



# INTRODUCTION

*Find Your Florida*



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September 30, 2013

## CITY MANAGER'S LETTER

I am honored to present to you the adopted budget for Fiscal Year 2014, which furthers City Council's Strategic Action Plan mission statement, operating values, and goals. The adopted budget for Fiscal Year 2014 outlines the programs and projects that support the Strategic Action Plan and reflects a commitment to invest in infrastructure improvements to better serve the citizens of Palm Coast. This letter highlights points of emphasis related to each goal of the Strategic Action Plan.

### CONTINUING IMPROVEMENT IN ECONOMY

In 2013, the economic conditions and trends in Palm Coast continued to improve.. Here are a few examples:

-  **Growth** – Palm Coast is projected to be the second fastest growing area over the next five years.
-  **Employment** – Palm Coast had the largest drop in the unemployment rate in the State of Florida this year.
-  **Taxable Sales** – Palm Coast's taxable sales grew 27 percent, or \$123 million, since 2007.
-  **Capital Investment** – \$444 million has been invested in private construction in Palm Coast since 2009.
-  **Real Estate Values** – Palm Coast's median selling price is up 20.4 percent from 2012.
-  **Economic Outlook** – Palm Coast was named one of the 15 best housing markets in the next five years and also one of the 5 great places to retire.

Due to the improvement in the local economy and prudent City Council fiscal policy, the City is able to maintain its aging infrastructure and invest in capital projects that may have been delayed during the economic downturn.

### STRATEGIC ACTION PLAN

Following the extensive effort to develop the Strategic Action Plan, this year the City Council reaffirmed the long-term vision and made minor adjustments. Maintaining this long-term vision will help ensure that the City is recognized as one of Florida's premier cities in which to live, work and play.

### City Council Mission Statement

*"To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned, integrative approach using available technology."*

The Strategic Action Plan is the guiding policy document for City Council and City staff. This budget is driven by the mission statement and goals contained within the Strategic Action Plan. Highlights of initiatives related to each of the City Council's goals are included below along with points of emphasis in this year's budget.

#### Goal 1 Expansion

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

In the upcoming fiscal year, we will not only plan for tomorrow, but also for long-term infrastructure needs in order to accommodate anticipated growth. Even during the economic recession, the City experienced an increase in population, and we anticipate this growth to continue. The University of Florida Bureau of Economic and Business Research projects that by 2035, the City of Palm Coast will double in population, exceeding 168,000 people. During the past fiscal year, City Council made prudent financial decisions to ensure the City maintains a strong financial position in the future. By doing so, the City will be able to invest in infrastructure to keep up with growth and maintain aging infrastructure. Highlights from Fiscal 2013 include:

**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 of our aging stormwater infrastructure.

**Utility Rate Study Completed** – A Utility Rate Study was completed in order to continue to meet bond covenants, allow for refinancing and additional debt obligations, and to comply with regulatory requirements. While the rate study resulted in rate increases for the first time since 2008, with the exception of consumer price index adjustments, the increases were necessary to ensure an improved bond rating to A+ (Standard & Poor's, 2013) and to maintain a strong financial position.

**Infrastructure Team** – A multi-departmental team of staff developed 5-year and 10-year Capital Improvement Programs to address existing and future infrastructure needs, some of which were delayed during the economic recession in order to lower or maintain property taxes. Even though financial resources contracted, the need for capital improvements grew during the recession as the city's population grew. The projects planned for Fiscal Year 2014 exemplify City Council's renewed focus to invest in the City's infrastructure.



**LIST OF MAJOR CAPITAL IMPROVEMENTS for Fiscal 2014**

*Capital Projects Fund*

Seminole Woods Path	\$1,450,000
Long Creek Nature Preserve	\$1,395,000
James Holland Park	\$1,730,000

*Streets Improvements Fund*

Street Resurfacing	\$1,000,000
Palm Coast Parkway Six-Laning	\$5,750,000
Palm Harbor Parkway Extension	\$2,285,000
Palm Harbor Parkway Bridge Rehab at Collage Waterway	\$1,307,000

*SR100 CRA Fund*

Bulldog Drive FPCHS/SR100 Improvements	\$4,675,000
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*Utility Capital Projects Fund*

WTP 2 – Concentrate Zero Liquid Discharge Treatment (ZLD)	\$9,300,000
Old Kings Road Master Pump Station	\$1,250,000

*Stormwater Management Capital Fund*

Swale Rehab & Pipe Replacement	\$2,323,706
Modeling Improvements	\$ 459,700
Weir Replacement	\$ 467,500

**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.*

In the upcoming fiscal year, the City will continue to implement programs and projects outlined in Prosperity 2021 to develop and maintain a strong economy. The improving local economy enables the City and its partners to maintain our neighborhoods, support existing businesses, and encourage investment by attracting residents, visitors and businesses.

**Prosperity 2021** – The City is now in the third year of implementing *Prosperity 2021: Plan for Growing our Local Economy*, which was integrated into the City's Strategic Action Plan. The City and its partners are making great strides and realizing many successes, such as an increased number of visitors due to additional sports tournaments and business relocations to Palm Coast. The improvement in the local economy is now visible, but there is still more work to be done. City staff will continue to focus on projects and programs within Prosperity 2021 to help our local economy.





**Business Assistance Center** – The Palm Coast Business Assistance Center (BAC) was established in May 2011 to help our existing businesses grow through a unique partnership with the Florida Small Business Development Center at the University of Central Florida (FSBDC at UCF). Since its inception, the BAC has helped businesses maintain or create 153 jobs and invest approximately \$11.5 million in our local economy through capital investment, increased sales, and salaries. In addition, the BAC with City Council's support has established numerous programs, including the annual Business Expo and Loan Guarantee Program. This year, City Council and the FSBDC at UCF affirmed its support of the BAC by allocating additional resources to accomplish even more.

**Sports Tournaments** – The City, in partnership with our local sports clubs and the Flagler County Tourist Development Council, continues to attract sports tournaments and the associated visitor spending to our local economy. This is apparent with the estimated 5-percent increase in bed tax collections over the last year. This past fiscal year, City Council approved a public-private partnership with Players Development Academy of Florida to develop additional sports fields to attract larger tournaments. In the upcoming year, City staff will work to make these events even bigger and better, along with their positive impact on our local economy.

**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.*

During the budget process, the City Council was able to sustain existing levels of service, while also maintaining the current level of property tax collections. In the upcoming year, City staff will explore even more ways to strengthen our financial position while delivering value to our citizens.

**Rolled-Back Millage Rate Adopted** – During the budget process, the City Council reduced the City millage rate to the rolled-back millage rate, which resulted in the same amount of property tax collection as the previous year. This allowed 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.

**Fund Balance Reserve Policy** – Also this past year, the City was able to improve its combined fund reserve balance (general fund and utility fund) to \$11.7 million and maintain compliance with the individual fund balance reserve requirements. The improvement of fund balance reserves, in addition to the \$2.2 million in the disaster reserve fund, will help to provide the City with financial stability and a fund reserve to use if unexpected emergencies arise in the future.

**Refinancing CRA Debt** – In the upcoming fiscal year, the City plans to take advantage of low interest rates to refinance the \$5.8 million interfund loan from the City to the State Road 100 CRA. By refinancing the debt, the CRA will save on interest costs over the long-term, and this will also allow the proceeds from the repayment to be invested in capital infrastructure.



**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.*

The City’s commitment to environmental sustainability has been recognized by our designation as a Gold Level Green City by the Florida Green Building Coalition and numerous other awards and recognitions. In this upcoming fiscal year, City staff will look for even more opportunities to conserve natural resources and become more efficient with the resources currently in use.

**Alternative Energy Team** – A multi-disciplined team of City staff has been exploring ways to minimize the City’s energy use and to lower costs. This past fiscal year, in partnership with Florida Power & Light, a light emitting diode (LED) street light pilot project – the first in the state – was installed along Palm Coast Parkway. This project resulted in instant savings by FPL not billing for pilot project lights and, in time, will determine if other areas should be converted to LED street lights. In the upcoming fiscal year, the team will pursue more aggressive strategies to conserve and reduce citywide energy use.

**Solid Waste and Recycling Program** – The City’s revamped comprehensive recycling program continues to encourage citizens to recycle through a unique rewards program, resulting in a 13-percent year-over-year increase in recycled tonnage. In addition, this past fiscal year, Waste Pro initiated a conversion of the garbage trucks to compressed natural gas (CNG). This conversion resulted in instant savings to residents with a reduced fee and also benefits our environment.

**Water Resources** – In the upcoming fiscal year, the City will begin construction of the Zero Liquid Discharge (ZLD) project at Water Treatment Plant No. 2. The ZLD project will eliminate the need to discharge concentrate to water bodies, will increase plant efficiency, and make better use of our water resources.

**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.*

The City’s numerous parks, trails, events and activities make our community truly a special place. In the upcoming year, City staff will continue to maintain and improve these facilities, in addition to looking for ways to help residents and visitors “Find *their* Florida” here in Palm Coast.

**Park Projects** – In early 2014, the City will begin construction of the Long Creek Nature Preserve through cooperative grant funding with multiple agencies. This project will connect residents with our unique history and also with a hidden jewel (our diverse ecosystem) by both land and water. In addition, we will begin to design the Community Center Renovation and Expansion Project and start construction on

the Holland Park Renovation. Both of these facilities represent the original core recreational facilities in Palm Coast.

**Seminole Woods Multi-Use Path** – City staff developed the Pedestrian/Bicycle Master Plan with the project priorities set by City Council nearly four years ago. City staff aggressively pursued grants to accomplish many of the projects, and I am proud to report the City now has approximately 125 miles of trails and bicycle paths/lanes for residents to enjoy. In the upcoming fiscal year, City staff will begin work on one of the few remaining sections – Seminole Woods Parkway – with the assistance of Community Development Block Grant funding.

**Special Events** – The City continues to expand the number and scope of events hosted at Central Park to provide residents additional opportunities for cultural and recreational events. In addition, these special events attract visitors and keep existing residents here on the weekends to spend their disposable income right here in Palm Coast. City staff will work to expand these events to attract more visitors and provide residents an enjoyable experience.

**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.*

The Strategic Action Plan adopted by City Council included a goal specifically focused on employee development, which represents a strong commitment to have a dedicated and skilled workforce. In the upcoming fiscal year, City staff will work toward this goal by continuing to develop our workforce, so that our employees are knowledgeable and equipped to provide excellent service to our citizens.

**In-House Talent** – The City Council’s philosophy of using in-house talent began several years ago when our annual operating budgets decreased, but our residents continued to have high expectations for quality city beautification and services. By doing projects in-house, we are able to reinvest the savings and do additional improvements that otherwise would have to wait, all while lowering our property taxes. This is a philosophy we’re moving to more and more, and the payoff last year alone, an estimated \$2.27 million saved, was greater than ever.

**Performance Measures** – In order to track progress of the Strategic Action Plan, the Performance Measurement Team coordinated with individual departments to develop performance measurements and a system to track and report on those measurements. Looking forward, the performance measurement system will assist City Council in tracking progress and setting goals in the future.

**LITE Team** –Through the Leadership Intern Training Experience (LITE) team concept, employees are provided the opportunity to develop additional skills and work directly with the City Manager and other members of top management. The LITE teams are finishing important projects during the upcoming fiscal year and will determine if other teams should be formed to tackle upcoming challenges.



### LOOKING FORWARD

I remain encouraged and excited about the future of Palm Coast. This past fiscal year, City staff met the challenge of delivering quality services and value to our residents. And with motivated City employees, I am optimistic we will continue to meet new challenges while maintaining high citizen satisfaction with City programs and services.

The City will have the ability to invest this fiscal year in needed infrastructure projects due to our strong financial position and prudent City Council fiscal policy. Major projects contained in this year's budget include: Palm Coast Parkway Six-Laning, Bulldog Drive Improvements, Long Creek Nature Preserve, Holland Park Renovations, Seminole Woods Path, the Concentrate Zero Liquid Discharge (ZLD) Treatment Project, and various Stormwater Projects, just to name a few.

With a strong City Council vision, mission statement and goals as our guide, along with investments in needed infrastructure projects, I have no doubt that in 2014 our community is poised for continued economic growth and prosperity. On behalf of all City employees, we look forward to a prosperous and successful 2014, as we continue to make Palm Coast Florida's premier City in which to live, work and play.

Sincerely,



Jim Landon  
City Manager



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# 2013-2014 Strategic Action Plan

## Palm Coast City Council Our Mission, Vision, and Values



### Mission Statement

To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned, integrative approach using available technology

### Vision Statement

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

### Operating Values

**P**ride—passion in working together for a better tomorrow

**A**ccountability—accept responsibility for our actions and decisions

**L**eadership—courage to shape our City today and into the future in a transparent manner

**M**otivated—seek continuous improvement in all services

**C**ollaborative—dedicated to building partnerships that address community concerns and needs

**O**wnership—responsible for our actions and inactions

**A**chievement—seek excellence in all that we do

**S**tewardship—protectors of our natural environment

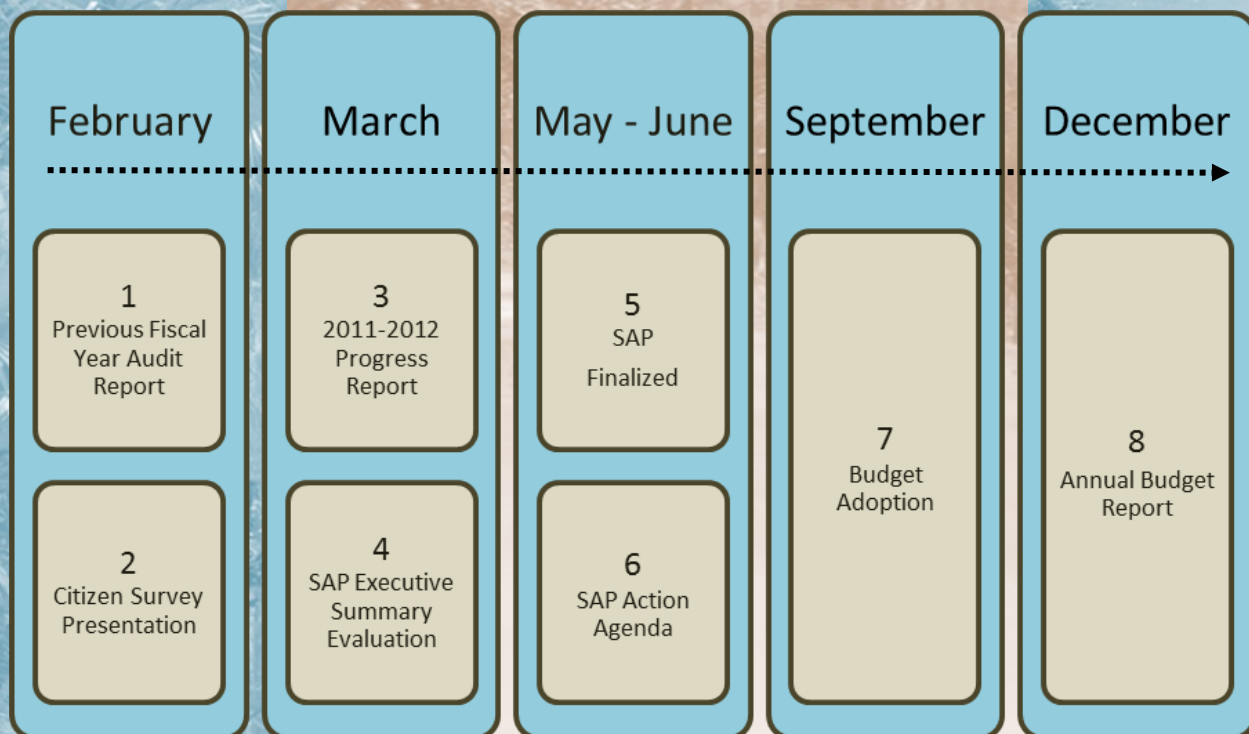
**T**rust—mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently



# 2013-2014 Strategic Action Plan



**To ensure the City's pursuit of its Vision to be recognized as one of Florida's premier cities in which to live, work and play, 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.**





# 2013-2014 Strategic Action Plan

## Palm Coast City Council Goals 2013-2014



### Goal 1 Expansion

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

### 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

### 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

### 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

### 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

### 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



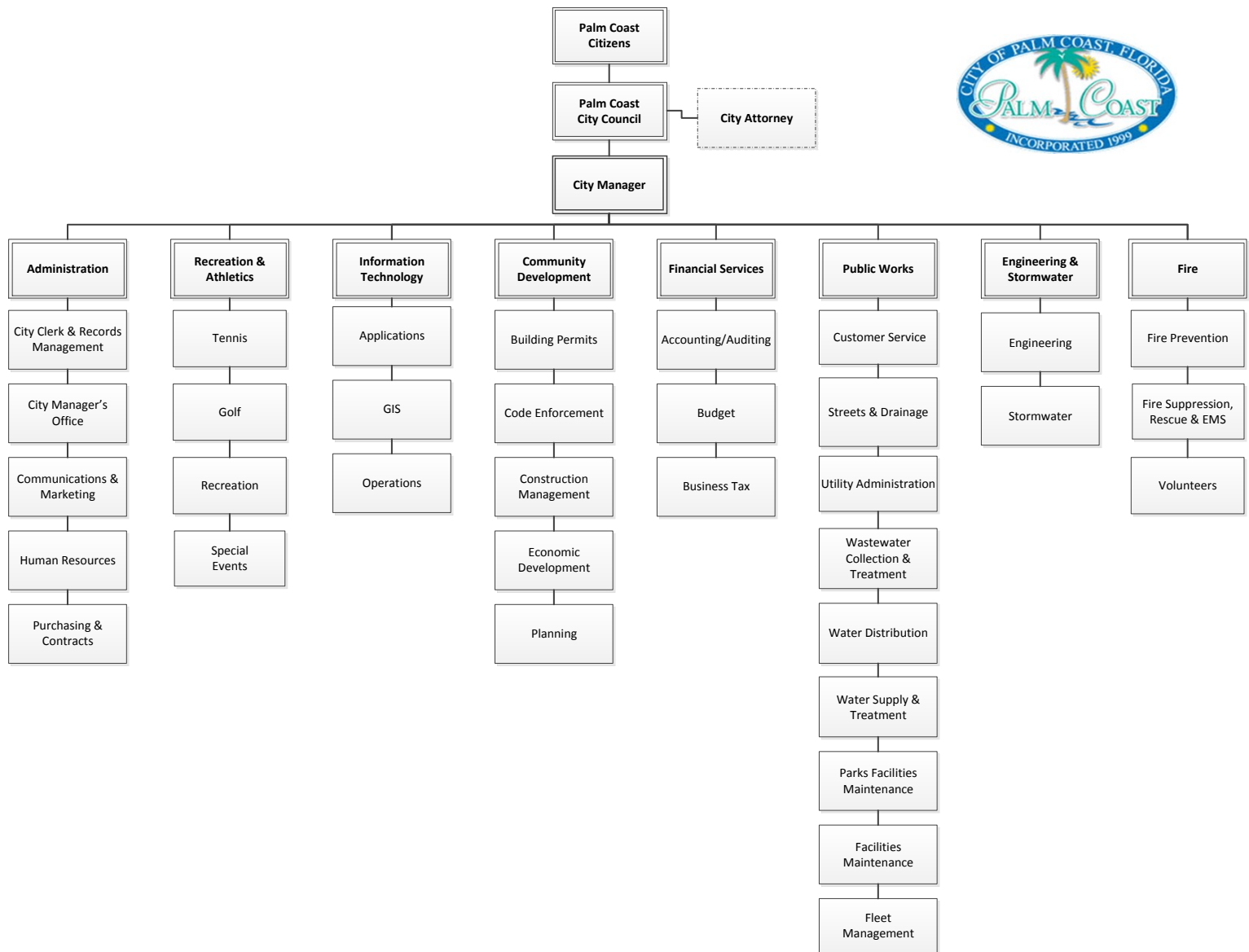
## 2013-2014 Strategic Action Plan

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# Organizational Chart

## City-Wide



**Please Note: Police protection is provided by contract with the Flagler County Sheriffs Office.**





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# *The Perfect Place to Live...*

Before 1969, land that would eventually become the City of Palm Coast was considered by some as nothing more than a “big pine-covered swamp.” But when the corporate eyes of ITT/Levitt looked upon the virtually uninhabited land, they saw 22,000 acres of golf courses, marinas, oceanfront motels, scenic drives, and house lots awaiting the arrival of sun-seeking “pioneers.” Marketing strategies targeting urban residents in the north and Midwest offered slices of land cut out of miles of forests, and soon a 500-mile infrastructure of roads, utilities, and sewer lines bound Palm Coast to a future that included becoming the largest planned unit development in Florida history.

International Telephone and Telegraph Corporation (ITT) began as an international communications firm in the 1930s. It grew to become a multinational corporation by 1968 with an income estimated over \$7 billion. From the outset ITT provided the financial muscle to purchase large tracts of land and pay the enormous cost of constructing an infrastructure to create a huge development in rural Flagler County, Florida. The man in charge of the Palm Coast development from its inception until 1975 was Levitt and Son's Dr. Norman Young whose marketing group planned and named this project.

In a February 1970 report to the Flagler Chamber, Dr. Young projected the completion of a sales/model center, a golf course, and homes for the residents by the end of the year. The first building erected, the Welcome Center, served as the hub for sales activities and was surrounded by pleasant walkways leading to a dozen model

homes. The 64-foot high observation tower provided panoramic views of the surrounding woods, lakes, streams, Intracoastal Waterway (ICW), and Atlantic Ocean. It presided over a golf course, model homes, canals, and early home construction that was to become the “core area” of Palm Coast.



At first there were no public roads. Earliest visitors came from Route A1A to a small dock on the east side of the ICW and proceeded by boat to the Welcome Center on the main canal. When the prospective buyers arrived, they were taken by elevator to the top of the tower. Much of the land was sold sight unseen from a platted map for as low as \$3,500 by the sales person, pointing away from the tower and saying, “It’s out there somewhere.”

The Welcome Center was the only public building in Palm Coast for almost two years after the earliest “pioneers” occupied their homes in January 1972. In later years the building, models, boat docks, and road access were updated. The center hosted a continuous stream of visitors and buyers who received their first look at an area being advertised as possibly “the perfect place to live.”

Much of the tremendous growth in Palm Coast through the early 1990s came from sales generated at the Welcome Center. It was sold after ITT left the community in 1995 and the building was torn down.

From their start in 1969 until ITT withdrew in 1995, the corporation essentially provided most of the services and leadership in Palm Coast. They had planned, built, and maintained a model environmental community. In a unique private/government relationship, ITT had financed Palm Coast's most necessary improvements. The interchange at I-95 and the Hammock Dunes bridge were funded at relatively unnoticeable cost to local taxpayers and the state. As ITT withdrew from the Palm Coast community in the years from 1994 to 1996, the void left by its departure was increasingly felt in the community.



The complicated and often contentious process of incorporation began. Flagler County

residents' opposition groups debated. The county authorized a feasibility study, the state legislative delegation sponsored incorporation, and the Florida state government approved the referendum.

On September 21, one week after Hurricane Floyd postponed the vote, more than 60% of the nearly 12,000 voters casting ballots in the referendum had opted to turn the unincorporated population center of Flagler County into a city. On December 31, 1999 residents of Palm Coast not only celebrated the end of a millennium and a century, but a new year and a new city.

The City of Palm Coast's population on January 1, 2000 is estimated at 29,360. The mayor, city council, and city manager all seemed to agree that this first year's emphasis should be on planning rather than forging ahead without giving sufficient thought to the complicated problems facing a new city.

Originally, city business was done in two-and-a-half rooms of the present Community Center. In March, newly chosen city manager Richard Kelton arranged to rent office space at the former ITT headquarters building at One Corporate Drive. By May, the Flagler County Commission turned over the former county library to be renovated and used by the city as its first "permanent" city hall. A public opening celebration was held on October 26, 2000.

In 2001, providing residents with essential government services and promoting the community's economic growth were two major goals. As a result of joint meetings of Palm Coast City Council and Flagler County Commissioners,

the county turned over many parcels of land to the city benefiting fire, public works, recreation and parks, and the locating of new schools by the board of education. At the same time, the city began studying the acquisition of its water sources.

In future years, Palm Coast purchased their own water company, relocated their city hall after selling their building to bring in a new business and annexed 5,800 acres in the north-west corner of Flagler County near the St. John's County line. Most significant to the city's future was the approval of a large site for Town Center which would provide the city with 1 million feet of office space, 2 million feet of retail/commercial space, 750,000 feet of institutional buildings, a 2,400-seat movie theater, and 240 nursing home beds. City Council passage started the process of seeking approval of the massive DRI by state agencies.



By 2004, Palm Coast residents numbered 50,000 and its designation as a micropolitan city was announced.

By the end of 2005, Palm Coast was officially designated as the "fastest growing

micropolitan area" in the country by the United States Census Bureau. The population had more than doubled to over 64,500 in the six years since incorporation

In 2006, Cobblestone Village started construction, Palm Coast was named "Tree City USA" by the National Arbor Day Foundation, and a room was provided on the side of city hall for the Palm Coast Historical Society. The city saw an increase in the amount of commercial construction activity in 2006, especially in the new Town Center where Walgreens and Publix, the first retail stores, opened on the west side of the site. Town Center is to be the "heart of Palm Coast."

Wal-Mart had opened in Palm Coast in 1987 and upgraded to a supercenter thereafter and now a newly constructed four-lane road is prepared to accommodate a future second store. The grand opening of the Target Superstore in July 2008 provided a great stimulus to the shops at Town Center. The city had reason to celebrate its "dynamic decade" at their 10th anniversary.

Palm Coast started the year 2013 with approximately 76,450 residents. Newspapers have reported a 2% drop in the unemployment rate and home sales are reported to be at a seven-year high. In a general spirit of recovery, Palm Coast seems well suited to continue its well-paced continued growth that is the mark of a well-planned community. There are reasonably priced home sites in all sections of the city and the northwestern part has a huge acreage with infrastructure in place to accommodate commerce, industry, and new residents to join us in enjoying our way of life.

## **Following is a time line of the most significant openings and events of ITT Corporation**

1970 – Welcome Center opens.

1971 – First new road in Palm Coast opens and home construction begins. Palm Coast Golf Club (now Palm Harbor) opens first nine holes.

1972 – First residents move into homes on Casper Drive. Palm Coast Yacht Club (now a Centex project) opens.

1973 – First small business (Handy Way Convenience Center) opens.

1974 – Sheraton Palm Coast Inn on the ocean opens (later it becomes the site of the Hammock Dunes clubhouse). Palm Coast Flagler County High School, on ICDC-donated land, is built.

1975 – Palm Coast Service District is formed, the first step toward home rule. Alan Smolen replaces Dr. Norman Young as president of ICDC.

1976 – St. Mark by the Sea, the city's first church, opens. Palm Coast Fire District is created.

1977 – Decca Marine, the city's first industrial firm, opens.

1978 – A state-mandated Comprehensive Land Use Plan limits ITT to 42,000 acres of development and a maximum of 224,000 people.

1979 – Palm Harbor Shopping Center, anchored by Publix and Eckerd's, opens as does Belle Terre Swim and Racket Club.

1980 – Palm Coast Marina opens.

1981 – I-95 interchange opens.

1982 – Flagler County Humane Society opens animal shelter.

1983 – Flagler County Library opens in Palm Harbor Shopping Center; Daytona Beach Community College opens a branch campus on ICDC-donated land.

1984 – Hammock Dunes development approved.

1985 – Jim Gardner replaces Alan Smolen as ICDC president.

1986 – The Players Club, site of USTA-sponsored tennis tournaments, opens.

1987 – Remodeled Sheraton Resort replaces former Yacht Club. Wadsworth Elementary School opens.

1988 – Hammock Dunes toll bridge over ICW opens with big celebration.

1989 – ITT's Admiral Corporation builds Hammock Dunes and Island Estates.

1990 – Palm Coast population reaches 18,556.

1991 – Old King's Elementary School and Flagler Auditorium open.

1994 – ITT CEO states company is looking to sell off most of its Palm Coast assets.

1995 – I-95 intersection gets four lanes. Major selling of assets continues. Grand Haven construction begins.

1997 – Palm Coast Civic Association and Flagler County Citizens League combine to foster incorporation of a city to fill the void left by ITT.

This short history represents the author's continuing love affair with the Palm Coast community. The people who pioneered Palm Coast formed a partnership with the developer, ITT, together overcoming frontier obstacles in a spirit of mutual respect, active participation and community cooperation. Each contributed to some phase of a rich full life in a beautiful environmental setting. This author believes that ITT was successful in its 25 years of building and managing a planned growth community. It is my hope that Palm Coast's present remarkable growth can be sustained and managed and that its people will continue their cooperative community spirit channeled toward an even richer fuller life in pursuit of "the perfect place to live."

Art Dycke, City Historian (Volunteer), Kay Stafford, Editor, THE PALM COAST HISTORIAN



# Our City, at a glance...

## Statistical Information

INITIAL INCORPORATION:

FORM OF GOVERNMENT:

CITY POPULATION:

AREA: Square Miles

LEISURE SERVICE FACILITIES:

Community Centers

Swimming Pools

Baseball / Softball Fields

Basketball Courts

Bocce Ball Courts

Handball / Raquetball Courts

Shuffleboard Courts

Tennis Courts

Volleyball Courts (Sand)

Playgrounds

PUBLIC SAFETY:

Fire Stations

Firefighters / Volunteers

Law Enforcement (Contract Service)

FACILITIES:

Miles of Paved Streets

Miles of Unpaved Streets

Miles of Sidewalks, Walkways, and Bikepaths

Number of Street Lights

Number of Traffic Signals

Number of Public Buildings

CITY UTILITIES:

Water Customers

Wastewater Customers

Solid Waste Customers

Stormwater Customers

SCHOOL ENROLLMENT: K-12

December 31, 1999

Council / Manager

77,068

81

1

1

8

5

3

6

2

17

2

8

5

54 / 25

-

551

0.5

91

2,942

54

100

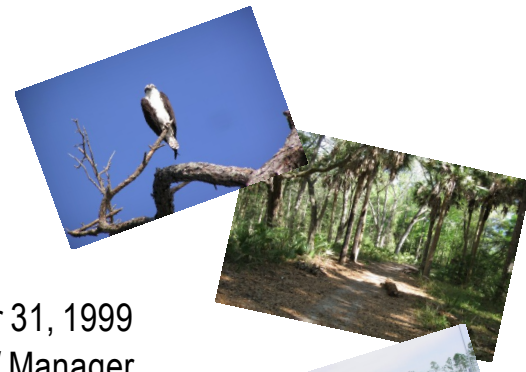
37,779

35,794

32,720

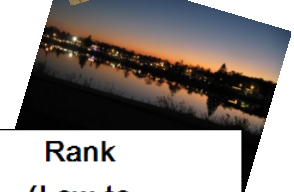
49,953

13,000



# Population

Fiscal Year	Palm Coast Population	% Change During the Period	Flagler County Population	% Change During the Period
1999	30,767		45,818	
2000	32,732	6.39%	49,832	8.76%
2001	35,443	8.28%	53,061	6.48%
2002	38,348	8.20%	57,709	8.76%
2003	42,850	11.74%	61,618	6.77%
2004	50,484	17.82%	69,683	13.09%
2005	58,216	15.32%	78,617	12.82%
2006	67,832	16.52%	89,075	13.30%
2007	70,376	3.75%	93,568	5.04%
2008	74,590	5.99%	95,512	2.08%
2009	73,910	-0.91%	94,901	-0.64%
2010	74,067	0.21%	94,905	0.00%
2011	75,180	1.50%	95,361	0.48%
2012	76,450	1.69%	97,376	2.11%
2013	77,068	0.81%	98,359	1.01%



## Millage Rate Comparison

Jurisdiction	2012 Operating Millage	Rank (Low to High)	2013 Operating Millage	Rank (Low to High)
Beverly Beach	2.3	1	2.3	1
Bunnell	6.9506	5	6.9506	5
Flagler Beach	5.1244	4	5.335	4
Flagler County *	7.08	6	8.055	7
Marineland	9.3912	8	10	8
Ormond Beach **	4.0132	2	4.1181	2
<b>Palm Coast</b>	<b>4.1502</b>	<b>3</b>	<b>4.1932</b>	<b>3</b>
St. Augustine	7.5	7	7.5	6

\* The millage rate for Flagler County is the General Fund millage, which is paid by all residents in Flagler County.

\*\* Includes debt service millage.



# Utility Rate Comparison

Jurisdiction	Water Charge	Rank (Low to High)	Wastewater Charge	Rank (Low to High)
	Residential (4,000 gallons)		Residential (4,000 gallons)	
Bunnell	\$43.33	5	\$49.89	6
Flagler Beach	\$35.88	4	\$29.00	3
Flagler County	\$55.04	6	\$33.30	5
Ormond Beach	\$15.26	1	\$24.65	1
<b>Palm Coast</b>	<b>\$31.44</b>	<b>3</b>	<b>\$30.20</b>	<b>4</b>
St. Augustine	\$24.36	2	\$28.08	2

Jurisdiction	Solid Waste	Rank (Low to High)	Stormwater	Rank (Low to High)
	Charge (Residential)		Charge (Residential)	
Bunnell	\$18.31	4	N/A	N/A
Flagler Beach	\$15.37	1	\$4.00	1
Flagler County	\$20.78	6	N/A	N/A
Ormond Beach	\$16.81	3	\$8.00	3
<b>Palm Coast</b>	<b>\$19.82</b>	<b>5</b>	<b>\$11.65</b>	<b>4</b>
St. Augustine	\$16.61	2	\$5.00	2

## Employment Data

### Flagler County, Top 10 Employers

1. Flagler County Schools: 1,741
2. Palm Coast Data: 1,100
3. Florida Hospital Flagler: 900
4. Publix: 560
5. Hammock Beach Resort: 475
6. Wal-Mart: 425
7. City of Palm Coast: 386
8. Sea Ray Boats Inc.: 375
9. County of Flagler: 297
10. Flagler County Sheriff's Office: 264

SOURCE: Flagler County Chamber of Commerce 2012



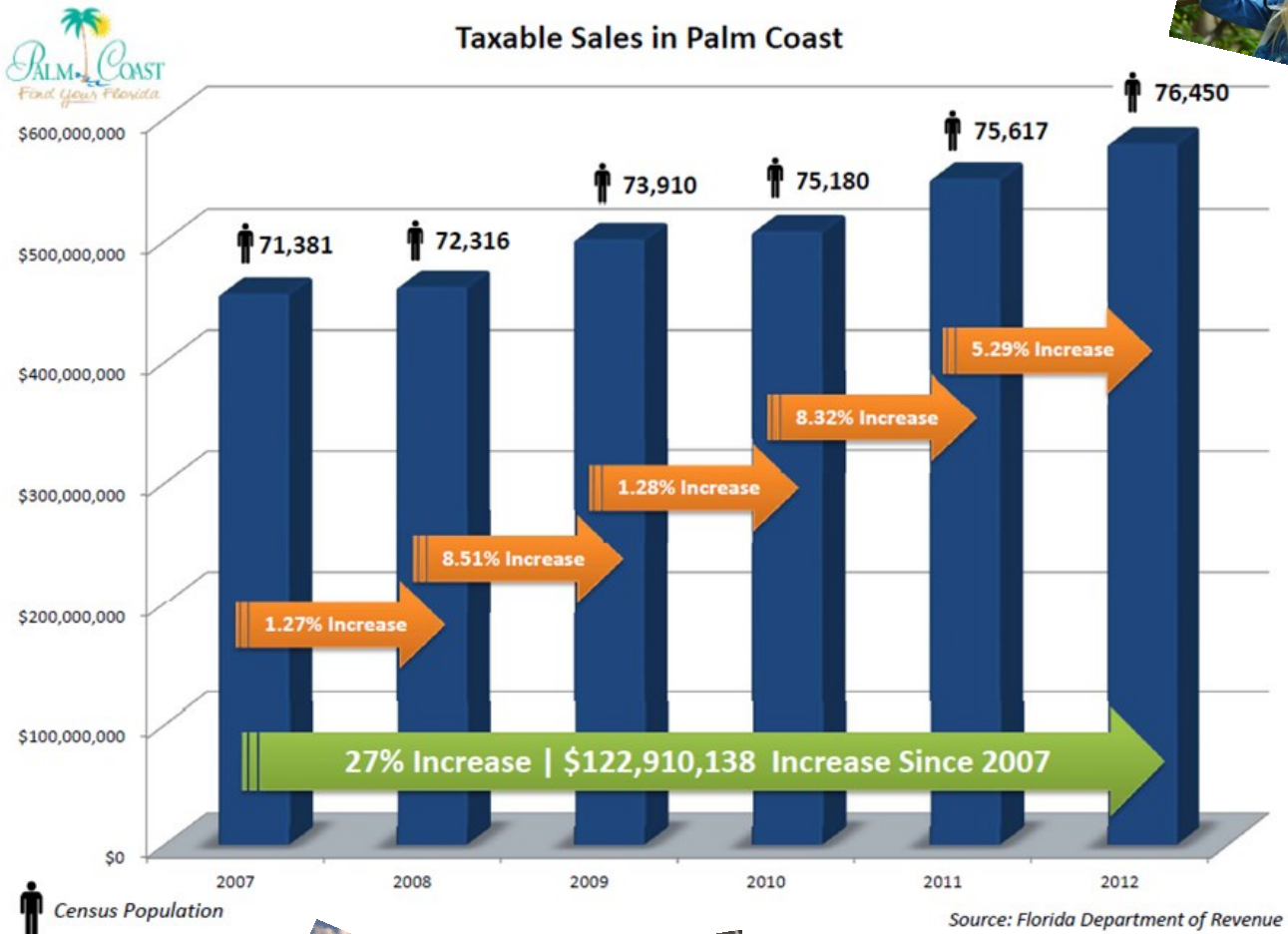


# Principal Property Tax Payers

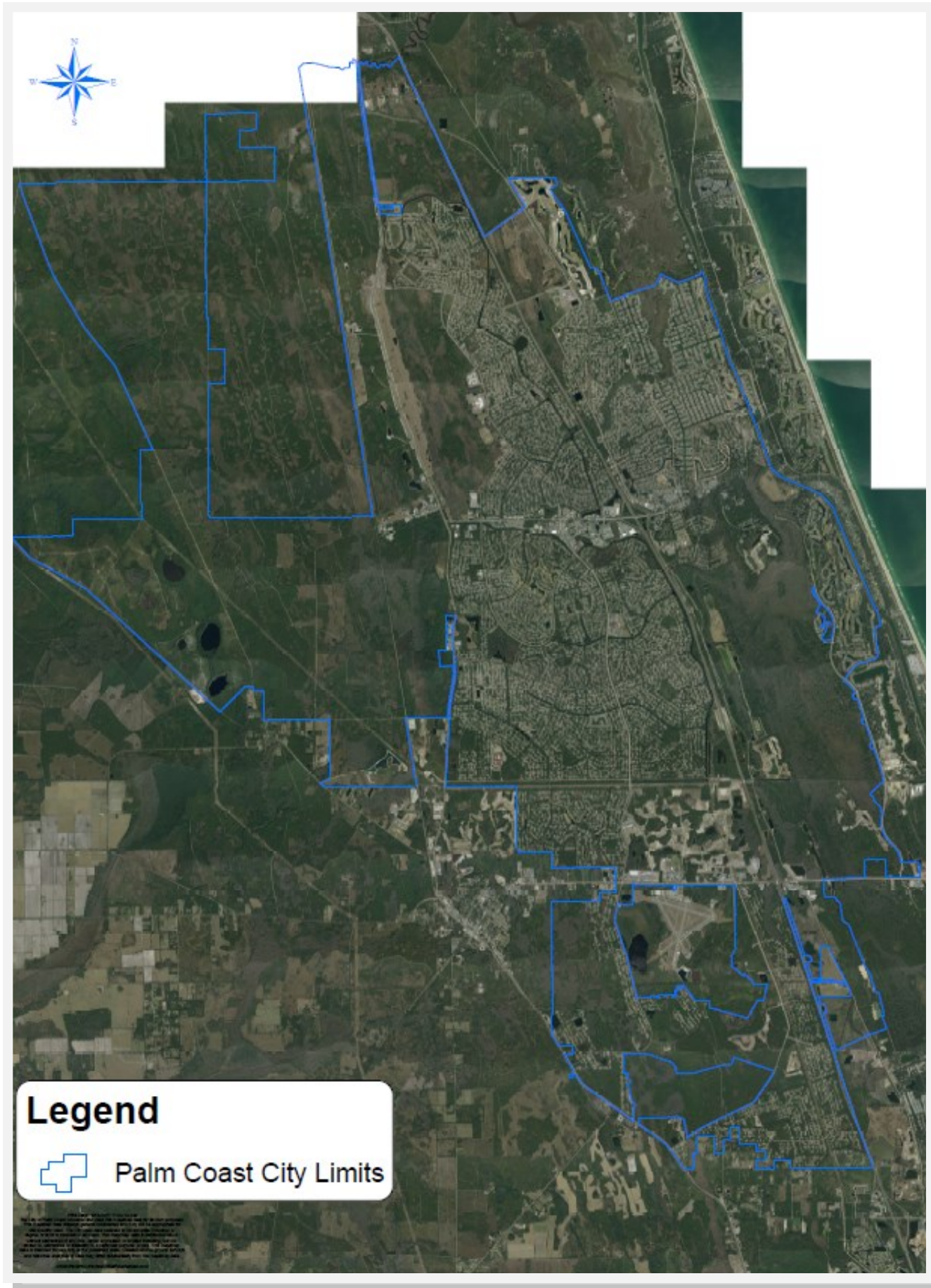
Owner Name	Total Taxable Value
FLORIDA POWER & LIGHT COMPANY	\$ 64,485,522
INLAND DIVERSIFIED PALM COAST	19,687,589
FLORIDA LANDMARK COMMUNITIES	14,850,081
INTEGRA WOODS LLC	14,406,194
BELLSOUTH TELECOMMUNICATIONS I	13,403,497
BRIGHT HOUSE NETWORKS	11,684,924
PALM COAST MEDICAL SPECIALISTS	10,585,106
CELEBRITY RESORTS OF PALM	10,346,400
TARGET CORPORATION T-2364	10,190,158
WAL-MART STORES EAST LP	9,664,730



## Taxable Sales



*City of Palm Coast - Aerial map*





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