

City of PALM COAST FLORIDA



2016 Annual Progress Report



Find Your Florida



Photo by Steven Sobel - Winner of the 2016 Palm Coast Photo Contest

To Our Residents:

The City of Palm Coast is proud to share the Annual Progress Report for 2016, an overview of accomplishments, achievements and progress based on the goals set by the Palm Coast City Council. It includes a section on each of the six goals: Expansion, Economic, Finance, Environmental, Quality of Life, and Workforce Talent, plus a special report on Hurricane Matthew.

The report shows positive growth and a strengthening economy. It highlights our commitment to the environment, to fiscal responsibility and to a great quality of life.

In terms of public projects, perhaps the most significant completed in 2016 were the extensions of Palm Harbor Parkway and Old Kings Road to complement the new Interstate 95 interchange at Matanzas Woods Parkway. Construction began on a second Wastewater Treatment Plant, and more phases of the Seminole Woods Pathway were added. The bunkers at Palm Harbor Golf Club were rehabilitated, and our oldest fire station was renovated. These are among dozens of capital projects we completed or started this year.

This growth is also reflected through a strengthening economy. The upward trend in building activity continued, employment rose, and revenues increased from sales tax, bed taxes and building permits. Our Business Assistance Center and Community Development Department are working closely to assist new businesses, and some of our building permit fees were lowered this year. The Shoppes of Palm Coast began construction, and Island Walk Shopping Center added more stores and restaurants. Florida Hospital Flagler built a 32-bed addition. Many sports tournaments at Indian Trails Sports Complex brought visitors to Palm Coast.

Our new City Hall attained LEED certification at the Silver level – an honor that demonstrates the City's commitment to energy efficiency, water savings and conservation practices. We took advantage of a dip in long-term interest rates to refinance Utility revenue bonds, saving us over \$12 million for the remaining 20 years of the debt. Our internship program for college students is expanding, offering new opportunities for local students during summer break.

Through strategic planning and by doing as many projects as possible using in-house talent (thereby saving taxpayer dollars), we have accomplished many big projects, earned awards for excellence and improved the quality of life for residents in many ways. Our active lifestyle is also a key part of the report. We have beautiful public amenities, and we offer dozens of special events for residents and visitors each year.

Please take a few minutes to review our Annual Progress Report to see for yourself what a successful year of growth and progress we had! We are committed to providing you a high level of service and continuing to invest in capital projects, while also maintaining the lowest taxes for cities our size in Florida. As you read the Annual Progress Report, I hope you'll reflect on how you Found *Your* Florida in Palm Coast and consider inviting your family and friends to join us here.

Jim Landon
Palm Coast City Manager

Hurricane Matthew

Major Storm Hits Palm Coast in October



2016 will be remembered for many things – but none bigger than Hurricane Matthew.

As the monster storm swirled toward Florida, City of Palm Coast employees set up sandbag stations, lowered water levels in the canals, staged heavy equipment throughout Palm Coast, cleaned out stormwater catch basins and pipes, secured City structures, and readied response crews.

Fire Station 25 was converted to the City's Emergency Operations Center. Staff from many departments moved in for the storm, coordinating with Flagler County Emergency Management, watching the radar, sharing information with the public, and hoping for the best. Public Works and Utility crews stayed at Water Treatment Plant 3 and the Public Works headquarters on U.S. 1 during the storm, ready to spring to action.

The worst of the wind and rain hit Palm Coast on Oct. 7 as the eye passed just off the coast at 12:46 p.m. Hurricane Matthew was a Category 3 offshore; the highest winds recorded in the City were 86 mph in northern Palm Coast. Water reached 44 inches above the sea walls in the C Section, and rainfall averaged 6.25 inches throughout the City.

Response crews from the Public Works, Utility and Fire departments pushed out as soon as winds fell below tropical storm force – with the primary missions of clearing streets of fallen trees and locating downed power lines. Fire officials went street by street for the initial assessment, radioing in all problems. Making the roads safe and passable was the No. 1 priority so that personnel could respond to emergencies and Florida Power & Light (FPL) would have the access needed to begin restoring power.

That first night after the storm was eerie in Palm Coast: widespread power outages, inoperable traffic signals, restaurants and stores closed. People were urged to stay off the roads, which were littered with branches and broken utility lines.

As the Fire and Community Development Department conducted formal damage assessments, City officials breathed a sigh of relief. If Matthew had come inland just 10-20 miles farther, the damage would have been much worse. Yes, it was a mess of mangled trees, and many residences and businesses had roof damage, broken screen enclosures, fences and sheds, and damaged docks in the canals. But Palm Coast fared well compared to our neighbors on the beachside.

In the days and weeks that followed, every City department was involved in the recovery. Customer Service, Urban Forestry, Building and Permitting, and Communications & Marketing assisted residents and connected them with resources.



Our response and recovery



Utility and Public Works crews worked around the clock, and Palm Coast was fortunate to never lose its water supply – thanks to emergency backup power via generators at all utility plants and at major lift stations for the wastewater system. Perhaps the greatest crisis, from the City standpoint, began on Day 3 of the recovery. Without electricity, the PEP tank units at thousands of homes could not function. As the days went on with no power, some PEP tanks began to fill to capacity, and some residences began to experience sewage backup in their showers. The City went house by house to empty PEP tanks, using tank trucks and generators until power was fully restored.

Public Works employees set aside their normal duties for weeks and focused solely on the cleanup: getting trees off roads and sidewalks, fixing signs and traffic signals, cleaning and repairing parks and trails, removing trees from houses and chipping up debris. The department coordinated the City's FEMA contractor for debris pickup and also handled some of the debris pickup itself. Waste Pro was used for debris collection in gated communities with private roads.

Three-quarters of Public Works' staff worked seven days a week, on 12-hour shifts, for weeks on end. The cleanup officially wrapped up Dec. 31 with 128,908 cubic yards of vegetative debris collected and 340,805 pounds of treated wood and construction/demolition materials – about 4,000 truckloads total. Three huge piles of debris that had been gathered on City property off U.S. 1 were chipped up and hauled away for proper disposal.

For the future, the City plans to budget for more generators and is already adding generator receptacles to PEP panels when they're changed out during maintenance. The City is applying for grants to add more generators at pump stations. And City leaders plan to work with FPL to help the company understand the PEP system and the importance of restoring power quickly in those neighborhoods with PEP units.



But the biggest take-away of all from Hurricane Matthew is that we can respond quickly to storms, and we can recover. Neighbors pulled together to help each other. The City was prepared. Employees followed their response and recovery plans. And most Palm Coast residents were back to normal life quickly. Here's to hoping for nothing like Matthew in 2017 and beyond!

Our Vision

Making a Vision a Reality The Strategic Action Plan

Our Vision:

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

The Strategic Action Plan (SAP) was developed through an extensive effort to reaffirm the long-term vision of the City of Palm Coast. Maintaining a long-term vision is a critical element to ensure that the City is recognized as one of Florida's premier cities to live, work and play.

Through the Palm Coast City Council's direction, the Vision is implemented through six long-term Goals and supporting Objectives and Strategies.

The strategic planning process ties those goals, objectives and strategies directly to the City's budget process. Priority based budgeting requires a direct link between department spending and the strategic action plan.

City staff carry out annual projects, selected through the SAP process, tracking budget and performance using an overall accountability system.

We welcome our citizens to view the SAP, which is evaluated and updated by City Council on an annual basis.

This report showcases the progress of our efforts with implementing the Vision.

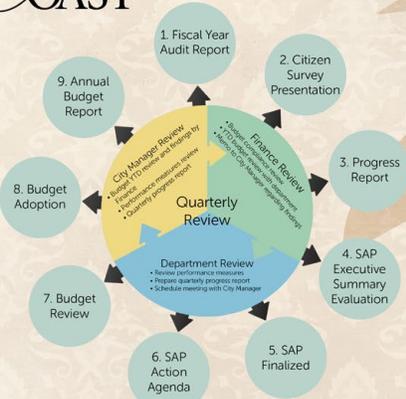
To take a deeper look into our progress and overall process, please visit our ["End of Year Progress Report"](#) document for 2016 fiscal year.



City Council

- Jon Netts, Mayor
- Robert Cuff, District 1
- Heidi Shipley, District 2
- Jason DeLorenzo, District 3
- Steven Nobile, District 4

2016-2017 Strategic Action Plan



Our Vision: 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
 Objective 1.1: To enhance infrastructure in order to maintain quality neighborhoods and business districts
 Objective 1.2: To assess the need to expand infrastructure for sustainable growth

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
 Objective 2.1: To develop an evaluation matrix to assess the implementation of Prosperity 2021
 Objective 2.2: To develop a "branding and marketing strategy" and establish criteria to measure success
 Objective 2.3: To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County

Goal 3: Financial - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses
 Objective 3.1: Diversify our revenue sources
 Objective 3.2: Increase efficiency through enhanced operations and technological advancements
 Objective 3.3: Establish system to continually evaluate and enhance internal financial controls

Goal 4: Environmental - 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
 Objective 4.1: To develop programs to enhance our water conservation strategies
 Objective 4.2: To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects
 Objective 4.3: Evaluate current "Green" initiatives and targeted projects that are sustainable
 Objective 4.4: Protect the environment through appropriate development strategies

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
 Objective 5.1: Enhance community and visitors' recreational opportunities and experiences at community events
 Objective 5.2: Enhance safety measures throughout the community
 Objective 5.3: Seek partnerships with educational institutions to expand community educational and cultural opportunities

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
 Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents
 Objective 6.2: To develop in-house and identify external training opportunities for employees
 Objective 6.3: To enhance awareness of customer service and relationships with our citizens
 Objective 6.4: To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Capital Projects	Streets	Utility	Stormwater
Seminole Woods Path	Street Rehab & Renewal	WTP 2 Wellfield Expansion	Swale Rehab & Pipe Replacements
ITMS Restrooms	Old Kings Road Widening	WWTP 2 Construction	Modeling Improvements (Sec. 30)
Town Center Restrooms	Belle Terre Safety Improvements	Pump Station Improvements (Belle Terre/Matanzas)	BS-2 Weir Replacement
Community Center Renovations	Bridge Rehab & Renewal	Citation/Old Kings Road/S.R. 100 Water Main	
		U.S. 1 Reclaim Water Main	

Find Your Florida

City Information



Mayor – Milissa Holland

mholland@palmcoastgov.com

Council Member, District 1 – Robert Cuff

rcuff@palmcoastgov.com

Council Member, District 2 – Heidi Shipley

hshipley@palmcoastgov.com

Council Member, District 3 – Nick Klufas

nklufas@palmcoastgov.com

Council Member, District 4 – Steven Nobile

snobile@palmcoastgov.com

Palm Coast City Council

(pictured from left)

Heidi Shipley, Council Member District 2; Nick Klufas, Council Member District 3;

Milissa Holland, Mayor; Steven Nobile, Council Member District 4; Robert Cuff, Council Member District 1

APPOINTED OFFICIALS

City Manager, Jim Landon

City Attorney, William E. Reischmann, Jr.

City Clerk, Virginia Smith

Administrative Services and Economic Development
Director, Beau Falgout

Finance Director, Christopher M. Quinn

Information Technology Director, Steve Viscardi

Fire Chief, Michael C. Beadle

Utility Director, Richard H. Adams

Recreation & Parks Director, Alex Boyer

Public Works Director, Nestor Abreu

Community Development Director, Stephen Flanagan

Human Resources Director, Wendy Cullen

CONTACT INFORMATION

Customer Service (386) 986-2360

City Manager's Office (386) 986-3702

Parks & Recreation (386) 986-2323

Building & Permits (386) 986-3780

Business Assistance Center (386) 986-2499

Planning/Zoning (386) 986-3736

Fire (386) 986-2300

Animal Control (386) 986-2520

Expansion

Continual Improvement Palm Coast's Vision for Smart Growth

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



Major Road Projects in Northern Palm Coast

Two major road projects completed in summer 2016 were the extensions of Palm Harbor Parkway and Old Kings Road to complement the new Interstate 95 interchange at Matanzas Woods Parkway.

The new interchange, at Mile Marker 293, opened in late March 2016. Palm Coast now has three I-95 interchanges, providing more convenient transportation routes for residents and visitors and new economic development opportunities in the northern part of the City. City and County leaders celebrated the interchange opening with a ribbon-cutting.

To get ready for the new interchange, the City and Flagler County worked together on safety improvements in that area. Both Palm Harbor and Old Kings Road were realigned to bypass Forest Grove Drive and Matanzas High School. The new extensions brought about changes to the traffic patterns around the high school, and the Forest Grove Drive access onto Old Kings Road North was closed so that Forest Grove could become the residential street it was originally intended to be.



The City added a new multi-use pathway along the nearly one-mile Palm Harbor Extension and installed a traffic signal at the intersection of Palm Harbor and Matanzas Woods. The contractor for the project was Hubbard Construction. Crews from Palm Coast Public Works installed irrigation and landscaping to give the new roadway Palm Coast's signature "wow" factor for median beautification.





Investing in Infrastructure

The Palm Coast City Council updates the Capital Improvement Plan (CIP) annually to provide a safe, functional community and allow for growth. The plan gives clear direction for expansion, maintenance and replacement of the City's infrastructure.

A team of City employees manages the CIP, and when the annual budget is adopted by the Council each year, the team schedules that year's projects and also plans for future projects. The timeline is adjusted as projects progress, issues arise and priorities change. Large projects are often spread across several years to allow for design, right-of-way acquisition and construction.

Many of the projects done in 2016 to improve our quality of life are listed here and the next two pages.



- Fire Station 22 at the intersection of Clubhouse Drive and Palm Coast Parkway – the City's oldest fire station – was remodeled in summer 2016. The interior of the station was painted and remodeled to allow the station officer to have a separate office/bunkroom. Changes to the bay area included removal of the bunker gear storage and inclusion of a ventilation system. Much of the work was performed by members of the Fire Department.



- The Fire Department also received two new pumpers in 2016 – red trucks with the department's signature Palm Coast blue roof. The City's three newest trucks were named for former Mayors Canfield and Netts and new Mayor Holland.



- The bunkers at the municipal Palm Harbor Golf Club underwent a complete renovation. The project included reshaping of every single sand-filled bunker on the course, drastically improving drainage. All materials including sand were replaced, and the City used cutting-edge G Angle sand, which compacts better and allows for less washout during rain events.

- Public Works added irrigation and landscaping for a median beautification project on State Road 100, from Interstate 95 to Roberts Road. Planning was also completed for an upcoming median beautification project on Belle Terre Parkway.

- Field 3 at Indian Trails Sports Complex, one of the fields used primarily for soccer and lacrosse, was renovated this year. In September, the field was named Frank Meeker Field to honor former Palm Coast City Council Member and Flagler County Commissioner Frank Meeker, who died in July.

- Two new bicycle maintenance stations were installed at Long Creek Nature Preserve and Central Park.

- Twelve miles of Palm Coast roadways were repaved in 2016 as part of the ongoing Street Resurfacing Program.

More Strategic Initiatives

Palm Coast is a beautiful City for many reasons including the commitment to a high-standard for landscaping, buffers and irrigation. After extensive input from residents, design professionals, business owners and the Flagler County Association of Responsible Development, the adopted update to the landscape code ensures that development meets a high expectation in our community.



Stormwater Drainage System Maintaining and Improving



The Public Works Department and Construction Management & Engineering Division work together to maintain the City's stormwater drainage system. City employees do as much work in-house as possible – both design and construction – at a significant cost-savings to taxpayers.



Stormwater Maintenance

Public Works Stormwater Drainage work crews rehabilitated 46 miles of residential swales, maintained 385 miles of drainage ditches, cleared 3,449 residential culvert pipes and installed .6-mile of drainage pipe during the 2016 Fiscal Year. Thirty-eight driveway culverts were replaced and 12 valley gutters were installed. The department also worked with the City's Drainage Team to develop a new methodology this year that allows more precision on swale maintenance, increasing efficiency.

The City rehabs a bridge every other year and, in 2016, the Colechester Bridge project over College Waterway was completed.



Drainage Projects

Staff completed several stormwater-related projects including:

- Rehabilitation of a major roadway crossing on Boulder Rock Drive.
- Spoil pile removal from the east end of Lehigh Canal.
- Design work for the early 2017 replacement of the BS-2 stormwater water control structure in the B Section.
- Inspection and rating of over 270 stormwater features such as weirs, major crossings and pipe through seawalls.
- Starting a pilot study for removal of sediment from freshwater canals as an alternative to herbicide application for weed control.



Water, Wastewater and Reuse Water Projects

With growth comes a need for expanded water and sewer utilities. As the City's first Wastewater Treatment Plant nears capacity, the City is adding a second Wastewater Treatment Plant off U.S. 1 next door to Water Treatment Plant 3. Construction is expected to be complete in early 2018.

The new facility incorporates the latest technology and is an Advanced Wastewater Treatment facility (AWT) that will produce an effluent quality that nearly meets drinking water quality standards. The primary method of disposal of this highly treated effluent will be for irrigation and groundwater recharge with the wet weather backup being a discharge to a wetland where the effluent can further enhance the environment.

The new Wastewater Treatment Plant 2 will add 2 million gallons per day of additional wastewater treatment capacity that will be needed to accommodate anticipated growth. The City received a low-interest loan from the Florida Department of Environmental Protection for the funding, so the new facility is being built without the need for an additional increase in rates to Palm Coast Utility customers. The new plant was designed by CPH Engineers and will be built by PC Construction.

As part of the project, the City has designed a system to discharge excess reclaimed water from the new plant that will be used to recharge wetlands flowing into Hulett Swamp and Pellicer Creek. The City is also designing a new master pump station in Matanzas Woods.

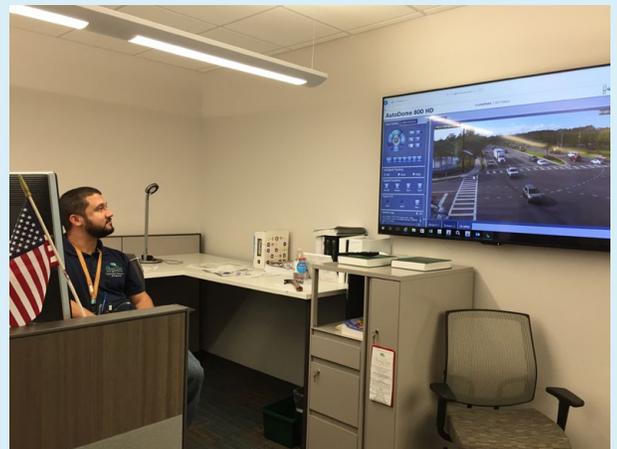
Other Utility projects completed in 2016 were:

- Drilled four new wells in the City's southern well field to improve water operations for Water Treatment Plant 2.
- Construction of a master pump station on Old Kings Road and force main system from Town Center Boulevard to Utility Drive. This is to improve the City's wastewater system.
- Construction of reuse water lines for both the Matanzas and Seminole Woods areas. This is for an expansion of the City's reclaimed water distribution system.

Traffic Control

Improving traffic flow and safety is a top priority for the City. This year, a new traffic signal was installed at the intersection of Old Kings Road and Town Center Boulevard, and a crosswalk was added. Other traffic improvements included:

- A new traffic control system utilizing the City's FiberNET fiber optic network was installed along Palm Coast Parkway from Cypress Point Parkway to Florida Park Drive. Using cameras at each signaled intersection, the City is now able to monitor and control those signals from a central location. The cameras do not record traffic – they are for live views only. The goal is to improve traffic flow.
- Design, real estate appraisals and inspections began for the future four-laning of Old Kings Road North from just south of Palm Coast Parkway to Forest Grove Drive, a 3.3-mile length.
- A Belle Terre Parkway corridor study was completed to improve traffic operations and safety. Pedestrian signage recommended by the study has been completed. The study also recommended addition of turn lanes, which will be designed in 2017, and restrictions at some medians, which will be made in the future.



Economic



Growth Spurt New Development Strengthens 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.

Palm Coast is growing! Economic recovery continues to be strong in the community – in terms of residential and commercial development, taxable sales, capital investment, jobs, tourism and real estate values. The City provides professional technical review and facilitation of permits and development orders, and those are among the ways growth is determined. In Fiscal Year 2016, there were 484 new homes constructed, up 39 percent over the previous year, and there were 114 new commercial construction projects, an increase of 28 percent from Fiscal Year 2015. Permitting increased overall by 8 percent from the previous year. On the Utility side of the house, the City produced 10.5 percent more water within Palm Coast, supporting new growth and development. In addition, 601 new water meters and 169 new PEP tanks for wastewater collection were installed – both of which were higher than the year before.



Commercial development along State Road 100 (SR100) picked up significantly in 2016, with the most visible project going in being the new Shoppes of Palm Coast at SR100 and Belle Terre Boulevard. The new center has Tractor Supply Company, which will share the site with Aldi's grocery store, Gate gas and two restaurants in the future. Residents and visitors also have some new gas and convenience stores along SR100 – a RaceTrac and a 7-Eleven. The new Island Walk Shopping Center continues to build out with retail including Hobby Lobby, Petco and Tuesday Morning and restaurants such as Metro Diner and Moe's Southwest Grill. Florida Hospital Flagler constructed a 32-bed addition, and two independent and assisted living facilities are under construction. Florida Power & Light is building a service center along SR100. Palm Coast Landing at Town Center got a new Bath & Body Works.



Support for Businesses & Homeowners

The Palm Coast Business Assistance Center (BAC) continues its important role in economic development, providing business consultations to help start and grow businesses in Flagler County, at no cost to businesses. Located at Palm Coast City Hall, the BAC is operated in partnership with the Small Business Development Center at the University of Central Florida.

This year, the BAC and the City's Community Development Department strengthened their coordination to better assist new businesses locating in Palm Coast. The two offices work together to make sure prospective new businesses are informed of City procedures and receive quick answers to any questions they have during their search for the right Palm Coast location. For residents, the City streamlined plan review and inspection processes, making permits more affordable. Fee reductions range from \$10 to \$80 for re-roofing, water heaters, garage doors, windows, A/C change-outs, fencing, pool enclosures for existing pools, solar pool/hot water heater and patios/sidewalks. Permits are no longer required for re-sodding or installing pre-built sheds under 50 square feet.

During 2016, there were multiple projects for economic development in cooperation with the Flagler County Department of Economic Opportunity to attract, retain and expand business in Palm Coast. A major success for City staff, in cooperation with Flagler County, was retention of Designs for Health in Palm Coast. The City also works with the Flagler Chamber of Commerce, Flagler Schools, the Flagler Tourist Development Council, SCORE, Career Source Flagler/Volusia, and Entrepreneur Night on economic development initiatives.



More Strategic Initiatives

Prosperity 2021 is the City's strategic economic development plan, with the primary goals being to maintain our neighborhoods; support existing businesses; and encourage investment by attracting residents, visitors and businesses. Some additional highlights from 2016 include:

- Palm Coast Parks & Recreation hosted 25 sporting events in 2016, welcoming more than 74,000 visitors. Those sports visitors spent an estimated \$5.7 million on lodging, food, gas and retail – a significant increase over the year before.
- The City's Communications & Marketing Division partnered with the Palm Coast and the Flagler Beaches Tourist Development Council to create a birding rack card featuring the Birds of a Feather Fest. The rack card is being distributed to birders and also is given out at the Florida Welcome Centers on I-95 and I-75.
- The City added new way-finding signage featuring the City's brand logo for City facilities and amenities and other Palm Coast landmarks. Those signs were designed and made in-house. The City also built new monument-style signs for the Utility Department and Long Creek Nature Preserve.
- The Planning Division won the 2015 Innovation & Design Award by the Surfcoast Chapter of the Florida Planning and Zoning Association for the Island Walk shopping center redevelopment project.

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 its 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.

Continuing Excellence

Budgeting

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 1, 2015. 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 13th consecutive year that the City of Palm Coast has received this award.

Financial Reporting

The City received the GFOA Certificate of Achievement in Financial Reporting for the 15th consecutive year.

The City also received the GFOA Award for Outstanding Achievement for Popular Annual Financial Reporting was received for the fiscal year 2015 Popular Annual Financial Report (PAFR). This is the third consecutive year the City of Palm Coast has received this award.

Performance Management



The ICMA Center for Performance Analytics recognized the City of Palm Coast for the third year in a row for its performance management efforts with a Certificate of Distinction. Palm Coast was one of 52 government entities nationwide, and one of six in Florida, to receive recognition from the program.

TRIM Compliance

TRIM Compliance for the fiscal year 2016 budget was certified with zero non-compliance issues.





A stretching program was implemented to help reduce employee injuries.

Securing Our Future

A major initiative within the Financial Goal this year was for the Finance Department, in coordination with the City's Financial Adviser, to take advantage of a dip in long-term interest rates to refinance the 2007 Utility Revenue Bonds in the amount of \$42 million. The refinancing greatly reduced the interest rate, resulting in over \$12 million in savings for the remaining 20 years of the debt.

In an effort to reduce employee injuries and worker's compensation claims, a new exercise (stretching) program was implemented and a new incident review process was created. The new incident review process focuses on preventing future injuries. In 2016, worker's compensation claims dropped 42 percent as compared to 2015.



Raising the Bar

At this year's Florida City and County Management Association's (FCCMA) annual conference, staff partnered with Fiduciary First and presented an interactive session that highlighted retirement plan success for employees with real results experienced at the City of Palm Coast. Staff was also invited to speak on this topic at the Florida Government Finance Officers Association (FGFOA) Annual Conference in Orlando.

CITY OF PALM COAST, FLORIDA
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1-844-FRAUD PC (372-8372)

Report Online:
<https://palmcoast.tnwreports.com>

If you ever have a concern regarding unethical activity, don't keep it to yourself. Discuss it with the appropriate supervisor or manager.

Internal Controls

A new Fraud, Waste and Abuse reporting hotline was implemented this year. Through the hotline, citizens and City employees can report concerns of fraud, waste or abuse anonymously, online or by phone.

Original Budget to Actual Expenditure Comparison
 Fiscal Year 2016



Environmental

Thinking of our Future Growing GREENer all the time!

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.

City Hall

The City’s 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 precious resources while being fiscally responsible and sensitive to the uniqueness of our community.

A major achievement for the City’s commitment to environmental sustainability this year was attaining Leadership in Energy and Environmental Design (LEED) certification at the Silver level for the new Palm Coast City Hall. The U.S. Green Building Council’s LEED certification is based on design and construction that demonstrates high performance in sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. The City has committed that all new facilities will be designed, built and operated to a green standard.

Join us on April 1, 2017, for our Green City Hall event, to learn more about these features and see the first publicly accessible electric vehicle charging station in Flagler County.



LED Conversions

The City installed 17 residential Light Emitting Diode (LED) streetlights as part of a new initiative to use LED for all new residential streetlights. Currently, the City’s streetlight inventory consists of over 2,200 streetlights with approximately 10 percent being LED. The average energy usage for a LED fixture compared to the standard High Pressure Sodium Vapor realizes a reduction of over 50 percent.

Educate and Encourage



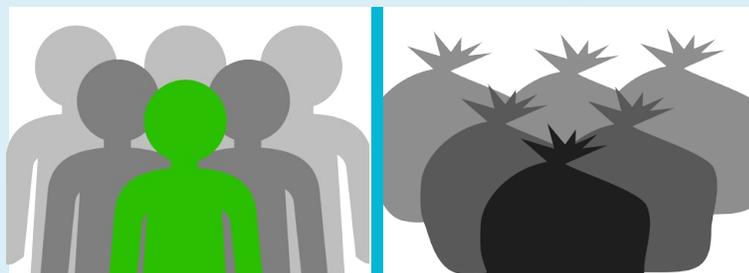
Mayor's Challenge

The City participates in the National Mayor's Challenge for Water Conservation each April. In the first year of participation, the 2015 campaign resulted in our community placing seventh in the nation and improved to fifth in 2016. Look out for an opportunity to take the pledge April 1 – 30, 2017 and learn on how you can make a difference.

Christmas Tree Recycling Event



Intracoastal Waterway Cleanup Event



539
Volunteers

3056 lbs
of trash collected

Thank you to the Florida Inland Navigation District and 13 other organizations for supporting the event.



Arbor Day Event and 5K Fun Run / Walk

150 Runners; 3,500 in attendance; 1,500 lbs. of non-perishable food donated; 300 trees distributed

Children Helping in Resource Protection (C.H.I.R.P.)

Since 2008, the City has offered free environmental education for over 4,500 Flagler school children through the C.H.I.R.P. program, which also was featured in the Florida League of Cities' Quality Cities magazine and recognized by the Northeast Florida Regional Council with the 2016 Regional Award for Excellence in Education.



Quality of Life

Find YOUR Florida Palm Coast Proud

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



Find Your Florida Photo Contest

Hundreds of photos were entered into the 4th Annual Find Your Florida Photo Contest that captured Palm Coast's beauty. Take a peek at the City's website to see more photos. The 2017 contest ends on May 31, 2017. Enter today for a chance to win prizes! www.palmcoastgov.com/photocontest

Pool & Programs

During Parks and Recreation Month, the City strives to attract users to Palm Coast's wealth of parks and trails through innovative programming. For example, the traditional summer camp was supplemented with specialty camps in golf, tennis and the Firefighter, Junior Lifeguard and CSI Camps. Summer Camp is extremely popular and averages 119 campers per week.

A signature event for Parks and Recreation Month was the annual Tour de Palm Coast bicycle ride. The River to Sea Transportation Planning Organization participated, providing free helmets and safety information.

Frieda Zamba Swimming Pool was the "cool" place to be in 2016, with 22,000+ guests during pool season. Palm Coast ranked fourth in the American Red Cross Learn to Swim program for our territory. The pool welcomed summer camps, the Special Olympics Swim Team, the Masters Swim Club, Daytona Beach Speed Swim Team and the Matanzas High School Swim Team.



The exciting expansion of Seminole Woods Multi-Use Path continued with construction from Sesame Boulevard to U.S. 1, and design work under way on the two remaining phases along Sesame Boulevard.



Holland Park

Renovation and expansion of Holland Park, the City's oldest park, is entering its final stage with expected completion in spring 2017.

Community Center

In February 2017, the Palm Coast Community Center renovation and expansion started. Completion is targeted for 2018.



[Get to know our parks](#)

W I N T E R

Starlight
Event &
Parade

Christmas
Tree
Recycling

USTA Pro
Circuit Men's
Futures
Tennis
Tournament

Birds of a
Feather
Fest

Eggstaviganza
& Teen Flashlight
Egg Hunt

Arbor Day
Celebration

Memorial
Day
Ceremony

S P R I N G

Fireworks
in the
Park

Independence
Day
Ceremony

Intracoastal
Waterway
Cleanup

Senior
Games

Fallen
Heroes
Memorial
Service

S U M M E R

F A L L

International
Festival

Pink Army
5K Run/Walk:
1 Mile Support
Walk

Halloween
Boo Bash

Hall of
Terror

Veterans
Day
Ceremony

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.

Continuing Excellence

In-house Talent

Ongoing training to develop the City's workforce talent is a key focus to help the City achieve all of its other Goals. With comprehensive training, employees have the knowledge and skills to complete many projects in-house.

Some of the projects completed in-house this year included the Palm Harbor Extension Irrigation and Beautification Project, two new monument signs, the Rowing Club boat launch site, bicycle stations at Long Creek Nature Preserve and Central Park, and renovation of Indian Trails Sports Complex Field 3.

City employees also converted lighting fixtures to LED at two Water Treatment Plants, the Wastewater Treatment Plant and a fire station. We also have an in-house team that provides all of our branding as Palm Coast grows as a City and improves its services, programs and amenities for residents. Having highly trained crews has the added bonus of providing greater coverage during hurricanes and other weather emergencies.



Staff installed irrigation and landscaping for the newly constructed Palm Harbor Extension.



Employees completed the restoration of the bocce ball courts at Holland Park.



Recognizing Excellence

Palm Coast Utility's Water Buoys team won both the State and the National Top-Ops competitions hosted by the American Water Works Association. The College Bowl style competition is a true test of the contestants' dedication to the water treatment profession. This is the 10th time the City of Palm Coast team has won the State contest and the sixth time for the National title.

Wastewater Treatment Plant Chief Operator Pat Henderson was recognized as a new member of the Water Environment Federation's Quarter Century Operators Club. This club represents operators who have worked in the industry for more than 25 years.



Video production staff won a 2016 Bronze Telly Award, in the TV Programs, Segments, or Promotional Pieces – Information category, for the Zombie Survival Guide to Bicycle Safety video.

Staff developed a City Council Academy to supplement ongoing Employee Academy and Citizens Academy programs.

The Florida Department of Environmental Protection presented the 2016 Plant Operations Excellence Award to the Palm Coast wastewater treatment facility at the annual Focus on Change Seminar. Each year, DEP presents awards to domestic wastewater and drinking water facilities around the state that demonstrate excellence in operation, maintenance, innovative treatment, waste reduction, pollution prevention, recycling or

other achievements. These awards recognize facilities that demonstrate a special commitment to excellence in management through dedicated professionalism and that have an impeccable history of record-keeping compliance.



Directors served up breakfast to all employees during the Annual Employee Appreciation Week.

Employee Retention

- In an effort to bolster retention and reward employees who improved their skill sets, a staff retention and compensation program was implemented that includes automatic promotion for employees who achieve training and certification in various positions.
- A new performance evaluations system, tied to employee performance, was launched this year.
- Employee appreciation programs this year included the first Employee Fun and Fit Day, Employee Appreciation Week and the 2nd Annual Pumpkin Carving Contest.
- The 1st Annual Employee Fun and Fit day, a joint collaboration between the Wellness Team and the Boost All Morale Team, included healthy and fun games and food for employees and their family.

Workforce Talent

College Internships

Expanding Opportunities in Palm Coast

Two missions united this year with the creation of a formal college internship program for the City of Palm Coast. The City of Palm Coast could use extra help with special projects and the Flagler County School District would like local high school graduates to be given college internship opportunities here in their home community. It's a win-win, especially when it comes to showcasing local jobs to the graduates of Flagler Palm Coast High School and Matanzas High School.

THE INTERNSHIP EXPERIENCE

City of Palm Coast Paid Internships

Opportunities in: Communications, Human Resources, Landscape Architecture, Finance, Community Development, Environmental Studies, Economic Development, Video Production, Utility & Public Works, IT, Public Administration, Parks & Recreation, Sports Management, and much more!

95% of employers are looking for college graduates with experience.

PALM COAST
Find Your Future

To apply, visit
palmcoastgov.com/internships

Although the City has offered a few internships in past years, the program will greatly expand in summer 2017 – with about 15 paid college internships in fields such as environmental science, landscape architecture, GIS, public administration, capital projects management, CAD, information technology, utility, public relations, parks and recreation, video production and human resources. Students may qualify for college credit, depending on their academic program requirements.



The new program was designed by a pair of interns – Maeve Dineen and Lauren Umpenhour, both of whom are graduates of Flagler Palm Coast High School. Last summer, they worked with City staff and Flagler School officials to set up the program, wrote a handbook and created marketing materials including a video and a postcard distributed to career offices at colleges and universities across Florida.

The response has been tremendous, with about 300 college students applying for the 2017 positions. The new interns will work on special projects designed to meet current needs within City departments and will have the opportunity to learn and practice skills within their field of study. They will be supervised by professionals who will guide and mentor them.

“We are a growing community, and our program emphasizes collaboration with community members and organizations and networking with businesses to give young adults an opportunity to build a professional network in Palm Coast,” said Wendy Cullen, Human Resources Director.

The internships are not limited to Palm Coast residents, but the City encourages graduates of Matanzas and Flagler Palm Coast to apply. All residents are asked to spread the word to their friends and neighbors who are in college. We’d love to have them join our summer internship team in future summers!

To watch the video and learn more about the program, visit www.palmcoastgov.com/internships.



6 interns joined us for the summer of 2016



www.palmcoastgov.com

Photo by Heather Priestap - Winner of the 2016 Employee Photo Contest