls
Structure fire	$1,244,470	$54,107	23	$586,500	$34,500	17
Outside fire	$7,000	$875	8	$1,100	$367	3
Vehicle fire	$520,500	$17,948	29	$62,350	$5,668	11
Total	**$1,771,970**	**$29,533**	**60**	**$649,950**	**$20,966**	**31**

Emergency Medical Services

MCFR and SFR provide emergency Medical Services (EMS) to their respective jurisdictions. MCFR is contracted to provide EMS services to Jupiter Island and SFR is contracted to provide EMS services to Sewall's point. Requests for EMS are categorized as granular call categories using the initial CAD call description. Both agencies also provide patient transport services to local hospitals.

Temporal analyses were completed to describe the community's demands for emergency medical services. These analyses were completed by month of year, day of week, and hour of day. There is minor variability between months of the year with March (51.6 EMS requests per day) receiving the most requests for service and October (42.8 EMS requests per day) the least. Results are presented in tabular form as Table 24 and Figure 9 below.

Table 24: Annual Total and Average per Day of EMS Calls by Month of Year

Month	Number of Calls	Calls per Day	Call Percentage
October	1,328	42.8	7.6
November	1,364	45.5	7.8
December	1,489	48.0	8.6
January	1,546	49.9	8.9
February	1,421	50.8	8.2
March	1,600	51.6	9.2
April	1,453	48.4	8.4
May	1,455	46.9	8.4
June	1,402	46.7	8.1
July	1,446	46.6	8.3
August	1,423	45.9	8.2
September	1,457	48.6	8.4
Total	**17,384**	**47.6**	**100.0**

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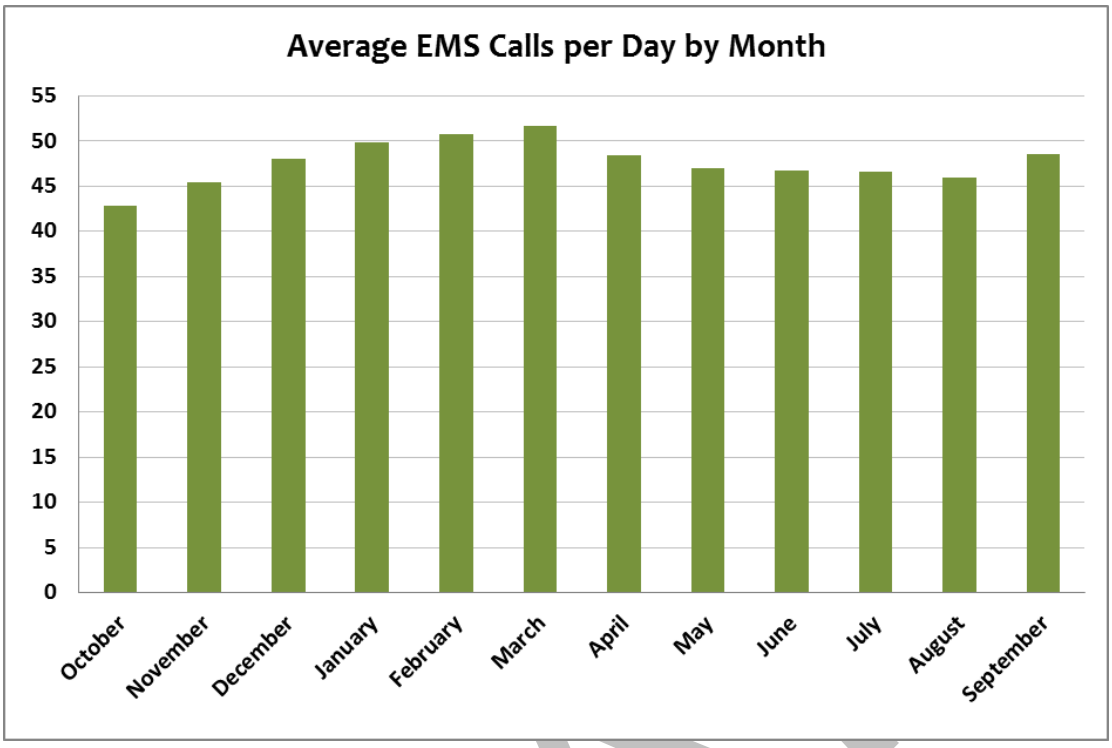
Figure 9: Average EMS Calls per Day by Month of Year

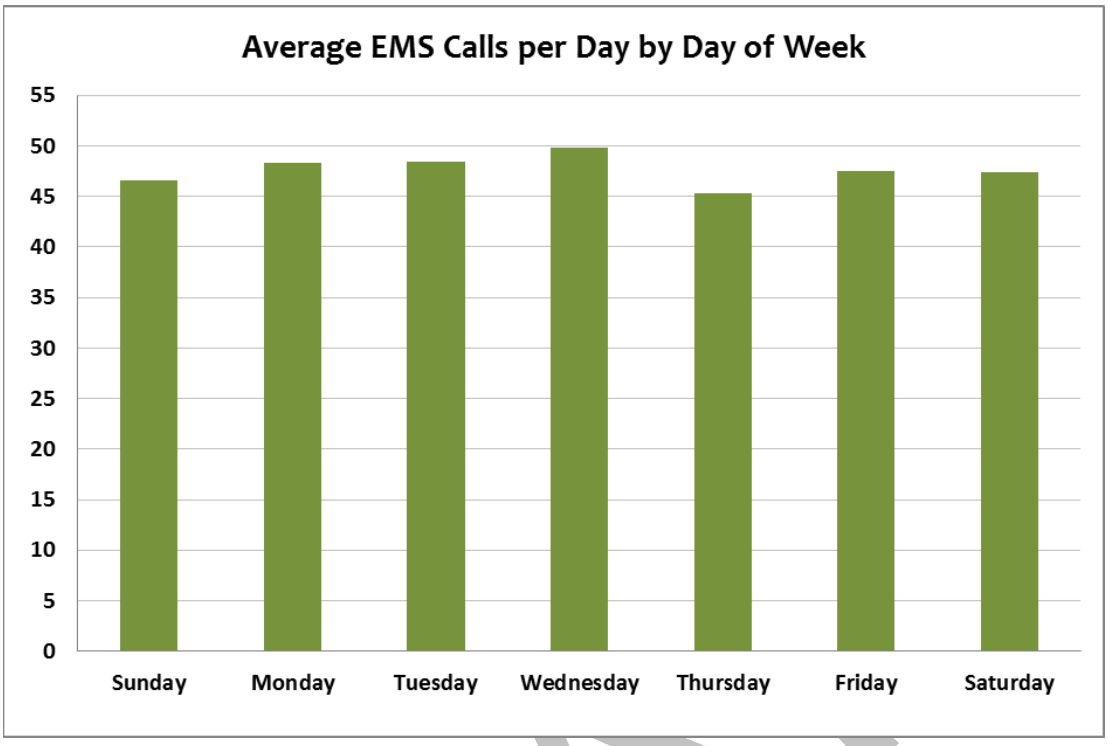


Similar analyses were conducted examining the frequency of requests for service by the day of the week. Once again, there is only minor variability in the demand for services by the day of the week. However, Wednesday receives the most requests for service and Thursday the least. Results are provided below as Table 25 and Figure 10, respectively.

Table 25: Annual Total and Average per Day of EMS Calls by Day of Week

Day of Week	Number of Calls	Calls per Day	Call Percentage
Sunday	2,425	46.6	13.9
Monday	2,511	48.3	14.4
Tuesday	2,516	48.4	14.5
Wednesday	2,594	49.9	14.9
Thursday	2,401	45.3	13.8
Friday	2,470	47.5	14.2
Saturday	2,467	47.4	14.2
Total	**17,384**	**47.6**	**100.0**

Figure 10: Average EMS Calls per Day by Day of Week



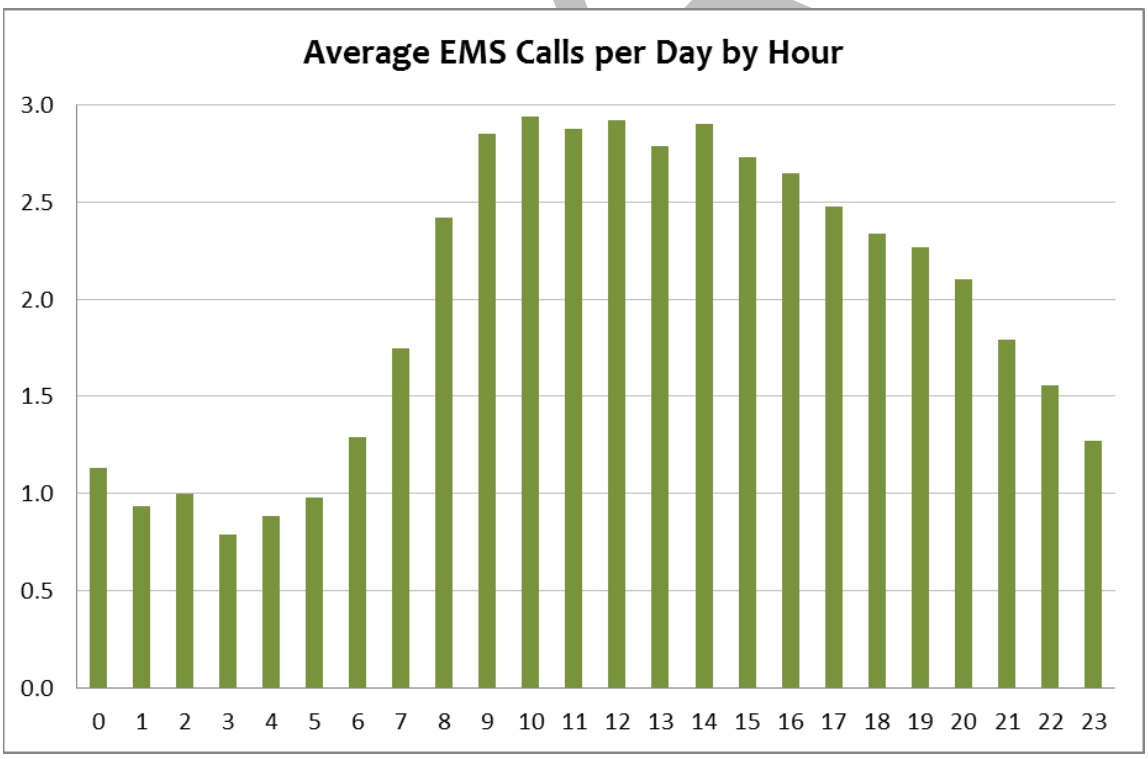
Finally, the analyses for EMS services are concluded by identifying the EMS calls by hour of day and the average hourly rate of EMS calls per hour. The demand curve for requests for EMS service follows an expected pattern experienced in similar communities across the nation. The higher frequency of service calls begins in the morning at 0800 and continues to increase until 1100, stabilize until 1500 and then decreases until the low of 0300. The demand peak is from 0900 until 1500, the hourly calls in the study year totaled above 1,000 calls each hour. The average hourly rate of service requests is 2.0 for any hour during the day with the peak occurring at 1000 of 2.9 calls on average during the hour, and a low at 0300 of 0.8 calls on average during that hour. Results are provided below as Table 26 and Figure 11.

Table 26: Annual Total and Average per Day of EMS Calls by Hour of Day

Hour of Day	Number of Calls	Calls per Hour	Call Percentage
0	412	1.1	2.4
1	342	0.9	2.0
2	363	1.0	2.1
3	288	0.8	1.7
4	322	0.9	1.9
5	358	1.0	2.1
6	471	1.3	2.7
7	637	1.7	3.7
8	884	2.4	5.1

Hour of Day	Number of Calls	Calls per Hour	Call Percentage
9	1,041	2.9	6.0
10	1,074	2.9	6.2
11	1,050	2.9	6.0
12	1,065	2.9	6.1
13	1,017	2.8	5.9
14	1,059	2.9	6.1
15	996	2.7	5.7
16	966	2.6	5.6
17	905	2.5	5.2
18	852	2.3	4.9
19	828	2.3	4.8
20	768	2.1	4.4
21	654	1.8	3.8
22	569	1.6	3.3
23	463	1.3	2.7
Total	**17,384**	**47.6**	**100.0**

Figure 11: Average EMS Calls per Day by Hour of Day



For these analyses, EMS incidents are an aggregated category of the various granular EMS requests categorized based upon CAD call description. Illness and other was the most frequent community

demand (averaging 12.7 requests per day), followed by fall and injury (averaging 12.4 requests per day). Cardiac and stroke requests totaled 2,685, averaging 7.4 requests per day. EMS requests in MCFR averaged 36.2 per day, and accounted for 76 percent of the EMS total. EMS requests in SFR averaged 10.8 per day, and accounted for 23 percent of the EMS total.

Table 27: Total Fire Related Calls by Jurisdiction and Category

Call Category	MCFR	SFR	Sewall's Point	Jupiter Island	Total	Calls per Day
Cardiac and stroke	2,096	558	13	18	2,685	7.4
Seizure and unconsciousness	1,298	382	12	4	1,696	4.6
Breathing difficulty	1,460	450	9	10	1,929	5.3
Overdose and psychiatric	495	139	3	1	638	1.7
MVA	1,043	220	9	3	1,275	3.5
Fall and injury	3,311	1,150	40	34	4,535	12.4
Illness and other	3,513	1,049	28	36	4,626	12.7
EMS Total	**13,216**	**3,948**	**114**	**106**	**17,384**	**47.6**
EMS Calls per Day	**36.2**	**10.8**	**0.3**	**0.3**	**47.6**	**NA**
Percent of EMS Total	**76.0%**	**22.7%**	**0.7%**	**0.6%**	**100.0%**	**NA**

MCFR and SFR contribute considerable resources to the service area. The department sends multiple units to the 75 percent of the EMS incidents responded to by the department. On average, 2.1 units were dispatched per EMS call.

MCFR units made a total of 27,908 responses to EMS calls. The total time on task was 17,216 hours, and the average time on task was 37 minutes. Rescue R30 was the most utilized unit of all units in EMS calls, and it made 2,169 responses, and spent 1,661 hours on task. Of the 11 regularly staffed engines, E30 is the most utilized unit in EMS calls, followed by E21 and E16. A total of six rescue units made more than 1,000 responses in a year, and they are: R30, R21, R23, R16, R33, and R18. Lifestar helicopter made 73 responses to EMS calls. Please note that a total of 647 Lifestar standbys are not included in this report.

SFR units made a total of 7,738 responses to EMS calls. The total time on task was 3,862 hours, and the average time on task was 30 minutes. R2 and R1 were the most utilized units in EMS calls. R2 made 2,076 responses and R1 made 1,981 responses.

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Table 28: Workload by MCFR Unit for EMS Calls

Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
11	LIFESTAR	ALS Aeromedical Helicopter	81.9	99.6	73
	R11	Rescue	43.1	12.2	17
	Total		**74.5**	**111.8**	**90**
14	E14	Engine	29.4	11.3	23
	Q14	Quint	24.0	173.8	437
	R14	Rescue	50.8	580.9	690
	Total		**40.2**	**766.0**	**1,150**
16	B16	Brush truck	168.0	2.8	1
	E16	Engine	22.5	534.1	1,424
	R16	Rescue	52.0	1,431.2	1,651
	T16	tanker	162.8	2.7	1
	Total		**38.5**	**1,970.8**	**3,077**
18	E18	Engine	23.4	306.2	785
	HM18	Hazmat	43.1	7.9	11
	R18	Rescue	52.1	925.5	1,065
	Total		**40.0**	**1,239.6**	**1,861**
21	B21	Brush truck	72.7	2.4	2
	E21	Engine	22.0	626.1	1,706
	R21	Rescue	51.6	1,641.9	1,910
	Total		**37.7**	**2,270.4**	**3,618**
22	E22	Engine	28.3	321.2	683
	R22	Rescue	52.0	790.7	912
	T22	tanker	0.1	0.0	1
	Total		**41.8**	**1,111.9**	**1,596**
23	E23	Engine	17.5	11.4	39
	Q23	Quint	20.3	403.2	1,197
	R23	Rescue	47.1	1,331.3	1,699
	Total		**35.8**	**1,746.0**	**2,935**
24	E24	Engine	24.8	226.7	548
	R241	Rescue	62.9	472.6	529
	R242	Rescue	59.7	425.8	476
	T24	tanker	40.0	2.0	3
	Total		**47.3**	**1,127.1**	**1,556**
30	B30	Brush truck	143.9	2.4	1
	E30	Engine	20.0	593.1	1,785
	R30	Rescue	46.0	1,661.2	2,169
	Total		**34.3**	**2,256.7**	**3,955**
32	E32	Engine	22.0	253.9	693
	R32	Rescue	52.8	826.5	941
	Total		**39.7**	**1,080.3**	**1,634**
33	E33	Engine	24.6	67.1	164

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Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
	Q33	Quint	20.8	370.8	1,073
	R33	Rescue	51.0	1,346.2	1,588
	RIB33	Dive Rescue Boat	298.2	9.9	2
	SPOP33	Technical Extraction Unit	28.2	12.2	26
	WR33	Water Rescue Truck	75.7	13.9	11
	Total		**38.2**	**1,820.1**	**2,864**
34	MEDIC34	ALS unit	26.4	47.0	107
36	E36	Engine	28.1	175.9	376
	R36	Rescue	63.2	500.6	475
	Total		**47.7**	**676.5**	**851**
	BAT1	Battalion Chief	21.6	130.7	368
	BAT2	Battalion Chief	22.9	97.0	275
	BAT3	Battalion Chief- floater	18.5	14.5	54
	EMS1	EMS Supervisor	22.7	171.5	455
	EMS2	EMS Supervisor	25.0	350.7	867
	EMS3	EMS Supervisor	21.1	160.6	476
	EMS4	EMS Supervisor- floater	18.1	16.9	59
	EVENT1	ALS (special events)	37.2	23.6	38
	EVENT2	ALS (special events)	11.1	2.0	11
	R91	Rescue (special events)	128.2	17.1	8
	RECON1	Brush fire support unit	131.7	6.6	3
	Total		**23.5**	**991.2**	**2,614**
MCFR Total			**37.3**	**17,215.6**	**27,908**

Table 29: Workload by SFR Unit for EMS Calls

Station	Apparatus	Apparatus Type	Avg. Busy Minutes per Response	Annual Busy Hours	Annual Total Responses
One	BAT5	Com Vehicle	20.2	221.9	660
	E1	Engine	20.7	344.7	1,003
	Q1	Ladder	22.7	165.8	441
	R1	Rescue	37.7	1,235.1	1,981
	Total		**29.0**	**1,967.5**	**4,085**
Two	E2	Engine	21.0	550.2	1,577
	R2	Rescue	39.0	1,344.4	2,076
	Total		**31.3**	**1,894.6**	**3,653**
SFR Total			**30.1**	**3,862.1**	**7,738**

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EMS Transport

We analyzed outcomes for the requests for EMS services. Approximately 80.4 EMS calls have patients being transported to the hospital by either MCFR or SFR. MVA incidents have the lowest transport rate at 54.1 percent. Duration of a call is defined as the difference between the first unit dispatch time and the last unit clear time. On average, the duration of an EMS transport call was 64 minutes, which is more than twice the duration of a non-transport EMS call (31 minutes).

Table 30: EMS Transports by Call Category

	Non-Transport		Transport		
Call Category	Duration	Number of Calls	Duration	Number of Calls	Transport Rate
Cardiac and stroke	33.8	349	58.7	2,336	87.0
Seizure and unconsciousness	36.6	288	56.6	1,408	83.0
Breathing difficulty	30.6	182	56.7	1,747	90.6
Overdose and psychiatric	27.0	141	53.4	497	77.9
MVA	30.8	585	69.4	690	54.1
Fall and injury	26.7	1,077	82.8	3,458	76.3
Illness and other	34.4	787	55.8	3,839	83.0
EMS Total	**31.0**	**3,409**	**63.7**	**13,975**	**80.4**

Seventy-seven percent (77%) of the EMS transport requests were in MCFR's jurisdiction, and averaged 29.5 per day. We are able to collect number of patients transported from MCFR. Based upon MCFR's NFIRS database, MCFR units transported a total of 11,253 patients in result of EMS call responses. On average, EMS transport requests averaged 8.4 per day in SFR's jurisdiction. In Sewall's Point, there were 81 EMS requests which resulted in patient transports. In Jupiter Island, there were 79 EMS requests which resulted in patient transports.

Table 31: EMS Transports by Jurisdiction

	Non-Transport		Transport		
Jurisdiction	Duration	Number of Calls	Duration	Number of Calls	Transport Rate
MCFR	34.5	2,451	68.1	10,765	81.5
SFR	21.6	898	48.3	3,050	77.3
Sewall's Point	24.9	33	57.0	81	71.1
Jupiter Island	25.9	27	66.4	79	74.5
EMS Total	**31.0**	**3,409**	**63.7**	**13,975**	**80.4**

We analyzed EMS service requests' variation by the hour of the day and the average hourly rate of requests. The variation of total EMS requests and EMS transport reports follow a similar pattern. The busiest period for EMS and EMS transport requests was between 0800 and 2000. The average hourly call rate was 2.9 requests at the peak in 5 hours starting at 0900, 1000, 1100, 1200 and 1400. EMS

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transport demand peaked at 2.5 transports per hour at 1000. Requests by hour of the day are represented in Table 32 and Figure 12 below.

Table 32: Total EMS Calls and EMS Transports and Average per Day by Hour of Day

Hour	Number of EMS Transports	Number of EMS Calls	EMS Transports per Hour	EMS Calls per Hour	Transport Rate
0	324	412	0.9	1.1	78.6
1	288	342	0.8	0.9	84.2
2	286	363	0.8	1.0	78.8
3	232	288	0.6	0.8	80.6
4	271	322	0.7	0.9	84.2
5	302	358	0.8	1.0	84.4
6	392	471	1.1	1.3	83.2
7	519	637	1.4	1.7	81.5
8	747	884	2.0	2.4	84.5
9	882	1,041	2.4	2.9	84.7
10	907	1,074	2.5	2.9	84.5
11	862	1,050	2.4	2.9	82.1
12	850	1,065	2.3	2.9	79.8
13	808	1,017	2.2	2.8	79.4
14	851	1,059	2.3	2.9	80.4
15	784	996	2.1	2.7	78.7
16	738	966	2.0	2.6	76.4
17	707	905	1.9	2.5	78.1
18	670	852	1.8	2.3	78.6
19	637	828	1.7	2.3	76.9
20	595	768	1.6	2.1	77.5
21	512	654	1.4	1.8	78.3
22	442	569	1.2	1.6	77.7
23	369	463	1.0	1.3	79.7

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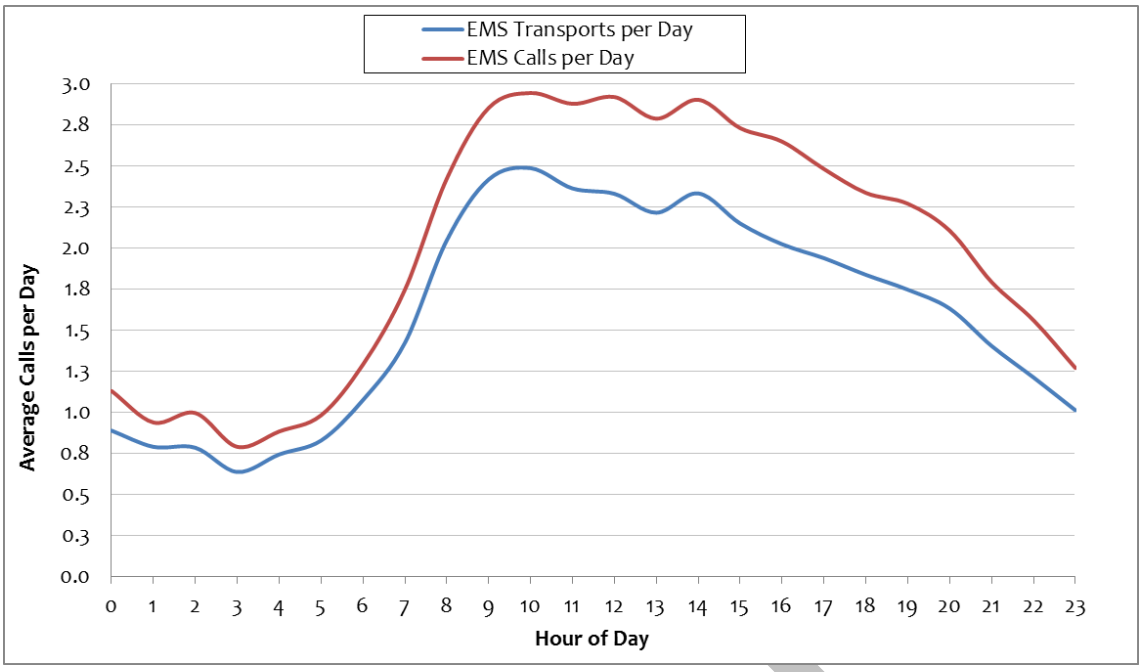
Figure 12: Average BLS/ALS Calls and BLS/ALS Transports per Day by Hour of Day



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REVIEW OF SYSTEM PERFORMANCE

The first step in determining the current state of the system's deployment model is to establish baseline measures of performance. This analysis is crucial to the ability to discuss alternatives to the status quo and in identifying opportunities for improvement. This portion of the analysis will focus efforts on elements of response time and the cascade of events that lead to timely response with the appropriate apparatus and personnel to mitigate the event. Response time goals should be looked at in terms of total reflex time, or total response time, which includes the dispatch or call processing time, turnout time, and travel time, respectively.

Cascade of Events

The cascade of events is the sum of the individual elements of time beginning with a state of normalcy and continuing until normalcy is once again returned through the mitigation of the event. The elements of time that are important to the ultimate outcome of a structure fire or critical medical emergency begin with the initiation of the event. For example, the first on-set of chest pain begins the biological and scientific time clock for heart damage irrespective of when 911 is notified. Similarly, a fire may begin and burn undetected for a period of time before the fire department is notified. The emergency response system does not have control over the time interval for recognition or the choice to request assistance.

Therefore, MCFR and SFR utilize quantifiable "hard" data points to measure and manage system performance. These elements include alarm processing (with updated CAD), turnout time, travel time, and the time spent on-scene. An example of the cascade of events and the elements of performance utilized is provided as Table 33 below.[1]

Detection

Is the element of time between the time an event occurs and someone detects it and the emergency response system has been notified. This is typically accomplished by calling the 911 Primary Safety Answering Point (PSAP).

Call Processing

This is the element of time measured between when 911 answers the 911 call, processes the information, and subsequently dispatches EACH DEPARTMENT.

Turnout Time

This is the element of time that is measured between the time the fire department is dispatched or alerted of the emergency incident and the time when the fire apparatus or ambulance is enroute to the call.

[1] Olathe Fire Department. (2012). Adapted from Community Risk and Emergency Services Analysis: Standard of Cover. Olathe, Kansas: Author.

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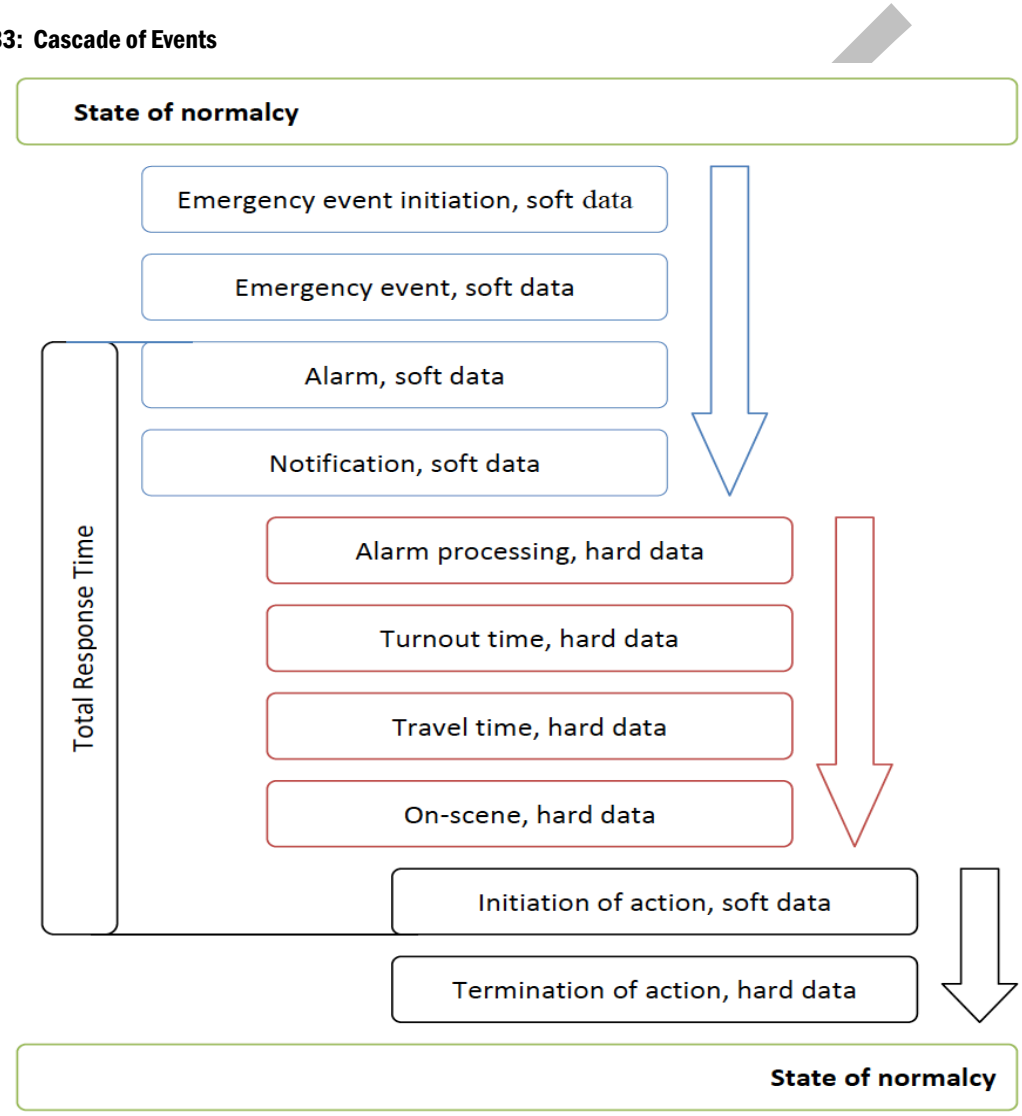
Travel Time

The travel time is the element of time between when the unit went enroute, or began to travel to the incident, and their arrival on-scene.

Total Response Time

The total response time, or total reflex time, is the total time required to arrive on-scene beginning with 911 answering the phone request for service and the time that the units arrive on-scene.

Table 33: Cascade of Events



Comparison of Workloads by Demand Zone

Another method of assessing the effectiveness of the distribution model is to analyze the demand for services across the distribution model. Workload is assessed at the station demand zone level and at the individual unit level.

Analyses illustrate that Station Demand Zones 21, 30, SFD1, 16 and SFD2 were the top five demand zones, and each answer 14.1%, 13.4%, 10.3%, 9.9% and 9.5% of the total responses for services. Collectively these five demand zones accounted for 57.3% of the total workload. Station Demand Zones 34, 14 and 36 were the bottom three demand zones, and thee demand zones combined accounted for 6.3% of the total responses for services. Results are presented below as Figure 13 and Table 34.

Figure 13: Department Workload by Station Demand Zone

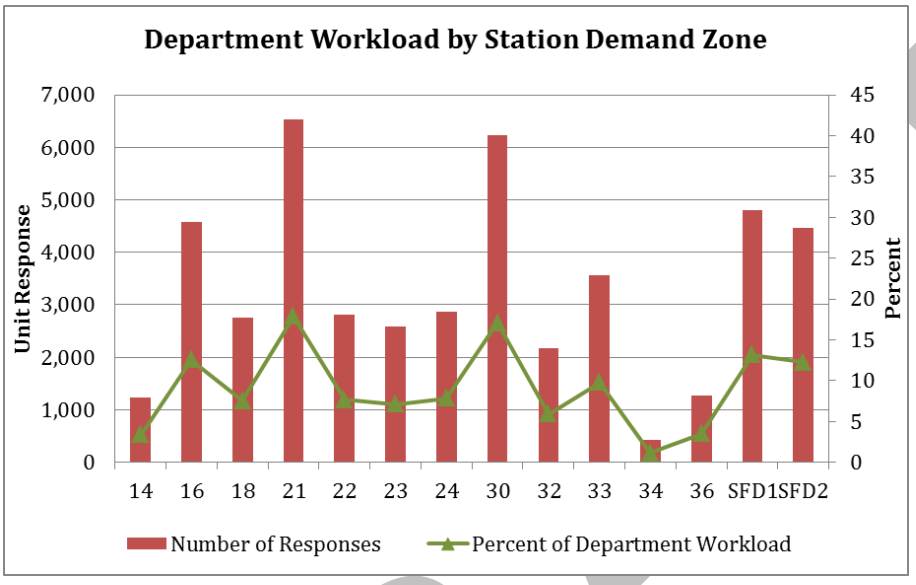


Table 34: Department Workload by Station Demand Zone

Agency	First Due Station	Number of Responses	Responses per Day	Percent of Department Workload
MCFR	14	1,225	3.4	2.6
	16	4,577	12.5	9.9
	18	2,750	7.5	5.9
	21	6,530	17.9	14.1
	22	2,803	7.7	6.0
	23	2,592	7.1	5.6
	24	2,871	7.9	6.2
	30	6,238	17.1	13.4
	32	2,166	5.9	4.7
	33	3,572	9.8	7.7
	34	418	1.1	0.9
	36	1,274	3.5	2.7
SFR	SFD1	4,797	13.1	10.3
	SFD2	4,462	12.2	9.6

Note: 128 unit responses were not included since their first due stations can't be identified.

Further analyses were completed identifying both the distribution of department workload by program. The overall distribution of department workload supports earlier findings that greater than 77% of the requests for service are EMS related. Approximately 15% of the unit responses were associated with fire related incidents. Canceled requests accounted for 6% of the total. Rescue and Hazmat programs are very small. For both EMS and fire requests, demand zones 30 and 21 ranked the top.

Figure 14: Distribution of Department Workload by Call Type

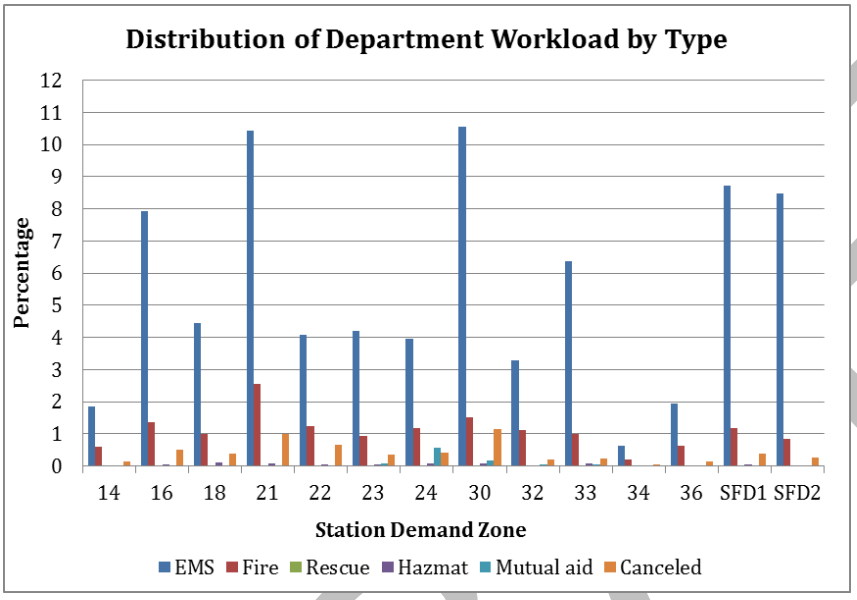


Table 35: Number of Responses by Station Demand Zone and Call Type

First Due Station	EMS	Fire	Rescue	Hazmat	Mutual aid	Canceled	Total
14	851	283	7	14	0	70	1,225
16	3,679	625	0	27	9	237	4,577
18	2,056	455	3	50	9	177	2,750
21	4,834	1,177	7	43	10	459	6,530
22	1,898	569	0	21	9	306	2,803
23	1,952	428	0	17	33	162	2,592
24	1,840	542	0	40	262	187	2,871
30	4,893	700	0	33	79	533	6,238
32	1,519	514	0	6	28	99	2,166
33	2,951	455	0	32	22	112	3,572
34	296	86	0	14	0	22	418
36	900	294	0	11	9	60	1,274
SFD1	4,043	542	11	18	5	178	4,797
SFD2	3,933	386	5	13	0	125	4,462

Note: Note: 128 unit responses were not included since their first due stations can't be identified.

Finally, unit workload analyses were completed for both comparative purposes as well as for introspection into potential system failures. First, this analysis utilized the summation of individual unit workload from dispatch to clear.

In MCFR, of fire suppression units (engine and quint), Engine E21 was dispatched the most with a total of 2,329 runs, followed by E30 and Q23. Nine brush trucks combined made 213 runs. Eight tankers made 185 runs. Of the 14 rescue units, R30, R21 and R23 each made more than 2,000 runs in a year.

In SFR, the two rescue units R1 and R2 are most utilized, and this is due to the fact that most requests are EMS related. R1 and R2 each made 2,142 and 2,207 runs. Of the three fire suppression units, E2, E1 and Q1 each made 1,886, 1,249 and 649 runs.

Results of the unit workload analysis are presented below as Tables 36 and 37.

Table 36: MCFR Unit Workload Analyses by Unit and Call Category

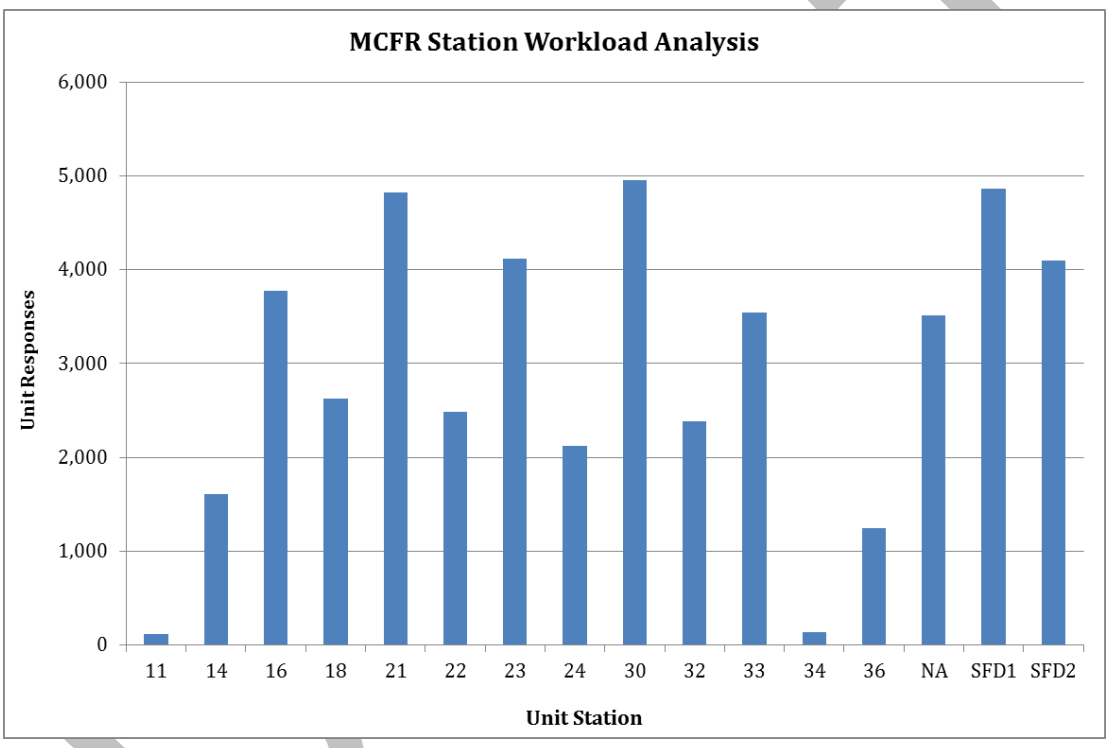
Station	Description	Unit	EMS	Fire	Rescue	Hazmat	Mutual aid	Canceled	Total
11	ALS Aeromedical Helicopter	LIFESTAR	73	1	0	0	9	11	94
11	Rescue	R11	17	5	0	0	2	0	24
14	Engine	E14	23	8	0	0	1	0	32
14	Quint	Q14	437	179	4	7	3	58	688
14	Rescue	R14	690	122	4	3	21	53	893
16	Brush truck	B16	1	15	0	0	0	0	16
16	Engine	E16	1,424	258	0	7	5	76	1,770
16	Rescue	R16	1,651	231	0	6	3	85	1,976
16	tanker	T16	1	12	0	0	0	1	14
18	Engine	E18	785	192	1	34	11	89	1,112
18	Hazmat	HM18	11	44	0	39	0	21	115
18	Hazmat	SQ18	0	5	0	0	0	0	5
18	Rescue	R18	1,065	191	0	39	8	95	1,398
21	Brush truck	B21	2	31	0	0	0	1	34
21	Engine	E21	1,706	423	3	12	9	176	2,329
21	Rescue	R21	1,910	337	3	4	2	155	2,411
21	tanker	T21	0	39	0	0	1	4	44
22	Brush truck	B22	0	34	0	0	2	2	38
22	Engine	E22	683	222	0	7	123	136	1,171
22	Rescue	R22	912	165	0	4	17	133	1,231
22	tanker	T22	1	34	0	0	4	3	42
23	Engine	E23	39	4	0	0	0	2	45
23	Quint	Q23	1,197	505	1	13	17	164	1,897
23	Rescue	R23	1,699	333	1	5	12	128	2,178
24	Brush truck	B241	0	35	0	0	1	1	37
24	Brush truck	B242	0	23	0	0	2	0	25
24	Engine	E24	548	149	0	6	3	52	758

Station	Description	Unit	EMS	Fire	Rescue	Hazmat	Mutual aid	Canceled	Total
24	Rescue	R241	529	80	0	3	7	37	656
24	Rescue	R242	476	79	0	3	5	25	588
24	tanker	T24	3	46	0	1	1	2	53
24	tanker	T28	0	2	0	0	1	0	3
30	Brush truck	B30	1	37	0	0	1	3	42
30	Engine	E30	1,785	308	0	9	17	175	2,294
30	Rescue	R30	2,169	251	0	4	14	178	2,616
32	Brush truck	B32	0	13	0	0	0	0	13
32	Engine	E32	693	242	0	4	83	70	1,092
32	Rescue	R32	941	230	0	3	26	57	1,257
32	tanker	T32	0	22	0	1	2	0	25
33	Engine	E33	164	23	0	1	1	7	196
33	Quint	Q33	1,073	242	0	7	2	64	1,388
33	Rescue	R33	1,588	222	0	4	6	60	1,880
33	Dive Rescue Boat	RIB33	2	4	0	0	0	1	7
33	Technical Extrication Unit	SPOP33	26	16	0	0	0	6	48
33	Water Rescue Truck	WR33	11	7	0	0	0	3	21
34	ALS unit	MEDIC34	107	21	0	2	0	7	137
36	Brush truck	B36	0	2	0	0	0	0	2
36	Engine	E36	376	113	0	6	45	22	562
36	Rescue	R36	475	115	0	4	54	31	679
NA	Battalion Chief	BAT1	368	175	0	17	4	55	619
NA	Battalion Chief	BAT2	275	102	0	15	10	37	439
NA	Battalion Chief	BAT3	54	28	0	3	0	5	90
NA	Brush truck (backup)	B91	0	5	0	0	1	0	6
NA	EMS Supervisor	EMS1	455	52	0	11	0	24	542
NA	EMS Supervisor	EMS2	867	113	0	12	6	71	1,069
NA	EMS Supervisor	EMS3	476	52	0	5	2	33	568
NA	EMS Supervisor	EMS4	59	12	0	2	1	5	79
NA	Engine (special events)	E90	0	0	0	0	1	0	1
NA	Engine (special events)	E91	0	2	0	0	1	0	3
NA	Rescue (special events)	R91	8	1	0	0	1	0	10
NA	ALS (special events)	EVENT1	38	9	0	0	7	4	58
NA	ALS (special events)	EVENT2	11	2	0	1	2	0	16
NA	Brush fire support unit	RECON1	3	3	0	0	0	0	6
NA	tanker (backup)	T90	0	0	0	0	1	0	1
NA	tanker (backup)	T91	0	2	0	0	1	0	3

Table 37: SFR Unit Workload Analyses by Unit and Call Category

Station	Description	Unit	EMS	Fire	Rescue	Hazmat	Mutual aid	Canceled	Total
One	Brush Truck	B1	0	7	0	0	0	0	7
One	Com Vehicle	BAT5	660	114	3	6	2	32	817
One	Engine	E1	1,003	184	4	9	2	47	1,249
One	Ladder	Q1	441	161	2	5	4	36	649
One	Rescue	R1	1,981	81	2	4	4	70	2,142
Two	Engine	E2	1,577	239	4	8	4	54	1,886
Two	Rescue	R2	2,076	66	1	3	1	60	2,207

Figure 15: Total Workloads by MCFR and SFR Station



Another measure, time on task, is necessary to evaluate best practices in efficient system delivery and consider the impact workload has on personnel. Unit Hour Utilization (UHU) determinants were developed by mathematical model. This model includes both the proportion of calls handled in each major service area (Fire, EMS, Special-Ops, and Service) and total unit time on task for these service categories in 2014. The resulting UHU's represent the percentage of the work period (24 hours) that is utilized responding to requests for service. Historically, the International Association of Fire Fighters (IAFF) has recommended that 24-hour units utilize 0.30, or 30% workload as an upper threshold.[2] In other words this recommendation would have personnel spend no more than eight (8) hours per day on emergency incidents. These thresholds take into consideration the necessity to

[2] International Association of Firefighters. (1995). Emergency *Medical Services: A Guidebook for Fire-Based Systems.* Washington, DC: Author. (p. 11)

accomplish non-emergency activities such as training, health and wellness, public education, and fire inspections. The 4th edition of the IAFF EMS Guidebook no longer specifically identifies an upper threshold. However, *FITCH* recommends that an upper unit utilization threshold of approximately .30, or 30%, would be considered best practice. In other words, units and personnel should not exceed 30%, or eight (8) hours, of their workday responding to calls. These recommendations are also validated in the literature. For example, in their review of the City of Rolling Meadows, the Illinois Fire Chiefs Association utilized a UHU threshold of .30 as an indication to add additional resources.[3] Similarly, in a standards of cover study facilitated by the Center for Public Safety Excellence, the Castle Rock Fire and Rescue Department utilizes a UHU of .30 as the upper limit in their standards of cover due to the necessity to accomplish other non-emergency activities.[4] These thresholds take into consideration the necessity to accomplish non-emergency activities such as training, health and wellness, public education, and fire inspections.

In MCFR, the most utilized units are R21 and R30 at 20%. The top 8 most utilized units are all rescue units. The utilization of the 14 rescue units combined is 11%. The busiest fire suppression unit is E21 at nearly 10%, followed by E30 at 9% and E22 at 8%. The utilization of the 14 fire suppression units combined is 5%.In SFR, R2 and R1 were the most utilized and their UHU are at 16% and 15%. E2, E1 and Q1 each had UHU at 8%, 5% and 3%.

At the current workload utilization rates, both agencies should have a limited impact on their level of readiness or system performance.

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[3] Illinois Fire Chiefs Association. (2012). An *Assessment of Deployment and Station Location: Rolling Meadows Fire Department.* Rolling Meadows, Illinois: Author. (pp. 54-55)
[4] Castle Rock Fire and Rescue Department. (2011). Community *Risk Analysis and Standards of Cover.* Castle Rock, Colorado: Author. (p. 58)

Figure 16: Unit Hour Utilization by MCFR Rescue Unit

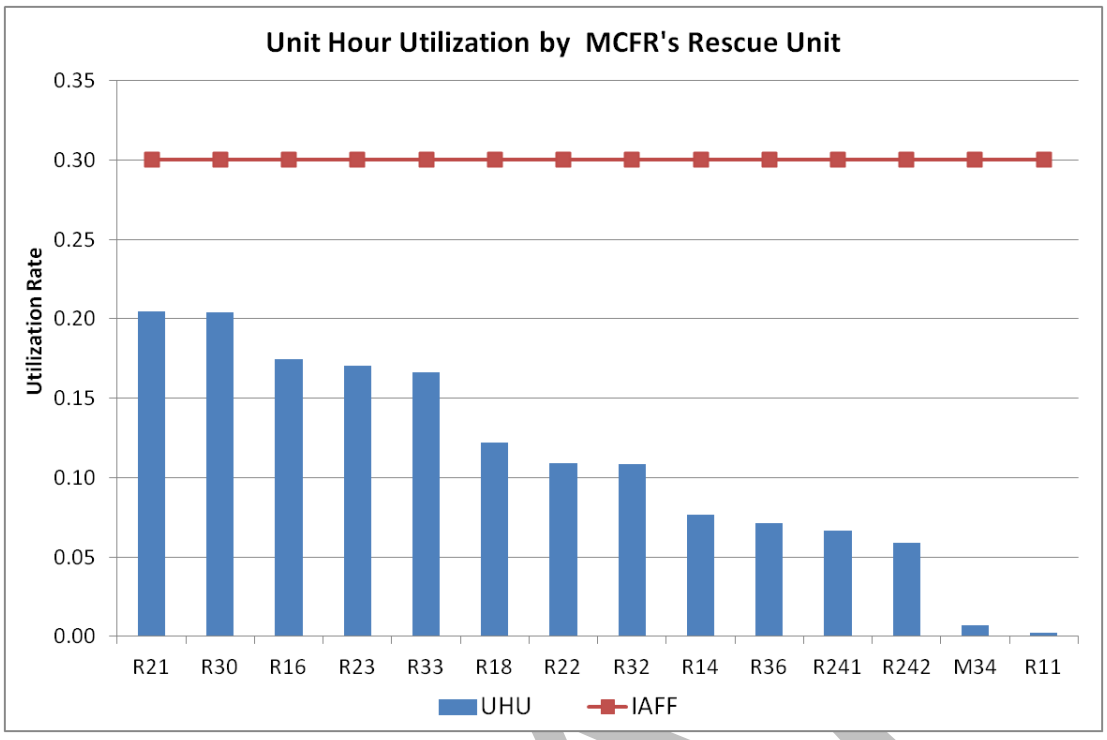


Figure 17: Unit Hour Utilization by MCFR Fire Suppression Unit

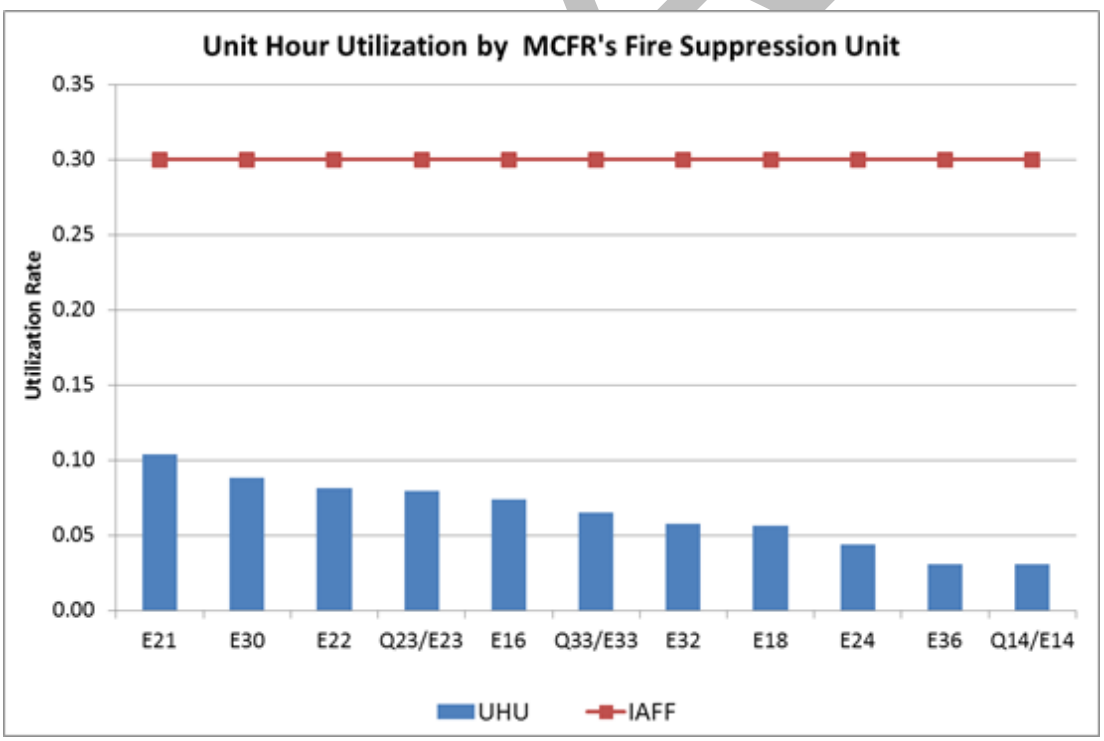
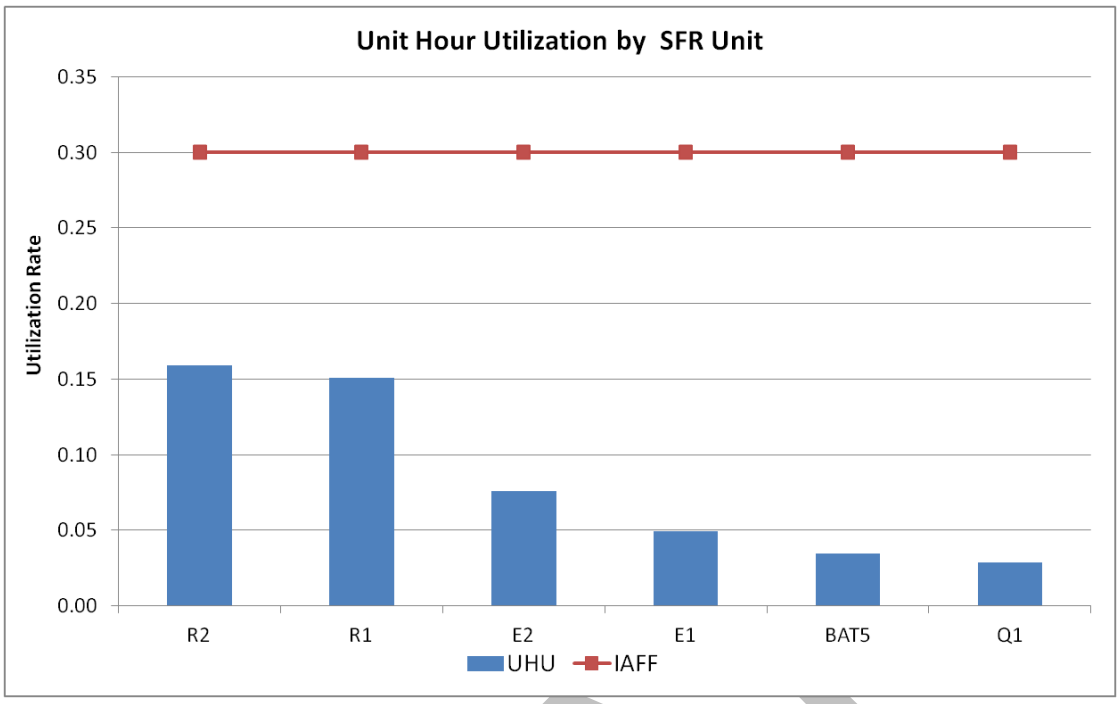


Figure 18: Unit Hour Utilization by SFR Unit



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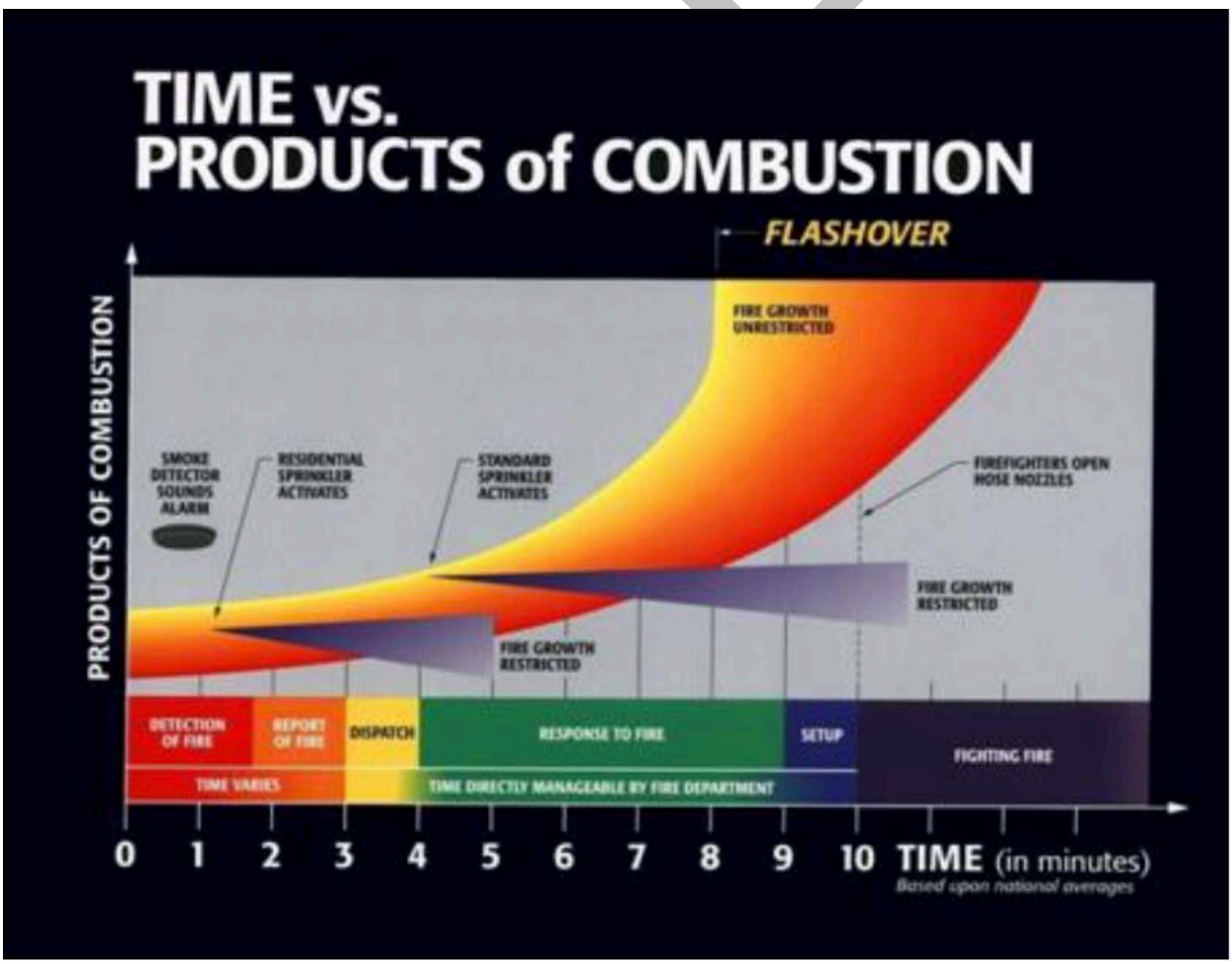
RESPONSE TIME CONTINUUM

Fire

The number one priority with structural fire incidents is to save lives followed by the minimization of property damage. A direct relationship exists between the timeliness of the response and the survivability of unprotected occupants and property damage. The most identifiable point of fire behavior is Flashover.

Flashover is the point in fire growth where the contents of an entire area, including the smoke, reach their ignition temperature, resulting in a rapid-fire growth rendering the area un-survivable by civilians and untenable for firefighters. Best practices would result in the fire department arriving and attacking the fire prior to the point of flashover. A representation of the traditional time temperature curve and the cascade of events are provided as Figure 19 below.[5]

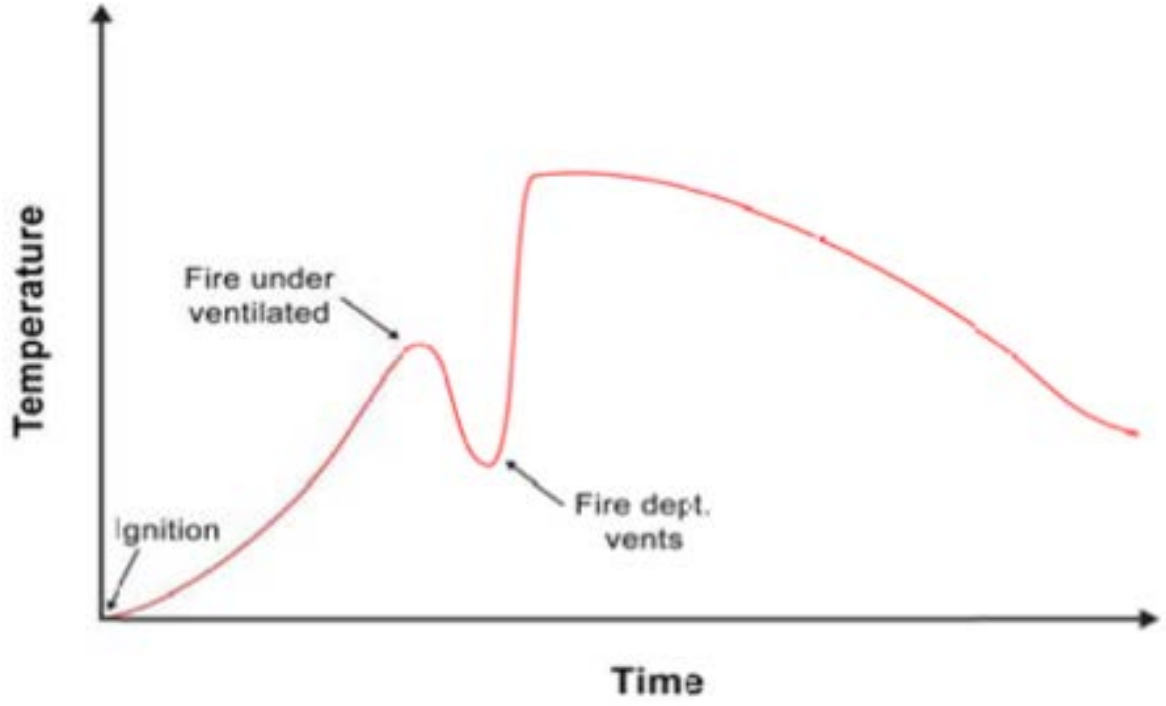
Figure 19: Example of Traditional Time Temperature Curve



[5] Example of Traditional Time Temperature Curve. Retrieved at http://www.usfa.fema.gov/downloads/pdf/coffee-break/time-vs-products-of-combustion.pdf

Recent studies by Underwriter's Laboratories (UL) have found that in compartment fires such as structure fires, flashover occurs within 4 minutes in modern fire environment. In addition, the UL research has identified an updated time temperature curve due to fires being ventilation controlled rather than fuel controlled as represented in the traditional time temperature curve. While this ventilation controlled environment continues to provide a high risk to unprotected occupants to smoke and high heat, it does provide some advantage to property conservation efforts as water may be applied to the fire prior to ventilation and the subsequent flashover. An example of UL's ventilation controlled time temperature curve is provided as Figure 20 below.[6]

Figure 20: Ventilation Controlled Time Temperature Curve



EMS

The effective response to Emergency Medical Service (EMS) incidents also has a direct correlation to the ability to respond within a specified period of time. However, unlike structure fires, responding to EMS incidents introduces considerable variability in the level of clinical acuity. From this perspective, the association of response time and clinical outcome varies depending on the severity of the injury or the illness. Research has demonstrated that the overwhelming majority of requests for EMS services are not time sensitive between 5 minutes and 11 minutes for emergency and 13

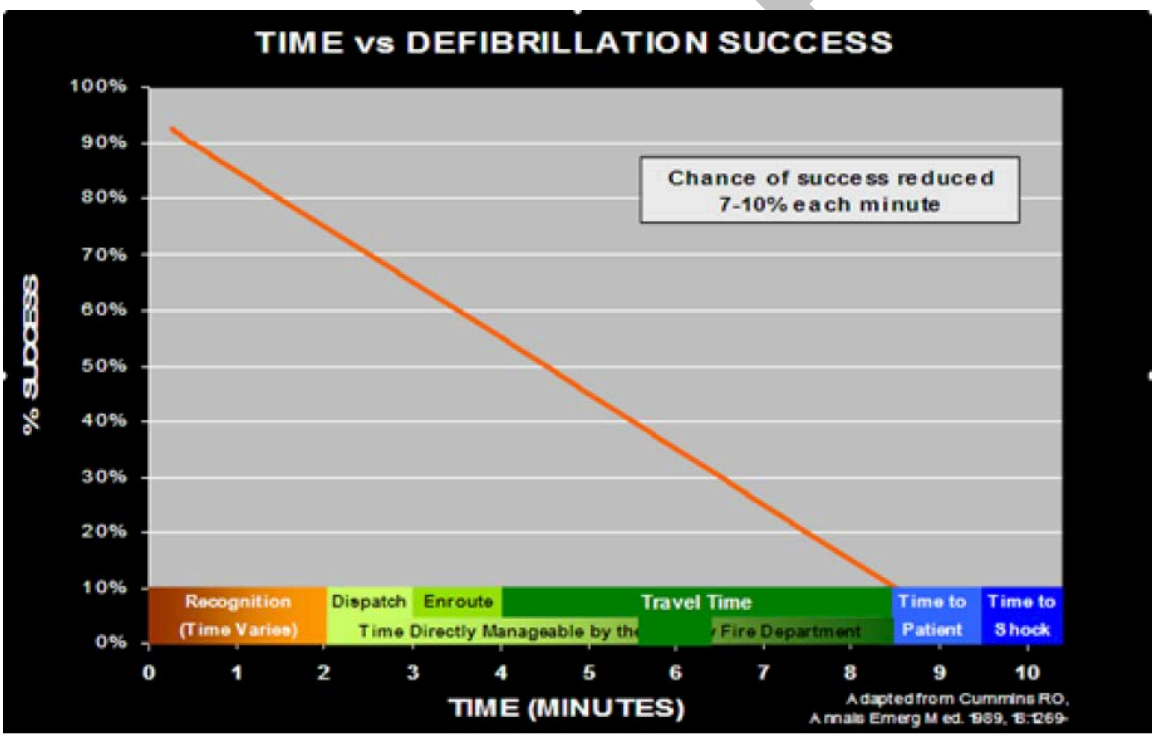
[6] UL/NIST Ventilation Controlled Time Temperature Curve. Retrieved from http://www.nist.gov/fire/fire_behavior.cfm

minutes for non-emergency responses.[7] The 12-minute upper threshold is only the upper limit of the available research and is not a clinically significant time measure, as patients were not found to have a significantly different clinical outcome when the 12-minute threshold was exceeded.[8]

Out of hospital sudden cardiac arrest is the most identifiable and measured incident type for EMS. In an effort to demonstrate the relationship between response time and clinical outcome, a representation of the cascade of events and the time to defibrillation (shock) is presented as Figure 21 below. The American Heart Association (AHA) has determined that brain damage will begin to occur between four and six minutes and become irreversible after 10 minutes without intervention.

Modern sudden cardiac arrest protocols recognize that high quality Cardio-Pulmonary Resuscitation (CPR) at the Basic Life Support (BLS) level is a quality intervention until defibrillation can be delivered in shockable rhythms. Figure 57[9] below is representative of a sudden cardiac arrest that is presenting in a shockable heart rhythm such as Ventricular Fibrillation (V-Fib) or Ventricular Tachycardia (V-Tach).

Figure 21: Cascade of Events for Sudden Cardiac Arrest with Shockable Rhythm



[7] Blackwell, T.H., & Kaufman, J.S. (April 2002). Response time effectiveness: Comparison of response time and survival in an urban emergency medical services system. *Academic Emergency Medicine,* 9(4): 289-295.
[8] Blackwell, T.H., et al. (Oct-Dec 2009). Lack of association between prehospital response times and patient outcomes. *Prehospital Emergency Care,* 13(4): 444-450.
[9] Olathe Fire Department. (2012). Adapted from Community Risk and Emergency Services Analysis: Standard of Cover. Olathe, Kansas: Author.

In general, the actual performance validates the planning assessments on potential performance. The historical travel time performance for each fire station demand zone is provided below.

Description of First Arriving Unit Performance

Analyses of the response characteristics of the first arriving units were conducted. This analysis utilized all first arriving units. Overall MCFR and SFR had a mean turnout time of 108 seconds, or 1 minute and 48 seconds, and 165 seconds, or 2 minutes and 45 seconds at the 90th percentile. The travel time for all first arriving unit responses were calculated irrespective of their assigned station FDZ. In other words, this analysis describes the first arriving unit to the scene. The mean travel time was 294 seconds, or 4 minutes and 54 seconds. Performance at the 90th percentile was 476 seconds, or 7 minutes and 56 seconds.

As previously discussed, since 911 calls do not capture the complete dispatch interval, the "total response time" is defined as the sum of turnout and travel times. The mean turnout plus travel time is 402 seconds, or 6 minutes and 42 seconds. Performance at the 90th percentile is 597 seconds, or 9 minutes and 57 seconds. Results of first arriving unit performance are provided in Table 38 below.

Table 38: Description of First Arriving Unit Emergency Response Performance

Measure	Average	90th Percentile
Turnout Time	1.8	2.8
Travel Time	4.9	7.9
Turnout and Travel	6.7	10.0

First Arriving Unit Response Time by Station Demand Zone

Further analyses were conducted to measure the performance of the first arriving unit in each demand zone. Response times are reported below at both the mean and 90th percentile as Tables 39 and 40, respectively.

Examination of the overall performance at the 90th percentile reveals that Stations 34, SFD2 and 23 have the quickest response times followed by Stations 32, SFD1, 18, 33, 30, 16, 14, 21, 24, 36 and 22 in order of performance. The FDZ with the longest total response times is station 22. An illustrative comparison of FDZ performance at the 90th percentile is provided as Figures 22 through 25 below.

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Table 39: Mean First Arrival Performance by First Due Station

Agency	First Due Station	Turnout Time	Travel Time	Turnout and Travel	Sample Size
MCFR	14	2.0	5.4	8.8	527
	16	2.0	4.7	8.1	2,049
	18	2.0	4.5	7.9	1,120
	21	1.9	5.5	8.9	2,692
	22	2.1	6.4	9.9	940
	23	1.9	4.0	7.4	1,073
	24	2.0	5.7	9.3	1,000
	30	1.9	4.6	8.0	2,598
	32	2.0	4.0	7.4	908
	33	1.8	4.6	7.9	1,693
	34	1.2	3.9	5.9	117
	36	2.1	6.1	9.6	588
SFR	SFD1	1.4	4.8	7.6	2,196
	SFD2	1.3	4.5	7.1	2,147
Overall		**1.8**	**4.9**	**6.7**	**19,648**

Table 40: 90th Percentile First Arrival Performance by Station FDZ

Agency	First Due Station	Turnout Time	Travel Time	Turnout and Travel	Sample Size
MCFR	14	2.9	8.3	10.3	527
	16	2.8	7.1	9.3	2,049
	18	3.0	7.0	9.4	1,120
	21	2.9	9.6	11.6	2,692
	22	3.0	10.7	12.8	940
	23	2.8	6.3	8.4	1,073
	24	3.0	13.7	15.7	1,000
	30	2.8	7.1	9.1	2,598
	32	2.9	6.7	9.1	908
	33	2.7	7.5	9.5	1,693
	34	2.3	6.8	8.1	117
	36	3.1	9.5	11.6	588
SFR	SFD1	2.0	7.4	8.8	2,196
	SFD2	1.9	6.7	8.2	2,147
Overall		**2.8**	**7.9**	**10.0**	**19,648**

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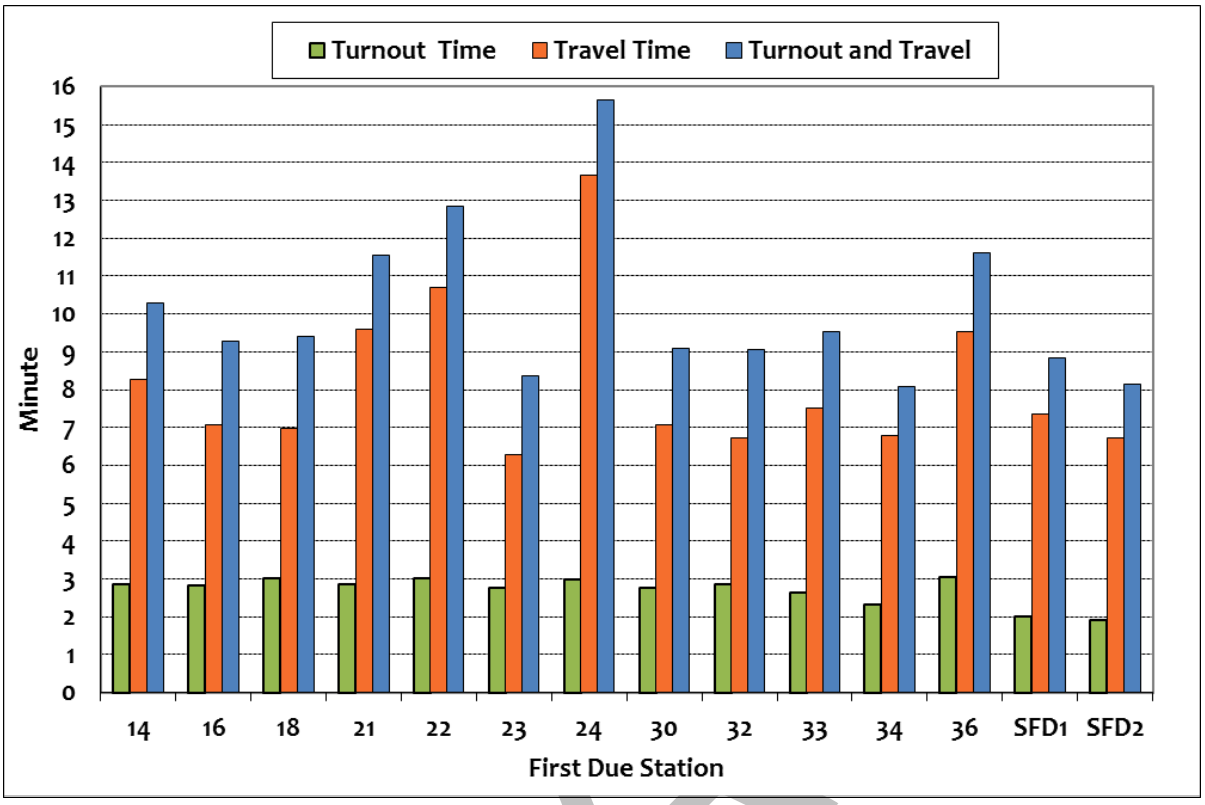
Figure 22: 90th Percentile First Arrival Performance by Station FDZ



The data were further analyzed to compare the individual station FDZ performances. With respect to turnout time, SFD1 and SFD2 have shorter turnout times than any MCFR station. Conversely, when examining the travel time performance, performances for calls in stations 24, 22, 21, and 36 are significantly longer than calls in other first due stations. Similarly, since travel time is the single largest indicator of overall response performance, the turnout plus travel time analysis revealed that 90th percentile measurements for calls in first due stations 24, 22, 21 and 36 are significantly longer than calls in the other stations.

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Figure 23: 90th Percentile Turnout Time by Station FDZ

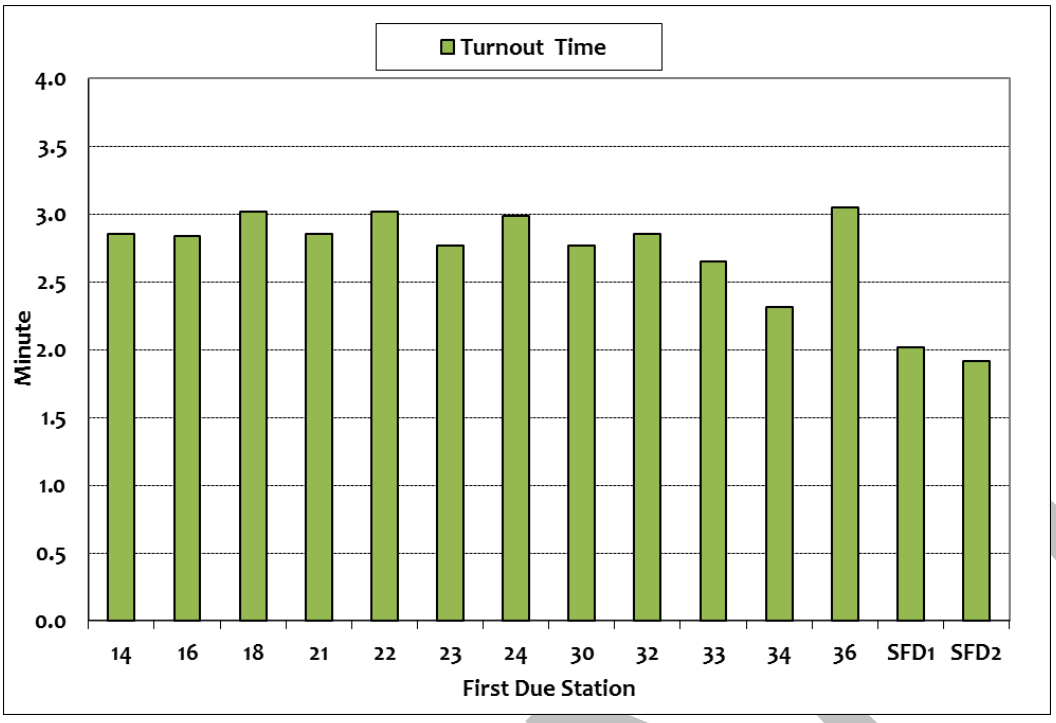


Figure 24: 90th Percentile Travel Time Performance by Station FDZ

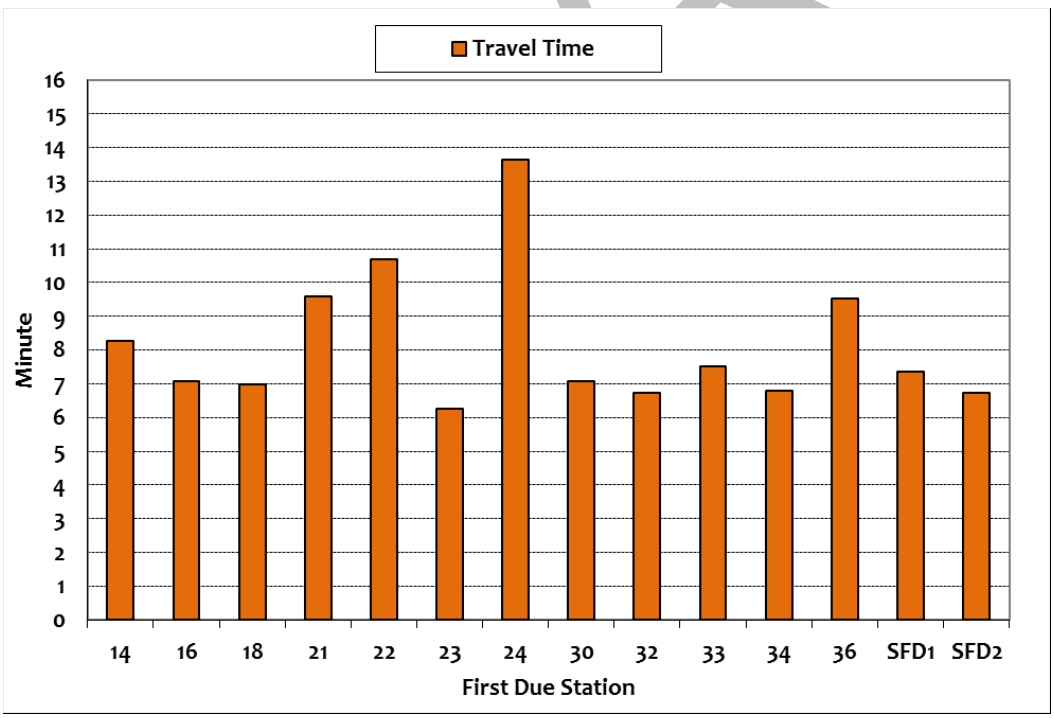
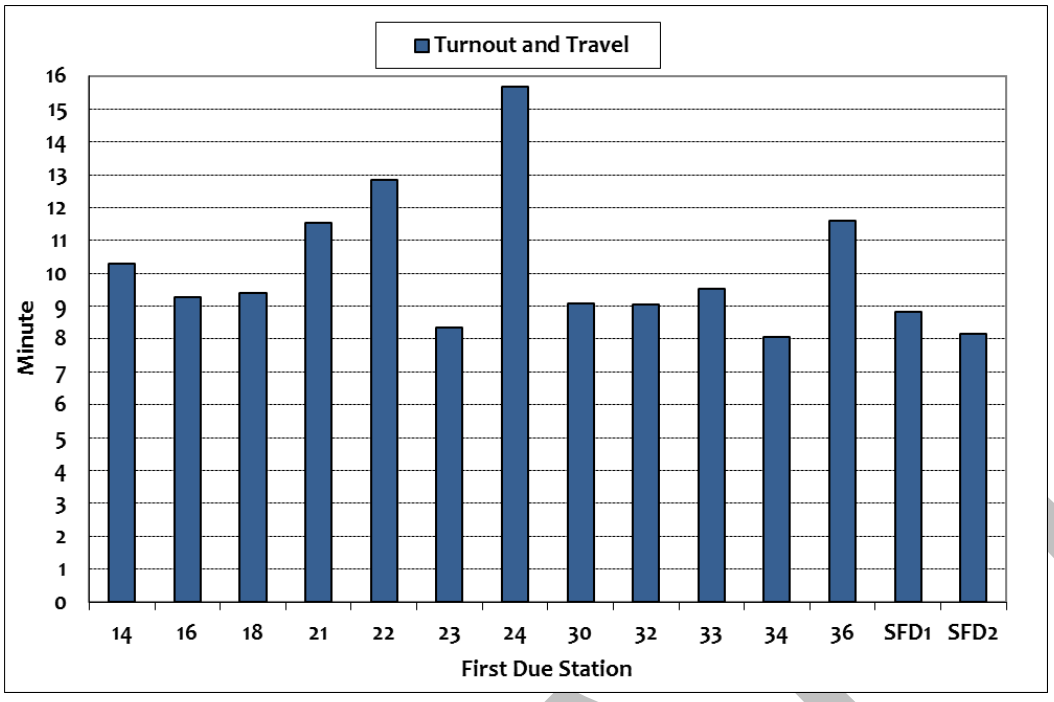


Figure 25: 90th Percentile Turnout and Travel Performance by Station FDZ



Effective Response Force Capabilities

The capability of an Effective Response Force (ERF) to assemble in a timely manner with the appropriate personnel, apparatus, and equipment is important to the success of a significant structural fire event. Therefore, it is important to measure the capabilities of assembling an ERF. In most fire departments, the distribution model performs satisfactorily, but it is not uncommon to be challenged to assemble an ERF in the recommended timeframes.

Several factors affect the capabilities to assemble an ERF such as the number of fire stations, number of units, and number of personnel on each unit. Each of these policy decisions should be made in relation to community's specific risks and the willingness to assume risk. In general, SFR is able to meet best practices for assembling an ERF with eight (minutes). [10] [11] As with many communities, MCFR has greater difficulty assembling an ERF within NFPA's recommendations for urban fire departments.

The graphic results for each fire station demand zone are presented in the Figures 26 through 39 below.

[10] National Fire Protection Association. (2010). NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. Boston, MA: National Fire Protection Association.
[11] CFAI. (2009). Fire & emergency service self-assessment manual, (8th ed.). Chantilly, Virginia: Author. (page 71)

Figure 26: Mean ERF Travel Performance for Station 14

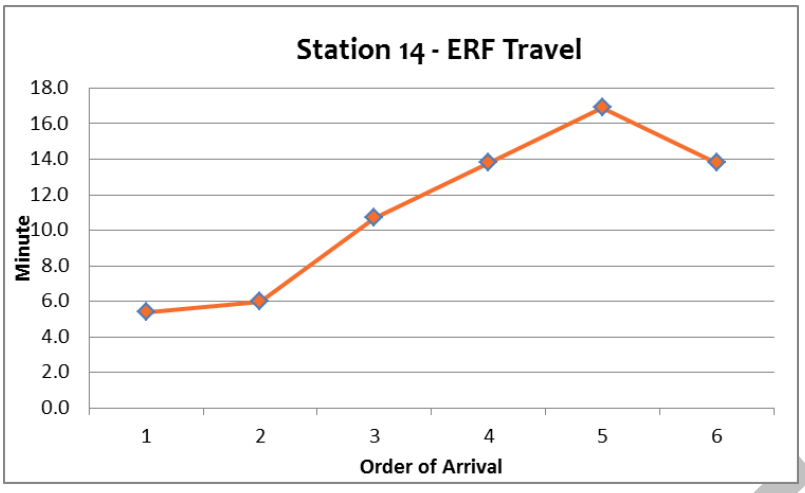


Figure 27: Mean ERF Travel Performance for Station 16

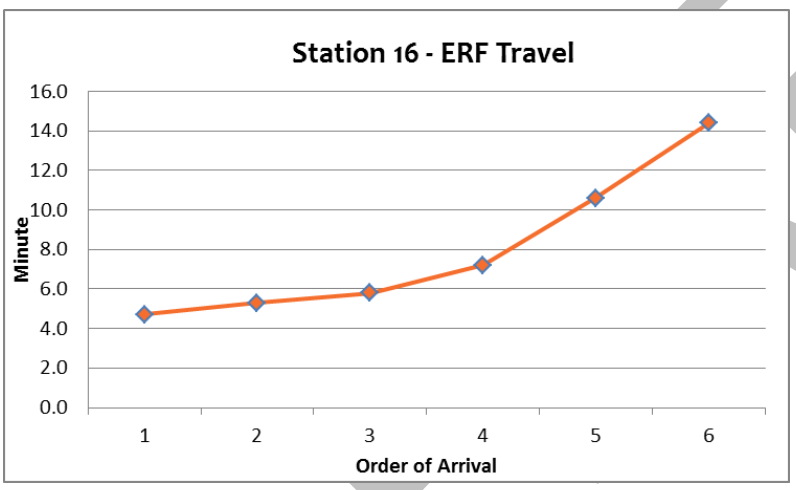


Figure 28: Mean ERF Travel Performance for Station 18

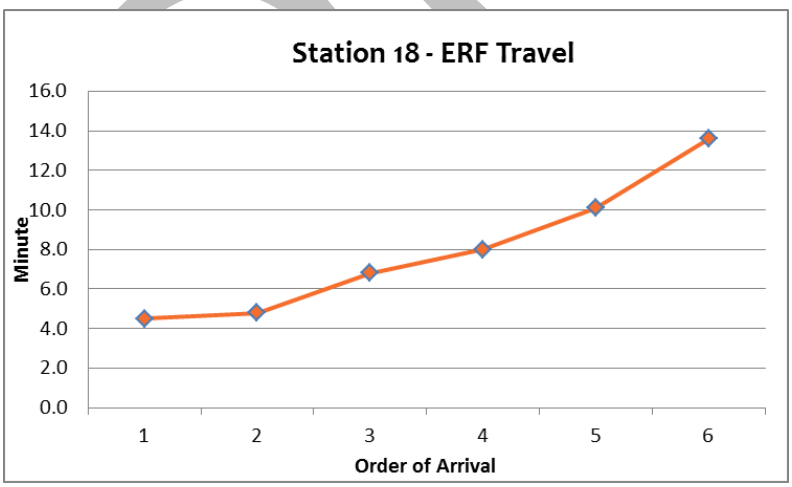


Figure 29: Mean ERF Travel Performance for Station 21

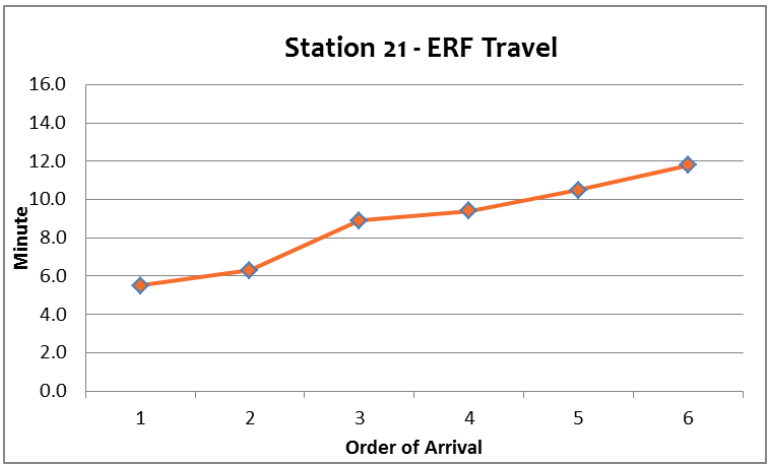


Figure 30: Mean ERF Travel Performance for Station FDZ 5

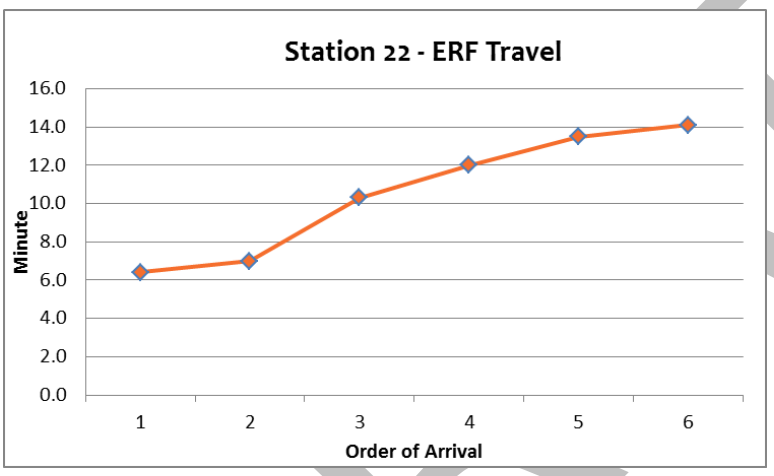


Figure 31: Mean ERF Travel Performance for Station 23

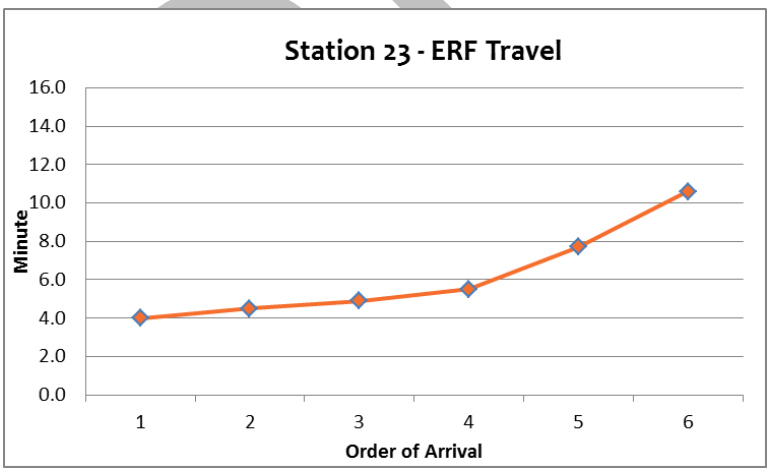


Figure 32: Mean ERF Travel Performance for Station 24

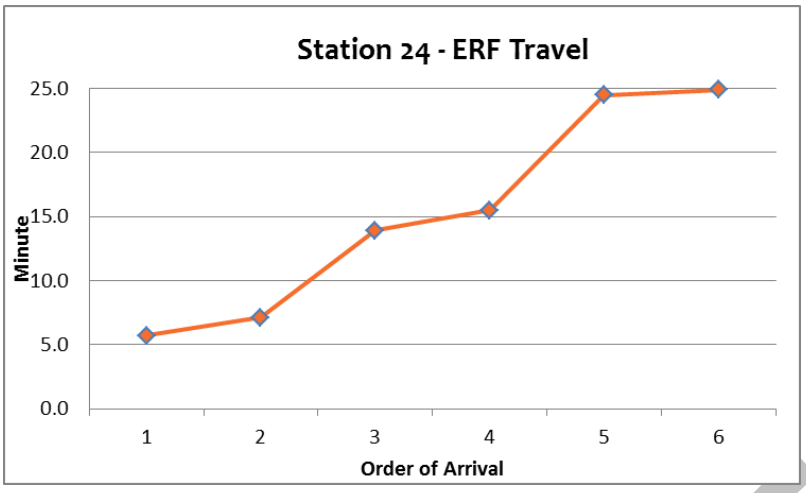


Figure 33: Mean ERF Travel Performance for Station 30

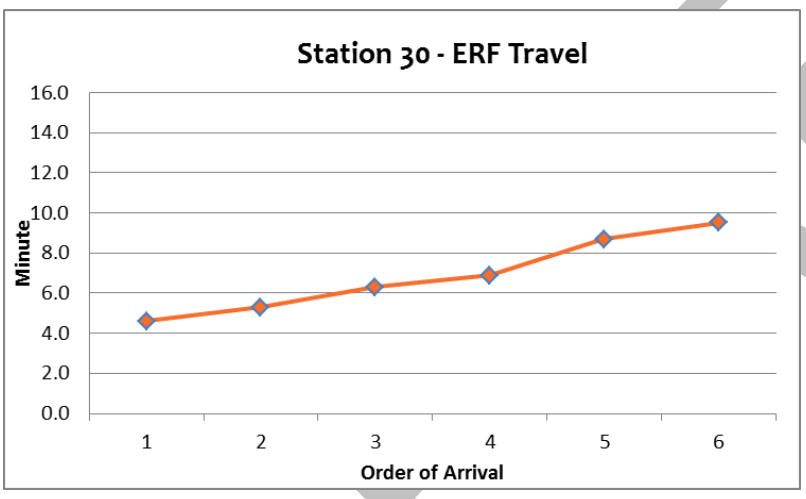


Figure 34: Mean ERF Travel Performance for Station 32

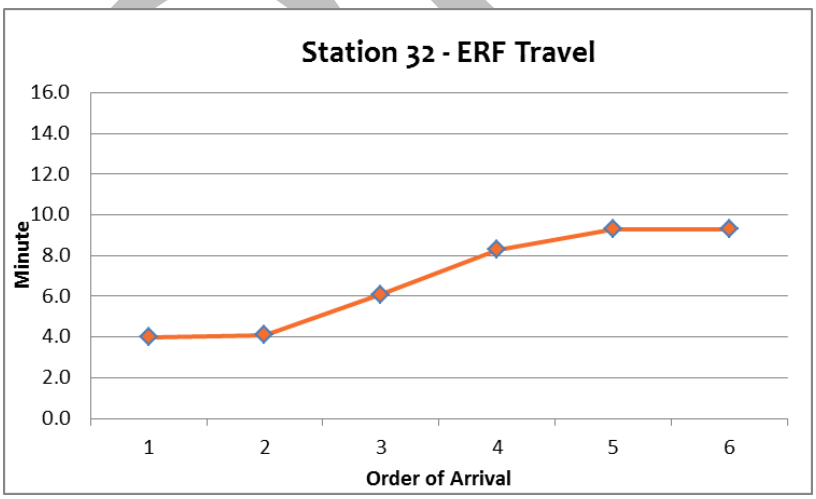


Figure 35: Mean ERF Travel Performance for Station 33

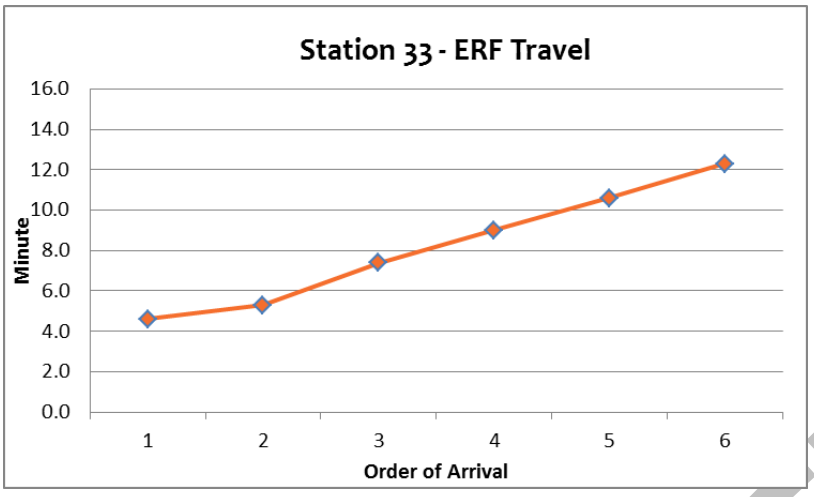


Figure 36: Mean ERF Travel Performance for Station 34

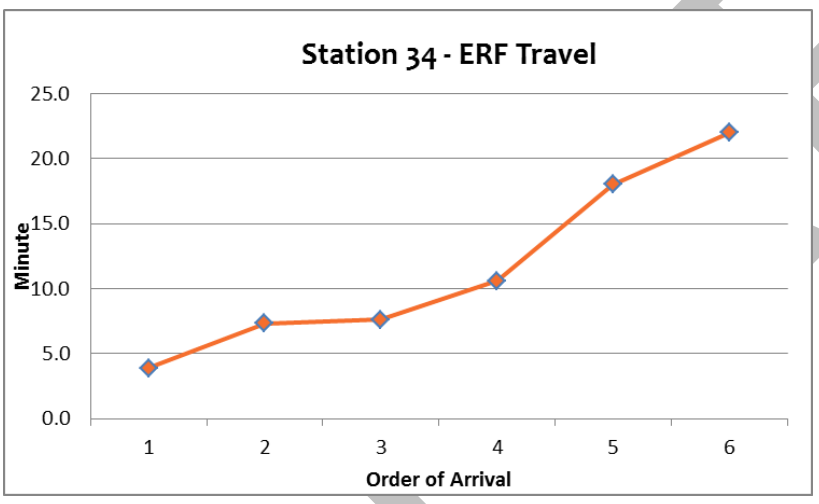


Figure 37: Mean ERF Travel Performance for Station 36

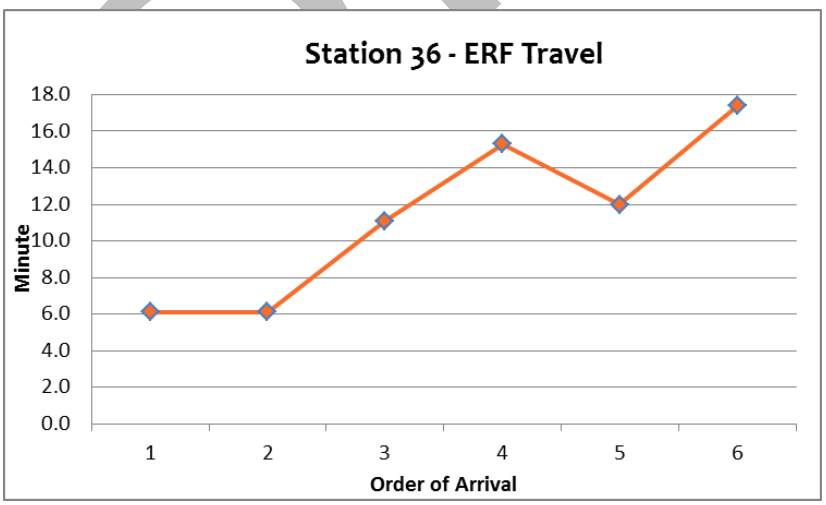


Figure 38: Mean ERF Travel Performance for Station SFD1

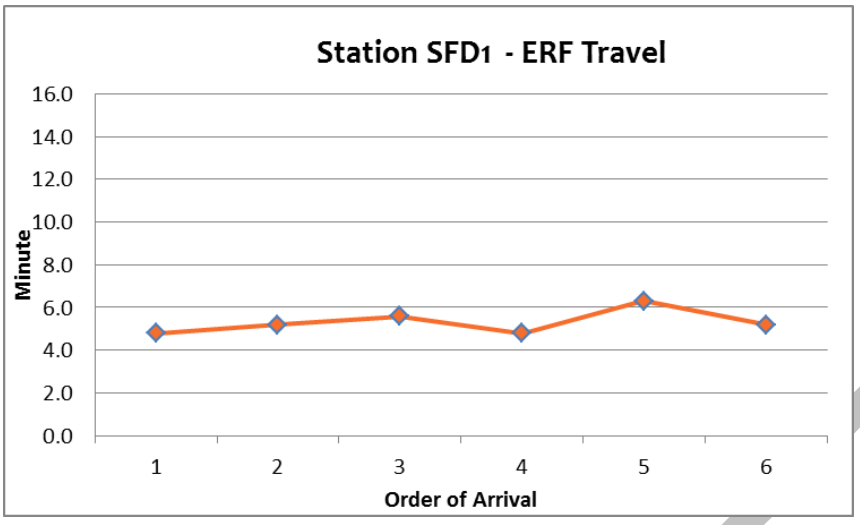
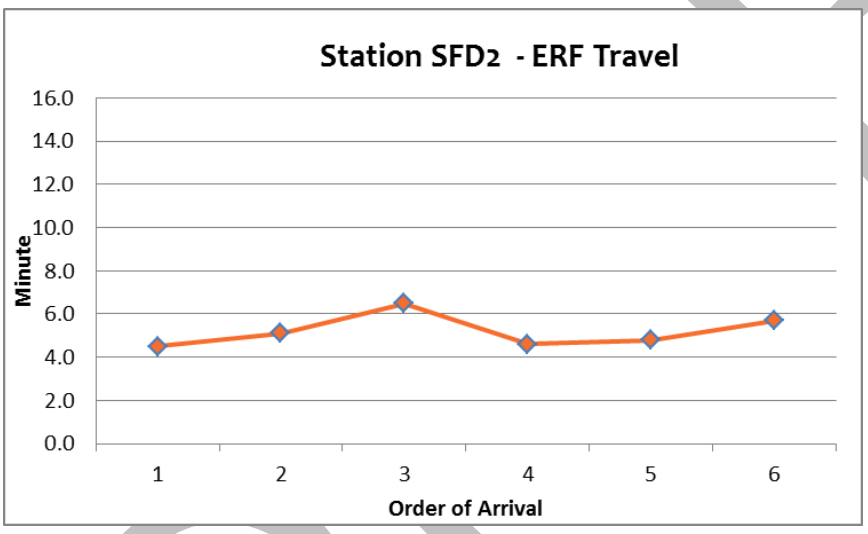


Figure 39: Mean ERF Travel Performance for Station SFD2



In addition, the data are presented in tabular form as Table 41 below. The table presents the historical travel times by the order of the arriving unit. Please note the sample size is decaying in the order of arrival. Since there are only a total of 1,386 calls with four or more units responding, the largest sample size to calculate average travel time for the 4th, 5th and 6th arriving units is 78. The 90th percentile travel time performance for ERF by station FDZ is presented in Table 42.

Table 41: Historical Average Travel Time Performance for ERF by Station FDZ

Agency	First Due Station	Order of Arrival 1	2	3	4	5	6
MCFR	14	5.4	6.0	10.7	13.8	16.9	13.8
	16	4.7	5.3	5.8	7.2	10.6	14.4
	18	4.5	4.8	6.8	8.0	10.1	13.6
	21	5.5	6.3	8.9	9.4	10.5	11.8
	22	6.4	7.0	10.3	12.0	13.5	14.1
	23	4.0	4.5	4.9	5.5	7.7	10.6
	24	5.7	7.1	13.9	15.5	24.5	24.9
	30	4.6	5.3	6.3	6.9	8.7	9.5
	32	4.0	4.1	6.1	8.3	9.3	9.3
	33	4.6	5.3	7.4	9.0	10.6	12.3
	34	3.9	7.3	7.6	10.6	18.0	22.0
	36	6.1	6.1	11.1	15.3	12.0	17.4
SFR	SFD1	4.8	5.2	5.6	4.8	6.3	5.2
	SFD2	4.5	5.1	6.5	4.6	4.8	5.7

Table 42: Historical 90th Percentile Travel Time Performance for ERF by Station FDZ

Agency	First Due Station	Order of Arrival 1	2	3	4	5	6
MCFR	14	8.3	9.9	18.0	17.7	26.5	17.1
	16	7.1	8.3	8.8	10.6	15.4	22.8
	18	7.0	8.0	11.0	12.3	16.8	32.1
	21	9.6	11.1	14.4	16.4	16.2	19.4
	22	10.7	11.8	15.8	22.8	21.9	27.4
	23	6.3	7.5	7.9	9.1	11.6	10.8
	24	13.7	16.2	26.3	31.2	47.9	35.7
	30	7.1	8.4	10.1	9.4	14.0	13.4
	32	6.7	7.0	10.9	12.5	14.7	11.8
	33	7.5	8.9	10.9	14.0	20.1	27.5
	34	6.8	11.4	12.2	15.1	46.6	46.6
	36	9.5	9.5	17.2	25.4	20.9	33.2
SFR	SFD1	7.4	7.9	8.8	7.3	7.7	6.7
	SFD2	6.7	7.5	9.4	6.6	6.9	7.9

Finally, analyses were completed to determine the number of units typically required to handle fire related incidents throughout all of Martin County, including the City of Stuart and the Stuart Fire Department. Nearly 50% of the fire related incidents are handled by a single unit and 73% of the fire related incidents are handled by two units or less. Greater than 90% of the fire related incidents are handled with four units or less. Results are presented as Table 43 below.

Table 43: Resource Commitment for Fire Related Incidents

Number of Units	Number of Fire Calls	Call Percentage	Cumulative Call Percentage
1	1,509	47.7%	47.7%
2	806	25.5%	73.2%
3	485	15.3%	88.6%
4	85	2.7%	91.3%
5	39	1.2%	92.5%
6	42	1.3%	93.8%
7	74	2.3%	96.2%
8	40	1.3%	97.4%
9	34	1.1%	98.5%
10 or more	47	1.5%	100.0%
Total	**3,161**	**100.0%**	**NA**

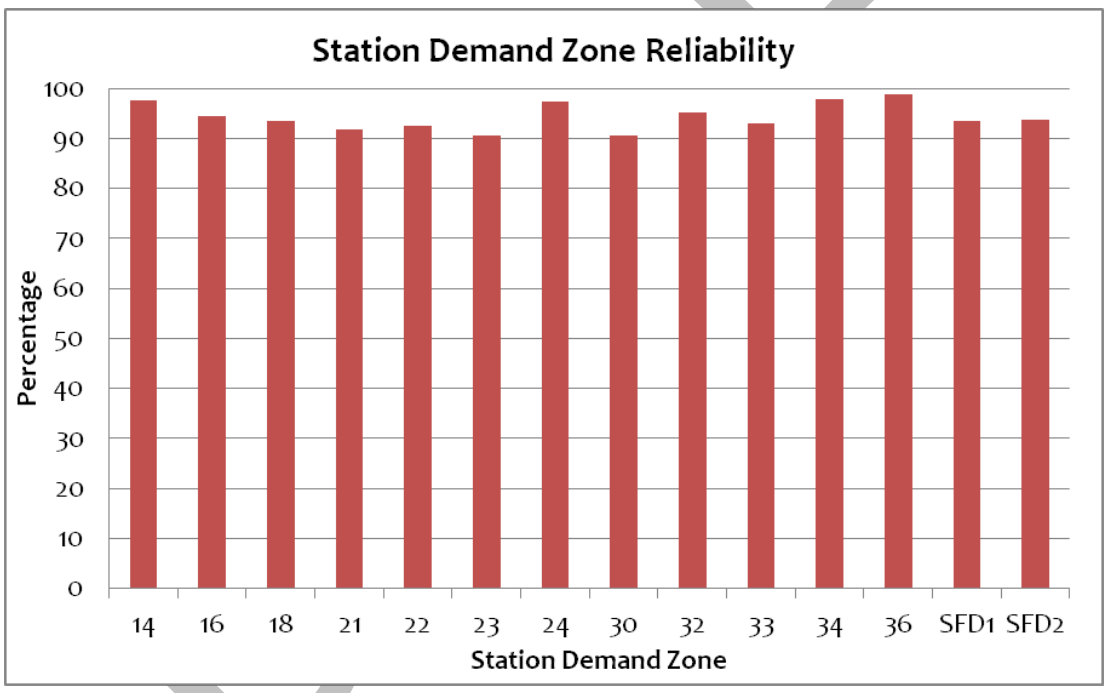
DRAFT

RELIABILITY FACTORS

Percentage of First Due Compliance

The reliability of the distribution model is a factor of how often the response model is available and able to respond to the call within the assigned demand zone. If at least one unit from the first due station is able to respond to a call, we consider the station is able to response to the call within the assigned demand zone. Utilizing the Fire Station Demand Zones (FDZ), analyses reveal that all MCFR's 12 stations and SFR's 2 stations are capable of meeting their demand for services at the 90th percentile. In other words, when a request for service is received all stations are available to answer the call nine out of 10 times. Station 23 and 30 have the lowest reliability, and are 90.5 and 90.6 percent respectively. Station 36 has the highest reliability at 98.8 percent. This analysis utilized all dispatched calls within the jurisdiction and the performance included all assigned units to the specific FDZ.

Figure 40: Percentage Reliability by Station FDZ



Overlapped or Simultaneous Call Analysis

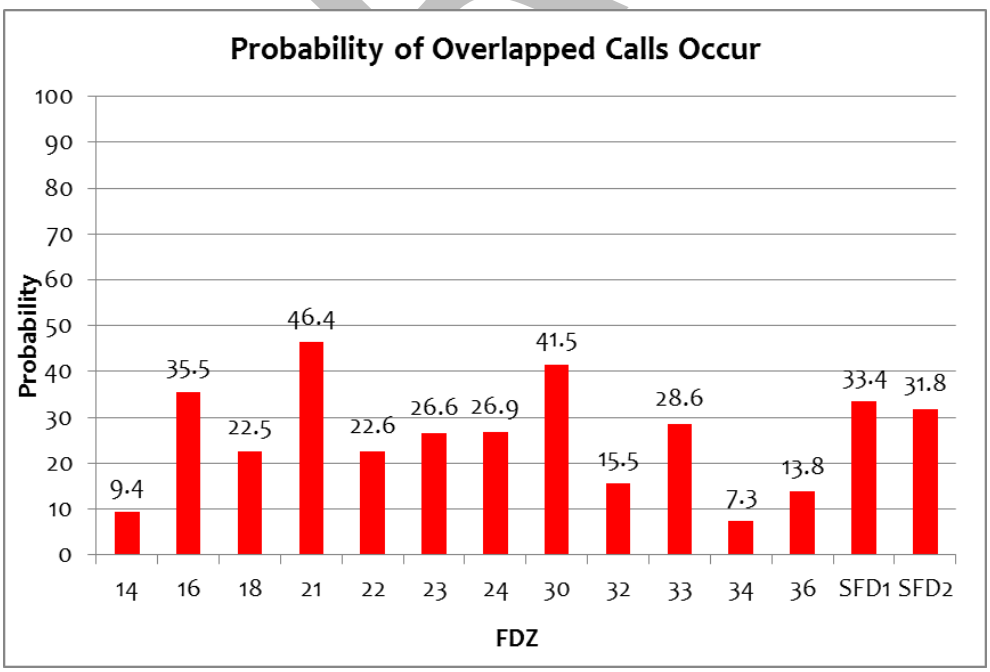
Overlapped calls are defined as the rate at which another call was received for the same first due station while there were one or more ongoing calls in the same first due station. For example, if there is one call in station 14's zone, before the call was cleared another request in station 14's zone occurred and those two calls would be captured as overlapped calls. Some studies also refer as simultaneous calls. Understanding the probability of overlapped or simultaneous calls occurs will help to determine the number of units to staff for each station. In general, the larger the call volume a first due station has, it is more likely to have overlapped or simultaneous calls. The distribution of

the demand throughout the day will impact the chance of having overlapped or simultaneous calls. MCFR Station 21 has the highest probability of having overlapped calls at 46%, followed by MCFR station 30 at 42%. SFD1 has the probability of having overlapped calls at 33%, and SFD2 has the probability at 32%.

Table 44: Overlapped Calls by First Due Station

Agency	First Due Station	Overlapped Calls	Total Calls	Probability of Overlapped Calls Occur
MCFR	14	55	585	9.4
	16	796	2,241	35.5
	18	281	1,249	22.5
	21	1,388	2,993	46.4
	22	257	1,136	22.6
	23	323	1,216	26.6
	24	339	1,262	26.9
	30	1,213	2,921	41.5
	32	156	1,007	15.5
	33	510	1,786	28.6
	34	10	137	7.3
	36	90	654	13.8
SFR	SFD1	807	2,413	33.4
	SFD2	723	2,271	31.8

Figure 41: Probability of Overlapped Calls Occur by Station FDZ



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TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager

TO: **Town of Sewall's Point Commission**

FROM: **Pamela Mac'Kie Walker, Town Manager**

SUBJECT: **Agenda Item – Add On Request**
Fote-Baby FEMA Contract
Town Commission Meeting, April 26, 2016

Background: The Town's request for reinstatement of this elevation grant was approved by FEMA and FDEM; however, the request for additional outside management fees was not approved. A copy of the proposed agreement with FDEM for the project's extension is attached.

The Town has expended many hours of staff time and several thousand dollars to outside consultants for this project that will go unreimbursed in the absence of the project's going forward.

Recommendation: Staff recommends that the Town absorb the additional outside management fee from the approximately $15,000 subapplicant management fee to be paid to the Town.

Contract Number: 12RF-4X-10-53-02-332

Project Number: RFC-PJ-04-FL-2010-012

MODIFICATION FOUR TO SUBGRANT AGREEMENT BETWEEN THE DIVISION OF EMERGENCY MANAGEMENT AND THE TOWN OF SEWALL'S POINT

This Modification Number Four made and entered into by and between the State of Florida, Division of Emergency Management ("the Division"), and the Town of Sewall's Point ("the Recipient") to modify Contract Number 12RF-4X-10-53-02-332, dated January 23, 2012 ("the Agreement").

WHEREAS, the Division and the Recipient have entered into the Agreement, pursuant to which the Division has provided a subgrant to the Recipient under the Repetitive Flood Claims Grant Program of $340,805.71, in Federal Funds; and

WHEREAS, the Division and the Recipient desire to modify the Agreement; and

WHEREAS, the Agreement expired on September 30, 2015; and

WHEREAS, the Division and the Recipient desire to reinstate and extend the terms of the Agreement.

NOW, THEREFORE, in consideration of the mutual promises of the parties contained herein, the parties agree as follows:

1. The Agreement is hereby reinstated and extended as though it had never expired.

2. Paragraph 3 of the Agreement is hereby amended to read as follows:

   This Agreement shall begin on date of execution and shall end April 30, 2017, unless terminated earlier in accordance with the provisions of paragraph (12) of this Agreement.

3. The Budget and Scope of Work, Attachment A-2 to the Agreement, are hereby modified as set forth in 4th Revision Attachment A-2 to this Modification, a copy of which is attached hereto and incorporated herein by reference.

4. All provisions of the Agreement being modified and any attachments in conflict with this Modification shall be and are hereby changed to conform with this Modification, effective on the date of execution of this Modification by both parties.

5. All provisions not in conflict with this Modification remain in full force and effect, and are to be performed at the level specified in the Agreement.

6. Quarterly Reports are due to the Division no later than 15 days after the end of each quarter of the program year and shall be sent each quarter until submission of the administrative close-out report. The ending dates for each quarter of the program year are March 31, June 30, September 30 and December 31.

IN WITNESS WHEREOF, the parties hereto have executed this Modification as of the dates set out below.

RECIPIENT: TOWN OF SEWALL'S POINT

By:_____

Name and Title: _____

Date: _____

STATE OF FLORIDA
DIVISION OF EMERGENCY MANAGEMENT

By:_____

Name and Title: Bryan W. Koon, Director

Date: _____

Attachment A-2
Budget and Scope of Work
(4th Revision)

Property Owner: William Babey & Lisa Fote

Property Address: 16 Fieldway Drive, Sewall's Point, FL 34996

The Scope of Work for this project, a wood frame, slab on grade brick home, which consists of 2,556 square footage of heating and cooling area to perform tasks associated with elevating (the garage is not included in the elevation of existing structure) the existing residence. The structure was built in 1974. The home is a single family residence that is located in a VE flood zone with a BFE of 9.0 feet. The newly elevated structure's lowest mitigated floor will be 12.0 feet and will be erected with 2,556 square feet of living space. The elevation will eliminate or reduce future flood claims by complying with NFIP requirements.

The property will be subject to a deed restriction recorded in the public records of the county where it is located. The recorded deed restriction shall comply with the FEMA program requirements set forth in 44 CFR 206.434 (e) at the completion of the mitigation project. The completed work shall comply with all Federal, State and Local Rules and Regulations.

The Recipient shall require the property owners to adhere to the following Environmental conditions as part of the award.

- The applicant must follow all applicable state, local, and federal laws, regulations, and requirements, and obtain (before starting project work) and comply with all required permits and approvals. If start of project work is delayed for a year or more after the date of the CATEX, then coordination with and project review by appropriate regulatory agencies must be redone.

- Any change, addition or supplement to the approved project Scope of Work that alters the project (including other work not funded by FEMA, but done substantially at the same time) will require re-submission of the application to FEMA for NEPA re-evaluation before starting project work.

- Construction vehicles and equipment used for this project shall be maintained in good working order to minimize pollutant emissions. The contractor will implement measures to prevent spillage or runoff of chemicals, fuels, oils, or sewer-related wastes during project work.

- Any hazardous materials found onsite, such as asbestos or lead-based paint, will also be managed in accordance with all applicable state, local and federal laws and regulations.

Deliverables

Mitigation activities for this project consist of elevating the existing Babey and Fote residence at 16 Fieldway Drive, Sewall's Point, FL 34996. The home is a single family residence that is located in a VE flood zone with a BFE of 9.0 feet. The newly elevated structure's lowest mitigated floor will be 12.0 feet and will be erected with 2,556 square feet of living space. The elevation will eliminate or reduce future flood claims by complying with NFIP requirements.

Provided the Recipient performs in accordance with the Scope of Work outlined in this Agreement, the Division will reimburse the Recipient based on the percentage of overall project completion.

Programmatic Conditions (Elevation projects):

1. Signed Notices from each affected property owner in the SFHA that the Sub-grantee will record a Deed Notice applicable to their property, as described below, and they will maintain flood insurance, must be provided to our office prior to issuance of a contract to the sub-grantee. The Model "Acknowledgement of Conditions for Mitigation of property in a SFHA with FEMA Grant Funds", referred to in the guidance, is located at: http://www.fema.gov/government/grant/sfha_conditions.shtm

2. Verification that each owner of property located within a SFHA has obtained flood insurance on the structure(s) benefitting from this project within 60 days of completion of the project as affects their property.

3. Confirmation that the Sub-grantee has recorded a "Deed Notice" for each project property located within a SFHA, that: "This property has received Federal Hazard Mitigation Assistance. Federal law requires that insurance coverage on this property must be maintained during the life of the property regardless of transfer of ownership of such property. Pursuant to 42 US. C. §5154a, failure to maintain flood insurance on this property may prohibit the owner from receiving Federal Disaster Assistance with respect to this property in the event of a flood disaster. The property owner is also required to maintain this property in accordance with the flood plain management criteria of Title 44 of the Code of Federal Regulations Part 60.3 and City/County Ordinance."

Financial Consequences

If the Recipient fails to comply with any term of the award, the Division shall take one or more of the following actions, as appropriate in the circumstances:

1. Temporarily withhold cash payments pending correction of the deficiency by the Recipient;

2. Disallow all or part of the cost of the activity or action not in compliance;

3. Wholly or partly suspend or terminate the current award for the Recipient's program;

4. Withhold further awards for the program; or

5. Take other remedies that may be legally available.

BUDGET

Funding Summary

Federal Share:	$340,805.71
Total Project Cost:	$340,805.71

The Division of Emergency Management (DEM) shall reimburse eligible costs for this project up to $340,805.71 (federal share).

Eligible Expenditures

The categories outlined below are generally considered eligible for reimbursement under the Repetitive Flood Claims Program. Only reasonable eligible expenses may be reimbursed. The Recipient shall

provide the Division with a detailed listing of project expenditures, classified according to the listed categories, as part of any request for payment. Any expenditure that does not clearly fall under the specified categories shall be submitted to the Division for review and determination of funding eligibility under the Repetitive Flood Claims Program.

Preliminary cost estimates for this project have been provided to the Division, and those costs that are eligible have been incorporated into the categories outlined below.

Any line item eligible cost may be increased or decreased by 10% or less without an amendment to this Agreement being required, as long as the overall amount of the funds obligated under this Agreement does not exceed the $340,805.71 (federal share).

Eligible Cost Item	**Total Cost**	**Federal Share (100%)**
Pre-Award Costs (Elev. Cert, inspection & estimate)	$ 500.00	$ 500.00
Planning, Design & Construction Plans	$ 1,500.00	$ 1,500.00
Building Permit Fees	$ 6,513.83	$ 6,513.83
Surveys (contr staking, elev control & as-builts)	$ 1,500.00	$ 1,500.00
Soil borings (geo-tech investigation for design)	$ 2,500.00	$ 2,500.00
Site-prep - demo/decks/stairs/drives/earthwork, etc. Decks, Stairs, Railings Driveways & Patios Sod Finish Grade & Dirt Landscape Sprinkler System Demolition Stucco Repair	$ 72,682.74	$ 72,682.74
Building Elevation, Foundations, Pilings, etc. Excavation & Temporary Shoring Elevation Foundation Helical Pilings	$ 207,500.00	$ 207,500.00
Utilities: Disconnect/Reconnect (elec/plumbing-A/C) Electrical Disconnect/Reconnect A/C Disconnect/Reconnect Plumbing & Septic Disconnect/Reconnect Septic System Repair	$ 26,000.00	$ 26,000.00
Sub-Applicant Management Fee	$ 15,609.14	$ 15,609.14
Project Management Fee	$ 6,500.00	$ 6,500.00

Total Cost	$340,805.71	$340,805.71

SCHEDULE OF WORK

Contracting	30 days
Building Permit Fees	
Soil Borings (geo tech investigation for design)	
Surveys (contrs. staking, elev control and as-built)	
Site prep demo/decks/stairs/drives/earthwork, etc.	
Utilities disconnect/reconnect (elec/plumbing-A/C)	
Building elevation, foundations, pilings, etc.	324 days
Grant closeout for local government	30 days
Final inspection, Close-out grant for state	60 days
Total Duration of Proposed Activity	**444 days**

The Period of Performance for this project ends on April 30, 2017.