

Regular Council
STAFF MEMO



Meeting: Regular Council - May 12 2022
Staff Contact: Jeremy Allen, Village Manager **Department:** Manager

TITLE

Consider Approval of the 2022-2023 Strategic Plan.

SUMMARY:

On March 30, 2022 the Village Council held a Workshop to discuss the 2022-2023 Strategic Plan. Staff made adjustments to the strategic plan based on feedback submitted by council.

If approved, the plan will be added to the Village's website for public access, along with a document titled "Strategic Plan - Strategy Map" for easy reference by the public.

This document and any attachments may be reproduced upon request in an alternative format by completing our [Accessibility Feedback Form](#), sending an e-mail to the [Village Clerk](#) or calling 561-768-0443.

BUDGET INFORMATION:

BUDGETED AMOUNT: NA **AVAILABLE AMOUNT:** NA **EXPENDITURE AMOUNT:** NA

Additional Budgetary Information: **Funding Source(s):**
NA NA

ATTACHMENTS:

[3 Draft Strategic Plan 22-23](#)



Village of Tequesta
Village Council
2022-2023 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





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 2022-2023 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.

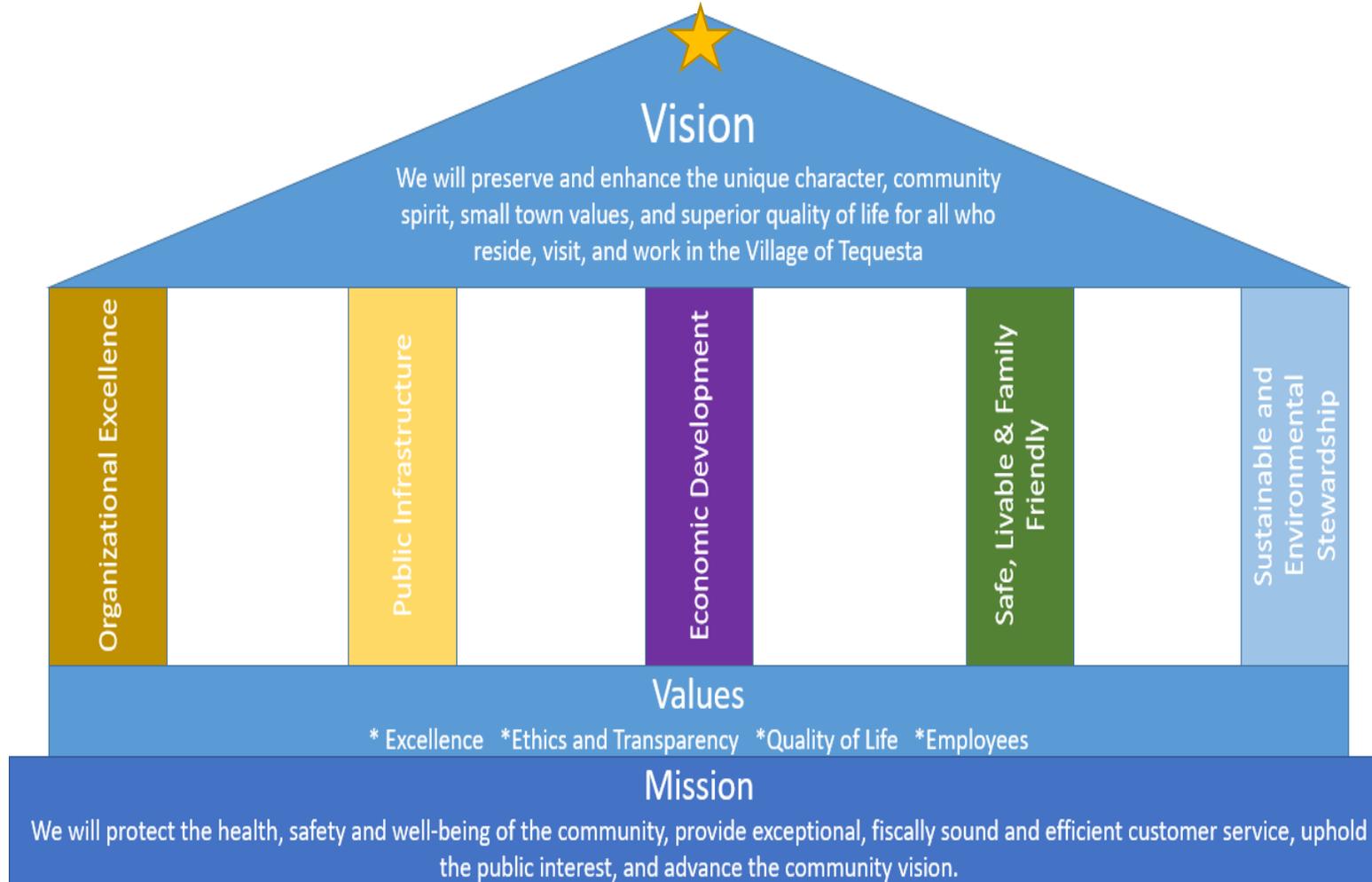
- **Employees**

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, Jeffery Snyder-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-Executive 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.



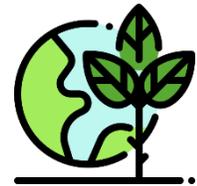
- Enhance and promote Public Safety
- Promote clean and healthy neighborhoods
- Provide outstanding leisure, cultural, and educational opportunities
- Support citizens





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.



Sustainable and Environmental Stewardship



Organizational Excellence



Public Infrastructure



Economic Development

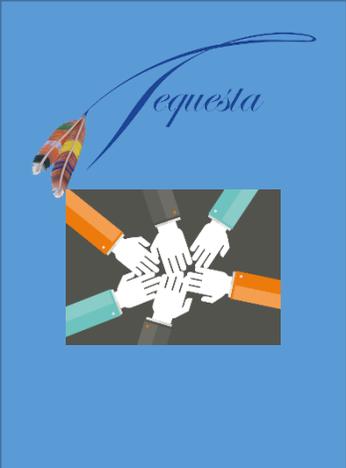


Safe, Livable & Family Friendly



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?

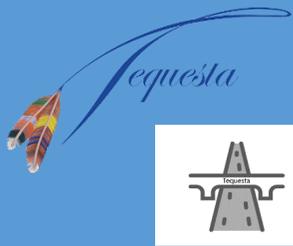




Strategic Initiatives

Organizational Excellence

Strategic Initiative	Status/Action
<p>OE1: Make grant funding a priority for all projects.</p>	<ul style="list-style-type: none"> • Track grant funding and applications • Select appropriate grant administrator for the specified project <ul style="list-style-type: none"> • Utilize an alternate firm
<p>OE2: Meet Unassigned Fund Balance Policy</p>	<ul style="list-style-type: none"> • Introduce amended Fund Balance policy that requires a 3 month unassigned fund balance. <ul style="list-style-type: none"> • 1% Building Permit Fees to Unassigned Fund Balance • Manage revenues and expenses with leftover to unassigned
<p>OE3: Increase Communication and Transparency</p>	<ul style="list-style-type: none"> • Implement reporting process for all meetings attended by officials.
<p>OE4: Update Village Charter</p>	<ul style="list-style-type: none"> • Bring recommendations to council to update the charter • Review questions for referendum • Place questions on ballot for referendum



Strategic Initiative

Public Infrastructure

Strategic Initiative	Status/Action
PI1: Plan and fund Annual Street Maintenance Program 	<ul style="list-style-type: none"> • Develop plan and dedicated funding source to expedite the 20 year road program into a 15 year program. • Analyze North Place Entrance intersection of Country Club – Possible “Roundabout” • Develop Bridge Maintenance plan
PI2: Plan and fund Annual Sidewalk Improvement and Maintenance Program 	<ul style="list-style-type: none"> • Update Sidewalk Improvement Plan • Identify new sidewalks and pedestrian safety improvements within the Village
PI3: Seek Alternative Transportation options for the Village	<ul style="list-style-type: none"> • Connectivity for biking and pedestrian • Look to address/educate on golf cart safety
PI4: Plan and fund Long-Term Building Maintenance 	<ul style="list-style-type: none"> • CIP and long-term outlook for Village buildings (Bridge, PS, VH, 11) • CIP for Parks and facilities
PI5: Advocate for and seek solutions for Underground Utilities	<ul style="list-style-type: none"> • Seek analysis for undergrounding • Develop budget • Recommend funding strategy



Strategic Initiatives

Economic Development

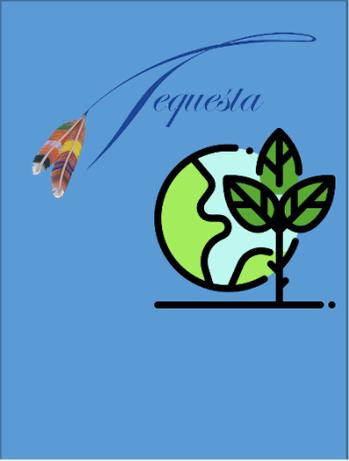
Strategic Initiative	Status/Action
ED1: Execute Annexation plans based on Annexation Strategic Plan 	<ul style="list-style-type: none">• Work with State and County to move forward with Annexation• Discuss and consider strengthening water policy to allow for future voluntary annexation
ED2: Mitigate the impacts that US1 Bridge has on local business	<ul style="list-style-type: none">• Promote events outside of the Village to improve Shop VOT events• Plan events to include non-retail or non-food/beverage businesses.• Update Business directory



Strategic Results

Safe, Livable & Family Friendly

Strategic Initiative	Status/Action
SLF1: Oversight into the development of the Recreation Center	<ul style="list-style-type: none"> Finalize and present Operations Manual for Recreation Center Review operations and policies periodically
SLF2: Develop long-term strategy for Parks and Green Spaces 	<ul style="list-style-type: none"> Seek approval for Parks Master Plan Cypress Landscaping Discussion and consideration for funding plan to acquire property for parks and open space Develop CIP for parks and open space
SLF3: Update Codes for Corridor Enhancements 	<ul style="list-style-type: none"> Develop concepts to beautify gateways Consider recommendations from Treasure Coast Planning Council Adopt appropriate codes for corridor enhancements.
SLF4: Establish Safe and Quiet Railroad crossing 	<ul style="list-style-type: none"> Coordinate with other entities to ensure crossings are safe and necessary improvements are done. Once track is complete the Village will apply for a quiet zone designation.
SLF5: Consider Traffic Safety Solutions to reduce speeds in residential neighborhoods	<ul style="list-style-type: none"> Determine areas of need Provide recommendations Implement solutions



Strategic Results

Sustainable and Environmental Stewardship

Strategic Initiative	Action Items
SE2: Advance Tree Canopy enhancements 	<ul style="list-style-type: none">• Look to insert enhancements into long-term funding plan• Establish Tree Donation and Adopt a Tree program
SE3: Consider Environmentally Friendly Policies 	<ul style="list-style-type: none">• Consider recommendations from EAC on environmentally friendly polices.
SE4: Seek initiatives to reduce “carbon footprint” 	<ul style="list-style-type: none">• ICLEI’s 2022 Sustainability Planning Cohort• FLC Cities Race to Zero Cohort• Discussion/consideration for operational or code changes.



Strategic Results

How We Win

Sustainable and Environmental Stewardship

Strategic Initiative	Action Items
SE5: Advance Water System Upgrades 	<ul style="list-style-type: none"> • Design and construction of second tranche of water main replacement projects – In progress. Final design & permitting in underway. Planned for August meeting to be included on SRF funding list. • Design WTP Upgrades and energy/resource improvements – In progress. Final design & permitting in underway. Planned for August meeting to be included on SRF funding list.
SE6: Advance Storm water System Upgrades 	<ul style="list-style-type: none"> • Replace or line all remaining deteriorated CMP. COMPLETE • Complete Phase 2 of storm water master plan. SUBMITTED APPLICATION TO RECEIVE RESILIENT FLORIDA GRANT TO CONTINUE STORMWATER MASTER PLAN • Install Bioswales in key areas to improve flood protection and reduce nutrients. IN PROGRESS. 5 AREAS COMPLETED TO DATE USING MATCHING GRANT FUNDS • Dover Ditch Restoration – PURSUING STATE APPROPRIATION THROUGH LRPI FOR PHASE 1 IN PARTNERSHIP WITH TOWN OF JUPITER • Continue pipe rehabilitation program targeting high-risk segments – IN PROGRESS
SE7: Sustain Reliable Water Supply	<ul style="list-style-type: none"> • Rehabilitate UFA Wells RO#2, RO#3, and RO#4 – In progress. Schedule completion Spring 2022. • Design and begin construction on surficial well #19 replacement. – In progress. Final design & permitting in underway. Bidding planned Summer 2022.