



PALM COAST

2024 - 2028

STRATEGIC ACTION PLAN



# TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
CORE BELIEFS	4
PILLARS OF PRIORITIES	5
ORGANIZATIONAL CHART	6
OBJECTIVES & PILLARS	7
OBJECTIVES	8
CONCLUSION	9





## EXECUTIVE SUMMARY

To optimize opportunities for the long-term success of the City of Palm Coast, the organization conducted a strategic planning process to produce a five-year strategic action plan and ensure successful implementation and effective evaluation.

Strategic plans ask and answer this question:

**Given our mission, strengths, weaknesses, opportunities, threats, stakeholders, history, capacity, and resources, what should our objectives be, and which strategies can we design and implement to achieve them?**

The strategic action plan will enable the City of Palm Coast to attain important, specific, and measurable objectives during the next five years. The strategic planning process involves a SWOT and historical analysis, community research, determination of organizational capacity, identification of objectives, development of action plans for each objective, identification of means of evaluation for achieving each objective, and setting a schedule for implementation.

Quarterly progress reports on each objective would aid in achievement of SMART objectives (specific, measurable, actionable, realistic, and time-bound). ■

# Our Core Beliefs



## 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 and promote cultural activities.
- Protecting the environment and beauty of Palm Coast while conserving natural resources.

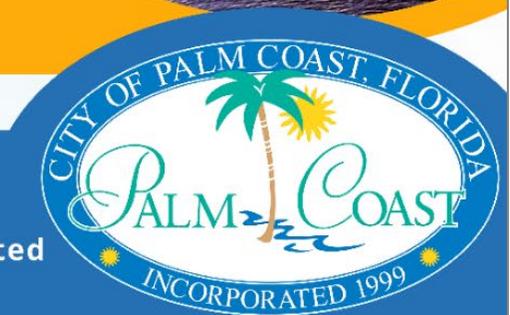


## OUR MISSION

Delivering exceptional service by making citizens our priority.

## VALUES

Pride, Accountability, Leadership, Motivated Collaborative, Ownership, Achievement, Stewardship, Trust





# Pillars of Priorities



## **STRONG RESILIENT ECONOMY**

**Support the expansion and smart growth of both population and businesses to ensure success locally as well as regionally.**

**Improve financial strengths within the City to promote fiscal responsibility and secure future stability.**



## **SAFE & RELIABLE SERVICES**

**A safe community for all is the catalyst to ensure that residents and regional visitors experience exceptional quality amenities year-round.**

**Recruiting and retaining a quality, talented workforce to maintain uninterrupted services to the citizens.**



## **CIVIC ENGAGEMENT**

**Build a cooperative and trusting relationship between the City and the community.**

**Promote the opportunity for communication between the decision-makers. Enhance existing channels through which accurate and timely information is disseminated from the City.**

**Increase the public's understanding and support of the City's goals and strategies.**



## **SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE**

**Build and effectively manage sustainable infrastructure that promotes clean water, safe streets, and green infrastructure.**

**Anticipate the need for additional services and infrastructure. Continue to provide opportunities for development. Maintain visual appeal by caring for our land, water, air, and wildlife.**



# PALM COAST CITY COUNCIL



**MAYOR  
MIKE NORRIS**



**DISTRICT 1  
TY MILLER**



**DISTRICT 2  
THERESA PONTIERI**



**DISTRICT 3  
DAVID SULLIVAN**



**DISTRICT 4  
CHARLES GAMBARO JR.**

# PALM COAST LEADERSHIP TEAM



**LAUREN JOHNSTON  
ACTING CITY MANAGER**



**DOUG AKINS  
DIRECTOR OF I.T.**



**HELENA ALVES  
DIRECTOR OF  
FINANCIAL SERVICES**



**CARL COTE  
DIRECTOR OF STORMWATER  
& ENGINEERING**



**KYLE BERRYHILL  
FIRE CHIEF**



**RENINA FULLER  
DIRECTOR OF HUMAN  
RESOURCES**



**JAMES HIRST  
DIRECTOR OF PARKS &  
RECREATION**



**BRITTANY KERSHAW  
DIRECTOR OF  
COMMUNICATIONS &  
MARKETING**



**MATTHEW MANCILL  
DIRECTOR OF PUBLIC  
WORKS**



**[VACANT]  
DIRECTOR OF  
UTILITY**



**[VACANT]  
DIRECTOR OF COMMUNITY  
DEVELOPMENT**



# STRATEGIC ACTION PLAN OBJECTIVES

The Mayor and City Council selected eleven objectives. City staff developed implementation plans for each objective.

The objectives selected by the City Council are:

- Objective #1** Prioritize Palm Coast infrastructure to address current needs and anticipate future growth.
- Objective #2** Design and implement a citywide plan for better stormwater maintenance and performance, to include a specific focus on swales.
- Objective #3** Design and implement a citywide plan for road repair and road safety.
- Objective #4** Enhance current economic development efforts to create better-paying jobs and attract major employers such as healthcare, manufacturers, and industry.
- Objective #5** Implement the Parks Master Plan.
- Objective #6** Design and produce a technology improvement plan focused on technology for city government.
- Objective #7** Continue saltwater canal dredging initiative
- Objective #8** Support and Advance Arts, Cultural, and Historical Initiatives and Facilities
- Objective #9** Quality of Life for Essential Workers
- Objective #10** Continue moving forward with the Risk and Efficiency Analysis
- Objective #11** Advance the Charter Review Committee



# CONCLUSION

The City of Palm Coast effectively employs strategic planning to obtain optimal results for the citizens it serves.

This five-year strategic action plan enables the city to build on past success, seize upon opportunities and secure positive outcomes, ensure strong organizational performance, organize around results, align ends with means, and lead positive, measurable, and long-term change to benefit citizens.

Successful use of strategic planning is research-driven, evidence-based, and outcome-oriented. It capitalizes on strategic management to attain identified objectives. Measurement and accountability are critical.

Management scholar Dr. Peter Drucker once observed that “the best way to predict the future is to create it.” Through its continued commitment to employing strategic planning, the City of Palm Coast seeks to create the best possible future for all those it serves.



## **CITY OF PALM COAST**

160 Lake Avenue, Palm Coast, FL 32164

386.986.2360

[www.palmcoast.gov](http://www.palmcoast.gov)