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Village of Tequesta  
Village Council  
2021-2022 Strategic Plan



# Village of Tequesta Village Council



Village of Tequesta's Strategic Plan is a collaborative effort that is led by the Village Council's vision and leadership, influenced by resident feedback, reflective of staff contributions, and aligned with other important efforts such as the Comprehensive Plan.



The Strategic Plan is revised annually to maintain relevancy. Each year staff submits a performance report to council and ultimately to the citizens relative to the strategic plan.



## **Mission**

We will protect the health, safety and well-being of the community, provide exceptional, fiscally sound and efficient customer service, uphold the public interest, and advance the community vision.



## **Vision**

We will preserve and enhance the unique character, community spirit, small town values, and superior quality of life for all who reside, visit, and work in the Village of Tequesta



**Mayor Frank D'Ambra**



**Vice Mayor Kyle Stone**



**Molly Young**



**Laurie Brandon**



**Bruce Prince**



## Letter from the Village Manager



In the Village of Tequesta, staff's efforts are focused and intentional to meet expectations of the Strategic Plan. The Plan's five pillars are the foundation for the initiatives and action items to allow us to be transparent about our goals, focused efforts and accountable for our results.



As reflected in the 2021-2022 plan, the Village has targeted meaningful projects that will continue to move the Village forward and benefit those who live, work and visit the Village of Tequesta.



Sincerely,  
Jeremy Allen  
Village Manager

- **Excellence**

We value excellence in all things. Professionalism, courtesy, accountability, and innovation drive our commitment to the delivery of exceptional customer services.

- **Ethics and Transparency**

We set high standards and are responsible for our personal, professional and organizational conduct and act with integrity. We provide open access, encourage community involvement and promptly respond to requests for information.

- **Quality of Life**

We value maintaining a safe, family-friendly and healthy environment to build our future and conduct business. We foster recreation, public safety, youth activities and events that benefit the entire community.

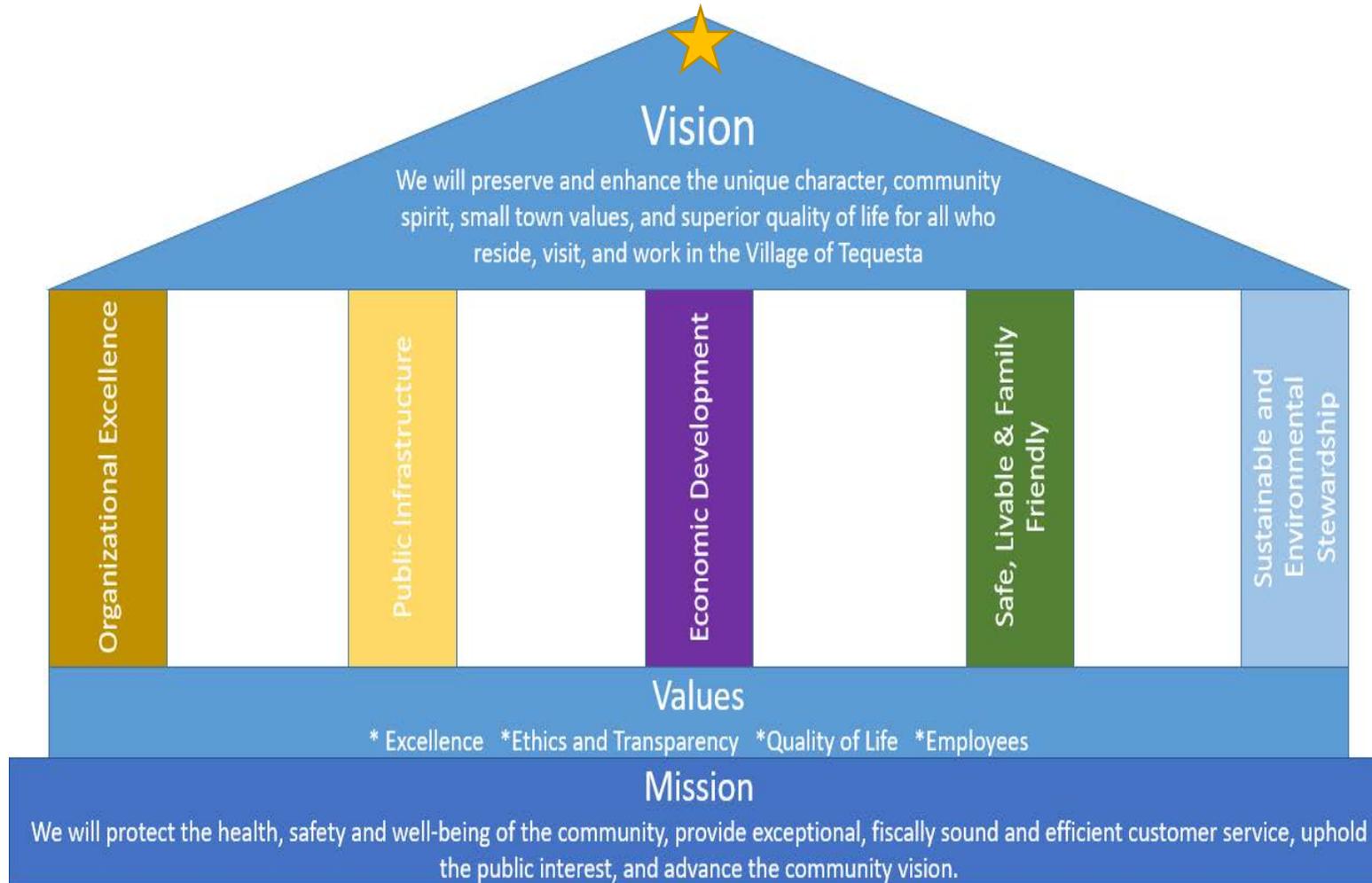
- **Employees**

We recognize that our diverse staff is invaluable and we provide a work environment that emphasizes teamwork, respect, dignity and support. We attract the best recruits, retain top-level employees and invest in their professional growth.

**Administration:** Merlene Reid-Risk Management/HR Director, Greg Corbitt- Leisure Services Director, Gus Medina-Police Chief, Brad Gomberg-IT Director, Jose Rodriguez-Building Director, Hugh Dunkley-Finance Director, Lori McWilliams-Village Clerk, Matt Hammond-Utilities Director, James Trube-Fire Chief, Nilsa Zacarias- Planning Director, Doug Chambers- Public Works Director, Debra Telfrin-Administrative Assistant



The “top/roof” of the building = The Vision and where we want to get. Spans over the entire structure at the highest level.



The “Pillars” = The components that give the building structure and desired look.

The “Foundation”= The Mission and Values of the building. These are what holds the building in place.



# Strategic Results

How We Win



## Organizational Excellence



Ongoing efforts to establish an internal framework of standards and processes intended to engage and fulfill customer expectations within the business framework.



- Responsible Manage Financial Resources
- High-Performance Workforce
- Effective Communication
- Use of Technology to enhance efficiency and productivity
- Collaborate with local, regional, state and federal partners.





# Strategic Results

## How We Win



## Public Infrastructure

Provide public infrastructure for the Village of Tequesta and surrounding areas.

- Develop Capital Improvement Plan that meets the needs of the community today and in the future
- Enhance connectivity
- Improve mobility and seek mobility options
- Promote superior utilities and Village facilities
- Improve quality of Village roadways
- Improve quality of sidewalks and trails and strive to connect the Village.
- Build for resiliency to mitigate weather impacts on the community.



# Strategic Results

How We Win



## Economic Development

Investment in growing and retaining Village of Tequesta businesses and enhancing quality of life for all residents.

- Promote business-friendly environment.
- Encourage safe and smart development and redevelopment.
- Support business recruitment and retention.



# Strategic Results

How We Win



## Safe, Livable & Family Friendly



Maintain and enhance our small town feel with the unique combination of community, cultural and recreational assets that make Village of Tequesta a great place to live, work, and visit.



- Enhance and promote Public Safety
- Promote clean and healthy neighborhoods
- Provide outstanding leisure, cultural, and educational opportunities
- Support citizens





# Strategic Results

How We Win



## Sustainable and Environmental Stewardship

Responsible use and protection of the natural environment through conservation and sustainable practices to enhance ecosystem resilience.

- Protect Tequesta's water, land, and other resources
- Reduce and divert waste
- Reduce Pollution
- Provide opportunities to increase energy conservation and minimize environmental impact.



# 2019-2020 Major Accomplishments and can transitioned off the Strategic Plan



Items Completed	Staff Comment
Upgrade Organization Technology (Public Infrastructure)	The outdated network servers have been replaced. The project was under the anticipated budget. Issued debt service with better than expected rates.
BLM Partnership/Patrol 	Established routine schedule for BLM. Have reports of contacts made. All parties involved extremely happy with results. There has been conversation about extending agreement.
Establish 5 Year Capital Improvement Plan and dedicated funding sources to be sustainable 	Established dedicated funding sources. Issued debt to take care of short and long term needs. Working way through the second year. This is an established source and process. Will be an ongoing planning tool for the Village.
Improve Organization Transparency and Communication	Village has implemented inventory control software (FD), Internal Investigation Software (PD), Employee Portal, Financial software to assist with payroll.
Explore Term Limits and Districting	We had discussion and was deemed no further action was needed.



# 2019-2020 Major Accomplishments and can transitioned off the Strategic Plan



Items Completed	Staff Comment
Update Signage Code	★ Updated Village Code to meet State Statutes. Have other workshops to discuss different options. No further action was taken.
Look for additional Mobility Options	★ We adopted E-bike Ordinance. On multiple occasions looked at golf cart options.
Promote Village Council seats and Board positions	We have done a good job of this and will be apart of all future processes.
Utility Customer Portal	We have implemented the Utility Customer Portal. We have and will continue to promote this option for our citizens. We have seen a steady increase in utilization.



**Sustainable and Environmental Stewardship**



**Organizational Excellence**



**Public Infrastructure**



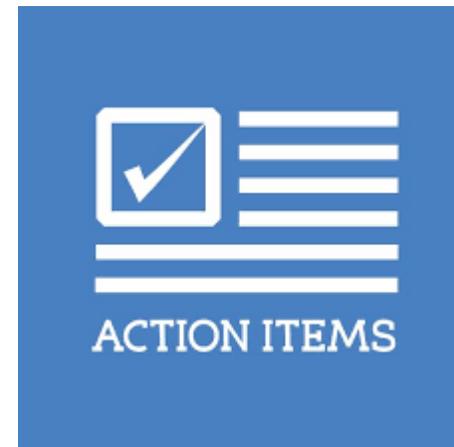
**Safe, Livable & Family Friendly**



**Economic Development**



What should we do in order to achieve the Strategic Results? How will we know when we've been successful at achieving a strategic result? What steps will we take to complete the initiative?

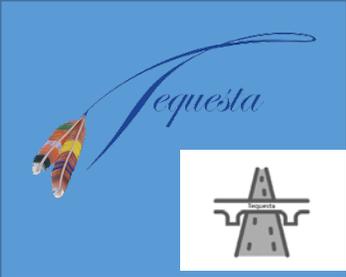




# Strategic Initiatives

## Organizational Excellence

Strategic Initiative	Action Items	Status
OE1: Make grant funding a priority for all projects.	<ol style="list-style-type: none"> <li>1. Insert process on all capital funding projects that ensure grant funding has been applied for when available.</li> <li>2. Report status of grant applications</li> </ol>	We have created a grant tracking process to allow staff and citizens to view all grant applications and their status. While this is mainly operational we want to make seeking grants a priority within the Village operations.
OE2: Meet Unassigned Fund Balance Policy	<p>Staff will continue to meet Unassigned Fund Balance Policy</p> <ol style="list-style-type: none"> <li>1. 1% Building Permit Fees to Unassigned Fund Balance</li> <li>2. Manage revenues and expenses with leftover to unassigned</li> </ol>	Staff will continue to work toward meeting the Unassigned Fund Balance Policy. We continue to allocate to fund balance 1% Building Permit Fees. At the conclusion at each budget year we will allocate to fund balance any unused. In the budget process we will project the status of our fund balance.
OE3: Increase Communication and Transparency	<ol style="list-style-type: none"> <li>1. Coordinate a Town Hall meeting off-site</li> <li>2. Communicate Village Initiatives</li> <li>3. Report meeting outcomes to public on a regular basis</li> </ol>	We have promoted our boards and commissions. We continue to stream meeting to make the council meetings and workshops available to a wide audience.
OE4: Update Village Charter	<ol style="list-style-type: none"> <li>1. Bring recommendations to council to update the charter</li> <li>2. Council decide on items to be considered</li> <li>3. Review questions for referendum</li> <li>4. Place questions on ballot for referendum</li> </ol>	This will be discussed and further direction given to staff at the June Workshop.



# Strategic Initiative

## Public Infrastructure

Strategic Initiative	Action Items	Status
PI1: Plan and fund Annual Street Maintenance Program  	<ol style="list-style-type: none"> <li>1. Review and approve the road improvement plan</li> <li>2. Implement the 20-21 road improvement plan based on funding available</li> <li>3. Annual report to council</li> </ol>	<p>20-21 budget year was the first year that we have funded the current 20 Year Street Maintenance Program. May we began the header curbs at Tequesta Drive and replacing several driveway aprons along Venus, Mars, Saturn, Daly, Leigh. Milling along the same roads and Pineview (along with Jupiter) and Venus. The 20 Year Street Maintenance Program can be located on our website.</p>
PI2: Plan and fund Annual Sidewalk Improvement and Maintenance Program  	<ol style="list-style-type: none"> <li>1. Review and approve the sidewalk improvement plan</li> <li>2. Implement the 20-21 sidewalk improvement plan based on funding available</li> <li>3. Annual report to council</li> </ol>	<p>At the April Council meeting Council authorized the agreement for the second phase of Country Club Drive. We anticipate the work to be done near the end of the FY 20-21 Budget year. We have addressed some ADA landings at the intersections of Venus, Mars, Saturn, Daly, and Leigh. We will look to repair and grind various sidewalks in need of maintenance throughout the Village. The Sidewalk Improvement and Maintenance Program can be located on our website.</p>
PI3: Seek Alternative Transportation options for the Village  	<p>Consider a recommendation from EAC on a no or low cost micro-transit pilot program working with PalmTran, Martin County, and private service providers in an effort to reduce vehicular trips.</p>	<p>Currently EAC is looking at these transit options. At the meeting in May EAC heard from a second company that provides this service. EAC presented the first proposal to the Manager. On behalf of the EAC Mr. Bradford came to the Business Forum hosted by Tequesta to present the Micro transit option to the business community.</p>
PI4: Advocate for and seek solutions for Underground Utilities  	<ol style="list-style-type: none"> <li>1. Look to partner with organizations</li> <li>2. Seek consultant to advise the Village on the process</li> <li>3. Develop budget</li> <li>4. Recommend funding strategy</li> </ol>	<p>Have spoke with Palm Beach Shores about the process they took and their willingness to help us in planning.</p>
PI5: Plan and fund Long-Term Building Maintenance	<ol style="list-style-type: none"> <li>1. Recommend to council through budget and capital improvement plan a Long-Term Building Maintenance Plan.</li> </ol>	<p>A draft facilities maintenance plan has been submitted to the Manager's office to help guide budget decisions for the 21-22 budget process. A formal plan will be presented to council at an upcoming meeting.</p>



# Strategic Initiatives

## Economic Development

Strategic Initiative	Action Items	Status
ED1: Execute Annexation plans based on Annexation Strategic Plan  	<ol style="list-style-type: none"><li>1. Develop Short and Long-term Plans for Annexation</li><li>2. Develop timeframe for Annexation</li><li>4. Services plan for annexed areas</li><li>5. Coordinate Interlocal Agreement</li></ol>	
ED2: Mitigate the impacts that COVID -19 and US1 Bridge has on local business	<ol style="list-style-type: none"><li>1. Roundtable discussion about ways to minimize impact</li><li>2. Develop actions steps and timeframe.</li></ol>	



# Strategic Results

## How We Win

# Safe, Livable & Family Friendly



Maintain and enhance our small town feel with the unique combination of community, cultural and recreational assets that make Village of Tequesta a great place to live, work, and visit.



Strategic Initiative	Action Items
SLF1: Oversight into the development of the Recreation Center 	<ol style="list-style-type: none"> <li>1. Oversee the budget and timeline of the Recreation Center to ensure that it stays on schedule and within budget</li> <li>2. Report changes to the project</li> <li>3. Develop Business Plan and policies for Council review</li> </ol>
SLF2: Develop long-term strategy for Parks and Green Spaces 	<ol style="list-style-type: none"> <li>1. Develop a phased approach for Tequesta Park.</li> <li>2. Develop a phased approach for Remembrance Park</li> <li>3. Long-Term plan for Paradise Park</li> <li>4. Seek funding for Parks plans.</li> </ol>
SLF3: Identify and prepare strategy for “Magic of Tequesta” (Gateways, “Small Town feel”) 	<ol style="list-style-type: none"> <li>1. Provide options to improve gateways into the community</li> <li>2. Consider funding options for improving gateway</li> <li>3. Provide council analysis/recommendations</li> </ol>



# Strategic Results

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Strategic Initiative	Action Items
SLF4: Establish Safe and Quiet Railroad crossing	<ul style="list-style-type: none"> <li>1. Identify strategies for safe crossings</li> <li>★ 2. Examine needs for quiet zones</li> </ul>
SLF:5 Update Codes for Corridor Enhancements	<ul style="list-style-type: none"> <li>1. Solicit Proposals</li> <li>★ 2. Provide options for council to meet intent.</li> <li>3. Develop action plan for implementation.</li> </ul>



# Strategic Results

How We Win



## Sustainable and Environmental Stewardship

Responsible use and protection of the natural environment through conservation and sustainable practices to enhance ecosystem resilience.



Strategic Initiative	Action Items
SE1: Low Impact Development Manual 	<ol style="list-style-type: none"> <li>1. Discussion on current Swale Policy</li> <li>2. Consider lot features and grading</li> <li>3. Recommend Manual for approval</li> </ol>
SE2: Advance Country Club Tree Canopy enhancements 	<ol style="list-style-type: none"> <li>1. EAC to seek funding for enhancements to tree canopy.</li> <li>2. Look to insert enhancements into long-term funding plan</li> </ol>
SE3: Consider Environmentally Friendly Policies 	<ol style="list-style-type: none"> <li>1. Consider Pesticide Ordinance</li> </ol>
SE4: Seek initiatives to reduce “carbon footprint” 	<ol style="list-style-type: none"> <li>1. Partner with FPL with electric charging stations.</li> <li>2. Determine appropriate locations</li> <li>3. Report usage at year end</li> </ol>



# Strategic Results

How We Win



## Sustainable and Environmental Stewardship

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Strategic Initiative	Action Items
SE5: Advance Water System Upgrades 	<ol style="list-style-type: none"> <li>1. Design and begin construction on four WM replacement projects. In progress. Construction is estimated to be completed on two projects in FY21, design will be complete and ready for construction on 2 additional in FY21.</li> <li>2. Design WTP Upgrades and energy/resource improvements in progress. Preliminary design scheduled to be complete in FY21.</li> </ol>
SE6: Advance Storm water System Upgrades 	<ol style="list-style-type: none"> <li>1. Replace or line all remaining deteriorated CMP. In progress. Scheduled to be complete in FY 21.</li> <li>2. Complete Phase 2 of storm water master plan. On hold pending completion of emergency repairs.</li> <li>3. Install Bioswales in key areas to improve flood protection and reduce nutrients. In progress. Several key areas will be completed in FY21.</li> </ol>



# Strategic Results

How We Win



## Sustainable and Environmental Stewardship

Responsible use and protection of the natural environment through conservation and sustainable practices to enhance ecosystem resilience.



Strategic Initiative	Action Items
SE7: Sustain Reliable Water Supply <div style="text-align: center; margin-top: 20px;">★</div>	<ol style="list-style-type: none"> <li>1. Rehabilitate UFA Wells RO#2, RO#3, and RO#4. In progress. Design scheduled to be complete in FY21 and rehabilitation in FY22.</li> <li>2. Design and begin construction on surficial well #19 replacement. In progress. Design scheduled to be complete in FY21 and rehabilitation in FY22.</li> </ol>