

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 Marinelife 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.