

# CITY OF FORT PIERCE

## STRATEGIC PLANNING

Strategic Planning Meeting - Tuesday, March 10, 2020 - 8:30 a.m.

City Hall - Second Floor Conference Room, 100 North U.S. #1, Fort Pierce, Florida

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Roll Call**
4. **Strategic Planning Workshop**
  - a. Lyle Sumek, Sumek & Associates - Working Document (will be updated the date of the workshop)

5. **COMMENTS FROM THE PUBLIC**

Any person who wishes to comment on any subject may be heard at this time. Please limit your comments to three (3) minutes or less, as directed by the Mayor, as this section of the Agenda is limited to thirty minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

6. **Adjournment**

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the City Clerk's Office at (772) 467-3065 at least 48 hours prior to the meeting.

**City Commission Strategic Planning - 8:30**

**4. a.**

**Meeting Date:** 03/10/2020

**Re:**

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**SUBJECT:**

Lyle Sumek, Sumek & Associates - Working Document (will be updated the date of the workshop)

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**Attachments**

Updated Draft Plan

Updated Plan Sect. 9

Updated Action Plan

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**Form Review**

Form Started By: Linda Cox  
Final Approval Date: 02/26/2020

Started On: 02/26/2020 09:17 AM

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[UPDATED: 3/10/20]

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# STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

# Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years

## VISION

Destination  
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

## PLAN

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects

## EXECUTION

Itinerary  
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

## MISSION

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

## CORE BELIEFS

Fuel  
“The Right People”

# **FORT PIERCE VISION 2035**

# **Fort Pierce Vision 2035**

**Fort Pierce 2035 is a Unique Coastal Florida City**

**Our WATERFRONTS, <sup>(1)</sup>**

**STRONG LOCAL ECONOMY, <sup>(2)</sup>**

**HISTORY, ARTS AND CULTURE, <sup>(3)</sup>**

**CHOICE OF DESIRABLE NEIGHBORHOODS, <sup>(4)</sup>**

**OPPORTUNITIES FOR FUN, <sup>(5)</sup>**

**COMMUNITY UNITY AND PRIDE <sup>(6)</sup>**

**WHAT MAKES US UNIQUE**

# *Fort Pierce Vision 2035*

## **PRINCIPLE 1**

### **WATERFRONTS**

#### **► Means**

1. Public access to the water for use and enjoyment
2. World class beaches
3. Water quality in the lagoon
4. High quality boutique hotel (5)
5. Operational mixed-use port
6. Marinas for residents and visiting boaters
7. Preservation of views and vista of the water
8. Fishing tournaments attracting fishermen from all over the world
9. Wastewater Treatment Plant relocated

## PRINCIPLE 2

### STRONG LOCAL ECONOMY

#### ► Means

1. Economy based upon tourism, education, research, and marine-related businesses
2. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center
3. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
4. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
5. International airport surrounded by commercial and industrial businesses
6. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
7. Business friendly City government: people, regulations, processes
8. Sport tournaments coming and returning to Fort Pierce
9. Light specialty manufacturing businesses located here
10. Workforce and “trade” development programs in public schools and Indian River State College

## PRINCIPLE 3

### HISTORY, ARTS AND CULTURE

#### ► Means

1. Art galleries and museums showcasing the community's art and history
2. Celebrating the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
3. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
4. Art in public spaces
5. Art incorporated in private developments
6. Community performing venues for jazz, blues and other music
7. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures

## PRINCIPLE 4

### CHOICE OF DESIRABLE NEIGHBORHOODS

#### ► Means

1. Sense of personal safety and security at home and in the neighborhood – living without fear
2. Well-maintained housing stock
3. High percentage of home ownership in every neighborhood
4. Quality rental housing that is inspected and meets code requirements
5. Homes retaining their property values
6. Variety of neighborhoods: historic, beachfront, urban, semi-rural
7. Well-maintained streets, utilities, drainage system, curbs and sidewalks
8. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner
9. Public green spaces in every neighborhood

## PRINCIPLE 5

### OPPORTUNITIES FOR FUN

#### ► Means

1. Recreational activities and programs for all generations
2. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
3. Performing and cultural arts with diverse and multi-cultural programs and performances for all
4. Indoor recreational facility with rooms, and a variety of venues
5. Organized sports for youth, adults and seniors: recreation and tournaments
6. Quality public golf course and clubhouse with community rooms and banquet facilities
7. Aquatic facility(ies) and pools for residents to enjoy
8. Opportunities for biking, hiking, walking and running
9. Variety of specialty parks responsive to community needs

## PRINCIPLE 6

### COMMUNITY UNITY AND PRIDE

#### ► Means

1. Respect, tolerance and appreciating different cultures
2. Strong community events and festivals with high level of participation
3. Television and social media promoting positive accomplishments and community successes
4. Individuals and community organizations working for community benefit
5. Recognizing the accomplishment of youth in partnership with St. Lucie schools
6. Business owners, property owners, institutions and residents taking responsibility for their property
7. Multi-cultural festival celebrating the diverse cultures in the community
8. All residents working together on common community goals and solving problems
9. Residents taking pride in saying "I am from Fort Pierce"

# **CITY OF FORT PIERCE PLAN FOR 2020 – 2025**

# *City of Fort Pierce*

## *Goals 2025*

**SERVE OUR COMMUNITY**

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**DEVELOP OUR COMMUNITY**

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**ENGAGE OUR COMMUNITY**

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**BEAUTIFY OUR COMMUNITY**

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**ENJOY OUR COMMUNITY**

# Goal 1

## SERVE OUR COMMUNITY

### OBJECTIVES

1. Have a financially responsible City government
2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Streamline City policies, regulations, processes and procedures
4. Have adequate resources to support defined City services and levels of service
5. Listen to and understand the needs and messages from the community
6. Maintain a top-quality City workforce dedicated to serving the Fort Pierce community
7. Develop and fund City capital/equipment replacement

### MEANS TO RESIDENTS

1. Value for taxes and fees
2. Customer friendly City services
3. Easy access to City information and services
4. City Commission acting as responsible fiscal stewards
5. Reliable City services that are responsive to residents' needs
6. Confidence and trust in City government

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Limited revenue sources for cities
2. Willingness to raise taxes and fees
3. City staffing and the capacity to provide services
4. Rising costs of healthcare, pensions, materials, energy and change orders
5. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects
6. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
7. Increasing demands for City services – Citywide

8.4

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Streamlining City processes – more customer friendly
3. Increasing costs of capital projects and operations
4. Outdated information technology needing significant investment
5. Deferred capital and equipment investment now requiring significant funding
6. Opportunity to expand resources through partnerships and grants
7. Hiring and retaining quality City employees
8. Millage rate high in total tax bill
9. Highly competitive employment market

**POLICY ACTIONS 2020**

**PRIORITY**

1. Police Retention and Compensation
2. New Alternative Revenue Sources
3. City – FPUA Strategy: Key Issues, Discussion
4. City Hall Maintenance: Direction and Funding
5. Animal Shelter and Control: Direction and City Actions
6. City Charter: Update
7. ERP System: Direction and Funding

**MANAGEMENT ACTIONS 2020**

**PRIORITY**

1. Road Conditions and Resurfacing Program
2. Code of Ordinances: Update
3. Impact Fees: Direction
4. IT Comprehensive Plan and Project Completion
5. Compensation for Targeted Position
6. Emergency Operations Center: State Funding
7. Labor Negotiations and Contract
8. Fleet “Right Sizing”: Report and Direction

9. City Facilities Master Plan, Development

10. Golf Course “mini” Clubhouse Funding and Construction

### MANAGEMENT IN PROGRESS 2020

1. Rich House: *Operational*
2. PAL Park Infrastructure and On Boarding
3. PAL Name/Sponsorship
4. Parking Enforcement Software for Mobile Parking Enforcement
5. Paperless Purchase Order System
6. Police Vehicles Replacement : *20 Patrol Vehicles*
7. Public Works Work Order System
8. Deputy City Clerk: Certifications
  - a. Municipal Clerk
  - b. Florida Business Tax officials
  - c. Florida Records Manager
9. Indian Hills Golf Course: Marketing/Advertisement: Enhancements
10. Online Permitting/Electronic Plan Review: Software *Implementation*
11. Building Staffing: Hire (3-4)
12. Click-to-Gov Self-Serve Web Site
13. Opti-view Expansion: Training
14. Online Searchable Portal: Creation

### MANAGEMENT IN PROGRESS 2020

15. Click-to-Gov: Business Tax Receipts, Online Renewal, Application, Verification and Payment
16. Records Management Position : *Budget FY '21 Fund*
17. Citywide Ticker/Calendar System
18. CSI Report/  
CSI Ordinance: Update
19. Part-time Parking Enforcement Officer for Downtown: Funding (Budget FY '21)
20. Online Payment for All City Fees and Charges : *Installation*
21. ACH Payments: Vendor Participation
22. Supervisor Handbook: Completion
23. City's Rules and Regulations: Revision
24. Department Head Training Program: Completion
25. Police Promotions
26. HR Records Scanning
27. Fuel System Software: Upgrade
28. Cyber Security Training/Penetration Testing
29. Naviline H5: Launch / *Go Live*
30. Optiview to File Bound →

Phase 3 : *Implementation*

### MANAGEMENT IN PROGRESS 2020

- ~~31~~ Click-to-Gov: Launch
  - a) OL
  - b) ESS
- ~~32~~ FPTV Mobile Unit: Funding (Budget FY '21)
- ~~33~~ FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)
- ~~34~~ Police Leadership Program and Succession Plan: Development
- ~~35~~ Recycling Public Awareness/Education Campaign

### MAJOR PROJECTS 2020

- 1. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): **CIP FY '21 Funding**
- 2. Building Department Relocation/Buildout
- 3. Fuel Island: Repairs
- ~~4~~ Dumpster Enclosure: Construction

### ON THE HORIZON 2021 – 2025

- 1. Water/Wastewater Service Regionalization
- 2. Debt Reduction/Elimination: Policy and Plan
- 3. City Equipment Investment: Direction and Funding
- 4. Proactive Communications Strategy: Report, Direction and Funding (including Mayor and City Commission Participation)
- 5. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 year): Development
- 6. Contract for Maintenance: Identify Opportunities, Report and Direction
- 7. ADA Compliance: Plan Update
- 8. Tax Rate Reduction Strategy: Report and Direction
- 9. City Facilities/Parks Security: Assessment, Direction and Actions
- 10. Application Fee Schedule: Update
- 11. Recycling Program: Direction
- 12. Succession Planning and Development
- ~~13~~ Entertainment Tax on Food and Beverage: Report and Direction

## GOAL 2

# DEVELOP OUR COMMUNITY

### OBJECTIVES

1. Have well maintained streets and public areas
2. Expand tourism/sports tourism
3. Expand the local economy
4. Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel
5. Have an active, sustainable Port of Fort Pierce serving as an economic driver
6. Have City policies and incentives for development and redevelopment
7. Have additional quality job opportunities for residents
8. Have a City reputation as “business friendly”
9. Develop Brightline Station and surrounding area development
10. Develop workforce for 21<sup>st</sup> century jobs

### MEANS TO RESIDENTS

1. Protection/enhancement of property
2. More quality job opportunities in home
3. Housing opportunities with the ability to walk to the waterfront
4. An alive Downtown which is a community destination
5. Sustainable Port of Fort Pierce
6. Tourists supporting the local economy
7. Businesses investing in the local economy

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Tapping the full potential of Fort Pierce’s water assets
2. Attracting new businesses to Fort Pierce that create sustainable jobs
3. Changing business attitudes toward investing in Fort Pierce
4. City’s aging infrastructure and facilities
5. Maintaining and expanding public access to water
6. Creating a world-class tourist destination for residents and visitors
7. Tapping the development of the Port of Fort Pierce
8. Increasing multi-modal transportation in Fort Pierce

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Continuing the momentum in the downtown area and the surrounding neighborhoods
2. Attracting developers and residents to Fort Pierce
3. Consistency with County decisions for areas to be annexed
4. West sports fields for tournaments, competition and recreation
5. Balancing full time residents and tourist/businesses
6. Potential future economic recession
7. Amount of impact fees
8. Tapping athletes to invest in our community

**POLICY ACTIONS 2020**

**PRIORITY**

1. Courthouse Relocation Master Plan: Collaboration with St. Lucie County
2. Major Project Development (Midway): Direction and City Actions
3. Sports Tourism Strategy and Action Plan
4. Wastewater Treatment Plant Relocation (with FPUA)
5. Entertainment/Restaurant Attraction Strategy
6. Avenue “D” Revitalization: Report and Actions
7. Vacation Rentals/Short Term Rentals: Problems and Impacts
8. Downtown Parking: Report and Direction

**MANAGEMENT ACTIONS 2020**

**PRIORITY**

1. King’s Landing Development
2. Passenger Rail Station: Advocacy
3. Economic Development Incentive Program
4. EAR/Comprehensive Plan: Update
5. CRA Plan: Update
6. Fisherman’s Wharf Development
7. Opportunity Zone: Direction and Actions

**MANAGEMENT IN PROGRESS 2020**

1. 5<sup>th</sup> Annual Job Fair
2. World Changers Week
3. Lincoln Park Business Expo
4. Business Retention and Expansion Program (BRE): *Assistance and Education*
5. National Events:  
*Regional Firefighters Combat Challenge*
6. Historic Preservation / *Report / Budget*  
*FY '21 Funding*
7. *Micro Mobility (Scooters) : Report*
8. *Seaway Drive Traffic Report*
9. *Beach Parking Report and Surface Lot Improvements*
10. *Sign Code: Revision*
11. *landscape ordinance : Decision*

### MAJOR PROJECTS 2020

1. Citrus Bridge Overpass: Repairs
2. City Parking Garage: Sealing/Repairs
3. 7<sup>th</sup> Street Roadway Reconstruction (Wendell Road to 10<sup>th</sup> Street)
4. Ohio Avenue and U.S. 1 Signal: Upgrade
5. Visitor Center: Parking Garage
6. 17<sup>th</sup> Street Reconstruction (Avenue "D" Orange Avenue)
7. Moore's Creek Erosion Remediation
8. Street Resurfacing Projects: 2020
9. Intracoastal Waterways Maintenance Dredging

### 10. *Sunrise Center Parking Garage Charging Stations* *a) 3rd Floor* *b) 2nd Floor*

### ON THE HORIZON 2021 – 2025

1. Renewable Power Sources
2. Water Regionalization
3. Port Authority
4. Georgia Avenue Outfall: Nutrient Removal
5. Tri-Rail Service to Jupiter
6. Incentives for Vacant Land Development
7. Annexation: Interlocal Service Agreement
8. Peacock Arts District Revitalization: Overlay and Boundary

### ON THE HORIZON 2021 – 2025

9. Absentee Landlords: Problem Analysis, Report and Direction
10. Septics to Sewers Program: Report and Direction (with FPUA)
11. Seaplane Base and Service, Naval Seal Museum Marketing Expansion
12. Fort Pierce Redevelopment Agency: Surplus Land Disposition
13. Comprehensive Tourism Development Strategy Performance Assessment, Report and Direction
14. Climate Change Strategy: Report and Direction
15. Marketing to Millennials: Report and Direction
16. Yachts Maintenance Business Development: Report on Incentives and Direction
17. Complete Street Policy and Ordinance: Direction
18. Land Development Code: Conditional Use
19. Community Land Trust: Development
20. Ridge Property (7<sup>th</sup> and Avenue "H") Development: Report and Direction

## ON THE HORIZON 2021 – 2025

**21** Connecting Downtown to Neighborhoods: Report and Direction (Crossing U.S. 1)

**22** CBD Boundary Extension West: Direction

**23** Edgartown Branding: Revision

# Goal 3

## ENGAGE OUR COMMUNITY

### OBJECTIVES

1. Have a well-informed community through proactive City communications
2. Have civility in the governance process
3. Have strong community policing – police know the community and the community know and trust the police
4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community
5. Have City government providing the leadership to create community partnerships to expand community resources
6. Seek feedback from the community and use the information to implement improvements

### MEANS TO RESIDENTS

1. Feeling welcome in the City of Fort Pierce
2. Opportunities to contribute to the community
3. People working together for community benefit
4. Community benefit over personal benefit or gain
5. Individuals with different cultures or backgrounds are respected
6. Opportunities to shape Fort Pierce's future

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Helping residents understand the City policies, programs and services
2. Commissioner districts and representation
3. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point
4. Getting residents to become engaged in neighborhood and community organizations
5. Moving beyond past history of a racially/socioeconomic divided community
6. Reaching out to younger population
7. Building trust in City government

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Developing future community leaders and City employees
2. Expanding community wide youth programs to develop community pride
3. Diverse population of Fort Pierce
4. Residents and businesses believing that the City is responsible for everything and solving all problems
5. Overcoming differences among neighborhoods
6. Expanding community involvement with new people involved in governance
7. Lack of societal civility and respect for each other
8. Expanding and enhancing current community events
9. Disinformation regarding the City
10. Looking to the whole community

### POLICY ACTIONS 2020

#### PRIORITY

1. Neighborhood **Identity,** Revitalization and Engagement
2. Community Events and Festivals: Evaluation and Direction
3. Non-Profit Organizations: Performance Evaluation

### MANAGEMENT ACTIONS 2020

#### PRIORITY

1. Community Policing Expansion: Actions 2020
2. Youth Council and Strategy: Needs Assessment
3. Census 2020: Complete Count

### MANAGEMENT IN PROGRESS 2020

1. 4<sup>th</sup> Unity in Our Community

### ON THE HORIZON 2021 – 2025

1. St. Lucie County Dialog: Critical Issues
2. Police Youth Advisory Committee: Development
3. Marketing Program for Arts, Culture and Museums
4. Community Youth Outreach: Diverse Population, Direction and Actions
5. Multi-Cultural Festival: Food and Art Celebration, Report Direction and Actions
6. Community Outreach with Faith Community: Direction and Actions
7. Police – Community Relations Building: Report and Direction (including using Churches)

# Goal 4

## BEAUTIFY OUR COMMUNITY

### OBJECTIVES

1. Have attractive entrances and gateways: I-95
2. Have well maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Have attractive signage and wayfinding signs, including mobile app
5. Reduce the visual blight in the City
6. Have well maintained streetscapes
7. Maintain waterfront

### MEANS TO RESIDENTS

1. Protection of property values
2. More attractive community
3. Owners and tenants taking care of their buildings and homes
4. Greater compliance with City Code of Ordinances
5. Community pride

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reputation and appearance of Fort Pierce
2. Irresponsible property owners who avoid complying with the City Code of Ordinances
3. Unattractive major corridors
4. Funding for code compliance, law enforcement and public works
5. Continuing consistent application of the Code of Ordinances – application support in light of community pressure
6. Absentee property owners/homeowners not maintaining property
7. Increasing short rental properties
8. High percentage of rental housing
9. Improving the entire City with a unified vision

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding of City capital projects
2. Vacant land, buildings and homes
3. Engaging and educating the community on the importance – beautification
4. Different property maintenance standards among residents
5. Tapping the arts/artists resources in the community landscaping
6. Maintaining historic buildings and homes

*7. Overabundance: Unattractive properties on lot, temporary signs/banners*

### **POLICY ACTIONS 2020**

1. Code Enforcement Policy and Enforcement/Compliant
2. Vacant Properties Strategy: Inventory
3. Property Maintenance Code/Ordinance Evaluation, Report and Direction
4. Nuisance Abatement Program: Revision

### **PRIORITY**

### **MANAGEMENT IN PROGRESS 2020**

1. Main Street: Annual Report
2. Chapter 0: Rewrite

### **MAJOR PROJECTS 2020**

1. Banner Replacement (Citywide)

### **MANAGEMENT ACTIONS 2020**

1. Lincoln Park Revitalization Initiative
2. Street Sweeping Program Privatization
3. Wayfinding Signage: Upgraded Design
4. Dumpster Solutions for Downtown
5. Mural Projects 2020 (2)

### **PRIORITY**

### **ON THE HORIZON 2021 – 2025**

1. Code Enforcement: Performance Report and Direction
2. Park Maintenance and Upgrade
3. Entrances/Gateways Beautification Plan: Direction and Funding
4. Community Beautification Strategy: Report and Direction
5. Foreclosures Program/Process: Improvements

# Goal 5

## ENJOY OUR COMMUNITY

### OBJECTIVES

1. Value the arts and culture as a community asset
2. Continue to support top quality public schools partnering with the City
3. Have a variety of recreational programs and activities responsive to the Fort Pierce community
4. Have a reputation as a safe community for all
5. Have strong community events with active participation by residents
6. Have effective public transportation
7. Reduce the crime rate through community policing

### MEANS TO RESIDENTS

1. Enhanced quality of life
2. More reasons to live in Fort Pierce
3. Opportunities for personal growth and development
4. More choices for your leisure time
5. Support for families
6. Activities for all family generations
7. Opportunities to enjoy the water

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community
2. Reducing the homeless population
3. Continuing to enhance the quality of public schools
4. Expanding night life and entertainment opportunities
5. Continuing to respond proactively to gangs and drugs
6. Modernizing parks and their venues
7. Expanded community use of the Sunrise Theatre through revised programming

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for parks and recreation
2. Tapping the arts and cultural heritage and traditions of Fort Pierce
3. Difference in generational expectations and activities
4. Having strong community events and festivals that involve the residents
5. Continuing the success and expanding regional use of the Golf Course
6. Changing leisure and recreational trends
7. Competing for fields – practice, recreation and competition

### POLICY ACTIONS 2020

#### PRIORITY

1. Homeless Strategy: Report, Communication Education and Actions
2. eSports Strategy: Report and Direction  
*See Pine Base!*
3. Shuffle Board Area: Direction and Actions
4. Beach Volleyball: Report and Direction

### MANAGEMENT ACTIONS 2020

#### PRIORITY

1. Youth Recreation Programs Expansion
2. Crime Reduction Action Plan
3. Porpoise Park Report and Direction

[ 4. Recreation Division: Report, Direction and Actions ]

5. Sunrise Theatre: Next Steps

### MANAGEMENT IN PROGRESS 2020

1. SHIP Home Rehabilitations
2. SHIP 1<sup>st</sup> Time Homebuyers Down Payment Assistance Program
3. Zora Neale Hurston Trail Festival Day
4. Gangs Action Plan: Annual Update
5. 6<sup>th</sup> Annual Highwaymen Heritage Trail Art Show and Festival
6. Crabby's Restaurant: Opening
7. Allegany Franciscan Ministries Collaboration
8. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
9. CDBG Reporting – 5-Year Consolidated Plan 2021 – 2026
10. Intelligence Lead Policing Strategy: Development
11. Victim Advocate Program: Expansion
12. Police District and Zone Map: Update
13. Sunrise Theatre Marketing: Expansion
14. Sunrise Theatre Foundation: *Fund Raising Event*
15. Sunrise Theatre: Grants

## MAJOR PROJECTS 2020

1. Pump Out Locations: Additions
2. Fenn Park Reconstruction:
  - Phase 1 - *Conference*
  - Phase 2 - *Budget FY '21 Funding*
3. Indian Hills Golf Course Improvement Projects
  - a. Insect Treatment
  - b. Turf Fertilization
  - c. Bunker Improvements
4. Sunrise Theatre Black Box Floor
5. Indian Hills Recreation Area – Bike Path/Trail
6. Marina Fuel Support Facility/Public Restrooms
7. Marina Entrance Way Plaza Renovation
8. Old Fuel Lines Relocation/Replacement
9. Island Maintenance: Oyster Shell for Bird Habitat
10. Outdoor Fitness Station: Installation
11. Stage Lighting - *Budget FY '21 Funding*
  - a. DMX Control: Repairs
  - b. Follow Spots: Repairs
12. Sunrise Theatre Audio System and Backline Gear: Upgrade - *Budget FY '21 Funding*

## ON THE HORIZON 2021 – 2025

1. Charter Schools: Direction
2. Swimming Programs for Youth
3. Downtown Hours Regulation
4. Old Fort Park Sidewalk Connectivity
5. Pinewood Recreation Facility Improvements
6. Jaycee Park Connectivity Improvements
7. Additional Parking Garage for Downtown
8. Northside Marina Pump Out
9. Mobile Field Force Equipment: Funding
10. Sports Fields Additional: Report and Direction
11. Senior Softball: Report and Direction
12. *Savannah Recreation Trail Connectivity to Indian Hills Recreation Area*

# **SECTION 9**

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## **CITY OF FORT PIERCE PLAN 2020 – 2025**

**City of Fort Pierce  
Goals 2025**

**SERVE OUR COMMUNITY**

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**DEVELOP OUR COMMUNITY**

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**ENGAGE OUR COMMUNITY**

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**BEAUTIFY OUR COMMUNITY**

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**ENJOY OUR COMMUNITY**

## **GOAL 1      SERVE OUR COMMUNITY**

### **► Objectives**

1. Have a financially responsible City government
2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Streamline City policies, regulations, processes and procedures
4. Have adequate resources to support defined City services and levels of service
5. Listen to and understand the needs and messages from the community
6. Maintain a top-quality City workforce dedicated to serving the Fort Pierce community
7. Develop and fund City capital/equipment replacement

### **► Means to Residents**

1. Value for taxes and fees
2. Customer friendly City services
3. Easy access to City information and services
4. City Commission acting as responsible fiscal stewards
5. Reliable City services that are responsive to residents' needs
6. Confidence and trust in City government

► **Challenges and Opportunities**

	PRIORITY
1. Limited revenue sources for cities	4
2. Willingness to raise taxes and fees	4
3. City staffing and the capacity to provide services	3
4. Rising costs of healthcare, pensions, materials, energy and change orders	3
5. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects	3
6. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	3
7. Increasing demands for City services – Citywide	3
8. Aging City infrastructure and facilities requiring significant maintenance and replacement	2
9. Streamlining City processes – more customer friendly	2
10. Increasing costs of capital projects and operations	2
11. Outdated information technology needing significant investment	2
12. Deferred capital and equipment investment now requiring significant funding	2
13. Opportunity to expand resources through partnerships and grants	2
14. Hiring and retaining quality City employees	2
15. Millage rate high in total tax bill	1
16. Highly competitive employment market	1
17. Limited additional City organization capacity	0
18. Lack of local vendor participation: criteria, legal requirement, higher bid price	0

► **Actions 2020**

**PRIORITY**

	1. Police Retention and Compensation: Review, Report, Direction and Funding	Mgmt M/CC 2019	5
	2. New Alternative Revenue Sources: Study and Direction	Mgmt OTH	4
**	3. City – FPUA Strategy: Key Issues, Discussion (including FPUA Charter and Review) and Direction	Mgmt M/CC 2019	3
	4. City Hall Maintenance: Direction and Funding	Mgmt OTH	3
**	5. Animal Shelter and Control: Direction and City Actions <ul style="list-style-type: none"> <li>a. Animal Shelter Operator: RFP</li> <li>b. Animal Control Unified Ordinance</li> <li>c. New Animal Shelter</li> </ul>	Mgmt M/CC	3
	6. City Charter: Update	M/CC	3
	7. ERP System: Direction and Funding	Mgmt	3
**	8. Road Conditions and Resurfacing Program Projects Priority and Completion	Mgmt M/CC 2019	Mgmt
	9. Code of Ordinances: Update	Mgmt 2019	Mgmt
	10. Impact Fees: Direction	Mgmt M/CC 2019	Mgmt
	11. IT Comprehensive Plan and Project Completion	Mgmt 2019	Mgmt
**	12. Compensation for Targeted Position	Mgmt M/CC 2019	Mgmt
	13. Emergency Operations Center: State Funding	Mgmt OTH	Mgmt
**	14. Employee Training and Development: Direction and Funding	Mgmt	Mgmt
	15. Labor Negotiation and Contract <ul style="list-style-type: none"> <li>a. PBA – Police Officers</li> <li>b. PBA – Sergeants/Lieutenants</li> <li>c. Teamsters</li> </ul>	Mgmt	Mgmt
	16. Fleet “Right Sizing”: Report and Direction	Mgmt	Mgmt

► **Actions 2020 (Continued)**

			PRIORITY
	17. Debt Reduction/Elimination: Policy and Plan	M/CC	2
**	18. City Equipment Investment: Direction and Funding	Mgmt	2
	19. Proactive Communications Strategy: Report, Direction and Funding (including Mayor and City Commission Participation)	M/CC	1
	20. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 year): Development	M/CC	1
**	21. City Facilities Master Plan: Inventory Condition, Future Needs Report, Direction, Projects and Funding Mechanism <ul style="list-style-type: none"> <li>• City Hall</li> <li>• Savannah Road Complex</li> <li>• Police</li> </ul>	M/CC	1
	22. Contract for Maintenance: Identify Opportunities, Report and Direction	M/CC	1
	23. ADA Compliance: Plan Update	M/CC	1
	24. Tax Rate Reduction Strategy: Report and Direction	M/CC	1
	25. City Facilities/Parks Security: Assessment, Direction and Actions	M/CC	1
	26. Application Fee Schedule: Update	Mgmt	1
	27. Recycling Program: Direction	Mgmt	1
	28. Succession Planning and Development	M/CC	0
	29. Golf Course "Mini" Clubhouse: Pro Forma Direction and Funding	Mgmt	0
	30. Entertainment Tax on Food and Beverage: Report and Direction	Mgmt	0

► **Management in Progress 2020**

1.	Rich House: Lease and Funding	MIP
2.	Vehicle/Equipment Replacement Plan: Year 3	MIP
3.	Community Response Rules and Policy Manual	MIP
4.	Citywide P Card Policy (Online)	MIP
5.	PAL Park Infrastructure and On Boarding	MIP
6.	PAL Name/Sponsorship	CM
7.	Parking Enforcement Software for Mobile Parking Enforcement	MIP
8.	Paperless Purchase Order System	MIP
9.	Police Vehicles Replacement	MIP
10.	Public Works Work Order System	MIP
11.	Deputy City Clerk: Certifications	MIP
	a. Municipal Clerk	
	b. Florida Business Tax officials	
	c. Florida Records Manager	
12.	Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure: Upgrade	MIP
13.	Indian Hills Golf Course: Marketing/Advertisement: Enhancements	MIP
14.	Online Permitting/Electronic Plan Review: Software	B
15.	Building Staffing: Hire (3-4)	B
16.	Building Call Center	B
17.	Click-to-Gov Online Permitting System: Upgrade	B
18.	Click-to-Gov Self-Serve Web Site	B
19.	Opti-view Expansion: Training	CC
20.	Online Searchable Portal: Creation	CC
21.	Click-to-Gov: Business Tax Receipts, Online Renewal, Application, Verification and Payment	CC
22.	Records Management Position: Hire	CC
23.	Citywide Tickler/Calendar System	CC
24.	CSI Report	CR
25.	CSI Ordinance: Update	CR
26.	Parking Enforcement Software: Funding (Budget FY '21)	CR
27.	Part-time Parking Enforcement Officer for Downtown: Funding (Budget FY '21)	CR
28.	Online Payment for All City Fees and Charges	F
29.	ACH Payments: Vendor Participation	F

► **Management in Progress 2020 (Continued)**

30.	Public Service Grant Opportunity	F
31.	Supervisor Handbook: Completion	HR
32.	City's Rules and Regulations: Revision	HR
33.	Department Head Training Program: Completion	HR
34.	Police Promotions	HR
35.	HR Records Scanning	HR
36.	Fuel System Software: Upgrade	IT
37.	Cyber Security Training/Penetration Testing	IT
38.	Naviline H5: Launch	IT
39.	Optiview to File Bound	IT
	• Phase 2	
	• Phase 3	
40.	CentralSquare University: Launch	IT
41.	Click-to-Gov: Launch	IT
	a. BP	
	b. OL	
	c. ESS	
42.	Telecommunications Audit/Cost Analysis	IT
43.	VOIP System: Upgrade	IT
44.	FPTV Mobile Unit: Funding (Budget FY '21)	IT
45.	Kiosk: Indian Hills	IT
46.	FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)	IT
47.	Police Leadership Program and Succession Plan: Development	P
48.	Public Works Work Order System: Installation	PW
49.	Fleet "Right Sizing" Assessment: Report	PW
50.	Recycling Public Awareness/Education Campaign	PW

► **Major Projects 2020**

- |   |    |
|---|----|
| 1. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall) | MP |
| 2. Building Department Relocation/Buildout                                  | MP |
| 3. Fuel Island: Repairs   | PW |
| 4. Animal Shelter: Repairs  | PW |
| 5. Dumpster Enclosure: Construction   | PW |

► **On the Horizon 2021 – 2025**

- |   |     |
|---|-----|
| 1. Water/Wastewater Service Regionalization | OTH |
|---|-----|

## GOAL 2      DEVELOP OUR COMMUNITY

### ► Objectives

1. Have well maintained streets and public areas
2. Expand tourism/sports tourism
3. Expand the local economy
4. Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel
5. Have an active, sustainable Port of Fort Pierce serving as an economic driver
6. Have City policies and incentives for development and redevelopment
7. Have additional quality job opportunities for residents
8. Have a City reputation as “business friendly”
9. Develop Brightline Station and surrounding area development
10. Develop workforce for 21<sup>st</sup> century jobs

PRIORITY
5
5
4
4
3
3
3
2
1
0

### ► Means to Residents

1. Protection/enhancement of property
2. More quality job opportunities in home
3. Housing opportunities with the ability to walk to the waterfront
4. An alive Downtown which is a community destination
5. Sustainable Port of Fort Pierce
6. Tourists supporting the local economy
7. Businesses investing in the local economy

► **Challenges and Opportunities**

	PRIORITY
1. Tapping the full potential of Fort Pierce’s water assets	5
2. Attracting new businesses to Fort Pierce that create sustainable jobs	4
3. Changing business attitudes toward investing in Fort Pierce	4
4. City’s aging infrastructure and facilities	4
5. Maintaining and expanding public access to water	4
6. Creating a world-class tourist destination for residents and visitors	3
7. Tapping the development of the Port of Fort Pierce	3
8. Increasing multi-modal transportation in Fort Pierce	3
9. Continuing the momentum in the downtown area and the surrounding neighborhoods	2
10. Attracting developers and residents to Fort Pierce	2
11. Consistency with County decisions for areas to be annexed	1
12. West sports fields for tournaments, competition and recreation	1
13. Balancing full time residents and tourist/businesses	1
14. Potential future economic recession	1
15. Amount of impact fees	1
16. Tapping athletes to invest in our community	1
17. Working with the property owners, businesses and residents	0
18. State of Florida legislation and Governor’s Office	0
19. Retail development impacted by demographic and image	0
20. Preserving the view of waterfront	0
21. Developing small business knowledge and skills – “how to be successful”	0

► **Actions 2020**

**PRIORITY**

	1. Courthouse Relocation Master Plan: Collaboration with St. Lucie County	Mgmt OTH	4
	2. Major Project Development (Midway): Direction and City Actions	M/CC	4
	3. Sports Tourism Strategy and Action Plan	Mgmt M/CC 2019	3
**	4. Wastewater Treatment Plant Relocation (with FPUA)	Mgmt M/CC OTH	3
	5. Entertainment/Restaurant Attraction Strategy	Mgmt OTH	3
	6. Avenue "D" Revitalization: Report and Actions	M/CC	3
	7. Vacation Rentals/Short Term Rentals: Problems and Impacts, Analysis, Report and Direction	M/CC	3
	8. Downtown Parking: Report and Direction	M/CC	3
**	9. King's Landing Development	Mgmt M/CC 2019	Mgmt
	10. Passenger Rail Station: Advocacy	Mgmt M/CC 2019	Mgmt
**	11. Economic Development Incentive Program: Implementation	Mgmt M/CC 2019	Mgmt
	12. EAR/Comprehensive Plan: Update	Mgmt M/CC 2019	Mgmt
	13. CRA Plan: Update	Mgmt 2019	Mgmt
	14. Fisherman's Wharf Development	Mgmt M/CC	Mgmt
	15. Opportunity Zone: Direction and Actions	M/CC	Mgmt
**	16. Annexation: Interlocal Service Agreement	Mgmt M/CC 2019	2
	17. Peacock Arts District Revitalization: Overlay and Boundary	Mgmt OTH	2

► **Actions 2020 (Continued)**

		PRIORITY
18.	Micro Mobility (Scooters): Report and Direction	M/CC 2
19.	Absentee Landlords: Problem Analysis, Report and Direction	M/CC 2
20.	Septics to Sewers Program: Report and Direction (with FPUA)	M/CC 2
21.	Seaway Drive Traffic Resolution: Report and Direction (including South Bridge)	M/CC 2
22.	Sunrise Center Garage Commercial Development (including Charging Station)	M/CC 2
23.	Seaplane Base and Service, Naval Seal Museum Marketing Expansion	Mgmt M/CC 2019 1
24.	Fort Pierce Redevelopment Agency: Surplus Land Disposition	Mgmt OTH 1
25.	Comprehensive Tourism Development Strategy Performance Assessment, Report and Direction	M/CC 1
26.	Climate Change Strategy: Report and Direction	M/CC 1
27.	Marketing to Millennials: Report and Direction	M/CC 1
28.	Yachts Maintenance Business Development: Report on Incentives and Direction	M/CC 1
29.	Complete Street Policy and Ordinance: Direction	M/CC 1
30.	Land Development Code: Conditional Use	Mgmt OTH 0
31.	Community Land Trust: Development	Mgmt OTH 0
32.	Ridge Property (7 <sup>th</sup> and Avenue "H") Development: Report and Direction	M/CC 0
33.	Beach Parking: Problem Analysis, Report and Direction	M/CC 0
34.	Connecting Downtown to Neighborhoods: Report and Direction (Crossing U.S. 1)	M/CC 0
35.	Sign Code Revision	Mgmt 0
36.	Landscape Code: Revision	Mgmt 0
37.	CBD Boundary Extension West: Direction	Mgmt 0
38.	Edgartown Branding: Revision	Mgmt 0

► **Management in Progress 2020**

- |   |     |
|---|-----|
| 1. 5 <sup>th</sup> Annual Job Fair                | F   |
| 2. World Changers Week                            | F   |
| 3. Lincoln Park Business Expo                     | F   |
| 4. Business Retention and Expansion Program (BRE) | MIP |
| 5. National Events                                | MIP |
| a. National Firefighters Combat Challenge         |     |
| 6. Avenue "D" Corridor Grant                      | F   |
| 7. Historic Preservation Officer                  | P   |

► **Major Projects 2020**

- |  |          |
|--|----------|
| 1. Citrus Bridge Overpass: Repairs   | E<br>MP  |
| 2. City Parking Garage: Sealing/Repairs  | E<br>MP  |
| 3. 7 <sup>th</sup> Street Roadway Reconstruction (Wendell Road to 10 <sup>th</sup> Street) | MP       |
| 4. Ohio Avenue and U.S. 1 Signal: Upgrade  | MP       |
| 5. Visitor Center: Parking Garage  | PW<br>MP |
| 6. 17 <sup>th</sup> Street Reconstruction (Avenue "D" Orange Avenue)                       | E<br>MP  |
| 7. Moore's Creek Erosion Remediation   | E        |
| 8. Street Resurfacing Projects: 2020   | E        |
| 9. Intracoastal Waterways Maintenance Dredging   | E        |

► **On the Horizon 2021 – 2025**

- |   |     |
|---|-----|
| 1. Renewable Power Sources                  | OTH |
| 2. Water Regionalization                    | OTH |
| 3. Port Authority                           | OTH |
| 4. Georgia Avenue Outfall: Nutrient Removal | OTH |
| 5. Tri-Rail Service to Jupiter              | OTH |
| 6. Incentives for Vacant Land Development   | OTH |

## **GOAL 3      ENGAGE OUR COMMUNITY**

### **► Objectives**

1. Have a well-informed community through proactive City communications
2. Have civility in the governance process
3. Have strong community policing – police know the community and the community know and trust the police
4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community
5. Have City government providing the leadership to create community partnerships to expand community resources
6. Seek feedback from the community and use the information to implement improvements

### **► Means to Residents**

1. Feeling welcome in the City of Fort Pierce
2. Opportunities to contribute to the community
3. People working together for community benefit
4. Community benefit over personal benefit or gain
5. Individuals with different cultures or backgrounds are respected
6. Opportunities to shape Fort Pierce's future

► **Challenges and Opportunities**

	PRIORITY
1. Helping residents understand the City policies, programs and services	5
2. Commissioner districts and representation	4
3. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point	4
4. Getting residents to become engaged in neighborhood and community organizations	4
5. Moving beyond past history of a racially/socioeconomic divided community	4
6. Reaching out to younger population	4
7. Building trust in City government	3
8. Developing future community leaders and City employees	2
9. Expanding community wide youth programs to develop community pride	2
10. Diverse population of Fort Pierce	2
11. Residents and businesses believing that the City is responsible for everything and solving all problems	2
12. Overcoming differences among neighborhoods	2
13. Expanding community involvement with new people involved in governance	2
14. Lack of societal civility and respect for each other	2
15. Expanding and enhancing current community events	1
16. Disinformation regarding the City	1
17. Looking to the whole community	1
18. Tapping the potential of citizen academy and movie event – opportunity to interact with departments	0
19. Developing internship programs	0

► **Actions 2020**

			PRIORITY
1.	Neighborhood Revitalization and Engagement: Input Meetings	Mgmt M/CC 2019	5
2.	Neighborhood Identity and Pride Program: Report and Direction	Mgmt OTH	5
3.	Community Events and Festivals: Evaluation and Direction	Mgmt 2019	4
4.	Non-Profit Organizations: Performance Evaluation, Process and Guidelines	M/CC	3
5.	Community Policing Expansion: Actions 2020	Mgmt M/CC 2019	Mgmt
6.	Youth Council and Strategy: Needs Assessment, Report and Direction	M/CC	Mgmt
7.	Census 2020: Complete Count	M/CC	Mgmt
8.	Community Youth Outreach: Diverse Population, Direction and Actions	Mgmt OTH	1
9.	Multi-Cultural Festival: Food and Art Celebration, Report Direction and Actions	Mgmt OTH	1
10.	Community Outreach with Faith Community: Direction and Actions	Mgmt OTH	0
11.	Police – Community Relations Building: Report and Direction (including using Churches)	M/CC	0

► **Management in Progress 2020**

- |    |  |     |
|----|--|-----|
| 1. | 4 <sup>th</sup> Unity in Our Community | MIP |
|----|--|-----|

► **On the Horizon 2021 – 2025**

- |    |   |     |
|----|---|-----|
| 1. | St. Lucie County Dialog: Critical Issues        | OTH |
| 2. | Police Youth Advisory Committee: Development    | OTH |
| 3. | Marketing Program for Arts, Culture and Museums | OTH |

## **GOAL 4      BEAUTIFY OUR COMMUNITY**

### **► Objectives**

1. Have attractive entrances and gateways: I-95
2. Have well maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Have attractive signage and wayfinding signs, including mobile app
5. Reduce the visual blight in the City
6. Have well maintained streetscapes
7. Maintain waterfront

### **► Means to Residents**

1. Protection of property values
2. More attractive community
3. Owners and tenants taking care of their buildings and homes
4. Greater compliance with City Code of Ordinances
5. Community pride

► **Challenges and Opportunities**

	PRIORITY
1. Reputation and appearance of Fort Pierce	5
2. Irresponsible property owners who avoid complying with the City Code of Ordinances	4
3. Unattractive major corridors	4
4. Funding for code compliance, law enforcement and public works	4
5. Continuing consistent application of the Code of Ordinances – application support in light of community pressure	4
6. Absentee property owners/homeowners not maintaining property	3
7. Increasing short rental properties	3
8. High percentage of rental housing	3
9. Improving the entire City with a unified vision	3
10. Funding of City capital projects	2
11. Vacant land, buildings and homes	1
12. Engaging and educating the community on the importance – beautification	1
13. Different property maintenance standards among residents	1
14. Tapping the arts/artists resources in the community landscaping	1
15. Maintaining historic buildings and homes	1
16. Initial image/impression as you leave I-95	0
17. Property owners' ability to afford compliance or beautification project	0

► **Actions 2020**

		PRIORITY
1.	Code Enforcement Policy and Enforcement/Compliant: Report and Direction	5
2.	Vacant Properties Strategy: Inventory, Report and Direction	4
3.	Property Maintenance Code/Ordinance Evaluation, Report and Direction	4
4.	Nuisance Abatement Program: Revision	3
5.	Lincoln Park Revitalization Initiative	Mgmt 2019
6.	Street Sweeping Program Privatization	Mgmt 2019
7.	Wayfinding Signage: Upgraded Design	2019
8.	Dumpster Solutions for Downtown	Mgmt 2019
9.	Mural Projects 2020 (2)	Mgmt 2019
10.	Entrances/Gateways Beautification Plan: Direction and Funding	2019
11.	Community Beautification Strategy: Report and Direction	M/CC
12.	Foreclosures Program/Process: Improvements	Mgmt
13.	Indian Hills Wetlands Creation – Water Quality Phase 2: Direction and Funding	Mgmt

► **Management in Progress 2020**

- |    |                            |     |
|----|----------------------------|-----|
| 1. | Main Street: Annual Report | MIP |
| 2. | Chapter 0: Rewrite         | CR  |

► **Major Projects 2020**

- |    |                               |    |
|----|-------------------------------|----|
| 1. | Banner Replacement (Citywide) | MP |
|----|-------------------------------|----|

► **On the Horizon 2021 – 2025**

- |   |     |
|---|-----|
| 1. Code Enforcement: Performance Report and Direction | OTH |
| 2. Park Maintenance and Upgrade                       | OTH |

## **GOAL 5      ENJOY OUR COMMUNITY**

### **► Objectives**

1. Value the arts and culture as a community asset
2. Continue to support top quality public schools partnering with the City
3. Have a variety of recreational programs and activities responsive to the Fort Pierce community
4. Have a reputation as a safe community for all
5. Have strong community events with active participation by residents
6. Have effective public transportation
7. Reduce the crime rate through community policing

### **► Means to Residents**

1. Enhanced quality of life
2. More reasons to live in Fort Pierce
3. Opportunities for personal growth and development
4. More choices for your leisure time
5. Support for families
6. Activities for all family generations
7. Opportunities to enjoy the water

► **Challenges and Opportunities**

	PRIORITY
1. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community	4
2. Reducing the homeless population	4
3. Continuing to enhance the quality of public schools	4
4. Expanding night life and entertainment opportunities	3
5. Continuing to respond proactively to gangs and drugs	3
6. Modernizing parks and their venues	3
7. Expanded community use of the Sunrise Theatre through revised programming	3
8. Funding for parks and recreation	2
9. Tapping the arts and cultural heritage and traditions of Fort Pierce	2
10. Difference in generational expectations and activities	2
11. Having strong community events and festivals that involve the residents	1
12. Continuing the success and expanding regional use of the Golf Course	1
13. Changing leisure and recreational trends	1
14. Competing for fields – practice, recreation and competition	1
15. Addressing mental health issues with the County and community partners	0
16. More activities at the beach and/or the waterfront	0
17. Competitive parents with expectations	0

► **Actions 2020**

		PRIORITY
1.	Homeless Strategy: Report, Communication Education and Actions	5
	Mgmt M/CC OTH	
2.	eSports Strategy: Report and Direction	5
3.	Shuffle Board Area: Direction and Actions	4
4.	Beach Volleyball: Report and Direction	4
5.	Youth Recreation Programs Expansion	Mgmt
	Mgmt M/CC 2019	
6.	Crime Reduction Action Plan	Mgmt
	Mgmt M/CC 2019	
7.	Porpoise Park Report and Direction	Mgmt
	2019	
8.	Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Initial Planning	Mgmt
	Mgmt OTH	
9.	Recreation Division: Report, Direction and Actions	Mgmt
	M/CC	
10.	Sunrise Theatre: Next Steps	Mgmt
	Mgmt M/CC 2019	
11.	Sports Fields Additional: Report and Direction	2
	M/CC	
12.	Senior Softball: Report and Direction	0

► **Management in Progress 2020**

1.	SHIP Home Rehabilitations	F
		MIP
2.	SHIP 1 <sup>st</sup> Time Homebuyers Down Payment Assistance Program	F
		MIP
3.	Zora Neale Hurston Trail Festival Day	MIP
4.	Gangs Action Plan: Annual Update	MIP
5.	6 <sup>th</sup> Annual Highwaymen Heritage Trail Art Show and Festival	MIP
6.	Crabby's Restaurant: Opening	MIP
7.	Allegheny Franciscan Ministries Collaboration	MIP
8.	Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	MIP
9.	CDBG Reporting – 5-Year Consolidated Plan 2021 – 2026	F
10.	Affordable Housing Grant	F
11.	Sunrise Theatre Integration/Service (City)	IT
12.	Recreation Building Internet Connection	IT
13.	Marina Price Structure: Review/Update	M
14.	Intelligence Lead Policing Strategy: Development	P
15.	Victim Advocate Program: Expansion	P
16.	Police District and Zone Map: Update	P
17.	Sunrise Theatre Rental Process: Streamlining	ST
18.	Sunrise Theatre Marketing: Expansion	ST
19.	Sunrise Theatre Foundation: Greater Involvement	ST
20.	Stage Rigging Inspection	ST
21.	Sunrise Theatre: Grants	ST

► **Major Projects 2020**

- |   |     |
|---|-----|
| 1. Pump Out Locations: Additions                            | M   |
| 2. Fenn Park Reconstruction:                                | PW  |
| • Phase 1   | MIP |
| • Phase 2   |     |
| 3. Indian Hills Golf Course Improvement Projects            | IH  |
| a. Insect Treatment   | MIP |
| b. Turf Fertilization                                       |     |
| c. Bunker Improvements                                      |     |
| 4. Sunrise Theatre Black Box Floor                          | MIP |
| 5. Indian Hills Recreation Area – Bike Path/Trail           | E   |
| 6. Marina Fuel Support Facility/Public Restrooms            | M   |
| 7. Marina Entrance Way Plaza Renovation                     | M   |
| 8. Old Fuel Lines Relocation/Replacement                    | M   |
| 9. Island Maintenance: Oyster Shell for Bird Habitat        | M   |
| 10. Outdoor Fitness Station: Installation                   | PW  |
| 11. Stage Lighting  | ST  |
| a. DMX Control: Repairs                                     |     |
| b. Follow Spots: Repairs                                    |     |
| 12. Sunrise Theatre Audio System and Backline Gear: Upgrade | ST  |

► **On the Horizon 2021 – 2025**

- |  |     |
|--|-----|
| 1. Charter Schools: Direction                | OTH |
| 2. Swimming Programs for Youth               | OTH |
| 3. Downtown Hours Regulation                 | OTH |
| 4. Old Fort Park Sidewalk Connectivity       | OTH |
| 5. Pinewood Recreation Facility Improvements | OTH |
| 6. Jaycee Park Connectivity Improvements     | OTH |
| 7. Additional Parking Garage for Downtown    | OTH |
| 8. Northside Marina Pump Out                 | M   |
| 9. Mobile Field Force Equipment: Funding     | P   |

# SECTION 10

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## ACTION AGENDA 2020

[UPDATED: 3/10/20]

# Definitions of Terms

## **POLICY –**

is an issue that needs direction or a policy decision by the Commission; or needs a major funding decision by the Commission; or an issue that needs Commission leadership by the governing body in the community; or with other governmental bodies (city government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

## **MANAGEMENT –**

a management action which the Commission has set the overall direction and provided initial funding (e.g. phased project), may require further Commission action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

## **MANAGEMENT IN PROGRESS –**

a management or organization action which Commission has set the direction, needs staff work before going to Commission for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Commission.

## **MAJOR PROJECT –**

a capital project funded in the CIP or by Commission action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

## **ON THE HORIZON –**

an issue or project that will not be addressed during the year by management or the Commission but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

**GOAL**

**ACTIONS**

Policy: M/CC Actions Needed,  
Direction, Funding, Policy Adoption,  
Message to Others

Management May Require Some  
M/CC Action/Funding; M/CC Set  
Direction, Management Focus

**Management in Progress**  
Implementation, Internal/  
Administrative, Compliance,  
Study – Funded

**Major Projects**  
Construction, Physical Project  
CIP

**ON THE HORIZON**  
Not This Year, Others May Pursue This Year, Wait and See, Other Actions  
Must Come First.

**Policy Agenda 2020  
Targets for Action  
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

# Policy Agenda 2020

## City of Fort Pierce

**► Targets for Action**

1. Police Retention and Compensation

2. New Alternative Revenue Sources

3. City – FPUA Strategy: Key Issues, Discussion

4. City Hall Maintenance: Direction and Funding

5. Animal Shelter and Control: Direction and City Actions

6. City Charter: Update

7. ERP System: Direction and Funding

8. Courthouse Relocation Master Plan: Collaboration with St. Lucie County

PRIORITY	PRIORITY	
	TOP	HIGH

# Policy Agenda 2020

## City of Fort Pierce

<b>► Targets for Action</b>	PRIORITY		
	PRIORITY	TOP	HIGH
9. Major Project Development (Midway): Direction and City Actions			
10. Sports Tourism Strategy and Action Plan			
11. Wastewater Treatment Plant Relocation (with FPUA)			
12. Entertainment/Restaurant Attraction Strategy			
13. Avenue "D" Revitalization: Report and Actions			
14. Vacation Rentals/Short Term Rentals: Problems and Impacts			
15. Downtown Parking: Report and Direction			
16. Neighborhood Revitalization and Engagement: Input Meetings			

# Policy Agenda 2020

## City of Fort Pierce

► <b>Targets for Action</b>	PRIORITY		
	PRIORITY	TOP	HIGH
17. Neighborhood Identity and Pride Program: Report and Direction			
18. Community Events and Festivals: Evaluation and Direction			
19. Non-Profit Organizations: Performance Evaluation, Process and Guidelines			
20. Code Enforcement Policy and Enforcement/Compliant			
21. Vacant Properties Strategy: Inventory			
22. Property Maintenance Code/Ordinance Evaluation, Report and Direction			
23. Nuisance Abatement Program: Revision			
24. Homeless Strategy: Report, Communication Education and Actions			

# Policy Agenda 2020

## City of Fort Pierce

**► Targets for Action**

	PRIORITY		
	PRIORITY	TOP	HIGH
25. eSports Strategy: Report and Direction			
26. Shuffle Board Area: Direction and Actions			
27. Beach Volleyball: Report and Direction			
28.			
29.			
30.			
31.			
32.			

**Management Agenda 2020  
Targets for Action  
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

# Management Agenda 2020

## City of Fort Pierce

► **Targets for Action**

1. Road Conditions and Resurfacing Program Projects  
Priority and Completion
2. Code of Ordinances: Update
3. Impact Fees: Direction
4. IT Comprehensive Plan and Project Completion
5. Compensation for Targeted Position
6. Emergency Operations Center: State Funding
7. *City Facilities Master Plan:  
Development*
8. Labor Negotiations and Contract

PRIORITY	PRIORITY	
	TOP	HIGH

# Management Agenda 2020

## City of Fort Pierce

**► Targets for Action**

9. Fleet "Right Sizing": Report and Direction

10. King's Landing Development

11. Passenger Rail Station: Advocacy

12. Economic Development Incentive Program

13. EAR/Comprehensive Plan: Update

14. CRA Plan: Update

15. Fisherman's Wharf Development

16. Opportunity Zone: Direction and Actions

	PRIORITY		
	PRIORITY	TOP	HIGH
9. Fleet "Right Sizing": Report and Direction			
10. King's Landing Development			
11. Passenger Rail Station: Advocacy			
12. Economic Development Incentive Program			
13. EAR/Comprehensive Plan: Update			
14. CRA Plan: Update			
15. Fisherman's Wharf Development			
16. Opportunity Zone: Direction and Actions			

# Management Agenda 2020

## City of Fort Pierce

► **Targets for Action**

17. Community Policing Expansion: Actions 2020

18. Youth Council and Strategy: Needs Assessment

19. Census 2020: Complete Count

20. Lincoln Park Revitalization Initiative

21. Street Sweeping Program Privatization

22. Wayfinding Signage: Upgraded Design

23. Dumpster Solutions for Downtown

24. Mural Projects 2020 (2)

		PRIORITY	
		PRIORITY	
		TOP	HIGH

# Management Agenda 2020

## City of Fort Pierce

► **Targets for Action**

	PRIORITY		
	PRIORITY	TOP	HIGH
25. Youth Recreation Programs Expansion			
26. Crime Reduction Action Plan			
27. Porpoise Park Report and Direction			
28. ....			
[ 29. Recreation Division: Report, Direction and Actions <i>LEISURE SERVICES DIVISION</i> ]			
30. Sunrise Theatre: Next Steps			
31. <i>Golf Course "mini" Clubhouse: Funding and Construction</i>			
32. <i>Indian Wells Wetlands Creation - Water Quality Phase 2</i>			

**Action Outlines 2020**  
**City of Fort Pierce**

**GOAL 1 SERVE OUR COMMUNITY**

**ACTION: POLICE RETENTION AND COMPENSATION**

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

- |                                |   |      |
|--------------------------------|---|------|
| • Competitive Salary - Initial | 3. Develop budget proposal                                      | 5/20 |
| • Compression                  | 4. <sup>Budget</sup> Workshop: Budget FY'21                     | 7/20 |
| • Healthcare for Family        | 5. Decision: Budget FY'21 Funding for Police Salary Adjustments | 9/20 |
| • Vehicle - Age                | ① Negotiate labor contract                                      | 4/20 |
| • Increased Call Volume        | ② Decision: Labor Contract Approval                             | 5/20 |
- St. Lucie / Palm Beach  
• Port St. Lucie

Responsibility: Police

**ACTION: NEW ALTERNATIVE REVENUE SOURCES**

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

- |   |   |      |
|---|---|------|
| • Decrease Revenues - Gas Tax, Communications Tax | 1. Complete research - other cities, "best practices" | 5/20 |
| • State Mandates - Increased Cost                 | 2. Prepare report with options                        | 6/20 |
| • Liens - Going Up                                | 3. <sup>Budget</sup> Workshop: Revenues Direction     | 7/20 |
| • Special Events Fee                              |   |      |
| • Market Rate Development Fees,                   |   |      |
| • New Revenue Options                             |   |      |
| • Parking Meters / Fees                           |   |      |

Responsibility: City Manager / Finance

ACTION: CITY – FPUA STRATEGY: KEY ISSUES, DISCUSSION

PRIORITY
Policy

Key Issues

- Code Application/ Issues / Changes

Activities/Milestones

1. Continue communication s-
2. Conduct Strategic Planning Joint Session -
3. Continue City Manager- FPUA Ongoing Executive Director Meetings
4. Continue Development Meetings Ongoing

Time

Responsibility: City Manager

ACTION: CITY HALL MAINTENANCE: DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues

- Maintenance vs. Capital
- Deferred Maintenance Structure
- Decorative Repairs
- Painting
- Costs
- Funding

Activities/Milestones

1. Review Condition Assessment and Maintenance Plan with costs 4/20
2. Prepare report with options 5/20
3. Prepare budget proposal 5/20
4. Budget Workshop: Direction 7/20
5. Decision: Budget FY'21 Funding for City Hall Maintenance 8/20
6. Issue RFP 11/20
7. Decision: Award Contract 1/21

Time

Responsibility: Public Works

**ACTION: ANIMAL SHELTER AND CONTROL: DIRECTION AND CITY ACTIONS**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Phase 1 - Two Buildings Rehab
- Phase 2 - Full Rehab
- Phase 3 - Operator
- Functional After a Hurricane
- Funding
- Timing
- City Role/ Participation

1. Prepare Inter Local Agreement 3/20
2. Decision: Inter Local Agreement 3/20
3. Receive improvements cost estimates 5/20
4. Decision: Funding for Improvements 4/20
5. Complete Improvements and Office Relocation 7/20
6. Issue RFP/RFQ 7/20
7. Negotiate a Contract with operator 9/20
8. Decision: Award Contractor 10/20

Responsibility: Community Resources / Public Works

**ACTION: CITY CHARTER: UPDATE**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Charter - 1956
- Amended - 1973
- Charter vs Operating Practices
- Legislative Changes
- Parameters for Charter Changes
- Process for Changes
- Timing

1. Conference Agenda: Charter Direction and Parameters 8/20
2. Revise Charter 10/21

Responsibility: City Attorney / City Clerk

ACTION: ERP SYSTEM: DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues

- Cost
- Funding
- System Support
- New Module Functionality
- Relationship with St. Lucie County, Fire District, Port St. Lucie
- Key Elements

Activities/Milestones

1. Complete System Audit 6/20
2. Determine overall direction and scope 7/20
3. Develop budget proposal for funding 7/20
4. Budget Workshop: Direction
5. Decision: Budget FY '21 Funding for ERP system 9/20
6. Select contractor 4/21
7. Decision: Award Contract 6/21

Time

Responsibility: Information Technology

ACTION: ROAD CONDITIONS AND RESURFACING PROGRAM

PRIORITY
Mgmt

Key Issues

- Service Level
- Road Priority
- Funding
- Streetscaping Costs
- Project Timing

Activities/Milestones

1. CIP Quarterly Update Ongoing
2. Citizen Oversight Committee - Every Other Monthly Report Ongoing
3. Develop Striping Plan 5/20
4. Decision: Award Contract 6/20
5. Coordinate tree planting/ Streetscape with road projects Ongoing
6. Workshop: CIP FY'21 - Streetscaping Budget Direction 7/20

Time

Responsibility: Engineering

7 Decision: CIP Budget FY'21 9/20

ACTION: CODE OF ORDINANCES: UPDATE

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

1. Receive final proof
2. Decision: Code Approval.

6/20  
7/20

Responsibility: City Attorney / City Clerk

ACTION: IMPACT FEES: DIRECTION

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

- Fee Structure
  - Fee Amount
1. Decision: Impact Fees

3/20

Responsibility: City Manager

**ACTION: IT COMPREHENSIVE PLAN AND PROJECT COMPLETION**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- |                 |  |      |
|-----------------|--|------|
| • Hardware      | 1. Complete Comprehensive Plan                       | 7/20 |
| • Software      | 2. Develop budget proposal                           | 7/20 |
| • Costs         | 3. Budget Workshop: Budget FY'21<br>Direction        | 7/20 |
| • Funding Level | 4. Decision: Budget FY'21 Funding<br>for IT Upgrades | 9/20 |
| • Priority      |  |      |

Responsibility: **Information Technology**

**ACTION: COMPENSATION FOR TARGETED POSITION**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- |                          |  |         |
|--------------------------|--|---------|
| • Positions              | 1. Identify critical position                        | Ongoing |
| • Market Competitiveness | 2. Determine adjustment                              | Ongoing |
| • Salary Adjustment      | 3. City Manager: Director                            | 5/20    |
| • Funding                | 4. Incorporate adjustments<br>into Budget FY'21      | 5/20    |
|                          | 5. Budget Workshop: Direction                        | 7/21    |
|                          | 6. Decision: Budget FY'21<br>Funding for Adjustments | 9/20    |

Responsibility: **Human Resources**

**ACTION:** EMERGENCY OPERATIONS CENTER: STATE FUNDING

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

• Design

1. Initiate Facility Design
2. Complete design

7/20

4/21

Responsibility: City Manager

**ACTION:**

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: LABOR NEGOTIATIONS AND CONTRACT**

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>- Salaries</li> <li>• Funding</li> <li>• Benefits</li> <li>• Market Comparison</li> </ul>	<b>A. Teamster labor Contract</b>	
	1. Negotiate labor contract	6/20
	2. Decision: Contract Approval	9/20
	<b>B. Police - PBA</b>	
	1. Negotiate labor Contract	4/20
	2. Decision: Contract Approval	5/20

Responsibility: **Human Resources**

**ACTION: FLEET "RIGHT SIZING": REPORT AND DIRECTION**

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• "Right Sizing"</li> <li>• Purchase</li> <li>• Lease</li> </ul>	1. Place order for vehicles	4/20
	2. Receive vehicles	9/20
	3. Review heavy/medium truck - annual	12/20

Responsibility: **Public Works**

**ACTION: City Facilities Master Plan**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- Conditions
- Improvement Options
- Projects
- Costs
- Funding
- Priority
- Timing

- A. Savannah Road Complex
  1. Complete condition assessment 11/20 and plan with cost
  2. Prepare report with costs and options 12/20
- B. Police Station
  1. Complete condition assessment and plan with costs 11/20
  2. Prepare report with costs and options 12/20

Responsibility: **Public Works**

**ACTION: Golf Course "Mini" Clubhouse**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- Purposes
- Project Scope
- Costs
- Funding

1. Submit options and cost 4/20
2. Decision, Direction and Funding 5/20
3. Complete internal modification 10/20
4. Open "Mini Clubhouse - Dining and Events Facility" 11/20

Responsibility: **Golf**

► Management in Progress 2020

		TIME
1. Rich House: <b>Operational</b>	Police	8/20
2. PAL Park Infrastructure and On Boarding	IT	8/20
3. PAL Name/Sponsorship	PW	9/20
4. Parking Enforcement Software for Mobile Parking Enforcement	Insp.	11/20
5. Paperless Purchase Order System	OTH	
6. Police Vehicles Replacement : <b>20 Patrol Vehicle</b>	Police	4/20-12/20
7. Public Works Work Order System	PW	9/20
8. Deputy City Clerk: Certifications	cc	Ongoing
a. Municipal Clerk		
b. Florida Business Tax officials		
c. Florida Records Manager		
9. Indian Hills Golf Course: Marketing/Advertisement: Enhancements	G	Ongoing
10. Online Permitting/Electronic Plan Review: Software <b>Implementation</b>	B	12/20
11. Building Staffing: Hire (3-4)	B	12/20
12. Click-to-Gov Self-Serve Web Site	B	4/20
13. Opti-view Expansion: Training	CC	Ongoing
14. Online Searchable Portal: Creation	CC	12/20
15. Click-to-Gov: Business Tax Receipts, Online Renewal, Application, Verification and Payment	CC	5/20
16. Records Management Position: <b>(Budget FY '21)</b>	CC	9/20
17. Citywide Tickler/Calendar System: <b>Selection</b>	CC	12/20
18. CSI Report/ CSI Ordinance: Update	CR	8/20
19. Part-time Parking Enforcement Officer for Downtown: Funding (Budget FY '21)	CR	9/20
20. Online Payment for All City Fees and Charges : <b>Installation</b>	F	12/20
21. ACH Payments: Vendor Participation	F	Ongoing

► Management in Progress 2020 (Continued)

		TIME
22	Supervisor Handbook: Completion	HR 6/20
23	City's Rules and Regulations: Revision	HR 6/20
24	Department Head Training Program: Completion	HR Ongoing
25	Police Promotions ;	HR 6/20
26	HR Records Scanning	HR Ongoing
27	Fuel System Software: Upgrade	IT 8/20
28	Cyber Security Training/Penetration Testing	IT Ongoing
29	Naviline H5: Launch / Go Live	IT 7/20
30	Optiview to File Bound :-	IT 12/20
	Phase 3 : Implementation	
		IT -
31	Click-to-Gov: Launch	IT
	a) OL	6/20
	b) ESS	6/20
32	FPTV Mobile Unit: Funding (Budget FY '21)	IT 9/20
33	FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)	IT Ongoing
34	Police Leadership Program and Succession Plan: Development	P 8/20
35	Recycling Public Awareness/Education Campaign	PW

► Major Projects 2020

1. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall) <sup>FY 21</sup> CIP Funding and Implementation
2. Building Department Relocation/Buildout
3. Fuel Island: Repairs
4. Dumpster Enclosure: Construction

PW

B

PW

PW

TIME
9/20
2/21
8/20
Completed
12/20

**GOAL 2      DEVELOP OUR COMMUNITY**

**ACTION:      COURTHOUSE RELOCATION MASTER PLAN:  
COLLABORATION WITH ST. LUCIE COUNTY**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- St. Lucie County - Direction
- Location

1. Continue communications
2. City Manager: Update

Ongoing  
7/20

Responsibility: **City Manager**

**ACTION:      MAJOR PROJECT DEVELOPMENT (MIDWAY):  
DIRECTION AND CITY ACTIONS**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Rezoning
- Land Uses
- Utility Provider
- Traffic
- Project Timing

1. Receive pre-plan - rezoning, traffic study
2. Determine utility provider

TBD  
TBD

Responsibility: **Planning  
City Manager**

**ACTION: SPORTS TOURISM STRATEGY AND ACTION PLAN**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Hotels
- Large Multi Use Facility
- Outcomes
- Growth
- Investment

1. Finalize report
2. Conference Agenda: Report and Direction

3/20

3/20

Responsibility: **Public Works**

**ACTION: WASTEWATER TREATMENT PLANT RELOCATION  
(WITH FPUA)**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Decision: FPUA
- Decision: St. Lucie County

1. Review finding Feasibility Study
2. Decision: FPUA  
St. Lucie County

4/20

8/20

Responsibility: **City Manager**

ACTION: **RETAIL**  
 ENTERTAINMENT/RESTAURANT ATTRACTION  
 STRATEGY

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

• Strategy Scope	1. Select Consultant	3/20
• Data Collection	2. FPRA: Award Contract	4/20
• Targets	3. Receive consultant report	10/20
• Action Plan	4. FPRA: Presentation	10/20

Responsibility: **Planning**

ACTION: AVENUE "D" REVITALIZATION: REPORT AND ACTIONS

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

• Grant Funding	1. Prepare Report	2/20
	2. Presentation: Report	8/20

Responsibility: **Finance**

**ACTION: VACATION RENTALS/SHORT TERM RENTALS:  
PROBLEMS AND IMPACTS**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- State Actions
- Sprinkler Enforcement
- Change of Use
- ADA Requirement

1. Re-write City Policy - Code Requirements for Short Term Rentals
2. Report: Update

4/20

6/20

Responsibility: **Building**

**ACTION: DOWNTOWN PARKING: REPORT AND DIRECTION**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Goals
- City Actions
- Direction (Overall)

1. Evaluate Parking conditions and Needs -  
Parking Committee
2. Conference Report and Direction

5/20

6/20

Responsibility: **City Manager**

ACTION: KING'S LANDING DEVELOPMENT

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

• Text Amendments

• Site Plan

• Rezoning

• Future Land Use

• Property Conveyance

• City Expectations

• Developer Expectations

1. Complete development-text

2. Decision: Text Amendment

3. Decision: Zoning / Future Land Use

4. Decision: Site Plan Approval

5. Decision: Convey Property

3/20

3/20

4/20

8/20

2/21

Responsibility: Planning

ACTION: PASSENGER RAIL STATION: ADVOCACY

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

• Advocacy

• Goal: Rail Station

1. Continue communications -

2. Briefing: Report Update

Ongoing

12/20

Responsibility: City Manager

ACTION: ECONOMIC DEVELOPMENT INCENTIVE PROGRAM

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

- Incentives
- Receipts

1. Develop parameters  
CRA Advisory Committee 5/20
2. Notice of Funding Available 5/20
3. Receive proposals 7/20
4. Evaluate proposals 9/20
5. FPRA: Decision 10/20

Responsibility: City Manager

ACTION: EAR/COMPREHENSIVE PLAN: UPDATE

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

1. Decision: EAR Adoption 3/20
2. State Appeals 6/20

Responsibility: Planning

ACTION: CRA PLAN: UPDATE

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

Responsibility: City Manager

ACTION: FISHERMAN'S WHARF DEVELOPMENT

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

• Development Project  
• FPRA Participation

- |                        |       |
|------------------------|-------|
| 1. Issue RFQ/P         | 3/20  |
| 2. Receive RFQ/P       | 4/20  |
| 3. Evaluate responses  | 4/20  |
| 4. FPRA: Qualification | 5/20  |
| 5. Receive proposal    | 7/20  |
| 6. Evaluate responses  | 9/20  |
| 7. FPRA: Decision      | 10/20 |

Responsibility: City Manager

**ACTION: OPPORTUNITY ZONE: DIRECTION AND ACTIONS**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- State Parameter
- Boundaries

1. Determine impact on local policies and incentives
2. Decision: Boundaries

8/20  
1/21

Responsibility: **Finance / City Manager**

► **Management in Progress 2020**

1. 5<sup>th</sup> Annual Job Fair
2. World Changers Week
3. Lincoln Park Business Expo
4. Business Retention and Expansion Program (BRE) : Assistance / Education
5. National Events  
Regional Firefighters Combat Challenge

TIME
F 1/21
F 6/20
F 9/20
F 7/20
10/20
P 7/20

6 Historic Preservation : code Amendment / Trust Fund : Report / Budget FY'21

7. Micro Mobility Report Engr 10/20
8. Seaway Drive Traffic Report (including South Bridge) E 8/20
9. Beach Parking Report and Surface Lot Improvement PW 3/20
10. Sign Code : Revision Plan TBD
11. Landscape Ordinance Decision Plan 8/20

3A

► Major Projects 2020

		TIME
1. Citrus Bridge Overpass: Repairs	E	12/20
2. City Parking Garage: Sealing/Repairs	E	6/20
3. 7 <sup>th</sup> Street Roadway Reconstruction (Wendell Road to 10 <sup>th</sup> Street)	E	3/20
4. Ohio Avenue and U.S. 1 Signal: Upgrade	E	3/20
5. Visitor Center: Parking Garage : <i>Cost Estimates Budget FY'21</i>	PW	9/20
6. 17 <sup>th</sup> Street Reconstruction (Avenue "D" Orange Avenue)	E	3/21
7. Moore's Creek Erosion Remediation	E	12/20
8. Street Resurfacing Projects: 2020	E	9/20
9. Intracoastal Waterways Maintenance Dredging	E	4/20

10. Sunrise Center Parking Garage Charging Station PW

- a) 3rd Floor
- b) 2nd Floor

8/20  
1/21

GOAL 3

ENGAGE OUR COMMUNITY

**IDENTITY,**

ACTION: NEIGHBORHOOD REVITALIZATION AND ENGAGEMENT

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- |                                   |  |       |
|-----------------------------------|--|-------|
| • Taking Back Neighborhoods       | 1. Follow up Meeting: Edgartown                              | 4/20  |
| • Ownership in their Neighborhood | 2. Develop strategy (draft Neighbor Identity and Engagement) | 8/20  |
| • Perception: Neighborhoods       | 3. Conference Agenda: Report                                 | 10/20 |
| • How to Become Involved          |  |       |
| • Socio-Economic Barriers         |  |       |

Responsibility: City Manager / Planning

- Grants for Project

ACTION:

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: COMMUNITY EVENTS AND FESTIVALS: EVALUATION AND DIRECTION**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- |                   |                           |      |
|-------------------|---------------------------|------|
| • Fees            | 1. Conference: Report     | 3/20 |
| • Market Analysis | 2. Prepare report         |      |
|                   | 3. Decision: Fee Schedule | 6/20 |

Responsibility: **Public Works**

**ACTION: NON-PROFIT ORGANIZATIONS: PERFORMANCE EVALUATION**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- |                              |   |      |
|------------------------------|---|------|
| • Annual Report              | 1. Notify recipient performance report                    | 4/20 |
| • Parameters / Guidelines    | 2. Receive report - performance goals and 2021 Activities | 6/20 |
| • Funding Level              | 3. Prepare for budgets - goals and budget request         | 6/20 |
| • Performance Goals (Annual) | 4. Workshop: Budget FY '21                                | 7/20 |
|                              | 5. Decision: Budget FY '21 (Funding)                      | 9/20 |

Responsibility: **Finance / City Manager**

ACTION: COMMUNITY POLICING EXPANSION: ACTIONS 2020

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

"Special" Police Officer

- Police Staffing
- Funding

1. Prepare budget proposal for "Special Police Officers" 5/20
2. Budget Workshop: Budget FY'21 7/20
3. Decision: Budget FY'21 Funding for "Special Police Officers" 9/20
4. Continue School Resource Officer Ongoing
5. Front Porch Roll calls Ongoing
6. Program: <sup>Activities</sup> Nursing Homes - and In School Ongoing
7. Expand Explorer's Program Ongoing

Responsibility: Police

ACTION: YOUTH COUNCIL AND STRATEGY: NEEDS ASSESSMENT

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

1. First Meeting 3/20
2. Presentation: Update Report 11/20

Responsibility: City Manager

**ACTION: CENSUS 2020: COMPLETE COUNT**

PRIORITY
Mgmt

Key Issues

- Online Resources
- Homeless

Activities/Milestones

1. Meeting with County Effort
2. Participate with County

Time

3/20  
4/20

Responsibility: **Planning**

► **Management in Progress 2020**

1. 4<sup>th</sup> Unity in Our Community

TIME
7/20

**GOAL 4 BEAUTIFY OUR COMMUNITY**

**ACTION: CODE ENFORCEMENT POLICY AND ENFORCEMENT/COMPLIANT**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- High Standards - Rise the Bar
- Consistent Support for Compliance
- Community Standards
- Staffing
- Funding
- Zone Size

1. Revise policy and procedure

Completed

Responsibility: **Community Resources**

**ACTION: VACANT PROPERTIES STRATEGY: INVENTORY**

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Community Land Trust
- Fore closure
- Funding for Upgrade

1. Create Community Land Trust Board

6/20

2. Develop budget proposal

6/20

3. Budget Workshop: Budget FY'21

7/20

4. Decision: Budget FY '21 Funding

9/20

5. Identify/review identify property

10/20

6. FPRA / City Decision: Direction

10/20

Responsibility: **Building / Finance**

**ACTION: PROPERTY MAINTENANCE CODE/ORDINANCE  
EVALUATION, REPORT AND DIRECTION**

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

1. Contact property owner -  
deed in lieu of foreclosure -  
(clusters: 10-12 identified)

Ongoing

Responsibility: *City Manager*

**ACTION: NUISANCE ABATEMENT PROGRAM: REVISION**

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

• Demolition

A. Civil - O.K.

• Life Safety Issues

• Compliance

B. Criminal

• Criminal Activity

1.

Briefing

4/20

• Charter -  
Board

Law and Process

• Special Magistrate

Responsibility: *City Attorney*

**ACTION: LINCOLN PARK REVITALIZATION INITIATIVE**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Means Court Actions</li> <li>• Funding</li> <li>• Land Acquisition</li> <li>• Concept Plan</li> </ul> | <p><b>A. Means Court</b></p> <p>1. <del>Prepare</del> report; plan, recommendations, funding</p> <p>2. CRA Advisory: Review</p> <p>3. FPCRA: Direction and Funding</p> <p>4. Acquire land "P" to "E" along 13th</p> | <p>3/20</p> <p>3/20</p> <p>4/20</p> <p>12/20</p> |
|  | <p><b>B. Overall Concept</b></p> <p>1. Develop concept plan</p>   | <p>7/20</p>                                      |

Responsibility: Planning  
 2. Presentation: Plan and Direction

**ACTION: STREET SWEEPING PROGRAM PRIVATIZATION**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- |  |   |                                     |
|--|---|-------------------------------------|
| <ul style="list-style-type: none"> <li>• Services Level</li> <li>• Contract</li> </ul> | <p>1. Prepare RFP</p> <p>2. Evaluate responses</p> <p>3. Decision: Award Contract</p> <p>4. Implement</p> | <p>5/20</p> <p>7/20</p> <p>9/20</p> |
|--|---|-------------------------------------|

Responsibility: Engineering

**ACTION: WAYFINDING SIGNAGE: UPGRADED DESIGN**

PRIORITY
Mgmt

Key Issues

- Design
- Locations
- Funding

Activities/Milestones

- |  |      |
|--|------|
| 1. Conference: Presentation<br>(including samples of design) | 7/20 |
| 2. Prepare budget proposal                                   | 5/20 |
| 3. Budget Workshop: Budget FY'21<br>direction                | 7/20 |
| 4. Decision: Budget FY'21<br>Funding                         | 9/20 |

Responsibility: **Public Works**

**ACTION: DUMPSTER SOLUTIONS FOR DOWNTOWN**

PRIORITY
Mgmt

Key Issues

- Direction
- Contract

Activities/Milestones

- |                             |       |
|-----------------------------|-------|
| 1. Define scope             | 4/20  |
| 2. Issue RFP                | 6/20  |
| 3. Evaluate responses       | 7/20  |
| 4. Decision: Award Contract | 8/20  |
| 5. Complete Enclosures (5)  | 12/20 |

Responsibility: **Public Works**

**ACTION: MURAL PROJECTS 2020 (2)**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

1. Complete Murals (2)

9/20

Responsibility: Finance

► **Management in Progress 2020**

TIME
1/21

- 1. Main Street: Annual Report

► **Major Projects 2020**

TIME
8/20

- 1. Banner Replacement (Citywide) (150 replacement PW FY'20 Budgeted)

**ACTION:** Indian Hills Wetlands Creation -  
Water Quality Phase 2

PRIORITY
High

Key Issues

Activities/Milestones

Time

1. Continue negotiation with FDOT on water quality project
2. Seek funding 12/20
3. Complete Preliminary Design 9/20
4. CIP Quarterly Report 12/20

Responsibility: Engineering

**ACTION:**

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

AS

**GOAL 5 ENJOY OUR COMMUNITY**

**ACTION: HOMELESS STRATEGY: REPORT, COMMUNICATION  
EDUCATION AND ACTIONS**

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

- City Role
- City Actions
- City Participation
- City Funding

1. Identify additional resources for homeless -  
Treasure Coast Homeless

Ongoing

2. Work with Salvation Army for Centralized Feeding Area

5/20

Responsibility: City Manager

**ACTION: ESPORTS STRATEGY: REPORT AND DIRECTION**

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

- Goals
- City Role
- Best Practices
- Market
- Funding

1. Research best practices and experiences with other cities

9/20

2. Prepare report (youth council)

11/20

3. Conference: Presentation and Direction

11/20

Responsibility: City Manager

## SEAPLANE

ACTION: SHUFFLE BOARD AREA: DIRECTION AND ACTIONS

PRIORITY

Policy

Key Issues

- Upland
- Sea Channel Improvement
- Shuffle Board Direction
- Funding

Activities/Milestones

1. Secure permits: FDOT 6/20
2. Decision: Seaplane/ Shuffle Board 7/20
3. Prepare budget proposal 5/20
4. Budget Workshop: Budget FY'21 Direction 7/20
5. Decision: Budget FY'21 Funding 9/20
6. Remove Shuffle 8/20

Time

Responsibility: Engineering

ACTION: BEACH VOLLEYBALL: REPORT AND DIRECTION

PRIORITY

Policy

Key Issues

- Goals
- Market
- Best Practice
- Location
- Costs
- Funding

Activities/Milestones

1. Conference: Sports Tourism 3/20

Time

Responsibility: Public Works

**ACTION: YOUTH RECREATION PROGRAMS EXPANSION**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- City Actions
- Funding

- |   |         |
|---|---------|
| 1. Hire part-time employze                          | 6/20    |
| 2. Establish Computer Lab at Recreation Center      | 7/20    |
| 3. Pursue Soccer program                            | TBD     |
| 4. Work with High Schools - Golf Instruction / Fun" | Ongoing |
| 5. Expand summer class - theater                    | 6/20    |

Responsibility: Public Works

- |   |      |
|---|------|
| 6. Relocate Explorer Program at Recreation Center | 7/20 |
|---|------|

**ACTION: CRIME REDUCTION ACTION PLAN**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- Community cameras
- cost
- Funding

- |   |         |
|---|---------|
| 1. Work with Sheriff's Office                           | Ongoing |
| 2. Rejuvenate "Fleet Watch" training Crime Watch        | 7/20    |
| 3. Prepare budget proposal - community camera           | 5/20    |
| 4. Budget Workshop: Budget FY'21 Direction              | 7/20    |
| 5. Decision: Budget FY'21 Funding for Community Cameras | 9/20    |

Responsibility: Police

**ACTION: PORPOISE PARK REPORT AND DIRECTION**

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

- Project Scope
- Costs
- Funding

1. Develop plan
2. Develop CIP budget proposal
3. Budget Workshop: CIP FY'21 Direction
4. Decision: CIP FY'21 Funding (Park Impact)

7/20  
5/20  
7/20  
9/20

Responsibility: Engineering

**ACTION: SAVANNAH RECREATION TRAIL CONNECTIVITY TO INDIAN HILLS RECREATION AREA**

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

ON THE HORIZON 2021-2025  
Funding 7/21 for Design  
7/24 for Construction

Responsibility: Engineering

**LEISURE SERVICE**

**ACTION: RECREATION DIVISION: REPORT, DIRECTION AND ACTIONS**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

[DONE]

Responsibility: **Public Works**

**ACTION: SUNRISE THEATRE: NEXT STEPS**

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

1. Complete Organization re-structure 10/20
2. Expand Summer Camp Program 6/20
3. Complete projects - see "Major Projects list"

Responsibility: **Sunrise Theatre**

► Management in Progress 2020

		TIME
1. SHIP Home Rehabilitations	F	Ongoing
2. SHIP 1 <sup>st</sup> Time Homebuyers Down Payment Assistance Program	F	
3. Zora Neale Hurston Trail Festival Day	--	OTH
4. Gangs Action Plan: Annual Update	MIP	1/21
5. 6 <sup>th</sup> Annual Highwaymen Heritage Trail Art Show and Festival	MIP	2/21
6. Crabby's Restaurant: Opening	MIP	6/20
7. Allegany Franciscan Ministries Collaboration	MIP	Ongoing
8. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	MIP	Ongoing
9. CDBG Reporting – 5 year Consolidated Plan 2021 – 2026	F	7/20
10. Intelligence Lead Policing Strategy: Development	P	Ongoing
11. Victim Advocate Program: Expansion	P	1/20
12. Police District and Zone Map: Update	P	Ongoing
13. Sunrise Theatre Marketing: Expansion	ST	Ongoing
14. Sunrise Theatre Foundation: Fund Raising Event	ST	10/20
15. Sunrise Theatre: Grants	ST	Ongoing

► Major Projects 2020

		TIME
1.	Pump Out Locations: Additions	M 3/20
2.	Fenn Park Reconstruction:	PW
	• Phase 1 - <i>Conference Direction</i>	<i>6/20</i>
	• Phase 2 - <i>Budget FY '21</i>	<i>9/20</i>
3.	Indian Hills Golf Course Improvement Projects	IH
a.	Insect Treatment	MIP <i>5/20</i>
b.	Turf Fertilization	<i>Original</i>
c.	Bunker Improvements	<i>9/20</i>
4.	Sunrise Theatre Black Box Floor	MIP <i>8/20</i>
5.	Indian Hills Recreation Area – Bike Path/Trail	E <i>11/20</i>
6.	Marina Fuel Support Facility/Public Restrooms	M <i>4/20</i>
7.	Marina Entrance Way Plaza Renovation	M <i>6/20</i>
8.	Old Fuel Lines Relocation/Replacement	M <i>4/20</i>
9.	Island Maintenance: Oyster Shell for Bird Habitat	M <i>6/20</i>
10.	Outdoor Fitness Station: Installation	PW <i>7/20</i>
11.	Stage Lighting ( <i>Budget FY '21</i> )	ST <i>9/20</i>
a.	DMX Control: Repairs	
b.	Follow Spots: Repairs	
12.	Sunrise Theatre Audio System and Backline Gear: Upgrade ( <i>Budget FY '21</i> )	<i>9/20</i>

# POLICY CALENDAR 2020

## MONTH

### MARCH 2020

1. Decision: Interlocal Agreement for Animal Shelter
2. Decision: Impact Fees Adoption
3. Conference: Sports Tourism Strategy and Action Plan / Multi Use Sports Facility / Beach Volley Ball
4. Decision: King Island Text Amendment
5. Decision: EAR Adoption
6. Report: Beach Parking Direction
7. Conference Community Events and Festivals Report
- 8.
- 9.
- 10.

MONTH

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APRIL 2020

1. Decision: Funding for Animal Shelter - Phase 1 (Building Rehabilitation)
2. FPRA: Award Contract for Consultant - Retail / Entertainment / Restaurant
3. Decision: King's Landing Zoning and Future Land Use
4. Briefing: Nuisance Abatement Program - Criminal Law and Process
5. FPRA: Means Court Direction and Funding
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

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MAY 2020

1. Decision: PBA Police Labor Contract
2. Decision: Golf Course "Mini" Clubhouse  
Direction and Funding
3. FPRAD decision: Fisherman's Wharf  
Qualifications
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

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JUNE 2020

1. Decision: Award Contract for Street Striping
2. Report: Update on Code Requirements for Short Term Rentals
3. Conference: Downtown Parking Report and Directions
4. Decision: Community Events/Festivals Fee Schedule
5. Conference: Fenn Park Reconstruction Phase I
- 6.
- 7.
- 8.
- 9.
- 10.

## MONTH

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JULY 2020

1. Budget Workshop: New Revenues Direction
2. Budget Workshop: Budget FY'21 / CIP  
Direction (see Pages 58 and 59)
3. Budget Workshop: CIP Budget FY'21  
Direction (See Page 60)
4. Decision: Code of Ordinance Update -  
Adoption
5. Report: City Manager Update on Courthouse  
Relocation Master Plan
6. Presentation: Lincoln Park Revitalization  
Plan and Direction
7. Decision: Award Contract for Street Sweeping  
Program
8. Conference: Wayfinding Signs Presentation
9. Decision: Seaplane Base Location /  
Shuttle Board Direction
- 10.

## BUDGET FY'21: MAJOR ISSUES

- a) Police Salary Adjustments
- b) City Hall Maintenance
- c) ERP System
- d) IT Upgrades
- e) Records Management Position
- f) Parking Enforcement Officer (part-time)
- g) Historic Preservation Code Amendments,  
Trust Fund/ Staff Position
- h) Non-Profit Organizations  
Performance and Funding
- i) "Special" Police Officers Program
- j) Vacant Properties Strategy
- k) Wayfinding Signs
- l) Shuttle Board Removal/Sea Plane Base

m) Community Camera

n) Fenn Park Reconstruction Phase 2

## CIP FY'21: MAJOR ISSUES

- a) Streetscaping with Road Projects
- b) City Hall Covered Walkway
- c) Visitor Center Parking Garage
- d) Porpoise Park

MONTH

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AUGUST 2020

1. Presentation: Avenue "D" Revitalization Report
2. Decision: King's Landing Site Plan Approval
3. Decision: Landscape Ordinance
4. Decision: Award Contract for Dumpster Solutions for Downtown
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

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MONTH

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SEPTEMBER 2020

1. Decision: Budget FY'21 - Final
2. Conference: Charter Direction and
3. Decision: CIP Budget FY'21 - Final
4. Decision: Teacher Contract Approval
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

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OCTOBER 2020

1. Decision: Animal Shelter Operator
2. FPRA: Presentation on Retail/Entertainment Restaurant Attraction Strategy and Action Plan
3. FPRA: Decision on Economic Development Incentives
4. FPRA: Decision on Award - Fishermen's Wharf Development
5. Report: Micro Mobility (Scooters)
6. Conference: Neighborhood Identity, Revitalization and Engagement
- 7.
- 8.
- 9.
- 10.

MONTH

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NOVEMBER 2020

1. Presentation: Youth Council Update Report
2. Conference: eSports Report and Strategy
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

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DECEMBER 2020

1. Briefing: Passenger Rail Station Update

2.

3.

4.

5.

6.

7.

8.

9.

10.

65

MONTH

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JANUARY 2021

1. Decision: Award Contract for City Hall Maintenance
2. Decision: Opportunity Zone Boundaries
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

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FEBRUARY 2021

1. Decision: King's Landing Convey Property
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.