city of Palm Coast Florida

Fiscal Year 2016 Quarterly Report

1st Quarter

Find Your Florida

Progress Report

To: City Council

From: Jim Landon, City Manager

FY 2016, 1st Quarter Progress Report

Executive Summary: The new fiscal year kicked off with the much anticipated move to our new home at City Hall and the Grand Opening celebration. The new facility brings together staff that was previously housed in our city offices along with customer service and finance staff who were in a separate facility. This change is helping departments to increase efficiency and to improve the level of service that is being provided to both internal and external customers.

Progress Report: The roadway widening of Palm Coast Parkway is now complete. A ribbon cutting ceremony was held to commemorate this much anticipated project. The project expanded the roadway from 4-lanes to 6-lanes from the Cypress Point Parkway/Boulder Rock Drive Intersection to the Florida Park Drive Intersection. In addition, the SR100 median improvements are also complete. This project included landscape and irrigation from I-95 to Roberts Road.

New development in the first quarter of 2016 is consistent with the overall upward trend that was seen in 2015. New home construction, inspections, plan reviews and overall total permits continued to increase. Utility has also continued to see growth evident with the installation of new water meters and PEP tanks. The growth in new PEP tank installations signals increased home construction in the less-dense areas serviced by the PEP wastewater collection system.

The local economy continues to improve as measured by employment, unemployment, real estate values, taxable sales, visitor spending, and capital investment. Since the 1st quarter of FY2011, Palm Coast has added close to 10,000 jobs and the unemployment rate has been reduced by more than half from 13% to 5.5%. During this past quarter, the Economic Development Team in partnership with the Flagler County Department of Economic Opportunity, was able to help retain and expand a local company, Designs for Health. Another sign of economic improvement in the city is a decrease in code enforcement remediation for vacant, abandoned and unsecured structures.

The consultant's final design of Wastewater Treatment Plant #2 was approved and the project was released for bidding. Bids are due mid-January and the 18-month construction project is slated to begin by the end of the second quarter. The existing Wastewater Treatment Plant is receiving average flows that are nearly 90% of its 6.83 million gallon per day (MGD) capacity. When complete, the new treatment plant will add 2 MGD of wastewater treatment capacity to the system which, according to projections, will be needed by then.

On the pages that follow is an exciting look at the progress that staff has already made in just the first quarter.

Administration

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Progress Report

To:	Jim Landon, City Manager
From:	Cindi Lane, Communications & Marketing Manager
Date:	1/22/2016
Dept./Team:	ADMINISTRATION DEPARTMENT / Communications & Marketing Division
Re:	FY16 Q1 Report

Executive Summary:

The Communications & Marketing Division had a "grand" first quarter, focused primarily on the big move into City Hall and the Grand Opening ceremony. The quarter was also busy with promoting and staffing special events, media and community relations, video production, operation of PCTV, graphic design, social media and overseeing the City's Brand Plus initiatives.

Budget:

The Division is on-track budget-wise. About half of the Advertising and Promotion line has already been spent, but that's primarily due to some recurring ad expenses that come in the First Quarter.

Progress Report:

City Hall: The move into City Hall was the dominant event for the First Quarter, with the Division overseeing communications with the public and media, coordinating the Grand Opening ceremony, working with IT on the audio-visual needs for the facility, and playing a big role in the artwork selected for City Hall. A Grand Opening ceremony was held Nov. 3, 2015, and it was attended by hundreds of local dignitaries and residents who came out to celebrate the City's new home, take a tour and attend the first City Council meeting in the new City Hall. A committee of A Team employees coordinated the very successful event!

Internally, the Division participated in advising and monitoring audio-visual planning for the Community Wing, including meeting with city staff and AV integration company personnel; conducting AV tests and final preparations for the first live Council broadcast in the new chambers. Once the new facility opened, staff provided audio/visual setup and support for various City meetings.

Media and Community Relations: Even with that excitement, the regular work of the Division continued. Communications & Marketing wrote and distributed 38 news releases between Oct. 1 and Dec. 31, 2015. Some of the most important initiatives shared with the media/public this quarter were the new online option for residents to take the annual National Citizen Survey; the Northeast Florida Regional Council's Regional Leadership Award received by Mayor Jon Netts and the Planning & Growth Management Award received for the redevelopment of the Island Walk Shopping Center; the Mayor's support for Gov. Rick Scott's proposed reforms for Enterprise Florida; and the completion of the Palm Coast Parkway Six-Laning Project.

The Division assisted other City departments with key messaging and community relations on topics including the switch to a new Utility billing system and various road closures. A news feature story about the CHIRP program and accompanying photos were provided to the Florida League of Cities for its *Quality Cities* magazine. That story, a "city spotlight," will be out in *Quality Cities* in late January or early February. Staff also served as judge for local student film festival at Flagler Palm Coast High School.

The 35th class of the Citizens Academy graduated in October with 15 grads. The Division staffed every City Council meeting. The October and December issues of the Palm Coaster were released in Utility bills, on the website, and at various offices and events. The Division took a variety of photographs for City use. The Division participated in the Admin Department's week for Employee Academy.

Social media: The City continues to have a strong social media presence under the management of the Division. During Q1, the City posted more than 220 items to Facebook, tweeted more than 190 times and posted 2,106 photos to Flickr and Facebook. The number of Facebook likes reached 7,323, with an average of 5 new likes per day. The City's reach on Facebook is averaging 2,000, and there are 616 followers on Twitter. There was a strong promotional campaign for Parks & Recreation's holiday activities, as well as extensive live posting campaigns at International Festival and the Hall of Terror.

Thirteen new videos were uploaded to the City's YouTube Channel www.palmcoastgovtv.com – four viewable by the public and nine for internal training. The channel received 5,872 overall program views for an estimated 21,894 minutes watched (for any of the uploaded videos). Seven new subscribers were added, and the YouTube Channel received 13 "likes" and 17 "shares."

Special Events: Q1 is always a busy time for the Division in terms of promoting and staffing special events including International Festival, Hall of Terror, Veterans Day, Food Truck Tuesday, the Tree Lighting and the Starlight Event & Parade. That includes providing marketing and public relations services, news releases, ad creation, fliers, social media, photography and video. Informational materials (fliers, calendars of events) were provided/distributed for First Friday in Flagler Beach and at City Night at Fantasy Lights.

Planning for the Birds of a Feather Fest, to be held Feb. 5-7, 2016, was a major part of the First Quarter. The festival is co-coordinated by Division staff, and all promotions, marketing, graphic design, news releases, email blasts and video are produced by the staff. Birding guides were all booked and a new registration webpage launched. A news release as well as two promotional email blasts were sent. Advertising was designed for the 'Pelican Post' and planning of the entire advertising campaign began. Registration opened Nov. 19, and as of Dec. 31 there were 46 registrations.

Video: Twenty-two videos were processed in Q1. In addition to videotaping/airing six City Council business meetings, Palm Coast Television provided video support in the following areas:

- Event Coverage: 1) promotional highlights from the International Festival, 2) full Veterans Day event, 3) Tree Lighting Event and promo, 4) multi-camera Starlight Parade coverage and promo, 5) full coverage of the grand opening of the new City Hall (video coming in Q2).
- Internal Training: 1) activities included videotaping/editing and distributing eight City Hall owner's training modules – "how-to" presentations by vendors regarding building systems, and 2) videotaping the annual State of the City presentation for employees.

PCTV added 13 new programs to the line-up including six council meetings, three event programs, promo video and three new editions of FSU Headlines (imported). PCTV's ticker tape service updated 15 news/announcement feeds, and the Carousel bulletin board displayed an average of 93 active pages.
Links to new videos:

- Veterans Day Ceremony: https://youtu.be/R6sHtcVlcCc
- Starlight Event and Parade promo: https://youtu.be/7YHR13tu6js
- Tree Lighting: https://youtu.be/buJgXB__wXU
- Starlight Parade Event: https://youtu.be/mwVJChro3Wc
- Council Meetings (10/6, 10/20, 11/3, 11/17, 12/1, 12/15). Online at http://www.palmcoastgov.com/tv/video-on-demand

Graphic Design: Graphic design produced included brochures, advertising, logos, fliers/posters and report covers. Most notable were design of the City Hall Grand Opening magnet, City Hall Grand Opening invitation, commemorative City Hall postcard, advertisements for the BAC, the Fraud Waste and Abuse Hotline poster, Flag Football flier, Food Truck Tuesdays flier, and signage for City Hall.

Brand Plus: The Division led the work of the Brand Plus Team, which focused mainly on planning during the First Quarter. Major work in Q1 included: setting the dates and adding two new judging categories for the 2016 Photo Contest, planning the "branding" of the Wellness Fair, and establishing a sub-team to update the City's social media policy. See the separate Brand Plus Team report for complete information.

Performance Measures: Steady progress was made on most of the Division's Performance Measures. Of particular note is that about 700 citizens participated in the online version of the National Citizen Survey during Q1 – which is a strong contribution to the Performance Measure calling for a customer survey program. The PM to develop a communication program for the City's capital improvement program is nearly complete.

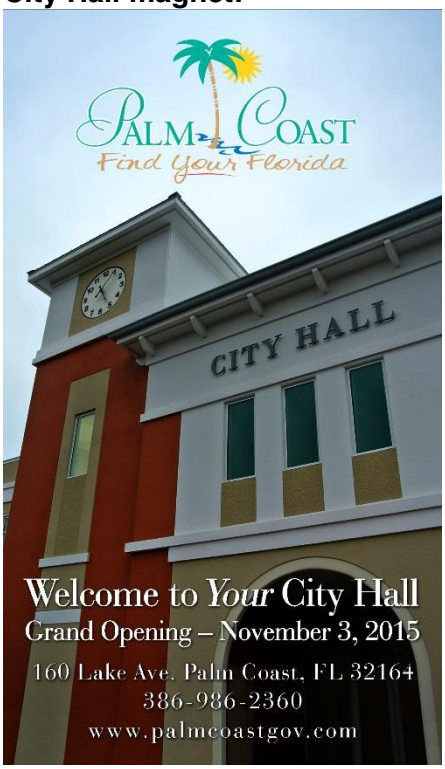
Training: The Communications & Marketing Manager graduated from the three-month Leadership Flagler program during Q1. The program exposes participants to the many facets of life in Palm Coast and the greater community. Additional training by staff included Kelby One training in "Designing in Adobe Illustrator" and "Creating Titles in Premiere Pro."

Progress Report

Other:

Palm Coast City Hall Grand Opening commemorative postcard:

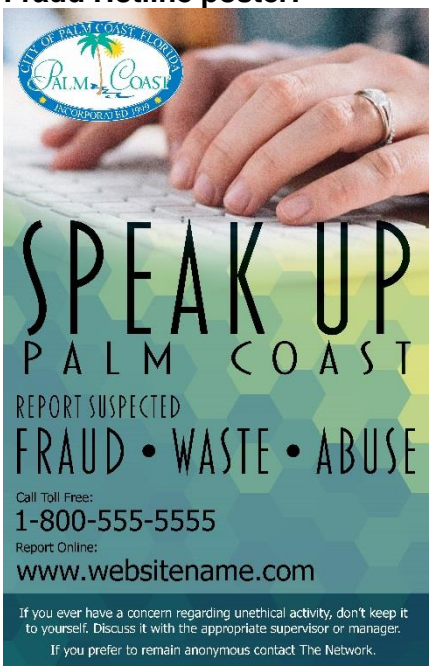
City Hall magnet:



Progress Report

City Hall Save the Date:

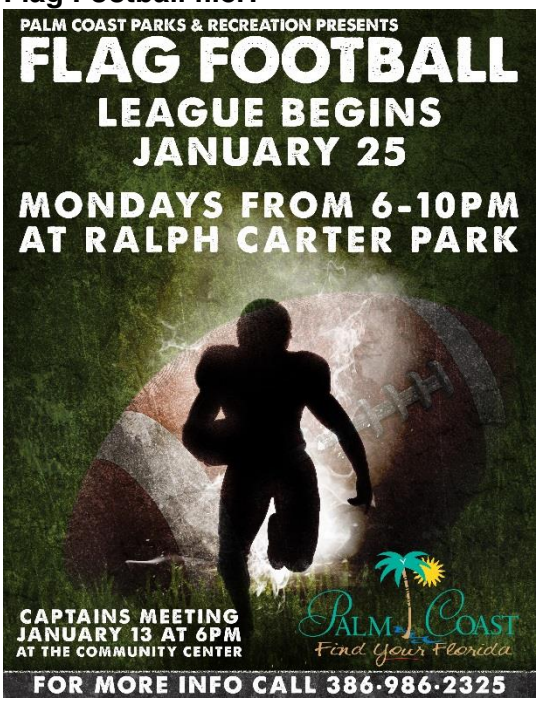
Fraud Hotline poster:



Progress Report

Ad for the BAC:

Flag Football flier:



Progress Report

To: Jim Landon, City Manager
From: Virginia A. Smith, City Clerk
Date: 1/25/2016
Department/Team: City Clerk Division
Re: 1st Quarter FY 2016

Executive Summary: The City Clerk's office has been performing well. The 2016 elections have already begun. Although elections require additional attention, staff does not anticipate any issues with successfully completing its' performance measures.

Staff continues to see consistent improvements in several of the performance measures. The inactive records to be scanned in has been reduced drastically and in the first quarter a little over half identified were scanned in to our system.

Budget: The first quarter operating budget is at 20% and on target for the year.

Progress Report: The Clerk's office continues to be successful with the performance measures. Staff has identified a weakness in our auditing records process for one department and will work closely with that department on this year's records audit in the second quarter. Staff will be making suggestions to the department for completion of the FY 2016 audit. The audit report is an ongoing process with it being measured in the 2nd and 4th quarter.

Staff has been keeping a close eye on the document destruction measurement and will work with the departments on completing the tasks in a timely manner relating to this measurement.

Staff remains optimistic that all measurements will be successfully completed.

Other: The City Clerk attended the FACC Fall Academy for continuing education requirements. The Records Coordinator continues to take records management courses towards certification.

Progress Report

To:	Jim Landon, City Manager
Prepared by:	Dianne Torino
From:	Brian Rothwell and Dianne Torino
Date:	1/26/2016
Department:	Purchasing & Contracts Management Division
Re:	1st Quarter Progress Report - 2016

Executive Summary:

Five new Performance Measures have been assigned to PCMD in 2016. Of those five, four will be started during the second quarter. Three of the measures are related to staff training and the coordination of those training sessions is in process at this time. Four of the six existing measures are at, or above goal.

Division fast facts and accomplishments include the following:

- 8 bids were issued for the quarter.
- An estimated 57 Contracts and Contract renewals were executed.
- 13 Risk Management claims were received.
- Due to the resignation of the Division's Purchasing Technician, the position was posted in-house. As a result, Robert Schattie from the Public Works Department was hired for the position.
- Peg Wishneski, the Division's Staff Assistant, went from part-time to full-time on October 25, 2015.

Budget:

First Quarter budget expenditures are at 25%

Progress Report:

The measurement for 10 week completion of bids from issuance to approval by Council ended at 85.71%. This percentage reflects one project out of seven that did not meet goal.

The success rate of mailing of Contracts within five business days of Council approval ended the quarter at 70.17% or 28 of 42 within goal. This deficit was due to many factors including high volume of renewals/contracts at the beginning of the year and additional work responsibilities related to purchasing, planning and coordinating efforts of the City Hall move.

There are three additional training measurements that are new for the Division this year.

1) Training of vendors will be an annual program that is currently scheduled for third quarter (April).
2) PCMD training for all necessary staff will be conducted twice per year with the first scheduled for March, and the second currently scheduled for September.

3) Purchasing Card Training is currently being coordinated with the Process Improvement Team/Finance Department and is scheduled to be implemented during the month of February through Target Solutions. This training will consist of a PowerPoint presentation and a test at the end with an 80% passing requirement.

The measurement for the posting of bids within 2 days of advertisement is at 79.36% of the required 90%. Two projects did not make goal out of the total of seven during the quarter due to bid documents not being received by PCMD from the Department/Engineer.

Progress Report

To:	Jim Landon, City Manager
From:	Wendy Cullen, Human Resources Manager
Date:	1/26/2016
Dept./Team:	ADMINISTRATION DEPARTMENT / Human Resources Division
Re:	Q1 Division Report

Executive Summary:

As always, autumn is extremely busy in Human Resources. Almost the entire period is dedicated to the annual benefit renewal and re-enrollment process. However, the period did bring some highlights, including the hiring of Kay Spears as our new HR Technician, dedicated to assisting with the implementation and streamlining of the payroll process.

Budget:

The Human Resource budget, for the most part is on track at an average of 25%, with the exception of the purchase of uniforms for the office. That put that particular line over budget. Originally, it was not expected that the Human Resource Division would be subject to the uniform policy.

Progress Report:

Due to the Open Enrollment Benefits Season, efforts related to some performance measures must take a back-seat to other priorities. Volunteers will be a focus in the next six months, with identifying opportunities and then, targeting individuals that are available and willing to participate in their community.

We continue to meet standards with regards to recruitment and on-boarding efforts.

Other:

The Human Resource Manager and Compensation Analyst both attended a one-day training on investigative techniques offered at Daytona State College in Daytona Beach. In the coming months, the Compensation Analyst and HR Technician will be attending payroll law training.

We are looking forward to the Wellness Fair, always in the 2nd Quarter of the Fiscal Year. This year's theme is Country & Western, a true "Hoe-Down for your Health."

Progress Report

EXIT INTERVIEW FACTORS
2016 - 2017

	Admin	PW	Fire
Better family situation		I	I
Pay	I		II
Benefits			I
Retirement Plan	I		II
Pay Plan			

Quarter 1 reporting	
Admin	2 resignations
PW	1 resignation
Fire	2 resignations

Performance Measures Overview for CITY CLERK - 12300, CITY MANAGER'S OFFICE - 12100, COMMUNICATIONS & MARKETING - 12101, HUMAN RESOURCES - 12424, PURCHASING & CONTRACTS MGMT. - 12102

This report gives an overview of the progress made in the Strategic Action Plan for CITY CLERK - 12300, CITY MANAGER'S OFFICE - 12100, COMMUNICATIONS & MARKETING - 12101, HUMAN RESOURCES - 12424, PURCHASING & CONTRACTS MGMT. - 12102. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 51.89%

	Completed
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**58.46%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	62.95%
Strategy 3.2.1 Review existing operational procedures and policies	73.49%
Approach 3.2.1.17 Deliver Purchasing and Contract services in an efficient, cost - effective manner	70.58%
Measurement 3.2.1.17.b Work orders received from departments will be reviewed, logged, and forwarded to the next approver within one business day 98% of the time.	100.00%

Comments	
11/5/2015	October 2015 - 0 out of 0
12/10/2015	November 2015 - 5 out of 5
1/5/2016	December 2015 - 4 out of 4 (9 of 9 for the 1st quarter)

Measurement 3.2.1.17.c All straight bids submitted to the Purchasing Division will be completed (Council approval) within 10 weeks of departmental request 100% of the time.	85.71%

Comments	
11/5/2015	October 2015 - 0 out of 0.
12/10/2015	November 2015 - 2 out of 3
1/5/2016	December 2015 - 4 out of 4 (6 of 7 for the 1st quarter)

Measurement 3.2.1.17.d All bids submitted to the Purchasing Division will be free from PCMD caused errors 95% of the time	100.00%

Comments	
11/5/2015	October 2015 - 2 out of 2.
12/10/2015	November 2015 - 3 out of 3
1/14/2016	December 2015 - 2 out of 2 (7 of 7 for the 1st quarter)

Measurement 3.2.1.17.e Contracts approved by Council will be sent to vendor for signature within 5 business days 95% of the time.	70.17%

Comments	
1/12/2016	October 2015 - 8 of 21 Contracts were sent to vendors within 5 business days.
1/12/2016	November 2015 - 12 of 13 Contracts were sent to vendors within 5 business days.
1/12/2016	December 2015 - 8 of 8 Contracts were sent to vendors within 5 business days (28 of 42 for the 1st quarter)

Measurement 3.2.1.17.g All bids that require prequalification submitted to the Purchasing Division will receive "Notice of Award" within 14 weeks of departmental request 100% of the time.	100.00%

Comments	
11/5/2015	October 2015 - 0 out of 0.
12/10/2015	November 2015 - 1 out of 1
1/5/2016	December 2015 - 1 out of 1 (2 of 2 for the 1st quarter)

Measurement 3.2.1.17.h The Purchasing division will approve all valid requisitions within 3 business day 90% of the time.	100.00%

Comments	
11/5/2015	October 2015 - 409 out of 409.
12/10/2015	November 2015 - 185 out 185
1/5/2016	December 2015 - 125 out of 125 (719 of 719 for the 1st quarter)

Measurement 3.2.1.17.i Liquidated damage letters will be mailed out 30 days prior to substantial completion contractual date	0.00%

Comments	
1/14/2016	This measure will be tracked beginning second quarter

Measurement 3.2.1.17.j PCMD will have at least 1 Purchasing Training with vendors annually on how to do business with the City of Palm Coast.	0.00%

Comments	
1/14/2016	This Purchasing training with vendors will take place in April.

Measurement 3.2.1.17.k All bids will be posted within 2 days from the date of advertisement 90% of the time.	79.36%

Comments	
11/5/2015	October 2015 - 2 out of 2.
12/10/2015	November 2015 - 1 out of 3
1/5/2016	December 2015 - 2 out of 2 (5 of 7 for the 1st quarter)

Approach 3.2.1.18 Deliver services in an efficient, cost-effective manner	72.95%
Measurement 3.2.1.18.a Identify all inactive departmental records kept in office file drawers to be scanned.	100.00%

Comments	
1/25/2016	Staff has identified 29.75 cubic feet of inactive records to be scanned into our system.

Measurement 3.2.1.18.b All "open records requests" will be answered as prescribed by state law (track quarterly)	100.00%

Comments	
1/25/2016	There were 83 public records requests and all 83 were answered in accordance with Chapter 119, Florida Statutes.

Measurement 3.2.1.18.c Conduct a record audit report for all departments semi-annually	0.00%

Comments	
1/25/2016	This measure is addressed in quarters 2 and 4.

Measurement 3.2.1.18.d The City Clerk's office will ensure that all of Onbase records are committed within one week of being entered into the system	91.20%

Comments

1/25/2016	There were 52,699 records committed within 7 days out of the 57,779 scanned records for the quarter. October 19,283 successfully committed out of 20,605 94% November 16,467 successfully committed out of 18,200 90% December 16,949 successfully committed out of 18,949 89%

Measurement 3.2.1.18.e Meeting minutes will be completed and posted within 2 days of approval (track quarterly)	100.00%

Comments	
1/25/2016	There were 11 minutes posted within 2 days of the Council's business meetings. October 4 out of 4 November 4 out of 4 December 3 out of 3

Measurement 3.2.1.18.f Agendas will be posted at least 5 days prior to a public meeting (track quarterly)	100.00%

Comments	
1/26/2016	There were 11 Council agenda meetings posted at least 5 days prior to the public meetings. October 4 out of 4 November 4 out of 4 December 3 out of 3

Measurement 3.2.1.18.i Council minutes will be completed prior to the next council business meeting with 100% accuracy (track quarterly)	100.00%

Comments	
1/25/2016	There were 11 sets of Council minutes completed successfully. October 4 out of 4 November 4 out of 4 December 3 out of 3

Measurement 3.2.1.18.j Scan all identified inactive records for the current year.	53.85%

Comments	
1/26/2016	There were 29.25 cubic feet of inactive records identified to be scanned. There were 15.75 cubic feet of the 29.25 cubic feet scanned in the first quarter.

Measurement 3.2.1.18.k Destroy all documents that have reached retention	11.51%

Comments	
1/26/2016	There were 22,384 documents identified to be destroyed and 2,578 were destroyed.

Approach 3.2.1.32 Prepare annual CRA report	100.00%
Measurement 3.2.1.32.a Prepare annual CRA report	100.00%

Comments	
1/29/2016	The SR100 CRA Report was completed for Fiscal Year 2014-2015.

Approach 3.2.1.33 Annually Publish Legislative Priorities	100.00%
Measurement 3.2.1.33.a Annually Publish Legislative Priorities	100.00%

Comments	
1/29/2016	The City completed the Annual Legislative Priorities.

Approach 3.2.1.34 Annually publish list of projects for Federal/State funding	100.00%

Measurement 3.2.1.34.a Annually publish list of projects for Federal/State funding	100.00%

Comments	
1/29/2016	The City uses the 10-Year Capital Improvement Plan to identify eligible projects for federal/state funding. The City is pursuing funding for water infrastructure projects.

Approach 3.2.1.35 Report quarterly on legislative efforts	25.00%
Measurement 3.2.1.35.a Report quarterly on legislative efforts	25.00%

Comments	
1/29/2016	Q1 Update: City staff and the City's lobbyist worked with our local legislative delegation to propose legislation to change the process by which counties license ambulance services, so that cities are provided an appeal process if counties deny a license. In addition, the City's lobbyist is working to obtain funding for important infrastructure projects, oppose legislation that shifts burden for utility relocation costs to cities, and support legislation that curtails predatory public records requests.

Strategy 3.2.3 Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community	5.00%
Approach 3.2.3.7 Identify methods of encouraging volunteer participation	5.00%
Measurement 3.2.3.7.a Inventory existing opportunities for the use of volunteers	10.00%

Comments	
1/26/2016	Working on a volunteer request form for departments/divisions to complete when they have a need for volunteers.

Measurement 3.2.3.7.b Develop a program that targets volunteers to supplement City staff	0.00%

Comments	
1/27/2016	This measure will begin in the second quarter.

Measurement 3.2.3.7.c Identify methods of encouraging volunteer participation in City operations	0.00%

Comments	
1/27/2016	This measure will begin in the second quarter.

Measurement 3.2.3.7.d Inventory volunteer utilization	10.00%

Comments	
1/26/2016	Currently, volunteers are utilized in Recreation & Parks and Human Resources. There is some discussion regarding the utilization of volunteers for some safety inspections.

Objective 3.3 Establish system to continually evaluate and enhance internal financial controls	0.00%
Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization	0.00%
Approach 3.3.2.2 Provide on-going training to ensure staff compliance with purchasing policy	0.00%
Measurement 3.3.2.2.a PCMD will provide a minimum of 2 trainings regarding the purchasing policy and process for staff per year.	0.00%

Comments	
1/14/2016	The first training class for this measure will be conducted in March 2016. The second one will be towards the end of the fiscal year.

Measurement 3.3.2.2.b Develop and implement a training process for purchasing card users which will include an annual refresher training for existing employees with a p-card and providing initial training for employees receiving a p-card for the first time.	0.00%

Comments

1/14/2016	Purchasing and Finance are finalizing the purchasing card training that will be conducted through Target Solutions (Palm Coast University) during the month of February.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**20.00%**
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	25.00%
Strategy 5.1.2 Promote the variety of local leisure and recreational activities	25.00%
Approach 5.1.2.15 Provide video and social media support for special events.	25.00%
Measurement 5.1.2.15.a COMMUNICATION AND MARKETING - Provide and pre-schedule social media presence at major events by incorporating video, photos and by introducing “hashtags” for Facebook and Twitter.	25.00%

Comments	
12/31/2015	Social media was used extensively to promote the International Festival, Hall of Terror, Food Truck Tuesdays, the Tree Lighting Ceremony, and the Starlight Event & Parade. The social media strategy for International Festival and the Starlight Event & Parade included real-time posts – from the event – featuring photos and short videos, and those posts had good response. The goal is to raise awareness and increase attendance.

Measurement 5.1.2.15.b COMMUNICATIONS AND MARKETING - Create video promos for Arbor Day Celebration, International Festival, Birds of a Feather and Starlight Event & Parade.	25.00%

Comments	
12/31/2015	A video promo was created to promote the Starlight Event & Parade, and it proved very successful on PCTV, YouTube and Facebook.

Objective 5.2 Enhance safety measures throughout the community	15.00%
Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	25.00%
Approach 5.2.2.10 Expand police presence in neighborhoods	25.00%
! Measurement 5.2.2.10.a Request a presentation on efforts to improve safety within neighborhoods from Flagler County Sheriff	25.00%

Comments	
1/5/2016	Request has been made, and the presentation has been tentatively scheduled for a City Council meeting in late February 2016.

Strategy 5.2.3 Seek partnerships to educate the public on safety concerns	5.00%
Approach 5.2.3.1 Airing public safety promos including wildfire updates	5.00%
Measurement 5.2.3.1.b Create 1 public service announcements for public safety in coordination with the Fire Department.	5.00%

Comments	
1/4/2016	The topic of the next PSA will be “Move Over,” explaining what drivers should do when an emergency vehicle with lights/sirens approaches in traffic. Next step will be to meet with Deputy Chief to plan script, select Fire crew for this project.

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**47.54%**
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	80.51%
Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills	91.61%
Approach 6.1.1.9 Ensure efficient processing of employee applications	91.61%
Measurement 6.1.1.9.a Qualify or disqualify all new employee applications within 5 working days of receiving the application 90% of the time the application was submitted.	95.95%

Comments	
1/26/2016	The first quarter of any year showed some positions that typically have a large volume of applications, customer service, equipment operator and IT. Unfortunately, with the move, the review of IT applications was not as high on the priority list as the department was unable to devote time to the process. HR attention was given to the other searches in order to expedite them prior to the holiday season. All in all, we received 623 applications in the first quarter and 538 were processed within 5 working days.

Measurement 6.1.1.9.b Complete all background screening for full time positions within 10 working days of selection by departments 95% of the time.	87.71%

Comments	
1/26/2016	Human Resources received 6 PAFs for new hires in the 1st Quarter. 5 of those selected for hire were background screened within the 10-day standard. The one background screen that was not completed within the 10 days was a firefighter from Tampa. His background screening was scheduled at the same time his medical was scheduled. Their medicals are performed in Jacksonville.

Measurement 6.1.1.9.c Requisitions for personnel will be processed within 5 days of being received 95% of the time.	86.68%

Comments	
1/26/2016	The Human Resource Office continues to meet this measurement processing 14 of 17 requisitions for personnel within the required timeframes.

Measurement 6.1.1.9.d Notification will be sent to supervisors 30 days prior to the anniversary date of an employee	100.00%

Comments	
1/26/2016	Placing the reminders in Target Solution has greatly increased our ability to meet this measure. There were 65 evaluations due in the rating period and all supervisors received notification within the period established.

Measurement 6.1.1.9.e Completed evaluations will be received by Human Resources within 30 days of all employees' aniversary date	87.69%

Comments	
1/26/2016	There were a handful of evaluations that were not processed within the 30 day window. However, rules for the Performance Plus Program had not fully been established so some delayed evaluations were due to program implementation. In all, 65 evaluations were due in the period and 57 we received according to the standard.

Strategy 6.1.2 Assess pay rates and benefits to remain competitive with market	25.00%
Approach 6.1.2.2 Monitor retention and cause of employee turn-over	25.00%
! Measurement 6.1.2.2.a Create an inventory of factors expressed during exit interview process	25.00%

Comments	
1/26/2016	5 employees left during the rating period. One for family reasons, three for better opportunities and one to retire. Those that left for better opportunities listed salary as primary reason, two listed retirement and two indicated geographic proximity to family.

Objective 6.3 To enhance awareness of customer service and relationships with our citizens	25.00%
Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation	15.00%
Approach 6.3.1.2 Track complaints and compliments throughout the organization	15.00%
! Measurement 6.3.1.2.b Develop a customer survey program to solicit feedback on matters unique to Palm Coast	25.00%

Comments	

1/4/2016	All City Departments are being surveyed to determine what type of information from our customers would be useful to their Departments to assist them in improving operations and/or customer service. Those responses are due back by Jan. 15. A customer survey program will be developed and implemented based on that feedback.
1/4/2016	The National Citizen Survey conducted annually was expanded this year (Q1) to include an online option for all residents. The online survey was conducted Dec. 1-31. 2015, and was publicized using a news release, social media and the City website. The survey was taken by about 700 residents. This is in addition to the regular survey that is mailed to a group of residents who are randomly selected. The results will be used in the strategic action planning process and by all City Departments to improve service.

Measurement 6.3.1.2.c Implement improvements to the current complaint management process	5.00%

Comments	
1/4/2016	The City's complaint management process was analyzed last year, and a number of recommendations to improve the system have been made. Next step is a meeting of key staff who will be involved in implementation, and that meeting is scheduled for the first week of Q2.
1/5/2016	Small group from 3 departments met in early January. Next steps will be research (other cities, potential vendors for updated system) and establishment of a system to track compliments. Most importantly, the Process Improvement Team will begin exploration of possible system update/upgrade for more effective management of customer issues/complaints.

Strategy 6.3.2 Develop a reach-out initiative to enhance community awareness of City services	31.67%
Approach 6.3.2.2 Enhance communication with our citizens regarding swale system and capital improvements	31.67%
Measurement 6.3.2.2.b Develop communication program for annual capital improvement program.	90.00%

Comments	
1/4/2016	A communication program has been drafted and submitted. Next step is to have the Infrastructure Team review and set priorities for implementation. Meeting with the Infrastructure Team will be in Q2.

Measurement 6.3.2.2.c Implement communication program for swale system/maintenance	5.00%

Comments	
1/27/2016	Stormwater has identified the staff member to work with the Division on a web update, which will be the first task to be done.

Measurement 6.3.2.2.d Implement communication program for annual capital improvement program.	0.00%

Comments	
12/31/2015	Implementation will begin after the Infrastructure Team reviews the draft communication plan and establishes the priorities for implementation.

Objective 6.4 To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	5.00%
Strategy 6.4.1 Seek and solicit student internship opportunities with educational institutions	5.00%
Approach 6.4.1.1 Report on the benefits of an internship program with the COPC and regional educational institutions.	5.00%
Measurement 6.4.1.1.a HR will meet with different departments to look at each department needs for interns and their application to City operations	10.00%

Comments	
1/26/2016	Method of identifying internship opportunities is almost complete. As interns are specific to the summer months, lack of progress is indicative of the time of year.

Measurement 6.4.1.1.b Implement targeted internship opportunities.	0.00%

Comments	
1/27/2016	Method of identifying internship opportunities is almost complete. As interns are specific to the summer months, lack of progress is indicative of the time year.

BAM Team

Find Your Florida

Progress Report

To: Jim Landon, City Manager
From: Virginia Smith, City Clerk
Date: 1/21/2016
Department/Team: BAM Team

Re: 1st Quarter for FY 2016 Report

Executive Summary: The first quarter for the BAM Team was filled with lots of fun for all employees. We held our 2nd Annual Pumpkin Contest and a BAMILY night at our new City Hall. The Team continues to work hard on changes to our programs for boosting all morale. Sub-teams were implemented and are providing additional feedback to the Team.

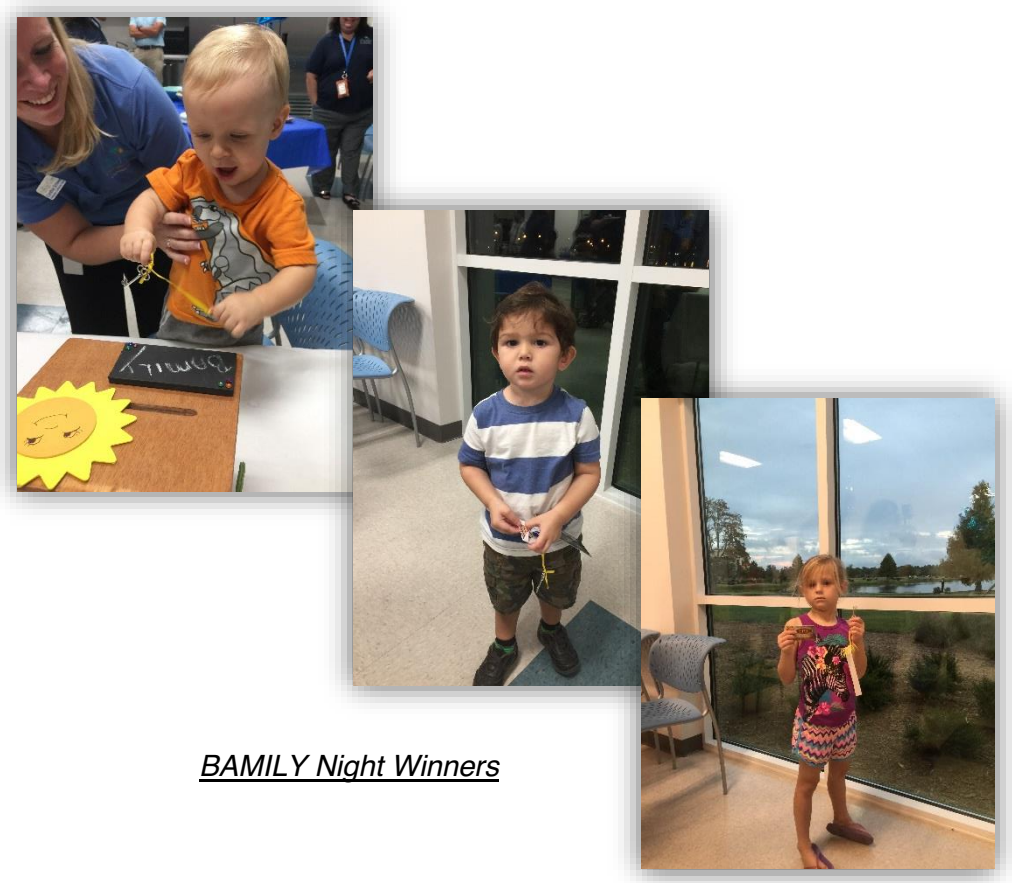
Budget: The BAM Team budget is staying on track. The BAM Team is operating at 24% of budget.

Progress Report: The BAM Team remains dedicated to develop new and unique opportunities to show our staff that their work is appreciated and valued.

During the first quarter, the Team developed two sub-teams in the Utility and Public Works departments. Two team members will work closely with the sub-committees and report their findings to the Team.

The team held an open house, BAMILY Tour event, for the employee's families on November 4, 2015. This allowed the families to explore the new City Hall. The BAM Team provided a little swag for everyone that came. Bookmarks were made, in-house with a "key" to the City attached, from the employee's photo contest photos. There were 3 lucky winners who had an extra key attached to their bookmark that opened the BAM box for a gift card to EPIC Theaters.

Progress Report



BAMILY Night Winners

Other:

Ongoing Programs:

Sick Leave Conversion – This program allows City employees eligible for sick leave accruals, who meet certain requirements, to use up to 40 hours of accrued sick leave (56 for fire department shift personnel) per fiscal year to buy technology, wellness equipment, and/or add the converted amount to their Health Savings or Retirement accounts. Newly approved during the first quarter was musical instruments, music lessons, sports lessons and art lessons.

Progress Report

Employee Discounts – Several Year Round employee discounts are offered to City Employees:

- **Tickets at Work Discount Program** - This is a website that offers discounts to all sorts of places, not just in Florida but nationally and internationally. New offers are presented every month. Employees register through their website and can search for hotel deals, car rentals, and many, many cool attractions.

- **Interstate All Battery Discount Program** - Interstate All Battery Center offers City employees a great discount program. Employees can buy batteries for most appliances, cars, remote controls, etc. through the new discount program offered by Interstate All Battery Center. Now also includes tablet\smartphones repairs.

- **Microsoft Home Use Program** – City employees can purchase Microsoft Office Professional Plus, through the Home-Use Program (HUP), at a really low price.

- **Jacksonville Armada FC** – City employees can purchase professional soccer home game tickets at discounted price.

Performance Measures Overview for BAM Team - 99004

This report gives an overview of the progress made in the Strategic Action Plan for BAM Team - 99004. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 34.38%

	Completed
GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**34.38%**
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	34.38%
Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills	25.00%
Approach 6.1.1.2 Develop programs to recognize individual achievements and years of service	25.00%
Measurement 6.1.1.2.a BAM - Assess the possibility of new, non-compensation based, programs that recognize individual achievements of employees / teams	25.00%
Comments	
1/19/2016	This measurement is consistently being looked at by the team. This quarter there were several ideas that the Team is looking at implementing.
Strategy 6.1.3 Develop an Employee Motivation and Reward Program	35.71%
Approach 6.1.3.4 Maintain advisory staff committee consisting of all Departments (Administered through LITE TEAM)	62.50%
Measurement 6.1.3.4.a Maintain monthly meetings open to representatives of each department to update a work plan	58.33%
Comments	
1/19/2016	As new ideas are developing and programs being revised, the Team is meeting more frequently.
Measurement 6.1.3.4.b Establish sub-teams to include Fire, Public Works and Utility	66.67%
Comments	
1/21/2016	Two sub teams have been formed-one at Utility and one at Public Works. The suggestions being received from the sub teams are valuable and are being explored by the Team in the 2nd quarter. We will look to implement a sub teams within the Fire Dept. in the second quarter as well.
Approach 6.1.3.5 Enhance employee appreciation to focus on an exemplary performance approach	25.00%
Measurement 6.1.3.5.a BAM - Coordinate annual public service recognition week	0.00%
Comments	
1/19/2016	This will be started in the second quarter and completed in the third quarter.
Measurement 6.1.3.5.b BAM - Participate (breakfast/lunch) in "State of the City" annual address	100.00%

Comments	
1/19/2016	The State of the City annual address was completed in the first quarter. The BAM Team provided donuts, fruit, coffee, juice and water for all employees.

Measurement 6.1.3.5.c BAM - Coordinate annual "take your son or daughter to work" day	0.00%

Comments	
1/19/2016	This will be started in the second quarter and completed in the third quarter.

Measurement 6.1.3.5.d BAM - Evaluate programs that help employees get to know their fellow employees (bios)	25.00%

Comments	
1/19/2016	The Team will be discussing adding another aspect of "get to know your fellow employee" in the second quarter.

Measurement 6.1.3.5.e BAM - Participate in the annual Employee photo contest	0.00%

Comments	
1/19/2016	The photo contest begins in the second quarter and judging will take place in the third quarter.

Branding Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Jason Giraulo, Team Leader/Digital Communications Coordinator
Date:	1/25/2016
Dept./Team:	Brand Plus Team
Re:	FY16 Q1 Report

Executive Summary: The branding of City Hall and its Grand Opening celebration and outreach to the owners of Palm Coast's vacant lots were the focus of the First Quarter for the Brand Plus Team. Progress was made on all of the team's Performance Measures, with several of this year's PMs being new or updated from last year.

Budget: The team has spent $4,201.04 of its $20,000/year budget as of the First Quarter. The team anticipates spending most of its budget for this fiscal year.

Progress Report: **Brand Campaign:** The Brand Plus Team kicked off a new year of the Find Your Florida campaign primarily through community relations initiatives geared toward residents and with a brand mailing that was mailed to vacant lot owners in the annual stormwater vacant lot bills.

The team's biggest focus during Q1 was the branding of the new Palm Coast City Hall and the Grand Opening ceremony. This work supported the team's Performance Measure to identify and prioritize City facilities to place the Find *Your* Florida logo and slogan. For the branding of City Hall, a sub-team selected the photography used as the primary artwork for the new facility. The invitation and signage for the Grand Opening event were branded. Even the ribbon that was cut at the ceremony was branded! The team guided design of the magnet, license plates and commemorative postcard distributed at the Grand Opening. The postcard is the first in a series, and the team decided during Q1 to re-print the first design of the postcard for a small distribution this spring. The second postcard in the series will come out in summer 2016. In addition, several team members staffed the Grand Opening Event, providing tours, distributing branded promotional materials, and serving refreshments to visitors in the Waterfront Room.

The other major initiative during Q1 was creation of a branded insert that was mailed in November with the stormwater vacant lot bills. The front of the insert is a photo of beautiful homes, landscaping and birds along a Palm Coast canal with the words "Picture Yourself Here" and the city's web address and Find *Your* Florida logo. The back is a beach scene that reads, "We've grown and changed, but the things that make us special haven't." The bullet points list 19+ miles of uncrowded beaches, 15 beautiful parks, 125 miles of biking and hiking trails, world-class tennis and golf, boating and

fishing along our waterways, fantastic cultural, sporting and community events, and centrally located on Florida's northeast coast between Jacksonville and Orlando. The piece closes with "Find *Your* Florida in Palm Coast." The Brand Plus Team's goal is to inspire the owners of vacant lots to move here!

Most of the remainder of the Brand Plus work in Q1 revolved around planning – for the 2016 Photo Contest, the "branding" of the Employee Wellness Fair as a fun training method, and a welcome email to share the brand for new employees. A sub-team was appointed to update the City's social media policy. The fourth part of the "Making Our Future Together" campaign was delayed until Q2 because of the holiday season and the flurry of activity caused by the opening of City Hall. As always, the brand was promoted through a variety of special event advertising, videos created by the City, PCTV, and social media.

Performance Measures: The Brand Plus Team has seven Performance Measures this year, and progress was made on all measures. A new PM this year is to "Create a strategy to improve brand consistency in printed and electronic communications across departments." The team has established the top priorities as being: letterhead design, new PowerPoint templates (several design options) and tri-fold brochures. The City Hall clock tower will be incorporated into some new graphic designs.

Other: **Commemorative items – license plates, magnets, postcards:**

Progress Report

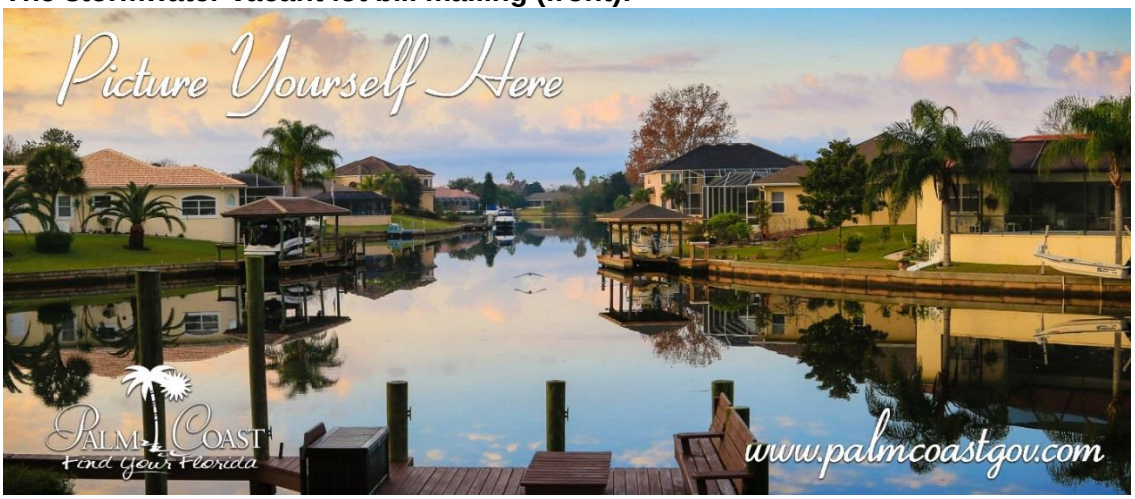
A special ribbon for the Ribbon-Cutting:

Opening Night in our branded Council Chambers in the Community Wing:

Progress Report

Some of the photographs on display in the new City Hall:

The stormwater vacant lot bill mailing (front):



Progress Report

Back of mailing:

Performance Measures Overview for Brand Plus - 99009

This report gives an overview of the progress made in the Strategic Action Plan for Brand Plus - 99009. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 11.25%

	Completed
GOAL 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	**10.71%**
Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success	10.71%
Strategy 2.2.1 Expand the use of "Find Your Florida"	11.67%
Approach 2.2.1.2 Enhance the “Find Your Florida” branding campaign	11.67%
Measurement 2.2.1.2.b BRANDING TEAM - Prepare a written annual update to the "Find Your Florida" campaign (all the things we want to accomplish in previous year and future, researching that has been done and other information that needs to be document sent to council)	25.00%
Comments	
1/25/2016	The Q1 report for Find Your FL has been written. Major campaign accomplishments in the first quarter included the branding of City Hall and the Grand Opening event and the mailing of a brand piece to owners of vacant lots in Palm Coast.
Measurement 2.2.1.2.d BRANDING TEAM - Conduct an annual photo contest to emphasize the City of Palm Coast image.	10.00%
Comments	
1/4/2016	The dates for the 2016 Photo Contest have been set for Feb. 1-May 31, and we are working on prize options. New categories this year include a Youth Category and a Birding Award.
Measurement 2.2.1.2.j BRANDING TEAM - Work with BAM team and HR to provide brand training for employees	10.00%
Comments	
1/4/2016	We have reached out to the leaders of the BAM and Wellness teams and Human Resources to discuss the welcome email for new employees and participation in this year’s Wellness Fair. We brainstormed ideas for how we might contribute to the Wellness Fair in a “branding” way, and those proposals have been submitted to the Wellness Team for consideration.
Measurement 2.2.1.2.k BRANDING TEAM - Develop a brand welcome email that goes out to new employees	10.00%
Comments	
1/4/2016	We have reached out to the leaders of the BAM and Wellness teams and Human Resources to discuss the welcome email. We plan to use the email to explain the City’s brand and what branding means and also may include information from other teams such as Wellness and BAM. We have also contacted IT to figure out where on the Intranet the welcome email could be housed.

Measurement 2.2.1.2.l BRANDING TEAM - Implement plan to place Find Your Florida logo and slogan at select City locations	10.00%

Comments	
1/4/2016	Construction of the Utility brand sign (monument sign using the look of the Waterfront Park sign) will begin in early 2016. A sub-team will be led by Barbie Bembry will begin the process of branding parks, trails and other facilities using the priorities established previously. The sub-team will coordinate its work with the Public Works Sign Shop.

Measurement 2.2.1.2.m BRANDING TEAM - Create a strategy to improve brand consistency in printed and electronic communications across departments.	5.00%

Comments	
1/4/2016	The team has established the top priorities as being: letterhead design, new PowerPoint templates (several design options) and tri-fold brochures. The City Hall clock tower will be incorporated into some new graphic designs. The team also plans to create a campaign to raise awareness of the new documents/designs among employees to promote usage and brand consistency.

Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities	5.00%
Approach 2.2.2.10 “Find Your Prosperity” campaign to promote positive message of economic growth in the City	5.00%
Measurement 2.2.2.10.c BRANDING TEAM - Review prosperity website to determine how to refresh it, re-evaluate reported numbers and update frequency.	5.00%

Comments	
1/4/2016	A sub-team of Beau Falgout and Cindi Lane has been appointed to work on this initiative.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**15.00%**
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	15.00%
Strategy 5.1.2 Promote the variety of local leisure and recreational activities	15.00%
Approach 5.1.2.17 Maintain a strong social media presence	15.00%
Measurement 5.1.2.17.a Update current social media policy to reflect growth and changes and explore additional forms of social media that the City could be utilizing.	15.00%

Comments	
1/4/2016	A sub-team of Jason Giraulo, Heather Priestap and Beau Falgout has been appointed to establish the new social media policy. The full Brand+ team has already brainstormed some possible new directions, including starting new types of social media accounts for the City and expanding the use of Facebook to include weather and other emergencies.

Community Development

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
Prepared by:	Community Development Staff
From:	Stephen Flanagan, Community Development Director
Date:	2/2/2016
Department/Team:	Community Development Department
Re:	1st Quarter Fiscal Year 2016

Executive Summary:

The first quarter of fiscal year 2016 capped off with the much anticipated move of city personnel to our new home at City Hall. Positive feedback has been received by citizens from an aesthetic perspective, who express to staff how impressed they are with the look of our new office. The move has also garnered positive results from Community Development staff, as they find being in the same office space has improved the efficiency in providing a variety of departmental services to the public, accompanied by facilitating a more expedient assistance response time.

The first quarter in 2016 is consistent with the overall upward trend during the same time frame in 2015 for development order applications and building permits. New home construction, inspections, plan reviews and overall total permits have increased, as compared to the first quarter of fiscal year 2015. New commercial construction permits issued has decreased.

Delays with providing initial response to single family residential permits continued in the first quarter, due to the loss of a staff member in Construction Management & Engineering. In addition, staff was not able to complete any swale rehabilitation designs, or updating of the GIS map with completed swale rehabilitation projects. However, a new employee has been hired and will begin employment in the 2nd quarter, which should eventually help to alleviate the existing backlog of work.

Problems with electronic plan review software has resulted in exhausting 50% of the building division's overtime budget in the first quarter. Research in conjunction with the IT department is underway to replace the current electronic plan review software. Integration of a new

payment system and the current permitting database will soon allow for payments to be made directly to the building division, thus reducing the need for citizens to visit the customer service area.

Signs of economic improvement in the city continues to be on the rise, with an apparent decrease in the number of vacant, abandoned and unsecured structures, resulting in less of a need for code enforcement to remediate property violations.

The City of Palm Coast was awarded the 2015 Innovation & Design Award for the Island Walk Shopping Center redevelopment project by the Surfcoast Chapter of the Florida Planning and Zoning Association at its annual award ceremony on December 11, 2015. Island Walk represents a "showcase project" for city-wide strategic planning goals identified in Prosperity 2021, the Strategic Action Plan and the Parkway East District Plan that center on maintaining the relevance, functionality and appearance of all parts of the city, including its older areas. As one of several keystone projects in and around the Parkway East District of the city, this project was especially notable for its cross-department cooperative work effort, and involved all levels of city staff, administration and government working collaboratively with the property owner, Branch Properties, to achieve a successful outcome. Our planning division's project manager for Island Walk, attended the ceremony to accept the award.

Budget:

A review of the budget indicates that with the exception of overtime, each division is on target with projected operating expenditures for the first quarter of fiscal year 2016.

Progress Report:

***<u>1st quarter fiscal year 2016 compared to 2015</u>*:**

- Development order applications (19) increased 58%
- Residential plan reviews (3,896) increased 13%
- New home construction permits issued (92) increased 7%
- Permits issued (2,041), increased 8%
- The value of single family construction ($24,679,000) increased 2%
- New commercial construction permits issued (26) decreased 19%
- Building inspections (4,843) increased 10%
- Residential driveway and new home permit reviews (153) decreased 13%
- Code Enforcement action orders (2,827) decreased 14%
- Code board cases (206) increased 11%
- Animal license issues (1,966) decreased 4%

Progress Report

Construction Management & Engineering Staff:

- Completed the replacement of 4 pipes through seawalls
- Reviewed 15 requests for streetlights
- Managing 24 active Capital Improvement projects

Construction Inspectors Performed:

- Oversight of 19 active construction projects
- 353 residential utility inspections
- 56 commercial utility inspections
- 158 Project Dox permit reviews

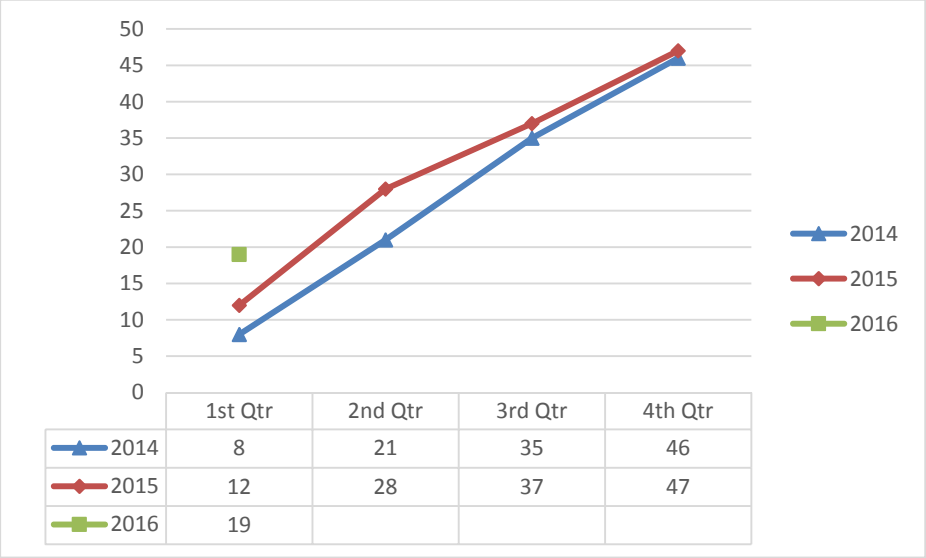
Surveyors Completed:

- Setting 154 survey benchmarks
- 52 surveys for driveway replacements
- 50 surveys associated with new home construction permits
- 12 surveys for city drainage pipe replacement projects
- 6 surveys associated with city swale rehabilitation projects
- 4 surveys associated with city valley gutter projects

Swale Specialists:

- Completed 937 right of way involved inspections
- Verified 67% of the street light inventory of GIS mapping for accuracy
- Performed 359 customer driven work orders

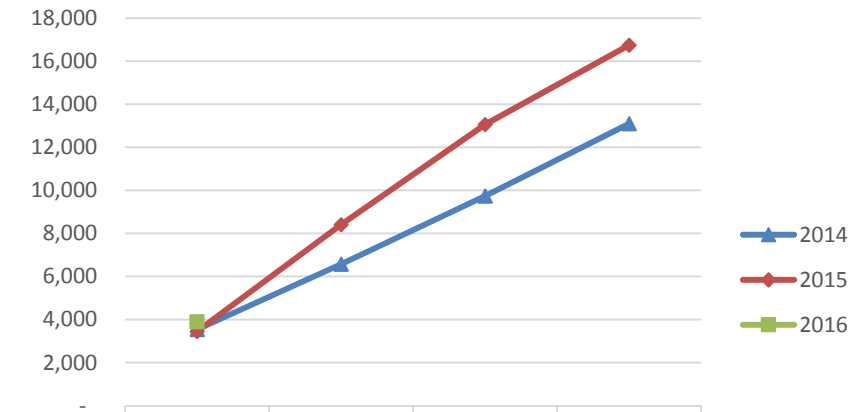
Number of development order applications



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	8	21	35	46
2015	12	28	37	47
2016	19			

Progress Report

Number of residential plan reviews



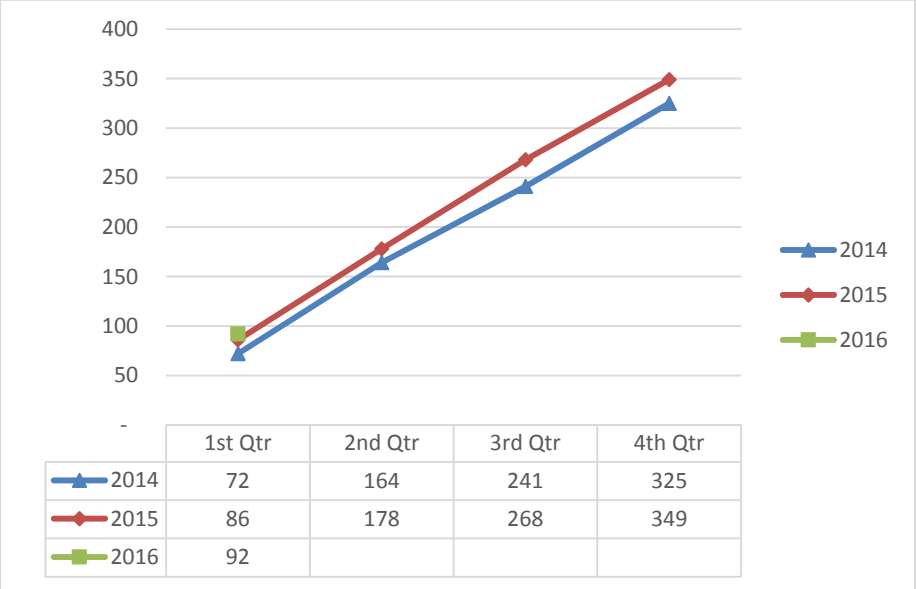
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	3,538	6,572	9,736	13,098
2015	3,453	8,404	13,062	16,742
2016	3,896			

Number of permits issued

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	1,833	4,116	6,594	8,699
2015	1,890	4,173	6,815	9,129
2016	2,041			

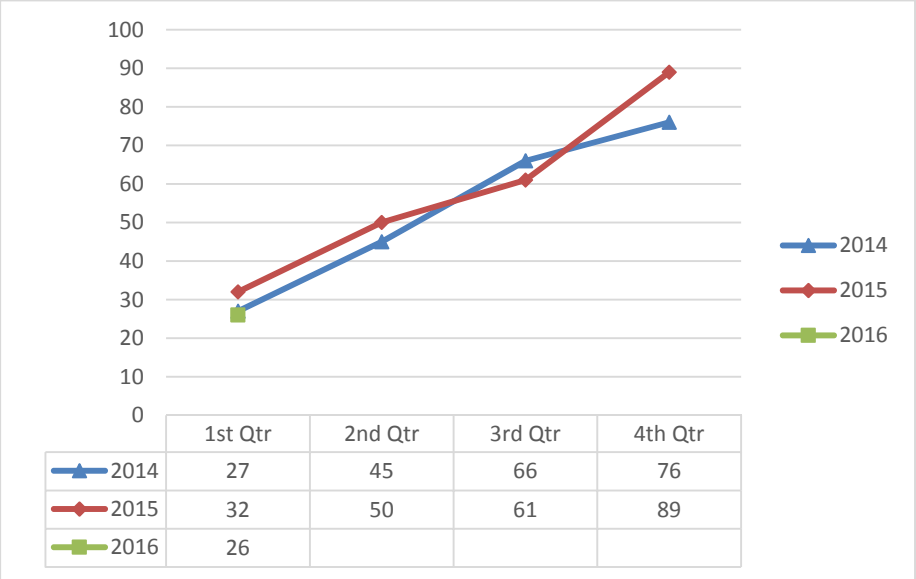
Progress Report

Number of single family permits issued



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	72	164	241	325
2015	86	178	268	349
2016	92			

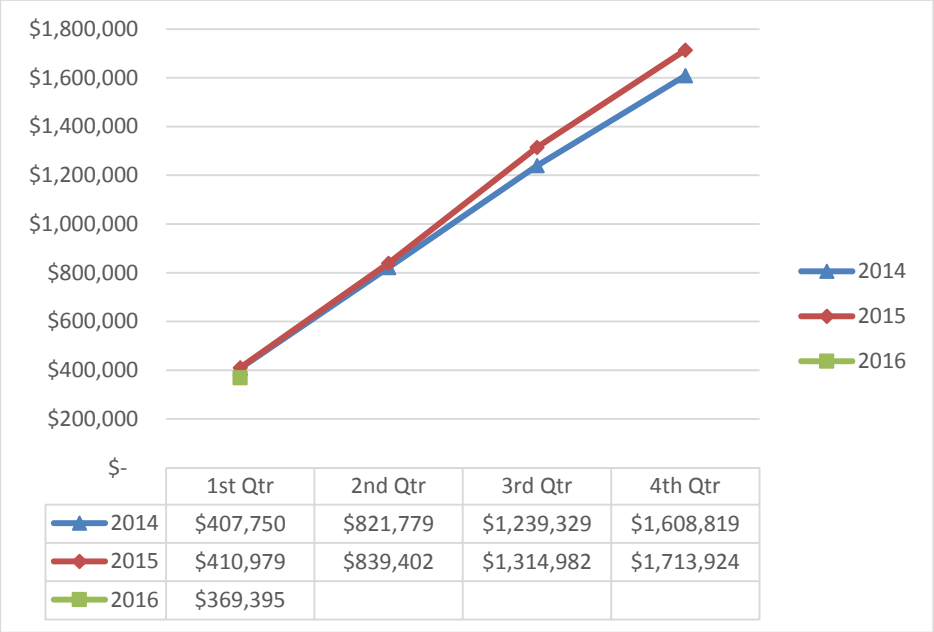
Number of new commercial permits issued



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	27	45	66	76
2015	32	50	61	89
2016	26			

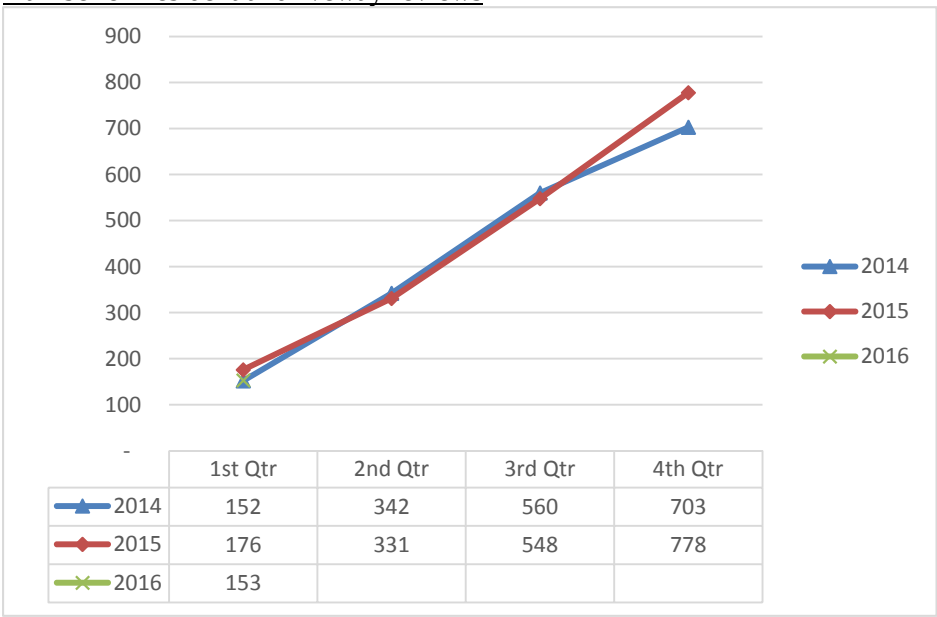
Progress Report

Building Fund Revenue



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	$407,750	$821,779	$1,239,329	$1,608,819
2015	$410,979	$839,402	$1,314,982	$1,713,924
2016	$369,395			

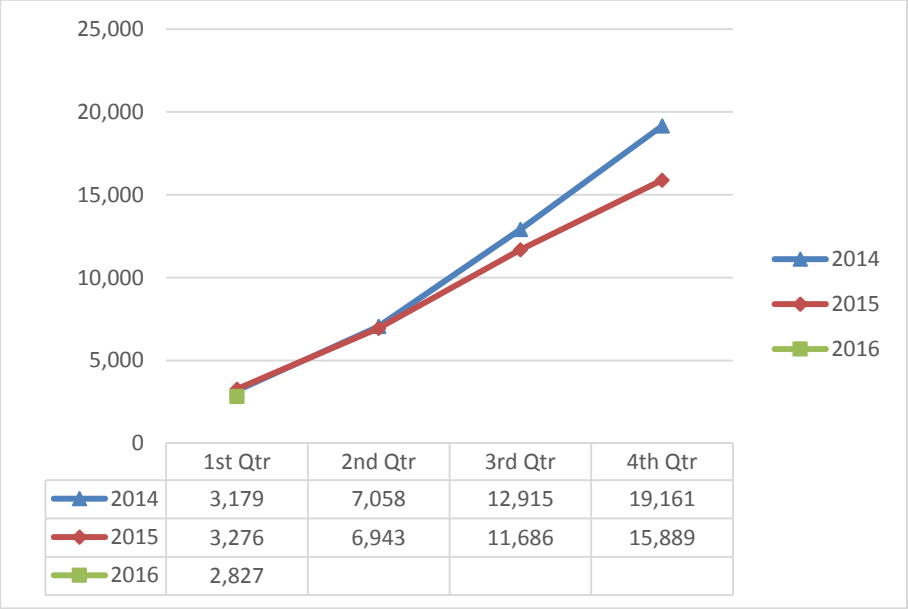
Number of residential driveway reviews



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	152	342	560	703
2015	176	331	548	778
2016	153			

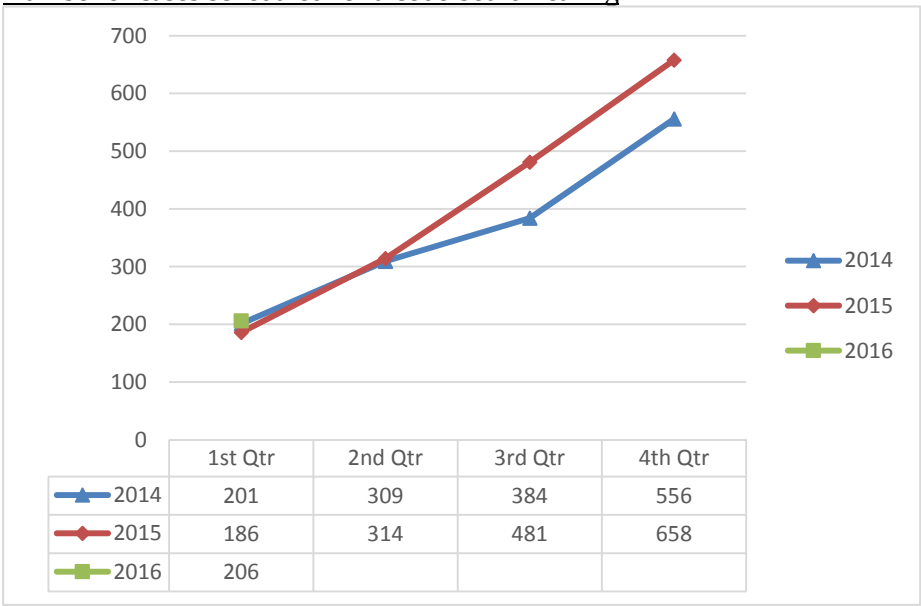
Progress Report

Number of complaint generated & code officer initiated action orders



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	3,179	7,058	12,915	19,161
2015	3,276	6,943	11,686	15,889
2016	2,827			

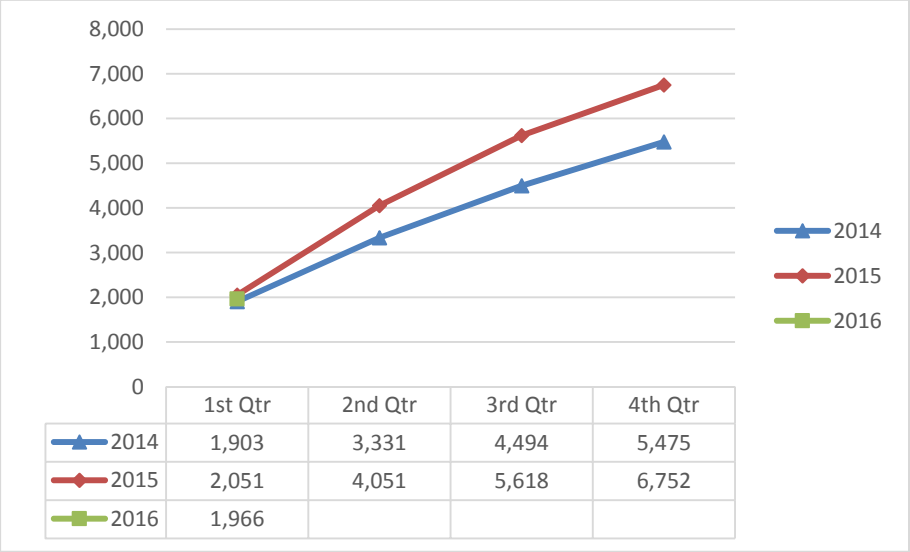
Number of cases scheduled for a code board hearing



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	201	309	384	556
2015	186	314	481	658
2016	206			

Progress Report

Number of animal licenses issued



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2014	1,903	3,331	4,494	5,475
2015	2,051	4,051	5,618	6,752
2016	1,966			

Other:

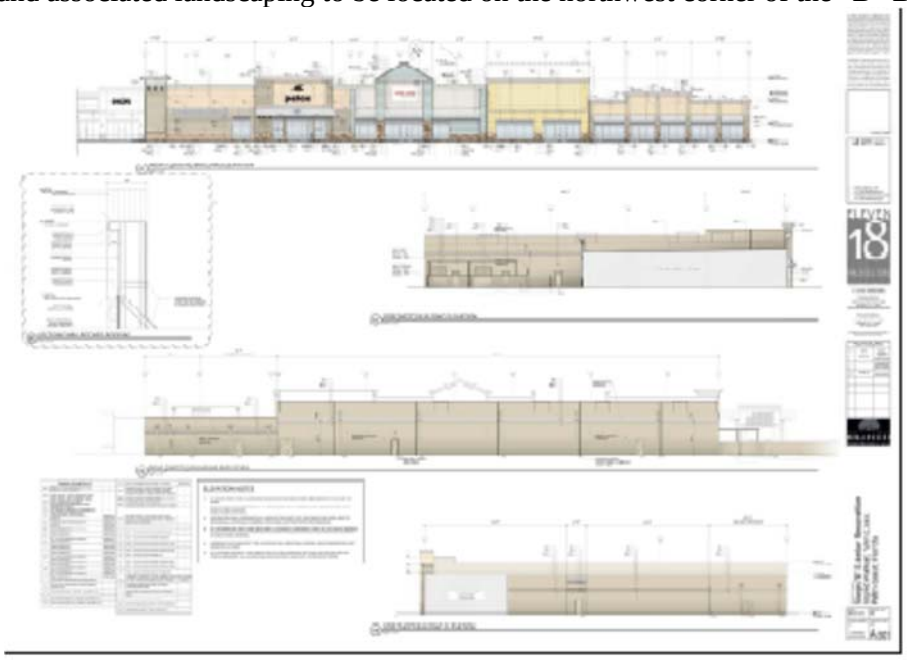
<u>Development Orders/Master Plans</u>

<u>Development Order Issued - Final Segment of Belle Terre Median Landscape & Irrigation</u>
The City, in its efforts to continue the implementation of the Belle Terre Parkway Median Master Plan, has issued a development order for the final phase of construction. This last segment extends from Royal Palms Parkway, south to the last median before the intersection with State Road 100. The work in this segment will include irrigation and the planting of trees, shrubs and ground covers in the median areas and also on the east side of the roadway, just south of Fire Station #25. This work will also provide an extension of the newly installed reuse water mainline to serve not only this project, but the Palm Coast Tennis Center and Fire Station #25. The City standard of constructing stamped, colored concrete median tips will also be done at each intersection. Work is currently budgeted and will be completed during fiscal year 2016.

Progress Report

Island Walk Development Order Issued

The Island Walk B Building development order modification, which was issued on November 3, 2015, approves the exterior façade changes to the existing "B" Building (former Beall's store) on the Island Walk site, along with the new loading dock and truck well with screen wall and associated landscaping to be located on the northwest corner of the "B" Building.



Grand Haven Community Center Development Order

A Development Order was approved on December 3, 2015, for the Grand Haven Community Center parking lot addition located at 2 North Village Parkway. Twenty-five parking spaces, sidewalks and landscaping are being added to serve residents at this 3.66-acre amenity center.

Progress Report

Christ the King Evangelical Lutheran Church & School - Development Order

Christ the King Evangelical Lutheran Church and School located at 5625 North US Highway 1 received a development order on Nov. 10th for a new 13,794 sq. ft. early learning center to be located on the south side of their 8.6-acre site. The architecture of the new one-story building will be very similar to the existing church and school facilities that are located north of the proposed new building.

Projects Currently Under Review or Ready for Building Permit Issuance

- Palm Coast Plaza (6,000 sq. ft. retail)
- Early Learning Center (13,795 sq. ft.)
- RaceTrac Gas Station/Convenience Store (5,488 sq. ft.)
- Flagler Pointe Condominiums (23,032 sq. ft.)
- Interior alterations to Kohls
- Many interior build-outs for new businesses at Island Walk to include the much anticipated Hobby Lobby

Current Projects Under Construction

Grand Haven River Club Condos (2 – 12 Unit Condominiums)

Progress Report

Grand Haven Sales Center - 4,720 sq. ft.

Wynnfield Mobil Gas Station/Convenience Store with a 1,200 sq. ft. Retail Space.

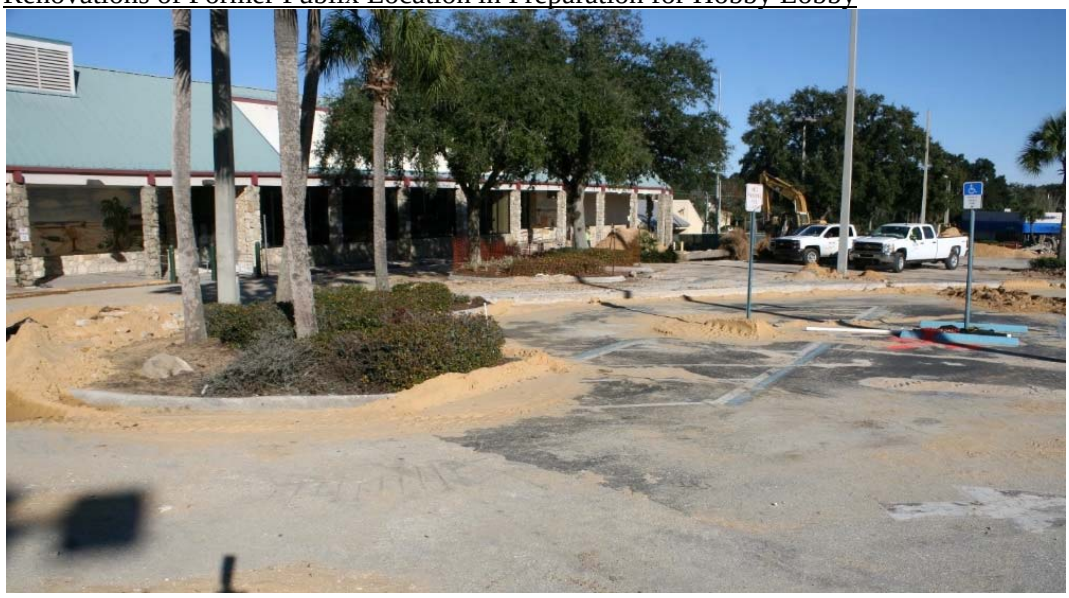
Progress Report

Heartland Dental – 3,180 Sq. Ft. Dental Office & 1,820 Sq. Ft. Retail/Office Space

Island Walk - Multiple Buildings/Renovations

Progress Report

Renovations of Former Publix Location in Preparation for Hobby Lobby



Completed Projects

Island Walk Build-Outs of Commercial Units

Progress Report

Animal Control to the Rescue

City staff at the Community Center contacted Animal Control to retrieve an injured pelican sitting near the front entrance doors. The pelican was transported to Flagler Animal Hospital.

Progress Report

Animal control staff was called to the scene of a traffic accident on the I-95 to take a pet rat into custody. After the owners involved in the accident were treated at Flagler Hospital, they were reunited with their pet.

Specialized Training

- 1 staff member has received certification as a certified fire inspector/plan reviewer.
- 1 staff member gave a presentation on performance based contracting at the Florida Stormwater Association (FSA) winter conference
- 1 staff member attended the FSA winter conference
- 2 staff members attended Water Distribution Operators training sessions to prepare for level 3 licensing exam, which will be taken later in fiscal year 2016.
- 1 staff member attended a Florida Green Building Coalition (FGBC) class and completed the necessary requirements and testing for a certifying agent annual renewal.

Performance Measures Overview for BUILDING PERMITS - 13505, CODE ENFORCEMENT - 13508, CONSTRUCTION MANAGEMENT - 00099, ENGINEERING - 17009, ENGINEERING - 15509, ENGINEERING & STORMWATER - 05509, PLANNING - 13007

This report gives an overview of the progress made in the Strategic Action Plan for BUILDING PERMITS - 13505, CODE ENFORCEMENT - 13508, CONSTRUCTION MANAGEMENT - 00099, ENGINEERING - 17009, ENGINEERING - 15509, ENGINEERING & STORMWATER - 05509, PLANNING - 13007. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 77.40%

	Completed
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	**59.58%**
Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	60.00%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	60.00%
Approach 1.1.1.2 Inspect, evaluate and rate Water Control structures, Major crossings, Pipes through seawalls.	100.00%
Measurement 1.1.1.2.a Inspect, evaluate and rate water control structures, major crossings, pipes through seawalls, and canal ends annually.	100.00%
Comments	
1/8/2016	Oct. - 157 out of a total of 274 Nov. - 167 out of a total of 274 Dec. - 274 out of a total of 274 YTD Total Completed - 274 out of 274
Approach 1.1.1.4 Complete Annual Action Plan for Community Development Block Grant (CDBG) Program in order to receive community development funds.	0.00%
Measurement 1.1.1.4.a Update Annual Action Plan for Community Development Block Grant.	0.00%
Comments	
1/11/2016	Annual Action Plan completion will not begin until notice of allocation for Federal Fiscal Year 2016 is received by the City, anticipated date of completion is August 1, 2016.
Approach 1.1.1.16 Develop a comprehensive public policy to address failing sea walls.	80.00%
Measurement 1.1.1.16.a Report to City Council an overview of issues related to failing seawalls and present solution options.	80.00%
Comments	
1/14/2016	Oct., Nov., Dec. - Meeting scheduled to take place in January, for staff in Code, Planning & Construction Management & Engineering to discuss presentation being given to City Manager.
Objective 1.2 To assess the need to expand infrastructure for sustainable growth	59.44%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	70.00%
Approach 1.2.1.1 Utilize stormwater modeling results to provide direction for CIP	90.00%
Measurement 1.2.1.1.a Design one (1) stormwater modeling project every other year for Capital Improvement Plan.	90.00%

Comments	
1/8/2016	During the 1st quarter, survey 100%; design 60%, Work Order issued for Sec. 30 permitting services. Project is 90% complete. Waiting on SJRWMD permit submittal by consultant.

Approach 1.2.1.8 Ensure proper inspection and repair of City infrastructure	100.00%
Measurement 1.2.1.8.j Inspect swale drainage problems and provide customer communication within 2 days of the receipt of the complaint 85% of the time.	100.00%

Comments	
2/9/2016	Oct. - 143 out of 149 Nov. - 52 out of 56 Dec. 38 out of 40 YTD Total: 233 out of 245

Approach 1.2.1.16 Develop and institute a bridge maintenance program	90.00%
Measurement 1.2.1.16.a Develop a bridge maintenance program	90.00%

Comments	
1/14/2016	During the 1st quarter, the bridge maintenance program was submitted to the CM&E manager for review.

Approach 1.2.1.17 Address drainage related issues	0.00%
Measurement 1.2.1.17.e Update GIS mapping application within 6 months of each project completion for swale rehab	0.00%

Comments	
1/28/2016	During the 1st quarter, there were no GIS mapping application updates, due to reduced staff and workload.

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	51.67%
Approach 1.2.2.1 Standardize design criteria for stormwater projects	50.00%
Measurement 1.2.2.1.a Add the standard design for canal water control structures to the technical manual.	50.00%

Comments	
1/14/2016	During the 1st quarter, increased the scope of the task to include all types of weirs. Working on the design standards.

Approach 1.2.2.18 Complete annual report for MS4 permits	95.00%
Measurement 1.2.2.18.a Complete annual report for MS4 permits.	95.00%

Comments	
1/8/2016	During the 1st quarter, consultant submitted draft SWPPP on 11-30-15 and draft Year 1 Annual Report on 12-1-15. City Staff reviewed Annual Report. Report waiting on CM signature.

Approach 1.2.2.22 Update the transportation impact fee study	10.00%
! Measurement 1.2.2.22.a Engage an external consultant to conduct an evaluation of existing transportation impact fees and provide a presentation of findings to City Council	10.00%

Comments	
1/11/2016	A Request for Proposal (RFP) has been completed and is now being reviewed internally.

Strategy 1.2.3 Keeping older neighborhoods attractive and relevant	50.00%
Approach 1.2.3.6 Address abandoned structures	100.00%

Measurement 1.2.3.6.a Secure all unsecured - abandoned houses within 14 days of being identified.	100.00%

Comments	
1/8/2016	During the 1st quarter, there were no abandoned structures in need of securement.

Approach 1.2.3.16 Identify and evaluate strategies to promote infill development within original ITT Comprehensive Land Use Plan (CLUP) area	0.00%
Measurement 1.2.3.16.a Draft white paper identifying and evaluating strategies to promote infill development	0.00%

Comments	
1/11/2016	Infill development incentives will take into account potential changes to the impact fees. Request for Proposal (RFP) for impact fee study will be issued in Feb. 2016.

GOAL 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	**91.62%**
Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success	91.62%
Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities	91.62%
Approach 2.2.2.1 Ensure proper review time and Inspections	96.61%
Measurement 2.2.2.1.a Review site plan and plat-related resubmittals and provide comment on those resubmittals within 5 working day 95% of the time	98.24%

Comments	
2/1/2016	Oct. - 6 out of 7 Nov. - 5 out of 5 Dec. - 3 out of 3 YTD Total: 14 out of 15

Measurement 2.2.2.1.b Review site plan and plat-related applications and provide comments within 8 working days from the time received 95% of the time	93.56%

Comments	
2/1/2016	Oct. - 0 out of 0 Nov. - 4 out of 4 Dec. - 4 out of 5 YTD Total : 8 out of 9

Measurement 2.2.2.1.c Complete new home driveway reviews within 5 working days from the time the permit is received, 95% of the time	70.86%

Comments	
1/28/2016	Oct. - 40 out of 59 Nov. - 35 out of 57 Dec. - 28 out of 37 YTD Total: 103 out of 153

Measurement 2.2.2.1.d Review all performance bonds and maintenance bond releases from developers for financial accuracy within 3 working days from the time received.	100.00%

Comments	
1/8/2016	Oct. - 2 out of 2 Nov. - 3 out of 3 Dec. - 3 out of 3 YTD Total : 5 out of 5

Measurement 2.2.2.1.e Complete "utility" Right of Way utilization permits within 3 working days 95% of the time the permit is entered into Project DOX	100.00%

Comments	
1/28/2016	Oct. - 20 out of 20 Nov. - 23 out of 23 Dec. - 22 out of 22 YTD Total : 65 out of 65

Measurement 2.2.2.1.f Inspect canal / waterway drainage problems within 3 working days of the request 90% of the time from the time received.	100.00%

Comments	
1/8/2016	Oct. - 2 out of 2 Nov. - 6 out of 6 Dec. - 0 out of 0 YTD Total: 8 out of 8

Measurement 2.2.2.1.g Review commercial permits, 1st & 2nd applications and provide comments within 8 working days from the time received, 95% of the time.	100.00%

Comments	
1/8/2016	Oct. - 12 out of 12 Nov. - 9 out of 9 Dec. - 5 out of 6 YTD Total: 26 out of 27

Measurement 2.2.2.1.h Review & provide response to developer submittal of Utility Agreement within 5 days of submittal and resubmittal 95% of the time	100.00%

Comments	
1/8/2016	Oct. - 2 out of 2 Nov.- 2 out of 2 Dec. - 1 out of 1 YTD Total: 5 out of 5

Measurement 2.2.2.1.i Review & provide response to DBPR forms within 2 days of developer's submittal and resubmittal 95% of the time	100.00%

Comments	
1/8/2016	Oct. - 3 out of 3 Nov. - 2 out of 2 Dec. - 0 out of 0 YTD Total: 5 out of 5

Measurement 2.2.2.1.j Review a completed Division of Alcoholic Beverage and Tobacco Application as it pertains to zoning within 5 working days 95% of the time.	100.00%

Comments	
1/14/2016	October 3 out of 3 November 2 out of 2 December 0 out of 0 YTD Total 5 out of 5 completed within 5 working days

Measurement 2.2.2.1.k Review zoning on building occupancy permit or commercial or residential interior alteration permit for community residential homes and residential child care facilities, within 7 working days 95% of the time.	100.00%

Comments	
1/14/2016	October 18 out of 18 November 12 out of 12 December 3 out of 3 YTD Total 33 out of 33 completed within 7 working days.

Approach 2.2.2.3 Complete design work in a timely manner	66.73%

Measurement 2.2.2.3.a Complete all swale redesign requests within six months from the time received (Not including new home construction).	100.00%

Comments	
1/28/2016	During the 1st quarter, there were no swale redesign requests.

Measurement 2.2.2.3.b Design 41 pipes for repair or upgrade per the current year's pipe rehabilitation program.	58.54%

Comments	
1/28/2016	Oct., - 10 Nov. - 11 Dec. - 3 YTD Total: 24

Measurement 2.2.2.3.c Design 12 valley gutters for repair or upgrade per the current year's valley gutter rehabilitation program.	41.67%

Comments	
1/19/2016	Oct. - 1 Nov. - 2 Dec. - 2 YTD Total: 5

Approach 2.2.2.5 Monitor ERU calculation time	100.00%
Measurement 2.2.2.5.a Calculate ERUs within 48 hours 95% from the time received	100.00%

Comments	
1/28/2016	During the 1st quarter, there were no ERU's received.

Approach 2.2.2.7 Monitor permit review time	100.00%
Measurement 2.2.2.7.e Provide initial site plan and plat related COPC comments to the applicant within 15 working days 85% of the time.	100.00%

Comments	
2/9/2016	October 2 out of 2 November 7 out of 7 December 10 out of 10 YTD Total 19 out of 19 completed within 15 working days.

Measurement 2.2.2.7.f Review site plan and plat related resubmittals and provide COPC comments to the applicant within 10 working days 95% of the time.	100.00%

Comments	
1/13/2016	October 3 out of 3 November 7 out of 7 December 2 out of 2 YTD Total 12 out of 12 completed within 10 working days.

Measurement 2.2.2.7.g Provide plan review for all commercial construction (includes additions/accessory) within 10 working days from the time the plan is received 95% of the time.	100.00%

Comments	
11/9/2015	October - 185 out of 185 reviews were completed within 10 days
12/1/2015	November - 150 out of 150 reviews were completed within 10 days
1/4/2016	December - 176 out of 176 reviews were completed within 10 days YTD : 511 out of 511 were completed within 10 days

Measurement 2.2.2.7.h Provide plan review for all residential construction (includes additions/accessory) within 5 working days from the time the plan is received 95% of the time.	100.00%

Comments

11/9/2015	October - 882 out of 908 reviews were completed within 5 days.
12/1/2015	November - 742 out of 759 reviews were completed within 5 days.
1/4/2016	December - 817 out of 833 reviews were completed within 5 days YTD: 2,444 out of 2,500 reviews were completed within 5 days.

Measurement 2.2.2.7.i Provide initial response to new commercial permits within 10 working days (to include new structures and alterations) from the time the permit is received 95% of the time.	100.00%

Comments	
11/9/2015	October - 6 out of 6 reviews were completed within 10 days
12/1/2015	November - 8 out of 8 reviews were completed within 10 days.
1/4/2016	December - 11 out of 11 reviews were completed within 10 days. YTD: 25 out of 25 reviews were completed within 10 days.

Approach 2.2.2.8 Provide proper response time for inquiries	80.06%
Measurement 2.2.2.8.a Provide initial response to new building residential permits within 5 working days (single family residence) from the time the permit is received 95% of the time.	60.44%

Comments	
11/9/2015	October - 9 out of 34 reviews were completed within 5 days. (CM & E Resources)
12/1/2015	November - 15 out of 27 reviews were completed within 5 days. (CM & E Resources)
1/4/2016	December - 34 out of 40 reviews were completed within 5 days YTD: 58 out of 101 reviews were completed within 5 days.

Measurement 2.2.2.8.b Provide plan review for select "quick review" permits within the 1 working day of submittal 95% of the time.	100.00%

Comments	
11/9/2015	October - 418 out of 430 quick review permits were completed the same day
12/1/2015	November - 348 out of 362 quick review permits were completed the same day.
1/4/2016	December - 351 out of 351 quick reviews were completed the same day. YTD: 1117 out of 1,143 quick reviews were completed the same day.

Measurement 2.2.2.8.c Process all public hearing development orders within 2 working days after all requirements have been met, 95% of the time.	100.00%

Comments	
1/13/2016	In the 1st quarter there were no public hearing development orders received.

Measurement 2.2.2.8.d Review / process elevation certifications within 5 working days 95% of the time.	100.00%

Comments	
1/13/2016	October 15 out of 15 November 17 out of 17 December 16 out of 16 YTD Total 48 out of 48 completed within 5 working days.

Measurement 2.2.2.8.e Provide Interlocal review / comments on other agencies requests within the given allotted time established by that local government or within 5 working days 95% of the time.	100.00%

Comments	
1/13/2016	In the 1st quarter there were no Interlocal reviews submitted via other agencies.

Measurement 2.2.2.8.f Provide comments for Master Plan Developments (MPD) within 10 working days from initial submittal 95% of the time.	100.00%

Comments	
1/13/2016	In the 1st quarter there were no Master Plan Development (MPD) submittals.

Measurement 2.2.2.8.g Review/process initial elevation certifications at building and final stage within 1 working day 85% of the time.	0.00%

Comments	
2/10/2016	New Measurement no data available until 2nd quarter FY'16.

Approach 2.2.2.9 Provide proper inspection and response time to complaints	100.00%
Measurement 2.2.2.9.a Respond to all landscape/environmental complaints within one working day from the time the complaint is received 95% of the time.	100.00%

Comments	
1/11/2016	October 3 out of 3 November 2 out of 2 December 2 out of 2 YTD total 7 out of 7 completed within 1 working day.

Measurement 2.2.2.9.b Complete all commercial and multi-family tree inspections within 1 working day from date received 95 % of the time.	100.00%

Comments	
2/9/2016	October 1 out of 1 November 2 out of 2 December 4 out of 4 YTD Total 7 out of 7 completed within 1 working day.

Measurement 2.2.2.9.c Complete all commercial and multi-family landscape/irrigation inspections within one working day from the time the inspection was called in 95% of the time.	100.00%

Comments	
2/9/2016	October 29 out of 30 November 10 out of 10 December 18 out of 18 YTD Total 57 out of 58 completed within 1 working day.

Measurement 2.2.2.9.d Urban Forestry will review and process tree removal and wildfire mitigation requests, and conduct all environmental site visits within 2 working days from the time the request is received 95% of the time.	100.00%

Comments	
1/8/2016	In October, there were 125 tree removal requests and 108 wildfire mitigation requests. All tree removal requests were completed within two working days. 3 requests for wildfire mitigation inspections were not completed within the two day time frame.
1/8/2016	In November, all wildfire and tree removal requests were completed within two days. There were 77 tree removal requests and 84 to be inspected for wildfire mitigation.
1/8/2016	In December, all tree removal and wildfire requests were completed in two days. 82 were tree removal requests and 46 were wildfire mitigation requests. YTD: 509 out of 522 were completed within 2 working days.

Measurement 2.2.2.9.e Code Enforcement will document and inspect all Code complaints within one working day from the time the complaint is received 95% of the time.	100.00%

Comments	
1/8/2016	October - (1,063/1,070) In the month of October, 7 complaints were not inspected within one day.
1/8/2016	November - (784/784) In the month of November, all complaints were inspected within one working day.
1/9/2016	December - (970/973) In the month of December, 3 complaints were not inspected within one day. YTD : 2,817 out of 2,827 were completed within one working day.

Measurement 2.2.2.9.f Complete building inspections within one working day from the time the inspection is called in 95% of the time.	100.00%

Comments	
11/9/2015	October - 1774 out of 1778 inspections were completed within 1 day
12/1/2015	November - 1472 out of 1472 inspections were completed within 1 day.
1/4/2016	December - 1575 outof 1593 inspections were completed within 1 day YTD: 4,821 out of 4,843 inspections were completed within 1 day.

GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**51.67%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	51.67%
Strategy 3.2.1 Review existing operational procedures and policies	50.00%
Approach 3.2.1.6 Categorization of As-built plans and documents	50.00%
Measurement 3.2.1.6.a Identify the solution for categorization of all "As-builts" and documents, and complete 80% of all "As-builts".	50.00%

Comments	
2/1/2016	During the 1st quarter FY'16 243 "As- builts" have been corrected. (Total corrected items to date is 734 of the 1840).

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	5.00%
Approach 3.2.2.10 Implement electronic submittal	5.00%
Measurement 3.2.2.10.b Implement an electronic plans submittal solution in coordination with IT Department	5.00%

Comments	
2/8/2016	1st Quarter - Research in conjunction with the IT Department is underway to replace the current electronic plan review software (project dox)

Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services	100.00%
Approach 3.2.4.4 Provide in-house survey services to other Departments	100.00%
Measurement 3.2.4.4.b Determine feasibility for in-house surveys from other City departments within 5 working days 95% from the time the request is made.	100.00%

Comments	
1/8/2016	Oct. - 4 out of 4 Nov. - 0 out of 0 Dec. - 2 out of 2 YTD Total: 6 out of 6

GOAL 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	**59.06%**
Objective 4.1 To develop programs to enhance our water conservation strategies	33.33%
Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply	33.33%
Approach 4.1.1.2 Investigate options for freshwater canal weed control	0.00%
Measurement 4.1.1.2.b Implement & evaluate one weed control option on freshwater canals	0.00%

Comments	
1/28/2016	During the 1st quarter, there were none to report

Approach 4.1.1.10 Monitor monthly surface water levels	50.00%
Measurement 4.1.1.10.a Monitor surface water levels monthly at 9 locations	100.00%

Comments

1/14/2016	Measuring 9 locations monthly. Oct. - 9 out of 9 Nov. - 9 out of 9 Dec. - 9 out of 9 YTD Total: 27 out of 27

Measurement 4.1.1.10.b Monitor water quality monthly at outfalls at 13 locations	0.00%

Comments	
1/19/2016	Being incorporated into the NPDES Permit 1.2.2.18.a

Objective 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	58.30%
Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations	58.30%
Approach 4.2.2.1 Complete Design & Permitting for Seminole Woods Multi-use Path	16.60%
Measurement 4.2.2.1.b Complete survey, permitting and design for 2 remaining phases of Seminole Woods Multi Use Path	16.60%

Comments	
1/8/2016	During the 1st quarter, survey work is underway, design & permitting not started.

Approach 4.2.2.5 Community Development Block Grant	100.00%
Measurement 4.2.2.5.b Complete CDBG Comprehensive Annual Performance Evaluation Report (CAPER).	100.00%

Comments	
1/11/2016	The CAPER has been completed and sent to Housing and Urban Development (HUD) for review.

Objective 4.4 Protect the environment through appropriate development strategies	98.43%
Strategy 4.4.1 Protect natural green spaces to ensure a balance between the natural environment and development	98.43%
Approach 4.4.1.1 Maintain freshwater canals	98.43%
Measurement 4.4.1.1.a Maintain 375 acres on a monthly basis at 80% open on freshwater canals surface.	97.42%

Comments	
1/19/2016	Oct. - 361 out of 375 Nov. - 360 out of 375 Dec. - 375 out of 375 YTD Total: 1,096 out of 1,125

Measurement 4.4.1.1.b Maintain 118 acres on a monthly basis at 60% open on freshwater canals surface.	99.43%

Comments	
1/19/2016	Oct. - 118 out of 118 Nov. - 116 out of 118 Dec. - 118 out of 118 YTD Total: 352 out of 354

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**52.50%**
Objective 5.2 Enhance safety measures throughout the community	52.50%
Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	100.00%
Approach 5.2.2.5 Respond to emergency drainage pipe replacements	100.00%
Measurement 5.2.2.5.a Survey and design all requests for emergency drainage pipe replacement made by the streets division 2 working days from the time received, 95% of the time	100.00%

Comments	
1/8/2016	Oct. - 1 out of 1 Nov.- 0 out of 0 Dec. - 0 out of 0 YTD Total: 1 out of 1

Strategy 5.2.5 Target natural hazard mitigation opportunities	5.00%
Approach 5.2.5.1 Natural/man-made drainage interface management plan	5.00%
Measurement 5.2.5.1.a Complete one (1) natural / manmade drainage interface for the management plan per year	5.00%

Comments	
1/8/2016	Oct., Nov., and Dec. - Working on Iroquois waterway.

EAT Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Beau Falgout, City Administration Coordinator BF 2/2/16
Date:	2/2/2016
Department/Team:	Employee Academy and Training (EAT) Team
Re:	1Q QPR - FY 2016

City Goal

Goal 6 - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

Executive Summary:

The Employee Academy and Training (EAT) Team made efforts in furthering City Council's Goal related to employee development. During the 1Q FY2016, the team graduated 1 Employee Academy class, completed the Annual Report on the Tuition Reimbursement Program, and held 2 Customer Service Training sessions. The EAT team is currently at 49% of the assigned performance measures.

Budget:

The EAT team does not have any dedicated funding.

Progress Report:

During this quarter, the EAT team made efforts to complete many of the assigned performance measures as highlighted below.

Completed Items this Quarter

- The 4th Employee Academy Class graduated this past quarter.
- Coordinated 2 Customer Service Training classes with 41 participants in partnership with Daytona State College CBI.
- The Wellness Survey was distributed this past quarter and 79% of employees responded.
- Conducted Palm Coast U New User Orientations for All New Employees.
- Guidelines for Dealing with Difficult Customers were assigned through Palm Coast U.

Other:

Attachments: 1Q Performance Measure Report, Annual Report on the Tuition Reimbursement Program

Performance Measures Overview for EAT Team - 99005

This report gives an overview of the progress made in the Strategic Action Plan for EAT Team - 99005. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 46.08%

	Completed
GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**46.08%**
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	51.04%
Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills	44.05%
Approach 6.1.1.3 Further refinement and recruitment of LITE program participants	100.00%
Measurement 6.1.1.3.a Continue LITE Team	100.00%
Comments	
2/1/2016	Q1 Update - The LITE Team continues to meet and lead various teams.
Approach 6.1.1.4 Evaluate all established teams regarding effectiveness and need	0.00%
Measurement 6.1.1.4.a Complete annual evaluation of teams regarding effectiveness and need.	0.00%
Comments	
2/1/2016	Q1 Update - The annual evaluation of teams will occur during Q3.
Approach 6.1.1.5 Inventory staff skills to better utilize talent	25.00%
Measurement 6.1.1.5.a Maintain Inventory of employee skills including those identified during new employee processing	25.00%
Comments	
2/2/2016	Q1 Update - The EAT team continues to maintain and update employee skills.
Approach 6.1.1.6 Foster professional development to elevate career advancements across the Organization	62.50%
Measurement 6.1.1.6.a EAT - Identify, track, and report on outside training programs that fosters employee development and advancement opportunities	25.00%
Comments	
2/2/2016	Q1 Update - During this quarter, the EAT team scheduled and coordinated outside training in cooperation with Daytona State College CBI (Management, Customer Service Training).
Measurement 6.1.1.6.b EAT - Report Annually on Tuition Reimbursement Program	100.00%
Comments	
2/2/2016	Q1 Update - The Annual Report on the Tuition Reimbursement Program has been completed.
Approach 6.1.1.7 Encourage diversification of staff knowledge with optional training opportunities.	29.17%
Measurement 6.1.1.7.c Host an Employee Academy at least three times per year that raises employee knowledge of City functions and services along with leadership and team building	33.33%

Comments	
2/2/2016	Q1 Update - Another Employee Academy Class graduated this past quarter. The Employee Academy continues to be an excellent program.

Measurement 6.1.1.7.d Provide additional, optional, training opportunities for employee development on a quarterly basis	25.00%

Comments	
2/2/2016	Q1 Update - During this past quarter, 2 customer service training classes were offered, as well as online computer classes. During the upcoming year, the EAT Team plans to offer another management training session, customer service training sessions, and a PowerPoint Training Class.

Strategy 6.1.3 Develop an Employee Motivation and Reward Program	100.00%
Approach 6.1.3.3 Perform a City-wide survey to identify employee needs that may assist with motivation targets	100.00%
Measurement 6.1.3.3.a EAT - Return a 75% response rate for all City wide surveys conducted	100.00%

Comments	
2/2/2016	Q1 Update - During the quarter, the Wellness Team conducted a citywide survey and received 297 out of 375 surveys or 79%.

Objective 6.2 To develop in-house and identify external training opportunities for employees	35.71%
Strategy 6.2.1 Create a comprehensive training program	35.71%
Approach 6.2.1.5 Cross-training (Interdepartmental training - creating depth)	50.00%
Measurement 6.2.1.5.a EAT - Identify training occuring within departments that are applicable to other department employees	50.00%

Comments	
2/2/2016	1Q Update - This performance measure carried over from the previous fiscal year. Several Departments/Divisions are using Palm Coast U to input and track training. The EAT team will follow up with departments/divisions during this fiscal year to ensure all training is being inputted in Palm Coast U. Once every department/division is using Palm Coast U, the data can be used to determine applicable training for other departments/divisions.

Approach 6.2.1.6 Seek partnerships with outside entities for staff training opportunities	25.00%
Measurement 6.2.1.6.a EAT - Identify, track, and report on Partnerships with outside agencies for staff training opportunities	25.00%

Comments	
2/2/2016	1Q Update - Management and Supervisory Training and Customer Service Training occurred during this quarter through a partnership with Daytona State College CBI. In addition, the EAT team is working on ways to encourage employees to seek additional educational opportunities to advance their careers through the Tuition Reimbursement Program.

Approach 6.2.1.7 Develop a Comprehensive Training Program	35.00%
Measurement 6.2.1.7.a EAT - Maintain Citywide tracking mechanism for all training and certifications	50.00%

Comments	
2/2/2016	1Q Update - This performance measure carried over from the previous fiscal year. Several Departments/Divisions are using Palm Coast U to input and track training. The EAT team will follow up with departments/divisions during this fiscal year to ensure all training is being inputted in Palm Coast U.

Measurement 6.2.1.7.b EAT - Report Quarterly on Improvements to the Employee Development Program	25.00%

Comments

2/2/2016	Q1 Update - Based on last year's employee survey, the EAT team has focused on providing the necessary internal training for City programs and processes. A tracking table has been created and the EAT team intends to complete training efforts throughout the coming year.

Measurement 6.2.1.7.c EAT - Publish a Course Catalog Annually for Employee Development Program	0.00%

Comments	
2/2/2016	Q1 Update - The course catalog will be updated during Q4.

Measurement 6.2.1.7.d EAT - Integrate Employee Development Program into Employee and Supervisor Evaluations	0.00%

Comments	
2/2/2016	Q1 Update - A member from the team responsible for this performance measure is part of the EAT Team and is working to incorporate employee development into the evaluation process.

Measurement 6.2.1.7.f EAT - Evaluate Employee Development Program Annually and Recommend Improvements	100.00%

Comments	
2/2/2016	Q1 Update - Based on last year's employee survey, the EAT team has focused on providing the necessary internal training for City programs and processes. A tracking table has been created and the EAT team intends to complete training efforts throughout the coming year.

Objective 6.3 To enhance awareness of customer service and relationships with our citizens	62.50%
Strategy 6.3.3 Create a customer service element to City-wide employee training program	62.50%
Approach 6.3.3.3 Provide customer service training to all employees City-wide	62.50%
Measurement 6.3.3.3.b Conduct semi-annual Customer Service Training	100.00%

Comments	
2/2/2016	Q1 Update - 2 Customer Service Training classes were completed this quarter with 41 employees attending. Additional sessions are being scheduled in coordination with Daytona State College CBI.

Measurement 6.3.3.3.c Develop training on how to deal with difficult customers	25.00%

Comments	
2/1/2016	Q1 Update - The Guidelines for Dealing with Difficult Customers was assigned through Palm Coast U and all employees were assigned the assignment. The team is also developing additional training based on any issues experienced.

Annual Report on Tuition Reimbursement Program

FY2015

Tuition Reimbursement Program

Purpose

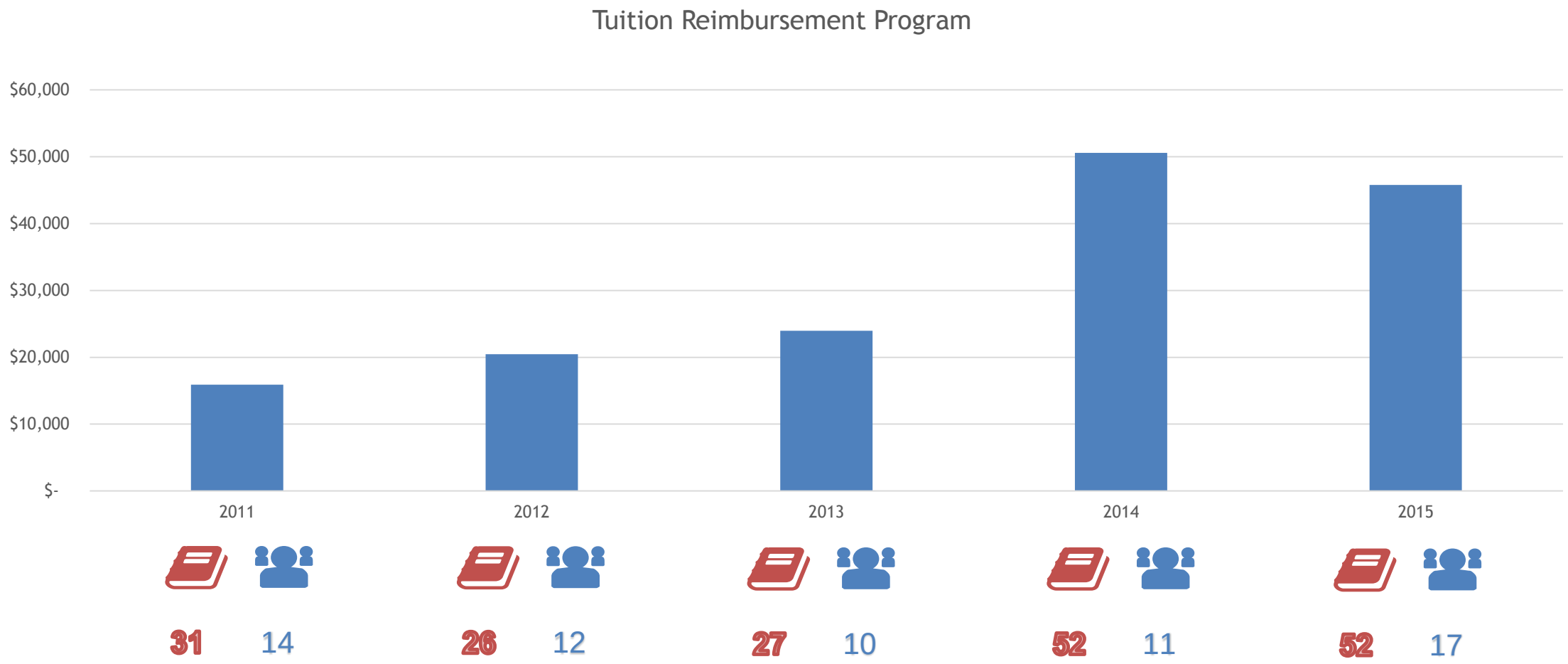
- Encourage employees to complete courses to increase productivity and efficiency in current position or ability to advance within the City
- Improve service to citizens

Tuition Reimbursement Program

Program

- Eligibility Requirements
  - Full-Time at least 1 Year
  - Accredited Academic Program
  - Related to Current Position or Career Opportunity with City
- Service Obligation
  - At least 1 Year after Completion
- Reimbursement based on State Tuition Rates and Grade Achieved

Tuition Reimbursement Program



Tuition Reimbursement Program

- Other Information
  - City Positions Requiring a Degree
    - 61 Require High School Diploma/GED
    - 18 Require Associates Degree
    - 34 Require Bachelors Degree
  - Employees Leaving After Benefiting from Program
    - Only 4 staff members left who received the benefit, 3 of which were required to pay back benefit.

Economic Development Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
Prepared by:	Beau Falgout, City Administration Coordinator BF 2/3/16
From:	Economic Development Team
Date:	2/3/2016
Department:	N/A
Re:	1Q FY 2015/2016

City Goal

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.

Executive Summary:

The Economic Development Team continues to make strides to completing performance measures tied to City Council's Goal 2 – Economic. The local economy continues to improve as measured by employment, unemployment, real estate values, taxable sales, visitor spending, and capital investment. Since the 1st Quarter of FY2011, Palm Coast has added close to 10,000 jobs and the unemployment rate has been reduced by more than half from 13.0% to 5.5%. During this past quarter, the Economic Development Team in partnership with the Flagler County Department of Economic Opportunity was able to help retain and expand a local company, Designs for Health.

Clients of the Palm Coast BAC continue to make an impact on the local economy with over $26.4 million in economic impact through added salaries, capital, and increased sales. Since May 2009, for every taxpayer dollar invested in the BAC, the BAC clients have returned over $90 back into the local economy.

The Economic Development Team is slightly behind in completing the assigned performance measures, but has several measures scheduled for completion during Q2 and Q3.

Progress Report

Budget:

After the 1st Quarter, 22% of the approved economic development budget was expended.

Progress Report:

During this quarter, the Economic Development team made efforts to complete the assigned performance measures as highlighted below.

Highlights this Quarter

- City staff in cooperation with Flagler County was able to retain Designs for Health in Palm Coast. Designs for Health has located in the Pine Lakes Industrial Park and has expanded operations with the goal of retaining and adding jobs for a total employment count of 50 FTE. The City of Palm Coast entered into an Economic Development Incentive Agreement of part of our efforts to keep Designs for Health in our community.
- Buxton Company sent warm up letters to each of the top 20 retailers identified for the Palm Coast market. City staff followed up with each of the retailers and has had meaningful conversations with 3 of the retailers about Palm Coast. City staff will continue to build relationships with the retailers in anticipation of deal making events in Q3 and Q4. Also, City staff reached out to a number of commercial brokers about the City's efforts.
- During the past quarter there was a total of $624,000 invested by BAC clients in the form of capital investment and added wages. The BAC delivered 73 direct customer contact sessions, 176 hours of customer support, 10 new businesses were started, 12 new jobs were created, and 7 meetings were held with economic development partners. In addition, the BAC also co-sponsored the 5th Annual BAC Expo at the Hammock Beach Resort with over 200 attendees and a great line up of speakers including the Jacksonville Jaguars and Florida Trend.
- BAC staff worked with European Village and planning staff to draft an amended Master Planned Development Agreement to reflect European's Village vision as a vibrant commercial destination. Over the coming weeks, European Village owners will review and discuss before moving through the public hearing process. In addition, BAC staff and planning staff assisted the Palm Coast Arts Foundation and a local commercial broker with questions and guidance on certain regulatory processes. The overall feedback from the private sector has been positive about the reduced time and accessibility of City staff to troubleshoot issues.

Attachments: 1Q Performance Measure Report, 1Q Prosperity 2021 Economic Development Trends, BAC Reports during 1Q

Performance Measures Overview for Economic Development - 12103

This report gives an overview of the progress made in the Strategic Action Plan for Economic Development - 12103. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 14.28%

	Completed
GOAL 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	**14.28%**
Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021	8.75%
Strategy 2.1.1 Inventory progress to date and update projects and programs	8.75%
Approach 2.1.1.4 Assess Prosperity 2021 Plan Progress	0.00%
Measurement 2.1.1.4.a Continue to Publicize Economic Development Efforts related to Prosperity 2021 in Annual Progress Report	0.00%
Comments	
1/20/2016	Q1 Update - This Performance Measure will be completed during Q2 with completion of the Annual Progress Report.
Approach 2.1.1.5 Update Prosperity 2021 Programs and Projects	0.00%
Measurement 2.1.1.5.a Review and update Prosperity 2021 programs and projects during annual goal setting	0.00%
Comments	
1/20/2016	Q2 Update - This Performance Measure will be completed during Q2 and Q3 with completion of City Council annual goal setting.
Approach 2.1.1.7 Evaluate Private/Public Partnerships for public benefit and equity	10.00%
Measurement 2.1.1.7.b Solicit for Public/Private Partnership to CRA Property along Bulldog Drive.	10.00%
Comments	
1/20/2016	Q1 Update - City staff have been working with Buxton Company to attract retailers to the Palm Coast market and the CRA Property is always apart of the conversation as a location. During this past quarter, City staff have requested signage to be erected by Public Works on City properties at strategic locations.
Approach 2.1.1.8 Strengthen City's involvement support in economic efforts	15.00%
Measurement 2.1.1.8.b Report quarterly on coordination efforts with Flagler County to attract businesses to our industrial areas.	25.00%
Comments	
1/20/2016	Q1 Update - During this past quarter, City staff in cooperation with Flagler County was able to retain Designs for Health in Palm Coast. Designs for Health has located in the Pine Lakes Industrial Park and has expanded operations with the goal of retaining and adding jobs for a total employment count of 50 FTE. The City of Palm Coast entered into an Economic Development Incentive Agreement of part of our efforts to keep Designs for Health in our community.

Measurement 2.1.1.8.d Report quarterly on efforts to market Palm Coast (including CRA owned properties) for commercial development.	25.00%

Comments	
1/20/2016	Q1 Update - During this past quarter, Buxton Company sent warm up letters to each of the top 20 retailers identified for the Palm Coast market. City staff followed up with each of the retailers and has had meaningful conversations with 3 of the retailers about Palm Coast. City staff will continue to build relationships with the retailers in anticipation of deal making events in Q3 and Q4. Also, City staff reached out to a number of commercial brokers about the City's efforts.

Measurement 2.1.1.8.e Evaluate land development code requirements for industrial use and propose changes.	10.00%

Comments	
1/20/2016	Q1 Update - Planning staff is continuing to draft proposed changes for review.

Measurement 2.1.1.8.f Request a presentation from Flagler County Department of Economic Opportunity to highlight economic development efforts	0.00%

Comments	
1/20/2016	Q1 Update - City staff is coordinating with the Flagler County Department of Economic Opportunity for available dates. City staff have asked Flagler County DEO to cover economic development project scenarios and related impacts as requested by City Council during this presentation. This Performance Measure will be completed during Q2 or Q3.

Approach 2.1.1.12 Facilitate a group discussion with property owners along Hargrove Grade to determine interest and feasibility of master planning stormwater facilities	0.00%
Measurement 2.1.1.12.a Solicit feedback from existing businesses and property owners along Hargrove Grade to determine interest and feasibility of master planning stormwater facilities	0.00%

Comments	
1/20/2016	Q1 Update - This Performance Measure will be started after the Land Development Code update for the industrial section and will most likely be begin during Q4.

Objective 2.3 To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County	20.61%
Strategy 2.3.1 Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available	47.12%
Approach 2.3.1.1 Strengthen the brands of both the BAC and SBDC to demonstrate the unique partnership that exists and the capabilities that are available to all small businesses through this partnership	47.12%
Measurement 2.3.1.1.a BAC - Report quarterly the amount of investment by BAC clients including salaries added, increased sales and capital investment.	25.00%

Comments	
1/20/2016	Q1 Update - During the past quarter there was a total of $624,000 invested by BAC clients in the form of capital investment and added wages. The BAC delivered 73 direct customer contact sessions, 176 hours of customer support, 10 new businesses were started, 12 new jobs were created, and 7 meetings were held with economic development partners.

Measurement 2.3.1.1.d BAC - Return a minimum of $50.00 per Tax Dollar Invested in BAC by City	69.24%

Comments	
1/20/2016	Q1 Update - During this past quarter, clients of the BAC invested $624,000 in the form of capital, wages, and increased sales. The ROI was $34.62 for this past quarter, $34.62 for this fiscal year, and $90.03 all time for every City tax dollar invested in BAC services.

Strategy 2.3.4 To strengthen the BAC partner effort in order to provide a unified approach to helping existing Flagler County businesses	10.00%
Approach 2.3.4.3 Renewal of Grant Agreement with SBDC at UCF for BAC Services	0.00%
Measurement 2.3.4.3.a BAC - Grant agreement renewed	0.00%

Comments	
1/20/2016	Q1 Update - This Performance Measure will be completed during Q3.

Approach 2.3.4.5 Continue annual agreement with SCORE for BAC services.	0.00%
Measurement 2.3.4.5.a Renew the annual grant agreement with SCORE.	0.00%

Comments	
1/20/2016	Q1 Update - This Performance Measure will be completed during Q3.

Approach 2.3.4.9 Involve Business Assistance Center (BAC) staff in the review of private economic development projects to identify issues and develop solutions in collaboration with owners, consultants, end-users, and City staff	25.00%
Measurement 2.3.4.9.a Report quarterly on issues and solutions developed in collaboration with BAC, owners, consultants and end-users	25.00%

Comments	
1/20/2016	Q1 Update - This past quarter, BAC staff worked with European Village and planning staff to draft an amended Master Planned Development Agreement to reflect European's Village vision as a vibrant commercial destination. Over the coming weeks, European Village owners will review and discuss before moving through the public hearing process. In addition, BAC staff and planning staff assisted the Palm Coast Arts Foundation and a local commercial broker with questions and guidance on certain regulatory processes. The overall feedback from the private sector has been positive about the reduced time and accessibility of City staff to troubleshoot issues.

Approach 2.3.4.10 Evaluate and report on existing focus of the BAC	12.50%
Measurement 2.3.4.10.a Provide City Council a presentation of BAC activities and focus for next fiscal year	0.00%

Comments	
1/20/2016	Q1 Update - City staff plans to provide the BAC presentation in conjunction with the presentation by the Flagler County Department of Economic Opportunity. This Performance Measure will be completed during Q2 or Q3.

Measurement 2.3.4.10.b Report quarterly on programs provided by BAC and number of attendees	25.00%

Comments	
1/20/2016	Q1 Update - During this past quarter, the BAC co-sponsored 2 Entrepreneur Nights: October held at Sevyn in Bunnell and November held at the Beach Front Grille in Flagler Beach. Each event was a tremendous success with great attendance. The BAC also co-sponsored the 5th Annual BAC Expo at the Hammock Beach Resort with over 200 attendees and a great line up of speakings including the Jacksonville Jaguars and Florida Trend. In addition, BAC staff participated in 7 different meetings with our economic development partners (Flagler County Department of Economic Opportunity, Chamber of Commerce business issues committee, Chamber of Commerce Economic Alliance Committee, the Flagler EDO Business Issues Group, and SCORE.

Prosperity 2021 Quarterly Economic Development Trends

City of Palm Coast, Florida
Palm Coast
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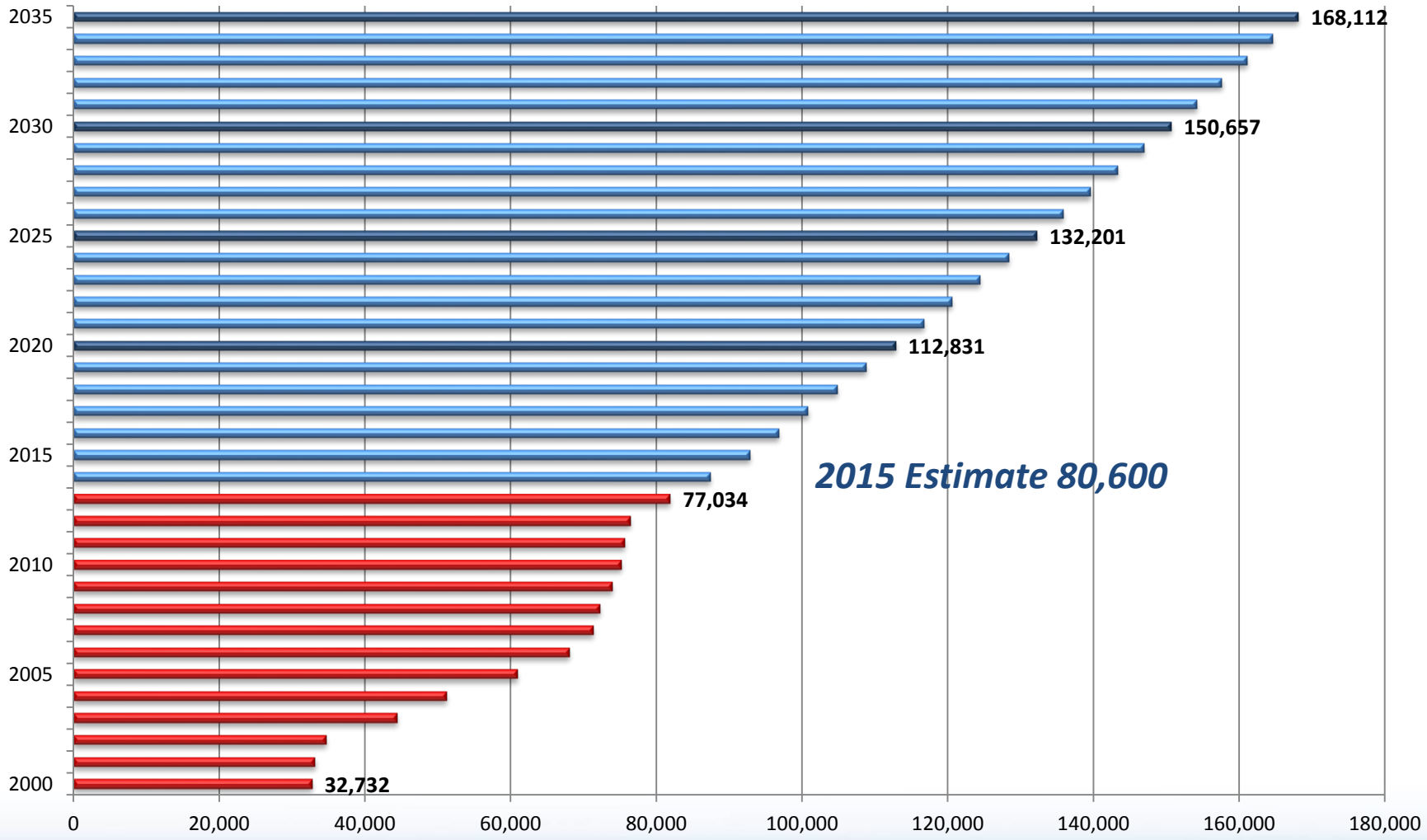
Economic Development Trends
1st Quarter FY2016 (Oct-Dec 2015)

- Population
- Employment
- New Businesses
- Real Estate
- New Construction
- Taxable Sales
- Tourism

City of Palm Coast Population Estimates & Projections



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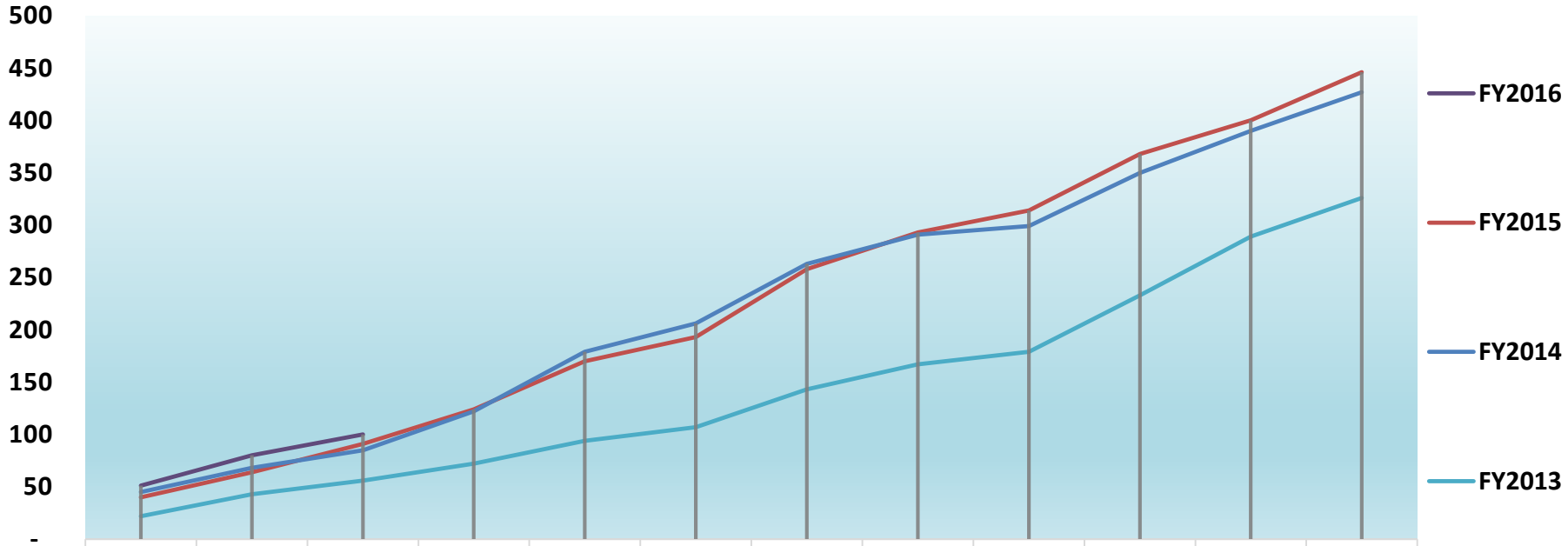
Employment

	1Q 2011	1Q 2016
Unemployment Rate	13.0%	5.5%
Number Employed	30,438	40,294
Number Unemployed	4,615	2,353

New Business Tax Receipts with a Palm Coast Address



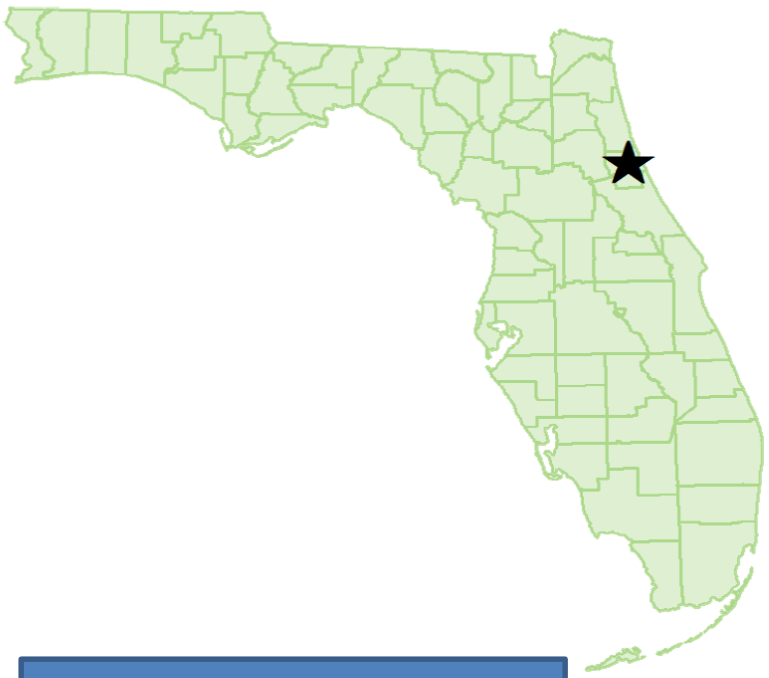
	October	November	December	January	February	March	April	May	June	July	August	September
FY2016	51	80	100									
FY2015	40	64	91	124	170	193	258	293	314	368	400	446
FY2014	45	68	85	122	179	206	263	291	299	350	390	427
FY2013	22	43	56	72	94	107	143	167	179	233	289	326

Monthly Market Detail - Q3 2015

Single Family Homes

Flagler County Association of REALTORS®

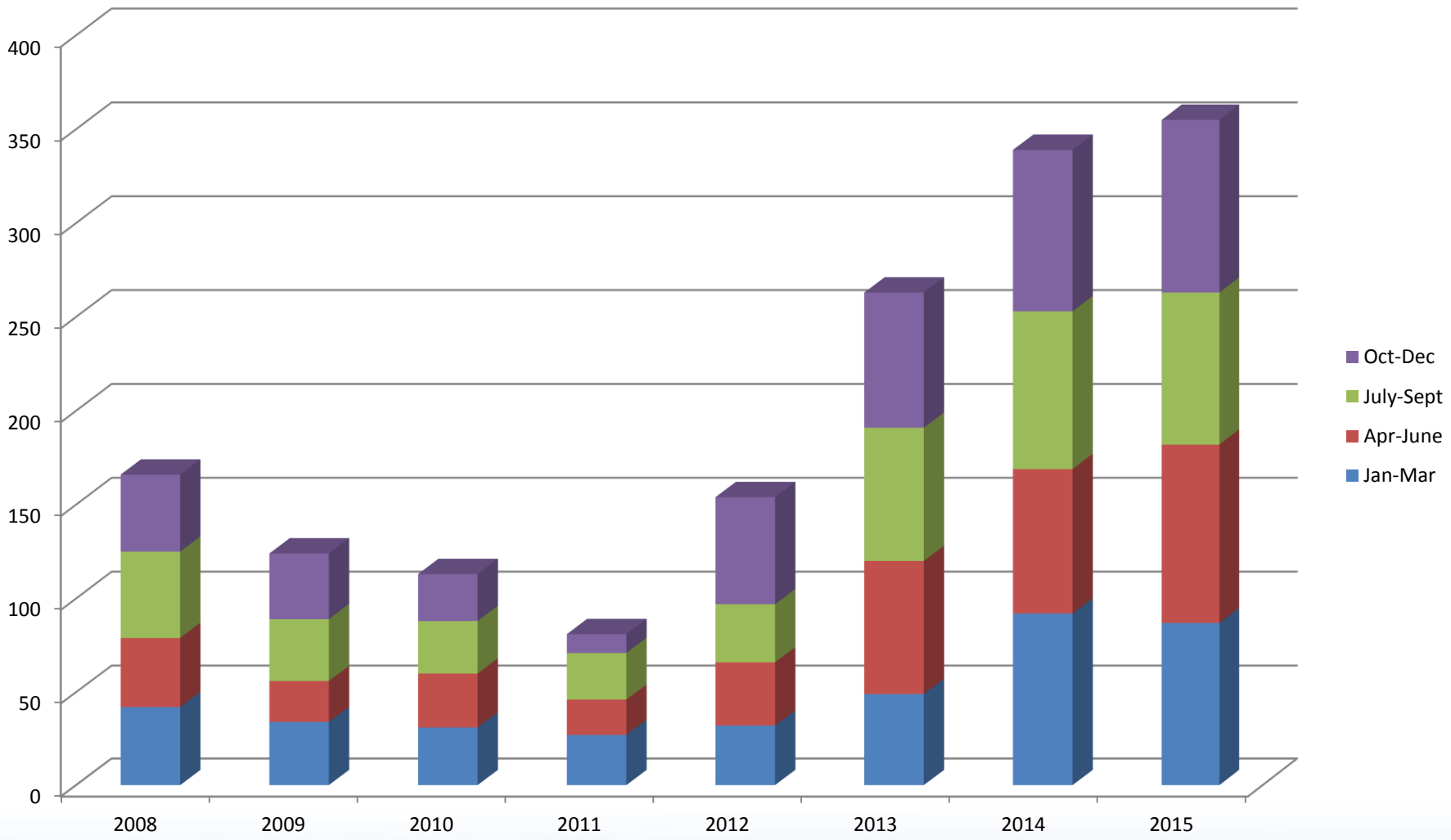
This report describes member activity for the association and is not confined to any specific geographic area.



Waiting for Updated Data

Summary Statistics	Q3 2015	Q3 2014	Percent Change Year-over-Year
Closed Sales	688	632	8.9%
Paid in Cash	280	284	-1.4%
New Pending Sales	744	705	5.5%
New Listings	898	953	-5.8%
Median Sale Price	$180,000	$156,000	15.4%
Average Sale Price	$218,580	$196,990	11.0%
Median Days on Market	50	63	-20.6%
Average Percent of Original List Price Received	93.9%	92.7%	1.3%
Pending Inventory	320	371	-13.7%
Inventory (Active Listings)	1,022	1,151	-11.2%
Months Supply of Inventory	4.8	6.0	-20.2%

Single-Family Building Permits



Taxable Sales in Palm Coast

Source: Florida Department of Revenue

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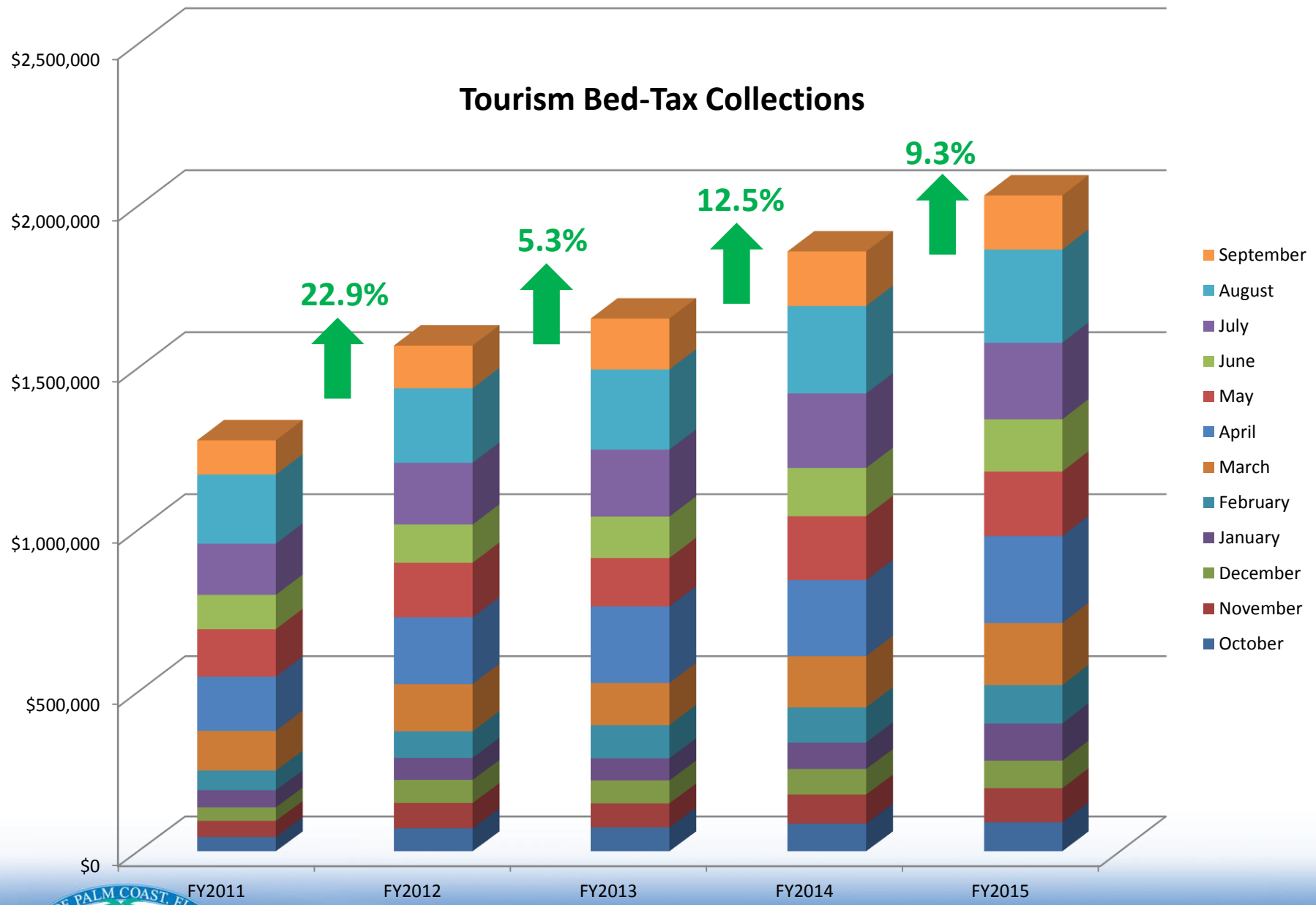

CITY OF PALM COAST, FLORIDA
PALM COAST
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Palm Coast FSBDC 2015
4th Quarter
Impact Report

Performance Measures	***Oct***	***Nov***	***Dec***	***4th Qtr***
Individual Customer Meetings				
Number of Customers Contact Sessions	24	37	12	73
Total Hours of Assistance	52	74	50	176
Jobs Retained	0	0	0	0
Jobs Created	6	3	3	12
Capital Formation				
Loans Submitted	0	0	$	
Loans Approved	0	0	$	
Loans Obtained	0	0	$	
Owner Equity	30K	35K	259K	324K
Salaries Added/ Inc. Rev	125K	50K	75K	250K
	$155K	$85K	$334K	$574K
Number of New Businesses Started	5	2	3	10
Community Outreach				
Public Appearances	0	0	0	
Number of Attendees	0	0	0	
Meetings With Resource Partners	1	2	4	**7**

State Designated as Florida's Principal Provider of Business Assistance [§ 288.001, Fla. Stat.]

2015 Palm Coast FSBDC 4th Qtr & Year End Summary Analysis

Florida SBDC in Palm Coast Overall Success Throughout the Year

Business Assessment:

4th Quarter Results

The fourth quarter 2015 experienced an overall decrease in client contact and consulting hours from the previous quarter. This was due in large part to an improving economy where businesses, having experienced increased sales, feel less pressure to analyze their business fundamentals and do not feel compelled to seek help. In addition the holiday season had a dampening effect on clients seeking consulting assistance. Nevertheless the 4th Quarter did experience a good deal of success having assisted in the start-up of ten (10) new businesses, that created 12 new jobs and contributed to $574K worth of capital formation.

2015 Year End Results

The results for all of 2015 are reflected in the chart that follows. Although we experienced loss of personnel mid-year, we back filled the position and were still able to deliver a total of 1295 core consulting hours (110% of our adjusted target) to 141 different clients 67 of whom have long term relationships with our center. In addition we provided assistance for 19 new business start-ups and reported from all our clients a total capital formation of over $3.185 M

Economic Development Partners :

Our relationships with our economic development partners continue to strengthen in support of the overall effort to improve and empower small business growth in our area. The Chamber did an outstanding job collaborating with the BAC to co-sponsor the 5th Annual BAC Business Expo with over 200 attendees. Entrepreneur Night continues to be an tremendous success with growing participation from our business community. We will continue to leverage our expanding relationships with the Chamber of Commerce, the Department of Economic Opportunity, SCORE, and Career Source as the fundamental model for collective success.

FSBDC Palm Coast2015 4th Quarter & Year End Impact Report

FSBDC Palm Coast 2015 Year End Results

Categories	Actual Hours	% of Target
Pre-Venture Individuals	379.90	181.78%
Start Up Businesses	222.95	96.01%
SMEs	692.10	81.35%
Total Segmentation Hours	1294.95	110.08%
GOALS - Service Area Hrs		
Start-Up Assistance	321.95	200.82%
Business Plan Assistance	126.75	33.64%
Market / Growth Assistance	293.80	117.61%
Capital Access Assistance	164.95	193.77%
Financial Management Assistance	294.00	21.62%
Other Assistance	93.50	81.94%
Total Core Consulting Hours	1294.95	110.08%
Economic Outcomes (Verified)		
New Businesses Created	19.00	
Capital Raised ($)	$3,185,000.00	
Govt Contracts Acquired ($)	0.00	
Client Data		
Number of Clients	141.00	
Long Term Clients	67.00	
Average Hours per Client	9.18	

State Designated as Florida's Principal Provider of Business Assistance [§ 288.001, Fla. Stat.]

IN THE NEWS
Palm Coast BAC/FSBDC Clients Bringing Christmas Cheer to Local Children and Residents

Two of the Florida SBDC regular clients make the local newspaper as they bring Christmas gifts and toys to families with small children during the Holiday Season

Holiday HELPERS

Christmas Come True helps families celebrate season

By Patrick Groves
Correspondent

Nadine King founded Christmas Come True, a nonprofit helping families in Flagler County, because she couldn't celebrate Christmas knowing so many are in need during the holiday season.

The main staging area of Christmas Come True, where many events are held, is filled with donated toys and a Christmas tree.

"There are so many families here that are looking for a helping hand, and we have to help them," said King, who is also the executive director of the organization.

King has set a goal of aiding 100 families this holiday season, after providing gifts and Christmas dinners to 96 families in 2014. Partnerships with the Flagler Beach Police Department, PetSmart, Publix and Carrabba's Italian Grill could make that goal a reality, she said.

"To me that's Christmas, and if we can do that as a community, then that's amazing," King said.

King started the Flagler Beach-based Christmas Come True seven years ago and has helped about 1,400 children.

Flagler County Public Schools provides the organization with the contact information of families deemed in need of assistance by the school district.

Sabrina Crosby, the coordinator of special projects for the district, said for the past five years Flagler County Public Schools has partnered with about 40 nonprofit organizations in the county to provide aid to as many families as possible.

"If we all work together, we won't be duplicating our efforts," Crosby said.

The district gathers information about the families from a registration form, which is filled out by parents who have children attending schools in the

SEE HELPERS, A3

More info

For locations of Christmas Come True's Christmas Tree effort in Flagler County, go online to news-journalonline.com

Nadine King, executive director and founder of Christmas Come True, poses with plush toys donated to the organization. NEWS-TRIBUNE PHOTOS/ PATRICK GROVES

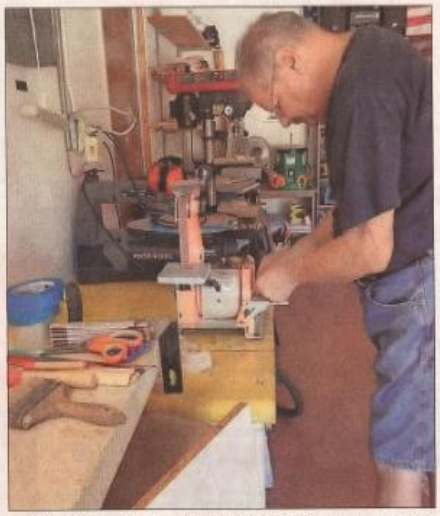
Holiday HELPERS

386-283-4944 Ext. 3061 or aaron.landon@news-jrnl.com

SANTA'S HELPER

Local artisan designs, builds wooden toys

By Dave Varner
Correspondent



Ray Nadeau sanding small parts for a toy car. The Palm Coast resident has been making wood toys seriously in 2013. NEWS-TRIBUNE PHOTOS/DAVE VARNER

Right now, Ray Nadeau is as busy as any of Santa's elves, hurriedly turning out handcrafted wooden toys for Christmas.

"Wooden toys are always in," said the Palm Coast toymaker.

Nadeau has had a long affinity for wood. Born in Maine, he worked with his father in construction and later moved to Connecticut, where he made high-end furniture. Then he moved to North Carolina, where he was employed in the woodworking industry.

One day Nadeau saw wooden toys in a shop. He said to himself, "That's really neat, I can do that." He stayed in North Carolina to raise his family and moved to Palm Coast in 2003. Nadeau started making wooden toys in a serious way in 2013 under the name Ray's Wooden Toys Forever – "No Batteries Needed."

Not unlike a sculptor who envisions a statue in a block of marble, Nadeau says that as a toymaker, he is able to see wooden animals and other toy ideas just waiting to be set free from a simple piece of lumber. Nadeau estimates that since 2013 he has designed and crafted hundreds of wooden toys.

"For me, designing wooden toys and building them is an extremely satisfying endeavor that connects me to the joy and excitement of children who are, after all, the real experts in this lifetime adventure we call play," he said. "Not only are wooden toys educational, but they enhance motor skills as well."

Nadeau's toy specialties are cars, trains, planes, trucks, other wheeled vehicles and board games. He uses fine hardwoods, including New Zealand pine, cedar, oak, poplar, red maple and spruce.

Safety in Nadeau's toy production is important.

"For instance, when I color some of my creations, I use non-toxic water-based paints. For certain toning effects, I use butcher block oil to change colors. On certain toys I wipe on polyurethane to create a shine and assure protection," he said.

Once Nadeau settles on a toy's design, he assembles the wood pieces needed then sands and smooths the various components. He'll paint the pieces or, in some cases, apply a simple finish using non-toxic mineral spirits to provide the color contrasts he wants.

The toymaker was displaying his diverse lineup of wooden toys on two tables at a flea market in St. Augustine last year when Christopher Mills, a fellow vendor, offered to use his video camera to highlight the extent of Nadeau's craft.

The footage was uploaded on YouTube and can be seen by clicking on the site noted at the end of this story. Mills was taken by Nadeau's creativity and workmanship.

"I truly enjoyed covering his presentation and the extent of his skills," said Mills. "His toys are of significant quality. Ray is an exceptionally gifted craftsman."

Nadeau's workshop is set up in his two-car garage with a bench for designing toys, building and assembling his creations. His power equipment comprises a small parts sander, a scroll saw and power drill. Part of the workshop is devoted to showcasing his diverse lineup of wooden toys.

According to Nadeau, "These wooden toys will again be big hits this Christmas season."

For more

Call Ray Nadeau at Ray's Wooden Toys Forever, 386-627-5683, or watch the YouTube video at youtube.com/watch?v=GDzKU6E0Qzk.

The Florida SBDC through the Palm Coast BAC Co-sponsored the 5th Annual Business Expo at the Hammock Beach Resort with over 200 attendees

2015 BAC Business Expo

Register Here

BAC BUSINESS EXPO
PRESENTED BY *THRIVE MAGAZINE*

BAC BUSINESS EXPO
PRESENTED BY
THRIVE
Hammock Beach Resort
OCTOBER 30TH 2015
8AM-1:30PM
REGISTER TODAY FOR $99
(LUNCH INCLUDED)

The Palm Coast Business Assistance Center and Flagler County Chamber of Commerce present the 5th Annual BAC Business Expo "Journey to Excellence"

Registration is now under way for $99.99 for a professional development event that includes keynote speakers, breakout sessions, networking opportunities and lunch.

2015 BUSINESS EXPO SPEAKERS

Mark Lamping
Jacksonville Jaguars
President

Tim and Sara Hale
Coastal Cloud
Managing Principals

Andy Corty
Florida Trend Magazine
Publisher

Christie Kimbell
One TouchPoint
Vice President of Marketing

Harry Arnon
Hernon Manufacturing
President

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October Entrepreneur Night Jazzed It Up at Sevyn

October's Entrepreneur was held at one of Flagler Counties hottest night clubs, Sevyn, located in Bunell. A great place to spend an evening viewing the expressionistic paintings sprawled across every wall and listening to the best collection of Jazz, Latin, and Blues playing in the background.

Entrepreneur Night - October 2015

(Sevyn) 4701 E Moody Blvd, Bunnell

November Entrepreneur Night A Success

The final Entrepreneur night of 2015 was held in Flagler Beach at the Beach Front Grille. A spectacular restaurant and bar located right on A1A facing the ocean. That was the last event of the season until January 2016 when it will

Entrepreneur Night - 2015

(Beach Front Grille) in Flagler Beach

FACT Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Debbie Streichsbier, FACT Team Leader
Date:	1/28/2016
Dept./Team:	FACT Team
RE:	2016 Fiscal Year Quarter I Report

Mission:

Evaluate current FiberNet and City Cell tower assets, their respective sales processes, create a plan to enhance the services they provide and expand resources to increase profits.

Executive Summary:

The Fiber and Cell Tower (FACT) Team was formed Fiscal Year 2015 Q3. During the first quarter of fiscal year 2016, the team focused on selecting a Wireless Telecommunication Consulting Service Provider. This process involved developing an RFQ, evaluating and ranking the (5) respondents and presenting the top choice to the City Manager. A contract is anticipated to be executed during the second quarter. The team also met with the Utilities department to discuss how Fiber could be used to implement City-wide remote meter reading.

Progress Report:

Cell Towers/Wireless Telecommunication

- Developed and refined GIS map showing potential City-owned properties for future towers
- Developed and advertised RFP for WCF Consultant (RFP-IT-16-01)
- Evaluated and Ranked (5) RFP responses, including consultant presentations
- Presented Crown Castle, Wireless Telecommunication Consulting Service, to City Manager
- Met with Utilities to discuss plans to convert the existing meter reading system to a remote read system, which includes a need for 4 to 5 tower locations for City-wide coverage.

FiberNet

- Met with Utilities to discuss option of utilizing Fiber in conjunction with remote meter read system.
- Confirmed the Infrastructure Team will begin design for adding WTP2 to Fiber April 2016
- Reviewed existing delinquent account policies in order to propose policies for delinquent FiberNet accounts

Attachments:

Performance Measure Report
Crown Castle Presentation

Performance Measures Overview for FiberNet Marketing - 99010

This report gives an overview of the progress made in the Strategic Action Plan for FiberNet Marketing - 99010. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 37.64%

	Completed
GOAL 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	**45.00%**
Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021	80.00%
Strategy 2.1.1 Inventory progress to date and update projects and programs	80.00%
Approach 2.1.1.10 Review existing lines to determine feasibility of adding utility to FiberNET	80.00%
Measurement 2.1.1.10.a Review existing opportunities of adding Water Treatment Plan 2 to FiberNET	80.00%
Comments	
11/30/2015	City pays $1100 per month to Brighthouse for service at WTP2. Only COPC facility that is not on COPC Fiber. Infrastructure team is scheduled to work on the design to run fiber from SR100 to Citation via Belle Terre April 2016.
Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success	10.00%
Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities	10.00%
Approach 2.2.2.12 Evaluate other approaches of promoting Fibernet	10.00%
Measurement 2.2.2.12.a Evaluate other approaches of promoting Fibernet and present recommendations to City Manager.	10.00%
Comments	
1/26/2016	Added Fiber as an asset on the Scope with Crown Castle and discussed options for promoting Fiber.
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**36.00%**
Objective 3.1 Diversify our revenue sources	52.50%
Strategy 3.1.1 Evaluate and target diversification of funding sources	52.50%
Approach 3.1.1.6 Expansion of FiberNET	2.50%
Measurement 3.1.1.6.a Develop a marketing plan and implement quantifiable contacts	5.00%
Comments	
2/2/2016	Discussed business plan with Ray Peters from the BAC. Plan on meeting with Beau Falgout, City Coordinator 3rd quarter after cell tower consultant firm is finalized.
Measurement 3.1.1.6.b Develop a recruit strategy for additional ISPs and implement that strategy	0.00%
Comments	

2/2/2016	Meeting to discuss business plan 3rd quarter.

Approach 3.1.1.10 Develop a plan to establish better cell tower coverage and generate more revenue	77.50%
Measurement 3.1.1.10.a Create an RFP for wireless communication Consultant	100.00%

Comments	
11/30/2015	Created RFP and published from 10/2 - 11/2. Began evaluating 11/20/2015. Scheduled to meet with top 3 on 12/8/2015

Measurement 3.1.1.10.b Review RFP responses and select a Wireless Telecommunications Consultant	100.00%

Comments	
1/26/2016	Total of 5 received and evaluated. Selected 3 to present to team. Top choice was selected and presented to the City Manager.

Measurement 3.1.1.10.c Present recommendations from WCC to City Manager for approval	100.00%

Comments	
1/26/2016	Presented top choice, Crown Castle to the City Manager for approval.

Measurement 3.1.1.10.d Finalize a plan to establish better coverage and generate more revenue for implementation FY2017	10.00%

Comments	
1/28/2016	Provided Crown Castle all relevant information pertaining to implementing a Wireless Master Plan.

Objective 3.2 Increase efficiency through enhanced operations and technological advancements	3.00%
Strategy 3.2.1 Review existing operational procedures and policies	2.00%
Approach 3.2.1.39 Review existing policies and propose changes for delinquent FiberNet accounts	2.00%
Measurement 3.2.1.39.a Review existing delinquent account policies for FiberNet accounts and propose changes	2.00%

Comments	
1/26/2016	Reviewed current delinquent policies and discussed options to recommend.

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	3.50%
Approach 3.2.2.12 Connect Water Treatment Plant 2 to FiberNET	3.50%
Measurement 3.2.2.12.a Complete the design of adding WTP2 to FiberNet	5.00%

Comments	
1/26/2016	The Infrastructure Team is scheduled to begin design April 2016.

Measurement 3.2.2.12.b Complete the construction of adding WTP2 to FiberNet	2.00%

Comments	
2/2/2016	Design plans begin April 2016.

December 2015

Crown Castle Presentation for the City of Palm Coast

RFP-IT-16-01 - Wireless Telecommunication Consulting Services

The Foundation for a Wireless World.

Agenda

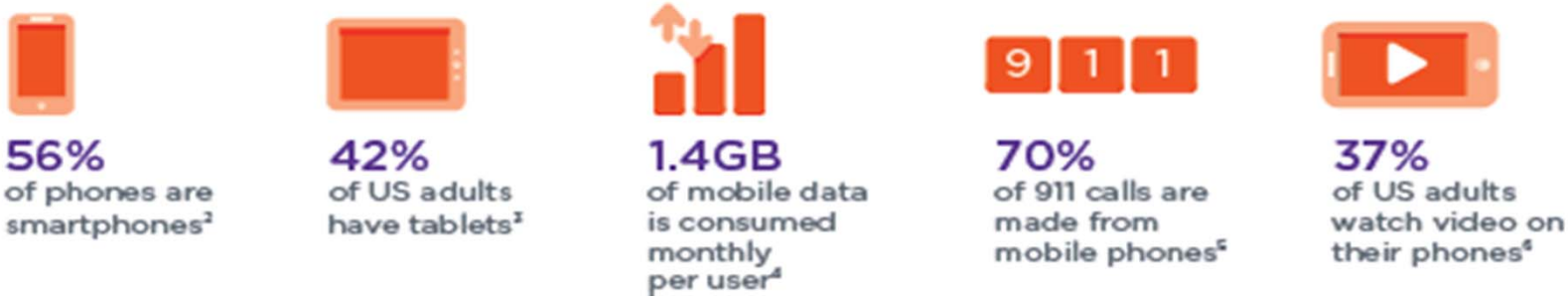
- Introduction
- Program Trends & Overview
- Elaborate Phase I
- Elaborate on business development manager
- Exclusive marketing rights to deploy wireless infrastructure, restricting commerce
- Other billing options for Phase II
- Lump sum fee option for phase I
- Fee schedule for Phase II

Government/Schools Solution Group

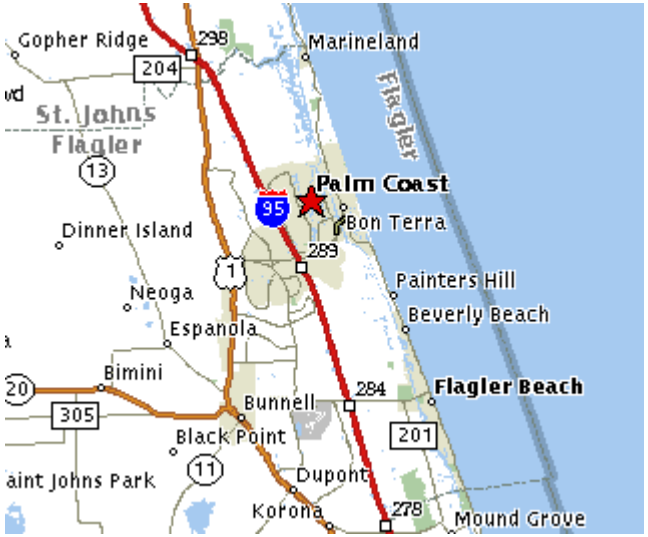
Support Public-Private-Partnerships (P3)

- *Economic development*
- *Public Safety*
- *Economic diversity*
- *Responsible community-friendly development*

Palm Coast – A Smart City



- Support wireless broadband internet access throughout the City of Palm Coast
  - Coverage
  - Capacity



Palm Coast/Crown Castle – Collaborative Partnership

Summary of the proposed *ZERO Cost* program:

- **Site Analysis** – Performs detailed site analysis for each portfolio property. Collects comprehensive data to assess and maximize revenue potential at each proposed location
- **Marketing** – Proactively markets properties to wireless carriers and alternative broadband providers
- **Site Development** – Finances, constructs, and supervises new wireless facilities development in a responsible and community-friendly manner
- **Regulatory Compliance** – Conforms to all established City policies and procedures and ensures compliance with all applicable laws and regulations
- **Management** – Secure new leases and/or license agreements, supervise on-going maintenance at sites and other implement other cost savings/avoidance programs reduce administrative burdens at the City.

Phase I – Asset Class I and Asset Class II

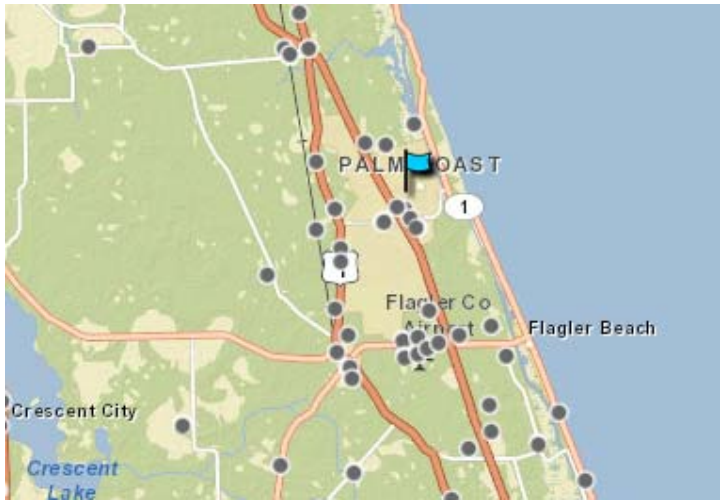
- **Lease administration**
  - *Pre-negotiate template agreement (current colocation templates)*
  - *Predictable and efficient processing*

- Crown receives application submission

- Leases and license agreements uploaded into CCiSites
  - Finance, Lease and Customer Management teams engage
    - *Ensure compliance, financial metrics, auditable process & document controls*

Phase I – Asset Class III & Class IV

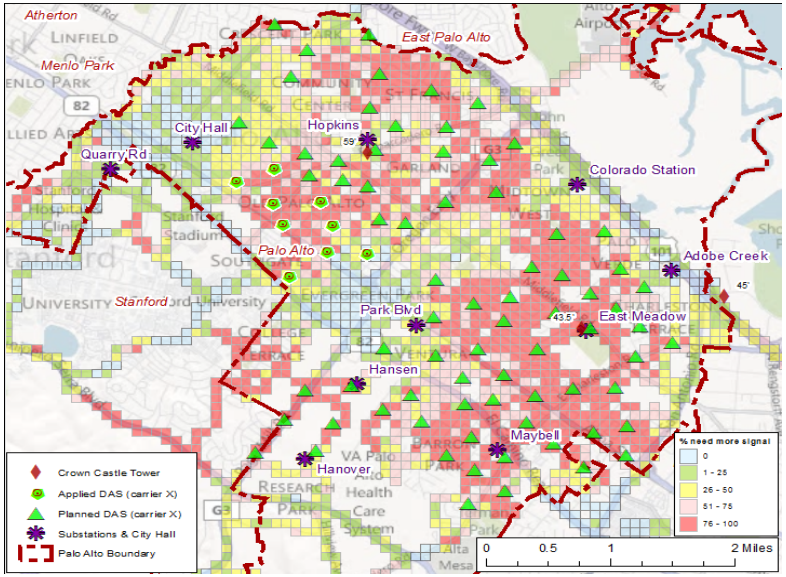
- **Marketing**
  - *Upload portfolio into CCiSites*
  - *Generate Wireless Master Plan*
  - *Using the Wireless Master Plan, collaborate with wireless carriers on solutions that not only satisfy their network needs, but use Palm Coast properties first*
  - *Secure tenants on new and existing infrastructure, if applicable*

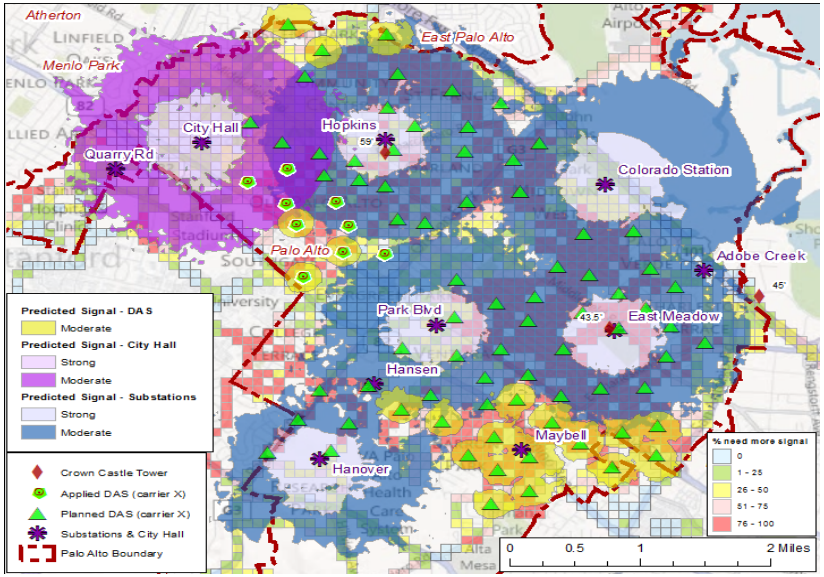


- **Development**
  - *Finance, construct, and supervise new wireless facility development in a responsible and community friendly manner*

Phase I & Phase II – All Asset Classes

Your Wireless Master Plan





- Collect actual drive test data for each City location
- Identify coverage gaps around or in proximity to City locations
- Overlay City properties into the mix of wireless facilities to determine present and future opportunities
- Collaboration with wireless carriers to use City properties for future wireless communications sites

Wireless Master Plan Methodology Overview

Real Estate

Site Marketing and Acquisition - ***Target project timeline: 0 – 3 months***

- Integrate portfolio in CCISites
- Generate Wireless Master Plan
- Receive Carrier applications
- Receive approvals from local jurisdiction
- Generate Carrier leases

Development

Community Outreach - ***Target project timeline: 3 – 5 months***

- Develop communication plans
- Conduct community outreach meetings

Zoning and Permitting - ***Target project timeline: 3 – 9 months***

- FAA/FCC compliance
- Regulatory and environmental approval
- Site plan and construction drawings
- Zoning approval and building permit

Deployment

Construction Practices - ***Target project timeline: 6 – 12 months***

- Safety and Security first
- Structural integrity
- Site construction & Antenna Installation

Your Team – Led by A Business Development Manager

An assigned local team

Your single point of contact is **Jessica Melton**,
your Business Development Manager.

Supporting Jessica will be:

- **Mike Hrycko** – RF Engineer
- **Marsha Boodoo Berry** – local Account Executive
- **Brian Glivic –** Manager of Implementation
- Additional support garnered through District office in Tampa

Exclusive Marketing Rights to Deploy Infrastructure

- **P3 model a growing trend in the Public Sector**
  - *Drives innovation and the Connected City vision*
  - *Manage insatiable demand for wireless broadband infrastructure*
- **Program Management**
  - *Single trusted point of Contact*
  - *Fiduciary responsibility to the City of Palm Coast*
  - *City always in control!*
- **Streamlines processes (vs. piecemeal approach)**
  - *Gain efficiencies and scale*
- **Creates an "Open" collaborative environment**
  - *Win-Win-Win*
- **Long-term commitment and investment**
  - *Wireless Master Planning*

Phase II – Other Billing Options & Lump Sum Fee

New Revenue to the City of Palm Coast			
Payment Category	Option 1 Revenue Share	Option 2 Increased Revenue Share	Option 3 Lump Sum
Contract Minimum Guarantee	$50,000 (after contract execution)	$50,000 (after contract execution)	$50,000 (after contract execution)
Ground Lease Commencement Bonus	$35,000	$0	$35,000
New Recurring Revenue on New Structures built by Crown Castle	40%	45%	$100,000 One Time per WSP
New Recurring Revenue on Structures not built by Crown Castle	60%	65%	$125,000 One Time per WSP
Incremental Amendments or Extensions to the City's Existing Licenses	85%	85%	85%
Small Cell and Fiber Cable Development (subject to state and federal telecom regulations)	Negotiated on a Case by Case Basis		

Fee Schedule for Phase I

A zero cost professional services contract!

Phase I – Wireless Telecommunications Development & Marketing Plan

Lump Sum Fee: $ __0__

Crown Castle is proposing to perform all of these services at no additional fee in exchange for exclusive marketing rights to deploy wireless infrastructure at the City's vacant or under-used properties.

Phase II – Implementation

Not applicable.

Crown Castle's Wireless Master Plan program is structured as a professional services contract based on sharing rental income generated from lease administration, marketing and development of wireless facilities

Why Partner With Crown Castle!

Client and Customer Satisfaction is *Priority* #1

Highest Customer Satisfaction Rankings in Quarterly Surveys

Ranked #1 by Carriers
Ranked #1 by Landowners

Relationships

Financial Strength

Local Presence

Track Record

Wireless Master Plan

Last Owner of Assets

Thank You

FOR FURTHER INFORMATION
PLEASE CONTACT:

Kelly Rogers

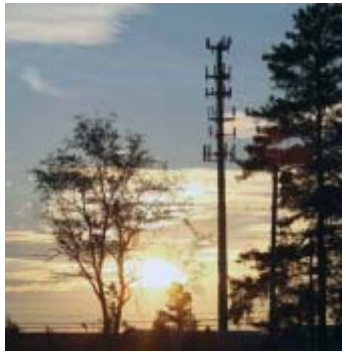
(704) 999-8431

Kelly.rogers@crowncastle.com

Crown At-a-Glance

- In business for 20 years
- NYSE:CCI; Market capitalization of over $24 billion
- Fortune 1000 Company
- S&P 500 Company
- Total revenue of more than $3.0 billion
- Total enterprise value of more than $30 billion
- CLEC status in Florida. Operate small cell networks in Florida and USA
- Employs more than 2,000 wireless infrastructure professionals
- Our portfolio includes:

  Over 40,000 towers, 500 rooftops, 15,000 small cell antenna locations, and more than 16,000 miles of fiber in Top 100 markets.



Our Clients

- Short-list of clients* include:
  - State
    - New York State Police
    - Commonwealth of Pennsylvania
  - County
    - Cook County, IL (Chicago Metro)
    - Orange County, FL (Orlando Metro)
    - Howard County, MD (Baltimore Metro)
  - Local
    - City of Miami
    - City of Glendale, CA
  - Schools
    - Hutto ISD, TX (Austin Metro)
    - Alamo Heights ISD
    - Lake Travis ISD
    - Charlotte-Mecklenburg, NC

** Landlords include Palm Coast, St. Augustine, South Daytona Beach, Tampa, Jacksonville*

Crown Castle's Suite of Comprehensive Solutions

Crown Castle's existing portfolio in Florida:

- 2200 active sites
- 600 Distributed Antenna Nodes (DAS)
- 600 miles of underground/aerial fiber in Florida and increasing

"Our solutions are open to all carriers"

FEST Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Roxana Gonzalez
Date:	1/26/2016
Dept./Team:	FEST Team
Re:	1st Quarter FY 2016

Executive Summary:

The FEST Team at the end of Q1 is doing well and on track for the FY16. During Q1 the FEST Team concentrated on offering the community a variety of special events. We started off the quarter with our International Festival which brings our community of all cultures and heritages together, and ended the quarter with our Starlight Event and Parade.

FEST Team was able to track and report on all information distributed at events. Currently an informative one sheet flyer has been distributed at events for easy distribution, showcasing all future events. At events, there is also a customer survey for feedback. The surveys are being placed in the FEST Team folder and a survey comparison has been created for future discussions within the FEST Team meetings. These comparisons will show the team which improvements are necessary in order to meet the community's needs.

Additionally, many of the team's goals for FY16 have changed from its original direction. The team has spent the last few meetings redefining the team's mission and purpose. Within Q2 the FEST Team will have reviewed and refocused the mission/purpose of the team including the determination of its team members and leadership.

Budget:

The FEST Team budget is on track for the 1st Quarter. Event coordinators were attentive to their budget and were able to explore ways to reduce cost.

Progress Report:

On October 3rd we hosted the International Festival at Central Park, Town Center. We had 8 cultural groups participate. Most of which sold food and reported high sales. The main band, Havanna Soul, was brought back by popular demand, and yet we were still able to include three additional activities this year. The activities are as follows:

- Firecracker the mechanical bull
- Caribbean Crew Band
- X-Pogo (Extreme Pogo)

On October 23rd, we hosted the Halloween Boo Bash event partnered with Wadsworth Elementary. This year we had more participants than last year. Surveys were collected and all the positive responses were encouraging. There were 8 bounce houses, 5 food vendors and 9 carnival style games at the event. We also conducted our annual costume contest and costume parade. We had a total of 159 participants in the costume contest and parade.

Hall of Terror was held on October 29th through the 31st. This was the first year that the haunted house was open for three days. On October 29th there were an approximate number of 300 people visiting the fire station, on October 30th the number increased to 700. On October 31st the greatest amount of people came to visit the haunted house. There was

approximately 1500 visitors.

The quarter ended with our annual Starlight Event and Parade. Our focus as a team this year was to make the parade the highlight of the day. We had more companies and groups participate in our parade this year than we had last year. The staging operations went smoothly, and though improvements are always going to be made, the process was very successful with very little conflict.

Other:

Events During Q1

Running Series

- Pink Army 5K Run/Walk\
- Feet to Feast 15K & 5K Run/Walk
- Starlight Half Marathon

Ongoing Community Events

- Movies in Central Park
- Food truck Tuesdays

City Special Events

- International Festival
- Boo Bash
- Hall of Terror
- Veterans Day Ceremony
- Tree Lighting Ceremony
- Starlight Event/Parade

Athletic Events

- Summer Salt gymnastics Meet
- PDA Soccer Tournament
- Great pumpkin Shootout – Lacrosse
- Veterans Day Lacrosse Tournament
- Florida Winter Cup
- NPL College Showcase
- Cradle for the Cure Lacrosse Tournament

Attached:

Event Survey Summary – International Festival
Survey 2014/2015 Comparison – Boo Bash

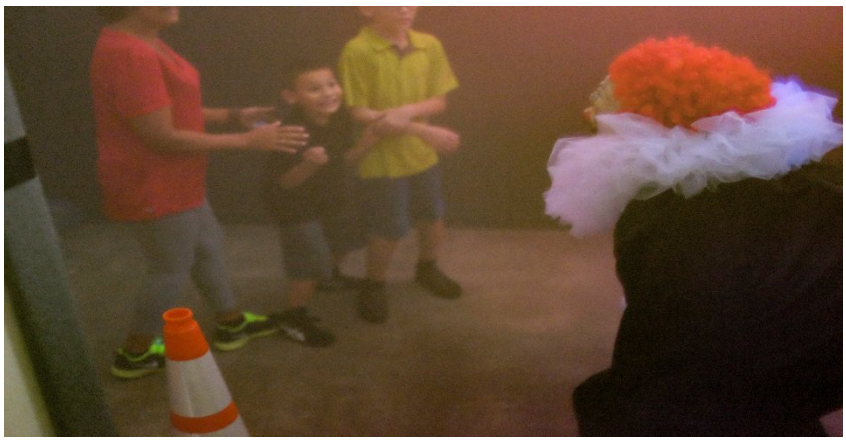
Progress Report

International Festival Parade of Countries

International Festival

Progress Report

Boo Bash



Hall of Terror

Progress Report

Starlight Parade – Grand Marshall

Performance Measures Overview for FEST Team - 46010

This report gives an overview of the progress made in the Strategic Action Plan for FEST Team - 46010. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 12.50%

	Completed
GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**12.50%**
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	12.50%
Strategy 5.1.2 Promote the variety of local leisure and recreational activities	12.50%
Approach 5.1.2.8 Seek cross-promotion of events (event coordinator)	25.00%
Measurement 5.1.2.8.c Track and report quarterly on information distributed at events	25.00%

Comments	
1/26/2016	A City List of Events were distributed at the following events: International Festival - Oct. 3 Movies in Central Park - Oct. 9 Halloween Boo Bash - Oct. 23 Fantasy Lights - Dec. 9 Starlight Event and Parade - Dec. 12

Approach 5.1.2.10 Survey event attendees	25.00%
Measurement 5.1.2.10.c Track and report on event survey results	25.00%

Comments	
1/27/2016	The Survey Tool was distributed at the following events: Boo Bash Movies in Central Park A survey compassion has been created and attached to the Q1 Report. All surveys are to be completed and reported in the FEST folder at the conclusion of every event.

Approach 5.1.2.11 Improve, expand and/or enhance City events	8.33%
Measurement 5.1.2.11.g Review and refocus the mission/purpose of FEST to include a review of current membership and leadership	0.00%

Comments	
1/27/2016	In Q2 the FEST team should determine who the team leader will be and what direction the team will be heading in.

Measurement 5.1.2.11.h Create measurement criteria and an associated evaluation tool in order to conduct a comprehensive evaluation of all City events	25.00%

Comments

1/27/2016	The FEST Team has implemented a Post Event Review Report in Q1. The current events for which we have completed a Post Event Review Report are as follows: Starlight Event and Parade Boo Bash Feet to Feast Tree Lighting International Festival All reports are filed in the FEST folder.

Measurement 5.1.2.11.i Conduct a comprehensive evaluation of all City events and categorize all City events after completion of review	0.00%

Comments	
1/27/2016	The FEST team in Q1 is in process of gathering information in order to make progress in Q2.

Measurement 5.1.2.11.j Review event budget process to develop plan for long-term sustainability	0.00%

Comments	
1/27/2016	This measure is in process and will be worked on during Q2.

Measurement 5.1.2.11.k Create event guidelines to assist event coordinators and to ensure proper coordination of all City hosted events	0.00%

Comments	
1/27/2016	This measure is in process and will be worked on during Q2.

Measurement 5.1.2.11.l Provide results of post event reports	25.00%

Comments	
1/27/2016	The Boo Bash Event Survey Summary has been completed and attached to the Q1 Progress Report. All event Surveys and post event reports are to be reported in the FEST Folder at the conclusion of all events.

Event Survey Comparison 2014 - 2015

Event Name: Boo Bash

1. How did you hear about the event?

	2014	2015
Newspaper	0	0
Flier/Poster	1	20
Facebook	0	7
Twitter	0	0
Friend/Family	5	15
Website	0	0
Radio	0	0
Television	0	0
City Newsletter	0	0
School	6	35

2. What is the main attraction(s) that drew you to the event:

2014

Fun, activities for kids, daughter, grand children, halloween games, bounce houses, family event, costume party, music

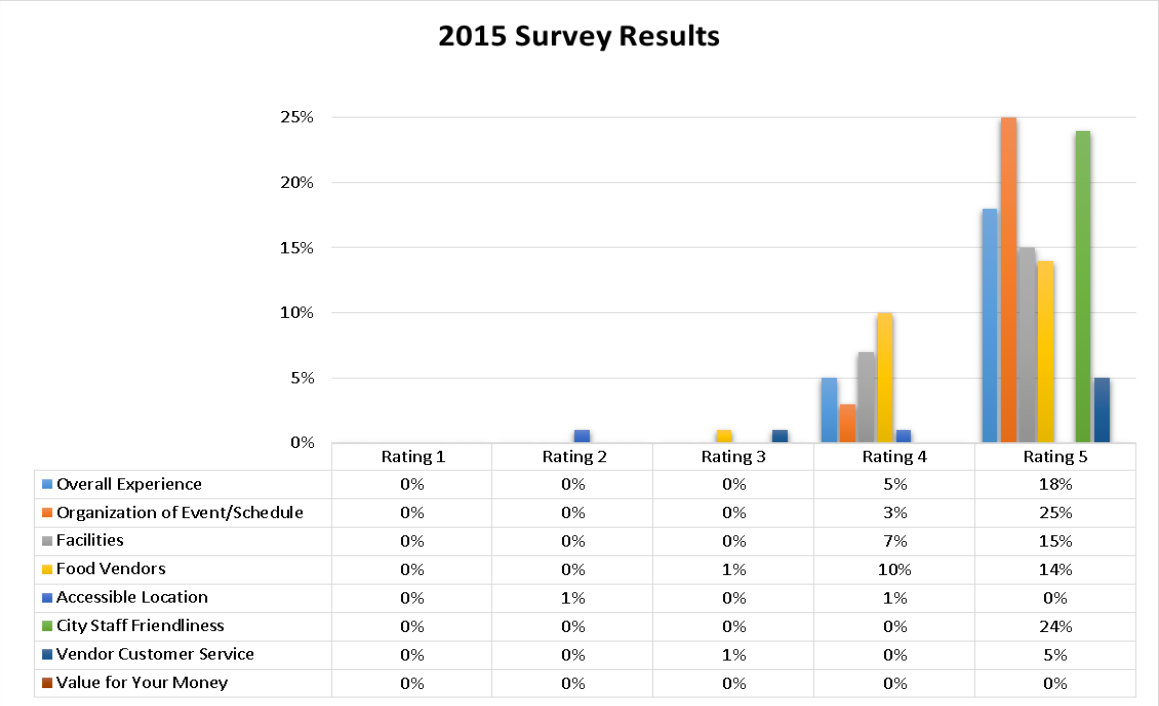
2015

Fun, great for kids, safe, Halloween games, bouncy houses, food, costume contest and music

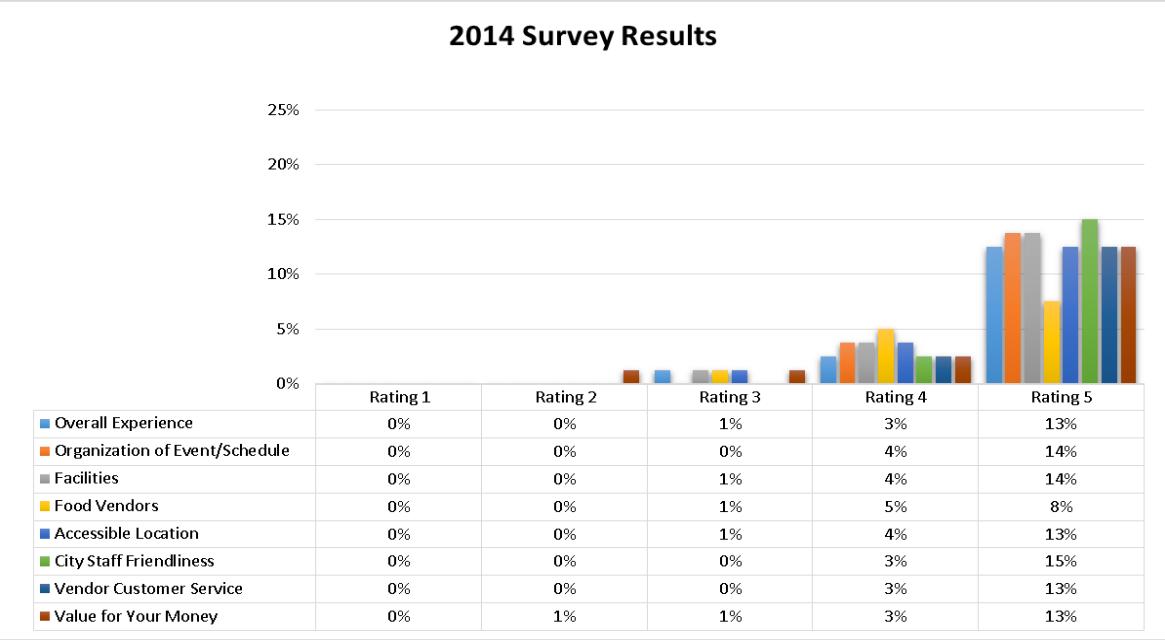
3. What is your zip code?

All local

4. Please rate the following on a scale of 1 to 5, with 1 being the worst and 5 being best leave blank if not applicable):



	Rating 1	Rating 2	Rating 3	Rating 4	Rating 5
Overall Experience	0%	0%	0%	5%	18%
Organization of Event/Schedule	0%	0%	0%	3%	25%
Facilities	0%	0%	0%	7%	15%
Food Vendors	0%	0%	1%	10%	14%
Accessible Location	0%	1%	0%	1%	0%
City Staff Friendliness	0%	0%	0%	0%	24%
Vendor Customer Service	0%	0%	1%	0%	5%
Value for Your Money	0%	0%	0%	0%	0%



	Rating 1	Rating 2	Rating 3	Rating 4	Rating 5
Overall Experience	0%	0%	1%	3%	13%
Organization of Event/Schedule	0%	0%	0%	4%	14%
Facilities	0%	0%	1%	4%	14%
Food Vendors	0%	0%	1%	5%	8%
Accessible Location	0%	0%	1%	4%	13%
City Staff Friendliness	0%	0%	0%	3%	15%
Vendor Customer Service	0%	0%	0%	3%	13%
Value for Your Money	0%	1%	1%	3%	13%

EVENT NAME: ____**International Festival**__

EVENT DATE: **Saturday 10/4/2015** Total Collected: **80**

How did you hear about the event?

Newspaper **26**	Flier/Poster **6**	Facebook **15**	Twitter **0**
Friend/Family **19**	Website **7**	Radio **0**	Television **0**
City Newsletter **5**	Other: Staff, Hispanic club, Drving through, Observer, Drive by, passed by, Palm Coast Magazine.		

What is the main attraction(s) that drew you to the event:

- Havana Soul
- Polish food
- Latin Dancing
- Dances, Music
- Food
- Nice Day out
- Family
- Diverse public
- Food/wine
- Hispanic Food
- Different cultures
- The fact that it is international
- Repeat visitor
- We love the festival
- Everything
- Fun time

What is your zip code?

- 32117 – Daytona Beach (4)
- 32164 – Palm Coast (22)
- 32137 – Palm coast (14)
- 32724 – DeLand (3)
- 32136 – Flagler Beach (9)
- 32174 – Ormond Beach (7)
- 32614 – Gainesville (2)
- 32110 – Bunnell (4)
- 32084 – St. Augustine (11)
- 32127 – Port orange (1)

Please rate the following on a scale of 1 to 5, with 1 being the worst and 5 being best (leave blank if not applicable):

	1	2	3	4	5
Overall Experience	1	4	11	26	40
Organization of Event/Schedule	1	2	9	26	46
Facilities	0	6	6	22	48
Food Vendors	2	4	20	12	42
Accessible Location	0	2	3	8	41
City Staff Friendliness	0	2	5	12	69
Vendor Customer Service	3	0	8	11	52
Value for Your Money	4	7	4	14	53

Do you have any other other comments or suggestions?

- Keep up the good work
- Overall good
- The people are nice
- Enjoyed the ethnic foods
- Great festival
- Need more vendors
- More kids stuff
- There should be more booths of different cultures
- Keep up the good work
- Great job
- Had fun would come again
- Enjoyed it imensly
- It is great to get all of these people together.
- Make sure to advertise
- Advertise and book vendors
- Not enough handicap parking spaces
- Nice event

Finance

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
Prepared by:	Lina Williams, Budget & Financial Analyst
From:	Christopher M. Quinn, Finance Director CMQ
Date:	1/25/2016
Department/Team:	Financial Services Department
Re:	FY 2016 1st Quarter Progress Report

Executive Summary:

The new year kicked off with the move to our new City Hall. With the move, all Finance department staff is now together in one location. This change is helping the department to increase its efficiency through cross training and to improve the level of service that is being provided to other departments. The department's focus continues on employee development and financial excellence. Having staff together in one location helps make this possible.

Last year staff worked diligently in coordination with the IT department on the implementation of the MUNIS cashiering package and the transition of billing and payment services to a new vendor. These changes were implemented in the first quarter of fiscal year 2016 and are anticipated to significantly improve the delivery of service to customers and to increase efficiency in payment processing. Phase II of the transition includes integrating the Building Permits division and is currently underway.

The annual budget book was submitted to the GFOA for award consideration and the results are expected back by late spring. The "Long-Term Financial Planning" section of the document was updated using the Muni-Cast forecasting model. Staff believes the data produced by the model and the graphical presentation of the data has taken this section of the budget document to a new level. The annual financial audit is wrapping up and results will be presented to City Council during the second quarter of the year. There have been no audit comments received to date.

Budget:

Operating supplies are ahead due to annual purchases related to the uniform policy. Overtime is trending ahead of budget due to additional time needed for the Paymentus/Munis Cashiering conversion. With several other major system conversions planned for the current year, overtime is expected to exceed the original budget for the balance of the year. This will be absorbed by savings in other areas.

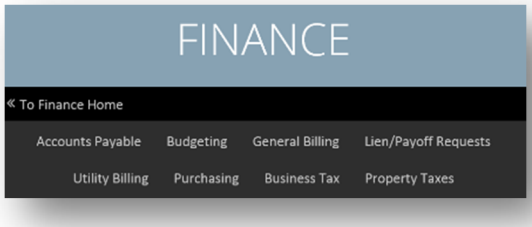
Progress Report:

Financial Excellence:

- ✓ Received notification that the DOR has certified TRIM compliance for the fiscal year 2016 budget process.
- ✓ The 2016 "Budget at a Glance" document was completed and is available during City Council workshops and business meetings. An electronic copy is also on the website.

Progress Report

- ✓ The fiscal year 2016 budget book was submitted to the GFOA Distinguished Budget award program for review.
- ✓ The Finance Director was accepted to the 2016 Leadership FGFOA class. This is a new leadership program offered by the FGFOA to support and enhance the capabilities of Florida government finance officers.
- ✓ In coordination with the IT Department, the cashiering module was fully implemented.
- ✓ The finance section of the City website has a new look. Viewers can now learn even more about the services provided by the Finance Department.



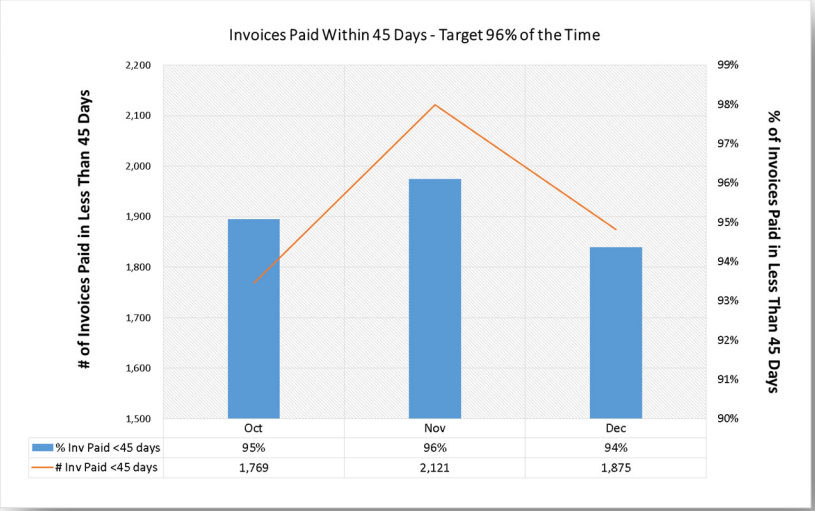
Long Term Planning:

- ✓ The "Long-Term Financial Planning" section of the budget document was updated using the Muni-Cast forecasting model.

Employee Development:

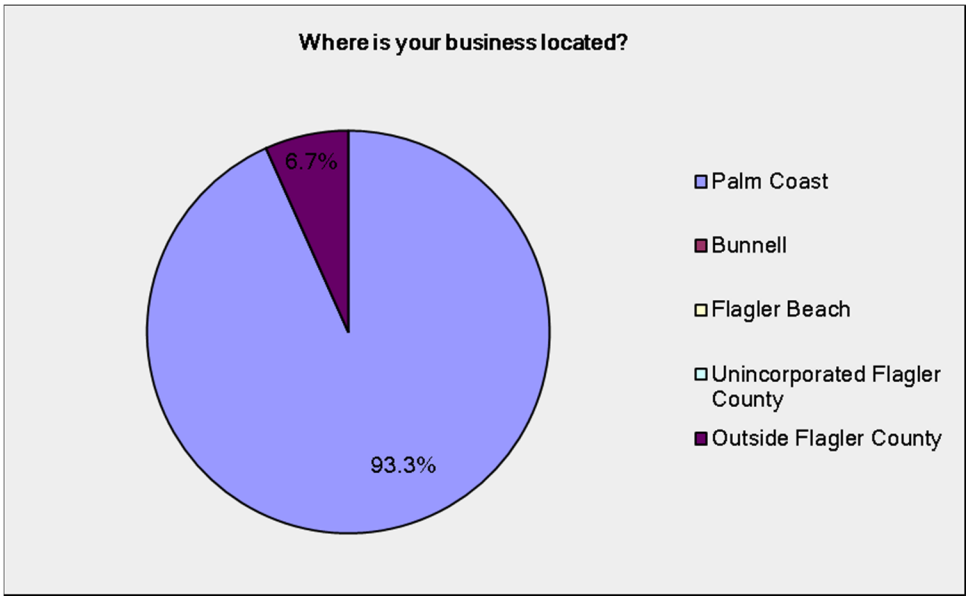
- ✓ Finance staff received 22 hours of formal training this year to date
  - 4 hours related to accounting
  - 6 hours related to budgeting
  - 3 hours related to investments
  - 9 hours other general training

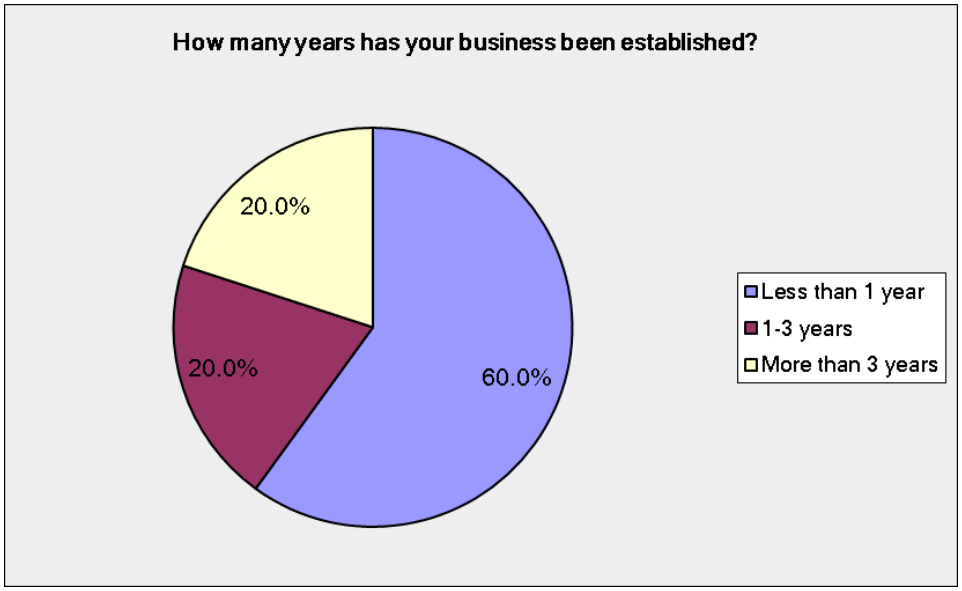
Other:



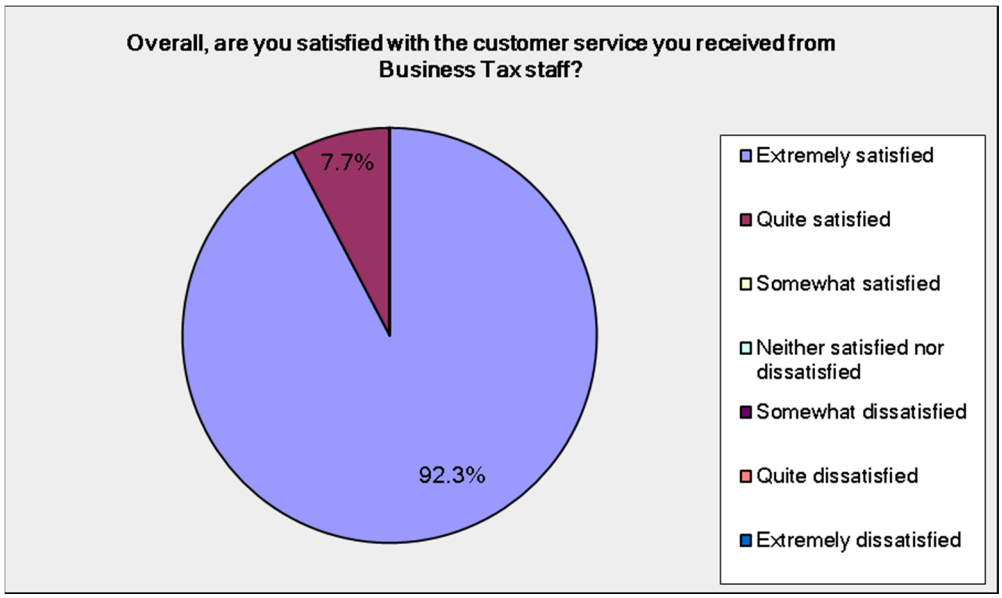
Progress Report

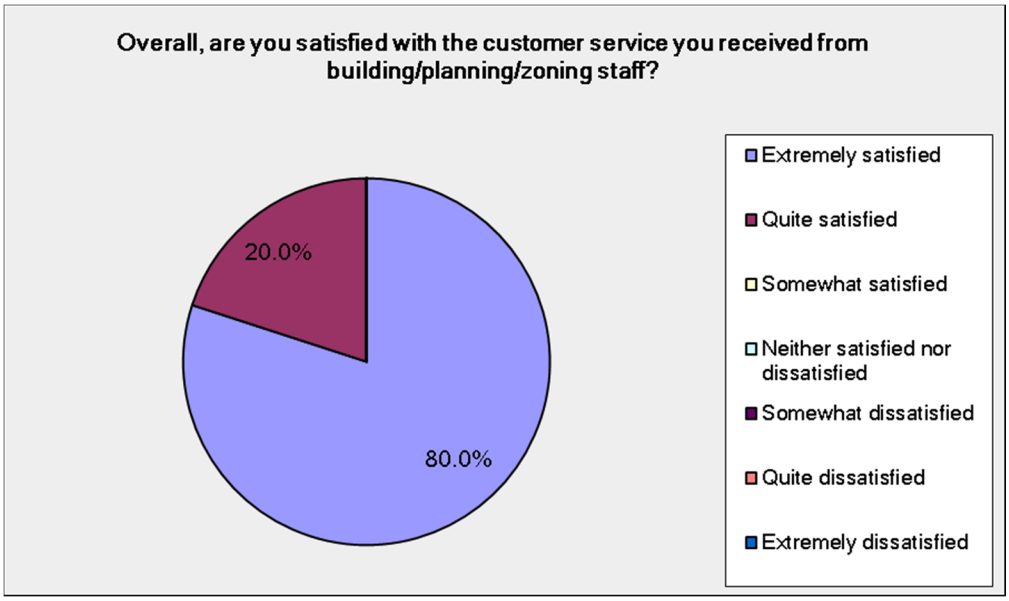
Summary of Business Tax Survey Results:





Progress Report





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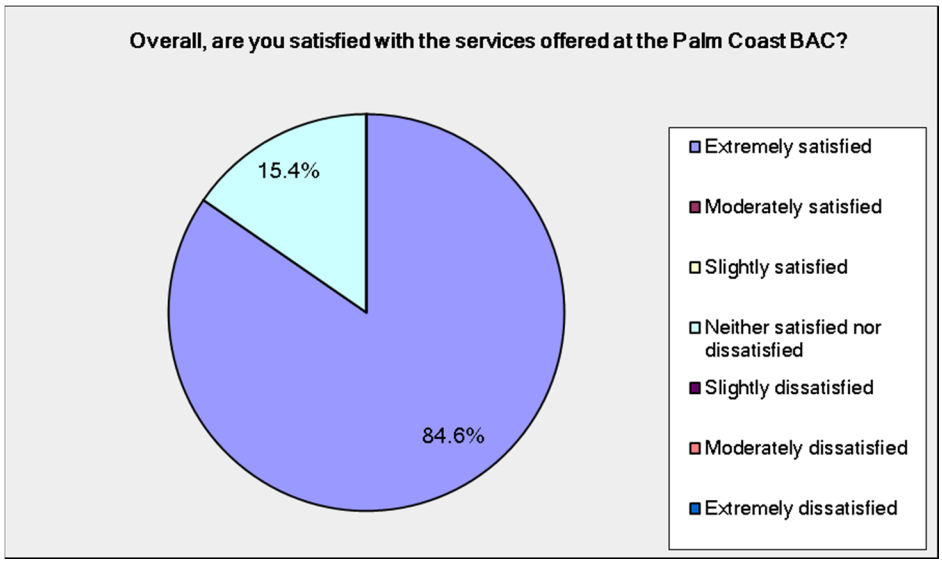
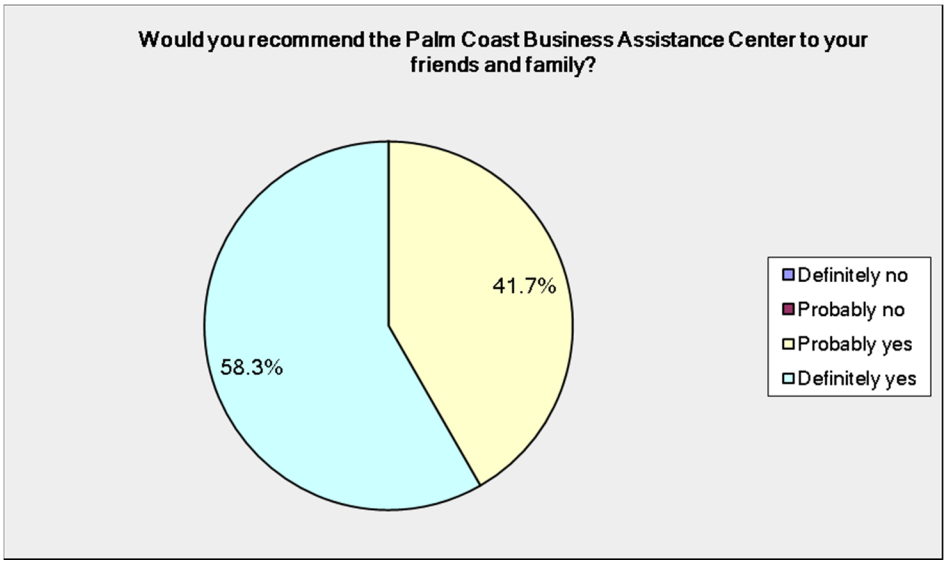




Performance Measures Overview for FINANCIAL SERVICES - 12422

This report gives an overview of the progress made in the Strategic Action Plan for FINANCIAL SERVICES - 12422. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 33.66%

	Completed
GOAL 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	**25.00%**
Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021	25.00%
Strategy 2.1.1 Inventory progress to date and update projects and programs	25.00%
Approach 2.1.1.1 Continue to transition Business Tax Division to a more consultative role	25.00%
Measurement 2.1.1.1.d Provide quarterly results of the Business Tax survey program.	25.00%
Comments	
1/6/2016	1st Quarter - 15 responses were received (out of 52 surveys sent out) during the first quarter. (28% response rate)
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**41.62%**
Objective 3.1 Diversify our revenue sources	0.00%
Strategy 3.1.1 Evaluate and target diversification of funding sources	0.00%
Approach 3.1.1.1 Provide ongoing options to diversify City revenues	0.00%
Measurement 3.1.1.1.a Inventory and report revenue options to the City annually.	0.00%
Comments	
1/5/2016	This will be completed during the budget presentation series in the third quarter.
Approach 3.1.1.2 Achieve an Annual unqualified audit opinion with "0" accounting comments.	0.00%
Measurement 3.1.1.2.a Process previous fiscal year's transactions with no audit comments related to accounting errors.	0.00%
Comments	
1/5/2016	The annual financial audit is nearing completion and results will be presented to City Council during the second quarter.
Approach 3.1.1.4 Create a long-term funding strategy for public infrastructure	0.00%
Measurement 3.1.1.4.b Deliver public infrastructure funding plan to City Council	0.00%
Comments	

1/5/2016	The 10 year infrastructure funding plan will be updated during the second quarter.

Objective 3.2 Increase efficiency through enhanced operations and technological advancements	49.95%
Strategy 3.2.1 Review existing operational procedures and policies	46.74%
Approach 3.2.1.1 Enhance retirement fiduciary program to include compliance, evaluation and monitoring functions to maximize benefits to employees	25.00%
Measurement 3.2.1.1.b Continue formal monitoring of the retirement program with quarterly meetings	25.00%

Comments	
1/7/2016	Quarterly fiduciary meeting held on 11/16/15.

Measurement 3.2.1.1.d Complete quarterly review of retirement plan documents for updates and modifications as needed	25.00%

Comments	
1/7/2016	Completed updates to ICMA ROTH and 457 match.

Approach 3.2.1.3 Evaluate and revise existing investment policy	0.00%
Measurement 3.2.1.3.b Report to City Council on the annual investment results and policy compliance	0.00%

Comments	
1/5/2016	The annual investment results will be presented to City Council during the second quarter.

Approach 3.2.1.5 Track response times of invoices charged to the City	99.18%
Measurement 3.2.1.5.a Pay all vendor invoices within 45 days of receipt within 96% of the time (reported monthly)	99.18%

Comments	
12/18/2015	October - 1679 invoices out of 1766 paid in <45 days (95.07%)
12/18/2015	November - 2121 invoices out of 2207 paid in <45 days (96.10%)
1/6/2016	December - 1875 invoices out of 1987 paid in <45 days (94.36%) YTD - 5675 out of 5960 paid in <45 days (95.22%)

Approach 3.2.1.20 Enhance delivery of budget message	55.00%
Measurement 3.2.1.20.b Publish "Budget at a Glance" document annually	100.00%

Comments	
10/30/2015	The Fiscal Year 2016 Budget at a Glance document is complete and is being made available to the public at all City Council workshops and business meetings. An electronic copy is also available online via the City website.

Measurement 3.2.1.20.c Develop an online budget dashboard	40.00%

Comments	
1/5/2016	Some preliminary work was done with Muni-cast in FY 15 to develop a budget dashboard. However, staff feels it may be more beneficial to use a product that specializes in budget dashboards. In December staff received an online demonstration of Questica, a budget management product which appears to be a great fit for the City. Staff will follow up regarding cost and other options available.

Measurement 3.2.1.20.d Incorporate a budget element into the annual progress report to City Council	25.00%

Comments

12/18/2015	Met with the SAP team in December and began preparations for the Annual Progress Report. The section regarding Goal 3 - Finance, will incorporate a budget message.

Approach 3.2.1.29 Reinforce long-term financial planning process	50.00%
Measurement 3.2.1.29.b Update the long term financial planning section of the annual budget document on a yearly basis	100.00%

Comments	
1/5/2016	The "Long-Term Financial Planning" section of the annual budget document was updated using the Muni-cast forecasting model. Staff believes the data produced by the model and the graphical presentation of the data has taken this section of the budget document to a new level.

Measurement 3.2.1.29.c Provide City Council with a presentation on the long term financial planning process on a yearly basis	0.00%

Comments	
1/5/2016	This will be completed during the budget presentation series in the third quarter.

Approach 3.2.1.31 Maintain annual TRIM Compliance	50.00%
Measurement 3.2.1.31.a Create budget preparation schedule annually that ensures TRIM Compliance	0.00%

Comments	
1/7/2016	This task will be completed during the second quarter in anticipation of the upcoming budget preparation period.

Measurement 3.2.1.31.b Submit TRIM Compliance packet with zero non-compliance issues	100.00%

Comments	
10/30/2015	On October 19th we received notification that the DOR has certified TRIM compliance for the fiscal year 2016 budget process.

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	58.75%
Approach 3.2.2.6 Use "On-Base" to streamline processes	20.00%
Measurement 3.2.2.6.f Create workflow process for fleet asset maintenance	40.00%

Comments	
1/7/2016	Met with IT and the scope of the project is complete but development is pending.

Measurement 3.2.2.6.g Create 2 new workflow processes	0.00%

Comments	
1/7/2016	Targeting the 2nd quarter to begin work on this.

Approach 3.2.2.9 Implement MUNIS cashiering package	100.00%
Measurement 3.2.2.9.b Implement MUNIS Cashiering package in coordination with IT Department	100.00%

Comments	
1/7/2016	The cashiering module is now fully in use.

Approach 3.2.2.11 Implement Kronos (telestaff) fire module	95.00%
Measurement 3.2.2.11.a Implement Kronos (telestaff) fire module	95.00%

Comments	
1/7/2016	The telestaff fire module went live Dec. 28 and post implementation monitoring is currently underway.

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	0.00%
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	0.00%
Strategy 6.1.3 Develop an Employee Motivation and Reward Program	0.00%
Approach 6.1.3.2 Achieve award recognition for financial excellence	0.00%
Measurement 6.1.3.2.a Achieve GFOA award for budgeting annually (FY 2016)	0.00%

Comments	
1/5/2016	The FY 2016 budget document was submitted to the GFOA on December 23rd.

Measurement 6.1.3.2.b Achieve GFOA award for financial reporting for previous fiscal year annually (FY 2015)	0.00%

Comments	
1/7/2016	The CAFR is 50% complete as of Dec. 31st and full completion is anticipated in February 2016. The CAFR will be submitted to the GFOA by March 1st.

Objective 6.2 To develop in-house and identify external training opportunities for employees	0.00%
Strategy 6.2.2 Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community	0.00%
Approach 6.2.2.1 Provide accounting training and development program for existing staff	0.00%
Measurement 6.2.2.1.b Provide 8 hours of continuing education to department staff.	0.00%

Comments	
1/5/2016	This is expected to begin once the annual financial audit is complete.

Approach 6.2.2.3 Provide annual disaster recovery training	0.00%
Measurement 6.2.2.3.a Provide annual disaster recovery training for managers & supervisors related to ensuring reimbursement for disaster recovery costs	0.00%

Comments	
1/7/2016	Planning to have training for staff assistants this year in order to advance their understanding of documentation requirements. This is being targeted for the 3rd quarter.

Fire

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	M.C. Beadle, Fire Chief M. C. Beadle
Date:	1/25/2016
Dept./Team:	Fire/ Rescue
Re:	Performance Measurers First Quarter 2016

Executive Summary:

Performance measures continue to be the focus of many of the department's operations. Some are slow to get started as time, weather and availability of members changes weekly. To address these issues, a yearlong training schedule has been developed as well as scheduling those programs that can be handled indoors such as the Haz-mat training during the warmer months.

The current staffing level of the department has one Lieutenant vacancy. The vacancy is being filled with a temporary position through the "ride up" program. This is the first officer opening in the past two years and a replacement test is being developed with the assistance of the human resources department. Other than open positions the department continues to work for the future. Training is constant as reflective of the ISO training requirements for structure operations and individual company training. EMS training and the Q & A sessions continue to be completed as these requirements are needed to maintain certifications. 2015 training hours reflected that each department member had 445 hours of training, both hands on and computer based.

Budget:

The budget remains on course during the first quarter with under 20% being utilized. The overtime account is at 23.24% utilized and on course as requested during last budget cycle. Progress in reducing/maintaining the department budget continues with the following programs:

- The exodus program, (why individuals leave the City) has been updated.
- Overtime, types and amounts are reviewed monthly.
- Fleet issues have been reduced drastically by Public Works involvement.
- EMS delivery methods are being examined with Flagler County currently.
- Light weight / cost effective power tools for apparatus are being tested.

Progress Report:

First quarter highlights:

- Two new commercial pumpers were ordered with the Rosenbauer of America Corporation of Lyons, South Dakota. These two pumpers will replace out of service backup apparatus
- The Performance Measure concerning EMS delivery service was presented to City Council for discussion.
- Two meetings were held with Flagler County Administration concerning new EMS delivery methods.
- Fire prevention was taught to all elementary school age children. This program saw a positive outcome as a young male who attended the Imagine school program saved his little brother from a devastating house fire that claimed their father's life.

Progress Report

- A new method of attracting potential employees was implemented during the first quarter. The National Testing Network, NTN was contracted to test all prospective firefighter candidates, reducing the time and expense of handling in house.
- The smoke detector battery change out program saw approximately 125 new batteries installed with additional installations being conducted weekly.
- New "Bunker Gear" has been specified and ordered with a new look coming.

The 14th Hall of Terror was showcased during the fall season. Approximately 2,200 visitors toured the hall of terror. Rumor has it not all that entered escaped!

Other:

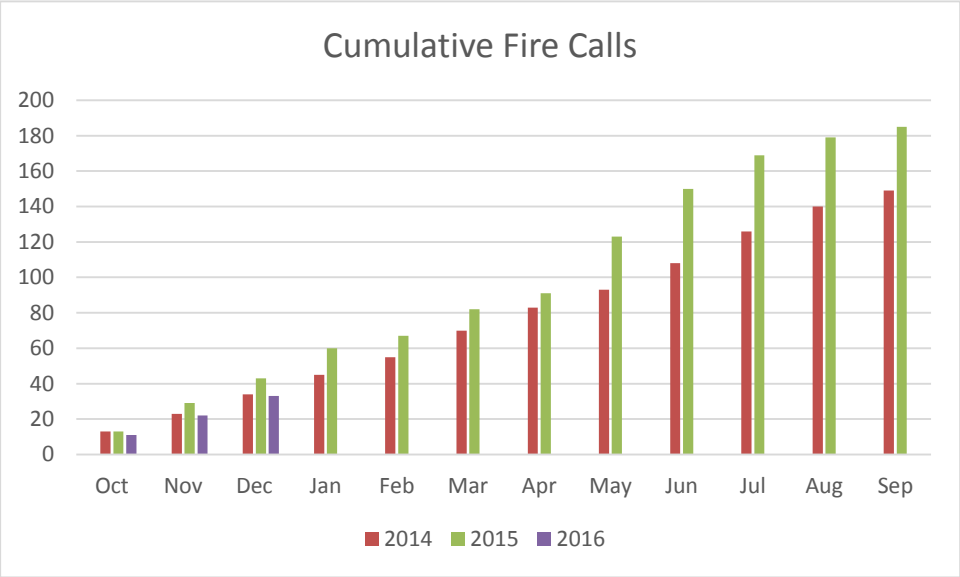
City Council was presented with two requests from the department in December. The first request was the sale of a service back-up pumper back to its original owners, Lake Mohegan Fire Department of New York who requested to purchase the apparatus back from the City. With the assistance of past volunteer Chief, Howard Pieffer, City Council approved the sale for $3,000.

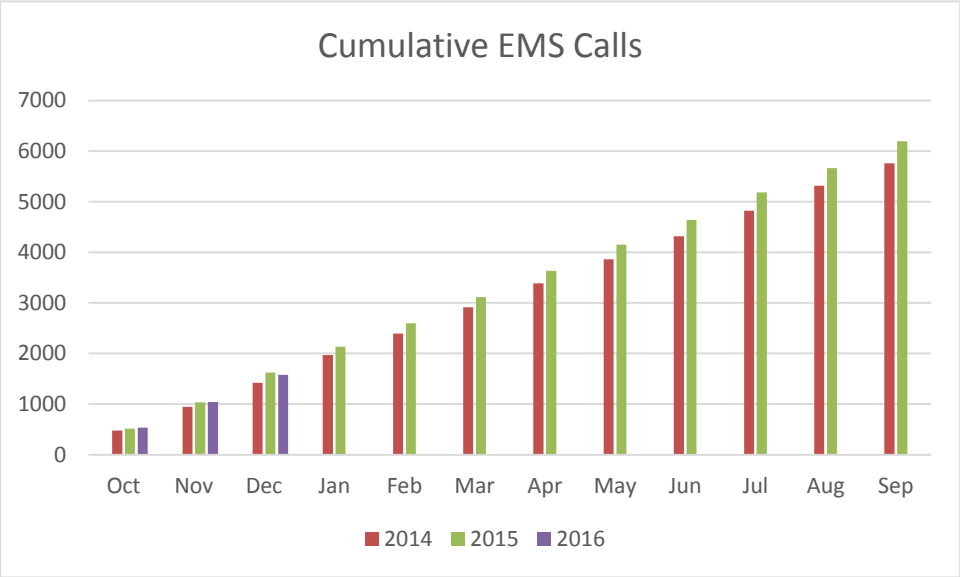
The second request was from the Lower Clover Fork Fire Department of Kentucky. This department was utilizing a 1976 International fire apparatus as its main piece of equipment. They heard of our 1986 Mack/Hahn fire pumper which was being removed from service and being scrapped as no one bid on it at auction twice. After hearing their story, City Council unanimously voted to donate the pumper to them. With the assistance of past volunteer Chief, Howard Pieffer, the truck was delivered to them in January. Howard, who paid for the shipping, drove to Lower Clover Fork and trained the members on the operation of the pumper at his expense.

Team work comes in many ways! A surprise visit from Flagler County School Superintendant Jacob Oliva was made to fire administration during "First Responders Week" in December.

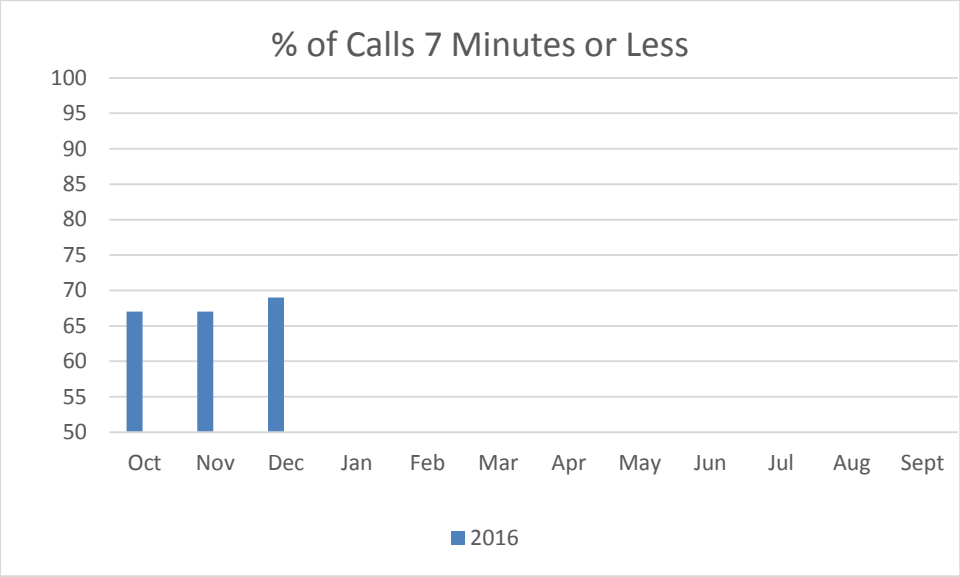
Jacob brought a bucket of "goodies" for the crews at each of the City's 5 stations. Keeping the wreath green project was again conducted at all city fire stations. The goal is to keep all 31 bulbs green during the month of December. A green bulb signifies we had no structure fires that day, a red bulb means we had a fire. The department responded to 7 reported structure fires during the month.

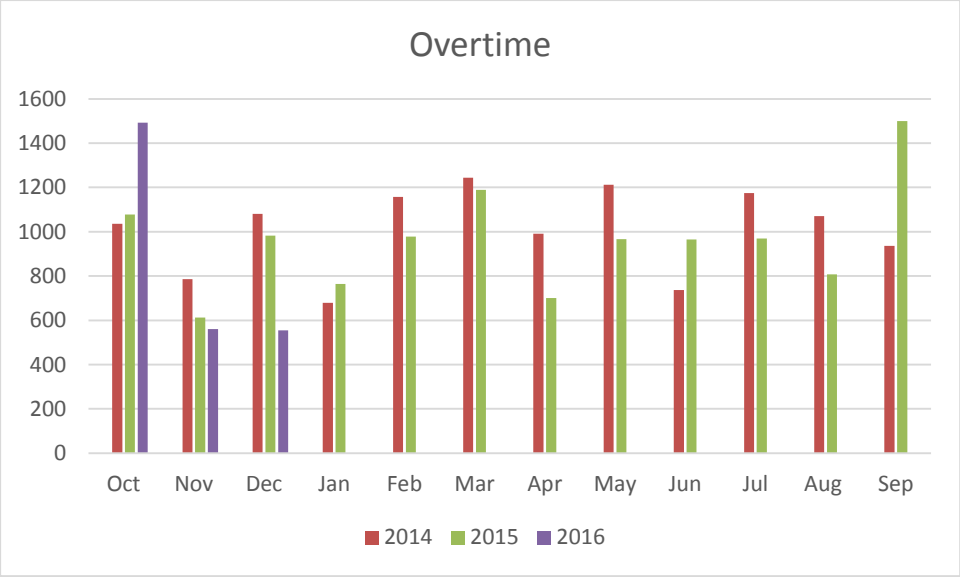
Progress Report





Progress Report





Performance Measures Overview for FIRE - 14000

This report gives an overview of the progress made in the Strategic Action Plan for FIRE - 14000. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 22.85%

	Completed
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**25.00%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	25.00%
Strategy 3.2.1 Review existing operational procedures and policies	35.00%
Approach 3.2.1.30 Explore methods to better align resources to ensure efficient delivery of services	35.00%
Measurement 3.2.1.30.a Beadle, Chuma - Inventory and evaluate duplication of fire and emergency services between other applicable agencies and present findings to City Council.	25.00%
Comments	
1/12/2016	This goal is being realigned for the fiscal year. Reporting will be each quarter as other performance measures. As this was just established the first quarter will be added to the second quarter.
Measurement 3.2.1.30.b Beadle, Chuma - Coordinate with Flagler County on the use of EMS resources	25.00%
Comments	
1/12/2016	Two meetings with County Administration have taken place to assist in this goal. Multiple ideas have been discussed.
Measurement 3.2.1.30.c Beadle, Chuma - Track and report quarterly on fire and emergency services “Calls for Response” on all responses 0-7 minutes and calls over 8 minutes.	25.00%
Comments	
1/12/2016	The 5 minute goal has been changed to a 7 minute response. It is noted that the quarterly report is compared to the previous fiscal year data. (October 2014-October 2015)
Measurement 3.2.1.30.d Beadle, Chuma - Create a tracking mechanism for all call response times 8 minutes or more as to the delay in response to include “Out of COPC District for Emergency Calls”, “Out of Zone for emergency calls”, “Unavailable / Call in zone”, “Fire Training in zone”, Fire training out of zone”	75.00%
Comments	
1/12/2016	This program was started during the second quarter of 2015. The final data needed to complete 12 months of data collection was the first quarter of the 2016 fiscal budget. This data will be evaluated and reported upon during the second quarter of 2016.
Measurement 3.2.1.30.e Develop an Action Plan to minimize any identified duplication of services	25.00%
Comments	
1/12/2016	Discussions with Flagler County continue on this goal.

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	0.00%
Approach 3.2.2.5 Consider alternatives to firefighter entry physicals	0.00%
Measurement 3.2.2.5.b Forte - Ensure that all firefighters receive annual medical exam.	0.00%

Comments	
1/12/2016	This goal is scheduled to be completed during the second quarter of the fiscal year 2016.

Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services	0.00%
Approach 3.2.4.13 Ensure proper maintenance of Fire Fleet	0.00%
Measurement 3.2.4.13.d Implement a pre-trip check list (once developed by Fleet) that the responsible operator of the fire apparatus completes at each station for daily use.	0.00%

Comments	
1/19/2016	This project is being developed as the possible "driver" position within the department is evaluated and negotiated. It is the hope that 15 drivers would handle this project versus 36.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**21.66%**
Objective 5.2 Enhance safety measures throughout the community	21.66%
Strategy 5.2.3 Seek partnerships to educate the public on safety concerns	10.00%
Approach 5.2.3.1 Airing public safety promos including wildfire updates	0.00%
Measurement 5.2.3.1.a Create 1 public service announcements for public safety in coordination with the Communications & Marking.	0.00%

Comments	
1/19/2016	Completion of the last PSA is continuing at this time.

Approach 5.2.3.3 Provide Flagler Schools "Fire and Community Education" to students from K - 12th grade.	25.00%
Measurement 5.2.3.3.f Berryhill - Design a new fire educational program for the high schools	25.00%

Comments	
1/19/2016	Discussion with the administration at FPC have taken place with regards to starting a "fire" program with them. This is 100% a school program but fits well in our performance goals.

Approach 5.2.3.4 Child Car Seat Safety and Education	12.50%
Measurement 5.2.3.4.a Cottle - Provide car seat installation education for citizens at all fire station on request and report quarterly on the number of citizens assisted.	25.00%

Comments	
1/14/2016	Car seat installations were conducted 6 times during the first quarter.

Measurement 5.2.3.4.b Cottle - Maintain and provide training / certification to all line lieutenants to educate citizens about the proper techniques to install child car seats at three (3) events per fiscal year.	0.00%

Comments	
1/14/2016	There have not been any events conducted during the first quarter.

Approach 5.2.3.5 Fire Service Medical advancement and training	0.00%
Measurement 5.2.3.5.a EMS TEAM - All line employees are to physically attend 3 of the 12 quality assurance sessions with the medical director to review past practices and learn new procedures.	0.00%

Comments	
1/14/2016	There have been 3 Q & A sessions held by the medical director therefore this goal is unattainable at this time.

Strategy 5.2.4 ISO standard improvement throughout the Organization	29.43%
Approach 5.2.4.2 Strive for improved ISO rating for fire protection according to the recommendations of last evaluation	29.43%
Measurement 5.2.4.2.c R LaChance - Maintain the Pumper Capacity component on the ISO Rating of 5 out of 5 points by Pump Testing each year the following. E-21 E-22 E-23 E-24 E-25 T-2 L-25 E-212 E-232	0.00%

Comments	
1/14/2016	Apparatus pump testing is done through out the year, non were completed during the first quarter. Note: pump testing is a once a year requirement unless work on the apparatus pump takes place between scheduled testing.

Measurement 5.2.4.2.d POTTER / CHUMA Improve on the Training component on the ISO Rating to achieve a 9 out of 9 points from 3.96 by requiring all 54 line personnel to maintain a cumulative minimum of 972 hours of "Facility Training" to include tower drilling and Live Fire Training. [T2=Sum(Company Training Hours / 16 hours x (54 Number of members) X 25pts.]	22.63%

Comments	
1/4/2016	First quarter training hours show 220 "tower" training hours reported. The 2016 calendar has been issued to the department for up coming training over the next calendar year.

Measurement 5.2.4.2.e POTTER / CHUMA - Improve on the Training component on the ISO Rating to achieve a 9 out of 9 points from 3.96 by requiring all 18 Palm Coast Fire Department Officers to maintain the cumulative minimum "Fire Officer" Continuing Education hours of 216 per year	66.67%

Comments	
1/4/2016	17 of 18 positions have completed some of the required training. One Lieutenant position is currently being filled with a ride up member.

Measurement 5.2.4.2.f POTTER / CHUMA Improve on the Training component on the ISO Rating to achieve a 9 out of 9 points from 3.96 by requiring all line personnel to maintain 16 hours of "Company Training" per person per month to be cumulative education hours of 864 "Company Training" Hours per Year [Sum (Company Training Hours) / 16 Hours x (Number of Members) Tx25.	34.25%

Comments	
1/4/2016	3551 hours have been completed by all career members during the first quarter.

Measurement 5.2.4.2.g POTTER / CHUMA Improve on the Training component on the ISO Rating to achieve a 9 out of 9 points from 3.96 by requiring all new employees to be trained with a minimum of 60 hours of Pump Operators Certification level within the first year of employment to meet ISO 580.E.	0.00%

Comments	
1/14/2016	No new employees have attended the certification program during the first quarter.

Measurement 5.2.4.2.h POTTER / CHUMA Improve on the Training component on the ISO Rating to achieve a 9 out of 9 points from 3.96 by requiring all 36 existing driver operators (non-officers) to maintain the cummulative minimum "Driver Training" Continuing Education hours of 432 per year. [Sum = Driver Education education hours) / 12 hours x (Number of existing drivers) Tx5	100.00%

Comments

1/4/2016	Driver training continuing education saw all 36 department drivers complete some portion of this measure.

Measurement 5.2.4.2.i POTTER / CHUMA Improve on the Training component on the ISO Rating to achieve a 9 out of 9 points from 3.96 by requiring all 54 Fire Department line employees to complete 6 hours per member per year for a cumulative minimum "Hazmat Training" Continuing Education hours of 324 per year. [Sum = Hazardous Material training hours) / 6 hours x (Number of line personnel) Tx1	1.23%

Comments	
1/4/2016	This training is conducted during the warmer months as it utilizes classroom lectures.

Measurement 5.2.4.2.j PATTEE / CHUMA / Wagner - Improve on the Training component on the ISO Rating to achieve a 9 out of 9 points from 3.96 by conducting pre-fire planning inspection of each commercial, industrial, institutional and other similar type building each year to reach a total of 402 structures inspected.	27.11%

Comments	
1/12/2016	Pre-fire plans of our commercial structures in the city that were evaluated during the first quarter equaled 109.

Measurement 5.2.4.2.k PATTEE / CHUMA Conduct a business safety inspection of each commercial, industrial, institutional and other similar type building each year to reach a total of 1639 business.	12.97%

Comments	
1/19/2016	191 business inspections have been completed during the first quarter.

Strategy 5.2.6 Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan	18.75%
Approach 5.2.6.1 Conduct an annual City-wide Emergency Management training session	0.00%
Measurement 5.2.6.1.a Beadle , Forte - The Emergency Management team will conduct at least two (2) training / education sessions for Emergency Management training or CEMP plan enhancement per year	0.00%

Comments	
1/14/2016	No E.M training took place during the first quarter.

Approach 5.2.6.2 Provide emergency response to the Utility Department for confined / reduced spaces	25.00%
Measurement 5.2.6.2.a Gates, Stevens, Davidson - Fire Services will conduct two (2) Confined Space drills per year with the Utility Department entry crews	0.00%

Comments	
1/11/2016	No training sessions have occurred or are planned until the training prop can be completed. there is no schedule for completion at this time.

Measurement 5.2.6.2.c Gates, Stevens, Davidson - Fire Services will provide "Awareness" level training per year to 95 percent of all Fire Services employees	0.00%

Comments	
1/11/2016	No awareness level training was held during the first quarter.

Measurement 5.2.6.2.f Gates, Stevens, Davidson - Fire Services will recertify the remaining 4 of 12 identified employees to the level of Confined Space Technician.	75.00%

Comments	
1/11/2016	Three members of the department attended USAR level Rope Operations training. This course is part of the certification program.

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**25.00%**
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	25.00%
Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills	25.00%
Approach 6.1.1.9 Ensure efficient processing of employee applications	25.00%
Measurement 6.1.1.9.f Establish and maintain an eligibility list of candidates recommended by the National Testing Network with no less than 3-5 qualified person ready for hire within 3 days of notification of a vacant position.	25.00%

Comments	
1/14/2016	This new program has been utilized twice during the first quarter

Measurement 6.1.1.9.g Fire department will schedule a pre-employment physical with Life scan within 2 weeks of the new employee being offered a position	25.00%

Comments	
1/14/2016	This has taken place with the last 3 new employees hired.

Objective 6.2 To develop in-house and identify external training opportunities for employees	25.00%
Strategy 6.2.1 Create a comprehensive training program	25.00%
Approach 6.2.1.1 Update and maintain officer mentoring program to educate and train full time firefighters for advancement.	25.00%
Measurement 6.2.1.1.a Petrillo, Valentik, Major - Monitor and update the intra-department mentoring program to educate and train full time employees for future advancement. Captains will provide a monthly report on the progress of each mentee	25.00%

Comments	
1/11/2016	Currently there is one employee from the mentor program working in an Acting Lieutenant position. One employee is re-entering the mentor program and two employees are preparing to begin the program.

Floodplain Management Team

Progress Report

CB 2.12.16

To:	Jim Landon, City Manager
From:	Constance Bentley, CFM
Date:	12/29/2015
Dept./Team:	Team FOAM, Floodplain Management
Re:	2016 Q1 Progress Report

Mission Statement: To support and educate our citizens about flood hazards and the National Flood Insurance Program, while ensuring a safe community through steadfast stewardship of floodplain management, hazard mitigation, open space protection and comprehensive stormwater management.

Background: Floodplain management practices have been a priority to the City right from the beginning. The City applied to participate in the National Flood Insurance Program (NFIP) in 2000, was accepted by FEMA in 2002 and became an established Community Rating System (CRS) community in 2003. In 2014 the City earned the esteemed designation of CRS 5 putting the City in the top 7% of the Florida CRS communities. This rating is earned based upon activities performed by the City that exceed the minimal requirements of the NFIP. Each activity that is implemented gets monitored and evaluated yearly by the City's CRS Coordinator who presents them for CRS "audits" that determine the CRS designation.

The City has 4 employees who are Certified Floodplain Managers through the Association of State Floodplain Managers, Inc.; each professional has a specialized role in floodplain management that maintain, monitor, and oversee the activities for the CRS. In 2013 FEMA changed the regulations for activities that qualify under the CRS and have been actively conducting a mapping coastal study that will ultimately change the Flood Insurance Rate Maps FIRM for our community. The CRS 5 designation amplified the frequency of CRS audits from every 5 years to every 3 years. These impactful occurrences warranted the need to formalize a team tasked with the update and upkeep the program. The Team's priority is to ensure the City's esteemed reputation in the floodplain community is maintained while providing a safe environment for our citizens.

Executive Summary: The Team focused this past quarter on establishing performance measures as well as initiating a work plan to accomplish the respective activities. The key elements driving the consideration for the performance measures were the upcoming CRS audit in April and the mapping coastal study. Once CRS activities are evaluated in this fiscal year the Team can focus on enhancements and monitoring systems in the future.

Budget: Currently, floodplain management activities are budgeted within the Planning Division. The funds are allocated to the yearly NFIP community mail-out. This mail-out generally is done in April of each year. Therefore, there has been no use of the funds in this quarter.

Progress Report

Progress Report:

- **Evaluate CRS Activities**
  The Team members were assigned sections of the CRS manual to complete the CRS Community Assisted Visit (CAV) worksheet. The CAV is essentially an audit of City floodplain management activities. The purpose of evaluating the section (s) is to determine the following.
  -Is the CRS activity already being conducted and tracked,
  -Is the activity eligible to be credited at the next audit,
  -Is the activity deemed feasible to be implemented for future credits, or
  -If the activity is not applicable or obtainable.

  This assignment is expected to be completed by the next quarter with a final target date of the CRS CAV.

- **Develop a Timeline to Complete Additional CRS Activities**
  This measure will not begin until next quarter when the CRS activities are evaluated and discussed with City staff during the CRS CAV departmental meetings. The departmental meetings are conducted to discuss changes or enhancements of their assigned activities while collecting the documentation needed for the CRS CAV. These meetings also offer an opportunity to update the CRS Coordinator when activities are reassigned. The Team can use this meeting to discuss activities that might be feasible in the future and what it would take to implement. This action is the initial task towards completion of this performance.

- **Review CRS Activities Performance**
  Once all the activities are identified, the Team will establish a tracking and monitoring system of the Activities.

- **Draft and Preliminary Flood Insurance Rate Maps**
  In September 2015, staff attended a Flood Risk Review meeting at the Flagler County Emergency Operations Center at which time draft work maps were released to public officials. The maps have been reviewed by team members and comments provided to the Federal Emergency Management Agency (FEMA) team. In addition, the Team anticipates a meeting between the City and FEMA representatives in the next quarter.

Other:

- 3 new members were added to the team with key experiences associated with floodplain management activities. The Team Members are Constance Bentley, CFM, Planner/CRS Coordinator; Denise Bevan, CFM, Administration Coordinator/Environmental; Damaris Ramirez, Land Development Technician; Michael Brennan, CFM, Stormwater Manager; Conrad Troha (new), Swale Specialist; Kendra Iannotti, CFM, Executive Assistant to the City Manager; Daniel Rewis (new), Plans Examiner; and Cathy Almberg (new), GIS Specialist.
- The Team formed a Mission Statement
- The Team officiated a new team name: Team FOAM (Floodplain Outreach, Awareness & Management)

Progress Report

- The Team attended a Go to Meeting to learn about the use of LIDAR and associated costs for flying the City of Palm Coast. LIDAR is an acronym for Light Detection and Ranging which is a method of measuring elevations from a remote sources which in this case is an airplane. The Team is focused on the potential benefits to Floodplain Management with having updated data. The existing LIDAR data utilized by City staff is from 2004. This data can assist with base flood elevation determinations within the special flood hazard areas and processing FEMA Letters of Map Amendments or Revisions.

Performance Measures Overview for Floodplain Mgmt. Team - 99012

This report gives an overview of the progress made in the Strategic Action Plan for Floodplain Mgmt. Team - 99012. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 26.25%

	Completed
GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**26.25%**
Objective 5.2 Enhance safety measures throughout the community	26.25%
Strategy 5.2.4 ISO standard improvement throughout the Organization	26.25%
Approach 5.2.4.3 Maintain a community floodplain management program	26.25%
Measurement 5.2.4.3.a Evaluate Community Rating System (CRS) activities to determine which activities are already conducted and tracked, which should be included in the next audit, and which are possible for the future.	25.00%

Comments	
1/8/2016	The Team members were assigned sections of the CRS manual to evaluate each activity. A spreadsheet was created with categorized sections for team members to list each of the activities and record their evaluation. The team began the process of entering the information and will continue through the next quarter.

Measurement 5.2.4.3.b Develop a timeline for completion of additional CRS activities identified during the evaluation	50.00%

Comments	
1/8/2016	The timeline for the Team to evaluate additional CRS activity was completed up to April when the FEMA Community Assisted Visit is scheduled. The remaining timeline will be completed after the visit.

Measurement 5.2.4.3.c Review current CRS activities to ensure continuing performance	0.00%

Comments	
1/8/2016	This measure will begin during CRS preparation when Departments are interviewed during 2nd and 3rd quarter.

Measurement 5.2.4.3.d Provide comments to FEMA to ensure fair evaluation of hazard zones for draft and preliminary FIRMs	30.00%

Comments	
1/8/2016	The draft maps have been reviewed by team members and comments provided to the Federal Emergency Management Agency (FEMA) team. As a result, a meeting has been arranged between FOAM and the FEMA mapping representatives for further understanding of data.

Green Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
Prepared by:	Denise Bevan, City Administration Coordinator
Date:	1/29/2016
Department/Team:	Green Team
Re:	1st Quarter FY 2016

2/3/16

Mission Statement: To enhance the quality of life for our citizens by reducing the City's footprint on natural resources and promoting sustainable practices.

Executive Summary: The focus of the team's efforts revolve around assessing innovative technologies, natural resource awareness, land stewardship, and conservation strategies in City facilities. For this fiscal year, the team oversees 21 performance measures of which 4 are new to the team. The 1st Quarter is being utilized by team members to set work plans for completing projects. In addition, the cooler temperatures are a welcomed asset for educational outreach opportunities.

Budget: The Team expenditures for Fiscal Year 2015-2016 is $7,000 primarily dedicated to the Battery Recycling Program and tree replacements. The team is forecasting less than 5% of the budget being utilized for an incentive to encourage City staff to submit new ideas for "Green" projects for next fiscal year. For the 1st Quarter, approximately 14% of total budget has been used.

The Arbor Day Celebration and Annual Waterway Cleanup event budgets are captured through the oversight of the FEST Team.

Measure(s) outside the Team's budget is as follows:

- Northeast Corridor Greenway Acquisition Area Permitting and Construction Drawings. The project is on target regarding timeline and budget expectations. Approximately 70% of the overall project amount ($119,689) has been utilized to date. The following snapshot sampled from the draft restoration plan outlines the anticipated project timeline. Project consultant has estimated the Environmental Resource Permit (ERP) to apply for enhancement activities to produce wetland "credits" to be $5,380.

Activity	Date
Restoration Plan ERP Submittal	January 2016
SJRWMD and USACE Permit Issuance	April 2016
Prepare Bid Documents and Bid Project	July 2016
Award Contract	October 2016
Construction	November 2016 - February 2017
Submit Baseline Monitoring Report	May 2017

Progress Report

Progress Report:

The majority of the Green Team's progress is 10% or greater with the exception of annual activities that have date-sensitive requirements including, but not limited to annual stewardship reports and special events which have little progress (less than 10%). For most of the measures brand new to team, members are approaching each activity with the creation of a work plan first which reflects a 5% complete status.

2nd Quarter Targeted Activities: The team will be drafting the following documents and plan to release next quarter.

- Youth Leadership Flagler – 3rd year hosting
- Complete employee survey draft

Other:

As noted in the progress for "Green Tour" project, the Team is coordinating operational commitments for the City Hall Leadership in Energy and Environmental Design (LEED) pending certification. The following list captures some of the activities being reviewed by the Team.

- Internal graphics
- Utilize wall-mounted monitors to share green fact slides
- Exterior signage that highlight site "green" features, including but not limited to bioswale, drip irrigation, etc.
- City Hall web page showcasing LEED rating system and "green" features
- ENERGYSTAR portfolio manager set-up for City Hall
- Release a thermal comfort survey to City Hall employees

Consistent with reducing cost through energy efficiency, lighting improvements and upgrades are currently underway. Based on Energy Audit recommendations presented to City Council, the Team is creating a tracking spreadsheet to inventory retrofits completed and budget expended in this fiscal year. To date, the Utility Department has completed lighting upgrades at Water Treatment Plant (WTP) 2 Process Building and WTP 3 LPRO Process Building and Chemical Building. Also energy efficiency and conservation questions will be incorporated into the upcoming Green Team survey to potentially target additional projects.

On October 13, 2015, Bunnell Elementary enjoyed a day of learning and fun at Long Creek Nature Preserve. As part of the Children Helping In Resource Protection (CHIRP) program, Utility staff demonstrated the relationship of pollution to potential effects on the environment and potable water supplies. Staff utilizes a watershed model for hands-on learning opportunities.

Performance Measures Overview for Green Team - 36001

This report gives an overview of the progress made in the Strategic Action Plan for Green Team - 36001. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 13.33%

	Completed
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**0.00%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	0.00%
Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	0.00%
Approach 3.2.2.4 Evaluate LED streetlight test pilot partnership / project with FP&L	0.00%
Measurement 3.2.2.4.c Evaluate the cost benefits of the 1st phase of implementing LED street lighting.	0.00%

Comments	
1/13/2016	Updated billing data has not been received; the data is necessary to begin the evaluation of the newly installed LED lights.

GOAL 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	**15.00%**
Objective 4.3 Evaluate current "Green" initiatives and target projects that are sustainable	13.75%
Strategy 4.3.1 Reduce waste through sustainable practices	18.75%
Approach 4.3.1.6 Green Team to provide educational outreach with a focus on Water Wise and natural resource based topics.	0.00%
Measurement 4.3.1.6.a Green Team - Participate in two (2) events per year to distribute City regulations and Water Wise educational materials	0.00%

Comments	
1/13/2016	The activities are in the planning stage at this time.

Approach 4.3.1.13 Investigate additional areas to apply microbe treatment	25.00%
Measurement 4.3.1.13.c Inventory City facilities with implementation dates for the application of microbe treatment. (ALT ENERGY/GREEN TEAM)	50.00%

Comments	
1/13/2016	City facilities have been inventoried. If it is determined that the microbe treatment testing prove to be a benefit to the City as far as cost savings and effectiveness in lieu of using 100% conventional fertilization, all City facilities would be candidates for implementation. At this time, implementation dates cannot be determined until testing or documentation from other users verified the benefits of microbe treatment.

Measurement 4.3.1.13.e Complete evaluation of microbe treatment testing at Palm Harbor Golf Course.	25.00%

Comments	
1/13/2016	Soil tests have been taken to determine a baseline; testing and results are still pending. Kemper Sports has been directed to check with their other managed facilities to determine if microbes have been tested or utilized as part of their maintenance program. Staff is also contacting other golf courses to research this information.

Measurement 4.3.1.13.f Based on the Palm Harbor Golf Course testing results, modify inventory of application locations, commence with implementation and provide progress updates	0.00%

Comments	
1/13/2016	Test results have not been completed.

Strategy 4.3.2 Staying in the forefront of sustainable communities in the State of Florida	10.00%
Approach 4.3.2.2 Perform energy audit	5.00%
Measurement 4.3.2.2.c Develop a list of items to evaluate for all new and renovated City facilities to enhance energy and water conservation along with ensuring compliance with ADA standards	5.00%

Comments	
1/13/2016	List outline initiated and research started.

Approach 4.3.2.3 Explore ways to highlight and enhance City green initiatives	11.67%
Measurement 4.3.2.3.a Develop a 'Green' tour program for the public and employees for City Hall	25.00%

Comments	
1/13/2016	Staff has been working with Joanna Switzer, lead consultant assisting with City Hall's LEED certification, to determine operational commitments for the facility which includes a Green Tour. Ms. Switzer has provided a draft brochure that will be the tour guide for participants. The brochure and tour elements will be evaluated in the next quarter. As part of this commitment, all tours provided in City Hall shall incorporate LEED elements.

Measurement 4.3.2.3.b Conduct meetings with Departments, Divisions and Teams to solicit feedback on the City's green initiatives and recruit direct participation in projects.	5.00%

Comments	
1/13/2016	Team members have determined an employee survey would be an efficient and effective method to solicit feedback. A draft will be finalized in the next quarter with a goal of releasing the survey the first week of May which coincides with the Annual Arbor Day celebration.

Measurement 4.3.2.3.c Inventory “Environmental” services and associated costs conducted through in-house staff and external vendor assistance.	5.00%

Comments	
1/13/2016	The inventory categories have been established and will be populated with data in the upcoming month(s).

Strategy 4.3.3 Develop Alternative Energy Strategy	12.50%
Approach 4.3.3.2 Investigate alternative uses of lime sludge with other materials to provide suitable fill and growing base for road-side and other uses	25.00%
Measurement 4.3.3.2.a ALTERNATIVE ENERGY TEAM - Bevan - Complete investigation and perform evaluation of test plots to possibly implement the use of lime sludge on a larger scale	50.00%

Comments

1/13/2016	Test plots look good. 2:1 and 3:1 plots appear to be most viable. Discussions with Public Works staff regarding screening of material have not been promising due to mechanical issues and relocation of screening site because of Wastewater Treatment Plant #2 construction.

Measurement 4.3.3.2.b Implement lime sludge integration on a larger scale and calculate linear feet of application	0.00%

Comments	
1/13/2016	On hold until screener is repaired, and new screening site is determined.

Approach 4.3.3.3 Plan for alternative Fueling stations planned for Town Center and other high-use public areas	0.00%
Measurement 4.3.3.3.b Conduct a pilot program that includes the installation of one charging station	0.00%

Comments	
1/13/2016	Sponsorships will be pursued in the next quarter for the installation of the first station at City Hall.
1/13/2016	This performance measure is contingent on stations being available to users.

Measurement 4.3.3.3.d Evaluate the utilization of charging station(s)	0.00%
Objective 4.4 Protect the environment through appropriate development strategies	**17.50%**
Strategy 4.4.1 Protect natural green spaces to ensure a balance between the natural environment and development	**17.50%**
Approach 4.4.1.3 Continue the evaluation of parcels for Flagler County Environmentally Sensitive Land's criteria and potential acquisition opportunities	25.00%
Measurement 4.4.1.3.a Provide quarterly evaluation of the status of existing City sponsored project petitioned to Flagler County Land Acquisition Committee	25.00%

Comments	
1/13/2016	Staff attended the 12-14-15 Land Acquisition Committee meeting. The Florida Forever Priority List (FFPL) was discussed of which Pringle Creek Forest project was referenced; the approximately 8,000-acre acquisition has been supported for conservation through Palm Coast leadership. The project ranks #30 (last) on the FFPL. On 12-17-15, City staff met with Todd McNew, a representative with The Conservation Fund organization to also discuss Pringle Creek Forest. Mr. McNew is seeking partnership opportunities to seek acquisition of over 1,000 acres of Pringle Creek Forest at the northern extent of the project area. Mr. McNew noted meeting with St. Johns River Water Management District, Guana Tolomato Matanzas National Estuarine Research Reserve, and Flagler County representatives.

Approach 4.4.1.4 Develop an educational outreach program for Bear Smart Communities	0.00%
Measurement 4.4.1.4.c Utilize social media and Arbor Day to promote black bear awareness.	0.00%

Comments	
1/13/2016	Planning for this activity will commence in the next quarter. The Arbor Day event is conducted the first Saturday in May.

Approach 4.4.1.6 Paterson Tract Land Management Proposal	15.00%
Measurement 4.4.1.6.b Pursue permitting of restoration/enhancement plan for the Northeast Corridor Greenway Acquisition Area.	25.00%

Comments

1/13/2016	Staff has reviewed preliminary plans for the restoration activities. According to the most recent update from the project consulting firm, application package is expected to be released in January 2016 with a forecast of approximately 6 - 8 months to obtain approvals from the regulatory agencies.

Measurement 4.4.1.6.c Commence with restoration activities at the Northeast Corridor Greenway Area.	5.00%

Comments	
1/13/2016	As noted for 4.4.1.6.c, agency approvals are anticipated for the last quarter of this fiscal year. The amended project timeline targets October 2016 for construction to commence.

Approach 4.4.1.7 Meet annual park grant requirements	25.00%
Measurement 4.4.1.7.a Complete annual stewardship report for Linear Park and maintain compliance with grant conditions. (12 hours)	0.00%

Comments	
1/13/2016	Report is due before the end of January and will be submitted before that date.

Measurement 4.4.1.7.b Complete annual stewardship report for Long Creek Nature Preserve and maintain compliance with grant conditions. (12 hours)	50.00%

Comments	
1/13/2016	As part of the required educational outreach events, the Children Helping In Resource Protection program has hosted 546 students during 6 events at the park.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**5.00%**
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	5.00%
Strategy 5.1.2 Promote the variety of local leisure and recreational activities	5.00%
Approach 5.1.2.4 Annual Intracoastal Waterway Cleanup Event	10.00%
Measurement 5.1.2.4.b Complete successful Intracoastal Waterway Cleanup event	10.00%

Comments	
1/13/2016	A $5,000 grant reimbursement for the 2015 event was received from Florida Inland Navigation District in early November 2015. Planning for the 2016 event will commence in the 2nd Quarter.

Approach 5.1.2.5 Arbor Day event and 5K Fun Run / Walk	0.00%
Measurement 5.1.2.5.a Bennett - Complete successful Arbor Day event and 5k run/walk.	0.00%

Comments	
1/13/2016	The activities are in the planning stage at this time.

Infrastructure Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
Prepared by:	Infrastructure Team Members
From:	Carl Cote Carl Cote
Date:	1/22/2016
Department/Team:	Infrastructure Team Sub-teams: Drainage, Parks, and Transportation
Re:	1st Quarter Fiscal Year 2016

Executive Summary: The Infrastructure Team is responsible for ensuring a comprehensive and cohesive approach towards maintaining and implementing the City's overall infrastructure system. In order to accomplish such a large task, the team is assisted by three sub-teams. The Drainage Sub-team which evaluates and coordinates the City's stormwater drainage needs. The Parks Sub-team coordinates the maintenance and upgrade of City parks and park facilities. The Transportation Sub-team ensures safe and timely transportation for travelers on City streets.

In the 1st quarter the Infrastructure Team continued to make strides in completing performance measures associated with City capital projects. The Infrastructure Team is tasked with completing 59 performance measures for Fiscal Year 2016 for City capital projects and associated infrastructure related items such as improving programs for accepting and maintaining City assets.

Four capital projects were completed during the 1st quarter and there was one project that was delayed due to the difficulty in finding firms to provide a design. Based upon the current projections there is one project that will extend beyond its current completion date.

Budget: With the exception of the Lehigh Canal Spoil removal project, a review of the budget indicates that capital projects are on target with budgeted expenditures for Fiscal Year 2016.

Progress Report: During the 1st quarter, 13 performance measures were completed including the following Capital Projects:

- Construction of City Hall
- Construction of SR100 Median Beautification from Old Kings Road to Roberts Road.
- Construction of Palm Coast Parkway 6-Laning.
- Removal of Lehigh Canal Spoil material

Progress Report

Below is a summary of the current status of the active major capital improvement projects.

PALM COAST PARKWAY 6-LANING (Cypress Point Parkway to Florida Park Drive)

Project Summary: Roadway widening of Palm Coast Parkway from 4-lanes to 6-lanes for approximately 1.23 miles from Cypress Point Parkway/Boulder Rock Drive Intersection to Florida Park Drive Intersection. In the 1st quarter the project was completed and a ribbon cutting ceremony was held.

View of completed Roadway at Boulder Rock / Cypress Point Parkway Intersection

Ribbon Cutting Ceremony

Progress Report

PALM HARBOR PARKWAY EXTENSION (Fernmill Drive to Old Kings Road)

Project Summary: A new roadway alignment for safety improvements that will bypass Forest Grove Drive and the High School site that will provide a more direct connection to the Matanzas I-95 Interchange. This segment of new roadway will be a 2-lane road with multi-use path as well as installation of a traffic signal at the intersection of Palm Harbor and Matanzas Woods. The project is 45% complete with an anticipation of new roadway being open to the public in March.

View of proposed roadway and stormwater pond at the corner of Palm Harbor and Forest Grove

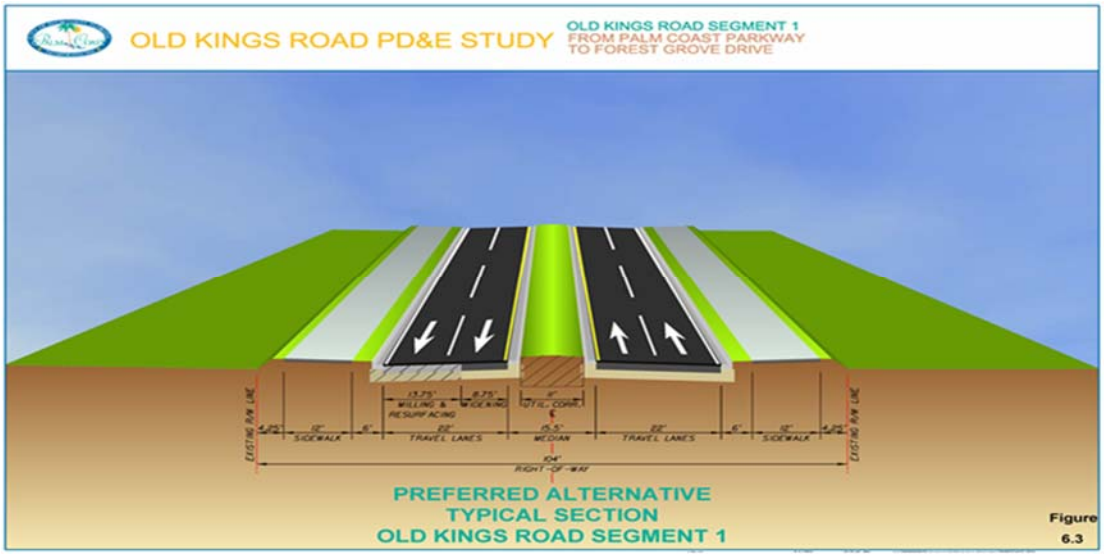
View of intersection at Old Kings Road and Matanzas Woods Parkway and Palm Harbor Extension

Progress Report

OLD KINGS ROAD NORTH 4-LANING (Palm Coast Parkway to Forest Grove Drive)

Project Summary: Roadway widening of Old Kings Road from Palm Coast Parkway to Forest Grove Drive for a length of 3.3 miles. The project will consist of new asphalt pavement, drainage, concrete curb and gutter, and sidewalks. In addition, the project will include streetscape, irrigation upgrades to storm water retention ponds and traffic control, including signage and striping. The project scope was extended south of Palm Coast Parkway so that the intersection of Old Kings Road and Palm Coast Parkway could be designed into the ultimate configuration. In the 1st quarter a public meeting was held for residents to provide input regarding the proposed design. The final design will be completed in FY16. Currently no funds have been allocated for construction.

Project Limits

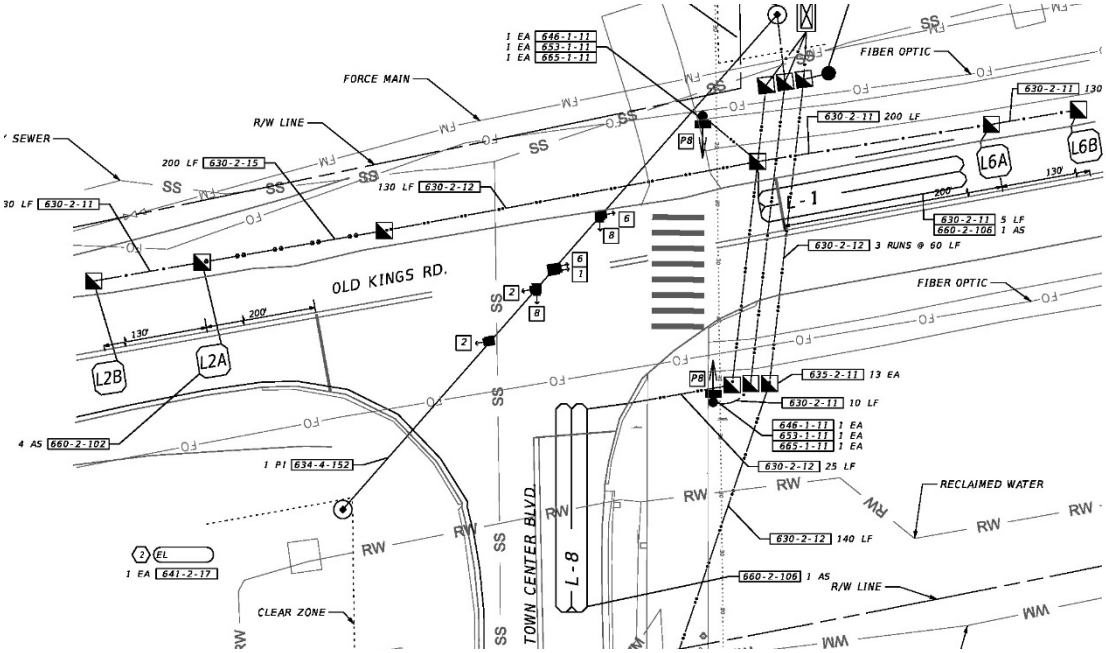


Typical section of proposed roadway

Progress Report

OLD KINGS ROAD / TOWN CENTER TRAFFIC SIGNAL

Project Summary: This project will provide a temporary strain pole traffic signal at the Old Kings Road & Town Center Boulevard intersection (the strain pole signal will be converted to a mast arm signal when Old Kings Roadway is widened). The design is 90% complete and it is anticipated that the new signal will be constructed and operational by the end of the 3rd quarter.



Plan view of proposed strain pole traffic signal

View of intersection from Town Center

Progress Report

COLECHESTER BRIDGE (734063)

Project Summary: Seawall construction has been slowed by abnormally high tides. The seawall on the east side is 90% complete and the seawall on the west side is 50% complete. The traffic barriers have been constructed. The water main has been rerouted and the bridge deck has been paved. It is expected that the bridge will be finished in the second quarter of FY 2016.

View of bridge and roadway approach

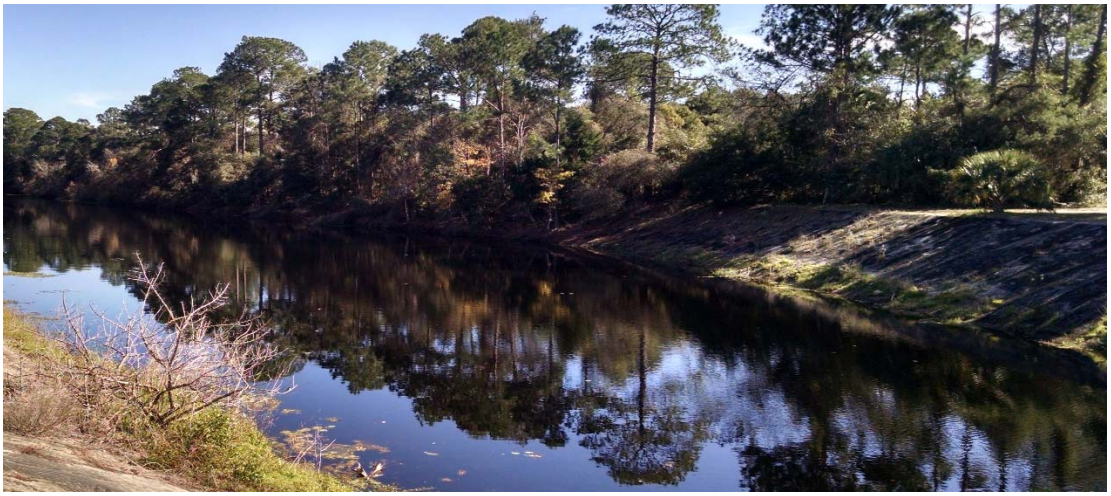
View of bridge structure

Progress Report

LEHIGH CANAL SPOIL REMOVAL

Project Summary: The project was initiated to restore the design flow of the Lehigh canal by removing the pile of sediment that had built up over time as the result of the failure of the L-4 weir in 2002 and the previous erosion of the upstream banks of the Lehigh Canal. The extent of the erosion was underestimated, but all spoil was successfully removed well within the time frame allotted for the project. The project has been completed and the waterway has been restored to its design specifications.

View of canal prior to construction



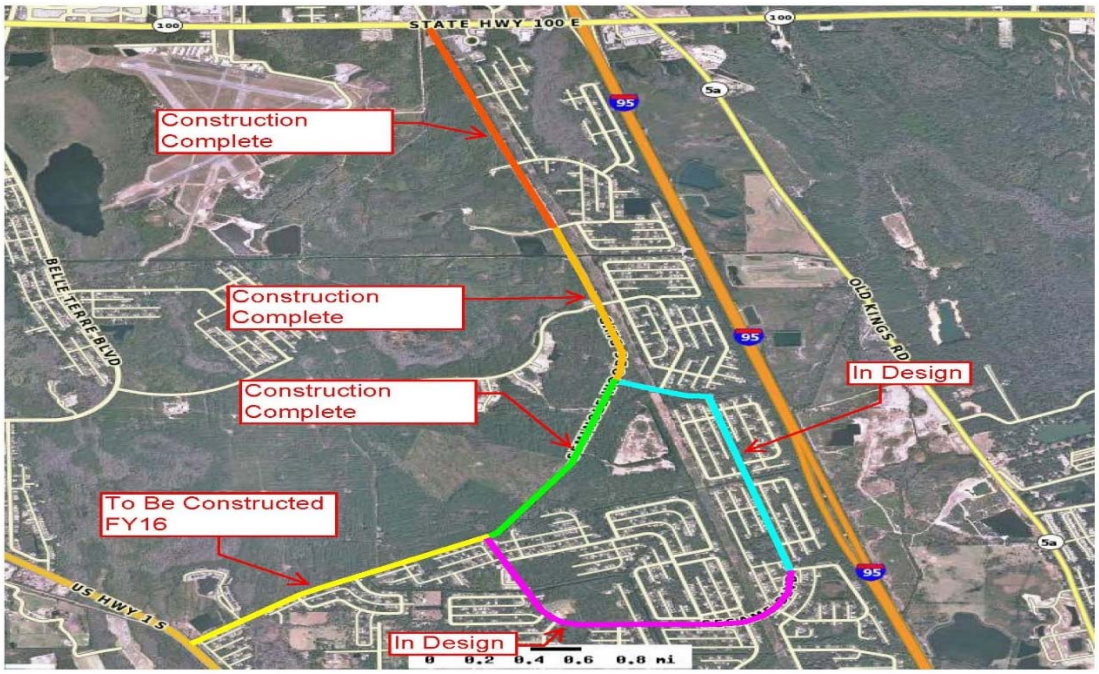
View of canal after removal of spoil material

Progress Report

SEMINOLE WOODS MULTI USE PATH (MUP) PROJECT

Project Summary: Project is 48% constructed; there are currently 3 segments left to complete.

- Seminole Woods (Sesame to US1): The design is complete and permit has been obtained. The City has entered into a Local Agency Program Agreement (LAP) with FDOT to fund the construction of this project. The project will be advertised for construction in early Q2 with anticipation of completion in Q4.
- Sesame (Citation/Seminole to Selma Tr-south): Survey work to begin in Q2.
- Sesame (Selma Tr-south to Seminole): Survey work is completed. There is an active Utility project that is under design and is planned to be constructed in FY16. Construction of the path will occur after the Utility project is completed in early FY17.



Overall Map of entire project

Typical view of completed path and landscaped bench bump-out

Progress Report

HOLLAND PARK IMPROVEMENTS (18 Florida Park Drive)

Project Summary: Renovation and expansion of the City's oldest park. The project consists of installation of infrastructure for new electrical service, water and sewer lines, stormwater drainage, construction of a loop road with additional parking, lighting of roads and pavilion areas, a paved pathway around the perimeter of the park, expansion of the dog park, renovation of existing tennis courts and handball courts, new basketball and shuffleboard courts, new horseshoe pits, new volleyball court, a portion of the new children's playground, and a new restroom building. Future improvements including playground expansion and Splash Park, pavilion renovations & additions, and sports activity lighting. The project is currently 49% complete with 90% of the underground utilities completed, 90% of path completed and the restroom building construction has begun.

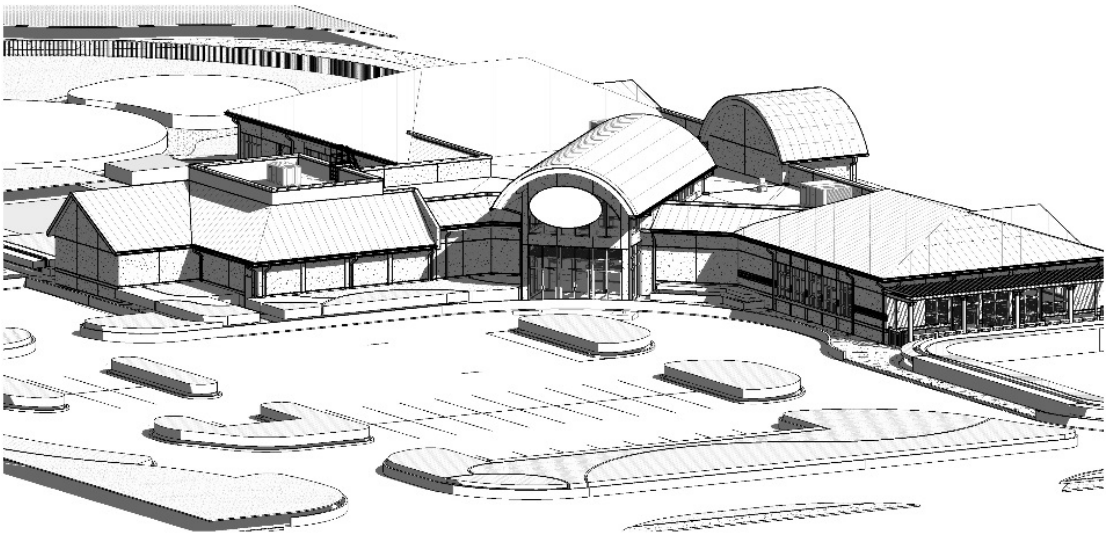
Aerial view of construction from December 1, 2015

View of new loop roadway and path

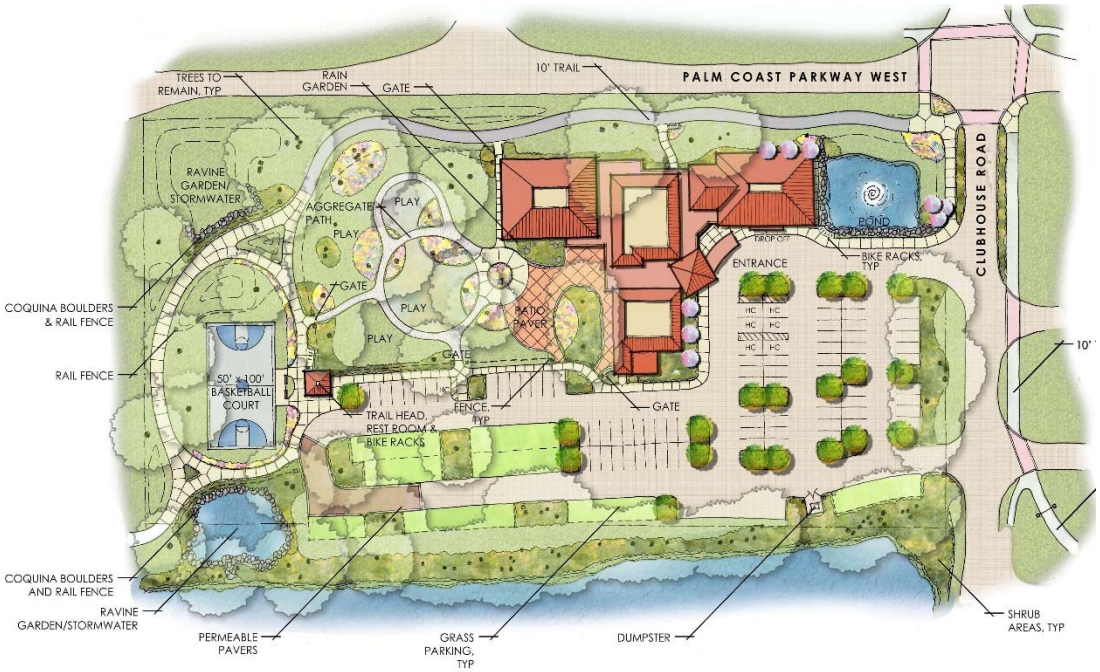
Progress Report

COMMUNITY CENTER IMPROVEMENTS

Project Summary: Renovation and Expansion of the existing Community Center that will include elements such as providing exterior access to restrooms when building is not open, provide urban frontage on Palm Coast Parkway, additional meeting space & parking, and a Visitor Center foyer. The design is 90% complete.



3D Model of proposed facility



Master Site Plan Layout

Progress Report

CITY HALL

Project Summary: Design and Construction of a City Hall to accommodate all of the current staff in the leased facility as well as a portion of some staff from other locations to a new Primary City Hall Building located on City owned property in Town Center at Palm Coast. The Palm Coast City Hall consists of a 2-story structure with approximately 40,000 air conditioned square feet. The first floor provides services for the public with one-stop area with associated department staff. In addition the ground floor contains City Council Chambers with a separate public entrance. The second floor houses the remaining City staff. Construction is completed and a Grand Opening Event was held.

Front elevation of new facility

Ribbon Cutting Ceremony at the Grand Opening Event

Progress Report

OLD KINGS ROAD FORCE MAIN & PUMP STATION IMPROVEMENTS:

Project Summary: Construction of the wastewater collections improvement project consisting of approximately 13,000 linear feet of 16" force main, numerous directional drills of 18" HDPE force main and the removal and replacement of the Old Kings Road pump station. Installation of the force main and air release vaults is completed and has passed testing. The Engineer has applied for FDEP final clearance to utilize the new force main. Six connections have been completed in preparation for final clearance. Construction of the new Master Pump Station site has begun with concrete structures installed and piping placed in the wet well. Completion of the project is scheduled for Q2.

Setting Structure for Old Kings Road Master Pump Station

Progress Report

MATANZAS WOODS RECLAIM WATER MAIN, PHASE 1 & 2

Project Summary: Both phases combined consist of construction of over 15,980 feet of new 16" and 18" reclaimed water main along Matanzas Woods Parkway from US 1 to Old Kings Road. 3,300 feet will be installed through intergovernmental cooperation as part of Flagler County's Matanzas Woods/I-95 Interchange project. Phase 1 directional drill under I-95 is scheduled for Q2. Phase 2, 12,680 feet of reclaimed water main installed, project substantially complete, final scheduled for Q2.

Pipe Installation

Progress Report

SOUTHERN WELLFIELD (DRILLING FOUR NEW WELLS)

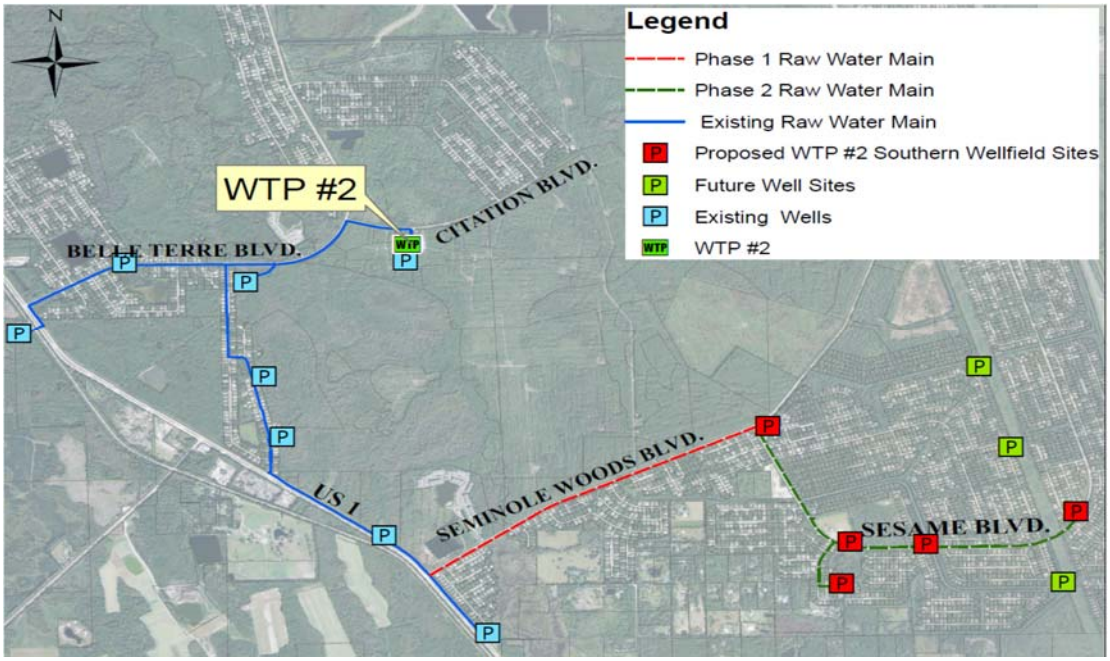
Project Summary: Well driller on-site. Abandoned LW-17. Cleared and installed silt fences for two well sites. LW-17R and LW-108 wells drilled. Completion scheduled for Q2.

Drilling raw water well at LW-17R

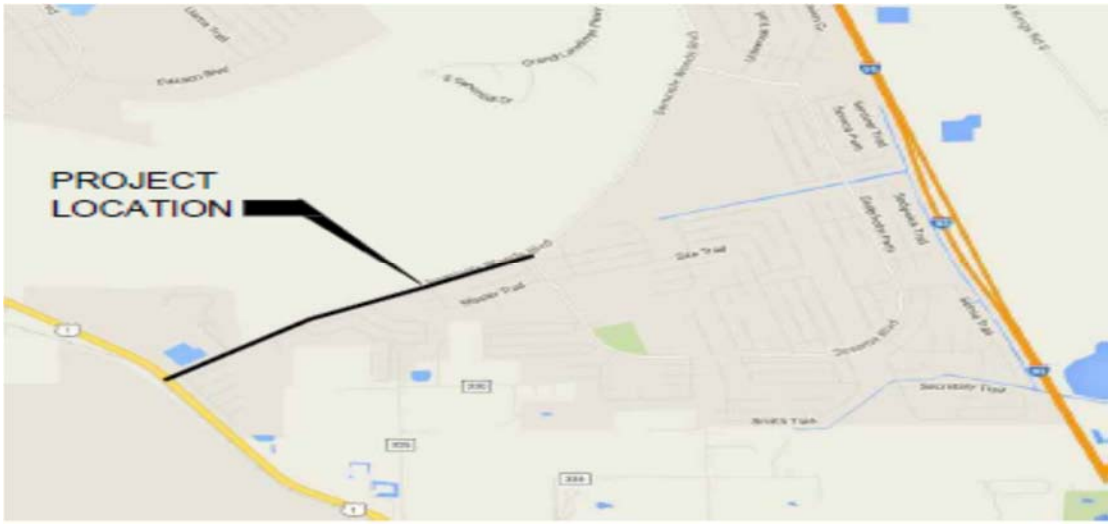
Progress Report

SOUTHERN WELLFIELD (EQUIP 5 WELLS & RAW WATER MAIN, PHASE 1)

Project Summary: Project designed and out to bid in FY16Q1. Approximately 7,500 linear feet of 16" raw water main along Seminole Woods Boulevard from Sesame Boulevard to U.S. Highway No. 1 with five directional drills, associated valves, and connections. Construction is scheduled to begin late Q2.



Equip 5 Wells and Raw Water Main, Phase 1 project

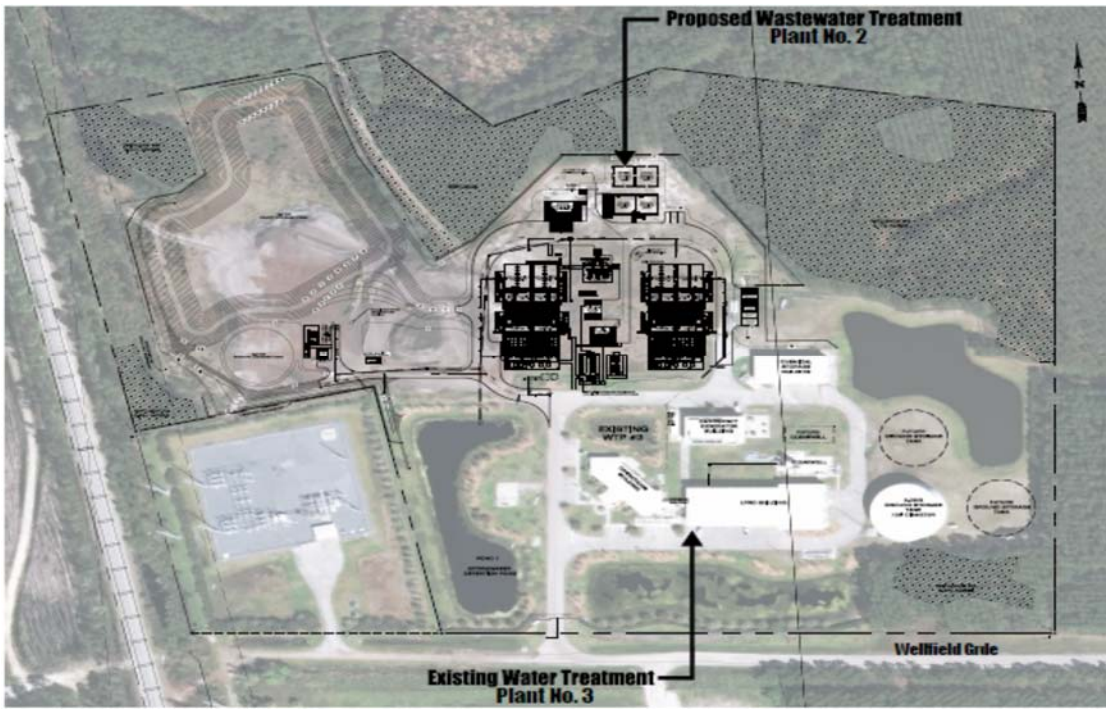


Equip 5 Wells and Raw Water Main, phase 1 Project location map

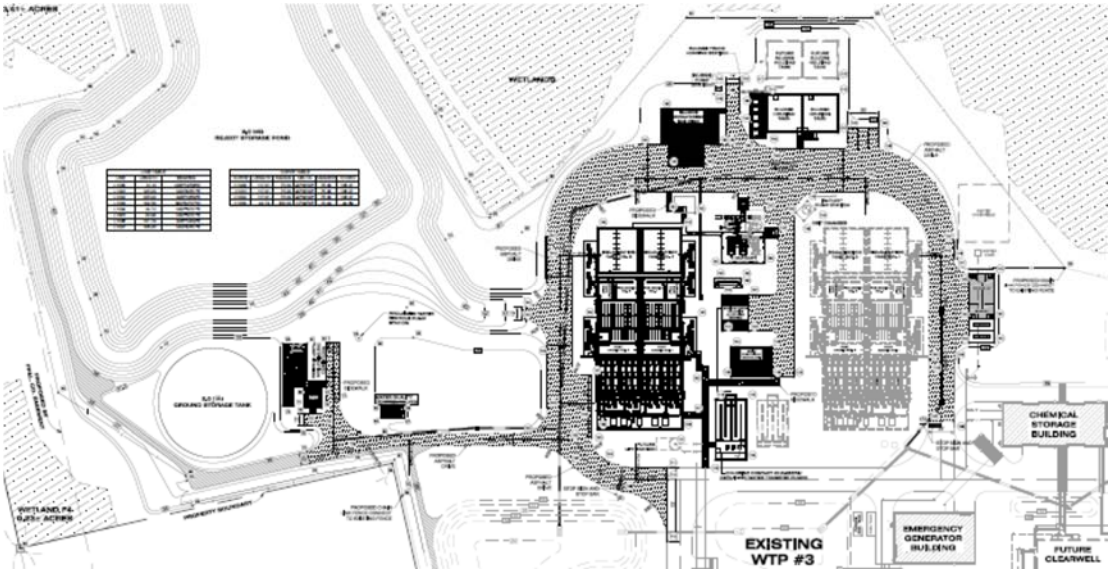
Progress Report

WASTEWATER TREATMENT PLANT NO. 2

Project Summary: Engineer completed permitting and design with project out to bid in Q1. Bid opening scheduled early Q2. Anticipate beginning construction in late Q2.



Overview with aerial of WWTP 2



Overall plan view of WWTP 2

Progress Report

STATE ROAD 100 MEDIAN LANDSCAPE & IRRIGATION (I-95 TO ROBERTS ROAD)

Project Summary: Landscape of SR100 median from I-95 to Roberts Road. The Project was completed in Q1.

Typical view of landscaped median

Typical view of stamped & stained concrete median tip

Progress Report

Other:

Drainage Sub Team

The Drainage Team continues to handle day to day tasks such as right-of-way permit inspection issues, determining maintenance responsibilities within residential subdivision, lot grading inspection issues, capital project issues, swale rehabilitation and maintenance, and wet ditch and wet swale complaints.

Below are some of the major items the Team worked on in the 1st quarter:

- Completed a review and implementation for an update to the Lot Grading guidelines within the Technical Manual.
- Began to inventory and rate the replacement, lining, or redesign of drainage pipes and structures between existing residential homes.
- Updated swale rehabilitation priority list for FY16 based upon review of data and site inspections per numerous criteria identified by the Team.

Progress Report

Parks Sub Team

The Parks Team is composed of staff members from various City departments and is tasked with assisting in the creation and maintenance of parks facilities and recreational programming that enhances the experience of residents and visitors. Consistent with these tasks, the Parks Team assists in tracking project progress to ensure coordination between different City departments and the completion of the projects in a timely manner. Additionally, the Parks Team allows the coordination of various departments in order to provide recommendations on City recreational projects, programs, citizen inquiries, as well as the design and maintenance standards of City park facilities.

Below are some of the major items the Team worked on in the 1st quarter:

- Finalized FPL conceptual design for the Lehigh Trail Trailhead @ Palm Coast Tennis Center.
- Completed engineering scope of service to replace pool filter system at Frieda Zamba Pool.
- Established scheduled for completion of baseball facilities rehabilitation projects at Indian Trails Sports Complex.
- Coordinated with Kemper Sports on a proposed Scope of Service for the bunker rehabilitation project at Palm Harbor Golf Course.
- Reviewed and approved conceptual plans for a Post-Traumatic Stress Disorder (PTSD) Memorial at Heroes' Park.
- Completed an analysis and presentation for City Council on the potential use of the Palm Coast Yacht Club as a Nature Center and Community Center. The Club was sold and not available to the City.

Progress Report

Transportation Sub Team

The primary function of the Transportation sub-team is to evaluate and maintain all components of the transportation network within the City of Palm Coast. The team evaluates the needs of the existing roadway network to maintain good traffic flow and increase safety for pedestrians and motor vehicles. The team will also evaluate maintenance requirements to for roadways including signals, signage and sidewalks.

Below are some of the major items the Team worked on in the 1st quarter:

- Intersection Inventory & Analysis of Major Intersections within Palm Coast.
    - Reviewed a Draft copy of the Intersection Analysis Report for Belle Terre Parkway Corridor from Pine Lakes Parkway-south to US1.
- Signal Optimization Study:
    - Completed and presented the Signal Optimization Study to City Council.

Attachments: Capital Projects Timeline & Performance Measures Report for 1st Quarter FY'16

City of Palm Coast
2016 Capital Projects Timeline - 1st Quarter

1. The City Hall Project was substantially completed in the 1st Quarter.
2. The Frieda Zamba Swimming Pool Pump Enclosure & Filtration Project had a delayed start due to difficulty in finding firms interested in designing replacement pump system.
3. The SR100 Median Beautification from Old Kings Road to Roberts Road was completed in the 1st Quarter.
4. The Palm Coast Parkway 6-Laning Project was completed in the 1st Quarter.
5. The Lehigh Canal Spoil Removal Project was completed in the 1st Quarter.

CAPITAL PROJECTS FUND	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
Seminole Woods Path													
Sesame-Seminole to Selma Tr (south)													
Design, Permits, Env. Clearance, CDBG Release								ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	
								PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	
Construction													Q1-3
													Q1-3
Sesame - Selma Tr (south) to Citation/Seminole													
Design, Permits, Env. Clearance, CDBG Release				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Construction										ORIGINAL	TIMELINE	ORIGINAL	Q1
										PROJECTED	TIMELINE	PROJECTED	Q1
Seminole Woods - Sesame to US1													
Construction						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE		
						PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE		
SR-100 and US-1 Seminole Woods Signs													
Design							ORIGINAL	TIMELINE	ORIGINAL				
							PROJECTED	TIMELINE	PROJECTED				
Construction										ORIGINAL	TIMELINE		
										PROJECTED	TIMELINE		
Trailheads, Trail Signs, Com. District Wayfinding													
Design & Construction				ORIGINAL					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
				PROJECTED					PROJECTED	TIMELINE	PROJECTED	TIMELINE	
Community Center Improvements													
Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED							
City Hall													
Construction	ORIGINAL												
	ACTUAL												
Northeast Corridor - Wetland Restoration													
Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL		
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE		
Construction												ORIGINAL	Q4
												PROJECTED	Q4

CAPITAL PROJECTS FUND (continued)	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
Public Works Facility Improvements													
Master Plan, Design & Permitting			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
			ORIGINAL	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	
Frieda Zamba Pool Pump Enclosure & Filtration													
Design		ORIGINAL	TIMELINE	ORIGINAL									
			ONGOING	PROJECTED									
Construction					ORIGINAL	TIMELINE	ORIGINAL						
					PROJECTED	TIMELINE	PROJECTED						
Town Center - Restroom Building													
Design				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Construction										ORIGINAL	TIMELINE	ORIGINAL	Q1
										PROJECTED	TIMELINE	PROJECTED	Q1
ITMS - Restroom Building													
Design				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Construction										ORIGINAL	TIMELINE	ORIGINAL	Q1
										PROJECTED	TIMELINE	PROJECTED	Q1
ITSC - Baseball Field Improvements & dugouts													
Bid & Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE								
ITSC - Field Sod Replacement & Underdrain													
Design							ORIGINAL	TIMELINE					
							PROJECTED	TIMELINE					
Construction									ORIGINAL				
									PROJECTED				
Palm Harbor Golf Club													
Rebuilding of Bunkers (64) (9 holes per year)													
Bid			ORIGINAL	TIMELINE	ORIGINAL								
			ONGOING	PROJECTED	TIMELINE								
Construction								ORIGINAL	TIMELINE	ORIGINAL			
								PROJECTED	TIMELINE	PROJECTED			
Clubhouse Improvements													
Bid & Construction									ORIGINAL	TIMELINE			
									PROJECTED	TIMELINE			
Holland Park Improvements													
Construction (Phase 1)	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED					

CAPITAL PROJECTS FUND (continued)	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
Fire Station #22 Improvements													
Analysis and Pricing	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE									
	ONGOING	ONGOING	ONGOING	PROJECTED									
Construction							ORIGINAL	TIMELINE					
							PROJECTED	TIMELINE					
Energy Improvements (Park Facilities)													
Bid & Construction									ORIGINAL	TIMELINE	ORIGINAL		
									PROJECTED	TIMELINE	PROJECTED		
Playground Shade Sail Program (BT, RC, SW, WP)													
Design				ORIGINAL	TIMELINE	ORIGINAL							
				PROJECTED	TIMELINE	PROJECTED							
Construction							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
							PROJECTED	TIMELINE	PROJECTED	TIMELINE			

STREETS IMPROVEMENTS FUND	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
SR100 Medians - OKR to Roberts Road													
Construction	ORIGINAL	TIMELINE	ORIGINAL										
	ACTUAL	ACTUAL	ACTUAL										
Whiteview Median Improvements & Entry Sign (Whitemill to													
Design									ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
									PROJECTED	TIMELINE	PROJECTED	TIMELINE	
SR100 / I95 Interchange Beautification Improvements													
Design (seeking FDOT funding for construction)						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
						PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Construction									ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
									PROJECTED	TIMELINE	PROJECTED	TIMELINE	
Palm Harbor Extension													
Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED							
Palm Coast Parkway Six-Lane													
Construction	ORIGINAL	TIMELINE	ORIGINAL										
	ACTUAL	ACTUAL	ACTUAL										
Old Kings Road North Widening													
Palm Harbor Village Way to Forest Grove Dr.													
Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED							
Right-of-Way Acquisition	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	Q3
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	Q3
Colechester Bridge at College Waterway													
Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE								
Colorado Bridge at College Waterway													
Design				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Palm Coast Pkwy Sidewalk (Pine Lakes to St Joe Plaza)													
Design				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
				PROJECTED	TIMELINE	PROJECTED	TIMELINE						
Construction								ORIGINAL	TIMELINE				
								PROJECTED	TIMELINE				
Pine Lakes Bridge & Gravity Wall Repair													
Design				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE						
				PROJECTED	TIMELINE	PROJECTED	TIMELINE						
Construction (Wood Pedestrian Bridge Repairs)								ORIGINAL	TIMELINE				
								PROJECTED	TIMELINE				
Construction (Gravity Wall Repairs)								ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	
								PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	

STREETS IMPROVEMENTS FUND (continued)	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
Palm Harbor Parkway Median													
(Extension) Construction				ORIGINAL	TIMELINE								
				PROJECTED	TIMELINE								
(European Village) Construction						ORIGINAL							
						PROJECTED							
Belle Terre Median (Royal Palms to SR100)													
Construction							ORIGINAL	TIMELINE					
							PROJECTED	TIMELINE					
Signal Optimization													
Study/Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED							
Construction							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
							PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	
Belle Terre Corridor Intersection Safety Analysis													
Study/Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE								
OKR / Town Center Traffic Signal													
Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE								
Construction						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
						PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Street Resurfacing													
Evaluation of a Long Range Resurfacing Schedule to Establish Correct Budget				ORIGINAL	TIMELINE	ORIGINAL							
				PROJECTED	TIMELINE	PROJECTED							
Identify Roadways & Bid	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED							
Construction							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
							PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	

STORMWATER MANAGEMENT FUND	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
Section 37 Modeling													
Construction of 37-1 and 37-3						ORIGINAL	TIMELINE	ORIGINAL					
						PROJECTED	TIMELINE	PROJECTED					
Section 34 Modeling													
Design & Permitting				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Section 30 Modeling													
Permitting	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE								
Section 1 & 2 Modeling													
Modeling	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Boulder Rock Pipe Crossing													
Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED			
Lehigh Canal Spoil Removal													
Construction	ORIGINAL	TIMELINE	ORIGINAL										
	ACTUAL	TIMELINE											
Lehigh Canal Access Improvements													
Construction									ORIGINAL				
									PROJECTED				

UTILITY CAPITAL PROJECTS FUND	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
Old Kings Road Force Main/Master Pump Station													
Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED							
Matanzas Woods Pkwy. Reuse Line Phase 1 and 2													
Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE								
Wastewater Treatment Plant #2													
Construction			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
			ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	
Southern Wellfield Well Drilling													
Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE						
Southern Wellfield Raw Water Main, Phase 1													
Construction			ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL						
			ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE						
Southern Wellfield Raw Water Main, Phase 2													
Design	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE							
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED							
Construction							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
							PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	
Aquifer Performance Testing													
Study & Evaluation	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL				
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Seminole Woods Reclaim Phase 1													
Construction	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL								
	ONGOING	ONGOING	ONGOING	PROJECTED	TIMELINE								
Seminole Woods Reclaim Phase 2													
Design				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				
Construction										ORIGINAL	TIMELINE	ORIGINAL	
										PROJECTED	TIMELINE	PROJECTED	
Pump Station Upgrades, 34-1													
Design						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL			
						PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED			
Construction											ORIGINAL	TIMELINE	
											PROJECTED	TIMELINE	
Belle Terre / Matanzas Woods Master Pump Station													
Design							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE			
							PROJECTED	TIMELINE	PROJECTED	TIMELINE			
Construction											ORIGINAL	TIMELINE	
											PROJECTED	TIMELINE	
Old Kings Road North Widening Utility Relocation													
Design				ORIGINAL	TIMELINE	ORIGINAL	ORIGINAL	TIMELINE	ORIGINAL				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				

UTILITY CAPITAL PROJECTS FUND (continued)	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
WTP#1, Replace Generator & Electrical Upgrades													
Design					ORIGINAL	TIMELINE	ORIGINAL	TIMELINE					
					PROJECTED	TIMELINE	PROJECTED	TIMELINE					
Construction									ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	Q1
									PROJECTED	TIMELINE	PROJECTED	TIMELINE	Q1
Force Main Extensions, PS24-2 to OKR													
Modeling (in-house)								ORIGINAL	TIMELINE				
								PROJECTED	TIMELINE				
WWTP#1 Reclaim Water Discharge													
Study & Design								ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	
								PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	
PEP System Upgrades													
Design (potential modeling)						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	
						PROJECTED	TIMELINE	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	
Biosolids Treatment Study													
Study						ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	
						PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	

OTHER CAPITAL PROJECTS	1st Quarter (FY16)			2nd Quarter (FY16)			3rd Quarter (FY16)			4th Quarter (FY16)			
Project Name	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	FY 17
Palm Coast Park - Landscape Buffer													
Design						ORIGINAL	TIMELINE						
						PROJECTED	TIMELINE						
Construction										ORIGINAL			
										PROJECTED			
Dirt Relocation													
Hauling			ORIGINAL	TIMELINE									
			ONGOING	PROJECTED									
Fiber Conduit - Belle Terre South to WTP2													
Design							ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	
							PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE	
Construction													

OTHER													
Transportation Impact Fee Study													
Study				ORIGINAL	TIMELINE	ORIGINAL	TIMELINE	ORIGINAL	TIMELINE				
				PROJECTED	TIMELINE	PROJECTED	TIMELINE	PROJECTED	TIMELINE				

Performance Measures Overview for Drainage Team - 99006, Infrastructure Team - 13006, Parks Team - 99002, TRANSPORTATION SUB-TEAM - 99014

This report gives an overview of the progress made in the Strategic Action Plan for Drainage Team - 99006, Infrastructure Team - 13006, Parks Team - 99002, TRANSPORTATION SUB-TEAM - 99014. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 41.41%

	Completed
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	**39.64%**
Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	28.50%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	28.50%
Approach 1.1.1.5 Replace aging infrastructure elements	3.33%
Measurement 1.1.1.5.b Infrastructure - Complete the design of Bridge #734064 rehabilitation (Colorado @ College Waterway)	5.00%
Comments	
1/15/2016	A design consultant was selected and a Purchase Order was issued.
Measurement 1.1.1.5.c Infrastructure - Complete a needs assessment & the design for the Public Works staff facility	5.00%
Comments	
1/15/2016	Conducted a meeting on site to review existing operations and facility and discussed needs. A concept plan was prepared.
Measurement 1.1.1.5.d Infrastructure - Complete the replacement of the Frieda Zamba Aquatic Center pump enclosure & filtration system	0.00%
Comments	
1/15/2016	Sought out interested firms to submit a proposal for design services
Approach 1.1.1.6 Maintain stormwater system elements	100.00%
Measurement 1.1.1.6.f Infrastructure - Complete freshwater canal dredging for Lehigh Canal	100.00%
Comments	
1/15/2016	Project completed on November 4, 2015.
Approach 1.1.1.7 Maintain a Capital Improvement Plan	25.00%
Measurement 1.1.1.7.a Infrastructure - Update the 10-year Capital Improvement Plan with funding alternatives.	0.00%
Comments	

1/15/2016	No action in first quarter FY'16, this item to be completed in second quarter FY'16.

Measurement 1.1.1.7.b Infrastructure - Update the 5 year CIP for the Budget.	0.00%

Comments	
1/15/2016	No action in first quarter of FY'16, item is scheduled to begin after 10-year CIP update.

Measurement 1.1.1.7.c Infrastructure - Create a one year timeline for infrastructure projects.	100.00%

Comments	
1/15/2016	Timeline has been created and it will be presented to the City Manager during Team's first quarter review.

Measurement 1.1.1.7.d Infrastructure - Track progress of one year timeline quarterly and report findings to the City Manager.	25.00%

Comments	
1/15/2016	Timeline has been updated and it will be presented to the City Manager during Team's first quarter review.

Measurement 1.1.1.7.e Infrastructure - Prepare an annual report to the City Manager that compares actual timeline to the original projected timeline.	0.00%

Comments	
1/15/2016	No action in first quarter FY'16, this item to be completed at the end of the fourth quarter FY'16.

Approach 1.1.1.8 Continually evaluate Park conditions and develop repair/replacement or maintenance programs	50.00%
Measurement 1.1.1.8.a Parks - Complete an annual evaluation of recreation infrastructure needs to identify and prioritize items to include in CIP.	50.00%

Comments	
1/15/2016	List of projects have been identified for review.

Objective 1.2 To assess the need to expand infrastructure for sustainable growth	43.92%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	31.67%
Approach 1.2.1.3 Complete Matanzas-Interchange-Old kings Road Improvement project	45.00%
Measurement 1.2.1.3.e Infrastructure - Complete Palm Harbor extension construction for the completion of the Matanzas Interchange/Old Kings Road improvement Project.	45.00%

Comments	
1/15/2016	Installation of storm drainage piping and structures continues. Roadway being graded.

Approach 1.2.1.14 Improve the City process for accepting and maintaining City assets.	0.00%
Measurement 1.2.1.14.d Infrastructure - Develop a process to inventory maintenance responsibilities for existing City assets.	0.00%

Comments

1/15/2016	No action in first quarter FY'16. In the second quarter a sub-team will be formed that will consist of members of the Infrastructure Team, Process Improvement Team, Internal Controls Team and department representatives to identify an asset management solution for fiscal year 2017.

Approach 1.2.1.15 Identify and inventory extent, type and responsible agency for County road maintenance	5.00%
Measurement 1.2.1.15.d Infrastructure - Develop an inventory of public assets and prepare agreements with other agencies where appropriate	5.00%

Comments	
1/15/2016	Sub team is reviewing and identifying what assets to track.

Approach 1.2.1.17 Address drainage related issues	46.67%
Measurement 1.2.1.17.b Drainage - Create an inventory of all drainage related standard operating procedures.	90.00%

Comments	
1/15/2016	Staff continues inventory of operating procedures for Construction Management & Engineering, reviewing handling citizens' concerns thru customer service.

Measurement 1.2.1.17.c Drainage - Evaluate all drainage related standard operating procedures (SOPs) on an annual basis for possible revision.	0.00%

Comments	
1/15/2016	No action in the first quarter FY'16. Staff will begin inventory of all drainage related standard operating procedures.

Measurement 1.2.1.17.d Drainage - Develop design criteria and procedures for addressing old substandard residential lot grading when a building permit for a new house is submitted for the adjacent property.	50.00%

Comments	
1/15/2016	Staff inserting ordnance "Sec. 24-158-Lot Grading" into the Tech Manual. Now being reviewed by Chief Building Official.

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	44.83%
Approach 1.2.2.3 Traffic Signal Study and recommendations for maintenance	100.00%
Measurement 1.2.2.3.b Complete an assessment of different intersection control devices and for traffic detection hardware and software that can be implemented into the City to improve traffic flow.	100.00%

Comments	
1/19/2016	This project was completed and submitted to the City. A presentation was made to City Council on November 24, 2015. Currently, City staff is gathering quotes for implementing phases 1 and 2.

Approach 1.2.2.4 Meet the recreational, educational and social needs of residents with a central gathering space- Implementation of the Community Center Concept Plan	90.00%
Measurement 1.2.2.4.b Infrastructure - Meet the recreational, educational and social needs of residents with a central gathering space- Implementation of the Community Center Concept Plan	90.00%

Comments

1/15/2016	A meeting was held with Design Team to review city comments on the 90% design submission package.

Approach 1.2.2.6 WTP#2 Wellfield expansion	25.00%
Measurement 1.2.2.6.b Utility - Complete construction of south wellfield project	50.00%

Comments

1/15/2016	Cleared and drilled two well sites out of the five wells sites. One well ready for development as part of Equip 5 Wells and Raw Water Main, Phase 2 project.

Measurement 1.2.2.6.c Utility - Perform aquifer performance test (APT)	5.00%

Comments

1/15/2016	Hydro geologist staked the monitoring well sites for City staff approval.

Measurement 1.2.2.6.d Utility - Complete design, permitting and construction of south zone wellfield activation	20.00%

Comments

1/15/2016	Design & Permitting for Phase 1 is complete.

Approach 1.2.2.7 Continue to ensure capacity is consistent with growth needs	98.00%
Measurement 1.2.2.7.c Infrastructure - Complete final design and permitting on Wastewater Treatment Plant #2	98.00%

Comments

1/15/2016	Plans 100% complete. Draft permit from FDEP sent to City staff for review.

Approach 1.2.2.8 Provide for current and future capacity of the Old Kings Road wastewater system	50.00%
Measurement 1.2.2.8.b Infrastructure - Complete construction of the Old Kings Road master pump station and force main system from Town Center Blvd to Utility Drive.	50.00%

Comments

1/21/2016	Force main installed and tested. Preliminary as-builts submitted to City staff for review. Master Pump Station site cleared and concrete structures delivered and placed.

Approach 1.2.2.17 Complete Fire station 22 renovations	20.00%
Measurement 1.2.2.17.b Infrastructure - Complete Fire station 22 renovations.	20.00%

Comments

1/15/2016	Obtained and updated price proposals.

Approach 1.2.2.19 Complete City Hall Project	0.00%
Measurement 1.2.2.19.b Infrastructure - Complete Phase III of City Hall/Central Park improvements	0.00%

Comments

1/15/2016	No action in first quarter FY'16. No funding allocated in the CIP for this project.

Approach 1.2.2.20 Complete Palm Coast Parkway 6-Laning project	100.00%
Measurement 1.2.2.20.a Infrastructure - Complete the construction of Palm Coast Parkway 6-Laning project	100.00%

Comments

1/15/2016	Project completed.

Approach 1.2.2.21 Complete Old Kings Roadway Widening Project	5.00%
Measurement 1.2.2.21.a Infrastructure - Continue right of way acquisition process for the Old Kings Roadway widening project	5.00%

Comments

1/15/2016	Right-of-Way maps were updated.

Approach 1.2.2.23 Ensure ADA transition for Public Rights of Way (ROW)	0.00%
Measurement 1.2.2.23.a Transportation Sub-Team - Draft ADA transition plan for public rights of way	0.00%

Comments

1/19/2016	No work done during the first quarter FY' 16.

Strategy 1.2.3 Keeping older neighborhoods attractive and relevant	51.75%
Approach 1.2.3.1 Complete improvements to Bulldog Drive / State Road 100 / and FPC traffic.	100.00%
Measurement 1.2.3.1.e Complete the SR 100 landscape/irrigation construction median project (I-95 to Roberts road)	100.00%

Comments

1/15/2016	Project is complete.

Approach 1.2.3.2 Complete Old Kings Road widening to 4-lanes from Palm Coast Parkway to Matanzas Woods Parkway.	75.00%
Measurement 1.2.3.2.b Infrastructure - Complete the design of the Old Kings Road 4-lane widening within the responsibility of COPC.	75.00%

Comments

1/15/2016	A meeting was held with Design Team to review city comments on the 60% design submission package. A public meeting was also conducted to receive public input on the project design.

Measurement 1.2.3.2.d Infrastructure - Complete construction of the Matanzas Woods Parkway reclaimed pipeline	75.00%

Comments

1/15/2016	The reclaimed main included in the Matanzas Woods Reclaimed Water Main, phase 2 project is complete. A portion of the Matanzas Woods Reclaimed Water Main, phase 1 is installed.

Approach 1.2.3.8 Complete Holland Park-improvement project	49.00%
Measurement 1.2.3.8.b Infrastructure - Complete construction of Holland Park.	49.00%

Comments

1/15/2016	Underground utilities 90% complete. Perimeter sidewalk 90% complete. Restroom plumbing & electrical underground complete. Reuse connected to ball fields.

Approach 1.2.3.13 Evaluate potential beautifications enhancements for the Palm Coast east district.	55.00%
Measurement 1.2.3.13.c Infrastructure - Implement phasing plan for neighborhood improvements in the Parkway East district	100.00%

Comments

1/15/2016	Added Palm Harbor median, Community Center, and Fire Station 22 Improvements public projects as part of CIP.

Measurement 1.2.3.13.d Infrastructure - Complete design and construction of median landscape improvements at Parkway East (Palm Harbor Pkwy.)	10.00%

Comments

1/15/2016	Design is 90% complete.

Approach 1.2.3.14 Complete Belle Terre Medians design	5.00%
Measurement 1.2.3.14.d Infrastructure - Complete construction of the landscape and irrigation (reclaim) on Belle Terre Pkwy, from Royal Palms Pkwy to SR 100	5.00%

Comments

1/15/2016	Site development permit and building permit have been issued. Quotes are being solicited for directional bores for irrigation.

Approach 1.2.3.18 Evaluate potential beautification enhancements for various areas of Palm Coast	0.00%
Measurement 1.2.3.18.a Infrastructure - Design & construct irrigation and lighting improvements for I95 at SR 100	0.00%

Comments

1/15/2016	No action this first quarter FY'16.

GOAL 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	**33.33%**
Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021	100.00%
Strategy 2.1.1 Inventory progress to date and update projects and programs	100.00%
Approach 2.1.1.13 Gain a better understanding of public transportation services and public need through a presentation from Flagler County Transportation Services	100.00%
Measurement 2.1.1.13.a Request a presentation from Flagler County to discuss the existing and potential public transportation services	100.00%

Comments

1/19/2016	Council members and City Staff attended the public workshop for the Transit Development Plan fourth quarter of FY'15.

Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success	0.00%
Strategy 2.2.3 Support event activities that provide positive economic impact for the community	0.00%
Approach 2.2.3.1 Support event activities that provide positive economic impact for the community	0.00%
Measurement 2.2.3.1.a Infrastructure - Complete design and construction of restrooms at Town Center Performing Arts Center	0.00%

Comments

1/15/2016	No action during the first quarter FY'16. Design Consultant to be contracted in the second quarter FY'16.

Measurement 2.2.3.1.b Infrastructure - Complete design and construction of restrooms at Indian Trails Middle School field	0.00%

Comments	
1/15/2016	No action during the first quarter FY'16. Design Consultant to be contracted in the second quarter FY'16.

GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**25.00%**
Objective 3.1 Diversify our revenue sources	25.00%
Strategy 3.1.1 Evaluate and target diversification of funding sources	25.00%
Approach 3.1.1.9 CIP Grant futures	25.00%
Measurement 3.1.1.9.a Infrastructure - Conduct grant evaluation and track results quarterly for possible grant funded capital projects.	25.00%

Comments	
1/20/2016	No new grants were sought in the first quarter FY'16.

GOAL 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	**47.63%**
Objective 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	45.20%
Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations	45.20%
Approach 4.2.2.3 Complete Construction for Seminole Woods Multi-use Path	8.67%
Measurement 4.2.2.3.c Infrastructure - Complete design and construction of Seminole Woods neighborhood signs (2)	10.00%

Comments	
1/15/2016	Design of sign at northeast corner of Seminole Woods Parkway and SR 100 nearly complete.

Measurement 4.2.2.3.d Infrastructure - Complete design of Citation/Sesame MUP	16.00%

Comments	
1/15/2016	Survey for Seminole Woods to Selma is complete.

Measurement 4.2.2.3.e Infrastructure - Complete construction of Seminole Woods MUP phase VI and phase V (Citation/Sesame)	0.00%

Comments	
1/15/2016	No action this first quarter FY'16. Phase VI to be advertised for construction in second quarter FY'16.

Approach 4.2.2.6 Bench Master Plan update	100.00%
Measurement 4.2.2.6.b Work with the Parks Team to develop a plan to tie in the bench master plan with the bus stop design prototype being developed	100.00%

Comments	
1/19/2016	We updated the bus stop locations and overlaid them on the bench master plan.

Measurement 4.2.2.6.c Integrate the bench master plan with targeted school bus stop locations	100.00%

Comments	
1/19/2016	We updated the bus stop locations and overlaid them on the bench master plan.

Objective 4.3 Evaluate current "Green" initiatives and target projects that are sustainable	51.67%
Strategy 4.3.1 Reduce waste through sustainable practices	100.00%
Approach 4.3.1.14 Complete Consumptive Use Permit (CUP) Application for landscape irrigation City wide.	100.00%
Measurement 4.3.1.14.a Infrastructure - Complete Consumptive Use Permit (CUP) Application for landscape irrigation City wide.	100.00%

Comments	
1/15/2016	A 20-year CUP was approved on December 11, 2015 and received from the water management district.

Strategy 4.3.2 Staying in the forefront of sustainable communities in the State of Florida	27.50%
Approach 4.3.2.2 Perform energy audit	27.50%
Measurement 4.3.2.2.d Infrastructure - Obtain LEED Certification for the City Hall Project.	50.00%

Comments	
1/15/2016	Consultant compiling documents needed for submission.

Measurement 4.3.2.2.e Infrastructure - Begin process to obtain Energy Star Label for City Hall Project (submission of compiled data a fter 12 months of occupancy)	5.00%

Comments	
1/15/2016	Consultant compiling a list of information needed for submission.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**46.36%**
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	25.00%
Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events	25.00%
Approach 5.1.1.5 Art in Public Places Policy	25.00%
Measurement 5.1.1.5.b Parks - Report quarterly on coordination efforts for Art in Public Places.	25.00%

Comments	
1/15/2016	Update provided at Parks Team meeting.

Objective 5.2 Enhance safety measures throughout the community	35.00%
Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards	50.00%
Approach 5.2.1.5 Evaluate existing parks for safety enhancements (for example sun shades)	50.00%
Measurement 5.2.1.5.a Parks - Evaluate and provide shade sail options for park installation	100.00%

Comments

1/22/2016	Shade sail type selected during Holland Park playground design.

Measurement 5.2.1.5.b Infrastructure - Install shade sails at designated parks according to recommendations by the Parks Team	0.00%

Comments	
1/15/2016	Design consultant to be advertised and contracted in the second quarter FY'16.

Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	27.50%
Approach 5.2.2.2 Maintain, repair or replace major roadway crossing to ensure safety	5.00%
Measurement 5.2.2.2.a Infrastructure - Maintain, repair or replace one (1) major roadway crossing every two (2) years (FY 2016 Boulder Rock crossing)	5.00%

Comments	
1/15/2016	Construction Contract approved by City Council. A Public Meeting to be held in second quarter FY'16 and Construction to begin in second quarter FY'16.

Approach 5.2.2.3 Replace deteriorating Stormwater pipes from roadways through seawall to prevent roadway flooding	75.00%
Measurement 5.2.2.3.a Infrastructure - Replace 4 deteriorating stormwater pipes from roadways through seawalls	75.00%

Comments	
1/20/2016	Three pipes were completed in the first quarter FY'16.

Approach 5.2.2.9 Evaluate intersections for safety improvements	15.00%
Measurement 5.2.2.9.a Transportation Sub-Team - Evaluate major street intersections for potential safety improvements	0.00%

Comments	
1/19/2016	Will begin work on this during the third quarter of FY'16.

Measurement 5.2.2.9.b Infrastructure - Design & construct Old Kings Rd Town Center Blvd temporary traffic signal	30.00%

Comments	
1/22/2016	Design is 90% completed. Construction to begin in the second quarter FY'16.

Objective 5.3 Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities	68.75%
Strategy 5.3.1 Share resources between organizations to broaden citizen experiences	68.75%
Approach 5.3.1.5 Evaluate safety measures for transportation of students to school (bike/walk/bus stops)	58.33%
Measurement 5.3.1.5.a Identify and implement safety programs that are available through the TPO.	25.00%

Comments	
1/19/2016	City staff meets with the TPO bike-ped coordinator monthly to discuss safety programs that are available through the TPO.

Measurement 5.3.1.5.b Create a standard signing plan for the bike/ped system.	50.00%

Comments	
1/19/2016	Currently working on this as part of the Belle Terre Pkwy. / Blvd. Corridor Study. This study will be completed by February 2016.

Measurement 5.3.1.5.d Parks - Coordinate with Flagler Schools to integrate school bus stops with our bench master plan	100.00%

Comments

1/15/2016	Updated bus stop locations have been integrated into the City's GIS system.

Approach 5.3.1.6 Secure funding through the TPO to perform a corridor study to improve access management and safety.	100.00%
Measurement 5.3.1.6.a Secure funding through the TPO to perform a corridor study to improve access management and safety. (Belle Terre Pkwy)	100.00%

Comments	
1/19/2016	Study was submitted in draft format November 2015. Comments were provided in December 2015. The Study will be completed in second quarter FY'16.

Internal Controls Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Jay Maher
Date:	1/26/2016
Dept./Team:	Internal Controls Team
Re:	2016 Q1 Progress Report

Mission:

Internal Control Team is tasked with assuring achievement of The City of Palm Coast's objectives in operational effectiveness and efficiency, reliable reporting and compliance with laws, regulations and policies.

Executive Summary:

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The Ice Team which was empaneled during FY 2015 has made great strides towards accomplishing their mission. The areas initially identified were time clock control, fuel inventory control and asset and inventory control. In addition to the control areas initially identified, an internal Fraud/Waste and Abuse hotline was implemented. A companion Hotline will be rolled out to residents in FY2016. During the first quarter of FY2016 other controls were identified for examination. Access Controls as well as GPS have both been identified as requiring attention from the team. Access Controls as well as GPS controls will be vigorously examined and resolutions pursued during FY2016.

Progress Report:

Time Clocks –This control was finalized and completed during the first quarter of 2016. We now have one hundred percent compliance.

Fuel Inventory Controls A sub-team of the ICE team was created during the first quarter of 2016. The team has met regarding fuel inventory several times among themselves and with vendors. It came to light during these meetings that issues with the system involving lightning strikes and the Veeder Root system would have to be addressed prior to implementation. Arrangements have been made to address the Veeder Root problem as well upgrading the fuel dispensing system. Two new Fuelmaster heads and twenty experimental AIM system modules will be installed during FY2016.

Inventory Control/Equipment The Ice Team has begun to tackle this massive project during the first quarter of 2016. City personal from several departments that are familiar with past attempts to consolidate Asset and Inventory controls were brought together in a sub-team. During the sub-teams first meetings, attempts were made to identify the specific needs of each department. The team began by requesting that Directors identify members of their departments that are currently responsible for asset/ inventory controls. Once this was accomplished a survey was fabricated to identify current processes, needs and specific concerns of each department. The survey is to be finalized by each department during the second quarter of 2016.

Progress Report

Fraud/Waste Hotline - During the first quarter of 2016 the Fraud Waste and Abuse policy was implemented. The city internal Fraud/Waste Hotline also went live during the first quarter of 2016. The existence of the hotline was unveiled to employees at several state of the city gatherings as well as by city wide email. A link has been placed on the intranet page for the hotline. Poster and brochures are currently being created for publication and distribution. Although several cases have been investigated by the ICE Team Investigative group no reported cases of fraud, waste or ab have been reported via the hotline during the first quarter of 2016.

Access Controls - Soon after our move to the new city hall it was determined that access controls for the new building would need to be developed. Members of the team in conjunction with IT personnel have begun to develop an access control matrix for the new city hall. To ensure uninterrupted use of the new City Hall building IT has implemented changes based on the access control matrix being developed by the Internal Controls Team. Once the matrix can be exported from the access control system the Internal Controls team will review it for accuracy and completeness. In the near future a policy will be written to give direction on who can request changes to the access control system and how.

GPS- Fleet - Since the inception of the Ice team's investigative group the current GPS system has been instrumental in detecting wrongdoing as well as clearing wrongfully accused employees. In cases in which GPS was not present on subjects vehicles extensive man hours were required to investigate. It came to light during the investigations that our current GPS system was slowly being phased out by the provider. The Ice Team was assigned the responsibility of identifying a new GPS vendor. Based upon several recent investigations the team has now been directed to tighten up policies regarding GPS to include responsibilities of managers to monitor their employees GPS history.

Performance Measures Overview for Internal Control Team - 99011

This report gives an overview of the progress made in the Strategic Action Plan for Internal Control Team - 99011. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 47.67%

	Completed
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	**10.00%**
Objective 1.2 To assess the need to expand infrastructure for sustainable growth	10.00%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	10.00%
Approach 1.2.1.14 Improve the City process for accepting and maintaining City assets.	10.00%
Measurement 1.2.1.14.e Identify a comprehensive solution option for an asset management program that can be used city-wide and ensures proper internal controls are in place for City assets	10.00%
Comments	
1/26/2016	An Asset and Inventory sub-team has been empaneled to examine the specific needs of all of the departments within the City of Palm Coast. The Asset and Inventory sub-team has contacted the directors of every department throughout the city to identify key members of their staff to be included in this process
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**50.36%**
Objective 3.3 Establish system to continually evaluate and enhance internal financial controls	50.36%
Strategy 3.3.1 Create an anonymous reporting program to alert of potential financial improprieties	30.00%
Approach 3.3.1.1 Establish internal committee to review internal control processes	30.00%
Measurement 3.3.1.1.b Develop programs and procedures to review internal controls	35.00%
Comments	
1/26/2016	The Internal controls team is in the process of developing several programs to review internal controls. The team is currently working on Asset Inventory Control as well as Access Controls. Other control deficiencies will be addressed as they arise.
Measurement 3.3.1.1.c Review 2 processes per year to ensure proper internal controls are in place	25.00%
Comments	
1/26/2016	The team has identified two controls to review during FY 2016. The first control is Asset and Inventory Controls the second is Facility Access Controls.
Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization	53.75%
Approach 3.3.2.1 Establish reporting hot line to identify potential internal control deficiencies.	83.33%
Measurement 3.3.2.1.a Establish a reporting hot line to identify potential internal control deficiencies.	100.00%
Comments	

1/26/2016	The City of Palm Coast Fraud Waste and Abuse Hotline was implemented during the first quarter of 2016.

Measurement 3.3.2.1.b Establish procedures and processes for investigating complaints received via Fraud/Waste Hotline	100.00%

Comments	
1/26/2016	A process and procedure was developed to investigate Fraud/waste complaints. The team has in fact already investigated and documented several cases utilizing the procedures and processes

Measurement 3.3.2.1.c Implement both internal and external Fraud/Waste Hotlines	50.00%

Comments	
1/26/2016	The City of Palm Coast Fraud waste and Abuse hotline was implemented internally during the first quarter of 2016. The external hotline for our residents will be implemented during third quarter of 2016

Approach 3.3.2.3 Ensure proper controls are in place for access to City facilities	37.50%
Measurement 3.3.2.3.a Develop a facility access level control matrix	50.00%

Comments	
1/26/2016	Members of the team in conjunction with IT personnel have begun to develop an access control matrix for the new city hall.To ensure uninterrupted use of the new City Hall building IT has implemented changes based on the access control matrix being developed by the Internal Controls team. Once the matrix can be exported from the access control system the Internal Controls team will review it for accuracy and completeness.

Measurement 3.3.2.3.b Establish procedures for the maintenance of the facility access level matrix	25.00%

Comments	
1/26/2016	Members of the Internal Control team have been working hand in hand with personnel from IT to develop a citywide access control matrix. The city wide access control matrix has been tweaked by IT to ensure uninterrupted use and a full review of the current City wide access control matrix will move forward after City Hall's access control review is completed. A policy will be written next quarter to give direction on who can request changes to the access control system and how.

Approach 3.3.2.4 Ensure proper controls are in place to monitor and account for city assets and inventory	42.50%
Measurement 3.3.2.4.a Establish a sub-team of the Internal controls team to identify weaknesses in the current asset and inventory processes.	100.00%

Comments	
2/4/2016	An Asset and Inventory sub-team has been formed and have begun working on this project.

Measurement 3.3.2.4.b Establish a procedure to identify weakness within City of Palm Coast current asset and inventory control processes.	50.00%

Comments	
2/4/2016	The asset & inventory sub-team have begun identifying key members of each department currently responsible for assets and inventory. The sub-team has begun to formulate a survey to be completed by all departments.

Measurement 3.3.2.4.c Develop procedures to better control City of Palm Coast assets & inventory.	10.00%

Comments	
2/4/2016	The Asset & Inventory Sub-team is in the information gathering stages of this endeavor. The team intends to make great strides in developing asset and inventory control in the coming months.

Measurement 3.3.2.4.d Implement procedures and processes to control City of Palm Coast assets & inventory.	10.00%

Comments

2/4/2016	The asset Sub-Team is just beginning the research necessary to complete this enormous goal. The team intends to make great strides towards completing this measure in coming months.

Approach 3.3.2.5 Ensure proper controls are in place to identify and monitor employee behavior as it relates to waste, safety or abuse of City of Palm Coast vehicles.	50.00%
Measurement 3.3.2.5.a Identify potential weaknesses within our current system of monitoring employee behavior as it relates to waste, safety or abuse of City of Palm Coast vehicles.	50.00%

Comments	
2/4/2016	Several potential weaknesses in our current system of monitoring employee behavior as to waste, safety and abuse of city vehicles have been identified and steps are being taken to correct those weaknesses.

Measurement 3.3.2.5.b Develop procedures for better control of employee behavior as it relates to waste, safety or abuse of City of Palm Coast vehicles.	50.00%

Comments	
2/4/2016	The team has begun developing better controls as it relates to employees usage of city vehicles. The team will make considerable progress towards completing this measure during fiscal year 2016.

Measurement 3.3.2.5.c Implement procedures regarding the monitoring of employee behavior as it relates to waste, safety or abuse of City of Palm Coast vehicles.	50.00%

Comments	
2/4/2016	Potential weaknesses have been identified in our controls of employees use of city vehicles as it relates waste, abuse and safety. A more sophisticated system of monitoring these behaviors will be implemented later in FY 2016 .

Information Technology

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
Prepared by:	Steve Viscardi, IT Director
From:	Steve Viscardi, IT Director
Date:	1/29/2016
Department:	Information Technology
Re:	1st Quarter FY 2016

Executive Summary:

The IT department continues to make progress on our performance measures while also supporting the day to day operational requests of City departments.

The Applications division has been busy working on converting paper forms and processes into an electronic format. The IT User Request form has been created and is in production. Significant work has also been done on making all new hire paperwork electronic. We expect those forms to be completed in Q2 of this year. We are also preparing for some significant upgrades and application changes. Munis and Kronos will both be upgraded this fiscal year. The decision was also made to replace the plans review software system. The same vendor who provides our permitting system, Perconti Data Systems, will be developing a singular system which will handle all permitting and plans review.

The Operations division spent the majority of Q1 preparing the facility and ultimately moving all users and equipment into a new City Hall. In addition to new networking equipment, new systems were developed for twelve conference rooms. The systems included the use of large screen tvs instead of projectors, PCs on a 'stick' with wireless keyboards and mice instead of laptops, and Apple TVs to allow ipad mirroring. The new Community Wing, used for Council meetings and workshops was enhanced with a new audio visual system. The system includes large screen TVs, annotation enabled touchscreen monitors, and a centralized control program. A new eighteen seat training room was also installed. While proud of the new equipment, staff is still working out some kinks, as well as the management of all the new systems.

The GIS division continues to update the City's Land Rights Database. GIS also provided the Public Works department with a mobile street light collector application. The application allows staff to collect asset location information. We have also been preparing to upgrade our GIS system to the latest version of the ESRI software.

Budget Report:

Our year to date budget is within operational norms. The 05102 Software and Consulting Services org key is currently approximately 65% expended. This is to be expected as this account funds many of our software maintenance expenses which are annual costs, usually paid in full at the beginning of the fiscal year.
Also, our 05200 budget is 62% expended. This is due in large part to expenses related to the new City Hall.

Progress Report

Progress Report:

Munis Upgrade 1.2.2.13.12425.h – The Munis upgrade has been scheduled with the vendor for the week of April 4th. Kickoff meeting will be in Q2. We plan to be on the new version by the end of Q3. This will require a coordinated effort from many City departments to fully test the new version and certify it ready to go live.

Kronos Upgrade 1.2.2.13.12425i – The Kronos upgrade is also being readied for deployment. The Statement of Work and purchase order has been delivered to the vendor. We are waiting on a schedule date from the vendor. We hope to begin in Q2, but anticipate a Q3 start and end date.

Online Permit Requests 3.2.1.36.12425.b – The decision was made to replace the ProjectDox plan review software. We will be contracting with Perconti Data Systems to develop an all in one application, permitting, and review system. Perconti currently provides CD+, our permitting management system. Perconti has been an effective vendor for us and we are excited to have them developing a review system that will seamlessly integrate with our current system. After speaking with Perconti, we feel a Q3 implementation date is achievable. In the interim, we are also working on a system where contractors can upload permit applications for seventeen of our permit types. This will go live in Q2 and pave the way for our new electronic system.

CD+ mobile module 3.2.1.36.12424.c – This system has completed its' pilot project and is ready for deployment. The first group of approximately 15 inspectors will be given new tablets in Q2 of this year. The users of the system have been very pleased and the vendor, Perconti Data Systems, has been very responsive to providing bug fixes and program change requests.

Electronic Forms Conversion 4.3.1.1.12425.d – This quarter we completed the IT User Request form. This form is used to grant new users network, security, and applications access. The form and associated workflow, simplifies the process. We are also currently working on all the HR new hire paperwork. This will significantly improve a currently manual process. We anticipate this to be completed in Q2. We will be coordinating with the Process Improvement team to identify addition forms for conversion. We also have some Finance department workflows to convert.

Performance Measures Overview for INFORMATION TECHNOLOGY - 12425

This report gives an overview of the progress made in the Strategic Action Plan for INFORMATION TECHNOLOGY - 12425. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 24.75%

	Completed
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	**11.88%**
Objective 1.2 To assess the need to expand infrastructure for sustainable growth	11.88%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	40.00%
Approach 1.2.1.5 Completion of outstanding identified infrastructure databases	40.00%
Measurement 1.2.1.5.a Maintain and update inventory of all IT infrastructure in database.	40.00%
Comments	
1/29/2016	Datacenter has been completed and input in system. All new purchases have been entered into system.
Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	7.86%
Approach 1.2.2.13 Perform Information Technology (I.T.) System upgrades	7.86%
Measurement 1.2.2.13.a Complete clean up of the Kronos "Bugs"	5.00%
Comments	
1/29/2016	Kronos upgrade is planned for Q3
Measurement 1.2.2.13.e Maintain a multi-year replacement schedule for all equipment and prioritize the replacement of the equipment	0.00%
Comments	
1/29/2016	Should be completed Q2
Measurement 1.2.2.13.f Evaluate and recommend a replacement or upgrade for the City's existing telephone system.	20.00%
Comments	
1/29/2016	Completed by Q2
Measurement 1.2.2.13.g Develop a project timeline for the upgrade of the City's telephone system and budget for the new system to be completed by the end of FY '16 Q2.	20.00%
Comments	
1/29/2016	Staff will complete evaluation by Q2
Measurement 1.2.2.13.h Complete MUNIS upgrade	5.00%
Comments	
1/29/2016	Upgrade is scheduled to start April 4, 2016. Kickoff meeting will be scheduled for first week in February

Measurement 1.2.2.13.i Migrate all users to Office 365	0.00%
Comments	
1/29/2016	Generating cost analysis of hosted vs on premise MS Office
Measurement 1.2.2.13.j Complete Kronos upgrade	5.00%
Comments	
1/29/2016	Waiting on official date from Kronos. Anticipate Q3.
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**39.44%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	39.44%
Strategy 3.2.1 Review existing operational procedures and policies	25.71%
Approach 3.2.1.8 Upgrade of Munis	0.00%
Measurement 3.2.1.8.a Complete revamp user permissions in MUNIS	0.00%
Comments	
1/29/2016	Project is scheduled to start after Munis upgrade. Q4
Approach 3.2.1.36 Implement electronic processes to improve current procedures	25.00%
Measurement 3.2.1.36.a Implement ProjectDox Enhancements	0.00%
Comments	
1/29/2016	Decision has been made to replace ProjectDox. No further work will be done on the system.
Measurement 3.2.1.36.b Implement online permit request process	20.00%
Comments	
1/29/2016	Decision was made to replace ProjectDox with Perconti systems. Development will start Q2 with Q3 completion. Also, 17 permit types will be available to submit online in Q2.
Measurement 3.2.1.36.c Implement CD+ mobile module	30.00%
Comments	
1/29/2016	Application has been successfully tested. First wave of 14 tablets will be rolled out Q2
Measurement 3.2.1.36.d Implement CD+ invoicing module	50.00%
Comments	
1/29/2016	Module is installed. Training and Finance coordination remains.
Approach 3.2.1.37 Complete a bring your own device (BYOD) policy	60.00%
Measurement 3.2.1.37.a Complete a bring your own device (BYOD) policy	60.00%
Comments	
1/29/2016	Draft policy will be submitted Q2
Approach 3.2.1.38 Transfer alarm monitoring to FCSO	20.00%
Measurement 3.2.1.38.a Transfer alarm monitoring to FCSO	20.00%
Comments	
1/29/2016	Equipment research has been done. Coordinating meeting with City and SO Dispatch staff in Q2.

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	87.50%
Approach 3.2.2.7 Evaluate Communications Costs for potential elimination of services	85.00%
Measurement 3.2.2.7.a Evaluate communication costs for the potential elimination of services and report findings to the City Manager.	85.00%

Comments	
1/29/2016	Report will be completed Q2

Approach 3.2.2.9 Implement MUNIS cashiering package	90.00%
Measurement 3.2.2.9.a Implement MUNIS Cashiering package in coordination with Finance Department	90.00%

Comments	
1/29/2016	Waiting for Paymentus to test on demand payment inquiry. They have indicated testing will begin first week of february

GOAL 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	**25.00%**
Objective 4.3 Evaluate current "Green" initiatives and target projects that are sustainable	25.00%
Strategy 4.3.1 Reduce waste through sustainable practices	25.00%
Approach 4.3.1.1 Minimize paper use for city forms	25.00%
Measurement 4.3.1.1.d Provide support to other departments and teams to convert at least 4 forms/processes to an electronic method	25.00%

Comments	
1/29/2016	completed new user request form. Working on HR new hire process and online permit submission.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**10.00%**
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	10.00%
Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events	10.00%
Approach 5.1.1.2 Initiate an events app as a test pilot program	10.00%
Measurement 5.1.1.2.a Develop first event App	10.00%

Comments	
1/29/2016	Decision on scope of app and build vs buy decision needs to be made

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**10.00%**
Objective 6.3 To enhance awareness of customer service and relationships with our citizens	10.00%
Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation	10.00%
Approach 6.3.1.1 Citizen Issue Mobile App	10.00%
Measurement 6.3.1.1.a Identify the scope and approach of deploying a mobile data application	10.00%

Comments	
1/29/2016	Investigated options. Coordinating with Customer Service project.

Parks and Recreation

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Luciana Santangelo/*Luciana Santangelo*
Date:	February 8, 2016
Dept./Team:	Parks and Recreation
Re:	2016 Q1 Report

Executive Summary:

What is the story of Q1? All "things" New. As we began the first quarter, a new fiscal year starts and with that, many of our co-workers begin preparing for their move into their new home at City Hall. While this move did not directly affect Parks and Recreation, there was a secondary outcome that led to an exciting new partnership. "How did this happen?" In a word, kismet, that wonderful power that is "believed to control what happens in the future." There is no other explanation that would put two strangers at the same place at the same time and result in an opportunity that will ultimately benefit both the physical and economic health and welfare of the citizenry of Palm Coast.

How did this begin? Blame it on City Hall! With the opening of the new City Hall, travelling to meetings brings the Parks and Recreation Director in close proximity to Panera Bread, and since meetings can be long, a stop for a cup of coffee is often in order. It was a Wednesday and time for the Executive Team meeting…a stop was definitely needed. So, as the Director pulled into the Panera Bread parking lot she noticed a truck sprawled with the logo of the Flagler Rowing Club. Rowing was one of those activities that had always been of interest but never pursued so, she thought, why not see who belonged to this vehicle and find out about this new Club. The owner of the vehicle happened to be the coach of the rowing club.

While the coach is physically small in stature, she exudes a personality that overflows with a passion for the sport. Her motivation stems from a true desire to introduce this activity to anyone and everyone who has an inkling of an interest. She was inviting and sincere as she shared with the Director their story and evolution. She, the Coach, began explaining how the Club had recently moved from Volusia County to Palm Coast; how the response from those in Palm Coast had been overwhelmingly positive; how they planned to grow their club membership; and, finally, how they were struggling to find a permanent location to call home.

Two thoughts entered the mind of the Director, first, the idea of a rowing club and the associated program opportunities fit well with the Community and the Brand of the City - an active, outdoor lifestyle. Second was the potential for increased visitors to Palm Coast through rowing. See, the Flagler Rowing Club members are connected to many of the University's and their respective rowing teams. They, the Club, play a key role in bringing row teams from several university's including Syracuse University and Clemson University to Palm Coast for training. The Director immediately knew that this was "something" and wanted to build on the momentum of the conversation. Information was exchanged with the promise of a more formal meeting being scheduled.

Fate or kismet or whatever you want to call those wonderful "things" that happen in life created this new partnership opening the door of opportunity to create new recreational opportunities and experiences for the residents of Palm Coast.

Progress Report

Budget:

We continue to complete the Cost Analysis reports for each program to monitor cost recovery of programs per policy.

In response to comments from former Discover Trip participants, in Q1 we began mailing, via USPS, confirmation letters to registered participants. These mailings serve as a reminder to the traveler and allows Parks and Recreation to expand on the details of their upcoming venture. This is a newly instituted level of customer service well received by the recipient. For this reason, the practice will continue. The associated budget transfer will be completed when necessary.

Progress Report:
New Staff

As noted throughout FY'15, one of our biggest challenges proved to be a lack of staff. Fortunately for the department and in turn, the residents of Palm Coast, we have overcome that challenge with the hiring of 2 **new** staff members. The team approach was implemented in the hiring process soliciting assistance from Human Resources, Finance, Fire and Communications/Marketing. We had a great pool of candidates who participated in a multi-step selection process. After a rigorous schedule of interviews, tours of facilities, writing assignments and role play, the Team selected 2 candidates to fill the open positions.

Crystal Long, Recreation Supervisor, General Recreation and Alex Boyer, Recreation Supervisor, Athletics began employment with the City in December and January, respectively.

Both of these new staff members will play key roles in meeting the goals of the City and in completing the Department Performance Measures.

New Programs and Activities

As we begin Q1, the new Fall season of programs begins. Several new programs were introduced including Pickleball (formal program held 2 days/week), Kindercooks, Lil' Kicker Soccer and Recreation on the Go.

Recreation on the Go is a new, creative, mobile program used to market recreation and the Parks and Recreation Department to those in the community. This program is a tool to help us communicate the benefits of Recreation to the residents we serve. The goal is to host specialized activities at different park locations once per month. While attendees are enjoying the activity we discuss upcoming programs, activities and events being held during the season.

Community Center

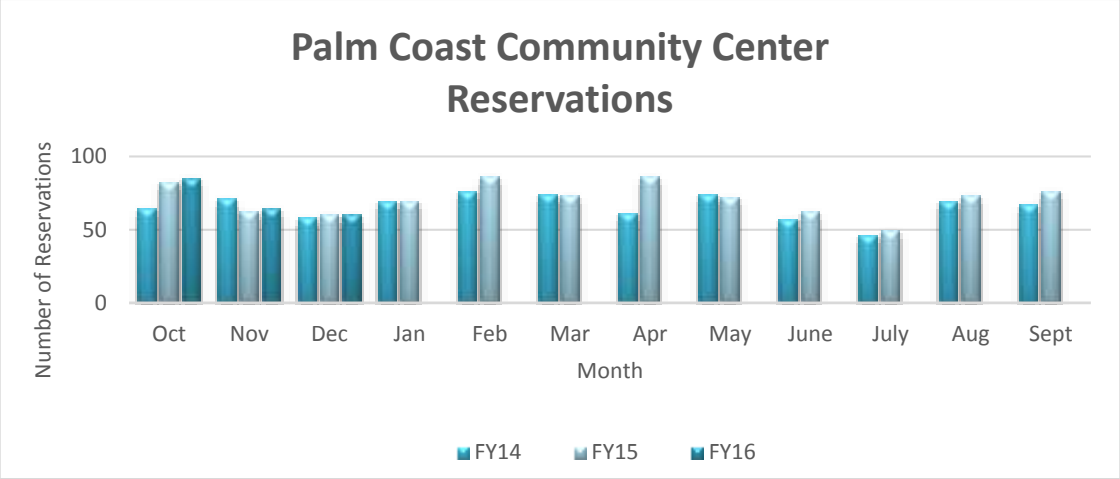
The Community Center continues to be the location of choice for individual private events and meetings. Our biggest compliment is learning that our new renters have been referred by friends who had previously utilized or visited our facility.

New On-Going Rental

We have also secured a new on-going user of the Facility, Shotakan Karate USA. They began teaching youth Karate on October 5 and meet twice a week for instruction. They have been so pleased with the location and response from the community that they are already planning for an expansion into adult karate programs.

Overall, in Q1 we have increased, ever so slightly, the number of reservations in comparison to Q1 of 2015. (See chart on next page).

Progress Report



Sports Tourism & TDC Partnership

Q1 begins the Sporting Event season in Palm Coast. In addition to the annual events, such as the Summer Salt Gymnastics Meet, the PDA Fall Classic, the Pumpkin Shoot Out, the Cradle for the Cure Girls Lacrosse, the Veteran's Day Lacrosse Tournament and the NPL Soccer Showcase, one **new** event was held in Palm Coast.

New Event/Host

In December we assisted an organization from Virginia, **Soccer Management Company**, with the implementation of a **new soccer tournament** and showcase, the Florida Winter Cup. This event hosted 80 teams from across the state of Florida, Virginia and Illinois. The event was so successful, the organization has already booked dates for December 2016 and will increase the number of teams permitted entry from 80 to 120.

At the end of the first quarter, we played host to 7 events, 1 of which was new with an estimated $2.15M in visitor spending, up slightly from Q1 2015.

Visitor Spending Estimates

Progress Report

Golf & Tennis **New Project**	At the November 13, 2015 Park Team meeting, members met with Kemper Sports Management (KSM) staff, General Manager, Brad Adams and Golf Course Superintendent, Roger Hale, to discuss the bunker renovation project at the Palm Harbor Golf Club. KSM staff were tasked with providing a DRAFT Scope of Work, which was submitted on November 23. Additionally, KSM consultant Dave Downing, CGCS provided a follow-up evaluation of the bunkers. Both submittals proposed the idea of either removing bunkers or reducing the size of the bunkers. The justification revolved around the high demand for maintenance that bunkers require. However, prior to a final decision, additional evaluation will be needed. The Park Team decided to contact George Clifton of Clifton, Ezell and Clifton Golf Design Group and architect for the redesign/renovation of the golf course in 2006 and request his evaluation and recommendation for the bunker renovation project. CEC will take into consideration the KSM evaluation. This evaluation will occur in Q2 with an update of the project provided at that time.
Other: Attachments	Performance Measure Report Q1 Program Matrix Tournaments and Visitor Spending KSM December Client Reports Tennis Golf GMS Palm Harbor Site Visit Report

Performance Measures Overview for PARKS & RECREATION - 16016

This report gives an overview of the progress made in the Strategic Action Plan for PARKS & RECREATION - 16016. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 40.32%

	Completed
GOAL 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	**18.48%**
Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021	18.48%
Strategy 2.1.1 Inventory progress to date and update projects and programs	18.48%
Approach 2.1.1.2 Continue to grow the economic benefits resulting from special events and sport tournaments	18.48%
Measurement 2.1.1.2.a Provide quarterly reports to summarize monthly data for estimated visitor spending due to tournaments and events.	25.00%

Comments	
1/22/2016	Q1 October 3 - Cradle for the Cure Girls Lacrosse October 3-4 - Summer Salt Gymnastics Meet October 10-11 - PDA Fall Soccer Tournament October 11 - Pink Army Run October 17-18 - Pumpkin Shoot Out Lacrosse November 7-8 - Veteran's Day Lacrosse November 26 - Feet to Feast Run December 5-6 - Florida Winter Cup *NEW December 31-Jan.2 - NPL Soccer Showcase Estimated Visitor Spending: $2.15M

Measurement 2.1.1.2.b Continue to work with the TDC to find ways to increase the number of tournaments by 10% from previous years actuals. (FY 15 total 21 , FY 16 goal 23)	30.43%

Comments	
1/22/2016	7 tournaments (and 2 runs) were held during the first quarter. Of these 7 events 1 was new and included the Florida Winter Cup Soccer Tournament hosted by Soccer Management Company of Virginia.

Measurement 2.1.1.2.c In conjunction with the sports alliance, develop and implement athletic field usage policy that addresses priority users	0.00%

Comments	
1/22/2016	The new Recreation Supervisor-Athletics has been tasked with this measure and is working to update the contact list of the Sports Alliance members to schedule a meeting in Q2.

GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	60.00%
Objective 3.1 Diversify our revenue sources	75.00%
Strategy 3.1.2 Seek private / public partnerships	75.00%
Approach 3.1.2.4 Recover costs associated with fee based programs	75.00%
Measurement 3.1.2.4.c Recover 0-69% of the cost of level 1 fee based Parks & Recreation programs.	100.00%

Comments	
1/22/2016	Level 1 program are defined as those that benefit the community as a whole. There is a cost recovery of 0-69%. Q1 - Level 1 Cost Recovery Expenditures = $2821 Revenues = $0

Measurement 3.1.2.4.d Recover a minimum of 70% of the cost of level 2 fee based Parks & Recreation programs.	100.00%

Comments	
1/22/2016	Level 2 programs are defined as those that provide ancillary benefits such as socialization etc. and benefit the individual participant in addition to the community. There is a cost recovery of 70%. Q1 - Level 2 Cost Recovery Expenditures = $489 Revenue = $1,442 Cost Recovery % = 289%

Measurement 3.1.2.4.e Recover 100% of the cost of level 3 fee based Parks & Recreation programs.	100.00%

Comments	
1/22/2016	Level 3 programs are defined as those that benefit the individual participant. cost recovery goal is 100%. Q1 - Level 3 Cost Recovery Expenditures = 8471 Revenues = 9881 Cost Recovery % = 117%

Measurement 3.1.2.4.f Re-evaluate and revise current fee resolution	0.00%

Comments	
1/22/2016	We are in the process of gathering fee information from other organizations providing similar services.

Objective 3.2 Increase efficiency through enhanced operations and technological advancements	0.00%
Strategy 3.2.1 Review existing operational procedures and policies	0.00%
Approach 3.2.1.12 initiate accreditation through the Commission for Accreditation of Parks & Recreation Agencies	0.00%
Measurement 3.2.1.12.a Complete 3 categories of standards toward the accreditation process	0.00%

Comments	
1/25/2016	Work will begin in Q2 to complete the 3 standards.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**36.21%**
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	37.81%
Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events	71.15%
Approach 5.1.1.4 Increase the number of new programs and/or events offered to the community	71.15%
Measurement 5.1.1.4.a Increase the number of programs offered to the community by 4 each year (FY 15 actual 48 + 4 = target of 52)	42.31%

Comments	
1/22/2016	Q1 Programs Offered: 22

Measurement 5.1.1.4.b Of those programs offered in 5.1.1.4.a, 70% have high enough participation to implement.	100.00%

Comments	
2/9/2016	18 of 22 programs had high enough participation to be implemented

Strategy 5.1.2 Promote the variety of local leisure and recreational activities	24.47%
Approach 5.1.2.2 Create an evaluation tool to solicit customer feedback.	0.00%
Measurement 5.1.2.2.c Create a useful report to compare evaluations of customer feedback to make sure we are addressing participant concerns.	0.00%

Comments	
1/25/2016	Report will be created in Q2

Approach 5.1.2.3 Create marketing materials to actively promote available facilities and amenities	7.45%
Measurement 5.1.2.3.b Increase reservations by 10% from FY 2015 (FY 2015 rentals 850 x 1.10 = 935)	22.35%

Comments	
1/22/2016	Q1 2016 = 209 2015 = 204 2014 = 193 2013 = 81 2012 = 83

Measurement 5.1.2.3.d Publish a recreation program guide 3 times per year	0.00%

Comments	
1/22/2016	The template has been created. We will look to publish our first guide for the Summer of 2016.

Measurement 5.1.2.3.e Develop a field promotion guide	0.00%

Comments	
1/22/2016	We will begin work on this measure in Q2

Approach 5.1.2.16 Evaluate Senior Programs and Teenager activities	100.00%
Measurement 5.1.2.16.a Provide a presentation to City Council the current and targeted programs for seniors and youth	100.00%

Comments	
1/22/2016	The presentation was made to City Council on October 13, 2015.

Objective 5.2 Enhance safety measures throughout the community	25.00%
Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards	25.00%
Approach 5.2.1.3 The Parks and Recreation Department will provide community outreach programs.	25.00%
Measurement 5.2.1.3.a Provide community outreach programs and report on programs offered on a quarterly basis	25.00%

Comments	
1/22/2016	We have scheduled our annual pool safety day for Sunday, May 29. Other outreach programs to be determined.

		Q1						Q2					
	Totals by Quarter	22	3	18	$ 15,111	$ 12,765	84%	0	0	0	$ -	$ -	#DIV/0!
Cost Recovery Level	**NAME OF PROGRAM**	**Attempted**	**New**	**Implemented**	**Program Cost**	**Cost Recovered**	**Recovery Rate**	**Attempted**	**New**	**Implemented**	**Program Cost**	**Cost Recovered**	**Recovery Rate**
1	A Day at the Movies	1			$ -	$ -	0%						
	AARP Driver Safety Program	1		1			0%						
	Critic's Choice Dinner Club	1		1	$ 32	$ -	0%						
	Game Day Social	1		1	$ 543	$ -	0%						
	Lunch N Lecture Series	1		1	$ 1,230	$ -	0%						
	Teddy Bear Picnic	1		1	$ 50	$ -	0%						
	Women's Self Defense	1		1	$ 216	$ -	0%						
	Woodcarvers	1		1	$ -	$ -	0%						
	Recreation on the Go	1			$ -	$ -	0%						
	Pickleball	1	1	1	$ 750		0%						
					$ 2,821	$ -	0%				$ -	$ -	#DIV/0!
2	Kindercooks	1	1	1	$ 35	$ 50	143%						
	Lil Chefs	1		1	$ 160	$ 175	109%						
	Little Picassos	1		1	$ 82	$ 160	195%						
	Munchkin Sports	1					0%						
	Munchkin Soccer	1		1	$ 111	$ 665	599%						
	Little Kicker Soccer	1	1	1	$ 111	$ 392	353%						
					$ 499	$ 1,442	289%				$ -	$ -	#DIV/0!
3	Trip -Military Museum	1			$ -	$ -	0%						
	Trip - Amelia River Cruise	1		1	$ 2,300	$ 2,640	115%						
	Trip - Jax. Holiday Pops	1		1	$ 1,276	$ 840	66%						
	Jack Frostivities- Holiday Break Camp	1		1	$ 3,758	$ 3,445	92%						
	Open-Gym: Basketball	1		1	$ 420	$ 1,882	448%						
	Open-Gym: Volleyball	1		1	$ 717	$ 1,074	150%						
		22	3	18	$ 8,471	$ 9,881	117%	0	0	0	$ -	$ -	#DIV/0!

Date	Event	Tournament Name & Host	# of Teams	Participants per Team	Total Participants	Event Spectators 2.5 x Total Participants	Estimated Economic Impact
October	**2015**						
Oct. 3	Cradle for the Cure Girls Lacrosse Tournament	MCC Sports, Inc.	26	18	468	1170	$144,762
Oct. 3-4	Gymnastics Meet	PC Gymnastics	1	350	350	875	$108,262
Oct. 11	Pink Army 5K Run/Walk	PCP&R and FHF	1	904	904	452	$0
Oct. 10-11	PDA Fall Classic	PDA Florida	110	14	1540	3850	$476,353
Oct. 17-18	Pumpkin Shoot Out Lacrosse Tournament	Team Florida Lacrosse	60	16	960	2400	$296,947
November							
Nov. 7-8	Veteran's Day Lacrosse Tournament	Team Florida Lacrosse	112	22	2464	6160	$762,164
Nov. 27	Feet to Feast 5k/15k Run	COPC	1	404	404	1010	$124,965
December							
Dec. 5-6	Florida Winter Cup	Soccer Management Company	80	18	1440	3600	$111,888
Dec. 31-Jan 2	PDA Girls Soccer Showcase	PDA Florida - Rich Weber	74	22	1628	4070	$126,496
January	**2016**						
Jan. 8-10	New Year's Lacrosse Tournament	Team Florida Lacrosse			0	0	$0
Jan. 26-30	USTA Men's Futures Tournament	Kemper Sports Management			0	0	$0
Jan. 30	Color Vibe 5K	Color Vibe - Mike Jensen			0	0	$0
February							
Feb. 1-7	USTA Men's Futures Tournament	Kemper Sports Management			0	0	$0
Feb. 13-14	Travel Lacrosse Spring Tournament	Team Florida Lacrosse			0	0	$0
March							
March 5-6	Lacrosse Tournament	Team Florida Lacrosse			0	0	$0
March 11-13	Flagler College Invitational	PDA Florida			0	0	$0
April							
					0	0	$0
April 23	Insane Inflatables	TDC			0	0	$0
					0	0	$0
May							
May 2	Arbor Day 5K Root Run	COPC			0	0	$0
					0	0	$0
May 7-8	Team Florida Elite Lacrosse Summer Showcase	Team Florida			0	0	$0
June							
June 10-11	Flag Football State Championship	Florida Flag Football League			0	0	$0
June 17-19	Father's Day Lacrosse Tournament	Team Florida Lacrosse			0	0	$0
June 25-26	3v3 Soccer Tournament	PDA Florida			0	0	$0
June 25-26	One Love Invitation Girls Lacrosse	Team Florida Lacrosse			0	0	$0
July							
August							
September							

Assumptions

#1 74% of total families were visitors traveling to Palm Coast (NASC Mean)
#2 Each family stayed two nights at a local hotel (Friday & Saturday)
#3 Average hotel room rate = $80/night (no tax)
#4 Average cost of meals/day/family of 3.5 members = $105/day*
#5 Average gas purchase = $48 (1 full tank of gas on arrival day + purchase of 1/2 tank of gas on day of departure**

*Breakfast=$5/person; Lunch=$10/person; Dinner=$15/person (includes tip but no tax)
**13 gallons x $3.70/gallon

Total Estimated Economic Impact	$2,151,837
Estimated Bed Tax	$86,073
Estimated Sales Tax	$150,629

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January 14, 2016

Luciana Santangelo
Parks & Recreation Director
City of Palm Coast
305 Palm Coast Pkwy, NE.
Palm Coast, FL 32137

Luanne,
The following is the Operational and Financial Summary Report for December 2015 for Palm Harbor GC.

FINANCIAL SUMMARY FOR MONTH ENDING DECEMBER 2015									
	Current				Year to Date				
Revenue	Actual	Budget	Variance		Actual	Budget	Pr. Year	Variance	
Course & Grounds	$ 29,289	$ 31,812	$ (2,523)		$ 88,326	$ 85,935	$ 75,899	$ 2,391	
Cart Fees	$ 33,504	$ 42,008	$ (8,504)		$ 112,598	$ 118,020	$ 106,750	$ (5,422)	
Range	$ 4,536	$ 4,566	$ (30)		$ 12,292	$ 11,902	$ 11,156	$ 390	
Pro- Shop Revenues	$ 9,626	$ 8,148	$ 1,478		$ 27,912	$ 20,147	$ 19,123	$ 7,765	
Food & Beverage	$ 17,991	$ 19,815	$ (1,824)		$ 53,215	$ 55,622	$ 53,056	$ (2,407)	
Loyalty Program	$ 19,497	$ 18,359	$ 1,138		$ 19,497	$ 18,359	$ 17,964	$ 1,138	
Misc	$ -	$ -	$ -		$ -	$ -	$ -	$ -	
Total Revenue	**$ 114,443**	**$ 124,708**	$ (10,265)		**$ 313,840**	**$ 309,985**	**$ 283,948**	$ 3,855	
Cost of Sales	$ 11,203	$ 9,825	$ 1,378		$ 34,387	$ 28,046	$ 25,334	$ 6,341	
Merchandise	$ 4,662	$ 2,691	$ 1,971	80%	$ 15,108	$ 8,022	$ 7,647	$ 7,086	54%
Food and Beverage	$ 6,540	$ 7,133	$ (593)	36%	$ 19,279	$ 20,024	$ 17,686	$ (745)	35%
Gross Margin	**$ 103,240**	**$ 114,883**	$ (11,643)		**$ 279,453**	**$ 281,939**	**$ 258,614**	$ (2,486)	
Total Payroll	$ 69,709	$ 65,557	$ 4,152		$ 206,132	$ 195,366	$ 178,940	$ 10,766	
					$ -	$ -			
Operating Expenses	$ 45,088	$ 44,665	$ 423		$ 146,452	$ 139,600	$ 138,634	$ 6,852	
EBITDA	**$ (11,557)**	**$ 4,661**	$ (16,218)		**$ (73,131)**	**$ (53,027)**	**$ (58,960)**	$ (20,104)	
Other Expenses	$ 8,115	$ 7,000	$ 1,115		$ 24,103	$ 21,000	$ 23,636	$ 3,103	
Management Fee	$ 8,115	$ 7,000	$ 1,115		$ 24,108	$ 21,000	$ 23,636	$ 3,108	
Disb. to Owner	$ -	$ -	$ -		$ -	$ -	$ -	$ -	
Net Operating Inco	**$ (19,672)**	**$ (2,339)**	$ (17,333)		**$ (97,234)**	**$ (74,027)**	**$ (82,596)**	$ (23,207)	

Rounds

Daily Fee rounds	2,128	2,516	(388)		7,311	7,506	7,277	(195)
Other Rounds	272	284	(12)		739	660	600	79
Total Rounds	**2,400**	**2,800**	**(400)**		**8,050**	**8,166**	**7,877**	**(116)**
Avg. GF&CF	$ 26.16	$ 26.36	**$ (0.20)**		$ 24.96	$ 24.98	$ 23.19	**$ (0.02)**
Avg. Merch/Round	$4.01	$2.91	**$ 1.10**		$3.47	$2.47	$2.43	**$ 1.00**
Avg. F&B/round	$7.50	$7.08	**$ 0.42**		$6.61	$6.81	$6.74	**$ (0.20)**

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Executive Overview

December 2015 came in below in rounds, and in turn short on revenues. December 2015 vs December 2014 showed less playable days, resulting in a loss of ~300 rounds. Top revenue drivers were, Player's Pass card sales, merchandise sales, and Food & Beverage.

Operational Expenses were slightly over for December, with additional Marketing dollars accounting for the majority of overage. Payroll continues to be above budget, payment of Lesson income and slight overages in Course & Grounds being main factors. Adjustments to Course and Grounds staffing hours are under review, along with Golf Shop.

2,400 total rounds played in October, with 272 listed as comp or other. KemperSports' TrueService surveys were sent out to over 500 players during the month. Canfield's at Palm Harbor continued success with holiday parties and special event catering.

Golf Merchandise COGS finsihed at 80%, due to continued clearance sales. Golf Merchandise COGS is expected to level out over the next 60 days back to budgeted levels. Food & Beverage COGS finished at 36%.

Departmental Summaries

Course & Grounds

- Continued Weekly foliar spray applications on greens utilizing and rotating liquid fertilizers, fungicides, and wetting agent. Continued use of pigment to keep color on greens throughout winter.
- Will continue granular fertilizer applications to the greens as needed. Will supplement weekly foliar applications as needed.
- We continue to spike the greens on a weekly basis, usually on Mondays, weather permitting. Solid tine aerification on the greens is being performed once a month and we will try to continue this and the weekly spiking throughout the winter months.
- Weed control efforts continue to show good results.
- Average high temperatures-75, Average low temperature-56, with 1.07 inches of rain. Rainfall total for the year was 41.8 inches falling substantially lower than the yearly average. Even though we had minimal rain and higher than average temperatures for the month of December we had many overcast days. Bermudagrass needs 8 hours of sunlight daily to thrive.
- Continue various winter landscape projects since the mowing process has slowed down, such as clearing underbrush and vines under trees and applying pinestraw to landscape beds around the golf course.
- Received new equipment on December 29th. 2 new greensmowers, a sprayrig, a Workman(utility vehicle with a Vicon(fertilizer spreader) and a rough mowing unit. We have begun the orientation and training with the new equipment. We are anticipating good results with the new equipment, and our mechanic is doing a good job familiarizing with the new equipment and maintaining the older equipment.

Personnel

- No Personnel changes in the month of December – All positions are currently filled.

Golf

- Golf lessons for the month continued to grow with new players utilizing them and then spending time working on the range. Junior camp over the holiday was well received with 13 paying participants.
- Driving range revenue for the month fell $30 short of budget. Overall a great success considering our range picker was out of commission for 2 full weeks. In order to pick the range we had to close it during normal hours so that the safety of the staff was not compromised. The unprotected cart we used did work great but was not as efficient as our normal picker. We would close on average almost 90 minutes per day to pick balls. We still beat last year by 6% despite our difficulties.
- Month long rotating weekly sales help with our golf shop sales. We exceeded our budget by over $2,700 or 33%. This number also reflected an increase of 40% over last year. Both show great growth in our golf merchandise sales.
- Golf play for the month while slow at the beginning of the month finished very strong with excellent numbers around the holiday season. Increased rates seemed to effect golf but as course conditions continued to impress

people play increased. A couple days of online special rates seemed to really kick start play. With several outstanding days to close the month and year out.

- The players club was introduced on December 23rd and in the days following we sold 260. The $79.99 rate was well received by players and with a more simplified program we had a great end to the year. The early bird rate has been extended until January 10th, 2016.
- Winter Golf Camp held 12/28-12/31 had 13 participants, with 3 students "new to game"
- GetGolfReady program took a break after 1st week in December, set to relaunch in late January.
- Survey results continue to show improvement in greens and fairways, with bunkers receiving highest level of dissatisfaction.
- 343 Rounds booked via GolfNow with $5491.14 in sales. **Number includes "trade" rounds*

Food & Beverage

December Events

- Charity of the Month (Christmas Come True)
- Tennis Club Dinner
- Niners Holiday Party
- 18 Holers Holiday Party
- WGA Holiday Party
- Nifty Niners Holiday Party

Marketing

Monthly Marketing call with Jody Graham (ROE) and Craig Falanga (Regional Marketing Director) took place on the first Thursday of the month, November 5th. Tournaments and Outing growth was reviewed, along with upcoming marketing efforts centered on upcoming holiday season. *Below are the contents of the Monthly Marketing/Revenue Report*

GROUP & OUTINGS

- Jackson Friday League –156 players (3 Week Total) $4,680
- Gearst – 20 players $670
- $4,403 in F&B event sales – MGA Luncheon, Jackson Group Holiday Party, smaller groups.

Leads

- Knights of Columbus 70 players Contract signed – May 2016
- Eagles Golf Group – 2 dates added in 2x in May 2016 – Season ending Tournament
- Marine Corp League –returning from Grand Haven – *Contract Signed April 2016*
- MGA Scholarship – returning from Grand Haven – *Contract Signed April 2016*
- Lamb 4 Sherriff Outing – 70 Players – April 2016
- Love in a Backpack – Alan has family tie, probable return
- Palm Coast United Methodist – Contract Signed April 2016
- Jost Golf Group (45-50 players) Contract Signed June 16
- NEFSGA – Signed Contract Nov 16

Camps/Clinics/Internal

- HO HO HO (Christmas Eve) 50 Players $2,555 Total Sales - $1500 event
- Gift Card Sales $7,647
- Monday Madness – Dec 21st – 151 Players $4,500 total sales
- Boxing Day Special December 26th – 164 Players $5605 Total Sales (minus Players Pass)
- Regular Saturday Camps – Winter Break – Pick up 2nd Week in Jan
- Starlight Festival – December 12 (Both Golf & Tennis)
- Holiday Junior Camp – Dec 28-31 Golf w/ Tennis breakout 13 Junior @ $99 ea.

WHOLESALERS/GOLFNOW

- First Coast of Florida – *Adjusted wholesale rates submitted for season*
- Hotels – Hilton / Hampton /Best Western/ Legacy Resorts

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Projects in the works (but not limited to)

- Daytona News Journal/Propel Marketing Partnership - **Banner Ads on Local Page/Holiday Page*
- Palm Coast Observer Ad (Course has credit w/ company waiting to be used)
- Radio – :15 second spots promoting ladies day, give the gift of golf, Players Pass. Personal messages from multiple employees from both facilities.
- GLF Golf in Schools. 3 schools confirmed
- Return of 9 & Dines – February
- Multi Day Golf Academy w/ packages at Legacy and potentially Hammock (David Morland w/ relationship @ Hammock)

VIP REWARDS PROGRAM

- **Reverted back to Players Pass**
- **260 Passes Sold @ 79.99 = $19,500**

Summary

.

December's biggest wins were:

- Internal Events with growth over prior year
- Gift Card sales,
- Players Pass sales
- F&B holiday events
- NPS and Course Rating holding at higher levels

Goal Index	70.0 | 70.0	Overall Rating	Service Rating	Course Rating	F&B	Recommend	Number of Surveys
Totals	67.5	8.9	9.3	8.4	9.0	9.0	83
Palm Harbor Golf Club	67.5	8.9	9.3	8.4	9.0	9.0	83

Summary

While December 2015 misses in revenues and select expense overages, great strides were made with the return of the Players Pass, along with significant growth in Tournament/Outing bookings for the spring.

Labor overages continue to play a factor in some misses, management is in process of evaluating current structure in certain departments to better meet budgetary goals.

Respectfully Submitted,

Regional Operations Executive
KemperSports

KemperSports

January 15, 2016

Luanne Santangelo
Parks & Recreation Director
City of Palm Coast
305 Palm Coast Pkwy, NE.
Palm Coast, FL 32137

Luanne,

The following is the Operational and Financial Summary Report for PCTC for December 2015

FINANCIAL SUMMARY FOR MONTH ENDING DECEMBER 2015									
	Current				Year to Date				
Revenue	Actual	Budget	Variance		Actual	Budget	Pr. Year	Variance to Budget	
Tournament Fees	$ 994	$ 1,040	$ (46)		$ 1,294	$ 1,040	$ 1,000	$ 254	
Court Fees	$ 903	$ 1,193	$ (290)		$ 2,670	$ 3,252	$ 3,127	$ (582)	
Annual Pass Fees	$ 6,487	$ 6,292	$ 195		$ 19,691	$ 19,579	$ 19,579	$ 112	
Shop Revenue	$ 1,074	$ 722	$ 352		$ 2,978	$ 2,264	$ 2,155	$ 714	
Clinics/Camps	$ 6,033	$ 4,670	$ 1,363		$ 15,894	$ 13,679	$ 13,153	$ 2,215	
Food and Beverage	$ 133	$ 115	$ 18		$ 295	$ 239	$ 215	$ 56	
Misc	$ -		$ -		$ -		$ -	$ -	
Total Revenue	**$ 15,624**	**$ 14,032**	$ 1,592		**$ 42,822**	**$ 40,053**	**$ 39,229**	$ 2,769	
Cost of Sales	$ 830	$ 276	$ 554		$ 1,812	$ 820	$ 691	$ 992	
Merchandise	$ 784	$ 218	$ 566	132%	$ 1,696	$ 701	$ 612	$ 995	71%
Food and Beverage	$ 46	$ 58	$ (12)	35%	$ 116	$ 120	$ 79	$ (4)	43%
Gross Margin	**$ 14,794**	**$ 13,756**	$ 1,038		**$ 41,010**	**$ 39,233**	**$ 38,538**	$ 1,777	
Total Payroll	$ 14,039	$ 12,021	$ 2,018		$ 40,285	$ 36,065	$ 33,258	$ 4,220	
			$ -					$ -	
Total Operating Expenses	$ 6,665	$ 7,373	$ (708)		$ 20,558	$ 20,334	$ 19,557	$ 224	
			$ -					$ -	
EBITDA	**$ (5,910)**	**$ (5,638)**	$ (272)		**$ (19,833)**	**$ (17,166)**	**$ (14,277)**	$ (2,667)	
			$ -					$ -	
Other Expenses			$ -					$ -	
Management Fee	$ 1,876	$ 1,821	$ 55		$ 5,628	$ 5,463	$ 5,464	$ 165	
Net Operating Income	**$ (7,786)**	**$ (7,459)**	$ (327)		**$ (25,461)**	**$ (22,629)**	**$ (19,741)**	$ (2,832)	

Executive Overview

December 2015 NOI for Palm Coast Tennis Center missed budget by a mere $272. Overages existed in Benefits (Payroll) and Insurance Expense. The later items are expected to balance out going forward. Facility pulls slightly ahead in Annual Pass sales for the year, and merchandise sales continue to grow, almost doubling last year's amount.

Camps, Clinics and Instruction has also shown growth, 29% over budget and 34% over prior year. Facility is focused on preparing for the 2016 USTA FUTURES event.

DECMEBER 2015 GM REPORT:

REVENUES:	DECEMBER	NOVEMBER
• FOOD & BEVERAGE:	$132.51	$82.05
• MERCHANDISE:	$570.24	$678.18
• PASS HOLDERS:	$38,786.00	$285.23
• STRINGING:	$353.22	$207.74
• BALL MACHINE:	$97.14	$41.10
• WINTER CAMP REGISTRATIONS:	$575	$75
• CLINICS:	$3585.75	$3281.20
• COURT FEES:	$925.50	$820.01
• GIFT CERTIFICATES:	$75	$20
• PRIVATE LESSONS:	$1902.00	$1847.50

ONGOING EVENTS:

Morning Blast – Monday and Wednesday 9:30am-10:30am Weekly
A fun and energetic start to your day that combines cardio tennis with instructional drills and interactive play. Focus on footwork and movement. Build your skills while you get your heart rate up.
Pass Holders $10, Non-Pass Holders $15 – Price increased to $12 and $16 as of 1/4/2016

Techniques & Tactics – Monday and Wednesday 10:30am-11:30am Weekly
A combination of instruction and strategies designed to improve your doubles play. Drills and competitive interactive play will help refine your shot selection, execution and court positioning. This class is designed for players 3.0 and up
Pass Holders $12, Non-Pass Holders $16
1.2.3 Tennis – Monday 11:30am-12:30pm Weekly
1.2.3. Tennis is designed for players with little or no tennis experience. It is a fun and social introduction to tennis fundamentals including basic techniques and structured play. This program provides a gateway to developing your tennis skills and meeting your future tennis partners.
$10 per class
Monday Open Tennis – Monday 6:00pm Weekly
Open to all men and women 3.5 and above.
Pass Holders FREE, Non-Pass Holders $6
Saturday Open Tennis – Saturday 11:00am Weekly
Open to all men and women 3.5 and below.
Pass Holders FREE, Non-Pass Holders $6

Sunday Drop In Tennis – Sunday 9:30am – Weekly
Open to men and women of all levels.
Pass Holders FREE, Non-Pass Holders $5

ADULT CLINICS:

Adult clinics took place 7 out of the 7 days scheduled for the month of December (Clinics were not offered the week of 12/28)

0 classes were cancelled in December due to rain
14 - Morning Blast Participants took a combined 36 clinics (10 PH, 4 NPH)
14 - Techniques & Tactics Participants took a combined 20 clinics (12 PH, 2 NPH)
0 - 1, 2, 3 Tennis

JUNIOR CLINICS:

Junior programs are steadily growing and we have additional new classes planned for the fall. Our retention and continuity has been exceptional. **Session # 2 started November 30th**. All sessions are 10 weeks

JR Clinics took place 10 out of the 11 days scheduled for the month of December (1 night was rained out and Clinics were not offered the weeks of 12/21 and 12/28)

Session # 2:

Monday Classes: Nov. 30; Dec. 7, 14; Jan. 4, 11, 18, 25; Feb. 8, 15, 22
Tuesday Classes: Dec. 1, 8, 15; Jan. 5, 12, 19, 26; Feb. 9, 16, 25
Wednesday Classes: Dec. 2, 9, 16; Jan. 6, 13, 20, 27; Feb. 10, 17, 24
Thursday Classes: Dec. 3, 10, 17; Jan. 7, 14, 21, 28; Feb. 11, 18, 25

Session # 3:

Monday Classes: March 7, 21, 28; April 4, 11, 18, 25; May 2, 9, 16
Tuesday Classes: March 8, 22, 29; April 5, 12, 19, 26; May 3, 10, 17
Wednesday Classes: March 9, 23, 30; April 6, 13, 20, 27; May 4, 11, 18
Thursday Classes: March 10, 24, 31; April 7, 14, 21, 28; May 5, 12, 19

We are still getting phone calls weekly from NEW students looking to join the programs.

Many juniors have "pre-paid" in November for Session 2.

RACQUET ROOKIES (Ages 5-7) **7 participants totaling 17 clinics**

Tuesday and Thursday 4:45pm-5:30pm

This program is a gentle introduction to the game of tennis for students 5-7 years old. Skill building exercises and fun activities are used to begin developing the basic movements used on the tennis court.

$10 per class/ $80 for 10 classes

QUICK START 1 & 2 (Ages 6-10) **13 participants totaling 37 clinics**

Monday AND/OR Wednesday 6:00pm-7:00pm

For players 6-9 as an introduction to tennis using fun and effective skill building exercises and games. Emphasis on Agility, Balance and Coordination as well as teamwork and interactive play. Quick Start 1 and 2 players will be grouped based on age and ability.

$125 (1 class per week) / $225 (2 classes per week)

BIG SHOTS (Ages 8-12) **10 participants totaling 30 clinics**

Tuesday AND/OR Thursday 5:30pm-6:30pm

For players 8 -12 who have completed our quick start program or who have some prior tennis experience. Focus on skill building that will include stroke fundamentals, eye-hand coordination and interactive play. *$125 (1 class per week) / $225 (2 classes per week)*

JUNIOR DEVELOPMENT (Ages 10-14) **14 participants totaling 35 clinics**

Monday AND/OR Wednesday 4:30pm-6:00pm

For players 10 -14 who have completed our big shots program or have appropriate tennis experience. Focus on mechanics, footwork and preparation for competitive play.

$179 (1 class per week) / $329 (2 classes per week)

COMPETITIVE PLAYER DEVELOPMENT (Ages 12-17) **3 participants totaling 9 clinics**

Tuesday AND/OR Thursday 6:30pm-8:00pm

For players with USTA or Jr. High and High School tennis experience. Focus on advanced technique, foot work , conditioning and strategies for competitive play.

$179 (1 class per week) / $329 (2 classes per week)

UPCOMING EVENTS:

Community Open House: Saturday, January 9th

USTA Pro Circuit Men's Futures Tournament: Begins Friday, January 29th

TENNIS SHOP:

STRINGING: 21 jobs for the month

BALL MACHINE: 10 uses – 4 PH and 6 NPH

MERCHANDISE: Most merchandise was offered at 20-25% off in December. 1 demo racquet was sold.

PASS HOLDERS:

2016 pass renewals began in December and will continue in to January. Everyone is signing a new Pass Holder Contract with includes address and email updates.

MARKETING INITIATIVES:

- Monthly newsletter and weekly updates emailed to everyone on each data base
- Specials and Non-Pass Holder Events sent to specialized groups on the data base
- Weekly FB posts
- PCTC website updated regularly with the latest information
- The Big Board which hangs outside on the shade structure / Covered bulletin board
- Flyers and brochures at the Tourism Development office
- Flyers and brochures at the Palm Harbor Golf Club
- Monthly press releases from the City of Palm Coast
- All events are posted on the cities website calendar
- All events/camps posted on the USTA Florida website
- Trying to bring different events to PCTC for exposure

COURT FEE'S:

This included 4 Frequent Player card purchases (Purchase 7 court times and receive one FREE). 7 players participated in the Monday Open Tennis, 9 Sunday Drop In players, and 10 Saturday Drop In players. The courts were closed to pass holder/public/drop in play on Saturday, December 5th AND Sunday, December 6th due to the Junior Designated Tournament. PCTC Closed at 2:00pm on Thursday, December 24th & 31st and was Closed on Friday, December 25th.

LESSONS:,
4 – PH 1/2 hour lessons; 1 PH 1 hour lessons
1 – NPH ½ hour lesson; 7 NPH 1 hour lessons
1– ½ hour PH 6 pack; 1- ½ hour JR 6 pack and 1 – 1 hour JR 6 pack
6 – 1 hour Junior lessons
1 – 3 and a Pro (1 ½ hour lesson for 3-4 participants)
1 – GVTL Performance Team Clinics
4 – GVTL Team Warm-Ups
1 – Team Clinic with the ladies from Hammock Beach
17 lessons were also given in December that were part of 6-pack lesson packages purchased in previous months.
Six pack lesson packages are "purchase 5 lessons and get 1 free". These lesson packages are available for purchase year round. The lessons must be used within 4 months of the purchase.

DECEMBER EVENTS:
Adult Clinic Special: Buy 4, Get 1 FREE for Morning Blast and/or T&T
11 Morning Blast and 4 T&T packages have been purchased
USTA Junior Designated Tournament: Saturday, December 5th & Sunday, December 6th
There were several parents and tennis professionals who attended who said what a beautiful facility PCTC is.
Starlight Event: Saturday, December 12th. We received 12 people who filled out registration cards. Information on all PCTC programs were given out.
Masters Tennis Demo: Thursday, December 17th 8 participants
Junior Holiday Camp: Monday, December 21st – Wednesday, December 23rd
9 participants (2 of which are not currently in PCTC JR programs)

G&A:
SMG was awarded the cleaning contract for the City of Palm Coast which includes the Palm Coast Tennis Center. There have been some challenges in the transition.

SUMMARY

December 2015 finished ahead to prior year in multiple categories, including merchandise, stringing, F&B and clinics/camps/instruction/ Programming, specifically in the introductory level and juniors has continued potential for growth.

The staff at Palm Coast Tennis Center is excited to continue successes in 2015-2016 fiscal year, while turning equal focus to programming expansion and cooperative efforts with City of Palm Coast's Parks & Recreation department.

Respectfully Submitted,

Jody Graham
Regional Operations Executive
KemperSports

Palm Harbor Site Visit December 15, 2015
To: Roger Hale, Brad Adams, Jody Graham, & Dean Wochaski
From: David S. Downing II, CGCS
Date: December 21, 2015

It was great to see Roger and Brad again at Palm Harbor. The course has improved since the first visit with the primary improvement being weed control!! Way to go Roger. He has put his team together and they seem to be operating well. The addition of the spray tech and a solid mechanic has allowed Roger to focus more attention on managing as opposed to the doing! Recently the mechanics step son was killed in an automobile accident and Roger has been focused on helping him and his family deal with this tragic and sudden loss.

Roger and I took a tour of the course. Along with weed control the greens have improved turf coverage. Shade is an issue in several locations. During the visit the team was venting some of the greens. The edges were some of the weaker areas and Roger has begun to mow them with walk mowers and he has been venting when he can. We would recommend the greens be vented monthly and the weak areas weekly. Improving sunlight will help as well. The weather has been warm but days have been cloudy. While the greens have improved since the September visit there is still room for improvement. It will be critical to get the necessary aerification done next summer as well as get into a regular routine of vertical mowing and topdressing. Again we strongly recommend getting ISTRC testing done to determine how much aerification needs to be done to improve the top 3 inches of the root zone. The roots have improved but again can be better. We discussed the use of Phosphites, Cytokines, to improve root health. Ultradwarf bermudagrass likes to have a ratio of 1 to 2 Nitrogen to Potassium. In the winter month the use of Potassium Nitrate to spoon feed the greens is a great choice. Use of minor is also part of a good fertilizer plan. The course has a history of Nematodes. Roger has used Avid one time. As we move to spring Avid should be part of a regular program to combat the effects of the nematodes. As the roots are weak we encourage the use of the fungicide Heritage watered into the root zone on a monthly basis. It will provide protection from root pythium as well as from leaf spot on the leaves of the plant.

Bunkers

As we toured the course the constant theme from hole to hole is the condition of the bunkers. As we sat with Brad and talked about what the golfers are saying they all seem to continually point out that the bunkers are the weak point on the course. The city has asked Brad and Roger to put together a scope of work to “FIX” the bunkers. Roger has done a nice job of creating a Phase 1 and Phase 2 listing of the bunkers to be done. The Phase 1 work being the worst performing bunkers. He has also defined the scope of work and created a set of standards to insure once the work is done the bunkers will not be allowed to become contaminated and have the appearance and playability they have now. These standards will take considerable man hours to perform. As we pointed out in the first site visit, bunkers are either the number one or number 2 area on a golf course in terms of the cost to maintain. This is because they need to be raked, shoveled, edge, mowed and weed control done on a routine basis. At Palm Harbor due to all of the bunkers that are under trees the removal of acorns, leaves, palm leaves adds to this maintenance cost. The area also receives nearly 60 inches of rain a year and much of this rain comes in thunderstorms that produce heavy rapid rainfall. This causes washing of the bunkers to the soil line. When this occurs contamination of the sand with soil occurs. If the contamination is not removed then over a period of years the sand goes from white to brown and the pore spaces in the sand become filled with the soil and the water begins to pond in the bunkers. The current bunkers were built in 2009 and already they are contaminated. Several that Roger has identified do not drain until a few days have passed. Roger has been raking them on a more routine basis with newer tines for the rake and it has improved the playability and drainage in the bunkers. He and his team have removed a lot of grasses, weeds and created better edges. In less than 7 years the bunkers have gone from pristine to golfers wanting them fixed.

Why was necessary maintenance not performed? As we are all well aware golf has been a very tough business for several years now. Declining revenues have forced everyone to try and do more with less. Since bunkers are to be a hazard many golf courses opted to not spend as many man hours as needed in these areas. Even in this there needs to be a strategy that would at a minimum remove the contamination after a storm. All bunkers do not need to be raked daily. If every golfer that enters a bunker smooths out their impressions then the bunker can remain playable for the next player. What most courses have gone to is

more of a touch up of any areas needing raked and then 1-3 times per week do a full raking of all of the bunkers. At Palm Harbor acorns, leaves, clippings as well as soil have combined to contaminate the sand.

Based on the as built maps provided by Allan MacCurrach from the 2009 construction Roger has received pricing on removing the current sand, flushing drain outlets, installing new drainage with a gravel envelope and then installing new sand. The pricing is $2.51 per square foot of bunkers or nearly $250,000. By doing this the bunkers will look good and play good but to maintain them properly the cost of the maintenance budget will need to increase to prevent this from happening again. In today's golf business world renovation should be considered in light of what the return on investment will be. In this scenario the city can spend in excess of a quarter of a million dollars and increase their costs with no guarantees they will increase rounds or revenues.

In order to get a return on the investment we would like to suggest the City considers removing bunkers and reducing the size of bunkers so that the bunkers can then be maintained without adding additional staffing or costs. This will increase the cost of the project but could pay for itself in under 5 year's if done properly. This elimination and re-sizing of bunkers would accomplish the following: reduce bunker maintenance costs, improve playability, make the course easier for the beginning golfer, when possible during the work the slopes need to be softened to allow riding mowers to mow the slopes and eliminate hand work. While on site we reviewed every hole and every bunker. We are attaching a drawing of each hole and we have noted on each page what we recommend would be done to each bunker. The criteria we used to determine what bunkers should be eliminated was current visibility, the location of the bunkers compared to the distance from the tee for the various levels of golfers, traffic flow at greens and in and out of the fairways. Many bunkers that could be eliminated are also blocking views of water hazards. Where possible re-shaping these areas could be done to open these views to the water lines. It should be noted that there are various bunker construction methods that are designed to reduce the contamination of the sand during heavy rainfall events. These vary in pricing but can easily add an additional $2.00 to $4.00 per square foot. Choosing the correct sand in conjunction with the technique is important as well. All sands being considered for bunkers should have their physical properties tested to insure they are suitable for bunkers. Angular sands are better than rounded sands as they pack nicely and prevent fried egg lies or bunkers that are too soft especially when dry.

If the desire is to just "fix" the current bunkers then we would suggest not removing the current drainage but simply remove the dirty sand, flush the drain lines to insure they are not damage or clogged downstream and install new sand. This will be the cheapest method. From what we have been able to learn and see the drainage has not failed but as we have stated the ability of the water to get to the drainage because of the contamination of the sand is what is causing the failure. Also when using gravel with no liners or other soil stabilization methods the gravel from the drain lines can contaminate the sand. We are seeing more people use sand in lieu of gravel. There also is a Chamber Drain system that we are hearing good reports on in the Carolinas that fared well in the October rains of 20 plus inches in 36 hours.

Based on our recommendations we would eliminate 29 of the bunkers. We would end up adding one back as we feel on # 17 the right hand greenside bunker could be made into two smaller bunkers. We feel 21 bunkers could be reduced in size by at least 50% and some even more. Many bunkers are not fully visible from the tee or fairway. We would focus on eliminating the portion of the bunker that was not visible. When reducing the size of the bunkers there should be work done as well to soften the remaining slopes so they can be mowed and maintained more efficiently. Many of the slopes are steep. This means they are difficult to apply fertilizers and herbicide to. It also means they are having to be mowed or trimmed with a string trimmer instead of one of the riding mowers that mow the remaining slope around the greens. This reducing the overall quantity and size of the bunkers will allow the standards that Roger has created to be implemented with not additional costs involved. This should also allow Rogers Crew to focus on other areas of the course.

White sand still visible under the contaminated sand

Two bunker on right of #14 not visible from the tee and only a portion of the left bunker is visible

Bunker on right block view of the lake and narrows the approach

Bunker on the right is barely visible from the tee. The 2 bunkers excessively narrow the landing zone for the average player

Trees

The trees on the golf course while beautiful are causing the course maintenance issues. The debris created requires extensive man-hours to clean and there are costs associated with the disposal of this landscape waste. Acorns, palm fronds, leaves, limbs and pine needles area all part of the issue. The course looks very ragged with all of the debris that is on the course. Shade is also a huge factor that is impacting the health of the Turfgrass and thus impact the playing surfaces and the appearance of the golf course. All plants need sunlight to grow. This is basic botany. Bermudagrass especially needs full sunlight to thrive. When it does not get full sunlight it requires more inputs in order to try and make it playable for golfers to enjoy. As the grass is cut lower for greens, tees, collars and fairways it is even more important to have full sunlight to make the plants healthy. In the roughs and near the cart paths the lack of sunlight means that the plant cannot survive the cart traffic and bare dirt is the result. Bare soil is not good for the environment. Turf grasses act as a filter for water runoff. During storm events having a solid stand of turf is important in terms of cleaning and filtering the water before it leaves the property and enters the overall storm water management system of the city. When more inputs have to be used to try and grow and healthy stand of turf this increases the costs of the operation, and in some areas the shade lasts so long that it is not possible for the grass to survive. This allows weeds and again bare soil to dominate. For a golf course to be part of a sustainable eco system and a sustainable enterprise there has to be a balance of trees and Turfgrass. There are many trees that are causing shade issues that at a minimum need to be trimmed/thinned. Many need to be removed. The cart paths are also being damaged by the roots of the trees. In an effort to be tree friendly the city is costing themselves money in repairs, extra inputs and because of the bare soils and the overall presentation potentially extra revenues that could be generated if the course had better turf and was neater and cleaner.

In light of all of the tree debris that is around the course we would recommend the city consider the purchase of a self-dumping sweeper. There are sweepers on the market that have verticutting blades that can be attached and can be used not to just pick up debris but can also be used in the summer months to verticut the fairways after aerification and help return the soil to the turf and pick up the excess organic matter that is generated. Several companies make sweepers that can be used in this way. Demonstrations should be scheduled to see which ones work best with picking up the acorns and the palm fronds.

Turf on the left impacted by shade and traffic

Weak turf due to shade on the tee. Trees encroaching into the line of play.

Impacts of morning shade on left and afternoon shade on the right. Center of tees gets more sun and has decent turf

Bare areas caused by shade and traffic

Typical of debris from trees

Shade = poor turf…Sun = good turf

Palm Harbor Drainage As-Built
D-1
Drainage Legend
Reduce size
Eliminate
Reduce Size

Palm Harbor Drainage As-Built

D-2

Palm Harbor Drainage As-Built
D-3
Drainage Legend
Eliminate
Eliminate
Reduce Size

Palm Harbor Drainage As-Built

D-4

Palm Harbor Drainage As-Built

D-5

Palm Harbor Drainage As-Built
D-6
Drainage Legend
Eliminate
Reduce Size
Eliminate

Reduce Size
Reduce Size
Reduce Size
Eliminate
Drainage Legend
Palm Harbor Drainage As-Built
D-7

Palm Harbor Drainage As-Built

D-8

Palm Harbor Drainage As-Built

D-9

Palm Harbor Drainage As-Built

D-10

Palm Harbor Drainage As-Built

D-11

Palm Harbor Drainage As-Built

D-12

Palm Harbor Drainage As-Built

D-13

Palm Harbor Drainage As-Built

D-14

Palm Harbor Drainage As-Built

D-15

Palm Harbor Drainage As-Built

D-16

Palm Harbor Drainage As-Built

D-17

Palm Harbor Drainage As-Built

D-18

Palm Harbor Golf Club Totals

Greens (sf)

Hole #	
1	5,857
2	5,977
3	6,538
4	5,085
5	6,509
6	6,132
7	4,551
8	5,528
9	5,641
10	5,930
11	6,321
12	5,287
13	5,541
14	6,187
15	5,144
16	4,982
17	6,737
18	6,115
Putting	8,492
Chipping	4,401
Nursery	3,725
	120,652

Greens are measured at the outer border or mile line.

PALM HARBOR

MAC CURRACH GOLF CONSTRUCTION INC.

Tees (sf)

Hole #						
1	922	1,531	870	1,119		4,450
2	1,442	4,108	2,625	1,766		9,941
3	1,256	1,884	1,493	1,537		6,170
4	1,330	1,759	1,755	1,271		6,115
5	1,096	1,183	1,225	418		4,922
6	1,135	1,571	1,511	1,195		5,811
7	1,254	1,774	1,884	1,282		6,194
8	645	1,426	1,756	1,531	1,159	6,517
9	867	1,481	987			5,335
10	1,355	1,747	1,278	1,548		5,928
11	2,620	1,968	1,708			12,296
12	1,694	2,056	1,795	1,127		6,072
13	1,766	1,976	1,879	858		6,479
14	1,659	1,880	1,897	1,948		7,384
15	1,546	1,757	1,543	1,055		5,901
16	1,594	1,673	1,749	1,109		5,825
17	1,280	1,193	1,608	1,123		5,204
18	1,862	1,818	1,341			5,021
Driving Range	32,986					32,986
						148,607

Tees are in order from back tee (pro) to forward (junior): left to right above.
Hole 18 pro tee is under hole 11 because they both share the tee.

Bunkers (sf)

Hole #							
1	2,363	1,341	1,726	1,941			
2	1,580						
3	1,982	1,802	559	916			
4	1,847	1,750					
5	2,734	1,909	1,528	1,987			
6	1,471	1,323	776	591			
7	1,614	1,960	2,246	1,721			
8	1,099						
9	1,816	4,889	1,106				
10	1,369	1,966	847				
11	916	1,357					
12	1,251	2,411	1,028	1,875			
13	885	1,307	1,159	1,958	1,278	1,977	
14	2,833	1,347	1,156	1,588			
15	1,578	1,630	1,179	1,964	1,565	1,441	1,424
16	1,587	1,873					
17	1,067	752					
18	1,199	1,666	1,445	1,364	540		
Chipping green bunkers	1,907						

Screenings Bunker on Number 2 11,850
Screenings Bunker on Number 10 59,870

Bunkers are in order "as you play the hole," perpendicular to the golf hole: left to right above.

Performance Evaluation Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	G. Forte, Deputy Fire Chief
Date:	1/28/2016
Dept./Team:	Performance Evaluation Team
Re:	First Quarter Update

Mission Statement: The team's goal is to develop a performance evaluation process that helps achieve the mutual success of the employee and the organization and ensures City Council expectations are met.

Executive Summary: The first quarter began with the team assignment to establish the criteria for an incentive program that recognizes high performing employees. The team developed the criteria for the program in November and in December a presentation was given to Department Directors for their consideration. The program was named the "Performance Plus Program" and was approved and instituted as a guide to recognize employees who have performed above average standards.

During the first quarter the Team also focused on reducing section I, general expectations, from 19 categories down to 14. This section will be presented to the Department Directors for review in the second quarter. The BAM team has been asked to help the Performance Evaluation Team tackle section II of the evaluation. This section will include an evaluation of specific tasks or skillsets common to professional, para-professional, supervisory, blue collar, and skilled labor.

Budget: N/A

Progress Report: PERFORMANCE PLUS PROGRAM (PPP)

The Performance Plus Program, an incentive program for high performing employees, was developed by the team. The basis of the program originated with the council directive during the budget approval process to include:

- A 2% annual pay plan adjustment to be made in January based on the beginning rate of each pay grade
- An annual merit increase of 0-5% based on annual performance evaluation, with a department average not to exceed 2%
- An additional merit increase for high performing employees

The criteria for the program was established by the Team and the following points created the program:

- All employees who are eligible for a merit increase are eligible for the PPP
- Up to 20% of Department Employees who receive an annual performance evaluation (rounded up to whole number) can receive the additional increase
- Greater than 20% requires justification from Department Director to the City Manager
- Qualifying employee may receive a total maximum pay increase of 5%

Progress Report

In order for an employee to be eligible for the Performance Plus Program (PPP) their supervisor would have to recommend that employee. The supervisor is required to provide justification for the increase at the time of the annual evaluation and can recommend an increase up to 5%. The Department Director is required to approve the employees who are recommended for the PPP increase. They are also responsible for ensuring increases do not exceed 5% and to ensure the department maintains the 20% threshold.

CITY EMPLOYEE EVALUATION

The team has been meeting to review the longer list of criteria for the "General Expectation" Section of the evaluation. We have completed the final review of the first section and will present it to the department heads for review before institution. This section is going to be used for all city employees as general behavior questions. They are commonly found in all facets of any organization and are easily assessed and tracked by the supervisor. These attributes, although important to an employee's appraisal, are not job specific or task specific. They are as follows:

Creative Thinking	Initiative	Safety
Care and Use of City Equipment	Job Knowledge	Productivity
Commitment to Culture	Interpersonal	Communications
Training / Palm Coast U	Efficiency	Responsibility
Timeliness	Dependability	

The next step for the Team is to dig further into job specific responsibilities and to identify what employees feel they should be evaluated on. To do this, we asked for assistance from the BAM team who is known for departmental representation. The team is already working on requesting input from their departments. Varied results are expected but once the data is collected the team will evaluate the results to identify common themes.

Other:

EMPLOYEE QUESTIONNAIRE

The Employee Questionnaire is the document which has asked the employee particular questions at the onset of the evaluation. This tool is used as a way to engage the employee for feedback on the past year and what is their expectation for the coming year. This form will be sent out the City employee for their feedback as to what they would be interested in seeing as part of their career development. When the form is returned the team will meet to develop a form that will be current for the new program

<u>Team Expectations for January through December 2016:</u>

1. Begin reviewing the employee questionnaire to gauge relevance and applicability.
2. Compile the questions that relate to Professional, Para-professional, Supervisory, Blue Collar, and Skilled Labor (section II).
3. Create section III which is the interactive goals section of the evaluation.
4. With the help of IT, format all sections within the data base.
5. Work with the EAT team for roll out and supervisor training for the new evaluation process.

Performance Measures Overview for Performance Evaluation - 99008

This report gives an overview of the progress made in the Strategic Action Plan for Performance Evaluation - 99008. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 38.33%

	Completed
GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**38.33%**
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	38.33%
Strategy 6.1.2 Assess pay rates and benefits to remain competitive with market	38.33%
Approach 6.1.2.1 Link performance measures to employee evaluation and merit pay	38.33%
Measurement 6.1.2.1.b Forte - Develop employee evaluation process linked to performance	70.00%

Comments	
1/19/2016	The General expectation section has been reviewed by the team and is now refined to 14 general categories from 19. The team has been able to check the document for accuracy and send it to the Department Directors for final review.

Measurement 6.1.2.1.c Coordinate with IT to create interactive evaluation form	30.00%

Comments	
1/19/2016	The general expectation has gone to IT and is being cleaned up from the concept phases in early November 2015. This takes into account the reduction in categories from December 2015. Data flow is now the next consideration to include the Employee questionnaire, paperless submittal and Personal Action Form (PAF) generation.

Measurement 6.1.2.1.d Meet with the divisions and departments to create 5 evaluation categories for each job / position specific that can be added to the “General Expectations” process.	15.00%

Comments	
1/19/2016	The subteam met with the BAM team for the group to bring the questions back to each department. Some information is coming back from the departments

Process Improvement Team

Progress Report

To:	Jim Landon, City Manager
From:	Lina Williams
Date:	1/6/2016
Dept./Team:	Process Improvement Team
Re:	2016 1st Quarter Progress Report

Mission:

The Process Improvement team is tasked with defining and reviewing internal processes in order to identify, verify and help execute improvements that will increase efficiency and improve the delivery of services. The team's objective is to gain the proper knowledge and understanding of a process in an effort to provide an educated recommendation for changes that will ultimately increase the department's efficiency as well as improve the delivery of its services.

Executive Summary:

The Team kicked off the first quarter of the new year by completing two process evaluations and starting a third one. In addition, an inventory of processes to be reviewed was developed based on feedback from team members, departments and the City Manager. The team continues to evaluate the list to prioritize which processes are evaluated first and additional processes are added as needed. With priorities constantly changing, the team will re-evaluate regularly to determine which processes will be addressed first.

Progress Report:

In October, the Team reviewed the current functionality of the Employee Self Service (ESS) portal. Members of the team were joined by Human Resources staff and the Finance Director. The ESS is a self-service portal for employees to view pay and tax information, update personal information and to make benefit selections. It is mostly used during open enrollment time when benefits are being selected. There are software limitations but some improvements can be made. The Team provided recommendations for enhancing the current system and no follow up is scheduled with Human Resources at this time.

In November, the Team met with the Purchasing & Contracts Management division (PCMD) to evaluate the change order process. This process is used for updating purchase orders in MUNIS. An approval workflow currently exists for change orders but is not being used. The Purchasing Manager demonstrated the use of the process in a test environment and it is the Team's recommendation to use this process going forward. Team members are working with PCMD to develop a change order form, similar to the "request approval for purchase" (RAP) form, before the final changes to the process are implemented. These changes are expected to be implemented in the second quarter.

In December the Team met with Business Tax staff to begin the preliminary work involved in reviewing the current Business Tax receipt process. The review is scheduled to be completed in February. The current process relies heavily on paper and does not allow for electronic payment of the business tax receipt.

The Team met with the Customer Service Manager to follow up on changes to the new customer application process. The new process was rolled out in October and staff is very pleased with the changes. Positive feedback has also been received from local realtors who are using the new process. An additional follow up will be scheduled for later in the year.

Attachments:

Performance Measure Report
Process Evaluation Form – ESS
Process Evaluation Form – Change Order Process

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

The Process Improvement team is tasked with defining and reviewing processes in order to identify, verify and execute improvements that will increase efficiency and improve the delivery of services.

Objective:
The objective of the process evaluation is to gain the proper knowledge and understanding of a process in an effort to provide an educated recommendation for changes that could ultimately increase the department's efficiency as well as improve the delivery of its services. Understanding a process, so that it can be improved, first requires a detailed look at the process through the knowledge of the people who regularly perform the work.

Evaluation Process:
The tools and techniques to be used in order to fully understand the process and make recommendations for improvement are:

Define – Define the process. Identify and collect information about the process to better understand the background.

- Meet with department to discuss evaluation process
  - Establish the process review team (include department)
  - Discuss brief history of the process
- Develop the evaluation questions

Review – Review the current process. Discuss issues that exist with the current process.

- Process mapping/flowcharting

Identify – Identify potential options or solutions to eliminate or improve the process.

- Brainstorming

Verify - Confirm that the recommended change or solution would actually improve the process.

- Follow up with department to present possible solutions

Execute – Plan the implementation of the solution and/or improvement. Provide feedback and support as needed during the implementation process.

Re-evaluate – Review the changes after implementation. Perform an annual evaluation on all previous process improvement recommendations.

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

Define

- Discuss evaluation process
  - Discuss brief history of the process being reviewed
  - Establish the process review team (in addition to the Process Team)
- Develop the review form

Review

- Review the current process.
  - Collect information about the process to better understand it.
  - Identify any issues that exist with the current process.
- Process mapping/flowcharting

Identify

- Identify potential options or solutions to eliminate or improve the process.
- Brainstorming

Verify

- Confirm that the recommended change or solution would actually improve the process.

Execute

- Plan the implementation of the solution and/or improvement.
- .Provide feedback and support as needed through the implementation process.

Re-evaluate

- Follow up after implementation
- Perform an annual evaluation of previous process improvement recommendations

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

Define *– Define the current process. Identify and collect information about the process to better understand the background.*

October 2nd 2015 Meeting:
In order to ensure a comprehensive review of the current functionality of the Employee Self Service (ESS) portal, members of the team were joined by HR staff and the Finance Director.

ESS is a self-service portal for employees to view pay and tax information, update personal information, and to make benefit selections. It is mostly used during open enrollment time when benefits are being selected. It can be accessed from the work network or from home through the City's website. It is a MUNIS product which limits some of the functionality. An upgrade is scheduled for January. Bill Eldredge is contact person from IT (MSS Admin).

Review – *Review the current process. Discuss issues that exist with the current process.*

When does an employee get added to ESS?
When an employee is hired their info is added to MUNIS and then during a migration process done by HR the info gets pulled from MUNIS in to ESS.

Can we change the format of the login to make it consistent with the network login?

- In the past MUNIS has said that this cannot be changed however there have been several updates since ESS was initially setup so this may have changed.

What are the current functions of ESS?

Main Screen:

- Announcements
  - Set up through MSS (IT is admin)
- Personal info
  - You can view and make some minor changes here
- Time off (sick/vacation)
  - Kathie says this info is not correct, team did not confirm
- Paychecks
  - Paycheck simulator

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

    - Get a copy of your W2
    - Change your W4 (electronically)

<u>Side Menu Bar:</u>

- Benefits
    - Current year elections
    - Report life events
- Certifications
    - Not used, should be shut off so employees don't see it
- Pay/Tax Information
    - YTD info
    - W-2
        - Not all are coming over to ESS, there is possibly a function that needs to be run in order for this to happen
    - W-4
        - Employee can edit electronically
    - Paycheck simulator
        - Employee can see the impact to their pay if changes are made to their benefits and deductions
    - Total compensation
        - This is new and is not being used, might need to be turned off/on in MUNIS so that info pulls in
- Performance Evaluations
    - This is new and just started being used
- Personal Information
    - Address/email change
    - Does not ask for phone # because of public records requirements
    - Add dependent info (should be change to dependent/beneficiary)
        - This info will be available for filling in open enrollment forms
    - Add Emergency contact info (new function)
    - Employee profile
- Time off
    - Not in use
- Time sheet
    - Not in use
- Training opportunities
    - Not in use. Was used temporarily but was replaced PCU

<u>Top Menu:</u>

- Resources (documents):
    - Holiday calendar

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

- Clinic information
- Discounts
- Summary of benefits
- Documents for open enrollment
- Policies
- Forms

What new functions are already being worked on to be added to ESS?

- Wellness reimbursement
- Sick/leave conversion
- Tuition reimbursement

Can employees be notified when a new document has been added the portal?

- Notifications go to HR but unknown if employees can receive notifications too

What training, if any, has been provided to staff on how to use ESS?

- One-on-one with new employees when enrolling for benefits
- During open enrollment if employee requests assistance enrolling

How can we help increase the use of ESS?

- Stop emailing pay stub to employees, employees would need to go to ESS to retrieve pay stub/info
    - If this is done we need to inactivate or fix whatever is not working correctly
- Require all address changes and W4 changes be made through ESS
    - This has already started

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

Identify *– Identify potential options or solutions to eliminate or improve the process.*

If it is the desired outcome that the ESS would become a tool used by employees year-round versus just during open enrollment the Team recommends enhancements and changes be made to improve it. Below is an outline of the recommend changes. The Team would be happy to assist in future meetings regarding these changes if assistance is needed.

Recommended enhancements:
The following enhancements are recommended to make the ESS easier to use and to improve the functionality of it.

Login
The login is difficult for employees to remember and should ideally be the same as the network login. Similar to how your MUNIS password is automatically updated when your network login is changed, ideally, your ESS login should automatically be updated as well. In the past MUNIS has said that this cannot be changed. There have been several updates since ESS was initially setup so this change may now be possible.

Welcome page:
More info should be added to the welcome page about what services are available through ESS and make it more welcoming.

- If possible, put announcements here instead of just putting them on the screen employees see after log in to ESS
- Include the clinic's information here instead of requiring the employee to login first to get it

Resources:
This section needs to be organized better. We're told ESS does not allow this capability so a work around that was recommended was to add these documents to the intranet or other URL and add links under resources in ESS instead of a copy of the actual document, this way the information can be organized better. In addition, all documents should be saved as a PDF so that the document can be accessed from any device.

Below is a recommendation on how info can be sorted:

- Important info
    - Holiday calendar
    - Clinic information
    - Discounts
    - (NEW) Add info about tickets at work discounts

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

- Summary of benefits
- Open enrollment documents
- Policies
- Forms
- (NEW) Employee Assistance Program Information
- (NEW) Useful links section for external websites like Great West, ICMA, BCBS etc…

Notifications:
If possible, alerts should be setup to notify employees when anything has been added to ESS. This could be similar to the alerts employees receive from the budget center and retirement center.

<u>Recommended changes/corrections:</u>
The following items are either not being used and should be removed from the ESS or are not working properly and should be either fixed or removed.

- Login message about user ID is not true (says first 2 letters have to be caps, this is not true)
- Personal Information
  - Mail (should be corrected to say email) corrections/comments to……
  - Info can be edited but Kathie says it should not be
  - Dependent info should be changed to say "dependent/beneficiary"
- Time off (sick/vacation)
  - The time off calendar is confusing. If any time off was taken during the pay period the whole pay period is highlighted making it appear that the employee was off every day during that period of time. If possible, this part of the function should be shut off so that employee can only see accruals.
- Pay/Tax Information
  - W-2
    - Not all are coming over to ESS - There may be a function that needs to be run in MUNIS in order for this to happen properly. Several members of the team checked this and only saw their W-2 through 2013. The 2014 W-2 was missing.
  - Total compensation
    - This is new and is not being used, might need to be turned off/on in MUNIS so that info pulls in to ESS, otherwise should be removed from ESS
- Performance Evaluations
  - It was discussed that there is a final step in MUNIS that needs to be done by HR in order for this to import to the ESS. This may be why it's not there for all employees.

Process Improvement Team – Process Evaluation Form
Employee Self Service (ESS) Portal

Not in use, should be removed from ESS:
If the use of ESS is going to be encouraged it is crucial that the information available is correct. If it is not working properly or not being used at all it should be removed from ESS.

- Certifications
  - Not used - should be shut off so employees don't see it
- Time off
  - Not used - should be shut off so employees don't see it
- Time sheet
  - Not used - should be shut off so employees don't see it
- Training opportunities
  - Not used - should be shut off so employees don't see it
    - Was used temporarily but was replaced PCU

Verify - *Confirm that the recommended change or solution would actually improve the process.*

During the October 2nd meeting a discussion took place regarding all of the recommendations described above. Staff agrees that if the ESS is desired to be a useful tool for employees, changes are needed. It is understood that there are some software limitations but there are some improvements that can be made or at least explored regardless. At a minimum, functions that are not working properly or not in use should be removed from the ESS. An upgrade of MUNIS will be taking place after January 1, 2016 which may also improve functionality of ESS.

No follow up is scheduled with Human Resources at this time. If additional assistance is needed from the team we would be glad to schedule a follow up discussion.

Execute *– Plan the implementation of the solution and/or improvement. Provide feedback and support as needed during the implementation process.*

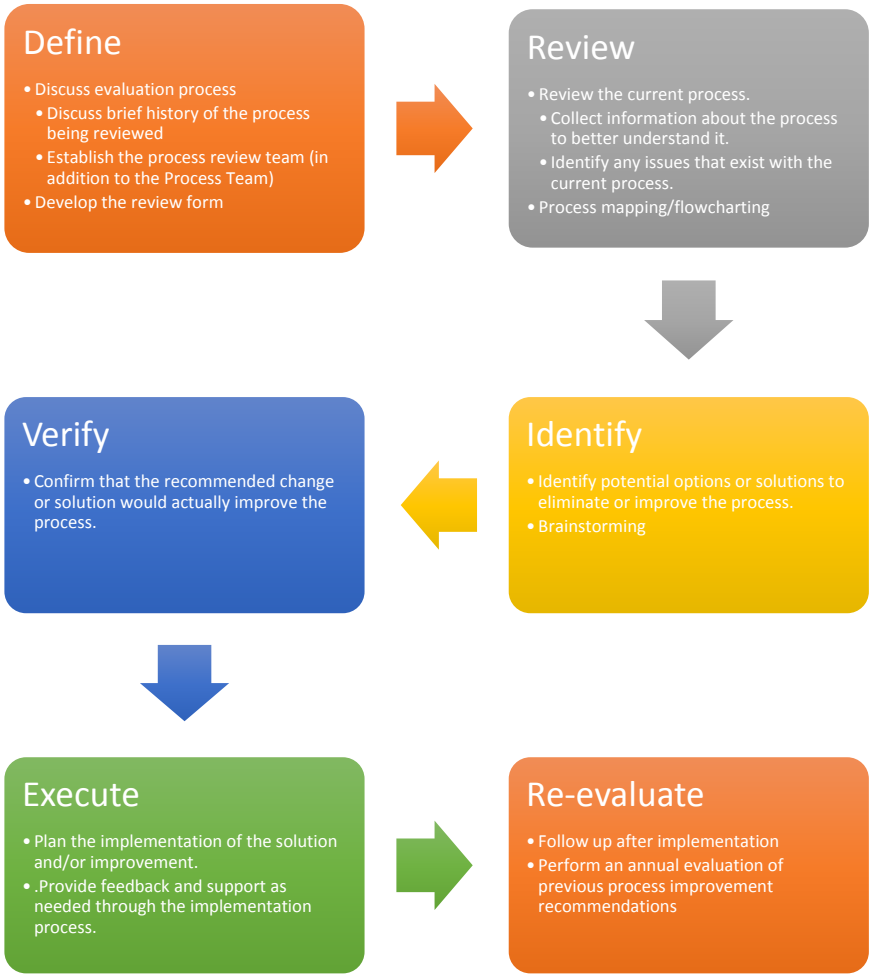
Re-evaluate *– Review the changes after implementation. Perform an annual evaluation on all previous process improvement recommendations.*

Process Improvement Team
Process Evaluation Form – Change Order Process

The Process Improvement team is tasked with defining and reviewing processes in order to identify, verify and execute improvements that will increase efficiency and improve the delivery of services.

Objective:
The objective of the process evaluation is to gain the proper knowledge and understanding of a process in an effort to provide an educated recommendation for changes that could ultimately increase the department's efficiency as well as improve the delivery of its services. Understanding a process, so that it can be improved, first requires a detailed look at the process through the knowledge of the people who regularly perform the work.

Evaluation Process:
The tools and techniques to be used in order to fully understand the process and make recommendations for improvement are:



Process Improvement Team
Process Evaluation Form – Change Order Process

Define *– Define the current process. Identify and collect information about the process to better understand the background.*

Background:
Purchase orders (PO) are processed through MUNIS. The PO begins as a requisition and must go through the appropriate levels of approval based on the dollar amount before being converted to a PO.

TOTAL CONTRACT VALUE	QUOTE REQUIREMENTS (Minimum)	AWARD APPROVAL
$ 0 - $749.99	Single Quote Purchasing Card	Department Director or Designee
$750 - $2,999.99	Single Quote Purchase Order	Department Director
$3,000 - $14,999.99	3 Verbal Quotes Minimum Purchase Order	Department Director
$15,000 - $25,000	3 Written Quotes Minimum Purchase Order	City Manager or Designee
$25,000.01 - $30,000	Formal Invitation or Bid Contract or Purchase Order	City Manager or Designee
$30,000.01 and Above	Formal Invitation or Bid Contract or Purchase Order	City Council

The following is reviewed during the approval process: (extracted from the Purchasing Policy)

1. Completeness: All required information must be input in the MUNIS financial system to request a requisition.
2. Account Code Distribution: The general ledger account code assigned must be reasonable and appropriate based on the nature of the item or service being purchased.
3. Compliance with Purchasing Policies and Procedures: The requisition must include appropriate documentation that the City's adopted Purchasing Policies and Procedures were followed. There must be documentation showing that quotes or bids were obtained, if appropriate.
4. Designees Authorized: If a designee has signed for the department director, that person's name must be on record with the Purchasing Manager as having been authorized by the department director.
5. Budget Compliance: There must be adequate funds available in the budget for the account number charged.

Once the requisition goes through all levels of approval it is then assigned a PO number.

Process Improvement Team
Process Evaluation Form – Change Order Process

Review – *Review the current process. Discuss issues that exist with the current process.*

(Extracted from the purchasing policy)

In the course of business, it may be necessary to make changes to a contract or purchase order. This is accomplished by a Change Order.

A user may request a change order to any issued purchase order for review by the Purchasing Manager. Change order procedures shall not be used to avoid ANY standard purchasing procedure.

The requesting department must:

- Submit a written request for any Change Order for any reason other than freight.
    - It must clearly and concisely define what is to be changed, and, why the change is being requested.
    - The request must list the correct vendor name as it is printed on the purchase order, and the purchase order number.
    - If there is any change in price, then the appropriate account number(s) with the corresponding change in amount must also be listed.
    - Depending upon the total value of the original purchase order and the amount of the change requested, a change request might also require City Manager or City Council approval.
- For freight:
    - If the original purchase order did not include freight either as part of the specifications or as a separate line item, then a change order to add freight charges must be requested from the Purchasing Manager before sending the invoice to Accounts Payable (AP).
    - If the original purchase order included freight as a separate line item, and the total freight charge is less than $50.00, then it may be processed by AP without the Purchasing Manager approval.
    - Change orders to add freight charges over $50.00 must be submitted to the Purchasing Manager for approval and processing.

Process Improvement Team
Process Evaluation Form – Change Order Process

Current process for change orders (revising a PO):

How (what method used) are requests for change orders currently received?
Email, a change order form is also required if the request is for a project

Who can currently request a change order?
Supervisors and Department Heads can request a change order. It is not limited to the person who put in the original requisition.

According to the current process, when is the Department Head's approval required before a change order will be processed?
Not required unless the PO is being increased to 15,000+

According to the current process, when is the Finance Department's approval required before a change order will be processed?
The Finance Department's approval is currently not required to approve a change order. The Purchasing Manager checks for sufficient budget.

What are the thresholds for when a change order is appropriate versus obtaining a new PO?
The Purchasing Manger evaluates the request and requires appropriate quotes when needed without requiring a new PO be put in the system. A copy of the Change Order is also put in onbase.

What type of documentation is kept for audit purposes to support the change order in MUNIS?
A copy of the email and any backup sent is attached to the PO in MUNIS. If City Manager approval is received a copy of that email is attached as well.

How long has the current process been in place, when was it last reviewed and/or changed?
Email has always been used for change orders. Verbal requests have never been accepted. When Mr. Landon came to COPC the process was changed to ensure City Manager approval is received when appropriate before the change order is processed.

How is staff notified that the change order is approved?
The staff member who requested the change order is notified by email by the Purchasing Manager. A revised copy of the PO is not sent to the employee but they can see the updated amount when looking in MUNIS.

Process Improvement Team
Process Evaluation Form – Change Order Process

Issues with current process:

- The secondary process is not consistent with the primary process.
- The same people who initially approved the purchase are not included in the approval of the change order. *For example Finance does not verify sufficient budget exists for the change order amount*.
- Email is currently being used to obtain City Manager approval when an approval workflow exists within MUNIS
- The current process does not have a clear audit trail.
- The Purchasing Manager is the only person who knows the status of the change order.
- The Purchasing Manager has to rely on his email to remind him to follow up if needed.

Identify *– Identify potential options or solutions to eliminate or improve the process.*

Team Recommendation: (What should the process look like?)

The secondary process should be consistent with the primary process.

A MUNIS approval workflow currently exists for change orders but it is not being used. The Purchasing Manager demonstrated the use of the process and it is the Team's recommendation to use this process going forward.

The approval workflow process in MUNIS begins when the Purchasing Manager makes a revision to the PO in MUNIS. The Team recommends that the Budget & Financial Analyst, the Department Head, the Purchasing Manager and when appropriate the Finance Director (if the PO is increased to over $30,000) and the City Manager (if the PO is increased to over $15,000) be included in the approval of the change order.

The new process:
The change order will still be requested via an email to the Purchasing Manager however, the Team recommends the use of an electronic change order form at all times for these requests. This is consistent with the initial request for approval to purchase (RAP sheet) that is currently used for the initial purchase requisition. The Team recommends revamping the current change order form to make it easier to use for all types of requests. The form should not be printed at any time.

- Requestor fills out the change order form electronically (PDF form)
    - PO #
    - Current amount of PO
    - Amount that the PO is being changed to
    - Reason for change

Process Improvement Team
Process Evaluation Form – Change Order Process

- If applicable, the electronic change order form should be forwarded to the supervisor for review (consistent with how a RAP sheet is handled)
- The supervisor will forward the electronic form to the Purchasing Manager for processing
- The Purchasing Manager will revise the PO in MUNIS and begin the approval workflow for the changes
    - Budget & Financial Analyst
    - Department Head
    - Purchasing Manager
    - Finance Director (if PO is increased to 30k+)
    - City Manager (if PO is increased to 15k+)

Verify - *Confirm that the recommended change or solution would actually improve the process.*

The Team reviewed the recommendation with the Purchasing Manager who feels the solution is viable.

Execute *– Plan the implementation of the solution and/or improvement. Provide feedback and support as needed during the implementation process.*

Next Steps:

1. Renee & Lina will work with Brian to revamp the change order form. The form should be easy to use and should include a section for basic requests and a separate section for projects which requires additional detail.

2. Brian will work on setting up the workflow approvers within MUNIS.

3. Once the form and approval workflow is ready, the Purchasing Manager should meet with the Executive Team to roll out the new process. An email should also be sent to staff that currently requests change orders educating them on the new process.

Re-evaluate *– Review the changes after implementation. Perform an annual evaluation on all previous process improvement recommendations.*

Performance Measures Overview for Process Improvement Team - 99007

This report gives an overview of the progress made in the Strategic Action Plan for Process Improvement Team - 99007. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 33.93%

	Completed
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**35.00%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	35.00%
Strategy 3.2.1 Review existing operational procedures and policies	35.00%
Approach 3.2.1.7 Develop a process review and identify associated targets that generate the greatest positive impact	35.00%
Measurement 3.2.1.7.a Evaluate four operational processes to improve efficiency and/or delivery of services	65.00%

Comments	
1/5/2016	In October, the Team reviewed the current functionality of the Employee Self Service (ESS) portal. (Evaluation is 100% complete) In November, the Team met with the Purchasing & Contracts Management division (PCMD) to evaluate the change order process. (Evaluation is 90% complete, pending additional assistance for implementation) In December the Team met with Business Tax staff to begin the preliminary work involved in reviewing the Business Tax receipt process. The review is scheduled to be completed in February. (Evaluation is 50% complete)

Measurement 3.2.1.7.b With a focus on technology, identify processes that can be enhanced to improve efficiency and customer convenience	50.00%

Comments	
1/5/2016	An inventory of processes has been developed by the team. The team continues to evaluate the list to prioritize which processes are evaluated first. Two processes were identified to be addressed during the early part of the year however with priorities constantly changing the team will need to re-evaluate to determine which processes will be addressed later in the year.

Measurement 3.2.1.7.c Report on post-implementation results for recommendations made for process improvement	25.00%

Comments	
1/5/2016	In December the Team met with the Customer Service Manager to follow up regarding the recommended changes to the new customer application process. The new process was rolled out in October and so far, staff is very pleased with the changes. Positive feedback has also been received from local realtors who are using the new process. Another follow up will be scheduled for later in the year.

Measurement 3.2.1.7.d Identify potential technology solutions for process improvement options that integrate with existing applications	0.00%

Comments

1/8/2016	As each process is evaluated the team takes into consideration the benefit of using the existing product(s) versus seeking out a new product for use. Thus far, all evaluations have resulted in improving the process through the existing software/application in use. The team will continue to look for products that will deliver better service when needed.

GOAL 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	**32.50%**
Objective 4.3 Evaluate current "Green" initiatives and target projects that are sustainable	32.50%
Strategy 4.3.1 Reduce waste through sustainable practices	32.50%
Approach 4.3.1.1 Minimize paper use for city forms	32.50%
Measurement 4.3.1.1.a Identify paper forms still being used by departments and evaluate for the potential conversion to electronic.	87.50%

Comments	
1/5/2016	With the exception of 1 department, this task is complete and includes 400+ entries. The Team will continue to follow up with the outstanding department in order to complete this task.

Measurement 4.3.1.1.b Prioritize the forms be to converted to "electronic only" forms	10.00%

Comments	
1/5/2016	The team began looking for themes across the large number of paper forms and processes that were identified.

Measurement 4.3.1.1.e Identify options available to be used in order to replace paper forms with electronic forms	0.00%

Comments	
1/8/2016	Progress is expected to begin during the 3rd quarter.

Public Works

Find Your Florida

Progress Report

To: Jim Landon, City Manager

From: Nestor Abreu, Director

Date: January 27, 2016

Department: Public Works

Re: 1st Quarter Progress Report 2016

Executive Summary:

My review of the Public Works department crews' work output reveals a productive First Quarter of 2016. In all cases, the core departmental work activities tracked through the City's Performance Measures process continue to meet their established performance benchmarks.

Stormwater staff collaborated with the Drainage Team and Customer Service to refine the criteria used to rate and prioritize swales for rehabilitation based on cost, productivity and overall stormwater system needs and benefits.

Facilities staff implemented in-house custodial services for City Hall, Community Center and Public Works Administrative facilities. We designed the services to specifically meet the expanded needs of these facilities with high level responsiveness and consistency.

Fleet and Fire staff collaborated to create a pre-trip checklist for proper fire apparatus use.

Parks and Roadway Medians staff performed the necessary seasonal activities of weed and pest control, fungicide and fertilizer applications, seeding and aeration at City sports fields, the Tennis Center and center medians on Belle Terre and Palm Coast Parkways, SR 100 and Old Kings Road. Sidewalks, playground equipment and restroom facilities at all twelve City Parks received seasonal pressure washing and scrubbing.

Employee Safety Training provided this quarter included: vehicle operation and maintenance, cold weather personal protection and safety gear and power tool use. Zero safety incidents were recorded this quarter.

A Fleet Mechanic earned ASE certification in Heavy Duty Brakes Maintenance and Repair. Additional certifications will follow.

Progress Report

Public Works staff is leading a multi-departmental work group assembled to find a permanent home for the swale dirt screening operation and to relocate 40,000 cubic yards of dirt currently housed at the site of Water Treatment Plant 3.

We are currently evaluating the work and processes of the fleet mechanics, the sign/signal technicians and the overall movement of trucks, equipment and employees as part of a comprehensive Public Works Facilities needs analysis. A Master Plan will follow.

The Public Works staffing reorganization implemented in the previous quarter has enhanced the department's administrative support capabilities, resulting in higher quality and accuracy of departmental reporting and documentation. The consolidation and reassignment of the supervisors' roles and responsibilities has resulted in improved operational communication, collaboration and cohesion. The four supervisors and their manager continue to make positive contributions to their respective City wide teams.

Five Public Works employees earned promotions to positions of higher responsibilities. Four vacant positions were filled with qualified candidates. Currently, ten positions are vacant.

Budget:

My review of the Public Works Department budget indicates that each division is on target for the First Quarter of 2016.

At present, the Facilities Maintenance overtime budget line item is at 44%. The first quarter was marked by the implementation of in-house custodial services for three City facilities: City Hall, Community Center and Public Works Administration. In advance of the Custodial Service start-up in December 2015, overtime was utilized to provide necessary training and development of staff and to create Standard Operating Procedures.

Due to the Custodial Service start-up, the Machinery and Equipment budget line item is at 114% as the necessary floor maintenance machinery and equipment was purchased in the first quarter. All budgeted equipment has been purchased. At this time, no additional custodial equipment purchases are anticipated.

The Parks Facilities Other Contractual Services budget line item is at 45%. The first quarter was marked by emergency lighting repairs at Indian Trails Sports Complex caused by lightning strikes. Additionally, we incurred unexpected costs for an irrigation audit required by St. John's River Water Management District as a condition of the City's Consumptive Use Permit.

Progress Report

Progress Report:

1st Quarter 2016 Accomplishments

Stormwater

Collaborated with the Drainage Team and Customer Service to refine the criteria used to rate and prioritize swales for rehabilitation based on cost, productivity and stormwater system needs and benefits.

- Rehabilitated and maintained residential swales (14 miles)
- Installed valley gutter (1)
- Cleared residential culvert pipes of debris (935)
- Cleared catch basins, inlets/outlets (2)
- Repaired washouts (10)
- Repaired outfalls (1)
- Replace driveway culverts (1)
- Inspected drainage ditch problems (21)
- Installed drainage pipe (850 linear feet)
- Maintained drainage ditches (94 miles)
- Excavated drainage ditches (150 linear feet)
- Sprayed drainage ditches (27 miles)

Streets

- Curb and gutter mechanically swept (345 lane miles)
- Repaired edge of roadway (100 linear feet)
- Repaired sidewalk (100 linear feet)
- Repaired potholes (2)
- Repaired street radii (615 linear feet)
- Inspected & reported street light outages (78)
- Repaired/replaced traffic signs (58)
- Performed traffic signal maintenance and loop testing (14)
- Inspected sidewalk for pedestrian safety (56 miles)
- Performed traffic control (13 events)
- Performed fire mitigation (1)
- Performed site distance trimming for roadway safety throughout City
- Performed Opticom repairs on Palm Coast Parkway @ I-95 intersection
- Performed line-up, staging, and traffic control for the Starlight Parade
- Performed Citywide sidewalk maintenance (sweeping & blowing)

Progress Report

Special Projects

- City Hall Activities: Completed sidewalk installation, installed six drainage structures and pipe, moved office furniture, installed 35 pieces of artwork, removed oak tree, assisted with the Grand Opening, and performed various paint touch-up
- Repaired the main irrigation line on SR 100 medians
- Installed dedication stones at Children's Memorial Garden
- Set up the Christmas tree barges at Central Park Lake, assisted with the Tree Lighting Ceremony, and set up for the Starlight Parade
- Repaired Country Club Cove neighborhood identification sign
- Power washed and re-painted Public Works building exterior
- Installed new signage intersection improvements at Whiteview Parkway & Ravenwood Drive
- Installed silt fencing, hauled and graded dirt for the Sod Farm along US 1
- Installed safety improvements for park bench at Pine Grove Drive & Pine Tree Drive
- Installed concrete sidewalk path at the Utility Department
- Pruned trees along Palm Coast Parkway 6-Laning project
- Repaired 80 linear feet of sidewalk on Palm Coast Parkway east bound
- Screened & recycled 2,500 cubic yards of dirt

Fleet Maintenance

Fleet and Fire staff collaborated to create a pre-trip checklist for proper fire apparatus use.

Fire Fleet Service

- Road calls (7)
- Repairs (153)
- Ladder Truck Aerial Recertification (1)

Non Fire Fleet Service

- Road calls (25)
- Vehicles repaired (267)
- Vehicle preventative maintenance (123)
- Equipment inspection and repair (489)
- Equipment preventative maintenance (76)

Facility Maintenance

- Facilities maintenance requests completed (278)
- Emergency facilities maintenance requests (7)
- Holiday float preparation; awarded "Best in Parade"
- Implemented in-house custodial services for City Hall, Community Center, and Public Works Administrative facilities

Progress Report

Parks and Roadway Medians

Seasonal Activities Performed:

- All center medians on Belle Terre Parkway, Palm Coast Parkway, SR 100, and Old Kings Road were maintained, also fertilized, fungicide, weed and pest controls applied
- All sports fields were over seeded, aeriated, fungicide, weed and pest controls applied at Indian Trails Sports Complex, Seminole Woods Park, Ralph Carter Park, Indian Trails Middle School
- Fertilized, fungicide, weed and pest controls applied on the grounds at Palm Coast Tennis Center and Central Park
- Performed power washing of restrooms, surrounding sidewalks, and playground equipment at all City parks (12)

Weekly Activities Performed:

- Inspected/repaired all irrigation zones for City medians and City parks
- Performed safety inspections on playground equipment, parks, and trails at 22 locations
- All playgrounds (6) were leveled
- All City parks (12) were mowed and maintained
- Grounds were maintained at 250 well sights and lift stations
- Maintained the grounds at: 5-Fire Stations; 3-Water Treatment Plants; and 2-Wastewater Treatment Plants
- Mowing was performed at 16 sports fields three times each week (672 acres),
- Raked and cleaned off lines, on ten courts at the Palm Coast Tennis Center daily.
- Maintained all center medians on Belle Terre Parkway, Palm Coast Parkway, SR 100, and Old Kings Road

Additional Activities Performed:

- Graded and lined all baseball fields, prepared sports fields for many games and various tournaments at the Indian Trails Sports Complex
- Mulched beds in Long Creek Nature Preserve
- Pruned trees, cleaned pavilion roofs, cut and removed fallen tree, mulched beds in Linear Park
- Repaired fishing pier, trimmed trees, replaced bicycle pump, mulched all beds, re-graded shell trails in Water Front Park
- Re-graded shell trails and repaired raised walkway decking on the Graham Swamp Trail
- Mulched and re-planted flower beds in Central Park
- Repaired trail bridges and asphalt paths, trimmed overgrowth of vegetation along waterway on the St. Joe Walkway
- Completed a backwash of the pool filters at the Freida Zamba Pool
- Spruced up Community Center, removed overgrowth, installed new shrubbery and re-mulched beds
- Trails and paths inspected and maintained (97 miles)
- Park signs were inspected (3,637)

Progress Report

Vacating Swale Dirt Screening Operation from Water Treatment Plant 3

- Established a sod farm location along US 1
- Delivered and distributed 2,500 cubic yards to sod farm location
- Temporarily relocated swale dirt screen operation to the sod farm
- Request for Proposal (RFP) was advertised for "Surplus Sale of Excess Soil Material"

Training and Certifications

Employee Safety

- Vehicle Safety – (all Public Works employees)
  Transporting guidelines, speed limits, street conditions, seatbelt requirements, cell phone usage, pedestrian safety, maintenance and inspection reports (pre-trip), the different types of license classifications
- Cold Weather Safety (all Public Works employees)
  Frost bite and hypothermia: prevention, symptoms and first aid, proper cold weather safety gear
- Power Tools Safety (all Public Works employees)
  Proper use, storage, safety shut off and maintenance, overhead work safety, right tool for right job
- Tomoka Inmate Training (7 Public Works employees)
  Required by the State of Florida, for City staff to be trained on proper interaction and oversight of the inmate crews

Certifications

- FDOT Asphalt Paving Level 1 (1 Public Works employee)
  To gain knowledge of quality control, verification, dispute resolution and acceptance of asphalt pavements as performed in accordance with the standard test methods.
- Automotive Service Excellence (ASE) Heavy Duty Brakes (1 Public Works mechanic)
  Certification for proper maintenance/repair of heavy duty brakes

Staffing Reorganization (Fourth Quarter 2015) Update

- The addition of a Sr. Staff Assistant position has increased departmental capabilities, resulting in higher quality and accuracy of departmental reporting
- Supervisor's work and responsibility reassignment has resulted in improved operational cohesion, collaboration and communication.

Progress Report

Personnel Hiring & Promotions

- 4 vacant positions were filled
- 5 Public Works employees were promoted

Current Hiring and Development Needs

- 10 positions vacant
  - Sign Technician III vacant position
  - Sign Technician I vacant position for 6+ months
  - 2 Maintenance Workers
  - 4 Equipment Operators I
  - 2 Equipment Operators II

Public Works Facility Master Plan

- Evaluation of the work and process of fleet mechanics, signal technicians and shop operations
- Evaluation of overall Public Works yard traffic and movement, trucks, equipment and worker
- Equipment and hand tool storage, preservation and inventory control
- Parking
- Crews shelter, staging and deployment
- Master Plan to follow

Progress Report

Other:

<u>STORMWATER PROJECTS</u>

Pipe Installation Bronson Lane

Ditch Grading Ramsgate Place

Progress Report

Swale Maintenance Floral Court

Watering Swales

Progress Report

STREETS & SPECIAL PROJECTS

Sidewalk Installation

Replacing Lights at Tennis Center

Progress Report

FLEET & FACILITIES MAINTENANCE

Radiator Repair

Repairing Hydraulic Lift

Progress Report

PARKS MAINTENANCE

Sprucing up Community Center

Power Washing Ralph Carter Park

Progress Report

Over Seeding Sports Fields

Painting Soccer Fields

Progress Report

Public Works in Many Languages – International Greetings

Performance Measures Overview for PUBLIC WORS ADMIN - 15000

This report gives an overview of the progress made in the Strategic Action Plan for PUBLIC WORS ADMIN - 15000. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 67.19%

	Completed
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	**66.96%**
Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	48.12%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	48.12%
Approach 1.1.1.5 Replace aging infrastructure elements	34.00%
Measurement 1.1.1.5.a Streets - Replace 2,500 LF of drainage pipe per year. (Budget Based)	34.00%

Comments	
12/14/2015	October 2015 - 300 LF
12/14/2015	November 2015 - 190 LF
1/8/2016	December 2015 - 360 LF. YTD = 850

Approach 1.1.1.6 Maintain stormwater system elements	30.20%
Measurement 1.1.1.6.a Stormwater Maintenance - Swale work orders will be completed within 6 months of receiving the complaint.	89.90%

Comments	
1/8/2016	October 2015 - 51 out of 56
1/8/2016	November 2015 - 25 out of 27
1/8/2016	December 2015 - 22 out of 26. YTD = 98 out of 109

Measurement 1.1.1.6.b Streets - All ditches will be maintained twice a year. (1,779,945 linear feet)	27.76%

Comments	
12/14/2015	October 2015 - 141,460 LF
12/14/2015	November 2015 - 140,825 LF
1/8/2016	December 2015 - 211,852 LF. YTD = 494,137 LF

Measurement 1.1.1.6.c Stormwater Maintenance - Complete modeling improvement project for current fiscal year. (Section 37 Trib 1 grading & Trib 3 grading/pipe)	0.00%

Comments	
12/14/2015	1st Quarter 2015 (Oct., Nov., Dec) - New equipment delivery delayed, rental equipment is unavailable. Project scheduled to begin in March, 2016.

Measurement 1.1.1.6.d Stormwater Maintenance - Complete 12 valley gutters annually	8.33%

Comments

12/14/2015	October 2015 - 0 valley gutters installed
12/14/2015	November 2015 - 1 valley gutter installed
1/8/2016	December 2015 - 0 valley gutters installed. YTD = 1

Measurement 1.1.1.6.e Stormwater Maintenance - Develop a methodology for listing, identifying, rating and prioritizing swale runs for rehabilitation based on cost, urgency/needs and productivity to ensure overall system performance	25.00%

Comments	
12/14/2015	November 2015 - The end of December 2015, staff will begin identifying and evaluating the current swale rehabilitation plans that are currently on hand.
1/8/2016	December 2015 - Staff created a spreadsheet, all rehab plans have been entered, identified and evaluated. Next step is to prioritize based on cost, urgency and productivity.

Approach 1.1.1.8 Continually evaluate Park conditions and develop repair/replacement or maintenance programs	100.00%
Measurement 1.1.1.8.b Parks Maintenance - Develop a park facility inspection checklist that includes facilities to be inspected and evaluated	100.00%

Comments	
12/14/2015	October 2015 - A park facility inspection check list was developed and inspections were implemented.

Measurement 1.1.1.8.c Parks Maintenance - Inspect all park facilities monthly	100.00%

Comments	
1/29/2016	October 2015 - 11 out of 11 November 2015 - 11 out of 11 December 2015 - 11 out of 11. YTD = 33 out of 33

Objective 1.2 To assess the need to expand infrastructure for sustainable growth	97.10%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	100.00%
Approach 1.2.1.8 Ensure proper inspection and repair of City infrastructure	100.00%
Measurement 1.2.1.8.i Streets - Inspect and categorize 100% of all drainage pipe each year.	100.00%

Comments	
1/27/2016	1st Quarter (Oct., Nov. & Dec.) - Staff inventoried and categorized 2,147 pipes and assigned a rating from 1 (being new) to 5 (being the worst) for the year.

Measurement 1.2.1.8.m Inspect ditch drainage problems within 2 day of the receipt of the complaint 85% of the time.	100.00%

Comments	
1/15/2016	October 2015 - 4 out of 4 November 2015 - 10 out of 10 December 2015 - 7 out of 7. YTD = 21 out of 21

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	95.16%
Approach 1.2.2.12 Inspect and maintain City facilities	95.16%
Measurement 1.2.2.12.a Facilities - Respond/communicate to all emergency facilities requests within 2 hours 100% of the time.	100.00%

Comments	
12/14/2015	October 2015 - 0 out of 0

12/14/2015	November 2015 - 5 out of 5
1/8/2016	December 2015 - 2 out of 2. YTD = 7 out of 7

Measurement 1.2.2.12.b Facilities - Respond/communicate to all facilities requests within 1 business day 100% of the time.	100.00%

Comments	
12/14/2015	October 2015 - 50 out of 50
12/14/2015	November 2015 - 142 out of 142
1/8/2016	December 2015 - 86 out of 86. YTD = 278 out of 278

Measurement 1.2.2.12.c Facilities - Complete all facilities maintenance requests within 3 business days 85% of the time from when received.	85.48%

Comments	
12/14/2015	October 2015 - 32 out of 50
12/14/2015	November 2015 - 103 out of 142
1/8/2016	December 2015 - 67 out of 86. YTD = 202 out of 278

GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**70.00%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	70.00%
Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services	70.00%
Approach 3.2.4.13 Ensure proper maintenance of Fire Fleet	75.00%
Measurement 3.2.4.13.a All fire fleet (30) will have preventative maintenance work performed on time (according to scheduled hours) 85% of the time	100.00%

Comments	
12/14/2015	October 2015 - 6 out of 6
12/14/2015	November 2015 - 2 out of 3
1/8/2016	December 2015 - 6 out of 6. YTD = 14 out of 15

Measurement 3.2.4.13.b Of the fire fleet with maintenance not performed according to scheduled hours, all will have maintenance performed within 50 hours past original schedule 100% of the time	100.00%

Comments	
12/14/2015	October 2015 - 0 out of 0
12/14/2015	November 1 out of 1
1/8/2016	December 2015 - 0 out of 0. YTD = 1 out of 1

Measurement 3.2.4.13.c Develop a pre-trip checklist and provide training to Fire personnel for proper fire apparatus use	25.00%

Comments	
12/14/2015	1st Quarter (Oct., Nov., Dec. 2015) - The Pre-trip Checklist form is complete, training for 15 Fire employees is scheduled to be completed by March 2016.

Approach 3.2.4.14 Provide services through in-house staffing as an alternate to external services while maintaining high quality services	62.50%
Measurement 3.2.4.14.a Create an SOP to support newly created custodial service which outlines services to be provided on a daily, weekly, monthly and quarterly basis.	100.00%

Comments

12/14/2015	October 2015 - Staff is developing a Standard Operating Procedure.
12/14/2015	November 2015 - The SOP was finalized and a check list was developed for daily, weekly, monthly and quarterly tasks.
1/15/2016	December 2015 - Measure is 100% completed. The Standard Operating Procedure has been implemented and is currently working well.

Measurement 3.2.4.14.b Provide an analysis of resources that are required to provide custodial responsibilities for all City facilities	25.00%

Comments	
12/14/2015	November 2015 - Effective December 1, 2015 custodial services for City Hall, Community Center, and Public Works, was brought in house. Two employees were hired and assigned to the tasks.
1/19/2016	December 2015 - Identifying and matching staffing resources with the work load (City Hall, Community Center & Public Works Admin.) facilities. Contractor continues to meet obligations for all other City facilities. Currently a survey, to receive feedback on services, has been created and is ready for implementation.

GOAL 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	**100.00%**
Objective 4.3 Evaluate current "Green" initiatives and target projects that are sustainable	100.00%
Strategy 4.3.1 Reduce waste through sustainable practices	100.00%
Approach 4.3.1.5 Facility inspection for repair and preventative maintenance to reduce waste and energy	100.00%
Measurement 4.3.1.5.a Streets - Provide routine inspection and maintenance to City facilities monthly.	100.00%

Comments	
12/14/2015	October 2015 - 11 out of 11
12/14/2015	November 2015 - 11 out of 11
1/15/2016	December 2015 - 11 out of 11. YTD = 33 out of 33

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**56.25%**
Objective 5.2 Enhance safety measures throughout the community	56.25%
Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards	100.00%
Approach 5.2.1.4 Implement hazard prevention throughout City parks	100.00%
Measurement 5.2.1.4.a Streets - Repair park facility damage within two (2) working days from the time reported 85 % of the time	100.00%

Comments	
12/14/2015	October 2015 - 0 out of 0
12/14/2015	November 2015 - 1 out of 1
1/8/2016	December 2015 - 1 out of 1. YTD = 2 out of 2

Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	41.67%
Approach 5.2.2.8 Implement hazard prevention measures throughout City	41.67%
Measurement 5.2.2.8.a Streets - Repair all signs within 24 hours of being reported.	100.00%

Comments	
12/14/2015	October 2015 - 5 regulatory, 5 guide, and 12 warning signs. YTD = 22
1/15/2016	November 2015 - 5 regulatory, 8 identification, 8 street signs. YTD = 43
1/15/2016	December 2015 - 8 regulatory, 7 guide signs. YTD = 58

Measurement 5.2.2.8.c Streets - Complete street striping annually as described in the striping plan.	0.00%

Comments	
12/23/2015	1st Quarter (Oct., Nov., Dec. 2015) - Project will begin in 2016.

Measurement 5.2.2.8.d Develop and maintain a striping plan to identify the number of linear feet of striping to be done annually	25.00%

Comments	
12/23/2015	1st Quarter (Oct., Nov., Dec. 2015) - The Transportation Team is evaluating the plan and will make their recommendations.

Safety Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Peter Roussell
Date:	1/26/2016
Dept./Team:	Safety Team
Re:	FY2016 First Quarter Progress Report

Executive Summary:

During the 1st Quarter of FY2016, the Safety Team has maintained a good pace meeting our Performance Measures. Recovering from a higher than normal rate of Worker's Compensation claims experienced during FY-2015, the Team is in the process of introducing new safety-related programs which will improve the City's ability to reduce accidents.

The Team, in collaboration with the Florida League of Cities, has been meeting on a regular basis discussing risk control measures and safety. The combination of efforts between Team members and the League has led to a reduction in Worker's Compensation claims in the second half of the first quarter.

There were some changes to the Team's membership due to the resignation of a team member. Kristin Van Baelen of the IT Department has been selected and approved by the Team.

Budget:

The Safety Team's budget balance is $19,821.00. $179.00 was used on November 25, 2015 for a webinar. *(Worker's Compensation and understanding the Experience Modification Number (MOD) calculations)*

Progress Report:

Employee safety is of paramount importance and every City of Palm Coast employee strives to do their part to eliminate all workplace injuries. Thanks to our relentless focus on safety and targeted programs in the workplace, we have seen progress toward our goals. In the first quarter of FY2016, significant improvements were achieved and reportable incidents declined 44% compared to the 1st quarter of FY2015. The City did not experience any lost time or no lost days due to workplace injuries. The Team continues to strive to identify and eliminate hazards that might lead to employee injuries. Each injury is reviewed at the highest levels of Management.

All incidents, accidents and near misses are being reported and are subject to the reviewing process which has included a meeting with the City Manager. The Team's focus is to create a safety learning system to better respond to safety issues.

In an effort to properly document Worker's Compensations incidents and trends, several graphs continue to be developed in order for the Team to have a clear understanding of the safety events that have the greatest impact or potential impact to our employees or the environment.

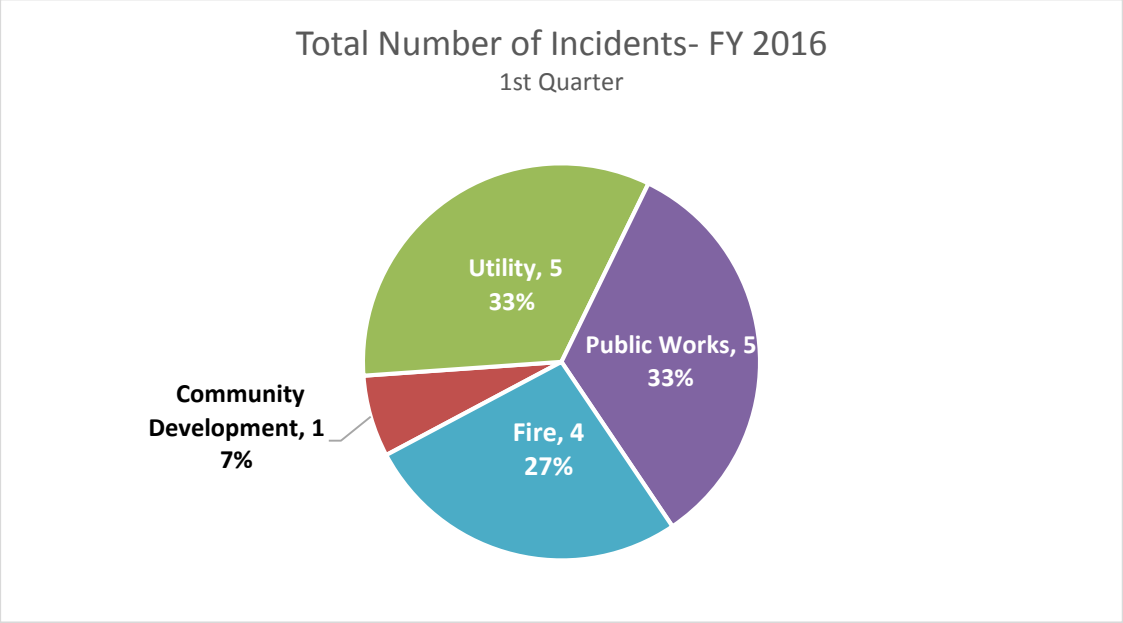
In the first quarter of FY2016, there were two categories of significant incidents reported: 1) Potential exposure, and 2) Cuts and abrasions. The top two categories accounted for 55% of the total reported. Sprains and strains, dehydration, falls, and animal bites were the other categories.

The Team is in the process of contracting with a local vendor, Peak Fitness and Rehabilitation, to begin injury prevention workshops. The program will provide on-site physical fitness training tailored to meet the current fitness levels of the employees. The overall objective of the program

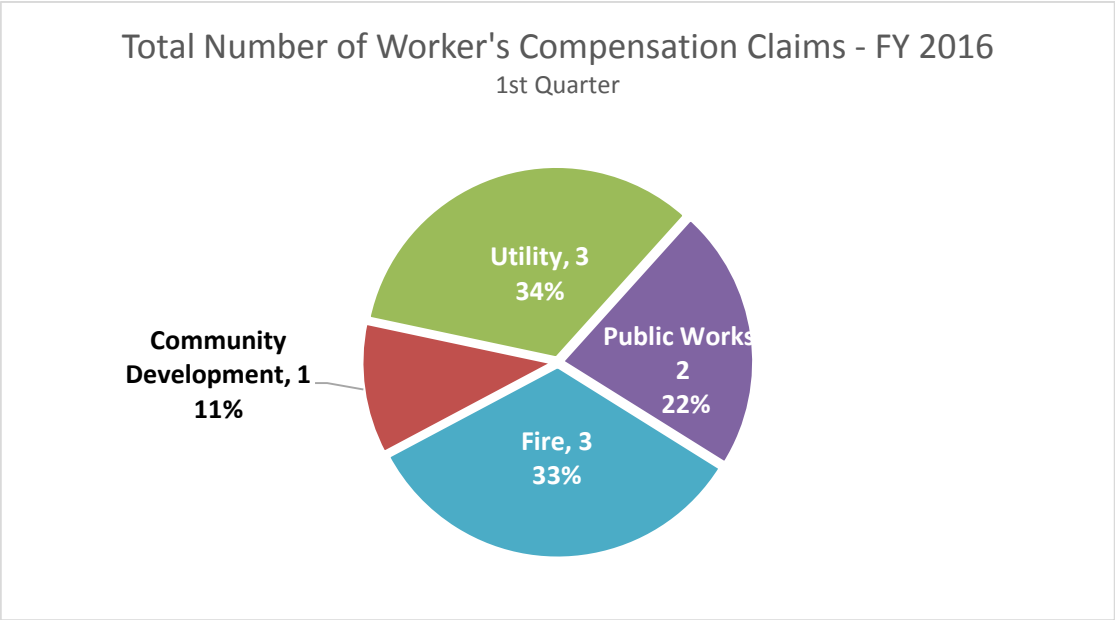
is to improve wellness and reduce the number of muscle strains and subsequent back injuries. Peak Fitness owners have already attended meetings with the safety team to discuss a plan of action detailing the type of fitness training that will be used and where the trainings will be held.

Other:

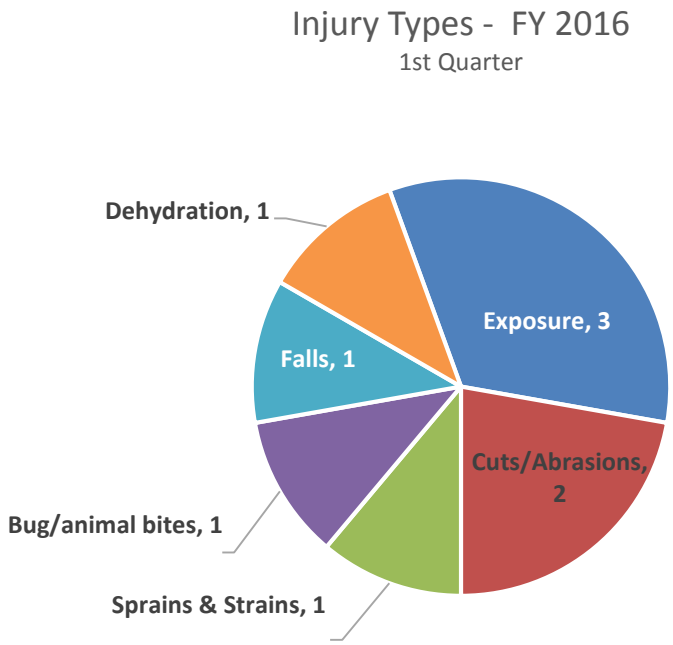
Below are related graphs for numbers and types of injuries that represent the first quarter of FY2016.

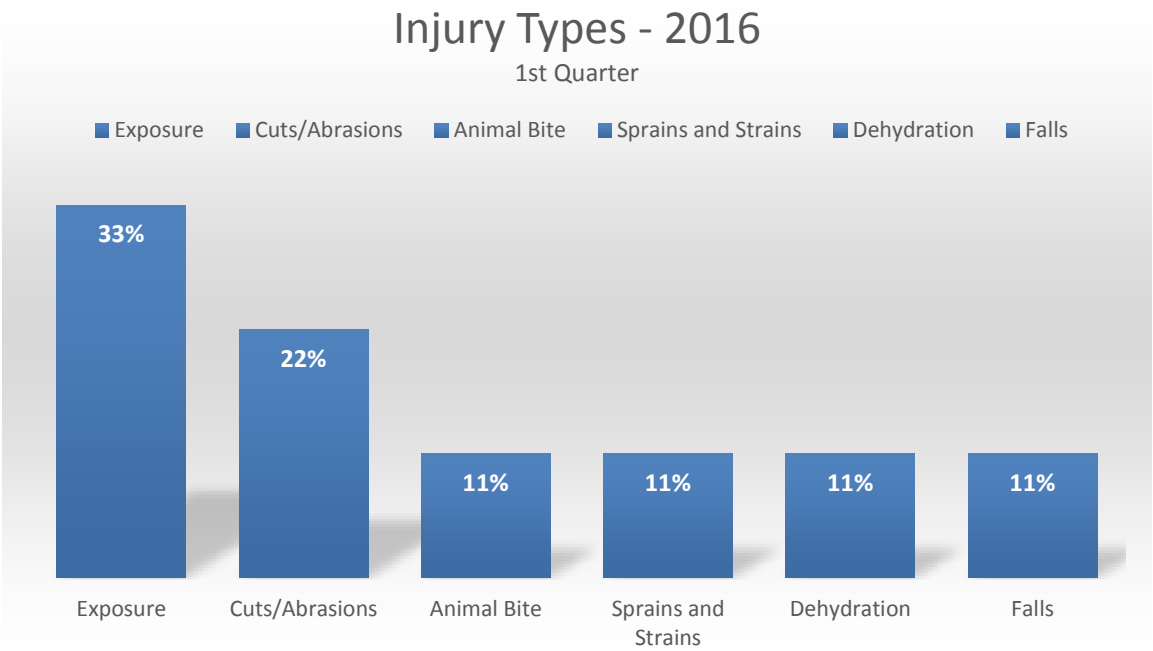


Progress Report



Progress Report





Significant Incidents Percentages

Performance Measures Overview for SAFETY TEAM - 99003

This report gives an overview of the progress made in the Strategic Action Plan for SAFETY TEAM - 99003. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 41.67%

	Completed
GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**44.44%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	44.44%
Strategy 3.2.1 Review existing operational procedures and policies	44.44%
Approach 3.2.1.24 Complete/Update All Safety Manuals	41.67%
Measurement 3.2.1.24.b SAFETY - Review City-Wide, Public Works and Utility and Fire Safety Manuals semi-annually and update as necessary	100.00%
Comments	
1/29/2016	The Public Works/Utility Safety Manauals is available on the Intranet for training and review. Public Works, Utility, City-wide has reviewed the policy manual.
Measurement 3.2.1.24.c SAFETY - Review PPE policy on a quarterly basis	25.00%
Comments	
1/29/2016	Policy has been reveiwed and information disseminated to staff through departmental safety meetings.
Measurement 3.2.1.24.d SAFETY - Develop a program that ensures PPE is being used by all departments	0.00%
Comments	
1/30/2016	The Safety Team is helping Supervisors in conducting assessments to determine physical hazards which will help the Safety Team evaluate and select the appropriate personal protective equipment for each individual performing a particular job. Sometime in the second quarter of FY2016 we will begin maintaining records of the workplace assessment and training of PPE.
Approach 3.2.1.25 Develop Best Practices for Workers Compensation Loss Ratios and Experience Mod.	0.00%
Measurement 3.2.1.25.a SAFETY - Schedule meetings (4) between league, HR and Risk Management in order to resolve any open claims.	0.00%
Comments	
1/29/2016	The team is going to schedue a meeting in February 2016 to discuss and resolve open claims.
Approach 3.2.1.26 Develop post accident procedures	62.50%
Measurement 3.2.1.26.d SAFETY - Identify and report on the trends to focus safety program on, in order to reduce negative trends.	25.00%
Comments	

1/29/2016	Trending for the first quarter of FY2016 involves the total number of incidents that has occurred categorized by department, total number of worker's compensation incidents categorized by department and types of injuries. Another graph has been developed that depicts the type of injuries experienced and compared each year. Nine Worker's Compensation incidents occurred during the 1st quarter as follows: Possible exposures - 3 Cuts and abrasions - 2 Dehydration - 1 Falls - 1 Sprains and strains - 1 Animal Bite - 1

Measurement 3.2.1.26.h SAFETY - Accommodate a minimum of 90% of workers comp incidents with light duty assignments	100.00%

Comments	
1/29/2016	All of the nine worker's compensation incidents were incidents that did not cause any time lost. Because there was no time lost, light duty actions were not needed.

Approach 3.2.1.27 Maintain policies and procedures to encourage good safety practices	55.00%
Measurement 3.2.1.27.c SAFETY - Implement a rewards program that focuses on reducing injuries and lost time.	10.00%

Comments	
1/30/2016	The Team is keeping track of the number of injury-free days which is one of the best ways to incentivize workplace safety and reduce unwanted injuries.

Measurement 3.2.1.27.d SAFETY - Develop procedures for job hazard analysis	100.00%

Comments	
1/29/2016	This quarter we started at ground zero and developed a template. During this quarter we developed (17) JHAs. In addition we had a meeting with Doug and mapped out a plan to have the JHAs available on the intranet.

Approach 3.2.1.28 Maintain Emergency Procedures	40.00%
Measurement 3.2.1.28.d SAFETY - Maintain and report on emergency communication procedures including "code red reverse 911" notification system for employee notification	40.00%

Comments	
1/29/2016	The Safety Team is planning to activate this system. We have just recently acquired a new member for the Team that works in the IT Department and has some familiarity with code red system.

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**33.33%**
Objective 6.2 To develop in-house and identify external training opportunities for employees	33.33%
Strategy 6.2.1 Create a comprehensive training program	33.33%
Approach 6.2.1.9 Standardize City-Wide Safety Training	33.33%
Measurement 6.2.1.9.d SAFETY - Provide annual safety training to employees at two employee functions	50.00%

Comments	
1/30/2016	Discussed safety and the direction the Safety Team was going during the "State of the City Address" held November 17th and 18th. The Safety Team may volunteer members to answer any questions during the upcoming Wellness Fair.

Measurement 6.2.1.9.e SAFETY - Provide an employee safety training program	0.00%

Comments	
1/29/2016	Under review until trends are identified.

Measurement 6.2.1.9.f SAFETY - Implement a warm-up program for employees	50.00%

Comments	
1/29/2016	Contract signed and will be implemented in the second quarter.

SAP Team

Progress Report

To:	Jim Landon, City Manager
From:	Denise Bevan, City Administration Coordinator
Date:	1/26/2016
Department/Team:	Strategic Action Plan Team
Re:	1st Quarter FY 2016

02/01/2016

Mission: To ensure a steadfast pursuit of the City's Vision through the Strategic Action Plan process while regularly reporting to City Council and citizens of Palm Coast.

Executive Summary: Since 2012, the Team has overseen the Strategic Action Plan (SAP) process which includes numerous deliverables and tasks coinciding with the budget process. On an annual basis, team members assist City Council with evaluating the organization's progress toward reaching our Vision – "To be recognized as one of Florida premier cities in which to live, work and play." The 1st Quarter of each fiscal year kicks-off the early stages of the SAP / Budget process. The team has implemented select process enhancements to better serve City Council while improving overall citizen involvement.

Budget: The bulk of the Team's budget is dedicated to the National Citizen Survey task which is annually evaluated for effectiveness and utility. The survey is conducted by the National Research Center, Inc. (NRC) with 2015 costs of $12,510 (mailings and analysis) plus $428 (web survey) which includes analysis report(s); approximately 72% has been paid with the remaining payment to be applied in the 2nd Quarter. According to the NRC web site, the estimated 2016 cost for 1,500 mailed surveys will be $15,400; the 2012 survey cost was $11,400 for 1,200 surveys. The remaining Team budget is $1,000 for the production of the Annual Progress Report, and $5,000 for the overall SAP management and deliverables. The Team has utilized $94.16 for printing the placemats for City Council, Board and Committee members, and City Management.

Progress Report: **National Citizen Survey**: Since 2002, the City of Palm Coast has utilized the services of the National Research Center, Inc. (NRC) to conduct an annual mailed citizen survey that is statistically sound. The results are utilized to track trends and assist with identifying services that may require attention. In the 2nd Quarter (February – March), the findings will be presented to City Council and will come back to Council's attention through the Annual Progress Report and as an element in Council's Leadership Guide.

To improve citizen participation, the team incorporated the following survey enhancements.

- Added "We want to hear from you!" to the face of the mailing envelopes,
- Conducted a social media campaign, and
- Released three News Releases which were picked up by Channel 13 News and local newspapers.

Progress Report

With ongoing concerns of less than 2% of citizens having an opportunity to participate, the 2015 survey also included a non-scientific web-based option for an additional fee. NRC will compare and contrast the results of the two survey types through a report deliverable. A graph has been attached that captures the survey timeline and web-based vs. mailed response results.

Due to the cost increases realized in recent year(s), the Team continually evaluates the frequency and utility of the survey including benchmarking against other communities. In FY 2015, staff researched other benchmarking services beyond NRC to enhance our performance management process while potentially reducing overall cost. Staff established a relationship with International City/County Management Association (ICMA) to evaluate their performance analytics software. ICMA developed "ICMA Insights" which is easily tailored product to collect, report, benchmark and analyze data. After much consideration, staff recommended to move forward with incorporating ICMA Insights into the overall process. In this quarter, staff have secured the platform product and started training modules.

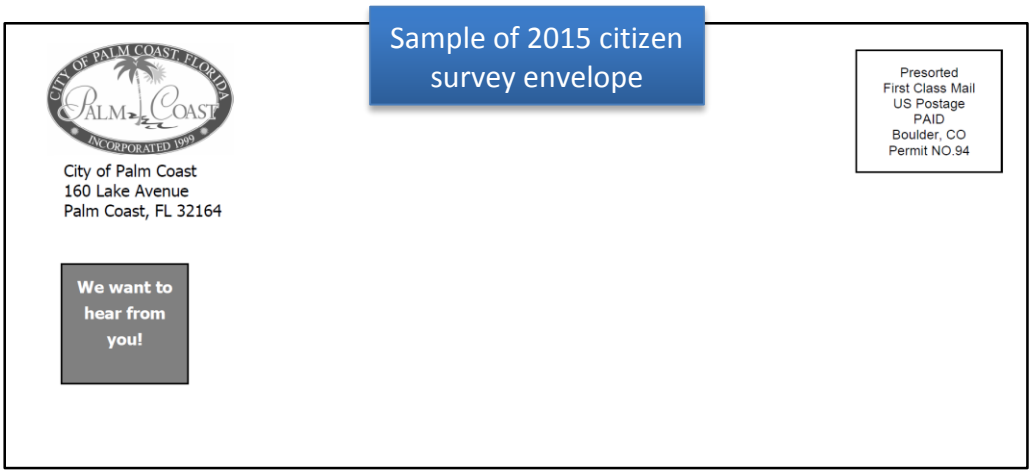
Other concepts of gathering citizen feedback includes, but not limited to Town Hall meetings, attending organization events, and other types of customer service surveys.

City Council Priorities: In May 2014, City Council established 16 priorities that have been tracked throughout the year. The team will evaluate the progress of these activities and reflect on the existing priorities set in April 2015. This information will be incorporated into the upcoming release of the City Council Leadership Guide to set next fiscal year's priorities.

2nd Quarter Targeted Activities: The team will be drafting the following documents to release next quarter.

- Citizen survey results presentation
- 2015 Annual Progress Report release and presentation
- City Council Leadership Guide for SAP annual evaluation
- Start scheduling City Council SAP evaluation interviews

Other:



Progress Report

Sample Facebook posts from social media campaign

Other:

City of Palm Coast (Official)
Yesterday at 10:03 AM

We think our Fire Department is No. 1! Tell us what you think about all services in the City. Take our online national citizen survey. http://ow.ly/VRbmF

The City of Palm Coast 2015 Citizen Survey
n-r-c.com

City of Palm Coast (Official)
Saturday at 2:02 PM

We are all ears! Tell us how we are doing with our online survey. http://ow.ly/VRb0v

The City of Palm Coast 2015 Citizen Survey
n-r-c.com

City of Palm Coast (Official)
Friday at 10:03 AM

Help us reach new heights! Take our first online citizen survey in less than 15 minutes. http://ow.ly/VRanZ

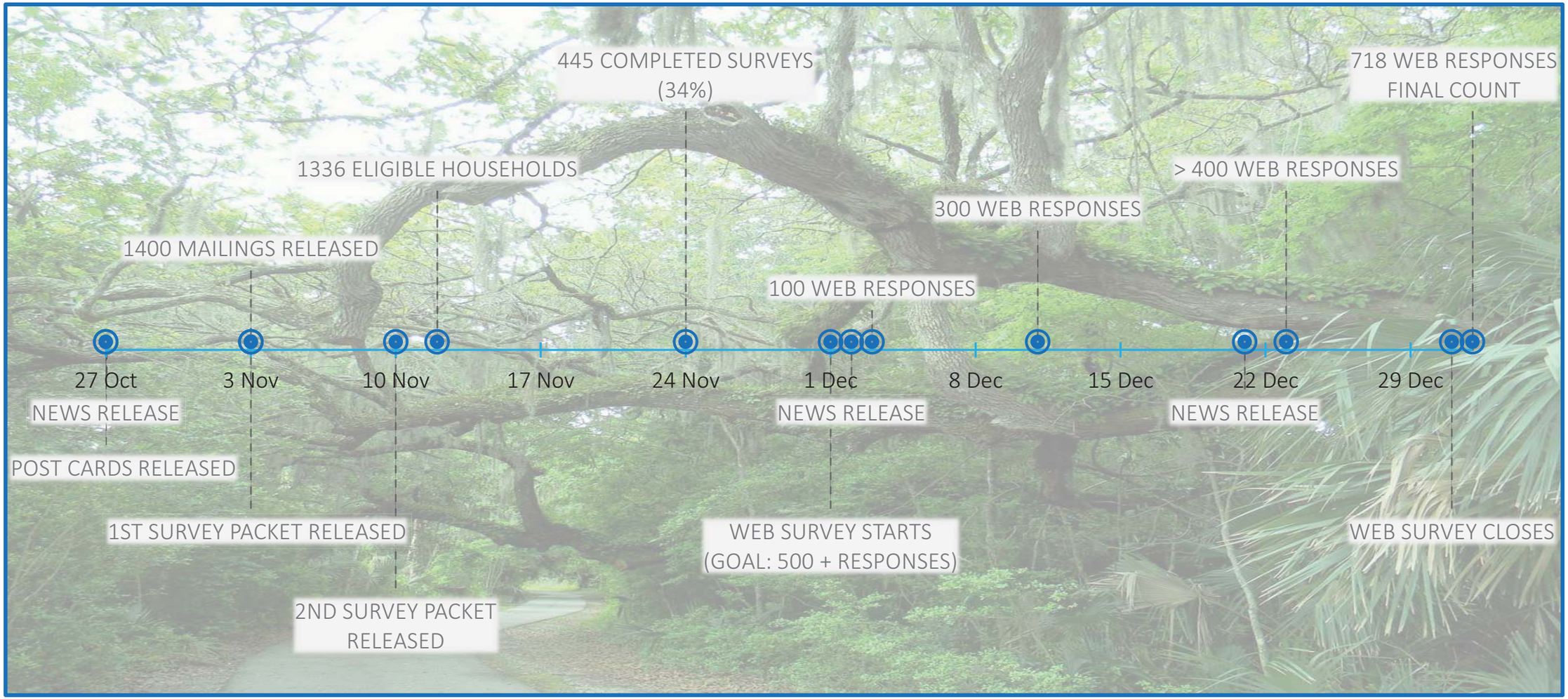
The City of Palm Coast 2015 Citizen Survey
n-r-c.com

City of Palm Coast (Official)
Saturday at 3:02 PM

Don't be shy. Let your voice be heard through our online citizen survey. The survey closes on New Year's Eve. http://ow.ly/VRbGF

The City of Palm Coast 2015 Citizen Survey
n-r-c.com

2015 NATIONAL CITIZEN SURVEY RESULTS & TIMELINE



Utility

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Richard Adams, Utility Director
Date:	1/27/2016
Dept./Team:	Utility Department
Re:	First Quarter FY-2016 Progress Report

Executive Summary:

The utility department had a smooth first quarter of the new fiscal year with revenues coming in on target and operating expenses at or below budget. There were no major excursions and all plants are operating well and in compliance. Growth in customers continued with the installation of 98 new water meters, consistent with the same period last year when 96 new meters were installed; however crews installed 39 new PEP tanks compared to 18 a year ago signaling increased home construction in the less-dense areas serviced by the PEP wastewater collection system.

The implementation of the MUNIS cashiering package and the transition of utility billing services to a new vendor which began early October presented some challenges for the Customer Service division who received over 35,600 calls, voicemails and emails during the period – a 41% increase over the same period last year. This is due mainly to the fact that all customers formerly set-up for auto-pay (13,000 of them) were required to log onto the new system and reestablish their method of payment and re-enter their personal debit account information if they choose auto-pay. This was a challenge for some and many needed assistance to get through the process. The extra high volume of calls created some extra-long wait times that were above the limit outlined in the Performance Measures. By the end of the quarter 7,656 accounts were signed-up for auto-pay with the new system.

Staff continued to work with the equipment manufacturers and design engineers to work through some water quality issues with the new Zero Liquid Discharge (ZLD) facility. The ZLD project was completed mid-year last year; however, there were some design deficiencies that must be corrected before the project is producing acceptable water quality.

The wastewater treatment plant is receiving average flows that are nearly 90% of its 6.83 million gallon per day (MGD) capacity while work continued toward expanding treatment capacity. Working with the Construction Management and Engineering Division of Community Development, the consultant's final design of Wastewater Treatment Plant #2 was approved and the project was released for bidding. Bids are due mid-January and the 18-month construction project is slated to begin by the end of the second quarter. When complete, the new plant will add 2 MGD of wastewater treatment capacity to the system which, according to projections, will be needed by then.

The department had four vacancies at the end of the quarter.

Progress Report

Budget:

The Utility Department as a whole is operating below budget; however there are a few areas that are on track to exceed the budget before year end. The Customer Service division has expended 39% of its annual budget for overtime as a result of the extra work required for the billing conversion and Water Treatment Plant #1 is at 35% of its overtime budget. This is typical for the first quarter where there are a number of holidays and overtime is necessary to cover shifts. Customer Service has also expended 51% of its budget for operating supplies due to a one-time uniform order early in the year. Water Treatment Plant #2 paid its annual invoice for a lease payment to Flagler Development Group (Florida East Coast Railway) for the pipeline under the railroad which puts that account at 89%.

Progress Report:

- The St Johns River Water Management District issued a 20-year Consumptive Use Permit (CUP) for Palm Coast Landscape Irrigation. The extensive work necessary to complete the application for this permit was a joint effort between the Utility, Community Development and Public Works departments.
- The Utility Environmental Specialist led representatives from the Florida Department of Environmental Protection and performed inspections for all of the fuel storage tanks, city-wide. While generally a good inspection, there were a few deficiencies which need attention. The appropriate departments are working on correcting those deficiencies.
- The Florida Department of Environmental Protection completed its Sanitary Survey of the water treatment plants in December; waiting on the final report.
- At the Water Treatment Plant #2 Zero Liquid Discharge project, the first stage of Twin Oxide (chlorine dioxide) piloting has been completed. The next phase of piloting will relocate the chlorine dioxide injection point form the filtrate transfer pump station to the ultrafiltration feed tank to allow for an increase in detention time.
- Several pump stations were improved during the quarter. Completed an extensive upgrade of Pump Station 65-2 (Kathryn) including installation of new pumps, pipes, panel, lining of the wetwell and addition of new Mission remote monitoring system. An outside engineer completed the design and permitting and all of the rehab work was completed in house. Crews also Installed a new control panel at pump station 4-1 (Coral Reef), installed new Mission unit at pump station 23-1 (Whippoorwill), installed ground cloth and rock inside fenced area of pump station 34-4 (Edwards) and pump station 57-2 (Ullian) and installed new concrete driveway at pump station 65-1 (Kankakee).
- After receiving odor complaints at two pump station locations, staff worked to assess the issue and correct where appropriate. Ran a test on a new ozone odor control unit at pump station 32-2 Ravenwood. The test is producing positive results so the existing unit will be converted. To respond to the complaint received at pump station E (Palm Harbor at the toll bridge) staff installed an odor logger which did not show significant results to justify a new odor control unit at that station.
- Wastewater treatment plant staff is working with a contractor, PBM Constructors, on emergency repairs to three brush aerators with broken shafts and gearboxes. One unit has been repaired and placed back into service while we wait for delivery of parts for the rest.
- The wastewater treatment plant staff received the new CAT Telehandler fork lift and immediately put it to work finding it to be very versatile, much more so than the old unit.
- Water Distribution crews completed the retrofitting of Las Brisas Condos water services with new meters and backflow prevention.

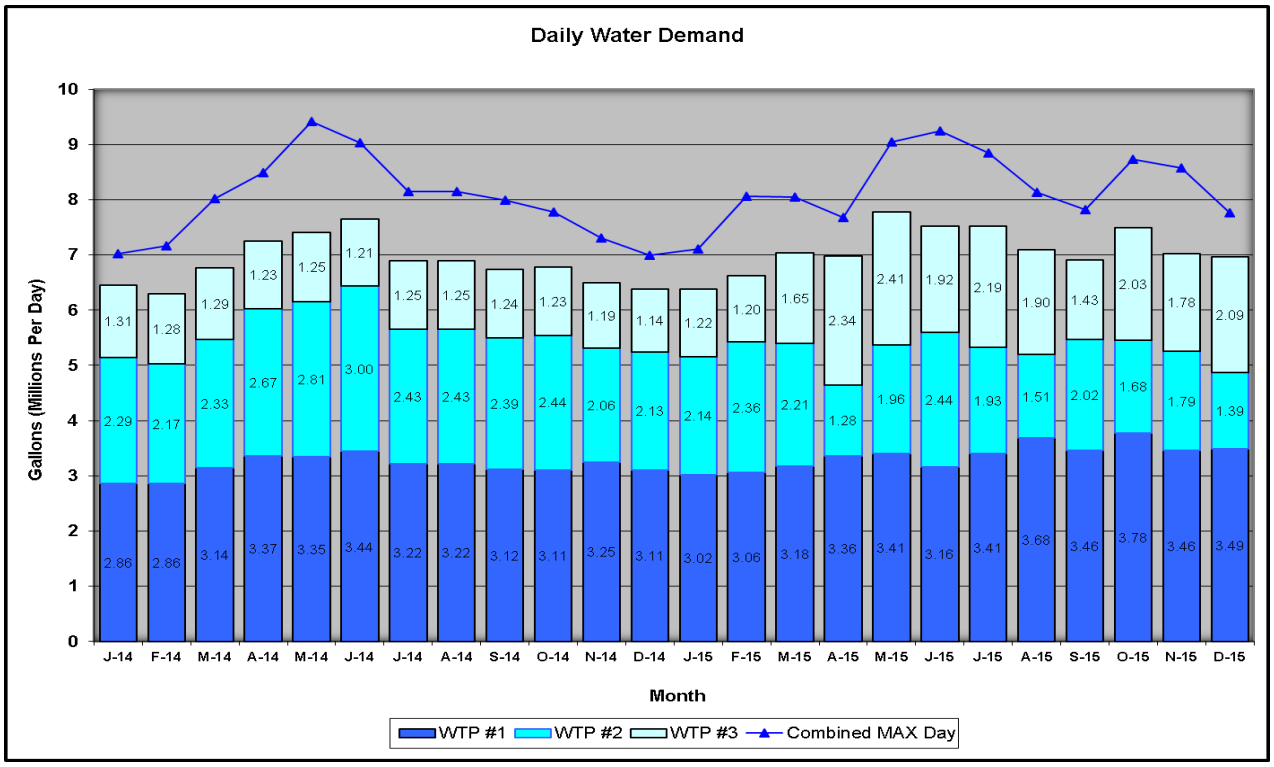
Progress Report

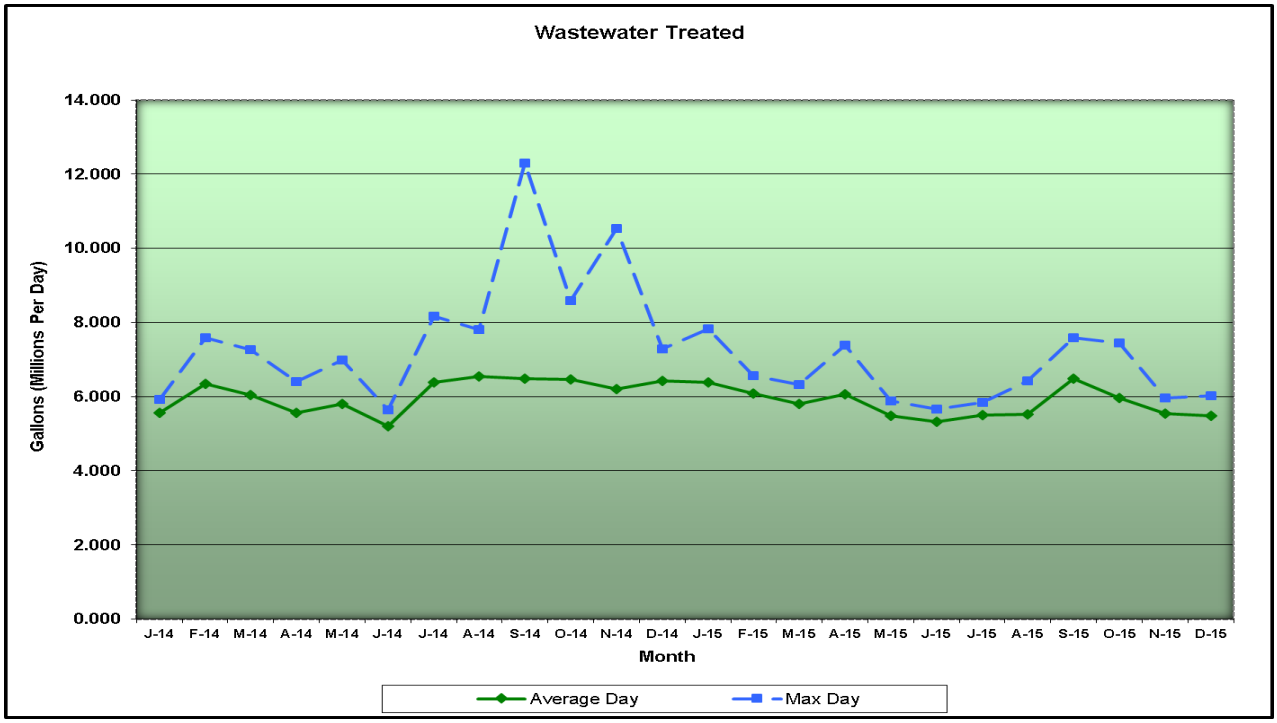
- With the opening of the new city hall, a number of employees have moved out of the utility office to take up residency at the new city hall. The area in the utility office that was vacated has been remodeled allowing wastewater field operations to move into the space. Utilizing in-house staff who have talents beyond their profession, carpet was replaced with vinyl tile, walls were painted and furniture moved. In addition, a whole passel of file cabinets were sent to auction since going paperless has rendered those obsolete, freeing up office space.
- Staff and the contractor, S.E. Cline Construction, completed an emergency dig-up repair at 70 Universal Trail to repair the gravity sewer system.
- Staff finished installing new LED lights in the chemical building at Water Treatment Plant #3 which will result in reduced electric bills for the facility.

Other:

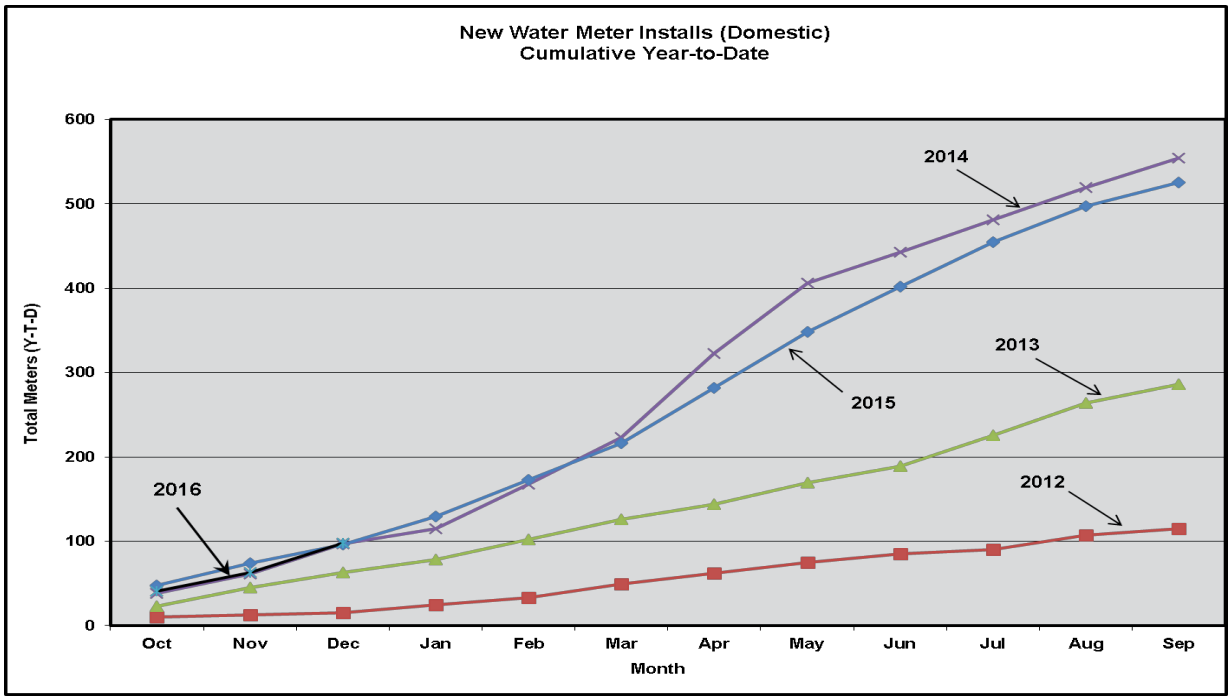
- During the first quarter, Customer Service answered 29,351 telephone calls and 3,637 voice messages. In addition, 652 requests through the Issue Tracking System were responded to and 2,026 emails. The average customer wait time was 3:35 minutes this quarter.
- Crews installed 98 new water meters and 39 new PEP tanks. In addition 26 PEP tanks were replaced during the first quarter.
- Wastewater Collection has continued to be aggressive in eliminating Inflow and Infiltration (I&I). Crews smoke tested 32,464 feet of gravity sewer mains during the first quarter, replaced 114 clean out caps, completed 3 point repairs, sealed 5 manholes with urethane grout and repaired 13 sewer laterals.
- The first quarter this year Water Distribution experienced 49 water service line failures, 5 water main breaks, 3 flushing hydrant replacements, 61 manifold breaks and one fire hydrant replacement. A good portion of the water service line failures were either under driveway aprons or were around trees and shrubs which required extensive clean up. One of the water mains was an above ground crossing which was hit by a car and required extensive work to jack hammer out all the concrete around it and required a lot of hand digging.
- The Department continued its commitment to developing workforce talent by completing over 1,034 hours of training with 14% of the staff already receiving at least 20 hours of training.

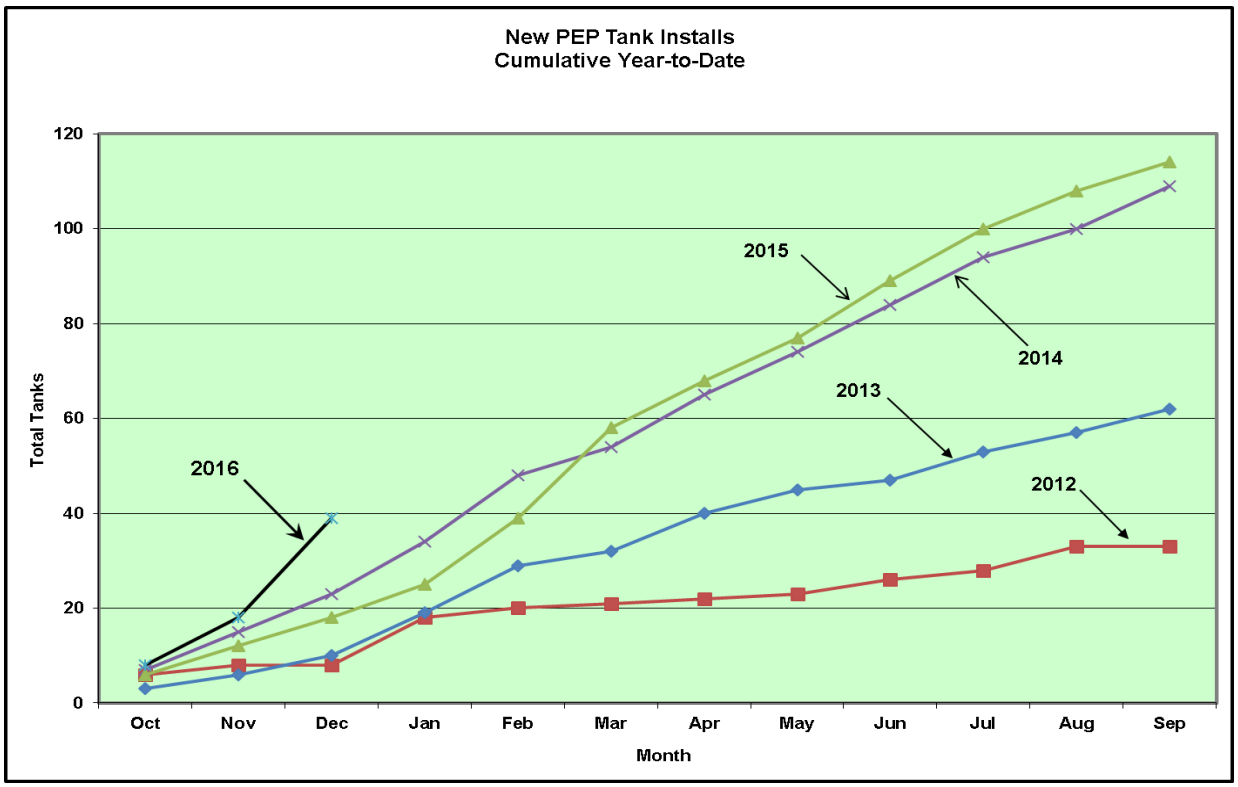
Progress Report





Progress Report





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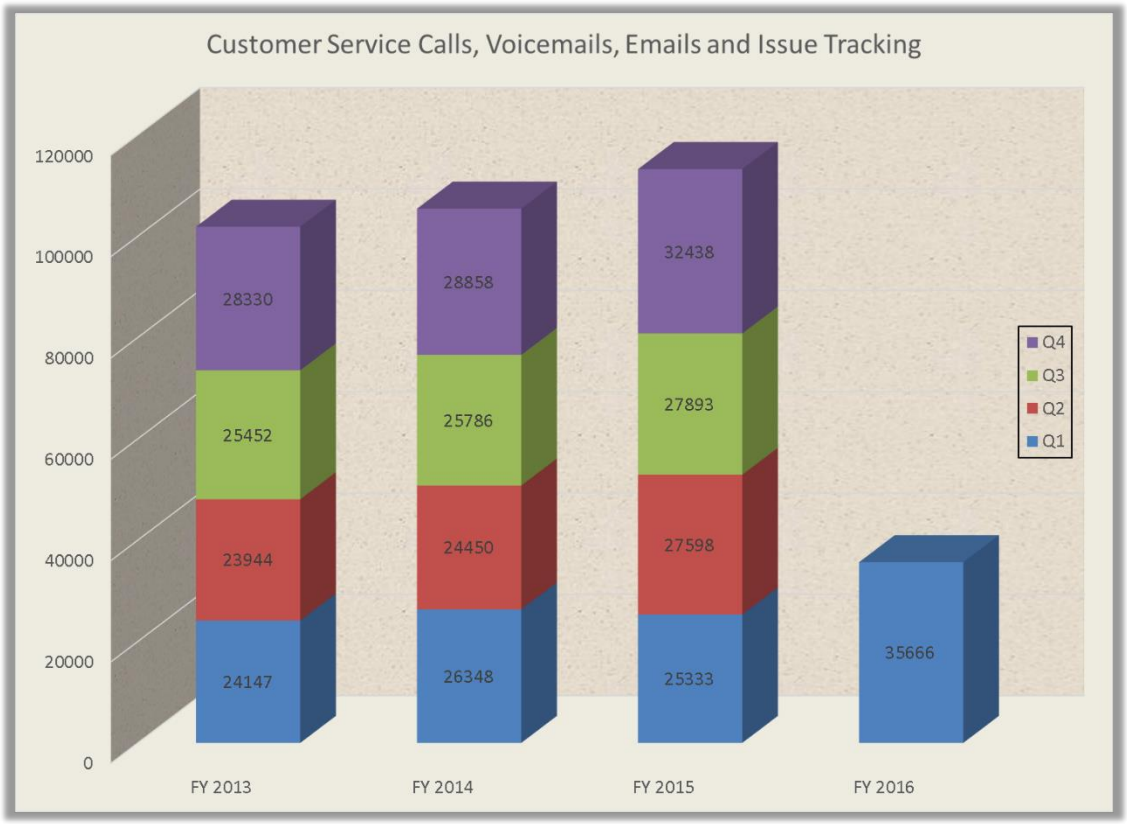
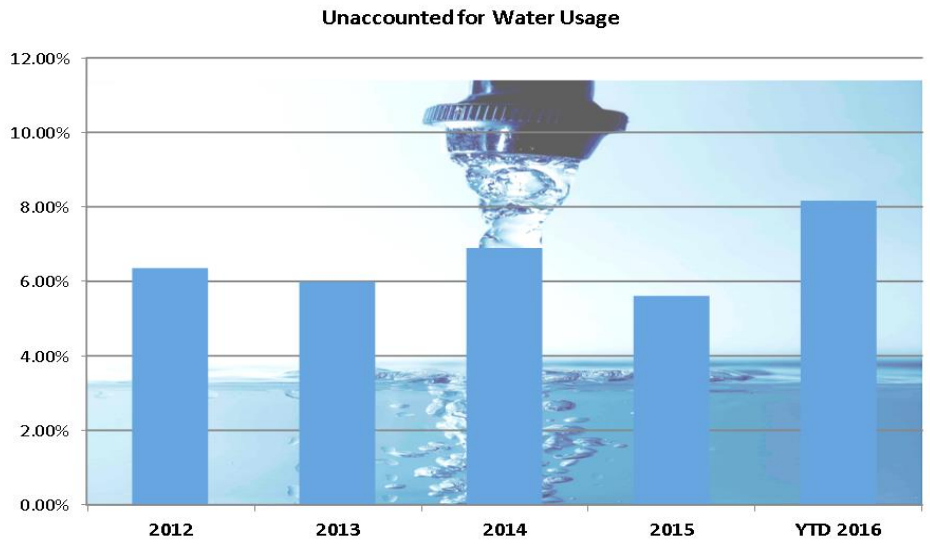


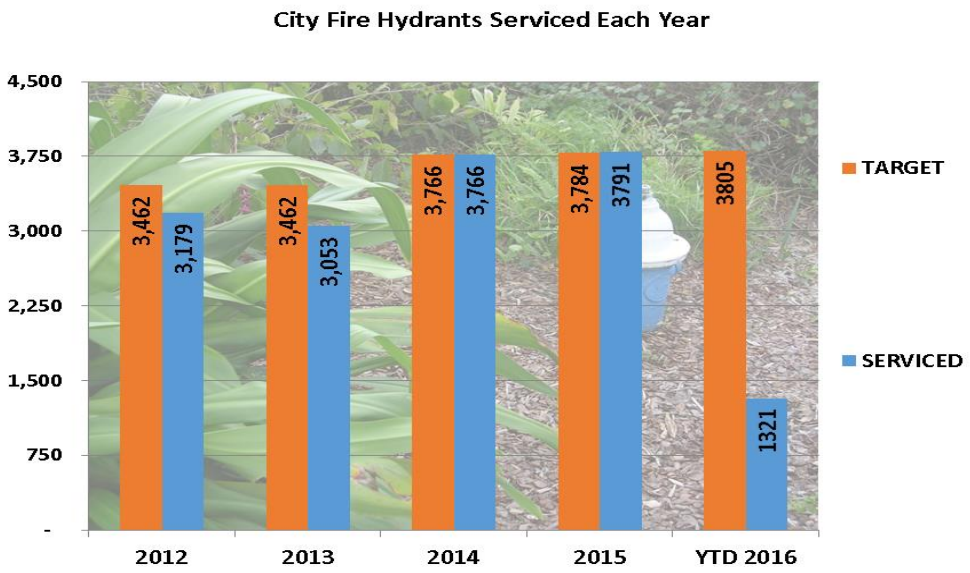
Progress Report

Multi-Year Goal Tracking

Performance Measure 4.1.1.9.15000.a - Maintain "Unaccounted for Water" below 10% each year

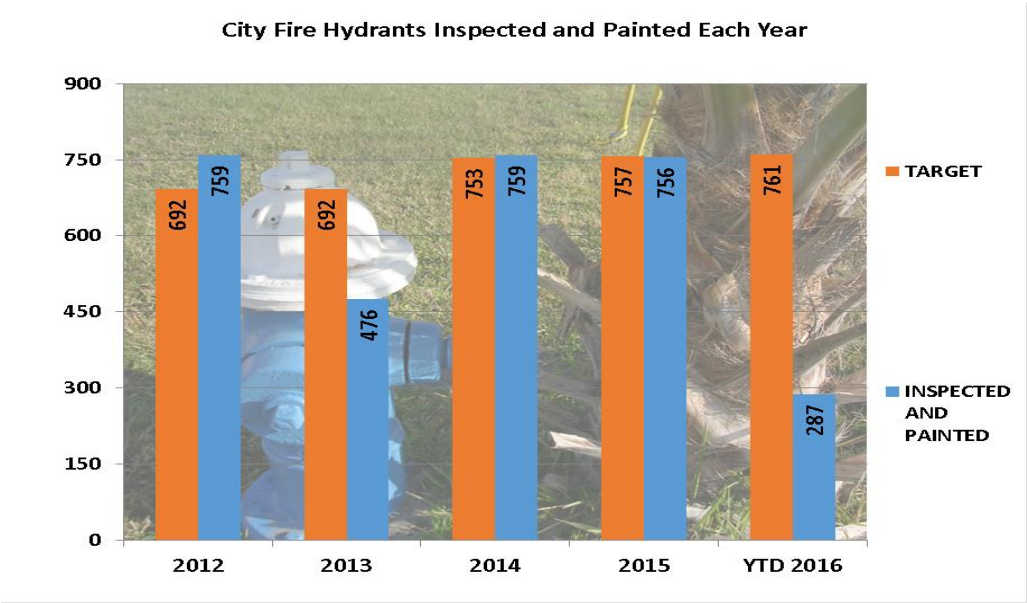


Performance Measure 1.2.3.9.15000.b- Service 100% of all 3784 City fire hydrants each year.

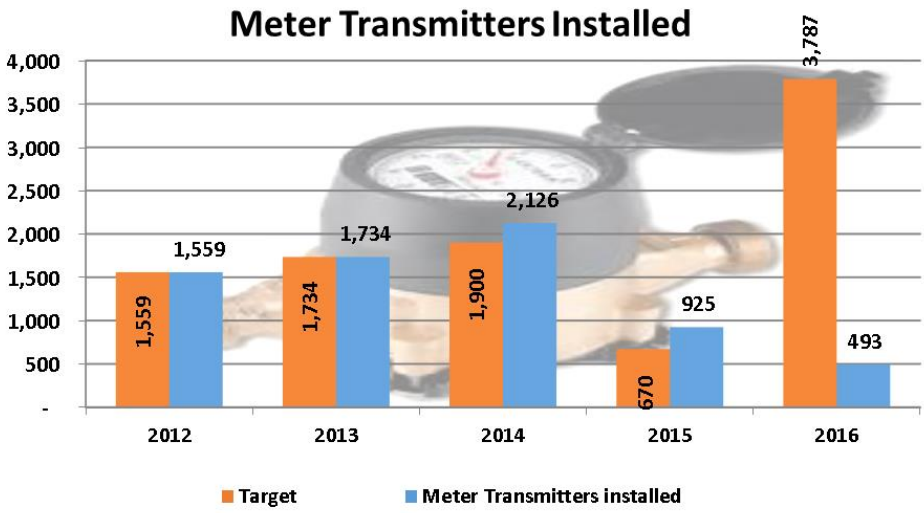


Progress Report

Performance Measure 1.2.3.9.15000.a- Inspect and paint 20% of all 3784 (757) City fire hydrants each year.



Performance Measure 3.2.1.14.15000.a - Install meter Transmitters to Reduce meter reading time, improve efficiencies and record daily water consumption history for Customer Service



Progress Report

Crews made an emergency repair to a 12” water main that crossed a canal on top of a bridge on Palm Harbor Parkway. This water main was damaged when a driver lost control and plowed over the bridge rail.

Progress Report

Replacement of rotors in the oxidation ditches at the wastewater treatment plant.

Progress Report

Installation of new multi-unit services at Las Brisas

Performance Measures Overview for CUSTOMER SERVICE - 12420, UTILITY ADMINISTRATION - 19000

This report gives an overview of the progress made in the Strategic Action Plan for CUSTOMER SERVICE - 12420, UTILITY ADMINISTRATION - 19000. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 38.78%

	Completed
GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	**28.84%**
Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	12.50%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	12.50%
Approach 1.1.1.14 Evaluate pep tank replacement factors and future demand needs.	12.50%
Measurement 1.1.1.14.b Track and provide quarterly reports on the amount of time for pep tank installation from site ready to actual installation	25.00%
Comments	
1/11/2016	Oct, Nov, Dec - Average time of pep tank installation in first quarter is nine days.
Measurement 1.1.1.14.c Develop a standard for FY 17 implementation related to the amount of time for pep tank installation from site ready to installation	0.00%
Comments	
12/28/2015	Will develop standard at the end of fiscal year 2016. Collecting information during fiscal year 16 towards developing the standard.
Objective 1.2 To assess the need to expand infrastructure for sustainable growth	31.57%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	37.34%
Approach 1.2.1.8 Ensure proper inspection and repair of City infrastructure	37.34%
Measurement 1.2.1.8.a Customer Service - Resolve 90% of all "Non-emergency Utility Customer Service" work orders within 7 days of the time it was received.	100.00%
Comments	
12/21/2015	Oct - Resolved 1515 out of 1547 non-emergency work order within 7 days, 97.9%.
1/4/2016	Nov - Resolved 1067 out of 1071 non-emergency work order within 7 days, 99.7%.
1/5/2016	Dec - Resolved 1336 out of 1343 non-emergency work order within 7 days, 99.5%.
Measurement 1.2.1.8.b Water Distribution - Perform inspection and service on 20% of all 6629 isolation valves under 16 inches (1,325)	28.15%
Comments	
12/21/2015	Oct - 89 valves were maintained and operated.
1/4/2016	Nov - 149 valves were maintained and operated
1/5/2016	Dec - 135 valves were maintained and operated, 373 for the quarter.
Measurement 1.2.1.8.c Water Distribution - Perform inspection and service on 100% of 526 isolation valves 16 inches and larger	0.00%

Comments	
1/5/2016	Oct, Nov, Dec - There were no valves inspections. This work is scheduled to begin in July.

Measurement 1.2.1.8.d Wastewater - Inspect 20% of 12,900 PEP tanks annually. (2,580)	24.26%

Comments	
12/21/2015	Oct - 180 inspections were completed.
1/4/2016	Nov - 144 inspections were completed.
1/5/2016	Dec - 302 inspections were completed. 626 for the quarter.

Measurement 1.2.1.8.e Wastewater - Inspect 10% of the 1,595,523 linear feet of gravity sewer systems annually (CCTV Inspection) (159,552)	25.65%

Comments	
12/28/2015	Oct - Inspected 8,386' of gravity sewer in October
1/4/2016	Nov - Inspected 11,095' of gravity sewer in November
1/5/2016	Dec - Inspected 21,451' of gravity sewer in December, 40,932 for the quarter.

Measurement 1.2.1.8.k Wastewater Collections - Rehab 50 gravity sewer manholes with liner system each year	0.00%

Comments	
1/5/2016	Oct, Nov, Dec - Proposal received and contract approved by council.

Measurement 1.2.1.8.l Wastewater Collections - Complete repair of at least 90% of gravity sewer system problems identified during CCTV inspections	83.33%

Comments	
1/5/2016	Dec- 1st quarter, 12 repairs out of 16 identified have ben completed.

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	2.50%
Approach 1.2.2.7 Continue to ensure capacity is consistent with growth needs	2.50%
Measurement 1.2.2.7.a Complete annual capacity analysis for water and wastewater.	0.00%

Comments	
1/11/2016	This project is scheduled for 3rd quarter.

Measurement 1.2.2.7.b Evaluate brackish water for Consumptive Use Permit (CUP) assignment (Water Supply & Treatment)	5.00%

Comments	
1/5/2016	The Consultant/Contractor received the purchase order on December 7, 2015 and applied for the required construction permits.

Strategy 1.2.3 Keeping older neighborhoods attractive and relevant	37.48%
Approach 1.2.3.9 Maintain fire hydrants	36.22%
Measurement 1.2.3.9.a Water Operations - Inspect and paint 20% of all 3805 (761) City fire hydrants each year.	37.71%

Comments	
12/21/2015	Oct - 159 Hydrants painted
1/4/2016	Nov - 30 Hydrants painted
1/5/2016	Dec - 98 Hydrants painted, 287 for the quarter

Measurement 1.2.3.9.b Water Operations – Service 100% of all 3805 City fire hydrants each year.	34.72%

Comments

12/21/2015	Oct - 520 Hydrants maintained
1/4/2016	Nov - 387 Hydrants maintained
1/5/2016	Dec - 414 Hydrants maintained, 1321 for the quarter.

Approach 1.2.3.17 Maintain lift station sites	40.00%
Measurement 1.2.3.17.a Improve 5 lift stations sites per year	40.00%

Comments	
1/5/2016	1st Quarter installed ground cloth and stone inside fenced area of 34-4 Edwards Drive. Installed new concrete driveway at Pump Station 65-1 Kankakee Trail.

GOAL 3 : To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	**41.21%**
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	41.21%
Strategy 3.2.1 Review existing operational procedures and policies	41.21%
Approach 3.2.1.14 Installation of meter Transmitters - Reduce meter reading time, improve efficiencies and record daily water consumption	13.02%
Measurement 3.2.1.14.a Water Distribution - Install 3,787 transmitters to reduce meter reading time and improve efficiency	13.02%

Comments	
12/28/2015	Oct - This month 151 transmitters were installed.
1/4/2016	Nov - This month 306 transmitters were installed.
1/5/2016	Dec - This month 36 transmitters were installed, 493 for the quarter.

Approach 3.2.1.15 Reduce Inflow/Infiltration into the wastewater collection system	0.00%
Measurement 3.2.1.15.a Wastewater - Line a minimum of 5,000 feet (budget based) of gravity sewer with cured in place lining system. Locations of liner to be determined by CCTV as part of the annual I&I program.	0.00%

Comments	
1/5/2016	Proposals received and contract approved by Council

Approach 3.2.1.16 Installation of residential backflow devices	51.82%
Measurement 3.2.1.16.a Water Distribution - Install residential backflow units (220)	51.82%

Comments	
12/28/2015	Oct - Installed 59 double check valve backflow assemblies this month.
1/4/2016	Nov - Installed 21 double check valve backflow assemblies this month.
1/5/2016	Dec - Installed 34 double check valve backflow assemblies this month,114 for the quarter.

Approach 3.2.1.17 Deliver Purchasing and Contract services in an efficient, cost - effective manner	100.00%
Measurement 3.2.1.17.a Customer Service will monitor and ensure customer complaints from solid waste customers will not exceed .5% of total solid waste customers that are billed Monthly.	100.00%

Comments	
12/28/2015	Oct - Out of the 33,418 customers billed for the month there were were 133 complaints or 0.4%.
1/4/2016	Nov - Out of the 33,446 customers billed for the month there were 69 complaints or 0.2%.
1/5/2016	Dec - Out of the 33,446 customers billed for the month there were 112 complaints or 0.2%.

GOAL 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	61.96%
Objective 4.1 To develop programs to enhance our water conservation strategies	100.00%
Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply	100.00%
Approach 4.1.1.9 Monitor water loss	100.00%
Measurement 4.1.1.9.a Water Operations - Maintain "Unaccounted for Water" below 10% each year	100.00%

Comments	
12/28/2015	Oct - Total of" unaccounted for water" loss for the month is 10.67%.
1/5/2016	Nov - Total of" unaccounted for water" loss for the month is 5.66%
2/2/2016	Dec - Total of "unaccounted for water" loss for the month is 10.88%, YTD is 9.44%

Strategy 4.1.2 Target expansion opportunities to utilize reclaimed water through established City processess	100.00%
Approach 4.1.2.5 Install one (1) Alternative Odor Control Unit	100.00%
Measurement 4.1.2.5.a Wastewater - Install one (1) odor control unit	100.00%

Comments	
12/28/2015	Oct - Nothing to report for the month.
1/4/2016	Nov - Replaced unit at Pump Station. 32-2 on Ravenwood Drive.
1/5/2016	Unit has been ordered to install in the second quarter for 64-1 on Citation Blvd.

Objective 4.3 Evaluate current "Green" initiatives and target projects that are sustainable	46.75%
Strategy 4.3.1 Reduce waste through sustainable practices	46.75%
Approach 4.3.1.3 Target non-City seminars / workshops to distribute City regulations and Water Wise educational materials.	12.50%
Measurement 4.3.1.3.a Conduct two (2) events per year to target non-City seminars / workshops to distribute City regulations and Water Wise educational materials.	0.00%

Comments	
1/5/2016	First of two events to be held April 30, 2016 during the spring plant expo held at the Presbyterian Church.

Measurement 4.3.1.3.b Integrate customer savings element to existing educational outreach initiatives for water conservation.	25.00%

Comments	
1/11/2016	Oct -Nov-Dec - Fun Tip of the Day: Time your shower to keep it under 5 minutes. You'll save up to 1,000 gallons per month and that totals to $8.50 monthly. Posting on facebook on November 16th, a leak at the rate of one drop per second can waste up to 2,700 gallons per year or about $23 down the drain. Dec - This quarter one social media post on money savings based on water conservation has been completed. Posted on December 14th., is your toilet a low flow model? Newer models use 1.6 gallons per flush, older models use 3.5 gallons per flush. You can save $30 per year.

Approach 4.3.1.4 Encourage the public to utilize paperless options	69.58%
Measurement 4.3.1.4.a Customer Service - Develop and deliver 6 promotions each year to promote "paperless billing"	16.67%

Comments	
1/4/2016	Nov. - Customer Service did a mass email to everyone who was set up for paperless billing through High Cotton so they can sign up in Paymentus, 24,000 emails went out.

Measurement 4.3.1.4.b Customer Service - 50% of all new customers will be signed up for paperless billing	92.07%

Comments	
12/28/2015	Oct - Customer Service - 44% of all new customers signed up this month 132 customers out of 296.
1/4/2016	Nov - Customer Service - 43% of all new customers signed up this month 134 customers out of 309
1/6/2016	Dec - Customer Service - 49% of all new customers signed up this month 199 customers out of 405, or 465 out of 1010 for the quarter.

Measurement 4.3.1.4.c Customer Service - Implement a paperless new service application process that does not require the customer to come in to the office to establish service	100.00%

Comments	
12/28/2015	New online application process is up and running successfully as of October 2015 this goal has been met.

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	**56.78%**
Objective 5.2 Enhance safety measures throughout the community	56.78%
Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	56.78%
Approach 5.2.2.8 Implement hazard prevention measures throughout City	56.78%
Measurement 5.2.2.8.a Customer Service - Acknowledge and communicate a response to 100% of all emergency calls within 2 hours of being reported	100.00%

Comments	
12/28/2015	In October, 130 of the work orders that were emergency calls all of them were completed in 2 hours.
1/4/2016	In November, 86 of the work orders that were emergency calls all of them were completed in 2 hours.
1/6/2016	In December, 83 of the work orders that were emergency calls all of them were completed in 2 hours.

Measurement 5.2.2.8.b Wastewater - Smoke test 15% of all 1,595,523 linear feet of gravity sewers within the City each year. (239,328)	13.56%

Comments	
12/28/2015	Oct - None completed in October
1/4/2016	Nov - Completed smoke testing 32464' of gravity sewer.
1/6/2016	Dec - None completed in November

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**15.78%**
Objective 6.2 To develop in-house and identify external training opportunities for employees	7.00%
Strategy 6.2.1 Create a comprehensive training program	7.00%
Approach 6.2.1.2 Integrate training element for each Division into training program	7.00%
Measurement 6.2.1.2.a Customer Service - Customer Service Representatives will receive 12 hours of training from the Utility department and other City departments each year	0.00%

Comments	
12/28/2015	Dec - No cross training this quarter due to move to City Hall and conversion to Paymentus

Measurement 6.2.1.2.b 20 hours of training will be provided to at least 90% of all full-time Utility Division field employees	14.00%

Comments	
1/15/2016	The utility completed 1,034 hours of training in the first quarter, 14 % of the employees have already completed 20 hours of training.

Objective 6.3 To enhance awareness of customer service and relationships with our citizens	33.33%
Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation	33.33%
Approach 6.3.1.3 Ensure appropriate customer service call times	33.33%
Measurement 6.3.1.3.a Customer Service - Maintain an average wait time of no more than 3 minute on 100% of all customer service inquiries	33.33%

Comments	
12/28/2015	Oct - In October, the average wait time was 2:20 minutes
1/20/2016	Nov - In November, the average wait time was 4:07 minutes.
1/20/2016	Dec - In December, the average wait time was 4:18 minutes. Average wait time for the quarter was 3 minutes, 35 seconds.

Wellness Team

Find Your Florida

Progress Report

To:	Jim Landon, City Manager
From:	Carol Mini, Team Leader
Date:	1/29/2016
Dept./Team:	Wellness Team
Re:	2016 1st Quarter Progress Report

CMini

Mission: To create a culture of health and wellness and to empower employees with the knowledge, support and incentives to take control of their health through awareness, assessment and ongoing education along with generating a positive return by lowering health care costs.

Executive Summary: The Wellness Team is proud to have completed several goals in the first quarter such as the Health Risk Assessment and Employee Wellness Needs survey, identification of six (6) wellness programs, and initiation of five (5) different programs

Progress Report:

- Wellness Team Survey Results showed the top 2 reasons for non-participation: similar blood work and insufficient time. Partnered with BCBS to offer the first ever 30 day FREE comprehensive blood work with Quest for employees and family members enrolled in the City's health insurance.
- Preparing for the Wellness Fair contacting potential new vendors and developing informational resources for Wellness team table.
- Developed a list of short and long range programs including 'Mini' Breakfast, Family Fun Day, 2016 Health and Safety Calendar, coordinated awards and City Council recognition of calendar contest winners with City Clerk, Wellness Room Equipment Fitness Options, Identifying staff interest in a Weight Watchers program
- Healthy Vending Machine Options: low calorie controlled portions

Additional Progress:

- Met with BAM team to coordinate the Family Fun Day such as activities, food, location and date
- Partnered with Safety Team to implement the Annual Health and Safety Calendar and met with the Branding Team to identify branding opportunities for wellness incentives like Tervis Tumblers
- Coordinating a new Weight Watchers program for staff
- Coordinating with HR on the 2016 Wellness Fair
- Introduced Wellness Team and their concepts during the State of City meetings with City Manager

Performance Measures Overview for WELLNESS TEAM - 99013

This report gives an overview of the progress made in the Strategic Action Plan for WELLNESS TEAM - 99013. **The percentages given in the completed column only reflect the percentages completed for your measures. They do not reflect the overall percentages for the Goal, Objective, Strategy or Approach.** So a Goal with a 100% completion means you have completed all of your measures for that goal. It **does not** mean that goal is 100% completed across the organization. Use the "Performance Overview" report to get the actual percentage across the organization.

Average Percentage : 50.00%

	Completed
GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	**50.00%**
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	50.00%
Strategy 6.1.3 Develop an Employee Motivation and Reward Program	50.00%
Approach 6.1.3.6 Create a culture of health and wellness to empower employees with the knowledge, support and incentives to take control of their health through awareness, assessment and ongoing education	50.00%
Measurement 6.1.3.6.a Complete the development of the Operating Plan	15.00%
Comments	
2/12/2016	Began preliminary work on developing the operating plan.
Measurement 6.1.3.6.b Conduct survey to identify employee wellness needs	100.00%
Comments	
1/19/2016	Survey is complete results are being included in the Quarterly Report.
Measurement 6.1.3.6.c Conduct survey to identify Health Risk Assessment participation obstacles	100.00%
Comments	
1/19/2016	Questions were included in the Wellness Survey to identify reasons for non-participation. The team will evaluate the results.
Measurement 6.1.3.6.d Develop a diverse plan to improve employee participation and incentivize employees to participate in the annual Health Risk Assessment/biometric screening	25.00%
Comments	
1/19/2016	The team evaluated the survey results and developing a plan to implement in the second quarter.
Measurement 6.1.3.6.e Meet with BCBS annually to review the data collected during the wellness fair health assessment screening and on an as-needed basis for program support	0.00%
Comments	
1/19/2016	This will take place after the Wellness Fair in March.
Measurement 6.1.3.6.f Evaluate existing Wellness programs	10.00%
Comments	
1/19/2016	Preliminary discussions have begun. Work on this will take place later in the year.
Measurement 6.1.3.6.g Identify and prioritize 5-10 wellness programs for short and long-range implementation	100.00%
Comments	

1/19/2016	The team has identified six wellness programs and prioritized short and long range implementation The team will continue to look for additional programs to encourage wellness.

Measurement 6.1.3.6.h Implement at least one (1) wellness program in 2016	100.00%

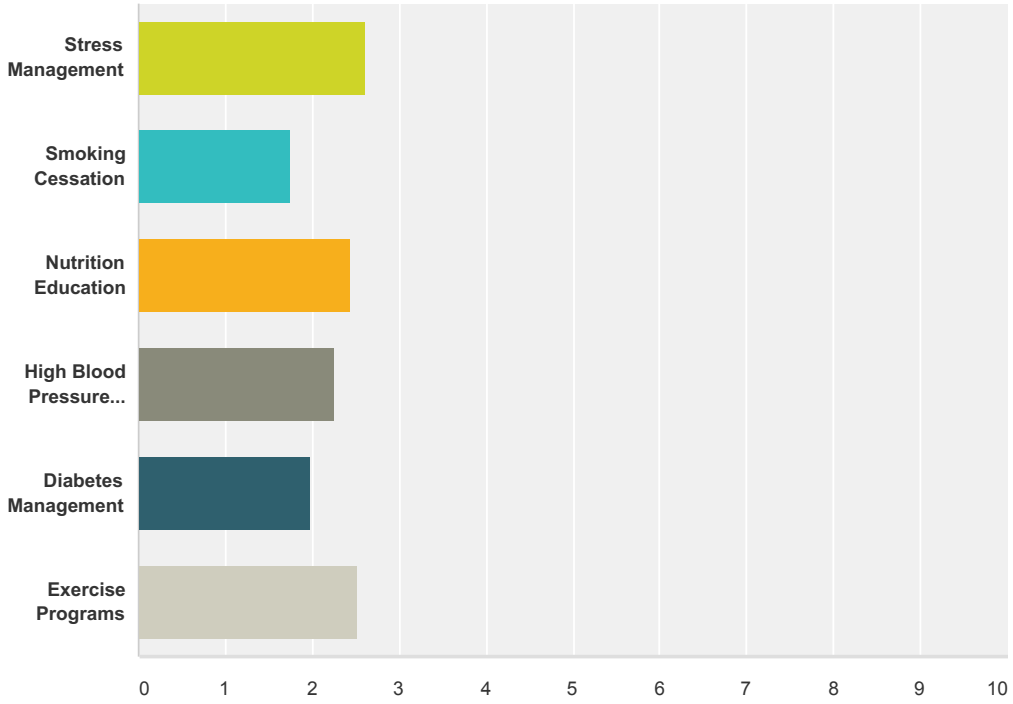
Comments	
1/19/2016	The team implemented the Health and Safety Calendar Contest and the Healthily Options Vending machine choices.

Measurement 6.1.3.6.i Create an Employee Wellness website/page to disseminate wellness information	0.00%

Comments	
1/19/2016	The team has discussed ideas for the webpage and work will begin in the second quarter.

Q1 Please mark the level of importance to you for the wellness categories below:

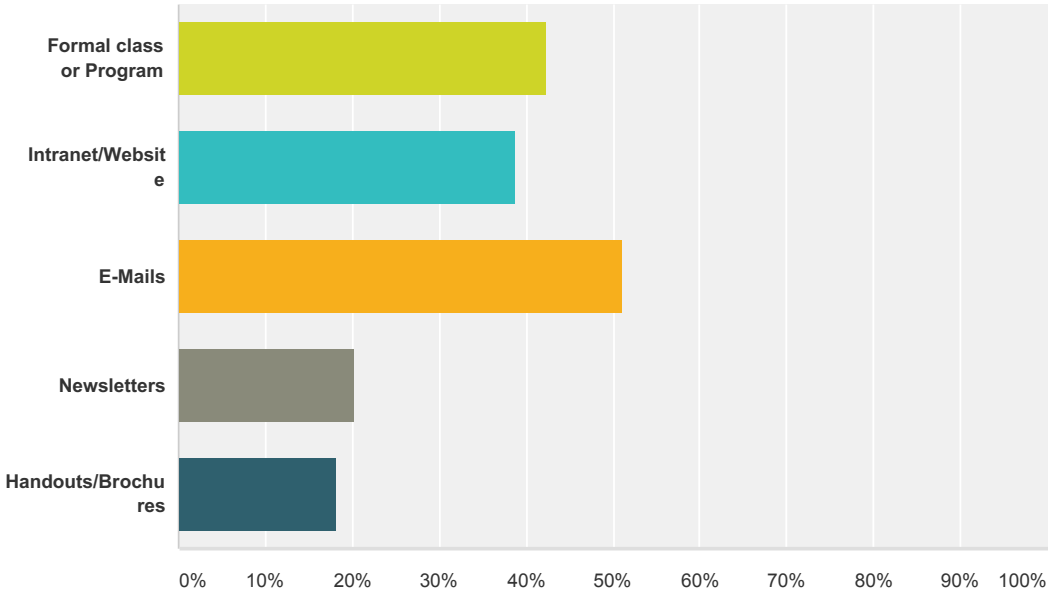
Answered: 289 Skipped: 0



	Important	Somewhat Important	Not Important	Total	Weighted Average
Stress Management	**68.64%** 197	**23.00%** 66	**8.36%** 24	287	2.60
Smoking Cessation	**31.21%** 88	**12.77%** 36	**56.03%** 158	282	1.75
Nutrition Education	**55.94%** 160	**32.52%** 93	**11.54%** 33	286	2.44
High Blood Pressure Management	**48.60%** 139	**27.97%** 80	**23.43%** 67	286	2.25
Diabetes Management	**37.19%** 106	**24.56%** 70	**38.25%** 109	285	1.99
Exercise Programs	**62.37%** 179	**26.83%** 77	**10.80%** 31	287	2.52

Q2 How would you prefer to receive information on health and wellness? (Choose all that apply.)

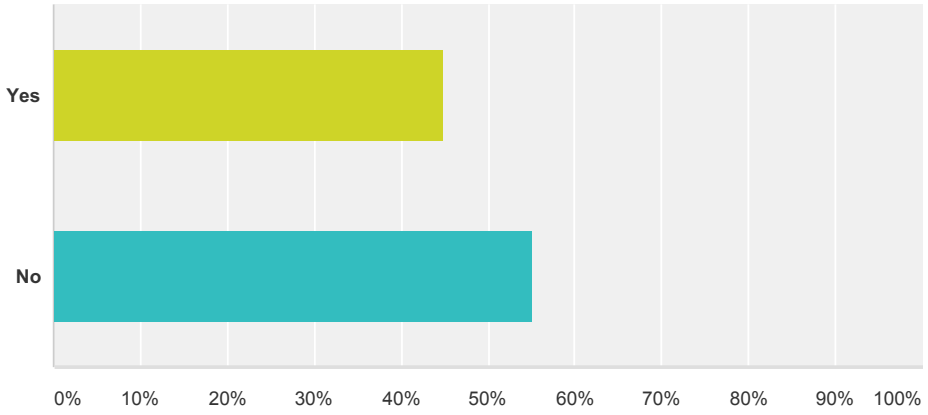
Answered: 286 Skipped: 3



Answer Choices	Responses	
Formal class or Program	**42.31%**	121
Intranet/Website	**38.81%**	111
E-Mails	**51.05%**	146
Newsletters	**20.28%**	58
Handouts/Brochures	**18.18%**	52
Total Respondents: 286		

Q3 Did you participate in the Health Risk Assessment that was conducted during the Health Fair last year, including the blood draw and the Personal Health Assessment questionnaire?

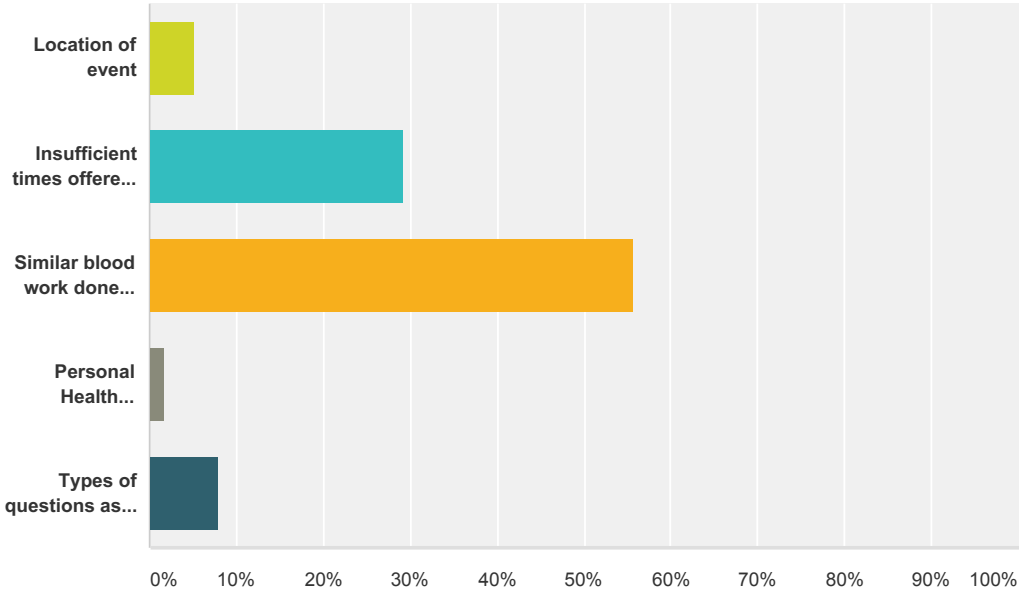
Answered: 281 Skipped: 8



Answer Choices	Responses	
Yes	**44.84%**	126
No	**55.16%**	155
Total		**281**

Q4 If you did not participate, please identify the top reason for not participating:

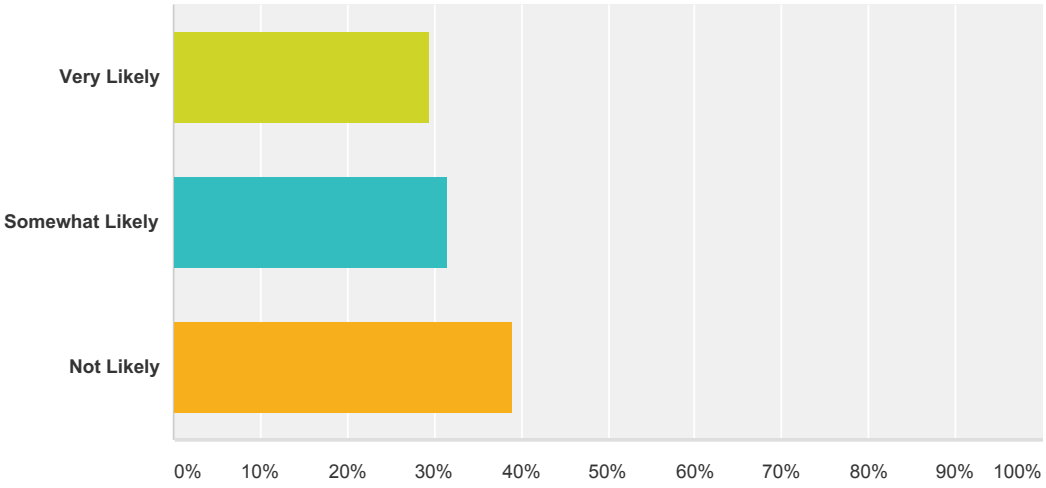
Answered: 113 Skipped: 176



Answer Choices	Responses	
Location of event	**5.31%**	6
Insufficient times offered to participate in the event	**29.20%**	33
Similar blood work done annually with my physician	**55.75%**	63
Personal Health Assessment questionnaire too lengthy	**1.77%**	2
Types of questions asked on the Personal Health Assessment questionnaire	**7.96%**	9
Total		**113**

Q5 How likely would you be to attend a "Healthy Cooking Class" if one were offered?

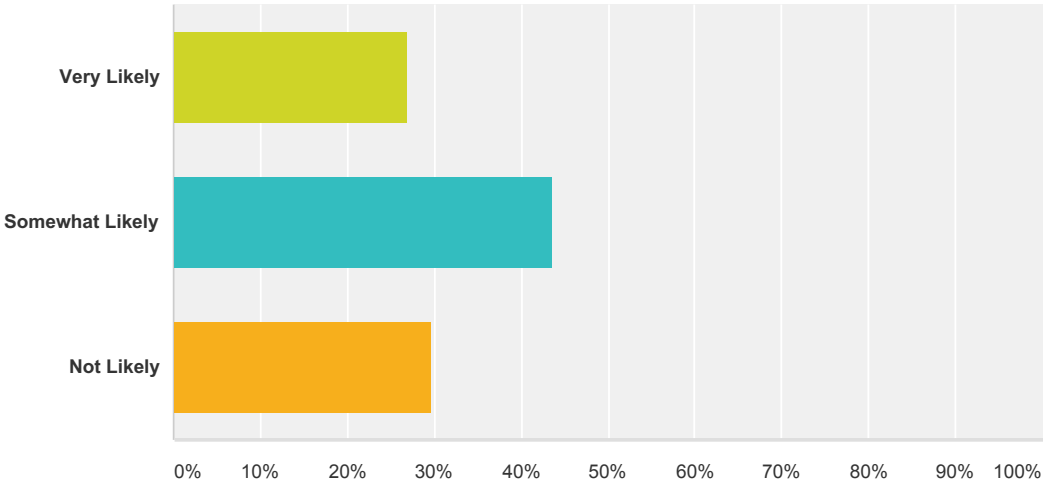
Answered: 289 Skipped: 0



Answer Choices	Responses	
Very Likely	**29.41%**	85
Somewhat Likely	**31.49%**	91
Not Likely	**39.10%**	113
Total		**289**

Q6 If the City were to provide a vending machine with healthy food options, how likely would you be to use it?

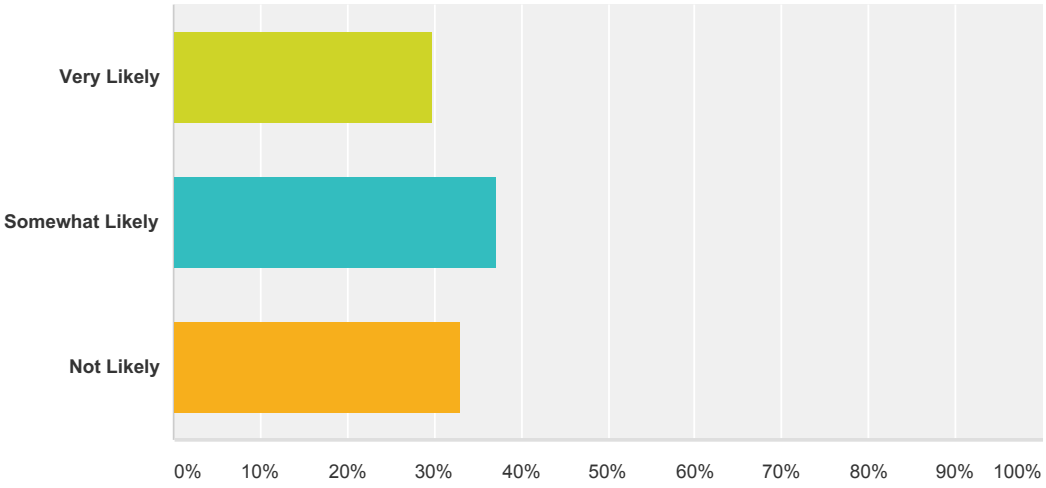
Answered: 287 Skipped: 2



Answer Choices	Responses	
Very Likely	**26.83%**	77
Somewhat Likely	**43.55%**	125
Not Likely	**29.62%**	85
Total		**287**

Q7 How likely would you be to attend "Lunch & Learn" topics on nutrition, healthy eating, or similar if offered?

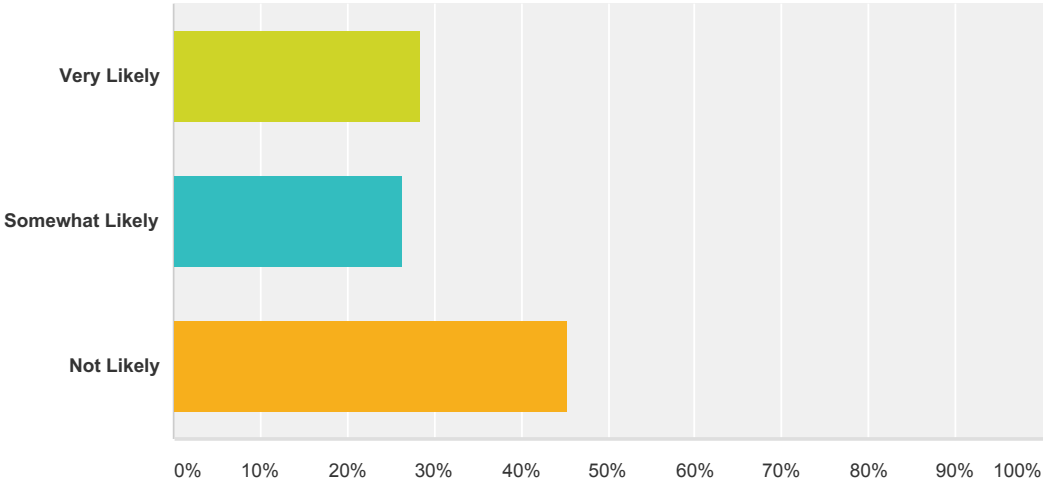
Answered: 288 Skipped: 1



Answer Choices	Responses	
Very Likely	**29.86%**	86
Somewhat Likely	**37.15%**	107
Not Likely	**32.99%**	95
Total		**288**

Q8 How likely would you be to attend a weight loss program if one were offered?

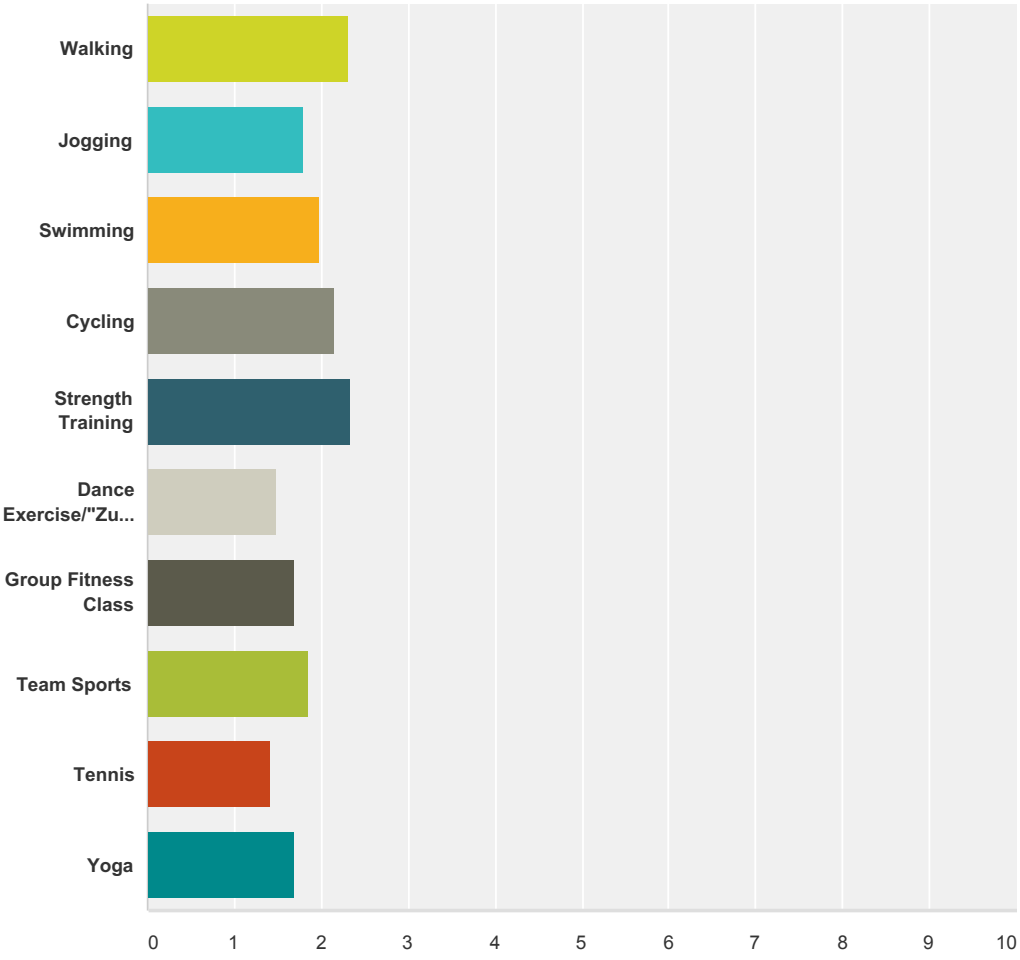
Answered: 289 Skipped: 0



Answer Choices	Responses	
Very Likely	**28.37%**	82
Somewhat Likely	**26.30%**	76
Not Likely	**45.33%**	131
Total		**289**

Q9 Please indicate your interest level in the types of exercise listed below:

Answered: 289 Skipped: 0

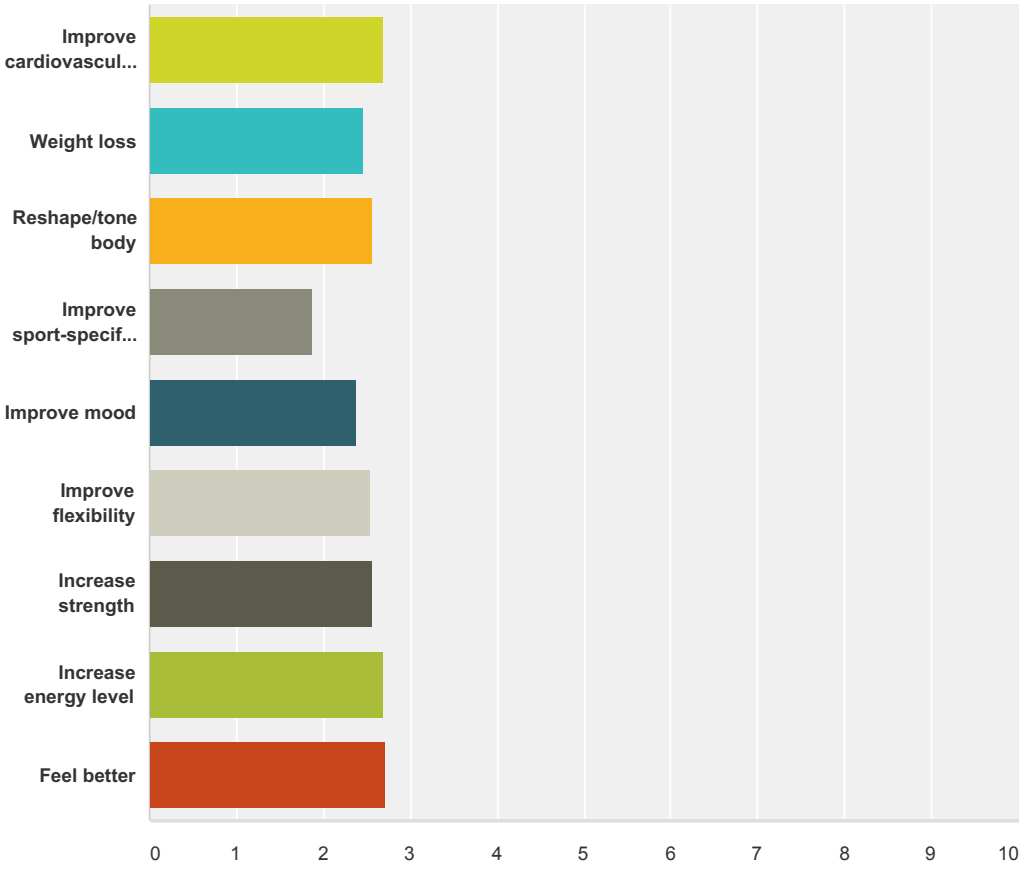


	Very Interested	Somewhat Interested	Not Interested	Total	Weighted Average
Walking	**47.20%** 135	**37.41%** 107	**15.38%** 44	286	2.32
Jogging	**25.72%** 71	**28.62%** 79	**45.65%** 126	276	1.80
Swimming	**30.91%** 85	**36.36%** 100	**32.73%** 90	275	1.98
Cycling	**37.86%** 106	**38.21%** 107	**23.93%** 67	280	2.14
Strength Training	**48.07%** 137	**36.84%** 105	**15.09%** 43	285	2.33
Dance Exercise/"Zumba"	**16.73%** 45	**14.13%** 38	**69.14%** 186	269	1.48
Group Fitness Class	**20.96%** 57	**28.31%** 77	**50.74%** 138	272	1.70

Team Sports	**27.64%** 76	**29.45%** 81	**42.91%** 118	275	1.85
Tennis	**9.33%** 25	**22.76%** 61	**67.91%** 182	268	1.41
Yoga	**22.99%** 63	**23.36%** 64	**53.65%** 147	274	1.69

Q10 Rank your goals in undertaking exercise: How important is each of the following to you?

Answered: 287 Skipped: 2

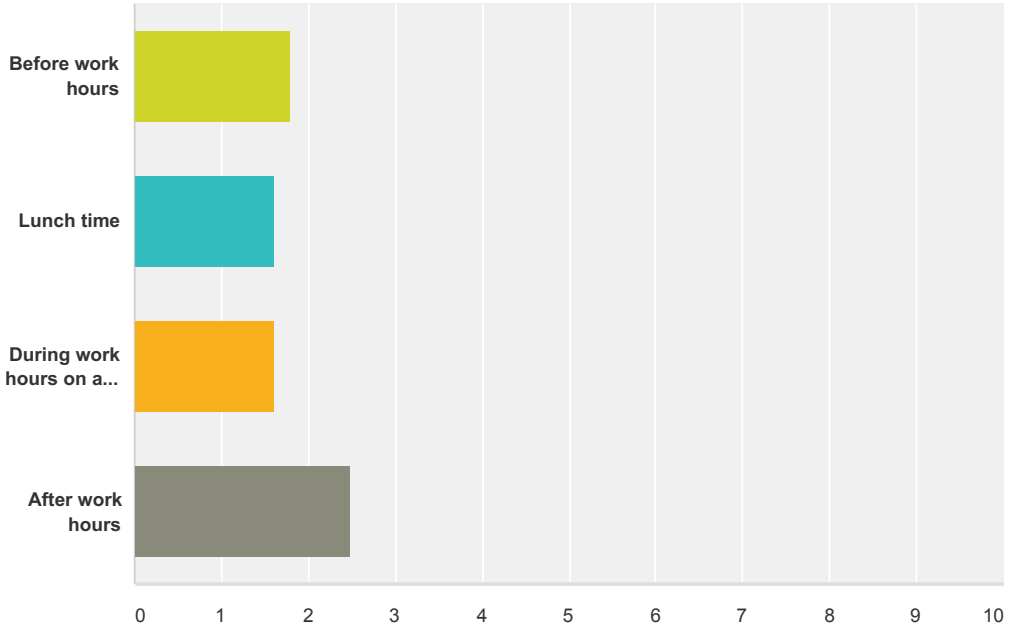


	Important	Somewhat Important	Not Important	Total	Weighted Average
Improve cardiovascular fitness	**72.47%** 208	**24.04%** 69	**3.48%** 10	287	2.69
Weight loss	**60.63%** 174	**25.44%** 73	**13.94%** 40	287	2.47
Reshape/tone body	**66.08%** 187	**24.38%** 69	**9.54%** 27	283	2.57
Improve sport-specific performance	**27.50%** 77	**32.14%** 90	**40.36%** 113	280	1.87
Improve mood	**52.33%** 146	**34.05%** 95	**13.62%** 38	279	2.39
Improve flexibility	**63.38%** 180	**27.11%** 77	**9.51%** 27	284	2.54
Increase strength	**64.54%** 182	**27.66%** 78	**7.80%** 22	282	2.57
Increase energy level	**74.04%** 211	**20.70%** 59	**5.26%** 15	285	2.69

Feel better	**76.06%** 216	**19.01%** 54	**4.93%** 14	284	2.71

Q11 Indicate your preference below for when you are most likely to exercise:

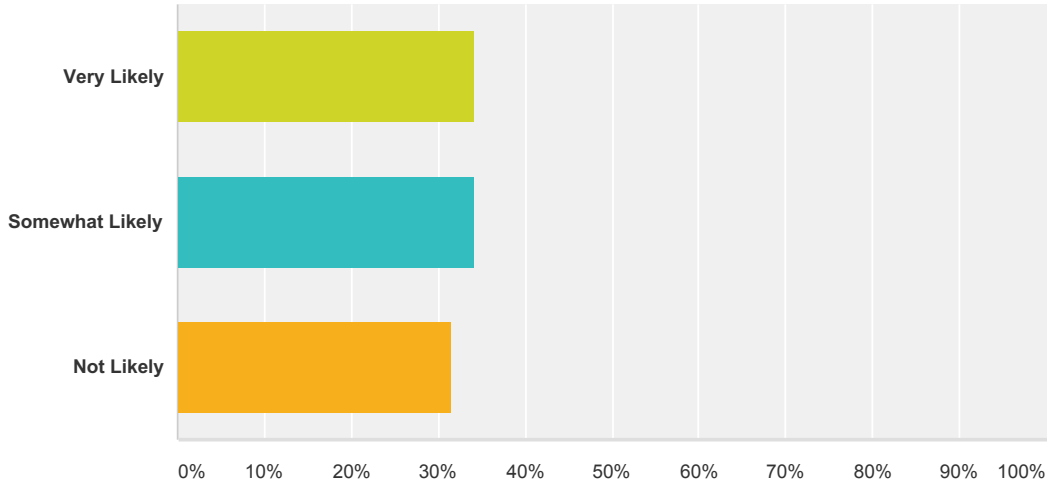
Answered: 283 Skipped: 6



	Very Likely	Somewhat Likely	Not Likely	Total	Weighted Average
Before work hours	**26.04%** 69	**27.17%** 72	**46.79%** 124	265	1.79
Lunch time	**17.24%** 45	**26.05%** 68	**56.70%** 148	261	1.61
During work hours on a 15-minute break	**16.86%** 44	**27.20%** 71	**55.94%** 146	261	1.61
After work hours	**59.21%** 164	**29.60%** 82	**11.19%** 31	277	2.48

Q12 How likely are you to participate in a weekend event such as a yearly employee and family picnic, with friendly competitions such as relay races, or a bike riding gathering for employees and families?

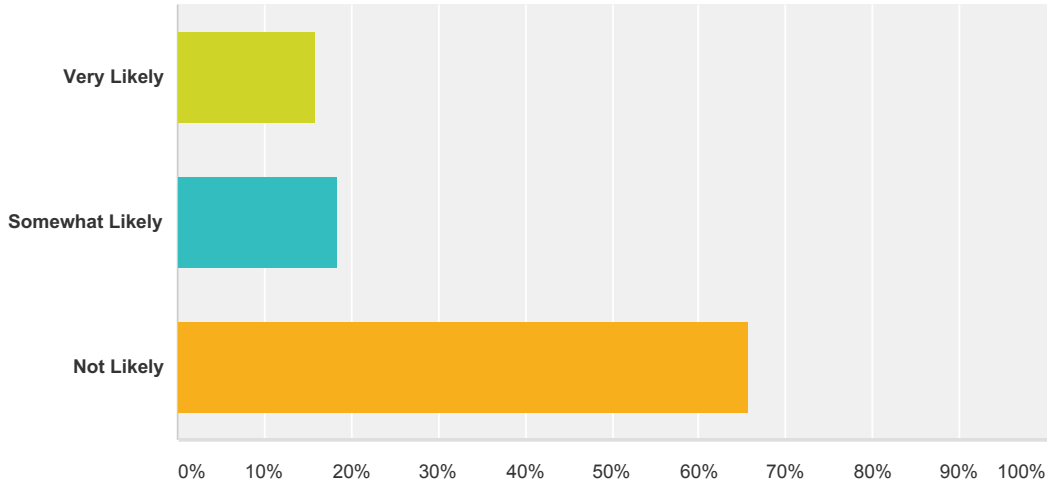
Answered: 289 Skipped: 0



Answer Choices	Responses	
Very Likely	**34.26%**	99
Somewhat Likely	**34.26%**	99
Not Likely	**31.49%**	91
Total		**289**

Q13 How likely would you be to participate in a workday event such as a 20-minute break that involves craft-making?

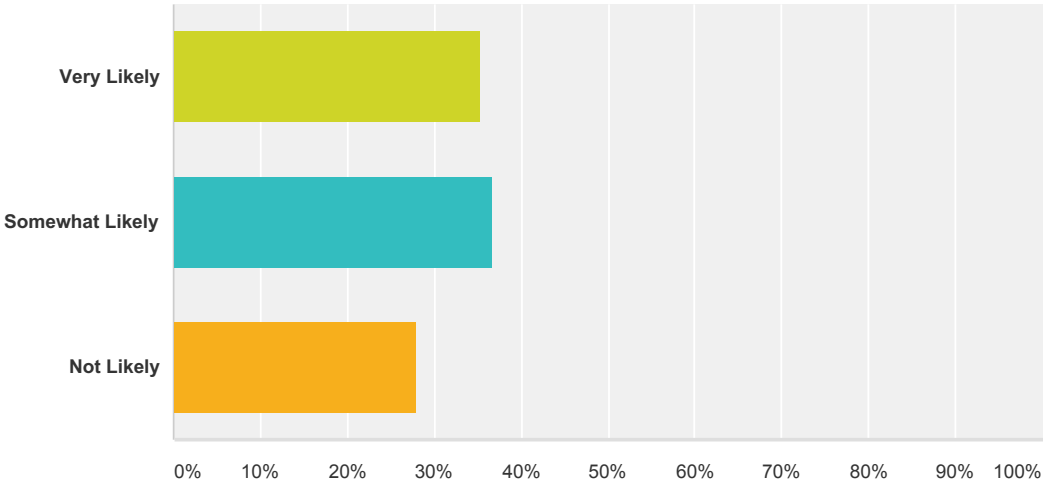
Answered: 289 Skipped: 0



Answer Choices	Responses	
Very Likely	**15.92%**	46
Somewhat Likely	**18.34%**	53
Not Likely	**65.74%**	190
Total		**289**

Q14 How likely would you be to participate in a Volunteer Day, where you donate your time to a charitable organization during your regularly scheduled working hours (with supervisor/management approval)?

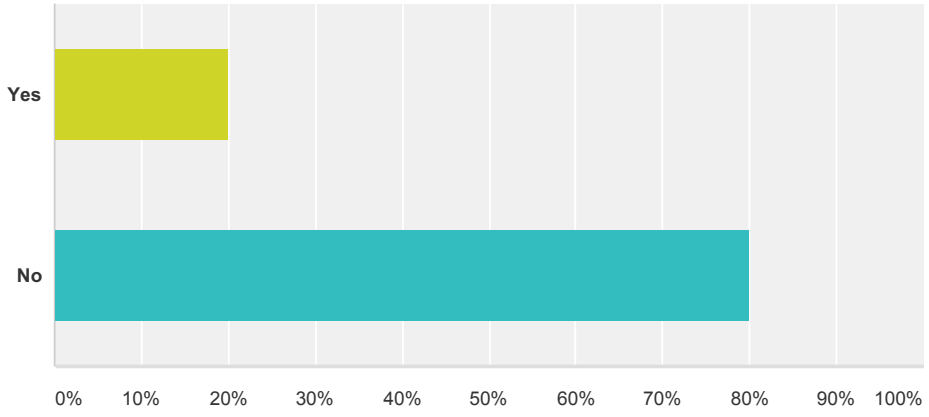
Answered: 289 Skipped: 0



Answer Choices	Responses	
Very Likely	**35.29%**	102
Somewhat Likely	**36.68%**	106
Not Likely	**28.03%**	81
Total		**289**

Q15 Are you interested in participating on the Wellness Team?

Answered: 283 Skipped: 6



Answer Choices	Responses	
Yes	**20.14%**	57
No	**79.86%**	226
Total		**283**