MEASURING RESULTS

Citizen Survey Results

BACKGROUND

The citizen survey is conducted annually by International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff. The survey is mailed out randomly to 1,200 households and the typical response rate is 39% or 426 responses. The results are statistically weighted to reflect demographic composition and a 5% margin of error is used to compare results.

PURPOSE

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
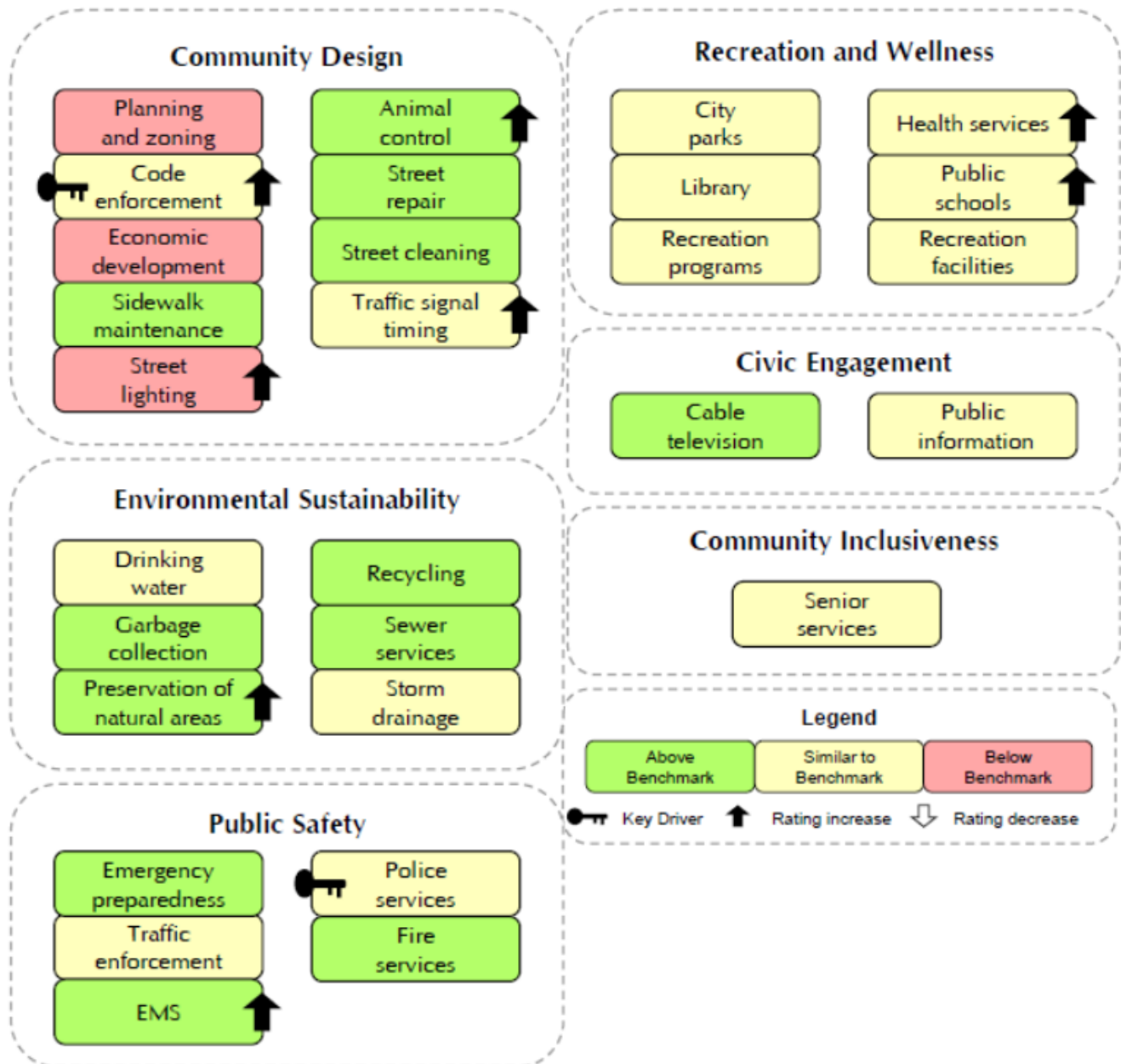
GOALS

The goal of the citizen survey is to 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.

FOCUS

- √ Community Quality
- √ Community Design
- √ Environmental Sustainability
- √ Public Safety
- √ Recreation and Wellness
- √ Community Inclusiveness
- √ Civic Engagement
- √ Public Trust

Overall Quality of City of Palm Coast Services

Community Design

Planning and zoning	Animal control ↑
Code enforcement 🔑 ↑	Street repair
Economic development	Street cleaning
Sidewalk maintenance	Traffic signal timing ↑
Street lighting ↑	

Environmental Sustainability

Drinking water	Recycling
Garbage collection	Sewer services
Preservation of natural areas ↑	Storm drainage

Public Safety

Emergency preparedness	Police services 🔑
Traffic enforcement	Fire services
EMS ↑	

Recreation and Wellness

City parks	Health services ↑
Library	Public schools ↑
Recreation programs	Recreation facilities

Civic Engagement

Cable television	Public information

Community Inclusiveness

Senior services

Legend

Above Benchmark	Similar to Benchmark	Below Benchmark

🔑 Key Driver   ↑ Rating increase   ⇩ Rating decrease

Three dimensions of performance:

√ Comparison with other communities

√ Identification of key services

√ Trend line (up or down arrows)

29 services in the Key Driver Analysis (KDA)

√ 12 above the benchmark

√ 3 below the benchmark

√ 14 similar to the benchmark

√ Survey identified two key drivers for City

Key Drivers Analysis – Code Enforcement

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	39%	42%	46%	42%	41%	32%	27%	30%	33%	28%	27%
Code enforcement (weeds, abandoned buildings, etc.)	55%	47%	50%	50%	43%	44%	42%	45%	44%	31%	37%
Animal control	65%	57%	64%	61%	55%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

Key Drivers Analysis – Police Service

FIGURE 33: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Safety in your neighborhood during the day	93%	91%	93%	90%	92%	93%	92%	94%	94%	93%	96%
Safety in your neighborhood after dark	75%	68%	75%	73%	70%	74%	79%	78%	80%	78%	82%
Safety in Palm Coast's downtown area during the day	88%	88%	89%	90%	88%	90%	88%	91%	91%	92%	93%
Safety in Palm Coast's downtown area after dark	63%	59%	64%	64%	62%	61%	69%	68%	73%	72%	70%
Safety from violent crime (e.g., rape, assault, robbery)	75%	71%	73%	71%	73%	68%	71%	73%	76%	75%	79%
Safety from property crimes (e.g., burglary, theft)	55%	52%	59%	51%	56%	51%	53%	65%	62%	60%	64%
Safety from environmental hazards	85%	78%	81%	81%	79%	NA	NA	NA	NA	NA	NA
Percent "very" or "somewhat" safe											

√ Police Service is a key driver nationally

√ Code Enforcement and Police Service are considered core services in any City

Focus Area – Overall Community Quality

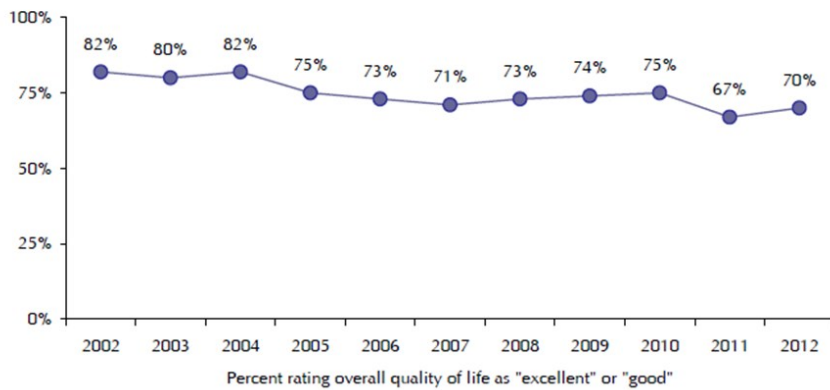FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

Percent rating overall quality of life as "excellent" or "good"

FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
The overall quality of life in Palm Coast	70%	67%	75%	74%	73%	71%	73%	75%	82%	80%	82%
Your neighborhood as a place to live	82%	78%	82%	78%	81%	80%	86%	86%	88%	88%	86%
Palm Coast as a place to live	80%	78%	85%	79%	80%	77%	80%	83%	86%	84%	86%

Percent "excellent" or "good"

√ Cleanliness (87%)

√ Overall Appearance (85%)

√ Shopping Opportunities (43%)

√ Opportunities to attend cultural activities (43%)

√ Employment Opportunities (11%)

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Palm Coast as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	14%	50%	26%	10%	100%
Openness and acceptance of the community toward people of diverse backgrounds	22%	46%	25%	7%	100%
Overall appearance of Palm Coast	33%	52%	14%	1%	100%
Cleanliness of Palm Coast	35%	52%	11%	2%	100%
Overall quality of new development in Palm Coast	13%	40%	31%	17%	100%
Variety of housing options	14%	44%	34%	8%	100%
Overall quality of business and service establishments in Palm Coast	10%	39%	34%	17%	100%
Shopping opportunities	7%	36%	36%	20%	100%
Opportunities to attend cultural activities	9%	34%	41%	15%	100%
Recreational opportunities	17%	40%	30%	13%	100%
Employment opportunities	4%	7%	18%	71%	100%
Educational opportunities	7%	38%	43%	13%	100%
Opportunities to participate in social events and activities	10%	44%	35%	12%	100%
Opportunities to participate in religious or spiritual events and activities	25%	54%	19%	2%	100%
Opportunities to volunteer	25%	48%	22%	4%	100%
Opportunities to participate in community matters	15%	46%	32%	8%	100%
Ease of car travel in Palm Coast	20%	51%	20%	10%	100%
Ease of bicycle travel in Palm Coast	25%	44%	22%	9%	100%
Ease of walking in Palm Coast	27%	37%	21%	15%	100%
Availability of paths and walking trails	33%	39%	20%	7%	100%
Traffic flow on major streets	10%	50%	26%	14%	100%

Focus Area – Civic Engagement

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR[1]											
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Attended a meeting of local elected officials or other local public meeting	37%	31%	NA	32%	35%	32%	34%	39%	33%	37%	41%
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	38%	40%	NA	47%	50%	51%	44%	44%	44%	44%	50%
Volunteered your time to some group or activity in Palm Coast	45%	46%	55%	NA	NA	NA	NA	NA	NA	NA	NA
Participated in a club or civic group in Palm Coast	40%	41%	49%	45%	43%	NA	NA	NA	NA	NA	NA
Provided help to a friend or neighbor	97%	97%	96%	97%	NA	NA	NA	NA	NA	90%	89%
Percent participating at least once in the last 12 months											

Focus Area – Public Trust

FIGURE 79: PUBLIC TRUST RATINGS BY YEAR											
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
The value of services for the taxes paid to Palm Coast*	50%	54%	53%	56%	49%	48%	52%	59%	58%	58%	52%
The overall direction that Palm Coast is taking*	48%	50%	58%	55%	53%	50%	44%	47%	54%	50%	44%
The job Palm Coast government does at welcoming citizen involvement*	39%	45%	48%	47%	42%	50%	46%	49%	61%	56%	56%
Overall image or reputation of Palm Coast	69%	71%	77%	NA	70%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

Rating Public Service

Transportation and Parking Services Benchmarks				
	Palm Coast Average Rating	Rank	Number of Jurisdictions for Comaprison	Comparison to benchmark
Street Repair	62	26	376	Much above
Street cleaning	64	59	261	Much above
Street lighting	44	250	282	Much below
Sidewalk maintenance	61	32	247	Much above
Traffic signal timing	49	100	216	Similar
Amount of public parking	60	15	206	Much above

Planning and Community Code Enforcement Services Benchmarks				
Land use, planning and zoning	42	178	269	Below
Code enforcement (weeds, abandoned buildings, etc.)	48	132	313	Similar
Animal control	59	95	283	Above

Economic Development Services Benchmarks				
Economic Development	35	218	255	Much Below

Parks and Recreation Services Benchmarks				
City Parks	72	117	280	Similar
Recreation programs or classes	64	143	283	Similar
Recreation ceturs or facilities	62	127	240	Similar

Palm Coast Recognized For High Ratings By Citizens in Ambulance/Emergency Medical Services
The International City/County Management Association and the National Research Center have awarded the City of Palm Coast the 2013 Voice of the People Award for Transformation in Ambulance or Emergency Medical Services.

Palm Coast was recognized for having the largest percentage increase in survey-takers for ambulance/ emergency medical services from 2011 to 2012 (out of all jurisdictions nationwide that participated in the National Citizen Survey). The percentage of respondents rating Palm Coast "excellent" or "good" increased from 88 percent to 96 percent during that time period.

"This award is the result of many years of dedicated work by our Fire Department. Working with the Flagler County Fire Service and our medical director shows the dedication to our citizens," said Palm Coast Fire Chief M.C. Beadle. "Providing Advanced Life Support service from the fire trucks gives that higher level of service by having paramedics arrive with the fire truck. It also allows for our paramedics to work with rescue ambulance paramedics to provide citizens an even greater level of care. We are very honored that our citizens have had such high praise for our service."

Economic Sustainability and Opportunities Benchmarks				
	Palm Coast average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Employment opportunities	14	262	269	Much below
Shopping opportunities	43	194	258	Much below
Palm Coast as a place to work	21	294	296	Much below
Overall quality of business and service establishments in Palm Coast	47	159	194	Much below

FIGURE 27: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR											
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Retail growth seen as too slow	56%	47%	49%	39%	54%	65%	69%	65%	64%	73%	67%
Jobs growth seen as too slow	90%	96%	95%	95%	93%	88%	88%	88%	89%	93%	88%
Percent of respondents											

Near Term Optimistic Outlook

FIGURE 31: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

Percent "very" or "somewhat" positive
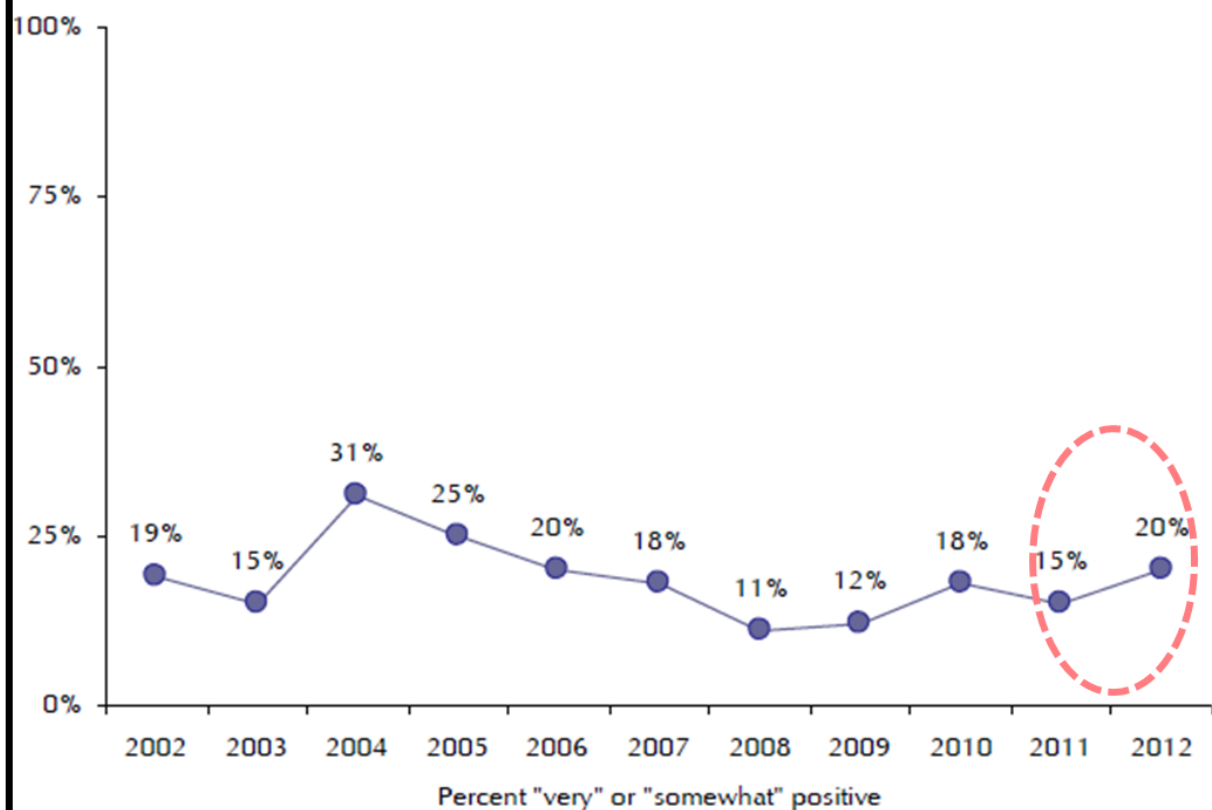
FIGURE 32: PERSONAL ECONOMIC FUTURE BENCHMARKS	
	Comparison to benchmark
Positive impact of economy on household income	Similar

FIGURE 61: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Sense of community	64%	56%	62%	NA	58%	NA	NA	NA	NA	63%	59%
Openness and acceptance of the community toward people of diverse backgrounds	68%	65%	75%	NA	NA	NA	NA	NA	NA	NA	NA
Availability of affordable quality child care	45%	30%	44%	32%	27%	27%	30%	24%	32%	NA	NA
Palm Coast as a place to raise children	71%	63%	73%	60%	61%	60%	66%	70%	72%	75%	69%
Palm Coast as a place to retire	78%	75%	78%	73%	78%	76%	71%	78%	81%	83%	84%

Percent "excellent" or "good"

FIGURE 62: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Above
Availability of affordable quality child care	Similar
Palm Coast as a place to raise kids	Much below
Palm Coast as a place to retire	Much above

FIGURE 63: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Services to seniors	66%	59%	64%	55%	52%	50%	52%	59%	62%	56%	61%
Services to youth	38%	36%	40%	43%	34%	26%	25%	32%	28%	20%	21%
Services to low-income people	36%	36%	40%	33%	NA	NA	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 64: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Similar
Services to youth	Much below
Services to low income people	Much below

FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Services provided by City of Palm Coast	67%	71%	69%	74%	66%	59%	55%	59%	67%	58%	55%
Services provided by the Federal Government	41%	35%	37%	42%	34%	38%	38%	43%	43%	41%	44%
Services provided by the State Government	43%	33%	41%	42%	37%	41%	40%	43%	43%	40%	44%
Services provided by Flagler County Government	59%	52%	57%	55%	47%	NA	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 17: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Overall quality of new development in Palm Coast	53%	56%	63%	61%	63%	53%	47%	48%	NA	NA	NA
Overall appearance of Palm Coast	85%	83%	83%	86%	82%	83%	80%	85%	83%	76%	75%

Percent "excellent" or "good"

FIGURE 23: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	39%	42%	46%	42%	41%	32%	27%	30%	33%	28%	27%
Code enforcement (weeds, abandoned buildings, etc.)	55%	47%	50%	50%	43%	44%	42%	45%	44%	31%	37%
Animal control	65%	57%	64%	61%	55%	NA	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 23: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	39%	42%	46%	42%	41%	32%	27%	30%	33%	28%	27%
Code enforcement (weeds, abandoned buildings, etc.)	55%	47%	50%	50%	43%	44%	42%	45%	44%	31%	37%
Animal control	65%	57%	64%	61%	55%	NA	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 47: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Used Palm Coast recreation centers	57%	54%	58%	55%	57%	52%	50%	49%	59%	72%	73%
Participated in a recreation program or activity	50%	47%	47%	45%	45%	43%	41%	40%	45%	47%	49%
Visited a neighborhood park or City park	84%	83%	83%	83%	79%	81%	76%	75%	78%	80%	78%

Percent using at least once in last 12 months

FIGURE 49: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
City parks	85%	82%	80%	78%	76%	72%	68%	70%	73%	71%	69%
Recreation programs or classes	73%	66%	70%	70%	66%	68%	58%	62%	70%	67%	NA
Recreation centers or facilities	68%	65%	65%	66%	62%	56%	50%	51%	59%	51%	52%

Percent "excellent" or "good"

FIGURE 51: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Opportunities to attend cultural activities	43%	40%	44%	NA	NA	NA	NA	NA	NA	46%	40%
Educational opportunities	45%	41%	52%	NA	48%	56%	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 75: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Opportunities to participate in social events and activities	54%	53%	55%	56%	NA	NA	NA	NA	NA	10%	7%
Opportunities to participate in religious or spiritual events and activities	79%	74%	77%	81%	NA	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 59: RATINGS OF HEALTH SERVICES BY YEAR

Percent "excellent" or "good"
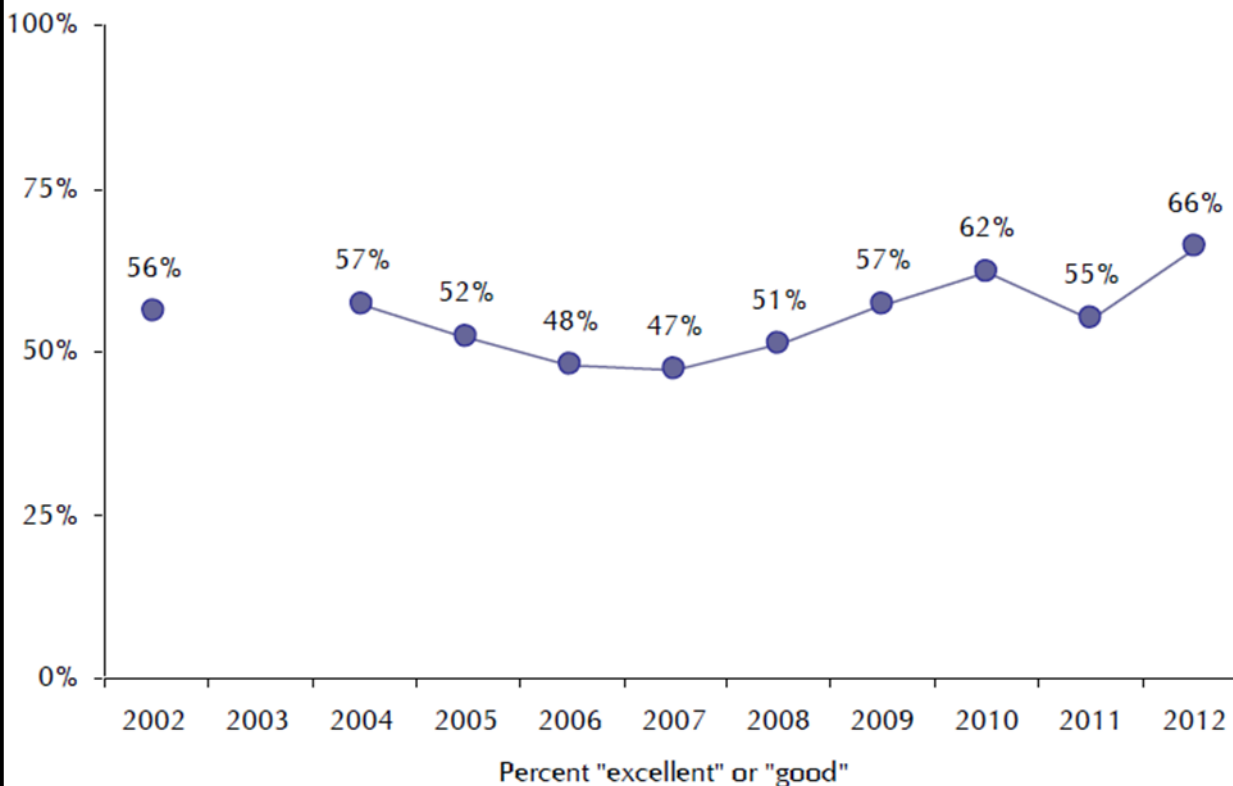
FIGURE 69: REPORTED VOTING BEHAVIOR BY YEAR[2]

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Registered to vote	88%	92%	90%	93%	84%	87%	87%	89%	89%	87%	86%
Voted in the last general election	83%	81%	82%	90%	70%	76%	76%	84%	70%	78%	79%
Percent "yes"											

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Ease of car travel in Palm Coast	71%	57%	62%	50%	41%	39%	20%	16%	22%	37%	51%
Ease of bicycle travel in Palm Coast	69%	65%	54%	49%	45%	45%	42%	33%	46%	41%	43%
Ease of walking in Palm Coast	65%	58%	52%	49%	46%	45%	42%	36%	44%	44%	44%
Availability of paths and walking trails	73%	70%	61%	53%	49%	NA	NA	NA	NA	NA	NA
Traffic flow on major streets	60%	50%	44%	41%	32%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Palm Coast	Much above
Ease of bicycle travel in Palm Coast	Much above
Ease of walking in Palm Coast	Above
Availability of paths and walking trails	Much above
Traffic flow on major streets	Much above

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Street repair	70%	68%	55%	62%	52%	43%	37%	31%	34%	18%	16%
Street cleaning	71%	70%	62%	71%	59%	48%	45%	40%	44%	31%	27%
Street lighting	46%	37%	36%	38%	32%	30%	26%	20%	24%	18%	NA
Sidewalk maintenance	68%	65%	57%	52%	51%	49%	45%	43%	43%	35%	35%
Traffic signal timing	52%	43%	46%	46%	45%	39%	33%	28%	35%	38%	46%
Amount of public parking	72%	61%	64%	60%	56%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 13: RATINGS OF HOUSING IN COMMUNITY BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Availability of affordable quality housing	67%	58%	61%	58%	53%	41%	33%	39%	54%	NA	NA
Variety of housing options	59%	59%	64%	67%	64%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"											

FIGURE 14: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much above
Variety of housing options	Similar

FIGURE 37: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Police services	80%	80%	79%	78%	69%	70%	77%	81%	79%	82%	81%
Fire services	96%	92%	95%	94%	90%	90%	90%	95%	94%	92%	91%
Ambulance or emergency medical services	96%	88%	92%	92%	88%	86%	87%	94%	92%	89%	90%
Crime prevention	65%	62%	69%	NA	NA	NA	NA	NA	NA	NA	NA
Fire prevention and education	82%	75%	79%	78%	75%	76%	71%	73%	NA	77%	76%
Traffic enforcement	65%	63%	65%	61%	57%	57%	50%	50%	55%	48%	56%
Emergency preparedness (services that prepare the community for natural disasters or other emergency services)	73%	69%	73%	71%	61%	NA	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 38: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Similar
Fire services	Above
Ambulance or emergency medical services	Much above
Crime prevention	Similar
Fire prevention and education	Similar
Traffic enforcement	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Much above

FIGURE 74: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Above
Public information services	Similar

FIGURE 71: USE OF INFORMATION SOURCES BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Read Palm Coast Newsletter	91%	87%	NA	92%	92%	95%	95%	96%	NA	96%	88%
Visited the City of Palm Coast Web site	75%	64%	NA	64%	60%	45%	35%	34%	26%	26%	21%

Percent using at least once in last 12 months

FIGURE 39: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Cleanliness of Palm Coast	87%	83%	83%	85%	NA	NA	NA	NA	NA	NA	NA
Quality of overall natural environment in Palm Coast	81%	82%	80%	69%	71%	NA	NA	NA	NA	NA	NA
Preservation of natural areas such as open space, farmlands and greenbelts	75%	66%	70%	66%	56%	NA	NA	NA	NA	NA	NA
Air quality	83%	79%	83%	NA	79%	NA	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 40: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Palm Coast	Much above
Quality of overall natural environment in Palm Coast	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above
Air quality	Much above

FIGURE 44: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Sewer services	Above
Drinking water	Similar
Storm drainage	Similar
Yard waste pick-up	Much above
Recycling	Much above
Garbage collection	Much above

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 41: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

Percent using at least once in past 12 months
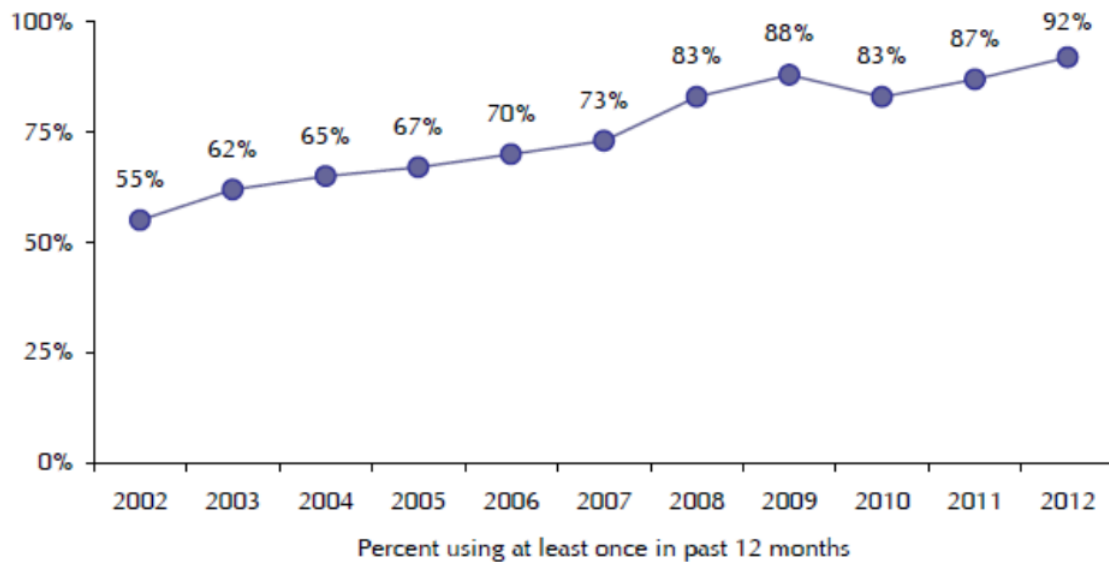
CONCLUSION

- √ Significant change in ratings for "availability of affordable quality housing"

- √ Significant change in "availability of preventative health services"

- √ "Significant" change in Code Enforcement, Animal Control Services (greater than 7% change)

- √ Improvement in all categories related to Community Inclusiveness

- √ Much above benchmark as "place to retire"

- √ Issue for many retirement or bedroom communities

- √ City is employing strategy of doing many small things that make a big difference

- √ City is focusing on existing businesses

- √ Attracting investment through sports tournaments

- √ Partnering with Flagler County on job attraction

- √ Offering services through the Business Assistance Center (BAC)

Performance Measurement

BACKGROUND

Over the past year, staff has developed a performance measurement and reporting system to align department services and programs with City Council's Strategic Action Plan. The system allows departments to measure results and make any needed adjustments to the results over the course of the year. The program was developed by a group of employees, through a team approach. Development of the program was overseen by the City Manager.

PROGRESS REPORTS

Supporting staff received hands-on training over the course of the year as it relates to inputting data into the new measurement system and reporting the data to management. Each department has created a data collection system which works best for their staff, however one staff member is ultimately responsible for inputting the results of the measures to the measurement system. When staff meets with the City Manager to review the final results of their fiscal year 2013 budget, the results of fiscal year 2013's performance measures will also be reviewed. This review process will continue on a quarterly basis going forward and will allow the City Manager to review progress being made as well as to discuss areas of concern where there may be a lack of progress being made throughout the year. This quarterly review will allow the City Manager to identify problem areas well in advance and make adjustments as needed to ensure the City's success in achieving the six goals set forth in the Strategic Action Plan. The City Manager also has the ability to make changes to the measures over the course of the year if, for example, staff is completing measures at a quicker pace than what was originally anticipated.

PERFORMANCE MEASURES

These performance measures were created to track the department's on an individual basis and show the progress (or lack-of) being made towards the six goals established by City Council in the Strategic Action Plan. The measures range from monitoring operating functions and their efficiency, to addressing infrastructure needs systematically, rather than reactively, to ensure a strong future for the City. The Strategic Action Plan is reviewed each year, during budget preparation time. After the review, staff meets with the City Manager to discuss which measures will carry over to the next fiscal year and any new measures which will be added. Although staff is given the opportunity to have input in this process, the City Manager ultimately decides what measures will be assigned for the following fiscal year.

MEASURING RESULTS

Goal 1 shows City Council's desire to anticipate the need for additional services and infrastructure in order to provide opportunities for mixed use development with good, services and with employment. Some strategies implemented to achieve this goal include evaluating projects targeted as highest priority for potential upgrades or enhancement, as well as by assessing the need to expand infrastructure for sustainable growth.

To assess the need to expand infrastructure for sustainable growth:		
Summary	In Progress	Completed
Inspect, evaluate and rate water control structures, major crossings, pipes through seawalls annually		X
Perform hydraulic modeling of the Palm Coast stormwater drainage system for two (2) ITT subdivision sections within the City of Palm Coast every other year.		X
Design one stormwater modeling project every other year.		X
The Palm Coast Streets Division will ensure all ditches will be maintained twice a year 100% (Mow, spray or excavate)		X
Matanzas interchange/OKR Improvement project: Complete purchase of properties/rights of way required, interlocal agreement with Flagler County, FDOT Grants and complete Palm Harbor Extension design.	X	
The Public Works Utility Division will inspect 20% of 12,745 PEP tanks annually.		X
Keeping older neighborhoods attractive and relevant:		
Summary	In Progress	Completed
Purchase 16 units through the Neighborhood Stabilization Program.		X
Secure all abandoned houses within 14 days of being identified.		X
Finalize the Parkway East Master Plan to address improvements in aging communities		X
Complete Palm Coast Parkway East District Planning Study		X
The Public Works Utility Division will inspect and paint 20% of all 3,462 City-owned Fire Hydrants within the city limits each year.	X	

MEASURING RESULTS

Goal 2 enforces the City's emphasis on developing and maintaining 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. Strategies in place to accomplish this include developing a branding strategy which supports strengths of the SBDC/BAC partnership, developing a campaign to highlight the City's economic strengths and opportunities as well as expanding the use of the "Find Your Florida" branding strategy.

To develop an evaluation matrix to assess the implementation of Prosperity 2021:		
Summary	**In Progress**	**Completed**
Develop a survey program and create a methodology to target feedback for Survey Program.	X	
Continue to work with the TDC to find ways to increase the number of tournaments by 10% from previous years actuals.		X
Provide Special Section in Annual Progress Report for Prosperity 2021		X
To develop a "branding and marketing strategy" and establish criteria to measure success:		
Summary	**In Progress**	**Completed**
Update the "Visit Florida" website with current information on a weekly basis.		X
Initiate the "Find Your Florida" campaign plan		X
Develop a multi-phase campaign plan to market "Find Your Florida"	X	
Create a City-Wide Branding Policy	X	
To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County:		
Summary	**In Progress**	**Completed**
Return per Tax Dollar Invested in BAC by City		X
Post all BAC events and track on TV 199.		X
Provide support funding of the BAC in the Economic Development budget.		X
Evaluate Business Incubation Program Options		X
Develop Marketing Materials for Palm Coast Business Ready	X	
Develop a program concept for BAC Business Academy.	X	
Renew the annual grant agreement with SBDC at UCF for BAC services		X

MEASURING RESULTS

Goal 3 identifies objectives to related to leveraging of our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses. The City's strategies to accomplish this goal include diversifying our revenue sources and increasing efficiency through enhanced operations and technological advancements.

Diversify our revenue sources:		
Summary	In Progress	Completed
Inventory and report revenue options to the City annually.		X
Process previous fiscal years transactions with no audit comments related to Accounting errors.		X
Develop a public infrastructure financing plan and deliver the plan to City Council		X
Complete "Impact Fee Analysis" to maintain community assets.		X
Develop a Recruit strategy for additional ISPs and implement that strategy	X	
Seek Sponsorship from local business to fund 4 fields at ITSC.	X	
Secure $500 in Camp Scholarships		X
Increase efficiency through enhanced operations and technological advancement:		
Summary	In Progress	Completed
Develop tax exempt debt compliance policy		X
Pay all vendor invoices within 45 days of receipt within 96% of the time		X
Develop needs assessment for each Department/Division (15 different departments / Divisions) to improve operational processes	X	
Add 30 additional users to virtual system	X	
Track number of transmitters installed to reduce meter reading time and improve efficiency		X
Inventory immediate opportunities to provide customer connections for reuse transmission system		X
Create a feasibility study to seek in-house technician to maintain Fire Apparatus and small equipment to minimize external cost		X
Develop a cost benefit analysis for all work sent for outside services	X	

MEASURING RESULTS

Goal 4 identifies the City's strong desire 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.

To develop programs to enhance our water conservation strategies:	In Progress	Completed
Summary	In Progress	Completed
Contract w/ teacher for 5 events per year on water conservation.		X
Start construction of Zero Liquid Discharge -WTP#2		X
Reduce inventory of "extremely hazardous" material by 25%		X
Complete SCADA strategy plan for 2013	X	
Complete connection of Hidden Lakes area to reclaim water system		X

To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects:	In Progress	Completed
Summary	In Progress	Completed
Complete set of Construction Drawings and Easement Information for Seminole Woods Multi Use Path Phase I		X
Secure approvals from SJRWMD to complete permitting for Seminole Woods multi-use path Phase I		X
Complete construction of Seminole Woods Multi-use path Phase I	X	

Evaluate current "Green" initiatives and targeted projects that are sustainability:	In Progress	Completed
Summary	In Progress	Completed
Prioritize the documents to convert to electronic only forms	X	
The Public Works Customer Service Division will develop and deliver 6 promotions each year to promote "paperless billing"	X	
The Palm Coast Streets Division will provide routine inspection and maintenance to City Park Facility monthly to reduce waste		X
Assess possible uses and provide a proposed implementation plan for recycling vegetative debris for City needs		X
Consult two (2) HOA or multi-family residential developments to pursue additional recycling opportunities throughout the City		X
Implement enhancements to the Christmas Tree Recycling Event activities.		X
Create a CHIRP event program specific to the Florida Water Star exhibit and field trip opportunities	X	
Evaluate the standard and inventory additional points to elevate Green Local Government designation	X	
Complete installation of LED Street Light pilot project		X
Work with Town Center CDD and complete the feasibility study for alternative fueling stations planned for town center and other high-use public areas.	X	

MEASURING RESULTS

Goal 5 shows the City's mission to enhance the quality of life for our citizens by providing safe, affordable and enjoyable options for cultural, educational, recreational and leisure time events .

Enhance community and visitors' recreational opportunities and experiences at community events:		
Summary	In Progress	Completed
Complete guidelines for artwork and sculpture in City including Central Park		X
Identify locations to initiate Public Wi-Fi		X
Increase the number of programs offered to the community by 10%	X	
Expand sponsorships for Intracoastal Waterway Cleanup event		X
Incorporate QR element into Arbor Day event and 5K run / walk		X
Meet with each City team to re-evaluate current marketing programs and guide future ideas for marketing concepts		X
Evaluate event facilities and develop plan	X	
Develop a survey tool for citizen feedback for events	X	
Develop tracking tool to determine number of free vs. cost based events	X	
Enhance safety measures throughout the community:		
Summary	In Progress	Completed
The Palm Coast Streets Division will repair park facility damage within two (2) working days from the time reported 85 % of the time		X
Provide 3 community outreach programs on bicycle safety, pool safety, fire safety etc.		X
Enter 10% of all current commercial business into the pre-fire planning program with interactive data to capture SARA TITLE III information		X
Replace eight (8) deteriorating Stormwater pipes from roadways through seawall per year.		X
Complete pedestrian crossing enhancements for both Corporate Drive intersections and Seminole Woods Parkway	X	
Create a streamline information technology system through target safety through ISO training reporting		X
Improve on the Engine Company component on the ISO Rating to achieve a 10 out of 10 points from 6.60. For maximum credit, "8 Engine companies are required in the fire district" according to 501.A	X	
Identify two (2) possible wildfire mitigation sites for wildfire suppression.		X
Establish methodology to inventory specimen trees at City facilities and create a maintenance plan for the trees.		X
Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities:		
Summary	In Progress	Completed
Assess the current utilization of the tree nursery and provide proposal of how to diversify		X
Work with DBSC on bringing college students in as volunteers for CHIRP program		X
Identify institutions of higher learning and community groups to establish contacts for future cooperation	X	

MEASURING RESULTS

Goal 6 identifies a desire to develop and implement a comprehensive plan to improve City employee skills and performance through education and training, performance management and through personal development opportunities. Strategies include to develop a program to identify individual skills and foster improvement of professional skills, creating a comprehensive training program, establishing a customer experience program to solicit customer feedback and to create a customer service element to City-wide employee training. Additional strategies include seeking and soliciting student internship opportunities with educational institutions and developing a recruitment and training program team to identify future opportunities.

To develop a program to improve staff retention and recognize individual skill and talents		
Summary	**In Progress**	**Completed**
Train Public Works staff to conduct traffic counts		X
Design a program to identify employees and skills for a City-wide inventory.	X	
Provide elective training for all City employees		X
Establish a funding source for the Employee Motivation and Reward Program		X
To develop in-house and identify external training opportunities for employees:		
Summary	**In Progress**	**Completed**
Fire Services will create an intra-department mentoring program to educate and train full time employees for future advancement		X
The Public Works Utility Division will crosstrain Customer Service Representative employees with 8 hours of training from other areas within the Division each year		X
The Public Works Utility Division will provide 20 hours of continuing education/safety training to at least 90% of all full-time field employees		X
Perform a City-wide survey to inventory and identify employee training needs for future programs	X	
Seek partnerships with outside agencies for staff training opportunities	X	
To enhance awareness of customer service and relationships with our citizens:		
Summary	**In Progress**	**Completed**
Identify the scope and approach of deploying a mobile data application	X	
Offer environmental educational outreach to 10% of the Citizens of Palm Coast annually.		X

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