

Public Notice

Notice is hereby given that the

Village Council

will hold a Workshop Session for the purpose of Strategic
Planning

- **Thursday**
- **February 13, 2025**
- **Immediately following the
Village Council Regular Session**
- **Village Hall**
- **Council Chambers**

Village of North Palm Beach Strategic Planning Workshop

Agenda:

- **Municipal Strategic Planning**
- **Role Clarity: Council vs. Management**
- **Village of North Palm Beach Strategic Plan**
 - **Review existing plan**
 - **Vision & Mission Statement**
 - **SWOT Analysis**
 - **Themes & Objectives**
 - **Items to update (Council Exercise):**
 - **Strategic Initiative Prioritization**



Municipal Strategic Planning

Definition:

Municipal strategic planning involves setting goals, prioritizing initiatives, and allocating resources to address current and future challenges within a municipality.

Importance / Benefits:

- Enhanced Efficiency: Streamlines operations and resource allocation
- Improved Decision Making: Based on data-driven insights and stakeholder input
- Increased Accountability: Clear objectives and monitoring mechanisms hold stakeholders accountable
- Better Service Delivery: Aligns services with community needs and priorities
- Sustainable Development: Balances economic, environmental, and social considerations for long-term viability

Council / Manager Form of Government:

Under the council-manager form, there is a clear distinction between the administrative role of the manager and the political and policy roles of the governing body. The day-to-day operations of the local government organization reside with the appointed manager, allowing elected officials to devote their time and energy to policy development and the assessment of the effectiveness of those policies within the community.

While the council sets the strategic direction and provides oversight, the management team is responsible for translating that vision into actionable plans and executing them efficiently. Collaboration and communication between the council and management are crucial to ensure alignment, transparency, and accountability throughout the strategic planning process.

Key Components of Municipal Strategic Planning

Council Driven:

1. Vision and Mission Statement:
 - Vision identifies the direction and desired future state.
 - Mission identifies the core purpose.
2. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats):
 - Identifies **internal** strengths and weaknesses as well as **external** opportunities and threats.
3. Initiative Identification and Goal Setting:
 - Establishes specific, measurable, achievable, relevant and time-bound objectives.

Management Driven:

4. Action Plans:
 - Outlines strategies and tactics to achieve the established goals.
5. Resource Allocation:
 - Allocates financial, human, and technological resources to support initiatives.
6. Monitoring and Evaluation:
 - Tracks progress, measures success, and adjusts strategies as needed.

Village of North Palm Beach Strategic Plan...

In 2019, the Village embarked on a multi-year Strategic Planning process with each subsequent year representing a cycle of improvement. The strategic planning process is the framework by which the Village develops coordinated strategic projects that ensure available resources are invested, aligned, and advance the Village's goals and objectives. With proper funding and through the deployment of the plan, strategic projects are pursued, tracked, and ultimately measured for success.

2019

Year 1, 2019, presented opportunities for the Council, Management, and Staff to review the long list of projects and begin prioritization and alignment to the existing Vision and Mission. This set into motion a means to communicate and demonstrate a commitment to the vision and values, set a focus for customer and workforce engagement and create an emphasis on action to achieve the mission.

2020

In 2020 Council and Staff added a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to the prioritization and alignment of existing projects. A SWOT Analysis focuses on the key internal and external factors that may affect the Village. It's a way of looking at key influences so that you can leverage them to your advantage (Strengths and Opportunities) or mitigate their risks (Weaknesses and Threats).

2021-2023

In 2021, the Council reviewed the Vision, Mission, and Objectives with an intent to clarify and better articulate expectations for the future state of the Village and the priorities for achieving the Vision. This, in turn, communicates direction for staff and the desired alignment of proposed projects, initiatives, and services to the community. In 2023, Council focused on refining the themes and objectives.

2024

In 2024, the Council updated the SWOT and completed a strategic initiative prioritization exercise. The process of reviewing and ranking strategic initiatives aims to identify projects that provide tangible value to the community.

The Current Strategic Plan for the Village is presented in the following slides...

Vision and Mission Statement

Vision:

To sustain and enhance North Palm Beach as the “best place to live under the sun” through superior services, small Village character, and quality amenities.

Mission:

North Palm Beach will provide unparalleled amenities and innovative approaches to meeting the needs of our unique community. Services shall be delivered in a fair, respectful, and professional manner. We will protect and enhance our natural resources, provide excellent public safety, and maintain a vibrant physical, social, and economic community.

Core Values:

Core values form the foundation on which the Village performs its work and conducts itself. They describe how the Village believes it should act and how those beliefs should be reflected in its actions. The Village creates exceptional public service through:

- Our People: We care about our people and actively advocate diversity, safety and personal growth.
- Continuous Improvement: We are committed to excellence and professionalism.
- Integrity: We are transparent, honest, ethical, and have respect for all people.

Themes & Objectives

Strategic themes are the main, high-level business strategies that form the basis for the Village's business model. They provide structure, support, and often boundaries for our strategy. More importantly, they define our business strategies and business model. They support the execution of our mission in attainment of the Vision.

In 2021, Village Council identified the following themes, defined what they mean, and further provided one or more broad objectives within each theme.

1. **All Neighborhoods as Safe and Desirable Places to Live:** Every neighborhood in the Village will be a place where we and our families would want to live.
 1. Deliver excellent public safety and continue to be one of the safest cities in Florida.
 2. Promote and maintain the Village's aesthetics and beauty in keeping with our character.
 3. Maintain codes and ordinances in keeping with community values and needs.

2. **People and Organizational Performance:** Optimize processes and operations to deliver value and efficient services.
 1. Recruit and retain qualified staff.
 2. Financial Sustainability and Fiscal responsibility: Allow the Village to thrive over the long term through a diversified tax-base and efficient management of all organizational resources.
 3. Ensure Village departments and services are responsive to the community and are equitably and efficiently delivered.

Themes & Objectives (continued)...

3. **Quality of Life:** Providing unsurpassed amenities and programming, efficient and reliable infrastructure, preservation of safety, and community well-being.
 1. Provide safe, clean, well-maintained, and dependable infrastructure and transportation.
 2. Offer and maintain top-quality and market-driven amenities and programming.
 3. Recognize and capitalize on our community's essential and unique natural assets, especially our waterways.

4. **Economic Vitality:** Encourage commercial services and retail offerings that complement our community's requirements and expectations.
 1. Recruit and support businesses.
 2. Guide quality redevelopment to attract new businesses while serving our existing businesses

5. **Community Engagement:** Building trust and relationships to inspire citizens to become involved in the community.
 1. Effectively communicate to and connect with residents.
 2. Expand active involvement of residents in community events and efforts.

6. **Community Culture and Character:** Preserve and honor the small Village character, culture, and charm of North Palm Beach.
 1. Conserve and secure our quality of life in keeping with our values and small Village character.
 2. Manage growth and re-development effectively to reflect and maintain our values and small Village character.

SWOT Analysis (Updated 2024)

Strengths	Weaknesses	Opportunities	Threats
Amenities & Recreational Opportunities	Reputation for being business-unfriendly	Promote Golf Cart Accessibility	Legislative / Erosion of Home Rule
Safest City in Palm Beach County	Aging, outdated infrastructure & inefficient facilities	Business Engagement	Climate-Related Environmental Challenges
Talented & Dedicated Leadership and Staff	Outdated Codes	Enhance Communication	Shortage of Affordable Housing
Ascending Property Values	Employee Recruitment / Retention	Community Participation	Economic & Inflationary Pressures
Superior Service	Lack of Revenue Diversification	Increase use of technology for operational inefficiencies	Mission Creep
Waterfront Connectivity	US1 Corridor Vacancy / Signage	Engage Waterfront	
Community Engagement		Pursue Annexation	

Strategic Initiative Prioritization

Strategic Initiatives are differentiated from normal Operational Projects in that they are closely linked to moving the Village forward towards the Vision and Mission. They are tightly coupled to your Strategic Goals and they may assist the Village in leveraging opportunities or mitigating risks identified in this year's SWOT analysis. They are finite in their duration. They have a defined start and finish date at which point they may be logged as completed or completed & operationalized.

The initiatives list currently consists of **70** items, including:

- 6 completed
- 7 ongoing
- 22 in-progress
- 35 current and newly proposed projects by staff.

Completed Initiatives

The following projects were on the strategic initiative list and have been completed.

Description	Comment
Construction Site Manual with Code Update to enforce requirements	Ordinance adopted January 9, 2025
Adopt Impact Fees	Ordinance was adopted August 22, 2024 with 90 day stay. Fees are being applied
Increase Code Officer pool	A Marine Code Officer was added during the Fiscal Year
Renovate dry storage area with new wall, resurface parking, striping & trailer parking	Dry storage completion anticipated March 2025
Aggressively pursue Annexation	2024
Golf Course Pond Bank Stabilization: littoral shelf with plants	Pond Banks finished FY25

Ongoing Initiatives

The following projects were on the strategic initiative list and have been integrated into ongoing operations. They will be rolled off the strategic initiatives list.

Description	Strategic Theme	Department	Comment
Continue / expand law enforcement efforts related to liveboards, derelict vessels and Lagoon protection, update and strengthen codes as necessary	All Neighborhoods as Safe and Desirable Places to Live	Police	Additional staffing has been received and a task force with surrounding agencies has been created. This will continue to be a priority.
Police Recruitment Initiative	All Neighborhoods as Safe and Desirable Places to Live	Police	Recruitment efforts have expanded to ensure that we receive and process a diverse population of candidates as previous goal was proving to be a challenge.
Increase License Plate Recognition (LPR) deployment	All Neighborhoods as Safe and Desirable Places to Live	Police	FLOCK System; Camera deployment has increased and will continue to increase over time

Ongoing Initiatives (continued)...

Description	Strategic Theme	Department	Comment
Develop more recreation programming options	Community Engagement	Parks & Recreation	Garden Fest; Heritage Kickoff Party & Golf Cart Parade; Earth Day/Bird Village; Additional classes; Power Squadron; NPY Symphony; Garden Club; Winter Camp; School's Out Camp Dates; BMX Event
Process refinement (Work Innovations Program)	People & Organizational Performance	All Departments	GIS; Online Permitting Software; MUNIS Workflow; NeoGov
Explore new water-focused recreational events like Paddleboard/Kayak Parades or Trash Tournaments (fishing for trash) to enrich community engagement	Community Engagement	Parks & Recreation	Operational Programming
Village Marketing and Branding Program	Community Culture & Character	Village Manager	Zencity

Projects Currently in Progress

The following projects were included on the strategic initiative list and are currently in various stages of completion. Each of these projects was considered a high priority at some point. Certain initiatives may require additional funding. Once completed, they will be gradually removed from the strategic initiatives list over the next few years.

Description	Status
Parking Code Update – swale parking, vacation rental parking, etc.	Village Attorney/CDD worked on ordinance; On Hold
Public Works Complex: reinvest or relocate	In the due diligence phase for a property purchase
Assessment of Village Facilities	Staff to engage consultant to formalize budget costs associated with the plans
Country Club / Emergency Response Generator	Grant funding was denied. Going to attempt another grant once the vulnerability assessment is completed

Projects Currently in Progress (continued)...

Description	Status
Prosperity Farms Road/bridge improvements in accordance with the Master Plan; collaborate with Palm Beach County	Project waiting on permit approval from SFWMD
Osborne Park Master Plan (renovation / expansion / repurposing)	Will be included in FY2027 CIP
Community Center Master Plan (renovation / expansion / repurposing)	Will be included in FY2026 CIP
Develop a Neighborhood Plan; focus on engaging neighborhood leaders to identify priorities	Re-establishing Neighborhood Enhancement Team
NPB/PBG Coordination for Congress Avenue Industrial District	ITB for Phase A pending contract award Feb 4, 2025
Lighthouse Drive Bridge Replacement and Traffic Calming; Traffic Calming in accordance with the Master Plan. Evaluate Lighthouse/Alt A1A intersection to facilitate the right hand turning movement.	Bridge replacement design has begun. Design and permitting expected to last 2 years

Projects Currently in Progress (continued)...

Description	Status
US 1 Bridge Replacement/ Improvement Plan; collaborate with FDOT	Construction begins February 2025
Policy decision for lane repurposing on US1 in accordance with the Master Plan	TPA funding allocation in FY2029
Develop Plan for Alley Improvements; maintenance and design	Alleyway wall design nearing completion. Construction pending utility coordination.
Street Lighting Assessment & Prioritization / Street Lighting Uniformity	Working with FPL
Review and update US-1 / CMU as necessary to promote appropriate development and prevent inappropriate development along US1 Corridor	Consultant hired for sign code. Expect Ordinance to be adopted by end of Fiscal Year

Projects Currently in Progress (continued)...

Description	Status
Study and consider additional measures to address sea level rise adaptation, sustainability planning, and encourage green building practices	Vulnerability Assessment underway. Completion date anticipated June 2025
Install Fire Hydrant at Village Marina Anchorage Park	Will be included in FY2026 CIP
Purchase and installation of a pool slide to enhance pool amenities	Will be included in FY2027 CIP
Reconstruction of Anchorage Park South Marina	Design was included in FY2025 CIP; Construction will be included in FY2027 CIP
Enhance Bird Village with irrigation and set up compost/soil storage for the Community Garden to boost environmental and community projects	Work ongoing; anticipated completion in FY25
Marina Drive Streetscape Improvements	Street repair to happen second half of FY 2025
Identify additional resources to address the challenges associated with homelessness, mental health, and substance abuse	Partnership agreement with Health Care District

Village Council Input for Strategic Initiative Prioritization

Council Exercise

The following **35** initiatives originated from the original 2019 list, were added over the past five years by the council, or were recently proposed by staff.

Strategic Theme: All Neighborhoods as Safe & Desirable Places to Live

Council Exercise

Every neighborhood in the Village will be a place where we and our families would want to live.

Department	Description	Staff Comment	Council Rank
Community Development	Consider the creation of a bikeway network master plan per Comp Plan	Need Council direction and possible funding	
	Consider the creation of an Urban Forestry Plan to guide tree care, maintenance and improvement to manage and provide for maximum, long-term benefits to the Village per Comp Plan	Need Council direction and possible funding	
	Develop a Vision Zero implementation plan that utilizes partnerships and includes necessary legal, policy, equity, and resource considerations	Low Priority Item / Coordination required with TPA	
	Review and update codes related to accessory storage structures (sheds), etc.	Need Council Direction. Proposed Workshop February / March 2025	
	Review/Refine Commercial Development Code	Need Council Direction and Funding	
Fire Rescue	Implications of the Tri-party automatic aid agreement and need for Department growth	Need Council Direction and Funding	
Parks & Recreation	Repurposing Anchorage Park – Addition for indoor activities	Need Council Direction and Funding	
Police & Fire	Future expansion of fire, rescue, and police services, including a new substation for fire, police, and marine operations.	Will depend on future growth/development; Should be eliminated	
Public Works	Commercial Drainage into Waterway	Should be eliminated based on existing state regulations	
	Development of plan for Undergrounding power lines/5G technologies/Natural Gas	Waiting on FPL for opportunities for undergrounding	
Village Manager	Develop a beautification project for US1 after the lane repurposing pilot project for US1 is successfully completed	Long Term Low Priority Item / Will Need Funding	

Strategic Theme: Community Culture & Character

Council Exercise

Preserve and honor the small Village character, culture, and charm of North Palm Beach.

Department	Description	Staff Comment	Council Rank
Community Development	Consider the creation of an Interlocal Service Boundary Agreement with the County per Comp Plan	Need Council direction and possible funding	
	Study and consider a historic preservation plan to encourage and promote the preservation of the historic character of older neighborhoods and the preservation of individual historic structures per Comp Plan	Need Council direction and possible funding	
Parks & Recreation	Public Art Space	Requires Code Revision and Funding	
Village Council	Meeting Civility Guidelines	Staff recommends to eliminate	
	Northlake Blvd Waterfront Redevelopment: Assess housing, consider redevelopment, rewrite Code, provide Riverwalk/boardwalk, activate waterfront	Long Term Low Priority Item / Will Need Council Direction & Community Involvement	
Village Council / Village Manager	As the 2016 Citizens Masterplan approaches its 10-year mark, management recommends updating both the Masterplan and the Strategic Plan to reflect progress, community input, and future needs, ensuring a clear vision for the next decade.	Need Council Direction and Funding	
Village Manager	Environmental - Take opportunities to purchase more land for green space/public use	Need Council Direction / Village is Built Out	
	US1 North of Parker Bridge: Design Charette (TCRPC engagement)	Need Council Direction & Funding. Will also require community involvement	

Strategic Theme: Community Engagement

Building trust and relationships to inspire citizens to become involved in the community.

Department	Description	Staff Comment	Council Rank
Country Club	Tiki bar on ICW: Partnership with Restaurant Operator	Needs Funding; Staff recommends to eliminate	
Parks & Recreation	Establish a Youth Council Committee	Will require funding for additional staff	

Strategic Theme: People & Organizational Performance

Optimize processes and operations to deliver value and efficient services.

Department	Description	Staff Comment	Council Rank
Country Club	Develop a hybrid compensation structure that integrates municipal pay study benchmarks with private sector competitiveness to attract and retain top talent, ensuring financial sustainability and supporting the club’s long-term growth and service excellence.	High Priority: Need Council Direction	
Village Council	Initiate Charter Review Process including discussing changes to Council terms	Council to establish a Charter Review Committee	

Strategic Theme: Economic Vitality

Encourage commercial services and retail offerings that complement our community’s requirements and expectations.

Department	Description	Staff Comment	Council Rank
Community Development	Update Market Study on Village's business health and implement business strategy	Need Funding	
Country Club	Address Club parking challenges by relocating tennis courts to expand the existing lot or construct a multi-level parking garage.	Need Council Direction & Funding (Lack of parking #1 threat and #1 weakness of Club) Possible Site: Tennis property or Range Lot; High Priority to ensure financial sustainability of country club.	
	Ensure viability of country club and restaurant. Develop Strategic Plan that includes marketing, management, fees	New restaurant partner in place thru 2029; Strategic Plan in conjunction with Village Strategic Plan TBD	
Village Council	Set policy to encourage development of affordable retail	Will need funding to hire an Economic Development Consultant	

Strategic Theme: Quality of Life

Council Exercise

Providing unsurpassed amenities and programming, efficient and reliable infrastructure, preservation of safety, and community well-being.

Department	Description	Staff Comment	Council Rank
Community Development	Bank Stabilization Regulations: Earman River/C-17	Need Council Direction; Private matter	
	Evaluate opportunities to enhance sustainability, energy efficiency, and renewable energy	Need Council Direction and Funding	
Country Club	Expand member wellness and recreation options at the Country Club (e.g., add a small 4-6 lane lap pool, develop a Fitness Center, and explore the addition of pickleball courts)	Need Council Direction and Funding	
Parks & Recreation	Pickle ball at Lakeside Park	Needs Funding & Community Involvement; Staff recommends to eliminate	
Public Works	Consider additional resident parking at Lakeside Park	Needs Funding & Community Involvement; Staff recommends to eliminate	
	Consider living shoreline projects in NPB (e.g., Monet Road instead of seawall repair) or partner with PBC for a project near Jack Nicklaus bridge	Need Council Direction and Funding	
	Swale / Drainage Landscape Uniformity	Need Council Direction	
	Twelve Oaks / Lagoon Pollution	Need Council Direction to determine type of pollution to be addressed (boat / stormwater)	

Village Council Input for Strategic Initiative Prioritization

Council input is needed to prioritize and add to the initiatives to set the strategic plan in an ongoing basis. When prioritizing, please score on a 0 to 5 scale:

- Score 5: High [Council members may only rank 5 items with a score of 5]
 - Something that is necessary or mandatory to be done to fulfill the mission of the Village.
 - Time Sensitive, has definite deadlines for completion (i.e. grant projects or state projects)
 - Consider funding earlier rather than later
- Score 4: High but less urgent [Council members may only rank 10 items with a score of 4]
- Score 3: Medium
 - Something that is necessary or mandatory to be done to fulfill the mission but not time sensitive and doesn't have a deadline for completion
 - Consider funding in 3-5 years
- Score 2: Low
 - Can be done at any time without compromising the project or outcomes
- Score 1: Very Low
 - While not necessary, it may be a "nice to have" or a value add to the community or organization
 - Consider eliminating or moving out several years
- Score 0: Eliminate
 - If a need arises in the future, these can be brought back for evaluation

Next Steps

Pre-Council Meeting Tasks:

- **By 2/18/25:** Council members submit new strategic initiatives to the Village Deputy Manager, each with a 2-3 sentence justification.
- **By 2/21/25:** Village Deputy Manager compiles and distributes the updated initiative list for Council ranking.
- **By 2/24/25:** Council submits ranked initiatives to the Village Deputy Manager.
- Village Deputy Manager tallies results. Initiatives receiving three 0's will be eliminated.
- Village Management team reviews top-ranked initiatives and develops an implementation plan.

Next Council Meeting (2/27/25):

- Present results and staff recommendations.
- Open discussion for Council input.

Questions?

