

PART B: Plan Detail

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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.

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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		PERCENT COMPLETE	Calendar Year/ Quarter																			
			YR/ QTR	DURATION		25		26		27		28		29		30+									
			START																						
AE 1	ADM, HR	"Rally the Troops I" by clarifying roles and responsibilities, and boosting morale. Host staff team building, professional advancement, and appreciation/networking events. \$12K annual for staff team building, special events and morale. Q3 2025 and continuing.	3	10	25%																				
AE2	ADM	Improve Town Center internet by increasing bandwidth. \$5K annual increase. Q3 2025	3	1	50%																				
AE 3	ADM, TCL	Hire Communications Director. Duties such as: Improve/modernize online interaction as webmaster. Maintain events calendar including Town and select local business events; and enable public to documents and records for transparency. Adopt a "Style Guide" to coordinate messaging and branding among newsletters, blogs, etc. Coordinate image and branding to support Master Plan, including adding a slogan to town logo; and which is consistent with streetscaping, signage. Coordinate events with branding & messaging. Assist during emergencies. Add a "Local Business is Our Business" link on webpage providing: FAQ including acquiring business licenses, business directory of local services and restaurants, promote summer specials, employee services such as housing availability, signage requirements and "suggestion box". Continue "Spotlight on Business" highlighting 1 business/month. By Q4 2025. \$90K	4	1	0%																				
AE 4	FIN	Rename "Human & Financial Resources Department"; hire Assistant Finance staff. Department leads recruitment, training, mentoring staff along with new Succession Plan, acquire/moderize HR software; Publish a clearer organizational chart in annual budget reflecting staff's scope and multi-tasking, and Council's policy-setting role so delegation of discretion to staff is clearer; Compose "Standard Operating Procedures and Staff Job Description Manual" with process, procedures, and desired outcomes; thereby facilitating clearer assignments and “stand ins” if necessary; analyze and recommend better health insurance benefit options; Design and implement professional advancement training (considering resources through various professional organizations (Leadership Palm Beach, FLC University, ICMA, AICP, ASME, other/; Conference training \$15k budget, recurring. One FTE - \$75k, recurring. Q4 2025	4	6	10%																				
AE 5	ADM, HR	"Rally the Troops II" by supporting staff advancement and growth, benefits, retention, and succession planning. Train and mentor staff on working with Boards for greater efficiency and results, and offer leadership training (see Leadership Palm Beach, FLC University, ICMA, AICIP, ASME, etc.) Reward performance with benefits such as salary and quality health insurance. \$20K annual for management and leadership development. Benefits indeterminate. In house staff time. Outsource for management training. Q1 2026	4	4	25%																				
AE 6	FIN, TCL	Replace software which is obsolete, non-existant, or incomplete; begin with accounting/invoicing. Maintain public transparency through SP implementation, and availability of project, budget, or financial status through regular reporting and staff responsiveness. \$35K recurring annual. Q4 2025 - Q2 2026 acquisition, training, rollout. (see trustradius.com/municipal, devstride.com, others). Also, if not fulfilled through regular staff reporting and SP implementation, evaluate the need and cost for Project Management software in Q2 2026.	5	3	25%																				
AE 7	PRM, POL	Hire Fixed Asset Manager to produce "Comprehensive Facility Needs Assessment/Resilient Property Management Plan"- Consider all Town’s land, building, tangible assets (vacant, built, and future space needs for all departments and policing, Council, town and emergency response operations, social and community events, etc.) Analyze facilities life cycles and maintenance/deferred maintenance; integrate facilities inspection and life cycle schedules; consider land surplusssing, acquisition, and/or swaps, etc. as needed. New Hire \$90K, or outsource \$75K (with no continuing duties). Q1-Q3 2026; Incorporate Vulnerability Assessment findings (possibly stormwater/flooding mitigation adjacent to roads, utilities, or shorelines)- such Plan by Q1 2026 (\$225K funded); design and build by Q1 2027 (Indeterminate).	5	2	50%																				
AE 8	FIN	Evaluate/implement desired means to increase/sustain revenue. (based on forecast). Rank the attractiveness of the limited sources. 1. Increased ad valorem tax revenue from urban (residential/commercial) growth or property value increase; 2. Annexation of lands offering more benefit than cost; 3. Not for Profits (foundations - new or existing; and/or Legacy/Estate giving); 4. Partnerships or grants from business, other governments, or other entities for cost sharing; including Countywide 1/2 cent transportation surtax. 5. Fees and Fines. In House or outsource- cost indeterminate; coordination with Audit Committee.	6	1	25%																				
AE 9	ADM	Re-evaluate Quality of Staff Reports for Council Business Meetings. If necessary, enhance with clearer/concise cover sheets and executive summary, justification statement, and key decision-making request. Provide alternatives including “do nothing” analyses, and strategic plan adherence scoring. In house cost. Q3 2026.	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.

Who	How - Ranked Strategy with anticipated cost and schedule.	When		PERCENT 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%																					

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]

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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																										
			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							
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 Plan 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

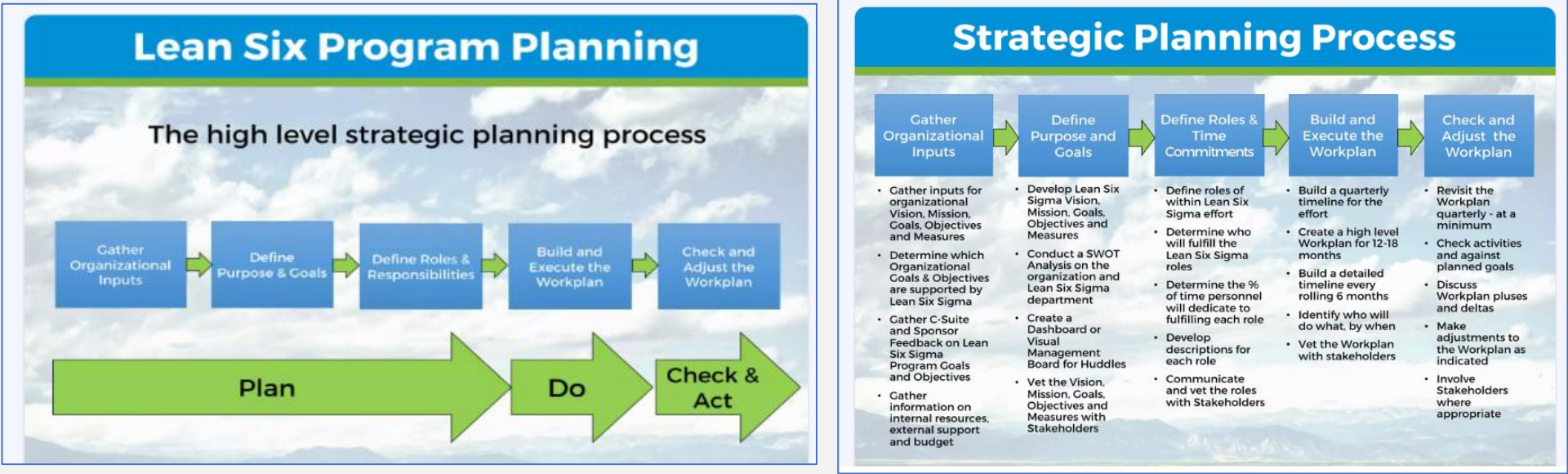


Figure 3. Lean Six Model. SOURCE: <https://www.slideshare.net/slideshow/how-to-create-a-strategic-plan-for-a-lean-six-sigma-program-office/70185895#47>

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	- 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	- 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	- 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	- 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.

