



SPECIAL TOWN COUNCIL MEETING AGENDA

September 16, 2025 at 12:00 PM

Council Chambers – 340 Ocean Drive and YouTube

NOTICE: If any person decides to appeal any decision of the Town Council at this meeting, he or she will need a record of the proceedings and for that purpose, he or she may need to ensure that a verbatim record of the proceedings is made, such record includes the testimony and evidence upon which the appeal is to be based. The Town does not prepare or provide such record. ***Persons with disabilities requiring accommodations in order to participate in the meeting should contact Caitlin E. Copeland-Rodriguez, Town Clerk, at least 48 hours in advance to request such accommodations.***

The meeting will be broadcast live on The Town of Juno Beach YouTube page and can be viewed any time at: <https://www.youtube.com/@townofjuno-beach477/streams>

HOW CITIZENS MAY BE HEARD: Members of the public wishing to comment publicly on any matter, including items on the agenda may do so by: Submitting their comments through the Public Comments Webform at: https://www.juno-beach.fl.us/towncouncil/webform/public-comments#_blank (all comments must be submitted by Noon on day of Meeting). Please be advised that all email addresses and submitted comments are public record pursuant to Chapter 119, Florida Statutes (Florida Public Records Law). Make their comment in-person; or participate from a remote location using Zoom – please contact the Town Clerk at ccopeland@juno-beach.fl.us by Noon on the day of the meeting to receive the Meeting ID and Access Code. (Please note that all members participating via Zoom must login at least 15 minutes prior to the meeting and will be muted upon entry until Public Comments is called).

****Please note that the Zoom meeting will lock for public comments at 12pm and no other entries will be permitted.***

All matters listed under Consent Agenda, are considered to be routine by the Town Council and will be enacted by one motion in the form listed below. There will be no separate discussion of these items. If discussion is desired, that item will be removed from the Consent Agenda and will be considered separately.

CALL TO ORDER

PLEDGE ALLEGIANCE TO THE FLAG

ADDITIONS, DELETIONS, SUBSTITUTIONS TO THE AGENDA

COMMENTS FROM THE TOWN MANAGER, THE TOWN ATTORNEY, AND STAFF

COMMENTS FROM THE PUBLIC

All Non-Agenda items are limited to three (3) minutes. Anyone wishing to speak is asked to complete a comment card with their name and address prior to the start of the meeting as well as state their name and address for the record when called upon to speak (prior to addressing the Town Council). Town Council will not discuss these items at this time.

COUNCIL ACTION/DISCUSSION ITEMS

1. Discussion on Proposed Strategic Plan by Consultant James Karas

COMMENTS FROM THE COUNCIL

ADJOURNMENT



AGENDA ITEM

Meeting Name: Town Council Meeting

Meeting Date: August 26, 2025

Prepared By: Diana Davis, Vice Mayor Pro Tem

Item Title: Strategic Plan – Next Steps

1. Town Council voted to pursue a Strategic Plan for Juno Beach. We contracted for the creation of a Strategic Plan with James Karas
2. All public meetings, interviews and staff meetings were conducted as per the contract terms for James Karas.
3. James Karas provided the Strategic Plan part A and part B, attached, in April as his contract required.
4. The Town of Juno Beach has not made final payment for the work by James Karas.
5. It was my understanding that our Town Manager did not want to move forward to completing the Strategic Plan as it did not contain actionable steps. I did a copy-paste from the document provided by Mr. Karas, Part B Gaant chart text and put this text through AI with the prompt to “separate the concepts, create actionable steps, success measures and quarterly checks on progress.” Attached is the 14-page document that resulted from the AI query.

Note: Some edits were made in the reformatted document. I renamed “Healthy Environment” to “Environmental Conservation and Community” to reflect the concepts in this section. I did remove the exploration of changing our Town government structure during the next Charter review. We can put that back in, but since the Charter review is not imminent, I took it out. I also removed the language where there was a suggestion to hire new employees, except for a finance

person who was already hired. As a fiscally conservative Town, I thought the most important part was the work to be completed with the “who” that performs the work being a separate budget question under the rubric of commitment of resources.

In closing, a strategic plan is a critically important document to assure that Town Council and the Town Staff are on the same page working efficiently to improve quality of life for our residents. It confirms priorities for the annual work plan, capital improvement plan, and allows focus on near term and longer-term benefits to our community. It is intended to create focus so that the objectives are clear to Staff, Council and our community. Not attached is the excel quarterly checklist document to make sure that the prioritized initiatives are on track.

Suggested Town Council Actions:

1. Authorize staff to pay the final invoice for Mr. Karas
2. Schedule a Town Council workshop to confirm the Strategic Plan action items and to prioritize the action items.

Attachments:

- **From James Karas: Strategic Plan Part A power point**
- **From James Karas: Strategic Plan Part B gaant chart**
- **Draft 14 pages that converted Part B text into actionable steps using AI and a prompt to provide “actionable steps” (not time consuming – merely an administrative function)**

Links to the following excel documents that make up the Part B gaant chart, so if others want to copy-paste into their AI tools to create the actionable strategic plan.

- 1. Administrative Excellence**
- 2. Council Effectiveness**
- 3. Manage Growth**
- 4. Environmental Conservation and Community**

Juno Beach 2030 Strategic Plan Realizing a Shared Vision



*Town of Juno Beach [web address to this document here]
Final Draft April 21, 2025*

Part A: Summary/Highlights

1. Executive Summary
2. Vision, Principles, Goals
3. Action Strategies (By Title only)
4. Measuring Results (Summary)

Part B: Plan Detail

1. Action Strategies (Detail)
2. Plan Impetus, Use, Method
3. Community Inputs (Opportunities, Challenges)
4. Measuring Results (Detail)
5. Acronyms, Sources, Credits

Executive Summary

Strategic planning is a recognized best practice for municipal management to act upon priorities in an ever-challenging environment. Since August 2024, this Plan was composed through discovery including research, field visits, assessment of opportunities and challenges, input from roughly 45 persons from three workshops and eleven interviews. It presents a strategic vision in response to the greatest opportunities and challenges through the year 2030. Guided by ten overarching principles, the Town aspires to achieve four main goals through 38 action strategies.



The summary goals are:
Administrative Excellence



Council Effectiveness



Manage Growth



Healthier Environment

With some items already funded, the Plan's estimated cost is \$714,500 (annual) and \$6.7M (one-time). Plan progress will be measured through regular evaluations and updates, with elements integrated into the Town's annual budget and Capital Improvement Plan.

Item #1.

Plan Building Blocks



From priority challenges and opportunities a vision is captured.

Principles are essential values for Council, Staff, and Residents to follow.

Aspirational Goals guide the most pressing actions.

Selected action strategies guide staff, resources, budgeting and community partners. What are the fewest, most important, affordable actions for desired results?

Measuring results means celebrating success or making necessary changes.

Strategic Plan Vision*

Juno Beach 2030: A seaside coastal island gem preserving its small-town charm; demonstrating exceptional customer service, public safety, and leader influence; honoring unity of purpose and neighborly fellowship; embracing nature for health and wellness.

* A community-wide vision will likely result from the ongoing Master Plan, which should compliment and be consistent with this vision.

Principles

(Guiding all we do – Council, Staff, Residents)

Item #1.

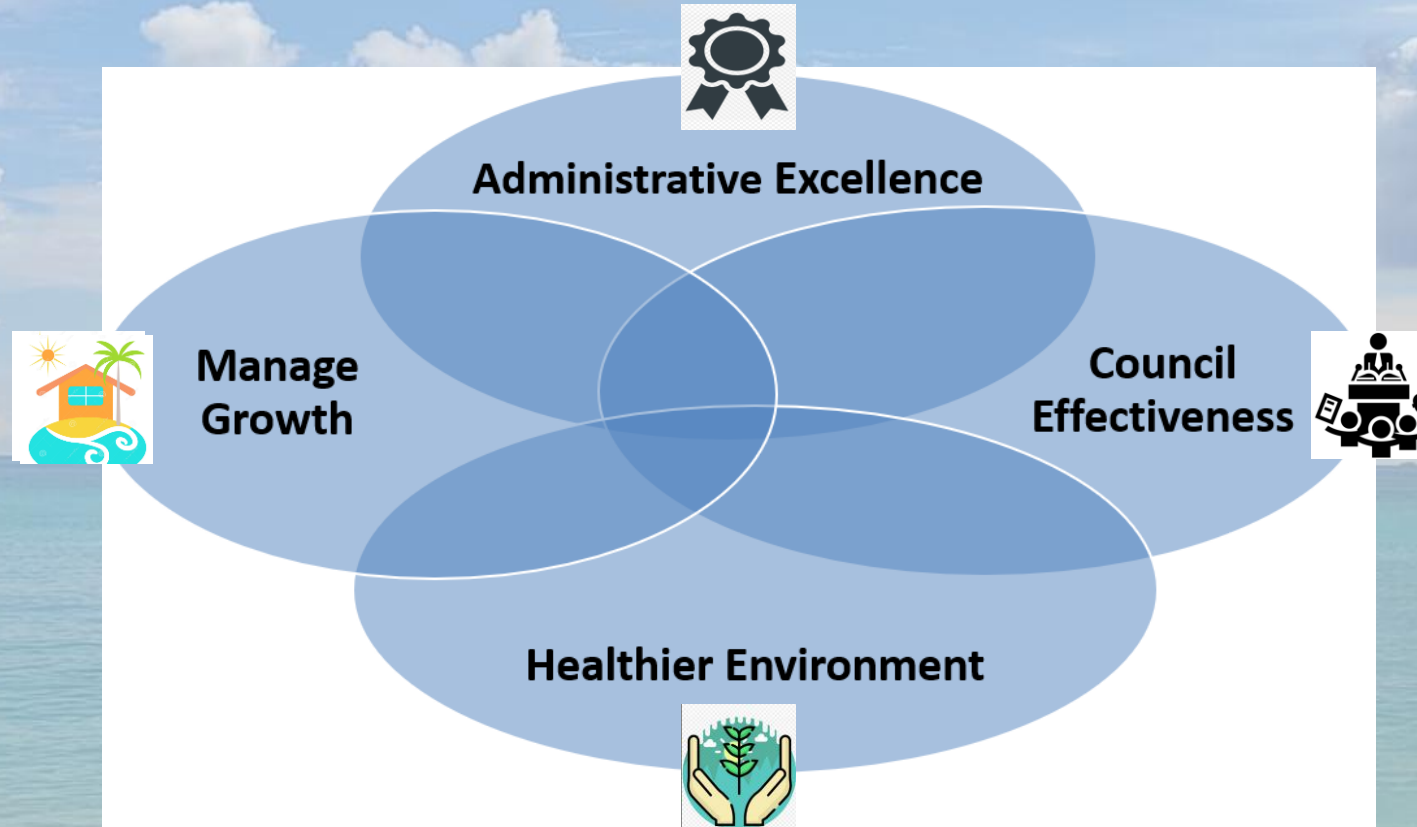
1. *Consistently provide exceptional, transparent municipal services, adding value to residents' lives, properties, and businesses while assuring a long-term sustainable, slow-growth community preserving its unique character.*
2. *Honor and encourage resident/citizen engagement and involvement.*
3. *Maintain exceptional public safety performance, including “community policing” approach.*
4. *Foster a culture of politeness and civility with respectful debates, avoidance of personal attacks, and reliance on best available information.*
5. *Deliver top-notch and personalized customer service with a small but talented, efficient staff able and willing to multi-task.*

Principles

Item #1.

6. Maintain solid financial footing and public trust by:
 - a. Practicing fiscal responsibility, prudence, and transparency governing all budgeting, strategic decision-making, and project management.
 - b. Solidifying and expanding civic and not-for-profit organization and business partnerships for additional tangible, financial, or human resources.
 - c. Engage public-private partnerships when beneficial and free from conflict-of-interest.
7. Pursue data-based decision-making and anticipatory planning, striving toward proactive before reactive programs and conduct.
8. Expect the highest professional standards from staff and consultants, including cost/benefit and alternatives analysis to facilitate proactive decision-making.
9. Encourage professional advancement and longevity; appreciate staff, reward superior employee performance.

4 Goals



Goals, or defined by some as “strategic initiatives,” are the most important aspirational targets while pursuing the strategic vision. They are intertwined and ranked by importance.

1. Administrative Excellence

Led by a new town manager, staff delivers top-rate customer service through improved process/procedures toward clear outcomes, with high morale while pursuing professional advancement.

2. Council Effectiveness

Advance consensus, trust, and influence through greater efficiency and participatory leadership.

- Engage a broader community consensus among expanded/newly created committees, advisory boards, key community organizations and businesses; while improving efficiency, influence through partnerships, coalitions and advocacy.
- As part of Annual Budget, adopt a prioritized Strategic Plan which directs staff priorities and resources, encourages longer-range (5-10 year) continuity, and is regularly evaluated for success or adaptation.
- Increase influence/"clout" thru coalitions and smart strategies to achieve desired policy wins and secure resources.

3. Manage Growth



Item #1.

Nurture the small-scale, quaint and historic residential town character of this premier coastal island community through regulations, incentives, a 10-year Master Plan/Blueprint with 3 interlinked activity hubs from a village center to the sea, and attractive, quiet residential areas. Support only limited or slow, smart, high quality, compatible development/ infill/ redevelopment balanced with property rights; Attract and maintain desirable mix of commercial/retail and convenient urban services.

- Design: Realize beautiful and integrated theming/branded urban design and architecture reinforcing “sense of place” through three Activity Hubs, which emphasizes pedestrian safety and comfort balanced with traffic efficiency (shade trees, more pedestrian friendly, landscaped median, speed reduction). Beautify through landscape/hardscape, signage, pathways and seating, lighting, public and private art, re-evaluating undergrounding electric utilities.
- Mobility: Manage thru traffic and multi-modal safe/easy linkage/access to the three activity hubs, recreation, services, shopping, entertainment. Advocate walkability; mitigate bridge impedance.
- The three hubs are:

3. Manage Growth - 3 hub plan



Item #1.

Commercial/Mixed-Use Village Center

(US1/Donald Ross intersection and adjacent) - Incorporate a compact, appropriate scale Village Center with housing (Mixed Use); which attracts, maintains convenient services; desirable entertainment, dining, fitness, shopping. Integrate findings of retail, commercial demand studies; seek medical and other urban service conveniences. Incorporate Vibrant Community Model to ensure design, programming, marketing/funding, and governance are simultaneously considered.

Social/Town Center (Pelican Lake)- Enhance the built and natural beauty, function as neighborly/social meeting place featuring special events, library, educational workshops (reconsider decking, etc.) and pathway to recreation/wellness areas.

Recreation-Wellness Circuit

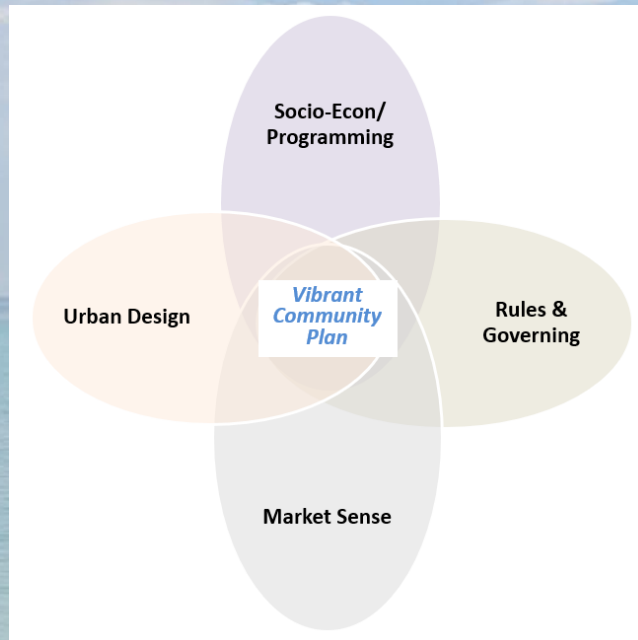
(beach/adjoining parks, pathways, fishing pier) - Integrate natural areas/ beach/wellness design, preservation and pedestrian (non-motorized) linkage.



3. Manage Growth-Vibrant Community Plan Model



“A successful community plan begs all 4: good design, programming, rules, and funding/marketing.”



A “Vibrant Community” Plan results from the dynamic intersection of four equally weighted, interdependent and vital components. All must be considered while crafting many types of Plans (including master and strategic plans). If one element is omitted or weak, the others diminish.

- **Urban Design** accounts for the physical layout of engineered urban places integrated with environmental resources. Civil engineering, architecture, landscape architecture, mobility, aesthetics, site planning, etc. all come into play. Will a sustainable environment be created?
- **Socio-Econ Heart/ Programming** answers the social & economic environment created by a successful plan. What mix of economic drivers, jobs and types of development are desired? What programming (festivals, events, activities, and habits) will define the vibrant community? How will the community’s unique culture and history be embraced? How will activity hubs ranging from jobs centers to schools, from sports and cultural events to town squares be integrated?
- **Rules & Governing** accounts for all the organizations and rules (public and private) which bolster the Master Plan. From zoning codes to parking policies and permitting, to open business hours and festival rules, the community players from steering committees and Village Council to Downtown/area business owners who work in alliance to realize the Plan, ensuring workability and accountability.
- **Market Sense** embraces the funding, marketability, branding, advertising, outreach, and image building. This is inextricably linked to market demand, investment and financing, grants procurement, etc.

4. Healthier Environment

Achieve a healthier environment thru greater ecologic harmony, recreation/wellness, and neighborly fellowship to renew tight knit community cohesion.

- Value preservation/ecosystem balance town-wide to treasure all things environmental (beaches, parks, open space, wildlife and habitat).
- Assist and support maintenance and restoration of conservation areas using biological controls when feasible (removal of exotics, controlled burns, etc.); including protection in perpetuity (additional legal controls, adoption thru not-for-profits, etc.).
- Promote native vegetation and ecosystem preservation especially linked to storm resiliency; avoid or mitigate undesirable stormwater management (pesticides, hydrocarbons).
- Promote community fellowship/neighborliness with more resident social events from smaller block parties to larger Town Center assemblies.

38 Action Strategies Pursuing 4 Goals

Following is a summary of the highest priority Action Strategies. Detail on each (who, how much, when, etc.) is contained in Part B.



Administrative Excellence – 9 Action Strategies (by title only)

Item #1.

AE 1	"Rally the Troops I" by clarifying roles and responsibilities, and boosting morale.
AE2	Improve Town Center internet by increasing bandwidth.
AE 3	Hire Communications Director.
AE 4	Rename "Human & Financial Resources Department"; hire Assistant Finance staff.
AE 5	"Rally the Troops II" by supporting staff advancement and growth, etc.
AE 6	Replace software which is obsolete, non-existent, or incomplete.
AE 7	Hire Fixed Asset Manager to produce "Comprehensive Facility Needs Assessment/Resilient Property Management Plan".
AE 8	Evaluate/implement desired means to increase/sustain revenue.
AE 9	Re-evaluate Quality of Staff Reports for Council Business Meetings.



Council Effectiveness-8 Action Strategies (by title only)

CE 1	“Get To Yes.” Achieve Greater Business Meeting Efficiency, Consensus, Cordiality.
CE 2	Empower dynamic new Town Manager to lead.
CE3	Continue or begin new town and community volunteer-sponsored special event.
CE 4	Accommodate more public/resident engagement through listening events.
CE 5	Form active/effective regional coalition of towns to lobby BOCC or others.
CE 6	Improve Advocacy (especially State and Regional).
CE 7	Re-examine Town Charter.
CE 8	Provide Professional Advancement for Councilmembers.



Manage Growth - 12 Action Strategies (by title only)

Item #1.

MG1	Complete Master Plan with 3 Activity Hubs, safe multi-modal/traffic management and desired architectural style.
MG2	Form "Heart of Juno" Village Center Association.
MG3	Prioritize mobility through pedestrian and vehicular safety.
MG4	Oppose turn-lane additions at US1/DRR Intersection.
MG5	Execute landscape architect contract for US 1 Median design, permitting, construction.
MG6	Integrate "Safe Streets for All" design.
MG7	Evaluate speed controls/calming devices on specified roads.



Manage Growth - 12 Action Strategies (by title only)

Item #1.

MG8	Evaluate Fiscal Impact/Impact Fees to be required of applicants.
	Revise Development Code (aka Land Development Regulations) or CDP in phases A, B, C:
MG9	A. Redevelop Beachfront and Commercial/Residential zones with desirable architecture.
MG10	B. Preserve Historic Character through Board and Program.
MG11	C. Implement Master Plan/Complete CDP "Evaluation & Appraisal".
MG12	Re-evaluate and update prior engineering- cost/benefit analysis of undergrounding transmission power lines.







Healthier Environment-9 Action Strategies (by title only)

Item #1.

HE1	Support/facilitate highest quality beach preservation/maintenance.
HE2	Secure better legal preservation guaranteed in perpetuity for ESLs/natural areas/resources.
HE3	Implement/maintain clear, consistent direction for Pelican Lake Park Maintenance Plan.
HE4	Hire one new environmental resource staff.
HE5	Better manage ESLs with agencies/partners through existing or newly-drafted cooperative and/or interlocal agreements.
	Promote fellowship, recreation, education, & wellness of this tight knit community through:
HE6	A. "Enjoy Juno Beach" Town Center/Pelican Lake Events, Exhibits, Festivals.
HE7	B. Facilitate "Know Your Neighbor" community initiatives.
HE8	C. Design and Build "Pathway to Wellness".
HE9	D. "Love & Learn Our Community/Our Environment" - Facilitate guest lectures, interactive workshops, town hall style discussions

Action Strategies – Metrics

	Goal	Action Strategies	Year 1	Out Years	Cost Estimate (\$)	
					Recur	Non Recur
	Administrative Excellence	9	5	4	357,000	225,000
	Council Effectiveness	8	6	2	247,500	5,000
	Manage Growth	12	8	4	0	6,125,000
	Healthier Environment	9	7	2	110,000	300,000
	TOTAL	38	26	12	714,500	6,655,000

Revenue Trend (\$M)

- 4.8% growth over 4 years, other factors constant. Includes permanent increase of \$350,000/year (tax from new housing).

	2024-25	2025-26	2026-27	2027-28	2028-29
Town Total Revenues (a)	10.79	11.15	10.53	11.13	10.96
Ad Valorem Revenue Increase (New approved housing only) (b)		0.14	0.21	0.29	0.35
Revised Town Total Revenue (b)	10.79	11.29	10.74	11.42	11.31

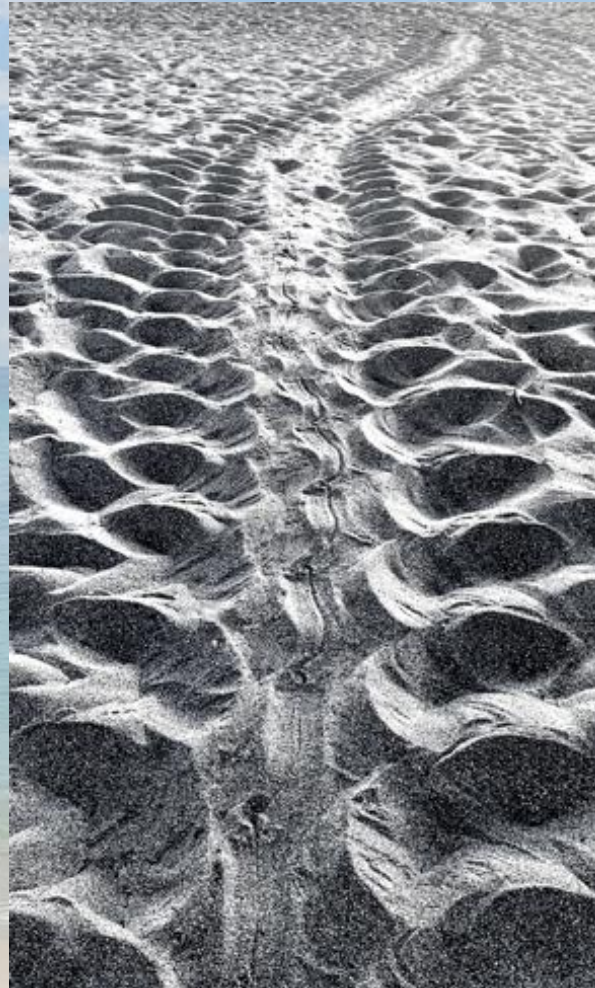
Sources: (a) Town staff, October 2024; (b) Forecast by Community Marine & Water Resource Planning, 2025. Assumes constant tax rate, no inflation or property value natural increase. See other assumptions, methodology. See also Capital Improvement Plan thru 2029.

Measuring Results

Item #1.

- Adopt the Plan in the Annual Budget, in part or in reference.
- Revise staff reports to include Strategic Plan Compliance Score (1-5).
- Twice a year, evaluate progress (January and at budget adoption time) using school letter grade system, including “percent complete” estimate.
- Integrate progress into staff performance reviews
- For more rigorous, assign to Audit Committee using measures provided including Polco satisfaction survey.
- See also detail in Part B.

End of Part A



Part B [insert]



PART B: Plan Detail

Contents

- 1. Action Strategies (Detail)
- 2. Plan Impetus, Use, Method
- 3. Community Inputs (Oppportunities and Challenges)
- 4. Measuring Results (Detail)
- 5. Acronyms, Sources, Credits

1. Action Strategies (Detail)

The action strategies for each of the four goals (Administrative Excellence, Council Effectiveness, Managing Growth, Healthier Environment) are presented in the following Gaant charts in rank order. Each Action Strategy summary description includes:

- the essence of the project or action
- primary entity or partners responsible
- cost estimate (dollars and/or staffing/outsourcing
- completion schedule (Quarter by calendar year)
- estimated percent complete

A more detailed work plan is expected of staff to accomplish each action strategy. Cost or other resource estimates were derived from best professional judgment, staff discussions, or other sources as may be noted; they are expected to be refined or validated through the budgeting process.

Administrative Excellence and Council Effectiveness are listed first following the wisdom that “getting the house in better order” must come first before programs, events, and other desirable projects are pursued.

Each of the goals are re-stated in the first row of the chart, except Managing Growth, which is only summarized.

This section intentionally blank.

GOAL (STRATEGIC INITIATIVE): Administrative Excellence (from Customer Service to Policing/Emergency Resilience). Led by a new town manager, staff delivers top-rate customer service through improved process/ procedures toward clear outcomes, with high morale while pursuing professional advancement. ☐

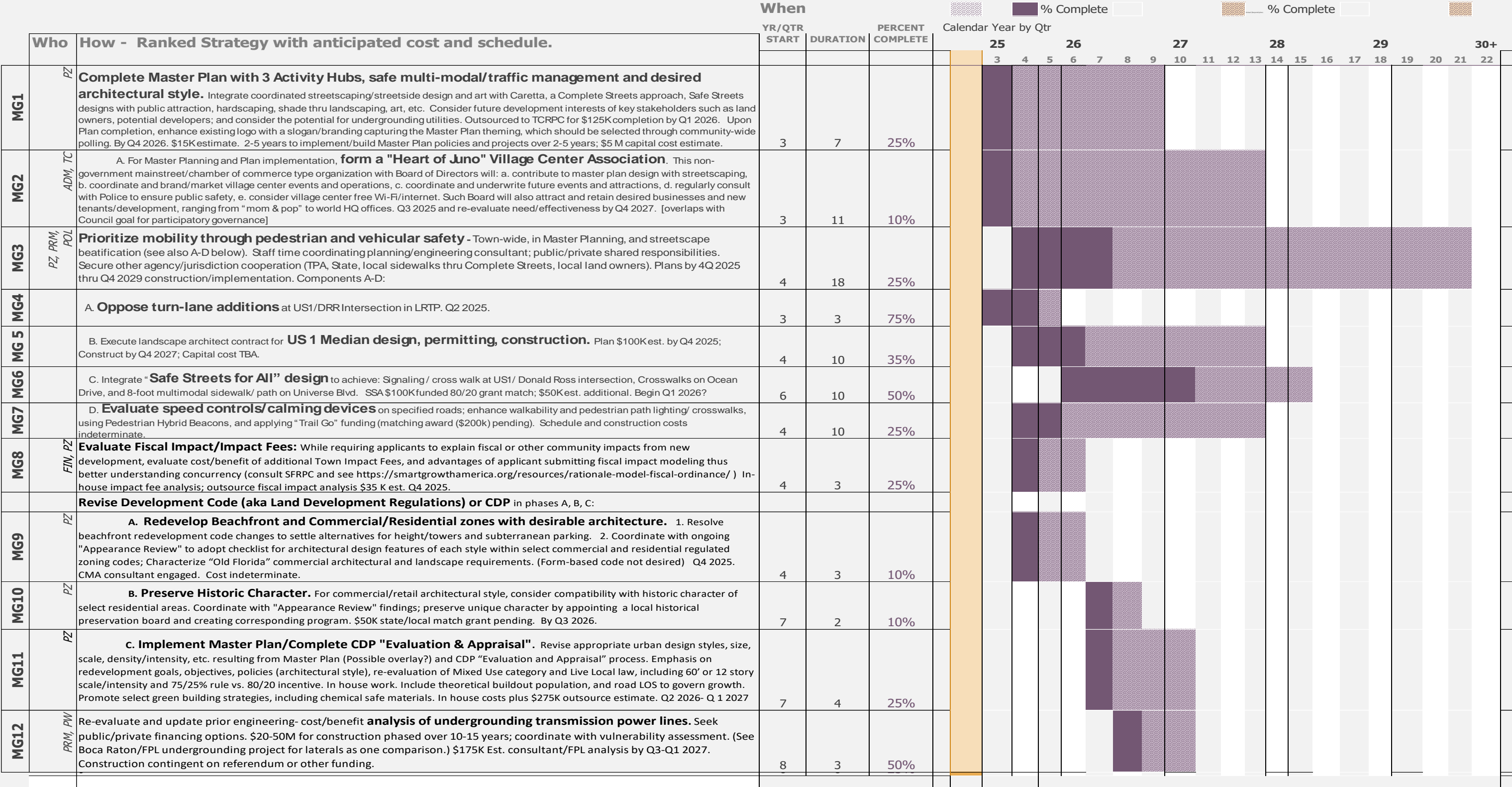
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GOAL (STRATEGIC INITIATIVE): Council Effectiveness- Advance consensus, trust, and influence through greater efficiency and participatory leadership. Engage a broader community consensus among expanded/newly created committees, advisory boards, key community organizations and businesses; while improving efficiency, influence through partnerships, coalitions and advocacy. As part of Annual Budget, adopt a prioritized Strategic Plan which directs staff priorities and resources, encourages longer-range (5-10 year) continuity, and is regularly evaluated for success or adaptation. Increase influence/"clout" thru coalitions and smart strategies to achieve desired policy wins and acquire new/continuing resources.

Who	How - Ranked Strategy with anticipated cost and schedule.	When		PERCENT COMPLETE	% Complete Calendar Year/ Quarter																									
		YR/QTR	DURATION																											
		START																												
					25	26					27					28					29					30 +				
					2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					
CE 1	TA	“Get To Yes.” Achieve Greater Business Meeting Efficiency, Consensus, Cordiality through: a. With improved staff/council pre-meeting briefings, act on issues which are ripe for decisions, otherwise analyze them in staff reports or monthly remote salient issues day-time workshops (thus Council meets twice/month). b. Give clear and consistent policy direction to Manager, Attorney, Clerk (delegation to other staff is reserved to Town Manager, per Charter). c. Revisit/revise meeting agenda ordinance to shorten meetings by limiting agenda (no new items without unanimous consent), moving Council member comments among first items of meeting business, reviving "hard stop" time, using Parliamentary Procedure as needed, and ending meetings with “ Good of the Order.” Attorney time and additional scheduling, workshop accommodations. \$7.5K Q3- Q1 2026 and continuing. Status- Ensure decorum through Code of Conduct adoption?																												
			3	3	25%																									
CE 2	TC	Empower dynamic new Town Manager to lead "wearing many hats" such as: A. Liaison (effective and regular communication) with many groups including: neighboring communities, outside agencies, interest groups while coordinating with Councilmembers as "ambassadors" (League of Cities, local businesses and NPBCC, new "Heart of Juno" Village Center Association, homeowners and civic associations, Forum Group, Loggerhead Marinelife Center, Foundations/Not For Profits, FPL/Next Era Energy, NPBCC, PBBOCC, PBLC, PBTPA, FIND, FDEP, etc.). Evaluate existing/recommend new Interlocal Agreements/Memorandums of Understanding. B. Strengthen/form effective coalitions of coastal/small towns to lobby BOCC, State, or others for funding. Neighbors/ coalition partners include: N. Palm Beach, Tequesta, Jupiter, Palm Beach Gardens, Jupiter Inlet, Lake Park. Seek appointed seats on targeted regional agency Boards. C. Anticipate annexation on proactive not reactive basis. D. Solidify, recommend, negotiate new or expanded Interlocal or Mutual Aid Agreements as advisable. E. Ensure responsiveness to residents (e.g. Text the Manager APP) F. Mentor senior Staff for advancement and Succession Plan. G. Improve Council meeting efficiency through thorough pre-meeting briefings of Council members. More external meetings additional staff Time. Salary and benefits \$200Kest. Q3 2025 and recurring.																												
			3	15	75%																									
CE3	TCL	Continue or begin new town and community volunteer-sponsored special events (festivals, arts, etc.) promoting commUNITY and fellowship among residents. Council and staff time. Q3 and continuing. Cost indeterminate.																												
			3	10	75%																									
CE 4	TC	Accommodate more public/ resident engagement through listening events (coffee and/or roundtables outside of Council meetings). Delegate more autonomy and give careful consideration to Town committees and advisory board recommendations. For greater customer service implement website complaint/comment/Q & A portal and/or “Ask the Manager”. Q3 2025 \$25K																												
			3	10	50%																									
CE 5	TC	Form active/effective regional coalition of towns to lobby BOCC or others to overcome strategic disadvantage of small towns (median 6199 of 411 per FLC). Enhance communication, interlocal agreements (N Palm Tequesta, Jupiter, PB gardens, Jupiter Inlet, Lake Park (other munis, and County, Loggerhead, FPL/Next Era Energy, PBBOCC, FIND, etc.) so not reactive including annexation, solidify mutual aid, etc. Interlocal Agreements as needed (TPA, TCRPC, etc.) More external meetings, additional staff time indeterminate. [Note: Many "small towns" in FL; median population=6199 (source: FLC)]																												
			3	10	25%																									
CE 6	TC	Improve Advocacy (especially State and Regional) by supporting Town Manager and Attorney in their outreach to coalitions, elected or agency officials, professional organizations, advocacy groups. Support County's Transportation Surtax with hopes of better achieving complete streets, more pedestrian friendly and multi-modal traffic safety. Indeterminate additional staff and Council time. Q4 2025 and continuing.																												
			4	19	25%																									
CE 7	TA	Re-examine Town Charter to determine whether a different form of government may better serve the Town for efficiency of resources and decision-making. A rotating (1-2 year) Council Chairperson or ceremonial mayor, or strong Mayor may prove more cost effective and/or reduce divisiveness. Integrate with agenda-setting and meeting decorum. Add to attorney scope to assist appointed Charter Committee. See https://www.nlc.org/resource/cities-101-forms-of-local-government . \$5Kest. Q1-Q3 2026.																												
			5	2	0%																									
CE 8	TCL, ADM	Provide Professional Advancement for Councilmembers striving for better Board performance/best practices for management teams. (For reference: 1. ICMA High Performing Team -Council Orientation Program (\$1Kgroup) at https://shop.learninglab.icma.org/products/lp_414736?variant=48733277585685; 2. FLC Certification of Elected Municipal Officials 3. Framework Consulting http://fwconsulting.com/ 4. Other TBA) \$15Kest. Q2 2026.																												
			6	10	10%																									

GOAL (STRATEGIC INITIATIVE) (excerpt): Manage Growth-

and historic residential town character of this premier coastal island community through regulations, incentives, and a 10-year Master Plan/Blueprint with 3 interlinked activity hubs from the village center to the sea. Support only limited or slow, smart, high quality, compatible development/ infill/ redevelopment balanced with property rights; Attract and maintain desirable mix of commercial/retail and convenient urban services. [See full goal statement]



GOAL (STRATEGIC INITIATIVE): Healthier Environment: Achieve a healthier environment thru greater ecologic harmony, recreation/wellness, and neighborly fellowship to renew tight knit community cohesion. **Sub-Goals:** Value preservation/ecosystem balance town-wide to treasure all things environmental (beaches, parks, open space, wildlife and habitat). Assist and support maintenance and restoration of conservation areas using biological controls when feasible (removal of exotics, controlled burns, etc.); including protection in perpetuity (additional legal controls, adoption thru not-for-profits, etc.). Promote native vegetation and ecosystem preservation especially linked to storm resiliency; avoid or mitigate undesirable stormwater management (pesticides, hydrocarbons). Promote community fellowship/neighborliness with more resident social events from smaller block parties to larger Town Center assemblies.

Who		How - Ranked Action Strategy with anticipated cost and schedule.	When		PERCENT COMPLETE	Calendar Year/ Quarter																							
			YR/QTR	DURATION		Duration																							
			START	DURATION		% Complete																							
						25		26		27		28		29															
							2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21			
HE1	PRM/ PW	Support/facilitate highest quality beach preservation/maintenance including nourishment, plantings, cleanups through partnership agreements with County, citizen groups, or not-for-profits. Integrate DRRDune Walkover/drainage design/construction (\$250K funded). 4Q 2025	2	21	25%																								
HE2	TA	Secure better legal preservation which is guaranteed in perpetuity for ESLs/natural areas /resources, parks, open spaces, Juno Dunes. \$15K estimate. Q3 2025	3	18	50%																								
HE3	PW	Implement and maintain clear, consistent direction for Pelican Lake Park Maintenance Plan which encompasses wetland/shoreline/littoral and walkway landscaping, stormwater mitigation, reduction of runoff contaminants including nutrient load (such as bio-char), habitat creation, biologic controls such as grass carp. Cost - see annual budget(?) 3Q 2025 and ongoing.	3	20	50%																								
HE4	PW	Hire one new environmental resource staff , a multi-talented professional with qualifications such as horticulture, biology, environmental engineering, lake ecology; or related. Responsibilities include: Oversee Pelican Lake ecological survey update. Promote regulations limiting over-fertilization and pesticides; sustainable mosquito control; Florida-Friendly Landscaping. Oversee protection and maintenance of ESLs and beaches (see also Strategy for beach preservation/ maintenance.) Enlist volunteer partners consulting groups such as Ecology Group, IFAS, seek others. Outsource or in-house survey? (\$35K) by Q4 2025. Staff hire (1 FTE-90K) by Q1 2026.	4	2	10%																								
HE5	PW	Better manage ESLs by closely coordinating with County, FDEP, SFWMD, IFAS, FIND not-for-profits through existing or newly-drafted cooperative and/or interlocal agreements for resource management including control burns, exotics control, safety and patrolling. Incorporate volunteer resident group clean ups. See AdoptaDune.com or adopt a wetland program(s). New staff person's time in-house. Q4 2025 and continuing.	4	18	25%																								
		Promote fellowship, recreation, education, & wellness of this tight knit community through (A-D):																											
HE6	TCL	A. "Enjoy Juno Beach" Town Center/Pelican Lake Events, Exhibits, Festivals. Refresh/improve the focus (4 goals of this Plan) and marketing of Town Center events/activities programming (primarily for residents). Town and community sponsors. Add "Heart of Juno" Village Center marketing. Maintain the business of the month web advertising with fresh new name e.g. "Spotlight on a Juno business". \$10K estimate annual budget. Q3 2025 and ongoing.	4	21	75%																								
HE7	POL	B. Facilitate "Know Your Neighbor" community initiatives such as steet barbeques, community gardens, beautification/clean-ups, signage. Optional Police-assisted block watch programs. Self-funded and/or sponsorhips, cost indeterminate. Q4 2025, continuing.	5	21	25%																								
HE8	PW, FIN	C. Design and Build "Pathway to Wellness," a multi-use pedestrian linear circuit linking Town Center to Beach and natural areas. Install signage which incorporates environmental appreciation, history, daily inspirations, etc. and memorials for donors through newly-established legacy giving program. Establish citizen ad hoc committee, designate lead group. Cost indeterminate. Begin Q2 2026	6	3	0%																								
HE9	TCL	D. "Love & Learn Our Community/Our Environment" - Facilitate guest lectures, interactive workshops, town hall style discussions on issues ranging from community planning to history and ocean/Florida ecology/energy. Student mentorship and/or podcast production opportunity. Led by Friends of Town Center Library (newly formed?), enlist volunteer help with resources/potential partners such as Historical Society, Ecology Group, FIU, FAU, LMC, NextEra/FPL, 1000 Friends of Florida. Staff accommodation among volunteer groups and partnership funding. Cost indeterminate. Q4 2026 and ongoing.	7	20	25%																								

2. Plan Impetus, Use, Method

How was this Plan inspired, composed, and how should it be used?

Recognizing the management and consensus-building benefits of strategic planning to vet and prioritize Town initiatives, Town leadership during Summer 2024 recruited a consultant to lead the effort. Over the ensuing seven months, planning consisted of:

- Comprehensive research including relevant plans (CDP, CIP, Council’s Spring Goal Setting outcome)
- Field visits and application of local knowledge
- Resident participatory workshop
- Eleven interview sessions with staff and Council Members
- Council participatory workshop
- Staff participatory workshop
- Drafting and refinement including analysis, research, and staff feedback

During the process, participants were encouraged to consider the greatest opportunities and challenges facing the Town and County, then dream and think big, and entertain new ideas or approaches without dismissal. Later in the process (which meant moving from the possible to the probable, and then to the preferred) participants were asked to rank order various action strategies and engage lively and civil debate to seek general consensus. Through rank ordering, some ideas are pushed to later years out of practicality of what can be accomplished, or they might not be possible or desirable. Above all, the consensus action strategies should be the smartest and fewest which are matched to available - or future obtainable - resources.

After receiving input from residents, staff and Council, ideas and observations were synthesized into vision, goals, and action strategies. In some cases, they were enhanced by the consultant by drawing upon decades of community planning experience. Some action strategies are continuations or enhancements of current programs or projects, and some are new. Not all implementation or funding needs are answered, since a Plan should be aspirational; its success is achieved through adjustment and new resources secured over time.

The author remained a neutral third-party facilitator throughout the planning process. In composing and synthesizing ideas in this Plan document, he has exercised best professional judgment by taking editorial liberties where appropriate.

Plan Use and Measuring Results

The Plan is intended to focus Town efforts toward achieving the vision and mission through roughly 5 years (2030), and replaces the annual goal-setting practice now conducted by Council each Spring. As implementation proceeds, the more than thirty Action Strategies should also drive future adopted projects, policies, and budget/ expenditures. The Plan is to be integrated -- in whole, or in part with reference - into the Annual Budget. By adopting it in this manner, it encourages ongoing compliance.

Staff with reliance on committees, consultants, and partners must determine more action strategy detail and implementation tactics to adopt sufficiently detailed work plans, more refined costs, budgets and funding sources.

Staff reports should be revised to add a Strategic Plan Compliance Score. This would be integrated into agenda-item cover sheets with a scaled score from 1 to 5. A score of “1” meaning full compliance with a guiding principle, goal, and/or action strategy contained in this Plan. A score of “5” meaning it is a new issue, program, or action not contained in this Plan.

Following annual budget adoption by September, annual evaluation of progress toward achieving the Plan should be letter-graded in February of each year, which in turn aids in the budget formulation of the subsequent year. This means simple letter grades (A through D, and incomplete or obsolete), as well as “percent complete”.

Additionally, staff performance reviews should include consideration of progress toward fulfilling the action strategies in the Plan, ideally using the corresponding performance measures.

Whereas larger cities or corporations may afford more comprehensive performance measurements or performance audits, the Town should first use the basic letter grading and “percent complete” evaluation of performance. In the future, the Town could request that the standing Audit Committee review and advise on using the more detailed performance measures presented to evaluate Plan progress. A tool already in place, Polco, may be used to measure resident satisfaction through on-line preference surveys however this cost is not factored into the Plan total.

The adoption of this Plan is, in itself, an action strategy aimed toward the Town's greatest opportunities and challenges. Plan monitoring as outlined provides additional public accountability and transparency. Vigilance to keep the current should be a Staff priority.

Methods of Strategic Planning

Various methods of strategic planning are a matter of style and budget, while some basic elements are common among methods. First, an organization contemplates "who they are, and what do want to be, become, or be known for." (Figure 1.) The result is to agree upon a shared vision. A vision can be accompanied by a mission, which defines overarching values of how we conduct ourselves in pursuit of the vision. A mission can also be defined as guiding principles, as it is in this Plan.

Examination of an organization's internal strengths and weaknesses, and external opportunities and threats gives rise to vision and mission. Also known as "SWOT", this analysis method includes ranks the various strengths, weaknesses, opportunities and threats. This Plan applies a simpler version, by condensing SWOT elements into the greatest opportunities and challenges facing the Town in the next five years.

To pursue the vision, aspirational goals and objectives are framed, making sure they address the greatest opportunities and challenges. Through vision, mission and goals, primarily "the why" of strategic planning is addressed. Next comes the difficult "how" which is defined in this Plan as "action strategies" (also known as "strategic initiatives").

Last but not least, the organization should gauge its success or need for adaptation through "performance measures" (also known as "key performance indicators", performance audits, self-evaluation, etc.).

The overall model described above is explained further by some as the Strategic Planning Pyramid. (Figure 2.)

Another model which closely parallels strategic planning is known as "Six Sigma." It is an organizational and process improvement method attributed to Bill Smith at Motorola in 1986. A simplified version of that method, or "Lean Six", is summarized in Figures 3 and 4 below.



Figure 1. Vision and Mission. SOURCE: <https://www.slideshare.net/slideshow/how-to-create-a-strategic-plan-for-a-lean-six-sigma-program-office/70185895#47>



Figure 2. Strategic Plan Pyramid. Source: Community Marine & Water Resource Planning

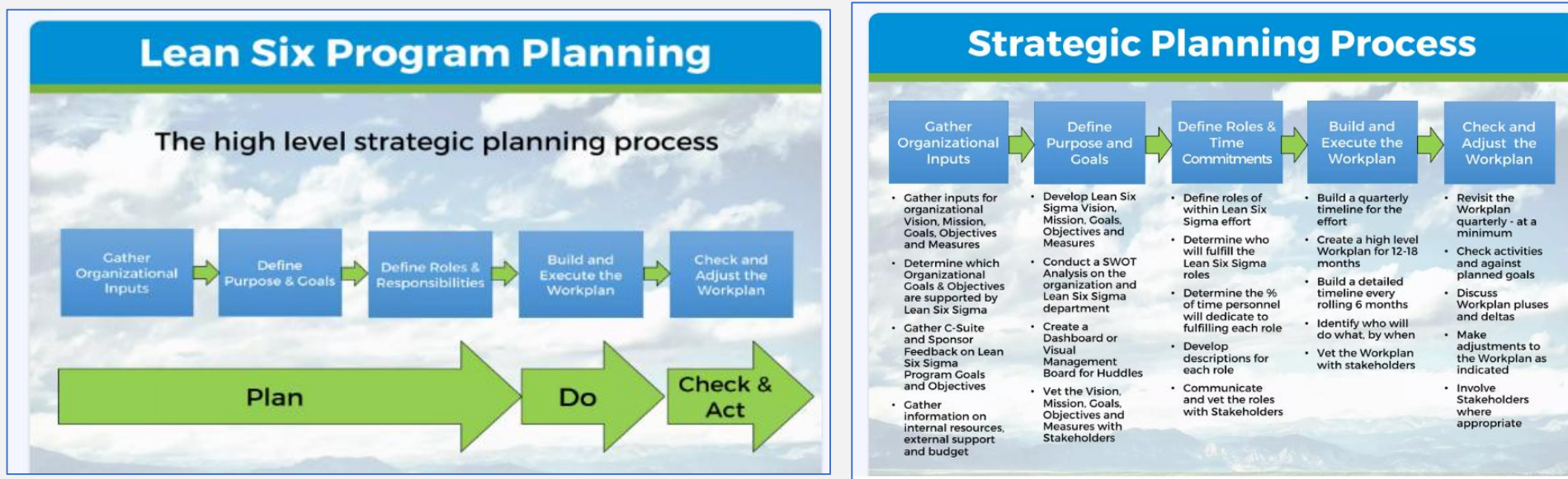


Figure 3. Lean Six Model. SOURCE: <https://www.slideshare.net/slideshow/how-to-create-a-strategic-plan-for-a-lean-six-sigma-program-office/70185895#47>

The strategic planning method used to generate this Plan is simplified and condensed due to time and budget. The emphasis of the scope of work was for overall community strategies and not focused on the Town's administrative staff and organization. Though the Plan does include an organizational element, in the author's experience that component is usually left to the leadership and autonomy of the Town/City Manager.

Action Strategies as detailed in Part B of this Plan include general descriptions intended to enable staff to write work plans, but do not contain work plans as outlined in the Six Sigma method. Action Strategies include descriptions of who is assigned as lead, project start and duration, and estimated cost (if known). The anticipated project start and duration reflects its ranking/priority.

3. Community Inputs: Opportunities and Challenges

A strategic planning process typically begins with an honest examination of “where we are now.” To answer this, processes such as “Environmental Assessment,” or “SWOT” which means “Strengths, Weaknesses, Opportunities and Threats” can be applied. For this project SWOT was simplified into identifying the most important Challenges and Opportunities through all parts of discovery. Discovery consisted of:

- Research of key town plans and documents
- Field visits
- Three participatory workshops each exclusively for:
 - Residents
 - Town Council (including Town Manager and Attorney)
 - Leadership Staff



Convened collaborative workshops in December 2023 and January 2024 to formulate the Strategic Plan.

Is a glass half full, or half empty? There is not a bright line of distinction between opportunities and challenges, as much depends on perspective. For example, a difficult challenge can be approached as a significant opportunity. Selected significant Opportunities and Challenges are summarized and synthesized below, while a more expansive list is available in project files.

Opportunities

- Remain relatively small, beautiful, quaint, safe and affluent.
- Council invited to more consistently follow professional staff advice/recommendations.
- Find a unified vision.
- Staff could be more assertive to defend professional opinions and oversight responsibilities.
- Invest in projects that practically/best serve residents.
- Attract and keep top-notch staff, and consultants.
- Council can team build, interact outside of council meetings without Sunshine consequences.

Challenges

- Staff morale needs a boost for more effectiveness, to reduce turnover, and inspire top-notch customer service.
- Urban growth pressures which threaten the small-town feel.
- Split or tie Council decisions, or micromanaging has unintended consequences among staff and consulting community; some may stray into legality.
- Fiscal sustainability while too often having “champagne taste on a beer budget”.
- Operating revenue trend line is negative. No growth means no new revenue.
- Claiming to be “tight knit” while community division often palpable.
- Yesterday technology tomorrow – tech challenged.
- Not investing in up-to-date staff tools.
- Effective and consistent communication.
- Council micromanaging staff.
- Personal animus among some Councilmembers and some residents.

Tangible evidence of challenges includes lengthy recruitment periods, recent turnover, and diminishing supply of candidates. As for revenue, a forecast by the Town in Q4 of 2024 showed a flat/diminishing trend probably explained by the County’s anticipated sunset of infrastructure surtax revenue. Factoring in anticipated new revenue from new residences approved or under construction, this forecast revised in 2025 estimates revenue growth at 4.8% over four years (assumptions include no change in ad valorem tax rate, no inflation, and no increase in property value). This means a conservative estimate of \$352,692/year permanent increase by 2028-29, with incremental increases up to that year (see table). Action Strategy AE8 proposes an examination of the town’s fiscal resiliency/sustainability to address this challenge.

4. Measuring Results (Detail)

Staff reports should be revised to add a Strategic Plan Compliance Score. This would be integrated into agenda item cover sheets with a scaled score from 1 to 5. A score of “1” meaning full compliance with a guiding principle, goal, and/or action strategy contained in this Plan. A score of “5” meaning it is a new issue, program, or action not contained in this Plan.

Following annual budget adoption by September, annual evaluation of progress toward achieving the Plan should be letter-graded in February of each year, which in turn aids in the budget formulation of the subsequent year. This means simple letter grades (A through D, and incomplete or obsolete), as well as “percent complete”.

Additionally, staff performance reviews should include consideration of progress toward fulfilling the action strategies in the Plan, ideally using the corresponding performance measures.

Whereas larger cities or corporations may afford more comprehensive performance measurements or performance audits, the Town should first use basic letter grading and “percent complete” evaluation of performance at least once/year. If that process is inadequate, the Town should assign the standing Audit Committee to review and advise on using the more detailed performance measures below to evaluate Plan progress. A tool already in place, Polco, may be used to measure resident satisfaction through on-line preference surveys however this cost is not factored into the Plan total. The adoption of this Plan is, in itself, an action strategy aimed toward the Town’s greatest opportunities and challenges. Plan monitoring as outlined provides additional public accountability and transparency. Vigilance to keep the Plan current should be a Staff priority.

Administrative Excellence	<ul style="list-style-type: none"> Engage a Town organizational audit to measure process improvement such as shorter permitting or construction times, less contract change orders. Annually reassess process and procedures seeking improvements. Shorter, more efficient and on-schedule Council business meetings with certainty of outcome. Achieve staff professional advancement, longevity, and continuity.
Council Effectiveness	<ul style="list-style-type: none"> Public/resident/ business satisfaction improvement measured through Polco online survey. If not Polco, engage new survey method. Shorter meetings which still accomplish desired actions. Less divisiveness and more consensus, measured by more unanimous or 4 to 1 votes. Greater transparency, measured by satisfaction from Audit Committee. Shorter, more efficient and on-schedule Council business meetings with certainty of outcome.
Manage Growth	<ul style="list-style-type: none"> Negotiated deals with land owners/developers to set aside land/water resources, transfer of development rights, other positive influence. Positive revenue impact to Town from applicant fees including impact fees and fiscal impact modeling. Is a quiet seaside community feeling maintained? As measured by citizen satisfaction survey and/or Council election platforms/results. Completion of various streetscaping, traffic control, and multi-modal accommodation projects. Demonstrate safer streets through reduced vehicle/pedestrian encounters, improved vehicle accident data. Assign police enforcement at “hot spots.” Traffic efficiency: Measure seasonal traffic patterns to determine projects to improve vehicle flow, time at traffic signals. Demonstrated managed development- population trend/rate of growth; traffic relief (peak/off-peak volume; accident trends flat or declining); Pedestrian safety measured by community perception, incident report trend.
Healthier Environment	<ul style="list-style-type: none"> Maintain good Pelican Lake and surrounding land using metrics measuring ecologic balance including water quality and diversity of species. Through participant text or Email surveys, gauge participant satisfaction with various events at the Town Center or Village Center. Gauge resident feeling of wellness using Polco survey questions.

5. Acronyms, Sources, Credits

Acronyms	
AICP	FLC University, ICMA, AICP, ASME (add Edit)
CC	Code Compliance
DRR	Donald Ross Road
ESL	Environmentally Sensitive Lands
FDEP	Florida Department of Environmental Protection
FIND	Florida Inland Navigation District
FLC	Florida League of Cities
FTE	Full Time Equivalent (Town staff position)
ICMA	International City/County Managers Association
IFAS (UF)	Institute of Food and Agricultural Sciences (University of Florida)
LMC	Loggerhead Marinelife Center
L RTP	Long-Range Transportation Plan (Palm Beach County)
NGO	Non-Governmental Organizations
NPBCC	North Palm Beach Chamber of Commerce
PBOCC	Palm Beach County Board of County Commissioners & Staff
PBLC	Palm Beach (and Florida) League of Cities
SFRPC	South Florida Regional Planning Council
SFWMD	South Florida Water Management District
TCRPC	Treasure Coast Regional Planning Council
TPA	Palm Beach County Transportation Planning Agency (MPO)
Town Departments	
ADM	Administration- Town Manager
FIN	Finance Department
HR	Human Resources
POL	Police Department
PRM	Project Coordinator/ Risk Manager
PZ	Planning and Zoning, Code Compliance
PW	Public Works Department
TA	Town Attorney
TC	Town Mayor and Council
TCL	Town Clerk

Sources, Credits, References

1. Goleansixsigma.com- see specific references.
2. Various photographs identified throughout Copyright 2025 by B. Leena Newcomb. Field photos by B. Leena Newcomb, 2024 (<https://www.linkedin.com/in/leena-newcomb-1baa7538>). Various town photos from Town of Juno Beach Clerk files.
3. Request for use of select icons/graphics is pending with: Iconfinder, vectorified.com, Vectorstock, dreamstime.com, vecteasy.com
4. Additional Opportunities and Challenges were presented at workshops and are available in the consultant's project files.
5. Presentations (PowerPoint format) from each of the three workshops are available in the project files from the Clerk's office
6. Vibrant Community Plan Model is authored and copyrighted by James E. Karas, Community Planner, 2014.
7. Regarding Strategic Action MG 1 for rebranding, logo adaptation, and possible slogan adoption after the Master Plan is complete, numerous ideas from workshops can be made available from project files.
8. Various other Sources are included in text or footnoted.
9. The Plan was facilitated and authored by consultant James E. Karas, Planner/Facilitator, Community, Marine & Water Resource Planning for the Town of Juno Beach, FL whose work is copyrighted 2025 and not to be used or reproduced without attribution. Project deliverables are the property of the Town of Juno Beach, a public entity. Images herein are conceptual examples and do not imply adopted policy or development rights.



Town of Juno Beach Strategic Plan

Executive Summary

The Town of Juno Beach Strategic Plan outlines four major Strategic Initiatives to guide the Town's operations, community development, and environmental stewardship over the next several years. These initiatives reflect the Town Staff and Town Council's commitment to Administrative Excellence, Council Effectiveness, Managing Growth, and Environmental Conservation & Community. Each initiative includes specific goals, measurable action steps, timelines, and budget allocations where applicable. The plan serves as both a work plan for budgeting purposes and a quarterly monitoring tool to ensure accountability, transparency, and progress toward shared community goals.

Strategic Initiative I: Administrative Excellence

Goal: Provide top-tier service to residents by strengthening organizational capacity, modernizing technology, improving communication and transparency, and investing in staff development.

1. Rally the Troops I – Clarify Roles, Responsibilities & Boost Morale

Objective: Strengthen teamwork, staff engagement, and role clarity to improve service delivery.

Action Steps:

- - Conduct a role review for each position and update job descriptions.
- - Publish clear organizational charts showing responsibilities and Council's policy-setting role.
- - Hold quarterly department meetings to address overlaps or gaps in duties.
- - Host quarterly staff appreciation, networking, and team-building events.
- - Maintain an annual \$12,000 budget for morale-building activities.

Success Measures:

- - Increased employee satisfaction scores.
- - Reduced turnover.
- - Higher interdepartmental collaboration rates.
- - Annual Succession review.

2. Communication, Branding & Business Support

Objective: Modernize Town communications, unify messaging, and promote local businesses.

Action Steps:

- - Upgrade the Town website for ADA compliance, mobile responsiveness, and intuitive navigation.
- - Maintain an updated events calendar including Town and select local business events.
- - Enable online public records request tools.
- - Adopt a Town Style Guide for all communications to ensure consistency across newsletters, blogs, and other media.
- - Align branding with Master Plan vision — add slogan to Town logo consistent with streetscaping and signage.
- - Coordinate event promotion to match branding standards.
- - Assist during emergencies with rapid communications.
- - Create a 'Local Business is Our Business' page with FAQs, business directory, seasonal promotions, housing info, signage requirements, and suggestion box.
- - Continue 'Business Spotlight' program, highlighting one business per month.

Success Measures:

- - Increased resident engagement with Town communications.
- - Growth in website traffic to business resources.

3. Rally the Troops II – Professional Advancement, Retention & Succession Planning

Objective: Support employee growth, benefits, retention, and leadership development.

Action Steps:

- - Rename the Human & Financial Resources Department to reflect full scope.
- - Hire an Assistant Finance Staff member.

- - Lead recruitment, training, and mentoring programs.
- - Implement a Succession Plan for key positions.
- - Acquire/modernize HR software.
- - Publish updated organizational chart annually in the budget.
- - Develop Standard Operating Procedures and a Staff Job Description Manual.
- - Evaluate and recommend health insurance benefit improvements.
- - Offer leadership and technical skill training (Leadership Palm Beach, FLC University, ICMA, AICP, ASME, etc.).
- - Allocate \$15,000 annual budget for conference/training participation.
- - Allocate \$20,000 annual budget for management and leadership development.
- - Outsource for management training where appropriate.

Success Measures:

- - SOPs completed for all departments.
- - Increased internal promotions.
- - Improved satisfaction with benefits and advancement opportunities.

4. Technology Modernization & Transparency

Objective: Improve service delivery, accountability, and public access to information through upgraded systems.

Action Steps:

- - Replace obsolete or incomplete software, starting with accounting/invoicing systems.
- - Evaluate need and cost for project management software.
- - Implement online budget/project tracking for transparency.
- - Maintain \$35,000 recurring annual budget for software licensing and maintenance.

Success Measures:

- - Faster, more accurate reporting.
- - Increased public engagement with online budget tools.

5. Comprehensive Facility Needs Assessment & Resilient Property Management Plan

Objective: Ensure Town assets are maintained, resilient, and aligned with future needs.

Action Steps:

- - Assign Risk Management or Public Works or combined assignments as Fixed Asset Manager.
- - Inventory all Town land, buildings, and tangible assets.
- - Analyze facility life cycles and deferred maintenance.
- - Integrate inspection and lifecycle schedules.
- - Consider land surplussing, acquisitions, or swaps.
- - Incorporate Vulnerability Assessment findings (stormwater/flood mitigation).

Success Measures:

- - Facility plan adopted with inspection schedules and updated annually.
- - Reduced deferred maintenance backlog.
- - Integration of resilience measures into facility planning.
- - Annual facilities inspection completed.

6. Sustainable Revenue Strategy

Objective: Identify and implement long-term revenue streams to support services and infrastructure.

Action Steps:

- - Develop a revenue forecast.
- - Rank revenue options: increase ad valorem revenue, annexation, not-for-profit foundations/legacy giving, partnerships/grants, fees/fines.
- - Coordinate with Audit Committee to evaluate feasibility (in-house or outsourced).

Success Measures:

- - New revenue streams implemented.
- - Reduced reliance on single funding sources.

7. Improve Quality of Staff Reports for Council

Objective: Ensure concise, decision-ready information is provided to Council.

Action Steps:

- - Review current report formats.
- - Implement standardized template with cover sheet, executive summary, justification, decision request, alternatives, including a "do nothing" option, and strategic plan adherence score.
- - Links to supporting documents and historical documents where the same topic or a similar issue was addressed by the Town.

Success Measures:

- - Council feedback shows higher satisfaction with meeting preparation.

8. Archive & Codify Historical Records* NEW * not in original list by James Karas

Objective: Ensure permanent access to historical, zoning, and planning records.

Action Steps:

- Catalog and digitize historical records.

- Codify Planned Unit Development (PUD) language into ordinances.
- Add zoning-by-street chart to Town Code.

Success Measures:

- All records digitally accessible.
- PUD language and zoning chart integrated into code.

Strategic Initiative II: Council Effectiveness

Goal: Provide better citizen representation in a professional manner by Town Council through improved meeting efficiency, proactive intergovernmental relationships, enhanced public engagement, and professional development.

1. Council Meeting Efficiency & Professionalism

Objective: Improve the productivity, consensus, and cordiality of Council business meetings.

Action Steps:

1. Conduct thorough pre-meeting briefings with staff so issues are fully analyzed before coming to Council.
2. Act only on issues ripe for decision; defer others for additional staff research or resident input.
3. Provide clear, concise staff reports with recommendations and alternatives.
4. Incorporate mentorship of senior staff into meeting preparation for leadership growth.

Success Measures:

- Reduction in meeting length without loss of quality decision-making.
- Council satisfaction with preparedness and clarity of agenda items.

2. Strengthen Intergovernmental & Regional Partnerships

Objective: Build strong, proactive relationships with neighboring communities, agencies, and advocacy groups to advance Town interests.

Action Steps:

1. Assign Council and staff as ambassadors to specific external organizations (League of Cities, NPBCC, PBBOCC, Loggerhead Marinelifelife Center, FPL/NextEra Energy, FIND, FDEP, PBTPA, etc.).
2. Evaluate existing and recommend new Interlocal Agreements/MOUs to address mutual priorities.
3. Form or join coalitions of coastal/small towns to lobby County, State, and

regional agencies for funding and policy support.

4. Seek appointed seats on targeted regional boards.
5. Anticipate and plan for annexation opportunities proactively.
6. Solidify and negotiate mutual aid agreements as advisable.
7. Support County Transportation Surtax to improve complete streets, multimodal safety, and traffic flow.

Success Measures:

- Increased number of active Interlocal Agreements and MOUs.
- Town representation on regional boards.
- Funding or grants obtained through coalition efforts.

3. Public Engagement & Community Building

Objective: Expand opportunities for residents to participate in civic life and feel connected to the Town.

Action Steps:

1. Continue volunteer-sponsored special events (festivals, arts, community gatherings).
2. Host regular listening events (coffee chats, roundtables) outside formal Council meetings.
3. Implement a website complaint/comment/Q&A portal and "Ask the Manager" feature for resident feedback.
4. Give greater autonomy to Town committees and careful consideration to advisory board recommendations.
5. Ensure responsiveness to residents through tools such as a Text the Manager app.

Success Measures:

- Increased attendance at community events and engagement sessions.
- Reduction in average response time to resident inquiries.
- Higher resident satisfaction scores in annual surveys.

4. Advocacy & Representation

Objective: Ensure the Town's voice is heard at the State, County, and regional levels on key issues affecting residents.

Action Steps:

1. Support the Town Manager and Attorney in outreach to coalitions, elected officials, agencies, and advocacy groups.
2. Coordinate with other municipalities and partners (N. Palm Beach, Tequesta, Jupiter, Palm Beach Gardens, Lake Park, etc.) to address shared priorities.
3. Create a targeted advocacy calendar to align outreach with legislative and budget cycles.

Success Measures:

- Documented advocacy actions taken annually.
- Legislative or funding wins that support Town priorities.

5. Professional Development for Councilmembers

Objective: Strengthen governance skills and adopt best practices for high-performing municipal leadership teams.

Action Steps:

1. Enroll Councilmembers in ICMA High Performing Team – Council Orientation Program (\$1K group).
2. Complete FLC Certification of Elected Municipal Officials.
3. Utilize Framework Consulting and other professional training providers as needed.
4. Include ongoing refresher workshops to maintain performance standards.

Success Measures:

- All Councilmembers complete at least one formal training annually.
- Improved Council self-assessment scores on teamwork and governance.

Strategic Initiative III: Manage Growth

Goal: Nurture the small-scale, quaint, and historic characteristics of Juno Beach while supporting limited, high-quality, and compatible development; balance property rights with preserving character and maintain a desirable mix of commercial/retail and urban services through a 10-year Master Plan with three interlinked activity hubs from the Village Center to the sea.

1. Complete & Implement Master Plan

Objective: Finalize and implement the Town's Master Plan with three activity hubs, integrating mobility, streetscape, and architectural goals.

Action Steps:

1. Finalize Master Plan with three interlinked activity hubs from Village Center to the sea, incorporating:
 - Safe multi-modal traffic management.
 - Desired architectural styles.
 - Coordinated streetscaping/streetside design.
 - Public art, shade landscaping, and hardscaping.
 - Consideration of underground utilities.
2. Engage TCRPC for outsourced completion (\$125K) by Q1 2026.
3. Develop an implementation schedule for policies and capital projects over 10–20 years (\$5M estimated capital cost).

Success Measures:

- Master Plan adopted by Q1 2026. [push out date so that seasonal residents may participate, SB 180 makes less urgent]
- Implementation projects initiated on schedule.

2. Community Branding & Identity

Objective: Align branding with the Master Plan vision to reinforce community identity.

Action Steps:

1. Upon Master Plan completion, enhance Town logo with a slogan reflecting plan themes.
2. Conduct community-wide polling to select branding.
3. Estimated cost \$15K; completion by Q4 2026.

Success Measures:

- Community-approved branding adopted.

- Branding integrated into public spaces and communications.

3. Village Center Activation – “Heart of Juno” Association

Objective: Establish a Village Center Association to foster economic vitality and a vibrant community hub.

Action Steps:

1. Form a non-government main street/chamber-style association with a Board of Directors.
2. Responsibilities to include:
 - Contributing to Master Plan streetscaping designs.
 - Coordinating and branding/marketing Village Center events.
 - Attracting and retaining desired businesses.
 - Consulting with police on public safety.
 - Considering free public Wi-Fi.
3. Launch by Q3 2025; re-evaluate effectiveness by Q4 2027.

Success Measures:

- Association operational with active events program.
- Positive business tenant mix and occupancy rates.

4. Mobility & Streetscape Enhancements

Objective: Improve pedestrian and vehicular safety while enhancing the visual appeal of public spaces.

Action Steps:

1. Oppose turn-lane additions at US1/Donald Ross Road in LRTP (Q2 2025).
2. Landscape architect contract for US1 median design by Q4 2025 (\$100K estimate); construction by Q4 2027.
3. Integrate “Safe Streets for All” design for:
 - Signal/crosswalk at US1/Donald Ross.
 - Crosswalks on Ocean Drive.
 - 8-foot multimodal sidewalk/path on Universe Blvd. (\$100K funded 80/20 grant match).
4. Evaluate speed controls, pedestrian lighting, and Pedestrian Hybrid Beacons.

Success Measures:

- Reduced traffic accidents involving pedestrians.
- New crosswalks, lighting, and pathways completed.

5. Fiscal Impact & Impact Fee Analysis

Objective: Ensure new development contributes appropriately to infrastructure and service costs.

Action Steps:

1. Require applicants to submit fiscal or community impact statements.
2. Evaluate cost/benefit of additional Town impact fees.
3. Consider outsourcing fiscal impact modeling (\$35K est., Q4 2025).

Success Measures:

- Adoption of updated impact fee policies.
- Development approvals informed by fiscal analysis.

6. Land Development Regulation & CDP Updates

Objective: Revise zoning and development regulations to preserve character, guide redevelopment, and meet Master Plan goals.

Action Steps:

A. Beachfront & Commercial/Residential Redevelopment

- Resolve height/tower and subterranean parking policies.
- Adopt architectural checklists for commercial and residential codes ("Old Florida" style). Q4 2025.

B. Historic Character Preservation

- Consider compatibility with historic residential areas.
- Establish a local historical preservation board/program. \$50K state/local grant pending. Q3 2026.

C. Master Plan Integration & CDP Evaluation/Appraisal

- Revise urban design styles, size, scale, density, and intensity.
- Address mixed-use and Live Local law implications.
- Include buildout population and road LOS standards. \$275K outsourcing estimate. Q2 2026–Q1 2027.

Success Measures:

- Updated LDRs adopted in phases.
- Increased alignment of development with Town vision.

7. Undergrounding Utilities

Objective: Improve aesthetics, storm resilience, and safety through utility undergrounding.

Action Steps:

1. Re-evaluate prior engineering and cost/benefit analyses.
2. Seek public/private financing options.
3. Engage consultant/FPL for analysis (\$175K est., Q3 2026–Q1 2027).
4. Construction contingent on referendum or funding; \$20–50M phased over 10–15 years.

Success Measures:

- Completed feasibility and financing plan.
- Project ready for voter or funding approval.

Strategic Initiative IV: Environmental Conservation & Community

Goal 1: Preserve and protect Juno Beach’s natural areas, beaches, parks, and open spaces through proactive management, partnerships, and sustainable practices that ensure long-term ecological health.

1. Beach Preservation & Coastal Resilience

Objective: Maintain high-quality beaches and dunes to protect the shoreline, enhance recreational use, and support coastal ecosystems.

Action Steps:

1. Partner with Palm Beach County for sand re-nourishment and dune planting projects.
2. Coordinate beach cleanup programs with citizen groups and not-for-profits.
3. Integrate Donald Ross Road Dune Walkover/drainage project into coastal protection efforts.
4. Formalize partnership agreements with County and stakeholders to ensure recurring maintenance.

Success Measures:

- Regular beach re-nourishment and dune restoration completed on schedule.
- Increased volunteer participation in cleanups.
- Measurable reduction in dune erosion rates.

2. Legal & Regulatory Protection for Natural Areas

Objective: Secure permanent protection of Juno Beach’s environmentally sensitive lands and open spaces.

Action Steps:

1. Advocate for a County overlay district guaranteeing perpetual preservation of environmental lands, parks, and open spaces.
2. Work with County and State agencies to codify protections into enforceable regulations.
3. Identify and document all parcels that should be included in protected status.

Success Measures:

- Adoption of overlay district with legal guarantees.
- All designated lands mapped and recorded as protected.

3. Pelican Lake Park Management & Restoration

Objective: Maintain and enhance the ecological and recreational value of Pelican Lake Park.

Action Steps:

1. Implement and maintain a Pelican Lake Park Maintenance Plan that addresses:
 - Wetland, shoreline, and littoral plant management.
 - Walkway landscaping.
 - Stormwater mitigation and runoff contaminant reduction (nutrient load).
 - Habitat creation.
 - Biological controls (e.g., grass carp).
2. Retain an Environmental Contractor to oversee the maintenance program.
3. Establish a succession plan for maintenance leadership, including a horticulture student internship through Palm Beach State College.

Success Measures:

- Improved water quality and habitat diversity in Pelican Lake.
- Reduced nutrient load and runoff contaminants.
- Positive public feedback on park condition.

4. Cooperative Management of Natural Areas

Objective: Ensure the ongoing protection and professional management of Juno Dunes and other environmentally sensitive areas.

Action Steps:

1. Maintain regular coordination with Palm Beach County, FDEP, SFWMD, IFAS, FIND, and environmental non-profits.
2. Use existing cooperative and interlocal agreements to formalize shared management responsibilities.
3. Monitor and document management activities for compliance with environmental best practices.

Success Measures:

- Continued County oversight of Juno Dunes.
- Active interlocal agreements in place with clear responsibilities.
- Documented improvements in habitat health and biodiversity.

Goal 2: Promote fellowship, recreation, education, and wellness in Juno Beach while preserving and celebrating its natural environment.

5. “Enjoy Juno Beach” – Town Center & Pelican Lake Events

Objective: Create a vibrant hub of cultural, recreational, and community activities that align with the goals of the Strategic Plan.

Action Steps:

1. Refresh and improve the focus of Town Center events and activities programming, emphasizing the four goals of the Strategic Plan.
2. Market events primarily for residents through Town and community sponsors.
3. Integrate “Heart of Juno” Village Center marketing to boost participation.
4. Maintain and rebrand the Business of the Month program (e.g., “Spotlight on a Juno Business”).
5. Allocate \$10K annual budget for event promotion and programming.

Timeline: Q3 2025 launch; ongoing thereafter.

Success Measures:

- Increased resident participation in Town events.
- Stronger business visibility through rebranded spotlight program.

6. “Know Your Neighbor” Community Initiatives

Objective: Foster connections and neighborhood pride through grassroots community activities.

Action Steps:

1. Support and promote street barbecues, community gardens, beautification projects, and clean-up days.
2. Encourage installation of neighborhood signage to build identity.
3. Offer optional Police-assisted block watch program.
4. Facilitate sponsorships or self-funded models for sustainability.

Timeline: Q4 2025 start; ongoing.

Success Measures:

- Increased participation in neighborhood-level events.
- Growth in community garden plots and beautification projects.

7. “Pathway to Wellness” – Pedestrian Circuit

Objective: Create a safe, scenic, and educational pedestrian route linking key community and environmental destinations.

Action Steps:

1. Design and construct a multi-use pedestrian linear circuit connecting Town Center, the beach, and natural areas.
2. Install interpretive signage incorporating environmental appreciation, local history, inspirational messages, and donor memorials.
3. Establish a legacy giving program to support the project.
4. Form a citizen ad hoc committee to oversee design and fundraising.

Timeline: Begin Q2 2026.

Success Measures:

- Completion of linked pedestrian route.
- Number of donor memorials and interpretive signs installed.

8. “Love & Learn Our Community / Our Environment” – Educational Series

Objective: Increase awareness of local history, environmental stewardship, and community planning through interactive learning.

Action Steps:

1. Organize guest lectures, workshops, and town hall-style discussions on topics such as community planning, history, Florida ecology, and sustainable energy.
2. Create opportunities for student mentorship and/or podcast production.
3. Partner with groups such as Historical Society, Ecology Group, FIU, FAU, Loggerhead Marinelife Center, NextEra/FPL, and 1000 Friends of Florida. [civic association – forum group]
4. Form and support a Friends of Town Center Library group to lead programming.

Timeline: Q4 2026 launch; ongoing.

Success Measures:

- Number of events and attendees.
- Partnerships established and maintained.

GOAL (STRATEGIC INITIATIVE): Administrative Excellence (from Customer

Service to Policing/Emergency Resilience). Led by a new town manager, staff delivers top-rate customer service through improved process/ procedures toward clear outcomes. with high morale while pursuing professional advancement. □

Who	How - Ranked Strategy with anticipated cost and schedule.	When			Calendar Year/ Quarter																						
		YR/QTR	DURATION	PERCENT COMPLETE																							
		START			25	26	27	28	29	30+																	
AE 1	ADM, HR																										
		3	10	25%																							
AE 2	ADM																										
		3	1	50%																							
AE 3	ADM, TCL																										
		4	1	0%																							
AE 4	FIN																										
		4	6	10%																							
AE 5	ADM, HR																										
		4	4	25%																							
AE 6	FIN, TCL																										
		5	3	25%																							
AE 7	PRM, POL																										
		5	2	50%																							
AE 8	FIN																										
		6	1	25%																							
AE 9	ADM																										
		7	1	75%																							

GOAL (STRATEGIC INITIATIVE): Council Effectiveness- Advance consensus, trust, and influence through greater efficiency and participatory leadership.

Engage a broader community consensus among expanded/newly created committees, advisory boards, key community organizations and businesses; while improving efficiency, influence through partnerships, coalitions and advocacy. As part of Annual Budget, adopt a prioritized Strategic Plan which directs staff priorities and resources, encourages longer-range (5-10 year) continuity, and is regularly evaluated for success or adaptation. Increase influence/"clout" thru coalitions and smart strategies to achieve desired policy wins and acquire new/continuing resources.

[illegible]

GOAL (STRATEGIC INITIATIVE) (excerpt): Manage Growth-

- Nurture the small-scale,

quaint and historic residential town character of this premier coastal island community through regulations, incentives, and a 10-year Master Plan/Blueprint with 3 interlinked activity hubs from the village center to the sea. Support only limited or slow, smart, high quality, compatible development/ infill/ redevelopment balanced with property rights; Attract and maintain desirable mix of commercial/retail and convenient urban services. [See full goal statement]

[illegible]

GOAL (STRATEGIC INITIATIVE): Healthier Environment: Achieve a healthier environment thru greater ecologic harmony, recreation/wellness, and neighborly spirit to renew tight knit community cohesion. **Sub-Goals:** Value preservation/ecosystem balance town-wide to treasure all things environmental (beaches, parks, open space, wildlife and habitat). Assist and support maintenance and restoration of preservation areas using biological controls when feasible (removal of exotics, controlled burns, etc.); including protection in perpetuity (additional legal controls, adoption thru not-for-profits, etc.). Promote native vegetation and ecosystem preservation closely linked to storm resiliency; avoid or mitigate undesirable stormwater management (pesticides, hydrocarbons). Promote community fellowship/neighborliness with more resident social events from smaller block parties to larger Town Center

Achieve a healthier environment thru greater ecologic harmony, recreation/wellness, and neighborly (beaches, parks, open space, wildlife and habitat). Assist and support maintenance and restoration of all controls, adoption thru not-for-profits, etc.). Promote native vegetation and ecosystem preservation /neighborliness with more resident social events from smaller block parties to larger Town Center

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