City Council

Mayor - Milissa Holland (center)
Council Members (left to right)
District 2 - Heidi Shipley, District 3 - Nick Klufas,
District 4 - Steven Nobile (vice mayor), District 1 - Robert Cuff

Appointed Officials

City Manager - Jim Landon
City Attorney - William E. Reischmann, Jr.
City Clerk - Virginia Smith
Admin. Services & Economic Development Director - Beau Falgout
Finance Director - Christopher M. Quinn
Information Technology Director - Steve Viscardi
Utility Director - Richard Adams
Public Works Director - Nestor Abreu
Fire Chief - Michael C. Beadle
Parks & Recreation Director - Alex Boyer
Community Development Director - Steve Flanagan
Human Resources Director - Wendy Cullen
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.
our vision

A multigenerational community recognized as one of Florida’s premier cities that values...

- Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services
- Providing exceptional amenities and standards that support a high quality lifestyle
- Protecting the environment and beauty of Palm Coast while conserving natural resources

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.

our mission

**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

our values
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 ensure a safe community for our citizens and visitors while providing 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
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:** Capitalize on the success of Prosperity 2021, while focusing on new strategies to improve economic growth, diversify our economy, and attract and retain skilled workforce talent

- **Strategy 2.1.1:** Inventory progress to date and update projects and programs
- **Strategy 2.1.2:** Encourage Investment in our Downtown and Targeted Areas
- **Strategy 2.1.3:** Foster High Tech Companies and Talent to Locate and Grow in Palm Coast
- **Strategy 2.1.4:** Identify opportunities to expand fiber technology to stimulate economic activity

**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” 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
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
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

**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
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
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
Goal 5: Quality of Life

To ensure a safe community for our citizens and visitors while providing 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
  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
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 5.3: 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
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
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