



**TOWN OF HIGHLAND BEACH**  
**2023 STRATEGIC PRIORITIES PLAN**  
**JANUARY 2023** *(This is a working document)*

**OUR VISION:**

The Town of Highland Beach is a beautiful safe harbor in paradise whose residents never leave.

**OUR MISSION:**

To provide exceptional governance and municipal services, in partnership with our residents, in a fiscally responsible manner with an emphasis on planning for the future.

**OUR MOTTO:**

“3 miles of paradise”

**OUR VALUES:**

**H**elp citizens live a better life by providing a safe and secure community.

**I**nclusiveness – we respect people, value diversity and are committed to equality.

**G**ive exceptional citizen service.

**H**onor public trust through ethical behavior, transparency and servant leadership.

**L**ead with integrity at every level.

**A**ssure fiscal responsibility and accountability.

**N**urture and respect our natural environment.

**D**eliver services through collaborated efforts and coordinated actions.

## STRATEGIC PRIORITIES

This strategic priority plan identifies ranked community projects and initiatives within four (4) operational categories. These projects and initiatives are classified as “Commenced” and “Planned” based on their implementation status and/or schedule. The strategic priority plan is a dynamic and simple document that serves as a decision-making tool to be updated on a quarterly basis via reports to the Town Commission. The plan is intrinsically linked to the annual operating budget which commits funds to complete the projects and initiatives identified. Completing a project and/or initiative leads to attaining the operational category goal for each, and leads to fulfilling mission and vision of the Town.

### Organizational Excellence

Strengthen the Town’s ability to strategically and effectively deliver municipal services in a fiscally responsible, collaborative, inclusive and innovative manner.

#### Projects/Initiatives:

##### *Commenced:*

1. Fire Rescue Department Implementation
3. Develop a Communication Plan (that includes a targeted community engagement process)
4. Investment Policy Review
5. Website Content Management Process
7. Maintain 5-year Capital Improvement Projects Program
13. Strategic Budget Process
15. Public Record Digitization & Management Project
17. Define Human Resource/Personnel Roles & Responsibilities

##### *Planned:*

1. PBA Collective Bargaining Agreement: FY 2023 – 2026
2. FOP Collective Bargaining/General Employees: FY 2023 – 2026
6. Maintain and Refine 5-year Financial Forecast Model
13. Condominium and Homeowner’s Association Reserves Studies

#### Departments:

Town Manager’s Office  
Highland Beach Fire Rescue Department  
Finance Department  
Clerks’ Office  
IT Consultant

#### Advisory Board(s):

Financial Advisory Board

### Public Infrastructure & Resiliency

Ensure that Town managed and maintained facilities, infrastructure and public places are afforded appropriate attention, maintenance, repairs, and upgrades.

#### Projects/Initiatives:

##### *Commenced:*

1. Fire Rescue Department Implementation
2. Undertake Sanitary Sewer Collection System Project
6. Veterans Memorial
7. Maintain 5-year Capital Improvement Projects Program
9. Town Entry Signs—A1A
10. A1A Drainage/Flooding Issues (including the development of an alternative plan to address significant issues)
14. Engage in FDOT RRR Project Design & Construction

##### *Planned:*

8. Survey Waterbodies – Bel Lido Subdivision
11. Water Tower Lease Options
12. Town Hall Complex Expansion (Long Term)

#### Departments:

Highland Beach Fire Rescue Department  
Public Works Department  
Town Planner  
Town Manager's Office  
Finance Department

#### Advisory Board(s):

Financial Advisory Board  
Planning Board

#### Community Safety

Proactively plan for and responsively maintain a safe and resilient community focused on visibility, awareness and care for residents and visitors.

#### Projects/Initiatives:

##### *Commenced:*

1. Fire Rescue Department Implementation
8. Marine Accessory Structures Ordinance

##### *Planned:*

1. PBA Collective Bargaining Agreement: FY 2023 – 2026
3. Temporary Sign Ordinance Review/Update (Real Estate and Political Signs)
4. Seawall Ordinance Review (Seawall Elevation)
6. Implement 2020 FIRM Flood Maps/Ordinance Revision
8. Home Based Business Ordinance/Updates

#### Departments:

Police Department  
Building Department/Code Enforcement

Town Planner  
Highland Beach Fire Rescue Department  
Town Manager's Office

Advisory Board(s)/Community Support Group(s):

Planning Board  
Board of Appeals and Adjustments  
Code Enforcement Board  
Highland Beach Police Foundation

**Community Enrichment & Sustainability**

Recognize the vital role Highland Beach's natural resources play in a healthy community and implement projects and policies that sustain them. Support residents' desire for community services and programs that enhance personal growth, knowledge and quality of life.

Projects/Initiatives:

*Commenced:*

11. Sea Turtle Lighting Standards/Requirements
12. Collaborate with Palm Beach County on Cam Milani Park Development
16. Update Beach Erosion Study/Dune Management (Erosion Control Line)
18. Garbage and Recycling Contract Solicitation
19. Zoning District Density Review

*Planned:*

9. Improve Recycling and Waste Reduction Rates
10. Gas Leaf Blower Regulations

Departments:

Town Planner  
Highland Beach Library  
Town Manager's Office

Advisory Board(s)/Community Support Groups:

Natural Resources Preservation Advisory Board  
Planning Board  
Friends of the Library  
Library Volunteers

**Emerging Issues**

The following emerging issues may require action by the community in the short-term planning horizon resulting in the creation of a new project/initiative or require re-prioritization of existing projects/initiatives.

The emerging issues include:

- Aging/Underbuilt Infrastructure, Facilities & Structures
- A1A Drainage/Flooding Issues

- Climate Change/Sea Level Rise effect upon Intracoastal Waterways
- Outdated Management Systems
- American Disabilities Act (ADA) Requirements
- Inflation/Recessionary Concerns
- Charter Spending Limits
- Property Insurance
- Affordability/Cost of Living

## Action Planning

The successful implementation of the projects and initiatives defined in the strategic priorities plan is contingent upon the development of an action plan. The action plan must provide clear direction with the ordered tasks/steps needed with target completion dates along with resources needed to complete the project. The plan shall identify those responsible for completing the steps and tasks and monitoring the progress of the project.

As a project or initiative identified in the Strategic Priorities Plan moves from the “Planned” stage to “Commenced” stage, an action plan will be created by the assigned department. The action plan shall include:

- A well-defined description of the project/initiative to be completed
- Tasks/steps that need to be carried out to complete the project/initiative
- Department/Employee who will be in charge of carrying out each task
- When will these tasks be completed (deadlines and milestones)
- Resources needed to complete the tasks
- Measures to evaluate progress

The assigned department shall forward its action plan to the Town Manager for review and approval. Once approved, the action plan will be posted on the Town website and will be updated on a monthly basis. It is important to note that some project may require a more complex action plan based on the scope of the project/initiative. The *Action Plan Template* is attached for reference.

## Strategic Priorities: Ranked Projects & Initiatives List

### Commenced

1. **Fire Rescue Department Implementation**  
*Refer to Fire Rescue Department Implementation Plan for more details*
2. **Undertake Sanitary Sewer Collection System Project**  
*Progress: ARPA Funded Project--*
3. **Develop a Communication Plan (that includes a targeted community engagement process)**  
*Progress: Engagement of PR Firm commenced – Draft Q2*
4. **Investment Policy Review**  
*Progress: PNC Custodial Contract in place....evaluate investment laddering options FAB Review Q4*
5. **Website Content Management Process**  
*Progress: Engaged vendor; contract pending execution; implementation anticipated Q3*
6. **Veterans Memorial**  
*Progress: To be incorporated with renovation of Fire station*
7. **Maintain 5-year Capital Improvement Projects Program**  
*Progress: Identified in the FY 2022-2023 budget*
8. **Marine Accessory Structures Ordinance**  
*Progress: Draft completed TB Review 3/1/22*
9. **Town Entry Signs—A1A**  
*Progress: Resident engagement process commenced – draft*
10. **A1A Drainage/Flooding Issues (including the development of an alternative plan to address significant issues)**  
*Progress: FDOT commitments secured*
11. **Sea Turtle Lighting Standards/Requirements**  
*Progress: Draft Ordinance Reviewed Q4; Natural Resources Preservation Board assigned*
12. **Collaborate with Palm Beach County on Cam Milani Park Development**  
*Progress: Engaged in conversations with the County/leadership*
13. **Strategic Budget Process**  
*Progress: Commenced; Integrate Strategic Priorities within Budget – Evaluate Two-year Budget and enhanced budget book*
14. **Engage in FDOT RRR Project Design & Construction**  
*Progress: Commenced; construction starting FY 2024 Preliminary Design Phase*
15. **Public Record Digitization & Management Project**  
*Progress: Commenced; 75,000 pages scanned to date*
16. **Update Beach Erosion Study/Dune Management (Erosion Control Line)**  
*Progress: Town Commission assigned to Natural Resources Preservation Board*
17. **Define Human Resource/Personnel Roles & Responsibilities**
18. **Garbage and Recycling Contract Solicitation**  
*Progress: Request for Proposals drafted; Commission approval anticipated Q2*
19. **Zoning District Density Review**  
*Progress: Town Commission outlined process; Directed to Planning Board to develop community review process*

## **Planned**

1. PBA Collective Bargaining Agreement FY 2023 - 2026
2. FOP Collective Bargaining/General Employees FY 2023-2026
3. Temporary Sign Ordinance Review/Update (Real Estate and Political Signs)
4. Seawall Ordinance Review (Seawall Elevation)
5. Maintain & Refine 5-year Financial Forecast Model
6. Implement 2020 FIRM Flood Maps/Ordinance Revision
7. Survey Waterbodies – Bel Lido Subdivision
8. Home Based Business Ordinance/Updates
9. Improve Recycling and Waste Reduction Rates
10. Gas Leaf Blower Regulations
11. Water Tower Lease Options
12. Town Hall Complex Expansion (Long Term)
13. Condominium and Homeowner's Association Reserves Studies

## **Completed**

### ***Fiscal Year 2020***

1. PBA Collective Bargaining Agreement 2020 - 2023
2. FOP Collective Bargaining/General Employees 2020-2023
3. Sanitary Sewer Collection System Evaluation -- CCTV
4. FY 2020-2025 Water & Sewer Rate Study
5. Crosswalk Enhancement Project – Pedestrian Activated Signs/Flashers
6. Install ERP IT System: BS&A Modules Permitting, GL, Fixed Assets, Cash Receipting, AP/AR, PO, Utility Billing
7. Define Purchasing/AP/AR Process, Roles & Responsibilities
8. Update Building Administrative Code Section -- 7th Edition of Florida Building Code:
9. Complete Salary Table & Job Description Update
10. Implement Geographic Information System (GIS) & Expand Capacity
11. Southeast Palm Beach County Coastal Resiliency Partnership & Climate Vulnerability Assessment
12. Bucket Tree Pilot Program

### ***Fiscal Year 2021***

1. Charter Review Process
2. Study Alternate Fire Rescue Service Models
3. Building Recertification Ordinance/Program
4. Crosswalk Enhancement Project – Overhead Lighting
5. Police Department – Marine Unit Formation
6. As-built drawing for Municipal Complex project
7. Right-of-Way (ROW) Disruption Ordinance
8. Town Hall Building Improvements
9. Fire Rescue Services Implementation  
*PR Campaign, Retain Fire Rescue Services Consultants; Retain Medical Director and Assistant Medical Director; Election; Retain architect for fire station design; Commenced fire station design process; Development of Medical Protocols; EMS vehicle selection; Execution of fire services dispatch agreement; Preparation of COCPN and State EMS application documents*
10. FY 2020-2025 Water & Sewer Rate Study Update

***Fiscal Year 2022***

- 1. Veterans' tab on Town's website**
- 2. Police Department Accreditation (inlc. Marine Unit)**
- 3. Fund Balance Guidelines/Policy Revision**
- 4. Property Rights Element – Comprehensive Plan Update**
- 5. Building Permit Discount**

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