



# Measuring Results

*Find Your Florida*



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# *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

# 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 summarizes Palm Coast's performance in the eight facets of community livability with the "General" rating as a summary of results from the overarching questions not shown within any of the eight facets. The "Overall" represents the community pillar in its entirety (the eight facets and general).

By summarizing resident ratings across the eight facets and three pillars of a livable community, a picture of Palm Coast's community livability emerges. Below, the color of each community facet summarizes how residents rated each of the pillars that support it – Community Characteristics, Governance and Participation. When most ratings were higher than the benchmark, the color is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

When compared to other communities across the nation, most facets were rated similarly to the benchmark. Economy tended to receive lower ratings, particularly in the pillars of Community Characteristics and Governance. Mobility received lower ratings in the pillar of Participation. This information can be helpful in identifying the areas that merit more attention.

Figure 1: Dashboard Summary

	Community Characteristics			Governance			Participation		
	Higher	Similar	Lower	Higher	Similar	Lower	Higher	Similar	Lower
Overall	5	36	10	1	37	5	2	28	6
General	2	4	1	0	3	0	0	3	0
Safety	0	3	0	0	7	0	1	2	0
Mobility	2	5	0	0	4	2	0	0	3
Natural Environment	1	2	0	1	5	0	1	2	0
Built Environment	0	4	1	0	6	0	0	1	1
Economy	0	2	6	0	0	1	0	3	0
Recreation and Wellness	0	6	1	0	4	0	0	5	0
Education and Enrichment	0	5	1	0	2	0	0	3	0
Community Engagement	0	5	0	0	6	2	0	9	2

Legend	
	Higher
	Similar
	Lower

# The National Citizen Survey™

Figure 2: Detailed Dashboard

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
General	Overall appearance	↔	↑	84%	Customer service	↔	↔	67%	Recommend Palm Coast	↔	↔	80%
	Overall quality of life	↔	↔	73%	Services provided by Palm Coast	↔	↔	71%	Remain in Palm Coast	↔	↔	85%
	Place to retire	↔	↑	79%	Services provided by the Federal Government	↔	↔	36%	Contacted Palm Coast employees	↔	↔	53%
	Place to raise children	↔	↓	68%								
	Place to live	↔	↔	80%								
	Neighborhood	↔	↔	85%								
Safety	Overall image	↔	↔	66%								
	Overall feeling of safety	↔	↔	76%	Police	↔	↔	80%	Was NOT the victim of a crime	↔	↔	87%
	Safe in neighborhood	↔	↔	92%	Crime prevention	↔	↔	55%	Did NOT report a crime	↔	↔	78%
	Safe downtown/commercial area	↔	↔	89%	Fire	↔	↔	93%	Stocked supplies for an emergency	↓	↑	47%
					Fire prevention	↓	↔	70%				
					Ambulance/EMS	↔	↔	91%				
Mobility					Emergency preparedness	↔	↔	68%				
					Animal control	↓	↔	57%				
	Traffic flow	↓	↔	47%	Traffic enforcement	↔	↔	55%	Carpooled instead of driving alone	↔	↓	34%
	Travel by car	↔	↔	62%	Street repair	↔	↔	63%	Walked or biked instead of driving	↔	↓	46%
	Travel by bicycle	↔	↑	70%	Street cleaning	↔	↔	69%	Used public transportation instead of driving	↔	↓↓	3%
	Ease of walking	↔	↔	66%	Street lighting	↔	↓	45%				
Natural Environment	Overall ease travel	↔	↔	67%	Sidewalk maintenance	↔	↔	66%				
	Public parking	↔	↔	71%	Traffic signal timing	↔	↓	35%				
	Paths and walking trails	↔	↑	81%								
	Overall natural environment	↔	↔	87%	Garbage collection	↔	↔	87%	Recycled at home	↔	↑	96%
	Air quality	↔	↔	85%	Recycling	↔	↔	87%	Conserved water	↔	↔	91%
	Cleanliness	↔	↑	85%	Yard waste pick-up	↔	↑	86%	Made home more energy efficient	↔	↔	76%
Built Environment					Drinking water	↔	↔	60%				
					Open space	↓	↔	61%				
					Natural areas preservation	↔	↔	65%				
	New development in Palm Coast	↔	↓	41%	Sewer services	↑	↔	73%	NOT experiencing housing cost stress	↔	↔	62%
	Affordable quality housing	↔	↔	59%	Storm drainage	↑	↔	51%	Did NOT observe a code violation	↑	↓	41%
	Housing options	↔	↔	70%	Utility billing	↔	↔	57%				
	Overall built environment	↔	↔	64%	Land use, planning and zoning	↑	↔	50%				
	Public places	↔	↔	65%	Code enforcement	↔	↔	49%				
					Cable television	↔	↔	55%				

## Legend

↑↑ Much higher    ↑ Higher    ↔ Similar    ↓ Lower    ↓↓ Much lower    \* Not available

# The National Citizen Survey™

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
Economy	Overall economic health	↔	↓	37%	Economic development	↔	↓	30%	Economy will have positive impact on income	↑	↔	23%
	Shopping opportunities	↔	↓	36%					Purchased goods or services in Palm Coast	↔	↔	99%
	Employment opportunities	↓	↓↓	6%					Work in Palm Coast	↔	↔	37%
	Place to visit	↔	↔	60%								
	Cost of living	↓	↔	37%								
	Vibrant downtown/commercial area	↓	↓	25%								
	Place to work	↔	↓↓	18%								
Recreation and Wellness	Business and services	↓	↓	44%								
	Fitness opportunities	↔	↔	79%	City parks	↔	↔	83%	In very good to excellent health	↔	↔	58%
	Recreational opportunities	↔	↔	67%	Recreation centers	↔	↔	61%	Used Palm Coast recreation centers	↓	↔	50%
	Health care	↔	↔	55%	Recreation programs	↔	↔	63%	Visited a City park	↔	↔	74%
	Food	↓	↔	51%	Health services	↔	↔	53%	Ate 5 portions of fruits and vegetables	↔	↔	79%
	Mental health care	↓	↓	31%					Participated in moderate or vigorous physical activity	↔	↔	81%
	Health and wellness	↔	↔	64%								
Education and Enrichment	Preventive health services	↔	↔	56%								
	K-12 education	↔	↔	60%	Public libraries	↔	↔	84%	Used Palm Coast public libraries	↔	↔	64%
	Cultural/arts/music activities	↓	↔	41%	Special events	↑	↔	66%	Participated in religious or spiritual activities	↔	↔	53%
	Child care/preschool	↓	↔	44%					Attended a City-sponsored event	↔	↔	51%
	Religious or spiritual events and activities	↔	↔	70%								
	Adult education	↓	↔	48%								
	Overall education and enrichment	↔	↓	54%								
Community Engagement	Opportunities to participate in community matters	↔	↔	52%	Public information	↔	↔	62%	Sense of community	↔	↓	47%
	Opportunities to volunteer	↔	↔	67%	Overall direction	↔	↔	47%	Voted in local elections	↔	↔	87%
	Openness and acceptance	↔	↔	65%	Value of services for taxes paid	↓	↔	46%	Talked to or visited with neighbors	*	↔	94%
	Social events and activities	↔	↔	46%	Welcoming citizen involvement	↓	↔	38%	Attended a local public meeting	↔	↔	22%
	Neighborhoodliness	↔	↔	53%	Confidence in City government	↔	↓	35%	Watched a local public meeting	↓	↓	18%
					Acting in the best interest of Palm Coast	↔	↔	40%	Volunteered	↔	↔	38%
					Being honest	↔	↓	39%	Participated in a club	↔	↔	34%
					Treating all residents fairly	↔	↔	42%	Campaigned for an issue, cause or candidate	↔	↔	20%
									Contacted Palm Coast elected officials	↔	↔	16%
									Read or watched local news	↔	↔	89%
									Done a favor for a neighbor	*	↔	82%

## Legend

↑↑ Much higher    ↑ Higher    ↔ Similar    ↓ Lower    ↓↓ Much lower    \* Not available

# *Performance Measurement*

## **BACKGROUND**

Over the past two years 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**

Staff receives training on an annual basis related to inputting data into the performance measurement system and also 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 performance measures to the measurement system. When staff meets with the City Manager to review the final results of their fiscal year budget, the results of the year's performance measures are also reviewed. The review process occurs throughout the year on a quarterly basis and allows the City Manager to review progress being made as well. These quarterly reviews also offer an opportunity to discuss areas of concern where there may be a lack of progress being made throughout the year. This allows 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 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 by City Council just prior to 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.

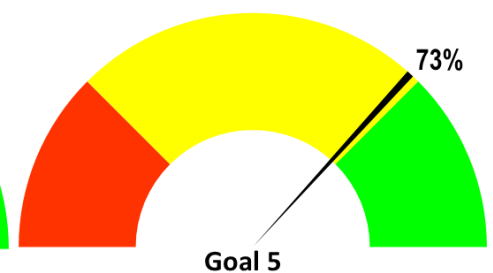
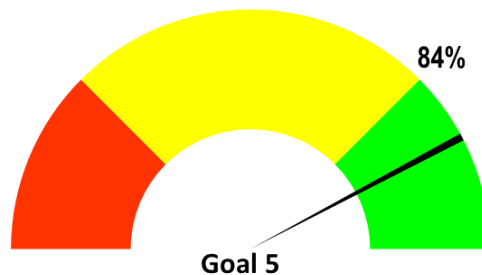
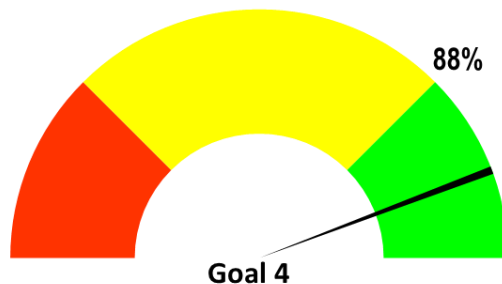
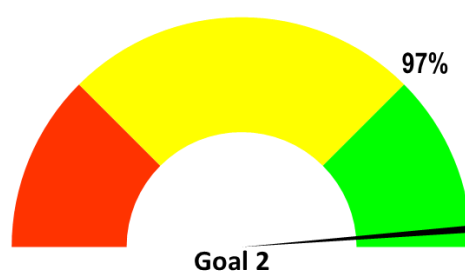
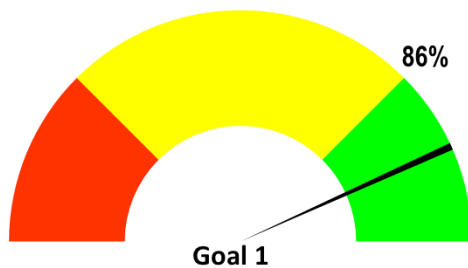


# 2014 Results

<b>GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.</b>	<b>85.76%</b>
Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	93.70%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	93.70%
Objective 1.2 To assess the need to expand infrastructure for sustainable growth	83.40%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	81.02%
Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	79.59%
Strategy 1.2.3 Keeping older neighborhoods attractive and relevant	95.45%
<b>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</b>	<b>96.82%</b>
Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021	100.00%
Strategy 2.1.1 Inventory progress to date and update projects and programs	100.00%
Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success	94.15%
Strategy 2.2.1 Expand the use of "Find Your Florida"	100.00%
Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities	91.69%
Strategy 2.2.3 Support event activities that provide positive economic impact for the community	100.00%
Objective 2.3 To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County	100.00%
Strategy 2.3.1 Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available	100.00%
Strategy 2.3.2 To create programs which assist small businesses in improving sales and profits	100.00%
Strategy 2.3.3 To develop education programs which encourage a broader participation rate for all businesses in Flagler County and across Florida	100.00%
Strategy 2.3.4 To strengthen the BAC partner effort in order to provide a unified approach to helping existing Flagler County businesses	100.00%
<b>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</b>	<b>83.65%</b>
Objective 3.1 Diversify our revenue sources	78.85%
Strategy 3.1.1 Evaluate and target diversification of funding sources	75.00%
Strategy 3.1.2 Seek private / public partnerships	85.00%
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	89.58%
Strategy 3.2.1 Review existing operational procedures and policies	87.02%
Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	100.00%
Strategy 3.2.3 Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community	96.67%
Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services	100.00%
Objective 3.3 Establish system to continually evaluate and enhance internal financial controls	0.00%
Strategy 3.3.1 Create an anonymous reporting program to alert of potential financial improprieties	0.00%
Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization	0.00%
<b>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</b>	<b>88.14%</b>
Objective 4.1 To develop programs to enhance our water conservation strategies	95.11%
Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply	93.71%
Strategy 4.1.2 Target expansion opportunities to utilize reclaimed water through established City processes	100.00%
Objective 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	84.07%
Strategy 4.2.1 Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept	92.50%
Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations	82.48%
Strategy 4.2.3 Identify unique user experiences through technological enhancements and innovative design principles	80.00%
Objective 4.3 Evaluate current "Green" initiatives and targeted projects that are sustainability	83.23%
Strategy 4.3.1 Reduce waste through sustainable practices	75.61%
Strategy 4.3.2 Staying in the forefront of sustainable communities in the State of Florida	100.00%
Strategy 4.3.3 Develop Alternative Energy Strategy	100.00%
Objective 4.4 Protect the environment through appropriate development strategies	98.25%
Strategy 4.4.1 Protect natural green spaces to ensure a balance between the natural environment and development	98.25%



<b>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</b>	<b>84.21%</b>
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	95.21%
Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events	80.82%
Strategy 5.1.2 Promote the variety of local leisure and recreational activities	100.00%
Objective 5.2 Enhance safety measures throughout the community	78.78%
Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards	70.00%
Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	94.69%
Strategy 5.2.3 Seek partnerships to educate the public on safety concerns	94.44%
Strategy 5.2.4 ISO standard improvement throughout the Organization	90.16%
Strategy 5.2.5 Target natural hazard mitigation opportunities	75.00%
Strategy 5.2.6 Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan	16.67%
Objective 5.3 Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities	85.83%
Strategy 5.3.1 Share resources between organizations to broaden citizen experiences	100.00%
Strategy 5.3.2 Expand outreach opportunities to identify and network resources	64.58%
<b>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</b>	<b>72.85%</b>
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	79.12%
Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills	73.90%
Strategy 6.1.3 Develop an Employee Motivation and Reward Program	97.38%
Objective 6.2 To develop in-house and identify external training opportunities for employees	73.19%
Strategy 6.2.1 Create a comprehensive training program	75.33%
Strategy 6.2.2 Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community	62.50%
Objective 6.3 To enhance awareness of customer service and relationships with our citizens	52.50%
Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation	10.00%
Strategy 6.3.2 Develop a reach-out initiative to enhance community awareness of City services	100.00%
Strategy 6.3.3 Create a customer service element to City-wide employee training program	50.00%
Objective 6.4 To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	35.00%
Strategy 6.4.1 Seek and solicit student internship opportunities with educational institutions	35.00%





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