

Fiscal Year 2013-2014

City of Palm Coast Strategic Action Plan

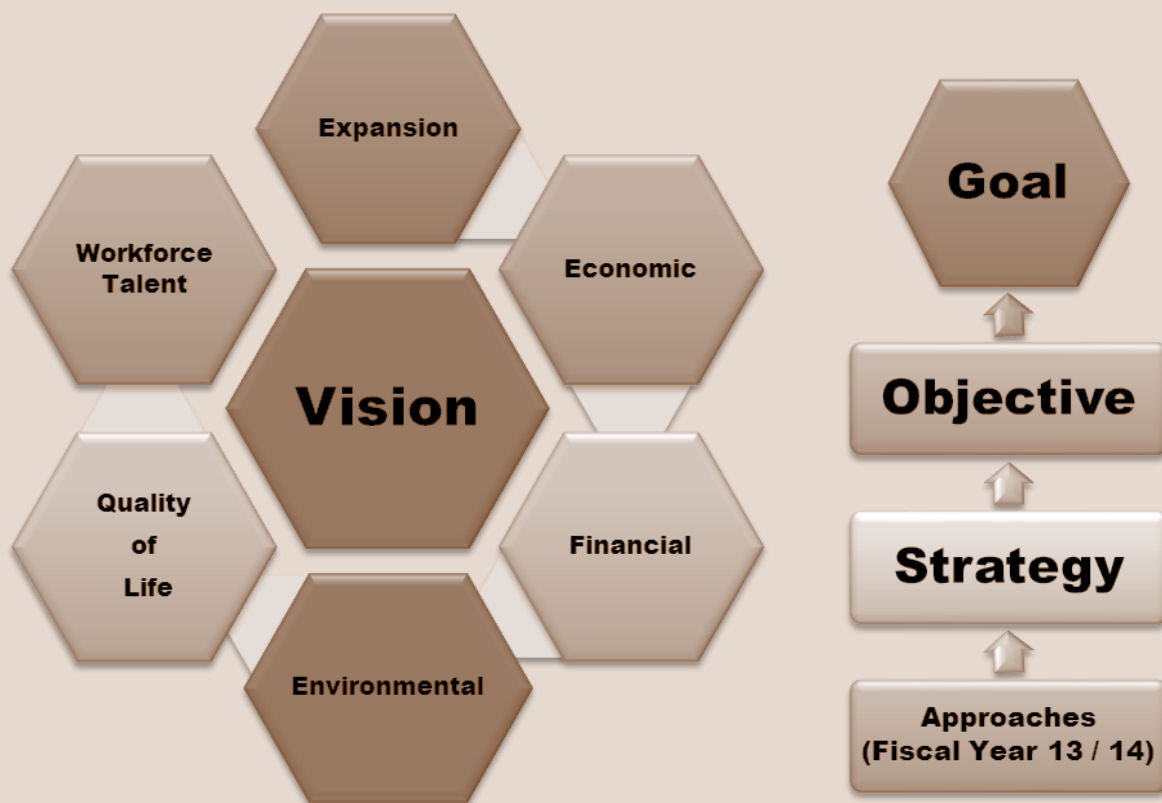
Executive Summary

Jon Netts, Mayor
Bill McGuire, Vice Mayor
David Ferguson, Council Member
Jason DeLorenzo, Council Member
William A. Lewis, Council Member



Overview and Background

Over the course of five (5) months, the City of Palm Coast City Council participated in interviews and workshop events to reaffirm a City-wide Mission, Values and Long-term Vision. To ensure the City's pursuit of this Vision, six (6) Goals with Objectives and Strategies were established as part of the Strategic Action Plan process to guide staff with implementing City Council's direction. Through Approaches (projects), City staff will track activities, budget, performance and overall accountability of implementing the Vision of City Council.



This document dually serves as a tool for City Council to reflect on this process and track progress throughout the year. Each member is encouraged to utilize this document to record activity, deficiencies, thoughts and ideas to aid this process in subsequent years.

Palm Coast City Council

Our Mission, Vision, and Values



Mission Statement

To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned, integrative approach using available technology

Vision Statement

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

Operating Values

Pride—passion in working together for a better tomorrow

Accountability—accept responsibility for our actions and decisions

Leadership—courage to shape our City today and into the future in a transparent manner

Motivated—seek continuous improvement in all services

Collaborative—dedicated to building partnerships that address community concerns and needs

Ownership—responsible for our actions and inactions

Achievement—seek excellence in all that we do

Stewardship—protectors of our natural environment

Trust—mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently

Palm Coast City Council Goals 2013-2014



Goal 1 Expansion

To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment

Goal 2 Economic

To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Goal 3 Finance

To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Goal 4 Environmental

To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Goal 5 Quality of Life

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Goal 6 Workforce Talent

To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Goal 1 Expansion

To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment

Objective 1.1: To enhance infrastructure in order to maintain quality neighborhoods and business districts

Strategy 1.1.1: Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement

Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1: Maintain an inventory of the condition and priority rating of infrastructure projects

Strategy 1.2.2: Coordinate facility capacity upgrades to meet the City's growth needs appropriately

Strategy 1.2.3: Keeping older neighborhoods attractive and relevant

NOTES:



Goal 2 Economic

To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.1: To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1: Inventory progress to date and update projects and programs

Objective 2.2: To develop a “branding and marketing strategy” and establish criteria to measure success

Strategy 2.2.1: Expand the use of “Find Your Florida”

Strategy 2.2.2: Develop a campaign to highlight the City’s economic strengths and opportunities

Strategy 2.2.3: Support event activities that provide positive economic impact for the community

NOTES:



Goal 2 Economic

To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.3: To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County

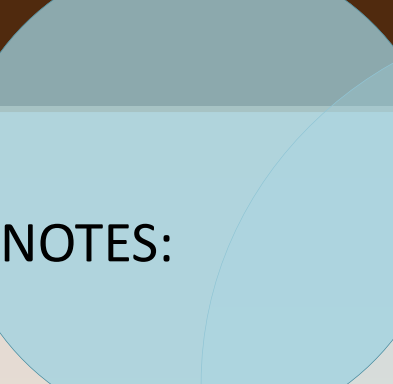
Strategy 2.3.1: Develop a branding strategy which supports strengths of the SBDC / BAC partnership and resources and programs available

Strategy 2.3.2: To create programs which assist small businesses in improving sales and profits

Strategy 2.3.3: To develop education programs which encourage a broader participation rate for all businesses in Flagler County and across Florida

Strategy 2.3.4: To strengthen the BAC partner effort in order to provide a unified approach to helping existing Flagler County businesses

Strategy 2.3.5: To increase Private sector financial support for BAC activities



NOTES:

PALM COAST
Business Assistance Center

[illegible]

Goal 3 Financial

To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.1: Diversify our revenue sources

Strategy 3.1.1: Evaluate and target diversification of funding sources

Strategy 3.1.2: Seek private / public partnerships

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

Strategy 3.2.2: Evaluate current technological opportunities to reduce operational cost

Strategy 3.2.3: Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community

Strategy 3.2.4: Seek in-house alternative to external services while maintaining high-quality services

NOTES:



Goal 3 Financial

To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.3: Establish system to continually evaluate and enhance internal financial controls

Strategy 3.3.1: Create an anonymous reporting program to alert of potential financial improprieties

Strategy 3.3.2: Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization

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Goal 4 Environmental

To blend our residential and commercial properties with our “City of Parks and Trails” image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Objective 4.1: To develop programs to enhance our water conservation strategies

Strategy 4.1.1: Utilize nature’s water supply resources effectively for water supply

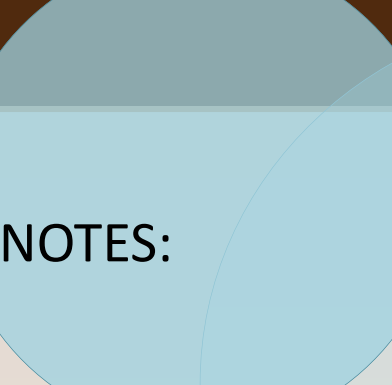
Strategy 4.1.2: Target expansion opportunities to utilize reclaimed water through established City processes

Objective 4.2: To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects

Strategy 4.2.1: Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept

Strategy 4.2.2: Build future bicycle / pedestrian connections to unique destinations

Strategy 4.2.3: Identify unique user experiences through technological enhancements and innovative design principles



NOTES:

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Goal 4 Environmental

To blend our residential and commercial properties with our “City of Parks and Trails” image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Objective 4.3: Evaluate current “Green” initiatives and targeted projects that are sustainable

Strategy 4.3.1: Reduce waste through sustainable practices

Strategy 4.3.2: Staying in the forefront of sustainable communities in the State of Florida

Strategy 4.3.3: Develop Alternative Energy Strategy

Strategy 4.3.4: Implement City-wide energy savings program

Objective 4.4: Protect the environment through appropriate development strategies

Strategy 4.4.1: Protect natural green spaces to ensure a balance between the natural environment and development

NOTES:



Goal 5

Quality of Life

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.1: Enhance community and visitors' recreational opportunities and experiences at community events

Strategy 5.1.1: Identify fun and interactive elements to incorporate into community events

Strategy 5.1.2: Promote the variety of local leisure and recreational activities

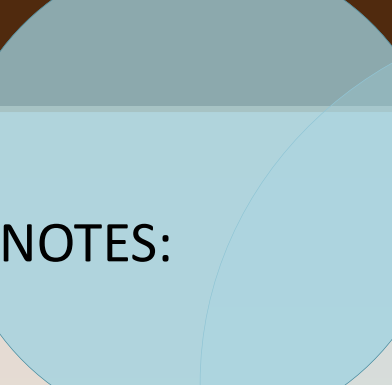
Objective 5.2: Enhance safety measures throughout the community

Strategy 5.2.1: Identify enhancements within park facilities to reduce hazards

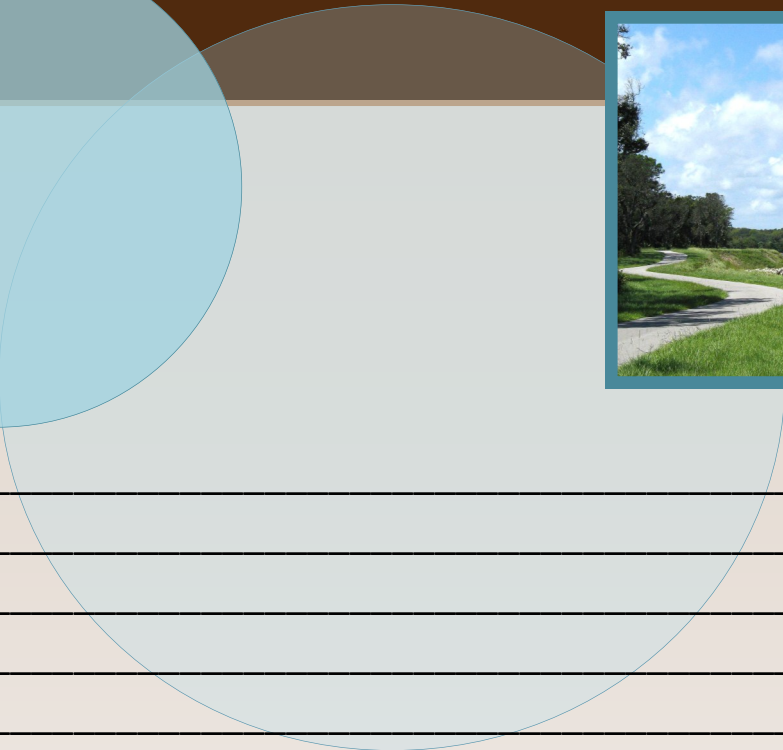
Strategy 5.2.2: Continue to enhance safety improvements at intersections and along roadways

Strategy 5.2.3: Seek partnerships to educate the public on safety concerns

Strategy 5.2.4: ISO standard improvement throughout the Organization



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Goal 5 Quality of Life

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Strategy 5.2.5: Target natural hazard mitigation opportunities

Strategy 5.2.6: Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan.

Objective 5.3: Seek partnerships with educational institutions to expand community educational and cultural opportunities

Strategy 5.3.1: Share resources between organizations to broaden citizen experiences

Strategy 5.3.2: Expand outreach opportunities to identify and network resources

NOTES:



Goal 6 Workforce Talent

To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents

Strategy 6.1.1: A program to identify individual skills and foster improvement of professional skills

Strategy 6.1.2: Assess pay rates and benefits to remain competitive with market

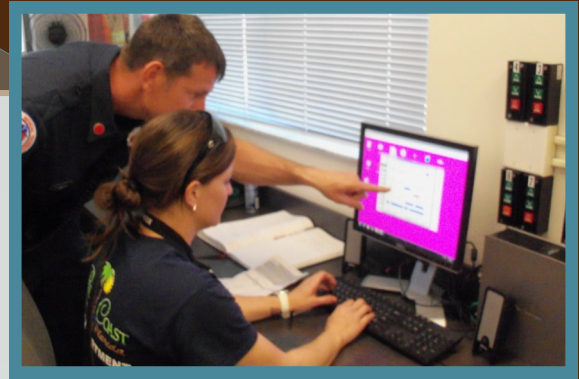
Strategy 6.1.3: Develop an Employee Motivation and Reward Program

Objective 6.2: To develop in-house and identify external training opportunities for employees

Strategy 6.2.1: Create a comprehensive training program

Strategy 6.2.2: Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community

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Goal 6

Workforce Talent

To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.3: To enhance awareness of customer service and relationships with our citizens

Strategy 6.3.1: Establish a program that solicits customer feedback and ensure follow-up consultation

Strategy 6.3.2: Develop a reach-out initiative to enhance community awareness of City services

Strategy 6.3.3: Create a customer service element to City-wide employee training program

Objective 6.4 : To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Strategy 6.4.1: Seek and solicit student internship opportunities with educational institutions

Strategy 6.4.2: Enhance faculty relationship and partnership opportunities

Strategy 6.4.3: Assist with curriculum development to develop future City employees

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