

CITY OF FORT PIERCE

CITY COMMISSION AGENDA

Strategic Planning Workshop - Tuesday, January 26, 2021 - 1:00 p.m.

City Hall - City Commission Chambers, 100 North U.S. #1, Fort Pierce, Florida

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **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 fifteen 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.

5. **STRATEGIC PLANNING WORKSHOP - LYLE SUMEK**
 - a. Strategic Planning Working Document

6. **ADJOURNMENT**

Any person seeking to appeal any decision by the City Commission with respect to any matter considered at this meeting is advised that a record of proceedings is required in any such appeal and that such person may need to insure that a verbatim record of the proceedings is made including the testimony and evidence upon which the appeal is to be based. 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 - 1:00

Meeting Date: 01/26/2021

Re:

Information

SUBJECT:

Strategic Planning Working Document

Attachments

Initial Draft 2020-2025-2035

Section 5, Performance Report

Section 9 Vision Summary

Section 10, Plan 2026

Section 11 - Action Agenda 2021

Form Review

Form Started By: Linda Cox

Final Approval Date: 01/22/2021

Started On: 01/22/2021 09:58 AM

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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 2036

Fort Pierce Vision 2036

Fort Pierce 2036 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

STRONG LOCAL ECONOMY, ⁽²⁾

HISTORY, ARTS AND CULTURE, ⁽³⁾

CHOICE OF DESIRABLE NEIGHBORHOODS, ⁽⁴⁾

OPPORTUNITIES FOR FUN, ⁽⁵⁾

COMMUNITY UNITY AND PRIDE ⁽⁶⁾

WHAT MAKES US UNIQUE

Fort Pierce Vision 2036

PRINCIPLE 1

OUR WATERFRONTS

► Means

1. Mega-yacht port with spin-off/support businesses, expanded marine industries and public spaces
2. Fishing tournaments attracting fishermen from all over the world
3. Wastewater Treatment Plant relocated
4. Successful Fisherman's' Wharf with boat ramp and mixed uses
5. Public access to recreational opportunities and the water for use and enjoyment, including Causeway Park and Harbor Point Park
6. Water quality in the lagoon and waterways
7. High-quality boutique hotel (s)
8. Seaplane terminal with services to the Bahamas and other destinations
9. Neighborhoods connecting through creeks and canals to Intracoastal Waterway
10. Moore's Creek Park as a destination and linked to the Intracoastal Waterways

PRINCIPLE 2

OUR STRONG LOCAL ECONOMY

► Means

1. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center
2. Wave Garden as a major tourist attraction
3. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
4. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
5. Successful Longwood Regional Medical Center with supporting medical and healthcare businesses and offices
6. Expanded marine industries with quality job opportunities
7. International airport serving corporations and surrounded by commercial and industrial businesses
8. Light specialty manufacturing businesses located here

PRINCIPLE 3

OUR HISTORY, ARTS AND CULTURE

► Means

1. Celebrating and showcasing the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
2. Lincoln Park developed as a “historic district”, including Lincoln Theater and Means Court School celebrating the history and culture of Fort Pierce
3. Active Community Arts and Culture Board
4. Edgartown Area District with infill development and home renovations
5. Marketing our history written and oral – African American, Seminole Indian, Railroad Heritage
6. Celebrating history, arts, and culture with our youth – a foundation for our culture
7. Art galleries and museums showcasing the community's art and history
8. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
9. Community performing venues for jazz, blues and other music

PRINCIPLE 4

OUR CHOICE OF DESIRABLE NEIGHBORHOODS

► Means

1. Well-maintained neighborhood streets, utilities, drainage system, curbs and sidewalks
2. Clear, concise City regulations for short-term rentals to protect neighborhood integrity
3. Sense of personal safety and security at home and in the neighborhood – living without fear
4. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner
5. Landlord accountable for meeting City standards and codes
6. Well-maintained housing stock
7. High percentage of home ownership in every neighborhood
8. Quality and livable rental properties with housing inspection programs and property owner compliance
9. Public green spaces in every neighborhood
10. Land Trust for developing infill housing on vacant lots

PRINCIPLE 5

OUR FUN EXPERIENCES

► Means

1. Organized sports for youth, adults and seniors: recreation and tournaments
2. Variety of specialty parks and park amenities responsive to community needs – beach volley, pickleball
3. Recreational activities and programs for all generations
4. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
5. Opportunities for biking, hiking, walking and running
6. Successful Wave Garden serving our residents and visitors – a major attraction
7. Large venue for sports tourism
8. Expanded recreational programming and activities for seniors and youth
9. Successful marina(s) serving residents and visitors

PRINCIPLE 6

OUR COMMUNITY UNITY AND PRIDE

► Means

1. Business owners, property owners, institutions and residents taking responsibility for their property
2. Multi-cultural festival celebrating the diverse cultures in the community
3. City leaders representing the City and community in positive manner –a positive advocate for Fort Pierce
4. Proactive marketing of Fort Pierce – showcasing our community and presenting a positive image to the world
5. Fort Pierce – a reputation as a safe, dynamic and unique community
6. Strong community events and festivals with high level of participation
7. Recognizing the accomplishment of youth in partnership with St. Lucie schools
8. All residents working together on common community goals and solving problems
9. City working in partnership with our community to solve community problems

CITY OF FORT PIERCE PLAN FOR 2021 – 2026

City of Fort Pierce ***Goals 2026***

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



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. Maintain a top-quality City workforce dedicated to serving the Fort Pierce community
4. Streamline City policies, regulations, processes and procedures
5. Listen to and understand the needs and messages from the community
6. 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. Using technology and virtual services to better service our residents and businesses
2. Willingness to raise taxes and fees
3. Aging City facilities needing major upgrades – City Hall, Police and Public Works
4. Limited revenue sources for cities
5. Aging City infrastructure requiring significant maintenance and replacement
6. City services, service levels and staffing keeping up with growth and new development
7. Developing and implementing a successful management and employee succession planning and programs
8. Actions by the State of Florida – pre-empting home rules and City finances and services

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
2. Regularly evaluating and streamlining City processes – more customer friendly
3. Increasing costs of capital projects and operations
4. Hiring and retaining quality City employees through competitive compensation
5. Millage rate high in total tax bill
6. Continuing to enhance City organization productivity
7. City staffing and the capacity to provide services
8. Rising costs of healthcare, pensions, materials, energy and change orders
9. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects
10. Increasing demands for City services – Citywide
11. Increasing use of outdated information technology needing significant investment to deliver City services
12. Deferred capital and equipment investment now requiring significant funding
13. Learning from COVID-19 to better serve our community
14. Responding to the impacts of changes in the minimum wage
15. Preparing for and responding to sea level rise and climate change –becoming a resilient community
16. Opportunity to expand resources through partnerships and grants

POLICY ACTIONS 2021

PRIORITY

1. New Alternative Revenue Sources (including Entertainment Fee, Parking Fee, etc.) and Other Non Resident
2. Regional Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Impact, Best Practices, Service Needs, Report with Options, Direction and City Actions
 - a. Transitional
 - b. Life Style
3. Police Retention and Compensation
4. City Charter: Update (including Re-Districting)
5. Technology Upgrade Master Plan: Needs Assessment – Post-COVID-19, Report with Options, Direction, Funding and City Actions
6. Emergency Services Building/ Emergency Operations Center: Direction and City Actions
7. City Compensation Policy: Salary Study and Market Analysis, Report with Findings and Options, Direction, Funding and City Actions

MANAGEMENT ACTIONS 2021

PRIORITY

1. City Hall Maintenance: Direction and Project Completion
2. Road Conditions and Resurfacing Program
3. COVID-19 Pandemic Action Plan
 - a. Short Term
 - b. Long Term
4. City Surplus Properties: Review Inventory, Direction and City Actions
5. Animal Shelter and Control: Direction and City Actions
6. Enterprise Resource Planning Software (ERP): Direction and Funding
7. Labor Negotiations and Contracts
 - a. PBA Officers
 - b. PBA Sergeants/Lieutenants
 - c. Teamsters
8. Fleet Replacement Plan and Program: Direction and Funding

MANAGEMENT IN PROGRESS 2021

1. Deputy City Clerk: Certifications
 - a. Municipal Clerk
 - b. Florida Business Tax Officials
 - c. Florida Records Manager
2. ACH Payments: Vendor Participation
3. Department Head Training Program: Completion
4. HR Records Scanning
5. Cyber Security Training/Penetration Testing
6. FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)
7. Recycling Public Awareness/Education Campaign
8. Police Vehicles Replacement: 20 Patrol Vehicles
9. Street Signs Preparation, Installation and Maintenance: Contract
10. Supervisor Handbook: Completion
11. Police Promotion Examinations
12. CSI Report/CSI Ordinance: Update
13. Rich House: Operational
14. PAL Park Infrastructure and Onboarding
15. Police Leadership Program and Succession Plan: Development
16. Recreation Center and Park Renaming
17. Public Works Work Order System
18. Records Management Position (Budget FY 2021)
19. Part-Time Parking Enforcement Officer for Downtown: Funding (Budget FY 2021)

MANAGEMENT IN PROGRESS 2021 (continued)

20. FPTV Mobile Unit: Funding (Budget FY 2021)
21. Parking Enforcement Software for Mobile Parking Enforcement
22. Online Permitting/Electronic Plan Review: Software Implementation
23. Online Payment for All City Fees and Charges: Installation
24. Online Searchable Portal: Creation
25. Paperless Purchase Order System: Implementation
26. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 Year): Development
27. FEMA Reimbursement
28. Tyler Munis Electronic Plan Review; Implementation
29. Building Department Call Center: Implementation
30. Hurricane Manual and Rules and Education Program: Presentation and Implementation
31. File Bound System Online Searchable Portal
32. Guide for Potential Developers: Development
33. Records Manager: Direction and Funding
34. Code Enforcement Two Part-Time Officers: Hiring
35. Animal Control Software: Implementation
36. Retiree Portal
37. Credit Card Processing: Implementation
38. New Fuel Software
39. Tyler Munis Budgeting Software: Implementation
40. CDBG Reporting: Implementation
41. CivicHR Applicant Tracking System

**MANAGEMENT IN PROGRESS 2021
(continued)**

42. HR Files Scanning
43. FileBound: Launch
44. CSU (Central Square University): Launch
45. Naviline HS: Launch
46. Paymentus: Launch
47. ESS Pensions: Launch
48. AnalyticsNOW: Launch
49. CivicHR Onboarding: Launch
50. CivicHR Performance/Evaluations: Launch
51. Phoenix Fuel System Cloud Migration
52. GIS Initiatives
53. Work Order/Asset Management Platform
54. Police Strategic Plan: Update
55. Police FTO Program; Rebuild
56. Police District and Zone Map
57. Police Equipment Replacement: Funding

MAJOR PROJECTS 2021

1. Fuel Island: Repairs
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation
3. Dumpster Enclosure: Construction

ON THE HORIZON 2022 – 2026

1. Water/Wastewater Service Regionalization
2. Succession Planning and Development
3. Entertainment Tax on Food and Beverage: Report and Direction
4. Water/Wastewater Service Regionalization
5. City – FPUA Strategy: Key Issues, Discussion
6. Impact Fees: Review/Evaluation of Impacts on Future Development, Report with Options and Rationale, and Direction
7. City Virtual Services: Best Practices, Opportunities, Plan Development, Direction, Funding and Actions
8. City Facilities/Parks Security: Assessment, Direction and Actions
9. City Organization Enhancement and Growth: Comprehensive Organization Assessment, Report with Findings and Recommendations, Direction and City Actions
10. Application Fee Schedule: Update
11. City Facilities Master Plan
12. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions
13. City Debt Reserve Policy: Review, Plan Development, Direction and City Actions
14. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions
15. Smart “Gig City” Strategy: Goals/Outcomes, Best Practices, Partners, Report with Options, Direction and City Actions
16. Management/Employee Succession Plan/Program

GOAL 2

DEVELOP OUR COMMUNITY

OBJECTIVES

1. Relocate Wastewater Treatment Plant and replace with housing, mixed-use development or hotel
2. Have an active, sustainable Port of Fort Pierce serving as an economic driver
3. Have a City reputation as “business friendly”
4. Have well-maintained streets and public areas
5. Expand the local economy
6. Develop workforce for 21st century jobs and career opportunities

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. Attracting new businesses to Fort Pierce that create sustainable jobs
2. Creating a world-class tourist destination for residents and visitors
3. Tapping the development potential of the Port of Fort Pierce and surrounding area
4. Changing business attitudes toward investing in Fort Pierce
5. City's aging infrastructure and facilities
6. Attracting developers and residents to Fort Pierce
7. Building Fort Pierce's image and reputation
8. Unifying our community – reducing individual agendas

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Maintaining and expanding public access to water
2. Increasing multi-modal transportation in Fort Pierce
3. Continuing the momentum in the downtown area and the surrounding neighborhoods
4. Keeping our economic momentum going
5. West sports fields for tournaments, competition and recreation

POLICY ACTIONS 2021

PRIORITY

1. Parking Strategy: Study Completion, Direction, Paid Parking and City Actions
 - a. Downtown
 - b. Beach
2. Short Term Rental: Legal Framework for Cities, Problem Analysis, Best Practices, Report with Options, Direction and City Actions/Advocacy
3. Fisherman’s Wharf Development RFP, Direction and Next Steps
4. City Economic Incentives Policy: Review and Direction
5. Annexations Strategy and Action Plan: Update Report, Direction and City Next Steps
6. Port Development: Update Report, Direction and City Actions
7. Urban Service Boundary Agreement: Review, Negotiations, Direction and Decision
8. Means Court Development: Update Report, Land Acquisition, Direction and City Actions (Main Street Location, Fresh Food Market)
9. CBD Boundary Extension West: Direction

MANAGEMENT ACTIONS 2021

PRIORITY

1. Wave Garden Construction: Monitoring and Opening
2. King’s Landing Development: Next Steps
3. Lincoln Park Overlay District
4. Clean and Safe Initiative Building Demolition/Condemnation Program: Service Level, Direction and Funding
5. Traffic/Multi-Mobility Study and Impact Fee: Direction
6. South Beach Overlay: Direction
7. Landscape Code: Revision

MANAGEMENT IN PROGRESS 2021

1. Business Retention and Expansion Program (BRE): Assistance/Education
2. Seaway Drive Traffic Report (including South Bridge)
3. Landscape Ordinance: Decision
4. Annual Job Fair
5. Micro Mobility Report (Scooter)

MAJOR PROJECTS 2021

1. Visitor Center: Parking Garage:
 - a. Cost Estimates
 - b. Budget FY 2021
2. Street Resurfacing Projects: 2020
3. Moore’s Creek Erosion Remediation
4. 17th Street Reconstruction (Avenue “D” Orange Avenue)
5. Georgia Avenue Outfall Nutrient Removal: Design
6. Septics to Sewers Program: Report and Direction (with FPUA)
7. 8th Street (Avenue “D” to Avenue “E”) Street Improvements
8. Avenue” B” (8th Street to 13th Street) Street Improvements
9. 5th Street (Boston Avenue to Delaware Avenue) Street Improvements
10. SUN Trail – Historic Highwayman Gap Trail: Design

MAJOR PROJECTS 2021 (continued)

11. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement
12. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements: Design and Construction
13. SUN Trail – Historic Downtown Trail: Planning and Design
14. Citrus Avenue Bridge: Completion

ON THE HORIZON 2022 – 2026

1. Courthouse Relocation Master Plan: Collaboration with St. Lucie County
2. Opportunity Zones: Direction and Actions
3. Historic Preservation Code Amendment Code Amendment/Trust Fund: Report/Budget
4. Water Regionalization
5. Port Authority
6. Renewable Power Sources
7. Tri-Rail Service to Jupiter
8. Incentives for Vacant Land Development
9. Annexation: Interlocal Service Agreement
10. Ridge Property (7th and Avenue “H”) Development: Report and Direction
11. Comprehensive Tourism Development Strategy Performance Assessment, Report and Direction

**ON THE HORIZON 2022 – 2026
(continued)**

12. Marketing to Millennials: Report and Direction
13. Yachts Maintenance Business Development: Report on Incentives and Direction
14. Complete Street Policy and Ordinance: Direction
15. Land Development Code: Conditional Use
16. Connecting Downtown to Neighborhoods: Report and Direction (Crossing U.S. 1)
17. Port Overlay District: Development and Direction
18. Infill Development Strategy: Review, Report with Options, Direction and City Actions
19. Community Land Trust: Development
20. Downtown Waterfront Development Master Plan with Parking Structure: Approval
21. Sports Tourism Strategy and Action Plan
22. Wastewater Treatment Plant Relocation: Update Report, Direction and City Actions (with FPUA)
23. Avenue “D” Revitalization: Report and Actions
24. Tourism (Seaplane Base and Service, Naval Seal Museum) Marketing Expansion
25. Fishing Tournament: Market Analysis, Report with Options, Direction and City Actions

**ON THE HORIZON 2022 – 2026
(continued)**

26. City Resiliency Plan/Strategy: Goals/Outcomes, Best Practices, Report with Options, Direction and City Actions (including Climate Change)
27. City/Community Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)
28. Street Lights: Citywide Analysis, Services Level, Direction, Funding and City Actions
29. Bridge Advocacy – South Beach
30. Zoning Code: Revision
31. Retail Expansion Strategy and Action Plan: Study Completion, Implementation Action Plan, Direction and City Actions (including Retail Shops, Restaurants, Etc.)
32. Passenger Rail Station and Service for Fort Pierce: Advocacy
33. Comprehensive Tourism Development Strategy: Performance Assessment, Performance Goals, Report and Direction
34. Community/Small Business Needs: Evaluation of Needs, Best Practices, Report with Findings and Options, Direction and City Actions
35. Beach Nourishment: Outcome, Best Practices, Report with Options, Direction and City Actions

**ON THE HORIZON 2022 – 2026
(continued)**

36. Stormwater Management/Expansion: Review, Report with Options, Direction and City Actions
37. Fort Pierce Film Festival: Outcomes, Market Analysis, Report with Options, Partners, City Role, Direction and City Actions
38. Workforce/Career Development: Outcomes, Current Providers/Programs, Report with Options, City Role, Direction and City Actions
39. Higher Education (4-Year College) Strategy: Outcomes, Partners, Direction and City Actions
40. Peacock Arts District Revitalization: Overlay and Boundary
41. Home-Based Business Occupancy Code: Revision
42. Conditional Uses: Review and Revision
43. City Code Auto Sales Amendment: Approval

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. Perceptions of Commissioner districts and representation
2. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point
3. Moving beyond past history of a racially/socioeconomic divided community
4. Getting residents to become engaged in neighborhood and community organizations
5. Building trust in City government
6. Developing future community leaders and City employees
7. Residents and businesses believing that the City is responsible for everything and solving all problems
8. Expanding community involvement with new people involved in governance
9. Defining diversity, equity and inclusion issues for our Fort Pierce community

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Diverse population of Fort Pierce
2. Lack of societal civility and respect for each other
3. Communicating accurate information to our community
4. Helping residents understand the City government policies, programs and services
5. Reaching out to younger population
6. Recent national incidents related to systemic racism

POLICY ACTIONS 2021

1. Race Equity Policy and Action Plan: Assessment, Best Practices, Report with Options, Policy Statement, Direction and City Actions
2. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions
3. Neighborhood Identification and Branding: Outcomes, Best Practices, Report with Options, Direction, Partners and City Actions
4. Community Building Strategy: Goals/Outcomes, Best Practices, Report with Options, Direction, and City Actions

MANAGEMENT ACTIONS 2021

1. Community Policing Expansion: Actions 2021
2. Non-Profit Organizations: Performance Accountability Report, Direction and City Actions

PRIORITY

MANAGEMENT IN PROGRESS 2021

1. Unity in Our Community
2. Courage Kids Program
3. Police Youth Advisory Committee: Development

ON THE HORIZON 2022 – 2026

1. St. Lucie County Dialog: Critical Issues
2. Marketing Program for Arts, Culture and Museums
3. Community Youth Outreach: Diverse Population, Direction and Actions
4. Multi-Cultural Festival: Food and Art Celebration, Report Direction and Actions
5. Community Outreach with Faith Community: Direction and Actions
6. Community Events and Festivals: Evaluation and Direction
7. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions
8. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions

PRIORITY

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. Impacts of panhandlers and the debris
3. Unattractive major corridors
4. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items
5. Negative first impression when you enter Fort Pierce
6. Funding for code compliance, law enforcement and public works
7. Absentee property owners/homeowners not maintaining property
8. Vacant land, buildings and homes
9. Maintaining City building, landscaping and facilities as a model for our community

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Irresponsible property owners who avoid complying with the City Code of Ordinances
2. Improving the entire City with a unified vision
3. Funding of City capital projects
4. Engaging and educating the community on the importance – beautification
5. Landlords personal agendas and what is best for our Fort Pierce community
6. High percentage of rental housing
7. Working with and aligning the Housing Authority on a common vision and goals

POLICY ACTIONS 2021

1. Entrances/Gateways Beautification Plan: Direction and Funding
2. Code Enforcement/Compliance: Performance Audit, Report with Findings and Options, Direction and City Actions
3. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions (e.g., “Make Her Pretty Campaign”)

MANAGEMENT ACTIONS 2021

1. Property Maintenance Codes and Compliance: Problem Analysis, Comprehensive Report with Findings and Options, Direction, Service Level and Staffing, Funding and City Actions
DONE
2. Foreclosures Program/Process: Improvements
3. Downtown Dumpsters: Problem Analysis Best Practices, Report with Options, Direction, Funding and City Actions

PRIORITY

MANAGEMENT ACTIONS 2021

(continued)

4. Highwaymen Museum Development: Update Report and City Actions
5. Wayfinding Signage: Upgraded Design
6. Mural Projects 2021 (2): Direction

PRIORITY

MANAGEMENT IN PROGRESS 2021

1. Main Street: Annual Report
2. Recycling Campaign: Implementation

MAJOR PROJECTS 2021

1. Banner Replacement (Citywide) (150 Replacements)
FY 2022 Budgeted

ON THE HORIZON 2022 – 2026

1. Park Maintenance and Upgrade
2. Park Maintenance and Upgrade
3. Indian Hills Wetlands Creation – Water Quality Phase 2: Direction and Funding
4. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction, Funding Mechanism, and City Actions
5. Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions
6. Public Properties and Buildings Enhancement: Goals/Outcomes, Report with Options, Direction, Funding and City Actions
7. Vacant Lots/Empty Buildings Strategy: Inventory, Report with Findings, Direction and City Actions
DONE
8. Sea Wall Ordinance Update: Revision
9. Beach Nourishment: Direction and Funding, Advocacy

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. Continuing to respond proactively to gangs and drugs
2. Social media events with large attendance
3. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community
4. Reducing the homeless population
5. Modernizing parks and their venues
6. Expanded community use of the Sunrise Theatre through revised programming
7. Funding for parks and recreation
8. Tapping the arts and cultural heritage and traditions of Fort Pierce
9. Having strong community events and festivals that involve the residents

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Continuing the success and expanding regional use of the Golf Course
2. Expanding and diversify leisure and recreational opportunities and activities for all
3. Continuing to enhance the quality of public schools
4. Difference in generational expectations and activities
5. Changing leisure and recreational trends
6. Residents reliance on City government

POLICY ACTIONS 2021

PRIORITY

1. Mental Health Strategy and City Actions: Problem Analysis, Partner Provider Best Practices, Report with Options, Direction and City Actions
2. Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions
3. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions
4. Additional Outdoor Exercise and Fitness Areas: Report with Options, Direction and Funding
5. Greenways/Blueways/Trails Plan: Concept, Plan Development, Direction and City Actions

MANAGEMENT ACTIONS 2021

PRIORITY

1. Seaplane/Shuffleboard Area: Direction and Actions
2. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions
3. Sunrise Theater Plan for 2021: Direction and Actions
4. Sunrise Theater Plan for 2021: Direction and Actions
5. Kiosks Development: Direction and Actions
6. Lincoln Theater Restoration Plan/Program Development: Update Report, Direction and City Actions
7. Porpoise Park Design, Funding and Direction

MANAGEMENT IN PROGRESS 2021

1. SHIP Home Rehabilitations
2. Allegany Franciscan Ministries Collaboration
3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
4. Intelligence Lead Policing Strategy: Development
5. Police District and Zone Map: Update
6. Sunrise Theatre Marketing: Expansion
7. Sunrise Theatre: Grants
8. Recreation Center Naming: Direction
9. Sunrise Theatre Foundation: Fund Raising Event
10. Gangs Action Plan: Annual Update
11. Annual Highwaymen Heritage Trail Art Show and Festival
12. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
13. Marina Security: Assessment, Plan and Direction
14. Sunrise Theatre Volunteer Program: Expansion
15. Sunrise Theatre Mobile Ordering System for Concessions
16. Sunrise Theatre New Website: Development

MAJOR PROJECTS 2021

1. Pump Out Locations: Additions
2. Fenn Park Reconstruction:
 - Phase 1 – Conference Direction
 - Phase 2 – Budget FY 2021
3. Island Maintenance: Oyster Shell for Bird Habitat
4. Pickleball Courts at Jaycee Park
5. Stage Lighting (Budget FY 2021)
 - a. DMX Control: Repairs
6. Sunrise Center Back-up Generator
7. Indian Hills Golf Course Projects
 - a. Tee Boxes
 - b. Palm Tree Clean-up
8. Marina Remodel Project

ON THE HORIZON 2022 – 2026

1. Swimming Programs for Youth
2. Old Fort Park Sidewalk Connectivity
3. Pinewood Recreation Facility Improvements
4. Jaycee Park Connectivity Improvements
5. Additional Parking Garage for Downtown
6. Northside Marina Pump Out
7. Mobile Field Force Equipment: Funding
8. Sports Fields Additional: Report and Direction
9. Senior Softball: Report and Direction
10. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area
11. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area
12. Beach Volleyball: Report and Direction
13. eSports Strategy: Report and Direction
14. Additional SROs: Report with Options, Direction and Funding Mechanism
15. Youth Recreation Programs Expansion
16. Community Broadband Access/Digital Divide: Report from FPUA
17. Golf Course “Mini” Clubhouse: Site, Funding and Construction

CITY OF FORT PIERCE ACTION AGENDA 2021

City of Fort Pierce Policy Agenda 2021

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Management Agenda 2021

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce

Management in Progress 2021

Deputy City Clerk: Certifications – Municipal Clerk; Florida Business Tax Officials; Florida Records Manager

ACH Payments: Vendor Participation

Department Head Training Program: Completion

HR Records Scanning

Cyber Security Training/Penetration Testing

FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)

Recycling Public Awareness/Education Campaign

Police Vehicles Replacement: 20 Patrol Vehicles

Street Signs Preparation, Installation and Maintenance: Contract

Supervisor Handbook: Completion

Police Promotion Examinations

CSI Report/CSI Ordinance: Update

Rich House: Operational

PAL Park Infrastructure and Onboarding

Police Leadership Program and Succession Plan: Development

Recreation Center and Park Renaming

Public Works Work Order System

Records Management Position (Budget FY 2021)

Part-Time Parking Enforcement Officer for Downtown: Funding (Budget FY 2021)

FPTV Mobile Unit: Funding (Budget FY 2021)

Parking Enforcement Software for Mobile Parking Enforcement

Online Permitting/Electronic Plan Review: Software Implementation

Online Payment for All City Fees and Charges: Installation

Online Searchable Portal: Creation

Paperless Purchase Order System: Implementation

City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 Year): Development

FEMA Reimbursement

Tyler Munis Electronic Plan Review; Implementation

Building Department Call Center: Implementation

Hurricane Manual and Rules and Education Program: Presentation and Implementation

File Bound System Online Searchable Portal

Guide for Potential Developers: Development

Records Manager: Direction and Funding

Code Enforcement Two Part-time Officers: Hiring

Animal Control Software: Implementation

Retiree Portal

Credit Card Processing: Implementation

New Fuel Software

Tyler Munis Budgeting Software: Implementation

CDBG Reporting: Implementation

CivicHR Applicant Tracking System

HR Files Scanning

FileBound: Launch

CSU (Central Square University): Launch

Naviline HS: Launch

Paymentus: Launch

ESS Pensions: Launch

AnalyticsNOW: Launch

CivicHR Onboarding: Launch

CivicHR Performance/Evaluations: Launch

Phoenix Fuel System Cloud Migration

GIS Initiatives

Work Order/Asset Management Platform

Police Strategic Plan: Update

Police FTO Program; Rebuild

Police District and Zone Map

Police Equipment Replacement: Funding

Business Retention and Expansion Program (BRE): Assistance/Education

Seaway Drive Traffic Report (including South Bridge)

Landscape Ordinance: Decision

Annual Job Fair

Micro Mobility Report (Scooter)

Unity in Our Community

Courage Kids Program

Police Youth Advisory Committee: Development

Main Street: Annual Report

Recycling Campaign: Implementation

SHIP Home Rehabilitations

Allegany Franciscan Ministries Collaboration

Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

Intelligence Lead Policing Strategy: Development

Police District and Zone Map: Update

Sunrise Theatre Marketing: Expansion

Sunrise Theatre: Grants

Recreation Center Naming: Direction

Sunrise Theatre Foundation: Fund Raising Event

Gangs Action Plan: Annual Update

Annual Highwaymen Heritage Trail Art Show and Festival

SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services

Marina Security: Assessment, Plan and Direction

Sunrise Theatre Volunteer Program: Expansion

Sunrise Theatre Mobile Ordering System for Concessions

Sunrise Theatre New Website: Development

City of Fort Pierce Major Projects 2021

Fuel Island: Repairs

City Hall Covered Walkway for Pedestrians
(Parking Garage and City Hall); CIP FY 2021 Fund and Implementation

Dumpster Enclosure: Construction

Visitor Center: Parking Garage: Cost Estimates; Budget FY 2021

Street Resurfacing Projects: 2020

Moore's Creek Erosion Remediation

17th Street Reconstruction (Avenue "D" Orange Avenue)

Georgia Avenue Outfall Nutrient Removal: Design

Septics to Sewers Program: Report and Direction (with FPUA)

8th Street (Avenue "D" to Avenue "E") Street Improvements

Avenue" B" (8th Street to 13th Street) Street Improvements

5th Street (Boston Avenue to Delaware Avenue) Street Improvements

SUN Trail – Historic Highwayman Gap Trail: Design

Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement

Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements: Design and Construction

SUN Trail – Historic Downtown Trail: Planning and Design

Citrus Avenue Bridge: Completion

Banner Replacement (Citywide) (150 Replacements) FY 2022 Budgeted

Pump Out Locations: Additions

Fenn Park Reconstruction: Phase 1 – Conference Direction; Phase 2 – Budget FY 2021

Island Maintenance: Oyster Shell for Bird Habitat

Pickleball Courts at Jaycee Park

Stage Lighting (Budget FY 2021): DMX Control: Repairs

Sunrise Center Back-up Generator

Indian Hills Golf Course Projects: Tee Boxes; Palm Tree Clean-up

Marina Remodel Project

SECTION 5

PERFORMANCE REPORT 2020 [Updated: 1/16/21]

A

**Performance Rating for
2020**

Performance Rating for 2020 Management Team

7.7

Rationale for Rating

1. City response to COVID-19 pandemic: timely decisions and actions, contingency planning
2. City teamwork and collaboration during COVID-19 pandemic
3. City services provided for residents
4. Continued building and development
5. City processes – streamlined and simplified
6. CIP projects constructed
7. Outdoor opportunities and activities for our residents
8. Teleworking/flexible work schedules resulting in increased productivity
9. City virtual services
10. Uncertain future of COVID-19 and the impacts on City services and programs
11. Services by appointments working well
12. City employee fears for safety and personal stresses at home
13. Upgraded and used information technology infrastructure
14. Conservative budgeting and expenditure

B

Performance Report 2020

Importance of the Performance Report

BOTTOM-LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

City of Fort Pierce Vision 2036

Fort Pierce 2036 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce Goals 2026

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Policy Agenda 2020 Targets for Action

TOP PRIORITY

Police Retention and Compensation
Animal Shelter and Control: Direction and City Actions
City – FPUA Strategy: Key Issues, Discussion
City Charter: Update
Downtown Parking: Report and Direction
Proactive Code Enforcement Policy and Compliance
Homeless Strategy: Report, Community Education and Actions

HIGH PRIORITY

New Alternative Revenue Sources
Neighborhood Identity, Revitalization and Engagement
City Hall Maintenance: Direction and Funding
Sports Tourism Strategy and Action Plan
Retail/Entertainment/Restaurant Attraction Strategy
Non-Profit Organizations:
Performance Evaluation, Process and Guidelines
Beach Volleyball: Report and Direction
Enterprise Resource Planning Software (ERP): Direction and Funding

City of Fort Pierce Management Agenda 2020 Targets for Action

TOP PRIORITY

**Road Conditions and Resurfacing Program
Code of Ordinances: Update
King's Landing Development
Community Policing Expansion: Actions 2020
Crime Reduction Action Plan
IT Comprehensive Plan and Project Completion
Fisherman's Wharf Development**

HIGH PRIORITY

**Economic Development Incentive Program
Impact Fees: Direction
Dumpster Solutions for Downtown
EAR/Comprehensive Plan: Update
Wayfinding Signage: Upgraded Design
Passenger Rail Station: Advocacy
Opportunity Zone: Direction and Actions
Lincoln Park Revitalization Initiative
Compensation for Targeted Position**

Management in Progress 2020

City of Fort Pierce

► Management in Progress 2020

1. Deputy City Clerk: Certifications
 - a. Municipal Clerk
 - b. Florida Business Tax Officials
 - c. Florida Records Manager
2. Indian Hills Golf Course: Marketing/Advertisement: Enhancements
3. Optiview Expansion: Training
4. ACH Payments: Vendor Participation
5. Department Head Training Program: Completion
6. HR Records Scanning
7. Cyber Security Training/Penetration Testing
8. FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)
9. Recycling Public Awareness/Education Campaign
10. City Action Plan for Coronavirus Crisis
11. SHIP Home Rehabilitations
12. Allegany Franciscan Ministries Collaboration
13. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
14. Intelligence Lead Policing Strategy: Development
15. Police District and Zone Map: Update
16. Sunrise Theatre Marketing: Expansion
17. Sunrise Theatre: Grants
18. Police Vehicles Replacement: 20 Patrol Vehicles
19. Victim Advocate Program: Expansion
20. “No Wake Zone” at Jaycee Park: Decision
21. Recreation Center Naming: Direction
22. Click-to-Gov Self-Serve Web Site
23. Click-to-Gov: Business Tax Receipts, Online Renewal, Application, Verification and Payment
24. Street Signs Preparation, Installation and Maintenance: Contract

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

25. Supervisor Handbook: Completion
23. Click-to-Gov: Business Tax Receipts, Online Renewal, Application, Verification and Payment
24. Street Signs Preparation, Installation and Maintenance: Contract
25. Supervisor Handbook: Completion
26. City's Rules and Regulations: Revision
27. Police Promotions
28. Click-to-Gov: Launch
 - a. OL
 - b. ESS
29. Beach Parking Report and Surface Lot Improvement
30. World Changers Week
31. Crabby's Restaurant: Opening
32. Business Retention and Expansion Program (BRE): Assistance/ Education
33. Naviline H5: Launch/Go Live
34. Historic Preservation Code Amendment Code Amendment/Trust Fund: Report/Budget FY 2021
35. 4th Unity in Our Community
36. CDBG Reporting – 5-Year Consolidated Plan 2021 – 2026
37. Rich House: Operational
38. PAL Park Infrastructure and Onboarding
39. CSI Report/CSI Ordinance: Update
40. Fuel System Software: Upgrade
41. Police Leadership Program and Succession Plan: Development
42. Seaway Drive Traffic Report (including South Bridge)
43. Landscape Ordinance: Decision
44. Recreation Center and Park Renaming
45. Public Works Work Order System
46. Records Management Position (Budget FY 2021)
47. Part-Time Parking Enforcement Officer for Downtown: Funding (Budget FY 2021)
48. FPTV Mobile Unit: Funding (Budget FY 2021)
49. Lincoln Park Business Expo
50. Micro Mobility Report (Scooter)
51. Sunrise Theatre Foundation: Fund Raising Event

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

52. National Events
 - a. Regional Firefighters Combat Challenge
 - b. SKA – National
53. Parking Enforcement Software for Mobile Parking Enforcement
54. Online Permitting/Electronic Plan Review: Software Implementation
55. Online Payment for All City Fees and Charges: Installation
56. Online Searchable Portal: Creation
57. Optiview to File Bound
 - Phase 3
58. 5th Annual Job Fair
59. Main Street: Annual Report
60. Gangs Action Plan: Annual Update
61. 6th Annual Highwaymen Heritage Trail Art Show and Festival

Major Projects 2020

City of Fort Pierce

► Major Projects 2020

1. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation
2. Dumpster Enclosure: Construction
3. Building Department Relocation/Buildout
4. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
5. Ohio Avenue and U.S. 1 Intersection/Roadway Reconstruction
6. Intracoastal Waterways Maintenance Dredging
7. City Parking Garage: Sealing/Repairs
8. Visitor Center: Parking Garage:
 - a. Cost Estimates
 - b. Budget FY 2021
9. Sunrise Center Parking Garage Improvements/Charging Station
 - a. 3rd Floor
 - b. 2nd Floor
10. Street Resurfacing Projects: 2020
11. Citrus Bridge Overpass: Repairs
12. Moore's Creek Erosion Remediation
13. 17th Street Reconstruction (Avenue D to Orange Avenue)
14. Banner Replacement (Citywide) (150 Replacements FY 2021 Budgeted)
15. Pump Out Locations: Additions
16. Marina Fuel Support Facility/Public Restrooms
17. Old Fuel Lines Relocation/Replacement
18. Indian Hills Golf Course Improvement Projects
 - a. Insect Treatment
 - b. Turf Fertilization
 - c. Bunker Improvements
19. Fenn Park Reconstruction:
 - Phase 1 – Conference Direction
 - Phase 2 – Budget FY 2021

► **Major Projects 2020** *(Continued)*

20. Marina Entrance Way Plaza Renovation
21. Island Maintenance: Oyster Shell for Bird Habitat
22. Outdoor Fitness Station: Installation
23. Pickleball Courts at Jaycee Park
24. Sunrise Theatre Black Box Floor
25. Stage Lighting (Budget FY 2021)
 - a. DMX Control: Repairs
 - b. Follow Spots: Repairs
26. Sunrise Theatre Audio System and Backline Gear: Upgrade (Budget FY 2021)
27. Indian Hills Recreation Area – Bike Path/Trail

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City Successes for 2020

City of Fort Pierce

Mayor and City Commission Perspective

1. City Response for the COVID-19 Pandemic: Help for Residents and Small Businesses, Working Remotely, Election Process
2. Police Department Relationship with our Community: New SRO Program at Two Schools, Community Outreach, Citizen Police Academy, Reduced Crime, Police Advisory Board Working
3. Residential Development and Home Values: Number of Building Permits and Construction, Development Momentum
4. Initial Discussions on the Wastewater Treatment Plant
5. Annexations Progress
6. Police Salary Adjustments: Supports Retention of Veteran Police Officers
7. Marina Development and Crabby's Dockside Restaurant Opening
8. King's Landing: Momentum, Public-Private Partnership; Open to Small Conferences
9. Code of Ordinance Update
10. Debt Restructuring
11. City, Community and Police Department Response with the Community – National Incidents
12. Willow Lakes Development/Wave Garden Pool: Significant Progress, Surf Lagoon, Mixed Use Development, Hotel(s)
13. Sales Tax Referendum Funding and Street Paving Program: Projects and Direction -

14. Census 2020 Complete Count: Revised Process due to the Pandemic and Community Participation; Working with St. Lucie County
15. Port Development; Progress and Momentum, Construction Visible
16. City Virtual Operations and Increased Productivity
17. Fisherman's Wharf Proposal: Progress
18. New Business Developments and Openings – Increasing Commercial tax Base: Ganders, Jersey Mike's, Downtown Small Businesses, Publix Grocery Store – North, Business Networking
19. Traffic Control Box Wraps – Unique for each Intersection: More Attractive Community, Colorful Art, Community Pride
20. Outdoor Exercise and Fitness Park: Open, Active Community Use
21. Building Demolition and Condemnation: Increased Activity, 75% Compliance by Property Owners, Staff Compassion and Empathy
22. Seawall Repaired: Completed
23. Community Engagement: Restructured Parks Committee and Parking Committee
24. Jay Cee Park: Addressed Conflict of Activities; Code Enforcement at Park – made a difference
25. Mayor and City Commission Leadership and Support by City Management and Employees
26. Financial Stable City Government; Conservative Budget, Monitoring Expenditures
27. Means Court Progress: Historic Location, Hub of Lincoln Park, Exciting Project, Potentially Transformation
28. Seaplanes: Federal Approval
29. Parking Garage Project: Construction
30. Brightline: Advocacy

C

Department Performance 2020

DEPARTMENTAL SUCCESSES FY 2020
Fort Pierce, Florida
January 2021

DEPARTMENT: Building

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Build out of the new Building Department location.

Impacts: Expediting, facilitating, professional environment. New City facility offering state of the art training/testing center.

Success: Relocation of the Building Department to new location.

Impacts: More secure environment.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: On-line renewals for Business Tax Receipts and Contractor Licensing launched for the 2021 renewal season.

Impacts: Customers liked being able to pay on-line and the volume of payments by mail was greatly reduced.

Success: The entire BTR process, including all forms and checklists, were reviewed and modified to improve and clarify the process for our customers.

Impacts: Customers have a better understanding of the entire process and are able to more efficiently gather all of the information required.

Success: City Clerk's office was granted access to the "Square" application to allow us to take payments on-line for new applications.

Impacts: We no longer have to accept credit card payments over the phone.

Success: FileBound scanning program is being utilized for all contracts and documents approved by the City Commission.

Impacts: Elimination of paper copies and freeing up the need for storage.

Success: Effectively transitioned to completely on-line processing of business tax receipts and contractor licensing to avoid personal visits to city hall.

Impacts: Reduced exposure to potential health risks.

Success: City Clerk achieved Graduate Certificate in Local Government Management

Impacts: Provided graduate level training specific to local governments.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Survived 2020!

Impacts: Code Enforcement and Animal Control maintained full work hours both in the field and in the office without major disruption to services. Special Magistrate hearings were postponed through most of the summer but reinstated in the Fall, with the offer of appearance by telephone. We have managed to complete enforcement of all postponed cases and are now up to date. While we continue to be in a state of emergency, all cases are automatically granted a 2nd chance to appear.

Success: Established Beach / Park Patrols

Impacts: Residents and repeat visitors have become used to standard patrols of both Causeway and Jaycee Parks by Code Enforcement personnel on both Saturday and Sunday. Parking rules, parks rules and CDC guidelines are being enforced routinely.

Success: Completed renovations of the Animal Shelter

Impacts: Facility is now at a level where an interested party has issued a proposal to take over operations of the facility. Also, it will be maintained by the COFP and will not be allowed to deteriorate to such an unacceptable level again.

Success: Expanded the Clean & Safe Community Initiative (CSI) to include all nuisance abatement activities

Impacts: Improved overall conditions that directly impact the safety of the community through increased lot clearing activities, securing vacant structures, removal of non-operative vehicles and other nuisance abatement activities in addition to demolition of unsafe structures.

Success: Survived the Elections!

Impacts: With just a few exceptions, the majority of candidates followed the rules about the signs, requiring only limited enforcement by Code Enforcement.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 17th Street Revitalization

Impacts: Roadway improvements that have included drainage improvements, roadway and sidewalk reconstruction. This project also included signage, signalization upgrades, pavement markings, decorative streetlights and landscaping. Utility upgrades, as well as, undergrounding of overhead utilities was also accomplished.

Revitalization of this corridor which connects numerous businesses, public school facilities, churches and residential homes has been a very anticipated project supported by residents, business leaders and local government.

Success: 2020 Street Resurfacing Program

Impacts: Resurfacing and pavement markings for 2.05 miles of city streets. Providing a safe, comfortable, and economical road surface is a major goal of the City of Fort Pierce. Utilization of the countywide ½ cent surtax has enabled the city to reduce the number of "POOR" rated streets from our street inventory.

Success: Parking Garage Repairs

Impacts: Completion of structural repair and waterproofing maintenance of the parking structure at City Hall. Periodic maintenance extends the longevity of the city's infrastructure.

Success: Citrus Avenue Bridge Repairs

Impacts: Completion of maintenance work to correct deficiencies as outlined by FDOT biennial inspection report. This work is required to maintain the overall health of the structure.

Success: Georgia Avenue Basin Water Quality Improvements

Impacts: Successful award of \$1.18 million grant application for a water quality project to be constructed on an existing untreated/uncontrolled stormwater outfall to the Indian River Lagoon.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Refunded Debt

Impacts: Decreased City's debt obligations without extending the maturity dates; saving the City money.

Success: Assisted in completion of Employee Self-serve Portal

Impacts: Allows employees access to view payroll check information, reduces staff time and City expenses in printing and distributing check stubs

Success: Implemented on line payment processing for various charges using Square

Impacts: Gives Citizens the convenience of paying charges without making a trip to City Hall, decreases employee exposure.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Grants Administration

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: COVID 19 Grant Recovery Program

Impacts: 40+ households assisted; 35+ businesses assisted; – Over \$500,000 expended

Success: SHIP Rehabilitation Program

Impacts: 6 LMI Households - Expended \$270,000

Success: Lincoln Park Revitalization – Way to Grow Lincoln Park

Impacts: 7 business startup grants and 3 commercial façade grants awarded; 7 of 10 projects completed

Success: Annual Job Fair – January 2020

Impacts: Over 100+ employers and over 1,000 citizens assisted

Success: 5th Annual Highwaymen Heritage Trail Festival and Art Show – Feb 2020

Impacts: Increased attendance in the promotion of local arts and culture

Success: Paint Our Town Program relaunched

Impacts: Strengthened community partnerships

Success: Continued successful intergovernmental partnerships

Impacts: Expansion of exposure for technical assistance grants within the community

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: PBA SERGEANT AND LIEUTENANT RAISES – Negotiated the contract including the 3% raise and Implemented the PBA Step Raises

Impacts: Successfully implemented the 3% raises with new identified certifications, along with precautions for precarious times that may include emergency issues. Police Supervisors were placed in their correct steps with commensurate salary increases.

Success: PBA OFFICER NEGOTIATIONS - Negotiated the contract including the 3% raise and Implemented the PBA Step Raises

Impacts: Successfully implemented the 3% raises with new identified certifications, along with precautions for precarious times that may include emergency issues. Officers were placed in their correct steps with commensurate salary increases.

Success: TEAMSTERS NEGOTIATIONS

Impacts: Successfully implemented the 3% raises with new identified certifications and precautions for precarious times that may include emergency issues.

Success: EMPLOYEE SERVICE AWARDS -2020

Impacts: Identified and awarded employees who had 5, 10, 15, 20, and 25 and 30 years of service to the City.

Success: MANAGED COVID-19 CITY RECORDS AND PROCESS

Impacts: Implemented and control procedures for employees and families dealing with the COVID-19. (to include FFCRA form, list of testing sites, suggested protection shields, employee documentation)

Success: CONDUCTED TWO CIVIL SERVICE APPEALS BOARD HEARINGS

Impacts: Both hearings were decided in favor of the City.

Success: INCREASED THE NUMBER OF EVALUATION COMPLETED AND UP-TO-DATE BY DEPARTMENTS.

Impacts: Employees receive valuable feedback about their progress, successes and challenges in the organization.

Success: ONBOARDING / HIRING – BROUGHT ON BOARD 46 NEW EMPLOYEES

Impacts: To include 19 New Police Officers, among other employees

DEPARTMENTAL SUCCESSES FY 2020
Fort Pierce, Florida
January 2021

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: We were able to increase rounds by approximately 2,900 versus the previous year.

Impacts: Added an additional \$100,000 in total revenue to the bottom line

Success: We continue to improve turf conditions.

Impacts: Noted by the increase in rounds.

Success: Our superior drainage helped tremendously during the rainy months.

Impacts: Directed players here rather than to other courses.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Launch of C2Gv3 ESS

Impacts: Online accessibility for staff retrieving payroll data.

Success: Launch of C2Gv3 OL

Impacts: Citizen online payments for occupational licenses and building permits.

Success: Launch of C2Gv3 BP

Impacts: Citizen online research, scheduling and payments for building permits.

Success: VoIP Upgrades

Impacts: Upgrading VoIP from old PRI architecture to SIP trunking throughout the Enterprise

DEPARTMENTAL SUCCESSES FY 2020
Fort Pierce, Florida
January 2021

DEPARTMENT: City Marina

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Staying open and having a positive cash flow

Impacts: Financial stability

Success: Marina upgrade: construction completion of the marina plaza, restaurant, fuel dock facility, replacement of the fuel lines

Impacts: Financial growth, public access, operational upgrade

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Approval of Willow Lakes PD for the first Surf Garden in Florida that will be the anchor for the first Neotraditional neighborhood in Fort Pierce.

Impacts: Economic development to benefit local and regional users. Significant tourism draw. Spin off development is already being seen with annexation requests abutting the 200-acre property.

Success: Approval of Lawnwood Medical Center PD expansion

Impacts: This \$100 million expansion will provide much needed expansion of rooms, emergency operations and upgrades to parking and landscaping.

Success: Approval of the annexation of 11 properties into the City of Fort Pierce

Impacts: Tightening up the City boundaries, able to provide better public services, gained more residents and increasing the City's tax base

Success: Doubled the amount of pre-application meetings while also providing written comments at this stage of the approval process

Impacts: Economic growth and improved communication with applicants

Success: Provided the participation of interns and others from our community that have become involved in the planning process by participating in planning meetings and community involvement projects

Impacts: Successful planning involves the public to make a better city. We learn from each other and bond. There is no other success story than that.

Success: Approval of Aria and Bly Sky Apartments

Impacts: The City of Fort Pierce's 1st two (2) approved Innovative Residential Developments with enhanced landscaping, design, public space and connection to the surrounding community.

Success: Approval of 75 Certificates of Appropriateness (COA) for Historic Preservation

Impacts: Will protect, promote, and enhance the cultural history and architectural character of the city's neighborhoods

Success: Adjustment of Board meeting times from evening to daytime

Impacts: Better use of staff time and hours of operation

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Police

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Crime Reduction

Impacts: The Fort Pierce Police Department is dedicated to reducing crime and creating a safe environment for our citizens, businesses, and visitors. Patrol officers, detectives, crime prevention officers, school resource officers, and crime analyst all work together to employ the most up to date and effective crime reduction strategies on a daily basis. This has resulted in decreases in both violent and non-violent crimes compared to 2019. At the same time, while patrol officers answered more citizen-generated calls for service than 2019, they also increased officer-initiated activity for the year. Officer initiated activity includes not only crime reduction activities, but also contact with citizens and business owners to build relationships and better serve the community.

Success: Officer Retention

Impacts: The City of Fort Pierce and the Coastal Florida Police Benevolent Association successfully reached a bargaining agreement that included improved salaries for police officers, sergeants, and lieutenants. Additionally, the City also agreed to place officers, sergeants, and lieutenants into their correct pay grades as established by contract. For many years these officers received pay raises but were not placed into the correct pay grade which is based on years of service. This created a large disparity in pay between Fort Pierce Police Department officers and officers in neighboring jurisdictions. This disparity was the major reason given by officers who left Fort Pierce to work at other agencies. The correction of the officer's salaries was a factor in fewer officers leaving the police department for other law enforcement agencies than 2019.

Success: New Vehicles

Impacts: For many years, only a portion of the Fort Pierce Police Department’s fleet of vehicles had been replaced with new vehicles. This resulted in the majority of the fleet being in desperate need of replacement. Many vehicles were over twenty years of service and approaching 200,000 miles. This year, forty new vehicles were added to the fleet which greatly reduced our dependence on vehicles that needed frequent repair and had questionable reliability. These new vehicles were leased on a five-year lease and will be replaced at the end of the lease. Going forward, as older vehicles are removed from the fleet, new vehicles will be leased, thus creating a sustainable life cycle for our fleet.

Success: Fort Pierce Police Department Citizens Police Academy

Impacts: This year, the Fort Pierce Police Department conducted an eight-week long “police academy” for community leaders. The goal of the academy is to give an in-depth look into the police department and to learn about the tools and processes integral to the department’s success. Presentation topics included body worn cameras, crime scene investigation, use of force, defensive tactics, criminal investigations, and how different divisions within the police department function. The participants completed hands-on scenario training using a video simulator where they were placed in real scenarios and were tasked to react as police officers. They also participated in conducting traffic stops where they were the officer and officers acted as motorists. Finally, the participants were able to participate in a ride-along where they were paired with an on-duty police officer and ride with them as the officers patrolled their assigned areas and answered calls for service. Eight persons successfully completed the academy and highly praised the program.

Success: U.S. Department of Justice Grant

Impacts: In June, the United States Department of Justice awarded the Fort Pierce Police Department a Community Oriented Policing Hiring Grant in the amount of \$1,250,00.00 to hire ten police officers over three years. The purpose of the grant is to hire additional police officers who will specifically work in neighborhoods that are disproportionately affected by crime. The grant required a 25% match that proved to be budgetary issue; however, due to budget restraints, we were only able to hire five officers to be dedicated to the Lincoln Park area.

Success: RICH House

Impacts: The Fort Pierce Housing Authority donated a building, located at 2304 Avenue I, to the Police Department to use for community outreach. The “RICH House” as it is named, stands for **R**esources In **C**ommunity **H**ope. Some of the community services that will be provided include after school educational support for students and parents, victim outreach, and crime reduction programs. Additionally, the AARP awarded the police department a Community Challenge Grant in the amount of \$10,000 to assist residents 55 years and older in obtaining access to laptop computers or tablets to assist in navigating online benefits and to provide socialization through the RICH House. It is the intent of the RICH house to accelerate, grow, and sustain the community’s livability for all.

Success: Building Security

Impacts: The main police station and Willie B. Ellis substation were both plagued by failing door security systems along with parking lot security gates that were inoperable or unreliable. This allowed the public to freely access parking lots that were intended to be secure and left our buildings vulnerable. Recently, new door security systems were replaced at both locations and work is now beginning to replace our gates and add new access features. These new gates and door security systems enhance our ability to control ingress and egress inside our parking lots and buildings, thus providing a more secure environment for our employees.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Managed to provide all services to the community without interruption due to COVID

Impacts: Financially Sound City Providing Excellent Services

Success: Altered work plans to provide for distancing of employees

Impacts: Financially Sound City Providing Excellent Services

Success: Took delivery of 4 new solid waste collection trucks.

Impacts: Financially Sound City Providing Excellent Services

Success: Installed an outdoor fitness station for public use

Impacts: Community Unity and Pride

Success: Began auctioning surplus equipment on Govdeals.

Impacts: Financially Sound City Providing Excellent Services.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Purchasing Division

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implementation of E-Bidding (electronic submission) of competitive solicitations via DemandStar.

Impacts: Providing another means of receiving submissions during this historical year of a global pandemic, decreasing person-to-person contact.

Success: Destruction of record disposition documents

Impacts: Reduce storage space and provide greater work efficiency

Success: Completed forty-seven bids within 52 weeks

Impacts: Found initiative ways to complete competitive solicitations in the midst of global pandemic. New procedures were established for those choosing to hand deliver their submission and new procedures establish for mandatory site-visit for the safety of homeowners, vendors and city staff.

Success: Reduce the number of copies of bid submissions. One (1) hardcopy and one (1) copy on Flashdrive

Impacts: Reduces waste, eliminating paperwork and space to store it, easily saved and stored electronically.

DEPARTMENTAL SUCCESSES FY 2020

Fort Pierce, Florida

January 2021

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during FY 2020 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Prepare And Execute request for quotes on several CIP and Infrastructure Changes and Improvements / Plumbing, Generator, Floor in Black Box Theatre

Impacts: Necessary changes to make venue even more comfortable and attractive to patrons. Safety and efficiency are base considerations in all potential and executed projects and improvements

Success: Begin making system changes to improve efficiency in preparing and executing events.

Impacts: Decreases the cost of setting up, executing, and striking an event

Success: Paint and reinforce plate glass window frames on east side of theatre

Impacts: Preserve window frames and prevent further deterioration, adds to the overall appearance of the building.

Success: Worked with groups such as Seminole Brighton Casino, Indian River Club, Vistona, etc.

Impacts: Increased attendance, revenue and exposure and cross promotions.

Success: Revamped venue rental forms and created marketing and box office rental forms

Impacts: Increased legibility and streamlined the entire rental process for both the renter and the venue.

Success: Reflected positivity while answering phones

Impacts: Projected a positive image of the Theatre and conversely the City of Fort Pierce

Success: Improved relationships with renters by rapidly responding

Impacts: Increase in revenue to the Theatre and the City of Fort Pierce in addition to improved customer service.

Success: Initiated Sunrise Deck, a VIP lounge as a membership benefit to higher-level members and as an option to purchase as an upgrade for ticket buyers to select shows.

Impacts: Created additional revenue stream by encouraging members to upgrade their membership, ticket buyers to upgrade their theatre experience by purchasing the VIP lounge as an add on and adding additional rental space for private parties, receptions or special events.

Success: Developed Special Events Brochure/Flyer to promote rentals*

Impacts: Potentially increase revenue via additional rental sources

Success: Increased digital advertising efforts

Impacts: Improved audience targeting and tracking which reduced costs and allowed for ease of changing advertising strategies with Google, TCPalm and social media.

Success: Begin programming default show files for all common event types and styles for audio, lighting, and audio system processors for both the mainstage and the Black Box theatres.*

Impacts: Increases efficiency and consequently decreases cost of executing an event.

SECTION 9

FORT PIERCE VISION 2036 [Summary: 1/16/21]

FORT PIERCE Vision 2036

Fort Pierce 2036 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

Our STRONG LOCAL ECONOMY, ⁽²⁾

Our HISTORY, ARTS AND CULTURE, ⁽³⁾

Our DESIRABLE NEIGHBORHOODS, ⁽⁴⁾

Our FUN EXPERIENCES, ⁽⁵⁾

Our COMMUNITY UNITY AND PRIDE ⁽⁶⁾

WHAT MAKES US UNIQUE

Vision 2036
Guiding Principles

PRINCIPLE 1

OUR WATERFRONTS

► Means

	PRIORITY
1. Mega-yacht port with spin-off/support businesses, expanded marine industries and public spaces	5
2. Fishing tournaments attracting fishermen from all over the world	5
3. Wastewater Treatment Plant relocated	5
4. Successful Fisherman's' Wharf with boat ramp and mixed uses	4
5. Public access to the water for use, recreational opportunities and enjoyment, including Causeway Park and Harbor Point Park	4
6. Water quality in the lagoon and waterways	4
7. High-quality boutique hotel (s)	3
8. Seaplane terminal with services to the Bahamas and other destinations	3
9. Neighborhoods connecting through creeks and canals to Intracoastal Waterway	3
10. Moore's Creek Park as a destination and linked to the Intracoastal Waterways	3

PRINCIPLE 1

OUR WATERFRONTS

► Means

- 11. World-class beaches
- 12. Expanded/additional Marina(s)for residents and visiting boaters
- 13. Convenient access and paid parking opportunities for residents and guests
- 14. Expanded waterfront residential opportunities
- 15. Successful resiliency plans to respond to sea level raise and climate change
- 16. Protecting the living shoreline and beaches
- 17. Commercial development along the waterfront
- 18. Preservation of views and vista of the water

PRIORITY
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PRINCIPLE 2**OUR STRONG LOCAL ECONOMY****► Means**

	PRIORITY
1. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center	5
2. Wave Garden as a major tourist attraction	5
3. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University	4
4. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises	4
5. Successful Longwood Regional Medical Center with supporting medical and healthcare businesses and offices	4
6. Expanded marine industries with quality job opportunities	3
7. International airport serving corporations and surrounded by commercial and industrial businesses	3
8. Light specialty manufacturing businesses located here	3
9. Business-friendly City government: people, regulations, processes – easy to work with, responsive and consistent	2
10. Sport tournaments coming and returning to Fort Pierce	2

PRINCIPLE 2

OUR STRONG LOCAL ECONOMY

► Means

- 11. High quality and reliable community broadband service with minimal digital divide
- 12. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
- 13. Workforce and “trade” development programs in public schools and Indian River State College
- 14. Proactive marketing program promoting Fort Pierce uniqueness to businesses and development corporations

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PRINCIPLE 3

OUR HISTORY, ARTS AND CULTURE

► Means

	PRIORITY
1. Celebrating and showcasing the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.	5
2. Lincoln Park developed as a “historic district”, including Lincoln Theater and Means Court School celebrating the history and culture of Fort Pierce	5
3. Active Community Arts and Culture Board	5
4. Edgartown Area District with infill development and home renovations	4
5. Marketing our history written and oral – African-American, Seminole Indians, Railroad, etc.	4
6. Celebrating history, arts, and culture with our youth – a foundation for our culture	4
7. Art galleries and museums showcasing the community's art and history	3
8. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages	3
9. Community performing venues for jazz, blues and other music	3
10. Art in public spaces	2

PRINCIPLE 3

OUR HISTORY, ARTS AND CULTURE

► Means

- 11. Art incorporated in private developments

- 12. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures

- 13. Preservation of historic homes and buildings with a funding mechanism to assist the homeowners

PRIORITY
1
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PRINCIPLE 4

OUR DESIRABLE NEIGHBORHOODS

► Means

	PRIORITY
1. Well-maintained neighborhood streets, utilities, drainage system, curbs and sidewalks	5
2. Clear, concise City regulations for short-term rentals to protect neighborhood integrity	5
3. Sense of personal safety and security at home and in the neighborhood – living without fear	4
4. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner	4
5. Landlord accountable for meeting City standards and codes	4
6. Well-maintained housing stock	3
7. High percentage of home ownership in every neighborhood	3
8. Quality and livable rental properties with housing inspection programs and property owner compliance	3
9. Public green spaces in every neighborhood	3
10. Land Trust for developing infill housing on vacant lots	3

PRINCIPLE 4

OUR DESIRABLE NEIGHBORHOODS

► Means

- 12. New neighborhoods developed providing additional housing options
- 13. Homes retaining their property values
- 14. Strong working relationship and common vision with the Housing Authority resulting well-maintained and livable Housing Authority buildings and units
- 11. Neighbors trusting the Police Department and working in partnership to create safe neighborhoods
- 15. Variety of neighborhoods: historic, beachfront, urban, semi-rural
- 16. Reduced number of Section 8 housing units
- 17. Preserving large lot zoning

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PRINCIPLE 5**OUR FUN EXPERIENCES****► Means**

	PRIORITY
1. Organized sports for youth, adults and seniors: recreation and tournaments	5
2. Variety of specialty parks and park amenities responsive to community needs – beach volleyball, pickle ball	5
3. Recreational activities and programs for all generations	4
4. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.	4
5. Opportunities for biking, hiking, walking and running	3
6. Successful Wave Garden serving our residents and visitors – a major attraction	3
7. Large venue for sports tourism	3
8. Expanded recreational programming and activities for seniors and youth	3
9. Successful marina(s) serving residents and visitors	3
10. Quality public golf course and clubhouse with community rooms and banquet facilities	2

PRINCIPLE 5

OUR FUN EXPERIENCES

► Means

11. Micro-mobility options for future experiences

2

12. Performing and cultural arts with diverse and multi-cultural programs and performances for all

1

13. Indoor recreational facility with rooms, and a variety of venues

1

14. Aquatic facility(ies) and pools for residents to enjoy

1

15. 9-hole golf course with successful recreation space

1

16. Access to the Bahamas

1

PRIORITY

PRINCIPLE 6**OUR COMMUNITY UNITY AND PRIDE****► Means**

	PRIORITY
1. Business owners, property owners, institutions and residents taking responsibility for their property	4
2. Multi-cultural festival celebrating the diverse cultures in the community	4
3. City leaders representing the City and community in positive manner – a positive advocate for Fort Pierce	4
4. Proactive marketing of Fort Pierce – showcasing our community and presenting a positive image to the world	4
5. Fort Pierce – a reputation as a safe, dynamic and unique community	4
6. Strong community events and festivals with high level of participation	3
7. Recognizing the accomplishment of youth in partnership with St. Lucie schools	3
8. All residents working together on common community goals and solving problems	3
9. City working in partnership with our community to solve community problems	3
10. Television and social media promoting positive accomplishments and community successes	2

PRINCIPLE 6

OUR COMMUNITY UNITY AND PRIDE

► Means

- 11. Individuals and community organizations working for community benefit
- 12. Residents taking pride in saying "I am from Fort Pierce"
- 13. Respect, tolerance and appreciating different cultures
- 14. Resident trusting City government and City leaders
- 15. Inclusive, diverse and equitable community for all
- 16. Famous residents coming back and contributing to our community

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SECTION 10

**CITY OF FORT PIERCE
PLAN 2021 – 2026
[Summary: 1/16/21]**

Fort Pierce Goals 2026

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Goals 2026 Worksheet

	IMPORTANCE	
	Personal	Team
1. SERVE OUR COMMUNITY		
2. DEVELOP OUR COMMUNITY		
3. ENGAGE OUR COMMUNITY		
4. BEAUTIFY OUR COMMUNITY		
5. ENJOY OUR COMMUNITY		
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GOAL 1	SERVE OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have a financially responsible City government	5
Objective 2	Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	5
Objective 3	Maintain a top-quality City workforce dedicated to serving the Fort Pierce community	5
Objective 4	Streamline City policies, regulations, processes and procedures	4
Objective 5	Listen to and understand the needs and messages from the community	4
Objective 6	Develop and fund City capital/equipment replacement	4
Objective 7	Have adequate resources to support defined City services and levels of service	2
Objective 8	Proactively market and showcase Fort Pierce – our Community and our City	1
Objective 9		
Objective 10		

GOAL 1	SERVE OUR COMMUNITY
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► Value to our Community	PRIORITY	
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		
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GOAL 1	SERVE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
1. Using technology and virtual services to better service our residents and businesses	5
2. Willingness to raise taxes and fees	4
3. Aging City facilities needing major upgrades – City Hall, Police and Public Works	4
4. Limited revenue sources for cities	3
5. Aging City infrastructure requiring significant maintenance and replacement	3
6. City services, service levels and staffing keeping up with growth and new development	3
7. Developing and implementing a successful management and employee succession planning and programs	3
8. Actions by the State of Florida – pre-empting home rules and City finances and services	3
9. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	2
10. Regularly evaluating and streamlining City processes – more customer friendly	2

GOAL 1	SERVE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
11. Increasing costs of capital projects and operations	2
12. Hiring and retaining quality City employees through competitive compensation	2
13. Millage rate high in total tax bill	2
14. Continuing to enhance City organization productivity	2
15. City staffing and the capacity to provide services	1
16. Rising costs of healthcare, pensions, materials, energy and change orders	1
17. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects	1
18. Increasing demands for City services – Citywide	1
19. Increasing use of outdated information technology needing significant investment to deliver City services	1
20. Deferred capital and equipment investment now requiring significant funding	1

GOAL 1	SERVE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
21. Learning from COVID-19 to better serve our community	1
22. Responding to the impacts of changes in the minimum wage	1
23. Preparing for and responding to sea level rise and climate change – becoming a resilient community	1
24. Opportunity to expand resources through partnerships and grants	1
25. Highly competitive employment market	0
26. Responding to the community and service delivery impacts of COVID-19	0
27. Mayor-City Commission working together and providing positive leadership	0
28. Communicating the true costs of City services and delivery	0
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GOAL 1	SERVE OUR COMMUNITY
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► Actions 2021			PRIORITY
1. New Alternative Revenue Sources (including Entertainment Fee, Parking Fee, etc.) and Other Non Resident	2020 Mgmt		5
2. Regional Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Impact, Best Practices, Service Needs, Report with Options, Direction and City Actions a. Transitional b. Life Style	M/CC Mgmt		5
3. Police Retention and Compensation	2020 Mgmt		4
4. City Charter: Update (including Re-Districting)	2020		3
5. Technology Upgrade Master Plan: Needs Assessment – Post-COVID-19, Report with Options, Direction, Funding and City Actions	2020 M/CC Mgmt		3
6. Emergency Services Building/ Emergency Operations Center: Direction and City Actions	2020 M/CC		3
7. City Compensation Policy: Salary Study and Market Analysis, Report with Findings and Options, Direction, Funding and City Actions	M/CC Mgmt		3
8. City Hall Maintenance: Direction and Project Completion	2020		MGMT

GOAL 1	SERVE OUR COMMUNITY
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► Actions 2021			PRIORITY
9. Road Conditions and Resurfacing Program	2020 M/CC Mgmt	MGMT	
10. COVID-19 Pandemic Action Plan a. Short Term b. Long Term	M/CC	MGMT	
11. City Surplus Properties: Review Inventory, Direction and City Actions	M/CC	MGMT	
12. Animal Shelter and Control: Direction and City Actions	2020 M/CC Mgmt	MGMT	
13. Enterprise Resource Planning Software (ERP): Direction and Funding	2020 Mgmt	MGMT	
14. Labor Negotiations and Contracts a. PBA Officers b. PBA Sergeants/Lieutenants c. Teamsters	2020 Mgmt	MGMT	
15. Fleet Replacement Plan and Program: Direction and Funding	2020 Mgmt	MGMT	
16. City – FPUA Strategy: Key Issues, Discussion	2020 M/CC Mgmt	2	

GOAL 1	SERVE OUR COMMUNITY
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► Actions 2021			PRIORITY
17.	Impact Fees: Review/Evaluation of Impacts on Future Development, Report with Options and Rationale, and Direction	2020 M/CC	2
18.	City Virtual Services: Best Practices, Opportunities, Plan Development, Direction, Funding and Actions	M/CC	2
19.	City Facilities/Parks Security: Assessment, Direction and Actions	OTH M/CC	1
20.	City Organization Enhancement and Growth: Comprehensive Organization Assessment, Report with Findings and Recommendations, Direction and City Actions	M/CC	1
21.	Application Fee Schedule: Update	OTH Mgmt	1
22.	City Facilities Master Plan	2020 Mgmt	0
23.	Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions	OTH M/CC	0
24.	City Debt Reserve Policy: Review, Plan Development, Direction and City Actions	OTH M/CC	0

GOAL 1	SERVE OUR COMMUNITY
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► Actions 2021		PRIORITY
25. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions	M/CC	0
26. Smart “Gig City” Strategy: Goals/Outcomes, Best Practices, Partners, Report with Options, Direction and City Actions	M/CC	0
27. Management/Employee Succession Plan/Program		0
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GOAL 1	SERVE OUR COMMUNITY
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► Management in Progress 2021	TIME
1. Deputy City Clerk: Certifications <ul style="list-style-type: none"> a. Municipal Clerk b. Florida Business Tax Officials c. Florida Records Manager 	
2. ACH Payments: Vendor Participation	
3. Department Head Training Program: Completion	
4. HR Records Scanning	
5. Cyber Security Training/Penetration Testing	
6. FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)	
7. Recycling Public Awareness/Education Campaign	
8. Police Vehicles Replacement: 20 Patrol Vehicles	
9. Street Signs Preparation, Installation and Maintenance: Contract	
10. Supervisor Handbook: Completion	

GOAL 1	SERVE OUR COMMUNITY
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► Management in Progress 2021	TIME
11. Police Promotion Examinations	
12. CSI Report/CSI Ordinance: Update	
13. Rich House: Operational	
14. PAL Park Infrastructure and Onboarding	
15. Police Leadership Program and Succession Plan: Development	
16. Recreation Center and Park Renaming	
17. Public Works Work Order System	
18. Records Management Position (Budget FY 2021)	
19. Part-Time Parking Enforcement Officer for Downtown: Funding (Budget FY 2021)	
20. FPTV Mobile Unit: Funding (Budget FY 2021)	

GOAL 1	SERVE OUR COMMUNITY
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► Management in Progress 2021	TIME	
21. Parking Enforcement Software for Mobile Parking Enforcement		
22. Online Permitting/Electronic Plan Review: Software Implementation		
23. Online Payment for All City Fees and Charges: Installation		
24. Online Searchable Portal: Creation		
25. Paperless Purchase Order System: Implementation		
26. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 Year): Development		
27. FEMA Reimbursement		
28. Tyler Munis Electronic Plan Review; Implementation		
29. Building Department Call Center: Implementation		
30. Hurricane Manual and Rules and Education Program: Presentation and Implementation		

GOAL 1	SERVE OUR COMMUNITY
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► Management in Progress 2021			TIME
31.	File Bound System Online Searchable Portal	CC	
32.	Guide for Potential Developers: Development	CC	
33.	Records Manager: Direction and Funding	CC	
34.	Code Enforcement Two Part-Time Officers: Hiring	CR	
35.	Animal Control Software: Implementation	CR	
36.	Retiree Portal	F	
37.	Credit Card Processing: Implementation	F	
38.	New Fuel Software	F	
39.	Tyler Munis Budgeting Software: Implementation	F	
40.	CDBG Reporting: Implementation	G	

GOAL 1	SERVE OUR COMMUNITY
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► Management in Progress 2021			TIME
41. CivicHR Applicant Tracking System	HR		
42. HR Files Scanning	HR		
43. FileBound: Launch	IT		
44. CSU (Central Square University): Launch	IT		
45. Naviline HS: Launch	IT		
46. Paymentus: Launch	IT		
47. ESS Pensions: Launch	IT		
48. AnalyticsNOW: Launch	IT		
49. CivicHR Onboarding: Launch	IT		
50. CivicHR Performance/Evaluations: Launch	IT		

GOAL 1	SERVE OUR COMMUNITY
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► Management in Progress 2021			TIME
51. Phoenix Fuel System Cloud Migration	IT		
52. GIS Initiatives	IT		
53. Work Order/Asset Management Platform	IT		
54. Police Strategic Plan: Update	P		
55. Police FTO Program; Rebuild	P		
56. Police District and Zone Map	P		
57. Police Equipment Replacement: Funding	P		
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GOAL 1	SERVE OUR COMMUNITY
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► Major Projects 2021	TIME
1. Fuel Island: Repairs	
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation	
3. Dumpster Enclosure: Construction	
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GOAL 1	SERVE OUR COMMUNITY
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► On the Horizon 2022 – 2026		TIME
1. Water/Wastewater Service Regionalization		
2. Succession Planning and Development		
3. Entertainment Tax on Food and Beverage: Report and Direction		
4. Water/Wastewater Service Regionalization	OTH M/CC	
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GOAL 2	DEVELOP OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Relocate Wastewater Treatment Plant and replace with housing, mixed-use development or hotel	5
Objective 2	Have an active, sustainable Port of Fort Pierce serving as an economic driver	5
Objective 3	Have a City reputation as “business friendly”	4
Objective 4	Have well-maintained streets and public areas	3
Objective 5	Expand the local economy	3
Objective 6	Develop workforce for 21 st century jobs and career opportunities	3
Objective 7	Expand tourism/sports tourism	2
Objective 8	Have City policies and incentives for development and redevelopment	2
Objective 9	Have additional quality job opportunities for residents	2
Objective 10	Develop Brightline Station and surrounding area development	1

GOAL 2	DEVELOP OUR COMMUNITY
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► Value to our Community	PRIORITY	
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		
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GOAL 2	DEVELOP OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
1. Attracting new businesses to Fort Pierce that create sustainable jobs	5
2. Creating a world-class tourist destination for residents and visitors	4
3. Tapping the development potential of the Port of Fort Pierce and surrounding area	4
4. Changing business attitudes toward investing in Fort Pierce	3
5. City’s aging infrastructure and facilities	3
6. Attracting developers and residents to Fort Pierce	3
7. Building Fort Pierce’s image and reputation	3
8. Unifying our community – reducing individual agendas	3
9. Maintaining and expanding public access to water	2
10. Increasing multi-modal transportation in Fort Pierce	2

GOAL 2	DEVELOP OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY	
11. Continuing the momentum in the downtown area and the surrounding neighborhoods	2	
12. Keeping our economic momentum going	2	
13. West sports fields for tournaments, competition and recreation	1	
14. Tapping the full potential of Fort Pierce’s water assets	0	
15. Restricted land uses around churches	0	
16. Tourism to the Bahamas	0	
17. COVID-19 pandemic’s impacts on small local businesses	0	
18. Tapping athletes to invest in our community	0	
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GOAL 2	DEVELOP OUR COMMUNITY
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► Actions 2021			PRIORITY
1. Parking Strategy: Study Completion, Direction, Paid Parking and City Actions a. Downtown b. Beach	2020 M/CC Mgmt	4	
2. Short Term Rental: Legal Framework for Cities, Problem Analysis, Best Practices, Report with Options, Direction and City Actions/Advocacy	2020 M/CC Mgmt	3	
3. Fisherman’s Wharf Development RFP, Direction and Next Steps	2020 M/CC	3	
4. City Economic Incentives Policy: Review and Direction	2020 M/CC	3	
5. Annexations Strategy and Action Plan: Update Report, Direction and City Next Steps	OTH M/CC Mgmt	3	
6. Port Development: Update Report, Direction and City Actions	M/CC	3	
7. Urban Service Boundary Agreement: Review, Negotiations, Direction and Decision	M/CC	3	
8. Means Court Development: Update Report, Land Acquisition, Direction and City Actions (Main Street Location, Fresh Food Market)	M/CC Mgmt	3	

GOAL 2	DEVELOP OUR COMMUNITY
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► Actions 2021			PRIORITY
9. CBD Boundary Extension West: Direction	OTH Mgmt		3
10. Wave Garden Construction: Monitoring and Opening	2020 M/CC Mgmt		MGMT
11. King’s Landing Development: Next Steps	2020 M/CC		MGMT
12. Lincoln Park Overlay District	M/CC Mgmt		MGMT
13. Clean and Safe Initiative Building Demolition/Condemnation Program: Service Level, Direction and Funding	M/CC		MGMT
14. Traffic/Multi-Mobility Study and Impact Fee: Direction	OTH Mgmt		MGMT
15. South Beach Overlay: Direction	Mgmt		MGMT
16. Landscape Code: Revision	Mgmt		MGMT

GOAL 2	DEVELOP OUR COMMUNITY
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► Actions 2021			PRIORITY
17. Port Overlay District: Development and Direction	M/CC Mgmt	2	
18. Infill Development Strategy: Review, Report with Options, Direction and City Actions	M/CC	2	
19. Community Land Trust: Development	OTH Mgmt	2	
20. Downtown Waterfront Development Master Plan with Parking Structure: Approval	Mgmt	2	
21. Sports Tourism Strategy and Action Plan	2020 M/CC Mgmt	1	
22. Wastewater Treatment Plant Relocation: Update Report, Direction and City Actions (with FPUA)	2020 M/CC Mgmt	1	
23. Avenue "D" Revitalization: Report and Actions	2020 M/CC Mgmt	1	
24. Tourism (Seaplane Base and Service, Naval Seal Museum) Marketing Expansion	OTH M/CC Mgmt	1	

GOAL 2	DEVELOP OUR COMMUNITY
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► Actions 2021			PRIORITY
25. Fishing Tournament: Market Analysis, Report with Options, Direction and City Actions	M/CC	1	
26. City Resiliency Plan/Strategy: Goals/Outcomes, Best Practices, Report with Options, Direction and City Actions (including Climate Change)	M/CC Mgmt	1	
27. City/Community Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)	M/CC Mgmt	1	
28. Street Lights: Citywide Analysis, Services Level, Direction, Funding and City Actions	M/CC	1	
29. Bridge Advocacy – South Beach	M/CC	1	
30. Zoning Code: Revision	Mgmt	1	
31. Retail Expansion Strategy and Action Plan: Study Completion, Implementation Action Plan, Direction and City Actions (including Retail Shops, Restaurants, Etc.)	2020 M/CC Mgmt	0	
32. Passenger Rail Station and Service for Fort Pierce: Advocacy	2020 M/CC Mgmt	0	

GOAL 2	DEVELOP OUR COMMUNITY
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► Actions 2021			PRIORITY
33. Comprehensive Tourism Development Strategy: Performance Assessment, Performance Goals, Report and Direction	OTH M/CC Mgmt	0	
34. Community/Small Business Needs: Evaluation of Needs, Best Practices, Report with Findings and Options, Direction and City Actions	M/CC	0	
35. Beach Nourishment: Outcome, Best Practices, Report with Options, Direction and City Actions	M/CC	0	
36. Stormwater Management/Expansion: Review, Report with Options, Direction and City Actions	M/CC	0	
37. Fort Pierce Film Festival: Outcomes, Market Analysis, Report with Options, Partners, City Role, Direction and City Actions	M/CC	0	
38. Workforce/Career Development: Outcomes, Current Providers/Programs, Report with Options, City Role, Direction and City Actions	M/CC Mgmt	0	
39. Higher Education (4-Year College) Strategy: Outcomes, Partners, Direction and City Actions	M/CC	0	
40. Peacock Arts District Revitalization: Overlay and Boundary	OTH Mgmt	0	

GOAL 2	DEVELOP OUR COMMUNITY
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► Actions 2021		PRIORITY
41. Home-Based Business Occupancy Code: Revision	Mgmt	0
42. Conditional Uses: Review and Revision	Mgmt	0
43. City Code Auto Sales Amendment: Approval	Mgmt	0
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GOAL 2	DEVELOP OUR COMMUNITY
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	TIME	
► Management in Progress 2021		
1. Business Retention and Expansion Program (BRE): Assistance/Education		
2. Seaway Drive Traffic Report (including South Bridge)		
3. Landscape Ordinance: Decision		
4. Annual Job Fair		
5. Micro Mobility Report (Scooter)		
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GOAL 2	DEVELOP OUR COMMUNITY
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► Major Projects 2021	TIME
1. Visitor Center: Parking Garage: a. Cost Estimates b. Budget FY 2021	
2. Street Resurfacing Projects: 2020	
3. Moore’s Creek Erosion Remediation	
4. 17 th Street Reconstruction (Avenue “D” Orange Avenue)	
5. Georgia Avenue Outfall Nutrient Removal: Design	
6. Septics to Sewers Program: Report and Direction (with FPUA)	
7. 8 th Street (Avenue “D” to Avenue “E”) Street Improvements	
8. Avenue” B” (8 th Street to 13 th Street) Street Improvements	
9. 5 th Street (Boston Avenue to Delaware Avenue) Street Improvements	
10. SUN Trail – Historic Highwayman Gap Trail: Design	

GOAL 2	DEVELOP OUR COMMUNITY
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► Major Projects 2021		TIME
11.	Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement	
12.	Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements: Design and Construction	
13.	SUN Trail – Historic Downtown Trail: Planning and Design	
14.	Citrus Avenue Bridge: Completion	M/CC
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GOAL 2	DEVELOP OUR COMMUNITY
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► On the Horizon 2022 – 2026			TIME
1.	Courthouse Relocation Master Plan: Collaboration with St. Lucie County	OTH	
2.	Opportunity Zones: Direction and Actions	OTH	
3.	Historic Preservation Code Amendment Code Amendment/Trust Fund: Report/Budget	MIP	
4.	Water Regionalization	OTH	
5.	Port Authority	OTH	
6.	Renewable Power Sources	OTH	
7.	Tri-Rail Service to Jupiter	OTH	
8.	Incentives for Vacant Land Development	OTH	
9.	Annexation: Interlocal Service Agreement	OTH	
10.	Ridge Property (7 th and Avenue “H”) Development: Report and Direction	OTH	

GOAL 2	DEVELOP OUR COMMUNITY
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► On the Horizon 2022 – 2026			TIME
11.	Comprehensive Tourism Development Strategy Performance Assessment, Report and Direction	OTH	
12.	Marketing to Millennials: Report and Direction	OTH	
13.	Yachts Maintenance Business Development: Report on Incentives and Direction	OTH	
14.	Complete Street Policy and Ordinance: Direction	OTH	
15.	Land Development Code: Conditional Use	OTH	
16.	Connecting Downtown to Neighborhoods: Report and Direction (Crossing U.S. 1)	OTH	
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GOAL 3	ENGAGE OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have a well-informed community through proactive City communications	
Objective 2	Have civility in the governance process	
Objective 3	Have strong community policing – police know the community and the community know and trust the police	
Objective 4	Have a reputation as an inclusive community with everyone feeling welcome and part of the community	
Objective 5	Have City government providing the leadership to create community partnerships to expand community resources	
Objective 6	Seek feedback from the community and use the information to implement improvements	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 3	ENGAGE OUR COMMUNITY
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► Value to our Community	PRIORITY	
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		
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GOAL 3	ENGAGE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
1. Perceptions of Commissioner districts and representation	5
2. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point	5
3. Moving beyond past history of a racially/socioeconomic divided community	4
4. Getting residents to become engaged in neighborhood and community organizations	3
5. Building trust in City government	3
6. Developing future community leaders and City employees	3
7. Residents and businesses believing that the City is responsible for everything and solving all problems	3
8. Expanding community involvement with new people involved in governance	3
9. Defining diversity, equity and inclusion issues for our Fort Pierce community	3
10. Diverse population of Fort Pierce	2

GOAL 3	ENGAGE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
11. Lack of societal civility and respect for each other	2
12. Communicating accurate information to our community	2
13. Helping residents understand the City government policies, programs and services	1
14. Reaching out to younger population	1
15. Recent national incidents related to systemic racism	1
16. Expanding community wide youth programs to develop community pride	0
17. Overcoming differences among neighborhoods	0
18. Expanding and enhancing current community events	0
19. Looking to the whole community	0
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GOAL 3	ENGAGE OUR COMMUNITY
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► Actions 2021			PRIORITY
1. Race Equity Policy and Action Plan: Assessment, Best Practices, Report with Options, Policy Statement, Direction and City Actions	M/CC		4
2. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions	M/CC		4
3. Neighborhood Identification and Branding: Outcomes, Best Practices, Report with Options, Direction, Partners and City Actions	2020 M/CC		3
4. Community Building Strategy: Goals/Outcomes, Best Practices, Report with Options, Direction, and City Actions	M/CC		3
5. Community Policing Expansion: Actions 2021	2020 M/CC		MGMT
6. Non-Profit Organizations: Performance Accountability Report, Direction and City Actions	2020 Mgmt		MGMT
7. Community Events and Festivals: Evaluation and Direction	2020		2
8. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions	M/CC		2

GOAL 3	ENGAGE OUR COMMUNITY
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► Actions 2021		PRIORITY
9. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions	M/CC	1
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GOAL 3	ENGAGE OUR COMMUNITY
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	TIME	
► Management in Progress 2021 1. Unity in Our Community		
2. Courage Kids Program		
3. Police Youth Advisory Committee: Development		
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GOAL 3	ENGAGE OUR COMMUNITY
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► On the Horizon 2022 – 2026			TIME
1. St. Lucie County Dialog: Critical Issues	OTH		
2. Marketing Program for Arts, Culture and Museums	OTH		
3. Community Youth Outreach: Diverse Population, Direction and Actions	OTH		
4. Multi-Cultural Festival: Food and Art Celebration, Report Direction and Actions	OTH		
5. Community Outreach with Faith Community: Direction and Actions	OTH		
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GOAL 4	BEAUTIFY OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have attractive entrances and gateways: I-95	
Objective 2	Have well-maintained parks and park venues	
Objective 3	Have attractive major corridors: Orange Avenue, U. S. 1	
Objective 4	Have attractive signage and wayfinding signs, including mobile app	
Objective 5	Reduce the visual blight in the City	
Objective 6	Have well-maintained streetscapes	
Objective 7	Maintain waterfront	
Objective 8		
Objective 9		
Objective 10		

GOAL 4	BEAUTIFY OUR COMMUNITY
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► Value to our Community	PRIORITY	
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		
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GOAL 4	BEAUTIFY OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
1. Reputation and appearance of Fort Pierce	5
2. Impacts of panhandlers and the debris	5
3. Unattractive major corridors	4
4. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items	4
5. Negative first impression when you enter Fort Pierce	4
6. Funding for code compliance, law enforcement and public works	3
7. Absentee property owners/homeowners not maintaining property	3
8. Vacant land, buildings and homes	3
9. Maintaining City building, landscaping and facilities as a model for our community	3
10. Irresponsible property owners who avoid complying with the City Code of Ordinances	2

GOAL 4	BEAUTIFY OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
11. Improving the entire City with a unified vision	2
12. Funding of City capital projects	2
13. Engaging and educating the community on the importance – beautification	2
14. Landlords personal agendas and what is best for our Fort Pierce community	1
15. High percentage of rental housing	1
16. Working with and aligning the Housing Authority on a common vision and goals	1
17. Increasing short-term rental properties	0
18. Tapping the arts/artists resources in the community landscaping	0
19. Maintaining historic buildings and homes	0
20. Becoming “accepting” and “blind” to appearance problems	0

GOAL 4	BEAUTIFY OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
21. Resistance to housing inspections and code enforcement	0
22. Increasing funding for swale maintenance	0
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GOAL 4	BEAUTIFY OUR COMMUNITY
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► Actions 2021			PRIORITY
1. Entrances/Gateways Beautification Plan: Direction and Funding	OTH M/CC	5	
2. Code Enforcement/Compliance: Performance Audit, Report with Findings and Options, Direction and City Actions	2020 M/CC	4	
3. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions (e.g., “Make Her Pretty Campaign”)	OTH M/CC	4	
4. Property Maintenance Codes and Compliance: Problem Analysis, Comprehensive Report with Findings and Options, Direction, Service Level and Staffing, Funding and City Actions	2020 M/CC	MGMT	
5. Foreclosures Program/Process: Improvements	OTH Mgmt	MGMT	
6. Downtown Dumpsters: Problem Analysis Best Practices, Report with Options, Direction, Funding and City Actions	2020 M/CC	MGMT	
7. Highwaymen Museum Development: Update Report and City Actions	M/CC	MGMT	
8. Wayfinding Signage: Upgraded Design	2020 Mgmt	MGMT	

GOAL 4	BEAUTIFY OUR COMMUNITY
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► Actions 2021			PRIORITY
			MGMT
9. Mural Projects 2021 (2): Direction	2020 Mgmt		
10. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction, Funding Mechanism, and City Actions	M/CC		1
11. Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions	OTH M/CC		1
12. Public Properties and Buildings Enhancement: Goals/Outcomes, Report with Options, Direction, Funding and City Actions	M/CC		1
13. Vacant Lots/Empty Buildings Strategy: Inventory, Report with Findings, Direction and City Actions	2020 M/CC		0
14. Sea Wall Ordinance Update: Revision	Mgmt		0
15. Beach Nourishment: Direction and Funding, Advocacy	Mgmt		0
16.			

GOAL 4	BEAUTIFY OUR COMMUNITY
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► Management in Progress 2021	TIME	
1. Main Street: Annual Report		
2. Recycling Campaign: Implementation		
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GOAL 4	BEAUTIFY OUR COMMUNITY
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	TIME	
► Major Projects 2021 1. Banner Replacement (Citywide) (150 Replacements) FY 2022 Budgeted		
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GOAL 4	BEAUTIFY OUR COMMUNITY
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► On the Horizon 2022 – 2026			TIME
1.	Park Maintenance and Upgrade	OTH	
2.	Park Maintenance and Upgrade	OTH	
3.	Indian Hills Wetlands Creation – Water Quality Phase 2: Direction and Funding	OTH	
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GOAL 5	ENJOY OUR COMMUNITY
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		PRIORITY	
▶ Objectives			
Objective 1	Value the arts and culture as a community asset		
Objective 2	Continue to support top-quality public schools partnering with the City		
Objective 3	Have a variety of recreational programs and activities responsive to the Fort Pierce community		
Objective 4	Have a reputation as a safe community for all		
Objective 5	Have strong community events with active participation by residents		
Objective 6	Have effective public transportation		
Objective 7	Reduce the crime rate through community policing		
Objective 8			
Objective 9			
Objective 10			

GOAL 5	ENJOY OUR COMMUNITY
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► Value to our Community	PRIORITY	
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		
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GOAL 5	ENJOY OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
1. Continuing to respond proactively to gangs and drugs	5
2. Social media events with large attendance	4
3. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community	3
4. Reducing the homeless population	5
5. Modernizing parks and their venues	3
6. Expanded community use of the Sunrise Theatre through revised programming	3
7. Funding for parks and recreation	3
8. Tapping the arts and cultural heritage and traditions of Fort Pierce	3
9. Having strong community events and festivals that involve the residents	3
10. Continuing the success and expanding regional use of the Golf Course	2

GOAL 5	ENJOY OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
11. Expanding and diversify leisure and recreational opportunities and activities for all	2
12. Continuing to enhance the quality of public schools	1
13. Difference in generational expectations and activities	1
14. Changing leisure and recreational trends	1
15. Residents reliance on City government	1
16. Expanding night life and entertainment opportunities	0
17. Competing for fields – practice, recreation and competition	0
18. COVID-19 impacts on leisure businesses and recreational activities	0
19.	
20.	

GOAL 5	ENJOY OUR COMMUNITY
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► Actions 2021		PRIORITY
1. Mental Health Strategy and City Actions: Problem Analysis, Partner Provider Best Practices, Report with Options, Direction and City Actions	M/CC	5
2. Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions	M/CC	4
3. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions	M/CC	4
4. Additional Outdoor Exercise and Fitness Areas: Report with Options, Direction and Funding	M/CC	3
5. Greenways/Blueways/Trails Plan: Concept, Plan Development, Direction and City Actions	M/CC	3
6. Seaplane/Shuffleboard Area: Direction and Actions	2020	MGMT
7. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions	2020 M/CC	MGMT
8. Sunrise Theater Plan for 2021: Direction and Actions	2020 M/CC	MGMT

GOAL 5	ENJOY OUR COMMUNITY
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► Actions 2021			PRIORITY
9.	Kiosks Development: Direction and Actions	M/CC	MGMT
10.	Lincoln Theater Restoration Plan/Program Development: Update Report, Direction and City Actions	M/CC	MGMT
11.	Porpoise Park Design, Funding and Direction	2020 Mgmt	MGMT
12.	Beach Volleyball: Report and Direction	2020	2
13.	eSports Strategy: Report and Direction	2020	1
14.	Additional SROs: Report with Options, Direction and Funding Mechanism	M/C	1
15.	Youth Recreation Programs Expansion	2020 M/CC Mgmt	1
16.	Community Broadband Access/Digital Divide: Report from FPUA	Mgmt	1

GOAL 5	ENJOY OUR COMMUNITY
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► Actions 2021			PRIORITY
17.	Golf Course “Mini” Clubhouse: Site, Funding and Construction	OTH M/CC	0
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GOAL 5	ENJOY OUR COMMUNITY
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► Management in Progress 2021	TIME
1. SHIP Home Rehabilitations	
2. Allegany Franciscan Ministries Collaboration	
3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	
4. Intelligence Lead Policing Strategy: Development	
5. Police District and Zone Map: Update	
6. Sunrise Theatre Marketing: Expansion	
7. Sunrise Theatre: Grants	
8. Recreation Center Naming: Direction	
9. Sunrise Theatre Foundation: Fund Raising Event	
10. Gangs Action Plan: Annual Update	

GOAL 5	ENJOY OUR COMMUNITY
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	TIME	
<p>► Management in Progress 2021</p> <p>11. Annual Highwaymen Heritage Trail Art Show and Festival</p>		
12. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services		
13. Marina Security: Assessment, Plan and Direction		
14. Sunrise Theatre Volunteer Program: Expansion		
15. Sunrise Theatre Mobile Ordering System for Concessions		
16. Sunrise Theatre New Website: Development		
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GOAL 5	ENJOY OUR COMMUNITY
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► Major Projects 2021	TIME
1. Pump Out Locations: Additions	
2. Fenn Park Reconstruction: <ul style="list-style-type: none"> • Phase 1 – Conference Direction • Phase 2 – Budget FY 2021 	
3. Island Maintenance: Oyster Shell for Bird Habitat	
4. Pickleball Courts at Jaycee Park	
5. Stage Lighting (Budget FY 2021) <ul style="list-style-type: none"> a. DMX Control: Repairs 	
6. Sunrise Center Backup Generator	
7. Indian Hills Golf Course Projects <ul style="list-style-type: none"> a. Tee Boxes b. Palm Tree Clean-Up 	G
8. Marina Remodel Project	M
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GOAL 5	ENJOY OUR COMMUNITY
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► On the Horizon 2022 – 2026			TIME
1. Swimming Programs for Youth	OTH		
2. Old Fort Park Sidewalk Connectivity	OTH		
3. Pinewood Recreation Facility Improvements	OTH		
4. Jaycee Park Connectivity Improvements	OTH		
5. Additional Parking Garage for Downtown	OTH		
6. Northside Marina Pump Out	OTH		
7. Mobile Field Force Equipment: Funding	OTH		
8. Sports Fields Additional: Report and Direction	OTH		
9. Senior Softball: Report and Direction	OTH		
10. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area	OTH		

GOAL 5	ENJOY OUR COMMUNITY
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► On the Horizon 2022 – 2026			TIME
11.	Savannah Recreation Trail Connectivity to Indian Hills Recreation Area	OTH	
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SECTION 11

ACTION AGENDA 2021 [Updated: 1/26/21]

Fort Pierce Goals 2026

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

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.

**City of Fort Pierce
Policy Agenda 2021
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Policy Agenda 2021

► Policy Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
1	1. New Alternative Revenue Sources: Report and Direction			
1	2. Regional Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Development			
1	3. Police Retention and Compensation			
1	4. City Commission Districts/Re-Districting) and Compensation			
1	5. [Technology Upgrade Master Plan] DROP			
1	6. Emergency Services Building/ Emergency Operations Center: Direction and City Actions			
1	7. City Compensation Policy: Salary Study			

*Number in far left column relates to the Goal that the Action is associated.

City of Fort Pierce Policy Agenda 2021

► Policy Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
2	8. Parking Strategy: Study Completion, Direction, Paid Parking and City Actions			
2	9. Short Term Rental: Legal Framework for Cities, Report with Options, Direction and City Actions			
2	10. Fisherman’s Wharf Development RFP, Direction and Next Steps			
2	11. City Economic Incentives Policy: Review and Direction			
2	12. Annexations Strategy and Action Plan: Update Report and Direction			
2	13. Port Development: Update Report, Direction and City Actions			
2	14. Urban Service Boundary Agreement: Review, Negotiations, Direction and Decision MOVE TO ON THE HORIZON 2022-2026			
2	15. Means Court Development			

City of Fort Pierce Policy Agenda 2021

► Policy Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
2	16. CBD Boundary Extension West: Direction			
3	17. Race Equity Policy and Action Plan: Assessment, Best Practices, Report with Options, Policy Statement, Direction and City Actions			
3	18. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions			
3	19. Neighborhood Identification and Branding: Outcomes, Best Practices, Report with Options, Direction, Partners and City Actions			
3	20. Community Building Strategy: Goals/Outcomes, Best Practices, Report with Options, Direction, and City Actions			
4	21. Entrances/Gateways Beautification Plan: Direction and Funding			
4	22. Code Enforcement/Compliance: Performance Audit, Report with Findings and Options, Direction and City Actions			
4	23. City Beautification Strategy and Action Plan: MOVE TO ON THE HORIZON 2022-2026			

City of Fort Pierce Policy Agenda 2021

► Policy Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
5	24. Mental Health Strategy and City Actions DROP			
	25. Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions			
5	26. Community Cameras DROP			
	27. Greenways/Blueways/Trails Plan: Concept, Plan Development, Direction and City Actions MOVE TO ON THE HORIZON 2022-2026			
	28.			
	29.			
	30.			
	31.			

**City of Fort Pierce
Management Agenda 2021
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Management Agenda 2021

▶ Management Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
1	1. City Hall Maintenance: Direction and Project Completion			
1	2. Road Conditions and Resurfacing Program			
1	3. COVID-19 Pandemic Action Plan: Update Report			
1	4. City Surplus Properties: Review Inventory, Direction and City Actions			
1	5. Animal Shelter and Control: Direction and City Actions			
1	6. Enterprise Resource Planning Software (ERP): Direction and Funding			
1	7. Labor Negotiations and Contracts <ul style="list-style-type: none"> a. PBA Officers b. PBA Sergeants/Lieutenants c. Teamsters 			
1	8. Fleet Replacement Plan and Program: Direction and Funding			

City of Fort Pierce Management Agenda 2021

► Management Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
2	9. Wave Garden Construction: Permitting and Groundbreaking			
2	10. King's Landing Development: Site Plan			
2	11. Lincoln Park Overlay District: Development			
2	12. Clean and Safe Initiative Building Demolition/Condemnation Program DROP			
2	13. Traffic/Multi-Mobility Study and Impact Fee: Direction			
2	14. South Beach Overlay: Direction			
2	15. Landscape Code: Revision			
3	16. Community Policing Expansion: Actions 2021			

City of Fort Pierce Management Agenda 2021

▶ Management Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
3	17. Non-Profit Organizations: Performance Accountability Report, Direction and City Actions			
4	18. Property Maintenance Codes and Compliance DROP			
4	19. Foreclosures Program/Process: Improvements			
4	20. Downtown Dumpsters: DROP			
4	21. Highwaymen Museum Development: Update Report and City Actions			
4	22. Wayfinding Signage: Upgraded Design			
4	23. Mural Projects 2021 (2): Direction			
5	24. Seaplane/Shuffleboard Area: Direction and Actions			

City of Fort Pierce Management Agenda 2021

► Management Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
5	25. Crime Reduction Action Plan: Update Report			
5	26. Sunrise Theater Plan for 2021: Direction and Actions			
5	27. Smart City Initiative(Kiosks) Development: Direction and Actions			
5	28. Lincoln Theater Restoration Plan/Program Development: Update Report, Direction and City Actions			
5	29. Porpoise Park Design, Funding and Direction			
	30.			
	31.			
	32.			

**City of Fort Pierce
Action Outlines 2021**

GOAL 1	SERVE OUR COMMUNITY
---------------	----------------------------

ACTION:	New Alternative Revenue Sources: Report and Direction	<table border="1"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy</i></td> </tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Parking Fee • Entertainment Fee • Fees for Non-Residents • Mobility Fee • Dwelling Rental Fee • Other Fees 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Identify and evaluate potential revenue options 2. Prepare initial Report 3. Finalize Report with City Manager 4. BUDGET WORKSHOP: Presentation and Direction 5. DECISION: Budget FY'22 Direction 	<p><u>Time</u></p> <p>4/21</p> <p>5/21</p> <p>6/21</p> <p>7/21</p> <p>9/21</p>		
Responsibility: City Manager/Finance Director				

**ACTION: Regional Homeless Strategy: Goals/Outcomes,
Community Problem Analysis and
Development**

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Treasure Coast Homeless Service Coalition • GraceWay Village • St. Lucie County • United Against Poverty • In the Image of Christ 	<p>A. Conceptual Strategy</p> <ol style="list-style-type: none"> 1. Initiate a meeting with County Manager and City managers to discuss homelessness – needs and responsibilities 2. Initiate discussions among the Governing Bodies 3. CONFERENCE: Purposes, City Role/Participation, Direction and Next Step 4. Develop a City budget proposal 5. BUDGET WORKSHOP: Direction 6. DECISION: Budget FY'22 Funding <p>B. City Short-Term Actions</p> <ol style="list-style-type: none"> 1. Initiate meeting of Sheriff and Police Chiefs to discuss homelessness 	<p>3/21</p> <p>5/21</p> <p>6/21</p> <p>6/21</p> <p>7/21</p> <p>9/21</p> <p>3/21</p>
<hr/> <ul style="list-style-type: none"> • Roles • Services • Needs • Current Resources • Additional Resources • Best Practices 		

Responsibility: City Manager/Police Chief

ACTION: Police Retention and Compensation

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Police Service Level and Staff Needs	1. Prepare an updated Police Staffing Report	4/21
• Health Insurance	2. Present Report to the City Manager	4/21
• Labor Contract	3. Develop City budget proposal	5/21
• Incentive for Police	4. BUDGET WORKSHOP: Presentation and Direction	7/21
• Funding	5. DECISION: BUDGET FY'22: Funding	9/21

Responsibility: Police Chief

ACTION: City Commission Districts/Re-Districting) and Compensation: Direction

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Districts	1. Identify issues and overall direction	1/21
• Election Reform	2. Prepare a report with options	9/21
• Court Decision (1977)	3. DECISION: Direction	9/21
• Code and Ordinance		
• Cost of Living Increase		
• Process Clean-up		
• Compensation Level		
• Market Analysis		

Responsibility: City Attorney/City Clerk

**ACTION: Technology Upgrade Master Plan: Needs Assessment
– Post-COVID-19, Report with Options, Direction,
Funding and City Actions**

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

-

**[DROP – COMBINE WITH ERP UNDER
“MANAGEMENT ACTION”**

Responsibility:

**ACTION: Emergency Services Building/ Emergency Operations
Center: Direction and City Actions**

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- Location(s)
- Purposes
- Potential Uses
- Design
- Grant Opportunities
- Cost Estimates

1. Define scope of project – purposes, design and costs
2. Identify potential funding mechanisms and sources
3. Present scope to the City Manager

3/21
Ongoing
4/21

Responsibility: Finance Director/Police Chief/ Public Works Director/Golf Manager

ACTION: Comprehensive City Compensation Policy: Salary Study and Market Analysis, Report with Findings and Options Direction, Funding and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Market Analysis • Goal: Place in Marketplace • Plan including Potential Phasing • Funding • Comparison by Positions 	<ol style="list-style-type: none"> 1. Contact comparable cities and gather information/research reports 2. Prepare Report with findings and recommendations 3. Present Report to the City Manager 4. Prepare City budget proposal 5. BUDGET WORKSHOP: Presentation and Direction 6. DECISION: Budget FY'22 Funding 	<p>2/21</p> <p>4/21</p> <p>5/21</p> <p>6/21</p> <p>7/21</p> <p>9/21</p>

Responsibility: Human Resources Manager

ACTION: City Hall Maintenance: Direction and Project Completion

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. DECISION: Emergency Repairs – Phase 2 Direction 2. Construction 	<p>3/21</p> <p>6/21-12/21</p>

Responsibility: Public Works Director

**ACTION: Annual Road Conditions and Resurfacing Program:
Direction**

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Annual Funding: \$500,000 from Surtax Revenues 	1. Prepare update to Street Conditions Report	3/21
	2. Coordinate projects with FPUA Utility Projects	Ongoing
	3. Present Report to City Manager	4/21
	4. DECISION: Award Contract for Construction	5/21

Responsibility: City Engineer

ACTION: COVID-19 Pandemic Action Plan

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none">• COVID-19 Uncertainty• Impacts on City Revenues• Service Impacts• Teleworking Framework for the Future• Future Space Needs• Virtual Service	<ol style="list-style-type: none">1. Prepare an Update Report2. REPORT: Presentation	<p>4/21 4/21</p>

Responsibility: City Manager

ACTION: City Surplus Properties: Review Inventory, Direction and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

- Properties
- Uses/Potential Uses
- Developer Interests

Activities/Milestones

1. Identify potential properties – City and FPRA
2. Review by City Boards
3. DECISION: Direction (1st Group)

Time

Ongoing

Ongoing
3/21

Responsibility: City Manager

ACTION: Animal Shelter and Control: Direction and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

- Services/Service Level
- Interlocal Agreement
- Lease Framework

Activities/Milestones

1. Complete negotiations for a lease
2. DECISION: Service Agreement, Lease, Interlocal Contact with St. Lucie County

Time

2/21
2/21

Responsibility: Code Compliance Manager

**ACTION: Enterprise Resource Planning Software (ERP):
Direction and Funding**

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Cloud-base	1. Contact Department Heads to identify additional modules	3/21
• Teleworking	2. Prepare a Report with findings and recommendations	4/21
• COVID-19 Impacts	3. Present Report to the City Manager	4/21
• Modules	4. Develop City budget proposal	5/21
• Funding Level	5. BUDGET WORKSHOP: Direction	7/21
	6. DECISION: Budget FY'22 Funding	9/21

Responsibility: Information Technology Manager

ACTION: Labor Negotiations and Contracts

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

A. PBA Officers

- | | |
|--------------------------------------|------|
| 1. Negotiate contract | 9/21 |
| 2. DECISION: Labor Contract Approval | 9/21 |

B. PBA Sergeants/Lieutenants

- | | |
|--------------------------------------|------|
| 1. Negotiate contract | 9/21 |
| 2. DECISION: Labor Contract Approval | 9/21 |

C. Teamsters

- | | |
|--------------------------------------|------|
| 1. Negotiate contract | 5/21 |
| 2. DECISION: Labor Contract Approval | 5/21 |

Responsibility: Human Resources Manager

ACTION: Fleet Replacement Plan and Program: Direction and Funding

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Production Delays	1. DECISION: Mid-Year Budget Adjustment	4/21
• Needs	2. Develop City budget proposal	5/21
• Funding Availability	3. BUDGET WORKSHOP: Presentation and Direction	7/21
	4. DECISION; Budget FY'22 Funding	9/21

Responsibility: Public Works Director/Finance Director

► Management in Progress 2021			TIME
1	2. ACH Payments: Vendor Participation	F/IT	2/21
1	3. Department Head Training Program: Completion	HR	Ongoing
1	4. HR Records Scanning	HR	Ongoing
1	5. Cyber Security Training/Penetration Testing	IT	Ongoing
1	7. Recycling Public Awareness/Education Campaign	PW	Ongoing
1	8. Police Vehicles Replacement: 20 Patrol Vehicles Mid-Year Funding	Police	4/21
1	9. Street Signs: Installation and Maintenance: Contract Mid-Year Funding	PW	4/21
1	10. Supervisor Handbook: Completion	HR	4/21
1	11. Police Promotion Examinations (Litigation)	Police	TBD
1	13. Rich House: Operational (COVID Impact)	Police	12/21
1	15. Police Leadership Program and Succession Plan: Development	Police	TBD
1	16. Recreation Center and Park Renaming	PW	
	a. Conference		3/21
	b. Decision		4/21
1	17. Public Works Work Order System (Budget FY'22)	IT	9/21
1	18. Records Management Position (Budget FY'22)	IT	9/21
1	19. Part-Time Parking Enforcement Officer for Downtown: Funding (Budget FY 2022)	Code	2/21
1	20. FPTV Mobile Unit: Funding (Budget FY'22)	IT	9/21
1	21. Parking Enforcement Software for Mobile Parking Enforcement-RFP	Code	3/21
1	23. Online Payment for All City Fees and Charges: Installation	IT	2/21
1	24. Online Searchable Portal: Creation	IT	3/21
1	26. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 Year): Development	CM	7/21
1	28. Tyler Munis Electronic Plan Review; Implementation (Budget FY'22)	IT	9/21
1	29. Building Department Call Center: Implementation	Building	6/21

► **Management in Progress 2021**

			TIME
1	30.	Hurricane Manual and Rules and Education Program: Presentation and Implementation	Building 6/21
1	32.	Guide for Potential Developers: Development	CC 12/21
1	34.	Code Enforcement Two Part-time Officers: Hiring	Code 3/21
1	36.	Retiree Portal	3/21
1	38.	New Fuel Software: Implementation	IT 3/21
1	40.	Annual CDBG Reporting: Implementation	Fin 7/21
1	41.	CivichR Applicant Tracking System	HR 3/21
1	48.	AnalyticsNOW: Launch	IT 3/21
1	49.	CivichR Onboarding: Launch	IT 9/21
1	50.	CivichR Performance/Evaluations: Launch	IT 7/21
1	52.	GIS Initiatives	IT Ongoing
1	54.	Police Strategic Plan: Update	Police Ongoing
1	55.	Police FTO Program; Rebuild	Police 4/21
1	56.	Police District and Zone Map	Police 11/21
1	57.	Police Equipment Replacement: Funding (Mid-Year Budget)	Police 4/21

► **Major Projects 2021**

- 1 1. Fuel Island: Repairs (Budget FY'22)
- 1 2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall);
CIP FY 2021 Fund and Implementation (Budget FY'22)
- 1 3. Dumpster Enclosure: Construction

TIME
9/21
9/21
8/21

GOAL 2	DEVELOP OUR COMMUNITY
---------------	------------------------------

ACTION: Parking Strategy: Study and Direction		<table border="1"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Parking Infrastructure • Parking Enforcement • Beach Area Solutions • Downtown Solutions • Paid Parking • Method of Payment 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Complete Report 2. REPORT/DECISION: Presentation and Direction 3. DECISION: RFP for Enforcement Software and Paid Parking Solutions 	<p><u>Time</u></p> <p>Completed</p> <p>2/21</p> <p>4/21</p>		
<table border="1" style="width: 100%;"> <tr> <td>Responsibility: City Manager</td> </tr> </table>			Responsibility: City Manager	
Responsibility: City Manager				

ACTION: Short Term Rental: Legal Framework for Cities, Report with Options, Direction and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Legal Framework for Cities	1. Create a Task Force	2/21
• Problem Analysis	2. Complete Report with Recommendations	5/21
• Best Practices	3. Present Report to City Manager	5/21
• Options	4. REPORT/DECISION: Report Adoption and Direction	6/21
• Legislative Advocacy		
• Task Force Charge and Deliverable		
• City Report		

Responsibility: Planning Director

ACTION: Fisherman’s Wharf Development Direction and Next Steps

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Preserving Access	1. Receive Bids	1/21
• Relationship to Mega-Yacht Port	2. Evaluate Bids and prepare recommendations	3/21
• Relationship to Downtown	3. FPRA DECISION: Direction	4/21
• Recreational Uses		
• Transitional Uses		

Responsibility: City Manager

ACTION: City Economic Incentives Policy: Review and Direction

PRIORITY
<i>Policy</i>

Key Issues

- Incentives

Activities/Milestones

1. Finalize Report
2. FPRA PRESENTATION/DECISION;
Direction
3. Implement Direction

Time

- 3/21
3/21
6/21

Responsibility: City Manager

ACTION: Annexations Strategy and Action Plan: Update Report and Direction

PRIORITY
<i>Policy</i>

Key Issues

- Goal: 100-150
- Pre-Annexation Agreements (200)
- Link to Development Projects
- Support for Infill Development
- City Service Capacity

Activities/Milestones

1. Planning Board: Review
2. DECISION: Direction

Time

- 2/21
3/21-4/21

Responsibility: Planning Director

ACTION: Port Development: Update Report, Direction and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Zoning District • Map Amendment 	1. Develop “Planned Industrial District” – template	2/21
	2. Meet with stakeholders	3/21
	3. Meet with St. Lucie County	5/21
	4. Prepare Report	6/21
	5. CONFERENCE: Report Presentation and Direction	7/21
	6. Present to St. Lucie County	8/21
	7. TRC review	9/21
	8. Planning Board Review	10/21
	9. Present to State	12/21
	10. DECISION: Adoption	12/22

Responsibility: Planning Director

ACTION: Urban Service Boundary Agreement: Review, Negotiations, Direction and Decision

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • 	[RECOMMENDATION: MOVE TO “ON THE HORIZON 2022-2026”]	

Responsibility:

ACTION: Means Court Development:

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none">• School Utilization	1. Develop comprehensive RFP on redevelopment strategy	2/21
<ul style="list-style-type: none">• Lincoln Theater	2. FPRA PRESENTATION: RFP and Direction	3/21
<ul style="list-style-type: none">• Highwaymen	3. Issue RFP	4/21
<ul style="list-style-type: none">• Area Development	4. Evaluate responses and prepare recommendations	7/21
<ul style="list-style-type: none">• Overall Vision	5. FPRA DECISION: Award Contract	8/21
<ul style="list-style-type: none">• Preservation of History and Heritage		
<ul style="list-style-type: none">• Grocery Store		
<ul style="list-style-type: none">• Land Acquisition		

Responsibility: City Manager

ACTION: CBD Boundary Extension West: Direction

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none">• Map Amendments	1. Complete Retail Study	3/21
<ul style="list-style-type: none">• Zoning Text	2. Finalize draft Map Amendment and Zoning Text	4/21
	3. Seek public input	5/21
	4. DECISION: Map Amendments and Zoning Text	9/21

Responsibility: Planning Director

ACTION: Wave Garden Construction: Permitting and Groundbreaking

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Limit Current Codes – Slowing the Process • Permit Application 	<ol style="list-style-type: none"> 1. Developer submit building permit application 2. Groundbreaking 	<p>8/21</p> <p>12/21</p>

Responsibility: Building Official

ACTION: King’s Landing Development: Site Plan

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Site Plan 	<ol style="list-style-type: none"> 1. Developer submit Site Plan 2. TRC Review 3. Planning Board: Review 4. DECISION: Approval 	<p>2/21</p> <p>3/21</p> <p>4/21</p> <p>5/21</p>

Responsibility: Planning Director

ACTION: Lincoln Park Overlay District: Development

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Parking Study	1. Develop initial ideas and concepts	5/21
• Redevelopment of Ave. "D"	2. Residential Construction of Differing Types on Non-Conforming Lots	
• Public Input	a. Planning Board: Review	2/21
• Historic Character	b. DECISION: Approval	3/21
• Home-Based Businesses	3. Home-Based Businesses	
• Design Criteria	a. Prepare draft	3/21
• Means Court Vision	b. TRC: Review	4/21
• Non-Conforming Lots	c. Planning Board: Review	5/21
• Code Amendments	d. DECISION: Approval	6/21
• Home Types	4. Overlay District	
• Developer Interests	a. Prepare draft Overlay District	6/21
	b. TRC: Review	7/21
	c. Planning Board; Review	9/21
	d. DECISION: Approval	10/21

Responsibility: Planning Director

**ACTION: Clean and Safe Initiative Building Demolition/
Condemnation Program: Service Level, Direction
and Funding**

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	[RECOMMENDATION: DROP SINCE AN ONGOING PROGRAM]	

Responsibility:

**ACTION: Traffic/Multi-Mobility Study and Impact Fee:
Direction**

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | |
|--------------------------------------|------|
| 1. CONFERENCE: Presentation | 2/21 |
| 2. DECISION: Procure Vendor Contract | 3/21 |
| 3. Kick-off | 4/21 |

Responsibility: Planning Director

ACTION: South Beach Overlay: Direction

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Wastewater Treatment • Land Uses • Barrier Island • Height • Density • Tourism • Neighborhood Character Protection • Single-Family Homes | <ol style="list-style-type: none"> 1. Review and expand existing Overlay District 2. Finalize proposal 3. Prepare a Report 4. TRC: Review 5. Planning Board: Review 6. DECISION: Adoption | <p>2/21</p> <p>2/21</p> <p>1/22</p> <p>2/22</p> <p>4/22</p> <p>7/22</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|

Responsibility: Planning Director

ACTION: Landscape Code: Revision

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | |
|------------------------------------|-------|
| 1. Review with Chamber of Commerce | 2/21 |
| 2. TRC: Review | 4.21 |
| 3. Planning Board: Review | 5/21 |
| 4. DECISION: Code Adoption | 12/21 |

Responsibility: Planning Director

			TIME
► Management in Progress 2021			
2	1. Business Retention and Expansion Program (BRE): Assistance/Education	CM	Ongoing
2	2. Annual Job Fair	Fin	Ongoing
2	3. Scooter Shared Program (Decision)	M/CC	7/21

			TIME
► Major Projects 2021			
2	1. 1 st Floor Utilization Sunrise Center	CM	7/21
2	2. Street Resurfacing Projects: 2021	Engr	5/21
2	3. Moore's Creek Erosion Remediation: Initiate Construction	Engr	12/21
2	4. 17 th Street Reconstruction (Avenue "D" Orange Avenue): Construction	Engr	5/21
2	5. Georgia Avenue Outfall Nutrient Removal: Design	Engr	7/21
2	6. Septics to Sewers Program: Report and Direction (with FPUA)	FPUA	Ongoing
2	7. 8 th Street (Avenue "D" to Avenue "E") Street Improvements: Construction	Engr	12/21
2	8. Avenue" B" (8 th Street to 13 th Street) Street Improvements: Construction	Engr	12/21
2	9. 5 th Street (Boston Avenue to Delaware Avenue) Street Improvements: Construction	Engr	12/21
2	10. SUN Trail – Historic Highwayman Gap Trail: Design	Engr	8/21
2	11. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement	Engr	9/21
2	12. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements: Design and Construction	Engr	
	a. Design		9/21
	b. Construction		1/22
2	13. SUN Trail – Historic Downtown Trail: Design	Engr	4/21-4/22

GOAL 3	ENGAGE OUR COMMUNITY
---------------	-----------------------------

ACTION:	Race Equity Policy and Action Plan: Assessment, Best Practices, Report with Options, Policy Statement, Direction and City Actions	PRIORITY	
		<i>Policy</i>	
	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	•	1.	
Responsibility:			

ACTION:	Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions	PRIORITY	
		<i>Policy</i>	
	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ul style="list-style-type: none"> • Guidelines • Use of Social Media 	<ol style="list-style-type: none"> 1. Prepare Annual Update – Rules and Regulations 2. REPORT: Presentation 	<p>5/21</p> <p>6/21</p>
Responsibility: Human Resources Manager			

**ACTION: Neighborhood Identification and Branding:
Outcomes, Best Practices, Report with Options,
Direction, Partners and City Actions**

PRIORITY
<i>Policy</i>

Key Issues

- Outcomes
- Best Practices
- Neighborhood Engagement
- Neighborhood Themes
- History
- Architecture
- Brand
- Signage
- Uniformity
-

Activities/Milestones

1. Refer to Keep Fort Pierce Beautiful Committee
2. Receive Report with Recommendations
3. REPORT: Presentation

Time

- 2/21
6/21
6/21

Responsibility: Public Works Director

ACTION: Community Building Strategy: Goals/Outcomes, Best Practices, Report with Options, Direction, and City Actions

PRIORITY
<i>Policy</i>

Key Issues

-

Activities/Milestones

- 1.

Time

Responsibility:

ACTION: Community Policing Expansion: Actions 2021

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | |
|---------------------------|------|
| 1. Prepare Updated Report | 4/21 |
| 2. REPORT: Presentation | 4/21 |

Responsibility: Police Chief

**ACTION: Non-Profit Organizations: Performance
Accountability Report, Direction and City Actions**

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | | |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------|
| <ul style="list-style-type: none">• Performance Goals• Performance Accountability• Funding Level | 1. Request reports with performance 2020, performance goals 2021 and deliverables | 3/21 |
| | 2. Receive report with budget requests | 5/21 |
| | 3. BUDGET WORKSHOIP: Presentation and Direction | 7/21 |
| | 4. DECSION: Budget FY'22 Funding | 9/21 |

Responsibility: Finance Director

► **Management in Progress 2021**

		TIME	
3	1. Unity in Our Community	Fin	7/21
3	2. Courageous Kids Program (COVID-19)	Police	TBD
3	3. Police Youth Advisory Committee: Development(COVID-19)	Police	TBD
3	4. Boys and Girls Club Programs	Police	TBD
3	5. Outreach Vehicle "Class Room"	Police	9/21
3	6. ATV for SROs (Budget FY'22)	Police	9/21

GOAL 4	BEAUTIFY OUR COMMUNITY
---------------	-------------------------------

<p>ACTION: Entrances/Gateways Beautification Plan: Direction and Funding</p> <table style="width: 100%; border: none;"> <thead> <tr> <th style="text-align: left; border: none;"><u>Key Issues</u></th> <th style="text-align: left; border: none;"><u>Activities/Milestones</u></th> <th style="text-align: left; border: none;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="border: none;"> <ul style="list-style-type: none"> • Outcomes • Best Practices • Public Arts Policy • Creating a “Sense of Place” • Designs • Design Standards </td> <td style="border: none;"> <ol style="list-style-type: none"> 1. Refer to the Arts and Culture Advisory Committee 2. Prepare a Report with recommendations 3. CONFERENCE: Report Presentation and Direction </td> <td style="border: none; vertical-align: top;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center; padding: 2px;">PRIORITY</th> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Policy</i></td> </tr> </table> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center;">2/21</td> <td style="width: 33%;"></td> </tr> <tr> <td></td> <td style="text-align: center;">7/21</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">8/21</td> <td></td> </tr> </table> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Outcomes • Best Practices • Public Arts Policy • Creating a “Sense of Place” • Designs • Design Standards 	<ol style="list-style-type: none"> 1. Refer to the Arts and Culture Advisory Committee 2. Prepare a Report with recommendations 3. CONFERENCE: Report Presentation and Direction 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center; padding: 2px;">PRIORITY</th> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Policy</i></td> </tr> </table> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center;">2/21</td> <td style="width: 33%;"></td> </tr> <tr> <td></td> <td style="text-align: center;">7/21</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">8/21</td> <td></td> </tr> </table>	PRIORITY	<i>Policy</i>		2/21			7/21			8/21		
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<i>Policy</i>																		
	2/21																	
	7/21																	
	8/21																	
Responsibility: Planning Director/Public Works Director/City Engineer																		

<p>ACTION: Code Enforcement/Compliance: Performance Audit, Report with Findings and Options, Direction and City Actions</p> <table style="width: 100%; border: none;"> <thead> <tr> <th style="text-align: left; border: none;"><u>Key Issues</u></th> <th style="text-align: left; border: none;"><u>Activities/Milestones</u></th> <th style="text-align: left; border: none;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="border: none;"> <ul style="list-style-type: none"> • Outcomes • Performance </td> <td style="border: none;"> <ol style="list-style-type: none"> 1. Prepare Annual Report 2. ANNUAL REPORT: Presentation </td> <td style="border: none; vertical-align: top;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center; padding: 2px;">PRIORITY</th> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Policy</i></td> </tr> </table> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center;">11/21</td> <td style="width: 33%;"></td> </tr> <tr> <td></td> <td style="text-align: center;">11/21</td> <td></td> </tr> </table> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Outcomes • Performance 	<ol style="list-style-type: none"> 1. Prepare Annual Report 2. ANNUAL REPORT: Presentation 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center; padding: 2px;">PRIORITY</th> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Policy</i></td> </tr> </table> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center;">11/21</td> <td style="width: 33%;"></td> </tr> <tr> <td></td> <td style="text-align: center;">11/21</td> <td></td> </tr> </table>	PRIORITY	<i>Policy</i>		11/21			11/21		
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PRIORITY															
<i>Policy</i>															
	11/21														
	11/21														
Responsibility: Code Compliance Manager															

ACTION: City Beautification Strategy and Action Plan:
Goals/Outcomes, Best Practices, Report with
Options, Direction, Funding and City Actions (e.g.,
“Make Her Pretty Campaign”)

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

-

**[RECOMMENDATIONS: ON THE
HORIZON 2022-2026]**

Responsibility:

ACTION: Property Maintenance Codes and Compliance:
Problem Analysis, Comprehensive Report with
Findings and Options, Direction, Service Level and
Staffing, Funding and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

-

[RECOMMENDATION; DROP]

Responsibility:

ACTION: Foreclosures Program/Process: Improvements

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | |
|--------------------------------|-------|
| 1. Prepare Annual Report | 11/21 |
| 2. ANNUAL REPORT: Presentation | 11/21 |

Responsibility:

ACTION: Downtown Dumpsters: Problem Analysis Best Practices, Report with Options, Direction, Funding and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

[RECOMMENDATION: DROP]

Responsibility:

ACTION: Highwaymen Museum Development: Update Report and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

- Link to Means Court Action

Activities/Milestones

1. License Plates
 - a. Promotion
 - b. Pre-Sales
2. Foundation to New Location -1234 Ave. "D"

Time

7/21
7/21
9/21

Responsibility: City Manager

ACTION: Wayfinding Signage: Upgraded Design

PRIORITY
<i>Mgmt</i>

Key Issues

- Design
- Themes
- Colrs

Activities/Milestones

1. Complete picture inventory and enter on GIS
2. Prepare framework report
3. DECISION: Award Contract Proposal
4. Prepare Report with recommendations

Time

1/21
4/21
5/21
12/21

Responsibility: City Manager

ACTION: Mural Projects 2021 (2): Direction

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

1. Lincoln Theater
2. Second Location

6/21
TBD

Responsibility: Finance Director

► **Management in Progress 2021**

- 4 1. Main Street: Annual Report
- 4 2. Recycling Campaign: Implementation

TIME
8/21
7/21

► **Major Projects 2021**

- 4 1. Banner Replacement (Citywide) (150 Replacements) FY 2021
Budgeted

TIME
7/21

GOAL 5	ENJOY OUR COMMUNITY
---------------	----------------------------

ACTION:	Mental Health Strategy and City Actions: Problem Analysis, Partner Provider Best Practices, Report with Options, Direction and City Actions	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
	[RECOMMENDATION: DROP – ST.LUCIE COUNTY RESPONSIBILITY]			
Responsibility:				

ACTION:	Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<ul style="list-style-type: none"> • Exercise Area: Indian Hills; Fenn Park, Moore’s Creek; Ellis Park • Scope • Improvements 	<ol style="list-style-type: none"> 1. Prepare Report and City budget proposal 2. BUDGET WORKSHOP: Direction 3. DECISION: Budget FY’22 Funding 	<p>6/21</p> <p>7/21</p> <p>9/21</p>		
Responsibility: Public Works Director				

**ACTION: Community Cameras: Outcomes, Best Practices,
Report with Options and Funding Mechanism,
Direction and Actions**

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

[REOCMMENDATIONS: DROP]

Responsibility:

ACTION: Greenways/Blueways/Trails Plan: Concept, Plan Development, Direction and City Actions

PRIORITY
<i>Policy</i>

Key Issues

-

Activities/Milestones

[RECOMMENDATION: MOVE TO “ON THE HORIZON 2022-2026] ”

Time

Responsibility:

ACTION: Seaplane/Shuffleboard Area: Direction and Actions

PRIORITY
<i>Mgmt</i>

Key Issues

- Design
- Construction

Activities/Milestones

- | | |
|--------------------------------------------------|-------|
| 1. Prepare Report | 4/21 |
| 2. CONFERENCE: Report Presentation and Direction | 5/21 |
| 3. DECISION: Design Contract | 6/21 |
| 4. Complete Design | 10/21 |
| 5. DECISION: Award Construction Contract | 11/21 |
| 6. Construction | 2022 |

Time

Responsibility: City Engineer

ACTION: Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

-

Activities/Milestones

1. Prepare Update Report
2. UPDATE REPORT: Presentation

Time

- 4/21
4/21

Responsibility: Police Chief

ACTION: Sunrise Theater Plan for 2021: Direction and Actions

PRIORITY
<i>Mgmt</i>

Key Issues

- COVID-19 Guidelines
- Events
- Diverse Programs

Activities/Milestones

1. Prepare Update Report
2. UPDATE REPORT: Presentation

Time

- 7/21
7/21

Responsibility: Sunrise Theatre Executive Director

ACTION: Smart City Initiative(Kiosks) Development: Direction and Actions

PRIORITY
<i>Mgmt</i>

Key Issues

- Agreement

Activities/Milestones

1. Finalize agreement between FPRA and FPUA
2. FPRA Decision
3. Implementation

Time

3/21
4/21
2022

Responsibility: City Manager

ACTION: Lincoln Theater Restoration Plan/Program Development: Update Report, Direction and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

-

Activities/Milestones

1. FPRA DECISION: Architectural Approval
2. Complete Restoration Design

Time

3/21
7/21

Responsibility: City Manager

ACTION: Porpoise Park Design, Funding and Direction

PRIORITY
<i>Mgmt</i>

Key Issues

- Parking Lot
- Connection to Beach
- Crossing Natural Dunes
-

Activities/Milestones

- | | |
|-------------------------------------------|-------|
| 1. CONFERENCE: Design and Proposed Budget | 2/21 |
| 2. Bid project | 8/21 |
| 3. DECISION: Award Construction Contract | 10/21 |
| 4. Open | 1/22 |

Time

Responsibility: Public Works Director/City Engineer

			TIME
► Management in Progress 2021			
5	1. SHIP Home Rehabilitations	Fin	Ongoing
5	2. Allegany Franciscan Ministries Collaboration	Fin	Ongoing
5	3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	ST	Ongoing
5	4. Intelligence Lead Policing Strategy: Development	Police	Ongoing
5	5. Sunrise Theatre Marketing: Expansion	ST	Ongoing
5	6. Sunrise Theatre: Grants	ST	Ongoing
5	7. Recreation Center Naming: Direction	PW	3/21
5	8. Sunrise Theatre Foundation: Fund Raising Event	ST	Ongoing
5	9. Annual Highwaymen Heritage Trail Art Show and Festival 2022	CM	TBD
5	10. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services	Fin	Ongoing
5	11. Marina Security: Assessment, Plan and Direction (Budget FY'22)	IT	9/21
5	12. Sunrise Theatre Volunteer Program: Expansion	ST	8/21
5	13. Sunrise Theatre Mobile Ordering System for Concessions	ST	3/21
5	14. Sunrise Theatre New Website: Development	ST	3/21

			TIME
► Management in Progress 2021			
5	1. Fenn Park Reconstruction Project - Phase 2 – Budget FY 2022	PW	9/21
5	2. Pickleball Courts at Jaycee Park (Budget FY'22)	PW	9/21
5	3. Stage Lighting DMX Control: Repairs	ST	4/21
5	4. Sunrise Center Backup Generator	ST	6/22
5	5. Indian Hills Golf Course Projects	GM	
	a. Tee Boxes		7/21
	b. Palm Tree Clean-Up		7/21
	c. Site Plan for Clubhouse		3/21
5	6. Harbor Master's Office Project	Marina	6/21

Policy Calendar 2021

MONTH

February 2021

1. DECISION: Animal Shelter and Control Service Agreement, Lease, Interlocal Contact with St. Lucie County
2. REPORT/DECISION: Parking Strategy
3. CONFERENCE: Traffic/Multi-Mobility Study and Impact Fee Presentation
4. CONFERENCE: Porpoise Park Design and Proposed Budget
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

March 2021

1. DECISION: City Hall Emergency Repairs Phase 2
2. DECISION: City Surplus Properties Direction (1st Group)
3. CONFERENCE: Recreation Center and Park Renaming
4. DECISION: : RFP for Enforcement Software and Paid Parking Solutions
5. FPRA PRESENTATION/DECISION: City Economic Incentives Policy Direction
6. DECISION: Annexations Direction
7. FPRA PRESENTATION: Means Court Development RFP and Direction
8. DECISION: : Traffic/Multi-Mobility Study and Impact Fee Procure Vendor Contract
9. FPRA DECISION: Lincoln Theater Restoration Plan Architectural Design
- 10.

MONTH

April 2021

1. REPORT: COVID-19 Presentation

2. MID-YEAR BUDGET ADJUSTMENTS:
 - a. Fleet Replacement Plan
 - b. Police Vehicles
 - c. Street Signs
 - d. Police Equipment Replacement

3. DECISION: Recreation Center and Park Renaming

4. FPRA DECISION: Fisherman's Wharf Direction

5. DECISION: Annexations Direction

6. REPORT: Community Policing Expansion: Actions 2021

7. UPDATE REPORT: Crime Reduction Action Plan

- 8.

- 9.

- 10.

MONTH

May 2021

1. DECISION: Annual Road Resurfacing Award Contract for Construction
2. DECISION: Teamster Labor Contract
3. DECISION: King's Landing Development Approval
4. DECISION: Wayfinding Signage Award Contract
5. CONFERENCE: Seaplane/Shuffleboard Area
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

June 2021

1. CONFERENCE: Regional Homeless Strategy – Purposes, Direction, City Role
2. REPORT/DECISION: Short Term Rental Report Adoption and Direction
3. DECISION: Social Media Policy
4. REPORT: Neighborhood Identification and Branding
5. DECISION: Seaplane/Shuffleboard Area Design Contract
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

July 2021

1. BUDGET WORKSHOP
 - a. New Alternative Revenues/Fees
 - b. Regional Homeless
 - c. Police Staffing
 - d. Comprehensive City Compensation Policy and Funding
 - e. Enterprise Resource Planning Software
 - f. Vehicle Replacement
 - g. Public Works Work Order System
 - h. Records Management Position
 - i. Part-Time Parking Enforcement Officer for Downtown
 - j. FPTV Mobile Unit
 - k. Tyler Munis Electronic Plan Review
 - l. Fuel Island: Repairs
 - m. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall)
 - n. Non-Profit Organizations Performance and Funding
 - o. ATV for SROs
 - p. Parks and Playground Upgrade
 - q. Marina Security
 - r. Pickleball Courts at Jaycee Park:

2. CONFERENCE: Port Development “Planned industrial District”

3. UPDATE REPORT: Sunrise Theater Plan for 2021

- 4.

MONTH

August 2021

1. FPRA DECISION: Award Contract for Means Court Development
2. CONFERENCE: Entrances/Gateways Beautification Plan Report
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

September 2021

1. DECISION: City Commission Districts and Compensation
2. DECISION: Budget FY'22 Adoption
3. DECISION: PBA Officers Contract
4. DECISION: PBA Sergeant/Lieutenants
5. DECISION: CBD Boundary Map Amendments and Zoning Text
6. DECISION: Porpoise Park Award Construction Contract
- 7.
- 8.
- 9.
- 10.

MONTH

November 2021

1. ANNUAL REPORT: Code Enforcement/Compliance
2. ANNUAL REPORT: Foreclosures Program/Process
3. DECISION: Seaplane/Shuffleboard Area Award Construction Contract
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

December 2021

1. DECISION: Planned Industrial District Adoption
2. DECISION: Landscape Code Adoption
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

January 2022

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.