Measuring

Results

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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. The results of the survey are one of the many tools used to develop the annual budget.

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

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%								
	Overall image	↔	↔	66%								
Safety	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%				
					Emergency preparedness	↔	↔	68%				
					Animal control	↓	↔	57%				
Mobility	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%				
	Overall ease travel	↔	↔	67%	Sidewalk maintenance	↔	↔	66%				
	Public parking	↔	↔	71%	Traffic signal timing	↔	↓	35%				
	Paths and walking trails	↔	↑	81%								
Natural Environment	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%
					Drinking water	↔	↔	60%				
					Open space	↓	↔	61%				
					Natural areas preservation	↔	↔	65%				
Built Environment	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%								
	Business and services	↓	↓	44%								
Recreation and Wellness	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%								
	Preventive health services	↔	↔	56%								
Education and Enrichment	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%
	Neighborliness	↔	↔	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

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

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.

2015 Performance Results

Before looking forward to the next year it's crucial to look back at the results of the previous year. This approach allows departments to plan accordingly to ensure that City Council goals are being met. The annual results of the performance measures are one of the many tools used to develop the annual budget. A comprehensive report is published each year titled "Measuring Results" which contains a detailed look at performance by goal and by department. This report is available in the finance section of the City's website at www.palmcoastgov.com. The "Measuring Results" document is also used by City Council during the annual strategic action plan review. The annual review by City Council takes place just before the annual budget process kicks off allowing departments to plan accordingly in the next year's budget.

A closer look at departmental objectives, tied to City Council goals, and highlights from 2015 can be found in the "Budget Detail by Department" section of this document.

Goal 1 Infrastructure

To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.
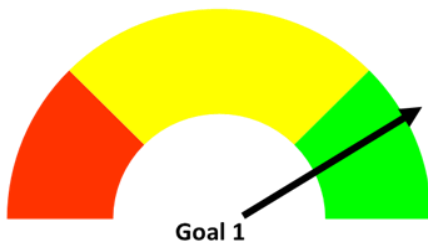
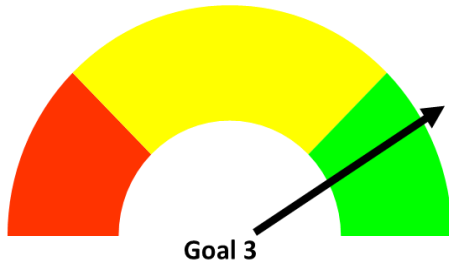**2015 Results: 84.42% Complete**

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
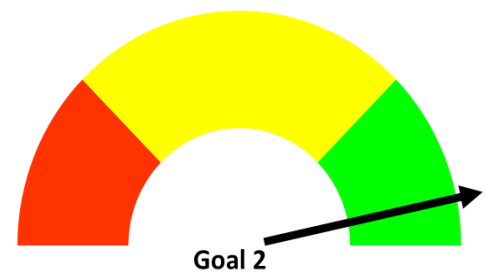
2015 Results: 93.27% Complete

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

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
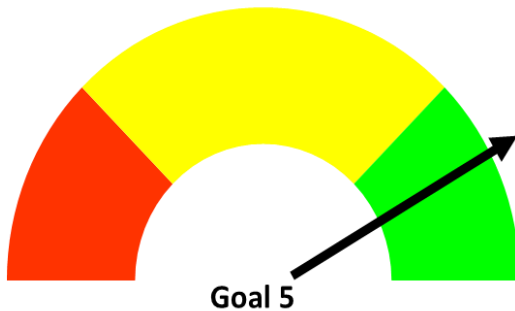
2015 Results: 87.05% Complete

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
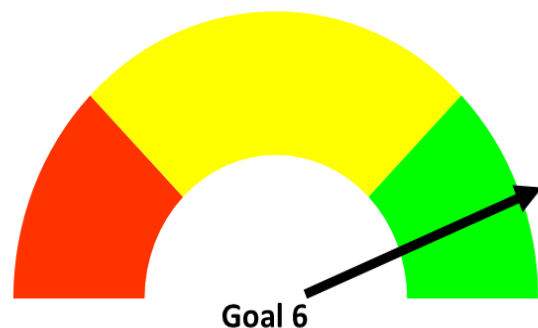
2015 Results: 86.44% Complete

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

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