

City of PALM COAST FLORIDA



Strategic Action Plan



Find Your Florida



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

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.

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

our mission

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 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

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

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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

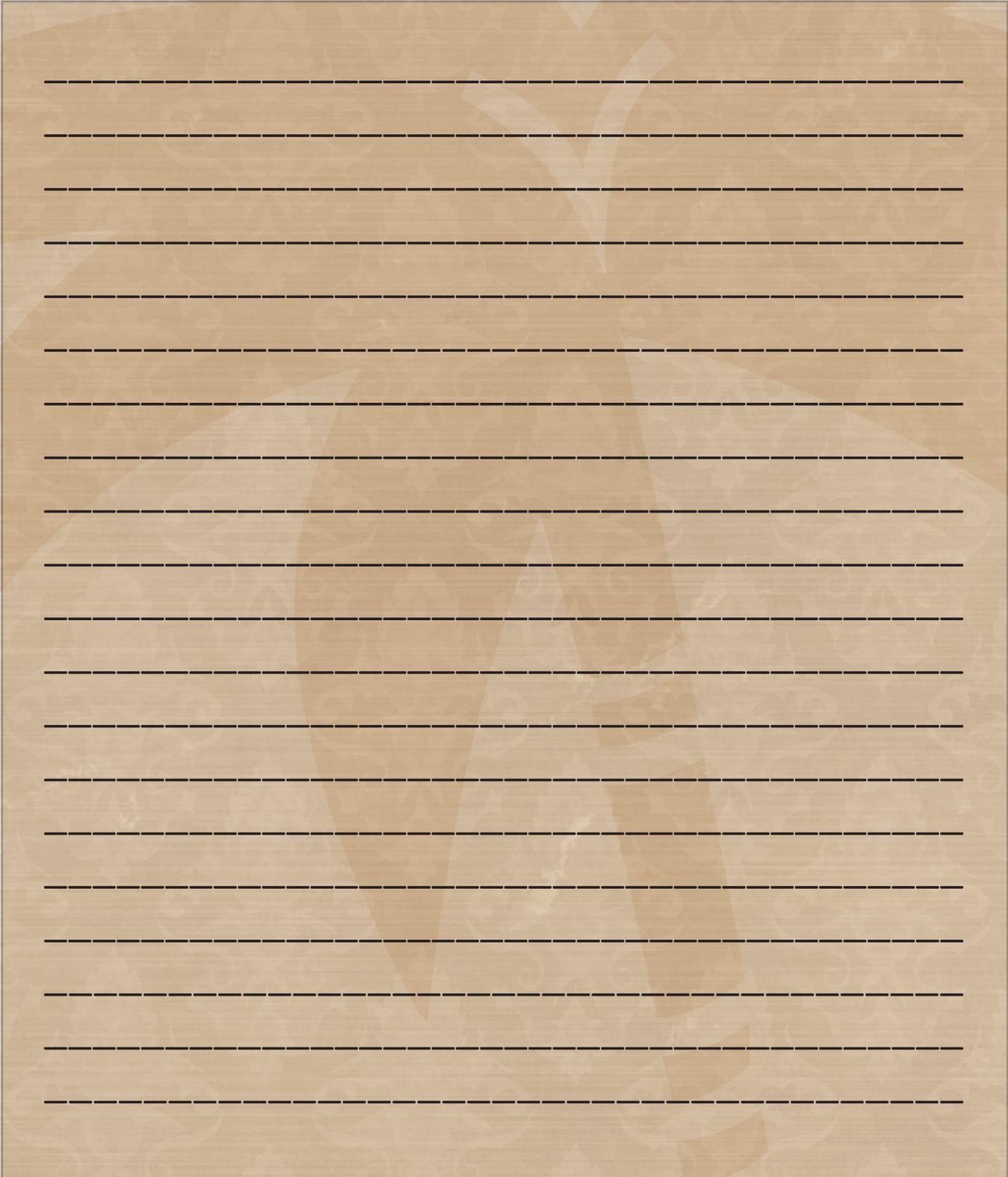
Objective 2.2: To develop a “branding and marketing strategy” and establish criteria to measure success

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

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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

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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

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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

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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

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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

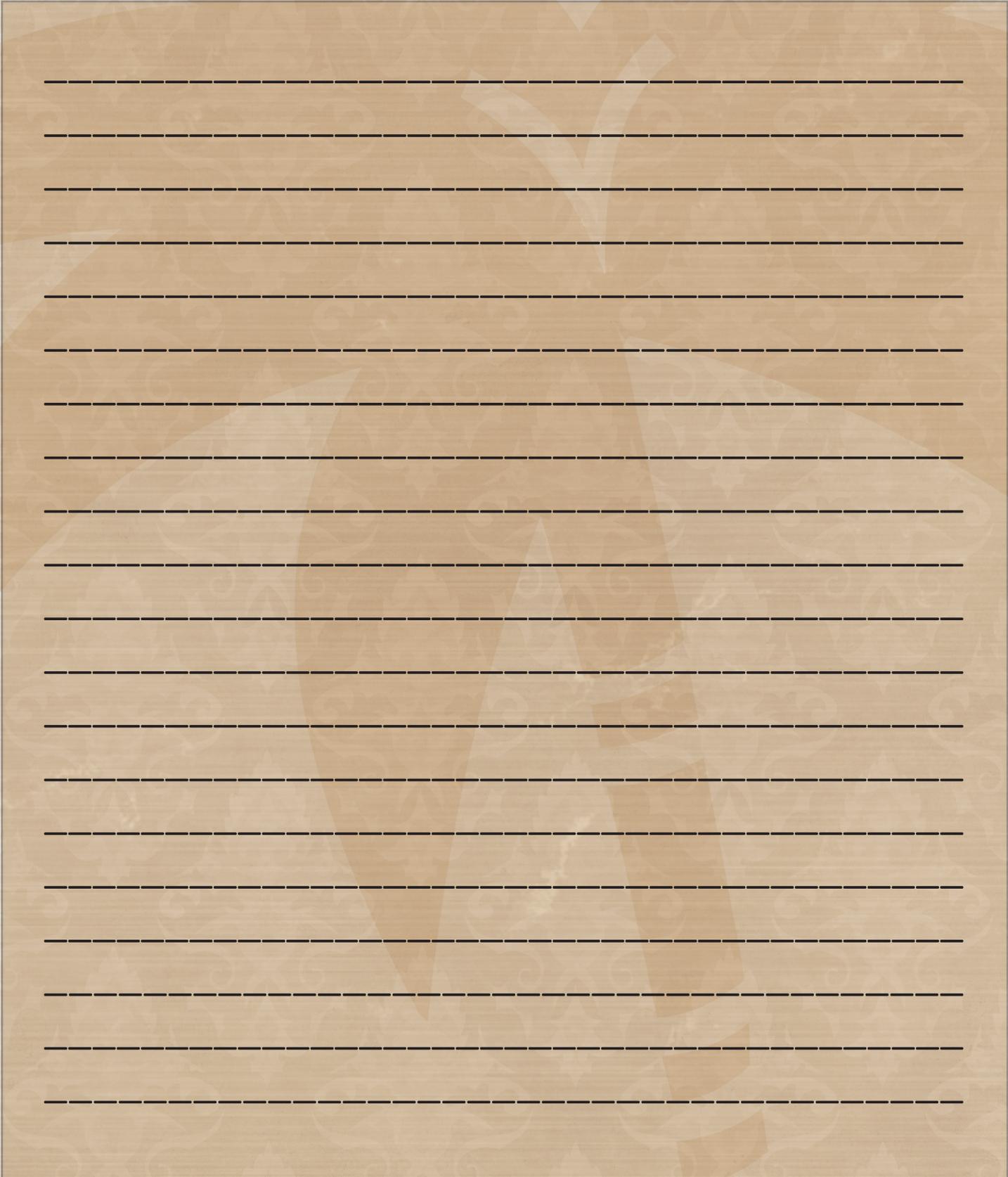
Strategy 5.2.3: Seek partnerships to educate the public on safety concerns

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

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Goal 5: Quality of Life

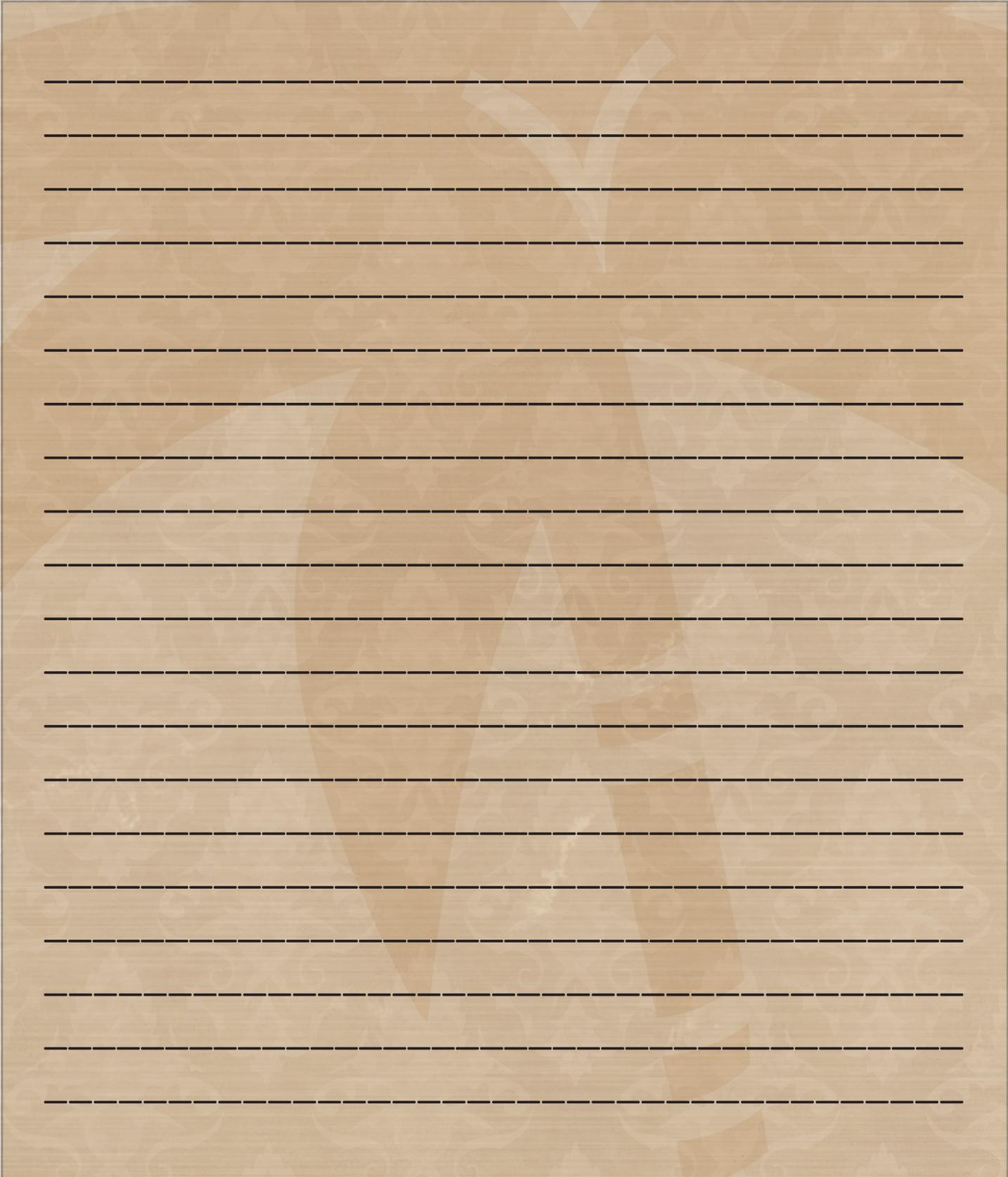
To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

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

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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 6.1: 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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