


# THE CITY OF PALM COAST FLORIDA



## 2013 ANNUAL PROGRESS REPORT

*Find Your Florida*

A monarch butterfly and a white butterfly are perched on a yellow sign. The sign features a palm tree logo and the text "PALM COAST Florida" and "Find [unclear] coast.com".

PALM COAST  
Florida  
Find [unclear] coast.com

## To Our Residents:

This is our Annual Progress Report for 2013 – an overview of the City of Palm Coast’s accomplishments, achievements and forward progress based on the goals set by the Palm Coast City Council. The report includes a section on each of the six goals: Expansion, Economic, Finance, Environmental, Quality of Life, and Workforce Talent.

Plus, it includes a summary of the annual Citizens Survey and a special report on the year’s greatest unforeseen challenge – the Starlight Tornado – and how the City rose to that challenge to provide a quick and comprehensive response and follow-up to aid in the recovery.

There is much to be proud of as we review 2013! The economy continues to improve in Palm Coast, with positive trends such as increases in taxable sales and visitor spending, more jobs, and many new construction projects – both residential and commercial. While continuing to grow and strengthen, the City has been able to keep property taxes at the same level and still accomplish many big projects, earn awards for excellence and improve the quality of life for residents.

This past year was one of transition and setting a foundation as we chart a course for the year ahead and beyond. Planning and design for a number of capital projects to be started (and, in some cases, finished) in 2014 were completed in 2013, and we are very excited to be moving forward with the following:

- Palm Coast Parkway 6-Laning, from Cypress Point Parkway/Boulder Rock Drive to Florida Park Drive – to include pedestrian/bike paths on both sides of Palm Coast Parkway
- Bulldog Drive Improvements – including reconstruction, drainage and intersection
- Palm Harbor Parkway and Old Kings Road extensions – in preparation for new I-95 interchange
- Multi-Use Pathways along Seminole Woods Boulevard and Matanzas Woods Parkway
- M-3 Surface Water Control Structure replacement (weir on Belleaire Waterway)
- Zero Liquid Discharge water treatment plant at Water Plant 2
- Long Creek Nature Preserve, Phase 1
- Renovation of James F. Holland Memorial Park, Phase 1
- Rehabilitation of the College Waterway Bridge
- Gateway Improvements – to include signage and landscaping
- Phase 1 of new City Hall at Town Center

In addition to planning and design for these exciting projects, the City completed a number of major projects benefitting the residents of Palm Coast this past year – everything from roadway improvements and a new pathway on Pine Lakes Parkway North, to major stormwater system upgrades in Lehigh Woods to major beautification of the medians on Palm Coast Parkway West near U.S.1 and on Belle Terre Parkway from Ponce de Leon Drive to Royal Palms Parkway. The Fire Department offered a variety of community programs to keep residents safe, drainage improvements were made, and the Parks & Recreation Department expanded special events and recreation programming to serve all residents, toddlers to seniors. Many of those projects were completed using in-house City crews, saving taxpayer dollars.

The City prides itself on excellence! The City, its departments and employees won a number of awards in 2013, as outlined in Workforce Talent. We are constantly striving to improve, through training, to better serve you – our citizens!

As you read the 2013 Annual Progress Report, please reflect on how you Found Your Florida in Palm Coast. We think you’ll agree Palm Coast is a great place to live, work and play!

*Jim Landon*  
Palm Coast City Manager

# Starlight Tornado

## Meeting An Unforeseen Challenge Plan. Train. Prepare. Respond

The City of Palm Coast put its emergency preparations to the test in December 2013, when the Starlight Tornado brought a 1.5-mile trail of destruction to the B, C and F sections of Palm Coast. In all, seven homes were destroyed and another 234 homes were damaged, adding up to \$7.27 million in damage. Thankfully, no one was injured or killed and the tornado stayed clear of Town Center, where the Starlight Holiday Parade wrapped up early due to the approaching storm.

The City executed a quick and comprehensive response in the minutes, hours and days after the tornado. After ensuring residents' safety, City teams helped our citizens recover by providing debris cleanup, damage assessment, street-sign replacement, and a streamlined permitting and inspections process for emergency repairs. City Customer Service representatives went door-to-door with the American Red Cross to assist residents in contacting their insurance companies and getting the help they needed. The City drew on the resources of Flagler Emergency Services, the Flagler County Sheriff's Office, and other state and local agencies, organizations and companies to keep residents safe and to aid in a speedy recovery.

"We never know when the next damaging weather event will occur in our area. We only know that

Citizen Survey: 68% of residents rated  
Emergency Preparedness as "excellent" or "good"



hurricanes, tornadoes and major rain events do eventually happen, as evidenced by the Starlight Tornado," Palm Coast Mayor Jon Netts said in our Starlight Tornado recap video. "I want to assure you that our staff in Palm Coast and the county stand ready, and we will again work together to provide the very best in emergency response and protection for all our residents."

The Starlight Tornado was a 110-mph reminder to all of us to be safe and be ready. The City is continuously improving its response plans and preparing for the next emergency.

If you haven't already done so, the City urges you to sign up now for the CodeRED emergency notification system, which provides automated warnings of impending severe thunderstorms, tornadoes and flash floods, as well as City or neighborhood emergency alerts. To register, visit [www.palmcoastgov.com/emergency/codered](http://www.palmcoastgov.com/emergency/codered).

For more information, view our "After the Storm" video at <http://www.youtube.com/watch?v=GBiw0HClA6M> and visit our Emergency Management pages online at [www.palmcoastgov.com/emergency](http://www.palmcoastgov.com/emergency).

# Our Vision

## Strategic Action Plan Making a Vision a Reality

**Our Vision:**  
To be recognized as one of Florida's premier cities in which to live, work and play.

Under the direction of the City of Palm Coast City Council, the Strategic Action Plan (SAP) was developed to reaffirm the long-term vision of Palm Coast. Maintaining a long-term vision is crucial to ensuring that the City is recognized as one of Florida's premier cities to live, work and play.

The Vision is implemented through six Long-term Goals and supporting Short-term Objectives and Strategies. To bridge a closer relationship between the Vision and Fiscal Year budgetary commitments, an additional tier of organization was established. Through Approaches (Annual projects), City staff tracks

activities, budget, performance and overall accountability in the pursuit of the City's Vision.

We welcome our citizens to view the 2013-2014 Fiscal Year SAP which is evaluated by City Council on an annual basis.

<http://www.palmcoastgov.com/council/strategic-action-plan>

This report is structured to focus on the progress of our efforts to implement the Vision on an annual basis. Each Goal has a focus element along with other areas of City operations that may be of interest to our citizens.

# City Information



Mayor – Jon Netts

[jnetts@palmcoastgov.com](mailto:jnetts@palmcoastgov.com)

Council Member, District 1 – Bill McGuire

[bmcuire@palmcoastgov.com](mailto:bmcuire@palmcoastgov.com)

Council Member, District 2 – David Ferguson

[dferguson@palmcoastgov.com](mailto:dferguson@palmcoastgov.com)

Council Member, District 3 – Jason DeLorenzo

[jdlorenzo@palmcoastgov.com](mailto:jdlorenzo@palmcoastgov.com)

Council Member, District 4 – William A. Lewis

[blewis@palmcoastgov.com](mailto:blewis@palmcoastgov.com)

Palm Coast City Council, pictured from left

David Ferguson, Council Member District 2; Jason DeLorenzo, Council Member District 3; Jon Netts, Mayor; Bill Lewis, Council Member District 4; Bill McGuire, Council Member District 1

## CONTACT INFORMATION

Customer Service	(386) 986-2360
City Offices	(386) 986-3700
City Manager's Office	(386) 986-3702
Parks & Recreation	(386) 986-2323
Building & Permits	(386) 986-3780
Business Assistance Center	(386) 986-3766
Planning/Zoning	(386) 986-3736
Fire	(386) 986-2300
Animal Control	(386) 986-2520

## APPOINTED OFFICIALS

- City Manager, Jim Landon
- City Attorney, William E. Reischmann, Jr.
- City Clerk, Virginia Smith
- Finance Director, Christopher M. Quinn
- Information Technology Director, Steve Viscardi
- Fire Chief, Michael C. Beadle
- Public Works Director, Richard H. Adams
- Recreation & Parks Director, Luciana Santangelo
- Engineering & Stormwater Director, John C. Moden
- Community Development Director, Nestor Abreu



### 2013—2014 Strategic Action Plan

Implementing a Vision

To ensure the City's pursuit of this Vision, Goals with Objectives and Strategies were established to guide staff with implementing City Council's direction. The budget is driven by this Plan and results in a year-long process.

	February	March	April	May - September	December
<b>1</b>	2012-13 Fiscal Year Audit Report				
<b>2</b>	Citizen Survey Presentation				
<b>3</b>		2013 Progress Report			
<b>4</b>	SAP Executive Summary Evaluation				
<b>5</b>			SAP Finalized		
<b>6</b>				SAP Action Agenda	
<b>7</b>				Budget Review	
<b>8</b>				Budget Adoption	
<b>8</b>					Annual Budget Report

◆ Quarterly Update Meetings: January, April, July and November

	Transportation	Recreation	Stormwater	Utility
	Palm Coast Parkway 6-Laning (Construction)	Lehigh/Belle Terre Trailhead (Design)	M-3 Structure (Construction)	Beachside Sewer System (Construction)
	Bull Dog Drive Improvements (Construction)	Long Creek Nature Preserve Phase I (Construction)	Boulder Rock Dr. Major Crossing (Design)	Holland Park Reclaimed Water Main (Construction)
	Royal Palms Parkway Phase III (Construction)	Holland Park Renovation Phase I (Construction)	Swale Rehabilitation (25 miles)	WTP #2 Zero Liquid Discharge (Concentrate) (Construction)
	Palm Harbor Parkway Extension (Construction)	Seminole Woods MUP Phases I and II (Construction)	Sections 35 & 37 Stormwater Modeling Project (Construction)	WTP #3 Concentrate Pre-Treatment System (Design & Construction)
	Old Kings Road 4-Laning (Design)	Community Center Replacement (Design)		CUP Modification for WTP #2 Wellfield (Consulting)
				Sludge Management Evaluation (Consulting)

Vision	Goal	Objective	Strategy	Approach Assignments						
				Administrative	Community Development	Engineering & Stormwater	Finance	Fire	Public Works	
To be recognized as one of Florida's premier cities in which to live, work and play	Goal 1: Expansion	To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services and employment	1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects assigned as highest priority for replacement shall be evaluated for potential upgrade or enhancement						
			1.2 To assess the need to expand infrastructure for sustainable growth	Maximize use of existing infrastructure condition and capacity; coordinate facility capacity upgrades; improve other neighborhood objectives and reduce unnecessary expenditures						
	Goal 2: Economic	To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values	2.1 To develop an evaluation matrix to assess the implementation of economic 2013	Identify and target opportunities for replacement						
			2.2 To develop a "training and marketing strategy" and establish criteria to measure success	Expanded use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support area activities with positive economic impact						
	Goal 3: Finance	To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	3.1 Diversify our revenue sources	Evaluate and target identification of funding sources; seek non-traditional partnerships						
			3.2 Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance business opportunities; seek in-house alternatives to external services						
	Goal 4: Environmental	To evaluate the evolution of City of Palm Coast residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife	4.1 To develop programs to enhance our water conservation strategies	Utilize water's water supply resources effectively for water supply; water conservation of residential water						
			4.2 To evaluate the evolution of City of Palm Coast residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife	Develop a phased approach to financing and constructing our Green Nature Preserve Concept; build through public-private partnerships; seek in-house alternatives to external services						
	Goal 5: Quality of Life	To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	5.1 Enhance safety measures through the community	Review operational procedures and policies; evaluate technological opportunities; continue and enhance business opportunities; seek in-house alternatives to external services						
			5.2 Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between opportunities to business experiences; seek and outreach opportunities to benefit and outreach resources						
	Goal 6: Workforce Talent	To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	6.1 To develop a program to improve staff retention and employee satisfaction	Establish a program to identify individual skills and better improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program						
			6.2 To develop an in-house and identify external training opportunities for employees	Create a comprehensive training program; assess positive descriptions, training, certification, public-private partnerships; target annual budget for training opportunities; complete Employee Motivation and Reward Program						
Goal 7: Customer Service	To enhance awareness of customer service and relationships with our citizens	7.1 To enhance awareness of customer service and relationships with our citizens	Establish a program that solicits customer feedback and review follow-up communication; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide employee training program							
		7.2 To coordinate with regional public and private organizations to identify and promote development opportunities, which benefit both parties	Seek and solicit external partnership opportunities; meet with community development to develop future employees							

# Annual Survey Results

## The National Citizen Survey Tracking Our Progress

The National Citizen Survey (NCS) provides a statistically valid overview of resident opinions about community quality of life, City services, civic participation and unique issues of local interest. The survey findings further allow us to compare ourselves against a benchmark of 500 cities and communities across the United States.

The NCS report is about the “livability” of Palm Coast. The phrase “livable community” is used to evoke a place that is not simply habitable but that is desirable. It is not only where people live, but where they want to live.

78%

Paths & Walking Trails  
% Reflect “Excellent” and “Good” Ratings

Our goals are to identify our strengths and weaknesses so the City can plan, allocate resources and evaluate programs for improved services, more civic engagement, better community quality of life, and stronger public trust. The survey was customized for Palm Coast and was developed in close cooperation with City staff. This is the 11th year we’ve conducted this survey. Sample trends are provided throughout this report and highlighted with arrow trend designs to illustrate ratings over the last five years. We encourage you to visit <http://www.palmcoastgov.com/about/citizen-survey> to view the report in its entirety.

Citizen Survey: 78% of residents rated Paths and Walking Trails as “excellent” or “good”



## The National Citizen Survey Findings How Are We Doing?

The Natural Environment makes Palm Coast a very desirable community in which to live.

Across Community Characteristics, Governance and Participation, ratings for the Natural Environment were high. Many aspects of the Natural Environment were similar to the benchmark and Palm Coast’s cleanliness was above the benchmark. Ratings were high for services such as garbage collection, recycling, and yard waste pick-up and participants frequently participated in conserving water, recycling, and making their homes energy efficient. When asked what were the most important attributes in promoting Palm Coast were and how Palm Coast compared to previous communities they had lived in, cleanliness, beaches, climate, beauty and trails were the most frequently cited answers.

Participants value their Safety.

About 7 in 10 respondents feel safe overall and almost all participants feel safe in their neighborhood. Safety aspects of Governance were rated highly by a majority of participants and were similar to the benchmarks. More participants in Palm Coast are prepared for emergencies with stocked supplies than in jurisdictions across the nation. Most participants had not been a victim of a crime or had reported a crime to police in Palm Coast; both were these ratings were similar to the benchmark.

Recreation and Wellness are important to participants.

A majority of participants gave high ratings for Community Characteristics surrounding Recreation and Wellness (such as fitness opportunities, recreation opportunities and health and wellness). Ratings for recreation opportunities were also trending upward compared to the 2012 survey. While City parks, recreation programs and health services were trending lower compared to 2012, they were still rated highly by a majority of participants and were similar to the benchmarks. Participation in Recreation and Wellness is high in Palm Coast. About 8 in 10 participants have visited a City park, eaten at least 5 portions of fruits and vegetables a day and participated in moderate to vigorous physical activity. About three-quarters of respondents cited recreation and an active lifestyle as an “essential” or “very important” attribute in promoting Palm Coast.

The Economy still has room for improvement.

While many ratings for the Economy were stable over time and similar to the benchmark, there were still aspects that could see improvement. Aspects such as overall economic health, employment opportunities and Palm Coast as a place to work were below the benchmark and rated positively by less than half of participants. Ratings for economic development were also below the benchmark and about one-third of participants rated it positively. But, some economic ratings were positive. Particularly, ratings for businesses and services in Palm Coast were rated highly by over half of participants, a rating that was higher than in 2012. Most participants rated Palm Coast as a place to visit highly and almost all participants (98%) purchased goods or services in Palm Coast.

We encourage you to visit <http://www.palmcoastgov.com/about/citizen-survey> to view the report in its entirety.

# Expansion

## Planning Ahead Anticipating Needs

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

### Planning Ahead

The Palm Coast City Council has adopted a multi-year Capital Improvement Plan (CIP) that provides a safe and functional community and allows for growth. The plan gives clear direction for expansion, maintenance and replacement of the City's infrastructure. The CIP is updated annually to track and plan for all capital projects and to allow staff to plan for future budget years.

A team of City employees meets weekly to manage the CIP. Each year, when the budget is adopted by City Council, the team schedules that year's projects and extends other projects into future years. The timeline is adjusted as projects progress, issues arise and priorities change.

Pictured at right are new wells, added in the recent wellfield expansion. Shown below are a roadway pipe project (bottom left) and reconstruction of a water control structure (bottom right).



## Maintaining And Improving From Design To Construction



Before



After

The Engineering and Stormwater Department completed reconstruction of three of the City's 31 water control structures in 2013. Pictured above is the Three Sisters Water Control Structure Complex. Engineering and design were done by City employees, resulting in significant savings. Contractors for construction were chosen through competitive bids, with two of the projects completed by local contractors. Also this past year, Engineering and Stormwater replaced eight of the City's 145 pipes that drain roadways into saltwater canals.

The Engineering and Stormwater Department and the Public Works Departments collaborate to maintain and replace much of the City's drainage system, saving taxpayer dollars by doing the engineering and the construction in-house. In 2013, the two departments worked together on these projects:

- Design of 101 of the system's nearly 1,600 roadway pipe crossings with replacement of nearly 4,000 feet of pipe;
- Design of 19 of the system's 353 intersection valley gutters being replaced. Following the CIP, half of those crossings have been replaced;
- Design and replacement of a major roadway pipe crossing on Pritchard Drive; and
- Design and regrading of more than 57 miles of Palm Coast's 1,100 miles of roadside swales.

Citizen Survey: 43% of residents rated Storm Drainage as "excellent" or "good"



# Expansion

## Capital Improvement Making A Great Community Better



**PINE LAKES PROJECT:** The section of Pine Lakes Parkway from Palm Coast Parkway North to Belle Terre Parkway was widened and resurfaced, with additional work including paving the shoulders, adding left turn lanes, moving utilities underground, adding new water and stormwater piping and structures, and constructing a 10-foot-wide multi-use path (pictured below right).

**BEAUTIFICATION:** Two major median landscaping projects were done in 2013 – along Belle Terre Parkway (pictured above) from Ponce DeLeon Drive to Royal Palms Parkway and along Palm Coast Parkway (western end) from Brushwood Drive to U.S. 1. On Belle Terre, new trees, plants and sod were added, and irrigation was installed. The Palm Coast Parkway project included new trees, shrubs and sod, as well as landscape lighting, a sign upgrade, and irrigation. In addition, red paver concrete median tips were put in at the intersections on Palm Coast Parkway and the turn lane at the west entrance to St. Joe Plaza was improved.

**SIX-LANING PREP:** 2013 was an important year for the Palm Coast Parkway six-laning project, with design and permitting being completed. The project includes widening of approximately 1.23 miles of Palm Coast Parkway from Cypress Point Parkway/Boulder Rock Drive to Florida Park Drive with the addition of pedestrian/bike paths on both sides of Palm Coast Parkway. The roadway was previously four lanes wide. The existing bridge over Interstate 95 was constructed to accommodate a six-lane roadway, so no new construction will be needed. Lighting and landscaping will be upgraded, improving the appearance as well as function. Construction will be March 2014 to December 2015.

Adding new facilities for residents and improving existing facilities is a top priority for the City of Palm Coast. Areas targeted through the Capital Improvement Plan (CIP) include parks, multi-use paths, streets, City facility construction/renovation, and beautification such as landscaping and signage. Long-range planning is utilized to allow for budgeting of higher-cost projects over multiple years. Many projects were completed in 2013, and the City laid the groundwork for many others. Here are some highlights.

**PRESERVING NATURE:** Design and permitting for the new Long Creek Nature Preserve were also finalized in 2013. Phase I construction for the nature preserve, located on Palm Harbor Parkway adjacent to the College Waterway Bridge, will include construction of a path and boardwalk to new canoe/kayak launches into Long Creek and College Waterway, installation of shoreline stabilization along College Waterway, construction of a fishing pier along College Waterway with floating dock for boat mooring, and an entrance to the site with a parking area. The project will provide access to the City's saltwater canal system, and eventually facilitate access to the Pellicer Creek Aquatic Preserve and other regional attractions.



## Continuing To Expand Within & Beyond Our Borders

### Utilities

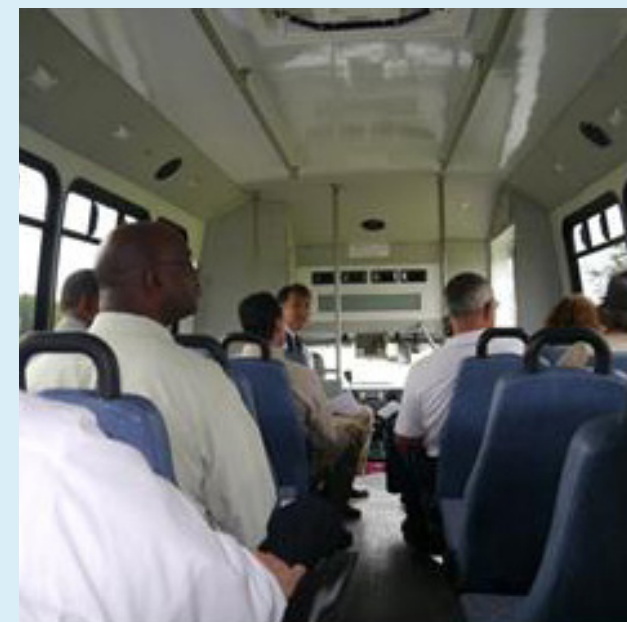
The Utility Division of the Palm Coast Public Works Department works hard to provide award-winning service to residents – and also to plan ahead for that same level of service for future residents and surrounding communities. Construction began in 2013 on a new Zero Liquid Discharge plant to comply with state regulations regarding the disposal of concentrate produced through the water treatment process at Water Plant 2 on Citation Boulevard. Implementing a ZLD process at Water Plant 2 will treat and recover up to 1.2 million gallons of water per day – which will be blended with the plant's finished water to increase distribution capacity and add to the City's water supply in an economically feasible, environmentally responsible way. The new ZLD will begin operations in late 2014. Construction of the tank portion of the project is pictured at right.



Also in 2013, Utility completed the design and permitting of the Beachside Sewer System Phase 1. These improvements will allow for expansion on the beachside. They include a new pump station at Hammock Dunes Bridge and State Road A1A and a force main system to convey wastewater to the treatment facility on Utility Drive. The project is made possible by an interlocal agreement between the City and the County that calls for the City to supply bulk wastewater service for the Beverly Beach Service Area. With the agreement, the County won't need to build a new wastewater treatment facility to replace its aging plant on the barrier island. Removal of the beachside facility also benefits the environment.

The division also completed the second phase of the expansion of the City's wellfields. Twelve new wells were constructed to provide additional water – up to 3 million gallons per day – at Water Plant 3. Six of those wells have stand-by generators so water can be produced if power service is lost.

### Transportation



To prepare for future growth, the Community Development Department with the assistance of the City's Infrastructure Team initiated the City of Palm Coast's transition into the Volusia Transportation Planning Organization (TPO) during 2013. The Volusia TPO boundaries were expanded to include Palm Coast, and the City of Palm Coast was given a voting seat with the organization. The TPO name changed from the "Volusia TPO" to the "River to Sea TPO" to better represent the addition of Palm Coast, Bunnell and Flagler County. At left, the TPO Board is pictured touring Palm Coast.

Key accomplishments with the transition included ensuring the City's transportation project priorities were not negatively impacted, adjusting the TPO schedule so it didn't conflict with Palm Coast City Council meeting dates, and securing fair representation to the TPO Board and subcommittees.

# Economic

## Growth Strategy Fostering a Strong Local Economy

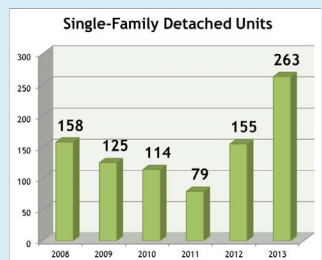
To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

The City of Palm Coast works to expand business opportunities that foster a strong local economy. Positive trends continued in 2013, with rising employment, taxable sales, median home values, capital investment, visitor spending and new construction.

Prosperity 2021 serves as the City's strategic economic development plan. Its primary goals:

- Maintain our neighborhoods;
- Support existing businesses; and
- Encourage investment by attracting residents, visitors and businesses.

Citizen Survey: 34% of residents rated Economic Development as "excellent" or "good"



The City issued 263 single-family residential permits during 2013, a 70-percent increase over the year before. The construction value was \$71.6 million. There were 230 new commercial construction permits issued, with a construction value of \$30.9 million.

The City, in partnership with local sports clubs and the Flagler Tourist Development Council, hosted 17 sports tournaments in 2013 with an estimated visitor spending of \$3 million.



Key to Prosperity 2021 is the Palm Coast Business Assistance Center. Established in 2011, the BAC is a unique partnership between the City of Palm Coast and the Florida Small Business Development Center hosted by the University of Central Florida. The BAC provides personalized assistance in starting and growing businesses in Flagler County, at no cost to businesses. Since the center's inception, BAC clients have increased their sales by more than \$4 million and invested \$3.2 million in capital expenditures in Palm Coast. BAC clients return \$97 to the local economy for every \$1 of taxpayer money invested in the BAC. This year, the center added another certified business analyst to its staff, expanding its ability to assist even more local businesses.



The City supports the economic development efforts of the Flagler County Department of Economic Opportunity and the Flagler County Chamber of Commerce. Successes yielded this year include a \$600,000 U.S. Environmental Protection Agency brownfields grant and the relocation to our area of both AVEO Engineering and GIOIA Sails.



"How Successful People Think" was the theme of the 3rd annual Palm Coast BAC Expo, presented by the BAC, the Florida Small Business Development Center at UCF, and Flagler County Chamber of Commerce.



In 2013, the BAC hosted a five-part Lunch n Learn business series, "Fearless and Focused: Women in Business," along with two Business Outreach programs geared toward minority business owners.



# Finance

## Financial Excellence Leveraging Our Financial Strengths

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

The City's strategies to accomplish this goal include diversifying our revenue sources and increasing efficiency through enhanced operations and technological advancements. The Strategic Action Plan is the guiding policy document for City Council and City staff. Each year the budget is driven by the mission statement and goals contained within the Strategic Action Plan.

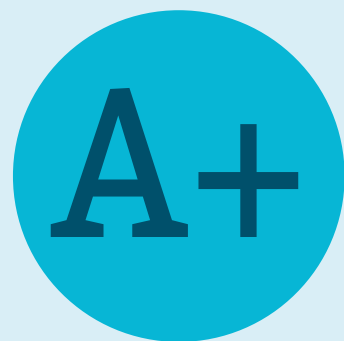
### Financial Excellence Awards

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Palm Coast, for the Annual Budget beginning October 01, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the tenth consecutive year that the City of Palm Coast has received this award.



The City also received the GFOA Certificate of Achievement in Financial Reporting for the 12th consecutive year.

Both documents can be found on the City's website: <http://www.palmcoastgov.com/government/finance>



Improved Bond Rating  
"S&P 2013"

Citizen Survey: 54% of residents rated Value of Services for Taxes Paid as "excellent" or "good"



### Utility Rate Study

A Utility Rate Study was completed to comply with regulatory requirements and allow for refinancing and debt service savings. The refinancing will provide capital for infrastructure renewal and replacement. The rate study, which resulted in rate increases, will ensure that through renewed capital investment in infrastructure, the system will remain strong and viable into the future. The increase is the first since 2008, with the exception of CPI adjustments. The City also improved its bond rating to A+ (Standard & Poor's, 2013) – a measure of financial strength that provides the ability to obtain lower interest rates for any financing needs.

### Grants

Firehouse Subs donated skid packages for two Fire Department vehicles, and a \$96,000 grant was received to purchase 15 Lifepak cardiac monitoring units. St. Johns River Water Management District provided a \$494,800 grant for the Water Plant 3 Concentrate Treatment System. Florida Inland Navigation District (FIND) gave \$80,000 toward the Annual Intracoastal Waterway Cleanup and for design of Long Creek Nature Preserve. The City continues to participate in the Community Development Block Grant and Neighborhood Stabilization Program for housing and rehab assistance to residents.

### Public Infrastructure Plan

This past year a public infrastructure plan, which included identifying revenue sources for the Capital Improvement Program (CIP), was developed and presented to City Council. The plan played an important role in decision making at budget time. Due to our strong financial position and prudent City Council fiscal policy, in fiscal year 2014, the City will have the ability to invest in needed infrastructure projects.

### Stormwater Fee Structure

City Council adopted an improved stormwater fee structure in order to fairly assess users for the cost to maintain and operate the City's stormwater system. This improved structure, along with the dedicated revenue stream, will ensure ongoing maintenance and replacement of our aging stormwater infrastructure.

### Safety

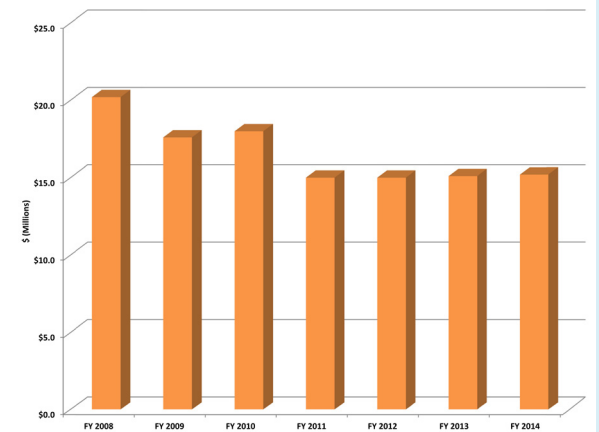
In 2013, a team of employees came together with the same goal: to establish and maintain a safe and efficient workplace. The team has streamlined and implemented procedures to educate and train staff, create a safer work environment and lower insurance premium costs. The team also assisted in completing a City-wide property asset survey that resulted in more comprehensive coverage under the City's property insurance policy.

### Investment Policy Certificate of Excellence

The Association of Public Treasurers of the United States & Canada presented the City of Palm Coast with the Association's Investment Policy Certificate of Excellence Award. The Investment Policy was revised and submitted to the association for the award based on the upgraded policy. This shows the City's continued commitment to sound financial policy.

### Our Tax Dollars - Ad Valorem Receipts

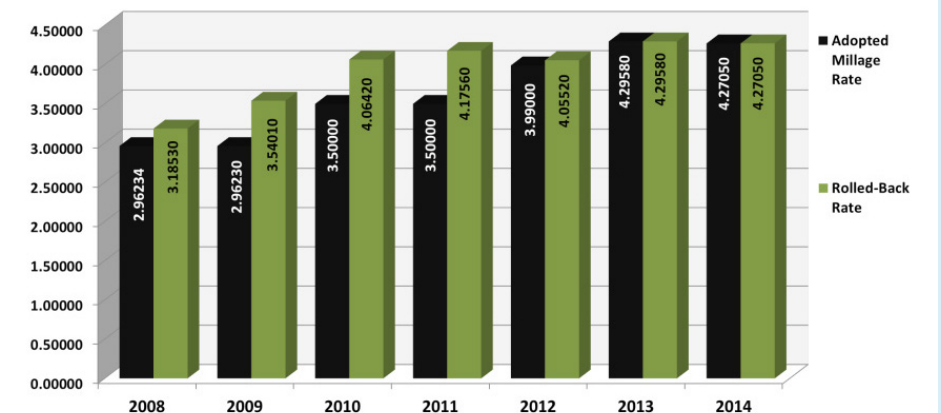
Property taxes from citizens have declined from a high of \$20 million in fiscal year 2008 to \$15 million in fiscal year 2014. Total taxes collected have remained flat for the last four consecutive years. This has been accomplished through reorganizing City functions, a reduction in the workforce of nearly 35 tax supported positions since fiscal year 2009, and various cost containment programs.



### Rolled-Back Millage Rate Adopted

During this year's budget process, the City Council reduced the City millage rate to the rolled-back millage rate, which will result in the same amount of property tax collection as the previous year. This will allow the City to maintain the same level of service to the citizens of Palm Coast, while maintaining the third lowest millage rate for cities our size (population between 60,000-90,000) in Florida.

### Adopted Millage Rate vs. Rolled-Back Rate 2008 - 2014



# Environmental

## Reuse and Reduce Thinking of our Future

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

*Our commitment to environmental sustainability is a keystone to the balance of the natural environment and the growth of our beautiful City. We continue to look for more opportunities to conserve our precious resources while being fiscally responsible and sensitive to the uniqueness of our community.*

## Our Environmental Stewards The Citizens of Palm Coast

- **Children Helping in Resource Protection (CHIRP) – Making Noise for Nature**  
*Since 2009, the City of Palm Coast has offered free educational program to Flagler Schools. The CHIRP program supports a diverse curriculum for all ages and engages students in many different experiences. In 2013, 164 students participated in the program extending the reach of benefits to a total of 2,435 students.*
- **Seventh Annual Arbor Day:** 550 trees given away, 1,170 lbs. of food donated for Flagler County families, QR Code Challenge by local students, 5K-Root Run and 1-Mile Flutter Foam Fun Run.
- **2013 Christmas Tree Recycling Event:** 223 trees, 5,560 lbs. electronics, 11 lbs. gift wrap, 12 cubic square yards of Styrofoam
- **Sixth Annual Intracoastal Waterway Cleanup:** 506 Volunteers and 2,217 lbs. of debris removed from natural resources. Thank you to Florida Inland Navigation District for the generous grant funding.



### Expanding Reuse

Through the use of in-house resources, the reclaimed water supply was expanded to Hidden Lakes subdivision, Holland Park, and S.R. 100. Use of reclaimed water for irrigation is a form of alternative water supply which replaces ground water or potable water for irrigation of residential and other public accessible areas.

The City has been implementing reclaimed water reuse projects since 1995. The implementation of reclaimed water reuse has significantly reduced potable water demands.

### Saving Trees

In 2014, Palm Coast Parkway will be widened, bringing some much needed relief along our roadways. The widening will reach from Florida Park Drive to Cypress Point Parkway/ Boulder Rock Drive and will have minimal encroachment into natural areas.

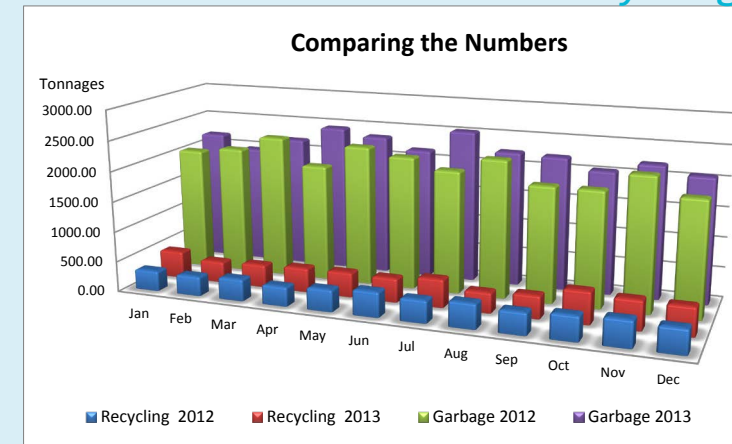
Through an innovative and extraordinary effort, 110 sabal palms have been relocated through in-house resources to Waterfront Park (30 trees), Indian Trails Sports Complex (72 trees), and Palm Coast Parkway west (8 trees).

### Waste Not - Want Not

Waste Pro provides waste hauling services to Palm Coast households and offers a comprehensive recycling program. Our citizens do a great job with recycling, and the Waste Pro Rewards and Doorstep Household Hazardous Waste pick-up program give convenient recycling opportunities. The revenue goes back into City events and environmental programs.

Learn more about this and other programs including Battery Recycling Drop-off: <http://www.palmcoastgov.com/recycle>

## Thank You Palm Coast for Recycling!



Citizen Survey: 87% of residents rated Overall Natural Environment as “excellent” or “good”



# Quality of Life

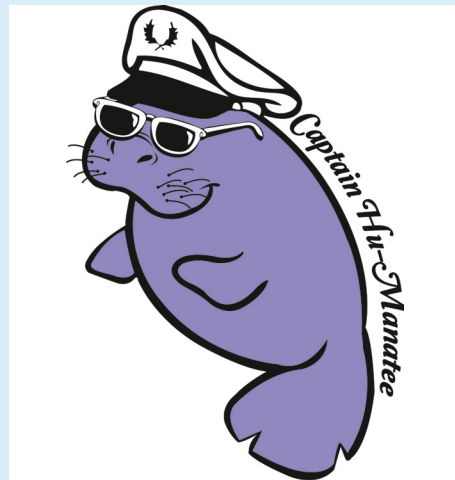
## Discover Palm Coast Find YOUR Florida

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.



### Running Series

Running Series (9 events in series -- 5 conducted by City) -- 2 new logos designed this year "Find Your Pace"



### Technology & Social Media

- The City's Facebook page reached 2,500+ followers and 200+ followers on Twitter
- Facebook Campaign Captain Hu-Manatee wins!
- Produced seven QR Code videos at Waterfront Park that were launched at a special event
- Deployed public Wi-Fi in various city parks and facilities
- Fire assisted Flagler County Sheriff's Office with the purchase of 80 AEDs and conducted training classes for deputies.



### Sports Alliance

Continued meetings of the Palm Coast Sports Alliance. As a result a relationship was formed between Players Development Academy (PDA) from New Jersey and FC United Soccer. There is now the PDA Florida with an Agreement in place to construct additional soccer fields in Palm Coast.



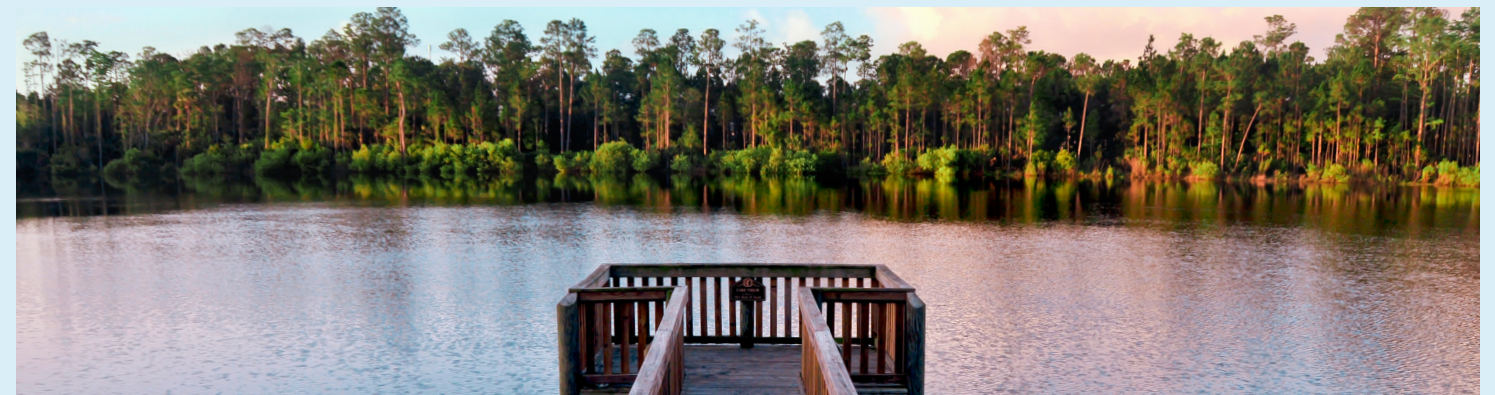
In-house talent and resources were used to install the "Flight of Life" Heron sculptures at Waterfront Park.

### Find Your Florida Photo Contest

Beautiful birds in nature, fishing fun, running the trails, and calm waters at the end of a dock in Palm Coast's Town Center were among the winning images in the Palm Coast Find Your Florida 2013 Photography Contest. The contest, held in spring 2013, was the first photo contest held by the City in several years. It was so successful the City is planning another photo contest in 2014!

Grand prize was awarded to Ilya Ellerin of Palm Coast for his photo of an osprey in flight, holding a fish, over the Intracoastal Waterway. Ellerin's photo is being displayed in City Offices at City Marketplace this year. The City held a separate photo contest for employees and their immediate families, as they were not eligible to participate in the public contest. Grand prize was awarded to Barbie Bemby for her photo of two butterflies on a beach ball at the 2013 Arbor Day Celebration. First-, second- and third-place awards were also given in four categories, in both contests. Winners were selected by the City of Palm Coast Beautification and Environmental Advisory Committee in blind judging. There were 217 submissions that met the qualifications of the contest.

Photographs submitted are being used by the City for marketing, promotional and public relations purposes such as publications, videos and websites to promote Palm Coast. The City received many great photographs showcasing Palm Coast's beautiful parks and trails, wildlife, active lifestyle, and families enjoying leisure time.



Citizen Survey: 68% of residents rated Recreational Opportunities as "excellent" or "good"



# Special Events

## Showcase Events

- Food Truck Tuesdays (6 events)
- International Food & Wine Festival live social media blitz launched for first time
- Arbor Day Celebration and 5K Root Run/Walk and 1M Flutter Foam Run
- Holiday Tree Lighting Ceremony
- Starlight Event and Parade
- Partnered with the Tourism Development Council and the Ormond Beach Senior Games to host 4 events in Palm Coast and the Flagler Beaches. Our first year events of Archery (32 participants), Horseshoes (20 participants) and Ballroom Dance (12 participants) were so successful; we will host our own Senior Games event in 2014.

In addition to our Showcase Events, we also had a great number of events in 2013. Just in our beautiful Central Park, we had the following:

- Movies in Central Park (10 events)
- Rock N' Rib Festival
- Egg'stravaganza
- Fireworks in the Park
- Independence Day Ceremony
- Seafood Festival -- New logo designed this year -- live social media blitz launched for first time
- Cause for Paws



At sports complexes, parks, at the Frieda Zamba Pool, and at our Community Center we were able to offer the public the following events:

- Daddy/Daughter Dance
- NCCAA Sports Clinics
- Teen Flashlight Egg Hunt
- Dive in Movies (3 events)
- Pool Safety Day
- Veteran's Day Ceremony
- Memorial Day Ceremony
- 9-11 Fallen Hero Memorial Service
- Halloween Boo Bash
- Bike Rodeos

We had a Parks & Recreation Month Celebration in July 2013, and we had many events that took place for the Celebration: Ice Cream Social, 4th Annual Tour de Palm Coast, 2 fun discount days at Frieda Zamba Pool, Splash and Dash Event, 2 discount days at the Tennis Center, and 1 discount day at Palm Harbor Golf Club.

Other Community Events in Palm Coast in 2013 included:

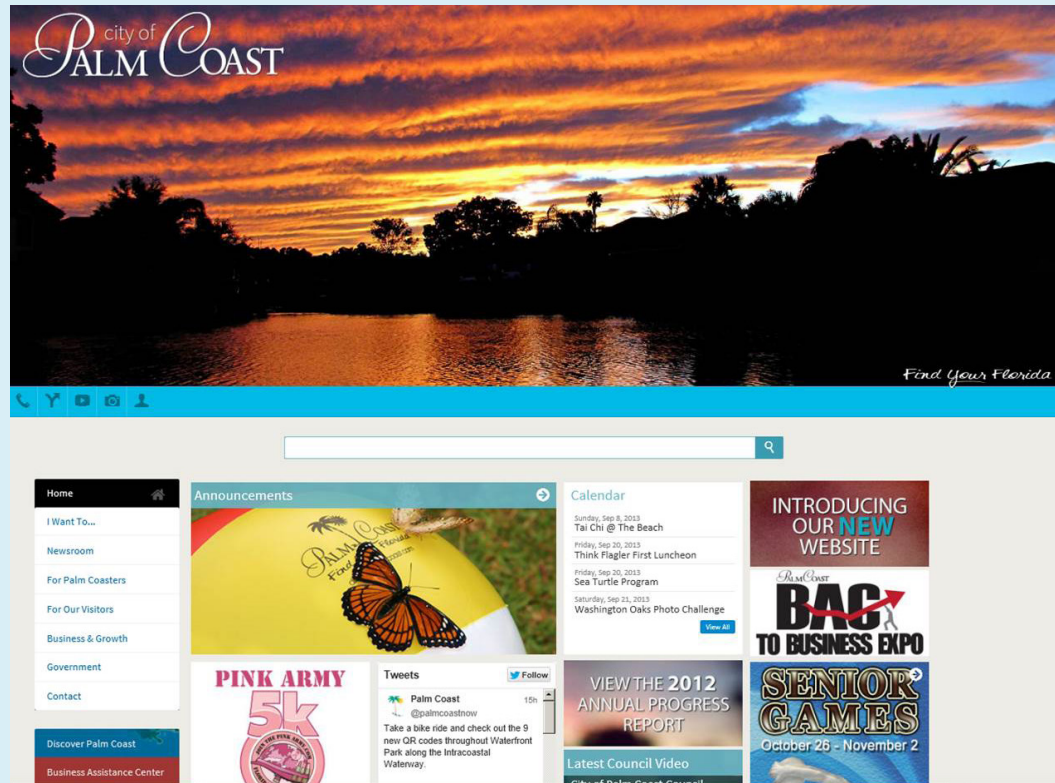
- Tree Recycling Event
- Hall of Terror – Over 2,000 visitors!

We will soon be giving a big facelift to our Community Center and the surrounding property. Be on the lookout for many more events at that location in the future!

# Workforce Talent

## Improving Employee Skills & Performance Through Education & Training

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



The City's new website was designed to better serve citizens – with simple navigation to make it easier to find important services and information.

You can use the navigation on the left to access all kinds of City functions – from paying your utility bill or applying for a building permit to finding upcoming special events or apply for a City job. Try the "I Want To" button to explore City

departments, contact your Mayor and Council members, report a code violation, and even sign up for a tee time at the golf course! If you can't find something you need, try entering key words into our advanced search function.

The new design also features boxes that provide easy access to the City calendar, latest news and upcoming events. You can get more information by clicking on the box. Best of all, the new site is mobile-friendly and adapts to your device.

## Awards Recognizing Workforce Talent



### Video Awards

The Communications and Marketing Division added six national video awards in 2013 – two in the National Association of Telecommunication Officers and Advisors (NATOA) Annual Government Programming Awards; three Communicator Awards given by The International Academy of Visual Arts; and one People's Telly Award.

- First-place for the "Bringing It In-House" video and second-place for the "Trek It Out – The QR Code Project" video in the NATOA competition, both in the "Community Awareness" category
- A 2013 Silver Award of Distinction in the Communicator Awards (Government Relations) for "Bringing It In-House"
- A 2013 Silver Award of Distinction in the Communicator Awards (Outdoor/Environmental – Non-Traditional) for "Trek It Out – The QR Code Project"
- A 2013 Silver Award of Distinction in the Communicator Awards (Government Relations) for the "Prosperity At Work: Sports" video
- Top honors for "Trek It Out – The QR Code Project" in the 2013 People's Telly Awards in the Outdoor/Environmental category



**Excellence:** International City/County Management Association "Voice of the People Award for Excellence" in Ambulance or Emergency Medical Services.

**Safety:** The Wastewater Treatment Plant was awarded the Florida Water Pollution Control Operators Association Award for Safety in Class B Treatment Facilities for the second year in a row.



**Leadership:** Through the Leadership Intern Training Experience (LITE) team, employees are provided the rare opportunity to work directly with the City Manager and other members of top management through a mentoring approach intended to develop additional capacity within the organization. Seven LITE sub-teams were established comprised of staff across all departments. The Florida City and County Management Association gave our City Manager, Jim Landon, a Career Excellence Award for the success of this innovative program.



# PALM COAST

*Find your Florida*



[palmcoastgov.com](http://palmcoastgov.com)