



2022

Strategic Action Plan



Palm Coast

PALM COAST CITY COUNCIL



DAVID ALFIN
MAYOR



ED DANKO
COUNCIL MEMBER
DISTRICT 1



JOHN FANELLI
COUNCIL MEMBER
DISTRICT 2



NICK KLUFAS
COUNCIL MEMBER
DISTRICT 3



EDDIE BRANQUINHO
VICE MAYOR
DISTRICT 4

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CITY CLERK RECORDS

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FIRE DEPARTMENT

386-986-2520
ANIMAL CONTROL

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URBAN FORESTRY

Collaboration

Consensus

Community Confidence

APPOINTED OFFICIALS



DENISE BEVAN
CITY MANAGER



LAUREN JOHNSTON
ASSISTANT CITY MANAGER



DOUG AKINS
DIRECTOR OF
INFORMATION
TECHNOLOGY



HELENA ALVES
DIRECTOR OF FINANCIAL
SERVICES



CARL COTE
DIRECTOR OF
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GERARD FORTE
FIRE CHIEF



RENINA FULLER
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JAMES HIRST
DIRECTOR OF PARKS &
RECREATION



BRITTANY KERSHAW
DIRECTOR OF
COMMUNICATIONS &
MARKETING



MATTHEW MANCILL
DIRECTOR OF PUBLIC
WORKS

"About two-thirds of leadership development comes from job experience, about one-third from mentoring and coaching, and a smidgen from classroom training."
- John Lechleiter, CEO of Eli Lilly

OVERVIEW AND BACKGROUND

Each year, the City of Palm Coast City Council participates 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, four Pillars of Priorities were established as part of the Strategic Action Plan process to guide staff with implementing City Council's direction. Through these priorities, City staff will develop project plans, track budget, performance, and overall accountability of implementing the City Council focus areas.

This document serves as a tool for City Council to reflect on this process and track progress throughout the year as well as a public-facing tool for residents to stay informed on important projects throughout fiscal year 2023 and the coming years.

2022



SAFE &
RELIABLE
SERVICES



STRONG AND
RESILIENT
ECONOMY



CIVIC
ENGAGEMENT



SUSTAINABLE
ENVIRONMENT &
INFRASTRUCTURE



CORE BELIEFS

MISSION:

Delivering exceptional service by making our citizens our priority.

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.*

VALUES:

*Pride
Accountability
Leadership
Motivated*

*Collaborative
Ownership
Achievement
Stewardship
Trust*

PILLARS OF PRIORITIES



SAFE & RELIABLE SERVICES

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

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



STRONG RESILIENT ECONOMY

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

Maintaining financial strengths within the City and promote fiscal responsibility to ensure future stability.



CIVIC ENGAGEMENT

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

Promote the opportunity for communication between the decision makers and the public and create a credible channel through which accurate and timely information from the City can be disseminated.

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



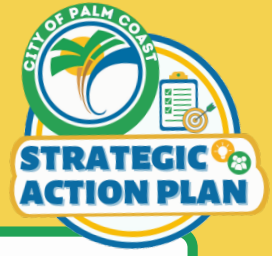
SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE

Build and effectively manage sustainable infrastructure that promotes clean water, integrated streets, and emphasizes green infrastructure.

To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment while creating a sustainable framework of visual appeal by caring for our land, water, air, and wildlife.



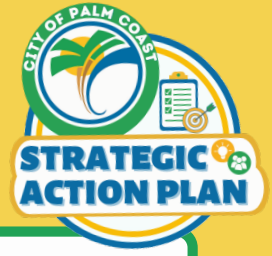
STRONG RESILIENT ECONOMY



- A.1.** Town Center should promote and partner with well-known higher education institutions to become a regional center for learning. Partnerships will be enhanced by a home for arts & culture offering opportunities for performance, display, creative expression & training.
- Evaluate Town Center land for potential acquisition of open space to meet the need of future growth.
- A.2.** Palm Coast brands its' future as a regional destination for health care training complimented by research and technology innovation while fostering relationships.
- A.3.** Strengthen and maintain relationships with key community stakeholders through reoccurring meetings and other proactive approaches to further key initiatives.
- Staff should provide City Council a list of stakeholders, top 10 biggest employers and periodic communications on relationship feedback.
- A.4.** Develop economic opportunity tools and communication strategies to enhance the need for regional growth.
- Create a portfolio and make available for business when they inquire about locating to our community.
 - Focus on green and clean industry.
- A.5.** The westward expansion is guided by master planning for smart, managed, growth. Economic development is driven by Town Center regional destination initiatives. Economic growth and community marketing are supported by competitive youth sport activity centers catering to young athletes, families, and fans from regional and distant locations.
- A.6.** Inventory, assess, and identify optimal use of city land assets.
- A.7.** To ensure continued smart/sustainable long-term growth of the City of Palm Coast, staff will develop a timeline and propose a budget accordingly to conduct a comprehensive Evaluation and Appraisal Report (EAR) analysis to an updated planning horizon of 2045.
- In FY 22, Staff shall conduct a survey on resident feedback on multi-family house in Palm Coast.



CIVIC ENGAGEMENT

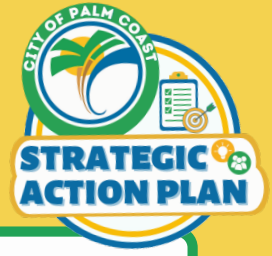


- B.1.** In the spirit of the Arts District, create an arts program with community partners for the original blue & white neighborhood entry way signs to transform them into art in public places.
- Program proposals should focus on enhancing the visual appeal. Focus on a modern, classy, easy to read, and pleasant to the eye style.
 - Evaluate the process and address funding sources for this project.
- B.2.** Seek out opportunities to engage Flagler County students on civic programs.
- B.3.** Staff to provide an inventory of potential facilities according to the Public Renaming Policy in honor of Mayor Jon Netts.
- B.4.** Research other cities communications strategies on how they respond in proactive and reactive manners with social media applications.





SAFE & RELIABLE SERVICES

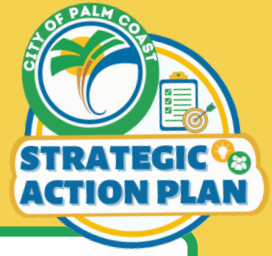


- C.1.** Ensure that the Maintenance and Operations Facility is top priority facility project and commence with initial improvements based on Capital Improvement Plan timeline.
- C.2.** Identify local recreation demands (i.e. aquatics, fields, senior services, etc.) to balance the need of regional activity centers.
- Staff to provide a branding outline that represents the community recreation needs for the southern extent of the City.
 - Prioritize projects on the Parks & Recreation Capital Improvement Plan.
- C.3.** Seek opportunities for the Community Center to help relieve parking pressures through the following approaches.
- Evaluating the utilization of the Community Center playground, basketball courts and tree area for additional parking.
 - Conducting a detailed analysis of city-owned lands and facilities in the vicinity of the Community Center to determine optimum use value.
 - Repurpose FS22 to preserve historical value and expand visitor awareness of Palm Coast.
- C.4.** On high value service contracts, provide adequate quality control to ensure contractual compliance.

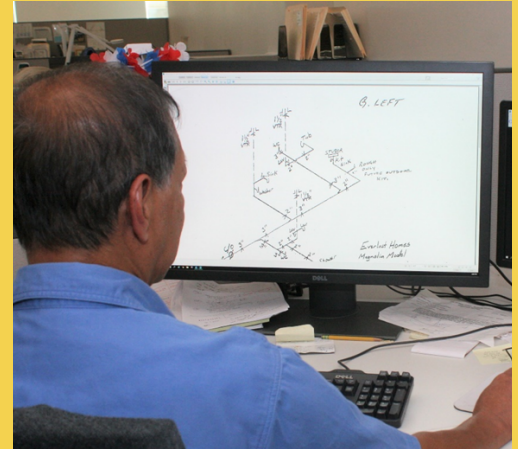




SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE



- D.1.** Develop a comprehensive Cybersecurity plan to focus on safety and security of all infrastructure and critical functions.
- D.2.** Collaborate with FPL and other stakeholders to provide electric vehicles fast charging stations across multiple locations in the City.
 - Engage local interest in expanding opportunities.
- D.3.** Conduct a solar feasibility study and expand the scope to include solar retrofits for current and future facilities.
 - Seek out grant opportunities.
- D.4.** Multifaceted approach, including TPO, collaboration with City lobbyists, and direct communication with our legislative team to encourage the inclusion of Phase II and III of Old Kings Road widening in the FDOT 5 year work plan.
- D.5.** Develop a plan for maintenance of the saltwater canals.



PILLARS OF PRIORITIES



STAY CONNECTED!
@PALMCOASTGOV

