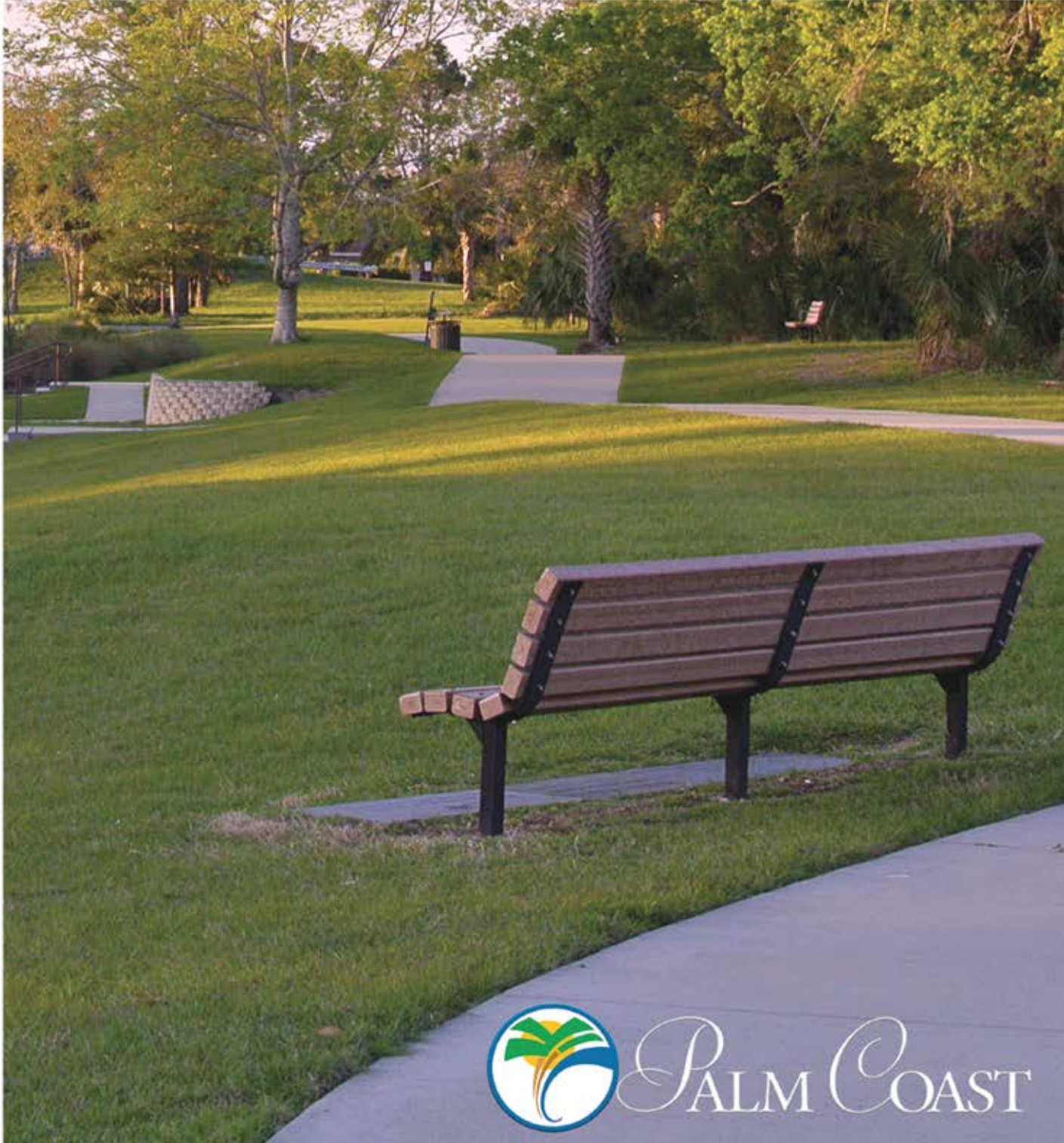


2020

# ANNUAL PROGRESS REPORT



PALM COAST





# Palm Coast 2020: Bringing New Opportunities Home

2020 was a year to remember.

The COVID-19 pandemic forced the entire country to pause and find new ways of living, working, and playing without much in-person interaction. This local community rose to the occasion in more ways than one.

And while the year had its challenges, Palm Coast moved forward with many successes worth highlighting.

Strategic investments and planning led to the entry of both the University of North Florida's MedNexus and Jacksonville University introducing new learning opportunities in Town Center, as well as other companies growing or expanding in the city.

As development projects accelerated, parks expanded, services improved, and events were celebrated here at home.

Through it all, the community came together as one, showing the resiliency of residents even during the most difficult of times.

So yes, we brought new opportunities home to Palm Coast in 2020; we enhanced drainage response, expanded roads and parks, added plans for a wastewater facility, grew our economy, welcomed universities and communicated more efficiently.



# CITY INFORMATION



**Milissa Holland**  
Mayor



**Robert Cuff**  
Council Member, District 1



**Jack Howell**  
Council Member, District 2  
(Nov. 2018-July 2020)



**Jon Netts**  
Council Member, District 2  
(Aug. 2020-Nov. 2020)



**Nick Klufas**  
Council Member, District 3



**Eddie Branquinho**  
Council Member, District 4

## CITY LEADERSHIP

City Manager – Matthew Morton  
City Attorney – William E. Reischmann, Jr.  
City Clerk – Virginia Smith  
Financial Services Director – Helena Alves  
Information Technology Director – Doug Akins  
Fire Chief – Gerard Forte  
Utility Director – Stephen Flanagan  
Parks & Recreation Director – Lauren Johnston  
Public Works Director – Matthew Mancill  
Chief Development Officer – Jason DeLorenzo  
Human Resources Director – Renina Fuller

## CONTACT INFORMATION

Customer Service 386-986-2360  
City Manager's Office 386-986-3702  
City Clerk Records 386-986-3714  
Parks & Recreation 386-986-2323  
Building and Permits 386-986-3780  
Planning/Zoning 386-986-3736  
Code Enforcement 386-986-3764  
Fire Department 386-986-2300  
Animal Control 386-986-2520  
Urban Forestry 386-986-3722

# GOALS & PRIORITIES

The City of Palm Coast previously established **long-term goals** that set the path for operations on an annual basis. These goals guide departments toward improving and maintaining infrastructure, programs, facilities and services each year.

- 1) To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services and employment.
- 2) 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.
- 3) To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.
- 4) 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.
- 5) To ensure a safe community for our citizens and visitors while providing affordable and enjoyable options for cultural, educational, recreational, and leisure-time events.
- 6) To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; and personal development opportunities.

Throughout the past year, the City Council and City staff have transitioned into providing exceptional services by defining strategic priorities as focus areas which are shown below.



Innovation  
District



Business  
Friendly  
Initiative



Community  
Engagement



Smart  
City



Service Delivery  
& Efficiency



Street  
Maintenance



Streetlights &  
Safety



Fiber



# BUDGET OVERVIEW

## FISCAL YEAR 2020

Through uncertain and challenging times, we have remained diligent to be good stewards of financial resources. The City of Palm Coast remains financially sound and proud to say the City has zero municipal debt.

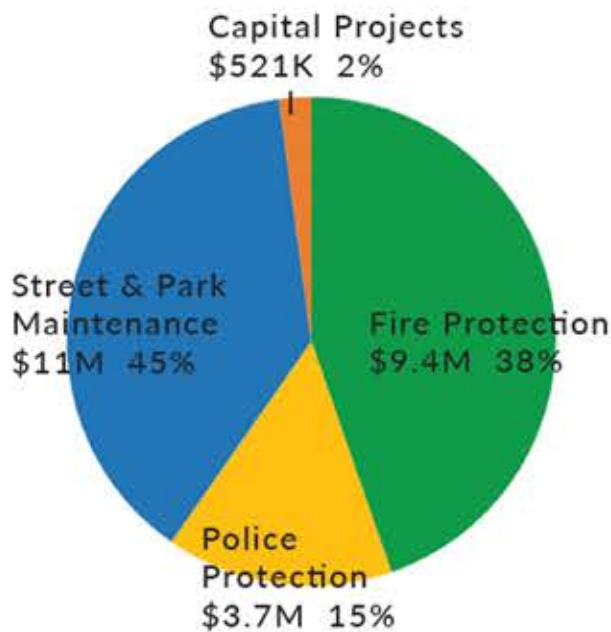
City Council and staff are committed to being transparent as our residents expect and deserve. Services and goals were managed through careful budgeting. The City's budget allocation increased from fiscal year 2020 to fiscal year 2021, and staff is continuing to allocate those valuable financial resources to invest in the community.

Property tax revenue allows services to be supported that are vital to protecting and maintaining the community such as fire, police, street maintenance and more.

Sales tax revenue is a vital source of revenue to the community. Those dollars are put back into our community and help provide for capital improvements like additional baseball fields, facility and park upgrades, our roads, and so much more.

For more information regarding the budget, visit: [palmcoastgov.com/government/finance/budget](http://palmcoastgov.com/government/finance/budget)

## SERVICES PROVIDED BY PROPERTY TAXES



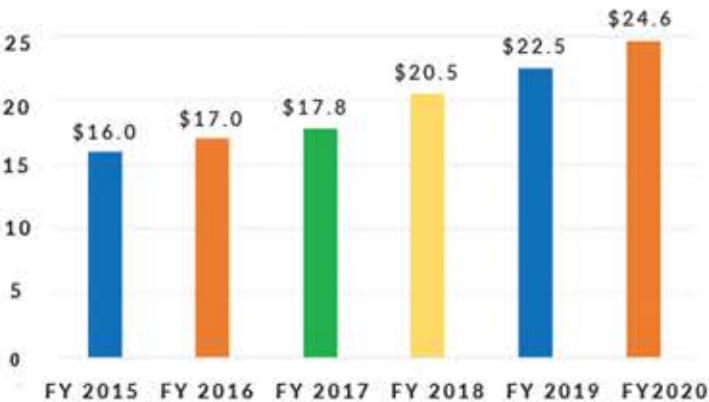
## TAXABLE VALUE & MILLAGE BY FISCAL YEAR

Fiscal Year	Taxable Value	Ad Valorem Revenue	Millage
2020	\$5,452,170,314	\$24,594,435	4.6989
2019	\$5,452,170,314	\$24,594,435	4.6989
2018	\$5,452,170,314	\$24,594,435	4.5937
2017	\$5,452,170,314	\$24,594,435	4.2450

## BUDGET BY FUND TYPE

FUND/DEPARTMENT	FY20
General Fund	\$40,135,081
Special Revenue Funds	\$34,669,206
Utility Fund	\$45,753,102
Utility Capital Projects Fund	\$32,252,038
Solid Waste Fund	\$8,756,412
Stormwater Management Fund	\$18,381,380
Building Permits Fund	\$2,915,973
IT Enterprise Fund	\$562,506
Enterprise Funds	\$108,621,411
Internal Services Funds	\$19,506,221
Subtotal Budget All Funds	\$202,931,919
Less: Interfund Transfers	\$15,925,315
Total	\$187,006,604

## PROPERTY TAX HISTORY



# STRATEGIC ACTION PLAN

## VISION

A multigenerational community recognized as one of Florida's premier cities that values...

Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services.

Providing exceptional amenities and standards that support a high quality lifestyle.

Protecting the environment and beauty of Palm Coast while conserving natural resources.



## MISSION

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.



## CAPITAL IMPROVEMENT PLAN (CIP)

Fiscal Year 2020 Major Capital Projects by Fund

### FY 2020 BUDGET

<strong>CAPITAL PROJECTS FUND</strong>	
Holland Park Phase 2	\$4,050,000
Park & Path Rehab/Renewal	\$1,925,000
Network & Facility Security Upgrades	\$345,000
Public Works Facility	\$1,110,000
City Hall Generator	\$400,000
<strong>STREETS IMPROVEMENT FUND</strong>	
Citation Blvd Safety Improvements	\$1,700,000
Continuous Street Lighting	\$250,000
New Sidewalks & Bike Paths	\$558,500
Street Rehab & Renewal	\$5,795,000
<strong>TRANSPORTATION IMPACT FEE FUND</strong>	
Old Kings Rd N Widening	\$7,520,513
Old Kings Rd N Extension	\$3,000,000
New Signal (Eastwood Dr/Market Ave)	\$700,000
Belle Terre Safety Improvements	\$250,000
<strong>RECREATION IMPACT FEE FUND</strong>	
Lehigh Trailhead	\$1,127,500
Long Creek Nature Preserve	\$700,000
<strong>UTILITY CAPITAL PROJECTS FUND</strong>	
Wellfields & Wells	\$3,025,000
Water Mains	\$3,260,000
Water Treatment Improvements	\$2,810,000
Distribution System Improvements	\$1,450,000
Wastewater System Improvements	\$5,760,000
Lift Station Generators	\$1,885,000
Lift Station Upgrades/Improvements	\$3,850,000
Reclaimed Water Mains	\$1,575,000
<strong>STORMWATER FUND</strong>	
Pipe Inspections, Lining & Replacements	\$1,580,000
E-Section Drainage Improvements	\$1,890,000
F-Section Concrete Lined Ditch	\$950,000



# CORONAVIRUS CHALLENGES

The **COVID-19** pandemic presented the City with the broadest challenge ever faced in its 20-year history.

City Hall and other city facilities closed in March of 2020. The IT Department acted swiftly to provide remote work options for staff, including setting up the first **virtual emergency operations center**. Other departments innovated in order to provide services such as online permitting and virtual inspections. Customer Service reps and firefighters also helped distribute masks to those who needed them.

The Palm Coast Fire Department worked alongside county **emergency management** officials to deliver safe and timely responses to all calls for service. Firefighters applied new ways to better protect themselves on the job such as wearing reusable and sanitized head gear to cope with the significant shortages of PPE, and deliver continuous services to the community.

We also coordinated information from the Florida Department of Health through a series of 19 **virtual town halls** that saw an average of over 1000 views weekly. And our communications team shared important emergency information with the community via various channels including the city web site and social media.

When it was time to **reopen** city amenities, departments, facilities, and reintroduce events and programming, Fire Department leadership provided safe instruction aligned with Centers For Disease Control and Prevention guidelines.

We remain vigilant and are doing all we can to keep residents and visitors safe until this crisis is behind us.



## FEED PALM COAST

After several weeks of careful planning and immense fundraising, the Mayor's Feed Palm Coast Initiative culminated in a day to remember for the Palm Coast community. 10,000 boxes of food were given away to families at the two distribution locations: Palm Coast City Hall and Parkview Church.

More than 3,500 cars passed through the two distribution lines, many containing more than one family.

Additionally, cumulative financial donations to the Mayor's Feed Palm Coast Initiative surpassed \$100,000. Remaining funds have been used to support local food pantries and food drives.

## RISE UP PALM COAST

The Mayor's Rise Up Palm Coast Initiative aimed at connecting the community in never-before-seen ways through the first few weeks of the COVID-19 pandemic while many were staying home.

The City partnered with 38 organizations and representatives throughout Palm Coast to deliver dynamic, engaging virtual content on social media to help residents live a healthy, fulfilling life while staying home.

Residents learned about cooking, exercising, family activities, arts, performances and more. Between five and nine pieces of content were shared on a daily basis from April 15-May 31. The goal was to build an ecosystem of engagement.

## MASK UP PALM COAST

The City of Palm Coast encouraged residents and visitors to embrace the use of masks through a community service campaign called #MaskUpPalmCoast to prevent the spread of COVID-19.

As part of the campaign, residents showed their commitment to prevent the spread by taking a photo wearing a mask, along with a poster saying why wearing a mask was important to them.

The Centers For Disease Control and Prevention (CDC) had stated there was increasing evidence that cloth face coverings help prevent people who have COVID-19 from spreading the virus to others.

# INITIATIVES TO CONNECT US





# GROWING PROSPERITY

## DEVELOPING THE URBAN CORE

More than just Palm Coast's downtown, Town Center was designed to be a walkable community that fosters smart growth principles and serves as a great place to live, work and play. Through a true mixed-use approach, the urban core rests at the center with other uses radiating out to the perimeter roadway network, which attracted commercial businesses first. The interior development is maturing, with residential and supporting business uses quickly following.



Town Center is home to the **Innovation District** and **Arts District**. It will be a hub of activity with a variety of businesses where visitors and residents enjoy a place of social gathering and artistic expression. With both Jacksonville University and the University of North Florida's educational campuses calling the Innovation District home, our downtown will also serve as an ecosystem for healthcare, higher education and technology. The table is set to support incoming employment centers, opportunities for students in the growing workforce, and enjoyment of events and services - all in one place.

## ECONOMIC DRIVERS THROUGHOUT THE CITY

AdventHealth announced a new \$100 million dollar, four-story hospital on Palm Coast Parkway, marking the single-largest health care investment in Flagler County. Scheduled to open in late 2022, it is expected to provide an initial 400 new jobs, and that figure is expected to grow to as many as 700 with an average salary of \$67,000.

**Boston Whaler** chose the southeastern area of Palm Coast as home to their new boat manufacturing facility. They expect to add 300 to 400 jobs over the next 18 to 24 months, and the first boats are anticipated to come off the production line during the second half of 2021.

The **Florida National Guard** also put down roots here by opening a new 72,000 square-foot readiness center along S.R. 100. The center provides our soldiers a state-of-the-art facility for drills and training exercises, a permanent headquarters for their staff, and a local staging and operations center during times of natural disaster.

## CREATING AN IDENTITY

One of the most ambitious achievements ever for Palm Coast was concluded in 2020. Two esteemed Florida universities have announced they will be building off-site campuses in Town Center.

### UNF MEDNEXUS

The University of North Florida stepped forward to create a groundbreaking medical MedNexus – the first university-based healthcare nexus in the nation with an expanding array of health services for Palm Coast. It will provide a healthcare degree linking high school students in Flagler County to Daytona State College and then to a wide variety of nursing and technical degrees that will eventually lead them to careers at local AdventHealth hospitals. This innovative initiative will provide a pipeline from quality education to high paying positions in students' preferred medical fields. It aligns education with a workforce that encourages our most determined youths to settle down in Palm Coast. And it meets our region's growing need for medical personnel.

### JACKSONVILLE UNIVERSITY

Jacksonville University also announced the launch of its first-ever satellite campus right here in the Innovation District in Town Center, serving as an added medical connection for students. They will offer masters degrees in Nursing, Speech Language Pathology and Clinical Mental Health Counseling, with advanced credentialing available in the future.





# MAINTAINING THE FRAMEWORK FOUNDATION

Completed in 2020...

## STORMWATER

Palm Coast's stormwater master plan improves drainage as a whole, addressing the entire system in a comprehensive and strategic approach. This keeps floodwaters moving off roads more efficiently. The swale maintenance program is part of the Enhanced Stormwater Maintenance program. Residents can view a GIS (geographic information system) map on the city website, [palmcoastgov.com](http://palmcoastgov.com), showing when swale maintenance work will be completed. In 2020, drainage projects were completed in the R and F sections.



**39** miles of swales maintained  
**184** miles of ditches maintained

## UTILITY

The City of Palm Coast Utility operates as an enterprise fund, meaning it is not supported with tax dollars but rather totally funded through water, sewer and reuse service revenues and utility capacity fees.

With over 500 miles each of water and wastewater pipelines, three water treatment plants and two wastewater treatment facilities, the Utility Department provides service to the residents and businesses of Palm Coast as well as to various territories outside the city limits. The department is also responsible for providing high quality, safe drinking water and environmentally responsible wastewater service to the community.



**555** pep tanks installed  
**1264** meters installed

Design and permitting for the expansion of the city's wastewater treatment capacity is underway. The project is currently on schedule with construction to begin towards the end of 2021. New wells, new raw water mains and various pump system upgrades are also planned.

## FIBER

We have also been upgrading the City's high-speed internet known as FiberNet, which is a comprehensive fiber optic network infrastructure. FiberNET networking equipment was upgraded and now staff is working to bring more providers onto the network to offer more choices, better reliability and competitive pricing to better serve residents.

FiberNet saves citizens an estimated \$310,000 annually in costs.



## TRAFFIC

Streetlights were installed along several stretches of Belle Terre Parkway and this will continue into 2021. The nearly \$100,000 project adds 6 miles of lighting with 261 lights from Palm Coast Parkway to S.R. 100.



Drivers will continue to see construction on Old Kings Road as the widening project moves forward. The first phase will widen Old Kings Road from Utility Drive to about half a mile north at the northernmost intersection of Kings Way.



## PUBLIC WORKS

Every year, great care is put in to beautifying the city. Freshly manicured medians, perfectly painted buildings and solidly paved roads continue to receive routine attention. Colorful new water fountains welcome everyone to Palm Coast in traditional Florida fashion.



**35**

miles of roadways resurfaced

**500**

hazard trees removed

**61**

traffic signals inspected

**11,000**

street signs maintained

**93**

decorative medians landscaped

**112**

linear miles edged

**367**

acres of grass cut

**363**

city vehicles serviced

**215**

pieces of heavy equipment serviced

**13,000**

vacant lot swales mowed



# INVESTING TO IMPROVE PARKS

Our variety of parks brings residents together to connect with family and friends and enhance well-being, giving everyone a sense of place in Palm Coast. Enhancements to our recreational amenities significantly improve the safety, security and user experience.

## HOLLAND PARK

Phase two of Holland Park renovations continued in 2020. The \$6.2 million project features 20 new pieces of equipment on the playground for toddlers and children. Inclusive elements with accessibility features were added to the playground as well as new family swings to climb on and sway back and forth together. Other enhancements include covered pavilions, LED lighting at various activity areas, and a new bocce ball court with shade canopy and supple clay surface. The centerpiece of the additions to Holland Park introduces a splash pad next to the existing sugar mill-themed playground. The splash pad design reflects the river, ocean, lakes and swampy areas. There are dozens of spray features - water fountains and sprayers - shaped like a frog, turtle, octopus, whale, manta ray, starfish, sand dollar, lily pad and cattail. Overall, the improvements make this park a multigenerational attraction for families throughout the community and beyond for years to come.

## INDIAN TRAILS SPORTS COMPLEX

Construction this year enhanced the experience at the Indian Trail Sports Complex. Palm Coast's largest, most popular fields for youth sports now includes four new baseball diamonds with upgraded underground stormwater and irrigation systems, as well as new fencing, clay, sod, player's benches, dugouts and bleachers. Design was completed in-house by City engineers and construction work was performed by Public Works crews, providing a significant cost savings.



# HERE TO HELP YOU

## CUSTOMER SERVICE

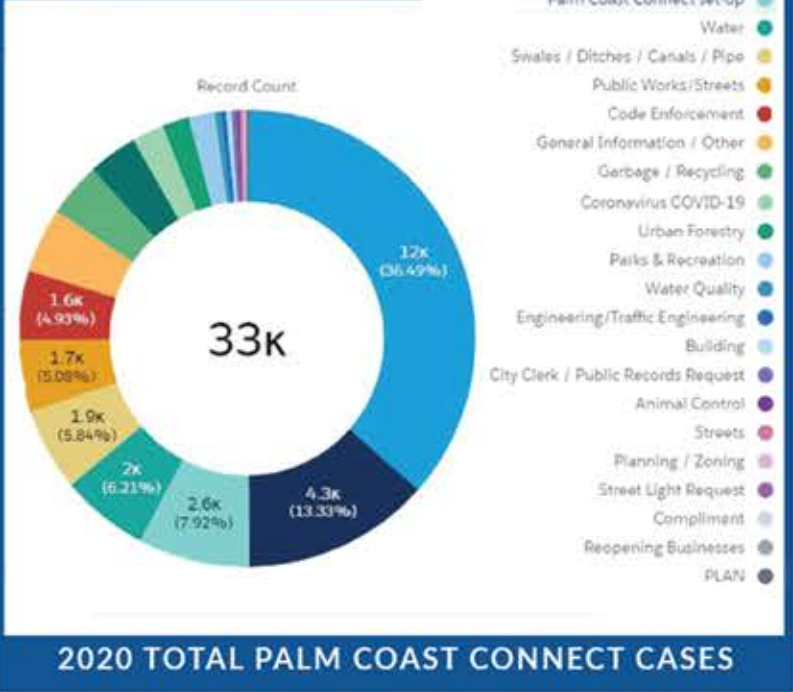
Customer support service was never more important to residents than in 2020. Reps answered more than 119,000 calls, along with more than 9,000 emails. Even with city facilities closed due to the virus, service representatives quickly transferred from workplace desktops to their home offices, missing literally no time in answering calls and emails for assistance.

## PALM COAST CONNECT

Palm Coast implemented the most powerful tool yet to reach even more citizens. Palm Coast Connect became a popular online platform for people to communicate at any time, from anywhere, about any issue they have or see. Residents can set up a work order and track the progress from inception to completion.

Residents submitted 31,799 case work orders in 2020 - on phones, tablets and computers - tracking their case progress from start to finish. Because of your reporting, we have been able to determine what the core issues are in the city and apply direct resources more efficiently.

Palm Coast Connect provided data we never had. Part of utilizing this platform was to identify efficiencies. As a result, we are now able to manage our day-to-day work better by assigning city crews to fix various concerns, based on their locations in the field. We have also streamlined our reporting process from paper to digital.



There are a total of 16 representatives working to serve our citizens

**31,799** CASES  
**8,402** NEW ACCOUNTS  
**4** DAY RESOLUTION TIME

**119,937**  
answered calls by Reps  
**9,008**  
answered emails by Reps



# EVENTS TO STAY CONNECTED

During a time of uncertainty, residents longed for the interaction and amusement typically provided through City activities. The City of Palm Coast offered a variety of fun events – many of them virtual – to ensure that the community stayed connected and engaged.

## FACILITY USAGE

Community Center (non-COVID year)

**15,000** on average for programs  
**30,000** on average for rentals

2020 facility usage

<b>17,024</b>	<b>37,232</b>	<b>5,005</b>
TENNIS CENTER	GOLF COURSE (GREEN FEES)	PARK RENTALS

## CITY HELD EVENTS 2020

**29**  
EVENTS  
TOTAL

**15**  
VIRTUAL

**14**  
IN-PERSON

**VIRTUAL**  
eSports x2  
Tour de Palm Coast  
Egg Hunt  
Memorial Day  
July 4th  
Fishing Tournament  
Feet to Feast  
Running Series  
Tree Lighting  
Holiday Light Fight  
ICWC  
Pink on Parade  
Can You Nail it?  
Pollinator BioBlitz

**IN-PERSON**  
Christmas Tree Recycling  
Food Truck Tuesday x3  
Movies in the Park x3  
World Diabetes Day  
Chalk-a-Lot  
NCCAA Sports Clinic  
Palm Coast Open  
Turtle Dedication x2  
Arbor Day  
Veterans Day



# 2020 CITY AWARDS

Water Treatment Plant #2 won with the **2020 'Outstanding Membrane Plant Award'** by the South East Desalting Association (SEDA)

Fire Police Capt. Steve Garnes and the Palm Coast Fire Police program were awarded the **Fire Safety Commendation Medal** from the Flagler Chapter, Sons of the American Revolution

Polco and the International City & County Management Association (ICMA) gave the City a **Voice of the People (VOP) Award** honoring local governments based on large improvements in a national survey

The City received the esteemed **2020 Florida Association Public Procurement Officials Award of Excellence**

The ICMA honored the City with a **Certificate of Distinction**

The City won the **"A Day in the Life" video contest** held by the American Public Works Association

A **Travelers' Choice Award** was given to Waterfront Park for 2020 through Tripadvisor

Fitch Ratings upgraded the City's utility outstanding obligations **bond rating from A+ to AA**, which represents an extremely strong rating. Fitch also assessed the standalone credit profile (SCP) of the city's water and sewer system at 'AA' and also noted the rating outlook was revised from positive to stable

The Government Finance Officers Association of the United States and Canada awarded the **Certificate of Achievement for Excellence in Financial Reporting**

The City won the **Regional Award for Excellence in Resilience** for the Floodplain and Stormwater Management Program from the Northeast Florida Regional Council





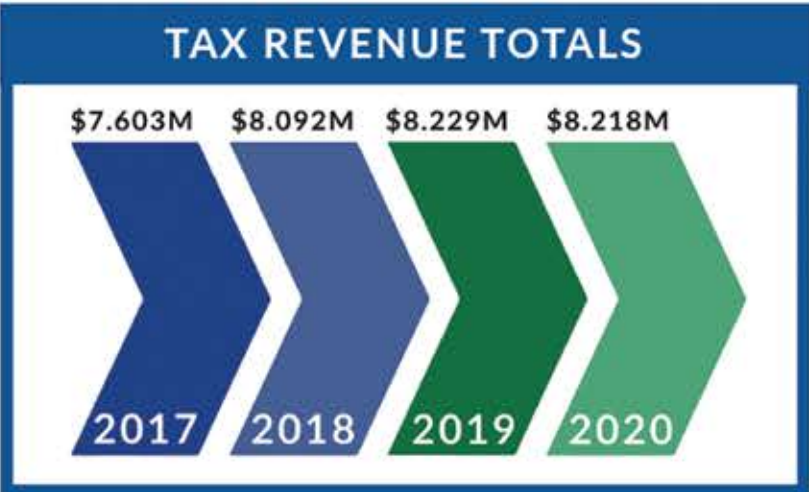
# BE LOCAL BUY LOCAL

The City of Palm Coast receives a portion of sales tax dollars each year to fund community projects such as parks, roads and other infrastructure and amenity improvements. The total annual amount is generated through three sources: local option fuel tax, small county surtax, and the local government half-cent sales tax.

In September of 2019, the City Council adopted a priority as part of its annual strategic plan to create an aggressive educational shop local campaign and establish a measurable goal to increase community awareness and sales tax revenue. The priority was updated in June of 2020 to reflect COVID-19, encouraging residents to take the challenge in support of local businesses.

In 2020, the City of Palm Coast supported local businesses through the following ways:

- Open Local Business List** – provided a list of businesses on Palm Coast Connect that were able to operate.
- Restaurant Takeout Guides** – presented residents with a list of local restaurants offering to-go orders.
- 30 Restaurants in 30 Days** – showcased a local restaurant each day during the month of June.
- Be Local Buy Local Foodie Contest** – residents sent in a photo of their restaurant meal for a chance at winning a prize.
- Social Media Monthly Features** - highlighted various business sectors such as health and beauty, retail, and new businesses each month on Facebook, Twitter and Instagram.





CAMPAIGN AWARENESS

2018 Citizens Survey

**46%**  
aware of  
Be Local Buy Local

**25%**  
influenced by  
campaign to shop local

2020 Citizens Survey

**65.59%** ↑  
aware of  
Be Local Buy Local

**69.63%** ↑  
influenced by  
campaign to shop local

RESTAURANT MEAL  
PHOTO CONTEST





# HELP GUIDE OUR FUTURE

What do residents love most about living in Palm Coast?

The **2020-2021 Citizen Survey** was developed in-house and released to residents online and in-person during January of 2021. The Palm Coast City Council utilizes these results to set goals and establish their direction moving forward. Nearly 3,000 residents completed the survey.

Based on the feedback, it's the exceptional quality of life that provides a strong sense of well-being drawing people to this City. Palm Coast residents specifically pinpointed several amenities that yield a rich community experience.

Our natural habitats drew the most attention from citizens, with life here embracing abundant preservation and conservation areas filled with flora and wildlife. Residents recognized the City's clean, polished appearance, with well-trimmed medians and litter-free roadways – another appeal valued by Palm Coast residents. Recreational opportunities ranked high on the survey, with respondents appreciating parks with sports fields, playgrounds, waterfront access, hiking and biking trails.

The survey revealed these additional priorities that also remain central to our residents: workforce development; job creation in Town Center; cultural arts opportunities; and street and stormwater maintenance.

More results can be viewed at [palmcoastgov.com/about/citizen-survey](http://palmcoastgov.com/about/citizen-survey)

## SURVEY SAYS

<b>95%</b>	<b>92.1%</b>	<b>89.6%</b>	<b>85.3%</b>
feel safe in their neighborhoods	likely to remain here for the next 5 years	overall appearance of Palm Coast	overall quality of life in Palm Coast





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