



# CITY OF PALM COAST, FLORIDA 2008



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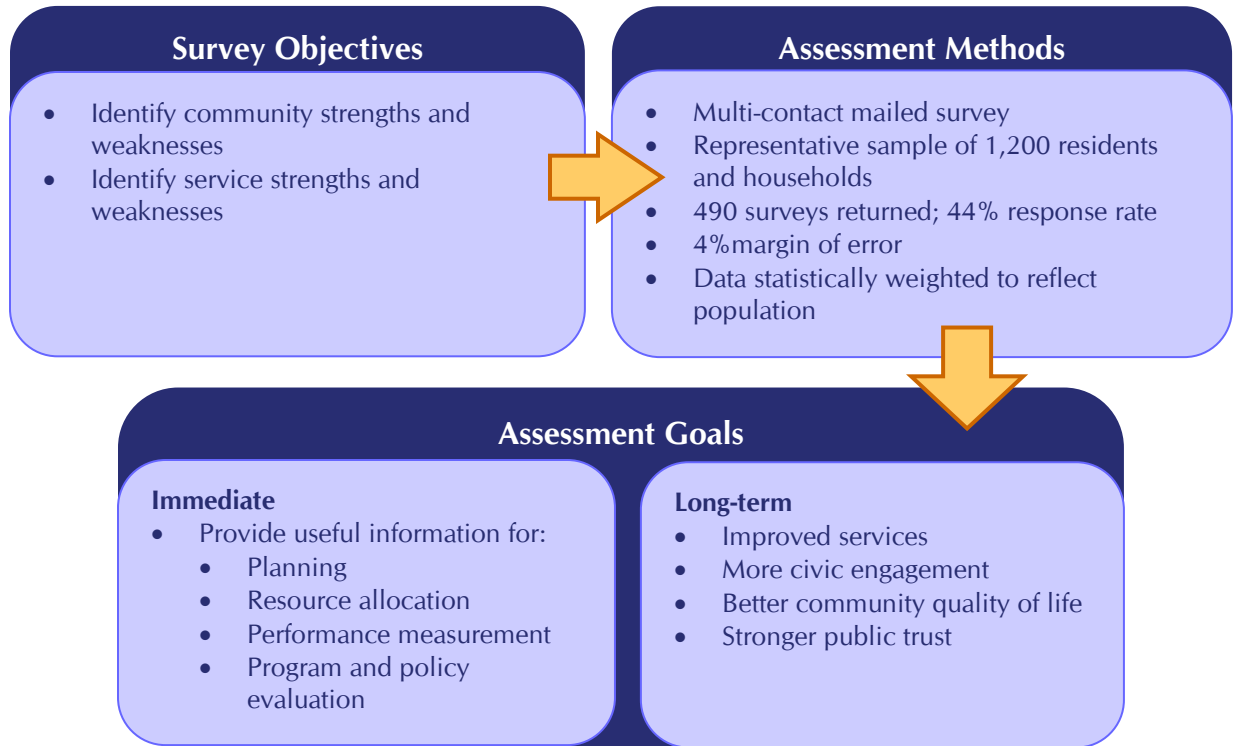
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## SURVEY BACKGROUND

### ABOUT THE NATIONAL CITIZEN SURVEY™

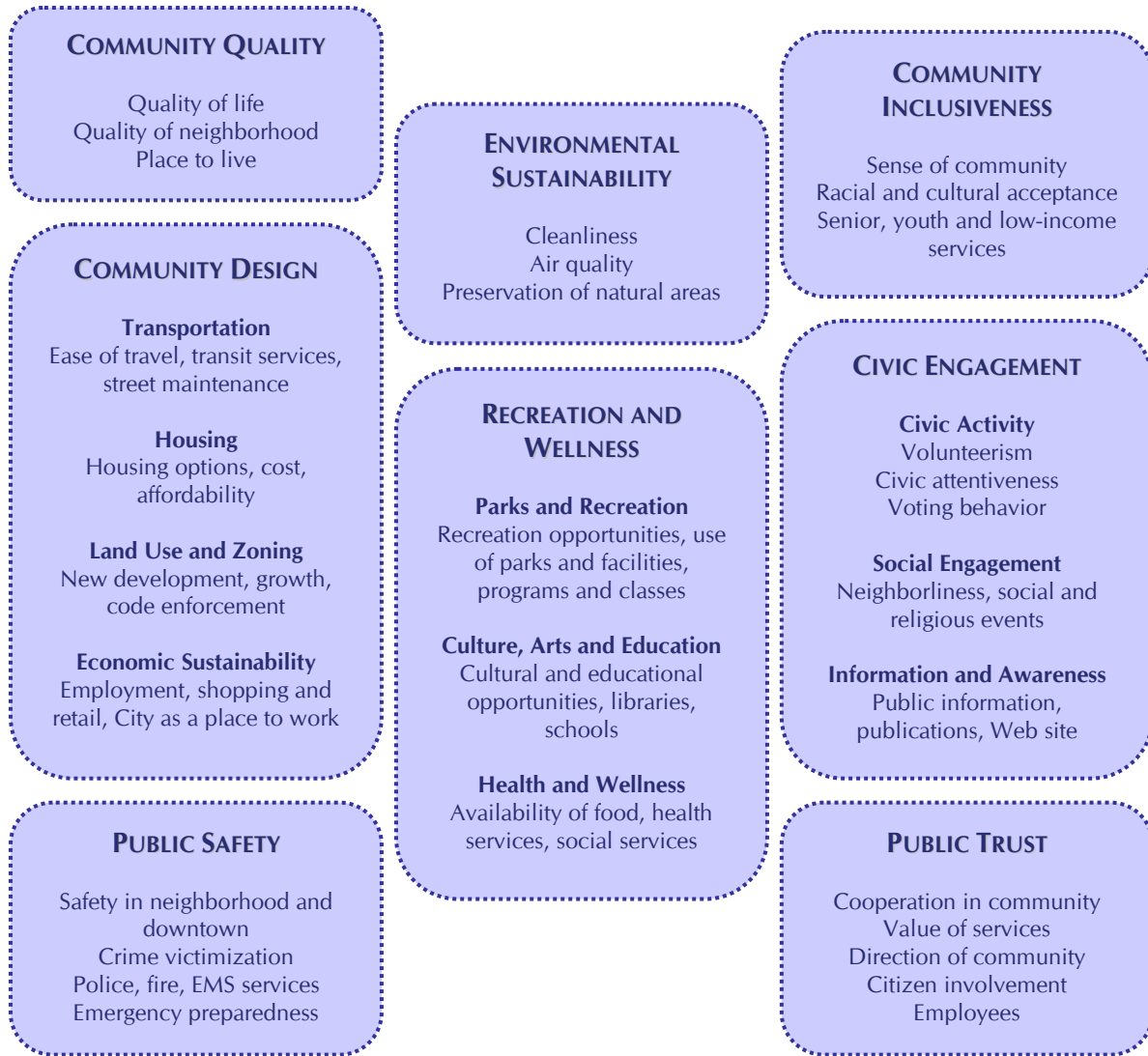
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 490 completed surveys were obtained, providing an overall response rate of 44%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Palm Coast was developed in close cooperation with local jurisdiction staff. Palm Coast staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings.

## UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' reports about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

### Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" (or margin of error). The 95% confidence interval quantifies the sampling error or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any question and indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. The 95% confidence level for the City of Palm Coast survey is generally no greater than plus or minus four percentage points around any given percent reported for the entire sample (490 completed surveys).

### Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City of Palm Coast, but from City of Palm Coast services to services like them provided by other jurisdictions.

### Interpreting Comparisons to Previous Years

This report contains comparisons with prior years' results. In this report, we are comparing this year's data with existing data. Differences between years can be considered "statistically significant" if they are greater than four percentage points. Trend data for your jurisdiction 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.

### Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The City of Palm Coast chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Palm Coast Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons were available, the City of Palm Coast results were noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of the City of Palm Coast's rating to the benchmark.

## **“Don’t Know” Responses and Rounding**

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

## EXECUTIVE SUMMARY

This report of the City of Palm Coast survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experience a good quality of life in the City of Palm Coast and believe the City is a good place to live. The overall quality of life in the City of Palm Coast was rated as “excellent” or “good” by 73% of respondents in 2008. Almost all report they plan on staying in the City of Palm Coast for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. The four receiving the most favorable ratings in 2008 were overall appearance, air quality, quality of overall natural environment and the overall image/reputation of Palm Coast. The four characteristics receiving the least positive ratings in 2008 were employment opportunities, availability of affordable quality child care, shopping opportunities and traffic flow on major streets.

Many of the community characteristics rated were able to be compared to the benchmark database. Of the twenty-three characteristics for which comparisons were available, five were above the benchmark comparison, six were similar to the benchmark comparison and twelve were below.

Residents in the City of Palm Coast were somewhat civically engaged. Thirty-five percent had attended a meeting of local elected public officials or other local public meeting in the previous 12 months.

In general, survey respondents demonstrated mild trust in local government. About half rated the overall direction being taken by the City of Palm Coast as “good” or “excellent.” This was lower than the benchmark. Those residents who had interacted with an employee of the City of Palm Coast in the previous 12 months gave high marks to those employees. Most rated their overall impression as excellent or good.

On average, residents gave somewhat favorable ratings to many of local government services. All of City services rated were able to be compared to the benchmark database. Of the 28 services for which comparisons were available, three were above the benchmark comparison, 11 were similar to the benchmark comparison and 14 were below.

A Key Driver Analysis was conducted for the City of Palm Coast which examined the relationships between ratings of each service and ratings of the City of Palm Coast's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Palm Coast can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- City parks
- Public information services
- Land use, planning and zoning
- Street cleaning
- Police services

Of these services, those deserving the most attention may be those that have experienced declining ratings over time or those that were below the benchmark comparisons: public information services and police services.



## COMMUNITY RATINGS

### OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City of Palm Coast – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City of Palm Coast. Residents were asked whether they planned to move soon or if they would recommend the City of Palm Coast to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Palm Coast offers services and amenities that work.

Most of the City of Palm Coast’s residents gave high ratings to their neighborhoods and the community as a place to live. Further, almost all reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

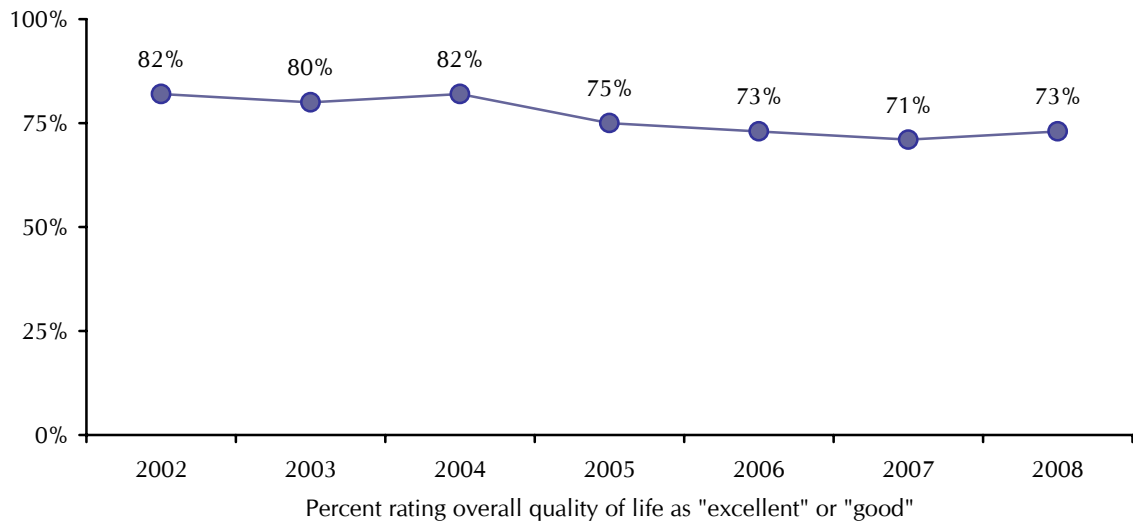


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

Ratings of Overall Community Quality by Year							
	2008	2007	2006	2005	2004	2003	2002
The overall quality of life in Palm Coast	73%	71%	73%	75%	82%	80%	82%
Your neighborhood as a place to live	81%	80%	86%	86%	88%	88%	86%
Palm Coast as a place to live	80%	77%	80%	83%	86%	84%	86%
Percent "excellent" or "good"							

FIGURE 5: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR

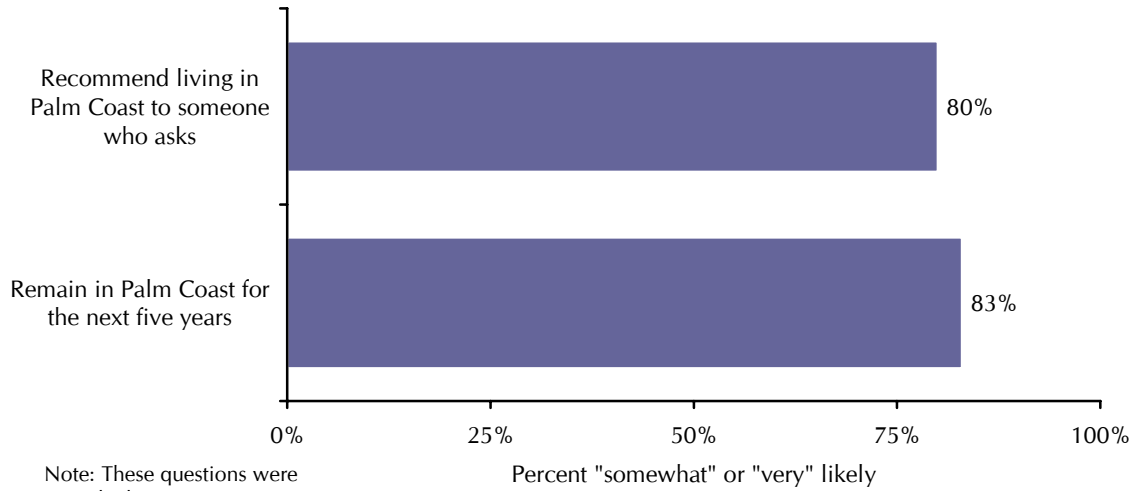


FIGURE 6: OVERALL COMMUNITY QUALITY BENCHMARKS

Overall Community Quality Benchmarks	
	Comparison to benchmark
Overall quality of life in Palm Coast	Below
Your neighborhood as place to live	Similar
Palm Coast as a place to live	Similar
Remain in Palm Coast for the next five years	Similar
Recommend living in Palm Coast to someone who asks	Below

## COMMUNITY DESIGN

### Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of five aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Availability of walking trails was given the most positive rating, followed by ease of walking. These ratings tended to be lower than the benchmark and similar to years past.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

Ratings of Transportation in Community by Year							
	2008	2007	2006	2005	2004	2003	2002
Ease of car travel in Palm Coast	41%	39%	20%	16%	22%	37%	51%
Ease of bicycle travel in Palm Coast	45%	45%	42%	33%	46%	41%	43%
Ease of walking in Palm Coast	46%	45%	42%	36%	44%	44%	44%
Availability of paths and walking trails	49%	NA	NA	NA	NA	NA	NA
Traffic flow on major streets	32%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

Community Transportation Benchmarks	
	Comparison to benchmark
Ease of car travel in Palm Coast	Below
Ease of walking in Palm Coast	Below
Ease of bicycle travel in Palm Coast	Similar
Availability of paths and walking trails	Below
Traffic flow on major streets	Below

Six transportation services were rated in Palm Coast. As compared to communities across America, ratings tended to be a mix of positive and negative. Two were above the benchmark, one below the benchmark and three were similar to the benchmark.

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

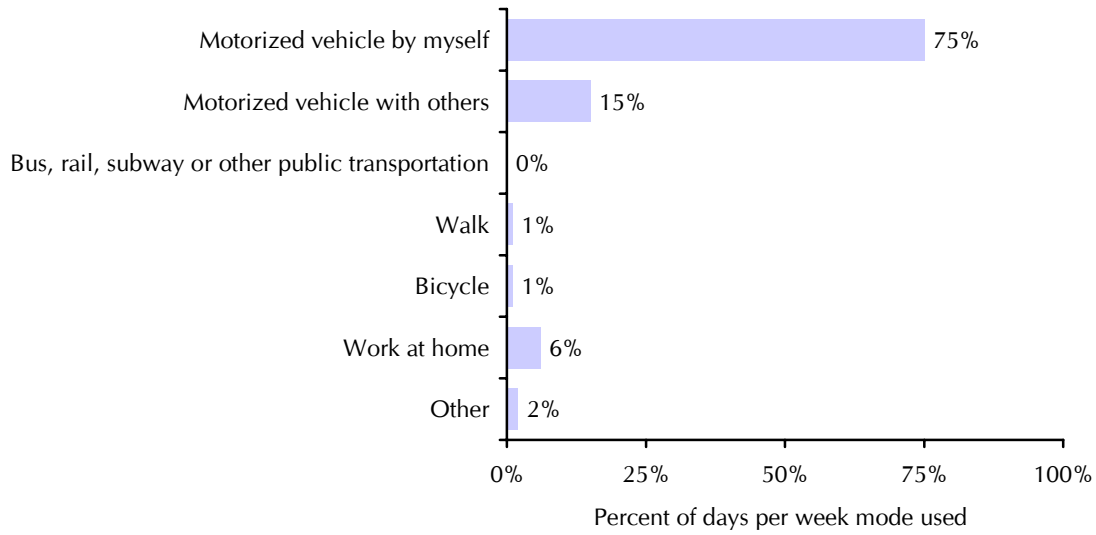
Ratings of Transportation and Parking Services by Year							
	2008	2007	2006	2005	2004	2003	2002
Street repair	52%	43%	37%	31%	34%	18%	16%
Street cleaning	59%	48%	45%	40%	44%	31%	27%
Street lighting	32%	30%	26%	20%	24%	18%	NA
Sidewalk maintenance	51%	49%	45%	43%	43%	35%	35%
Traffic signal timing	45%	39%	33%	28%	35%	38%	46%
Amount of public parking	56%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 10: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

Transportation and Parking Services Benchmarks	
	Comparison to benchmark
Street repair /maintenance	Above
Street cleaning	Similar
Street lighting	Below
Sidewalk maintenance	Similar
Light timing	Similar
Amount of public parking	Above

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 15% of work trips were made in a motorized vehicle with others.

FIGURE 11: MODE OF TRAVEL USED FOR WORK COMMUTE



## Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt heavily to a homogeneous palette, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents who can sustain in a community with mostly high cost housing pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City of Palm Coast residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 53% of respondents, while the variety of housing options was rated as “excellent” or “good” by 64% of respondents. The rating of perceived affordable housing availability was better in the City of Palm Coast than the ratings, on average, in comparison jurisdictions. Additionally, the rating has been trending up since 2005.

FIGURE 12: RATINGS OF HOUSING IN COMMUNITY BY YEAR

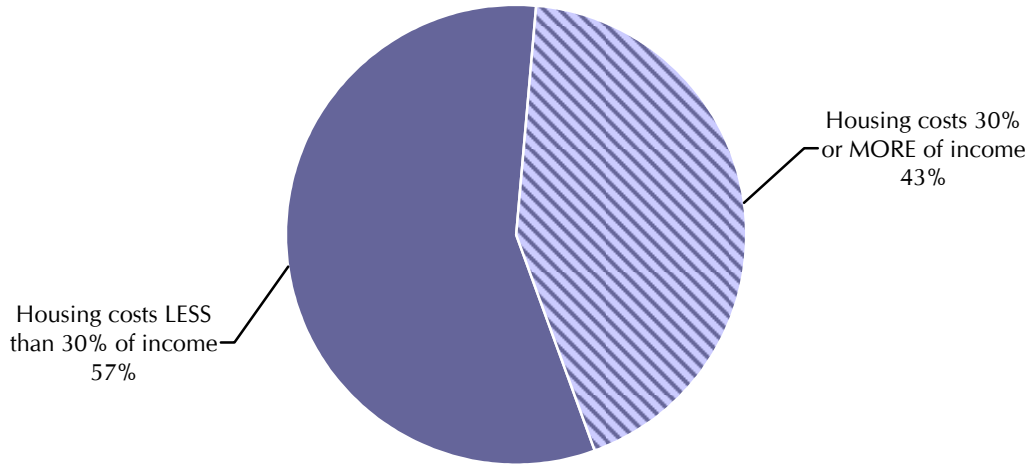
Ratings of Housing in Community by Year							
	2008	2007	2006	2005	2004	2003	2002
Availability of affordable quality housing	53%	41%	33%	39%	54%	NA	NA
Variety of housing options	64%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 13: HOUSING CHARACTERISTICS BENCHMARKS

Housing Characteristics Benchmarks	
	Comparison to benchmark
Availability of affordable quality housing	Above
Variety of housing options	Above

To augment the perceptions of affordable housing in Palm Coast, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of Palm Coast experiencing housing cost stress. About 43% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 14: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"



Note: This question was not asked in prior to 2008.

## Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community’s overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Palm Coast and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of Palm Coast was rated as “excellent” by 15% of respondents and as “good” by an additional 48%. The overall appearance of Palm Coast was rated as “excellent” or “good” by 82% of respondents and was higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Palm Coast, 34% thought they were a “major” or “moderate” problem. Land use, planning and zoning ratings showed an upward trend when compared to past years.

FIGURE 15: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

Ratings of the Community's "Built Environment" by Year							
	2008	2007	2006	2005	2004	2003	2002
Overall quality of new development in Palm Coast	63%	53%	47%	48%	NA	NA	NA
Overall appearance of Palm Coast	82%	83%	80%	85%	83%	76%	75%
Percent "excellent" or "good"							

FIGURE 16: BUILT ENVIRONMENT BENCHMARKS

Built Environment Benchmarks	
	Comparison to benchmark
Quality of new development in city	Similar
Overall appearance of Palm Coast	Above



FIGURE 17: RATINGS OF POPULATION GROWTH BY YEAR

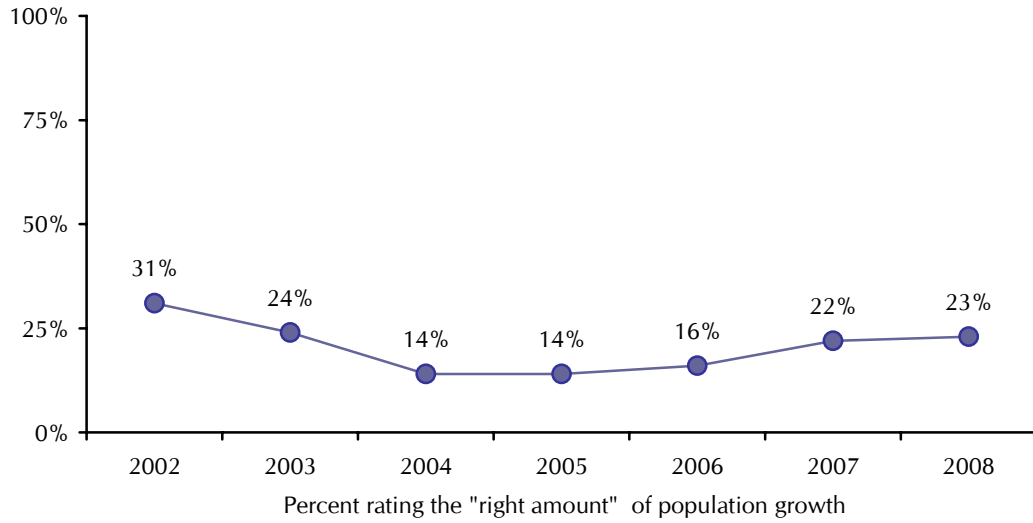


FIGURE 18: RATINGS OF NUISANCE PROBLEMS BY YEAR

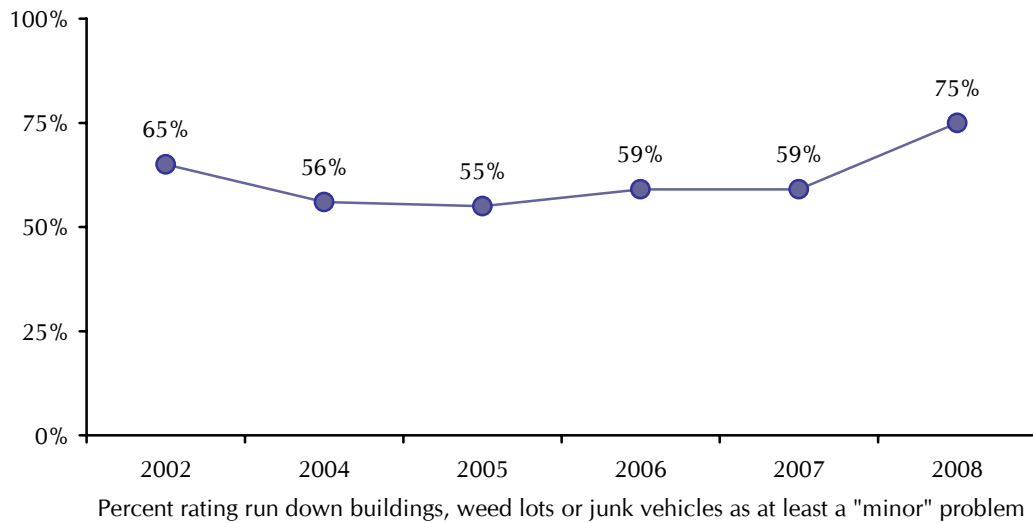


FIGURE 19: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

Ratings of Planning and Community Code Enforcement Services by Year							
	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	41%	32%	27%	30%	33%	28%	27%
Code enforcement (weeds, abandoned buildings, etc)	43%	44%	42%	45%	44%	31%	37%
Animal control	55%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 20: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

Planning and Community Code Enforcement Services Benchmarks	
	Comparison to benchmark
Land use, planning and zoning	Similar
Code enforcement (weeds, abandoned buildings, etc)	Below
Animal control	Below

## ECONOMIC SUSTAINABILITY

The health of the economy may color how residents perceive their environment and all the services that local government delivers. In particular, a strong or weak local economy will shape what residents think about job and shopping opportunities. Just as residents have an idea about the speed of local population growth, they have a sense of how fast job and shopping opportunities are growing.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were overall quality of business and service establishments and shopping opportunities. Receiving the lowest rating was employment opportunities.

FIGURE 21: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

Ratings of Economic Sustainability and Opportunities by Year							
	2008	2007	2006	2005	2004	2003	2002
Employment opportunities	9%	6%	7%	7%	9%	7%	8%
Shopping opportunities	30%	25%	22%	22%	27%	20%	23%
Palm Coast as a place to work	16%	16%	20%	24%	NA	NA	NA
Overall quality of business and service establishments in Palm Coast	45%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 22: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

Economic Sustainability and Opportunities Benchmarks	
	Comparison to benchmark
Employment opportunities	Below
Shopping opportunities	Below
Place to work	Below
Overall quality of business and service establishments in Palm Coast	Not available

When asked to evaluate the rate of job growth in Palm Coast, 5% responded that it was the “right amount,” while 30% reported the “right amount” of retail growth was occurring in Palm Coast in 2008. Both appear to be trending down from previous years.

FIGURE 23: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

Ratings of Retail and Job Growth							
	2008	2007	2006	2005	2004	2003	2002
Jobs growth	5%	10%	10%	9%	10%	6%	9%
Retail growth (stores, restaurants, etc.)	30%	25%	21%	24%	23%	18%	21%
Percent "right amount" of growth							

FIGURE 24: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

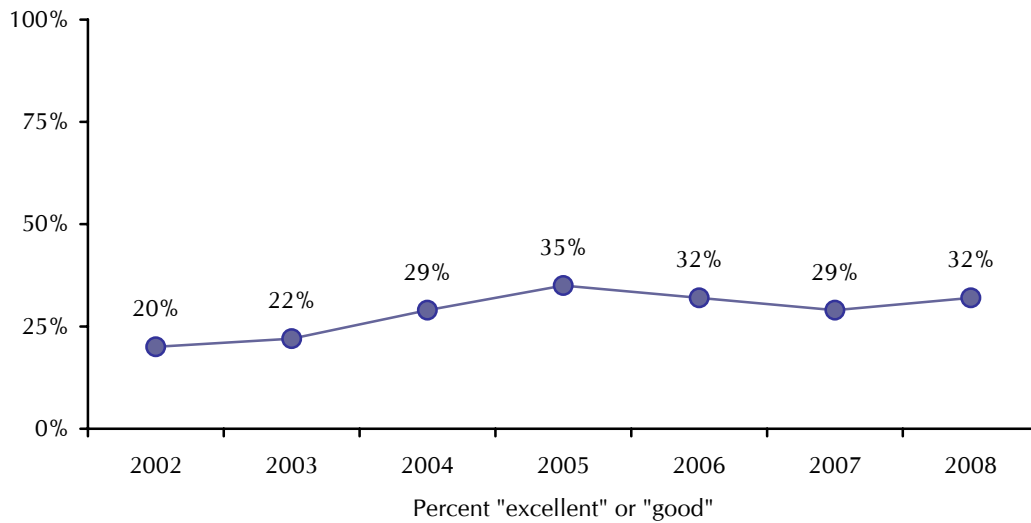


FIGURE 25: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

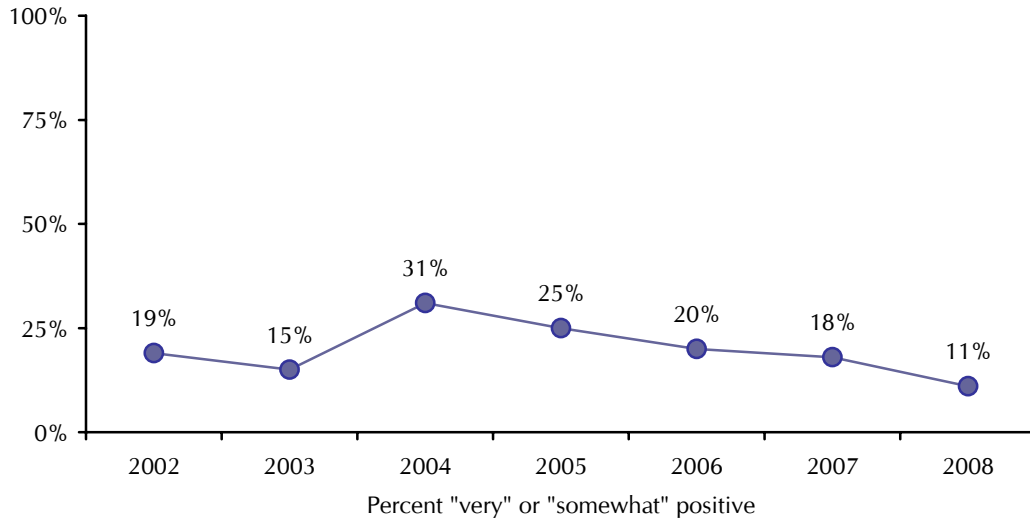
Ratings of Economic Development Services by Year							
	2002	2003	2004	2005	2006	2007	2008
Economic development	20%	22%	29%	35%	32%	29%	32%
Percent "excellent" or "good"							

FIGURE 26: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

Economic Development Services Benchmarks	
	Comparison to benchmark
Economic development	Below

Residents were asked to reflect on their economic prospects in the near term. Eleven percent of the City of Palm Coast residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 60% felt that the economic future would be “somewhat” or “very” negative.

FIGURE 27: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR



## PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. A majority gave positive ratings of safety in the City Palm Coast. About 73% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 79% felt “very” or “somewhat” safe from environmental hazards in 2008. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

FIGURE 28: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

Ratings of Community and Personal Public Safety by Year							
	2008	2007	2006	2005	2004	2003	2002
Safety in your neighborhood during the day	92%	93%	92%	94%	94%	93%	96%
Safety in your neighborhood after dark	70%	74%	79%	78%	80%	78%	82%
Safety in Palm Coast's downtown area during the day	88%	90%	88%	91%	91%	92%	93%
Safety in Palm Coast's downtown area after dark	62%	61%	69%	68%	73%	72%	70%
Safety from violent crime	73%	68%	71%	73%	76%	75%	79%
Safety from property crimes	56%	51%	53%	65%	62%	60%	64%
Safety from environmental hazards	79%	NA	NA	NA	NA	NA	NA
Percent "very" or "somewhat" safe							

FIGURE 29: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

Community and Personal Public Safety Benchmarks	
	Comparison to benchmark
Safety in your neighborhood during the day	Similar
Safety in your neighborhood after dark	Similar
Safety in Palm Coast's downtown area during the day	Similar
Safety in Palm Coast's downtown area after dark	Above
Safety from violent crime (e.g., rape, assault, robbery)	Similar
Safety from property crimes (e.g., burglary, theft)	Similar
Toxic waste or other environmental hazard(s)	Similar

As assessed by the survey, 13% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 88% had reported it to police in 2008.

FIGURE 30: CRIME VICTIMIZATION AND REPORTING BY YEAR

Crime Victimization and Reporting by Year							
	2008	2007	2006	2005	2004	2003	2002
During the past twelve months, were you or anyone in your household the victim of any crime?	13%	11%	11%	8%	8%	7%	9%
If yes, was this crime (these crimes) reported to the police?	88%	90%	82%	78%	72%	72%	85%
Percent "yes"							

Residents rated six City public safety services; of these, three were rated similar to the benchmark comparison and three were rated below the benchmark comparison. Fire services and Ambulance or EMS received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings. Many were rated similarly compared to previous years.

FIGURE 31: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

Ratings of Public Safety Services by Year							
	2008	2007	2006	2005	2004	2003	2002
Police services	69%	70%	77%	81%	79%	82%	81%
Fire services	90%	90%	90%	95%	94%	92%	91%
Ambulance or emergency medical services	88%	86%	87%	94%	92%	89%	90%
Fire prevention and education	75%	76%	71%	73%	NA	77%	76%
Traffic enforcement	57%	57%	50%	50%	55%	48%	56%
Emergency preparedness	61%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 32: PUBLIC SAFETY SERVICES BENCHMARKS

Public Safety Services Benchmarks	
	Comparison to benchmark
Police services	Below
Fire services	Similar
EMS/ambulance	Similar
Fire prevention and education	Similar
Traffic enforcement	Below
Emergency preparedness	Below

## ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears

Residents of the City of Palm Coast were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 71% of survey respondents. Air quality received the highest rating, and it was above the benchmark.

FIGURE 33: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

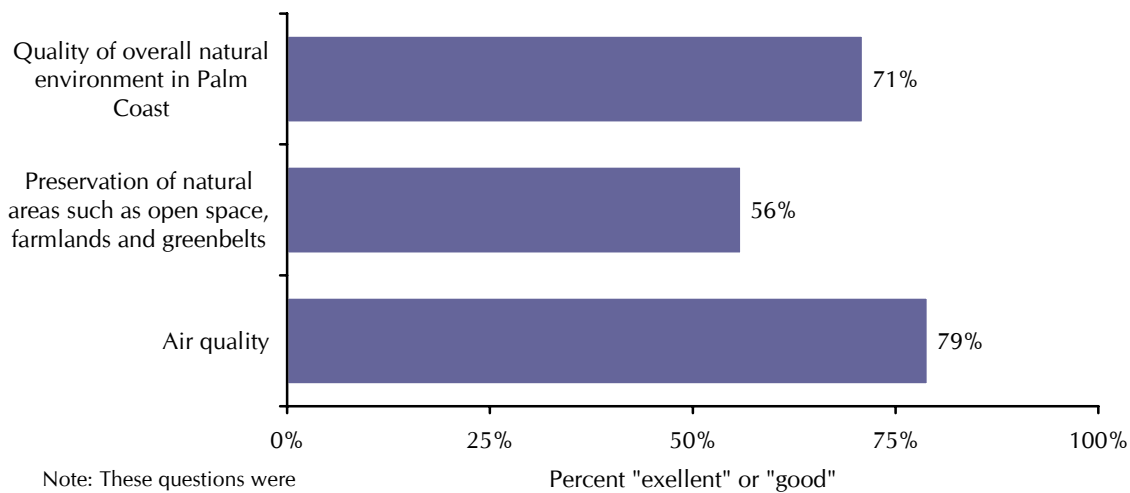


FIGURE 34: COMMUNITY ENVIRONMENT BENCHMARKS

Community Environment Benchmarks	
	Comparison to benchmark
Quality of overall natural environment in Palm Coast	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	Similar
Air quality	Above



Of the five utility services rated by those completing the questionnaire, two were higher than the benchmark comparison, one was similar and two were below the benchmark comparison. These service ratings trends were varied when compared to past surveys.

FIGURE 35: RATINGS OF UTILITY SERVICES BY YEAR

Ratings of Utility Services by Year							
	2008	2007	2006	2005	2004	2003	2002
Sewer services	69%	64%	63%	64%	88%	64%	68%
Drinking water	56%	53%	55%	52%	55%	54%	55%
Storm drainage	46%	40%	32%	29%	35%	21%	40%
Recycling	84%	81%	80%	84%	79%	81%	83%
Garbage collection	86%	85%	82%	87%	86%	87%	83%
Percent "excellent" or "good"							

FIGURE 36: UTILITY SERVICES BENCHMARKS

Utility Services Benchmarks	
	Comparison to benchmark
Sewer services	Similar
Drinking water	Below
Storm drainage	Below
Recycling	Above
Garbage collection	Above

## RECREATION AND WELLNESS

### Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related the community's parks and recreation services.

Services related to recreation had mixed ratings. Two were rated similar to the benchmark, while two were lower than the benchmark. Recreation opportunities received the lowest rating and was lower than the national benchmark. Parks and recreation ratings have varied over time.

FIGURE 37: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

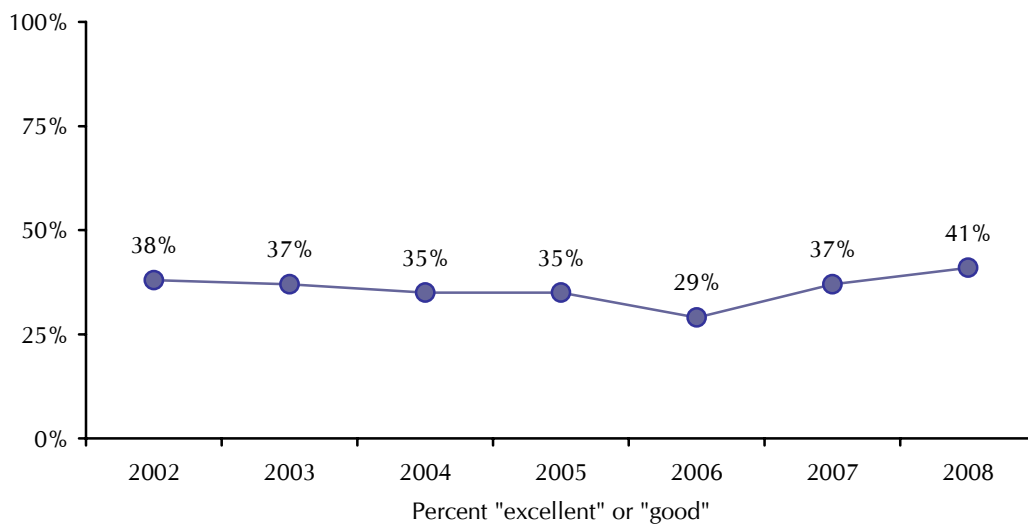


FIGURE 38: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

Community Recreational Opportunities Benchmarks	
	Comparison to benchmark
Recreation opportunities	Below

FIGURE 39: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

Participation in Parks and Recreation Opportunities by Year							
	2008	2007	2006	2005	2004	2003	2002
Used Palm Coast recreation centers	57%	52%	50%	49%	59%	72%	73%
Participated in a recreation program or activity	45%	43%	41%	40%	45%	47%	49%
Visited a neighborhood park or City park	79%	81%	76%	75%	78%	80%	78%
Percent using at least once in last 12 months							

FIGURE 40: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

Ratings of Parks and Recreation Services by Year							
	2008	2007	2006	2005	2004	2003	2002
City parks	76%	72%	68%	70%	73%	71%	69%
Recreation programs or classes	66%	68%	58%	62%	70%	67%	NA
Recreation centers or facilities	62%	56%	50%	51%	59%	51%	52%
Percent "excellent" or "good"							

FIGURE 41: PARKS AND RECREATION SERVICES BENCHMARKS

Parks and Recreation Services Benchmarks	
	Comparison to benchmark
City parks	Similar
Recreation programs or classes	Similar
Recreation centers or facilities	Below

## Education

A full service community does not address only the life and safety of its residents. Like an individual who drudges to the office and returns home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring to business and individuals. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents.

Compared to the benchmark data, educational opportunities were below the average of comparison jurisdictions.

FIGURE 4: RATINGS OF EDUCATIONAL OPPORTUNITIES BY YEAR

Ratings of Educational Opportunities by Year							
	2008	2007	2006	2005	2004	2003	2002
Educational opportunities	48%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 43: EDUCATIONAL OPPORTUNITIES BENCHMARKS

Cultural and Educational Opportunities Benchmarks	
	Comparison to benchmark
Educational opportunities	Below

## Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City of Palm Coast were asked to rate the community’s health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality food was rated most positively for the City of Palm Coast, while the availability of affordable quality health care was rated less favorably by residents.

FIGURE 44: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

Ratings of Community Health and Wellness Access and Opportunities by Year							
	2008	2007	2006	2005	2004	2003	2002
Availability of affordable quality health care	37%	42%	42%	41%	44%	NA	NA
Availability of affordable quality food	56%	56%	NA	NA	NA	NA	NA
Availability of preventive health services	43%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 45: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

Community Health and Wellness Access and Opportunities Benchmarks	
	Comparison to benchmark
Availability of affordable quality health care	Below
Availability of affordable quality food	Below
Availability of preventive health services	Similar

FIGURE 46: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

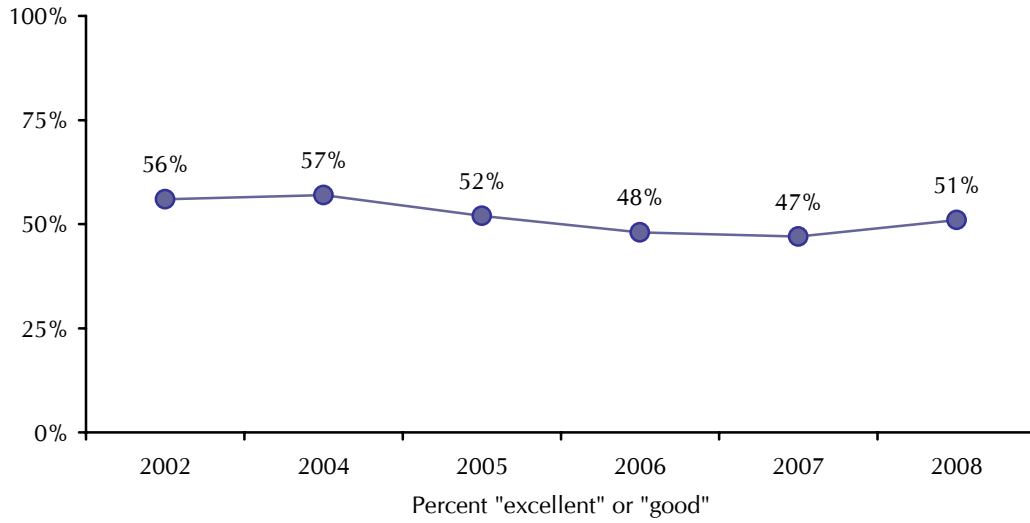


FIGURE 47: HEALTH AND WELLNESS SERVICES BENCHMARKS

Health and Wellness Services Benchmarks	
	Comparison to benchmark
Health services	Below

## COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Palm Coast as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults and youth. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A high percentage of residents rated the City of Palm Coast as an “excellent” or “good” place to raise kids and an even higher percentage rated it as an excellent or good place to retire. A majority of residents felt the local sense of community was excellent or good. Availability of affordable quality child care as rated the lowest by residents and was below the benchmark.

FIGURE 48: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

Ratings of Community Quality and Inclusiveness by Year							
	2008	2007	2006	2005	2004	2003	2002
Sense of community	58%	NA	NA	NA	NA	63%	59%
Availability of affordable quality child care	27%	27%	30%	24%	32%	NA	NA
Palm Coast as a place to raise children	61%	60%	66%	70%	72%	75%	69%
Palm Coast as a place to retire	78%	76%	71%	78%	81%	83%	84%
Percent "excellent" or "good"							

FIGURE 49: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

Community Quality and Inclusiveness Benchmarks	
	Comparison to benchmark
Sense of community	Similar
Availability of affordable quality child care	Below
Palm Coast as a place to raise kids	Below
Palm Coast as a place to retire	Above

Services to more vulnerable populations ranged from 34 to 52% with ratings of “excellent” or “good.” Ratings of services to seniors and to youth were below the benchmark.

FIGURE 50: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

Ratings of Quality of Services Provided for Population Subgroups by Year							
	2008	2007	2006	2005	2004	2003	2002
Services to seniors	52%	50%	52%	59%	62%	56%	61%
Services to youth	34%	26%	25%	32%	28%	20%	21%
Percent "excellent" or "good"							

FIGURE 51: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

Services Provided for Population Subgroups Benchmarks	
	Comparison to benchmark
Services to seniors	Below
Services to youth	Below



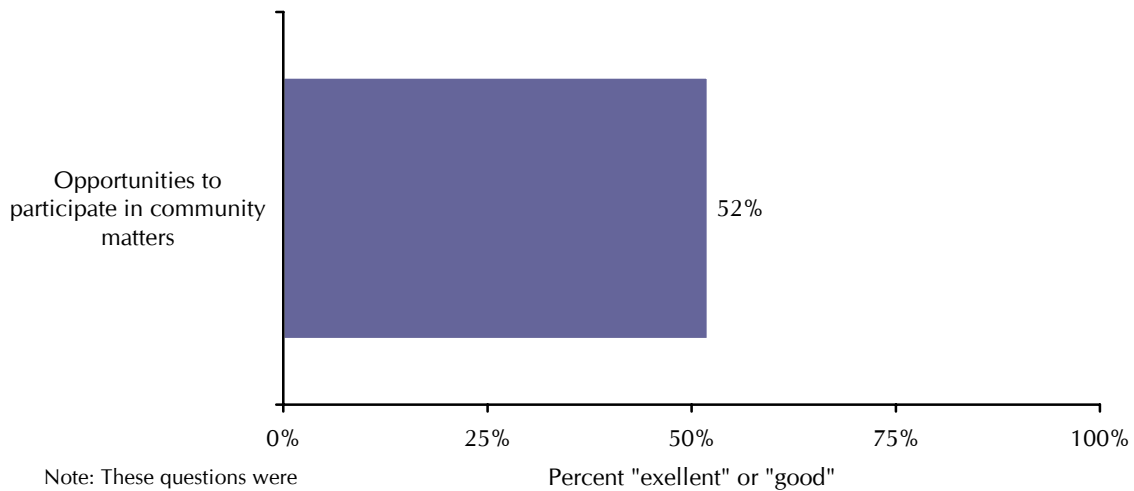
## CIVIC ENGAGEMENT

Government leaders, elected or hired, cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Staff and elected officials require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. This survey information is essential for public communication and for helping local government staff to conceive strategies for reaching reluctant voters whose confidence in government may need boosting prior to important referenda.

### Civic Activity

Opportunities to attend or participate in community matters were rated below the benchmark.

FIGURE 52: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR



Note: These questions were not asked in previous surveys.

FIGURE 53: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

Civic Engagement Opportunities Benchmarks	
	Comparison to benchmark
Opportunities to participate in community matters	Below

Most of the participants in this survey had not attended a public meeting in the 12 months prior.

FIGURE 54: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

Participation in Civic Engagement Opportunities by Year							
	2008	2007	2006	2005	2004	2003	2002
Attended a meeting of local elected officials or other local public meeting	35%	32%	34%	39%	33%	37%	41%
Watched a meeting of local elected officials or other local public meeting on cable television	50%	51%	44%	44%	44%	44%	50%
Participated in a club or civic group in Palm Coast	43%	NA	NA	NA	NA	NA	NA
Percent participating at least once in the last 12 months							

City of Palm Coast residents showed the largest amount of civic engagement in the area of electoral participation. About 84% reported they were registered to vote; 70% indicated they had voted in the last general election.

FIGURE 55: REPORTED VOTING BEHAVIOR BY YEAR

Reported Voting Behavior by Year							
	2008	2007	2006	2005	2004	2003	2002
Registered to vote	84%	87%	87%	89%	89%	87%	86%
Voted in the last general election	70%	76%	76%	84%	70%	78%	79%
Percent "yes"							

### Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Palm Coast Web site in the previous 12 months, 60% reported they had done so at least once. Public information services were rated unfavorably compared to benchmark data.

FIGURE 56: USE OF INFORMATION SOURCES BY YEAR

Use of Information Sources by Year							
	2008	2007	2006	2005	2004	2003	2002
Read Palm Coast Newsletter	92%	95%	95%	96%	NA	96%	88%
Visited the City of Palm Coast Web site (at www.ci.palm-coast.fl.us)	60%	45%	35%	34%	26%	26%	21%
Percent using at least once in last 12 months							

FIGURE 57: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

Ratings of Local Government Media Services and Information Dissemination by Year							
	2008	2007	2006	2005	2004	2003	2002
Public information services	46%	47%	39%	NA	NA	NA	36%
Percent "excellent" or "good"							

FIGURE 58: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

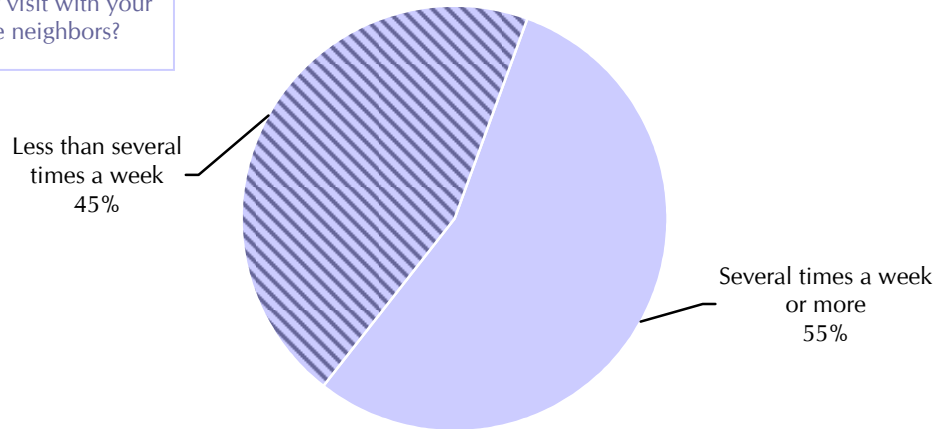
Local Government Media Services and Information Dissemination Benchmarks	
	Comparison to benchmark
Public information services	Below

## Social Engagement

Residents in Palm Coast reported a fair amount of neighborliness. More than 55% indicated talking or visiting with their neighbors several times a week or more frequently.

FIGURE 59: CONTACT WITH IMMEDIATE NEIGHBORS

About how often, if at all, do you talk to or visit with your immediate neighbors?



Note: This question was not asked in surveys prior to 2008.

## PUBLIC TRUST

Residents are more likely to cooperate with the proposals and policies advanced by their community leaders when trust in local government officials runs high. Trust can be measured in residents’ opinions about the overall direction the City of Palm Coast is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City of Palm Coast could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City of Palm Coast may be colored by their dislike of what all levels of government provide.

Less than half of respondents felt that the value of services for taxes paid was “excellent” or “good” in 2008. When asked to rate the job the City of Palm Coast does at listening to citizens, 24% rated it as “excellent” or “good.”

FIGURE 60: PUBLIC TRUST RATINGS BY YEAR

Public Trust Ratings by Year							
	2008	2007	2006	2005	2004	2003	2002
The value of services for the taxes paid to Palm Coast	44%	48%	52%	59%	58%	58%	52%
The overall direction that Palm Coast is taking	49%	50%	44%	47%	54%	50%	44%
The job Palm Coast government does at welcoming citizen involvement	33%	50%	46%	49%	61%	56%	56%
The job Palm Coast government does at listening to citizens	24%	33%	33%	35%	35%	42%	37%
Overall image or reputation of Palm Coast	70%	NA	NA	NA	NA	NA	NA

Percent "excellent" or "good"

Note: In previous years, these questions were asked on an “agree/disagree” scale.

FIGURE 61: PUBLIC TRUST BENCHMARKS

Public Trust Benchmarks	
	Comparison to benchmark
Value of services for the taxes paid to Palm Coast	Below
The overall direction that Palm Coast is taking	Below
Job Palm Coast government does at welcoming citizen involvement	Below
Job Palm Coast government does at listening to citizens	Below
Overall image or reputation of Palm Coast	Similar

On average, residents of the City of Palm Coast gave the highest evaluations to their own local government and the lowest average rating to the federal government. The overall quality of services delivered by the City of Palm Coast was rated as “excellent” or “good” by 66% of survey participants in 2008; this demonstrates the first significant increase in this rating since 2005. The City of Palm Coast’s rating was below the benchmark when compared to other communities in the database.

FIGURE 62: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY OF PALM COAST BY YEAR

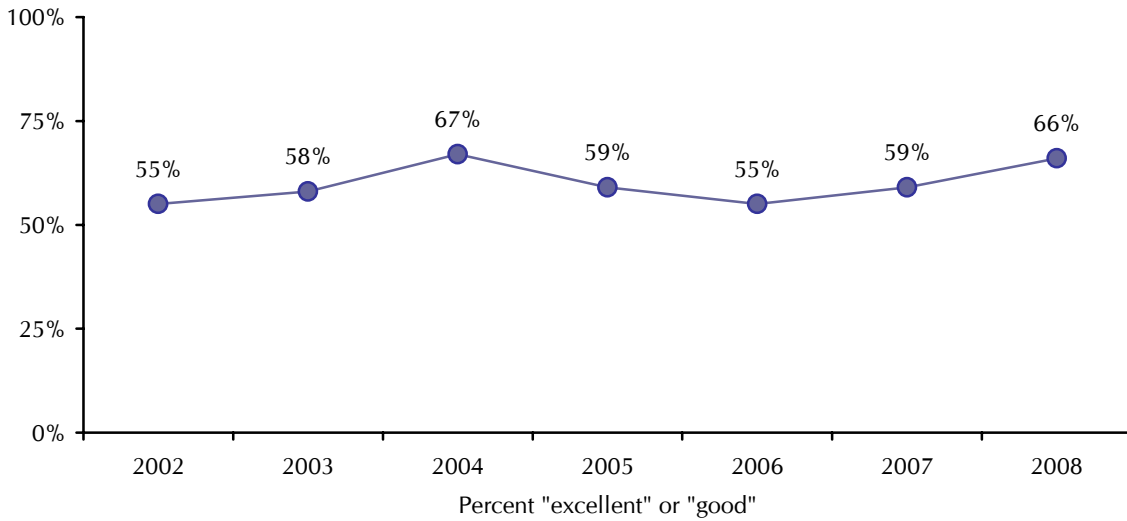


FIGURE 63: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

Ratings of Services Provided by Local, State and Federal Governments by Year							
	2008	2007	2006	2005	2004	2003	2002
Services provided by City of Palm Coast	66%	59%	55%	59%	67%	58%	55%
Services provided by the Federal Government	34%	38%	38%	43%	43%	41%	44%
Services provided by the State Government	37%	41%	40%	43%	43%	40%	44%
Services provided by Flagler County Government	47%	NA	NA	NA	NA	NA	NA
Percent "excellent" or "good"							

FIGURE 64: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

Services Provided by Local, State and Federal Governments Benchmarks	
	Comparison to benchmark
Services provided by the City of Palm Coast	Below
Services provided by the Federal Government	Below
Services provided by the State Government	Below
Flagler County government general	Not available

### City of Palm Coast Employees

The employees of the City of Palm Coast who interact with the public create the first impression that most residents have of the City of Palm Coast. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of Palm Coast. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City of Palm Coast staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 58% who reported that they had been in contact were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 70% of respondents rated their overall impression as "excellent" or "good." Employee ratings were lower than the national benchmark and were similar to past survey years.

FIGURE 65: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

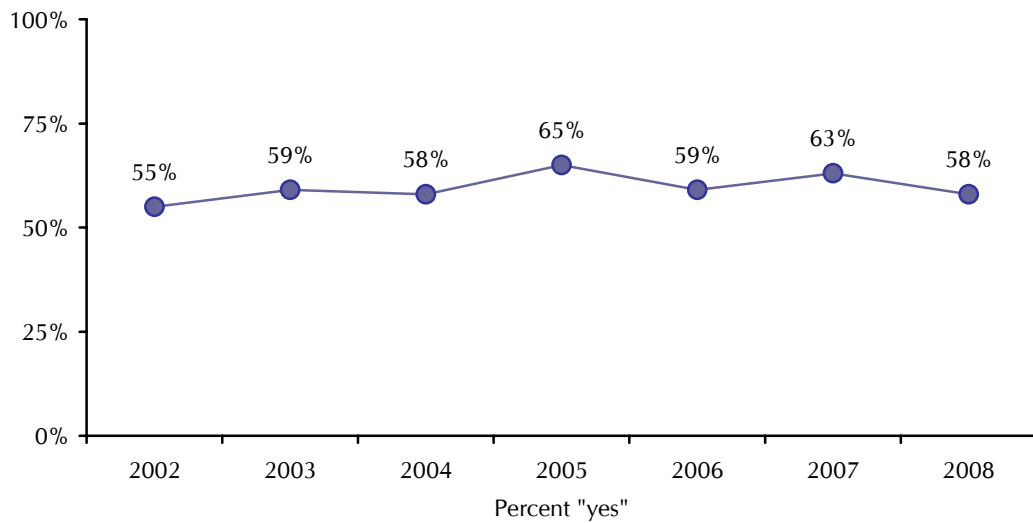


FIGURE 66: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

Ratings of City Employees (Among Those Who Had Contact) by Year							
	2008	2007	2006	2005	2004	2003	2002
Knowledge	68%	69%	69%	68%	71%	68%	68%
Responsiveness	68%	65%	67%	63%	68%	65%	64%
Courtesy	75%	70%	79%	76%	81%	73%	76%
Overall impression	70%	66%	68%	65%	71%	66%	65%
Percent "excellent" or "good"							

FIGURE 67: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks	
	Comparison to benchmark
City employee knowledge	Below
City employee responsiveness	Below
City employee courteousness	Similar
City employee	Below



## FROM DATA TO ACTION

### RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis. The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using Key Driver Analysis, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A Key Driver Analysis (KDA) was conducted for the City of Palm Coast by examining the relationships between ratings of each service and ratings of the City of Palm Coast's overall services. Those key driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Palm Coast can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

Services found to be most strongly correlated with ratings of overall service quality from the Palm Coast Key Driver Analysis were:

- City parks
- Public information services
- Land use, planning and zoning
- Street cleaning
- Police services

## CITY OF PALM COAST ACTION CHART

The 2008 City of Palm Coast Action Chart™ on the following page combines three dimensions of performance:

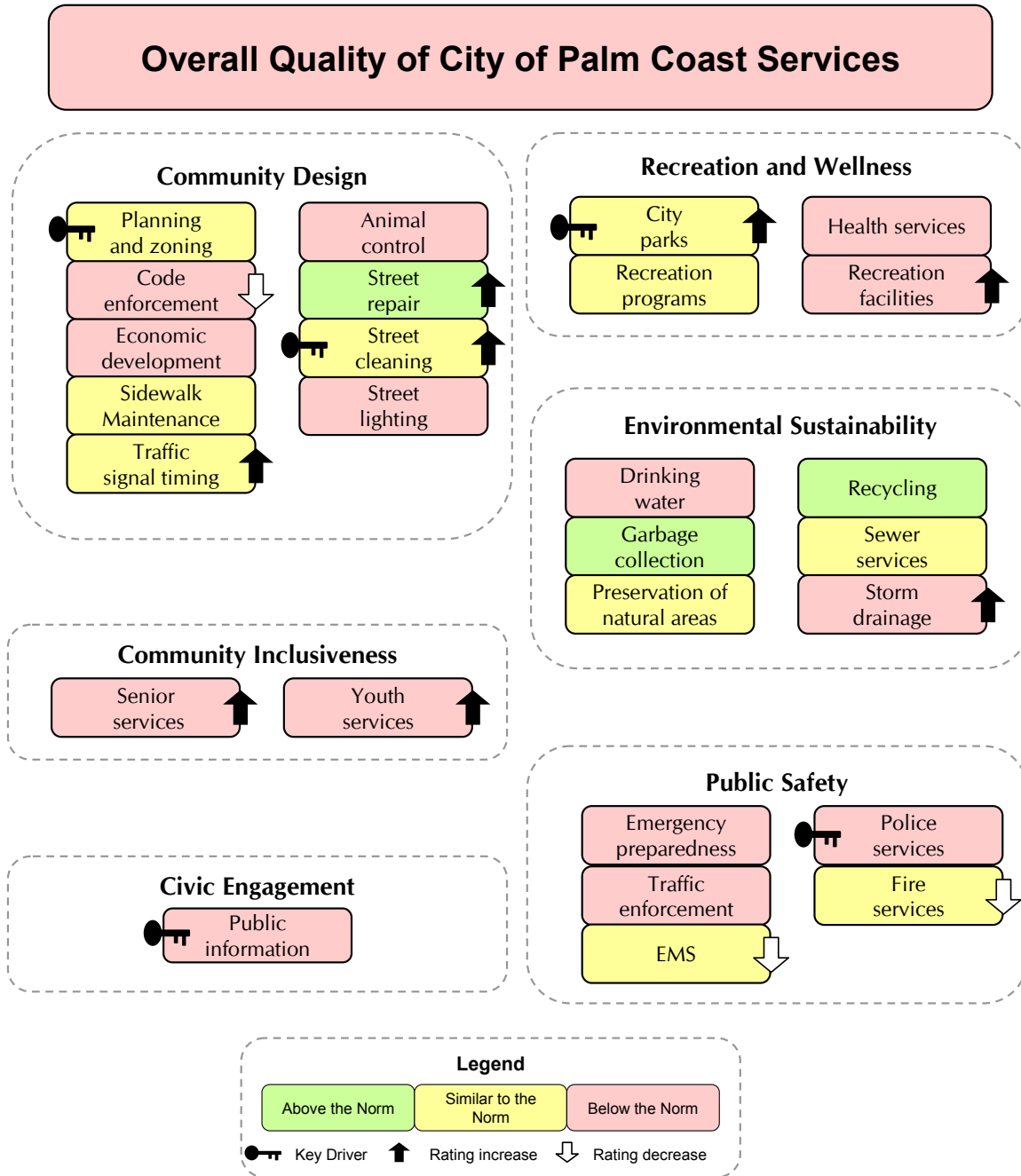
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon next to a service box indicates that service is key (either core or key driver)
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Twenty-seven services were included in the KDA for the City of Palm Coast. Of these, three were above the benchmark, 14 were below the benchmark and ten were similar to the benchmark. Ratings for eight services were trending up and three were trending down, while 13 remained similar to the previous survey. (Trend data was not available for three services.) The five key drivers are shown.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are trending down or that are not at least similar to the benchmark. In Palm Coast, public information and police services were below the benchmark and city parks, land use, planning and zoning and street cleaning were similar to the benchmark. Street cleaning and city parks were both trending up. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses (beginning on page 56) for the percent “don’t know” for each service.

FIGURE 68: CITY OF PALM COAST ACTION CHART™



### Using Your Action Chart™

The key drivers derived for The City of Palm Coast provide a list of those services that are uniquely related to overall service quality here. Those key drivers are marked by key symbols in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City of Palm Coast, NRC lists the key drivers derived from tens of thousands of resident responses from across the county. This list is updated every three years so that you can compare your key drivers to the key drivers from the entire NRC data set. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services. In the following table, we have listed your key drivers, core services and the national key drivers below and we have indicated the City of Palm Coast key drivers that overlap core services or the nationally derived keys.

FIGURE 69: KEY DRIVERS COMPARED

Service	City of Palm Coast Key Drivers	National Key Drivers	Core Services
City parks	✓		
Code enforcement			✓
Economic development		✓	
EMS			✓
Fire			✓
Garbage collection			✓
Land use planning and zoning	✓	✓	
Police services	✓	✓	✓
Public information services	✓	✓	
Public schools		✓	
Sewer			✓
Storm drainage			✓
Street cleaning	✓		
Street repair			✓
Water			✓

**POLICY QUESTIONS**

“Don’t know” responses have been removed from the following questions.

Question 18a: Policy Question 1					
Please rate the following issues in terms of what you think their importance will be to Palm Coast over the next five years:	Extremely important	Very important	Somewhat important	Not at all important	Total
Stormwater improvements	28%	44%	24%	3%	100%
Funding for Capital Improvements	16%	45%	30%	8%	100%
Expansion of Parks	16%	25%	40%	19%	100%
Expansion of Recreation Services	18%	28%	39%	15%	100%
Economic development	47%	37%	14%	2%	100%
Commercial development	38%	34%	22%	6%	100%
Construction of additional community center	15%	19%	33%	33%	100%
Construction of tennis and golf facilities	6%	12%	29%	53%	100%

Question 18b: Policy Question 2						
Please rate how satisfied or dissatisfied you are with the way Palm Coast provides the following services:	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Total
Building department	10%	29%	41%	14%	6%	100%
City administration	12%	35%	34%	11%	8%	100%
Capital projects	9%	29%	45%	10%	8%	100%
City Clerk	15%	30%	42%	7%	5%	100%
Code enforcement	9%	30%	29%	19%	13%	100%
Engineering/Stormwater	8%	31%	37%	15%	8%	100%
Finance	7%	24%	45%	15%	9%	100%
Fire & Rescue	38%	43%	18%	1%	1%	100%
Law enforcement	25%	40%	21%	9%	5%	100%
Planning & Zoning	7%	28%	37%	16%	12%	100%
Public works	12%	35%	39%	8%	6%	100%
Recreation & Parks	18%	37%	34%	6%	4%	100%
Water & Sewer	15%	37%	30%	11%	8%	100%

Question 18c: Policy Question 3						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palm Coast?	Never	Once or twice	Monthly	Weekly	Daily	Total
Read City newsletter "The Palm Coaster"	13%	25%	51%	10%	2%	100%
Read the Palm Coast News Tribune/Journal	10%	17%	15%	32%	26%	100%
Read the Flagler Times	16%	23%	18%	36%	7%	100%
Attended or watched City Council meeting on television	53%	34%	8%	4%	1%	100%

## APPENDIX A: COMPLETE SURVEY FREQUENCIES

### FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Palm Coast:	Excellent	Good	Fair	Poor	Total
Palm Coast as a place to live	22%	58%	17%	3%	100%
Your neighborhood as a place to live	28%	52%	15%	4%	100%
Palm Coast as a place to raise children	17%	44%	29%	10%	100%
Palm Coast as a place to work	2%	13%	28%	57%	100%
Palm Coast as a place to retire	29%	49%	17%	6%	100%
The overall quality of life in Palm Coast	15%	58%	25%	3%	100%

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	10%	48%	34%	8%	100%
Overall appearance of Palm Coast	19%	63%	15%	3%	100%
Overall quality of new development in Palm Coast	15%	48%	26%	11%	100%
Variety of housing options	15%	49%	26%	10%	100%
Overall quality of business and service establishments in Palm Coast	5%	40%	40%	16%	100%
Shopping opportunities	4%	26%	39%	31%	100%
Recreational opportunities	7%	35%	36%	23%	100%
Employment opportunities	2%	7%	21%	70%	100%
Educational opportunities	4%	45%	39%	13%	100%
Opportunities to participate in community matters	9%	43%	38%	10%	100%
Ease of car travel in Palm Coast	8%	33%	39%	20%	100%
Ease of bicycle travel in Palm Coast	10%	35%	34%	21%	100%
Ease of walking in Palm Coast	11%	35%	32%	22%	100%
Availability of paths and walking trails	12%	37%	31%	20%	100%
Traffic flow on major streets	4%	28%	43%	25%	100%
Amount of public parking	8%	47%	30%	14%	100%
Availability of affordable quality housing	7%	45%	33%	14%	100%
Availability of affordable quality child care	1%	26%	42%	31%	100%
Availability of affordable quality health care	4%	33%	40%	23%	100%
Availability of affordable quality food	8%	48%	34%	10%	100%
Availability of preventive health services	4%	39%	42%	14%	100%
Air quality	24%	55%	18%	3%	100%
Quality of overall natural environment in Palm Coast	20%	51%	25%	4%	100%
Overall image or reputation of Palm Coast	14%	56%	25%	6%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Palm Coast over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	2%	5%	23%	43%	28%	100%
Retail growth (stores, restaurants, etc.)	19%	35%	30%	10%	5%	100%
Jobs growth	61%	32%	5%	1%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Palm Coast?	Percent of respondents
Not a problem	25%
Minor problem	41%
Moderate problem	25%
Major problem	9%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Palm Coast:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	24%	49%	13%	11%	3%	100%
Property crimes (e.g., burglary, theft)	11%	45%	17%	20%	7%	100%
Environmental hazards, including toxic waste	37%	42%	16%	4%	1%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	58%	34%	4%	4%	1%	100%
In your neighborhood after dark	25%	45%	11%	12%	6%	100%
In Palm Coast's downtown area during the day	49%	39%	9%	3%	0%	100%
In Palm Coast's downtown area after dark	18%	43%	21%	14%	4%	100%



Question 7: Crime Victim	
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	87%
Yes	13%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	12%
Yes	88%
Total	100%

Question 9: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palm Coast?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Palm Coast recreation centers	43%	28%	21%	3%	6%	100%
Participated in a recreation program or activity	55%	24%	13%	4%	5%	100%
Visited a neighborhood park or City park	21%	31%	32%	9%	7%	100%
Attended a meeting of local elected officials or other local public meeting	65%	27%	8%	1%	0%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	50%	26%	17%	4%	3%	100%
Read Palm Coast Newsletter	8%	19%	45%	17%	11%	100%
Visited the City of Palm Coast Web site (at <a href="http://www.ci.palm-coast.fl.us">www.ci.palm-coast.fl.us</a> )	40%	16%	26%	11%	7%	100%
Recycled used paper, cans or bottles from your home	17%	4%	7%	7%	64%	100%
Participated in a club or civic group in Palm Coast	57%	14%	14%	5%	10%	100%

Question 10: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	26%
Several times a week	28%
Several times a month	23%
Once a month	5%
Several times a year	8%
Once a year or less	4%
Never	6%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Palm Coast:	Excellent	Good	Fair	Poor	Total
Police services	24%	46%	21%	10%	100%
Fire services	39%	52%	8%	2%	100%
Ambulance or emergency medical services	37%	50%	9%	3%	100%
Fire prevention and education	23%	52%	18%	7%	100%
Traffic enforcement	13%	44%	29%	14%	100%
Street repair	10%	41%	32%	16%	100%
Street cleaning	14%	45%	24%	18%	100%
Street lighting	8%	25%	23%	45%	100%
Sidewalk maintenance	8%	43%	34%	15%	100%
Traffic signal timing	7%	37%	34%	22%	100%
Garbage collection	35%	51%	11%	3%	100%
Recycling	33%	51%	10%	6%	100%
Storm drainage	7%	39%	32%	22%	100%
Drinking water	13%	42%	29%	16%	100%
Sewer services	13%	56%	25%	6%	100%
City parks	21%	55%	17%	7%	100%
Recreation programs or classes	17%	49%	26%	7%	100%
Recreation centers or facilities	14%	48%	29%	9%	100%
Land use, planning and zoning	4%	37%	32%	27%	100%
Code enforcement (weeds, abandoned buildings, etc)	6%	37%	31%	26%	100%
Animal control	10%	45%	28%	17%	100%
Economic development	3%	29%	40%	28%	100%
Health services	8%	44%	35%	14%	100%
Services to seniors	12%	40%	35%	13%	100%
Services to youth	4%	29%	35%	31%	100%
Public information services	6%	40%	40%	13%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	10%	51%	28%	11%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	8%	47%	32%	12%	100%

Question 12: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Palm Coast	9%	57%	26%	8%	100%
The Federal Government	2%	32%	42%	24%	100%
The State Government	2%	35%	42%	21%	100%
Flagler County Government	5%	42%	37%	16%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Palm Coast within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	42%
Yes	58%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Palm Coast in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	22%	46%	20%	12%	100%
Responsiveness	24%	44%	21%	11%	100%
Courtesy	31%	45%	17%	8%	100%
Overall impression	25%	45%	19%	11%	100%

Question 15: Government Performance					
Please rate the following categories of Palm Coast government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Palm Coast	7%	42%	36%	15%	100%
The overall direction that Palm Coast is taking	8%	46%	32%	15%	100%
The job Palm Coast government does at welcoming citizen involvement	7%	35%	40%	18%	100%
The job Palm Coast government does at listening to citizens	3%	29%	40%	28%	100%

Question 16: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Palm Coast to someone who asks	40%	41%	11%	9%	100%
Remain in Palm Coast for the next five years	57%	27%	9%	8%	100%

Question 17: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	3%
Somewhat positive	8%
Neutral	29%
Somewhat negative	38%
Very negative	22%
Total	100%

Question 18a: Policy Question 1					
Please rate the following issues in terms of what you think their importance will be to Palm Coast over the next five years:	Extremely important	Very important	Somewhat important	Not at all important	Total
Stormwater improvements	28%	44%	24%	3%	100%
Funding for Capital Improvements	16%	45%	30%	8%	100%
Expansion of Parks	16%	25%	40%	19%	100%
Expansion of Recreation Services	18%	28%	39%	15%	100%
Economic development	47%	37%	14%	2%	100%
Commercial development	38%	34%	22%	6%	100%
Construction of additional community center	15%	19%	33%	33%	100%
Construction of tennis and golf facilities	6%	12%	29%	53%	100%

Question 18b: Policy Question 2						
Please rate how satisfied or dissatisfied you are with the way Palm Coast provides the following services:	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Total
Building department	10%	29%	41%	14%	6%	100%
City administration	12%	35%	34%	11%	8%	100%
Capital projects	9%	29%	45%	10%	8%	100%
City Clerk	15%	30%	42%	7%	5%	100%
Code enforcement	9%	30%	29%	19%	13%	100%
Engineering/Stormwater	8%	31%	37%	15%	8%	100%
Finance	7%	24%	45%	15%	9%	100%
Fire & Rescue	38%	43%	18%	1%	1%	100%
Law enforcement	25%	40%	21%	9%	5%	100%
Planning & Zoning	7%	28%	37%	16%	12%	100%
Public works	12%	35%	39%	8%	6%	100%
Recreation & Parks	18%	37%	34%	6%	4%	100%
Water & Sewer	15%	37%	30%	11%	8%	100%

Question 18c: Policy Question 3						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palm Coast?	Never	Once or twice	Monthly	Weekly	Daily	Total
Read City newsletter "The Palm Coaster"	13%	25%	51%	10%	2%	100%
Read the Palm Coast News Tribune/Journal	10%	17%	15%	32%	26%	100%
Read the Flagler Times	16%	23%	18%	36%	7%	100%
Attended or watched City Council meeting on television	53%	34%	8%	4%	1%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	50%
Yes, full-time	40%
Yes, part-time	10%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	75%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	15%
Bus, rail, subway or other public transportation	0%
Bicycle	1%
Bicycle	1%
Work at home	6%
Other	2%

Question D3: Length of Residency	
How many years have you lived in Palm Coast?	Percent of respondents
Less than 2 years	12%
2 to 5 years	35%
6 to 10 years	20%
11 to 20 years	23%
More than 20 years	10%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	90%
House attached to one or more houses (e.g., a duplex or townhome)	5%
Building with two or more apartments or condominiums	5%
Mobile home	0%
Other	0%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	14%
Owned by you or someone in this house with a mortgage or free and clear	86%
Total	100%

Question D6: Monthly Housing Cost	
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents
Less than \$300 per month	6%
\$300 to \$599 per month	12%
\$600 to \$999 per month	29%
\$1,000 to \$1,499 per month	26%
\$1,500 to \$2,499 per month	19%
\$2,500 or more per month	8%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	74%
Yes	26%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	54%
Yes	46%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	18%
\$25,000 to \$49,999	35%
\$50,000 to \$99,999	38%
\$100,000 to \$149,000	6%
\$150,000 or more	3%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	92%
Yes, I consider myself to be Spanish, Hispanic or Latino	8%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	1%
Asian, Asian Indian or Pacific Islander	2%
Black or African American	9%
White	86%
Other	4%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	1%
25 to 34 years	14%
35 to 44 years	14%
45 to 54 years	15%
55 to 64 years	17%
65 to 74 years	24%
75 years or older	14%
Total	100%



Question D13: Gender	
What is your sex?	Percent of respondents
Female	52%
Male	48%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	15%
Yes	84%
Ineligible to vote	1%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	30%
Yes	69%
Ineligible to vote	1%
Total	100%

### FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

These tables contain the percentage of respondents for each response category as well as the “n” or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Palm Coast:	Excellent		Good		Fair		Poor		Don't know		Total	
	Palm Coast as a place to live	22%	109	58%	284	17%	82	3%	14	0%	1	100%
Your neighborhood as a place to live	28%	137	52%	254	15%	74	4%	20	0%	2	100%	488
Palm Coast as a place to raise children	14%	67	36%	173	24%	116	8%	39	19%	92	100%	487
Palm Coast as a place to work	2%	10	11%	52	23%	110	47%	225	18%	86	100%	482
Palm Coast as a place to retire	27%	133	46%	221	16%	76	5%	26	6%	28	100%	484
The overall quality of life in Palm Coast	15%	71	58%	282	25%	120	3%	12	0%	1	100%	486

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Palm Coast as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	9%	45	47%	224	33%	160	8%	38	3%	15	100%
Overall appearance of Palm Coast	19%	92	63%	303	15%	75	3%	14	0%	0	100%	484
Overall quality of new development in Palm Coast	15%	71	47%	226	26%	124	10%	51	2%	11	100%	484
Variety of housing options	14%	68	47%	225	24%	117	10%	47	5%	25	100%	481
Overall quality of business and service establishments in Palm Coast	5%	22	39%	189	39%	188	15%	75	2%	12	100%	485
Shopping opportunities	4%	19	26%	126	39%	191	31%	151	0%	2	100%	489
Recreational opportunities	6%	31	32%	157	34%	163	21%	103	6%	31	100%	485
Employment opportunities	1%	7	6%	30	18%	88	58%	284	16%	80	100%	489
Educational opportunities	3%	16	39%	190	34%	166	11%	53	12%	60	100%	486
Opportunities to participate in community matters	8%	36	37%	175	33%	156	9%	42	14%	66	100%	475
Ease of car travel in Palm Coast	8%	39	32%	155	38%	185	20%	96	2%	12	100%	487
Ease of bicycle travel in Palm Coast	8%	40	29%	140	28%	136	17%	84	17%	80	100%	480
Ease of walking in Palm Coast	10%	49	34%	162	31%	148	21%	100	5%	22	100%	482
Availability of paths and walking trails	12%	57	35%	168	30%	143	19%	92	5%	24	100%	483
Traffic flow on major streets	4%	17	28%	137	43%	209	25%	120	0%	2	100%	485
Amount of public parking	8%	38	45%	217	29%	139	13%	64	5%	25	100%	484
Availability of affordable quality housing	6%	31	39%	190	29%	141	12%	59	13%	65	100%	487
Availability of affordable quality child care	0%	2	12%	55	19%	89	14%	66	55%	264	100%	475
Availability of affordable quality health care	3%	16	31%	146	36%	174	21%	103	8%	41	100%	480
Availability of affordable quality food	8%	39	47%	227	33%	160	9%	45	2%	8	100%	479
Availability of preventive health services	4%	17	34%	165	37%	178	12%	59	13%	62	100%	482
Air quality	23%	113	53%	257	18%	87	3%	14	3%	17	100%	487
Quality of overall natural environment in Palm Coast	20%	95	50%	243	25%	120	4%	21	1%	4	100%	482
Overall image or reputation of Palm Coast	14%	66	55%	269	24%	118	6%	27	1%	6	100%	485

Question 3: Growth														
Please rate the speed of growth in the following categories in Palm Coast over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	2%	7	4%	22	22%	108	40%	196	26%	128	6%	28	100%
Retail growth (stores, restaurants, etc.)	19%	91	34%	167	29%	144	10%	48	5%	26	3%	13	100%	489
Jobs growth	49%	241	26%	129	4%	18	1%	5	1%	5	19%	92	100%	489

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Palm Coast?	Percent of respondents	Count
Not a problem	22%	107
Minor problem	37%	177
Moderate problem	23%	109
Major problem	8%	40
Don't know	9%	45
Total	100%	478

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Palm Coast:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	24%	116	48%	233	13%	64	11%	52	3%	14	2%	11	100%
Property crimes (e.g., burglary, theft)	11%	53	44%	213	17%	83	20%	96	6%	31	2%	11	100%	488
Environmental hazards, including toxic waste	33%	156	36%	174	14%	69	3%	15	1%	4	13%	62	100%	479

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	In your neighborhood during the day	57%	282	34%	166	4%	20	4%	17	1%	4	0%	1	100%
In your neighborhood after dark	25%	120	45%	221	11%	55	12%	59	6%	31	1%	3	100%	489
In Palm Coast's downtown area during the day	47%	227	37%	177	9%	41	3%	13	0%	1	5%	26	100%	484
In Palm Coast's downtown area after dark	16%	79	38%	186	19%	90	12%	59	4%	17	11%	53	100%	484

Question 7: Crime Victim		
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	86%	414
Yes	13%	64
Don't know	0%	1
Total	100%	479

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	12%	8
Yes	85%	57
Don't know	3%	2
Total	100%	67

Question 9: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palm Coast?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Palm Coast recreation centers	43%	206	28%	133	21%	99	3%	15	6%	30	100%
Participated in a recreation program or activity	55%	263	24%	114	13%	62	4%	21	5%	22	100%	482
Visited a neighborhood park or City park	21%	100	31%	151	32%	153	9%	42	7%	36	100%	483
Attended a meeting of local elected officials or other local public meeting	65%	315	27%	130	8%	37	1%	4	0%	0	100%	486
Watched a meeting of local elected officials or other local public meeting on cable television	50%	245	26%	125	17%	83	4%	20	3%	15	100%	488
Read Palm Coast Newsletter	8%	36	19%	91	45%	211	17%	80	11%	53	100%	470
Visited the City of Palm Coast Web site (at www.ci.palm-coast.fl.us)	40%	194	16%	76	26%	124	11%	54	7%	33	100%	480
Recycled used paper, cans or bottles from your home	17%	83	4%	20	7%	35	7%	34	64%	308	100%	480
Participated in a club or civic group in Palm Coast	57%	279	14%	67	14%	67	5%	26	10%	47	100%	486

Question 10: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	26%	129
Several times a week	28%	139
Several times a month	23%	114
Once a month	5%	24
Several times a year	8%	39
Once a year or less	4%	18
Never	6%	29
Total	100%	491

Question 11: Service Quality												
Please rate the quality of each of the following services in Palm Coast:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	22%	104	42%	201	19%	94	9%	42	9%	43	100%
Fire services	31%	149	41%	199	6%	30	1%	7	20%	97	100%	482
Ambulance or emergency medical services	28%	133	38%	180	7%	34	2%	11	25%	121	100%	479
Fire prevention and education	16%	75	35%	169	13%	60	5%	22	32%	151	100%	478
Traffic enforcement	12%	56	40%	194	27%	128	12%	60	9%	41	100%	479
Street repair	10%	47	40%	189	31%	147	16%	75	4%	19	100%	477
Street cleaning	13%	61	41%	196	22%	103	16%	77	9%	41	100%	476
Street lighting	8%	36	24%	116	23%	107	44%	209	2%	9	100%	477
Sidewalk maintenance	7%	32	35%	163	28%	129	12%	57	19%	88	100%	468
Traffic signal timing	7%	35	37%	175	33%	158	21%	102	1%	7	100%	477
Garbage collection	34%	164	51%	241	11%	51	3%	16	1%	6	100%	477
Recycling	31%	146	48%	229	9%	45	5%	25	7%	33	100%	478
Storm drainage	7%	33	37%	178	30%	144	21%	100	5%	23	100%	478
Drinking water	13%	61	41%	196	28%	133	15%	72	4%	20	100%	482
Sewer services	12%	57	50%	238	23%	108	5%	26	10%	49	100%	477
City parks	18%	86	47%	226	15%	71	6%	28	14%	65	100%	475
Recreation programs or classes	11%	52	31%	149	17%	80	5%	23	37%	176	100%	479
Recreation centers or facilities	9%	45	33%	156	20%	96	6%	29	31%	149	100%	475
Land use, planning and zoning	3%	16	28%	134	24%	116	21%	98	23%	110	100%	473
Code enforcement (weeds, abandoned buildings, etc)	5%	23	32%	153	27%	129	22%	107	13%	63	100%	475
Animal control	8%	40	36%	172	23%	110	13%	64	19%	89	100%	475
Economic development	2%	11	24%	116	34%	161	24%	113	16%	74	100%	476
Health services	7%	32	39%	183	31%	146	12%	58	12%	56	100%	475
Services to seniors	8%	38	27%	127	24%	113	9%	42	33%	157	100%	478
Services to youth	3%	13	19%	90	23%	108	20%	94	35%	167	100%	472
Public information services	5%	25	32%	153	33%	155	11%	51	19%	92	100%	476

Question 11: Service Quality												
Please rate the quality of each of the following services in Palm Coast:	Excellent		Good		Fair		Poor		Don't know		Total	
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	8%	36	40%	190	22%	104	8%	40	22%	103	100%
Preservation of natural areas such as open space, farmlands and greenbelts	6%	31	37%	176	25%	119	10%	46	22%	105	100%	477

Question 12: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The City of Palm Coast	9%	41	54%	258	25%	117	8%	38	5%	23	100%
The Federal Government	1%	6	25%	119	33%	155	19%	89	22%	102	100%	472
The State Government	1%	7	28%	133	34%	161	17%	79	19%	91	100%	472
Flagler County Government	4%	20	36%	171	32%	151	14%	67	13%	64	100%	473

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Palm Coast within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	42%	196
Yes	58%	273
Total	100%	469

Question 14: City Employees												
What was your impression of the employee(s) of the City of Palm Coast in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	22%	66	45%	136	20%	60	12%	35	2%	7	100%
Responsiveness	23%	70	43%	130	20%	62	10%	32	4%	11	100%	305
Courtesy	30%	92	44%	134	16%	50	8%	23	2%	6	100%	306
Overall impression	24%	73	44%	134	19%	57	11%	33	3%	9	100%	306



Question 15: Government Performance												
Please rate the following categories of Palm Coast government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Palm Coast	6%	29	38%	180	33%	156	13%	63	10%	48	100%
The overall direction that Palm Coast is taking	7%	34	42%	202	30%	141	14%	65	8%	36	100%	477
The job Palm Coast government does at welcoming citizen involvement	6%	28	27%	128	31%	147	14%	69	21%	101	100%	473
The job Palm Coast government does at listening to citizens	2%	11	22%	104	31%	147	21%	102	24%	112	100%	476

Question 16: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Palm Coast to someone who asks	39%	191	40%	195	11%	52	9%	43	1%	5	100%
Remain in Palm Coast for the next five years	54%	260	25%	121	8%	39	8%	37	5%	27	100%	484

Question 17: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	3%	13
Somewhat positive	8%	40
Neutral	29%	142
Somewhat negative	38%	187
Very negative	22%	105
Total	100%	487

Question 18a: Policy Question 1												
Please rate the following issues in terms of what you think their importance will be to Palm Coast over the next five years:	Extremely important		Very important		Somewhat important		Not at all important		Don't know		Total	
	Stormwater improvements	26%	129	41%	202	23%	111	3%	13	7%	36	100%
Funding for Capital Improvements	15%	70	40%	195	27%	131	7%	34	11%	55	100%	484
Expansion of Parks	15%	73	23%	113	38%	182	18%	87	6%	30	100%	486
Expansion of Recreation Services	16%	79	27%	128	37%	176	14%	67	7%	32	100%	483
Economic development	44%	216	35%	171	13%	66	2%	9	6%	28	100%	490
Commercial development	36%	173	32%	156	21%	99	6%	27	6%	28	100%	484
Construction of additional community center	13%	66	18%	87	30%	145	31%	149	9%	42	100%	489
Construction of tennis and golf facilities	6%	27	12%	56	26%	129	49%	239	8%	37	100%	489

Question 18b: Policy Question 2														
Please rate how satisfied or dissatisfied you are with the way Palm Coast provides the following services:	Very satisfied		Somewhat satisfied		Neither satisfied nor dissatisfied		Somewhat dissatisfied		Very dissatisfied		Don't know		Total	
	Building department	7%	34	20%	97	29%	140	10%	48	4%	21	30%	142	100%
City administration	9%	44	27%	131	27%	129	8%	40	6%	29	22%	104	100%	477
Capital projects	6%	29	20%	97	32%	151	7%	32	6%	28	29%	136	100%	473
City Clerk	11%	51	21%	100	29%	140	5%	23	4%	17	30%	143	100%	473
Code enforcement	8%	38	25%	121	25%	119	16%	79	11%	52	15%	73	100%	481
Engineering/Stormwater	7%	32	25%	119	30%	142	12%	55	7%	31	20%	96	100%	475
Finance	5%	24	17%	79	31%	146	10%	48	6%	29	30%	143	100%	470
Fire & Rescue	32%	155	36%	174	15%	71	0%	2	1%	3	15%	73	100%	477
Law enforcement	23%	109	36%	175	19%	91	8%	38	5%	23	10%	47	100%	483
Planning & Zoning	6%	27	23%	109	30%	143	13%	62	9%	45	19%	92	100%	477
Public works	10%	47	28%	132	32%	150	7%	31	5%	22	19%	89	100%	471
Recreation & Parks	16%	76	32%	153	30%	142	5%	26	4%	17	14%	66	100%	481
Water & Sewer	13%	64	33%	157	26%	127	10%	48	7%	33	11%	51	100%	481

Question 18c: Policy Question 3												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palm Coast?	Never		Once or twice		Monthly		Weekly		Daily		Total	
	Read City newsletter "The Palm Coaster"	13%	61	25%	121	51%	245	10%	46	2%	8	100%
Read the Palm Coast News Tribune/Journal	10%	48	17%	82	15%	70	32%	155	26%	127	100%	482
Read the Flagler Times	16%	77	23%	109	18%	86	36%	171	7%	32	100%	475
Attended or watched City Council meeting on television	53%	255	34%	165	8%	37	4%	22	1%	4	100%	483

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	50%	243
Yes, full-time	40%	191
Yes, part-time	10%	49
Total	100%	483

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	75%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	15%
Bus, rail, subway or other public transportation	0%
Bicycle	1%
Bicycle	1%
Work at home	6%
Other	2%

Question D3: Length of Residency		
How many years have you lived in Palm Coast?	Percent of respondents	Count
Less than 2 years	12%	60
2 to 5 years	35%	171
6 to 10 years	20%	100
11 to 20 years	23%	113
More than 20 years	10%	49
Total	100%	492

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	90%	439
House attached to one or more houses (e.g., a duplex or townhome)	5%	25
Building with two or more apartments or condominiums	5%	25
Mobile home	0%	0
Other	0%	0
Total	100%	489

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	14%	67
Owned by you or someone in this house with a mortgage or free and clear	86%	413
Total	100%	480

Question D6: Monthly Housing Cost		
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	6%	28
\$300 to \$599 per month	12%	57
\$600 to \$999 per month	29%	133
\$1,000 to \$1,499 per month	26%	120
\$1,500 to \$2,499 per month	19%	91
\$2,500 or more per month	8%	38
Total	100%	467

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	74%	362
Yes	26%	128
Total	100%	490

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	54%	263
Yes	46%	227
Total	100%	490

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	18%	81
\$25,000 to \$49,999	35%	160
\$50,000 to \$99,999	38%	174
\$100,000 to \$149,000	6%	28
\$150,000 or more	3%	12
Total	100%	455

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	92%	437
Yes, I consider myself to be Spanish, Hispanic or Latino	8%	38
Total	100%	475

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	1%	5
Asian, Asian Indian or Pacific Islander	2%	12
Black or African American	9%	43
White	86%	419
Other	4%	17
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	1%	6
25 to 34 years	14%	69
35 to 44 years	14%	67
45 to 54 years	15%	73
55 to 64 years	17%	86
65 to 74 years	24%	120
75 years or older	14%	70
Total	100%	492

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	52%	255
Male	48%	233
Total	100%	488

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	15%	75
Yes	82%	405
Ineligible to vote	1%	3
Don't know	2%	9
Total	100%	492

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	30%	146
Yes	69%	341
Ineligible to vote	1%	5
Don't know	0%	2
Total	100%	493



## APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

### SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether some research confirms or disconfirms that relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

## SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Palm Coast were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Palm Coast boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of Palm Coast households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of Palm Coast boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Palm Coast. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

## SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning April 7, 2008. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

## SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

Seventy-five surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,125 households receiving the survey mailings, 490 completed the survey, providing a response rate of 44%. In general, response rates obtained on local government resident surveys range from 25% to 40%.

In theory, in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than four percentage points in either direction from what would have been obtained had responses been collected from all City of Palm Coast adults. This difference from the presumed population finding is referred to as the sampling error (or the “margin of error” or 95% confidence interval”). For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.

## SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

## SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2000 Census estimates. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were tenure and gender/age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The historical use of the variables and the desirability of consistently representing different groups over the years

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. A limitation of data weighting is that only 2-3 demographic variables can be adjusted in a single study. Several different weighting “schemes” are tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

Weighting Scheme for the City of Palm Coast Citizen Survey			
Respondent Characteristics	Population Norm <sup>1</sup>	Unweighted Survey Data	Weighted Survey Data
<b>Tenure</b>			
Rent Home	14%	10%	14%
Own Home	86%	90%	86%
<b>Type of Housing Unit</b>			
Single-Family Detached	90%	91%	90%
Attached	10%	9%	10%
<b>Ethnicity</b>			
Non-Hispanic	93%	93%	92%
Hispanic	7%	7%	8%
<b>Race</b>			
White/Caucasian	85%	85%	86%
Non-White	15%	15%	14%
<b>Gender</b>			
Female	53%	50%	52%
Male	47%	50%	48%
<b>Age</b>			
18-34	16%	9%	15%
35-54	29%	26%	29%
55+	55%	65%	56%
<b>Gender and Age</b>			
Females 18-34	8%	7%	8%
Females 35-54	16%	14%	16%
Females 55+	29%	30%	29%
Males 18-34	8%	2%	8%
Males 35-54	13%	13%	13%
Males 55+	26%	35%	27%

<sup>1</sup> Source: 2000 Census

## SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

### Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

### “Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

### Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but

also in *Public Administration Review, Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. & Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

### The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

### Comparison of Palm Coast to the Benchmark Database

The City of Palm Coast chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Palm Coast Survey was included

in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons are available, Palm Coast results are noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of Palm Coast's rating to the benchmark (the rating from all the comparison jurisdictions where a similar question was asked).



## APPENDIX C: SURVEY MATERIALS

The following pages contain copies of the survey materials sent to randomly selected households within the City of Palm Coast.



2 COMMERCE BLVD.  
PALM COAST, FL 32164

Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO.94



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PALM COAST, FL 32164

Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO.94

Dear Palm Coast Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Palm Coast. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



Jon Netts  
Mayor

Dear Palm Coast Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Palm Coast. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



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Mayor

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Sincerely,



Jon Netts  
Mayor



## MAYOR

April 2008

Dear Palm Coast Resident:

The City of Palm Coast wants to know what you think about our community and municipal government. You have been randomly selected to participate in Palm Coast's 2008 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

**To get a representative sample of Palm Coast residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 386-986-3700.

Please help us shape the future of Palm Coast. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon Netts". The signature is stylized with a long horizontal stroke at the end.

Jon Netts  
Mayor



**MAYOR**

April 2008

Dear Palm Coast Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Palm Coast wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Palm Coast Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

**To get a representative sample of Palm Coast residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend the few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

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Please help us shape the future of Palm Coast. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon Netts". The signature is stylized with a large, sweeping flourish that extends to the right.

Jon Netts  
Mayor

# The City of Palm Coast 2008 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

**1. Please rate each of the following aspects of quality of life in Palm Coast:**

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Palm Coast as a place to live.....	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
Palm Coast as a place to raise children.....	1	2	3	4	5
Palm Coast as a place to work.....	1	2	3	4	5
Palm Coast as a place to retire .....	1	2	3	4	5
The overall quality of life in Palm Coast.....	1	2	3	4	5

**2. Please rate each of the following characteristics as they relate to Palm Coast as a whole:**

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Sense of community.....	1	2	3	4	5
Overall appearance of Palm Coast .....	1	2	3	4	5
Overall quality of new development in Palm Coast.....	1	2	3	4	5
Variety of housing options .....	1	2	3	4	5
Overall quality of business and service establishments in Palm Coast .....	1	2	3	4	5
Shopping opportunities .....	1	2	3	4	5
Recreational opportunities .....	1	2	3	4	5
Employment opportunities .....	1	2	3	4	5
Educational opportunities .....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Palm Coast.....	1	2	3	4	5
Ease of bicycle travel in Palm Coast .....	1	2	3	4	5
Ease of walking in Palm Coast.....	1	2	3	4	5
Availability of paths and walking trails .....	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking .....	1	2	3	4	5
Availability of affordable quality housing .....	1	2	3	4	5
Availability of affordable quality child care .....	1	2	3	4	5
Availability of affordable quality health care .....	1	2	3	4	5
Availability of affordable quality food .....	1	2	3	4	5
Availability of preventive health services .....	1	2	3	4	5
Air quality .....	1	2	3	4	5
Quality of overall natural environment in Palm Coast .....	1	2	3	4	5
Overall image or reputation of Palm Coast.....	1	2	3	4	5

**3. Please rate the speed of growth in the following categories in Palm Coast over the past 2 years:**

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
Population growth .....	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Palm Coast?  
 Not a problem     Minor problem     Moderate problem     Major problem     Don't know

5. Please rate how safe or unsafe you feel from the following in Palm Coast:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery) .....	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Palm Coast's downtown area during the day.....	1	2	3	4	5	6
In Palm Coast's downtown area after dark.....	1	2	3	4	5	6

7. During the past twelve months, were you or anyone in your household the victim of any crime?  
 No → Go to Question 9     Yes → Go to Question 8     Don't know → Go to Question 9

8. If yes, was this crime (these crimes) reported to the police?  
 No     Yes     Don't know

9. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palm Coast?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Palm Coast recreation centers .....	1	2	3	4	5
Participated in a recreation program or activity .....	1	2	3	4	5
Visited a neighborhood park or City park.....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting .....	1	2	3	4	5
Watched a meeting of local elected officials or other local public meeting on cable television .....	1	2	3	4	5
Read Palm Coast Newsletter .....	1	2	3	4	5
Visited the City of Palm Coast Web site (at www.ci.palm-coast.fl.us) .....	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Participated in a club or civic group in Palm Coast .....	1	2	3	4	5

10. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

- Just about everyday  
 Several times a week  
 Several times a month  
 Once a month  
 Several times a year  
 Once a year or less  
 Never

# The City of Palm Coast 2008 Citizen Survey

## 11. Please rate the quality of each of the following services in Palm Coast:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services .....	1	2	3	4	5
Fire services .....	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Fire prevention and education .....	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Street repair .....	1	2	3	4	5
Street cleaning .....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance .....	1	2	3	4	5
Traffic signal timing .....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services .....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes .....	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning .....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc) .....	1	2	3	4	5
Animal control .....	1	2	3	4	5
Economic development .....	1	2	3	4	5
Health services .....	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Public information services .....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) .....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5

## 12. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The City of Palm Coast.....	1	2	3	4	5
The Federal Government .....	1	2	3	4	5
The State Government .....	1	2	3	4	5
Flagler County Government.....	1	2	3	4	5

## 13. Have you had any in-person or phone contact with an employee of the City of Palm Coast within the last 12 months (including police, receptionists, planners or any others)?

- No → Go to Question 15                       Yes → Go to Question 14

## 14. What was your impression of the employee(s) of the City of Palm Coast in your most recent contact? (Rate each characteristic below.)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy .....	1	2	3	4	5
Overall impression.....	1	2	3	4	5

## 15. Please rate the following categories of Palm Coast government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Palm Coast.....	1	2	3	4	5
The overall direction that Palm Coast is taking .....	1	2	3	4	5
The job Palm Coast government does at welcoming citizen involvement.	1	2	3	4	5
The job Palm Coast government does at listening to citizens.....	1	2	3	4	5



**16. Please indicate how likely or unlikely you are to do each of the following:**

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in Palm Coast to someone who asks .....	1	2	3	4	5
Remain in Palm Coast for the next five years.....	1	2	3	4	5

**17. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:**

- Very positive     
  Somewhat positive     
  Neutral     
  Somewhat negative     
  Very negative

**18. Please check the response that comes closest to your opinion for each of the following questions:**

**a. Please rate the following issues in terms of what you think their importance will be to Palm Coast over the next five years:**

	Extremely important	Very important	Somewhat important	Not at all important	Don't know
Stormwater improvements .....	1	2	3	4	5
Funding for Capital improvements .....	1	2	3	4	5
Expansion of Parks .....	1	2	3	4	5
Expansion of Recreation Services .....	1	2	3	4	5
Economic development .....	1	2	3	4	5
Commercial development.....	1	2	3	4	5
Construction of additional community center.....	1	2	3	4	5
Construction of tennis and golf facilities.....	1	2	3	4	5

**b. Please rate how satisfied or dissatisfied you are with the way Palm Coast provides the following services:**

	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
Building department .....	1	2	3	4	5	6
City administration.....	1	2	3	4	5	6
Capital projects .....	1	2	3	4	5	6
City Clerk.....	1	2	3	4	5	6
Code enforcement .....	1	2	3	4	5	6
Engineering/Stormwater .....	1	2	3	4	5	6
Finance.....	1	2	3	4	5	6
Fire & Rescue.....	1	2	3	4	5	6
Law enforcement .....	1	2	3	4	5	6
Planning & Zoning.....	1	2	3	4	5	6
Public works .....	1	2	3	4	5	6
Recreation & Parks.....	1	2	3	4	5	6
Water & Sewer.....	1	2	3	4	5	6

**c. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palm Coast?**

	Never	Once or twice	Monthly	Weekly	Daily
Read City newsletter "The Palm Coaster" .....	1	2	3	4	5
Read the Palm Coast News Tribune/Journal .....	1	2	3	4	5
Read the Flagler Times.....	1	2	3	4	5
Attended or watched City Council meeting on television.....	1	2	3	4	5

# The City of Palm Coast 2008 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

**D1. Are you currently employed for pay?**

- No → Go to Question D3
- Yes, full time → Go to Question D2
- Yes, part time → Go to Question D2

**D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)**

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself ..... days
- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults ..... days
- Bus, Rail, Subway or other public transportation ..... days
- Walk ..... days
- Bicycle ..... days
- Work at home ..... days
- Other ..... days

**D3. How many years have you lived in Palm Coast?**

- Less than 2 years     11-20 years
- 2-5 years             More than 20 years
- 6-10 years

**D4. Which best describes the building you live in?**

- One family house detached from any other houses
- House attached to one or more houses (e.g., a duplex or townhome)
- Building with two or more apartments or condominiums
- Mobile home
- Other

**D5. Is this house, apartment or mobile home...**

- Rented for cash or occupied without cash payment?
- Owned by you or someone in this house with a mortgage or free and clear?

**D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?**

- Less than \$300 per month
- \$300 to \$599 per month
- \$600 to \$999 per month
- \$1,000 to \$1,499 per month
- \$1,500 to \$2,499 per month
- \$2,500 or more per month

**D7. Do any children 17 or under live in your household?**

- No     Yes

**D8. Are you or any other members of your household aged 65 or older?**

- No     Yes

**D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)**

- Less than \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

**Please respond to both question D10 and D11:**

**D10. Are you Spanish, Hispanic or Latino?**

- No, not Spanish, Hispanic or Latino
- Yes, I consider myself to be Spanish, Hispanic or Latino

**D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be)**

- American Indian or Alaskan Native
- Asian, Asian Indian or Pacific Islander
- Black or African American
- White
- Other

**D12. In which category is your age?**

- 18-24 years                       55-64 years
- 25-34 years                       65-74 years
- 35-44 years                       75 years or older
- 45-54 years

**D13. What is your sex?**

- Female
- Male

**D14. Are you registered to vote in your jurisdiction?**

- No
- Yes
- Ineligible to vote
- Don't know

**D15. Many people don't have time to vote in elections. Did you vote in the last general election?**

- No
- Yes
- Ineligible to vote
- Don't know

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to:  
National Research Center, Inc., 3005 30th St., Boulder, CO 80301



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PALM COAST, FL 32164

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