



The City of

Florida

Palm Bay

Five Year Strategic Plan

Fiscal Year 2024 - 2028

Prepared for the City of Palm Bay by Baker Tilly



Management Partners

A Message from the Mayor

The City of Palm Bay is excited to put forth an organizational strategic plan that establishes priorities and goals that guide annual budget preparations and the City's 5-Year Capital Improvement Plan (CIP). The Palm Bay Strategic Plan will also guide the delivery of City programs, initiatives, and municipal services to Palm Bay residents and businesses.

In recent years, the City completed an Economic Development Strategic Plan, not to be confused with the organizational strategic plan, which was adopted by City Council on February 2, 2023, as well as commissioned an update to the Comprehensive Plan to lay the foundation for the future economic growth and development of Palm Bay. With the adoption of the Fiscal Year 2023 annual budget, Palm Bay City Council funded a citywide organizational strategic plan to optimize funding for programs and services and to address community needs and concerns. The strategic planning process included input from City employees and the community to develop a common vision and mission and identify a set of organizational values to guide the City in providing programs and services to Palm Bay residents. Following public input, the City held a day-long Council Workshop which included City Council, the city management team, and department directors to identify priorities and set goals.

The resulting goals of the strategic plan represent the five key priorities identified by Council and staff for the next five fiscal years (2024 through 2028). These goals are:

- Develop sustainable and innovative infrastructure;
- Grow the community in a well-balanced manner;
- Increase public safety for residents, businesses and visitors;
- Increase commercial and industrial growth; and
- Improve community engagement and feedback.

Resident feedback from the community survey supports these priorities for the City, and I am pleased to see them reflected in the Strategic Plan.

The objective of the five-year strategic plan is to ensure that City funds and efforts are directed towards projects, programs, and initiatives that have been identified as a priority by the community. I am grateful to all community members and City staff who participated in this process.

Respectfully,

Rob Medina
Mayor





Introduction

The purpose of the citywide organizational strategic plan is to establish a policy direction for the future, focus staff efforts, and provide a framework for monitoring achievements toward stated goals and priorities. The Palm Bay leadership team and staff worked collaboratively to establish a clear course and direction to guide department work planning, resource allocation, and decision-making in the City for the next five fiscal years. Throughout the strategic planning period, City staff will measure progress towards the stated goals and strategies resulting from this process to ensure we are helping achieve our vision for the future of Palm Bay.

Methodology

The strategic planning process was informed by individual interviews with the Mayor, each Council member, the city manager, deputy city manager, department directors, and other members of the leadership team. In addition, two separate surveys, one for members of the Palm Bay community and a second for City employees, solicited input about community strengths, challenges, and opportunities. The survey also asked for comments about vision and mission statements, and organizational values to guide the City going forward. Information from interviews and other data gathering methods provided context and understanding about the current and anticipated operating environment in Palm Bay and was used to inform Council's understanding and discussions regarding the local and regional operating environment and the future of the City of Palm Bay.

The strategic planning process involved the following activities:

- Baker Tilly (formerly, national consulting firm Management Partners) conducted individual interviews with City Council and the City's leadership team.
- Baker Tilly administered community and employee surveys to solicit broad input about Palm Bay's vision and mission statements, and to inform the identification of organizational values and priorities.
- Palm Bay staff created an environmental scan outlining key demographic, employment, and development-related information, as well as City revenues and expenditure trends. This environmental scan was used to provide a graphic and statistical "picture" of the current state of the City.

The Palm Bay City Council held a day-long strategic planning workshop on December 5, 2022 at City Hall. Members of the City's management team joined the City Council. The first part of the workshop focused on a review of the information resulting from the data gathering efforts. It led to a discussion about the current vision, mission, and organizational values, and citywide priorities for the future. The second part of the workshop focused on crafting goals for each priority area. The team worked together during the workshop in large and small groups to discuss citywide strategies and help craft the elements of this Strategic Plan.



Vision

Our vision statement describes where the organization is heading and expresses an aspirational view of a future desired state.

Palm Bay is a thriving community dedicated to economic prosperity, public safety, quality infrastructure, with a diverse culture and recreational amenities for all.



Mission

Our mission statement describes why the organization exists, its purpose, what it does, and clearly articulates the services provided and the desired outcomes.

Our mission is to provide quality services, promote economic growth and ensure a safe and secure environment for Palm Bay residents and the public.

A silhouette of a person fishing on a pier at sunset. The person is standing on a wooden pier, holding a fishing rod that extends across the frame. The background shows a calm body of water under a sky with soft, colorful clouds in shades of orange, pink, and blue. The overall mood is peaceful and contemplative.

Organizational Values

Values drive the behaviors and interactions of staff members with each other and with the public. Values reflect the culture of the City and contribute to the desired future.

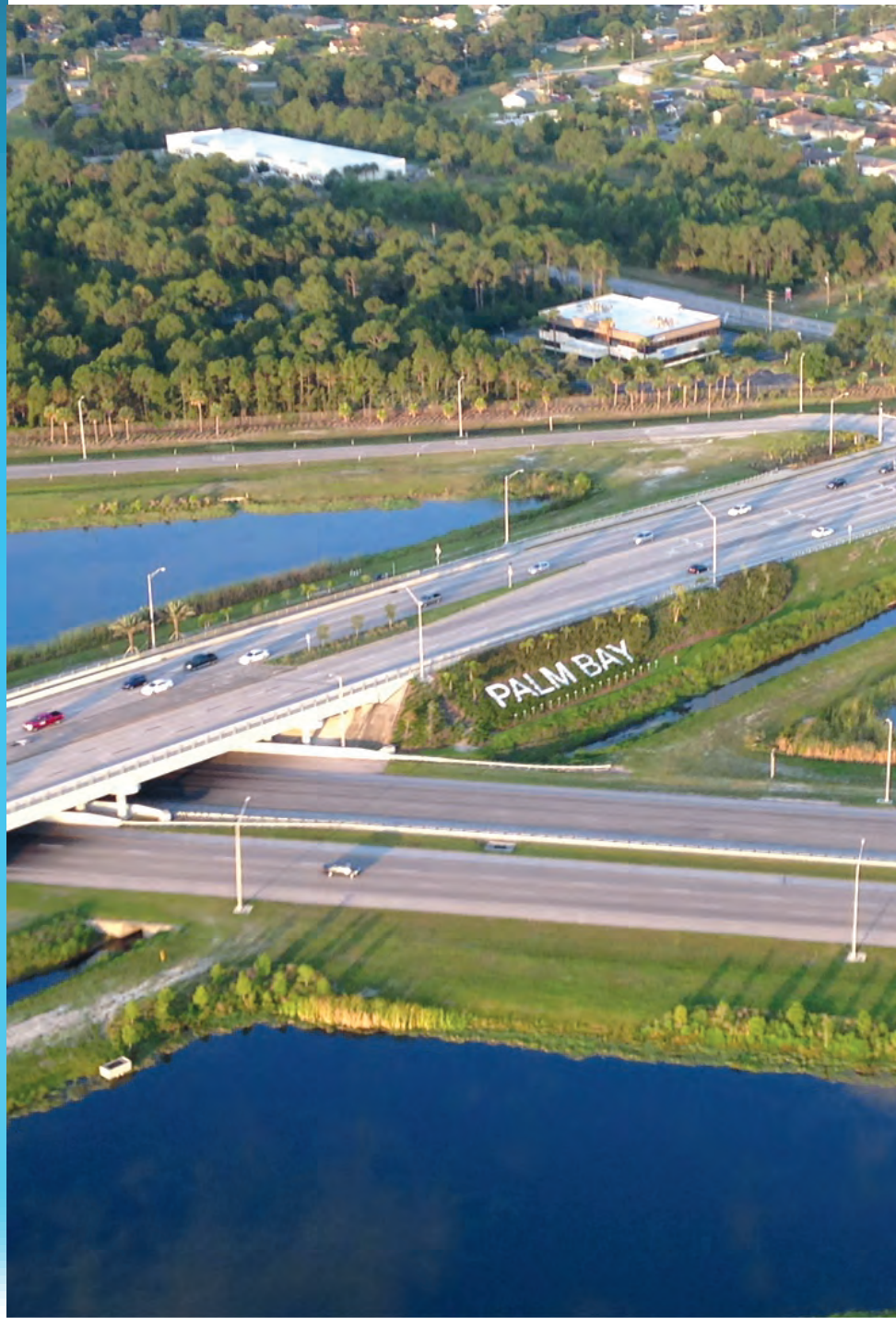
We Value

- **Commitment**
- **Integrity**
- **Service before self**
- **Transparency**
- **Trust**

Goal A: Develop sustainable and innovative infrastructure

Strategies

1. Annually assess current and future infrastructure (roads, storm water, parks, utilities, public safety) and technology needs and update the Capital Improvement Plan, as needed.
2. Create a plan to regularly evaluate current and future staffing and facilities needs for city departments.
3. Expand two-way fiber infrastructure between all city buildings.
4. Identify and implement innovative technologies and solutions to improve City service delivery and the overall resident experience using "smart city" strategies.



Goal B: Grow the community in a well-balanced manner

Strategies

1. Update the City's Land Development Code to align with the adopted comprehensive plan.
2. Establish criteria to assess potential annexation opportunities.
3. Establish a phased approach to expand the wastewater collection system, provide for mandatory water connection, and assist households with funding as available (i.e., grants).
4. Identify available funding sources to expand utilities, transportation, storm water, parks, and public safety infrastructure.
5. Prepare and maintain a master plan for maintenance, improvements and expansion of all infrastructure, including roads, storm water, utilities, sidewalks, streetlights, parks, and public safety.
6. Implement placemaking and complete streets strategies that create a sense of place and promote equitable development.



Goal C: Increase public safety for residents, businesses and visitors

Strategies

1. Identify strategies to reduce emergency response times.
2. Prepare and maintain a master plan for maintenance, improvements and expansion of police and fire capital equipment, vehicles, and facilities.
3. Identify strategies to increase the number of interactions and engagement opportunities between residents and public safety staff.
4. Identify strategies to fund growth and expansion of the police and fire departments to meet the growing needs of the community.



Goal D: Increase commercial and industrial growth

Strategies

1. Identify areas for commercial and industrial growth.
2. Identify incentives and inducements to attract new commercial and industrial development.
3. Craft a plan of action for marketing underdeveloped areas of the City, to include leveraging municipally owned parcels within the area known as 'the compound.'
4. Establish a marketing campaign to leverage economic assets of the City and region to recruit new and diverse industry.



Goal E: Improve community engagement and feedback

Strategies

1. Enhance communication with advisory boards in the decision-making process, by including regular progress updates to City Council.
2. Increase opportunities for public engagement by convening workshops and special meetings within various quadrants of the City, where possible.
3. Identify strategies to further communicate City news and information with primary target audiences, including homeowner associations, professional and business organizations, and other community groups.
4. Establish stronger relationships with media partners, locally and regionally, to communicate positive news and messaging about Palm Bay.





Conclusion

The City of Palm Bay's five-year Strategic Plan provides a clear path for leaders and residents of this thriving city. The City Council, leadership team, and all staff members are committed to achieving the vision and mission by demonstrating the values daily. The values will guide internal and external interactions and service delivery to Palm Bay residents, businesses, stakeholders, and visitors. The goals and strategies included in this Plan will be used to direct staffing and resource allocation during the next five fiscal years.

Successful implementation of the goals will require a collective effort by administrative leaders, directors, and employees in all City departments. Palm Bay leaders are committed to working collaboratively with members of the community, region, and state. They are also committed to communicating the progress made to implement goals and strategies contained within the Plan, as well as obtaining feedback about how well services are being delivered. The City Council will monitor the periodic updates provided by leadership about progress toward the goals and will invite community input along the way.

City Council and Leadership



Mayor
Rob Medina



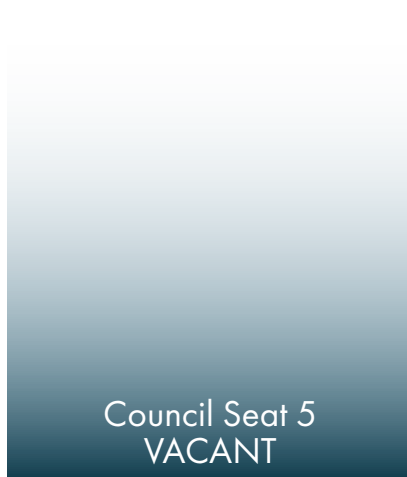
Deputy Mayor
Donny Felix



Councilman
Kenny Johnson



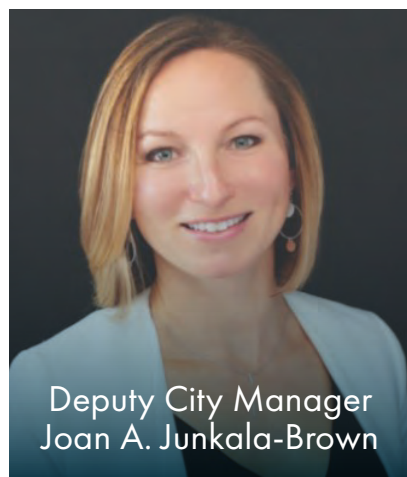
Councilman
Randy Foster



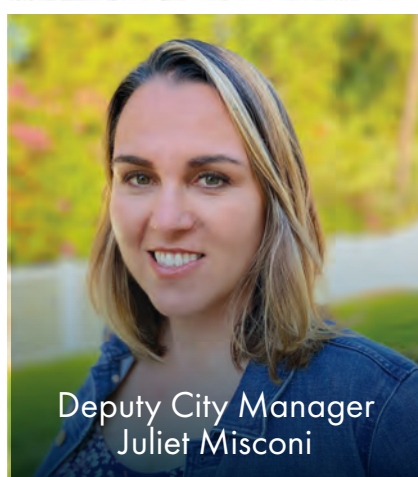
Council Seat 5
VACANT



City Manager
Suzanne Sherman



Deputy City Manager
Joan A. Junkala-Brown



Deputy City Manager
Juliet Misconi



The City of **Palm Bay** Florida