



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:

Help citizens live a better life by providing a safe and secure community.

Inclusiveness – we respect people, value diversity and are committed to equality.

Give exceptional citizen service.

Honor public trust through ethical behavior, transparency and servant leadership.

Lead with integrity at every level.

Assure fiscal responsibility and accountability.

Nurture and respect our natural environment.

Deliver services through collaborated efforts and coordinated actions.

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: Project scope reduced (laterals only) due to cost – RFP Process Commenced
3. **Develop a Communication Plan (that includes a targeted community engagement process)**
Progress: Developing RFP/Scope of Work
4. **Investment Policy Review**
Progress: Finance Department – 50% Complete
5. **Website Content Management Process**
Progress: CivicPlus Design Selection – Completion Targeted for Q4
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: Public Workshops Complete – Commission Direction Q2
9. **Town Entry Signs—A1A**
Progress: Resident engagement process commenced
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 -- Natural Resources Preservation Board Assigned
12. **Collaborate with Palm Beach County on Cam Milani Park Development**
Progress: Ongoing – Engage County Partners
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 Advisory Board
17. **Define Human Resource/Personnel Roles & Responsibilities**
Progress: Policy development commenced
18. **Garbage and Recycling Contract Solicitation**
Progress: Request for Proposals drafted; Commission approval anticipated Q2/Q3
19. **Zoning District Density Review**
Progress: Town Commission outlined process; Directed to Planning Board to develop community review process

Commenced – Unranked

Develop 5-year Financial Forecast Model

Progress: Finance Department 90% Complete/Q2 presentation to Commission

Charter review process and review charter questions

Progress: Commission and Town Manager review

Community Engagement Process

Progress: In process of implementing new website and communications management software

Building Recertification Process

Progress: State working to finalize/Modify Senate Bill 4-D

Funding Limitation

Progress: Commission review of \$350,000 threshold

State Appropriations

Progress: Preparing request for 2023 State legislative session

Intracoastal Waterways – No Wake Zone, Controlled Wake Zone

Progress: Awaiting Commission directive

PBA Collective Bargaining Agreement FY 2023 – 2026

Progress: Beginning preliminary negotiations

FOP Collective Bargaining/General Employees FY 2023-2026

Progress: Beginning preliminary negotiations

Planned

1. Temporary Sign Ordinance Review/Update (Real Estate and Political Signs)
2. Seawall Ordinance Review (Seawall Elevation)
3. Implement 2020 FIRM Flood Maps/Ordinance Revision
4. Survey Waterbodies – Bel Lido Subdivision
5. Home Based Business Ordinance/Updates
6. Improve Recycling and Waste Reduction Rates
7. Gas Leaf Blower Regulations
8. Water Tower Lease Options
9. Town Hall Complex Expansion (Long Term)
10. Condominium and Homeowner's Association Reserves Studies

Annual review

1. Water and Sewer Rates
2. Financial Forecasting
3. Charter Review

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