



TOWN OF PALM BEACH UPDATED STRATEGIC PLAN

JULY 11, 2012

*NOTE REGARDING 2008 FIVE-YEAR UPDATE**

According to action item A1 of the Town's 10-year Strategic Plan, in addition to reviewing the Plan annually, the Town is to update formally the Plan at least every five years. As the method of this "formal update" was not defined in the Plan, Town Council has determined that the update will revise the original plan to be more pertinent to the Town's current policies and the current interests of the community at large. The goal is not to change the intent of the original planning board, which spent two years putting the document together, but rather apply those same principles to today's environment and circumstances. We anticipate that upon the approach of the end of the 10 years, a whole new strategic planning process will commence, which will include a citizen board, environmental scan, community forums and a general community analyses.

With this in mind, the Town offers our community a revised document with the same structure and foundation as the original Plan, but with a somewhat altered interior. We have revised the initiatives to include not only a more relevant approach to future actions, but also a synopsis of what was accomplished in the first five years of the Plan, 2003-2008. The subsequent revised timeline now consists of actions the Town will undertake from 2009 through 2013, the final year of the original Plan.

VISION STATEMENT

At the outset of the strategic planning process in 2001, the Board participated in a "SWOT Exercise" to identify the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats which characterized 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 through 2013:

VISION STATEMENT PREAMBLE

In February 2001, the Town Council commissioned the Strategic Planning Board (SPB) to create a long-range (10+ years) strategic plan. The SPB has published its mission statement, which describes its reason for being and describes what it intends to accomplish. It 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 original Strategic Plan will be kept in perpetuity for reference and will keep its original title, *Town of Palm Beach Strategic Plan*.

the SPB developed a Vision Statement which describes the values and the aspirations of the community for its character and quality of life. The Vision Statement was a guide for the preparation of the Strategic Plan. The Strategic Plan sets 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.

The Board envisioned the community's future ten years from inception of the Plan as remaining true to the inspired legacy of the founders. They envisioned 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. The Town 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.

For the future, the Board envisioned...

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 county, 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, Palm Beach recognizes a number of redevelopment challenges and functional deficiencies among its current capital facilities. Although traffic has increased and parking is at a premium, the Traffic and Parking Improvement Plan is complete and solutions are being developed. Severe beach erosion threatens oceanfront property and diminishes a key scenic and recreational asset. Sanitary sewer deficiencies and occasional water shortages continue to pose a threat.

Town Council has indicated their concern about the condition of the Town's infrastructure and the need to replace critical infrastructure prior to failure. The Town has developed a 20 year capital improvement program which addresses these long term needs. Town Council in their FY 2010 budget has begun to increase funding in the capital improvement program to fund the critical infrastructure needs.

For the future the Board envisioned...

Shoreline fully restored and maintained for the protection of upland structures oceanfront property, enjoyment of residents, and scenic enhancement.

Modernized, reliable infrastructure systems, including improved facilities for water distribution, sanitary sewage collection and disposal. 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 practically 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.

The Board envisioned for the future...

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 have been determined to be essential to the achievement of the community vision described above. Following the Executive Summary is the Environmental Scan, which was performed and written as part of the original Strategic Planning process and is presented herein in its original form. The Environmental Scan section explains why no actions were recommended for certain topics of interest to the Town and its residents. The background narrative portions of the Strategic Initiatives section provide more detailed explanations of the reasons why specific actions have been recommended. Many of the recommended actions 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 is a Glossary of Terms.

Governance

The Town should continue its commitment to strategic planning by (1) maintaining consistency between this Strategic Plan and the state-mandated Comprehensive Plan, (2) identifying and pursuing 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 continue to strengthen its boards and commissions and continue to improve communications between the Town government and the public. 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 residents against threats to public safety as they may occur. The department should continue to emphasize community relations, including continued sessions of the Citizens' Police Academy and continued expansion of Palm Beach Crime Watch.

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 and development of a Fire Corps program comprised of community residents. Angioplasty and stroke care now exist at Good Samaritan Medical Center, but local physician provided medical services should continue to be improved and expansion of services should continue to be urged.

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, review and discuss opportunities to relocate overhead utility lines underground, encourage more young families to reside in Palm Beach, nurture cultural institutions, reduce unnecessary noise, and continue to support a humane program for reducing the negative impacts of feral cats.

Emergency Management

The Town's emergency management capabilities continue to expand and become more sophisticated. Our state of the art Emergency Operations Center within the new Central Fire-Rescue Station provides dedicated space not only for the management of emergency events, but also for meetings and training throughout the year. The Town continues to enhance our community's preparedness for disaster response and recovery by increasing outreach to residents and businesses before and during emergencies; continuity of operations planning; pandemic flu planning; and utilizing available technology to improve information collection and dissemination, communications, planning and recovery.

Water Supply

The Town should explore water supply alternatives that will assure the residents have a secure system that provides the quantity and quality of water needed. Alternatives should address the possibility of future droughts. The ownership and condition of the existing distribution infrastructure will also need to be addressed. Opportunities to reduce potable

water demand thru alternative irrigation alternatives and conservation programs should also be evaluated.

Traffic and Parking

The Strategic Planning Board acknowledged that citizen frustration was increasing 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 prepared a Traffic and Parking Improvement Plan. The plan strategically addressed traffic and parking issues so that the Town is able to exert reasonable control over transportation resources. The goal of this plan was 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. Implementation and adaptation of such solutions will continue throughout the planning period.

Management of Redevelopment – Commercial

Striking an ideal balance among commercial and residential land uses in the town is essential to maintaining the charm, beauty and character that make Palm Beach unique. Although it is important to residents and the business community alike that commercial venues remain strongly rooted on the island, caution must be exercised to see that commercial activity does not interfere with our peaceful residential environment. Maintaining this ideal balance is a constant challenge. Changing demographics, strong competition from regional shopping venues, rising commercial land values/taxes, and a downturn in the national economy are causing many retailers and service providers to express concern about their future. As redevelopment occurs, an inevitable reality, the Town must be vigilant to ensure that commercial uses do not negatively impact residential areas of town. Assessment of neighborhood impacts of residential-to-commercial use rezonings and prohibiting inappropriate commercial uses are two important actions the Town can take to protect our historical character while encouraging economic vitality. The Town should closely monitor the redevelopment of all commercial sectors and pay strong attention to land use and appearance concerns at each bridge entry into town.

Management of Redevelopment – Residential

The town's beautiful, serene residential neighborhoods are this community's backbone. Classic architectural styles abound in Palm Beach. There is a strong commitment to preserve homes of significant architectural significance. The Town's Historical Preservation Ordinance was first established nearly thirty years ago to further this effort. Particular care is also taken by the Town's Architectural Commission to see that new homes and newly remodeled homes reflect proper design criteria. The Town should pay careful attention to instituting appropriate additional regulations limiting adverse neighborhood effects, 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 three highest priorities, as determined by the newly formed Shore Protection Board (SPB) for recommendation to Town Council are: 1) restore the littoral drift of sand north to south across the Lake Worth Inlet, and 2) find a coastal protection solution for the north end of Reach 7, and 3) find a coastal protection solution for Reach 8 south of the Lake Worth Pier. Restoring the littoral drift will require renovation of the Sand Transfer Plant. The Town should also explore participating directly with the dredging activities at the Port and assuring sand placement on the Town's beaches. Coastal protection solutions in the north end of Reach 7 and south end of Reach 8 will likely include a project incorporating erosion control structures with beach/dune nourishment. As requested by Town Council and the SPB, staff sent out a worldwide "Request for Qualifications" to solicit coastal engineers who, along with the currently pre-qualified coastal engineering firms, may be tasked with assisting the Town implement its Comprehensive Coastal Management Plan (CCMP). A second update to the CCMP may be undertaken to better reflect the current legal and regulatory climate. As recommended by the SPB, staff has begun taking the necessary steps to create a new inter-local agreement with the County and new Tri-Party agreement with the County and the Port.

Storm and Sanitary Sewers

A project will be established to renovate the older stormwater pump stations. The corrugated metal pipe replacement program should be completed. This work will not provide a higher level of service but will assure reliability of the existing system. The ongoing televising and repair of leaking storm drains should be completed.

The ongoing lining of the sanitary gravity system should be completed to extend the useful life of the lines and reduce treatment costs for the Town. Pneumatic stations should be replaced with submersible systems and private ownership of these stations should be implemented where appropriate. The Town's forcemain network is reaching the end of its useful life. Implementation of a replacement program is necessary. It may be prudent to increase the capacity of the southern section of this network to provide the ability to send more or all of the Town's sewage through the northern subaqueous crossing. This may minimize or eliminate the need to use the Lake Worth system at a higher per gallon rate than the northern system. It may also be possible to minimize the footprint of structures in either Lakeside Park or Bradley Park.

Financial Management

The Town is in a position to weather the current economic crisis. The following are actions planned for the future: review the Town's existing and projected fund balances, continue pay-as-you-go funding for routine capital improvements and review financing alternatives for the 20 year capital plan and coastal projects, review compensation and benefit structure for cost containment measures, seek ways to improve the financial performance of the Par 3 Golf Course, continue to monitor the State Legislature's proposals for property tax reform and restrictions on municipal revenues; continue to be proactive in addressing the budgetary impacts of any new reform measures; improve the key result measurement program.

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

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 Plan's 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 for the second five years of the plan, 2009-2013.

The Strategic Initiatives are not listed in a priority order since they are all believed to be essential in achieving the Vision Statement. 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 Mayor acts as Town Ombudsman and represents the Town in intergovernmental matters. 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.

It is 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.

The Town is committed to operating as a goal driven organization. Since 2001, the Town Council has annually adopted the five top priority goals for the next fiscal year to provide guidance to staff in preparing the next year's budget. Departmental performance standards are reflected in the Town's Key Result Measures (KRM) system, which was implemented in 2005. The "individual performance goals" section of the performance evaluation system has been extended to include all employees, not just managers and supervisors. The intent is to align all levels of goal setting and performance measurement from the broad strategic direction set forth in this plan through the annual Townwide goals and departmental KRMs to the individual performance goals at the point of service delivery.

During the update of the Town's state mandated Comprehensive Plan (2006-2008), the goals of the original 2003 Strategic Plan (as amended by Town Council between 2004 and 2007) were integrated into the Comprehensive Plan. That updated document has been approved by Town Council and transmitted to the State of Florida for review. We await the State's approval of the plan.

Since 2003, the Town has completed the following additional actions in fulfillment of goals set forth in the original Strategic Plan:

- Town Council reviewed the structure and effectiveness of Town boards and commissions (with the assistance of the Palm Beach Civic Association) instituted public presentations by applicants for appointment to Town boards and commissions, stated clearer expectations for the conduct and performance of boards and commissions, and for the citizens who serve on them, received an annual report (both in writing and verbally at a Town Council meeting) from each board and commission, and created a standing Shore Protection Board to address the strategic initiative of providing coastal protection to both public and private properties.
- Town staff improved communications with the public by upgrading and expanding the Town's website, creating cable TV Channel 18, creating the "register@" email notification system, and striving through traditional Town documents and electronic communications to increase the accessibility and clarity of Town related information.
- The Planning and Zoning Commission recommended and the Town Council approved elimination of the annual "zoning season" thereby allowing year-round consideration of zoning changes.

In response to the goal to "Maintain Strategic Focus," the Town Council began having two-day Town Council meetings in the spring of 2008, breaking with the longstanding tradition of meeting for one long day on the second Tuesday of each month. The goal of this change is to enable the Council to have more in-depth discussions on complex strategic matters, as well as completing all the routine Town business, avoiding the extension of the monthly meeting well into the evening hours, and reducing the number of special Town Council meetings held at other times of the month.

Additional actions to continue improving Town governance in the future will include:

- Refining the KRM system to make it more effective for decision making (both policy and management) and public information.
- Increasing the number and variety of services available to citizens interactively on the Town's web site.

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: At least annually, the Mayor and Town Council will, review progress on implementing this Plan and make appropriate modifications, as needed. In 2012, the Town Council will appoint an ad hoc Strategic Planning Board or assign a Town Council committee to conduct a strategic planning process and write an updated Strategic Plan.

- c) Maintain consistency between the Comprehensive Plan and the Strategic Plan.

Timeframe: Ongoing.

- 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 2001-2003 Strategic Planning Board encouraged 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.

Timeframe: Ongoing

- a) Decide on a standard format for 2-day-per-month Town Council meetings and adopt an ordinance to formalize the 2-day meeting schedule and make it clearly known to the general public.

Timeframe: Completed.

- A3. **Key Results Measurement (KRM):** Staff has embarked on a performance measurement program. Additional refinement of the KRM and Townwide Goal setting system is planned that will align measurement of services with the vision for the town. We will be developing trend information each year that will become a useful management tool. Additional measures may be added as we develop the software capabilities to track the information in an efficient manner.

Timeframe: Monitoring - Ongoing.

- A4. **Boards and Commissions:** The Town Council will continuously monitor the performance of Town boards and commissions. When necessary, the Town Council will provide additional direction regarding the structure and/or function of each board or commission to ensure optimal performance of these appointed bodies and their individual members.

Timeframe: Ongoing.

- A5. **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) Continue to expand use of cable TV Channel 18, Town web page, and other media for public information.

Timeframe: Ongoing.

c) Increase the number and variety of services available to citizens interactively on the Town's website.

Timeframe: Ongoing

d) Provide an annual opportunity for broad public input regarding the implementation of this Strategic Plan and the emergence of new issues that are of strategic importance to the Town.

Timeframe: Ongoing.

e) Create a Townwide citizens' academy (similar to the Police and Fire-Rescue citizen academies) to better educate Palm Beach residents and business owners about non-Public Safety Town services.

Timeframe: Completed

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:** Appoint a Charter Review Commission.

Timeframe: To be determined by the Council at a future date.

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. 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.

Property crime is the most serious continuous criminal threat to the community. 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 and preventing criminals who operate in communities that neighbor Palm Beach from targeting Palm Beach are among the most significant and pressing responsibilities of the department. Significant financial and human resources will continue to be dedicated to these 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.

Timeframe: Survey process suspended indefinitely due to budgetary constraints..

- 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).

Timeframe: Eliminated.

- c) Maintain a crime clearance rate that is higher than the national average as measured by the Uniform Crime Report Index.

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 Citizens' Police Academy program, Teen Police Academy program, and Crime Watch public education and community outreach programs.

Timeframe: Ongoing.

- B7. **Code Enforcement:** Promote compliance with ordinances with a special emphasis on the construction and landscape industries through education and increased enforcement.

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.

During the past five years, the Fire-Rescue Department has continued to upgrade and improve our abilities and equipment to better serve the needs of the community. Innovations in emergency cardiac and stroke care have been embraced by the department

and have become part of the standard treatment protocols. The Fire-Rescue Department has improved their already rapid treatment of cardiac patients by investing in new technology which allows for the transmission of acute EKG information directly to the receiving ER. Emergency medical training has been greatly enhanced by the implementation of web based monthly training for all paramedics and EMTs.

The Board's recommendation regarding Town-provided medical services is "keep up the good work." Nevertheless, the Strategic Planning Board has determined that health care for Town residents could be improved in two important ways.

The Board believed that full-fledged coronary and stroke units needed to be provided at Good Samaritan Medical Center, so that state-of-the-art hospital procedures can be performed "just across the bridge." Good Samaritan Medical Center has made improvements in this area. Good Samaritan now provides Primary Stroke Care and Percutaneous Coronary Intervention care for heart attacks. The Fire-Rescue Department will continue to support and encourage efforts by Good Samaritan Medical Center to become a full fledged cardiac and stroke center. The hospital is currently seeking State approval for emergency stroke care and has plans to offer emergency angioplasty in the future. Good Samaritan ER has recently implemented a "fast track" plan which has greatly reduced the wait time for emergency patients.

The Board also believed the community would benefit from additional physician provided 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 urgent care clinic services without having to leave the Town would be an enhancement to the Palm Beach quality of life. One facility offering both urgent care and basic medical care has been opened in Palm Beach since the original Strategic Plan was adopted, and other providers are planning to open additional facilities in the future. The Town should consider contracting the island physician so as to encourage him to remain on island. The Town should also examine after hours use.

Fire-Rescue and Health Care Actions

- C1. **Additional Medical Services:** Encourage Good Samaritan Medical Center to implement a therapeutic hypothermia program for post cardiac arrest resuscitation patients. Encourage private or non-profit health care providers in efforts to expand the array of quality medical services available to Palm Beach residents, including:
- Additional 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.

Timeframe: Comprehensive coronary unit established at Good Samaritan Medical Center.

- 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 eight minutes (4-minute average) or less 90% of the time.
- b) During 2008, initiate planning phase for accreditation to be achieved by the year 2012.

Timeframe: Funding suspended for accreditation.

- C4. **Community Relations:** Maintain and expand communications between the Fire-Rescue Department and the public, including future sessions of the Citizens' Fire Academy program as well as the creation of a Fire Corps citizen volunteer program.

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(s).

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. Also, continued efforts to beautify all existing public spaces will help ensure that Palm Beach remains among the most aesthetically pleasing communities in the world.

Underground Utilities: The consensus of the Town Council is that placing overhead utility lines underground would substantially improve the appearance of certain areas of

the Town and improve operational reliability following a storm or other natural or man-made disaster. In our current economic times, however, the cost to bury the lines appears prohibitively high. Other more pressing capital projects are taking a priority. The Town will continue its effort with other municipalities and regulatory authorities to reduce the cost of converting overhead lines and will assist groups of property owners who wish to relocate overhead lines underground at their own expense.

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 that encouraging young families to reside in the Town is an important component in maintaining Palm Beach'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 believed 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. Additional actions have been implemented to ensure that the peace and quiet which are essential elements of the Palm Beach ambiance are preserved in all possible circumstances, such as ordinances regulating demolition and leaf blowers, etc.

Nuisance Factor – Feral Cats: There have always been feral cats in Palm Beach. Since 2003, the Town has provided partial funding for a third party feral cat program. The program operates under the guidelines of Trap-Neuter-Release (TNR), which humanely cares for existing feral cats and reduces the number of additional cats born. The program is currently administered by Island Cats (on a 90-day trial basis), which is sanctioned by Town ordinance.

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) Continue working with the Municipal Underground Utilities Consortium (MUUC) and others in an effort to effectively reduce the cost of converting overhead lines to underground service.

Timeframe: Ongoing.

- b) Investigate opportunities for Town coordinated projects to convert overhead facilities to underground service using viable financing tools to reduce the annual cost to property owners within neighborhoods or select blocks in Town wherein a majority of property owners have indicated a willingness to proceed with the necessary work at their own expense.

Timeframe: Ongoing.

- D3. **Young Families:** Pursue community enhancements and other actions to attract, encourage and support young families. The Town recognizes the increasing recreational needs of younger families and has embraced its responsibility for meeting these needs. The implementation of a variety of new programs and events that promote parent and child participation, along with the expansion of activities targeting pre-school children has been the response to these needs. Staff will continue to evaluate programs to ensure that they are meeting the needs of Palm Beach's young families and make modifications and additions as needed.

Timeframe: Ongoing.

- 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 – Feral Cats:**

- a) Continue Town support of a feral cat program by enforcing applicable ordinances.

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 dangerous storms which may directly damage property and threaten the lives of town residents, as was demonstrated during the three hurricanes in 2004 and 2005. The Town completed a Comprehensive Emergency Management Plan (CEMP) in 2004 and reviews and updates the document as required. The CEMP expands 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). Following the terrorist attacks on American soil in 2001, a Homeland Security Presidential directive regarding the management of domestic incidents required the adoption of the National Incident Management System (NIMS) by all local jurisdictions in order to receive federal preparedness assistance funding. The Town not only leads the region in compliance, but has also assisted other jurisdictions with their own training requirements. A new Emergency Operations Center (hardened to withstand a substantial hurricane) was built as part of the construction of the new Central Fire-Rescue Station in early 2005. The Board that created the original Strategic Plan in 2003 urged 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 believed that this was proper, but also believed that the Town should provide additional assistance to 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. **Planning:** Complete a Continuity of Operations Plan (COOP) for the Town. A COOP is a plan for continuing Town services for a 30-day period following a large disaster.
*Timeframe: COOP Completed
Annexes Completed.*
- E2. **Planning:** Complete a Pandemic Flu Plan for the Town.
Timeframe: Completed.
- E3. **Preparedness:** Conduct regular tabletop and field exercises to test and practice Town emergency plans.
Timeframe: Ongoing.
- E4. **Coordination:** Provide for optimal coordination with County, State, and Federal emergency management agencies.
Timeframe: Ongoing.
- E5. **Public Education:** Continue outreach to residents regarding how each can individually be better prepared for and effectively recover from a severe storm or other disaster.
Timeframe: Ongoing.

- E6. **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.

- E7. **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.

F. 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 made \$18 million in improvements to its antiquated water distribution system in Town between 2000 and 2005. The Town supervised some of this work to expedite the improvements and minimize expense. Preliminary plans have been discussed for the Barcelona Road subaqueous crossing but no work has been completed.

The City has addressed the Town Council concerning the safety of the water supply with respect to acts of terrorism. Proactive measures have been made by the City and detail has intentionally not been given in public.

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.

The Town has expressed concern with the quantity and quality of the water being delivered by the City. We are exploring ways to ensure more reliability either with the City or through independence.

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). This remains a possibility but may not be necessary if other alternatives are pursued. It also may be possible to minimize the capacity of a new plant if potable demands due to irrigation are reduced.

Water Supply Actions

- F1. **Water Supply** -- Town will continue to work with the City of West Palm Beach and other parties in exploring the development of more reliable quantity and quality of water supply for town residents and businesses. The Town will also continue to explore alternative sources of irrigation water.

Timeframe: Ongoing.

G. TRAFFIC & PARKING

The initial adopted Strategic Plan noted that increased traffic congestion and the perception of a parking shortage had become a source of aggravation for residents. This was one of the strongest and clearest messages conveyed by the residents who participated in the 2001 Community Forums. The Strategic Planning Board strongly recommended that the Town prepare and implement a Traffic and Parking Improvement Plan that provided a comprehensive approach to the issues.

In the spring of 2006 the Town Council commissioned the Palm Beach Traffic and Parking Improvement Plan to be prepared under contract by American Consulting Engineers, Inc. The Plan was formally presented to the Mayor and Town Council at their meeting on December 12, 2006, and vetted in detail in a series of Town Council Meetings that continued through summer 2007.

The Plan as presented was a comprehensive review of all known concerns relative to traffic and parking including an audit of traffic counts at mainland connection points and other locations, an audit of vehicular crash data, prior studies, controlled parking standards, comparison of the Town regulations to other municipal regulations, audit of parking regulations, audit of commercial parking areas and a Seaview Park/school area parking audit. Each area or problem analyzed also came with a number of recommended strategies to address the problems or concerns discovered by American Consulting Engineers, Inc. The Plan can be found on the Town's website or by calling the Town Manager's Office.

The outcomes from the Traffic and Parking Improvement plan have positioned the Town to be able to engage in effective parking management activities now and in the future. The Plan and plan development process identified opportunities to optimize utilization and convenience of publicly available parking through the following strategic enhancements approved by the Town Council:

- Supply/Demand analysis that confirmed and documented the sufficiency, or lack thereof, of existing on and off-street public parking supply.
- Operational improvements (kiosks, electronic chalking, zone parking, increased permit parking areas).
- Increased parking rates to fund program.
- Improved parking facility directional signage to enhance public awareness.

- Migration to two hour parking in commercial areas for customer and resident convenience.
- Amendment of disabled parking enforcement practices to comply with stricter state law.
- Strengthened regulations and enforcement related to construction project parking, including a “three strikes” rule that authorizes the Town to suspend a building permit on a project with multiple violations of on-street parking restrictions.
- Mandated record keeping by the Planning, Building and Zoning Department for traffic and parking related data collection requiring applicant quantification of the number of employees and number of off-street parking spaces for each commercial property seeking site plan review and/or special exceptions and/or variances.
- The ability to effect centralized parking management with real time data for decision making.
- The ability to alter rates based on demand, if needed.

Traffic & Parking Actions

- G1. **Parking Regulations:** Monitor the numerous recent changes in parking regulations and parking enforcement techniques, and make additional modifications, as needed.
- G2. **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: Implementation ongoing.

H. MANAGEMENT OF REDEVELOPMENT – COMMERCIAL

Little if any vacant land can be found in Palm Beach for new commercial development. Commercial investment, therefore, is limited almost entirely to redeveloping existing land uses. Care must be taken to see that commercial redevelopment occurs in a fashion that protects its residents and their neighborhoods from negative impacts caused by traffic and parking from off-island visitors to commercial sites, while at the same time providing a stable business environment.

During the past five years, the Town implemented a number of initiatives to address the issue of new commercial redevelopment:

- No “residential” to “commercial” rezonings have been allowed to occur.

- The Town adopted “formula restaurant” regulations that prevent national chain and/or franchise restaurants from being established in Palm Beach. By doing so, each new dining venue becomes unique to the community, satisfying Town-serving standards and alleviating undue traffic congestion.
- Nightclub regulations within the Zoning Ordinance were reviewed to address where and when live music is allowed, with particular emphasis on protecting adjacent residential areas.
- The Zoning Code was amended to prohibit drive-through facilities of any kind on Worth Avenue.
- The C-TS Zoning District was amended to essentially eliminate ground floor business offices from occupying ground floor space normally used for retail uses. A subsequent amendment allows for some limited ground floor offices if such land use trend is dominant in the immediate area.
- Recognizing the need to revitalize the greater Royal Poinciana Way Area, the Council retained the Treasure Coast Regional Planning Council to prepare a Master Plan that would guide commercial redevelopment into the future. The resultant “Citizens Master Plan” was completed in 2008 containing a wealth of ideas pertaining to land use treatment, traffic circulation, beautification, retailing and Code changes. Portions of the Plan have already been endorsed by the Council. It remains to be determined how much more, if any, of the Plan recommendations will be endorsed. Following an extensive notification process to residents throughout Town, the Planning & Zoning Commission held two separate public workshops (March 2009) at The Breakers for the purpose of inviting and obtaining public comment on four major redevelopment issues: density; lot coverage; building height, and parking. Work to amend both the Zoning Ordinance and the Town's Comprehensive Plan to allow for site-appropriate redevelopment remains on-going.

Because the need to carefully regulate commercial development is constant, the Town should continually monitor and proactively address new initiatives to promote a strong commercial sector that functions compatibly with all residential land uses. Issues which may need to be addressed in the next five years include:

- The Zoning 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.
- 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.
- The current mix of residential to commercial land uses in Palm Beach is slightly more than 90/10% respectively. Although the Town is strongly invested in preserving an idyllic residential environment, it is important that a climate of success exists so that desirable and necessary commercial venues can continue to thrive. Merchants increasingly voice the opinion that their profitability is waning. The Town must be careful to see that the current balance of retail shops, restaurants and specialty stores remain viable without relaxing standards to the detriment of neighborhoods.

Actions for Management of Redevelopment – Commercial

- H1. **Neighborhood Impacts:** Limit impact of commercial encroachments on neighborhoods by continuing to require neighborhood impact assessment for all residential-to-commercial re-zonings and increases in commercial intensity.
Timeframe: Ongoing.
- H2. **Commercial Development Limits:**
- (a) Review the adequacy of existing protective measures against unwanted forms of commercial development and add additional protections as necessary.
Timeframe: Any upcoming Zoning Season if so directed by Council
- (b) Explore ways to promote retention of small and independent Town-serving businesses.
Timeframe: Any upcoming Zoning Season if so directed by Council.
- 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.

- H4. **New Area Master Planning:** Implement elements of the Royal Poinciana Area Citizens' Master Plan that are in the best interests of the Town of Palm Beach. All Palm Beach residents were invited to attend two public workshops held at The Breakers Hotel in March of 2009 to discuss possible changes to zoning regulations governing density, lot coverage, building height and parking. On-going work is now in process to amend both the Zoning Ordinance and the Town's Comprehensive Plan to allow for site-appropriate redevelopment. Any and all final changes will require Town Council approval.
- Timeframe: Any upcoming Zoning Season if so directed by Council.*

I. MANAGEMENT OF REDEVELOPMENT – RESIDENTIAL

Because the Island is essentially “built-out,” residential improvement occurs in the form of 1) renovations and additions to existing homes, and 2) demolition/new home replacement. The biggest concerns pertaining to residential construction projects involve the issues of: noise, parking congestion in the streets, timeframe for completion, over-sizing, and architectural design.

During the course of the past five years, the Town has either studied or implemented a number of initiatives to address residential redevelopment in Palm Beach:

- * Cubic Content Ratios (CCR) have been analyzed on a block-by-block basis in several selected neighborhoods to determine its effect on producing new homes that are in scale with nearby, neighboring homes. 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.
- * The concept of building design incentives into the Zoning Code to allow greater siting flexibility was studied, then later eliminated from consideration.
- * Staff studied the idea of creating a historic or conservation zoning district for one unique area of Town. That area encompassed Seaview Avenue, Seaspray Avenue and Seabreeze Avenue. The Council has withheld taking action in this regard due to higher priority study items, limited resources and lack of neighborhood consensus.
- * Permissible timeframes for constructing buildings of all kinds was amended to provide a sliding scale of size/time deadlines for completion.
- * Identifying and preserving homes of the finest architectural heritage remains a vital goal. The Town continues to contract with a historic preservationist to promote and administer our Landmarks Program. Now in practice for thirty years, landmarking efforts have resulted in the protection and preservation of over 250 structures of all

kinds (residences being predominant).

- * The amount of landscaped open space has been increased in R-AA, R-A & R-B zones. Perimeter landscaping requirements have also been established.

Preserving, protecting and enhancing the Town's unique residential neighborhoods are issues of perpetual concern. Care should be exercised to see that long established neighborhood character remains intact as redevelopment occurs, being especially sensitive to the review and approval of ever-larger new homes. All redevelopment should be made to comply with the Town's Comprehensive Plan, including density limitations.

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 design with established neighborhood conditions.

a) **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. If tear-downs do prove necessary, give serious consideration to allowing reconstruction in the same footprint as a means of preserving neighborhood character and controlling density.

Timeframe: Ongoing.

- I2. **Comprehensive Plan:** Review and update the Housing Element of the State-mandated Comprehensive Plan to assure that proper care is taken to protect residential neighborhoods of all kinds.

Timeframe: Update data and analysis in 2010 – 2011.

Update Goals, Objectives and Policies as part of Evaluation and Appraisal (EAR) Process by April, 2016.

- I3. **Density Issues:** Review the appropriateness of Zoning text changes to the R-B zoning district, in comparison to R-A requirements, in order to create logical and just lot area, bulk, lot coverage, setback and height regulations.

Timeframe: Completed.

J. COASTAL PROTECTION

Palm Beach has actively been addressing coastal erosion since the Lake Worth Inlet jetties were constructed. The modern approach to coastal management began in 1986 with the Town Council authorized development of the Comprehensive Coastal Management Plan (CCMP).

The Town Council appointed the first Shore Protection Board in July 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 CCMP Update, dated September 1997. Thereafter, the Board oversaw an independent 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." In January of 1999, the first Shore Protection Board issued its final report making a number of recommendations to the Mayor and Town Council, including the implementation of the CCMP Update and appointing a "Beach Chief" to attend to all the issues of the beach and shoreline protection. The Shore Protection Board was dissolved shortly thereafter.

In 2008, the Town hired a Coastal Coordinator to satisfy the recommendation of the first Shore Protection Board with duties including permitting, project implementation, public relations, and gathering of historical and future monitoring data. Through the appointment of a Town Council member as the Town's representative for the Palm Beach Countywide Coastal Council in 2008, the Town has taken a leadership role to assist the County in important coastal issues including funding, lobbying, and permitting. The Town Council appointed the second Shore Protection Board in December 2008, to re-investigate and re-evaluate the current state of the Town's beaches, continued erosion, and the permitting climate. The second Shore Protection Board is currently reviewing the previous coastal projects, determining strategies and goals for the short term, and adaptive management and goals for the long term. The necessity of endorsing a new CCMP update is also being addressed by the current Shore Protection Board.

The following is a brief description of recent past and planned future efforts, pending Shore Protection Board recommendation and Town Council approval:

Port of Palm Beach

The Town has been negatively impacted by the construction of the inlet and jetties. The natural flow of sand was interrupted and the Town has suffered from long term deprivation of sand. This deprivation has not been fully compensated for by the on-going sand bypassing, placement of dredge material, or numerous Town sponsored beach fill projects. With Council approval, the Town filed suit against the United States Army Corps of Engineers (USACE) on February 4, 2009 for just compensation for beach property taken south of the Lake Worth Inlet as a result of the Federally maintained navigation waterway.

The Town, the Port, and the County (Tri-Party) are evaluating the possibility of a more direct involvement in the inlet dredging activities and associated placement of dredged sand. The Town is currently exploring the option of using the Tri-Party as a means to dredge the inlet sands for placement on the dry beaches without waiting for often delayed USACE operations. The idea of expanding the settling basin north of the inlet and establishing a settling basin south of the inlet will be explored.

Sand Transfer Plant

The existing plant is deteriorating and a rehabilitation is to be performed and completed before November 2009. The rehabilitation is Phase I of the two-phase renovation. Phase I consists of all interior and exterior components as well as a concrete and aesthetic restoration. Phase II is a modification to the operation which includes the installation of a second discharge pipe approximately 2500 feet south of its current location. The intent of this is to improve the down drift effects of bypass pumping through introducing the pumped sand into an area of higher sediment transport rate; therefore, outside the shadow of the south jetty during northeast wind and waves. The original discharge location, immediately south of the south jetty, will remain operative for the area to continue to receive a volume of material necessary to maintain a modest berm width.

Currently, the Sand Transfer Plant can only pump sand which falls within its reach, downdrift of an "L" groin. The "L" groin north of the Sand Transfer Plant limits the amount of sand that falls with the dredge pit. The Town is to explore options to have the "L" groin removed or modified.

The Town has actively been seeking 100% Federal reimbursement through the USACE through a Section 215 Agreement. To date, the Town has not been successful in receiving an agreement from the Corps with reasonable terms. The Town Council has advised Town Staff to continue renovation efforts for the Sand Transfer Plant absent of this agreement.

Reach 1-South Jetty to Onondaga Road

The Town continues to operate the Sand Transfer Plant and place the material within Reach 1. Previously, but not regularly, the Corps has placed dredged sand in the near-shore at no additional cost to the Town. However, nearshore placement is not as beneficial as placement on the dry beach, but it is better than losing the sand through offshore disposal. The Town plans to explore options that would require the USACE operations, through their State FDEP permit, to modify their disposal areas to place the inlet sands only on the dry beach.

Reach 2-Onondaga Road to El Mirasol

Phase II of the Sand Transfer Plant renovation's new discharge point will occur at the far north end of this reach. The new discharge location will enable pumped sands to better flow southward alongshore and benefit Reach 2. Not all sand pumped from the Sand Transfer Plant is to be placed at the new discharge location.

Reach 3-North Mid-Town, El Mirasol to Breakers Hotel

Construction of the Mid-Town beach renourishment project was completed in early 2003. An interim nourishment was performed at Mid-Town in 2006 in response to the shoreline erosion resulted from the 2004 and 2005 hurricane seasons. Physical and environmental monitoring continues. The next renourishment cycle is scheduled for 2014. Permit pre-application activities, including a look at viable offshore or inland sand sources, will begin to be addressed in 2009.

With differences in shoreline orientation, the various coastal armoring features, and natural resources, the coastal management measures both north and south of the Breakers Hotel may become disproportionate. A smaller-scale beach nourishment project north of Breakers will be explored to see if this portion of beach can be maintained without the need for a large-scale renourishment.

Reach 4-South Mid-Town, Breakers Hotel to Banyan Road

Construction of the Mid-Town beach renourishment project was completed in early 2003. An interim nourishment was performed at Mid-Town in 2006 in response to the shoreline erosion resulted from the 2004 and 2005 hurricane seasons. Physical and environmental monitoring continues. The next renourishment cycle is scheduled for 2014. Permit pre-application activities, including a look at viable offshore sand sources, will begin to be addressed in 2009.

The South Mid-Town area includes a series of coastal protection structures that complement periodic nourishment events. This area will likely continue renourishment cycles on a full-scale level to maintain permit required berm widths. A condition survey of the existing structures within the Mid-Town municipal beach should be performed to see if structural modifications are necessary. An evaluation of alternatives for a “hot spot” at the south end of the municipal beach will likely be performed. This location may be a good candidate for an isolated structure.

Reach 5-Banyan Road to Widener’s Curve

This area was originally planned as a conventional nourishment site. Projected hardbottom impacts would likely incur unreasonable mitigation costs. The area is benefitting from the successive projects in Reaches 3 & 4. Physical monitoring will continue in this area. A full-scale beach nourishment project may not be necessary in this area.

Reach 6-FDOT Revetment Area, Widener’s Curve to Sloan’s Curve

The erosion control structures located within this area will likely be evaluated if a Town-wide structures analysis is performed as a task within a CCMP update. The restoration, alteration, or abandonment of the structures within this reach is to be addressed.

Reach 7-Sloan’s Curve to Ambassador Hotel

2004 Emergency berm and dune restoration projects were completed in 2006 in response to storm losses. The construction of a truncated beach nourishment project was also completed in 2006. Physical and environmental monitoring is ongoing. The north end of Reach 7 continues to have a high sediment transport rate. The Town is readying to perform further analyses in this area in an effort to receive State and Federal permits for structures paired with beach sand placement. Early thoughts include segmented breakwaters or a series of groins. This project has been determined by the Shore Protection Board to be an immediate issue to resolve. The Town will address the north end of Reach 7 before the next scheduled renourishment cycle of 2014.

Reach 8-Ambassador Hotel to South Town Limits

2004 Emergency berm and dune restoration projects were completed in 2006 in response to storm losses. Environmental permit applications were submitted to the State and Federal agencies. A legal challenge was filed against the FDEP's intent to issue a beach nourishment permit for a truncated project. Hearings were held between August and October 2008. The Administrative Law Judge released his Recommended Order on March 2, 2009, with the recommendation given to the State of Florida Department of Environmental Protection to deny the permit for beach nourishment. Town Council decided not to continue the legal process and requested that the State withdraw the permit application. The State denied this request and has yet to make a final decision on permit issuance. The USACE provided a notice of intent to issue the Federal permit, but cannot supply it until State permit is issued.

The Shore Protection Board has decided to move forward with a conceptual thought of a new project in Reach 8 that would involve the use of erosion control structures. The determination to pursue the use shore-parallel nearshore breakwaters, shore-perpendicular groins, or another structural alternative has yet to be made. The Town is waiting to see the progress of the County's efforts to permit a breakwater project in Singer Island before considering involvement with the County's breakwater project in South Palm Beach.

State Funding

Staff has secured State participation to some degree in all of the Town's major projects. Participation has ranged from 12% to 90% of total project costs.

Staff has submitted project worksheets to FEMA for funding assistance associated with erosion losses at both Mid-Town (Reaches 3 & 4) and Phipps (Reach 7) as a result of Tropical Storm Fay in 2008.

Comprehensive Coastal Management Plan (CCMP)

The Shore Protection Board, appointed in December 2008, is currently evaluating the coastal program and may be recommending a new update to the current CCMP 1998 update. A 2009 update to the CCMP may include a Town-wide evaluation of the existing coastal structures (groins) and adaptive management methods.

Physical Monitoring & Sediment Budget

The Town annually surveys the onshore beach topography and offshore bathymetry. This data, as collected along each FDEP range monument profile, is now analyzed to track the movement of sand as it travels through the Town's beaches north to south. The sediment budget using the December 2008 survey data is to be received in April 2009. The sediment budget will assist in assessing project performance and the design of future projects.

Coastal Protection Actions

J1. Inlet Related Actions:

- a) Continue legal efforts to require the Federal government to compensate for beach losses resulted from the construction of the Lake Worth Inlet and the jetties.
Timeframe: Ongoing, litigation
- b) Pursue examination of cooperative effort with Port of Palm Beach and Palm Beach County for maintenance dredging.

J2. Sand Transfer Plant: Initiate construction of Phase I of STP renovation with this phase to be completed in December 2009. Initiate permitting efforts for Phase II in November 2009.

Timeframe: Phase I, Completed.

Phase II, By Year-End 2012. To be addressed by the Beach Management Agreement permitting process. Schedule to be determined.

J3. FEMA Dune Restoration at Mid-Town and Phipps: Truck haul placement of approximately 98,000 cubic yards of sand from upland source to replace losses from Tropical Storm Fay.

Timeframe: FY 2010, Project Worksheet Approvals and Permits Received.

November 2010 – March 2011, Placement of Sand. Completed.

J4. Coastal Protection Projects, Beach/Dune Nourishment with Structures: Couple a small scale beach/dune nourishment with nearshore/offshore structures.

Timeframe: 2013. To be addressed by the Beach Management Agreement permitting process. Schedule to be determined.

J5. Critically Eroded Beach Designation in Reach 8: Town Council, Shore Protection Board, and Staff to urge the Secretary for the State of Florida Department of Environmental Protection to designate all areas of Reach 8 as “critically eroded”. This designation will be helpful in obtaining coastal protection project permits as well as additional State and potential County funding.

Timeframe: 2011.

J6. Comprehensive Coastal Management Plan (CCMP) Update: The CCMP update may include, but not be limited to, scope, timing, funding for future coastal protection projects, and a long term financial plan for coastal projects. The Town Council requested that the Shore Protection Board provide a coastal program working plan for Staff to implement no later than November 2009.

Timeframe: Undetermined

- J7. Funding:** Intensify lobbying efforts and continue to seek Federal, State, County, and other agency funding to support the Town's coastal management program. Continue seeking FEMA assistance with the erosional losses of the Town's engineered beaches related to storm events.

Timeframe: Ongoing

K. STORM AND SANITARY SEWERS

Storm Sewers

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. In response, the Town staff improved its procedures for 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.

From 2003 to 2008 the Town completed the first 5 years of a planned 10 year, \$23 million improvement program for the drainage basins north of Wells Road. A bond referendum that would have funded the remaining 5 years was not approved by the voters so all work on this plan has stopped. The program was originally developed to address the areas of worst flooding first. The completed work improved the level of service for many residents.

Preliminary planning has begun to rehabilitate the existing storm water pump stations. It is necessary to determine the most effective types of pumps and emergency power systems that are available and how to integrate new technology in an existing system.

Systematic replacement of deteriorated corrugated pipe is also ongoing. The ongoing televising and repair of leaking storm drains should be completed.

Sanitary Sewers

The Town has undertaken a multiyear effort to rehabilitate the existing gravity sanitary sewer lines. This has dramatically reduced infiltration into the system and therefore reduced the treatment volume and related treatment cost. The lining will also increase the useful life of the pipes and reduce future capital replacement costs.

The Town's sanitary sewer forcemains are on the order of 50 years old and are approaching the end of their useful life. Preliminary planning for a townwide replacement program is underway. Consideration should be given to increasing the capacity of the

southern forcemain system to allow all sewage to be directed to the northern subaqueous crossing if it becomes financially advantageous to discontinue use of the Lake Worth system. This may lead to the need to increase pumping capacities at existing master lift stations. New technology may allow for increased capacity and a smaller required footprint for the facilities. The potential for reducing facilities in either Lakeside Park or Bradley Park should be explored.

The existing pneumatic system of small lift stations servicing a limited number of individual homes is over 50 years old and has reached the end of its useful life. A replacement program has been established and approved by Council to upgrade and convert these stations to private ownership. The existing sanitary sewer lift stations need to be upgraded and renovated to provide reliable service.

Storm and Sanitary Sewer Actions

- K1. **Storm System Pump Station Renovation:** Implement renovation program to assure continued reliability.
Timeframe: Ongoing through 2028.
- K2. **Storm System Corrugated Metal Pipe Replacement:** Complete replacement program.
Timeframe: Construction Scheduled for 2012.
- K3. **Storm Sewer Collection System:** Complete televising and repairing mains.
Timeframe: Construction Scheduled for 2012.
- K4. **Sanitary System Gravity Line Improvements:** Complete the ongoing lining of the sanitary system gravity lines.
Timeframe: Ongoing through 2020.
- K5. **Sanitary System Forcemain Replacement Program:** Complete the design phase and begin implementation of a new multiyear program.
Timeframe: Ongoing through 2020.
- K6. **Sanitary Sewer Pneumatic System:** Implement replacement program.
Timeframe: Anticipate completion 2013
- K7. **Sanitary Sewer Lift Stations:** Implement renovation program to assure continued reliability.
Timeframe: Ongoing through 2026.

L. FINANCIAL MANAGEMENT

Since the adoption of the original Strategic Plan, the following action items have been completed or have been initiated and continuously monitored on an ongoing basis:

- The FY2003 Balance Sheet was modified to reflect the requirements in GASB34.
- Wachovia agreed to make available its resources and credit department to quickly expedite any request for an emergency line of credit that the Town may require.
- A complete analysis of the Town's reserves is included in the annual budget document. The Town has used excess reserves for one-time projects and capital items.
- The Recreation Enterprise Fund (originally named the Leisure Services Enterprise Fund) was created by combining golf course operations with the marina, recreation center and tennis programs. This action provided stability in the golf budget and shifted the subsidy of the recreation center and tennis programs from the general fund to the enterprise fund.
- Staff continues to evaluate all options to determine the appropriate method to finance capital projects as required by Town policy.
- The Town distributes property tax information annually in the Annual Report and the Budget Document to inform citizens regarding the structure and components of local property taxes.

Other improvements that have been made to ensure prudent financial management and the fiscal health of Town assets since 2003 include:

Financial Reporting

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; and
- A Citizens' Financial 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.

Staff prepared a long term financial plan each year since FY03 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 5-year financial forecast. For FY2008, the long term financial plan was not prepared and in its place staff prepared a Comprehensive Review of Town Operations which identified opportunities for cost savings in response to state imposed property tax limits. In early 2009, a Long Term

Financial Plan was prepared using the FY2009 budget as a baseline with forecasts for FY10 - FY14. The forecast identified weakening revenues due to the current economic environment and deficits in FY12 and FY13 due to the decline in revenues and increasing personnel costs. The forecast did not include funding for capital or coastal projects which need to be financed in the future.

The Finance and Taxation Committee, staff and citizens are collaborating to review department operations and identify potential cost savings. The current financial market conditions have caused significant losses in the pension funds and a review of compensation and benefits is included in the examination of cost containment alternatives.

A new financial software system has been implemented, allowing for more efficient and accurate processing, electronic approvals, improved tracking of information and documents, and Townwide access to financial information.

Investment of Town Funds

The Town Council appointed an Investment Advisory Committee in 2002. The committee reviewed and modified the investment policy for the Town's surplus funds. The Committee continues to oversee the investment of the Town's surplus funds and the investment of the funds held in the OPEB trust.

Financial Policies

Since August 2001, the Town Council has adopted fifteen (15) 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.

Pursuant to adopted policy, the undesignated fund balance for the General Fund is to be maintained at a minimum level of 25% of current year General Fund budgeted expenditures. This minimum level is to be maintained to protect the Town against economic downturns, temporary revenue shortfalls, unexpected one-time expenditures and for tax rate stabilization purposes. The Town has exceeded the 25% level every year since policy adoption. Excess balances have been used to fund one-time expenditures when appropriate.

The Town has adopted policies to establish equipment replacement funds for the General Fund and the Recreation Enterprise Fund, which are used to fund the replacement cost of existing equipment, vehicles and computers when they reach the end of their useful life. These reserves significantly reduce budgetary fluctuations due to purchases of large pieces of equipment and have eliminated the need for borrowing for large capital items. During the past few years, these reserves have allowed the Town to replace equipment on schedule even through times of financial stress, when many communities, are postponing capital purchases in order to balance their budgetary needs.

The Town established the OPEB trust in FY2007, utilizing the Health Insurance Fund reserves. This trust funded a portion liability for actuarially determined costs of retiree health benefits. New GASB standards required that governments account for retiree health benefits in a manner similar to retirement benefits. The initial deposit of \$16,000,000 into the fund allowed for the reduction in the actuarially determined annual contribution for benefits. The Town is well ahead of other government agencies across the country in the funding of this liability.

All reserves of the Town are at or over policy established minimums. The financial strength of the Town can be measured by the health of its reserves. The rating agencies look closely at the fund balance levels and the financial policies in place when rating a municipality. During FY2003, when the rating agencies reviewed the Town's credit ratings, they cited the Town's healthy reserves, solid fiscal policies, and conservative and solid management practices as some of the reasons to upgrade our bond ratings. Both Moody's Investors Services and Standard and Poor's have assigned AAA ratings for General Obligation issues and Revenue Bond ratings of AA+ for Standard and Poor's and Aa1 for Moody's Investors Service.

The response to and recovery from multiple hurricanes did not cause any reserve balances to decline below the minimum established by policy. The Town's healthy reserves allowed us to "weather the storms" without having to borrow funds.

Property Tax

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, less than \$20 returns to the Town; more than \$80 provides services elsewhere in the County. Since 2003, the Town's millage rate has decreased by 20%. The chart below identifies the savings to a homesteaded property owner over the 7 year period.

Reduction in Town Taxes (FY2003 - FY2009) on Homesteaded Property: \$824

Fiscal Year	Save Our Homes Cap	Taxable Value	Taxable Value Less Homestead	Millage Rate	Town Taxes
FY2003	N/A	\$3,000,000	\$2,975,000	4.0541	\$12,061
FY2004	2.40%	\$3,072,000	\$3,047,000	4.0529	\$12,349
FY2005	1.90%	\$3,130,368	\$3,105,368	4.0287	\$12,511
FY2006	3.00%	\$3,224,279	\$3,199,279	3.9080	\$12,503
FY2007	3.00%	\$3,321,007	\$3,296,007	3.7273	\$12,285
FY2008	2.50%	\$3,404,033	\$3,379,033	3.3637	\$11,366
FY2009	3.00%	\$3,506,154	\$3,456,154	3.2512	\$11,237

In FY2008 and FY2009, the State Legislature imposed property tax reform measures on local governments. These measures forced the Town to cut its FY07 millage rate by 5% for the FY08 budget and limited the increase for FY09 to the rolled back millage rate plus personal income growth. Both of these reforms forced the Town to reduce costs and develop alternative revenue sources to offset the loss of revenue. In addition, the Town utilized reserves to fund important one-time expenditures in order to stay within the State imposed caps.

Financial Management Actions

- L1. **Fund Balances:** Reassess and, as necessary, adjust Town policy regarding fund balances and reserves. Any proposals to reduce town reserves should be reviewed carefully for their implications on the Town's bond ratings. It is especially important during these times of property tax reform and economic uncertainty to have healthy reserves available to be able to accomplish projects and provide a cushion against a lower revenue base.
Timeframe: Ongoing.
- L2. **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. Prepare an analysis of financing options for the 20-year CIP and coastal projects for consideration by Town Council.
Timeframe: Ongoing.
- L3. **Golf Course:** Assess the financial condition and structure of golf course operations. The upcoming restoration of the golf course will include a deep well from which brackish water will be drawn to irrigate the golf course. All vegetation, grass, trees, etc. will be selected according to their tolerance of brackish water.
Timeframe: Completed.
- L4. **Property Taxes:** Continue to monitor the State Legislature's proposals for property tax reform. Continue to be proactive in addressing the budgetary impacts of any new reform measures. Monitor all county property taxes.
Timeframe: Ongoing.