

Strategic Plan Development

Town of Palm Beach



PALM BEACH
Florida



Agenda

1. Gain Consensus on SWOT
2. Critical Success Factors and Core Competencies
3. Introduction to Vision and Mission



SWOT ANALYSIS

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STRENGTHS

1. Town Government, working in partnership between residents, elected officials, and staff, is responsive to community needs.
2. A variety of cultural, recreational, transportation, health care and educational amenities are available within Palm Beach and neighboring communities.
3. The community is engaged and supportive.
4. Palm Beach provides a safe and secure Town through Police and Fire departments.
5. The Town is financially solid and in a position of financial sustainability.

OPPORTUNITIES

1. Regional opportunities may be leveraged to increase access to amenities: Cultural, Transportation, Recreation, Health Care, Education.
2. The Palm Beach community is supportive and generous in its philanthropic support of the Town.
3. The Town can “lead by example” through policy and education on environmental impact issues and concerns.
4. Emerging and desirable technologies may, through thoughtful management, present opportunities for partnerships and/or mitigation of existing or new challenges.

WEAKNESSES

1. Mobility, Traffic, and Parking are adversely impacted by increase in people, autos, and bicycles.
 - This creates an impact to the “Palm Beach Way” defined as kind, polite, and slower paced.
2. The Town code is outdated, inconsistent, and does not represent the Town’s historic character.
3. There is a lack of access to in-town amenities such as cultural, transportation, recreational, health care, and educational.
4. There is a lack of data for decision making.

THREATS

1. Natural (climate change, sea level rise, hurricanes, etc.) and man-made (pesticides, for example) environmental conditions represent threats to the Town.
2. The current water utility service and contract represents an insecurity in availability and quality.
3. The current political environment is eroding home rule, producing unfunded mandates, and resulting in a dependence on other governmental entities.
4. The influx of non-residents adversely impacts quality of life and burdens the Town’s limited infrastructure capacity.

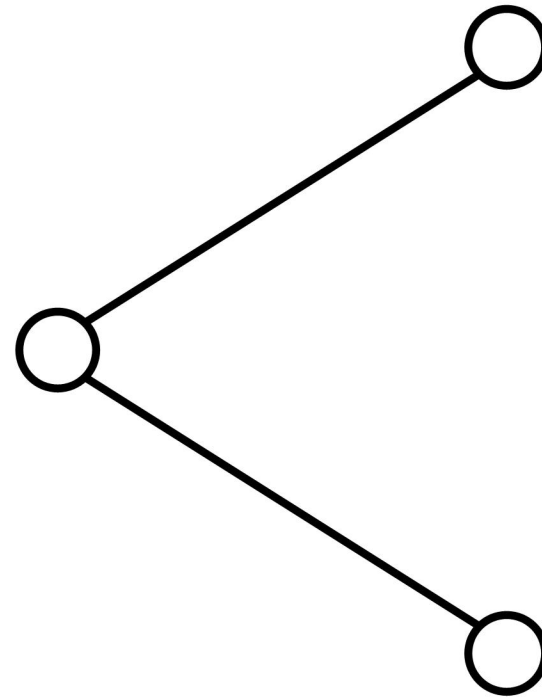


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Critical Success Factors

Critical success factors (CSFs) are the things the organization must do or the criteria it must meet to achieve its mission and be successful in the eyes of its key stakeholders.

EXAMPLE: Sound Fiscal Management



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Breakout Discussion: Critical Success Factors

Group 1

Mayor Moore, Kristen Kelly Fisher, Peter McKelvy, Michael Pucillo

1. Safe, Clean, On-demand Drinking Water
2. Responsive Town Government
3. Community Culture and Character

Group 2

Elizabeth Dowdle, Skip Aldridge, Nikki McDonald, Katherine Ostberg, Michael Reiter

1. Proactive Management for Environmental Threats
2. Sound Fiscal Management
3. Quality of Life

Instructions:

Your group will have 10 minutes to discuss each item (30 minutes total for the exercise).

The outcome is a definition of what that means. Limit the definition to 3-4 sentences and/or bullets. Keep it general and high level.

NOTE: This is not problem solving!

Choose a spokesperson to debrief your “definitions and meanings” to the other group.



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MISSION

A mission defines
your purpose

VISION

A vision extends your
mission to an ideal
future state

Vision

- Vision is time bound. It looks forward in time to “visualize” what you want to be as a community at the end of that time frame, typically 10 -20 years. It describes the “Future State” of the community.
- It communicates the organization’s purpose to all employees, residents, business owners, and visitors.
- It needs to be specific so everyone knows if their work is moving the community in the direction of the vision.
- It needs to be inspirational. It expands your capability and capacity beyond the status quo.
- Your Vision becomes your identity.

A Legacy Worth Keeping

Hilton Head Island: Our 2020-2040 Vision - Reinventing Sustainability... Again! To focus on revitalization and modernization, and to build an inclusive and diverse community.

City of Sarasota: A world-class community and treasured destination, with enduring natural beauty, charm, and diversity

The City of Miami Beach will be:

- Cleaner and Safer
- More Beautiful and Vibrant
- A Urban and Historic Environment
- A Mature, Stable Residential Community with Well-Improved Infrastructure
- A Cultural, Entertainment, Tourism Capital and International Center for Innovation and Business While Maximizing Value to our Community for the Tax Dollars Paid

The City of Beverly Hills...

- Offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors
- Is a world-class community, offering an extraordinary environment, activities, and events
- Is known throughout the region, state and nation as a leading edge, innovative community in its government, business, and technology programs
- Is committed to being the safest city in America
- Is known internationally for its alluring and distinctive hotels, retail stores, restaurants, and entertainment and headquarter businesses



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Mission

- Your mission statement is your “North Star”. It lays out how you’re going to achieve your vision.
- It provides a framework for establishing your organizational culture.
- It helps keep you focused on your strategy.
- It establishes your organizational image.

Staff's
Vision
Statement

The Town of Palm Beach delivers the highest quality service by continuously improving and always striving to be the standard by which all others are measured. Our town:

- *Rich in history...*
- *Rich in service...*
- *Always exceptional!*

Hilton Head Island: The Town of Hilton Head Island's mission is to promote the health and vitality of the community we serve through ethical and inclusive programs, policies and actions.

City of Sarasota: To create this future, our Mission is to provide: High-quality services to our residents, businesses, and visitors, while safeguarding our natural resources and building a prosperous community.

The City of Miami Beach: We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.



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Pre-work for Next Meeting

1. Review the Town's current Vision statement and the Staff's current Vision statement.
2. Research vision and mission statements from other quality communities for ideas.
3. Be prepared to discuss and come to consensus on any changes you'd like for both Vision and Mission.



Next Meeting:
April 21, 2022, 9:00 a.m.
Town Hall



Strategic Planning Process



THANK YOU!