



2017

# Annual Progress Report



city of  
**PALM COAST**





Photo by Vicki Payne - Winner of the 2018 Palm Coast Photo Contest





# To Our Residents:

The City of Palm Coast is proud to share the Annual Progress Report for 2017, an overview of accomplishments, achievements and progress based on the goals set by the Palm Coast City Council. There is a section on each of the six goals: Expansion, Economic, Finance, Environmental, Quality of Life, and Workforce Talent.

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

In terms of public projects, perhaps the most significant completed in 2017 was the “new” Holland Park, and there is a special report on that upgraded amenity. Two sections were added to the Seminole Woods Boulevard Multi-Use Pathway, and we constructed the new Forest Branch Path. Shade sails were installed above four playgrounds, and the renovation and expansion of the Palm Coast Community Center is nearly done. Medians were beautifully landscaped along Belle Terre Parkway. Numerous drainage projects were completed, along with Utility projects including the new Wastewater Treatment Plant 2 to open in early 2018. These are among dozens of capital projects we completed or started this year.

This growth is also reflected through a strengthening economy. The upward trend in building activity continued, employment rose, and revenues increased from sales tax, bed taxes and building permits. Our Business Assistance Center helped 21 businesses start and grow. Home construction is booming, and many commercial projects are adding stores, restaurants and offices across the City. Many sports tournaments at Indian Trails Sports Complex brought visitors to Palm Coast.

One of the year’s greatest successes was improving Palm Coast’s floodplain management rating to among the best in the nation – a measure that shows how well a City is prepared for flooding and a rating that provides residents deeper discounts on flood insurance. We were recognized as a StormReady Community, and began a LiDAR (Light Detection & Ranging) study to help us with future flood control and water supply planning. We are beginning to convert our streetlights to LED technology.

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

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

*Jim Landon*  
Palm Coast City Manager

# Holland Park

## It's Playtime at Holland Park

It's been said the best things in life are worth waiting for!

After construction delays, James F. Holland Memorial Park on Florida Park Drive – the City's oldest and largest community park – reopened on June 16, 2017, following a major renovation.



Holland Park has been jam-packed ever since with children exploring the sugar mill-themed playground, walkers strolling the perimeter path, pet-lovers playing with their pups at the Dog Park, and active adults and children enjoying their favorite sports.

The renovated Holland Park has something for all ages. A  $\frac{3}{4}$ -mile walking trail runs along the park's perimeter. The internal drive through the park is now a full circle, with vehicle access in both directions. Drainage has been improved and parking expanded. The restrooms have been rebuilt. The 26-acre park, with 369 new trees, is also home to the Palm Coast Historical Society headquarters.

The centerpiece of fun is an expansive playground styled after Bulow Plantation Sugar Mill, evoking Flagler's history. Some 4,890 pavers were used for the playground walkway – symbolizing the Old Brick Road. The fenced-in playground has coquina rock structures featuring slides, bridges and ladders, a climbing wall, a zip line and an archeological digging area. The artificial turf offers a soft landing for young explorers who find adventure as they exercise in the beautiful, shaded park.



It truly is the biggest and best playground for many miles around, and has already become a regional destination for families who want to spend a day at the park!

Dogs are inspired to run and play, as well. A secure entry to the 1.5-acre Dog Park opens onto two separate play areas, one for large dogs and one for small. There are wash-down stations for the convenience of pet owners.



# Holland Park



Four athletic courts were resurfaced and refurbished, and fields were upgraded. The facility has three tennis courts, one junior-sized tennis court, two shuffleboard courts, two basketball courts, four striped pickleball courts, two bocce ball courts, a sand volleyball court and two large multi-purpose sports fields. Dugouts and bleacher shade coverings were added to the two baseball fields. There are two horseshoe pits – a first for Holland Park.

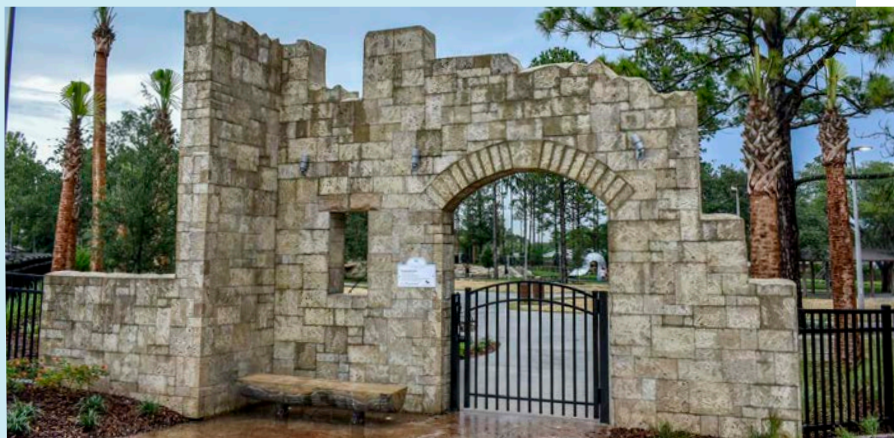
Palm Coast Mayor Milissa Holland, daughter of the park's namesake, said her father loved a quote by Audrey Hepburn and he said it often: "To plant a garden is to believe in tomorrow."

"He used to say that when you invest in our parks, you are planning for future generations to enjoy," Mayor Holland said. "This is exactly what Holland Park represents to our community."

The park was dedicated as the James F. Holland Memorial Park on Oct. 25, 2002, not long after the death of James Holland, one of Palm Coast's founding fathers, in honor of his dreams, hopes and hard work for Palm Coast.

The park was originally constructed in 1978 on 10 acres donated by ITT Community Development Corp., the developer of Palm Coast. Flagler County donated the park to the City after Palm Coast's formal incorporation Dec. 31, 1999.

"We pride ourselves on our beauty across Palm Coast, including manicured parks, tree-lined trails and gorgeous landscaping," Mayor Holland said. "So it was time for Holland Park – this gem in Palm Coast – to be re-born."



As we move forward, the City is excited to announce that construction will start on the new splash park and additional playground equipment in summer 2018! Phase 2 of the park will also include a shade structure for the small dog park, a covering for the Bocce court, new handball and pickleball courts, exercise/fitness stations, lighting, a new maintenance building and upgrade to the Pavilion 3 restrooms. The park will remain open during the additions.



# Our Vision

## Making a Vision a Reality The Strategic Action Plan

### Our 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

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

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

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

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

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

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

To take a deeper look into our progress and overall process, please visit our ["End of Year Progress Report"](#) document for 2017 fiscal year.

### City of PALM COAST

#### Strategic Action Plan

#### Fiscal Year 2018

City Council

Milissa Holland  
Mayor

Robert Cuff  
District 1

Heidi Shipley  
District 2

Nick Klufas  
District 3

Steven Nobile  
District 4

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

Quarterly Review

City Manager Review

Department Review

**Our 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

**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: Capitalize on the success of Prosperity 2021, while focusing on new strategies to improve economic growth, diversify our economy, and attract and retain skilled workforce talent  
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 ensure a safe community for our citizens and visitors while providing affordable, and enjoyable options for cultural, educational, recreational and leisure-time events  
Objective 5.1: Enhance community and visitors' recreational opportunities and experiences at community events  
Objective 5.2: Enhance safety measures throughout the community  
Objective 5.3: Seek partnerships with educational institutions to expand community educational and cultural opportunities

**Goal 6: Workforce Talent** - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities  
Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents  
Objective 6.2: To develop in-house and identify external training opportunities for employees  
Objective 6.3: To enhance awareness of customer service and relationships with our citizens  
Objective 6.4: To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Capital Projects	Streets	Utility	Stormwater
Seminole Woods Path	Old Kings Road Widening	WTP 2 Wellfield Expansion	W-1 Weir Replacement
Community Center Renovations	Belle Terre Safety Improvements	Citation/Old Kings Road/S.R. 100 Water Main	L-1 Weir Replacement
Holland Park Phase 2	Whiteview Safety Improvements	WWTP 1 Biosolids Treatment/Disposal	K-1 Weir Replacement
Parks & Paths Rehab & Renewal	Street Rehab & Renewal	WWTP 2 Construction	Stormwater Rehab & Renewal
		Utility Rehab & Renewal	



Find Your Florida



# City Information



Mayor – Milissa Holland

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

Council Member, District 1 – Robert Cuff

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Council Member, District 3 – Nick Klufas

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Council Member, District 4 – Steven Nobile

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

## Palm Coast City Council

(pictured from left)

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

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

## APPOINTED OFFICIALS

City Manager, Jim Landon

City Attorney, William E. Reischmann, Jr.

City Clerk, Virginia Smith

Administrative Services and Economic Development Director, Beau Falgout

Finance Director, Helena Alves

Information Technology Director, Steve Viscardi

Fire Chief, Michael C. Beadle

Utility Director, Richard H. Adams

Recreation & Parks Director, Alex Boyer

Public Works Director, Nestor Abreu

Community Development Director, Stephen Flanagan

Human Resources Director, Wendy Cullen

## CONTACT INFORMATION

Customer Service (386) 986-2360

City Manager's Office (386) 986-3702

Parks & Recreation (386) 986-2323

Building & Permits (386) 986-3780

Business Assistance Center (386) 986-2499

Planning/Zoning (386) 986-3736

Fire (386) 986-2300

Animal Control (386) 986-2520

Urban Forestry (386) 986-3758



# 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.

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 14<sup>th</sup> year we’ve conducted this survey.

Sample trends are provided throughout this report and highlighted with trend graphs to illustrate the percentage of participants rating services as excellent and good. 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.





# The National Citizen Survey Findings

## How Are We Doing?

### Hurricane Irma impacted some 2017 ratings.

The 2017 iteration of The NCS for Palm Coast was conducted shortly after Hurricane Irma impacted Palm Coast and its surrounding communities. NRC's research has shown that major weather events can and do impact residents' perceptions of services that directly related to the event. While most of Palm Coast's ratings remained stable from 2015 to 2017, some of the increases and decreases observed are likely directly related to the impact of Hurricane Irma. For instance, Palm Coast residents gave lower ratings to sidewalk maintenance, yard waste pick-up, sewer services and storm drainage in the wake of the hurricane. During this same time period, residents also gave increased quality ratings to police services, fire services and ambulance/EMS. At the time the data was collected, Palm Coast residents reported the highest level of stocking supplies for an emergency out of all other jurisdictions in NRC's database. It's likely that the most dramatic changes in ratings will level back out over time.

### Economy has room for improvement, but residents are optimistic about their own future.

Residents continued to view the economy as one of the most important community focus areas. While most ratings within the facet of economy were similar to the national benchmarks, ratings for Palm Coast as a place to work, employment opportunities and vibrant downtown/commercial area were lower than national averages. Almost all Economy ratings remained stable from 2015 to 2017; however, more Palm Coast residents gave high marks to their own personal economic future and employment opportunities in 2017.

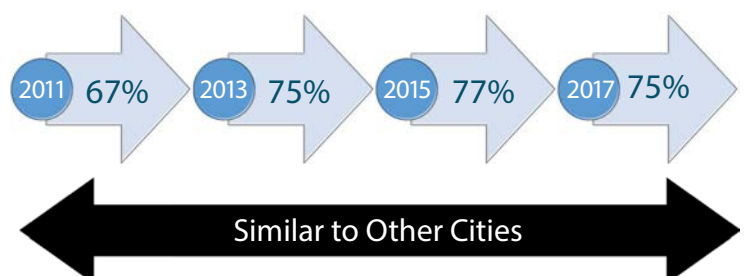
### Residents continue to enjoy a high quality of life in Palm Coast.

As in previous years, a high proportion of Palm Coast residents positively rated many aspects of community quality in 2017. Residents' scores for the overall appearance of the city and the city as a place to retire were higher than ratings given in other communities. Additionally, about four in five residents planned to remain in Palm Coast and were likely to recommend living in the community.

#### Citizens Survey Results

Overall Quality of Life

*% Rating Positively*





# Expansion

## 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.

#### Charting a Path

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



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

Many of the projects done in 2017 to improve residents' quality of life are listed here and the next three pages.



*Palm Coast is proud of its network of more than 125 miles of multi-use pathways for walking, bicycling and running, and the City adds to its trails every year. This year, two more phases of the Seminole Woods Boulevard Multi-Use Pathway, from Citation Boulevard to Sesame Boulevard and from Sesame Boulevard from U.S. 1. That project will be wrapped up in 2018 with the remaining two phases along Sesame Boulevard.*



*Another exciting addition to the trail system this year was the new Forest Branch Path, which runs from Old Kings Road to Forest Grove Drive through the F Section neighborhood. This 1.5-mile, asphalt path provides a protected alternate route for students traveling to and from Matanzas High School. It was constructed in-house by the Public Works Department.*



*Two other projects done in-house this year were the reconstruction of the very popular St. Joe Walkway, from Palm Coast Parkway to the Intracoastal Waterway, and reconstruction of the Pine Lakes Pathway pedestrian bridge. The pedestrian bridge project also included replacement of a pipe critical to the drainage system.*



Adding to Amenities, Infrastructure

Median beautification, park improvements, and reconstruction and expansion of the Palm Coast Community Center were some of the year’s other major projects.



The medians along Belle Terre Parkway between SR 100 and Royal Palms Parkway were transformed into a colorful arrangement of trees and shrubs. This was the final stretch of median landscaping on Belle Terre between SR100 and Matanzas Woods Parkway – a project that began 15 years ago! The City’s Landscape Architect designed the beautiful medians, and the work was done by Public Works crews. Design was also done for the Lakeview Boulevard path in northern Palm Coast, and that new path will be built in summer 2018.

To help beat the heat and keep kids safe, shade sails were installed over the playgrounds at four City parks – Ralph Carter Park, Waterfront Park, Seminole Woods Neighborhood Park and Belle Terre Park. The brightly colored shade sails lower the temperature on the playground by 10-15 degrees!



Other park projects included the installation of new lighting for three sports fields at Indian Trails Sports Complex and a total reconstruction of James F. Holland Memorial Park. Read more about the “new” Holland Park on page 4 of this report.



The other “biggie” for recreation projects this year was the renovation and expansion of the Palm Coast Community Center. Construction is coming along beautifully, and the Community Center will be reopening in March 2018. Stay tuned for a bigger and better facility – with three times the space, more activities than ever, a cool playground and a new trailhead that connects to St. Joe Walkway and Linear Park.

Also, a master plan was developed for future improvements to the Palm Coast Public Works facility on U.S. 1. The City continues to work on a plan for phasing and funding the needed improvements.



Public Works crews provided maintenance for 550 miles of City streets, 58 traffic signals and 490 traffic signs and repaired 1,319 feet of damaged sidewalks. Neighborhood monument signs were added on U.S. 1 and Seminole Woods Boulevard.

Curb & gutter swept	•350 miles
Repaired sidewalk	•1,319
Screen & recycle dirt for City projects	•5,375 cubic yards
Repaired/Replaced traffic signs	•490
Performed traffic control	•35 events
Fire Mitigation - City owned property	•27
Performed pothole repair	•20



# Expansion

## Stormwater Drainage Maintaining and Improving the System

Hurricane Irma, and other major rain events in late 2017, taxed Palm Coast's stormwater drainage system of swales, ditches and canals. In spite of lingering saturated areas and a high water table, the stormwater system handled the record-breaking rainfall with just one report of residential flooding.

The City is always improving the drainage system to increase capacity and improve flow. The Public Works Department and Construction Management & Engineering Division work together on future improvements and continual maintenance. City employees do as much work in-house as possible – both design and construction – at a significant cost-savings to taxpayers.

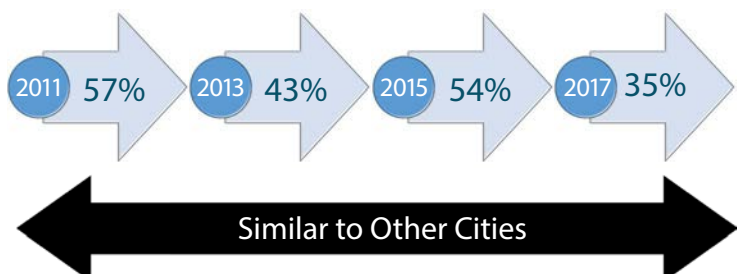


## Maintenance

Public Works crews performed maintenance on 315 miles of drainage ditches, cleared 2,616 residential culvert pipes and installed 2,442 linear feet of drainage pipe during the 2017 Fiscal Year. Thirty-seven driveway culverts were replaced, and 189 catch basins were cleared.



### Citizens Survey Results Stormwater Drainage *% Rating Positively*





# Drainage Projects

**The City completed several stormwater-related projects in 2017:**

This included the reconstruction of the BS-2 water control structure in the B Section. Weirs, as they are also known, control the water levels in Palm Coast's freshwater canals. Over time, they wear out and must be reconstructed. Design work was also done for three additional water control structure projects to be completed in 2018.



Installation of electronic monitoring systems to four water control structures was completed this fiscal year. The new systems allow staff to raise and lower gates remotely, as well as to monitor water levels in the freshwater canals. A feature displaying canal levels was added to the City website: [www.palmcoastgov.com/canals](http://www.palmcoastgov.com/canals).



*The City's bridge maintenance program includes the rehabilitation of one bridge every other year. In 2017, the Colorado Bridge project over College Waterway was completed.*



# Expansion

## Water, Wastewater and Reuse Water Projects



The City's wastewater sewer system was pushed to its limits with the hurricane and other heavy rains in fall 2017. Extensive flooding caused excessive inflow into the sewer systems and overloaded pump stations. Palm Coast's utility plants performed well, and our Utility never lost water service. The wastewater plant handled the extra flows while remaining in full regulatory compliance.

To expand the City's capacity for treating wastewater by 2 million gallons per day in order to accommodate ongoing growth, construction progressed all year on Wastewater Treatment Plant 2 off U.S. 1 in northwestern Palm Coast. The new plant will open in early 2018 using the latest technology as an Advanced Wastewater Treatment facility that will produce an effluent quality that nearly meets drinking water quality standards.



As part of the project, a new reclaimed water main was built along U.S. 1 south of Matanzas Woods Parkway so that this highly treated effluent, along with reclaimed water from WWTP1, can be applied to recharge the aquifer. Palm Coast has eight active raw water production wells in that area. The City also added a master pump station in Matanzas Woods to support the wastewater system.

### Other utility projects completed in 2017 included:

- An Aquifer Performance Test and first round of groundwater modeling was completed. This information is being used for long range water supply planning.
- A number of pump stations were improved during the year, including generators, new pipes and valves.
- Staff installed a new ultraviolet odor control system as a pilot project, and large-scale odor control systems were installed at the Old Kings Road master station and at the Ravenwood pump station.





# Transportation and Traffic

Improving traffic flow and safety is a top priority for the City. A major initiative for 2017 was the second phase of the City's traffic signal optimization program. This traffic control system, which uses the City's FiberNET fiber optic network, added cameras at 22 intersections on SR 100, Belle Terre Boulevard and Palm Coast Parkway. The City can monitor and control those signals from a central location to improve traffic flow. The cameras do not record traffic – they are for live views only.



Other transportation projects included:

- Improvements to the intersections of SR 100 and Belle Terre, SR 100 at Seminole Woods Boulevard, and at the U.S. 1 entrance to the City's Public Works facility were designed in 2017 and will be constructed this coming year.
- A major traffic safety study was conducted for Whiteview Parkway. The plan is to reduce a portion of Whiteview to two lanes and build a multi-use pathway in that section, as well as improve nine intersections and drainage along the entire corridor. Design will be done in 2018, with construction the following year.

- Roadway design and utility relocation plans were completed for the planned four-laning of 3.6 miles of Old Kings Road North, from just south of Palm Coast Parkway to Forest Grove Drive. The design has been approved by the Florida Department of Transportation, and the City is purchasing needed rights-of-way. However, construction funding has not yet been allocated by the State.
- A new master plan is being developed for the City's continuous street lighting program, with the top priorities for the coming year being Lakeview Boulevard and Belle Terre Parkway from Palm Coast Parkway to SR 100.

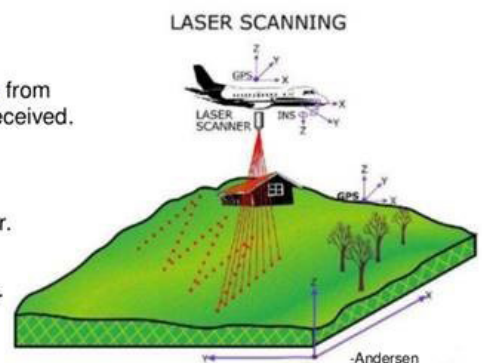


## LiDAR

With assistance from St. Johns River Water Management District, LiDAR (Light Detection & Ranging) was collected for the entire City in March 2017 to provide elevation data resources for flood control, restoration projects, water storage and water supply planning. The data will be available in spring 2018.

### The process:

- LiDAR sensor measures time from when pulse sent to when received.
- This translates to distance from sensor to object.
- GPS knows location of sensor.
- Coordinates (X,Y,Z) are assigned to each pulse.
- Result is a "cloud of points" each point has its own coordinates & height.





# Economic

## Building for Growth

### New Development Strengthens Local Economy

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



Development and growth are still rising steadily. Economic indicators including taxable sales, capital investment, jobs, tourism and real estate values are all strong. The City provides professional technical review and facilitation of permits and development orders, and those are among the ways growth is determined. Implementation of a complete electronic permitting process from beginning to end for all permit types has been very successful.

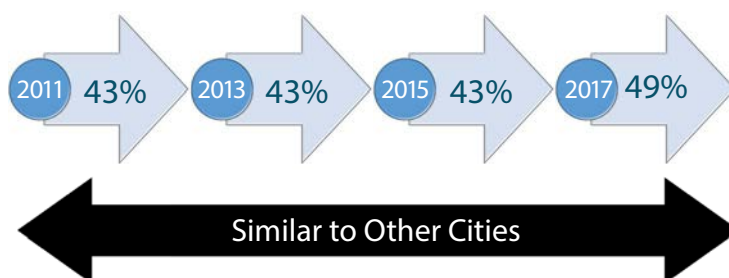
New home construction in Palm Coast is booming! There were 633 new homes built in fiscal 2017, a 31-percent over the year before, with the value of single-family construction (\$175.2 million) up at the same rate. The number of permits issued (13,149) went up 33 percent, and building inspections (33,576) increased 30 percent. On the utility side, 758 new water meters were added – a 26-percent increase. Two large residential projects this year were Grand Landings Phase 3 and Matanzas Lake subdivision, and several independent and assisted living facilities are under construction or have opened.

Many new commercial developments and facility renovations were done in 2017, as well, though commercial permits decreased slightly overall. Large, big-impact commercial projects included Creekside at Grand Haven, Aldi, Starbucks, International House of Pancakes, Dunkin Donuts, Taco Bell and Moonrise Brewery. The Florida Power & Light service center opened near Florida Hospital Flagler, and major shopping centers continue to gain new tenants.



City staff completed the solicitation for public/private partnerships for new commercial development along Bulldog Drive in the Community Redevelopment Area. City Council approved a contract with Unicorp for redevelopment of CRA and private property, and City staff continues to work with Unicorp with the goal to bring new businesses to Town Center.

### Citizens Survey Results Shopping Opportunities *% Rating Positively*



# Strategic Economic Development



The City's economic development efforts are guided by the Strategic Action Planning process, with the primary goals being to maintain our neighborhoods; support existing businesses; and encourage investment by attracting residents, visitors and businesses.



Sports tournaments are one way the City attracts visitors to Palm Coast, and there was record growth in Fiscal Year 2017. Thirty-four sporting events were held at Indian Trails Sports Complex, having an economic impact of \$8.68 million as visitors stayed in local hotels, shopped and bought gas in Palm Coast, and ate at restaurants here. Record growth was also realized in recreation programs, attendance at Frieda Zamba Swimming Pool and participation in summer camp. This year, the Parks & Recreation Department also took over management of the municipal Palm Harbor Golf Club and the Palm Coast Tennis Center. A new general manager was hired for the golf course, and a new tennis pro for the Tennis Center.



## Palm Coast BAC



The Palm Coast Business Assistance Center provides free consulting services and resources for new and existing businesses. The BAC helps them with planning, permitting, networking, marketing and research so they can be successful and contribute to the local economy. Located at Palm Coast City Hall, the BAC is operated in partnership with the Florida Small Business Development Center (hosted by the University of Central Florida).

In Fiscal Year 2017, BAC consultants met with 462 individual clients, providing 1,416 hours of consulting services and helping 21 businesses start and grow. Just over \$3 million was invested by BAC clients in the form of capital investment and added wages. After Hurricane Irma, the BAC was busy helping businesses and homeowners apply for disaster relief loans.



The City continually works on economic development initiatives in partnership with the Flagler County Department of Economic Opportunity, the Flagler Chamber of Commerce, Flagler Schools, the Flagler Tourist Development Council, SCORE, Career Source Flagler/Volusia, and Entrepreneur Night, with the goal of attracting, retaining and expanding business in Palm Coast. In 2017, the Palm Coast City Council approved an economic incentive agreement with Gioia Sails to expand its business in Palm Coast.





# 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.

### Award Recognition

*Staff continues to be recognized by the GFOA and ICMA for financial excellence in budgeting and financial reporting and for performance management.*



*Finance staff was recognized by City Council for their efforts.*

ICMA Certificate of Distinction in Performance Management:



The ICMA Center for Performance Analytics recognized the City of Palm Coast for the fourth year in a row for its performance management efforts with a Certificate of Distinction.



Certificate of Achievement for Excellence in Financial Reporting:

The fiscal year 2016 audit results were presented to City Council with no audit comments received. The Government Finance Officer Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting was received for the fiscal year 2016 Comprehensive Annual Financial Report (CAFR). This is the 16<sup>th</sup> consecutive year the City of Palm Coast has received this award.

Award for Outstanding Achievement for Popular Annual Financial Reporting:

The GFOA Award for Outstanding Achievement for Popular Annual Financial Reporting was received for the fiscal year 2016 Popular Annual Financial Report (PAFR). This is the 4<sup>th</sup> consecutive year the City has received this award.

Distinguished Budget Presentation Award:

For the 14<sup>th</sup> consecutive year, the GFOA has awarded the City of Palm Coast the Distinguished Budget Presentation Award for its annual budget. The award reflects the commitment of the Palm Coast City Council and Finance Department staff to meeting the highest principles of governmental budgeting.

# Process Improvement

*Staff continues to look for ways to increase efficiency through enhanced operations and technological advancements and to evaluate current technological opportunities to reduce operational cost. In doing so, the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.*

## Electronic Permitting

An electronic permitting process was implemented for all permit types and has been very successful. All building permits can now be paid for and accepted electronically. Top online permits include:


- HVAC change-outs
- Roofing
- Fences
- Single family homes

## BUILDING SERVICES

[Fee Calculator](#) [Homeowner Permitting](#) [Contractor Permitting](#) [Green Building](#) [Green Building Incentive Program](#) [Useful Links](#) [Permit Search](#)

[Contractor Search](#) [Scheduled Inspection Search](#) [Online Records Search](#) [Online Permitting](#) [Schedule An Inspection](#) [Pay For Permit Fees](#) [Permit Feedback](#)

**Building Department Hours :** 8am - 5pm



The 6th Edition (2017) Florida Building Codes and 2014 National Electric Code is effective for all permits applied for on or after December 31, 2017. An analysis of the changes between the 2014 & 2017 codes with comparison tables for each of the codes (Building, Energy Conservation, Existing Building, Fuel Gas, Mechanical, Plumbing and Residential) can be found at the following link: [http://www.floridabuilding.org/fbc/links\\_to\\_code\\_resources.html](http://www.floridabuilding.org/fbc/links_to_code_resources.html).

Electrical code information - <http://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=70&year=2014>.

Building Services is responsible for receiving building permit applications, assuring contractors are properly licensed and insured, reviewing plans for compliance with the Florida Building Code, routing applications to other departments for review, issuing permits, performing inspections and maintaining records.

click here for  
**HOMEOWNER PERMITTING**

click here for  
**CONTRACTOR PERMITTING**

## Purchasing and Contract Management

This year, the City Council adopted a revised Purchasing Policy. The City's Purchasing Policy was last updated in 2002. The revisions were based on best practices and changes that are now possible with the help of technologic advancements.

The Central Services Division continues to transition to self-service, paperless, and digital processes. Some of the related accomplishments this year include:

- Electronic notification of purchase orders (emailed to vendor versus mailed)
- An electronic bid management product was implemented. This fiscal year, our new process saved 43,014 pages of paper.
- Purchasing forms and contract templates were revised to increase effectiveness and efficiency.
- Contracts were transitioned from paper to electronic signatures.
- Purchase requisition conversion and printing has been fully automated.
- MUNIS dashboard and workflow manager, which allows staff with MUNIS access to easily track the status of purchase order adjustments, change orders and purchase requisitions, was implemented.



# Finance

## Long-Term Financial Planning

*Staff continues to reinforce the long-term financial planning process by evaluating and targeting diversification of revenue sources and seeking private/public partnerships.*

### Loan Refinancing

In coordination with the City's financial advisor, staff presented City Council with options for refinancing Utility State Revolving Fund (SRF) loans and the State Road 100 Corridor Community Redevelopment Agency (SR 100 CRA) Note issued in 2014. The City received an offer to reduce the interest rates applicable to various SRF loans and City Council took action to authorize a loan from CenterState Bank in order to refund certain State Revolving Fund loans from the Florida Department of Environmental Protection. In addition, the SR 100 CRA received an offer from Ameris Bank, the owner of the SR 100 CRA Note, to modify the interest rate and substantially lower the current interest rate while eliminating the uncertainty and inflationary risks associated with resetting the interest rate in 2024. This achieved a significant interest savings to the City over the term of the note. The total interest savings related to the above actions is estimated to be \$500,000.



### Fitch Rating Affirmed

Fitch Ratings affirmed the 'A+' rating for the City of Palm Coast. The outlook revision to "positive" from "stable" reflects the continued improvement of our utility system's finances.

### Cost Share Grant

The St. Johns River Water Management District awarded a grant for \$700,000 in cost-share funds to the City of Palm Coast for a project to rebuild aging flood control structures and allow for remote monitoring and control of the slide gates. The cost-share funding program allows the City to complete important flood mitigation projects designed to protect lives and property. The structures have reached their life expectancy, and this funding will allow us to rebuild them now.



*Palm Coast Council Members Nick Klufas and Heidi Shipley, Mayor Milissa Holland, Environmental Compliance Manager Brian Matthews, Stormwater Manager Mike Brennan, SJRWMD Intergovernmental Coordinator Jim Troiano, Palm Coast Council Members Steven Nobile and Robert Cuff.*

# Raising the Bar

*Training is an integral part of ensuring the City remains committed to fiscal responsibility. Staff continues to raise the bar by coordinating and/or participating in programs essential to the long term financial health of the organization.*

## Fraud Prevention

A special agent from the United States Secret Service provided training to staff on how to recognize and handle counterfeit currency. The City also continued to maintain the reporting hotline to identify potential internal control deficiencies.

## Purchasing Compliance

Central Services continues to provide on-going training to ensure staff compliance with the purchasing policy. This includes a purchasing card training for all new P-card users as well as an annual refresher for existing P-card users.



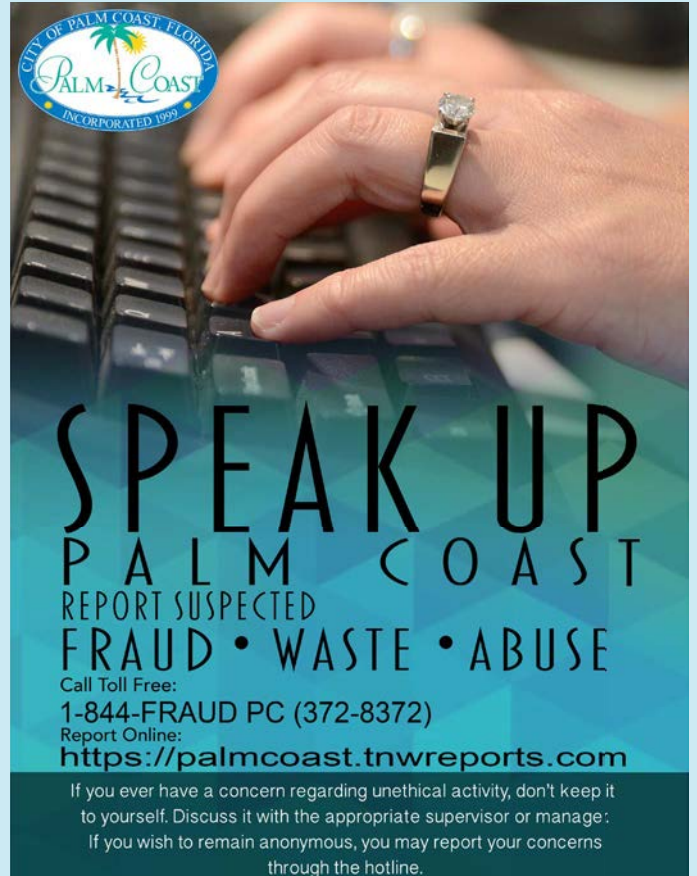
## Conference Host

Palm Coast hosted its first MUNIS User Conference at City Hall. The conference brought MUNIS users from cities across central and

northeast Florida to Palm Coast. The agenda included a look at features and functionality within MUNIS and discussed topics including Budget, HR and Payroll. Employees from IT, Finance, Human Resources and Administration were in attendance. The MUNIS representatives hosting the conference spoke highly about our facility and the number of first time attendees who were able to attend because of our location. The City hopes to host a user conference again in the future.

## Budget Reviewer

Staff continues to participate in the GFOA Distinguished Budget Presentation Awards program as a budget reviewer. Participation in this program, which is voluntary, takes place during the months of January through April.

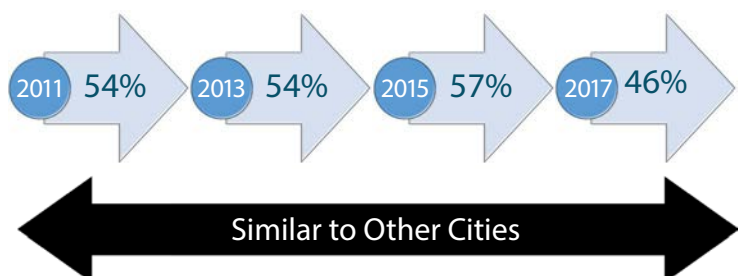


## Disaster Recovery

The Finance Department conducted one-on-one training with departments related to required forms for disaster recovery. This approach, which is different from past years' training, included staff going to various facilities to meet with departments. This training proved especially helpful in the wake of both Hurricanes Matthew and Irma, which impacted the organization in fiscal year 2017.

## Citizens Survey Results

Value of Services for Taxes Paid  
% Rating Positively





# Environmental

## Thinking of our Future Growing GREENER all the time!

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

Our commitment to environmental sustainability is a cornerstone 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.

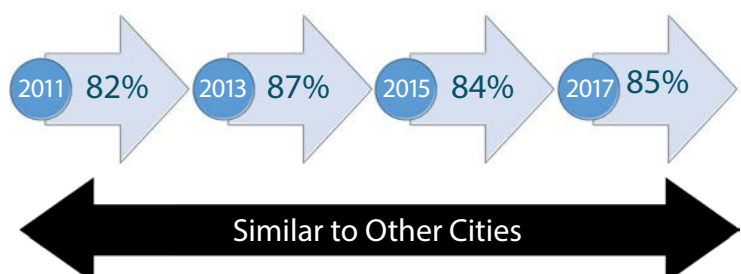
### We are “Rooted in Nature!”



Living in a healthy environment is important to us. Since our early days, Palm Coast has been carefully designed for a healthy balance between nature and development. We value trees, waterways and beautiful, natural landscaping that give our community a “wow” factor. You’ll find native Florida foliage and colorful birds and wildlife along magnificent trails, along with pristine beaches, world-class golf and tennis and plentiful boating and fishing.

We want our commitment to be contagious.  
Learn more at [palmcoastgov.com/discover](http://palmcoastgov.com/discover)

### Citizens Survey Results Overall Natural Environment *% Rating Positively*





## City Hall Leads the State

The City is proud to have attained Silver-level certification in Leadership in Energy and Environmental Design (LEED) and certification as a Florida Water Star (FWS) building for Palm Coast City Hall. Palm Coast was the first City Hall in Florida and first commercial building in Flagler County to achieve FWS.

## Fun City Hall Facts

- City Hall plumbing fixtures use about 40 percent less water than standard fixtures
- The high efficiency LED lighting is 40 percent more energy efficient than traditional bulbs
- 75 percent of the waste created during construction of City Hall was recycled

## First Public Electric Vehicle Charging Station in Flagler County



Installed in January 2017, the station serves as part of a pilot program providing free charging for electric vehicles. Usage is being studied to determine if additional stations in Palm Coast would benefit the public. There are public stations in St. Augustine and throughout Volusia County. 4 hours of charging = 100 mile range.



***This was Palm Coast's 12<sup>th</sup> straight year as Tree City USA by the National Arbor Day Foundation***

## Light Emitting Diode (LED) Lighting Brightens Our Future

Building on a successful pilot project in Palm Coast in 2012, Florida Power & Light (FPL), the energy provider, has begun offering energy-saving LED streetlights to local governments. FPL has started to convert 2,700 streetlights to LED across the City with expected completion in 2018. All new streetlights installed are LED.

In an effort for all City facilities to have energy efficient lighting, Water Treatment Plants 2 and 3, Wastewater Treatment Plant 1, the Utility Department office, well sites and pump stations are all being converted to LED.





# Environmental

## Educate and Encourage



### Christmas Tree Recycling Event

The 11<sup>th</sup> annual Christmas Tree Recycling Event was a huge success! This Palm Coast holiday tradition took in 163 Christmas trees, gave away 160 trees, and recycled 1,167 pounds of electronics. New to the program this year was free secured document shredding. The City collected 6,000 pounds of paper. This service will be provided again in May at Arbor Day.



### 10<sup>th</sup> Annual Intracoastal Waterway Cleanup Event

357 volunteers registered for the event with 709 pounds of garbage collected.



### Arbor Day Event and 5K Root Run / Walk

Seventy-five people participated in the run/walk festivities. Approximately 4,500 residents and visitors enjoyed the 12<sup>th</sup> Annual Arbor Day Celebration. Four hundred native trees were distributed in exchange for donated food items. In popular demand was the "U-shred IT Document" shredding service. Through the shredding / recycling effort, approximately 8,722 trees were saved.





## Wyland National Mayor's Challenge for Water Conservation

Residents from more than 4,800 cities across the United States took part in the 2017 Wyland National Mayor's Challenge for Water Conservation, by pledging to save over 2.2 billion gallons of water over the next year. Join Mayor Milissa Holland again this year by taking the pledge in April 2018. [mywaterpledge.com](http://mywaterpledge.com)



***This was our 4<sup>th</sup> Year Hosting Youth Leadership Flagler's Natural Resource session at Long Creek Nature Preserve and Water Treatment Plant 3.***



### CHIRP

Since 2008, the City has offered free Environmental education for over 5,000 Flagler County schoolchildren through the C.H.I.R.P. (Children Helping in Resource Protection) program. In 2017, the program served 1,351 students.



### Nature Programs Launched in 2017

Palm Coast has a wealth of parks, preserves and paths that provides the perfect opportunity to explore the great outdoors. Through guide nature/fitness walks and nighttime park tours by flashlight, nature lovers enjoyed free experiences. In addition, several nature-themed programs for our youngest residents were launched. [palmcoastgov.com/register](http://palmcoastgov.com/register)



# Quality of Life

## Find YOUR Florida Palm Coast Proud

To ensure a safe community for our citizens and visitors, while providing affordable and enjoyable options for cultural, educational, recreational, and leisure-time events.

Vibrant lifestyle and the natural environment combine to provide a high quality of life to Palm Coasters. In addition to our impressive inventory of parks and 125+ miles of connecting trails and paths, the City provides a full schedule of special events all year long. Quality of Life for our citizens and visitors ensures a safe community through proactive approaches.



***Special events for recreation never stopped in 2017, from 5Ks and patriotic ceremonies to Movies in the Park and Food Truck Tuesdays.***



# Recreation

City staff is dedicated to bringing the citizens of Palm Coast quality parks and recreation experiences. We strive to make Palm Coast a great place to live, visit and play! Palm Coast Parks & Recreation Department offers a variety of recreational opportunities for toddlers, youth and adults, beautiful parks, an outdoor pool facility, hydro-grid clay tennis center, golf course, a sports complex, and connecting trails where users can jog, walk, bike and explore nature. We believe the benefits of having a healthy community "starts in parks." [www.palmcoastgov.com/recreation](http://www.palmcoastgov.com/recreation)



In addition to a new seasonal Activity Guide, Parks & Recreation upgraded facility branding for the department and Palm Coast Tennis Center.

The Discover Palm Coast radio show with Mayor Milissa Holland was a great source of information for our citizens in 2017. Covering issues from news to city updates to fun happenings... the Mayor covered it all. Forty episodes were broadcast on WNZF and are available to listen and download:

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

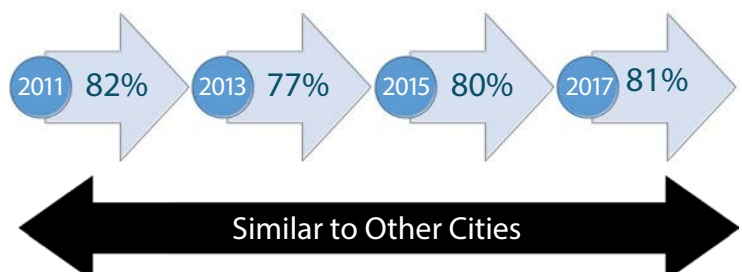


**Entries from the Fifth Annual Photo Contest**

## Citizens Survey Results

City Parks

% Rating Positively





# CRS Rating Increase

On May 1, 2017, City of Palm Coast citizens started benefiting from an additional discount to an already robust reduction in flood insurance premiums. At that time, there were 4,419 flood insurance policies in force in the City. For insurance holders located within a special flood hazard area (A and AE zones), a 30 percent reduction will be applied at renewal which is an average savings of \$120 annually per policy. For properties outside SFHA, 10 percent discount will remain the same. No discounts are applicable to those holders of preferred risk policies, which are already significantly discounted. As a result of Palm Coast's CRS participation, policy holders realize combined annual savings of \$103,236.



Presentation of Class 4 CRS rating to City Council and Staff

Palm Coast and all of Flagler County will have new Flood Insurance Rate Maps taking effect June 6, 2018, that may affect flood insurance policies. The City of Palm Coast recommends that citizens secure flood insurance to ensure complete coverage of their home. Policyholders should work with their insurance agents to resolve any questions or concerns that they have related to flood insurance, or contact FEMA Floodsmart at 1-888-379-9531.

## Community Rating System (CRS)

The Community Rating System (CRS) is a voluntary program for National Flood Insurance Program (NFIP) participating communities. The goals of the CRS are to reduce flood damages to insurable property, strengthen and support the insurance aspects of the NFIP, and encourage a comprehensive approach to floodplain management.

The CRS has been developed to provide incentives in the form of premium discounts for communities to go beyond the minimum floodplain management requirements to develop extra measures to provide protection from flooding. There are 10 CRS classes: Class 1 requires the most credit points and gives the greatest premium discount; Class 10 identifies a community that does not apply for the CRS, or does not receive the minimum number of credit points and receives no discount.



# Storm Ready

As part of the evaluation of the City's Floodplain Management activities, an opportunity arose to be recognized as a StormReady Community through County and City efforts. As highlighted in the photograph below, the City did achieve this designation and was presented the community sign by County and State representatives.

## Be StormReady too!

To better inform residents of their evacuation zone and increase awareness, color-coded signs with "EvacZones B, C, D or E" are now located on stop signs at 59 intersections. The sign letters indicate the evacuation zone designation and NOT the first letter of corresponding neighborhood streets. Know your evacuation route!

[www.youtube.com/watch?v=BlT61XJntBc&feature=youtu.be](http://www.youtube.com/watch?v=BlT61XJntBc&feature=youtu.be)

[fcmaps.maps.arcgis.com/apps/View/index.html?appid=1e97be653d5446c0985df36028c53dbb](http://fcmaps.maps.arcgis.com/apps/View/index.html?appid=1e97be653d5446c0985df36028c53dbb)

Hurricane season is right around the corner. Download a Disaster Guide today.

[fliphtml5.com/gtIs/gzkv](http://fliphtml5.com/gtIs/gzkv)

Register for CodeRed

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

## Getting the Word Out!

Social media continues to be one of the City's most effective tools, especially when getting information to the public is critical. During Hurricane Irma, two live video updates had over 16,000 viewers each and more than 1,000 comments combined. According to the 2017 National Citizen Survey, residents depended heavily on Facebook during the storm event. The following section inventories the top sources used by the public. Local television was used by 70 percent of the survey participants and ranked No. 1 as a source of information.

1. Local television
2. Flagler County website
3. Facebook
4. Flagler Broadcasting Radio (WNZF, Beach, Kix)
5. City website
6. CodeRED
7. Newspaper
8. Call centers (calling local governments)
9. Twitter

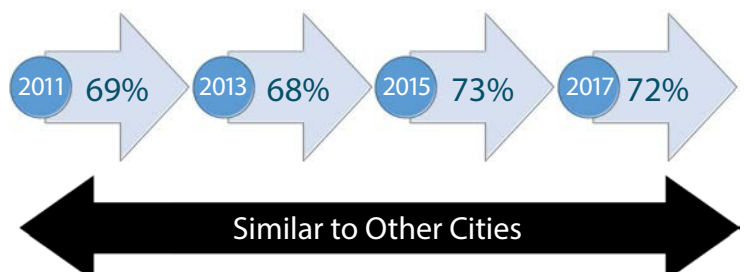


## Citizens Survey Results

Government Emergency

Preparedness

% Rating Positively





# 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.

### Internship Program

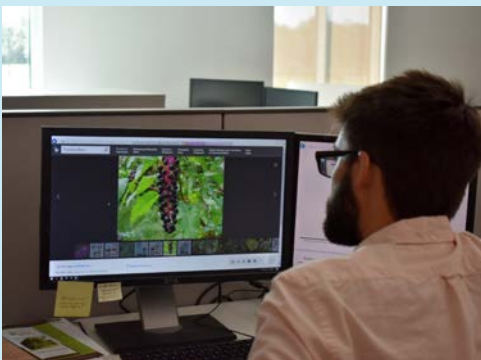
*With 14 paid internship positions filled by college students this past summer, and 11 anticipated for 2018, the City of Palm Coast and Flagler Schools hopes to bring our talent back home following their high school graduation. The City internship program gives qualified candidates the opportunity to build their resume, explore career interests, engage in professional networking, and make a difference in their community.*

#### **Internship projects for 2017 included:**

- Updating the Utility's Reuse Master Plan
- SCADA (Supervisory Control and Data Acquisition) Master Plan
- Designing modifications to existing sports fields
- Standardizing the design of stormwater weirs
- Developing a stormwater GIS application to centralize stormwater data
- Documenting ROW acquisitions and other construction projects
- Developing and presenting a white paper on a strategy for the downtown high tech innovation district concept
- Developing a Virtual Citizen's Academy, which includes an overview of the City's government and modules on each of the City's nine departments
- Writing News releases, posting to social media, and filming and editing video content
- Conducting research analysis
- Doing preliminary environmental assessments, land stewardship & wildlife monitoring
- Creating standard operating procedures for athletic field turf management and landscape management



*A Parks Maintenance intern takes a soil sample from a sports field while working on creating standard operating procedures for athletic field turf management.*



*Environmental interns worked on preliminary environmental assessments, land stewardship and wildlife monitoring.*



*Interns in the Construction Management & Engineering Division worked on the design for sports field modifications, standardizing the design for stormwater weirs, developing a GIS application to centralize stormwater data and completing documentation for ROW acquisitions.*

# In-house Projects

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

## **Some of the projects completed in-house this year included:**

- Resurfacing St. Joe's Walkway
- Constructing the Forest Branch Trail
- Rehab & Renewal projects at WWTP 1 Including:
  - Removal and replacement of failed concrete drive
  - Painting all buildings and structures
  - Painting all yard piping
  - Rehabbing two brush aerators by installing new gear boxes, bearings and belts
- Installing cedar trees with irrigation system modifications at the Old Kings Road master pump station to provide additional screening between the station and the neighboring community
- Installing landscaping around a receiving manhole
- Converting conventional lighting to LED fixtures including inside and outside lighting at:
  - Water Treatment Plant 2
  - Water Treatment Plant 3
  - Wastewater Treatment Plant
  - Utility Administration Office
  - Well sites and pump stations



*A Public Works employee makes repairs to a concrete walkway at the Indian Trails Sports Complex to prepare the facility for another busy year of sports tournaments.*



*Public Works employees constructed the Forest Branch Path along the FPL easement from Old Kings Road to safely connect to Matanzas High School.*



*Public Works employees complete the resurfacing of the St. Joe's Walkway this year. Crews work hard to maintain more than 150 miles of sidewalks, walkways and bike paths.*



# Workforce Talent

## Excellence

*The Strategic Action Plan adopted by City Council includes employee development which represents a strong commitment to maintain a dedicated and skilled workforce to provide a high level of service to citizens.*



*Chief Michael Beadle presented Deputy Chief Gerard P. Forte with the Chief Fire Officer designation from the Commission on Professional Credentialing. Chief Forte worked for one year gathering the necessary documentation for this designation. He is one of 1,100 fire officers in the world to hold the designation.*



*In conjunction with the Flagler Palm Coast High School Fire Academy, PCFD started an internship program that will allow volunteers to be eligible for hire after completing the state requirements for firefighter. FPC students will be eligible to join the volunteer program at PCFD after they turn 18. The City donated decommissioned air packs to the program.*

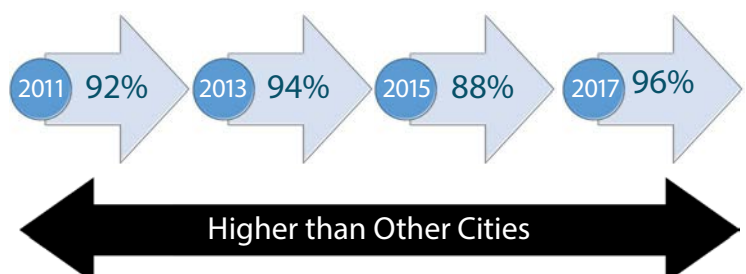


*Palm Coast Wastewater Treatment Plant 1 received the First Place 2017 Florida Water Environment Association Safety Award for Class B facilities. This award recognizes the outstanding effort of the management and operational staff which resulted in zero lost time accidents during last calendar year at that facility.*

### Citizens Survey Results

#### Fire Service

*% Rating Positively*







*Palm Coast Utility's Water Buoys team won both the State and the National Top-Ops competitions hosted by the American Water Works Association. The College Bowl style competition is a true test of the contestants' dedication to the water treatment profession. This is the 11<sup>th</sup> time the City of Palm Coast team has won the State contest and the sixth time for the National title.*



*The City of Palm Coast Utility Department's Water Treatment Plant 3 has been awarded the 2017 "Outstanding Membrane Plant Award" by the Southeast Desalting Association.*

## Communications and Marketing Awards

### National and State Awards:

- "Find Your Future – Internships with the City of Palm Coast"
- "Zombie Survival Guide to Bicycle Safety"
- "Holiday Fire Safety Trips – Meet Joey Christmas" videos.

### Communicator Awards

- Find Your Future - Internships with the City of Palm Coast  
*Silver Award of Distinction*
- Zombie Survival Guide to Bicycle Safety  
*Silver Award of Distinction*

### Telly Awards

- Find Your Future - Internships with the City of Palm Coast  
*Telly Award - Bronze*
- Holiday Fire Safety Tips - Meet Joey Christmas  
*Telly Award - Bronze*

### Golden Image Awards

- Zombie Survival Guide to Bicycle Safety  
*Golden Image Award*





# Workforce Talent

## Employee Retention

*The City continues to make significant strides in implementing programs and changes to ensure our salaries, benefits, and employee development programs remain competitive in the marketplace.*

### Employee Certification and Education Incentive Pay

Last year, the pay plan was adjusted for several positions, especially at the lower end of the pay scale, to identify areas where the City was no longer competitive in the changing labor market. In addition, an employee certification and education incentive pay program was developed. This program, along with continued maintenance of our pay plan, should hopefully help to mitigate the loss of our skilled workforce.

### Employee Development

Specialized training in customer service and management skills continues to be offered through a partnership with Daytona State College. In addition, the Employee Academy continues with three sessions offered each year. In an effort to improve services to the citizens and encourage employees to complete courses of instruction to help contribute to advancement and promotional potential within the City, the tuition reimbursement program continues to be funded.

### Employee Morale and Wellness

#### Employee Events:

- Winter Wonderland Dinner/Dance
- Employee Family Fun N Fit Day
- Employee Appreciation Week
- Employee Photo Contest
- Wellness Fair

#### Employee Programs:

- Sick Leave Conversion
- Health and Safety Calendar Contest
- Fitness Challenges
- Wellness Room
- Blue Cross Blue Shield Blood Pressure Program
- Certification/Education pay



*Employees enjoyed the first Winter Wonderland Dinner/Dance, which was coordinated by the Boost All Morale (BAM) team.*





*The Employee Recognition Luncheon, celebrating employees who have reached a milestone in their years of service with the City, took place during Employee Appreciation Week.*



*The Wellness Team partnered with Blue Cross/Blue Shield to offer the first Blood Pressure Program to City employees. Employees attended the program during their lunch hour, over a three week period, to educate themselves on self-management of blood pressure. Employees who participated received a blood pressure kit to keep after the program was complete.*



*Employees' children who participated in the annual "Take Your Daughters and Sons to Work Day" received tours of all departments and learned the functions of each throughout the day.*



*Children of City employees participated in the 3<sup>rd</sup> Annual Health & Safety Calendar contest by submitting a drawing or painting about health and/or workplace safety. Prizes were awarded to the top three entries in each age category and each of the winning children's artwork appeared in the 2018 calendar.*







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

Photo by Tom Hanson - Winner of the 2017 Employee Photo Contest