

05/20/2024

Goal Setting

1. Perform a comparative analysis of those dimensions of our zoning code and land development regs that affect the multifamily and commercial parts of our codes vs what other nearby towns are doing. Focus on those dimensions that can have the greatest impact on controlling sprawl and scale of development, similar to what we just did for multifamily parking. Some examples might include: landscaping, setback, green space requirements, etc. What steps can we take to potentially reduce density allowances in our current codes?
2. Beautification of landscaping town wide including clean-up of all town sidewalks, medians, parks and develop sidewalks plans town wide.
3. Strengthen regulations as to the redevelopment of high rises on the beach.
4. I would like to see enhanced transparency in alerting people to all meetings. Proposed projects are of interest to residents, and they rely on us/town to keep them informed.
5. Pursue a Strategic Plan modeled after the Town of Jupiter's strategic plan. Urgency exists to act to create a "Master Plan" and a "Strategic Plan" so it is clear that Town Council and Town Staff are working toward the same results that achieves the shared vision and mission for the Town. The strategic plan for Juno Beach would include strategic initiatives to assure: (1) Preservation of Natural Areas (2) Slow Growth (3) Maintain our unique small Town Character and Feel (4) Fiscal Responsibility (5) Organizational Excellence (6) Public Safety (7) Traffic and (8) Preserving Local Businesses. Town employees would have their key performance indicators for their annual reviews tied to the action plans associated with achieving the strategic initiatives.
6. Return to Council Appointments of Planning and Zoning Members, including required experience and credentials with stricter qualifications to the boards. Also, the effectiveness and transparency of Existing Boards and Committees and Ad Hoc bodies.
7. Create regulations relating to the volume and massing of single-family dwellings. One of the top requests from residents is to retain the "charm and character" of our town. Much of this character is created by the small one-story homes on the "ridge" along Ocean Drive. Other factors contributing to the charm and character of our neighborhoods are open space, and that the properties throughout town aren't packed together. The new single-family homes being built (many by developers who do not ultimately occupy the homes) are utilizing our codes to the fullest extent in a way the code was never used before. This is leading to new homes being built closer to the older existing homes, creating a crowded appearance and literally blocking their airflow and natural light. There is also a trend toward increased height, mass and volume of homes. The trend toward modern architecture is resulting in large slab walls and an overall "boxing-in" of the original homes which are one story.

8. Green Renovation of Town Center Backyard Patio and sun protection.
9. Find the ideal ratio in the range 80 /20 to 100/0 for residential vs commercial use.
10. Develop a strategy and a set of recommendations to improve the US 1 medial strips in terms of appearance and optics.
11. Improve the time management of meetings and professionalism on the Dais and in the Chamber.
12. Improve Reporting of Budget and Finances to Increase Transparency - Provide user-friendly reporting of Town Budget and Financials, to increase transparency for residents. The reporting should be easy for residents and Council to look at in order to get a good idea of our town's financial position from a historic perspective. Create an Executive Summary to replace the Financial Highlights Brochure. For example, the brochure is not user-friendly. From the brochure, take the bulleted text and put it into trend graphs to see at-a-glance how the numbers have moved. Create "At-a-Glance" Budget Summary and print it for residents and have copies available at front desk in Town Center. Post these summaries to the Town Website. Other municipalities provide more financial reporting information on their websites that is clearly designed for the layperson to read and understand the financial operations of their town and where their tax dollars are being spent.
13. Pursue a Master Plan with the Treasure Coast Regional Planning Council. Our land development regulations and their interpretation do not create a sense of place that maintains our unique character. We need to adapt our LDRs to create this community vision for Juno Beach given future development and re-development of our commercial areas, the beach front condominiums and in our single-family home neighborhoods.
14. What is the right amount of money to develop a Master Plan for Juno Beach?
15. Create a vision for the US1/DR intersection and work with State and County stakeholders to implement it.
16. Planning for the Future and Controlling Development and Traffic in Juno Beach (Discuss Master Plan Process including next steps and ideas and suggestions to proceed).
17. Town Center Renovation and Expansion - To Make Repairs to the Town Center and Police Department Buildings, and Plan for Increased Growth in the Town's Population and the Increased Number of Employees Needed.
18. Develop a strategy for getting the Marcinski bridge back on the County to do list.

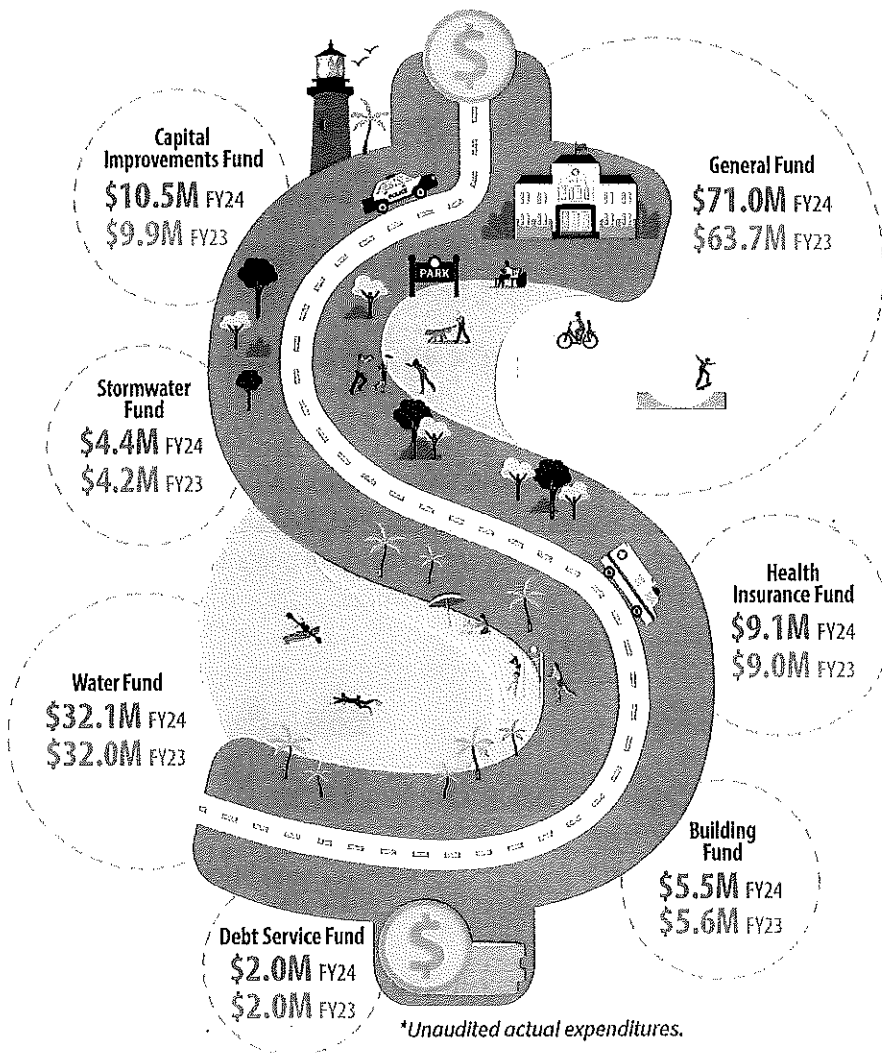
Fiscal Year 2024 Budget and Community Investment Program at a Glance

*Provided by
Vice Mayor Halpern*

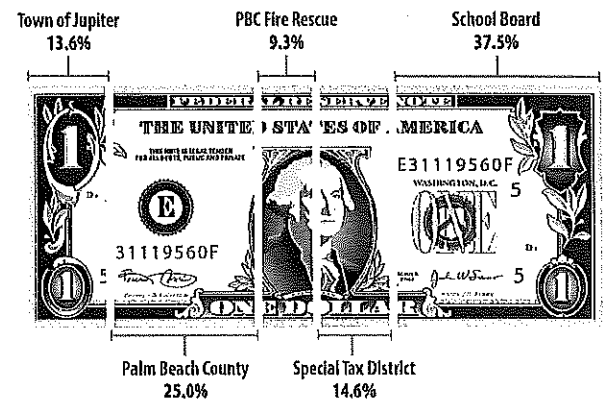
The Town's fiscal year runs from October 1 through September 30, and the Town's annual budget is approved in September every year. The Town has seven funds that make up its total annual budget. The largest of these funds is the General Fund, which supports the general operations of the Town. The Town also maintains a Community Investment Program (CIP), that is a 5-year capital improvement plan for the Town. It is partially funded by property taxes, and is updated and voted on each year along with the operating budget.

Total Budget by Fund

- Total FY2024 actual expenditures for all funds were \$134.6 million*
- Total FY2023 budgeted expenditures for all funds are \$126.4 million



Typical Jupiter Resident Property Tax Bill



FY2024 Property Values & Property Tax Rate



Jupiter property values are expected to increase **12.32%** compared to FY2023.



The Town of Jupiter millage (property tax) rate was lowered to **2.3894**. This is a 3% decrease from the FY2023 rate.



For a home valued at \$550,000, Jupiter property taxes will increase by **\$2.44** (homesteaded) or **\$126.39** (non-homesteaded).

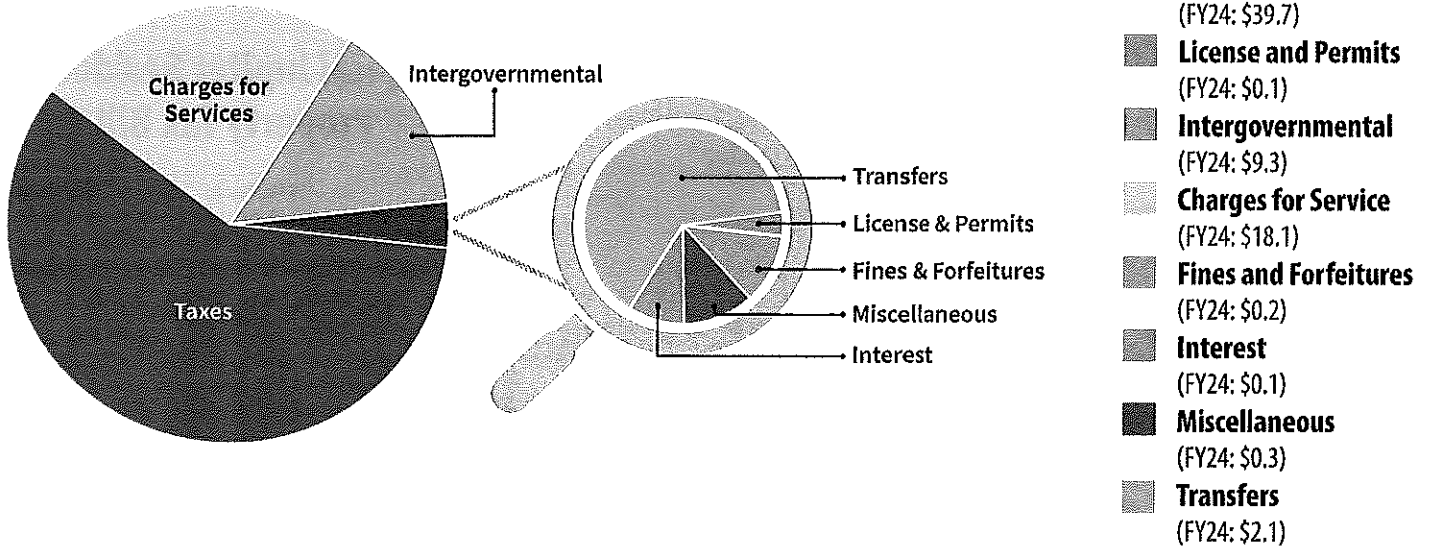
Community Redevelopment Agency (CRA): The CRA in Jupiter manages the area along the coastal and Intracoastal waterways from Inlet Village south to Coastal Way, including the Riverwalk. The CRA has its own operating and capital improvement budget. Revenues are generated from incremental property taxes, and those revenues must be spent within the CRA boundaries. For more information, visit jupiter.fl.us/CRA.

The Town's largest fund is its General Fund, which supports the general operations of the Town.

Where does the money come from?

The Town of Jupiter will collect just over \$71 million in revenues in its General Fund in FY2024. The largest portion of those revenues comes from property taxes, at \$29.7 million. Other sources of revenue for the General Fund include State of Florida revenues. In FY2024, the Town expects to collect \$39.7 million in tax revenues, or about \$3.1 million more than in FY 2023. This is directly related to a 12% increase in property values.

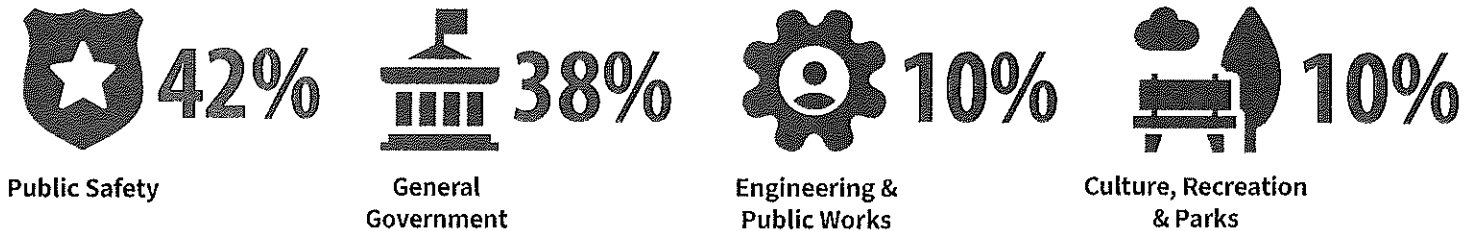
FY2024 Proposed General Fund Revenues



What does the money pay for?

In the General Fund, the largest portion of expenditures is devoted to keeping residents safe. Public Safety represents about 42% of what the Town spends in operating its local government. Other general government services - like Planning and Zoning, Human Resources, the Town Clerk's Office, Finance, IT and Administration - make up about 38% of the General Fund's budget. Culture, Recreation and Parks accounts for about 10% of the General Fund, as does Engineering and Public Works.

FY2024 General Fund Expenditures



Public Safety **\$29.4 million**

General Government **\$27.2 million**

Engineering & Public Works **\$7.4 million**

Culture, Recreation & Parks **\$6.9 million**

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Proposal for a Juno Beach Strategic Plan 2024-26

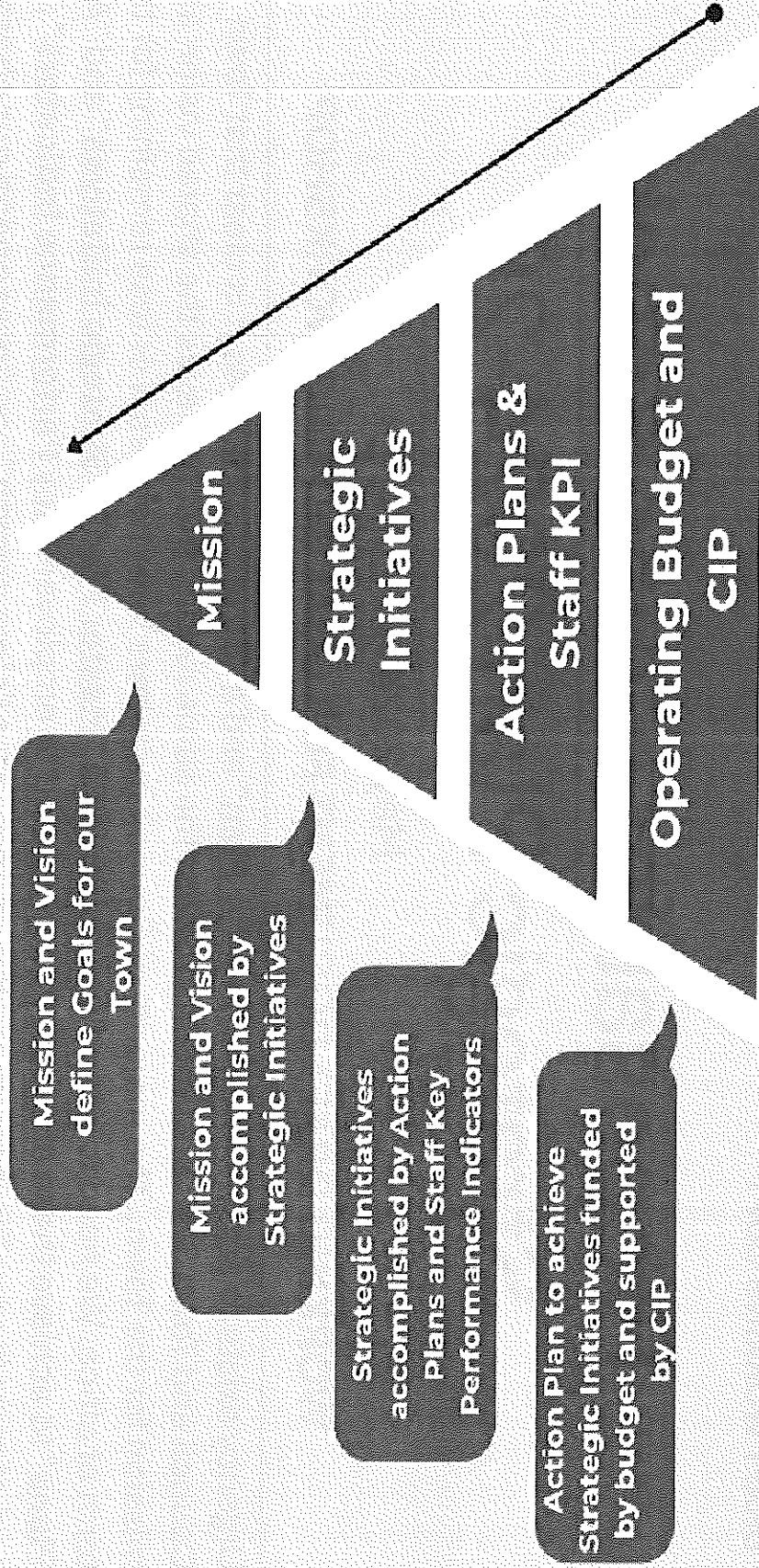
May 2024

WORKING DRAFT DOCUMENT FOR GOAL SETTING WORKSHOP

Urgency exists to act to create a "Master Plan" and a "Strategic Plan" so it is clear that Town Council and Town Staff are working toward the same results that achieves the shared vision and mission for the Town. The majority of Council members have two years or less remaining for their term of office. We need to act now to establish a "Master Plan", "Strategic Initiatives" and "Action Plans" to achieve these strategic initiatives tied to employee "Key Performance Indicators" prior to end of term for our Town Council. We cannot leave "slow growth" and "preserving our character and small-town charm" as the sole responsibility of volunteer boards & council members, as that is a failed proposition. Both Town Council and Town Staff must work together on the same "strategic initiatives" to achieve our mission and vision for the Town.

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STRATEGIC PLAN



Existing Vision & Mission Statements

- **Vision Statement**

The Town of Juno Beach . . .
a seaside community where
neighbors join together to share
in our exceptional quality of life.

- **Mission Statement**

The Town of Juno Beach is a
partnership of residents,
businesses, and Town staff
creating a hometown atmosphere
that emphasizes community
involvement, cultural activities,
and natural beauty.

Analysis: More Social in Nature Lacks Goal Type or Focused Language

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Proposed Vision & Mission Statement

New Vision Statement

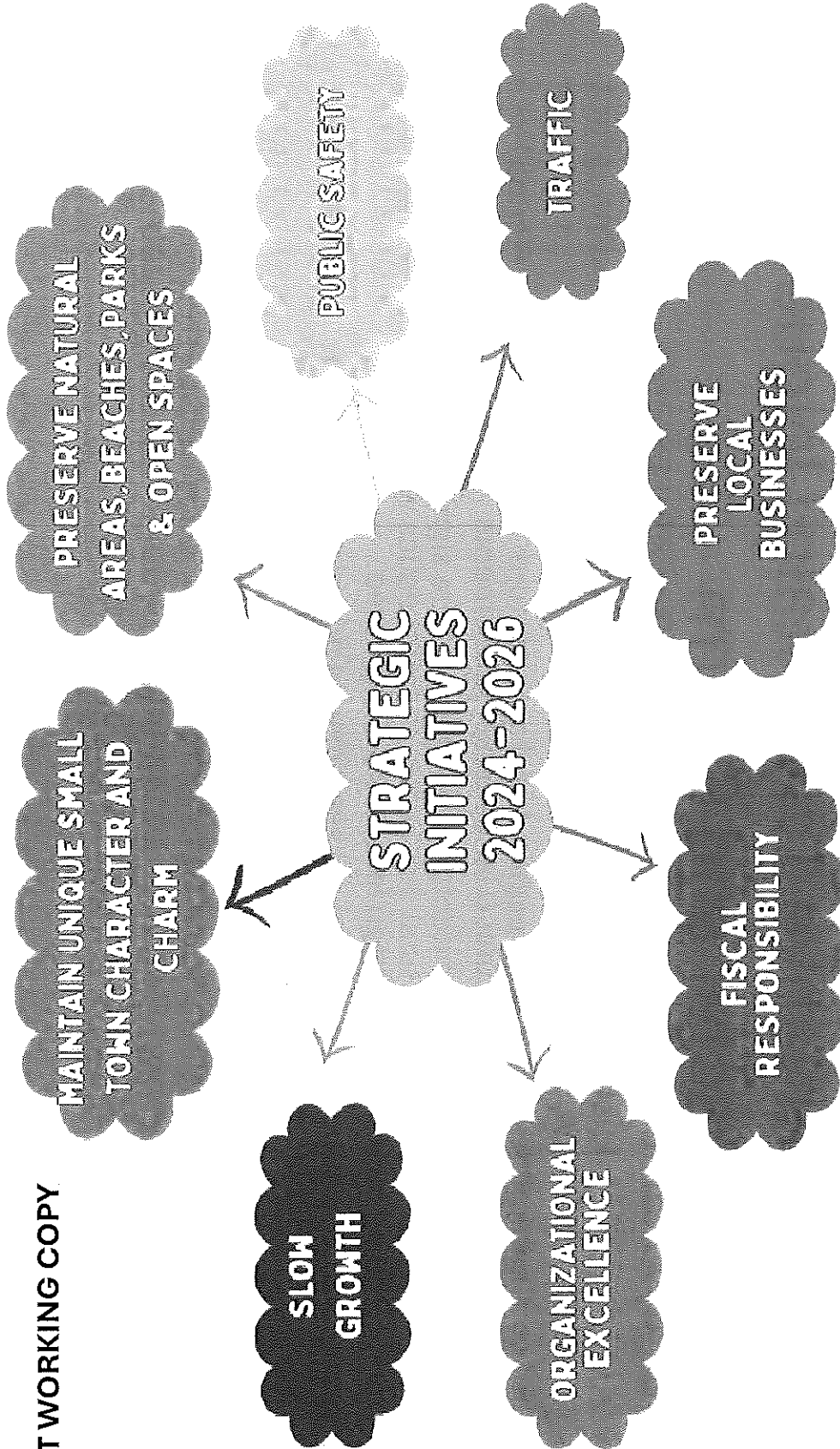
Juno Beach is a charming distinctive seaside community committed to preserving its unique character, natural resources, parks and open spaces, history and small-town charm.

New Mission Statement

We consistently provide exceptional municipal services that add value to residents' lives and businesses while assuring a long-term sustainable, slow-growth community that preserves our unique characteristics.

“Preserving the Town’s Character” is paramount and cannot solely fall on volunteer Boards and Town Council Members. It must be the job description of all our Town employees, the goal of strategic initiatives achieved by action plans and measured in the employee Key Performance Indicators for their annual review of job performance. As a Town, we need to focus on “Operational Excellence” tools for organizational governance, fiscal responsibility, and internal controls

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Strategic Initiative 1: Maintain Unique Small

Town Character and Charm

- Identify Characteristics that Make Juno Beach Unique
 - Action Plan: Historical Survey of Neighborhoods and Condominiums (grant applic due now, closes in June)
 - Characterization of the Neighborhood architecture. Characterize “Old Florida” Commercial Architectural & landscape requirements
 - Adopt checklist for architectural features that are significant within each style – to require these architectural distinctive characteristics within CO, RM1, RM2, RH and other zoning codes where design features are regulated.
 - Identify structures of historical significance and identify incentives for owners to voluntarily preserve these historically significant structures
- Identify events that create community fellowship.
 - Action Plan: Continue Town Sponsored Events, other supported Festivals & Art events, and Support Community Volunteer Groups that bring together residents for fellowship that creates a sense of community

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Strategic Initiative 2: Manage Growth

- Work with professionals to create a Master Plan for Juno Beach
- Development that is in harmony with the natural environment, considering green space, beautification, and impacts on habitats and wildlife
 - Action Plan - Evaluate permitting reviews by environmental professionals and land use attorneys. Evaluate kicking back applications without resolving real estate issues first, such as ROW or CCCL.
- Planning and Zoning Staff responsible to implement slow growth. The burden cannot fall solely on volunteer boards and Town Council.
 - Action Plan - Annual Review – targets include realistic description of burden on community resources that new development projects present.
 - Action Plan - Communications around development - When development is proposed communicate alternatives that would be less intensive use, or alternatives to what is proposed that would reduce the impact of the proposed project.
 - Action Plan - Know the impact on infrastructure and charge an impact fee.
 - Action Plan - Benchmark other local governments and describe what would be required in more restrictive development communities; what would the size of the building be if parking were not underground, what would the landscape requirements be for the project, communicate the more stringent requirements for the project and potential improvements to Juno Beach land development requirements or codes.

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Strategic Initiative 3: Operational Excellence

- Sufficient investment in organization's infrastructure to maximize productivity, enhance performance and develop technical and leadership skills.
 - Action Plan - New Planning and Zoning Staff member hired at a rate to attract appropriate talent
- Overall costs of Town government managed to enable a sustainable future.
- Employees valued and invested in the achievement of strategic and operational results through engagement, communication, a team environment and a culture of continuous improvement
- Town facilities and buildings maintained to allow for a safe, functional working environment.
- Skilled leadership and workforce that is sustainable for the long-term
- A workforce and culture that is responsive and adaptive to new concepts and changing environments.

Strategic Initiative 3: Operational Excellence

- Create Process and Procedures for all Tasks and Job Duties
- Goal is to be able to create reproducible results in decision-making by following processes and procedures
- Goal is to not be people dependent – each person should create the processes and procedures for their job duties, so if someone fills in for them there is not a loss of productivity and not a loss of job performance
- Goal is to follow process, so if there is a problem with a particular decision, it is addressed as a process deficiency and not a people problem
 - Action Plan – training on Quality Improvement Tools, Continuous Improvement and Creating process and procedures for certainty in outcome.
 - Action Plan – each employee identify work tasks, create process & procedure for work tasks

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Strategic Initiative 4: Preserve Natural Areas, Beaches, Parks and Open Spaces

- Preserve our Juno Dunes Natural Area, Beaches, Parks and Open Spaces
- Vulnerability Assessment – have contractor include mitigation projects and their priority; and include the Coastal Construction Control Line assessment for the teardown and building back of condominiums to determine if the language in our Comprehensive Plan is sufficient or for the purpose of determining impact fees (if any)
- Monitor new landscape management contract for parks & beautification
- Explore implementing existing landscape design for Pelican Lake Park, for littoral zone planting, and native shoreline planting
 - Action Plan - Enhance Storm Water Quality of new drainage on Ocean Drive into Pelican Lake, suggest mitigation in concrete boxes such as bio-char – it would need to be replaced periodically to remove oil and grease and fertilizer use education (nutrient pollution). Littoral Shelf – plant palette and selection for birds & ducks. Coordinate some more native upland planting with the project.
 - Action Plan- Enhance Storm Water Quality of new drainage on Celestial into Pelican Lake and add mitigation of possible for pollutants of concern (bio-char for petroleum) and fertilizer use education (nutrient pollution). Littoral Shelf – plant palette and selection for birds & ducks
 - Action Plan-Pelican Lake – August maintenance of cattails, planting of low growing bull rush, summer maintenance algae
 - Action Plan-Landscape planting of Trees along sidewalk outside Natural Area – work with County to obtain approvals. (shade on sidewalk)

Strategic Initiative 5: Support Local Businesses

- Be Business Friendly
 - Action Plan - Create a local business directory on-line
 - Action Plan - Create web pages that are business friendly
- Support the Master Development Plan process that indicates what businesses can help with control traffic
 - Action Plan – identify businesses with traffic at different times of day, or
 - Action Plan – identify businesses to attract walkers and bikers – devise ways to incentivize these businesses to attract them to our Town
- Support County’s Beach renourishment program, support of the Loggerhead Marine Life Center, and Juno Beach Pier.
- Partner with schools and universities with programs to support business needs, evaluate hiring a horticulturalist intern from Palm Beach State College; evaluate opportunities for architectural student intern or planning students to work with Planning and Zoning

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Strategic Initiative 6: Manage Traffic

- **As part of the Master Plan**, evaluate cross walk locations, islands, improved medians and pedestrian crossing with lights in road.
- Improve bicycle paths and pedestrian paths
- Evaluate pedestrian path lighting for evening and dusk (blinking lights in the road for cross walks- Pedestrian Hybrid Beacon (PHB))
- Explore speed tables, speed humps, speed trailers, signs that tell speed, other speed discouragement for Mars, Olympus, Oleander, Park, Floral, and Ocean Drive
- Explore improvements to Sea Oats – ingress and egress

For U.S. 1 and Donald Ross

- Explore traffic signaling with notification of bridge openings
- Explore traffic signaling that has no right turn when pedestrian or bicycles are in the intersection and going to turn right
- Explore right turn lane for Donald Ross Road traffic headed West for right turns onto U.S. 1 heading North

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Strategic Initiative 7: Public Safety

- Support the Juno Beach Police Department public safety initiatives
- Adequately Budget and Fund safety needs of the Police Department
- Consider productivity measures that support Town initiatives, such as reducing speeds on interior roads such as Mars, Olympus, Oleander, Park and Floral; and reducing unauthorized truck traffic

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Strategic Initiative 8: Fiscal Responsibility

- Organizational governance in place to evaluate risk facing the Town and insurance needs
- Establish internal controls within policies and procedures to implement those policies that are the audit points
- Calculate the remaining useful life of Town infrastructure with replacement dates, and assessment values for new development
 - Evaluate the use of a lobbyist firm to represent Town's interest when seeking funding for particular capital improvement projects as identified in remaining useful life exercise above.
- Seeking Grant funding when available to fund strategic initiatives identified and master plan goals. Excel charts and calendar for dates applications accepted, pre-plan TC approvals, contractor work needed to submit so dates not missed. Record conditions of grant with procedure or process to assure conditions met.

Summary – Looking ahead to our Goal Setting Workshop proposal for Town Strategic Plan

- Strategic Plan with its strategic initiatives and action plans (KISS type goals) to achieve the strategic initiatives tied to staff employee annual review Key Performance Indicators puts staff and council on same page to achieve results
- Working Document – Strategic Plan requires feed back and support from Town Council, Town Staff, and residents.
- Action Plans are the detailed steps followed to achieve the strategic results of the strategic initiatives with specific due dates.
- Success Measures assigned to each strategic initiative and annual employee reviews (KPI) directed at achieving results of strategic initiatives