

# City of PALM COAST FLORIDA

## Measuring Results Fiscal Year 2015



*Find Your Florida*

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*Leaders at the Core of Better Communities*

This  
Certificate of Distinction

is presented to

*Palm Coast, FL*

for exemplifying the standards established by the ICMA Center for Performance Analytics™ in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking and accountability.

Presented at the 101st ICMA Annual Conference  
Seattle/King County, Washington  
28 September 2015

A handwritten signature in black ink, appearing to read 'Robert J. O'Neill Jr.'.

ROBERT J. O'NEILL JR.  
ICMA EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read 'James A. Bennett'.

JAMES BENNETT  
ICMA PRESIDENT

A handwritten signature in black ink, appearing to read 'Randall H. Reid'.

RANDALL H. REID  
DIRECTOR OF PERFORMANCE INITIATIVES  
ICMA CENTER FOR PERFORMANCE ANALYTICS

# Introduction

## City Council



*(as pictured, left to right)*

**Heidi Shipley**, Council Member District 2, **Jason DeLorenzo**, Council Member District 3, **Jon Netts**, Mayor (center), **Steven Nobile** Council Member District 4 , **Bill McGuire**, Council Member District 1

The council-manager form of local government combines the strong political leadership of elected officials in the form of a council with the strong managerial experience of an appointed local government manager.

The Mayor and City Council members act as the political head of the city. They are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline the City's public function. The manager is appointed by City Council to carry out policy and ensure that the entire community is being served. The manager makes policy recommendations to the council, but the council may or may not adopt them and may modify the recommendations. The manager is bound by whatever action the council takes.

# What is Performance Management?

The Government Finance Officer's Association (GFOA) defines performance management as *"an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance."*

## IMPLEMENTING A VISION

The City of Palm Coast believes that performance management should be integrated into all aspects of management and policy-making decisions, focusing on achieving improved results for the public. The current strategic planning process was developed by a group of employees through a team approach that was overseen by the City Manager. This process, which took approximately 2 years to develop and implement, focuses on planning, executing and reporting results that focus on ensuring City Councils goals are met.

## MEASURING PERFORMANCE

Department performance is tracked by staff throughout the year and results are reported on a quarterly basis to ensure alignment of department services and programs with City Council's Strategic Action Plan. Department performance is in a multitude of service areas. These areas include but are not limited to permitting and inspections, code enforcement, records retention, facility maintenance and inspections, conservation, stormwater system maintenance and improvements, capital project management, fiscal responsibility, public safety, parks maintenance and recreational programs.

This comprehensive approach has allowed management and City Council to recognize successes and immediately identify areas of concern. The City's approach was highlighted at the 2014 International City/County Management Association (ICMA) Annual Conference and has received the ICMA Certificate of Distinction from the ICMA Center for Performance Analytics for two consecutive years.



city of  
*P*ALM *C*OAST  
FLORIDA

Strategic Action Plan



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# Goal 1: Expansion

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

Objective 1.1: To enhance infrastructure in order to maintain quality neighborhoods and business districts

Strategy 1.1.1: Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement

Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1: Maintain an inventory of the condition and priority rating of infrastructure projects

Strategy 1.2.2: Coordinate facility capacity upgrades to meet the City's growth needs appropriately

Strategy 1.2.3: Keeping older neighborhoods attractive and relevant

# Goal 2: Economic

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

Objective 2.1: To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1: Inventory progress to date and update projects and programs

Objective 2.2: To develop a “branding and marketing strategy” and establish criteria to measure success

Strategy 2.2.1: Expand the use of “Find Your Florida” Expand the use of “Find Your Florida”

Strategy 2.2.2: Develop a campaign to highlight the City’s economic strengths and opportunities

Strategy 2.2.3: Support event activities that provide positive economic impact for the community

# Goal 2: Economic

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

Objective 2.3: To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County

Strategy 2.3.1: Develop a branding strategy which supports strengths of the SBDC / BAC partnership and resources and programs available

Strategy 2.3.2: To create programs which assist small businesses in improving sales and profits

Strategy 2.3.3: To develop education programs which encourage a broader participation rate for all businesses in Flagler County and across Florida

Strategy 2.3.4: To strengthen the BAC partner effort in order to provide a unified approach to helping existing Flagler County businesses

Strategy 2.3.5: To increase Private sector financial support for BAC activities

# Goal 3: Financial

To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.1: Diversify our revenue sources

Strategy 3.1.1: Evaluate and target diversification of funding sources

Strategy 3.1.2: Seek private / public partnerships

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

Strategy 3.2.2: Evaluate current technological opportunities to reduce operational cost

Strategy 3.2.3: Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community

Strategy 3.2.4: Seek in-house alternative to external services while maintaining high-quality services

Objective 3.3: Establish system to continually evaluate and enhance internal financial controls

Strategy 3.3.1: Create an anonymous reporting program to alert of potential financial improprieties

Strategy 3.3.2: Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization

# Goal 4: Environmental

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

Objective 4.1: To develop programs to enhance our water conservation strategies

Strategy 4.1.1: Utilize nature’s water supply resources effectively for water supply

Strategy 4.1.2: Target expansion opportunities to utilize reclaimed water through established City processes

Objective 4.2: To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects

Strategy 4.2.1: Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept

Strategy 4.2.2: Build future bicycle / pedestrian connections to unique destinations

Strategy 4.2.3: Identify unique user experiences through technological enhancements and innovative design principles

# Goal 4: Environmental

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

Objective 4.3: Evaluate current “Green” initiatives and targeted projects that are sustainable

Strategy 4.3.1: Reduce waste through sustainable practices

Strategy 4.3.2: Staying in the forefront of sustainable communities in the State of Florida

Strategy 4.3.3: Develop Alternative Energy Strategy

Strategy 4.3.4: Implement City-wide energy savings program

Objective 4.4: Protect the environment through appropriate development strategies

Strategy 4.4.1: Protect natural green spaces to ensure a balance between the natural environment and development

# Goal 5: Quality of Life

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

Objective 5.1: Enhance community and visitors' recreational opportunities and experiences at community events

Strategy 5.1.1: Identify fun and interactive elements to incorporate into community events

Strategy 5.1.2: Promote the variety of local leisure and recreational activities

Objective 5.2: Enhance safety measures throughout the community

Strategy 5.2.1: Identify enhancements within park facilities to reduce hazards

Strategy 5.2.2: Continue to enhance safety improvements at intersections and along roadways

Strategy 5.2.3: Seek partnerships to educate the public on safety concerns

Strategy 5.2.4: ISO standard improvement throughout the Organization

Strategy 5.2.5: Target natural hazard mitigation opportunities

Strategy 5.2.6: Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan

# Goal 5: Quality of Life

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

Objective 5.3: Seek partnerships with educational institutions to expand community educational and cultural opportunities

Strategy 5.3.1: Share resources between organizations to broaden citizen experiences

Strategy 5.3.2: Expand outreach opportunities to identify and network resources

# Goal 6: Workforce Talent

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

Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents

Strategy 6.1.1: A program to identify individual skills and foster improvement of professional skills

Strategy 6.1.2: Assess pay rates and benefits to remain competitive with market

Strategy 6.1.3: Develop an Employee Motivation and Reward Program

Objective 6.2: To develop in-house and identify external training opportunities for employees

Strategy 6.2.1: Create a comprehensive training program

Strategy 6.2.2: Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community

# Goal 6: Workforce Talent

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

Objective 6.3: To enhance awareness of customer service and relationships with our citizens

Strategy 6.3.1: Establish a program that solicits customer feedback and ensure follow-up consultation

Strategy 6.3.2: Develop a reach-out initiative to enhance community awareness of City services

Strategy 6.3.3: Create a customer service element to City-wide employee training program

Objective 6.4: To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Strategy 6.4.1: Seek and solicit student internship opportunities with educational institutions

Strategy 6.4.2: Enhance faculty relationship and partnership opportunities

Strategy 6.4.3: Assist with curriculum development to develop future City employees



# Planning for Results

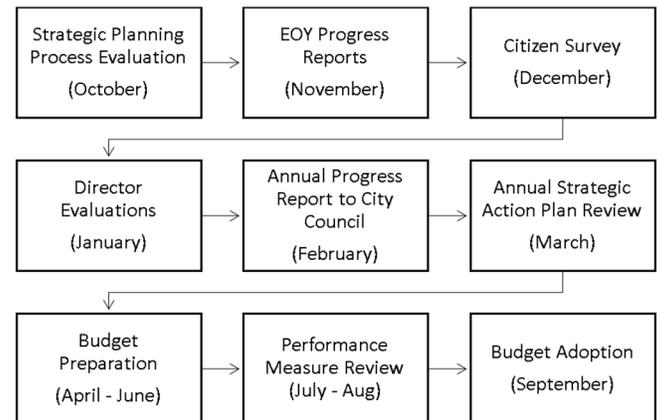
*Find Your Florida*

# Planning for Results



## STRATEGIC PROCESS EVALUATION

A team of staff meets annually to review the current strategic planning process. This evaluation is done at the end of the fiscal year and allows time to implement changes for the following year. The strategic planning process continues to be enhanced each year to strengthen the overall relationship between the Strategic Action Plan and the annual budget.



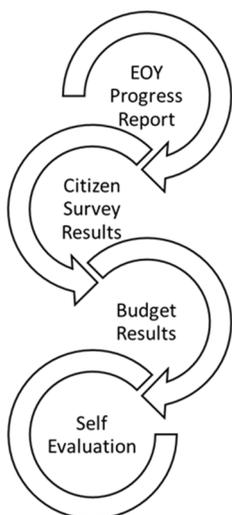
## CITIZEN SURVEY

A citizen survey is conducted annually by the International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff and is mailed out randomly to Palm Coast households. The results are statistically weighted to reflect demographic composition and a 5% margin of error is used to compare results.

The purpose of the annual citizen survey is to assist with the annual assessment of the Strategic Action Plan process for the implementation of the City's Long-term Vision and to provide a statistically valid overview of resident opinions about the quality of life, City services, civic participation and issues of local interests. Benchmark comparisons are used to compare results with other municipalities and Year to Year Comparison is used to identify "strategically significant" changes. In 2015 a web element was also used.

## DIRECTOR EVALUATIONS

In January, all Department Directors receive an annual performance evaluation. During this time the department head receives direction from the City Manager to ensure that the department's objectives continue to be met. The timing of this evaluation allows sufficient time for budgetary planning and operational adjustments. The evaluation includes a review of the annual citizen survey results, the end-of-year progress report, the budget results for the previous fiscal year and a self evaluation completed by each director.



## ANNUAL STRATEGIC ACTION PLAN REVIEW

Each year City Council conducts a comprehensive strategic action plan review. This takes place after the Annual Progress Report and the Citizen Survey results have been presented to City Council. During the annual review, City Council priorities are identified and strategies are developed to ensure that priorities are addressed. In 2015 this process was expanded to include formal adoption of priorities through a City Council resolution.

## DEPARTMENTAL PLANNING

After the annual strategic action plan review, each department meets with the City Manager to develop performance measures for the upcoming year. This review is completed before the end of the fiscal year and the new measures become effective at the start of the new fiscal year. The current year's performance measures are evaluated to determine if they will carry over to the following year and staff also works with the City Manager to develop new measures. Staff provides input however, the City Manager, based on City Council's direction, ultimately decides which performance measures each department is assigned. This ensures City Council goals and objectives will be met.



After the annual strategic action plan review, each department meets with the City Manager to develop performance measures for the upcoming year. This review is completed before the end of the fiscal year and the new measures become effective at the start of the new fiscal year. The current year's performance measures are evaluated to determine if they will carry over to the following year and staff also works with the City Manager to develop new measures. Staff provides input however, the City Manager, based on City Council's direction, ultimately decides which performance measures each department is assigned. This ensures City Council goals and objectives will be met.

## TEAM APPROACH

Through the leadership of the City Manager, a team culture has been established that has successfully served the organization since 2007. During a time of drastic budgetary constraints, the City Manager approached the unique demands of a local government by recruiting motivated staff to a rare program opportunity. The City Manager implemented a leadership development program for employees interested in developing their skills by tackling challenges beyond their primary roles and expertise. Through a mentoring approach intended to develop additional capacity within the organization, team leaders work directly with the City Manager to accomplish specific objectives that further serve the strategic action plan for the City.

Since the development of this leadership training program, the team approach has become part of the organization's daily operations. Team objectives have included safety, wellness, employee training, internal controls, process improvement and branding. This program has had a significant and extremely positive impact on the organization and has been acknowledged by the Florida City and County Management Association (FCCMA). City Manager Jim Landon received a Career Excellence Award from FCCMA for this innovative program that further serves City Council's Strategic Action Plan for implementing the long-term Vision for the City of Palm Coast.

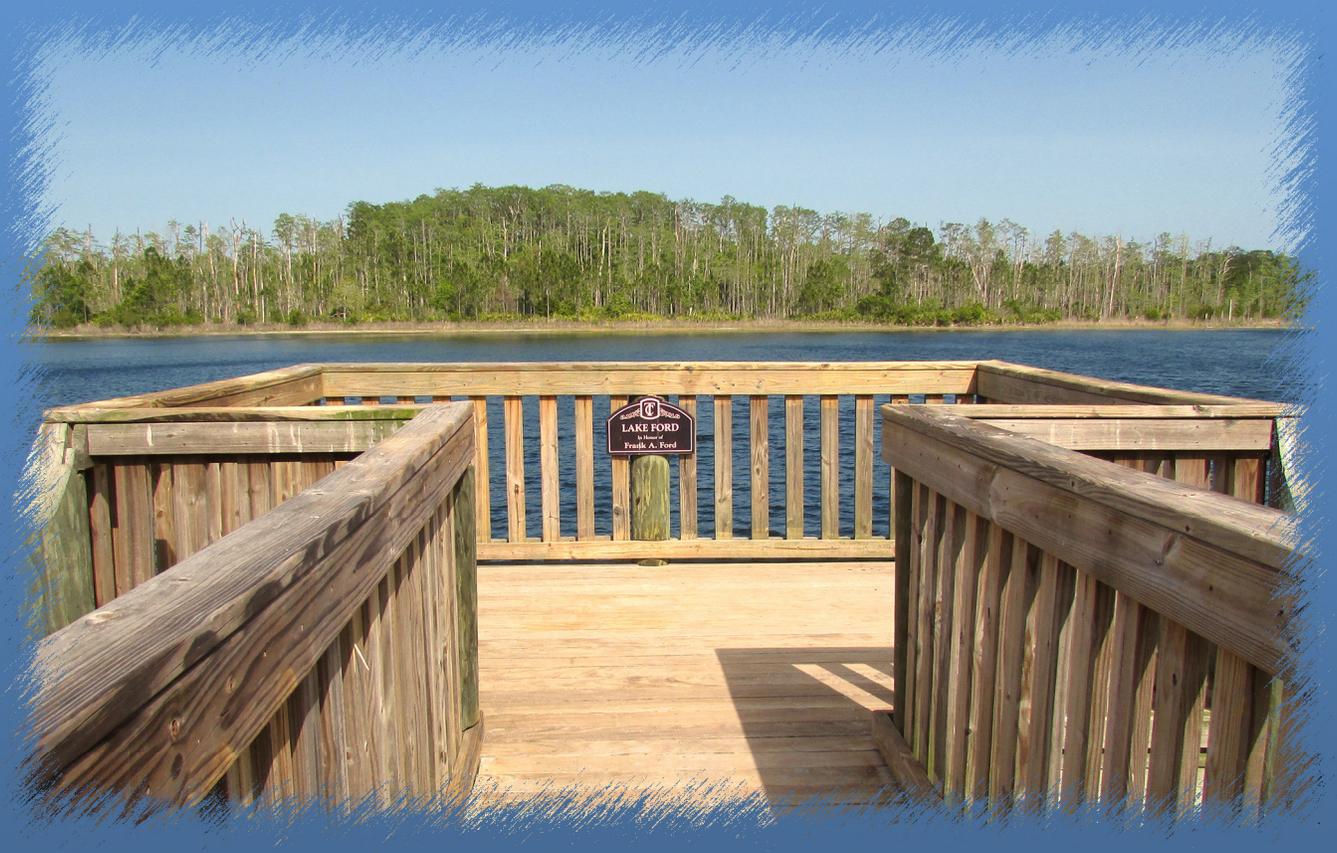


Since 2007, approximately 23 formal teams have been in existence at some time. The team leader is selected by the City Manager through an application process. Under the leadership of the team leader, a cross-departmental team of employees is formed and develops a mission statement and action plan. Once this is complete, work begins towards the team's objectives. Progress is tracked on a quarterly basis through performance measures which are also developed by the team.

At this time, there are 19 formal teams in existence within the organization. Each team performs an annual evaluation with the City Manager to determine if the team's objectives are being met or if a new direction is needed for the team. At this time, the team's purpose, or mission, is also evaluated and it is determined if the team will continue as is, change direction, join forces with another team with a similar mission or disband altogether. In addition, the need for any new teams is also evaluated by the City Manager each year.

## **QUARTERLY PERFORMANCE REVIEW**

At the end of each quarter, each department and team is required to meet with the City Manager to review their year-to-date performance. Department Directors and Team Leaders are ultimately responsible for managing performance however, the Budget & Financial Analyst coordinates and facilitates these meetings during which the budget and overall department performance is reviewed. If issues or concerns are identified, the quarterly meetings allow an opportunity to discuss changes in order to ensure City Council goals and objectives are met. The Budget & Financial Analyst also provides ongoing training and support related to performance management and progress reports.



# Tracking Results

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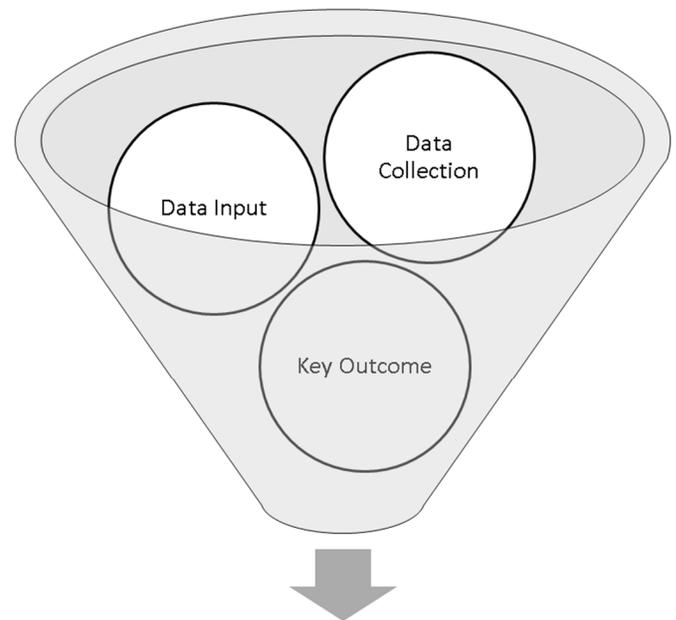
# Tracking Results

Performance measures are assigned a numerical indicator linked to the overall goals in the strategic action plan (SAP). The SAP consists of six City Council goals. The six goals are dissected into objectives and then appropriate strategies are developed to meet the objectives. From there, an approach determines what action will be taken. The last step of this process is the action item or performance measure. Individual progress for each measure is tracked and calculated towards the overall goal. This approach allows City Council to see the overall progress being made.



## DATA COLLECTION

Each department and team creates a data collection system that works best for their needs. One staff member per department is responsible for collecting and inputting data into the performance measurement system however, departments are required to have a minimum of two employees trained on the process at all times.



Quarterly Performance Review

## DATA INPUT

There are currently 4 methods of input into the performance measurement system:

1. Entered percentage is used to show a percentage complete. The user determines the percentage complete and inputs it.
2. Calculated percentage is used when recording the number of attempts and the number of successful outcomes toward the attempts. The system calculates the success rate for you based on the target.
3. Unit measured is used when your goal is to complete a specific number of items for the year. Each time you input a unit complete, the system calculates the percentage for you based on the target.
4. YES/NO is used for single task measures that are either complete or are not.

## **KEY OUTCOME**

All performance measures include a key outcome or target. Operational performance measures include a target related to reaching a specific outcome within a desired amount of time. This may include completing specific tasks or completing a specific number of items within the fiscal year. Each year an appropriate target is determined by the City Manager and progress is tracked. At the end of the year the results are produced and compared to the target and against previous years' performance. Monitoring the quarterly results allow management to make regular adjustments to resources in order to ensure the target is met. The results also help management plan for additional resources if needed for the following year. These results are available in the reporting results section of this document.

## **MULTI-YEAR CROSSOVER**

Occasionally, a performance measure will extend across multiple years. This is the case, for example, when developing and implementing a process or initiative. When developing the appropriate performance measure for the year, the City Manager determines what portion of the project should be completed that year. It is not uncommon for priorities to shift mid-year causing a performance measure to require additional time to be completed. When this happens, it is important to note that staff has already addressed this with the City Manager during discussions that take place during the quarterly performance reviews. When a performance measure is incomplete at the end of the fiscal year it will carry over into the following year to be completed.

## **COUNCIL PRIORITIES**

During the annual Strategic Action Plan review, City Council priorities are identified and strategies are developed to ensure that City Council priorities are addressed in the next fiscal year. In 2015 this process was expanded to include the formal adoption of priorities through a City Council resolution. When departments meet for their quarterly performance review, the progress report specifically identifies these council priorities. This allows management to closely monitor progress specific to the City Council priorities while still maintaining a cohesive approach to their department's overall performance management for the year.



# Reporting Results

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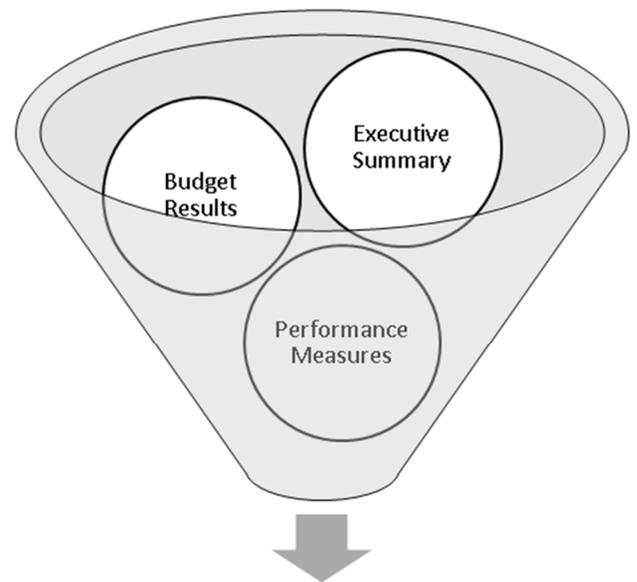
# Reporting Results

## QUARTERLY PROGRESS REPORTS

At the end of each quarter, each department and team is required to meet with the City Manager and to provide a quarterly progress report. This report includes an executive summary, a budget discussion and highlights progress made by the department or team in the previous quarter. A detailed look at the performance measure results are also included at this time. These reports are provided to City Council each quarter and are published on the City's website.



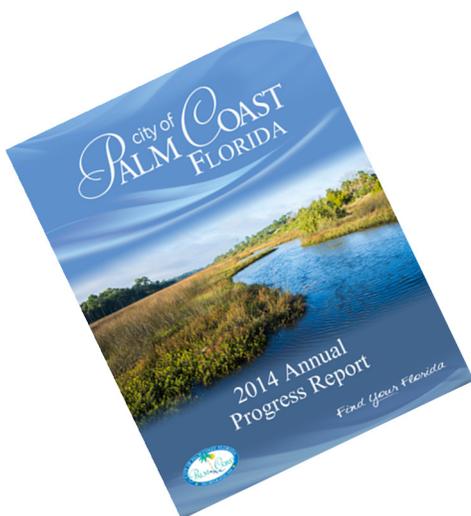
Once the fiscal year ends, teams and departments meet with the City Manager to review the final results for the year. The end of year progress report includes performance results for the year as a whole and a discussion of the final budget results. These reports serve as a good reminder to take a moment to reflect on all the progress that was made during the year. Accomplishments highlighted in the end of year reports form the foundation of the Annual Progress Report to City Council.



Quarterly Progress Report

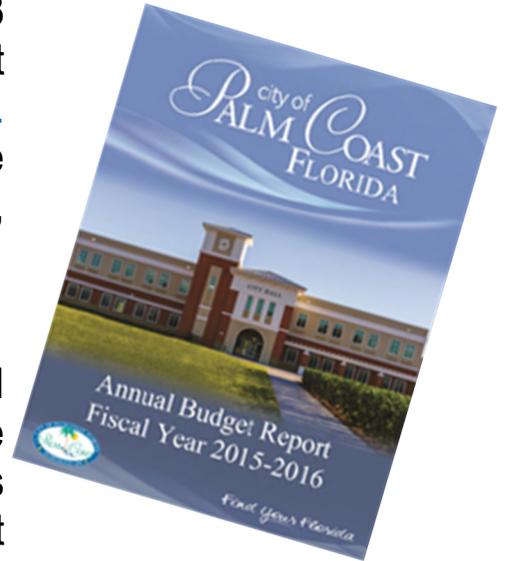
## ANNUAL PROGRESS REPORT TO CITY COUNCIL

Each year, a team of employees works to convert the information from the end of year reports into a format that is easy to read, engages the reader and highlights the City's major accomplishments for the year. Included in the report are pictures, awards and brief summaries of accomplishments by goal. The report is presented to City Council and published on the City's website at <http://www.palmcoastgov.com/progress-report>. A trifold brochure that serves as a summary of the annual progress report is also printed and made available to the public.



## ANNUAL BUDGET REPORT

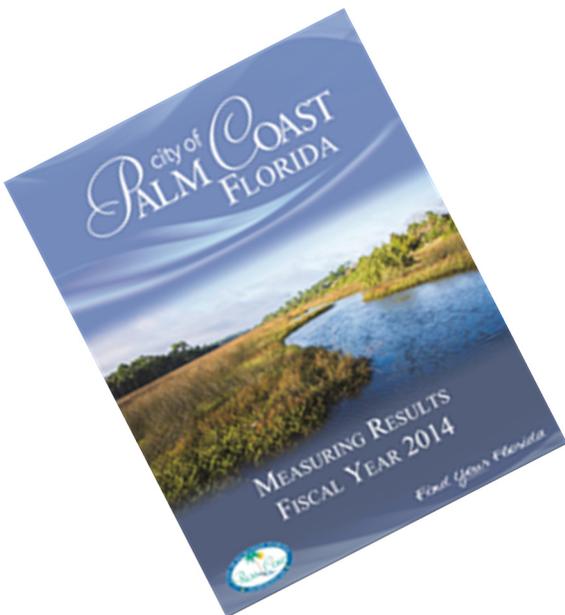
In addition to the Annual Progress Report, the City also publishes an Annual Budget Report. This document, which has received the Government Finance Officer's Association's (GFOA) Distinguished Budget Presentation award for 13 consecutive years, is published on the City's website at <http://www.palmcoastgov.com/government/finance/budget>. A printed copy of the document is also available to the public at the Utility Department, the Community Center, City Hall and at the local public library.



The Budget Book includes information on the approved budget for the upcoming year as well as the performance results for the previous fiscal year. The performance results are highlighted in the department section of the budget document.

## MEASURING RESULTS

The Measuring Results document is published annually and highlights the City's performance management process and provides annual performance results. Each year the document is updated to include performance results for the previous year and to reflect the most current description of our performance management process. This document also serves as one of the many tools used by City Council during the annual Strategic Action Plan (SAP) review. This document is published on the City's website at <http://www.palmcoastgov.com/government/finance/documents>.





# Citizen Survey

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# Citizen Survey Results

## BACKGROUND

Since 2002, the Annual Citizen Survey has been conducted each year by the International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff and mailed out randomly to Palm Coast households. The results are statistically weighted to reflect demographic composition and a 5% margin of error is used to compare results. In 2015 a non-scientific web survey option was added.

## PURPOSE

The citizen survey is used as a tool in the annual assessment of the Strategic Action Plan process and also provides a statistically valid overview of resident opinions about the quality of life, City services, civic participation and issues of local interests. The citizen survey is also used to help identify strengths and weaknesses and to assist the

City in planning, allocating resources and evaluating programs for improved services, more civic engagement, better community, quality of life and stronger public trust. In addition, benchmark comparisons are used to compare results with other municipalities and year to year comparison is used to identify “statistically significant” changes.



## EVALUATING THE RESULTS

The Citizen Survey is conducted in the fall each year. Once the survey results are received, they are reviewed by the Strategic Action Plan team and by management. Once this is complete, the data is presented to City Council.

The Citizen Survey results are also used in the Annual Progress Report (APR). The information in the APR is organized by goal and appropriate survey questions are tied to the results being presented.

# Summary

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report discusses trends over time, comparing the 2015 ratings for the City of Palm Coast to its previous survey results in 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013 and 2014. Additional reports and technical appendices are available under separate cover.

Trend data for Palm Coast represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Meaningful differences between survey years have been noted within the following tables as being "higher" or "lower" if the differences are greater than seven percentage points between the 2014 and 2015 surveys, otherwise the comparison between 2014 and 2015 are noted as being "similar." Additionally, benchmark comparisons for all survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Overall, ratings in Palm Coast for 2015 generally remained stable. Of the 131 items for which comparisons were available, 107 items were rated similarly in 2014 and 2015, 10 items showed a decrease in ratings and 14 showed an increase in ratings. Notable trends over time included the following:

- Within the pillar of Community Characteristics, only one aspect decreased from 2014 to 2015 (travel by bicycle), while several aspects increased in ratings. Ratings increased from 2014 to 2015 for: the overall quality of new development in Palm Coast, the overall economic health of Palm Coast, Palm Coast as a place to visit, cost of living, K-12 education, opportunities to participate in community matters and opportunities to participate in social events and activities.
- Most aspects of Governance remained stable, however a handful of services were trending up and a handful of services were trending down from 2014 to 2015. Ratings decreased for police services, ambulance/EMS, street lighting, cable television and recreation centers. Ratings increased from 2014 to 2015 for economic development, health services, overall direction of Palm Coast, the value of services for taxes paid to Palm Coast, the job Palm Coast government does at welcoming citizen involvement and overall confidence in City government.
- Rates of Participation tended to remain stable in 2015. No aspects of Participation increased from 2014 to 2015. Fewer Palm Coast residents reported that they worked in Palm Coast, used Palm Coast recreation centers, used Palm Coast libraries or participated in religious or spiritual activities in 2014 compared to 2015.

The National Citizen Survey™

Table 1: Community Characteristics General

	Percent positive														2015 rating compared to 2014
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Overall quality of life	82%	80%	82%	75%	73%	71%	73%	74%	75%	67%	70%	75%	73%	77%	Similar
Overall image	NA	NA	NA	NA	NA	NA	70%	NA	77%	71%	69%	67%	66%	67%	Similar
Place to live	86%	84%	86%	83%	80%	77%	80%	79%	85%	78%	80%	84%	80%	84%	Similar
Neighborhood	86%	88%	88%	86%	86%	80%	81%	78%	82%	78%	82%	83%	85%	83%	Similar
Place to raise children	69%	75%	72%	70%	66%	60%	61%	60%	73%	63%	71%	73%	68%	72%	Similar
Place to retire	84%	83%	81%	78%	71%	76%	78%	73%	78%	75%	78%	80%	79%	82%	Similar
Overall appearance	75%	76%	83%	85%	80%	83%	82%	86%	83%	83%	85%	85%	84%	89%	Similar

Table 2: Community Characteristics General

	Comparison to benchmark														
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Overall quality of life	Similar	Similar	Similar	Similar	Similar	Lower	Lower	Similar	Similar	Much lower	Much lower	Similar	Similar	Similar	
Overall image	NA	NA	NA	NA	NA	NA	Similar	NA	Higher	Similar	Similar	Similar	Similar	Similar	
Place to live	Similar	Similar	Similar	Similar	Similar	Lower	Similar	Similar	Similar	Lower	Lower	Similar	Similar	Similar	
Neighborhood	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	
Place to raise children	Similar	Similar	Similar	Similar	Similar	Much lower	Much lower	Much lower	Lower	Much lower	Much lower	Similar	Lower	Similar	
Place to retire	Much higher	Much higher	Much higher	Much higher	Higher	Much higher	Much higher	Much higher	Much higher	Much higher	Much higher	Higher	Higher	Higher	
Overall appearance	Similar	Similar	Higher	Much higher	Much higher	Much higher	Much higher	Much higher	Much higher	Much higher	Much higher	Higher	Higher	Higher	

Table 3: Community Characteristics by Facet

		Percent rating positively (e.g., excellent/good, very/somewhat safe)														2015 rating compared to 2014
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Safety	Overall feeling of safety	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	70%	76%	77%	Similar
	Safe in neighborhood	96%	93%	94%	94%	92%	93%	92%	90%	93%	91%	93%	88%	92%	88%	Similar
	Safe downtown/commercial area	93%	92%	91%	91%	88%	90%	88%	90%	89%	88%	88%	82%	89%	87%	Similar
Mobility	Overall ease of travel	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	72%	67%	64%	Similar
	Paths and walking trails	NA	NA	NA	NA	NA	NA	49%	53%	61%	70%	73%	78%	81%	80%	Similar
	Ease of walking	NA	NA	NA	36%	42%	45%	46%	49%	52%	58%	65%	68%	66%	62%	Similar
	Travel by bicycle	43%	41%	46%	33%	42%	45%	45%	49%	54%	65%	69%	64%	70%	60%	Lower
	Travel by car	51%	37%	22%	16%	20%	39%	41%	50%	62%	57%	71%	69%	62%	58%	Similar
	Public parking	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	74%	71%	70%	Similar
	Traffic flow	45%	29%	14%	11%	12%	25%	32%	41%	44%	50%	60%	56%	47%	41%	Similar
Natural Environment	Overall natural environment	NA	NA	NA	NA	NA	NA	71%	69%	80%	82%	81%	87%	87%	84%	Similar
	Cleanliness	NA	NA	NA	NA	NA	NA	NA	85%	83%	83%	87%	85%	85%	89%	Similar

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		Percent rating positively (e.g., excellent/good, very/somewhat safe)														2015 rating compared to 2014
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Built Environment	Air quality	NA	NA	NA	NA	NA	NA	79%	NA	83%	79%	83%	83%	85%	91%	Similar
	Overall built environment	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	62%	64%	63%	Similar
	New development in Palm Coast	NA	NA	NA	48%	47%	53%	63%	61%	63%	56%	53%	42%	41%	51%	Higher
	Affordable quality housing	NA	NA	54%	39%	33%	41%	53%	58%	61%	58%	67%	64%	59%	55%	Similar
	Housing options	NA	NA	NA	NA	NA	NA	64%	67%	64%	59%	59%	63%	70%	64%	Similar
	Public places	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	60%	65%	68%	Similar
Economy	Overall economic health	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	36%	37%	46%	Higher
	Vibrant downtown/commercial area	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	32%	25%	31%	Similar
	Business and services	NA	NA	NA	NA	NA	NA	45%	52%	52%	48%	49%	56%	44%	47%	Similar
	Cost of living	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	45%	37%	47%	Higher
	Shopping opportunities	23%	20%	27%	22%	22%	25%	30%	49%	47%	43%	43%	43%	36%	43%	Similar
	Employment opportunities	8%	7%	9%	7%	7%	6%	9%	6%	9%	5%	11%	13%	6%	8%	Similar
	Place to visit	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	63%	60%	74%	Higher
	Place to work	NA	NA	NA	24%	20%	16%	16%	20%	21%	15%	16%	18%	18%	19%	Similar
	Recreation and Wellness	Health and wellness	NA	67%	64%	70%										
Mental health care		NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	44%	31%	36%	Similar
Preventive health services		NA	NA	NA	NA	NA	NA	43%	47%	56%	53%	60%	58%	56%	58%	Similar
Health care		NA	NA	44%	41%	42%	42%	37%	46%	49%	45%	56%	60%	55%	59%	Similar
Food		NA	NA	NA	NA	NA	56%	56%	NA	60%	55%	58%	64%	51%	58%	Similar
Recreational opportunities		38%	37%	35%	35%	29%	37%	41%	51%	53%	52%	58%	69%	67%	64%	Similar
Fitness opportunities		NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	79%	74%	Similar
Education and Enrichment	Religious or spiritual events and activities	NA	NA	NA	NA	NA	NA	NA	81%	77%	74%	79%	77%	70%	71%	Similar
	Cultural/arts/music activities	40%	46%	NA	NA	NA	NA	NA	NA	44%	40%	43%	49%	41%	45%	Similar
	Adult education	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	58%	48%	45%	Similar
	K-12 education	NA	NA	NA	NA	NA	NA	NA	NA	NA	65%	73%	64%	60%	70%	Higher
	Child care/preschool	NA	NA	32%	24%	30%	27%	27%	32%	44%	30%	45%	63%	44%	50%	Similar
Community Engagement	Social events and activities	NA	NA	NA	NA	NA	NA	NA	56%	55%	53%	54%	48%	46%	55%	Higher
	Neighborliness	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	52%	53%	56%	Similar
	Openness and acceptance	NA	NA	NA	NA	NA	NA	NA	NA	75%	65%	68%	62%	65%	60%	Similar
	Opportunities to participate in community matters	NA	NA	NA	NA	NA	NA	52%	61%	60%	51%	61%	55%	52%	60%	Higher
	Opportunities to volunteer	NA	NA	NA	NA	NA	NA	NA	76%	74%	71%	73%	66%	67%	70%	Similar

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Table 4: Community Characteristics by Facet

		Comparison to benchmark													
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Safety	Overall feeling of safety	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Safe in neighborhood	Higher	Similar	Similar	Similar	Similar	Higher	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar
	Safe downtown/commercial area	Much higher	Higher	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar
Mobility	Overall ease of travel	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Paths and walking trails	NA	NA	NA	NA	NA	NA	Much lower	Similar	Higher	Much higher	Much higher	Higher	Higher	Higher
	Ease of walking	NA	NA	NA	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Similar	Higher	Similar	Similar	Similar
	Travel by bicycle	Much lower	Lower	Lower	Much lower	Lower	Similar	Similar	Similar	Similar	Much higher	Much higher	Similar	Higher	Similar
	Travel by car	Similar	Lower	Much lower	Much lower	Much lower	Much lower	Much lower	Lower	Similar	Similar	Much higher	Similar	Similar	Similar
	Public parking	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Traffic flow	NA	NA	NA	NA	NA	NA	Much lower	Similar	Similar	Higher	Much higher	Similar	Similar	Similar
	Overall natural environment	NA	NA	NA	NA	NA	NA	Similar	Similar	Higher	Higher	Much higher	Similar	Similar	Similar
	Cleanliness	NA	NA	NA	NA	NA	NA	NA	Much higher	Much higher	Much higher	Much higher	Higher	Higher	Higher
Air quality	NA	NA	NA	NA	NA	NA	Much higher	NA	Much higher	Much higher	Much higher	Similar	Similar	Higher	
Built Environment	Overall built environment	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	Similar
	New development in Palm Coast	NA	NA	NA	NA	Lower	Lower	Similar	Higher	Similar	Similar	Lower	Lower	Lower	Similar
	Affordable quality housing	NA	NA	Similar	Similar	Lower	Similar	Much higher	Higher	Similar	Similar				
	Housing options	NA	NA	NA	NA	NA	NA	Much higher	Much higher	Higher	Similar	Similar	Similar	Similar	Similar
	Public places	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
Economy	Overall economic health	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Lower	Lower	Lower
	Vibrant downtown/commercial area	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Lower	Lower	Lower
	Business and services	NA	NA	NA	NA	NA	NA	NA	Lower	Much lower	Much lower	Much lower	Similar	Lower	Similar
	Cost of living	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar

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		Comparison to benchmark													
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
	Shopping opportunities	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Similar	Lower	Much lower	Much lower	Similar	Lower	Similar
	Employment opportunities	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower
	Place to visit	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Place to work	NA	NA	NA	Much lower	Much lower	Much lower	Much lower	Much lower						
Recreation and Wellness	Health and wellness	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Mental health care	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Lower	Similar
	Preventive health services	NA	NA	NA	NA	NA	NA	NA	Similar	Lower	Similar	Lower	Similar	Similar	Similar
	Health care	NA	NA	Lower	Similar	Lower	Lower	Lower	Much lower	Similar	Similar	Similar	Higher	Similar	Similar
	Food	NA	NA	NA	NA	NA	Lower	Lower	NA	Lower	Lower	Lower	Lower	Similar	Similar
	Recreational opportunities	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Much lower	Lower	Similar	Similar
	Fitness opportunities	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar
	Religious or spiritual events and activities	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	Similar	Similar	Similar
	Cultural/arts/music activities	Much lower	Lower	NA	Lower	Much lower	Much lower	Similar	Similar						
	Adult education	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar
Education and Enrichment	K-12 education	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	Similar	
	Child care/preschool	NA	NA	Much lower	Lower	Similar	Lower	Similar	Higher	Similar					
	Social events and activities	NA	NA	NA	NA	NA	NA	NA	NA	Lower	Lower	Much lower	Much lower	Similar	Similar
	Neighborliness	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar
	Openness and acceptance	NA	NA	NA	NA	NA	NA	NA	NA	NA	Much higher	Similar	Higher	Similar	Similar
Community Engagement	Opportunities to participate in community matters	NA	NA	NA	NA	NA	NA	NA	Much lower	Similar	Lower	Lower	Similar	Similar	
	Opportunities to volunteer	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	Similar	Similar	

Table 5: Governance General

	Percent rating positively (e.g., excellent/good)														2015 rating compared to 2014
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Services provided by Palm Coast	55%	58%	67%	59%	55%	59%	66%	74%	69%	71%	67%	66%	71%	67%	Similar
Customer service	65%	66%	71%	65%	68%	66%	70%	74%	79%	77%	68%	66%	67%	69%	Similar
Value of services for taxes paid	NA	NA	NA	59%	52%	48%	49%	56%	53%	54%	50%	54%	46%	57%	Higher

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	Percent rating positively (e.g., excellent/good)														2015 rating compared to 2014
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Overall direction	44%	50%	54%	47%	44%	50%	53%	55%	58%	50%	48%	46%	47%	57%	Higher
Welcoming citizen involvement	56%	56%	61%	49%	46%	50%	42%	47%	48%	45%	39%	48%	38%	45%	Higher
Confidence in City government	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	39%	35%	44%	Higher
Acting in the best interest of Palm Coast	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	45%	40%	44%	Similar
Being honest	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	43%	39%	42%	Similar
Treating all residents fairly	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	47%	42%	46%	Similar
Services provided by the Federal Government	44%	41%	43%	43%	38%	38%	34%	42%	37%	35%	41%	30%	36%	37%	Similar

Table 6: Governance General

	Comparison to benchmark														
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Services provided by Palm Coast	Much lower	Much lower	Lower	Lower	Lower	Much lower	Lower	Higher	Similar	Similar	Lower	Similar	Similar	Similar	
Customer service	Lower	Lower	Lower	Similar	Similar	Lower	Lower	Similar	Higher	Similar	Lower	Similar	Similar	Similar	
Value of services for taxes paid	NA	NA	NA	Similar	Similar	Lower	Much lower	Similar	Similar	Similar	Similar	Similar	Similar	Similar	
Overall direction	Lower	Similar	Similar	Lower	Lower	Lower	Much lower	Similar	Similar	Lower	Much lower	Similar	Similar	Similar	
Welcoming citizen involvement	Similar	Similar	Similar	Similar	Lower	Lower	Much lower	Much lower	Similar	Lower	Much lower	Similar	Similar	Similar	
Confidence in City government	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Lower	Similar	
Acting in the best interest of Palm Coast	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	
Being honest	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Lower	Similar	
Treating all residents fairly	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	
Services provided by the Federal Government	Similar	Similar	Similar	Similar	Similar	Similar	Lower	Similar	Similar	Lower	Similar	Lower	Similar	Similar	

Table 7: Governance by Facet

		Percent rating positively (e.g., excellent/good)													2015 rating compared to 2014	
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		2015
Safety	Police	81%	82%	79%	81%	77%	70%	69%	78%	79%	80%	80%	77%	80%	72%	Lower
	Fire	91%	92%	94%	95%	90%	90%	90%	94%	95%	92%	96%	94%	93%	88%	Similar
	Ambulance/EMS	90%	89%	92%	94%	87%	86%	88%	92%	92%	88%	96%	91%	91%	81%	Lower
	Crime prevention	70%	69%	NA	NA	NA	NA	NA	NA	69%	62%	65%	60%	55%	60%	Similar
	Fire prevention	76%	77%	NA	73%	71%	76%	75%	78%	79%	75%	82%	79%	70%	69%	Similar
	Animal control	NA	NA	NA	NA	NA	NA	55%	61%	64%	57%	65%	67%	57%	60%	Similar
	Emergency preparedness	NA	NA	NA	NA	NA	NA	61%	71%	73%	69%	73%	68%	68%	73%	Similar

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		Percent rating positively (e.g., excellent/good)														2015 rating compared to 2014
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Mobility	Traffic enforcement	56%	48%	55%	50%	50%	57%	57%	61%	65%	63%	65%	57%	55%	60%	Similar
	Street repair	16%	18%	34%	31%	37%	43%	52%	62%	55%	68%	70%	64%	63%	61%	Similar
	Street cleaning	27%	31%	44%	40%	45%	48%	59%	71%	62%	70%	71%	67%	69%	66%	Similar
	Street lighting	NA	18%	24%	20%	26%	30%	32%	38%	36%	37%	46%	41%	45%	37%	Lower
	Sidewalk maintenance	35%	35%	43%	43%	45%	49%	51%	52%	57%	65%	68%	70%	66%	65%	Similar
	Traffic signal timing	46%	38%	35%	28%	33%	39%	45%	46%	46%	43%	52%	39%	35%	42%	Similar
Natural Environment	Garbage collection	83%	87%	86%	87%	82%	85%	86%	86%	89%	90%	93%	90%	87%	87%	Similar
	Recycling	83%	81%	79%	84%	80%	81%	84%	87%	86%	83%	90%	89%	87%	87%	Similar
	Yard waste pick-up	NA	NA	NA	NA	NA	NA	NA	NA	84%	87%	90%	86%	86%	83%	Similar
	Drinking water	55%	54%	55%	52%	55%	53%	56%	58%	66%	65%	65%	56%	60%	58%	Similar
	Natural areas preservation	NA	NA	NA	NA	NA	NA	56%	66%	70%	66%	75%	70%	65%	71%	Similar
	Open space	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	72%	61%	63%	Similar
Built Environment	Storm drainage	40%	21%	35%	29%	32%	40%	46%	49%	43%	57%	56%	43%	51%	54%	Similar
	Sewer services	68%	64%	88%	64%	63%	64%	69%	72%	73%	76%	81%	65%	73%	73%	Similar
	Utility billing	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	62%	57%	61%	Similar
	Land use, planning and zoning	27%	28%	33%	30%	27%	32%	41%	42%	46%	42%	39%	41%	50%	46%	Similar
	Code enforcement	37%	31%	44%	45%	42%	44%	43%	50%	50%	47%	55%	43%	49%	45%	Similar
	Cable television	27%	NA	40%	52%	46%	NA	NA	NA	62%	57%	58%	53%	55%	46%	Lower
Economy	Economic development	NA	22%	29%	35%	32%	29%	32%	33%	34%	31%	30%	34%	30%	38%	Higher
Recreation and Wellness	City parks	69%	71%	73%	70%	68%	72%	76%	78%	80%	82%	85%	77%	83%	80%	Similar
	Recreation programs	NA	67%	70%	62%	58%	68%	66%	70%	70%	66%	73%	63%	63%	61%	Similar
	Recreation centers	52%	51%	59%	51%	50%	56%	62%	66%	65%	65%	68%	63%	61%	53%	Lower
	Health services	56%	NA	57%	52%	48%	47%	51%	57%	62%	55%	66%	57%	53%	62%	Higher
Education and Enrichment	Special events	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	58%	66%	68%	Similar
	Public libraries	NA	NA	NA	44%	NA	NA	NA	NA	NA	80%	80%	80%	84%	84%	Similar
Community Engagement	Public information	36%	NA	NA	NA	39%	47%	46%	53%	55%	64%	68%	59%	62%	64%	Similar

Table 8: Governance by Facet

		Comparison to benchmark													
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Safety	Police	Similar	Similar	Similar	Similar	Similar	Lower	Lower	Similar	Similar	Similar	Similar	Similar	Similar	Similar
	Fire	Similar	Similar	Similar	Higher	Similar	Similar	Similar	Similar	Higher	Similar	Higher	Similar	Similar	Similar
	Ambulance/EMS	Similar	Similar	Similar	Higher	Similar	Similar	Similar	Higher	Higher	Similar	Much higher	Similar	Similar	Similar
	Crime prevention	Similar	Similar	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	Similar	Similar	Similar
	Fire prevention	Lower	Similar	NA	Similar	Similar	Similar	Similar	Similar	Higher	Similar	Similar	Similar	Similar	Similar



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		Comparison to benchmark													
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Wellness	Recreation programs	NA	Lower	Similar	Similar	Lower	Lower	Similar	Similar	Similar	Lower	Similar	Similar	Similar	Similar
	Recreation centers	Much lower	Much lower	Lower	Lower	Much lower	Much lower	Lower	Similar	Lower	Similar	Similar	Similar	Similar	Lower
	Health services	Lower	NA	Lower	Similar	Lower	Lower	Much lower	Similar	Similar	Lower	Similar	Similar	Similar	Similar
Education and Enrichment	Special events	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Lower	Similar	Similar
	Public libraries	NA	NA	NA	Much lower	NA	NA	NA	NA	NA	Similar	Similar	Similar	Similar	Similar
Community Engagement	Public information	Much lower	NA	NA	NA	Much lower	Similar	Similar	Similar	Similar	Similar				

Table 9: Participation General

	Percent rating positively (e.g., always/sometimes, more than once a month, yes)														2015 rating compared to 2014
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Sense of community	59%	63%	NA	NA	NA	NA	58%	NA	62%	56%	64%	46%	47%	49%	Similar
Recommend Palm Coast	NA	NA	NA	NA	NA	NA	80%	82%	85%	78%	80%	82%	80%	85%	Similar
Remain in Palm Coast	NA	NA	NA	NA	NA	NA	83%	84%	85%	83%	82%	83%	85%	83%	Similar
Contacted Palm Coast employees	55%	59%	58%	65%	59%	63%	NA	59%	60%	52%	57%	49%	53%	54%	Similar

Table 10: Participation General

	Comparison to benchmark													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Sense of community	Similar	Similar	NA	NA	NA	NA	Similar	NA	Similar	Much lower	Similar	Lower	Lower	Lower
Recommend Palm Coast	NA	NA	NA	NA	NA	NA	Much lower	Similar	Similar	Much lower	Lower	Similar	Similar	Similar
Remain in Palm Coast	NA	NA	NA	NA	NA	NA	Similar	Similar	Higher	Similar	Similar	Similar	Similar	Similar
Contacted Palm Coast employees	NA	NA	NA	NA	NA	NA	NA	Similar	Higher	Lower	Higher	Similar	Similar	Similar

Table 11: Participation by Facet

		Percent rating positively (e.g., always/sometimes, more than once a month, yes)														2015 rating compared to 2014
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Safety	Stocked supplies for an emergency	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	54%	47%	53%	Similar
	Did NOT report a crime	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	78%	78%	80%	Similar
	Was NOT the victim of a crime	91%	93%	92%	92%	89%	89%	NA	88%	90%	88%	87%	87%	87%	91%	Similar
Mobility	Used public transportation instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	4%	3%	5%	Similar
	Carpooled instead of driving alone	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	30%	34%	33%	Similar

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		Percent rating positively (e.g., always/sometimes, more than once a month, yes)														2015 rating compared to 2014
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Natural Environment	Walked or biked instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	42%	46%	40%	Similar
	Conserved water	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	93%	91%	92%	Similar
	Made home more energy efficient	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	79%	76%	78%	Similar
	Recycled at home	86%	87%	82%	82%	77%	85%	NA	88%	83%	87%	92%	90%	96%	90%	Similar
Built Environment	Did NOT observe a code violation	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	31%	41%	44%	Similar
	NOT under housing cost stress	NA	NA	NA	NA	NA	NA	NA	55%	58%	64%	62%	62%	62%	62%	Similar
Economy	Purchased goods or services in Palm Coast	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	98%	99%	97%	Similar
	Economy will have positive impact on income	19%	15%	31%	25%	20%	18%	NA	12%	16%	13%	18%	15%	23%	21%	Similar
	Work in Palm Coast	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	33%	37%	29%	Lower
Recreation and Wellness	Used Palm Coast recreation centers	73%	72%	59%	49%	50%	52%	NA	55%	58%	54%	57%	60%	50%	42%	Lower
	Visited a City park	78%	80%	78%	75%	76%	81%	NA	83%	83%	83%	84%	79%	74%	74%	Similar
	Ate 5 portions of fruits and vegetables	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	83%	79%	84%	Similar
	Participated in moderate or vigorous physical activity	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	83%	81%	81%	Similar
	In very good to excellent health	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	59%	58%	54%	Similar
Education and Enrichment	Used Palm Coast public libraries	84%	84%	NA	NA	NA	NA	NA	NA	82%	76%	70%	61%	64%	54%	Lower
	Participated in religious or spiritual activities	NA	NA	NA	NA	NA	NA	NA	65%	64%	60%	55%	52%	53%	45%	Lower
Community Engagement	Attended a City-sponsored event	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	50%	51%	50%	Similar
	Campaigned for an issue, cause or candidate	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	22%	20%	19%	Similar
	Contacted Palm Coast elected officials	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	18%	16%	17%	Similar
	Volunteered	51%	48%	NA	NA	NA	NA	NA	NA	55%	46%	45%	37%	38%	33%	Similar
	Participated in a club	NA	NA	NA	NA	NA	NA	NA	45%	49%	41%	40%	29%	34%	30%	Similar
	Talked to or visited with neighbors	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	94%	89%	Similar
	Done a favor for a neighbor	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	87%	Similar
	Attended a local public meeting	41%	37%	33%	39%	34%	32%	NA	32%	NA	31%	37%	17%	22%	19%	Similar
	Watched a local public meeting	50%	44%	44%	44%	44%	51%	NA	47%	NA	40%	38%	28%	18%	21%	Similar
	Read or watched local news	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	95%	89%	89%	Similar
	Voted in local elections	79%	78%	70%	84%	76%	76%	NA	89%	81%	78%	82%	81%	87%	86%	Similar

The National Citizen Survey™

Table 12: Participation by Facet

		Comparison to benchmark														
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Safety	Stocked supplies for an emergency	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Much higher	Higher	Higher	
	Did NOT report a crime	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	
	Was NOT the victim of a crime	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Higher	Similar	Similar	Similar	Similar	
Mobility	Used public transportation instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Much lower	Much lower	Much lower	
	Carpooled instead of driving alone	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Lower	Lower	Lower	
	Walked or biked instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Much lower	Lower	Lower	
Natural Environment	Conserved water	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	
	Made home more energy efficient	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	
	Recycled at home	NA	NA	NA	NA	NA	NA	NA	NA	Much higher	Similar	Much higher	Much higher	Similar	Higher	Similar
Built Environment	Did NOT observe a code violation	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Much lower	Lower	Similar	
	NOT under housing cost stress	NA	NA	NA	NA	NA	NA	NA	NA	Much lower	Lower	Similar	Similar	Similar	Similar	
Economy	Purchased goods or services in Palm Coast	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar	
	Economy will have positive impact on income	NA	NA	NA	NA	NA	NA	NA	NA	Much lower	Similar	Lower	Similar	Similar	Similar	
	Work in Palm Coast	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Lower	Similar	Lower	
Recreation and Wellness	Used Palm Coast recreation centers	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Lower	Similar	Similar	Similar	Lower
	Visited a City park	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Lower	Similar	Similar	Similar	Similar
	Ate 5 portions of fruits and vegetables	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Participated in moderate or vigorous physical activity	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	In very good to excellent health	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
Education and Enrichment	Used Palm Coast public libraries	NA	NA	NA	NA	NA	NA	NA	NA	NA	Much higher	Higher	Similar	Similar	Similar	Lower
	Participated in religious or spiritual activities	NA	NA	NA	NA	NA	NA	NA	NA	Much higher	Much higher	Much higher	Higher	Similar	Similar	Similar
	Attended a City-sponsored event	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar

The National Citizen Survey™

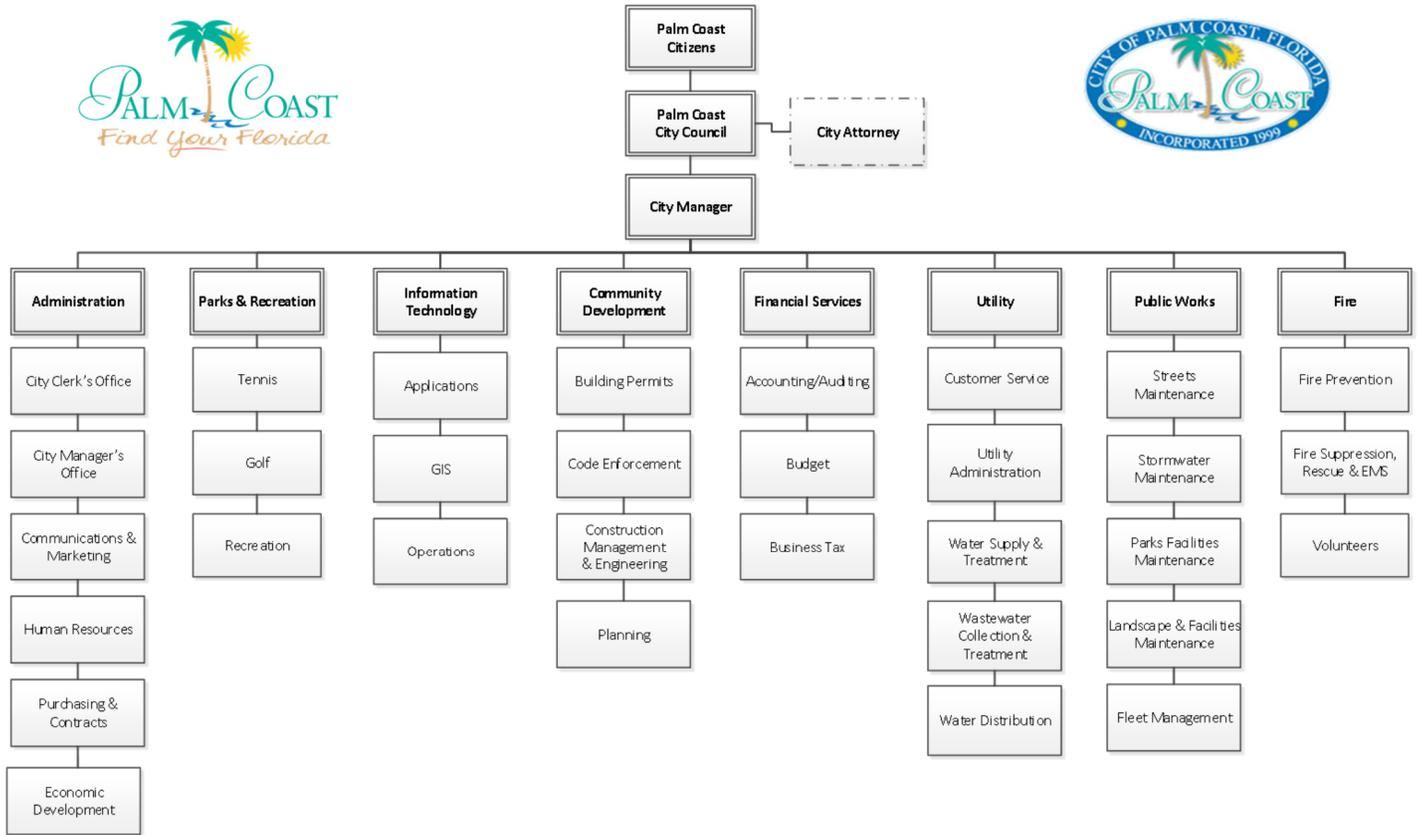
		Comparison to benchmark													
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Community Engagement	Campaigned for an issue, cause or candidate	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Contacted Palm Coast elected officials	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Volunteered	NA	NA	NA	NA	NA	NA	NA	NA	Much higher	Similar	Similar	Similar	Similar	Similar
	Participated in a club	NA	NA	NA	NA	NA	NA	NA	Much higher	Much higher	Much higher	Much higher	Similar	Similar	Similar
	Talked to or visited with neighbors	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar
	Done a favor for a neighbor	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar
	Attended a local public meeting	NA	NA	NA	NA	NA	NA	NA	Higher	NA	Similar	Much higher	Similar	Similar	Similar
	Watched a local public meeting	NA	NA	NA	NA	NA	NA	NA	Similar	NA	Similar	Similar	Similar	Lower	Similar
	Read or watched local news	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Similar	Similar	Similar
	Voted in local elections	NA	NA	NA	NA	NA	NA	NA	Much higher	Higher	Higher	Much higher	Similar	Similar	Similar



# Results by Department

*Find Your Florida*

# Organizational Chart



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



# *Administration*

## *Department Summary*

This department consists of the City Manager's Office, Communications and Marketing, City Clerk's Office, Purchasing and Contracts Management, Economic Development and Human Resources.

### **City Manager's Office**

The City Manager's office is responsible for implementation of all policies established by the City Council and for directing the operations of the City government.

### **Communications and Marketing Division**

The Communications and Marketing Division oversees a variety of communications including public relations, media relations, video, graphic design, social media, reports and presentations to City Council, as well as operating and managing PCTV, the City's local government cable television channel.

### **City Clerk's Office**

The City Clerk acts as the Secretary to the City Council and oversees the City's elections. In addition, the City Clerk's office prepares agendas and minutes for City Council meetings and processes all City ordinances, resolutions, and proclamations adopted and/or approved by City Council. The City Clerk's office is also the official record keeper for all City documents and sets guidelines for the management and retention of these documents.

### **Purchasing and Contracts Management Division**

This Division is responsible for overseeing a decentralized purchasing system that reviews and processes purchase orders and ensures competitive bidding in accordance with the City's purchasing policy. This division also assists with the administration and negotiation of contracts and handles dispute resolution on those contracts when necessary. The Risk Manager also ensures that all City property, vehicles and capital equipment are adequately insured and coordinates on any claims on behalf of the City.

### **Human Resources Division**

This Division provides support, services, and resources to management, City officials, and employees. In addition, the division also establishes policies, advises departments on personnel matters, assists in the recruiting process, coordinates benefits, manages personnel records and assists in employee separation and retirement.

### **Economic Development**

This Division is responsible for the development and implementation of the City Economic Development and Incentive Policy, in an effort to grow the City's economy. The division partners with other public and private entities to identify funding sources, create a branding and marketing strategy for the City, to coordinate and promote local events, and to improve the economic well-being of our community through efforts that include job creation, job retention and quality of life. This Division also oversees the Business Assistance Center operations.

# Administration

## Department Objectives

**Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.**

- Inspect ditch drainage problems within 2 day of the receipt of the complaint 85% of the time.
- Solicit feedback from existing businesses and property owners along Hargrove Grade to determine interest and feasibility of master planning stormwater facilities

**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.**

- Continue to Publicize Economic Development Efforts related to Prosperity 2021 in Annual Progress Report
- Review and update Prosperity 2021 programs and projects during annual goal setting
- Solicit for Public/Private Partnership to CRA Property along Bulldog Drive.
- Report quarterly on coordination efforts with Flagler County to attract businesses to our industrial areas.
- Report quarterly on efforts to market Palm Coast (including CRA owned properties) for commercial development.
- Evaluate land development code requirements for industrial use and propose changes.
- Request a presentation from Flagler County Department of Economic Opportunity to highlight economic development efforts
- Report quarterly the amount of investment by BAC clients including salaries added, increased sales and capital investment.
- Return a minimum of \$50.00 per Tax Dollar Invested in BAC by City
- Provide City Council a presentation of BAC activities and focus for next fiscal year
- Report quarterly on programs provided by BAC and number of attendees
- Grant agreement renewed
- Renew the annual grant agreement with SCORE.
- Report quarterly on issues and solutions developed in collaboration with BAC, owners, consultants and end-users

**Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Work orders received from departments will be reviewed, logged, and forwarded to the next approver within one business day 98% of the time.
- All straight bids submitted to the Purchasing Division will be completed (Council approval) within 10 weeks of departmental request 100% of the time.
- All bids submitted to the Purchasing Division will be free from PCMD caused errors 95% of the time
- Contracts approved by Council will be sent to vendor for signature within 5 business days 95% of the time.
- 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.
- The Purchasing division will approve all valid requisitions within 3 business day 90% of the time.
- Liquidated damage letters will be mailed out 30 days prior to substantial completion contractual date
- Purchasing Division will have at least 1 Purchasing Training with vendors annually on how to do business with the City of Palm Coast.
- All bids will be posted within 2 days from the date of advertisement 90% of the time.
- Identify all inactive departmental records kept in office file drawers to be scanned.
- All "open records requests" will be answered as prescribed by state law (track quarterly)
- Conduct a record audit report for all departments semi-annually
- The City Clerk's office will ensure that all of Onbase records are committed within one week of being entered into the system
- Meeting minutes will be completed and posted within 2 days of approval (track quarterly)
- Agendas will be posted at least 5 days prior to a public meeting (track quarterly)

- Council minutes will be completed prior to the next council business meeting with 100% accuracy (track quarterly)
- Scan all identified inactive records for the current year.
- Destroy all documents that have reached retention
- Prepare annual CRA report
- Annually Publish Legislative Priorities
- Annually publish list of projects for Federal/State funding
- Report quarterly on legislative efforts
- Inventory existing opportunities for the use of volunteers
- Develop a program that targets volunteers to supplement City staff
- Identify methods of encouraging volunteer participation in City operations
- Inventory volunteer utilization
- 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.
- 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.

**Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.**

- Provide and pre-schedule social media presence at major events by incorporating video, photos and by introducing “hashtags” for Facebook and Twitter.
- Create video promos for Arbor Day Celebration, International Festival, Birds of a Feather and Starlight Event & Parade.
- Request a presentation on efforts to improve safety within neighborhoods from Flagler County Sheriff
- Create 1 public service announcements for public safety in coordination with the Fire Department.

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

- Qualify or disqualify all new employee applications within 5 working days of receiving the application 90% of the time the application was submitted.
- Complete all background screening for full time positions within 10 working days of selection by departments 95% of the time.
- Requisitions for personnel will be processed within 5 days of being received 95% of the time.
- Notification will be sent to supervisors 30 days prior to the anniversary date of an employee
- Completed evaluations will be received by Human Resources within 30 days of all employees' anniversary date
- Create an inventory of factors expressed during exit interview process
- Develop a customer survey program to solicit feedback on matters unique to Palm Coast
- Implement improvements to the current complaint management process
- Develop communication program for annual capital improvement program.
- Implement communication program for swale system/maintenance
- Implement communication program for annual capital improvement program.
- HR will meet with different departments to look at each department needs for interns and their application to City operations
- Implement targeted internship opportunities

# Administration

## Measuring Performance

### 2015 Highlights:

- √ Staff led a new initiative to use Constant Contact for direct email marketing.
- √ Conducted three Citizens Academies, graduating 59 residents.
- √ Created a new webpage called Palm Coast Shines featuring awards received by the City.
- √ The City's Municipal Access Television Station was renamed Palm Coast Television, or PCTV. In addition to airing City-produced videos, many outstanding programs and series were imported for use on PCTV. Distinct programs run along community service, public safety and brand themes such as safety, finances, recycling, animal adoption, texting and driving, water quality, fair housing, gardening, black bears, cooking, veterans, history, entrepreneurship and parks.
- √ The Video Team Awards:
  - Third place and an honorable mention in the 2014 Government Programming Awards given by NATOA, the National Association of Telecommunication Officers and Advisors, for "The Starlight Tornado" video, in the Public Safety and Event Coverage-Documentary categories.
  - The Northeast Florida Regional Council's Excellence in Public Safety Award for the "Change Your Batteries" smoke detector fire prevention PSA video.
  - Two Communicator Awards – an Award of Excellence for the "Walk Through Life" Parks & Recreation video, in the Public Relations category; and an Award of Distinction for "Change Your Batteries," a Fire PSA, in the Public Safety category.
  - A Bronze Telly Award of Excellence for the "Are You In?" economic development video, in the category of Government Relations.
  - First place in the 2015 Government Programming Awards given by NATOA, for the "Walk through Life" Parks & Recreation video, in the Profile of a City/County government category. Also, honorable mention for "Walk through Life" for Innovative Use of Video.
- √ Continuing our partnership with the Local Government Internship Program



### Council Priorities:

- √ Created an inventory of factors expressed during exit interview process
- √ Analyzed the City's current complaint management process for addressing common complaint areas.
- √ Developed a communication program for swale system/maintenance
- √ HR met with different departments to look at each department needs for interns and their application to City operations

**Division:** Human Resources

**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

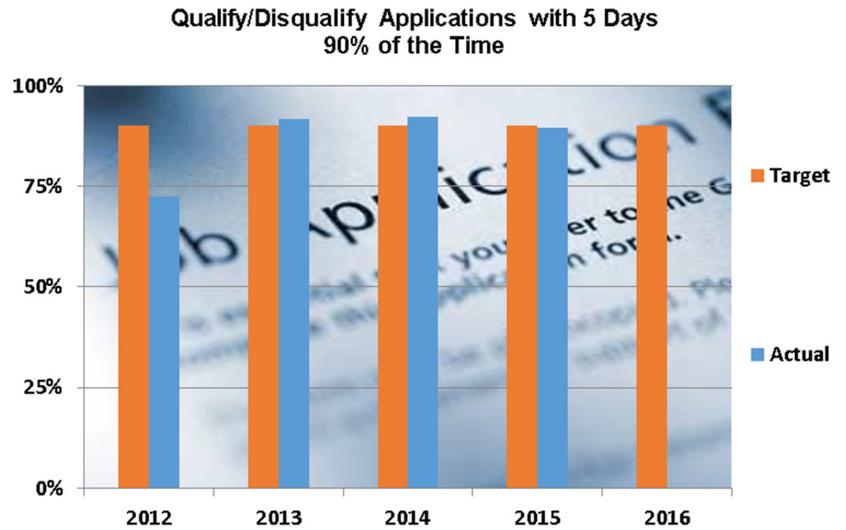
**Objective 6.1:** To develop a program to improve staff retention and recognize individual skill and talents

**Strategy 6.1.1:** A program to identify individual skills and foster improvement of professional skills

**Approach 6.1.1.9:** Ensure efficient processing of employee applications

**Results:** For fiscal year 2015, applications were qualified or disqualified within 5 days, 89% of the time, falling slightly short of the goal of this measure.

**2016 Target:** Same as 2015



**Division:** City Clerk's Office

**Goal 3:** To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

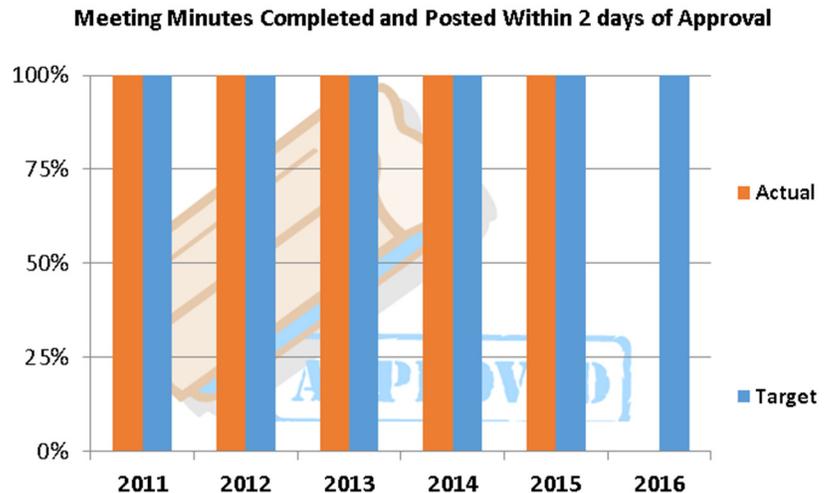
**Objective 3.2:** Increase efficiency through enhanced operations and technological advancements

**Strategy 3.2.1:** Review existing operational procedures and policies

**Approach 3.2.1.18:** Deliver services in an efficient, cost - effective manner

**Results:** All meeting minutes were completed within 2 days of approval.

**2016 Target:** Same as 2015



# *Financial Services*

## *Department Summary*

The mission of the Financial Services Department is to help the City of Palm Coast meet its financial goals for the future by providing fast and efficient services to citizens, businesses, customers, vendors, employees and other City departments while adhering to local, state, and federal laws and regulations.

The departments core functions are central accounting, payroll services, accounts payable, accounts receivable, budgeting, local business tax receipts and utility billing. The department also provides investment and revenue advice to City Officials and oversees the annual audit to ensure compliance with state and federal laws.

The Local Business Tax Receipt Division (formerly Occupational Licensing) is responsible for the issuance of all Local Business Tax Receipts. The Division also issues Door to Door and Right of Way Solicitation Permits. This division also works closely with the City's Business Assistance Center (BAC).

The Department performs all these functions with a streamlined staff structure by utilizing cross training, multi-tasking, matrix management and technology to achieve cost effective services for the City.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Palm Coast for its comprehensive annual financial report 14 consecutive years. The City of Palm Coast also received the GFOA Distinguished Budget Presentation Award for 12 consecutive years.

# *Financial Services*

## *Department Objectives*

**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.**

- Provide quarterly results of the Business Tax survey program.

**Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Inventory and report revenue options to the City annually.
- Process previous fiscal year's transactions with no audit comments related to accounting errors.
- Deliver public infrastructure funding plan to City Council
- Continue formal monitoring of the retirement program with quarterly meetings
- Complete quarterly review of retirement plan documents for updates and modifications as needed
- Publish "Budget at a Glance" document annually
- Develop an online budget dashboard
- Incorporate a budget element into the annual progress report to City Council
- Update the long term financial planning section of the annual budget document on a yearly basis
- Provide City Council with a presentation on the long term financial planning process on a yearly basis
- Report to City Council on the annual investment results and policy compliance
- Create budget preparation schedule annually that ensures TRIM Compliance
- Submit TRIM Compliance packet with zero non-compliance issues
- Pay all vendor invoices within 45 days of receipt within 96% of the time
- Implement Kronos (telestaff) fire module
- Create workflow process for fleet asset maintenance
- Create 2 new workflow processes
- Implement MUNIS Cashiering package in coordination with IT Department

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

- Achieve GFOA award for budgeting annually (FY 2016)
- Achieve GFOA award for financial reporting for previous fiscal year annually (FY 2015)
- Provide 8 hours of continuing education to department staff
- Provide annual disaster recovery training for managers & supervisors related to ensuring reimbursement for disaster recovery costs

# Financial Services

## Measuring Performance

### 2015 Highlights:

- √ Staff worked diligently in coordination with the IT department on the implementation of the MUNIS cashing package and the transition of utility billing services to a new vendor. These changes, which will be implemented in the first quarter of fiscal year 2016
- √ TRIM Compliance for the fiscal year 2015 budget was certified with zero non-compliance issues.
- √ An Internal Controls Team was established during the 3rd quarter. The team began meeting to develop a program to target opportunities to strengthen controls throughout the organization
- √ A long term funding plan for 800 MHz radios was implemented at the start of the fiscal year. Departments are now charged an allocation which will help fund the future replacement of the 800 MHz radios.
- √ Several workflow processes were developed this year by Finance staff in coordination with the IT Department. These processes have increased efficiency and will ensure proper internal controls are in place.

These processes include:

- Warrant approvals
  - Journal entry approvals
  - Budget transfer approvals
  - Unclaimed checks
- √ The ICMA Center for Performance Analytics recognized the City of Palm Coast for the second year in a row for its performance management efforts with a Certificate of Distinction. Palm Coast was one of 48 government entities nationwide, and one of six in Florida, to receive some level of recognition from the program.
  - √ The GFOA Budget Presentation award was received for the fiscal year 2015 budget document. This is the 12th consecutive year the City of Palm Coast has received this award.
  - √ The GFOA Certificate of Achievement for Excellence in Financial Reporting was received for the fiscal year 2014 Comprehensive Annual Financial Report (CAFR). This is the 14th consecutive year the City of Palm Coast has received this award.
  - √ The GFOA Award for Outstanding Achievement for Popular Annual Financial Reporting was received for the fiscal year 2014 Popular Annual Financial Report (PAFR). This is the 2nd consecutive year the City of Palm Coast has received this award.



### Council Priorities:

- √ Evaluated current disaster reserve fund policy and how it compares to other cities. Findings were reported to City Council.

**Department:** Financial Services

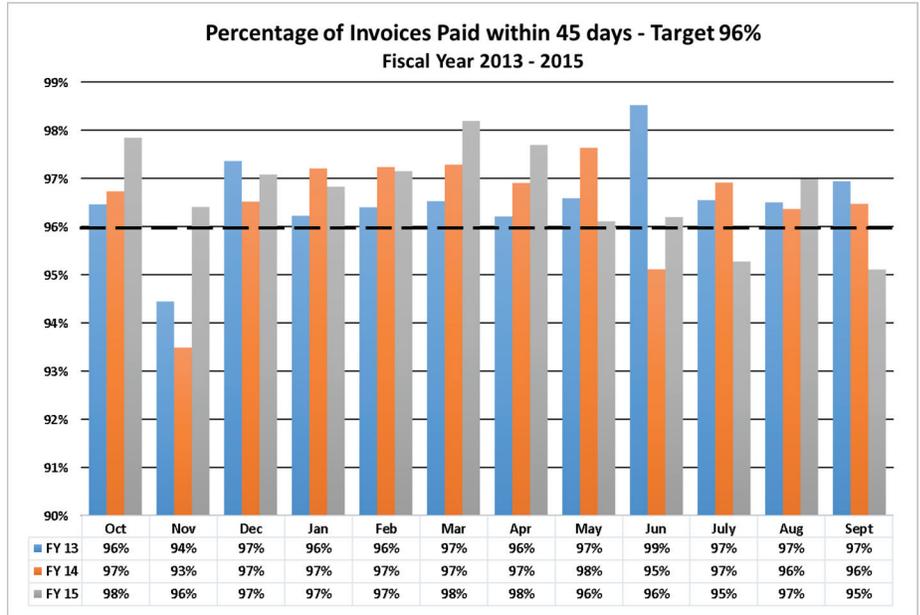
**Goal 3:** To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

**Objective 3.2:** Increase efficiency through enhanced operations and technological advancements

**Strategy 3.2.1:** Review existing operational procedures and policies

**Approach: 3.2.1.5:** Pay all vendor invoices within 45 days of receipt within 96% of the time (reported monthly)

**Results:** Accounts payable continues to see swings during different months of the year in regards to this measure. Falling below 96% is most common during the month of November when the work load increases due to invoices being paid for the previous year as well as the next fiscal year. The annual average however, for fiscal year 2015, remains above 96%.



**2016 Target:** The target remains at 96%

**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

**Objective 6.1:** To develop a program to improve staff retention and recognize individual skill and talents

**Approach: 6.1.3.2:** Achieve award recognition for financial excellence

**Results:** Staff once again received GFOA award recognition for both budget presentation and financial reporting

**2016 Target:** Same as 2015

	Budget Presentation 6.1.3.2.a	Financial Reporting 6.1.3.2.b
<b>2004</b>	X	X
<b>2005</b>	X	X
<b>2006</b>	X	X
<b>2007</b>	X	X
<b>2008</b>	X	X
<b>2009</b>	X	X
<b>2010</b>	X	X
<b>2011</b>	X	X
<b>2012</b>	X	X
<b>2013</b>	X	X
<b>2014</b>	X	X
<b>2015</b>	X	X

# Community Development

## Department Summary

The Community Development Department consists of four divisions; Planning, Code Enforcement, Building Permits and Construction Management & Engineering. The department provides guidance for well-planned growth, manages the capital improvement program and regulates development for the protection of the City's natural resources, public health, safety, and welfare.

### **Planning**

The Planning Division focuses on implementing the Comprehensive Plan and Land Development Code to ensure a high quality of life in the City through a balanced approach to development review and analysis.

### **Code Enforcement**

Code Administration: Oversees the enforcement of City Codes, including such nuisance issues as parking on the lawn, litter and debris, abandoned properties, overgrown conditions, noise complaints, animal control, wildfire mitigation and hazard trees.

Animal Control: Responds to calls for lost cats, dogs, animals running at large, cruelty to animals, abused and abandoned pets, and barking dogs.

Urban Forestry/Wildfire Mitigation/Tree Removal: The risk of wildfire in the City of Palm Coast is substantial under seasonal climatic conditions and weather patterns. The City of Palm Coast has developed a hazard mitigation process to address the evolution of the City's development from a pine plantation to a residential community which includes selective mowing of brush. Such mitigation also helps the community conserve its natural resources for aesthetic, environmental, and Stormwater management purposes. The Wildfire Mitigation program works to ensure 30 feet of managed vegetation adjacent to residential structures.

### **Building Permits**

The Building and Permitting Division enforces the Florida Building Code to ensure that all physical structures are constructed in compliance with all applicable codes, to ensure the public health, safety, and welfare. The responsibility of the Building Division includes; permitting, plan review, and inspection.

### **Construction Management & Engineering**

The Construction Management and Engineering Division is responsible for assisting with the design, construction, and maintenance of the City's infrastructure through a comprehensive long-term approach focused on meeting the future needs of the city. This includes roadways, stormwater drainage and the utility system. This division replaced the Stormwater & Engineering department in fiscal year 2015.

# Community Development

## Department Objectives

### **Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.**

- Report to City Council an overview of issues related to failing seawalls and present solution options.
- Inspect, evaluate and rate water control structures, major crossings, pipes through seawalls, and canal ends annually.
- Update Annual Action Plan for Community Development Block Grant.
- Design one (1) stormwater modeling project every other year for Capital Improvement Plan.
- Develop a bridge maintenance program
- Update GIS mapping application within 6 months of each project completion for swale rehab
- Inspect swale-ditch drainage problems within 2 day of the receipt of the complaint 85% of the time.
- Add the standard design for canal water control structures to the technical manual.
- Complete annual report for MS4 permits.
- 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.
- Draft white paper identifying and evaluating strategies to promote infill development
- Secure all unsecured - abandoned houses within 14 days of being identified.

### **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.**

- Request a presentation from Flagler County to discuss the existing and potential public transportation services
- Review site plan and plat-related resubmittals and provide comment on those resubmittals within 5 working day 95%
- Review site plan and plat-related applications and provide comments within 8 working days 95% from the time received
- Review residential driveway / new home construction permits within 5 working days 95% from the time the permit is received
- Review all performance bonds from developers for financial accuracy within 3 working days from the time received
- Complete "utility" Right of Way utilization permits within 3 working days 95% of the time the permit is entered into Project DOX
- Inspect canal / waterway drainage problems within 3 working days of the request 90% from the time received
- Review commercial permits, 1st & 2nd applications and provide comments within 8 working days, 95% of the time.
- Review & provide response to developer submittal of Utility Agreement within 5 days of submittal and resubmittal 95% of the time
- Review & provide response to DBPR forms within 2 days of developer's submittal and resubmittal 95% of the time
- Review a completed Division of Alcoholic Beverage and Tobacco Application as it pertains to zoning within 5 working days 95% of the time.
- 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.
- Respond to a customer or administration driven concern within 3 working days 95% the time a customer has made contact.
- Complete all swale redesign requests within six months from the time received
- Design 41 pipes for repair or upgrade per the current year's pipe rehabilitation program.
- Design 12 valley gutters for repair or upgrade per the current year's valley gutter rehabilitation program.
- Calculate ERUs within 48 hours 95% from the time received
- Provide initial site plan and plat related COPC comments to the applicant within 15 working days 85% of the time.
- Review site plan and plat related resubmittals and provide COPC comments to the applicant within 10 working days 95% of the time.
- Provide plan review for all commercial construction within 10 working days from the time the plan is received 95% of the time.

- Provide plan review for all residential construction within 5 working days from the time the plan is received 95% of the time.
- 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.
- Provide plan review for select “quick review” permits within the 1 working day of submittal 95% of the time.
- Process all public hearing development orders within 2 working days after all requirements have been met, 95% of the time.
- Review / process elevation certifications within 5 working days 95% of the time.
- Provide Inter-local 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.
- Provide comments for Master Plan Developments (MPD) within 10 working days from initial submittal 95% of the time.
- Respond to all landscape/environmental complaints within one working day from the time the complaint is received 95% of the time.
- Complete all commercial and multi-family tree inspections within 1 working day from date received 95 % of the time.
- 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.
- 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.
- Code Enforcement will document and inspect all Code complaints within one working day from the time the complaint is received 95% of the time.
- Complete building inspections within one working day from the time the inspection is called in 95% of the time.

**Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Identify the solution for categorization of all "As-builts" and documents, and complete 80% of all "As-builts".
- Implement project dox electronic submittal in coordination with IT Department
- Determine feasibility for in-house surveys from other City departments within 5 working days 95% from the time the request is made.
- Monitor surface water levels monthly at 7 locations
- Monitor water quality monthly at outfalls at 13 locations

**Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.**

- Implement & evaluate one weed control option
- Complete survey, permitting and design for 2 remaining phases of Seminole Woods Multi Use Path
- Complete CDBG Comprehensive Annual Performance Evaluation Report (CAPER).
- Work with the Parks Team to develop a plan to tie in the bench master plan with the bus stop design prototype being developed
- Integrate the bench master plan with targeted school bus stop locations
- Maintain 375 acres on a monthly basis at 80% open on freshwater canals surface.
- Maintain 118 acres on a monthly basis at 60% open on freshwater canals surface.

**Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.**

- Survey and design all requests for emergency drainage pipe replacement made by the streets division 2 working days 95% of the time received
- Complete one (1) natural / manmade drainage interface for the management plan per year
- Identify and implement safety programs that are available through the TPO.
- Create a standard signing plan for the bike/ped system.
- Secure funding through the TPO to perform a corridor study to improve access management and safety

# Community Development

## Measuring Performance

### 2015 Highlights:

- √ Construction Management & Engineering staff actively engaged in pilot studies of alternative weed control treatment methods for freshwater canals. The aim is to find viable treatment options as a means to:
  - Maintain the City's commitment to being good environmental stewards
  - Limit the amount of chemical treatments to our freshwater canals
  - Maintain a high aesthetic value and proper function of the stormwater system
- √ Staff began an LED street lighting initiative. New roadway construction projects will utilize LED fixtures for all new streetlight installations. Palm Coast was chosen as one of three pilot study locations that resulted from a partnership between the City of Palm Coast and FPL. At the completion of the pilot study, FPL started offering LED fixtures as a street lighting alternative.
- √ The number of development order applications increased by 4% from 45 in FY14 to 47 in FY15.
- √ The number of single family residential permits issued has increased by 7% from 325 in FY14, to 349 in FY15. The value of single family residential construction to date is \$98,841,000. This is an increase from FY14, to FY 15 of 8%.
- √ The number of residential plan reviews increased by 28% from 13,098 in FY14, to 16,742 in FY15.
- √ The number of permits has increased from by 5% 8,699 in FY14, to 9,129 in FY15.
- √ The number of commercial permits issued has increased by 17% from 76 in FY14 to 89 in FY15 YTD .The value of commercial construction to date is \$31,614,200. This is an increase from FY14, to FY15 of 72%.
- √ Building Permit Fund revenue collections increased by 6.5% from \$1,608,819 in FY14, to \$1,713,924 in FY15.
- √ The number of Code Enforcement action orders/complaints decreased by 20% from 19,161 for FY14, to 15,889 in FY15 .
- √ The number of animal licenses issued has increased by 23% from 5,475 in FY14, to 6,752 in FY15 YTD.

**Division:** Planning

**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

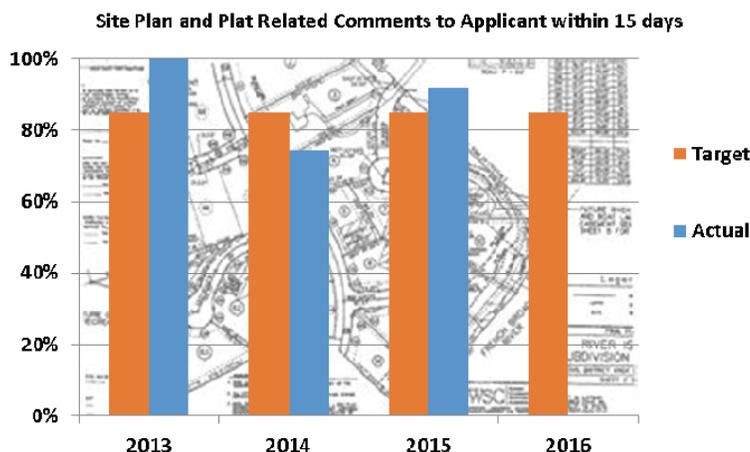
**Objective 2.2:** To develop a "branding and marketing strategy" and establish criteria to measure success

**Strategy 2.2.2:** Develop a campaign to highlight the City's economic strengths and opportunities

**Approach: 2.2.2.7:** Monitor permit review time

**Measure:** Provide initial site plan and plat related COPC comments to the applicant within 15 working days 85% of the time.

**Results:** Site plan and plat related comments were returned to the applicant within 15 working days 92% of the time for fiscal year 2015.



**2016 Target:** Same as 2015

**Department:** Construction Management & Engineering

**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

**Objective 5.2:** Enhance safety measures throughout the community

**Strategy 5.2.2:** Continue to enhance safety improvements at intersections and along roadways

**Approach: 5.2.2.4:** Maintain/Replace water control structure to maintain ground water levels.

**Results:** Due to an unexpected structure failure in fiscal year 2015, 2 control structures were replaced.

**2016 Target:** Due to an unexpected structure failure in 2015 no structure will be replaced in 2016.

	Target	# of Structures Repaired or Replaced	Structure Name
2010	1	1	BA-1
2011	1	1	R-1
2012	1	3	I-1, I-4, I-6 (3 Sisters)
2013	1	1	BT-2
2014	1	1	M-3
2015	1	2	LO-1, PA-1

**Division:** Building Permits

**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.

**Objective 2.2:** To develop a "branding and marketing strategy" and establish criteria to measure success.

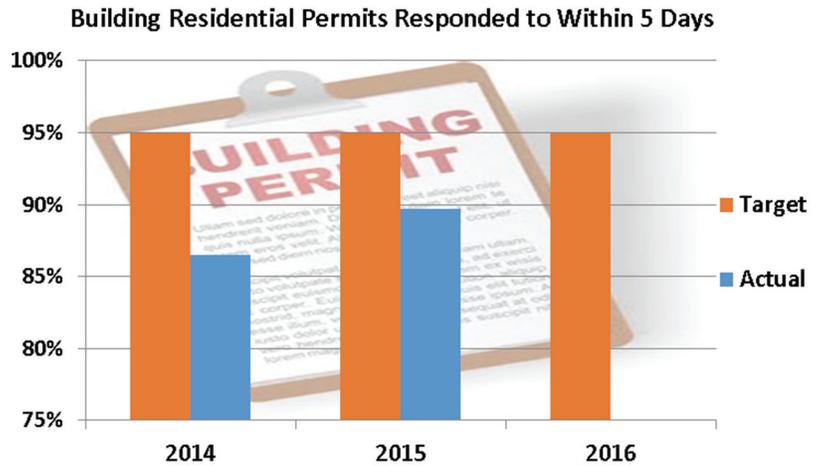
**Strategy 2.2.2:** Develop a campaign to highlight the City's economic strengths and opportunities

**Approach: 2.2.2.8:** Provide proper response time for inquiries

**Measure:** 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.

**Results:** The fiscal year 2015 target was not met.

**2016 Target:** Same as 2015

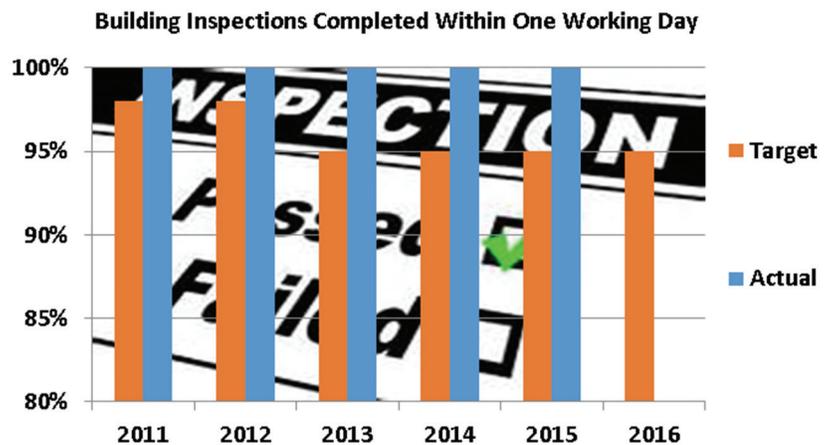


**Approach: 2.2.2.9:** Provide proper inspection and response time to complaints

**Measure:** Complete building inspections within one working day from the time the inspection is called in 95% of the time.

**Results:** The fiscal year 2015 target was met.

**2016 Target:** Same as 2015



# *Fire*

## *Department Summary*

The Fire Department provides basic and advanced life support and fire suppression/prevention services. The fire service area includes the City, as well as mutual aid response, when needed, within the County and other municipalities. In addition, the department is responsible for enforcing City, State, and Federal Fire and Life Safety Codes. This is accomplished by performing business inspections and public education. With the increase in sport activities at the local schools and the City's running series, the Fire Department provides rapid advanced medical service with Medical Emergency Response Vehicle (MERV's) units.

Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 58 FTE's, 25 Volunteer Firefighters and 15 Volunteer Fire Police members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The City I.S.O rating is currently a 2.

All front line fire apparatus are equipped with laptop technology interfaced with the Flagler County Sheriff's Office Computer Automated Dispatch system. A traffic signal control system has also been installed in front line fire apparatus to allow responding emergency apparatus, when responding to an incident, the ability to control traffic lights in order to reach their destination with minimal traffic delays.

# Fire

## Department Objectives

### **Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Inventory and evaluate duplication of fire and emergency services between other applicable agencies and present findings to City Council.
- Coordinate with Flagler County on the use of EMS resources
- Report quarterly on fire and emergency services "Calls for Response" on all responses 0-5 minutes, 6-8 minutes and any response times over 8 minutes.
- Create a tracking mechanism for all call response times 6 minutes or more as to the delay in response
- Develop an Action Plan to minimize any identified duplication of services
- Ensure that all firefighters receive annual medical exam.
- Implement a pre-trip check list that the responsible operator of the fire apparatus completes at each station for daily use.

### **Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.**

- Create 1 public service announcements for public safety in coordination with the Communications & Marketing.
- Design a new fire educational program for the high schools
- Provide car seat installation education for citizens at all fire station on request and report quarterly
- 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.
- 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.
- Maintain the Pumper Capacity component on the ISO Rating of 5 out of 5 points by Pump Testing each year
- All line personnel will maintain a cumulative minimum of 972 hours of "Facility Training" to include tower drilling and Live Fire Training.
- Fire Department Officers will maintain the cumulative minimum "Fire Officer" Continuing Education hours of 216 per year
- All line personnel will maintain 16 hours of "Company Training" per person per month to be cumulative education hours of 864 "Company Training" Hours per Year
- New employees will be trained with a minimum of 60 hours of Pump Operators Certification level within the first year
- All existing driver operators (non-officers) to maintain the cumulative minimum "Driver Training" Continuing Education hours of 432 per year.
- Complete 6 hours per member per year for a cumulative minimum "Hazmat Training" Continuing Education hours of 324
- Conduct pre-fire planning inspection of each commercial, industrial, institutional and other similar type building
- Conduct a business safety inspection of each commercial, industrial, institutional and other similar type building
- Conduct at least two (2) training / education sessions for Emergency Management training or CEMP plan enhancement per year
- Conduct two (2) Confined Space drills per year with the Utility Department entry crews
- Provide "Awareness" level training per year to 95 percent of all Fire Services employees
- Recertify the remaining 4 of 12 identified employees to the level of Confined Space Technician.
- 

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

- Establish 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.
- Schedule a pre-employment physical with Life scan within 2 weeks of the new employee being offered a position
- Monitor and update the intra-department mentoring program to educate and train full time employees for future advancement.
- Develop criteria for a captain mentoring program

# Fire

## Measuring Performance

### 2015 Highlights:

- √ A review of the ISO showed a drastic elevation of the City's rating. Prior to this year the City was rated as a 4. After this year's review the City's rating improved to a 2. Palm Coast became one of only 69 communities in Florida to have an ISO rating of 2 or less putting the city in the 1.1 percentile statewide and the 1.3 percentile nationwide. Florida's CFO Jeff Atwater stopped by our fire station # 25 to congratulate the department.
- √ The car seat education program continued to provide car seat installation training to residents.
- √ CPR classes conducted by the Fire Department continued this year and proved beneficial to as a life was saved at the City golf course.
- √ Staff from the Fire Department joined forces with the Wastewater Collections division of Utility for confined space training. Through the assistance of the Safety Team, staff was able to purchase pipe for the construction of props that were used during training. The team effort produced a cost savings and the props constructed will be beneficial in future training as well.
- √ Staff participated in the first county-wide infectious disease response plan training. This came as a result of Ebola this past year.
- √ Staff also participated in an active shooter scenario held at a local high school. All county first response departments were participants.
- √ The Fire Department was awarded the Regional Award in Excellence by the Northeast Regional Planning Council for the "Change Your Battery" program and "Change Your Battery" video. One Fire Department employee received the "Firefighter of the Year" award by the Sons of Revolution for his efforts in the battery program.
- √ A new fire engine was placed in service this year with a new look and new department logo. This new look coincides the City's branding efforts.

**Department:** Fire

**Goal 3:** To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

**Objective 3.2:** Increase efficiency through enhanced operations and technological advancements

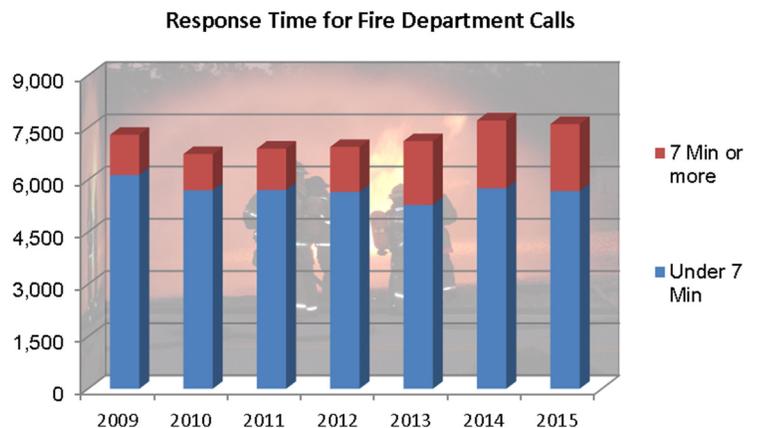
**Strategy 3.2.1:** Review existing operational procedures and policies

**Approach 3.2.1.30:** Explore methods to better align resources to ensure efficient delivery of services

**Results:** Data analysis has been completed utilizing a 12 month period. The final report is being completed with the assistance of the G.I.S specialist of the City and will be presented to City Council in fiscal year 2016.

**2016 Target:**

- (a) Inventory and evaluate duplication of fire and emergency services between other applicable agencies and present findings to City Council.
- (b) Coordinate with Flagler County on the use of EMS resources
- (c) Track and report quarterly on fire and emergency services “Calls for Response” on all responses 0-5 minutes, 6-8 minutes and any response times over 8 minutes.
- (d) Create a tracking mechanism for all call response times 6 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”



# *Public Works*

## *Department Summary*

Public Works, through its various divisions, is responsible for maintaining City infrastructure including city buildings, streets and bridges, the city-wide drainage systems and park facilities.

### **Streets**

The Streets Division is tasked with maintaining the city rights-of-way and all associated infrastructure which includes pavement, medians, sidewalks, signs and traffic signals. The Streets Division also picks up the litter, mows the grass on the side of the road and maintains the beautiful landscaping along the parkways.

### **Facilities Maintenance**

This Public Works division is responsible for the maintenance of all city-owned facilities such as the Community Center, Frieda Zamba Pool, City Hall and the Fire stations.

### **Parks Maintenance**

The Parks Maintenance division of Public Works maintains the City parks including sports fields, playgrounds and the miles of trails and pathways. This division plays a critical role in the recruitment of sports tournaments to the area.

### **Fleet Management**

The Fleet Management Fund is an Internal Service Fund that is designed to maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements for the fleet when the useful life has expired. Transfers and charges from the user departments provide the revenues necessary to accomplish this task.

### **Stormwater Operations**

The City's swales and ditches are an integral part of the community-wide drainage system and are maintained by the Stormwater Operations Division. Funded by stormwater fees, the division is responsible for maintenance and improvements to the stormwater runoff collection system including roadside swales, cross ditches, culvert pipes and catch basins.

# *Public Works*

## *Department Objectives*

### **Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.**

- Replace 2,500 LF of drainage pipe per year. (Budget Based)
- Swale work orders will be completed within 6 months of receiving the complaint.
- All ditches will be maintained twice a year. (1,779,945 linear feet)
- Complete modeling improvement project for current fiscal year. (Section 37 Trib 1 grading & Trib 3 grading/pipe)
- Complete 12 valley gutters annually
- 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
- Develop and maintain a park facility inspection checklist that includes facilities to be inspected and evaluated
- Inspect and categorize 100% of all drainage pipe each year.
- Respond/communicate to all emergency facilities requests within 2 hours 100% of the time.
- Respond/communicate to all facilities requests within 1 business day 100% of the time.

### **Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- All fire fleet (30) will have preventative maintenance work performed on time (according to scheduled hours) 85% of the time
- 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
- Develop a pre-trip checklist and provide training to Fire personnel for proper fire apparatus use
- Create an SOP to support newly created custodial service which outlines services to be provided on a daily, weekly, monthly and quarterly basis.
- Provide an analysis of resources that are required to provide custodial responsibilities for all City facilities

### **Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.**

- Provide routine inspection and maintenance to City facilities monthly.
- Repair all signs within 24 hours of being reported.
- Complete street striping annually as described in the striping plan.
- Develop and maintain a striping plan to identify the number of linear feet of striping to be done annually

# Public Works

## Measuring Performance

### 2015 Highlights:

- √ Parks Maintenance crews:
  - Regraded the paths at Graham Swamp and St Joe's Walkway utilizing 15,000 cubic yards of shell material.
  - Optimized our City athletic fields in preparation for numerous prestigious events such as Soccer Showcase College Tryouts, Father's Day Lacrosse and Martin Luther King Elite Lacrosse Tournaments and a Quidditch Tournament.
- √ Drainage crews :
  - Rehabilitated 55 miles of residential swales
  - Rehabilitated 366 miles of drainage ditches
  - Cleared 4,100 residential culvert pipes
  - Installed one half mile of drainage pipe
  - Developed a public awareness program designed to raise residents' knowledge of the function of the City's stormwater system. Several public presentations were made and numerous one-on-one discussions were conducted with residents to increase their understanding of the functionality of their own neighborhood stormwater system. As a result of this proactive program, our City Customer Service division feels that the number and intensity of swale complaints have decreased.
- √ Streets crews:
  - Provided maintenance for 550 miles of City streets and 96 miles of sidewalks, walkways and bike paths
  - Maintained 50 traffic signals.
  - Received training toward certification and enhanced the Street and Traffic workshop capacity, enabling Public Works to perform traffic signal installation and maintenance of induction loop detection systems in house, adding value to Public Works and resulting in a substantial cost savings to the City.
- √ Special Projects crew:
  - Completed Seminole Woods Multi-Use Path (6.5 miles) and construction of two major headwall structures
  - Enhanced landscaping and beautification for the area surrounding Flagler Palm Coast High School at Bulldog Drive and the entrance to Palm Coast Town Center at S.R. 100.
- √ Fleet Maintenance staff:
  - Fire Fleet - Completed 805 repairs and 8 pump recertifications
  - Non-Fire Fleet - Completed 805 repairs, 538 inspections and 594 preventative maintenance services

### Council Priorities:

- √ Evaluated cost/benefit of staffing levels in fleet maintenance versus contract services

**Division:** Facilities Maintenance

**Goal 1:** To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

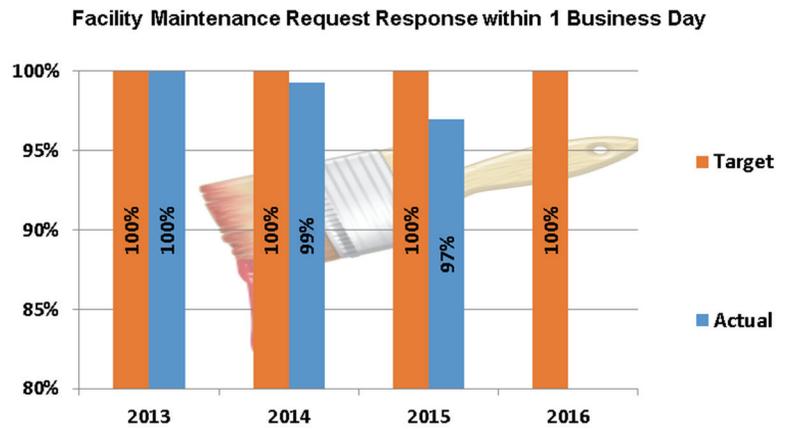
**Objective 1.2:** To assess the need to expand infrastructure for sustainable growth

**Strategy 1.2.2:** Coordinate facility capacity upgrades to meet the City's growth needs appropriately

**Approach: 1.2.2.12:** Inspect and maintain City facilities

**Results:** 659 out of 678 facility requests were responded to within 1 day.

**2016 Target:** Same as 2015



**Division:** Stormwater Operations

**Goal 1:** To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

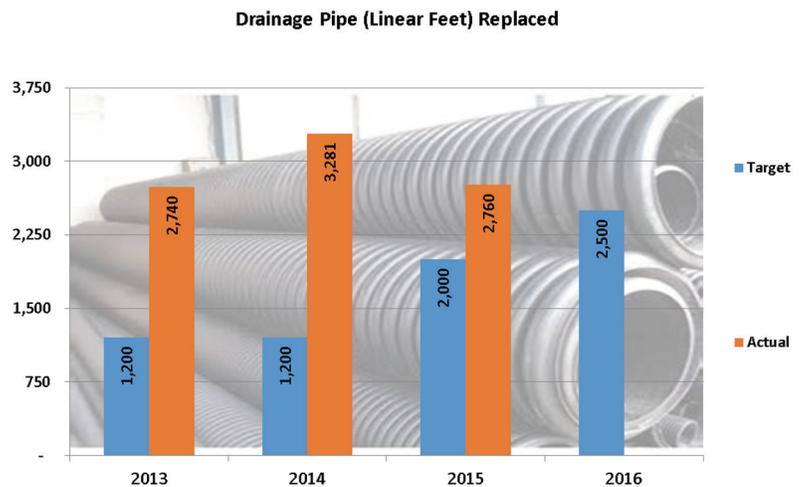
**Objective 1.1:** To enhance infrastructure in order to maintain quality neighborhoods and business districts

**Strategy 1.1.1:** Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement

**Approach: 1.1.1.5:** Replace 2,500 LF of drainage pipe per year. (Budget Based)

**Results:** In fiscal year 2015 the target was once again exceeded. As a result the target for 2016 has been increased.

**2016 Target:** In fiscal year 2016 the target is to replace 2,500 linear feet of drainage pipe.



# *Utility*

## *Department Summary*

The Utility Department, through its various divisions, is responsible for providing the City's water and wastewater services.

### **Utility Administration**

The Utility Administration division provides administrative support to all of the utility divisions. In addition, this division oversees environmental compliance and inventory.

### **Customer Service**

The Customer Service division manages the front desk operations at City Hall and the Utility office as well as staffing of a call center to handle incoming calls to the City. Primarily dealing with utility and stormwater accounts, the Customer Service Representatives are also equipped to help residents and customers with all types of city-related subjects.

### **Water Distribution**

This division of the Utility Department is responsible for maintenance, repairs and installation of the water distribution system. This includes meter reading.

### **Wastewater Collection & Treatment**

This division of the Utility Department includes Utility Maintenance, Wastewater Collection and Wastewater Treatment. The division is responsible for maintenance, repairs and installation of the wastewater system. This includes collection, treatment and disposal of wastewater. This division includes one wastewater treatment plant with a second estimated to be online by 2018.

### **Water Supply & Treatment**

This division of the Utility Department is responsible for the collection and treatment of water for distribution. This division includes three water treatment plants. This division is also responsible for the repair and maintenance of wells and well fields.

# Utility

## Department Objectives

### **Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.**

- Track and provide quarterly reports on the amount of time for pep tank installation from site ready to actual installation
- Develop a standard related to the amount of time for pep tank installation from site ready to installation
- Resolve 90% of all "Non-emergency Utility Customer Service" work orders within 7 days of the time it was received.
- Perform inspection and service on 20% of all 6629 isolation valves under 16 inches (1,325)
- Perform inspection and service on 100% of 526 isolation valves 16 inches and larger
- Inspect 20% of 12,900 PEP tanks annually. (2,580)
- Inspect 10% of the 1,595,523 linear feet of gravity sewer systems annually
- Rehab 50 gravity sewer manholes with liner system each year
- Complete repair of at least 90% of gravity sewer system problems identified during CCTV inspections
- Complete annual capacity analysis for water and wastewater.
- Evaluate brackish water for Consumptive Use Permit (CUP) assignment (Water Supply & Treatment)
- Improve 5 lift stations sites per year
- Inspect and paint 20% of all 3784 (757) City fire hydrants each year.
- Service 100% of all 3784 City fire hydrants each year.

### **Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Install 680 transmitters to reduce meter reading time and improve efficiency
- Line a minimum of 5,000 feet (budget based) of gravity sewer with cured in place lining system
- Install residential backflow units (220)
- Customer complaints from solid waste customers will not exceed .5% of total solid waste customers

### **Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.**

- Maintain ""Unaccounted for Water"" below 10% each year
- Install one (1) odor control unit
- Conduct two (2) events per year to distribute City regulations and Water Wise educational materials.
- Integrate customer savings element to existing educational outreach initiatives for water conservation.
- Develop and deliver 6 promotions each year to promote ""paperless billing""
- 50% of all new customers will be signed up for paperless billing
- Implement a new service application process that does not require the customer to come in to establish service

### **Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.**

- Acknowledge and communicate a response to 100% of all emergency calls within 2 hours of being reported
- Smoke test 25% of all 1,595,523 linear feet of gravity sewers within the City each year. (398,880)

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

- Customer Service Representatives will receive 12 hours of training from other Utility Divisions and other City departments each year.
- 20 hours of training will be provided to at least 90% of all full-time Utility Division field employees
- Maintain an average wait time of no more than 3 minute on 100% of all customer service inquiries

# Utility

## Measuring Performance

### 2015 Highlights:

- √ The \$9 million Zero Liquid Discharge (ZLD) project was completed mid-year. This project was awarded the David W. York Water Reuse Award for the “Project of the Year” and the 2014 Regional Award for Excellence in Environmental Stewardship from the Northeast Florida Regional Council.
- √ The Palm Coast Top-Ops Team took first place at the State competition and went on to the National contest at the American Water Works Association Conference and Exposition where they placed second in the nation.
- √ Operators at the Wastewater Treatment Plant were honored with the Earl B Phelps award from the Florida Water Environment Association for quality effluent discharge as well as a second place Plant Safety Award from the same organization.
- √ The City’s Environmental Specialist, received from the Southeast Desalting Association, their 2015 “Lifetime Achievement Award” for his 25 years of service to the membrane water treatment industry.
- √ Staff continued to manage cost-share funding received from the St. Johns River Management District. For projects approved by the District for FY 2015, the city is slated to receive nearly \$1 million and applications prepared by staff garnered an additional \$1.1 million for two projects to begin in 2016 .
- √ Crews completed the Royal Palms reuse pipeline project primarily with in-house resources and a sub contract for the directional bore portions. The new line supplies reuse water for irrigation of medians.
- √ Completed the Supervisory Control and Data Acquisition (SCADA) system conversion project. This conversion standardized all three water treatment facilities and the wastewater facility to Rockwell Factory Talk Software and allows all the facilities to communicate and staff to make adjustments to each facility through the city network, including managers using their iPads.
- √ Utility staff replaced all lighting in the process building at Water Treatment Plant #3 with new low-energy LED fixtures.
- √ Staff continued to work with the Flagler Technical Institute (FTI) for the Water Treatment Plant Operator Training program. The program is a joint effort with The City of Palm Coast and FTI designed to prepare students to take State certification exam. Combined, the two classes held so far have produced fourteen graduates.
- √ Palm Coast took first place in the annual drinking water taste test for Region II of the Florida Section of the American Water Works Association.

### Council Priorities:

- √ Provided City Council with a presentation of the existing pep tank replacement program
- √ Completed annual capacity analysis for water and wastewater

**Division:** Water Quality

**Goal 1:** To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

**Objective 1.2:** To assess the need to expand infrastructure for sustainable growth

**Strategy 1.2.3:** Keeping older neighborhoods attractive and relevant

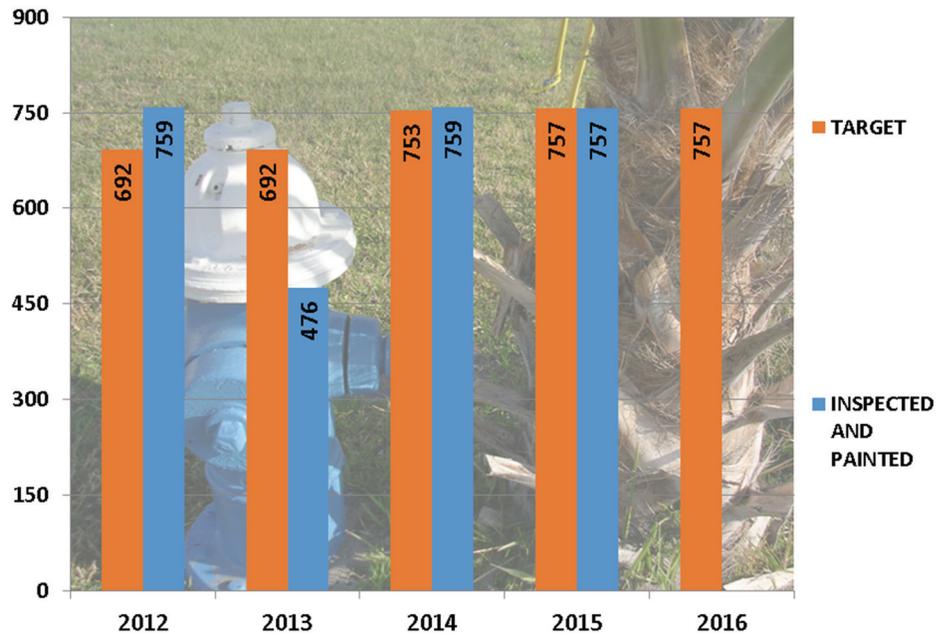
**Approach: 1.2.3.9:** Maintain Fire Hydrants

(a) *Inspect and paint 20% (757) of all City fire hydrants each year.*

**Results:** 20% of all City owned fire hydrants were inspected and painted in fiscal year 2015.

**2016 Target:** Same as 2015

City Fire Hydrants Inspected and Painted Each Year

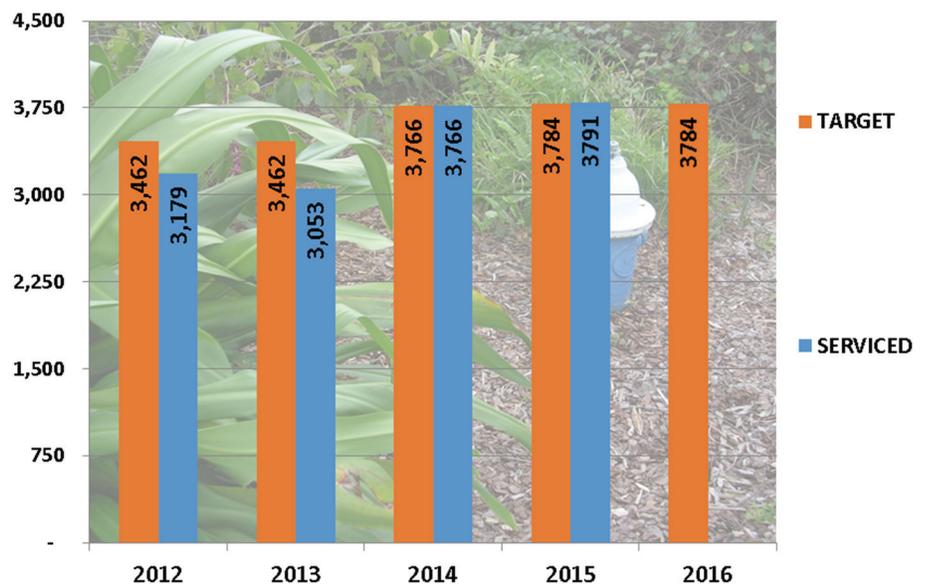


(b) *Service 100% of all (3784) City fire hydrants each year.*

**Results:** All City owned fire hydrants were serviced in fiscal year 2015.

**2016 Target:** Same as 2015

City Fire Hydrants Serviced Each Year



**Division:** Water Operations

**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

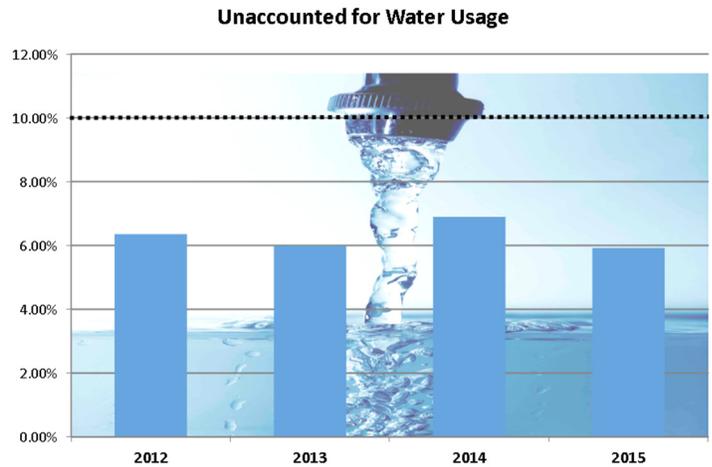
**Objective 4.1:** To develop programs to enhance our water conservation strategies

**Strategy 4.1.1:** Utilize nature's water supply resources effectively for water supply

**Approach: 4.1.1.9:** Monitor water loss

**Results:** Unaccounted for water loss remains on annual average below 10%

**2016 Target:** Maintain annual average below 10%



**Division:** Water Distribution

**Goal 3:** To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value added services to residents and businesses

**Objective 3.2:** Increase efficiency through enhanced operations and technological advancements

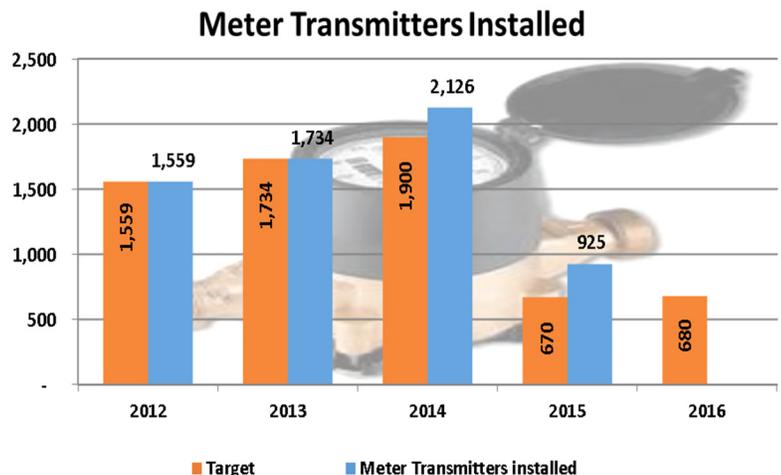
**Strategy 3.2.1:** Review existing operational procedures and policies

**Approach: 3.2.1.14:** Install meter transmitters to reduce meter reading time, improve efficiencies and record water consumption

**Results:** The fiscal year 2016 target of 670 meter transmitters to be installed was exceeded.

**2016 Target:** Install 680 meter transmitters.

The number of meter transmitters installed in fiscal year 2015 and to be installed in 2016 were targeted significantly less than previous years. This is due to budgetary constraints as a result of brass pricing increases.



# *Parks and Recreation*

## *Department Summary*

Recreation is a hallmark of the Palm Coast experience. The mission of the Parks and Recreation Department is to provide comprehensive, quality and safe parks and recreation programs, facilities and services to enrich the quality of life for all of the residents and visitors to Palm Coast. We know that our residents and visitors seek high quality opportunities for recreation in our community. The professional staff of the Parks and Recreation Department is dedicated and proud to serve the Palm Coast community in their quest for excellent recreation opportunities.

With the many options available, our goal is to enhance and expand recreational opportunities that include programs for youth such as “schools out” and summer camp; toddler programs that focus on socialization for the parents as well as the toddler; adult programs for those who enjoy an active lifestyle and for those who enjoy exercising their minds. We also provide opportunities to explore the areas surrounding Palm Coast through our Discover trips program and our Critics Choice Dinner Club.

Special recreation events include the Starlight Event & Holiday Parade, Movies in Central Park, Egg’stravaganza, International Food & Wine Festival, Halloween Boo Bash, Youth Athletic Clinics and the July Parks and Recreation Month Celebration. These events invite visitors to Palm Coast and provide our residents the opportunity to share their bit of paradise with others.

Our facilities include the Frieda Zamba Swimming Pool offering residents a place to enjoy recreational swimming, swim instruction and special events. The Palm Coast Tennis Center has 10 lighted Hydro-clay courts for practice, instruction and social and league play. The Palm Harbor Golf Club brings affordable quality golf to the community.

The City of Palm Coast is consistently working to add new recreational opportunities and experiences for its citizens. In 2008, the City acquired the Long Creek Nature Preserve, a natural sanctuary surrounding 225 acres of wetlands located off of Palm Harbor Parkway. In spring of 2009, Ralph Carter Park opened adjacent to Rymfire Elementary School offering youths the City’s first skate park. Waterfront Park opened in September 2010 with a new fishing pier on the Intracoastal Waterway, picnic pavilions and playground. Indian Trails Sports Complex, in partnership with the Flagler County School Board, added 4 new multi-purpose fields in October 2011 that now hosts over 17 major sporting events throughout the year. New hiking and biking trails continue to be constructed throughout the City, connecting neighborhoods to family, friends and local businesses.

# *Parks and Recreation*

## *Department Objectives*

**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.**

- Provide quarterly reports to summarize monthly data for estimated visitor spending due to tournaments and events.
- Continue to work with the TDC to find ways to increase the number of tournaments by 10% from previous years actuals.
- In conjunction with the sports alliance, develop and implement athletic field usage policy that addresses priority users

**Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Recover 0-69% of the cost of level 1 fee based Parks & Recreation programs.
- Recover a minimum of 70% of the cost of level 2 fee based Parks & Recreation programs.
- Recover 100% of the cost of level 3 fee based Parks & Recreation programs.
- Re-evaluate and revise current fee resolution
- Complete 3 categories of standards toward the accreditation process

**Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.**

- Increase the number of programs offered to the community by 4 each year
- Of those programs offered in 5.1.1.4.a, 70% have high enough participation to implement.
- Provide a presentation to City Council the current and targeted programs for seniors and youth
- Create a useful report to compare evaluations of customer feedback to make sure we are addressing participant concerns.
- Increase reservations by 10% from FY 2015 (FY 2015 rentals 850 x 1.10 = 935)
- Publish a recreation program guide 3 times per year
- Develop a field promotion guide
- Provide community outreach programs and report on programs offered on a quarterly basis

# *Parks and Recreation*

## *Measuring Performance*

### 2015 Highlights:

- √ This year our Summer Camp Program serviced 1,093 campers from grades K-8. This was the highest participation since 2010. We saw a significant increase in participation as a direct result of additional options for parents and children in their Summer Camp experience.
  - Implemented 3 new camps in addition to the traditional camp program:
    - Firefighter Camp which was fully supported and instructed by our Palm Coast Fire Department
    - Jr. Lifeguard Camp taught our young campers the skills of our professional Life Safety Staff and provided them with a daily experience of the duties of a Lifeguard
    - Stay-N-Play Camp (1/2 day camp) follows the same format as our traditional camp, but only requires the kids and parents to commit to a 4-5 hour experience.
- √ This year we hosted 21 sporting events welcoming over 56,000 visitors who spent over \$4.5M at our local business establishments.
- √ Celebrated Parks and Recreation Month by providing opportunities that will bring our community to one of our parks facilities. One highlight this year was the annual Tour de Palm Coast bicycle ride! Over 35 bicyclists traveled over 6 miles enjoying the trail system through our community.
- √ The Community Center hosted 850 private reservations which is a significant increase over the previous year's reservations of 786. We also saw an increase of over 2,200 visitors over previous year.
- √ Our Frieda Zamba pool welcomed over 21,000 guests during the months of April-September. These guests included our members and daily visitors but also included various summer camps, Special Olympics Swim Team, Masters Swim Club, Daytona Beach Speed Swim Team and the Matanzas High School Swim Team.

**Department:** Parks and Recreation

**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

**Objective 5.1:** Enhance community and visitors' recreational opportunities and experiences at community events

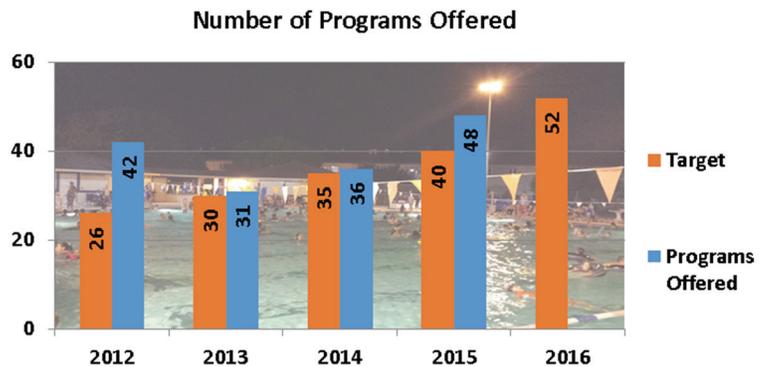
**Strategy 5.1.1:** Identify fun and interactive elements to incorporate into community events

**Approach: 5.1.1.4:** Increase the number of new programs and/or events offered to the community

(a) *Increase the number of programs offered to the community by 4*

**Results:** In fiscal year 2015 the number of programs offered exceeded the target of 40 programs.

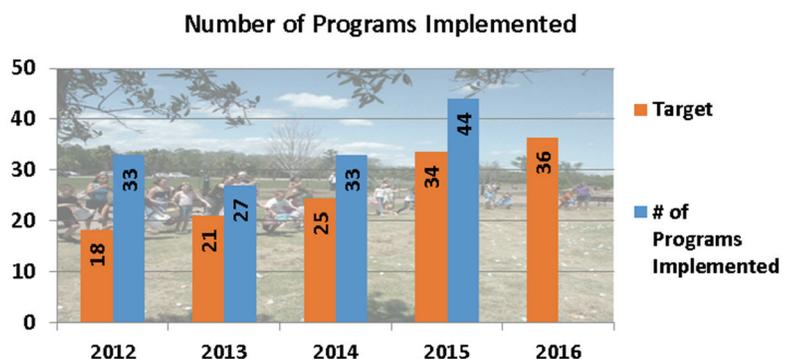
**2016 Target:** The target for fiscal year 2016 remains the same as 2015, to increase the number of programs offered by 4.



(b) *Of those programs offered in 5.1.1.4a, 70% have high enough participation to implemented.*

**Results:** In fiscal year 2015 the number of programs implemented exceeded the target of 34 programs.

**2016 Target:** The target for fiscal year 2016 remains the same as 2015, to implement 70% of the programs offered.



# *Information Technology*

## *Department Summary*

The Information Technology Department's (IT) primary role is to provide services to other City departments and to distribute information to our citizens and customers. These services are provided by three divisions: IT Applications, IT Operations, and Geographical Information Systems (GIS).

This department is supported by the IT&C Fund, a proprietary fund, which is funded mostly by internal charges to other City departments. In addition the fund receives outside revenue from Cell Tower rentals as well as usage charges for Fiber Optic services. Palm Coast FiberNET, a municipal owned, fiber based, open access network, began offering service to businesses in late fiscal year 2010. This business revenue allows the City to reduce the overall operating expense to other departments.

IT provides, to our citizens and customers, services that include the development and maintenance of the City's website. Additional online services, such as the automated scheduling and payment of permit inspections, as well as the live streaming of City meetings, have also been introduced.

Continuing in the direction of "going green", IT has continued to implement paperless solutions this year to conserve resources and streamline processes. The use of tablet computers and consolidated printers, have furthered these "green" efforts. The IT department will continue to improve vital City processes while introducing new services where appropriate.

# *Information Technology*

## *Department Objectives*

**Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.**

- Maintain and update inventory of all IT infrastructure in database.
- Complete clean up of the Kronos "Bugs"
- Maintain a multi-year replacement schedule for all equipment and prioritize the replacement of the equipment
- Evaluate and recommend a replacement or upgrade for the City's existing telephone system.
- 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.
- Complete MUNIS upgrade
- Migrate all users to Office 365
- Complete Kronos upgrade

**Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Implement ProjectDox Enhancements
- Implement online permit request process
- Implement CD+ mobile module
- Implement CD+ invoicing module
- Complete a bring your own device (BYOD) policy
- Transfer alarm monitoring to FCSO
- Complete revamp user permissions in MUNIS
- Evaluate communication costs for the potential elimination of services and report findings to the City Manager.
- Implement MUNIS Cashiering package in coordination with Finance Department

**Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.**

- Provide support to other departments and teams to convert at least 4 forms/processes to an electronic method

**Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.**

- Develop first event App

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

- Identify the scope and approach of deploying a mobile data application

# *Information Technology*

## *Measuring Performance*

### 2015 Highlights:

- √ Applications division highlights:
  - Deployed enhancements to the Telestaff program, which allows the Fire Department to better manage staff scheduling was installed
  - Installed and deployed a Munis Cashiering module, which will standardize how all City departments accept payments from the public was also installed.
  - Worked on the conversion of several processes to an electronic workflow process:
    - Warrant approvals
    - Journal and budget posting
    - Unclaimed refund checks
    - Lien processing
  - Web site additions and enhancements completed:
    - Approximately 20 additional City document types for public search through our website
    - Registration for the new Birds of a Feather Fest
    - Rental Registration
- √ Operations division highlights:
  - Implementation of new email archiver
  - Upgrade all users to Microsoft Office 2013
  - Provided Wi-Fi for live streaming of Women's Rugby Tournament
- √ GIS division highlights:
  - Began process to map all dock easements within the city
  - Worked with the Florida Department of Health to compile data for their Statewide Inventory of drinking water sources and wastewater treatment methods

**Department:** Information Technology

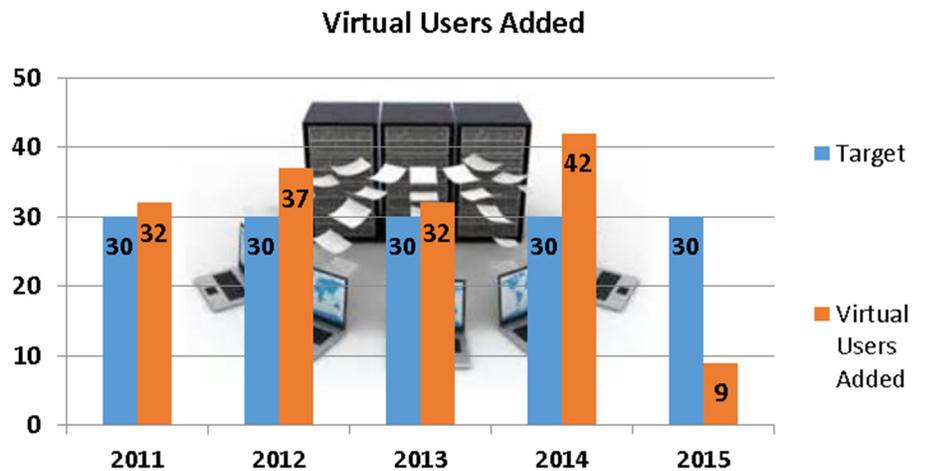
**Goal 3:** To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

**Objective 3.2:** Increase efficiency through enhanced operations and technological advancements

**Strategy 3.2.1:** Review existing operational procedures and policies

**Approach: 3.2.1.10:** Continue virtualization initiative

**Results:** Target of 30 virtual users was not met however this was the result of no additional users being eligible for a virtual desktop. As a result, no users are being targeted for 2016 and this initiative is considered complete at this time.





# RESULTS BY TEAM

# Organizational Chart

## City Teams

### Goal 1 Infrastructure

Infrastructure Team

Carl Cote

Ensuring a comprehensive and cohesive approach towards planning, implementing and maintaining the City's overall infrastructure.

Drainage Team

Juan Bostwick

To coordinate all drainage concerns on the design and construction with all City Departments on any projects in the City whether public or private.

Parks Team

Jose Papa

To coordinate city recreational projects and the design and maintenance standards of city park facilities.

### Goal 2 Economic

Economic Development Team

Beau Falgout

Enhance the local economy by maintaining our neighborhoods, helping existing businesses, and attracting investment.

P3

Ray Tyner

To facilitate and enhance the effectiveness of the development process; improve coordination, project reviews, inspections, customer service, technology, communication and overall QUALITY.

Brand +

Jason Girault

To strengthen and expand brand awareness while exploring new ways to enhance public engagement.

### Goal 3 Finance

Internal Controls Team

Jay Maher

Assuring achievement of the City of Palm Coast's objectives in operational effectiveness and efficiency, reliable reporting and compliance with laws, regulations and policies.

Process Improvement Team

Lina Williams

Evaluate the effectiveness of existing processes and recommend improvements that will increase efficiency.

Safety Team

Pete Roussell

Establish and maintain a safe and efficient workplace environment by analyzing preventable losses and implementing procedures and/or programs to prevent injury and mitigate losses.

Benefits Team

Wendy Cullen

FiberNet & Communications Marketing Team

Debbie Streichsbiel

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

### Goal 4 Environmental

Green Team

Denise Bevan

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

Floodplain Management Team

Constance Bentley

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.

### Goal 5 Quality of Life

FEST Team

Luanne Santangelo

Enrich the lives of our citizens and visitors by providing family-friendly events to the public that celebrates community spirit through various forms of entertainment, festivals, tournaments, and activities to showcase the City of Palm Coast and stimulate economic growth in our community.

SAP Team (Team Turtle)

Denise Bevan

To ensure a steadfast pursuit of the City's Vision through the Strategic Action Plan process while regularly reporting progress to City Council and the citizens of Palm Coast.

### Goal 6 Workforce Talent

Performance Evaluations Team

Jerry Forte

To provide a mechanism for employee checks and balances with the introduction of an evaluation tool that will rate the performance of employees against the goals and expectations of the departments, City Council and citizens of Palm Coast.

Wellness Team

Carol Mini

Create a culture of health and wellness and empower employees with the knowledge, support and incentives to take control of their health through awareness, assessment and ongoing education while generating a positive return by lowering health care costs.

BAM Team

Virginia Smith

Identify, develop and implement programs that make employees feel motivated, recognized and valued.

EAT Team

Beau Falgout

Develop and implement a comprehensive plan to improve City employee skills and performance through education and training.



# City Teams

## Objectives

### **Goal 1 Expansion - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.**

- Replace aging infrastructure elements
- Maintain stormwater system elements
- Maintain a Capital Improvement Plan
- Continually evaluate Park conditions and develop repair/replacement or maintenance programs
- Complete Matanzas-Interchange-Old Kings Road Improvement project
- Improve the City process for accepting and maintaining City assets.
- Identify and inventory extent, type and responsible agency for County road maintenance
- Address drainage related issues
- Complete Traffic Signal Study and recommendations for maintenance
- Meet the recreational, educational and social needs of residents with a central gathering space Implementation of the Community Center Concept Plan
- WTP#2 Wellfield expansion
- Continue to ensure capacity is consistent with growth needs
- Provide for current and future capacity of the Old Kings Road wastewater system
- Complete Fire station 22 renovations
- Complete City Hall Project
- Complete Palm Coast Parkway 6-Laning project
- Complete Old Kings Roadway Widening Project
- Ensure ADA transition for Public Rights of Way (ROW)
- Complete improvements to Bulldog Drive / State Road 100 / and FPC traffic
- Complete Old Kings Road widening to 4-lanes from Palm Coast Parkway to Matanzas Woods Parkway
- Complete Holland Park-improvement project
- Evaluate potential beautifications enhancements for the Palm Coast east district
- Complete Belle Terre Medians design
- Evaluate potential beautification enhancements for various areas of Palm Coast

### **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**

- Assess Prosperity 2021 Plan Progress
- Update Prosperity 2021 Programs and Projects
- Evaluate Private/Public Partnerships for public benefit and equity
- Strengthen City's involvement support in economic efforts
- Review existing lines to determine feasibility of adding Water Treatment Plant 2 to FiberNET
- Facilitate a group discussion with property owners along Hargrove Grade to determine interest and feasibility of master planning stormwater facilities
- Gain a better understanding of public transportation services and public need through a presentation from Flagler County Transportation Services
- Enhance the "Find Your Florida" branding campaign
- Promote positive message of economic growth in the City through "Find Your Prosperity" campaign
- Evaluate other approaches of promoting FiberNET
- Support event activities that provide positive economic impact for the community
- 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

- Renew Grant Agreement with SBDC at UCF for BAC Services
- Continue annual agreement with SCORE for BAC services
- 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
- Evaluate and report on existing focus of the BAC

**Goal 3 Finance - To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.**

- Continue expansion of FiberNET
- Evaluate future CIP grants
- Develop a plan to establish better cell tower coverage and generate more revenue
- Develop a process review and identify associated targets that generate the greatest positive impact
- Complete/Update All Safety Manuals
- Develop Best Practices for Workers Compensation Loss Ratios and Experience Mod.
- Develop post accident procedures
- Maintain policies and procedures to encourage good safety practices
- Maintain Emergency Procedures
- Review existing policies and propose changes for delinquent FiberNET accounts
- Evaluate LED streetlight test pilot partnership / project with FP&L
- Connect Water Treatment Plant 2 to FiberNET
- Develop programs and procedures to review internal controls
- Establish reporting hot line to identify potential internal control deficiencies
- Ensure proper controls are in place for access to City facilities
- Ensure proper controls are in place to monitor and account for city assets and inventory
- 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.

**Goal 4 Environmental - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.**

- Complete Construction for Seminole Woods Multi-use Path
- Update Bench Master Plan
- Minimize paper use for city forms
- Green Team to provide educational outreach with a focus on Water Wise and natural resource based topics
- Investigate additional areas to apply microbe treatment
- Complete Consumptive Use Permit (CUP) Application for landscape irrigation City wide
- Perform energy audit
- Explore ways to highlight and enhance City green initiatives
- Investigate alternative uses of lime sludge with other materials to provide suitable fill and growing base for road-side and other uses
- Complete plan for alternative fueling stations planned for Town Center and other high-use public areas
- Continue the evaluation of parcels for Flagler County Environmentally Sensitive Land's criteria and potential acquisition opportunities
- Develop an educational outreach program for Bear Smart Communities
- Complete Paterson Tract Land Management proposal
- Meet annual park grant requirements

**Goal 5 Quality of Life - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.**

- Art in Public Places Policy
- Annual Intracoastal Waterway Cleanup Event
- Arbor Day event and 5K Fun Run / Walk
- Seek cross-promotion of events (event coordinator)
- Survey event attendees
- Improve, expand and enhance City events
- Maintain a strong social media presence
- Evaluate existing parks for safety enhancements
- Maintain, repair or replace major roadway crossing to ensure safety
- Replace deteriorating Stormwater pipes from roadways through seawall to prevent roadway flooding
- Evaluate intersections for safety improvements
- Maintain a community floodplain management program
- Evaluate safety measures for transportation of students to school (bike/walk/bus stops)
- Secure funding through the TPO to perform a corridor study to improve access management and safety

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

- Develop programs to recognize individual achievements and years of service
- Further refinement and recruitment of LITE program participants
- Evaluate all established teams regarding effectiveness and need
- Inventory staff skills to better utilize talent
- Foster professional development to elevate career advancements across the organization
- Encourage diversification of staff knowledge with optional training opportunities
- Link performance measures to employee evaluation and merit pay
- Perform a City-wide survey to identify employee needs that may assist with motivation targets
- Maintain advisory staff committee consisting of all Departments
- Enhance employee appreciation to focus on an exemplary performance approach
- 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
- Cross-training (Interdepartmental training - creating depth)
- Seek partnerships with outside entities for staff training opportunities
- Develop a Comprehensive Training Program
- Standardize City-Wide Safety Training
- Provide customer service training to all employees City-wide

# *City Teams*

## *Measuring Performance*

### 2015 Highlights:

#### Branding:

- √ Launched “Find Your Florida” campaign
- √ Renovated and branded Frieda Zamba Aquatic Center
- √ City employees were trained as “brand ambassadors” through a fun training session at the annual Wellness Fair.
- √ Conducted the 3rd Annual Find Your Florida Photo Contest

#### Employee Training:

- √ All employees were offered Customer Service Training this year which was developed in partnership with Daytona State College CBI. The training included a focus on the City’s brand.
- √ An “Employee Academy Program” was implemented this year and 64 employees attended the 8 week sessions. The program, which was created by a team of employees, allows employees to experience and learn about all of the City’s different operations.
- √ A 10 week Management and Supervisory Training Program was offered to all existing supervisors and managers through a partnership with Daytona State College CBI and Career Source Flagler | Volusia. The City received \$27,000 in grant funding to pay for the training.

#### Internal Controls:

- √ An Internal Controls Team was established this year to review internal processes. The team is targeting opportunities to strengthen controls throughout the organization. The team developed an investigative process, created a whistle blower policy and implemented an internal fraud and waste hotline

#### Process Improvement:

- √ A purchasing card recipient process was developed by a team of employees, to ensure ongoing training, policy adherence and proper internal controls of purchasing card users.
- √ A new “Online Utility Customer Application” process was created that no longer requires that the customer come into the office to establish, move or cancel their utility service.

#### Employee Wellness, Benefits & Safety:

- √ A new employee retirement education program was implemented.
- √ A light duty program was developed and implemented this year. On average, 97.5% of light duty employees were accommodated and were able to continue working as a result of this program.
- √ A new relationship was formed with the Risk Control Department of Florida League of Cities. This joint effort is taking the City’s safety program to the next level.
- √ A Wellness Team was formed to create a culture of health and wellness and to empower employees with the knowledge, support and incentives to take control of their health.

## Quality of Life:

- √ 536 volunteers removed 1,876 lbs. of trash during the 8th annual Intracoastal Waterway Cleanup. Florida Inland Navigation District provided support with a grant award of \$5,000.
- √ Continued to reduce energy consumption through an LED lighting initiative
- √ Long Creek Nature Preserve Navigation Enhancements
- √ Completed construction of phase 3 of the Seminole Woods Multi-use path. This completes the path from SR 100 to Sesame Blvd.
- √ Completed Royal Palms Pkwy safety improvements. This project included adding a paved shoulder on each side of the roadway, a left and right turn lane onto Rickenbacker and right turn lane onto Belle Terre Parkway. In addition, work included the resurfacing of the existing roadway, modification of the mid-block pedestrian crossing of Royal Palms Parkway, and at the Rymfire Drive intersection. The work included a rapid rectangular flashing beacon system (RRFB).
- √ Completed Palm Coast Parkway widening from 4-lanes to 6-lanes for approximately 1.23 miles from Cypress Point Parkway/Boulder Rock Drive Intersection to Florida Park Drive Intersection.
- √ Community Outreach Initiatives
  - Christmas Tree & Electronics Recycling event
  - Battery Recycling
  - Youth Leadership Flagler
  - Children Helping In Resource Protection (C.H.I.R.P) - In 2015, 841 Flagler County elementary and middle school students participated in the City's C.H.I.R.P program with over 5,000 since the program started in 2009
  - Black Bear Awareness Campaign

## Council Priorities:

- √ Performed a city-wide survey to identify employee needs that may assist with motivation targets. Received a 95.5% response rate on the surveys.
- √ Provided City Council with a presentation of the existing swale maintenance and rehabilitation program
- √ Continued speeding enforcement efforts and monitored traffic levels of Florida Park Drive
- √ Identified and inventoried all rights-of-way and major public infrastructure networks within city limits
- √ Coordinated and developed agreements with other agencies on responsibilities for maintenance of all major public infrastructure networks and rights-of-way within the city limits.
- √ Identified and inventoried master plan developments and public infrastructure maintenance responsibilities.
- √ Prepared a concept plan for a natural (plant) noise buffer along Royal Palms Parkway from US1 to Belle Terre in order to buffer the rear of the single-family homes from the parkway



# Results by Goal

*Find Your Florida*

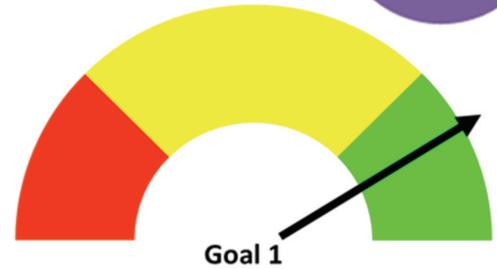
# Results by Goal

Reporting Results

## **Goal 1 - Infrastructure**

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

**2015 Results: 84.42% Complete**



Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts

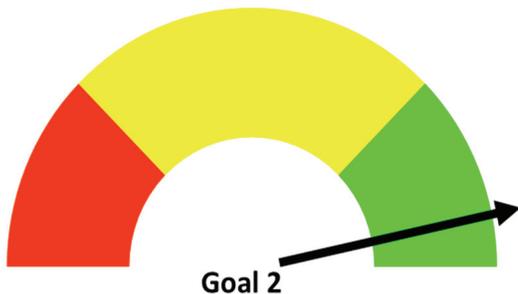
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement

Objective 1.2 To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately

Strategy 1.2.3 Keeping older neighborhoods attractive and relevant



## **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*

**2015 Results: 93.27% Complete**

Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1 Inventory progress to date and update projects and programs

Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success

Strategy 2.2.1 Expand the use of "Find Your Florida"

Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities

Objective 2.3 To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County

Strategy 2.3.1 Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available

Strategy 2.3.2 To create programs which assist small businesses in improving sales and profits

Strategy 2.3.3 To develop education programs which encourage a broader participation rate for all businesses in Flagler County and across Florida

Strategy 2.3.4 To strengthen the BAC partner effort in order to provide a unified approach to helping existing Flagler County businesses

### Goal 3 - Finance

*To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses*

**2015 Results: 83.19% Complete**

Objective 3.1 Diversify our revenue sources

Strategy 3.1.1 Evaluate and target diversification of funding sources

Strategy 3.1.2 Seek private / public partnerships

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost

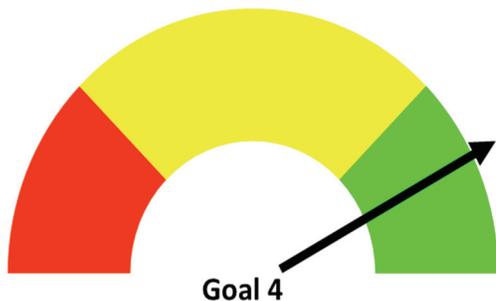
Strategy 3.2.3 Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community

Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services

Objective 3.3 Establish system to continually evaluate and enhance internal financial controls

Strategy 3.3.1 Create an anonymous reporting program to alert of potential financial improprieties

Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization



### Goal 4 - Environmental

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

**2015 Results: 87.05% Complete**

Objective 4.1 To develop programs to enhance our water conservation strategies

Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply

Strategy 4.1.2 Target expansion opportunities to utilize reclaimed water through established City processes

Objective 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects

Strategy 4.2.1 Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept

Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations

Strategy 4.2.3 Identify unique user experiences through technological enhancements and innovative design principles

Objective 4.3 Evaluate current "Green" initiatives and target projects that are sustainable

Strategy 4.3.1 Reduce waste through sustainable practices

Strategy 4.3.2 Staying in the forefront of sustainable communities in the State of Florida

Strategy 4.3.3 Develop Alternative Energy Strategy

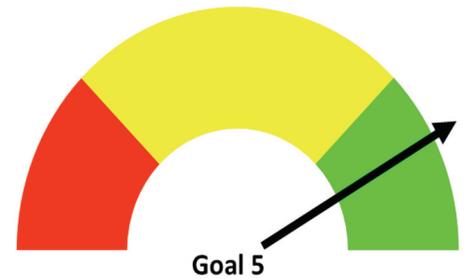
Objective 4.4 Protect the environment through appropriate development strategies

Strategy 4.4.1 Protect natural green spaces to ensure a balance between the natural environment and development

## Goal 5 - Quality of Life

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

**2015 Results: 86.44% Complete**



Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events

Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events

Strategy 5.1.2 Promote the variety of local leisure and recreational activities

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards

Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways

Strategy 5.2.3 Seek partnerships to educate the public on safety concerns

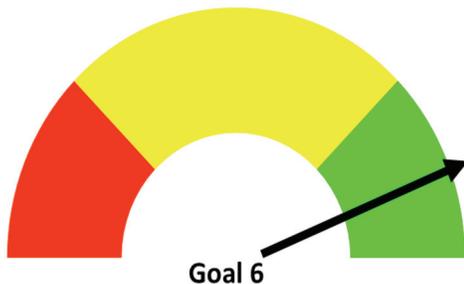
Strategy 5.2.4 ISO standard improvement throughout the Organization

Strategy 5.2.5 Target natural hazard mitigation opportunities

Strategy 5.2.6 Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan

Objective 5.3 Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities

Strategy 5.3.1 Share resources between organizations to broaden citizen experiences



## Goal 6 Workforce Talent

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

**2015 Results: 90.49% Complete**

Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents

Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills

Strategy 6.1.2 Assess pay rates and benefits to remain competitive with market

Strategy 6.1.3 Develop an Employee Motivation and Reward Program

Objective 6.2 To develop in-house and identify external training opportunities for employees

Strategy 6.2.1 Create a comprehensive training program

Strategy 6.2.2 Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community

Objective 6.3 To enhance awareness of customer service and relationships with our citizens

Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation

Strategy 6.3.2 Develop a reach-out initiative to enhance community awareness of City services

Strategy 6.3.3 Create a customer service element to City-wide employee training program

Objective 6.4 To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Strategy 6.4.1 Seek and solicit student internship opportunities with educational institutions

# *Performance Measurement Glossary*

## *Benchmark*

A level of achievement against which an organization can measure their progress. Benchmarks can be used to compare processes or results against an internal or external standard.

## *Goal*

A broad statement of direction, purpose or intent. What is expected to be achieved sometime in the future. The terms goals and objectives are sometimes used interchangeably in practice.

## *Key Outcome*

A desired level or target the organization is striving to reach.

## *Measure*

A value, characteristic or metric used to track performance results of a program, service or organization. Sometimes referred to as an indicator.

## *Mission*

A description of the purpose of an organization.

## *Outcome*

The result of a program or service, set of activities, or a strategy. An outcome does not describe what was done but rather the impact of what was done.

## *Result*

The outcome of a program, service, set of activities or strategy. Not a description of what was done but the impact of what was done.

## *Strategic Planning*

Systematically addressing an organization's purpose, internal or external environment, value to citizens and current and future plans for action.

## *Target*

A desired level or key outcome related to a performance measure. The objectives that an organization is striving to reach.