



# 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

Bill McGuire

Jason DeLorenzo

David Ferguson

William Lewis

### February

1  
2012-13 Fiscal  
Year Audit  
Report

2  
Citizen Survey  
Presentation

### March

3  
2013 Progress  
Report

4  
SAP Executive  
Summary  
Evaluation

### April

5  
SAP  
Finalized

6  
SAP Action  
Agenda

### May - September

7  
Budget Review

8  
Budget  
Adoption

### December

8  
Annual Budget  
Report

Quarterly Update Meetings: January, April, July and November

### Transportation

Palm Coast Parkway  
6-Laning (Construction)

Bull Dog Drive  
Improvements  
(Construction)

Royal Palms Parkway Phase III  
(Construction)

Palm Harbor Parkway Extension  
(Construction)

Old Kings Road 4-Laning  
(Design)

### Recreation

Lehigh/Belle Terre  
Trailhead (Design)

Long Creek Nature  
Preserve Phase I  
(Construction)

Holland Park  
Renovation Phase I  
(Construction)

Seminole Woods  
MUP Phases I and II  
(Construction)

Community Center  
Replacement  
(Design)

### Stormwater

M-3 Structure  
(Construction)

Boulder Rock Dr.  
Major Crossing  
(Design)

Swale Rehabilitation  
(25 miles)

Sections 35 & 37  
Stormwater  
Modeling Project  
(Construction)

### Utility

Beachside Sewer System  
(Construction)

Holland Park Reclaimed  
Water Main  
(Construction)

WTP #2 Zero Liquid  
Discharge (Concentrate)  
(Construction)

WTP #3 Concentrate  
Pre-Treatment System  
(Design & Construction)

CUP Modification for  
WTP # 2 Wellfield  
(Consulting)

Sludge Management  
Evaluation (Consulting)

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

## Vision

## Goal

## Objective

## Strategy

Administration  
Community Development  
Engineering & Stormwater  
Finance  
Fire  
IT&C  
Parks and Recreation  
Public Works  
Teams

### Long-Term

### Short-Term

### Approach Assignments

#### Goal 1: Expansion

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

#### 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

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

#### 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

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

#### 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

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 connections; 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

#### 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

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

#### 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

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 skills; 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





# Neighborhoods

Our Primary Focus

Keep Palm Coast Beautiful	
Ongoing	<ul style="list-style-type: none"><li>Responsive Code Enforcement</li><li>Rental Registration Program</li><li>Foreclosed and Abandoned Properties Program</li><li>Beautification Recognition Program</li></ul>
New	<ul style="list-style-type: none"><li>Neighborhood Signs, Gateways, and Medians</li><li>Neighborhoods Assessment and Plan</li></ul>

Encourage Home Ownership and Reinvestment	
Ongoing	<ul style="list-style-type: none"><li>Neighborhood Stabilization Program</li><li>Community Development Block Grant Program</li></ul>
New	<ul style="list-style-type: none"><li>Get a Neighbor, Get a Perk Program</li><li>Welcome Home Program</li></ul>

Provide Quality Services	
Ongoing	<ul style="list-style-type: none"><li>Quality Water and Wastewater Utility Services</li><li>Quality Fire, Police, and Emergency Medical Services</li><li>Quality Schools</li><li>Stormwater Services</li><li>Road Resurfacing Program</li></ul>



# Districts

Create Great and Vibrant Places

Downtown District					
Ongoing	<ul style="list-style-type: none"><li>Continue to Use as Venue for Public and Special Events</li><li>Bulldog Drive Improvements</li><li>Additional Central Park Improvements</li></ul>				
New	<ul style="list-style-type: none"><li>Identify Alternative Options for Venues as Downtown Develops</li><li>Future Trolley/Transit Links</li><li>CRA Funds to Incentivize Job Growth/Entertainment Uses</li></ul>				

Commercial Districts		Parkway West	Old Kings Road	Parkway East	Matanzas
Ongoing	<ul style="list-style-type: none"><li>Reasonable Impact Fee Methodology</li><li>Brownfields Program</li><li>Continue to Engage Property Owners</li><li>Continue FiberNet Expansion</li><li>Continue to Promote Trail Network</li><li>Continue to Engage FAA Center</li><li>Golf Course Renovation and Renewal</li><li>Continue to Maintain Tree Canopy</li><li>Continue to Seek Funding for Matanzas Interchange</li></ul>		<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>		
New	<ul style="list-style-type: none"><li>Engage Business/Property Owners</li><li>Utilize Pole Banners to Establish Identity</li><li>Upgrade Entrance at U.S. Highway 1</li><li>Pedestrian Improvements</li><li>Redevelopment Planning</li><li>Old Kings Road Projects</li><li>Engage Daytona State College about Growth Opportunities</li><li>Form Business Park Development Agreement/Special Overlay</li><li>Marketing Assistance for Economic Development</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>

Business Districts		Hargrove Grade	Pine Lakes	Roberts Road	Airport Area
Ongoing	<ul style="list-style-type: none"><li>Reasonable Impact Fee Methodology</li><li>Brownfields Program</li><li>Assist with Wetland Mitigation Permitting</li><li>Dialogue with Property Owners</li><li>Airport Area Master Plan and Incentive Regulations</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
New	<ul style="list-style-type: none"><li>Form Business Park Development Agreement/Special Overlay</li><li>Pursue Heavy Industrial Zoning of Additional Areas</li><li>Pursue Creation of Master Drainage Facilities</li><li>Pursue Community Development Block Grants for Infrastructure</li><li>Marketing Assistance for Economic Development</li><li>Extend FiberNet</li><li>Special Area Master Plan</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>



# City and Region

Make Our City Attractive and Competitive

Let the Secret Out	
Ongoing	<ul style="list-style-type: none"><li>Coordinate and Promote Local Events</li><li>Geocaching Program</li><li>Pedestrian/Bicycle Master Plan Implementation</li><li>Florida Agricultural Museum Support</li><li>Designation of Great Florida Birding Trail</li><li>Non-Governmental Website w/Social Media</li><li>Branding/Marketing Strategy &amp; Program</li></ul>
New	<ul style="list-style-type: none"><li>Secure Large Venue for Special Events</li><li>Sporting Events Attraction/Marketing</li><li>Blueways Map and Guide</li><li>Trail Wayfinding and Signage</li></ul>

Celebrate our Diversity	
Ongoing	<ul style="list-style-type: none"><li>Cultural Grants</li><li>Annual Multi-Cultural Event for All Groups</li></ul>
New	<ul style="list-style-type: none"><li>Minority Business Assistance</li></ul>

Invest in Capital Projects	
Ongoing	<ul style="list-style-type: none"><li>Aggressively Pursue Grants</li><li>Expand Fiber Optic Network</li><li>Water Reuse System Expansion</li><li>Coquina Coast Desalination Project</li><li>Expand Transportation Network</li></ul>
New	<ul style="list-style-type: none"><li>Wireless Access Program</li><li>Promote Natural Gas Availability</li></ul>

Assist our Small Businesses	
Ongoing	<ul style="list-style-type: none"><li>Support our Partners (SCORE and SBDC)</li><li>Business Assistance Center</li><li>Business Services Web Portal</li><li>Business Spotlight</li></ul>

Make Business Sense (Cents)	
Ongoing	<ul style="list-style-type: none"><li>Simplify and Streamline Development Processes</li><li>Flexible Impact Fee Payment Program</li><li>Local Preference Purchasing Policy</li><li>Procurement Outreach and Assistance</li></ul>

Encourage Job Creation	
Ongoing	<ul style="list-style-type: none"><li>Comprehensive Incentive Program (Multiple Incentives)</li><li>Airport Area Master Plan and Incentive Zoning Overlay</li><li>Partnership with Flagler County Economic Opportunity Dept.</li><li>Involvement with Regional EDOs (Cornerstone)</li></ul>
New	<ul style="list-style-type: none"><li>Impact Fee Deferral/Forgiveness Program</li><li>Economic Gardening</li><li>"Incentivization"</li><li>Form Development Agreement for Business Parks</li><li>Business Park Partnership Program</li></ul>