

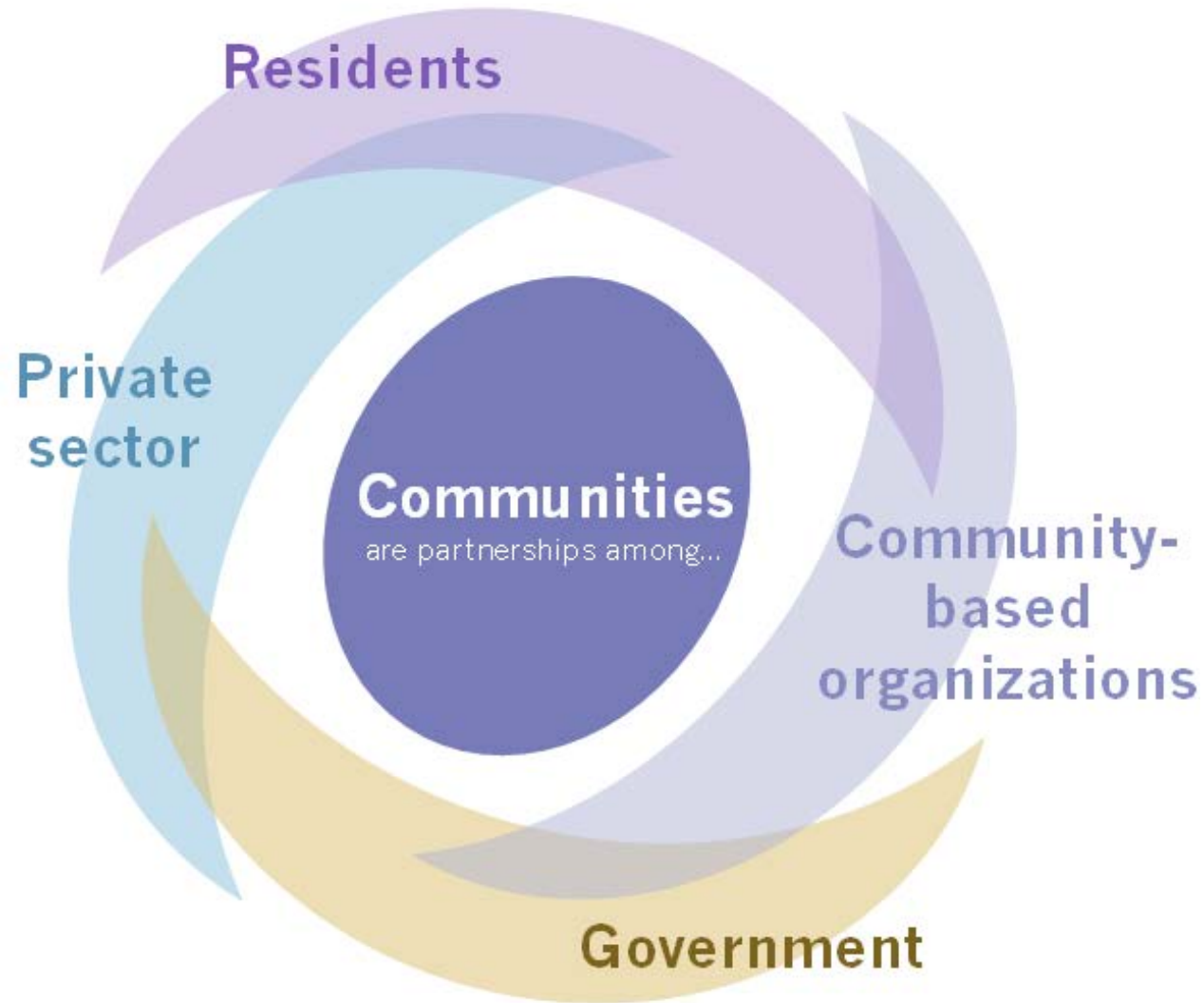
# A Big Bang Theory – When Resident Opinion Creates Life from Nothing

National Research Center  
Rock Hill, South Carolina  
Palm Coast, Florida  
Duluth, Minnesota





# The National Citizen Survey™



# The National Citizen Survey™



# The Six E's of Action



# Rock Hill, South Carolina

Monica Croskey, Strategy & Performance Manager

ICMA Conference Presenter



The National  
Citizen Survey:  
the survey that keeps  
on giving.



# Rock Hill Uses Citizen Survey Data To:

- I. Inform strategic plan development
- II. Facilitate discussion & develop action plans
- III. Engage local media & community
- IV. Cross-reference other surveys (in-house surveys)



# I. Inform strategic plan development

# QUALITY

Services. Places. Community.

## STRATEGIC PLAN FY2013 - FY2015



## FY2014 Year-End Strategic Report

**FY2014 Mid-Year Strategic Plan Progress Report**

This report provides an overview of the City's progress in accomplishing performance goals that are outlined in the Strategic Plan for FY2013 - FY2015. The report is divided into two sections: a narrative overview of the City's progress and a series of charts and graphs that illustrate the City's performance.

**2014 Year-End Strategic Plan Progress Report**

The City is pleased to report that 80% of the FY2014 performance goals were met. The City is proud to report that the City's progress in accomplishing performance goals that are outlined in the Strategic Plan for FY2013 - FY2015. The report is divided into two sections: a narrative overview of the City's progress and a series of charts and graphs that illustrate the City's performance.

**STRATEGIC PLAN  
FY2013 - FY2015**

Home | Quality Services | Quality Places | Quality Community

**Quality Services Goals**

- Public Safety
- Public Works
- Parks, Recreation, Tourism
- Utilities
- Customer Service
- Economic Development

**Public Safety Tasks and Related Measures**

Public Safety

- Neighborhood/Business Group Meetings Attended
- Citywide violent crime per 1,000 residents
- % Feeling somewhat or very safe from violent crime
- Property crime per 1,000 residents
- % Feeling somewhat or very safe from property crime

**Neighborhood/Business Group Meetings Attended**

Month	Meetings Attended
Sep-11	12
Jun-12	143
Jun-12	242
Oct-12	19

## II. Facilitate discussion & develop action plans

# City Council & Senior Staff Retreat

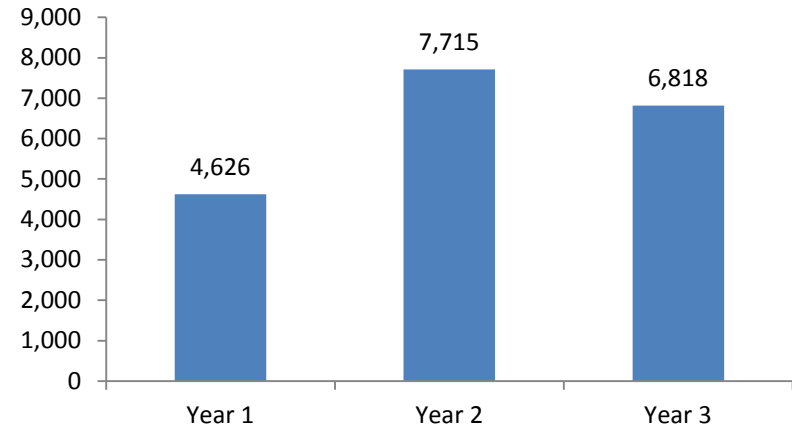
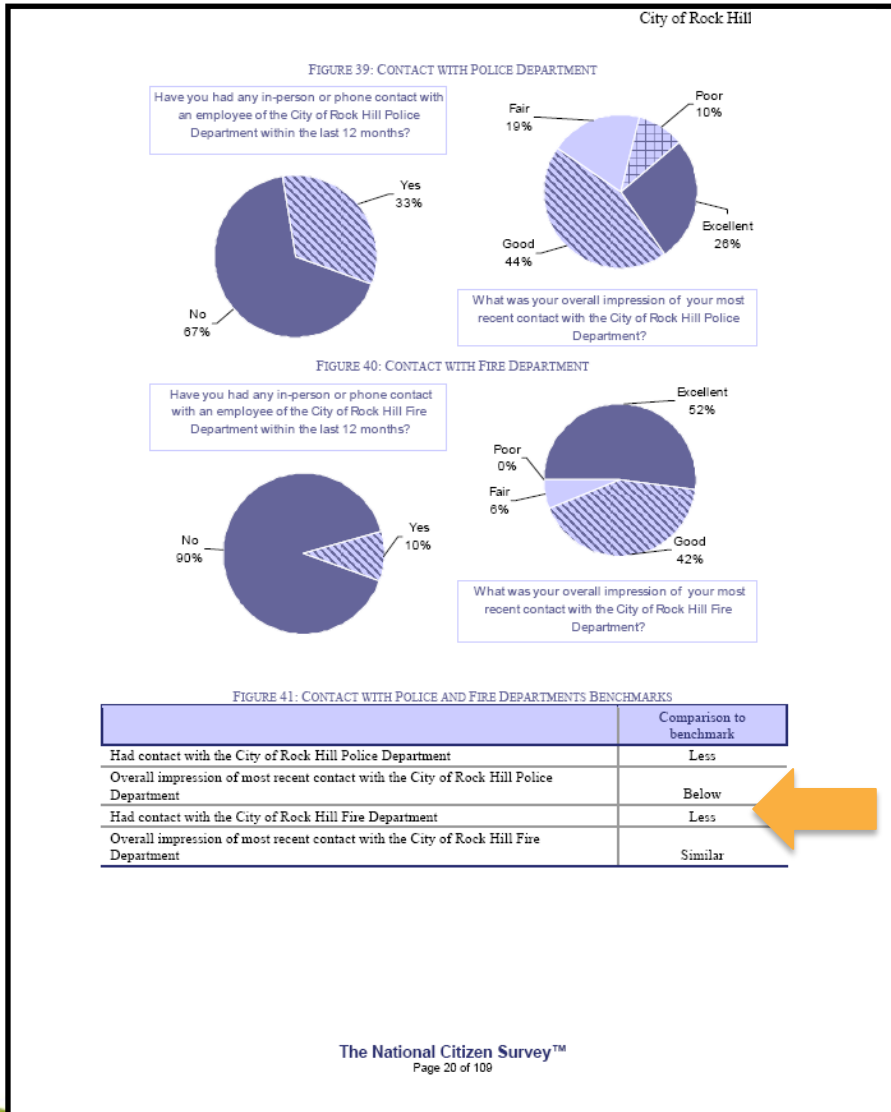
- Participants provided Citizen Survey data in advance
- NRC Facilitator – familiar with survey & focus group data
- City Staffer – presented performance data

*These factors contributed to setting appropriate environment for informed discussion.*

## Prompting Questions

- Does citizen data/feedback present a concern?
- Is there a need to address data/feedback?
- Current policies/practices and options for addressing?

# Public Safety Engagement



- Develop a fire safety program/initiative that targets adults by June 30, 2013.
- Is there a need to address data/feedback?
  - Developed Fire Safe Rock Hill: Working Together for a Safer Community.
- Current policies/practices and options for addressing retirement communities

# Downtown Safety

## 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. Many gave positive ratings of safety in the City of Rock Hill. About 65% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 72% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. The ratings for safety in Rock Hill's downtown area after dark and for safety from property crime had increased since 2008.

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

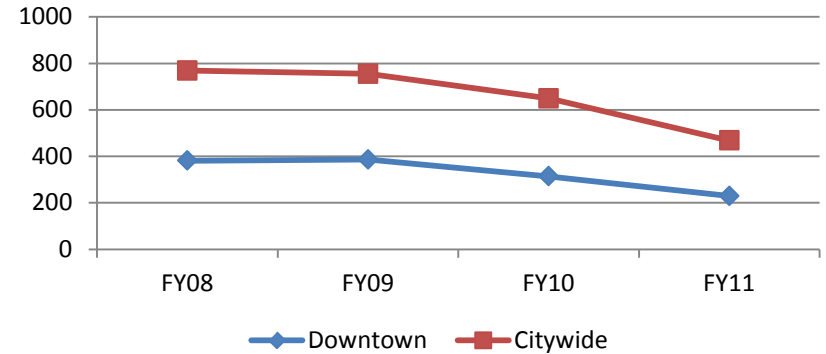
	2011	2008	2005	2003
Safety in your neighborhood during the day	94%	89%	92%	89%
Safety in your neighborhood after dark	74%	68%	77%	74%
Safety in Rock Hill's downtown area during the day	87%	84%	84%	79%
Safety in Rock Hill's downtown area after dark	51%	42%	48%	46%
Safety from violent crime (e.g., rape, assault, robbery)	65%	61%	52%	60%
Safety from property crimes (e.g., burglary, theft)	60%	48%	51%	50%
Safety from environmental hazards	72%	71%	NA	NA

Percent "very" or "somewhat" safe

FIGURE 34: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
In your neighborhood during the day	Similar
In your neighborhood after dark	Similar
In Rock Hill's downtown area during the day	Similar
In Rock Hill's downtown area after dark	Much below
Violent crime (e.g., rape, assault, robbery)	Much below
Property crimes (e.g., burglary, theft)	Similar
Environmental hazards, including toxic waste	Below

## Violent Crime Incidents: Downtown & Citywide



- Do citizens & citizen data present a concern?
- A perception issue:
- Is there a need to address
  - Held downtown focus group data/feedback?
  - Cross-departmental team efforts
- Current policies/practices and options for addressing?

### III. Engage local media & community

DEATHS • 2B  
TRADITIONS • 6B  
COMMUNITY • 8B

# LOCAL/STATE

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Call 803-329-4038 or 803-  
After 5 p.m.: 803 329-

heraldonline.com

## Survey to help update prioritie

### Rock Hill Council to review newest resident poll before setting budget

By Nicole E. Smith  
nsmith@heraldonline.com

Rock Hill City Council and city officials will review results from the newest resident survey next week during their annual retreat.

These results will be used to update priorities in six initiatives within the city's strategic plan: public safety, short- and long-term economic development, Old Town revitalization, quality public services, sustainable growth and quality of life.

The 25-plus question survey is completed every three years through the National Research Center. This is the fourth time

Rock Hill has participated.

Residents are asked to rate their satisfaction on city services, such as police and fire services, drinking water, activities for youths and seniors and street repair.

It also asks residents to rate their satisfaction on the quality of life in the city as a place to live, to work, to retire, to raise children as well as opinions on educational and employment opportunities.

Responses are on a scale from poor to excellent.

Mayor Doug Echols said the results indicate priorities the council should focus on. "How do we move forward with being



*"The budget project becomes one that deals with priorities, and not necessarily just about the dollar amounts."*

Rock Hill Mayor Doug Echols

responsible?" is the question the data answers, he said.

"The important part, besides the details, is we get an indication of how residents feel about and understand their relationship to the community," he said.

This year, nearly 300 people were surveyed.

A small sample of the results shows that 72 percent of people rated the overall qual-

ity of life in Rock Hill as excellent or good, compared to 71 percent on 2008. There is also increasing satisfaction with car travel in the city, availability of paths and walking trails and the availability of affordable quality housing, according to initial results.

By early spring, Echols said the council

### Survey results

A sample from the newest se

**72** percent rated the quality of life in Rock Hill as excellent or good.

**83** percent rated Rock Hill an excellent or good place to live

**60** percent positively rated travel in the city.

**56** percent rated the availability of affordable housing as excellent or good.

See SURVEY • 8B



[Home -> Top Stories](#)

## TOP STORIES

### Rock Hill survey: Reaching out to seniors, youths key

Posted: 01/25/2012 12:00 AM



[More Top Stories >>](#)

[<< Prev](#) | [Next >>](#)

As Rock Hill officials prepare to update the city's strategic plan, residents could see more outreach, especially to teenagers and seniors.

On Tuesday, the City Council and staff met for their annual retreat, this year focusing on results from the newest survey conducted through the National Research Center.

## NEWS - LOCAL/STATE

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Published: Thursday, Jan. 26, 2012 / Updated: Thursday, Jan. 26, 2012 07:26 AM

## Rock Hill Council ends 2-day review of survey

One goal: Better communication with Rock Hill residents

By Nicole E. Smith - [nsmith@heraldonline.com](mailto:nsmith@heraldonline.com)

ROCK HILL -- Rock Hill city officials want to increase communication with residents, which they hope will help answer concerns about street repairs, electricity outages and general questions.

In the final day of the City Council's annual retreat Wednesday, council members continued to discuss results from the latest survey conducted through the National Research Center.

The 25-plus question survey is completed every three years, asking residents to rate their satisfaction on city services, such as police and fire, drinking water, street repair and activities for young people and seniors. They can rate their satisfaction on the quality of life in the city as a place to live, work, retire and raise children and offer opinions on educational and employment opportunities.

## 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." Ease of car travel was given the most positive rating, followed by ease of walking in Rock Hill. These ratings tended to be similar or lower than the benchmark. The ratings for ease of car travel and the availability of paths and walking trails had improved over time.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2011	2008	2005	2003
Ease of car travel in Rock Hill	60%	59%	50%	50%
Ease of bicycle travel in Rock Hill	41%	37%	NA	NA
Ease of walking in Rock Hill	52%	45%	NA	42%
Availability of paths and walking trails	51%	42%	NA	NA
Traffic flow on major streets	47%	43%	NA	NA
Percent "excellent" or "good"				

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Rock Hill	Similar
Ease of bicycle travel in Rock Hill	Much below
Ease of walking in Rock Hill	Much below
Availability of paths and walking trails	Below
Traffic flow on major streets	Similar

## Cyclists, walkers speak up

### More than 100 attend open house on College Town plan

By Nicole E. Smith

nsmith@heraldonline.com

Every morning, Andrew Jones and Roman Magennis bike 20 miles to work at a steel company in Richburg.

While they have been making the trip for some time now, they've noticed several things they think could improve the experience.

"People's attitudes," Magennis said. "I'm confident riding in traffic. We're aware and watching traffic because we ride quite a bit."

But for people who aren't used to riding, it could be seen as "dangerous" and "nerve-racking" for both cyclist and driver.

"They don't know what to do," he said. Jones agreed, saying on most portions of S.C. 5 and the Ogden Road area "Share the Road" signs have helped the experience. However, both would like to see more education for drivers and cyclists on the rules of the road.

It was a suggestion they considered making Tuesday night at the College Town Area Bike and Pedestrian Plan's open house.

On a recent survey of nearly 300 Rock Hill residents through the National Research Center, residents indicated a growing satisfaction with these amenities. However, the survey also showed this satisfaction was not as high as other cities that also have amenities geared toward biking and walking.

The open house was meant as a starting point for addressing that concern, and more than 100 people came to share their ideas.

People were asked about their experiences, in general, and their thoughts on bicycling and walking in the College Town area. The College Town area encompasses, near Winthrop University, Hill, Cherry Road and Dave

See, an enlarged map of the area. People were asked

for their opinions on those frequently traveled areas.

Aerial photos showed these areas, and information on dimensions of roads and sidewalks and which accommodate more automobile traffic were available. People could write their suggestions on Post-It notes and then attach them to the map.

At each station, they could also answer certain questions, such as what streets they prefer to use for biking and walking and what streets they would like to see improved.

Mickey Taylor teaches a geocaching course at Winthrop University and used to bike to work from the Lesslie area.

"I see students riding more and more on campus because they're moving cars back and putting in bike racks," she said. "But it's hard to bike to campus."

See **BIKING** • 6B

### By the numbers

City of Rock Hill and Winthrop University officials held an open house Tuesday at the Glencairn Garden Learning Center to share information on the College Town Area Bike and Pedestrian Plan. The open house produced the following:

**5 suggestions:** paved shoulders, wide outside lanes, bicycle lanes, sharrows (street markings indicating cycling access to lanes) and multi-use trails

**4 main biking/walking corridors:**

Cherry Park/Eden Terrace, Oakland/Charlotte avenues, White/Main/Black streets, Dave Lyle Boulevard/downtown area

**More than 100:** number of people who came to the open house

On a recent survey of nearly 300 Rock Hill residents through the National Research Center, residents indicated a growing satisfaction with bike and pedestrian amenities. However, the survey also showed this satisfaction was not as high as other cities that also have amenities geared toward biking and walking. The open house was meant as a starting point for addressing that concern, and more than 100 people came to share their ideas.


## IV. Cross-reference other surveys (in-house surveys)

# Citizen Leaders' Survey



	Most Important	Important	Somewhat Important	Least Important
1 Being business friendly will be a defining characteristic of Rock Hill's future	61%	31%	8%	0%
2 Focus on increasing commercial and retail opportunities in Downtown	56%	35%	8%	1%
3 Conduct targeted, proactive business recruitment to carve out a niche for Rock Hill	55%	41%	3%	1%
4 Sports tourism will be a defining characteristic of Rock Hill's future	52%	40%	8%	0%
5 Seek additional opportunities to partner with Winthrop in efforts to make Rock Hill a premier college town	49%	37%	12%	1%
6 Examine opportunities to leverage resources with the education entities within the City to develop a community commitment and appetite for lifelong learning	48%	37%	13%	1%
7 Citizen engagement will be a defining characteristic of Rock Hill's future	46%	36%	18%	0%
8 Explore opportunities to increase internet accessibility within Rock Hill	41%	37%	19%	3%
9 Work to recruit additional retail and restaurant options for Rock Hill	41%	45%	10%	4%
10 Increasing residential opportunities should be a primary focus for Downtown revitalization	36%	33%	25%	5%
11 Address job training needs for vulnerable populations within the community	35%	43%	21%	1%
12 Explore enhancing business friendly practices such as economic incentives and streamlined processes	35%	49%	16%	0%
13 Explore opportunities to have a Convention Center in Rock Hill	35%	23%	29%	13%
14 Additional efforts should be made to attract the college and young adult populations to Downtown for night life	34%	42%	20%	4%
15 Implement and make the public aware of community initiatives that encourage wellness and active lifestyles while offering residents the ability to build community/neighbor connections	32%	39%	24%	5%
16 Address and examine opportunities to increase affordable housing within the City	27%	40%	27%	7%
17 Develop a citywide and/or countywide bus system for Rock Hill/York County	24%	41%	24%	11%
18 Solicit more hotels	23%	36%	32%	9%
19 Explore opportunities to improve Rock Hill's attractiveness to retirees	22%	53%	21%	4%
20 Work with community partners to implement and make the community aware of positive activities for Rock Hill teens	21%	44%	35%	0%
21 Explore opportunities to connect with Charlotte's Lynx light rail system	20%	44%	24%	12%
22 Expand low income housing rehabilitation initiatives	19%	38%	28%	15%
23 Examine the equity of service and development distribution within the City of Rock Hill	19%	38%	38%	6%
24 Create an arts/entertainment district	19%	40%	32%	9%
25 Invest additional resources into providing more connecting trails and greenways	18%	36%	34%	12%
26 Work with community partners to implement and make the community aware of existing activities and services for Rock Hill seniors	17%	55%	28%	0%
27 Implement a street car in Old Town	16%	28%	29%	27%
28 Seek opportunities to add bike lanes along major thoroughfares	16%	41%	27%	16%
29 Develop an indoor concert venue	14%	38%	26%	23%
30 Invest additional resources into providing more recreation fields	12%	36%	44%	8%
31 Invest additional resources into developing additional parks within the community	12%	36%	45%	7%
32 Explore ways to increase cultural opportunities	12%	55%	29%	4%
33 Seek opportunities to partner with other agencies to develop additional museums	3%	22%	39%	36%

Citizen Leaders' Meeting Survey Results



Survey results from a targeted population within the community

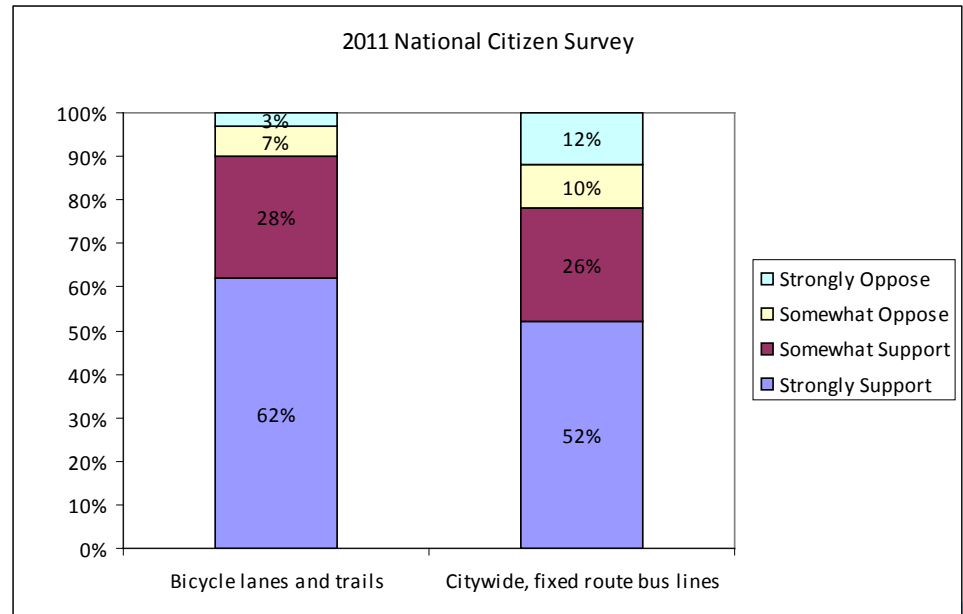
	Most Important	Important	Somewhat Important	Least Important
Develop a citywide and/or countywide bus system for Rock Hill/York County	24%	41%	24%	11%
Seek opportunities to add bike lanes along major thoroughfares	16%	41%	27%	16%

**Support for bus system:**

Targeted: 65%    NCS: 78%

**Support for bike lanes:**

Targeted: 57%    NCS: 78%



## Use Citizen Survey Data to:

- Develop strategic plan
- Facilitate discussion and create action plans
- Engage community and media
- Cross-reference other citizen data

**More broadly:**

Share

Discuss

Act

City of Palm Coast, Florida

Denise Bevan, City Administration Coordinator

ICMA Conference Presenter



# Getting to Know Palm Coast

city of  
**PALM COAST**

## ABOUT PALM COAST

History

Schools

Demographics

Location

Weather

Citizen Survey

Comprehensive Plan



*Our Future is Bright*

Business Assistance Center

Palm Coast Television



One of Florida's newest cities (incorporated 1999), Palm Coast is a Florida paradise – situated on 70 miles of saltwater and freshwater canals and the Intracoastal Waterway and just minutes from pristine Atlantic Ocean beaches. Vibrant lifestyle and the natural environment go hand-in-hand here. The City offers a dozen beautiful parks, 125+ miles of connecting trails and paths for walking/bicycling, abundant fishing and boating, a year-round Running Series, and world-class tennis and golf. Lined with historic oaks, towering pines and indigenous vegetation, Palm Coast's parks and trails showcase the splendid elegance of the native Florida landscape. Bird-watching is popular at St. Joe Walkway and Linear Park, which are designated as Great Florida Birding & Wildlife Trails, and visitors can spot dolphins and seabirds as they stroll along the Intracoastal at Waterfront Park. We invite you to Find Your Florida in Palm Coast!



Palm Coast - Find Your Florida  
01/01 | Updated 1/31/2012

# Getting to Know Palm Coast

**City of PALM COAST**

Home  
I Want To...  
Newsroom  
For Palm Coasters  
For Our Visitors  
Back to For Our Visitors  
About Palm Coast  
Events  
Community Calendar  
Parks and Recreation  
Trails (Trek It Out)  
Running Series  
Sports Alliance  
Discover Palm Coast  
Local Attractions  
Business & Growth  
Government  
Contact

Discover Palm Coast  
Business Assistance Center  
Palm Coast Television

## ABOUT PALM COAST

« To About Palm Coast Home

History Schools Demographics Location Weather **Citizen Survey** Comprehensive Plan

### Citizen Survey

Each year, the City of Palm Coast works with the National Citizen Survey to conduct a survey of Palm Coast residents to receive resident opinions about community quality of life, City services, civic participation and unique issues of local interest. The database allows us to compare ourselves against about 500 cities and communities across the United States. Survey results are used by the City Council and City staff to improve service, increase engagement and improve quality of life in the community.

#### 2013 Reports

[Survey 2013, Report of Results](#) [358.30 KB]  
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#### 2012 Reports

[Survey 2012, Report of Results](#) [1.63 MB]  
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#### 2011 Reports

[Survey 2011, Report of Results](#) [756.75 KB]  
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#### 2010 Reports

[Survey 2010, Report of Results](#) [779.96 KB]  
Download View In Browser

#### 2009 Reports

### Population

#### City of Palm Coast Population Estimates & Projections

Year	Population
2000	32,732
2005	77,034
2010	112,831
2015	132,201
2020	150,657
2025	168,112

Sources: US Census and Bureau of UF Economic and Business Research

# Implementing Our Vision

- The National Citizen Survey is utilized as one of many tools to evaluate the Strategic Action Plan (SAP)
- SAP is a guide to implement Council's Long-term Vision for the City of Palm Coast
- Vision is dissected into six Long-term Goals for practical implementation
- In 2011, process restructured to bridge a closer relationship with Budget and Performance Measure tracking

## Vision Statement

To be recognized as one of Florida's premier cities in which to live, work and play

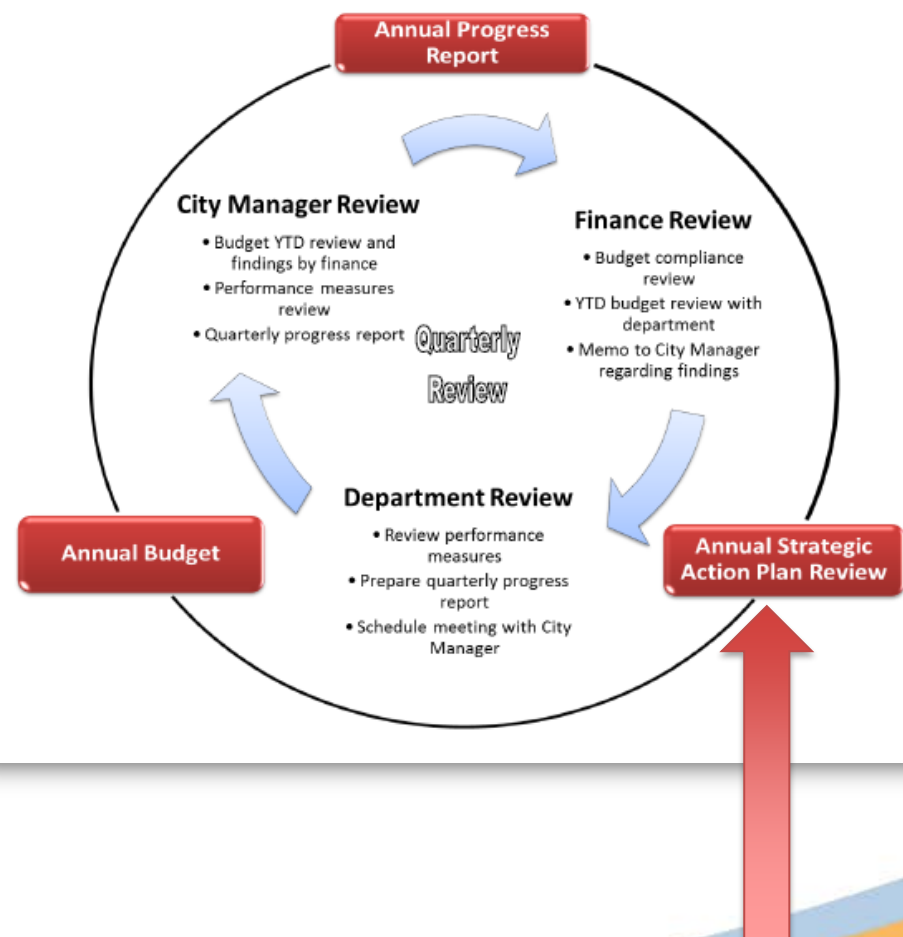


# Before and After

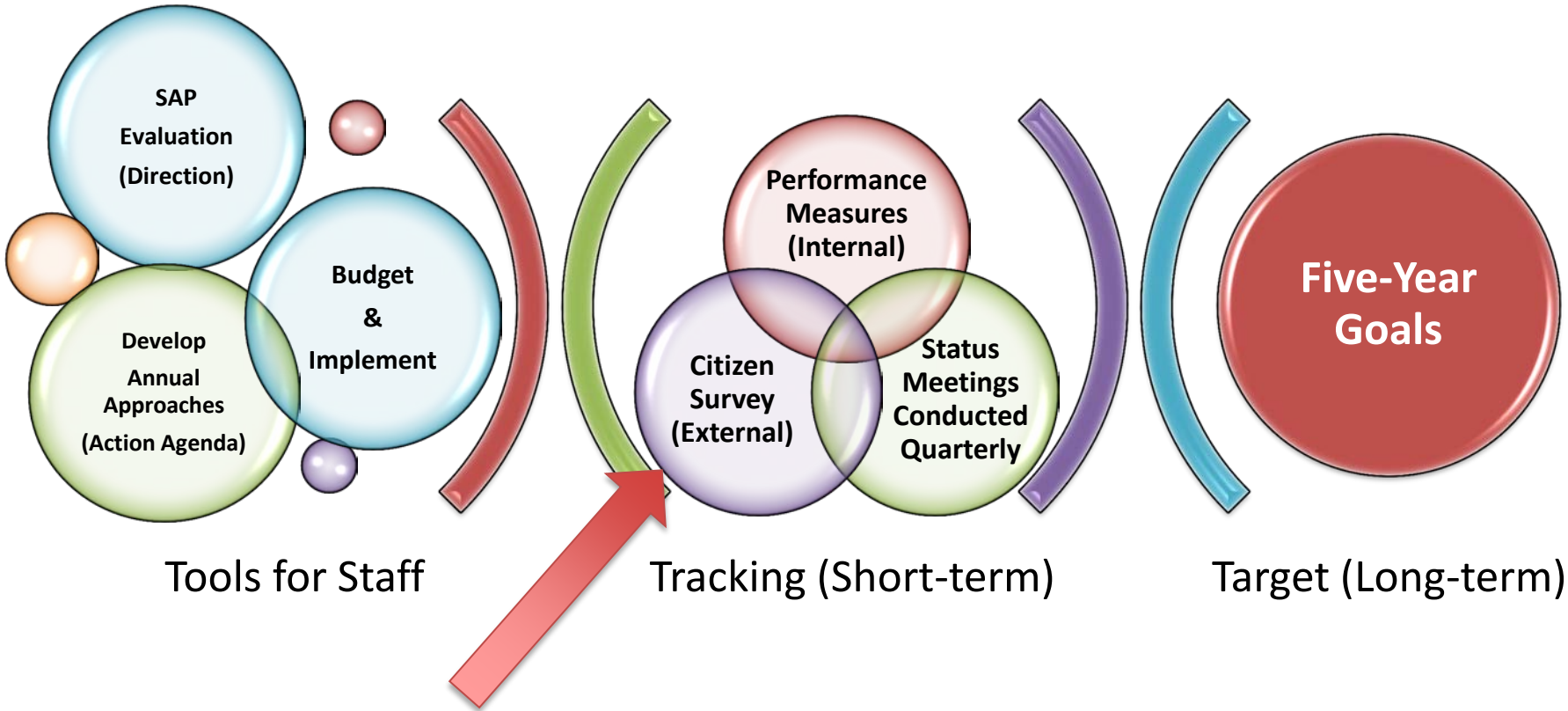
## Results by Department

Reporting Results

Vision	Goal	Objective	Strategy	Reporting Results																				
				Administration	Community Development	Engineering & Stormwater	Finance	Fire	HR&C	Parks and Recreation	Public Works	Trains												
Long-Term			Short-Term	Approach Assignments																				
To be recognized as one of Florida's premier cities in which to live, work and play	<b>Goal 1: Expansion</b> To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services and employment	1.1	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement																				
		1.2	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant																				
	<b>Goal 2: Economic</b> To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values	2.1	To develop an evaluation matrix to assess the implementation of Prosperity 2021	inventory progress to date																				
		2.2	To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact																				
		2.3	To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy; create programs to assist small business; develop education programs to reach broader participation in Flagler County and across Florida; strengthen BAC partner efforts; increase private sector financial support for BAC																				
	<b>Goal 3: Finance</b> To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	3.1	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships																				
		3.2	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services																				
		3.3	Establish system to continually evaluate and enhance financial controls	Create an anonymous reporting program to alert financial impropriety; annual evaluation and risk assessment to strengthen controls																				
	<b>Goal 4: Environmental</b> To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife	4.1	To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water																				
		4.2	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve Concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements																				
		4.3	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in the forefront of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program																				
		4.4	Protect the environment through appropriate development strategies	Protect natural green spaces																				
	<b>Goal 5: Quality of Life</b> To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	5.1	Enhance community and visitors' recreational opportunities and experiences at community events	incorporate fun and interactive elements into community events; promote the variety of local leisure and recreational activities																				
		5.2	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training																				
		5.3	Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organizations to broaden experiences; expand outreach opportunities to identify and network resources																				
	<b>Goal 6: Workforce Talent</b> To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	6.1	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program																				
		6.2	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess position descriptions; training, certification, public policy needs that benefit the Organization and the Community																				
		6.3	To enhance awareness of customer service and relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide employee training program																				
		6.4	To coordinate with regional public and private educational institutions to identify partnership opportunities, which benefits both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees																				



# Implementing Our Vision



# A Better Toolbox



## 2013—2014 Strategic Action Plan

### Implementing a Vision

To ensure the City's pursuit of this Vision, Goals with Objectives and Strategies were established to guide staff with implementing City Council's direction. The budget is driven by this Plan and results in a year-long process.



### CITY COUNCIL

Mayor

Jon Netts

Vice Mayor

Jason DeLorenzo

David Ferguson

William Lewis

Bill McGuire

February	March	April	May - September	December
1 2012-13 Fiscal Year Audit Report	3 2013 Progress Report	5 SAP Finalized	7 Budget Review	8 Annual Budget Report
2 Citizen Survey Presentation	4 SAP Executive Summary Evaluation	6 SAP Action Agenda	8 Budget Adoption	

◆ Quarterly Update Meetings: January, April, July and November

	Transportation	Recreation	Stormwater	Utility
	Palm Coast Parkway 6-Laning (Construction)	Lehigh/Belle Terre Trailhead (Design)	M-3 Structure (Construction)	Beachside Sewer System (Construction)
	Bull Dog Drive Improvements (Construction)	Long Creek Nature Preserve Phase I (Construction)	Boulder Rock Dr. Major Crossing (Design)	Holland Park Reclaimed Water Main (Construction)
	Royal Palms Parkway Phase III (Construction)	Holland Park Renovation Phase I (Construction)	Swale Rehabilitation (25 miles)	WTP #2 Zero Liquid Discharge (Concentrate) (Construction)
	Palm Harbor Parkway Extension (Construction)	Seminole Woods MUP Phases I and II (Construction)	Sections 35 & 37 Stormwater Modeling Project (Construction)	WTP #3 Concentrate Pre-Treatment System (Design & Construction)
	Old Kings Road 4-Laning (Design)	Community Center Replacement (Design)		CUP Modification for WTP # 2 Wellfield (Consulting) Sludge Management Evaluation (Consulting)

Vision	Goal	Objective	Strategy	Approach Assignments								
				Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works	Teams
Long-Term			Short-Term									
To be recognized as one of Florida's premier cities in which to live, work and play	<b>Goal 1: Expansion</b>	To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services and employment	1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts 1.2 To assess the need to expand infrastructure for sustainable growth	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement  Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant								
	<b>Goal 2: Economic</b>	To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values	2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success 2.3 To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Inventory progress to date  Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact  Develop a branding strategy; create programs to assist small business; develop education programs to reach broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC								
	<b>Goal 3: Finance</b>	To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	3.1 Diversify our revenue sources 3.2 Increase efficiency through enhanced operations and technological advancements 3.3 Establish system to continually evaluate and enhance financial controls	Evaluate and target diversification of funding sources; seek private/public partnerships  Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services  Create an anonymous reporting program to alert financial improprieties; annual evaluation and risk assessment to strengthen controls								
	<b>Goal 4: Environmental</b>	To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife	4.1 To develop programs to enhance our water conservation strategies 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects 4.3 Evaluate current "Green" initiatives and targeted projects that are sustainable 4.4 Protect the environment through appropriate development strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water  Develop a phased approach to financing and constructing Long Creek Nature Preserve Concept; build bicycle/pedestrian connectors; identify user experiences through technological and innovative design enhancements  Reduce waste; staying in the forefront of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program  Protect natural green spaces								
	<b>Goal 5: Quality of Life</b>	To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	5.1 Enhance community and visitors' recreational opportunities and experiences at community events 5.2 Enhance safety measures throughout the community 5.3 Seek partnerships with educational institutions to expand community educational and cultural opportunities	Incorporate fun and interactive elements into community events; promote the variety of local leisure and recreational activities  Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training  Share resources between organizations to broaden experiences; expand outreach opportunities to identify and network resources								
	<b>Goal 6: Workforce Talent</b>	To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	6.1 To develop a program to improve staff retention and recognize individual skills and talents 6.2 To develop in-house and identify external training opportunities for employees 6.3 To enhance awareness of customer service and relationships with our citizens 6.4 To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Establish a program to identify individual skills and foster improvement of professional skill; assess pay rates and benefits; develop an Employee Motivation and Reward Program  Create a comprehensive training program; assess position descriptions, training, certification, public policy needs that benefit the Organization and the Community  Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide employee training program  Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees								

# Results by Goal

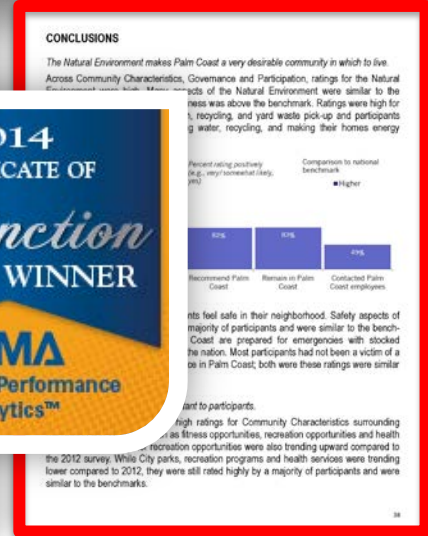
Reporting Results

# Measuring Results

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks & Rec	Public Works
<b>Assignments</b>										
<b>Goal 1: Expansion</b> To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services and employment	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement								
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										

GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	Completion
Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	53.30%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	53.30%
! Approach 1.1.1.2 Inspect, evaluate and rate Water Control structures, Major crossings, Pipes through seawalls.	19.71%
Measurement 1.1.1.2 a Inspect, evaluate and rate water control structures, major crossings, pipes through seawalls, and canal ends annually	19.71%

GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.		
To assess the need to expand infrastructure for sustainable growth:		
Summary	In Progress	Completed
Inspect, evaluate and rate water control structures, major crossings, pipes through seawalls annually		X
Perform hydraulic modeling of the Palm Coast stormwater drainage system for two (2) ITT subdivision sections within the City of Palm Coast every other year.		X
Design one stormwater modeling project every other year.		X
The Palm Coast Streets Division will ensure all ditches will be maintained twice a year 100% (Mow, spray or excavate)		X
Matanzas interchange/OKR Improvement project: Complete purchase of properties/rights of way required, interlocal agreement with Flagler County, FDOT Grants and complete Palm Harbor Extension design.	X	
The Public Works Utility Division will inspect 20% of 12,745 PEP tanks annually.		X
Keeping older neighborhoods attractive and relevant:		
Summary	In Progress	Completed
Purchase 16 units through the Neighborhood Stabilization Program.		X
Secure all abandoned houses within 14 days of being identified.		X
Finalize the Parkway East Master Plan to address improvements in aging communities		X
Complete Palm Coast Parkway East District Planning Study		X
The Public Works Utility Division will inspect and paint 20% of all 3,462 City-owned Fire Hydrants within the city limits each year.	X	



July 8, 2014 - Palm Coast is among 11 jurisdictions receiving the Certificate of Distinction, and one of 49 recognized overall.

# Building on Great Teamwork

5-year Performance Report including City Council Goals and Objectives, and Citizen Survey



Strategic Action Plan Team



Performance Measure Team



**Denise Bevan**  
City Administration  
Coordinator



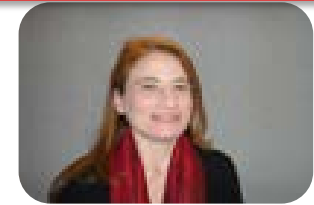
**Constance Bentley**  
Planner



**Jerry Forte**  
Deputy Fire Chief



**Jose Papa**  
Senior Planner



**Luanne Santangelo**  
Parks & Recreation  
Director



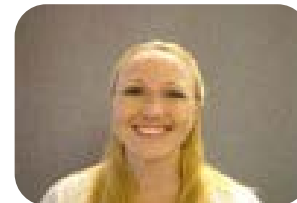
**Chris Quinn**  
Finance Department  
Director



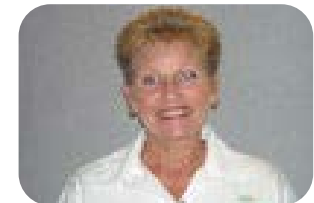
**Doug Atkins**  
IT&C Applications  
Analyst



**Donald Schrage**  
Stormwater System  
Specialist



**Christina Mugford**  
Accounting Technician



**Renee Shevlin**  
Public Works Operation  
Manager



**Lina Williams**  
Budget and Financial  
Analyst



**“It’s not the strongest of the species that survive,  
nor the most intelligent, but the one responsive  
to change.”**

~ Charles Darwin

**Questions and Support**

**Denise Eagle Bevan  
City Administration Coordinator  
dbevan@palmcoastgov.com  
Office: 386-986-2458**

# Duluth, Minnesota Mayor Don Ness



ICMA  
**100<sup>th</sup>**  
ANNUAL CONFERENCE

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**Charlotte**  
Mecklenburg County  
SEPTEMBER • 14-17 • 2014

# 2008

- Structurally imbalanced budget
  - \$6M deficit, negative \$1.3M general fund reserve
- \$378M retiree healthcare unfunded liability
- High CAO turnover
- Toxic political environment

# 2008

- Aging infrastructure, \$80 million EPA and DOJ lawsuit for sanitary sewer overflows into Lake Superior



Duluth News Tribune / Bob King

# 2008

Duluth News Tribune

News Business Sports Opinion A&E Features Outdoors Pursuits Obituaries Celebra

## Union, councilors fire back over city layoffs in Duluth

By bstahl@duluthnews.com on Aug 19, 2008 at 12:00 a.m.

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On Friday, the city of Duluth jolted employees with 169 layoff notices, including 28 for full-time permanent employees to close the two branch



Duluth News Tribune

News Business Sports Opinion A&E Features Outdoors Pursuits Obituaries Celebrati

## \$5 million budget deficit will force deeper cuts in Duluth

By bstahl@duluthnews.com on Apr 10, 2008 at 12:00 a.m.

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Mayor Don Ness warned that the city was in dire straits. Councilors telling them the city faces an

a balanced budget, which the council approved the were "overly optimistic."

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Duluth News Tribune

News Business Sports Opinion A&E Features Outdoors Pursuits Obituaries Celebrations

## Ness asks councilors for sanitary sewer options

By bstahl@duluthnews.com on May 29, 2008 at 12:00 a.m.

Like Share 0 Email Tweet 0

On Tuesday night, Mayor Don Ness asked the four city councilors who voted down his plan that would eliminate sanitary sewer overflows into Lake Superior how they would pay for those fixes.

Wednesday, they had no shortage of opinions, including asking the state or feds to pay for it, making it a federal earmark,

ADVERTISEMENT PRINT



ICMA

# 2008

## Praised. Criticized.

# NESS

**VIKINGS OPEN PLAYOFFS TODAY**  
PREVIEW IN SPORTS  
Sunday, January 4, 2009

**Duluth News Tribune**

### Duluth has lost many rookie cops

Police chief taking steps to improve department's 'disappointing' retention



Duluth Mayor Don Ness, shown listening to the concerns of Duluth business owner Betty Lou Marvick last month during a monthly Mayor's Night session, has been in office for a year — and has had to make some controversial decisions that have won him healthy doses of both praise and criticism. Amanda Hausmeyer / ahausmeyer@duluthnews.com

### One year in, mayor has won fans, made enemies with tough decisions

BRANDON STANK  
brstank@duluthnews.com

Ask Duluth Mayor Don Ness about the successes he's had during his first year in office and he smiles and looks off into the distance, as if choosing the most favorable memory. From nearly \$4 million in budget deficits to closing city buildings, selling land, laying off employees and closing the library and park departments.

At the same time, he imposed new fees for street lighting and sewer overflows the way of Minnesota Gov. Tim Walleenty by raising taxes 14 percent during the worst economic crisis in

**INSIDE**  
A sampling of opinions about Ness from city residents and political leaders of the city and state.  
PAGE A12

**ONLINE**  
What do you think about Ness' first year in office? Share your thoughts at [duluthnews.com/inside](http://duluthnews.com/inside)

said that, while his accomplishments are significant and his critics come as a cost of that we provide in city government."

Before you enter the on-

### City of Duluth 2008 timeline



Don Ness (right) is sworn in, becoming Duluth's new mayor last January.

Don Ness sworn into office.

Agreement reached with SAGC on rental of spaces at Medical District parking garage.

MARK STODOLSKY  
mstodol@duluthnews.com

It's a proud and labor-wearing time for new Duluth police officers when they swap their old a currency in law enforcement.

Police Chief Gordon Rapasay said he's "very disappointed" in that retention rate, and he's changing how newly recruited officers are trained. "We are doing things to address it, so that we don't lose as many," he said.

But first, what went wrong? Of the 12 rookie officers, Rapasay didn't pass their one-year probation in his vehicle while he was off duty. Duluth police Lt. Pat Johnson, who oversees the training division, said that one recruit left after a week because his wife received a promotion in her job and he decided not to uproot a profession in her city to Duluth. Another recruit left after three months because he decided the job wasn't what he thought it was going to be. Johnson said, "Whenever we find out if there's a life enforcement job in





# 2009

**The National Citizen Survey**

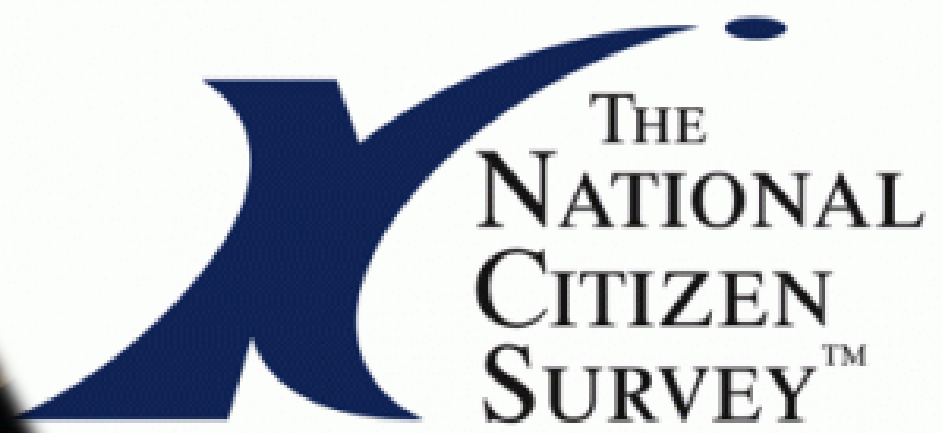
**At all, you think, it is for the Duluth community to focus on each of the following**

	Essential	Very important	Somewhat important	Not at all important
... you usually have to visit in Duluth	1	2	3	4
Duluth (including overall design, buildings, parks, etc.)	1	2	3	4
... in Duluth	1	2	3	4
... and enrichment	1	2	3	4

**Level of approval or disapproval with each of the following:**

	Essential	Very important	Somewhat important	Not at all important
... to investing tourism tax dollars to create a collection of outdoor recreation and	1	2	3	4
... opportunities along the St. Louis River Corridor in West Duluth. Please indicate how	1	2	3	4
... for the City to invest in each of the following elements:	1	2	3	4
... the Zoo (e.g. enhancement of exhibits, new	1	2	3	4
... Indian Point Campground	1	2	3	4
... improvements (e.g. way-finding signage,	1	2	3	4
... recreation equipment along the river	1	2	3	4
... family centers	1	2	3	4
... many times, if at all, have you or other household members visited the	1	2	3	4
... of the zoo and the surrounding grounds by	1	2	3	4
... of the following improvements w	1	2	3	4

1 to 2 times  
 Not at all





# Building a broader narrative



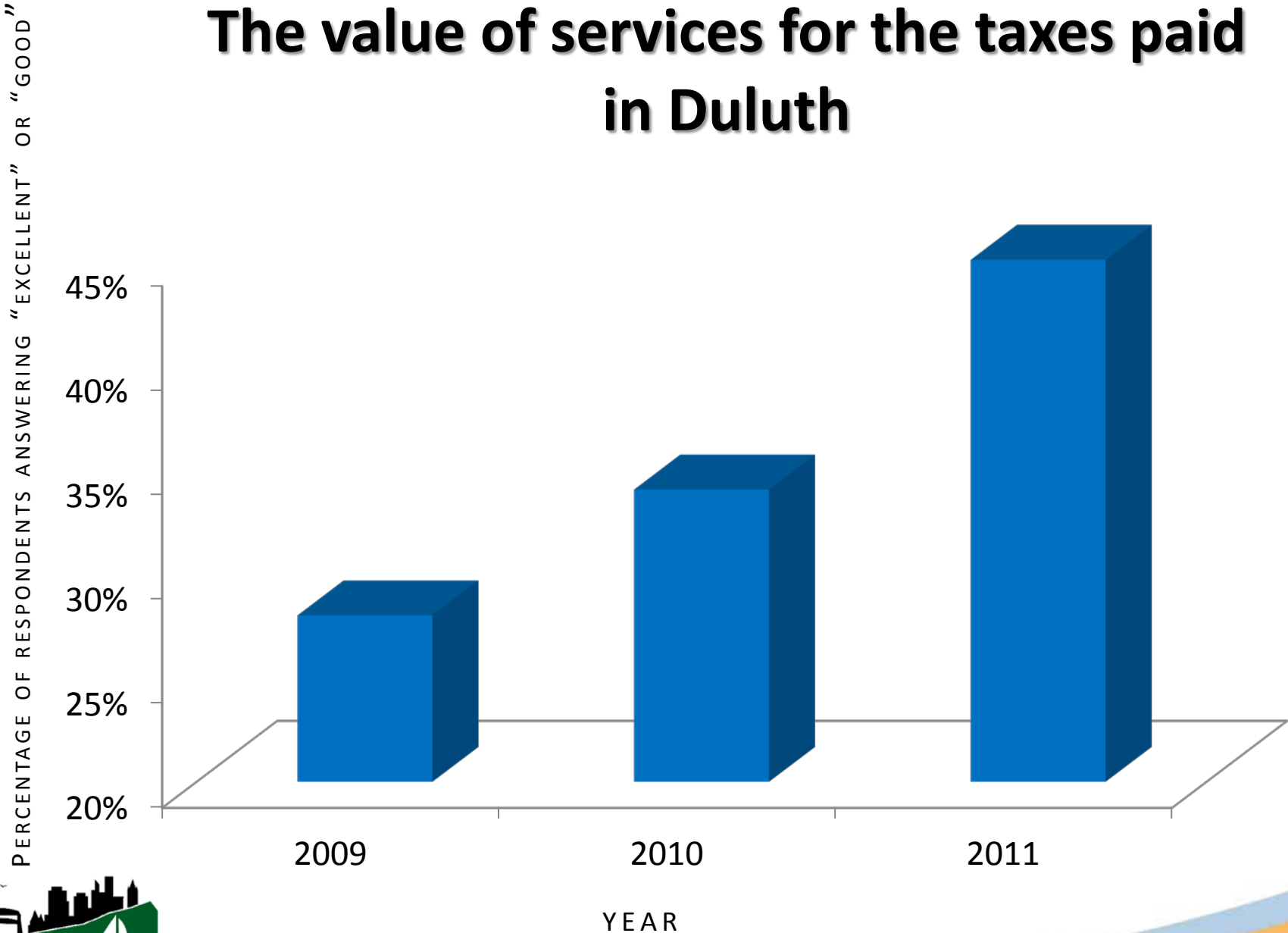
# Building a broader narrative



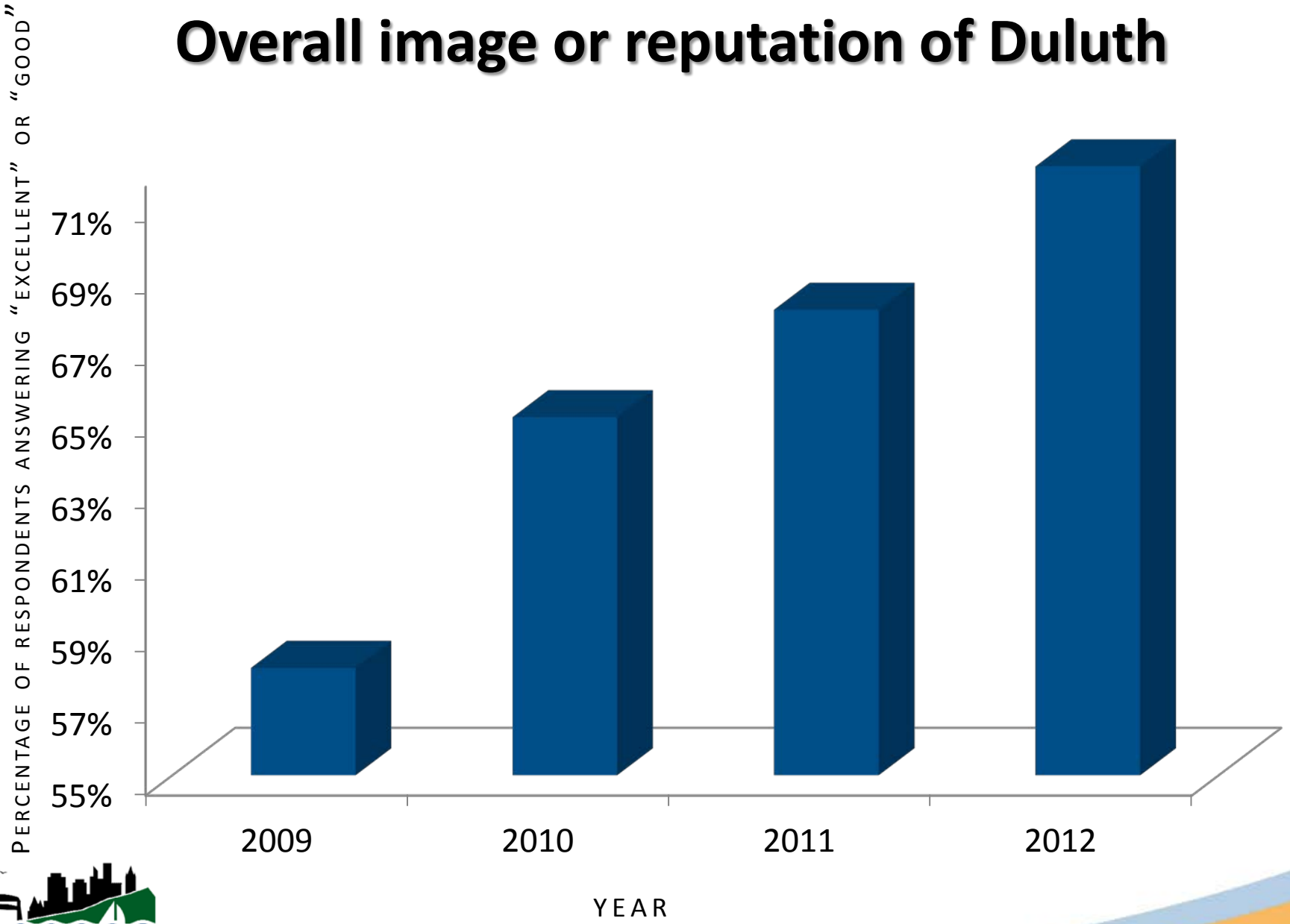
# Building a broader narrative



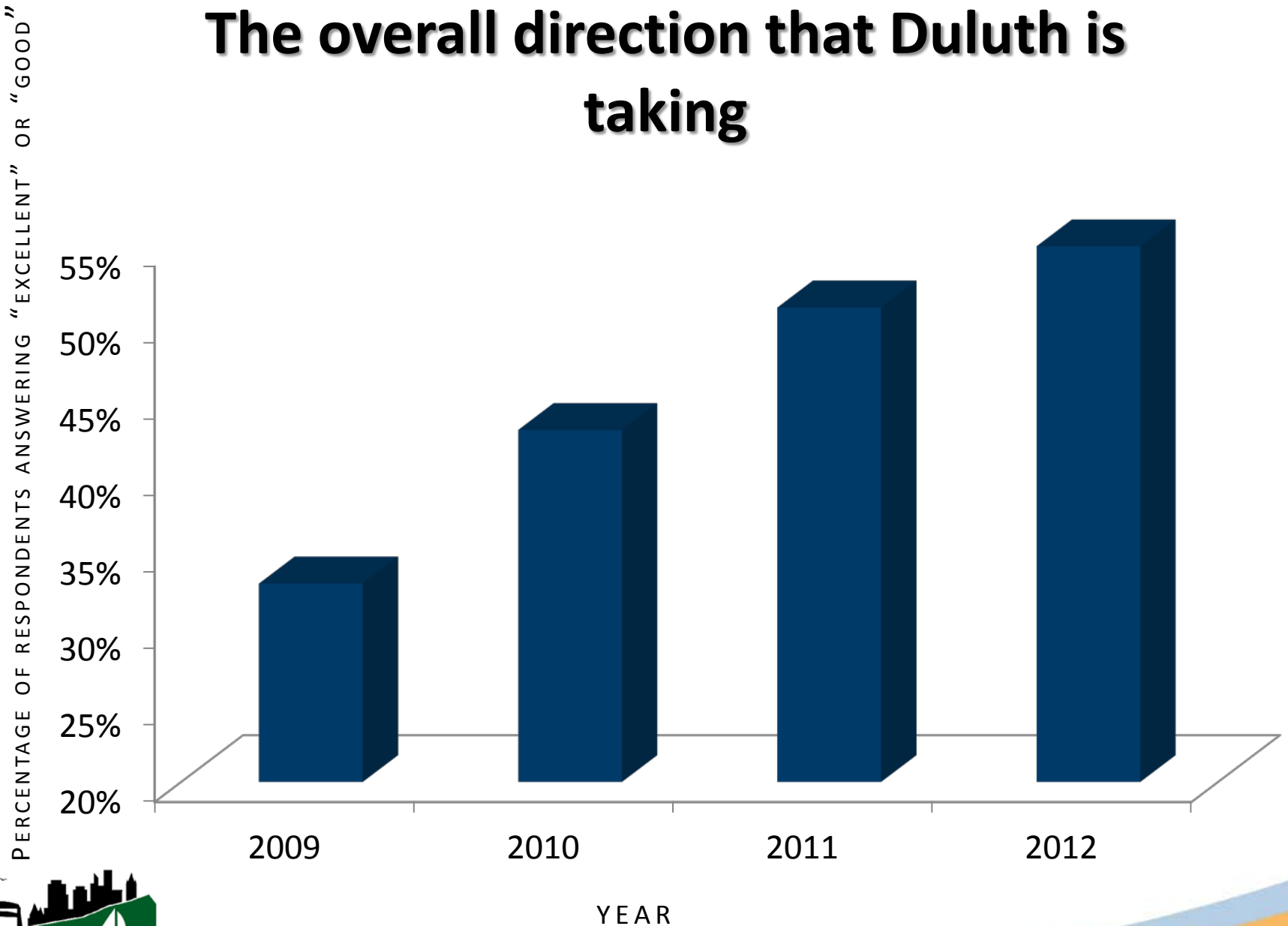
# The value of services for the taxes paid in Duluth



# Overall image or reputation of Duluth



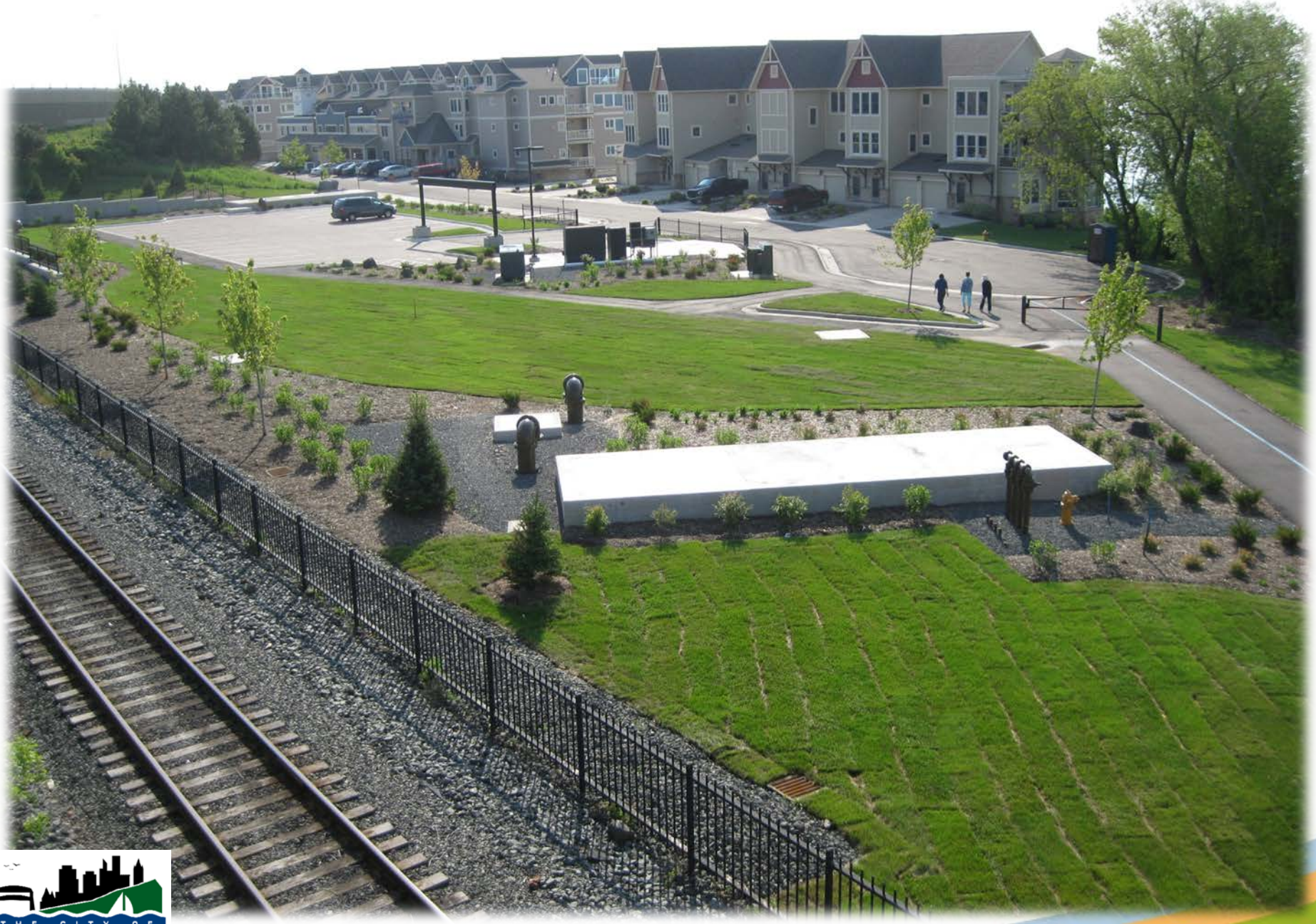
# The overall direction that Duluth is taking







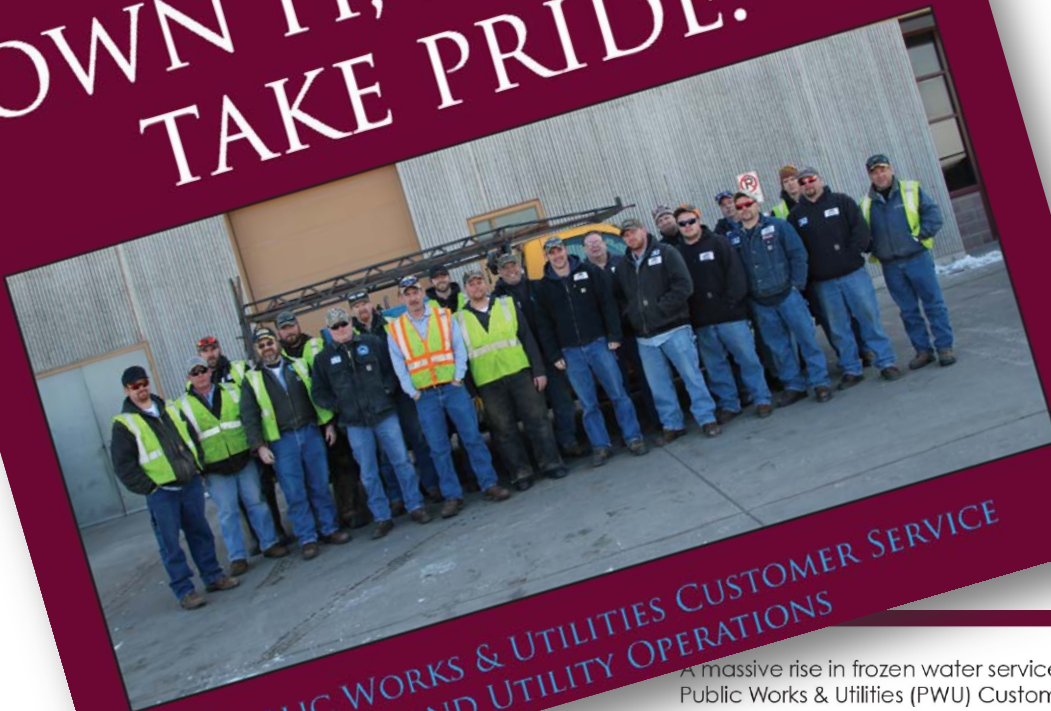




# Sanitary Sewer Overflow



# OWN IT, SOLVE IT, TAKE PRIDE.



## PUBLIC WORKS & UTILITIES CUSTOMER SERVICE AND UTILITY OPERATIONS

A massive rise in frozen water services due to a record cold winter has proven to be a challenge for the Public Works & Utilities (PWU) Customer Service and Utility Operations divisions facing the task of thawing the lines while residents wait to have their water restored. The frequency of subzero temperatures this winter season has caused over 300 water services, the pipe that runs from the water main to the home or business, to freeze up. This extraordinary volume of frozen services is in contrast to previous years, in which the average falls between 5 and 10. In some cases, thawing the line is not possible, causing the team to seek out alternative temporary solutions to restore water to residents. Crews often work 16-hour days and weekends to accomplish restoration of water service to Duluth citizens.

Our PWU team has approached this year's massive amount of frozen pipes head on and has demonstrated exceptional professionalism and kindness. This team is often working with people who have been without water for a period of time, sometimes several days, and often very frustrated about the situation. PWU staff have committed to maintaining positive, can-do attitudes while completing jobs that never cease to be difficult and cold.

This story of the Public Works & Utilities Customer Service and Maintenance Operations divisions is exemplary of our "own it, solve it, take pride" principles and the restoration of critical service under unforeseen circumstances that has resulted from that commitment.





FOR IMMEDIATE RELEASE  
City of Duluth Communications Office

411 West First Street, Duluth, Minnesota 55802  
218-730-5230 | [www.duluthmn.gov](http://www.duluthmn.gov) | Don Ness, Mayor

For more information contact Pakou Ly, Public Information Coordinator 218-730-5309  
or Amy Norris, Public Information Coordinator 218-730-4312

DATE: 09/24/2013

SUBJECT: Duluth receives the 2013 Voice of the People Award for Transformation in Public Library Services

BY: Jessica Tillman

## ICMA Awards Duluth with the 2013 Voice of the People Award for Transformation in Public Library Services

### Duluth receives the 2013 Voice of the People Award for Transformation in Public Library Services

Duluth, MN—The International City/County Management Association (ICMA) National Research Center, Inc. (NRC) announced that Duluth, MN has received the 2013 Voice of the People Award for Transformation in Public Library Services.

The Voice of the People Awards for Transformation in Public Library Services recognize communities showing the biggest improvements in public library services as measured by residents through the National Citizen Survey. Duluth was selected as a 2012 winner and showed the greatest improvements in public library services shown in all other eligible communities.

“The Duluth Public Library is very excited to receive the 2013 Voice of the People Award for Transformation in Public Library Services. Within the last couple of years, the library has become a hub of community activity and a place where people can find what they need.”



# Questions/Comments?

Additional Information...





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**Charlotte**  
Mecklenburg County

SEPTEMBER • 14-17 • 2014

