



Town of Palm Beach **Strategic Plan**

———— 2023–2028 ————
FY2025 Updates



The original Strategic Plan ('The Plan') for the Town of Palm Beach was adopted in 2003, establishing strategic priorities to uphold the community's character and quality of life based upon the mission and vision statements. Subsequent annual updates to The Plan were conducted until 2012. The Plan provided primary policy direction to town government operations regarding the Town's social, economic, and physical development.

In 2021, the Town Council commissioned the creation of a new Strategic Planning Board to write a new Strategic Plan for the Town. The Town of Palm Beach embarked on its strategic planning journey in December 2021, marked by adopting Resolution No. 141-2021. This resolution established the Strategic Planning Board, a body designed to offer advisory insights in crafting the 2023 Strategic Plan. Mayor Danielle H. Moore served as the Chair of the Board. Eight residents were selected for their varied areas of expertise, including Alfred 'Skip' Aldridge, Elizabeth Dowdle, Kristen Kelly Fisher, Nicki McDonald, Peter McKelvy, Katherine Ostberg, Michael Pucillo, and Michael Reiter.

This meticulous process unfolded through well-defined phases to guarantee a comprehensive and all-encompassing strategic plan. These phases encompassed eleven facilitated board meetings, a comprehensive community survey, a series of focus groups, active engagement events involving past and present town leaders, inclusive community input sessions, and multiple workshops involving senior-level staff.

The outcomes of the Strategic Planning Board's efforts were presented for deliberation and approval by the Town Council in the Spring of 2023. This led to the endorsement of the mission and vision statements, the strategic priorities, and the strategic focus areas on May 9, 2023.

The resulting strategic plan is projected to span a five-year lifecycle, serving as a guiding path until the fiscal year 2028. This timeframe encompasses plan execution, monitoring, strategy refinement, and mid-cycle evaluations.

The five overarching strategic priorities endorsed by the Board emerged from a conscientious process of community engagement, surveys, and input from diverse stakeholders. These priorities encapsulate the pivotal areas necessitating focused efforts and investments to propel the town toward a progressive future.

Within each strategic priority, the process involves refining strategic focus areas, that add granularity to the overarching priorities. This ensures precise identification of areas needing strategic intervention.

Complementary to these focus areas, actionable and quantifiable strategic objectives are outlined. These objectives provide a clear roadmap for the town, defining specific achievements within each focus area.

Integral to the successful realization of the plan are the senior-level staff members responsible for translating strategic objectives into tangible projects, judiciously allocating resources, and diligently tracking progress. Their involvement ensures the effective execution of the strategic plan through action plans.

Moreover, the strategic plan seamlessly intertwines with forthcoming fiscal budget planning cycles. The articulated objectives guide resource allocation, ensuring financial investments are channeled into initiatives and projects aligned with strategic priorities.

The format and design of The Strategic Plan ('The Plan') has been designed to be actionable, dynamic, and easily digestible. The presentation of The Plan in this format seeks to guide the business of the Town operations and policies as well as serves as a unifying source of motivation and focus.



A Guide to Visualizing Our Strategy

Vision: The Town of Palm Beach will promote an exceptional quality of life for current and future generations. We take pride in our small-town character and charm, honoring our heritage as a unique legacy worth keeping, while creatively managing future challenges.

Mission:

The Town of Palm Beach provides unparalleled services to residents, businesses, and visitors. Through leadership and community engagement we:

- Promote our gracious community character and culture
- Ensure a safe and secure Town
- Respect our history and architecture
- Conserve the health of our environment

Organizational Values:

The employees of the Town of Palm Beach commit to and are guided by the following values:

- Respect for everyone
- Personal responsibility and accountability
- Open, timely communication
- Spirit of innovation
- Commitment to quality
- Cooperation and teamwork
- Highest ethical standards

Department Icon Key:



FINANCE

Financial Management 141
Procurement & Contracts 144

FIRE RESCUE

Fire Administration 411
Operations 417
Training 418
Ocean Rescue 419

INFORMATION TECHNOLOGY

Information Technology 125

MARINA

Marina Enterprise Fund 401

PALM BEACH PAR 3

Par 3 Enterprise Fund 402

PEOPLE & CULTURE

People & Culture 123

PLANNING, ZONING & BUILDING

Planning & Zoning 211
Landmarks Preservation 214
Fire Prevention 215
Code Enforcement 216

POLICE

Administrative 421
OCVAN 422
Records 423
TCR 424
Communications 425
Crime Scene/Evidence 426
Patrol 428
Criminal Investigation 429
Parking Control 430

PROCUREMENT & CONTRACTS

Procurement & Contracts 144

PUBLIC WORKS

Administrative 511
Street & Sign 521
Traffic Control 523
Electrical & Street Lighting 524
Stormwater 531
Sanitary Sewer Maintenance 532
Sanitary Sewer Treatment 533
Residential Collection 541
Commercial Collection 542
Refuse Disposal 543
Yard Trash Collection 544
Recycling 545
Grounds 551
Facility Maintenance 554
Engineering Services 561
Equipment 571

RECREATION

Administration 311
Tennis 312
Recreation Center 313

RISK MANAGEMENT

Self Insurance Fund 501

TENNIS

Tennis 312

TOWN CLERK

Town Clerk 131

TOWN MANAGER

Legislative 111
General Government 113
Administrative Management 121
Advice & Litigation 122



Strategic Priorities and Focus Areas



Community, Culture, and Character



Community Preservation



Quality of Life



Environmental Stewardship



Management of Environmental Threats



Sustainable Management of Town Assets



Mobility and Transportation



On-Island Mobility



Quality of Life



Safe and Resilient Community



Emergency Management



Water Resources



Governmental Leadership and Innovation



Cooperative Relationships



Sound Fiscal Management



Collaborative Town Government

Strategic Priorities and Focus Areas



Community, Culture & Character

- **Quality of Life:** Our lifestyle is sustained by preservation of our community beauty through its built and natural environment; management of traffic, parking, and mobility impacts; enjoyment of cultural, recreational, and educational opportunities; expectations for respectful community conduct; and a safe and secure community.
- **Preserve Community Culture and Character:** The Town promotes the small-town feel of Palm Beach by preserving its exceptional architectural character, rich history, unique character, and its historic commercial districts and businesses.

Environmental Stewardship

- **Proactive Management of Environmental Threats:** The Town creates resilience to environmental (natural and man-made) threats by identifying and planning for immediate and future threats such as climate change impacts, pollution from pesticides and chemicals, invasive species, sewage/stormwater/garbage impacts, and intrusive new technologies.
- **Promote sustainable management and enhancement of the Town of Palm Beach's outstanding parks and natural environment through conservation and environmental protection.**

Mobility & Transportation

- **Quality of Life:** Our lifestyle is sustained by the preservation of our community beauty through its built and natural environment; management of traffic, parking, and mobility impacts; enjoyment of cultural, recreational, and educational opportunities; expectations for respectful community conduct; and a safe and secure community.
- **Control, regulate and stabilize on-island mobility including traffic, parking, and pedestrian-friendly routing.**

Safe & Resilient Community

- **Provide a framework for supporting the Town of Palm Beach before, during, and after a natural or man-made disaster.**
- **Safe, clean, and sustainable management of drinking water, wastewater, and storm water.** The Town's drinking water is healthy, both for consumption and the environment. It is readily available without worry or limitations. The utility infrastructure is sound and meets current and future needs to provide reliable and sustainable management of drinking water, wastewater, and storm water.

Governmental Leadership & Innovation

- **Collaborative Town Government:** Elected officials, Town staff, volunteers, residents, and businesses work together to respond positively and proactively to the needs of residents, businesses, and visitors.
- **Sound Fiscal Management:** The Town thrives financially over the long term because of decision-making and budgeting based on accurate and relevant data, setting organizational priorities across all government services considering needs, and basing fiscal policies on governmental accounting best practices.
- **Actively engage with federal, state, and local governments and agencies to protect home rule and promote cooperative relationships that affect the quality of life for the Town of Palm Beach.**



Strategic Plan at a Glance



COMMUNITY, CULTURE, AND CHARACTER



Quality of Life

- Proactively address the impacts of development decisions occurring outside the Town to minimize adverse impacts to residents.
- Support the community to live happier, healthier, and longer lives through educational and recreational programming and partnerships.



Community Preservation

- Update the Comprehensive Plan to support long-term planning, sustainability, and quality of life.
- Support and preserve historical sites and landmarks.
- Plan for and manage growth, development, and redevelopment to maintain Palm Beach's small-town feel and its integrity as a distinctive and vibrant coastal community.

ENVIRONMENTAL STEWARDSHIP



Management of Environmental Threats

- Continue making land-related decisions in harmony with the natural environment, always considering green space, beautification, and impacts on habitats and wildlife.
- Ensure biodiversity including its coastal, marine terrestrial and water ecosystems are protected and restored.



Sustainable Management of Town Assets

- Continue to identify and implement actions and standards in keeping with the Town's Green Initiative program.
- Optimize technology and prioritize digitalization to reduce environmental impacts; support paperless and cloud-based transactions, activities, and operations.

MOBILITY AND TRANSPORTATION



On-Island Mobility

- Form productive partnerships with local, state, and federal stakeholders to proactively review and address regional transportation challenges, including technology-driven traffic coordination.
- Review existing parking inventory to identify opportunities and shortcomings in order to develop a comprehensive parking management plan.



Quality of Life

- Enhance the safety of all modes of traffic to reduce accidents in roadways and waterways through enforcement of traffic laws and increased public education opportunities.
- Implement emerging methods and technologies to enhance pedestrian safety including remote management systems and strategic crosswalk initiatives.

SAFE AND RESILIENT COMMUNITY



Water Resources

- Complete and review a water feasibility study that evaluates the water supply and distribution options, emphasizing service needs, quality, and cost. Develop an implementation plan in line with the feasibility study findings and begin negotiations for a contract with the provider.



Emergency Management

- Continue the review of ambitious and adaptive safeguard methods identified through the Town's Coastal Flood Vulnerability Assessment, prepared by Woods Hole Group, and update as necessary based on available data.
- Use new data to determine revisions to the Level-Up Palm Beach Coastal Resilience Implementation Plan with input from Town Council to mitigate the potential impacts.

GOVERNMENTAL LEADERSHIP AND INNOVATION



Cooperative Relationships

- Participate in intergovernmental coordination processes and consider the impacts of proposed comprehensive plan amendments and future developments.



Sound Fiscal Management

- Deliver exceptional services to the community with optimal resource utilization.
- Enable a sustainable future by proactively managing overall costs of Town government.



Collaborative Town Government

- Maximize technology to deliver streamlined information through user-friendly interfaces.
- Optimize interoperability and coordination of technology platforms.



Strategic Priority: **Community Culture and Character**



Strategic Focus Area:

Quality of Life | Our lifestyle is sustained by the preservation of our community's beauty through its built and natural environment, management of traffic, parking, and mobility impacts, enjoyment of cultural, recreational, and educational opportunities, expectations for respectful community conduct, and a safe and secure community.

Strategic Objectives:

- Support the community to live happier, healthier, and longer lives.
 - Ensure the delivery of exceptional medical care to our community.
 - Implement medical and equipment industry standards and best practices for community care.
 - Ensure Fire Rescue has sufficient in-house instructors.
 - Meet and exceed American Heart Association standards for EMS-related activities.
 - Maintain the highest national ISO rating to keep our fire and rescue services in the top 10% nationwide.
 - Ensure firefighters receive ongoing company-level training, both online and in-person, and maintain certification.
 - Intradepartmental coordination of contract staffing management for recreation, tennis, golf, and marina maintenance and improvements.
 - Renovate the original golf shop to improve player experience and restaurant operations.
 - Enhance the experience for customers at the driving range.
 - Update youth and adult programming and seek partnerships as needed.
 - Collaborate programming with partners HealthFitness, Rush Soccer, and Perseverance Basketball.
 - Solicit program and facility feedback using online reviews, in-person comments, and surveys.
 - Update GIS map layers for community culture, historical sites, and landmarks, including landmark and zoning web applications, monument assets and ADA ramp assets, as well as existing paper town maps.
 - Create and prepare new maps in support of the Comprehensive Plan.
- Proactively address the impacts of development decisions occurring outside the Town to minimize adverse impacts to residents.
 - Investigate the effects of federal, state, and county regulations.
- Plan and manage growth and redevelopment to maintain Palm Beach's small-town feel and integrity as a distinctive, vibrant coastal community.
 - Preserve and manage historic resources with aesthetic or architectural character.
 - Streamline the development review and permit process.





- Create a town-wide culture among employees that mirrors the community's culture of graciousness, kindness, and exceptionalism through operational alignment of the Town's Vision, Mission, Values, and Strategic Plan.
 - Operate the marina in alignment with the culture and character of the Town of Palm Beach.
 - Continue to hire and promote top individuals focused on abilities and exceptional customer service.
 - Revise the hiring process to identify top talent.
 - Revise the promotional process to identify the most qualified individuals.
 - Reinforce the importance of Town values in performance management (onboarding, workforce planning, progression, and performance).



Strategic Focus Area:

Community Preservation | The Town promotes Palm Beach's small-town feel by preserving its exceptional architectural character, rich history, unique character, and historic commercial districts and businesses.



Strategic Objectives:

- Complete and implement the Comprehensive Plan and Zoning Code review.
 - Adopt and implement the Town's Comprehensive Plan.
 - Develop GIS mapping for planning purposes.
 - Review, update, and adopt the Town's zoning code revisions.
 - Implement communication and education post-adoption.
- Support and preserve historical sites and landmarks.
 - Adopt and enforce the required ordinances and resolutions.
 - Implement historic preservation programs for landmarks, districts, and significant buildings.
 - Review properties for potential landmarking and historically significant designations.
 - Implement public visibility layers for landmarked properties, districts, and historically significant buildings.
 - Assist owners of landmarked and historically significant properties with rehabilitation projects throughout the permitting process.
- Deliver community enhancement projects.
 - Renovate Phipps Ocean Park.
 - Complete the North Fire Station Renovation Project.
- Maximize the use of technology for community safety and awareness.
 - Expand the Town's camera system over the next two years.
 - Implement high visibility patrol and specialty unit operations.
 - Educate the public on Town ordinances to enhance compliance and property values.
 - Conduct inspections for code compliance across the Town.
 - Expand Direct Connect users to improve alarm response for residents and businesses while reducing resources allocated to false alarms.





Strategic Priority: **Environmental Stewardship**



Strategic Focus Area:

Management of Environmental Threats | The Town creates resilience to environmental (natural and man-made) threats by identifying and planning for immediate and future threats such as climate change impacts, pollution from pesticides and chemicals, invasive species, sewage/stormwater/garbage impacts, and intrusive new technologies.

Strategic Objectives:

- Make land-related decisions harmoniously with the natural environment, always considering green space, beautification, and impacts on habitats and wildlife.
 - Review and update adaptive safeguard methods identified through the Town's Coastal Flood Vulnerability Assessment.
 - Revise the Level-Up Palm Beach Coastal Resilience Implementation Plan to incorporate input from the Mayor and Town Council, as well as new data, in order to effectively mitigate potential impacts on both public and private property.
 - Seek state funding for capital improvement projects aligned with the Level-Up Palm Beach Coastal Resiliency Implementation Plan.
 - Manage the phased implementation of the Woods Hole Group's resiliency study's proposed solutions for mitigating rising sea-level impacts including freeboard for new construction, improvements, damaged properties, and seawall construction.
 - Implement a long-term coastal protection plan.
 - Construct shore protection projects following the Coastal Management Program's adopted 10-year long-term plan.
 - Monitor Beach Management Agreement (BMA) permit and obtain required Federal permits.
 - Implement a GIS asset and aerial imagery database of Coastal Management.
 - Protect and restore biodiversity across ecosystems (coastal, marine, terrestrial, and water) through education and healthy landscape practices.
 - Implement GIS asset layers of Recreation, Par-3, Phipps Ocean Park, and Marina assets.
 - Ensure safe operations and minimize light pollution in coastal areas during sea turtle nesting season.
 - Manage and maintain street lighting, including preventative maintenance.
 - Provide efficient yard waste collection and disposal service in a timely manner.
 - Educate residents and businesses about recycling benefits to boost recycling volumes.





- Increase awareness of environmental landscaping practices.
- Maintain and improve landscaping by standardizing irrigation and inspecting historic trees.
- Ensure environmental crimes and violations of Town Ordinances are enforced.
 - Identify and enforce violations of law and ordinances relating to environmental crimes (e.g., illegal dumping, stormwater violations, sea turtle-related rules).
 - Perform proactive patrols with Police Officers and Code Enforcement Officers to identify and prevent environmental crimes.
- Reduce the environmental impact of Fire Rescue operations.
 - Replace gas-powered tools with electric alternatives, reducing emissions and improving reliability.
 - Convert small gas equipment into battery-powered equipment.
 - Replace environmentally harmful and older formulations of firefighter foams with newer, non-toxic alternatives.
 - Improve exhaust capture technologies for all diesel vehicles.
- Enhance technology and prioritize digital solutions to minimize environmental impact while promoting paperless and cloud-based transactions, activities, and operations.
 - Identify and evaluate new or application of existing technologies to enhance service delivery of phone calls, such as AI tools.
 - Identify and evaluate the Town’s communication systems to integrate, ensuring that updates are automatically shared across platforms.
 - Implement the agenda and meeting management software transition.
 - Develop a system for tracking legislation to effectively monitor and manage policy changes.
 - Optimize paperless public meeting materials.
 - Reduce printed forms and transition to an electronic workflow of documents.
 - Transition to a centralized network printer.
 - Implement paperless marina contracts with digital signatures.
 - Implement Play by Point and DaySmart for online booking.
 - Convert EMS and Fire protocols, procedures, and standard operating guidelines to electronic format.
 - Digitize training forms, including sign-in rosters, school forms, and acting forms.
 - Streamline permitting efficiency for public and private projects by integrating with the online permitting software EPL.
 - Implementation of Enterprise Resource Planning (ERP)/ Human Resources Information System (HRIS).
 - Reduce and recycle electronic waste, including equipment, batteries, shipping, and packing materials.
 - Upgrade, configure, dispatch, and train field devices (iPads) for more efficient and effective management of Public Works operations.
 - Upgrade CentralSquare’s Enterprise Asset Management (CS EAM) powered by Lucity work management application for Public Works to log, manage, track, and execute appropriate actions to maintain a safe and clean Town.
 - Upgrade data center to reduce energy utilization by consolidating and using more energy-efficient technology.
 - Update GIS irrigation infrastructure data.
 - Plan and implement EAM GIS Asset Management.



- Promote procurement practices that prioritize purchasing green products by adjusting purchasing requirements and sourcing products that align with green initiatives for sustainability.
- Champion Townwide transition away from single-use plastics throughout the workplace.
 - Reduce single-use water bottles for public meetings.
 - Reduction of plastic utensils.
 - Discontinue single-use plastics.



Strategic Focus Area:

Sustainable Management of Town Assets | Promote sustainable management and enhancement of the Town of Palm Beach's outstanding parks and natural environment through conservation and environmental protection.

Strategic Objectives:

- Identify and implement standards aligned with the Town's Green Initiative, such as smart irrigation, energy-efficient equipment, and implementing Integrated Pest Management (IPM) in Town parks, fields, and golf courses.
 - Identify areas affected by nematodes and replace the soil in those areas to minimize chemical use when rebuilding bunkers or re-leveling tees.
 - Expand native/non-mow areas on the golf course to reduce carbon emissions and increase wildlife habitat.
 - Construct a properly designed chemical mixing station along with a washdown area for equipment.
 - Continue to explore advancements in farming and agricultural technology to enhance efficiency in the course.
 - Install sensors on mowers and equipment to measure water content, aiming to reduce water usage.
 - Transition most hand and backpack blowers to electric models, keeping gas blowers for special occasions.
 - Transform the flower beds at the front of the clubhouse and the parking lot into butterfly gardens.
 - Eliminate invasive plant species from the golf course and replace them with native plants.
 - Introduce electric robot mowers gradually to decrease emissions and reduce noise pollution.
 - Replace gas-powered field mowers with electric.
 - Maintain the keeping of bees to promote pollinators and butterflies at the Par 3 (Hole in One Honey).
 - Explore adding an osprey nest to the course and the installation of a monitoring camera.
 - Plan and implement GIS asset database of Town-wide irrigation asset network.
 - Effectively and economically maintain Town grounds and rights-of-way while enhancing their appearance adhering to the Town's Green Initiative Program.
 - Explore natural landscaping opportunities.
 - Preserve natural vegetation and trees.
 - Explore opportunities to support the Town's Green Initiatives.





- Explore native plant education and gardening.
 - Provide educational opportunities on native plants and environmental best practices through the website in collaboration with community partners.
 - Optimize the replacement of vehicles and equipment with environmentally friendly options while verifying vendor's information to limit the town's liability.
 - Implement best practices to enhance efficiency by standardizing equipment, industry labor, and materials.
 - Kindness Rock Garden Project at Mandel Recreation Center.
 - Propagate native flora and fauna at Lake Drive Park.
- Earn the Clean Marina Designation.
 - Implement measures to enhance the marina's environmental sustainability.
 - Coordinate with the Florida Fish and Wildlife Commission (FWC) to develop Sea Turtle Rescue response plans and assess certification options for Town responders.
 - Maintain Town-owned buildings, structures, and facilities efficiently, safely, and cost-effectively for the public and Town employees.
 - Coordinate with Federal, State, County, and adjacent municipalities or agencies to protect and restore the existing coastal dune system and beaches along the Town's beachfront and establish standards to minimize impacts resulting from beach erosion.



Strategic Priority: **Mobility and Transportation**



Strategic Focus Area:

Quality of Life | Our lifestyle is sustained by the preservation of our community's beauty through its built and natural environment; management of traffic, parking, and mobility impacts; enjoyment of cultural, recreational, and educational opportunities; exceptions for respectful community conduct; and a safe and secure community.

Strategic Objectives:

- Coordinate community-wide traffic mitigation efforts.
- Enhance the safety of all modes of traffic to reduce accidents in roadways and waterways through traffic law enforcement and increased public education opportunities.
 - Issue traffic-related communication from a centralized platform to multiple platforms for up-to-date information.
 - Increase geo-location communication subscriptions.
 - Reduce the impact of emergency responses on traffic and increase safety.
 - Install the HAAS Alert system on Fire Rescue units to alert motorists of nearby emergency vehicles, improving road safety.
 - Evaluate the effectiveness of the trial system on new apparatus.
 - Utilize the Town alerting system to inform residents and businesses of road closures and detours due to fire and EMS incidents.
 - Reinforce training for incident commanders to notify dispatch of any extended-duration incidents.
 - Adjust the company-level fire inspection, hydrant testing, and Knox Box inspection schedules to reduce traffic impact.
 - Provide all necessary regulatory traffic control signage, pavement markings, and roadway maintenance.
 - Operate and maintain traffic signals, including preventative maintenance.
 - Increase site inspections to ensure compliance with permitted use and parking within the right-of-way.
- Address construction site violations to reduce parking, traffic, noise complaints, and related community concerns through better regulations and improved enforcement.



Strategic Focus Area:

On-island Mobility | Control, regulate, and stabilize on-island mobility, including traffic, parking, and pedestrian-friendly routing.

Strategic Objectives:

- Implement alternatives to reduce traffic and parking congestion.
 - Coordinate a community and staff driven mitigation plan.





- Implement emerging methods and technologies to enhance pedestrian safety.
 - Remedy Marina parking gate miscues.
 - Install new CradlePoint modems to enhance connectivity for emergency vehicles and improve communications for public safety and traffic management operations.
 - Develop and update GIS map layers for traffic signals and related equipment, including the traffic asset network, parking initiatives, and Lake Trail, to enhance identification and maintenance tracking.
 - Plan and implement GIS asset layer for sidewalk and bike rack assets.
 - Install 10G fiber internet to link with Palm Beach County for traffic management systems.
- Review existing parking inventory to identify opportunities and shortcomings to develop a comprehensive parking management plan.
 - Implement the six-point mobility plan.
 - Explore the expansion of the placard program based on data.
 - Explore valet parking plans to identify the oversaturation of spots.
- Create a resident-focused parking management plan.
 - Deploy parking solution provider.
 - Implement a new marina parking system to replace HUB parking.
 - Bid traffic signs.
 - Install new parking signs for Residential Parking Permit (RPP) and ParkMobile paid parking programs.
 - Implement the parking placard program electronically.
 - Expand paid parking program to Royal Poinciana.
- Enhance traffic flow to meet service levels outlined in the comprehensive plan, and implement traffic mitigation measures for roadways that do not comply with Town standards.
 - Mitigate for traffic impacts on South Lake Drive.
 - Develop and implement a Marina parking enforcement plan with integrated electronic vendor communication.
 - Place service vehicles within marina lots when possible.
 - Issue citations for oversized vehicles in unauthorized areas and without proper credentials.
 - Identify strategies and solutions for truck traffic using the 2021 Truck Logistics Study by Kimley Horn.
 - Enforce all parking ordinances and regulations in the Town of Palm Beach to ensure adequate turnover.
 - Assist with school crossing.
 - Enforce traffic laws.
 - Explore traffic impacts of school zones including Palm Beach Public School Coconut crossing and Palm Beach Day Academy staggered drop-off.
 - Implement actions based on the findings from the parking study.
 - Implement Emergency Operations Plans and proactive measures to ensure effective resource allocation for adequate traffic flow during rush hour and for emergency vehicles.
 - Adjusted bridge opening schedules during peak travel times for all three bridges.
 - Form productive partnerships with local, state, and federal stakeholders to proactively review and address regional transportation challenges, including technology-driven traffic coordination across organizations.



- Improve safety and walkability and maximize on-island vehicle flow.
 - Identify crosswalks within the Town-wide Underground Utilities construction phases and within signalized intersections that can be modified to include spare conduits for future use.
 - Implement smart traffic signalization software and convert traffic study information into traffic corridor coordination plans.



Strategic Priority: **Safe and Resilient Community**



Strategic Focus Area:

Emergency Management | Provide a framework for supporting the Town of Palm Beach before, during, and after a natural or man-made disaster.

Strategic Objectives:

- Minimize the vulnerabilities of the Town to natural disasters.
 - Complete Townwide Utility Undergrounding (TWUU).
 - Bid TWUU Phase 7 North and South.
 - Finalize design permitting and bid for Phase 8.
 - Complete construction of ongoing phases.
- Establish a modern and secure Information Technology/digital infrastructure that optimizes and coordinates software to meet the increasing demands of Town operations.
 - Enhance digitalization by converting all existing paper records townwide into secure and easily accessible digital formats.
 - Deploy the multi-factor authentication, DUO.
 - Install new Townwide network infrastructure.
 - Ensure redundant internet connections include additional fiber circuits and Starlink.
 - GIS planning and implementation of asset layers in various software, including the Tyler Technologies Computer Aided Dispatch (CAD), Fire Hydrants Annual PM, CrisisTrack Software GIS Layer Update, WinCan Sewer Pipe Video Uploads, asset management of Water Resources in Lucity, Town-wide AEDs, IT Fiber Network, and Public Works-owned Fire Extinguishers.
 - Streamline FEMA reimbursement applications by ensuring comprehensive documentation for all claimed expenses to prevent denials, using Crisis Track and F-ROC software.
 - Optimize interactive emergency service software solutions, such as the Town’s first-in-county use of Prepared Live.
 - Operationalize a state-of-the-art public safety communication command center.
 - Optimize self-serve options and information resources on the internal TownNet site.
 - Utilize advanced technology to gather evidence at crime scenes and in controlled laboratory settings, aiding crime prevention through the identification of suspects via fingerprint and DNA analysis.
 - Modernize a modern fingerprint lab with ALS.
 - Employ innovative measures to gather and analyze intelligence proactively.
 - Upgrade the outdated CAD/RMS system with advanced technology.
 - Upgrade sUAS Drone program hardware and software using FDLE-provided grant funds.
 - Leverage Axon BWC, In-Car Video, Interview Room, and drone solutions to streamline operations and provide effective oversight.





- Expand the use of the tracking software Procure across all programs to manage participants’ locations, special needs, and allergies.
- Enhance the marina’s safety and security.
 - Improve marina security by utilizing surveillance cameras and installing covert and dome cameras.
 - Update Emergency Operations “Panic” File in order for staff to promptly respond to a fuel or oil spill.
 - Conduct quarterly training sessions on spill response at the marina and provide detailed information on effective response strategies and procedures.
 - Earn Safe and Resilient Marina Designation.
- Develop and implement an emergency response support system to minimize the Town’s vulnerabilities and expedite mobilization and rapid responses to emergencies.
 - Proactive review of Ordinances and application of best practices.
 - Implement Florida Milestone Inspection Program.
 - Ensure consistent administration of the Flood Prevention Code.
 - Participate in the Community Rating System (CRS).
 - Establish an emergency communication system with hazard-specific plans for efficient information-sharing while enhancing the Town’s communication library, tools, and partnerships.
- Identify emergency service and public safety needs based on trending analytics.
 - Build dashboards with specific criteria for data analysis and develop training programs to meet identified needs.
 - Deploy new state-of-the-art Motorola radios to enhance the department’s communication and response readiness.
 - Increase the efficiency and consistency of emergency response services.
 - Identify areas at high risk for cardiac events and install AEDs in public spaces. Collaborate with Community Outreach to raise awareness and offer training in CPR and AED usage.
 - Identify high-risk locations for emergencies using historical data and trends, ensure rapid response times for critical medical situations, enhance overall response efficiency by setting clear benchmarks for personnel, and increase the use of essential medical interventions such as aspirin and CPR training.
- Review and update emergency management policies, practices, and staffing levels for increased preparedness.
 - Execute “tabletop” exercises with emergency management staff.



- Coordinate with the local governments and the Palm Beach County School District on emergency preparedness issues.



Strategic Focus Area:

Water Resources | The Town's drinking water is healthy for consumption and the environment. It is readily available without worry or limitations. The utility infrastructure is sound and meets current and future needs for reliable and sustainable drinking water, wastewater, and stormwater management.

Strategic Objectives:

- Complete the water feasibility study that evaluates the water supply and distribution options, emphasizing service needs, quality, and cost.
- Establish and maintain reliable drinking water, wastewater, and stormwater contracts.
- Enhance the Town's Supervisory Control and Data Acquisition (SCADA) System for storm and sanitary sewer pumping stations.
- Proactively manage stormwater collection and pumping to minimize unexpected equipment failures.
- Investigate the Cured in Place Pipe (CIPP) lining through TV inspections to ensure the mitigation of groundwater infiltration into the sanitary sewer collection system.
- Monitor 811 on-call and locate existing lines to prevent damage during construction and repairs.
- Ensure the safe management of the Town's sanitary sewage through efficient collection, transport, and disposal while maintaining sewer systems to minimize equipment failures and effectively address clogs, backups, and overflow risks.





Strategic Priority: **Governmental Leadership and Innovation**



Strategic Focus Area:

Collaborative Town Government | Elected officials, Town staff, volunteers, residents, and businesses work together to respond positively and proactively to the needs of residents, businesses, and visitors.

Strategic Objectives:

- Maximize technology to deliver streamlined information and continual access to Town information and processes by producing user-friendly interfaces.
 - Continued website enhancement to facilitate better public access to records and information.
 - Develop intradepartmental collaborative communication platforms and offer training on how to use them effectively.
 - Develop a change management plan to support staff through transitions and technological upgrades.
 - Enhance public access to records and information.
 - Enhance Laserfiche and other digital tools for better record management and searchability.
 - Establish a standardized lease format and automate annual lease renewals.
 - Optimize self-serve options and information resources on TownNet.
 - Implement various projects, including deploying a policy manager application, migrating town data to SharePoint, migrating Laserfiche data to a cloud environment, implementing a new ERP system, a new agenda and meeting management software, CAD/RMS software application, an online permit and land use management system, and recreation data into the Lucity software.
 - Streamline and increase ease of parking registration for residents.
- Advance organizational operations by fostering collaborative efforts across departments to plan for future challenges proactively.
- Value and invest in a professional Town workforce that receives competitive compensation, recognition, and rewards for exceptional employee achievement in support of a culture of continuous improvement.
 - Develop training programs and succession planning to build skills and prepare for future needs.
 - Create a professional development plan with training programs and workshops relevant to current and future job roles.
 - Encourage staff to participate in external training and certification programs.
 - Continue Office 365, Outlook, and SharePoint training.
 - Reinforce the importance of Town values concerning performance.
 - Sponsor cross-departmental learning events to build collaboration and operational effectiveness.
 - Conduct annual employee engagement survey and use results to inform policy development.





- Implement monthly, quarterly, and yearly employee recognition initiatives.
 - Launch fellow employee recognition program.
 - Expand the TOPB Concentra Wellness Center and employee lead-Wellness Program.
 - Continue ongoing policy review.
 - Initiate leadership development program.
 - Ensure professionals' salaries and benefits are competitive with the local marketplace.
 - Maintain Town facilities and buildings to provide a safe and functional working environment.
- Support and enhance open, two-way communication between the Town, its residents, and businesses.
 - Develop a comprehensive formal communications program and allocate resources to address the information needs of community residents and Town employees.
 - Optimize communication platforms and tools.
 - Assess, develop, and implement a system for tracking and addressing complaints related to road closures and other high-visibility issues.
 - Internal communications should be distributed by the town manager to keep town employees informed so they can serve as information ambassadors for the community.
 - Optimize the emergency call software Prepared Live, which allows Police to access real-time events through a caller's cellphone.
- Enhance relationships between Town employees, residents, and businesses.
 - Optimize the partnership opportunities provided by Palm Beach Police and Fire Foundation and SafeGuard to deliver events to the community, including the annual document destruction and medication disposal event, the Public Safety Forums, the Citizen's Academy, Teen's Academy, and the opportunity to develop new initiatives.
 - Develop a community outreach program that educates the public on realistic drills, expands fire rescue drills, and identifies community threats.
 - Ensure the Marina establishes a premier brand that attracts global customers while aligning with the Town's focus on quality of life.
 - Continue the Volunteer in Police Service Program (VIPS), enabling citizens to collaborate with PD staff and provide essential support to the department.
- Lead residents towards living happier, healthier, and longer lives through public education, campaigns, and program offerings.
 - Focus public education efforts on common medical emergencies in Town, such as falls, stroke, and ST-elevation myocardial infarction (STEMI) heart attacks.
 - Enhance and expand emergency medical care provided within the Town of Palm Beach by exploring specialized ambulances for stroke and cardiac patients.



- Embrace a workforce culture that promotes being proactive and anticipatory.
 - Facilitate workshops and training sessions to help staff adapt to new technologies and processes.
 - Promote an open communication and feedback culture to address concerns and build a unified team front.
 - Develop the Innovation Award.
 - Conduct contingency planning for a hybrid workforce.



Strategic Focus Area:

Sound Fiscal Management | The Town thrives financially over the long term because its decision-making and budgeting are based on accurate and relevant data, it sets organizational priorities across all government services, considers needs, and bases its fiscal policies on governmental accounting best practices.

Strategic Objectives:

- Deliver exceptional services to the community with optimal resource utilization.
- Optimize interoperability and coordination of technology platforms to reduce environmental impact and improve efficiency.
- Market Town-owned properties in West Palm Beach for potential ground leases to enhance and diversify revenue streams.
- Ensure the Town remains competitive in staffing levels, compensation, and benefits across all employment categories.
- Invest sufficiently in the Town’s internal infrastructure to maximize productivity, enhance performance, develop technical and leadership skills, and create an optimized staffing structure.
 - Develop a succession plan to prepare for future leadership needs.
 - Identify potential future leaders within the team and provide them with mentorship and training opportunities.
 - Project workforce needs into 2028.
 - Skills inventory and 2028 future planning.
 - Develop a comprehensive training program for board, commission, and council members on procedures and use of new technologies.
 - Regularly update training materials and sessions based on feedback and evolving needs.
 - Expand training for purchasing cards, contract administration, and procurement.
 - Prepare staff and future leaders by providing specialized training in confined space operations, small engine, and hand tools.
 - Strategize reclassifications and promotions to encourage career growth.
 - Continue development programs, i.e., Internship, apprenticeship, etc.





- Promote transparency practices.
 - Publish the Annual Financial Report, Popular Annual Financial Report, and Annual Budget Reports and submit them to GFOA for review and feedback.
 - Develop dashboards for Fire and EMS calls and publish them on the Fire Rescue SharePoint page.
- Enable a sustainable future by proactively managing the overall costs of the Town government.
 - Review department budget and functions to achieve cost savings and revenue sources for future budgets.
- Implement cost-effective strategies and resource management practices within Fire Rescue to ensure long-term sustainability while maintaining essential services.
- Assess and implement legal strategies to allocate resources effectively to mitigate risks.
- Evaluate, update, enact, and follow sensible fiscal policies.
- Develop, implement, and operationalize dashboards.
- Evaluate risk complements for resiliency.
- Align and integrate the strategic planning process, budget cycle, and operations.
- Pursue grant opportunities.



Strategic Focus Areas:

Cooperative Relationships | Actively engage with federal, state, and local governments and agencies to protect home rule and promote cooperative relationships that affect the quality of life for the Town of Palm Beach.

Strategic Objectives:

- Participate in intergovernmental coordination processes and consider the impacts of proposed comprehensive plan amendments and future developments.





- Maintain a public-facing Future Land Use Map and GIS Map Series on the Town’s website.
- Intergovernmental Plan Amendment Review Committee (IPARC) participation on the Executive Committee and Issues Forum.
- Request to appoint Town representatives to County advisory committees.
- Participate in the Lake Worth Lagoon Steering Committee in relation to the Florida Department of Environmental Protection’s program for the Lake Worth Lagoon Ecosystem Management Area.
- Participate in the County’s Multijurisdictional process and planning framework to provide for a county-wide vision for transportation and mobility that safely connects people to places.
- Address regional and state significance issues in coordination with the Treasure Coast Regional Planning Council, South Florida Water Management District, and state and federal agencies.
 - Continued coordination with the United States Coast Guard to reduce bridge openings during rush hour.
 - Pursue appointing a member of the Town Council or a Commission member to the Business Development Board of Palm Beach County and the Palm Beach County Chamber of Commerce.
 - Coordinate with the Florida Department of Transportation (FDOT), Palm Beach County, West Palm Beach, and other communities to minimize transportation impacts to the Town through active participation in the Palm Beach TPA Technical Review Committee.
 - Coordinate with the Palm Beach School District.
- Create an informed community about emerging topics within the Town, County, and State.
 - Develop and implement a system for legislative tracking to monitor and manage policy changes effectively.
 - Train and update staff on legal and regulatory compliance.
 - Develop website content for county, state, and federal resources.
 - Network and collaborate with Palm Beach County professional peers through participation, education, and coordination.
 - Create two southbound lanes on North County Road from 3:00 PM to 5:00 PM to improve traffic flow and prevent blockages, with appropriate staffing and resources.