

# City of PALM COAST FLORIDA



## 2014 Annual Progress Report



*Find Your Florida*





Front Cover photo: Long Creek Nature Preserve  
Photo This Page: Central Park in Town Center

## To Our Residents:

The City of Palm Coast is proud to release the Annual Progress Report for 2014. The report is an overview of our accomplishments, achievements and forward progress based on the goals set by the Palm Coast City Council, and it includes a section on each of the six goals: Expansion, Economic, Finance, Environmental, Quality of Life, and Workforce Talent. In addition, it provides a summary of the annual Citizen Survey and a special report on the localized flooding we experienced last September.

There is much to be proud of as we review 2014! There are many indicators that the economy is growing stronger in Palm Coast. Positive trends include increases in taxable sales and visitor spending, more jobs, and many new construction projects – both residential and commercial. Property values increased more than 5 percent, allowing for City Council to lower the millage rate for the second consecutive year.

Through strategic planning and by doing as many projects as possible using in-house talent (thereby saving taxpayer dollars), the City has been able to accomplish many big projects, earn awards for excellence and improve the quality of life for residents in many ways.

In 2014, we were especially excited to open our newest park – Long Creek Nature Preserve – and to break ground on our first Palm Coast City Hall. In addition, we completed a major transformation of the SR100/Bulldog Drive gateway into Town Center, which included safety, traffic flow and drainage improvements in the area around Flagler Palm Coast High School. These are among dozens of capital projects we completed or started this year as we chart a course for the future.

Our commitment to the environment continued to be a major focus as substantial progress was made on construction of two exciting water treatment projects – a new Zero Liquid Discharge Plant at Water Treatment Plant (WTP) 2 and a new concentrate treatment system at WTP 3. The projects, completed in 2015, will enable the City to recover more than 2 million gallons of water per day during the water treatment process and also eliminate the need to discharge the liquid concentrate produced during water treatment into area waterways.

Our active lifestyle is also a key part of the report. The City offers dozens of special events for residents and visitors each year, for a range of ages and interests. There's something for everyone, and an increase in participation in our recreational programs reflects that.

We are making a strong future for all of us, and we invite you to review our Annual Progress Report to become more familiar with the great things happening here in Palm Coast! As you do, 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



# Rain Event 2014

Our beautiful Sunshine State gets its share of rain showers along with the sunshine, and late September 2014 brought Palm Coast a deluge that strained the City’s stormwater system. As rainstorms go, this one was classified as a “200-year” event, which means we expect to see a storm like this only once every two centuries. In parts of Palm Coast, 20 inches of rain fell in a 36-hour period.

“Our master drainage system that consists of swales, ditches and canals is designed to handle a 100-year storm, which is 12½ inches of rain within 24 hours,” said City of Palm Coast Stormwater Engineer Juan Bostwick. “It would appear we’re getting these 100-year storm events every four or five years, and generally, with most big rainfalls, we have been very fortunate to not have major issues.”

As the rain began falling on the afternoon of Sept. 26, 2014, and continued off-and-on over the next few days, drainage pipes clogged, swales filled up, and water covered roadways in the north half of Palm Coast. PEP tank alarms sounded, and several houses in the B, F, P and W sections received water intrusion.

The City’s Public Works and Utility departments executed a quick response, cleaning out storm debris to keep the drainage system operational, closing flooded streets to vehicle traffic, and re-setting PEP tanks. For days, tank trucks were used to take stormwater and sewage out of pump stations to keep manholes and pump stations from overflowing. Crews worked 12-hour shifts, around the clock, for four days, until the water receded.

The major rain event was a good reminder to all of us to be prepared for potential flooding. Standard homeowners insurance does not cover a flooded home. Homeowners should contact their insurance agent to find out about specific policies that can protect property from damage costs.

The City does regular maintenance to keep the drainage system operating correctly. It’s important for residents to keep swales and other waterways free of debris, as well, to prevent flooding.

The City of Palm Coast is here for you 24 hours a day, seven days a week. The Customer Service number to call is 386-986-2360. If you have an urgent after-hours utility crisis, call the number and a City utility technician will be contacted to rapidly respond to your emergency.

The City’s floodplain management website – [www.palmcoastgov.com/flood-prep](http://www.palmcoastgov.com/flood-prep) - has additional valuable information on flood protection.



Keeping citizens informed.

The City of Palm Coast recommends all residents and local businesses sign up for the CodeRED and Weather Warning programs. The services are free, and you can be notified via phone, text and/or email when severe weather and disasters are affecting the local area. Enroll at [www.palmcoastgov.com/emergency](http://www.palmcoastgov.com/emergency) or call Customer Service at 386-986-2360.

Citizen Survey: 51% of residents rated Storm Drainage as “excellent” or “good”





# 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.

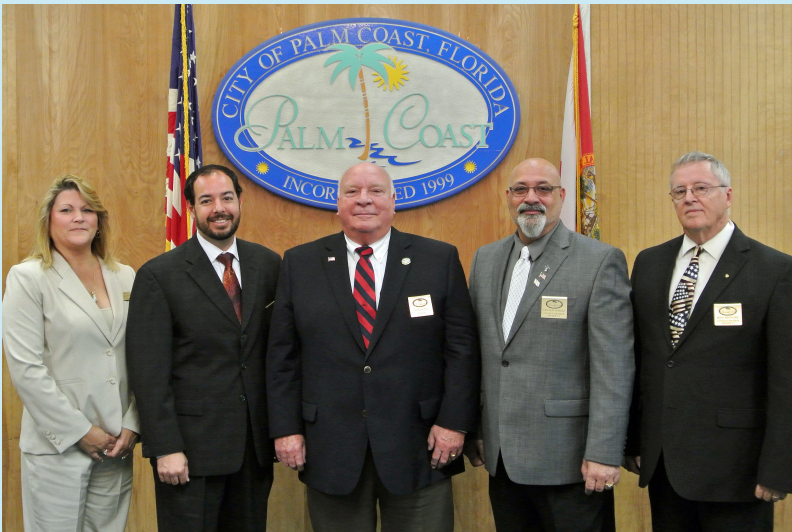
Through the Palm Coast City Council’s direction, the Vision is implemented through six (6) Long-term Goals and supporting Short-term Objectives and Strategies. To bridge a closer relationship with implementing the Vision and Fiscal Year budgetary commitments, an additional tier of organization was established to bridge a closer relationship with implementing the Vision and Fiscal Year budgetary commitments.

Through Approaches (annual projects), City staff track activities, budget, performance and overall accountability of the pursuit of the City’s Vision. We welcome our citizens to view the SAP which is evaluated by City Council on an annual basis.

This report is structured to focus on the progress of our efforts with implementing 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.

To take a deeper look into our progress and overall process, please visit our “Measuring Results” document for 2014 fiscal year.

# City Information



Palm Coast City Council, pictured from left Heidi Shipley, Council Member District 2; Jason DeLorenzo, Council Member District 3; Jon Netts, Mayor; Steven Nobile, Council Member District 4; Bill McGuire, Council Member District 1

- Mayor – Jon Netts  
[jnetts@palmcoastgov.com](mailto:jnetts@palmcoastgov.com)
- Council Member, District 1 – Bill McGuire  
[bmcguire@palmcoastgov.com](mailto:bmcguire@palmcoastgov.com)
- Council Member, District 2 – Heidi Shipley  
[hshipley@palmcoastgov.com](mailto:hshipley@palmcoastgov.com)
- Council Member, District 3 – Jason DeLorenzo  
[jdelenzo@palmcoastgov.com](mailto:jdelenzo@palmcoastgov.com)
- Council Member, District 4 – Steven Nobile  
[snobile@palmcoastgov.com](mailto:snobile@palmcoastgov.com)

city of  
**PALM COAST**

City Council

Jon Netts  
Mayor

Bill McGuire  
District 1

David Ferguson  
District 2

Jason DeLorenzo  
District 3

Bill Lewis  
District 4

2014-2015 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
City Hall Construction	Street Resurfacing	WTP 2 Wellfield Expansion	Swale Rehab & Pipe Replacements
Community Center Renovations	Palm Coast Parkway Six-Laning	Old Kings Road Master Pump Station and Force Main	Modeling Improvements (Sec. 34 & 37)
Holland Park Renovations	Palm Harbor Parkway Extension	Reclaimed Water Mains (Seminole Blvd & Matanzas Woods Pkwy)	Weir Replacement (LO-1)
Seminole Woods Path	Old Kings Road North Extension		Major Crossing (Boulder Rock)
	Old Kings Road Widening Design		
	Royal Palms Parkway Improvements		

1. Fiscal Year Audit Report

2. Citizen Survey Presentation

3. Progress Report

4. SAP Executive Summary Evaluation

5. SAP Finalized

6. SAP Action Agenda

7. Budget Review

8. Budget Adoption

9. Annual Budget Report

City Manager Review

Finance Review

Quarterly Review

Department Review

Find Your Florida

## 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) 986-2499
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

Utility Director, Richard H. Adams

Recreation & Parks Director, Luciana Santangelo

Public Works Director, Nestor Abreu

Community Development Director, Stephen Flanagan



# 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.

93%

Fire Services

% 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 13th 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: 83% of residents rated Fire Services as “excellent” or “good”



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

### Residents have a high quality of life in Palm Coast.

Most residents gave positive ratings for their overall quality of life and for Palm Coast as a place to live. Compared to other communities across the nation, more residents in Palm Coast than elsewhere give positive ratings for the overall image of Palm Coast and for Palm Coast as a place to retire. However, compared to other communities, fewer participants thought Palm Coast was an excellent or good place to raise a family. About 8 in 10 participants would recommend Palm Coast to others and plan on remaining in Palm Coast over the next five years. Many participants (about three-quarters) think City services are excellent or good, and many aspects of customer service, such as courtesy, promptness and knowledge received positive ratings from most respondents.

### The Economy is important to residents.

Participants indicated that the Economy would be an important focus area over the next two years, and this facet tended to get lower ratings when compared to other communities. A majority of respondents thought Palm Coast was an excellent or good place to visit, but only a little more than one-third of participants gave positive ratings for the overall economic health of Palm Coast, shopping opportunities, cost of living and businesses and services. Very few participants (6%) gave positive ratings for employment opportunities, a rating that decreased compared to 2013. About one-quarter of respondents thought the economy would have a positive impact on their income, which is higher than what was reported in 2013.

### The Natural Environment continues to be a strong feature in Palm Coast.

As was also cited in 2013, the Natural Environment is a key feature and asset of Palm Coast that residents appreciate. More participants in Palm Coast than in other communities think that Palm Coast’s cleanliness is excellent or good. A high number of participants (at least 85%) gave positive ratings for air quality and overall natural environment. City services related to the Natural Environment continue to receive positive ratings, with garbage collection, recycling and yard waste pick-up receiving the highest ratings. Compared to other communities, a higher number of participants in Palm Coast recycle. Almost all participants conserved water and most participants (76%) made efforts to make their homes more energy efficient.

### Mobility assets may not be utilized.

Participants gave high ratings (higher than the benchmark) for paths and walking trails and ease of travel via bicycle. But, when asked how often they biked or walked instead of driving, fewer participants in Palm Coast compared to other communities indicated that they used these alternative modes of transportation. Additionally, while a majority of participants gave positive ratings for automobile related travel (such as ease of travel, travel by car and public parking), few participants (about one-third) carpooled with other adults or children. Very few participants (3%) used public transportation.

We encourage you to visit [www.palmcoastgov.com/about/citizen-survey](http://www.palmcoastgov.com/about/citizen-survey) to view the report in its entirety.



# Expansion

## Vision for Smart Growth Making Our Community Even Better

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

### Planning and Progress

The Palm Coast City Council updates its Capital Improvement Program (CIP) annually to provide a safe and 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 each year by City Council, 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.

Many of the projects done in 2014 to improve our quality of life are listed here and on the next three pages.

- Construction of the Seminole Woods Multi-Use Path began early in 2014, with two phases now completed along the east side of Seminole Woods Boulevard stretching from State Road 100 to Citation Parkway. The third phase is under way, and three additional phases are planned.
- The retention ponds at the four corners of State Road 100 and I-95 were improved, and beautiful fountains were added.
- Long Creek Nature Preserve on Palm Harbor Parkway opened in fall 2014, with a fishing dock, kayak/canoe launches, and pathways through the nine-acre park.
- The medians on Palm Coast Parkway West were beautified with new landscaping, and the gateway sign was upgraded.
- Two new soccer/lacrosse fields were added at Indian Trails Sports Complex.
- Sidewalks were added on Corporate Drive, along with pedestrian signals and crosswalks at both intersections of Corporate and Palm Coast Parkway.



## Capital Improvement Roadways and Facilities



### Palm Coast City Hall

Hundreds of Palm Coast residents turned out in October to break ground for our first City Hall, overlooking Central Park on Lake Avenue in Town Center. The community building with City Council chambers, office building and parking will open in fall 2015. "City Hall will become a welcoming gathering place for residents and future generations," said Mayor Jon Netts.

### SR 100 and Bulldog Drive

The SR100/Bulldog Drive gateway into Town Center was transformed, and much-needed improvements to the traffic flow and drainage at Flagler Palm Coast High School were made in 2014. Bulldog Drive and the intersection were reconstructed and a drainage weir was rebuilt – topped off with Palm Coast's signature landscaping to provide a welcoming entrance to Town Center.



### Palm Coast Parkway Six-Laning

The six-laning of 1.23 miles of Palm Coast Parkway, from Cypress Point Parkway/Boulder Rock Drive to Florida Park Drive, was 50-percent complete at the end of 2014. Pedestrian/bicycle paths are open on the south side. The project is due to wrap up in late 2015 with a major landscaping beautification project.

### Pine Lakes Parkway

New paved shoulders were constructed on both sides of Pine Lakes Parkway, the roadway curves were improved by modifying the slope of the roadway, and left turn lanes were added at two intersecting streets during a major safety improvement project. The project also included the resurfacing of Pine Lakes from Palm Coast Parkway to Belle Terre Parkway, new signage and pavement markings, and a new multi-use path.



Citizen Survey: 81% of residents rated Paths and Walking Trails as "excellent" or "good"

2010  
61%

2011  
70%

2012  
73%

2013  
78%

2014  
81%



# Expansion

## Water and Wastewater Providing High-Quality Utility Services



### Beachside Expansion

The new Beachside Wastewater Pump Station and Force Main were completed in 2014 – providing bulk wastewater service to Flagler County Utilities at Beverly Beach. This new facility allowing for expansion of service on the beachside was made possible through an interlocal agreement between the City and Flagler County.



### Precious Water

Palm Coast enjoys some of the best water around – thanks to an excellent groundwater source, state-of-the-art facilities, and a Utility Department that's committed to delivering healthy, delicious drinking water! In recognition of Utility's outstanding water treatment plant operation, maintenance and compliance, the City was awarded the 2014 Plant Excellence Award by the Florida Department of Environmental Protection.

Water conservation is also a major focus, with limited supplies and growing demand

for this precious resource. This year, substantial progress was made on construction of two exciting water treatment projects – the new Zero Liquid Discharge Plant at Water Treatment Plant (WTP) 2 on Citation Boulevard and the new ozone concentrate pre-treatment system at WTP 3 on Peavy Grade. The projects, completed in early 2015, will enable the City to recover more than 2 million gallons of water per day during the water treatment process. It's a big win for the environment because the City will no longer need to discharge the liquid concentrate produced during water treatment into area waterways.

## Stormwater Services Maintaining and Improving

The Public Works and Engineering & Stormwater departments work together to maintain much of the City's drainage system. As much work as possible – both design and construction – is done by City employees at a significant cost-savings to taxpayers.

Every other year, the City selects two sections of the City for stormwater "modeling" to determine what needs to be done to improve drainage. In 2014, major drainage improvements were completed in the B Section, including drainage pipe replacements and drainage ditch expansions to provide more storage capacity after major storm events. The project included a major ditch reconstruction and replacement of several culvert pipes. The next area for major drainage construction is the L Section.

Highlights of the departments' other 2014 joint accomplishments:

- Regraded more than 50 miles of swales, and designed 40 additional miles for swale rehabilitation.
- Replaced 14 valley gutters with culvert pipes, and surveyed and designed 34 valley gutters.
- Replaced 3,745 linear feet of pipe crossings, and surveyed and designed 78 drainage pipe projects.
- Maintained 169 miles of ditches by mowing twice a year.
- Reviewed 703 residential driveway new home construction permits and resubmittals, compared to 370 in 2013.

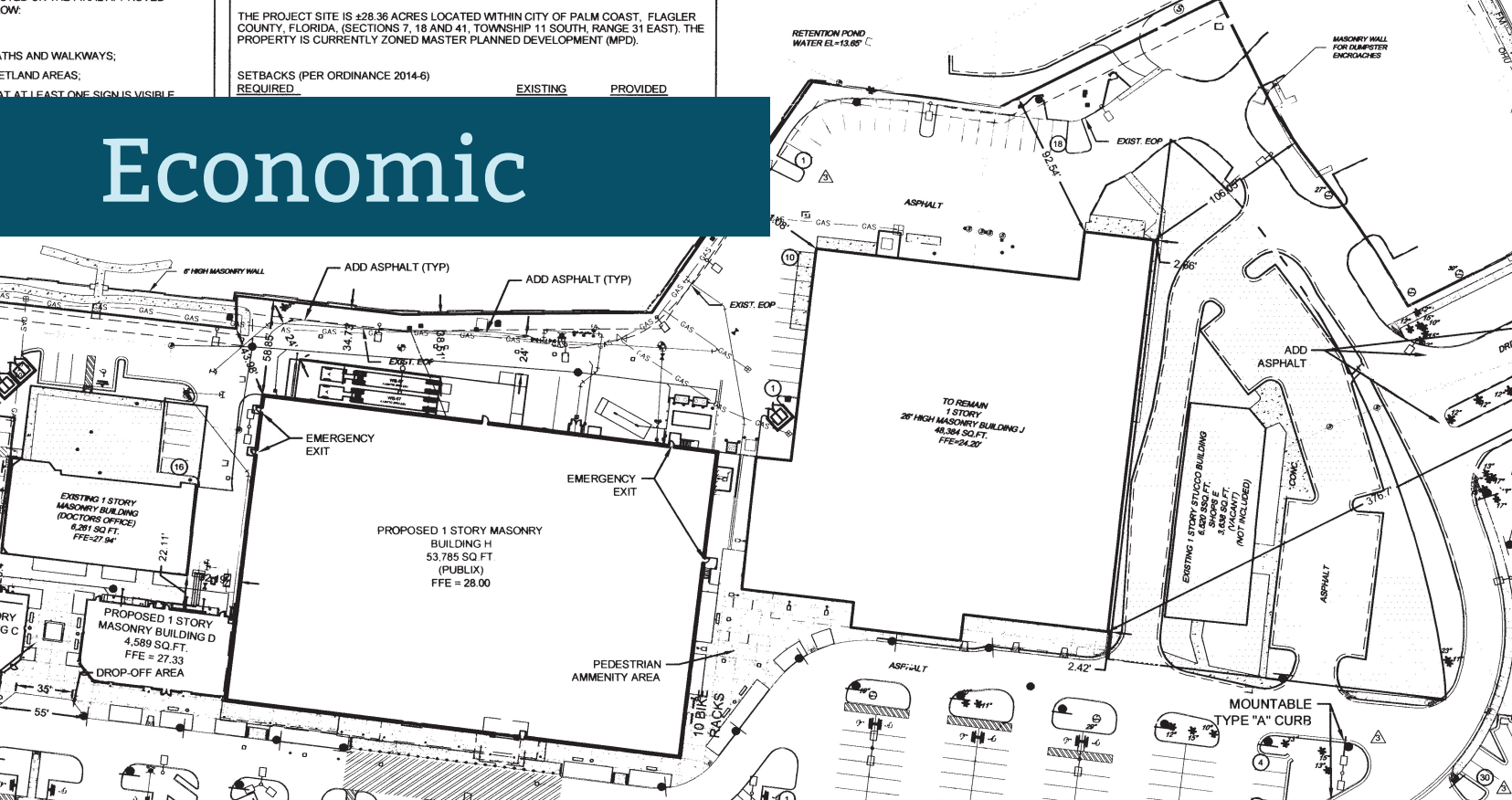


The M-3 water control structure at the end of Birchview Place, just west of I-95, was completely rebuilt, with engineering and design done by City employees and construction completed by S.E. Cline Construction Inc. As Palm Coast's original drainage structures age, the City rehabilitates at least one water control structure per year.

The City also rehabs a bridge every year and, in 2014, Bridge 62 on Palm Harbor Parkway across College Waterway was reconstructed. Competitive bids were received, and the contract was awarded to Commercial Industrial Corp. Design work was completed for the next bridge project – Bridge 63 on Colechester Lane across College Waterway.







# Economic

## Bright Future Building 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.

Prosperity 2021 is the City of Palm Coast'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 accomplishments in 2014 included:

- Launch of a redesigned, user-friendly website for the Palm Coast Business Assistance Center (BAC), with a Shop Local web directory, program offerings and services.
- Establishment of public/private partnership guidelines allowing for greater private sector participation in the delivery and financing of public building and infrastructure projects. Creation of a "Palm Coast is Business Ready" brochure outlining resources and incentives available to new and expanding businesses in the City, as well as another brochure aimed at assisting home-based businesses.
- Streamlining of Local Business Tax Receipt and Zoning Approval forms, to make it easier for home-based businesses to open.



Citizen Survey: 30% of residents rated Economic Development as "excellent" or "good"

2010  
34%

2011  
31%

2012  
30%

2013  
34%

2014  
30%

## Growing Our Economy

The economy is recovering, and the economic indicators are positive. Construction and home values are up in Palm Coast, employment is rising and tourism is growing. Taxable sales have risen 35 percent since 2007. A stronger economy also means fewer code enforcement cases – a 25-percent decline in 2014.

Palm Coast is building its first permanent City Hall in Town Center. Combined with a recently completed major reconstruction of the State Road 100/Bulldog Drive entrance into Town Center, the new City Hall is expected to spark more growth in that downtown corridor.

The Palm Coast Business Assistance Center (BAC), operated in partnership with the Small Business Development Center at the University of Central Florida, offers personalized assistance in starting and growing businesses in Flagler County, at no cost to businesses. A 2014 state survey found that business clients of the BAC generated \$21.3 million in economic impact – in sales, capital investment and wages – in the BAC's first three years of operation. The City also supports the economic development efforts of the Flagler County Department of Economic Opportunity, the Flagler County Chamber of Commerce, Flagler Schools, the Flagler County Tourist Development Council, and Entrepreneur Night.



*'Be In It to Win It' was the theme for the 4th annual BAC Business Expo, featuring speakers from Salamander Hotels and Resorts, the Orlando Magic, Disney, Franklin Covey and Coastal Cloud. The BAC offers business workshops throughout the year.*



The City, in partnership with local sports clubs and the Flagler County Tourist Development Council, continues to attract sports tournaments and associated visitor spending to our local economy. The economic impact of sports tournaments in 2014 was an estimated \$4.38 million.

Private construction is on the rebound, with several major projects started in 2014. The City's oldest shopping center is undergoing a complete reconstruction and will soon reopen as Island Walk. The City provided incentives to help offset certain impact fees for that project on Palm Coast Parkway. Also, the Palm Coast Landings apartments are going up at Town Center, Verizon added a store on Belle Terre Parkway, and a new Chick-Fil-A started construction





# 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.

### Continued 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, 2013. 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 11th consecutive year that the City of Palm Coast has received this award.

#### Financial Reporting

The City also received the GFOA Certificate of Achievement in Financial Reporting for the 13th consecutive year.

For the first time the City also developed a Popular Annual Financial Report (PAFR), an easy to read version of the Comprehensive Annual Financial Report (CAFR) and received award recognition from the GFOA for this as well.

#### Debt Management

The Association of Public Treasurers of the United States & Canada presented the City of Palm Coast with the Association's Debt Management Policy Certificate of Excellence Award. The Debt Management Policy was developed and submitted to the association. This recognition shows the City's continued commitment to sound financial policy.



ASSOCIATION OF PUBLIC TREASURERS  
UNITED STATES & CANADA



### Performance Management

The International City/County Management Association (ICMA) recognized the City for its performance management efforts with a Certificate of Distinction from the ICMA Center for Performance Analytics™. "The certificate program recognizes the principles of performance management," said Randall H. Reid, ICMA Director of Performance Initiatives. "Jurisdictions meeting the qualifications have demonstrated leadership in continuous improvement and community engagement, and they serve as examples for other governments to follow."



ICMA assesses a local government's performance management program and encourages analysis of results by comparing to peers and gauging performance over time. Performance management aids in cost reduction, program prioritization, and quality improvement. It also encourages accountability and transparency. Certificates are awarded at the levels of Achievement, Distinction, and Excellence. Palm Coast is among 11 jurisdictions receiving the Certificate of Distinction, and one of 49 recognized overall. This was the City's first time applying for this program.



### Improving Transparency

Accountability holds a strong focus in the operating values described in the City's Strategic Action Plan. This past year, through an "Open Government" approach, the City has taken a large step toward addressing public trust issues that exist all too often among governments and their taxpayers. The public can now take an in-depth look at the City's financial standing through monthly financial reports, quarterly progress reports, policy documents, rate studies and more.

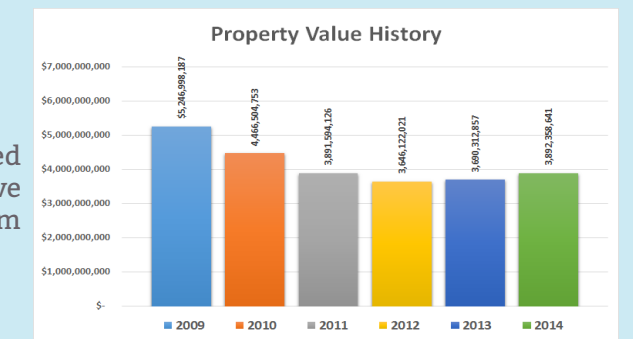
- [Annual Financial Audit Report](#)
- [Current Budget Report](#)
- [Other Reports and Documents](#)

### Long Term Planning

In 2014, a Long Term Financial Planning policy was developed and added to the list of guiding policies to support future decisions regarding the best use of financial resources. The long term financial planning process is an integral part of the City's Strategic Action Plan as well as the budget process. The Long Term Planning policy shows the City's continued dedication to financial accountability.

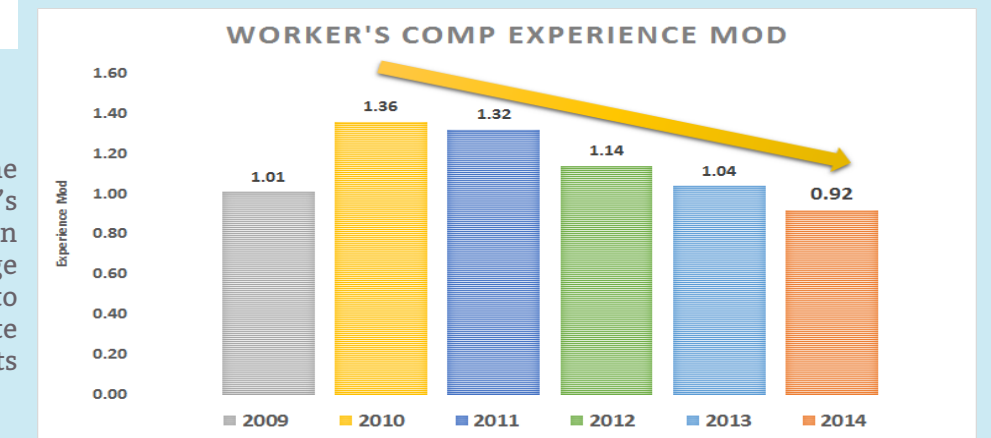
### Property Values

Property values increased for the 2nd consecutive year rising 5.48% from 2013 to 2014.



### Improving Safety

Safety remained a focus in 2014. For the first time in 5 years, the City's worker's compensation experience modification number dropped below the average calculated industry standard (1.00) to .92. This indicates a lower incident rate of lost time at work, lower claim costs and lower insurance premiums.



Citizen Survey: 71% of residents rated the Services Provided by Palm Coast as "excellent" or "good"

2010  
69%

2011  
71%

2012  
67%

2013  
66%

2014  
71%



# Environmental

## Thinking of our Future Every Drop and Dollar Counts

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.*

### 1.2 million gallons a day

The Zero Liquid Discharge (ZLD) improvements at Water Treatment Plant 2 will add up to 1.2 million gallons (2 Olympic swimming pools) of water a day to the City’s water supply. The process enhancements will enable the plant to treat its concentrate to safe drinking water standards so that it is distributed as potable water into the system. This innovation will boost water production efficiency from 80 percent to 98 percent. To date, this technology has not been used by another utility in the State of Florida which caught the attention of the Northeast Florida Regional Council, a dynamic network of local governance, serving seven counties and 27 municipalities authorized by Florida Statutes. The ZLD project achieved the highly pursued Regional Award for Excellence in Environmental Stewardship.

### \$1.1 million in state support

Alternative water supply grant projects: \$375,000 from State of Florida and \$245,000 from St. Johns River Water Management District.

Water Treatment Plant 3: \$494,800 from St. Johns River Water Management District for Cooperate Cost Share Grant

### Alternative Stormwater Management

To reduce cost while seeking alternatives to traditional practices, we continue to approach stormwater management with the environment in mind.

Traditional = Weed Harvesting, Herbicides, and Excavating of 150 miles of drainage ditches and 54 miles of freshwater canals.

2014 alternative practices being studied at Water Treatment Plant 3

- 2,600 sterile grass carp released into Water Treatment Plant 3 pond
- Floating wetlands introduced into Water Treatment Plant 3 pond

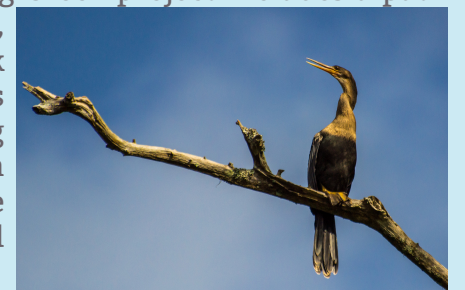


## Preserve and Protect Long Creek Nature Preserve



Long Creek Nature Preserve is the newest jewel in the City of Palm Coast’s park system. It was acquired by the City in 2008 with the financial support from Flagler County’s Environmentally Sensitive Lands Program and the State of Florida’s Florida Forever Program. Prior to acquisition, the nine-acre site was planned to be condos but now is an amazing preserve that provides fishing and kayak/canoe access to both Long Creek and College Waterway, and a tranquil area for walking and enjoying the outdoors. The property

is a major archeological resource, the Hernandez Landing Site, related to the early 1800s Plantation Period in Florida. With generous grant funding from the Florida Inland Navigation District and City funding, the first phase of the Long Creek project includes a path and boardwalk to kayak/canoe launches, a fishing pier and floating dock, and a parking area. The preserve is connected to the 225-acre Long Creek Basin and Palm Coast’s saltwater canal system. Its natural beauty serves as a living laboratory for environmental education programs, including for the Children Helping in Resource Protection - or CHIRP - program (described below), offered by the City for Flagler schoolchildren. Future phases include expansion of the trail network through the preserve and a nature center.



### Making Noise For Nature

The Children Helping In Resource Protection (CHIRP) program supports a diverse curriculum for all ages and engages students in many different experiences. In 2014, 841 students participated in the program - extending the reach of benefits to a total of over 3,400 students.



### It’s all about the Trees

Eighth Annual Arbor Day: A rainy day did not deter our committed citizens to enjoying a 5K Root Run and 1-Mile Flutter Foam Fun Run. Throughout the day, 550 trees were given away, and 1,160 lbs. of food was donated to Flagler County families.

2014 Christmas Tree Recycling Event: 284 trees, over 1,000 lbs. electronics, 15 lbs. of gift wrap, 40 cubic square feet of Styrofoam.



### Caring Through Cleaning

Seventh Annual Intracoastal Waterway Cleanup: 455 volunteers, 2,791.5 lbs. collected (the most collected during the event), across all years: 7.65 tons, Thank you to Florida Inland Navigation District for providing \$5,000 each year our cleanup efforts.

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

2010  
80%

2011  
82%

2012  
81%

2013  
87%

2014  
87%



# Quality of Life

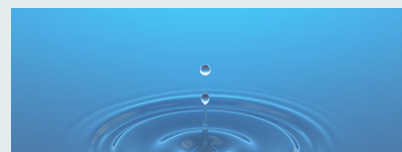
## Discover Palm Coast Find YOUR Florida

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



### Get to know YOUR Florida

New utility customers will benefit from an automated welcome flier provided by email which is also easily accessible by mobile devices. The information is customized by address, providing information for that specific resident – garbage collection schedules, irrigation days, Council member representing his/her district. In addition, upcoming events and various matters from Code Enforcement and CodeRED to Parks & Trails are highlighted.



Citizen Survey: 73% of residents rated Overall Quality of Life as “excellent” or “good”

2010  
75%

2011  
67%

2012  
70%

2013  
75%

2014  
73%

## City of Parks and Trails Grows



Through a partnership with Flagler Schools and a grant from the Tourism Development Council, two additional fields were added to Indian Trails Middle School facility in an effort to keep-up with additional facility needs at the neighboring complex.

Palm Coast is a City of parks and trails – with 15 magnificent public parks offering a variety of recreational opportunities and the beauty of natural Florida. We invite you to explore our parks through the Parks & Recreation Guide to Facilities brochure.

### Events, Programs and Rentals, Oh My!

It was a great year for Parks & Recreation! Sporting events, recreation programs and reservations at the Palm Coast Community Center grew. The department managed the Running Series that included five City-hosted races of varying lengths. Parks & Recreation presented over 40 community events including a movie series, food truck and holiday events, along with the new Senior Games, which included 13 different events for active adults 50 years and up. The Community Center hosted 797 reservations for events and meetings – in addition to the recreational programs regularly offered by the City.



The City also was the host site for 25 athletic competitions ranging from the USTA Men's Futures Tournament to the National Women's Rugby Championship to the National Premier League Soccer Showcase. Visitors from across the country found *Their Florida* right here in Palm Coast!



[illegible]



# 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.



### Employee Academy

Combine an ambitious team of employees with the backbone of the very successful Citizen's Academy program and you get the Employee Academy program. The Employee Academy and Training (EAT) team started this project in 2013 with the ultimate goal of bringing awareness of City services through a behind-the-scenes approach. A pilot cycle of the Academy was conducted in 2014 to thoroughly assess the program through the employee perspective.

Through this voluntary program, approximately 20 participants commit to an 8-week experience that immerses them into every department and function of the City. During each session, employees spend 4 hours per week engaged and interacting with fellow academy members which bring a secondary benefit of team building. Four academy cycles are now being offered per year.

### Partners to Prosper

Developed Partnership with Daytona State College's Center for Business & Industry (CBI)

During the past year, CBI hosted a Customer Service Training Session to City employees to demonstrate the ability of CBI to deliver quality training. The City has plans next fiscal year for CBI to provide management and supervisor training along with providing customer service training to all employees.

### Training Top-notch staff

With a focus on tracking, training and employee development, the EAT team launched Palm Coast U as a one-stop-shop for tracking City-wide activities. Extensive training has been conducted for all City employees to adjust to the new approach. During the training, all employees were surveyed to get deeper insight on employee opinion. For example: The Public Works Department staff received over 9,000 hours of training this year with at least 90% of the employees receiving over 20 hours of training each.



## Awards Leading the State and Nation



### Top Ops

The Palm Coast Top Ops Water Services team won both the State and National competitions. The competition is a college bowl type question and answer contest where they go head to head with other teams in an elimination tournament. This is the 5th national title in 9 years for the team.

### Dedicated staff:

Brian Matthews, Environmental Specialist, received awards from the Southeast Desalting Association (SEDA)

- 2014 Distinguished Service Award for serving on the SEDA Board for 14 years
- Educator of the Decade Award for development and teaching of the SEDA Membrane Operator Certification course.



### Sharing Resources

- In response to the high demand for certified water treatment plant operators the City of Palm Coast and the Flagler Technical Institute (Flagler County Schools) began a joint training program this year in the field of Water Treatment Plant Operation. The City staff helped set up the program and City plant operators provide adjunct instruction.
- This year, a partnership was developed with Daytona State College Center for Business & Industry (CBI). Through this partnership, customer service training as well as supervisor training will be provided to staff in the coming year.

### Safety

- Wastewater Treatment Plant 1 achieved a Florida Water and Pollution Control Operators Association award and Florida Water Environment Association award.
- Northeast Florida Regional Council recognized City Fire Department for Excellence in Public Safety for "Change Your Batteries" public service announcement video and neighborhood program.
- Silver Communicator Award was given to Palm Coast Television for the Starlight Tornado video in the Government Relations category.







# PALM COAST

*Find your Florida*

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