



## **STRATEGIC PLAN**

# **TOWN OF PALM BEACH, FLORIDA**

Town of Palm Beach  
Strategic Planning Board  
March 2001 – April 2003

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## VISION STATEMENT

At the outset of the strategic planning process, the Board participated in a “SWOT Exercise” to identify the **Strengths, Weaknesses, Opportunities, and Threats** which characterize the Town’s current condition and future prospects. The Town’s senior management team also participated in a SWOT Exercise and the results were provided to the Board. Thereafter, the Board conducted three Community Forums at which over 300 Town residents participated in SWOT Exercises.

The Board synthesized and interpreted the information and opinions from the various SWOT Exercises into the following Vision Statement of what the Town of Palm Beach is and what it can become with proper planning and actions during the next ten years:

### **VISION STATEMENT PREAMBLE**

In February 2001, the Town Council commissioned the Strategic Planning Board (SPB) to create a long-range (10+ years) strategic plan. Since its formation, the SPB has published its Mission Statement, which describes its reason for being and describes what it intends to accomplish. It has held three community forums with Town residents to obtain their input to assist in the creation of the Strategic Plan. Based to a large extent on that input, the SPB has developed a Vision Statement which describes the values and the aspirations of the community for its character and quality of life. The Vision Statement will guide the preparation of the Strategic Plan. The Strategic Plan will set forth strategies which, when effectively implemented, will help to achieve the community characteristics described by the Vision Statement.

### **TOWN OF PALM BEACH VISION STATEMENT**

#### ***A Legacy Worth Keeping***

Palm Beach is a fully developed community, world-renowned for its extraordinary beauty, quality of life, and small-town character. Our permanent and seasonal residents love our barrier island community and are determined to preserve our legacy. We do not seek to change Palm Beach, but rather to protect our community’s assets, correct any deficiencies, and to manage inevitable change so as to maintain our tradition of excellence.

As we envision our future ten years from now, we see Palm Beach remaining true to the inspired legacy of our founders, a Mediterranean-style mecca of stunning architecture and natural beauty, acclaimed shopping, restaurants and hotels, a cosmopolitan culture, and an involved citizenry committed to civic and philanthropic causes and excellence in Town government.

## **Quality and Responsive Town Government**

Town government is supported by a respected Mayor and Town Council, a skilled and dedicated staff, and by the active volunteer participation of many citizens. Palm Beach provides residents with the highest level of safety and security through its vigilance and commitment to high quality training and state-of-the-art equipment. The Town has maintained its fiscal strengths with resourceful budgeting and prudent management.

*In the future, we envision...*

*Continued high quality services and facilities provided in a responsive, resourceful manner. A structure of government guided by clear mandates and performance goals for Town administration and for appointed boards and commissions, continued technological innovation, and excellent internal and external communication.*

*Pro-active initiatives and continuous vigilance to anticipate and avert threats to public safety, enabling Palm Beachers to live secure in safe neighborhoods.*

*Solid fiscal strength and strong alliances with state and federal partners. Actions will be taken and communicated to residents to instill confidence that optimum services are provided for taxes paid.*

## **Public Facilities and Infrastructure**

While completely developed, the Town of Palm Beach recognizes a number of redevelopment challenges and functional deficiencies among its current capital facilities. Traffic has increased and parking is at a premium. Beach erosion has become severe, threatening oceanfront property and diminishing a key scenic and recreational asset. Drainage deficiencies and occasional water shortages continue to pose a threat.

*In the future we envision...*

*Beaches fully restored and maintained for the protection of oceanfront property, enjoyment of residents, and scenic enhancement.*

*Modernized, reliable infrastructure systems, including improved facilities for water distribution and storm drainage. Capital projects will be completed expeditiously and with an effort to limit the disruption they inevitably will cause to adjacent property owners.*

*Convenient network of roads and parking, less hampered by congestion and sufficient to meet local needs without encouraging additional traffic or visitation.*

## **Character and Quality of Life**

While Palm Beach is built out, growth continues in the form of redevelopment and changes in use raising questions and concerns about over-development, scale, and our historic legacy. The Town is proud of its lush landscaped setting, its historic architecture, and its array of shopping and other amenities, but concerns are expressed about expanded tourism, visitation and traffic, straining our limited service capacity. The Town recognizes that among our greatest resources are our people and their involvement in civic groups, charities, cultural activities, and faith-based organizations.

*In the future we envision...*

*A community that has guarded against over-development, encouraging redevelopment consistent in scale with existing neighborhoods, reflective of our heritage.*

*A town with a rich menu of cultural choices, enabling Palm Beach to continue to combine the intimacy and convenience of small town life with the cultural sophistication and variety of a city.*

*Palm Beach will remain a friendly community which embraces its diversifying population, nurtures young families and children, and welcomes new residents and visitors. Palm Beachers will continue their heritage of support to worthy causes and their involvement in civic affairs creating new opportunities for all to participate fully in the life of the community.*

## EXECUTIVE SUMMARY

This section of the Strategic Plan provides a brief narrative summary of the actions which the Strategic Planning Board has determined are essential to the achievement of the community vision described above. The Environmental Scan section and the background narrative portions of the Strategic Initiatives section provide more detailed explanations of the reasons why these actions have been recommended. The Environmental Scan section also explains why no actions were recommended for certain topics of interest to the Town and its residents.

Some of the actions recommended in this Strategic Plan are more tactical or operational than strategic. In those instances, issues were analyzed and recommendations were included because Town residents emphasized the importance of those particular issues during the 2001 Community Forums. Also, many of the recommended actions have early deadlines (2003 or 2004) or are characterized as “ongoing.” It is important to recognize that the benefits associated with those actions are expected to endure or recur throughout the planning period.

Finally, following the body of the Plan are two appendices. The first is a street map of the Town which also shows the extent of each “reach” identified in the Comprehensive Coastal Management Plan. The second is a Glossary of Terms.

### **Governance**

The Town should continue its commitment to strategic planning by (1) integrating this Strategic Plan with the state-mandated Comprehensive Plan, (2) pursuing annual Townwide and departmental goals that are consistent with the priorities identified in this Strategic Plan, (3) identifying any instance in which the Town considers an action that is intentionally inconsistent with this Strategic Plan, (4) monitoring implementation of this Strategic Plan throughout the planning period, and (5) completely updating the Strategic Plan after 5 years. The Town also should strengthen its citizen boards and commissions, continue to improve communications between the Town government and the public, expand the zoning season to provide 2 additional months annually for consideration of major land development issues. Near the end of the planning period, the Town Council should consider appointing a Charter Review Commission.

### **Police Protection and Security**

To ensure that it maintains its position as a national leader in community protection and law enforcement, the Town’s Police Department should remain vigilant to new and continuing threats, maintain continuous communications with other law enforcement agencies, and provide ongoing monitoring and evaluation to measure actual performance against clearly stated goals. While continuing to provide excellent basic police services, the Town also should continue to increase its planning and training to protect Town residents against potential acts of terrorism. The department should continue to emphasize community relations, including continued sessions of the Citizens’ Police Academy and continued expansion of Palm Beach Crimewatch.

### **Fire-Rescue and Health Care**

The Town should continue to provide a high level of paramedic Emergency Medical Services with state-of-the-art equipment and continuous training, ensuring the achievement of clearly stated goals through ongoing performance measurement and evaluation. The Fire-Rescue Department should continue to emphasize community relations, including future sessions of the Citizens' Fire Academy. Local non-paramedic medical services should be improved by the creation of an on-Island emergency clinic and an on-Island basic medical care clinic, in addition to the expansion of services at Good Samaritan Medical Center to include state-of-the-art coronary and stroke units.

### **Community Enhancement/Quality of Life**

Under this broad heading, the Plan calls for a variety of actions to preserve the Town's unique beauty and small town atmosphere. Specifically, the Town should continue to protect existing open spaces, provide additional open spaces as opportunities arise, seek opportunities to relocate overhead utility lines underground, encourage more young families to reside in Palm Beach, nurture cultural institutions, reduce unnecessary noise, and provide a humane program for reducing the negative impacts of feral cat colonies.

### **Emergency Management**

The Town is expanding its emergency management capabilities through the creation of a Comprehensive Emergency Management Plan and the planned inclusion of an Emergency Operations Center within the new Central Fire-Rescue Station. It should further enhance our community's preparedness for disaster response and recovery by increasing outreach to residents and businesses before and during emergencies; planning to extensively utilize contractors, temporary employees, and volunteers during disaster recovery; and being prepared to strengthen the Town's building code and obtain emergency financial assistance, as needed.

### **Emergency Water Supply**

Although the basic potable water needs of the Town of Palm Beach will be met by the City of West Palm Beach throughout the planning period, the Town should take steps to prepare for the possible contamination of the City's water supply. We should investigate what would be necessary to independently meet the Town's minimum needs for potable water quickly and cost effectively. The Strategic Planning Board does not advocate the construction of a back-up water system, but we do strongly urge the Town to take all reasonable steps to prepare for immediate implementation of an emergency water supply plan at such time as a natural or man-made disaster requires such action.

### **Traffic and Parking**

It is acknowledged that citizen frustration has occurred with increasing frequency as construction and growth related delays inhibit convenient circulation. In order to address these and other matters related to the convenience of parking and vehicular circulation, the Town should prepare a Traffic and Parking Improvement Plan (for which data collection has already begun). This plan will not necessarily call for less traffic congestion or more



parking spaces, but it will strategically address traffic and parking issues so that the Town exerts reasonable control over transportation resources. The goal of this plan will be to manage traffic and parking issues rather than allowing them to simply evolve, thereby emphasizing solutions which serve the long term goal of maintaining the character of the community.

### **Management of Redevelopment – Commercial**

Increased regional population and changed regional demographics are placing pressures upon the business districts in the Town. While taking appropriate actions to support the viability of these districts, the Town must be vigilant to ensure that commercial redevelopment does not negatively impact adjacent residential areas. Assessment of neighborhood impacts of residential-to-commercial use re-zonings and prohibiting inappropriate commercial uses are two important actions the Town can take to protect the character of the Town while encouraging economic vitality. The Town also should closely monitor the redevelopment of the commercial area immediately east of the Lake Worth Bridge, taking those actions which are necessary and appropriate to protect the interests of the residents in the adjacent area of the Town.

### **Management of Redevelopment – Residential**

The Strategic Planning Board believes that “mansionization” is occurring due to natural economic and social forces, and that it is not the result of lax regulations or generous granting of variances. Nevertheless, we believe more can be done to promote the transition of single family home neighborhoods through evolution rather than revolution. The Town should discourage the assembly of properties which create lots larger than neighborhood norms, institute appropriate additional regulations, promote the modernization of existing homes, and guard against increasing housing density as it continues to try to maintain appropriate neighborhood scale in residential areas.

### **Beach Management**

The Town has implemented the expanded Mid-Town Beach Renourishment Project and should implement the Phipps Ocean Park Beach Restoration Project, as proposed in the Town’s adopted Comprehensive Coastal Management Plan (CCMP). Employing the principles of adaptive management, the Town should evaluate any changed circumstances or new information (since the adoption of the CCMP in 1999) to determine whether any change is warranted in the remainder of the CCMP. Regardless of whether the CCMP is changed or implemented in its entirety, the Town should continue to seek State funding assistance except where State requirements conflict with Town policies regarding parking and access, pressure the Federal and County governments to proceed with improving the Lake Worth Inlet Sand Transfer Plant, reconsider the possibility of legal action against the Federal government due to the downdrift impacts of the Lake Worth Inlet, and seek modifications to Florida Statutes to exempt communities downdrift from inlets from having to establish an Erosion Control Line.

## **Storm Drainage**

The Town should construct the trunk lines and pump stations identified in the Drainage Improvement Program approved by the Town Council in September of 2002. Employing the principles of adaptive management, the Town should re-evaluate the needs, priorities, and financing of “Phase II” improvements on residential side streets. Regardless of whether the “Phase II” improvements are modified or constructed in their entirety, the Town should further improve storm drainage throughout the Town by strengthening requirements for private drainage systems on all redeveloped properties, considering requiring some such upgrades on existing properties that are not being redeveloped, and requesting the Florida Department of Transportation to improve drainage on state roads (especially A1A).

## **Financial Management**

The Town is in excellent financial health. Sufficient resources exist to meet all currently anticipated needs and to implement the recommendations contained in this Strategic Plan. To further improve what is already an area of strength for the Town, the Strategic Planning Board recommends several financial management actions: prepare the GASB34 “Statement of Net Assets” which is the local government equivalent of a private sector balance sheet, review the Town’s existing and projected fund balances, continue pay-as-you-go funding for routine capital improvements and case-by-case decisions regarding pay-as-you-go vs. bonding for major projects, seek ways to improve the financial performance of the Par 3 Golf Course, broadly disseminate tax and budget information to Town residents, be prepared to establish an emergency line of credit during recovery from a disaster, and seek legislative action to provide tax fairness to the property owners in the Town of Palm Beach.

## ENVIRONMENTAL SCAN

The Strategic Planning Board conducted a thorough scan of a variety of internal and external conditions and trends which could influence change in the Town over the plan's ten-year horizon. The Board narrowed the range of issues to be emphasized by applying two key criteria reflected in the following questions:

*Is this a factor which the Town has the ability to influence?  
and*

*Will this factor likely exert substantial influence on the Town contrary to the Vision Statement during the next 10 years?*

In this way, broad considerations such as global warming and rising sea levels were determined to be beyond the scope of the Strategic Plan.

The Board reviewed source documents, solicited information from Town residents and others (including representatives of the local business community, the utility companies serving Town residents, the Port of Palm Beach, and Palm Beach International Airport), and conferred at great length with the Town staff and Town Attorney. This phase of the planning process provided the depth of background information and breadth of perspective necessary for the Board to later make informed judgments about which issues are currently being addressed adequately, which require some additional review or consideration, and which require some specific actions to protect the future interests of the Town.

Between April and September, 2002, the Board held a series of environmental scan meetings addressing the topics identified on the following outline:

- I. OVERALL DEMOGRAPHIC TRENDS
  - A. Regional
  - B. Town of Palm Beach
- II. COASTAL MANAGEMENT
  - A. Historical Perspective
  - B. Comprehensive Coastal Management Plan
  - C. Planning for the Future
- III. INFRASTRUCTURE AND BASIC SERVICES
  - A. Drainage
    - 1. Historic Perspective
    - 2. Planned Improvements
  - B. Water
    - 1. Agreement with City of West Palm Beach through 2029
    - 2. Potable and Non-potable Alternatives
  - C. Sanitary Sewers

1. Town Collection System
2. East Central Regional Wastewater Treatment Facilities
- D. Garbage
  1. Town Collection Program
  2. Solid Waste Authority Disposal Capacity
- E. Yard Trash
  1. Town Collection Program
  2. Town Disposal Capacity
- F. Parks
  1. Quantity and Location
  2. Maintenance
- G. Roadways
  1. Town Streets
    - a. Configuration
    - b. Maintenance
  2. State Roads (Florida Department of Transportation)
    - a. Configuration
    - b. Maintenance
- H. Oceanfront Roadway Protective Seawalls
- I. Lakefront Bulkheads
  1. Condition
  2. Height
- J. Utilities
  1. Electric (Agreement with Florida Power and Light through 2011)
  2. Telephone (BellSouth and a Growing List of Others)
  3. Cable Services (Agreement with Adelphia through 2015)
  4. Underground vs Overhead Utility Lines
  5. Gas (Agreement with Florida Public Utilities through 2023)
  6. Street Lights (Combination of Town and FP&L)
  7. Traffic Signals (Combination of Town and FDOT)
- K. Town Offices/Facilities
  1. Current Inventory
  2. Plans for the Future
- L. Strategies for Completing Needed Improvements
  1. Project Management
  2. Disruption and Inconvenience
  3. Cost Effectiveness
- IV. CONTROLLING DEVELOPMENT AND REDEVELOPMENT
  - A. Historical Trends
  - B. Future Opportunities
  - C. Level of Service Limits
  - D. Quantitative vs. Qualitative Measures of Growth
  - E. Zoning
    1. Ordinance

- a. Lot, Yard, and Bulk Regulations
    - b. Use Regulations
    - c. Process and Criteria for Consideration of Variances, Special Exceptions, and Site Plan Reviews
  - 2. Application and Enforcement of Ordinance
- F. Other Development Related Regulations
  - 1. Quantity of Permits Allowed
  - 2. Permit and Inspection Processes
- V. SECURITY/EMERGENCY SERVICES
  - A. Police Department Plans and Actions
    - 1. Domestic Security
    - 2. “Routine” Crime Prevention, Response, and Investigation
  - B. Fire-Rescue Study (2002)
  - C. Emergency Preparedness
    - 1. Storm Emergency Response Plan
    - 2. Comprehensive Emergency Management Plan
- VI. FINANCIAL PLANNING
  - A. Current Financial Condition
  - B. Financial Policies
  - C. Long-term Plan
- VII. TRAFFIC AND PARKING
- VIII. OFF-ISLAND FACILITIES (Services and Impacts)
  - A. Hospitals
  - B. Palm Beach International Airport
  - C. Port of Palm Beach
- IX. INTERGOVERNMENTAL RELATIONS
  - A. Neighboring Municipalities
    - 1. City of West Palm Beach
    - 2. City of Lake Worth
    - 3. Other Palm Beach County Municipalities (League of Cities, etc.)
  - B. Palm Beach County and Solid Waste Authority
  - C. Palm Beach County School District
  - D. South Florida Water Management District
  - E. Treasure Coast Regional Planning Council
  - F. State of Florida
  - G. Federal Government
- X. Distinction Between Elected Officials' Authority & Staff Management of the Town
- XI. Public Communications

## XII. On-Island Medical Services

## XIII. Schools

## XIV. Miscellaneous

As stated above, the environmental scan was not simply a review of factual information and documentation regarding this broad array of issues. It also served to “sort” issues in a manner which identified topics for further consideration in the strategic planning process. The Board’s sorting process applied the following questions to each topical issue:

- 1) Does this issue have any direct or indirect bearing on the ability of the Town to achieve its vision?
- 2) Is there any identified present or anticipated future deficiency likely to occur within the 10-year horizon of the Strategic Plan?
- 3) Does the Town have the ability to influence or mitigate the effects of a particular issue?
- 4) Are present plans and policies adequate to address any concerns?

Based upon this analysis, the Board determined that the following topics required no action statements in the current Strategic Plan:

- < Sanitary Sewers
- < Garbage
- < Yard Trash
- < Oceanfront Roadway Protective Seawalls
- < Lakefront Bulkheads
- < Utilities
  - Electric
  - Telephone
  - Cable
  - Gas
  - Streetlights
- < Town Offices/Facilities
- < Palm Beach International Airport
- < Port of Palm Beach

During the environmental scan, an extensive library of written resources was created. This library is maintained in the Town Manager's Office and is available for review by anyone wishing to explore particular topics in greater detail. Similarly, anyone who has a question about this Strategic Plan or who wishes to discuss some aspect of it with a Town official is invited to call the Town Manager's Office at 838-5410.

## STRATEGIC INITIATIVES

At the conclusion of the environmental scan, the Board determined which issues required action statements declaring what needs to be done during the next ten years to ensure that change is managed in a way which is consistent with our community vision. Each topic with one or more action statements constitutes a Strategic Initiative, an area that may require corrective action or an area where maintaining the current effective policy is critical to the continued well being of the Town. On the following pages, we present for each Strategic Initiative the relevant background information and detailed action statements which comprise the essence of this Strategic Plan.

The Strategic Initiatives are not listed in a priority order since they are all believed to be essential in achieving the Vision Statement. Rather, they are presented with those having Townwide impact first, followed by those whose immediate effects will be felt only in a portion of the Town. They conclude with the Financial Plan which addresses the Town's financial capability of implementing the Strategic Plan. Within the Strategic Initiative sections, each action statement includes reference to the timeframe in which it is to be addressed.

### **A. GOVERNANCE**

The Town Charter provides for a Council/Manager form of government. The Mayor and Town Council are elected directly by the people and the five Council members select from among themselves the President of the Town Council, who establishes the agenda for Town Council meetings and also chairs those meetings. The Town Council appoints a Town Manager who is responsible for the day-to-day operations of Town government and for providing policy advice to the Mayor and Town Council. The Town Manager appoints the department heads and, through them, manages all administrative and operational functions of the Town. Citizens of the Town are appointed by the Town Council to serve on a variety of boards and commissions which address particular issues or areas of regulation in accordance with the ordinances or resolutions that created them.

Each year, after conferring with the Mayor and Town staff, the Town Council adopts Townwide goals declaring the top priority projects and issues to be addressed by the Town government during the next 12 months. (Following the adoption of this Strategic Plan, the Council will ensure that its annual top priority goals are integrated with the community priorities reflected in this Plan.) Early in the annual budget process, goals are established for each department. These departmental goals support the Townwide goals or address some other significant operational or administrative concern particular to that department. Achievement of the Townwide and departmental goals is fostered by the establishment of related personal goals for each management and professional Town employee through the Individual Work Plan component of the Town's pay-for-performance merit pay system.



In general, the Strategic Planning Board believes the Town is governed effectively, both as to the structure of Town institutions and as to the quality of the performance of the Town's elected officials, appointed board members, and staff. It is particularly noteworthy that the Town's elected officials and appointed board members serve as unpaid volunteers, donating hundreds of hours each year for the sole reward of having helped to make their community a better place.

While we are generally satisfied with the current state of Town government, we have several recommendations for how the Town can increase effectiveness in particular areas and for how to further the Town's ongoing efforts to ensure that the public is well informed about Town affairs.

### **Governance Actions**

- A1. **Strategic Planning:** Continue and expand the strategic orientation of Town government with the following measures:
- a) Continue to apply the principles of goal-driven management and performance standards throughout the organization.  
*Timeframe: Ongoing.*
  - b) Monitor and periodically revise the Strategic Plan.  
*Timeframe: The Mayor and Town Council will, at least annually, review progress on implementing this Plan and make appropriate modifications, as needed. The Plan will be formally updated at least every 5 years, or to coincide with Comprehensive Plan updates.*
  - c) Integrate or link the Comprehensive Plan and Strategic Plan by incorporating applicable initiatives and policies of the Strategic Plan into the Comprehensive Plan.  
*Timeframe: To coincide with Comprehensive Plan Evaluation and Appraisal Report (2005) and Comprehensive Plan update (2006).*
  - d) Any time staff proposes a policy action that is intentionally inconsistent with this Strategic Plan, the inconsistency shall be declared and explained in writing.  
*Timeframe: Ongoing.*
- A2. **Maintain Strategic Focus:** The Strategic Planning Board encourages the Town Council to continually seek issues which can be delegated to staff, boards or commissions, etc., to relieve the Town Council members of these issues and provide them with more time to address strategic issues.
- A3. **Boards and Commissions:** Review and revise Town policies regarding appointed commissions and boards to include the following considerations:

- Clarify commission and board "missions" to provide for greater coordination, consistency with policies and the Strategic Plan, clarity of purpose and authority, etc.
- Define requirements relating to levels of experience and/or mandatory courses applicable to the expertise relevant to each board and commission.
- Consider providing additional training to enhance the effectiveness of boards and individuals.
- Interview procedures and/or requirements.

*Timeframe: By year-end 2003.*

A4. **Public Communications:** Expand opportunities for public communication and involvement in Town governance, including the following:

- a) Continue to publish Town documents and information in an accessible, user-friendly form.

*Timeframe: Ongoing.*

- b) Publish a Town Newsletter mailed to every resident on a regular interval.

*Timeframe: Commence by year-end 2003.*

- c) Consider expanded use of media for public information, including cable TV, Town web page, etc.

*Timeframe: Ongoing.*

- d) Provide for annual community forums for residents to discuss issues of interest and concern.

*Timeframe: Ongoing.*

A5. **Zoning Season:** Expand annual zoning season to include October and May, allowing changes to the Town's Zoning Code and/or Comprehensive Plan to be made between October 1<sup>st</sup> and May 31<sup>st</sup> of any "Winter Season."

*Timeframe: By May of 2004.*

A6. **Flexibility and Responsiveness:** Continue the Town's policy of monitoring, evaluating, and changing policies and operations as dictated by changing needs and circumstances.

*Timeframe: Ongoing.*

A7. **Intergovernmental Relations:** Continue to build and maintain relationships with officials in neighboring municipalities and higher levels of government, enabling the Mayor, Town Council, and staff to effectively address issues that affect the Town but are beyond its jurisdiction.

*Timeframe: Ongoing.*

- A8. **Charter Review:** Consider appointing a Charter Review Commission near the end of the current planning period.

*Timeframe: By year end 2010.*

## **B. POLICE PROTECTION AND SECURITY**

The Palm Beach Police Department's primary role is the protection of life and property, and the preservation of peace, order and safety. Crime prevention, criminal investigation and the apprehension and prosecution of criminals are some of the means to accomplish this role.

Property crime is the most serious continuous criminal threat to the community. The Town of Palm Beach, due to its affluence, has always been and continues to be attractive to financially motivated criminals. The Palm Beach Police Department, through its long standing partnership with the community, enjoys a very low crime rate and continues to be one of the few communities in South Florida where it is relatively safe to walk any street at any time of the day or night. Crime rates remain low while crime clearance and stolen property recovery rates are among the highest of South Florida localities and most favorable of any similarly situated community in the United States.

Successful prevention of crime and apprehension of criminals based on a strategy of

- ❖ Crime prevention through community partnerships.
- ❖ Patrol and investigative omnipresence.
- ❖ Rapid response to in-progress crime.
- ❖ Most importantly, the members of the department must be highly flexible and adaptable.

Trends and Five Year Forecast:

- ❖ Palm Beach will continue to experience a positive correlation between the state of the economy and presence of property crimes of opportunity.
- ❖ Property crime will continue to be the most serious continuous criminal threat to the community.

The Town of Palm Beach's domestic security strategy is coordinated by the Palm Beach Police Department in consultation with the Town Manager and other departments of the Town. Domestic security is among the most significant and pressing responsibilities of the department, and significant financial and human resources have been dedicated to this effort since the September 11, 2001, terrorist attacks.

The Town of Palm Beach is unusual among municipal governments of its size. Certain realities result in increased domestic security concerns and, therefore, greater domestic security measures. These factors include the Town's international reputation as a symbol of personal wealth and capitalism, and the frequent presence of a significant number of national and international political figures.

As a result, the Town of Palm Beach has established a Domestic Security Program to include strategic planning, threat and vulnerability identification/analysis/mitigation, intelligence gathering/analysis/dissemination, establishment of a town-wide incident command system that interfaces with that of other agencies, infrastructure protection, equipment acquisition/training/implementation personnel training, coordination of volunteer efforts, and regional coordination and liaison efforts.

### **Police Protection and Security Actions**

- B1. **Vigilance:** Continue to focus vigilant attention upon the Town's vulnerabilities to certain types of crime.  
*Timeframe: Ongoing.*
- B2. **Communication:** Continue to ensure optimal communications between the Town's Police Department and County, State and Federal law enforcement agencies.  
*Timeframe: Ongoing.*
- B3. **Excellence:** Provide for public recognition of, and continue to improve upon, the Town's excellent record in police protection including its rapid response time, low crime rates, anticipation of threats, etc.  
*Timeframe: Ongoing.*
- B4. **Monitoring and Evaluation:** To ensure that the Town's Police Department remains a national leader in law enforcement and security, continually measure actual performance against established goals, including:
- a) Maintain a favorable overall community approval rating for the performance of the Palm Beach Police Department as measured by the Palm Beach Police Department Citizen Satisfaction Survey.
  - b) Maintain departmental accreditation by the commission on Accreditation for Law Enforcement Agencies, Inc. (national) and the Commission for Florida Law Enforcement Accreditation, Inc. (state).
  - c) Maintain a crime clearance rate that is higher than the national average as measured by the Uniform Crime Report Index. [*Revised July 2, 2003*]
- Timeframe: Ongoing.*
- B5. **Domestic Security:** Continuously update and apply anti-terrorism plans, in close coordination with other applicable government agencies.  
*Timeframe: Ongoing.*
- B6. **Community Relations:** Maintain and expand communications between the Police Department and the public, including continued sessions of the excellent Citizens' Police Academy program.  
*Timeframe: Ongoing.*

## C. FIRE-RESCUE AND HEALTH CARE

The Town's residents enjoy a very high level of emergency medical services (EMS) provided by the Town's Fire-Rescue Department. The paramedics' training and equipment are state-of-the-art, their response times are appropriately rapid, and their success rates are high. The Town's EMS level of service has recently been increased by placing a front-line medic unit (ambulance) in service at the North Fire-Rescue Station, making a total of 3 front-line medical transport units in the department.

The Board's recommendation regarding Town-provided medical services is "keep up the good work." In addition, Town and State officials can be proud of their success in protecting the residents' health care interests by ensuring in 2000-2001 that both Good Samaritan Medical Center and St. Mary's Medical Center would remain open. Nevertheless, the Strategic Planning Board has determined that health care for Town residents could be improved in two important ways.

We believe that full-fledged coronary and stroke units need to be provided at Good Samaritan Medical Center, so that state-of-the-art hospital procedures can be performed "just across the bridge." Currently, Town residents have to be transported extra miles to receive these services at other area hospitals. This endangers the transported patient for whom critically needed treatment may be delayed. It also endangers the rest of the community, since the longer transport time takes a Town medic unit (ambulance) off the Island for longer than would be necessary if Good Samaritan provided these services.

We also believe the community would benefit from additional non-paramedic medical services being made available on the Island. Even if it is strictly a matter of comfort or convenience, being able to obtain basic medical care or emergency clinic services without having to leave the Town would be an enhancement to the Palm Beach quality of life.

### **Fire-Rescue and Health Care Actions**

C1. **Additional Medical Services:** Encourage private or non-profit health care providers in efforts to expand the array of quality medical services available to Palm Beach residents, including:

- A local basic medical care clinic.
- Full-fledged coronary and stroke units at Good Samaritan Medical Center.
- State of the Art equipment and procedures that take full advantage of advancements in medical care. [Revised July 2, 2003]

*Timeframe: Ongoing.*

C2. **EMS:** Provide for public recognition of, and continue to improve, the Town's state-of-the-art EMS facilities and training.

*Timeframe: Ongoing.*

- C3. **Monitoring and Evaluation:** To ensure that the Town's Fire-Rescue Department remains a national leader in emergency medical services, continually measure actual performance against established goals, including:
- a) Improve first due unit response time to all zones by ensuring arrival of the first due unit to all emergency incidents within four minutes or less 90% of the time.
  - b) During 2003, initiate planning phase for Fire-Rescue Department accreditation by the year 2006. [*Revised July 2, 2003*]
- Timeframe: Ongoing.*
- C4. **Community Relations:** Maintain and expand communications between the Fire-Rescue Department and the public, including future sessions of the excellent Citizens' Fire Academy program which was recently established.
- Timeframe: Ongoing.*

#### **D. COMMUNITY ENHANCEMENTS / QUALITY OF LIFE**

The recommendations set forth below are less connected to each other than are those in other sections of the Plan. Yet, they speak to some of our most fundamental community values and can be summed up by the generalization: "We want to maintain the unique beauty and small town feel that have always made the Palm Beach quality of life second to none."

Due to the more individualized character of the action statements presented in this section, a separate descriptive paragraph for each separate topic is presented below, preceded by the same header which precedes the corresponding action statement.

**Open Space and Beautification:** The preservation of open space is so important to this community that Town Charter requires that any sale or development of Town-owned on-Island open spaces is subject to the approval of Town voters in a referendum. This provides great protection to existing public open spaces, which are generally considered to be adequate at this time. However, the Board believes it is appropriate to include an action statement promoting Town acquisition of additional open spaces, as opportunities arise. Such acquisition will add to the beneficial aesthetic influence of the magnificent public and private landscaping throughout the Town.

**Underground Utilities:** The consensus of the Board is that placing overhead utility lines underground would substantially improve the appearance of certain areas of the Town (and provide public safety benefits, as well). When this subject was previously evaluated the cost appeared prohibitively high. Since that study, considerable technological progress appears to have been made which may substantially reduce the installation costs. Numerous other municipalities have installed and others are in the midst of installing underground utilities. Many of these are newer communities that have not faced the

challenge of undergrounding in a fully developed environment with narrow road rights-of-way. Nevertheless, their experience combined with the extensive infrastructure projects already authorized for the planning period may afford a unique opportunity to initiate a long-term project in a most economical manner.

**Young Families:** Although data from the 2000 Census and the 1990 Census are similar in the demographic picture they paint of the Town, there is substantial anecdotal evidence that more and more young families reside in Palm Beach. Beyond the perception that this already is occurring, there is a value widely espoused in the community and shared by the Board that encouraging young families to reside in the Town is an important component in maintaining the Town's vibrant small-town feel.

**Cultural Institutions:** Palm Beach is fortunate to offer, on and in close proximity to the island, a number of cultural institutions that add rich variety to residents' leisure-time choices and visibly enhance our community's quality of life. Support for the operations of such institutions, appropriately, comes overwhelmingly from private sources. Because of their contribution to the community's quality of life, however, such institutions deserve nurture and encouragement from our Town.

**Nuisance Factor – Noise:** The Board believes excessive and avoidable noise is very pervasive and an immediate concern. We recognize that some loud noises are necessary (e.g. emergency vehicle sirens and construction activity) and that the Town's code of ordinances already constrains noisy activities more than in most other communities. Nevertheless, we believe that there are additional actions the Town should at least consider to ensure that the peace and quiet which are essential elements of the Palm Beach ambiance are preserved in all possible circumstances.

**Nuisance Factor – Feral Cats:** There have always been feral cats in the Town of Palm Beach. For decades, these cats lived in Town without systematic nurturing and without appreciably diminishing residents' quality of life. In recent years, however, the feral cat population in the Town has grown and the negative impacts of cat colonies upon public and private properties has become more severe.

During August of 2002, in response to a rabies alert throughout Palm Beach County, the Town began strictly enforcing an existing Town law that prohibits the feeding of wild animals (including feral cats). At the same time, the Town coordinated with the Palm Beach County Division of Animal Care and Control to develop a program to trap some of the feral cats, removing them from areas where they were considered a nuisance and a threat to public health. Although the Town's residents were divided on the question of the Town's interim measures on this issue, there emerged a broad community consensus that a formal and coordinated program to humanely manage the on-island feral cat population (such as trap/neuter/relocate or trap/neuter/release) could reduce or eliminate this nuisance factor. Town officials are diligently pursuing this middle ground solution in conjunction with a nascent non-profit organization known as PB Cats.

## **Community Enhancement / Quality of Life Actions**

- D1. **Open Space and Beautification:** Continue Town policy of preserving existing open spaces and pursue opportunities for parks, beautification and open space enhancements including:
- a) Identify opportunities for expansion of open space and recreation areas.
  - b) Seek opportunities to retain open spaces during redevelopment of large estates.
  - c) Whenever possible, take action to preserve large open green spaces that are privately owned (e.g. the three privately owned golf courses).
- Timeframe: Ongoing, as opportunities arise.*
- D2. **Underground Utilities:** Pursue opportunities to place utilities underground, including the following:
- a) Oversee an evaluation of the technological and economic feasibility of installing utility lines underground to provide information to decide on the desirability of proceeding on a long-term project. The study should include alternate methods of financing. The word “oversee” is used since there are resources such as local civic organizations, representatives of other municipalities, etc., who are readily available to assist in such an effort.  
*Timeframe: By year-end 2003.*
  - b) Investigate opportunities for limited, prioritized, high visibility “demonstration” projects, including finance mechanisms and public-private cost sharing.  
*Timeframe: By year-end 2003.*
  - c) Investigate the feasibility of a program to place utilities underground following a natural disaster.  
*Timeframe: To coincide with Comprehensive Plan update.*
- D3. **Young Families:** Pursue community enhancements and other actions to attract, encourage and support young families, including but not limited to the following:
- a) Retention of public and private schools, with no net loss of green space.  
*Timeframe: Ongoing.*
  - b) Provide playground at north end (nursery site), if feasible.  
*Timeframe: Investigate feasibility by mid-year 2003.*
- D4. **Cultural Institutions:** Nurture and encourage private cultural institutions in and near the Town to sustain and expand their services to the public.  
*Timeframe: Ongoing.*
- D5. **Nuisance factor – Noise:** Improve the effectiveness of the Town’s noise ordinance including revised noise standards, measurement, enforcement techniques, etc. Accomplishment of this objective may require additional personnel. Pursue tighter



regulations on internal combustion equipment such as leaf blowers and chain saws.  
*Timeframe: By year-end 2003 and ongoing, as opportunities arise.*

- D6. **Nuisance Factor – Feral Cats:** Continue Town actions (using Town and private resources) to humanely reduce the feral cat population problem, including a “trap/neuter/relocate” program and/or “trap/neuter/release” program in partnership with PB Cats, Palm Beach County Animal Care and Control, and/or other public or private animal welfare agencies or persons.  
*Timeframe: Ongoing.*

## **E. EMERGENCY MANAGEMENT**

Since the early 1990s, the Town has had a detailed and well organized Storm Emergency Response Plan. Through continuous updating of this plan and related training, the Town staff is well prepared to address the inevitable hurricane which will someday directly damage property and threaten the lives of Town residents. The Town currently is preparing a Comprehensive Emergency Management Plan to expand the excellent level of storm preparedness to a similarly detailed state of readiness for other types of emergency situations (such as a plane crash, civil disturbance, or act of terrorism). The Town also is going to include an Emergency Operations Center (hardened to withstand a substantial hurricane) in the construction of the new Central Fire-Rescue Station. The Board applauds these initiatives and recommends they be promptly completed and that the CEMP be regularly updated. We also urge the Town to continue its long standing practice of communicating and coordinating with other area governments on emergency preparedness, since intergovernmental coordination usually is essential to achieving successful responses to and recovery from major disasters.

It should be noted that for legal and operational reasons, the Town’s responsibilities are focused upon public facilities and public safety issues. The Board believes that this is proper, but also believes that the Town should provide additional assistance to Town residents through increased public education about the need to prepare for disasters, and about the resources available to residents during the recovery period. This need is especially acute regarding storm preparedness and recovery, since a severe storm is the type of emergency which is most likely to cause the greatest amount of personal distress to the greatest number of Town residents.

### **Emergency Management Actions**

- E1. **Comprehensive Emergency Management Plan:** Complete, review, update, and strengthen the Town's Comprehensive Emergency Management Plan.  
*Timeframe: Complete by year-end 2003, then review and update annually thereafter.*

- E2. **Coordination:** Provide for optimal coordination with County, State, and Federal emergency management agencies.  
*Timeframe: Ongoing.*
- E3. **Public Education:** Increase outreach to residents regarding how each can individually be better prepared for and effectively recover from a severe storm or other disaster.  
*Timeframe: By year-end 2003 and ongoing.*
- E4. **Human Resources:** Plan to utilize contractual services, temporary employees, and volunteers, as needed, to ensure a sufficient work force to accomplish post-disaster damage assessment, communication, and relief services.  
*Timeframe: Ongoing.*
- E5. **Building Code:** If the State permits, identify opportunities to strengthen the local building code to reduce risks of property damage.  
*Timeframe: Within one year of an applicable change in State laws.*
- E6. **Financial Preparedness:** Be prepared to establish an emergency line of credit to draw upon during recovery from a natural or man-made disaster, if the Town's ample reserves are exhausted by an extreme disaster.  
(See Recommendation L6.)  
*Timeframe: Ongoing.*

## **F. EMERGENCY WATER SUPPLY**

In June of 1999, the Town of Palm Beach ("the Town") entered into a 30-year "Retail Water Service and Franchise Agreement" with the City of West Palm Beach ("the City") for the provision of potable water to Town properties. Under the terms of the agreement, the City must make \$18 million in improvements to its antiquated water distribution system in Town within five years of the execution of the agreements. These improvements are well underway.

There are other important features of that agreement which do not require action in this plan, such as the transfer of the ownership of the City's water distribution system in the Town to the Town at the end of the contract period. Ownership of the piping will become strategically very important to the Town since it will provide far greater flexibility in choosing alternate sources of supply, but the Town will be addressing that opportunity during a future planning period.

A provision was included in the agreement which allows the Town to construct a water treatment facility with a capacity of up to six (6) million gallons per day. This facility could be operated to supply water to Town residents only if West Palm Beach cannot supply the Town with sufficient water during an emergency drought condition declared by the South Florida Water Management District (SFWMD).

The City of West Palm Beach has been extremely proactive in assuring an adequate supply of raw water into the foreseeable future. Some of the water supply activities undertaken by the City include:

- 1) Reuse of treated sewage using additional treatment and filter marshes prior to storage in the City's water catchment area.
- 2) Reuse of storm water from the City Place/Okeechobee Road corridor using treatment techniques that allow this water supply to move into Clear Lake which is the West Palm Beach reservoir source for its water treatment plant.
- 3) Receiving an additional allocation of water from the Lake Okeechobee water supply system.
- 4) Capturing additional water sources for storage in the City's water catchment area.

The use of these and other water supply enhancement techniques provides reasonable assurance that the Town's interests with respect to future potable water needs will be met by the City of West Palm Beach.

The Board is concerned, however, regarding possible contamination of the West Palm Beach water supply by an act of terrorism or some other cause. Even though we believe the possibility of such emergency coming to pass is extremely remote, the importance is of sufficient magnitude to deserve the Town's attention in this Strategic Plan.

Since we believe the likelihood is remote, the ideal solution would be one in which the Town could react rapidly and which would require a minimal amount of investment unless the demand actually occurred.

The Town's current average water consumption is approximately 8 million gallons per day, of which approximately 50% is potable consumption. It is suggested that the Town evaluate the following:

- 1) By examining the use pattern, determine how much water would be required to supply emergency needs.
- 2) Consider a solution to generate such emergency needs on short notice with the ideal solution being one which would involve minimal investment prior to the actual demand materializing.

There are currently reverse osmosis (RO) plants operating at the three private golf courses in Town – the Everglades Club, the Palm Beach Country Club, and The Breakers. These are currently producing water of sufficient quality to be used for irrigation. Further upgrading would be required for the output to be acceptable for human consumption. This

could be done with additional membrane stages. If such an upgrade could be performed with a leased mobile plant, it would certainly meet the criteria of minimum investment and rapid reaction. If technical and economic study shows this to be a feasible alternative, the Town should approach the three entities to obtain their cooperation in the event of such a remote, but serious eventuality.

An alternate approach, which could be used independently or in concert with the above, is to use as the point of access to a source of supply a Town owned location such as Phipps Ocean Park, which might eventually be the location of a Town owned and operated water facility. At this point we would only consider getting the regulatory permits and installing the feed and effluent piping (not an RO plant) which would allow the rapid use of an RO plant – preferably mobile – to supply some or all of the Town's emergency requirements.

### **Emergency Water Supply Actions**

- F1. **Modify Agreement:** Modify present agreement with West Palm Beach (if necessary) to allow development of an emergency (not an additional) water source.  
*Timeframe: By mid-year 2003.*
- F2. **Investigation:** Initiate investigations of options for the provision of an emergency water source for the Town of Palm Beach, including:
- Research technical alternatives, costs and funding mechanisms to provide a reverse osmosis, or similar, emergency water source under Town control.
  - Research feasibility and costs of Town water system emergency connections to private (golf course) reverse osmosis systems (at The Breakers, The Everglades Club, and Palm Beach Country Club), including upgrading those systems to potable water quality.
- Timeframe: By year-end 2004.*
- F3. **Preparation:** Make contractual agreements and complete preliminary engineering to allow rapid installation of emergency water source if future circumstances require such installation.  
*Timeframe: By year-end 2006.*
- F4. **Private Systems:** Encourage private emergency potable (R.O.) water sources and alternative irrigation sources for new and existing condominium developments.  
*Timeframe: Ongoing.*

## **G. TRAFFIC & PARKING**

Over the years, increased traffic congestion and the perception of a parking shortage have become a common source of aggravation for the Town's residents. This was one of the strongest and clearest messages conveyed by the residents who participated in the 2001 Community Forums. Although the growth of the Town's population over many decades

has contributed to the traffic and parking concerns, an even greater factor has been the exponential growth of the surrounding area. Palm Beach County's population has grown from less than 400,000 in 1980 to over 1.1 million in 2002. Rapid growth in the regional population can be expected to continue throughout the planning period. In addition, the opening of a major regional convention center in downtown West Palm Beach in 2003 is expected to exacerbate the existing traffic and parking situation. Therefore, the Strategic Planning Board considers traffic and parking to be among the most critical issues the Town must address to maintain its quality of life during the next ten years and beyond.

The Board wishes to pursue traffic enhancements that will mitigate congestion and improve convenience to residents, without encouraging increasing volumes of traffic. Anecdotal evidence suggests that, while the traffic congestion is real, the parking shortage may be more a matter of perception than reality. It may be that parking is not as convenient as people would like it to be, but there may be a sufficient number of spaces to meet the demand, as long as strategies can be implemented to better match up the available spaces with the people who want or need to use them.

For all of the reasons described in the two paragraphs above, the Board strongly recommends that the Town prepare and implement a Traffic and Parking Improvement Plan (for which data collection has already begun). We have included other more explicit action statements to address this topic, too, and some of them may be able to be implemented (at least partially or on a trial basis) prior to the completion of the Traffic and Parking Improvement Plan. However, we believe the prompt pursuit of a comprehensive approach will be important to the Town's future success in addressing these issues.

### **Traffic & Parking Actions**

- G1. **Traffic & Parking Improvement Plan:** Prepare an integrated traffic and parking improvement plan to include the following components:

#### **Traffic Circulation**

Opportunities will be identified to improve traffic flow for the convenience of residents and to mitigate non-local traffic impacts through the following work tasks:

- Measurement, evaluation and projection of local traffic volumes, capacities and congestion levels.
- Identification of components of present and future traffic (resident, employee, visitor, through-traffic).
- Identification of on-island and off-island traffic bottlenecks and constraints (bridges, intersections) and evaluation of potential remedies.
- Identification of present and future traffic signal needs.
- Identification and evaluation of opportunities to improve efficiency of traffic flows (round-abouts, adjusted signal timing, removal of on-street parking, etc.).
- Identification of opportunities, costs and benefits of greater Town influence/responsibility for present County/State roads.

### Parking Management

Opportunities will be identified to optimize utilization and convenience of publicly available parking through the following work tasks:

- Supply/Demand analysis to confirm and document the sufficiency of the existing on and off-street public parking supply.
- Utilization analysis to document patterns of under-utilization and identify opportunities for more efficient use.
- Analysis of potential operational improvements (meters, regulations, restricted parking areas, employee incentives, etc.), including the following:
  - a) Relocate business employee parking to remote lots.
  - b) Coordinate with business organizations.
  - c) Centralize parking system management.
  - d) Provide for one-hour or other shorter term parking on at high demand locations to increase utilization of existing parking resources.
  - e) Improve parking facility signage and other means to enhance public awareness.
  - f) Provide for short term/immediate action demonstration projects to test the effectiveness of the preceding parking management techniques.
  - g) Encourage/mandate shared parking agreements.
  - h) Allow valet parking to be offered in controlled settings to promote convenient vehicle drop-off and greater use of off-street parking spaces.
  - i) Offer and/or encourage affordable monthly contracts for off-street parking.
  - j) Expand Town's on-street permit parking on streets adjacent to business districts.
  - k) Require vehicles to be moved to another zone (not just to another space) when their allocated time has expired.

*Timeframe: Complete Traffic and Parking Improvement Plan by year-end 2003.*

- G2. **Traffic Impediments:** Identify opportunities to remove external traffic impediments, including but not limited to:
- a) Reduced impact of boat traffic/bridge openings, from changed schedule/policies for bridge openings.
  - b) Modifications to traffic flows and signalization on mainland through greater coordination of Palm Beach County and West Palm Beach.

*Timeframe: Investigation with traffic study and implementation ongoing.*

- G3. **Visitation Impacts:** Identify and implement techniques to mitigate the traffic impacts of visitation, including but not limited to: Alternative modes of convention visitor travel (shuttles, etc.) and tightened guidelines/restrictions on tour buses. Although shuttles and tour buses may reduce vehicular traffic among those intent on a visit to Palm Beach, they may also facilitate even greater visitation loads, while incurring various traffic, noise and parking impacts associated with the accommodation of large vehicles. Therefore, these and other trade-offs associated

with alternative means of travel for visitors should be investigated further.  
*Timeframe: Investigation to coincide with Traffic and Parking Improvement Plan.*

- G4. **Construction Traffic:** Continue improving policies and practices to minimize traffic disruptions from public and private construction (e.g. Bradley Place 2002).  
*Timeframe: Ongoing.*

- G5. **Construction Parking:** Identify and apply techniques to reduce the impact of construction parking, including but not limited to:  
a) Centralized/shared parking.  
b) Off-island parking.  
*Timeframe: Early actions by mid-year 2003. Expanded investigation to coincide with Traffic and Parking Improvement Plan.*

- G6. **Employee Traffic:** Evaluate the traffic components/impacts of business employee traffic in coordination with business community. Identify short-range opportunities to mitigate employee rush hour traffic through carpooling, flexible schedules, remote parking, etc.  
*Timeframe: Investigation to coincide with Traffic and Parking Improvement Plan.*

## **H. MANAGEMENT OF REDEVELOPMENT – COMMERCIAL**

Although the Town has very little land left for new commercial development, it is faced with decisions regarding commercial redevelopment as its commercial areas continue to age and regenerate to accommodate changes in market demands. The Town has traditionally sought to protect its residents and residential areas from negative impacts caused by traffic and parking from off-island visitors to commercial sites. In furtherance of this goal, the Town has limited the size of new businesses to 2,000 square feet, in order to ensure that the Town's commercial areas are targeted toward the needs of its residents, and not to off-island visitors. In this manner, traffic and parking problems associated with commercial areas are minimized, and businesses tailored to the needs of Town residents are encouraged and promoted. The Town does allow, by special exception, businesses over 2,000 square feet, but only if they meet the definition of *town-serving*.

Town-serving is defined as “establishments principally oriented to serving the needs of townpersons which would not substantially rely upon the patronage of person not defined as townpersons”. In this context, “Townpersons” include all full-time and seasonal residents, as well as employees working in the Town and hotel occupants. If a business exceeds the 2,000 square foot limitation, it may receive Town Council approval to operate by special exception, with the attendant conditions that ensure that traffic and parking problems are addressed, and that the business confirm annually that over 50% of its clientele are Townpersons.

Several options exist to strengthen prohibitions of commercial uses which may be incompatible with the character of the Town. The following alternatives deserve some review. The code presently allows a nonconforming use to continue, or permits an existing grandfathered use to be transformed to another use within the same group use without requiring additional parking. Additional parking is only required when a nonconforming use expands, or where a use group changes to a more intensive use, but only the additional parking that is required must be provided. One way to increase the conformance to current code requirements for parking is to modify this “principal of equivalency” in cases of expansion or changes in use such that all or a proportion of the current parking requirement must be met, and not just the additional parking required.

The Town could also consider eliminating the ability of applicants to receive a variance from the code regarding required parking, while being approved for off-site supplemental parking.

The code could be modified to further regulate stacking and valet services as a solution to lack of parking, which may prevent some of the negative impacts of such operations, such as blocking of streets, unsightly parking areas, and parking in prohibited areas.

The Town could also restrict or prohibit the types and/or the appearance of certain commercial uses, such as prohibiting any eating establishment that can be identified as a chain or that has distinguishing characteristics of other restaurants in a group (such as similar architecture or logos), or prohibiting certain types of uses which are high-traffic generators, such as drive-through facilities.

There are other provisions available to the Town, not restrictive in nature, such as provisions which grant special consideration for providing supplemental parking or parking in excess of that required, that also may merit additional research.

### **Actions for Management of Redevelopment – Commercial**

H1. **Neighborhood Impacts:** Limit impact of commercial encroachments on neighborhoods by requiring neighborhood impact assessment for all residential-to-commercial re-zonings and increases in commercial intensity.

*Timeframe: By year-end 2003.*

H2. **Commercial Development Limits:** Review the adequacy of existing protective measures against unwanted forms of commercial development (chains, drive-through) and add additional protections as necessary, including:

- Review and strengthen "town-serving" commercial development ordinance.
- Tighten commercial development standards to prevent certain uses which are determined to be inappropriate in the Town.
- Explore ways to promote retention of small and independent Town-serving businesses.

*Timeframe: By May 2005.*



- H3. **Lake Worth Casino Area:** Regulate Town commercial uses and monitor City of Lake Worth commercial uses east of Lake Worth Bridge so as to protect the interests of South End Town residents.  
*Timeframe: Ongoing.*

## **I. MANAGEMENT OF REDEVELOPMENT – RESIDENTIAL**

Since as far back as 1990, the Town Council and the Zoning Commission have been evaluating those portions of the Town's Code of Ordinances which regulate the size of homes in the R-B zoning district, the predominantly single-family areas in the North End of the Town. Nevertheless, during the past several years, the issue of "monster homes" or "mansionization" has become increasingly problematic in Palm Beach, as it has in other areas of the country.

Building norms for home sizes in the North end averaged 2,500 to 3,000 square feet in the decades of the 1930s to the 1970s, well below the maximum of 6,000 square feet allowed in the zoning code during that time. Today these historic norms become the reference point, as housing construction continues to evolve to reflect changing resident tastes and real estate markets. In 1980, as an example, a 6,000 square foot house could be constructed on a 10,000 square foot lot. The house was permitted 3,000 square feet of space on the first floor, and 3,000 square feet on the second floor, comprising total lot coverage of 30%. However, very few homes were built at the maximum allowable size; most homes were single-story and were designed as second homes intended for seasonal occupancy.

During the 1980s and 1990s, a number of factors changed, which resulted in the construction of significantly larger homes. New homes were designed for use as primary residences, with more living space, larger rooms, and other amenities, in response to changing market demands. During that time, the zoning code underwent modifications to reduce the size of the house allowed on a typical 10,000 square-foot R-B zoning district lot, and today a two-story house with an average second floor beam height of 22' would be permitted to have a maximum of 3,636 square feet of space.

The Town Council and Zoning Commission have considered and adopted various modifications over the last twelve years to attempt to address the size, mass and location of new homes in the area of Town where homes have been getting much larger than surrounding homes. Those adopted regulations were: 1) the building height plane (which was later eliminated) and angle of vision in 1990; 2) the floor area ratio (FAR) and the averaging of the front yard setback of neighboring properties in 1991 (both eliminated at later dates); and, 3) the cubic content ratio (CCR) which limits the size of homes in the R-B district in 1993. In 1997, the CCR regulation was modified with the intention of lowering the maximum size of homes based on a sliding scale.

In late 1998, the Town retained Raymond Gindroz of Urban Design Studio to study a concept of architectural patterns and design guidelines for the R-B zoning district. The concept dealt with indoor and outdoor living spaces and the special and architectural relationships of homes in different neighborhoods. After review of the concept, the Town pursued a somewhat different proposal that focused on creating zoning regulations that would not implement architectural guidelines, but would embrace zoning regulations which were consistent with the existing development patterns of a neighborhood.

In the fall of 1999, the Town retained Duncan & Associates and Urban Design Studio to develop a concept of prototype neighborhood zoning guidelines for four streets on the north end of Palm Beach. The proposed prototype concept for those streets, which included a proposal for design incentives to allow other zoning flexibility, was later eliminated from consideration. However, Staff was asked to complete its own study incorporating many of the identifiable characteristics used by Duncan & Associates to create possible overlays of districts.

In 2001, staff collected and analyzed lot, yard and area data on R-B lots in five distinctly different areas of the Town. Those areas were selected because of their varied character. The proposal was then considered and it was decided that the sliding scale CCR implemented in 1998 should remain in place for additional time to determine its true effectiveness on scaling down the size of new and renovated homes. In addition, staff was asked to study a proposal which would create a historic or conservation zoning district for one unique area of Town. That area, which encompasses Seaview Avenue, Seaspray Avenue and Seabreeze Avenue is currently being evaluated to create zoning regulations based on existing lot, yard and area characteristics.

During the 2001 Community Forums, many residents expressed a concern that the Town Council might be granting too many zoning variances, facilitating the construction of “monster homes.” The Strategic Planning Board reviewed this concern in substantial detail and learned that variances were granted for only 5 of 62 new homes (8%) constructed in the R-B district between January 1, 2000, and October 31, 2002. Four of these 5 variances addressed technical issues; only 1 addressed “lot, yard, and bulk” design issues. The Board concluded that variances are not the cause of “mansionization” in the Town and that, in fact, the judicious granting of variances for expanded use of existing homes can be an effective means by which to allow modern needs to be met while retaining the character of established neighborhoods.

Change in the Town is inevitable. It has, and will be, the Town’s zoning regulations that, when combined with the required reviews by the Architectural Commission and Landmarks Preservation Commission, ensure that the change is controlled and gradual. The Town reviews the existing regulations every year and makes changes it believes will ensure the preservation of the Town’s distinctive ambiance and character.

## **Actions for Management of Redevelopment – Residential**

- I1. **Neighborhood Scale:** Consider additional actions to maintain appropriate neighborhood scale and reduce the impact of large homes inconsistent in size and/or design with established neighborhood conditions. Provide for "reasonableness" by accepting gradual evolution in neighborhood scale and by avoiding severe restrictions on house sizes to levels below market acceptance.
- a) **Property Assemblage:** Discourage multiple lot assemblages beyond neighborhood norms by regulating maximum lot size, limiting the number of parcels which may be merged, or by other comparable means.  
*Timeframe: 2003-2004 Zoning Season (May 2004).*
  - b) **Neighborhood Determinations:** Conduct a street-by-street examination of neighborhood scale to determine appropriate size thresholds for each affected neighborhood.  
*Timeframe: By mid-year 2004.*
  - c) **Regulations:** Enact regulatory measures to limit size of homes to neighborhood norms, averages, or other identified thresholds, promoting evolutionary growth in homes in contrast to revolutionary changes in neighborhood character.  
*Timeframe: 2004-2005 Zoning Season (May 2005).*
  - d) **Architectural Variety:** Promote the maintenance and modernization of existing homes (in lieu of "tear downs") through the judicious granting of variances and a flexible approach to architectural review.  
*Timeframe: Ongoing.*
  - e) **Landscaping:** Consider additional regulations to require maintenance and replacement of landscaping, as needed, to ensure continued compliance with landscape conditions imposed by the Architectural Commission, the Landmark Preservation Commission, and/or the Town Council.  
*Timeframe: By year-end 2004.*
- I2. **Density Increases:** Take actions to limit increases in density through the subdivision of properties, including:
- Adjustments to north-end zoning districts, including conversion of areas of R-B to R-A / R-AA zoning districts (along the Ocean and the Lake).
  - Limit densities associated with the subdivision of large estates via maximizing percentage for preservation of open green space, or by other comparable means.
- Timeframe: 2004-2005 Zoning Season (May 2005).*

## **J. BEACH MANAGEMENT**

The Town Council appointed a Shore Protection Board on July 11, 1995, to investigate and evaluate the Town's beaches and develop a plan to address the erosion of this piece of the Town's infrastructure. The Board met regularly for over three years. After investigating the broadest array of beach management options, the Board oversaw the production of the Comprehensive Coastal Management Plan – Update (CCMP), dated September, 1997. Thereafter, the Board oversaw a separate Peer Review of the CCMP. The Peer Review emphasized that uncertainty exists in the science of managing our coastal resources, and therefore recommended that the CCMP be implemented in phases, thereby allowing for flexibility and adjustments through a process called “adaptive management.” This process involves incorporating specific, measurable goals in each beach renourishment project and learning from the observed successes and failures, or outcomes, of those projects when compared against the project's original expectations. Put differently, it means (1) monitoring the implementation of each project in a manner meant to reveal any critical knowledge that was lacking in the project's original design, (2) analyzing the outcome of each project against its original objectives, and (3) incorporating these results into future decisions regarding the projects included in the adopted CCMP by means of appropriate midcourse corrections. In January of 1999, the Shore Protection Board issued its final report making a number of recommendations to the Mayor and Town Council, including the implementation of the CCMP through adaptive management.

The Town Council reviewed the CCMP and held three public meetings throughout the Town to present the CCMP to residents and receive input into the decision-making process. The CCMP was further discussed at Town Council meetings over a number of months where additional public debate occurred. Some of the public raised concerns about the environmental damage that might be caused by the projects, the method of paying for the projects (having the cost spread over all real property in the Town), and the potential effects on the privacy of its residents and on property rights as a result of the creation of an Erosion Control Line. The Town Council adopted a scaled back Coastal Management Plan on December 1, 1999. That action and the Town Council's subsequent actions on these projects have been based upon the determination that the anticipated Townwide benefits of implementing the projects substantially outweigh the potential negative impacts. The prevailing opinion expressed by the residents at the Community Forums in November 2001 strongly supported this determination.

The following is an update on the Status of the Town's implementation of the adopted Coastal Management Plan.

### **REACH 3 & 4 – MID TOWN BEACH – (El Mirasol to Banyan Road)**

Construction of the Mid-Town Beach renourishment project was completed early in 2003.

### **REACH 7 – PHIPPS OCEAN PARK – (Sloan's Curve to Ambassador Hotel)**

The State permit has been issued for the project. Mixing zone variance and sand source variance permit applications have overcome an administrative hearing delay and are ready

for issuance. The U.S. Army Corps of Engineers (USACE) demanded the preparation of a Supplemental Environmental Impact Statement (SEIS). We expect the USACE to issue a permit for this project, including conditions requiring mitigation for coverage of hardbottom in the project area. Contractor bidding for the beachfill project should occur during the Summer of 2003. Construction is expected to be completed early in 2004.

## **REACH 2 – ONONDAGA ROAD TO EL MIRASOL**

The erosion that has occurred in this reach has uncovered vast amounts of hardbottom in the near-shore. A conventional beachfill project would cover about 40 acres of this hardbottom and mitigation would cost more than the sand restoration. Consequently, the only feasible alternative to restoring this shoreline to a minimum level is the creation of a feeder beach in the very north-end of the reach and the very south-end of Reach 1. Reach 2 is at feasibility level design and the feeder beach proposal is evolving. The Town will explore with the USACE the concept of the USACE placing the inlet dredged sand on the feeder beach to keep the sand moving south. Assuming an acceptable alternative is found, a permit could be issued in time for construction to begin in November 2004.

## **REACH 5 – BANYAN ROAD TO WIDENER’S CURVE**

This project is planned as a conventional renourishment. Hardbottom impacts are not unreasonable and can be mitigated. This project is in the feasibility design stage. The project schedule is the same as Reach 2, with construction commencing in November 2004.

## **REACH 8 – AMBASSADOR HOTEL TO SOUTH TOWN LIMITS**

The north-end and south-end of this reach are designated as critically eroded. The length between these areas is not designated as critically eroded. One of the criteria, which must be met to obtain the permit to renourish the beach, is that the project must benefit the public. This is defined as meeting the “public interest” test. When an area is deemed to be “critically eroded” it automatically meets that criteria. The portion of the beach which is not designated as critically eroded also contains hard bottom coverage, further complicating the obtaining of the permit. The public beaches constitute the major portion of this non-critically eroded section. The Town will continue to explore alternatives in Reach 8 to determine how we can accomplish the restoration of this Reach within the restrictions of State laws. Assuming the permitting “hurdles” can be cleared, the project is most likely on a schedule which would allow construction to begin in November 2004.

## **FUNDING**

The planning, design, and permitting work on the above projects is being funded pay-as-you-go, with substantial financial assistance from the State of Florida. The construction of the projects will be funded with the proceeds of a \$23.5 million bond issued by the Town and almost \$20 million of financial assistance which is projected from the State of Florida and from Palm Beach County tourist tax grants. This State and County funding is based upon existing parking, access, and facilities, without any onerous strings attached to require any Town actions in these areas.

## **REACH 1 – SOUTH JETTY TO ONONDAGA ROAD**

The Army Corps of Engineers, Jacksonville District, will be recommending to its command structure that the USACE construct or improve a sand transfer plant and extend the discharge pipe to the south and expand the settling basin on the north side of the north jetty. This program is consistent with the Town's approved Inlet Management Plan. Discussions are underway between the Town, Palm Beach County, and the Port of Palm Beach regarding ownership, operation and maintenance of the new/improved plant. Palm Beach County has indicated a willingness to assume responsibility for the design phase of the plant improvement to accelerate the schedule several years. The USACE schedule is for an operational plant in 2007 but the new plant could be operational by 2005 with the County's involvement. The USACE is proposing construction of the improvements with 100% Federal funding.

### **Beach Management Actions**

- J1. **Beach Nourishment:** Implement the Expanded Mid-Town Beach Renourishment Project and the Phipps Ocean Park Beach Restoration Project.  
*Timeframe: Complete Mid-Town project construction during the winter of 2002-2003 and Phipps project construction during the winter of 2003-2004.*
- J2. **Re-evaluation:** During the course of the entire project, changing circumstances and new information will be evaluated to determine whether modifications to subsequent phases of this project should be developed and implemented. This includes remaining sensitive to the municipal bond market to determine whether there may exist an opportunity to significantly reduce costs by refinancing the Town's portion of the project.  
*Timeframe: Ongoing.*
- J3. **State Funding:** Continue seeking State funding assistance except where State requirements conflict with Town policy regarding parking and access.  
*Timeframe: Ongoing.*
- J4. **Sand Transfer Plant:** Continue to pressure the U.S. Army Corps of Engineers and Palm Beach County to honor their previously made commitments to expedite the replacement or substantial upgrading of the Lake Worth Inlet Sand Transfer Plant.  
*Timeframe: Ongoing.*
- J5. **Inlet Related Actions:** Consider, from time to time, appropriate actions which would require the Federal government and/or Port of Palm Beach to pay for beach restoration necessitated by sand loss due to inlet dredging.  
*Timeframe: Ongoing. [Revised July 2, 2003]*

- J6. **Erosion Control Line Exemption:** Seek modifications to Florida State statutes to exempt properties down drift from inlets (such as the Town of Palm Beach) from Erosion Control Line (E.C.L.) requirements.  
*Timeframe: By year-end 2003.*

## **K. STORM DRAINAGE**

During the mid-1970s, the Town commissioned an engineering report to recommend what infrastructure needed to be constructed to provide better protection against flooding in major rainstorms. The “Smith & Gillespie Long Range Public Works Plan” provided the blueprint for major improvements constructed during the 1980s and 1990s. Flooding throughout the Town has been greatly reduced by these improvements.

However, some of the residential neighborhoods of the North End experienced severe flooding of homes during heavy rainfalls in 2000 and 2001, and less severe flooding (still resulting in private property damage) on other occasions between the late 1990s and 2001. In response, the Town staff improved its procedures for the field operations which prepare for and respond to storms that pose a threat of flooding. The Town also undertook a new study of the drainage system throughout the affected area (5 distinct drainage basins covering the area from Wells Road north to the Lake Worth Inlet), and developed an ambitious multi-year plan to increase the capacity of the storm drainage system.

On September 10, 2002, the Town Council approved a 10-year, \$23.7 million pay-as-you-go program to provide new pump stations, expand existing pump stations, provide new and larger pipes along the “trunk lines” connecting smaller pipes to the pump stations, and providing new or larger pipes in some of the residential side streets. The engineering analyses suggest that construction of these improvements will protect all but the 14 lowest elevation homes (some of which have a first floor elevation almost 3 feet lower than the Town’s current flood prevention standard of 7.5 feet above sea level) from being flooded during a storm of such intensity that it is expected to occur only once every 100 years. Street flooding and some garage flooding are expected, not only during a “100-year storm” but also during less intense storms.

The early stages of this plan are already being implemented. Full implementation will depend upon the willingness of the South Florida Water Management District (SFWMD) to permit the Town to pump large quantities of water into Lake Worth much faster than the Town’s existing system. This permitting process is well underway. The Town hopes to obtain the necessary approvals during 2003.

The 10-year plan is one continuous program, but it may be viewed as Phase I (the pump station and trunk line projects which will benefit the entire area) and Phase II (the pipe projects which will benefit particular streets). The Phase I improvements are planned for construction between 2002 and 2010, and the Phase II improvements are planned for construction between 2009 and 2011. The phases overlap because pump station and trunk

line work may be continuing in some basins while the program progresses to the side streets in other basins.

While developing this program for improving the public infrastructure necessary to better protect against flooding, the Town's elected officials, staff, and consultants also have been developing strategies for reducing the impacts of storm water run-off from private properties into the public drainage system. Town regulations have been substantially strengthened in this regard during 2001 and 2002. Additional measures are being considered for the future.

In addition to considering what regulations and storm drainage improvements are needed to prevent future flooding, the Board considered how system improvements will be made. Specifically, the Board explored whether or not changes are needed in Town policy governing construction contracts and construction project management to ensure that these major projects are completed successfully. During 2001, the Town experienced a very disruptive and unsuccessful project on Bradley Place. In response to that situation and building upon both successful and unsuccessful past experiences, the Town staff proposed over 30 specific improvements to the Town's contracting and project management practices. These were approved by the Town Council and either have been implemented or are being implemented as this Strategic Plan is being written.

The Board is satisfied that the improvements the Town already has made in this area (demonstrated, in part, through the successful completion of the second phase of the Bradley Place project -- on time and under budget -- during 2002) are sufficient to protect the Town's residents from unnecessary disruption and costs in the future. Therefore, the action statements for this topic focus upon the technical issues and include no specific recommendations regarding the management of Town projects.

### **Storm Drainage Actions**

- K1. **System Improvements:** Implement trunk lines and pump stations as set forth in the Town's adopted drainage system improvement program.  
*Timeframe: Ongoing and to be completed by December, 2010.*
- K2. **Re-evaluation of Phase II:** Following completion of improvements noted in K1 above for each distinct drainage basin, the Town will reevaluate needs, priorities, and financing of future storm drainage improvements on residential side streets.  
*Timeframe: Complete re-evaluation during 2008.*
- K3. **Modified Development Standards:** Identify opportunities to adjust development standards for increased water retention in an effort to further reduce storm water loads from properties being redeveloped.  
*Timeframe: By year-end 2003.*



- K4. **Drainage Upgrade on Individual Properties:** Encourage the installation of upgraded storm drainage systems to meet current or new storm water standards on properties which are not otherwise being redeveloped. [*Revised July 2, 2003*]  
*Timeframe: Ongoing.*
- K5. **Drainage on State Roads:** Submit a request to Florida Department of Transportation to improve drainage on State Roads, especially A1A.  
*Timeframe: Mid-year 2003.*

## **L. FINANCIAL MANAGEMENT**

Over the past few years many steps have been taken to improve the financial management of the Town, enhance the budget document, and to communicate financial information to the citizens.

Since August 2001, the Town Council has adopted twelve (12) new financial policies that address Town reserves, budgetary control, debt management, fixed asset replacement, dock replacement and a revenue shortfall plan. These policies were adopted to safeguard the Town's financial resources and to ensure fiscal stability.

The budget process and budget document also have been improved. A balanced budget is proposed and a complete budget document is presented at the Town Council's July public budget hearing. The document includes trend information, reserve analyses, revenue and expenditure detail with explanations of increases or decreases over the prior year, and millage and taxable value information in the appendix. Prior to that, in March of each year, the Mayor and Town Council hold a special meeting to discuss with the staff and the public the priority Townwide goals for the coming year and any anticipated changes in the budget.

The Town publishes the following reports annually to communicate the Town's financial condition and report the cost of service delivery to the citizens of the Town:

- ✓ A Comprehensive Annual Financial Report (CAFR) which includes the audited financial statements of the Town;
- ✓ A Comprehensive Annual Budget Document which contains the budget for the upcoming fiscal year as well as detailed information on all of the funds of the Town;
- ✓ A Budget in Brief which contains abbreviated information from the Comprehensive Annual Budget Document; and
- ✓ An Annual Report which contains financial information from CAFR and information on Town services and operations, presented in easy to read format. This document is mailed to all of the citizens of the Town.

The above documents have been recognized by the Government Finance Officers Association (GFOA) for excellence in meeting the stringent criteria set forth by the organization. The CAFR has been awarded GFOA's Certificate of Excellence in Financial Reporting for 14 consecutive years, the Distinguished Budget Presentation Award has been given to the Town on 10 occasions, and the Annual Report issued for fiscal year 2001 was presented an Award for Outstanding Achievement in Popular Annual Financial Reporting.

Staff prepared for the Strategic Planning Board a draft long term financial plan which summarized the current financial condition of the Town, reviewed revenue and expenditure trends, compared the Town's finances to other communities, and presented a preliminary 5-year financial forecast.

The current General Fund balance of approximately \$15,200,000 represents 31% of the FY2003 Budget and is approximately \$3,000,000 over the required minimum of approximately \$12,200,000 (25% of the FY2003 Budget). All other reserves of the Town, with the exception of the Par 3 Golf Fund reserve, also are at or over policy established minimums. In FY 2002 the Town Council established a Marina Fund Dock Replacement Reserve to fund the replacement cost of the construction of the Town's docks. In the future, staff will be proposing appropriate levels for a Health Insurance Fund reserve and Risk Insurance Fund reserve.

Staff prepared a survey as a part of the long term financial plan to determine how the Town compares financially with other similar Florida municipalities. The data used for the benchmark analysis was based on the September 30, 2001, audited financial statements. In most cases, the Town ranked favorably as compared to the other communities. The population used for the per capita analysis was the Town's census figure of 9,676 which does not include seasonal residents.

The General Fund forecast, without debt service for new projects, indicates a stable millage rate through FY 2007. If taxable value does not increase as much as anticipated (6.5% per year), there may be some margin within the estimates to maintain millage rate stability. If the taxable value increases more than we have estimated, there may be ample room to finance new projects and add services without a millage rate increase or to maintain current service levels and lower the millage rate.

The Town's other funds, which include the Enterprise Funds, Internal Service Funds, Capital Funds and Debt Service funds do not indicate any trends that may be cause for concern with the exception of the Par 3 Golf Course Fund. Staff will make recommendations during 2003 to improve the long term financial performance of this fund.

The Strategic Planning Board recognizes that the Town of Palm Beach bears a large share of the tax burden for Palm Beach County. For every \$100 of property taxes paid by an owner of property in the Town, only \$20 returns to the Town; \$80 provides services elsewhere in the County. During FY 2002, Town property owners paid approximately

\$27 million in Town taxes and approximately \$110 million in taxes collected by Palm Beach County, the Palm Beach County School District, and other non-Town taxing authorities. We recognize that increasing property taxes will have the effect of forcing residents from their homes. We urge the Town Council to take a proactive role in approaching the Florida State Legislature to promote tax fairness for Palm Beach residents.

Overall, the current financial condition of the Town and its projected future capability are such that the actions proposed in this plan can be adequately financed.

### **Financial Management Actions**

- L1. **Town Balance Sheet:** Improve awareness of the Town's overall financial condition with a GASB34 required Statement of Net Assets which reflects all Town assets (land, facilities, equipment, etc.) This statement is similar to a private sector Balance Sheet.  
*Timeframe: This will be included in the FY2003 audited financial statement in the proper form but with only part of the needed information. The report will contain all necessary information (including the value of all Town infrastructure) by the FY2007 audited financial statements.*
- L2. **Fund Balances:** Reassess and, as necessary, adjust Town policy regarding fund balances and reserves, employing the following principles:
- Manage Town's funds as one set of funds, for decision making purposes (not for accounting purposes).
  - Provide for adjustments in reserves between enterprise funds, as needed.
- Timeframe: Ongoing.*
- L3. **Financing Methods:** Continue Town policy regarding decisions on long term vs. short term financing (bonds vs. "pay-as-you-go"), by applying case by case evaluations of options depending on nature of investment, competitive bond rates, equity for taxpayers, etc.  
*Timeframe: Ongoing.*
- L4. **Golf Course:** Assess the financial condition and structure of golf course operations.  
*Timeframe: By year-end 2003.*
- L5. **Tax Information:** Continue and enhance the distribution of information to inform citizens regarding the structure and components of local property taxes (chart of tax district / taxing authority allocations).  
*Timeframe: Ongoing.*

- L6. **Disaster Preparedness:** Be prepared to establish an emergency line of credit to draw upon during response to and recovery from a natural or man-made disaster, if the Town's ample reserves are exhausted by an extreme disaster.  
(See Recommendation E6.)  
*Timeframe: Ongoing.*

L7. **Property Taxes:**

- A. Approach the Florida State Legislature to promote tax fairness for property owners in the Town of Palm Beach.  
*Timeframe: By year-end 2003.*
- B. Inform residents of benefits of registering their property for a State of Florida "Homestead Exemption."  
*Timeframe: Ongoing.*



# **TOWN OF PALM BEACH**

## **STRATEGIC PLAN IMPLEMENTATION SCHEDULE**

**MAY 13, 2003**  
**(Revised July 2, 2003)**

## **TOWN COUNCIL POLICY MATTERS**

### **2003**

**Review of “Ongoing” Recommendations:** Town Council review and approval, modification, or deletion of each Strategic Plan recommendation which included the timeframe “ongoing.”

*Timeframe: Summer of 2003.*

- D3. **Young Families:** Pursue community enhancements and other actions to attract, encourage and support young families, including but not limited to the following:  
b) Provide playground at north end (nursery site), if feasible.

*Timeframe: Investigate feasibility by mid-year 2003.*

- F1. **Emergency Water Supply - Modify Agreement:** Modify present agreement with West Palm Beach (if necessary) to allow development of an emergency (not an additional) water source.

*Timeframe: By mid-year 2003.*

- G5. **Construction Parking:** Identify and apply techniques to reduce the impact of construction parking, including but not limited to:

- a) Centralized/shared parking.
- b) Off-island parking.

*Timeframe: Early actions by mid-year 2003. Expanded investigation to coincide with Traffic and Parking Improvement Plan.*

- A3. **Boards and Commissions:** Review and revise Town policies regarding appointed commissions and boards to include the following considerations:

- Clarify commission and board "missions" to provide for greater coordination, consistency with policies and the Strategic Plan, clarity of purpose and authority, etc.
- Define requirements relating to levels of experience and/or mandatory courses applicable to the expertise relevant to each board and commission.
- Consider providing additional training to enhance the effectiveness of boards and individuals.
- Interview procedures and/or requirements.

*Timeframe: By year-end 2003.*

- A4. **Public Communications:** Expand opportunities for public communication and involvement in Town governance, including the following:
- b) Publish a Town Newsletter mailed to every resident on a regular interval.  
*Timeframe: Commence by year-end 2003.*
- D2. **Underground Utilities:** Pursue opportunities to place utilities underground, including the following:
- a) Oversee an evaluation of the technological and economic feasibility of installing utility lines underground to provide information to decide on the desirability of proceeding on a long-term project. The study should include alternate methods of financing. The word “oversee” is used since there are resources such as local civic organizations, representatives of other municipalities, etc., who are readily available to assist in such an effort.  
*Timeframe: By year-end 2003.*
  - b) Investigate opportunities for limited, prioritized, high visibility “demonstration” projects, including finance mechanisms and public-private cost sharing.  
*Timeframe: By year-end 2003.*
- D5. **Nuisance factor – Noise:** Improve the effectiveness of the Town’s noise ordinance including revised noise standards, measurement, enforcement techniques, etc. Accomplishment of this objective may require additional personnel. Pursue tighter regulations on internal combustion equipment such as leaf blowers and chain saws.  
*Timeframe: By year-end 2003 and ongoing, as opportunities arise.*
- G1. **Traffic & Parking Improvement Plan:** Prepare an integrated traffic and parking improvement plan to include the following components:

Traffic Circulation

Opportunities will be identified to improve traffic flow for the convenience of residents and to mitigate non-local traffic impacts through the following work tasks:

- Measurement, evaluation and projection of local traffic volumes, capacities and congestion levels.
- Identification of components of present and future traffic (resident, employee, visitor, through-traffic).
- Identification of on-island and off-island traffic bottlenecks and constraints (bridges, intersections) and evaluation of potential remedies.
- Identification of present and future traffic signal needs.
- Identification and evaluation of opportunities to improve efficiency of traffic flows (roundabouts, adjusted signal timing, removal of on-street parking, etc.).
- Identification of opportunities, costs and benefits of greater Town influence/responsibility for present County/State roads.

### Parking Management

Opportunities will be identified to optimize utilization and convenience of publicly available parking through the following work tasks:

- Supply/Demand analysis to confirm and document the sufficiency of the existing on and off-street public parking supply.
- Utilization analysis to document patterns of under-utilization and identify opportunities for more efficient use.
- Analysis of potential operational improvements (meters, regulations, restricted parking areas, employee incentives, etc.), including the following:
  - a) Relocate business employee parking to remote lots.
  - b) Coordinate with business organizations.
  - c) Centralize parking system management.
  - d) Provide for one-hour or other shorter term parking on at high demand locations to increase utilization of existing parking resources.
  - e) Improve parking facility signage and other means to enhance public awareness.
  - f) Provide for short term/immediate action demonstration projects to test the effectiveness of the preceding parking management techniques.
  - g) Encourage/mandate shared parking agreements.
  - h) Allow valet parking to be offered in controlled settings to promote convenient vehicle drop-off and greater use of off-street parking spaces.
  - i) Offer and/or encourage affordable monthly contracts for off-street parking.
  - j) Expand Town's on-street permit parking on streets adjacent to business districts.
  - k) Require vehicles to be moved to another zone (not just to another space) when their allocated time has expired.

*Timeframe: Complete Traffic and Parking Improvement Plan by year-end 2003.*

- G2. **Traffic Impediments:** Identify opportunities to remove external traffic impediments, including but not limited to:
- a) Reduced impact of boat traffic/bridge openings, from changed schedule/policies for bridge openings.
  - b) Modifications to traffic flows and signalization on mainland through greater coordination of Palm Beach County and West Palm Beach.

*Timeframe: Investigation to coincide with Traffic and Parking Improvement Plan and implementation ongoing.*

- G3. **Visitation Impacts:** Identify and implement techniques to mitigate the traffic impacts of visitation, including but not limited to: Alternative modes of convention visitor travel (shuttles, etc.) and tightened guidelines/restrictions on tour buses.



Although shuttles and tour buses may reduce vehicular traffic among those intent on a visit to Palm Beach, they may also facilitate even greater visitation loads, while incurring various traffic, noise and parking impacts associated with the accommodation of large vehicles. Therefore, these and other trade-offs associated with alternative means of travel for visitors should be investigated further.

*Timeframe: Investigation to coincide with Traffic and Parking Improvement Plan.*

- G6. **Employee Traffic:** Evaluate the traffic components/impacts of business employee traffic in coordination with business community. Identify short-range opportunities to mitigate employee rush hour traffic through carpooling, flexible schedules, remote parking, etc.

*Timeframe: Investigation to coincide with Traffic and Parking Improvement Plan.*

- H1. **Neighborhood Impacts:** Limit impact of commercial encroachments on neighborhoods by requiring neighborhood impact assessment for all residential-to-commercial re-zonings and increases in commercial intensity.

*Timeframe: By year-end 2003.*

- J6. **Erosion Control Line Exemption:** Seek modifications to Florida State statutes to exempt properties down drift from inlets (such as the Town of Palm Beach) from Erosion Control Line (E.C.L.) requirements.

*Timeframe: By year-end 2003.*

- L7. **Property Taxes:** Approach the Florida State Legislature to promote tax fairness for property owners in the Town of Palm Beach.

*Timeframe: By year-end 2003.*

## **2004**

- A1. **Strategic Planning:** Continue and expand the strategic orientation of Town government with the following measures:

- b) Monitor and periodically revise the Strategic Plan.

*Timeframe: The Mayor and Town Council will, at least annually, review progress on implementing this Plan and make appropriate modifications, as needed. The Plan will be formally updated at least every 5 years, or to coincide with Comprehensive Plan updates.*

- A5. **Zoning Season:** Expand annual zoning season to include October and May, allowing changes to the Town's Zoning Code and/or Comprehensive Plan to be made between October 1<sup>st</sup> and May 31<sup>st</sup> of any "Winter Season."

*Timeframe: By May of 2004.*

- I1. **Neighborhood Scale:** Consider additional actions to maintain appropriate neighborhood scale and reduce the impact of large homes inconsistent in size and/or design with established neighborhood conditions. Provide for "reasonableness" by accepting gradual evolution in neighborhood scale and by avoiding severe restrictions on house sizes to levels below market acceptance.
- a) **Property Assemblage:** Discourage multiple lot assemblages beyond neighborhood norms by regulating maximum lot size, limiting the number of parcels which may be merged, or by other comparable means.  
*Timeframe: 2003-2004 Zoning Season (May 2004).*
- b) **Neighborhood Determinations:** Conduct a street-by-street examination of neighborhood scale to determine appropriate size thresholds for each affected neighborhood.  
*Timeframe: By mid-year 2004.*
- e) **Landscaping:** Consider additional regulations to require maintenance and replacement of landscaping, as needed, to ensure continued compliance with landscape conditions imposed by the Architectural Commission, the Landmark Preservation Commission, and/or the Town Council.  
*Timeframe: By year-end 2004.*
- F2. **Emergency Water Supply Investigation:** Initiate investigations of options for the provision of an emergency water source for the Town of Palm Beach, including:
- Research technical alternatives, costs and funding mechanisms to provide a reverse osmosis, or similar, emergency water source under Town control.
  - Research feasibility and costs of Town water system emergency connections to private (golf course) reverse osmosis systems (at The Breakers, The Everglades Club, and Palm Beach Country Club), including upgrading those systems to potable water quality.
- Timeframe: By year-end 2004.*

## **2005**

- H2. **Commercial Development Limits:** Review the adequacy of existing protective measures against unwanted forms of commercial development (chains, drive-through) and add additional protections as necessary, including:
- Review and strengthen "town-serving" commercial development ordinance.
  - Tighten commercial development standards to prevent certain uses which are determined to be inappropriate in the Town.
  - Explore ways to promote retention of small and independent Town-serving businesses.
- Timeframe: By May 2005.*

- I1. **Neighborhood Scale:** Consider additional actions to maintain appropriate neighborhood scale and reduce the impact of large homes inconsistent in size and/or design with established neighborhood conditions. Provide for "reasonableness" by accepting gradual evolution in neighborhood scale and by avoiding severe restrictions on house sizes to levels below market acceptance.
- c) **Regulations:** Enact regulatory measures to limit size of homes to neighborhood norms, averages, or other identified thresholds, promoting evolutionary growth in homes in contrast to revolutionary changes in neighborhood character.  
*Timeframe: 2004-2005 Zoning Season (May 2005).*
- I2. **Residential Density Increases:** Take actions to limit increases in density through the subdivision of properties, including:
- Adjustments to north-end zoning districts, including conversion of areas of R-B to R-A / R-AA zoning districts (along the Ocean and the Lake).
  - Limit densities associated with the subdivision of large estates via maximizing percentage for preservation of open green space, or by other comparable means.
- Timeframe: 2004-2005 Zoning Season (May 2005).*
- D2. **Underground Utilities:** Pursue opportunities to place utilities underground, including the following:
- d) Investigate the feasibility of a program to place utilities underground following a natural disaster.  
*Timeframe: To coincide with Comprehensive Plan update.*

## **2006**

- F3. **Emergency Water Supply Preparation:** Make contractual agreements and complete preliminary engineering to allow rapid installation of emergency water source if future circumstances require such installation.  
*Timeframe: By year-end 2006.*

## **2010**

- A8. **Charter Review:** Consider appointing a Charter Review Commission near the end of the current planning period.  
*Timeframe: By year end 2010.*

## **TOWN STAFF ADMINISTRATIVE MATTERS**

### **2003**

- K5. **Drainage on State Roads:** Submit a request to Florida Department of Transportation to improve drainage on State Roads, especially A1A.  
*Timeframe: Mid-year 2003.*
- E1. **Comprehensive Emergency Management Plan:** Complete, review, update, and strengthen the Town's Comprehensive Emergency Management Plan.  
*Timeframe: Complete by year-end 2003, then review and update annually thereafter.*
- E3. **Public Education:** Increase outreach to residents regarding how each can individually be better prepared for and effectively recover from a severe storm or other disaster.  
*Timeframe: By year-end 2003 and ongoing.*
- J1. **Beach Nourishment:** Implement the Expanded Mid-Town Beach Renourishment Project and the Phipps Ocean Park Beach Restoration Project.  
*Timeframe: Complete Mid-Town project construction during the winter of 2002-2003 and Phipps project construction during the winter of 2003-2004.*
- K3. **Modified Development Standards:** Identify opportunities to adjust development standards for increased water retention in an effort to further reduce storm water loads from properties being redeveloped.  
*Timeframe: By year-end 2003.*
- L1. **Town Balance Sheet:** Improve awareness of the Town's overall financial condition with a GASB34 required Statement of Net Assets which reflects all Town assets (land, facilities, equipment, etc.) This statement is similar to a private sector Balance Sheet.  
*Timeframe: This will be included in the FY2003 audited financial statement in the proper form but with only part of the needed information. The report will contain all necessary information (including the value of all Town infrastructure) by the FY2007 audited financial statements.*
- L4. **Golf Course:** Assess the financial condition and structure of golf course operations.  
*Timeframe: By year-end 2003.*

## **2003-2010**

- K1. **Drainage System Improvements:** Implement trunk lines and pump stations as set forth in the Town's adopted drainage system improvement program.  
*Timeframe: Ongoing and to be completed by December, 2010.*

## **2008**

- K2. **Re-evaluation of Drainage System Improvements - Phase II:** Following completion of improvements noted in K1 above for each distinct drainage basin, the Town will reevaluate needs, priorities, and financing of future storm drainage improvements on residential side streets.  
*Timeframe: Complete re-evaluation during 2008.*

## **Conditional**

- E5. **Building Code:** If the State permits, identify opportunities to strengthen the local building code to reduce risks of property damage.  
*Timeframe: Within one year of an applicable change in State laws.*

## **RECOMMENDATIONS FOR ONGOING ACTIONS**

- A1. **Strategic Planning:** Continue and expand the strategic orientation of Town government with the following measures:
- a) Continue to apply the principles of goal-driven management and performance standards throughout the organization.
  - e) Any time staff proposes a policy action that is intentionally inconsistent with this Strategic Plan, the inconsistency shall be declared and explained in writing.
- A4. **Public Communications:** Expand opportunities for public communication and involvement in Town governance, including the following:
- a) Continue to publish Town documents and information in an accessible, user-friendly form.

- c) Consider expanded use of media for public information, including cable TV, Town web page, etc.
  - d) Provide for annual community forums for residents to discuss issues of interest and concern.
- A6. **Flexibility and Responsiveness:** Continue the Town's policy of monitoring, evaluating, and changing policies and operations as dictated by changing needs and circumstances.
- A7. **Intergovernmental Relations:** Continue to build and maintain relationships with officials in neighboring municipalities and higher levels of government, enabling the Mayor, Town Council, and staff to effectively address issues that affect the Town but are beyond its jurisdiction.
- B1. **Police Department Vigilance:** Continue to focus vigilant attention upon the Town's vulnerabilities to certain types of crime.
- B2. **Police Department Communication:** Continue to ensure optimal communications between the Town's Police Department and County, State and Federal law enforcement agencies.
- B3. **Police Department Excellence:** Provide for public recognition of, and continue to improve upon, the Town's excellent record in police protection including its rapid response time, low crime rates, anticipation of threats, etc.
- B4. **Police Department Monitoring and Evaluation:** To ensure that the Town's Police Department remains a national leader in law enforcement and security, continually measure actual performance against established goals, including:
  - a) Maintain a favorable overall community approval rating for the performance of the Palm Beach Police Department as measured by the Palm Beach Police Department Citizen Satisfaction Survey.
  - b) Maintain departmental accreditation by the commission on Accreditation for Law Enforcement Agencies, Inc. (national) and the Commission for Florida Law Enforcement Accreditation, Inc. (state).
  - c) Maintain a crime clearance rate that is higher than the national average as measured by the Uniform Crime Index. [*Revised July 2, 2003*]
- B5. **Domestic Security:** Continuously update and apply anti-terrorism plans, in close coordination with other applicable government agencies.

- B6. **Police Department Community Relations:** Maintain and expand communications between the Police Department and the public, including continued sessions of the excellent Citizens' Police Academy program.
- C1. **Additional Medical Services:** Encourage private or non-profit health care providers in efforts to expand the array of quality medical services available to Palm Beach residents, including:
- A local basic medical care clinic.
  - Full-fledged coronary and stroke units at Good Samaritan Medical Center.
  - State of the Art equipment and procedures that take full advantage of advancements in medical care. [*Revised July 2, 2003*]
- C2. **EMS:** Provide for public recognition of, and continue to improve, the Town's state-of-the-art EMS facilities and training.
- C3. **Fire-Rescue Department Monitoring and Evaluation:** To ensure that the Town's Fire-Rescue Department remains a national leader in emergency medical services, continually measure actual performance against established goals, including:
- a) Improve first due unit response time to all zones by ensuring arrival of the first due unit to all emergency incidents within four minutes or less 90% of the time.
  - b) During 2003, initiate planning phase for Fire-Rescue Department accreditation by the year 2006. [*Revised July 2, 2003*]
- C4. **Fire-Rescue Department Community Relations:** Maintain and expand communications between the Fire-Rescue Department and the public, including future sessions of the excellent Citizens' Fire Academy program which was recently established.
- D1. **Open Space and Beautification:** Continue Town policy of preserving existing open spaces and pursue opportunities for parks, beautification and open space enhancements including:
- a) Identify opportunities for expansion of open space and recreation areas.
  - b) Seek opportunities to retain open spaces during redevelopment of large estates.
  - c) Whenever possible, take action to preserve large open green spaces that are privately owned (e.g. the three privately owned golf courses).

- D3. **Young Families:** Pursue community enhancements and other actions to attract, encourage and support young families, including but not limited to the following:
- a) Retention of public and private schools, with no net loss of green space.
- D4. **Cultural Institutions:** Nurture and encourage private cultural institutions in and near the Town to sustain and expand their services to the public.
- D6. **Nuisance Factor – Feral Cats:** Continue Town actions (using Town and private resources) to humanely reduce the feral cat population problem, including a “trap/neuter/relocate” program and/or “trap/neuter/release” program in partnership with PB Cats, Palm Beach County Animal Care and Control, and/or other public or private animal welfare agencies or persons.
- E2. **Intergovernmental Coordination During Emergencies:** Provide for optimal coordination with County, State, and Federal emergency management agencies.
- E4. **Human Resources:** Plan to utilize contractual services, temporary employees, and volunteers, as needed, to ensure a sufficient work force to accomplish post-disaster damage assessment, communication, and relief services.
- E6. **Financial Preparedness:** Be prepared to establish an emergency line of credit to draw upon during recovery from a natural or man-made disaster, if the Town’s ample reserves are exhausted by an extreme disaster.  
(See Recommendation L6.)
- F4. **Private Water Systems:** Encourage private emergency potable (R.O.) water sources and alternative irrigation sources for new and existing condominium developments.
- G4. **Construction Traffic:** Continue improving policies and practices to minimize traffic disruptions from public and private construction (e.g. Bradley Place 2002).
- H3. **Lake Worth Casino Area:** Regulate Town commercial uses and monitor City of Lake Worth commercial uses east of Lake Worth Bridge so as to protect the interests of South End Town residents.
- I1. **Neighborhood Scale:** Consider additional actions to maintain appropriate neighborhood scale and reduce the impact of large homes inconsistent in size and/or design with established neighborhood conditions. Provide for "reasonableness" by accepting gradual evolution in neighborhood scale and by avoiding severe restrictions on house sizes to levels below market acceptance.



- d) **Architectural Variety:** Promote the maintenance and modernization of existing homes (in lieu of “tear downs”) through the judicious granting of variances and a flexible approach to architectural review.
- J2. **Beach Nourishment Re-evaluation:** During the course of the entire project, changing circumstances and new information will be evaluated to determine whether modifications to subsequent phases of this project should be developed and implemented. This includes remaining sensitive to the municipal bond market to determine whether there may exist an opportunity to significantly reduce costs by refinancing the Town’s portion of the project.
- J3. **State Funding for Beaches:** Continue seeking State funding assistance except where State requirements conflict with Town policy regarding parking and access.
- J4. **Sand Transfer Plant:** Continue to pressure the U.S. Army Corps of Engineers and Palm Beach County to honor their previously made commitments to expedite the replacement or substantial upgrading of the Lake Worth Inlet Sand Transfer Plant.
- J5. **Inlet Related Action:** Consider, from time to time, appropriate actions which would require the Federal government and/or the Port of Palm Beach to pay for beach restoration necessitated by sand loss due to inlet dredging.  
*[Revised July 2, 2003]*
- K4. **Drainage Upgrade on Individual Properties:** Encourage the installation of upgraded storm drainage systems to meet current or new storm water standards on properties which are not otherwise being redeveloped.  
*[Revised July 2, 2003]*
- L2. **Fund Balances:** Reassess and, as necessary, adjust Town policy regarding fund balances and reserves, employing the following principles:
- Manage Town's funds as one set of funds, for decision making purposes (not for accounting purposes).
  - Provide for adjustments in reserves between enterprise funds, as needed.
- L3. **Financing Methods:** Continue Town policy regarding decisions on long term vs. short term financing (bonds vs. "pay-as-you-go"), by applying case by case evaluations of options depending on nature of investment, competitive bond rates, equity for taxpayers, etc.
- L5. **Tax Information:** Continue and enhance the distribution of information to inform citizens regarding the structure and components of local property taxes (chart of tax district / taxing authority allocations).

- L6. **Disaster Preparedness:** Be prepared to establish an emergency line of credit to draw upon during response to and recovery from a natural or man-made disaster, if the Town's ample reserves are exhausted by an extreme disaster.  
(See Recommendation E6.)
- L7. **Property Taxes:** Inform residents of benefits of registering their property for a State of Florida "Homestead Exemption."

## **APPENDIX B**

### **Glossary of Terms**

**ACCREDITATION** - An intense process which analyzes all facets of a department's operations and recognizes compliance with established standards of excellence.

**ADAPTIVE MANAGEMENT** - A process whereby a project is constructed, monitored, and compared to expected performance. Subsequent projects may be modified to improve performance based on what is learned from this process.

**ANGLE OF VISION** - A line drawn from the front yard property line 50 degrees either side of a line drawn perpendicular or radial to the front yard property line; intended to limit the maximum width of a structure on the lot.

**BUILDING HEIGHT PLANE** - A plane extending at an inclined angle from the intersection of the front yard property line and either the grade for a lot or seven and one-half feet mean sea level; intended to limit the maximum height of a structure on the lot.

**CITIZEN FIRE ACADEMY** - Periodic, informative training sessions offered to the residents of Palm Beach to provide education and awareness of the Fire-Rescue Department's activities, services, and capabilities.

**CITIZEN POLICE ACADEMY** – Periodic, informative training sessions offered to the residents of Palm Beach to provide education and awareness of the Police Department's activities, services, and capabilities.

**COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES, INC.**  
- An independent accrediting body established in 1979 to develop nationally recognized standards for law enforcement agencies.

**COMMISSION FOR FLORIDA LAW ENFORCEMENT ACCREDITATION, INC.** - An accreditation body established by Florida state statutes to enact standards designed specifically for Florida law enforcement agencies.

**COMPREHENSIVE EMERGENCY MANAGEMENT PLAN** - A written plan intended to reduce the vulnerability of the people and property of a community to a wide range of emergencies by preparing for efficient evacuation and shelter of threatened or affected persons; providing for the rapid and orderly provision of relief to persons and for the restoration of services and property; and providing for the coordination of activities relating to emergency preparedness, response, recovery, and mitigation among and between the Town and other governmental agencies and with the private sector.

**COMPREHENSIVE PLAN** - A plan that meets the statutory requirements of the Local Government Comprehensive Planning and Land Development Regulation Act, F.S. 163.3164, that consists of materials in such descriptive form, written or graphic, as may be appropriate to the prescription of principles, guidelines, and standards for the orderly and balanced future economic, social, physical, environmental, and fiscal development of the community.

**COMPREHENSIVE PLAN EVALUATION AND APPRAISAL REPORT** - A statutorily required evaluation and appraisal report to be adopted by a local government once every seven years which assesses the progress of that community in implementing the local government's comprehensive plan.

**COUNCIL/MANAGER FORM OF GOVERNMENT** - A system of local government that combines the strong political leadership of elected officials in the form of a Mayor and Town Council with the strong managerial experience of an appointed local government professional in the person of a Town Manager.

**CRITICALLY ERODED** - A designation for a segment of beach by the Florida Department of Environmental Protection based on specific State criteria that examines sand erosion and threats to upland structures.

**CUBIC CONTENT RATIO** - A measure of land use intensity represented by the relationship between a building's height times width times depth, as compared to the land area of the lot.

**DESIGN GUIDELINES** - A set of general guidelines for development, in lieu of specific lot, yard and bulk requirements.

**DRAINAGE BASIN** - A section of Town in which rainwater will flow from the higher elevations to a common low point. Each basin has specific boundaries that define its limits based on street elevations.

**EMERGENCY OPERATIONS CENTER** - A safe and secure facility staffed by a liaison team of Police, Fire-Rescue, Public Works, administrative, and emergency management personnel equipped with a myriad of communication tools and other equipment necessary to adequately prepare for and respond to a variety of natural and man-made disasters which may befall a community.

**ENTERPRISE FUND** - A self supporting fund designed to account for activities supported by user charges.

**EROSION CONTROL LINE** - The property line between State lands and upland property, established based on the elevation of mean high water on the beach on a particular day.

**FERAL** - A wild or non domesticated animal.

**FISCAL YEAR** - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. By

State Law, the fiscal year for the Town of Palm Beach and all Florida local governments is October 1 to September 30.

**FIRST DUE UNIT** - First arriving and most appropriate vehicle and personnel that render emergency assistance on an incident.

**FLOOR AREA RATIO** – A measure of land use intensity represented by the relationship between a building's floor area and the land area of the lot.

**FRONT LINE UNIT** - An emergency vehicle which is staffed with personnel on a 24-hour basis, ready to respond to emergency incidents.

**FUND BALANCE** - The fund equity of governmental funds. Changes in fund balances are the result of the difference of revenues to expenditures for a given period.

**GASB** - Government Accounting Standards Board - The ultimate authoritative accounting and financial reporting standard setting body for state and local governments. The GASB was established in June 1984 to replace the NCGA.

**GASB34** - Governmental Accounting Standards Board (GASB) Statement No. 34, which established a new framework for the financial reports of state and local governments to promote fiscal and operational accountability.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** - An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association.

**GROUP USE** – a broad description for the use of a parcel or structure or portion thereof. There are three primary land uses in the Town: residential, commercial and public/private group use.

**HARDBOTTOM** - Rock outcroppings that occur naturally in the ocean which support varying levels of marine habitat.

**INFRASTRUCTURE** - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, and lighting systems.

**INLET MANAGEMENT PLAN** - A plan that examines the impact of an inlet on sand resources and proposes solutions to identified problems.

**INTERNAL SERVICE FUND** - A proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government.

**MEMBRANE** - A man-made material that acts as a “filter” to screen microscopic impurities from non-potable water.

**MILLAGE RATE** - The tax rate applied to each thousand dollars of taxable assessed valuation which results in the tax levy. Example: A 4.0 millage rate applied to property with a taxable valuation of \$1,000,000 would generate a tax levy in the amount of \$4,000 of ad valorem revenue.

**NONCONFORMING USE** – A use lawfully in existence on the effective date of an ordinance which renders the use no longer in conformance with the zoning district in which the use is situated.

**OVERLAY DISTRICTS** – A set of zoning requirements which, when adopted, represent additional or substitute requirements in a specified district. The underlying zoning requirements remain.

**PALM BEACH POLICE DEPARTMENT CITIZEN SATISFACTION SURVEY** - A survey conducted periodically by the Palm Beach Police Department to determine the performance of the department in meeting the needs of the residential and business community, and to provide the department with feedback on how it can improve operational effectiveness and efficiency.

**PAY-AS-YOU-GO FINANCING** - A term used to describe the financial policy of a governmental unit which finances all of its capital outlays from current revenues rather than by long-term borrowing.

**PAY-FOR-PERFORMANCE MERIT PAY SYSTEM** - A compensation system designed to differentially reward employees based upon their workplace performance vis-à-vis specific objective criteria which reflect the Town's workplace expectations for employee performance. Within an established range, employees who perform better receive larger pay raises.

**POTABLE WATER** - Water meeting drinking quality standards. (Non-potable water may be used for irrigation or other purposes, but is not safe for human consumption.)

**PRINCIPAL OF EQUIVALENCY (parking)** – A method of determining an inventory of existing parking to determine the net parking requirement for a proposed new use.

**PUMP STATION** - A structure that collects water in a drainage basin and discharges it, via multiple pumps, to the Intracoastal Waterway.

**R-B ZONING DISTRICT** – The largest single-family zoning district in the Town, allowing a maximum of 4 single-family residential units per acre.

**REFERENDUM** - A governmental issue or measure submitted for a popular vote.

**RESERVES** - Funds that have been accumulated and set aside for a specific purpose.

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**RESPONSE TIME** - The measure of time between receipt of a call in the dispatch center and arrival of emergency responders on the scene.

**REVERSE OSMOSIS (RO)** - A water treatment method where non-potable water is forced

under pressure through a membrane which removes impurities, producing potable water.

**SAND TRANSFER PLANT** - A facility that pumps sand from one side of an inlet to the other side in an attempt to restore the natural flow of sand that is being blocked by the inlet.

**SLIDING SCALE** – A ratio of building cubic content to lot size, such that the relative allowable building size increases in relationship to a decrease in lot size.

**SOUTH FLORIDA WATER MANAGEMENT DISTRICT (SFWMD)** - An organization created by the Florida State Legislature that controls the allocation of water to competing users and regulates water flow in a 16 County area which includes Palm Beach County.

**SPECIAL EXCEPTION** – Uses or structures which are allowable as conditional uses authorized in a zoning district only in accordance with the specific conditions specified in the Town Code and as approved by the Town Council, but which cannot be located in a zone as a matter of right and which may be revoked if any of the required conditions to approval and operation are violated.

**STORM EMERGENCY RESPONSE PLAN** - A detailed and organized written plan to safeguard the population of the Town of Palm Beach and its employees, as well as personal and Town property, in the event of an approaching hurricane or tropical storm.

**SUPPLEMENTAL ENVIRONMENTAL IMPACT STATEMENT (SEIS)** - A document required by the U.S. Army Corps of Engineers that defines the social, economic and environmental impact of a project. It is used by the Corps to help decide if a permit should be issued.

**SUPPLY/DEMAND ANALYSIS** - Studies conducted by the Palm Beach Police Department Parking Control Unit to determine whether existing parking spaces in a given area are adequate to meet parking demand.

**TAXABLE VALUE** - A valuation set upon real estate or other property by the Palm Beach County Property Appraiser as a basis for taxes levied by the County, the Town, and other public agencies.

**THREAT AND VULNERABILITY IDENTIFICATION/ANALYSIS/MITIGATION** - An ongoing process of threat assessment in order to determine the vulnerability of potential terrorist targets in the community, and, based on analysis of these threats, the establishment of proactive law enforcement measures in order to reduce the likelihood of a successful terrorist act in the community.

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**TOWN CHARTER** - A Town or municipal charter is similar in nature to a constitution, being superior to all ordinances enacted by the Town, though inferior to all applicable state laws.

**TRUNKLINE** - A large pipe that transports rainwater from many smaller pipes to a pump station.

**UNIFORM CRIME REPORT PART I CRIME INDEX** - A statistical report submitted to the State and Federal Governments indicating the total number of serious offenses occurring in the community.

**UTILIZATION ANALYSIS** - Studies conducted by the Palm Beach Police Department Parking Control Unit to determine whether parking spaces regulated by time, permit, or other restrictions are under-utilized in order to identify opportunities for more efficient use.

**VARIANCE** – A modification from the literal interpretation of the zoning code, other than those relating to use requirements. A variance may be granted only by the Town Council and only when an applicant demonstrates a hardship not of their own making which is particular to the applicable property.